



2017 – 2021

Five Year Financial Plan

Received at the March 13, 2017 Regular Council meeting

2017-2021 Financial Plan

Table of Contents

Draft Financial Plan 2017-2021	1
Consolidated Summary	2
Council & CAO	3
Corporate Services	5
Financial Services	6
Development Services	8
Protective Services	10
Fiscal Services	13
Capital Fund	14
Capital Plan - 2017	15
Capital Plan - 2018	16
Capital Plan - 2019	17
Capital Plan - 2020	18
Capital Plan - 2021	19
Revenues	20
Sewer Fund	23
Sewer Expansion	25
Reserve Funds	26
Summary of Adjustments	30
2016 Capital Plan Budget vs. Actual	31

District of Sooke
Draft Financial Plan 2017 - 2021

Funding Sources	2016	2017	2018	2019	2020	2021
Property Taxes	6,647,835	7,182,457	7,711,045	8,360,210	8,850,799	9,164,642
Parcel Taxes	1,661,520	1,691,880	2,188,880	2,188,880	2,188,880	2,188,880
Fees and Charges	1,404,006	1,426,374	1,480,410	1,480,410	1,480,410	1,480,410
Other Sources	6,171,924	5,168,826	9,162,272	4,914,301	4,340,836	4,366,901
Transfer from Own Funds	2,557,041	3,930,037	2,977,663	1,510,341	1,829,326	2,042,447
	<u>18,442,326</u>	<u>19,399,574</u>	<u>23,520,270</u>	<u>18,454,142</u>	<u>18,690,251</u>	<u>19,243,279</u>

Expenditures

Debt - Principal and Interest	981,491	1,329,789	1,474,086	1,533,454	1,528,484	1,382,141
Capital Expenditures	4,301,239	4,381,672	7,913,002	2,551,650	2,368,950	2,811,250
Transfer to Own Funds	1,460,269	1,041,763	1,302,211	1,451,472	1,816,604	1,996,735
Other Municipal Purposes	11,699,326	12,646,350	12,830,971	12,917,566	12,976,213	13,053,154
	<u>18,442,326</u>	<u>19,399,574</u>	<u>23,520,270</u>	<u>18,454,142</u>	<u>18,690,251</u>	<u>19,243,279</u>

Proportion of funding by source

Funding Source	2016	2017	2018	2019	2020
	%	%	%	%	%
Property Taxes	36.05%	37.02%	32.78%	45.30%	47.36%
Parcel Taxes	9.01%	8.72%	9.31%	11.86%	11.71%
Fees and Charges	7.61%	7.35%	6.29%	8.02%	7.92%
Other Sources	33.47%	26.64%	38.95%	26.63%	23.23%
Transfer from Own Funds	13.87%	20.26%	12.66%	8.18%	9.79%

District of Sooke
Draft 2017 to 2021 Five Year Financial Plan
Consolidated Summary

	2016 Amended (restated)	2016 Actual	2017	2016	2019	2020	2021
Funding Sources:							
Municipal general property taxes	6,529,708	6,529,708	7,018,784	7,581,045	8,230,210	8,720,799	9,034,642
Non market change	118,127	111,105	163,673	130,000	130,000	130,000	130,000
Total municipal taxes	6,647,835	6,640,813	7,182,457	7,711,045	8,360,210	8,850,799	9,164,642
Sewer Parcel Taxes	1,661,520	1,660,552	1,691,880	2,188,880	2,188,880	2,188,880	2,188,880
Net taxes available for municipal purposes	230,506	226,502	247,500	247,500	247,500	247,500	247,500
Government transfers and grants	1,923,768	1,910,359	1,298,300	1,203,300	1,203,300	1,203,300	1,203,300
Investment income	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Proceeds from borrowing	1,420,000	1,420,000	1,000,000	4,900,000	600,000	-	-
Offset for amortization	2,537,650	2,537,650	2,563,026	2,751,472	2,803,501	2,830,036	2,856,101
Total Other Sources	6,171,924	6,154,511	5,168,826	9,162,272	4,914,301	4,340,836	4,366,901
Sales and user fees	169,641	153,630	77,750	77,750	77,750	77,750	77,750
Penalties and fines	205,000	181,297	185,000	185,000	185,000	185,000	185,000
Developer cost charges (Roads)	52,000	52,000	100,000	100,000	100,000	100,000	100,000
Licenses and permits	531,404	590,101	566,392	566,392	566,392	566,392	566,392
Lease and rental	52,340	50,222	33,464	-	-	-	-
Developer cost charges (Sewer)	34,538	50,230	100,000	100,000	100,000	100,000	100,000
Sewer generation charges	359,084	332,585	363,768	451,268	451,268	451,268	451,268
Total Fees and Charges	1,404,006	1,410,065	1,426,374	1,480,410	1,480,410	1,480,410	1,480,410
Transfers from reserves for general capital (capital sheet)	1,274,390	873,770	2,534,022	2,130,002	697,650	1,021,605	1,381,069
Transfers from reserves for general capital (Protective Services)	-	-	91,600	-	-	-	-
Transfers from reserves for general capital (debt principal)	-	-	188,354	223,246	223,246	223,246	223,246
Transfers from reserves for general capital (debt servicing)	-	-	303,666	298,696	293,926	288,956	142,613
Transfers from surplus for general capital	160,096	160,096	250,000	30,000	-	-	-
Transfers from surplus for operating	224,695	176,353	266,676	-	-	-	-
Transfer from reserves for debt principal (Sewer DCC)	317,172	317,316	295,519	295,519	295,519	295,519	295,519
Transfers from reserves for sewer capital	295,519	295,519	295,519	295,519	295,519	295,519	295,519
Transfers from reserves (sewer repayment)	150,000	135,264	-	-	-	-	-
Transfers from surplus (sewer repayment)	135,169	72,312	-	-	-	-	-
Total Transfers from Own Funds	2,957,041	2,032,630	3,930,037	2,977,663	1,510,341	1,829,326	2,042,447
Total Funding Sources:	18,442,326	17,898,571	19,399,574	23,520,270	18,454,142	18,690,251	19,243,279
Expenditures:							
Debt Servicing:							
- General Government	203,145	203,145	552,768	504,750	499,780	494,810	348,467
- Fire Department	92,987	92,987	91,663	91,507	155,845	155,845	155,845
- Sewer Fund	685,359	685,359	685,359	877,829	877,829	877,829	877,829
Total Debt Servicing	981,491	981,491	1,329,789	1,474,086	1,533,454	1,528,484	1,382,141
Capital Expenditures:							
- General Government	4,151,239	3,587,372	4,020,972	3,249,002	2,431,650	2,248,950	2,746,250
- Sewer Fund	150,000	135,264	360,700	4,664,000	120,000	120,000	65,000
Total Capital Expenditures	4,301,239	3,722,636	4,381,672	7,913,002	2,551,650	2,368,950	2,811,250
Transfers to Reserves	1,460,269	1,562,062	1,041,763	1,302,211	1,451,472	1,816,604	1,956,735
Other Municipal Purposes:							
Council	482,950	382,573	417,162	297,437	294,937	297,437	294,937
CAO's Office	446,891	376,679	510,200	485,200	470,200	455,200	475,200
Corporate Services	865,262	984,055	1,103,481	944,449	938,199	938,199	949,608
Financial Services	946,910	1,050,964	884,870	965,517	953,517	961,142	958,642
Development Services	1,907,359	1,805,895	2,090,482	2,099,567	2,110,485	2,146,783	2,132,398
Protective Services	3,010,069	3,081,555	3,582,553	3,572,605	3,607,003	3,632,693	3,646,544
Amortization	2,537,650	2,537,650	2,563,026	2,751,471	2,803,501	2,830,036	2,856,101
Sewer Operations	1,490,236	1,414,111	1,394,577	1,714,724	1,739,724	1,714,724	1,739,724
Total Other Municipal Purposes:	11,699,326	11,632,362	12,646,350	12,830,371	12,917,566	12,976,213	13,053,154
Total Expenditures:	18,442,326	17,898,571	19,399,574	23,520,270	18,454,142	18,690,251	19,243,279
Municipal General Property Taxes	6,529,708		7,018,784	7,581,045	8,230,210	8,720,799	9,034,642
% increase in property taxes	0.85%		5.58%	5.55%	6.73%	4.31%	2.08%
Municipal General Property Taxes including Non Market Change	6,647,835		7,182,457	7,711,045	8,360,210	8,850,799	9,164,642

