



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



ANNUAL REPORT 2011

## *Front Cover:*

A “close encounter” at the very recognizable intersection of Cadboro Bay and Foul Bay Roads where our creative Parks Department once again delight Oak Bay residents with their imaginative garden display.

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## **Message From Chief Administrative Officer**

This is the 2011 Annual Report prepared in accordance with the requirements of the *Community Charter*. The purpose of this document is twofold – firstly, to report on the District of Oak Bay's accomplishments in 2011 and, secondly, to indicate our objectives for 2012. Although it is important to look back and reflect on our achievements of the past year, I would like to focus more on our plans for 2012 by highlighting just a few of our priorities.

It is fair to say that our highest priority item for 2012 is the Official Community Plan (OCP) review. The OCP Review Planning Working Group has already completed an initial report and laid the groundwork for this process. Council has budgeted appropriately and has struck an OCP Project Advisory Committee to guide the process. A consultant will be hired in the summer and then the OCP review will be in full-swing. Residents and other stakeholders can look forward to some stimulating public engagement session, as the community gets together to discuss Oak Bay's future.

The Community Engagement Working Group has presented a report to Council outlining ways to improve communications between Council and the public. Some measures have already been taken since the beginning of the year, such as altering the format of the Committee of the Whole meetings to encourage public engagement, making better use of electronic media, and allowing for greater public input on Council decisions. Council has directed staff to make certain changes to the Procedure Bylaw, such as providing opportunities at each Council meeting for public input. The website is being worked on, and an improved, user-friendly, version will be launched later this year. There are also numerous other initiatives that will be undertaken this year to ensure the public is engaged in municipal matters.

Given that Oak Bay is a community that clearly values its heritage, greater emphasis will be placed on taking a strategic approach to heritage conservation. A new Heritage Commission was formed at the beginning of 2012. One of its first tasks is to prepare a Heritage Strategic Plan. A request for proposals has already been issued, and a consultant will be hired by summer. The strategic plan is scheduled to be completed by the end of this year.

Aside from making improvements to our roads and sidewalks, we also want to encourage alternatives to the single occupant vehicle, such as walking, cycling, and public transportation. The Active Transportation Advisory Committee has been formed, with one of its first tasks being to prepare an Active Transportation work plan. Working with staff, the Capital Regional District and others, the Committee will be looking at ways that Oak Bay can encourage and promote multi-modal transportation in our community.

We have already accomplished a lot in 2012, but there is even more yet to be done. I look forward to a productive and rewarding year.

Mark Anthony Brennan



*Finance Department Report, 2011*

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**Finance Department: Patricia Walker, Municipal Treasurer  
2011 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 and tax 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 quotes 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*

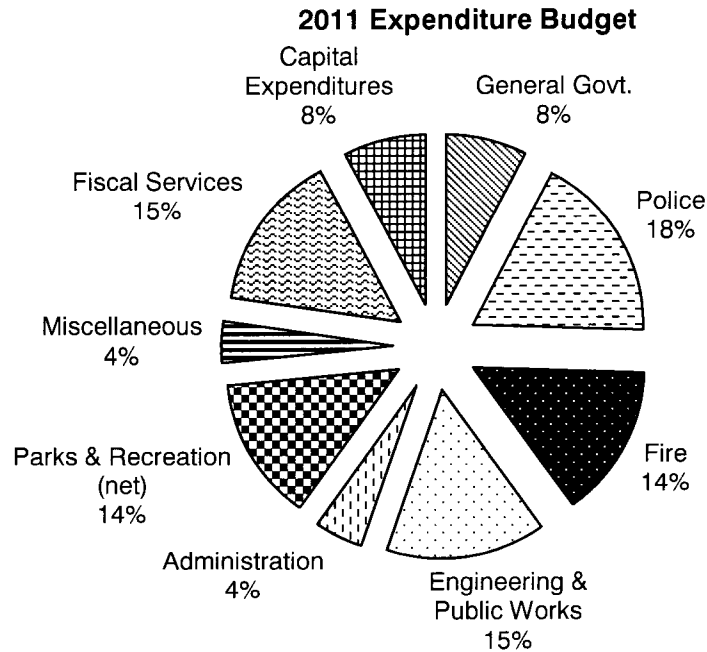
- The Finance Department is responsible for ensuring that the financial software is technologically sound and sufficient to be of use to other departments. It also acts as a liaison or "sounding board" for other departments who may not have the same expertise within their employees.
- Finance Department 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*

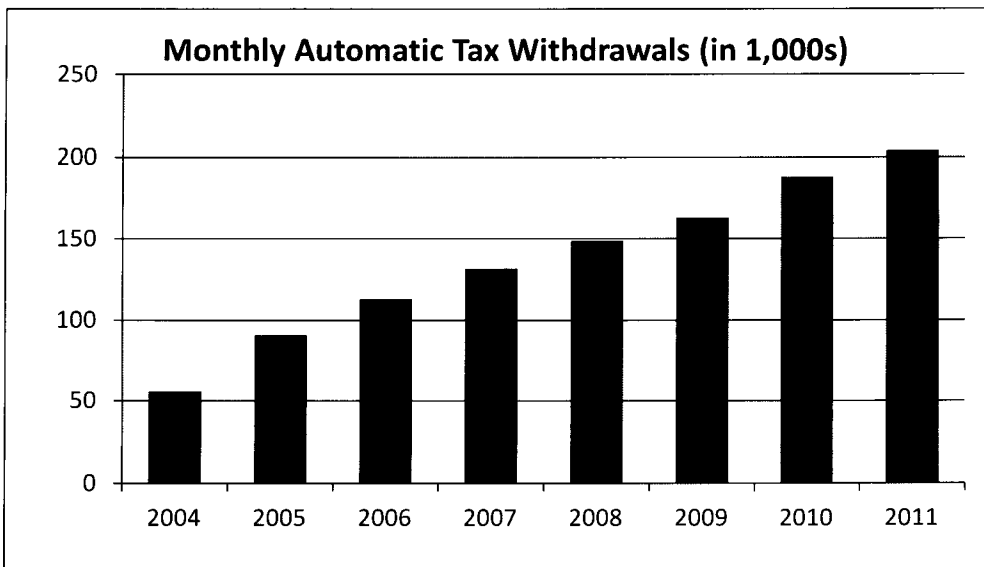
- The Finance Department is responsible for the payroll function for the District. It maintains the benefit packages and ensures that employees are paid in a timely manner for the work that they have done.
- The Department also acts as a liaison between employees and benefit carriers.

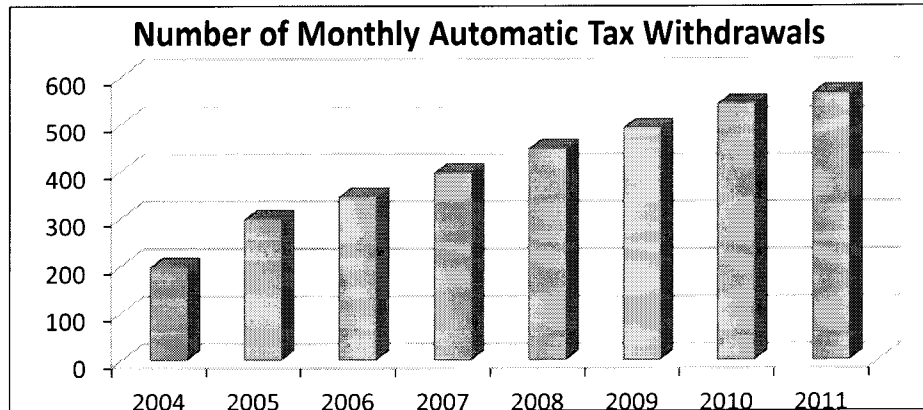
**Significant Issues and Trends**

- The 2011 budgeted expenditures are broken down between the various areas as shown on the following page :



- The number of property owners who have taken advantage of two of our payment options has grown over the years. We introduced monthly withdrawals from owners' bank accounts that could be put towards either future or currently outstanding taxes in August 2004; the option to have water bill payments directly debited from bank accounts was first offered in December 2004.

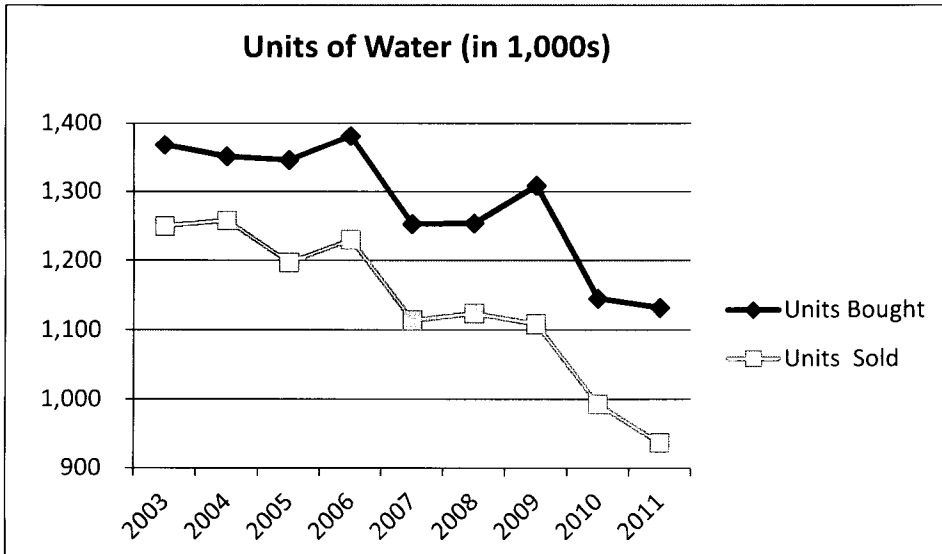




Participation in Direct Debit Payment of Utilities:

<u>Year</u>	<u>Annual Transactions</u>	<u>% Change</u>	<u>Total Value</u>	<u>% Change</u>
2005	1,126		\$142,098	
2006	1,500	33.2%	\$191,250	34.6%
2007	1,656	10.4%	\$208,402	9.0%
2008	1,831	10.6%	\$256,542	23.1%
2009	1,955	6.77%	\$319,081	24.4%
2010	2,073	6.04%	\$376,558	18.0%
2011	2,209	6.56%	\$378,058	0.4%

- 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.
- The amount of water being sold by the Municipality to consumers is decreasing. In 2011 5.6% less water was sold than in 2010. Combining this with the drop experienced in 2010, over the two years there has been a reduction of 15.5% or 171,453 units of water sold. 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 will in turn necessitate 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.



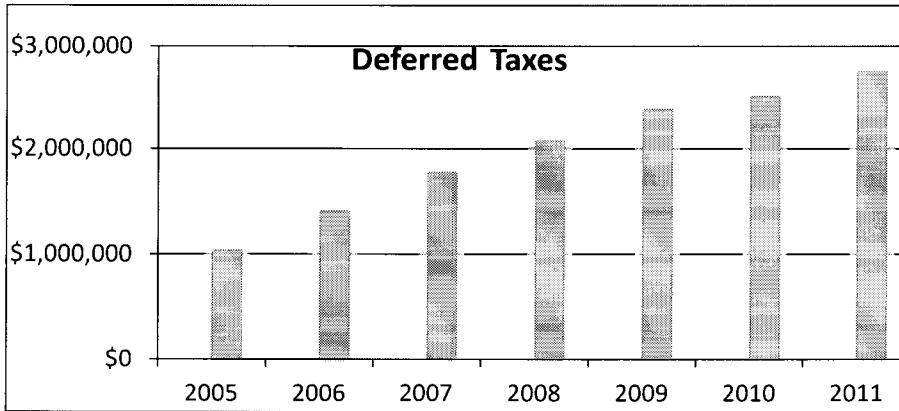
- The aging infrastructure requires additional funds to maintain or replace it, leading to a strain on the budget. The challenge of keeping the property tax increases at an acceptable level makes it difficult to maintain and renew the physical assets of the Municipality.

In 2009 the Public Sector Accounting Board's new rules for accounting for, and reporting on, tangible capital assets came into effect. For the previous 20 years municipalities in BC had expensed new capital assets in the year that they were purchased, and no depreciation had been recorded over their useful life, and now depreciation and capitalization of assets are required. The benefit of this change is that municipalities now have far better information about their infrastructure, its use, condition and the cost of using it than they previously had. The District was fortunate to have a fairly detailed inventory of its underground infrastructure, and was able to carry out the work necessary to complete the inventory and to determine its age and value. The work was done with the help of all the departments, especially the Engineering Department. This information is important in determining the adequacy of municipal reserves for eventual replacement of infrastructure.

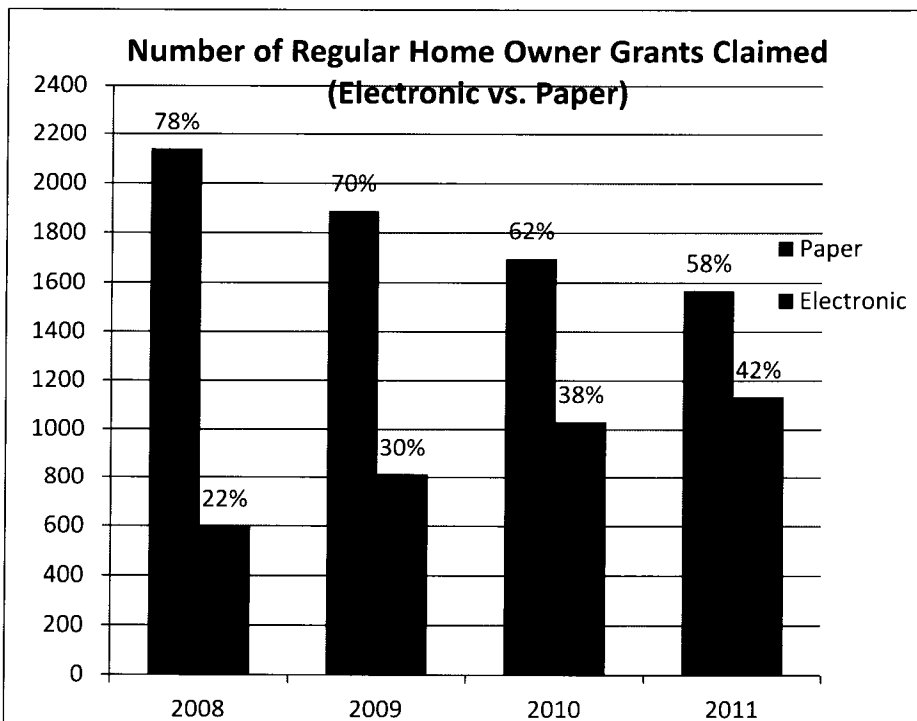
- We have improved our technological and network systems so that they require less constant monitoring and vigilance. The hardware is now being replaced on a regular basis, to ensure that financial and administrative functions will continue uninterrupted by sudden failures.
- The Property Tax Deferment 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 2011 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

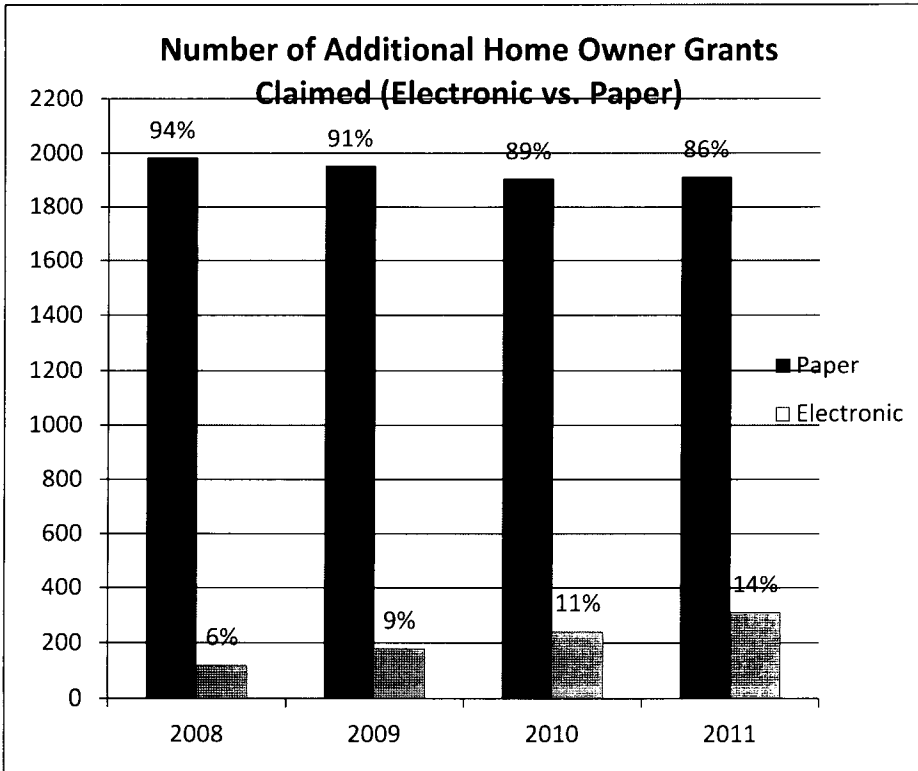
should be compared with the School taxes, which are collected on behalf of the Province by municipalities, where municipalities receive an administration fee of 1.2% of the non-residential school taxes collected. In 2011 Oak Bay received a fee of \$12,403.

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 graph shows the percentage of homeowners who used the electronic alternative in the last four years. The total grants claimed in 2011 were 2,704 (2010 - 2,731) in regular grants and 2,227 (2010 - 2,150) additional grants, for a total of 4,931 (2010 - 4,881).





- 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. This project is being shared between Finance and Administration and a working committee.
- The Fire Fighters' Union Agreement expired on December 31, 2009 and had not been settled by the end of 2011.

### **Departmental Achievements in 2011**

- Much time and effort over the last three years has been put into gathering the information needed to develop an inventory of the District's tangible capital assets. During the 2011 year end work and the external audit the information was easily updated and reviewed, which provides evidence of the good groundwork that was done.
- The 2011 municipal tax increase on an average house was 3.74%.
- In November 2010 we introduced the option of paying parking tickets on line. Even during the test phase there was immediate use of this option, and this method of payment was used to pay 1,391 tickets in 2011; this represents 33.4% of the total payments that were made in 2011 for parking and municipal tickets. With the

parking ticket software which was implemented in 2009 we are able to more easily follow up outstanding tickets.

**Progress Report on 2011 Objectives**

Technology

Objective	Install MyCity software, which is an all-in-one, online service for homeowners and businesses to access information about their municipal accounts.
Strategy	The software vendor will install its program to allow access to utility and property tax payment history, current and past bills, consumption information, and information about dog and business licenses and building permits. Once it is installed, information about this new service will be sent out with the utility bills and with the licence renewal forms, which are sent out at the end of December.
Measure	Successful implementation and use by property and business owners.
Progress – Past Year	The software was installed in September 2011 and information on how to use MyCity was included in all the utility bills between the months of October and January 2012. Since its introduction 281 property owners had signed up to use the system by December 31, 2011, and at the end of May 2012 the number had gone up to 770.

Objective	Help Council to decide how it wishes the municipality's electronic communication to proceed.
Strategy	Council has already determined that it wishes to have the website revised, and this will be completed in 2011. Before proceeding with other aspects of electronic communication, it would be useful to have Council aware of the options and the associated risks and costs that are available, so that it can make informed decisions regarding further direction. This can be accomplished by giving Council the option of attending an information session presented by a representative of the software that we currently own.
Measure	Presentation of options, and direction from Council that can be incorporated into the budget.
Progress – Past Year	A draft revision of the municipal website was reviewed by staff and Council members. Towards the end of the year a working committee to review community engagement was set, which will include electronic media.



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	No work was done on this objective during 2011.

Objective	Review whether the Finance Department should take over the issuing of dog and business licenses.
Strategy	Discuss the option of the transfer of this responsibility from the Building Department with its Director. Analyse whether it would help to ease the load on the administrative staff in the Building and Engineering Department, and if so, whether the Finance Department should be responsible for only renewals or also issuing new licenses. Transferring these duties to Finance will fit in well in a part of the year that has been fairly quiet for the last few years.
Measure	A decision made and satisfactory transfer of this responsibility carried out if it is deemed to make sense from an organizational perspective.
Progress – Past Year	The decision was made to transfer the issuing of dog licenses to the Finance Department, and during 2011 the transfer was successfully made.

Objective	Hire an internal computer staff member.
Strategy	Council has approved the hiring of an employee who would do most of the work that our current outside consultant does, for the same cost. We 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.
Measure	Successful hiring of an internal computer staff member.
Progress – Past Year	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 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.
Objective	Review the composition of the Finance Department.
Strategy	The review will look at the current allocation of resources, changes that might improve our efficiency and effectiveness and some succession planning. This will involve comparing our department with other finance departments in similar sized municipalities.
Measure	Completion of the review, with a report prepared for the Chief Administrative Officer.
Progress – Past Year	Further work is required.

Financial

Objective	Review alternative ways of presenting the budget to the Estimates Committee, and decide whether a new style should be used.
Strategy	During 2011 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 developing the new presentation method.
Progress – Past Year	Since there would be new members on Council at the end of 2011, it would be better to continue with the current, more detailed, style of budget presentation. In this way all the accounts making up the budget will be explored and understood, and the Committee of the Whole will be able to properly assess any proposed changes.

Objective	Prepare financial information for newly elected officials.
Strategy	November's municipal election may result in new Councillors being elected, and the municipality will definitely have a new Mayor. A summary of useful financial information would help new officials to familiarize themselves with the rules and regulations that we work under. The Finance Department will prepare information covering the municipality's financial operations.
Measure	The preparation of information by November 19, 2011.
Progress – Past Year	The Treasurer met with newly elected officials individually, and discussed the monthly financial information that is presented to the Committee of the Whole. A request was made to have information regarding the statutory reserves and larger operating reserves included with the budget package.

Objective	Ensure that the municipality is prepared for the financial implications of being carbon neutral in its corporate operations by 2012.
Strategy	Discuss with staff responsible for the reporting of green house gases the quantities of carbon that the corporate operations are currently emitting so that the 2012 budget can properly reflect the cost of purchasing carbon offset credits.
Measure	Sufficient review of the supporting documentation to be satisfied that there is adequate money in the 2012 preliminary budget to cover the cost of being carbon neutral.
Progress – Past Year	Done.

## **Objectives for 2012**

### *Technology*

Objective	Use electronic means to help Council to meet its objective of increasing community engagement.
Strategy	Have the Deputy Treasurer sit on the working committee so that he can gather information about needs that are identified. Issue a Request for Proposals to develop a friendlier, more easily used municipal website and work with the Administration Department and the successful consultant to ensure that the public and municipal needs are met. Present the draft of the new website to some of the members of the original working committee for their input and review.
Measure	Implementation of a new website that is highly usable and flexible.

Objective	Improve the technology in the Council Chambers.
Strategy	Replace the pull-down screen that is currently being used for presentations with three screens to allow video presentations that can be more easily viewed by both Council and members of the public.
Measure	Satisfactory installation and easy use of the new screens.

