



**2016 – 2020**

**Five Year Financial Plan**

Approved by Council on April 11, 2016

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**District of Sooke**  
**Financial Plan 2016 - 2020**  
**Adjustments - As at April 11, 2016**

	Page #	2016	2017	2018	2019	2020
<b>March 14, 2016 Proposed Five Year Financial Plan</b>						
Property Tax - Proposed Financial Plan from March 14, 2016		6,626,304	7,052,787	7,502,733	7,815,011	8,102,849
Non-market Change		118,127	100,000	100,000	100,000	100,000
<b>Total Property Taxes (including Non-market change)</b>		<b>6,744,431</b>	<b>7,152,787</b>	<b>7,602,733</b>	<b>7,915,011</b>	<b>8,202,849</b>
<b>% increase per Proposed Five Year Financial Plan March 14, 2016</b>						
		2.35%	4.57%	4.89%	2.79%	2.37%
<b>Adjustments (impact on taxes)</b>						
1 Transfer from surplus	2	(160,096)	(303,866)	(298,896)	(293,926)	(288,956)
2 Corporate Services - reception coverage	3	27,500				
3 Primary Health Care Services Working Group	5	5,000	5,000	5,000	5,000	5,000
4 Annual Grants	5	(3,528)	(3,528)	(3,528)	(3,528)	(3,528)
5 Engineering Operations - professional development	9	2,000	2,000	2,000	2,000	2,000
6 Planning Operations - professional development	9	4,000	4,000	4,000	4,000	4,000
7 Geographic Services - data acquisition and consulting	10			3,000		
8 Building Inspection - consulting	10	5,000	5,000	5,000	5,000	5,000
9 Subdivision fees	19	10,000	10,000	10,000	10,000	10,000
10 Council - Volunteer Recognition	3		2,500			
11 Annual Grants	5	3,528	3,528	3,528	3,528	3,528
12 Economic Development - Conference Hosting	10	5,000	5,000			
13 Seasonal adornment	10	5,000				
14 Fire Department - shifts	6	(25,000)				
15 Fire Department - professional development	6	(18,000)				
16 Fire Department - relief worker wages	7	(8,000)				
17 Council Contingency	3	51,000				
<b>Total adjustments</b>		<b>(96,596)</b>	<b>(270,366)</b>	<b>(269,896)</b>	<b>(267,926)</b>	<b>(262,956)</b>
Amended Property Tax		6,529,708	6,782,421	7,232,837	7,547,085	7,839,893
Non-market Change		118,127	100,000	100,000	100,000	100,000
<b>Total Property Taxes (including Non-market change)</b>		<b>6,647,835</b>	<b>6,882,421</b>	<b>7,332,837</b>	<b>7,647,085</b>	<b>7,939,893</b>
<b>Amended % increase</b>						
		0.85%	2.02%	5.09%	2.92%	2.52%

**District of Sooke**  
**2016 to 2020 Five Year Financial Plan**  
**Consolidated Summary**

**Funding Sources:**

	2016	2017	2018	2019	2020
Municipal general property taxes	6,529,708	6,782,421	7,232,836	7,547,085	7,839,893
Non market change	118,127	100,000	100,000	100,000	100,000
Total municipal taxes	6,647,835	6,882,421	7,332,836	7,647,085	7,939,893
Net taxes available for municipal purposes	230,506	242,342	242,342	242,342	242,342
Sales and user fees	100,719	100,719	100,719	100,719	100,719
Penalties and fines	205,000	205,000	205,000	205,000	205,000
Developer cost charges	288,750	303,188	318,347	334,264	350,977
Licenses and permits	431,404	438,304	445,411	452,731	460,271
Sewer operating revenue	2,812,094	2,405,405	2,351,925	2,306,925	2,306,925
Lease and rental	52,340	52,340	52,340	52,340	52,340
Government transfers and grants	1,885,268	1,225,268	1,205,268	1,205,268	1,205,268
Investment income	60,000	60,000	60,000	60,000	60,000
Proceeds from borrowing	1,420,000	-	-	600,000	-
Transfers from reserves for capital	1,830,554	1,613,318	2,244,452	1,787,178	1,093,462
Transfers from surplus (capital)	176,427	-	-	-	-
Transfers from surplus	313,033	303,866	298,896	293,926	288,956
Transfers from surplus (sewer repayment)	135,169	67,480	-	-	-
Offset for amortization	2,537,650	2,563,026	2,601,472	2,653,501	2,680,036
<b>Total Funding Sources:</b>	<b>19,126,749</b>	<b>16,462,677</b>	<b>17,459,008</b>	<b>17,941,279</b>	<b>16,986,189</b>

**Expenditures:**

General government	2,567,241	2,465,129	2,382,223	2,364,174	2,398,842
Protective services	3,242,765	3,440,600	3,496,960	3,538,662	3,572,251
Development services	3,593,487	3,595,875	3,625,276	3,686,764	3,700,655
Sewer operations	2,034,505	1,980,347	1,954,806	2,010,758	2,039,901
Sewer capital	325,000	-	-	-	-
Sewer debt	685,359	685,359	685,359	685,359	685,359
Debt servicing	296,133	438,581	347,511	471,391	464,508
Capital expenditures	4,616,928	2,067,618	3,072,552	3,338,979	2,185,762
Proceeds that must be transferred to reserves	1,065,641	1,071,579	1,095,238	1,111,155	1,127,868
Transfers to reserves	699,690	717,588	799,083	734,038	811,043
<b>Total Expenditures:</b>	<b>19,126,749</b>	<b>16,462,677</b>	<b>17,459,008</b>	<b>17,941,279</b>	<b>16,986,189</b>

Municipal General Property Taxes	6,529,708	6,782,421	7,232,836	7,547,085	7,839,893
% increase in property taxes	0.85%	2.02%	5.09%	2.92%	2.52%
Municipal General Property Taxes including Non Market Change	6,647,835	6,882,421	7,332,836	7,647,085	7,939,893