District of Sooke
Draft 2017 to 2021 Five Year Financial Plan
Council and CAO

	2016		2017		2018		2019		2020		2021	
	Budget	Actual										
General Government Services												
Council												
Salaries	81,280	76,349	81,300		81,300		81,300		81,300		81,300	
Benefits	1,559	1,861	1,600		1,600		1,600		1,600		1,600	
Travel/conferences/education	27,591	20,727	27,600		27,600		27,600		27,600		27,600	
Public and Government relations	5,500	11,019	6,500		6,500		6,500		6,500		6,500	
Primary Health Care Services Working Group	5,000	1,094	5,000		5,000		5,000		5,000		5,000	
Volunteer recognition	-	-	2,500		-		-		-		-	
Events (Levee, Parade)	-	-	10,000		10,000		10,000		10,000		10,000	
Sponsorships	-	1,700	2,500		2,500		2,500		2,500		2,500	
Communities in Bloom	3,121	2,762	-		2,500		-		2,500		-	
Contingency	86,000	37,487	35,000		35,000		35,000		35,000		35,000	
Community Service Agreements:												
Sooke Region Community Health Initiative	17,500	17,500	17,500		-		-		-		-	
Sooke Region Community Health Network MOU	40,000	10,000	30,000		-		-		-		-	
Sooke Community Association	28,000	28,000	28,000		-		-		-		-	
Chamber of Commerce	28,150	16,829	-		-		-		-		-	
Sooke Region Tourism Association	23,000	23,000	23,000		-		-		-		-	
Visitor Information Centre	20,808	20,808	21,225		-		-		-		-	
Total Community Service Agreements	157,458	116,137	119,725		-		-		-		-	
Annual Grants:												
Sooke Food Bank Society	-	-	10,000		-		-		-		-	
Citizens on Patrol Sooke	-	-	2,800		-		-		-		-	
EMCS Society for the Sooke Youth Council	-	-	3,500		-		-		-		-	
JDF Regional Park Watch Society	-	-	5,000		-		-		-		-	
Sooke Community Arts Council	-	-	4,000		-		-		-		-	
Sooke Residents in Need Society - Crisis Centre	-	-	6,120		-		-		-		-	
Sooke Lions Club	-	-	5,000		-		-		-		-	
Sooke Family Resource Society	-	-	2,000		-		-		-		-	
Sooke Region Food CHI	-	-	7,000		-		-		-		-	
Sooke Fine Arts Society	-	-	7,000		-		-		-		-	
Vancouver Island South Film & Media Commission	-	-	500		-		-		-		-	
Sooke Transition Town - Wild Wise Sooke	-	-	2,925		-		-		-		-	
Need 2 - Suicide Prevention Education & Awareness	-	-	1,592		-		-		-		-	
Total Annual Grants	72,788	65,760	57,437		57,437		57,437		57,437		57,437	
Community Grants	50,000	46,400	50,000		50,000		50,000		50,000		50,000	
Canada Day Fireworks	2,653	2,977	3,000		3,000		3,000		3,000		3,000	
Sooke Christmas Bureau	-	-	15,000		15,000		15,000		15,000		15,000	
Total	492,950	382,573	417,162		297,437		294,937		297,437		294,937	

General Government Services		2016	2016	2017	2018	2019	2020	2021
CAO's Office		Budget	Actual					
Salaries		145,545	140,058	140,000	140,000	140,000	140,000	140,000
Benefits		27,346	33,500	25,700	25,700	25,700	25,700	25,700
Travel		-	-	2,500	2,500	2,500	2,500	2,500
Memberships		-	-	2,000	2,000	2,000	2,000	2,000
Professional Development		15,000	15,168	15,000	15,000	15,000	15,000	15,000
Legal		100,000	93,795	150,000	130,000	100,000	100,000	100,000
Economic Development (conference hosting)		5,000	1,234	5,000	-	-	-	-
Economic Development (MRDT business plan)		-	-	10,000	-	-	-	-
Strategic Plan		-	-	-	-	15,000	-	-
OCP		5,000	6,616	10,000	-	-	-	-
Long-term Plans		20,000	2,100	-	20,000	20,000	20,000	40,000
Operating Contingency		129,000	83,108	150,000	150,000	150,000	150,000	150,000
		446,891	375,579	510,200	485,200	470,200	455,200	475,200

District of Sooke
Draft 2017 to 2021 Five Year Financial Plan
Corporate Services

	2016 Budget	2016 Actual	2017	2018	2019	2020	2021
Corporate Services							
Salaries	449,930	602,074	707,715	566,929	566,929	566,929	553,584
Benefits	107,527	130,056	174,652	156,406	156,406	156,406	154,585
Professional Development	25,000	25,280	25,000	25,000	25,000	25,000	25,000
Memberships	3,500	1,895	2,000	2,000	2,000	2,000	2,000
Travel	5,000	714	5,000	5,000	5,000	5,000	5,000
Specialty office supplies	1,500	5,608	1,500	1,500	1,500	1,500	1,500
Hospitality and meals	1,500	1,783	1,500	1,500	1,500	1,500	1,500
Elections	1,800	142	12,500	12,500	6,250	6,250	6,250
Legislative Dues/Subscriptions	2,000	3,157	3,000	3,000	3,000	3,000	3,000
Advertising/Communications	30,000	31,586	30,000	30,000	30,000	30,000	30,000
Recruitment costs - travel	4,000	6,057	2,500	2,500	2,500	2,500	2,500
Recruitment costs - advertising	1,500	4,947	1,500	1,500	1,500	1,500	1,500
Reception Coverage	27,500	-	-	-	-	-	-
Contingency (staffing coverage)	3,121	-	-	-	-	-	-
Bylaw Vehicle Insurance	1,070	1,041	1,036	1,036	1,036	1,036	1,036
Bylaw Vehicle Fuel	1,698	2,182	1,698	1,698	1,698	1,698	1,698
Bylaw Vehicle Maintenance	416	636	500	500	500	500	500
Freight/courier	1,200	1,334	1,200	1,200	1,200	1,200	1,200
Postage	5,500	5,981	5,500	5,500	5,500	5,500	5,500
Office supplies	18,000	22,937	18,000	18,000	18,000	18,000	18,000
Subscriptions and Corporate Memberships	7,500	8,973	9,000	9,000	9,000	9,000	9,000
Records management and offsite storage	35,000	12,242	19,000	19,000	19,000	19,000	19,000
Occupational Health and Safety	1,800	885	1,800	1,800	1,800	1,800	1,800
Operating supplies	5,000	2,569	5,000	5,000	5,000	5,000	5,000
Natural Gas	8,000	5,874	-	-	-	-	-
Water	5,200	2,799	5,200	5,200	5,200	5,200	-
Electricity	35,000	28,910	10,000	10,000	10,000	10,000	10,000
Waste removal	6,000	5,065	6,000	6,000	6,000	6,000	6,000
Security	-	1,200	1,200	1,200	1,200	1,200	1,200
Contracted maintenance	55,000	52,272	31,480	31,480	31,480	31,480	31,480
Other outside services	15,000	15,856	20,000	20,000	20,000	20,000	20,000
	865,262	984,055	1,103,481	944,449	938,199	938,199	949,608
Subtotal before amortization	865,262	984,055	1,103,481	944,449	938,199	938,199	949,608
Amortization - General Government	143,832	143,832	145,270	147,449	150,398	151,902	153,000
Total Corporate Services	\$ 1,009,094	\$ 1,127,887	\$ 1,248,751	\$ 1,091,898	\$ 1,088,597	\$ 1,090,101	\$ 1,102,608

District of Sooke
Draft 2017 to 2021 Five Year Financial Plan
Financial Services

	2016 Budget	2016 Actual	2017	2018	2019	2020	2021
Financial Services							
Financial Administration:							
Salaries	228,874	259,813	237,968	239,825	239,825	239,825	239,825
Benefits	56,542	69,047	57,064	57,278	57,278	57,278	57,278
Less: Allocation to Sewer Fund	-	-	(44,255)	(44,565)	(44,565)	(44,565)	(44,565)
Subscriptions	150	-	150	150	150	150	150
Travel	1,000	379	1,000	1,000	1,000	1,000	1,000
Professional Development	4,000	4,403	4,000	4,000	4,000	4,000	9,000
Memberships	2,000	2,065	2,000	2,000	2,000	2,000	2,000
Tax adjustments	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Banking	9,200	10,106	9,200	9,200	9,200	9,200	9,200
Property Tax Interest Expense (prepayment)	4,000	4,413	4,000	4,000	4,000	4,000	4,000
Tax forms and supplies	8,200	8,481	8,200	8,200	8,200	8,200	8,200
Property Tax Stabilization contingency	10,000	19,252	10,000	10,000	10,000	10,000	10,000
Interest on Refundable Deposits	4,000	5,342	4,000	4,000	4,000	4,000	4,000
Audit	34,000	39,000	40,000	40,000	40,000	40,000	40,000
Less: Allocation to Sewer Fund	-	-	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Insurance premiums (property and liability)	110,943	112,976	116,690	116,690	116,690	116,690	116,690
Less: Allocation to Sewer Fund	-	-	(58,345)	(58,345)	(58,345)	(58,345)	(58,345)
Insurance contingency	10,000	-	10,000	10,000	10,000	10,000	10,000
Insurance claims	10,000	1,860	10,000	10,000	10,000	10,000	10,000
	493,909	538,506	406,672	408,433	408,433	408,433	413,433
Geographic Information Services							
Salaries	141,714	171,168	146,210	148,417	148,417	148,417	148,417
Benefits	37,403	39,136	38,161	38,400	38,400	38,400	38,400
Specialty Office Supplies	800	620	800	800	800	800	800
Travel	1,000	522	1,000	1,000	1,000	1,000	1,000
Memberships	-	-	700	700	700	700	700
Professional Development	2,500	1,399	2,500	2,500	2,500	2,500	2,500
Asset Management Training	5,000	8,871	5,000	-	-	-	-
Data acquisition and consulting	2,000	1,400	11,000	11,000	11,000	11,000	11,000
	190,417	223,116	205,371	202,818	202,818	202,818	202,818
Information Technology							
Salaries	72,419	75,387	140,713	142,838	142,838	142,838	142,838
Benefits	18,965	18,846	37,535	37,765	37,765	37,765	37,765
Less: Allocation to Sewer Fund	-	-	(44,562)	(45,151)	(45,151)	(45,151)	(45,151)
Professional Development	5,000	4,369	6,700	6,700	6,700	6,700	6,700
Telephone	17,000	17,188	17,000	17,000	17,000	17,000	17,000
Copy/service charges	4,500	8,239	4,500	4,500	4,500	4,500	4,500
Equipment lease/rental	16,600	18,370	22,900	25,900	25,900	25,900	25,900
Website maintenance	2,000	1,068	2,000	2,000	2,000	2,000	2,000
Software Licensing	84,800	88,772	98,700	82,875	70,875	78,500	71,000

	Budget	Actual	2017	2018	2019	2020	2021
Staff IT Software Training	5,900	2,025	6,300	6,300	6,300	6,300	6,300
IT Consulting/Back-up	10,000	4,140	7,500	-	-	-	-
LAN/PC's/Networking/Internet	27,400	50,938	73,540	73,540	73,540	73,540	73,540
	264,584	289,342	372,826	354,267	342,267	349,892	342,392
Total Financial Services	948,910	1,050,964	984,870	965,517	953,517	961,142	958,642

District of Sooke
Draft 2017 to 2021 Five Year Financial Plan
Development Services

