



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



**ANNUAL REPORT 2008**



*Front Cover:*

The new Accessible Scented Garden at  
Windsor Park

*Photograph Above:*

The same view of Windsor Park in 1892  
(the Newport Streetcar Terminus)

## TABLE OF CONTENTS, 2008 Annual Report

Message From Chief Administrative Officer	Page 2
Finance Department Report	Page 4
Parks and Recreation Department Report	Page 15
Public Works Department Report	Page 27
Engineering Department Report	Page 35
Building and Planning Department Report	Page 74
Fire Department Report	Page 80
Police Department Report	Page 95
Parking Reserve Fund and Alternative Transportation Infrastructure Reserve Fund Report	Appendix "A"
Report on Permissive Tax Exemptions	Appendix "B"
Financial Information Act Reports	Appendix "C"
Audited Financial Statements	Appendix "D"

## **Message From Chief Administrative Officer**

*Introduction* This is the 2008 annual municipal report for The Corporation of the District of Oak Bay prepared in accordance with the requirements of the *Community Charter*.

*Climate Change Action* Overlaid upon all of the activities for the year was the priority attached to meeting the Municipality's voluntarily assumed commitments under the Climate Change Action Charter initiated by the Province through the Union of B.C. Municipalities. Under the Charter, the Municipality has undertaken to become "carbon neutral" in its operations by 2012. In 2008, much work was carried out with a view to calculating the current level of "greenhouse gas" emissions. This entailed tracking natural gas, heating oil, motor vehicle fuel and electrical energy consumption and converting that consumption into a greenhouse gas emission equivalent. Although onerous, the process has been a useful one in that a side benefit has been the identification of areas of the municipal operation where a reduction in energy consumption would be worth focusing on with a view to reducing costs.

In 2008, Oak Bay became the first municipality in British Columbia to take advantage of new provincial government regulations allowing local governments to permit low speed electric vehicles on public roads with speed limits of 50 km/h or less. The Municipality's "Low Speed Electric-Powered Vehicle Authorization Bylaw" was adopted as a model for use by local governments throughout the Province.

*Cycling Infrastructure* With financial assistance from the Province's "LocalMotion" grant program, the Municipality established bicycle lanes along Henderson Road from Gibbs Road north to Cedar Hill X Road. This project was not without controversy, partly because of the associated parking restrictions, but also because the width of the travel lanes on Henderson both north and south made for a relatively safe cycling route even without the delineation of special lanes. Ultimately, however, the deciding factor was the priority assigned to completing a fully designated cycling corridor along the high traffic route from downtown Victoria to the University of Victoria, which in itself was seen as an initiative that would encourage this form of transportation.

*Solid Waste Disposal – Kitchen Organics* 2008 was also the final year for the Capital Regional District's pilot "kitchen waste" project in parts of Oak Bay. The purpose of the pilot project was to point the way to a garbage collection system that would divert kitchen waste from the Hartland Avenue landfill and significantly increase the life of that facility. Although the Capital Regional District had by the end of the year obtained all of the data that it needed for this purpose, Oak Bay Council decided to maintain the source separation of kitchen waste in the pilot areas into 2009 on its own, providing continuity until a region-wide program is implemented.

- Building Activity* Residential building activity, along with the associated building permit revenue, continued strong in 2008 even with no start made on the pending Oak Bay Beach Hotel project, for which a development permit was issued in 2007. Recognizing the cyclical nature of construction, the Municipality has never incorporated an unsustainably high level of building permit revenue into its budget forecasts, so a fairly significant permit revenue drop from one year to the next can be absorbed without a compensating increase in the property tax levy.
- Heritage Conservation* Through a contract managed by the Heritage Committee, another 18 properties were added to the Community Heritage Register in 2008, bringing the total to 83. Although inclusion on the Heritage Register does not constitute a prohibition against demolition or otherwise significantly restrict the rights of the property owner, it represents the Municipality's most important heritage planning tool. If a demolition does happen to be contemplated, inclusion on the Register ensures that it does not occur until the new plans for the property have, at least, been approved. It also provides some breathing room, delaying the issuance of a demolition permit until Council has had a chance to consider whether or not a temporary protection order should be made. The delay cannot be longer than one Council meeting, however, so there is an attempt to balance the public interest with property rights.
- Road Works* The major road work for 2008 was the resurfacing of the north end of Beach Drive, between the Uplands Gates and Ripon Road. Beach Drive takes a significant amount of non-local traffic, and it is important to keep the road surface in good condition so as to avoid water penetration and consequent deterioration of the road base.
- Drainage System* For the last 15 years, Oak Bay has placed a very high priority on the renewal and maintenance of its storm drainage system, as this is where there is the highest potential for private property damage in the event of blockages and other malfunctions. Work in this area continued in 2008 with the replacement of old drains on St. Patrick Street between Windsor and Brighton, and on Neil Street. In addition, a "trenchless technology" approach was taken to the rehabilitation of a storm drain on Beach Drive near Bowker Creek. This section of pipe was relined without having to dig up the street.
- Council Changes* The District of Oak Bay is a corporation for which the Municipal Council functions as the Board of Directors, with the electors as the shareholders. Oak Bay has been extremely fortunate in the continuity of representation at the Council level, and for the past quarter century there has always been a balance of experience, knowledge and new ideas. This balance continued in the wake of the 2008 general municipal election, with one new councillor joining her five incumbent counterparts along with Mayor Causton, who has served the community in that position since 1996.

*William E. Cochrane*

*Finance Department Report, 2008*

---

**Finance Department: Patricia Walker, Municipal Treasurer  
2008 Annual Report**

---

**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. 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.

### **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: Administrator, 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 and 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.

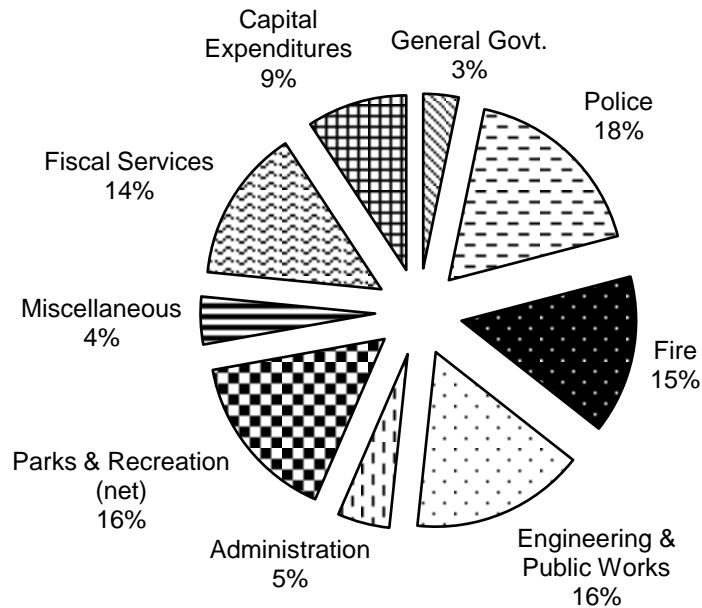
*Payroll*

- 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.

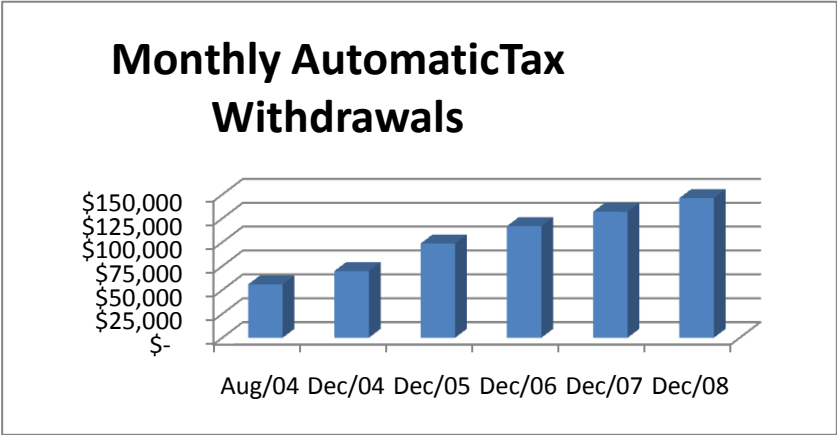
**Significant Issues and Trends**

- The 2008 budgeted expenditures are broken down between the various areas as shown on the following page :

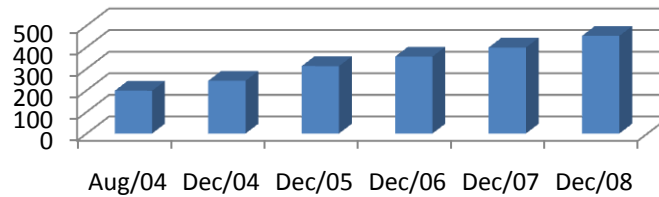
### 2008 Expenditure Budget



- The number of property owners who have taken advantage of our two newest 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.



## Number of Monthly Automatic Tax Withdrawals



### Participation in Direct Debit Payment of Utilities:

<u>Year</u>	<u>Number</u>	<u>% Change</u>	<u>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%

- 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.
- 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 rapidly 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 will eventually be required. The federal government's gas tax revenue transfer payments are also being reserved for sewer projects driven by the Municipal Sewage Regulation. Additional costs relating to sewer treatment will be passed on to Oak Bay residents through the Capital Regional District's tax requisition.
- In June 2006 the Public Sector Accounting Board (PSAB) adopted new rules on accounting for, and reporting on, tangible capital assets. The revised standard must be implemented by municipalities in 2009, and requires the recording of all assets and their related depreciation. For the past 20 years, municipalities in BC have expensed new capital assets in the year that they are purchased, and no depreciation has been recorded over their useful life. This therefore represents a large change that requires a great deal of work to develop capitalization policies, record inventories of assets on hand, and to implement appropriate accounting and reporting systems. The benefit of this change is that municipalities will have far better information about their infrastructure, its use, condition and the cost of using it than they currently have. The District is fortunate to have a fairly detailed inventory

of its underground infrastructure, and has begun the work necessary to complete the inventory and to determine its age and value. This is being done with the help of all the departments, especially the Engineering Department.

- 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.
- A more computer-literate population expects the District to have more electronic options available.
- All three union agreements expired on December 31, 2006. During 2007 an agreement was reached with CUPE, and in 2008 the Police Agreement was finalized; the Fire negotiations are still continuing.

**Departmental Achievements in 2008**

- Much time and effort has been put into gathering the information needed to develop an inventory of the District’s tangible capital assets. This is the most time-consuming part of the project, and a part-time employee assisted the Finance Department by recording the location and type of infrastructure items. As it was gathered, information related to engineering assets was added to the Geographic Information System, so that the Engineering Department is able to derive immediate benefit from our work.
- During 2007, software was purchased to allow taxpayers to claim Home Owner Grants online, and also to allow us to issue electronic tax certificates. The training and implementation occurred in early 2008 and 720 homeowners (14.86% of the total number claiming grants) took advantage of this new option.
- On-line tax certificates were made available during 2008. This means that law firms and other agencies are able to generate tax certificates themselves rather than having to request them in writing from the Tax Clerk, who used to then produce and fax the requested certificates. At the end of the month a bill would be generated. Now, the law firms pay as they generate the tax certificates.
- Continued the twenty-plus year record of avoiding a property tax sale through diligent communication and follow-up with property owners who had delinquent taxes.

**Progress Report on 2008 Objectives**

*Technology*

Objective	In conjunction with the routine replacement of older servers, the software used by all departments except the Police will be upgraded from Office 2003 to Office 2007.
Strategy	The new software will be installed on the computers in the Monterey computer lab, which will be used as a training room for municipal employees.

Measure	The migration to the new software package will be deemed successful when employees demonstrate a reasonable comfort level with it, and they are able to take advantage of its improved options. The Deputy Treasurer/IT Manager will be able to determine this by a reduction in the amount of help that he is asked for.
Progress - Past Year	Approximately 30% of the users have been trained and converted over to the new system. The new servers and software were purchased during 2008, but until we can upgrade CLASS (the Recreation software) and OB Mapper (Engineering GIS software), we are unable to continue the migration to the new technology because the current, older versions of these software programs are incompatible with the terminal servers that run Office 2007. We expect the CLASS upgrades to be completed by June and then further training will take place.

Administrative

Objective	Implement an employee assistance plan.
Strategy	After reviewing the proposals that were received for an employee assistance plan, the committee will present its recommendation to the Chief Administrative Officer and Union President. Upon their agreement, the plan will be implemented.
Measure	Plan successfully in place.
Progress - Past Year	During the year the Municipality entered into a contract with the Interlock corporation to provide an employee and family assistance plan. Meetings were held with department heads and other key employees within departments to make them aware of the many facets of the program and brochures and fridge magnets were sent to the employees covered by the plan. The cost of the plan is shared by the employees and the employer.

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 see a bar graph comparing average daily water usage, rather than the total water used by billing period (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. Inclusion in the considerations for the 2009 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 2008.

Financial

Objective	Develop an inventory of the District's tangible capital assets (TCA) and related depreciation policies in order to meet the requirements of PSAB Accounting Standard 3150.
Strategy	Continue to gather information about the municipal capital assets, develop depreciation rates and historical costs, and complete the inventory. The temporary employee who is helping us with information gathering will be finishing his employment at the end of March, 2008.
Measure	The development of a complete TCA inventory for the District.
Progress - Past Year	During the year land, buildings, machinery, vehicles, informational technology and equipment inventories have been completed and reviewed by the auditors. The linear inventories (sewers, roads, storm drains and water system) have been completed and valued, but still require quality control review and to be audited.

Objective	Implementation of the TCA software program, with the information generated by it ready for integration into the 2009 financial statements.
Strategy	Receive the necessary training from the software provider to use the program, and to integrate it into our regular financial routines so that the information is readily available.
Measure	All the data entered into the program, and the successful development of policies and routines to keep the information current.
Progress - Past Year	The development of policies and routines to keep the information current will occur during 2009. To date we have been using excel spreadsheets to develop the inventories. In order to increase efficiency in the maintenance of accurate records we will be reviewing the revised TCA program that our financial software developer will be demonstrating during 2009, which should tie in purchases with the inventory.

Objective	All staff should be cross-trained, so that there is at least one person who can back up each financial function.
Strategy	Continue to ensure that others in the Department are sufficiently trained in the critical job function of other positions so that there will always be somebody able to step in if the incumbent is absent.
Measure	Successful cross-training will be demonstrated by being able to backfill temporary vacancies seamlessly.
Progress - Past Year	During August 2008 a maternity leave resulted in the Utility Clerk's position being filled by the Treasury Clerk. This change in jobs will provide her with a year's experience in the new position, and at the same time she will be trained as a backup to the Accounts Payable Clerk.

## **Objectives for 2009**

### Technology

Objective	Continue to train the Recreation and Engineering employees in the use of Office 2007 once their departmental software has been upgraded to be compatible with the servers running Office 2007.
Strategy	Upgrades to the Recreation software (CLASS) are planned during the first six months of 2009. Continue to encourage the Engineering Department to upgrade OB Mapper. Office 2007 has been installed on the computers in the Monterey computer lab, which will continue to be used as a training room for municipal employees.
Measure	The migration to the new software package will be deemed to be successful when all employees (except Police) demonstrate a reasonable comfort level with it, and they are able to take advantage of its improved options. The Deputy Treasurer/IT Manager will be able to determine this by a reduction in the amount of help for which he is asked.

### 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. Inclusion in the considerations for the 2010 budget if Oak Bay is the only municipality that sees any benefit in this project.

Objective	All staff should be cross-trained, so that there is at least one person who can back up each financial function.
Strategy	Continue to ensure that others in the department are sufficiently trained in the critical job function of other positions so that there will always be somebody able to sep in if the incumbent is absent.
Measure	Successful cross-training will be demonstrated by being able to backfill temporary vacancies seamlessly.

Financial

Objective	Maintain a manageable tax increase in the face of increasingly difficult economic conditions.
Strategy	Review all budget requests to ensure that items that are in excess of the core requirements are identified for discussion with the Estimates Committee.
Measure	A municipal tax increase that is not considered by the general population to be excessive.

Objective	Complete an inventory of the District's tangible capital assets (TCA) and related depreciation policies in order to meet the requirements of PSAB Accounting Standard 3150.
Strategy	Perform a quality control review of the linear inventories (sewer, roads, storm drains and water system) that we have developed, and subsequently have them audited so that the inventory is ready for inclusion in the 2009 financial statements.
Measure	The development of a complete TCA inventory for the District.

Objective	Implementation of a TCA software program, with the information generated by it ready for integration into the 2009 financial statements.
Strategy	Development of policies and routines to ensure that the inventories are complete and accurate. Review and possible implementation of the revised TCA program that our financial software developer is working on, with an aim to having an integrated approach to this objective.
Measure	All the data entered into a program, and the successful development of policies and routines to keep the information current.

Objective	Reduce service charges for the processing of credit and debit card payments.
Strategy	Review the service charges for the various types of cards that the District takes as payment. Identify competitors to our current supplier of machines and the service of processing the payments. Discuss charges, ensuring that the same percentage is used at all machines throughout the municipality, and identify whether there are savings available by changing carriers or entering into negotiations with our current company.
Measure	A reduction in the annual service charges.



*Parks and Recreation Department Report, 2008*

---

**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.

**2008 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 150 auxiliary part-time employees. On average, in any given year, departmental staff welcome over a million visits 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 sq ft fitness studio, administration offices, seven indoor tennis courts, teen centre, activity rooms, and related amenities.

*Statistics: Aquatics/fitness drop-in attendance:*  
*2008: 377,013*  
*2007: 381,590*  
*2006: 356,632 (closed for maintenance June 5 – 25)*

*Arena drop-in attendance:*

2008: 29,221

2007: 32,063 (closed June 16 – July 8, 2007)

2006: 30,380

- Henderson 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:*

2008: 31,562

2007: 30,894

2006: 29,826

*Number of rounds of golf played*

2008: 32,922:

2007: 31,685

2006: 34,918

- Monterey Centre – This facility, with its many multi-purpose rooms, food services, and computer lab is home to the Oak Bay Seniors Activity Association and has a 50+ age focus during the day with programs ranging from fitness and carpet bowling to photography and computer courses. The Centre offers programs catering to all ages from the late afternoon into the evenings.

*Statistics: Oak Bay Seniors Activity Association Members:*

2008: 2,551

2007: 2,606

2006: 2,595

*Monterey Drop-In Program Attendance:*

2008: 24,876

2007: 23,082

2006: 23,242

- 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, streetscape green areas.

### **2008 Departmental Highlights**

- ✓ Worked jointly with other regional recreation departments to successfully implement the '*Nutrition for You*' initiative through funding from Thrifty Foods and the Union of BC Municipalities, started the pilot for the '*Act Now BC Prescription – Greater Victoria*' initiative, launched pilot of the '*Grade 7 Access Program*', launched the second "*Highway to Health*" map initiative (from Athens to Whistler), an interactive and motivating walking program that encourages daily physical activity. Go to [www.fitinfitness.ca](http://www.fitinfitness.ca) to participate. Piloted the '*Library Pedometer Lending Program*' and developed the *Regional Recreation Annual Pass* to be piloted starting in January 2009.
- ✓ Completed the third year of Invasive Species removal at Uplands Park with funding assistance from the federal Habitat Stewardship Program.
- ✓ Selected by the Ministry of Active Living and Sport as a location for an Act Now BC Senior's Community Park; providing funding from the Ministry was provided for the installation of an outdoor fitness circuit around Henderson Par 3 golf course.
- ✓ Replaced fencing and arbour at Windsor Park Rose Garden.
- ✓ Upgraded the lower baseball field at Fireman's Park.
- ✓ Improved Monterey Recreation Centre parking lot by the addition of a central walkway and five additional parking spaces.
- ✓ Resurfaced three of six tennis courts at Henderson Park.
- ✓ New tree donation program implemented in 2007 resulted in eleven donations in 2008.
- ✓ Installed signage throughout the Municipality to assist walkers in the community with direction and estimated times to points of interest.

- ✓ Installed five curb drops along marine scenic walk to provide individuals with disabilities unobstructed access along the walk.
  - ✓ Commenced installation of Native Art Cairns in four locations within the Municipality.
  - ✓ Installed a big screen system in the SportsView at the Oak Bay Recreation Centre for viewing of sporting events (funding from the Community Initiatives Committee).
  - ✓ Upgraded equipment in the Teen Centre with funding from the Oak Bay Rotary Club.
  - ✓ Initiated an energy study of the Oak Bay Recreation Centre, Henderson Recreation Centre, Monterey Recreation Centre, and Municipal Hall with funding through BC Hydro.
  - ✓ Staff changes at the supervisory level created opportunities for staff development and growth within the Department.
- Awards
    - ✓ Best of City Awards - #1 Tennis Courts - Oak Bay Recreation Centre
    - ✓ Best of City Awards - #1 Nine Hole/Par 3 Course – Henderson Golf Course
    - ✓ Best of City Awards - #1 Best Indoor Recreation – Oak Bay Recreation Centre
    - ✓ Best of City Awards - #1 Best Fitness/Workout Place – Oak Bay Recreation Centre
    - ✓ Best of City Awards - #2 Best Outdoor Recreation – Oak Bay Recreation
    - ✓ Best of City Awards - #3 Swimming Pool
    - ✓ Early Years Community Appreciation Awards nominees – Carnarvon Water Park, Henderson Recreation Centre, and Oak Bay Recreation Centre

### **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. During 2008, a Facilities Committee was appointed by the Mayor and the Committee reviewed potential upgrades for Monterey Recreation Centre, Henderson Recreation Centre, and Carnarvon Centre. The Committee recommended that, due to the age and condition of the buildings at Carnarvon, a completely new facility be considered at that location in the near future.

This recommendation and its potential implications will be discussed by Council and the Parks and Recreation Commission in early 2009.

