



# SERVICE LEVEL REVIEW 2019





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## INTRODUCTION

This document will provide an overview of the current service levels being provided by the municipality, identifying functional areas and core objectives throughout each section. A fulsome review of each department will ensure work plans are developed by Council's Strategic priorities to provide superior customer service that aligns with the community's needs.

On September 17, 2019 at a Committee of the Whole meeting Council received the final version of the 2019-2022 Council Strategic Plan, which was developed by all members of Council to establish goals and objectives to achieve during their term in office. This plan will be utilized in the development of priorities for all District departments moving forward, including this service level review.

## OVERVIEW OF SERVICE LEVEL REVIEW

A service level review is a pre-budget presentation that provides a baseline of services provided and assists in determining whether existing services are being delivered appropriately, effectively and efficiently. Contained in this report is a division of each department section; associated core objectives, policy areas, current staffing levels, operation review of projects and budget information. This review provides an overview of the current capital and operating work plans, which Council will utilize in assessing where service levels should be increased, decreased, discontinued or request a service that we are not currently providing.

Through the evaluation of the Council's current priorities in conjunction with the upcoming budget, Council will assess and select the level of service they desire for each department in the upcoming 2020 budget cycle. Staff will then cost out the service level changes and bring that information back with the first draft of the 2020-2024 Five Year Financial plan.

# Council Strategic Plan 2019 – 2022

## CORPORATE VISION

An inclusive, healthy, and self-sufficient community where the rainforest meets the sea.

## OBJECTIVES

### BUILD A REPUTABLE ORGANIZATION

- Complete an organizational development and review process.
- Improve communication and engagement with the public and community partners.
- Strongly advocate, together with First Nations, other local governments, and organizations to the provincial and federal governments.
- Continue to manage District assets responsibly with sound financial principles and practices.
- Support programs that enhance Council and staff's health and wellbeing.

### DEMONSTRATE LEADERSHIP IN CLIMATE ACTION

- Prioritize community and corporate strategies to address the climate emergency.
- Identify and plan for green infrastructure opportunities.
- View municipal decision-making through a 'green' colored lens.
- Promote food security at individual and community levels.
- Continue to advocate for expanded public transit.
- Build additional trail infrastructure and connectivity for pedestrians and cyclists.
- Improve community emergency and disaster preparedness.

### MANAGE LONG-TERM GROWTH WHILE ENHANCING COMMUNITY IDENTITY, VITALITY, AND SAFETY

- Begin development of a community hub in the town center.
- Continue to advocate for improved access to health care.
- Strengthen local economic development and tourism.
- Undertake public space improvements and beautification projects.
- Develop a regulatory framework to promote more sustainable land use patterns and development practices.
- Continue to address housing affordability and accessibility for all income levels.

# CORE VALUES



**EFFECTIVE GOVERNANCE** – Provide accountable, responsive and connected leadership. Maintain effective relationships with residents, the T’Sou-ke First Nation, other orders of government and community partners and agencies. Steward a healthy and respectful organization.



**LONG-TERM THINKING** – Consider the costs and benefits to future generations in all decision making and actions. Set long-term goals to guide current initiatives and short-term planning.



**ENVIRONMENTAL LEADERSHIP** – Respond to climate change boldly, redefine and implement Sooke Smart Growth. Become a leader in ecologically sustainable corporate practices.



**COMMUNITY WELL-BEING & SAFETY** – Promote health and well-being of residents and employees. Improve the safety and accessibility of roads, trails and public spaces. Strengthen emergency preparedness, access to housing and food security.



**COMMUNITY VIBRANCY** – Enhance quality of life, sense of place and community pride. Champion arts, culture and recreation. Develop sustainable infrastructure and connected neighborhoods.



**EFFECTIVE & CONSISTENT COMMUNICATION** – Maintain effective communication between Council and staff. Use proactive, positive communication and engagement.

# FINANCIALS

The information below provides a high-level overview of the financial information provided in the 2018 Audited Financial Statements, which are included in the 2018 Annual Report and can be found on the District of Sooke website ([www.sooke.ca](http://www.sooke.ca)) under the Plans & Reports.

<b>MUNICIPAL REVENUES (2018 Actuals)</b>					
	<b>General Government</b>	<b>Protective Services</b>	<b>Development Services</b>	<b>Sewer</b>	<b>Total</b>
<b>Taxation</b>	7,890,048	-	-	-	7,890,048
<b>User Charges</b>	238,085	142,890	718,912	2,251,301	3,351,188
<b>Government Transfers</b>	3,645	424,785	873,393	-	1,301,823
<b>Investment Income</b>	322,709	-	-	-	322,709
<b>Other*</b>	285,354	-	5,154,973	295,519	5,735,846
<b>Total Revenue</b>	<b>8,739,841</b>	<b>567,675</b>	<b>6,747,278</b>	<b>2,546,820</b>	<b>18,601,614</b>

*\*Other Revenue - a large portion of this revenue is the recognition of developer contributed capital assets.*

<b>MUNICIPAL REVENUES (2019 Budget)</b>					
	<b>General Government</b>	<b>Protective Services</b>	<b>Development Services</b>	<b>Sewer</b>	<b>Total</b>
<b>Taxation</b>	8,625,575	-	-	-	8,625,575
<b>User Charges</b>	81,000	38,050	614,743	2,706,564	3,440,357
<b>Government Transfers</b>	3,300	435,000	1,523,665	-	1,961,965
<b>Investment Income</b>	150,000	-	-	-	150,000
<b>Other*</b>	260,000	-	-	295,519	555,519
<b>Total Revenue</b>	<b>9,119,875</b>	<b>473,050</b>	<b>2,138,408</b>	<b>3,002,083</b>	<b>14,733,416</b>

*\*Other Revenue – Developer contributed capital assets are not included in the budget.*

Revenue is collected for the entire municipality, regardless of whether a specific section generates the revenue. Many departments are non-revenue generating but required for operations.

Each department has a budget and expenses outlining the current year's budget and previous budget to actual total.

# MUNICIPAL COUNCIL

## MAYOR AND COUNCIL

### OBJECTIVES

- Approve 5-year Financial Plan Bylaw
- Approve Bylaws and Policies
- Provide Strategic Leadership to Senior Administration
- Appoint Members to Other Organizations/ Committees
- Advocate for the District of Sooke to Other Levels of Government

### COMPLEMENT

The District of Sooke Council is comprised of seven (7) members, one (1) Mayor and six (6) Councillors.

### SERVICE AREAS

<i>Programs &amp; Services</i>	Foster the economic, social and environmental wellbeing of its community.
<i>Corporate Planning &amp; Sustainability</i>	Provide for stewardship of the public assets of its community.
<i>Committees, Boards &amp; Other Authorities</i>	Governance-Attend Council, Committee of the Whole and other meetings as approved by Council.
<i>Legal &amp; Legislative Services</i>	Provide for services, laws and other matters for community benefit.
<i>Governance</i>	Provide for good government of its community.

### BUDGET

COUNCIL	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	424,661	536,613	536,613

## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

### CAO OFFICE

#### DEPARTMENT CORE OBJECTIVES

- Long term strategic planning and implement Council policy directions.
- Provide managerial leadership and guide all municipal departments in their operations.
- Develop regional relations to foster and support business and economic diversity.
- Leadership to the Senior Leadership Team and oversees all departments.
- Provide advice to Council and staff, prepare legal document and negotiating contracts.

#### APPLICABLE POLICY AREAS

- Community Charter
- Local Government Act
- Federal and Provincial Legislations
- District of Sooke Bylaws and Policies

### STAFF COMPLEMENT

This department has 1 FTE: Chief Administrative Officer.

*NOTE: This department will change for 2020, with the new organization structure Human Resources will transfer to the CAO Office.*

### FUNCTIONAL SERVICE AREAS

CHIEF ADMINISTRATIVE OFFICE			
Project		Task	Benchmark
Operational	CUPE Negotiations	Renegotiate the expired CUPE contract.	<i>Finalized contract accepted by CAO and Union</i>
	Organizational review	Review current structure, develop changes and implementation.	<i>New organizational structure executed.</i>

### BUDGET

CAO OFFICE	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	305,171	486,745	420,000



## LEGISLATIVE SERVICES

The Corporate Services department is comprised of the Legislative Services staff which includes the Corporate Services, Planning and Human Resources departments.

### CORPORATE SERVICES

#### DEPARTMENT CORE OBJECTIVES

- Fulfill statutory requirements, while delivering effective and efficient governance.
- Provide administrative support to Mayor & Council, the Chief Administrative Officer and staff.
- Establish and maintain a Records Management System to ensure corporate information is easily accessible and preserved in accordance with legislated requirements.
- Administer general local elections and by-elections.
- Coordinate and produce the quarterly and annual reports.
- Draft and manage municipal agreements, bylaws and policies.
- Manage communications; news releases, social media, notices, website content management.
- Process Freedom of Information requests.
- Provide advisory committee support.
- Council Meetings; agenda preparation, report review, minutes, resolutions and follow-up.
- Plan and host special events for Council and the community.