	2016 Budget	2016 Actual	2017	2018	2019	2020	2021
Development Services							
Engineering Operations							
Salaries	441,114	356,909	311,974	323,127	323,127	323,127	323,127
Benefits	83,204	82,450	77,016	78,200	78,200	78,200	78,200
Vehicle Insurance	1,700	1,795	1,652	1,652	1,652	1,652	1,652
Vehicle Maintenance	700	150	700	700	700	700	700
Specialty office supplies	1,061	1,641	1,061	1,061	1,061	1,061	1,061
Travel	1,061	143	1,061	1,061	1,061	1,061	1,061
Professional Development	10,000	3,789	10,000	10,000	10,000	10,000	10,000
Memberships	1,403	1,100	1,403	1,403	1,403	1,403	1,403
Consulting	10,000	9,512	10,000	10,000	10,000	10,000	10,000
	550,243	457,489	414,867	427,204	427,204	427,204	427,204
Contract Services							
Highway Maintenance Contract	244,084	245,713	252,380	256,166	260,008	263,908	267,867
Line Painting and Signage	5,000	11,211	10,000	10,000	10,000	10,000	10,000
Rainwater Infrastructure Maintenance	50,000	6,263	100,000	100,000	100,000	100,000	100,000
DCC Bylaw Review - Roads	10,000	-	25,000	-	-	25,000	-
Public Works Yard Maintenance	2,000	-	5,000	5,000	5,000	5,000	5,000
	311,084	263,187	392,380	371,166	375,008	403,908	382,867
Street lighting and Traffic control							
Street lighting electricity - BC Hydro	70,000	54,271	85,000	89,250	93,713	98,398	103,318
Street lighting electricity - District	20,000	32,722	30,000	31,500	33,075	34,729	36,465
Street lighting contracted maintenance - District	8,500	6,439	8,500	8,500	8,500	8,500	8,500
Traffic lights electricity	3,000	4,074	3,500	3,500	3,500	3,500	3,500
Crossing guards	14,000	14,000	14,000	14,000	14,000	14,000	14,000
	115,500	111,506	141,000	146,750	152,788	159,127	165,783
Planning Operations							
Salaries	192,105	233,322	256,706	260,235	260,235	260,235	260,235
Benefits	51,652	65,244	66,894	67,437	67,437	67,437	67,437
Specialty office supplies	1,400	2,557	1,400	1,400	1,400	1,400	1,400
Travel	500	-	500	500	500	500	500
Professional Development	7,500	3,589	7,500	7,500	7,500	7,500	7,500
Memberships	1,100	1,052	1,100	1,100	1,100	1,100	1,100
	254,257	305,764	334,100	338,172	338,172	338,172	338,172
Building Inspection							
Salaries	182,365	174,024	252,657	256,125	256,125	256,125	256,125
Benefits	52,496	43,342	70,868	71,312	71,312	71,312	71,312
Specialty office supplies	1,500	1,240	1,500	1,500	1,500	1,500	1,500
Professional Development	5,000	1,032	5,000	5,000	5,000	5,000	5,000
Travel	500	-	500	500	500	500	500
Memberships	1,081	972	1,081	1,081	1,081	1,081	1,081
Vehicle maintenance	1,000	-	1,000	1,000	1,000	1,000	1,000
Consulting	5,000	280	5,000	5,000	5,000	5,000	5,000
Vehicle insurance	816	795	778	778	778	778	778
	249,758	221,685	338,384	342,296	342,296	342,296	342,296
Community Spaces							

Development Services

	Budget	Actual	2017	2018	2019	2020	2021
Parks salaries	-	-	207,780	210,570	210,570	210,570	210,570
Parks benefits	-	-	60,162	60,582	60,582	60,582	60,582
Parks overtime	-	-	-	-	-	-	-
Public Space maintenance	229,602	249,660	-	-	-	-	-
Parks Materials and Supplies	13,635	-	50,860	51,877	52,915	53,973	53,973
Parks Data and Telephone	-	-	2,250	2,250	2,250	2,250	2,250
Parks Office Expenses	-	-	750	750	750	750	750
Parks Vehicle Fuel	-	-	16,220	16,220	16,220	16,220	16,220
Parks Maintenance	-	-	2,500	2,500	2,500	2,500	2,500
Parks Memberships and Dues	-	-	750	750	750	750	750
Parks Travel	-	-	2,600	2,600	2,600	2,600	2,600
Parks Training	-	-	4,700	4,700	4,700	4,700	4,700
Parks PPE and Immunization	-	-	2,600	2,600	2,600	2,600	2,600
Works Yard electricity	-	-	7,000	7,000	7,000	7,000	7,000
Hazardous vegetation control	18,000	25,903	25,000	25,000	25,000	25,000	25,000
Community Clean Up Events	58,750	74,216	5,000	5,000	5,000	5,000	5,000
Banners	-	-	8,200	8,200	8,200	8,200	8,200
Seasonal Adornment	40,000	32,615	20,000	20,000	20,000	20,000	20,000
Boat Launch Parking Lease	10,500	10,500	18,000	18,000	18,000	18,000	18,000
Boat Launch Trail	17,248	18,333	-	-	-	-	-
Boat Launch operating and Maintenance	24,282	23,037	10,880	10,880	10,880	10,880	10,880
Downtown Parking Lease	14,000	12,000	24,000	24,000	24,000	24,000	24,000
Harbourway Walkway License	500	-	500	500	500	500	500
	426,517	446,264	469,752	473,979	475,017	476,075	476,075
Subtotal before amortization	1,907,359	1,805,895	2,090,482	2,099,567	2,110,485	2,146,783	2,132,398
Amortization							
Amortization - Recreation and Culture	131,838	131,838	133,156	135,154	137,857	139,235	140,628
Amortization - Engineering Services	1,431,193	1,431,193	1,445,505	1,467,187	1,496,531	1,511,496	1,526,611
Amortization - Storm Sewer	105,909	105,909	106,968	108,572	110,744	111,851	112,970
Total Amortization	1,668,939	1,668,939	1,685,629	1,710,913	1,745,131	1,762,583	1,780,208
Total Development Services	3,576,298	3,474,834	3,776,111	3,810,480	3,855,616	3,909,365	3,912,606

District of Sooke
Draft 2017 to 2021 Five Year Financial Plan
Protective Services

	2016 Budget	2016 Actual	2017	2018	2019	2020	2021
Protective Services							
Policing							
Contract with RCMP	1,702,497	1,785,524	1,994,039	1,994,039	1,994,039	1,994,039	1,994,039
Police Based Victims Services	-	-	8,323	8,323	8,323	8,323	8,323
Integrated Mobile Crisis Response Team	5,792	-	5,792	5,792	5,792	5,792	5,792
Regional Domestic Violence Unit	8,597	-	11,500	11,500	11,500	11,500	11,500
Mobile Youth Services Team	3,300	3,348	3,500	3,500	3,500	3,500	3,500
Diversity and Advisory Committee	-	-	350	350	350	350	350
Crime Stoppers Funding	3,135	-	3,800	3,800	3,800	3,800	3,800
CR Action Team	1,307	-	-	-	-	-	-
Source Information	2,122	6,628	7,000	7,000	7,000	7,000	7,000
Community Liaison Officer	4,330	-	-	-	-	-	-
	1,731,081	1,795,500	2,034,304	2,034,304	2,034,304	2,034,304	2,034,304
Emergency Program							
Supplies	10,000	7,922	8,000	8,000	8,000	8,000	8,000
Office supplies	1,000	180	800	800	800	800	800
EOC radio operations	2,000	1,131	2,000	2,000	2,000	2,000	2,000
Emergency Program Vehicle Maintenance	1,530	2,907	1,500	1,500	1,500	1,500	1,500
Communications	1,440	1,180	1,400	1,400	1,400	1,400	1,400
Professional Development	4,080	-	3,000	3,000	3,000	3,000	3,000
Volunteer Training General	1,600	450	1,600	1,600	1,600	1,600	1,600
Annual Exercise	-	-	1,000	2,000	2,000	2,000	2,000
Emergency planning - outside services (ESS Director)	2,100	-	2,100	2,100	2,100	2,100	2,100
	23,750	13,770	21,400	22,400	22,400	22,400	22,400
Fire Department							
Administration							
Salaries	567,595	533,718	578,701	553,923	564,388	575,923	587,825
Benefits	141,199	139,047	167,882	156,158	157,898	159,809	161,758
Overtime	20,000	75,460	80,000	80,000	80,000	80,000	80,000
Operating supplies	3,500	3,156	3,500	3,500	3,500	3,500	3,500
Office supplies	2,500	1,486	2,500	2,500	2,500	2,500	2,500
Office equipment leases	800	687	800	800	800	800	800
Staff Training	27,000	22,681	10,000	10,000	13,000	13,000	13,000
OH&S training	1,500	1,150	1,000	1,000	1,000	1,000	1,000
Memberships	1,188	998	1,188	1,188	1,188	1,188	1,188
Subscriptions	2,122	2,277	2,122	2,122	2,122	2,122	2,122
Hospitality - operating supplies	3,800	5,764	4,000	4,000	4,000	4,000	4,000
Appreciation Dinner	12,000	13,125	12,000	12,000	14,000	14,000	14,000
	783,205	799,549	863,694	827,192	844,397	857,842	871,694
Volunteer Firefighters							
Duty officer remuneration	33,310	32,756	33,310	33,310	33,310	33,310	33,310
First officer duty remuneration	27,779	26,044	27,779	27,779	27,779	27,779	27,779
Relief worker wages/remuneration	65,918	61,725	75,636	77,773	79,728	81,703	81,703
Volunteer Performance Incentive	25,000	25,000	30,000	35,000	40,000	45,000	45,000
Volunteer Association Payment	37,779	37,779	37,779	37,779	37,779	37,779	37,779

