



FINANCE AND ADMINISTRATION COMMITTEE MEETING AGENDA

February 3, 2014 at 7:00 pm
Location: Council Chambers
2205 Otter Point Road, Sooke, BC

Please note: The Open Portion of this meeting may be webcast live at www.sooke.ca Written and verbal submissions will become part of the public record and are subject to the Freedom of Information and Protection of Privacy Act.

(Please turn off your cellphones in the Council Chambers during the meeting)

	<i>Item</i>	<i>Page #</i>
1.	Call to Order	
2.	Approval of Agenda	
3.	Approval of the Minutes: January 6, 2014	1
Reports Requiring Action:		
4.	2014-2018 Five Year Financial Plan <ul style="list-style-type: none">• Staff Report/Presentation▪ Committee Discussion▪ Public Input	11
Reports for Information:		
5.	2013 Training Budget to Actual <ul style="list-style-type: none">• Staff Report▪ Committee Discussion• Public Input	59
6.	Public Input	--
7.	Schedule Next Meeting: March 3, 2014	
8.	Adjournment	

DISTRICT OF SOOKE

FINANCE AND ADMINISTRATION COMMITTEE MEETING

Meeting held January 6, 2014 at 7:00 pm
in the Council Chambers
2205 Otter Point Rd

Committee Members Present:

Councillor Rick Kasper (Chair)
Councillor Kerrie Reay
Councillor Bev Berger
Mayor Wendal Milne (Ex-Officio)
David Matland
Jim Mitchell

Staff:

Gord Howie, Chief Administrative Officer
Michael Dillabaugh, Director of Finance
Elisabeth Nelson, Municipal Engineer
Steve Sorensen, Fire Chief
Tina Hansen, Corporate Assistant, recorder

Action

1. **Call to Order**
The meeting was called to order at 7:02 p.m.
2. **Approval of Agenda**
The agenda was approved as circulated.
3. **Approval of Minutes: December 2, 2013**
4. **Proposed 2014-2018 Five Year Financial Plan**
Part 1 – Departmental Financial Plan Presentations (Continued):

Michael Dillabaugh addressed the Committee as to the proposed 2014-2018 Five Year Financial Plan. Mr. Dillabaugh reported that this evening's presentations are a continuation of presentations made at the December Finance and Administration Committee meeting and that the objective of these presentations is to work through the remaining sections of the budget. Mr. Dillabaugh advised that the Committee should discuss any changes they wish to make to the Financial Plan this evening so that an amended Financial Plan can be brought forward to the Committee in February for review and recommendation to Council for approval.

Engineering Services

Michael Dillabaugh reviewed the expenditure working papers for Engineering Services for the Committee. Mr. Dillabaugh reported that the Engineering Department is responsible for the planning, design and construction of the municipality's infrastructure including roads, sewer and drainage as well as being responsible for the municipality's parks and green spaces. The Building Department is also included in the Engineering Department budget.

Committee discussion:

- Clarification as to the amount of \$41,979 for Stormwater quality control and whether there is a requirement to have Stormwater monitoring done annually and whether this amount can be reduced in some way
- There are discharges in the Stormwater quality report that have been consistent on showing no contamination; these areas could be put on a different schedule in order to reduce costs
- The CRD Environment Committee oversees the Stormwater quality control service and the District pays a portion of this service. The Mayor or Chair Kasper could discuss with the CRD changing the District's work plan for Stormwater quality monitoring
- The monitoring could concentrate more on the discharge areas that indicate high levels of contamination such as at Murray Road
- Some of the Stormwater quality monitoring is done outside of municipal boundaries; CRD is to confirm whether the District is paying for this; some of this could be rededicated within the municipality

ACTION ITEM: The Committee requested that staff look into the CRD terms of reference to see if there is an opportunity to reduce some of the Stormwater monitoring sites that have consistently indicated low risk.

Staff

- Clarification as to Bridge Maintenance being added to the Highway Maintenance Contract and whether there could be an alternating program for bridge maintenance to reduce costs (3 bridges one year and 3 bridges the next year)
- Clarification as to Sub-Consultant Services for drainage issues and whether staff can deal with drainage concerns
- Clarification as to Ornamental Lighting Maintenance and whether this is a contracted service
- Clarification as to the \$52,020 for Rainwater Infrastructure Maintenance and whether there is a way to reduce this amount
- Clarification as to the Church Road Connector and whether some of the Rainwater Infrastructure Maintenance budget could come from the Connector
- Clarification as to the increase in BC Hydro rates and whether the 2 per cent cost of living increase will be sufficient to cover the increase
- Clarification as to the amount spent in 2013 on the Rainwater Infrastructure Maintenance
- Whether there has been a cost analysis done for Ornamental Lighting as it seems high when compared with street lighting; the District should give consideration to the type of light standards within Bylaw No. 65 and look at having a single standard in the future
- Confirmation as to whether cost recovery claims have been submitted to ICBC when possible for repair and replacement of Ornamental Street Lighting

ACTION ITEM: The Committee requested that staff provide information to the Committee on the outcomes of Training and Development for 2013. **Staff**

Recreation and Cultural Services

Michael Dillabaugh reviewed the expenditure working papers for Recreation and Cultural Services for the Committee. Mr. Dillabaugh reported that Recreation and Cultural Services includes the contract with the Vancouver Island Regional Library, the contract with the CRD for Animal Control Services, contracts for Green Space Maintenance, Hazardous Tree Maintenance, and Community Clean-Up.

Committee discussion:

- Clarification as to the Island Advertising Contract and the amount of funds that are recovered through the contract
- Whether staff follow-up on the requirements and terms of the Parks Maintenance Contracts
- Clarification as to the expiration date for the Parks Maintenance Contracts and whether there are steps being taken towards new tendering packages for the contracts
- Whether it is possible for the separate parks maintenance contracts to go back to one contract
- Ensuring consistency when applying principals to District of Sooke contracts
- Clarification as to the budget for the Vancouver Island Regional Library and how the library comes up with the increase
- Clarification as to where the requisition for SEAPARC falls within the budget

Protective Services Fire Department and Emergency Program

Michael Dillabaugh reviewed the expenditure working papers for the Fire Department and Emergency Program. Mr. Dillabaugh reported that there are primarily three cost drivers for the Fire Department; staffing, training, and equipment. Mr. Dillabaugh further reported that there are currently 5.6 FTE's in the Fire Department, including the Fire Chief and a .6 Administrative position. There are currently 38 volunteer members and 6 recruits. Mr. Dillabaugh noted that career staff work as volunteers when they are off duty.

Committee discussion:

- Clarification as to staffing for Station 2
- Whether living in Sooke is a requirement to become a volunteer firefighter for Sooke Fire Rescue Service
- Confirmation that Vehicle 207 (Rescue 2) is the vehicle that the District will be disposing of
- Confirmation as to whether there has been an estimate for salaries and benefits for 2014 and whether there are sufficient funds in the budget to cover the increase

Mr. Dillabaugh advised that the Firefighter benefits in the budget have increased significantly due to the pension plan increasing their rates for fire departments province wide. Mr. Dillabaugh further advised that this is offset in the budget by pension rates for all other employees being lowered.

Mr. Dillabaugh addressed the Committee as to the training and development for firefighters advising that there are several requirements for training that must be met in order to comply with provincial regulations. Mr. Dillabaugh advised that the Fire Department training budget received the standard 2 per cent inflation area increase.

Committee discussion:

- Clarification as to the amount of \$400 in the budget for child seat installation
- Clarification as to the amount of \$1,000 in the budget for the purchase rescue rope

Mr. Dillabaugh addressed the Committee as to Fire Department Equipment and Capital advising that there are two components to equipment in the budget that have been divided into small Capital such as turnout gear, rope, hose, jaws of life and breathing apparatus, and large Capital such as fire apparatus and vehicles. Mr. Dillabaugh advised that a detailed Capital Replacement Plan will be brought forward to the Committee at the February meeting.

Staff

Mr. Dillabaugh further advised that the current proposed Financial Plan outlines a transfer of \$110,000 into the Reserve Account for fire equipment and that this transfer will cover the projected expenses in 2014 and the slight deficit in the Reserve to the end of 2013. The transfer into Reserves may change once the Capital Replacement Plan is complete and brought forward in February.

Mr. Dillabaugh reviewed the life expectancies of apparatus based on NFPA Standards for each of the Fire Department units.

Committee discussion:

- Importance as to including Small Capital in Reserves to show that there is an ongoing need for small capital items
- Clarification as to requirements to update (replace) the jaws of life
- Clarification as to volunteer firefighter honorariums of \$25,000 and whether this should be increased according to the number of current volunteers
- Look at including the volunteer firefighter honorariums throughout the Five Year Financial Plan
- Confirmation as to the \$14,000 allocated in 2013 for Protective Clothing Replacement; remaining funds will stay in the Reserve and there will be no net increase in taxes

Councillor Berger declared a conflict of interest with the subject of firefighter honorariums as her husband is a volunteer firefighter and left meeting at 8:03 p.m.

MOVED and seconded to include the amount of \$25,000 for volunteer firefighter honorariums through the remainder of the Five Year Financial Plan (2015-2018) with the standard 2 per cent inflation area increase.
CARRIED

Staff

Councillor Berger returned to the meeting at 8:04 p.m.

RCMP

Michael Dillabaugh reviewed the budget for Policing in the proposed 2014-2018 Five Year Financial Plan reporting that the largest costs for Policing are partially due to the general increase to the RCMP Contract and for the additional administrative staff member for the RCMP. Mr. Dillabaugh reported that most of the other items under Policing received the standard 2 per cent increase with the exception of the Regional Crime Unit.

Committee discussion:

- Clarification as to whether there was a second line item around \$40,000 in last year's budget under Policing

Revenues

Michael Dillabaugh provided an overview of Revenues in the proposed 2014-2018 Five Year Financial Plan. Mr. Dillabaugh reported that overall Revenues increased in 2014 over 2013 from \$2,369,891 up to \$2,599,826. Mr. Dillabaugh addressed the Committee as to the increases to Revenues for the Small Community Protection Grant in the Traffic Fine Revenue Sharing three year contract, the Age Friendly Grant, an increase in RCMP revenue to help offset the administrative position salary and also Revenues for penalties and fines.

Mr. Dillabaugh reported that Building Permit Fees, Subdivision Fees and Plumbing Permit Fees have all been reduced to accurately reflect what the budget should be according to the actuals for 2013. The standard 2 per cent increase has been applied to many of the items.