#### APPLICABLE POLICY AREAS

- Community Charter
- Local Government Act
- Federal and Provincial Legislations
- FIOPPA
- District of Sooke Bylaws and Policies
- Council Strategic Plan

## PLANNING

### DEPARTMENT CORE OBJECTIVES

- Review and implement master plans, policies and guidelines.
- Official Community Plan and Zoning bylaws amendments.
- Development Permits, Development Variance applications and Temporary Use permits.
- Provide general information to the public.
- Provide Council advice/recommendations on all planning related matters.

### APPLICABLE POLICY AREAS

- Community Charter
- Local Government Act
- Federal and Provincial Legislations
- District of Sooke Bylaws and Policies
- Council Strategic Plan

## HUMAN RESOURCES

### DEPARTMENT CORE OBJECTIVES

- Establish and maintain effective HR foundation policies.
- Implementation of Occupational Health and safety wellness program for employees.
- Provide HR advice to department managers.
- Participate in and provide support for Collective Bargaining.
- Provide support for employment recruitment and selection, employee recognition, leave management and labour relations.
- Property and building maintenance.

### APPLICABLE POLICY AREAS

- Worksafe
- District of Sooke policies.

## STAFF COMPLEMENT

This section has 9.6 FTE, including: Corporate Officer, Deputy Corporate Officer, two (2) Corporate Services Assistants, Record Management Clerk, Manager of Planning, Planner II (.6), Planner II, Planning and Development Assistant and a Manager of Human Resources.

*NOTE: This department will change for 2020, with the new organization structure Planning will become a separate department (Planning & Development) lead by a Director of Planning and Human Resources will report to the CAO Office.*

## FUNCTIONAL SERVICE AREAS

CORPORATE SERVICES			
Project		Task	Benchmark
Operational	By-Election	Prepare and hold effective by-election	<i>CEO report to Council</i>
	Records Management	Inventory, analysis, input, training for staff	<i>Inventory complete, coding entered, staff using system effectively</i>
	Policy Framework Implementation	Review policies and update to template	<i>All policies are updated and approved</i>

PLANNING			
Project		Task	Benchmark
Operational	Official Community Plan Bylaw	Scoping and Request for Proposals (for new OCP bylaw)	<i>Approved by Council</i>
		Transportation updates	<i>Adopted by Council</i>
		Parks & Trails updates	<i>Adopted by Council</i>
		Housing Policy updates	<i>Adopted by Council</i>
	Sooke Zoning Bylaw Updates	Significant amendments	<i>Adopted by Council</i>
	Flood Regulation Bylaw	Update	<i>Adopted by Council</i>
	Development Procedures Policy	Significant review and updates	<i>Approval by Council</i>
	Responding to Council Notice of Motions	Research, analyze, report/recommend	<i>Accepted/Approved by Council</i>

HUMAN RESOURCES			
Project		Task	Benchmark
Capital	Rick Hansen Accessibility Upgrades (Municipal Hall)	Install loop system and handle replacement.	<i>Report submitted and grant funding received.</i>
	Rick Hansen Accessibility Upgrades (Fire Dpt.)	Handle replacement, accessible washrooms, evacuation routes.	<i>Report submitted and grant funding received.</i>
	Ergonomic Assessments & Equipment Purchases	Schedule assessments. Review recommendations. purchase applicable equipment.	<i>Workstation Upgraded</i>
Operational	Performance Management System	Plan and prepare process, formalize system and implement.	<i>CAO Approval</i>
	CUPE Negotiations	Renegotiate the expired CUPE contract.	<i>Approved by Council</i>
	Job Description Development	Develop job descriptions for new roles.	<i>CAO Approval</i>

## BUDGET

CORPORATE SERVICES	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	548,689	569,082	569,082

PLANNING	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	348,444	428,799	475,000

HUMAN RESOURCES	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	242,582	217,832	225,000

## FINANCIAL SERVICES DEPARTMENT

This department is comprised of the Finance department which included the Director and Deputy of Finance, along with Payroll and Accounting, Information Technology, Geographic Information Services, Reception and the Building department.

### FINANCE

#### DEPARTMENT CORE OBJECTIVES

- Fulfill fiduciary and statutory requirements.
  - 5 Year Financial Plan Bylaw
  - Property Taxes
  - Manage Purchasing Policy
- Payroll and accounts payable.
- Provide reliable, sound; short, medium- and long-term financial strategies to ensure long term sustainable financial viability of the corporation.

#### APPLICABLE POLICY AREAS

- Statutory duties under the Municipal Act and other relevant legislation
- Federal and Provincial Legislations
- District of Sooke Bylaws and Policies

### INFORMATION TECHNOLOGY

#### DEPARTMENT CORE OBJECTIVES

- Manage of electronic equipment and software.
- Asset renewals.
- System, product and network upgrades.
- Software licensing.
- Staff support through operations, applications, updates and training.
- Wastewater Treatment Plant and Lift Station Communication (SCADA).

#### APPLICABLE POLICY AREAS

- District of Sooke Bylaws and Policies
- Federal and Provincial Legislation



## **GEOGRAPHIC INFORMATION SERVICES**

### **DEPARTMENT CORE OBJECTIVES**

- Financial analysis and planning of District assets.
- Manage and update system mapping.
- Review of referrals and requests from various departments, as applicable.
- Data management internally and with BCA, LTSA and other external government agencies.

### **APPLICABLE POLICY AREAS**

- District of Sooke Bylaws and Policies

## **BUILDING**

### **DEPARTMENT CORE OBJECTIVES**

- Review building permit applications; collection and entry of data into system.
- Plan review.
- Building inspections and issuance of building permits.
- Education and training of building officials.

### **APPLICABLE POLICY AREAS**

- Community Charter
- Local Government Act
- BC Building Code
- Federal and Provincial Legislations
- District of Sooke Bylaws and Policies

## **STAFF COMPLEMENT**

This department has 14 FTE, including: Director of Finance (vacant), Deputy Director of Finance, Senior Financial Services Assistant, Financial Services Assistant, General Support Clerk-Financial Services, General Support Clerk-Receptionist, Head of Information Technology, Technology Support Analyst, Head of Geographic Information Services, Land Record Analyst, Chief Building Official, two (2) Building Official II and a Building Inspection Clerk.

*NOTE: This department will change for 2020, with the new organization structure Geographic Information Services will move under Operations and Building will move to Planning & Development.*

## FUNCTIONAL SERVICE AREAS

FINANCE			
Project		Task	Benchmark
Operational	Document and update payroll procedures	Design, develop and implement process.	<i>Staff trained and process in use.</i>
	Document and update accounts payable procedures	Design, develop and implement process.	<i>Staff trained and process in use.</i>
	Develop new Financial Reports	Design, develop and implement process.	<i>Staff trained and process in use.</i>
	Streamline Homeowner Grant filing	Design, develop and implement process.	<i>News release to public, staff trained and process in use.</i>
	Five Year Financial Plan Improvements	Improve budget build documents	<i>First draft pf 2020 budget presented to Council</i>
	Community Grants Policy	Create new policy	<i>Approved by Council</i>
	Sponsorship Policy	Create new policy	<i>Approved by Council</i>

INFORMATION TECHNOLOGY			
Project		Task	Benchmark
Capital	Collabspace – records management	Implementation of program	<i>Staff trained and process in use.</i>
	Hardware upgrades/ replacements	New equipment purchased and installed	<i>Equipment replaced</i>
	Network wiring upgrade	Replacement of wiring in municipal hall	<i>Network wiring replaced</i>
Operational	EOC/ ESS Hardware upgrade	Purchase equipment and upgrade systems	<i>Upgrade complete</i>
	Unified phone system	Upgrade all phone systems and train staff	<i>System in use</i>
	FOC Security System Upgrade	Replace equipment for access: municipal/ fire	<i>New FOB system activated</i>

Geographic Information Services			
Project		Task	Benchmark
Operational	Asset Management	Assess assets, create action plan, administer process.	<i>All assets are inputted and process for future tracking implemented.</i>

BUILDING			
Project		Task	Benchmark
Operational	Review Building Bylaw and update to adhere to BC Building Code changes.	Create new building regulation bylaw.	<i>Adopted by Council</i>
	Certification of inspectors - Level 1 Building	Staff to complete online course.	<i>All Building Officials certified</i>
	Building Permit Process	Develop a new Building process and educate the building community.	<i>Staff and contractors educated on process and in use.</i>

## BUDGET

FINANCE	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	746,583	698,238	720,000

INFORMATION TECH	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	360,133	472,764	465,000

GIS	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	192,932	258,806	245,000

BUILDING	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	329,112	443,727	425,000

## DEVELOPMENT SERVICES DEPARTMENT

The Development Services Department encompassed several areas of operations and is comprised of four (4) sub sections; Engineering, Subdivision, Parks & Environmental Services and Wastewater.