Protective Services

	Budget	Actual	2017	2018	2019	2020	2021
EAP Benefits	-	-	1,512	1,512	1,512	1,512	1,512
WCB Benefits	450	457	450	450	450	450	450
Medical testing	2,900	3,490	2,900	2,900	2,900	2,900	2,900
Recruitment	2,000	253	2,500	3,000	3,000	3,000	3,000
	195,136	205,003	211,866	219,503	226,458	233,433	233,433
Training							
Courses and certifications	-	-	34,000	34,000	38,000	40,000	40,000
Travel and expenses	-	-	2,000	2,000	2,000	2,000	2,000
Driver certification / air brakes	-	-	500	500	500	500	500
Audio visual repair and replacement	1,123	3,004	500	500	500	500	500
Operating supplies	1,855	3,004	1,855	1,855	1,855	1,855	1,855
	2,978	3,004	38,855	38,855	42,855	44,855	44,855
Telecommunications							
CREST	47,142	45,508	47,000	64,917	66,155	67,424	67,424
Telephone and Data services	11,241	18,158	11,241	11,241	11,241	11,241	11,241
Radio and pager maintenance	-	-	1,000	1,000	1,000	1,000	1,000
Repairs general	2,645	9,274	2,645	2,645	2,645	2,645	2,645
	61,028	72,940	61,886	79,803	81,041	82,310	82,310
Inspections and Prevention							
Operating supplies	1,119	165	1,119	1,119	1,119	1,119	1,119
Community Education	3,843	3,550	3,843	3,843	3,843	3,843	3,843
	4,962	3,715	4,962	4,962	4,962	4,962	4,962
Station Maintenance							
Fire Hall #1							
Security	-	-	1,200	1,200	1,200	1,200	1,200
Hydro	-	-	16,000	16,000	16,000	16,000	16,000
Gas	-	-	5,500	5,500	5,500	5,500	5,500
Water	-	-	1,800	1,800	1,800	1,800	1,800
General Maintenance and servicing	-	-	5,000	5,000	5,000	5,000	5,000
Garbage and recycle	-	-	2,400	2,400	2,400	2,400	2,400
Janitorial	-	-	10,740	10,740	10,740	10,740	10,740
	-	-	42,640	42,640	42,640	42,640	42,640
Fire Hall #2							
Security	-	-	1,200	1,200	1,200	1,200	1,200
Hydro	-	-	2,500	2,500	2,500	2,500	2,500
Water	-	-	300	300	300	300	300
General Maintenance and servicing	-	-	2,500	2,500	2,500	2,500	2,500
Janitorial	-	-	4,080	4,080	4,080	4,080	4,080
	-	-	10,580	10,580	10,580	10,580	10,580
Vehicle maintenance and operating							
Wages	11,978	14,394	11,978	11,978	11,978	11,978	11,978
Benefits	1,463	2,114	1,463	1,463	1,463	1,463	1,463
Fuel	14,705	10,755	14,705	14,705	14,705	14,705	14,705
Vehicle maintenance general			23,000	23,000	28,000	31,000	31,000
Insurance premiums	22,950	21,531	17,136	17,136	17,136	17,136	17,136
Tire replacement	2,500	5,135	3,500	3,500	3,500	3,500	3,500
Repairs or fabrication	18,000	20,521	4,200	4,200	4,200	4,200	4,200
Outside repair services	20,000	7,968	-	-	-	-	-
	91,596	82,418	75,982	75,982	80,982	83,982	83,982

Protective Services

Debt Servicing (see Debt Servicing and Transfers)

	Budget	Actual	2017	2018	2019	2020	2021
Equipment maintenance							
Operation and Maintenance	30,000	27,157	25,000	25,000	25,000	25,000	25,000
SCBA maintenance	10,000	4,604	10,000	10,000	10,000	10,000	10,000
SCBA Cylinder Replacement Program	-	-	9,600	9,600	9,600	9,600	9,600
SCBA Units	-	-	50,000	50,000	50,000	50,000	50,000
Small tools and equipment replacement	-	-	5,000	5,000	5,000	5,000	5,000
Other outside services	4,000	4,199	4,000	4,000	4,000	4,000	4,000
	44,000	35,960	103,600	103,600	103,600	103,600	103,600
Protective Clothing							
Turnout gear replacement	14,014	11,359	32,000	32,000	32,000	32,000	32,000
Turnout gear repair			3,000	3,000	3,000	3,000	3,000
Turnout gear operating supplies	9,157	9,786	3,000	3,000	3,000	3,000	3,000
Coveralls - Forestry - Maintenance			3,000	3,000	3,000	2,000	2,000
Other required PP equipment			500	500	500	500	500
	23,171	21,145	41,500	41,500	41,500	40,500	40,500
Uniforms							
Dress uniforms and regalia	-	-	11,000	11,000	11,000	11,000	11,000
Stationwear and boots	-	-	10,000	10,000	10,000	10,000	10,000
Cleaning and repair	-	-	2,500	2,500	2,500	2,500	2,500
	-	-	23,500	23,500	23,500	23,500	23,500
Other							
Medical supplies	8,378	7,827	7,000	7,000	7,000	7,000	7,000
East Sooke Fire Contract	40,784	40,724	40,784	40,784	40,784	40,784	40,784
	49,162	48,551	47,784	47,784	47,784	47,784	47,784
Total Fire Department	1,255,238	1,272,285	1,618,511	1,607,408	1,706,144	1,731,833	1,745,685
Total Protective Services, before amortization	3,010,069	3,081,555	3,674,215	3,664,112	3,762,848	3,788,538	3,802,389
Less Debt Servicing (shown separately)			(91,663)	(91,507)	(155,845)	(155,845)	(155,845)
Subtotal before amortization			3,582,553	3,572,605	3,607,003	3,632,693	3,646,544
Amortization - Protective Services	248,731	248,731	251,219	254,987	260,087	262,687	265,000
Total Protective Services (less debt)	3,258,800	3,330,286	3,833,771	3,827,592	3,867,090	3,895,380	3,911,544

District of Sooke
Draft 2017 to 2021 Five Year Financial Plan

Fiscal Services

	2016 Budget	2016 Actual	2017	2018	2019	2020	2021
Debt servicing							
MFA lease (Fire - equipment and vehicles) - principal	1,322	1,322			52,338	52,338	52,338
MFA lease (Fire - equipment and vehicles) - interest	-	-			12,000	12,000	12,000
Provincial Debt (Fire - Ladder Truck) - principal	20,723	20,723	20,723	20,723	20,723	20,723	20,723
Provincial Debt (Fire - Ladder Truck) - interest	27,892	27,892	27,892	27,892	27,892	27,892	27,892
MFA loan (50% Fire and 50% General - building) - principal and interest	86,100	86,100	80,651	-	-	-	-
MFA loan (50% Fire and 50% General - building) - interest	-	-	5,444	-	-	-	-
MFA loan (Fire - vehicles) - principal	-	-		34,892	34,892	34,892	34,892
MFA loan (Fire - vehicles) - interest	-	-		8,000	8,000	8,000	8,000
MFA loan (General - Parks equipment and vehicles) - principal	-	-	-	-	-	-	-
MFA loan (General - Parks equipment and vehicles) - interest	-	-	-	-	-	-	-
MFA loan (General - road resurfacing) - principal	-	-	188,354	188,354	188,354	188,354	188,354
MFA loan (General - road resurfacing) - interest	-	-	17,500	17,500	17,500	17,500	17,500
MFA loan (General - property purchase) - principal	160,096	160,096	284,000	284,000	284,000	284,000	142,000
MFA loan (General - property purchase) - interest	-	-	19,866	14,896	9,926	4,956	613
	296,133	296,133	644,430	596,257	655,625	650,655	504,312
Transfers to own reserve funds							
Fire Equipment Reserve Fund			-	-	-	-	-
SPA Reserve	100,000	100,000					
Capital Works Reserve (GST)	9,000	7,290	11,100	11,100	11,100	11,100	11,100
Capital Improvement Financing Reserve	60,000	60,000	10,000	10,000	60,000	100,000	150,000
Future Policing Costs	12,000	12,000	20,567	12,000	12,000	12,000	12,000
Sewer Reserve Fund	44,746	44,746	85,000	85,240	85,240	85,240	85,240
Capital Asset Replacement Reserve (Minimum per Bylaw)	175,066	242,291	10,531	279,114	298,114	323,114	353,114
Transfer to Capital Asset Replacement Reserve - Non-market change revenue	12,439	12,439	12,815	13,007	13,268	13,400	13,531
Capital Asset Replacement Reserve (Recommended additional)	118,127	118,127	20,000	20,000	100,000	150,000	200,000
	631,378	696,893	170,013	430,461	579,722	944,854	1,124,985
Proceeds received that must be transferred to reserves							
Carbon Tax Rebate	1,750	1,800	1,750	1,750	1,750	1,750	1,750
Casino revenues	244,641	253,721	245,000	245,000	245,000	245,000	245,000
Road DCCs	52,000	74,767	100,000	100,000	100,000	100,000	100,000
Gas Tax revenues to Gas Tax Reserve	517,000	534,881	525,000	525,000	525,000	525,000	525,000
General revenues to Revenue Smoothing Reserve	13,500	-	-	-	-	-	-
	828,891	865,169	871,750	871,750	871,750	871,750	871,750

