



THE CORPORATION OF THE DISTRICT OF

# OAK BAY



ANNUAL REPORT 2013



OAK BAY

***Front Cover:***

**1938 Fire Department**

- Chief E.G. Clayards
- A.C. Kinnersley
- R. A. Coleman
- R. Ireland
- N. Stewardson
- H. Bates
- W.T. Pearson
- A. Leason
- C. Usher
- G. Lay
- Deputy J. Newall

ANNUAL REPORT 1938

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## Message from the Mayor

The annual report, as it does every year, provides financial information for The District of Oak Bay. It also provides a comprehensive overview on the work that is being undertaken by municipal government on behalf of residents to steward a unique community that we're all proud to call home.

This report highlights accomplishments, measures community impact and recognizes the role of citizen engagement in our community. Council made a commitment to strengthen citizen involvement in local decision making and residents have responded in large numbers to bring forward their time, ideas and passions. We are stronger and more connected with our residents – the true community-builders – as a result and I am grateful to all who have dedicated their time and shared their insights.

Public safety, health and wellbeing advocacy, environmental leadership, and ensuring that our services and programs meet the needs of all our citizens continue to be our primary goals. Upgrades to our recreation centres have been extremely well received, as has the introduction of the Kitchen Scraps Collection Program. Our new website has continued to improve our communications with our residents.

Transparency is a core operational principle for Council and this report also identifies the challenges we must manage as we look ahead at the need to address Oak Bay's aging infrastructure, and as we prepare to respond to provincially mandated sewer and storm water regulations. Budgetary challenges exist as we strive to maintain and renew the physical assets of the municipality. In keeping with Council's commitment to engage citizens, we look forward to exploring solutions together.

Oak Bay has a long history of good governance and community involvement. The renewal of the 2014 Official Community Plan (OCP) is one of the most important initiatives in Council's mandate as it is a key planning tool for setting out policies to guide Council and staff in decision making. This robust initiative that has been unfolding over the past year marks a significant shift in the way that local government and citizens work together to adapt to changes over the long term while protecting Oak Bay's core values and unique character that distinguish us throughout the Capital Region and around the world.

Oak Bay welcomed a new CAO, Ms. Helen Koning, at the end of 2013 and she has been a valuable addition providing skilled oversight for the delivery of programs and services throughout the municipality. I am very proud of the work that is undertaken by the District's executive and administrative staff. They are a lean and efficient team dedicated to meeting the needs of our citizens every day. Working together with residents achieving a vision that we share as citizens of Oak Bay is the heart of this report.

Nils Jensen  
Mayor



The first step in the process is to identify the problem. This is often done by the client or the investigator. The next step is to gather information about the problem. This is often done by the investigator. The third step is to analyze the information. This is often done by the investigator. The fourth step is to develop a plan of action. This is often done by the investigator. The fifth step is to implement the plan of action. This is often done by the investigator. The sixth step is to evaluate the results. This is often done by the investigator.

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Page 4



*Finance Department Report, 2013*

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**Finance Department: Patricia Walker, Municipal Treasurer  
2013 Annual Report**

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**Mission Statement, Finance Department**

To ensure proper financial management of the District's activities in accordance with statutory requirements and best practices, and to promote the efficient and effective use of financial and information technology resources in support of Council policies.

**Value Statement, Finance Department**

The Department is responsible for the management of the District's financial affairs. This includes ensuring the safe-keeping of all funds, investing funds in an authorized manner and expending and disbursing money in accordance with the approved budget. We also ensure that accurate records and full accounts of the financial affairs of the District are prepared, maintained and kept safely, and exercise control and supervision over all other financial affairs of the District. We will treat our customers with respect and dignity, and strive to provide quick service when they bring us questions and other issues relating to the finances of the District. We will be open to the added opportunities for customer service that new technology brings, balancing the benefits that these opportunities offer against the costs and risks involved.

**Finance Department Customers**

The Finance Department serves, or responds to, the following:

- Oak Bay property owners – regarding water, tax and dog licence inquiries, and collecting money from them for water, tax, licences, parking tickets and other miscellaneous revenues.
- Municipal operating departments – providing accurate and timely financial information to them, preparing budget documents and responding to queries regarding all financial aspects of the Municipality's operations. The Finance Department also acts as a resource regarding computer and technological issues faced by other departments.
- Providers of services and goods – paying invoices in a timely manner.
- District employees – providing payroll and benefit administration.
- Other local and higher level governments – contributing information and discussing current issues that are of mutual interest.
- Oak Bay Council members – providing monthly and annual financial information and reports on financial issues.
- Claimants – responding to individuals who feel that they have a claim against the Municipality.

## **Finance Department Services**

The Finance Department is responsible for the provision of service in the following areas:

### **Receiving and keeping of all funds paid to the District**

- Money is received at various locations in the District. Controls are in place to ensure that money is appropriately counted, recorded and deposited at the bank. During the time that it is in our custody, money is stored in a responsible, safe manner. The Finance Department reconciles all bank accounts on a monthly basis, following up any anomalies in a timely manner.
- Annual property tax notices are issued within the timelines specified by legislation and the Finance Department sends additional notices as it receives notification of ownership changes until at least the middle of June.
- Utility bills are issued three times a year for each property, and a 5% penalty is added to any that remain unpaid thirty days after issuance.

### **Investing of municipal funds in authorized investments**

- The investment of funds is made in accordance with the investment policy approved by Council. Either quotations for investments are evaluated and the investment is made in an instrument that best meets the requirements of the District with respect to term and rates or the funds are invested in one of the Municipal Finance Authority investment funds.

### **Expending municipal money in the manner authorized by Council**

- The Financial Plan Bylaw provides the authority to expend municipal money, and therefore all expenditures must fall within the scope of the Bylaw. Although the Bylaw covers a five year period, it is amended each year to reflect the current year's priorities in spending.
- All payments must be authorized by the Department Heads and the Treasurer, or their delegates, and must be for services and goods that have been chosen through the application of the District's purchasing policy.
- All cheques over \$5,000 must be manually signed by one of either the Treasurer or the Deputy Treasurer and one of the following: Chief Administrative Officer, Deputy Chief Administrative Officer, Mayor, Acting Mayor or Finance Committee Chair.

### **Ensuring that accurate records are prepared, maintained and kept safe**

- Budget: Prepare, administer and take responsibility for the annual budget. This involves liaising with the other municipal departments to ensure that their portions of the budget are prepared in a timely manner. Each department's requests for funding of capital projects must be evaluated in relation to other departments' requests and the various funding options available.

- Monthly financial information: ensure that monthly entries are entered into the system in a timely manner so that department managers can access useful, current financial information at all times. Revenue and expenditure summaries, along with explanations for variances, and details of the financial status of capital projects are provided each month to the Committee of the Whole.
- Homeowner accounts: responsible for the maintenance of water and tax accounts for each property in the municipality. All queries are dealt with, and adjustments to information and amounts owing are made, in a timely manner.
- Annual financial statements are prepared by the Finance Department and examined by an independent auditor who, in accordance with the *Community Charter* provisions, reports to Council.
- Financial information that is maintained electronically is backed up daily, in an off-site location. The backed-up information covers at least seven years of financial data. The paper copies of reports and financial information and back-up are kept in either a fire safe vault or in off-site storage.

*Providing help to other departments with technological issues and maintaining an overall technological vision for the District*

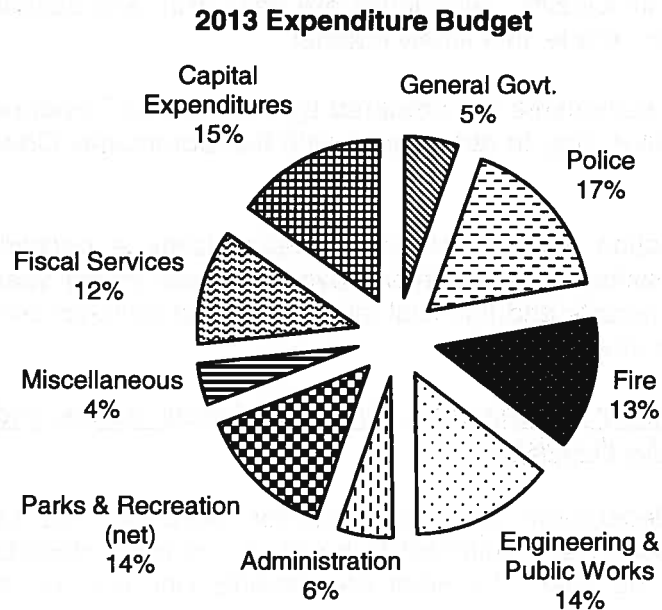
- The Finance Department is responsible for ensuring that the financial software is technologically sound and sufficient to be of use to other departments. It also acts as a liaison or "sounding board" for other departments who may not have the same expertise within their employees.
- Finance Department personnel are responsible for being aware of technological changes in the marketplace, and for bringing possible improvements to the attention of the Chief Administrative Officer.

*Payroll*

- The Finance Department is responsible for the payroll function for the District. It maintains the benefit packages and ensures that employees are paid in a timely manner for the work that they have done.
- The Department also acts as a liaison between employees and benefit carriers.

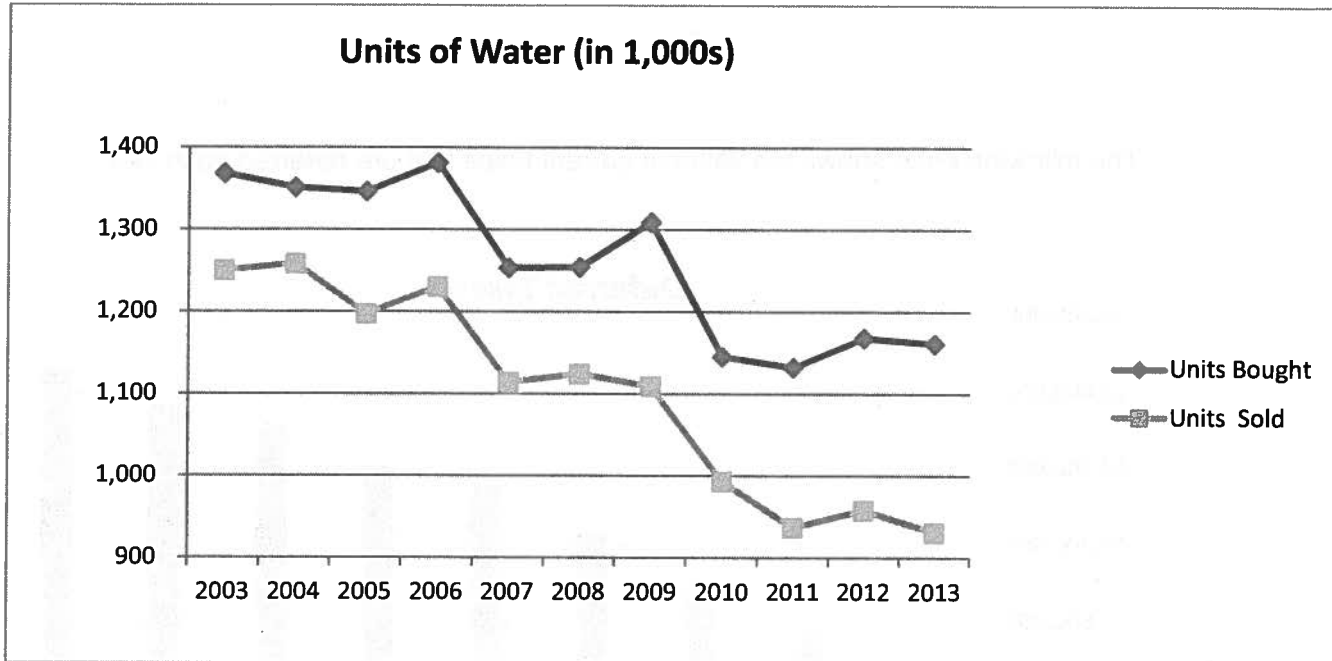
## Significant Issues and Trends

- The 2013 budgeted expenditures are broken down between the various areas as follows:



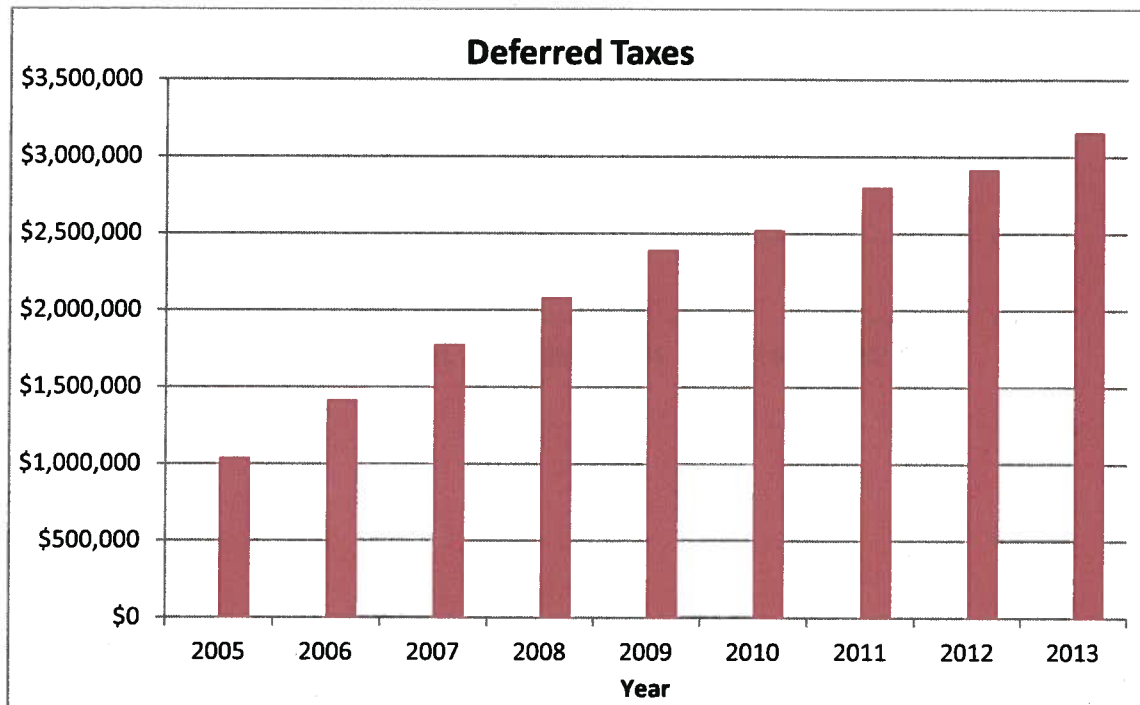
The future upgrades to the sanitary sewer system that are being dictated by the Capital Regional District's Core Area Liquid Waste Management Plan and the Province's Municipal Sewage Regulation will result in rising costs in the Sewer Fund. In 2005 a reserve was established to begin to build up funds for these future costs, but still higher annual expenditures may eventually be required. The federal government's gas tax revenue transfer payments are also being reserved for sewer projects driven by the Municipal Sewage Regulation. Additional costs relating to sewer treatment will be passed on to Oak Bay residents through the Capital Regional District's tax requisition.

- In the last eleven years the volume of water sold to consumers has dropped by 25.5%. This can be attributed to a number of causes: the increasing utility rates for sewer and water, the installation of water saving devices in houses and the greater acceptance of brown lawns are the most obvious ones. This in turn necessitates increasing prices just to maintain current levels of income. The following chart shows the volume of water purchased from the Capital Regional District and the amount of water sold to property owners. The difference between the two is unmetered water that is used in parks, boulevards, and public works maintenance work.



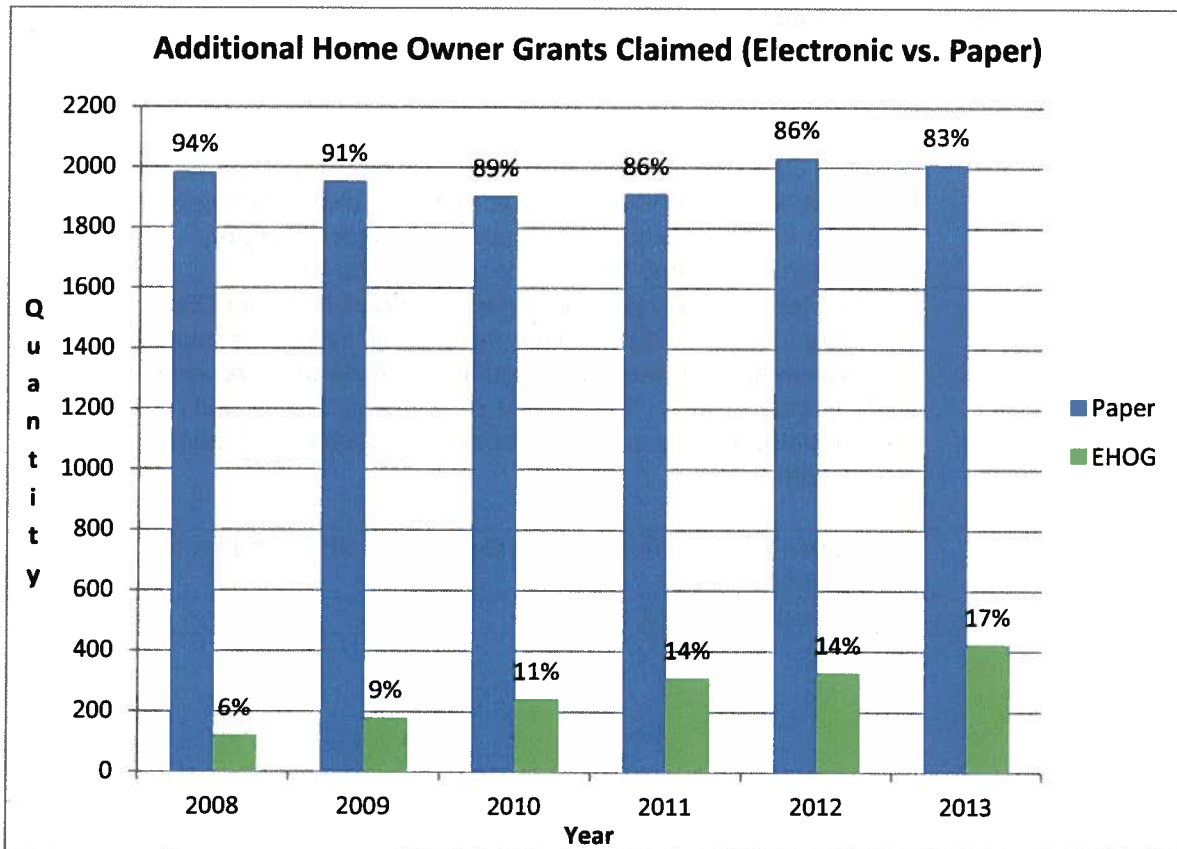
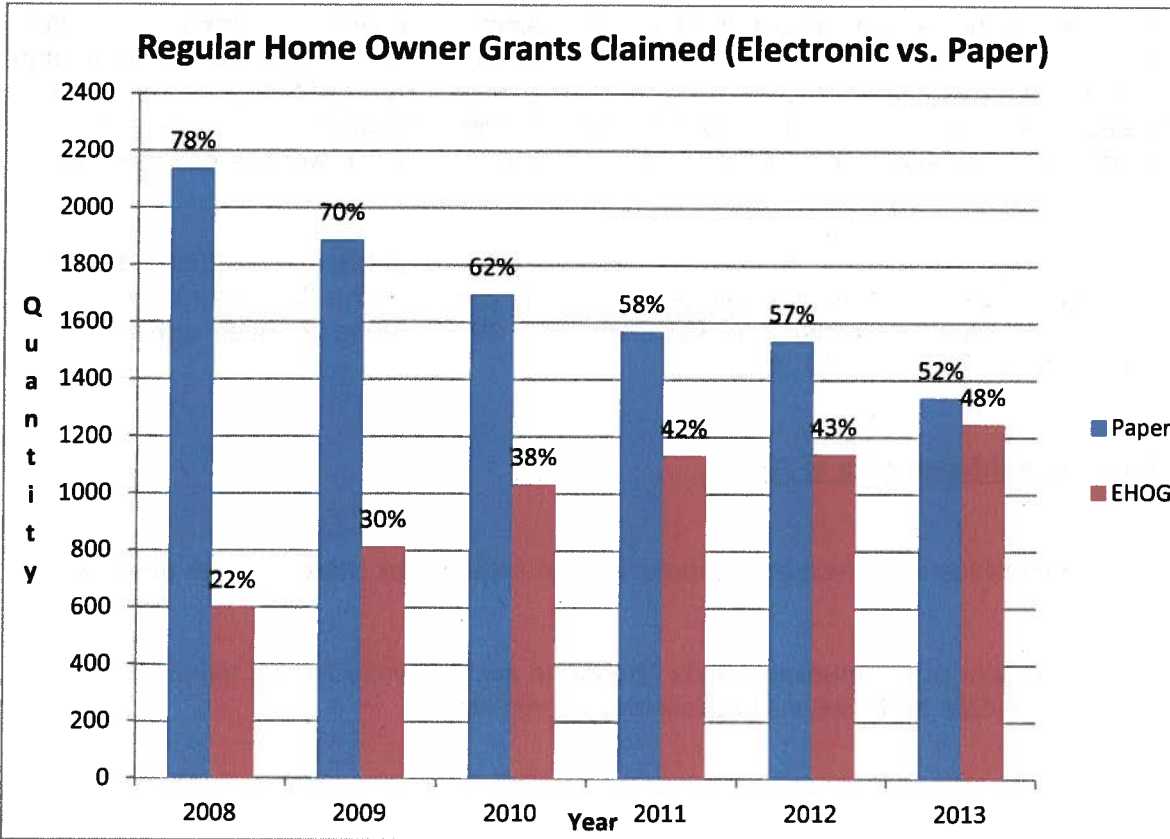
- The aging infrastructure requires additional funds to maintain or replace it, leading to a strain on the budget. The challenge of keeping the property tax increases at an acceptable level makes it difficult to maintain and renew the physical assets of the Municipality.
- We have improved our technological and network systems so that they require less constant monitoring and vigilance. The hardware is being replaced on a regular basis, to ensure that financial and administrative functions will continue uninterrupted by sudden failures.
- The Property Tax Deferment Program is a loan program that allows home owners to defer their annual property taxes if they meet certain criteria. While it is a Provincial initiative, the applications from the public to start using the Program, or to renew current deferment agreements, are dealt with at municipal offices. In 2013 there were two different deferment programs, each with different qualifications. Municipal staff must explain the qualifications that are necessary and deal with the questions, but we receive no reimbursement from the Province for handling their program. This should be compared with the School taxes, which are collected on behalf of the Province by municipalities, where municipalities receive an administration fee of 1.2% of the non-residential school taxes collected. In 2013 Oak Bay received a fee of \$12,958.

The following chart shows the value of current taxes that are deferred each year.



- A more computer-literate population expects the District to have more electronic options available. In 2008 we added the option of being able to claim Home Owner Grants on line, and the following graphs show the percentage of homeowners who used the electronic alternative in the last five years. The total grants claimed in 2013 were 2,585, of which 1,246 or 48% were claimed electronically (2012 – 2,678 and 1,141 or 42%) in regular grants and 2,435, of which 424 or 17% were claimed electronically, (2012 – 2,364 and 330 or 14%) additional grants, for a total of 5,020 (2012 – 5,042).

The reason for the low usage by seniors is probably due to their being eligible to defer their taxes. In order to defer property taxes, homeowners must come to the Municipal Hall, and therefore they will deal with all their transactions in person rather than electronically.