- *The “Active Community” Initiative – increasing the health of our citizens through physical activity.*

The province-wide *Active Communities* initiative is aimed at promoting healthy lifestyles and increasing the level of physical activity of our citizens. Regular physical activity is recognized as a key factor in delivering significant health benefits such as reducing risks of heart disease and high blood pressure, maintaining healthy bones, reducing stress and promoting psychological well-being. The *Active Communities* initiative assists in increasing the profile of Recreation Oak Bay’s ongoing mandate to improve the quality of life for our citizens. In addition to encouraging physical activity, in 2008, the initiative expanded to include education and promotion regarding healthy nutrition as well as a link to the medical community through the ‘*ActNow BC Prescription*’ initiative.

- *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, arboricultural 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.

- *Staff training and succession planning.*

There were a significant number of full time staff changes in 2008 due to a combination of retirements, parental leaves, internal shifts, staff leaving to pursue other opportunities, and new staff joining the department. These transitions created new opportunities and brought new perspectives and ideas to virtually every area of the organization. These changes also bring the need for increased staff training and further succession planning as the next few years will continue to see a significant turnover in senior staff positions in the Department

- *Managing in an uncertain economic climate.*

Given the current economic climate, 2009 is likely to be a challenging year as world, national, and local leaders seek solutions to the many issues confronting their citizens in these turbulent times. More than ever, the role of the Parks and Recreation Department is important in providing facilities and programs where people can experience some respite from their concerns and have time to renew their physical and mental health through participating in activities and programs or simply by enjoying Oak Bay’s tranquil park settings. Increased use of local resources often occurs during difficult economic times and puts increased demands on the Department’s services. At the same time, staff must be creative and vigilant to assure that financial and physical resources are used effectively and efficiently.

### Progress Report on Objectives for 2008:

Objective	To implement a nutrition initiative complementing the physical activity initiative launched in 2007.
Strategy	Implement nutrition initiative in partnership with Thrifty Foods offering free nutrition seminars to seniors, workplaces, and the general public. In addition, offer grocery store tours and “Young Chef on the Run” program for middle school aged children.
Measure(s)	Number of programs implemented and number of participants.
Progress – Past Year	In the Greater Victoria area 71 free nutrition seminars were held (8 in Oak Bay), 14 free Chef on the Run programs (2 in Oak Bay), and 17 free grocery store tours.

Objective	Streamline registration process and increase participation in Afterschool Programs.
Strategy	Based on community input, over the next two years, implement changes in order to maintain quality care and fairness for families, as well as provide consistency in programming. Hire a full time licensed care supervisor to oversee this area of programming.
Measure(s)	New registration system implemented and increase in number of children in program.
Progress – Past Year	Following consultation with registered parents, a more user friendly registration system was put in place for September 2008. For the 2007/08 school year, the program averaged 80% capacity whereas as of September 2008 registration averaged 90% capacity. A full time licensed care supervisor was approved for 2008 and the position commenced August 1, 2008.

Objective	Continue to create, maintain, and implement programming that enhances participant’s recreational experiences and is in keeping with changing trends in community leisure activities.
Strategy	Budget sufficient staff and material resources; on-going training of staff; continue to build and maintain working relationships with diverse interest groups and general public; provide new equipment/program toys as required to provide a safe, stimulating recreational experience for children and adults.
Measure(s)	2008 budget approved by Municipal Council; staff sent to appropriate training opportunities; staff respond to public enquiries within 48 hours; continue to liaise with special interest groups; monitor and re-allocate staff work loads as required.
Progress – Past Year	The 2008 operating budget submission was approved by Council and the department ended the year successfully with continued strong programming, meeting budget expectations, and having sent staff to a number of training opportunities ranging from supervisory skills and computer skills upgrading to technical training for parks crew members in the areas of arboriculture and playground construction standards. Equipment upgrades included new equipment/toys for children’s programs and the commencement of a bid process for the

	changing out of strength training equipment in the fitness studios. Staff respond to inquiries in a timely fashion and liaise with special interest groups in their various areas of responsibility. Monitoring of staff work loads is an ongoing process, with the most notable changes during 2008 being the creation of a new licensed care programmer position to increase quality of service in the registered care areas, as well as increased staff complements in the aquatics and administration areas.
--	--

Objective	Update long term plans for future facility upgrading of Monterey, Carnarvon, and Henderson Centres.
Strategy	Review current use and examine future use and program trends for facilities.
Measure(s)	Development of report with longer term planning recommendations for facility and/or program changes to meet future needs.
Progress – Past Year	A facilities committee was appointed by the Mayor and the committee completed its mandate, with a final report on a vision for upgrading Carnarvon Park buildings completed by year end.

Objective	Upgrade baseball field at Fireman’s Park for the 2008 Little League Provincial Championships.
Strategy	Cost and obtain early capital funding approval from Council.
Measure(s)	Upgrades completed to standard set jointly with Little League.
Progress – Past Year	The field was upgraded on time and on budget and the provincial championships were successful with good field conditions.

Objective	Continue to upgrade playground equipment. For 2008 focus on Windsor Park site to provide better access for children with physical disabilities.
Strategy	Seek municipal and grant funds for equipment.
Measure(s)	Playground upgraded.
Progress – Past Year	Grant funding was not received for this project; however, the application was renewed and will be considered for the next round of grant allocations.

Objective	Increase profile of Monterey Centre and make incremental changes to improve parking and access from parking lot.
Strategy	Replace old exterior signage with new standard signs identifying the Monterey Recreation Centre; change landscaping to allow addition of at least two parking spots and add a central walkway to improve safety of pedestrians in the lot.
Measure(s)	Funding secured, signage replaced, parking lot and landscaping improvements completed by end of year.
Progress – Past Year	Working with input from Monterey Recreation Centre’s building committee, parking lot improvements resulted in the creation of 5 additional parking spaces and a walkway down the centre of the parking lot providing safer pedestrian access from Monterey



	Avenue to Monterey Recreation Centre and the library. New signage was ordered and will be installed in January 2009.
--	--

Objective	Continue to maintain and replace park amenities to assure parks continue to be safe and aesthetically pleasing for the community and park visitors.
Strategy	Secure funding to replace selected amenities each year– i.e. for 2008, replace arbor and back fencing at Rose Garden, replace stairs leading to Walbran Park lookout, improve Par 3 irrigation.
Measure(s)	Amenities replaced.
Progress – Past Year	Funding for all three projects was approved and the Rose Garden and Walbran Park projects were completed. The Par 3 irrigation project was scheduled for December but delayed due to poor weather conditions that month. The project will be completed early 2009.

**Objectives for 2009:**

The Parks and Recreation Department’s overarching 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 2009 are listed below.

Objective	Complete capital projects carried forward from 2008
Strategy	Schedule these items for early 2009 to be completed as soon as weather permits – completion of Par 3 irrigation project and installation of new outside signs at Monterey Recreation Centre
Measure(s)	Completion of works.

Objective	Work with Ministry of Healthy Living and Sport to assure appropriate equipment selection for the new Seniors Community Park fitness circuit at Henderson Park and arrange installation early 2009.
Strategy	Solicit RFP’s from qualified equipment manufacturers, select equipment with good life expectancy, safety, and low maintenance, prepare locations for installation and have the equipment installed. Arrange orientations to the equipment for seniors/first time users.
Measure(s)	Equipment successfully installed and used by the public.

Objective	Continue to work with the nutrition initiative launched in 2008.
Strategy	Seek continued partnership with Thrifty Foods to offer free nutrition seminars. In addition, offer educational grocery store tours, and the “Young Chef on the Run” program for middle school aged children to promote healthy eating choices.

Measure(s)	Programs implemented and both adult and youth participants involved.
Objective	Continue to support and promote regional initiatives – <i>Act Now Prescription, Library Pedometer Lending Program, and Grade 7 Access Program</i> and other regional initiatives.
Strategy	Monitor and evaluate pilot programs to assess viability of the above noted programs for the future; continue to support, monitor, and evaluate regional <i>Active Communities</i> programs and initiatives; continue to promote and update the <i>Highway to Health</i> program; explore joint ventures for involvement with school age children with provincial and community partners.
Measure(s)	Public participation numbers and participant feedback; availability of future funding sources through funding partnerships.
Objective	Install new strength training equipment in the fitness studios at Henderson Recreation Centre and Oak Bay Recreation Centre.
Strategy	Select a successful bidder, receive Municipal Council approval to purchase equipment, arrange installation of new equipment, and have installed by July 2009.
Measure(s)	New equipment in place.
Objective	Minimize the effect of Willows School closure for seismic upgrades on participation in the Department's Afterschool Programs (ASP).
Strategy	Continue with the more user friendly registration system introduced in 2008, which makes the registration process easier for current participants. Seek alternative locations for Willows ASP children during the seismic upgrade of Willows School, implement enhancements to the program such as Young Chef, Sportsball, swim and skate lessons as 'add on' options for participants.
Measure(s)	Maintain or increase number of program registrants.
Objective	Pilot the new <i>Regional Recreation Annual Pass (\$420.10)</i> in conjunction with other municipalities in the region and assess its merits upon the completion of the one year pilot.
Strategy	In November 2008, approval was received to pilot this new pass which provides drop-in access to regional municipal recreation centres. For 2009, the objective is to promote and market this pass and evaluate the public demand for this pass, as well as its financial and attendance implications for each partner municipality.
Measure(s)	Number of passes sold and use distribution.
Objective	Implement a Point of Sale (POS) system at Monterey Recreation Centre.

Strategy	Secure POS system, set up to meet departmental accounting requirements, and train staff and volunteers on its use.
Measure(s)	System implemented and in use.

Objective	As use of credit cards for program registrations has increased steadily over the years, seek better rates on the merchant fee charged for these services.
Strategy	Review credit charges with Finance Department and seek options for potential savings.
Measure(s)	Reduction in merchant rate resulting in less cost for this service to the department.

Objective	Install underground irrigation on Windsor Park rugby field to eliminate manual irrigation and reduce water consumption.
Strategy	Seek funding approval, complete the work.
Measure(s)	System installed and functioning effectively.

Objective	Seek ways to 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 secure funding to beautify/expand onto the southern side of the allotment garden area off Monteith Street.
Measure(s)	Project enabled through partnership with a community partner, area cleared in a manner appropriate to the Bowker Creek renewal initiative, and additional allotment plots created.

Objective	To bring to reality the vision for an accessible scented garden at a key Oak Bay park location within the private and public funds allocated for this project.
Strategy	Work with input from the Community Initiatives Committee, Integrated Recreation Services, and a professional landscape architect to determine the best location and configuration, complete site work and plantings.
Measure(s)	Scented Garden in place and open to public by end of 2009.

Objective	Review the recommendations of the Energy Study completed in early February and assess the options identified to reduce energy consumption and potential to achieve cost savings.
Strategy	Review the recommendations, seek technical advice where required, assess the cost/benefits of the options, make recommendations for implementation to Municipal Council, including potential financing options.
Measure(s)	Recommendations submitted to Municipal Council and viable options scheduled for implementation, with appropriate funding in place.

Objective	Review SportsView operations to ensure that area is cost effective and utilized to its potential.
Strategy	Review staffing levels, cost of sales, hours of operation, and consider efficiency and marketing improvements which may be made. Promote availability of big screen for viewing of televised sports/special events.
Measure(s)	Reduction in cost of sales, increased sales and/or use of SportsView area.

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, education, and growth opportunities.
Measure(s)	New staff demonstrating growth in supervisory, financial, administrative, and programming skills and abilities, staff developing and implementing plans for their respective areas which are aligned with the Department's operational principles.

Objective	Assure facilities are maintained to a high standard and champion for facility upgrades which are considered needed and financially viable.
Strategy	Seek funding approval for maintenance projects such as bi-annual pool maintenance, paint and repair of buildings, resurfacing of tennis courts, and replacement of old equipment in a timely manner. Seek funding sources and approval for an elevator for Monterey Recreation Centre, seek Council/Commission guidance on potential improvements/changes to Carnarvon Park buildings.
Measure(s)	Required facility maintenance carried out in timely fashion; funds secured for needed works; required facility maintenance carried out in a timely fashion and to quality standards; evaluation of feasibility of Carnarvon upgrading vetted by Municipal Council and time lined for future works.

*Public Works Department Report, 2008*

---

## **Public Works Department: Phil Barnett, Superintendent 2008 Annual Report**

---

### **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 motorists 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.

### **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.
- In 2008, the demand for off-site servicing due to a construction boom continued to make it difficult to complete the Municipality's own capital projects approved by Council.
- An aging workforce continues to place pressure on attendance management; increasing incidence of long term disability in key positions is affecting the Department's ability to deliver consistent service in some areas.
- 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.
- 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 2008**

- Replaced the traffic controller at the intersection of Cadboro Bay Road and Lansdowne Road. This included installing loop detectors and actuating the intersection to provide for more efficient traffic flow during peak and non peak times.



- Added two kilometres of bicycle lanes on upper Henderson Road from Lansdowne Road to Cedar Hill X Rd.
- Widened the intersection of Foul Bay Road and Lansdowne Road for improved bicycle safety.
- Replaced the deteriorated storm drain in the section of St. Patrick Street from Windsor Road to Brighton Avenue.
- Replaced the deteriorated storm drain on Neil Street from Cadboro Bay Road to Eastdowne Road.
- Replaced the deteriorated sidewalks on Estevan Avenue from Hamiota Street to Cadboro Bay Road.
- Re-surfaced Beach Drive from Cadboro Bay Road to Ripon Road.
- Replaced the deteriorated asphalt pathway running from St. Patrick Street to Monterey Avenue, at Monterey School in the 800 block.
- Installed 12 lowered curb sections for wheelchairs.
- Completed the water meter replacement program.
- Removed 47 meters of garden and old shrubbery from the parking bays at the Monterey Centre. Replaced with sidewalk, wheelchair drops, and new trees for pedestrian safety, and beautification.
- Commenced a water valve maintenance program.
- Installed two traffic islands with lighted bollards for pedestrian safety and traffic calming on upper Henderson Road.
- Replaced 7 fire hydrants.
- With the termination of the CRD-funded kitchen organic waste pilot program, information was provided to the Chief Administrative Officer which resulted in Council deciding to continue the program through the Public Works Department.
- 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 and Sea of Lights.
- Added an additional recycling bin to the drop-off area of the Public Works Yard for recycling plastic film and bags.
- Added a container for the safe disposal of flashlight batteries in the drop-off area of the Public Works Yard.
- Replaced the water main on Byron Street.

- Re-lined the water main on Lulie Street.
- Replaced the water main on a portion of King George Terrace.

**Progress Report on 2008 Objectives; Objectives for 2009**

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.
2007 Benchmarks	Garbage: 2761 tonnes Recycle: 1706 tonnes Kitchen Waste: 165 tonnes
2008 Totals	Garbage: 2454 tonnes Recycle: 1680 tonnes Kitchen Waste: 183 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.
2007 Benchmarks	No. of backup claims: 3 Storm drains flushed: 68732 metres Sewers flushed: 85664 metres
2008 Totals	No. of backup claims: 0 Storm drains flushed: 60518 metres Sewers flushed: 83652 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; make all Public Works employees "risk managers" for the purpose of reporting unsafe road conditions.
Measure	Metres of crack sealing completed; square metres of base-failed areas repaired.
2007 Benchmark	Crack sealing completed: no program in 2007 Base repair: 2500 sq. metres.

2008 Totals	Crack sealing: no program in 2008 Base repair: 2730 sq. metres.
-------------	--

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.
2007 Benchmarks	Reported sidewalk trips repaired: 100% Asphalt sidewalk replaced: 782 metres No. of claims: 2
2008 Totals	Reported sidewalk trips repaired: 100% Asphalt sidewalk replaced: 542 metres No. of claims: 1

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.
2007 Benchmarks	Water mains replaced: 431 metres Water mains cleaned and cement-lined: 0 metres
2008 Totals	Water mains replaced: 423 metres Water mains cleaned and lined: 230 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.

2007 Benchmarks	Work days lost due to injury: 57 Infractions cited by Worksafe BC: None
2008 Totals	Work days lost due to injury: 239 (One claim was 171 days) Infractions cited by Worksafe 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.
2007 Benchmarks	Unsafe railing complaints: None Graffiti complaints: Numerous (number not recorded – all dealt with).
2008 Totals	Unsafe railing complaints: None Graffiti complaints: Numerous (number not recorded - all dealt with).

*Engineering Department Report, 2008*

---

**Engineering Department: David Marshall, Director  
2008 Annual Report**

---

**Mission Statement, Engineering Department**

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

**Definitions:**

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

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

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

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

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

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

**Value Statement, Engineering Department**

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

The Department will:

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

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

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

### **Engineering Department Customers**

The Engineering Department serves or accommodates the following customers:

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

### **Engineering Department Services**

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

- Sanitary sewer mains

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

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

#### Data Collection

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

#### Data Analysis

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

#### Data Dissemination

- Distribute information both internally and externally
- Service an ever-expanding user community
- Create electronic file structures to facilitate data access



- Develop and maintain data indexes 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 private development projects as well as smaller subdivisions.
- The ongoing dissemination of information and education upgrading to other operating departments.
- The increase in time and work commitment in dealing with the environmental issues included in the CORE Liquid Waste Management Plan; the scarcity of financial resources to carry out the infrastructure upgrades mandated by the LWMP.
- Some additional 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.)

### **Departmental Achievements in 2008 (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 watermain liner.
- The Department started the data collection, design and construction activities for the installation of a new sanitary sewer pump station on Cedar Hill Cross Road. This station will service approximately 25 homes that are currently being serviced by the large Gordon Head Pump Station which is in the process of being turned over to the University for its exclusive use. The station will be operational in the spring of 2009.
- The Department evaluated a number of technical scenarios related to its water distribution model.

- The Department worked with the Capital Regional District Engineering Department to install flow meters and weirs to collect hydraulic data in south Oak Bay and in north Oak Bay at University Woods.
- The Department 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 separation issue.
- The Department designed, site inspected and catalogued data for various capital projects.
- The Department initiated a *cross connection potential inventory program*. A compilation of potential cross connections within municipal buildings was generated. From the list, the most severe hazard locations will be addressed in 2009 by the installation of the appropriate cross connection device.

**Progress Report and Performance Measures for 2008 Objectives; Objectives for 2009**

**1.0 SS-Sanitary Sewer**

**1.1 SS-Gravity Mains**

Objective	To install, rehabilitate or replace sanitary sewer gravity mains.						
Strategy	To assess what mains need to be installed, replaced or rehabilitated.						
Measure	The lineal meterage of mains installed, replaced or rehabilitated and recorded in the municipal GIS.						
Progress (During reporting year)	<b>Year</b>	<b>Notes:</b>					
	2008	No s.s gravity mains installed in 2008					
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>	<b>Length</b>	<b>Recorded to GIS</b>			
	2008	0	0 m	0			
	2007	1	74.1m	1			
Objectives for 2009	The following work in this category is anticipated in 2009:						
	<b>Year</b>	<b>Street</b>	<b>From</b>	<b>To</b>	<b>Length</b>	<b>Material</b>	<b>Diameter</b>
	2009	Various repairs including the re-lining of the sanitary sewer main under the tennis bubble.					