**District of Sooke**  
**2016 to 2020 Five Year Financial Plan**  
**General Government Services**

<b>General Government Services</b>		<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Council</b>						
	Remuneration	81,280	81,280	81,280	81,280	81,280
	Benefits	1,559	1,559	1,559	1,559	1,559
	Travel/conferences/education	27,591	27,591	27,591	27,591	27,591
	Volunteer recognition - o/s services	-	2,500	-	-	-
	Contingency	86,000	35,000	35,000	35,000	35,000
		<b>196,431</b>	<b>147,931</b>	<b>145,431</b>	<b>145,431</b>	<b>145,431</b>
<b>Corporate Services</b>						
	Salaries	559,604	549,165	473,315	476,684	480,105
	Benefits	134,873	133,069	114,626	115,115	115,581
	Specialty office supplies	1,500	1,500	1,500	1,500	1,500
	Hospitality and meals	1,500	1,500	1,500	1,500	1,500
	Travel	5,000	5,000	5,000	5,000	5,000
	Professional Development	40,000	40,000	40,000	40,000	40,000
	Memberships	3,500	3,500	3,500	3,500	3,500
	Legislative Dues/Subscriptions	2,000	2,000	2,000	2,000	2,000
	Advertising/Communications	30,000	30,000	30,000	30,000	30,000
	Reception Coverage	27,500	-	-	-	-
	Contingency	2,500	2,500	2,500	2,500	2,500
		<b>807,977</b>	<b>768,234</b>	<b>673,940</b>	<b>677,799</b>	<b>681,686</b>
<b>Finance and Information Technology</b>						
	Salaries	301,293	300,497	303,288	306,122	308,998
	Benefits	75,507	74,377	74,691	75,010	75,334
	Subscriptions	150	150	150	150	150
	Travel	1,000	1,000	1,000	1,000	1,000
	Professional Development	9,000	9,000	9,000	9,000	9,000
	Memberships	2,000	2,000	2,000	2,000	2,000
	Tax adjustments	1,000	1,000	1,000	1,000	1,000
	Banking	9,200	9,200	9,200	9,200	9,200
	Property Tax Interest Expense (prepayment)	4,000	4,000	4,000	4,000	4,000
	Tax forms and supplies	8,200	8,200	8,200	8,200	8,200
	Property Tax Stabilization contingency	10,000	10,000	10,000	10,000	10,000
		<b>421,351</b>	<b>419,423</b>	<b>422,529</b>	<b>425,682</b>	<b>428,882</b>

## General Government Services

	2016	2017	2018	2019	2020
<b>Common Services - Vehicle Fleet</b>					
Fuel - Gas/Diesel (Highlander)	1,698	1,698	1,698	1,698	1,698
Repairs and Maintenance (Highlander)	416	416	416	416	416
Repairs and Maintenance (Nissan)	500	500	500	500	500
Vehicle Insurance (Highlander)	1,070	1,070	1,070	1,070	1,070
Vehicle Insurance (GMC & Chevrolet trucks)	1,700	1,700	1,700	1,700	1,700
Vehicle Maintenance (GMC & Chevrolet trucks)	700	700	700	700	700
	<b>6,084</b>	<b>6,084</b>	<b>6,084</b>	<b>6,084</b>	<b>6,084</b>
<b>Common services - Office</b>					
Interest on Refundable Deposits					
Telephone	4,000	4,000	4,000	4,000	4,000
Copy/service charges	17,000	17,000	17,000	17,000	17,000
Equipment lease/rental	4,500	4,500	4,500	4,500	4,500
Freight/courier	18,600	18,100	18,100	18,100	18,100
Postage	1,200	1,200	1,200	1,200	1,200
Office supplies	5,500	5,500	5,500	5,500	5,500
Subscriptions and Memberships	18,000	18,000	18,000	18,000	18,000
Records management and offsite storage	7,500	7,500	7,500	7,500	7,500
Occupational Health and Safety	35,000	35,000	35,000	35,000	35,000
Website maintenance	1,800	1,800	1,800	1,800	1,800
Software Licensing	2,000	2,000	2,000	2,000	2,000
Staff IT Software Training	84,800	86,700	68,300	64,100	80,200
IT Consulting/Back-up	5,900	6,300	6,300	6,300	6,300
LAN/PC's/Networking/Internet	10,000	7,500	7,500	7,500	7,500
	27,400	35,002	34,502	34,502	35,002
	<b>241,200</b>	<b>250,102</b>	<b>231,202</b>	<b>227,002</b>	<b>243,602</b>
<b>Common services - Building</b>					
Natural Gas	8,000	8,000	8,000	8,000	8,000
Water	5,200	5,200	5,200	5,200	5,200
Electricity	35,000	35,000	35,000	35,000	35,000
Waste removal	6,000	6,000	6,000	6,000	6,000
Operating supplies	5,000	5,000	5,000	5,000	5,000
Contracted maintenance	55,000	55,000	55,000	55,000	55,000
Other outside services	15,000	15,000	15,000	15,000	15,000
	<b>129,200</b>	<b>129,200</b>	<b>129,200</b>	<b>129,200</b>	<b>129,200</b>
<b>Special services</b>					
Recruitment costs - travel	4,000	2,500	2,500	2,500	2,500
Recruitment costs - advertising	1,500	1,500	1,500	1,500	1,500
Legal	100,000	102,000	104,040	106,121	108,243

## General Government Services

	2016	2017	2018	2019	2020
Audit	34,000	34,000	34,000	34,000	34,000
Insurance premium	110,943	113,162	115,425	117,734	120,088
Insurance contingency	10,000	10,000	10,000	10,000	10,000
Insurance claims	10,000	10,000	10,000	10,000	10,000
Communities in Bloom	3,121	3,121	3,121	3,121	3,121
Primary Health Care Services Working Group	5,000	5,000	5,000	5,000	5,000
Elections	1,800	1,800	25,000	1,800	1,800
Public and government relations	5,500	5,500	5,500	5,500	5,500
Contingency (staffing coverage)	3,121	3,121	3,121	3,121	3,121
Boat Launch Expense	24,282	24,282	24,282	24,282	24,282
Canada Day Fireworks	2,653	2,653	2,653	2,653	2,653
	<b>315,920</b>	<b>318,639</b>	<b>346,142</b>	<b>327,332</b>	<b>331,809</b>

## Grants

<b>Service Agreements</b>					
Sooke Region Community Health Initiative	17,500	17,500	17,500	17,500	17,500
Sooke Region Community Health Network MOU	40,000	20,000	-	-	-
Sooke Community Association	28,000	28,000	28,000	28,000	28,000
Chamber of Commerce	28,150	28,150	28,150	28,150	28,150
Sooke Region Tourism Association	23,000	23,000	23,000	23,000	23,000
Visitor Information Centre	20,808	20,808	20,808	20,808	20,808
Annual Grants	72,788	72,788	72,788	72,788	72,788
Bi-annual Community Grants	50,000	50,000	50,000	50,000	50,000
	<b>280,246</b>	<b>260,246</b>	<b>240,246</b>	<b>240,246</b>	<b>240,246</b>