- Council is looking for ways to expand the use of electronic options to communicate. With a small employee complement at the Municipal Hall and limited extra funds, implementation and maintenance of new processes poses a challenge. During 2012 a new website was developed and put online. The development of “best practices”, the review of options regarding the management of the website and the adoption of a website policy will need to be carried out.
- The Fire Fighters’ Union Agreement expired on December 31, 2009, the Police Association’s Agreement expired on December 31, 2012 and the Canadian Union of Public Employees’ Agreement expired on December 31, 2013. None of these agreements had been settled by December 31, 2013.

**Departmental Achievements in 2013**

- The 2013 increase in municipal tax, including the solid waste charge, on an average house was 3.42%.
- The replacement of the municipal-wide telephone system, including all telephones, servers and computer data switches, was successfully completed.

**Progress Report on 2013 Objectives**

**Technology**

Objective	Install Calls for Service modules which will allow members of the public to submit requests for service and complaints online, and will give staff the ability to track the entry, dispatch and follow-through of requests for service.
Strategy	Apply for a \$9,000 risk management grant from the District’s liability insurer. The software vendor will install the programs and train staff on their use, and links will be inserted on the Municipal website. Before this happens protocols will have to be developed to ensure that adequate staffing is available to deal with this.
Measure	Successful implementation and use by both internal and external people.
Progress – Past Year	Deferred until 2014.



Administrative

Objective	Improve the utility bill graph showing water consumption.
Strategy	Contact other municipalities who use the same software to see if they would like to have a bar graph comparing average daily water usage per billing period that than the total water used (since the number of days can vary enough to be significant to the user). If there is enough interest, contact the software developer for a quote and development of this option.
Measure	If the degree of interest from other municipalities warrants it, the successful development by the software developer of a new graph that we can put on our utility bills. Include in the considerations for the 2012 budget if Oak Bay is the only municipality that sees any benefit in this project.
Progress – Past Year	Work will continue in 2014.

Objective	Review the option of hiring an internal computer staff member.
Strategy	An updated memo reviewing our current costs incurred with an outside consultant, comparing these costs and hours or work to what we would be able to receive from an internal employee for the same cost will be presented to the CAO. If the suggestion receives approval from both him and Council, we would need to carry out a review of exactly what qualifications are needed, and which tasks would still be carried out by the consultant, before developing a job description. A decision will have to be made regarding who should be on the hiring panel and future budgets will have to include money to cover professional development for this position. During 2011 a review of our needs and other sources that could meet these needs led to discussions with the District of Saanich regarding the possibility of entering into a support contract with them. This is currently being done for the computer needs within the Oak Bay Police Department. Saanich was receptive to the suggestion, but further discussion and analysis needs to be carried out by both municipalities before this becomes a reality, and this did not occur in 2012.
Measure	Successful hiring of an internal computer staff member or entering into a support contract with Saanich.
Progress – Past Year	A further review was carried out during 2013 and the 2014 budget will contain the funds required to hire an information technologist.

Objective	Find a method to properly and easily measure the municipal operation's carbon footprint.
Strategy	Meet with some of the CRD Greenhouse Gas group and discuss ways of meeting the provincial requirements to measure and convert energy used into carbon equivalents. Implement a system that can be used by various departments that will also be useful in determining how best to reduce greenhouse gases.
Measure	Successful implementation of a useful system.
Progress – Past Year	Work will continue in 2014.

Objective	Development of a municipal grants policy.
Strategy	In consultation with some of the councillors, and using other municipalities' policies as templates, develop a draft policy that can be reviewed and eventually adopted by Council. This should be done in time for the new forms to be used for 2013 grant requests.
Measure	Adoption of an Oak Bay grants policy.
Progress – Past Year	During 2013 the grant application form and process was formalized and put on the website for easy access by applicants. Further development of an Oak Bay grants policy was not deemed to be a priority during Council's priority setting session, and no further work has been done.

Objective	Development of an infrastructure funding policy.
Strategy	Review the policies in place at other municipalities, and prepare a draft policy for review and adoption by Council in time for the 2014 budget.
Measure	Adoption of an Oak Bay infrastructure funding policy.
Progress – Past Year	To be done in 2014.

Financial

Objective	Review alternative ways of presenting the budget to the Estimates Committee, and decide whether a new style should be used.
Strategy	During 2013 review the budget documents that similarly sized municipalities present to their Committees. Analyse them for content, ease of use by elected officials and staff, and tie in with PSAB rules. If there appear to be improvements to be derived by changing, present to the Finance Section of the Committee of the Whole the option of an alternate style and ensure that it agrees before further work is done.
Measure	A satisfactory review of budget presentation styles, and a decision to either stay with our current system or to change; in the latter case, agreement from the elected officials that the new method will be an improvement and the development of a new presentation method.

Progress – Past Year	A brief review was done during 2012 and further work will be done in 2014.
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Objective	Create a more easily understood version of the revenue and expenditure information contained in the annual financial statements.
Strategy	Review the schedules that were contained in the financial statements before the introduction of Public Sector Accounting Standards, and decide which of them would provide useful additional information, and whether they could be efficiently incorporated into the statements as additional unaudited schedules.
Measure	The addition of easier to understand schedules, which can be prepared in a timely manner for the financial statements.
Progress – Past Year	Not done.

Objective	Review current method of charging for Regional Sewer Debt and other costs related to the sewer treatment plant.
Strategy	Review of other municipalities, and a report prepared and presented to the Committee of the Whole for its discussion and decision regarding whether to continue with the current method, which is to collect all of the costs as a user charge on the water bills, based on the consumption of water.
Measure	A decision made by the Committee of the Whole and, if necessary, any required changes to the Sewer User Charge Bylaws in place for 2014.
Progress – Past Year	Not done.

**Objectives for 2014**

**Technology**

Objective	Install Calls for Service modules which will allow members of the public to submit requests for service and complaints online, and will give staff the ability to track the entry, dispatch and follow-through of requests for service.
Strategy	Apply for a \$9,000 risk management grant from the District's liability insurer. The software vendor will install the programs and train staff on their use, and links will be inserted on the Municipal website. Before this happens protocols will have to be developed to ensure that adequate staffing is available to deal with this.
Measure	Successful implementation and use by both internal and external people.

Administrative

Objective	Improve the utility bill graph showing water consumption.
Strategy	Contact other municipalities who use the same software to see if they would like to have a bar graph comparing average daily water usage per billing period that than the total water used (since the number of days can vary enough to be significant to the user). If there is enough interest, contact the software developer for a quote and development of this option.
Measure	If the degree of interest from other municipalities warrants it, the successful development by the software developer of a new graph that we can put on our utility bills. Include in the considerations for the 2015 budget if Oak Bay is the only municipality that sees any benefit in this project.

Objective	Hire an internal computer staff member,
Strategy	Develop a job description, establish a salary, have the new job description reviewed by the Union and then advertise the position/
Measure	Successful hiring of an internal computer staff member.

Objective	Find a method to properly and easily measure the municipal operation's carbon footprint.
Strategy	Meet with representatives of the provincially supported software to meet provincial requirements to measure and convert energy used into carbon equivalents. Implement a system that can be used by various departments that will also be useful in determining how best to reduce greenhouse gases.
Measure	Successful implementation of a useful system.

Objective	Development of an infrastructure funding policy.
Strategy	Review the policies in place at other municipalities, and prepare a draft policy for review and adoption by Council in time for the 2015 budget.
Measure	Adoption of an Oak Bay infrastructure funding policy.

Financial

Objective	Review and possibly purchase software for preparing and presenting the budget to the Estimates Committee.
Strategy	The 2014 budget will contain funding for budget software. During the year review in depth the budget software used by similarly sized municipalities and the documents that are presented to their Committees. Analyse them for content, ease of use by elected officials and staff, and tie in with PSAB rules. Present our findings to the Finance Section of the Committee of the Whole and, if so directed, implement the new software in time for the 2015 budget preparation.
Measure	A thorough review and report to Committee of the Whole of the results, followed by the purchase and implementation of new budget software if the results warrant this line of action.

Objective	Prepare for the new Accounting Standard, Liability for Contaminated Sites.
Strategy	The new standard comes into effect for years commencing on or after April 1, 2014, so the first year that The District will have to accrue any liability, if it exists, will be 2015. Staff will be part of a regional committee working on the development of policies regarding this standard. Department heads will be asked to review the list of tangible capital assets in their area, and the results will be used to develop a list of potential contaminated sites. These will then be reviewed by an engineer to develop reasonable estimates of any liability that might exist relating to remediation.
Measure	Development of a list and related liability that can be reviewed by the auditors for the year ended December 31, 2015.

1. The first part of the document is a letter from the author to the editor of the journal. The letter discusses the author's interest in the topic and the reasons for writing the paper. It also mentions the author's previous work in the field and expresses confidence in the quality of the research presented in the paper.

2. The second part of the document is the abstract of the paper. It provides a concise summary of the research objectives, methods, results, and conclusions. The abstract is designed to give readers a quick overview of the paper's content and to help them decide whether to read the full text.

*Parks and Recreation Department Report, 2013*

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105. The first part of the problem is to find the value of the function  $f(x)$  at  $x = 1$ . The function is defined by the equation  $f(x) = x^2 + 2x - 3$ . Substituting  $x = 1$  into the equation, we get  $f(1) = 1^2 + 2(1) - 3 = 1 + 2 - 3 = 0$ . Therefore, the value of the function at  $x = 1$  is 0.



**Parks & Recreation Department: Ray Herman, Director**  
**2013 Annual Report**

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**Mission Statement, Parks and Recreation Department:**

To enhance life in our community through the provision of quality leisure services.

**Operational Principles:**

- Plan and deliver parks and recreation services in a cost effective and publicly accountable manner.
- Maximize services and resources within approved spending levels.
- Deliver our services through a courteous, knowledgeable team working in an atmosphere of integrity and innovation.
- Focus on customer satisfaction in the delivery of our services.
- Respond quickly to changing trends and service needs in a manner that benefits our community.
- Protect and enhance green space in the community for the enjoyment and benefit of all residents.
- Provide a well maintained, safe and welcoming environment for all users of municipal leisure services.

**2013 Quick Facts**

Parks and Recreation operates under the auspices of the Parks and Recreation Commission, a body appointed by Municipal Council. The Commission provides policy level advice to Council and acts as a vehicle for the coordination of leisure services in the community. Parks and Recreation employs a staff of 72 full-time and regular part-time employees and over 300 auxiliary employees are on the payroll. On average, in any given year, departmental staff welcome over a million visitors to Oak Bay's facilities.

The Department's many recreation programs operate from the following facilities:

- Oak Bay Recreation Centre – The largest of the facilities, this Centre houses an arena, indoor pool, artificial turf field, a licensed social lounge, 7200 square foot fitness studio, administration offices, seven indoor tennis courts, teen centre, activity rooms, and related amenities.

*Statistics: Aquatics/fitness drop-in attendance:*  
*2013: 381,474 (maintenance shutdown year)*  
*2012: 381,891*  
*2011: 361,169 (maintenance shutdown year)*

*Arena drop-in attendance:*

*2013: 25,999*

*2012: 25,692 (maintenance shutdown year)*

*2011: 28,205*

- Henderson Recreation Centre – With a gymnasium, multi-purpose rooms, coffee lounge, fitness studio, a par 3 golf course, 6 outdoor tennis courts, and playing fields, this centre has a strong sports focus. In addition, after school care programs operating out of Henderson, OBRC, and Willows School and community recreation pre-school programs are under the umbrella of Henderson staff.

*Statistics:*

*Henderson fitness drop-in attendance:*

*2013: 29,407 (closed two weeks during construction)*

*2012: 31,768*

*2011: 32,152*

*Number of rounds of golf played*

*2013: 24,261*

*2012: 26,663*

*2011: 26,936*

- Monterey Recreation Centre – This facility, with its many multi-purpose rooms, food services, and computer lab is home to the Oak Bay Seniors Activity Association that hosts more than forty activity clubs with the support of approximately 200 volunteers. The Centre has a 50+ age focus during the day with programs ranging from fitness and carpet bowling to photography and computer courses and offers programs catering to a 19+ age focus from the late afternoon into the evenings and on weekends.

*Statistics:*

*Oak Bay Seniors Activity Association Members:*

*2013: 1,995*

*2012: 2,002*

*2011: 1,898*

*Monterey Drop-In Program Attendance:*

*2013: 23,532*

*2012: 22,245*

*2011: 19,771*

- Windsor Pavilion – Windsor Pavilion provides community meeting rooms and is utilized by a wide range of community sports and arts groups. Group instructional programs are offered for pre-schoolers through to adults. Also located in Windsor Park are soccer, rugby, field hockey, softball, and cricket fields, a children's play area, three tennis courts, and the Windsor Rose Garden.
- Carnarvon Centre – This centre is home to licensed "Paddington Station" day care (for 3 -5 year olds) and a number of the Department's pre-school and after-school children's programs. Adjacent to the Centre is the Carnarvon Water Park, lacrosse box, tennis courts, and playing fields. The park is also home to the Oak Bay Lawn Bowling Club.

The Department's Parks division is responsible for the stewardship of municipal green space and liaison with community field sport groups and passive park users. Responsibilities include:

- 76.48 hectares of park land including playing fields, playgrounds, sports fields, passive parks, lawns and gardens.
- 27 kilometres of public boulevards and beach accesses.
- The municipal tree resource of over 10,000 trees.
- Maintenance of the Henderson Par 3 golf course.
- Greenery and floral displays – Municipal Hall, Recreation Centres, and streetscape green areas.

### **2013 Departmental Highlights**

- ✓ An expansion and upgrade to the Henderson Recreation Centre was completed, with the grand opening in June.
- ✓ Also in June the Oak Bay Recreation Centre had a 3 week pool maintenance shutdown.
- ✓ Cattle Point was designated as the first Urban Star Park in Western Canada by the Royal Astronomical Society of Canada.
- ✓ The four court tennis bubble was replaced in September. The new bubble is insulated, greatly reducing gas consumption and GHG emissions.
- ✓ LED lights were installed in the pool tanks, further reducing energy consumption and lowering maintenance costs.
- ✓ Online program registration was launched with excellent feedback.
- ✓ The 6<sup>th</sup> Annual YES (Young Exceptional Star) Awards ceremony was held as part of Youth Week.
- ✓ Another successful Canada Day event was held on the front lawn of Municipal Hall.
- ✓ The Henderson Tennis Courts were resurfaced.
- ✓ Best in the City Awards by the News Group for 2013
  - #1 Best Recreation Centre – Oak Bay Recreation Centre
  - #1 Best Romantic Beach – Willows Beach
  - #2 Best Swimming Pool – Oak Bay Recreation Centre
  - #2 Best 9-hole or Par-3 Golf Course – Henderson Park Par 3
  - #3 Best Gym/Fitness Studio – Oak Bay Recreation Centre
  - #3 Best Place to Escape Urban Stress – Willows Beach

**Community Support**

The Parks and Recreation Commission and staff are very grateful to the many community groups and individuals who continue to volunteer their time in order to enhance the parks and recreation amenities in the Oak Bay Community. Some of these groups include:

- ✓ Girl Guides
- ✓ Garry Oak Sea Scouts
- ✓ Oak Bay Rotary Club
- ✓ Kiwanis Club of Oak Bay
- ✓ Oak Bay Seniors Association
- ✓ Monterey Volunteers
- ✓ Brighton Trail Volunteers
- ✓ Friends of Uplands Park
- ✓ Native Plant Garden Volunteers

**Progress Report on Objectives for 2013:**

Objective	Complete expansion of Henderson Recreation Centre utilizing grant obtained through Community Recreation Program.
Strategy	Staff to manage project in conjunction with architect and general contractor.
Progress – Past Year	Project completed.

Objective	Work with School District to support efforts to get High School/NLC project to construction stage. Begin negotiations on two agreements: a transition period agreement for use of room spaces and fields, and an operating agreement for the new NLC.
Strategy	Support project through joint Project Advisory Committee. Agreements to be drafted by joint staff efforts, and presented to respective governing bodies for feedback.
Progress – Past Year	Construction underway. Operating Agreement negotiations underway.

Objective	Link new departmental website to expected new municipal website.
Strategy	Work with municipal committee and contractor to link websites
Progress-Past Year	Project completed.

Objective	Implement online registration as part of using CLASS software for greater efficiency and enhanced customer service.
Strategy	Work with CLASS consultants to prepare and implement online registration.
Progress-Past Year	Project completed.

Objective	Continue Energy Coordinator partnership with BC Hydro.
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Strategy	Obtain approvals from BC Hydro and Council to continue partnership in 2013.
Progress-Past Year	Agreement approved and in place.

Objective	Replace 4-court tennis bubble
Strategy	As bubble is at end of its lifespan, tender replacement to take place in August/September.
Progress-Past Year	Project completed.

Objective	Complete pool maintenance shutdown in June.
Strategy	Prepare for pool maintenance shutdown in the first three weeks of June, and complete list of tasks within that time period.
Progress-Past Year	Project completed.

Objective	Continue efforts to support the volunteer work done in Uplands Park and Cattle Point to remove invasive species and to protect species at risk.
Strategy	Work with the Friends of Uplands Park and other volunteers to provide good stewardship of the park.
Progress-Past Year	Work is ongoing.

Objective	Replace leased cardio equipment at Oak Bay Recreation Centre and Henderson Recreation Centre.
Strategy	Investigate options for new equipment and tender for replacement.
Progress-Past Year	Equipment replaced – project completed.

Objective	Increase admission revenue.
Strategy	Brainstorm ideas and implement strategies to increase attendance and admission revenue.
Progress-Past Year	Installation of turnstiles at OBRC has helped improve admission revenue.

**Objectives for 2014:**

The Parks and Recreation Department's objective continues to be to create, maintain, and implement programming that enhances participant's recreational experiences and is in keeping with changing trends in community leisure services. This objective is met by each staff member and service group working within the Department's operating principles as outlined at the beginning of this report and achieving their work plans in a timely fashion and within the policy and budget parameters prescribed by the Parks and Recreation Commission and Municipal Council. Beyond normal work plans, significant objectives specific to 2014 are listed below.

Objective	Complete required maintenance during arena shutdown in June.
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Strategy	Facility closed for 3 weeks to provide access and time to complete maintenance work.
Measure(s)	Completion of all tasks and facility re-opened on time.

Objective	Replace leased strength equipment at Oak Bay & Henderson Recreation Centres.
Strategy	Research new equipment options and tender for replacement.
Measure(s)	New equipment in place by July.

Objective	Continue Energy Coordinator partnership with BC Hydro.
Strategy	Obtain Hydro & Council approvals to continue partnership in 2014.
Measure(s)	Agreement approved and in place.

Objective	Increase number of rounds played at Henderson Par 3 Golf Course.
Strategy	Market course strategically to improve awareness and attract new players.
Measure(s)	Rounds played increased.

Objective	Address financial performance of food services at the Oak Bay Recreation Centre.
Strategy	Discuss options for improvement with staff, Commission & Council.
Measure(s)	Reduction of net loss.

Objective	Succession plan to address key retirements in 2014.
Strategy	Analysis of structure and subsequent recruitment processes.
Measure(s)	Any adjustments made and new staff in place.

Objective	Complete Neighbourhood Learning Centre operating Agreement with School District.
Strategy	Negotiate with School District to complete draft agreement for approval by Commission & Council.
Measure(s)	Approved agreement in place.

*Public Works Department Report, 2013*

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APRIL 1964 DEPARTMENT REPORT 2024

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**Public Works Department: Phil Barnett, Superintendent  
2013 Annual Report**

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**Mission Statement, Public Works Department**

To maintain and upgrade the District's infrastructure to a standard that supports the preservation and enhancement of a safe, liveable and attractive community.

**Value Statement, Public Works Department**

The Department will take the responsibility and be accountable for the effective stewardship of the District's infrastructure and physical assets. We will manage these assets with vigilance, and in an effective manner. We will take a proprietary interest in our areas of responsibility. As managers, we will be open to constructive suggestions for improvements from customers and employees. We will confront change as an opportunity for organizational and personal growth. We will provide a safe and supportive workplace. We will treat our customers with respect and dignity and will strive to provide quick and effective service.

**Public Works Department Customers**

The Public Works Department serves or responds to the following customers:

- Oak Bay Engineering Department – as a contractor tasked with carrying out infrastructure construction and renewal projects large and small.
- Municipal operating departments (e.g., Fire, Police, Administration) – as a consultant, contract manager and contractor on building maintenance and renovation; and as a vehicle fleet manager.
- Oak Bay citizens – as a direct provider of a wide range of public services.
- Oak Bay businesses – as a supporting partner in community events sanctioned by Council. In co-operation with the Parks Department, as a principal agency responsible for the upkeep and maintenance of public property in business areas.

**Public Works Department Services**

The Public Works Department is responsible for the provision of service in the following areas:

**New Construction**

- Carry out capital works projects approved by Council, e.g., installation, rehabilitation and renewal of storm drains, sanitary sewers and water mains; sidewalk construction and replacement; road rebuilding and resurfacing; road work related to traffic and pedestrian safety.

### **Infrastructure Maintenance**

- Sewers: Keep clear and generally maintain storm and sanitary sewer mains so that they function at or close to their design capacity, in accordance with a systematic schedule based on historical field data.
- Roads: Preserve road base through timely maintenance measures; enhance public safety by continuous inspection and hazard repair; replace deteriorated road base as maintenance budget allows.
- Sidewalks: Maintain sidewalks in accordance with risk management policy.
- Water: Maintain all system components in good working order; service all fire hydrants in accordance with a systematic schedule; maintain and repair meters to ensure accurate readings.
- Fleet: Maintain and repair all vehicles in municipal fleet; track operating costs and make provision for full life cycle cost coverage.
- Traffic: Install, repair and maintain all traffic control devices such as traffic signals, parking restriction signs and markings, crosswalks, traffic islands and motorist's signs.
- Street Lighting: Maintain, repair and upgrade street lighting in residential and business areas.
- Public Amenities: install and maintain street furniture and other public amenities such as bus shelters, lamp standards, bicycle racks, litter containers, benches, davit poles, railings and street signs; remediate all vandalism.

### **Administrative Support**

- Prepare, administer and take responsibility for Public Works Department budget and financial management.
- Provide for staff training as part of the department safety program and to maintain skill levels in specialized functions.
- Maintain payroll and general personnel records.
- Provide staff liaison to labour-management committee.
- Maintain accurate inventory and asset records.
- Oversee the work of The Public Works/Parks occupational health and safety committee.
- Assist Engineering Department with intermunicipal public works issues.
- Maintain accurate records for the direct sales to the public and associated wholesale purchases.

- Administer building repair and other contracts.
- Maintain inspection records in connection with risk management program.

### **Direct Service to the Public**

- Collect and dispose of solid waste in accordance with Council policy.
- Operate drop-off depot for garden waste, general waste and recyclable material.
- Conduct sales of garbage/recycle totes and containers.
- Conduct sales of compost.
- Facilitate community events through the provision of road barricades, signs and assistance with traffic plan development.
- Provide information to the public on a wide variety of municipal services; respond to calls for service.
- Responds to after hours emergencies.

### **Significant Issues and Trends**

- The mandating of climate protection action by both the Province and the Municipal Council will affect vehicle purchasing criteria and is increasing vehicle replacement costs.
- Cost of materials and fuel continues to exceed the general inflation rate which is a benchmark for tax increases, so that decreasing amounts of work can be accomplished with constant or even moderately increasing funds.
- Increasing use of technology requires ongoing employee training and culture shifts.
- The demand for off-site servicing due to a construction boom over the last few years seems to have slowed down considerably.
- An aging workforce is placing pressure on attendance management.
- The fiscal limits on capital expenditure within the municipal road system leaves the District with a highway infrastructure that cannot be adequately maintained within existing operating budgets.