### ENGINEERING – Roads & Drainage/Public Works

#### DEPARTMENT CORE OBJECTIVES

- Planning, design, review, construction and maintenance of municipal infrastructure.
- Maintenance of District streetlights and roads.
- Manage Highway Use Permits.

#### APPLICABLE POLICY AREAS

- Transportation Master Plan
- Official Community Plan Bylaw
- Subdivision and Development Standards Bylaw
- Other municipal and provincial policies, regulations and legislation.

### SUBDIVISION

#### DEPARTMENT CORE OBJECTIVES

- Assist residents and developers in the subdivision or consolidation of parcels of land.
- Manages works and services agreements.
- Tracks the sewer pre-purchases and prepares sewer inclusions reports.
- The Approving Officer is responsible for the approval of subdivision plans.

#### APPLICABLE POLICY AREAS

- Land Title Act
- Strat Property Act
- Subdivision and Development Standards Bylaw
- Sooke Zoning Bylaw
- Other municipal and provincial policies, regulations and legislation.

### PARKS

#### DEPARTMENT CORE OBJECTIVES

- Maintenance and operations of parks.
- Capital planning and construction.
- Liaise with internal and external agencies.

#### APPLICABLE POLICY AREAS

- District of Sooke Bylaws and Policies

## WASTEWATER

### DEPARTMENT CORE OBJECTIVES

- Manage and maintain the treatment facility, collection system; including piping, manholes and lift stations.
- Capital Improvement and Renewal projects.

### APPLICABLE POLICY AREAS

- District of Sooke Bylaws and Policies

### STAFF COMPLEMENT

This department has 14 FTE and 2 Auxiliary, including: Director of Engineering (vacant), Engineering Technologist II, Engineering Technologist I, Development Services Clerk, Land Development Technician, Head of Parks, Parks Lead Hand, Parks Worker III, Parks Worker II, Auxiliary Parks Worker I, Auxiliary On-Call Parks Labourer, Manager of Wastewater, Lead Operator, Operator III, Operator II, Operator I, Wastewater Operations Clerk (vacant).

*NOTE: This department will change for 2020, with the new organization structure the Subdivision section will move to Planning & Development and Geographic Information Services will transfer over. The Engineering department will change its title to Operations department.*

### FUNCTIONAL SERVICE AREAS

ENGINEERING			
Project		Task	Benchmark
Capital	5 Year Road Improvement Program	Design, Tender & Administer	<i>Work Complete</i>
	Cains Park Staircase	Design, Tender & Administer	<i>Installation Complete</i>
	Parks Washroom & Fountains	Design, Tender & Administer	<i>Installation Complete</i>
	Transportation Master Plan	Design, Tender & Administer	<i>Adopted by Council</i>
	Parks & Trails Master Plan	Design, Tender & Administer	<i>Adopted by Council</i>
	West Coast Road Sidewalks	Work with MOTI on design	<i>Sidewalks Complete</i>
	Electric Vehicle Chargers	Obtain Grant, Tender & Administer Contract	<i>Chargers Installed</i>
Operational	Highway Maintenance Contract	Tender & Administer Contract	<i>Budgeted Work Complete</i>
	Long-line Painting Program	Design, Tender & Administer Contract	<i>Budgeted Work Complete</i>
	Short-line Painting Program	Design, Tender & Administer Contract	<i>Budgeted Work Complete</i>
	Asset Management Planning	Work with GIS to establish baselines	<i>Assets Assessed and Assigned</i>



SUBDIVISION			
Project		Task	Benchmark
Operational	Asset Management	Collection of assets and formalize process for future management of assets.	<i>Asset Management System implemented and operating</i>
	Sewer Service Area Expansion	Research, review, data compilation, report.	<i>Report to Council</i>
	Works and Services Agreements	Ensure all files are up-to-date and complete.	<i>All files up to date</i>
	Review Subdivision and Development Files	Review and update file, finalize formal process	<i>All files up-to-date and process implemented</i>
	Cash in Lieu of Roads Accounts	Review and update changes	<i>All files up-to-date and closed</i>

PARKS			
Project		Task	Benchmark
Capital	Wayfinding for District Parks & Trails	Design, tender & administer contract	<i>Approval from Council Benches installed</i>
	Memorial Sculpture at Whiffin Spit	Design, tender & administer contract	<i>Approval from Council Sculpture installed</i>
	New benches on Whiffin Spit	Design, tender & administer contract	<i>Approval from Council Benches installed</i>
	DeMamiel Creek Connector (Phase 1)	Report to Council, RFP, manage construction	<i>Phase 1 complete</i>
	DeMamiel Creek Pedestrian Crossing	Design, tender & administer contract	<i>Approved by Council</i>
	Parks Washroom & Fountains	John Phillips & Whiffin Spit	<i>Installation complete</i>
	Transportation Master Plan	Review draft and comment	<i>Adopted by Council</i>
	Parks & Trails Master Plan	Review draft and comment	<i>Adopted by Council</i>
	Kaltasin Water Access	Design, tender & administer contract	<i>Approved by Council</i>
	Bluffs Staircase	Design, tender & administer contract	<i>Approved by Council</i>
	Parks office building maintenance	Design, tender & administer contract	<i>Approved by Council</i>
	Multi-Sport Court Box (Sunriver)	Work with SEAPARC for grants and design.	<i>Funding allocated and design complete</i>

Operational	Tree Bylaw	Create, review and report	<i>Adopted by Council</i>
	Memorial Policy	Review and create new policy	<i>Approved by Council</i>

WASTEWATER			
Project		Task	Benchmark
Operational	Sewer Expansion Review	Research, review, data compilation, report.	<i>Report to Council</i>
	Critical Parts Inventory	Review complete, itemized list created and parts purchased.	<i>Approved by Council</i>
Capital	Centrifuge Replacement (Dewatering Equipment)	Tender & Administer Contract (parts ordered for installation in 2020)	<i>Acquisition of Centrifuge is Complete</i>
	Storm and ground water flow monitoring for infiltration	Complete assessment and repairs.	<i>Report to Council Action Plan Approved</i>
	Safety grating in critical areas (meet Worksafe requirements)	Assessment and repairs	<i>Installation Complete</i>
	Sewer Manhole Repairs	Repair and seal 8 collection system manholes for I&I issues	<i>2019 Repairs Complete</i>

## BUDGET

ENGINEERING	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	712,267	1,059,507	1,000,000

SUBDIVISION	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	232,788	242,760	242,760

PARKS	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	624,465	681,641	675,000

WASTEWATER	2018 Actual	2019 Budget	2019 Forecast
Total Expenses	2,585,433	2,567,544	2,400,000

## COMMUNITY SAFETY

### FIRE SERVICES (Fire & Emergency Services)

#### DEPARTMENT OBJECTIVES

- Review capital apparatus replacement plan for 5 years
- Enhanced training and firefighter development
- Refurbish the garage and member gym, improve storage for SFFA
- Upgrade security with video surveillance with gated compound
- Additional Firefighter
- Critical equipment replacement.
- Paid on-call compensation model implementation

#### APPLICABLE POLICY AREAS

- Community Charter
- Local Government Act
- Federal and Provincial Legislations – Fire Service Act & BC Building/ Fire Code
- Office of the Fire Commissioners Structure Firefighters Competency and Training Playbook
- District of Sooke Bylaws and Policies

### EMERGENCY MANAGEMENT (Fire & Emergency Services)

#### DEPARTMENT OBJECTIVES

- Provide training to the members of Emergency Support Services (ESS).
- Implement Capital Regional District Public Alert Notification System (CRD PANS).
- Review Sooke Emergency Program Emergency plan
- Regional Participation in Regional Committees, Commissions and support mutual grant Opportunities
- Improve Emergency Preparedness through improvements from UBCM grants
- Increase Public awareness and participation in educational sessions through the Neighborhood Emergency Preparedness Program (NEPP)
- Respond to fire related calls, activated alarms, public hazards, public service calls, hazardous material spills, industrial accidents and outdoor burning complaints.

#### APPLICABLE POLICY AREAS

- Community Charter
- Fire Services Act
- BC Fire Code
- District of Sooke Bylaws and Policies

## BYLAW

### DEPARTMENT OBJECTIVES

- Bylaw enforcement in the community.
- Business licensing

### APPLICABLE POLICY AREAS

- Community Charter
- Local Government Act
- District of Sooke Bylaws and Policies

### STAFF COMPLEMENT

This department has 10 FTE, including: Fire Chief, Deputy Fire Chief, two (2) Captains, three (3) Firefighters, Fire Services/Emergency Program Assistant, a Bylaw Officer II and Bylaw Officer I.

