File No. 0540-20

FINANCE AND ADMINISTRATION COMMITTEE MEETING
March 3, 2014 at 7:00 pm
Location: Council Chambers
2205 Otter Point Road, Sooke, BC

AGENDA
Please note: The meeting is webcast live at www.sooke.ca

	Item	***Page #***
1.	**Call to Order**	
2.	**Approval of Agenda**	
3.	**Approval of the Minutes: February 3, 2014**	1

Reports Requiring Action:

4.	**Sooke Fire Rescue Department** **Draft Policy No. 14.5, Policy No. 14.6 and Policy No. 14.7** • Staff Report • Committee recommendation to Council	7
5.	**Sooke Canada Day Society – Sooke Lions** • Staff Report • Committee recommendation to Council	21

Reports for Information:

6.	**2013 Budget to Actual Report** • Staff Report	23
7.	**2013 Vacation Payout** • Staff Report	73
8.	**Category C Service Agreements Operating Reports** • Staff Report	75
9.	**Firefighter Personal Protective Gear Washing Machine** • Staff Report	95
10.	**Traffic Control Pre-emption Systems** • Staff Report	109

11. **Bylaw Enforcement** 163
    - 2013 Year End Report

12. **Public Input** --

13. **Schedule Next Meeting: April 7, 2014**

14. **Adjournment**

DISTRICT OF SOOKE

FINANCE AND ADMINISTRATION COMMITTEE MEETING
Meeting held February 3, 2014 at 7:00 pm
in the Council Chambers
2205 Otter Point Rd

Committee Members Present:
Councillor Rick Kasper (Chair)
Councillor Kerrie Reay
Councillor Herb Haldane
Mayor Wendal Milne (Ex-Officio)
David Matland
Jim Mitchell

Staff: Gord Howie, Chief Administrative Officer
Michael Dillabaugh, Director of Finance
Tina Hansen, Corporate Assistant, recorder

Action

1. **Call to Order**
The meeting was called to order at 7:03 p.m.

2. **Approval of Agenda**
The agenda was approved as circulated.

3. **Approval of Minutes: January 6, 2014**
MOVED and seconded to approve the minutes of January 6, 2014 as circulated.
CARRIED

4. **Reports Requiring Action:**

2014-2018 Five Year Financial Plan
Michael Dillabaugh provided a summary of the staff report and overviewed the adjustments that have been applied to the proposed 2014-2018 Five Year Financial Plan. Mr. Dillabaugh reported that the proposed tax increase for 2014 is 1.99 percent which is within the 2 per cent increase as per Council's direction. In addition, there is an additional $118,000 allocated for the Capital Asset Replacement Reserve. Mr. Dillabaugh further reported that the tax increases in years 2015-2018 have been reduced to below the three percent level and includes funding into the Capital Asset Replacement Reserve.

Mr. Dillabaugh noted that the addition and sale of the Fire Department unit 207 is not included in the adjustments in the document provided but will be included in the document that will be provided to Council for preliminary approval.

Committee discussion:
- Clarification as to how Council arrived at the 2 percent tax increase as the current inflation increase is at 0.9 percent
- Clarification as to the Honorarium amount for volunteer

firefighters and whether the $25,000 will remain in the budget
- Clarification as to removing the budget amount for the Vancouver Island Regional Library (VIRL)
- Clarification as to salary increases for the Fire Department
- Clarification as to the proposed Capital Plan expenditures for a Seniors Centre and why it is reduced from $50,000 in 2014 to $25,000 in years 2015-2018
- The Seniors Centre is deemed to be a Council priority and funds should be allocated into a reserve account for Council priorities
- Have staff look at allocating an additional $25,000 into reserves for years 2015-2018 for a Seniors/Youth Facility

MOVED and seconded to allocate an additional $25,000 into the Reserve Account for years 2015-2018 in the 2014-2018 Five Year Financial Plan for a Seniors/Youth Facility. **Finance**
CARRIED

Committee further discussed:
- Consideration to revisiting minor capital items in the Fire Department
- Concerns as to the funds that have been allocated for the Fire Department's purchase of an industrial washing machine and the heat sensor devices
- Concerns as to spending money on items that may not be deemed as a priority
- Consideration as to how to deal with Fire Department minor and major capital items
- Clarification as to the industrial wash machine and what the volunteers are doing to ensure turn out gear is cleaned and maintained
- Clarification as to the increase for bi-annual grants

Gord Howie explained options for dealing with minor and major capital items and the replacement of Fire Department vehicles which could include replacing a vehicle when it breaks, setting aside funds into a reserve account for future vehicle replacement, or to lease vehicles. Mr. Howie advised that staff will be bringing information forward on options for a Capital Replacement Plan and options for leasing vehicles. Mr. Howie further suggested that staff look into the cost of having an expert in the field complete an analysis on the replacement of Fire Department equipment.

ACTION ITEM: The Committee requested that staff provide a report on what volunteer firefighters are doing currently to have their turnout gear washed and dried and why it is important for them to have the industrial wash machine. **Fire**

MOVED and seconded that Bi-annual Grants be reduced to $65,000 in the 2014-2018 Five Year Financial Plan. **Finance**
CARRIED

MOVED and seconded that the additional $10,000 from the Bi-annual Grants in the 2014-2018 Five Year Financial Plan be placed in the Council Contingency Fund. **Finance**
CARRIED

Committee further discussed:

- Clarification as to the minor capital purchase of the jaws of life and concerns that the purchase may be premature
- Importance of having a business case for capital expenditures
- Importance of having a cost analysis for capital expenditures as it sends a message to future Councils that the Capital Plan would has been endorsed and is sustainable and meets the tests of independent organizations and agencies
- Ensure the District is in compliance with what independent agencies have recommended
- Consideration to provisions with Fire Underwriters to extend the life of vehicles

Public Input:

Derek Lewers, Sooke resident, advised that he believes the Fire Department purchased two new sets of jaws of life in 2012. Mr. Lewers addressed the Committee as to equipment (cutters) used to cut through high strength steel manufactured for high end vehicles and advised that in the future as materials become more affordable, most vehicles will be made of high strength materials. Mr. Lewers further advised that as technology progresses, new cutters would help the fire department extricate.

Chair Kasper asked Mr. Lewers to comment on a proposed Capital Plan in which he and the Fire Chief had been working on.

Derek Lewers reported that he worked with the Fire Chief earlier this year on a minor capital and major capital plan. Mr. Lewers advised that the latest revision had a twenty year Plan with capital costs of approximately 2.5 million dollars. Mr. Lewers indicated that he felt that putting $100,000 into the Fire Equipment Reserve Fund in 2014 would not be sufficient and suggested that additional funds be put into the Reserve Fund each year including 2014.

Chair Kasper asked Mr. Lewers when the first year would be that a vehicle was going to be purchased in the Replacement Plan that he and the Fire Chief had worked on. Mr. Lewers advised that he believed it was in the year 2019.

Chair Kasper asked Mr. Lewers whether he and the Fire Chief had looked at a cost analysis of what Esquimalt had done to rebuild an older unit. Mr. Lewers explained that he only made suggestions on how to reduce the 2.5 million dollars while still providing adequate protection to the District. Mr. Lewers addressed the Committee as to first line and second line vehicles.

MOVED and seconded to recommend that Council direct staff to obtain quotes for an independent study and review of the long term capital replacement plan for the Fire Department; **Council**
AND FURTHER to direct staff to confirm the options available to extend the life of a fire department vehicle for active use.
CARRIED

Committee further discussed:

- Clarification as to when the 2013 Budget Actuals will be available
- Concerns as to approving the 2014-2018 Five Year Financial Plan prior to receiving the 2013 Actuals
- Clarification as to the budget amount for CRD Stormwater Monitoring and how these amounts are determined
- Whether there are ways to reduce the amount of Stormwater Monitoring administered by the CRD
- The CRD will be revisiting the issue of Stormwater monitoring outside of the District of Sooke borders which may result in an adjustment to the figure in the budget
- Clarification as to Drainage and Stormwater under Engineering Services and whether this amount ($52,020) can be reduced
- Clarification as to Capital Regional District Tax Levy
- Clarification as to Road DCC's and concerns as to recording a negative amount into the Reserve Fund
- Clarification as to Community Works Reserve (Gas Tax) and concerns as to recording a negative amount into the Reserve Fund
- Clarification as to Stormwater management/culvert replacement in the Capital Plan and whether the budgeted amount can be reduced
- Clarification as to the $10,000 for labour relations/consulting and whether this amount can be eliminated from the Financial Plan
- Clarification as to contracted maintenance under Common Services – building maintenance
- Clarification as to parks maintenance contracts and confirmation that these contract are being monitored by staff
- Clarification as to the Information Technology (IT) position duties
- Clarification as to the amount of $15,000 for a backup IT consultant and whether a backup IT consultant is necessary
- Clarification as to Bylaw Enforcement Officer position and whether this position could be changed to a call-out basis or part time basis

ACTION ITEM: The Committee requested that staff provide further information relating to bylaw enforcement and the number of historical infractions/complaints that occur including current complaints. **Finance**

- Importance of having IT staff available as an operational perspective
- Concerns as to the economy and consideration to reducing staffing levels

- Clarification as to the recent extension by Council of the three Parks maintenance contracts for an additional year
- Clarification as to the budgeted amount for Conference Centre bookings
- Concerns as to the current lease for the Kaltasin Works Yard and ensuring that there is a tender process for the use of the property

ACTION ITEM: The Committee requested that staff provide the 2013 Budget to Actuals. **Finance**

Derek Lewers, Sooke resident addressed the Committee suggesting that funds be allocated in the budget for traffic pre-empting devices at traffic lights in Sooke in order to improve Fire Department response times.

ACTION ITEM: The Committee requested that staff look into traffic pre-empting light devices for traffic lights. **Engineering Fire**

MOVED and seconded to recommend that Council give preliminary approval of the 2014-2018 Five Year Financial Plan subject to any changes arising from the review of the 2013 Budget to Actual report. **Council**
CARRIED

5. **Reports for Information:**

2013 Training Budget to Actual

Committee discussion:
- Clarification as to why the budgeted amount for Building Inspection conferences/education in 2013 had not been expended
- Importance of promoting and providing education/training to Building Inspectors in order to enhance their credentials

MOVED and seconded to receive the 2013 Training Budget to Actual Report for information.
CARRIED

6. **Public Input**
There was no further input from members of the public.

7. **Schedule Next Meeting: March 3, 2014**

8. **Adjournment**

The meeting adjourned at 8:54 p.m.

Rick Kasper
Chair

Bonnie Sprinkling
Corporate Officer

District of Sooke

File No. 7200

DIRECTION REQUEST
FINANCE AND ADMINISTRATION COMMITTEE
Meeting Date: March 3, 2014

To: Gord Howie, Chief Administrative Officer

From: Bonnie Sprinkling, Corporate Officer

Re: Fire Protection Services Policies

SUGGESTED ACTION:

THAT THE FINANCE AND ADMINISTRATION COMMITTTEE recommend Council approve Policy No. 14.5, *Sooke Fire Rescue Department Standard Operating Guidelines Policy, 2014;*

AND recommend Council approve Policy No. 14.6, *Sooke Fire Rescue Department Standards of Conduct, 2014;*

AND recommend Council approve Policy No. 14.7, *Sooke Fire Rescue Department Volunteer Member Grievance Policy, 2014;*

AND recommend Council repeal Policy No. 14.1, *Fire Inspection Policy*;

AND direct staff to proceed with updating the Sooke Fire Rescue Department Standard Operating Guidelines in consultation with the Sooke Firefighters Association.

1. Executive Summary

The purpose of this report is to provide the Finance and Administration Committee with amended draft **Council Policies** for the Sooke Fire Rescue Department for recommendation to Council.

- Policy No. 14.5, *Sooke Fire Rescue Department Standard Operating Guidelines, 2014* (definitions and authority for guidelines);
- Policy No. 14.6, *Sooke Fire Rescue Department Discipline Policy, 2014* (establish standards of conduct);
- Policy No. 14.7, *Sooke Fire Rescue Department Volunteer Member Grievance Policy, 2014* (grievance procedure for volunteer firefighters).

Further, Policy No. 14.1, *Fire Inspection Policy* may now be repealed by Council due to the recent adoption of amendments to Bylaw No. 292, Fire Protection Services Bylaw.

2. Background

At the November 4, 2013 Committee meeting, the Committee provided direction as to the draft policies and made the following resolution:

MOVED and seconded to direct staff to make the amendments to Policy 14.6, *Sooke Fire Rescue Department Discipline Policy, 2013* and Policy 14.7, *Sooke Fire Rescue Department Volunteer Member Grievance Policy* ;
AND TO bring the amended Polices back to the next Committee meeting.
CARRIED

Further, Staff forwarded the policies and minutes of the November 4, 2013 meeting to the municipal solicitors for legal review. After legal review of Policy 14.6 and Policy 14.7, the municipal solicitors have provided some changes to those policies. Staff have re-drafted the policies as follows:

1. Policy 14.6, *Sooke Fire Rescue Department Discipline Policy, 2014:*
   The municipal solicitor has suggested a more positive approach be taken with the "discipline policy". It is recommended that the Committee consider the establishment of a *Standards of Conduct Policy* with simpler discipline procedures.

   Accordingly, a new Policy 14.6, *Sooke Fire Rescue Department Standards of Conduct Policy*, has been drafted for Committee consideration and recommendation to Council.

2. Policy 14.7, *Volunteer Member Grievance Policy, 2013:*
   The municipal solicitor has suggested some changes to Policy No. 14.7 for the Committee to consider. Accordingly, an amended Policy No. 14.7 is provided for the Committee's consideration and recommendation to Council.

   Legal Changes:
   a. Section 1.02 has been removed;
   b. Section 2 has been changed to take the grievance to the Chief Administrative Officer after the Fire Chief. Generally, Grievance Committees would be comprised of employer managers (ie, the CAO);
   c. Section 3 has been changed to take the grievance next to the Council. Council may wish to only consider certain grievances such as those related to more serious discipline like suspensions or terminations.

Attached Documents:
1. Minutes and resolutions of November 4, 2013 Committee meeting
2. Proposed Policy Nos. 14.5, 14.6 and 14.7
3. Policy 14.1, *Fire Inspection Policy (to be repealed)*

Approved for Council Agenda

Engineering	Planning
Corp. Services	Finance
CAO	

Respectfully,

Bonnie Sprinkling

Fire Protection Services Bylaw and Policy Review
Councillor Berger declared a conflict of interest with this agenda item as her husband is a volunteer firefighter for Sooke Fire Rescue Service and left the meeting at 7:02 p.m.

Bonnie Sprinkling provided a summary of the staff report for the Committee. Ms. Sprinkling advised that amendments to the Open Air Fires portion of the bylaw have not been made at this time as they will be addressed as a separate bylaw amendment at a later date in order to provide an opportunity for public consultation for the bylaw amendment.

Chair Kasper reported that the Committee had hoped to complete all the amendments to the Fire Protection Bylaw, including amendments to the Open Air Fires, but after meeting with Mr. Howie and Ms. Sprinkling and in keeping with time constraints and providing an opportunity for public input to the bylaw, the Committee should deal with the proposed amendments to the bylaw and forward their recommendations to Council and then continue with amendments to the Open Air Fires portion of the bylaw in January 2014 in order to ensure a public process.

Committee discussion:
- Consideration as to putting off the bylaw until all revisions including the burning portion have been complete
- Ensure latitude with self-inspections
- Clarification as to inspections for Bed and Breakfasts
- Including Bed and Breakfast on the Schedule A

Public Input:

Derek Lewers, Sooke resident, expressed his concerns as to postponing the revisions of the Open Air Fires portion of the bylaw to a later date and of concerns of how the bylaw will look with the amendments, concerns as to the provisions in the bylaw from the *Wildfire Act* for high risk activity. Mr. Lewers indicated that this section should be specific to "blasting". Mr. Lewes also advised that the bylaw should include a table of contents and that Bed and Breakfasts should be included under Group C on the Schedule A of the bylaw (Frequency of Inspections).

MOVED and seconded to direct staff to include "Bed and Breakfasts" under the Lodging Houses - Group C Category of Schedule A (Frequency of Inspections).
CARRIED

Committee further discussed:
- Clarification as to "high risk activities" in the bylaw
- Clarification as to the use of "may" and "must" in section 16.1(self inspections) and whether this is a contradictory
- Concern as to whether it would cause room for error in making a recommendation to Council to move forward with the bylaw amendments to one portion of the bylaw and not including the amendments to the Open Air Fires portion of the bylaw
- Concern as to holding public input for the Open Air Fires in December as this would not be fair to the public
- Amendments to the Open Air Fires portion of the bylaw was not part of the original focus of this review
- Ensure that the public is involved in the review of the Open Air Fires portion of the bylaw

- There will be an opportunity for the Committee to review the Open Air Fires portion of the bylaw at a future date

Bonnie Sprinkling clarified that a table of contents and headings do not form part of a bylaw but would be included in the consolidated version of the Fire Protection Services bylaw.

Derek Lewers further addressed the Committee as to section 16.1 (c) seeking clarifications as to whether "Fire Chief" included a "designate" or "authorized person" for the Fire Chief. Mr. Lewers indicated that the use of the word "may" in section 16.1 (c) could mean that the fire department is not meeting their current obligations that have been put forward in the bylaw for self-inspections.

Ellen Lewers Sooke resident suggested that further clarification be made to section 16.1 for the self-inspection program.

MOVED and seconded to recommend that Council introduce and give first, second and third reading to Bylaw No. 575, *Fire Protection Services Amendment Bylaw (292-5).*
CARRIED

The Committee discussed the following as to Policy 14.5, *Sooke Fire Rescue Department Standard Operating Guidelines, 2013:*

- Look at including a statement that the Standard Operating Guidelines are approved by Council in section 2
- Clarification as to whether Council should be approving Standard Operating Guidelines
- Ensure that the Guidelines do not potentially put people at risk

Mr. Howie clarified that the Fire Department standard operating guidelines for operational matters would be established through the Council Policy No. 14.5, which states that this is what the guidelines look like and that the Committee and Council's main discussion is around setting policy for the levels of response.

The Committee agreed by general consensus to direct staff as to Policy 14.6, *Sooke Fire Rescue Department Discipline Policy, 2013:*

- Clarify and be consistent as to the definition of "narcotics" in all policies
- Ensure spelling correction for the word "Offence" on page 28

Derek Lewers suggested looking at the *Worker's Compensation Act* to see if there is a definition for "drugs and alcohol." Mr. Lewers inquired as to section 1.04 and whether items (b) and (d) state the exact same thing and whether these should be merged into an all encompassing line.

The Committee further discussed Policy 14.6:

- Definitions under section 1.05
- Ensure that there is some form of a benchmark when using disciplinary actions for insubordination
- Ensure that there is a qualifier for all offences to ensure the health and safety of the organization
- Confirmation that the Discipline Policy is inclusive of <u>all</u> members including the IAFF members

The Committee agreed by general consensus to direct staff as to Policy 14.6, *Sooke Fire Rescue Department Discipline Policy, 2013:*

- Clarify the definition of "insubordination"
- Clarify the definition for "Disclosure of Information" as there are two separate issues in the existing definition
- Clarify section 1.05 as to offences occurring "on duty" or "off duty"

MOVED and seconded to direct staff to remove the following disciplinary actions from section 1.06 of Policy 14.6, *Sooke Fire Rescue Department Discipline Policy, 2013:*

- 3) Written Notice
- 5) Request to Resign

CARRIED

Derek Lewers asked for further clarification as to item 1.06 Disciplinary Action and whether the words "in the following order" should be included in this section.

The Committee agreed by general consensus to direct staff as to Policy 14.7, *Sooke Fire Rescue Department Volunteer Member Grievance Policy:*

- Clarify section 5.00 "No Stoppage of Work or Change of Personnel" when a grievance procedure is in place and whether "work" is the appropriate word to use
- Re-word section 2.02 in order to provide an opportunity for the griever to have representation from either inside or outside of the Firefighters Association.

Derek Lewers inquired as to including "to the satisfaction of both parties" in section 2.01 to provide further clarity. Mr. Lewers asked for clarification as to timelines in section 2.00 (Second Step) and suggested that in section 2.02 (b) the griever be provided the opportunity to appoint a representative inside or outside of the Firefighters Association. Mr. Lewers inquired as to references to timing considerations with the grievance steps.

The Committee discussed the following as to the Sooke Fire Rescue Department Standard Operating Guidelines:

- Ensure that the Fire Department Standard Operating Guidelines remain the purview of the Fire Department and that the Committee not get involved in great length with the operating guidelines
- Clarification as to section 4 of the Vehicle Operations SOG
- Ensure that the Vehicle Operations SOG and the District's Vehicle Use Policy are consistent with one another
- Confirmation as to whether the Standard Operating Guidelines are under the signature of the District's Chief Administrative Officer

Derek Lewers spoke to the Vehicle Operations Standard Operating Guideline and queried whether item 4 was contradictory to item 1. Mr. Lewers suggested removing item 4 and provided suggested wording to replace item 1 in the Guideline. Mr. Lewers further addressed the Committee as to the importance of ensuring that the tax payers of Sooke are covered first when it comes to emergency response.

MOVED and seconded to direct staff to make the amendments to Policy 14.6, *Sooke Fire Rescue Department Discipline Policy, 2013* and Policy 14.7, *Sooke Fire Rescue Department Volunteer Member Grievance Policy*;
AND TO bring the amended Polices back to the next Committee meeting.
CARRIED

Derek Lewers asked the Committee that consideration be given to a District of Sooke policy to establish recognition of honorary firefighters who have provided a number of years of service as a volunteer firefighter.

Councillor Berger returned to the meeting at 8:30 p.m.

District of Sooke

Policy No. 14.5

Adopted by Council: _____

Sooke Fire Rescue Department Standard Operating Guidelines, 2014

1. Under the Province of BC *Fire Services Act* and the District of Sooke Bylaw No. 292, *Fire Protective Services Bylaw, 2007*, the Fire Chief has the authority to maintain, control and supervise the Sooke Fire Rescue Department.

2. The Fire Chief will establish the Sooke Fire Rescue Department Standard Operating Guidelines ("SOG") in consultation with the Sooke Firefighters Association.

3. The SOG are guidelines and procedures to be followed in the normal course of events by the Sooke Fire Rescue Department.

4. The SOG are subject to District of Sooke bylaws, policies and agreements as amended or replaced from time to time.

Where there is a conflict between a Collective Agreement and a District Policy the Collective Agreement shall apply.

District of Sooke

Policy No. 14.6

Adopted by Council: _____

Sooke Fire Rescue Department Standards of Conduct, 2014

Purpose:
To establish the standards of conduct expected of a Member of the Sooke Fire Rescue Department ("Fire Department").

1.00 Standards of Conduct

1.01 It is the duty of all Sooke Fire Rescue Department career, paid or volunteer personnel ("Member"), to abide by and observe the provisions of District of Sooke bylaws and policies (as amended or re-enacted from time to time).

1.02 Members are required to follow the directions and orders of their supervisors at all times.

1.03 Members must follow all applicable rules, laws, regulations and policies in relation to the performance of their duties.

1.04 Members must conduct themselves in an honest, professional and appropriate manner at all times.

1.05 Members must exhibit a high degree of integrity and accountability in the performance of their duties.

1.06 Members must not act in a manner that is likely to bring discredit or disrepute to the Fire Department or a fellow Member.

1.07 Members must treat their fellow members and all District employees in a fair and respectful manner and must not engage in any conduct that constitutes harassment or bullying in any form as defined in District of Sooke Policy No. 7.13, *Anti-Harassment Policy, 2011*, BC *Human Rights Code* or the *Workers Compensation Act.*

1.08 Members must not use their rank or position within the Sooke Fire Rescue Department for any personal gain or advantage.

1.09 Members must not use Sooke Fire Rescue Department property, facilities or equipment except in accordance with District of Sooke policies.

1.10 Members must use or disclose any confidential or personal information that is acquired by a Member in the performance of their duties or by virtue of being a Member.

1.11 Members must be physically and mentally fit for work and cannot attend at work impaired by medication, drugs, alcohol or any other reason.

1.12 Members must not remove property belonging to the District, Members, or the public at the scene of an incident without knowledge or consent of the Member's supervisor and the owner of said property.

1.13 For those Members who are members of the International Association of Firefighters ("IAFF"), where there is a conflict between the IAFF 4841 Collective Agreement and this policy, the Collective Agreement will apply.

2.00 Discipline

1.14 Failure by a Member to abide by this policy may result in disciplinary action, up to and including dismissal.

1.15 The Officer in Charge or supervisor will report, in writing, a Member's violations to the Fire Chief. A copy of the violation report will be provided to the Member.

1.16 The Fire Chief may take the appropriate disciplinary action for the misconduct which can include, but is not limited to:

1) Oral reprimand;
2) Written reprimand;
3) Written notice;
4) Suspension without pay; and
5) Dismissal.

Policy No. 14.7

Adopted by Council: _____

Sooke Fire Rescue Department
Volunteer Member Grievance Policy, 2014

Purpose:
To establish procedures for a grievance submitted by a volunteer member of the Sooke Fire Rescue Department.

Should any difference arise between either the Sooke Fire Rescue Department ("Fire Department" and a volunteer member of the Fire Department ("Member") concerning the interpretation, application, operation or alleged violation of District of Sooke bylaws and policies or the Sooke Fire Rescue Department Standard Operating Guidelines (as amended or re-enacted from time to time), the difference will finally and conclusively be settled under the following procedures.

1.00 First Step

1.01 Any grievance by a Member ("Grievor") must in the first instance be taken up with the Fire Chief, giving full particulars in writing and remedy sought, within thirty (30) calendar days of the alleged issue giving rise to the grievance.

1.03 If applicable, any parties to the grievance are entitled to be notified and receive a copy of the grievance.

2.00 Second Step

2.01 If the alleged grievance by the Grievor is not resolved by the Fire Chief within fourteen calendar days of receipt of the grievance, the matter may be referred by either the Fire Chief or the Grievor in writing to the Chief Administrative Officer of the District of Sooke ("CAO)") with a copy to the other party.

2.02 The CAO must issue a decision within fourteen calendar days of receipt of the grievance.

3.00 Third Step

3.01 If the Grievor is dissatisfied with the decision of the CAO, the Grievor may appeal to District of Sooke Council, within fourteen calendar days of receipt of the CAO's decision.

3.02 The decision of District of Sooke Council is final and binding.

4.00 No Stoppage of work or Change of Personnel

4.01 There will be no stoppage of work on account of a grievance.

District of Sooke

Policy 14.1

August 28, 2000

Fire Inspection Policy

Policy Statement:

That the Sooke Fire Department conducts all fire and life safety inspections:

a) at least every 6 months for the following occupancy:

- High industrial hazard - Group F1

b) at least every 12 months for the following occupancies:

- Public assembly - Group A1, A3, A4
- Institutional - Group B
- Multi-unit residential - Group C
- Medium industrial hazard - Group F2

c) at least every 24 months for the following occupancies:

- Public assembly - Group A2
- Bed and breakfast occupancies - Group C
- Service industry - Group D
- Mercantile - Group E
- Low industrial hazard- Group F3

District of Sooke

File No. 1880 - 20

DECISION REQUEST
Finance and Administration Committee
Meeting Date: March 3, 2014

To: Gord Howie, Chief Administrative Officer

From: Michael Dillabaugh, Director of Finance

Re: Sooke Canada Day Society – Sooke Lions

SUGGESTED ACTION:

THAT THE FINANCE AND ADMINISTRATION COMMITTEE recommend that Council approve allocating the existing $4,000 Category A Community Grant Program funding from the Sooke Canada Day Society to the Sooke Lions for purposes of organizing the Sooke Canada Day celebrations.

1. Executive Summary:

The Canada Day celebrations in Sooke have been organized by the Sooke Canada Day Society (Society). The District has been providing $4,000 in Category A grant funding to the Society from the Community Grant Program. The Society will no longer be organizing the event and the Sooke Lions have stepped up and offered to organize the event going forward.

The Sooke Lions are requesting that the current $4,000 in funding that has been allocated to the Society from the Community Grants Program be issued instead to the Sooke Lions. The Sooke Lions are an eligible organization under the Community Grant Program Policy. They will be subject to the reporting requirements as set out in the Community Grant Program Policy.

Respectfully,

Michael Dillabaugh, CA
Director of Finance

Approved for Council Agenda

Engineering	Planning
Corp. Services	Finance
CAO	

District of Sooke

File No. 1880 - 20

REPORT FOR INFORMATION
FINANCE AND ADMINISTRATION COMMITTEE
Meeting Date: March 3, 2014

To: Gord Howie, Chief Administrative Officer

From: Michael Dillabaugh, Director of Finance

Re: 2013 Budget to Actual Analysis

SUGGESTED ACTION:

THAT FINANCE AND ADMINISTRATION COMMITTEE receives this 2013 Budget to Actual Analysis report for information.

1. Executive Summary:

Actual 2013 expenditures and revenues have come in very close to budget for the year. There are some areas where the actual values differ from budget. Many of these differences have been highlighted previously but will be repeated again in this more comprehensive variance report.

Council's objective going forward is continued fiscal responsibility through ensuring adequate contributions towards long-term capital infrastructure requirements, while living within current means.

2. Analysis:

The following variances are the largest between budgets and actual for 2013 being all variances over $10,000. It is worth noting that our external auditor uses a materiality that is significantly higher than $10,000. They require further explanation for variances that are over $100,000.

Positive Variances:

Council Contingency (Page 11):
The Council contingency budget for 2013 included a portion of funding that would be used to offset increases to the IAFF salaries in 2013 that were not finalized at the time that the 2013 – 2017 Financial Plan was created. This allotment was $25,000 and when added to the balance in this account the account remains within budget. The actual expenditure is shown under Fire Administration salaries and this allotment is sufficient to cover the amount over budget in this account.

Property Tax Stabilization (Page 11):
This account is set up to help offset potential lost tax revenue in the event that a property owner appeals their assessment and they are successful in their appeal and the adjustment happens after the taxes have been levied on that property. When this happens the District must refund the taxes that were overpaid as a result of the decreased property assessment. This account is established in order to ensure that tax refunds do not result in a revenue shortage. For 2013 the taxes refunded as a result of this situation were below the amount budgeted to cover the potential risk.

Insurance Contingency and Insurance Claims (Page 13):
These budgets are in place to cover insurance deductibles or any payout that the District may be faced with as a result of an insurance claim or lawsuit. Both of these budgets were well under budget.

Mayor's Advisory Panel's (Page 13):
Beginning in 2013 the Mayor set up three advisory panels and the budget reflected a budget allocated to cover expenditures and projects that may arise from the advisory panels. These panel's have brought forward a number of ideas, suggestions, projects, recommendations all while using much less than was initially budgeted for in 2013.

Long-term Plans (Page 13):
This budget was not significantly used in 2013 as many of Council's priorities for 2013 did not require the initiation or ongoing costs associated with many of these plans. This is a budget that should continue going forward as this will be something that needs to be addressed in future years.

While the initial cost to develop these plans is generally the largest there are ongoing costs to renew, replace and redo the plans. Most plans are current at the time of their development; however they require updates to remain effective and current. Each of these updates represent additional costs.

The District of Sooke, in most cases, does not have the human capital in house to perform these stages in the life cycle of the plan. Staff always looks for ways to minimize the cost of external consultants, however, many plans require the expertise or time required of an external consultant to ensure the best end result.

Engineering Salaries and Benefits (Page 18):
The Manager of Operations for the District of Sooke left the organization in 2013 and this position was not filled which resulted in the actual expenditures in this account being under budget for 2013.

Drainage and Stormwater (Page 18):
Due to the departure of the Manager of Operations in 2013, not as many of these projects were completed as were planned.

This budget is intended for the maintenance, flushing and videoing of District rainwater management infrastructure (ditches, culverts, ponds, etc.), as well as the supply of

sand and bags for drainage emergency use. Any sub-consultant services, such as surveys or geotechnical reviews required to evaluate drainage concerns are also included in this budget.

The completed rainwater management plans contain a listing of required projects which should be undertaken (approximate value of $1.2M for the 1 to 5 year projects). These include much needed storm water management pond maintenance and improvements.

Planning Salaries and Benefits (Page 20):
One of the planners went off on maternity during 2013 and the decision was made to not back fill this position for the one year maternity leave term. The full salary for this position was included in the 2013 budget, therefore, the actual expenditure is below budget as the District does not pay salary for employees on maternity leave.

Conference Hosting Page 20):
This budget has been adjusted in the 2014 budget to more accurately reflect the necessary budget necessary.

Transfer to Parks Reserve (Page 22):
The District closed a portion of Talc Place Park in 2012 and the sale didn't complete until 2013. Money received from the sale of park land must be deposited into the Park Reserve Fund.

Cost Recovery – Administration (Page 30):
Revenue in this account is significantly over budget due to a cost recovery on legal costs from the District's insurance company. The District also recovered costs associated with hosting the Association of Vancouver Island and Coastal Communities conference.

Cost Recovery – Fire Department (Page 30):
The Fire Department cost recovery is primarily related to two factors: CRD HAZMAT Team reimbursements for call-outs and hosting regional training.

1. When the District sends staff to a HAZMAT call the CRD reimburses the District for the salaries for the personnel. These reimbursements are entered into the Cost Recovery account.

2. The Fire Department often holds training and invites other fire departments to attend as well. The District then invoices the other departments for their share of the cost.

Cost Recovery – Recreation and Culture (Page 31):
The District of Sooke entered into an agreement with the company that supplies the transit benches and garbage receptacles that sees that company pay the District for the cost of the collection of the garbage. The District pays for the collection of the

garbage and these costs are recovered from the company and recorded in this account.

Small Community Protection Grant (Page 31):
This account is over budgetbecause the amount budgeted amount was incorrect.

Liquid Waste Management Plan (Page 31):
Additional funding received from Gas Tax Fund that was previously unclaimed and unbudgeted for created a surplus in this account.

Interest on Taxes (Page 31):
The District is required to charge interest on all outstanding tax accounts. Interest begins when the account actually become overdue which is the January 1 of the year following the tax date. For example, outstanding 2013 tax accounts will begin having tax charged on them on January 1, 2014.

The interest that was charged by the District in 2013 was $30,060 over budget.

Tax Penalty Revenue (Page 31):
The property tax deadline is at the close of business on the first business day in July. Any outstanding current tax balances after that date and time are charged a 10% penalty. In 2013 the District applied $157,386 in penalties which is $55,386 above the budget.

Negative Variances:

Corporate Services Salaries (Page 11):
A new CAO started with the District at the beginning of February and the transition between the outgoing Acting CAO and the incoming CAO and salaries associated with this transition resulted in this budget being over budget.

Contract with RCMP (Page 15):
This budget is significantly over budget for 2013. This is a result of 2013 being the first year of operating under the newly signed contract with the RCMP that affects all municipalities that have RCMP police forces. In addition there were a number of significant events in 2013 that increased RCMP costs (serious accidents, emergency response team call-out, and missing person's cases).