## **Department Achievements in 2013**

- Replaced the water main on Hall Rd
- Replaced the water main on Byng St from Central Ave south
- Replaced the water main on Quimper Rd from Maquinna to Crescent Rd
- Replaced the water main on Maquinna from Quimper Rd to Lorne Tce
- Cement lined the water main on Cadboro Bay Rd from Lansdowne Rd to Uplands Rd
- Cement lined the water main on Lansdowne Rd from Uplands Rd to Nottingham Rd
- Completed the installation of two electric car chargers at the Municipal Hall.
- Installed 19 lowered curb sections for wheelchairs.
- Replaced the storm drain on Musgrave between Estevan Ave and Dalhousie Rd
- Replaced the storm drain on Dalhousie Rd from Beach Dr to Musgrave Rd
- Installed solar powered pedestrian crossing lights at Carnarvon St and Foul Bay Rd
- Replaced the flag poles at the Municipal Hall
- Assisted in the installation of a backup generator at the Municipal Hall.
- Replaced 10 fire hydrants.
- Installed 495 Storz pumper nozzles on all the fire hydrants within the District to bring them up to regional standards.
- Replaced the sidewalk on Musgrave Rd from Estevan Ave to Dalhousie Rd
- Replaced the sidewalk on Dalhousie Rd from Beach Dr to Musgrave Rd.
- Established a District wide kitchen scrap collection program to meet CRD requirements for a ban on organics at the landfill effective Jan 1 2015.
- Facilitated and provided technical and set-up support for a number of community events, e.g., Christmas light-up in commercial areas, lighted truck parade, Classic Car event, Oak Bay Tea Party, the Sea of Lights bonfire on Willows Beach, and the Halloween bon fire at the fire hall.
- Continued with the mill and fill program to slow the deterioration of roads. This years project was Foul Bay Rd from Oak Bay Ave to Lansdowne Rd

- Resurfaced Roslyn Rd from Windsor Rd to the north end of the street.
- Rebuilt the third of 3 storm drain pumps located in the Orchard Pump Station.
- Public Works crews worked extensively with engineering to assist with the filming of storm drain and sewer lines. This resulted in fewer lines being serviced for preventative maintenance.

**Progress Report on 2013 Objectives; Objectives for 2014**

**Solid Waste**

Objective	Reduce volume of garbage going to the landfill.
Strategy	Continue to work with Capital Regional District to encourage and facilitate recycling.
Measure	Tonnage of waste deposited at landfill, and tonnage of kitchen waste diverted from the landfill.
2012 Benchmarks	Garbage: 2507 tonnes Recycle: 1466 tonnes Kitchen Waste: 190.3 tonnes Yard waste: 2987 tonnes
2013 Totals	Garbage: 2332 tonnes Recycle: 1538 tonnes Kitchen Waste: 203 tonnes Yard waste: 2914 tonnes

**Storm Drains & Sanitary Sewers**

Objective	Minimize property damage caused by backups due to storm drain or sanitary sewer main obstruction.
Strategy	Rigorous adherence to systematic flushing schedule.
Measure	Number of claims for sewer backup damage; number of metres of pipe flushed.
2012 Benchmarks	No. of backup claims: 1 Storm drains flushed: 32689 metres Sewers flushed: 54985 metres
2013 Totals	No. of backup claims: 0 Storm drains flushed: 34198 metres Sewers flushed: 41574 metres

NOTE : The sewer totals are marginally down from last year in sewer, as the crew spent considerable time assisting Engineering with filming of the sewer and storm lines.

### Roads

Objective	Reduce the rate of deterioration of hard-surfaced streets.
Strategy	Budget for and implement an annual crack sealing and base failure repair program;( mill and fill ) make all Public Works employees "risk managers" for the purpose of reporting unsafe road conditions.
Measure	Measure square metres of base-failed areas repaired.
2012 Benchmark	Base repair / resurface: 9825 sq. metres. No crack sealing program in 2012
2013 Totals	Base repair / resurface: 7687 sq. metres. No crack sealing program in 2013

### Sidewalks

Objective	Minimize injuries and insurance claims arising out of sidewalk trips.
Strategy	Continue to emphasize with staff the importance of sidewalk trip hazard reporting; assign a high priority to the review of risk management reports and the carrying out of remedial work.
Measure	Percentage of reported sidewalk heaves repaired; number of sidewalk trip claims; number of metres of sidewalk replaced.
2012 Benchmarks	Reported sidewalk trips repaired: 100% Asphalt sidewalk replaced: 296 metres No. of claims: 3 - Trip and Fall
2013 Totals	Reported sidewalk trips repaired: 100% Asphalt sidewalk replaced: 677 metres No. of claims: 2 - Trip and Fall

### Water Distribution System

Objective	Maintain and improve quality and flow of domestic water supply.
Strategy	Upgrade booster stations and pressure reducing stations as budgets permit; continue to replace undersized water mains; continue to clear and line adequately sized mains where flows have been reduced by corrosion.
Measure	Metres of water mains replaced and lined.

Workplace Safety

Objective	Maintain a safe working environment.
Strategy	Adhere strictly to Oak Bay Public Works safety guidelines and policies; maintain current levels of training for all staff; remain compliant with all applicable WCB regulations; continue to work with Oak Bay Fire Department to maintain current levels of training for employees involved in high risk activities such as confined space entry.
Measure	Number of work days lost per year due to workplace injury; number of infractions reported through WCB inspections.

2012 Benchmarks	Work days lost due to injury: 150 Infractions cited by Work safe BC: None
2013 Totals	Work days lost due to injury: 7 Infractions cited by Work safe BC: None





*Engineering Department Report, 2013*

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**Mission Statement, Engineering Department**

To provide and manage the District's infrastructure in such a way that will maintain and enhance the Municipality's health and safety in a sustainable and businesslike manner.

**Definitions:**

As-built – Engineering drawings of various sizes showing exact measurements of underground infrastructure.

Block Plans – Engineering drawings of cadastral information that covers about 1 city block.

Catchment – A delineated area around a network of pipes and/or the topography from a high point to a low or single exit point.

Digitized – Transferring the location and attribute information from one source into the GIS to archive for future use and perform statistics on the captured data.

GIS – Geographic Information System is the system to organize data using maps to connect information to data contained in digital files enabling the user to query and generate statistics.

Installed – An object such as a manhole that is physically secured in place to perform a specific function.

**Value Statement, Engineering Department**

The Engineering Department will assume responsibility and take ownership for the design and project management required to achieve its mission.

The Department will:

- Use best practices.
- Strive for efficiency and cost-effectiveness.
- Create works that are environmentally sustainable.
- Seek information from appropriate sources.
- Strive to keep information current and accurate.
- Strive to develop improved processes for the collection, maintenance and distribution of data.
- Maintain good engineering standards.

- Meet with its peer agencies to exchange ideas for mutual benefit.
- Function within the confines of its bylaws.
- Work proactively to enhance its existing bylaws and policies.
- Support staff training and skill upgrading.

The Department will gather the necessary information and data from its employees, its customers and other professionals in order to fulfill its mandate and goals. The Engineering Department will treat its customers with respect and strive to provide effective and efficient service within a safe and supportive workplace environment.

### **Engineering Department Customers**

The Engineering Department serves or accommodates the following customers:

- Municipal Council – as an advisory body serving elected officials with specialized information and advice.
- Municipal Ratepayers and Residents – as the provider of infrastructure for the health, safety and daily living enjoyment of the community. To provide relevant information to the public on municipal works and services in general.
- Oak Bay Volunteer Sub-committee Groups – as a developer and supplier of information maps and supporting documents.
- Municipal Businesses – as a supporting partner in community events sanctioned by Council.
- Other Municipal Operating Departments – as a provider of cost estimates for the annual Municipal budget, as a maintainer of financial records for goods and services provided and received and as a consultant, project manager and data provider on capital works and other initiatives.
- Peer Government Agencies – as a participant in group committees resolving common problems.
- Private and Public Utilities – as a source of municipal bylaws and infrastructure information for utility design.

### **Engineering Department Services**

The Engineering Department is responsible for the design and layout of services within the public and dedicated rights-of-way for the following infrastructure:

- Sanitary sewer mains
- Storm-water mains
- Water Mains (potable)
- Roads
- Sidewalks
- Sewer, storm & water pump stations
- Street lighting
- Traffic control signage

The design and layout service is performed through the following functions:

#### Data Collection

- Collect visual and video information
- Gather data electronically
- Design databases
- Develop data collection procedures
- Optimize tools and methods for data selection
- Perform quality data control and storage

#### Data Analysis

- Review and aggregate data
- Combine data streams
- Create reports, studies and maps
- Develop recommendations and conclusions

#### Data Dissemination

- Distribute information both internally and externally
- Service an ever-expanding user community

- Create electronic file structures to facilitate data access
- Develop and maintain data and search tools

#### Design

- Collect data as input to electronic design software
- Design by traditional methods
- Apply engineering knowledge
- Prepare working documents

#### Project Management and Maintenance Support

- Perform cost analysis, scheduling input, infrastructure layout, construction documentation, construction progress monitoring, plan modifications [as required] and record maintenance
- Identify priority areas for new construction and maintenance

#### Significant Issues and Trends

- The continual aging of municipal infrastructure that requires additional maintenance and attention.
- Increasing demand for off-site servicing for residential SFDs projects as well as smaller subdivisions.
- The ongoing dissemination of information and education upgrading to other operating departments.
- The increase in time and work commitment in dealing with the environmental issues included in the CORE Liquid Waste Management Plan; the scarcity of financial resources to carry out the infrastructure upgrades mandated by the Liquid Waste Management Plan.
- Funding for sewer upgrading has been made available through the federal fuel tax revenue-sharing program. Under the program rules, however, these monies may not be used to fund work carried out by municipal employees. In Oak Bay, the long-standing practice has been for infrastructure renewal to be done by our own construction crews. For projects funded through the fuel tax revenue sharing program, however, the work will have to be contracted out. This will require that the Engineering Department take on a contract management role to a much greater degree than it has in the past. Training will be required to develop the necessary in-house expertise in this area, and eventually additional personnel may also be required to manage and oversee the contracted work.
- The workplace and community changes that will enable easier and more independent access to electronic data.

- The addition of technologies to allow additional tasks to be carried out more efficiently and effectively in the workplace.
- The move by senior governments to place bans on additional recyclable products from land-filling.
- The increasing emphasis on conducting work with the minimum amount of environmental impact (e.g. relining pipes where possible rather than conventional 'dig & replace'.)
- The increasing emphasis on the control of 'I & I' (inflow & infiltration) in an effort to reduce the amount of storm water carried by the municipal sewer mains. This involves detailed reviews of sewer infrastructure on the public right-of-way and will eventually involve private sewer laterals.

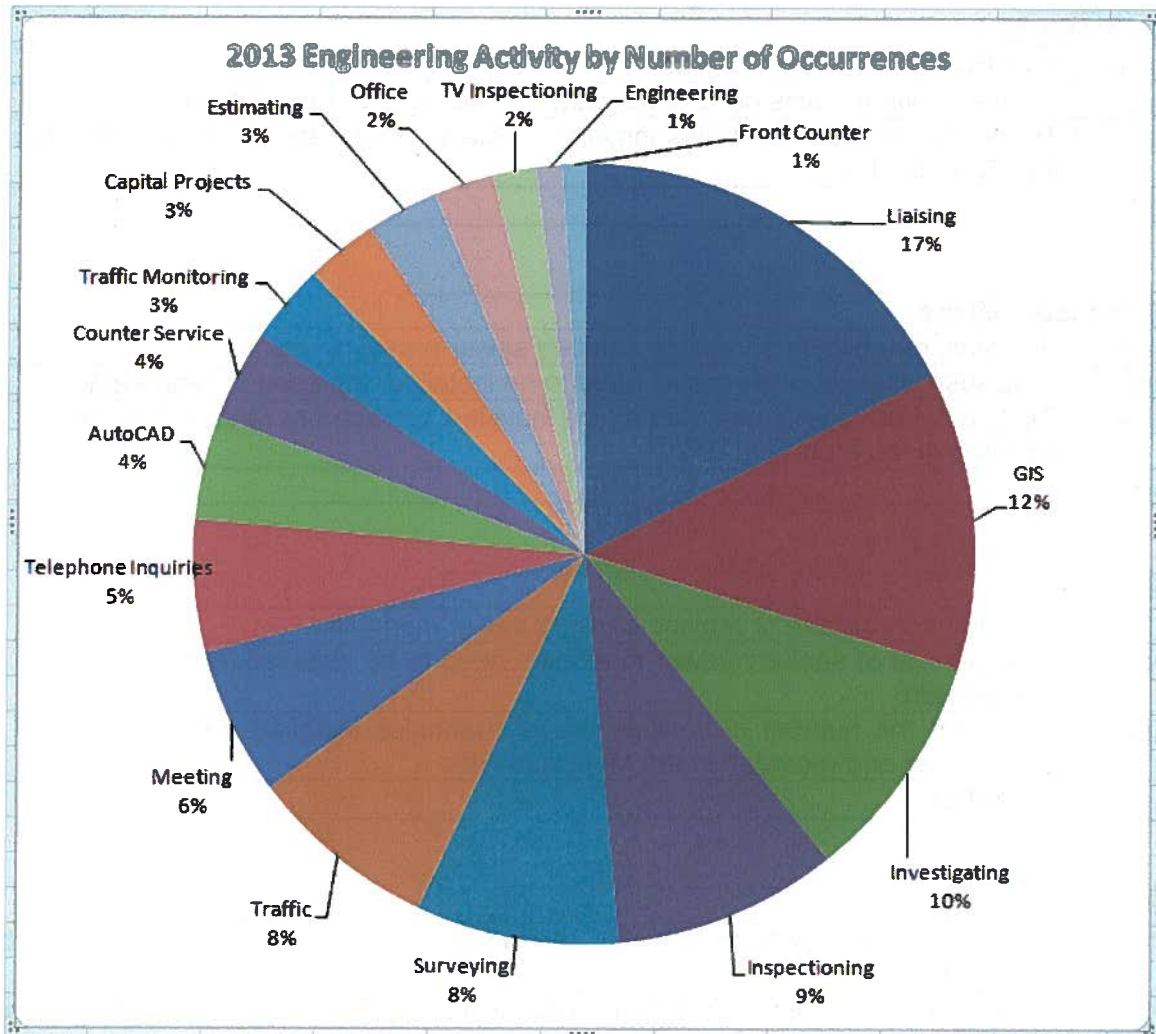
### **Departmental Achievements in 2013 (General)**

- The Engineering Department streamlined and improved its internal procedures by:
  - ✓ Updating its traffic accident data [MV104's] inventory.
  - ✓ Continuing to apply a 'Pavement Management System' for roads.
  - ✓ Gathering and updating its curb drop inventory.
  - ✓ Scanning the 'as built', 'historical drawings' and 'block plans' information for use in digital format.
  - ✓ Collecting fire hydrant flow information by an electronic digital data recorder.
  - ✓ Data gathering for a manhole rim and pipe invert information.
  - ✓ Consolidating both its manual and electronic sources of data into a current and accessible format [ i.e. Geodatabase ].
  - ✓ Creating a logical electronic filing system for easier access.
  - ✓ Continuing to collect data related to the uplands sewer/storm separation project.
- The Department continued to work with the Parks Department and its use of the Municipal Geographical Information System [GIS].
- The Department upgraded the GIS for improved public use and expanded the GIS database.
- The Department gathered additional technical information on the possible use of epoxy (or alternate) as a water-main liner.

- The Department evaluated a number of technical scenarios related to its water distribution model and, with the assistance of a local consultant, has started developing a 'water model' to assist with greater understanding and decision making relating to the water system.
- The Department worked with the Capital Regional District Engineering Department to install flow meters and weirs to collect hydraulic data in south Oak Bay and in north Oak Bay at University Woods.
- The Department continued to work with its consultants and CRD in an effort to address the Uplands sewer separation issue.
- The Department designed, site inspected and catalogued data for various capital projects.
- The Department continued working on a potable water *cross connection potential inventory program*. A compilation of potential cross connections within municipal buildings was generated. From the list, the most severe hazard locations were addressed by the installation of the appropriate cross connection device. Work will continue into 2014.



**General Description of Engineering Department Activities 2013**



**Progress Report and Performance Measures for 2013 Objectives; Objectives for 2014**

**1.0 SS-Sanitary Sewer**

**1.1 SS-Gravity Mains**

Objective	To install, rehabilitate or replace sanitary sewer gravity mains.
Strategy	To assess what mains need to be installed, replaced or rehabilitated.
Measure	The lineal meterage of mains installed, replaced or rehabilitated and recorded in the Municipal GIS.
Total (m)	0

**1.2 SS-Pressure Mains**

Objective	To install, rehabilitate or replace sanitary sewer pressure mains.
Strategy	To assess what pressure mains need to be installed, replaced or rehabilitated.
Measure	The lineal meterage of pressure mains installed, replaced or rehabilitated and recorded in the Municipal GIS.
Total (m)	0

**1.3 SS-Manholes**

Objective	To install, rehabilitate or replace sanitary sewer manholes.
Strategy	To assess what sanitary sewer manholes need to be installed, replaced or rehabilitated.
Measure	The count the number of sanitary sewer manholes installed, replaced or rehabilitated and recorded in the Municipal GIS.
Total	4 Manholes

**1.4 SS-Clean Outs**

Objective	To install, rehabilitate or replace sanitary sewer clean-outs as requested by residents.
Strategy	To respond to residential requests to install, replace or rehabilitate sanitary sewer clean outs.
Measure	The count of cleanouts installed.
Total	42 Clean outs

**1.5 SS-Lateral Lines**

Objective	To install, rehabilitate or replace sanitary sewer lateral lines as requested by residents.
Strategy	To respond to residential requests to install, replace or rehabilitate sanitary lateral lines.
Measure	The lineal meterage of sanitary sewer lateral lines installed, replaced or rehabilitated and recorded in the Municipal GIS.
Total (m)	44 laterals 364 m

**1.6 SS – I & I South Oak Bay**

Objective	To prepare the area and advance Oak Bay's '4-Step plan' by reducing cross-connections as outlined in the I & I program
Strategy	General: To investigate, locate and repair or replace cracked and leaking sanitary sewer pipes. With the use of dye testing and in-pipe camera, identify sections that are cracked and/or leaking.
Measure	When the Linkleas' Area inflow has been reduced to approximately that of the Lafayette area (which is considered 'normal').
Progress	Continued flow monitoring

**1.7 SS – I & I Uplands Separation**

Objective	To finalize a plan, suitable to the Province, for the separation of the Uplands SS system.
Strategy	Work with consultants to generate a suitable plan.
Measure	An acceptable plan
Progress	Continued data collection

**1.8 SS – SS – I & I General: Maintenance, TV Insp., Dye Test etc.**

Objective	To investigate and assess the condition of the Municipal sewers to assist in determining replacement schedules I & I Condition and also to address Oak Bay's stated commitments to the CRD I & I Committee. Functions within this group include dye testing, TV Inspection, Flushing etc.
Strategy	To use the appropriate tools to address the stated purpose above.
Measure	Length of work completed in each category.
Progress	Flushing 4157 m, TV inspections 3199 m, Dye test: 2 sewer laterals

**1.9 SS-SCADA**

Objective	To expand the Municipal SCADA system.
Strategy	To prioritize SCADA installations for Sanitary sewer pump stations.
Measure	The count of SCADA systems installed.
Progress	0

**1.9 SS-Pump Stations**

Objective	To upgrade Oak Bay sanitary sewer pump stations.
Strategy	Select the most appropriate upgrade based on various factors.
Measure	Count of pump stations installed.
Progress	0

**2.0 SD-Storm Drain (SD)****2.1 SD-Gravity Mains**

Objective	To install, replace or rehabilitate.
Strategy	To assess what mains need to be installed, replaced or rehabilitated.
Measure	The lineal meterage of mains installed, replaced or rehabilitated and recorded in the Municipal GIS.
Total	606 meters

**2.2 SD-Pressure Mains**

Objective	To install, replace or rehabilitate.
Strategy	To assess what mains need to be installed, replaced or rehabilitated.
Measure	The lineal meterage of mains installed, replaced or rehabilitated and recorded in the Municipal GIS.
Total	0

**2.3 SD-Manholes**

Objective	To install, replace or rehabilitate.
Strategy	To assess what manholes need to be installed, replaced or rehabilitated.
Measure	The count of manholes installed.
Total	19 Manholes

**2.4 SD-Clean Outs**

Objective	To install, replace or rehabilitate as requested by residents.
Strategy	To respond to residential requests to install, replace or rehabilitate clean outs.
Measure	The count of clean outs installed.
Total	44 Clean outs

**2.5 SD-Lateral Lines**

Objective	To install, replace or rehabilitate as requested by residents.
Strategy	To respond to residential requests to install, replace or rehabilitate laterals.
Measure	The count of lateral lines installed.
Total	43 laterals

**2.6 SD - I & I South Oak Bay**

Objective	To prepare the area for Oak Bay's '4-Step plan' by reducing cross-connections as outlined in the I&I program.
Strategy	To investigate, locate and repair or replace cracked and leaking sanitary sewer pipes. With the use of dye testing and in-pipe camera identify sections that are cracked and/or leaking.
Measure	When the Linkleas area inflow has been reduced to approximately that of the Lafayette area (which is considered 'normal')
Progress	KWL finalized south Oak Bay study, awaiting CRD's regulator on private property lateral for I&I

**2.7 SD – I & I Uplands Separation**

Objective	To finalize a plan, suitable to the Province, for the separation of the Uplands SS system. (Also referenced in section 1.7).
Strategy	Work with consultants to generate a suitable plan.
Measure	An acceptable plan.
Progress	Advising contractors on new construction the possibility of a storm main in the same trench as sewer (storm main 4 feet deep)

**2.8 SD – SS – I & I General: Mtce, TV Insp., Dye Test etc.**

Objective	To investigate and asses the condition of the Municipal storm drains to assist in determining replacement schedules, I & I condition and also to address Oak Bay's stated commitments to the CRD I & I committee. Functions within this group include dye testing, TV Inspection, Flushing etc.
Strategy	To use the appropriate tools to address the stated purpose above.
Measure	Length of work completed in each category.
Progress	Flushing: 34198 m, TV inspections: 2196.4 m, storm lateral dye test: 56, storm main dye test: 2

**2.8 SD – SCADA**

Objective	To expand the Municipal SCADA system.
Strategy	To prioritize SCADA installations for Sanitary Sewer pump stations.
Measure	The count of SCADA systems installed.
Progress	St Patrick Pump Station

**2.9 SD-Pump Stations**

Objective	To upgrade Oak Bay Storm Drain Pump Stations.
Strategy	Select the most appropriate up grade based on various factors.
Measure	Count of pump stations installed.
Rebuilt	St Patrick Pump Station

**3.0 W-Potable Water****3.1 W-Pressure Mains**

Objective	To improve the Municipal water system for volume and quality.
Strategy	To assess what mains need to be installed, replaced or rehabilitated.
Measure	The lineal meterage of mains installed, replaced or rehabilitated and recorded in the Municipal GIS.
Total	490 meters of mains

**3.2 W-Services**

Objective	To improve the Municipal water system functionality by replacing or adding water laterals.
Strategy	To respond to residential requests to install or replace laterals.

