



2019 Annual Report



Celebrating 20 years

July 2020

Fiscal Year Ending December 31, 2019

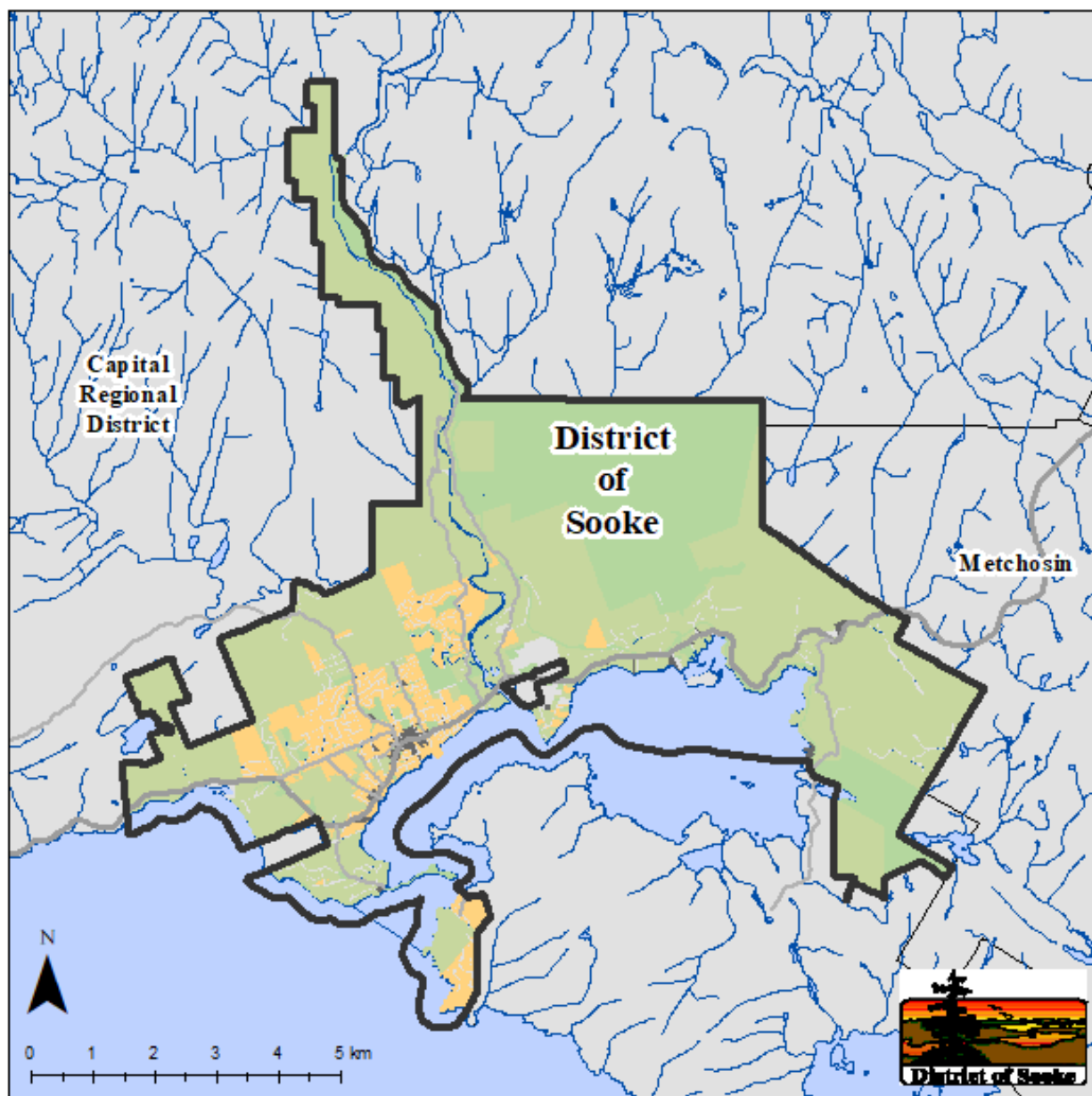


Table of Contents

LETTER FROM THE MAYOR	1
LETTER FROM THE CHIEF ADMINISTRATIVE OFFICER	3
WELCOME	4
COUNCIL.....	5
MAYOR.....	6
COUNCILLORS	7
TRIBUTE TO FORMER COUNCILLOR BRENDA PARKINSON.....	9
SOOKE'S VISION, MISSION, CORE VALUES AND STRATEGIC PLAN	10
COUNCILSTRATEGIC PLANNING	10
COUNCIL STRATEGIC PLANNING: SETTING GOALS, OBJECTIVES, AND PRIORITIES	11
ADMINISTRATION	12
ROYAL CANADIAN MOUNTED POLICE (RCMP)	13
HUMAN RESOURCES.....	15
FINANCIAL SERVICES DEPARTMENT.....	16
INFORMATION TECHNOLOGY (IT)	18
CORPORATE SERVICES	19
MUNICIPAL BYLAW SERVICES.....	20
PLANNING & DEVELOPMENT SERVICES	21
PLANNING.....	21
SUBDIVISION	22
BUILDING SAFETY	23
OPERATIONS	25
ENGINEERING	26
GEOGRAPHIC INFORMATION SERVICES (GIS)	27
PARKS AND ENVIRONMENT SERVICES.....	29
WASTEWATER TREATMENT PLANT (WWTP).....	30
FIRE DEPARTMENT	31
SOOKE EMERGENCY PROGRAM.....	34
COMMUNITY GRANT AWARDS	35
PERMISSIVE PROPERTY TAX EXEMPTIONS	36
2019 A YEAR IN PHOTOS & KEY EVENTS	38

Appendix A: Council Strategic Plan – Action Plan (December 31, 2019)

Appendix B: 2019 Audited Financial Statements

2019 Annual Report approved by Council on August xx, 2020

This page intentionally left blank.



Letter from the Mayor

On behalf of the District of Sooke, it is my pleasure to introduce the 2019 Annual Report. In these pages you will find opportunity to share in our successes, as 2019 was a very busy and productive year. Conversely, we will also reflect upon the immense loss to our community with the passing of Councillor Brenda Parkinson. Whether in celebration, or in mourning, Sooke residents came together in 2019 and I continue to be amazed by the spirit of this community.

Highlights of 2019 include the hiring of our new Chief Administrative Officer, Norm McInnis and welcoming our new Councillor, Dana Lajeunesse. After a series of field tours and orientation activities, the newly elected Council adopted a Strategic Plan establishing goals for their term of office. Council's areas of focus include completing a new *Official Community Plan*, environmental stewardship, affordable housing, economic development, improved communication and community engagement, measured growth, and infrastructure improvements.

We worked with counterparts at various levels of government and saw several large, provincial investment announcements in 2019, including an \$85-million realignment of Highway 14 in the 17 Mile House area and a multi-million-dollar expansion of the West Coast Medical Clinic. The District of Sooke collaborated with the Vancouver Island Regional Library to further construction of a new location on Wadams Way and with SEAPARC as they moved towards completion of their new gym area. BC Housing announced two affordable housing projects in the town-centre and the Knox Vision Society opened their affordable housing complex. Sooke also undertook a Housing Needs Assessment and an Economic Analysis to identify community needs to shape future planning and development.

2019 was a year of active public engagement. Along with the Housing Needs Assessment, Sooke completed a Childcare Needs Assessment and substantially completed both a Parks and Trails Master Plan and a Transportation Master Plan. All of these studies not only shape the way our community grows and prioritizes resource allocations, they will also be used to inform our *Official Community Plan*.

Planning and consultation also took place for Phase 1 of the Little River Pedestrian Crossing, which will connect Sunriver to the area of Poirier Elementary School and Journey Middle School. Upon its completion, the project will create additional active transportation routes to school for many Sooke students. Additional youth-friendly developments in 2019 included the installation of new playground equipment in Brooks Park and the construction of a waterfront staircase at Cains Park, allowing for school groups to access the water and the numerous learning opportunities it provides.

Highlights for me at a personal level include acclamation as the President of the Union of British Columbia Municipalities and appointment as a member of the Federation of Canadian Municipalities Board of Directors, both of which create immense opportunity to collaborate and learn from other communities across the province and the country. Closer to home, a highlight was the continued cultivation and building of a strong relationship with the T'Sou-ke Nation. Developing a shared vision for a sustainable future is a priority for both our Council and theirs, and we have had many productive conversations in the last year.

Sooke celebrated its 20th anniversary in 2019, as we were first incorporated as a municipality in 1999. Residents took part in a day of family fun in John Phillips Memorial Park and huddled together under the stars to watch an outdoor movie. It was a memorable day that will set us off on the right foot towards our next 20 years.

Speaking of the future, as I write this message, Sooke, and communities worldwide, are in the midst of the coronavirus pandemic. It is difficult to know exactly what the upcoming year will hold. Plans have changed and will likely change again as the public health crisis unfolds and leaders shift their strategies to best support community members.

Despite the uncertainty, Council and staff at the District of Sooke remain dedicated stewards of public assets. As always, we welcome feedback on the information contained in this annual report and ideas for how we can continue to work together with residents to create a thriving community we are all proud to call home.

Yours sincerely,



Mayor Maja Tait



Natori, Japan visit October, 2019

Letter from the Chief Administrative Officer

Congratulations to the community of Sooke on its first 20 years of being incorporated as a local government in the province of British Columbia. I have the privilege and honour of being the 7th Chief Administrative Officer for the District of Sooke, being appointed to the position by Council in July, 2019. Since arriving, the community has been very welcoming and my family and I are loving the opportunity to call this wonderful place, “home”.

The Annual Report provides an opportunity to highlight the municipality’s initiatives undertaken over the past year, outlines the objectives for the next two years and is a terrific resource for citizens to gain an understanding of the District’s finances and long- term fiscal sustainability. In this report you will find an overview of municipal services and operations, a progress report regarding objectives for 2019, forecasted priorities for 2020 and 2021, and financial reporting for 2019, including the audited financial statements.

In 2019, Council adopted their Strategic Plan for the next four years. Sooke is a vibrant, growing community and there is much to achieve, not just in these 4 years, but for the following decade and beyond. There are many projects on the horizon including a new library, multi-sport court box, dog park, sewer expansion, and affordable housing developments, just to name a few. With this comes the demand for more services as the population grows and hopefully with this, more economic growth.

The COVID-19 pandemic will definitely have an impact to the District’s economy as it will many municipalities across BC, Canada, and the world. With the continued high spirit of volunteerism in Sooke, it is evident that this community will come together and prevail. The District of Sooke Council and staff will be here to assist the community in any way that it can. The Corporation of the District of Sooke will grow as the community of Sooke grows, ensuring that we provide the services that you depend on in a sustainable and responsible way.

Sincerely,



Norm McInnis

Chief Administrative Officer

nmcinnis@sooke.ca



(photo credit: Tim Collins, Sooke News Mirror)

Welcome

The District of Sooke is located a 45-minute drive southwest of downtown Victoria, on Vancouver Island, BC. Sooke is home to the T'Sou-ke First Nation and the first European immigrant purchased land at Sooke Harbour in 1849. The name T'Sou-ke (from the SENĆOŦEN language) is said to be that of a stickle back fish found at the river mouth. The main economical industries that built the community of Sooke were fishing and logging. Today, the economy is dependent on tourism.



The area offers many beautiful seascapes, the “jewel” being Whiffin Spit which divides Sooke Harbour from the Juan de Fuca Strait, the majestic backdrop being provided by the Olympic Mountains located in Washington, USA. Sooke’s natural economic industry offers vast trails, hiking, camping, farming, recreational fishing, whale watching opportunities and of course, the Sooke Potholes. There are many independently owned restaurants to offer a taste of locally grown food and seafood to travelers visiting the community. In addition, there are an abundance of artisan shoppes and a growing industry of micro-brews, wines, and spirits to quench one’s thirst.

The District is one of the fastest growing communities in the Capital Regional District (CRD) growing 13% in population over the past 5 years and is currently estimated at over 14,000 people. There are 3 elementary schools, 1 middle school and 1 high school all of which are nearing capacity. Facilities include an artificial soccer turf field, skate park, ball diamonds, horseshoe pitch, tennis/pickleball court, and a recreational facility operated by the CRD that consists of an indoor swimming pool, ice arena and gym. Residents are active and love being outdoors with many parks, greenspaces and a marine boardwalk to enjoy.

The District of Sooke was incorporated on December 7, 1999, recently celebrating its 20th Anniversary as a local government in BC. It seems timely that with 20 years behind it, and with the simultaneous increase in population and developmental growth, the quaint seaside community is gaining in popularity not only as a place to visit and explore, but to also live and call home.



Council

Council is the legislative body charged with the responsibility to provide good government for its community and is comprised of one Mayor and six Councillors for the District of Sooke. The elected Council approves the budget which determines the tax rate each year. Council also focuses on the community's goals, major projects and other long-term considerations such as community growth, land use development, capital improvement plans, capital financing and strategic planning, rather than the administrative details. The latter responsibility falls to the Chief Administrative Officer .




Back Row, Left to Right: Councillors Jeff Bateman, Megan McMath, Al Beddows, Tony St-Pierre
Seated, Left to Right: Councillor Brenda Parkinson, Mayor Maja Tait, and Councillor Ebony Logins
Bottom Left Inset: Councillor Lajeunesse joined Council in October 2019

Declaration of Disqualification in accordance to the Community Charter s. 98(2)(e):

There were no declarations of disqualification made in 2019.

Mayor




The Mayor is the head and Chief Executive Officer of the municipality. The *Community Charter* sets out specific powers and duties of the Mayor which are in addition to the Mayor's responsibilities as a Council Member.