Objective	Implement an electronic time capture program for the hourly-paid employees at the Parks and Recreation department.
Strategy	While this is primarily a Parks and Recreation project, the Finance Department will continue to work with that department's staff to ensure that the time capture program that was first implanted in 2011 successfully meets the needs of payroll, administration and supervisory staff.
Measure	Successful, easy downloading every two weeks of the information that is needed to pay hourly employees in the Parks and Recreation Department.

Administrative

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.

Objective	Develop a way for home owners can opt in or out of the municipal boulevard maintenance program.
Strategy	Provide the Committee of the Whole with information about the program and the questions that are being received from people currently on the program about how to have their properties taken off. Discuss the issues and prepare a form and resolution for Council to adopt.
Measure	A resolution by Council to adopt a form that allows home owners to opt in or out of the program.

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.

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 2013 budget.
Measure	Adoption of an Oak Bay infrastructure funding policy.

Financial

Objective	Review alternative ways of presenting the budget to the Estimates Committee, and decide whether a new style should be used.
Strategy	During 2012 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.
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Objective	Make the monthly financial reports more easily understood.
Strategy	In addition to the information currently provided each month, additional commentary will be provided to explain any variances that are +/- 5% beyond where we might expect to be.
Measure	Development of a financial report commentary that is useful and understandable.

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.

Objective	Prepare for the reintroduction of GST and PST in April 2013.
Strategy	Since the change from HST to GST and PST will be occur during one of the busiest times of the year for the Finance Department, planning for the change must be in place before the end of 2012. Attending seminars and talking to our municipal software provider will make sure that we are aware of what will need to be done, and we must attempt to do as much as possible before the actual change.
Measure	A well planned approach to the changes that will have to be made in the software and in the administration of sales taxes.

*Parks and Recreation Department Report, 2011*

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**Parks & Recreation Department: Ray Herman, Director  
2011 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.

**2011 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:*  
2011: 361,169 (closed for maintenance May 30-June 26)  
2010: 364,736 (fitness closed July 12-16)  
2009: 363,680 (closed for maintenance June 1 -21)  
2008: 377,013  
2007: 381,590

*Arena drop-in attendance:*

2011: 28,205  
2010: 29,600 (closed June 6 – 27)  
2009: 29,817  
2008: 29,221  
2007: 32,063 (closed June 16 – July 8, 2007)

- 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:*

2011: 32,152  
2010: 35,247 (closed July 7 -9)  
2009: 33,242  
2008: 31,562  
2007: 30,894

*Number of rounds of golf played*

2011: 26,936  
2010: 26,656  
2009: 32,922  
2008: 32,922  
2007: 31,685

- 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:*

2011: 1,898  
2010: 1,942  
2009: 2,331  
2008: 2,496  
2007: 2,606

*Monterey Drop-In Program Attendance:*

2011: 19,771  
2010: 22,182  
2009: 25,137  
2008: 24,876  
2007: 23,082



- Windsor Centre – Windsor Centre 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.

### **2011 Departmental Highlights**

- ✓ Worked jointly with other regional recreation departments to continue with the successful ‘*Nutrition for You*’ initiative through funding from Thrifty Foods. The ‘*Eat Well Get Moving*’ program is where over 7,000 students in the region participated in a physical activity/healthy eating challenge. The *Regional Recreation Annual Pass* sales were 1,198 individual pass sales and 18 corporate pass sales throughout the region of which 234 sales were in Oak Bay. Continued to promote the regional website [www.fitinfitness.ca](http://www.fitinfitness.ca)
- ✓ In June 2011 the Oak Bay Recreation Centre had a 4 week pool shutdown.
- ✓ Monterey Recreation Centre programs remained strong in 2011. Staff continues to work on strategies to increase membership, trips and special events.
- ✓ Monterey Recreation Centre celebrated its 40<sup>th</sup> Anniversary with a number of activities and special events. A gala dinner/dance was held at the end of September to mark the occasion.
- ✓ In light of the 40<sup>th</sup> Anniversary and to boost membership sales a \$40 Monterey membership price was introduced for 2011.

- ✓ A number of promotional campaigns were launched in the middle of 2011 to address the decrease in admissions sales and the decrease in the number of golf rounds golf.
- ✓ A record 331 applications were received for summer camp positions (approximately 60 staff hired for summer positions). The department received 10,000 summer camp registrations.
- ✓ Administration staff completed work on a time capture program to replace manual submission of auxiliary recreation timesheets. Parks employees are scheduled in early 2012 to be transitioned to the same system.
- ✓ In conjunction with the software developers, the administration staff has been working on the CLASS system to ensure its fullest capabilities are being utilized. This includes cleaning up the current system to fully integrate it and increase operational efficiencies.
- ✓ Phase I of the energy savings projects was completed. In the following review of outcomes from Phase 1, while the hydro consumption is shown as being reduced the 2011 projected costs are virtually the same as in 2008 due to price increases.

*Henderson Recreation Centre* – Comparing 2008 costs for oil vs. 2011 gas projections, costs have reduced by 56% and hydro consumption is down 12.3%.

*Oak Bay Recreation Centre* – Comparing 2008 vs. 2011 projections, the cost of gas is down 4.3% and hydro consumption is down 8.5%.

*Oak Bay Recreation Centre (Tennis Bubbles)* – Comparing 2008 vs. 2011 projections hydro consumption is down 7.9%, however, gas costs are up 3.71%. It is expected that gas costs should be reduced over the next year due to the recent insulation of the 3 court bubble.

- ✓ In May, 2011 the department was the recipient of the CRD Ecostar Energy Award for Climate Action to acknowledge the municipality's work towards reducing energy consumption and greenhouse gas emissions.
- ✓ An application was submitted to BC Hydro for funding towards an Energy Manager position for 2012 which was granted.
- ✓ Completed the sixth year of Invasive Species removal at Uplands Park with funding assistance from the federal Habitat Stewardship Program.
- ✓ First year of tree bond security monies came due since the Tree Bylaw went into effect in 2007. \$4,000 of the tree bond money was forfeited and retained by the municipality to purchase trees.
- ✓ The Municipality implemented a Pesticide Bylaw as of April 1, 2011. A communication and educational plan was offered to the staff and public.

- ✓ Municipal funding in conjunction with a Tire Stewardship Grant and financial support from the Oak Bay Rotary contributed to the completion of Phase 2 of the Carnarvon Water Park replacing the last of the old playground equipment and ground cover.
- ✓ Plans to irrigate the Carnarvon Rugby Field were changed in order to irrigate Willows Park, which will be completed in the first half of 2012.
- ✓ The Kiwanis Club of Oak Bay funded the sandblasting and refurbishing of the Willows Park playground equipment.
- ✓ In conjunction with the rebuild of Oak Bay High School, preliminary approval of the Neighbourhood Learning Centre was announced.
- ✓ In light of the upcoming NLC, a sub-committee of the Parks and Recreation Commission was tasked with looking at the future of the Carnarvon Park facilities.
- ✓ Best in the City Awards by the News Group
- ✓ #1 Best Recreation Centre – Oak Bay Recreation Centre
- ✓ #2 Gym - Oak Bay Recreation Centre
- ✓ #2 9-hole par 3 Golf Course – Henderson Recreation Centre
- ✓ #2 Swimming Pool – Oak Bay Recreation Centre

### **Community Support**

The Parks and Recreation Commission and staff are very grateful to the following community groups who continue to volunteer their time in order to enhance the parks and recreation amenities in the Oak Bay Community:

- ✓ 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

### **Significant Issues and Trends**

- *Long range planning for facility and program renewal continues to be an ongoing priority so as to assure facilities are adequately maintained and meet current and emerging service needs.*

This is an on-going process with a view to maintaining, upgrading, or changing aging facilities to best serve the community.

- *The need to balance pressure to respond to a diversity of public uses of green space with sound environmental practices and protection of unique habitats in passive areas and assuring best utilization and field care in active sports field areas.*

Work continues in the areas of invasive species removal, arboriculture care, and improvements to passive green spaces and playing fields. Staff continues to liaise with field user groups to assure maximum utilization of valuable sports field space.

- *Aging 'Baby Boomer'*

This trend is impacting the traditional 'senior activities' of the past. The new and younger senior is more physically active and does not like to be referred to as a 'senior'. In order to attract the 'baby boomer' generation to Monterey Recreation Centre staff needs to continue to focus on re-branding activities at this facility.

- *Staff training and succession planning.*

Staff will continue to work on the updating of staff and supervisory manuals as well as the departmental training orientation.

#### **Progress Report on Objectives for 2011:**

Objective	Complete capital projects carried forward from 2010
Strategy	Complete Henderson baseball field and playground irrigation project. Continue to look at heating improvements in the Garden Court at Monterey Recreation Centre.
Progress – Past Year	All carried forward 2010 capital projects completed in 2011.

Objective	Replace departmental leased van.
Strategy	Tender for a new mini-bus to replace current departmental leased van.
Progress – Past Year	Purchase of a new mini-bus within the allotted budget.

Objective	Continue to work with the regional nutrition initiative launched in 2008.
Strategy	Seek continued partnership with Thrifty Foods to offer nutrition seminars and Young Chef program for middle school aged children to promote healthy eating choices.
Measure(s)	Programs implemented and both adult and youth participants involved.
Progress-Past Year	In the Greater Victoria area, 137 people attended nutrition seminars and grocery store tours which were held at a cost of \$5/participant. Regional training was provided to recreation staff in the region to incorporate a "Young Chef Hour" in preschool, afterschool programs & summer camps. Young Chef Camps will resume in the summer of 2012.

Objective	Continue to support and promote other regional initiatives
Strategy	Monitor and evaluate programs to assess viability of the above noted programs for the future.

Measure(s)	Public participation numbers and participant feedback; availability of future funding sources through funding partnerships.
	<p><i>Canadian Jump Start Program</i> – although Oak Bay does not receive funding, over \$20,000 was received regionally to support hundreds of children in various lesson programs.</p> <p><i>Eat Well Get Moving</i> – 230 classrooms and 5,220 students participated from schools in the region.</p> <p><i>LIFE Program</i> – over 12,000 are registered for the regional Leisure Involvement For Everyone Program (332 from Oak Bay).</p> <p><i>Regional Annual Pass</i> – 1,303 individual sales in the region up 10% from 2010</p> <p><i>Positive Ticketing</i> – in partnership with South Island Police Services tickets are issued by police officers who witness teens participating in positive behaviour; tickets can be redeemed for a recreation centre admission.</p> <p><i>Regional Website</i> – receives 115 visits per day.</p> <p><i>BC Transit Campaign</i> – ad campaign promoted the regional website (<a href="http://www.fitinfitness.ca">www.fitinfitness.ca</a>).</p> <p><i>Coast Capital Swims &amp; Skates</i> – 34 free regional swims &amp; 11 free regional skates were offered thanks to an \$8,000 grant from Coast Capital Savings. Nearly 4,000 people participated in these activities.</p>

Objective	Obtain approval for the proposed Neighbourhood Learning Centre to be built in conjunction with the Oak Bay High School rebuild.
Strategy	Public process working with design committee.
Progress-Past Year	The project has received all necessary government approvals and project agreements are being drawn up.

Objective	Continued promotion of the <i>Regional Recreation Annual Pass</i> in conjunction with other municipalities in the region.
Strategy	Implementation of a monthly payment plan for the pass as well as a regional marketing plan.
Measure(s)	Number of passes sold.
Progress-Past Year	Monthly payment plan implemented regional pass sales up 5% as indicated above.

Objective	Implement a recognition program for patrons 90 years plus.
Strategy	Work with patrons to develop, implement and fund a program of recognition for patrons 90 years plus who continue to be active in Recreation Oak Bay programs.
Progress-Past Year	Recognition program launched and the plaque funded by patrons was unveiled.

Objective	Assist in developing an Active Transportation Plan for the community.
Strategy	Work with the municipal Community Initiatives Committee and

	consultants to develop an Active Transportation Plan for the community.
Progress-Past Year	Completion of Active Transportation report by consultant.

Objective	CLASS software analysis.
Strategy	Contract Active Network Solutions to analyze the current CLASS programs to develop strategies that ensure the department is taking full advantage of all aspects of the current software and assist staff to develop a future software implementation plan.
Progress-Past Year	Analysis of CLASS software complete and staff is in the process of implementing the recommendations.

Objective	Continued promotion of the departmental Annual/Youth and Family Passes.
Strategy	Launch of promotional campaign.
Progress-Past Year	Fall promotional campaign launched and staff continues to advertise passes on signage, the website and in departmental brochures.

Objective	Implementation of a municipal Pesticide Bylaw.
Strategy	Approval from Council to implement a municipal Pesticide Bylaw along with an educational component.
Progress-Past Year	Municipal Council implemented the recommended Pesticide Bylaw to take effect April 1, 2011. Staff launched an educational program for staff and the public as well as a campaign to collect old pesticides at the municipal yard.

Objective	Upgrade garden areas in the community and replace arbour at the 'Rose Garden'.
Strategy	Seek additional funding to improve garden areas in the community and replace the arbour at the Windsor Park 'Rose Garden'.
Progress-Past Year	Replaced Rose Garden arbour.

Objective	Increase the number of allotment garden plots available at the community allotment garden in conjunction with beautification/expansion of the area on the south side of Bowker Creek.
Strategy	Work with community partners to increase number of allotment garden plots.
Progress-Past Year	10 new allotment garden plots created on south side of Bowker Creek have been assigned to residents on the allotment garden waitlist.

Objective	Completion of Phase I of the Energy Management Project recommendations.
Strategy	Work with consultant to implement Phase I of the Energy Management Project recommendations.

Progress-Past Year	Completion of Phase I of the Energy Management Projects. In the fall of 2011, using surplus funds, Council gave approval to insulate the three court bubble which was part of the Phase II of the Energy Management Projects.
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Objective	Maintain Monterey Program Registration levels.
Strategy	Review current programs, assess popularity introduce new program ideas and ways to market programs.
Progress-Past Year	Registered program levels were maintained for 2011.

Objective	Continue to mentor staff for succession planning.
Strategy	Senior management staff to work closely with staff in new supervisory and management positions, providing guidance, training, education, and growth opportunities.
Progress-Past Year	Senior staff continues to update departmental training and staff manuals.

Objective	Implementation of an automated time capture program.
Strategy	Work with supervisory and administrative staff to implement the automated time capture program.
Progress-Past Year	Automated time capture program implemented for all auxiliary staff with the exception of parks.

Objective	New outdoor digital signage at Oak Bay and Henderson Recreation Centres.
Strategy	Contract with sign company to design and erect new signage used for marketing purposes.
Progress-Past Year	Project completed and new signage installed.

Objective	Continue to look at ways to improve the Monterey Recreation Centre facility.
Strategy	<p><i>Obtain funding for the following:</i></p> <ul style="list-style-type: none"> <li>*New room divider for Garry Oak Room making the room more accessible for increased programming.</li> <li>*Refurbish the washrooms in the main hallway.</li> <li>*Install new blinds in the front of the building.</li> <li>*Purchase a wall mounted 55 inch LCD screen TV and DVD.</li> </ul>
Progress-Past Year	Funding for above projects was obtained and projects were completed.

Objective	Assure facilities and equipment are maintained to a high standard.
Strategy	<ul style="list-style-type: none"> <li>*Seek approval to fund a pool shutdown for regular maintenance, which will also include the waterslide being resurfaced, installation of an octopus feature beside the learner pool, new lockers and cubicles installed in the change rooms.</li> <li>*Replace original flooring in the hallways of Henderson Recreation Centre.</li> </ul>

	<ul style="list-style-type: none"> <li>*Replace deep fat fryer in the SportsView at the Oak Bay Recreation Centre.</li> <li>*Purchase an aerator, sand top dresser and 3 wheel turf tractor to assist with the maintenance of the Par 3 Golf Course.</li> <li>*Install a larger time clock for the Windsor Park irrigation system.</li> <li>*Resurface Henderson Tennis Courts # 4, 5, 6.</li> <li>*Upgrade play equipment at Carnarvon Water Park.</li> <li>*Irrigate Carnarvon Rugby field.</li> <li>*Refurbish play equipment at Willows Beach.</li> <li>*Replace thermastors at the Oak Bay Recreation Centre.</li> </ul>
Progress-Past Year	All projects completed on time and on budget.

**Objectives for 2012:**

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. Objectives specific to 2012 are listed below.

Objective	Complete irrigation project at Willows Park that was carried forward from 2011.
Strategy	Parks staff to establish a project schedule.
Measure(s)	Project completed on time and on schedule.

Objective	Using surplus funds from Phase I, receive approval to implement Phase II of the Energy Management Project.
Strategy	Establish Energy Coordinator position with 50% funding from BC Hydro and ask Council for approval to use surplus funds for Phase II Projects.
Measure(s)	Establish new Energy Coordinator position and completion of Phase II Projects.

Objective	Continue to work with Thrifty Foods Partnership launched in 2008.
Strategy	Reassess current program and seek continued partnership with Thrifty Foods to offer the "Young Chef on the Run" program for middle school aged children to promote healthy eating choices.
Measure(s)	Program implemented and an agreement to continue the partnership with Thrifty Foods.

Objective	Continue to support and promote regional initiatives – regional website, <i>Eat Well Get Moving</i> , <i>Canadian Tire Jumpstart Program</i> , <i>LIFE Program</i> , <i>BC Transit Partnership</i> , <i>Regional Annual Pass</i> , <i>May Regional Pass</i> , <i>Coast Capital Swims &amp; Skates</i> and the <i>Positive Ticketing</i> program.
Strategy	Monitor and evaluate programs to assess viability of the above noted programs for the future.



Measure(s)	Public participation numbers and participant feedback; availability of future funding sources through funding partnerships.
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Objective	Continue to work with Oak Bay High Redevelopment design team.
Strategy	Work with school district staff to develop a usage agreement.
Measure(s)	Project design phase complete and begin work on a usage agreement.

Objective	Arena shutdown for regular maintenance.
Strategy	Three week arena shutdown June 11 <sup>th</sup> to July 1 <sup>st</sup> .
Measure(s)	Completion of arena shutdown on budget and schedule.

Objective	Increase net revenue in the SportsView at Oak Bay Recreation Centre.
Strategy	Distribution of new catering flyer and look at increasing sales and reducing costs of this area.
Measure(s)	Increased net revenue.

Objective	Continued promotion of the departmental Annual/Youth and Family Passes.
Strategy	Develop 2012 marketing campaign to promote the annual pass and monthly payment plan.
Measure(s)	Increase in number of passes sold.

Objective	Address decline in admission fees realized in 2011.
Strategy	Review fees and charges making recommendations to Council to address areas of concern.
Measure(s)	Implementation of fees and charges recommendations and no further decrease in admission sales in 2012.

Objective	Address declining membership at Monterey Recreation Centre.
Strategy	Continue to work with Oak Bay Senior's Activity Association on strategies to increase membership, special events, day trips as well as participation in drop in activities and volunteer opportunities.
Measure(s)	Implementation of strategies, increase in membership and volunteer opportunities.

Objective	Increase net revenues in food services at Monterey Recreation Centre.
Strategy	Distribution of new catering flyer and look at increasing sales and reducing costs of this area.
Measure(s)	Increased net revenue.

Objective	Increase number of rounds played at Henderson Par 3 Golf Course.
Strategy	Review fees and charges and make recommendation to Council

	to address areas of concern. Develop a marketing campaign to promote recommended fees and charges.
Measure(s)	Increased number of rounds played during 2012 season.

Objective	Maintain Afterschool Program participation.
Strategy	Continue with strategies to maintain afterschool program participation including offering the service to Campus View Elementary students, distributing an information brochure to new parents through school administration staff, and the inclusion of physical activities such as swim, skate, tennis and golf lessons in the afterschool program.
Measure(s)	Maintained participation in the Afterschool Program.

Objective	Develop a plan to address the varied sizes of allotment gardens located on Monteith as well as creating more community garden areas in the community.
Strategy	Work with current plot holders to determine how to address the varied sizes of allotment gardens at Monteith. Look at the potential of including opportunities for community gardens with the NLC and Carnarvon Park redevelopment projects.
Measure(s)	Development of plans to address both of these issues.

Objective	Obtain funding for 2012 capital projects.
Strategy	<b>Seek funding for the following Capital Projects:</b> *replace fitness floor scrubber at Oak Bay Recreation Centre *replace tennis bubble vacuum at Oak Bay Recreation Centre *replace roof top exhaust fans at Oak Bay Recreation Centre *heating improvements at Henderson Recreation Centre *replace front sliding doors at Monterey Recreation Centre *replace main floor washroom Quimper park washroom roof *refurbish Gyro Park washrooms *Irrigate Carnarvon Park *replace spiral sprayer at Carnarvon Water Park *upgrade Gyro Park play equipment *replace remaining 72 chairs in the SportsView at the Oak Bay Recreation Centre *resurface tables in the Fern Cafe at Monterey Recreation Centre *Improve acoustics in the Cedar Room at Monterey Recreation Centre.
Measure(s)	Secure funding and implement capital projects on budget and schedule.

Objective	Success on the provincial grant application to fund the Henderson Expansion.
Strategy	Submit funding application to provincial Community Recreation Program grant.
Measure(s)	Approval of grant application.

Objective	Obtain private funding and/or government grants to install a
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	disabled access ramp at Willows Beach.
Strategy	Submit applications for private funding and government grants.
Measure(s)	Obtaining funding for project.

Objective	Public launch of new departmental website.
Strategy	Work with website developer on staff training and public launch.
Measure(s)	Launch of new website early in 2012.

Objective	Complete implementation of automated time capture program.
Strategy	Have parks staff trained and put on automated system.
Measure(s)	Complete Implementation early in 2012.

Objective	Maintain the current high quality of Recreation Oak Bay programs and services.
Strategy	Continue to work on strategies to maintain and market the high level of quality programs and services at Recreation Oak Bay.
Measure(s)	Participation in programs and services.

Objective	Minimize impact of staffing changes.
Strategy	Due to maternity leaves and retirements the department has experienced a number of staffing changes in the last couple of years. Ensure sufficient training and information is in place for new staff.
Measure(s)	Lack of disruption to programs and services due to staff changes.

Objective	Continue to maintain facilities and equipment.
Strategy	Through established on-going maintenance programs ensure facilities and equipment are kept in line with departmental standards.
Measure(s)	Participant and staff feedback.



*Public Works Department Report, 2011*

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## **Public Works Department: Phil Barnett, Superintendent 2011 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.
- The demand for offsite servicing due to renovations and new construction has affected the amount of capital work that can be accomplished. The demand is difficult to predict, which in turn affects the ability to budget accurately for capital projects.
- Cost of materials 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 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 2011**

- Replaced the deteriorated sidewalk on Roslyn west side from Windsor north to the end of road.
- Replaced the deteriorated sidewalk on Windsor from Transit Rd to St David St.
- Installed 13 lowered curb sections for wheelchairs.
- Cement lined the water main on Oakdowne Rd from Middowne Rd to Eastdowne Rd.
- Replaced the storm drain on the west side of Roslyn Rd from Windsor Rd to the north end turnaround.
- Installed 520 meters of pressure sewer line for the Oak Bay Beach Hotel. The line runs from the Hotel on Beach Dr to the intersection of Currie Rd at Newport Ave.
- Replaced 8 fire hydrants.
- Installed flush ports on 4 dead end water mains to improve water quality by flushing bi-annually.
- Renovated and made handicap accessible the two outside washrooms at the Municipal Hall.
- Completed several traffic calming projects including the pedestrian bulges at the intersection of Windsor and Monterey, and the curb re-alignment / line painting of Cadboro Bay and Bowker Ave.
- 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, 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.
- Installed a new watermain along Dundrum St from Henderson Rd to Woodburn Ave to create a loop in the system to improve water quality and volume for fire fighting purposes.
- Installed bike lanes both sides of Cedarhill X Rd from Gordonhead Rd to Henderson Rd.
- Removed all the apartments on Haultain St from the 4" water main and connected them to the looped 10 " main. The old 4" main was then taken out of service.
- Removed the traffic signal from the crosswalk at Uplands School, and replaced it with a solar powered pedestrian crossing unit.