Measure	The lineal meterage of lateral lines installed or replaced and recorded in the Municipal GIS.
Total	254 meters of laterals

<b>3.3 W-Valves</b>	
Objective	To improve the Municipal water system functionality by replacing or adding water valves.
Strategy	To assess what valves need to be installed, replaced or rehabilitated.
Measure	The count of valves installed.
Total	18 valves

<b>3.4 W-Meters</b>	
Objective	To improve the Municipal water system functionality by replacing or adding water meters.
Strategy	To assess what meters need to be installed, replaced or rehabilitated.
Measure	The count of meters installed.
Total	3 meters

<b>3.5 W-Hydrants</b>	
Objective	To improve Municipal water system and fire fighting capabilities.
Strategy	To assess what hydrants need to be installed, replaced or rehabilitated
Measure	The count of fire hydrants installed.
Total	10 replaced

<b>3.6 W-Cross Connection Devices</b>	
Objective	To ensure and protect the Municipal potable water against contamination.
Strategy	To assess what cross connection devices need to be installed, replaced or rehabilitated.
Measure	The count of cross connection devices installed.
Total	74 DCV installed

<b>3.7 W-Cement Lining Program</b>	
Objective	To rehabilitate the Cement Lining, Cast Iron water pipes to improve flow and water quality.
Strategy	To assess what Cast Iron pipes need to be cement lined.
Measure	The meterage of pipe lined.
Total	542 meters lined

<b>3.8 W-SCADA</b>	
Objective	To expand the Municipal SCADA system.
Strategy	To prioritize SCADA installations for potable water pump stations.
Measure	The count of SCADA systems installed.
Progress	0

**3.9 W-Pump Station**

Objective	To maintain and improve Municipal water pumping system.
Strategy	Coordinate the activities of the design consultant and the Public Works Department in the assessment & construction process.
Measure	Evaluate the construction costs and maintain scheduling dates as the work progresses
Progress	0

**3.10 W-Epoxy Lining Plan**

Objective	Prepare an epoxy (or alternate) lining plan.
Strategy	Gather and analyze written data as well as user and supplier information.
Measure	The decision to implement the product will result from the research undertaken.
Progress	0

**4.0 Road Right-of-Way Works****4.1 Roads**

Objective	To repair or rebuild deteriorated roads.
Strategy	To assess what roads need to be repaved or rebuilt.
Measure	Record the square meters of road rebuilt.
Resurface	7687 sq m

**4.2 Lanes**

Objective	To repair or rebuild deteriorated lanes.
Strategy	Respond to public works and residential requests to select and consider lanes for repair.
Measure	Record the square meters of lane rebuilt.
Total	0

**4.3 Sidewalks**

Objective	To repair or rebuild deteriorated sidewalks.
Strategy	Respond to Public Works and residential requests to select and consider sidewalks for repair or replacement. Sidewalks are now generally selected from a priority list that was developed in 2009.
Measure	Record number of locations of sidewalk repaired or rebuilt.
Total	7sidewalks

**4.4 Curb Drops**

Objective	To repair or rebuild deteriorated curb drops.
Strategy	Respond to public works and residential requests to select and consider curbs for repair or replacement.
Measure	Count of the number of curb drops installed.
Total	19 curb drops

<b>4.5 Pedestrian Crossing</b>	
Objective	To digitize all the pedestrian crossings in Oak Bay
Strategy	Respond to public works and residential requests to paint pedestrian crossings
Measure	Record number of locations of pedestrian crossings.
Total	48 pedestrian crossings

<b>4.6 Roads – misc. (traffic lights, traffic calming, bike lanes etc.)</b>	
Objective	To repair or rebuild various misc traffic devices.
Strategy	Respond to miscellaneous project requests that are approved by Council.
Measure	Count of the number of projects.
Progress	Installed solar powered pedestrian crossing lights at Carnarvon St & Foul Bay Rd

**5.0 GIS/Data Collection: Continued updating information in the following categories**

**5.1 GIS-Sanitary Sewer**

**5.1.1 GIS – SS: Fittings (other SS components) (eg, cap, tee, wyes...)**

Total	5
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**5.2 GIS-Storm Drain**

**5.2.1 GIS – SD: Digitizing of Historically Installed Laterals**

Total	6
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**5.2.2 GIS - SD: Catchment Area**

Total	0
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**5.2.3 GIS - SD: Fittings (other SD components) (eg, cap, tee, wyes...)**

Total	5
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**5.3 GIS-Water (Potable)**

**5.3.1 GIS - W: Digitizing of Historically Installed Services**

Total	5
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**5.3.2 GIS - W: Fittings (other W components) (eg, cock valve, air blow off valve, cap...)**

Objective	5
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**5.4 GIS – Application Development**

**5.4.1 GIS - Hyper Document**

Objective	To record definitions, rationale and procedures for staff to review past information and justifications for previous decisions.
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**5.4.2 GIS - Electronic Filing System (Property Information)**

Objective	To create a logical file management system in which all departments have a directory to place information regarding a single property on the server to ensure quick and easy access by all staff members. Items that will be saved include scanned house plans, maps and photos to name a few.
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**5.4.3 GIS – Activity/Scheduler Tool**

Objective	To track the activities conducted by the Engineering staff on a daily and yearly basis to enable a more automated annual reporting process.
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**5.4.4 GIS – Tangible Capital Assets (Collection )**

Objective	Tangible Capital Asset Collection: Collect all assets within the Municipality and record them in the GIS.
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**5.4.5 GIS – Improve Access (web presence)**

Objective	To continue improving access to internal and external users.
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**5.5 GIS Various**

**5.5.1 GIS – ‘As-Built’ Drawings Scanning**

Objective	To scan all engineering drawings and save to the server as a digital file.
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**5.5.2 GIS – ‘As-Built’ Catch-up**

Objective	To catch-up on historical ‘as built’ and attach them to the GIS.
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**5.5.3 GIS – Underground Infrastructure (General)**

Objective	Underground Infrastructure (General): Provide the most accurate and up to date underground infrastructure information as possible for quick and easy internal and external distribution.
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**5.5.4 GIS – Various Data Streamlining Initiatives**

Objective	To observe and improve upon existing data flow processes.
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1. The first part of the document is a general introduction to the project. It outlines the objectives and the scope of the work. This section is crucial for setting the context and understanding the purpose of the study.

2. The second part of the document is a detailed description of the methodology used in the study. This includes information about the data collection methods, the sample size, and the statistical techniques employed. This section is essential for ensuring the reliability and validity of the findings.

3. The third part of the document is a presentation of the results of the study. This section typically includes tables, graphs, and charts that illustrate the data. It is important to present the results clearly and concisely, highlighting the key findings of the research.

4. The fourth part of the document is a discussion of the results. This section involves interpreting the findings in the context of the research objectives and existing literature. It is a critical part of the study as it allows the researcher to draw conclusions and identify the implications of the work.

5. The fifth part of the document is a conclusion. This section summarizes the main findings of the study and provides a final assessment of the research. It is important to restate the key points and to highlight the contributions of the study to the field.

6. The final part of the document is a list of references. This section lists all the sources of information used in the study, including books, articles, and other documents. It is essential for providing credit to the original authors and for allowing other researchers to locate the sources used in the study.



*Building and Planning Department Report, 2013*

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Building and Planning Commission Report 2002

**Building and Planning Department: Roy Thomassen, Director  
2013 Annual Report**

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**Mission Statement, Building and Planning Department**

Provide guidance and stewardship to the development community, the building community and the citizenry in order to ensure a safe, healthy and sustainable lifestyle for the residents of Oak Bay.

**Value Statement, Building and Planning Department**

Administer municipal bylaws and regulations in a fair and unbiased manner. Treat all of our clients with respect and dignity and strive to provide an efficient and effective service.

**Building and Planning Department Clients**

The Building and Planning Department serves the following clients:

- Municipal Council and Committees – providing information and performing assigned tasks.
- Oak Bay municipal departments – providing information and assistance as required or requested.
- Oak Bay citizens and property owners – providing land use information, bylaw interpretation, bylaw enforcement and monitoring building projects.
- Local merchants and business owners – providing information and assistance to ensure compliance with bylaws and codes.
- Members of the building industry – consultation with architects, engineers, contractors and developers regarding developments within the Municipality.
- Local governments – sharing the responsibility of ensuring harmony of services provided within the Capital Regional District.
- Real estate agencies – providing information regarding land use and buildings.

**Building and Planning Department Services**

**Planning and Zoning**

- Ensuring planning and zoning compliance in conjunction with the issuance of building permits.
- Providing planning and zoning information to residents, builders, developers, real estate agents and Council.
- Managing and processing Board of Variance applications, development permit applications, and development variance permit applications, rezoning applications, sub-division applications, heritage alteration permits, heritage revitalization agreements and Official Community Plan amendments.

- Stewardship of the Zoning Bylaw and the Official Community Plan.
- Stewardship of land use files.
- Providing technical and staff support to the Heritage Commission.
- Providing technical and administrative support to the Advisory Design Panel.

#### Building Inspection

- Ensuring health and safety requirements of the B.C. Building Code when processing building permit applications.
- Providing Building Code related information to residents, and members of the building industry.
- Consulting with property owners, developers and members of the building industry regarding proposed developments.
- Stewardship of records and files during the construction of developments.
- Stewardship of the Building and Plumbing Bylaw, the Screens and Fences Bylaw, and the Sign Bylaw.
- Stewardship of building files.

#### Bylaw Enforcement

- Provide bylaw information as requested to customers.
- Investigate written complaints when received.
- Take appropriate action to achieve bylaw compliance.
- Stewardship of complaint files.

#### Business Licensing

- Ensuring that a business licences are issued for each business operating within the District of Oak Bay.
- Providing bylaw-related information to customers.
- Consulting with other local jurisdictions regarding businesses operating within the Capital Regional District.
- Stewardship of records and files of licensed businesses within the District of Oak Bay.
- Stewardship of the Business Licence Bylaw and business licence fees.

### **Significant Issues and Trends**

- The Oak Bay Official Community Plan renewal process is under way with an anticipated completion of October 2014. The Oak Bay Official Community Plan Project Advisory Committee with the consultant will be working and consulting with the Public over the next six months.
- The Oak Bay High School new building is now under construction.
- The number of development variance permits remains high for 2013, with approximately 70 variances being approved.
- A committee to review the RS-4 and RS-5 gross floor area has been working on potential bylaw changes and it is anticipated this committee will have a report to Council in June 2014.
- The Department's Building Clerk (Marlene Baldwin) will be retiring at the end of May, after 24 years of service with Oak Bay. The department will be interviewing for the clerk position in April 2014.

### **Statistical Summary of Activities**

#### *Building, Planning and Licensing*

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Building Permits &gt; \$10,000 Value</b>	235	297	281	242	217
<b>Board of Variance Applications</b>	6	1	0	2	4
<b>Development Variance Permits</b>	76	54	50	48	62
<b>Development Permits</b>	3	3	5	7	5
<b>Business Licences</b>	605	557	646	617	552
<b>Subdivision Applications</b>	4	7	4	10	2
<b>Advisory Design Panel (Uplands)</b>	27	32	38	22	34

#### *Bylaw Enforcement Files*

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Zoning &amp; Land Use</b>	58	58	68	57	57
<b>Rubbish &amp; Weed</b>	77	150	79	77	53
<b>Building &amp; Plumbing</b>	78	71	124	115	98
<b>Business Licencing</b>	23	78	55	57	111
<b>Signs (including election)</b>	591	613	201	186	250
<b>Noise</b>	66	76	46	44	29
<b>Restricted Objects</b>	148	233	104	102	117

<b>Streets &amp; Traffic</b>	280	205	297	301	312
<b>Miscellaneous (e.g., trees, driveways)</b>	237	244	389	248	361

**Progress Report on 2013 Objectives**

<b>Objective:</b>	Improve the quality of plans submitted for building permits, development variance applications, etc.
<b>Strategy:</b>	Develop sample plans showing the quality of the drawings to be submitted in order for the district to process applications.
<b>Measure:</b>	Sample plan will be posted at the building department counter for reference to owners wanting to do there own designs.
<b>Progress for 2013</b>	Complete

<b>Objective:</b>	Improve public information bulletins/pamphlets, application requirements available at front counter.
<b>Strategy:</b>	With full time building clerk assistant develop and produce new information pamphlets.
<b>Measure:</b>	Increased public information available in simple pamphlet form.
<b>Progress</b>	Complete and Ongoing

<b>Objective:</b>	Develop heritage strategic plan through hired consultant and subcommittee of heritage commission.
<b>Strategy:</b>	RFP close is June 1, 2012 with final selection of consultant mid June. Consultant to research over summer, public input into the fall and final strategic plan delivered early 2013.
<b>Measure:</b>	Council endorsement and approval of heritage strategic plan.
<b>Progress</b>	Heritage Plan is Complete

<b>Objective:</b>	New Official Community Plan 2012 – 2014.
<b>Strategy:</b>	Oak Bay Official Community Plan Advisory Committee has started preliminary work. RFP out for consultant selection. Consultant starts review of existing OCP, consultations with OCPAC, public engagements, staff consultation, etc. Scheduled completion for new OCP December 2013.
<b>Measure:</b>	Council adoption of new OCP.
<b>Progress</b>	Public consultation on going and draft OCP scheduled for June 2014

<b>Objective:</b>	Review Parking Facilities Bylaw, Zoning Bylaw, for updating and improvements to reduce variance requests.
<b>Strategy:</b>	From issues that have arisen over the past couple of years review Bylaws for possible changes to improve interpretations, clarify definitions and possibly include minimum open space areas (undeveloped areas) on properties.
<b>Measure:</b>	Reduction of variance applications and less public opposition to new developments.
<b>Progress</b>	Floor area Review committee near completion with report to Council May 2014



**Objectives for 2014**

Objective:	New Official Community Plan 2012 – 2014.
Strategy:	Oak Bay Official Community Plan Advisory Committee has started preliminary work. Consultant hired. Public engagements, staff consultation, etc. Beginning. Scheduled completion for new OCP June 2014.
Measure:	Council adoption of new OCP.

Objective:	Review Zoning Bylaw for RS-4 and RS-5 Zones regarding permitted floor areas.
Strategy:	Clarify interpretation of bylaws, review options of floor area measurements, report to Council on recommended changes.
Measure:	Updated Zoning Bylaw with recommended changes.

Objective:	To create flow charts for processing of heritage permits (Designated Buildings, Buildings on Oak Bay Community Register, Heritage Revitalization Agreements) with requirements.
Strategy:	Develop processes with clear application requirements.
Measure:	Have available at counter flow charts and requirements.

Objective:	To have Planning lens to new developments by having contract planner assist with reviews and reports for rezoning, OCP amendments, and heritage revitalization agreements,
Strategy:	Have consulting planner involved in new development applications through out the process.
Measure:	Options available to Council for each application, with understanding of density, setbacks, shadows, and other planning considerations.

1	10/1/2013	10/1/2013	10/1/2013
2	10/1/2013	10/1/2013	10/1/2013
3	10/1/2013	10/1/2013	10/1/2013

4	10/1/2013	10/1/2013	10/1/2013
5	10/1/2013	10/1/2013	10/1/2013
6	10/1/2013	10/1/2013	10/1/2013

7	10/1/2013	10/1/2013	10/1/2013
8	10/1/2013	10/1/2013	10/1/2013
9	10/1/2013	10/1/2013	10/1/2013

10	10/1/2013	10/1/2013	10/1/2013
11	10/1/2013	10/1/2013	10/1/2013
12	10/1/2013	10/1/2013	10/1/2013

13/10/2013

*Fire Department Report, 2013*

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For Department Report 2715

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**OAK BAY FIRE DEPARTMENT: David G. Cockle, Fire Chief  
2013 Annual Report**

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**Mission Statement, Fire Department**

Provide enhanced fire protection and public safety services that will avoid the loss of life and property through fire prevention, emergency preparedness and intervention.

**Value Statement, Fire Department**

We stress prevention, early intervention and emergency preplanning to avoid or minimize the loss of life and property. We will accept great personal risk to save another person's life, moderate risk to save property and minimal risk to save what is already lost. We commit to provide quality public safety programs, professional development and exemplary maintenance of equipment. We endeavour to provide a seamless co-response with other protective services and municipal departments. We treat our customers with respect and strive to provide quick and effective service.

**Fire Department Customers**

Oak Bay Fire Department is a direct provider of emergency and non-emergency services to the following customers:

- The citizens of the Municipality of Oak Bay.
- The businesses, employees and customers located within the Municipality of Oak Bay.
- Persons attending and working at the University of Victoria.
- The citizens of the panhandle area of the Municipality of Saanich (automatic response area).
- Other Municipal Departments (e.g. Police, Public Works, Parks and Recreation Department, including Administration).
- Mutual aid partners – Saanich Fire Department, Victoria Fire Department, Esquimalt Fire Department and the CRD Haz-mat Response Team.

**Fire Department Services**

The Fire Department is committed to the delivery of protective and emergency management services that are community based. This commitment to community ensures that our Fire Department and Emergency Program tailor their programs and priorities to align with the needs of the residents and businesses in the District of Oak Bay.

The Fire Department provides the following services;

### **Emergency Incident Response**

- Provides fire suppression, emergency medical aid, specialized rescue (such as confined space). As part of the Regional Team – participates in hazardous material response, property conservation as well as municipal / provincial inter-agency support services.
- Provides emergency call out / dispatch communication services to the Oak Bay Public Works and Oak Bay Parks Department outside normal business hours. The fire department is the designated contact point for Oak Bay Parks Department staff when they are working alone at any of the facilities. The department works with Recreation Oak Bay to assist with the care and control of the Recreation Centre's after-school bus program.
- Administers and manages the daily operation of the Oak Bay Emergency Program, which is made up of volunteers from the Municipality. Ensuring that the Oak Bay Emergency Program operates in conformance with the British Columbia Emergency Program Act.
- Responds to public works emergencies outside normal business hours, stabilizing the situation and/or initiating a staff call out. Often our department is able to take the required action without the need for a call out of off-duty public works staff thus saving Public Works those related expenses.

### **Public Assistance**

- Provides assistance to our residents, businesses and general public in cooperation with the Police, British Columbia Ambulance Service, Oak Bay Public Works and other Municipal Departments. This involves a wide range of services, including but not limited to, searching for lost persons, providing lighting for police investigations, providing "lift assists" for seniors with mobility challenges, reducing flood damage during storms by providing loaner water sump pumps, and replacing batteries in smoke or carbon monoxide alarms or providing a loaner if an alarm is not present or malfunctioning. In general the fire department has adopted a "no call to small" philosophy and will attend any request or assistance.

### **Public Education**

- Advises, educates and informs residents, business operators, staff, and the general public of the most current fire and life safety information and prevention techniques; as well as the appropriate emergency response and best recovery practices for a variety of incidents, including personal and business emergency preparedness.
- Conducts CPR training classes for Oak Bay municipal staff and the general public.
- Conducts Public Works / Parks staff training in the safe working practices for confined spaces and incorporating the associated Work Safe B.C. Regulations. This confined space training occurs twice a year in conjunction with Fire Department staff, and involves potential emergency scenarios, and strives to facilitate enhanced working relationships at an emergency incident.

- Provides fire extinguisher training to the general public, municipal staff and specialized groups such as the Coast Guard Auxiliary and Oak Bay Emergency Program.
- Conducts a Juvenile Fire Setters Referral Program.
- Conducts self contained breathing apparatus user training for the Oak Bay Recreation Centre staff and Oak Bay Public works staff where required. Provide required fit testing as pursuant to Work Safe B.C. regulations. Provides fit testing of Police and Fire Personnel for proper and effective N95 mask protection against influenza.

### **Fire Prevention Services**

- In accordance with the Fire Services Act of British Columbia and the B.C. Fire Code regulations, conducts regular fire and life safety inspections of public buildings in order to ensure that the required life safety equipment, systems and procedures are in place and maintained.
- Maintains and enhances fire and life safety through the applicable legislation, bylaws and fire / building code regulations for the inspection, maintenance and testing of all required life safety equipment and systems. Evaluates existing buildings in relation to their life safety systems and recommends/requires upgrading when required through education and when necessary by utilizing enforcement action.
- As Local Assistants to the B.C. Fire Commissioner, conducts fire investigations as required by the Fire Service Act, in order to determine the cause, origin and circumstances surrounding a fire incident. These investigations are then reported to the Office of the Fire Commissioner.
- Investigates and reports environmental incidents involving the discharge of hazardous materials to the applicable authority having jurisdiction as mandated.
- Inspects underground and above ground oil tank installations, removals and conversions along with all other oil burning appliance installations as mandated by the B.C. Fire Code and municipal bylaws.
- Assist Police authorities with fire cause determination during criminal investigations.

### **Fire Engineering**

- Reviews and makes recommendations on proposed construction plans as they relate to the B.C. Fire Services Act, Fire Code / Building Code and applicable Bylaws in cooperation with the Oak Bay Building Department.
- Identifies and addresses fire and life safety matters pursuant to the B.C. Fire / Building Codes and local municipal bylaws through the inspection process.
- The Fire Department, Engineering Department and Public Works Department conduct a joint hydrant testing program for the District of Oak Bay. During 2013, 80 fire hydrants were

tested by the Fire Department, which is consistent with the number of hydrants flowed from previous years. Of note, five new hydrants were installed within Oak Bay during 2013. The District has five hydrants that are below the 500 GPM fire flow requirements. This information has been forwarded to the Public Works and Oak Bay Engineering to assist with the allocation of funds to future water distribution system upgrades.

### **Administrative Support**

- Prepares, administer and be accountable for the management of the Fire Department and Emergency Program budgets.
- Ensures a ready state of emergency response capability at all times.
- Provides for staff training to maintain skill levels in the core areas of responsibility plus specialized functions, as well as advancement within the various fire fighter rank structures within the Department.
- Maintains payroll and general personnel records.
- Provides staff liaison to labour-management committee.
- Maintains accurate inventory and asset records.
- Maintains an active and effective occupational health and safety committee; address concerns raised by the committee.
- Assists the Engineering Department with amendments to the municipal mapping system and make recommendations about water system improvements.
- Maintains accurate records of inspections, fire investigations and environmental issues in conformance with the Fire Services Act. The records management system also assists with public inquiries and risk management.
- Administers fire station repairs and general maintenance of the building and surrounding property.
- Ensures fire apparatus, support vehicles and equipment is maintained to a high degree of readiness.
- Advises Municipal Council and Administration on fire / life safety matters as required.

### **Significant Issues and Trends**

- Hiring of three new members; this past year Fire Chief Adam and Assistant Fire Chief Mantik retired from the department and one member required a duty to accommodate position due to a life changing illness. Council appointed Deputy Chief Dave Cockle to the position of Fire Chief effective May 1<sup>st</sup>. The Fire Department promoted Assistant Chief Tom Pearse to the position of Deputy Fire Chief, Lieutenants Don Roskelley and Darren Hughes to the position of Assistant Fire Chief. Fire-fighters Jason Joynson and Roger Stewart were promoted to



the rank of Lieutenant and one member was moved to the Fire Prevention Division. The department filled the three vacancies with new recruits from our established list. The Fire Department succession plan continues to adapt to present Fire-fighters and Officers that meet or exceed provincial qualifying standards.