Also included: Paid-on Call firefighter membership is at 30 members and 6 non suppression Fire Incident Support Team personnel (FIST). The Sooke Emergency Program (SEP) is comprised of 6 volunteer amateur radio operators in the Sooke Emergency Radio Group (SERG) and 30 volunteers in the Emergency Support Services (ESS) group lead by an appointed volunteer Emergency Support Services Director.

*NOTE: This department will change for 2020, with the new organization structure Bylaw will move under Legislative Services.*

### FUNCTIONAL SERVICE AREAS

FIRE & EMERGENCY SERVICES			
Project		Task	Benchmark
Capital	Engine 1 Replacement	Tender & Administer Contract	<i>Approved by Council</i>
	Battalion 1 Reallocation	Asset assessed, department for allocation identified.	<i>Approved by Council</i>
	Squad 2 Reallocation	Asset assessed, department for allocation identified.	<i>Approved by Council</i>
	Station 1 Compound Security	Tender & Administer Contract	<i>Approved by Council</i>
	Building Assessment	Tender & Administer Contract	<i>Report to Council</i>
	Structural Protection Unit – Type 2	Tender & Administer Contract	<i>Approved by Council</i>

<b>Operational</b>	Emergency Notification System	Design, action plan and implementation	<i>System Operating</i>
	Standard Operating Guidelines Review	Review, amend and implement	<i>Finalized guideline created</i>
	Regional MOU Agreement Review	Review, amend and report to Council	<i>Approved by Council</i>

<b>BYLAW</b>			
<b>Project</b>		<b>Task</b>	<b>Benchmark</b>
<b>Capital</b>	Second Bylaw vehicle	Support reallocation and pre planning of Fire Dept Unit -211 to extend service life	<i>Approved by Council</i>
	Business Licensing	Reduce backlog of Business License Applications	<i>On Going</i>
<b>Operational</b>	Bylaw Enforcement	Continue with targeted evening and weekend enforcement scheduling	<i>On Going</i>

## BUDGET

<b>FIRE &amp; EMERGENCY SERVICES</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>
Total Expenses	4,449,673	4,484,524	4,400,000

<b>BYLAW</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>
Total Expenses	207,478	292,059	290,000



# SUMMARY

The next step in the process is to assess the correlation between each department's capital and operational projects with the Strategic Plan and budget. If there is an increase or decrease to the service level, additional comments will be provided to specify the desired change. Each departments section will be reviewed as follows:

**COUNCIL**☐ Increase ☐ Decrease ☐ Remain (no change)*Comments:***CAO Office:**☐ Increase ☐ Decrease ☐ Remain (no change)*Comments:***CORPORATE SERVICE:**☐ Increase ☐ Decrease ☐ Remain (no change)*Comments:***PLANNING:**☐ Increase ☐ Decrease ☐ Remain (no change)*Comments:***HUMAN RESOURCES:**☐ Increase ☐ Decrease ☐ Remain (no change)*Comments:*

**FINANCE:**

☐ Increase ☐ Decrease ☐ Remain (no change)

*Comments:*

**INFORMATION TECHNOLOGY:**

☐ Increase ☐ Decrease ☐ Remain (no change)

*Comments:*

**GEOGRAPHIC INFORMATION SERVICES:**

☐ Increase ☐ Decrease ☐ Remain (no change)

*Comments:*

**BUILDING:**

☐ Increase ☐ Decrease ☐ Remain (no change)

*Comments:*

**ENGINEERING:**

☐ Increase ☐ Decrease ☐ Remain (no change)

*Comments:*

**SUBDIVISION:**

☐ Increase ☐ Decrease ☐ Remain (no change)

*Comments:*

**PARKS:**

☐ Increase   ☐ Decrease   ☐ Remain (no change)

*Comments:*

**WASTEWATER:**

☐ Increase   ☐ Decrease   ☐ Remain (no change)

*Comments:*

**PROTECTIVE SERVICES**

☐ Increase   ☐ Decrease   ☐ Remain (no change)

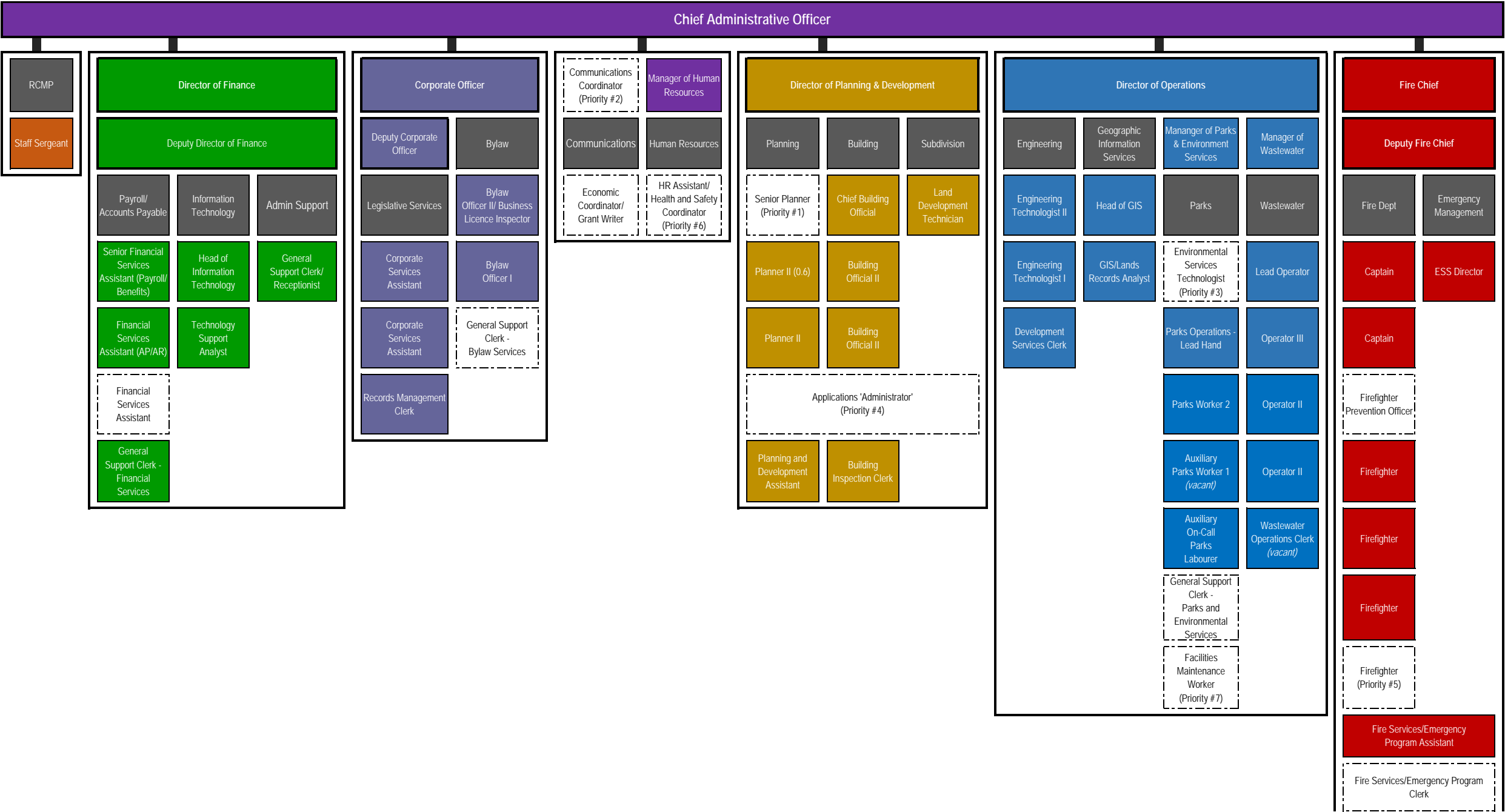
*Comments:*

**BYLAW:**

☐ Increase   ☐ Decrease   ☐ Remain (no change)