- Rebuilt the first 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.

**Progress Report on 2011 Objectives; Objectives for 2012**

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.
2010 Benchmarks	Garbage: 2390 tonnes Recycle: 1571.7 tonnes Kitchen Waste: 188 tonnes Yard waste: 2818 tonnes
2011 Totals	Garbage: 2493 tonnes Recycle: 1568 tonnes Kitchen Waste: 190 tonnes Yard waste: 2780 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.
2010 Benchmarks	No. of backup claims: 10 Storm drains flushed: 45933 metres Sewers flushed: 74599 metres
2011 Totals	No. of backup claims: 2 Storm drains flushed: 51465 metres Sewers flushed: 79963 metres

### 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.
2010 Benchmark	Base repair / resurface: 5500 sq. metres. Crack seal 3000 meters
2011 Totals	Base repair / resurface: 1838 sq. metres. No crack sealing program in 2011

### 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.
2010 Benchmarks	Reported sidewalk trips repaired: 100% Asphalt sidewalk replaced: 912 metres No. of claims: 1 - Trip and Fall
2011 Totals	Reported sidewalk trips repaired: 100% Asphalt sidewalk replaced: 400 metres No. of claims: 1- 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.
2010 Benchmarks	Water mains replaced: 645 metres Water mains cleaned and cement-lined: 350 metres
2011 Totals	Water mains replaced: 141 metres Water mains cleaned and lined: 300 metres

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.

2010 Benchmarks	Work days lost due to injury: 10 Infractions cited by Work safe BC: None
2011 Totals	Work days lost due to injury: 19 Infractions cited by Work safe BC: None

Public Amenities/Municipal Housekeeping

Objective	Promote community pride by maintaining municipal public amenities in excellent condition.
Strategy	Provide immediate response to reports of vandalism and graffiti; implement an internal system for reporting and recording requirements for painting and/or cleaning. Continue with summer painting/cleaning program.
Measure	Number of complaints per year from public and Council members regarding railings, litter barrels, benches etc. in need of maintenance.
2010 Benchmarks	Unsafe railing complaints: None Graffiti complaints: Numerous (number not recorded – all dealt with).
2011 Totals	Unsafe railing complaints: None Graffiti complaints: (number not recorded - all dealt with).



*Engineering Department Report, 2011*

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**Engineering Department: David Marshall, Director  
2011 Annual Report**

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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 fulfil 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 major projects such as the Oak Bay Beach Hotel, 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.

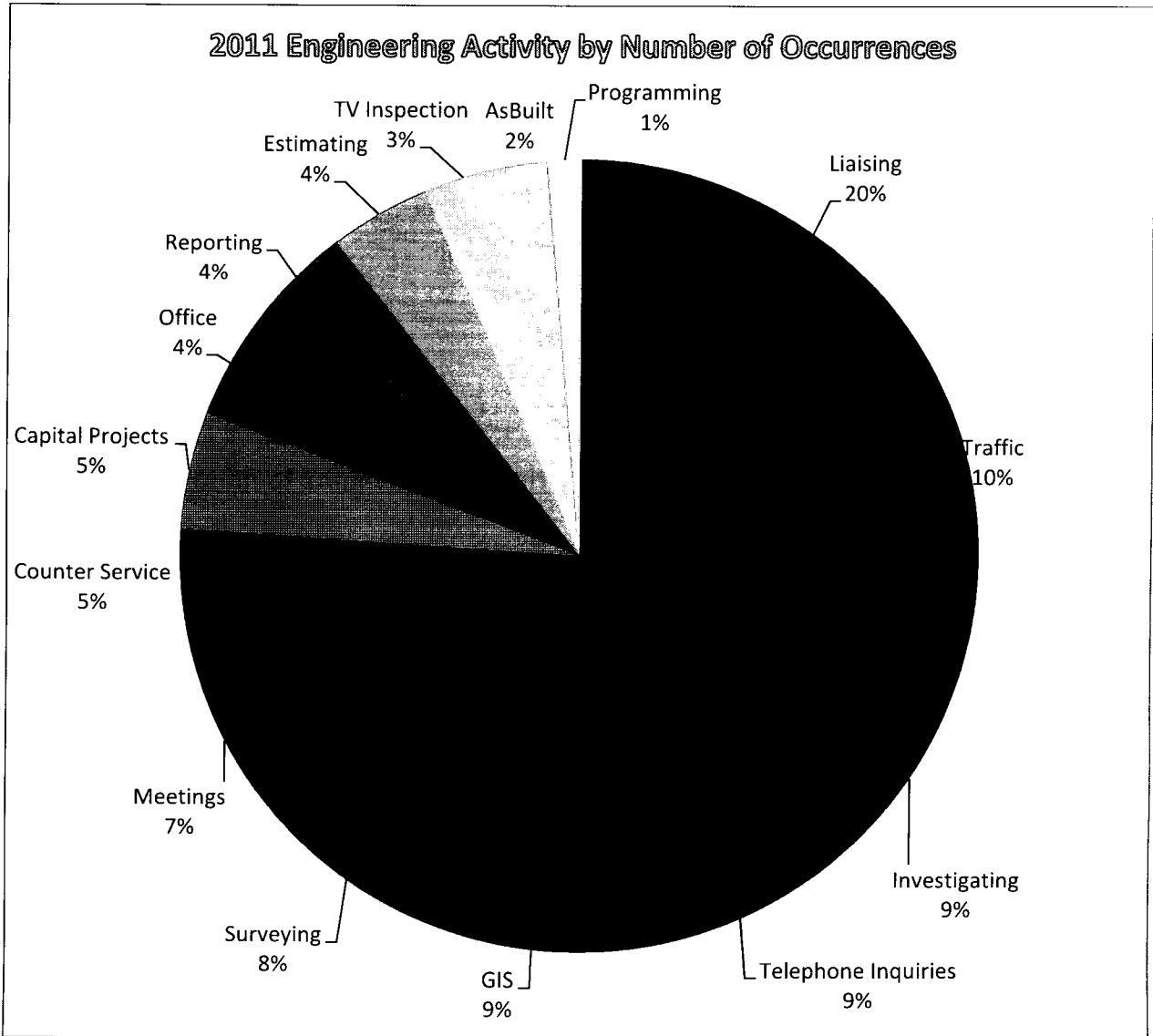
### **Departmental Achievements in 2011 (General)**

- The Engineering Department streamlined and improved its internal procedures by:
  - ✓ Updating its traffic accident data [MV104's] inventory.
  - ✓ 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.
- 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 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 additional flow meters to collect hydraulic data in various Oak Bay locations to supplement what was installed previously.
- The Department partnered with the Capital Regional District to undertake an aerial photography project to be used to upgrade the GIS database and integrated the photographs with the municipal GIS.
- The Department continued to work with its consultants 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 more severe hazard locations were addressed in 2011 by the installation of the appropriate cross connection device. Work will continue into 2012.

**General Description of Engineering Department Activities 2011**



**Progress Report and Performance Measures for 2011 Objectives; Objectives for 2012**

**1.0 SS-Sanitary Sewer**

**1.1 SS-Gravity Mains**

Objective	To install, rehabilitate 2011 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.						
Progress (During reporting year)	<b>Num</b>	<b>Year</b>	<b>Street</b>	<b>Length</b>	<b>Material</b>	<b>Diameter</b>	<b>In GIS</b>
	1	2011	Roslyn	163 m	PVC	200mm	Yes
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>		<b>Length</b>		<b>Recorded to GIS (m)</b>	
	2011	1		163 m		163m	
	2010	0		0 m		0	
Objectives for 2012	The following work in this category is anticipated in 2012 :						
	<b>Year</b>	<b>Street</b>	<b>From</b>	<b>To</b>	<b>Length</b>	<b>Material</b>	<b>Diameter</b>
	2012	tbd					

**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.							
Progress (During reporting year)	<b>Year</b>	<b>Street</b>	<b>From</b>	<b>To</b>	<b>Length (m)</b>	<b>Material</b>	<b>Diameter (mm)</b>	<b>Recorded to GIS</b>
	2011	Newport & Margate	OBBH	Curie	520	PVC	150	Yes
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>		<b>Length (m)</b>		<b>Recorded to GIS (m)</b>		
	2011	1		520		520		
	2010	1		88		88		
Objectives for 2012	The following work in this category is anticipated in 2012 :							
	<b>Year</b>	<b>Notes:</b>						
	2012	tbd						

<b>1.3 SS-Manholes</b>			
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.		
Progress (During reporting year)	<b>Year</b>	<b>Location/Installations</b>	<b>Recorded to GIS</b>
	2011	1130 Newport Ave	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2011	1	No
	2010	3	Yes
Objectives for 2012	The following work in this category is anticipated in 2012:		
	<b>Year</b>	<b>Notes:</b>	
	2012	4 locations as required	

<b>1.4 SS-Clean Outs</b>				
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.			
Progress (During reporting year)	<b>Num</b>	<b>Year</b>	<b>Location</b>	<b>Recorded to GIS</b>
	1	2011	890 St Patrick St	Yes
	2	2011	848 St Patrick St	Yes
	3	2011	697 Monterey Ave	Yes
	4	2011	3108 Henderson Rd	Yes
	5	2011	2481 Plumer St	Yes
	6	2011	1918 Crescent Rd	Yes
	7	2011	1918 Crescent Rd	Yes
	8	2011	2845 Heron St	Yes
	9	2011	2670 Cranmore Rd	Yes
	10	2011	523 Oliver St	Yes
	11	2011	576 St Patrick St	Yes
	12	2011	899 Transit Rd	Yes
	13	2011	2071 Newton Rd	Yes
	14	2011	1226 Roslyn Rd	Yes
	15	2011	1395 Hampshire Rd	Yes

16	2011	1721 Hampshire Rd	Yes
17	2011	2075 Kings Rd	Yes
18	2011	2443 Florence St	Yes
19	2011	2162 Neil St	Yes
20	2011	2469 Foul Bay Rd	Yes
21	2011	2545 Lansdowne	Yes
22	2011	2606 Dalhousie St	Yes
23	2011	1321 Hampshire	No
24	2011	1535 York Pl	No
25	2011	1762 Beach Dr	No
26	2011	2030 Milton St	No
27	2011	2096 Falkland Rd	No
28	2011	2144 Quimper	No
29	2011	2174 Guernsey	No
30	2011	2240 Central Ave	No
31	2011	2481 Plumer	No
32	2011	2510 Nottingham	No
33	2011	2528 Cavendish	No
34	2011	2529 Foul Bay Rd	No
35	2011	2539 Currie Rd	No
36	2011	2606 Dalhousie	No
37	2011	2625 Estavan	No
38	2011	2646 Musgrave	No
39	2011	2659 Currie Rd	No
40	2011	2758 Dunlevy	No
41	2011	2859 Burdick	No
42	2011	2880 Beach Dr	No
43	2011	2995 Uplands Rd	No
44	2011	3055 Cadboro Bay	No
45	2011	3108 Henderson	No
46	2011	3280 Ripon Rd	No
47	2011	3355 Beach Dr	No
48	2011	3380 Ripon Rd	No
49	2011	3688 Crestview	No
50	2011	644 St Patrick	No
51	2011	671 Island Rd	No
52	2011	735 Island Rd	No
53	2011	822 Newport Ave	No
54	2011	824 St Patrick	No
55	2011	848 St Patrick	No
56	2011	966 Monterey	No
57	2011	2440 Central Ave	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2011	57	22
	2010	58	21
Objectives for 2012	The following work in this category is anticipated in 2012 :		



<b>Year</b>	<b>Notes:</b>
2012	25-30 Cleanout installs – various locations anticipated for 2012

<b>1.5 SS-Lateral Lines</b>							
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.						
Progress (During reporting year)	<b>Num</b>	<b>Year</b>	<b>Street</b>	<b>Length (m)</b>	<b>Material</b>	<b>Diameter (mm)</b>	<b>In GIS</b>
	1	2011	1918 Crescent Rd	31	PVC	100	Yes
	2	2011	1918 Crescent Rd	13	PVC	100	Yes
	3	2011	1918 Crescent Rd	40	PVC	100	Yes
	4	2011	890 St Patrick St	10	PVC	100	Yes
	5	2011	2118 Pentland Rd	12	PVC	100	Yes
	6	2011	697 Monterey Ave	11	PVC	100	Yes
	7	2011	2845 Heron St	10	PVC	100	Yes
	8	2011	2670 Cranmore Rd	10.3	PVC	100	Yes
	9	2011	2606 Dalhousie St	9.4	PVC	100	Yes
	10	2011	523 Oliver St	9.1	PVC	100	Yes
	11	2011	576 St Patrick St	2.4	PVC	100	Yes
	12	2011	899 Transit Rd	0.9	PVC	100	Yes
	13	2011	2071 Newton Rd	10.0	PVC	100	Yes
	14	2011	1226 Roslyn Rd	10.0	PVC	100	Yes
	15	2011	1395 Hampshire Rd	7.5	PVC	100	Yes
	16	2011	1721 Hampshire Rd	7.8	PVC	100	Yes
	17	2011	2075 Kings Rd	10.3	PVC	100	Yes
	18	2011	2443 Florence St	10.0	PVC	100	Yes
	19	2011	2162 Neil St	9.5	PVC	100	Yes
	20	2011	2469 Foul Bay Rd	16.2	PVC	100	Yes
	21	2011	2545 Lansdowne	9.1	PVC	100	Yes
	22	2011	1321 Hampshire		PVC	100	No
	23	2011	1535 York Pl		PVC	100	No
	24	2011	1762 Beach Dr		PVC	100	No
	25	2011	2030 Milton St		PVC	100	No
	26	2011	2096 Falkland Rd		PVC	100	No
	27	2011	2144 Quimper		PVC	100	No
	28	2011	2174 Guernsey		PVC	100	No
	29	2011	2240 Central Ave		PVC	100	No
	30	2011	2481 Plumer		PVC	100	No
	31	2011	2510 Nottingham		PVC	100	No
	32	2011	2528 Cavendish		PVC	100	No
	33	2011	2529 Foul Bay Rd		PVC	100	No

	34	2011	2539 Currie Rd		PVC	100	No												
	35	2011	2606 Dalhousie		PVC	100	No												
	36	2011	2625 Estavan		PVC	100	No												
	37	2011	2646 Musgrave		PVC	100	No												
	38	2011	2659 Currie Rd		PVC	100	No												
	39	2011	2758 Dunlevy		PVC	100	No												
	40	2011	2859 Burdick		PVC	100	No												
	41	2011	2880 Beach Dr		PVC	100	No												
	42	2011	2995 Uplands Rd		PVC	100	No												
	43	2011	3055 Cadboro Bay		PVC	100	No												
	44	2011	3108 Henderson		PVC	100	No												
	45	2011	3280 Ripon Rd		PVC	100	No												
	46	2011	3355 Beach Dr		PVC	100	No												
	47	2011	3380 Ripon Rd		PVC	100	No												
	48	2011	3688 Crestview		PVC	100	No												
	49	2011	644 St Patrick		PVC	100	No												
	50	2011	671 Island Rd		PVC	100	No												
	51	2011	735 Island Rd		PVC	100	No												
	52	2011	822 Newport Ave		PVC	100	No												
	53	2011	824 St Patrick		PVC	100	No												
	54	2011	848 St Patrick		PVC	100	No												
	55	2011	966 Monterey		PVC	100	No												
	56	2011	2440 Central Ave		PVC	100	No												
Total (reporting year and year before)	<table border="1"> <thead> <tr><th>Year</th><th>Installed Segments</th><th>Length</th><th>Recorded to GIS</th></tr> </thead> <tbody> <tr><td>2011</td><td>56</td><td>250m</td><td>21</td></tr> <tr><td>2010</td><td>57</td><td>195.2m</td><td>21</td></tr> </tbody> </table>							Year	Installed Segments	Length	Recorded to GIS	2011	56	250m	21	2010	57	195.2m	21
Year	Installed Segments	Length	Recorded to GIS																
2011	56	250m	21																
2010	57	195.2m	21																
Objectives for 2012	The following work in this category is anticipated in 2012 :																		
	<table border="1"> <thead> <tr><th>Year</th><th>Notes:</th></tr> </thead> <tbody> <tr><td>2012</td><td>25-30 Lateral Installations installs – various locations anticipated for 2012</td></tr> </tbody> </table>							Year	Notes:	2012	25-30 Lateral Installations installs – various locations anticipated for 2012								
Year	Notes:																		
2012	25-30 Lateral Installations installs – various locations anticipated for 2012																		

### 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	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'). Additionally, to complete phases 1 though 4 of the plan.

Progress (During reporting year)	<b>Year</b>	<b>Notes:</b>	<b>Location</b>	<b>Recorded to GIS</b>
	2011	No activity	-	0
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2011	No activity	0	
	2010	6 locations – relined	6	
Objectives for 2012	The following work in this category is anticipated in 2012 :			
	<b>Year</b>	<b>Street/location</b>	<b>Notes:</b>	
	2012	various	Conduct tests to determine private lateral cross connections; installed 4 flow meters.	

<b>1.7 SS – I &amp; I Uplands Separation</b>				
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 (During reporting year)	<b>Year</b>	<b>Notes:</b>	<b>location</b>	<b>Recorded to GIS</b>
	2011	On-going discussions	-	n/a
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2011	On-going discussions	n/a	
	2010	On-going discussions	n/a	

Objectives for 2012	The following work in this category is anticipated in 2012 :		
	<b>Year</b>	<b>Street\location</b>	<b>Notes:</b>
	2012	On-going discussions/design	Design could start – pending approvals by CRD & Province.

**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 (During reporting year)	<b>Year</b>	<b>Notes:</b>	<b>Location</b>
	2011	Flushing: various mains TV Inspection: 138 Dye Testing: 10	Various Various Various
			<b>Recorded to GIS</b>
			0 93 0
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2011	138 locations	93
	2010	6 locations	6

Objectives for 2012	The following work in this category is anticipated in 2012 :		
	<b>TV Inspection: 5000 m</b>		
	<b>Year</b>	<b>Street\location</b>	<b>Notes:</b>
	2012	Various	
	<b>Dye Testing: ~ 50 laterals</b>		
	<b>Year</b>	<b>Street\location</b>	<b>Notes:</b>
	2012	Various	
	<b>Flushing: 70000 m</b>		
	<b>Year</b>	<b>Street\location</b>	<b>Notes:</b>
		Various	

**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	

(During reporting year)	<b>Year</b>	<b>Location</b>		<b>Recorded to GIS</b>
	2011	-		0
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>		<b>Recorded to GIS</b>
	2011	-		0
	2010	Orchard		0
Objectives for 2012	The following work in this category is anticipated in 2012 :			
	<b>Year</b>	<b>Notes:</b>		
	2012			

<b>1.9 SS-Pump Stations</b>				
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 (During reporting year)	<b>Year</b>	<b>Location</b>		<b>Recorded to GIS</b>
	2011	-		0
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>		<b>Recorded to GIS</b>
	2011	-		0
	2010	Haro Rd	Completed the installation	1
Objectives for 2012	The following work in this category is anticipated in 2012:			
	<b>Year</b>	<b>Notes:</b>		
	2012	MrsDukes_NewPumpsRailsScada;		

## 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.						
Progress (During reporting year)	<b>Num</b>	<b>Year</b>	<b>Street</b>	<b>Length</b>	<b>Material</b>	<b>Diameter</b>	<b>In GIS</b>
	1	2011	Roslyn Rd	239 m	PVC	200mm	Yes
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>		<b>Length</b>	<b>Recorded to GIS</b>		
	2011	2		239 m	239m		
	2010	3		422 m	422m		
Objectives for 2012	The following work in this category is anticipated in 2012:						
	<b>Year</b>	<b>Street</b>	<b>From</b>	<b>To</b>	<b>Length</b>	<b>Material</b>	<b>Diameter</b>
	2012	tbd					

### 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.							
Progress (During reporting year)	<b>Year</b>	<b>Street</b>	<b>From</b>	<b>To</b>	<b>Length</b>	<b>Material</b>	<b>Dia.</b>	<b>Recorded to GIS</b>
	2011	-	-	-	-	-	-	0
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>		<b>Length</b>	<b>Recorded to GIS</b>			
	2011	0		0 m	0			
	2010	0		0 m	0			

Objectives for 2012	The following work in this category is anticipated in 2012:	
	<b>Year</b>	<b>Notes:</b>
	2012	No storm pressure mains scheduled from 2012.