- Department Strategic Plan; The Fire Chief held a strategic planning session in June with all employees, facilitated by Gordon Macintosh of the LGL institute, to create a Strategic Directions Action plan for the Fire Department for the next three years. The plan was completed and presented to Council in October and has been implemented in the department
- Underground Oil Storage Tanks; The department has been apprised of recent changes to the BC Fire Code regarding the way the District deals with abandoned underground oil storage tanks. The new Code states that the removal, abandonment, disposal or temporary taking out of service of an underground storage tank shall be in conformance with good engineering practice. The Insurance and Financial industries are lobbying clients to remove their abandoned underground storage tanks. The department has had a significant increase in tank removal inspections and our expectation is that the numbers will increase in the coming months as residents renew insurance and mortgages.
- Medical First Responder; The Oak Bay Fire Department participates in the Provincial First Responder Program, providing emergency medical assistance to our residents. The British Columbia Ambulance Service has recently revamped their dispatch protocols provincially based on their Resource Allocation Plan for 2013. This plan addresses the response procedure for all medical first responders in the province and prescribes the qualification, mode and first responder attendance for a given 911 call. The new Resource Allocation Plan is recommending a thirty –five percent reduction in First Responder attendance at medical calls. To date the department has not seen a significant drop in calls however we will continue to monitor the changes to ensure the requirements of our residents are met.
- Fire Dispatch Contract; The department has entered into a new five year contact with the District of Saanich for fire dispatch services. We have contracted our fire dispatch services with the District of Saanich since 2003. The new contract will ensure dispatch services through 2018
- CRD Hazmat Team; The department continues to take a lead role in the Capital Regional District Hazardous Materials Response Team  
This team has been fully operational over the past year, with the Oak Bay Fire Department having 14 members trained and ready. Over the past year we responded once outside our jurisdiction as part of the team. The overall team has been split into 4 platoons, aligned with Fire department shift structures to provide immediate response to an incident. The four platoon leader positions are currently staffed by Oak Bay Fire Department personnel who continue to take a lead role in the CRD regional Hazmat team. Time spent attending an incident, required training session, or meetings is paid to the members from the fire department overtime budget but is reimbursed to the department by the CRD.
- Voluntary Fire/Life Safety Upgrade Program; The voluntary fire/life safety inspection building upgrade program for private buildings continues to progress as a systematic way for the department to work with property owners to enhance fire safety for residents. There were six significant life safety building upgrades completed in 2013 with five active upgrades at

various stages of completion. The department reviewed 62 building plan requests and Code research requirements. The department provided 49 public education sessions including fire extinguisher training, school fire drills, school fire safety education, fire station tours, senior fire safety, apartment and condo fire safety, municipal staff fire safety, etc.

- **Community Equipment Donations:** This year several residents and businesses came forward to assist the Fire Department to raise funds to replace some aging life safety equipment. The department has benefited from the donation of three new Automatic External Defibrillators, and funds have been donated towards the purchase of a new Thermal Imaging Camera and Rescue Jaws of Life. We thank the community for their continued support of life safety in the community.
- **Fire Department Anniversary:** The fire department celebrated seventy –five years of service in April 2013 with a community open house. The event was attended by the Municipal Council, community, past members and families of the Fire Department. The celebration was held over two days and included displays of vehicles, equipment, fire hall tours, and a kid's fireman challenge course that allowed them to operate a fire hose. A ceremony was held to dedicate the Oak Tree on the Fire Department lawn in the memory of Lt. Fred Briggs who died in the line of duty in 1969.

### **Departmental Achievements in 2013**

- The Fire Suppression Division attended a total of 1251 incidents, 690 being medical emergencies and 561 being fire, rescue or other related incidents.
- Fire loss during the year 2013 amounted to \$741,250 compared to \$38,850 in 2012 and \$287,050 in 2011.
- Motor vehicle incidents accounted for 40 emergency responses.
- There were 74 “public assist” requests responded to during the year.
- The Department responded to 109 requests for assistance from mutual aid partners Victoria (1) and Saanich (108) - over 93% of these requests were for the University of Victoria.
- Oak Bay was requested to respond 1 time under the CRD Haz-mat agreement.
- The Training Division completed over 10,800 hours of active fireground in-house training. Approximately 7750 hours of this training was completed “in-house” during regular on-shift platoon drill sessions. Training in this category pertains to team-based and individual training evolutions focused on demonstrating practical and theoretical proficiency in all aspects of NFPA standards.  
Another 2600 hours were utilized by individual members for various career development courses and individual self study assignments intended for professional development. The majority of this training is conducted by certified outside training agencies such as the Justice Institute of British Columbia. This category pertains to practical and theoretical training in areas such as fire officer and administrative development, specialized rescue, first aid/first responder and fire prevention. In addition, recently hired fire fighters engage in a significant amount of self study associated with progression from Probationer to First Class Fire Fighter.

- 11 OBFD Members also participated in 475 hours of training as members and leaders of the CRD Emergency Hazmat Team.
- Confined space rescue training was carried out this year in conjunction with OB Public Works Department, Saanich Fire Department and UVIC. The Oak Bay and Saanich Fire Departments have entered into a Confined Space Rescue agreement with UVIC to provide training and rescue services to the University.
- A total of 736 fire/life safety inspections were conducted, of which 94 were "Company" inspection(pre-fire plan) i.e., inspections carried out by a fire suppression crew as opposed to the Fire Prevention Officer.
- 63 building and plan reviews were conducted in conjunction with the Building Department. There were no Provincial Fire Service Act compliance orders issued which speaks well of the method of enforcement the Prevention Division utilizes.
- The Prevention Division, in partnership with the Police Department, provided education targeting teens and the community last year. The first program, aimed towards high school students going on to university, educates the students on the fire hazards associated with dormitory and off campus living. Real life examples are utilized in this presentation. The second program targets younger students and deals with the hazards and legal implications of setting off fireworks and firecrackers. And again were taught to local school children. This education program has reduced the number of nuisance fires in the District, such as garbage can/dumpster fires, over the last two years.
- 16 fire investigations were conducted and or reviewed by Fire Prevention.
- 49 public education sessions were conducted within the District in 2013.
- 128 furnace and oil tank inspections were conducted in 2013 involving oil storage tanks. Under permit, 67 new tanks were installed and 61 existing tanks were removed from service in accordance with the B.C. Fire Code requirements. Our records indicate approximately 1800 underground tanks are located within the District. To date 1525 of these have been removed from service in accordance with B.C. Fire Code Regulations.
- The Fire Department operated at 100.81% of budget for 2013.
- The Department responded to 30 incidents in 2013 related to grass/ brush/ beach fires and burning complaints. This number of responses is consistent with previous years.
- The Fire Department manages the after-hours public works and parks department emergency calls after hours. The Department carried out 33 rapid responses to public works concerns and/or parks related emergencies during the year.
- Oak Bay Fire Department members continue to participate actively in community events such as the Remembrance Day Service, Halloween Bonfire, Christmas Light up, Christmas Sail-Past, Victoria Day Parade, Oak Bay Summer Markets and the Oak Bay Tea Party Parade. The Department also attends block parties and community special events which enhances our service commitment with the community. The Department/ IAFF Local 1856 Honour

Guard participated in eleven functions during 2013, including the Fire Department 75th anniversary , Tea Party Parade , and Fallen Fire Fighter Memorial

**Statistical Summary**

<b>Type of Incident</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>
Alarms ringing	131	105	117
Beach Fires	20	17	25
Brush/grass fires no #loss	4	6	2
Burning Complaints	6	2	19
Chimney Fires		2	2
C O Detector	9		
Fire Incidents	28	38	17
Marine Incident	2	2	5
Hazardous Materials low level	29	19	22
Medical Aid	690	764	751
Mutual Aid - from Saanich	9	4	10
Mutual Aid - from Victoria	1	0	2
Mutual Aid - to Saanich	109	97	127
Mutual Aid - to Victoria	1	4	3
Public Assistance	74	79	76
Public Hazard	50	51	31
Public Works Incidents	33	41	41
Rescue	3	0	5
Response unfounded(services not req)	11		
Vehicle accident (MVI)	40	45	61
Vehicle fire (\$ loss)	1	1	1
Total Fire Loss (\$)	\$741,250	\$38,850	\$287,050
Total Incidents	1251	1291	1323

**Objectives for 2013**

**Core Services**

Objective	Maintenance of the core services provided by Fire Department.
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Strategy	Ensure that core services are delivered in an effective and efficient manner that is consistent with widely recognized industry standards.
Measure	Review reports filed by the Operations, Prevention and Training Division to ensure compliance with the Department's Operational Guidelines, Policies and Standards. Conduct annual practical performance testing to ensure the standards are attained.
Progress-Past Year	This is an annual objective; in 2013 the department implemented a strategic plan that identifies core service maintenance. This operational change identifies inefficiencies and redundancies throughout all divisions and provides a plan for improvement.

Objective	Provide washroom facilities for female staff members.
Strategy	Investigate over the next year costing to renovate fire station. Renovation to provide complete change room and washroom facilities for up to two females.
Measure	Review estimate and submit to Council for consideration and inclusion in the 2014 budget.
Progress –Past Year	This objective will not be moving forward as the Occupational Health and Safety Regulations do not require separate facilities based on current staffing levels. Guidelines have been put in place for the management of a co-ed washroom.

*Fire Department Operations*

Objective	Continue our Hazardous Materials Response Capabilities as part of regional team.
Strategy	Enrol identified members in required training whenever offered.
Measure	Review and evaluate attendance at training sessions. Increase numbers in Hazmat operations level. Increase in numbers of members at Hazmat Technician level.
Progress-Past Year	All members of the Suppression division are certified to the operations level. We have fifteen members to the Hazmat Technician level. The continued training from the CRD has been invaluable for our department.

Objective	Replace MSA SCBA unit as part of replacement plan.
Strategy	Upon approval of budget negotiate with suppliers for pricing of MSA unit
Measure	Successful delivery of SCBA and placement into service
Progress-Past Year	The Department is in the process of replacing all of our

	Self Contained Breathing Apparatus due to changes in the NFPA standard. Should be completed summer 2014
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Objective	Negotiate with Association, through GVLRA for next collective agreement.
Strategy	Meet with GVLRA and discuss areas of concern within collective to address
Measure	Successful conclusion to negotiation.
Progress- Past Year	Negotiations are ongoing to resolve a contract for the years 2010/2011/2012/2013.

Objective:	Appoint a new Training Officer for the Department due to pending retirement of current officer.
Strategy:	From qualified officers within the Department identify a potential candidate for this position.
Measure:	Successful appointment of new Officer to position with smooth transfer of information.
Progress- Past Year	The position was filled internally in May

Objective:	Convert existing fire hydrant 6" connection to be compliant with neighbouring municipalities.
Strategy:	Work with our Public Works Department to organize an orderly conversion process at a cost effective method to convert to storz connections.
Measure:	Complete conversion of all existing hydrants located within our Municipality.
Progress-Past Year	This hydrant upgrade was completed in October

*Fire Department Training*

Objective	Continue to review and revise departmental training procedures.
Strategy	Modify standard monthly training sessions for dayshift drill periods as required. Develop standard monthly training sessions for nightshift training.
Measure	Review training program revisions to ensure compliance with national standards. Explain standards and revisions to members prior to implementation, then monitor drill reports as well as practical demonstrated sessions.
Progress –Past Year	The training department has developed new training

	policies and procedures as well as identified training requirements for the members for succession planning and daily operations.
Objective	Continue to update departmental pre-fire planning process through duty to accommodate member.
Strategy	Pre-fire plan all non-single family structures located in District and produce plans for emergency response. Locate plans in a readily accessible location, as well, continue the process of electronic storage. Implement procedure to ensure plans are accessed before response.
Measure	Develop a list of all structures via inspection reports which are not single family and prepare pre-fire plan. Ensure all structures have been inspected and site plans developed against identified resource list. Locate plans on apparatus floor as well as on both I-Mobile computers on apparatus.
Progress –Past Year	This process is ongoing; to date all properties have been added to the Fire Department electronic file management system. Incident response plans have been developed for each address. Developed a new preplan incident form which is more accurate and accessible for members. This system has been added to our computerized dispatch system so that the information is available to all officers on our responding apparatus. The system will be much more manageable and allow for immediate updates of information.

**Objectives for 2014**

*Core services*

Objective	Maintenance of the core services provided by Fire Department.
Strategy	Ensure that core services are delivered in an effective and efficient manner that is consistent with widely recognized industry standards.
Measure	Monitor division reports and industry standards, update policy and Operational Guidelines to ensure compliance. Review and update department strategic planning. Conduct annual practical performance testing to ensure industry standards are attained.

Objective	Update Fire Regulation Bylaws
Strategy	Review Bylaw 3803, 4144 to ensure they reflect the recommendations of Council and meet the requirements of current legislation. Review permit and service fee structures to ensure they reflect current staffing costs. Research the bylaws in the core municipalities and departments of similar size to provide

	context to the department's current bylaws. Provide report to council with recommendations for updates to current bylaws.
Measure	Recommend adoption of updated bylaws to Council for approval.

Objective	Update and Implement a new performance management system
Strategy	Create a performance management program based on two formal reviews per year, one primary review and one mid point check- in. Align performance measures based on department mission, vision, values and competencies in order to achieve high levels of organizational performance.
Measure	Review and update employee job descriptions including required tasks and competencies and outline expected performance levels. Create forms, timelines and systems to ensure full integration into the organization. Conduct a needs assessment to determine the training needs of management and staff to understand and buy in to the new performance management system. Develop a training session to introduce the new system. Evaluate the effectiveness of the framework, the processes and systems and make modifications as required.

Objective	Continue to update departmental pre-fire planning process through duty to accommodate member.
Strategy	Create and continue to update pre-fire plans for all multi-residential, public, and business properties located in the District. These pre-incident plans have been developed in the same format utilized by Saanich Fire Department for user familiarity at mutual aid incidents. Populate the electronic database with the plans and develop a system of paper back up. Develop a process and system to allow for smooth transition to update plans by members. Create site plans for each property. Develop timelines for completion of the project and implementation of the finished product.
Measure	Document all structures based on inspection reports, building plans and personal contact with building owners, to populate the FDM Pre-plan template. Review findings for completion, errors or omissions. Locate plans on apparatus floor as well as on FDM system, and I-Mobile computers on apparatus.



Fire Prevention

Objective	<p>Plan organize and conduct a regular system of life safety inspections for all multi-residential, public and business properties within the District of Oak Bay; in accordance with the B.C. Fire Services Act and Oak Bay Fire Department Operational Guideline 8.1.1. (Frequency of Inspections); for compliance with the B.C. Fire Code regulations and local bylaws.</p> <p>Plan, organize and direct the Fire Suppression Division – Pre-plan safety inspection schedule for 2014 (150 inspections); required to assist in achieving the required Operational Guideline frequency.</p>
Strategy	<p>Complete and review inspection reports for distribution to building owners and/or authorized representatives for compliance with any identified life safety (Fire Code Compliance) deficiencies.</p> <p>Update, post and maintain the Annual Fire Inspection schedule for 2014. Fire Prevention Division staff will, on a monthly basis, conduct the designated occupancy inspections scheduled in order to achieve completion by the end of 2014. (413 properties are scheduled for inspection through 2014).</p> <p>Monthly schedule, post and review the Fire Suppression Division pre-plan inspections.</p> <p>Follow up (re-inspect as required), properties identified with B.C. Fire Code and local regulation deficiencies in order to confirm correction and/or compliance.</p> <p>Implement further enforcement action if required to gain compliance.</p>
Measure	<p>Complete inspection report documents and update applicable information on the FDM System; department pre-plans, and annual inspection schedule. Review and maintain all applicable building property files.</p> <p>Review all completed Fire Suppression Division pre-plan inspections for any applicable follow up inspections or action. Document reports and provide information to the Fire Chief as to progress.</p>

Objective	<p>Plan and execute the annual Fire Prevention Education programs within the District of Oak Bay</p>
Strategy	<p>Schedule the following education programs:</p> <p>April 2014: Oak Bay High School – “Get Out and Stay Alive” program</p> <p>April 2014: Elementary School Fire Safety House Program</p>

	<p>October 2014: Fire Prevention Week Activities – School Challenge Trophy Evacuation Drills. Oak Bay High School “Introduction to Fire and Fire Extinguishers” program.</p> <p>October 2014: Elementary School Halloween Safety Presentation with Oak Bay Police</p> <p>December 2014: Christmas Tree Safety Bulletin/Tree Recycle education program</p>
<p>Measure</p>	<p>Present the “Get Out and Stay Alive” education program to all Grade 11 students at Oak Bay High School. This program educates students in fire safety and prevention measures as they prepare to leave home for the first time and consider residing in on-Campus and off-Campus housing.</p> <p>Present the Elementary School Fire Safety House program to Grade 3 &amp; 4 students at Willows, SMU and GNS schools. This interactive program introduces elementary students to basic fire safety rules and lessons utilizing a classroom presentation and use of the interactive Fire Safety House. This program will be conducted with the support and assistance of Fire Suppression Division.</p> <p>Present the Annual Fire Prevention Week activities, based on the theme announced by NFPA. Conduct fire evacuation drills at all Oak Bay Municipal buildings. Conduct the Annual Challenge Trophy Fire Drill evacuation competition between all District Schools. These evacuation drills will be conducted with the support and assistance of the Fire Suppression Division.</p> <p>Present the “Introduction to Fire and Fire Extinguishers” program for Grade 9 students at Oak Bay High School. This program reviews and builds upon the previously learned fire safety rules and lessons. The program introduces basic Fire Science and the theoretical use of portable fire extinguishers.</p> <p>In conjunction with Oak Bay Police Departments School liaison officer – present a Halloween safety program to Willows, GNS and SMU schools. This program focuses on street, fire and personal safety. Present a brief presentation to the students at Monterey Middle school focusing on fireworks.</p>

	<p>Update and distribute the Christmas Tree safety / Recycle educational brochure to area schools (via digital news letters), and distribution to various Oak Bay public buildings (Municipal Hall, Recreation Centres, Fire Hall etc.)</p> <p>Monitor public education sessions, collect and document feedback to adapt the education to meet community needs, new fire safety education and current trends in public education delivery.</p>
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<b>Objective</b>	Liaise with Saanich Fire Dispatch to Manage, audit, update and maintain the Oak Bay Fire Department FDM system.
<b>Strategy</b>	<p>Audit and regularly review all Oak Bay FDM incident reports for accuracy, completeness and consistency. Sign off and lock all completed FDM incident reports. Follow up incidents reports as required.</p> <p>Complete and electronically file all required OFC Fire Reports.</p> <p>Continue to educate and assist other Department personnel on the effective use of the FDM system. Update building/business names and addresses as required. Update business emergency contacts as required following routine fire inspections.</p> <p>Liaise with Saanich Fire Dispatch Officer in charge of FDM in order to identify, troubleshoot and resolve any system/data issues.</p>
<b>Measure</b>	By regular audits ensure that the Oak Bay FDM system information is current, accurate and available for access and review at all times.

<b>Objective</b>	Replace aging Fire Department Equipment
<b>Strategy</b>	Catalogue equipment from date of purchase, identify immediate needs and prioritize for inclusion in a five year capital budget replacement plan. Explore funding options through grants, community support, business support and service clubs.
<b>Measure</b>	Completed five year capital plan identifying the immediate needs of the department for equipment replacement and funding sources that can be utilized in the budget process to achieve the objective.

<b>Objective</b>	Continue to review and revise departmental training procedures.
<b>Strategy</b>	Review current training standards in the fire service;

	identify gaps in current OBFD training practices. Identify funding requirements to meet certification levels as identified. Develop and implement the training plan to meet the national standards for fire fighting.
<b>Measure</b>	Review training program revisions to ensure compliance with national standards. Implement the training plan and monitor implementation through drill reports as well as practical demonstration sessions.

Oak Bay Emergency Program 2013 Annual Report: Dave Cockle, Fire Chief and Emergency Planning Coordinator; Tom Pearse, Deputy Fire Chief and Deputy Emergency Planning Coordinator and Eileen Grant, Emergency Program Manager

Mission Statement

To create and maintain a cooperative organization to manage risks from major emergencies and disasters that may affect the municipality and its residents.

“Neighbours Helping Neighbours Build a Disaster Resilient Community.”

Values Statement

At the direction of Oak Bay’s Council, the Oak Bay Emergency Program (OBEP) endeavours to provide for the protection of public safety, health, the environment, critical infrastructure and economic stability through the mutual cooperation with government and community. The Program provides a framework for active cooperation among District staff, designated OBEP volunteers and Oak Bay citizens to identify, mitigate and manage risks and respond to emergency events such as major storms, earthquakes, chemical releases, fires and marine oil spills. The OBEP operates under the legislative requirements of the BC Emergency Program Act and the District of Oak Bay Emergency Program Bylaw No. 4489.

Community Resiliency

The District of Oak Bay is actively engaged in becoming a “Disaster Resilient Community”. A disaster resilient community is defined as one that provides for the protection of public safety and health, the environment, critical infrastructure and property, and economic stability. While no community can ever be completely safe from hazards, we work to minimize our vulnerability by applying the principles of risk management and emergency response and recovery planning to include risk assessment, mitigation, business continuity and recovery.

The District of Oak Bay is recognized by the United Nations as the Role Model for Participatory Community Resilience in Risk Reduction. As a Role Model City, Oak Bay will share its knowledge and benefit from the interaction with other cities working toward the same goals.

## Emergency Program Customers

The Oak Bay Emergency Program (OBEP) is a direct provider of emergency disaster services to the following:

- The citizens of the District of Oak Bay
- Oak Bay businesses and their employees
- Persons working and attending the University of Victoria
- District Mayor and Council
- District departments and agencies, including Administration, Engineering, Parks and Recreation, Planning, Police, and Public Works
- Mutual aid partners as defined in the 2000 Regional Disaster Mutual Aid Agreement.

## Emergency Program Services

### Emergency Incident Response and Recovery

- Develops comprehensive disaster management plans for mitigation and preparedness before, response during and recovery after an incident.
- Facilitates access to food, clothing, shelter, transportation and medical services to those affected by emergencies and disasters through Emergency Support Services (ESS).
- Provides alternate communications through a network of Amateur Radio Operators (Comms).
- Educates Oak Bay Council, staff and OBEP volunteers on risk assessment, disaster response, business continuity and disaster recovery.
- Provides information to Oak Bay citizens and businesses to enable them to respond to and recover from an emergency/disaster event.
- Assists local regional governments on request through a Mutual Aid Agreement.

### Administration:

- Provides District staff and OBEP volunteers with training in their responsibilities within the Program.
- Prepares, administers and is accountable for the management of the Emergency Program.
- Ensures the Oak Bay Emergency Program reflects the requirements of Bylaw 4489 and the BC Emergency Program Act of 1993 as amended.

- Advises District Mayor and Council and Administration on emergency planning, identified hazards and state of preparedness of the community, as requested.
- Assists other District departments and agencies with disaster risk management and make recommendations on disaster reduction policies to enhance response and recovery for the District.
- Administers the Emergency Program budget and contracts.
- Maintains Emergency Program databases.
- Ensure Emergency Program vehicles and equipment are maintained in good repair and are operational at all times.

#### Public Education:

- Provides Emergency Preparedness information to Oak Bay citizens, including children, families, seniors; community organizations, and businesses making them aware of life safety issues within the District and more capable to respond to and recover from emergencies and disasters.
- Provides Emergency Response and Recovery Plan training for Mayor and Council, District Staff and OBEP Volunteers.
- Provides training for District staff and OBEP volunteers on Emergency Management courses, including Emergency Operation Centre (EOC) and Emergency Support Services (ESS) to enhance response and recovery capabilities.

#### Significant Issues and Trends:

- Oak Bay emergency planners have identified through the Emergency Program Strategic Plan a need to upgrade the Municipal Hall as the primary EOC site for the District. The following planning concerns have been identified for the building:
  - Sustainability of the building during an earthquake. Unreinforced masonry buildings are susceptible to failure during extended shaking. A Seismic infrastructure study for the building should be considered.
  - Alternate EOC sites include Windsor Park Pavilion, The Scout Hall and the Fire and Police station. Each has its own operational concerns and none are designed to manage multiple work stations with communication.

- Oak Bay emergency planners have also identified infrastructure concerns with the Municipal Hall, Public Works Administration Building and Police Station for seismic upgrade studies. This process has been put forward in the 2014 budget for approval.
- The OBEP officers and staff continue to actively participate at local, regional and provincial government levels to develop and implement plans for disaster response and recovery.