Mayor Maja Tait	<i>Elected as Mayor since 2014 (Councillor since 2008)</i>
	<ul style="list-style-type: none"> ▪ Capital Regional District (CRD) Board – Director CRD Committees: <ul style="list-style-type: none"> - First Nations Relations - Chair - Regional Parks & Environment - Finance & Government - Sooke & Electoral Area Parks & Recreation Commission (SEAPARC) ▪ Capital Regional Hospital Board – Director ▪ Capital Regional Housing Corporation – Director ▪ Te-Mexw Treaty Advisory Committee ▪ BC Transit – Victoria Regional Transit Commission ▪ Sooke Region Primary Health Care Services Working Group – Chair ▪ Union of BC Municipalities (UBCM): <ul style="list-style-type: none"> - First Vice President (2018-2019) - President (2019-2020) - UBCM Committees/Appointments: <ul style="list-style-type: none"> ▪ President's Committee ▪ Health & Social Development – Chair ▪ Joint Provincial/Local Government Committee on Cannabis Regulation ▪ Access 2 Justice Leadership Council ▪ Towards Parity Initiative ▪ Local Government Leadership Academy ▪ Local Government Finance Committee ▪ Federation of Canadian Municipalities (FCM) ▪ Committee of the Whole (2018-2020) ▪ BC Caucus (2018-2020) ▪ Rural Forum (2018-2020) ▪ Increasing Women's Participation in Local Government (2018-2020) ▪ Community Safety and Crime Prevention (2018-2019) ▪ Social Economic Development (2018-2019) ▪ Environmental Issues & Sustainable Development (2019-2020) ▪ International Relations (2019-2020) ▪ Western Economic Solutions Task Force (WEST) (2019-2020) ▪ FCM-UBCM PMI-LED (Partnerships for Municipal Innovation – Local Economic Development – Cambodia Mission (2019-2020)

*Four-year term

Councillors

The *Community Charter* establishes Council as the governing body of the District, and the municipality's powers, duties and functions are to be exercised by its Council unless the *Community Charter* or *Local Government Act* provides otherwise.

Councillor Jeff Bateman	<i>Elected as Councillor in 2018</i>
	<ul style="list-style-type: none"> ▪ Chair, Northeast Quadrant Lot A Task Force ▪ Representative, Vancouver Island Regional Library (VIRL) Board (one-year term) ▪ Liaison, Victoria Family Court and Youth Justice Committee (one-year term) ▪ Liaison, Sooke Region Communities Health Network, Age-Friendly Committee (one-year term) ▪ Co-Liaison, Sooke Economic Development Group (2019) ▪ Alternate Director, Capital Regional District (CRD) Board ▪ Alternate Director, CRD Hospital Board
Councillor Al Beddows	<i>Elected as Councillor in 2018</i>
	<ul style="list-style-type: none"> ▪ Representative, Sooke and Electoral Area Parks and Recreation Commission (SEAPARC) (one-year term) ▪ Liaison, Edward Milne Community School (EMCS) Society (one-year term) ▪ Co-Liaison, SEAPARC, Sooke Community Association, and Sooke Museum regarding discussions on adjoining lands ▪ Liaison, 20th Anniversary Picnic and Movie in the Park event (2019) ▪ Alternate, Capital Regional District Arts Commission (three-year term)
Councillor Dana Lajeunesse	<i>Elected as Councillor in October 2019</i>
	<ul style="list-style-type: none"> ▪ Representative, Capital Regional District Arts Commission (three-year term) ▪ Alternative, Sooke and Electoral Area Parks and Recreation Commission (SEAPARC) (one-year term)

Councillor Ebony Logins	<i>Elected as Councillor in 2014</i>
	<ul style="list-style-type: none"> ▪ Representative, Capital Regional District (CRD) Regional Housing Trust Fund Commission (two-year term) ▪ Representative, Juan de Fuca Water Distribution Commission (three-year term) ▪ Liaison to Rotary Kiosk Redesign Committee ▪ Alternate, Te'mexw Treaty Advisory Committee (one-year term) ▪ Chair, Sooke Affordable Housing Committee ▪ Alternate to Vancouver Island Regional Library (VIRL) Board (one-year term)
Councillor Megan McMath	<i>Elected as Councillor in 2018</i>
	<ul style="list-style-type: none"> ▪ Representative, Capital Regional Emergency Services Telecommunications (CREST) (four-year term) ▪ Liaison, Ministry of Transportation & Infrastructure (MoTI) ▪ Liaison, Sooke Region Tourism Association (one-year term) ▪ Co-Liaison, Sooke Economic Development Group (2019) ▪ Liaison, Sooke Community Association ▪ Co-Liaison, District to SEAPARC, Sooke Community Association, and Sooke Museum regarding discussions on adjoining lands ▪ Alternate, Capital Regional Water Supply Commission (three-year term) ▪ Alternate, Juan de Fuca Water Distribution Commission (three-year term)
Councillor Tony St-Pierre	<i>Elected as Councillor in 2018</i>
	<ul style="list-style-type: none"> ▪ Director, Capital Regional Water Supply Commission (four-year term) ▪ Representative, Capital Regional District (CRD) Climate Action Inter-Municipal Task Force (four-year term) ▪ Liaison, Sooke Regional Historical Society (one-year term) ▪ Chair, Sooke Climate Action Committee ▪ Co-Liaison, District to SEAPARC, Sooke Community Association, and Sooke Museum regarding discussions on adjoining lands

Tribute to Former Councillor Brenda Parkinson

Brenda Parkinson served eight years as an elected official on District of Sooke Council. She was first elected as a Councillor in 2005 and re-elected in 2014 and again in 2018. Brenda was honoured to represent the interests of Sooke residents by also serving on many of the CRD committees and commissions during her time as Councillor for the District of Sooke.

Brenda's passion was art and she was Chair of the Sooke Program of the Arts (SPA) Committee during her terms as a Councillor. Along with this committee, she initiated several community beautification projects, such as the photography covered hydro boxes and the acquisition of the Spirit Bear located at the Sooke Region Museum.



Brenda was an avid artist herself and enjoyed painting in her spare time. She was Chair of the Mayor's Panel on Arts and Beautification from 2012 – 2014, leading such projects as the bus shelters artwork installation, encouraging local artists at Edward Milne Community School for submissions. She also chaired the Communities in Bloom Committee, where Sooke received the highest designation of a "5-bloom" status for the past six (6) years.

To start off each new year on a positive note, Brenda organized the Annual Mayor's New Year's Levee for the residents of Sooke from 2014 - 2019. In 2020, the year following her passing, no Levee was held; it would not have been the same without Brenda's smiling face in attendance.

Brenda also assisted with organizing the Canada Day celebration at the Sooke Flats for many years. Her father was a veteran and thus, she was very proud to be Canadian. Unfortunately, Brenda passed on June 28, 2019 a couple of days before the 2019 celebration ensued. Most residents in attendance who knew Brenda felt her presence, and the Arts Committee held a special tribute for her at the event.

The District of Sooke Council, the T'Sou-ke Nation, staff, and friends honoured Brenda Parkinson at a tree planting event held later in the summer located at John Philips Memorial Park, next to Municipal Hall. She was an avid supporter of the Sooke Fire Department, and it was at this event the department announced that the District's ladder truck would be named "Brenda" in her honour.



She was always thinking of others and will be forever missed.



Sooke's Vision, Mission, Core Values and Strategic Plan

Council Strategic Planning

Local governments use strategic plans to set clear policy goals, priorities, and objectives. Strategies set the timeframe and describe how the organization will achieve long-term goals. The strategic plan serves as a framework for setting annual priorities and defining action strategies.

In 2019, Council developed a new *Strategic Plan* to guide them over their four-year term. These priorities will help define how the local government serves and shapes the community. It also guides Council, ensuring that Council operates from a shared foundation and defines an overall direction to the Leadership Team, in carrying out Council's vision for the whole community.

As part of the process Council developed new *Vision* and *Mission* statements and established *Core Values, Goals and Objectives* to which they based their priorities from.



Vision:

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



Mission:

The District of Sooke strives to be a compassionate, engaged, and effective organization providing excellent public services to its citizens by:

- Maintaining our strong sense of identity;
- Managing our growth for generations to come; and
- Making our economy diverse and resilient.

Council is responsible for making important decisions about the scope of services that the local government will provide and how to pay for those services. Together, they are also responsible for establishing policies that affect our community, including areas such as local economic growth, cultural change, the environment, new residents, regional collaboration, long-term financial management and more. These decisions are best made when guided by a clearly defined set of core values: These agreed upon core values are the goals for the District of Sooke and outline the community's vision for the future.



**Effective
Governance**



**Community
Well-being & Safety**



**Community
Vibrancy**



**Long-Term
Thinking**



**Effective &
Consistent
Communication**



**Environmental
Leadership**

Council Strategic Planning: Setting Goals, Objectives, and Priorities

Below is a synopsis of the 2019-2022 Council Strategic Plan. A copy of the plan, in its entirety, is located on the District's website for more information. Although the Council Strategic Plan is developed for a four-year period, it is evaluated on an ongoing basis and supplemented with an annual planning session each spring, alongside the Financial Planning cycle. A copy of the most recent Action Plan is included as Appendix A.

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 well-being
- ◆ Support Council and staff with the necessary tools to provide excellent governance and customer service



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' coloured lens
- ◆ Promote food security at individual and community levels
- ◆ Build additional trail infrastructure, connectivity, and amenities
- ◆ Improve community emergency and disaster preparedness



Manage long-term growth while enhancing community identity, vitality, and safety

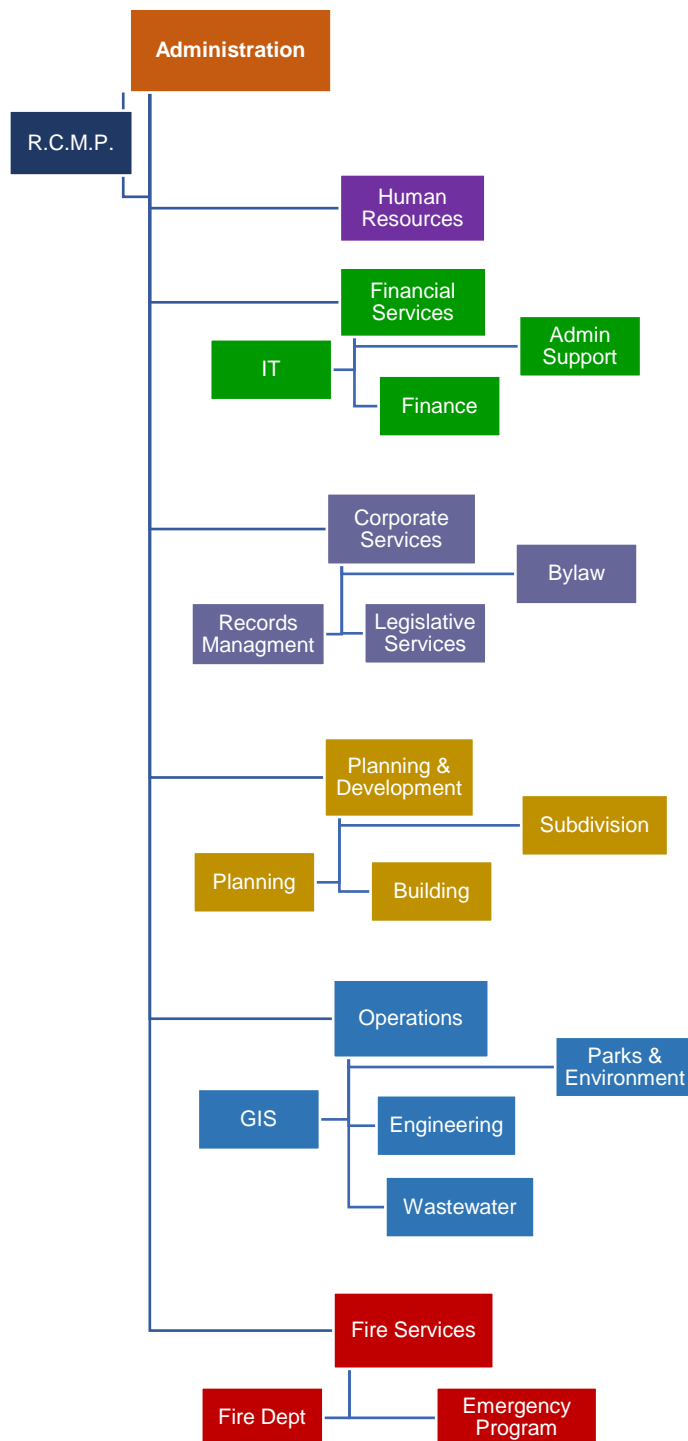
- ◆ Begin development of a community hub in the town centre
- ◆ Continue to advocate for improved access to health and child care
- ◆ Strengthen local economic development and tourism
- ◆ Undertake public space improvements and beautification projects
- ◆ Develop a regulatory framework to promote more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





Administration Office of the Chief Administrative Officer

The Chief Administrative Officer (CAO) is appointed by Council and is responsible to Council for the execution of Council's decisions and the work of District departments.



With the hire of a new CAO in July 2019, one of Council's first priorities in their Council Strategic Plan was to have the CAO conduct an organizational review with a focus on achieving Council priorities.

The new organizational structure is reflected in the chart to the left.

District of Sooke employs approximately 55 employees, distributed as follows:

- 11 regular full-time Exempt
- 31 regular full-time CUPE
- 2 auxiliaries (term-based) CUPE
- 5 temporary on-call CUPE
- 5 regular full-time career firefighters

The District also has 32 Sooke Fire Department paid on-call members (Suppression and Fire Incident Support Team members) who receive pay for training, duty relief shifts, and call-out shifts; 24 Emergency Social Services (ESS) volunteers; and 6 Emergency Radio Operations Group volunteers who receive training remuneration funded by Emergency Management BC (EMBC).