## Plans

Strategic Plan	-	-	-	15,000	-
OCP	5,000	-	20,000	-	20,000
Long-term Plans	20,000	20,000	20,000	20,000	20,000
	<b>25,000</b>	<b>20,000</b>	<b>40,000</b>	<b>35,000</b>	<b>40,000</b>

## Subtotal before amortization

<b>2,423,409</b>	<b>2,319,858</b>	<b>2,234,774</b>	<b>2,213,775</b>	<b>2,246,939</b>
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## Amortization - General Government

143,832	145,270	147,449	150,398	151,902
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## Total General Government

<b>\$ 2,567,241</b>	<b>\$ 2,465,129</b>	<b>\$ 2,382,223</b>	<b>\$ 2,364,174</b>	<b>\$ 2,398,842</b>
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**District of Sooke  
2016 to 2020 Five Year Financial Plan  
Protective Services**

<b>Protective Services</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Policing</b>					
Contract with RCMP	1,702,497	1,850,039	1,850,039	1,850,039	1,850,039
Integrated Mobile Crisis Response Team	5,792	5,792	5,792	5,792	5,792
Integrated Domestic Violence Unit	8,597	8,597	8,597	8,597	8,597
Mobile Youth Services Team	3,300	3,300	3,300	3,300	3,300
Crime Stoppers Funding	3,135	3,135	3,135	3,135	3,135
CR Action Team	1,307	1,307	1,307	1,307	1,307
Source Information	2,122	2,122	2,122	2,122	2,122
Community Liaison Officer	4,330	4,330	4,330	4,330	4,330
	<b>1,731,081</b>	<b>1,878,623</b>	<b>1,878,623</b>	<b>1,878,623</b>	<b>1,878,623</b>
<b>Emergency Program</b>					
Supplies	10,000	10,000	10,000	10,000	10,000
Office supplies	1,000	1,000	1,000	1,000	1,000
EOC radio operations	2,000	2,000	2,000	2,000	2,000
Emergency Program Vehicle	1,530	1,530	1,530	1,530	1,530
Communications	1,440	1,440	1,440	1,440	1,440
Professional Development	4,080	4,080	4,080	4,080	4,080
ESS - Training	1,600	1,600	1,600	1,600	1,600
Emergency planning - outside services (ESS Director)	2,100	2,100	2,100	2,100	2,100
	<b>23,750</b>	<b>23,750</b>	<b>23,750</b>	<b>23,750</b>	<b>23,750</b>
<b>Fire Department</b>					
<b>Administration</b>					
Salaries	551,561	539,572	558,105	578,544	592,135
Benefits	141,199	133,899	136,223	138,693	140,347
Shifts	20,000	47,500	50,000	52,500	55,000
Operating supplies	3,500	3,500	3,500	3,500	3,500
Office supplies	2,500	2,500	2,500	2,500	2,500
Office equipment leases	800	800	800	800	800
Professional Development	27,000	28,000	29,000	30,000	31,000
OH&S training	1,500	1,500	1,500	1,500	1,500
Memberships	1,188	1,188	1,188	1,188	1,188
Subscriptions	2,122	2,122	2,122	2,122	2,122
Hospitality - operating supplies	3,800	4,000	4,000	4,000	4,000
Insurance premiums	22,950	22,950	22,950	22,950	22,950
Annual dinner	12,000	12,000	12,000	12,000	12,000
	<b>790,121</b>	<b>799,531</b>	<b>823,888</b>	<b>850,298</b>	<b>869,042</b>



## Protective Services

### Volunteer Firefighters

Duty officer remuneration  
First response duty remuneration  
Relief worker wages/remuneration  
Honorarium  
Allowance - contract payment  
WCB Benefits  
Medical testing  
Recruitment  
Uniforms and operating supplies

	2016	2017	2018	2019	2020
Duty officer remuneration	33,310	33,310	33,310	33,310	33,310
First response duty remuneration	27,779	27,779	27,779	27,779	27,779
Relief worker wages/remuneration	65,918	67,636	69,773	71,728	73,703
Honorarium	25,000	30,000	35,000	40,000	45,000
Allowance - contract payment	37,779	37,779	37,779	37,779	37,779
WCB Benefits	450	450	450	450	450
Medical testing	2,900	2,900	2,900	2,900	2,900
Recruitment	2,000	2,500	3,000	3,000	3,000
Uniforms and operating supplies	14,014	14,014	14,014	14,014	14,014
	<b>209,150</b>	<b>216,368</b>	<b>224,005</b>	<b>230,960</b>	<b>237,935</b>

### Telecommunications

CREST  
Telephone and Data services  
Repairs/maintenance/replacement

CREST	47,142	48,320	64,917	66,155	67,424
Telephone and Data services	11,241	11,241	11,241	11,241	11,241
Repairs/maintenance/replacement	2,645	2,645	2,645	2,645	2,645
	<b>61,028</b>	<b>62,206</b>	<b>78,803</b>	<b>80,041</b>	<b>81,310</b>

### Community Education

Operating supplies

Operating supplies	3,843	3,843	3,843	3,843	3,843
	<b>3,843</b>	<b>3,843</b>	<b>3,843</b>	<b>3,843</b>	<b>3,843</b>

### Inspections

Operating supplies

Operating supplies	1,119	1,119	1,119	1,119	1,119
	<b>1,119</b>	<b>1,119</b>	<b>1,119</b>	<b>1,119</b>	<b>1,119</b>

### Training

Operating supplies  
Audio visual repair and replacement

Operating supplies	1,855	1,855	1,855	1,855	1,855
Audio visual repair and replacement	1,123	1,123	1,123	1,123	1,123
	<b>2,978</b>	<b>2,978</b>	<b>2,978</b>	<b>2,978</b>	<b>2,978</b>

### Vehicle maintenance

Wages  
Benefits  
Fuel  
Repairs and replacement  
Other outside services

Wages	11,978	11,978	11,978	11,978	11,978
Benefits	1,463	1,463	1,463	1,463	1,463
Fuel	14,705	14,705	14,705	14,705	14,705
Repairs and replacement	18,000	18,000	20,000	20,000	22,000
Other outside services	20,000	24,000	26,000	28,000	30,000
	<b>66,146</b>	<b>70,146</b>	<b>74,146</b>	<b>76,146</b>	<b>80,146</b>

### Equipment maintenance

Operation and Maintenance  
SCBA maintenance  
Tire replacement  
Other outside services