Program Achievements:

- Completed the installation of the emergency generator at the Municipal Hall. The generator meets the current electrical needs of the Municipal Hall and has capacity for future expansion.
- Began the development of a business continuity plan for the District of Oak Bay. The Plan is to be completed in 2014.
- Began the development of a comprehensive Emergency Support Services plan for the District. The Plan is to be completed in 2014.
- Began negotiations for a Memorandum of Understanding (MOU) with the Canadian Red Cross Society (Victoria Branch) regarding provision of recovery services. The MOU to be finalized in 2014.
- Tested a central callout system for joint use by the OBEP and the Oak Bay Fire Department (OBFD). This system will be implemented in 2014.
- Received the Capital Regional District (CRD) Modelling of Potential Tsunami Inundation Limits and Run-Up report through the Local Government Emergency Program Advisory Committee (LG EPAC) and incorporated it into the OBEP planning process. We provided a public information session on the results of the report.
- Organized a public information session on Disaster Insurance. Over 100 people attended and heard four insurance specialists speak on strata, business and residential insurance and the role of the claims adjuster.
- Provided six evening Emergency Preparedness workshops at the Windsor Park Pavilion and four Seniors Emergency Preparedness Workshops through



the Monterey Centre. An average of 25 people attended each workshop. The OBEP continues to provide additional Emergency Preparedness presentations and workshops to local community organizations, condo owners, strata councils, businesses and Block Watch groups.

- Worked in collaboration with the OBFD to provide District staff and Oak Bay volunteers and citizens with Fire Extinguisher training. The OBFD also distributed over 125 OBEP emergency preparedness information packages during its attendance and street and Block Watch parties over the summer.
- Developed new OBEP-branded emergency preparedness information brochures for the program. The Program also worked with the CRD to produce new regional tsunami brochures and a regional emergency preparedness group on the development of a regional Pet Preparedness brochure. The Pet brochure was distributed with dog license renewal notices.
- Worked with the Oak Bay High School to develop its emergency response plan. That work will continue into 2014, including assisting with an emergency response exercise.
- Attended all of the Oak Bay public markets this summer. OBEP volunteers also participated in the Annual Tea Party Parade and many other community-sponsored events. The OBEP Comms Team also participated at several regional sporting events, including marathons and tournaments.
- Provided Emergency Preparedness training to all Grade Three children in the District. Approximately 180 children received a starter grab and go kit and participated in an interactive learning experience on earthquake preparedness. This program is done in partnership with the local branch of the Canadian Red Cross Society.
- Participated in ShakeOutBC drills at the Oak Bay Municipal Hall and at the University of Victoria. The Program also promoted ShakeOutBC throughout the Oak Bay community.
- Continued to build collaborative relationships with key organizations, both in our community and in our neighbouring municipalities, including businesses, not-for-profit groups, schools, the University of Victoria, Camosun College and other emergency response organizations.

- Worked collaboratively with the Oak Bay Police Block Watch program to provide emergency preparedness information to its members.
- Continued to recruit and train new ESS and Comms volunteers. The Program undertook a review of its Volunteer Program with a view to increasing recruitment and retention. OBEP volunteers, including ESS, Comms and Emergency Preparedness Education (EPE) Teams, continues to be a valuable tool to meet the basic needs of Oak Bay citizens when they are most vulnerable. The OBEP volunteer program continues to grow. The ESS and EPE volunteer teams met monthly at the Municipal Hall to train and exercise. The Comms Team operated 52 radio nets during the year.
- Participated with Esquimalt, Saanich and Victoria ESS and Comms teams in a major emergency response exercise. The OBEP hosted the exercise at the Oak Bay Recreation Centre.
- Conducted an Emergency Operations Centre (EOC) Information exercise for Mayor and Council and District Directors.
- Attended the Emergency Preparedness and Business Continuity conference in Vancouver. This conference focuses on emergency management and business continuity issues.
- Continued to build, update and maintain its emergency response supplies, including its vehicles and its amateur radio network. In 2013 the Program replaced antennae at the Municipal Hall and began updating its UHF/VHF radios.
- Completed the update of its supplier agreements with local businesses. The OBEP also began discussions with local facilities regarding the use of their facilities during an emergency/disaster.

## Progress Report on 2012 Objectives

### Objectives 2012

<b>Objective:</b>	Develop a Business Continuity Plan for the District.
<b>Strategy:</b>	Prepare a business plan for a contract for services to prepare a Business Continuity Plan for the District. Assist the contractor with development of the plan.
<b>Measurement</b>	Approval and Implementation of the Business Continuity plan with the Emergency Response and Recovery Plan for the District.
<b>Progress Past Year</b>	Work on the plan began in October 2013. The plan is to be completed in 2014.

<b>Objective</b>	Purchase and install an emergency generator for the Municipal Hall to ensure operational readiness during a power failure.
<b>Strategy</b>	Research options for purchase and installation of an emergency generator that meets the operational requirements of the Municipal Hall during a power outage. Present recommendation to Council for approval.
<b>Measurement</b>	Installation of an operational emergency generator at Municipal Hall.
<b>Progress Past Year</b>	Completed in 2013.

<b>Objective</b>	Negotiate agreements for use of primary and alternate emergency facilities within the District.
<b>Strategy</b>	Research use of non District buildings to provide for temporary Municipal hall and Emergency Operations Centre during an incident, should the existing Municipal Hall be uninhabitable.
<b>Measurement</b>	Ensure agreements are in place for use of non-District buildings during an incident that requires temporary Municipal Hall and Emergency Operations Centre.
<b>Progress Past Year</b>	Negotiations began in 2013 and will continue into 2014.

Objective	Investigate options for public alert and notification including, priority dial alert systems, text messaging, use of small scale FM radio systems and social media to alert citizens of an actual or impending emergency.
Strategy	Identify plausible options for public alert warning systems for the District. Research alert systems in operation in similar Districts and recommend options for Oak Bay.
Measurement	Develop a plan for a public alert system for the District and test the plan for use at an incident.
Progress Past Year	A new OBFD staff and OBEP volunteer callout system was tested. There are on-going developments in the areas of social media, callout systems and alert systems, so this will continue to be part of the Strategic Plan.

### Objectives 2013

Objective	Review and update the Community Risk Assessment for the District
Strategy	Determine hazards and vulnerabilities in the community; identify building construction in Oak Bay by area and year. Identify information requirements regarding regional risks, community risks and vulnerabilities. Research exposure to natural and human induced risk in the community and document for inclusion in a Comprehensive Hazard ,Risk and Vulnerability Assessment
Measurement	Documentation of the identified hazards, risks and vulnerability in the Community for inclusion in the strategic plan.
Progress Past Year	Received the Capital Regional District (CRD) Modelling of Potential Tsunami Inundation Limits and Run-Up report through the Local Government Emergency Program Advisory Committee (LG EPAC) and incorporated it into the OBEP planning process. There are on-going developments and updates in the area of hazards and vulnerabilities identification and assessment, so this will continue to be part of the Strategic Plan.

Objective	Prepare an Emergency Support Services(ESS)Plan for the District
Strategy	Review the existing ESS plans for response and recovery; identify gaps in current planning based on identified community risks and vulnerabilities. Develop a draft plan and present for approval.
Measurement	Adoption of ESS plan for the District.
Progress Past Year	Comprehensive research has been undertaken.

Objective	Determine Seismic upgrade requirements for the Municipal Hall, Public Works Building and Police Station
Strategy	Identify Engineering firms and fees associated with the Seismic infrastructure study , produce an RFP and present to Council for consideration
Measurement	Council approve plans for Seismic upgrade study as identified
Progress Past Year	Under consideration by Mayor and Council and District staff.

### Objectives 2014

Objective	Investigate options for public alert and notification including, priority dial alert systems, text messaging, use of small scale FM radio systems and social media to alert citizens of an actual or impending emergency.
Strategy	Identify plausible options for public alert warning systems for the District. Research alert systems in operation in similar Districts and recommend options for Oak Bay.
Measurement	Develop a plan for social media communications and notification for the District and test the plan for use at an incident.

Objective	Determine Seismic upgrade requirements for the Municipal Hall, Public Works Building and Police Station
Strategy	Identify Engineering firms and fees associated with the Seismic infrastructure study , produce an RFP and present to Council for consideration
Measurement	Council approve plans for Seismic upgrade study as identified

<b>Objective</b>	<b>Negotiate a MOU with municipalities in the region regarding provision of light urban search and rescue (LUSAR) services.</b>
<b>Strategy</b>	<b>Begin negotiations with neighbouring municipalities regarding provision of LUSAR services.</b>
<b>Measurement</b>	<b>Signing of MOUs</b>

<b>Objective</b>	<b>Review and update the Community Risk Assessment for the District</b>
<b>Strategy</b>	<b>Determine hazards and vulnerabilities in the community; identify building construction in Oak Bay by area and year. Identify information requirements regarding regional risks, community risks and vulnerabilities. Research exposure to natural and human induced risk in the community and document for inclusion in a Comprehensive Hazard ,Risk and Vulnerability Assessment</b>
<b>Measurement</b>	<b>Documentation of the identified hazards, risks and vulnerability in the Community for inclusion in the strategic plan.</b>

<b>Objective</b>	<b>Prepare an Emergency Support Services(ESS)Plan for the District</b>
<b>Strategy</b>	<b>Review the existing ESS plans for response and recovery; identify gaps in current planning based on identified community risks and vulnerabilities. Develop a draft plan and present for approval.</b>
<b>Measurement</b>	<b>Adoption of ESS plan for the District.</b>

*Police Department Report, 2013*

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Police Department Report 2013

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**Police Department: Kent Thom, Acting Chief Constable  
2013 Annual Report**

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**Mission Statement, Police Department**

The members of the Oak Bay Police Department are committed to the promotion of partnerships with the community, leading to sharing in the delivery of police services. We pledge to: treat all people equally and with respect, uphold the Canadian Charter of Rights and Freedoms, serve, protect and work with the community and other agencies to prevent and resolve problems that affect the community's safety and quality of life.

**Value Statement, Police Department**

The Oak Bay Police Department is a community based policing organization. The Department recognizes that investigation, detection and the apprehension of offenders is only part of the police function. This activity is and always will be a vital component of the police role. By itself, however, it is not the answer as crime rates and calls for service demonstrate. The Oak Bay Police mandate is not limited or restricted to dealing with crime. It is much broader in scope and includes a response to social disorder and calls of a general assistance nature. Noisy parties, bylaw enforcement, traffic safety, youth problems and issues, neighbourhood disputes, public education, problem children, alcoholism and drug abuse and issues regarding mental health are all part of the Department's workload.

The Oak Bay Police Department believes that our community safety and well-being is best achieved by addressing the root causes of criminal behaviour. The Department advocates community partnerships with a multi-agency approach and collaboration as a means of enhancing public safety and problem solving. It is through community policing and particularly problem oriented policing that the Oak Bay Police Department fulfils its role.

**Police Department Customers**

The Police Department serves or responds to the following customers/agencies:

- All Oak Bay citizens and those passing through our community.
- All Oak Bay businesses.
- Municipal/Provincial/Federal criminal justice and non-criminal justice agencies.
- School and university populations.
- Oak Bay Police Board.
- Courts and Restorative Justice.
- First nations (Songhees) at Willows Beach (Sitchamalth).

## **Police Department Services**

Under the auspices of the Oak Bay Police Board, which is chaired by the Mayor and has four other members appointed from the community at large, the Oak Bay Police force as an independent department provides a complete range of services to the community of Oak Bay. Although members of the Department are municipal police officers, they in fact have jurisdiction within the entire province of British Columbia.

### **Investigations**

- Conduct statutory investigations in relation to the following laws and enactments: criminal, federal, provincial, municipal bylaws.

### **General Patrol**

- Uniformed members conduct random preventative patrols of the entire community and while so doing focus on traffic enforcement and attempt to quell developing problem spots such as noisy parties or other unruly behaviour. Focused patrols are conducted in areas identified by the public or police statistics as being problematic.

### **Public Assistance**

- Provide a broad range of general assistance to the public on matters not specifically mandated by legislation.

### **Lost and Found Property**

- Receive and dispose of such items.

### **Exhibit Control**

- Receive and dispose of various exhibits seized or otherwise coming into the possession of the Department during investigations.

### **Assist Other Police Agencies**

- Oak Bay is bordered by the municipalities of Saanich and Victoria and as such police officers from Oak Bay are often called upon to support and back up officers from these other jurisdictions.

### **School Liaison**

- A full time officer dedicated to working within the schools, dealing with youth issues and the delivery of youth programs.

### **Business and Community Liaison**

- A full time officer dedicated to working with the businesses and community service groups in the delivery of crime prevention programming.

### Detective Services

- Conduct criminal investigations beyond the capacity of General Patrol members.

### Regional Participation

- The Department participates with other regional police agencies, including the RCMP, in numerous regional policing Memorandums of Understanding and Agreements, which enables the Department to provide a full spectrum of police services in a cost effective manner. Among other things, such agreements cover: Emergency Response Team, Regional Domestic Violence Unit, Integrated Mobile Response Team, Mobile Youth Services Team, Crowd Management Unit, Dive Team, Serious Crime Investigations, Homicides and Canine Services.

### Agency Participation

- Members of the Department participate with numerous regional support agencies that provide support and services to the police, e.g., Victim Services, Greater Victoria Police Diversity Committee, Violence Against Women In Relationships Regional Committee, Alzheimer Society, Mental Health, Regional Crown, Provincial Emergency Preparedness, Business Improvement Association, Business Watch, Block Watch.

### Secondment Opportunities

- Members of the Oak Bay Police Department participate as seconded members to the Combined Forces Special Investigations Unit, the Capital Region Integrated Road Safety Unit, Mobile Youth Services Team and the Regional Crime Unit.

### Significant Issues and Trends

- Hiring Of Two New Officers: This past year we had one member retire and one member was transferred for a two-three year secondment to the Mobile Youth Services Team for a two-three year period. As a result, two new exempt officers were hired to fill those vacancies, both of these officers had several years of previous policing experience within the province of BC.
- Implementation of Department Strategic Plan: In 2013, certain objectives of the four year strategic plan were achieved. Following are just some of those objectives: The new recruitment process was established and was used in hiring the two new constables. Speed Watch deployments took place in order to increase traffic safety awareness. A new Employee Assistance Program was also established and new policy implemented in this regard.
- Policy Revisions: This year we have conducted thorough revisions of another six key policy areas. These revisions have been reviewed and approved by the Oak Bay Police Board.

- **Long Term Injuries:** Over the past year we have had three of our officers on long term sick leave and Workers Compensation. These vacancies forced us to take our Community Services officer and one of our Detectives out of their positions and deploy them to the patrol platoons in the interim. These pressures impacted our ability to follow through on a couple of the initiatives that were planned for 2013.

### **Department Achievements in 2013**

- Members of the department received provincially mandated training in Assessing Risk and Safety Planning in Domestic Violence Investigations. This is the second phase of the domestic violence training that was designed to better equip front line police officers in dealing with potentially volatile domestic situations.
- The department continued to work with community organizations and local schools to promote safe and active transportation. Bike rodeos were held at various locations within the community. We also worked with the Community Association of Oak Bay to lead bike train rides to Willows and Monterey Schools.
- This past year our Detective Section was involved with Saanich Police on a joint investigation where two robberies at financial institutions were solved resulting in four criminal charges. In another matter, the Detective office worked with surveillance units and crime reduction teams from VicPD and Saanich Police to arrest and charge a male that was active in dealing drugs in Oak Bay and throughout the Capital Regional District.
- The Oak Bay Police Department, through a Memorandum of Understanding currently in place with the Saanich Police Department, has joined the Vancouver Island Major Crime Unit which will be involved in any homicide or major case investigation that may occur in the municipality in the future.
- In the spring of 2013, administrators at Glenlyon Norfolk School approached the Oak Bay Police Department to identify what they thought was a serious traffic safety issue in front of their school on Beach Drive. Due to a high volume of both pedestrian and vehicle traffic when kids were getting picked up at school, it was felt that there was a strong likelihood that there could be a traffic incident where someone could get seriously hurt if something were not done. Police worked with the school and the Engineering Department of the Municipality to make some changes to limit the volume of traffic in the area during peak school drop off and pick up times. As a result, the possibility of some kind of serious traffic incident happening has been dramatically reduced.

2013 Statistical Summary

REPORTABLE TO STATS CANADA

Offence Category *	2011	2012	2013
Robbery	0	5	4
Assaults/Sex Assaults	9	21	30
Utter Threats	9	10	19
<b>Total Persons Crimes</b>	<b>30</b>	<b>51</b>	<b>73</b>
B&E – business	10	18	12
B&E – residence	74	21	31
B&E – other	19	21	11
Theft of Motor Vehicle	10	1	12
Theft from Motor Vehicle	165	218	110
Theft under \$5,000	103	109	119
Fraud	32	36	45
Mischief	217	144	111
<b>Total Property Crimes</b>	<b>684</b>	<b>655</b>	<b>467</b>
Cause Disturbance	16	7	19
Counterfeit Currency	6	2	0
Trespass at night	3	5	2
Breach/Bail violations	5	26	12
<b>Total Other Crimes</b>	<b>48</b>	<b>58</b>	<b>37</b>
Drug Possession	26	38	29
<b>Total Narcotics</b>	<b>26</b>	<b>38</b>	<b>29</b>
Impaired Drivers	14	15	18
Fail to Stop (Provincial)	29	22	28
<b>Total Criminal Code Traffic</b>	<b>44</b>	<b>40</b>	<b>46</b>

\*Offence category Totals represent numbers sent to Stats Canada. Not all offences are listed for each category.

## NON REPORTABLE TO STATS CANADA

Category	2011	2012	2013
Bylaws	262	222	210
Parking Violations	114	115	140
Collisions	145	159	161
Assist Public	620	718**	599
Lost and Found	286	333	273
Suspicious Persons	454	480	443
False Alarms	535	529	479
Liquor Offences	128	86	58
Property Check Program	137***	225	224
<b>Violation Tickets/Warnings Issued</b>	<b>961</b>	<b>1171</b>	<b>1173</b>
<b>TOTAL FILE COUNT</b>	<b>4792</b>	<b>4933</b>	<b>4495</b>

\*\* Increase in Assist Public due to file count for monthly bulk files for each platoon to document foot patrols, bike patrols, static traffic patrol and police post.

\*\*\* The program for property checks commenced in August 2011

## Progress Report on Objectives for 2013

### *Administrative (Support Services)*

Objective	Additional Training For Our Volunteer Reserve Constables.
Strategy	Develop a Training package and deliver a one day training session that reviews legal authorities and current use of force policies.
Measure	Completion of the training course.
Progress Past Year	The Administrative Sgt conducted a training course for the Reserves that included a variety of current topics, which included legal updates, powers of arrest and use of force policies. In addition the Reserves completed a variety of police related courses through e-learning.

Objective	Improve External Communication Regarding Departmental Programs.
Strategy	The Department will publish a column quarterly in the Oak Bay News highlighting programs and the work of some of the integrated policing teams we participate in.
Measure	Increased awareness of police programs.
Progress Past Year	Some informational articles were published in the Oak Bay News, and the municipal website, regarding traffic safety programs, etc. (Note: A number of articles were prepared by the Community

	Liaison Officer dealing with public safety, however, the articles were not printed in the Oak Bay News due to their lack of space and/or other news priorities)
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Objective	Develop A Formalized Recruitment Policy
Strategy	Formalize and institutionalize a policy whereby we advertise externally for candidates, conduct peer panel interviews, and then a final executive interview for prospective candidates.
Measure	Development of the policy and acceptance of it by the Oak Bay Police Board.
Progress Past Year	Policy was prepared (AB010) and approved by the Police Board.

Objective	Establish An Employee Assistance Program
Strategy	Identify suitable candidates to act as employee assistance representatives. Develop policy and guidelines to support the program.
Measure	Having a trained employee on site to provide this assistance when required. Applicable policy developed and approved.
Progress Past Year	Two Oak Bay Police members were identified and trained as Peer Support providers, and Critical Incident Stress Management teams were also identified (provided by Saanich and Victoria Police). Applicable policy was drafted (AB190) and approved by the Police Board.

*Operational (Detective office)*

Objective	Work With The RCMP And Other Partners In The Vancouver Island Integrated Major Crime Unit To Reach An Agreement To Be A Participating Partner In The Unit.
Strategy	Continue discussions with unit partners to reach agreement on becoming a signatory to the MOU and a partner in the unit once the Saanich Police Department joins the unit later this year.
Measure	Reach an agreement on the terms of the MOU and ensuring that we have coverage for homicide investigations by the Vancouver Island Integrated Major Crime Unit.
Progress Past Year	By way of the MOU with the Saanich Police Department, the Oak Bay Police Department reached an agreement to be included as a partner with the Vancouver Island Major Crime Unit.

*Operational (Patrol)*

Objective	Increase Officer Knowledge In Mental Health And Crisis Intervention.
Strategy	Ensure all members attend Crisis Intervention and De-escalation Training. Arrange muster training presentations from the Integrated mobile Crisis Response Unit.

Measure	Completion of Training Course and Muster Presentations
Progress Past Year	All available members of the Oak Bay Police Department have attended Crisis Intervention and De-escalation training. Officers from the Integrated Mobile Crisis Response Unit have attended and spoken at muster presentations.

Objective	Increase Patrol Interaction With The Community.
Strategy	Train three additional officers on the Police Mountain Bike Operators' Course
Measure	Increased time spent on police bike patrols by 10%.
Progress Past Year	Four Police officers and two Reserve officers trained in the police bike course. Bike patrols increased by 269% in 2013 from 2012.

Objective	Improve Supervisor's Understanding Of The Incident Command System
Strategy	Provide ICS 100 training to all Sergeants and Acting Sergeants
Measure	Completion of the courses.
Progress Past Year	Shortage of resources due to illnesses and limited course availability kept us from achieving this goal. However, some supervisory courses, such as the Senior Police Administration course through the Canadian Police College, were provided to supervisors.

Objective	Prevent Youth Peer Victimization And Bullying
Strategy	Police officers to conduct anti bullying presentations local elementary schools. The School Liaison Officer will continue to deliver the WITS and LEADS programs in elementary schools.
Measure	A decrease in reports of youth bullying
Progress Past Year	The School Resource Officer continued with delivery of the WITS and LEADS programs in Oak Bay schools. Oak Bay Police members attended various school assemblies to participate in anti-bullying presentations.

Objective	Promote Safe Cycling Practices
Strategy	Three bike rodeos to be conducted in the community. Work with the elementary schools and Parent Advisory Committees to plan two bike train rides to local schools.
Measure	Completion of the rodeos and safe route to school rides.
Progress Past Year	Bike rodeos conducted at various locations. Two bike trains took place which involved Willows and Monterey Schools.

**Objectives for 2014**

*Administrative (Support Services)*

Objective	Increase Community Awareness Of Specialized Police Services
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Strategy	Arrange a one day Open House/Expo with various exhibits of specialized services (forensics, ERT, canine, RCMP Marine Unit, etc.) on display to show the immediate community and the general public the various services that are provided by the Oak Bay Police Department other than general investigation services.
Measure	An open invitation to the event will be sent to the community and the general public.

Objective	Additional Training For Our Volunteer Reserve Constables
Strategy	Deliver a one day training session that reviews legal authorities and current use of force policies.
Measure	Completion of the training course.

Objective	School Liaison Officer Presentations To Parent Advisory Council (PAC's)
Strategy	Have the School Resource Officer meet with and provide presentations to all three Parent Advisory Council's by the end of the 2013/14 school year and at the beginning of the 2014/15 school year.
Measure	Completion of the presentations resulting in stronger relationships

Objective	Begin Building Replacement Discussion With Municipal Council
Strategy	Department senior management team to discuss this issue with Police Board and initiate budgeting and discussion strategies with Municipal Council.
Measure	Start building a contingency in the Department's provisional budget for a structural engineering consultant to conduct a review of the current police headquarters building.