Committee discussion:

- Clarification as to where Casino Revenues are shown under Revenue in the budget
- Clarification as to the increase in Revenues under BC Transit

Public Input:

Derek Lewers, Sooke resident inquired as to the Disposal of Assets and whether there should be an amount recorded in the budget for this since the District is potentially disposing of one of the fire trucks. Mr. Lewers also inquired as to the Consultant fee for an Approving Officer and whether it was feasible to pay for an Approving Officer when subdivision fees and building permit fees are down.

Chair Kasper explained that the District has not filled an Engineering Department position that had been previously filled and budgeted for

last year and that these funds are being utilized so that there is no increase to costs.

Committee further discussed:

- Clarification as to the differences in CRD Revenues and expenses
- Clarification as to decreasing Casino Revenue and Development Cost Charges
- Clarification as to the amount for DCC's in 2014 and concerns as to total revenues and total expenditures
- Look at reducing Development Cost Charges and Casino Revenue Sharing
- Concerns as to the optics of having revenues and expenditures recorded this way in the budget
- Concerns as to increased costs and decreased revenues and whether the District can sustain the projected 2 per cent increase
- The District is staying within the 2 percent increase with its operations
- Concerns as to BC Transit's tax increase
- Look into including a message in this year's tax notices to tax payers clearly outlining separate municipal functions and taxes from all other taxing authorities.

ACTION ITEM: The Committee suggested that staff look at inserting amounts for the Road and Sewer DCC's Revenues based on last year's actuals and that staff confirm with the province that they are able to amend these numbers.

Staff

Public Input:

Ellen Lewers, Sooke resident advised that she would like to know what the actual cost savings amount would be for the Approving Officer position. Ms. Lewers also spoke to the extension of the CRD water line being extended to the east and west municipal boundaries advising that a cost analysis should be done in order to know what the costs would be for the extension.

The Committee discussed the issue of who would be responsible for the costs associated with extending the CRD water line to the municipal boundaries.

Mayor Milne explained that the Water Board collects DCC's for new construction which in turn would be paid for on resident's water bills.

Chair Kasper responded to Ms. Lewers inquiry as to the cost savings for the Approving Officer advising that the 2013 budget for Engineering Services was \$614,000 in Engineering Operations which has been reduced this year to \$571,000. Council chose not to fill a position that was fully funded last year which has not been included in this year's budget. Chair Kasper suggested Ms. Lewers speak with staff on the financial break down.

Reserves

Michael Dillabaugh provided an overview of the Reserves Fund in the proposed 2014-2018 Five Year Financial Plan. Mr. Dillabaugh pointed out that a number of the Reserves in future years will be impacted once staff has the actuals of the expenditures.

Committee discussion:

There was no discussion from the Committee on Reserves.

Capital Plan

Michael Dillabaugh provided an overview of the 2014 Capital Plan for the Finance Department.

Committee discussion:

- Clarification as to the timeline for the replacement of computers
- Confirmation as to what other municipalities use for business licencing and whether it is possible to share information as to businesses with intermunicipal business licences
- Look at deferring the Business Licence Module Upgrade for one year
- Clarification as to the costs for contracting the FOB Administration with Price's Alarms
- Clarification as to the amount of inputting that is still required for tangible capital assets
- Importance of software purchases in order to save staff time

Fire Department Capital

Councillor Berger declared a conflict of interest with the Fire Department Capital Plan as her husband is a volunteer firefighter and left the meeting at 9:09 p.m.

Michael Dillabaugh provided an overview of the following Fire Department 2014 Capital Projects:

- Industrial Turn-out gear extractor/washing machine
- Thermal Image Camera
- Fire Hose Pressure Testing Machine
- Fire Hose Coupling Machine

Committee discussion:

- Whether there is a need to purchase two thermal imaging cameras
- Whether the thermal imaging cameras would be good for search and rescue purposes
- The cameras were not ordered before December 15th, 2013 in order to get the free in-vehicle charging station
- Clarification as to what will be done with the old thermal imaging cameras
- Clarification as to how fire hose testing is conducted

Councillor Berger returned to the meeting at 9:17 p.m.

Michael Dillabaugh reviewed the following Engineering Department 2014 Capital Projects:

- Connector Road Church Road to Otter Point Road Connector, Design and Construction
- Grant Road Connector, Charters to Phillips Road Connector Design Plans
- Road and Sidewalk Improvement Program

Jim Mitchell requested that it be on record that he is not in favour of the roundabout.

Committee discussion:

- Clarification as to the sidewalk/multi-use trail
- Clarification as to the budget increase amount for the Connector Road
- Clarification as to the status of the tender that went out for the Parks Enhancement Program and what was not spent last year will be rolled over

The Committee further discussed the following issues related to this evening's budget presentations:

- A report on the Community Grant Program will be coming forward to Council in the near future with a recommendation to separate the Community Service Agreements from the Community Grants
- Concerns as to the five year projection for tax increases and ensuring that costs are realistic
- Staff to look at providing detailed information as to the costs of the projects
- Confirmation as to the deadline for the Community Service Agreement groups to provide their annual reporting in accordance with their contracts
- Consideration to the Service Agreements coming back to Council instead of the Community Grant Review Committee

5. Review of Preliminary Property Assessment Information

Michael Dillabaugh reported that the District has received the completed role for 2014 advising that the preliminary information shows a 3.4 per cent decrease in residential average property. Mr. Dillabaugh further reported that there is non market change that has been factored in and will be included in the budget. The revised role will be received in April.

Committee discussion:

- Clarification as to the non-market change for this year

MOVED and seconded to receive the verbal report on the Review of Preliminary Property Assessment Information.

CARRIED

6. **2014 Election Advertising Cost Estimate**

Bonnie Sprinkling addressed the Committee as to the 2014 Election Advertising Cost Estimate reporting that sufficient funds have been allocated in the 2014 budget for advertising for the 2014 Election.

MOVED and seconded to receive the report on 2014 Election Advertising Cost Estimate for information.

CARRIED

7. **EPCOR Agreement – Schedule A for Information**

MOVED and seconded to receive the EPCOR Agreement – Schedule A for Information.

CARRIED

8. **Public Input**

Derek Lewers, Sooke resident suggested to the Committee that the District of Sooke include one single standard for ornamental street lights in the Subdivision and Development Standards Bylaw.

9. **Schedule Next Meeting: February 3, 2014**

The Chair reported that it is anticipated that the Committee will receive the Sooke Fire Rescue Service Policies for review at the next meeting in February.

10. **Adjournment**

The meeting adjourned at 9:45 p.m.

Rick Kasper
Chair

Bonnie Sprinkling
Corporate Officer



File No. 1880 - 20

DECISION REQUEST

Finance and Administration Committee
Meeting Date: February 3, 2014

To: Gord Howie, Chief Administrative Officer
From: Michael Dillabaugh, Director of Finance
Re: **2014 – 2018 Five Year Financial Plan**

SUGGESTED ACTION:

THAT THE FINANCE AND ADMINISTRATION COMMITTEE recommend that Council give preliminary approval of the 2014 – 2018 Five Year Financial Plan.

1. Executive Summary:

After three meetings over two months we are pleased to present the amended Proposed 2014 – 2018 Five Year Financial Plan. District staff has listened to the comments of the Committee during these meetings and have integrated what we heard into the amended financial plan that is presented today.

The objective of Council was to have a tax increase of under 2% for 2014. With an increase of 1.99% as presented, this objective has been met. Within the 1.99% increase, an additional \$118,000 (1.96%) has been allocated to the Capital Asset Replacement Reserve. The decision to increase funding to this reserve increases the savings account for future capital asset replacement which will in turn decrease the tax burden on future tax payers. This is a strong and fiscally responsible decision.

As mentioned, the budget has been amended and the objectives of Council have been met. With this in mind, the request is for preliminary approval of the 2014 – 2018 Five Year Financial Plan. A preliminary approval allows staff to begin expenditure programs earlier in the year which has the potential to minimize costs, especially with construction and other capital projects.

2. Background

Council's goal again this budget cycle was to have a preliminary approval of the budget early in the fiscal year. The process started early in the fall and meetings were held in December and early January.

The initial Proposed 2014 – 2018 Five Year Financial Plan was distributed to Committee of the Whole and then Finance and Administration Committee on November 25, 2013. This was a starting point from which decisions were made in various areas.

3. Analysis:

Each section of the budget was presented to the Finance and Administration Committee in further detail at the meetings in December and January. Based on the discussion at these meetings there were minor adjustments that were applied to the budget. A detailed list of the adjustments is outlined on Page 9 of the attached Amended Proposed 2014 – 2018 Five Year Financial Plan.

The tax increase for 2014 that was in the initial Proposed Financial Plan was 2.00%. The tax increases for 2015 – 2018 in the initial document were 4.21%, 4.95%, 4.85% and 3.33% respectively. At the January Finance and Administration meeting it was requested that these figures be reduced if possible. Staff have looked at these years in the financial plan and made adjustments that consider future requirements while also considering the overall tax increase presented in each of these years for the 2014 – 2018 Five Year Financial Plan. The amended plan before you this evening lowers these numbers to below 3% in each year. There is continued allocation of funding into the Capital Asset Replacement Reserve in these years which shows strong fiscal responsibility.

The increase of 1.99% is within the desired increase of less than 2%, as discussed by Council. It is also worth noting that while achieving this objective the financial plan also includes additional contributions to reserve accounts for capital asset replacement that will help defer some future tax increases as infrastructure begins to require replacement.

4. Legal Impacts:

The *Community Charter* requires that a Local Government adopt a Five Year Financial Plan before May 15th of each year. The final adoption of the Five Year Financial Plan Bylaw will not be until late April or early May. Final assessment information is required prior to final adoption of the bylaw and this information is not available to the municipality until early April.

5. Strategic Relevance:

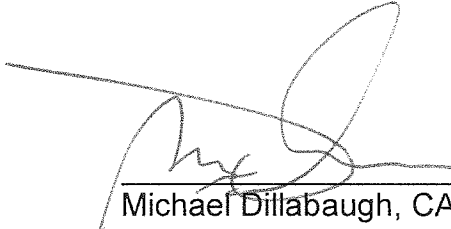
Obtaining preliminary approval of the budget in February instead of waiting until final approval in May, allows departments to spread their expenditures and projects over an 11 month period rather than a 7 month period.

The benefit is the most significant with capital projects that require a tendering process that may take up to a month and often when work can only be completed during the






summer months. If the tendering can occur earlier in the year it allows contractors a larger working window during the summer to complete the work.