Fire Salaries and Benefits (Page 15):
At the time that the 2013 – 2017 Financial Plan was created the IAFF salaries were not finalized as the District and the Union were finalizing negotiations for the first Collective Agreement between the parties. As a result, the Council contingency budget for 2013 included a portion of funding that would be used to offset increases to the IAFF salaries. This allotment was $25,000. While the actual expenditure is shown under this account, the allotment in the Council contingency account covers this.

There is sufficient room in the Council Contingency account for the 2013 year to cover this cost.

The net result is that this is not over budget as it is under budget in the Council Contingency account by more than it is over budget in this account.

Conference Centre Bookings (Page 20):
At the end of 2012 the District and Prestige Hotels negotiated an amended partnering agreement that resulted in the District paying $237,000 annually for the term of the agreement in comparison to $300,000 annually that was in the original agreement. This payment is made in April each year which results in 75% of the payment being expensed in the year that it is paid and the other 25% being expensed in the following year.

This is a timing difference between the cash basis of accounting and the accrual basis. The District has not paid more to Prestige that is required under the partnering agreement.

Transfer to Casino Reserve (Page 22):
The District receives a portion of the revenues from the Casino in View Royal. All money that is received from this revenue stream is transferred into the Casino Revenue Reserve Fund account for future capital expenditures. For 2013 the revenue from the casino was below budget by approximately $20,000. This figure fluctuates slightly from year to year but has remained fairly consistent since the District started collecting these funds. When this account is below budget it does not impact taxes or the Districts ability to pay their current expenditures, it simply lowers the balance available in future years. Funding out of the casino reserve is based on actual fund balances.

Transfer to DCC Road Reserve (Page 22):
DCC revenues are down significantly due to slowdown in the economy and economic conditions. This account is the transfer into the DCC reserve and equals the revenue amount that is received; therefore, this balance is down significantly as well.

The 2014 budget has been adjusted accordingly to more accurately reflect updated projections for the year.

Investment Income – Interest (Page 31):
The District invests available surplus cash in the Municipal Finance Authority pooled investment funds. The interest on these deposits was $25,702 below the budget in 2013.

Subdivision Fees (Page 31):
Subdivision Fees revenue is $21,650 below budget. The budget is based on the 2012 actual balance and allowed for additional reduction, however, given the current economic conditions the actual balance is lower than budget. The 2014 budget has subsequently been adjusted to reflect the 2013 actual balance.

Building Permit Fees (Page 31):
Building permit revenue is $62,991 below budget. The budget is based on the 2012 actual balance and allowed for additional reduction, however, given the current economic conditions the actual balance is lower than budget. The 2014 budget has subsequently been adjusted to reflect the 2013 actual balance.

Plumbing Permit Fees (Page 32):
Plumbing permit revenue is $11,255 below budget. The budget is based on the 2012 actual balance, however, given the current economic conditions the actual balance is lower than budget. The 2014 budget has subsequently been adjusted to reflect the 2013 actual balance.

DCC Revenues (Page 32):
The District collects two DCC's, Roads and Wastewater, for the future expenditure on capital projects. The revenue that was received for the DCC's in 2013 is significantly lower than what was budgeted as development continued to be somewhat slowed in 2013 in comparison with prior years. Again, as with the casino reserve above the only affect of these revenues being under budget is that the Reserve account balances at year end are lower than budgeted.

Casino Revenue (Page 32):
The District of Sooke receives a portion of the revenues from the View Royal Casino. The revenues for 2013 were $19,255 lower than the budgeted amount. The proceeds from this account are deposited into a reserve account that is used for Capital Works.

Conclusion:
Variances between budgeted and actual amounts are both positive and negative. Overall the actual balances for 2013 are not significantly different from the budgeted amounts and reflect an overall positive surplus for the fiscal year.

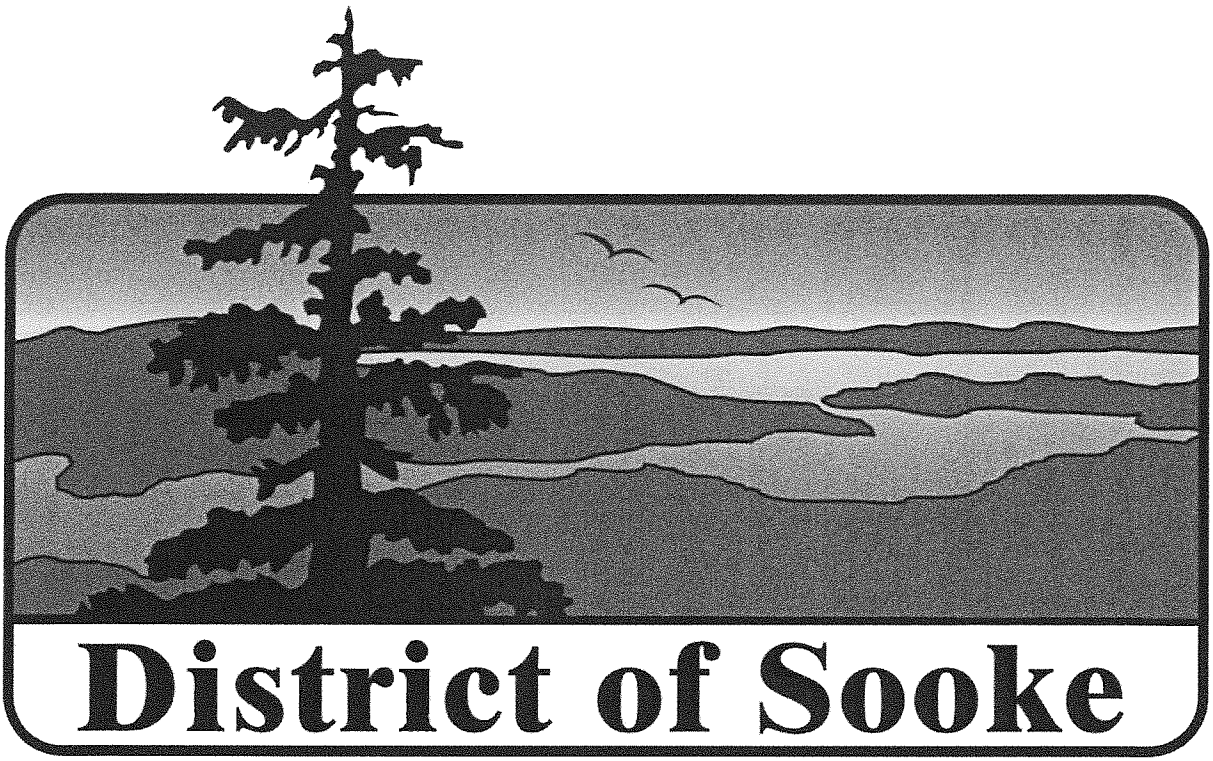
This concludes my analysis of accounts that are out of variance by over $10,000. If there are any questions I will be happy to answer them at the Finance and Administration Committee meeting of March 3, 2014.

Attached Documents:
1. 2014 – 2018 Proposed Five Year Financial Plan – including 2013 actual balances.

Respectively,

Michael Dillabaugh, CA
Director of Finance

Approved for Council Agenda	
Engineering	Planning
Corp. Services	Finance
CAO	



Proposed

2014 – 2018 Five Year Financial Plan

Received by Committee of the Whole on November 25, 2013

Amended copy received by the Finance & Administration Committee February 3, 2014

Amended copy received by Council February 11, 2014

Revised copy, 2013 actual balances included, received by the Finance and Administration Committee on March 3, 2014

Table of Contents

1. Executive Summary:

Council approved their 2013 – 2014 Corporate Strategic Plan on April 22, 2013. These priorities have been the primary guidance for the 2014 – 2018 Five Year Financial Plan.

In the 2013 – 2014 Corporate Strategic Plan, Council identified four strategic priorities:

a. Fiscal Responsibility
b. Town Centre
c. Economic Revitalization
d. Community Planning

The 2014 budget integrates each of these priorities.

a. Fiscal Responsibility:

The District will strive towards long-term financial sustainability. It will prepare for the future by ensuring adequate contributions are made towards required long-term capital infrastructure needs while living within current means.

Both objectives under this section have been met with this budget. In the short-term, the target tax increase for 2014 is 2.00%, this has been achieved. Addressing the long-term contributions towards capital infrastructure needs, there is an additional $118,000 budgeted to be transferred into the Capital Asset Replacement Reserve. This is above and beyond the minimum required by bylaw.

b. Town Centre:

The Town Centre is a significant priority of Council. The District is striving towards making the Town Centre a vibrant, clean and well-maintained node. The initial focus will be on transportation flow, pedestrian safety improvements and meeting appropriate maintenance standards. Implementation of the Town Centre Plan will require many different efforts, including some capital projects, land acquisition and road re-alignments. Considerable work is needed to improve sidewalks and pedestrian safety. Additionally, actions are required to improve the appearance and functionality of the area.

Council has asked staff to bring forward projects that would help achieve the long-term goal of improving the downtown area. Some of these projects were started in 2013; land purchases, Church Road Multi-use Trail, design of the first phase of the Connector.

Others are included in the 2014 – 2018 Proposed Financial Plan. Included in 2014 of the Proposed Financial Plan are the following projects:

1. Construction of the first phase of the Connector (Church Road to Otter Point).
2. Completion of the design of the second phase of the Connector (Phillips to Charters Rd).
3. Continued funding for Road and Sidewalk Improvement Program.
4. Sooke Road Roundabout
5. Downtown Art Bench
6. Transit Stop Improvements

Projects included in 2015 – 2018 include:

1. Construction of the second phase of the Connector (Phillips to Charters Rd)
2. Continued Funding for Road and Sidewalk Improvement Program

c. Economic Revitalization:

The District will strive towards developing appropriate mechanisms to facilitate and promote long-term community economic prosperity and resiliency.

The Mayor's Advisory Panels and Promote Sooke Task force was created in 2013 and there continues to be funding going forward.

d. Community Planning

The District will strive towards clarifying, simplifying and streamlining planning processes and instruments, which will respond to, enable and support investment and job growth in the community.

Council desires to move forward with the implementation phase of several of the background studies or plans that have been completed in the past few years. In particular, Council wishes to: identify infrastructure upgrades, complete the DCC Bylaw review for sewers, and introduce Checklists and Templates to streamline development approvals. Much of the work on this began in 2013 and will continue in 2014 and years to follow.

The 2014 budget has $50,000 allocated for funding the work on long term plans.

Highlights:

Strategic Plan:

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action. In many organizations this is viewed as a process for determining where an organization is going over the next year, or—more typically—3 to 5 years.

In early 2013, Council established the 2013 – 2014 Corporate Strategic Plan. This document guides many of the budget decisions included in the 2014 – 2018 Proposed Financial Plan.

As the current strategic plan covers 2014, there is no budget allocated to development of the strategic plan in 2014, however, there is a budget allocated to this in 2015 as the current plan will have expired. Having a documented direction gives all stakeholders a better indication of the direction that the District is going. A strategic plan increases the efficiency within an organization as it provides clear direction for Council and staff. It is a guide to follow while also acting as a reference point when making decisions.

Policing:

The budgeted increase for the contract with the RCMP reflects increases in the per officer costs in addition to increases in the accommodation costs. As the RCMP has a March 31 year end, the 2014 budget numbers are based on RCMP forecast expenditures for 2013-2014 and budgets for 2014-2015.

In addition to the above increase to RCMP costs, the 2014 budget includes the funding for the fourth public servant to work in the RCMP detachment as approved by Council in October 2013.

Sewer Parcel Tax:

The base parcel tax has been budgeted to stay at the same level as 2013, $515. The parcel tax amount is subject to review on an annual basis based on the growth in the Sewer Specified Area in addition to the budgeted expenditures each year.

In 2013, Council approved a $37 increase to the base parcel tax from 2013 to 2017 to fund the repayment to the General Operating Fund. The sewer fund owed the general fund $588,460 for borrowings from 2006 to 2012. At the end of the 5 year repayment term this additional $37 will be eliminated.

Building Maintenance:
Just like on a vehicle or a home, maintenance is required for the municipal hall. Maintenance has been neglected in some areas around the municipal hall in previous years, as outlined by the Occupational Health and Safety Committee. The 2013 budget included an increase in building maintenance expense to undertake some of the much needed maintenance around the municipal hall. The increase is continued in the 2014 budget to ensure that maintenance is regularly conducted and no longer neglected. If neglected, there may be significant health and safety issues for staff and members of the public who use the municipal hall.

Professional Development:
Training offers many benefits to both the business and its employees. These can range from increased efficiency and productivity to increased morale, motivation and job satisfaction. Training also offers the following benefits:

- It ensures new employees acquire the necessary skills, knowledge, qualities and qualifications for the job they will be doing.
- It makes it easier for new employees to reach the level of performance expected of them by the business.
- Helps to identify the potential of employees which increases the job prospects and chances of promotion. Training also helps the business to make sure that it has the right person for the job when promotion opportunities arise.
- Long term costs can be reduced due to factors such as reducing waste and increasing labor productivity.
- If or when change occurs it helps employees deal with it more effectively and be more flexible, reducing resistance to change.
- Helps improve the image and reputation of the business because customers will have more confidence in well trained staff.

In addition to the above benefits to continual training for staff, some members of staff belong to professional organizations that require that the individual undertake a minimum number of hours of training in order to maintain that professional designation. Where the organization requires that the member of staff have the designation, the organization should also support the staff member's professional development.

The 2014 budget includes levels that are required for adequate staff training, including those that require a minimum level of training each year to maintain their professional designations. Human capital is the most valuable asset many organizations have. Adequate funding for training and development will increase employee moral, increase efficiency and increase service to the public.

Plans:
The proposed Financial Plan as presented incudes an annual budget for 'long-term plans'. The establishment of operational plans must be done to guide and direct the direction of the community. They also provide direction to Council and staff along with acting as a consistent reference point.

While the initial cost to develop the plan is generally the largest there are ongoing costs to renew, replace and redo the plans. Most plans are current at the time of their development; however they require updates to remain effective and current. Each of these stages is another major cost driver.

The District of Sooke, in most cases, does not have the human capital in house to perform these stages in the life cycle of the plan. Staff always look for ways to minimize the cost of external consultants, however, many plans require the expertise or time required of an external consultant to ensure the best end result.

Inflation:
The Proposed 2014 – 2018 Five Year Financial Plan uses a 2% inflation factor for expenses. Inflationary increases are applied to revenues and expenses, except where specific increases or decreases are known or estimated.

Vancouver Island Regional Library:
Starting in 2012, Council decided to reflect the Vancouver Island Regional Library as a separate line item on the annual tax notice.

Amortization:
Effective 2009, Local Governments have been required to account for Tangible Capital Assets under PSAB 3150. Capital assets must also be amortized (depreciated). Amortization is recorded as an expense on the annual financial statements. The District of Sooke has not budgeted for amortization in past years. This has not been incorrect as amortization is a non-cash item and budgeting has traditionally been on a cash basis. While this isn't incorrect, it resulted in no comparability of budget and actual expenses reported on the financial statements. Effective 2013, amortization has been included in the budget numbers. Inclusion in the budget will allow better comparability budget to actual on the annual financial statements.

Amortization has a significant effect on the overall budgeted expenses for a number of the segments (Engineering, Protective, General Government, Sewer). As amortization is a non-cash expense, a corresponding revenue offset has been included on the Summary page for both General Fund and Sewer Fund.

In addition, as the inclusion of amortization has significantly increased the total expense for most segments in the budget, a sub-total before amortization has been included to allow for better comparison of budgeted cash expenditures when comparing budgets.

Non-Market Change:
Each year, new development in the community increases the property assessment for the municipality. Increased assessment results in an increase in the tax base. This "new" tax money is traditionally used in one of two ways, or combination thereof; firstly, to offset tax increases in the current year, secondly, to increase reserves as a savings for use in future years.

Non-market change has been factored into this proposed budget based on preliminary Non-market change values received from BC Assessment.

2. Summary:

The Proposed 2014 – 2018 Five Year Financial Plan addresses the short-term priorities of Council while continuing to address long-term fiscal responsibility. Funding is always a balance between current needs/wants and saving for future.

District of Sooke
Proposed Financial Plan 2014 - 2018
Adjustments - As at February 4, 2014

		Page #	2014	2015	2016	2017	2018
	Property Tax - Proposed Financial Plan from November 25, 2013		6,595,008	6,872,846	7,213,280	7,563,119	7,814,764
	Adjustments						
1	Annual Lease Payments	23			(1,322)	(2,644)	(2,644)
2	Vancouver Island Regional Library	22	(482,208)	(524,112)	(559,594)	(597,255)	(597,255)
3	Road Maintenance Contract	19	6,600	6,732	6,867	7,004	7,144
4	Traffic Control Devices	19	(6,600)	(6,732)	(6,867)	(7,004)	(7,144)
5	Honorarium	17		25,500	26,010	26,530	27,061
6	Grant Road Connector (Phillips to Charters)	26, 27		(29,000)	(119,250)		
7	Road and Sidewalk Improvement Program	25, 27 - 29	(15,750)		(100,000)	100,000	(100,000)
8	Church Road Widening	28				(300,000)	
9	Murray Rd - Home Stormwater System	29					(200,000)
10	Engineering Operations - Salaries	19		(29,700)			
11	Engineering Operations - Benefits	19		(3,155)			
12	Tranfer into Capital Asset Replacement Reserve	23	16,000		10,000	15,000	(36,500)
13	Building Permit Fees	32			(7,803)	(16,157)	(25,093)
14	Maple Ave/Hwy 14 Intersection Signalization	28				(146,250)	
15	Rainwater Management	28				50,000	
16	Street Light Installation Program	29					12,000
* 17	Seniors/Youth Centre	25 - 29	50,000	50,000	50,000	50,000	50,000
* 18	DCC Road Reserve	23	323,925	335,921	352,717	370,353	357,967
19	Community Grants	13	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
20	Council Contingency	11	10,000	10,000	10,000	10,000	10,000
21	Disposal of Assets	30	(35,000)				
22	Transfer into Fire Equipment Reserve	22	35,000				
23	Conference Centre Bookings	20	15,750		59,250		
24	Parks Enhancement Program	27			(20,000)		
24	Offset for changes that have no tax impact		(373,925)	(385,921)	(402,717)	(420,353)	(407,967)
	Amended Property Tax		6,128,800	6,312,379	6,500,571	6,692,343	6,892,333
	% increase per Proposed Five Year Financial Plan		2.00%	4.21%	4.95%	4.85%	3.33%
	Amended % increase		1.99%	2.99%	2.99%	2.95%	2.99%

District of Sooke
Proposed Financial Plan 2014 - 2018
Consolidated - Summary

	2013 YTD	2013	2014	2015	2016	2017	2018
Expenditures (function)							
General Government	2,214,426	2,365,854	2,325,738	2,346,248	2,455,657	2,511,450	2,521,395
Protective services	2,859,082	2,762,296	2,978,023	3,075,347	3,163,284	3,224,719	3,287,128
Engineering	2,602,174	2,718,808	2,722,453	2,816,186	2,955,332	3,015,219	3,074,608
Development Services	762,377	826,121	798,845	834,138	657,940	622,255	623,859
Sewer operations	2,051,823	2,201,711	2,112,289	2,252,331	2,213,374	2,190,535	2,177,465
Sewer debt	685,359	685,359	685,359	685,359	685,359	685,359	685,359
Recreation/Culture	447,597	433,813	429,659	438,252	447,017	455,957	465,076
Debt Servicing	151,732	151,017	140,135	137,359	136,037	134,715	48,615
Total operating expenditures	11,774,570	12,144,978	12,192,501	12,585,223	12,714,001	12,840,208	12,883,505
Capital expenditures	1,155,414	3,917,357	4,443,773	1,689,036	2,619,655	753,420	940,000
Total proceeds that must be transferred to reserves	779,081	1,086,586	798,390	828,258	856,394	871,830	905,098
Transfer to reserves	294,246	292,956	356,376	311,939	332,338	347,979	443,245
Total expenditures	14,003,310	17,441,877	17,791,039	15,414,456	16,522,388	14,813,437	15,171,848
Revenues (source)							
Net taxes available for municipal purposes	328,539	215,196	332,481	339,131	345,913	352,831	359,888
Sales and user fees	125,245	42,138	110,683	77,097	78,416	79,885	81,383
Government transfers and grants	675,356	570,565	619,871	719,269	725,715	732,289	738,995
Investment income	74,298	100,000	102,000	104,040	106,121	108,243	110,408
Penalties and fines	203,756	118,320	166,646	169,979	173,379	176,846	180,383
Licenses and permits	399,620	499,335	421,549	429,980	446,383	463,508	481,391
Lease and rental	42,208	50,636	57,166	57,866	58,580	59,308	60,051
Donations and contributions	200	-	-	-	-	-	-
Sewer operating revenue	2,288,500	2,438,388	2,339,992	2,470,881	2,422,589	2,390,226	2,367,442
Developer cost charges	196,751	508,500	210,000	224,700	235,935	247,732	260,118
Casino revenue sharing	245,945	265,200	270,504	275,914	281,432	287,061	292,802
	4,580,428	4,808,279	4,630,893	4,868,858	4,874,463	4,897,930	4,932,862
Transfers from Reserves							
For Operations	159,529	159,529	67,204	5,000	-	22,000	-
For Capital	992,126	3,550,183	3,996,267	1,397,637	2,264,105	339,120	496,000
	1,151,655	3,709,712	4,063,471	1,402,637	2,264,105	361,120	496,000
Transfers from unallocated surplus	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Tax revenue from Non-market Change	161,323	161,323	100,000	160,000	160,000	160,000	160,000
Transfer from unallocated surplus	125,937	126,170	130,336	132,943	135,602	63,409	-
	337,260	337,493	280,336	342,943	345,602	273,409	210,000
Transfer from allocated surplus	52,820	186,124	248,431	-	-	-	-
Offset for amortization	2,391,282	2,391,282	2,439,108	2,487,890	2,537,648	2,588,401	2,640,169
Total Revenues without Taxes	8,513,445	11,432,890	11,662,239	9,102,327	10,021,818	8,120,860	8,279,031
Total Revenues	14,504,135	17,441,877	17,791,039	15,414,456	16,522,388	14,813,437	15,171,848
Property Taxes	5,990,690	6,008,987	6,128,800	6,312,129	6,500,570	6,692,577	6,892,818
% increase in property taxes		1.58%	1.99%	2.99%	2.99%	2.95%	2.99%

District of Sooke
Proposed Financial Plan 2014 - 2018
General Fund - Summary

	2013 YTD	2013	2014	2015	2016	2017	2018
Expenditures (function)							
General Government	2,214,426	2,365,854	2,325,738	2,346,248	2,455,657	2,511,450	2,521,395
Protective services	2,859,082	2,762,296	2,978,023	3,075,347	3,163,284	3,224,719	3,287,128
Engineering	2,602,174	2,718,808	2,722,453	2,816,188	2,955,332	3,015,219	3,074,608
Development Services	762,377	826,121	798,845	834,138	657,940	622,255	623,859
Sewer operations							
Sewer debt							
Recreation/Culture	447,597	433,813	429,659	438,252	447,017	455,957	465,076
Debt Servicing	151,732	151,017	140,135	137,359	136,037	134,715	48,615
Total operating expenditures	9,037,387	9,257,908	9,394,853	9,647,532	9,815,267	9,964,314	10,020,681
Capital expenditures	1,155,414	3,917,357	4,443,773	1,689,036	2,619,655	753,420	940,000
Total proceeds that must be transferred to reserves	779,081	1,086,586	798,390	828,258	856,394	871,830	905,098
Transfer to reserves	294,246	292,956	356,376	311,939	332,338	347,979	443,245
Total expenditures	**$11,266,127**	**$14,554,807**	**$14,993,391**	**$12,476,766**	**$13,623,654**	**$11,937,543**	**$12,309,024**
Revenues (source)							
Net taxes available for municipal purposes	328,539	215,196	332,481	339,131	345,913	352,831	359,888
Sales and user fees	125,245	42,138	110,683	77,097	78,416	79,885	81,383
Government transfers and grants	675,356	570,565	619,871	719,269	725,715	732,289	738,995
Investment income	74,298	100,000	102,000	104,040	106,121	108,243	110,408
Penalties and fines	203,766	118,320	166,646	169,979	173,379	176,846	180,383
Licenses and permits	399,620	499,335	421,549	429,980	446,383	463,508	481,391
Lease and rental	42,208	50,636	57,166	57,866	58,580	59,308	60,051
Donations and contributions	200	-	-	-	-	-	-
Sewer operating revenue							
Developer cost charges	196,751	508,500	210,000	224,700	235,935	247,732	260,118
Casino revenue sharing	245,945	265,200	270,504	275,914	281,432	287,061	292,802
	2,291,928	2,369,891	2,290,901	2,397,976	2,451,874	2,507,704	2,565,420
Transfers from Reserves							
For Operations	159,529	159,529	67,204	5,000	-	22,000	-
For Capital	992,126	3,550,183	3,996,267	1,397,637	2,264,105	339,120	496,000
	1,151,655	3,709,712	4,063,471	1,402,637	2,264,105	361,120	496,000
Transfers from unallocated surplus	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Tax revenue from Non-market Change	161,323	161,323	100,000	160,000	160,000	160,000	160,000
Transfer from unallocated surplus (Sewer Deficit Repayment)	125,937	126,170	130,336	132,943	135,602	63,409	-
	337,260	337,493	280,336	342,943	345,602	273,409	210,000
Transfer from allocated surplus	52,820	186,124	248,431	-	-	-	-
Offset for amortization	1,942,600	1,942,600	1,981,452	2,021,081	2,061,503	2,102,733	2,144,787
Total Revenues without Taxes	5,776,263	8,545,820	8,864,591	6,164,637	7,123,084	5,244,966	5,416,207
Total Revenues	**11,766,953**	**14,554,807**	**14,993,391**	**12,476,766**	**13,623,654**	**11,937,543**	**12,309,024**
Property Taxes	5,990,690	6,008,987	6,128,800	6,312,129	6,500,570	6,692,577	6,892,817
% increase in property taxes		1.58%	1.99%	2.99%	2.99%	2.95%	2.99%

District of Sooke
Proposed Financial Plan 2014 - 2018
General Fund

General Government Services	2013 YTD	2013	2014	2015	2016	2017	2018
Council							
Remuneration	84,094	81,280	81,280	81,280	81,280	81,280	81,280
Benefits	1,520	1,469	1,499	1,529	1,559	1,590	1,622
Travel/conferences/education	25,445	26,520	27,050	27,591	28,143	28,706	29,280
Volunteer recognition - o/s services	1,226	2,500	2,500	2,500	2,500	2,500	2,500
Contingency	99,292	143,803	60,000	60,000	60,000	60,000	60,000
Total Council	**211,577**	**255,573**	**172,329**	**172,900**	**173,482**	**174,076**	**174,682**
Corporate Services							
Salaries	369,696	352,847	356,246	364,098	384,580	392,272	400,117
Benefits	65,024	56,757	59,927	60,198	62,638	78,967	80,155
Specialty office supplies	1,018	1,641	1,500	1,530	1,561	1,592	1,624
Hospitality and meals	361	1,948	1,987	2,027	2,067	2,109	2,151
Travel	1,335	1,020	1,040	1,061	1,082	1,104	1,126
Professional Development	10,989	11,115	11,340	11,567	11,798	12,034	12,275
Memberships	1,431	855	1,430	1,459	1,488	1,518	1,548
Legislative Dues/Subscriptions	1,668	450	1,000	1,020	1,040	1,061	1,082
Advertising/Communications	34,983	40,000	37,000	37,740	38,495	39,265	40,050
Contingency		2,000	2,040	2,081	2,122	2,165	2,208
Total Corporate Services	**486,505**	**468,633**	**473,511**	**482,780**	**506,872**	**532,085**	**542,336**
Finance and Information Technology							
Salaries	466,724	471,527	473,352	478,919	519,597	529,989	540,589
Benefits	111,340	112,284	117,950	117,797	123,134	126,092	128,023
Subscriptions	204	306	312	318	325	331	338
Travel	1,264	1,020	1,040	1,061	1,082	1,104	1,126
Professional Development	13,204	14,000	14,280	14,566	14,857	15,154	15,457
Memberships	2,115	3,280	3,389	3,457	3,526	3,596	3,668
Cash Over/Short	1	26	26	27	27	28	28
Tax adjustments	1,135	510	520	531	541	552	563
Banking	4,535	2,208	2,252	2,298	2,343	2,390	2,438
Property Tax Interest Expense (prepayment)	2,845	255	2,650	2,703	2,757	2,812	2,868
Tax forms and supplies	7,266	7,140	7,283	7,428	7,577	7,729	7,883
Property Tax Stabilization contingency	5,350	18,360	18,727	19,102	19,484	19,873	20,271
Total Finance and Information Technology	**615,983**	**630,916**	**641,782**	**648,205**	**695,251**	**709,650**	**723,253**

General Government Services	2013 YTD	2013	2014	2015	2016	2017	2018
Common Services - Vehicle Fleet							
Fuel - Gas/Diesel (Highlander)	1,969	1,632	1,665	1,698	1,732	1,767	1,802
Repairs and Maintenance (Highlander)	724	400	408	416	424	433	442
Fuel - Gas/Diesel (Nissan)		1,224	1,224	1,224	1,224	1,224	1,224
Repairs and Maintenance (Nissan)	1,496	2,000	400	408	416	424	433
Fuel - Gas/Diesel (GMC)		500	510	520	531	541	552
Repairs and Maintenance (GMC)		204	208	212	216	221	225
Vehicle Insurance (Highlander)	1,002	979	999	1,019	1,039	1,060	1,081
Vehicle Insurance (GMC & Chevrolet trucks)	1,586	1,520	1,550	1,581	1,613	1,645	1,678
Vehicle Maintenance (GMC & Chevrolet trucks)	1,109	2,500	2,550	2,601	2,653	2,706	2,760
Total Common Services - Vehicles	7,885	10,959	9,514	9,679	9,849	10,021	10,197
Common services - Office							
Interest on Refundable Deposits	648	2,000	500	510	520	531	541
Telephone	19,382	23,256	23,721	24,196	24,679	25,173	25,677
Copy/service charges	9,199	7,919	8,078	8,239	8,404	8,572	8,744
Equipment lease/rental	17,608	15,020	15,020	17,520	17,520	17,520	17,520
Freight/courier	634	1,624	1,656	1,689	1,723	1,758	1,793
Postage	4,874	5,412	5,520	5,631	5,743	5,858	5,975
Office supplies	18,437	18,378	18,746	19,121	19,503	19,893	20,291
Subscriptions and Memberships	8,712	8,711	8,885	9,063	9,244	9,429	9,617
Records management	13,232	14,580	18,120	18,482	18,852	19,229	19,614
Off site storage	2,854	4,370	-	-	-	-	-
Occupational Health and Safety	942	1,020	1,040	1,061	1,082	1,104	1,126
Software Licensing	51,055	50,530	61,250	59,250	102,410	63,176	60,699
Staff IT Software Training			3,750	3,750	3,750	3,750	3,750
IT Consulting/Back-up			15,000	9,500	9,500	9,500	9,500
LAN/PC's/Networking/Internet	12,008	13,765	15,525	15,836	16,152	16,475	16,805
Total Common Services - Office	159,584	166,585	196,812	193,848	239,084	201,968	201,652
Common services - Building							
Natural Gas	12,730	14,141	14,424	14,713	15,007	15,307	15,613
Water	3,238	3,030	3,091	3,153	3,216	3,280	3,346
Electricity	26,013	35,000	35,700	36,414	37,142	37,885	38,643
Waste removal	4,063	6,494	6,624	6,757	6,892	7,030	7,170
Hazardous material disposal container	1,125	500	500	500	500	500	500
Common services - Building maintenance							
Operating supplies	4,529	4,339	4,426	4,514	4,605	4,697	4,791
Contracted maintenance	41,403	45,000	45,900	46,818	47,754	48,709	49,684
Other outside services	5,431	5,100	5,202	5,306	5,412	5,520	5,631
Total Common Services - Building	98,533	113,605	115,867	118,175	120,528	122,929	125,377
Total Common Services	**266,002**	**291,149**	**322,193**	**321,702**	**369,461**	**334,918**	**337,226**

General Government Services	2013 YTD	2013	2014	2015	2016	2017	2018
Special services							
Recruitment costs - travel	35	1,530	1,561	1,592	1,624	1,656	1,689
Recruitment costs - advertising	850	1,836	1,873	1,910	1,948	1,987	2,027
Recruitment - contracted service	7,513	-	-	-	-	-	-
Legal	95,767	90,000	91,800	93,636	95,509	97,419	99,367
Audit	26,520	26,520	27,050	27,591	28,143	28,706	29,280
Insurance premium	96,245	89,324	89,648	89,978	90,315	90,659	90,659
Insurance contingency	2,500	20,400	15,000	15,300	15,606	15,918	16,236
Insurance claims	9,000	20,400	15,000	15,300	15,606	15,918	16,236
Labour relations - consulting	9,116	-	10,000	-	-	-	-
Communities in Bloom	1,275	1,000	3,000	3,060	3,121	3,184	3,247
Elections	102	-	25,000	-	-	25,000	-
Public and government relations	11,849	11,630	6,763	6,898	7,036	7,177	7,320
Contingency (staffing coverage)		3,000	3,060	3,121	3,184	3,247	3,312
Canada Day Fireworks	2,388	2,550	2,601	2,653	2,706	2,760	2,815
Total Special Services	**263,161**	**268,190**	**292,356**	**261,040**	**264,798**	**293,631**	**272,191**
Grants							
Service Agreements							
Sooke Community Association	28,000	28,000	28,000	28,000	28,000	28,000	28,000
Chamber of Commerce	28,150	28,150	28,150	28,150	28,150	28,150	28,150
Sooke Region Tourism Association	23,000	20,000	20,000	20,000	20,000	20,000	20,000
Visitor Information Centre	20,400	20,000	20,000	20,000	20,000	20,000	20,000
Community Sports Event/Triathlon		-	-	-	-	-	
Annual Grant							
Annual Grants	62,216	62,607	65,662	68,779	71,957	75,199	76,703
Bi-annual Grants							
Community Grants	58,987	65,000	65,000	65,000	65,000	65,000	65,000
Total Grants	**220,753**	**223,757**	**226,812**	**229,929**	**233,107**	**236,349**	**237,853**
Economic Development							
Mayor's Advisory Panels - Specialty supplies	2,238	1,600	500	510	520	531	541
Mayor's Advisory Panels	4,086	15,000	7,500	7,650	7,803	7,959	8,118
Memberships (Economic Development)		500	510	520	531	541	552
Sooke Program of the Arts (SPA)		-	-	-	-	-	-
EDC work plan		-	-	-	-	-	-
Total Economic Development	**6,324**	**17,100**	**8,510**	**8,680**	**8,854**	**9,031**	**9,211**
Plans							
Strategic Plan	5,241	10,000	-	15,000	-	-	-
Long-term Plans	3,345	65,000	50,000	65,000	60,000	75,000	75,000
Total Plans	**8,585**	**75,000**	**50,000**	**80,000**	**60,000**	**75,000**	**75,000**