*Comments:*

APPENDIX A



# APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: HUMAN RESOURCES				
Capital Project:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (hours)
Rick Hansen Accessibility Upgrades for Municipal Hall	2 projects complete (Install Loop System in Council Chamber and Reception area) Door handle replacment in progress	August 2019	Manager of HR	60
Rick Hansen Accessibility Upgrades for Fire Hall	3 projects in progress (door handle replacement, accessible washroom creation, evacuation route maps updated and installed)	August 2019	Manager of HR	60
CUPE Negotiation	Dates scheduled for September	September 2019	Manager of HR/ CAO	80
				200
Operational Projects:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (hours)
Performance Management System implementation	Draft provided to CAO for review/ comment	ongoing	Manager of HR	35
Org Review	Updated org chart as per leadership discussions	ongoing	Manager of HR	280
JD Development for HR Dept - Manager of HR - HR Assistant/Health, Safety and Wellness	Created In progress	ongoing	Manager of HR	21
JHSC meetings and projects	ongoing	ongoing	Manager of HR	200
Ergonomic Assessments and Equipment purchases	Received quotes for ergo chairs (as per ergonomic assessments), review and purchase in appropriate budget cycle. Schedule ergonomic assessments for remaining staff for early 2020.	ongoing	Manager of HR	200
				736

## APPENDIX B

Day to Day Task:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
HR Administration	ongoing	ongoing	Manager of HR	210
Records Management - Shredding of application and other retention files - Scanning/renaming/uploading and offsiteing of files		ongoing	Manager of HR	280
				490
Bylaws and Policies	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Policies - Development and management of policies - Implemented/old policy review and update		December 2019	Manager of HR Joint Health & Safety	140
				140

# APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: CORPORATE SERVICES				
Capital Projects:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
Council Strategic Plan	Plan adopted	September 2019	Deputy CO	40
				40
Operational Projects:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
By-Election	CEO Report to Council	October 2019	Corporate Officer	225 160
Bylaws - Development and management of bylaws - Old bylaw review and updates	Bylaw adopted	Ongoing	Corporate Officer/ Deputy CO	230
Policies - Devolpment and management of policies - Old Policy review and updating	Policy adopted	Ongoing	Corporate Officer/ Deputy CO	140
Records Management - Analysis of current system - Input of Retention System in SharePoint - Begin implementation/training for record classification	Inventory of files All codes entered All staff using system efficiently	September October Ongoing	Records Management Clerk	140 175 200 150
Communities in Bloom	Judging Complete	July 2019	Corp. Services Assistant	100
Special Event Planning - Memorial Tree Planting - 20th Anniversary Picnic - Talktober - Rotary event at Seaparc - New Year's Levee - Canada Day - Santa Parade	Event Complete	Various/ ongoing	Corp. Services Assistant	7 50 20 7 7 30 20
				1661



## APPENDIX B

Day to Day Tasks:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Committee Support - Affordable Housing Committee - SPA Committee - Primary Health Working Group - Climate Change Action Committee - Northeast Quadrant Lot A Committee	Successful Meeting	Bi-weekly/ Monthly	Corp. Services Assistant	8
Agenda Preparation - Reviewing Reports - Compiling/Preparing Agenda - Meeting Attendance (CUPE Staff) - Minute Preparation/Review	- Report Approval - Agenda Published - Meeting Complete - Minutes Adopted	Weekly/ Bi-weekly	Corp. Services Assistant/ Corporate Officer/ Deputy CO	15
Administrative Support to Mayor		Ongoing	Corp. Services Assistant	20
Administrative Support to CAO		Ongoing	Corp. Services Assistant	20
Advice to Council/staff including research/legal/general		Ongoing	Corporate Officer/ Deputy CO	15
Quarterly Report to Council	Report sent to Council	Ongoing	Corp. Services Assistant	2
Annual Report	Report sent to Council	June 2019	Deputy CO	1
Manage Website Content		Ongoing	Corp. Services Assistant	4
News Releases/Twitter		Ongoing	Corp. Services Assistant	3
iCompass administration		Ongoing	Corp. Services Assistant	4
Communicate and liaise with outside organizations and community groups		Ongoing	Corp. Services Assistant	5
Follow-up/Correspondence from meetings		Ongoing	All	4
Agreement management		Ongoing	Corp. Services Assistant	1
				94
Bylaws and Policies	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total est.)
New Building Regulation	Passing of New Building Bylaw	February 2020	Corp. Services Assistant	100
Fees & Charges Bylaw	Passing of new Fees & Charges Bylaw	December 2019	Corporate Officer	40
All Policy Update	All policies reviewed and approved	December 2020	Corporate Officer	700
				840

# APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: FINANCE				
Capital Project:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
All	Support projects with payments & budget to actual reporting	December 2019	Director	420
				420
Operational Projects:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
Document P/R & A/P procedures	Procedures documented	December 2019	Finance Assistant	140
Diamond Reports	New reports created	December 2019	Director	210
Streamline HOG filing	Reduced time to file HOG	July 2019	Director/ Clerk	210
Fees review	New fees adopted by Council	December 2019	Director	140
				700
Day to Day Task:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Front desk support	Customers served in a timely manner	ongoing	Clerk	17.5
Accounts payable	Over 6,500 invoices paid on time & accurately	ongoing	Finance Assistant	52.5
Payroll	Over 50 Staff & Council paid accurately	ongoing	Finance Assistant	20
Property tax	All property taxes collected & correct payments made to 3rd parties	ongoing	All	70
Supervising GIS, IT, Building & Finance Dept.	Regular check ins with staff	ongoing	Director	7.5
Various reporting due to 3rd Parties i.e. WCB, GST, T4, LGMA etc.	All reports filed accurately & ontime	ongoing	Director/ Finance Assistant	7
Various finance duties i.e. bank rec, investments	All duties completed accurately & ontime	ongoing	Director/ Finance Assistant	21
Support departments with ad hoc requests	Requests on completed accurately and ontime	ongoing	All	35
Budget to Actual reporting	Weekly updated reports are provided to departments	ongoing	Director	2
Full Cycle Financial Services i.e. Budget prep	Bylaw adopted & Clean Y/E audit	ongoing	Director	28
Various reception duties	Customers served in a timely manner	ongoing	Reception	35
				295.5

FINANCE

## APPENDIX B

Bylaws and Policies	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Community Grants Policy	Policy adopted by Council	December 2019	Director	2
Sponsorship Policy	Policy adopted by Council	December 2019	Director	2
Whistleblower Policy	Policy adopted by Council	December 2019	Director	2
IT Policy	Policy adopted by Council	December 2019	Director	2
Purchasing Policy	Policy adopted by Council	December 2019	Director	2
Property Tax Bylaw	Bylaw adopted by Council	March 2019	Director	35
5 Year Financial Plan Bylaw	Bylaw adopted by Council	March 2019	Director	35
Fees Bylaw	Bylaw adopted by Council	December 2019	Director	15
				95

# APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: GEOGRAPHIC INFORMATION SERVICES				
Capital Project:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (hours)
Official Community Plan		2020	Planning	70
Parks and Trails Master Plan		December 2019	Parks	35
Transportation Master Plan		December 2019	Engineering	35
Housing Needs Assessment		December 2019	Planning	35
				175
Operational Projects:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (hours)
Sewer Parcel Tax (Annual)		January 2020	Head of GIS/ Land Records Analyst	14
Tangible Capital Assets Report (Annual)		March 2020	Head of GIS	70
BC Assessment Roll (December)		December 2019	Land Records Analyst	14
BC Assessment Revised Roll (April)		April 2020	Land Records Analyst	14
Financial Reports Audit (Annual)		April 2020	Head of GIS	35
				147
Day to Day Task:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Building Permit Referrals/Requests	Ongoing	--	Head of GIS/ Land Records Analyst	3.5
Engineering Referrals/Requests	Ongoing	--	Head of GIS/ Land Records Analyst	3.5
Planning Referrals/Requests	Ongoing	--	Head of GIS/ Land Records Analyst	3.5
Fire Department Referrals/Requests	Ongoing	--	Head of GIS/ Land Records Analyst	3.5
Corporate Services Referrals/Requests	Ongoing	--	Head of GIS/ Land Records Analyst	3.5

## APPENDIX B

Day to Day Task:		Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Administrative Referrals/Requests	Ongoing		--	Head of GIS/ Land Records Analyst	3.5
Meetings (General)	Ongoing		--	Head of GIS/ Land Records Analyst	3.5
Software/Server Maintenance and Updates	Ongoing		--	Head of GIS	1.75
Addressing and Surveys Data Updates	Ongoing		--	Head of GIS/ Land Records Analyst	7
Asset / Infrastructure Data Entry and Update	Ongoing		--	Head of GIS/ Land Records Analyst	17.5
Data Management (BCA)	Ongoing		--	Land Records Analyst	1.75
Data Management (LTSA, Records, etc.)	Ongoing		--	Head of GIS/ Land Records Analyst	17.5
					70
Bylaws and Policies		Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Zoning Bylaw Amendments	Ongoing		--	Planning	35
OCP Bylaw Amendments	Ongoing		--	Planning	35
Sewer Service Area Bylaw Amendments	Ongoing		--	Engineering	14
Town Centre Bylaw Amendments	Ongoing		--	Finance	7
Subdivision Bylaw Amendments	Ongoing		--	Engineering	7
Asset Management Policy			TBD	--	0
Asset Management Strategy			TBD	--	0
Asset Management Plan(s)			TBD	--	0
					98

# APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: INFORMATION TECHNOLOGY				
Capital Project:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (hours)
Collabspace Records Management Implementation	Phase 1 completed June 2019	November 2019	Head of IT/ Records Clerk	609
Evergreen hardware replacements	ongoing	ongoing	Head of IT/ Tech. Support Analyst	50
Network wiring upgrade		July 2019	Head of IT/ Tech. Support Analyst	30
Server hardware refresh		December 2019	Head of IT	105
Sooke.ca website		ongoing	Head of IT	100
Tempest Webservices		November 2019	Head of IT	100
				994
Operational Projects:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (hours)
EOC / ESS Hardware upgrade		May 2019	Head of IT/ Tech. Support Analyst	70
Unified phone system across sites (parks, DOS, wwtp)		August 2019	Head of IT/ Tech. Support Analyst	20
FOB security system upgrade across sites		October 2019	Head of IT	25
				115
Day to Day Task:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Break / fix requests		n/a	Head of IT/ Tech. Support Analyst	42
Backups - local / remote		n/a	Head of IT/ Tech. Support Analyst	14
Application updates - Tempest, Diamond, GIS, etc		n/a	Head of IT/ Tech. Support Analyst	14
Operating system / network / mobile patching		n/a	Head of IT/ Tech. Support Analyst	14

## APPENDIX B

<b>Day to Day Task:</b>	<b>Milestone Achievement</b>	<b>Target Date:</b>	<b>Primary Staff Contact</b>	<b>Staff Time (weekly est.)</b>
Desktop deployments		n/a	Head of IT/ Tech. Support Analyst	14
Mobile deployments		n/a	Head of IT/ Tech. Support Analyst	14
User provisioning / deprovisioning		n/a	Head of IT/ Tech. Support Analyst	7
Training / product research		n/a	Head of IT/ Tech. Support Analyst	21
				140
<b>Bylaws and Policies</b>	<b>Milestone Achievement</b>	<b>Target Date:</b>	<b>Primary Staff Contact</b>	<b>Staff Time (weekly est.)</b>
Fees bylaw (Tempest e-commerce)		TBD	Finance	1
Computer use policy (update for current tech)		TBD	Corporate Services	0.5
Records management / Data Governance		TBD	Corporate Services	5
				1



# APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: ENGINEERING				
Capital Project:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
Road Improvement Program	Major works complete	August 2019	Engineering Tech	60
Cains Park Staircase	Complete and closed	June 2019	Engineering Tech	60
Park Washroom + Fountains	Major works complete	August 2019	Engineering Tech	45
Transportation Master Plan	Awaiting first draft	Q4 2019	Engineering Tech	130
Parks and Trails Master Plan	Awaiting first draft	Q4 2019	Engineering Tech	130
West Coast Road Sidewalks	Awaiting MoU for funding and 95% design from MoTI	Q1 2020	Engineering Tech	40
EV Charger Install	waiting for grant award	January 2020	Engineering Tech	25
				490
Operational Projects:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
Highway Maintenance Contract	Public tender period	Septemeber 2020	Engineering Tech	80
Long-Line Painting Program	Complete and closed	July 2019	Engineering Tech	14
Short-Line Painting Program	Public tender Period	Septemeber 2020	Engineering Tech	14
Asset Planning	Datasets sent to GIS	in progress	Engineering Tech	12
Summer student management	collision report	August 2019	Engineering Tech	20
				140
Day to Day Task:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Highway Use Permits			Engineering Tech/ Clerk	8
Subdivision Drawing Review			Engineering Tech	7
Subdivision meetings (pre-apps, pre-cons, inspections, etc.)			Engineering Tech	4
Dispatchable Calls for Service			Clerk	4
Front-desk/phone/email complaints, inquiries, etc.			Engineering Tech	8
Speed Reader Board	Relocation/data analysis		Engineering Tech	2
				33

## APPENDIX B

Bylaws and Policies	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
DCC Bylaw Review	Awaiting confirmation to proceed	Q4 2019	Engineering Tech	80
Soil Removal/ Deposit Permit Rewrite	On the radar but no formal direction or vision	tbd	tbd	
Fixing up the highway use permit-related bylaw bits and making separate templates for driveways vs. utilities vs. subdivision-related	same as above	tbd	tbd	
Bylaw 404 review and revisions	same as above	tbd	tbd	
				80

# APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: SUBDIVISION				
Operational Projects:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (hours)
Clean-Up Outstanding Folders (approx. 20 folders)	Finalize and Close	December 2019	Land Develop. Tech	60
Tempest Prospero SSAC Update for Finance	Update Charges	October 2019	Land Develop. Tech/ Planning & Develop. Assistant	4
Review Cash in Lieu of Roads Accounts	Full Review	December 2019	Land Develop. Tech	70
Asset Management Data Collection Process-FAC	Update Process	December 2019	Land Develop. Tech/ Head of Geograpic Serv.	5
Review all Outstanding W&S Agreements	Review Files	December 2019	Land Develop. Tech	15
Latecomers	tbd	tbd	Approving Officer	
				60
Day to Day Task:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Questions from DOS Staff (in-person)		Ongoing	Land Develop. Tech	10
Security Reduction Requests	Release of Security	Ongoing	Land Develop. Tech	7
Drawing Reviews		Ongoing	Land Develop. Tech	1
Development Site Meetings		Ongoing	Land Develop. Tech	3
Sewer Pre-Purchase Capacity Tracking		Ongoing	Land Develop. Tech	1
Pre-application Meetings & Prep/Follow-up		Ongoing	Land Develop. Tech	8
Comfort Letters		Ongoing	Land Develop. Tech	0.25
General Administration/Processes etc.		Ongoing	Land Develop. Tech	4
Planning Referrals		Ongoing	Land Develop. Tech	3
Sewer Serviceability Reviews		Ongoing	Land Develop. Tech	1
Agreement Preparation		Ongoing	Land Develop. Tech	2
				40.25

## APPENDIX B

In Progress Applications	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
ENG01434 - Sunriver Old School Site	Final Acceptance Certificate	December 2019	Land Develop. Tech	4
ENG01947 - Stone Ridge Phase 3	Final Acceptance Certificate	December 2019	Land Develop. Tech	4
ENG02040 - Farrell Estates Phase 1	Final Acceptance Certificate	December 2019	Land Develop. Tech	4
ENG02209 - Sunriver Phase 5B	Phase Approval	December 2019	Land Develop. Tech	8
ENG02218 - 7707 West Coast - Phased Strata	Awaiting Final Phase		Land Develop. Tech	
ENG02326 - Woodland Creek - Helgesen Phase	Construction Completion Certificate	December 2019	Land Develop. Tech	6
ENG02528 - Sooke Point - Phased Strata	Active Construction		Land Develop. Tech	
ENG02615 - 6978 West Coast Road	Final Acceptance Certificate	December 2019	Land Develop. Tech	5
ENG02792 - 2093 Dover Street	With Applicant		Land Develop. Tech	2
ENG02899 - View Pointe Estates - Phase 3	CCC & Final Approval	December 2019	Land Develop. Tech	20
ENG02918 - View Pointe Estates - Phase 2	Construction Completion Certificate	December 2019	Land Develop. Tech	5
ENG02942 - 2298 Phillips Road	CCC & Final Approval	December 2019	Land Develop. Tech	20
ENG02953 - 7023 East Sooke Road	PLA Revision	October 2019	Land Develop. Tech	8
ENG02962 - 2732 Otter Point Road	With Applicant		Land Develop. Tech	3
ENG02976 - 6609 Goodmere Road	Active Construction		Land Develop. Tech	4
ENG03012 - 6712 Helgesen Road	CCC & Final Approval	December 2019	Land Develop. Tech	20
ENG03014 - 2325 Church Hill Drive	Pre-Con/Construction	December 2019	Land Develop. Tech	10
ENG03015 - 2325 Church Hill Drive (BLS)	Pre-Con/Construction	December 2019	Land Develop. Tech	10
ENG03054 - 7200 Mugford's Landing	With Applicant		Land Develop. Tech	2
ENG03128 - 6829 Grant Road W.	CCC & Final Approval	November 2019	Land Develop. Tech	20
ENG03133 - 2105 Firwood Place	With Applicant		Land Develop. Tech	
ENG03139 - Silver Spray Drive	With Applicant		Land Develop. Tech	
ENG03146 - Stoneridge Phase 4	CCC & Final Approval		Land Develop. Tech	20
ENG03219 - 1923 Maple Ave South	With Applicant		Land Develop. Tech	
ENG03221 - Sunriver Nickson Phase 2 (BLS)	PLA Letter	October 2019	Land Develop. Tech	15
ENG03222 - Sunriver Nickson Phase 1	PLA Letter	October 2019	Land Develop. Tech	15
ENG03253 - 6484 Golledge Ave.	Construction	December 2019	Land Develop. Tech	10
ENG03281 - 6868 Beaton Road	Final Approval	December 2019	Land Develop. Tech	15
ENG03285 - 7690 West Coast Road	With Applicant		Land Develop. Tech	
ENG03291 - 2005 Gillespie Strata Conversion	With Applicant		Land Develop. Tech	
ENG03304 - 2191 French Road South	with Applicant		Land Develop. Tech	
ENG03307 - Sunriver Willowpark Way	PLA Letter	October 2019	Land Develop. Tech	15