<b>1.2 SS-Pressure Mains</b>								
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</b>	<b>Material</b>	<b>Diameter</b>	<b>Recorded to GIS</b>
	2008	CHXRd	2053 CHXRd	Henderson	207 m	Sclair	100 mm	Yes (an existing pipe)
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>	<b>Length</b>	<b>Recorded to GIS</b>				
	2008	1	207 m	1				
	2007	0	0 m					
Objectives for 2009	The following work in this category is anticipated in 2009:							
	<b>Year</b>	<b>Notes:</b>						
	2009	No pressure mains scheduled for 2009						

<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 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>
	2008	930 Runnymede	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2008	1	0
	2007	5	0
Objectives for 2009	The following work in this category is anticipated in 2009:		
	<b>Year</b>	<b>Notes:</b>	
	2009	6-10 SMHs installs – various locations anticipated for 2009	

<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)	<table border="1"> <thead> <tr> <th>Num</th> <th>Year</th> <th>Location</th> <th>Recorded to GIS</th> </tr> </thead> <tbody> <tr><td>1</td><td>2008</td><td>2023 Kendal</td><td>No</td></tr> <tr><td>2</td><td>2008</td><td>915 Runnymede</td><td>No</td></tr> <tr><td>3</td><td>2008</td><td>2640 Heron</td><td>Yes</td></tr> <tr><td>4</td><td>2008</td><td>1857 Beach</td><td>Yes</td></tr> <tr><td>5</td><td>2008</td><td>2789 Musgrave</td><td>No</td></tr> <tr><td>6</td><td>2008</td><td>937 Oliver</td><td>Yes</td></tr> <tr><td>7</td><td>2008</td><td>1180 Oliver</td><td>Yes</td></tr> <tr><td>8</td><td>2008</td><td>1091 St David</td><td>No</td></tr> <tr><td>9</td><td>2008</td><td>2424 Heron</td><td>No</td></tr> <tr><td>10</td><td>2008</td><td>3220 Weald</td><td>No</td></tr> <tr><td>11</td><td>2008</td><td>2095 Granite</td><td>No</td></tr> <tr><td>12</td><td>2008</td><td>2054 Townley</td><td>No</td></tr> <tr><td>13</td><td>2008</td><td>2275 Harlow</td><td>Yes</td></tr> <tr><td>14</td><td>2008</td><td>1772 Hampshire</td><td>No</td></tr> <tr><td>15</td><td>2008</td><td>1986 St Anne</td><td>Yes</td></tr> <tr><td>16</td><td>2008</td><td>2367 Pacific Ave</td><td>Yes</td></tr> <tr><td>17</td><td>2008</td><td>878 Newport</td><td>Yes</td></tr> <tr><td>18</td><td>2008</td><td>2368 Epworth</td><td>No</td></tr> <tr><td>19</td><td>2008</td><td>362 King George Ter</td><td>Yes</td></tr> <tr><td>20</td><td>2008</td><td>112 Prince Edward</td><td>Yes</td></tr> <tr><td>21</td><td>2008</td><td>766 Oliver</td><td>No</td></tr> <tr><td>22</td><td>2008</td><td>360 Beach Drive</td><td>No</td></tr> <tr><td>23</td><td>2008</td><td>1413 Newport</td><td>Yes</td></tr> <tr><td>24</td><td>2008</td><td>2260 Dalhousie</td><td>No</td></tr> <tr><td>25</td><td>2008</td><td>306 King George Ter</td><td>No</td></tr> <tr><td>26</td><td>2008</td><td>565 Oliver</td><td>No</td></tr> <tr><td>27</td><td>2008</td><td>644 Island (South)</td><td>No</td></tr> <tr><td>28</td><td>2008</td><td>1146 Oliver</td><td>No</td></tr> <tr><td>29</td><td>2008</td><td>2706 Dorset</td><td>No</td></tr> <tr><td>30</td><td>2008</td><td>2296 Dunlevy St</td><td>No</td></tr> <tr><td>31</td><td>2008</td><td>2091 Byron</td><td>No</td></tr> <tr><td>32</td><td>2008</td><td>2275 Windsor Rd</td><td>No</td></tr> <tr><td>33</td><td>2008</td><td>602 Newport</td><td>No</td></tr> <tr><td>34</td><td>2008</td><td>2176 Windsor Rd</td><td>No</td></tr> <tr><td>35</td><td>2008</td><td>1558 Yale</td><td>No</td></tr> <tr><td>36</td><td>2008</td><td>1167 St David</td><td>No</td></tr> <tr><td>37</td><td>2008</td><td>3108 Westdowne</td><td>No</td></tr> <tr><td>38</td><td>2008</td><td>1218 Hewlett</td><td>No</td></tr> <tr><td>39</td><td>2008</td><td>2064 Penzance</td><td>No</td></tr> </tbody> </table>	Num	Year	Location	Recorded to GIS	1	2008	2023 Kendal	No	2	2008	915 Runnymede	No	3	2008	2640 Heron	Yes	4	2008	1857 Beach	Yes	5	2008	2789 Musgrave	No	6	2008	937 Oliver	Yes	7	2008	1180 Oliver	Yes	8	2008	1091 St David	No	9	2008	2424 Heron	No	10	2008	3220 Weald	No	11	2008	2095 Granite	No	12	2008	2054 Townley	No	13	2008	2275 Harlow	Yes	14	2008	1772 Hampshire	No	15	2008	1986 St Anne	Yes	16	2008	2367 Pacific Ave	Yes	17	2008	878 Newport	Yes	18	2008	2368 Epworth	No	19	2008	362 King George Ter	Yes	20	2008	112 Prince Edward	Yes	21	2008	766 Oliver	No	22	2008	360 Beach Drive	No	23	2008	1413 Newport	Yes	24	2008	2260 Dalhousie	No	25	2008	306 King George Ter	No	26	2008	565 Oliver	No	27	2008	644 Island (South)	No	28	2008	1146 Oliver	No	29	2008	2706 Dorset	No	30	2008	2296 Dunlevy St	No	31	2008	2091 Byron	No	32	2008	2275 Windsor Rd	No	33	2008	602 Newport	No	34	2008	2176 Windsor Rd	No	35	2008	1558 Yale	No	36	2008	1167 St David	No	37	2008	3108 Westdowne	No	38	2008	1218 Hewlett	No	39	2008	2064 Penzance	No
Num	Year	Location	Recorded to GIS																																																																																																																																																														
1	2008	2023 Kendal	No																																																																																																																																																														
2	2008	915 Runnymede	No																																																																																																																																																														
3	2008	2640 Heron	Yes																																																																																																																																																														
4	2008	1857 Beach	Yes																																																																																																																																																														
5	2008	2789 Musgrave	No																																																																																																																																																														
6	2008	937 Oliver	Yes																																																																																																																																																														
7	2008	1180 Oliver	Yes																																																																																																																																																														
8	2008	1091 St David	No																																																																																																																																																														
9	2008	2424 Heron	No																																																																																																																																																														
10	2008	3220 Weald	No																																																																																																																																																														
11	2008	2095 Granite	No																																																																																																																																																														
12	2008	2054 Townley	No																																																																																																																																																														
13	2008	2275 Harlow	Yes																																																																																																																																																														
14	2008	1772 Hampshire	No																																																																																																																																																														
15	2008	1986 St Anne	Yes																																																																																																																																																														
16	2008	2367 Pacific Ave	Yes																																																																																																																																																														
17	2008	878 Newport	Yes																																																																																																																																																														
18	2008	2368 Epworth	No																																																																																																																																																														
19	2008	362 King George Ter	Yes																																																																																																																																																														
20	2008	112 Prince Edward	Yes																																																																																																																																																														
21	2008	766 Oliver	No																																																																																																																																																														
22	2008	360 Beach Drive	No																																																																																																																																																														
23	2008	1413 Newport	Yes																																																																																																																																																														
24	2008	2260 Dalhousie	No																																																																																																																																																														
25	2008	306 King George Ter	No																																																																																																																																																														
26	2008	565 Oliver	No																																																																																																																																																														
27	2008	644 Island (South)	No																																																																																																																																																														
28	2008	1146 Oliver	No																																																																																																																																																														
29	2008	2706 Dorset	No																																																																																																																																																														
30	2008	2296 Dunlevy St	No																																																																																																																																																														
31	2008	2091 Byron	No																																																																																																																																																														
32	2008	2275 Windsor Rd	No																																																																																																																																																														
33	2008	602 Newport	No																																																																																																																																																														
34	2008	2176 Windsor Rd	No																																																																																																																																																														
35	2008	1558 Yale	No																																																																																																																																																														
36	2008	1167 St David	No																																																																																																																																																														
37	2008	3108 Westdowne	No																																																																																																																																																														
38	2008	1218 Hewlett	No																																																																																																																																																														
39	2008	2064 Penzance	No																																																																																																																																																														

Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2008	39	11
	2007	28	28
Objectives for 2009	The following work in this category is anticipated in 2009:		
	<b>Year</b>	<b>Notes:</b>	
	2009	25-30 Cleanout installs – various locations anticipated for 2009	

<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</b>	<b>Material</b>	<b>Diameter</b>	<b>In GIS</b>
	1	2008	2023 Kendal	3	PVC	100m(4")	No
	2	2008	915 Runnymede	7	PVC	100m(4")	No
	3	2008	2640 Heron	9.6	PVC	100m(4")	Yes
	4	2008	1857 Beach	14.4	PVC	100m(4")	Yes
	5	2008	2789 Musgrave	10	PVC	100m(4")	No
	6	2008	937 Oliver	5.2	PVC	100m(4")	Yes
	7	2008	1180 Oliver	9	PVC	100m(4")	Yes
	8	2008	1091 St David	11	PVC	100m(4")	No
	9	2008	2424 Heron	9.1	PVC	100m(4")	No
	10	2008	3220 Weald	11.3	PVC	150m(6")	Yes
	11	2008	2095 Granite	7.6	PVC	100m(4")	Yes
	12	2008	2054 Townley	10	PVC	100m(4")	No
	13	2008	2275 Harlow	10	PVC	100m(4")	Yes
	14	2008	1772 Hampshire	7.8	PVC	100m(4")	Yes
	15	2008	1986 St Anne	9	PVC	100m(4")	Yes
	16	2008	2367 Pacific Ave	11	PVC	100m(4")	Yes
	17	2008	878 Newport	13.9	PVC	100m(4")	Yes
	18	2008	2368 Epworth	8.7	PVC	100m(4")	No
	19	2008	362 King George	10	PVC	100m(4")	Yes
	20	2008	112 Prince Edward	7.5	PVC	100m(4")	Yes
	21	2008	766 Oliver	9	PVC	100m(4")	No
	22	2008	360 Beach Drive	9.5	PVC	100m(4")	No
	23	2008	1413 Newport	12	PVC	100m(4")	Yes
	24	2008	2260 Dalhousie	3	PVC	100m(4")	No
	25	2008	306 King George	3.7	PVC	100m(4")	Yes
	26	2008	565 Oliver	9.1	PVC	100m(4")	No
	27	2008	644 Island (South)	9.1	PVC	100m(4")	No
	28	2008	1146 Oliver	9	PVC	100m(4")	No

	29	2008	2706 Dorset	7.2	PVC	100m(4")	Yes												
	30	2008	2296 Dunlevy St	9.3	PVC	100m(4")	No												
	31	2008	2091 Byron	9	PVC	100m(4")	No												
	32	2008	2275 Windsor Rd	12.2	PVC	100m(4")	No												
	33	2008	602 Newport	9.4	PVC	100m(4")	Yes												
	34	2008	2176 Windsor Rd	12.2	PVC	100m(4")	No												
	35	2008	1558 Yale	5.3	PVC	100m(4")	No												
	36	2008	1167 St David	9.3	PVC	100m(4")	Yes												
	37	2008	3108 Westdowne	9.5	PVC	100m(4")	No												
	38	2008	1218 Hewlett	7.3	PVC	100m(4")	No												
	39	2008	2064 Penzance	6	PVC	100m(4")	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>2008</td> <td>39</td> <td>346.2 m</td> <td>18</td> </tr> <tr> <td>2007</td> <td>27</td> <td>215 m</td> <td>27</td> </tr> </tbody> </table>							Year	Installed Segments	Length	Recorded to GIS	2008	39	346.2 m	18	2007	27	215 m	27
	Year	Installed Segments	Length	Recorded to GIS															
	2008	39	346.2 m	18															
	2007	27	215 m	27															
Objectives for 2009	The following work in this category is anticipated in 2009:																		
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes:</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>25-30 Lateral Installations – various locations anticipated for 2009.</td> </tr> </tbody> </table>							Year	Notes:	2009	25-30 Lateral Installations – various locations anticipated for 2009.								
Year	Notes:																		
2009	25-30 Lateral Installations – various locations anticipated for 2009.																		

<b>1.6 SS - I &amp; I South Oak Bay</b>				
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 through 4 of the plan.			
Progress (During reporting year)	<b>Year</b>	<b>Notes:</b>	<b>location</b>	<b>Recorded to GIS</b>
	2008	Staff engaged in thorough discussions with consultants & residents to address Inflow & Infiltration issues in both the Linkleas & Lafayette areas; Phase 1 was completed (sealing of sewer manholes).	Various	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2008	Completed Phase 1 (i.e. sealed sewer manholes in the Lafayette (work area)).	0	
	2007	Flow monitoring and preliminary investigations.	0	
Objectives for 2009	The following work in this category is anticipated in 2009:			
	<b>Year</b>	<b>Street/location</b>	<b>Notes:</b>	
	2009	Linkleas\Lafayette areas	10 manholes will be replaced\sealed to reduce I & I: Flow monitoring will continue: investigation of inflow and appropriate repairs will continue.	

<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>
	2008	Staff engaged in thorough discussions with consultants, the CRD and the Province to address Inflow & Infiltration issues in the Uplands. At the end of 2008 final plan still pending provincial approval.	Various	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2008	n/a	-	
	2007	n/a	-	



Objectives for 2009	The following work in this category is anticipated in 2009:		
	<b>Year</b>	<b>Street/location</b>	<b>Notes:</b>
	2009	Various	Council, staff & consultants will expedite the low pressure sewer approach to the Uplands I & I issue; design could start in 2009 if grants obtained

<b>1.8 SS-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>
	2008	CHXRd PS	A SCADA system was installed in the new sewer pup station.
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2008	CHXRd	SS Pump station SCADA installed.
	2007	-	No
Objectives for 2009	The following work in this category is anticipated in 2009:		
	<b>Year</b>	<b>Notes:</b>	
	2009	TBD	1 site, yet to be determined, will be upgraded to SCADA in 2009.

<b>1.9 SS-Pump Stations</b>			
Objective	To upgrade Oak Bay Sanitary Sewer Pump Stations.		
Strategy	Select the most appropriate up grade 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>
	2008	CHXRd	A new pump station was installed at his location to collect approx 25 homes and remove them from the University station [ that is now dedicated to UVic. ]
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2008	CHXRd	0
	2007	-	No

Objectives for 2009	The following work in this category is anticipated in 2009:	
	<b>Year</b>	<b>Notes:</b>
	2009	No pump station rebuilds are scheduled for 2009 but a design review is scheduled for the Haro Road SS p/s.

## 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>N</b>	<b>Year</b>	<b>Street</b>	<b>From</b>	<b>To</b>	<b>Length</b>	<b>Material</b>	<b>Diameter</b>	<b>Recorded to GIS</b>
	1	2008	Neil St			119.5 m	PVC	250mm (10")	No
	2	2008	St Patrick St			240 m	PVC	250mm (10")	No
	3	2008	Esplanade			20 m	PVC	150mm (6")	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>	<b>Length</b>	<b>Recorded to GIS</b>					
	2008	3	359.5 m	0					
	2007	3	356 m	3					
Objectives for 2009	The following work in this category is anticipated in 2009:								
	<b>Year</b>	<b>Street</b>	<b>From</b>	<b>To</b>	<b>Length</b>	<b>Material</b>	<b>Diameter</b>		
	2009	Yale	lane	north	197m	pvc	200mm		
	2009	McNeill	StPat	Transit	160m	pvc	200mm		

### 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>
	2008	-	-	-	-	-	-	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>	<b>Length</b>	<b>Recorded to GIS</b>				
	2008	0	0 m	0				
	2007	0	0 m	0				

Objectives for 2009	The following work in this category is anticipated in 2009:	
	<b>Year</b>	<b>Notes:</b>
	2009	No storm pressure mains scheduled for 2009.

### 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)	<b>Year</b>	<b>Location</b>	<b>Recorded to GIS</b>
	2008	2197 Lafayette/Hampshire	No
	2008	2252 Neil St	Yes
	2008	2257 Neil St	No
	2008	1135 St Patrick St	No
	2008	1175 St Patrick St	No
	2008	1243 St Patrick St	Yes
	2008	1268 St Patrick St	No
	2008	930 Runnymede	No
	2008	Monterey/Central	Yes
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2008	9	3
	2007	10	0
Objectives for 2009	The following work in this category is anticipated in 2009:		
	<b>Year</b>	<b>Notes:</b>	
	2009	Approx 10 will be installed – locations to be determined.	

### 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 number of cleanouts installed.		

Progress (During reporting year)	<b>Num</b>	<b>Year</b>	<b>Location</b>	<b>Recorded to GIS</b>
	1	2008	2023 Kendal	No
	2	2008	2329 Cadboro Bay	Yes
	3	2008	915 Runnymede	No
	4	2008	2642 Dewdney	No
	5	2008	2640 Heron	Yes
	6	2008	1857 Beach	Yes
	7	2008	2789 Musgrave	No
	8	2008	937 Oliver	Yes
	9	2008	1180 Oliver	Yes
	10	2008	1091 St David	No
	11	2008	2424 Heron	No
	12	2008	2095 Granite	No
	13	2008	2054 Townley	No
	14	2008	2275 Harlow	Yes
	15	2008	2072 Allenby	No
	16	2008	2367 Pacific Ave	Yes
	17	2008	1185 St. David	Yes
	18	2008	878 Newport	Yes
	19	2008	2368 Epworth	No
	20	2008	362 King George Ter	Yes
	21	2008	766 Oliver	No
	22	2008	360 Beach Drive	No
	23	2008	1413 Newport	Yes
	24	2008	2260 Dalhousie	No
	25	2008	306 King George Ter	No
	26	2008	565 Oliver	No
	27	2008	644 Island (South)	No
	28	2008	2125 Neil St	No
	29	2008	1146 Oliver	No
	30	2008	1147 St Patrick St	Yes
	31	2008	2706 Dorset	No
	32	2008	2296 Dunlevy St	No
	33	2008	2091 Byron	No
	34	2008	2275 Windsor Rd	No
	35	2008	602 Newport	No
	36	2008	2176 Windsor R	No
	37	2008	1558 Yale	No
	38	2008	1167 St David	No
	39	2008	3108 Westdowne	No
	40	2008	1218 Hewlett	No
	41	2008	2064 Penzance	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2008	41	12	
	2007	36	36	

Objectives for 2009	The following work in this category is anticipated in 2009:	
	<b>Year</b>	<b>Notes:</b>
	2009	Approx 30 are anticipated – locations to be determined.

<b>2.5 SD-Lateral Lines</b>	
Objective	To install, replace or rehabilitate as requested by residents.
Strategy	To respond to residential requests to install, replace or rehabilitate laterals.
Measure	The number of lateral lines installed.

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	2008	2023 Kendal	2.5	PVC	100m(4")	No
	2	2008	2329 Cadboro Bay	1.5	PVC	100m(4")	Yes
	3	2008	915 Runnymede	7	PVC	100m(4")	No
	4	2008	2642 Dewdney	1	PVC	100m(4")	No
	5	2008	2640 Heron	4.2	PVC	100m(4")	Yes
	6	2008	1857 Beach	4.2	PVC	100m(4")	Yes
	7	2008	2789 Musgrave	3.2	PVC	100m(4")	No
	8	2008	937 Oliver	9.1	PVC	150m(6")	Yes
	9	2008	1180 Oliver	5	PVC	100m(4")	Yes
	10	2008	1091 St David	7.2	PVC	100m(4")	Yes
	11	2008	2424 Heron	4.1	PVC	100m(4")	No
	12	2008	2095 Granite	7	PVC	150m(6")	No
	13	2008	2054 Townley	4	PVC	100m(4")	No
	14	2008	2275 Harlow	8.5	PVC	100m(4")	Yes
	15	2008	2072 Allenby	6	PVC	100m(4")	No
	16	2008	2367 Pacific Ave	5.9	PVC	100m(4")	Yes
	17	2008	1185 St. David	10	PVC	100m(4")	Yes
	18	2008	878 Newport	4.6	PVC	100m(4")	Yes
	19	2008	2368 Epworth	4.3	PVC	100m(4")	No
	20	2008	362 King George	3.7	PVC	100m(4")	Yes
	21	2008	766 Oliver	5.5	PVC	100m(4")	No
	22	2008	360 Beach Drive	5.5	PVC	100m(4")	No
	23	2008	1413 Newport	3.5	PVC	100m(4")	Yes
	24	2008	2260 Dalhousie	6.8	PVC	100m(4")	No
	25	2008	306 King George	1.8	PVC	100m(4")	No
	26	2008	565 Oliver	5.8	PVC	100m(4")	No
	27	2008	644 Island (South)	15	PVC	100m(4")	No
	28	2008	2125 Neil St	9.3	PVC	100m(4")	Yes
	29	2008	1146 Oliver	5.4	PVC	100m(4")	No
	30	2008	1147 St Patrick St	5.3	PVC	100m(4")	No
	31	2008	2706 Dorset	7.1	PVC	100m(4")	Yes
	32	2008	2296 Dunlevy St	4.5	PVC	100m(4")	No
	33	2008	2091 Byron	4.8	PVC	100m(4")	No
	34	2008	2275 Windsor Rd	7.2	PVC	100m(4")	Yes
	35	2008	602 Newport	6.1	PVC	100m(4")	No
	36	2008	2176 Windsor R	7.3	PVC	100m(4")	No
	37	2008	1558 Yale	1.3	PVC	100m(4")	No
	38	2008	1167 St David	5.3	PVC	100m(4")	No
	39	2008	3108 Westdowne	9.5	PVC	100m(4")	No
	40	2008	1218 Hewlett	3.5	PVC	100m(4")	No
	41	2008	2064 Penzance	10	PVC	100m(4")	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>	<b>Length</b>	<b>Recorded to GIS</b>			
	2008	41	233.5 m	15			
	2007	39	276 m	39			

Objectives for 2009	The following work in this category is anticipated in 2009:	
	<b>Year</b>	<b>Notes:</b>
	2009	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 sanitary sewer pipes. With the use of dye testing and in-pipe camera identify sections that are cracked and/or leaking.			
Measure	When the Linkleas' Area inflow has been reduced to approximately that of the Lafayette area (which is considered 'normal').			
Progress (During reporting year)	<b>Year</b>	<b>location</b>	<b>location</b>	<b>Recorded to GIS</b>
	2008	Staff engaged in thorough discussions with consultants & residents to address Inflow & Infiltration issues in both the Linkleas & Lafayette areas.	Various	No
	2008	Repair storm main leaking on top of broken sewer lateral.	2467 Hazel	No
	2008	Manhole sealing and plugs on Lafayette (also referenced in section 1.6).	Lafayette area	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2008	n/a	0	
	2007	n/a	0	
Objectives for 2009	The following work in this category is anticipated in 2009:			
	<b>Year</b>	<b>Notes:</b>		
	2009	On-going storm-to-sewer cross connections will be investigated.		

### 2.7 SD - I & I Uplands Separation

Objective	To finalize a plan, acceptable to the Province, for the separation of the Uplands SS system. (also referenced in section 1.7)			
Strategy	Work with consultants to generate an acceptable plan.			
Measure	An acceptable plan.			
Progress (During reporting year)	<b>Year</b>	<b>location</b>	<b>location</b>	<b>Recorded to GIS</b>
	2008	Staff engaged in thorough discussions with consultants, the CRD and the Province to address Inflow & Infiltration issues in the Uplands. At the end of 2008 final plan still pending provincial approval.	Various	No

Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2008	n/a	0
	2007	n/a	0
Objectives for 2009	The following work in this category is anticipated in 2009:		
	<b>Year</b>	<b>Notes</b>	
	2009	No actual construction expected; final separation approach to be determined and initial design work will commence accordingly.	

### 2.8 SD – SCADA

Objective	To expand the municipal SCADA system.		
Strategy	To prioritize SCADA installations for Sanitary Sewer pump stations.		
Measure	The count of SCADA systems installed.		
Progress (During reporting year)	<b>Year</b>	<b>location</b>	<b>Recorded to GIS</b>
	2008	-	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2008	-	0
	2007	-	0
Objectives for 2009	The following work in this category is anticipated in 2009:		
	<b>Year</b>	<b>notes</b>	
	2009	No 'storm-drain' scada scheduled for 2009.	