General Government Services	2013 YTD	2013	2014	2015	2016	2017	2018
Subtotal before amortization	2,078,890	2,230,318	2,187,492	2,205,236	2,311,825	2,364,741	2,371,752
Amortization - General Government	135,536	135,536	138,247	141,012	143,832	146,709	149,643
Total General Government	$ 2,214,426	$ 2,365,854	$ 2,325,738	$ 2,346,248	$ 2,455,657	$ 2,511,450	$ 2,521,395

District of Sooke
Proposed Financial Plan 2014 - 2018
General Fund

Protective Services	2013 YTD	2013	2014	2015	2016	2017	2018
Policing							
Contract with RCMP	1,548,566	1,467,777	1,572,633	1,619,085	1,651,467	1,684,496	1,718,186
Regional Crime Unit	46,565	44,861	43,009	43,869	44,747	45,641	46,554
Integrated Mobile Crisis Response Team	4,035	5,567	5,679	5,792	5,908	6,026	6,147
RCMP Victim Services	8,323	8,659	8,832	9,009	9,189	9,373	9,560
Integrated Domestic Violence Unit	8,272	8,263	8,428	8,597	8,769	8,944	9,123
Mobile Youth Services Team	1,887	2,322	2,368	2,415	2,464	2,513	2,563
Crime Stoppers Funding	2,470	3,014	3,074	3,135	3,198	3,262	3,327
CR Action Team		1,257	1,282	1,307	1,334	1,360	1,387
Source Information		2,040	2,081	2,122	2,165	2,208	2,252
Community Liaison Officer		4,162	4,245	4,330	4,416	4,505	4,595
Community Policing			-	-	-	-	-
Total Policing	**1,620,117**	**1,547,920**	**1,651,630**	**1,699,662**	**1,733,655**	**1,768,328**	**1,803,695**
Emergency Program							
Supplies	3,781	5,000	5,100	5,202	5,306	5,412	5,520
Office supplies	1,943	1,624	1,656	1,689	1,723	1,758	1,793
EOC radio operations	1,698	1,624	1,656	1,689	1,723	1,758	1,793
Emergency Program Vehicle			1,500	1,530	1,561	1,592	1,624
Communications	1,448	1,190	1,214	1,238	1,263	1,288	1,314
Professional Development	3,787	8,323	4,000	4,080	4,162	4,245	4,330
ESS - Training	3,352	4,080	2,000	2,040	2,081	2,122	2,165
Emergency planning - outside services (ESS Director)	1,296	2,164	2,208	2,252	2,297	2,343	2,390
Total Emergency Program	**17,305**	**24,006**	**19,335**	**19,721**	**20,116**	**20,518**	**20,928**
Fire Department							
Administration							
Salaries	494,699	473,167	496,180	516,125	544,147	554,830	565,727
Benefits	115,741	101,844	143,186	143,663	143,874	145,311	146,522
Operating supplies	3,972	4,330	4,416	4,505	4,595	4,687	4,781
Office supplies	3,187	3,626	3,699	3,773	3,848	3,925	4,004
Office equipment leases	1,299	2,747	2,802	2,858	2,915	2,973	3,033
Professional Development	29,810	30,000	30,600	31,212	31,836	32,473	33,122
Memberships	1,117	1,090	1,165	1,188	1,212	1,236	1,261
Subscriptions	1,761	2,040	2,081	2,122	2,165	2,208	2,252
Hospitality - operating supplies	2,948	2,706	2,760	2,815	2,872	2,929	2,988
Insurance premiums	22,593	21,000	22,500	22,950	23,409	23,877	24,355
Annual dinner	10,409	9,500	9,500	9,500	9,500	9,500	9,500
Total Administration	**687,536**	**652,049**	**718,888**	**740,711**	**770,373**	**783,950**	**797,544**

Protective Services	2013 YTD	2013	2014	2015	2016	2017	2018
Volunteer Firefighters							
Duty officer remuneration	26,567	24,786	25,282	25,787	26,303	26,829	27,366
First response duty remuneration	22,049	24,786	25,282	25,787	26,303	26,829	27,366
Relief worker wages/remuneration	19,495	15,606	30,000	45,918	58,418	59,586	60,778
Relief Workers Benefits	935	662	675	689	702	717	731
Honorarium			25,000	25,500	26,010	26,530	27,061
Allowance - contract payment	36,312	36,312	37,038	37,779	38,535	39,305	40,091
WCB Benefits	360	432	441	450	459	468	477
Medical testing	2,001	3,200	3,264	3,329	3,396	3,464	3,533
Recruitment	868	1,000	1,020	1,040	1,061	1,082	1,104
Uniforms and operating supplies	11,148	10,000	10,200	10,404	10,612	10,824	11,041
Total Volunteer Firefighters	**119,734**	**116,784**	**158,202**	**176,684**	**191,799**	**195,635**	**199,548**
Telecommunications							
CREST	41,661	44,260	45,145	46,048	46,969	47,908	48,866
Telephone and Data services	11,250	10,642	10,854	11,072	11,293	11,519	11,749
Repairs/maintenance/replacement	4,005	2,692	2,746	2,801	2,857	2,914	2,972
Total Telecommunications	**56,916**	**57,593**	**58,745**	**59,920**	**61,118**	**62,340**	**63,587**
Community Education							
Operating supplies	1,260	4,567	4,658	4,752	4,847	4,943	5,042
Total Community Education	**1,260**	**4,567**	**4,658**	**4,752**	**4,847**	**4,943**	**5,042**
Inspections							
Operating supplies	437	2,122	2,165	2,208	2,252	2,297	2,343
Total Inspections	**437**	**2,122**	**2,165**	**2,208**	**2,252**	**2,297**	**2,343**
Training							
Operating supplies	2,370	2,760	2,815	2,872	2,929	2,988	3,047
Professional Development		-	-	-	-	-	-
Audio visual repair and replacement	903	1,082	1,104	1,126	1,148	1,171	1,195
Total Training	**3,273**	**3,842**	**3,919**	**3,998**	**4,078**	**4,159**	**4,242**
Vehicle maintenance							
Wages	5,762	4,080	4,162	4,245	4,330	4,416	4,505
Benefits	499	542	552	564	575	586	598
Fuel	16,095	17,860	18,217	18,582	18,953	19,332	19,719
Repairs and replacement	15,473	12,240	12,485	12,734	12,989	13,249	13,514
Other outside services	6,717	8,044	8,205	8,369	8,536	8,707	8,881
Total Vehicle Maintenance	**44,546**	**42,766**	**43,621**	**44,493**	**45,383**	**46,291**	**47,217**
Equipment maintenance							
Operation and Maintenance	30,420	28,811	29,387	29,975	30,574	31,186	31,810
Other outside services	793	2,760	2,815	2,872	2,929	2,988	3,047
Total Equipment Maintenance	**31,214**	**31,571**	**32,202**	**32,847**	**33,503**	**34,174**	**34,857**

Protective Services	2013 YTD	2013	2014	2015	2016	2017	2018
Other							
Turnout gear operating supplies	4,850	6,500	6,630	6,763	6,898	7,036	7,177
Medical supplies	5,599	6,280	6,406	6,534	6,665	6,798	6,934
East Sooke Fire Contract	31,910	31,910	32,550	33,201	33,865	34,542	35,233
Total - Other	**42,359**	**44,690**	**45,586**	**46,498**	**47,428**	**48,376**	**49,344**
Total Fire Department	**987,275**	**955,985**	**1,067,987**	**1,112,110**	**1,160,782**	**1,182,166**	**1,203,724**
Subtotal before amortization	**2,624,697**	**2,527,911**	**2,738,951**	**2,831,493**	**2,914,552**	**2,971,013**	**3,028,348**
Amortization - Protective Services	234,385	234,385	239,073	243,854	248,731	253,706	258,780
Total Protective Services	**2,859,082**	**2,762,296**	**2,978,023**	**3,075,347**	**3,163,284**	**3,224,719**	**3,287,128**

District of Sooke
Proposed Financial Plan 2014 - 2018
General Fund

Engineering Services	2013 YTD	2013	2014	2015	2016	2017	2018
Engineering Operations							
Salaries	430,129	490,481	391,854	490,133	571,020	582,440	594,089
Benefits	82,339	99,428	85,178	110,148	124,142	127,225	129,111
Specialty office supplies	739	1,020	1,040	1,061	1,082	1,104	1,126
Travel	579	1,020	1,040	1,061	1,082	1,104	1,126
Professional Development	8,872	10,325	8,360	8,527	8,698	8,872	9,049
Memberships	1,507	1,925	1,375	1,403	1,431	1,459	1,488
Contractor/Approving Officer			72,000	-	-	-	-
Consulting	4,793	10,000	10,200	10,404	10,612	10,824	11,041
Total Engineering Operations	**528,958**	**614,198**	**571,048**	**622,737**	**718,067**	**733,029**	**747,031**
Building Inspection							
Salaries	183,927	174,089	183,233	186,898	190,635	194,448	198,337
Benefits	45,047	45,890	47,885	47,861	48,763	49,918	50,661
Specialty office supplies	2,139	2,600	2,652	2,705	2,759	2,814	2,871
Professional Development	1,287	6,000	4,100	4,182	4,266	4,351	4,438
Travel	56	1,020	1,040	1,061	1,082	1,104	1,126
Memberships	959	1,125	1,060	1,081	1,103	1,125	1,147
Vehicle insurance	805	714	800	816	832	849	866
Total Building Inspection	**234,219**	**231,438**	**240,770**	**244,604**	**249,441**	**254,609**	**259,446**
Contract Services							
Road Maintenance Contract	227,902	221,000	232,020	236,660	241,394	246,221	251,146
Traffic Control Devices	3,369	10,000	3,600	3,672	3,745	3,820	3,897
Storm water quality control (CRD)	41,149	41,156	41,979	42,819	43,675	44,549	45,440
Drainage and Stormwater	18,020	51,000	52,020	53,060	54,122	55,204	56,308
Nott's Brook Hydrometric Maintenance		-	-	-	-	-	-
Public Works Yard Maintenance	748	5,100	5,202	5,306	5,412	5,520	5,631
Total Contracted Services	**291,189**	**328,256**	**334,821**	**341,518**	**348,348**	**355,315**	**362,421**
Street lighting and Traffic control							
Street lighting electricity - BC Hydro	61,492	56,100	57,222	58,366	59,534	60,724	61,939
Street lighting electricity - District	15,429	15,300	15,606	15,918	16,236	16,561	16,892
Street lighting contracted maintenance - District	5,270	6,120	6,242	6,367	6,495	6,624	6,757
Traffic lights electricity	3,173	3,500	3,570	3,641	3,714	3,789	3,864
Crossing guards	14,000	15,450	15,759	16,074	16,396	16,724	17,058
Total Street lighting and Traffic control	**99,364**	**96,470**	**98,399**	**100,367**	**102,375**	**104,422**	**106,511**
Subtotal before amortization	**1,153,729**	**1,270,363**	**1,245,039**	**1,309,226**	**1,418,231**	**1,447,375**	**1,475,408**

Engineering Services	2013 YTD	2013	2014	2015	2016	2017	2018
Amortization							
Amortization - Engineering Services	1,348,645	1,348,645	1,375,618	1,403,130	1,431,193	1,459,817	1,489,013
Amortization - Storm Sewer	99,800	99,800	101,796	103,832	105,909	108,027	110,187
Total Amortization	**1,448,445**	**1,448,445**	**1,477,414**	**1,506,962**	**1,537,101**	**1,567,843**	**1,599,200**
Total Engineering Services	**2,602,174**	**2,718,808**	**2,722,453**	**2,816,188**	**2,955,332**	**3,015,219**	**3,074,608**

District of Sooke
Proposed Financial Plan 2014 - 2018
General Fund

Development Services	2013 YTD	2013	2014	2015	2016	2017	2018
Planning Operations							
Salaries	239,936	293,912	265,362	302,370	308,418	314,586	320,878
Benefits	59,216	66,180	70,171	70,747	72,061	74,958	76,026
Specialty office supplies	1,703	2,040	2,081	2,122	2,165	2,208	2,252
Travel	545	1,040	1,061	1,082	1,104	1,126	1,149
Professional Development	5,308	5,550	6,600	6,732	6,867	7,004	7,144
Memberships	1,404	1,485	1,500	1,530	1,561	1,592	1,624
Special Projects	2,159	-	-	-	-	-	-
Total Planning Operations	**310,270**	**370,208**	**346,775**	**384,584**	**392,175**	**401,474**	**409,073**
Geographic Services							
Salaries	142,024	141,195	144,755	147,650	150,603	153,615	156,688
Benefits	32,895	32,832	35,405	35,361	36,018	36,874	37,413
Specialty Office Supplies	748	2,865	2,000	2,040	2,081	2,122	2,165
Travel		1,020	1,040	1,061	1,082	1,104	1,126
Professional Development	3,166	3,500	3,570	3,641	3,714	3,789	3,864
Consulting	7,439	12,000	2,040	12,081	2,081	12,122	2,165
Total Geographic Services	**186,272**	**193,413**	**188,811**	**201,834**	**195,580**	**209,627**	**203,421**
Other outside services							
Board of Variance		500	510	520	531	541	541
Total - Other outside services	**-**	**500**	**510**	**520**	**531**	**541**	**541**
Economic Development							
Conference Centre Bookings	254,775	237,000	252,750	237,000	59,251	-	-
Conference Hosting	11,060	25,000	10,000	10,200	10,404	10,612	10,824
Total Economic Development	**265,835**	**262,000**	**262,750**	**247,200**	**69,655**	**10,612**	**10,824**
Subtotal before amortization	**762,377**	**826,121**	**798,845**	**834,138**	**657,940**	**622,255**	**623,859**
Total Development Services	**762,377**	**826,121**	**798,845**	**834,138**	**657,940**	**622,255**	**623,859**

District of Sooke
Proposed Financial Plan 2014 - 2018
General Fund

Recreation and Cultural Services	2013 YTD	2013	2014	2015	2016	2017	2018
Community Spaces							
Public Space maintenance	198,213	199,000	184,360	188,047	191,808	195,644	199,557
Hazardous Tree Maintenance	17,229	10,200	11,000	11,220	11,444	11,673	11,907
Parks and Trail Maintenance		-	-	-	-	-	-
Community Clean Up	15,668	15,000	35,620	36,332	37,059	37,800	38,556
Seasonal Adornment	539	500	510	520	531	541	552
Harbourway Walkway License	450	-	450	459	468	478	487
Total - Community Spaces	**232,099**	**224,700**	**231,940**	**236,579**	**241,310**	**246,137**	**251,059**
Community Services							
Animal Control	71,264	64,879	71,000	72,420	73,868	75,346	76,853
Age friendly grant	20,000	20,000					
Library services							
Total - Community Services	**91,264**	**84,879**	**71,000**	**72,420**	**73,868**	**75,346**	**76,853**
Sub-total before amortization	**323,363**	**309,579**	**302,940**	**308,999**	**315,179**	**321,482**	**327,912**
Amortization							
Amortization - Recreation and Culture	124,234	124,234	126,719	129,253	131,838	134,475	137,164
Total - Amortization	**124,234**	**124,234**	**126,719**	**129,253**	**131,838**	**134,475**	**137,164**
Total Recreation and Cultural Services	**447,597**	**433,813**	**429,659**	**438,252**	**447,017**	**455,957**	**465,076**

District of Sooke
Proposed Financial Plan 2014 - 2018
General Fund

Fiscal Services	2013 YTD	2013	2014	2015	2016	2017	2018
Debt servicing							
Annual lease payments	17,021	16,302	5,420	2,644	1,322		
Annual payment - Fire bylaw #91	86,095	86,100	86,100	86,100	86,100	86,100	
Annual payment - Fire bylaw #242 (Ladder Truck) - principal	20,723	20,723	20,723	20,723	20,723	20,723	20,723
Annual payment - Fire bylaw #242 (Ladder Truck) - interest	27,892	27,892	27,892	27,892	27,892	27,892	27,892
Total Debt Servicing	**151,732**	**151,017**	**140,135**	**137,359**	**136,037**	**134,715**	**48,615**
Transfers to own reserve funds							
Fire Equipment Reserve Fund	100,000	100,000	145,000	100,000	100,000	100,000	100,000
Land Reserve (Non Park)			-	-	-	-	-
SPA Reserve	9,829	9,000	9,180	7,500	7,650	8,037	8,444
Capital Works Reserve (GST)	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Emergency Road Repair/Snow Removal			-	-	-	-	-
Capital Improvement Financing Reserve	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Community Amenities Reserve			-	-	-	-	-
Building Maintenance Fund							86,100
Capital Asset Replacement Reserve (Minimum per Bylaw)	12,417	11,956	12,196	12,439	12,688	12,942	13,201
Capital Asset Replacement Reserve (Recommended addtional)	100,000	100,000	118,000	120,000	140,000	155,000	163,500
Total Transfers to reserves	**294,246**	**292,956**	**356,376**	**311,939**	**332,338**	**347,979**	**443,245**
Proceeds received that must be transferred to reserves							
Parks Reserve	23,621	-	-	-	-	-	-
Casino Reserve	245,945	265,200	270,504	275,914	281,432	287,061	292,802
DCC Road Reserve	196,751	508,500	210,000	224,700	235,935	247,732	260,118
DCC Wastewater Reserve							
Gas Tax - New Deal Reserve	312,764	312,886	312,886	319,144	325,527	332,037	338,678
Unappropriated Surplus Reserve							
Revenue smoothing reserve			5,000	8,500	13,500	5,000	13,500
Total Proceeds received that must be transferred to reserves	**779,081**	**1,086,586**	**798,390**	**828,258**	**856,394**	**871,830**	**905,098**
Capital Fund	1,155,414	3,917,357	4,443,773	1,689,036	2,619,655	753,420	940,000
Total Fiscal Services	**2,380,472**	**5,447,916**	**5,738,673**	**2,966,592**	**3,944,424**	**2,107,944**	**2,336,958**

District of Sooke
Proposed Financial Plan 2014 - 2018
General Fund

Capital	2013 YTD	2013	2014	2015	2016	2017	2018
Revenues							
Transferred in from Reserves							
Fire Equipment Reserve	64,366	71,602	93,473	47,648	25,000	75,000	21,000
Parks Reserve		-	-	-	-	-	-
Casino Reserve Fund	-	88,628	567,321	454,673	239,250	90,000	170,000
SPA Reserve	3,080	15,000	10,000	10,000	10,000	10,000	10,000
Capital Works Reserve (GST)	11,120	150,000	127,641	71,646	50,000	-	100,000
DCC Road Reserve	810,403	1,954,544	1,578,364	707,578	1,307,127	108,029	-
DCC Wastewater Reserve		-	-	-	-	-	-
Community Works Reserve (Gas Tax)	95,699	764,626	1,119,252	-	526,637	-	-
Grants	-	280,000	280,000	-	-	-	-
Emergency Snow Reserve	-	-	-	-	-	-	-
Land Sale Reserve	6,068	115,784	110,216	1,091	1,091	1,091	-
Asset Replacement Reserve		100,000	100,000	100,000	100,000	50,000	150,000
Building Maintenance Reserve	-	-	-	-	-	-	40,000
Capital Improvement Financing Reserve	1,390	10,000	10,000	5,000	5,000	5,000	5,000
Total transferred from reserves	**992,126**	**3,550,183**	**3,996,267**	**1,397,637**	**2,264,105**	**339,120**	**496,000**
Other							
Transfer from Unappropriated General Operating Surplus		-	-	-	-	-	-
Transfer from Appropriated General Operating Surplus	52,820	186,124	248,431	-	-	-	-
Taxation - Transfer from General Operating	110,468	181,050	199,075	291,400	355,550	414,300	444,000
Total other revenue	**163,288**	**367,174**	**447,506**	**291,400**	**355,550**	**414,300**	**444,000**
Total Revenue	**1,155,414**	**3,917,357**	**4,443,773**	**1,689,037**	**2,619,655**	**753,420**	**940,000**
Expenditures							
Council	3,080	15,000	10,000	10,000	10,000	10,000	10,000
Corporate Services	17,128	19,000	-	-	-	-	-
Finance and Information Technology	33,429	44,175	55,825	30,400	20,800	30,300	40,000
Buildings	28,990	46,500	50,000	50,000	50,000	50,000	90,000
Public Works Yard	-	-	-	-	-	-	-
Building and Bylaw	-	-	-	-	-	-	-
Fire Department	64,366	71,602	93,473	47,648	25,000	75,000	21,000
Engineering	997,302	3,621,080	4,134,474	1,450,988	2,413,855	488,120	679,000
Community Park	11,120	100,000	100,000	100,000	100,000	100,000	100,000
Total expenditures	**1,155,414**	**3,917,357**	**4,443,773**	**1,689,036**	**2,619,655**	**753,420**	**940,000**

District of Sooke
Financial Plan 2014 - 2018
2013 Capital Plan

				Funding Sources											
Department	Project Name	2013 YTD	2013	Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve	Other Grants
Council	Arts Advisory Panel	3,080	15,000	-	-	-				-				15,000	-
		3,080	15,000	-	-	-	-	-	-	-	-	-	-	15,000	-
Corporate Services	Website Update	6,916	10,000		10,000	-									-
	Council Chambers/Meeting Room Chairs	10,212	9,000		9,000										
		17,128	19,000	-	19,000	-	-	-	-	-	-	-	-	-	-
Finance	Computer Equipment Replacement Plan	20,919	21,150		21,150	-				-					-
	Penny Payroll System	6,822	6,675		6,675										
	EFT for Payables Management														
	Purchase Order Processing		6,650		6,650										
	Rebuild phone server	888	2,500		2,500										
	Tempest to ArcGIS Connector	4,800	7,200		7,200										
		33,429	44,175	-	44,175	-	-	-	-	-	-	-	-	-	-
Buildings	Gutters	9,870	15,000	5,000	10,000										
	HVAC System	10,002	15,000		15,000										
	Neiderman Exhaust Drop (Fire Dept)	8,025	8,000		8,000										
	Sprinklers	1,093	8,500	8,500											
		28,990	46,500	13,500	33,000	-	-	-	-	-	-	-	-	-	-
Public Works Yard	Public Works Yard Maintenance		-		-	-			-	-					-
		-	-	-	-	-	-	-	-	-	-	-	-		-
Building and Bylaw	Fleet - Replace Nissan 4x4 Truck		-		-										
		-	-	-	-	-	-	-	-	-	-	-	-		-
Fire Department	Protective Clothing Replacement	6,149	14,000			14,000									
	Tanker Truck - Tank Replacement		-			-									
	Rope Replacement	116	500			500									
	Hose	7,123	7,000			7,000									
	2002 FL80 Lease payout	50,978	50,102			50,102									
		64,366	71,602	-	-	71,602	-	-	-	-	-	-	-		-
Engineering	Town Centre - Land acquisition	606,788	665,860						659,201				6,659		
	Connector - Design (Church Rd to Otter Point Road)		48,235						48,235						
	Connector - Construction (Church Road to Otter Point Rd)	245,383	1,965,735		-		88,628		1,187,107	440,000					250,000
	Road and Sidewalk Improvement Program	125,811	300,000	40,000	50,000			50,000	60,000	-	100,000				
	Round-about Land Purchase		150,000	30,000	10,875								109,125		
	Sooke Rd Roundabout		354,626							324,626					30,000
	Rainwater Management Program	4,103	100,000	100,000	-										
	Street Light Installation Program	444	12,000		12,000										
	Downtown Art Bench (2)	1,391	10,000									10,000			
	Transit Stops enhancements	13,383	14,624	2,624	12,000										
		997,302	3,621,080	172,624	84,875	-	88,628	50,000	1,954,544	764,626	100,000	10,000	115,784		280,000
Community Development	Parks Enhancement Program	11,120	100,000					100,000							
		11,120	100,000	-	-	-	-	100,000	-	-	-	-	-	-	-
Total		1,155,414	3,917,357	186,124	181,050	71,602	88,628	150,000	1,954,544	764,626	100,000	10,000	115,784	15,000	280,000

Proposed Financial Plan 2014 - 2018
2014 Capital Plan

Department	Project Name	2014	Funding Sources										
			Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing	SPA Reserve	Land Sale	Other Grants
Council	Arts Advisory Panel	10,000	-	-	-				-			10,000		-
		10,000	-	-	-	-	-	-	-	-	-	10,000	-	-
Corporate Services		-		-	-									-
		-												
		-	-	-	-	-	-	-	-	-	-		-	-
Finance	Computer Equipment Replacement Plan	24,600		24,600	-				-					-
	Business License Module Upgrade	15,000		15,000										
	FOB Administration	1,225		1,225										
	Asset Finda Software	15,000		15,000										
		55,825	-	55,625	-	-	-	-	-	-	-		-	-
Buildings	Seniors/Youth Centre	50,000		-		50,000								
		50,000	-	-	-	50,000	-	-	-	-	-		-	-
Public Works Yard		-		-	-			-	-					-
		-	-	-	-	-	-	-	-	-	-		-	-
Building and Bylaw														
		-	-	-	-	-	-	-	-	-	-		-	-
Fire Department	Protective Clothing Replacement	12,000			12,000									
	Rope Replacement	2,000			2,000									
	Hose	7,000			7,000									
	Unit 207 Lease buyout	48,000			48,000									
	Industrial Turn-out Gear Washing Machine	8,500			8,500									
	Thermal Imaging Camera	9,448			9,448									
	Fire Hose Pressure Testing Machine	3,050			3,050									
	Fire Hose Coupling Machine	3,475			3,475									
		-			-									
		93,473	-	-	93,473	-	-	-	-	-	-		-	-
Engineering	Grant Road Connector (completion Church Rd to Otter Point Rd)	2,581,311		-		351,571	117,641	1,422,100	440,000					250,000
	Grant Road Connector Design (Phillips to Charters)	48,235						48,235						
	Road and Sidewalk Improvement Program	335,000	90,000	69,250		65,750	10,000		-	100,000				
	Sooke Road Roundabout	709,252							679,252					30,000
	Roundabout Land Purchase	150,000	40,875										109,125	
	Town Centre - Land acquisition (annually until 2017)	109,120						108,029					1,091	
	Stormwater management/Culvert Replacement	150,000	100,000	50,000										
	Street Light Installation Program	23,556	11,556	12,000										
	Downtown Art Bench (2)	10,000									10,000			
	Transit Stops enhancements	18,000	6,000	12,000										
		4,134,474	248,431	143,250	-	417,321	127,641	1,578,364	1,119,252	100,000	10,000		110,216	280,000
Community Development	Parks Enhancement Program	100,000				100,000								
		100,000	-	-	-	100,000	-	-	-	-	-		-	-
Total		4,443,773	248,431	199,075	93,473	567,321	127,641	1,578,364	1,119,252	100,000	10,000	10,000	110,216	280,000

District of Sooke
Proposed Financial Plan 2014 - 2018
2015 Capital Plan

			Funding Sources										
Department	Project Name	2015	Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve	Other Grants
Council	Arts Advisory Panel	10,000	-	-	-							10,000	-
		10,000	-	-	-	-	-	-	-	-	-	10,000	-
Corporate Services		-		-	-								-
		-											
		-	-	-	-	-	-	-	-	-	-		-
Finance	Computer Equipment Replacement Plan	20,400		20,400	-								-
	Operating Software	10,000		10,000			-						
		30,400	-	30,400	-	-	-	-	-	-	-		-
Buildings	Seniors/Youth Centre	50,000		-		50,000							
		50,000	-	-	-	50,000	-	-	-	-	-		-
Public Works Yard		-		-	-			-					-
		-	-	-	-	-	-	-	-	-	-		-
Building and Bylaw													
		-	-	-	-	-	-	-	-	-	-		-
Fire Department	Protective Clothing Replacement	12,000			12,000								
	Rope Replacement	2,000			2,000								
	Thermal Imaging Camera	9,448			9,448								
	Computer Aided Dispatch	4,000			4,000								
	Radio Communication Upgrades	6,000			6,000								
	Spare Turnout Gear	7,200			7,200								
	Hose	7,000			7,000								
		-			-								
		47,648	-	-	47,648	-	-	-	-	-	-		-
Engineering													
	Grant Rd Connector (Phillips to Charters)	982,868		117,000		194,673	71,646	599,549					
	Road and Sidewalk Improvement Program	230,000		-		130,000			100,000				
	Town Centre - Land acquisition (annually until 2017)	109,120						108,029			1,091		
	Rainwater Management Program	100,000		100,000					-				
	Street Light Installation Program	12,000		12,000									
	Downtown Art Bench	5,000								5,000			
	Transit Stops enhancements	12,000		12,000									
		1,450,988	-	241,000	-	324,673	71,646	707,578	100,000	5,000	1,091		-
Community Development	Parks Enhancement Program	100,000		20,000		80,000							
		100,000	-	20,000	-	80,000	-	-	-	-	-		-
Total		1,689,036	-	291,400	47,648	454,673	71,646	707,578	100,000	5,000	1,091	10,000	-

District of Sooke
Proposed Financial Plan 2014 - 2018
2016 Capital Plan

			Funding Sources											
Department	Project Name	2016	Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve	Other Grants
Council	Arts Advisory Panel	10,000	-	-	-				-				10,000	-
		10,000	-	-	-	-	-	-	-	-	-	-	10,000	-
Corporate Services		-		-	-									-
		-	-	-	-	-	-	-	-	-	-	-		-
Finance	Computer Equipment Replacement Plan	10,800		10,800	-				-					-
	Operating Software	10,000		10,000		-								
		20,800	-	20,800	-	-	-	-	-	-	-	-		-
Buildings	Seniors/Youth Centre	50,000		-		50,000								
		50,000	-	-	-	50,000	-	-	-	-	-	-		-
Public Works Yard		-		-	-			-	-					-
		-	-	-	-	-	-	-	-	-	-	-		-
Building and Bylaw														
		-	-	-	-	-	-	-	-	-	-	-		-
Fire Department	Protective Clothing Replacement	12,000			12,000									
	Rope Replacement	2,000			2,000									
	Computer Aided Dispatch	4,000			4,000									
	Hose	7,000			7,000									
		-			-									
		25,000	-	-	25,000	-	-	-	-	-	-	-		-
Engineering														
	Grant Road Connector (Phillips to Charters)	1,965,735		200,750		39,250		1,199,098	526,637					
	Town Centre - Land acquisition (annually until 2017)	109,120						108,029				1,091		
	Road and Sidewalk Improvement Program	210,000		110,000		50,000	50,000		-					
	Rainwater Management Program	100,000		-						100,000				
	Street Light Installation Program	12,000		12,000										
	Downtown Art Bench	5,000									5,000			
	Transit Stops enhancements	12,000		12,000										
		2,413,855	-	334,750	-	89,250	50,000	1,307,127	526,637	100,000	5,000	1,091		-
Community Development	Parks Enhancement Program	100,000		-		100,000								
		100,000	-	-	-	100,000	-	-	-	-	-	-		-
Total		2,619,655	-	355,550	25,000	239,250	50,000	1,307,127	526,637	100,000	5,000	1,091	10,000	-

District of Sooke
Proposed Financial Plan 2014 - 2018
2017 Capital Plan

			Funding Sources										
Department	Project Name	2017	Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve	Other Grants
Council	Arts Advisory Panel	10,000	-	-	-							10,000	-
		10,000	-	-	-	-	-	-	-	-	-	10,000	-
Corporate Services		-		-	-								-
		-	-	-	-	-	-	-	-	-	-	-	-
Finance	Computer Equipment Replacement Plan	20,300		20,300	-								-
	Operating Software	10,000		10,000			-						
		30,300	-	30,300	-	-	-	-	-	-	-	-	-
Buildings	Seniors/Youth Centre	50,000		-		50,000							
		50,000	-	-	-	50,000	-	-	-	-	-	-	-
Public Works Yard		-		-	-			-					-
		-	-	-	-	-	-	-	-	-	-	-	-
Building and Bylaw													
		-	-	-	-	-	-	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement	12,000			12,000								
	Rope Replacement	2,000			2,000								
	Hose	7,000			7,000								
	Computer Aided Dispatch	4,000			4,000								
	Replace Unt 210	50,000			50,000								
		-			-								
		75,000	-	-	75,000	-	-	-	-	-	-	-	-
Engineering													
	Town Centre - Land acquisition (annually until 2017)	109,120						108,029			1,091		
	Road and Sidewalk Improvement Program	250,000		250,000		-							
	Rainwater Management Program	100,000		50,000					50,000				
	Street Light Installation Program	12,000		12,000									
	Downtown Art Bench	5,000		-						5,000			
	Transit Stops enhancements	12,000		12,000									
		488,120	-	324,000	-	-	-	108,029	50,000	5,000	1,091	-	-
Community Development	Parks Enhancement Program	100,000		60,000		40,000							
		-											
		100,000	-	60,000	-	40,000	-	-	-	-	-	-	-
Total		753,420	-	414,300	75,000	90,000	-	108,029	50,000	5,000	1,091	10,000	-

District of Sooke
Proposed Financial Plan 2014 - 2018
2018 Capital Plan

			Funding Sources												
Department	Project Name	2018	Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve	Building Maintenance	Other Grants
Council	Arts Advisory Panel	10,000	-	-	-				-				10,000		-
		10,000	-	-	-	-	-	-	-	-	-	-	10,000		-
Corporate Services		-		-	-										-
		-													
		-	-	-	-	-	-	-	-	-	-	-	-		-
Finance	Computer Equipment Replacement Plan	20,000		20,000	-				-						-
	Operating Software	20,000		20,000			-								
		40,000	-	40,000	-	-	-	-	-	-	-	-	-		-
Buildings	HVAC System upgrades	40,000		-										40,000	
	Seniors/Youth Centre	50,000				50,000									
		90,000	-	-	-	50,000	-	-	-	-	-	-	-	40,000	-
Public Works Yard		-		-	-			-	-						-
		-	-	-	-	-	-	-	-	-	-	-	-		-
Building and Bylaw															
		-	-	-	-	-	-	-	-	-	-	-	-		-
Fire Department	Protective Clothing Replacement	12,000			12,000										
	Rope Replacement	2,000			2,000										
	Hose	7,000			7,000										
		-			-										
		-			-										
		21,000	-	-	21,000	-	-	-	-	-	-	-	-		-
Engineering		-						-				-			
		-		-		-		-							
	Road and Sidewalk Improvement Program	250,000		100,000			100,000			50,000					
	Murray Rd - Home Stormwater System (2 years)	300,000		200,000		100,000									
	Rainwater Management Program	100,000								100,000					
	Street Light Installation Program	12,000		12,000											
	Downtown Art Bench	5,000		-							5,000				
	Transit Stops enhancements	12,000		12,000											
		679,000	-	324,000	-	100,000	100,000	-	-	150,000	5,000	-	-		-
Community Development	Parks Enhancement Program	100,000		80,000		20,000									
		-													
		100,000	-	80,000	-	20,000	-	-	-	-	-	-	-		-
Total		940,000	-	444,000	21,000	170,000	100,000	-	-	150,000	5,000	-	10,000	40,000	-