### 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.																			
Progress (During reporting year)	<table border="1"> <thead> <tr> <th>Year</th> <th>Location</th> <th>Recorded to GIS</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>1226 Roslyn Rd</td> <td>Yes</td> </tr> <tr> <td>2011</td> <td>2240 Bowker Ave</td> <td>Yes</td> </tr> <tr> <td>2011</td> <td>Orchard &amp; Newport</td> <td>No</td> </tr> <tr> <td>2011</td> <td>Cavendish &amp; Beach Dr.</td> <td>No</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Year	Location	Recorded to GIS	2011	1226 Roslyn Rd	Yes	2011	2240 Bowker Ave	Yes	2011	Orchard & Newport	No	2011	Cavendish & Beach Dr.	No			
Year	Location	Recorded to GIS																		
2011	1226 Roslyn Rd	Yes																		
2011	2240 Bowker Ave	Yes																		
2011	Orchard & Newport	No																		
2011	Cavendish & Beach Dr.	No																		
Total (reporting year and year before)	<table border="1"> <thead> <tr> <th>Year</th> <th>Installed</th> <th>Recorded to GIS</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>4</td> <td>2</td> </tr> <tr> <td>2010</td> <td>5</td> <td>3</td> </tr> </tbody> </table>		Year	Installed	Recorded to GIS	2011	4	2	2010	5	3									
Year	Installed	Recorded to GIS																		
2011	4	2																		
2010	5	3																		
Objectives for 2012	The following work in this category is anticipated in 2012 :																			
	<b>Year</b>	<b>Notes:</b>																		
	2012	6 locations as required																		

### 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.																																																						
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12	2011	576 St Patrick St	Yes																																																				

13	2011	899 Transit Rd	Yes									
14	2011	1084 St Patrick St	Yes									
15	2011	2071 Newton Rd	Yes									
16	2011	1226 Roslyn Rd	Yes									
17	2011	1395 Hampshire Rd	Yes									
18	2011	1721 Hampshire Rd	Yes									
19	2011	1731 Armstrong Ave	Yes									
20	2011	2443 Florence St	Yes									
21	2011	2162 Neil St	Yes									
22	2011	2469 Foul Bay Rd	Yes									
23	2011	2499 Eastdowne Rd	Yes									
24	2011	2545 Lansdowne	Yes									
25	2011	2606 Dalhousie St	Yes									
26	2011	1827 St Ann St	Yes									
27	2011	2091 Kings Rd	No									
28	2011	2156 Brighton	No									
29	2011	2170 Brighton	No									
30	2011	2529 Cavendish	No									
31	2011	2645 Dewdney	No									
32	2011	2659 Currie	No									
33	2011	2758 Dunlevy	No									
34	2011	822 Newport Ave	No									
35	2011	843 Newport Ave	No									
36	2011	1762 Beach Dr	No									
37	2011	3055 Cadboro Bay	No									
38	2011	1535 York Pl	No									
39	2011	2030 Milton St	No									
40	2011	2144 Quimper	No									
41	2011	2240 Central Ave	No									
42	2011	2440 Central Ave	No									
43	2011	2528 Cavendish	No									
44	2011	2539 Currie Rd	No									
45	2011	2646 Musgrave	No									
46	2011	2859 Burdick	No									
47	2011	2880 Beach Dr	No									
48	2011	2995 Uplands Rd	No									
49	2011	644 St Patrick	No									
50	2011	671 Island Rd	No									
51	2011	735 Island Rd	No									
52	2011	824 St Patrick	No									
53	2011	966 Monterey	No									
Total (reporting year and year before)	<table border="1"> <thead> <tr> <th>Year</th> <th>Installed</th> <th>Recorded to GIS</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>53</td> <td>26</td> </tr> <tr> <td>2010</td> <td>59</td> <td>29</td> </tr> </tbody> </table>			Year	Installed	Recorded to GIS	2011	53	26	2010	59	29
	Year	Installed	Recorded to GIS									
	2011	53	26									
2010	59	29										
Objectives for 2012	The following work in this category is anticipated in 2012 :											



	<b>Year</b>	<b>Notes:</b>
	2012	Approx 30 are anticipated – locations to be determined.

### 2.5 SD-Lateral Lines

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

<b>Progress</b> (During reporting year)	<b>Num</b>	<b>Year</b>	<b>Street</b>	<b>Length</b>	<b>Material</b>	<b>Diameter</b>	<b>In GIS</b>
	1	2011	890 St Patrick St	5.2	PVC	100	Yes
	2	2011	848 St Patrick St	4.8	PVC	100	Yes
	3	2011	697 Monterey Ave	5.5	PVC	100	Yes
	4	2011	3108 Henderson Rd	12.6	PVC	100	Yes
	5	2011	2481 Plumer St	8.2	PVC	100	Yes
	6	2011	2118 Pentland Rd	13.0	PVC	100	Yes
	7	2011	1645 Yale St	9.0	PVC	100	Yes
	8	2011	2845 Heron St	10.0	PVC	100	Yes
	9	2011	2681 Foul Bay Rd	5.3	PVC	100	Yes
	10	2011	2670 Cranmore Rd	11.0	PVC	100	Yes
	11	2011	523 Oliver St	6.0	PVC	100	Yes
	12	2011	576 St Patrick St	4.5	PVC	100	Yes
	13	2011	899 Transit Rd	3.2	PVC	100	Yes
	14	2011	1084 St Patrick St	5.0	PVC	100	Yes
	15	2011	2071 Newton Rd	4.7	PVC	100	Yes
	16	2011	1226 Roslyn Rd	4.8	PVC	100	Yes
	17	2011	1395 Hampshire Rd	2.9	PVC	100	Yes
	18	2011	1721 Hampshire Rd	13.8	PVC	100	Yes
	19	2011	1731 Armstrong Ave	16.2	PVC	100	Yes
	20	2011	2443 Florence St	4.6	PVC	100	Yes
	21	2011	2162 Neil St	8.7	PVC	100	Yes
	22	2011	2469 Foul Bay Rd	10.9	PVC	100	Yes
	23	2011	2499 Eastdowne Rd	4.9	PVC	100	Yes
	24	2011	2545 Lansdowne	13.6	PVC	100	Yes
	25	2011	2606 Dalhousie St	4.0	PVC	100	Yes
	26	2011	1827 St Ann St	4.0	PVC	100	Yes
	27	2011	2091 Kings Rd		PVC	100	No
	28	2011	2156 Brighton		PVC	100	No
	29	2011	2170 Brighton		PVC	100	No
	30	2011	2529 Cavendish		PVC	100	No
	31	2011	2645 Dewdney		PVC	100	No
	32	2011	2659 Currie		PVC	100	No
	33	2011	2758 Dunlevy		PVC	100	No
	34	2011	822 Newport Ave		PVC	100	No
	35	2011	843 Newport Ave		PVC	100	No
	36	2011	1762 Beach Dr		PVC	100	No
	37	2011	3055 Cadboro Bay		PVC	100	No
	38	2011	1535 York Pl		PVC	100	No

	39	2011	2030 Milton St		PVC	100	No
	40	2011	2144 Quimper		PVC	100	No
	41	2011	2240 Central Ave		PVC	100	No
	42	2011	2440 Central Ave		PVC	100	No
	43	2011	2528 Cavendish		PVC	100	No
	44	2011	2539 Currie Rd		PVC	100	No
	45	2011	2646 Musgrave		PVC	100	No
	46	2011	2859 Burdick		PVC	100	No
	47	2011	2880 Beach Dr		PVC	100	No
	48	2011	2995 Uplands Rd		PVC	100	No
	49	2011	644 St Patrick		PVC	100	No
	50	2011	671 Island Rd		PVC	100	No
	51	2011	735 Island Rd		PVC	100	No
	52	2011	824 St Patrick		PVC	100	No
	53	2011	966 Monterey		PVC	100	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>	<b>Length</b>	<b>Recorded to GIS</b>			
	2011	53	196.4 m	26			
	2010	58	183.5 m	28			
Objectives for 2012	The following work in this category is anticipated in 2012 :						
	<b>Year</b>	<b>Notes:</b>					
	2012	Approx 30 are anticipated – locations to be determined.					

### 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 storm drain pipes. With the use of dye testing and in-pipe camera identify sections that are cracked and/or leaking into sanitary sewer pipes.
Measure	When the Linkleas area inflow has been reduced to approximately that of the Lafayette area (which is considered 'normal').

Progress (During reporting year)	<b>Year</b>	<b>Notes:</b>	<b>Location</b>	<b>Recorded to GIS</b>
	2010	N/A		0
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>		<b>Recorded to GIS</b>
	2011	0		0
	2010	0		0
Objectives for 2012	The following work in this category is anticipated in 2012 :			
	<b>Year</b>	<b>Notes:</b>		
	2012	Ongoing storm-to-sewer cross connections will be investigated.		

### 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 (During reporting year)	<b>Year</b>	<b>Notes:</b>	<b>Location</b>	<b>Recorded to GIS</b>
	2011	0	-	0
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>		<b>Recorded to GIS</b>
	2011	Ongoing discussions		0
	2010	On-going discussions		0
Objectives for 2012	The following work in this category is anticipated in 2012 :			
	<b>Year</b>	<b>Notes</b>		
	2012	Design could start – pending approvals by CRD & Province.		

### 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 (During reporting year)	<b>Year</b>	<b>Notes:</b>	<b>location</b>	<b>Recorded to GIS</b>
	2011	SD separated from SS	Roslyn St (west side)	1

	2011	New SD, separate from SS	Hampshire Tce	Yes																																				
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>																																					
	2011	Dye Testing: 23 units	0																																					
	2010	-	0																																					
Objectives for 2012	The following work in this category is anticipated in 2012 :																																							
	<table border="1"> <tr> <td colspan="3"><b>TV Inspection: 5000 m</b></td> </tr> <tr> <td>Year</td> <td>Street\location</td> <td>Notes:</td> </tr> <tr> <td>2012</td> <td>Various</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="3"><b>Dye Testing: 30 units</b></td> </tr> <tr> <td>Year</td> <td>Street\location</td> <td>Notes:</td> </tr> <tr> <td>2012</td> <td>Various</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="3"><b>Flushing: 70000 m</b></td> </tr> <tr> <td>Year</td> <td>Street\location</td> <td>Notes:</td> </tr> <tr> <td>2012</td> <td>Various</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>				<b>TV Inspection: 5000 m</b>			Year	Street\location	Notes:	2012	Various					<b>Dye Testing: 30 units</b>			Year	Street\location	Notes:	2012	Various					<b>Flushing: 70000 m</b>			Year	Street\location	Notes:	2012	Various				
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2012	Various																																							

<b>2.8 SD – SCADA</b>				
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 (During reporting year)	<b>Year</b>	<b>Location</b>		<b>Recorded to GIS</b>
	2011	-		0
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>		<b>Recorded to GIS</b>
	2011	-		0
	2010	-		0
Objectives for 2012	The following work in this category is anticipated in 2012 :			
	<b>Year</b>	<b>Notes</b>		
	2012	No storm drain SCADA scheduled for 2012.		

<b>2.9 SD-Pump Stations</b>				
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.			
Progress (During	<b>Year</b>	<b>Location</b>		<b>Recorded to GIS</b>

reporting year)	2011	N/A		0
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>		<b>Recorded to GIS</b>
	2011	N/A		0
	2010	N/A		0
Objectives for 2012	The following work in this category is anticipated in 2012 :			
	<b>Year</b>	<b>Notes</b>		
	2012	No SD-pump stations scheduled for 2012.		

### 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.							
Progress (During reporting year)	<b>Year</b>	<b>Street</b>	<b>From</b>	<b>To</b>	<b>Length (m)</b>	<b>Material</b>	<b>Dia. (mm)</b>	<b>Recorded to GIS</b>
	2011	Dundrum	Henderson	Woodburn	137.55	DI	200	Yes
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>		<b>Length (m)</b>	<b>Recorded to GIS</b>			
	2011	1		138	1			
	2010	2		638	2			
Objective for 2012	The following work in this category is anticipated in 2012 :							
	<b>Year</b>	<b>Notes:</b>						
	2012	Various – locations to be determined.						

### 3.2 W-Services

Objective	To improve the Municipal water system functionality by replacing or adding water valves.					
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.					
Progress (During reporting year)	<b>Year</b>	<b>Location</b>	<b>Length (m)</b>	<b>Material</b>	<b>Diameter (mm)</b>	<b>Recorded to GIS</b>
	2011	2481 Plumer	8.5	Copper	25	Yes
	2011	2162 Neil St	15.1	Copper	25	Yes
	2011	1721 Hampshire Rd	1.5	Copper	25	Yes
	2011	1395 Hampshire Rd	3.7	Copper	25	Yes
	2011	93 Beach Dr	13.5	Copper	25	Yes
	2011	2443 Florence St	12.5	Copper	19	Yes
	2011	2995 Uplands Rd	7.6	Copper	25	No
	2011	671 Island Rd	10.2	Copper	25	Yes
	2011	966 Monterey	3.7	Copper	25	No
	2011	2267 Allenby	7.5	Copper	25	No
	2011	2030 Milton	12.1	Copper	25	Yes
	2011	134 Barkley	7	Copper	25	No
	2011	2539 Currie	3.5	Copper	25	No
	2011	2575 Lansdowne	4.2	Copper	25	No
	2011	824 St Patrick	3.5	Copper	19	No
	2011	1820 Beach Dr	9	Copper		No
	2011	1261 Monterey	12	Copper	25	No
	2011	3165 Tarn	10.6	Copper	38	Yes
	2011	2151 Haultain		Copper	25	Yes
	2011	2161 Haultain		Copper	25	Yes
	2011	2181 Haultain		Copper	25	Yes
	2011	2150 Haultain		Copper	25	Yes
	2011	2160 Haultain		Copper	25	Yes
	2011	2170 Haultain		Copper	25	Yes
	2011	2180 Haultain		Copper	25	Yes
	2011	2190 Haultain		Copper	25	Yes
	2011	145 Barkley Ter	4	Copper	25	No
2011	1175 Beach Dr (OB Beach Hotel)	17	Copper	50	No	
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>	<b>Length (m)</b>	<b>Recorded to GIS</b>		
	2011	28	55	16		
	2010	17	83.8	10		
Objectives for 2012	The following work in this category is anticipated in 2012 :					

	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>Various [10-15 anticipated] – locations subject to applicant requests.</td> </tr> </tbody> </table>	Year	Notes	2012	Various [10-15 anticipated] – locations subject to applicant requests.
Year	Notes				
2012	Various [10-15 anticipated] – locations subject to applicant requests.				

<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.												
Progress (During reporting year)	<table border="1"> <thead> <tr> <th>Year</th> <th>Location</th> <th>Recorded to GIS</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>Dundrum 5</td> <td>Yes</td> </tr> <tr> <td>2011</td> <td>Oakdown 4</td> <td>Yes</td> </tr> </tbody> </table>	Year	Location	Recorded to GIS	2011	Dundrum 5	Yes	2011	Oakdown 4	Yes			
Year	Location	Recorded to GIS											
2011	Dundrum 5	Yes											
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Year	Installed	Recorded to GIS											
2011	9	9											
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Objectives for 2012	The following work in this category is anticipated in 2012 :												
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Year	Notes												
2012	Various [5-10 anticipated] – locations subject to p/w findings over the course of the year.												

### 3.4 W-Meters

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.																																																																																												
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2011	2995 Uplands Rd	No																																																																																											
2011	671 Island Rd	Yes																																																																																											
2011	966 Monterey	No																																																																																											
2011	2267 Allenby	No																																																																																											
2011	2030 Milton	Yes																																																																																											
2011	134 Barkley	No																																																																																											
2011	2539 Currie	No																																																																																											
2011	2575 Lansdowne	No																																																																																											
2011	824 St Patrick	No																																																																																											
2011	1820 Beach Dr	No																																																																																											
2011	145 Barkley Ter	No																																																																																											
2011	3165 Tarn	No																																																																																											
2011	OB Beach Hotel	No																																																																																											
2011	2151 Haultain	Yes																																																																																											
2011	2161 Haultain	Yes																																																																																											
2011	2181 Haultain	Yes																																																																																											
2011	2150 Haultain	Yes																																																																																											
2011	2160 Haultain	Yes																																																																																											
2011	2170 Haultain	Yes																																																																																											
2011	2180 Haultain	Yes																																																																																											
2011	2190 Haultain	Yes																																																																																											
2011	1261 Monterey	No																																																																																											
2011	2162 Neil St	No																																																																																											
2011	2481 Plumer	No																																																																																											
Total (reporting year and year before)	<table border="1"> <thead> <tr> <th>Year</th> <th>Installed</th> <th>Recorded to GIS</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>28</td> <td>14</td> </tr> <tr> <td>2010</td> <td>25</td> <td>11</td> </tr> </tbody> </table> <p>Note* Water meter replacement program discontinued in 2010.</p>			Year	Installed	Recorded to GIS	2011	28	14	2010	25	11																																																																																	
Year	Installed	Recorded to GIS																																																																																											
2011	28	14																																																																																											
2010	25	11																																																																																											
Objectives for 2012	The following work in this category is anticipated in 2012 :																																																																																												



Year	Street
2012	Various [50-60 anticipated] – locations generally subject to applicant requests.

### 3.5 W-Hydrants

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.			
Progress (During reporting year)	<b>Year</b>	<b>Location</b>	<b>Notes:</b>	<b>Recorded to GIS</b>
	2011	2181 Neil St	Replacement	Yes
	2011	1120 Beach Dr	Replacement	Yes
	2011	856 Linkleas	Replacement	Yes
	2011	Windsor / Victoria	Replacement	Yes
	2011	Dundrum / Woodburn	Replacement	Yes
	2011	Wessex / Woodburn	Replacement	Yes
	2011	3044 Oakdowne	Replacement	Yes
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2011	8	8	
	2010	2	2	
Objectives for 2012	The following work in this category is anticipated in 2012 :			
	<b>Year</b>	<b>Notes</b>		
	2012	Various [5-10 anticipated] – locations subject to Fire Dept\P/W findings over the course of the year.		

### 3.6 W-Cross Connection Devices

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.		
Progress (During reporting year)	Residential single family devices:		
	<b>Year</b>	<b>Location</b>	<b>Recorded to GIS</b>
	2011	1261 MONTEREY	Yes
	2011	134 BARKLEY	Yes
	2011	1395 HAMPSHIRE RD	Yes
	2011	145 BARKLEY TER	Yes
	2011	1721 HAMPSHIRE RD	No
	2011	1820 BEACH DR	No
	2011	2030 MILTON	No
	2011	2162 NEIL ST	No
	2011	2267 ALLENBY	No
	2011	2443 FLORENCE ST	No
	2011	2481 PLUMER	No
2011	2539 CURRIE	No	

2011	2575 LANSDOWNE	No	
2011	2995 UPLANDS RD	No	
2011	3165 TARN	No	
2011	671 ISLAND RD	No	
2011	824 ST PATRICK	No	
2011	93 BEACH DR	No	
2011	966 MONTEREY	No	
2011	HAULTAIN	No	
2011	OB BEACH HOTEL	No	
2011	1020 FALKLAND RD	Yes	
2011	1084 ST PATRICK ST	Yes	
2011	1566 YALE ST	Yes	
2011	170 BEACH DR	Yes	
2011	182 BEACH DR	Yes	
2011	1841 ST ANN ST	Yes	
2011	2010 MILTON ST	Yes	
2011	2034 HAULTAIN ST	Yes	
2011	2049 LANSDOWNE RD	Yes	
2011	2084 WINDSOR RD	Yes	
2011	2112 PENTLAND RD	Yes	
2011	2120 NEIL ST	Yes	
2011	2185 FAIR ST	Yes	
2011	2185 GRANITE ST	Yes	
2011	2214 FLORENCE ST	Yes	
2011	2322 BEACH DR	Yes	
2011	2457 PLUMER ST	Yes	
2011	2555 LANSDOWNE RD	Yes	
2011	2586 CAVENDISH AVE	Yes	
2011	2714 TOPP AVE	Yes	
2011	2758 DUNLEVY ST	Yes	
2011	2968 HENDERSON RD	Yes	
2011	3131 WOODBURN AVE	Yes	
2011	3210 BEACH DR	Yes	
2011	3363 GIBBS RD	Yes	
2011	3481 CARDIFF PL	Yes	
2011	3552 HENDERSON RD	Yes	
2011	450 BEACH DR	Yes	
2011	515 FALKLAND RD	Yes	
2011	687 ISLAND RD	Yes	
2011	735 ISLAND RD	Yes	
2011	752 HAMPSHIRE RD	Yes	
2011	816 FALKLAND RD	Yes	
2011	882 ISLAND RD	Yes	
2011	920 HAMPSHIRE RD	Yes	
2011	945 RUNNYMEDE PL	Yes	

	2011	987 FALKLAND RD	Yes	
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2011	56	4	
	2010	62	61	
Objectives for 2012	The following work in this category is anticipated in 2012:			
	<b>Year</b>	<b>Street</b>		
	2012	Various [10-15 anticipated] - locations subject to residential upgrades of their water service. [devices are installed in conjunction with such upgrades]. Additionally, through working with a consultant, a significant portion of the potential potable water cross connections within public buildings will be addressed.		

<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.			
Progress (During reporting year)	<b>Year</b>	<b>location</b>	<b>Diameter/Length (mm/m)</b>	<b>Recorded to GIS</b>
	2011	Oakdowne Rd	100 / 176	Yes
	2011	Westdowne Rd	100 / 96	Yes
Total (reporting year and year before)	<b>Summary</b>			
	<b>Pressure Main</b>	<b>Material</b>	<b>Length</b>	<b>Percent</b>
	Cast Iron Cement Lined	Cast Iron	33238	49.8%
	Cast Iron Not Lined	Cast Iron	32606	48.9%
	Cast Iron Epoxy Lined	Cast Iron	879	1.3%
	<b>Total Cast Iron</b>	<b>Cast Iron</b>	<b>66724</b>	<b>100%</b>
Objectives for 2012	The following work in this category is anticipated in 2012 :			
	<b>Year</b>	<b>Notes</b>		
	2012	Various - locations to be determined.		

<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 (During reporting year)	<b>Year</b>	<b>Location</b>		<b>Recorded to GIS</b>
	2011	-		0

Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>		<b>Recorded to GIS</b>
	2011	0		0
	2010	0		0
Objectives for 2012	The following work in this category is anticipated in 2012:			
	<b>Year</b>	<b>Notes</b>		
	2012	No water – SCADA installations scheduled for 2012.		

### 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 (During reporting year)	2011 None			
Total (reporting year and year before)	2011 None 2010 Completed the foundation reinforcement of the Uplands Pump Station.			
Objectives for 2012	The following work in this category is anticipated in 2012 :			
	<b>Year</b>	<b>Notes</b>		
	2012	No water pump stations planned for 2012.		

### 3.10 W-Epoxy Lining Plan

Objective	Prepare an epoxy 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 (During reporting year)	2011 None			
Total (reporting year and year before)	2011 None 2010 None			
Objectives for 2012	The following work in this category is anticipated in 2012 :			
	<b>Year</b>	<b>Street</b>		
	2012	Research will continue on as 'as-time permits' basis.		

#### 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.					
Progress (During reporting year)	<b>Year</b>	<b>Location</b>	<b>Area m<sup>2</sup></b>	<b>Recorded to GIS</b>		
	2011	Cadboro Bay Rd from Bowker to Eastdowne	3444	Yes		
Total (reporting year and year before)	<b>Year</b>	<b># Repaired or Rebuilt</b>	<b>Area m<sup>2</sup></b>	<b>Recorded to GIS</b>		
	2011	1	3444	Yes		
	2010	2	4627	Yes		
Objectives for 2012	The following work in this category is anticipated in 2012 :					
	<b>Year</b>	<b>Street</b>	<b>From</b>	<b>To</b>	<b>Length</b>	<b>Notes</b>
	2012					

##### 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.				
Progress (During reporting year)	<b>Year</b>	<b>Location</b>	<b>Area m<sup>2</sup></b>	<b>Recorded to GIS</b>	
	2011	-	-	No	
Total (reporting year and year before)	<b>Year</b>	<b>Repaired</b>	<b>Area m<sup>2</sup></b>	<b>Recorded to GIS</b>	
	2011	None	0	0	
	2010	None	0	0	
Objectives for 2012	The following work in this category is anticipated in 2012 :				
	<b>Year</b>	<b>Notes</b>			
	2012	No lane work scheduled for 2012 – issues typically addressed as they occur over the course of the year.			