District of Sooke
Amended 2016 to 2020 Five Year Financial Plan
Capital Fund

Capital	2016						
	Budget	Actual	2017	2018	2019	2020	2021
Revenues							
Transfers from Reserves							
Fire Equipment Reserve	93,400	93,422	55,000	-	-	-	-
Casino Reserve Fund	111,500	118,681	350,000	419,405	200,000	100,000	-
SPA Reserve	17,500	-	10,000	10,000	10,000	10,000	10,000
Capital Works Reserve (GST)	50,000	50,000	50,000	-	-	-	-
DCC Road Reserve	428,058	215,323	155,058	1,223,047	-	186,605	671,069
Community Works Reserve (Gas Tax)	256,763	138,770	1,099,570	200,000	400,000	650,000	700,000
Land Sale Reserve	1,071	1,071	73,393	-	-	-	-
Playing Field Reserve	-	-	400,000	-	-	-	-
Revenue Smoothing Reserve	-	-	71,000	-	-	-	-
Capital Asset Replacement Reserve	316,097	256,503	230,000	272,550	87,650	75,000	-
Capital Improvement Financing Reserve	-	-	40,000	5,000	-	-	-
	1,274,390	873,770	2,534,022	2,130,002	697,650	1,021,605	1,381,069
Other							
Government Grants	433,500	429,453	60,000	-	-	-	-
Developer Contributions	240,000	261,869	-	-	-	-	-
Proceeds from borrowing	1,420,000	1,418,697	1,000,000	400,000	600,000	-	-
Transfer from Surplus	224,695	178,353	250,000	-	-	-	-
Taxation - Transfer from General Operating	558,654	425,230	176,950	719,000	1,134,000	1,227,345	1,365,181
	2,876,849	2,713,602	1,486,950	1,119,000	1,734,000	1,227,345	1,365,181
Total Revenue	4,151,239	3,587,372	4,020,972	3,249,002	2,431,650	2,248,950	2,746,250
Expenditures							
Council (Sooke Program for the Arts)	17,500	-	10,000	10,000	10,000	10,000	10,000
General Government	40,600	49,883	174,272	56,950	28,550	25,950	27,150
Public Works Yard	2,000	-	30,000	-	-	-	-
Buildings	46,500	40,790	310,000	55,000	60,000	45,000	45,000
Fire Department	93,400	93,422	55,000	455,600	659,100	144,000	50,100
Engineering	3,739,165	3,217,694	3,191,700	2,521,452	1,574,000	1,924,000	2,514,000
Public Space Enhancement Program	162,074	135,583	200,000	100,000	100,000	100,000	100,000
Seniors/Youth Centre	50,000	50,000	50,000	50,000	-	-	-
	4,151,239	3,587,372	4,020,972	3,249,002	2,431,650	2,248,950	2,746,250
Total expenditures	4,151,239	3,587,372	4,020,972	3,249,002	2,431,650	2,248,950	2,746,250

District of Sooke
Draft Financial Plan 2017 - 2021
2017 Capital Plan

Department	Project Name	2017	Funding Sources										Proceeds from Borrowing				
			Gen Ops Surplus	Taxes	Revenue Smoothing	FER	Playing Field/Casino Reserve	GST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing		Land Sale	SPA Reserve	Other Grants	
Council	Public Art (Canada 150 Banners)	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		10,000	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000	-	
General Government	Computer Equipment Replacement Plan	32,950	-	32,950	-	-	-	-	-	-	-	-	-	-	-	-	
	Collabware SharePoint Upgrade	10,000	-	10,000	-	-	-	-	-	-	-	-	-	-	-	-	
	Tempest Upgrade	1,500	-	1,500	-	-	-	-	-	-	-	-	-	-	-	-	
	Tempest Electronic Plan Submission	47,322	-	47,322	-	-	-	-	-	-	-	-	47,322	-	-	-	
	Asset Management Plan (Roads)	55,000	-	55,000	-	-	-	-	-	55,000	-	-	25,000	-	-	-	
	Website refresh	25,000	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	
	Other operating Software	2,500	-	2,500	-	-	-	-	-	-	-	-	-	-	-	-	
Public Works Yard	Roof replacement Electrical	174,272	-	46,950	-	-	-	-	-	55,000	-	-	72,322	-	-	-	
		20,000	-	-	-	-	-	-	-	-	20,000	-	-	-	-	-	
Buildings	Office Repairs Electrical /reconstruction (washrooms and reception area) Previous VHA space - reconstruction Plumbing and Sprinkler System	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		30,000	-	-	-	-	-	-	-	-	30,000	-	-	-	-	-	
		50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		50,000	-	-	-	-	-	-	-	-	50,000	-	-	-	20,000	-	
		35,000	-	-	-	-	-	-	-	-	35,000	-	-	-	-	-	
Fire Department	Safety Equipment Critical Equipment Replacement	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		150,000	-	-	-	-	-	-	-	-	150,000	-	-	-	-	-	
		310,000	-	-	-	-	-	-	-	-	90,000	200,000	-	-	20,000	-	
Engineering Note 1	Road and Sidewalk Improvement Program Roundabout/Town Centre Project Electric Car Charging Station Town Centre - Land acquisition (annually until 2017) Goodmire Road Final Design Murray/Horne Rd Rainwater Management Design Murray Rd Staircase Repair Sidewalk/Trail Maple S. to Nordin Sidewalk Otter Port to Hope Centre Feasability Study Demamiet Creek Pedestrian Crossing Sooke River Road Drainage Rainwater Management Program Turf field project Street Light Installation Program Parks Dept. Equip. (vehicle, tractor, mower, pushers and tools) Transit Stops enhancements	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		55,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		1,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000,000	-
		311,570	-	71,000	-	-	-	-	-	240,570	-	-	-	-	-	-	-
		80,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		107,130	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		700,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
12,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
138,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
18,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
3,191,700	250,000	130,000	71,000	-	400,000	200,000	-	155,058	904,570	-	40,000	1,071	-	40,000	1,000,000		
Community Development	Public Space Enhancement Program (note 3) Seniors/Youth Centre	200,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total		4,020,972	250,000	176,950	71,000	55,000	400,000	350,000	50,000	1,099,570	230,000	40,000	73,322	10,000	60,000	1,000,000	

District of Sooke
Draft Financial Plan 2017 - 2021
2018 Capital Plan

Department	Project Name	2018	Funding Sources										
			Gen Ops Surplus	Taxes	FER	Parks Re	Casino	GST	Road DCC	Gas Tax	Capital Asse Replacement Financing	Land Sale/SPA Reserve	Borrowing
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	10,000	-
		10,000	-	-	-	-	-	-	-	-	-	10,000	-
General Government	Computer Equipment Replacement Plan Phone System Operating Software	31,950 25,000	-	-	-	-	-	-	-	31,950 25,000	-	-	-
		56,950	-	-	-	-	-	-	-	-	56,950	-	-
Public Works Yard		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
Building and Bylaw	HVAC Addition to Fire Department Training Tower	40,000 15,000	-	-	-	-	-	-	-	40,000	-	-	-
		55,000	-	15,000	-	-	-	-	-	-	40,000	-	-
Fire Department	Critical Equipment Replacement Tender Truck	55,600 400,000	-	-	-	-	-	-	-	55,600	-	-	400,000
		455,600	-	-	-	-	-	-	-	-	55,600	-	400,000
Engineering	Church Road Collector Widening Road and Sidewalk Improvement Program Rainwater Management Program Street Light Installation Program Downtown Art Bench Transit Stops enhancements	1,942,452	250,000	-	-	-	269,405	-	1,223,047	200,000	120,000	-	-
		250,000	130,000	-	-	-	-	-	-	-	-	-	-
		300,000	300,000	-	-	-	-	-	-	-	-	-	-
		12,000	12,000	-	-	-	-	-	-	-	5,000	-	-
		5,000 12,000	12,000	-	-	-	-	-	-	-	-	-	-
Community Development	Public Space Enhancement Program Seniors/Youth Centre	2,521,452	704,000	-	-	-	269,405	-	1,223,047	200,000	120,000	5,000	-
		100,000	-	-	-	100,000	-	-	-	-	-	-	-
		50,000	-	-	-	50,000	-	-	-	-	-	-	-
Total		150,000	-	-	-	-	-	-	-	-	-	-	-
		3,249,002	-	719,000	-	-	-	419,405	-	1,223,047	200,000	272,550	10,000

District of Sooke
Draft Financial Plan 2017 - 2021
2019 Capital Plan

Department	Project Name	2019	Funding Sources									
			Gen Ops Surplus	Taxes	Proceeds from borrowing	FER	Parks Re/Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement/Financing	Land Sell/SPA Reserve
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	10,000
		10,000	-	-	-	-	-	-	-	-	-	10,000
General Government	Computer Equipment Replacement Plan	28,550	-	-	-	-	-	-	-	-	28,550	-
		28,550	-	-	-	-	-	-	-	-	28,550	-
Buildings	Dist. Parking Lot, Fire Hall 2 drain system Council Chamber upgrades	50,000	-	50,000	-	-	-	-	-	-	-	-
		10,000	-	10,000	-	-	-	-	-	-	-	-
Public Works Yard		60,000	-	60,000	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
Fire Department	Critical Equipment Replacement Replacement of Engine 3	-	-	-	-	-	-	-	-	-	-	-
		59,100	-	-	-	-	-	-	-	-	59,100	-
Engineering	Charters Road Road and Sidewalk Improvement Program Rainwater Infrastructure Parks Dept. Equipment Streetlight Installation Program Transit Stop Enhancements	1,000,000	-	400,000	-	-	-	-	-	-	-	-
		250,000	-	250,000	-	-	200,000	-	-	400,000	-	-
Community Development	Public Space Enhancement Program	300,000	-	300,000	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
Total		12,000	-	12,000	-	-	-	-	-	-	-	-
		12,000	-	12,000	-	-	200,000	-	-	400,000	-	-
		1,574,000	-	974,000	-	-	-	-	-	-	-	-
		1,574,000	-	974,000	-	-	-	-	-	-	-	-
		100,000	-	100,000	-	-	-	-	-	-	-	-
		100,000	-	100,000	-	-	-	-	-	-	-	-
		2,431,650	-	1,134,000	600,000	-	-	-	-	400,000	87,650	10,000
		2,431,650	-	1,134,000	600,000	-	-	-	-	400,000	87,650	10,000