Royal Canadian Mounted Police (RCMP)

The RCMP underwent change in 2019, with the hire of a new RCMP Detachment Commander, Staff Sergeant Brett Sinden. The Detachment Commander works collaboratively with the District's leadership to align priorities with community needs.

Sooke RCMP provides policing services to the District of Sooke, East Sooke, Otter Point, Shirley, Jordan River and Port Renfrew. The Detachment consists of 17 RCMP officers, 13 of which are funded by the District of Sooke, and 4 funded by the Province. The Detachment has 4 support staff, one Victim Service worker and 4 part-time "on-call" guards.



Photo: Mike Byrne 2018

Sooke Detachment members provide response for calls to service ranging from provincial statutes, and traffic accidents to serious criminal offences. The detachment also conducts patrols and traffic enforcement as well as Community Policing initiatives within the District of Sooke and rural areas.

2019 Sooke RCMP Highlights

- Arrival of S/Sgt. Brett Sinden as Sooke Detachment Commander and two experienced members from other areas and one new recruit
- E Division Commanding Officer's Certificates of Appreciation presented to current Sooke member Cst. From and past Sooke members Cst. Sherman and Cst. Treen recognizing exceptional teamwork and bravery in a swift water rescue from 2018
- Improved schedule to enhance service delivery
- Some members trained as Drug Recognition Experts to support drug-impaired driving investigations
- Continued ongoing support of our frontline resources by volunteer in Speed Watch and Citizens' Patrol

Sooke RCMP Initiatives Planned for 2020 & 2021

- Replacement for Sgt. Wiebe
- Target prolific offenders, increase road safety, improve relations with our community partners, and increase services for victims of crime
- Management of prolific offenders – prevent and reduce property crime
- Road safety education, awareness and enforcement
- Contribute to employee wellness and respectful workplace initiatives
- Homeless outreach - ensuring our homeless population is aware of resources available

Key Activities	2017	2018	2019
Assaults	112	116	118
Sexual Assaults	12	24	15
Break & Enter (Business)	10	15	17
Break & Enter (Residence)	17	34	38
Break & Enter (other)	13	20	18
Theft from vehicle	77	57	73
Theft over \$5000	4	7	7
Theft under \$5000	138	169	163
Mischief/Property Damage	164	228	196
Incidents under the Mental Health Act	186	228	210
Dangerous Motor Vehicle Operation	5	2	-
Impaired Motor Vehicle Operation	92	150	117*
Total Calls for Service - Sooke	4,616	4,563	4,468
Total Calls for Service – Detachment	5,777	5,963	5,762



Other Statistics:

Guardroom statistics: 201 prisoners

Criminal record check statistics: Paid – 316

Volunteer – 279

Traffic Violation Tickets: 147

Traffic Notice and Orders: 87

*not included in calls for service information tallies

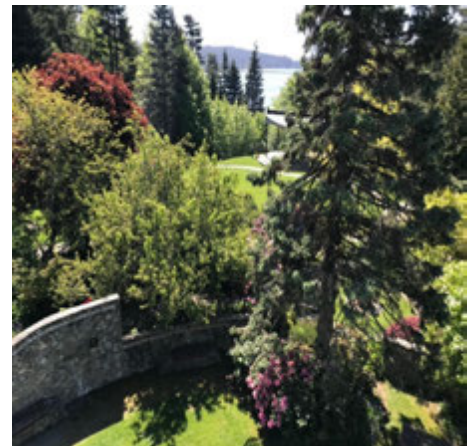




Human Resources

This department is responsible for training and development; job evaluation and performance management; recruitment, selection, onboarding and retention; organizational development; disability and workplace injury management and return to work processes; collective agreement compliance; policy recommendations; and administering the Joint Health and Safety Committee (comprised of municipal hall employees, fire department and outside workers) and meetings and programs for the District's employees. Currently, this role has also been overseeing municipal building maintenance and renovation projects.

Key Statistics	2018	2019
<u>Employment:</u>		
Number of Job Postings	15	16
Number of Interviews	56	48
Number of Positions filled	17	13
<u>Meetings:</u>		
Number of Joint Health & Safety Committee	8	10



2019 Human Resources Highlights

- Completed Rick Hansen Foundation Accessibility (RHFAC) upgrades for Municipal Hall and Fire Hall (Hearing Loop System, accessible washroom facility and front counter)
- CUPE Collective Agreement (2019-2021) ratified
- Occupational Health and Safety Program Update Phase 1 completed

Human Resources Initiatives Planned for 2020 & 2021

- Create Performance Review system and process
- Update the Exempt Employee Handbook
- Occupational Health and Safety Program Update Phase 2
- Implement a training and development policy as per LOU #8 Training and Development Policy

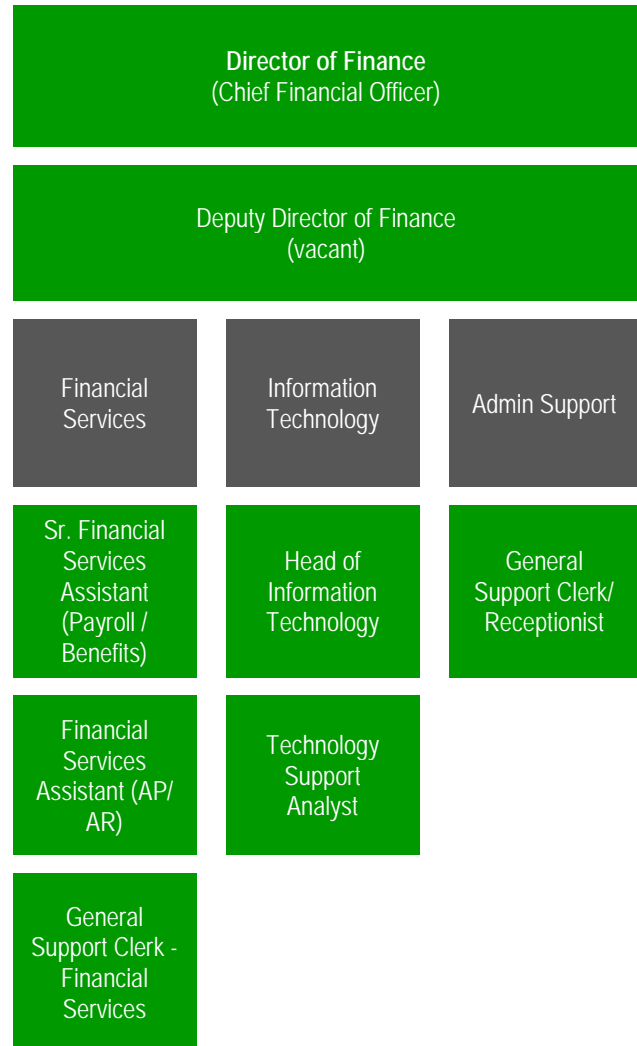


Financial Services Department

The Financial Services Department oversees the day-to-day operations including Cash Management, Accounts Payable and Receivable, Payroll and Benefits Administration, the District's Information Technological Infrastructure and reception staff.

The Financial Services Department annual areas of focus include:

- Financial Plan / Budget
- Revenue collection
- Financial reporting (Audited Financial Statements)
- Statement of Financial Information (SOFI)
- Reserve funds
- Risk management / liability insurance
- Borrowing and Investing
- Grant Funding
- Various Provincial reporting i.e. Gas Tax, Local Government Data Entry reporting
- RCMP contract administration
- Information Technology



Key Statistics	2017	2018	2019
Property Taxes Collected*	\$16,645,581	\$17,422,135	\$18,919,320
Tax Notices Prepared	6,215	6,376	6,560
Home-Owner Grants Claimed <i>Basic/Senior (Total)</i>	2,647 / 1,336 (3,983)	2,672 / 1,459 (4,131)	2,661 / 1,568 (4,229)
Pre-authorized Withdrawal Users	330	350	380
Invoices Processed	3,660	4,500	5,000

*Note: 45.3% of this amount is for the District, while the remaining amounts are taxes collected on the behalf of other levels of government and agencies. Annually, the District usually collects 92-95% of the taxes owed.

2019 Financial Highlights

- Clean financial audit opinion report received.
- Asset Management report improvements.
- New Director of Finance (Chief Financial Officer) posted and filled
- Streamlined Home-Owner Grant (HOG) online filing

Financial Initiatives Planned for 2020 & 2021

- Deputy Director of Finance position filled.
- Complete roll-out of Tempest program e-application and 'MyCity' modules.
- Streamline financial procedures and improve reporting process.
- Improve public engagement for 2021 budget planning.





Information Technology (IT)

The Information Technologists are responsible for the planning, acquisition, implementation, and maintenance of the District's Information Technology infrastructure. This includes computer systems, servers, networks (ie: SCADA), software, desktop hardware, office and mobile communications, Internet access and security, web content, online services, audio/video equipment and the District's security system. The Head of Information Technology relies on one District employed Technology Support Analyst, vendors, consultants and "super-users" within the District for assistance.

Online services offered by the District include mapping services, a subscription service to the District's agendas and minutes, and the ability to claim homeowner grants online.

2019 IT Highlights

- Upgrade video streaming system for council meetings (You-Tube).
- Install power and networking in-floor in Council Chambers to improve accessibility and remove tripping hazards.
- Upgrade District Electronic Records Management System (ERMS).
- Upgrade network wiring throughout the District office.
- Upgrade FOB access for District office and Firehalls
- Refresh network server and storage hardware.

IT Initiatives Planned for 2020 & 2021

- Improve Tempest web services for public online access to applications/ forms
- Upgrade wastewater network communications
- Expand remote working capabilities for District Staff
- Expand 'paperless' business processes
- Refresh District website and digital communication offerings

Statistics:

Provide support for 12 sites including the main office, fire, parks, and wastewater

Provide internal support for 60 + users

50,000+ incoming/outgoing emails each month:

450,000+ documents in our document and land records management systems





Corporate Services

The Corporate Services Department is responsible for several public service areas. These include council and committee meeting management (agendas and minutes); bylaw, policy and legislative development and advice; public relations, including District events; records management and freedom of information requests.

Key Statistics	2017	2018	2019
Freedom of Information Requests	17	36	43
Meetings			
<i>Regular, Special, Committee of the Whole</i>	40	34	41*
<i>Council Committees</i>	n/a	25	19
Bylaws			
<i>(created/ amended/ rescinded/ adopted)</i>	30	37	43

*one cancellation due to weather (February 11, 2019 Regular Meeting)

Director of Corporate Services

Bylaw

Deputy
Corporate
Officer

Bylaw
Officer II /
Business
Licence
Inspector

Legislative
Services

Bylaw
Officer I

Corporate
Services
Assistant x 2

Records
Management
Clerk

2019 Corporate Services Highlights

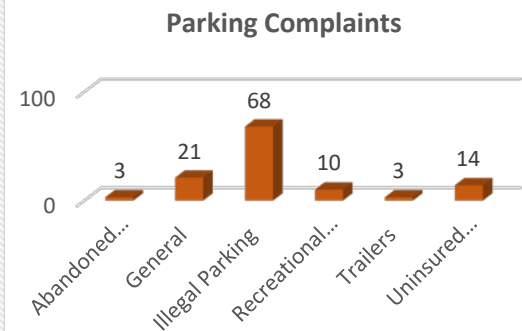
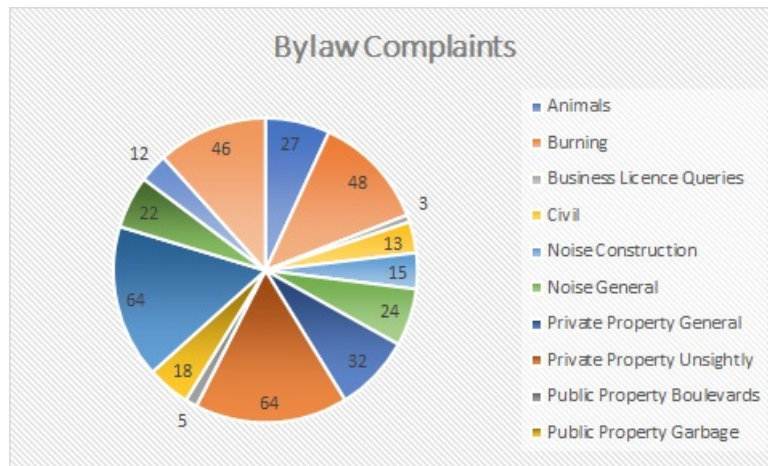
- Hired a dedicated Records Management Clerk
- Successful by-election held September 2019
- Oversaw fees and charges review and consolidated into one bylaw
- Created a Policy framework and template
- Thorough update of Council Procedure Bylaw

Corporate Services Initiatives Planned for 2020 & 2021

- Expansion and improvement to onsite physical records storage system
- In-house records training for staff and FOI training for Council and staff
- Continue to update bylaws and policies as required
- Update electronic record keeping system with retention data

Municipal Bylaw Services

Bylaw Enforcement Officers (BEOs) are responsible for the enforcement of various regulatory bylaws in the District, including compliance complaints related to the Traffic Bylaw, Noise Bylaw, Sign Bylaw, Land use issues (Zoning Bylaw), Unsightly Premises and Business Licencing. The Capital Regional District (CRD) administers the Animal Control Bylaw and licencing of dogs.



Call Volume: Bylaw Enforcement responds to an average of 450 complaints annually. There were 512 logged in 2019 with 84 leading to issuance of a ticket or ticket warning. Over 22% of complaints received were related to parking, which is tracked separately and not included in the pie chart above.