##### 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 last that was developed in 2009.						
<b>Measure</b>	Record the square meters of sidewalk repaired or rebuilt.						
<b>Progress</b> (During reporting year)	<b>Year</b>	<b>Location</b>			<b>Area m<sup>2</sup></b>	<b>Recorded to GIS</b>	
	2011	Windsor from Transit to St. Dennis north			137	Yes	
	2011	Roslyn from Windsor to Brighton, west side			327	Yes	
<b>Total</b> (reporting year and year before)	<b>Year</b>	<b>Repaired or Replaced</b>	<b>Area m<sup>2</sup></b>			<b>Recorded to GIS</b>	
	2011	2	464			Yes	
	2010	5	1616			Yes	
<b>Objectives for 2012</b>	The following work in this category is anticipated in 2012 : Note: work will generally be selected from the following list but may include substitutions or alternate locations as reviewed over the course of the year.						
	<b>Year</b>	<b>Street</b>	<b>From</b>	<b>To</b>	<b>Length</b>	<b>Material</b>	<b>notes</b>
	2012					Concrete	

<b>4.4 Curb Drops</b>							
<b>Objective</b>	To repair or rebuild deteriorated curb drops.						
<b>Strategy</b>	Respond to public works and residential requests to select and consider curbs for repair or replacement.						
<b>Measure</b>	Count of the number of curb drops installed.						
<b>Progress</b> (During reporting year)	<b>Year</b>	<b>Location</b>			<b>Count</b>	<b>Recorded to GIS</b>	
	2011	2396 Windsor			1	Yes	
	2011	1130 Monterey Ave			2	Yes	
	2011	1068 Monterey Ave			1	Yes	
	2011	Monterey & Woodland			2	Yes	
	2011	Cranmore & Armstrong			2	Yes	
	2011	Central & Hampshire			1	Yes	
	2011	Central & St Patrick			1	Yes	
	2011	Monterey & Windsor			1	Yes	
	2011	Bowker & Cadboro Bay			1	Yes	
<b>Total</b> (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>				
	2011	12	Yes				
	2010	12	Yes				
<b>Objectives for 2012</b>	The following work in this category is anticipated in 2012 : Note: Work is generally considered as requested by users but consideration is given to location, volume of users etc.						
	<b>Year</b>	<b>Notes</b>					
	2012	Various - locations to be determined.					

#### 4.5 Roads – misc. (traffic lights, traffic calming, bike lanes etc.)

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 (During reporting year)	<b>Year</b>	<b>Location</b>	<b>Project Count</b>	<b>Recorded to GIS</b>
	2011	Cedar Hill X Road from Henderson to Gordonhead both sides	Bike lane	Yes
		Cadboro Bay Rd & Bowker	Bike Lane	Yes
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2011	2	2	
	2010	2	1	
Objectives for 2012	The following work in this category is anticipated in 2012 :			
	<b>Year</b>	<b>Notes</b>		
	2012	Ongoing as per requests or approval.		

#### 5.0 GIS/Data Collection

#### 5.1 GIS-Sanitary Sewer

#### 5.1.1 GIS – SS Digitizing of Historically Installed Laterals

Objective	To digitize all the historically installed laterals.		
Strategy	Obtain specific information from Engineering /Public Works records on laterals that pre-date this reporting year.		
Measure	Count of number of 'pre-date' installed sanitary sewer laterals.		
Progress	Ongoing.		
Total	<b>Year</b>	<b>Digitized</b>	
	2011	7	
	2010	19	
Objectives for 2012	The following work in this category is anticipated in 2012 :		
	<b>Year</b>	<b>Notes</b>	
	2012	In 2012, an inventory will be taken of the laterals that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS. (200)	

#### 5.1.2 GIS - SS: Catchment Areas

Objective	To define all sanitary sewer catchments within the GIS for hydraulic analysis purposes.
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Strategy	Collect as much information as possible regarding catchments by way of old maps, field information and "As-Built" drawings.											
Measure	Percentage of area that a catchment covers. There should be several catchments within the Municipality that should add up to 100%.											
Progress	<table border="1"> <thead> <tr> <th>Year</th> <th># of Catchments</th> <th>% Area</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>3</td> <td>0</td> </tr> </tbody> </table>			Year	# of Catchments	% Area	2011	3	0			
Year	# of Catchments	% Area										
2011	3	0										
Total	<table border="1"> <thead> <tr> <th>Year</th> <th># of Catchments</th> <th>% Area</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>19</td> <td>0</td> </tr> <tr> <td>2010</td> <td>0</td> <td>0</td> </tr> </tbody> </table>			Year	# of Catchments	% Area	2011	19	0	2010	0	0
Year	# of Catchments	% Area										
2011	19	0										
2010	0	0										
Objectives for 2012	The following work in this category is anticipated in 2012 :											
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>In 2012, an inventory will be taken of the Catchments that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.</td> </tr> </tbody> </table>			Year	Notes	2012	In 2012, an inventory will be taken of the Catchments that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.					
Year	Notes											
2012	In 2012, an inventory will be taken of the Catchments that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.											

### 5.1.3 GIS – SS: Misc Items (other SS components)

Objective	To further upgrade the GIS database – sanitary sewer related items.																								
Strategy	Continue to inventory and collect data on existing sanitary sewer infrastructure for inclusion within GIS. Coordinate additional field checks to ensure data quality.																								
Measure	Determine the quantity of new information input to the GIS.																								
Progress	The information collection is ongoing; most of the sanitary main lines have been digitized with the exception of the lateral lines which will be ongoing.																								
Total	<table border="1"> <thead> <tr> <th>Type</th> <th>Item</th> <th>2010</th> <th>2011</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Sanitary Sewer</td> <td>Fitting</td> <td>5</td> <td>1</td> <td>6</td> </tr> <tr> <td>Sanitary Sewer</td> <td>Sump Pump</td> <td>1</td> <td>0</td> <td>1</td> </tr> <tr> <td colspan="5">Note: total to Dec 31<sup>st</sup>/2011----- &gt; 253 + 12 = 265</td> </tr> </tbody> </table>					Type	Item	2010	2011	Total	Sanitary Sewer	Fitting	5	1	6	Sanitary Sewer	Sump Pump	1	0	1	Note: total to Dec 31 <sup>st</sup> /2011----- > 253 + 12 = 265				
Type	Item	2010	2011	Total																					
Sanitary Sewer	Fitting	5	1	6																					
Sanitary Sewer	Sump Pump	1	0	1																					
Note: total to Dec 31 <sup>st</sup> /2011----- > 253 + 12 = 265																									
Objectives for 2012	The following work in this category is anticipated in 2012 :																								
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Year	Notes																								
2012	In 2012, an inventory will be taken of 'other' SS components that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.																								

## 5.2 GIS-Storm Drain

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

Objective	To digitize all the historically installed laterals.							
Strategy	Obtain specific information from Engineering/Public Works records on laterals that pre-date this reporting year.							
Measure	Count of number of 'pre-date' installed sanitary sewer laterals.							
Progress	Ongoing.							
Total	<table border="1"> <thead> <tr> <th>Year</th> <th>Digitized</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>26</td> </tr> <tr> <td>2010</td> <td>25</td> </tr> </tbody> </table>		Year	Digitized	2011	26	2010	25
Year	Digitized							
2011	26							
2010	25							
Objectives for 2012	The following work in this category is anticipated in 2012 :							
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>In 2012, an inventory will be taken of the laterals that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS. (314)</td> </tr> </tbody> </table>		Year	Notes	2012	In 2012, an inventory will be taken of the laterals that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS. (314)		
Year	Notes							
2012	In 2012, an inventory will be taken of the laterals that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS. (314)							

### 5.2.2 GIS - SD: Catchment Area

Objective	To define all storm drain catchments within the GIS for hydraulic analysis purposes.											
Strategy	Collect as much information as possible regarding catchments by way of old maps, field information and As-Built drawings.											
Measure	Percentage of area that a catchment covers. There are several catchments within the Municipality that should add up to 100%.											
Progress	<table border="1"> <thead> <tr> <th>Year</th> <th># of Catchments</th> <th>% Area</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>2</td> <td>0</td> </tr> </tbody> </table>			Year	# of Catchments	% Area	2011	2	0			
Year	# of Catchments	% Area										
2011	2	0										
Total	<table border="1"> <thead> <tr> <th>Year</th> <th># of Catchments</th> <th>% Area</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>18</td> <td></td> </tr> <tr> <td>2010</td> <td>16</td> <td>0</td> </tr> </tbody> </table>			Year	# of Catchments	% Area	2011	18		2010	16	0
Year	# of Catchments	% Area										
2011	18											
2010	16	0										
Objectives for 2012	The following work in this category is anticipated in 2012 :											
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>In 2012, an inventory will be taken of the Catchments that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.</td> </tr> </tbody> </table>			Year	Notes	2012	In 2012, an inventory will be taken of the Catchments that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.					
Year	Notes											
2012	In 2012, an inventory will be taken of the Catchments that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.											

### 5.2.3 GIS - SD: Misc Items (other SD components)

Objective	To further upgrade the GIS database – storm drain related items.
Strategy	Continue to inventory and collect data on existing storm drain infrastructure for inclusion within GIS. Coordinate additional field checks to ensure data quality.
Measure	Determine the quantity of new information input to the GIS.
Progress	The information collection is on-going. Most of the storm drain main lines have been digitized with the exception of the lateral lines which will be ongoing.

Total	<b>Type</b>	<b>Item</b>	<b>2010</b>	<b>2011</b>	<b>Total</b>				
	<b>Storm</b>	Fitting	4	5	1000				
	<b>Drain</b>	Clean Out	28	27	368				
Objectives for 2012	The following work in this category is anticipated in 2012 :								
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>In 2012, an inventory will be taken of 'other' Storm Drain components that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.</td> </tr> </tbody> </table>					Year	Notes	2012	In 2012, an inventory will be taken of 'other' Storm Drain components that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.
Year	Notes								
2012	In 2012, an inventory will be taken of 'other' Storm Drain components that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.								

### 5.3 GIS-Water (Potable)

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

Objective	To digitize all the historically installed services.								
Strategy	Obtain specific information from Engineering /Public Works records on lateral services that pre-date this reporting year.								
Measure	Count of number of 'pre-date' installed services.								
Progress	Ongoing.								
Total	<b>Year</b>	<b>Digitized</b>							
	2011	6							
	2010	4							
Objectives for 2012	The following work in this category is anticipated in 2012 :								
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>In 2012, an inventory will be taken of historically installed services that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS. (550)</td> </tr> </tbody> </table>					Year	Notes	2012	In 2012, an inventory will be taken of historically installed services that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS. (550)
Year	Notes								
2012	In 2012, an inventory will be taken of historically installed services that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS. (550)								

#### 5.3.2 GIS - W: Catchment Areas

Objective	To define all potable water catchments within the GIS for hydraulic analysis purposes.				
Strategy	Collect as much information as possible regarding catchments by way of old maps, field information and As-Built drawings.				
Measure	Percentage of area that a catchment covers. There are several catchments within the Municipality that should add up to 100%.				
Progress	<b>Year</b>	<b># of Catchments</b>	<b>% Area</b>		
	2011	0	0		
Total	<b>Year</b>	<b># of Catchments</b>	<b>% Area</b>		
	2011	0	0		

	2010	0	0					
Objectives for 2012	The following work in this category is anticipated in 2012 :							
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>In 2012, an inventory will be taken of the catchment areas that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.</td> </tr> </tbody> </table>				Year	Notes	2012	In 2012, an inventory will be taken of the catchment areas that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.
Year	Notes							
2012	In 2012, an inventory will be taken of the catchment areas that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.							

### 5.3.3 GIS - W: Misc Items (other W components)

Objective	To further upgrade the GIS database – potable water related items.																		
Strategy	Continue to inventory and collect data on existing potable water infrastructure for inclusion within GIS. Coordinate additional field checks to ensure data quality.																		
Measure	Determine the quantity of new information input to the GIS.																		
Progress	The information collection is ongoing. Most of the potable water main lines have been digitized with the exception of the lateral lines which will be digitized as they are installed.																		
Total	<table border="1"> <thead> <tr> <th>Type</th> <th>Item</th> <th>2010</th> <th>2011</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Potable Water</td> <td>Fitting</td> <td>1</td> <td>185</td> <td>186</td> </tr> <tr> <td></td> <td>Total</td> <td>0</td> <td>0</td> <td>837</td> </tr> </tbody> </table>				Type	Item	2010	2011	Total	Potable Water	Fitting	1	185	186		Total	0	0	837
Type	Item	2010	2011	Total															
Potable Water	Fitting	1	185	186															
	Total	0	0	837															
Objectives for 2012	The following work in this category is anticipated in 2012 :																		
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>In 2012, an inventory will be taken of other water components that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.</td> </tr> </tbody> </table>				Year	Notes	2012	In 2012, an inventory will be taken of other water components that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.											
Year	Notes																		
2012	In 2012, an inventory will be taken of other water components that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.																		

### 5.4 GIS Road Right-of-Way Works

#### 5.4.1 GIS-Roads

Objective	To maintain and update the digital road network and to make it available for internal and external use.														
Strategy	Collect data from planning and update new public and private roads.														
Measure	Collect length of pre-existing and new roads to create a strategy and time line for future replacement and costs.														
Progress	<table border="1"> <thead> <tr> <th>Year</th> <th>Location</th> <th>Length m</th> <th>Area m2</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>-</td> <td>0</td> <td>0</td> </tr> </tbody> </table>			Year	Location	Length m	Area m2	2011	-	0	0				
Year	Location	Length m	Area m2												
2011	-	0	0												
Totals	<table border="1"> <thead> <tr> <th>Year</th> <th>Sections</th> <th>Length m</th> <th>Area m2</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>2010</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>			Year	Sections	Length m	Area m2	2011	0	0	0	2010	0	0	0
Year	Sections	Length m	Area m2												
2011	0	0	0												
2010	0	0	0												
Objectives for 2012	The following work in this category is anticipated in 2012 :														
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table>			Year	Notes										
Year	Notes														

	2012	In 2012, an inventory will be taken of the roads that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.
--	------	---

#### 5.4.2 GIS-sidewalks

Objective	To maintain and update the digital sidewalk network and to make it available for internal and external use.										
Strategy	Collect data from Public Works when new sidewalks are installed.										
Measure	Collect length of pre-existing and new sidewalks to create a strategy and time line for future replacement and costs.										
Progress	<table border="1"> <thead> <tr> <th>Year</th> <th>Location</th> <th>Length</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>Windsor</td> <td>76 m</td> </tr> <tr> <td>2011</td> <td>Roslyn</td> <td>218 m</td> </tr> </tbody> </table>		Year	Location	Length	2011	Windsor	76 m	2011	Roslyn	218 m
Year	Location	Length									
2011	Windsor	76 m									
2011	Roslyn	218 m									
Totals	<table border="1"> <thead> <tr> <th>Year</th> <th># Installed</th> <th># Digitized</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>2</td> <td>2</td> </tr> <tr> <td>2010</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Year	# Installed	# Digitized	2011	2	2	2010	0	0
Year	# Installed	# Digitized									
2011	2	2									
2010	0	0									
Objectives for 2012	The following work in this category is anticipated in 2012 :										
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>In 2012, an inventory will be taken of the sidewalks that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.</td> </tr> </tbody> </table>		Year	Notes	2012	In 2012, an inventory will be taken of the sidewalks that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.					
Year	Notes										
2012	In 2012, an inventory will be taken of the sidewalks that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.										

#### 5.4.3 GIS-Curb Drops

Objective	To collect all curb information and identify ones that require curb drops or maintenance for wheel chair bound residence.																															
Strategy	Map and inventory all curbs. Collect location of new installations by public works and capture into the GIS.																															
Measure	Use maps or GPS to locate point features and input into the GIS to quantify and record condition of each curb drop.																															
Progress	<table border="1"> <thead> <tr> <th>Year</th> <th>Location</th> <th>Curb</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>2396 Windsor</td> <td></td> </tr> <tr> <td>2011</td> <td>1130 Monterey Ave</td> <td></td> </tr> <tr> <td>2011</td> <td>1068 Monterey Ave</td> <td></td> </tr> <tr> <td>2011</td> <td>Monterey &amp; Woodland</td> <td></td> </tr> <tr> <td>2011</td> <td>Cranmore &amp; Armstrong</td> <td></td> </tr> <tr> <td>2011</td> <td>Central &amp; Hampshire</td> <td></td> </tr> <tr> <td>2011</td> <td>Central &amp; St Patrick</td> <td></td> </tr> <tr> <td>2011</td> <td>Monterey &amp; Windsor</td> <td></td> </tr> <tr> <td>2011</td> <td>Bowker &amp; Cadboro Bay</td> <td></td> </tr> </tbody> </table>		Year	Location	Curb	2011	2396 Windsor		2011	1130 Monterey Ave		2011	1068 Monterey Ave		2011	Monterey & Woodland		2011	Cranmore & Armstrong		2011	Central & Hampshire		2011	Central & St Patrick		2011	Monterey & Windsor		2011	Bowker & Cadboro Bay	
Year	Location	Curb																														
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2011	Central & Hampshire																															
2011	Central & St Patrick																															
2011	Monterey & Windsor																															
2011	Bowker & Cadboro Bay																															
Totals	<table border="1"> <thead> <tr> <th>Year</th> <th># Installed</th> <th># Digitized</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>9</td> <td>9</td> </tr> </tbody> </table>		Year	# Installed	# Digitized	2011	9	9																								
Year	# Installed	# Digitized																														
2011	9	9																														

	2010	11	11				
	Total in GIS		1143				
Objectives for 2012	The following work in this category is anticipated in 2012 :						
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>In 2012, an inventory will be taken of the curb drops that have been recorded to the GIS. Then, the balance of those yet to be added will be recorded to the GIS.</td> </tr> </tbody> </table>			Year	Notes	2012	In 2012, an inventory will be taken of the curb drops that have been recorded to the GIS. Then, the balance of those yet to be added will be recorded to the GIS.
Year	Notes						
2012	In 2012, an inventory will be taken of the curb drops that have been recorded to the GIS. Then, the balance of those yet to be added will be recorded to the GIS.						

<b>5.4.4 GIS-Misc Roads (other road components)</b>																			
Objective	To create an inventory and rate all asphalt sidewalks.																		
Strategy	Locate and walk each block/section of asphalt sidewalk and rate the condition.																		
Measure	Developed a condition rating to determine the condition and rank the repair order of the sidewalk.																		
Progress	<table border="1"> <thead> <tr> <th>Year</th> <th>Length Rated</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>0 m</td> <td></td> </tr> </tbody> </table>			Year	Length Rated	Status	2011	0 m											
Year	Length Rated	Status																	
2011	0 m																		
Totals	<table border="1"> <thead> <tr> <th>Sidewalk</th> <th>Meter</th> <th>Kilometres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>Asphalt</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Non-Asphalt</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>142756</td> <td>143</td> <td>100</td> </tr> </tbody> </table>			Sidewalk	Meter	Kilometres	Percent	Asphalt	0	0	0	Non-Asphalt				Total	142756	143	100
Sidewalk	Meter	Kilometres	Percent																
Asphalt	0	0	0																
Non-Asphalt																			
Total	142756	143	100																
Objectives for 2012	The following work in this category is anticipated in 2012 :																		
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>In 2012, an inventory will be taken of the 'other road components' that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.</td> </tr> </tbody> </table>			Year	Notes	2012	In 2012, an inventory will be taken of the 'other road components' that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.												
Year	Notes																		
2012	In 2012, an inventory will be taken of the 'other road components' that have been recorded to the GIS. Then, an estimated 10% of those yet to be added will be recorded to the GIS.																		

## 5.5 GIS – Application Development

<b>5.5.1 GIS - Hyper Document</b>					
Objective	To record definitions, rational and procedures for staff to review past information and justifications for previous decisions.				
Strategy	Central digital document that is constantly being updated and referenced to aid staff members.				
Measure	Quantify number of definitions and procedures.				
Progress	Ongoing.				
Totals	2010: Recorded Query Tempest for Dual Check Valve (DCV) procedure 2011: TV inspections (schema for video storage, MH to MH format) ArcGIS Server procedures, ArcGIS SilverLight application builder.				
Objectives for 2012	The following work in this category is anticipated in 2012 :				
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>In 2012, to further develop and keep up to date.</td> </tr> </tbody> </table>	Year	Notes	2012	In 2012, to further develop and keep up to date.
Year	Notes				
2012	In 2012, to further develop and keep up to date.				

<b>5.5.2 GIS - Electronic Filing System</b>													
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.												
Strategy	Print out a list of all private properties within the Municipality and divide them among the staff members to create directories on the server.												
Measure	The creation of directories for every private property within the Municipality. Each folder will contain the address and the sub folders will contain the following: Boulevard Agreements, Building, Bylaw, Cards, Correspondence, Engineering, Heritage, Maps, Permits and Photos.												
Progress	2011: ongoing.												
Totals	There was an additional 2850 folders created on the server (I:\Property Information) in 2010 which makes total of 67,250 folders. To date there is 23,797 files within the folders. <table border="1" data-bbox="412 772 1182 919"> <thead> <tr> <th>Year</th> <th>Created Files</th> <th>Created Folders</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td></td> <td></td> </tr> <tr> <td>2010</td> <td></td> <td>2850</td> </tr> <tr> <td><b>Totals:</b></td> <td>23,797</td> <td>67,250</td> </tr> </tbody> </table>	Year	Created Files	Created Folders	2011			2010		2850	<b>Totals:</b>	23,797	67,250
Year	Created Files	Created Folders											
2011													
2010		2850											
<b>Totals:</b>	23,797	67,250											
Objectives for 2012	The following work in this category is anticipated in 2012 :												
	<table border="1" data-bbox="412 1016 1414 1089"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>Keep up to date.</td> </tr> </tbody> </table>	Year	Notes	2012	Keep up to date.								
Year	Notes												
2012	Keep up to date.												

<b>5.5.3 GIS – Activity/Scheduler Tool</b>					
Objective	To track the activities conducted by the Engineering staff on a daily and yearly basis to enable a more automated annual reporting process.				
Strategy	Enable staff to track activities and schedule projects on a regular basis.				
Measure	The data entry screen allows for numeric values, counts and totals to be generated regarding daily and yearly activities.				
Progress	The program is still being developed. Currently it is recording activities but in the future it will provide a summary of workload, scheduling and completion statistics. The software also includes daily entries by Public Works.				
Total					
Objectives for 2012	The following work in this category is anticipated in 2012 :				
	<table border="1" data-bbox="412 1566 1414 1703"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>To further develop the program to improve Engineering and Public Works input facility. Additionally to improve the interface and overall user friendliness.</td> </tr> </tbody> </table>	Year	Notes	2012	To further develop the program to improve Engineering and Public Works input facility. Additionally to improve the interface and overall user friendliness.
Year	Notes				
2012	To further develop the program to improve Engineering and Public Works input facility. Additionally to improve the interface and overall user friendliness.				

<b>5.5.4 GIS – Tangible Capital Assets (Collection)</b>	
Objective	Tangible Capital Asset Collection: Collect all assets within the Municipality and record them in the GIS.
Strategy	Collect and inventory all tangible capital assets for both Engineering and Administration.

Measure	Each item is collected using a GPS to define exact location and type of item for inventory purposes.				
Progress	The collection is slow but the information will be beneficial for both the Engineering and Finance Department. Use a GPS to collect additional field data.				
Totals					
Objectives for 2012	The following work in this category is anticipated in 2012 :				
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>To collect additional field data and assess the level of completion.</td> </tr> </tbody> </table>	Year	Notes	2012	To collect additional field data and assess the level of completion.
Year	Notes				
2012	To collect additional field data and assess the level of completion.				