Operation and Maintenance	30,000	30,000	30,000	30,000	30,000
SCBA maintenance	10,000	10,000	10,000	10,000	10,000
Tire replacement	2,500	2,500	2,500	2,500	2,500
Other outside services	4,000	4,000	4,000	4,000	4,000
	<b>46,500</b>	<b>46,500</b>	<b>46,500</b>	<b>46,500</b>	<b>46,500</b>

<b>Protective Services</b>		<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Other</b>	Turnout gear operating supplies	9,156	9,156	9,156	9,156	9,156
	Medical supplies	8,378	8,378	8,378	8,378	8,378
	East Sooke Fire Contract	40,784	40,784	40,784	40,784	40,784
		58,318	58,318	58,318	58,318	58,318
		1,239,203	1,261,009	1,313,600	1,350,203	1,381,191
<b>Total Fire Department</b>						
<b>Subtotal before amortization</b>		<b>2,994,034</b>	<b>3,163,382</b>	<b>3,215,973</b>	<b>3,252,575</b>	<b>3,283,564</b>
<b>Amortization - Protective Services</b>		248,731	251,219	254,987	260,087	262,687
<b>Total Protective Services</b>		<b>3,242,765</b>	<b>3,414,600</b>	<b>3,470,960</b>	<b>3,512,662</b>	<b>3,546,251</b>

**District of Sooke**  
**2016 - 2020 Five Year Financial Plan**  
**Development Services**

<b>Development Services</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Engineering Operations</b>					
Salaries	389,765	382,573	386,600	390,687	394,837
Benefits	83,204	80,415	80,866	81,311	81,763
Specialty office supplies	1,061	1,061	1,061	1,061	1,061
Travel	1,061	1,061	1,061	1,061	1,061
Professional Development	10,000	10,000	10,000	10,000	10,000
Memberships	1,403	1,403	1,403	1,403	1,403
Consulting	10,000	10,000	10,000	10,000	10,000
	<b>496,494</b>	<b>486,512</b>	<b>490,991</b>	<b>495,524</b>	<b>500,124</b>
<b>Contract Services</b>					
Highway Maintenance Contract					
Traffic Control Devices	244,084	244,084	244,084	244,084	244,084
Rainwater Infrastructure Maintenance	5,000	5,000	5,000	5,000	5,000
DCC Bylaw Review - Roads	50,000	50,000	50,000	50,000	50,000
Boat Launch repair - capital	10,000	-	-	10,000	-
Public Works Yard Maintenance	-	-	-	-	-
	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
	<b>311,084</b>	<b>301,084</b>	<b>301,084</b>	<b>311,084</b>	<b>301,084</b>
<b>Street lighting and Traffic control</b>					
Street lighting electricity - BC Hydro	70,000	70,000	70,000	70,000	70,000
Street lighting electricity - District	20,000	20,000	20,000	20,000	20,000
Street lighting contracted maintenance - District	8,500	8,500	8,500	8,500	8,500
Traffic lights electricity	3,000	3,000	3,000	3,000	3,000
Crossing guards	14,000	14,000	14,000	14,000	14,000
	<b>115,500</b>	<b>115,500</b>	<b>115,500</b>	<b>115,500</b>	<b>115,500</b>
<b>Planning Operations</b>					
Salaries	177,792	180,468	183,184	185,941	188,739
Benefits	51,652	52,174	52,533	52,884	53,239
Specialty office supplies	1,400	1,400	1,400	1,400	1,400
Travel	500	500	500	500	500
Professional Development	7,500	7,500	7,500	7,500	7,500
Memberships	1,100	1,100	1,100	1,100	1,100
	<b>239,943</b>	<b>243,142</b>	<b>246,217</b>	<b>249,324</b>	<b>252,478</b>

## Development Services

	2016	2017	2018	2019	2020
<b>Geographic Services</b>					
Salaries	141,714	143,847	146,011	148,209	150,439
Benefits	37,403	37,643	37,884	38,116	38,352
Specialty Office Supplies	800	800	800	800	800
Travel	1,000	1,000	1,000	1,000	1,000
Professional Development	2,500	2,500	2,500	2,500	2,500
Asset Management Training	5,000	-	-	-	-
Data acquisition and consulting	2,000	9,000	5,000	9,000	2,000
	<b>190,416</b>	<b>194,789</b>	<b>193,195</b>	<b>199,625</b>	<b>195,091</b>
<b>Economic Development</b>					
Conference Hosting	5,000	5,000	0	0	0
	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Building Inspection</b>					
Salaries	182,365	185,109	187,895	190,723	193,593
Benefits	52,496	52,861	53,231	53,604	53,952
Specialty office supplies	1,500	1,500	1,500	1,500	1,500
Professional Development	5,000	5,000	5,000	5,000	5,000
Travel	500	500	500	500	500
Memberships	1,081	1,081	1,081	1,081	1,081
Vehicle maintenance	500	500	500	500	500
Consulting	5,000	5,000	5,000	5,000	5,000
Vehicle insurance	816	816	816	816	816
	<b>249,258</b>	<b>252,367</b>	<b>255,523</b>	<b>258,724</b>	<b>261,942</b>
<b>Community Spaces</b>					
Public Space maintenance	229,602	229,602	229,602	229,602	229,602
Hazardous vegetation control	18,000	18,000	18,000	18,000	18,000
Community Clean Up	58,750	58,750	58,750	58,750	58,750
Seasonal Adornment	10,000	5,000	5,000	5,000	5,000
Harbourway Walkway License	500	500	500	500	500
	<b>316,852</b>	<b>311,852</b>	<b>311,852</b>	<b>311,852</b>	<b>311,852</b>
<b>Subtotal before amortization</b>	<b>1,924,548</b>	<b>1,910,247</b>	<b>1,914,363</b>	<b>1,941,633</b>	<b>1,938,072</b>
<b>Amortization</b>					
Amortization - Recreation and Culture	131,838	133,156	135,154	137,857	139,235
Amortization - Engineering Services	1,431,193	1,445,505	1,467,187	1,496,531	1,511,496
Amortization - Storm Sewer	105,909	106,968	108,572	110,744	111,851
Total Amortization	<b>1,668,939</b>	<b>1,685,629</b>	<b>1,710,913</b>	<b>1,745,131</b>	<b>1,762,583</b>
<b>Total Development Services</b>	<b>3,593,487</b>	<b>3,595,875</b>	<b>3,625,276</b>	<b>3,686,764</b>	<b>3,700,655</b>