### 2.9 SD-Pump Stations

Objective	To upgrade Oak Bay Storm Drain Pump Stations.		
Strategy	Select the most appropriate up grade based on various factors.		
Measure	The number of pump stations installed.		
Progress (During reporting year)	<b>Year</b>	<b>location</b>	<b>Recorded to GIS</b>
	2008	n/a	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2008	n/a	0
	2007	n/a	0
Objectives for 2009	The following work in this category is anticipated in 2009:		



Year	notes
2009	No 'SD-pump stations scheduled for 2009

### 3.0 W-Potable Water

#### 3.1 W-Pressure Mains

Objective	To maintain a safe and reliable water distribution system.							
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)	Year	Street	From	To	Length (m)	Material	Diameter	Recorded to GIS
	2008	Byron	FBRd	Elgin	244 m	Cast Iron	300 mm	Yes
	2008	KGTce	Barkley	80 KGTce	173 m	CLDI	100 mm	Yes
Total (reporting year and year before)	Year	Installed Segments	Length (m)	Recorded to GIS				
	2008	2	423 m	2				
	2007	1	433 m	0				
Objectives for 2009	The following work in this category is anticipated in 2009:							
	Year	Notes:						
	2009	Various - locations to be determined.						

#### 3.2 W-Services

Objective	To install or replace potable water lateral lines where needed.
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</b>	<b>Recorded to GIS</b>
	2008	915 Runnymede	3	Copper	1 inch	No
	2008	1180 Oliver	7.2	Copper	1"	No
	2008	1091 St David	10	Copper	1"	No
	2008	1148 Goodwin	5	Copper	2"	No
	2008	3220 Weald	14.8	Copper	1 1/2"	Yes
	2008	2095 Granite	10.4	Copper	1 1/2"	No
	2008	2095 Granite (Fire)	10.4	Copper	1 1/2"	No
	2008	1218 Hewlett	8.2	Copper	1"	No
	2008	2367 Pacific Ave	8.2	Copper	1"	Yes
	2008	2368 Epworth	7.4	Copper	1"	No
	2008	362 King George	7.3	Copper	1"	No
	2008	112 Prince Edward	9	Copper	1"	Yes
	2008	766 Oliver	6.9	Copper	1"	No
	2008	360 Beach Drive	6.7	Copper	1"	No
	2008	1413 Newport	6.5	Copper	1"	Yes
	2008	565 Oliver	11.6	Copper	1"	No
	2008	2064 Penzance	4.25	Copper	1"	No
	2008	2296 Dunlevy St	10.5	Copper	1"	No
	2008	1558 Yale	3.5	Copper	1"	No
2008	2793 Somass	7	Copper	1"	No	
Total (reporting year and year before)	<b>Year</b>	<b>Installed Segments</b>	<b>Length (m)</b>	<b>Recorded to GIS</b>		
	2008	20	157.85 m	4		
	2007	16	37.4 + m	0		
Objectives for 2009	The following work in this category is anticipated in 2009:					
	<b>Year</b>	<b>notes</b>				
	2009	Various [ 10-15 anticipated ] - locations subject to applicant requests.				

<b>3.3 W-Valves</b>			
Objective	To ensure that system valves are fully functional.		
Strategy	To assess what valves need to be installed, replaced or rehabilitated.		
Measure	The number of valves installed.		
Progress (During reporting year)	<b>Year</b>	<b>Location</b>	<b>Recorded to GIS</b>
	2008	80 King George Ter	No
	2008	40 King George Ter	Yes
	2008	40 King George Ter	Yes
	2008	2010 Byron St	Yes
	2008	1684 Elgin Rd	Yes

Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2008	5	4
	2007	0	0
Objectives for 2009	The following work in this category is anticipated in 2009:		
	<b>Year</b>	<b>notes</b>	
	2009	Various [ 5-10 anticipated ] - locations subject to p/w findings over the course of the year.	

<b>3.4 W-Meters</b>			
Objective	To ensure that meters accurately record consumption.		
Strategy	To assess what meters need to be installed, replaced or rehabilitated.		
Measure	The number of meters installed.		
Progress (During reporting year)	<b>Year</b>	<b>Location</b>	<b>Recorded to GIS</b>
	2008	1933 Crescent	Yes
	2008	1413 Newport	Yes
	2008	112 Prince Edward	Yes
	2008	2367 Pacific	Yes
	2008	various	No
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>
	2008	78	4
	2007	140	0
Objectives for 2009	The following work in this category is anticipated in 2009:		
	<b>Year</b>	<b>Street</b>	
	2009	Various [ 50-60 anticipated ] - locations generally subject to applicant requests.	

<b>3.5 W-Hydrants</b>			
Objective	To ensure that hydrants are fully functional when required.		
Strategy	To assess what hydrants need to be installed, replaced or rehabilitated.		
Measure	The number of fire hydrants installed.		
Progress (During reporting year)	<b>Year</b>	<b>Location</b>	<b>Recorded to GIS</b>
	2008	Byron St / Foul Bay Rd	No
	2008	Lulie St / Bowker Ave	No
	2008	3225 Cadboro Bay Rd	Yes
	2008	3285 Cadboro Bay Rd	Yes
	2008	2199 Lansdowne Rd	Yes
	2008	Windsor Rd / Roslyn Rd	Yes

	2008	Beach Dr / Surrey Rd	Yes	
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2008	7	5	
	2007	6	0	
Objectives for 2009	The following work in this category is anticipated in 2009:			
	<b>Year</b>	<b>notes</b>		
	2009	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 protect the municipal potable water distribution system from contamination.			
Strategy	To assess what cross connection devices need to be installed, replaced or rehabilitated.			
Measure	The number of cross connection devices installed.			
Progress (During reporting year)	Residential single family devices.			
	<b>Year</b>	<b>Location</b>	<b>Recorded to GIS</b>	
	2008	1464 St Patrick St.	No	
	2008	3362 Henderson	No	
	2008	754 Oliver	No	
	2008	185 Barkley Ter	No	
	2008	1558 Yale St	No	
	2008	1148 Goodwin St	No	
	2008	2475 Cardigan	No	
	2008	2156 Brighton Ave	No	
2008	950 Falkland Rd	No		
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2008	9	0	
	2007	0	0	
Objectives for 2009	The following work in this category is anticipated in 2009:			
	<b>Year</b>	<b>Street</b>		
	2009	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.		

### 3.7 W-Cement Lining Program

Objective	To cement line 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</b>	<b>Recorded to GIS</b>
	2008	Lulie between Bowker & Cranmore	100 mm / 188 m	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	21,957 m	33.4%
	Cast Iron Not Lined	Cast Iron	42,978 m	65.3%
	Cast Iron Epoxy Lined	Cast Iron	879 m	1.3%
	Total Cast Iron	Cast Iron	65,814 m	100%
Objectives for 2009	The following work in this category is anticipated in 2009:			
	<b>Year</b>	<b>notes</b>		
	2009	Various - locations to be determined. (will increase the % lined in table above)		

### 3.8 W-SCADA

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>
	2008	-		0
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>		<b>Recorded to GIS</b>
	2008			
	2007	1		1
Objectives for 2009	The following work in this category is anticipated in 2009:			
	<b>Year</b>	<b>notes</b>		
	2009	No water – SCADA installations scheduled for 2009		

### 3.9 W-Pump Station

Objective	To ensure reliability and efficiency of water pump stations.			
Strategy	Coordinate the activities of design consultant and 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)	Work completed on Plymouth booster station.				
Total (reporting year and year before)	N/A				
Objectives for 2009	The following work in this category is anticipated in 2009:				
	<table border="1"> <thead> <tr> <th>Year</th> <th>notes</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>No water pump stations scheduled to be upgraded in 2009.</td> </tr> </tbody> </table>	Year	notes	2009	No water pump stations scheduled to be upgraded in 2009.
Year	notes				
2009	No water pump stations scheduled to be upgraded in 2009.				

### 3.10 W-Epoxy Lining Plan

Objective	Research and develop an epoxy-lining alternative to cement-lining.				
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)	None for 2008.				
Total (reporting year and year before)	N/A				
Objectives for 2009	The following work in this category is anticipated in 2009:				
	<table border="1"> <thead> <tr> <th>Year</th> <th>Street</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>Research will continue on as 'as-time permits' basis.</td> </tr> </tbody> </table>	Year	Street	2009	Research will continue on as 'as-time permits' basis.
Year	Street				
2009	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 re-built.														
Measure	Record the square meters of road re-built.														
Progress (During reporting year)	<table border="1"> <thead> <tr> <th>Year</th> <th>Location</th> <th>Area m<sup>2</sup></th> <th>Recorded to GIS</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>Beach, Uplands Gates to Ripon</td> <td>2730 m<sup>2</sup></td> <td>Yes</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Year	Location	Area m <sup>2</sup>	Recorded to GIS	2008	Beach, Uplands Gates to Ripon	2730 m <sup>2</sup>	Yes						
Year	Location	Area m <sup>2</sup>	Recorded to GIS												
2008	Beach, Uplands Gates to Ripon	2730 m <sup>2</sup>	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>
	2008	1	2730			Yes
	2007	various	3210 square meters			Yes
Objectives for 2009	The following work in this category is anticipated in 2009:					
	<b>Year</b>	<b>Street</b>	<b>From</b>	<b>To</b>	<b>Length</b>	<b>notes</b>
	2009	Beach	KGTce	North		Done partially under grant
	2009	CHXRd	GdnHd	Hand		

<b>4.2 Lanes</b>						
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>
	2008	-	-			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>
	2008	None	0			0
	2007	None	0			0
Objectives for 2009	The following work in this category is anticipated in 2009:					
	<b>Year</b>	<b>notes</b>				
	2009	No lane-work scheduled for 2009 – issues typically addressed as they occur over the course of the year.				

<b>4.3 Sidewalks</b>				
Objective	To repair or rebuild deteriorated sidewalks.			
Strategy	Respond to public works and residential requests to select and consider sidewalks for repair or replacement. Sidewalks are now generally selected from a priority list that was developed in 2007.			
Measure	Record the square meters of sidewalk repaired or rebuilt.			
Progress (During reporting year)	<b>Year</b>	<b>Location</b>	<b>Area m<sup>2</sup></b>	<b>Recorded to GIS</b>
	2008	Estevan, CBRd to Musgrave (S side only)	414	Yes
	2008	St Patrick to Monterrey School (Oliver St) on Rosario St	87	Yes
	2008	Fire Hall	41	Yes

Total (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>			
	2008	3	542 square meters	0			
	2007	various	782 square meters	0			
Objectives for 2009	The following work in this category is anticipated in 2009 (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>
	2009	Est (s)	CBRd	Musg		Conc	
	2009	Kinross (s)	2250 Kinross	Woodhs		Conc	
	2009	Dryfe (e)	Woodhs	Dalh		Conc	
	2009	Musg (e)	Est	Dalh		Conc	
	2009	Dalh (s)	CBRd	Musg		Conc	

<b>4.4 Curb Drops</b>				
Objective	To repair or rebuild deteriorated curb drops.			
Strategy	Respond to public works and residential requests to select and consider curbs for repair or replacement.			
Measure	The number of curb drops installed.			
Progress (During reporting year)	<b>Year</b>	<b>Location</b>	<b>Count</b>	<b>Recorded to GIS</b>
	2008	Fire Hall	3	3
	2008	Cattle Point	6	6
	2008	Estevan / Hamiota	1	1
	2008	Foul Bay / Lansdowne	1	1
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2008	11	11	
	2007	17	0	
Objectives for 2009	The following work in this category is anticipated in 2009 ( 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>		
	2009	Various - locations to be determined.		

<b>4.5 Roads – misc.</b> (traffic lights, traffic calming, bike lanes etc.)			
Objective	To repair or rebuild deteriorated curb drops.		
Strategy	Respond to miscellaneous project requests that are approved by Council.		
Measure	The number of projects.		



Progress (During reporting year)	<b>Year</b>	<b>Location</b>	<b>Project Count</b>	<b>Recorded to GIS</b>
	2008	Traffic Calming – design and layout 2 pedestrian refuge islands on Upper Henderson Road.	1	0
	2008	Road Widening: to design and layout a road width increase for north bound traffic at FBRd at Lansdowne	1	0
	2008	To design and layout a shared bicycle scheme on Henderson Road from FBRd to CHXRd.	1	0
	2008	To upgrade the traffic controls at the intersection of CBRd and Lansdowne	1	0
Total (reporting year and year before)	<b>Year</b>	<b>Installed</b>	<b>Recorded to GIS</b>	
	2008	4	0	
	2007	0	0	
Objectives for 2009	The following work in this category is anticipated in 2009:			
	<b>Year</b>	<b>notes</b>		
	2009	To upgrade the traffic controls at OBAve and Foul Bay Road		
	2009	To install a pedestrian refuge at Camosun College (FBRd side)		
	2009	To install a traffic island at the intersection of Foul Bay Road and Henderson.		

## 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	On-going.	
Total	<b>Year</b>	<b>Digitized</b>
	2008	43
	2007	376

Objectives for 2009	The following work in this category is anticipated in 2009:	
	<b>Year</b>	<b>Notes</b>
	2009	In 2009, 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.

**5.1.2 GIS - SS: Catchment Areas**

Objective	To define all sanitary sewer 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 should be several catchments within the municipality that should add up to 100%.		
Progress	<b>Year</b>	<b># of Catchments</b>	<b>% Area</b>
	2008	0	0
Total	<b>Year</b>	<b># of Catchments</b>	<b>% Area</b>
	2008	0	0
	2007	12	61
Objectives for 2009	The following work in this category is anticipated in 2009:		
	<b>Year</b>	<b>Notes</b>	
	2009	In 2009, 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 on-going.: most of the sanitary main lines have been digitized with the exception of the lateral lines which will be on going.			
Total	<b>Type</b>	<b>Item</b>	<b>2008</b>	<b>2007</b>
	<b>Sanitary Sewer</b>	Fitting	1	2
	<b>Sanitary Sewer</b>	Sump Pumps	0	1
	Note: total to Dec 31 <sup>st</sup> /08-----			> 247

Objectives for 2009	The following work in this category is anticipated in 2009:	
	<b>Year</b>	<b>Notes</b>
	2009	In 2009, 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	On-going.	
Total	<b>Year</b>	<b>Digitized</b>
	2008	36
	2007	149
Objectives for 2009	The following work in this category is anticipated in 2009:	
	<b>Year</b>	<b>Notes</b>
	2009	In 2009, 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.

### 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	<b>Year</b>	<b># of Catchments</b>	<b>% Area</b>
	2008	0	0
Total	<b>Year</b>	<b># of Catchments</b>	<b>% Area</b>
	2008		
	2007	16	89

Objectives for 2009	The following work in this category is anticipated in 2009:	
	<b>Year</b>	<b>Notes</b>
	2009	In 2009, 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 on going.				
Total	<b>Type</b>	<b>Item</b>	<b>2007</b>	<b>2008</b>	<b>Total</b>
	Storm	Fitting	1000	5	1005
	Drain	Sump Pump	2	0	2
		Total in GIS	1002	5	1007
Objectives for 2009	The following work in this category is anticipated in 2009:				
	<b>Year</b>	<b>Notes</b>			
	2009	In 2009, an inventory will be taken of 'other' SD 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	On-going.	
Total	<b>Year</b>	<b>Digitized</b>
	2008	0
	2007	4
Objectives for 2009	The following work in this category is anticipated in 2009:	

	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>In 2009, 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.</td> </tr> </tbody> </table>	Year	Notes	2009	In 2009, 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.
Year	Notes				
2009	In 2009, 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.				

### 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	<table border="1"> <thead> <tr> <th>Year</th> <th># of Catchments</th> <th>% Area</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Year	# of Catchments	% Area	2007	0	0			
Year	# of Catchments	% Area								
2007	0	0								
Total	<table border="1"> <thead> <tr> <th>Year</th> <th># of Catchments</th> <th>% Area</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>0</td> <td>0</td> </tr> <tr> <td>2006</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Year	# of Catchments	% Area	2007	0	0	2006	0	0
Year	# of Catchments	% Area								
2007	0	0								
2006	0	0								
Objectives for 2009	The following work in this category is anticipated in 2009:									
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>In 2009, 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	2009	In 2009, 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									
2009	In 2009, 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 on-going.: 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>2008</th> <th>2007</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Potable Water</td> <td>Fitting</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td></td> <td>Total</td> <td>0</td> <td>0</td> <td>1126</td> </tr> </tbody> </table>	Type	Item	2008	2007	Total	Potable Water	Fitting	0	0	0		Total	0	0	1126
Type	Item	2008	2007	Total												
Potable Water	Fitting	0	0	0												
	Total	0	0	1126												
Objectives for 2009	The following work in this category is anticipated in 2009:															

	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>In 2009, 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	2009	In 2009, 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				
2009	In 2009, 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>2008</td> <td>-</td> <td>0</td> <td>0</td> </tr> </tbody> </table>			Year	Location	Length m	Area m2	2008	-	0	0				
Year	Location	Length m	Area m2												
2008	-	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>2008</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>2007</td> <td>2</td> <td>370</td> <td>2566</td> </tr> </tbody> </table>			Year	Sections	Length m	Area m2	2008	0	0	0	2007	2	370	2566
Year	Sections	Length m	Area m2												
2008	0	0	0												
2007	2	370	2566												
Objectives for 2009	The following work in this category is anticipated in 2009:														
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>In 2009, 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.</td> </tr> </tbody> </table>	Year	Notes	2009	In 2009, 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.										
Year	Notes														
2009	In 2009, 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>2008</td> <td></td> <td></td> </tr> </tbody> </table>			Year	Location	Length	2008					
Year	Location	Length										
2008												
Totals	<table border="1"> <thead> <tr> <th>Year</th> <th># Installed</th> <th># Digitized</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>0</td> <td>0</td> </tr> <tr> <td>2007</td> <td>0</td> <td>0</td> </tr> </tbody> </table>			Year	# Installed	# Digitized	2008	0	0	2007	0	0
Year	# Installed	# Digitized										
2008	0	0										
2007	0	0										
Objectives for 2009	The following work in this category is anticipated in 2009:											
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>In 2009, 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	2009	In 2009, 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											
2009	In 2009, 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 residents.		
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	<b>Year</b>	<b>Location</b>	<b>Curb</b>
	2008	-	
Totals	<b>Year</b>	<b># Installed</b>	<b># Digitized</b>
	2008	0	0
	2007	0	0
Objectives for 2009	The following work in this category is anticipated in 2009:		
	<b>Year</b>	<b>Notes</b>	
	2009	In 2009, 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.	

### 5.4.4 GIS-Misc Roads (other Road components)

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	<b>Year</b>	<b>Length Rated</b>	<b>Status</b>	
	2007	32,818 m	Completed	
Totals	<b>Sidewalk</b>	<b>Meter</b>	<b>Kilometers</b>	<b>Percent</b>
	Asphalt	32,818	33	23%
	Non-Asphalt	109,938	110	77%
	Total	142,756	143	100%
Objectives for 2009	The following work in this category is anticipated in 2009:			
	<b>Year</b>	<b>Notes</b>		
	2009	In 2009, 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**

**5.5.1 GIS - Hyper Document**

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	On going	
Totals	2007: 6 defined procedures 23 future projects	
Objectives for 2009	The following work in this category is anticipated in 2009:	
	<b>Year</b>	<b>Notes</b>
	2009	In 2009, to further develop and keep up to date.

**5.5.2 GIS - Electronic Filing System**

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	2008: ongoing	
Totals	There were an additional 2850 folders created on the server (I:\Property Information) in 2008 which makes total of 67,250 folders. To date there are 23,797 files within the folders.	
Objectives for 2009	The following work in this category is anticipated in 2009:	
	<b>Year</b>	<b>Notes</b>
	2009	Keep up to date.

**5.5.3 GIS – Activity/Scheduler Tool**

Objective	To track the activities conducted by the engineering staff on a daily and yearly basis to enable a more automated annual reporting process.
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 work load, scheduling and completion statistics. The software also includes daily entries by public works.				
Total					
Objectives for 2009	The following work in this category is anticipated in 2009:				
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2009</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	2009	To further develop the program to improve Engineering and Public Works input facility. Additionally to improve the interface and overall user friendliness.
Year	Notes				
2009	To further develop the program to improve Engineering and Public Works input facility. Additionally to improve the interface and overall user friendliness.				

#### 5.5.4 GIS – TCA (Collection)

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 departments. Use a GPS to collect additional field data.				
Totals					
Objectives for 2009	The following work in this category is anticipated in 2009:				
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>To collect additional field data and assess the level of completion.</td> </tr> </tbody> </table>	Year	Notes	2009	To collect additional field data and assess the level of completion.
Year	Notes				
2009	To collect additional field data and assess the level of completion.				

#### 5.5.5 GIS – Improve Access

Objective	To continue improving access to internal and external users.
Strategy	Continue to modify the OB Mapper program to include better and faster access to digital archived data.
Measure	Quantify the amount of new digital information put into the GIS.
Progress	<p>The work is ongoing:</p> <ul style="list-style-type: none"> <li>* Scanning is in progress, all the block plans have been scanned in colour and are being constantly linked to the GIS.</li> </ul> <p>The data input is on-going.:</p> <ul style="list-style-type: none"> <li>* Scanning 'As-Builts', Historical drawings etc and linking them to the GIS where appropriate</li> <li>* Producing static digital maps and placing them on the Oak Bay web site for tax payer access</li> <li>* Internet presence ( GeoCortex )</li> </ul>

Totals	There were 71 hanging files scanned and linked to the GIS.						
Objectives for 2009	The following work in this category is anticipated in 2009:						
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>Linking 100 files to the GIS.</td> </tr> <tr> <td>2009</td> <td>Initiate a test of the corporate GIS on the internet.</td> </tr> </tbody> </table>	Year	Notes	2009	Linking 100 files to the GIS.	2009	Initiate a test of the corporate GIS on the internet.
Year	Notes						
2009	Linking 100 files to the GIS.						
2009	Initiate a test of the corporate GIS on the internet.						