District of Sooke
Proposed Financial Plan 2014 - 2018
General Fund

Revenues	2013 YTD	2013	2014	2015	2016	2017	2018
Net Taxes available for municipal purposes							
Utility tax 1%	157,076	136,586	139,318	142,104	144,946	147,845	150,802
Grants in lieu of taxes	19,931	40,000	40,800	41,616	42,448	43,297	44,163
East Sooke Fire Protection - Local Service Tax	31,910	31,910	32,550	33,201	33,865	34,542	35,233
School tax administration fee	6,678	6,700	6,834	6,971	7,110	7,252	7,397
School District	4,626,074	4,948,020	5,046,980	5,147,920	5,250,878	5,355,896	5,463,014
Regional Hospital District	664,546	661,714	674,948	688,447	702,216	716,261	730,586
Capital Regional District	2,657,905	2,660,440	2,826,628	2,883,160	2,940,824	2,999,640	3,059,633
BC Assessment Authority	140,007	160,464	142,820	145,677	148,590	151,562	154,593
Municipal Finance Authority	441	464	473	483	493	502	512
BC Transit	601,114	452,266	613,189	625,453	637,962	650,721	663,736
Vancouver Island Regional Library		456,770	491,557	524,112	559,594	597,255	597,255
School District	(4,623,549)	(4,948,020)	(5,046,980)	(5,147,920)	(5,250,878)	(5,355,896)	(5,463,014)
Regional Hospital District	(661,714)	(661,714)	(674,948)	(688,447)	(702,216)	(716,261)	(730,586)
Capital Regional District	(2,548,027)	(2,660,440)	(2,713,649)	(2,767,922)	(2,823,280)	(2,879,746)	(2,937,341)
BC Assessment Authority	(140,308)	(160,464)	(142,820)	(145,677)	(148,590)	(151,562)	(154,593)
Municipal Finance Authority	(441)	(464)	(473)	(483)	(493)	(502)	(512)
BC Transit	(603,105)	(452,266)	(613,189)	(625,453)	(637,962)	(650,721)	(663,736)
Vancouver Island Regional Library		(456,770)	(491,557)	(524,112)	(559,594)	(597,255)	(597,255)
Total Net Taxes available for municipal purposes	**328,539**	**215,196**	**332,481**	**339,131**	**345,913**	**352,831**	**359,888**
Sales and user fees							
Zoning and planning books		220	225	229	234	238	243
Office services fees	93	-	-	-	-	-	-
Financial and tax info services	9,840	13,249	13,514	13,784	14,060	14,341	14,628
NSF charges	945	306	312	318	325	331	338
Sewer servicability report processing fee	1,350						
Sale of land - parks	23,621	-	-	-	-	-	-
Sale of pins and flags		-	-	-	-	-	-
Record searches		-	-	-	-	-	-
Miscellaneous	625	1,020	1,040	1,061	1,082	1,104	1,126
Cost recovery - Council		-	-	-	-	-	-
Cost recovery - Administration	16,299	2,713	2,767	2,823	2,879	2,937	2,996
Cost recovery - Finance	5,703	-	-	-	-	-	-
Cost recovery - Fire	27,742	5,194	6,000	6,120	6,120	6,242	6,367
Cost recovery - RCMP	9,160		27,000	27,540	28,091	28,653	29,226
Cost recovery - Building		-	-	-	-	-	-

Revenues	2013 YTD	2013	2014	2015	2016	2017	2018
Cost recovery - Engineering		3,121	3,184	3,247	3,312	3,378	3,446
Cost recovery - Planning	2,000	225	230	235	239	244	249
Cost recovery - Rec & Culture	11,700		5,000	5,000	5,000	5,000	5,000
Cost recovery - Economic Development		-	-	-	-	-	-
Tax Sale Admin Fee	499	-	-	-	-	-	-
First Nations	13,050	12,735	12,989	13,249	13,514	13,784	14,060
Oil tank inspections		1,126	1,149	1,172	1,195	1,219	1,243
Hydrant painting		-	-	-	-	-	-
School Site Acquisition Charge	2,617	2,229	2,273	2,319	2,365	2,412	2,461
Disposal of Assets		-	35,000	-	-	-	-
Total Sales and User Fees	**125,245**	**42,138**	**110,683**	**77,097**	**78,416**	**79,885**	**81,383**
Government transfers and grants							
Cost recovery - Emergency		-	-	-	-	-	-
Small Community Protection grant	243,051	173,806	243,052	315,000	315,000	315,000	315,000
Traffic Fine revenue sharing	60,589	60,869	60,869	82,000	82,000	82,000	82,000
Provincial Climate Action Rebate Incentive	1,966	1,200	1,224	1,248	1,273	1,299	1,325
Street lighting cost sharing	1,847	1,804	1,840	1,877	1,915	1,953	1,992
JEPP Grant							
Gas Tax Community Works grant	312,764	312,886	312,886	319,144	325,527	332,037	338,678
Liquid Waste Management Plan	35,139						
Conditional Grants - Non-capital projects	20,000	20,000					
Conditional Grants - Capital projects							
Total Government transfers and grants	**675,356**	**570,565**	**619,871**	**719,269**	**725,715**	**732,289**	**738,995**
Investment income							
Interest	74,298	100,000	102,000	104,040	106,121	108,243	110,408
Income in reserve funds							
Total Investment income	**74,298**	**100,000**	**102,000**	**104,040**	**106,121**	**108,243**	**110,408**
Penalties and fines							
Interest	46,380	16,320	16,646	16,979	17,319	17,665	18,019
Penalties	157,386	102,000	150,000	153,000	156,060	159,181	162,365
Total Penalties and fines	**203,766**	**118,320**	**166,646**	**169,979**	**173,379**	**176,846**	**180,383**
Licenses and permits							
Business licenses	55,750	53,372	57,018	58,158	59,322	60,508	61,718
Liquor Licence Application fee		306	312	318	325	331	338
ALR Application fees	600	500	510	520	531	541	552
Subdivision fees	29,350	51,000	30,000	30,600	31,212	31,836	32,473
Soil Deposition Fee	500	306	312	318	325	331	338
Rezoning fees	24,464	25,000	25,500	26,010	26,530	27,061	27,602
Delivery vehicle licenses	2,789	2,987	3,046	3,107	3,169	3,233	3,297
Building Permit Fees	243,009	306,000	250,000	255,000	267,903	281,459	295,701

Revenues	2013 YTD	2013	2014	2015	2016	2017	2018
Sign permit fees	1,990	332	338	345	352	359	366
Woodstove permits		-	-	-	-	-	-
Demolition permits		442	450	460	469	478	488
Title charge removal fee		102	104	106	108	110	113
Title search	1,555	1,380	1,408	1,436	1,465	1,494	1,524
Burning Permits	550	510	520	531	541	552	563
Plumbing Permit Fees	19,345	30,600	25,000	25,500	26,010	26,530	27,061
Road Closure Fees		-	-	-	-	-	-
Filming permit fee							
Development permits	13,048	20,000	20,400	20,808	21,224	21,649	22,082
Development variance permits	5,700	5,000	5,100	5,202	5,306	5,412	5,520
Board of Variance fees	700	1,500	1,530	1,561	1,592	1,624	1,656
other	270	-	-	-	-	-	-
Total Licenses and permits	**399,620**	**499,335**	**421,549**	**429,980**	**446,383**	**463,508**	**481,391**
Lease and Rental							
Lease - Kaltasin	19,374	28,470	35,000	35,700	36,414	37,142	37,885
Lease - City Hall	22,835	22,166	22,166	22,166	22,166	22,166	22,166
Room rentals							
Total Lease and rental	**42,208**	**50,636**	**57,166**	**57,866**	**58,580**	**59,308**	**60,051**
Donations and Contributions							
Deposit in lieu of Parkland	200						
Comminities in Bloom - Donations and Contribution							
Community Amenities Contribution							
Developer Contributions - TCA							
Total Donations and Contributions	**200**	-	-	-	-	-	-
Developer Cost Charges							
DCC - Roads	196,751	508,500	210,000	224,700	235,935	247,732	260,118
Total Developer Cost Charges	**196,751**	**508,500**	**210,000**	**224,700**	**235,935**	**247,732**	**260,118**
Casino revenue sharing							
Casino revenue	245,945	265,200	270,504	275,914	281,432	287,061	292,802
Total Casino revenue sharing	**245,945**	**265,200**	**270,504**	**275,914**	**281,432**	**287,061**	**292,802**
Total Revenue	**2,291,928**	**2,369,891**	**2,290,901**	**2,397,976**	**2,451,874**	**2,507,704**	**2,565,420**

District of Sooke
Proposed Financial Plan 2014 - 2018
Reserve Fund

Recap of Reserves

Year	Reserve	Opening Balance	Transfer in	Transfer out	Closing Balance
2014	Fire Equipment Reserve	3,931	145,000	(93,473)	55,457
	Community Amenities	17,662	-	-	17,662
	Parkland	198,041	-	-	198,041
	Land (Non-park)	116,051	-	(110,216)	5,835
	Casino Revenue	682,503	270,504	(567,321)	385,686
	Capital Improvement Financing Reserve	38,171	12,000	(10,000)	40,171
	Sooke Program of the Arts	49,457	9,180	(10,000)	48,637
	Capital Works (GST)	233,910	60,000	(127,641)	166,269
	Emergency Road Repair	181,569	-	-	181,569
	Capital Asset Replacement	218,791	130,196	(100,000)	248,986
Total		**1,740,085**	**626,880**	**(1,018,651)**	**1,348,313**
Recap of Deferred Revenue					
	DCC Roads	2,684,743	210,000	(1,578,364)	1,316,380
	DCC Sewer	1,132,834	100,000	(295,519)	937,315
	Gas Tax	1,624,822	312,886	(1,119,252)	818,456
Total Deferred Revenue		**5,442,399**	**622,886**	**(2,993,135)**	**3,072,150**
Other					
	Revenue Smoothing Fund	317,204	5,000	(317,204)	5,000
	Reserve for Future Sewer Expenditures	135,248	109,176	-	244,424
	Housing Reserve Fund	57,830	-	-	57,830
Total other		**510,282**	**114,176**	**(317,204)**	**307,254**
Grand Total		**7,692,766**	**1,363,942**	**(4,328,990)**	**4,727,718**

District of Sooke
Proposed Financial Plan 2014 - 2018
Reserve Fund

Reserves

Description	2013 YTD	2013	2014	2015	2016	2017	2018
Fire Protection Reserve							
Opening Balance	(31,162)	(31,162)	3,931	55,457	107,809	182,809	207,809
Transfer In	100,000	100,000	145,000	100,000	100,000	100,000	100,000
Transfer Out	(64,366)	(71,602)	(93,473)	(47,648)	(25,000)	(75,000)	(21,000)
Interest	(542)	-	-	-	-	-	-
Closing Balance	3,931	(2,764)	55,457	107,809	182,809	207,809	286,809
Parks Reserve							
Opening Balance	173,271	117,771	198,041	198,041	198,041	198,041	198,041
Transfer In	23,621	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-
Interest	1,149	-	-	-	-	-	-
Closing Balance	198,041	117,771	198,041	198,041	198,041	198,041	198,041
Land Sale Reserve							
Opening Balance	121,315	121,315	116,051	5,835	4,744	3,652	2,561
Transfer In	-	-	-	-	-	-	-
Transfer Out	(6,068)	(6,659)	(110,216)	(1,091)	(1,091)	(1,091)	-
Interest	804	-	-	-	-	-	-
Closing Balance	116,051	114,656	5,835	4,744	3,652	2,561	2,561

Reserves	2013 YTD	2013	2014	2015	2016	2017	2018
Casino Revenue Reserve							
Opening Balance	436,557	436,557	682,503	385,686	206,927	249,109	446,170
Transfer In	241,985	265,200	270,504	275,914	281,432	287,061	292,802
Transfer Out	-	(88,628)	(567,321)	(454,673)	(239,250)	(90,000)	(170,000)
Interest	3,960	-	-	-	-	-	-
Closing Balance	682,503	613,129	385,686	206,927	249,109	446,170	568,972
Sooke Program Arts Reserve							
Opening Balance	42,435	42,435	49,457	48,637	46,137	43,787	41,824
Transfer In	9,829	9,000	9,180	7,500	7,650	8,037	8,444
Transfer Out	(3,080)	(15,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Interest	274	-	-	-	-	-	-
Closing Balance	49,457	36,435	48,637	46,137	43,787	41,824	40,268
Housing Reserve Fund							
Opening Balance	57,831	57,830	57,830	57,830	57,830	57,830	57,831
Transfer In		-	-	-	-	-	-
Transfer Out		-	-	-	-	-	-
Interest		-	-	-	-	-	-
Closing Balance	57,830	57,830	57,830	57,830	57,830	57,830	57,830
Capital Works Reserve (GST)							
Opening Balance	183,811	183,811	233,910	166,269	154,623	164,623	224,623
Transfer In	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Transfer Out	(11,120)	(150,000)	(127,641)	(71,646)	(50,000)	-	(100,000)
Interest	1,219	-	-	-	-	-	-
Closing Balance	233,910	93,811	166,269	154,623	164,623	224,623	184,623

Reserves	2013 YTD	2013	2014	2015	2016	2017	2018
Emergency Road Repair and Snow Removal							
Opening Balance	180,373	180,373	181,569	181,569	181,569	181,569	181,569
Transfer In	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-
Interest	1,196	-	-	-	-	-	-
Closing Balance	181,569	180,373	181,569	181,569	181,569	181,569	181,569
Capital Improvement Financing Reserve							
Opening Balance	27,380	27,380	38,171	40,171	47,171	54,171	61,171
Transfer In	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Transfer Out	(1,390)	(10,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest	181	-	-	-	-	-	-
Closing Balance	38,171	29,380	40,171	47,171	54,171	61,171	68,171
Community Amenities Reserve							
Opening Balance	17,546	17,546	17,662	17,662	17,662	17,662	17,662
Transfer In	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-
Interest	116	-	-	-	-	-	-
Closing Balance	17,662	17,546	17,662	17,662	17,662	17,662	17,662
Capital Asset Replacement Reserve							
Opening Balance	105,673	105,673	218,791	248,986	281,426	334,114	452,056
Transfer In	112,417	111,956	130,196	132,439	152,688	167,942	176,701
Transfer Out	-	(100,000)	(100,000)	(100,000)	(100,000)	(50,000)	(150,000)
Interest	701	-	-	-	-	-	-
Closing Balance	218,791	117,630	248,986	281,426	334,114	452,056	478,757

Reserves	2013 YTD	2013	2014	2015	2016	2017	2018
Road DCC Reserve							
Opening Balance	3,279,145	3,279,145	2,684,743	1,316,380	833,501	(237,691)	(97,988)
Transfer In	196,751	508,500	210,000	224,700	235,935	247,732	260,118
Transfer Out	(810,403)	(1,954,544)	(1,578,364)	(707,578)	(1,307,127)	(108,029)	-
Interest	19,251	-	-	-	-	-	-
Closing Balance	2,684,743	1,833,101	1,316,380	833,501	(237,691)	(97,988)	162,131
Wastewater DCC Reserve							
Opening Balance	1,328,408	1,338,131	1,132,834	937,315	653,796	462,317	272,919
Transfer In	91,138	260,549	100,000	102,000	104,040	106,121	108,243
Transfer Out	(295,519)	(295,519)	(295,519)	(385,519)	(295,519)	(295,519)	(295,519)
Interest	8,808	-	-	-	-	-	-
Closing Balance	1,132,834	1,303,160	937,315	653,796	462,317	272,919	85,643
Community Works Reserve (Gas Tax)							
Opening Balance	1,397,798	1,397,798	1,624,822	818,456	1,137,599	936,489	1,268,526
Transfer In	312,764	312,886	312,886	319,144	325,527	332,037	338,678
Transfer Out	(95,699)	(764,626)	(1,119,252)	-	(526,637)	-	-
Interest	9,959	-	-	-	-	-	-
Closing Balance	1,624,822	946,059	818,456	1,137,599	936,489	1,268,526	1,607,204
Reserve for Future Sewer Expenditures							
Opening Balance	-	-	135,248	244,424	413,994	610,236	843,434
Transfer In	135,248	133,636	109,176	169,570	196,242	233,198	191,443
Transfer Out	-	-	-	-	-	-	-
Interest		-	-	-	-	-	-
Closing Balance	135,248	133,636	244,424	413,994	610,236	843,434	1,034,877

Reserves	2013 YTD	2013	2014	2015	2016	2017	2018
Revenue Smoothing Reserve							
Opening Balance	476,733	476,733	317,204	5,000	8,500	22,000	5,000
Transfer In	-	-	5,000	8,500	13,500	5,000	13,500
Transfer Out	(159,529)	(159,529)	(317,204)	(5,000)	-	(22,000)	-
Interest		-	-	-	-	-	-
Closing Balance	317,204	317,204	5,000	8,500	22,000	5,000	18,500
Reserve for Building Maintenance							
Opening Balance							
Transfer In							86,100
Transfer Out							(40,000)
Interest							
Closing Balance							46,100
Opening Balance	**7,797,113**	**7,751,335**	**7,692,766**	**4,727,718**	**4,351,330**	**3,280,719**	**4,183,209**
Transfers to Reserves	**1,295,752**	**1,773,727**	**1,363,942**	**1,411,767**	**1,489,014**	**1,559,128**	**1,648,029**
Transfers from Reserves	**(1,447,174)**	**(3,616,106)**	**(4,328,990)**	**(1,788,156)**	**(2,559,624)**	**(656,639)**	**(791,519)**
Interest	**47,076**						
Closing Balance	**7,692,767**	**5,908,957**	**4,727,718**	**4,351,330**	**3,280,719**	**4,183,208**	**5,039,719**

District of Sooke
Proposed Financial Plan 2014 - 2018
Sewer Fund - Summary

	2013 YTD	2013	2014	2015	2016	2017	2018
Expenditures							
Sewer Operations	2,051,823	2,201,711	2,112,289	2,252,331	2,213,374	2,190,535	2,177,465
Sewer Debt	685,359	685,359	685,359	685,359	685,359	685,359	685,359
Total Expenditures	2,737,182	2,887,070	2,797,648	2,937,690	2,898,733	2,875,894	2,862,824
Revenues							
Sewer Operating Revenue	2,288,500	2,438,388	2,339,992	2,470,881	2,422,589	2,390,226	2,367,442
Offset for Amortization	448,682	448,682	457,656	466,809	476,145	485,668	495,381
Total Revenues	2,737,182	2,887,070	2,797,648	2,937,690	2,898,734	2,875,893	2,862,824
Sewer Fund Surplus (deficit)	0	0	0	0	0	0	0

District of Sooke
Proposed Financial Plan 2014 - 2018
Sewer Fund

Sewer Fund	2013 YTD	2013	2014	2015	2016	2017	2018
# Parcel tax Rolls	2,840	2,846	2,896	2,954	3,013	3,073	3,135
# Sewer Generation Charges	564	564	627	639	652	665	678
Total	3,404	3,410	3,523	3,593	3,665	3,738	3,813
Parcel Tax	515	515	515	515	515	515	515
Parcel Tax (Repayment to General Operating)	37	37	37	37	37	17	
Revenues							
Operating							
Parcel Tax	1,462,600	1,465,690	1,491,440	1,521,269	1,551,694	1,582,728	1,614,383
Sewer Generation Charge	290,306	290,460	322,697	329,151	335,734	342,449	349,298
Revenue from increase in Parcel tax	125,937	126,170	130,336	132,943	135,602	63,409	-
DCC - Wastewater	91,138	260,549	100,000	102,000	104,040	106,121	108,243
EPCOR Management Fee							
EPCOR Contribution to Rehabilitation Fund	20,000						
Transfer from AARF							
Sewer Connection Capital Charge	2,800						
Sewer Permit Fees	200						
Transfer from DCC Wastewater Reserve	295,519	295,519	295,519	385,519	295,519	295,519	295,519
Total Operating Revenue	**2,288,500**	**2,438,388**	**2,339,992**	**2,470,881**	**2,422,589**	**2,390,226**	**2,367,442**
Amortization offset	448,682	448,682	457,656	466,809	476,145	485,668	495,381
Total Revenues	**2,737,182**	**2,887,070**	**2,797,648**	**2,937,690**	**2,898,734**	**2,875,893**	**2,862,824**

Sewer Fund Expenditures	2013 YTD	2013	2014	2015	2016	2017	2018
Operating							
EPCOR, for operations as per agreement	1,064,117	1,047,826	1,094,280	1,116,166	1,138,489	1,161,259	1,184,484
Insurance	17,109	24,648	25,141	25,644	26,157	26,680	27,214
DCC Bylaw - Sanitary/Storm	7,311	15,000					
Plans and non-capital improvements	7,809	20,000	62,500	5,000	38,500	-	42,500
AARF Reserve Account Contribution	67,000	67,000	67,000	67,000	67,000	67,000	67,000
AARF Projects	79,476	57,000	60,000	46,000	30,000	46,000	60,000
Ministry of Finance - Discharge fee	1,114	1,200	1,200	1,200	1,200	1,200	1,200
Other Costs	205						
Sewer System - Modeling and Study							
Repayment of prior years deficits	125,937	126,170	130,336	132,943	135,602	63,409	-
Transfer in to Reserve for Future Expenditures	135,248	133,636	109,176	169,570	196,242	233,198	191,443
Transfer in to DCC Wastewater Reserve	91,138	260,549	100,000	102,000	104,040	106,121	108,243
Sub-total before amortization	**1,596,464**	**1,753,029**	**1,649,633**	**1,665,522**	**1,737,230**	**1,704,867**	**1,682,084**
Amortization	448,682	448,682	457,656	466,809	476,145	485,668	495,381
Total Operating Expenditures	**2,045,146**	**2,201,711**	**2,107,289**	**2,132,331**	**2,213,374**	**2,190,535**	**2,177,465**
Sewer Debt							
MFA Long Term debt - principal repayment	295,519	295,519	295,519	295,519	295,519	295,519	295,519
MFA Long Term debt - interest repayment	389,840	389,840	389,840	389,840	389,840	389,840	389,840
Total Sewer Debt	**685,359**	**685,359**	**685,359**	**685,359**	**685,359**	**685,359**	**685,359**
Capital							
DCC Capital Projects		-	-	90,000	-	-	-
Non DCC Capital Projects	6,677	-	5,000	30,000	-		
Total Capital expenditures	**6,677**	**-**	**5,000**	**120,000**	**-**	**-**	**-**
Total expenditures	**2,737,182**	**2,887,070**	**2,797,648**	**2,937,690**	**2,898,733**	**2,875,894**	**2,862,824**
Sewer Fund Surplus (deficit)	**0**	**0**	**0**	**0**	**0**	**0**	**0**

District of Sooke
Proposed Financial Plan 2014 - 2018
General Fund

Transmission of Taxes	2013	2014	2015	2016	2017	2018
Taxes transmitted to other agencies						
School District	4,948,020	5,046,980	5,147,920	5,250,878	5,355,896	5,463,014
Regional Hospital District	661,714	674,948	688,447	702,216	716,261	730,586
Capital Regional District	2,660,440	2,713,649	2,767,922	2,823,280	2,879,746	2,937,341
BC Assessment Authority	160,464	142,820	145,677	148,590	151,562	154,593
Municipal Finance Authority	464	473	483	493	502	512
BC Transit	452,266	613,189	625,453	637,962	650,721	663,736
Vancouver Island Regional Library	456,770	491,557	524,112	559,594	597,255	597,255
Total taxes transmitted to other agencies	**9,340,138**	**9,683,618**	**9,900,014**	**10,123,014**	**10,351,943**	**10,547,037**
Tax Levy						
School District	4,948,020	5,046,980	5,147,920	5,250,878	5,355,896	5,463,014
Regional Hospital District	661,714	674,948	688,447	702,216	716,261	730,586
Capital Regional District	2,660,440	2,826,628	2,883,160	2,940,824	2,999,640	3,059,633
BC Assessment Authority	160,464	142,820	145,677	148,590	151,562	154,593
Municipal Finance Authority	464	473	483	493	502	512
BC Transit	452,266	613,189	625,453	637,962	650,721	663,736
Vancouver Island Regional Library	456,770	491,557	524,112	559,594	597,255	597,255
Total tax levy	**9,340,138**	**9,796,597**	**10,015,252**	**10,240,557**	**10,471,838**	**10,669,329**

District of Sooke

File No. 1880 - 20

REPORT FOR INFORMATION
Finance and Administration Committee
Meeting Date: March 3, 2014

To: Gord Howie, Chief Administrative Officer

From: Michael Dillabaugh, Director of Finance

Re: 2013 Vacation Payout

RECOMMENDATION:

THAT THE FINANCE AND ADMINISTRATION COMMITTEE receives this report as to the 2013 Vacation Payout for information.

1. Executive Summary:

Staff have been asked to bring forward a report outlining the amount that was paid out at the end of 2013 for vacation time earned but not taken and not eligible to be carried over into the New Year by staff.

The District's exempt staff fall under the terms of an exempt employee handbook, CUPE (Canadian Union of Public Employees) staff are governed by the terms of a Collective Agreement and IAFF (International Association of Fire Fighters) staff are governed by the terms of a Collective Agreement.

All three of the above groups of employees have different maximum vacation carryover limits that must be applied.

Vacation pay-out for the year ended 2012, the first year that the District strictly adhered to the policy, totalled $35,017.46. The total amount paid out at the end of 2013 was $18,622.04.

It is also worth noting that the 2013 pay-out would have been $10,503.30 if there was not a change to the maximum allowed to be carried forward for the IAFF members. This change accounted for a payout equal to $8,118.74 for hours that were over what was previously permitted to be carried forward.

Staff will continue to monitor this with an aim to eliminating the need for payout at the end of the fiscal year for future years.

2. Background:

Past practice prior to the end of 2012 was that staff was permitted to carryover unlimited vacation from one year to the next, despite clear limitations outlined in the documents

mentioned above. Beginning with the year ended 2012, the limitations outlined in the governing documents have been strictly adhered to and the District has paid out any vacation time exceeding the maximum allowed to be carried forward.

The most significant risk to the District is allowing unlimited carryover as this has the potential to result in a significant liability in the future. The risk results from amounts budgeted and expensed (in the current year) likely being less than what is actually paid out in cash (in a future year) due to increases in salaries.

It is worth noting that if salaries were to stay the same and if staff were to simply take the carried over vacation in a future year, the only impact is the year in which the amount is expensed compared to the year in which it is paid. Under this situation the District is not underfunded in any way.

The District currently budgets for salaries expense equal to the annual salary for each employee. Vacation time is expensed in the year that it is earned. At the time the employee takes vacation, their salaries expense for the pay period is reduced by the amount of the vacation expense being paid and there is no double counting of the expense.

3. Conclusion:

All District employees are encouraged to take their allotted vacation each year with at least one block of two weeks; however, there are specific and unique circumstances that may arise that result in an employee not being able to take their allotted vacation in the year that it is earned. The District has agreements in place with the employee groups that include strong fiscal policies limiting vacation carryover allowed for employees and mitigating potential future liabilities.

Respectfully,

Michael Dillabaugh, CA
Director of Finance

Approved for Council Agenda

Engineering

Planning

Corp. Services

Finance

CAO

District of Sooke

File No. 1880 - 20

REPORT FOR INFORMATION
Finance and Administration Committee
Meeting Date: March 3, 2014

To: Gord Howie, Chief Administrative Officer

From: Michael Dillabaugh, Director of Finance

Re: Category C Service Agreement Operating Reports

SUGGESTED ACTION:

THAT THE FINANCE AND ADMINISTRATION COMMITTEE receive the 2014 Category C Service Operating Reports for information.

1. Executive Summary:

The District has Service Agreements (Category C grants) in place with the Sooke Region Tourism Association, the Sooke Community Association, the Sooke Region Historical Society and the Sooke Region Chamber of Commerce (the organizations). In order to annually assess whether existing service levels continue to meet the needs of the District, the organizations are required to submit annual operating plans to the District by October 15 of each year to cover their plans for the next calendar year of service.

The purpose of this report is to bring forward the 2014 operational planning reports from the organizations that were submitted to the District before October 15, 2013.

Attached Documents:

1. 2014 operating Plan - Sooke Region Tourism Association
2. 2014 operating Plan - Sooke Community Association
3. 2014 operating Plan - Sooke Region Historical Society
4. 2014 operating Plan - Sooke Region Chamber of Commerce

Sincerely,

Michael Dillabaugh, CA
Director of Finance

Approved for Council Agenda

Engineering	Planning
Corp. Services	Finance
CAO	

Michael Dillabaugh

From: Jonathan Heerema[redacted]
Sent: Monday, October 14, 2013 3:17 PM
To: Brent Blackhall
Subject: Provision of Services
Attachments: Comm grant appliation 2014 budget.xlsx

Contact Name: Jonathan Heerema
Amount Requested (2014): $23,000
Annual Budget: $51,500

Provision of Services

For 2014 the Sooke Region Tourism Association plans to perform the following economic development services:

1) **Identify and attract tourists to the Sooke region:**

We have a multi pronged approach to identifying and attracting tourists to the region. We use a combination of Google Analytics via our various web activities, industry intelligence, known markets of critical mass and overall visitor numbers provided by the CTC, Destination BC and other various Destination Marketing Organizations.

Once this information is assessed, we then create a marketing plan to satisfy the needs of the marketplace. The primary marketplaces for the region are Washington State, Oregon, Alberta and lower mainland BC.

We have combined TV, online and print in order to reach a large amount of the consumer markets within these respective marketplaces.

2) **Actively promote the tourism opportunities of the Sooke region in other regions in order to attract new and returning tourists:**

The Sooke Region Tourism Association actively works to promote the tourism opportunities in various locations and via various methods. We ran an award winning campaign that was both online and on TV in conjunction with Tourism Tofino, Black Ball Ferry Line and the Nanaimo Economic Development Commission. This marketing targeted consumers on the I-5 corridor from Vancouver, British Columbia to Salem, Oregon. This campaign ran from early May through late August. Here is the website to the campaign:

http://youwontbesorry.com/

We participated in the Go Vancouver Island Campaign via Tourism Vancouver Island that ran in Alberta during the months of April, May and June.

http://www.govancouverisland.ca/

3) **Provide relevant tourism related business information for the District to attract new economic development opportunities:**

We are happy to inform the District of Sooke of any new economic development opportunities as we learn about them. Do we communicate that information through our liaison whenever a possibility arises?

The Sooke Region Tourism Association will also regularly maintain an accurate website that will attract tourists and provide potential tourists with information about the region:

The website was revised in 2011/12 due to the fact it was below market standard and the association is continually spending time and effort on the site in order to make it one of the top destination sites on Vancouver Island. The website is regularly updated and refreshed. We also work to optimize the site to attract a greater number of visitors.

The website is gaining in popularity as can be seen via our Google Analytics numbers. For the period of Jan 1 - Oct 13, 2013, we had a total of 5,805 visitors to the site compared to the same time period the previous year of 4,614.

Add information on staffing plans (who will be delivering the Services, names/roles of other key employees etc):

The Sooke Region Tourism Association has no active plans to add any employees at this time. The work is mostly all volunteer based with selected services contracted out to various enterprises. We try to use local contractors whenever possible (as all below live in the region). We use:

TJ Watt for all marketing shoots of the region

Aukusti Media Design Studio for all necessary web/design maintenance activities

Judi Conwright for all bookkeeping activities

The updated budget information is attached for your records.

Here are the marketing plans for 2014 as they currently stand:

1) SRTA would like to grow its membership and is working with the President at the Sooke Chamber of Commerce to include information about what our organizations do for the business community and information about joining our respective organizations in the new business license mail out that is sent out by the District of Sooke. We have also done independent research to try to identify all the tourism businesses in the region and will invite all of them to join the association.

2) We will run another co-op campaign with Nanaimo, Tofino and Black Ball Ferry Line.

3) We will place another advertorial in the Coho and Clipper magazines. Both Adrenaline and Sooke Harbour House put in their own ads that are separate and paid for privately by both organizations.

4) We now have our rack card done and in the marketplace. The rack cards will be on BC Ferries, Washington State Ferries and the Coho Ferry. Rack cards are also available at the Comox airport and the Comox Visitor Center. We are also working on getting our rack cards at all the BC Visitor Info Centers.

5) We will continue to pay for the racking of the Visitors Guide in the Victoria airport and are looking at increasing the distribution of that publication as well.

6) We will continue to pay for the Sooke flat map.

7) We will continue to support the Sooke Visitors Guide.

8) We are part of the Tourism Vancouver Island brochure distribution program.

9) We will continue to pay for website improvements and updates.

10) We will place another ad in the Vancouver Island mountain biking guide.

11) We will consider other items as needed or as they become available.

Thanks Brent and please let me know if you need anything further.

SOOKE REGION TOURISM ASSOCIATION
COMMUNITY GRANT PROGRAM APPLICATION - 2014 BUDGET

		Sept 2013 YTD Actual	Dec 2013 Projected	2014 Budget
REVENUE				
Grants:	District of Sooke	17250	23000	23,000
Fees:	Membership fees	4,800	4,950	5,600
Other:	Tourism Assoc. of Vancouver Island (TAVI)	13,062	21,000	23,000
	Bank interest	5	10	10
TOTAL REVENUE		**$ 35,117**	**$ 48,960**	**$ 51,610**
EXPENSES				
	AGM	1,442	1,442	1,200
	bank charges	22	30	30
	bookkeeping	950	1,300	1,300
	insurance (D & O laibility 2million)	613	613	650
	Marketing:			
	You Wont Be Sorry - TV campaign	10,000	10,000	14,000
	Invest Comox Valley - racking fees	400	400	400
	You Wont Be Sorry - online campaign	500	500	500
	Certified Folder - Ferry brochure distribution	3,422	3,422	3,422
	Immediate Image - airport racking	1,476	1,476	1,476
	Black Press - flat map	3,225	3,225	3,225
	Sooke Visitor Guide	1,000	1,000	1,500
	TAVI brochure distribution	349	349	350
	TAVI Go Vancouver Island	5,495	5,495	-
	Aukusti Media - media maintenance	17,713	18,163	12,000
	Mountain Bike Vancouver Island	200	200	200
	Mountain Bike Symposium	245	245	0
	Clipper Vacations Magazine		3,600	3,600
	Coho Magazine		4,500	4,500
	Other:			
	office expenses	546	600	600
TOTAL EXPENSES		**$ 47,598**	**$ 56,560**	**$ 48,953**

SOOKE COMMUNITY ASSOCIATION

P.O. BOX 198, SOOKE, B.C. V0S 1N0

October 15, 2013

District of Sooke
2205 Otter Point Road
Sooke BC
V9Z 1J2

Dear Council

Re: Community Services Agreement.