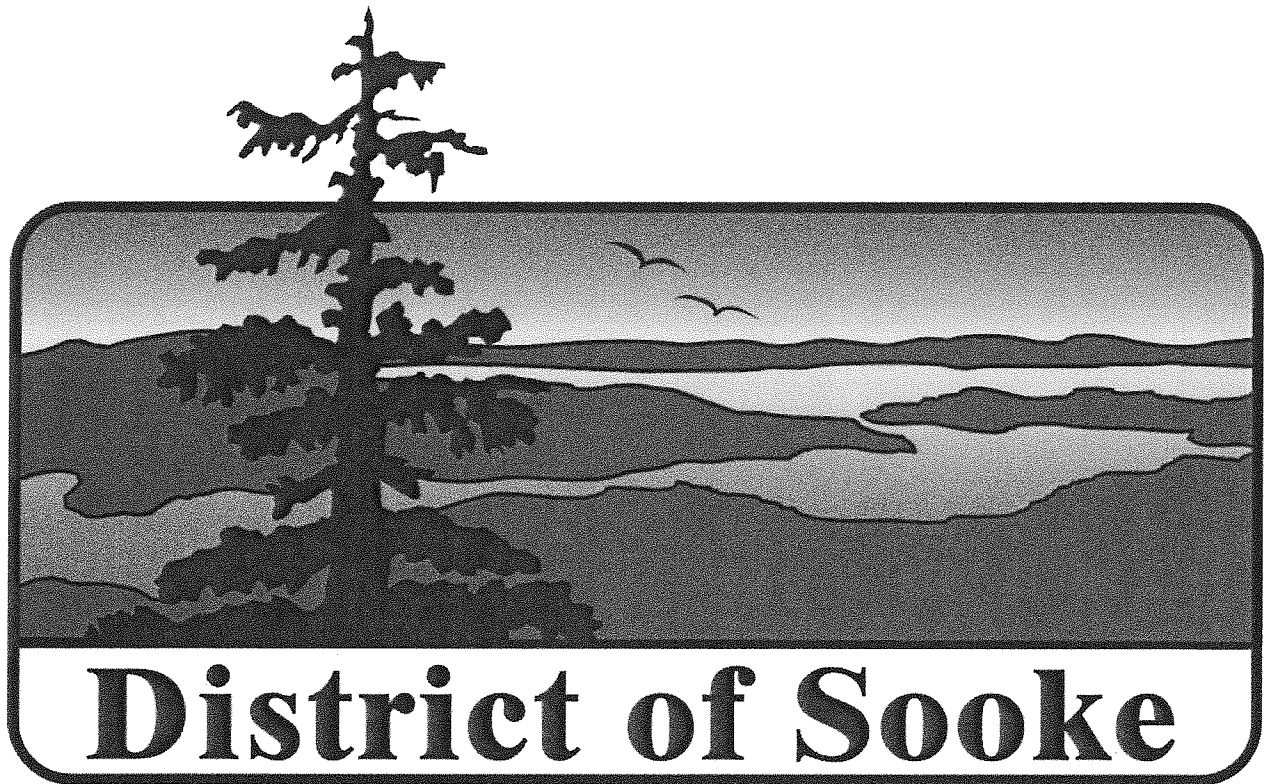
Attached Documents:

1. Amended Proposed 2014 – 2018 Five Year Financial Plan. (Provided separately)



Michael Dillabaugh, CA
Director of Finance

Approved for Council Agenda	
 Engineering	 Planning
 Corp. Services	 Finance
 CAO	



Proposed
2014 – 2018 Five Year Financial Plan

Received by Committee of the Whole on November 25, 2013

Amended copy received by the Finance & Administration Committee January 30, 2014

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1. Executive Summary:

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

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

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

The 2014 budget integrates each of these priorities.

a. Fiscal Responsibility:

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

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

b. Town Centre:

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

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

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

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

Projects included in 2015 – 2018 include:

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

c. Economic Revitalization:

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

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

d. Community Planning

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

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

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

Highlights:

Strategic Plan:

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

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

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

Policing:

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

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

Sewer Parcel Tax:

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

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

Building Maintenance:

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

Professional Development:

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

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

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

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

Plans:

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

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

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

Inflation:

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

Vancouver Island Regional Library:

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

Amortization:

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

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

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

Non-Market Change:

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

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

2. Summary:

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

**District of Sooke
Proposed Financial Plan 2014 - 2018
Adjustments - As at January 28, 2014**

	Page #	2014	2015	2016	2017	2018
Property Tax - Proposed Financial Plan from November 25, 2013		6,595,008	6,872,846	7,213,280	7,563,119	7,814,764
Adjustments						
1 Annual Lease Payments	23			(1,322)	(2,644)	(2,644)
2 Vancouver Island Regional Library	22	(482,208)	(524,112)	(559,594)	(597,255)	(597,255)
3 Road Maintenance Contract	19	6,600	6,732	6,867	7,004	7,144
4 Traffic Control Devices	19	(6,600)	(6,732)	(6,867)	(7,004)	(7,144)
5 Honorarium	17		25,500	26,010	26,530	27,061
6 Grant Road Connector (Phillips to Charters)	26, 27		(29,000)	(80,000)		
7 Road and Sidewalk Improvement Program	27, 29			(100,000)	100,000	(100,000)
8 Church Road Widening	28				(300,000)	
9 Murray Rd - Home Stormwater System	29					(200,000)
10 Engineering Operations - Salaries	19		(29,700)			
11 Engineering Operations - Benefits	19		(3,155)			
12 Transfer into Capital Asset Replacement Reserve	23	16,000		10,000	15,000	(36,500)
13 Building Permit Fees	32			(7,803)	(16,157)	(25,093)
14 Maple Ave/Hwy 14 Intersection Signalization	28				(146,250)	
15 Rainwater Management	28				50,000	
16 Street Light Installation Program	29					12,000
* 17 Seniors Centre	25 - 29	50,000	25,000	25,000	25,000	25,000
* 18 DCC Road Reserve	23	323,925	335,921	352,717	370,353	357,967
19						
20						
21 Offset for changes that have no tax impact		(373,925)	(360,921)	(377,717)	(395,353)	(382,967)
<hr/>						
Amended Property Tax		6,128,800	6,312,379	6,500,571	6,692,343	6,892,333
% increase per Proposed Five Year Financial Plan		2.00%	4.21%	4.95%	4.85%	3.33%
Amended % increase		1.99%	2.99%	2.99%	2.95%	2.99%

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

	2013	2014	2015	2016	2017	2018
Expenditures (function)						
General Government	2,365,854	2,325,738	2,346,248	2,455,657	2,511,450	2,521,395
Protective services	2,762,296	2,978,023	3,075,347	3,163,284	3,224,719	3,287,128
Engineering	2,718,808	2,722,453	2,816,188	2,955,332	3,015,219	3,074,608
Development Services	826,121	783,095	834,138	598,690	622,255	623,859
Sewer operations	2,201,711	2,112,289	2,252,331	2,213,374	2,190,535	2,177,465
Sewer debt	685,359	685,359	685,359	685,359	685,359	685,359
Recreation/Culture	433,813	429,659	438,252	447,017	455,957	465,076
Debt Servicing	151,017	140,135	137,359	136,037	134,715	48,615
Total operating expenditures	12,144,978	12,176,751	12,585,223	12,654,751	12,840,208	12,883,505
Capital expenditures	3,917,357	4,443,773	1,664,036	2,594,655	728,420	915,000
Total proceeds that must be transferred to reserves	1,086,586	798,390	828,258	856,394	871,830	905,098
Transfer to reserves	292,956	321,376	311,939	332,338	347,979	443,245
Total expenditures	17,441,877	17,740,289	15,389,456	16,438,138	14,788,437	15,146,848
Revenues (source)						
Net taxes available for municipal purposes	215,196	332,481	339,131	345,913	352,831	359,888
Sales and user fees	42,138	75,683	77,097	78,416	79,885	81,383
Government transfers and grants	570,565	619,871	719,269	725,715	732,289	738,995
Investment income	100,000	102,000	104,040	106,121	108,243	110,408
Penalties and fines	118,320	166,646	169,979	173,379	176,846	180,383
Licenses and permits	499,335	421,549	429,980	446,383	463,508	481,391
Lease and rental	50,636	57,166	57,866	58,580	59,308	60,051
Donations and contributions	-	-	-	-	-	-
Sewer operating revenue	2,438,388	2,339,992	2,470,881	2,422,589	2,390,226	2,367,442
Developer cost charges	508,500	210,000	224,700	235,935	247,732	260,118
Casino revenue sharing	265,200	270,504	275,914	281,432	287,061	292,802
	4,808,279	4,595,893	4,868,858	4,874,463	4,897,930	4,932,862
Transfers from Reserves						
For Operations	159,529	67,204	5,000	-	22,000	-
For Capital	3,550,183	3,980,517	1,372,637	2,179,855	314,120	471,000
	3,709,712	4,047,721	1,377,637	2,179,855	336,120	471,000
Transfers from unallocated surplus	50,000	50,000	50,000	50,000	50,000	50,000
Tax revenue from Non-market Change	161,323	100,000	160,000	160,000	160,000	160,000
Transfer from unallocated surplus	126,170	130,336	132,943	135,602	63,409	-
	337,493	280,336	342,943	345,602	273,409	210,000
Transfer from allocated surplus	186,124	248,431	-	-	-	-
Offset for amortization	2,391,282	2,439,108	2,487,890	2,537,848	2,588,401	2,640,169
Total Revenues without Taxes	11,432,890	11,611,489	9,077,327	9,937,568	8,095,860	8,254,031
Total Revenues	17,441,877	17,740,289	15,389,456	16,438,138	14,788,437	15,146,848
Property Taxes	6,008,987	6,128,800	6,312,129	6,500,570	6,692,577	6,892,818
% increase in property taxes	1.51%	1.99%	2.99%	2.99%	2.95%	2.99%