Objective	Create More Awareness Regarding Elder Protection Services
Strategy	Develop a presentation that can be shared in-house, and externally to other police agencies and special interest groups, to provide more awareness regarding programs and agencies that can aid victimized elders.
Measure	Conduct these presentations internally and externally and create more general awareness dealing with senior safety and wellness and the availability of services that can assist in this regard.

Objective	Enhance Traffic Safety By Implementing Structured Traffic Awareness Campaigns
Strategy	Design and advertise (via website and local media outlets) specific education/enforcement campaigns that are designed to enhance traffic safety awareness and increase compliance with

	rules and regulations by drivers, cyclists and pedestrians..
Measure	Decrease in traffic related incidents/injuries.

*Operational (Patrol)*

Objective	Increase Patrol Interaction With The Community
Strategy	Have a minimum of one member attend a Police Mountain Bike Operators Course.
Measure	Maintain high level of contact with public through time spent on police bike patrols (and other high visibility opportunities).

Objective	Increase Patrol Interaction With The Community
Strategy	Increase marine patrols along the municipality's coastline and through the municipality's marinas.
Measure	Increased contact with the boating community and improved compliance with marine rules, regulations and laws.

Objective	Building Stronger Relationships With Youth
Strategy	Police officers to participate in a variety of Police vs Student sporting events and activities.
Measure	Building more cohesive relationships with youth and the schools.

Objective	Increase Officer Knowledge In Mental Health
Strategy	Arrange for muster presentations from the Integrated Mobile Crisis Response Unit and another recognized mental health agency (Brain Injury Society, Alzheimer's Society, etc)
Measure	Completion of muster presentations.

*Operational (Patrol/Detective Office)*

Objective	Provide Short Term Secondment Opportunities For OBPD Members in Integrated Units and/or Other Police Agencies
Strategy	Determine when vacancies in Integrated Units are present and provide opportunities for appropriately trained/qualified OBPD members to fill those vacancies. Also, pursue opportunities for Detective office personnel, etc., to partner on a short term basis with Detective office personnel from SPD, VicPD or other Depts.
Measure	Mentoring and development opportunities for OBPD members

*Appendix "A"*

*Parking Reserve Fund and Alternative Transportation  
Infrastructure Reserve Fund Report*

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**THE DISTRICT OF THE CORPORATION OF OAK BAY**

**Report on 2013 Parking Reserve Funds  
(In Accordance with Local Government Act S. 908(9))**

	<u>Parking Reserve Fund</u>	<u>Alternative Transportation Infrastructure Reserve Fund</u>
Balance, beginning of year	\$ 863,858.96	\$ 15,369.14
Payments received in lieu of off-street parking		
Interest earned	\$ 11,350.44	\$ 105.32
Expenditures during the year		
Transfers made during the year	<u>                                </u>	<u>                                </u>
Balance, end of year	<u>\$ 875,209.40</u>	<u>\$ 15,474.46</u>

During 2012 the Alternative Transportation Infrastructure Reserve Fund financed 50% of the cost of a new bus shelter. Budgeted expenditures during 2013 and 2014 from this Fund are:

	2013	2014
Bike shelters		
Bus shelters	<u>\$ 15,370</u>	<u>\$ 15,370</u>
	<u>\$ 15,370</u>	<u>\$ 15,370</u>



*Appendix "B"*

*Report on Permissive Tax Exemptions*

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**THE DISTRICT OF THE CORPORATION OF OAK BAY**

**2013 Permissive Property Tax Exemptions**

<u>Name</u>	<u>Municipal Tax Relief</u>
Emmanuel Baptist Church	\$8,767.11
Guide Hall	\$781.07
Kiwanis Manor	\$3,471.79
Kiwanis Tea Room	\$384.08
Oak Bay Lawn Bowling Club	\$4,001.62
Oak Bay United Church	\$8,744.42
Queenswood Montessori School	\$2,135.18
St. Mary's Church	\$6,143.83
St. Patrick's Church	\$22,122.17
St. Phillip's Church	\$3,022.38
Scout Hall	\$1,300.48
	<hr/>
	<b>\$60,874.13</b>



*Appendix "C"*

*Financial Information Act Reports*

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THE DISTRICT OF THE CORPORATION OF OAK BAY

SCHEDULE SHOWING THE REMUNERATION AND EXPENSES PAID  
TO OR ON BEHALF OF EACH EMPLOYEE  
FOR THE YEAR: 2013

1. ELECTED OFFICIALS

	<u>Remuneration</u>	<u>Expenses</u>	<u>Benefits</u>	<u>Total</u>
Copley, P. J.	\$7,977.12	\$2,161.34	\$ 3,988.08	\$14,126.54
Green, C. J.	\$7,977.12	\$602.31	\$ 3,988.08	\$12,567.51
Herbert, J. D.	\$7,977.12	\$3,025.03	\$ 3,988.08	\$14,990.23
Jensen, N. B.	\$18,796.43	\$3,889.14	\$ 9,396.96	\$32,082.53
Kirby, M. W.	\$7,977.12	\$2,336.76	\$ 3,988.08	\$14,301.96
Murdoch, K.	\$7,977.12	\$2,343.09	\$ 3,988.08	\$14,308.29
Ney, Tara	\$7,977.12	\$1,944.86	\$ 3,988.08	\$13,910.06
	<u>\$66,659.15</u>	<u>\$16,302.53</u>	<u>\$ 33,325.44</u>	<u>\$116,287.12</u>

**THE DISTRICT OF THE CORPORATION OF OAK BAY**

**SCHEDULE SHOWING THE REMUNERATION AND EXPENSES PAID  
TO OR ON BEHALF OF EACH EMPLOYEE**

**FOR THE YEAR: 2013**

**2. OTHER EMPLOYEES**

<u>Name</u>	<u>Remuneration</u>	<u>Expenses</u>
Adsett, Duane	\$ 97,669	\$ 1,934
Ahokas, Jason	\$ 83,582	\$ 1,265
Ballantyne, John	\$ 92,910	\$ 1,379
Barclay, Janet	\$ 94,983	\$ 161
Barnett, Philip	\$ 108,830	
Beaumont, Kyle	\$ 88,801	\$ 256
Brennan, Mark	\$ 109,065	
Brooks, D. Joe	\$ 97,880	
Brown, Grant	\$ 86,251	
Cliff, George	\$ 76,814	
Cockle, David	\$ 116,109	\$ 2,277
Currie, John	\$ 83,726	
Ding, K. Richard	\$ 88,510	\$ 345
Gill, Kenneth	\$ 97,086	\$ 1,019
Herman, Ray	\$ 131,166	\$ 1,499
Hilton, Lorraine	\$ 107,918	\$ 2,401
Hughes, Darren	\$ 104,245	\$ 1,519
Hyde-lay, Chris	\$ 86,132	\$ 400
Josephson, Michael	\$ 89,568	\$ 704
Joyson, Jason	\$ 98,417	\$ 3,344
Kivell, Robert	\$ 80,982	\$ 3,528
MacPherson, Ian	\$ 75,596	
Malinosky, Kris	\$ 89,370	
Marshall, David	\$ 120,959	\$ 1,148
Marshall, R. Gordon	\$ 111,141	\$ 1,660
Michaluk, Andrew	\$ 91,731	\$ 659
Nason, Gary	\$ 107,750	
Olson, Kenneth	\$ 79,116	\$ 1,919
Pearse, Thomas	\$ 112,946	\$ 342
Pimentel, Fernando	\$ 96,354	\$ 3,133
Popham, Jonathan	\$ 106,936	\$ 2,894
Roskelley, Donald	\$ 115,801	\$ 1,088
Scott, Brad	\$ 93,237	\$ 490
Stewart, C. Roger	\$ 103,990	\$ 1,892
Swan, Gregory	\$ 89,533	\$ 359
Thomassen, Roy	\$ 108,979	\$ 693
Thomson, Cameron	\$ 110,352	\$ 245
Thorneloe, Adam	\$ 91,163	\$ 460
Trenholm, Bradley	\$ 88,060	\$ 863
Trumble, Douglas	\$ 92,370	\$ 130
Walker, Patricia	\$ 123,239	\$ 3,305
<b>Total of Employees &gt; \$75,000</b>	<b>\$ 4,029,267</b>	
<b>Others, Police or less than \$75,000</b>	<b>\$ 12,582,062</b>	
<b>TOTAL EARNINGS -OTHER EMPLOYEES</b>	<b>\$ 16,611,329</b>	

**THE DISTRICT OF THE CORPORATION OF OAK BAY**

**3. RECONCILIATION OF REMUNERATION**

YEAR ENDING DECEMBER 31, 2013

Remuneration of elected officials	\$ 66,659
Total remuneration - other employees	<u>\$ 16,611,329</u>
Subtotal	\$ 16,677,988
Reconciling Items	
Employee benefits	\$ 4,064,383
Custom works	\$ (410,146)
Remuneration included in capital assets	\$ (529,330)
	<u>\$ 19,802,895</u>
Total per Statement of Revenue and Expenditure (includes employee benefits)	<u>\$ 19,804,147</u>
Variance	<u>\$ (1,252)</u>

**THE DISTRICT OF THE CORPORATION OF OAK BAY**

**SCHEDULE OF DEBTS**

**YEAR ENDING DECEMBER 31, 2013**

**Long Term Debt**

Information on the long term debt of this organization is shown in Note 5 to the Financial Statements.

**Debts covered by sinking funds or reserves**

As shown in Notes 5 and 9(a) to the Financial Statements, long term debt of \$4,715,000 has been borrowed through the Municipal Finance Authority. The debentures are issued on a sinking fund basis. At December 31, 2013 the debt total was \$3,220,527.



**THE DISTRICT OF THE CORPORATION OF OAK BAY**  
**SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS**  
**YEAR ENDING DECEMBER 31, 2013**

**This organization has not given any guarantees or indemnities under the Guarantees and Indemnities Regulation.**

**THE DISTRICT OF THE CORPORATION OF OAK BAY**

**SCHEDULE SHOWING PAYMENTS MADE FOR THE PROVISION OF  
GOODS OR SERVICES**

**YEAR ENDING DECEMBER 31, 2013**

**Suppliers who received aggregate payments exceeding \$25,000**

Acme Supplies Ltd.	\$	55,694
Aon Reed Stenhouse Inc.	\$	277,350
Aquashine Building Services	\$	42,700
B.C. Hydro and Power Authority	\$	402,461
B.C. Life & Casualty Company	\$	67,233
B.C. Pension Corporation	\$	2,728,081
Billet, K.	\$	28,022
Black Press	\$	39,079
Bloom Yoga	\$	38,096
Butler Brothers Supplies Ltd.	\$	66,816
Canada Customs & Revenue Agency	\$	898,695
Capital Regional District	\$	3,111,905
Catherine Berris Associates Inc.	\$	54,266
CEI Architecture Planning Interiors	\$	26,246
Chevron Canada Limited	\$	249,563
City of Victoria	\$	80,729
Commissionaires, The	\$	37,751
Corix Water Products	\$	162,497
Crest	\$	54,833
DB Perks & Associates Ltd.	\$	28,842
Dell Computer Corporation	\$	29,077
E H Emery Electric Ltd.	\$	88,804
Ells, K.	\$	53,585
Emco Corporation	\$	87,074
Emterra Environmental	\$	40,184
Farley Manufacturing Inc	\$	456,280
Fortis BC	\$	182,404
Fred Surrige Ltd.	\$	79,150
GFS British Columbia Inc.	\$	84,348
Greater Victoria Labour Relations Assoc.	\$	47,847
Great-West Life Assurance Co.	\$	62,522
Greater Victoria Public Library	\$	781,435
Gunnebo Canada Inc	\$	49,721
GVLRA - CUPE Ltd. Trust	\$	92,636
Hardwire Telecom Ltd.	\$	25,818
Heavy metal Marine Ltd.	\$	100,716
Houle Electric Ltd.	\$	58,280
Insituform Technologies Limited	\$	74,431
Insurance Corporation of B.C.	\$	71,041
Island Asphalt Company	\$	510,878
Jenner Chev Olds Ltd.	\$	31,697
Kerr Wood Leidel Associates Ltd.	\$	94,539
KPMG LLP	\$	28,630
Ledcor Construction Ltd.	\$	572,628
Lehigh Materials Ltd	\$	204,008

Metro Motors Ltd.	\$	92,743
Michell Brothers Farm Composting	\$	160,960
Ministry of Provincial Revenue	\$	227,287
Ministry of Finance & Corporate Relations	\$	76,050
M. Knight Construction Ltd.	\$	26,116
Monk Office Supply Ltd.	\$	32,790
Municipal Insurance Association of BC	\$	171,089
Music Together Victoria	\$	56,837
Novus Consulting Inc.	\$	106,383
Pacific Blue Cross	\$	549,618
Pinton Forrest & Madden Group Inc.	\$	52,264
Primecorp	\$	25,665
Richardson Sport Inc.	\$	28,641
Saanich, the Corporation of the	\$	528,968
Scho's Line Painting Ltd.	\$	56,313
Soccertron Jem Enterprises Inc.	\$	25,882
Stewart McDannold Stuart	\$	26,432
Suburban Motors	\$	113,222
Sysco Victoria Inc.	\$	58,804
Telus communications (BC) Inc	\$	89,546
Telus Mobility	\$	40,379
Tempest Development Group	\$	28,270
Tomko Sports Systems Inc	\$	41,915
UpanUp Studios Inc.	\$	25,134
Victoria Animal Control Services	\$	72,978
Victoria Landscape Gravel Mart Ltd.	\$	27,845
W A Jones and Sons Trucking Ltd.	\$	44,560
Westerra Equipment LP	\$	39,238
Workers Compensation Board of BC	\$	245,116
Xerox Canada Ltd.	\$	55,797

Total Suppliers Equal and Over \$25,000	\$	15,485,434
Other Suppliers Less Than \$25,000	\$	3,536,915
	\$	<u>19,022,349</u>

**Payment to suppliers for grants and contributions exceeding \$25,000**

Board of Education of School District 61	\$	500,000
Oak Bay Village Improvement Association	\$	69,998
Oak Bay Volunteer Services	\$	25,000
		<hr/>
	\$	594,998
		<hr/>

**Reconciliation**

Total of suppliers receiving > \$25,000	\$	15,485,433.80
Total of suppliers receiving < \$25,000	\$	3,536,915.00
Total grants and contributions > \$25,000	\$	69,998.00
		<hr/>
	\$	19,092,346.80
Total per Note 12 of financial statements	\$	10,390,527.00
Variance	\$	8,701,819.80
		<hr/>

Variance is due to suppliers list including payments for balance sheet items  
In addition, the listing of payments made to suppliers is on a cash basis while  
the financial statements are prepared on an accrual basis.

**THE DISTRICT OF THE CORPORATION OF OAK BAY**

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approves all the statements and schedules included in this Statement of Financial Information, produced under the Financial Information Act.



Patricia Walker  
Municipal Treasurer  
May 22, 2014

THE UNIVERSITY OF THE STATE OF NEW YORK

OFFICE OF THE COMPTROLLER

*[Signature]*

COMPTROLLER

STATE OF NEW YORK

ALBANY

***Appendix "D"***

***Audited Financial Statements***

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THE CORPORATION OF THE DISTRICT OF OAK BAY

Financial Statements

Year ended December 31, 2013

Financial Statements of

**THE CORPORATION OF THE  
DISTRICT OF OAK BAY**

Year ended December 31, 2013

# **THE CORPORATION OF THE DISTRICT OF OAK BAY**

**Financial Statements**

Year ended December 31, 2013

## **Financial Statements**

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## **MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS**

The accompanying financial statements of The Corporation of the District of Oak Bay (the "District") are the responsibility of management and have been prepared in compliance with legislation, and in accordance with public sector accounting principles established by The Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in Note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The District's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

Mayor and Council meet with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by KPMG LLP, independent external auditors appointed by the District. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the District's financial statements.

  
\_\_\_\_\_  
Chief Administrative Officer

  
\_\_\_\_\_  
Treasurer



**KPMG LLP**  
**Chartered Accountants**  
St. Andrew's Square II  
800-730 View Street  
Victoria BC V8W 3Y7  
Canada

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Internet www.kpmg.ca

## INDEPENDENT AUDITORS' REPORT

*To the Mayor and Councillors of The Corporation of the District of Oak Bay*

We have audited the accompanying financial statements of The Corporation of the District of Oak Bay which comprise the statement of financial position as at December 31, 2013, the statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, these financial statements present fairly, in all material respects, the financial position of The Corporation of the District of Oak Bay as at December 31, 2013, and its results of operations, its change in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

*KPMG LLP*

Chartered Accountants

May 12, 2014  
Victoria, Canada

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KPMG Canada provides services to KPMG LLP

# THE CORPORATION OF THE DISTRICT OF OAK BAY

## Statement of Financial Position

December 31, 2013, with comparative information for 2012

	2013	2012
<b>Financial assets:</b>		
Cash	\$ 173,133	\$ 1,185,195
Investments (note 2)	32,118,920	30,452,141
Taxes receivable	411,142	351,862
Other accounts receivable	889,184	815,949
	<u>33,592,379</u>	<u>32,805,147</u>
<b>Financial liabilities:</b>		
Accounts payable and accrued liabilities	2,161,855	2,053,670
Deposits	1,065,713	1,298,884
Prepaid property taxes	1,547,189	1,292,590
Deferred revenue (note 3)	4,522,262	4,229,628
Employee future benefit obligations (note 4)	1,774,400	1,626,600
Long-term debt (note 5)	3,220,527	3,314,073
	<u>14,291,946</u>	<u>13,815,445</u>
<b>Net financial assets</b>	<b>19,300,433</b>	<b>18,989,702</b>
<b>Non-financial assets:</b>		
Tangible capital assets (note 6)	51,044,004	49,548,291
Inventory of supplies	524,292	459,742
Prepaid expenses	307,497	337,724
	<u>51,875,793</u>	<u>50,345,757</u>
<b>Accumulated surplus (note 7)</b>	<b>\$ 71,176,226</b>	<b>\$ 69,335,459</b>

Commitments and contingent liabilities (note 9)

See accompanying notes to financial statements.

 Treasurer

# THE CORPORATION OF THE DISTRICT OF OAK BAY

## Statement of Operations and Accumulated Surplus

Year ended December 31, 2013, with comparative information for 2012

	Financial plan (note 11)	2013	2012
<b>Revenue:</b>			
Taxation, net (note 8)	\$ 20,175,759	\$ 20,187,305	\$ 19,212,195
Sales and services	6,799,515	6,809,408	6,555,279
Other revenues	2,284,769	1,359,933	1,441,378
Government transfers	784,380	759,967	640,424
Investment income	162,000	370,581	343,974
Sales of water and sewer charges	4,592,209	4,551,283	4,067,419
<b>Total revenue</b>	<b>34,798,632</b>	<b>34,038,477</b>	<b>32,260,669</b>
<b>Expenses:</b>			
General government	4,563,041	4,177,323	3,435,093
Protective services	8,420,764	8,884,060	8,168,066
Transportation services	2,679,597	3,075,352	3,041,034
Environmental health services	922,454	1,032,845	1,023,807
Recreation services	10,718,808	11,189,631	10,817,752
Water utilities	2,749,029	2,720,351	2,751,089
Sewer collection system	1,215,203	1,118,148	746,880
<b>Total expenses</b>	<b>31,268,896</b>	<b>32,197,710</b>	<b>29,983,721</b>
Annual surplus	3,529,736	1,840,767	2,276,948
Accumulated surplus, beginning of year	69,335,459	69,335,459	67,058,511
<b>Accumulated surplus, end of year</b>	<b>\$ 72,865,195</b>	<b>\$ 71,176,226</b>	<b>\$ 69,335,459</b>

See accompanying notes to financial statements.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

## Statement of Change in Net Financial Assets

Year ended December 31, 2013, with comparative information for 2012

	Financial plan (note 11)	2013	2012
Annual surplus	\$ 3,529,736	\$ 1,840,767	\$ 2,276,948
Acquisition of tangible capital assets	(4,515,657)	(3,569,925)	(2,410,155)
Amortization of tangible capital assets	-	1,805,200	1,710,239
Loss on disposal of tangible capital assets	-	255,612	26,363
Proceeds on disposal of tangible capital assets	-	13,400	57,250
	(4,515,657)	(1,495,713)	(616,303)
Use (acquisition) of inventory of supplies	-	(64,550)	30,926
Use of prepaid expenses	-	30,227	57,456
	-	(34,323)	88,382
Change in net financial assets	(985,921)	310,731	1,749,027
Net financial assets, beginning of year	18,989,702	18,989,702	17,240,675
Net financial assets, end of year	\$ 18,003,781	\$ 19,300,433	\$ 18,989,702

See accompanying notes to financial statements.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

## Statement of Cash Flows

Year ended December 31, 2013, with comparative information for 2012

	2013	2012
Cash provided by (used in):		
<b>Operating activities:</b>		
Annual surplus	\$ 1,840,767	\$ 2,276,948
Items not involving cash:		
Amortization of tangible capital assets	1,805,200	1,710,239
Loss on disposal of tangible capital assets	255,612	26,363
Change in non-cash operating assets and liabilities:		
Taxes receivable	(59,280)	50,539
Other accounts receivable	(73,235)	(158,329)
Accounts payable and accrued liabilities	108,185	43,210
Deposits	(233,171)	(798,724)
Prepaid property taxes	254,599	29,888
Deferred revenue	292,634	814,048
Employee future benefit obligations	147,800	114,600
Inventory of supplies	(64,550)	30,926
Prepaid expenses	30,227	57,456
	<u>4,304,788</u>	<u>4,197,164</u>
<b>Capital activities:</b>		
Acquisition of tangible capital assets	(3,569,925)	(2,410,155)
Proceeds on disposal of tangible capital assets	13,400	57,250
	<u>(3,556,525)</u>	<u>(2,352,905)</u>
<b>Investing activities:</b>		
Investments	(1,666,779)	(1,122,127)
<b>Financing activities:</b>		
Long-term debt issued	247,238	6,216
Long-term debt repaid	(340,784)	(300,433)
	<u>(93,546)</u>	<u>(294,217)</u>
Increase (decrease) in cash	(1,012,062)	427,915
Cash, beginning of year	1,185,195	757,280
Cash, end of year	<u>\$ 173,133</u>	<u>\$ 1,185,195</u>
<b>Supplemental cash flow information:</b>		
Cash paid for interest	\$ 197,836	\$ 226,941
Cash received from interest	463,506	371,684

See accompanying notes to financial statements.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements

Year ended December 31, 2013

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The Corporation of the District of Oak Bay (the "District") was incorporated on July 2, 1906 under the Municipal Act, a statute of the Province of British Columbia. Its principal activities are the provision of local government services to residents of the incorporated area. These include administrative, protective, transportation, environmental, recreational, water, sewer and fiscal services.

## 1. Significant accounting policies:

The financial statements of the District are prepared by management in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the District are as follows:

### (a) Reporting entity:

The financial statements include a combination of all the assets, liabilities, accumulated surplus, revenues and expenses of all of the District's activities and funds. Inter-departmental balances and organizational transactions have been eliminated.

#### (i) Consolidated entities

The District does not control any significant external entities and accordingly no entities have been consolidated with the financial statements.

#### (ii) Funds held in trust

The financial statements exclude trust assets that are administered for the benefit of external parties (note 10).

### (b) Basis of accounting:

The District follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

### (c) Government transfers:

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made. Transfers received for which expenses are not yet incurred are included in deferred revenue.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

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## 1. Significant accounting policies (continued):

### (d) Deferred revenue:

Deferred revenue includes grants, contributions and other amounts received from third parties pursuant to legislation, regulation and agreement which may only be used in certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets are acquired.