We thank you for your ongoing support through the Community Services Agreement and respectfully request the continuation of the Grant of $28,000 for 2014..

We continue to host the following groups in the hall:

Sooke Meals on Wheels who use our kitchen on Mondays, Wednesdays and Fridays to prepare and cook meals for delivery to Sooke residents in need.

Contact Loan Cupboard who have storage facilities for their medical equipment which is rented to those requiring such aid. They use the Hall at all times 7 days a week for this purpose.

The Sooke Food Bank have storage facilities in the Hall and use the hall most days for receiving and sorting food donations and distribute food on the first 3 Thursdays of the month.

The special needs |Group Home uses the Dining Room on Fridays for a musical session.

Planned expenditures include the replacement of all Gutters and downspouts on the Hall.
Replacement of downstairs washrooms.
Increasing handicap access in the basement area of the hall.

Charlie O'Donnell
Treasurer

Sooke Region Historical Society

Box 774, Sooke, BC V9Z 1H7
2070 Phillips Rd, Sooke, BC V9Z 0Y7
Phone: 250-642-6351 Fax: 250-642-7089
E-mail: director@sookeregionmuseum.com

Contact Person: Lee Boyko
Amount Requested: $20,808 Total Budget: $64,700

Provision of Services Document

Under the guidelines as set out by the Provincial Tourism Authority the Sooke Region Historical Society will operate Visitor Information Centre. The VIC will be open 7 days a week in the months of June, July, August and September and usually 6 days a week in the rest of the year, with some exceptions for Christmas \ New Years period for, some stat holidays and occasional other closures required for maintenance and operational issues. The VIC will answer questions from the public in person, over the phone, via email, by post and through other appropriate means.

The VIC will maintain appropriate communications technology such as an 800 phone number and email account, either on their own or in cooperation with other organizations such as the local Destination Marketing Association.

The VIC will provide rack space for local tourism operators to promote their business, plus maintain space for information from other parts as per the Provincial policy.

The VIC will assist with the development of promotion materials. The VIC will assist with keeping a current calendar of events on-line.

This project builds on an over 30 year track record of providing quality Information services to locals and visitors alike. By operating the VIC out of the museum, the community gets a significant added value that would be impossible to achieve at a similar cost via a stand-alone operation. Having the physical infrastructure of space, washrooms, parking, etc. is crucial for the success of the operation.

All staff and volunteers working in the VIC are required under Provincial rules to have taken extensive formal training. Currently two staff are accredited to offer this training.

There is little doubt that the VIC provides a valuable service to the community as it helps locals understand what we have and is a key component of assisting visitors in accessing the various resources that we have to offer in Sooke.

The attached table shows our visitor inquires information for our fiscal year 2011\12. Note, the Province has specific criteria as to how to record visitor contact, the "party" or group is the key item tracked, not individuals. So a family that came in together would be one "party".

Notes to Budget: Summer Student Funding varies from year to year and is not know until May. On the District of Sooke funding, we are asking for a 2% increase from the previous

year. Rack fee is consistent with expected uptake by businesses. Short fall comes out of the operating budget of the Sooke Region Historical Society.

The expenses are in part pro-rated costs associated with the operational costs of the overall museum operation and where possible specifically tracked costs associated with the VIC. Some items are hard to quantify, such as the impact of gift shop sales, visitor numbers, etc. The Board of the SRHS recognizes that operating the VIC has both costs and benefits to its operations, but overall recognizes the plus that it brings to the museum and the community at large, but they would be unable to provide the quality of service without the specific financial support provided by the DOS.

Lee Boyko as the Executive Director oversees the operation, but day-to-day operations are the responsibility of Manager Paddy Handy, in addition to these two individual, the other two full time museum staff Brianna Shambrook and Bev Myers provide VIC services as do a number of volunteers and summer student staff.

Date and Place of Project: Year Round, 2070 Phillips Rd.

2014 Projected Budget

REVENUE	
Grants:	
Federal Summer Students (estimate based on past years)	$18,000
Provincial Tourism (Estimate based on past years)	$18,700
DOS	$20,808
Admissions/fees:	
Racking Fees	$2,500
Other:	
SRHS internal budget	$4,692
	$
	$
TOTAL REVENUE:	$64,700

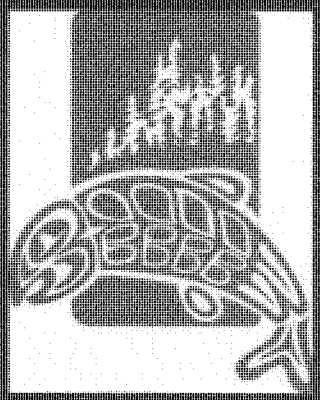
EXPENSES:	
Admin: bank fees, audit, etc	$2,100
Communications: phone, internet, ads, postage, etc	$3,100
Utilities	$2,200
Maintenance: Grounds & Building, cleaning, etc	$3,300
Supplies & Equipment	$4,000
Insurance	$2,000
Wages primarily summer students and Manager	$48,000
TOTAL EXPENSES:	$64,700

SOOKE REGION CHAMBER OF COMMERCE: 2014 WORK PLAN

Presented to:

District of Sooke

October 15, 2013



Contents

Introduction

Celebrating its 65th anniversary in 2013, the Sooke Region Chamber of Commerce went through a tremendous evolution as it re-examined its core mission, values, competencies and mandate.

An organizational re-structuring occurred at the Chamber with changes being made at the staffing level along with a shuffle of board members and director responsibilities. Through this process the Chamber's executive committee took a series of actions to sync the organization with the needs and realities of an evolving business community, as well as position the Chamber to be the main leader and advocate of economic development for Sooke on a go-forward basis.

Through these actions the Chamber created a new relationship with the District of Sooke which is best described as a partnership. This partnership is based on a supportive, professional and respectful relationship which is driven by clear communication and mutually beneficial strategic goals for the Sooke region.

As part of this new arrangement, the District of Sooke granted a Community Services Agreement to the Chamber to perform economic development services, broadly defined as follows:

1. Identify, attract and pursue new economic ventures and business investment opportunities in the Sooke area, in order to broaden the commercial and industrial tax base of the District;
2. Actively promote the economic opportunity of the Sooke area in other regions in order to attract new investment;
3. Provide business information for the District to attract new economic development opportunities;
4. Consistent with the main principles above, the Chamber will execute those activities, as budget dictates, which include but are not limited to the following:
    - Provide information to potential investors and help match investors with local investment opportunities.
    - Participate, as budget permits, in external and regional marketing initiatives to attract new business ventures and capital to the Sooke area, after receiving approval of the District.
    - Provide a referral service to federal, provincial, and municipal officials and community organizations.

The 2014 Chamber Work Plan provides a general outline of the economic development activities the organization will pursue in order to achieve the above-mentioned requirements, as it relates to the overarching *Chamber's Four Year Strategic Plan (2014-2017)* which will be presented to the District of Sooke on or about January 1, 2014.

Existing Portfolios

The Sooke Region Chamber of Commerce identifies its core purposes to be:

- a supportive resource for local businesses to achieve greater success
- to facilitate new economic development opportunities
- to foster positive business relationships with the community
- to constructively influence public policy and governments in supporting free enterprise

A crucial aspect of the Chamber's purpose is the need to maintain its existing services which include, but are not limited to, the following:

- Facilitating business education sessions and networking events
- Creating business coaching, information and counselling services
- Communicating with existing members, prospective members and the general business community via the Chamber website and e-newsletters
- Advocating on behalf of the Sooke region business community at large
- Promoting the Sooke "Shop Local" campaign to consumers using business advertisements and profiles in the media
- Providing health, dental, medical coverage opportunities to member businesses via the Chamber Group Insurance Program

The continuation of these mainstay activities are paramount in order to provide the level of service and value added benefit to the Sooke region business community that they have come to rely on.

2014 Chamber Work Plan

The organization's focus throughout latter 2013 was on the development of a credible *Chamber's Four Year Strategic Plan (2014-2017)* that has realistic deliverables, is process-driven, inclusive of all players, and one which identifies the necessary financial, moral and corporate resources that would be required for its implementation.

This overarching document will be formally presented on or about January 2014 and contains a number of key portfolio's which if properly engaged and supported, will bring significant economic and social benefits to the Sooke region in both the short and long terms. These portfolios include;

- Economic Development Plan
- Conference & Convention Management Plan (including localized visitor information)
- Resident Relocation Plan (targeting 55/yr plus demographic)
- Newcomers Club
- Shop Local Plan
- Business Education Series
- Website, Social Media & Internet Marketing Campaign of the Sooke Region

Although 2014 will see each of these distinct portfolios pursued in unison, the main focus of this 2014 Chamber Work Plan will be specifically on a comprehensive step-by-step Economic Development Plan which has been developed to capitalize on potential areas of expansion, as well as demonstrate deliverables that have the greatest return-on-investment for the Sooke region.

Please note that the following is a general outline of the economic development portfolio, with more detailed backgrounder and implementation details available in the *Chamber's Four Year Strategic Plan (2014-2017).*

Economic Development Portfolio

Phase I: First Quarter 2014

1. Construct an oversight committee

A panel will be formed and chaired by a Chamber representative and encompass the following assets:

- An economist
- A land use/real estate specialist
- An individual with land development experience
- A marketing specialist
- An individual with dedicated economic development experience
- An educational/skills development specialist
- An individual with an environmentalist perspective
- An individual with local municipal regulations knowledge

2. Develop a baseline inventory

This process should rely heavily on the existing membership aided by local media and social media. It is important to bear in mind however that the baseline survey is to cover all business interests; whether or not they are Chamber members, since the economic development portfolio is to serve all community interests.

- Numbers of businesses by type and category using Standard Industrial Classification (SIC) codes and descriptors. (SIC is a recognized system for classifying industries by a four-digit code)
- Businesses for sale (this is a powerful attractor of new investment and in-migration)
- Business costs; local taxation, business licenses, etc
- Major employers
- Profile of government; local, regional and provincial
- Major industries with details
- Demographics and household income
- Educational facilities (including Royal Roads University, etc)
- Housing, including average house prices and housing development trends
- Transportation
- Population growth
- Energy costs
- Telecommunications
- Employment, unemployment rates and wage rates
- Entrepreneurial growth via business start-ups (and what business training is available)
- Links to all relevant material such as OCP, Land Use Issues, Planning documents, etc

3. Construct an initial analysis of the inventory and gaps to address the following questions:

- What are the deficiencies that would act as a deterrent to incoming investment?
- What are the gaps in industries or services that the community would like to see?
- Is there a sufficient, underutilized workforce?
- Is the telecommunications infrastructure sufficient for modern business practices?
- How do business costs rank when compared to other Vancouver Island communities?
- How do the demographics compare to other communities including average age and income?
- We know that housing costs are low – how do we emphasise that among our unique business attractions?
- Does the educational profile suggest an opportunity for closer links with RRU with the possibility of some RRU programs delivered locally?

4. Use the documents resulting from that baseline study and the gap analysis as a map to determine the next steps via a report to the oversight committee.

During this period, hold a series of meetings in the community to ensure open communications i.e. meet with realtors and the Large Employers Committee of the Chamber.

These meetings should coincide with the baseline development and continue through steps 1 and 2 of the first phase (baseline development and gap analysis).

Public transparency is vital to the process and will have the added advantage of creating greater participation from business and the community.

Phase II: Second Quarter 2014

Determine strategies to attract new business development to address the newly identified strengths and gaps.

Determine what resources the Chamber could offer to a potential business relocation including possible local research on already identified items such as available land, possible tax advantages, workforce and introductions to business and municipal leaders, etc.

Determine the community's resources that could address the potential to close the gaps:

- Is there suitable land available or existing vacant storefronts or office space?
- Is there an available workforce for that industry or activity as identified in the baseline study?

Using the personalities on the oversight committee, utilize their professional connections to initiate discussions with potential business owners and companies that could be attracted to fill the gaps.

Note: this stage could also utilize regional business media such as an article stating that EXAMPLE: "Sooke is seeking someone to build and operate a movie theatre". Other communities have used this approach and supported it by offering to undertake a consumer survey, and the possibility of District sanctioned deferred tax incentives.

Phase III: Third Quarter 2014

Construct the first analytical document for review by the Chamber board and the oversight committee.

Modify the document to encompass feedback and over the coming weeks, identify and fill in the blanks.

By the end of the third quarter, have the strategic document sufficiently complete to release to the District; first in a formal setting, and subsequently release it publically as the 'launch' of the branding and marketing process.

Phase IV: Fourth Quarter 2014

Develop a booklet and brochure profiling the region and opportunities for economic development.

Aggressively market to the identified targets with a process in place to deal with enquiries.

Bring media editors to Sooke for a half day event and a tour of the opportunities. Such a list should include, but not be limited to, the following:

- Douglas Magazine
- The Business Examiner
- Times/Colonist business editor
- CHEK TV business editor
- WestShore Magazine
- CTV Vancouver Island
- Shaw community television
- Local Sooke media

2014 Fiscal Budget

The following general expense and revenue budget for 2014 takes into account an average forecasted Chamber membership number of 150 companies (as it relates to BC Chamber Dues, Benefits Program, Membership Dues).

Expenses:

Advertising - $8,000
Bank Charges - $1,000
BC Chamber Dues - $2,250
Board Insurance - $3,000
Conferences/Workshops - $2,000
Contract Labour - $3,000
Events - $3,000
Equipment Rental/Lease - $1,500
Miscellaneous Expenses - $2,000
Office Rent - $14,000
Office Supplies - $2,500
Printing - $1,750
Professional Development - $500
Telephone/Fax/Internet - $1,000
Wages - $36,000

Total Expenses - $81,500

Revenues:

Advertising - $8,000
Benefits Program - $11,000
Events/Fundraising - $12,150
Membership Dues - $20,250
Miscellaneous - $2,000
Service Agreement - $28,100

Total Revenues - $81,500

Conclusion

It may be argued that a community such as Sooke, due to dramatic population growth, is already undergoing economic development. The difference however is between "accidental" growth and "planned" growth.

The Sooke Region Chamber of Commerce feels confident the economic development plan being pursued will have a proactive and positive impact on the development of a robust regional economy, the work force, and the eventual character of the community at large.

We look forward to the continued support and involvement of the District of Sooke, as well as its business community and resident members to help the Chamber bring this to fruition.

ACTION ITEM: The Committee requested that staff provide a report on what volunteer firefighters are doing currently to have their turnout gear washed and dried and why it is important for them to have the industrial wash machine.

District of Sooke

File No. 7200-01

DIRECTION REQUEST
Finance and Administration Committee
Meeting Date: March 3, 2014

To: Gord Howie, CAO

From: Steven Sorensen – Fire Chief

Re: Firefighter Personal Protective Gear Washing Machine

SUGGESTED ACTION:

THAT THE FINANCE AND ADMINSTRATION receive the Firefighter Personal Protective Gear Washing Machine report for information.

1. Executive Summary:

WorksafeBC requires that fire departments supply firefighter personal protective gear that meets the standards established by NFPA 1971. This standard requires that turnout gear be manufactured and tested through a rigorous process and then once in service, be inspected and maintained on a regular basis as per the manufacturers recommendations following the regulations in NFPA 1851. This includes a requirement for laundering the gear at specified intervals and following any incident where contamination of the gear is a factor.

Due to a new Worksafe BC order issued to the District of Sooke, (December 2013) any firefighter entering a structure constructed before 1990 must be considered to be contaminated by asbestos and appropriate decontamination procedures followed. This includes bagging the gear at the scene of the incident, washing the gear in a properly equipped laundry facility, dried and then returned to service. If an outside laundry facility is to be used, it must be certified by Worksafe BC as to the handling of contaminated products.

2. Background

The Sooke Fire Rescue Service had, up until a couple of years ago, a large industrial washing machine for the cleaning of firefighter personal protective gear. This machine had been purchased used some years earlier and was in service until it broke down. Due to the age of the machine, parts were not available and it was unable to be repaired and was therefore disposed of. A residential washing machine was purchased to replace the previous industrial washing machine. Due to the limited capacity of the machine, only one set of turnout gear can be washed at a time. As per the manufacturer requirements the lining must be separated from the outer shell when it is being washed. Each set of gear takes two wash cycles. At 1.5 hours per

wash cycle, (3 hours per set) it can take two or three days to get the all personal protective gear washed following a major incident. After washing it then takes an additional 12 to 24 hours to dry the gear as it must be done in a shaded place with only a fan used to circulate the air. Machine drying is not permitted. The net result is that the firefighters out of circulation for anywhere from 24 to 72 hours as they wait for their gear to be cleaned and dried. With the Worksafe BC asbestos abatement regulations now imposed on the department, this time frame may be even longer due to the new processes that must be implemented for the decontamination and cleaning of the gear.

3. Analysis:

As per Worksafe BC and Manufacturers recommendations, structural firefighter garments must be cleaned at least every 6 months and as soon as possible after contamination or exposure to smoke, blood or body fluids, or hazardous substances.

It is recommended that the gear be washed in an extraction machine designed for firefighter clothing; however, a front loading washer with a tumbling action can be used. The use of top loading machines is not recommended as it will not wash the gear thoroughly and the agitator may damage the garment and reduce its durability and protective value.

An alternative solution to the purchase of an extraction machine is to have the gear laundered in a Worksafe BC approved facility. Staff have researched this option and there appears to be at least one facility in Greater Victoria. The cost to launder gear is $70.00 per set with a minimum of four sets. If less than four sets are sent in at one time, the cost rises to $85.00 per set. If the gear has asbestos contamination, an additional $50.00 surcharge per set is added to the cost. The gear must be dropped off and picked up in Esquimalt and turnaround time is quoted at 48 hours.

Assuming that the each set of turnout gear will be washed a minimum of 2 times per year (as required) and at least once more through the year due to potential contamination from a fire (or asbestos) the cost per year to clean 30 sets would be:

30 (sets of gear) x $70.00 (per wash) x 2(times per year)	$4200.00
plus	
30 (sets of gear) x $70.00 + $50.00 (1 wash of asbestos contaminated gear)	$3600.00
Total annual cost for 30 firefighters with 2 regular washes + 1 contaminated wash	$7800.00

This would be significantly higher if several fires were to occur in a year. The cost would increase even further if the fires occur in pre-1990 constructed buildings due to the Worksafe BC Asbestos Control Procedures that must be followed after each incident.

4. Legal Impacts:

Presumptive Cancer Legislation is recognized by Worksafe BC and now identifies nine known cancers directly related to firefighting operations. As the firefighter's protective gear is constantly subject to contamination from substances resulting from products of combustion, it has been documented that this contamination can be passed onto the firefighters themselves. Failure to adequately protect firefighters from this contamination may result in substantial legal implications.

5. Financial Impacts:

Estimated costs for an industrial turnout gear washer/extraction machine are estimated as follows:

1. Unit suitable for cleaning three to four sets of gear per cycle is $8300.00
2. Unit suitable for cleaning five to six sets of gear per cycle is $10,100.00

The 2014 – 2018 currently has $8,500 budgeted in 2014 for the purchase of an industrial turnout gear washing/extraction machine.

There may be opportunities to generate some revenue from neighbouring fire departments if the Sooke Fire Rescue Service were to provide contracted turnout gear cleaning as all fire departments must comply with these regulations, including the new Asbestos Contamination protocols. Preliminary discussions with area Fire Chiefs have indicated that there may be an interest in this option if it were to be made available.

Attached Documents:

1. Worksafe BC Regulations – Part 31 – Personal Protective Gear
2. Worksafe BC Asbestos Order
3. Worksafe BC Firefighting Cancer Poster.
4. NFPA 1851 Standard on Selection, Care and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Firefighting. (Globe Manufacturing Instruction Guide)
5. Restoration Services – Quote for Turnout Gear Cleaning

Steven Sorensen
Fire Chief

Approved for Council Agenda

Engineering | Planning

Corp. Services | Finance

CAO

Personal Protective Clothing and Equipment

31.10 General requirement

Firefighters must wear personal protective clothing and equipment appropriate to the hazards to which they may be exposed.

31.11 Maintenance

(1) The employer must have written procedures for the inspection of protective clothing and equipment at regular intervals.

(2) Procedures for cleaning and drying protective clothing must be in accordance with the manufacturer's instructions.

(3) Defective items of protective clothing or equipment must be repaired or replaced.

31.12 Firefighter responsibility

Firefighters must ensure that the personal protective clothing and equipment used by them is maintained in good condition.

Care and Cleaning Guidelines

Globe CARES: CARES is our acronym for Cleaning and Repair Evaluation Services which Globe offers to assist customers with the advanced cleaning and inspection required by NFPA 1851, *Standard on Selection, Care and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting*. This user standard also requires that Independent Service Providers (ISPs) or Organizations (fire departments) who wish to perform their own advanced cleaning and inspections must be trained by the manufacturer. Click here for more information on the various ways in which we are able to provide this necessary training.

GUIDELINES

NFPA 1851, *Standard on Selection, Care and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting*, has led to an increased awareness among firefighters for the need to have turnout clothing laundered regularly. The NFPA Technical Committee for structural clothing addressed this in the 1991 revision of NFPA 1971, almost 17 years ago, by adding an appendix item dedicated exclusively to the care and cleaning of bunker clothing. NFPA 1851 sets minimum requirements for the inspection, care and cleaning of all protective ensemble elements covered by NFPA 1971. The Globe label on every garment provides very basic information for laundering; however, what follows is a much more comprehensive set of instructions for cleaning gear.

- If the liners and/or the DRD are detachable, they should be removed from the shell and laundered separately. This is to prevent any contaminants on the shell being transferred to the inner portions of the garment during the laundering process. It is also recommended that you turn the liner inside out prior to laundering to facilitate the drying of the inner layer.
- All closures should be fastened: Hook and loop hook tape covering hook and loop pile, hooks and dees fastened, zippers zipped and snaps fastened. ***It is imperative that you cover the hook portion of all hook and loop to prevent snagging during laundering and to help guard against premature wear.***
- *Proximity gear should never be machine washed under any conditions.* For structural gear, we recommend a front loading washing machine, which does not have an agitator, and preferably one that is designated specifically for cleaning turnouts. A stainless steel tub should be utilized if available. We have been advised by care and cleaning facilities who work with protective clothing that the extractor G force is very important and they suggest that 85 Gs would be best, but certainly no more than 100 Gs. If you are trying to convert RPM's to G force, you can do so using the following formula:

CRPM = Cylinder RPM
CD = Cylinder diameter (inches)

$$\text{G Forces} = \frac{\text{CRPM} \times \text{CRPM} \times \text{CD}}{70{,}500}$$

- If you must use a top loader, we suggest utilizing a laundry bag to protect the inside of the washing machine from the hooks and dees (and to protect the hooks and dees from the agitator of a washing machine when using a top load model).

Machine Washing: We are often asked if machine washing could affect the protective qualities of your turnout gear. The special fabrics that make up your turnouts contain inherent flame and heat resistance properties, which cannot be washed off or worn out. However, given the nature of the contaminants to which firefighters are exposed, you should never, never use the same machine that you do your home

laundry in. When machine washing, always prepare the clothing as directed, by separating removable liners and DRDs from outer shells and fastening all closure systems. Use warm water and a normal cycle; water temperature should not exceed 105°F. Following each complete wash cycle, thoroughly rinse your garments. Liners should be turned inside out, while DRDs should be laundered in a mesh bag; every separable component should be laundered separately.
Protective clothing should always be washed by itself; do not overload the washing machine, do not use softeners, and NEVER use chlorine bleach. Our recommended method of drying is to hang in a shaded area that receives good cross ventilation or hang on a line and use a fan to circulate the air. Naturally, the turnout system will dry more quickly if you separate the layers for laundering and turning the liner system inside out will facilitate drying of the quilt thermal barrier.

Cleansers: Cleansers generally fall into two categories, detergents and soaps. Of the two, detergents make the best cleansers because they are formulated to contain special agents that help prevent redeposition of soil. Soil redeposition is soil which is first removed from a laundered article, but later in the same wash cycle is redeposited as a thin soil film on the entire surface of the article. The most distinctive advantage of detergents is that they do not form curd in hard water. Soap curd is the material which forms a ring around the bathtub when bathing with soaps, and this curd is extremely difficult to rinse out of your garment. All cleaning agents are clearly labeled as being either detergents or soaps; and we recommend liquid detergents, since they are less likely to leave any residue on the clothing. It should also be noted that NFPA 1851, Standard on Selection, Care, and Maintenance for Structural Fire Fighting and Proximity Fire Fighting Ensembles requires that cleaning and contamination solutions shall have a pH range of not less than 6.0 pH and not greater than 10.5 pH.

Spot Cleaning and Pretreating: Precleaners can be used to clean light spots and stains on protective clothing. Squirt the precleaner onto the soiled area and gently rub fabric together until a light foam appears on the surface; this foam should be completely rinsed off with cool water prior to washing. A soft bristle brush, such as a toothbrush, may be used to gently scrub the soiled area for approximately one to one and a half minutes. An alternative method would be to pretreat garment by applying liquid detergent directly from the bottle onto the soiled area and proceed as with precleaners. Any spot cleaning or pretreating should be followed by machine washing prior to field use.

Dry Cleaning: Dry cleaning can adversely affect both the 3M triple trim and the REFLEXITE® trims, as well as the moisture barrier, and is therefore not recommended. If you should decide that your particular exposure requires dry cleaning, knowing and accepting the risks involved, you must be sure and specify to the launderer to use non-flammable dry cleaning processes that will not adversely affect the materials. Again, our experience is that dry cleaning may well result in damaging certain components of the gear.

Special Cleaning Compounds: We are not able to "endorse" any of the special compounds that are being advertised for use in the fire service. However, if you are interested in a specific cleaning agent, we recommend that you contact the manufacturer of the cleaner being considered and make your own determination as to suitability. You may want to ask for names of other departments currently using the product and see what their experience has been. It is always a good idea to review MSDS sheets on products being considered.

Removing Oil or Tar: Oil based soils such as motor oil and tar can be removed with solvents such as "Varsol" prior to washing, says E.I. DuPont, the folks who produce the NOMEX® and KEVLAR® fibers used in the vast majority of turnout fabrics. However, they do add the cautionary statement that the garment must be thoroughly washed and rinsed to ensure that all residual solvent is completely removed. They also point out that coated material should never be dry cleaned. The manufacturers of PBI fiber also recommend in their User Advisory that solvents such as Varsol may be used to remove stubborn stains

such as tar, providing that the garments are well laundered and rinsed prior to actual use. You must always avoid using solvents on the leather or reflective trim.

NOTE: NFPA 1851 instructs the user to not use solvents; however, based upon our experience, we believe Varsol to be the one exception to the rule.

Bleach: One of the most often asked questions concerns the decontamination of a turnout system, especially with chlorine bleach. *UNDER NO CIRCUMSTANCES* should chlorine bleach be used on firefighters' clothing; most systems contain KEVLAR®, either as a blend or as the primary fiber, and KEVLAR® is extremely susceptible to damage when exposed to bleach.

Trim: 3M, the manufacturers of both SCOTCHLITE™ and Triple Trim, recommend that the following guidelines be used for their product: (1) Damp wipe, using warm water not to exceed 105°F, and mild detergent. Rinse thoroughly, dry with a soft cloth, or allow to air dry. (2) If you choose to machine wash, use warm water. (3) Do not dry clean. These instructions are equally effective for REFLEXITE® products.

Decontamination: For extreme contamination with products of combustion, fire debris or body fluids, removal of the contaminants by flushing with water as soon as possible is necessary, followed by appropriate cleaning. In the case of bloodborne pathogens, recommended decontamination procedures include using a .5 to 1% concentration of Lysol, or a 3-6% concentration of stabilized hydrogen peroxide. Liquid glutaraldehyde, available through commercial sources, will also provide high to intermediate levels of disinfectant activity. The current edition of NFPA 1851 states that if a garment is verified as having been exposed to chemical, biological or radiological agents, that garment should be immediately removed from service and retired. When decontamination is not possible, the garments should be discarded in accordance with local, State and Federal regulations. Garments that are discarded should be destroyed.

Hand Washing: The industry recognizes that hand washing is generally not able to remove the ground-in soil embedded in the material fibers and usually only serves to remove surface dirt. However, in the event that you do not have access to a washing machine and must hand wash your garment, remove your liner system and lay the outer shell on a non-abrasive hard surface. Using a soft bristle scrub brush and a detergent (not soap), clean your garment by making circular motions with the brush, forming progressively larger circles until the entire surface has been washed. You must then rinse the shell, using clear water, to ensure that all of the detergent has been removed. We recommend that you rinse the entire garment several times to avoid any possibility of soil detergent residue. NFPA 1851 does require that machine laundering be used for advanced cleaning, unless specifically prohibited.

Outside Cleaning Assistance: One question we are often asked is whether the gear can be or even should be cleaned by a professional. NFPA 1851 requires that training for advanced cleaning of turnouts be provided by the manufacturer and to this end, we can provide you with a list of ISPs (independent service providers) who have completed the Globe training classes. We believe that these companies offer a valuable service and we encourage our customers to directly contact any of these outside cleaning facilities to determine if they are able to meet the fire department needs. Some possible questions to ask would be if they provide any warranties on their services, and whether they are able to give any guarantees concerning the effectiveness of their cleaning.

Cleaning Proximity Clothing: GENTEX®, the producers of the aluminized outer shells used in the fire service today, point out that the outer side of the aluminized material offers a highly reflective surface and it is extremely important to keep this surface clean so that it may perform at peak efficiency. They recommend the following care and cleaning instructions for aluminized proximity outer shells:

- Clean by gently rubbing the surface with a soft cloth or sponge containing mild soap.
- Rinse thoroughly.
- DO NOT MACHINE WASH.
- Dry garment by hanging in a well ventilated, shaded area.
- Use a fan to circulate the air if necessary.
- Do not store garment wet or with any chemical contamination.
- Do not clean with any compounds containing ammonia, chlorine or other oxidizing or abrasive agents.

Conclusions: In caring for your turnout clothing, you must always remember that it features three piece layering and multiple components, and you must consider each individual layer and component when deciding how to clean. We do encourage every department to keep their clothing clean and to regularly inspect and repair as needed. Having dirt, soot, and other debris clinging to your gear represents a safety hazard. Clean turnout gear is lighter in weight, lasts longer, and is more visible than dirty turnout gear.

RS Restoration DKI
786A Fairview Rd
Victoria BC
V9A 5V1

Feb. 11/2013

To: Sooke Fire Department
Att: S. Sorensen

Prices for Cleaning Turn out Gear include a turnaround time of 48 hours. If brought in on a Friday, gear will be ready Monday.

* Sooke Fire Dept. to drop off of Turn out Gear
* To clean, disinfect, deodorize and dry as per NFPA and manufacturers specifications
* To treat Asbestos contaminated gear as per Work Safe BC protocol
* To bag Turn out Gear
* Sooke Fire Dept. to pick up Turn out Gear

Full Set Laundering (minimum 4 sets)	$70.00/set
Full Set Laundering (less than 4 sets)	$85.00/set
Potential Asbestos Contamination	$50.00/set additional

If you have any further questions please call our office at 250-383-0030.

Thank you
Susan Chornoby
Contents Coordinator RS Restoration DKI

Tina Hansen

Subject: FW: F&A Turnout gear washing machine

From: rickkasper[redacted]
Sent: February-27-14 9:40 AM
To: Michael Dillabaugh; Gord Howie
Cc: Tina Hansen
Subject: Fw: F&A Turnout gear washing machine

Please add this email from Derek Lewers to the Finance and Administration Agenda before it goes out today. I would like all members to have the time to read this before the meeting. Thank you Rick.
Sent wirelessly from my BlackBerry device on the Bell network.
Envoyé sans fil par mon terminal mobile BlackBerry sur le réseau de Bell.

From: D L[redacted]
Date: Thu, 27 Feb 2014 09:30:40 -0800
To: D L[redacted]
Subject: F&A Turnout gear washing machine

I just wanted to provide some information on the turnout gear washing machine .

First off, very rarely do we have fires as big as the bank fire, so the amount of times this will be an issue is slim to none, even on the Pallister Fire (1992?), which was arguably one of Sooke's biggest fires, this wasn't an issue. It is also important to remember, that we also have full time day staff that can wash the gear in groups, and with a 3hr dry time with the proper drying setup, there is no reason that they could not have all 40 sets done in a week easy *(keep in mind, we would NEVER have all 40 sets soiled and requiring cleaning at the same time)* at no time should the volunteers be left to do this work when we have the full time staff that can facilitate getting the job done. There is no requirement to launder gear immediately post incident either. Usually is is an accumulation of contaminants that leads to hazards on structural fire gear. If the gear was wet, then drying it should be a priority as wet gear can be dangerous, but again, we are not going to by an extra 40 sets of gear at $2500 each, just incase they are all wet at the same time. A strategic approach to determining what gear HAS to be washed, vs. what gear can be wash at a later date should be done. Let me put it another way. There is no way that every single fire department has their own commercial washing facilities. There are many departments across North America that even struggle to have the basic gear, so professional turnout gear washing machines are not the norm. Sooke already has a commercial system which is adequate 99% of the time and it is less than 5 years old.

NFPA 1851 provides for the program of cleaning, inspection and replacement (including the 10 year life span), but we are NOT required to follow NFPA as you know. For if we did, we could quadruple our fire budget as there are too many specs and requirements. Most departments cannot ever achieve full compliance with all NFPA provisions whether they are career or volunteer

NFPA 1851 states that the manufacturer's instructions shall always take precedence over those of NFPA 1851.

Here is an excerpt from a firefighting magazine that puts perspective on this issues of the NFPA and Personal Protective Equipment

Every several years, the National Fire Protection Association conducts a needs assessment for the fire service and publishes the results in a comprehensive report. The most recent report from 2011 showed the following findings with respect to PPE age and back up equipment:

- 63 percent of departments have some personal protective clothing that is at least 10 years old, but this is down from 74 percent in 2001 and up from 59 percent in 2005.

- 53 percent of departments do not have enough reserve personal protective clothing to equip 10 percent of emergency responders, but this is down from 62 percent in 2001 and 57 percent in 2005.

WCB does not require certain washing machines etc. They only require that we must clean and dry the gear in accordance with the manufactures instructions. Hand washing can even be acceptable. (see below)

Here are the WCB RULES:

31.11 Maintenance

(1) The employer must have written procedures for the inspection of protective clothing and equipment at regular intervals.

(2) Procedures for cleaning and drying protective clothing must be in accordance with the **manufacturer's instructions**.

(3) Defective items of protective clothing or equipment must be repaired or replaced.