**District of Sooke**  
**2016 to 2020 Five Year Financial Plan**

**Fiscal Services**

	2016	2017	2018	2019	2020
<b>Debt servicing</b>					
MFA lease (equipment and vehicles)	1,322			128,850	126,937
MFA loan (property purchase)	160,096	303,866	298,896	293,926	288,956
MFA Fire Hall Debt (bylaw #91)	86,100	86,100	-	-	-
Annual payment - Fire bylaw #242 (Ladder Truck) - principal	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
	<b>296,133</b>	<b>438,581</b>	<b>347,511</b>	<b>471,391</b>	<b>464,508</b>
<b>Transfers to own reserve funds</b>					
Fire Equipment Reserve Fund	100,000	100,000	100,000	100,000	100,000
SPA Reserve	9,000	6,900	7,107	7,320	7,540
Capital Works Reserve (GST)	60,000	60,000	60,000	60,000	60,000
Capital Improvement Financing Reserve	12,000	12,000	12,000	12,000	12,000
Future Policing Costs	44,746	45,641	46,554	47,485	48,435
Building Maintenance Fund	-	-	86,100	86,100	86,100
Capital Asset Replacement Reserve (Minimum per Bylaw)	12,439	12,439	12,439	12,439	12,439
Transfer to Capital Asset Replacement Reserve - Non-market change revenue	118,127	100,000	100,000	100,000	100,000
Capital Asset Replacement Reserve (Recommended additional)	100,000	160,000	175,000	200,000	300,000
	<b>456,313</b>	<b>496,981</b>	<b>599,201</b>	<b>625,345</b>	<b>726,514</b>
<b>Proceeds received that must be transferred to reserves</b>					
Carbon Tax Rebate	1,750	1,750	1,750	1,750	1,750
Casino revenues	244,641	244,641	244,641	244,641	244,641
Road DCCs	288,750	303,188	318,347	334,264	350,977
Gas Tax revenues to Gas Tax Reserve	517,000	517,000	517,000	517,000	517,000
General revenues to Revenue Smoothing Reserve	13,500	5,000	13,500	13,500	13,500
	<b>1,065,641</b>	<b>1,071,579</b>	<b>1,095,238</b>	<b>1,111,155</b>	<b>1,127,868</b>

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

<b>Capital</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Revenues</b>					
<b>Transfers from Reserves</b>					
Fire Equipment Reserve	23,000	91,000	37,000	38,000	99,000
Casino Reserve Fund	200,000	300,000	319,405	200,000	100,000
SPA Reserve	17,500	10,000	10,000	10,000	10,000
Capital Works Reserve (GST)	50,000	50,000	-	118,109	13,395
DCC Road Reserve	403,058	259,695	1,223,047	971,069	826,067
Community Works Reserve (Gas Tax)	573,924	401,500	200,000	400,000	-
Land Sale Reserve	1,071	1,123	-	-	-
Playing Field Reserve	400,000	-	-	-	-
Asset Replacement Reserve	162,000	495,000	395,000	-	-
Building Maintenance Reserve	-	-	55,000	50,000	45,000
Capital Improvement Financing Reserve	-	5,000	5,000	-	-
	<b>1,830,554</b>	<b>1,613,318</b>	<b>2,244,452</b>	<b>1,787,178</b>	<b>1,093,462</b>
<b>Other</b>					
Government Grants	395,000	-	-	-	-
Developer Contributions	240,000	-	-	-	-
Proceeds from borrowing	1,420,000	-	-	600,000	-
Transfer from Surplus	176,427	-	-	-	-
Taxation - Transfer from General Operating	554,947	454,300	828,100	951,800	1,092,300
	<b>2,786,374</b>	<b>454,300</b>	<b>828,100</b>	<b>1,551,800</b>	<b>1,092,300</b>
<b>Total Revenue</b>	<b>4,616,928</b>	<b>2,067,618</b>	<b>3,072,552</b>	<b>3,338,978</b>	<b>2,185,762</b>
<b>Expenditures</b>					
Council (Sooke Program for the Arts)	17,500	10,000	10,000	10,000	10,000
General Government	40,600	20,300	24,100	17,800	18,300
Public Works Yard	2,000	10,000	-	-	-
Buildings	106,000	100,000	55,000	60,000	45,000
Fire Department	23,000	286,000	312,000	638,000	99,000
Engineering	4,215,754	1,441,318	2,521,452	2,513,179	1,913,462
Public Space Enhancement Program	162,074	150,000	100,000	100,000	100,000
Seniors/Youth Centre	50,000	50,000	50,000	-	-
<b>Total expenditures</b>	<b>4,616,928</b>	<b>2,067,618</b>	<b>3,072,552</b>	<b>3,338,979</b>	<b>2,185,762</b>

District of Sooke  
Financial Plan 2016 - 2020  
2016 Capital Plan

Department	Project Name	2016	Funding Sources														
			Gen Ops Surplus	Taxes	Proceeds from borrowing	FER	Parks Res	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing	Land Sale/Playing Field Reserve	SPA Reserve	Developer Contribution	Other Grants
Council	Arts Advisory Panel	17,500	-	-	-	-	-	-	-	-	-	-	-	-	17,500	-	-
		17,500	-	-	-	-	-	-	-	-	-	-	-	-	17,500	-	-
General Government	IT Infrastructure Computer Equipment Replacement Plan Mobile Inspections Operating Software	23,600	3,430	20,170	-	-	-	-	-	-	-	-	-	-	-	-	-
		10,000	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		7,000	4,500	2,500	-	-	-	-	-	-	-	-	-	-	-	-	-
		40,600	17,930	22,670	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Works Yard	Shed roof	2,000	-	-	-	-	-	-	-	-	2,000	-	-	-	-	-	-
		2,000	-	-	-	-	-	-	-	-	2,000	-	-	-	-	-	-
Building	Sprinklers Workstation reconfiguration Office repairs Bathrooms Roof de-mossing	75,000	15,000	-	-	-	-	-	-	-	60,000	-	-	-	-	-	-
		7,500	7,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		15,000	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		6,000	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		2,500	2,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		105,000	45,000	-	-	-	-	-	-	-	60,000	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement	23,000	-	-	-	23,000	-	-	-	-	-	-	-	-	-	-	-
		23,000	-	-	-	23,000	-	-	-	-	-	-	-	-	-	-	-
Engineering	Town Centre - Land acquisition (annually until 2017) Roundabout project Road and Sidewalk Improvement Program Sidewalk Improvements Turf Field Project Sooke River Rd Bike Trail Property Purchase Goodmiers Road Sidewalk Impr. Other Point Rd to Hope Center Rainwater Management Program Street Light Installation Program Boat Launch Ramp ENG #1 replacement vehicle Transit Stops enhancements	107,130	-	40,000	-	-	-	-	106,058	-	-	-	1,071	-	-	240,000	320,000
		667,161	-	196,700	-	-	-	50,000	50,000	-	-	-	-	-	-	-	-
		50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		700,000	-	-	-	-	-	-	-	300,000	-	-	-	-	-	-	-
		153,763	-	-	-	-	-	-	-	78,763	-	-	-	-	-	-	-
		1,420,000	-	1,420,000	-	-	-	-	-	-	-	-	-	-	-	-	-
		300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		245,000	20,000	125,000	-	-	-	-	297,000	3,000	-	-	-	-	-	-	-
		12,000	8,423	3,577	-	-	-	-	-	125,000	-	-	-	-	-	-	-
		23,000	22,000	7,000	-	-	-	-	-	-	-	-	-	-	-	-	-
		23,000	23,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		12,000	-	12,000	-	-	-	-	-	-	-	-	-	-	-	-	-
		4,215,734	50,423	532,277	1,420,000	-	-	100,000	-	403,058	573,924	100,000	-	1,071	400,000	240,000	395,000
Community Development	Public Space Enhancement Program Seniors/Youth Centre (Housing Reserve)	162,074	62,074	-	-	-	-	50,000	-	-	-	-	-	-	-	-	-
		50,000	50,000	-	-	-	-	50,000	-	-	-	-	-	-	-	-	-
		212,074	62,074	-	-	-	-	100,000	-	-	-	-	-	-	-	-	-
Total		4,616,928	176,427	554,947	1,420,000	23,000	-	200,000	50,000	403,058	573,924	162,000	-	1,071	400,000	240,000	395,000