<b>5.5.5 GIS – Improve Access</b>														
Objective	To continue improving access to internal and external users.													
Strategy	Develop the new internet web browser viewer, a program that will allow better and faster access to digital municipal data.													
Measure	Quantify the amount of new digital information put into the GIS.													
Progress	<p>The work is ongoing:  The data input is ongoing:  * Producing static digital maps and placing them on the Oak Bay website for tax payer access  * Internet presence ( through CRD or ICIS site )  * Improved parcels data for City of Victoria &amp; District of Saanich  * Intranet access to Oak Bay digital data through OakBay Silverlight Viewer</p>													
Totals	There were a total of 71 hanging files scanned and linked to the GIS.													
	<table border="1"> <thead> <tr> <th>Year</th> <th>Scanned Files</th> <th>Linked to GIS</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>0</td> <td>0</td> </tr> <tr> <td>2010</td> <td>71</td> <td>71</td> </tr> <tr> <td><b>Totals:</b></td> <td>249</td> <td>249</td> </tr> </tbody> </table>	Year	Scanned Files	Linked to GIS	2011	0	0	2010	71	71	<b>Totals:</b>	249	249	
Year	Scanned Files	Linked to GIS												
2011	0	0												
2010	71	71												
<b>Totals:</b>	249	249												
Objectives for 2012	The following work in this category is anticipated in 2012 :													
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>Initiate a test of the corporate GIS on the internet.</td> </tr> </tbody> </table>	Year	Notes	2012	Initiate a test of the corporate GIS on the internet.									
Year	Notes													
2012	Initiate a test of the corporate GIS on the internet.													

## 5.6 GIS Various

<b>5.6.1 GIS – ‘As-Built’ Drawings Scanning</b>								
Objective	To scan all engineering drawings and save to the server as a digital file.							
Strategy	Having scanned drawings in digital format will save time and money looking for them and viewing them. In addition, consultants that require them receive them electronically, saving paper.							
Measure	Counting the number of scanned files saved on to the server.							
Progress	<table border="1"> <thead> <tr> <th>Year</th> <th>Street</th> <th>Recorded to GIS</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>-</td> <td>0</td> </tr> </tbody> </table>		Year	Street	Recorded to GIS	2011	-	0
Year	Street	Recorded to GIS						
2011	-	0						
Totals	<table border="1"> <thead> <tr> <th>Year</th> <th>Scan Count</th> <th>Attached to GIS</th> </tr> </thead> <tbody> </tbody> </table>		Year	Scan Count	Attached to GIS			
Year	Scan Count	Attached to GIS						



	2011	0	0
	2010	10	9
Objectives for 2012	The following work in this category is anticipated in 2012 :		
	<b>Year</b>	<b>Notes</b>	
	2012	Various	

### 5.6.2 GIS – ‘As-Built’ Catch-up

Objective	To catch-up on historical ‘as built’ and attach them to the GIS.		
Strategy	To start with current year and work backwards – compiling all data to finalize ‘as built’ drawings and to link to the GIS.		
Measure	A count of ‘as built’ completed.		
Progress	<b>Year</b>	<b>Street</b>	<b>Recorded to GIS</b>
Total	<b>Year</b>	<b>As-Built Count</b>	<b>Recorded to GIS</b>
	2011	0	0
	2010	3	3
Objectives for 2012	The following work in this category is anticipated in 2012 :		
	<b>Year</b>	<b>Notes</b>	
	2012	5 As-builts to be created from 2011 & 2010	

### 5.6.3 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.		
Strategy	Collect and consolidate as much information as possible into the GIS, regarding all underground infrastructure by way of talking to Public Works, old maps, field information and ‘As-Built’ drawings.		
Measure	Count the number of structures placed in the ground and compare them year to year.		
Progress	The data is being collected continuously, however it seems that not all the items installed are being provided to the GIS for documenting.		
Totals	<b>Year</b>	<b>Items Digitized</b>	
	2011	2 sd Fittings + 1 ss Fitting +4 w Fittings	
	2010	4 sd Fittings + 1 ss Fitting +185 w Fittings	
Objectives for 2012	The following work in this category is anticipated in 2012 :		

	<b>Year</b>	<b>Notes</b>
	2012	The installation to the GIS of all 2012 capital works replaced or installed by Public Works.
	2012	The installation to the GIS of works replaced or installed by Public Works prior to 2012.

**5.6.4 GIS – Various Data Streamlining Initiatives**

Objective	To observe and improve upon existing data flow processes.	
Strategy	Observe the various activities that are conducted and strive to improve on them to increase efficiency and leveraged benefit.	
Measure	Varies.	
Progress	Ongoing.	
Totals		
Objectives for 2012	The following work in this category is anticipated in 2012 :	
	<b>Year</b>	<b>Notes</b>
	2012	To be determined.

*Building and Planning Department Report, 2011*

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**Building and Planning Department: Roy Thomassen, Director  
2011 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 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 B.C. Building Code compliance when processing building permit applications.
- Providing 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 complaints when received.
- Take appropriate action to achieve bylaw compliance.
- Stewardship of complaint files.

#### Animal Control

- Issuing dog tags.
- Informing the contracted enforcement agency (Victoria Animal Control Services) of complaints and issues reported by residents.
- 
- Stewardship of records, files and dog tags.
- Stewardship of the Animal Control Bylaw.

## Business Licensing

- Ensuring that a business licence is 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 will be reviewed and new one developed over the next two years. Consultant selection will happen late June 2012 with a proposed new OCP scheduled completion for December 2013. The Oak Bay Official Community Plan Project Advisory Committee with the consultant will be working and consulting with the Public over the next year.
- The Oak Bay Heritage Commission was formed in early 2012, part of the task for Oak Bay Heritage will be the development of a Heritage Strategic Plan. The RFP for a consultant to develop a Strategic Plan closes June 1, 2012 with selection completed in June 2012. The proposed completion of a heritage strategic plan is scheduled for mid December 2012 in time to integrate with the new OCP.
- The Oak Bay High School new building construction is anticipated to proceed in the spring of 2013 which will increase revenues for the building department. The Oak Bay Beach Hotel, High School and possible Oak Bay Lodge projects will be substantial work for the building department over the next few years.
- The number of development variance permits remained high for 2011. The most significant single factor has been a Zoning Bylaw change that allowed single family dwelling floor area limits to be relaxed. The number of variance applications is an indication that Bylaws need review and adjustment to resolve the large volume of applications.
- Although the number of applications does not currently show that subdivisions applications are on the rise, the first five months of 2012 and inquiries from owners about subdivisions has increased. This trend will likely continue to put pressures on the municipality as property values continue to rise.
- The Department's continuing busy schedule has introduced a part time administrative support person to assist in the daily activities of the department.

**Statistical Summary of Activities**

*Building, Planning and Licencing*

	2007	2008	2009	2010	2011
<b>Building Permits &gt; \$10,000 Value</b>	211	204	235	297	281
<b>Board of Variance Applications</b>	22	2	6	1	0
<b>Development Variance Permits</b>	23	27	76	54	50
<b>Development Permits</b>	5	4	3	3	5
<b>Dog Licences</b>	1273	1437	1485	1515	1517
<b>Business Licences</b>	570	573	605	557	646
<b>Subdivision Applications</b>	5	6	4	7	4
<b>Advisory Design Panel (Uplands)</b>	23	24	27	32	38

*Bylaw Enforcement Files*

	2007	2008	2009	2010	2011
<b>Zoning &amp; Land Use</b>	69	60	58	58	68
<b>Rubbish &amp; Weed</b>	120	158	77	150	79
<b>Building &amp; Plumbing</b>	86	61	78	71	124
<b>Business Licencing</b>	23	73	23	78	55
<b>Signs (including election)</b>	350	652	591	613	201
<b>Noise</b>	71	72	66	76	46
<b>Restricted Objects</b>	207	256	148	233	104
<b>Streets &amp; Traffic</b>	106	209	280	205	297
<b>Miscellaneous (e.g., trees, driveways)</b>	138	235	237	244	389

The Bylaw complaint resolution rate was approximately 90%.

**Progress Report on 2011 Objectives**

Objective:	Improve the quality of plans submitted for building permits, development variance applications, etc.
Strategy:	Develop sample plans showing the quality of the drawings to be submitted in order for the district to process applications.
Measure:	Sample plan will be posted at the building department counter for reference to owners wanting to do there own designs.
Progress for 2011	Will be completed mid 2012

Objective:	Computerize building inspection field reports.
Strategy:	Application for grant with MIA to cover costs of blackberry playbooks and program changes to tempest/prospero to electronic format. (in progress)
Measure:	Computer printout of inspection reports.
Progress for 2011	Objective completed and is working well, will be able to modify and improve computerized system over 2012 year.

Objective:	Improve Bylaw enforcement and customer service.
Strategy:	Increase part time bylaw enforcement to full time position, hire part time clerk to assist permitting clerk duties.
Measure:	Improved enforcement, timely response, having additional personnel to perform counter enquiries and overall service.
Progress for 2011	Completed, and the general public response to the Building and Planning Department has been that we are at the top in terms of service to the public.

**Objectives for 2012**

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

Objective:	Develop heritage strategic plan through hired consultant and subcommittee of heritage commission.
Strategy:	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.
Measure:	Council endorsement and approval of heritage strategic plan.

Objective:	New Official Community Plan 2012 – 2013.
Strategy:	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.
Measure:	Council adoption of new OCP.



Objective:	Review Parking Facilities Bylaw, Zoning Bylaw, for updating and improvements to reduce variance requests.
Strategy:	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.
Measure:	Reduction of variance applications and less public opposition to new developments.

*Fire Department Report, 2011*

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**OAK BAY FIRE DEPARTMENT: Gerald W. Adam, Fire Chief  
2011 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 and their 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 plus 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 provides the following services:

**Emergency Incident Response**

- Provide fire suppression, emergency medical aid, specialized rescue (such as confined space), as part of the Regional Team - hazardous material response, as well as municipal / provincial inter-agency support services.

- Provide emergency call out / dispatch communication services to the Oak Bay Public Works and Oak Bay Parks Department outside normal business hours. We continue to be the designated contact point for Oak Bay Parks Department staff when they are working alone at any of the facilities. The Department continues to assist with the care and control of the Recreation Centre's after-school program bus. The Department is the custodian of the vehicle keys while the bus is parked in the Fireman's park parking lot.
- Administer and manage the daily operation of the Oak Bay Emergency Program, which is made up of volunteers from the Municipality. Ensure that the Oak Bay Emergency Program operates in conformance with the British Columbia Emergency Program Act.
- Respond to public works emergencies outside normal business hours, stabilize the situation and/or initiate 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**

- Provide public assistance in cooperation with the Police, Ambulance Services and Public Works Department. This involves a wide range of services, including searching for lost persons, providing lighting for police investigations, assisting persons who are ill, reducing damage caused by flooding by providing water pumps at no cost to homeowners, and changing batteries in smoke or carbon monoxide alarms – or provide a loaner if an alarm is not present or malfunctioning.

### **Public Education**

- Help children, families, seniors and businesses become more aware of fire and safety issues, prevention techniques and appropriate emergency response for a variety of incidents, including emergency preparedness.
- Conduct CPR training classes for Oak Bay municipal staff and the general public.
- Conduct Public Works / Parks staff training re the dangers of working in confined spaces, the associated W.C.B. Regulations and safe work practices. This training continues to be held twice a year in conjunction with Fire Department staff to facilitate a better working relationship at an incident.
- Provide fire extinguisher training to the general public and specialized groups such as the Coast Guard Auxiliary and Oak Bay Emergency Program.
- Conduct a Juvenile Fire Setters Referral Program.
- Conduct 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 per WCB regulations. Provide fit testing for N95 mask, protection against influenza, for Police and Fire department members.

## **Fire Prevention Services**

- Conduct fire and life safety inspections to ensure that the proper equipment and life saving procedures are in place and maintained.
- Enhance fire and life safety through Fire / Building Code compliance, building upgrades and enforcement action.
- Conduct fire investigations, as per the Fire Service Act, to determine the cause, origin and circumstances surrounding a fire and report these findings to the Office of the Fire Commissioner.
- Investigate environmental incidents involving the discharge of fuel oil and file reports to the Provincial authorities as mandated.
- Inspect underground and above ground oil tank conversions and all other oil burning appliance installations as mandated by the Fire Service Act and municipal bylaws.
- Assist Police authorities with fire cause determination during criminal investigations.

## **Fire Engineering**

- Review and comment on proposed construction plans at the request of the Building Department.
- Address fire and life safety matters as per the Fire / Building Code and local municipal bylaws through the inspection process.
- Conduct a hydrant testing program in partnership with the Public Works Department. Over 40 hydrants were tested in 2011, which is about the same number of hydrants flowed in previous year. Of note, 7 of these hydrants were identified with flows below the desired standard of 600 gallons per minute and a further 2 with flows below 400gpm (we have marked them out of service as they service no purpose for fire-fighting). This information has been forwarded to the Public Works and Engineering Departments to assist with the allocation of funds to future water distribution system upgrades. We have been advised that one of the low flow hydrants will be upgraded in 2012. We had 6 new hydrants installed this year.

## **Administrative Support**

- Prepare, administer and be accountable for the management of the Fire Department and Emergency Program budgets.
- Ensure a ready state of emergency response capability at all times.
- Provide 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.

- Maintain payroll and general personnel records.
- Provide staff liaison to labour-management committee.
- Maintain accurate inventory and asset records.
- Maintain an active and effective occupational health and safety committee; address concerns raised by the committee.
- Assist the Engineering Department with amendments to the municipal mapping system and make recommendations about water system improvements.
- Maintain 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.
- Administer fire station repairs and general maintenance of the building and surrounding property.
- Ensure fire apparatus, support vehicles and equipment is maintained to a high degree of readiness.
- Advise Municipal Council and Administration on fire / life safety matters as required.

### **Significant Issues and Trends**

- As indicated last year, the costs associated with training courses below the management level, coupled with contractual obligations to pay time back for training continues to place stresses on the staffing and budget. We have met with the Union over the past year and discussed these concerns and have developed a protocol with the Union to address some of the concerns.
- The First Responder Program continues to evolve along an uncertain path. The Oak Bay Fire Department will continue to participate in the Program but costs continue to increase. Through the Fire Chief's Association of BC, we are lobbying the Ministry to provide adequate funding for the program so that all costs associated (supplies, oxygen, training etc) are funded. Council will be briefed before any major changes in our service model is implemented.
- The Department is entering in the fourth year of a five year contact with District of Saanich for fire dispatch services. This arrangement continues to work well and has been beneficial to both parties. Performance is routinely monitored, with operational modifications being undertaken as required. A computer-aided dispatch capability has been implemented by Saanich. The two front line response apparatus in Oak Bay have now have been equipped with computer terminals to enhance dispatch information.

A MOU was presented to Council in 2009 which outlines the duties and responsibilities for both Saanich and Oak Bay related to the new computers. At the completion of this current contract (2013), this MOU will form part of the body of the new contract.

- As previously reported, for many years a high level of inter-municipal fire department cooperation has resulted in an enhanced level of life safety for the public and fire fighting staff within the core region of Victoria. In 2007, the scope of these arrangements was significantly enhanced through the formation of the Hazardous Materials Response Team Under the auspices of the Capital Regional District. 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 twice as part of the team. The overall team has been now split into 4 platoons, aligned along the way our FD platoons are, so that the regional will have better accountability as to who will be responding. I am pleased to indicate that all four platoons continue to be lead by Oak Bay Fire Department personnel. Time spend attending any activity (responses or meetings) is reimbursed to the Department by the CRD and is reported in the budget under a recovery line item.
- In the Climate Task Force report, submitted to Council, the Fire Department was identified as an agency which should set an example of reducing their “carbon foot print”. We continue to take steps to meet the goal of the task force including reducing water consumption, reduction of electrical usage and programmable thermostat for temperature regulation. This year the Department has requested a capital cost to replace the old worn single glazed windows with new thermo windows. The new windows are proposed for only the heated living areas in the upper portion of the Fire Station. We are still working through the process to replace them.
- The fire/life safety inspection and upgrade program for private buildings continues as a systematic way for the Department to work with property owners to enhance fire safety for residents. There were 147 building reviews conducted last year with 1 upgrades completed.

#### **Departmental Achievements in 2011**

- The Fire Suppression Division attended a total of 1323 incidents, 751 being medical emergencies and 682 being fire, rescue or other related incidents.
- Fire loss during the year 2011 amounted to \$287,050 compared to \$464,800 in 2010 and \$102,735 in 2009.
- Motor vehicle incidents accounted for 61 emergency responses.
- There were 76 “public assist” requests responded to during the year.
- The Department responded to 130 requests for assistance from mutual aid partners (Victoria and Saanich). Over 80% of these requests were for the University of Victoria.

Oak Bay was requested to respond to twice under the CRD Haz-mat agreement – both times to the City of Victoria during the past year.

- The Training Division completed over 6747 hours of active fireground in-house training. This number is up about 12% over last year and is likely due to training two new recruits. The recorded training time does not reflect on the total hours spent on training as many members work on their own on courses such as LAFC Orientation, one-on-one assistance to the new recruits, Incident Command System 200 and 300 etc.
- All of our members have been trained in Wildland Interface Fire fighting. Most of our members have been certified to the Incident Command 200 level.
- Safety related training for members included BC Hydro Electrical safety for firefighters, WHMIS provided by OB Parks manager Lorne Middleton, Elevated platform rescue, annual “confined space rescue” (observed by an Occupational Safety Officer from Worksafe BC).
- A total of 665 fire/life safety inspections were conducted, of which 147 were “Company” inspection – i.e., inspections carried out by a fire suppression crew as opposed to the Fire Prevention Officer.
- 32 building reviews as well 48 plan reviews were conducted in conjunction with the Building Department. Again this year, there were no 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, developed two education programs 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 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.
- 11 fire investigations were conducted and or reviewed by Fire Prevention.
- 48 public education sessions were conducted within the District in 2011.
- 84 furnace and oil tank inspections were conducted in 2011 involving oil storage tanks. Under permit, 47 new tanks were installed and 37 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 1411 of these have been either removed from the ground or rendered inert.
- The Fire Department operated within 97.2% of the 2011 budget in comparison to 101.19 % in 2010, 97.8% in 2009, 99.6% in 2008 and 99.3% in 2007.
- All members again participated in a precision driving skills training program; also, the annual road test was completed by all members.



- Radio protocols continue to be developed and implemented in partnership with Saanich Fire Dispatch Centre and our mutual aid partners in the core area of Greater Victoria. These continue to produce efficiencies and enhance the safety of the public as well as fire fighting staff.
- The Department's Peer Councillors did not conduct any critical incident defusings in 2011.
- 98% of what the Department refers to as its technical (i.e., operational) objectives for the year were achieved.
- Conditions in 2011 were not as dry as those experienced during the summer or fall of previous years. The Department responded to only 27 incidents in 2011 related to grass/ brush/ beach fires.
- The Fire Department continued to handle after-hours public works emergency calls over the past year. The Department carried out 41 rapid responses to public works concerns and/or 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 Sail-Past, Victoria Day Parade and the Oak Bay Tea Party Parade, which, we hope, helps to establish a connection with the community and reflects positively on our organization.

#### Statistical Summary

<b>Type of Incident</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>
Alarms ringing	117	120	153
Beach Fires	25	16	34
Brush/grass fires no #loss	2	4	10
Burning Complaints	19	13	11
Chimney Fires	2	2	4
Fire Incidents	17	26	65
Marine Incident	5	3	3
Hazardous Materials low level	22	32	26
Medical Aid	751	672	740
Mutual Aid - from Saanich	10	29	17
Mutual Aid - from Victoria	2	1	2
Mutual Aid - to Saanich	127	186	168
Mutual Aid - to Victoria	3	1	1
Public Assistance	76	71	81

Public Hazard	31	66	17
Public Works Incidents	41	44	41
Rescue	5	7	6
Vehicle accident (MVI)	61	48	50
Vehicle fire (\$ loss)	1	1	4
Total Fire Loss (\$)	\$287,050	\$464,800	\$102,735
Total Incidents	1323	1358	1407

### **Progress Report on 2011 Objectives**

#### **Core Services**

Objective	Maintenance of the core services provided by the Fire Department.
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	As in past years, reports submitted were reviewed. A total of 5 new or amended Operational Guidelines were made to increase efficiencies and maintain services within recognized industry standards.

#### **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	Over the past year we continued to be active with this team. Four (4) members service as team leaders for each of the 4 platoons. Our Department has fourteen (14) members that form part of the regional team. The team was deployed twice in 2011.

Objective	Replace MSA SCBA unit as part of replacement plan.
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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	This objective was not achieved over the past year, due to budget pressures; we will attempt to continue on the replacement program over the next year.

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	This objective was not achieved last year as the Union appears to be waiting for other jurisdictions to settle. Will continue to works towards a successful conclusion.

Objective	Begin the process of Department succession planning.
Strategy	Within the next three years the Fire Chief will retire from the Department. This year the Fire Chief is entitled to one month long service leave. It is planned to move the Deputy Fire Chief to a day-shift position to Facilitate a learning experience for the Deputy.
Measure	Short term measure will be completion of the one month learning experience; long term will be Council's approval for appointment of Deputy to Fire Chief.
Progress – Past Year	Deputy Chief was moved to dayshift for only part of the month due to manning issue's regarding long term injury. Long term strategy will be measured in 2013.

*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 Officer, with assistance from the other Senior Officers continues to review the monthly training guide. This schedule ensures that core requirements continue to be met and documented.

Objective	Update Departmental pre-fire planning process.
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, begin process of electronic storage.
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.
Progress – Past Year	Members continued over the past year to update floor plans of buildings within District. We are in discussions with the District of Saanich Fire to access their pre-plan program so that we can remain consistent with our information.

## **Objectives for 2012**

### *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	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.

Objective	Improve Fire Hall and protect environment by "greening" station were possible as identified by the Climate Change Task Force.
Strategy	Adopt a policy of the 3 – "R's", reduce, reuse and recycle. Over the following year, replace worn-out lighting with new CFL lighting; install low flow shower heads and toilets, as well, outfit all garden hoses with automatic shut off nozzles. Encourage continued recycling of waste materials.
Measure	Reduction in utilities consumed within the Department.

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.

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.

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.

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 2013 budget.

Objective:	Continue the process of Departmental succession planning.
Strategy:	Over upcoming year involve the Deputy Chief in more daily operational activities of the Chief office. Have Deputy attend Council meeting with Fire Chief as required.
Measure:	Demonstrated ability as acting Chief and successful appointment to full time position.

Objective:	Develop recruit list for upcoming foreseeable vacancies within the Department.
Strategy:	Produce a recruitment list so that the Department has identified potential employees to replace members retiring in 2013 -14.
Measure:	A list developed with 10 potential employees who may be engaged in service, before the end of 2012, for the identified retirements in 2013.

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.

Objective	Continue to update departmental pre-fire planning process.
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.

*Police Department Report, 2011*

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**Police Department: Mark Fisher, Chief Constable  
2011 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, 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, and the Regional Crime Unit .