District of Sooke
Draft Financial Plan 2017 - 2021
2020 Capital Plan

Department	Project Name	2020	Funding Sources									
			Gen Ops Surplus	Taxes	FER	Parks Re	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Land Sale SPA Reserve
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	10,000
		10,000	-	-	-	-	-	-	-	-	-	10,000
Finance	Computer Equipment Replacement Plan	25,950	-	25,950	-	-	-	-	-	-	-	-
		25,950	-	25,950	-	-	-	-	-	-	-	-
Buildings	Carpets / Flooring FH 2 Door / Septic Furniture replacement	20,000	-	20,000	-	-	-	-	-	-	-	-
		10,000	-	10,000	-	-	-	-	-	-	-	-
		15,000	-	15,000	-	-	-	-	-	-	-	-
		45,000	-	45,000	-	-	-	-	-	-	-	-
Fire Department	Critical Equipment Replacement Replacement of Car 1	-	-	-	-	-	-	-	-	-	-	-
		69,000	-	69,000	-	-	-	-	-	-	75,000	-
		75,000	-	69,000	-	-	-	-	-	-	75,000	-
Engineering	Brownsey widening Public Outdoor Space Road and Sidewalk Improvement Program Rainwater Infrastructure Parks Dept. Equipment Streetslight Installation Program Transit Stop Enhancements	1,200,000	-	413,395	-	-	100,000	-	-	500,000	-	-
		150,000	-	250,000	-	-	-	-	186,605	150,000	-	-
		250,000	-	300,000	-	-	-	-	-	-	-	-
		300,000	-	12,000	-	-	-	-	-	-	-	-
		12,000	-	12,000	-	-	-	-	-	-	-	-
		12,000	-	12,000	-	-	-	-	-	-	-	-
Community Development	Public Space Enhancement Program	1,924,000	-	987,395	-	-	100,000	0	186,605	650,000	-	-
		100,000	-	100,000	-	-	-	-	-	-	-	-
		100,000	-	100,000	-	-	-	-	-	-	-	-
Total		2,248,950	-	1,227,345	-	-	100,000	-	186,605	650,000	75,000	10,000

District of Sooke
Draft Financial Plan 2017 - 2021
2021 Capital Plan

Department	Project Name	2021	Funding Sources									
			Gen Ops Surplus	Taxes	FER	Parks Ref	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Land Sal/SPA Reserve
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	10,000
		10,000	-	-	-	-	-	-	-	-	-	10,000
Finance	Computer Equipment Replacement Plan	27,150	-	27,150	-	-	-	-	-	-	-	-
		27,150	-	27,150	-	-	-	-	-	-	-	-
Buildings	Carpets / Flooring FH 2 Door / Septic Furniture replacement	20,000	-	20,000	-	-	-	-	-	-	-	-
		10,000	-	10,000	-	-	-	-	-	-	-	-
Fire Department	Critical Equipment Replacement	15,000	-	15,000	-	-	-	-	-	-	-	-
		45,000	-	45,000	-	-	-	-	-	-	-	-
Engineering	Grant Rd Connector (Otter Point to Gatewood) Road and Sidewalk Improvement Program Rainwater Infrastructure Parks Dept. Equipment Streetlight Installation Program Transit Stop Enhancements	-	-	50,100	-	-	-	-	-	-	-	-
		50,100	-	50,100	-	-	-	-	-	-	-	-
Community Development	Public Space Enhancement Program	1,940,000	-	568,931	-	-	-	-	671,069	700,000	-	-
		250,000	-	250,000	-	-	-	-	-	-	-	-
Total		300,000	-	300,000	-	-	-	-	-	-	-	-
		12,000	-	12,000	-	-	-	-	-	-	-	-
		12,000	-	12,000	-	-	-	-	-	-	-	-
		2,514,000	-	1,142,931	-	-	0	-	671,069	700,000	-	-
		100,000	-	100,000	-	-	-	-	-	-	-	-
		100,000	-	100,000	-	-	-	-	-	-	-	-
		2,746,250	-	1,365,181	-	-	-	-	671,069	700,000	-	-
			-		-	-	-	-			-	10,000

District of Sooke
Draft 2017 to 2021 Five Year Financial Plan
Revenues

	2016 Budget	2016 Actual	2017	2018	2019	2020	2021
Revenues							
Net Taxes available for municipal purposes							
Utility tax 1%	147,751	146,393	168,000	168,000	168,000	168,000	168,000
Grants in lieu of taxes	35,000	32,778	33,000	33,000	33,000	33,000	33,000
East Sooke Fire Protection - Local Service Tax	40,784	40,724	40,000	40,000	40,000	40,000	40,000
School tax administration fee	6,971	6,608	6,500	6,500	6,500	6,500	6,500
School District	4,684,038	4,601,783	4,684,038	4,684,038	4,684,038	4,684,038	4,684,038
Regional Hospital District	664,220	663,809	673,519	673,519	673,519	673,519	673,519
Capital Regional District	2,886,594	2,879,798	2,963,089	2,963,089	2,963,089	2,963,089	2,963,089
BC Assessment Authority	136,660	129,606	136,660	136,660	136,660	136,660	136,660
Municipal Finance Authority	443	458	443	443	443	443	443
BC Transit	639,016	637,429	639,016	639,016	639,016	639,016	639,016
Vancouver Island Regional Library	562,224	562,223	581,229	601,572	622,627	644,419	644,419
School District	(4,684,038)	(4,601,783)	(4,684,038)	(4,684,038)	(4,684,038)	(4,684,038)	(4,684,038)
Regional Hospital District	(664,220)	(663,809)	(673,519)	(673,519)	(673,519)	(673,519)	(673,519)
Capital Regional District	(2,886,594)	(2,879,798)	(2,963,089)	(2,963,089)	(2,963,089)	(2,963,089)	(2,963,089)
BC Assessment Authority	(136,660)	(129,606)	(136,660)	(136,660)	(136,660)	(136,660)	(136,660)
Municipal Finance Authority	(443)	(458)	(443)	(443)	(443)	(443)	(443)
BC Transit	(639,016)	(637,429)	(639,016)	(639,016)	(639,016)	(639,016)	(639,016)
Vancouver Island Regional Library	(562,224)	(562,224)	(581,229)	(601,572)	(622,627)	(644,419)	(644,419)
	230,506	226,502	247,500	247,500	247,500	247,500	247,500
Sales and user fees							
Zoning and planning books	229	-	-	-	-	-	-
Financial and tax info services	13,784	14,125	14,000	14,000	14,000	14,000	14,000
NSF charges	318	805	500	500	500	500	500
Boat Launch Fees	24,282	16,303	15,000	15,000	15,000	15,000	15,000
Criminal Record Checks	15,000	21,655	18,000	18,000	18,000	18,000	18,000
Miscellaneous	1,061	2,550	2,000	2,000	2,000	2,000	2,000
Land Sale	68,922	68,922	-	-	-	-	-
Sewer service fee	-	675	-	-	-	-	-
Cost recovery - Administration	2,823	1,402	1,500	1,500	1,500	1,500	1,500
Cost recovery - Fire	6,000	7,057	7,000	7,000	7,000	7,000	7,000
Cost recovery - RCMP	12,000	-	-	-	-	-	-
Cost recovery - Engineering	3,247	1,200	1,200	1,200	1,200	1,200	1,200
Cost recovery - Planning	235	-	-	-	-	-	-
Cost recovery - Rec & Culture	5,000	4,572	4,000	4,000	4,000	4,000	4,000
First Nations	13,249	13,050	13,050	13,050	13,050	13,050	13,050
Oil tank inspections	1,172	-	-	-	-	-	-
School Site Acquisition Fees	2,319	1,314	1,500	1,500	1,500	1,500	1,500
	169,641	153,630	77,750	77,750	77,750	77,750	77,750

Revenues		Budget	Actual	2017	2018	2019	2020	2021
Grants and contributions								
Small Community Protection grant	350,000	341,965	340,000	340,000	340,000	340,000	340,000	340,000
Traffic Fine revenue sharing	90,000	85,240	85,000	85,000	85,000	85,000	85,000	85,000
Asset Management Training Grant	5,000	-	5,000	-	-	-	-	-
Provincial Climate Action Rebate Incentive	1,750	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Street lighting cost sharing	1,877	1,430	1,500	1,500	1,500	1,500	1,500	1,500
Gas Tax Community Works grant	517,000	534,881	525,000	525,000	525,000	525,000	525,000	525,000
Developer contributions	240,000	261,869	-	-	-	-	-	-
Conditional Grants - Non-capital projects	40,000	-	30,000	-	-	-	-	-
Conditional Grants - Capital projects	433,500	429,453	60,000	-	-	-	-	-
	1,679,127	1,656,638	1,048,300	953,300	953,300	953,300	953,300	953,300
Investment income								
Interest	60,000	79,467	60,000	60,000	60,000	60,000	60,000	60,000
	60,000	79,467	60,000	60,000	60,000	60,000	60,000	60,000
Penalties and fines								
Interest	60,000	47,250	50,000	50,000	50,000	50,000	50,000	50,000
Penalties	145,000	134,047	135,000	135,000	135,000	135,000	135,000	135,000
	205,000	181,297	185,000	185,000	185,000	185,000	185,000	185,000
Licenses and permits								
Business licenses	52,000	64,650	60,000	60,000	60,000	60,000	60,000	60,000
Road Closure Fee	-	4,000	-	-	-	-	-	-
Film Permit Fee	-	250	-	-	-	-	-	-
Liquor Licence Application fee	318	-	318	318	318	318	318	318
ALR Application fees	520	600	520	520	520	520	520	520
Subdivision fees	50,000	56,200	52,500	52,500	52,500	52,500	52,500	52,500
Soil Deposition Fee	318	400	350	350	350	350	350	350
Rezoning fees	35,000	32,213	35,000	35,000	35,000	35,000	35,000	35,000
Delivery vehicle licenses	3,107	175	3,107	3,107	3,107	3,107	3,107	3,107
Building Permit Fees	330,000	385,235	370,000	370,000	370,000	370,000	370,000	370,000
Sign permit fees	345	1,225	345	345	345	345	345	345
Demolition permits	460	-	460	460	460	460	460	460
Title charge removal fee	106	-	106	106	106	106	106	106
Title search	1,436	2,490	1,436	1,436	1,436	1,436	1,436	1,436
Burning Permits	531	250	250	250	250	250	250	250
Plumbing Permit Fees	25,500	33,723	30,000	30,000	30,000	30,000	30,000	30,000
Development permits	25,000	6,790	10,000	10,000	10,000	10,000	10,000	10,000
Development variance permits	5,202	1,900	2,000	2,000	2,000	2,000	2,000	2,000
Board of Variance fees	1,561	-	-	-	-	-	-	-
	531,404	590,101	566,392	566,392	566,392	566,392	566,392	566,392
Lease and Rental								
Lease - Kaltasin	28,812	26,535	21,700	-	-	-	-	-
Lease - City Hall	23,528	23,687	11,764	-	-	-	-	-
	52,340	50,222	33,464	-	-	-	-	-