From GLOBE FIRE GEAR MANUFACTURING

Hand Washing: The industry recognizes that hand washing is generally not able to remove the ground-in soil embedded in the material fibers and usually only serves to remove surface dirt. However, in the event that you do not have access to a washing machine and must hand wash your garment, remove your liner system and lay the outer shell on a non-abrasive hard surface. Using a soft bristle scrub brush and a detergent (not soap), clean your garment by making circular motions with the brush, forming progressively larger circles until the entire surface has been washed. You must then rinse the shell, using clear water, to ensure that all of the detergent has been removed. We recommend that you rinse the entire garment several times to avoid any possibility of soil detergent residue. NFPA 1851 does require that machine laundering be used for advanced cleaning, unless specifically prohibited.

Wholesale FIRE Rescue who we do buy some goods from on there site say that you can clean your gear in a utility sink or a FRONT LOAD washing machine, you can also have contracts with companies that specialize in full cleaning.

Here is another option taken from a fire website *(perhaps an agreement could be made with the Logans in the event of a major event that we can use his super commercial units and rinse them as per below)?* Normally this is taboo due to potential cross contamination, but in the one in a million chance that we may need this *(and in the fire departments history that has never happened)* maybe we could do as suggested below.

"Some firefighters say the local laundromat is their solution for dirty turnout gear. At the same time, laundromat operators sometimes ask about accepting this type of business. Laundromats do usually have the right kind of large capacity commercial front load washers. However, this is another place where other people will be using the same machine and cross contamination is a risk. The only way this could work is by flushing the washer with an additional cycle after the turnout gear is washed and removed. This means you would have to pay twice to wash once."

"Installing suitable dedicated laundry equipment right in the fire station provides an easy and direct solution for handling contaminated gear. There are no washers specifically designed to wash turnout gear, but with few special requirements, most commercial washers referred to as washer-extractors can be used for this purpose. This machine should be sized large enough to handle the bulk and weight of at least one set of gear, if not two or three sets at a time, depending on the needs of the fire station."

In summary, although there are many things in life that are nice to have, we cannot all have these things, and this applies to governments as well. Whenever we are looking at large or for that matter small capital expenditures, we should always be looking at the risk benefit analysis as part of the equation. In this scenario, I would suggest that the odds of winning the lottery are greater than the odds of our current system not being workable as it has been for the last 20 years or more.

Regards,
Derek

District of Sooke

File No. 7200-01

REPORT FOR INFORMATION
Finance and Administration Committee
Meeting Date: March 3, 2014

To: Gord Howie, CAO

From: Steven Sorensen – Fire Chief

Re: Traffic Control Pre-emption Systems

SUGGESTED ACTION:

THAT THE FINANCE AND ADMINSTRATION COMMITTEE receive the report on Traffic Control Pre-emption Systems for information.

1. Executive Summary:

There are currently a variety of emergency vehicle traffic control pre-emption systems available on the market. The four most common types include:

- Siren Activated
- GPS (Global Positioning System) Activated
- Line of Site
- Direct Access Control

Within the District of Sooke, there are currently three intersections where these devices could be installed. This would include the Sooke/Otter Point intersection, the Sooke/Church intersection and the Sooke/Phillips intersection. The following report reviews the various costs and features of each system. It is hoped that all future traffic light controlled intersections would then be so equipped during initial installation.

2. Background:

With continued growth and development within the District of Sooke, the fire department with support from the local RCMP, made a request in the summer of 2010 to the Engineering Department to consider installing traffic control pre-emption devices at major intersections at times when existing traffic light systems were to be upgraded or replaced. This issue was then identified during a recent Finance and Administration Committee meeting as an item to research. The following information is provided for information.

3. Analysis:

After reviewing the various systems, advantages and disadvantages to each and discussions with other jurisdictions using these technologies, the two most favourable

options are the siren activated or GPS activated models. While the initial start up costs for the siren activated model is far less than the GPS system, once three intersections have systems installed, the cost between the two systems is nearly identical. After three intersections are outfitted, it would appear that there are significant savings realized from using the GPS system.

The City of Langford uses the siren activated system and generally finds it works quite satisfactorily. Sometimes they have discovered that large buildings near an intersection may cause the siren signal to bounce around and activate the signal in the wrong direction. On occasion the siren signal does not reach the receiving unit in time, thus the intersection override is not initiated. One advantage to this system is that emergency vehicles responding from other jurisdictions through their community do not require any special features on their units as all emergency vehicles are equipped with sirens.

The GTT Opticom system (a GPS system) is used locally in the Cities of Victoria and Saanich. This system has few problems, but does require a sending unit to be installed in all emergency vehicles that may respond through or to the communities in order for the pre-emption system to be activated.

Due to difficulties encountered in other jurisdictions, the other two types are not recommended for the following reasons.

The line of site system uses an infrared beam or a strobe light to emit a signal that is picked up by a receiver on each traffic light. The difficulties with this system are that the signal is often blocked by large vehicles such as commercial trucks and buses. Direct sunlight may prevent the emitter from transmitting a signal and heavy rain, snow or fog can severely limit the range of the device.

While the direct access control system is effective, this requires that all traffic signals be wired into a central receiving facility that is staffed 24 hours a day. As the vehicles approach an intersection, they radio into the central dispatch facility to have the operator activate the traffic pre-emption device at each light. As there is no 24 hour dispatching service available in Sooke, this system is not practical.

4. Legal Impacts:

It has been shown that in many cities, emergency vehicle traffic pre-emption devices can speed up response times by clearing intersections of traffic. Additionally, many communities have seen a decrease in the number of emergency vehicle collisions where these devices have been installed. While there is no recent record of any emergency vehicle collisions at traffic controlled intersections in Sooke, there is always the potential for this to occur and with ever increasing traffic volumes, the risk will increase.

5. Financial Impacts:

Siren Activated System

Cost to supply and install a siren activated system at one – four way intersection is estimated at $25,000.00. The traffic light upgrade currently underway at the Church Road intersection is being completed by Mariner's Village and includes the siren activated system. Also, the Nott's Brook development is required to provide cash contribution towards a system to be installed at the Otter Point Road intersection.

Cost for each new future intersection $25,000.00

GTT Opticom GPS System

Cost to supply and install the GTT Opticom GPS system is as follows:

Vehicle Sending Units	$3,200.00 per vehicle
Base Station at Fire Hall	$5,710.00
Intersection Receiver	$5,700.00 each

The cost to install this system at three intersections in the District of Sooke and provide devices in all the main emergency vehicles within the District would be:

Vehicle sending units	8 Fire Department Vehicles x $3,200.00 = $25,600.00	
Intersection units	3 x $5,700.00	= $17,100.00
Base Station	1 x $5,710.00	= $5,710.00
Subtotal		**$48,410.00**

Additional Potential Costs if Required:

6 RCMP vehicles x $3200.00	= $19,200.00
2 Sooke Ambulances x $3200.00	= $6,400.00

Total Potential cost for three intersections **$74,010.00**

Cost for each additional future intersection is $5,700.00
Cost for each addition to fleet is $3,200.00

NOTE: the vehicle sending units are transferable from old vehicles to new vehicles for fleet replacement plans.

The disadvantage of the GPS system relates to mutual aid calls or when other outside resources may respond as without a sending unit, emergency vehicles not so equipped cannot activate the pre-emption devices. The siren system will work with any emergency vehicle siren without any modification required.

There are no real operating fees to either system, so other than initial purchase and installation of the units, the District should not see any additional costs incurred. There are no licensing fees for the use of these systems.

Attached Documents:

1. GTT Opticom Proposal (GPS system)
2. RGH Pacific Emergency Services Inc. (siren system)
3. US Department of Transport Study

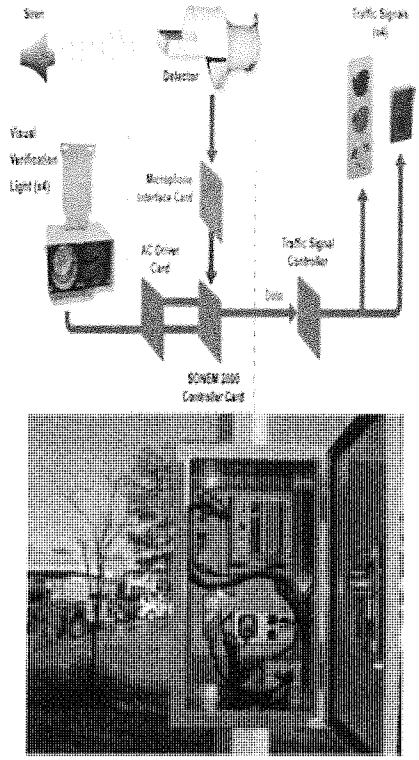
Steven Sorensen, Fire Chief

Approved for Council Agenda

Engineering	Planning
Corp. Services	Finance
CAO	

RGH Pacific Emergency Services Inc.

Sonem 2000 in Action



More Sonem 2000 pictures

Guidelines and Procedures

The SONEM 2000

Detects the Emergency Vehicle Siren

Simple to deploy. Install it, tweak it and you´re done.

Hassle free. No lenses to clean.

Lower cost. No costly vehicle retrofitting.

The SONEM 2000 has changed signal priority for good.

The system´s detector detects the siren of an oncoming emergency vehicle and then...

1.- Determines the direction of the approaching vehicle

2.- Notifies the traffic controller of a request for a priority

3.- Clears the priority request once the vehicle has passed through the intersection

SONEM 2000 Special Features:

- WINDOWS based software
- Flash memory which can be accesed by PC or modem, for all uploads and downloads of data and software
- 9,000 preemptions logged by date, time (start/ending), direction, siren type and elapsed time of the preemption
- Graphic displays in real time of the siren frecuency, sound pressure levels (Db) and the cycle rates
- Siren profiling determine if the siren meets the requirements for "Class A", Federal Registrations and State Statues

Installation:

The SONEM 2000 is designed for use in NEMA TS-1/TS-2 and in Caltrans 170 cabinets and is easy to install. NEMA and CalTrans 170 compatible

Flexibility:

Programmable features allow different specific settings at each intersection. Each channel can be adjusted locally or remotely to acount for:

- Vehicle Distance
- Siren type (yelp, wail, hi-lo) from all manufacturers
- Siren frequency and period
- The SONEM 2000 maintains a numeric log of signal preemption actions, power fluctuation and outgages, system resets and manual/simulated preemptions.

Dependibility:

All SONEM 2000 components are manufactured in the United States.

The SONEM 2000 gives emergency vehicle operators the ability to pass quickly and safely through controlled traffic intersections.

No vehicle retrofitting, lower life cycle costs, works in the fog and rain.

SONEM 2000 Specifications:

- **Components:** Surface Mount, Intergraded Circuit Technology, Industrial Standard U.S. Build
- **Input Power:** 170 24.V.D.C NEMA 95 - 130 V.A.C.
- **Back-up:** I Lithium Battery (10 year Life)
- **Transfer Time:** I ms (Converts sound energy to signal voltage)
- **Front Panel/Control:** Siren Detection LED
  Preemption LED
  2 display characters for diagnostics
  Switches for manual preemption by direction
- **Memory:** 4 MB Flash, 128k STATIC RAM
- **Event Logging:** Up to 4,000 events can be stored in the non-volatile memory, each activation is recorded by date, time (start/ending), direction, siren type, and elapsed time or the preemption. Manual preemptions are recorded as manual.
- **Temperature Range:** -40 to +85 Centigrade
- **Microprocessor:** DSP TI TMS320C50PQA57
- **Communication:** RS-232 using Sonic Quick Vu R3.2.1
- **CMOS Technology:** No Proprietary Parts
- **Detector Cables:** I twisted Pair, 18 Gauge, Shielded; Beldon 8760 or equivalent
- **Size & Weight:** 170/2070 . 7" x 4.5" x 2.25" . 1.0 lbs.
  NEMA . 8" x 6.0" x 6.00" . 3.5lbs.
  NEMA-W . 8" x 6.0" x 7.00" . 4.0lbs.
- **Warranty:** 5 Years

About Us Services AirMation Thermo-Gel Sonem FireFlex Links

Quick Proposal and Cost Estimates
Opticom™ GPS
Emergency Vehicle Preemption (EVP)
Sooke Fire Rescue Service

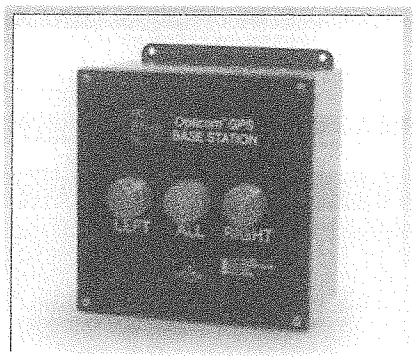
GTT's Opticom™ equipment is installed in over 60,000 intersections and in over 30,000 vehicles across North America. Opticom™ is a trusted and proven solution helping responders get to their destinations as quickly and safely as possible. The City of Burnaby made the decision to incorporate Opticom™ equipment at all 240 intersections and in 29 fire vehicles and 70 police vehicles, giving them the opportunity to get to their destination safely and save more property and lives.

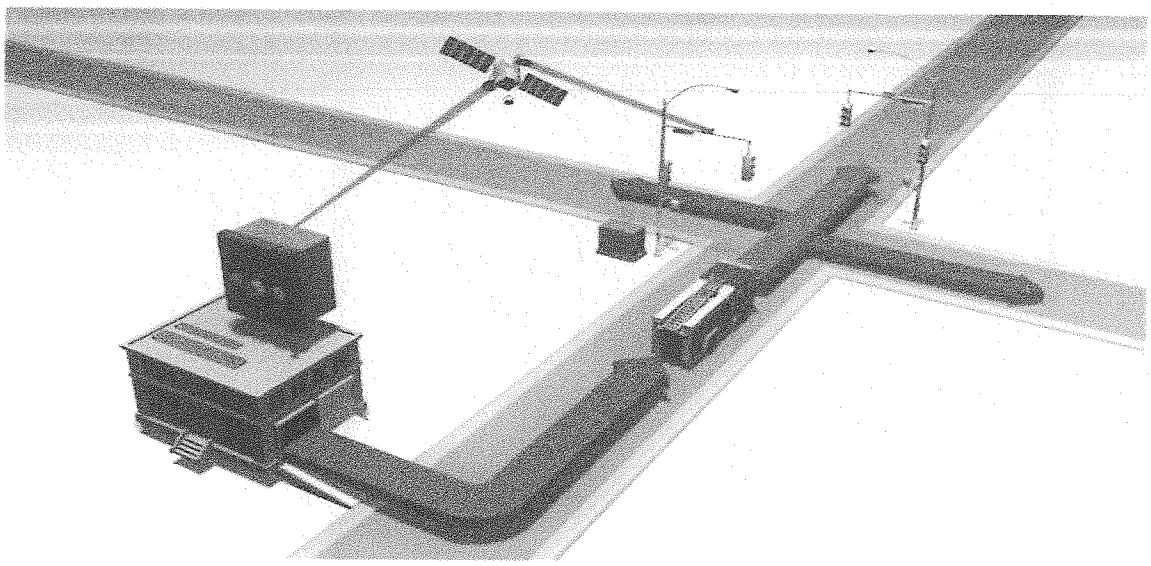
Results from our Opticom™ users have seen:

- Improved intersection safety, by reducing intersection crash rates up to 70%
- Reducing Emergency Vehicle response times by an average of 20%
- Expanding serviceable area, while still meeting required response times
    - Reduce need to build additional stations
    - Reduce maintenance and impact on vehicle systems
- Reduce infrastructure costs
- Reduce cost of fuel consumption
- Decrease liability of crashes where motorists are injured

Some of the current Fire Departments in Western Canada using Opticom™ include Cities of Victoria, Saanich, Kelowna, Surrey, Langley, Abbotsford, Delta, Chilliwack, Calgary, Lethbridge and Regina to name a few. There are over 20 cities in Western Canada alone using Opticom™ technology and we would be pleased to provide you with any references.

There is a unique opportunity for Sooke Fire Rescue Service to provide a higher level of service with reduced response times by implementing Opticom™ GPS throughout the District of Sooke. There are several new generation of preemption products now available from Global Traffic Technologies (GTT) that Sooke Fire Rescue Service can leverage. With the introduction of our New Fire Hall Opticom™ IntelliGreen base station (see image below) we are able to offer a wireless solution for activating nearby intersections (i.e. any intersections within 2500 feet of fire hall).





Smarter Traffic Control for the Fire Station

Intuitive, reliable priority control

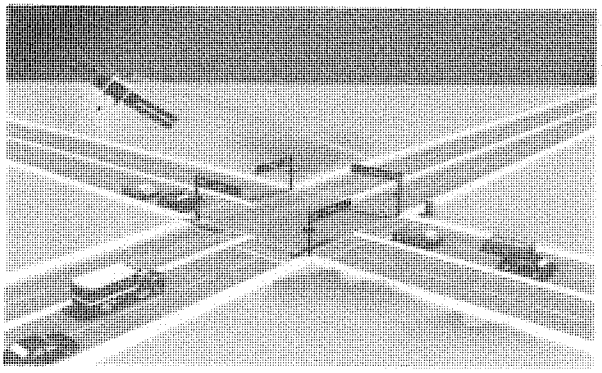
1. Signal triggered by emergency personnel or alarm system located in fire station (base unit offers choice for signal preemption at one or more intersections)
2. The wireless IntelliGreen signal communicates with Opticom™ GPS-equipped intersection equipment
3. Once activated, the IntelliGreen quickly sends a request to provide a green light for exiting emergency vehicles and a red light for other traffic.

Implementation Proposal:

We are pleased to present Sooke Fire Rescue Service with the following proposal as a first stage in implementing Emergency Vehicle Preemption. The potential number of intersections and vehicle kits to be determined by client:

Pricing Assumptions:

Prices include Opticom™ hardware only
Prices do not include taxes and potential accessories (e.g. cabling)
Prices do not include potential cost savings with Transit and/or other agencies
Site surveys and installation costs are extra



Scenario 1: Start Emergency Vehicle Preemption from the Fire Station and Expand at Intersections within range of 2,500 feet
Ideal for problem intersections near Fire Hall and ensuring quick and safe access through first intersections

At Fire Hall:
Intelligreen Base Station @ $5,710 per unit
At Intersections near Fire Hall:
Intersection kits @ $5,700 per unit

Scenario 2: Define Vital Corridors for Emergency Vehicle Preemption
Equip emergency vehicles with Opticom™ GPS antennas and select vital intersection corridors to improve safety and ensure quicker response times.

On Vehicle:
@ $3,200 per unit
At Intersection:
@ $5,700 per unit

The main purpose of this proposal is to provide some insight and discussion points for a future meeting in Sooke. We look forward to listening to your potential challenges relating to Fire and Rescue and discussing solutions that may remedy these challenges.

Thank you in advance,

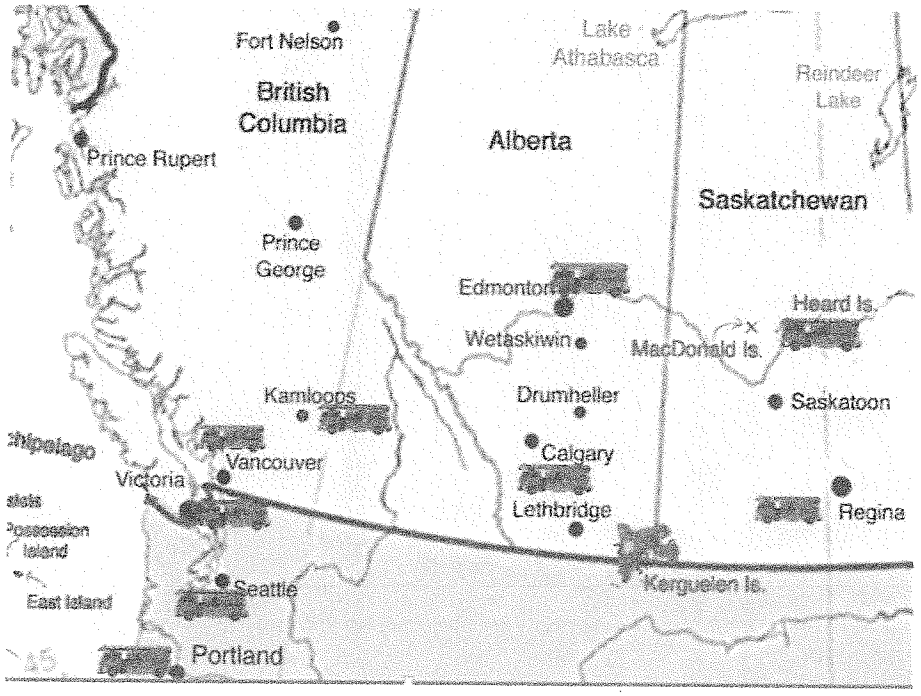
Terry Lutz (Trafco) and Tor Henderson (GTT)

Terry Lutz
Trafco Canada
Tel: 604.802.7444

Tor Henderson,
Systems Consultant Western Canada
Global Traffic Technologies Canada
Tel: 604.787.8770

Appendix A

Opticom™ Emergency Preemption Users in Alberta, BC and Saskatchewan



Alberta

- Cities of Spruce Grove, Strathcona County, Calgary, Airdree, Lethbridge, Medicine Hat

British Columbia:

- Cities of Burnaby, Surrey, Langley, Pitt Meadows, Delta, Chilliwack, Abbotsford, Victoria, Saanich, Kelowna and Vernon

Saskatchewan

- Cities of Regina, Moose Jaw and Prince Albert

Traffic Signal Preemption for Emergency Vehicles

A Cross-Cutting Study

Putting the "First" in "First Response"

January 2006

Notice

The Federal Highway Administration provides high-quality information to serve Government, industry, and the public in a manner that promotes public understanding. Standards and policies are used to ensure and maximize the quality, objectivity, utility, and integrity of its information. FHWA periodically reviews quality issues and adjusts its programs and processes to ensure continuous quality improvement.

Foreword

Dear Reader,

We have scanned the country to bring together the collective wisdom and expertise of transportation professionals implementing Intelligent Transportation Systems (ITS) projects across the United States. This information will prove helpful as you set out to plan, design, and deploy ITS in your communities.

This document is one in a series of products designed to help you provide ITS solutions that meet your local and regional transportation needs. We have developed a variety of formats to communicate with people at various levels within your organization and among your community stakeholders:

- **Benefits Brochures** let experienced community leaders explain in their own words how specific ITS technologies have benefited their areas.
- **Cross-Cutting Studies** examine various ITS approaches that can be used to meet your community's goals.
- **Case Studies** provide in-depth coverage of specific approaches being taken in communities across the United States.
- **Implementation Guides** serve as "how to" manuals to assist your project staff in the technical details of implementing ITS.

ITS has matured to the point that you are not alone as you move toward deployment. We have gained experience and are committed to providing our state and local partners with the knowledge they need to lead their communities into the future.

The inside back cover contains details on the documents in this series, as well as sources to obtain additional information. We hope you find these documents useful tools for making important transportation investment decisions.

Sincerely,

Jeffrey F. Paniati
Associate Administrator for Operations
Acting Program Manager, ITS Joint Program Office
Federal Highway Administration

Marilena Amoni
Asssociate Administrator for Program
Development and Delivery
National Highway Traffic Safety
Administration

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Executive Summary

The sudden appearance of an emergency vehicle en route to an emergency can be extremely disruptive to nearby vehicles as individual drivers maneuver to get out of the way. Some drivers become confused and create conflicts that can cause emergency vehicle crashes or block lanes increasing response times. Using Intelligent Transportation Systems to provide emergency vehicles a green light at intersections can reduce driver confusion, reduce conflicts, and improve emergency response times.

This cross-cutting study identifies issues associated with emergency vehicle operations and emergency vehicle preemption. This study reports information gathered during a review of publications and site visits to three jurisdictions operating emergency vehicle preemption systems. The purpose of this study is to increase awareness among stakeholders—including police, fire, rescue and emergency medical services (EMS)—about the benefits and costs of emergency vehicle preemption. Benefits of emergency vehicle preemption systems include the following:

- **Emergency vehicle preemption has allowed Fairfax County, Virginia to reduce its response times.** The system permits emergency vehicles along U.S. 1 to pass through high volume intersections more quickly with fewer conflicts, saving 30 to 45 seconds per intersection.
- **Emergency vehicle preemption in the City of Plano, Texas has dramatically reduced the number of emergency vehicle crashes** - from an average of 2.3 intersection crashes per year to less than one intersection crash every five years.
- **In addition, due to reduced delays at signalized intersections, the City of Plano can achieve the same response times with fewer fire/rescue and EMS stations than would normally be required, providing significant cost savings.** The city has maintained a response time goal achievement rate of over 90 percent, contributing to its Insurance Services Office Class 1 Fire Suppression Rating - the highest possible rating on a scale from 1 to 10.
- **Emergency vehicle preemption installed in St. Paul, Minnesota has permitted police, fire/rescue, and EMS vehicles to reach the scene of an incident faster and with a reduced chance of a crash.** Crash rates per emergency vehicle responses were dramatically reduced in the years following deployment.

This study also identifies major lessons learned to guide others in achieving similar benefits. The following list highlights some of these elements critical to successful emergency vehicle preemption deployment.

- **Emergency vehicle preemption systems can benefit many stakeholders, including police, fire/rescue, EMS, and transit operators (if transit signal priority is also provided).** To make sure that the needs of all these stakeholder groups are met, it is important to involve all stakeholders in a formal and collaborative manner.

- **A champion, be it an individual or an organization, is often key to success.** At all three sites visited, the preemption initiative progressed when one person or one group of people provided leadership and sponsorship of the effort. In some cases, a different stakeholder took the role of champion as the initiative progressed. Therefore, it is important that the role of champion is clearly identified throughout the process.
- **Stakeholders should consider emergency preemption as part of a developing local ITS architecture.** In doing so, it may be possible to leverage funding for the emergency vehicle preemption system by sharing costs with other ITS-based emergency response, congestion management, and clean air attainment programs. Broader stakeholder groups and a wider range of funding options increase the potential for successful deployment.
- **Signals near emergency facilities (i.e., hospitals, trauma centers, and fire/rescue and EMS stations) will be preempted more often than others and drivers may experience delays if multiple preemption events occur during a short period of time.** Each of the sites indicated that the public accepted these delays and that a public awareness campaign highlighting the public safety benefits of preemption was a key factor in reducing preemption-related complaints.
- **It is critical to identify one agency that is responsible for system maintenance.** A clear method for reporting system problems and well known lines of communication among all involved is required to avoid delay in making any necessary adjustments or repairs. Effective maintenance programs ensure that the system provides the highest degree of benefit.
- **A green light is not guaranteed.** Emergency vehicle drivers need to use caution not to over-rely on the system and need to be prepared to stop if provision of the preemption phase is delayed (i.e., awaiting time out of an in-progress pedestrian phase). Emergency vehicle preemption operation and limitations must be a part of initial and recurring emergency vehicle driver training.

The purpose of this study is to enable jurisdictions to benefit from the composite experience of others in an effort to reduce the time required to move from a good idea to real improvements in the delivery of emergency services.

Introduction

A key issue facing localities in the U.S. is the challenge that rapid growth in populated areas places on the fire/rescue and EMS community. Constrained by tight budgets, officials must make decisions on how to provide appropriate levels of service while at the same time coping with increasing demand for services and increasing congestion levels.

Emergency vehicles (EVs) operating in higher congestion levels are at higher risk for involvement in crashes and are subject to unpredictable delays in reaching the scene of a fire or crash. One means to offset the effects of congestion is the installation of emergency vehicle preemption (EVP) equipment at signalized intersections. This ITS technology provides a special green interval to the EV approach while providing a special red interval on conflicting approaches.

The concept of EVP and the potential benefit of preemption control to support emergency response is nearly as old as the traffic signal itself. In 1929, the American Engineering Council published *Street Traffic Signs, Signals, and Markings,*[1] which included a subsection Emergency Control in the section on Street Traffic Signals: "In any coordinated system supplemental arrangements may be provided for breaking the system into small units for emergency operation, such as runs of fire apparatus."

Over the years, various concepts have been developed to provide the emergency control described in the 1929 document. Several systems were deployed that created a pre-programmed "green wave," providing a progressive green display for the EVs based on the station of dispatch, the response location, and the use of pre-determined emergency response routes.

In the late 1960s, technologies became available to provide emergency control using vehicle-based emitters and signal-based detectors that allowed the EVs to preempt the signals as they were approached. Many communities invested in these systems in an effort to reduce the number of EV crashes. Some cities committed to the deployment of EVP on 100 percent of their signals, retrofitting hundreds of signals and including the technology on all new ones. Other growing communities committed to the technology early in their growth cycles and integrated EVP on every new signal as the community grew.

The material presented in this cross-cutting study is derived primarily from two types of sources: written sources and interviews. Interviews were conducted at three sites—Fairfax County, Virginia; Plano, Texas; and St. Paul, Minnesota—that were selected to show a wide range of EVP deployment options, including jurisdiction size, scope of EVP deployment, jurisdictional responsibilities, and the use of the system by police and transit. Individuals interviewed include local policy makers,

[1] American Engineering Council (1929). *Street Traffic Signs, Signals, and Markings.*

fire chiefs, transportation and traffic engineers, fire/rescue and EMS vehicle drivers, police officers, and signal system technicians. This study includes a summary of the experience for the three sites with regard to the benefits experienced, costs incurred, and lessons learned.

The purpose of the study is to enable other jurisdictions to benefit from the composite experience of others in an effort to reduce the time required to move from a good idea to real improvements in the delivery of emergency services.

EVP—What Are the Benefits?

EVP systems are designed to give emergency response vehicles a green light on their approach to a signalized intersection while providing a red light to conflicting approaches. The most commonly reported benefits of using EVP include improved response time, improved safety, and cost savings. These benefits have been realized since the early deployments of EVP and have been documented since the 1970s. Selected key findings are summarized here. Later in this report, these findings are echoed by the jurisdictions that are visited as part of the EVP study.

Improved Response Time

EVP can improve EV response times by reducing the probability that responding EVs will arrive at intersections during the red signal phase and encounter significant queues. In highly congested areas, EVs may encounter extended queues that force them to slow to a crawl, adding seconds or minutes to the time required to reach the scene of an incident. A green light gets the queue moving and the traffic dispersed before the EV arrival allowing the EV to maintain higher average speeds than would be expected given intersection spacing along the route and normal traffic conditions.

In 1978, the City of Denver Department of Safety produced a study[2] reporting changes in EV response times as a result of signal preemption. The study was conducted over a 90-day period in an area involving three fire stations and 75 signalized intersections. Firefighters recorded travel times necessary to traverse typical routes before and after preemption installation. The data showed EV response times decreased by 14 to 23 percent, with savings of approximately 70 seconds per response on a route with three to six signalized intersections.

Improved Safety and Reduced Liability

EVP can reduce the chance of an EV crash at a signalized intersection. Nationwide, over the past 10 years, more than 25 percent of all EV crashes have been found to occur at signalized intersections.[3] These crashes often involve situations where vehicles approaching a green signal cannot see an EV approaching on the intersecting roadway because of line-of-sight problems with nearby buildings, vegetation, or hills. For these situations, EVP provides familiar guidance to private vehicles by showing a red signal at the conflicting approaches, thereby bringing these vehicles to an orderly stop. Safety benefits can be measured by comparing EV crash histories or, as a surrogate, by measuring the reduction in number of and severity of conflict points

[2] City of Denver Department of Safety (1978). *Time Study on the Effectiveness of the Opticom Traffic Control System (Year 1978)*, report prepared for the City of Denver by the Denver Department of Safety, FHWA Report No. D-ORTS/78.5.

[3] U.S. DOT (2003). *Fatality Analysis Reporting System (FARS) Web-Based Encyclopedia Queries for Emergency Use Crash Statistics.* http://www-fars.nhtsa.dot.gov.

that may be present at the time when an EV traverses the intersection.[4] A decrease in EV crashes reduces public liability associated with fatalities, injuries, and property damage. Over the past 10 years, there have been approximately 80 EV crashes each year in the U.S. that involve fatalities.[5]

In 1977, at the request of city officials, St. Paul's fire chief conducted a pre-and post-EVP safety impact analysis.[6] The fire chief studied EV crashes before and after the EVP system deployment, and reported on the preemption deployment rate and the crash histories. Over the period from 1967 through 1976, the City of St. Paul deployed preemption on 285 of 308 intersections. During this period, the number of EV crashes decreased from the 1967 high of eight to an average of 3.3 per year in the latter years of the study.

Cost Savings in Fire/Rescue and EMS Planning

As EVP systems have the potential to improve response times and safety, this trend can translate into cost savings for the community. Response times for fire/rescue and emergency medical services are important measures of effectiveness for local public safety departments and are key elements in fire/rescue and emergency medical service planning. In defining service needs, jurisdictions consider fire flashover[7] times (Figure 1) and survival rates for cardiac patients (Table 1) along with a study of local conditions, including development density and loss potential. ITS solutions, such as EVP, can lead to improved EV response times increasing the effective service radius of a single station.

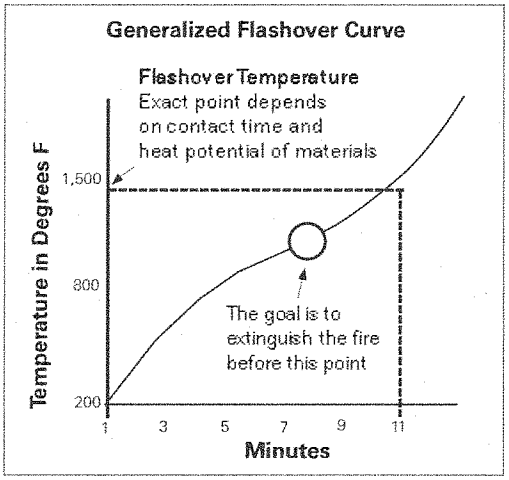

Figure 1 – Generalized Flashover Curve for Residential Construction[8]

[4] Louisell, William C., Collura, John, and Tignor, Samuel C. (January 2003). *Proposed Method to Evaluate Emergency Vehicle Preemption and Impacts on Safety*, Paper presented at the 82nd Annual Meeting of the Transportation Research Board, Washington, D.C.

[5] U.S. DOT (2003). *Fatality Analysis Reporting System (FARS) Web-Based Encyclopedia Queries for Emergency Use Crash Statistics.* http://www-fars.nhtsa.dot.gov.

[6] Fire Chief, Department of Fire and Safety Services, St. Paul, Minnesota, *Emergency Vehicle Accident Study (Year 1977)*, a letter written from the Fire Chief to a City Councilman, 1977.

[7] The *National Fire Protection Association Handbook* defines "flashover" as the point when "all combustibles in the space have been heated to their ignition temperature and spontaneous combustion occurs."