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

	2013	2014	2015	2016	2017	2018
Expenditures (function)						
General Government	2,365,854	2,325,738	2,346,248	2,455,657	2,511,450	2,521,395
Protective services	2,762,296	2,978,023	3,075,347	3,163,284	3,224,719	3,287,128
Engineering	2,718,808	2,722,453	2,816,188	2,955,332	3,015,219	3,074,608
Development Services	826,121	783,095	834,138	598,690	622,255	623,859
Sewer operations						
Sewer debt						
Recreation/Culture	433,813	429,659	438,252	447,017	455,957	465,076
Debt Servicing	151,017	140,135	137,359	136,037	134,715	48,615
Total operating expenditures	9,257,908	9,379,103	9,647,532	9,756,017	9,964,314	10,020,681
Capital expenditures	3,917,357	4,443,773	1,664,036	2,594,655	728,420	915,000
Total proceeds that must be transferred to reserves	1,086,586	798,390	828,258	856,394	871,830	905,098
Transfer to reserves	292,956	321,376	311,939	332,338	347,979	443,245
Total expenditures	\$14,554,807	\$14,942,641	\$12,451,766	\$13,539,404	\$11,912,543	\$12,284,024
Revenues (source)						
Net taxes available for municipal purposes	215,196	332,481	339,131	345,913	352,831	359,888
Sales and user fees	42,138	75,683	77,097	78,416	79,885	81,383
Government transfers and grants	570,565	619,871	719,269	725,715	732,289	738,995
Investment income	100,000	102,000	104,040	106,121	108,243	110,408
Penalties and fines	118,320	166,646	169,979	173,379	176,846	180,383
Licenses and permits	499,335	421,549	429,980	446,383	463,508	481,391
Lease and rental	50,636	57,166	57,866	58,580	59,308	60,051
Donations and contributions	-	-	-	-	-	-
Sewer operating revenue						
Developer cost charges	508,500	210,000	224,700	235,935	247,732	260,118
Casino revenue sharing	265,200	270,504	275,914	281,432	287,061	292,802
	2,369,891	2,255,901	2,397,976	2,451,874	2,507,704	2,565,420
Transfers from Reserves						
For Operations	159,529	67,204	5,000	-	22,000	-
For Capital	3,550,183	3,980,517	1,372,637	2,179,855	314,120	471,000
	3,709,712	4,047,721	1,377,637	2,179,855	336,120	471,000
Transfers from unallocated surplus	50,000	50,000	50,000	50,000	50,000	50,000
Tax revenue from Non-market Change	161,323	100,000	160,000	160,000	160,000	160,000
Transfer from unallocated surplus (Sewer Deficit Repayment)	126,170	130,336	132,943	135,602	63,409	-
	337,493	280,336	342,943	345,602	273,409	210,000
Transfer from allocated surplus	186,124	248,431	-	-	-	-
Offset for amortization	1,942,600	1,981,452	2,021,081	2,061,503	2,102,733	2,144,787
Total Revenues without Taxes	8,545,820	8,813,841	6,139,637	7,038,834	5,219,966	5,391,207
Total Revenues	14,554,807	14,942,641	12,451,766	13,539,404	11,912,543	12,284,024
Property Taxes	6,008,987	6,128,800	6,312,129	6,500,570	6,692,577	6,892,817
% increase in property taxes	1.51%	1.99%	2.99%	2.99%	2.95%	2.99%

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

	2013	2014	2015	2016	2017	2018
General Government Services						
Council						
Remuneration	81,280	81,280	81,280	81,280	81,280	81,280
Benefits	1,469	1,499	1,529	1,559	1,590	1,622
Travel/conferences/education	26,520	27,050	27,591	28,143	28,706	29,280
Volunteer recognition - o/s services	2,500	2,500	2,500	2,500	2,500	2,500
Contingency	143,803	50,000	50,000	50,000	50,000	50,000
Total Council	255,573	162,329	162,900	163,482	164,076	164,682
Corporate Services						
Salaries	352,847	356,246	364,098	384,580	392,272	400,117
Benefits	56,757	59,927	60,198	62,638	78,967	80,155
Specialty office supplies	1,641	1,500	1,530	1,561	1,592	1,624
Hospitality and meals	1,948	1,987	2,027	2,067	2,109	2,151
Travel	1,020	1,040	1,061	1,082	1,104	1,126
Professional Development	11,115	11,340	11,567	11,798	12,034	12,275
Memberships	855	1,430	1,459	1,488	1,518	1,548
Legislative Dues/Subscriptions	450	1,000	1,020	1,040	1,061	1,082
Advertising/Communications	40,000	37,000	37,740	38,495	39,265	40,050
Contingency	2,000	2,040	2,081	2,122	2,165	2,208
Total Corporate Services	468,633	473,511	482,780	506,872	532,085	542,336
Finance and Information Technology						
Salaries	471,527	473,352	478,919	519,597	529,989	540,589
Benefits	112,284	117,950	117,797	123,134	126,092	128,023
Subscriptions	306	312	318	325	331	338
Travel	1,020	1,040	1,061	1,082	1,104	1,126
Professional Development	14,000	14,280	14,566	14,857	15,154	15,457
Memberships	3,280	3,389	3,457	3,526	3,596	3,668
Cash Over/Short	26	26	27	27	28	28
Tax adjustments	510	520	531	541	552	563
Banking	2,208	2,252	2,298	2,343	2,390	2,438
Property Tax Interest Expense (prepayment)	255	2,650	2,703	2,757	2,812	2,868
Tax forms and supplies	7,140	7,283	7,428	7,577	7,729	7,883
Property Tax Stabilization contingency	18,360	18,727	19,102	19,484	19,873	20,271
Total Finance and Information Technology	630,916	641,782	648,205	695,251	709,650	723,253

General Government Services	2013	2014	2015	2016	2017	2018
Common Services - Vehicle Fleet						
Fuel - Gas/Diesel (Highlander)	1,632	1,665	1,698	1,732	1,767	1,802
Repairs and Maintenance (Highlander)	400	408	416	424	433	442
Fuel - Gas/Diesel (Nissan)	1,224	1,224	1,224	1,224	1,224	1,224
Repairs and Maintenance (Nissan)	2,000	400	408	416	424	433
Fuel - Gas/Diesel (GMC)	500	510	520	531	541	552
Repairs and Maintenance (GMC)	204	208	212	216	221	225
Vehicle Insurance (Highlander)	979	999	1,019	1,039	1,060	1,081
Vehicle Insurance (GMC & Chevrolet trucks)	1,520	1,550	1,581	1,613	1,645	1,678
Vehicle Maintenance (GMC & Chevrolet trucks)	2,500	2,550	2,601	2,653	2,706	2,760
Total Common Services - Vehicles	10,959	9,514	9,679	9,849	10,021	10,197
Common services - Office						
Interest on Refundable Deposits	2,000	500	510	520	531	541
Telephone	23,256	23,721	24,196	24,679	25,173	25,677
Copy/service charges	7,919	8,078	8,239	8,404	8,572	8,744
Equipment lease/rental	15,020	15,020	17,520	17,520	17,520	17,520
Freight/courier	1,624	1,656	1,689	1,723	1,758	1,793
Postage	5,412	5,520	5,631	5,743	5,858	5,975
Office supplies	18,378	18,746	19,121	19,503	19,893	20,291
Subscriptions and Memberships	8,711	8,885	9,063	9,244	9,429	9,617
Records management	14,580	18,120	18,482	18,852	19,229	19,614
Off site storage	4,370	-	-	-	-	-
Occupational Health and Safety	1,020	1,040	1,061	1,082	1,104	1,126
Software Licensing	50,530	61,250	59,250	102,410	63,176	60,699
Staff IT Software Training		3,750	3,750	3,750	3,750	3,750
IT Consulting/Back-up		15,000	9,500	9,500	9,500	9,500
LAN/PC's/Networking/Internet	13,765	15,525	15,836	16,152	16,475	16,805
Total Common Services - Office	166,585	196,812	193,848	239,084	201,968	201,652
Common services - Building						
Natural Gas	14,141	14,424	14,713	15,007	15,307	15,613
Water	3,030	3,091	3,153	3,216	3,280	3,346
Electricity	35,000	35,700	36,414	37,142	37,885	38,643
Waste removal	6,494	6,624	6,757	6,892	7,030	7,170
Hazardous material disposal container	500	500	500	500	500	500

General Government Services	2013	2014	2015	2016	2017	2018
Common services - Building maintenance						
Operating supplies	4,339	4,426	4,514	4,605	4,697	4,791
Contracted maintenance	45,000	45,900	46,818	47,754	48,709	49,684
Other outside services	5,100	5,202	5,306	5,412	5,520	5,631
Total Common Services - Building	113,605	115,867	118,175	120,528	122,929	125,377
Total Common Services	291,149	322,193	321,702	369,461	334,918	337,226
Special services						
Recruitment costs - travel	1,530	1,561	1,592	1,624	1,656	1,689
Recruitment costs - advertising	1,836	1,873	1,910	1,948	1,987	2,027
Recruitment - contracted service	-	-	-	-	-	-
Legal	90,000	91,800	93,636	95,509	97,419	99,367
Audit	26,520	27,050	27,591	28,143	28,706	29,280
Insurance premium	89,324	89,648	89,978	90,315	90,659	90,659
Insurance contingency	20,400	15,000	15,300	15,606	15,918	16,236
Insurance claims	20,400	15,000	15,300	15,606	15,918	16,236
Labour relations - consulting	-	10,000	-	-	-	-
Communities in Bloom	1,000	3,000	3,060	3,121	3,184	3,247
Elections	-	25,000	-	-	25,000	-
Public and government relations	11,630	6,763	6,898	7,036	7,177	7,320
Contingency (staffing coverage)	3,000	3,060	3,121	3,184	3,247	3,312
Canada Day Fireworks	2,550	2,601	2,653	2,706	2,760	2,815
Total Special Services	268,190	292,356	261,040	264,798	293,631	272,191
Grants						
Service Agreements						
Sooke Community Association	28,000	28,000	28,000	28,000	28,000	28,000
Chamber of Commerce	28,150	28,150	28,150	28,150	28,150	28,150
Sooke Region Tourism Association	20,000	20,000	20,000	20,000	20,000	20,000
Visitor Information Centre	20,000	20,000	20,000	20,000	20,000	20,000
Community Sports Event/Triathlon	-	-	-	-	-	-
Annual Grant	62,607	65,662	68,779	71,957	75,199	76,703
Annual Grants						
Bi-annual Grants						
Community Grants	65,000	75,000	75,000	75,000	75,000	75,000
Total Grants	223,757	236,812	239,929	243,107	246,349	247,853