Business Licensing:

The District of Sooke issued 744 Business Licenses in 2019.

Non-resident	28
Intermunicipal	331
Intercommunity	9
Home-Based	171
Direct seller	1
Daily	1
Commercial – Small	185
Commercial – Large	20
Total	744
New Licences	122
Cancelled/rejected	3
Pending	18
Total	143





Planning & Development Services

The Planning and Development Services Department encompasses several functions within the municipality. These components consist of Subdivision Approval, Planning and Building services.

Planning

The Planning division reports to the department Director and is responsible for the District's community planning goals and economic development through the Official Community Plan, and other policy initiatives.

In collaboration with various community stakeholders and internal departments, the Planning Department develops and recommends policy that promotes effective land use strategies that improve the quality of life for District of Sooke residents.

The Planning division provides input on most Building Permit and Subdivision applications and is responsible for processing the following types of development applications:

- Official Community Plan amendments
- Zoning Bylaw amendments (rezoning)
- Development Permit applications and amendments
- Development Variance Permit applications
- Development and Housing Agreements/Covenants
- Sign permit applications
- Temporary Use Permits



Key Activities	2017	2018	2019
Planning Applications Received <i>(Zoning, Development, Variance & Sign Permits)</i>	49	62	56
Number of Public Hearings for Rezoning or OCP Bylaws	20	17	8
Pre-Development Meeting Applications	unavailable		31



Subdivision

The District of Sooke receives approximately 20 new subdivision applications a year, however, due to the time required to complete the subdivisions, the District can have as many as 45-50 in progress at any given time.

Key Activities	2017	2018	2019
Subdivision Plans Approved	20	18	6
New Lots Created	99	126	26
Phased Building Strata Plans Registered	2	1	3
Phased Building Strata Units Registered	30	4	14
New Applications Received	16	20	22

2019 Planning and Subdivision Highlights

- Completion of a Childcare Needs Assessment and Action Plan
- Completion of an Economic Analysis
- Completion of a Housing Needs Report for the District
- Completion of a Concept Plan for Lot A
- Zoning regulation of all Retail Cannabis and Cannabis Production
- Review and update of all development fees and charges

Planning and Subdivision Initiatives Planned for 2020 & 2021

- Update the Flood Regulation Bylaw
- Update Sooke's Regional Context Statement (RCS)
- Kick off the Official Community Plan Review
- Issue request for expression of interest and explore development opportunities for Lot A
- Undertake further amendments/refinements to Sooke Zoning Bylaw
- Update the Development Procedures Bylaw and Policy
- Hire new Director of Planning and Development



Building Safety

The Building division is responsible for the review of all residential, commercial, (including Day Cares) institutional, and industrial construction within the municipality. Requests for building, plumbing, demolition, and other permits are submitted for review, inspection and approval. This division consists of a Chief Building Official, two Building/Plumbing Officials and one Administrative Assistant.

Key Activities	2017	2018	2019
Residential Permits (Single, Duplex, Secondary Suites & Multi Family)	159	156	146
Other Permits Issued Commercial, (Day Cares), institutional, industrial, demolition, plumbing, wood and oil heating appliances, decks, home based business	67	36	46

2019 Building Highlights

- Building Officials attended the BOABC Conference including seminars regarding 2018 BC Building Code changes and the BC Step Code
- The Chief Building Inspector position created and hired
- Initiated the review of the existing Building Bylaw and the incorporation of any required changes in the new District of Sooke Building Bylaw
- Enrollment of Building Safety Staff into the online Level 1 Course on the Building Code
- Creation and posting of 10 Advisories and Code Analysis Form on the Districts website

Building Initiatives Planned for 2020 & 2021

- Adoption of the new Building Bylaw and Policies, and the continued review of the building permit process
- Preparing and conducting educational sessions for the construction industry on the new Building Bylaw and the 2019 changes to the BC Building Code and the BC Step Code
- Upgrade Building Official certification to meet 2021 requirements.
- Conducting a building industry engagement session regarding BC Step Code and the District's proposed Building Bylaw.



Photo Credit: Dawn Gibson, Sooke News Mirror



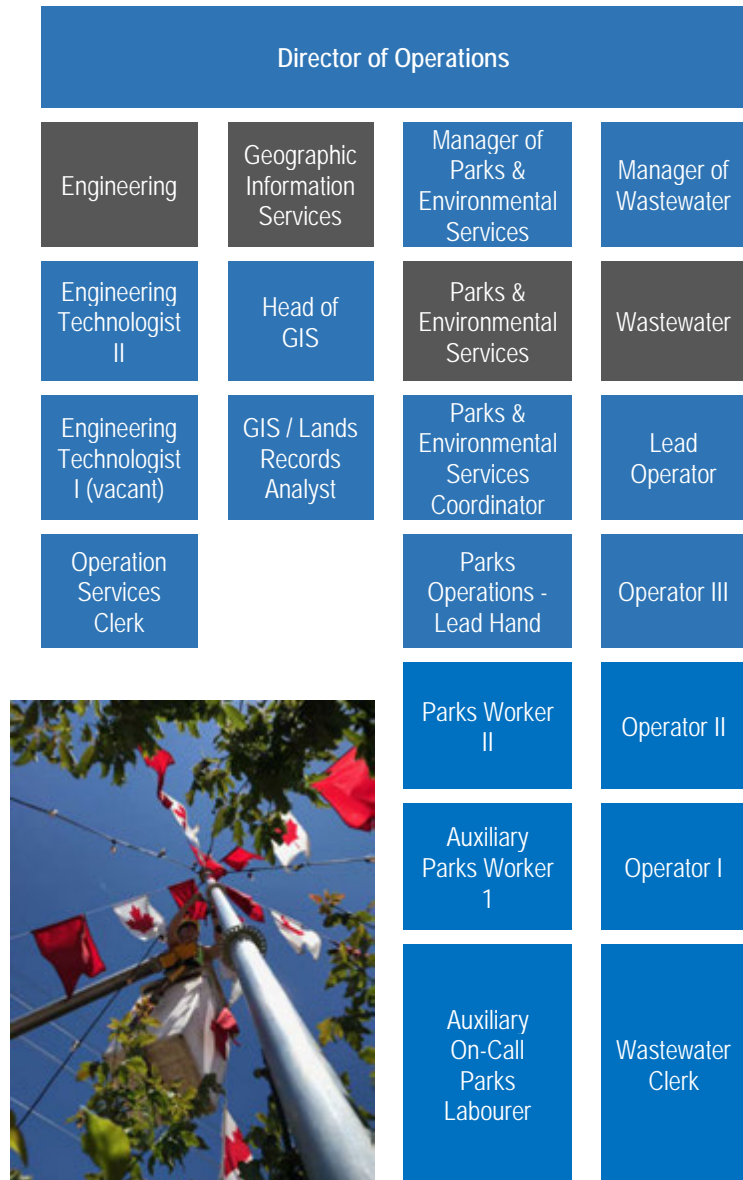


Operations

The Operations Department is a newly established department which will be led by a Director arriving in July, 2020. This department consists of four divisions: Engineering, Geographic Information Systems (GIS), the Wastewater Treatment Plant, and Parks & Environmental Services.

Duties and Function

- Highway maintenance contracts and budget
- Sanitary sewer contracts and budgets
- Green spaces, parks and trails maintenance, contracts and budgets
- Source control management for the sanitary sewer and rainwater
- Liquid Waste Management Plan – sanitary and rainwater
- Transportation Master Plan
- Parks and Trails Master Plan
- Rainwater Management Plans for priority watersheds
- Resident complaints/concerns (Calls for Service) for environmental and ecosystem issues
- Streetlight and street sign maintenance
- Transit stop improvements and maintenance
- Issuance of permits and onsite reviews for Highway Use, Events, Soil Deposit and Soil Removal, and Blasting
- Overseeing various District of Sooke construction projects
- Resident complaints/concerns (Calls for Service) for drainage and other various issues





Engineering

Engineering is responsible for the planning, design, construction and maintenance of the District's infrastructure which includes roads, street lighting and sidewalks, rainwater management, transit stops, line painting, bridges and management of the road maintenance contract.

The Transportation Master Plan was contracted in 2019 and will provide guidance for engineering staff, along with the Parks and Trails Master Plan regarding future road and trail connectivity for our community.

Key Activities	2017	2018	2019
Highway Use Permits	286	383	194
Blasting Permits	1	2	1
Soil Deposit/Soil Removal Permits	5/2	5/4	3/1
Calls for Service (most common: Streetlights, Potholes, Hazardous Trees, Signs, Drainage)	388	479	433

2019 Engineering Highlights

- Completion of Cains Park staircase replacement (joint project with Parks & Environment Services)
- Award contract for the Transportation Master Plan document
- Completion of Electric Vehicle (EV) charger installation
- Initiated School Traffic Action Plan (joint project with Parks & Environment Services)
- Secured a five-year road maintenance contract with Victoria Contracting – Ansan Group

Engineering Initiatives Planned for 2020 & 2021

- Sidewalk on West Coast Road to Brook Road [joint project with Ministry of Transportation and Infrastructure (MoTI)]
- Implementation of the Transportation Master Plan
- Implementation of five-year road rehabilitation project
- Kennedy Street and Sooke River Road drainage improvements
- Site line improvements on Phillips Road



Geographic Information Services (GIS)

The District of Sooke municipal Geographic Information System (GIS) provides the digital mapping information to District of Sooke staff and to the public. The GIS database includes parcel information, addresses, buildings, infrastructure, environmental features, zoning boundaries, administrative boundaries, parks, trails, watercourses, survey plans, and aerial photography.

Geographic Information Systems

Tempest Land Information System

Property Information and Assessment

Roads and Addresses

AssetFinda Asset Management System

Municipal Infrastructure

Asset Management Plans and Reports

ArcGIS Spatial Databases

Parks and Trails

Aerial Photography and Remote Sensing

The GIS software is integrated with the Asset Management System, the Tempest Land Information System, and the financial databases to produce maps and reports.

2019 GIS Highlights

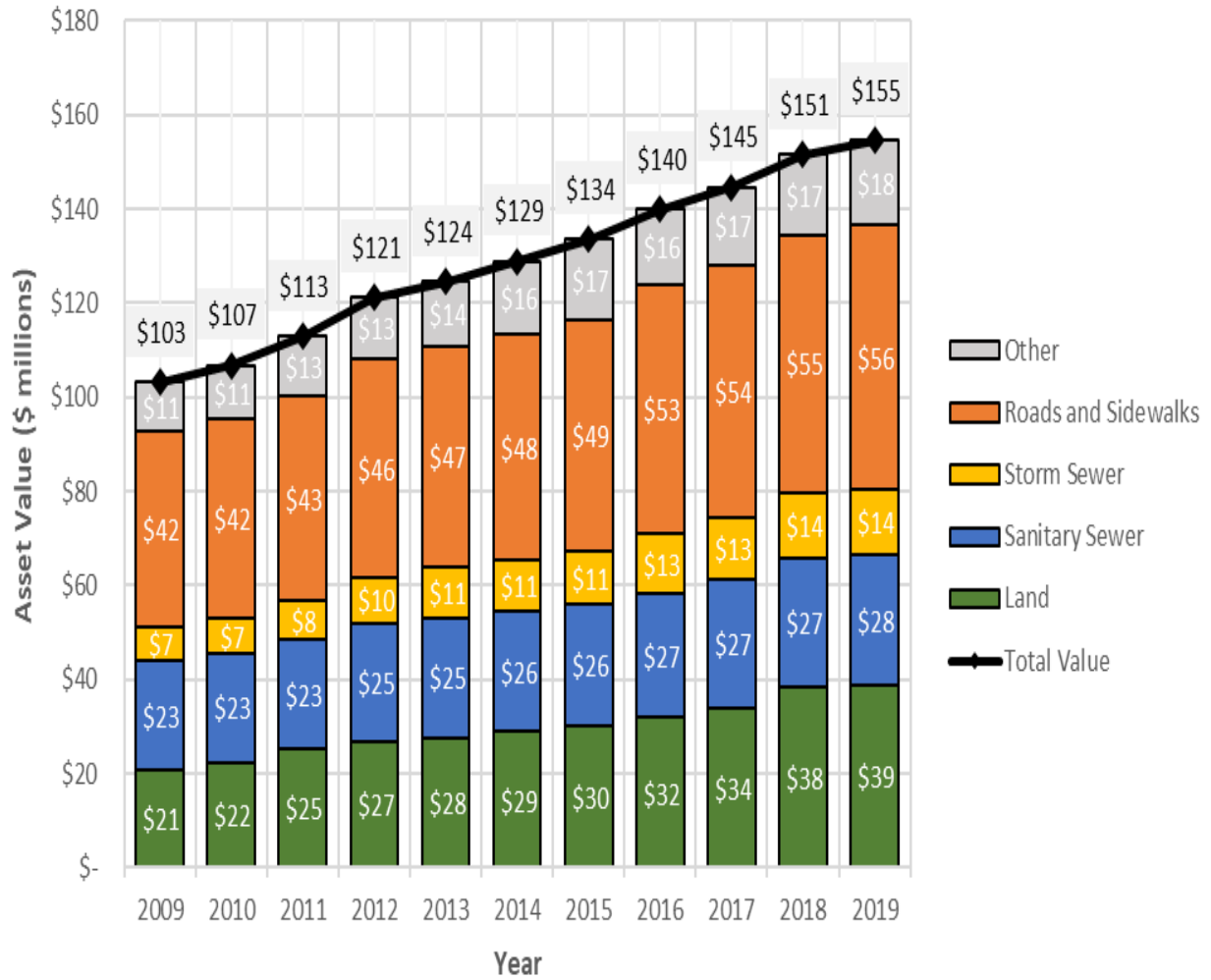
- New 2019 aerial photography available on public web maps (project in partnership with the CRD)
- Updated Asset Management System software financial reporting tools
- Upgrade of internal web maps to integrate with Tempest Land system and with Asset Management System

GIS Initiatives Planned for 2020 & 2021

- Upgrades to GIS and Asset Management software
- Upgrades to public web maps
- Evaluation and implementation of the LTSA ParcelMapBC data set

The Asset Management database stores the location of municipal infrastructure and records its historic purchase cost, current condition, expected useful life, and an estimate of its current replacement cost. Infrastructure conditions are monitored and recorded in the field by District staff using GIS field mapping tools and the Asset Management System, including the monitoring of fire hydrant locations by the Sooke Fire Department.