## 5.6 GIS Various

### 5.6.1 GIS – ‘As Built’ Drawings Scanning

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>2008</td> <td>71 + 61</td> <td>132</td> </tr> </tbody> </table>	Year	Street	Recorded to GIS	2008	71 + 61	132			
Year	Street	Recorded to GIS								
2008	71 + 61	132								
Totals	<table border="1"> <thead> <tr> <th>Year</th> <th>Scan Count</th> <th>Attached to GIS</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>132</td> <td>132</td> </tr> <tr> <td>2007</td> <td>176</td> <td>176</td> </tr> </tbody> </table>	Year	Scan Count	Attached to GIS	2008	132	132	2007	176	176
Year	Scan Count	Attached to GIS								
2008	132	132								
2007	176	176								
Objectives for 2009	The following work in this category is anticipated in 2009:									
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>200 drawings.</td> </tr> </tbody> </table>	Year	Notes	2009	200 drawings.					
Year	Notes									
2009	200 drawings.									

### 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-builts’ completed.									
Progress	<table border="1"> <thead> <tr> <th>Year</th> <th>Street</th> <th>Recorded to GIS</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>-</td> <td>No</td> </tr> </tbody> </table>	Year	Street	Recorded to GIS	2008	-	No			
Year	Street	Recorded to GIS								
2008	-	No								
Total	<table border="1"> <thead> <tr> <th>Year</th> <th>As-Built Count</th> <th>Recorded to GIS</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>0</td> <td>0</td> </tr> <tr> <td>2007</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	Year	As-Built Count	Recorded to GIS	2008	0	0	2007	1	1
Year	As-Built Count	Recorded to GIS								
2008	0	0								
2007	1	1								

Objectives for 2009	The following work in this category is anticipated in 2009:						
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>Current year Capital Works projects.</td> </tr> <tr> <td>2009</td> <td>A percentage of previous years'</td> </tr> </tbody> </table>	Year	Notes	2009	Current year Capital Works projects.	2009	A percentage of previous years'
Year	Notes						
2009	Current year Capital Works projects.						
2009	A percentage of previous years'						

### 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	<table border="1"> <thead> <tr> <th>Year</th> <th>Items Digitized</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>not recorded</td> </tr> <tr> <td>2007</td> <td>2,934</td> </tr> </tbody> </table>	Year	Items Digitized	2008	not recorded	2007	2,934
Year	Items Digitized						
2008	not recorded						
2007	2,934						
Objectives for 2009	The following work in this category is anticipated in 2009:						
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>The installation to the GIS of all 2009 capital works replaced or installed by public works.</td> </tr> <tr> <td>2009</td> <td>The installation to the GIS of works replaced or installed by public works prior to 2009.</td> </tr> </tbody> </table>	Year	Notes	2009	The installation to the GIS of all 2009 capital works replaced or installed by public works.	2009	The installation to the GIS of works replaced or installed by public works prior to 2009.
Year	Notes						
2009	The installation to the GIS of all 2009 capital works replaced or installed by public works.						
2009	The installation to the GIS of works replaced or installed by public works prior to 2009.						

### 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 2009	The following work in this category is anticipated in 2009:				
	<table border="1"> <thead> <tr> <th>Year</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>TBD.</td> </tr> </tbody> </table>	Year	Notes	2009	TBD.
Year	Notes				
2009	TBD.				

*Building and Planning Department Report, 2008*

---

## **Building and Planning Department: Roy Thomassen, Director 2008 Annual Report**

---

### **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 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, development variance permit applications, rezoning applications, subdivision 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 support to the Heritage Committee and Heritage Advisory Panel.
- Providing technical and administrative support to the Advisory Design Panel.
- Providing technical and administrative support to the Secondary Suites Review Committee.

#### 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 department 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 CRD.
- 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

- There was turnover in every Building and Planning Department position in 2008. The Director retired in July, with a new department head taking over at that time, the recruitment challenge being to find a person with a combination of building official qualifications and land use planning experience. The principal building inspector position was also vacated earlier in the year. Recruitment efforts produced a group of applicants who were well-qualified in terms of Building Code knowledge, but the complexity of the Oak Bay Zoning Bylaw always results in a steep learning curve for new staff regardless of previous experience. Finally, the Department's administrative support person took maternity leave part way through the year and has been temporarily replaced by another employee who was also working at the Municipal Hall, providing an opportunity for training and overlap prior to the changeover.
- The Secondary Suite Committee has initiated reviews and discussions with the public in order to bring a report to Council on the challenges and issues that would have to be addressed if secondary dwelling units were to be permitted in single family zones within the Municipality. There is a range of regulatory options, and experience in other jurisdictions has shown that some of these can create significant cost and workload increases in the building inspection function.
- The local building industry has been affected by the global economic downturn. Building permit revenues were strong throughout most of 2008 but have fallen back in the first part of 2009. A revenue shortfall in this area can affect the overall municipal budget and tax rate.

## **Statistical Summary of Activities**

### *Building, Planning and Licensing*

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
# of Building Permits > \$10,000 Value	167	183	211	204
# of Board of Variance Applications	10	20	22	2
# of Development Variance Permits	11	26	23	27
# of Development Permits	2	5	5	4
# of Dog Licences	1126	1213	1273	1437
# of Business Licences	568	572	570	573
# of Subdivision Applications	Not Recorded	Not Recorded	5	6

### *Bylaw Enforcement Files*

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Zoning & Land Use	133	92	69	60
Rubbish & Weed	117	89	120	158
Building & Plumbing	95	72	86	61
Business Licensing	29	43	23	73
Signs (incl. election)	39	138	350	652
Noise	39	60	71	72
Restricted Objects	246	124	207	256
Streets & Traffic	58	75	106	209
Miscellaneous (e.g., trees, driveways)	42	135	138	235



The Bylaw complaint resolution rate was approximately 90%, down slightly from the 95% rate recorded in previous years.

### **Progress Report on 2008 Objectives**

Objective	Replace both the Building Inspector and the Building/Engineering Clerk (maternity leave)
Strategy	Advertise and recruit for the positions; train the successful applicants.
Measure	Recruit persons for the positions and achieve successful completion of the probationary periods.
Progress – Past Year	Both vacancies successfully filled, along with the department head position. Good response to recruitment efforts where positions were advertised.

Objective	Assist the Municipal Council in examining the merits of enacting regulations that would provide for legal secondary suites in one family residence zones.
Strategy	Provide logistical and technical support to Council and its committees; research regulatory schemes in other jurisdictions
Measure	The degree to which the information and advice given to Council provides it with a sound basis for decision-making.
Progress – Past Year	Background material was compiled for use by a special committee. Due to factors outside of the Building & Planning Department, however, the committee did not commence its work until 2009.

### **Objectives for 2009**

Objective:	Through the Secondary Suite Committee, report back to Council on the merits of proceeding with Bylaw changes to accommodate secondary dwelling units in single family residential zones, and also to provide an analysis of various regulatory alternatives in the event that a decision is made to make this fundamental change to the land use regulatory framework.
Strategy:	Maintain impetus by adhering to regular biweekly meeting schedule as far as possible; facilitate public input; design, circulate and analyze a public survey; examine secondary suite regulations in other jurisdictions; research legal, logistical and financial issues associated with various regulatory options.
Measure:	The degree to which the information and advice given to Council provides a sound basis for decision-making.

*Fire Department Report, 2008*

---

**OAK BAY FIRE DEPARTMENT: Gerald W. Adam, Fire Chief  
2008 Annual Report**

---

**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 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 Department plus Administration).
- Mutual aid partners – Saanich Fire Department, Victoria Fire Department and British Columbia Ambulance Service.

**Fire Department Services**

The Fire Department provides the following services:

**Emergency Incident Response**

- Provide fire suppression, emergency medical aid, specialized rescue, 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 are now the designated contact point for Oak Bay Parks Department staff when they are working alone at any of the facilities. The Department now also assists 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.

### **Public Assistance Program**

- 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, and changing batteries in smoke or carbon monoxide alarms.

### **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 public.
- Conduct Public Works staff training re the dangers of working in confined spaces, the associated W.C.B. Regulations and safe work practices. This training is held 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.

### **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. Forty (40) hydrants were tested in 2008. In addition, 11 hydrants were identified with flows below the desired standard of 600 gallons per minute, with this information being forwarded to the Public Works and Engineering Departments to assist with the allocation of funds to future water distribution system upgrades.

### **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**

- 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. Reducing these costs in order to continue to provide an appropriate level of training is a priority in the collective bargaining process.
- The Department successfully completed negotiations with District of Saanich for a second 5 year contract 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 will be implemented by Saanich within the term of the current contract, with the intention being, subject to availability of funding, that Oak Bay will also participate in this method of dispatch.
- 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 through the formation of the Hazardous Materials Response Team under the auspices of the Capital Regional District. This team is now operational, with the Oak Bay Fire Department having 8 members trained and ready to participate in any required response. For the first 5 years of operation, the Greater Victoria team will be backed up and supported by the Surrey Fire Department's hazardous materials response unit, under a contractual arrangement with the Capital Regional District.
- 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. Twelve (12) building upgrades were completed in 2008;
- In 2008, the Department experienced a very significant usage of sick time which, because a minimum level of staffing has to be maintained at all times, resulted in an over-expenditure in the overtime budget. The circumstances were unusual in that two

members were off on extended sick time due to injury. With normal usage of sick leave the Department is anticipating to meet its budget target for 2009.

- As the Oak Bay Emergency Program grows in terms of volunteer participation as well as the amount of information provided to the public, the Deputy Fire Chief is spending more and more of his on duty hours in the organization of services/training related to the Program. In addition to his regular working days (the Deputy works a shift pattern of two days followed by 2 nights) he has spent over 300 hours over the past year, off duty, on Emergency Program-related activities. In 2008, with the approval of Council the Department was able to supplement the time its own staff was able to devote by entering into an outside contract for the development of a volunteer recruitment and training plan. The value of this additional resource has already been manifested in increased volunteer participation and community outreach.

### **Departmental Achievements in 2008**

- The Fire Suppression Division attended a total of 1204 incidents, 564 being medical emergencies and 640 being fire, rescue or other related incidents. There were no major injuries or fatalities resulting from fire.
- Fire loss during the year 2008 amounted to \$437,125, compared to \$278,230 in 2007, \$156,720 in 2006 and \$142,775 in 2005.
- Motor vehicle incidents accounted for 46 emergency responses.
- There were 85 “public assist” requests responded to during the year.
- The Department responded to 149 requests for assistance from mutual aid partners (Victoria and Saanich). Over 80% of these requests were for the University of Victoria.
- The Training Division completed over 6000 hours of active fireground training, over and above preparing for exams or taking courses outside the Department such as those offered under the Justice Institute’s Fire Officer program.
- 847 fire/life safety inspections were conducted, of which 151 were “Company” inspection – i.e., inspections carried out by a fire suppression crew as opposed to the Fire Prevention Officer.
- 151 building reviews as well 33 plan reviews were conducted in conjunction with the Building Department. Only 1 Fire Service Act compliance order was issued in the past year, which was resolved without recourse to third party intervention.
- The Prevention Division, in partnership with the Police Department, developed two education programs targeting teens and the community. 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.

- 63 fire investigations were conducted.
- 56 public education sessions were conducted.
- The Fire Department operated within 99.6% of the 2008 budget in comparison to 99.3% in 2007, 97.% in 2006, 100.1% in 2005 and 98.4% in 2004.
- All members participated in a precision driving skills training program; also, the annual road test was completed by all members.
- New 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.
- An updated emergency response guideline for the University of Victoria has been developed and is under review by Saanich prior to implementation.
- The Department's Peer Councillors conducted three critical incident defusings in 2008. One was for our own staff after a fire death in Saanich in which our Department was first on the scene and located the deceased. The second was for Oak Bay Recreation staff following a sudden death in the gym area at the Bee Street Recreation Centre, and the third was for Public Works staff following the sudden death of a staff member in the lunch room. Three members also attended a death notification seminar hosted by Langford Fire Department.
- 97% of what the Department refers to as its technical (i.e., operational) objectives for the year were achieved.
- A wildfire educational program was conducted in the community, specifically around "natural" parks such as Uplands, Anderson Hill and Walbran. Conditions in 2008 were not as dry as those experienced during the summer or fall of previous years. The Department responded to 44 incidents in 2008 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 24 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 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>2008</b>	<b>2007</b>	<b>2006</b>
Alarms ringing	162	204	175
Beach Fires	40	15	36
Brush/grass fires no #loss	12	6	21
Burning Complaints	10	8	19
Chimney Fires	5	1	2
Fire Incidents	69	66	67
Marine Incident	1	2	6
Hazardous Materials low level	28	26	8
Medical Aid	564	573	540
Mutual Aid - from Saanich	3	9	5
Mutual Aid - from Victoria	2	1	1
Mutual Aid - to Saanich	137	138	124
Mutual Aid - to Victoria	12	3	3
Public Assistance	85	63	91
Public Hazard	17	11	87
Public Works Incidents	24	29	38
Rescue	8	1	1
Vehicle accident (MVI)	46	60	49
Vehicle fire (\$ loss)	2	3	2
Total Fire Loss (\$)	\$437,125	\$278,230	\$156,720
Total Incidents	1204	1219	1283

## **Progress Report on 2008 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 13 new or amended Operational Guidelines were made to increase efficiencies and maintain services within recognized industry standards.

Computer Aided Dispatch System

Objective	Enhance the computer aided dispatch system.
Strategy	Determine the requirements from Saanich Fire Dispatch for the purchase of suitable equipment and seek approval of a capital funding request during the municipal budget process.
Measure	Success in securing the capital funding, purchase of the equipment and placing the unit into service. Receiving positive feedback re: the enhanced ability to respond more efficiently with additional data.
Progress – Past Year	This objective was not achieved this past year as Saanich Fire Dispatch has not acquired the necessary equipment to implement this action. It was noted in the new contract with the District of Saanich that they would expect to be fully operational this year.

Fire Department Operations

Objective	Increase the 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 had three members train to Operations Level of Haz-Mat and nine members train to the Technician Level. This Department can now offer ten members as part of the regional team.

Fire Department Training

Objective	Revise Departmental Training procedures
Strategy	Develop standard monthly training sessions for dayshift drill periods. 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, has developed a monthly training guide that platoon Officers may refer to for guidance on training. This schedule ensures that core requirements are met and documented.

Objective	Continue 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. 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.
Progress – Past Year	Members continued over the past year to update floor plans of buildings within District. An operational guideline was developed to identify who is responsible to access pre-fire plans from cabinet upon receipt of alarm notification. It should be noted that with the proposed C.A.D. system the District of Saanich is proposing, these plans would be located within the computer on board the Engine.

Emergency Program

Objective	Contract for specialized assistance in order to enhance the operation and administration of the Emergency Program.
Strategy	Secure funding from Council for a six month contract. Maintain an effective and efficient volunteer Emergency Program by employing a contract person to assist Deputy Fire Chief. Enhance training opportunities for the public and build upon community resiliency.
Measure	Review and evaluate attendance at training sessions. Continued recruitment of volunteers and evaluate the effectiveness of the program by services rendered.

Progress – Past Year	The Program has seen a dramatic increase in attendance and participation by the public due to this contracted position. The Emergency Program is now able to inform the public, in advance of a possible emergency through a network of contacts established. This position has proven itself to be very beneficial and we will be seeking Council support for another contract for 2009.
----------------------	---

Objective	Establish emergency preparedness contact with community partners including churches, businesses and schools to facilitate community resiliency.
Strategy	Contact identified groups within the community that have been identified and upgrade contact information. Provide EP information monthly to these groups.
Measure	Increased contact information as well as attendance and interest demonstrated at monthly meetings.
Progress – Past Year	The Program continues to build our network of organizations which have strengthened our volunteer resources. In turn, we provide training in emergency preparedness on a monthly basis to these partners.

Objective	Promotion of Neighbourhood Zone Groups (NZG) in conjunction with Block-watch.
Strategy	Partner with Oak Bay Police to promote Neighbourhood Preparedness and Block-watch.
Measure	Number of family and group presentations requested and delivered. Number of requests for joint presentations with Block-watch.
Progress – Past Year	The program attended 19 Block-watch presentations as well we presented at the annual captains meeting held in June. A vital communication link has been created, which in the event of an emergency will prove invaluable,

Objective	Draft a plan, which would propose the upgrading of the primary Emergency Operations Centre located in Municipal Hall. The initial upgrade would consist of the installation of an emergency power generator capable of supporting the E.O.C. - lights, heat etc., as well as the computer system mainframe and internal telephone system.
-----------	---

Strategy	Draft a plan including capital costs; present the proposal to Council requesting its support, set target dates for the securing of capital funds. Apply for a JEPP grant to assist in offsetting the total capital funding required. Purchase the equipment via the tendering process; install the equipment and place into active service.
Measure	Successfully drafting a detailed implementation plan. In the longer term, success in gaining Council approval for the immediate capital expenditure or authorization for the formation of a capital reserve with dedicated funding amounts and specific target dates for the implementation of the project.
Progress – Past Year	This objective was not achieved in 2008 but will remain as an objective of the Program for 2009.

Fire Hall Interior Renovation

Objective	Renovate kitchen facility including the removal of lead based painted cabinets.
Strategy	Determine the capital budget requirement for the removal of the existing cabinets and replacement with new manufactured units. All required work to be performed by Departmental staff.
Measure	Successfully securing the capital funding and completing the project on time and within budget.
Progress – Past Year	This objective was achieved this year with the renovations being completed within budget by the members of the Fire Department.

**Objectives for 2009**

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.

Computer Aided Dispatch System

Objective	As identified in 2008 objectives, enhance the computer aided dispatch system within the Station.
Strategy	Determine the requirements from Saanich Fire Dispatch for the purchase of suitable equipment and seek approval of a capital funding request during the municipal budget process.
Measure	Success in securing the ongoing operating funding to cover the equipment and licensing costs, purchase of the equipment and placing the units into service. Receiving positive feedback re: the enhanced ability to respond more efficiently with additional data.

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	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.

Objective	Begin a replacement program for Departmental self-contained breathing apparatus.
Strategy	Commencing in 2009, secure funding from Council through the budget process to acquire 7 new units, to replace front line SCBA’s on Engine 1. Then yearly, replace one to two units annually as operating budget permits as needs are identified.
Measure	Secure approval, funding and then delivery of units.

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	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. 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.

Emergency Program

Objective	Contract for specialized assistance in order to enhance the operation and administration of the Emergency Program.
Strategy	Secure funding from Council for a six month contract. Maintain an effective and efficient volunteer Emergency Program by employing a contract person to assist Deputy Fire Chief. Enhance training opportunities for the public and build upon community resiliency.
Measure	Review and evaluate attendance at training sessions. Continued recruitment of volunteers and evaluate the effectiveness of the program by services rendered.

Objective	Draft a plan, which would propose the upgrading of the primary Emergency Operations Centre located in Municipal Hall. The initial upgrade would consist of the installation of an emergency power generator capable of supporting the E.O.C. - lights, heat etc., as well as the computer system mainframe and internal telephone system.
Strategy	Draft a plan including capital costs; present the proposal to Council requesting its support, set target dates for the securing of capital funds. Apply for a JEPP grant to assist in offsetting the total capital funding required. Purchase the equipment via the tendering process; install the equipment and place into active service.
Measure	Successfully drafting a detailed implementation plan. In the longer term, success in gaining Council approval for the immediate capital expenditure or authorization for the formation of a capital reserve with dedicated funding amounts and specific target dates for the implementation of the project.

Objective	Enhance emergency response plan with assistance of Royal Roads University.
Strategy	Meet students of the master's program of Emergency Management and identify areas of concern in which the 12 students may assist
Measure	Receive completed document and incorporate the information into our response and recovery plan where applicable.

Objective	Continue information dissemination through Emergency Program web-site.
Strategy	Provide required support to program volunteer who is maintaining web-site.
Measure	Ensure timely information is accessible on web site and that the information is current and relevant. Site to be reviewed weekly by administrative staff.



*Police Department Report, 2008*

---

**Police Department: Ron Gaudet, Chief Constable  
2008 Annual Report**

---

**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.
- 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.

### **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, Alzheimer Society, Mental Health, Regional Crown, Provincial Emergency Preparedness, Block Parent, Business Improvement Association, Business Watch, Speed Watch, Neighbourhood Watch.

### Secondment Opportunities

- Members of the Oak Bay Police Department participate as seconded members to the Combined Forces Special Investigations Unit (formerly Organized Crime Agency of BC), the Capital Region Integrated Road Safety Unit, and the Regional Crime Unit .

### **Significant Issues and Trends**

- **Firearm and Use of Force Training Facility:** Annual re-qualification in the use of firearms is a provincially mandated requirement for police officers. Because it was becoming increasingly difficult within the Capital Regional District to secure firearms range time to conduct firearms training and re-qualifications, various options were being researched for development of an adequate facility for the various local municipal police agencies to satisfy this need. Initially, in collaboration with the Justice Institute, an inter-municipal police committee was working to identify for possible purchase a convenient site where an adequate facility could be constructed. As the research progressed, however, it became apparent that the cost of this option would have been prohibitive for the participating municipalities. During 2007, the North Saanich Rod and Gun Club approached the committee with what appeared to be a viable and more affordable alternative. The Rod and Gun Club would finance the construction of a new state of the art facility that would satisfy the needs of the Oak Bay PD and neighbouring municipal agencies. A reasonable 'users fee' was proposed that would be charged by the Club for the police to access the facility for training and qualification on a conditional basis. During 2008, ongoing negotiations between local police and the North Saanich Rod and Gun Club continued, with various architectural designs and costs for a proposed firing range under consideration. Discussions are ongoing, with final proposals to be considered in 2009.
- **Training Costs:** Keeping up with the recent trends in crime and maintaining an acceptable level of competency in dealing with these crimes has imposed a requirement for continuous training in various fields of prevention and enforcement.