General Government Services

	2013	2014	2015	2016	2017	2018
Economic Development						
Mayor's Advisory Panels - Specialty supplies	1,600	500	510	520	531	541
Mayor's Advisory Panels	15,000	7,500	7,650	7,803	7,959	8,118
Memberships (Economic Development)	500	510	520	531	541	552
Sooke Program of the Arts (SPA)	-	-	-	-	-	-
EDC work plan	-	-	-	-	-	-
Total Economic Development	17,100	8,510	8,680	8,854	9,031	9,211
Plans						
Strategic Plan	10,000	-	15,000	-	-	-
Long-term Plans	65,000	50,000	65,000	60,000	75,000	75,000
Total Plans	75,000	50,000	80,000	60,000	75,000	75,000
Subtotal before amortization	2,230,318	2,187,492	2,205,236	2,311,825	2,364,741	2,371,752
Amortization - General Government	135,536	138,247	141,012	143,832	146,709	149,643
Total General Government	\$ 2,365,854	\$ 2,325,738	\$ 2,346,248	\$ 2,455,657	\$ 2,511,450	\$ 2,521,395

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

	2013	2014	2015	2016	2017	2018
Protective Services						
Policing						
Contract with RCMP	1,467,777	1,572,633	1,619,085	1,651,467	1,684,496	1,718,186
Regional Crime Unit	44,861	43,009	43,869	44,747	45,641	46,554
Integrated Mobile Crisis Response Team	5,567	5,679	5,792	5,908	6,026	6,147
RCMP Victim Services	8,659	8,832	9,009	9,189	9,373	9,560
Integrated Domestic Violence Unit	8,263	8,428	8,597	8,769	8,944	9,123
Mobile Youth Services Team	2,322	2,368	2,415	2,464	2,513	2,563
Crime Stoppers Funding	3,014	3,074	3,135	3,198	3,262	3,327
CR Action Team	1,257	1,282	1,307	1,334	1,360	1,387
Source Information	2,040	2,081	2,122	2,165	2,208	2,252
Community Liaison Officer	4,162	4,245	4,330	4,416	4,505	4,595
Community Policing	-	-	-	-	-	-
Total Policing	1,547,920	1,651,630	1,699,662	1,733,655	1,768,328	1,803,695
Emergency Program						
Supplies	5,000	5,100	5,202	5,306	5,412	5,520
Office supplies	1,624	1,656	1,689	1,723	1,758	1,793
EOC radio operations	1,624	1,656	1,689	1,723	1,758	1,793
Emergency Program Vehicle	1,190	1,500	1,530	1,561	1,592	1,624
Communications	8,323	1,214	1,238	1,263	1,288	1,314
Professional Development	4,080	4,000	4,080	4,162	4,245	4,330
ESS - Training	2,164	2,000	2,040	2,081	2,122	2,165
Emergency planning - outside services (ESS Director)	24,006	2,208	2,252	2,297	2,343	2,390
Total Emergency Program	47,317	19,335	19,721	20,116	20,518	20,928
Fire Department Administration						
Salaries	473,167	496,180	516,125	544,147	554,830	565,727
Benefits	101,844	143,186	143,663	143,874	145,311	146,522
Operating supplies	4,330	4,416	4,505	4,595	4,687	4,781
Office supplies	3,626	3,699	3,773	3,848	3,925	4,004
Office equipment leases	2,747	2,802	2,858	2,915	2,973	3,033
Professional Development	30,000	30,600	31,212	31,836	32,473	33,122
Memberships	1,090	1,165	1,188	1,212	1,236	1,261
Subscriptions	2,040	2,081	2,122	2,165	2,208	2,252
Hospitality - operating supplies	2,706	2,760	2,815	2,872	2,929	2,988
Insurance premiums	21,000	22,500	22,950	23,409	23,877	24,355
Annual dinner	9,500	9,500	9,500	9,500	9,500	9,500
Total Administration	652,049	718,888	740,711	770,373	783,950	797,544

Protective Services	2013	2014	2015	2016	2017	2018
Volunteer Firefighters						
Duty officer remuneration	24,786	25,282	25,787	26,303	26,829	27,366
First response duty remuneration	24,786	25,282	25,787	26,303	26,829	27,366
Relief worker wages/remuneration	15,606	30,000	45,918	58,418	59,586	60,778
Relief Workers Benefits	662	675	689	702	717	731
Honorarium		25,000	25,500	26,010	26,530	27,061
Allowance - contract payment	36,312	37,038	37,779	38,535	39,305	40,091
WCB Benefits	432	441	450	459	468	477
Medical testing	3,200	3,264	3,329	3,396	3,464	3,533
Recruitment	1,000	1,020	1,040	1,061	1,082	1,104
Uniforms and operating supplies	10,000	10,200	10,404	10,612	10,824	11,041
Total Volunteer Firefighters	116,784	158,202	176,684	191,799	195,635	199,548
Telecommunications						
CREST	44,260	45,145	46,048	46,969	47,908	48,866
Telephone and Data services	10,642	10,854	11,072	11,293	11,519	11,749
Repairs/maintenance/replacement	2,692	2,746	2,801	2,857	2,914	2,972
Total Telecommunications	57,593	58,745	59,920	61,118	62,340	63,587
Community Education						
Operating supplies	4,567	4,658	4,752	4,847	4,943	5,042
Total Community Education	4,567	4,658	4,752	4,847	4,943	5,042
Inspections						
Operating supplies	2,122	2,165	2,208	2,252	2,297	2,343
Total Inspections	2,122	2,165	2,208	2,252	2,297	2,343
Training						
Operating supplies	2,760	2,815	2,872	2,929	2,988	3,047
Professional Development	-	-	-	-	-	-
Audio visual repair and replacement	1,082	1,104	1,126	1,148	1,171	1,195
Total Training	3,842	3,919	3,998	4,078	4,159	4,242
Vehicle maintenance						
Wages	4,060	4,162	4,245	4,330	4,416	4,505
Benefits	542	552	564	575	586	598
Fuel	17,860	18,217	18,582	18,953	19,332	19,719
Repairs and replacement	12,240	12,485	12,734	12,989	13,249	13,514
Other outside services	8,044	8,205	8,369	8,536	8,707	8,881
Total Vehicle Maintenance	42,766	43,621	44,493	45,383	46,291	47,217

	2013	2014	2015	2016	2017	2018
Protective Services						
Equipment maintenance						
Operation and Maintenance	28,811	29,387	29,975	30,574	31,186	31,810
Other outside services	2,760	2,815	2,872	2,929	2,988	3,047
Total Equipment Maintenance	31,571	32,202	32,847	33,503	34,174	34,857
Other						
Turnout gear operating supplies	6,500	6,630	6,763	6,898	7,036	7,177
Medical supplies	6,280	6,406	6,534	6,665	6,798	6,934
East Sooke Fire Contract	31,910	32,550	33,201	33,865	34,542	35,233
Total - Other	44,690	45,586	46,498	47,428	48,376	49,344
Total Fire Department	955,985	1,067,987	1,112,110	1,160,782	1,182,166	1,203,724
Subtotal before amortization	2,527,911	2,738,951	2,831,493	2,914,552	2,971,013	3,028,348
Amortization - Protective Services	234,385	239,073	243,854	248,731	253,706	258,780
Total Protective Services	2,762,296	2,978,023	3,075,347	3,163,284	3,224,719	3,287,128

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

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

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

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

	2013	2014	2015	2016	2017	2018
Development Services						
Planning Operations						
Salaries	293,912	265,362	302,370	308,418	314,586	320,878
Benefits	66,180	70,171	70,747	72,061	74,958	76,026
Specialty office supplies	2,040	2,081	2,122	2,165	2,208	2,252
Travel - monthly operations	1,040	1,061	1,082	1,104	1,126	1,149
Professional Development	5,550	6,600	6,732	6,867	7,004	7,144
Memberships	1,485	1,500	1,530	1,561	1,592	1,624
Special Projects	-	-	-	-	-	-
Total Planning Operations	370,208	346,775	384,584	392,175	401,474	409,073
Geographic Services						
Salaries	141,195	144,755	147,650	150,603	153,615	156,688
Benefits	32,832	35,405	35,361	36,018	36,874	37,413
Specialty Office Supplies	2,865	2,000	2,040	2,081	2,122	2,165
Travel	1,020	1,040	1,061	1,082	1,104	1,126
Professional Development	3,500	3,570	3,641	3,714	3,789	3,864
Consulting	12,000	2,040	12,081	2,081	12,122	2,165
Total Geographic Services	193,413	188,811	201,834	195,580	209,627	203,421
Other outside services						
Board of Variance	500	510	520	531	541	541
Total - Other outside services	500	510	520	531	541	541
Economic Development						
Conference Centre Bookings	237,000	237,000	237,000	1	-	-
Conference Hosting	25,000	10,000	10,200	10,404	10,612	10,824
Total Economic Development	262,000	247,000	247,200	10,405	10,612	10,824
Subtotal before amortization	826,121	783,095	834,138	598,690	622,255	623,859
Total Development Services	826,121	783,095	834,138	598,690	622,255	623,859

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

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

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

Fiscal Services	2013	2014	2015	2016	2017	2018
Debt servicing						
Annual lease payments	16,302	5,420	2,644	1,322		
Annual payment - Fire bylaw #91	86,100	86,100	86,100	86,100	86,100	
Annual payment - Fire bylaw #242 (Ladder Truck) - principal	20,723	20,723	20,723	20,723	20,723	20,723
Annual payment - Fire bylaw #242 (Ladder Truck) - interest	27,892	27,892	27,892	27,892	27,892	27,892
Total Debt Servicing	151,017	140,135	137,359	136,037	134,715	48,615
Transfers to own reserve funds						
Fire Equipment Reserve Fund	100,000	110,000	100,000	100,000	100,000	100,000
Land Reserve (Non Park)						
SPA Reserve	9,000	9,180	7,500	7,650	8,037	8,444
Capital Works Reserve (GST)	60,000	60,000	60,000	60,000	60,000	60,000
Emergency Road Repair/Snow Removal						
Capital Improvement Financing Reserve	12,000	12,000	12,000	12,000	12,000	12,000
Community Amenities Reserve						
Building Maintenance Fund						
Capital Asset Replacement Reserve (Minimum per Bylaw)	11,956	12,196	12,439	12,688	12,942	13,201
Capital Asset Replacement Reserve (Recommended additional)	100,000	118,000	120,000	140,000	155,000	163,500
Total Transfers to reserves	292,956	321,376	311,939	332,338	347,979	443,245
Proceeds received that must be transferred to reserves						
Parks Reserve						
Casino Reserve	265,200	270,504	275,914	281,432	287,061	292,802
DCC Road Reserve	508,500	210,000	224,700	235,935	247,732	260,118
DCC Wastewater Reserve						
Gas Tax - New Deal Reserve	312,886	312,886	319,144	325,527	332,037	338,678
Unappropriated Surplus Reserve						
Revenue smoothing reserve						
Total Proceeds received that must be transferred to reserves	1,086,586	798,390	828,258	856,394	871,830	905,098
Capital Fund	3,917,357	4,443,773	1,664,036	2,594,655	728,420	915,000
Total Fiscal Services	5,447,916	5,703,673	2,941,592	3,919,424	2,082,944	2,311,958