Tangible Capital Asset Value (\$ millions)





Parks and Environment Services

Parks & Environmental Services designs, constructs and maintains the growing demands of the District's parks assets including land, benches, picnic tables, staircases, tools, etc. Operations by employees in this division include garbage collection from public spaces, playground and green space maintenance, banner and seasonal adornment implementation. Parks and trails owned and operated by the District of Sooke are established to provide local, publicly accessible green spaces for the people of Sooke. These sites often have a variety of purposes: sports or passive recreation, environmental protection, access to shoreline or preservation of unique landscapes or historical features.

New Assets	2017	2018	2019
Acquired Public Land	6.74 ha	3.97 ha	0.35 ha
Trails Developed	676 m	-	434 m
Ornamental Areas	574 m ²	-	780 m ²
Rainwater Ponds	.234 ha	-	
Streets & Parkland Trees	53	4	78
Bathrooms	-	-	3
Water Fountains	-	-	2
Staircases	-	25 m	88 m
Parks Use Permits	11	11	8
Calls for Service (Top 3 classes: Hazardous Trees, Trails/Walkways, Garbage/Dumping)	141	152	160

2019 Parks & Environment Highlights

- Finalization of Memorial Plaque Policy
- Installation of washrooms for John Phillip Memorial Park and Whiffin Spit (Quimper Park)
- Completion of the DeMamie Creek Pedestrian Crossing – Phase 2 design
- Murray Road staircase re-construction and access

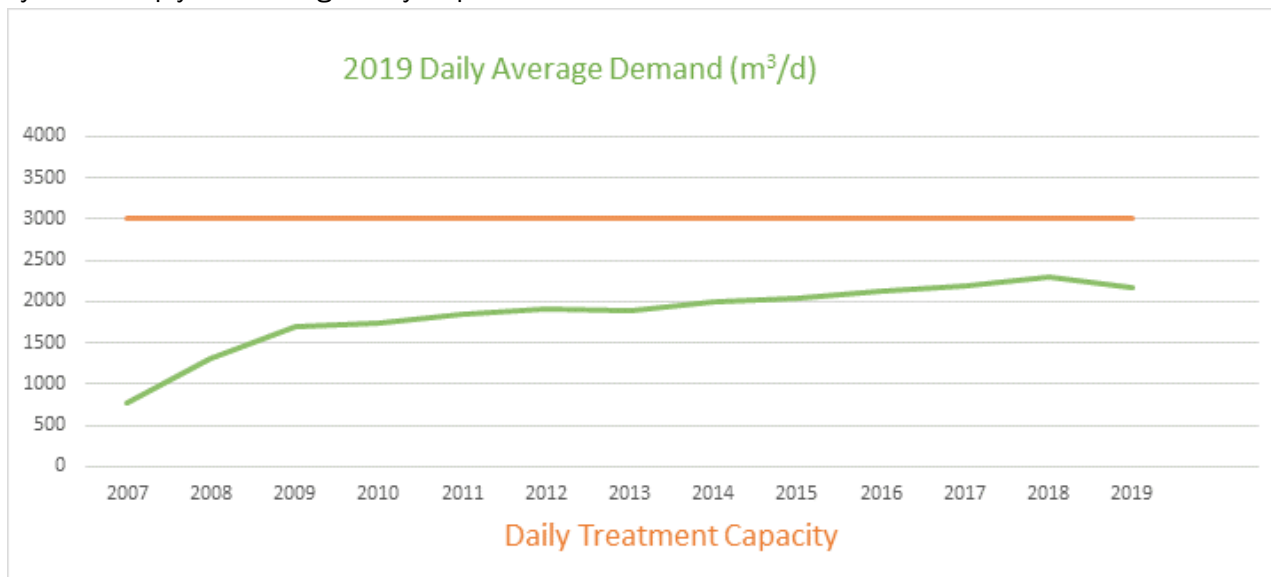
Parks & Environment Initiatives Planned for 2020 & 2021

- Finalization of Parks and Trails Master Plan
- Installation of Memorial Wall at Whiffin Spit/Quimper Park
- Completion of DeMamie Creek Sidewalk Connector – Phase 1
- Completion of the Stickleback Trail wayfinding project
- Improvements to Kaltasin Street water access (Billings Spit)



Wastewater Treatment Plant (WWTP)

The Wastewater operations team is responsible for the operation and maintenance of the wastewater treatment facility and the wastewater collection system to ensure compliance with the District's operating permit. Staff ensure that new connections and entries to the collection system comply with all regulatory requirements.



2019 WWTP Highlights

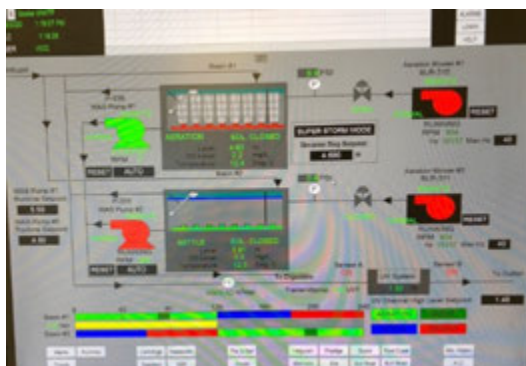
- RFP awarded for new centrifuge, pumps and polymere system/ biosolids upgrade completed
- Hired additional Operator for plant
- Commissioning of the Burr Road Lift Station
- Inflow and infiltration repairs to 8 manholes

WWTP Initiatives Planned for 2020 & 2021

- Construction RFP for installation of the centrifuge and polymer delivery systems
- RFP for SCADA system upgrade and SCADA maintenance consultant
- Continue to identify and mitigate inflow and infiltration issues in the wastewater collection system and lift station improvements
- Explore options for Sewer Serviceability Study/Master Plan and Asset Management Plan
- Apply for provincial and federal grant monies for wastewater expansion
- Upgrade obsolete wastewater modelling software

Other Statistics:

Collection system Piping: 60 km
 Number of Lift Stations: 7
 Number of Manholes: 615





Fire Department

Mandate and Mission

The Fire Department strives to provide community-based, customer-focused service to create a safe and comfortable environment for the residents of Sooke. Members of the Sooke Fire department pride themselves on providing a very progressive service to residents in Sooke and the surrounding areas, which consist of:

- Fire Prevention and Safety Education
- Fire Inspections (Site inspections, plan reviews, permits, complaints)
- Fire Investigations
- Fire Suppression

- Technical Rescue (Confined space, motor vehicle incidents (MVs), high angle rope rescue)
- Emergency Medical responses (First Responder level)
- Community service

Fire Inspections: There are approximately 355 inspectable properties in Sooke, including schools, businesses, care homes, and public gathering spaces, with differing inspection schedules depending on the type of business.

Investigations / Inspections	2017	2018	2019
Fire Investigations	30	25	20
Inspections:			
Fire	82	76	156
Oil Tank	0	3	0
Class A Burning Permit	27	35	28
Construction Site	2	4	6
Plan Reviews	3	3	4
Subdivision/Rezoning Referrals	20	25	25
Fire Safety Plan Reviews	4	4	5



Fire Chief

Deputy Fire Chief

Fire Dept

Emergency Management

Captain x 2

ESS Director

Firefighter x 3

Fire Services / Emergency Program Assistant

Fire apparatus: Consists of 3 engines, 1 Ladder Truck, 1 Tender, 1 Brush, 4 pick-up trucks, a Scene Support trailer, a Structure Protection Unit (SPU) trailer and an All-Terrain Vehicle (ATV).

Maintaining our vehicles and equipment to the highest standard has been a priority at Sooke Fire. In 2019, a qualified heavy-duty mechanic joined as a paid on-call member. This individual has helped to increase the efficiency and quality in which maintenance and repairs are completed.

Training: In 2019, **6176 hours** of scheduled training was completed. Of these hours, 69% were completed by paid on-call members. This represents a 42% increase in Paid-On-Call training over 2018. A significant portion of this increase is in relation to a cyclical training program that had certification and specialized training in 2019 focus on core firefighter skills.



2019 Community Engagement and Public Education:

- Members of the Sooke Fire Rescue Department provide fire prevention focused station tours and fire safety talks for pre-school, elementary and middle school students, as well as various community groups each year. In 2019, these efforts welcomed over 400 students for these tours and fire safety and emergency preparedness education.
- The two-day Western Communities Fire and Life Safety Expo provides over 1000 grade three and four students with valuable life safety skills in a hands-on environment, with Sooke Fire focusing on STOP, DROP and ROLL training.
- Other key annual events include: Fire Prevention Week, Canada Day Fireworks, Remembrance Day ceremony, Sooke Santa Run (more info below), and the Juan de Fuca Emergency Preparedness Fair.
- The Sooke Fire Fighters Association and Sooke Firefighter's Local 4841's capstone event, the Annual Christmas Drive/Santa Run supports the Sooke Christmas Bureau, providing much needed food and hampers for Sooke residents through the holidays. Over \$100,000 in cash and food donations are collected annually through these events.



Calls for Service	2017	2018	2019
Fires—All Types	68	56	55
MVA & Rescue	83	73	78
Complaints	100	104	65
Hazardous Condition	27	35	28
Medical Aid	589	480	437
Alarms	60	57	67
Other (public service calls)	95	88	110
TOTALS	1022	893	970



2019 Fire Department Highlights

- Implemented a Paid On-Call service model for firefighter members
- Implemented more security at Stephenson Station (Fire Hall 1) compound
- Launched a web-based training management program to improve the tracking of members' training, creating an opportunity for correspondence-based training
- Hiring of Firefighter Sutherland, formerly a volunteer Firefighter
- Sooke Public Alert Notification System (PANS) launched
- Recruitment – seven new recruits, including three women. Firefighter Heather Lane named Recruit of the Year

Fire Department Initiatives Planned for 2020 & 2021

- Delivery of New Engine to replace Unit 201 and be put into service as frontline Engine at Stephenson Station (Fire Hall 1)
- Continue to focus and support opportunities to improve Fire Prevention and Mitigation strategies and capacity.
- Further promote the Paid-On Call program success with a priority on retention strategies.
- Continued focus for Sooke fire fighters in wildland fire fighting
- Replacement of Engine 3 scheduled for second half of 2020
- Completion of SCBA replacement program (final 4 to be delivered in 2020)



Sooke Emergency Program

Mandate

The Sooke Emergency Program is considered the responsible emergency management organization by the municipality which is responsible for the planning, mitigation, response and recovery from any emergency or disaster that happens within its jurisdiction. The volunteer Emergency Support Services (ESS) group (28 members), hosts Open Houses throughout the year to educate the public on emergency preparedness and participates in the Great BC Shakeout at all Sooke elementary schools. The Sooke Emergency Radio Group (SERG) members provide amateur emergency radio communications during an emergency.

The Sooke Emergency Program is led by Deputy Chief Matt Barney, who plays a dual role in the department as the Emergency Program Coordinator (EPC). The EPC is supported by a Fire/Emergency Program Assistant and the Emergency Social Services (ESS) Director, who receives a stipend for leading the ESS team of volunteers.

Emergency Apparatus – portable generator, Group Lodging Support Unit, Reception Centre Support Unit (the support units are new and thanks to UBCM grants)

Focus and deliverables

- Develop and maintain emergency plans for response and recovery from major emergencies affecting our communities
- Liaise with agencies, governments and organizations that assist with planning, response and recovery efforts during emergencies/disasters
- Maintain equipment needed to support response efforts during a major emergency
- Recruit, train and maintain volunteer emergency response teams
- Provide emergency communications
- Ensure essential services are delivered to citizens displaced due to fire, flood, etc.
- Deliver training and exercise opportunities to staff, agencies and volunteers
- Promote public awareness and preparedness activities

2019 ESS & SERG Highlights

- Received grant funding to purchase emergency supplies and additional equipment
- Rotary donation of Disaster Aid Canada Kits to Sooke Emergency Program
- Participated in Sooke Night Market offering information about who we are, what we do and tips for being prepared.
- Through the ESS Community Engagement Committee (CEC) and the Neighbourhood Preparedness (NEPP) program, many emergency preparedness presentations were conducted with businesses, community groups and homes.
- ESS Volunteer of the Year: Ken Levert
- SERG Volunteer of the Year: Ross Pratt



Community Grant Awards

The Community Grants program assists organizations with projects, special activities and events that serve the well-being of the community. With the financial support of the District, the well-being of the community is enhanced through sport, culture, fine arts, heritage, public safety, volunteerism, and beautification projects. These grants are an important source of funding to local community organizations which help to provide a variety of services in the community. In 2019, the total amount awarded through various grants was **\$230,881**.