In addition, changes in staffing within the Department have resulted in a need for more specialized and non-specialized training, a trend which is expected to continue in the years to come. New training methods such as E-learning, as offered by the Canadian Police Knowledge Network and B.C. Police Services, will make training more affordable and accessible to a wider variety of police members.

- Economic Crimes; Computer and Internet Crime Investigations: Oak Bay experienced a 6% increase in these types of crimes over the previous year. Both the Detective/Sergeant and the Detective/Constable received specialized training in this field in 2008. The Detective/Constable was also a guest instructor at one of the Fraud Investigators courses. Economic Crime will continue to be an area of focus for increased investigation, enforcement and education in 2009.
- Technological Changes: BCPRIME (the provincially standardized police records management system) continues to be upgraded on a regular basis. The system is overseen by the Province, which levies an administrative charge of \$500 per sworn officer within the Department. The Department has been operating with the 7.0 version (Genero) for over a year. Transitioning to the next version (7.1) is not expected to take place until 2011 at the earliest, when it is anticipated that the RCMP will be prepared for the changeover. An extensive audit of the Oak Bay Police Department's level of performance in PRIME was initiated in the fall/winter of 2008, and is scheduled to be finalized in early 2009. The initial feedback from the PRIME audit group was favourable. One of Oak Bay's two PRIME trainers has taken on a significant committee position for planning the Versa-term Conference in Victoria in 2010.
- Emergency Preparedness: The Fire Chief is the District's Emergency Program Coordinator for the purposes of the Emergency Program Act. Steps have been taken by the Oak Bay Police to work more collaboratively with the Fire Department in ensuring that emergency preparedness is a top priority. For example, OBPD members and members of Block Watch have been committed to taking on a more active role in assisting the Fire Department in the implementation of the Emergency Response and Recovery Plan.
- Video Surveillance of Oak Bay Police Headquarters (internal and external): Recent incidents in other departments within the Province have resulted in the Police Services Division of the Ministry of Public Safety & Solicitor General initiating assessments to ensure that a minimum standard of video surveillance is achieved by all police agencies throughout British Columbia. The Police Services Division has committed to having provincial policy in place by mid-2009. The full implementation of the video system will take place in stages over a three year period and will be completed by June 2011.
- Integration of Police Services: In 2009, the Department will become more innovative in its approach to integrated policing, such as working more cohesively with other agencies (partial secondments of Detective office personnel to Saanich PD). The Regional Crime Unit is expected to expand to its full capacity of 15 police members and two civilians in 2009 (no further resource commitments from OBPD necessary). The Department will continue its involvement with training and committee work in various areas (e.g., BCPRIME, Fraud Investigators Course Sexual Assault

Investigators for the Capital Regional District, Video Surveillance Assessment Committee).

- **Strategic Planning:** An in-depth Community Survey was conducted in 2008, which was the first step in developing a new Strategic Plan. In the spring of 2009, an Internal Employee Survey will be prepared, distributed and analyzed, followed by an off-site planning session that will be facilitated by a consultant. The outcome will be a new 3-5 year strategic plan.
- **Restorative Justice:** There was a significant increase in restorative justice referrals in 2008. Some significant investigations, such as a graffiti investigation that involved 7 suspects, 14 separate occurrences and hundreds of dollars of damage, was successfully mediated by Restorative Justice Oak Bay. Several police members will be included in advanced Alternative Dispute Resolution (mediation) training that is being funded by RJOB in 2009. This training will include various partners within the community such as RJOB facilitators, Oak Bay Senior Secondary School staff and students, and various other professionals who work or reside in the Municipality. The Department will continue to work with RJOB to enhance the involvement and effectiveness of restorative justice in the community.

### **Department Achievements in 2008**

- In March of 2008, the Oak Bay Police Department experienced a significant organizational transformation through the forming of the new Support Services Division. This new section consisted of an Administrative Sergeant as the member i/c responsible for supervising a School Resource Constable, a Community Liaison Constable, the civilian front desk receptionist and a part-time summer student. This section was formed to provide assistance for Patrol Section internally, and provide better service for the community through enhanced community programs, a stronger presence in the schools, enhanced Block Watch programs, and so forth. One of the first orders of business for Support Services Division was the compilation, distribution and data collection of a Community Survey. Through this survey the community had an opportunity to provide the Department with feedback on how it felt police services had been delivered in the past, and what direction it felt the Department should be looking to go in the future. The survey also represents the first step in developing a new 3-5 year Strategic Plan for the Department in 2009. Of note: the survey revealed a satisfaction rate of over 84%.
- The Department underwent the initial portion of its first BC PRIME audit, receiving very favourable reviews. Full PRIME and CPIC audits will be finalized in early 2009 and an in-depth report will be submitted at that time by the audit teams.
- The new Saanich/Oak Bay Police Dispatch center was officially opened in 2008. The Police Board and senior management team of the Oak Bay Department worked closely with the Saanich member in charge of the Dispatch Center to ensure that top quality dispatch service is provided to Oak Bay residents.
- Patrol Division initiated a more concentrated traffic enforcement program around the schools to complement the School Resource Officer's traffic education component. This program ran the entire year and saw a general improvement in traffic safety in school zones during peak times. At times the CRD's Integrated Road Safety Unit assisted Oak Bay members in this traffic enforcement and education initiative.

- A major homicide investigation (McLean) came to a conclusion in late 2008 with the trial and eventual conviction of the third accused, Randeep Sahota, who received a 13 year sentence for Break and Enter, Attempted Robbery and Second Degree Murder.
- A Memorandum of Understanding was put in place that will see the Saanich Police Department Information Technology Section take over the responsibilities of managing the Department's IT needs. This transition is expected to be more cost-effective for the Department and provide service consistent with what the Saanich Police Department presently receives. This transition will take place on January 1, 2009. It supplements the enhanced service agreement (re major crime investigation and other specialized service) that already exists between the two departments.
- On November 20, 2008, three Oak Bay Police members received Meritorious Service Awards. Lieutenant Governor Steven L. Point and Solicitor General John van Dongen presented the awards to the officers for their professionalism, dedication and courage during the course of their duties. Sergeant James Hull received an award for his contribution to a major case investigation that occurred in 2004 and concluded in 2008; Constables Larry Worock and Art Goodwin received awards for their contributions in a major case investigation that occurred in September 2007.

- **Statistical Summary**

Offence Category	2007	2008	% Change	Clearance Rate	
				2007	2008
Murder	4	0	-400%	100%	N/A
Robbery	6	3	-50%	100%	33%
Assaults	37	33	-11%	74%	60%
<b>Persons Offences Total</b>	<b>70</b>	<b>58</b>	<b>-17%</b>	<b>82%</b>	<b>51%</b>
Break-in (Business)	19	14	-26%	11%	0%
Break-in (Residence)	59	38	-36%	8%	7%
Break-in (Other)	22	29	+32%	23%	3%
<b>Break-in Total</b>	<b>98</b>	<b>81</b>	<b>-17%</b>	<b>12%</b>	<b>12%</b>
Theft of Motor Vehicle	27	25	-7%	19%	
Theft From Motor Vehicle	135	110	-22%	2%	
Theft Over \$5,000	15	24	+60%	14%	4%
Theft Under \$5,000	370	342	-8%	6%	5%
Frauds	34	36	+6%	29%	11%
<b>Property Total*</b>	<b>783</b>	<b>778</b>	<b>0%</b>	<b>7%</b>	<b>5%</b>
Weapons	23	22	-4%	83%	31%
Mischief	260	286	+10%	3%	4%
<b>Criminal Code Total**</b>	<b>884</b>	<b>884</b>	<b>0%</b>	<b>13%</b>	
Drugs	22	23	+5%	50%	91%
Liquor Act	99	124	+25%		
Provincial Traffic	336	382	+14%		
Traffic Warning	465	469	0%		
Traffic Collisions	193	197	+2%		
Criminal Code Traffic	22	22	0%	86%	N/A
Bylaw Files	445	289	-35%		
<b>Total Number of PRIME Files</b>	<b>5068</b>	<b>4947</b>	<b>-2%</b>		

\* Property Total does not include totals for Break and Enter

\*\* Criminal Code Total does not include Drugs and Criminal Code Traffic

## **Progress Report on Objectives for 2008**

### *Police Service Integration*

Objective	Continue to evaluate effectiveness of serious crime Agreement with Saanich Police Department.
Strategy	Ongoing monitoring.
Measure	Report on progress for 2008.
Progress – Past Year	2 Files of significance were handled by the Saanich Detective office on behalf of the Department. Of note: -Saanich Police Department took on a multi-jurisdictional investigation that resulted in an arrest and charges of ‘Breach of Conditions’ and ‘mischief’ stemming from an incident that occurred in Oak Bay in Dec 2008. -SPD Detectives assisted in a ‘Sudden Death’ that occurred in Oak Bay involving suspicious circumstances. -SPD investigators were heavily involved in the Coroner’s Inquest surrounding the events that occurred Sept 2007 at 310 King George Terrace.

### *Service Delivery*

Objective	Enhance and improve upon the already high level of professional service provided the community and various partner agencies.
Strategy	Implementation of Support Services Division (including new Community Liaison Officer position). Identification of key initiatives to address the most critical community concerns.
Measure	Conduct survey to determine level of community satisfaction with police service.
Progress – Past Year	Support Services Division was formed in March of 2008, resulting in dramatically improved level of service provided to area schools by the School Resource Officer. The Community Liaison Officer drafted, circulated and analyzed a Community Survey which showed an overall community satisfaction rate of 84%. The Block Watch program was increased by 5 blocks and the Business Block Watch program was started (21 businesses). Assisted the OBFD with expansion of the Oak Bay Emergency Preparedness program in Oak Bay.

### *Strategic Plan*

Objective	The Department will be going into its 4 <sup>th</sup> year under the existing Strategic Plan and due to many organizational changes, it is our intention to develop a new document.
Strategy	Consultation with department staff, Police Board and Association Executive as well as the Oak Bay community (by way of survey).
Measure	Completion of Strategic Plan implementation.



Progress – Past Year	Community Survey completed. Budget has recently been approved for Internal Survey and the hiring of consulting firm to facilitate the drafting of a new 3-5 year Strategic Plan.
----------------------	--

*Restorative Justice*

Objective	Restorative Justice Oak Bay has been in existence for some years and the Department sees this as a viable program that will continue to benefit the community.
Strategy	Continue to build stronger ties with Restorative Justice Oak Bay with an increase of referrals that fall within the guidelines.
Measure	Number of files referred during the course of the year.
Progress – Past Year	10 files referred to RJOB in 2008, which is a significant increase from 2007. One referral involved 7 subjects responsible for at least 14 different graffiti files that had resulted in hundreds of dollars of damage.

*Operational (Detective Division)*

Objective	To identify and charge individuals involved in the production of Marijuana.
Strategy	Utilizing the availability of Hydro records that identify excess consumption of electricity, investigations will target suspected illicit marijuana grow operations. Through the use of appropriate investigative techniques investigators will gather evidence resulting in the execution of search warrants and seizure of illicit plants and paraphernalia.
Measure	The success of this strategy will be measured by an increase in the execution of search warrants, seizure of marijuana and criminal charges.
Progress-Past Year	The Detective Office had limited resources for 2008 as the Detective-Sergeant was assigned to the McLean homicide investigation for the entire year. This limitation of time and resources, along with very little incoming intelligence/information, resulted in only one cultivation investigation being conducted. This investigation is presently ongoing.

*Operational (Patrol Division)*

Objective	Make Oak Bay streets safer particularly in school zones, and arterial roads leading to school zones.
Strategy	Focus on police presence and enforcement in and around local schools, including the University of Victoria, during prime time hours, paying specific attention to bike-related infractions. Through the Support Services Division (School Resource Officer and Community Resource Officer) increase traffic safety education and awareness in elementary, middle and high schools.

Measure	Record not only the issuance of Violation Tickets and Notice and Orders, but also record the number of hours of police presence (i.e., education and overseeing traffic safety programs) in and around community schools.
Progress – Past Year	Two of the Department's four platoons committed to regular patrols in and around the school zones, during the peak school hours of every school day throughout the year (432 hrs). At the beginning of the year, several violation tickets and written warnings were issued per week. Tickets issued for vehicle, bicycle and pedestrian infractions Towards the end of the year very few infractions were noted. Joint operations were conducted on occasion with the CRD's Integrated Road Safety Unit. The School Resource Officer provided educational safety presentations to schools as required (20 hrs).

*Operational*

Objective	To reduce the number of commercial crimes (i.e., robbery, fraud) in the municipality of Oak Bay.
Strategy	Through Support Services Division, the Detective Office, and Patrol Division, develop crime prevention initiatives, a training strategy (coordinated with Corporate Security agencies if applicable) and aggressive patrols to provide a safer environment in financial institutions and various businesses in general.
Measure	The success of this strategy would be manifested by reduced commercial and economic crime in our local business community, and a safer overall environment for employees and customers.
Progress – Past Year	Detective Office members received comprehensive training in fraud and commercial crime. The Detective/Constable is now a part time instructor in a recognized fraud and commercial crime course. Crime prevention strategies began at the financial institutions, provided through the Community Liaison Officer of Support Services Division (SAFECATCH Program). There was a slight increase in fraud occurrences over the year (6%), but a 50% decrease in robberies at commercial banks and businesses.

**Objectives for 2009**

*Quality Control of Information Technology Network Performance*

Objective	To maintain a high level of professionalism and performance relating to Information Technology in the policing environment.
Strategy	Cooperate with PRIME and CPIC audit teams to ensure that the Department is operating consistently regarding best practises in IT.
Measure	Final report from PRIME and CPIC audit teams.

*Develop a 3-5 year Strategic Plan*

Objective	As the Department's current Strategic Plan is due to expire in 2009, a new comprehensive Plan will be necessary to provide the Department with vision, goals and objectives to provide organizational direction for both the short and long term.
Strategy	Community Survey was completed in 2008 to collect external stakeholder input. Internal Survey (internal stakeholder input) and an off-site strategic planning session is scheduled for 2009.
Measure	Development of a 3-5 year Strategic Plan.

*Operational (Patrol Division)*

Objective	To reduce property crime and increase the public's confidence and satisfaction in the ability of the Oak Bay Police Department to make Oak Bay a safer community
Strategy	Increase police visibility in the community by dramatically increasing vehicle, foot and bicycle patrols, day and night, through heavy pedestrian areas, as well as areas where property crime such as mischief and thefts frequently occur.
Measure	Tracking number of hours specifically directed to vehicle, foot and bicycle patrols. Increased volume of documented street/person checks. Reduced property crime statistics. Maintain high level of community satisfaction.

*Operational (Detective office)*

Objective	To reduce the number of criminal occurrences, domestic and otherwise, involving violent behaviour.
Strategy	Provide training for members of the Detective Office to evaluate all incidents where violent individuals are involved or potentially violent situations may occur, or re-occur, and make a calculated assessment on how to eliminate or minimize the likelihood of those incidents from occurring, or recurring.
Measure	Statistical recording of the number of reports submitted evaluating each incident involving violence or the potential threat of violence. Will result in a decrease of the violent crime occurrences in Oak Bay.

*Administrative (Support Services Division)*

Objective	Improve customer service (both internal and external) through enhanced training and education.
Strategy	<b>Internal-</b> Implement efficient, affordable and valued training initiatives for members of the OBPD, such as E-learning through the Canadian Police Knowledge Network. <b>External-</b> Initiate and enhance more comprehensive and focused educational programs within the community (D.A.R.E and C.S.I in schools, as well as 'Senior Safety' and 'Crime Free Multi Housing' and other specialized crime awareness programs).

Measure	<b>Internal-</b> Increased course availability for <i>all</i> members of the Department. <b>External-</b> Monitor feedback from participants of community programs.
---------	--

*Appendix "A"*

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

---

THE DISTRICT OF THE CORPORATION OF OAK BAY

Report on 2008 Parking Reserve Funds  
(In Accordance with Local Government Act S. 906(9))

	Parking Reserve Fund	Alternative Transportation Infrastructure Reserve Fund
	<u>                    </u>	<u>                    </u>
Balance, beginning of year	\$ 880,996.17	\$ -
Payments received in lieu of off-street parking		
Interest earned	\$ 26,908.08	
Expenditures during the year	\$ (28,792.00)	
Transfers made during the year	<u>                    </u>	<u>                    </u>
Balance, end of year	<u>\$ 879,112.25</u>	<u>\$ -</u>

In 2009 \$57,500 will be transferred from the Parking Reserve Fund to the Alternative Transportation Infrastructure Reserve Fund. Budgeted expenditures during 2009 from the Alternative Transportation Infrastructure Reserve are:

Bike shelters	\$ 38,000.00
Bus shelters	<u>\$ 11,000.00</u>
	<u>\$ 49,000.00</u>

*Appendix "B"*

*Report on Permissive Tax Exemptions*

---

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

**2008 Permissive Property Tax Exemptions**

<u>Name</u>	<u>Municipal Tax Relief</u>
Emmanuel Baptist Church	\$2,836.08
Guide Hall	\$233.57
Kiwanis Manor	\$4,710.19
Kiwanis Tea Room	\$237.44
Oak Bay Lawn Bowling Club	\$3,627.86
Oak Bay United Church	\$12,161.20
Queenswood Montessori School	\$2,548.52
St. Mary's Church	\$3,203.20
St. Patrick's Church	\$18,880.84
St. Phillip's Church	\$546.93
Scout Hall	\$469.83
	<hr/>
	<u>\$49,455.66</u>



*Appendix "C"*

*Financial Information Act Reports*

---

**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: 2008**

**1. ELECTED OFFICIALS**

	<u>Remuneration</u>	<u>Expenses</u>	<u>Benefits</u>	<u>Total</u>
Braithwaite, H. S.	\$7,525.20	\$ 1,865.33		\$9,390.53
Carson, S. F.	\$6,898.10	\$495.60		\$7,393.70
Cassidy, A. R.	\$7,525.20	\$1,297.53		\$8,822.73
Causton, C. M.	\$17,013.12	\$6,509.14		\$23,522.26
Copley, P. J.	\$7,525.20	\$2,223.43		\$9,748.63
Herbert, J. D.	\$7,525.20	\$2,294.33		\$9,819.53
Jensen, N. B.	\$7,525.20	\$188.00		\$7,713.20
Ney, Tara	\$627.10			\$627.10
	<u>\$62,164.32</u>	<u>\$14,873.36</u>	<u>\$0.00</u>	<u>\$77,037.68</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: 2008

2. OTHER EMPLOYEES

<u>Name</u>	<u>Remuneration</u>	<u>Expenses</u>
Adam, Gerald	\$ 102,988	\$ 2,967
Adsett, Duane	\$ 78,535	\$ 106
Ballantyne, John	\$ 76,124	
Barnett, Philip	\$ 94,735	
Brooks, D. Joe	\$ 84,069	\$ 375
Cochrane, William	\$ 142,891	\$ 1,415
Cockle, David	\$ 97,917	\$ 4,096
Curtis, Lorna	\$ 83,678	\$ 68
Ding, K. Richard	\$ 77,577	\$ 1,109
Gill, Kenneth	\$ 84,604	\$ 1,050
Gilchrist, David	\$ 76,246	\$ 68
Hilton, Lorraine	\$ 89,010	\$ 2,601
Hughes, Darren	\$ 92,740	
Joyson, Jason	\$ 76,289	\$ 50
Kivell, Robert	\$ 81,678	
Lundy, Daryl	\$ 86,067	\$ 132
Malinosky, Kris	\$ 77,357	
Mantik, Colin	\$ 94,906	\$ 75
Marshall, David	\$ 99,512	\$ 3,507
Marshall, R. Gordon	\$ 88,262	\$ 340
Middleton, Lorne	\$ 76,082	\$ 720
Pearse, Thomas	\$ 96,303	\$ 144
Pimentel, Fernando	\$ 85,279	\$ 2,614
Popham, Jonathan	\$ 89,197	
Roskelley, Donald	\$ 88,825	\$ 311
Stewart, C. Roger	\$ 81,042	
Swan, Gregory	\$ 75,708	
Szilos, Agnes	\$ 106,728	\$ 193
Thomson, Cameron	\$ 95,878	\$ 1,306
Thorneloe, Adam	\$ 75,085	
Trumble, Douglas	\$ 81,413	\$ 115
Walker, Patricia	\$ 104,133	\$ 3,333
Total of Employees > \$75,000	\$ 2,840,858	\$ 26,695
Others, less than \$75,000	\$ 11,604,378	
TOTAL EARNINGS -OTHER EMPLOYEES	<u>\$ 14,445,236</u>	

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

**3. RECONCILIATION OF REMUNERATION**

YEAR ENDING DECEMBER 31, 2008

Remuneration of elected officials	\$ 62,164
Total remuneration - other employees	<u>\$ 14,445,236</u>
Subtotal	\$ 14,507,400
Reconciling Items	
Employee benefits	\$ 2,152,780
Custom works	\$ (112,041)
Remuneration included in capital assets	\$ (485,675)
	<u>\$ 16,062,464</u>
Total per Statement of Revenue and Expenditure (includes employee benefits)	<u>\$ 16,062,464</u>
Variance	<u>\$0</u>

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

**SCHEDULE OF DEBTS**

**YEAR ENDING DECEMBER 31, 2008**

**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 11 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, 2008 the debt total was \$3,927,079.

**THE DISTRICT OF THE CORPORATION OF OAK BAY**  
**SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS**  
**YEAR ENDING DECEMBER 31, 2008**

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, 2008**

There were no severance agreements made between The Corporation of the District of Oak Bay and its non-unionized employees during 2008.