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

Capital	2013	2014	2015	2016	2017	2018
Revenues						
Transferred in from Reserves						
Fire Equipment Reserve	71,602	93,473	47,648	25,000	75,000	21,000
Parks Reserve	-	-	-	-	-	-
Casino Reserve Fund	88,628	551,571	429,673	155,000	65,000	145,000
SPA Reserve	15,000	10,000	10,000	10,000	10,000	10,000
Capital Works Reserve (GST)	150,000	127,641	71,646	50,000	-	100,000
DCC Road Reserve	1,954,544	1,578,364	707,578	1,307,127	108,029	-
DCC Wastewater Reserve	-	-	-	-	-	-
Community Works Reserve (Gas Tax)	764,626	1,119,252	-	526,637	-	-
Grants	280,000	280,000	-	-	-	-
Emergency Snow Reserve	-	-	-	-	-	-
Land Sale Reserve	115,784	110,216	1,091	1,091	1,091	-
Asset Replacement Reserve	100,000	100,000	100,000	100,000	50,000	150,000
Building Maintenance Reserve	-	-	-	-	-	40,000
Capital Improvement Financing Reserve	10,000	10,000	5,000	5,000	5,000	5,000
Total transferred from reserves	3,550,183	3,980,517	1,372,637	2,179,855	314,120	471,000
Other						
Transfer from Unappropriated General Operating Surplus	-	-	-	-	-	-
Transfer from Appropriated General Operating Surplus	186,124	248,431	-	-	-	-
Taxation - Transfer from General Operating	181,050	214,825	291,400	414,800	414,300	444,000
Total other revenue	367,174	463,256	291,400	414,800	414,300	444,000
Total Revenue	3,917,357	4,443,773	1,664,037	2,594,655	728,420	915,000
Expenditures						
Council	15,000	10,000	10,000	10,000	10,000	10,000
Corporate Services	19,000	-	-	-	-	-
Finance and Information Technology	44,175	55,825	30,400	20,800	30,300	40,000
Buildings	46,500	50,000	25,000	25,000	25,000	65,000
Public Works Yard	-	-	-	-	-	-
Building and Bylaw	-	-	-	-	-	-
Fire Department	71,602	93,473	47,648	25,000	75,000	21,000
Engineering	3,621,080	4,134,474	1,450,988	2,413,855	488,120	679,000
Community Park	100,000	100,000	100,000	100,000	100,000	100,000
Total expenditures	3,917,357	4,443,773	1,664,036	2,594,655	728,420	915,000

Proposed Financial Plan 2014 - 2018
2014 Capital Plan

Department Council	Project Name	2014	Funding Sources										Other Grants		
			Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing	SPA Reserve		Land Sale	
Corporate Services	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	10,000	-	-	-
		10,000	-	-	-	-	-	-	-	-	-	10,000	-	-	-
Finance	Computer Equipment Replacement Plan	24,600	24,600	-	-	-	-	-	-	-	-	-	-	-	-
	Business License Module Upgrade	15,000	15,000	-	-	-	-	-	-	-	-	-	-	-	-
	FOB Administration	1,225	1,225	-	-	-	-	-	-	-	-	-	-	-	-
	Asset Finds Software	15,000	15,000	-	-	-	-	-	-	-	-	-	-	-	-
		55,825	55,825	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	Seniors/Youth Centre	50,000	-	-	50,000	-	-	-	-	-	-	-	-	-	-
		50,000	-	-	50,000	-	-	-	-	-	-	-	-	-	-
Public Works Yard		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Building and Bylaw		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement	12,000	-	12,000	-	-	-	-	-	-	-	-	-	-	-
	Rope Replacement	2,000	-	2,000	-	-	-	-	-	-	-	-	-	-	-
	Hose	7,000	-	7,000	-	-	-	-	-	-	-	-	-	-	-
	Unit 207 Lease buyout	48,000	-	48,000	-	-	-	-	-	-	-	-	-	-	-
	Industrial Turn-out Gear Washing Machine	8,500	-	8,500	-	-	-	-	-	-	-	-	-	-	-
	Thermal Imaging Camera	9,448	-	9,448	-	-	-	-	-	-	-	-	-	-	-
	Fire Hose Pressure Testing Machine	3,050	-	3,050	-	-	-	-	-	-	-	-	-	-	-
	Fire Hose Coupling Machine	3,475	-	3,475	-	-	-	-	-	-	-	-	-	-	-
		93,473	-	93,473	-	-	-	-	-	-	-	-	-	-	-
Engineering	Grant Road Connector (Completion Church Rd to Otter Point Rd)	2,581,311	-	-	-	351,571	117,641	1,422,100	440,000	-	-	-	-	-	250,000
	Grant Road Connector Design (Phillips to Charlars)	48,235	-	-	50,000	10,900	48,235	-	-	-	-	-	-	-	30,000
	Road and Sidewalk Improvement Program	335,000	90,000	85,000	50,000	50,000	100,000	879,252	-	-	-	-	-	108,125	
	Sooke Road Roundabout	709,252	40,875	-	-	-	108,029	-	-	-	-	-	-	1,091	
	Roundabout Land Purchase	150,000	-	-	-	-	-	-	-	-	-	-	-	-	
	Town Centre - Land acquisition (annually until 2017)	100,120	100,000	50,000	-	-	-	-	-	-	-	-	-	-	
	Stormwater management/Culvert Replacement	150,000	11,556	12,000	-	-	-	-	-	-	-	-	-	-	
	Street Light Installation Program	23,556	-	-	-	-	-	-	-	-	-	-	-	-	
	Downtown Art Bench (2)	10,000	6,000	12,000	-	-	-	-	-	-	-	-	-	-	
	Transit Stops enhancements	18,000	248,431	159,000	-	401,571	127,641	1,578,364	1,119,252	100,000	10,000	-	-	110,216	
		4,134,474	248,431	214,825	93,473	551,571	127,641	1,578,364	1,119,252	100,000	10,000	-	110,216	280,000	
Community Development	Parks Enhancement Program	100,000	-	-	100,000	-	-	-	-	-	-	-	-	-	-
		100,000	-	-	100,000	-	-	-	-	-	-	-	-	-	-
Total		4,443,773	248,431	214,825	93,473	551,571	127,641	1,578,364	1,119,252	100,000	10,000	-	110,216	280,000	

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

Department	Project Name	2015	Gen Ops Surplus	Taxes	FER	Casino	GST	Funding Sources						Other Grants	
								Road DCC	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve			
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	-	-	10,000	-
Corporate Services		10,000	-	-	-	-	-	-	-	-	-	-	-	10,000	-
Finance	Computer Equipment Replacement Plan Operating Software	20,400 10,000 30,400	-	20,400 10,000 30,400	-	-	-	-	-	-	-	-	-	-	-
Buildings	Seniors/Youth Centre	25,000	-	-	25,000	-	-	-	-	-	-	-	-	-	-
Public Works Yard		25,000	-	-	25,000	-	-	-	-	-	-	-	-	-	-
Building and Bylaw		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement Ropes Replacement Thermal Imaging Camera Computer Aided Dispatch Radio Communication Upgrades Spare Turnout Gear Hose	12,000 2,000 9,448 4,000 6,000 7,200 7,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	Grant Rd Connector (Phillips to Charters) Road and Sidewalk Improvement Program Town Centre - Land acquisition (annually until 2017) Rainwater Management Program Street Light Installation Program Downtown Art Bench Transit Stop enhancements	982,868 230,000 109,120 100,000 12,000 5,000 12,000	-	117,000 - 100,000 12,000 12,000 241,000	-	194,673 130,000	71,646	599,549 108,029	100,000	-	5,000	1,091	-	-	-
Community Development	Parks Enhancement Program	100,000	-	20,000	-	80,000	-	-	-	-	-	-	-	-	-
Total		1,664,036	-	291,400	47,648	429,673	71,646	707,578	100,000	5,000	1,091	10,000	-	-	-

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

Department	Project Name	Funding Sources											
		2016	Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	10,000	-
		10,000	-	-	-	-	-	-	-	-	-	10,000	-
Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-
Finance	Computer Equipment Replacement Plan Operating Software	10,800	10,800	-	-	-	-	-	-	-	-	-	-
		20,800	10,000	20,800	-	-	-	-	-	-	-	-	-
Buildings	Seniors Youth Centre	25,000	-	-	-	25,000	-	-	-	-	-	-	-
		25,000	-	-	-	25,000	-	-	-	-	-	-	-
Public Works Yard		-	-	-	-	-	-	-	-	-	-	-	-
Building and Bylaw		-	-	-	-	-	-	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement Rope Replacement Computer Aided Dispatch Hose	12,000	-	-	-	-	-	-	-	-	-	-	-
		2,000	-	12,000	-	-	-	-	-	-	-	-	-
		4,000	-	2,000	-	-	-	-	-	-	-	-	-
		7,000	-	4,000	-	-	-	-	-	-	-	-	-
25,000	-	25,000	-	-	-	-	-	-	-	-	-	-	
Engineering	Grant Road Connector (Phillips to Charters) Town Centre - Land acquisition (annually until 2017) Road and Sidewalk Improvement Program Rainwater Management Program Street Light Installation Program Downtown Art Bench Transit Stops enhancements	1,955,735	-	240,000	-	-	-	-	-	-	-	-	-
		105,120	-	110,000	-	-	-	-	-	-	-	-	-
		210,000	-	-	50,000	-	-	-	-	-	-	1,091	-
		100,000	-	-	-	50,000	-	-	-	100,000	-	-	-
		12,000	-	12,000	-	-	-	-	-	-	5,000	-	-
		5,000	-	5,000	-	-	-	-	-	-	-	-	-
		12,000	-	12,000	-	-	-	-	-	-	-	-	-
2,413,855	-	374,000	-	50,000	50,000	1,307,127	526,637	100,000	5,000	1,091	-		
Community Development	Parks Enhancement Program	100,000	-	20,000	-	80,000	-	-	-	-	-	-	
		100,000	-	20,000	-	80,000	-	-	-	-	-	-	
Total		2,594,655	414,800	25,000	155,000	50,000	1,307,127	526,637	100,000	5,000	1,091	10,000	