### **Significant Issues and Trends**

- Hiring Of New Chief Constable and Administrative Assistant: In July 2011, a new Chief Constable and an Administrative Assistant to the Chief Constable were hired. The Administrative Assistant position was created to lessen the administrative burden on the Deputy and Chief Constable positions and was one of the key recommendations of the Graham report which commented on workload distribution within the department as compared to other police departments of similar size.
- Provincial Policing Standards: In December 2011, Police Services Division announced new Provincial Policing Standards surrounding the use of Conducted Energy Weapons and Crisis Intervention and De-escalation Training. This necessitated a revamp of department policy in these areas. The Department also purchased two automatic defibrillators to be carried in the duty patrol cars. In March of 2012 all department members will receive training on the use of the defibrillators.
- Policy Revisions: Another of the recommendations of the Filmer and Graham reports identified the need for policy revisions in several key areas. Over the past year we have conducted comprehensive revisions of thirty key policy areas

in some of our most high risk areas of operations. These revisions have been reviewed and approved by the Oak Bay Police Board.

### **Department Achievements in 2011**

- In August of 2011 the Department created a Vacant Residence Check program where we offer to do property checks for residents who are planning to be away from their homes for seven days or longer. This program was started in response to a spike in break and enters in Oak Bay this past summer. Residents provide the police with the dates of their absence, contact information, and a list of people who are allowed access to the residence.
- In an effort to increase community engagement and meet the municipal objective of being more environmentally conscious this past year we trained an additional three officers on the Police Mountain Bike Course and our two most recent hires have the training. This doubles the number of officers that are able to conduct bike patrols in the community.
- This year saw three members of the department return from working a historical major crime investigation. The return of these members allowed us to staff our two Detective Positions on a full time basis. This allows us some flexibility in conducting surveillance in crime hot spots and subjects of interest who are involved in property crime.
- A Police Records Management System audit was conducted by PRIME BC this fall. The auditors were very pleased with the follow up action taken in response to the previous audit in 2009. In particular the auditor was impressed with the quality of detail in our local entries and the quality control that is being done by our PRIME Co-ordinator, Rebecca Cobb.

### 2011 Statistical Summary

#### **REPORTABLE TO STATS CANADA**

<b>Offence Category *</b>	<b>2010</b>	<b>2011</b>	<b>% Change</b>
Robbery	4	0	-100%
Assaults/Sex Assaults	28	9	-67%
Utter Threats	10	9	-10%
<b>Total Persons Crimes</b>	<b>59</b>	<b>30</b>	<b>-49%</b>
B&E – business	12	10	-16%
B&E – residence	43	74	+72%
B&E – other	29	19	-34%
Theft of Motor Vehicle	12	10	-16%
Theft from Motor Vehicle	132	165	+25%
Theft under \$5,000	125	103	-17%
Fraud	26	32	+23%
Mischief	208	217	+4%
<b>Total Property Crimes</b>	<b>638</b>	<b>684</b>	<b>+7%</b>

Cause Disturbance	4	16	+300%
Counterfeit Currency	1	6	+500%
Trespass at night	3	3	0
Breach/Bail violations	12	5	-58%
<b>Total Other Crimes</b>	<b>33</b>	<b>48</b>	<b>+45%</b>
Drug Possession	22	26	+18%
<b>Total Narcotics</b>	<b>22</b>	<b>26</b>	<b>+18%</b>
Impaired Drivers	13	14	+7%
Fail to Stop (Provincial)	25	29	+16%
<b>Total Criminal Code Traffic</b>	<b>49</b>	<b>44</b>	<b>-10%</b>

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

#### NON REPORTABLE TO STATS CANADA

Category	2010	2011	% Change
Bylaws	272	262	-3%
Parking Violations	121	114	-6%
Collisions	130	145	+10%
Assist Public	438	620	+41% **
Lost and Found	282	286	+1%
Suspicious Persons	427	454	+6%
False Alarms	586	535	-9%
Liquor Offences	164	128	-21%
Property Check Program	0	137	- ***
<b>Violation Tickets/Warnings Issued</b>	<b>815</b>	<b>961</b>	<b>+18%</b>
<b>TOTAL FILE COUNT</b>	<b>4563</b>	<b>4792</b>	<b>+5%</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 2011**

### *Information Technology*

Objective	Improve access to, and management of, the department information database, in particular Policy and Procedures.
Strategy	In concert with Saanich Police Department and Information Technologies Integration Inc. improve department intranet by adopting a Joomla solution.
Measure	Fewer internally generated complaints and improved employee satisfaction regarding information retrieval. Greater consistency and application of department Policies and Procedures. Ease of amendment and maintenance.
Progress – Past Year	A new intranet site has been created to house policy updates, administrative resources, intelligence bulletins, shift schedules, and phone lists. A system has also been established to streamline electronic communication from management to the membership by way of a Part Order system.

### *Installation of internal and external video surveillance and recording system*

Objective	Installation of internal and external video surveillance and recording equipment as legislated by Solicitor General.
Strategy	Determine service provider through approved procurement process. Installation of equipment according to Police Services' Video Committee specifications.
Measure	Post-installation approval by Police Services Division.
Progress – Past Year	The video monitoring and recording equipment has been installed and meets the requirements set out by Police Services Division.

### *Administrative- (Support Services)*

Objective	Enhance Administrative performance of Oak Bay Police Department in order to satisfy observations made in Filmer/Graham Reports by increasing administrative capacity.
Strategy	Increase Administrative Staff by a civilian Administrative Assistant, and rationalize workload in the office of the Chief Constable.
Measure	Completion of critical administrative tasks such as maintenance of Policy and Procedure Manual, compliance with FOIPP Act and Police Act timelines.
Progress – Past Year	In July 2011, an Administrative Assistant to the Chief Constable was hired. She has received training in FOIPP disclosure requirements and currently manages all such requests that the department receives. She is responsible for the electronic management of the policy manuals, preparing correspondence and other administrative tasks to support the Chief Constable.

Objective	Ensure that Department Policy and Procedures are valid, current, and accessible.
Strategy	Conduct review of Policy manual. Institute review and amendment processes support by appropriate technology and software.
Measure	Policy and Procedure are current and valid.
Progress – Past Year	As mentioned above the Department has developed a new electronic intranet system to enhance accessibility to currently policy and amendments. Thirty high risk areas of policy have been reviewed, amended and updated in the past year. There are additional policy documents to update however they are more administrative in nature. Work is ongoing in this area.

Objective	Balance and rationalize Department Management workload in order to satisfy observations made in Filmer/Grahams reports.
Strategy	Redefine priority functions of management staff. Delegation of appropriate tasks. Increase administrative capacity by hiring additional Staff.
Measure	Employee satisfaction. Critical task completion. Increase in staff.
Progress – Past Year	Management duties have been realigned. Primary responsibility for the budget has been shifted from the Deputy Chief to the Chief and the Executive Assistant. The Administrative Assistant is now managing all Freedom of Information and disclosure requests. The ordering of kit and clothing has been re-assigned to the Executive Assistant.

Objective	Institute a promotional system that identifies qualified personnel for advancement that is effective and impartial in order to satisfy observations made in the Filmer Report.
Strategy	Convene a joint management/police association committee to identify an appropriate process.
Measure	Identification of an appropriate and acceptable promotion system.
Progress – Past Year	A joint management/Police Association committee agreed to a new promotion system that included an open book exam, followed by a closed book exam two weeks later. Candidates that passed both exams submitted a Fitness For Promotion Document. A committee of NCO's and the Deputy Chief then held a round table session facilitated by an Inspector from another police agency. The round table met for two days and at the end came to a consensus on the ranking of the five candidates. All five candidates were provided with a one hour debriefing with the facilitator a few weeks after the round table session.

Objective	Ensure competent levels of supervision at all times.
Strategy	Develop a testing system that ensures that personnel holding Acting ranks are competent and qualified to do so.
Measure	Member satisfaction. Objective testing mechanism that demonstrates necessary competencies.

Progress – Past Year	A revised policy has been adopted whereby any member holding an Acting Sergeant rank is required to have passed the most recent Open Book Supervisor's examination with a mark of 70% or higher. Prior to writing the exam the members must have at least two years of police service with the Oak Bay Police Department and have the support of management.
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*Operational (Detective office)*

Objective	Work with Saanich Police Department Detective Division to ensure that there is an appropriate and seamless handover of criminal investigation from preliminary Oak Bay Police Department investigators to Saanich Police specialist investigators in accordance with the Oak Bay/Saanich Police Investigational Service Agreement.
Strategy	Provide training to Oak Bay personnel on agreed protocols for referring files to Saanich specialist investigators and best practices to ensure seamless transfer of investigational responsibility. Monitoring of local investigational files to ensure appropriate referrals are made in accordance with agreed to protocols.
Measure	Appropriate files referred in seamless fashion.
Progress – Past Year	Members of the Saanich Detective Section have attended morning musters as well as met with members of our Detective Section to clarify referral and assistance protocols. Appropriate files are being referred with the Oak Bay Detective liaising directly with the NCO in Charge of the Saanich Detective Section.

*Operational (Patrol)*

Objective	Ensure consistency of service delivery across police department in proactive policing activities.
Strategy	Assign portfolios for specific proactive activities to specific patrol Supervisors to initiate, manage, conclude and assess. Portfolios include: Special Events, Patrol Projects, Traffic, Hi Visibility Policing (Foot Patrol, Bikes, Marine).
Measure	Consistency and balance of activity across Patrol Platoons.
Progress – Past Year	Each of the platoon Sergeants was assigned a proactive policing project. Responsibility for each area will change each two years to ensure that all Sergeants gain experience managing the portfolios. Each platoon is assigned an operational file to document their activities in each of these areas.

*Operational (Patrol)*

Objective	Increase Community Policing activities that foster interaction with the community.
Strategy	Assign as daily duty foot patrol, bike patrols, and static posts. Obtain designated Police Parking in Oak Bay Village.

Measure	Increased time spent on these activities and police/public contacts by 10%.
Progress – Past Year	Time spent on bicycle patrols doubled over the last six months of 2011 compared to the same time period in 2010. There were 241 hours of foot patrols and 57 hours spent at the Police Post on Oak Bay Avenue. The target was exceeded in all of these areas.

Objective	Improve intra organizational communications.
Strategy	Chief and Deputy to attend regularly scheduled daily musters and monthly supervisors meeting.
Measure	Number of meeting attended and member satisfaction.
Progress – Past Year	The Chief and Deputy have been attending the morning muster meetings Monday – Friday. There have also been NCO meetings with the Chief and Deputy each month. In addition the Chief has been sending out a communiqué to the membership every two weeks outlining his activities and emerging issues. There has been positive feedback from the membership on this increased communication.

Objective	Improve department Human Resource management.
Strategy	Revitalize and adhere to department Personnel Development Appraisal process and schedule.
Measure	Annual Assessment completed on all employees. Member satisfaction.
Progress – Past Year	All employees have received annual performance assessments this past year. A schedule and database have been created to provide advance notice to supervisors when an employee's anniversary date is approaching to ensure that the assessments are done in a timely manner.

## **Objectives for 2012**

### *Information Technology*

Objective	Installation of the RTID System to enable the electronic submission of civil fingerprint submissions for criminal record checks.
Strategy	In concert with PRIME BC Corporation arrange the installation of the equipment and establish proper policy and protocols for the electronic submission of fingerprints to Identification Services in Ottawa.
Measure	A significant decrease in the time required to process civil criminal record checks that require submission of fingerprints to Ottawa.



Objective	Transfer the content of the Oak Bay Police Department website to a Word Press format which will allow more employees to add content to the site.
Strategy	The Administrative Sergeant will transfer the current site content over to a Word Press site. He will provide training to civilian support personnel and other members of the department so that they can add content directly to the site.
Measure	An increased number of active links on the Department website.

*Administrative- (Support Services)*

Objective	Development of an Oak Bay Police Department Strategic Plan.
Strategy	The Oak Bay Police Board and members of the Department will work together to develop a Department Strategic Plan through consultation with community partners, youth, and employees. The plan will build upon internal and external surveys that were conducted previously.
Measure	Completed strategic plan in place by year end.

Objective	Establish a volunteer based Speed Watch Program.
Strategy	In collaboration with the ICBC Road Safety Co-ordinator arrange training sessions for volunteers. The Support Services Sergeant will facilitate the recruitment of interested volunteers
Measure	Number of volunteers and Speed Watch patrols.

Objective	Establish a Communities Against Senior Exploitation Program.
Strategy	Based on a successful program in the United States the program will be promoted and managed by our Business and Community Liaison Constable with assistance from the Chief. Assistance will be sought from businesses, community groups and faith agencies in the community.
Measure	At least five CASE presentations in the community over the next year.

Objective	Increase bicycle safety for students travelling by bicycle to Willows and Monterey Schools.
Strategy	Working with the PAC committee and the administrators at both schools the School Liaison Officer will facilitate police participating in bicycle safety sessions at both schools.
Measure	Bike rodeos to be delivered at both schools as well as presentations on safety skills when riding in traffic.

*Operational (Detective Office)*

Objective	Increase investigative clearance rates.
Strategy	Develop criteria to assess investigations on a case by case basis for probability of solvability. Support patrol with follow up investigations utilizing investigative expertise and by liaising with other law enforcement, provincial and federal agencies.
Measure	Increase investigative clearance rates by 5%.

Objective	Reduce property crime.
Strategy	Target areas frequented by criminal activity with the unmarked police vehicle and with police issued bicycles. Conduct surveillance and develop confidential informants.
Measure	Decrease property crime by 5%.

Objective	Enhance the quality of domestic violence investigations and the quality of service provided to victims of domestic violence.
Strategy	Develop a risk assessment check sheet to be used in all domestic violence investigations. Based on best practices in other jurisdictions the check sheet will address risk factors for the victim and any children in the relationship.
Measure	Positive feedback from victims and an increase in referrals.

*Operational (Patrol)*

Objective	Ensure compliance with the new Provincial Policing Standards in relation to use of the Conducted Energy Weapons, Automated External Defibrillator(AED), and Crisis Intervention and De-escalation Training.
Strategy	All members will attend CPR and AED training in the spring of 2012. All members will attend training in Crisis Intervention and De-escalation techniques in 2012.
Measure	Successful completion of the training courses.

Objective	Improving the administrative and leadership skills of supervisors.
Strategy	Two Sergeants will attend the Senior Police Administrators' Course at the Canadian Police College in Ottawa.
Measure	Successful completion of the three week training course.

Objective	Enhanced Community Engagement with Youth.
Strategy	Patrol members to participate in sporting events at local schools.
Measure	A 10% increase in the number of events attended and positive feedback from students and school administrators.

*Operational (Patrol)*

Objective	Transition to the new Intoximeter Breath Testing instrument.
Strategy	Arrange for the training of the Department's breath technicians on the new Intoximeter Breath Testing Instrument. Training will be arranged locally and at the Justice Institute in New Westminster.
Measure	Six members to successfully complete the training course to be qualified to operate the new instrument.

Objective	Increase Bicycle Patrols.
Strategy	An additional Police Mountain Bike User's Course will be held this spring with an additional three members receiving training in this area. The appropriate kit and clothing will be purchased for these members.
Measure	A 10% increase over the number of hours spent on bike patrols in 2011.

*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 2011 Parking Reserve Funds  
(In Accordance with Local Government Act S. 906(9))**

	<u>Parking Reserve Fund</u>	<u>Alternative Transportation Infrastructure Reserve Fund</u>
Balance, beginning of year	\$ 841,033.97	\$ 32,009.94
Payments received in lieu of off-street parking		
Interest earned	\$ 12,209.79	\$ 6.20
Expenditures during the year		\$ (11,000.00)
Transfers made during the year	<u>                    </u>	<u>                    </u>
Balance, end of year	<u>\$ 853,243.76</u>	<u>\$ 21,016.14</u>

During 2011 the Alternative Transportation Infrastructure Reserve Fund financed 50% of the cost of a new bus shelter. Budgeted expenditures during 2011 and 2012 from this Fund are:

	2011	2012
Bike shelters	\$ 12,100	
Bus shelters	<u>\$ 11,000</u>	<u>\$ 10,000</u>
	<u>\$ 23,100</u>	<u>\$ 10,000</u>

*Appendix "B"*

*Report on Permissive Tax Exemptions*

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

**2011 Permissive Property Tax Exemptions**

<u>Name</u>	<u>Municipal Tax Relief</u>
Emmanuel Baptist Church	\$9,179.86
Guide Hall	\$612.11
Kiwanis Manor	\$4,566.07
Kiwanis Tea Room	\$323.03
Oak Bay Lawn Bowling Club	\$2,953.99
Oak Bay United Church	\$9,179.85
Queenswood Montessori School	\$2,342.97
St. Mary's Church	\$6,928.84
St. Patrick's Church	\$19,609.84
St. Phillip's Church	\$5,001.70
Scout Hall	\$1,101.35
	<hr/>
	<u>\$61,799.61</u>

*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: 2011**

**1. ELECTED OFFICIALS**

	<u>Remuneration</u>	<u>Expenses</u>	<u>Benefits</u>	<u>Total</u>
Braithwaite, H. S.	\$7,223.05	\$ 736.54	\$ 3,605.94	\$11,565.53
Cassidy, A. R.	\$4,204.46		\$ 2,098.98	\$6,303.44
Causton, C. M.	\$17,022.58	\$4,960.87	\$ 8,497.83	\$30,481.28
Copley, P. J.	\$7,762.08	\$893.98	\$ 3,875.04	\$12,531.10
Green, C. J.	\$560.59	\$136.27	\$ 279.86	\$976.72
Herbert, J. D.	\$7,762.08	\$2,598.23	\$ 3,875.04	\$14,235.35
Jensen, N. B.	\$8,522.43		\$ 4,254.73	\$12,777.16
Kirby, M. W.	\$560.59		\$ 279.89	\$840.48
Murdoch, K.	\$560.59	\$136.27	\$ 279.86	\$976.72
Ney, Tara	\$7,762.08	\$1,013.00	\$ 3,875.04	\$12,650.12
	<u>\$61,940.53</u>	<u>\$10,475.16</u>	<u>\$ 30,922.21</u>	<u>\$103,337.90</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: 2011**

**2. OTHER EMPLOYEES**

<u>Name</u>	<u>Remuneration</u>	<u>Expenses</u>
Adam, Gerald	\$ 117,562	\$ 3,534
Adsett, Duane	\$ 96,195	\$ 317
Ballantyne, John	\$ 94,235	\$ 317
Barklay, Janet	\$ 91,209	
Barnett, Philip	\$ 104,640	
Beaumont, Kyle	\$ 90,644	\$ 317
Brennan, Mark	\$ 153,184	\$ 2,962
Brooks, D. Joe	\$ 93,772	
Brown, Grant	\$ 81,614	
Cockle, David	\$ 112,351	\$ 629
Curtis, Lorna	\$ 118,791	\$ 281
Ding, K. Richard	\$ 86,108	
Gill, Kenneth	\$ 97,105	\$ 1,508
Hilton, Lorraine	\$ 103,512	\$ 1,783
Hughes, Darren	\$ 113,249	\$ 483
Josephson, Michael	\$ 84,843	\$ 311
Kivell, Robert	\$ 94,428	\$ 623
Lundy, Daryl	\$ 98,214	
Malinosky, Kris	\$ 89,805	\$ 317
Mantik, Colin	\$ 109,439	\$ 355
Marshall, David	\$ 111,803	\$ 53
Marshall, R. Gordon	\$ 102,699	\$ 824
Michaluk, Andrew	\$ 87,236	
Middleton, Lorne	\$ 85,109	
Pearse, Thomas	\$ 110,099	\$ 419
Pimentel, Fernando	\$ 92,473	\$ 1,389
Popham, Jonathan	\$ 103,246	\$ 317
Roskelley, Donald	\$ 112,520	\$ 317
Scott, Brad	\$ 92,256	\$ 166
Stewart, C. Roger	\$ 90,248	\$ 317
Swan, Gregory	\$ 90,330	\$ 176
Thomassen, Roy	\$ 99,441	\$ 740
Thomson, Cameron	\$ 109,724	\$ 317
Thorneloe, Adam	\$ 89,624	\$ 367
Trenholm, Bradley	\$ 88,715	\$ 794
Trumble, Douglas	\$ 98,873	\$ 166
Walker, Patricia	\$ 116,103	\$ 2,231
<b>Total of Employees &gt; \$75,000</b>	<b>\$ 3,711,399</b>	
<b>Others, Police or less than \$75,000</b>	<b>\$ 12,034,526</b>	
<b>TOTAL EARNINGS -OTHER EMPLOYEES</b>	<b>\$ 15,745,925</b>	

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

**3. RECONCILIATION OF REMUNERATION**

YEAR ENDING DECEMBER 31, 2011

Remuneration of elected officials	\$ 61,941
Total remuneration - other employees	<u>\$ 15,745,925</u>
Subtotal	\$ 15,807,866
Reconciling Items	
Employee benefits	\$ 3,665,955
Remuneration covered by above benefits	-\$ 496,775
Custom works	\$ (305,839)
Remuneration included in capital assets	\$ (467,728)
	<u>\$ 18,203,479</u>
Total per Statement of Revenue and Expenditure (includes employee benefits)	<u>\$ 18,232,825</u>
Variance	<u>-\$ 29,346</u>

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

**SCHEDULE OF DEBTS**

**YEAR ENDING DECEMBER 31, 2011**

**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, 2011 the debt total was \$3,353,356.

**THE DISTRICT OF THE CORPORATION OF OAK BAY**  
**SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS**  
**YEAR ENDING DECEMBER 31, 2011**

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

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

**STATEMENT OF SEVERANCE AGREEMENTS**

**YEAR ENDING DECEMBER 31, 2011**

There were no severance agreements made between The Corporation of the District of Oak Bay and its non-unionized employees during 2011.