2019 Community Services Agreements	
Sooke Region Community Health Initiative	\$22,838
Sooke Community Association	\$28,000
Sooke Region Tourism Association	\$23,000
Visitor Information Centre (Museum)	\$26,123
Total	\$99,961

2019 Community Support	
Sooke Food Bank Society	\$10,000
Sooke Philharmonic Society	\$7,000
Sooke Community Arts Council	\$7,000
EMCS Student Art Bus Shelter	\$1,600
Sooke Canada Day	\$20,000
Sooke Fine Arts Society	\$7,000
Sooke Christmas Bureau	\$15,000
Total	\$67,600

2019 Community Grants	
Amber Academy Youth Fine Arts Society	\$3,000
EMCS Society	\$3,400
Fred Milne Park Society	\$3,000
Harmony Project Society of BC	\$3,000
Intermunicipal Advisory Committee on Disability Issues	\$200
Juan de Fuca Park Watch Society	\$5,250
Kids Sport Greater Victoria	\$3,000
NEED 2- Suicide Prevention Education	\$1,620
Sooke Community Choir Society	\$2,000
Sooke Crisis Centre Association	\$6,000
Sooke Family Resource Society	\$5,000
Sooke Festival Society	\$3,000
Sooke Food Bank Society	\$6,100
Sooke Harbour Players Society	\$3,000
Sooke Minor Fastball Association	\$5,000
Sooke Sailing Association	\$3,000
Sooke Shelter	\$250
Sooke Tennis and Pickleball Group	\$1,500
Sooke Region Community Health Initiative	\$ 6,000
Total	\$63,320

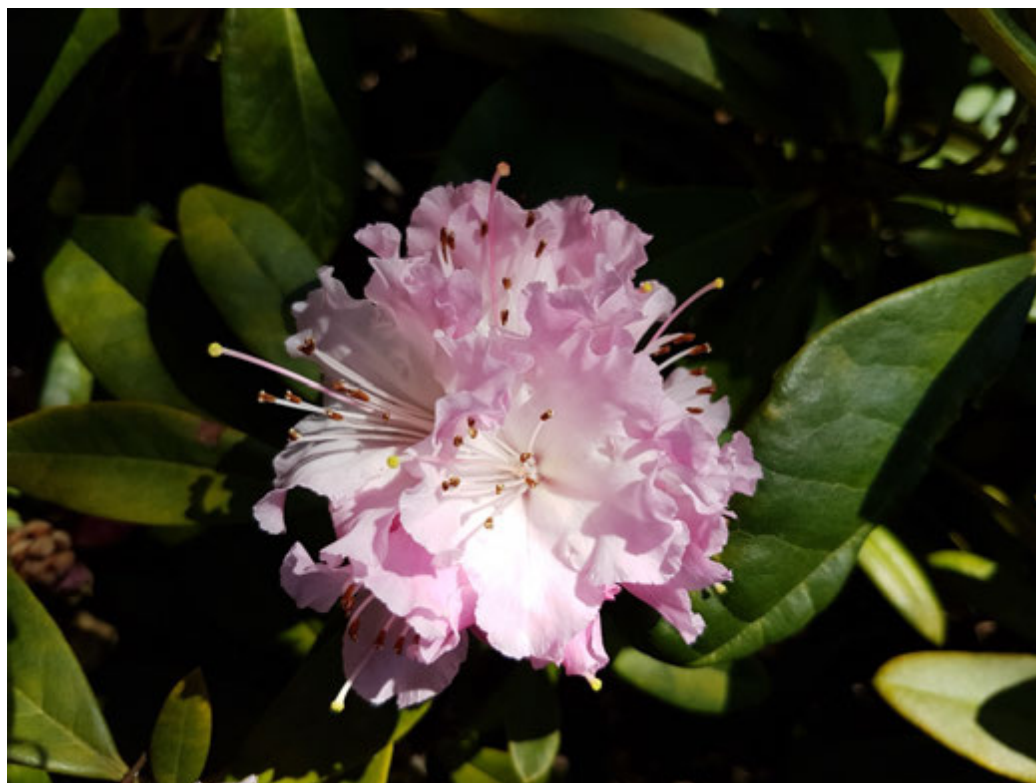


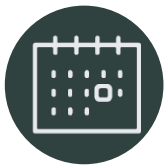
Permissive Property Tax Exemptions

The District of Sooke considers granting permissive tax exemptions under Part 7 of the *Community Charter* to agencies within the District who financially require such exemptions in order to provide a service to the community, and whose services result in improved quality of life within the community. In accordance with section 98(2)(b) of the *Community Charter*, and District of Sooke Bylaw No. 725 the following properties in the District of Sooke were provided permissive property tax exemptions by Council in 2019.

Owner/Occupant	Civic Address	2019 Tax Value
Non-Profit Exemptions		
Society of St. Vincent De Paul	6750 West Coast Road	\$18,238.93
Children's Health Foundation of Vancouver Island	6672 Wadams Way	\$41,578.89
Sooke Family Resource Society	6715 West Coast Road	\$ 4,679.69
Sooke Harbour Authority	Maple Avenue South	\$ 11,867.12
Sooke Royal Canadian Legion Branch 54	6726 Eustace Road	\$9,147.17
Sooke Elderly Citizen's Housing Society	6744 Ayre Road	\$14,566.35
Sooke Mount Shepherd Masonic Association	6544 Throup Road	\$5,252.46
Sooke Hospice Society	6669 Goodmere Road	\$6,432.51
Juan de Fuca Salmon Restoration Society	2895 Sooke River Road	\$10,669.72
Knox Vision Society	2110 Church Road	\$67,766.24
	Subtotal	\$190,199.08
Museum		
Sooke Regional Historical Society (Museum)	2070 Phillips Road	\$18,187.95
	Subtotal	\$18,187.95
Church Halls and Church Land		
Sooke Baptist Church	7110 West Coast Road	\$14,637.15
Pentecostal Assemblies of Canada	6851 West Coast Road	\$ 2,222.35
Anglican Synod Diocese of BC	1952 Murray Road	\$6,758.97
Knox Presbyterian Church	2110 Church Road	\$1,223.08
Seventh Day Adventist Church	6251 Sooke Road	\$ 964.39
Seventh Day Adventist Church	6255 Sooke Road	\$ 1,299.80
Sooke Congregation of Jehovah's Witnesses	2207 Church Road	\$ 7,167.30
St. Rose of Lima Catholic Church	2191 Townsend Road	\$8,217.92
	Subtotal	\$42,490.96

Owner/Occupant	Civic Address	2019 Tax Value
Public Parks and Recreation Grounds		
Sooke Community Association	2039 Shields Road	\$ 8,546.69
Sooke Community Association	6441 Throup Road	\$ 8,006.90
Sooke Community Association	6521 Throup Road	\$ 5,304.08
Sooke Community Association	6521 Throup Road	\$ 1,800.70
Sooke Community Association	6521 Throup Road	\$ 1,991.81
Sooke Community Association	2249 Sooke River Road	\$ 3,232.52
Sooke Community Association	2259 Phillips Road	\$19,848.80
Sooke Community Association	2259 Phillips Road	\$ 4,093.41
Sooke Lions Club	2008 Murray Road	\$ 1,559.76
Canadian Council of the Girl Guides Association	2292 Sooke River Road	\$ 4,688.17
Camp Thunderbird Society of YMCA	Glinz Lake Road	\$10,975.41
Camp Thunderbird Society of YMCA	Glinz Lake Road	\$ 5,173.85
Camp Thunderbird Society of YMCA	Glinz Lake Road	\$ 4,660.27
	Subtotal	\$79,882.37
Community Care Facility		
Steps to the Future Childcare Society	6038 Sooke Road	\$6,652.35
	Subtotal	\$6,652.35
Total Tax Exemptions		\$337,412.70





2019 A Year in Photos & Key Events



Cains Staircase Opening



Communities in Bloom Award Presentation



Provincial funding announcement to expand Primary Health Care Services in the community



20th Anniversary Movie in the Park



20th Anniversary Event in the Park



Council recognized the efforts of Judithe Ann Gatto for her contribution to the community for 25 years of organizing the Sooke Canada Day celebrations with a special presentation. (Photo: SNM)



Sooke – February 2019



Affordable Housing Grand Opening

Schedule:

Now

Next

Later

APPENDIX A - ACTION PLAN**COUNCIL STRATEGIC PLAN****Goal #1: Build a reputable organization**

Note: Council has determined the top two objectives for each of the three Goals, categorizing the remaining Goals as Next or Later.

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
1.1	Complete an organizational development and review process				
1.1.1	Conduct an organizational review with a focus on achieving Council priorities	CAO		completed	2019
1.1.2	Re-examine Council and COW meeting structure	CAO/Corporate Services			2019
1.1.3	Prepare for CUPE collective agreement bargaining	CAO/Human Resources			2019
1.2	Support Council and staff with the necessary tools to provide excellent governance and customer service				
1.2.1	Hire a new Chief Administrative Officer (CAO)	Council		position filled	Complete
1.2.2	Hire a Chief Municipal Engineer	Human Resources		position filled	2019
1.2.3	Improve efficiency and staffing capacity of the Building Permit department	CAO		Hire of Chief Building Official complete	2019
1.2.4	Creation of new Council Procedure Bylaw	Corporate Services		Bylaw adopted	Complete
1.2.5	Create/Update DoS Policy Framework	Corporate Services		Policy adopted	Complete
1.2.6	Update and modernize Business Licence Bylaw and Policies	CAO & Bylaw		Bylaw adopted; policy(s) adopted	2019/2020
1.2.7	Creation of bylaws for cannabis production and retail	Planning		Bylaws adopted	Zoning BL Complete;
1.2.8	More consistent, even-handed application of bylaws and policies	All departments			
1.2.9	Improve records management program/plan	Corporate Services			
1.3	Strongly advocate together with First Nations, other local governments, and organizations, to the provincial and federal governments				
1.3.1	Ensure Council and staff are supported to attend working groups (FCM, UBCM, etc)				Ongoing
1.3.2	Encourage Council and staff participation in professional organizations				Ongoing
1.3.3	More effective collaboration, support and joint ventures with local service and community groups	Council, DoS			

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
1.4	Improve communication and engagement with the public and community partners				
1.4.1	Work with T'Sou-ke Nation to identify and plan mutually beneficial initiatives	Council, CAO			2019
1.4.2	Build capacity for facilitation development within the community groups	Council, CAO			
1.4.3	Develop an internal and external communication strategy	CAO, Corporate Services & IT			
1.4.4	Establish a Communications staff position	Human Resources		Role filled	
1.4.5	Undertake high-level staff and Council communications training	DoS, Council	Third Party Facilitator		
1.4.6	Improve website and other communication tools	Communications Officer & IT			
1.5	Continue to manage District assets responsibly with sound financial principles and practices				
1.5.1	Execute Five-Year Road Improvement Program	Engineering			Annually
1.5.2	Expand sidewalk network starting with West Coast Road (Otter Point to Whiffin Spit)	Engineering			
1.5.3	Improvements to wastewater treatment system (new centrifuge, ongoing system improvements, manhole inspections, safety grating, upgraded pump stations)	Wastewater Treatment Plant			
1.5.4	Focus on short and long-term Asset Management planning and prioritization	GIS, Development Services			
1.5.5	Continued expansion of District's Geographic Information System (GIS), including public web maps and an inventory of natural capital assets	GIS, Development Services			
1.5.6	Begin annual Five-Year Financial Plan process in the fall each year	Financial Services		Implemented	Annually starting Fall 2019
1.6	Support programs that enhance Council and staff's health and wellbeing				
		Human Resources			

Goal #2: Demonstrate leadership in climate action

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
2.1	Prioritize community and corporate strategies to address the climate emergency				
2.1.1	Develop Climate Change Adaptation and Mitigation Strategies	DoS (SEP)	CRD, UBCM Grant Programs	Partnership with CRD supported with REMP and Vegetation Management strategies.	2020-2022
2.1.2	Develop and continue to implement a set of green corporate practices	DoS	DoS	Capital Investment of pump test pit at Station 1 to recycle test water	2021
2.1.3	Reinstate Climate Change Action Committee	DoS (Council)	Sooke Emergency Program (SEP) Grants	Update Terms of Reference (TOR) for SEP Executive Committee.	2019
	Implement a citizen “call to action” for the climate emergency	Dos			
2.2	Improve community emergency and disaster preparedness				
2.2.1	Promote Volunteer Fire Department acquisition and retention through the paid on-call system	DoS		Admin Policy AD-002 Complete	2019
2.2.2	Continue and expand the neighbourhood POD system	SEP	ESS	- Compile Neighbourhood Emergency Preparedness Program (NEPP) Boundary file for SEP showing growth in high risk. - Update SEP Emergency Plan with Community Risk Reduction analysis.	2020-2021
2.2.3	Require use of FireSmart principles in development applications	Development Services, Building & Fire Department			2019

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
2.3	Build additional trail infrastructure, connectivity, and amenities				
2.3.1	Develop a Parks & Trails Master Plan	Parks & Environmental Services		Adopted by Council	2019
2.3.2	Develop a Transportation Master Plan and revisit core bypass routes	Engineering		Adopted by Council	2019
2.3.3	Completion of Little River bridge and trail connections	Parks & Environmental Services; Engineering		Ribbon cutting in 2020	2020
2.3.4	Ongoing Parks & Recreation capital construction (staircases, bathrooms, water access transit stops)	Parks & Environmental Services; Engineering			
2.3.5	Identify location(s) and establishment of dog park(s)	Parks & Environmental Services		Park(s) opened	
2.3.6	Continue to advocate for expanded public transit				
2.4	View municipal decision-making through a 'green' lens				
2.4.1	Community energy - <i>Expand Solar City</i> to rest of Sooke	Development Services, Building	CCAC		
2.4.2	Advocate for sustainable fishing and marine harvesting	Council	DFO		
2.4.3	Explore options for implementation of the BC Energy Step Code	Building & Development Services	CCAC		
2.5	Promote food security at individual and community levels				
2.6	Identify and plan for green infrastructure opportunities				
2.6.1	Reinvigorate the Liquid Waste Management Plans		n/a	COW discussion and Council priorities set	2019
2.6.2	Develop a Solid Waste Management Strategy			Adopted by Council	TBD

Goal #3: Manage long-term growth while enhancing community identity, vitality, and safety

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
3.1	Begin development of a community hub in the town centre				
3.1.1	Facilitate phase development of Lot A through planning, partnerships, and advocacy			Breaking ground on library	2020
3.2	Develop a regulatory framework to promote more sustainable land use patterns and development practices				
3.2.1	Develop a new Official Community Plan	DoS (Planning)	n/a	Adopted OCP w/ strong public support	2021
3.2.2	Update and develop related District bylaws and policies to be consistent with the Council Strategic Plan and Official Community Plan	DoS (Planning, Dev't Services)		Updated and adopted bylaws and policies	Ongoing
3.3	Continue to advocate for improved access to health and child care				
3.3.1	Support the completion of the primary health centre expansion	Island Health	DoS, other community partners	Completion of building expansion	
3.3.2	Support work on the development of a regional health centre	Island Health			
3.3.3	Work with partners to improve access to health care in Sooke		Prov Gov't Island Health	Improved ambulance response times; expansion of Ayre Manor	
3.3.4	Childcare Needs Assessment study as prelude to expansion of childcare spaces	Development Services	CitySpaces, Province		
3.4	Strengthen local economic development and tourism				
3.4.1	Expand staff capacity for local economic development				
3.4.2	Develop a Local Economic Development Strategy				
3.4.3	Secure Municipal and Regional Development Tax (aka Hotel Tax) funds to launch full-scale destination marketing for the Sooke region		Sooke Region Tourism Assoc.		