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

Department	Project Name	2017	Funding Sources										
			Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve	Other Grants
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	10,000	-
		10,000	-	-	-	-	-	-	-	-	-	10,000	-
Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-
Finance	Computer Equipment Replacement Plan Operating Software	20,300	-	-	-	-	-	-	-	-	-	-	-
		10,000	20,300	-	-	-	-	-	-	-	-	-	-
		30,300	10,000	-	-	-	-	-	-	-	-	-	-
Buildings	Seniors/Youth Centre	25,000	-	-	25,000	-	-	-	-	-	-	-	-
		25,000	-	-	25,000	-	-	-	-	-	-	-	-
Public Works Yard		-	-	-	-	-	-	-	-	-	-	-	-
Building and Bylaw		-	-	-	-	-	-	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement Rope Replacement Hose Computer Aided Dispatch Replaces Unt 210	12,000	-	-	-	-	-	-	-	-	-	-	-
		2,000	-	12,000	-	-	-	-	-	-	-	-	-
		7,000	-	2,000	-	-	-	-	-	-	-	-	-
		4,000	-	7,000	-	-	-	-	-	-	-	-	-
		50,000	-	4,000	-	-	-	-	-	-	-	-	-
75,000	-	50,000	-	-	-	-	-	-	-	-	-	-	
Engineering	Town Centre - Land acquisition (annually until 2017) Road and Sidewalk Improvement Program Rainwater Management Program Street Light Installation Program Downtown Art Bench Transit Stops enhancements	109,120	-	-	-	-	-	-	-	-	-	-	-
		250,000	-	-	-	-	-	-	-	-	-	-	-
		100,000	250,000	-	-	-	-	-	-	-	-	-	-
		12,000	50,000	-	-	-	-	-	-	-	-	-	-
		5,000	12,000	-	-	-	-	-	-	-	-	-	-
		488,120	12,000	-	-	-	-	-	-	-	-	-	-
100,000	324,000	-	-	-	-	-	-	-	-	-	-		
Community Development	Parks Enhancement Program	100,000	60,000	-	40,000	-	-	-	-	-	-	-	
		100,000	60,000	-	40,000	-	-	-	-	-	-	-	
Total		728,420	414,300	75,000	65,000	-	108,029	-	50,000	5,000	1,091	10,000	-

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

Department	Project Name	2018	Funding Sources													
			Gen Ops Surplus	Taxes	FER	Casino	IGST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve	Building Maintenance	Other Grants	
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	-	-	10,000	-	-
		10,000	-	-	-	-	-	-	-	-	-	-	-	10,000	-	-
Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance	Computer Equipment Replacement Plan	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-
	Operating Software	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-
		40,000	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	HVAC System upgrades	40,000	-	-	25,000	-	-	-	-	-	-	-	-	-	40,000	-
	Seniors/Youth Centre	25,000	-	-	25,000	-	-	-	-	-	-	-	-	-	40,000	-
Public Works Yard		65,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Building and Bylaw		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement	12,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Rope Replacement	2,000	12,000	-	-	-	-	-	-	-	-	-	-	-	-	-
	Hose	7,000	2,000	7,000	-	-	-	-	-	-	-	-	-	-	-	-
Engineering		21,000	-	21,000	-	-	-	-	-	-	-	-	-	-	-	-
Engineering	Road and Sidewalk Improvement Program	250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Murray Rd - Home Stormwater System (2 years)	300,000	100,000	-	-	100,000	-	-	-	-	-	-	-	50,000	-	-
	Rainwater Management Program	100,000	200,000	-	-	-	-	-	-	-	-	-	-	100,000	-	-
	Street Light Installation Program	12,000	12,000	-	-	-	-	-	-	-	-	-	-	-	-	-
	Downtown Art Bench	5,000	-	-	-	-	-	-	-	-	-	-	-	5,000	-	-
	Transit Steps enhancements	12,000	12,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Development	Parks Enhancement Program	679,000	324,000	-	100,000	100,000	-	-	-	-	-	-	150,000	5,000	-	-
		100,000	80,000	-	20,000	-	-	-	-	-	-	-	-	-	-	-
		100,000	80,000	-	20,000	-	-	-	-	-	-	-	-	-	-	-
Total		915,000	444,000	21,000	145,000	100,000	100,000	100,000	150,000	5,000	10,000	40,000	10,000	40,000	-	-

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

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

Revenues	2013	2014	2015	2016	2017	2018
Cost recovery - Finance	-	-	-	-	-	-
Cost recovery - Fire	5,194	6,000	6,120	6,120	6,242	6,367
Cost recovery - RCMP	-	27,000	27,540	28,091	28,653	29,226
Cost recovery - Building	-	-	-	-	-	-
Cost recovery - Engineering	3,121	3,184	3,247	3,312	3,378	3,446
Cost recovery - Planning	225	230	235	239	244	249
Cost recovery - Rec & Culture	-	5,000	5,000	5,000	5,000	5,000
Cost recovery - Economic Development	-	-	-	-	-	-
Tax Sale Admin Fee	-	-	-	-	-	-
First Nations	12,735	12,989	13,249	13,514	13,784	14,060
Oil tank inspections	1,126	1,149	1,172	1,195	1,219	1,243
Hydrant painting	-	-	-	-	-	-
School Site Acquisition Charge	2,229	2,273	2,319	2,365	2,412	2,461
Disposal of Assets	-	-	-	-	-	-
Total Sales and User Fees	42,138	75,683	77,097	78,416	79,885	81,383

Government transfers and grants	2013	2014	2015	2016	2017	2018
Cost recovery - Emergency	-	-	-	-	-	-
Small Community Protection grant	173,806	243,052	315,000	315,000	315,000	315,000
Traffic Fine revenue sharing	60,869	60,869	82,000	82,000	82,000	82,000
Provincial Climate Action Rebate Incentive	1,200	1,224	1,248	1,273	1,299	1,325
Street lighting cost sharing	1,804	1,840	1,877	1,915	1,953	1,992
JEPP Grant	-	-	-	-	-	-
Gas Tax Community Works grant	312,886	312,886	319,144	325,527	332,037	338,678
Conditional Grants - Non-capital projects	20,000	-	-	-	-	-
Conditional Grants - Capital projects	-	-	-	-	-	-
Total Government transfers and grants	570,565	619,871	719,269	725,715	732,289	738,995

Investment income	100,000	102,000	104,040	106,121	108,243	110,408
Interest	-	-	-	-	-	-
Income in reserve funds	-	-	-	-	-	-
Total Investment income	100,000	102,000	104,040	106,121	108,243	110,408

Penalties and fines	16,320	16,646	16,979	17,319	17,665	18,019
Interest	102,000	150,000	153,000	156,060	159,181	162,365
Penalties	-	-	-	-	-	-
Total Penalties and fines	118,320	166,646	169,979	173,379	176,846	180,383

Revenues	2013	2014	2015	2016	2017	2018
Licenses and permits						
Business licenses	53,372	57,018	58,158	59,322	60,508	61,718
Liquor Licence Application fee	306	312	318	325	331	338
ALR Application fees	500	510	520	531	541	552
Subdivision fees	51,000	30,000	30,600	31,212	31,836	32,473
Soil Deposition Fee	306	312	318	325	331	338
Rezoning fees	25,000	25,500	26,010	26,530	27,061	27,602
Delivery vehicle licenses	2,987	3,046	3,107	3,169	3,233	3,297
Building Permit Fees	306,000	250,000	255,000	267,903	281,459	295,701
Sign permit fees	332	338	345	352	359	366
Woodstove permits	-	-	-	-	-	-
Demolition permits	442	450	460	469	478	488
Title charge removal fee	102	104	106	108	110	113
Title search	1,380	1,408	1,436	1,465	1,494	1,524
Burning Permits	510	520	531	541	552	563
Plumbing Permit Fees	30,600	25,000	25,500	26,010	26,530	27,061
Road Closure Fees	-	-	-	-	-	-
Filming permit fee	-	-	-	-	-	-
Development permits	20,000	20,400	20,808	21,224	21,649	22,082
Development variance permits	5,000	5,100	5,202	5,306	5,412	5,520
Board of Variance fees	1,500	1,530	1,561	1,592	1,624	1,656
other	-	-	-	-	-	-
Total Licenses and permits	499,335	421,549	429,980	446,383	463,508	481,391
Lease and Rental						
Lease - Kaitasin	28,470	35,000	35,700	36,414	37,142	37,885
Lease - City Hall	22,166	22,166	22,166	22,166	22,166	22,166
Room rentals	-	-	-	-	-	-
Total Lease and rental	50,636	57,166	57,866	58,580	59,308	60,051
Donations and Contributions						
Deposit in lieu of Parkland	-	-	-	-	-	-
Communities in Bloom - Donations and Contribution	-	-	-	-	-	-
Community Amenities Contribution	-	-	-	-	-	-
Developer Contributions - TCA	-	-	-	-	-	-
Total Donations and Contributions	-	-	-	-	-	-

Revenues	2013	2014	2015	2016	2017	2018
Developer Cost Charges						
DCC - Roads	508,500	210,000	224,700	235,935	247,732	260,118
Total Developer Cost Charges	508,500	210,000	224,700	235,935	247,732	260,118
Casino revenue sharing						
Casino revenue	265,200	270,504	275,914	281,432	287,061	292,802
Total Casino revenue sharing	265,200	270,504	275,914	281,432	287,061	292,802
Total Revenue	2,369,891	2,255,901	2,397,976	2,451,874	2,507,704	2,565,420

**District of Sooke
Proposed Financial Plan 2014 - 2018
Reserve Fund**

Recap of Reserves

<u>Year</u>	<u>Reserve</u>	<u>Opening Balance</u>	<u>Transfer in</u>	<u>Transfer out</u>	<u>Closing Balance</u>
2014	Fire Equipment Reserve	(2,764)	110,000	(93,473)	13,763
	Community Amenities	17,546	-	-	17,546
	Parkland	117,771	-	-	117,771
	Land (Non-park)	114,656	-	(110,216)	4,440
	Casino Revenue	613,129	270,504	(551,571)	332,062
	Capital Improvement Financing Reserve	29,380	12,000	(10,000)	31,380
	Sooke Program of the Arts	36,435	9,180	(10,000)	35,615
	Capital Works (GST)	93,811	60,000	(127,641)	26,170
	Emergency Road Repair	180,373	-	-	180,373
	Capital Asset Replacement	117,630	130,196	(100,000)	147,825
Total		1,317,966	591,880	(1,002,901)	906,944
Recap of Deferred Revenue					
	DCC Roads	1,833,101	210,000	(1,578,364)	464,738
	DCC Sewer	1,303,160	100,000	(295,519)	1,107,641
	Gas Tax	946,059	312,886	(1,119,252)	139,693
Total Deferred Revenue		4,082,320	622,886	(2,993,135)	1,712,072
Other					
	Revenue Smoothing Fund	317,204	5,000	(317,204)	5,000
	Reserve for Future Sewer Expenditures	133,636	109,176	-	242,812
	Housing Reserve Fund	57,830	-	-	57,830
Total other		508,670	114,176	(317,204)	305,642
Grand Total		5,908,957	1,328,942	(4,313,240)	2,924,658