District of Sooke  
Financial Plan 2016 - 2020  
2017 Capital Plan

			Funding Sources											
Department	Project Name	2017	Gen Ops Surplus	Taxes	FER	Parks Res	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
General Government	Computer Equipment Replacement Plan Operating Software	17,800 2,500 20,300	-	17,800 2,500 20,300	-	-	-	-	-	-	-	-	-	-
Public Works Yard	Roof replacement	10,000	-	10,000	-	-	-	-	-	-	-	-	-	-
		10,000	-	10,000	-	-	-	-	-	-	-	-	-	-
Buildings	HVAC Plumbing	50,000	-	-	-	-	-	-	-	-	50,000	-	-	-
		50,000	-	-	-	-	-	-	-	-	50,000	-	-	-
		100,000	-	-	-	-	-	-	-	-	100,000	-	-	-
Fire Department	Protective Clothing Replacement Equipment Replacement Replacement of SCBA	24,000	-	24,000	-	-	-	-	-	-	-	-	-	-
		67,000	-	67,000	-	-	-	-	-	-	-	-	-	-
		195,000	-	-	-	-	-	-	-	-	195,000	-	-	-
	286,000	-	-	91,000	-	-	-	-	-	-	195,000	-	-	-
Engineering	Town Centre - Land acquisition (annually until Road and Sidewalk Improvement Program Goodmire Road Murray/Horne Rd Rainwater Management Sy Sidewalk/Trail Nordin to Hope Centre Rainwater Management Program Street Light Installation Program Downtown Art Bench Transit Steps enhancements	112,318	-	50,000	-	-	-	-	111,195	-	200,000	-	1,123	-
		250,000	-	-	-	-	-	-	-	-	-	-	-	-
		150,000	-	-	-	-	-	-	-	-	-	-	-	-
Community Development	Public Space Enhancement Program Seniors/Youth Centre	300,000	100,000	100,000	-	100,000	100,000	100,000	148,500	1,500	100,000	5,000	-	-
		300,000	100,000	100,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	-	-
		300,000	100,000	100,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	-	-
	12,000	12,000	-	-	-	-	-	-	-	-	-	-	-	
	Downtown Art Bench	5,000	-	-	-	-	-	-	-	-	-	-	-	-
	Transit Steps enhancements	12,000	-	12,000	-	-	-	-	-	-	-	-	-	-
		1,441,318	-	374,000	-	-	250,000	-	259,695	351,500	200,000	5,000	1,123	-
Community Development	Public Space Enhancement Program Seniors/Youth Centre	150,000	50,000	50,000	-	-	50,000	50,000	-	50,000	-	-	-	-
		50,000	-	-	-	-	-	-	-	-	-	-	-	-
		200,000	-	50,000	-	50,000	50,000	50,000	-	50,000	-	-	-	-
Total		2,067,618	-	454,300	91,000	-	300,000	50,000	259,695	401,500	495,000	5,000	1,123	10,000



District of Sooke  
Financial Plan 2016 - 2020  
2018 Capital Plan

Department	Project Name	2018	Funding Sources											
			Gen Ops Surplus	Taxes	FER	Parks Re	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing	Land Sale/SPA Reserve	Building Maintenance
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	-	10,000	-
		10,000	-	-	-	-	-	-	-	-	-	-	10,000	-
		24,100	-	24,100	-	-	-	-	-	-	-	-	-	-
General Government	Computer Equipment Replacement Plan Operating Software	24,100	-	24,100	-	-	-	-	-	-	-	-	-	-
Public Works Yard		-	-	-	-	-	-	-	-	-	-	-	-	-
Building and Bylaw	HVAC Addition to Fire Department Training Tower	40,000	-	-	-	-	-	-	-	-	-	-	-	40,000
		15,000	-	-	-	-	-	-	-	-	-	-	-	15,000
		55,000	-	-	-	-	-	-	-	-	-	-	-	55,000
Fire Department	Protective Clothing Replacement Equipment Replacement Tanker Truck	25,000 12,000 275,000 312,000	-	- 25,000 12,000	-	-	-	-	-	275,000 275,000	-	-	-	-
Engineering	Church Road Collector Widening Road and Sidewalk Improvement Program Rainwater Management Program Street Light Installation Program Downtown Art Bench Transit Stops enhancements	1,942,452 250,000 300,000 12,000 5,000 12,000 2,621,452	-	250,000 130,000 300,000 12,000 - 12,000 704,000	-	269,405	-	1,223,047	200,000	120,000 5,000 5,000	-	-	-	-
Community Development	Public Space Enhancement Program Seniors/Youth Centre	100,000 50,000 150,000	-	100,000	-	-	50,000 50,000	-	-	-	-	-	-	-
Total		3,072,562	-	828,100	37,000	-	319,405	-	1,223,047	200,000	395,000	6,000	10,000	55,000