THE DISTRICT OF THE CORPORATION OF OAK BAY

SCHEDULE SHOWING PAYMENTS MADE FOR THE PROVISION OF  
GOODS OR SERVICES

YEAR ENDING DECEMBER 31, 2008

Suppliers who received aggregate payments exceeding \$25,000

Abstract Developments Inc.	\$	28,882
Acklands-Grainger Inc.	\$	39,222
Acme Supplies Ltd.	\$	53,009
Aon Reed Stenhouse Inc.	\$	117,741
Aquashine Building Services	\$	36,495
B.C. Assessment	\$	350,774
B.C. Hydro and Power Authority	\$	352,005
B.C. Pension Corporation	\$	2,238,167
B.C. Transit	\$	837,779
Bell	\$	41,813
Beny, R.	\$	37,494
Black Press	\$	66,389
Boon's Bin Boy Services Inc.	\$	38,895
Butler Brothers Supplies Ltd.	\$	55,944
Canada Customs & Revenue Agency	\$	42,958
Canadian Union of Public Employees	\$	137,306
Capital City Paving	\$	37,726
Capital Regional District	\$	4,884,449
Capital Regional Hospital District	\$	1,116,301
Chevron Canada Limited	\$	262,836
CIBC Wood Gundy	\$	5,953,120
City of Victoria	\$	76,210
Commissionaires, The	\$	35,651
Corix Water Products	\$	79,112
Crest	\$	46,020
DB Perks & Associates Ltd.	\$	31,966
Econolite Canada Inc.	\$	27,209
Ells, K.	\$	32,022
Emco Corporation	\$	46,448
Greater Victoria Public Library	\$	805,707
Grand & Toy	\$	54,965
Great-West Life Assurance Co.	\$	46,402
Greater Victoria Labour Relations Assoc.	\$	25,487
GVLRA - CUPE Ltd. Trust	\$	50,531
Hillside Printing	\$	34,460
Insurance Corporation of B.C.	\$	67,860
Island Asphalt Company	\$	287,511
JB's Downtown Auto Supply	\$	44,448
Jaymar Contracting Ltd.	\$	27,250
Jenner Chev Olds Ltd.	\$	61,979
Kal Tire (Langford)	\$	25,171
Kerr Wood Leidel Associates Ltd.	\$	35,149
KPMG LLP	\$	31,862
Lehigh Northwest Materials Ltd	\$	187,233



Lopeter Trucking Ltd.	\$	73,243
Manulife Financial Group	\$	67,806
Mcrae's Environmental Services Ltd.	\$	32,416
Michell Brothers Farm Composting	\$	127,377
Minister of Finance	\$	11,831,139
Ministry of Provincial Revenue	\$	157,056
Ministry of Agriculture and Lands	\$	61,644
Municipal Insurance Association of BC	\$	177,260
Music Together Victoria	\$	40,680
North Douglas Distributors	\$	172,221
Novus Consulting Inc.	\$	107,328
Oak Bay Fire Fighters Association	\$	46,372
Oak Bay Police Assoc.	\$	72,975
Pacific Blue Cross	\$	397,850
P & R Western Star Trucks	\$	198,094
PW Trenchless Construction Inc.	\$	58,212
Richardson Sport	\$	34,708
Receiver General for Canada	\$	1,231,368
Saanich, the Corporation of the	\$	471,552
Softchoice Corporation	\$	66,860
Springwell Nutrition Group Inc.	\$	51,946
TD Canada Trust	\$	11,594,773
Telus Mobility	\$	37,411
Tempest Development Group Inc.	\$	29,131
Terasen Gas	\$	199,322
Vadim Computer Management Group Ltd.	\$	40,806
Victoria Animal Control Services	\$	67,361
Wittich Environmental Services Ltd.	\$	28,205
Workers Compensation Board of BC	\$	183,461
Yeadon Fabric Structures Ltd.	\$	162,763
		<hr/>
Total Suppliers Equal and Over \$25,000	\$	46,711,297
Other Suppliers Less Than \$25,000	\$	3,158,608
		<hr/>
	\$	49,869,906
		<hr/>

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

Oak Bay Village Improvement Association      \$            71,000

**Reconciliation**

Total of suppliers receiving > \$25,000      \$ 46,711,297.29

Total of suppliers receiving < \$25,000      \$ 3,158,608.42

Total grants and contributions > \$25,000      \$        71,000.00

\$ 49,940,905.71

Total per Schedule D of financial statements      \$ 8,191,859.00

Variance      \$ 41,749,046.71

Variance is due to suppliers list including payments for balance sheet items (e.g. investments, employee benefits) and the payment of taxes collected on behalf of other organizations. In addition, the listing of payments made to suppliers is on a cash basis; the financial statements are prepared on an accrual basis.

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

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

---

Patricia Walker  
Municipal Treasurer  
May 20, 2009

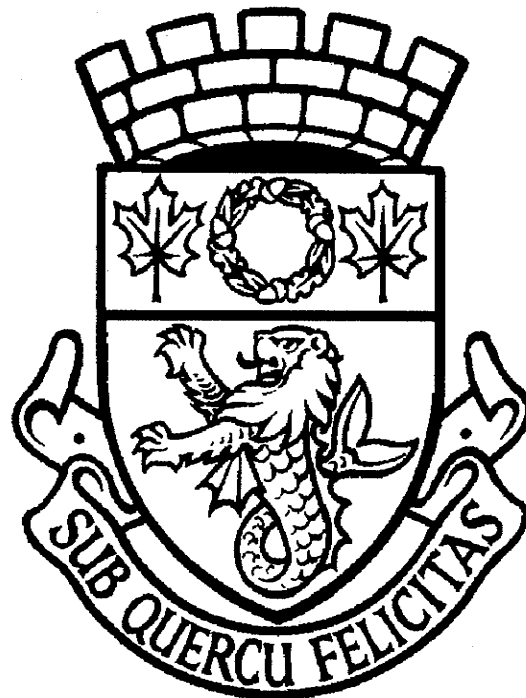
*Appendix "D"*

*Audited Financial Statements*

---

THE CORPORATION OF THE DISTRICT OF

# OAK BAY



## FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2008

THE CORPORATION OF THE DISTRICT OF OAK BAY

BOARDS AND COMMITTEES

2008

2009

**MAYOR AND COUNCIL**

Mayor C.M. Causton

H.S. Braithwaite  
P.J. Copley  
F.S.B. Carson  
A.R. Cassidy  
J.D. Herbert  
N.B. Jensen

Mayor C.M. Causton

H.S. Braithwaite  
P.J. Copley  
A.R. Cassidy  
J.D. Herbert  
N.B. Jensen  
T. Ney

**CAPITAL REGIONAL DISTRICT BOARD DIRECTOR**

Mayor C.M. Causton

Mayor C.M. Causton

**POLICE BOARD**

Mayor C.M. Causton  
D. House  
J.M. Kem  
J. Murtagh  
J. Woytack

Mayor C.M. Causton  
D. House  
J. Mochrie  
J. Murtagh  
D. Winkler

**PARKS AND RECREATION COMMISSION**

L. Bennett  
F.S.B. Carson  
R. Cavaye  
M. Fairbarns  
D. Farquhar  
L. Hawes  
M. Holding  
S.D. Gorman  
K. Johnston

L. Bennett  
F.S.B. Carson  
R. Cavaye  
M. Fairbarns  
D. Farquhar  
L. Hawes  
D. Henderson  
M. Holding  
B. Sharp

**ADVISORY DESIGN PANEL**

N. Banks  
D. Ensing  
B. Kapuscinski  
G. Smith  
P. Wilson

N. Banks  
D. Ensing  
G. Smith  
P. Wilson

THE CORPORATION OF THE DISTRICT OF OAK BAY

BOARDS AND COMMITTEES

2008

2009

**ARCHIVES**

J. Sparks

J. Sparks

**BOARD OF VARIANCE**

E. Kennedy  
S. Manning  
C. Monahan

E. Kennedy  
S. Manning  
C. Monahan

**EMERGENCY PROGRAMME**

Oak Bay Fire Department

Oak Bay Fire Department

**HERITAGE ADVISORY PANEL**

J. Bodnar  
R. Collier  
C. Peterson  
D. Reksten  
M. Walter

J. Bodnar  
R. Collier  
C. Peterson  
D. Reksten  
M. Walter

**HERITAGE STEERING COMMITTEE**

C. Causton  
J. Harker  
J. Neilson  
D. Reksten  
S. Sainas  
J. Sparks  
B. Taylor  
C. Watts

C. Causton  
J. Harker  
B. Jacques  
J. Neilson  
D. Reksten  
S. Sainas  
J. Sparks  
B. Taylor  
C. Watts

**HERITAGE FOUNDATION**

C. Causton  
J. Harker  
J. Neilson  
D. Reksten  
S. Sainas  
J. Sparks  
B. Taylor  
C. Watts

C. Causton  
J. Harker  
B. Jacques  
J. Neilson  
D. Reksten  
S. Sainas  
J. Sparks  
B. Taylor  
C. Watts

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

**MUNICIPAL OFFICIALS**

**2009**

---

**OFFICIALS**

Municipal Administrator

Treasurer and Collector

Municipal Clerk

Deputy Treasurer

Director of Engineering Services

Superintendent of Public Works

Director of Parks and Recreation

Director of Building and Planning

Fire Chief

Chief Constable

W.E. Cochrane

P.A. Walker

L. Hilton

F. Pimentel

D. Marshall

P.N. Barnett

A. Szilos

R. Thomassen

G. Adam

R. Gaudet

**OTHER**

Auditors

Solicitors

Bankers

KPMG LLP

Staples McDannold Stewart

Royal Bank of Canada





THE CORPORATION OF THE DISTRICT OF OAK BAY  
MUNICIPAL HALL – 2167 OAK BAY AVENUE – VICTORIA, B.C. V8R 1G2  
PHONE (250) 598-3311 FAX (250) 598-9108 WEBSITE: [www.oakbay.ca](http://www.oakbay.ca)

## MANAGEMENT'S REPORT

The management of the District of Oak Bay is responsible for the integrity of the accompanying consolidated financial statements. The consolidated financial statements have been prepared by management in accordance with generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The preparation of the consolidated financial statements necessarily includes some amounts which are based on the best estimates and judgments of management.

To assist in meeting its responsibility, management maintains accounting, budget and other internal controls. These controls provide reasonable assurance that transactions are appropriately authorized and accurately recorded, that assets are properly accounted for and safeguarded, in order that the integrity of financial records is maintained.

The consolidated financial statements have been audited by the independent firm of KPMG LLP, Chartered Accountants. Their report to the Mayor and Councillors, stating the scope of their examination and opinion on the consolidated financial statements, follows.

---

Administrator

---

Treasurer

May 14, 2009

**THE CORPORATION OF THE DISTRICT OF OAK BAY  
CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2008**

**INDEX**

AUDITORS' REPORT	1
CONSOLIDATED STATEMENT OF FINANCIAL POSITION	2
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES	3
CONSOLIDATED STATEMENT OF CHANGES IN FINANCIAL POSITION	4
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS	5
COMBINED STATEMENT OF OPERATING FUNDS	15
COMBINED STATEMENT OF CAPITAL FUNDS	16
COMBINED STATEMENT OF RESERVE FUNDS	17
STATEMENT OF FINANCIAL ACTIVITIES - SEGMENTED	18
GENERAL INFORMATION (UNAUDITED)	19



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

Telephone (250) 480-3500  
Fax (250) 480-3539  
Internet [www.kpmg.ca](http://www.kpmg.ca)

## **AUDITORS' REPORT TO THE MAYOR AND COUNCILLORS OF THE CORPORATION OF THE DISTRICT OF OAK BAY**

We have audited the consolidated statement of financial position of The Corporation of the District of Oak Bay as at December 31, 2008 and the consolidated statements of financial activities and fund balances and changes in financial position for the year then ended. These financial statements are the responsibility of the Corporation's management. 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 plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font.

Chartered Accountants

Victoria, Canada  
April 7, 2009

**THE CORPORATION OF THE DISTRICT OF OAK BAY  
CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
DECEMBER 31, 2008**

	2008	2007
<b>ASSETS</b>		
<b>Financial Assets</b>		
Cash	\$ 868,340	\$ 6,051,038
Investments (Note 2)	24,073,125	17,096,758
Taxes receivable	261,211	244,655
Other accounts receivable	795,955	654,723
Inventory and other assets	459,885	396,801
	<u>26,458,516</u>	<u>24,443,975</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	1,965,465	2,022,549
Employee benefit obligations (Note 3)	1,273,300	1,219,300
Prepaid property taxes	940,611	995,560
Deferred revenues (Note 4)	1,875,422	1,703,802
Deposits	2,185,871	2,188,830
Long term debt (Note 5)	4,106,049	4,357,554
	<u>12,346,718</u>	<u>12,487,595</u>
<b>Net Financial Assets</b>	14,111,798	11,956,380
<b>Physical Assets</b>		
Supplies inventory	437,129	414,133
Capital assets (Note 6)	90,380,129	88,067,595
	<u>90,817,258</u>	<u>88,481,728</u>
<b>Net Financial and Physical Assets</b>	<u>\$ 104,929,056</u>	<u>\$ 100,438,108</u>
<b>Municipal Position</b>		
<b>Fund Balances:</b>		
Operating Funds (Schedule A)	\$ 3,800,786	\$ 3,821,667
Capital Funds (Schedule B)	-	-
Reserve Funds (Schedule C) (Note 7)	14,417,062	12,492,269
	<u>18,217,848</u>	<u>16,313,936</u>
<b>Equity in Physical Assets (Note 8)</b>	86,711,208	84,124,172
<b>Total Municipal Position</b>	<u>\$ 104,929,056</u>	<u>\$ 100,438,108</u>

Commitments and Contingent Liabilities (Note 9)

See accompanying notes to the consolidated financial statements

**THE CORPORATION OF THE DISTRICT OF OAK BAY**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES AND FUND BALANCES**  
**FOR THE YEAR ENDED DECEMBER 31, 2008**

	Budget	2008	2007
<b>REVENUE</b>			
Taxes (Note 10)	\$ 16,466,194	\$ 16,483,246	\$ 15,753,508
Sales and services	6,175,290	6,268,093	5,908,091
Other revenues	1,412,523	1,848,399	1,064,007
Provincial Government	536,565	463,228	486,390
Investment Income	350,000	827,149	1,023,084
Sale of water and sewer charges	3,336,285	3,169,432	2,759,941
<b>Total revenue</b>	<b>28,276,857</b>	<b>29,059,547</b>	<b>26,995,021</b>
<b>EXPENDITURE</b>			
General government services	3,377,653	3,453,166	3,094,215
Protective services	7,212,412	6,947,056	6,824,239
Transportation services	3,051,478	2,745,050	2,751,252
Environmental health services	1,274,800	1,081,320	938,205
Environmental development services	3,000	1,354	2,727
Recreation and cultural services	9,950,459	9,749,850	9,155,472
Water utility	1,696,425	919,529	1,036,652
Water purchases	1,578,000	1,444,789	1,165,822
Sewer collection systems	1,053,895	562,016	329,109
<b>Total expenditure</b>	<b>29,198,122</b>	<b>26,904,130</b>	<b>25,297,693</b>
<b>Excess (Deficiency) of Revenue over Expenditure</b>	<b>(921,265)</b>	<b>2,155,417</b>	<b>1,697,328</b>
Principal payments on debt and lease obligation	(212,295)	(255,255)	(226,224)
Debt and lease proceeds	-	3,750	140,415
<b>Increase (Decrease) in Consolidated Fund Balance</b>	<b>(1,133,560)</b>	<b>1,903,912</b>	<b>1,611,519</b>
<b>Consolidated Fund Balance, beginning of year</b>		<b>16,313,936</b>	<b>14,702,417</b>
<b>Consolidated Fund Balance, end of year</b>		<b>\$ 18,217,848</b>	<b>\$ 16,313,936</b>

See accompanying notes to the consolidated financial statements

**THE CORPORATION OF THE DISTRICT OF OAK BAY  
CONSOLIDATED STATEMENT OF CHANGES IN FINANCIAL POSITION  
FOR THE YEAR ENDED DECEMBER 31, 2008**

	2008	2007
<b>Operating Activities</b>		
Excess of revenue over expenditures	\$ 2,155,417	\$ 1,697,327
Changes in non-cash working capital balances:		
Increase in taxes and accounts receivable	(157,788)	(16,808)
Increase in inventory and other assets	(63,084)	(116,921)
Increase (Decrease) in accounts payable and accrued liabilities	(57,084)	461,670
Increase in accrued employee benefit obligations	54,000	54,800
Increase in deferred revenues and prepaid taxes	116,671	525,848
Increase (Decrease) in deposits	(2,959)	1,615,771
<b>Total Cash Provided by Operating Activities</b>	<b>2,045,173</b>	<b>4,221,687</b>
<b>Financing Activities</b>		
Repayment of debt and lease obligation	(255,255)	(226,224)
Proceeds from debt	3,750	140,415
<b>Total Cash Used in Financing Activities</b>	<b>(251,505)</b>	<b>(85,809)</b>
<b>Net Change in Cash and Investments</b>	<b>1,793,668</b>	<b>4,135,878</b>
<b>Cash and Investments, beginning of year</b>	<b>23,147,797</b>	<b>19,011,919</b>
<b>Cash and Investments, end of year</b>	<b>\$ 24,941,465</b>	<b>\$ 23,147,797</b>
<b>Cash and Investments:</b>		
Cash	868,340	6,051,039
Investments	24,073,125	17,096,758
	<b>\$ 24,941,465</b>	<b>\$ 23,147,797</b>

See accompanying notes to the consolidated financial statements

THE CORPORATION OF THE DISTRICT OF OAK BAY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2008

The District of Oak Bay 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 Corporation of the District of Oak Bay (the "Corporation") are prepared by management in accordance with Canadian generally accepted accounting principles for local governments, as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants. Significant aspects of the accounting policies adopted by the District are as follows:

**(a) Reporting Entity**

The consolidated financial statements reflect the combination of all the assets, liabilities, revenues, expenditures and changes in fund balances and in financial position of the Corporation.

Inter-departmental balances and organizational transactions are eliminated.

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

**(b) Revenue Recognition**

Sources of revenue are recorded on the accrual basis. Revenue is recognized in the period in which the transactions or events occurred when measurable and expenditures in the period the goods and services are acquired and liability is incurred or transfers are due.

Revenue unearned in the current period is recorded as deposits or deferred revenue. Receipts that are restricted by legislation or by agreement with external parties are deferred and reported as restricted revenues. When qualifying expenditures are incurred, restricted revenues are brought into revenue at equal amounts.

Government transfers are recognized 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.

**(c) Fund Accounting**

The Corporation follows the fund basis of accounting. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. Transfers between funds are recorded as adjustments to the appropriate fund balance. Currently in use are:

Operating Funds - To account for all financial resources except those required to be in another fund.

Capital Funds - To account for all capital assets of the Corporation and related long term liabilities.

Reserve Funds - To account for activities within designated funds established for specific purposes. They are funded primarily by contributions from the General Operating Fund plus interest earned on fund balances.

**(d) Investments**

Investments are recorded at cost except for the investments in the Municipal Finance Authority of British Columbia Money Market Funds, which are recorded at cost plus interest reinvested in the funds.

**(e) Inventories**

Inventories for resale are classified as Financial Assets and are recorded at the lower of cost or net realizable value. Supplies inventories for internal use are classified as Physical Assets and are recorded at either actual cost or weighted average cost.

THE CORPORATION OF THE DISTRICT OF OAK BAY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2008

**SIGNIFICANT ACCOUNTING POLICIES (CONT.)**

**(f) Capital Assets**

Capital assets acquired or constructed for general government purposes are recorded in the consolidated statement of financial position at cost in the period they are acquired. Donated capital assets are recorded at their estimated fair value at the time they are received. Incomplete projects are classified as work in progress until they are completed, at which time the asset is reclassified to the related capital asset account.

Engineering structures have been recorded at cost, land and buildings at 1960 assessed values with subsequent additions at cost, and machinery and equipment at 1987 estimated historical cost with subsequent additions at cost.

Amortization is not recorded on the capital assets.

The Corporation is in the process of accumulating information related to its tangible capital assets in order to comply with the new PSAB Standard 3150. This new standard will be applicable to the Corporation's 2009 annual financial statements and require the presentation of capital assets in the statement of financial position at cost, net of accumulated amortization. As at December 31, 2008, the cost and accumulated amortization have not yet been finalized for the individual classes of tangible capital assets and hence details concerning the major categories of tangible capital assets have not been provided. The Corporation has completed a complete inventory of assets for all asset categories including land, building, equipment, information technology, vehicles, roads, and water, storm, and sewer infrastructure. The Corporation has completed valuations for land, building, equipment, information technology and vehicles. Valuation for roads, water, storm, and sewer infrastructure is currently being conducted.

**(g) Equity in Capital Assets**

Equity in capital assets represents the historical cost of those capital assets. Equity increases as capital assets are acquired without incurring long-term debt or, where such debt is incurred, by the reduction of that debt. Equity decreases as capital assets are written off on disposal.

**(h) Reserve for Future Expenditures**

Reserves for future expenditures are established within the operating fund and represent allocation of revenue for specific purposes. Transfers to or from reserves for future expenditures are reflected as an adjustment to the respective fund.

**(i) Employee Future Benefits**

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

Sick leave benefits and other retirement benefits are also available to the Corporation'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 obligation under this benefit plan is accrued based on projected benefits as the employees render services necessary to earn the future benefits.

**(j) Use of Estimates**

The preparation of financial statements in conformity with Canadian generally accepted accounting principles 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 revenue and expenditures during the period. Significant areas requiring the use of management estimates relate to the determination of employee future benefits and provision for contingencies. Actual results could differ from those estimates.

**(k) Budget Presentation**

The budget amounts presented in these consolidated financial statements are those included in the Five Year Plan 2008-2012 bylaw. This is the budget upon which the municipal property tax rates are set, with subsequent amendments to the Five Year Plan 2008-2012, which occurred in the latter part of the year.