Revenues	Budget	Actual	2017	2018	2019	2020	2021
Developer Cost Charges							
DCC - Roads	52,000	74,767	100,000	100,000	100,000	100,000	100,000
	52,000	74,767	100,000	100,000	100,000	100,000	100,000
Casino revenue sharing							
Casino revenue	244,641	253,721	250,000	250,000	250,000	250,000	250,000
	244,641	253,721	250,000	250,000	250,000	250,000	250,000
Total	3,224,659	3,114,029	2,568,406	2,439,942	2,439,942	2,439,942	2,439,942

District of Sooke
Draft 2017 to 2021 Five Year Financial Plan
Sewer Fund

	2016	2016	2017	2018	2019	2020	2021
	Budget	Actual					
Sewer Fund							
# Parcel tax Rolls	3,013		3,065	3,065	3,065	3,065	3,065
# Sewer Generation Charges	640		659	659	659	659	659
Total	3,653		3,724	3,724	3,724	3,724	3,724
Parcel Tax	515		552	552	552	552	552
Parcel Tax (Repayment to General Operating)	37		0	0	0	0	0
Revenues							
Operating							
Parcel Tax	1,526,351	1,588,240	1,691,880	1,691,880	1,691,880	1,691,880	1,691,880
Revenue from increase in Parcel tax	135,169	72,312	-	-	-	-	-
Sewer Generation Charge	359,084	332,585	363,768	363,768	363,768	363,768	363,768
Other Fees	-	2,875	-	-	-	-	-
DCC - Wastewater	34,538	50,230	100,000	100,000	100,000	100,000	100,000
Transfer from Future Sewer Expenditures	150,000	135,264	-	-	-	-	-
Transfer from DCC Wastewater Reserve	295,519	295,519	295,519	295,519	295,519	295,519	295,519
Total Revenues	2,500,661	2,477,025	2,451,167	2,451,167	2,451,167	2,451,167	2,451,167
Amortization offset	476,147	476,147	480,909	488,122	497,885	502,864	507,892
Total Revenues	2,976,808	2,953,172	2,932,076	2,939,289	2,949,052	2,954,031	2,959,059
Expenditures							
Operating							
Salaries	67,080	84,807	394,113	398,358	398,358	398,358	398,358
Benefits	5,032	24,540	96,777	97,250	97,250	97,250	97,250
Operator overtime	13,428	11,299	66,300	66,300	66,300	66,300	66,300
Total Operating	85,540	120,646	557,190	561,908	561,908	561,908	561,908
Operating costs:							
Contractors and Consultants	74,000	107,761	257,500	257,500	257,500	257,500	257,500
Materials and Supplies	11,250	25,681	47,250	47,250	47,250	47,250	47,250
Freight and Courier	500	167	2,000	2,000	2,000	2,000	2,000
Chemicals	12,056	16,180	48,110	48,110	48,110	48,110	48,110
Licenses	275	721	1,200	1,200	1,200	1,200	1,200
Hydro Charges	19,582	4,878	82,400	82,400	82,400	82,400	82,400
Water Charges	1,609	442	6,630	6,630	6,630	6,630	6,630
Telephones and Data lines	4,511	12,013	18,585	18,585	18,585	18,585	18,585
Stationary, Printing and Office Expenses	750	98	3,000	3,000	3,000	3,000	3,000
Office machines and Furniture	500	-	2,000	2,000	2,000	2,000	2,000
Software	100	552	1,000	1,000	1,000	1,000	1,000
Computer Charges	750	5,627	3,000	3,000	3,000	3,000	3,000
Parking	-	-	200	200	200	200	200
Vehicle Fuel	-	750	2,400	2,400	2,400	2,400	2,400
Vehicle Insurance	500	4,177	2,450	2,450	2,450	2,450	2,450
Vehicle Maintenance and Expenses	400	-	3,000	3,000	3,000	3,000	3,000
Memberships and Professional Dues	250	487	1,000	1,000	1,000	1,000	1,000
Recognition	100	-	100	100	100	100	100

Travel	1,775	5,200	5,200	5,200	5,200
Training and Tuition	2,000	6,000	6,000	6,000	6,000
	130,908	493,025	493,025	493,025	493,025
Allocated admin costs:					
- Finance staff admin (15%)		44,255	44,565	44,565	44,565
- IT staff admin (25%)		44,562	45,151	45,151	45,151
- Audit (50%)		6,000	6,000	6,000	6,000
- Property and Liability Insurance (50%)		58,345	58,345	58,345	58,345
		153,162	154,061	154,061	154,061
EPCOR, for operations as per agreement	880,215				
Insurance	24,000	-	-	-	-
DCC Bylaw - Sanitary	-	-	-	-	-
Long Term Plans	98,666	25,000	25,000	-	25,000
Rehabilitation, repairs and maintenance	100,000	65,000	12,500	12,500	12,500
Ministry of Finance - Discharge fee	1,200	-	-	-	-
Repayment of prior years deficits	135,169	1,200	1,200	1,200	1,200
Transfer in to DCC Wastewater Reserve	34,538	-	-	-	-
	1,490,236	100,000	100,000	100,000	100,000
Transfer in to Sewer Reserve Fund		1,394,577	1,322,694	1,347,694	1,347,694
Amortization	476,147	10,531	279,114	298,114	353,114
Total Operating Expenditures	1,966,383	480,909	488,122	497,885	502,864
		1,886,016	2,089,930	2,143,693	2,208,700
Sewer Debt					
MFA Long Term debt - principal repayment	295,519	295,519	295,519	295,519	295,519
MFA Long Term debt - interest repayment	389,840	389,840	389,840	389,840	389,840
Total Sewer Debt	685,359	685,359	685,359	685,359	685,359
Capital					
Non DCC Capital Projects	150,000	360,700	164,000	120,000	65,000
Total Capital expenditures	150,000	360,700	164,000	120,000	65,000
Total expenditures	2,801,742	2,932,075	2,939,289	2,949,052	2,954,031
					2,959,059
Sewer Fund Surplus (deficit)	175,066	0	0	0	0

District of Sooke
Draft 2017 to 2021 Five Year Financial Plan
Sewer Expansion

Sewer Fund					
# Parcel tax Rolls	2018	2019	2020	2021	
	710	710	710	710	
# Sewer Generation Charges	125	125	125	125	
Total	835	835	835	835	
Parcel Tax	700	700	700	700	
Revenues					
Operating					
Parcel Tax	497,000	497,000	497,000	497,000	
Sewer Generation Fees	87,500	87,500	87,500	87,500	
Proceeds from Borrowing	4,500,000				
DCC - Wastewater	-	-	-	-	
Amortization offset	5,084,500	584,500	584,500	584,500	
Total Revenues	150,000	150,000	150,000	150,000	
	5,234,500	734,500	734,500	734,500	
Expenditures					
Operating					
Contractors and Consultants	257,500	257,500	257,500	257,500	
Materials and Supplies	46,720	46,720	46,720	46,720	
Freight and Courier	2,000	2,000	2,000	2,000	
Chemicals	48,110	48,110	48,110	48,110	
Licenses	1,200	1,200	1,200	1,200	
Hydro Charges	25,000	25,000	25,000	25,000	
Water Charges	6,500	6,500	6,500	6,500	
Software	2,000	2,000	2,000	2,000	
Computer Charges	3,000	3,000	3,000	3,000	
	392,030	392,030	392,030	392,030	
Amortization	150,000	150,000	150,000	150,000	
Total Operating Expenditures	542,030	542,030	542,030	542,030	
Sewer Debt					
MFA Long Term debt - principal repayment	87,170	87,170	87,170	87,170	
MFA Long Term debt - interest repayment	105,300	105,300	105,300	105,300	
Total Sewer Debt	192,470	192,470	192,470	192,470	
Capital					
Expansion Project	4,500,000	-	-	-	
Total Capital expenditures	4,500,000	-	-	-	
Total expenditures	5,234,500	734,500	734,500	734,500	
Sewer Fund Surplus (deficit)	0	0	0	0	

District of Sooke
Draft 2017 to 2021 Five Year Financial Plan
Reserve Funds

Reserves

Description	2016	2017	2018	2019	2020	2021
Fire Protection Reserve						
Opening Balance	106,969	113,547	-	-	-	-
Transfer In	100,000	-	-	-	-	-
Transfer Out	(93,422)	(113,547)	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	113,547	-	-	-	-	-
Park Land Reserve						
Opening Balance	205,742	205,742	205,742	205,742	205,742	205,742
Transfer In	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	205,742	205,742	205,742	205,742	205,742	205,742
Land Sale Reserve						
Opening Balance	5,543	73,394	-	-	-	-
Transfer In	68,922	-	-	-	-	-
Transfer Out	(1,071)	(73,393)	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	73,394	-	-	-	-	-
Casino Revenue Reserve						
Opening Balance	212,365	347,405	242,405	68,000	113,000	258,000
Transfer In	253,721	245,000	245,000	245,000	245,000	245,000
Transfer Out	(118,681)	(350,000)	(419,405)	(200,000)	(100,000)	-
Interest	-	-	-	-	-	-
Closing Balance	347,405	242,405	68,000	113,000	258,000	503,000