[8] National Fire Protection Association (2001). *NFPA 1710 - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.*

Time Until Defibrillation	Survival Chances
With every minute...	Chances are reduced by 7 – 10%
After 8 minutes...	Little chance of survival

Table 1 – Cardiac Arrest Survival Factors as a Function of Time[9]

For example, Loudoun County, Virginia is one of America's fastest growing counties.[10] As such, the county evaluates its current and future fire/rescue and emergency medical service plans given the county's rapid transition from a rural area to a mixed-use area. The influx of new population centers and the increase in congestion on arterial roadways challenge the county. In a January 2003 study,[11] the county examined future fire/rescue and emergency medical service plans identifying the parameters to be considered in selecting the number of stations, the location of the stations, and the required number and type of apparatus that will be required. One of the key considerations in the planning process is average EV operating speed and the effective service radius given response time goals.

Improved response times can lead to an improvement in the insurance industry ratings of a community's fire suppression service, with a corresponding reduction in fire insurance rates for residential and commercial property owners. The Insurance Services Office (ISO), through its Public Protection Classification (PPC) program, assigns insurance ratings to each participating community once every 10 years.[12] By classifying a community's ability to suppress fires, the ISO helps the communities evaluate their public fire protection services and plan improvements. The ratings are very important to communities as they pursue growth and economic development plans. Some communities, such as the Town of Blacksburg, Virginia have reported that its ISO Class had been raised reflecting the response time improvements made possible by EVP deployments.[13]

Blacksburg, Virginia was able to raise its ISO Class, reflecting the response time improvements made possible by EVP deployment.

Cost Savings on Fire Insurance Premiums

[9] American Heart Association Website (2004). http://www.americanheart.org.

[10] U.S. Census Bureau Website (2004). http://www.census.gov.

[11] Loudoun County Public Safety Service Planning (2003), *EMSSTAR Final Service Plan.* http://www.loudoun.gov/fire/index.html.

[12] Insurance Services Office Website (2004). http://www.isomitigation.com

[13] Town of Blacksburg, Virginia (2000). *Annual Report for the Year 2000.*

EVP—Who Is Using It?

EVP systems are deployed and operating across the U.S. In fact, the U.S. DOT ITS Deployment Statistics website,[14] which tracks ITS deployment in the country's largest metropolitan areas, indicates that there are over 30,964 signals equipped with EVP technology in 375 separate jurisdictions. About 20 percent of traffic signals in the 78 largest metropolitan areas are equipped with EVP.

The scale and patterns of EVP deployments seen in individual jurisdictions across the country cover a broad range. The number of signals and the specific signals equipped depend on the issues and problems faced. Some jurisdictions have equipped only a few signals in an effort to provide safe and efficient arterial access from fire/rescue, EMS, and police stations located on side streets. Many others have used the systems to address arterial access as well as to address known problem intersections. Some jurisdictions have adopted policies of 100 percent coverage across the entire jurisdiction or in selected downtown areas.

Most of the jurisdictions that reported 100 percent EVP coverage are located on the fringe of older, major metropolitan areas and report that they own and operate signal systems of 150 signals or less. As these communities began to grow into suburbs, EVP was adopted as an integral component of the public safety and traffic control development plans at any early point in the growth cycle with stakeholders committed to policies to equip 100 percent of the signals. In cases where existing signals were not equipped with EVP, signal systems were brought up to a 100 percent deployment level over several years using bonds or other capital improvement project funding mechanisms. Once at the 100 percent level, these jurisdictions enacted policies requiring that each new signal be installed with EVP.

"Electing to equip 100 percent of the signals was a natural choice for Plano. As a part of its vision and comprehensive development plan, the city committed to using technology as a a cost-effective means to develop the highest possible standards of service across the board. EVP was one of those choices."

– Lloyd Neal
Transportation Engineering Manager, City of Plano

[14] U.S. DOT's ITS Deployment Statistics Website (2005). http://www.itsdeployment.its.dot.gov.

EVP—What Are the Technology Options?

There are many EVP technologies being employed today including light-based, infrared-based, sound-based, and radio-based emitter/detector systems. As such, stakeholders must gather information and consider key operational features and interoperability requirements as they plan deployments and recommend EVP technology approaches. This section provides an introduction to key operational features that may be useful in assessing the available approaches.

Light and Infrared Systems

Light and infrared systems employ emitters that are normally mounted on the roof of the EV and are operated in conjunction with the emergency lights (Figure 2). The photograph on the left shows an early optical emitter mounted just under the windshield. The upper right photograph shows a factory-mounted emitter in front of the light bar. The lower right photograph shows a locally-installed emitter on the roof of a cab. The emitter system includes the light unit and a power supply that is located inside the vehicle.

Figure 2 – Various Light-Based Emitters in Use Today

On the power unit, there is typically a control panel that allows selection of a high priority mode (used for EVP), and a low priority mode (used for transit signal priority). The control panel also includes a feature to assign unique codes to each vehicle operating on the system. The codes provide a record of which operator drove the vehicle, as well as protect against unauthorized use. Light- and infrared-based detectors are generally mounted on the signal arm. Mounting requirements include provisions for power and communications cables. Figure 3 shows both wire and mast arm mounted light-based detectors. Some

jurisdictions install confirmation lights in conjunction with the detectors. This light provides feedback to the EV driver that the request for preemption has been received and that the request will be served according to the local preemption transition protocol.

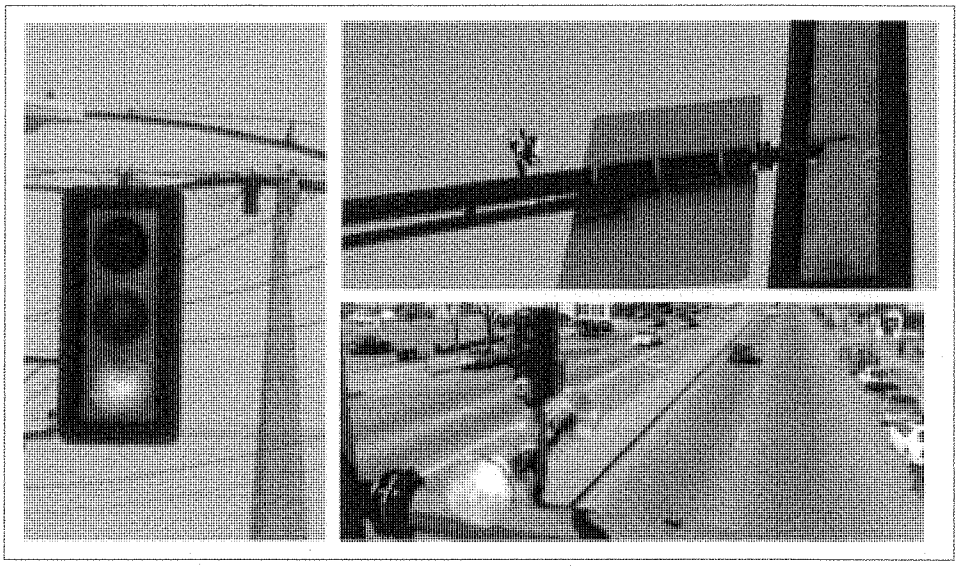

Figure 3 – Wire and Mast Arm Mounted Light-Based Detectors

Sound-Based Systems

Sound-based systems use the EV siren as the emitter. The waveform of the siren is loaded into the detection and processing equipment such that directional microphones mounted on the signal arm can detect sirens that meet the Federally mandated decibel level of 1,200 db. Once detected, the siren waveform is verified, a preemption request is generated by the phase selector and sent to the signal controller.[15] Figure 4 shows sound-based detection equipment on a signal pole in Loudoun County, Virginia. The system pictured serves a regional hospital with EVP on two approaches.

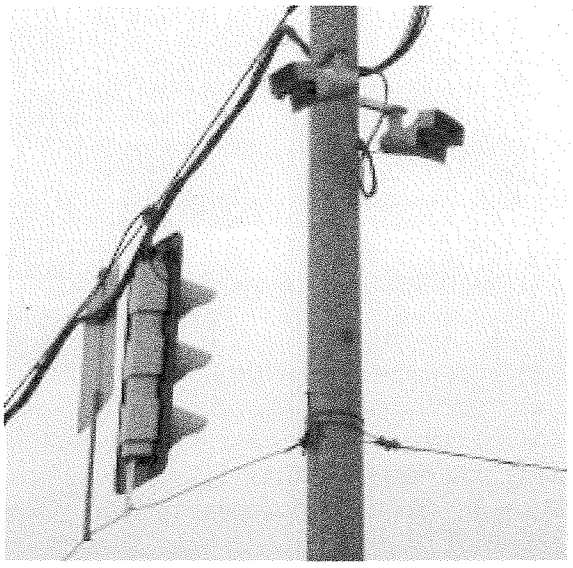

Figure 4 – Sound-Based Detection Equipment in Loudoun County, Virginia

[15] Collura, J., and Willhaus, E.W. (June 2001). *Traffic Signal Preemption and Priority: Technologies, Past Deployments, and System Requirements.* Paper published in the conference proceedings of the ITS America 11th Annual Meeting, Miami Beach, Florida.

Radio-Based Systems

Radio-based systems utilize a receiver with an omni-directional antenna to detect a digitally coded spread spectrum or narrow band radio transmission from an EV. In these systems, the direction of preemption is selected in the vehicle and direction-unique signal is transmitted to the intersection. Radio-based systems avoid the line-of-sight limitations associated with light- and infrared-based systems. Once a radio frequency pulse is detected and the proper direction of travel is determined, the preemption request is processed by the phase selector and the signal controller.

Table 2 summarizes the technical considerations of the various EVP options.

Technology Consideration	Strobe Activated	Siren Activated	Radio Activated
Dedicated Vehicle Emitter Required	Yes	No	Yes
Susceptible to Electronic Noise Interference	No	No	Yes
Clear Line of Sight Required	Yes	No	No
Affected by Weather	Yes	No	No
Possible Preemption of Other Approaches	No	Yes	Yes

Table 2 – Summary of EVP Technology Features[16]

[16] Collura, J., and Willhaus, E.W. (June 2001). *Traffic Signal Preemption and Priority: Technologies, Past Deployments, and System Requirements.* Paper published in the conference proceedings of the ITS America 11th Annual Meeting, Miami Beach, Florida.

EVP—Who Should Be Involved?

A key step in planning, deploying, and operating EVP systems is the formation of a stakeholder group. The first question is, "Who should be involved?" and the second is, "Who needs to talk to whom, i.e., what are our interoperability needs?"

Forming the Stakeholder Group

Stakeholder group membership depends on the individual jurisdiction—its governmental organization, the division of responsibilities for signal operation and maintenance, jurisdiction membership in regional Councils of Government (COGs), and participation of Citizen Action Committees (CACs). Table 3 lists the potential agencies and groups that may be included in a stakeholder group and indicates the roles each may have in the planning, installation, operations, and maintenance of EVP systems.

Evaluating the Need for Interoperability

Interoperability may be a key consideration in the selection of a particular EVP technology as the stakeholders identify the functional requirements of their own system and the requirement to support other neighboring jurisdictions as part of larger emergency response networks and mutual aid agreements. The following interoperability considerations may be useful to consider in selecting the best technology for a particular EVP application.

- Participation in a regional emergency response network may lead stakeholders to consider how the EVP system would be used within the jurisdiction and across jurisdictional lines in the case of a large-scale regional emergency response. Certain routes within the region may be equipped with a particular technology to support travel to sites for which large-scale emergency response plans have been developed.

Figure 5 – A Bus and a Hook and Ladder Meet in Alexandria, Virginia Without EVP

Stakeholder	Responsibility
City or County Fire/Rescue and/or EMS Departments	• Generally the proponents for the initiative • Often key players in seeking Federal and state emergency response improvement funds
City or County Police Departments	• Potential co-proponents, where police use is considered
City or County Transportation or Public Works Department	• Integration with local transportation planning efforts including transit signal priority • Often a key player in seeking Federal and state transportation improvement funds
City or County Planning Department	• Integration with growth and development plans
City or County Traffic Operations Department (if applicable)	• Planning, integration, testing, and installation • Supporting operations, including system access permissions and system event record keeping • Developing and supporting execution of maintenance concepts
City or County Executive Risk Management (if applicable)	• Identifying the impact on loss rates suffered in EV crashes • Identifying the liability associated with delayed emergency response • Identifying liability issues associated with EVP operations
City or County Disaster Response or Homeland Security Departments (if applicable)	• Potential co-proponents for the initiative • Often key players in seeking Federal and state emergency response improvement funds
State Department of Transportation	For jurisdictions that **do** own and operate their own signal systems: • Integration of local signal operations with state operated and maintained systems For jurisdictions that **do not** own and operate their own signal systems: • Planning, integration, testing, and coordinating for installation • Supporting operations, including system access permissions and system event record keeping • Ensuring development of maintenance memoranda of agreement with the agency that owns the EVP equipment and supporting execution of maintenance concepts
Council of Governments Representative	• Act as coordinator with other jurisdictions within the participating region, identifying interoperability issues and cost-sharing opportunities
Citizens Action Committee Representative	• Act as a proponent for improved public safety • Help promote public awareness

Table 3 – Potential Stakeholders and Roles

- Memberships in mutual aid agreements may require that all users of the system have access to systems in neighboring jurisdictions to facilitate mutual aid coverage in fringe areas or to access specialized apparatus when required.
- Planned or future transit signal priority should be considered as a means to develop a larger stakeholder base and to spread the costs among a wider group that has access to a variety of funding sources such as those committed to congestion management and clean air attainment. Figure 5 illustrates the need for coordination of efforts as public safety and transit agencies work with transportation and traffic officials as they plan signal system enhancements.
- Many localities invest in EVP as a way of speeding access to regional medical facilities. However, these facilities are often served by emergency vehicles from several different jurisdictions. If the purpose of the EVP system is solely to provide access to these medical facilities and will only be installed at intersections approaching them, then a sound-based system may be the best option. Using this technology, EVs' own sirens activate the signal preemption system so no special equipment is required on the vehicles.

Table 4 shows the impact of interoperability conditions on the usability of various EVP technology options.

Will Technology Meet Level of Interoperability Desired?			
Level of Interoperability	Light or Infrared Strobe Activated	Siren Activated	Radio Activated
Emergency Response Route	Yes, equip all participants	Yes	Yes, equip all participants
Mutual Aid Agreement	Yes, equip all participants	Yes	Yes, equip all participants
Transit Signal Priority	Yes, equip all participants	No	No
Regional Medical Center	Yes, equip all participants	Yes	Yes, equip all participants

Table 4 – Summary of Interoperability Considerations

Site Study Descriptions

Site Selection

Three sites—Fairfax County, Virginia; the City of Plano, Texas; and the City of St. Paul, Minnesota—are featured in this section. They represent a range of system maturity, stakeholder relationships, signal operating concepts, and deployment and operational approaches.

As of 2004, Fairfax County was in the process of equipping selected corridors within a large, highly integrated regional traffic signal system. Plano, Texas has a 20-year history of operating EVP across 100 percent of its signals, which were equipped incrementally as part of a comprehensive growth plan. St. Paul has over 25 years of operating experience across 100 percent of its signals, which were equipped retroactively as part of a multi-year EVP deployment plan. Table 5 provides a snapshot of key characteristics of each site.

Site Characteristics	Fairfax County, VA	Plano, TX	St. Paul, MN
Area (Mi^2)	497	76	53
Equipped Signals/ Total Signals	37/1,034*	194/194	368/368
Signal Controller Type	Type 170	Type 170†	Type 170
Central Signal Control Center	Yes	Yes	Yes
Signal Operations Mode	Semi-actuated	Semi-actuated	Semi-actuated
Communication with Signals	Twisted copper phone lines	Wireless	Twisted copper phone lines
Preemption Technology Employed	Vehicle-based light emitter	Vehicle-based light emitter	Vehicle-based light emitter
EV Classes Served	Fire/rescue and EMS	Fire/rescue and EMS	Fire/rescue, EMS, and police
Transit Priority	Yes	No	No

Table 5 – EVP Site Overview

* The signals in Fairfax County are part of the Virginia Department of Transportation (VDOT) Smart Traffic Signal System that is a highly integrated system operating across three Northern Virginia counties.

† The City of Plano, Texas operated Type 170 controllers at the time that interviews and site visits were conducted for this study. However, the City upgraded to Type 2070 controllers in 2004.

This section presents each site's EVP deployment and operations experience in terms of the history of the deployment, the site's traffic operations conditions, the emergency services operational environment, and the operation and maintenance concepts.

Fairfax County, Virginia

Fairfax County is one of four counties that make up the Northern Virginia region. The county covers an area of 407 square miles with a population of approximately one million.[17] The county seat is located approximately 12 miles southwest of Washington, D.C. Development in the county is diverse, ranging from high density office complexes, technology campuses, and commercial development to residential areas that range from medium rise apartments and town homes to single family homes in neighborhoods and rural acreage settings.

EVP Deployment History

Fairfax County has been a leader in the regional push for EVP that first started in the mid-1980s. During this period, fire/rescue and EMS chiefs across Northern Virginia's four counties identified EVP as a means to offset the negative impact that growing congestion was having on EV response times and on EV crash potential. Since the concept was first introduced, EVP in Fairfax County has been deployed in several distinct phases. In the first phase, the county installed EVP on signals that provide arterial access from off-street stations. The second phase consisted of installation of EVP on problem intersections on a case-by-case basis. The third phase consisted of installation of EVP on a small number of intersections located downstream from arterial access points equipped in the first phase (typically one or two intersections). Success in these deployments led to a larger initiative to expand EVP to support EV operations on a corridor level.

"With the extremely high number of emergency calls for the U.S. 1 fire and rescue stations, not to mention the heavy traffic volumes in the background, the corridor was the perfect candidate for emergency vehicle signal preemption."

– Doug Hansen
Senior Transportation Planner, Fairfax County

The proposal to equip arterial signals on a corridor basis emerged in 1997. The initiative did not progress initially because of concerns over the impact on the operation and performance of the Northern Virginia Smart Traffic Signal System, operated by the Virginia Department of Transportation (VDOT). The corridors proposed by fire/rescue and EMS officials were all high interest corridors from a traffic signal system operation perspective, as they operate at near saturation conditions during much of the day. The initiative stalled until the system champions decided to raise the issue on a regional level within the signal operations committee of the Washington D.C. Council of Governments. This action increased the supportive stakeholder base as county transportation officials became interested in the concept as a way to support development of advanced public transportation corridors equipped to provide transit signal priority.

With a broader stakeholder base and increased momentum, VDOT proposed a test plan that involved various technologies and operational concepts. Fairfax County was selected by the U.S. DOT for a test of integrated EVP and transit signal priority using optical emitter and detection systems. The test was conducted on a section of U.S. 1 located just south of Alexandria, Virginia.

[17] U.S. Census Bureau Website (2004). http://www.census.gov.

The test section was a 1.3-mile stretch of roadway that operated under heavy traffic load during rush hours. The section had seven signals operating on six Type 170 controllers. At the mid-point of the test section, a minor side street intersection provided arterial access for Fire and Rescue Station 11, which was the busiest station in the county.

Transit operations on the test section included five fixed-schedule routes. The local Fairfax Connector operated three of these and the Washington Metropolitan Area Transit Authority (WMATA) operated two. During the peak periods, between the two services, buses ran at 10-minute headways through this important transit corridor that serves both point-to-point riders as well as those traveling by bus to transfer to the WMATA operated subway.

In late 2003, the field test results were reviewed. Measures of benefit and impact indicated that EVP and transit signal priority could be operated on the busy U.S. 1 corridor. As a result of this report, VDOT authorized Fairfax County to progress with the installation of EVP and transit signal priority on all signals on the 13-mile portion of U.S. 1 that falls within the county. The installation of the newly approved signals was completed in 2004.

"Our goal with the EVP program is to get our fire and rescue personnel onto the roadway safely and to get them to the scene as quickly and safely as possible."

– Eddie Beitzel,
Fire and Rescue
Department Planner,
Fairfax County

Traffic Operations on U.S. 1

The signals on U.S. 1 in Fairfax County are owned and operated by VDOT and they are operated as part of a network of over 1,000 signals serving Northern Virginia. During most of the day, the signals operate in the semi-actuated mode with offsets programmed to support progression in peak directions. Rush hour cycle times are typically 180 seconds. At the major intersections, the green time split approaches 67 percent on the arterial and 33 percent on the side streets. During the morning peak period, queues on the arterial approaches to major intersections on U.S. 1 typically will be between 12 and 18 vehicles deep across all three travel lanes and the left turn pockets will be full at intersections with major side-streets.

Emergency Service Operations

EV trip generation in Fairfax County is significant with 90,000 emergency response calls per year. These responses originate from 35 stations that house both fire/rescue and EMS units. The response time goal for the county is 5 minutes from the time of dispatch for fire suppression and 6 minutes from the time of dispatch for the arrival of advanced life support. These goals were set based on National Fire Protection Association (NFPA) flashover curves and American Heart Association criteria for responses to cardiac arrest. Fire/rescue and EMS performance against these and other goals is reported to the county Board of Supervisors annually.

At present, the county operates 35 fire/rescue and EMS stations. Each station is responsible for approximately 11.5 square miles. Each station is staffed full time by career fire/rescue and EMS personnel, although 11 of the stations also have volunteers. The county's long-range fire/rescue and emergency medical service plan calls for 40 stations when the

county completes development according to its comprehensive plan. One of the key assumptions in the planning methodology includes maintaining an average EV speed of 32.6 mph. Fire/rescue and emergency medical service performance is periodically reviewed as part of the county's long range planning effort. These reviews have highlighted three corridors, including U.S. 1, for which the county plans to pursue corridor level deployment to offset reductions in average EV speeds caused by congestion.

Fairfax County, Virginia, EVP System Highlights:

- System first proposed in 1987
- Population of 1 million
- One high-use corridor equipped—13 miles of U.S. 1
- Two additional high-interest corridors identified for future deployments
- Used by fire/rescue and EMS vehicles, as well as transit vehicles using low-priority mode for conditional transit signal priority
- 90,000 emergency response calls per year

In Fairfax, only fire/rescue and EMS vehicles have access to the full EVP system. However, transit services operating on the corridor include approximately six buses per hour during the AM and PM peak periods that are equipped with the optical emitters. However, transit vehicle emitters operate on the low priority setting which activates transit priority based on satisfaction of preset conditions, one of which is to yield to any EVP request.

Preemption in Fairfax County is provided only on the arterial approaches because the EV trip patterns generally include a segment of arterial travel followed by turnoff on to collector roads, and then turns on to neighborhood or commercial area streets. The detectors are set to support a detection range of approximately 1,600 feet except in cases of closely spaced intersections or where roadside features cause problems with preemption activation. The goal is to disperse the queues to the point where the private vehicle drivers can move into the middle and right lanes allowing the EV to maintain speed in the left. For preemption, the only condition for request approval is that the signal is not in a pedestrian phase. All other times, the controller will reference the transition plan and move from the current phase while honoring minimum green and amber times.

Once in preemption, the signal displays a green ball or green arrow on all signal heads on the EV arterial approach. All movements on all other approaches are brought to a red interval. This phase design is consistent with displays that drivers normally see on the arterial under normal semi-actuated operating conditions.

Plano, Texas

Plano, Texas, is a suburb located approximately 20 miles northeast of Dallas. Plano is an incorporated city with a population of approximately 220,000.[18] As of 2004, the city size was 74 square miles, although the city experiences a slow but steady growth due to annexation. Within the city, land use varies from moderate density residential to commercial campus development. Light commercial and retail facilities complement the surrounding residential and commercial campus areas. The downtown area consists of approximately 16 square blocks made up of multistory residential apartments, street front stores, and restaurants, as well as private and public office buildings.

EVP Deployment History

EVP deployment began in 1984 as the result of an initiative by the fire chief. The chief had moved to Plano in 1982 from a jurisdiction in Illinois where he led an effort to equip a small corridor with EVP equipment to reduce EV crashes. In Plano, the chief wanted to address a high EV crash rate. Analysis of the EV crash history for the preceding three-year period indicated that nearly 1/3 of the 22 total EV crashes occurred at signalized intersections.

In the early 1980s, Plano had a population of approximately 50,000 and covered approximately 16 square miles. However, growth forecasts and the city's master development plan estimated that in the next 20 years, the population would reach 250,000 and cover approximately 75 to 80 square miles. Keeping this forecast in mind, the fire chief encouraged a capital improvement bond that could serve as a funding mechanism. To develop support, the fire chief worked with a citizens' advisory committee to develop a fire protection master plan. The advisory committee and the chief proposed the retrofit of all existing signals and the inclusion of EVP for all new signals.

The initial deployment to retrofit 46 intersections took three years, resulting in a 100 percent deployment by 1987. As the city grew, 10 to 17 new signals were installed each year. Each new signal was designed, priced, and installed with integrated preemption equipment. Plano continues to have 100 percent preemption coverage.

[18] U.S. Census Bureau Website (2004). http://www.census.gov.

Traffic Operations

Traffic patterns in Plano have grown more complex as peak periods have gotten longer over the past 10 years. Commute patterns have shifted from primarily morning and evening commutes to and from Dallas to more random patterns typical of widely distributed points of origin and destination. The transportation network is made up primarily of arterial roadways laid out in a grid system. The arterial roadways are all built in a boulevard fashion so opposing traffic is separated by tree-lined grass medians bordered by non-mountable curbs (Figure 6). Multilane queues of up to 22 vehicles long are typical.

Figure 6 – Typical Intersection in Plano, Texas, During Morning Rush Hour

Plano owns and operates all 194 traffic signals in its system. Although Plano originally used Type 170 controllers at each signal, the city upgraded to Type 2070 controllers in 2004. The city runs a centralized traffic management and control center that communicates with signal controllers continuously via wireless transmission.

The traffic signal timing plan varies throughout the day. During the peak periods, the signals operate in the semi-actuated mode with offsets to optimize progression in the peak direction. During non-peak periods, the signals operate in a semi-actuated mode, free mode, or flashing mode, depending on the location and the time of day. Major intersections operate on 160-second cycles and, signals at the minor intersections operate on 80-second cycles. During the morning peak period, queues on all four approaches to major intersections will typically be between 18 and 22 vehicles deep with some cases exceeding 30 vehicles.

Emergency Service Operations

EV trip generation in Plano is relatively high with 16,000 emergency response calls per year from 10 fire/rescue and EMS stations. These responses generate an average of one preemption request per day per signal across the city. Some signals, located near hospitals and fire/rescue and EMS stations, are preempted as many as 15 times in a day or, on average, once every 90 minutes.

The response time goal for the city of Plano has been set at 90 percent of calls responded to within 6 minutes, 59 seconds. This goal was set by the

City Council to affirm the city's commitment to responsive public safety services. As part of its continuing commitment, the fire chief delivers an annual summary presentation to the City Council that details the department's performance in the preceding year by zone within the city.

Zones in which the goal is not met are reviewed for potential policy or capitalization initiatives to improve the level of service. The city operates one fire station for every 7.5 square miles of incorporated area. Eight of the 10 stations operate at normal staffing and equipment levels. Two stations have additional personnel and equipment assigned to offset growth and congestion trends in one area of the city under consideration for a new station. It is expected that one more station will be built in the near term.

Preemption System Operations

In Plano, only fire/rescue and EMS vehicles have access to the EVP system. The system was a fire department initiative. Over the 20-year operational period, neither police nor transit officials have expressed strong interest in using the system.

All compatible emitter-equipped vehicles from the surrounding communities are allowed to access the Plano system. Similarly, Plano's emergency vehicles are permitted access to the priority systems of their neighboring communities. As of 2004, Plano is considering moving toward encrypted system use due to the appearance on the retail market of devices that claim to activate EVP for ordinary auto drivers. Enhancing the system with encryption will require coordination with the surrounding communities. All Plano emitters are capable of encryption; however, not all intersections are equipped with detectors capable of operating in an encrypted mode. Encryption is expected to prevent unauthorized users from accessing the system in addition to providing a record of which EVs used the system and when.

Plano, Texas EVP System Highlights

- Installation began in the mid-1980s
- Population of 222,000
- 100 percent of signals equipped
- Used by fire/rescue and EMS vehicles only
- 16,000 emergency response calls per year

Preemption in Plano is provided on all four approaches to each intersection. This configuration supports the EV trip patterns in which EVs can proceed to a destination using the grid-oriented arterial road system. The detectors are set to support a detection range of approximately 1,600 feet unless roadway or roadside features restrict ranges due to line-of-sight problems. The goal is to have a minimum span of 20 seconds between the call and the arrival of the emergency vehicle at the signal. For preemption, the only condition for request approval is that the signal is not in a pedestrian phase. All other times, the controller will transition from the current phase at the expiration of the minimum green time.

Once in preemption, the signal displays a green ball or green arrow on all signal heads on the EV approach. All movements on all other approaches will be brought to a red interval. This phase design is consistent to displays that are generated on the arterial under normal semi-actuated operating conditions.

St. Paul, Minnesota

The City of St. Paul is one of the two Twin Cities of Minnesota that form the heart of the largest metropolitan area in the state, with a total population of nearly 3 million people.[19] St. Paul is an incorporated city, with a population of approximately 288,000 and a land area of 53 square miles. Within the city, land use varies from single-family neighborhoods, to moderate-density residential and commercial, to a high-density central business district. The downtown area of St. Paul consists of approximately 70 square blocks with a variety of multistory residential apartments, street front stores and restaurants, and high-rise office buildings, both privately and publicly owned.

EVP Deployment History

In 1969, EVP was implemented at 28 intersections in St. Paul as the first step in an effort to reduce the number of EV crashes experienced each year. Between 1969 and 1976, the city equipped 285 of its 308 intersections with optical EVP systems. Initially, the deployment was only on the two main approaches to each intersection. This deployment plan was modified in 1972 after a fatal crash occurred between a police car and a fire truck at an EVP-equipped intersection. After this incident, the mayor of St. Paul decided to provide full coverage of the preemption system to all intersections on all approaches. As of 2004, St. Paul operated an EVP system on 100 percent of its 368 traffic signals on all approaches. New traffic signals installed in St. Paul are outfitted with preemption equipment during construction.

Traffic Operations

The transportation network is comprised primarily of major and minor streets laid out in a grid system. A sub-grid of minor streets between the arterials provides access to various neighborhoods and commercial areas. Throughout the city, the streets are bounded on the right side by non-mountable curbs and sidewalks but most do not have raised center medians. As is the case with many central business districts throughout the country, the downtown area of St. Paul has short blocks and several one-way streets.

St. Paul owns and operates all of the traffic signals that serve the city. Each signal is controlled by Type 170 equipment from a centralized traffic management center by the Traffic Operations section of the City of St. Paul Department of Public Works. The Traffic Operations staff can monitor signal operations continuously and can send updated signal timings to intersections through a combination of broadband and twisted copper wire communication connections. Most signals in the city operate on a 60-second cycle length. Some of the more heavily traveled corridors have cycle lengths of 120 seconds. During the peak periods, the signals typically operate in the semi-actuated mode with offsets to optimize progression in the peak direction. During non-peak periods, the signals operate in a semi-actuated mode, a free mode, or in a flashing mode, depending on the location and the time of day.

[19] U.S. Census Bureau Website (2004). http://www.census.gov.

Emergency Service Operation

St. Paul fire/rescue and EMS vehicles respond to approximately 26,000 emergency calls per year from 16 fire/rescue and EMS stations. Fire suppression responses account for approximately 12,500 of these calls; emergency medical services account for the remaining 13,500 calls, with an average of approximately 70 emergency response calls per day, or about one call every 20 minutes.

In contrast to Fairfax County and Plano, the City of St. Paul EVP system is used by the police department as well as fire/rescue and emergency medical services. The inclusion of police as system users places a significantly higher demand on the system. Police receive 263,000 calls annually, with an average of 720 calls per day or, one police response every 2 minutes. In addition to the increased demand, police use of the system differs from fire/rescue and EMS in trip origin and travel route patterns. While fire/rescue and emergency medical services primarily respond from fixed stations and travel along predictable routes, police vehicles respond from random locations and make route choices quickly as police officers select routes considering both tactical advantage and response urgency.

The combination of fire/rescue, EMS, and police use produces a less predictable preemption pattern, but there are still some areas of the city and some signals within the city where the average number of preemption events in a day is higher than others. Signals located near hospitals and fire/rescue and EMS stations are preempted more than five times per day while others are only preempted a few times per week.

The response time goal for the fire department in St. Paul is 3 minutes for both fire/rescue and EMS responses. The police department does not specify a time goal because dispatchers contact officers in the field who respond from various locations to emergency calls.

Preemption System Operations

St. Paul is one of only a few jurisdictions in the country that provides preemption access to every police vehicle, as well as every fire and emergency vehicle, in the city. Additionally, all emitter-equipped vehicles from the surrounding communities are allowed to access the St. Paul system if they are willing to enter a formal agreement with the city. The main elements of this agreement state that outside emergency departments will consent to fully train their employees for use of the preemption equipment, and that they will use the system "as-is," waiving any future legal action against the City of St. Paul for any damages arising from use of the system. Similarly, St. Paul's emergency vehicles are permitted full access to the preemption systems of the neighboring communities, although no formal agreement is required in most adjacent jurisdictions.

In St. Paul, the detection thresholds are all set to the maximum range of approximately 2,300 feet with a 2-second dwell requirement for call acceptance. The policy was developed in 1998 after the city conducted a system performance test in an effort to ensure the maximum benefit to

St. Paul, Minnesota EVP System Highlights

- Installation began in 1969; oldest continuously operating deployment of EVP in the U.S.
- Population of 288,000
- 100 percent of signals equipped
- Used by fire/rescue, EMS, and police vehicles
- 26,000 fire/rescue and EMS calls per year
- 263,000 police calls per year

the entire user community. The range setting accommodates police vehicles, which accelerate quickly and often operate at higher speeds than fire/rescue and EMS vehicles. In addition to the benefit for the police community, maximum range detection thresholds compensate for variation in emitter intensity across St. Paul's several generations of emitter equipment and variation in detection range caused by differences in emitter installation height. The 2-second dwell requirement reduces the number of inadvertent preemptions triggered when preemption equipped vehicles make turns in areas with closely spaced parallel streets.

Once in preemption, the signal displays a green ball on all through lanes for both the concurrent and opposing approaches. Left turn arrows on signals on the concurrent and opposing approach display a red arrow to prevent a motorist from making a permissive left turn across the path of an oncoming EV. Perpendicular approaches are brought to a red interval for movement in all directions.

The confirmation light is an important system feature of the St. Paul EVP system. The lights provide feedback to the EV drivers. The lights indicate that a request has been received and provide information on the precedence level of the request in cases when a simultaneous or near-simultaneous preemption request is made on a perpendicular approach. The approach that will get the green is provided with a solid confirmation light while those that will have to yield the right of way are provided with a flashing confirmation light. Operation of the confirmation light is part of EV driver training and is integral to the effort to reduce the potential for crashes.

Figure 7 shows a St. Paul traffic signal in the preemption phase with an EV crossing right to left through the intersection.

Figure 7– A St. Paul Signal in the Preemption Phase

Cross-Cutting Findings

Key questions in any effort to deploy an EVP system are, "What are the benefits?" and, "What are the costs?" This section provides an overview of the findings of the cross-cutting study.