District of Sooke  
Financial Plan 2016 - 2020  
2019 Capital Plan

Department	Project Name	2019	Funding Sources										
			Gen Ops Surplus	Taxes	Proceeds from borrowing	FER	Parks Re/Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement/Improvement/Financing	Land Sale/SPA Reserve	Building Maintenance
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	10,000	-
		10,000	-	-	-	-	-	-	-	-	-	10,000	-
General Government	Computer Equipment Replacement Plan	17,800	-	17,800	-	-	-	-	-	-	-	-	-
		17,800	-	17,800	-	-	-	-	-	-	-	-	-
Buildings	Dist. Parking Lot, Fire Hall 2 drain system Council Chamber upgrades	50,000	-	10,000	-	-	-	-	-	-	-	-	50,000
		60,000	-	10,000	-	-	-	-	-	-	-	-	50,000
Public Works Yard		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement Equipment Replacement Replacement of Engine 3	26,000	-	-	26,000	-	-	-	-	-	-	-	-
		12,000	-	600,000	12,000	-	-	-	-	-	-	-	-
Engineering	Grant Rd Connector (Otter Point to Gateswood) Road and Sidewalk Improvement Program Rainwater Infrastructure Streetlight Installation Program Transit Stop Enhancements	600,000	-	600,000	38,000	-	-	-	-	-	-	-	-
		638,000	-	-	-	-	-	-	-	-	-	-	-
Community Development	Public Space Enhancement Program	1,939,179	-	250,000	-	200,000	118,109	971,069	400,000	-	-	-	-
		250,000	-	250,000	-	-	-	-	-	-	-	-	-
Total		300,000	-	300,000	-	-	-	-	-	-	-	-	-
		12,000	-	12,000	-	-	-	-	-	-	-	-	-
		2,513,179	-	824,000	-	200,000	118,109	971,069	400,000	-	-	-	-
		100,000	-	100,000	-	-	-	-	-	-	-	-	-
		100,000	-	100,000	-	-	-	-	-	-	-	-	-
		3,338,979	-	961,800	600,000	38,000	200,000	118,109	971,069	400,000	-	10,000	50,000

District of Sooke  
Financial Plan 2016 - 2020  
2020 Capital Plan

Department	Project Name	2020	Funding Sources											
			Gen Ops Surplus	Taxes	FER	Parks Re	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	-	10,000	-
		10,000	-	-	-	-	-	-	-	-	-	-	10,000	-
		18,300	-	18,300	-	-	-	-	-	-	-	-	-	-
Finance	Computer Equipment Replacement Plan	18,300	-	18,300	-	-	-	-	-	-	-	-	-	-
		20,000	-	-	-	-	-	-	-	-	-	-	-	-
		10,000	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	Carpets / Flooring FH 2 Door / Septic Furniture replacement	15,000	-	-	-	-	-	-	-	-	-	-	-	-
		45,000	-	-	-	-	-	-	-	-	-	-	-	-
		27,000	-	27,000	-	-	-	-	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement Equipment Replacement Replacement of Car 1	12,000	-	12,000	-	-	-	-	-	-	-	-	-	20,000
		60,000	-	60,000	-	-	-	-	-	-	-	-	-	10,000
		99,000	-	99,000	-	-	-	-	-	-	-	-	-	15,000
Engineering	Brownsey widening Road and Sidewalk Improvement Prog Rainwater Infrastructure Streetlight Installation Program Transit Stop Enhancements	1,339,462	-	400,000	-	-	-	-	-	-	-	-	-	-
		250,000	-	250,000	-	100,000	13,395	826,067	-	-	-	-	-	-
		300,000	-	300,000	-	-	-	-	-	-	-	-	-	-
Community Development	Public Space Enhancement Program	12,000	-	12,000	-	-	-	-	-	-	-	-	-	-
		12,000	-	12,000	-	-	-	-	-	-	-	-	-	-
		1,913,462	-	974,000	-	100,000	13,395	826,067	-	-	-	-	-	-
Total		100,000	-	100,000	-	-	-	-	-	-	-	-	-	-
		100,000	-	100,000	-	-	-	-	-	-	-	-	-	-
		2,185,762	-	1,092,300	99,000	-	100,000	13,395	826,067	-	-	-	10,000	45,000

**District of Sooke**  
**2016 to 2020 Five Year Financial Plan**  
**Revenues**

<b>Revenues</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Net Taxes available for municipal purposes</b>					
Utility tax 1%	147,751	159,587	159,587	159,587	159,587
Grants in lieu of taxes	35,000	35,000	35,000	35,000	35,000
East Sooke Fire Protection - Local Service Tax	40,784	40,784	40,784	40,784	40,784
School tax administration fee	6,971	6,971	6,971	6,971	6,971
School District	4,684,038	4,684,038	4,684,038	4,684,038	4,684,038
Regional Hospital District	664,220	664,220	664,220	664,220	664,220
Capital Regional District	2,886,594	2,886,594	2,886,594	2,886,594	2,886,594
BC Assessment Authority	136,660	136,660	136,660	136,660	136,660
Municipal Finance Authority	443	443	443	443	443
BC Transit	639,016	639,016	639,016	639,016	639,016
Vancouver Island Regional Library	562,224	597,255	597,255	609,200	609,200
School District	(4,684,038)	(4,684,038)	(4,684,038)	(4,684,038)	(4,684,038)
Regional Hospital District	(664,220)	(664,220)	(664,220)	(664,220)	(664,220)
Capital Regional District	(2,886,594)	(2,886,594)	(2,886,594)	(2,886,594)	(2,886,594)
BC Assessment Authority	(136,660)	(136,660)	(136,660)	(136,660)	(136,660)
Municipal Finance Authority	(443)	(443)	(443)	(443)	(443)
BC Transit	(639,016)	(639,016)	(639,016)	(639,016)	(639,016)
Vancouver Island Regional Library	(562,224)	(597,255)	(597,255)	(609,200)	(609,200)
	<b>230,506</b>	<b>242,342</b>	<b>242,342</b>	<b>242,342</b>	<b>242,342</b>
<b>Sales and user fees</b>					
Zoning and planning books	229	229	229	229	229
Financial and tax info services	13,784	13,784	13,784	13,784	13,784
NSF charges	318	318	318	318	318
Boat Launch Fees	24,282	24,282	24,282	24,282	24,282
Criminal Record Checks	15,000	15,000	15,000	15,000	15,000
Miscellaneous	1,061	1,061	1,061	1,061	1,061
Cost recovery - Administration	2,823	2,823	2,823	2,823	2,823
Cost recovery - Fire	6,000	6,000	6,000	6,000	6,000
Cost recovery - RCMP	12,000	12,000	12,000	12,000	12,000
Cost recovery - Engineering	3,247	3,247	3,247	3,247	3,247