Sooke Program Arts Reserve									
Opening Balance	48,104	55,394	56,494	57,594	58,694	59,794	59,794	59,794	
Transfer In	7,290	11,100	11,100	11,100	11,100	11,100	11,100	11,100	
Transfer Out	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	
Interest	-	-	-	-	-	-	-	-	
Closing Balance	55,394	55,394	56,494	57,594	58,694	59,794	59,794	60,894	
Seniors/Youth Facility Reserve									
Opening Balance	100,000	150,000	200,000	250,000	250,000	250,000	250,000	250,000	
Transfer In (from Casino)	50,000	50,000	50,000	-	-	-	-	-	
Transfer Out	-	-	-	-	-	-	-	-	
Interest	-	-	-	-	-	-	-	-	
Closing Balance	150,000	150,000	200,000	250,000	250,000	250,000	250,000	250,000	
Capital Works Reserve (GST)									
Opening Balance	52,704	62,704	22,704	32,704	92,704	192,704	192,704	342,704	
Transfer In	60,000	10,000	10,000	60,000	100,000	150,000	150,000	150,000	
Transfer Out	(50,000)	(50,000)	-	-	-	-	-	-	
Interest	-	-	-	-	-	-	-	-	
Closing Balance	62,704	62,704	22,704	32,704	92,704	192,704	192,704	342,704	
Emergency Road Repair and Snow Removal									
Opening Balance	183,723	183,723	183,723	183,723	183,723	183,723	183,723	183,723	
Transfer In	-	-	-	-	-	-	-	-	
Transfer Out	-	-	-	-	-	-	-	-	
Interest	-	-	-	-	-	-	-	-	
Closing Balance	183,723	183,723	183,723	183,723	183,723	183,723	183,723	183,723	
Capital Improvement Financing Reserve									
Opening Balance	42,678	54,678	35,245	42,245	54,245	66,245	66,245	78,245	
Transfer In	12,000	20,567	12,000	12,000	12,000	12,000	12,000	12,000	
Transfer Out	-	(40,000)	(5,000)	-	-	-	-	-	
Interest	-	-	-	-	-	-	-	-	
Closing Balance	54,678	54,678	35,245	42,245	54,245	66,245	66,245	78,245	

Community Amenities Reserve				
Opening Balance	112,156			
Transfer In	-			
Transfer Out	-			
Interest	-			
Closing Balance	112,156			
Playing Field Reserve				
Opening Balance	400,000			
Transfer In	-			
Transfer Out	(400,000)			
Interest	-			
Closing Balance	400,000			
Capital Asset Replacement Reserve				
Opening Balance	631,816	401,578	162,035	187,653
Transfer In	32,815	33,007		
Transfer Out	(263,053)	(272,550)	(87,650)	(75,000)
Interest	-	-	-	-
Closing Balance	401,578	162,035	187,653	526,053
				1,039,584
Road DCC Reserve				
Opening Balance	2,052,906	1,997,848	874,801	974,801
Transfer In	100,000	100,000	100,000	100,000
Transfer Out	(155,058)	(1,223,047)	-	(186,605)
Interest	-	-	-	-
Closing Balance	1,997,848	874,801	974,801	888,196
				317,127
Wastewater DCC Reserve				
Opening Balance	547,676	352,157	156,638	-
Transfer In	100,000	100,000	100,000	100,000
Transfer Out	(295,519)	(295,519)	(256,638)	(100,000)
Interest	-	-	-	-
Closing Balance	352,157	156,638	-	-
Community Works Reserve (Gas Tax)				
Opening Balance	805,483	230,913	555,913	680,913
Transfer In	525,000	525,000	525,000	525,000
				555,913
				525,000

Transfer Out	(138,770)	(1,099,570)	(200,000)	(400,000)	(650,000)	(700,000)
Interest	-	-	-	-	-	-
Closing Balance	805,483	230,913	555,913	680,913	555,913	380,913
Reserve for Future Sewer Expenditures						
Opening Balance	310,993	418,020	428,551	707,665	966,898	1,094,493
Transfer In	242,291	10,531	279,114	298,114	323,114	353,114
Transfer Out	(135,264)	-	-	(38,881)	(195,519)	(195,519)
Interest	-	-	-	-	-	-
Closing Balance	418,020	428,551	707,665	966,898	1,094,493	1,252,088
Revenue Smoothing Reserve						
Opening Balance	71,000	71,000	-	-	-	-
Transfer In	-	-	-	-	-	-
Transfer Out	-	(71,000)	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	71,000	-	-	-	-	-
Reserve for Future Policing Costs						
Opening Balance	43,869	88,615	173,615	258,855	344,095	429,335
Transfer In	44,746	85,000	85,240	85,240	85,240	85,240
Transfer Out	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	88,615	173,615	258,855	344,095	429,335	514,575
Carbon Tax Rebate Reserve Fund						
Opening Balance	3,509	5,309	7,059	8,809	10,559	12,309
Transfer In	1,800	1,750	1,750	1,750	1,750	1,750
Transfer Out	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	5,309	7,059	8,809	10,559	12,309	14,059
Transfers to Reserves						
Opening Balance	5,422,288	5,974,259	4,643,131	3,668,071	4,224,624	4,822,354
Transfers to Reserves	1,728,537	1,190,013	1,450,461	1,549,722	1,914,854	2,094,985
Transfers from Reserves	(1,304,553)	(2,521,141)	(2,425,521)	(993,169)	(1,317,124)	(1,676,588)
Interest	-	-	-	-	-	-
Closing Balance	5,846,272	4,643,131	3,668,071	4,224,624	4,822,354	5,240,751

**District of Sooke
Draft Financial Plan 2017 - 2021
Summary of Adjustments**

	Page #	2017	2018	2019	2020	2021
Property Tax - Proposed Financial Plan from March 8, 2017		7,018,784	7,678,270	8,327,435	8,818,024	9,131,867
Non-market Change		163,673	130,000	130,000	130,000	130,000
Total Property Taxes (including Non-market change)		7,182,457	7,808,270	8,457,435	8,948,024	9,261,867
% Increase per Proposed Five Year Financial Plan March 8, 2017		5.58%	6.90%	6.65%	4.26%	2.05%
Adjustments						
March 8, 2017 Meeting Adjustments:						
1 Community Service Agreements (Expiry Dec 31, 2017)	3	-	(89,725)	(89,725)	(89,725)	(89,725)
2 Annual Grants - <i>Sooke Transition House Society - Crisis Centre</i> correct name to <i>Sooke Residents In Need Society - Crisis Centre</i>	3	-	-	-	-	-
3 IT Augmentation Contractor	7	-	(7,500)	(7,500)	(7,500)	(7,500)
Total adjustments		0	(97,225)	(97,225)	(97,225)	(97,225)
Amended Property Tax		7,018,784	7,581,045	8,230,210	8,720,799	9,034,642
Non-market Change		163,673	130,000	130,000	130,000	130,000
Total Property Taxes (including Non-market change)		7,182,457	7,711,045	8,360,210	8,850,799	9,164,642
Amended % increase		5.58%	5.55%	6.73%	4.31%	2.08%

District of Sooke
Draft Financial Plan 2017 - 2021
2016 Capital Plan Budget vs Actual

Department	Project Name	2016	actual	payable	Gen Ops Surplus	Taxes	Proceeds from borrowing	FER	Parks Res	Casino	GST	Funding Sources					Land Sale/Playing Field Reserve	SPA Reserve	Developer Contribution	Other Grants	
												Road DCC	Gas Tax	Capital Asset Replacement	Improvement Financing						
Council	Arts Advisory Panel	17,500	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		17,500	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
General Government	IT Infrastructure Computer Equipment Replacement Plar Mobile Inspections Operating Software	23,600	23,035		3,430	19,605	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		10,000	11,237		11,237	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		7,000	15,611		13,111	2,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		40,600	49,883		27,778	22,105	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Public Works Yard	Shed roof	-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		2,000	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Building	Sprinklers Workstation reconfiguration Office repairs Bathrooms Roof de-mossing	8,000	7,800		7,800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		7,500	7,127		7,127	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		15,000	8,404		8,404	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		6,000	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		10,000	17,459		17,459	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fire Department	Protective Clothing Replacement Hose replacement SCBA Cylinder Replacement Program SCBA Units Saw Replacement Rescue chainsaws Ventilation fans	46,500	40,790		40,790	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		23,000	24,298		-	-	-	-	24,298	-	-	-	-	-	-	-	-	-	-	-	-
		-	1,774		1,774	-	-	-	1,774	-	-	-	-	-	-	-	-	-	-	-	-
		9,600	17,018		17,018	-	-	-	17,018	-	-	-	-	-	-	-	-	-	-	-	-
		49,000	43,904		43,904	-	-	-	43,904	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	Town Centre - Land acquisition (annually until 2017) Roundabout project Road and Sidewalk Improvement Program Sooke River Rd Bike Trail Property Purchase Boat Launch Fish Cleaning Station Sunriver Staircase Gilliespie Road culvert Church Road alignment Goodmere Road Sidewalk Impr. Other Point Rd to Hope Center Rainwater Management Program Street Light Installation Program Boat Launch Ramp Parks Dept works yard (building renovations) Transit Stops enhancements	93,400	93,422		-	-	-	93,422	-	-	-	-	-	-	-	-	-	-	-	-	
		107,130	107,130	311,570	-	40,000	-	-	-	-	-	106,058	-	-	-	1,071	-	-	-	320,000	
		814,097	1,081,898		-	193,223	-	-	-	-	-	-	-	-	-	-	-	-	36,667		
		246,700	229,890		-	-	-	-	-	-	-	-	-	-	-	-	-	-	72,786		
		153,763	146,172		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Community Development	Public Space Enhancement Program Seniors/Youth Centre (Housing Reserve)	212,074	185,583		35,583	-	-	-	-	50,000	50,000	-	-	-	-	-	-	-	-	-	
		4,151,239	3,898,942	311,570	178,353	425,230	1,418,697	93,422	-	118,681	50,000	215,323	138,770	-	-	1,071	-	256,503	-	261,869	429,453