**THE CORPORATION OF THE DISTRICT OF OAK BAY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2008**

**2. INVESTMENTS**

	Cost	
	2008	2007
Municipal Finance Authority Money Market Funds	\$ 16,724,584	\$ 13,839,614
Bankers Acceptances	6,384,791	2,293,394
Government of Canada Bonds	963,750	963,750
	<u>\$ 24,073,125</u>	<u>\$ 17,096,758</u>
Represented by:		
Operating Funds	\$ 10,934,432	\$ 10,857,223
Reserve Funds	13,138,693	6,239,535
	<u>\$ 24,073,125</u>	<u>\$ 17,096,758</u>

Investments, excluding the Municipal Finance Authority Money Market Fund, have stated interest rates of 1.45% to 9.00% ( 2007 - 4.65% to 9.00%) with maturity dates from January 02, 2009 to March 01, 2011. Their fair market value approximates their original cost with the exception of the Government of Canada bonds. The fair value of Government of Canada bonds is estimated at \$1,164,120 ( 2007 - \$1,164,000 ).

**3. EMPLOYEE BENEFIT OBLIGATIONS**

The Corporation provides sick leave and certain other 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 Corporation'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 benefit obligations and the net periodic benefit cost were estimated by an actuarial valuation completed effective for December 31, 2008.

Information about liabilities for employee benefit plans is as follows:

	2008	2007
Accrued benefit liability, beginning of year	\$1,219,300	\$1,164,500
Service cost	90,900	90,000
Interest cost	55,100	55,100
Amortization of net actuarial loss (gain)	(8,400)	1,900
Benefit payments	(83,600)	(92,200)
Accrued benefit liability, end of year	<u>\$1,273,300</u>	<u>\$1,219,300</u>

The difference between the actuarially determined accrued benefit obligation of \$1,122,300 (2007 - \$1,116,700) and the accrued benefit liability of \$1,273,300 (2007 - \$1,219,300) is an actuarial net gain of \$151,000 (2007 - gain of \$102,600). This actuarial gain is being amortized over a period equal to the employees' average remaining service lifetime of 11 years.

THE CORPORATION OF THE DISTRICT OF OAK BAY  
 NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED DECEMBER 31, 2008

**EMPLOYEE BENEFIT OBLIGATIONS (CONT.)**

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

	2008	2007
Discount rates	5.25%	4.75%
Expected future inflation rates	2.50%	2.50%
Expected wage and salary increases	2.58% to 4.63%	2.58% to 4.63%

**4. DEFERRED REVENUES**

	2008	2007
Gas Tax Agreement Funds balance	\$ 799,857	\$ 541,130
Unearned revenues	1,075,565	1,162,672
<b>Total Deferred Revenues</b>	<b>\$ 1,875,422</b>	<b>\$ 1,703,802</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 Receipts and Disbursements  
of Gas Tax Agreement Funds**

	2008	2007
Opening balance of unspent funds	\$ 541,130	\$ 322,306
Add: Amount received during the year	272,741	220,050
Interest earned	10,547	7,830
Deduct: Amount spent on projects	(24,561)	(9,056)
<b>Closing balance of unspent funds</b>	<b>\$ 799,857</b>	<b>\$ 541,130</b>

THE CORPORATION OF THE DISTRICT OF OAK BAY  
 NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
 FOR THE YEAR ENDED DECEMBER 31, 2008

5. LONG TERM DEBT

	2008	2007
Debenture Debt - Municipal Finance Authority Issue 80 payable at \$142,594 annually; fixed interest payments 4.775% paid semi-annually (\$112,571). Final payment October 3, 2023. Actuarial benefits from the re-investments of principal payments estimated at \$1,863,124.	\$ 3,927,079	\$ 4,100,403
Capital Leases - Municipal Finance Authority of British Columbia payable monthly; payments include interest from 3.75% to 5.25%; terms from 2007 to 2012.	178,970	257,151
<b>Total General Capital Fund debt</b>	<b>\$ 4,106,049</b>	<b>\$ 4,357,554</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 Corporation.

The Corporation issues its debentures through the MFA. Debentures are issued on a sinking fund basis, where the MFA invests the Corporation'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, 2008 is \$4,715,000. The value of the sinking fund as of December 31, 2008 is \$ 797,527.

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

	Minimum Lease Payments		Estimated Principal Payments		Total
Year ending December 31:					
2009	\$ 83,989	\$	142,594	\$	226,583
2010	56,800		142,594	\$	199,394
2011	40,130		142,594	\$	182,724
2012	9,669		142,594	\$	152,263
2013	-		142,594	\$	142,594
	\$ 190,588	\$	712,970	\$	903,558

(c) Total interest on debt for the year ending December 31, 2008 amounted to \$227,354 (2007 - \$227,354)

THE CORPORATION OF THE DISTRICT OF OAK BAY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2008

**6. CAPITAL ASSETS**

	Balance Dec 31, 2007	Additions	Disposals	Balance Dec 31, 2008
<b>General</b>				
Engineering Structures	\$ 27,714,340	\$ 749,702	\$ -	\$ 28,464,042
Buildings	24,516,710	286,933	-	24,803,643
Equipment	12,333,983	397,718	109,919	12,621,782
Land	2,839,968	380,000	-	3,219,968
	<u>67,405,001</u>	<u>1,814,353</u>	<u>109,919</u>	<u>69,109,435</u>
<b>Water</b>				
Engineering Structures	14,233,515	410,071	-	14,643,586
Buildings	420	-	-	420
Equipment	22,198	-	-	22,198
Land	40	-	-	40
	<u>14,256,173</u>	<u>410,071</u>	<u>-</u>	<u>14,666,244</u>
<b>Sewer</b>				
Engineering Structures	6,307,381	198,029	-	6,505,410
Buildings	840	-	-	840
Equipment	92,700	-	-	92,700
Land	5,500	-	-	5,500
	<u>6,406,421</u>	<u>198,029</u>	<u>-</u>	<u>6,604,450</u>
	<u>\$ 88,067,595</u>	<u>\$ 2,422,453</u>	<u>\$ 109,919</u>	<u>\$ 90,380,129</u>

**7. RESERVE FUNDS**

	2008	2007
<b>Equity in Reserve Funds</b>		
Village Parking	\$ 879,112	\$ 880,996
Fire Equipment	602,386	530,538
Land Sale	1,742,422	1,684,362
Machinery & Equipment	1,237,162	1,004,776
Heritage	2,204,399	2,210,542
Tax Sale Property	1,713	1,674
Parks Acquisition	248,911	240,834
Capital Works	7,500,957	5,938,547
	<u>\$ 14,417,062</u>	<u>\$ 12,492,269</u>
<b>Funds Balance</b>		

**THE CORPORATION OF THE DISTRICT OF OAK BAY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2008**

**8. EQUITY IN PHYSICAL ASSETS**

	2008	2007
Equity in Capital Assets, beginning of year	\$ 83,710,040	\$ 82,639,745
Add:		
Debt Retirement		
Debt principal and lease repayment	224,525	203,748
Actuarial adjustment on debt	30,730	22,476
Capital assets purchased	2,422,453	2,284,575
Capital assets acquired through leases	(3,750)	(140,415)
Opening equity in consolidated entities	-	(53,724)
	2,673,958	2,316,660
Deduct:		
Capital assets disposed	(109,919)	(1,246,365)
	(109,919)	(1,246,365)
Equity in Capital Assets, end of year	86,274,079	83,710,040
Supplies Inventory	437,129	414,132
Equity in Physical Assets, end of year	\$ 86,711,208	\$ 84,124,172

During 2007, the members' agreement for an entity previously included in the government reporting entity was amended and removed the element of shared control. As such the entity is no longer included in the consolidated financial statements resulting in the removal of \$293,902 of debt and \$347,626 of capital assets previously reported.

**9. COMMITMENTS AND CONTINGENT LIABILITIES**

- (a) Capital Regional District (the "District") debt, under the provision of the Local Government Act, is a direct, joint and several liability of the District and each member Municipality within the District, including the Corporation.
- (b) The Corporation 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.
- (c) The Corporation 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 in excess of individual deductibles ranging from \$2,500 to \$100,000 against any member. The Corporation's deductible is \$10,000.
- (d) New condominium construction in British Columbia over the last fifteen years has resulted in significant construction deficiencies. Liability for these deficiencies is presently being addressed by the courts. The impact of the courts' decisions and their effect on the Corporation are unknown at this time. The Corporation has received one statement of claim with respect to alleged construction deficiencies. Claims received prior to December 31, 2008 have been reported to the Corporation Insurers. No determination of the Corporation's liability, if any, has been determined and no estimate of potential loss can be made or recorded at this time. Any liability will be recorded when a settlement is likely and the amounts are determinable.
- (e) During 2008 the Province of BC gave its share (50%) of the heritage property known as Tod House to the Corporation. 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 Corporation " 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 Corporation will pay to the Province 50% of the market value of the property at the time that its use changed. The Corporation has no plans to change the use of Tod House.
- (f) The Corporation entered into a contract before the end of the year for the purchase of a new fire engine. The net cost of \$406,928 US will be due on delivery in 2009.

**THE CORPORATION OF THE DISTRICT OF OAK BAY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2008**

**10. TAX LEVIES**

As well as taxes for its own purposes, the Corporation 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.

Taxes	Budget	2008	2007
Property tax	\$ 30,189,423	\$ 30,207,167	\$ 29,347,261
Grants in lieu of taxes	159,728	154,695	155,722
Special assessments & local improvements	201,289	201,291	228,287
1% Utility tax	108,121	112,780	108,266
Waste disposal fees	1,121,394	1,121,010	1,026,608
Penalties and Interest	85,000	102,783	96,270
	<u>31,864,955</u>	<u>31,899,726</u>	<u>30,962,414</u>
Less taxes on behalf of:			
School District No. 61	9,271,803	9,271,803	9,404,057
Capital Regional District	2,690,752	2,690,752	2,454,656
Telus (CREST) - CRD	71,000	88,717	84,735
Provincial Government - Non-residential school	998,752	998,752	1,021,818
Capital Regional Hospital District	1,116,329	1,116,329	1,056,543
Municipal Finance Authority	1,072	1,072	1,476
BC Assessment Authority	350,773	350,774	356,799
BC Transit Authority	836,280	836,280	739,824
Business Improvement Area	62,000	62,001	88,998
	<u>15,398,761</u>	<u>15,416,480</u>	<u>15,208,906</u>
Net taxes available for municipal purposes	<u>\$ 16,466,194</u>	<u>\$ 16,483,246</u>	<u>\$ 15,753,508</u>

**11. MUNICIPAL FINANCE AUTHORITY DEBT DEPOSIT/RESERVE**

Under borrowing arrangements with the Municipal Finance Authority ("MFA"), the Corporation is required to lodge security by means of demand notes and interest-bearing deposits based on the amount of the borrowing. As the debt principal is retired, demand notes are released and the cash deposits are refunded and recorded as operating income in the period received.

As a condition of these borrowings, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. These deposits, which are contingent in nature, are held by the MFA to act as security against the possibility of debt repayment default, and are not recorded in the consolidated financial statements. If the debt is repaid without default, the deposits are refunded to the Corporation.

The details of the cash deposits and demand notes are as follows:

	2008	2007
Cash	\$ 56,707	\$ 54,368
Demand Notes	139,099	139,057
	<u>\$ 195,806</u>	<u>\$ 193,425</u>

**THE CORPORATION OF THE DISTRICT OF OAK BAY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2008**

**12. TRUST FUNDS**

	Heritage House Trust	Legacy Trusts	2008	2007
<b>Assets</b>				
<b>Financial Assets</b>				
Cash	\$ 4,521	\$ 10,516	\$ 15,037	\$ 370,705
Investments	157,778	608,511	766,289	179,418
Due from Operating Fund	10,067	-	10,067	5,265
<b>Fund Balances</b>	<b>\$ 172,366</b>	<b>\$ 619,027</b>	<b>\$ 791,393</b>	<b>\$ 555,388</b>

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

The Heritage House Trust was accruing 50% of the net rental income of Tod House. Beginning in 2003 the Trust retained 100% of the net rental income.

The Corporation 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.

**13. PENSION PLAN**

The Corporation and its employees contribute to the Municipal Pension Plan (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 150,000 active members and approximately 54,000 retired members. Active members include approximately 32,000 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, 2006 indicated a surplus of \$438 million for basic pension benefits. The next valuation will be as at December 31, 2009, with results available in 2010. The actuary does not attribute portions of the surplus to individual employers. The Corporation paid \$1,232,423 (2007 - \$1,127,116) for employer contributions and Corporation employees paid \$923,462 (2007 - \$843,432) for employee contributions to the plan in fiscal 2008.

**14. 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. The District and its employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined at December 31, 2008 to be \$10,016,032 with a net surplus of \$1,048,599. The District of Oak Bay paid \$25,388 (2007 - \$42,982) for employer contributions and District employees paid \$25,653 (2007 - \$43,757) for employee contributions to the plan in fiscal 2008.

THE CORPORATION OF THE DISTRICT OF OAK BAY  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2008

**15. SEGMENTED REPORTING**

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:

**General Government**

The departments within General Government Services 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.

**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 Corporation'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.

**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.

**Environmental Health Services**

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

**Recreation Services**

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

**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. For additional information see the Statement of Financial Activities – Segmented (Schedule D).



**THE CORPORATION OF THE DISTRICT OF OAK BAY**  
**COMBINED STATEMENT OF FINANCIAL ACTIVITIES - OPERATING FUNDS**  
**FOR THE YEAR ENDED DECEMBER 31, 2008**

	Budget	2008	2007
<b>REVENUE</b>			
Taxes (Note 10)	\$ 16,466,194	\$ 16,483,246	\$ 15,753,508
Sales and services	6,173,290	6,245,012	5,877,630
Other revenues	1,412,523	1,838,399	1,028,007
Provincial Government	536,565	463,228	486,390
Federal Government	2,000	23,081	30,461
Investment income	350,000	402,070	489,363
Sale of water and sewer charges	3,336,285	3,169,432	2,759,941
<b>Total revenue</b>	<b>28,276,857</b>	<b>28,624,468</b>	<b>26,425,300</b>
<b>EXPENDITURE</b>			
General government services	3,253,053	2,956,974	2,992,943
Protective services	7,082,812	6,857,684	6,672,076
Transportation services	2,286,123	2,104,305	1,948,585
Environmental health services	857,410	770,141	745,708
Environmental development services	3,000	1,354	2,727
Recreation and cultural services	9,487,509	9,472,986	8,790,041
Water utility	550,458	509,457	453,483
Water purchases	1,578,000	1,444,789	1,165,822
Sewer collection systems	405,960	363,987	241,732
<b>Total expenditure</b>	<b>25,504,325</b>	<b>24,481,677</b>	<b>23,013,117</b>
<b>Excess of Revenue over Expenditure</b>	<b>2,772,532</b>	<b>4,142,791</b>	<b>3,412,183</b>
Principal payments on debt and lease obligation	(212,295)	(255,255)	(226,224)
	2,560,237	3,887,536	3,185,959
Net interfund transfers:			
To Capital Funds	(3,045,832)	(1,760,738)	(1,300,539)
To Reserve Funds	(2,147,679)	(2,147,679)	(2,019,267)
Increase in Operating Funds Balances	(2,633,274)	(20,881)	(133,847)
Operating Funds Balances, beginning of year	3,821,667	3,821,667	3,955,514
<b>Operating Funds Balances, end of year</b>	<b>\$ 1,188,393</b>	<b>\$ 3,800,786</b>	<b>\$ 3,821,667</b>

See accompanying notes to the consolidated financial statements

**THE CORPORATION OF THE DISTRICT OF OAK BAY  
COMBINED STATEMENT OF FINANCIAL ACTIVITIES - CAPITAL FUNDS  
FOR THE YEAR ENDED DECEMBER 31, 2008**

	Budget	2008	2007
<b>REVENUE</b>			
Proceeds from sale of equipment	\$ -	\$ 10,000	\$ 36,000
<b>EXPENDITURES</b>			
General government	124,600	496,193	101,272
Protective services	129,600	89,372	152,163
Transportation services	765,355	640,745	802,667
Environmental health	417,390	311,179	192,497
Recreation and cultural services	462,950	276,864	365,431
Water system	1,145,967	410,071	583,169
Sewer system	647,935	198,029	87,377
	<b>3,693,797</b>	<b>2,422,453</b>	<b>2,284,576</b>
<b>Excess of Expenditure over Revenue</b>	<b>(3,693,797)</b>	<b>(2,412,453)</b>	<b>(2,248,576)</b>
Debt and lease proceeds	-	3,750	140,415
	<b>(3,693,797)</b>	<b>(2,408,703)</b>	<b>(2,108,161)</b>
Net Interfund Transfers:			
From Operating Fund	3,045,832	1,760,738	1,300,539
From Reserve Fund	647,965	647,965	807,622
<b>Changes in Capital Funds Balances and balance end of year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

See accompanying notes to the consolidated financial statements

**THE CORPORATION OF THE DISTRICT OF OAK BAY  
COMBINED STATEMENT OF FINANCIAL ACTIVITIES - RESERVE FUNDS  
FOR THE YEAR ENDED DECEMBER 31, 2008**

	Budget	2008	2007
<b>REVENUE</b>			
Investment income	\$ -	\$ 425,079	\$ 533,721
<b>Net Interfund Transfers:</b>			
To Capital Funds	(647,965)	(647,965)	(807,622)
From Operating Funds	2,147,679	2,147,679	2,019,267
	1,499,714	1,499,714	1,211,645
<b>Net Change in Reserve Fund Balances</b>	1,499,714	1,924,793	1,745,366
<b>Reserve Fund Balances, beginning of year</b>	12,492,269	12,492,269	10,746,903
<b>Reserve Fund Balances, end of year (Note 7)</b>	\$ 13,991,983	\$ 14,417,062	\$ 12,492,269

See accompanying notes to the consolidated financial statements

THE CORPORATION OF THE DISTRICT OF OAK BAY  
STATEMENT OF FINANCIAL ACTIVITIES - SEGMENTED  
FOR THE YEAR ENDED DECEMBER 31, 2008

	General Government	Protective Services	Transportation Services	Environmental Health
	2008	2007	2008	2007
<b>REVENUE</b>				
Taxes	\$ 1,207,057	\$ 1,366,267	\$ 3,068,905	\$ 1,122,548
Sales and services	69,403	65,968	-	8,528
Other revenues	1,284,736	595,930	43,312	-
Provincial Government	209,234	157,068	-	-
Investment Income	827,149	1,023,084	-	-
<b>Total revenue</b>	<b>3,597,579</b>	<b>3,208,317</b>	<b>3,112,217</b>	<b>1,131,076</b>
<b>EXPENDITURE</b>				
Salaries, wages and employee benefits	1,062,697	1,015,403	1,426,443	291,290
Supplies and services	1,894,276	1,977,540	677,862	480,205
Interest	-	-	-	-
Capital	486,193	101,272	640,745	311,179
<b>Total expenditure</b>	<b>3,453,166</b>	<b>3,094,215</b>	<b>2,745,050</b>	<b>1,082,674</b>

**Excess of Revenue over Expenditure** \$ 144,413 \$ 114,102 \$ 367,167 \$ 48,402

	Recreation Services	Water Utility	Sewer Collection Systems	Consolidated
	2008	2007	2008	2007
<b>REVENUE</b>				
Taxes	\$ 4,074,879	\$ 3,745,777	\$ -	\$ 15,753,508
Sales and services	6,162,494	5,722,516	664,672	9,437,525
Other revenues	-	-	-	1,848,399
Provincial Government	-	-	2,148	463,228
Investment Income	-	-	-	827,149
<b>Total revenue</b>	<b>10,237,373</b>	<b>9,468,293</b>	<b>666,820</b>	<b>29,059,547</b>
<b>EXPENDITURE</b>				
Salaries, wages and employee benefits	6,609,576	6,156,309	261,938	14,882,560
Supplies and services	2,636,056	2,406,378	82,049	7,903,203
Interest	227,354	227,354	-	227,354
Capital	276,864	365,431	198,029	2,284,576
<b>Total expenditure</b>	<b>9,749,850</b>	<b>9,155,472</b>	<b>562,016</b>	<b>25,297,693</b>

**Excess of Revenue over Expenditure** \$ 487,523 \$ 312,821 \$ 104,804 \$ 2,155,417

**THE CORPORATION OF THE DISTRICT OF OAK BAY  
GENERAL INFORMATION  
(UNAUDITED)**

	2008	2007
<b>ASSESSMENTS TAXABLE</b>		
<b>Schools</b>		
Residential	\$ 5,257,018,280	\$ 4,858,722,100
Non-residential	143,908,809	129,057,509
	\$ 5,400,927,089	\$ 4,987,779,609
<b>General</b>		
Residential	\$ 5,257,018,280	\$ 4,858,722,100
Business	107,948,300	96,289,300
Recreational/non-profit	23,199,000	20,419,700
Farm	7,018	7,018
	\$ 5,388,172,598	\$ 4,975,438,118

**TAX RATE [ \$ PER 1,000 OF ASSESSED VALUE ]**

	Residential \$	Business \$	Recreational/ non-profit \$	Farm \$
General	2.6276	4.7034	3.7837	3,295.1155
Debt	0.0766	0.1371	0.1103	96.0595
Residential school	1.7637	-	-	-
Non-residentials schools	-	6.8000	3.6000	6.8000
Regional District	0.4899	0.8769	0.7055	614.3668
Regional Hospital	0.2000	0.4900	0.2000	0.2000
Transit Authority	0.1424	0.7120	0.1424	0.1424
Finance Authority	0.0002	0.0001	0.0002	0.0002
BC Assessment	0.0615	0.1944	0.0615	0.0615
	5.3619	13.9139	8.6036	4,012.7459

Water services	6,015	Population [2006]	17,908
Fire hydrants	500	Voters on voters list	14,074
Total area	1,031 ha	Streets paved	108 km
Taxable areas	793 ha	Total pipes - mains	362 km
Parks	39 ha	Watermains	120 km
Roadways	186 ha	Storm sewers	140 km
Other areas	13 ha	Sanitary sewers	102 km