The Benefits of EVP

The benefits of EVP range across a variety of public interest issues. The benefits realized by the three featured sites are summarized in Figure 8. These benefits include improvements at operational, planning, and economic levels.

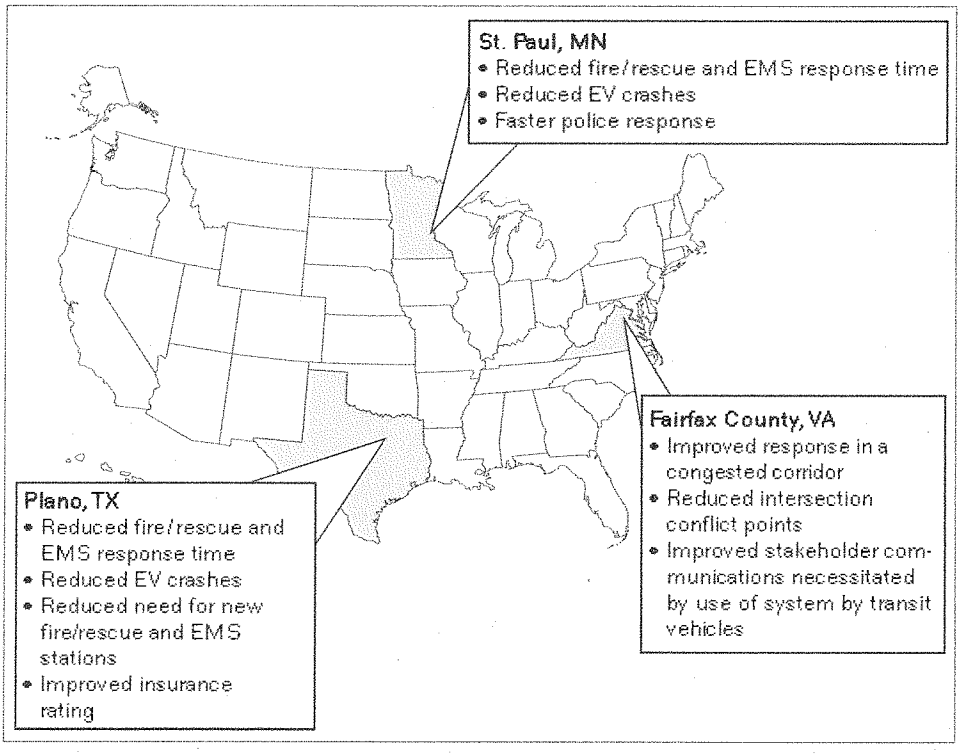

Figure 8 – Summary of Benefits by Site

"Reduced response time was an unexpected benefit that we realized. We estimate a 10-20 percent reduction. The system has allowed us to set and achieve a response time goal of 90 percent of arrivals within 6 minutes and 59 seconds even as the traffic levels have grown."

– Bill Peterson
Fire Chief, City of Plano

Specific examples highlighting the benefits are presented below.

Improved Response Time

Fairfax County, Virginia - In nearly all response runs, the system saves anywhere from a few seconds to a few minutes. Station 11 EV drivers cited savings of 30-45 seconds at a single intersection such as the one at U.S. 1 and South Kings Highway (Figure 9).

Plano, Texas - Plano's need for EVP stems from the combination of the layout of its road network and its traffic signal timing plan. Many of Plano's streets have center medians and narrow shoulders, so that vehicles trying to get out of the way of an EV have no place to go. Therefore, without EVP, it can frequently take two or three cycles to clear an intersection so that the EV may pass. Many of Plano's traffic signals have long cycle lengths of up to 2 or 3 minutes, making it even more important to install EVP at those intersections to reduce clearance time.

Figure 9 – A Ladder Truck Without EVP Pushes Through a Queue at a Red Signal

Improved Safety

"The system has had a positive impact on the service we provide to the community."

– Captain Lange,
"C" Shift Captain,
Fire and Rescue Station 11
Fairfax County

Plano, Texas - A study conducted by the City of Plano Risk Management Office indicated that there were 22 EV crashes from 1981 to 1983. Of these 22 crashes, seven occurred at signalized intersections and may have been preventable had EVP been in place. Over the 20 years since the installation of EVP, there have been only four crashes involving emergency vehicles at intersections. In three of these crashes, the cause of the crash was failure of the private vehicle involved to stop for the red signal display correctly generated by the EVP system. The fourth was caused by EV driver error.

St. Paul, Minnesota - In 1977, St. Paul conducted one of the most extensive studies of EVP and EV crash rate reduction available.[20] The study documented the rate of EVP deployment across the city's nearly 300 signals and tracked the number of EV crashes and EV responses over the same period. Crashes were reduced from the 1967 high of eight EV crashes to an average of 3.3 EV crashes per year in the latter years of the study. In the report, the fire chief noted that the improvement in crash rates occurred despite an increase in the number of alarm responses and the volume of traffic encountered on the St. Paul roadways. The fire chief indicated that the decrease in the number of EV crashes was due to the dramatic reduction in the conflicts EVs are exposed to at signalized intersections.

Traffic Flow Impacts of EVP

Fairfax County, Virginia - An evaluation of traffic flow impact on U.S. 1, conducted in 2003 by the Virginia Tech Transportation Institute,[21] found that the average duration of a preemption event was 25 seconds and that delay impacts on side streets were minor. Backups normally cleared during the first signal cycle following the preemption event.

[20] Fire Chief, Department of Fire and Safety Services, St. Paul, Minnesota (1977). *Emergency Vehicle Accident Study (Year 1977).*

[21] McHale, G. and Collura, J. (2003). "Improving Emergency Vehicle Traffic Signal Priority System Assessment Methodologies." Paper presented at the 82nd Annual Meeting of the Transportation Research Board, Washington, D.C. 2003.

Plano, Texas - The degree of impact on traffic flow at a particular intersection depends on the frequency of calls made on a particular signal and the level of congestion on the roadway. In Plano, some signals near hospitals often experience multiple preemption calls resulting in queues that take several cycles to clear. During peak periods, it can take 10 to 20 minutes for the traffic flow to return to normal.

However, citizen complaints about the impact are few because of high public awareness of the purpose of the system. City engineers pointed out that they get almost immediate cell phone call feedback on malfunctioning signals but get very few calls that can be attributed to the impact of a preemption event.

The cost of EVP systems per intersection and per vehicle vary depending upon the technology selected, the number of units purchased, and the baseline intersection and vehicle conditions. Intersection cost variables include the availability of power on the mast arm or signal suspension cable, the need to run new power and communications cables through existing conduit, and the availability of suitable detector placement locations. Vehicle cost variables include whether or not the vehicle was built with provisions to house the power supply and the emitter and the requirement to develop special brackets to mount the emitter to the vehicle.

Equipment costs, by component, reported by the three sites visited are summarized in Table 6. More information about the costs of emergency vehicle preemption is available from the ITS Costs Database available at http://www.itscosts.its.dot.gov.

System Component	Capital Cost ($K in 2003 dollars)	O&M Cost ($K/yr in 2003 dollars)
Equipment Required per Intersection:		
Signal Preemption Receiver w/ optional confirmation light	2 – 3	0.25 – 0.5
Signal Phase Selector	2 – 5	No specific maintenance required
Equipment Required per Vehicle:		
Signal Preemption Emitter Note: Initial cost includes a power supply and the emitter (high end of cost range) while maintenance costs primarily entail optical emitter replacement (low end of cost range)	0.7 – 2.1	Remove and replace the optical emitter upon failure

Table 6 – Typical Costs of EVP Equipment

"The vehicle queues on side-street approaches became slightly longer but would typically clear during the first green phase following the preemption event."

– Doug Hansen
Senior Transportation Planner, Fairfax County

The Cost of EVP

"The public is aware of the preemption system and tolerates the inconvenience as part and parcel to the high quality of emergency services they have grown to expect."

– Lloyd Neal
Transportation Engineering Manager, City of Plano

"For a site, the structure, and the apparatus, the cost is about $3 million (2004 dollars); and the continuous operations and maintenance costs are about $2.5 million per year for each station."

– Bill Peterson
Fire Chief, City of Plano

Fairfax County, Virginia - In Fairfax County, the county is responsible for the cost of equipment purchase and installation on VDOT owned signal systems. Because the Fairfax County deployment involved a retrofit of existing signals, the costs per intersection varied due to a range of signal suspension methods employed along the corridor. Each intersection was surveyed to determine the special design considerations and the impact on the project budget and the deployment schedule. Across seven intersections in the operational test section, the average cost was between $4,000 and $6,000 per intersection (equipping two arterial approaches only).

Fairfax County is responsible for maintenance of the system. The county has employed a maintenance contractor that bills the county directly. As of 2004, experience from the field operational test was being used to develop a county budget line item that will cover the 50 existing or near-term planned EVP intersections. County officials estimated these annual EVP maintenance costs to be between $250 and $500 per year.

Plano, Texas - Plano, Texas does not separate out costs of the EVP system because it is fully integrated into traffic signal operations. However, the traffic engineering department estimates that the cost to install the preemption detection on a new signal at all four approaches is between $5,000 and $8,000 of the $105,000 (or higher) total cost of the signal design, installation, and integration. Differences in cost are dependent upon such factors as the site requirements for power and mast arm installation.

Because Plano owns and operates the EVP systems and the signal systems, the city does not differentiate signal maintenance costs and preemption maintenance costs. EVP maintenance costs are part of the overall signal system maintenance budget. Plano reports that most system failures are traceable to construction and damage to power and signal communications conduits in the vicinity of the intersection.

St. Paul, Minnesota - In the City of St. Paul, the cost of preemption equipment is integral to the cost of new signals. The city estimates the cost of equipping a new traffic signal with preemption capability is approximately $6,000 to $8,000 at all four approaches, provided that the necessary conduits, wiring, and power sources are available.

St. Paul performs regular preventive maintenance on EVP detectors, including lens cleaning and removal of tree overgrowth that prevents the equipment from receiving a preemption call. City maintenance staff trim nearby tree branches and clean the receiver lenses every two years. St. Paul does not differentiate signal maintenance costs and preemption maintenance costs. Both preventive and responsive EVP maintenance are included in the Department of Public Works annual budget.

Potential Cost Savings

Plano, Texas - As part of its 20-year growth plan developed in the mid-1980s, Plano estimated that one fire/rescue and EMS stations would be required for every 5.6 square miles to provide the desired level of service. As the city grew, the response time benefit of EVP has been incorporated into the geographical information systems (GIS)-based planning models the city uses to evaluate fire/rescue and emergency medical service expansion needs. As a result, the city is now serving 7.5 square miles per station instead of the anticipated 5.6 square miles. The benefit to the city is that it is currently operating 10 stations compared with the 13 that had been forecast resulting in a capital cost savings for the city of approximately $9 million and an annual operating cost savings of approximately $7.5 million.

Lessons Learned

This section summarizes the lessons learned reported by the three sites so that those considering EVP can minimize deployment delays and maximize system performance. The lessons presented were common across the three sites. They are presented in terms of institutional issues, public acceptance, EV driver training, system installation, and system maintenance.

Overcoming Institutional Issues

- **Involve all appropriate stakeholders in a collaborative manner throughout the planning, deployment, and operations phases.** EVP systems have the capacity to impact a number of city, county, and state agencies. Successful EVP projects will involve a wide-ranging stakeholder group that should consider a memorandum of understanding outlining the short and long-term roles of each member.
- **Identify a champion and define the role to maintain a consistent advocacy message.** To prevent the effort from stalling, it may prove beneficial for the stakeholder group to designate a specific champion for the system. In a typical EVP deployment, the initial champions come from the fire/rescue and EMS community. Over time, however, local officials become advocates, or maybe even champions, as local governments decide whether or not to support the system financially.

Public Acceptance

- **Launch a public awareness campaign highlighting the public safety benefits of preemption at these and other signals.** An important step in achieving public acceptance is to inform the community of the purpose and benefits of EVP. Extra outreach may be needed in areas surrounding intersections near hospitals or fire/rescue and EMS stations as these intersections experience more preemption calls than other intersections, often resulting in more delays around these facilities.

EV Driver Training

- **Document standard operating procedures and driving techniques and review them in regular training sessions.** Driver training is key to minimizing EV crashes. EV drivers at each site visited stated that the main lesson learned was not to over-rely on the system and to proceed as if preemption would not be granted.

System Installation

- **Bench test the equipment and software in the shop with the same equipment that is found in the field.** Bench testing prevents potential problems in the field. VDOT found that traffic signal controller software required an upgrade to allow dual use of the technology for both EVP and transit signal priority. Prior to the upgrade, testing revealed that transit priority requests would be granted the same level of precedence as EVP requests, whereas VDOT wanted EVP requests to take precedence.

"In nearly every situation, some type of adjustment was needed to clear the way for using preemption and priority...it was not a purely 'plug and play' application."

– Bob Sheehan
Signal Systems Manager,
VDOT

System Maintenance

- **Wire the vehicle emitter into the EV parking brake or transmission lever to turn the emitter off while the EV is stopped.** When EVs stop in the vicinity of an intersection, a continuously running emitter will hold the signal in the preemption phase indefinitely, causing significant traffic problems. Systems with factory-installed emitters are usually delivered with a power interrupt tied to the transmission shift lever that disables the emitter when the vehicle is in "park." Both the Fairfax County and Plano apparatus shops had to develop custom power interrupt solutions for vehicles with locally-installed emitters.
- **Maintain an open line of communication among stakeholders during the acceptance testing period to avoid poor system performance and perhaps avert a dangerous situation.** Resolving system performance issues requires cooperation and communication between EV drivers and EVP maintenance technicians. Certain signalized intersections may pose problems in terms of emitter-detector line-of-sight reducing detection ranges. Finding the right solution requires detailed problem descriptions.

The key to maintenance success is identification of a single agency to be responsible for scheduling, coordinating, and funding system maintenance. This agency may be the city traffic engineering department or the fire/rescue and EMS department. If the fire/rescue and EMS department contracts out for maintenance services, a memorandum of agreement should be drafted with the agency that controls signal cabinet access to document service call precedence, cabinet access procedures, service log requirements, and any other necessary site-specific coordination issues.

- **Develop a maintenance problem-reporting channel.** The purpose is to enable the users of the system to easily report problems so that problems can be screened for response priority and the potential for dangerous situations is minimized. Figure 10 shows a VDOT technician in Fairfax County, Virginia overseeing contract maintenance on the EVP system.
- **Ensure a standard fault isolation protocol is in place.** Having a documented system for trouble-shooting will reduce the repeat/recur rate as well as the maintenance call false alarm rate.
- **Perform concurrent maintenance.** In addition to serving maintenance requests, there may be benefit in performing preventive maintenance in conjunction with regular traffic signal equipment maintenance. A task such as detector lens condition inspection can be done in conjunction with signal lamp replacement. St. Paul reports that this practice has helped reduce service calls.

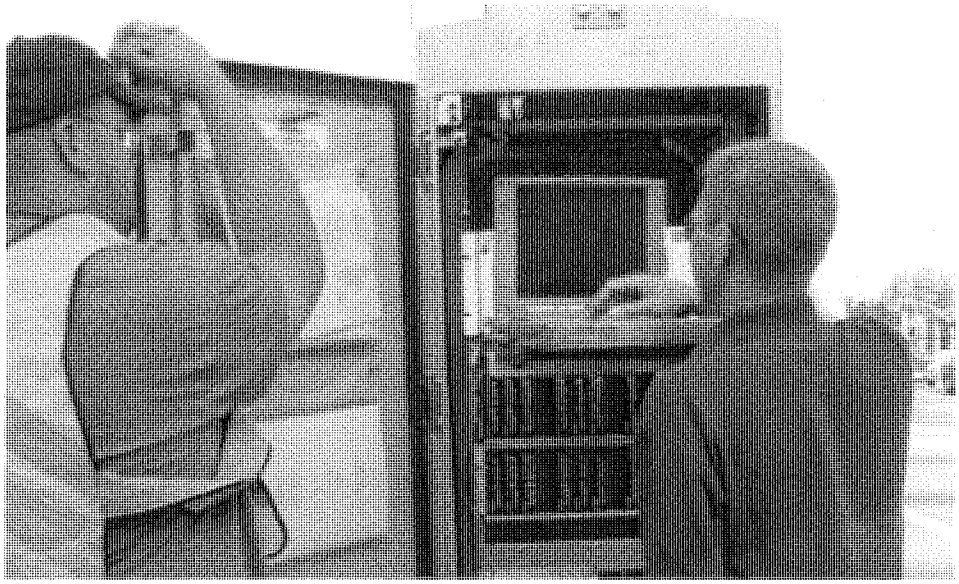

Figure 10 – A Technician Oversees Contract EVP Maintenance

"It's not easy to pin down 'who's doing what' when you have multiple groups entering the controller cabinets...there are far-reaching liability implications should the system malfunction due to human error. It comes back to communication. As long as we know what's going on in the field with the equipment, we can satisfy everyone's objectives."

– Bob Sheehan
Signal Systems Manager,
VDOT

Conclusion

Communities across the country are striving to provide the highest possible levels of fire/rescue, EMS, and police services. These efforts have gained new meaning as towns, cities, counties, states, and regions improve emergency response in support of homeland security and disaster preparedness.

EVP is one item in the toolkit that improves the responsiveness of public safety services. EVP has the potential to:

- Reduce the potential for an EV to be in a crash en-route to the emergency scene or to the hospital, reducing liability and keeping EVs in service.
- Help to get fire/rescue and EMS apparatus to the scene quickly and to put law enforcement in a tactically advantageous position.
- Reduce emergency medical service response time and patient transport time, saving critical minutes and increasing the chance of survival for the cardiac arrest or trauma patient.
- Be a cost-effective alternative to building new stations by increasing the effective service radius of current facilities.
- Be a catalyst for developing broader cooperation between jurisdictions as they develop or further mutual aid agreements as part of regional emergency response plans.
- Provide the foundation for transit signal priority when deployed on key transit corridors.

When EVP is implemented well, the negative impacts on traffic flow are not significant and public acceptance of the system is high. For example, it is often the case in jurisdictions with EVP that:

- Most signals are rarely preempted and those that are near EV points of origin and destination experience delays that are in line with those experienced in normal peak hour conditions.
- Signal timing plans are generally reestablished in one to three cycles after an EV preemption event.
- Public awareness grows quickly and complaints about the system decrease.

Communities using EVP have experienced significant benefits with minimal negative impacts. Proactive collaboration among informed stakeholders are key to successful deployment of EVP that helps put the "first" in "first response."

Resources

Federal and State Guidelines on EVP Implementation

Federal Highway Administration (2003). *Manual on Uniform Traffic Control Devices (MUTCD) 2003 Edition, Part 4: Highway Traffic Signals.* http://www.mutcd.fhwa.dot.gov.

> The *MUTCD 2003 Edition,* includes explicit definitions of preemption and priority at traffic signals. These definitions, combined with instructions for phase transition, reduce some of the issues of concern in EVP deployments by providing the guidance that traffic engineers require to ensure safety and efficiency in operations.

Minnesota Department of Transportation (2005). *Minnesota Manual on Uniform Traffic Control Devices (MN MUTCD) Part 4: Highway Traffic Signals.* http://www.dot.state.mn.us/trafficeng/otepubl/mutcd.

> This section of the Minnesota Department of Transportation's MUTCD provides guidance on the installation and operation of EVP systems. The document codifies the lessons learned over 30 years of experience with EVP in Minnesota. The guidance includes detailed instructions for the use of EVP, the design of EVP preemption phases, and the use of confirmation lights. The manual also includes requirements for new signal installation and the inclusion of provisions for installation of EVP.

Responsibilities in EVP Deployment, Operations, and Maintenance

Arizona Department of Transportation (2002). *ADOT Traffic Engineering Policies, Guidelines, and Procedures; Section 600 - Traffic Signals.* http://www.azdot.gov/highways/traffic/pgp.asp.

> This section of the Arizona Department of Transportation's (Arizona DOT's) traffic engineering policy document outlines responsibilities for the key stakeholders in EVP deployments. The document lays out the Arizona DOT policy on who owns, operates, and maintains EVP equipment for jurisdictions in which Arizona DOT owns the traffic signal system and for jurisdictions in which the jurisdiction itself owns and operates the traffic signal system.

Information on Organizing, Planning, Deploying, and Operating EVP

Collura, John, Rakha, H. and Gifford, J. (2003). *Guidelines for the Planning and Deployment of Emergency Vehicle Preemption and Transit Priority Strategies.* http://signalsystems.tamu.edu/documents/Jan2004AnnualMeeting/SundayWorkshop/GuidelinesEVPandTP_Draft1.0.pdf.

> This document provides guidelines on the planning and deployment of both EVP and transit signal priority, including integration of the two. Aspects of the planning process covered in the guidelines include examining institutional issues, conducting an assessment of local needs, determining system objectives and requirements, estimating traffic flow and safety benefits, estimating economic impacts, and obtaining financing. Deployment considerations covered in the guidelines include procurement, pre-installation site surveys, installation, and evaluation.

Additional Resources

Bullock, D., Morales, J., and Sanderson, B. (1999). *Evaluation of Emergency Vehicle Signal Preemption on the Route 7, Virginia, Corridor.* Washington, D.C.

Gifford, J., Pelletiere, D., and Collura, J. (2001). "Stakeholder Requirements for Traffic Signal Preemption and Priority in the Washington, D.C. Region". *Transportation Research Record.* No. 1748. pp. 1-7.

McHale, G. and Collura, J. (2003). "Improving Emergency Vehicle Traffic Signal Priority System Assessment Methodologies". Paper presented at the 82nd Annual Meeting of the Transportation Research Board. Washington, D.C. 2003.

Nelson, E. and Bullock, D. (2000). "Impact Evaluation of Emergency Vehicle Preemption on Signalized Corridor Operation". Paper presented at the 79th Annual Transportation Research Board Meeting. Washington, D.C. 2000.

Obenberger, J. and Collura, J. (2001)."Transition Strategies to Exit Preemption Control: State-of-the-Practice Assessment". *Transportation Research Record.* No 1748.

Skabardonis, A. (2000)."Control Strategies For Transit Priority". Paper presented at the 79th Annual Transportation Research Board Meeting. Washington, D.C. 2000.

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"It's like a day and night comparison on a call when you're on a truck with, or without, the preemption system... It definitely gets you where you're going faster."

—Captain Lange, "C" Shift Captain,
Fire and Rescue Station II, Fairfax County

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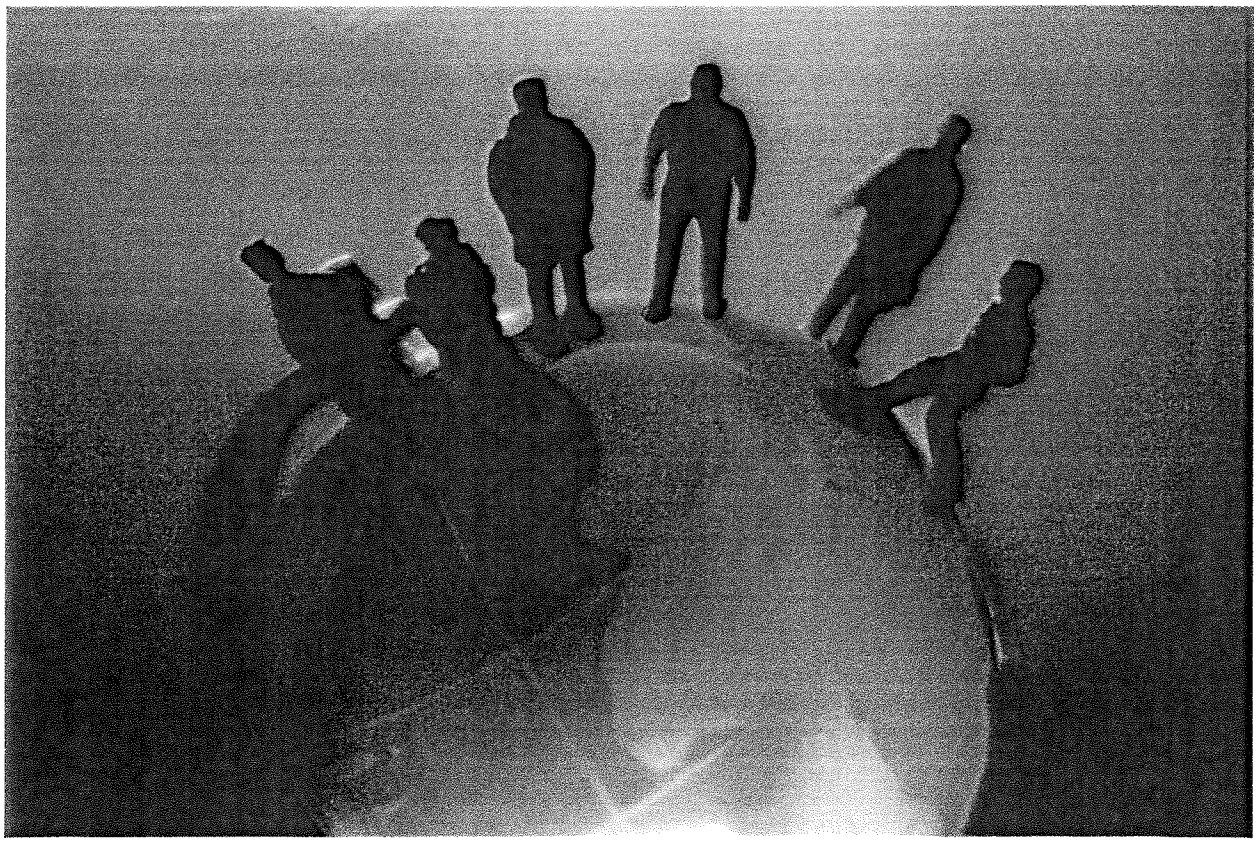
FHWA-JPO-05-010 EDL#: 14097

ACTION ITEM: The Committee requested that staff provide further information relating to bylaw enforcement and the number of historical infractions/complaints that occur including current complaints.

BUSINESS LICENCE DEPARTMENT and BYLAW COMPLIANCE & ENFORCEMENT DEPARTMENT

2013

ANNUAL REPORT



BYLAW COMPLIANCE AND ENFORCEMENT

Bylaw Compliance and Enforcement services are undertaken pursuant to Council bylaws and policies in order to protect and enhance the standards of the municipality. Bylaw services are generally complaint driven and include the enforcement of various Municipal Bylaws, including Zoning, Building, Business Licensing and others.

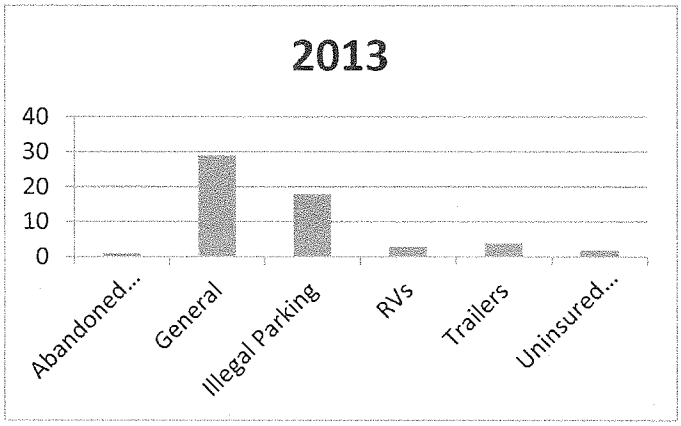
The name change to Bylaw Compliance and Enforcement in 2012 has been well received by the public at large. Many complainants understand that *"voluntary compliance"* is the desired outcome of action taken, rather than what most interpret as *enforcement.*

There were 252 "Calls for Service from January 1, 2013 until December 31, 2013. Breaking the total 'Calls for Service' down; 195 calls were for Bylaw and 57 were for Parking.

The relationship between the Agricultural Land Commission Compliance and Enforcement Officer and the District of Sooke's Officer continues to forge as we work towards compliance with a very public matter.

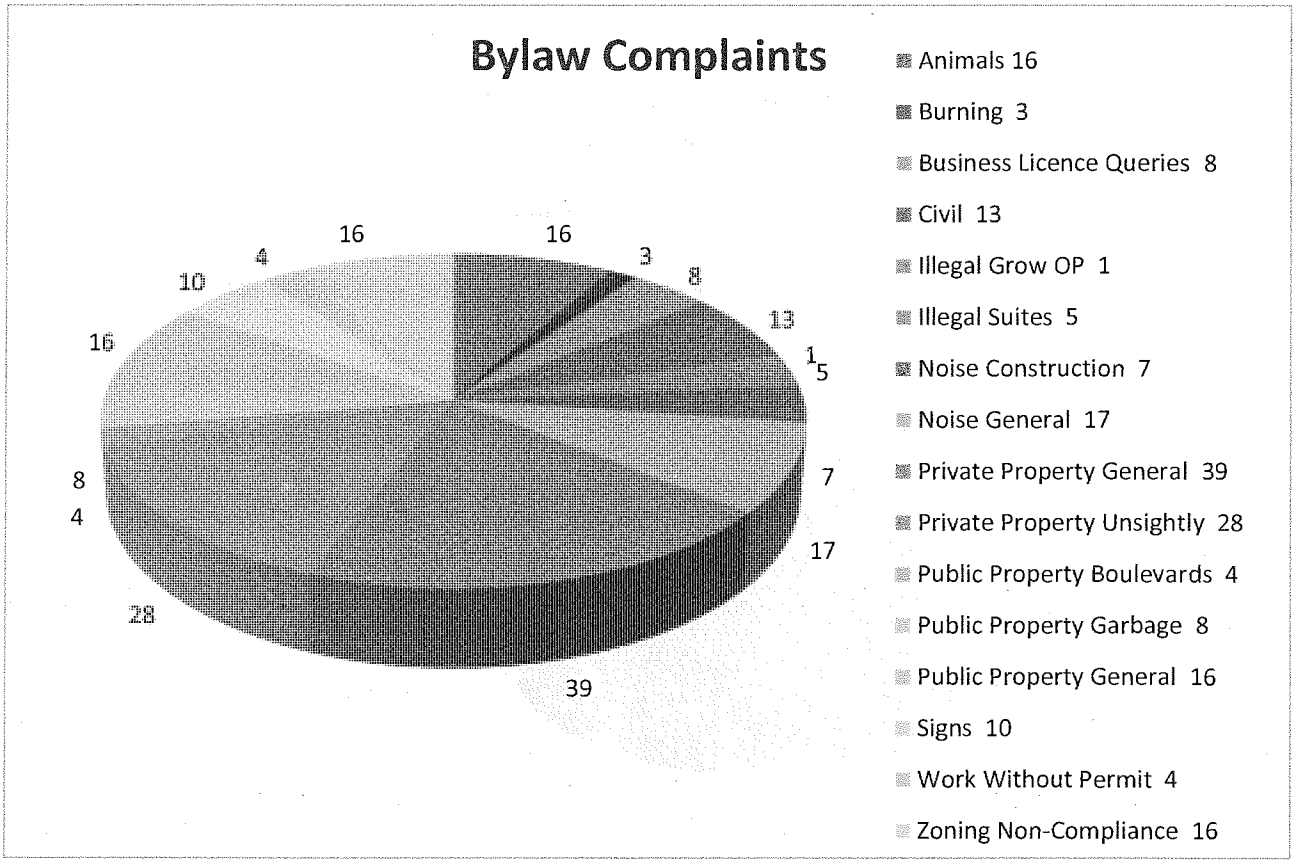
The Bylaw Compliance and Enforcement Department maintains a steady contact with the public and property occupants. Bylaw matters are becoming much more complex, in both time and detail, requiring more involved conversations and research.

PARKING COMPLAINTS



Parking Complaints

Abandoned Vehicles	1
General	29
Illegal Parking	18
Recreational Vehicles	3
Trailers	4
Uninsured Vehicles	2



BYLAW COMPLAINTS

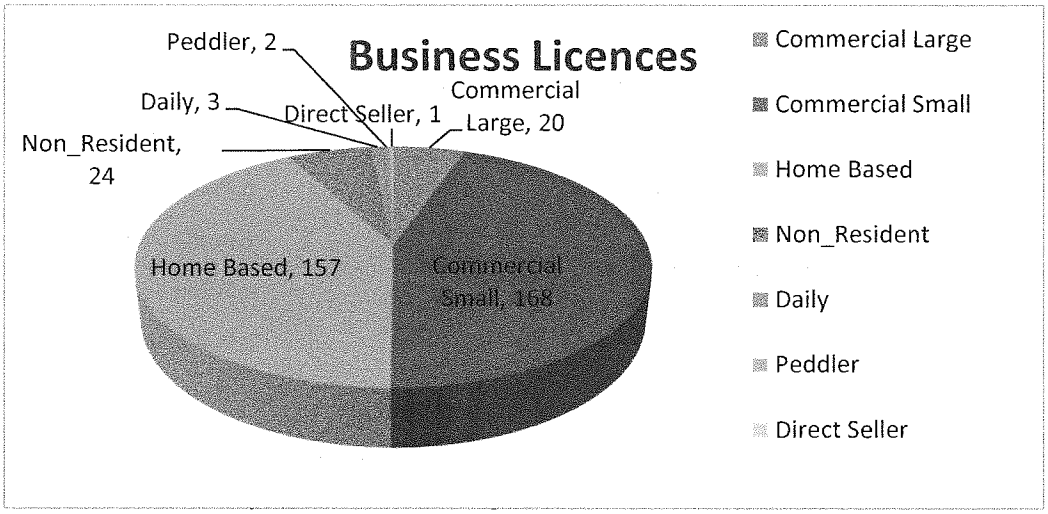
Animals	16
Burning	3
Business Licence Queries	8
Civil	13
Farm Animal	0
Illegal Grow Op	1
Illegal Suites	5
Noise Construction	7
Noise General	17
Private Property General	39
Private Property Unsightly	28
Public Property Boulevards	4
Public Property Garbage	8
Public Property General	16
Signs	10
Work Without Permit	4
Zoning Non-Compliance	16

BUSINESS LICENCING DEPARTMENT

2013 was an effective year with 566 Business *Licences* issued. To date, all Business Licence applications are being processed without any rejections.

There were 93 new Business Licence applications received in 2013, broken down as follows.

The category and subsequent numbers of licences issued for the year are as follows.



Commercial Large	20
Commercial Small	168
Home-Based	157
Non-Resident	24
Daily	3
Peddler	2
Direct Seller	1
Total	**566**

The increase in total licences issued is 9% and an increase of new licences of 12% over 2012.

The District of Sooke Licence Inspector, along with those from the other 12 Municipalities on Southern Vancouver Island continues to meet to discuss Intermunicipal Business Licencing to ensure we are consistent in our approaches and Bylaws. This is proving to be very effective as an education tool as well as networking.

The Bylaw Compliance and Enforcement Officer attended a *Getting to Compliance* course in Comox, presented by Troy DeSousa, and is looking forward to further Continued Educational Courses specific to Bylaw Enforcement.