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

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

**YEAR ENDING DECEMBER 31, 2011**

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

Accent Refrigeration Systems Ltd.	\$	47,084
Acklands-Grainger Inc.	\$	31,450
Acme Supplies Ltd.	\$	52,812
Albrite Lighting Ltd.	\$	37,539
Aon Reed Stenhouse Inc.	\$	118,962
Aquashine Building Services	\$	41,093
A-Tech Doors	\$	32,698
B.C. Hydro and Power Authority	\$	386,440
B.C. Life & Casualty Company	\$	59,902
B.C. Pension Corporation	\$	1,435,385
Bell	\$	33,348
Black Press	\$	31,011
Bloom Yoga	\$	35,118
Boon's Bin Boy Services Inc.	\$	43,828
Butler Brothers Supplies Ltd.	\$	57,051
Canada Customs & Revenue Agency	\$	152,686
Capital Regional District	\$	3,839,599
Chevron Canada Limited	\$	231,644
City of Victoria	\$	77,337
Commissionaires, The	\$	40,345
Corix Water Products	\$	117,182
Cougar Pacific Systems Corp.	\$	53,086
Crest	\$	58,215
Crocker Equipment Co. Ltd.	\$	143,597
Dell Computer Corporation	\$	50,867
DL's Bins Ltd.	\$	36,174
Ecol Electric	\$	55,926
Ells, K.	\$	49,213
Emco Corporation	\$	69,871
Farley Manufacturing Inc.	\$	33,757
Fortis BC	\$	171,552
GFS British Columbia Inc.	\$	108,729
Grand & Toy	\$	38,186
Greater Victoria Labour Relations Assoc.	\$	26,841
Great-West Life Assurance Co.	\$	52,746
Greater Victoria Public Library	\$	862,472
GVLRA - CUPE Ltd. Trust	\$	99,801
Hillside Printing	\$	32,700
Insurance Corporation of B.C.	\$	69,731
Island Asphalt Company	\$	220,808
Island Traffic Services Ltd.	\$	27,790
Island Park Equipment	\$	92,708
Jenner Chev Olds Ltd.	\$	34,036
Kal Tire (Langford)	\$	35,474
Kerr Wood Leidel Associates Ltd.	\$	101,544

KPMG LLP	\$	35,840
Lehigh Northwest Materials Ltd	\$	218,933
Lopeter Trucking Ltd.	\$	65,070
Maverick Excavating	\$	29,228
Metro Motors Ltd.	\$	66,441
Michell Brothers Farm Composting	\$	162,703
Minister of Finance	\$	69,162
Ministry of Provincial Revenue	\$	185,690
Municipal Insurance Association of BC	\$	132,923
Music Together Victoria	\$	54,848
Novus Consulting Inc.	\$	111,009
Oak Bay Volunteer Services	\$	25,000
Oakcreek Golf & Turf	\$	48,805
Pacific Blue Cross	\$	475,120
Pinton Forrest & Madden Group Inc.	\$	40,805
Pitneyworks Prepaid	\$	30,240
Prairie Coast Equipment	\$	47,106
Receiver General for Canada	\$	268,627
Rocky Point Metal Craft Ltd.	\$	233,503
Rollins Machinery Ltd.	\$	26,816
Saanich, the Corporation of the	\$	587,353
Scho's Line Painting Ltd.	\$	51,632
Shanahan's Limited	\$	109,903
Soccertron Jem Enterprises Inc.	\$	32,196
Softchoice Corporation	\$	40,730
Stanley Canada Corporation	\$	49,495
Sysco Victoria Inc.	\$	34,200
Telus Mobility	\$	47,220
Tempest Development Group	\$	44,753
Terasen Gas	\$	62,261
Victoria Landscape Gravel Mart Ltd.	\$	30,463
Victoria Animal Control Services	\$	75,129
Workers Compensation Board of BC	\$	250,369
Xerox Canada Ltd.	\$	39,889

Total Suppliers Equal and Over \$25,000	\$	13,164,715
Other Suppliers Less Than \$25,000	\$	3,244,438
	\$	<u>16,409,153</u>



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

Oak Bay Village Improvement Association	<u>\$ 70,000</u>
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**Reconciliation**

Total of suppliers receiving > \$25,000	\$ 13,164,715.00
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Total of suppliers receiving < \$25,000	\$ 3,244,437.94
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Total grants and contributions > \$25,000	<u>\$ 70,000.00</u>
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\$ 16,479,152.94

Total per Note 12 of financial statements	<u>\$ 9,185,503.00</u>
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Variance	<u>\$ 7,293,649.94</u>
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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.



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Patricia Walker  
Municipal Treasurer  
June 8, 2012

*Appendix "D"*

*Audited Financial Statements*

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Financial Statements of

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

Year ended December 31, 2011

# THE CORPORATION OF THE DISTRICT OF OAK BAY

## Financial Statements

Year ended December 31, 2011

### 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 Canadian Institute of Chartered Accountants. 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**  
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## 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, 2011, 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, 2011, 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.

Chartered Accountants

May 15, 2012  
Victoria, Canada

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# THE CORPORATION OF THE DISTRICT OF OAK BAY

## Statement of Financial Position

December 31, 2011, with comparative information for 2010

	2011	2010
<b>Financial assets:</b>		
Cash	\$ 757,280	\$ 817,377
Investments (note 2)	29,330,014	27,251,590
Taxes receivable	402,401	346,365
Other accounts receivable	657,620	774,284
	<u>31,147,315</u>	<u>29,189,616</u>
<b>Financial liabilities:</b>		
Accounts payable and accrued liabilities	2,010,460	2,261,093
Deposits	2,097,608	2,359,463
Prepaid property taxes	1,262,702	1,171,415
Deferred revenue (note 3)	3,415,580	2,886,915
Employee future benefit obligations (note 4)	1,512,000	1,435,800
Long-term debt (note 5)	3,608,290	3,848,560
	<u>13,906,640</u>	<u>13,963,246</u>
<b>Net financial assets</b>	17,240,675	15,226,370
<b>Non-financial assets:</b>		
Tangible capital assets (note 6)	48,931,988	48,368,459
Inventory of supplies	490,668	505,198
Prepaid expenses	395,180	400,973
	<u>49,817,836</u>	<u>49,274,630</u>
<b>Accumulated surplus (note 7)</b>	<u>\$ 67,058,511</u>	<u>\$ 64,501,000</u>

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, 2011, with comparative information for 2010

	Financial plan (unaudited - note 11)	2011	2010
<b>Revenue:</b>			
Taxation, net (note 8)	\$ 18,435,549	\$ 18,470,324	\$ 17,722,959
Sales and services	6,702,500	6,544,194	6,605,719
Other revenues	3,207,521	1,789,541	1,989,408
Government transfers - Provincial	575,755	585,558	285,365
Investment income	167,000	412,460	269,991
Sales of water and sewer charges	4,703,972	4,118,369	3,593,233
<b>Total revenue</b>	<b>33,792,297</b>	<b>31,920,446</b>	<b>30,466,675</b>
<b>Expenses:</b>			
General government	4,365,630	3,338,689	3,260,817
Protective services	8,278,711	8,100,680	8,117,340
Transportation services	2,541,613	2,947,098	2,774,391
Environmental health services	935,254	986,851	993,165
Recreation services	10,349,279	10,642,729	10,737,332
Water utilities	2,581,480	2,633,944	2,618,432
Sewer collection system	727,155	712,944	583,881
<b>Total expenses</b>	<b>29,779,122</b>	<b>29,362,935</b>	<b>29,085,358</b>
<b>Annual surplus</b>	<b>4,013,175</b>	<b>2,557,511</b>	<b>1,381,317</b>
<b>Accumulated surplus, beginning of year</b>	<b>64,501,000</b>	<b>64,501,000</b>	<b>63,119,683</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 68,514,175</b>	<b>\$ 67,058,511</b>	<b>\$ 64,501,000</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, 2011, with comparative information for 2010

	Financial plan (unaudited - note 11)	2011	2010
Annual surplus	\$ 4,013,175	\$ 2,557,511	\$ 1,381,317
Acquisition of tangible capital assets	(4,192,181)	(2,313,988)	(3,248,858)
Amortization of tangible capital assets	-	1,717,650	1,644,660
Loss on disposal of tangible capital assets	-	29,809	181,402
Proceeds on disposal of tangible capital assets	-	3,000	62,000
	(4,192,181)	(563,529)	(1,360,796)
Acquisition of inventory of supplies	-	14,530	(8,992)
Use of prepaid expenses	-	5,793	11,480
	-	20,323	2,488
Change in net financial assets	(179,006)	2,014,305	23,009
Net financial assets, beginning of year	15,226,370	15,226,370	15,203,361
Net financial assets, end of year	\$ 15,047,364	\$ 17,240,675	\$ 15,226,370

See accompanying notes to financial statements.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

## Statement of Cash Flows

Year ended December 31, 2011, with comparative information for 2010

	2011	2010
Cash provided by (used in):		
<b>Operating activities:</b>		
Annual surplus	\$ 2,557,511	\$ 1,381,317
Items not involving cash:		
Amortization of tangible capital assets	1,717,650	1,644,660
Loss on disposal of tangible capital assets	29,809	181,402
Change in non-cash operating assets and liabilities:		
Taxes receivable	(56,036)	9,615
Other accounts receivable	116,664	114,531
Accounts payable and accrued liabilities	(250,633)	864,907
Deposits	(261,855)	160,768
Prepaid property taxes	91,287	46,930
Deferred revenue	528,665	472,885
Employee future benefit obligations	76,200	114,900
Inventory of supplies	14,530	(8,992)
Prepaid expenses	5,793	11,480
	<u>4,569,585</u>	<u>4,994,403</u>
<b>Capital activities:</b>		
Acquisition of tangible capital assets	(2,313,988)	(3,248,858)
Proceeds on disposal of tangible capital assets	3,000	62,000
	<u>(2,310,988)</u>	<u>(3,186,858)</u>
<b>Investing activities:</b>		
Investments	(2,078,424)	(2,403,342)
<b>Financing activities:</b>		
Long-term debt issued	81,567	212,317
Long-term debt repaid	(321,837)	(275,115)
	<u>(240,270)</u>	<u>(62,798)</u>
Decrease in cash	(60,097)	(658,595)
Cash, beginning of year	817,377	1,475,972
Cash, end of year	<u>\$ 757,280</u>	<u>\$ 817,377</u>
Supplemental cash flow information:		
Cash paid for interest	\$ 235,272	\$ 225,141
Cash received from interest	431,379	278,915

See accompanying notes to financial statements.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

## Notes to Financial Statements

Year ended December 31, 2011

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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 Canadian Institute of Chartered Accountants ("PSAB"). 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, 2011

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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) 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.

### (f) 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.

### (g) Long-term debt:

Long-term debt is recorded net of related sinking fund balances.

### (h) 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, 2011

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## 1. Significant accounting policies (continued):

### (i) 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, 2011

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## 1. Significant accounting policies (continued):

(i) 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.

(j) 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.

(k) Funds held in trust:

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

## 2. Investments:

	2011	2010
MFA Money Market Funds	\$ 29,330,014	\$ 26,287,840
Government of Canada Bonds	-	963,750
	<u>\$ 29,330,014</u>	<u>\$ 27,251,590</u>

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2011

## 2. Investments (continued):

Government of Canada Bonds at December 31, 2011, have stated interest rates of 9.00% (2010 - 9.00%) with a maturity date of March 1, 2011. The fair value of Government of Canada bonds is estimated at \$1,012,229 at December 31, 2010. The fair value of MFA Money Market Funds approximates the recorded value.

## 3. Deferred revenue:

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

	2011	2010
Gas Tax Agreement Funds balance	\$ 2,327,286	\$ 1,777,098
Unearned revenues	1,088,294	1,109,817
<b>Total deferred revenue</b>	<b>\$ 3,415,580</b>	<b>\$ 2,886,915</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

	2011	2010
Opening balance of unspent funds	\$ 1,777,098	\$ 1,325,828
Add:		
Amounts received during the year	531,269	531,324
Interest earned	18,919	8,924
	550,188	540,248
Less amount spent on projects and recorded as revenue	-	(88,978)
<b>Closing balance of unspent funds</b>	<b>\$ 2,327,286</b>	<b>\$ 1,777,098</b>



# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2011

## 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, 2010.

Information about liabilities for employee benefit plans is as follows:

	2011	2010
Accrued benefit liability, beginning of year	\$ 1,435,800	\$ 1,320,900
Service cost	97,100	94,800
Interest cost	55,400	63,000
Plan amendment	32,700	-
Long-term disability expense	59,100	49,100
Amortization of net actuarial gain	(45,500)	(11,300)
Benefit payments	(122,600)	(80,700)
Accrued benefit liability, end of year	\$ 1,512,000	\$ 1,435,800

The difference between the actuarially accrued benefit obligation of \$1,517,600 (2010 - \$1,320,100) and the accrued benefit liability of \$1,512,000 (2010 - \$1,435,800) is an actuarial net loss of \$5,600 (2010 - gain of \$115,700). This actuarial loss 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 \$198,800 (2010 - \$195,600).

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2011

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

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

	2011	2010
Discount rates	3.50 %	4.25 %
Expected future inflation rates	2.50 %	2.50 %
Expected wage and salary increases	2.58 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 163,000 active members and approximately 60,000 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, 2009 indicated an unfunded liability of \$1,024 million for basic pension benefits. The next valuation will be as at December 31, 2012, with results available in 2013. The actuary does not attribute portions of the surplus to individual employers. The District paid \$1,408,774 (2010 - \$1,378,091) for employer contributions and District employees paid \$1,007,771 (2010 - \$1,001,536) for employee contributions to the plan in fiscal 2011.

### 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, 2011. At December 31, 2011, the total plan provision for approved and unreported claims was \$17,077,500 with a net deficit of \$5,359,196. The actuary does not attribute portions of the unfunded liability to individual employers. The District paid \$38,741 (2010 - \$38,741) for employer contributions and District employees paid \$38,807 (2010 - \$38,807) for employee contributions to the plan in fiscal 2011.

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2011

## 5. Long-term debt:

	2011	2010
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.	\$ 3,353,356	\$ 3,554,000
Capital leases - MFA, payable monthly; payments include interest from 1.25% to 5.25%; terms to 2015.	254,934	294,560
<b>Total General Capital Fund debt</b>	<b>\$ 3,608,290</b>	<b>\$ 3,848,560</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, 2011 is \$4,715,000. The value of the sinking fund as of December 31, 2011 is \$1,378,425.

### (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 principal payments	Total
2012	\$ 93,153	\$ 192,594	\$ 285,747
2013	89,905	192,594	282,499
2014	40,024	192,594	232,618
2015	26,964	192,594	219,558
2016	4,888	192,594	197,482
	<b>\$ 254,934</b>	<b>\$ 962,970</b>	<b>\$ 1,217,904</b>

### (c) Total interest expense on long-term debt for the year ending December 31, 2011 amounted to \$235,272 (2010 - \$226,957).

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2011

## 6. Tangible capital assets:

Cost	Balance December 31, 2010	Additions	Disposals/ Transfers	Balance December 31, 2011
Land	\$ 2,852,877	\$ -	\$ -	\$ 2,852,877
Land improvements	500,423	162,183	-	662,606
Building and building improvements	20,830,640	1,170,709	(36,349)	21,965,000
Machinery and equipment	2,038,491	192,170	(41,231)	2,189,430
IT equipment	572,770	114,491	(58,657)	628,604
Vehicles	4,870,448	200,077	(50,303)	5,020,222
Roads and drainage	48,893,833	1,100,316	(9,684)	49,984,465
Assets under construction	994,751	-	(625,958)	368,793
<b>Total</b>	<b>\$ 81,554,233</b>	<b>\$ 2,939,946</b>	<b>\$ (822,182)</b>	<b>\$ 83,671,997</b>

Accumulated amortization	Balance December 31, 2010	Disposals	Amortization expense	Balance December 31, 2011
Land improvements	\$ 58,422	\$ -	\$ 24,842	\$ 83,264
Building and building improvements	6,271,821	-	368,450	6,640,271
Machinery and equipment	1,046,903	(35,115)	194,890	1,206,678
IT equipment	342,290	(58,657)	110,812	394,445
Vehicles	2,001,586	(34,164)	263,702	2,231,124
Roads and drainage	23,464,752	(35,479)	754,954	24,184,227
<b>Total</b>	<b>\$ 33,185,774</b>	<b>\$ (163,415)</b>	<b>\$ 1,717,650</b>	<b>\$ 34,740,009</b>

Net book value	December 31, 2010	December 31, 2011
Land	\$ 2,852,877	\$ 2,852,877
Land improvements	442,001	579,342
Building and building improvements	14,558,819	15,324,729
Machinery and equipment	991,588	982,752
IT equipment	230,480	234,159
Vehicles	2,868,862	2,789,098
Roads and drainage	25,429,081	25,800,238
Assets under construction	994,751	368,793
<b>Total</b>	<b>\$ 48,368,459</b>	<b>\$ 48,931,988</b>

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2011

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## 6. Tangible capital assets (continued):

### (a) Assets under construction

Assets under construction having a value of \$368,793 (2010 - \$994,751) 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 2011 or 2010.

### (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 (2010 - \$nil).

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2011

## 7. Accumulated surplus:

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

	2011	2010
<b>Surplus:</b>		
Equity in tangible capital assets	\$ 45,323,698	\$ 44,519,899
Operating Fund	3,943,082	3,837,742
Total surplus	49,266,780	48,357,641
<b>Reserve Funds:</b>		
Village Parking	853,244	841,034
Fire Equipment	417,668	295,609
Land Sale	1,779,484	1,768,604
Machinery and Equipment	1,792,029	1,539,202
Heritage	2,179,562	2,165,171
Tax Sale Property	1,727	1,718
Parks Acquisition	257,926	254,459
Capital Works	10,489,075	9,245,552
Alternative Transportation Infrastructure	21,016	32,010
Total reserve funds	17,791,731	16,143,359
	\$ 67,058,511	\$ 64,501,000

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2011

## 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.

	2011	2010
<b>Taxes</b>		
Property tax	\$ 32,986,982	\$ 32,059,810
Payments in lieu of taxes	156,726	155,178
Special assessments and local improvements	232,925	229,497
1% Utility tax	123,829	120,029
Waste disposal fees	1,213,997	1,188,057
Penalties and interest	132,111	109,423
	<u>34,846,570</u>	<u>33,861,994</u>
<b>Less taxes levied on behalf of:</b>		
Provincial government - school taxes	9,378,244	9,430,129
Capital Regional District	2,467,520	2,508,981
Telus (CREST) - CRD	70,984	74,746
Provincial Government - Non-residential school	1,026,334	1,017,943
Capital Regional Hospital District	1,666,867	1,633,930
Municipal Finance Authority	1,162	1,113
BC Assessment Authority	367,526	375,841
BC Transit Authority	1,327,609	1,026,349
Business Improvement Area	70,000	70,003
	<u>16,376,246</u>	<u>16,139,035</u>
<b>Net taxes available for municipal purposes</b>	<b>\$ 18,470,324</b>	<b>\$ 17,722,959</b>

## 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, 2011

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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, 2011 there were contingent demand notes of \$136,718 (2010 - \$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, 2011

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

- (f) 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.
- (g) 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. The funding is to be made in two payments of \$500,000, one payable in the spring of 2012, and the second to be paid upon completion of the project in 2013. These contributions 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	2011	2010
Financial assets:				
Cash	\$ 839	\$ 5,746	\$ 6,585	\$ 617
Investments	201,128	397,021	598,149	583,073
Due from operating fund	11,366	-	11,366	13,630
	\$ 213,333	\$ 402,767	\$ 616,100	\$ 597,320

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, 2011

## 11. Financial plan data:

The unaudited financial plan data presented in these financial statements is based upon the 2011 operating and capital financial plans approved by Council on June 18, 2011. 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	\$ 36,410,333
Less:	
Transfers from own funds	(2,621,386)
Total revenue	33,788,947
Expenses:	
Financial plan	36,410,333
Less:	
Capital expenses	(4,192,181)
Transfer to other funds	(2,199,960)
Debt principal payments	(239,070)
Total expenses	29,779,122
Annual surplus	\$ 4,009,825

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, 2011

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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, 2011

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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, 2011

## 12. Segmented information (continued):

2011	General Government	Protective Services	Transportation Services	Environmental Health	Recreation Services	Water Utility	Sewer Collection System		Total
							Water Utility	Sewer Collection System	
<b>Revenue:</b>									
Taxation	\$ 1,806,276	\$ 7,793,282	\$ 3,128,149	\$ 1,213,997	\$ 4,528,620	\$ -	\$ -	\$ -	\$ 18,470,324
Sales and service	74,120	-	-	10,913	6,459,161	2,952,701	1,165,668	-	10,662,563
Provincial government	398,757	186,801	-	-	-	-	-	-	585,558
Other revenues	1,017,852	714,395	57,294	-	-	-	-	-	1,789,541
Investment income	412,460	-	-	-	-	-	-	-	412,460
<b>Total revenue</b>	<b>3,709,465</b>	<b>8,694,478</b>	<b>3,185,443</b>	<b>1,224,910</b>	<b>10,987,781</b>	<b>2,952,701</b>	<b>1,165,668</b>	<b>-</b>	<b>31,920,446</b>
<b>Expenses:</b>									
Salaries and wages	1,258,464	6,948,557	1,603,735	316,401	7,241,813	519,438	344,417	-	18,232,825
Materials, supplies and services	1,988,990	1,025,256	845,552	523,151	2,612,144	1,911,908	278,502	-	9,185,503
Interest and other	-	-	-	-	226,957	-	-	-	226,957
Amortization	91,235	126,867	497,811	147,299	561,815	202,598	90,025	-	1,717,650
<b>Total expenses</b>	<b>3,338,689</b>	<b>8,100,680</b>	<b>2,947,098</b>	<b>986,851</b>	<b>10,642,729</b>	<b>2,633,944</b>	<b>712,944</b>	<b>-</b>	<b>29,362,935</b>
<b>Annual surplus</b>	<b>\$ 370,776</b>	<b>\$ 593,798</b>	<b>\$ 238,345</b>	<b>\$ 238,059</b>	<b>\$ 345,052</b>	<b>\$ 318,757</b>	<b>\$ 452,724</b>	<b>\$ -</b>	<b>\$ 2,557,511</b>

# THE CORPORATION OF THE DISTRICT OF OAK BAY

Notes to Financial Statements (continued)

Year ended December 31, 2011

## 12. Segmented information (continued):

2010	General Government	Protective Services	Transportation Services	Environmental Health	Recreation Services	Water Utility	Sewer Collection System		Total
							Collection	System	
<b>Revenue:</b>									
Taxation	\$ 1,910,980	\$ 7,385,817	\$ 2,860,144	\$ 1,189,241	\$ 4,376,777	\$ -	\$ -	\$ -	\$ 17,722,959
Sales and service	28,552	-	-	8,623	6,568,544	2,906,110	687,123	-	10,198,952
Provincial government	273,866	11,499	-	-	-	-	-	-	285,365
Other revenues	868,239	1,071,005	50,164	-	-	-	-	-	1,989,408
Investment income	269,991	-	-	-	-	-	-	-	269,991
<b>Total revenue</b>	<b>3,351,628</b>	<b>8,468,321</b>	<b>2,910,308</b>	<b>1,197,864</b>	<b>10,945,321</b>	<b>2,906,110</b>	<b>687,123</b>	<b>-</b>	<b>30,466,675</b>
<b>Expenses:</b>									
Salaries and wages	1,121,707	6,746,431	1,585,894	309,120	7,090,699	522,703	312,985	-	17,689,539
Materials, supplies and services	2,053,531	1,255,223	696,550	539,898	2,885,382	1,898,257	195,361	-	9,524,202
Interest and other	-	-	-	-	226,957	-	-	-	226,957
Amortization	85,579	115,686	491,947	144,147	534,294	197,472	75,535	-	1,644,660
<b>Total expenses</b>	<b>3,260,817</b>	<b>8,117,340</b>	<b>2,774,391</b>	<b>993,165</b>	<b>10,737,332</b>	<b>2,618,432</b>	<b>583,881</b>	<b>-</b>	<b>29,085,358</b>
<b>Annual surplus</b>	<b>\$ 90,811</b>	<b>\$ 350,981</b>	<b>\$ 135,917</b>	<b>\$ 204,699</b>	<b>\$ 207,989</b>	<b>\$ 287,678</b>	<b>\$ 103,242</b>	<b>\$ -</b>	<b>\$ 1,381,317</b>