#	OBJECTIVE / ACTION	LEAD	PARTNERS & FUNDING	INDICATORS OF SUCCESS	YEAR(S)
3.5	Undertake public space improvements and beautification projects				
3.5.1	Enact and advocate for the recommendations of the SPA committee				
3.5.2	Create signage in the community to recognize First Nation territories, language, and place names	Parks & Environmental Services	T'Sou-ke Nation		
3.5.3	Improve community gateway on Highway 14	Engineering	Rotary, Lions, Museum		
3.5.4	Create more accessible water fountains	Development Services departments			
3.6	Continue to address housing affordability and accessibility for all income levels				
3.6.1	Complete Housing Needs Assessment	Development Services			
3.6.2	Advocate for and facilitate housing pilot projects for a range of incomes	Council			
3.6.3	Re-establish the Housing committee	Council			

An updated version of the Action Plan is available on the District's website, www.sooke.ca under Municipal Hall/Plan & Reports/2019-2022 Strategic Plan.

Financial Statements of

DISTRICT OF SOOKE

And Independent Auditors' Report thereon

Year ended December 31, 2019

DISTRICT OF SOOKE

Financial Statements

Year ended December 31, 2019

Financial Statements

Management's Responsibility for the Financial Statements	1
Independent Auditors' Report	2
Statement of Financial Position	5
Statement of Operations	6
Statement of Change in Net Debt	7
Statement of Cash Flows	8
Notes to Financial Statements	9


MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying financial statements of District of Sooke (the "District") are the responsibility of management and have been prepared in compliance with applicable legislation, and in accordance with public sector accounting standards for governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

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

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

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



Director of Finance



KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria V8W 3Y7
Canada
Telephone (250) 480-3500
Fax (250) 480-3539

INDEPENDENT AUDITORS' REPORT

To the Mayor and Councillors of the District of Sooke

Opinion

We have audited the financial statements of the District of Sooke (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2019
- the statement of operations and accumulated surplus for the year then ended
- the statement of change in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements".)

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at end of December 31, 2019, and its results of operations, its changes in net financial assets and its cash flows for the years then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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



Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



District of Sooke

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

Victoria, Canada
May 11, 2020

DISTRICT OF SOOKE

Statement of Financial Position

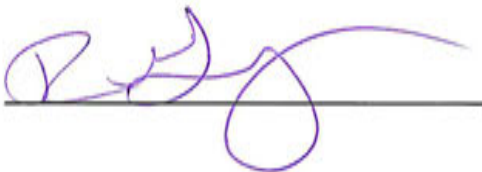
December 31, 2019, with comparative information for 2018

	2019	2018
Financial assets:		
Cash and cash equivalents (note 2)	\$ 15,040,566	\$ 13,563,470
Property taxes receivable	841,129	935,434
Accounts receivable	199,908	186,731
Other assets (note 10(a))	141,400	138,179
	<u>16,223,003</u>	<u>14,823,814</u>
Financial liabilities:		
Accounts payable and accrued liabilities	1,732,848	1,654,746
Deposits	1,433,344	1,597,826
Deferred revenue (note 3)	5,132,979	4,536,322
Employee benefit obligations (note 4)	381,885	314,203
Long-term liabilities (note 5)	4,866,311	5,363,593
	<u>13,547,367</u>	<u>13,466,690</u>
Net financial assets	2,675,636	1,357,124
Non-financial assets:		
Tangible capital assets (note 6)	110,226,561	109,835,364
Prepaid expenses	188,131	194,943
	<u>110,414,692</u>	<u>110,030,307</u>
Accumulated surplus (note 7)	\$ 113,090,328	\$ 111,387,431

Commitments and contingent liabilities (note 10)
Subsequent event (note 12)

The accompanying notes are an integral part of these financial statements.

On behalf of the District:



Director of Finance

DISTRICT OF SOOKE

Statement of Operations

Year ended December 31, 2019, with comparative information for 2018

	Financial Plan (note 11)	2019	2018
Revenue:			
Net taxes available for municipal purposes (note 8)	\$ 8,625,575	\$ 8,640,268	\$ 7,890,048
Sales and user fees	77,750	77,055	217,099
Government transfers (note 9)	2,582,355	1,719,279	1,301,822
Investment income	150,000	349,968	322,709
Penalties and fines	160,000	161,016	152,200
Licenses and permits	674,543	850,474	727,045
Lease and rental	-	6,571	3,543
Donations and contributions	-	1,387,010	5,154,973
Developer cost charges	200,000	-	295,519
Sewer operating revenue	2,541,564	2,537,134	2,251,301
Casino revenue sharing	260,000	291,570	285,354
Total revenue	15,271,787	16,020,345	18,601,613
Expenses:			
General government	3,127,476	3,239,973	2,836,605
Protective services	4,060,842	4,259,234	3,935,237
Development service	4,712,328	4,552,243	4,669,303
Sewer	2,652,288	2,265,998	2,048,641
Total expenses	14,552,934	14,317,448	13,489,786
Annual surplus	718,853	1,702,897	5,111,827
Accumulated surplus, beginning of year	111,387,431	111,387,431	106,275,604
Accumulated surplus, end of year	\$ 112,106,284	\$ 113,090,328	\$ 111,387,431

The accompanying notes are an integral part of these financial statements.

DISTRICT OF SOOKE

Statement of Change in Net Debt

Year ended December 31, 2019, with comparative information for 2018

	Financial Plan (note 11)	2019	2018
Annual surplus	\$ 718,853	\$ 1,702,897	\$ 5,111,827
Acquisition of tangible capital assets	(5,153,105)	(2,080,306)	(1,680,373)
Developer contributions of tangible capital assets	-	(1,350,985)	(5,153,299)
Amortization of tangible capital assets	2,653,501	2,952,484	3,123,019
Loss on disposal of tangible capital assets	-	87,610	-
	(2,499,604)	(391,197)	(3,710,653)
Acquisition of prepaid expenses	-	6,812	27,102
Change in net debt	(1,780,751)	1,318,512	1,428,276
Net financial assets (debt), beginning of year	1,357,124	1,357,124	(71,152)
Net financial assets, end of year	\$ (423,627)	\$ 2,675,636	\$ 1,357,124

The accompanying notes are an integral part of these financial statements.

DISTRICT OF SOOKE

Statement of Cash Flows

Year ended December 31, 2019, with comparative information for 2018

	2019	2018
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 1,702,897	\$ 5,111,827
Items not involving cash:		
Developer contributions of tangible capital assets	(1,350,985)	(5,153,299)
Amortization of tangible capital assets	2,952,484	3,123,019
Loss on disposal of tangible capital assets	87,610	-
Actuarial adjustment on debt	(193,372)	(173,898)
Changes in non-cash operating assets and liabilities:		
Property taxes receivable	94,305	(51,099)
Accounts receivable	(13,177)	(31,019)
Other assets	(3,221)	(2,843)
Accounts payable and accrued liabilities	78,102	53,648
Deposits	(164,482)	990,204
Employee benefit obligations	67,682	59,077
Deferred revenue	596,657	848,014
Prepaid expenses	6,812	27,102
	3,861,312	4,800,733
Capital activities:		
Acquisition of tangible capital assets	(2,080,306)	(1,680,373)
Proceeds on disposal of tangible capital assets	6,000	-
	(2,074,306)	(1,680,373)
Financing activities:		
Debt issued and assumed	369,937	-
Debt payments	(679,847)	(599,469)
	(309,910)	(599,469)
Increase in cash and cash equivalents	1,477,096	2,520,891
Cash and cash equivalents, beginning of year	13,563,470	11,042,579
Cash and cash equivalents, end of year	\$ 15,040,566	\$ 13,563,470

The accompanying notes are an integral part of these financial statements.

DISTRICT OF SOOKE

Notes to Financial Statements

Year ended December 31, 2019

District of Sooke (the "District") is a municipality in the Province of British Columbia and operates under the provisions of the Local Government Act and the Community Charter of British Columbia.

The District provides municipal services such as fire, public works, engineering, planning, parks, recreation, community development, and other general government operations.

1. Significant accounting policies:

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

(a) Reporting entity:

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

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

(b) Basis of accounting:

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

(c) Government transfers:

Government transfers without stipulations restricting their use are recognized in the financial statements as revenue in the period in which the transfers are authorized, any eligibility criteria are met, and reasonable estimates of the amounts can be made. Government transfers with stipulations restricting their use are recognized in the financial statements as revenues in the period in which the eligible expenditures are incurred, providing they are authorized and eligibility criteria are met.

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

1. Significant accounting policies (continued):

(d) Deferred revenue:

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

Development cost charges are amounts which are restricted by government legislation or agreement with external parties. When qualifying expenditures are incurred development cost charges are recognized as revenue in amounts which equal the associated expenses.

(e) Property tax revenue:

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

(f) Investment income:

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

(g) Deposits:

Receipts restricted by third parties are deferred and reported as deposits under certain circumstances. Deposits are returned when the third party meets their obligations or the deposits are recognized as revenue when qualifying expenditures are incurred.

(h) Cash and cash equivalents:

Cash and cash equivalents include investments in the Municipal Finance Authority of British Columbia ("MFA") pooled investment funds and are recorded at cost plus earnings reinvested in the funds.

(i) Long-term debt:

Long-term debt is recorded net of related payments and actuarial earnings.

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

1. Significant accounting policies (continued):

(j) Employee future benefits:

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

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

(k) Non-financial assets:

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

(i) Tangible capital assets:

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

Asset	Useful life - years
Land improvements	10 - 50
Buildings	25 - 40
Equipment, furniture and vehicles	4 - 25
Roads and sidewalks	25 - 75
Storm sewer	60
Sanitary sewer	25 - 60

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

Tangible capital assets are written down when conditions indicate that they no longer contribute to the District's ability to provide goods and services, or when the value of the future economic benefits associated with the asset are less than the book value of the asset.

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

1. Significant accounting policies (continued):

(k) Non-financial assets (continued):

(ii) Contributions of tangible capital assets:

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

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

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

(iv) Interest capitalization:

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

(v) Leased tangible capital assets:

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

(l) Contaminated sites:

The District records a liability in its financial statements when contamination on non-active property exceeds an accepted environmental standard and the District is directly responsible, or accepts responsibility for, the damage. The liability is measured at the District's best estimate of the costs directly attributable to remediation of the contamination. No contaminated sites liabilities have been recorded in these financial statements.

(m) Use of estimates:

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

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

2. Cash and cash equivalents:

	2019	2018
Bank deposits	\$ 2,862,474	\$ 2,073,033
Municipal Finance Authority Pooled Investment Funds	12,178,092	11,490,437
	<u>\$ 15,040,566</u>	<u>\$ 13,563,470</u>

3. Deferred revenue:

	2019	2018
Prepaid property taxes	\$ 914,579	\$ 880,843
Development cost charges	4,175,051	3,616,447
Other deferred revenue	43,349	39,032
Total deferred revenue	<u>\$ 5,132,979</u>	<u>\$ 4,536,322</u>

Included in other deferred revenue are business licenses and building permits.

Development Cost Charges

	2019	2018
Opening balance of unspent funds	\$ 3,616,447	\$ 2,756,217
Add:		
Development cost charges received during the year	520,853	1,123,936
Interest earned	37,751	31,813
	<u>558,604</u>	<u>1,155,749</u>
	4,175,051	3,911,966
Less amount recorded as revenue	-	295,519
Closing balance of unspent funds	<u>\$ 4,175,051</u>	<u>\$ 3,616,447</u>

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

4. Employee benefit obligations:

	2019	2018
Accrued vacation	\$ 103,670	\$ 55,573
Other contract obligations	278,215	258,630
	<u>\$ 381,885</u>	<u>\$ 314,203</u>

Employee benefit obligations represent accrued benefits as at December 31, 2019. Accrued vacation is the amount of vacation entitlement carried forward into the next year. Other contract obligations include banked overtime payable to the District's employees, accumulated sick leave banks and retirement benefits for possible drawdown at future dates. Sick leave entitlements may only be used while employed by the District and are not paid out upon retirement or termination of employment.