## APPENDIX B

In Progress Applications	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
ENG03316 - Sunriver Riverstone Cul-de-sac	PLA Letter	October 2019	Land Develop. Tech	15
ENG03341 - 6465 Sooke Road	Final Approval	December 2019	Land Develop. Tech	15
ENG03344 - 6897 Beaton Road	PLA Letter	October 2019	Land Develop. Tech	8
ENG03356 - 6690 Rhodonite Drive	PLA Letter	October 2019	Land Develop. Tech	6
ENG03357 - 5651 Woodlands Road	PLA Letter	October 2019	Land Develop. Tech	6
ENG03362 - 2030 Solent Street	PLA Letter	October 2019	Land Develop. Tech	6
ENG03368 - 1960 Gillespie Road	PLA Letter	December 2019	Land Develop. Tech	20
ENG03383 - 7059 Grant Road West	PLA Letter	December 2019	Land Develop. Tech	15
ENG03398 - Farrell Estates Phase 2	PLA Letter	December 2019	Land Develop. Tech	21
SSA Inclusion - 7116 Grant Road West	Review, Report to Council	December 2019	Land Develop. Tech	8
New Applications to be Received	Review, Referral, PLA	December 2019	Land Develop. Tech	20
				385
Bylaws and Policies	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Sewer Inclusion Requests (minor)	Council Adoption	Ongoing	Land Develop. Tech	8
DCC Bylaw Review (Sanitary and Roads) (assist)			Land Develop. Tech	2
Bylaw 404 Update - Housekeeping/TMP/PTMP/Land Use Committee Recommendations	Prepare changes	After TMP/PTMP	Land Develop. Tech	40
SSA Expansion Policy/Bylaw (assist)			Land Develop. Tech	2
New Building Bylaw Review - Implement with Bylaw 404			Land Develop. Tech	30
Parks and Trails Master Plan Review		December 2019	Land Develop. Tech	21
Transportation Master Plan Review		December 2019	Land Develop. Tech	21
				124

# APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: WASTEWATER				
Capital Project:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
Centrifuge/Biosolids Handling Replacement	Award Tender - Sept 9, 2019	2020	CAO	n/a
Flow Monitoring I&I Study	TBD	TBD	Manager Wastewater	n/a
				0
Operational Projects:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
Manhole Repairs (Contracted Work)	8 Manhole Repairs Completed for 2019	Complete	Manager Wastewater	20
				20
Day to Day Task:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Regulatory Compliance Reporting	Reporting Requirements on track for 2019	Quarterly	Manager Wastewater/ Wastewater Clerk	3
Collect Samples & Conduct Lab Analysis for Process & Compliance	Consistent effluent that meets process needs and regulatory compliance	Ongoing	Lead Operator	30
Operation & Maintenance of Collection System	Operate and maintain the collection system to meet regulatory compliance	Ongoing	Lead Operator	4
WWTP PM, Cleaning and Monitoring	Operate and maintain the WWTP system to meet regulatory compliance	Ongoing	Lead Operator	40
Lift Station O&M	Operate and maintain to meet regulatory requirements	Ongoing	Lead Operator	8
Contractor Requests/Inspections	As needed	Ongoing	Lead Operator	2
Install Access Boxes Over IC's	Installation as time permits	Ongoing	Lead Operator	6
Customer Service	Attend to customer issues as required	Ongoing	Manager Wastewater/ Wastewater Clerk	3
Trouble Shoot Operational Issues	Attend to unexpected operational issues as needed	Ongoing	Lead Operator	10
Operator Training	Mandatory Operator training and certification is a regulatory requirement	Ongoing	Manager Wastewater/ Wastewater Clerk	2
				108

# APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: PARKS				
Capital Project:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
JDFCTS Wayfinding	Supply acquisition, Graphic art development, installation	September 2019	Lead Hand	40
Tree Bylaw Report	Report to Council for direction, Draft bylaw after stakeholder input	December 2019	Head of Parks	280
Memorial Policy Report	Policy	Complete	Head of Parks	20
RFQ for Memorial Sculpture at Whiffin Spit	Award RFQ	December 2019	Head of Parks	10
	Complete Construction	December 2019	Head of Parks	
New benches on Whiffin Spit	Manage Installation project Location and styles of new benches		Head of Parks	20
DeMamiel Creek Connector Phase 1	Report to Council	September 2019	Head of Parks	40
	Tender	September 2019	Head of Parks	
	Manage construction	December 2019	Head of Parks	
DeMamiel Creek Pedestrian Crossing Phase 2	Approaching 50% design	September 2019	Head of Parks	20
Parks and Trails Master Plan	Draft	September 2019	Head of Parks	40
Kaltasin access to water	Not started	December 2019	Head of Parks	120
Bluffs Staircase	Request for quote for design (ISL)	December 2019	Head of Parks	80
School Traffic Action Plan	Complete	December 2019	Head of Parks	20
Parks Office Roof and Refurbishment	Develop project concept for approval to continue planning and budgeting phase	October 2019	Head of Parks	80
Community Washrooms	JPMP complete	December 2019	Head of Parks/ Engineering Tech.	10
				780



## APPENDIX B

Operational Projects:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
Welcome to Sooke Refurbishment	Awaiting fall to hold meeting	No started	Head of Parks	20
Sooke 20 <sup>th</sup> Year Event	Permit, power supply, porta potties, waste station/recycling, movie, fish-rock painting, use	Complete	Head of Parks	60
			Lead Hand	
Seasonal adornment	Christmas display expansion process and acquisition for Hwy 14 businesses	October 2019	Head of Parks	40
New spring banners	Banner displayed	Complete	Head of Parks	10
Sunriver Log	Refurbish and reinstate	Defer to 2020	Head of Parks	5
Ed Macgregor Fence	Replace existing fencing with Council decision – second report with costs/quotes required	October 2019	Head of Parks	5
Ed Macgregor Sign Refurbishment	Requesting Quotes from Original Artist	Complete	Lead Hand	2
Maywell bench	Relocation with plaque	Bench moved	Head of Parks	2
		Need plaque		
Brenda's Memorial Trees	Tree planting	Complete	Lead Hand	25
Brenda's legacy project	Report to Council on JPMP	In Progress	Head of Parks	20
Victoria Green Team	Manage two events	Septemeber 2019	Lead Hand	16
Communities in Bloom	Host Judges	Complete	Head of Parks	80
Tree Canada Grant	Grant received. Planting event	October 2019	Lead Hand	20
Water Quality Monitoring report	Review and comment to CRD Report to Council	October 2019	Head of Parks	5
				310
Day to Day Task:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Building Permits	Ongoing	Ongoing	Head of Parks	1
Development Referalls	Ongoing	Ongoing	Head of Parks	2
Hazardous Trees	Ongoing	Ongoing	Head of Parks	1
Calls for Service	Ongoing	Ongoing	Head of Parks	3
Parks Operations Administration	Ongoing	Ongoing	Head of Parks	5
Miscellaneous Meetings	Ongoing	Ongoing	Head of Parks	8
General Administration	Ongoing	Ongoing	Head of Parks	10
				30

## APPENDIX B

Bylaws and Policies	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Subdivision Bylaw	Amend to include new bollard spec and tree protection	December 2019	Head of Parks	20
Boulevard Policy	tbd	tbd	Head of Parks	40
Community Parks Regulation	tbd	tbd	Head of Parks	20
				80

# APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: PLANNING				
Operational Projects (applications):	Milestone Achievement	Target Date:	Primary Staff Contact	*Staff Time (total hours)
Rezoning - Wadams Farm - 133 units	Rezoning Adopted	Q1 2020	Planner	15
DP - Wadams Farm - 133 Units	DP Issued	Q1 2020	Planner	10
DP - 1824 Maple Ave	DP Issued	Q4 2019	Planner	3
DP - 6829 Grand Rd	DP issued	Q4 2019	Planner	8
DP/DVP - Goodridge	DP/DVP Issued	Q4 2019	Planner	3
Covenant Amendment - 2044 Gatewood Rd	CA approved and registered	Q1 2020	Planner	6
Zoning Text Amendment - Sunriver	Approved by Council	Q1 2020	Planner	30
DP - Mariners Commercial site	Approved by Council	Q1 2020	Planner	30
DP - Library	Approved by Council	Q4 2019	Manager of Planning	5
DP - 2150/7004 Melrick	DP Issued	Q4 2019	Planner	6
Rezoning - 2096 Kennedy	Adopted by Council	Q1 2020	Planner	15
DP/DVP/Covenant Amnd - 2075 Drennan-BCH	Approved/Issued by Council	Q1 2020	Planner	25
DP 1890 Maple Silver Streak Marine	DP Issued	Q1 2020	Planner	5
DP/DVP 2170 Charters BC Housing	DP Issued	Q1 2020	Planner	25
Rezoning - 2020 Kaltasin	Adopted by Council	Q4 2019	Planner	3
				189
Day to Day Task:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Phone / email inquiries (entire team)		Ongoing	Planner	8
Counter inquiries (entire team)		Ongoing	Planner	4.5
Pre-application Meetings		Ongoing	Planner	8
Comfort Letters		Ongoing	Planners/ Planning & Develop. Assistant	0.25
General Administration		Ongoing	Planner	3
Building Permit referrals		Ongoing	Planner	16
Subdivision referrals		Ongoing	Planner	0.25
Business license referrals		Ongoing	Planner	0.25
Adjacent Municipal referrals		Ongoing	Planner	0.15
Sign Permits		Ongoing	Planner/ Planning & Develop. Assistant	1
				41.4

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Bylaws and Policies	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Flood Regulation Bylaw	Adopted	Q4 2019	Planner	3
Official Community Plan RCS Update	Adopted	Q4 2019	Planner	8
Official Community Plan (RFP/scoping)	RFP out	Q4 2019	Manager of Planning	3
OCP Transportation update	Adopted	Q2 2020	Manager of Planning	3
OCP Parks and Trails update	Adopted	Q2 2020	Manager of Planning	3
OCP Housing Policy Update	Adopted	Q2 2020	Planner	3
Housing Needs Assessment	Resolution	Q4 2019	Planner	10
Child Care Needs Assessment	Resolution	Q4 2019	Planner	10
Community Ammenities Bylaw	Adopted	Q2 2020	Manager of Planning	10
Development Procedures Policy Update	Resolution	tbd	Manager of Planning	5
Fees Bylaw	Adopted	tbd	Manager of Planning	3
				61

## APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: FIRE				
Capital Project:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
Battalion 1 Replacment/Reallocation	Truck Chassis arrived	September 2019	Captain	44
Building Assesment Support	Engineering RFP estimate on file	December 2019	Chief	21
Fire Dept Equipment & Training Grant	Application extension provided by UBCM		Captain	22
Squad 2 Replacment and Disposal	Truck Chassis arrived	September 2019	Captain	44
Station 1 Compound Security Project	Estimated provided & Easement issue	2020	Captain	33
SEP EOC, ESS, Escape Route Grants	Grants received, EOC, ESS Complete, Escape Route Regional Planning in progress	December 2019	Chief/ Deputy Chief	108
SPU 2 Equipment Procurement	Mostly complete, New OFC Requirements	December 2019	Captain	22
Engine 1 Replacment Unit 201	RFP Awarded to HUB Fire Trucks	2020	Captain	185
SEP Group Lodging and Reception Centre Trailer	Complete	complete	ESSD	28
				507

## APPENDIX B

Operational Projects:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
Reports to Council	Consulting support for 2020	2020	Chief	27
FUS Grading 2019	Waiting for FUS and data submission	2020	Chief	18
Recruit Training Program Review	Ongoing	December 2019	Fire Fighter	33
Occupational First Aid Level III, EMR Bridge	Final Exam preparation	December 2019	Fire Fighter	44
Sooke Emergency Program Plan Update	SEP member support	December 2019	Chief/ Deputy Chief	70
2020 Budget Planning	Post Strategic Plan reiew	November 2019	Chief	49
Access Standards Document Creation	Waiting for clerical support	December 2019	Fire Services Assistant	14
NFPA 1300 Community Risk Reduction	Strategic Plan alignment and FPO support	2020-2021	Chief	0
NFPA 1001 Completion	Ongoing	December 2019	Captain	36
Customer Service Improvements	Ongoing	December 2019	Chief	12
SEP CRD Emergency Notification System	Training and Access provided by CRD	December 2019	Chief/ Deputy Chief	18
RIT Project	New Boards complete and SOG in draft	December 2019	Fire Fighter	44
Fire Officer I, II Certification	Ongoing	December 2019	Captain	36
Health & Wellness Planning	Fall training planned	December 2019	Fire Fighter	60
ESS Orgchart and committee information	Ongoing	December	Fire Services Assistant	8
Career Training Schedule	Ongoing	December 2019	Captain	22
Pre Incident Plan Improvements & GIS support	Ongoing	December 2019	Chief/ Captain	40
FUS STSS Boundary Inspections	Waiting for Road Realignment	2020	Chief/ Deputy Chief	0
Asset managment and tracking sheet for apparatus	Waiting for Asset Finda mobile app	2020	Chief/ Captain	0
				531

## APPENDIX B

Day to Day Task:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Company Inspection Schedule	November Blitz in planning	November 2019	Chief/ Deputy Chief	14
Job Performance Requirement Checksheets	Ongoing	December 2019	Captain	3
Lesson Plan Creation	Ongoing	December 2019	Captain	3
Ongoing Pump Testing, Repairs, Maintenance	Ongoing	December 2019	Captain	4
Target Solution Integration	Ongoing	December 2019	Captain	4
SEP Resource List for EOC	Ongoing	December 2019	Fire Services Assistant	4
Training delivery review career	Ongoing	December 2019	Captain	3
Recruitment process review	Ongoing	December 2019	Captain	4
Fire Dept Permits	Ongoing	December 2019	Fire Services Assistant	1
Fire Clerk Process Documents	Ongoing	December 2019	Fire Services Assistant	1
Training, Identify Skills needs	Ongoing	December 2019	Captain	1
Training delivery review POC	Ongoing	December 2019	Captain	1
Training delivery review crossover	Ongoing	December 2019	Captain	1
Laminate Sooke Maps for EOC		December 2019	Fire Services Assistant	1
				45
Bylaws and Policies	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Standard Operating Guideline Overhaul	Final Sign off in progress	August 2019	Chief/ Deputy Chief	8
New Staff Orientation Manual	Career staff draft edited	August 2019	Fire Services Assistant	7
Silver Spray Suppression Agreement	Preliminary meeting with CRD complete	August 2019	Chief/ CAO	1
SEP MOUs Reception Centres and Group Lodging		December 2019	Fire Services Assistant	1
Burning Regulation 292 Bylaw review	Petitions from Special Interest Groups	2020	Chief	0
SEP Develop TOR for Leads and POD Captains		2020	Deputy Chief/ Fire Services Assistant	0
				17



# APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: BUILDING SAFETY				
Capital Project:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
New Office Space	Completed	August 2019	Direcotr of Finance	80
				80
Operational Projects:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
All Staff Members of Building Inspection Team to Complete Level 1 online Course	Completion and Passing of Exam	November 2019	Chief Building Official	8
				8
Day to Day Task:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Review Building Permit Applications	Day 1	1 Day	Building Clerk	15
Enter Information into Propero	Day 1	1 Day	Building Clerk	15
Plan Review	Within 10 days	Within 10 days	Building Inspector	20
Issue Building Permits	Within 10 days	Within 10 days	Building Inspector	20
Carry out Inspections	Through-out the project	Through-out the project	Building Inspector	30
Occupancy/Final/Close File	At end of project	At end of project	Building Inspector	15
Occupancy/Final/Close File	At end of project	At end of project	Building Inspector	16
Support Building Inspectors and respond to builders questions, review permits	High quality customer service	ongoing	Chief Building Official	35
				166
Bylaws and Policies	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
New Building Bylaw Review	Passing of New Building Bylaw	Spring 2020	Chief Building Official	4
				4

# APPENDIX B

DEPARTMENTAL SERVICES - 2019				
DEPARTMENT: BYLAW				
Capital Project:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (total hours)
Unit -211 reallocation	Deliver 2nd quarter 2020 as second Bylaw vehicle	2020	Chief/ Bylaw Officer	5
				5
Day to Day Task:	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Business Licensing Backlog	Ongoing	December 2019	Bylaw Officer	10
Bylaw Enforcement	Ongoing	December 2019	Bylaw Officer	40
				50
Bylaws and Policies	Milestone Achievement	Target Date:	Primary Staff Contact	Staff Time (weekly est.)
Burning Regulation Bylaw review	Petitions from Special Interest Groups	Current -2020	Chief/ Bylaw Officer	2
				2