**District of Sooke
Proposed Financial Plan 2014 - 2018
Reserve Fund**

Reserves

Description	2013	2014	2015	2016	2017	2018
Fire Protection Reserve						
Opening Balance	(31,162)	(2,764)	13,763	66,115	141,115	166,115
Transfer In	100,000	110,000	100,000	100,000	100,000	100,000
Transfer Out	(71,602)	(93,473)	(47,648)	(25,000)	(75,000)	(21,000)
Interest	-	-	-	-	-	-
Closing Balance	(2,764)	13,763	66,115	141,115	166,115	245,115
Parks Reserve						
Opening Balance	117,771	117,771	117,771	117,771	117,771	117,771
Transfer In	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	117,771	117,771	117,771	117,771	117,771	117,771
Land Sale Reserve						
Opening Balance	121,315	114,656	4,440	3,349	2,257	1,166
Transfer In	-	-	-	-	-	-
Transfer Out	(6,659)	(110,216)	(1,091)	(1,091)	(1,091)	-
Interest	-	-	-	-	-	-
Closing Balance	114,656	4,440	3,349	2,257	1,166	1,166

Reserves	2013	2014	2015	2016	2017	2018
Casino Revenue Reserve						
Opening Balance	436,557	613,129	332,062	178,303	304,736	526,797
Transfer In	265,200	270,504	275,914	281,432	287,061	292,802
Transfer Out	(88,628)	(551,571)	(429,673)	(155,000)	(65,000)	(145,000)
Interest	-	-	-	-	-	-
Closing Balance	613,129	332,062	178,303	304,736	526,797	674,599
Sooke Program Arts Reserve						
Opening Balance	42,435	36,435	35,615	33,115	30,765	28,802
Transfer In	9,000	9,180	7,500	7,650	8,037	8,444
Transfer Out	(15,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Interest	-	-	-	-	-	-
Closing Balance	36,435	35,615	33,115	30,765	28,802	27,245
Housing Reserve Fund						
Opening Balance	57,830	57,830	57,830	57,830	57,830	57,831
Transfer In	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	57,830	57,830	57,830	57,830	57,830	57,830
Capital Works Reserve (GST)						
Opening Balance	183,811	93,811	26,170	14,524	24,524	84,524
Transfer In	60,000	60,000	60,000	60,000	60,000	60,000
Transfer Out	(150,000)	(127,641)	(71,646)	(50,000)	-	(100,000)
Interest	-	-	-	-	-	-
Closing Balance	93,811	26,170	14,524	24,524	84,524	44,524

Reserves	2013	2014	2015	2016	2017	2018
Emergency Road Repair and Snow Removal						
Opening Balance	180,373	180,373	180,373	180,373	180,373	180,373
Transfer In	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	180,373	180,373	180,373	180,373	180,373	180,373
Capital Improvement Financing Reserve						
Opening Balance	27,380	29,380	31,380	38,380	45,380	52,380
Transfer In	12,000	12,000	12,000	12,000	12,000	12,000
Transfer Out	(10,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest	-	-	-	-	-	-
Closing Balance	29,380	31,380	38,380	45,380	52,380	59,380
Community Amenities Reserve						
Opening Balance	17,546	17,546	17,546	17,546	17,546	17,546
Transfer In	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	17,546	17,546	17,546	17,546	17,546	17,546
Capital Asset Replacement Reserve						
Opening Balance	105,673	117,630	147,825	180,265	232,953	350,895
Transfer In	111,956	130,196	132,439	152,688	167,942	176,701
Transfer Out	(100,000)	(100,000)	(100,000)	(100,000)	(50,000)	(150,000)
Interest	-	-	-	-	-	-
Closing Balance	117,630	147,825	180,265	232,953	350,895	377,596

Reserves	2013	2014	2015	2016	2017	2018
Road DCC Reserve						
Opening Balance	3,279,145	1,833,101	464,738	(18,140)	(1,089,332)	(949,630)
Transfer In	508,500	210,000	224,700	235,935	247,732	260,118
Transfer Out	(1,954,544)	(1,578,364)	(707,578)	(1,307,127)	(108,029)	-
Interest	-	-	-	-	-	-
Closing Balance	1,833,101	464,738	(18,140)	(1,089,332)	(949,630)	(689,511)
Wastewater DCC Reserve						
Opening Balance	1,338,131	1,303,160	1,107,641	824,122	632,643	443,245
Transfer In	260,549	100,000	102,000	104,040	106,121	108,243
Transfer Out	(295,519)	(295,519)	(385,519)	(295,519)	(295,519)	(295,519)
Interest	-	-	-	-	-	-
Closing Balance	1,303,160	1,107,641	824,122	632,643	443,245	255,970
Community Works Reserve (Gas Tax)						
Opening Balance	1,397,798	946,059	139,693	458,836	257,726	589,763
Transfer In	312,886	312,886	319,144	325,527	332,037	338,678
Transfer Out	(764,626)	(1,119,252)	-	(526,637)	-	-
Interest	-	-	-	-	-	-
Closing Balance	946,059	139,693	458,836	257,726	589,763	928,441
Reserve for Future Sewer Expenditures						
Opening Balance	-	133,636	242,812	412,382	608,624	841,822
Transfer In	133,636	109,176	169,570	196,242	233,198	191,443
Transfer Out	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	133,636	242,812	412,382	608,624	841,822	1,033,265

Reserves	2013	2014	2015	2016	2017	2018
Revenue Smoothing Reserve						
Opening Balance	476,733	317,204	5,000	8,500	22,000	5,000
Transfer In	-	5,000	8,500	13,500	5,000	13,500
Transfer Out	(159,529)	(317,204)	(5,000)	-	(22,000)	-
Interest	-	-	-	-	-	-
Closing Balance	317,204	5,000	8,500	22,000	5,000	18,500
Reserve for Building Maintenance						
Opening Balance						86,100
Transfer In						(40,000)
Transfer Out						
Interest						
Closing Balance						46,100
Opening Balance						
Transfers to Reserves	7,751,335	5,908,957	2,924,658	2,573,270	1,586,910	2,514,400
Transfers from Reserves	1,773,727	1,328,942	1,411,767	1,489,014	1,559,128	1,648,029
	(3,616,106)	(4,313,240)	(1,763,156)	(2,475,374)	(631,639)	(766,519)
Closing Balance	5,908,957	2,924,658	2,573,270	1,586,910	2,514,399	3,395,910

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

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

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

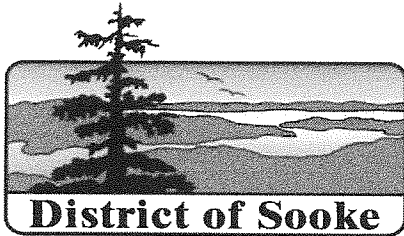
Sewer Fund	2013	2014	2015	2016	2017	2018
# Parcel tax Rolls	2,846	2,896	2,954	3,013	3,073	3,135
# Sewer Generation Charges	564	627	639	652	665	678
Total	3,410	3,523	3,593	3,665	3,738	3,813
Parcel Tax	515	515	515	515	515	515
Parcel Tax (Repayment to General Operating)	37	37	37	37	17	

Revenues						
Operating						
Parcel Tax	1,465,690	1,491,440	1,521,269	1,551,694	1,582,728	1,614,383
Sewer Generation Charge	290,460	322,697	329,151	335,734	342,449	349,298
Revenue from increase in Parcel tax	126,170	130,336	132,943	135,602	63,409	-
DCC - Wastewater	260,549	100,000	102,000	104,040	106,121	108,243
EPCOR Management Fee						
EPCOR Contribution to Rehabilitation Fund						
Transfer from AARF						
Sewer Connection Capital Charge						
Sewer Permit Fees						
Transfer from DCC Wastewater Reserve	295,519	295,519	385,519	295,519	295,519	295,519
Total Operating Revenue	2,438,388	2,339,992	2,470,881	2,422,589	2,390,226	2,367,442
Amortization offset	448,682	457,656	466,809	476,145	485,668	495,381
Total Revenues	2,887,070	2,797,648	2,937,690	2,898,734	2,875,893	2,862,824

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

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

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



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

To: Gord Howie, Chief Administrative Officer
 From: Michael Dillabaugh, Director of Finance
 Re: **2013 Training Budget to Actual**

SUGGESTED ACTION:

THAT THE FINANCE AND ADMINISTRATION COMMITTEE receive this report for information.

1. Executive Summary:

At the January, 2014 the Committee requested that staff provide a report on the actual expenditures on training and development for fiscal 2013.

The following chart shows the budget and actual training and development for each department for 2013.

Department	Budget	Actual
CAO/Corporate Services	11,115	10,989
Finance/IT	14,000	12,039
Fire	30,000	29,810
Engineering	10,325	8,073
Building	6,000	1,287
Planning	5,550	5,308
GIS	3,500	3,166
Total	80,490	70,672

As per the above report the training and development for 2013 was within the budget.

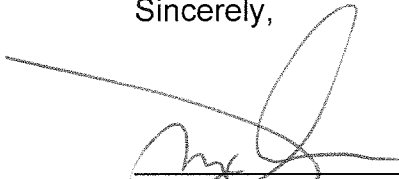
Training offers many benefits to both the District of Sooke and its employees. These can range from increased efficiency and productivity to increased morale, motivation and job satisfaction. Training also offers the following benefits:

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


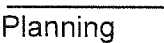



In addition to the above benefits to continual training for staff, some members of staff belong to professional organizations that require that the individual undertake a minimum number of hours of training in order to maintain that professional designation. Where the organization requires that the member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

The 2014 budget includes levels that are required for adequate staff training, including those that require a minimum level of training each year to maintain their professional designations. Human capital is the most valuable asset many organizations have and the District of Sooke is no different. Adequate funding for training and development will increase employee moral, increase efficiency and increase service to the public.

Sincerely,



Michael Dillabaugh, CA
Director of Finance

Approved for Council Agenda	
 _____ Engineering	 _____ Planning
 _____ Corp. Services	 _____ Finance
 _____ CAO	