Municipal Pension Plan

The District and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trusteesd pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The pension plan is a multiemployer contributory pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2018, the Plan has about 205,000 active members and approximately 101,000 retired members. Active members include approximately 40,000 contributors from local government.

The most recent valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

The District paid \$394,661 (2018 - \$354,549) for employer contributions to the Plan in fiscal 2019, while employees contributed \$332,308 (2018 - \$293,102) to the plan in fiscal 2019.

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

5. Long-term liabilities:

	2019	2018
Tax supported debt bearing interest at 4.52% and matures in 2027 (ladder truck)	\$ 294,991	\$ 329,533
Debt for sewer capital project bearing interest at 4.43% and matures in 2026	3,840,107	4,324,060
MFA Loan (property purchase) bearing annual variable interest and matures in 2021	426,000	710,000
MFA Equipment Loan (Water Tender Truck) bearing annual variable interest and matures in 2024	305,213	-
Long-term liabilities	\$ 4,866,311	\$ 5,363,593

(a) Debt:

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

The District issues its debentures through the MFA. Debentures are issued on a sinking fund basis, whereby the MFA invests the District's principal payments so that the payments, plus investment income, will equal the original outstanding debt amount at the end of the repayment period. The gross value of debt at December 31, 2019 and 2018 is \$9,417,101.

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

2020	\$ 673,998
2021	533,871
2022	393,192
2023	394,237
2024	316,827
Thereafter	2,554,186
	\$ 4,866,311

(c) Total interest expense on long-term debt for the year ending December 31, 2019 amounted to \$164,804 (2018 - \$170,966).

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

6. Tangible capital assets:

	Land	Land improvements	Buildings	Equipment, furniture and vehicles	Roads and sidewalks	Storm sewer	Sanitary sewer	Work in progress	Total 2019	Total 2018
Cost:										
Balance, beginning of year		7,740,955	4,071,087	5,125,044	54,845,388	13,871,332	27,274,110	49,669	\$151,460,221	\$144,626,803
Additions		81,463	120,186	730,683	1,393,814	195,590	415,689	184,191	3,431,291	7,047,998
Disposals	-	-	-	(40,696)	(310,367)	-	-	-	(351,063)	(214,580)
Balance, end of year	38,792,311	7,822,418	4,191,273	5,815,031	55,928,835	14,066,922	27,689,799	233,860	154,540,449	151,460,221
Accumulated amortization:										
Balance, beginning of year		3,067,661	2,590,196	3,304,209	25,126,432	1,713,613	5,822,746	-	41,624,857	38,501,836
Disposals	-	-	-	(24,417)	(239,036)	-	-	-	(263,453)	-
Amortization	-	340,498	150,031	256,743	1,418,440	226,932	559,840	-	2,952,484	3,123,019
Balance, end of year	-	3,408,159	2,740,227	3,536,535	26,305,836	1,940,545	6,382,586	-	44,313,888	41,624,857
Net book value, end of year	\$38,792,311	4,414,259	1,451,046	2,278,496	29,622,999	12,126,377	21,307,213	233,860	\$110,226,561	\$109,835,364

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

6. Tangible capital assets (continued):

(a) Work in progress:

Work in progress having a value of \$233,860 (2018 - \$49,669) has not been amortized. Amortization of these assets will commence when the asset is available for service.

(b) Contributed tangible capital assets:

Contributed tangible capital assets have been recognized at fair market value at the date of contribution. The value of contributed capital assets received during the year is \$1,350,985 (2018 - \$5,153,299) comprised of land (\$309,675), land improvements (\$75,000), roads and sidewalks (\$625,520), storm sewer (\$188,840), sanitary sewer (\$145,200) and work in progress (\$6,750).

(c) Tangible capital assets disclosed at nominal values:

Where an estimate of fair value could not be made, the tangible capital asset has been recognized at a nominal value.

(d) Works of art and historical treasures:

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

(e) Write-down of tangible capital assets:

No write-down of tangible capital assets occurred during the year.

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

7. Accumulated surplus:

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

	2019	2018
Surplus:		
Equity in tangible capital assets	\$105,360,250	\$104,471,771
Operating Fund	1,913,976	2,088,978
Total surplus	107,274,226	106,560,749
Reserve Funds:		
Future Sewer Expenditures Reserve	1,301,769	1,087,754
Gas Tax Reserve	1,115,867	584,223
Capital Asset Replacement Reserve	537,854	570,735
Playing Field Reserve	417,118	401,562
Future Policing Costs Reserve	332,893	252,920
Parkland Reserve	293,052	290,025
Seniors/Youth Centre Reserve	257,577	254,916
Future Road Liabilities Reserve	250,526	215,539
Emergency Road Repair / Snow Removal Reserve	183,337	181,443
Casino Revenue Reserve	181,922	263,961
Affordable Housing Reserve	139,261	-
Capital Improvement Financing Reserve	135,502	122,226
Land (Non-park) Reserve	100,572	99,533
SPA Revenue Reserve	83,237	72,493
Fire Equipment Reserve	77,498	116,399
Revenue Smoothing Reserve	71,000	71,000
Frontage Improvements Reserve	66,536	30,911
Community Amenities Reserve	58,200	57,599
Property Tax Stabilization Reserve	51,000	51,000
Sewer Expansion Reserve	49,536	-
Capital Works Reserve	31,003	25,737
Risk Management Reserve	30,870	30,870
Harbour Park Reserve	20,115	19,198
Carbon Tax Rebate Reserve	13,137	9,918
Knott / Demamiel Watershed Reserve	6,700	6,700
Marine Boardwalk Reserve	5,520	5,520
Street Lighting Reserve	4,000	4,000
Banner Contributions Reserve	500	500
Total reserve funds	5,816,102	4,826,682
	\$113,090,328	\$111,387,431

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

8. Taxation:

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

	2019	2018
Taxes:		
Property tax	\$ 18,690,662	\$ 17,200,438
Payments in lieu of taxes	42,976	41,180
1% Utility tax	185,682	180,517
	<u>18,919,320</u>	<u>17,422,135</u>
Less taxes levied on behalf of:		
Provincial government - school taxes	4,946,656	4,654,474
Capital Regional District	3,167,260	2,869,187
Capital Regional Hospital District	701,518	673,827
Municipal Finance Authority	667	593
BC Assessment Authority	134,453	125,720
BC Transit Authority	653,482	590,278
Vancouver Island Regional Library	675,016	618,008
	<u>10,279,052</u>	<u>9,532,087</u>
Net taxes available for municipal purposes	\$ 8,640,268	\$ 7,890,048

9. Government transfers:

The Government transfers reported on the statement of operations and accumulated surplus are:

	2019	2018
Provincial Small Community Protection	\$ 337,528	\$ 347,484
Provincial Traffic Fine Revenue	77,333	77,301
Gas Tax Agreement Funds	1,162,767	560,390
Ministry of Transportation and Infrastructure	97,528	313,002
Other	44,123	3,645
	<u>\$ 1,719,279</u>	<u>\$ 1,301,822</u>

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

10. Commitments and contingent liabilities:

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

(a) Municipal Finance Authority debt reserve fund deposits:

Under borrowing arrangements with the MFA, the District is required to lodge security by means of demand notes and interest-bearing cash deposits based on the amount of the borrowing. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. These deposits totaling \$141,400 (2018 - \$138,179) are included in the District's financial assets as other assets and are held by the MFA as security against the possibility of debt repayment default. If the debt is repaid without default, the deposits are refunded to the District. At December 31, 2019 there were contingent demand notes of \$272,296 (2018 - \$272,296) which are not included in the financial statements of the District.

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

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

(d) As part of the normal course of business, the District has entered into various agreements and contracts for services with periods ranging up to five years. These amounts will be recorded in the accounts in the period that the goods and services are received.

(e) The District entered into a long-term contract with the Royal Canadian Mounted Police for the provision of police services effective April 1, 2002. Under the terms of this contract, the District is responsible for 70% of policing costs. The 2020 estimated cost of this contract is \$2,153,457.

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

10. Commitments and contingent liabilities (continued):

- (f) The District is a defendant in various lawsuits. The District records an accrual in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. The remaining claims, should they be successful as a result of litigation, will be recorded when a liability is likely and determinable. The District is covered through an independent insurance program against certain claims.

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

11. Financial plan data:

The financial plan data presented in these financial statements is based upon the 2019 operating and capital financial plans approved by Council on April 8, 2019 (and amended on November 18, 2019). The following reconciles the approved financial plan to the figures reported in these financial statements.

	Financial plan amount
Revenues:	
	\$ 22,050,566
Amendments approved by Council	581,845
Financial plan, as approved by Council	22,632,411
Less:	
Transfers from other funds	3,549,827
Proceeds from borrowing	1,157,296
Amortization offset	2,653,501
Total revenue	15,271,787
Expenses:	
Financial plan, as approved by Council	22,050,566
Amendments approved by Council	581,845
Financial plan, as approved by Council	22,632,411
Less:	
Capital expenditures	5,153,105
Transfer to other reserves	2,073,123
Debt principal payments	853,249
Total expenses	14,552,934
Annual surplus	\$ 718,853

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

11. Financial plan data (continued):

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

12. Subsequent event:

Subsequent to December 31, 2019, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This situation presents uncertainty over the District's future cash flows and may have a significant impact on the District's future operations. Potential impacts on the District's business could include future decreases in revenue, future increases in expenses, impairment of receivables, impairment of investments or reduction in investment income and delays in completing capital project work. As the situation is dynamic and the ultimate duration and magnitude of the impact of the economy are not known, an estimate of the financial effect on the District is not practical at this time.

13. Segmented information:

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

(a) General Government:

General government is comprised of Corporate Services, Finance, Human Resources and Information Technology. This segment also includes any other functions categorized as non-departmental.

(b) Protective services:

Protective services is comprised of three different functions, including the District's emergency management, fire, and police services. The emergency management agency prepares the District to be more prepared and able to respond to, recover from, and be aware of, the devastating effects of a disaster or major catastrophic event that will impact the community. The fire department is responsible for providing critical, life-saving services in preventing or minimizing the loss of life and property from fire and natural or man-made emergencies. Policing services are provided to the District under a long term agreement with the Royal Canadian Mounted Police.

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

13. Segmented information (continued):

(c) Development Services:

Development Services includes Engineering, Community Spaces, Building Inspection, Planning and Development and Geographic Information Services.

Engineering is responsible for the planning, design and construction of the District's infrastructure. This department, working closely with the Planning Department, ensures that the District is developed in a fashion consistent with the Official Community Plan while at the same time making sure that good engineering practices are maintained.

Community Spaces is responsible for the construction and maintenance of the District's parks and greenspaces. This includes formal parks such as Ed Macgregor Park and the Marine Boardwalk, local play parks and numerous natural areas such as Whiffin Spit Park.

Planning and development is responsible for the District's community planning goals and economic development through the official community plan, and other policy initiatives.

Geographic Information Services provides asset management, mapping and property information to District of Sooke staff and to the public.

(d) Sewer:

The sewer protects the environment and human health from the impacts of liquid wastes generated as a result of human occupation and development in the District.

Certain allocation methodologies have been employed in the preparation of the segmented financial information. The General Fund reports on municipal services that are funded primarily by taxation such as property taxes and other tax revenues. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in note 1.

DISTRICT OF SOOKE

Notes to Financial Statements (continued)

Year ended December 31, 2019

13. Segmented information (continued):

2019	General Government	Protective Services	Development	Sewer	Total
Revenue:					
Taxation	\$ 8,640,268	\$ -	\$ -	\$ -	\$ 8,640,268
User charges	252,387	40,028	802,701	2,537,134	3,632,250
Government transfers	5,022	414,861	1,299,396	-	1,719,279
Investment income	349,968	-	-	-	349,968
Other	291,570	-	1,387,010	-	1,678,580
Total revenue	9,539,215	454,889	3,489,107	2,537,134	16,020,345
Expenses:					
Salaries and wages	1,590,032	1,221,510	1,871,061	446,209	5,128,812
Contracted and general services	704,197	2,201,003	573,427	622,159	4,100,786
Supplies and materials	761,177	561,449	348,816	256,859	1,928,301
Interest and bank charges	34,536	18,529	-	154,000	207,065
Amortization	150,031	256,743	1,758,939	786,771	2,952,484
Total expenses	3,239,973	4,259,234	4,552,243	2,265,998	14,317,448
Annual surplus (deficit)	\$ 6,299,242	\$ (3,804,345)	\$ (1,063,136)	\$ 271,136	\$ 1,702,897

2018	General Government	Protective Services	Development	Sewer	Total
Revenue:					
Taxation	\$ 7,890,048	\$ -	\$ -	\$ -	\$ 7,890,048
User charges	238,085	142,890	718,912	2,251,301	3,351,188
Government transfers	3,645	424,785	873,393	-	1,301,823
Investment income	322,709	-	-	-	322,709
Other	285,354	-	5,154,973	295,519	5,735,846
Total revenue	8,739,841	567,675	6,747,278	2,546,820	18,601,614
Expenses:					
Salaries and wages	1,292,706	1,052,119	1,718,943	534,872	4,598,640
Contracted and general services	538,735	2,121,196	375,061	486,731	3,521,723
Supplies and materials	831,392	503,413	515,652	193,037	2,043,494
Interest and bank charges	31,944	16,966	-	154,000	202,910
Amortization	141,828	241,543	2,059,647	680,001	3,123,019
Total expenses	2,836,605	3,935,237	4,669,303	2,048,641	13,489,786
Annual surplus (deficit)	\$ 5,903,236	\$ (3,367,562)	\$ 2,077,975	\$ 498,179	\$ 5,111,828