### (e) Property tax revenue:

Property tax revenue is recognized on the accrual basis using the approved mill rates and the anticipated assessment related to the current year.

### (f) Investment income:

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

### (g) Investments:

Investments are recorded at cost. Investments in the Municipal Finance Authority of British Columbia ("MFA") Bond, Intermediate and Money Market Funds are recorded at cost plus earnings reinvested in the funds.

### (h) Long-term debt:

Long-term debt is recorded net of related principal repayments and actuarial adjustments.

### (i) Employee future benefits:

The District and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred.

Sick leave and other retirement benefits are also available to the District's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.



# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 1. Significant accounting policies (continued):

### (j) Non-financial capital assets:

Non financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

### (i) Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life - years
Land improvements	15 - 50
Building and building improvements	25 - 100
Machinery and equipment	3 - 30
IT equipment	5 - 8
Vehicles	10 - 20
Roads and drainage	25 - 100

Amortization is charged annually, including in the year of acquisition and disposal. Assets under construction are not amortized until the asset is available for productive use.

### (ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

### (iii) Works of art and cultural and historic assets

Works of art and cultural and historic assets are not recorded as assets in these financial statements.

### (iv) Interest capitalization

The District does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

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## 1. Significant accounting policies (continued):

### (j) Non-financial capital assets (continued):

#### (v) Leased tangible capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

#### (vi) Inventories of supplies

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

### (k) Use of estimates:

The preparation of financial statements in conformity with public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating historical cost and useful lives of tangible capital assets, estimating provisions for accrued liabilities and in performing actuarial valuations of employee future benefits. Actual results could differ from these estimates.

### (l) Change in accounting policy:

#### Government Transfers:

The District adopted Public Sector Accounting Standard PS 3410, *Government Transfers* effective January 1, 2013. This standard was adopted on a prospective basis.

Under PS 3410, government transfers with stipulations are recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met except when and to the extent the transfer gives rise to an obligation that meets the definition of a liability for the recipient government. There were no adjustments as a result of the adoption of this standard.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 1. Significant accounting policies (continued):

### (i) Change in accounting policy (continued):

#### Property tax revenue

The District adopted Public Sector Accounting Standard PS 3510, *Tax Revenue* effective January 1, 2013. This standard was adopted on a prospective basis.

Under PS 3510, local governments recognize property tax revenue using the approved mill rate and the anticipated assessment. The standard requires that property tax revenue be reported net of tax concessions. Tax transfers are reported as an expense and taxes levied on behalf of others in a flow through arrangement are not reported in the statement of operations.

There were no adjustments as a result of the adoption of these standards.

## 2. Investments:

	2013	2012
MFA Money Market Fund	\$ 23,523,595	\$ 22,328,934
MFA Bond Fund	209,027	205,352
MFA Intermediate Fund	8,386,298	7,917,855
	<u>\$ 32,118,920</u>	<u>\$ 30,452,141</u>

The fair value of the Funds approximates the recorded value.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

### 3. Deferred revenue:

Deferred revenue, reported on the statement of financial position, is made up of the following:

	2013	2012
Gas Tax Agreement Funds balance	\$ 3,502,859	\$ 2,878,890
Unearned revenues	1,019,403	1,350,738
<b>Total deferred revenue</b>	<b>\$ 4,522,262</b>	<b>\$ 4,229,628</b>

Gas Tax Agreement funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the local government and the Union of British Columbia Municipalities. Gas Tax Agreement funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements.

### Schedule of Gas Tax Agreement Funds

	2013	2012
Opening balance of unspent funds	\$ 2,878,890	\$ 2,327,286
Add:		
Amounts received during the year	531,044	531,268
Interest earned	92,925	27,710
	623,969	558,978
Less amount spent on projects and recorded as revenue	-	(7,374)
<b>Closing balance of unspent funds</b>	<b>\$ 3,502,859</b>	<b>\$ 2,878,890</b>

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

#### 4. Employee future benefit obligations:

The District provides sick leave and certain benefits to its employees. These amounts and other employee related liabilities will require funding in future periods and are set out below.

Accumulated sick leave represents the liability for sick leave banks accumulated for estimated draw downs at future dates. Retirement benefit payments represent the District's share of the cost to provide employees with various benefits upon retirement including lump sum retirement payments, death benefits, certain vacation entitlements in the year of retirement, and pension buyback arrangements for qualified employees. The accrued employee benefit obligations and the net periodic benefit cost were estimated by an actuarial valuation completed effective for December 31, 2013.

Information about liabilities for employee benefit plans is as follows:

	2013	2012
Accrued benefit liability, beginning of year	\$ 1,626,600	\$ 1,512,000
Service cost	116,800	111,600
Interest cost	51,900	51,300
Long-term disability expense	105,700	48,000
Amortization of net actuarial gain	(100)	(5,600)
Benefit payments	(126,500)	(90,700)
Accrued benefit liability, end of year	\$ 1,774,400	\$ 1,626,600

The difference between the actuarially accrued benefit obligation of \$1,650,000 (2012 - \$1,626,200) and the accrued benefit liability of \$1,774,400 (2012 - \$1,626,600) is an actuarial net gain of \$124,400 (2012 - net gain of \$400). This actuarial gain is being amortized over a period equal to the employees' average remaining service period of 10 years.

The total expense recorded in the financial statements in respect of obligations under this plan amounts to \$274,400 (2012 - \$205,300).

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 4. Employee future benefit obligations (continued):

The significant actuarial assumptions adopted in measuring the District's accrued benefit obligations are as follows:

	2013	2012
Discount rates	4.00 %	3.40 %
Expected future inflation rates	2.50 %	2.50 %
Expected wage and salary increases	2.59 to 4.63 %	2.58 to 4.63 %

### Municipal Pension Plan

The District and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The plan has about 179,000 active members and approximately 71,000 retired members. Active members include approximately 35,000 contributors from local government.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of Plan funding. The most recent valuation as at December 31, 2012 indicated an unfunded liability of \$1,370 million for basic pension benefits. The next valuation will be as at December 31, 2015, with results available later in 2016. The actuary does not attribute portions of the surplus to individual employers. The District paid \$1,537,497 (2012 - \$1,495,870) for employer contributions and District employees paid \$1,238,353 (2012 - \$1,153,600) for employee contributions to the plan in fiscal 2013.

### GVLRA – CUPE Long-Term Disability Trust

The Trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relations Association representing a number of employers and the Canadian Union of Public Employees representing a number of CUPE locals. The Trust's sole purpose is to provide a long-term disability income benefit plan. Employers and employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined at December 31, 2012. At December 31, 2013, the total plan provision for approved and unreported claims was \$18,615,400 with a net deficit of \$5,484,632. The actuary does not attribute portions of the unfunded liability to individual employers. The District paid \$92,483 (2012 - \$54,122) for employer contributions and District employees paid \$95,015 (2012 - \$60,158) for employee contributions to the plan in fiscal 2013.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 5. Long-term debt:

	2013	2012
Debenture debt - MFA Issue 80 payable at \$142,594 annually; fixed interest payments 4.775% paid semi-annually (\$112,571). Final payment October 3, 2023.	\$ 2,921,470	\$ 3,142,681
Capital leases - MFA, payable monthly; payments include interest from 1.25% to 2%; terms to 2018.	299,057	171,392
<b>Total General Capital Fund debt</b>	<b>\$ 3,220,527</b>	<b>\$ 3,314,073</b>

### (a) Debenture debt:

The loan agreements with the Capital Regional District and the MFA provide that if, at any time, the scheduled payments provided for in the agreements are not sufficient to meet the MFA's obligations in respect of such borrowings, the resulting deficiency becomes a liability of the District.

The District issues its debentures through the MFA. Debentures are issued on a sinking fund basis, where the MFA invests the District's sinking fund payments so that the payments, plus investment income, will equal the original outstanding debt amount at the end of the repayment period. The gross value of debenture debt at December 31, 2013 is \$4,715,000.

### (b) The aggregate amount of payments required on the District's long-term debt during each of the next five years is as follows:

	Minimum lease payments	Estimated sinking fund payments	Total
2014	\$ 104,342	\$ 192,594	\$ 296,936
2015	93,496	192,594	286,090
2016	77,057	192,594	269,651
2017	22,207	192,594	214,801
2018	1,955	192,594	194,549
	<b>\$ 299,057</b>	<b>\$ 962,970</b>	<b>\$ 1,262,027</b>

### (c) Total interest expense on long-term debt for the year ending December 31, 2013 amounted to \$200,158 (2012 - \$230,129).

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 6. Tangible capital assets:

Cost	Balance December 31, 2012	Additions	Disposals/ Transfers	Balance December 31, 2013
Land	\$ 2,852,877	\$ -	\$ -	\$ 2,852,877
Land improvements	748,313	62,086	-	810,399
Building and building improvements	22,126,253	998,762	(385,671)	22,739,344
Machinery and equipment	2,268,070	368,730	(124,812)	2,511,988
IT equipment	662,997	248,903	(157,090)	754,810
Vehicles	5,272,949	274,322	(136,887)	5,410,384
Roads, drains, sewer and water	51,132,702	1,615,768	(54,815)	52,693,655
Assets under construction	460,787	80,450	(79,096)	462,141
<b>Total</b>	<b>\$ 85,524,948</b>	<b>\$ 3,649,021</b>	<b>\$ (938,371)</b>	<b>\$ 88,235,598</b>

Accumulated amortization	Balance December 31, 2012	Disposals	Amortization expense	Balance December 31, 2013
Land improvements	\$ 109,985	\$ -	\$ 30,030	\$ 140,015
Building and building improvements	7,037,562	(179,980)	396,554	7,254,136
Machinery and equipment	1,344,458	(111,358)	158,445	1,391,545
IT equipment	433,317	(145,574)	124,220	411,963
Vehicles	2,199,218	(103,255)	289,176	2,385,139
Roads, drains, sewer and water	24,852,117	(50,096)	806,775	25,608,796
<b>Total</b>	<b>\$ 35,976,657</b>	<b>\$ (590,263)</b>	<b>\$ 1,805,200</b>	<b>\$ 37,191,594</b>

Net book value	December 31, 2012	December 31, 2013
Land	\$ 2,852,877	\$ 2,852,877
Land improvements	638,328	670,384
Building and building improvements	15,088,691	15,485,208
Machinery and equipment	923,612	1,120,443
IT equipment	229,680	342,847
Vehicles	3,073,731	3,025,245
Roads, drains, sewer and water	26,280,585	27,084,859
Assets under construction	460,787	462,141
<b>Total</b>	<b>\$ 49,548,291</b>	<b>\$ 51,044,004</b>



# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

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## 6. Tangible capital assets (continued):

### (a) Assets under construction

Assets under construction having a value of \$462,141 (2012 - \$460,787) have not been amortized. Amortization of these assets will commence when the asset is available for service.

### (b) Contributed tangible capital assets

There were no contributed assets recognized during 2013 or 2012.

### (c) Tangible capital assets disclosed at nominal values

Where an estimate of fair value could not be made, tangible capital assets are recognized at a nominal value. Land is the only category where nominal values have been assigned.

### (d) Works of art and historical treasures

The District manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings and sculptures located at District sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

### (e) Write-down of tangible capital assets

The write-down of tangible capital assets during the year was \$nil (2012 - \$nil).

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 7. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

	2013	2012
<b>Surplus:</b>		
Equity in tangible capital assets	\$ 47,823,477	\$ 46,234,218
Operating Fund	3,558,948	4,267,787
<b>Total surplus</b>	<b>51,382,425</b>	<b>50,502,005</b>
<b>Reserve Funds:</b>		
Village Parking	875,209	863,838
Fire Equipment	637,428	540,240
Land Sale	1,752,651	1,753,387
Machinery and Equipment	1,717,066	1,539,294
Heritage	2,161,709	2,156,542
Tax Sale Property	1,744	1,735
Parks Acquisition	264,330	263,019
Capital Works	12,368,190	11,700,030
Alternative Transportation Infrastructure	15,474	15,369
<b>Total reserve funds</b>	<b>19,793,801</b>	<b>18,833,454</b>
	<b>\$ 71,176,226</b>	<b>\$ 69,335,459</b>

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 8. Taxation:

As well as taxes for its own purposes, the District is required to collect taxes on behalf of, and transfer these amounts to, the government agencies noted below. Taxes levied over or under the amounts requisitioned are recorded as accounts payable or receivable.

	2013	2012
<b>Taxes</b>		
Property tax	\$ 35,757,509	\$ 34,139,726
Payments in lieu of taxes	172,091	162,239
Special assessments and local improvements	242,223	235,995
1% Utility tax	144,534	118,477
Waste disposal fees	1,224,803	1,217,729
Penalties and interest	122,020	126,037
	<u>37,663,180</u>	<u>36,000,203</u>
<b>Less taxes levied on behalf of:</b>		
Provincial government - school taxes	9,779,253	9,493,062
Capital Regional District	2,636,778	2,578,014
Telus (CREST) - CRD	73,180	73,082
Provincial Government - Non-residential school	1,177,403	1,121,664
Capital Regional Hospital District	1,794,658	1,711,415
Municipal Finance Authority	1,197	1,183
BC Assessment Authority	372,423	361,849
BC Transit Authority	1,564,986	1,377,742
Business Improvement Area	75,997	69,997
	<u>17,475,875</u>	<u>16,788,008</u>
<b>Net taxes available for municipal purposes</b>	<u>\$ 20,187,305</u>	<u>\$ 19,212,195</u>

## 9. Commitments and contingent liabilities:

In the normal course of business, the District enters into commitments for both capital and operational expenses. These commitments have been budgeted for within the appropriate annual financial plan and have been approved by Council.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

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## 9. Commitments and contingent liabilities (continued):

### (a) MFA debt reserve fund deposits:

Under borrowing arrangements with the MFA, the District is required to lodge security by means of demand notes and interest-bearing cash deposits based on the amount of the borrowing. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. These deposits are included in the District's financial assets as cash and are held by the MFA as security against the possibility of debt repayment default. If the debt is repaid without default, the deposits are refunded to the District. At December 31, 2013 there were contingent demand notes of \$136,718 (2012 - \$136,718) which are not included in the financial statements of the District.

(b) Capital Regional District (CRD) debt, under the provision of the Local Government Act, is a direct, joint and several liability of the CRD and each member municipality within the CRD, including the District.

(c) The District is a shareholder and member of the Capital Regional Emergency Service Telecommunications (CREST) Incorporated whose services provide centralized emergency communications, and related public safety information services to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout the Greater Victoria region and the Gulf Islands. Members' obligations to share in funding ongoing operations and any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.

(d) The District is a defendant in various lawsuits and historical circumstances may result in additional legal claims. The District records an accrual in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. Other claims will be recorded when a liability is likely and determinable.

The District is self-insured for general liability claims through membership in the Municipal Insurance Association of British Columbia, a reciprocal insurance exchange. Under this program, member municipalities jointly share claims against any member in excess of their deductible. Should the Association pay out claims in excess of premiums received, it is possible that the District, along with the other participants, would be required to contribute towards the deficit. The District's deductible is \$10,000.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 9. Commitments and contingent liabilities (continued):

- (e) During 2008 the Province of BC gave its share (50%) of the heritage property known as Tod House to the District. The value of this transaction has been recorded as \$395,000. Concurrently the Province registered a "Possibility of Reverter" against the property. This states that the Province has granted its interest to the District "for so long as the land is used for the specific purpose of managing the Tod House Heritage Site". Previous correspondence with the Province suggests that if the property use is changed the District will pay to the Province 50% of the market value of the property at the time that its use changed. The District has no plans to change the use of Tod House.
- (f) During 2010 the District, under the approval of Council, committed to provide funding of \$1,000,000 towards the construction of a new Community Theatre and art facilities for the new Oak Bay High School. A payment of \$500,000 was made in the current year, with the second to be paid upon completion of the project. The remaining contribution will be recognized in the financial statements when the recipient has met the eligibility criteria for the funding.

## 10. Trust funds:

Trust funds administered by the District have not been included in the statement of financial position nor have their operations been included in the statement of operations.

	Heritage House Trust	Legacy Trusts	2013	2012
Financial assets:				
Cash	\$ 524	\$ 940	\$ 1,464	\$ 1,778
Investments	234,167	374,022	608,189	573,217
Due from operating fund	14,074	-	14,074	28,176
	<u>\$ 248,765</u>	<u>\$ 374,962</u>	<u>\$ 623,727</u>	<u>\$ 603,171</u>

Since the use of Trust Funds is restricted, their assets and liabilities are not recorded in the financial statements.

The District has received bequests that are to be used for various purposes. These are maintained in the Legacy Trusts, with authorized expenditures being funded from it, and earnings on investments being added to the Trust.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 11. Financial plan data:

The financial plan data presented in these financial statements is based upon the 2013 operating and capital financial plans approved by Council on May 13, 2013 and subsequent amendments. Amortization was not contemplated on development of the financial plan and, as such, has not been included. The following reconciles the approved financial plan to the financial plan figures reported in these financial statements.

	Financial plan amount
Revenues:	
Financial plan	\$ 39,196,666
Less:	
Transfers from own funds	(2,032,456)
Financial plan amendments	(2,365,578)
Total revenue	34,798,632
Expenses:	
Financial plan	39,196,666
Less:	
Capital expenses	(5,537,322)
Transfer to other funds	(1,249,259)
Debt principal payments	(227,649)
Financial plan amendments	(913,540)
Total expenses	31,268,896
Annual surplus	\$ 3,529,736

The annual surplus above represents the planned results of operations prior to the budgeted transfers between reserve funds, debt repayments and capital expenditures.

## 12. Segmented information:

The Corporation of the District of Oak Bay is a diversified municipal organization that provides a wide range of services to its citizens. For management reporting purposes, the District's operations and activities are organized and reported by service areas. Municipal services are provided by departments and their activities are reported in these service areas. Service areas that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

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## 12. Segmented information (continued):

(i) General Government:

The departments within General Government are Corporate Administration, Building and Planning, Finance, and Information Technology. These departments are responsible for adopting bylaws, adopting administrative policy, levying taxes, ensuring effective financial management, monitoring performance and ensuring that high quality municipal service standards are met.

(ii) Protective Services:

Protective Services is made up of Police, Fire, Building and Planning and Animal Control. The Police Department ensures the safety of the lives and property of Oak Bay citizens through the enforcement of municipal bylaws and criminal law, the maintenance of law and order, and the prevention of crime. The Fire Department is responsible for providing critical, life-saving services in preventing or minimizing the loss of life and property from fire emergencies. The Fire Department also coordinates the District's emergency program. The Building and Planning department provides a full range of building services related to permits and current regulatory issues and through its Bylaw Enforcement division promotes, facilitates and enforces general compliance with bylaws. Animal Control services enforce the animal control bylaws and operate the pound and adoption centre for animals.

(iii) Transportation Services:

Transportation Services is responsible for the construction and maintenance of roads and sidewalks throughout Oak Bay. Other duties include street cleaning, leaf pickup, snow removal and street lighting. This department is also responsible for the construction and maintenance of the storm drain collection systems.

(iv) Environmental Health Services:

The Environmental Health Services is responsible for the collection and disposal of household garbage.

(v) Recreation Services:

Recreation Services is responsible for providing, facilitating the development of, and maintaining the high quality of parks, recreation facilities, and cultural services.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

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## 12. Segmented information (continued):

### (vi) Water Utilities and Sewer Collection System:

The Water Utilities and Sewer Collection System Departments operate and distribute the water and sewer networks. They are responsible for the construction and maintenance of the water and sewer distribution systems, including mains and pump stations.

Certain allocation methodologies have been employed in the preparation of the segmented financial information. Taxation and payments-in-lieu of taxes are apportioned to General Government, Protective, Transportation, and Recreation Services based on current year expenditures. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in note 1.



# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 12. Segmented information (continued):

2013	General Government	Protective Services	Transportation Services	Environmental Health	Recreation Services	Water Utility	Sewer Collection System	Total
<b>Revenue:</b>								
Taxation	\$ 2,516,669	\$ 8,544,738	\$ 3,198,727	\$ 1,224,803	\$ 4,702,368	\$ -	\$ -	\$ 20,187,305
Sales and service	80,045	2,785	-	9,570	6,717,008	3,111,159	1,440,124	11,360,691
Government transfers	579,297	180,670	-	-	-	-	-	759,967
Other revenues	753,687	573,340	32,906	-	-	-	-	1,359,933
Investment income	370,581	-	-	-	-	-	-	370,581
<b>Total revenue</b>	<b>4,300,279</b>	<b>9,301,533</b>	<b>3,231,633</b>	<b>1,234,373</b>	<b>11,419,376</b>	<b>3,111,159</b>	<b>1,440,124</b>	<b>34,038,477</b>
<b>Expenses:</b>								
Salaries and wages	1,598,947	7,741,915	1,736,012	321,513	7,525,330	540,742	339,688	19,804,147
Materials, supplies and services	2,470,691	1,004,361	784,148	551,242	2,932,853	1,961,295	685,937	10,390,527
Interest and other	-	-	-	-	197,836	-	-	197,836
Amortization	107,685	137,784	555,192	160,090	533,612	218,314	92,523	1,805,200
<b>Total expenses</b>	<b>4,177,323</b>	<b>8,884,060</b>	<b>3,075,352</b>	<b>1,032,845</b>	<b>11,189,631</b>	<b>2,720,351</b>	<b>1,118,148</b>	<b>32,197,710</b>
<b>Annual surplus</b>	<b>\$ 122,956</b>	<b>\$ 417,473</b>	<b>\$ 156,281</b>	<b>\$ 201,528</b>	<b>\$ 229,745</b>	<b>\$ 390,808</b>	<b>\$ 321,976</b>	<b>\$ 1,840,767</b>

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2013

## 12. Segmented information (continued):

2012	General Government	Protective Services	Transportation Services	Environmental Health	Recreation Services	Water Utility	Sewer Collection System	Total
<b>Revenue:</b>								
Taxation	\$ 2,057,242	\$ 7,939,849	\$ 3,271,208	\$ 1,217,729	\$ 4,726,167	\$ -	\$ -	\$ 19,212,195
Sales and service	58,883	-	-	9,869	6,486,527	3,055,399	1,012,020	10,622,698
Government transfers	369,924	270,500	-	-	-	-	-	640,424
Other revenues	776,982	621,211	43,185	-	-	-	-	1,441,378
Investment income	343,974	-	-	-	-	-	-	343,974
<b>Total revenue</b>	<b>3,607,005</b>	<b>8,831,560</b>	<b>3,314,393</b>	<b>1,227,598</b>	<b>11,212,694</b>	<b>3,055,399</b>	<b>1,012,020</b>	<b>32,260,669</b>
<b>Expenses:</b>								
Salaries and wages	1,142,314	7,125,005	1,675,482	314,518	7,392,681	531,178	360,618	18,541,806
Materials, supplies and services	2,211,253	908,884	832,928	557,553	2,690,203	2,009,807	294,107	9,504,735
Interest and other	-	-	-	-	226,941	-	-	226,941
Amortization	81,526	134,177	532,614	151,736	507,927	210,104	92,155	1,710,239
<b>Total expenses</b>	<b>3,435,093</b>	<b>8,168,066</b>	<b>3,041,034</b>	<b>1,023,807</b>	<b>10,817,752</b>	<b>2,751,089</b>	<b>746,880</b>	<b>29,983,721</b>
<b>Annual surplus</b>	<b>\$ 171,912</b>	<b>\$ 663,494</b>	<b>\$ 273,359</b>	<b>\$ 203,791</b>	<b>\$ 394,942</b>	<b>\$ 304,310</b>	<b>\$ 265,140</b>	<b>\$ 2,276,948</b>