<b>Revenues</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Cost recovery - Planning	235	235	235	235	235
Cost recovery - Rec & Culture	5,000	5,000	5,000	5,000	5,000
First Nations	13,249	13,249	13,249	13,249	13,249
Oil tank inspections	1,172	1,172	1,172	1,172	1,172
School Site Acquisition Charge	2,319	2,319	2,319	2,319	2,319
	<b>100,719</b>	<b>100,719</b>	<b>100,719</b>	<b>100,719</b>	<b>100,719</b>
<b>Grants and contributions</b>					
Small Community Protection grant	350,000	350,000	350,000	350,000	350,000
Traffic Fine revenue sharing	90,000	90,000	90,000	90,000	90,000
Asset Management Training Grant	5,000	-	-	-	-
Provincial Climate Action Rebate Incentive	1,750	1,750	1,750	1,750	1,750
Street lighting cost sharing	1,877	1,877	1,877	1,877	1,877
Gas Tax Community Works grant	517,000	517,000	517,000	517,000	517,000
Developer contributions	240,000	-	-	-	-
Conditional Grants - Non-capital projects	40,000	20,000	-	-	-
Conditional Grants - Capital projects	395,000	-	-	-	-
	<b>1,640,627</b>	<b>980,627</b>	<b>960,627</b>	<b>960,627</b>	<b>960,627</b>
<b>Investment income</b>					
Interest	60,000	60,000	60,000	60,000	60,000
	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Penalties and fines</b>					
Interest	60,000	60,000	60,000	60,000	60,000
Penalties	145,000	145,000	145,000	145,000	145,000
	<b>205,000</b>	<b>205,000</b>	<b>205,000</b>	<b>205,000</b>	<b>205,000</b>
<b>Licenses and permits</b>					
Business licenses	52,000	52,000	52,000	52,000	52,000
Liquor Licence Application fee	318	318	318	318	318
ALR Application fees	520	520	520	520	520
Subdivision fees	50,000	50,000	50,000	50,000	50,000
Soil Deposition Fee	318	318	318	318	318
Rezoning fees	35,000	35,000	35,000	35,000	35,000
Delivery vehicle licenses	3,107	3,107	3,107	3,107	3,107

## Revenues

	2016	2017	2018	2019	2020
Building Permit Fees	230,000	236,900	244,007	251,327	258,867
Sign permit fees	345	345	345	345	345
Demolition permits	460	460	460	460	460
Title charge removal fee	106	106	106	106	106
Title search	1,436	1,436	1,436	1,436	1,436
Burning Permits	531	531	531	531	531
Plumbing Permit Fees	25,500	25,500	25,500	25,500	25,500
Development permits	25,000	25,000	25,000	25,000	25,000
Development variance permits	5,202	5,202	5,202	5,202	5,202
Board of Variance fees	1,561	1,561	1,561	1,561	1,561
	<b>431,404</b>	<b>438,304</b>	<b>445,411</b>	<b>452,731</b>	<b>460,271</b>

## Lease and Rental

Lease - Kaltasin	28,812	28,812	28,812	28,812	28,812
Lease - City Hall	23,528	23,528	23,528	23,528	23,528
	<b>52,340</b>	<b>52,340</b>	<b>52,340</b>	<b>52,340</b>	<b>52,340</b>

## Developer Cost Charges

DCC - Roads	288,750	303,188	318,347	334,264	350,977
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## Casino revenue sharing

Casino revenue	244,641	244,641	244,641	244,641	244,641
	<b>244,641</b>	<b>244,641</b>	<b>244,641</b>	<b>244,641</b>	<b>244,641</b>

## Total

	<b>3,253,987</b>	<b>2,627,160</b>	<b>2,629,427</b>	<b>2,652,664</b>	<b>2,676,917</b>
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**District of Sooke**  
**2016 to 2020 Five Year Financial Plan**  
**Reserve Funds**

**Reserves**

Description	2016	2017	2018	2019	2020
<b>Fire Protection Reserve</b>					
Opening Balance	106,969	183,969	192,969	255,969	317,969
Transfer In	100,000	100,000	100,000	100,000	100,000
Transfer Out	(23,000)	(91,000)	(37,000)	(38,000)	(99,000)
Interest	-	-	-	-	-
Closing Balance	183,969	192,969	255,969	317,969	318,969
<b>Parks Reserve</b>					
Opening Balance	205,742	205,742	205,742	205,742	205,742
Transfer In	-	-	-	-	-
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	205,742	205,742	205,742	205,742	205,742
<b>Land Sale Reserve</b>					
Opening Balance	5,543	4,472	3,349	3,349	3,349
Transfer In	-	-	-	-	-
Transfer Out	(1,071)	(1,123)	-	-	-
Interest	-	-	-	-	-
Closing Balance	4,472	3,349	3,349	3,349	3,349

<b>Casino Revenue Reserve</b>						
Opening Balance	212,365	257,006	201,647	126,883	171,524	171,524
Transfer In	244,641	244,641	244,641	244,641	244,641	244,641
Transfer Out	(200,000)	(300,000)	(319,405)	(200,000)	(200,000)	(100,000)
Interest	-	-	-	-	-	-
Closing Balance	257,006	201,647	126,883	171,524	316,165	
<b>Sooke Program Arts Reserve</b>						
Opening Balance	48,104	39,604	36,504	33,611	30,931	30,931
Transfer In	9,000	6,900	7,107	7,320	7,540	7,540
Transfer Out	(17,500)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Interest	-	-	-	-	-	-
Closing Balance	39,604	36,504	33,611	30,931	28,471	
<b>Seniors/Youth Facility Reserve</b>						
Opening Balance	100,000	150,000	200,000	250,000	250,000	250,000
Transfer In (from Casino)	50,000	50,000	50,000	-	-	-
Transfer Out	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	150,000	200,000	250,000	250,000	250,000	
<b>Capital Works Reserve (GST)</b>						
Opening Balance	52,704	62,704	72,704	132,704	74,595	74,595
Transfer In	60,000	60,000	60,000	60,000	60,000	60,000
Transfer Out	(50,000)	(50,000)	-	(118,109)	(13,395)	(13,395)
Interest	-	-	-	-	-	-
Closing Balance	62,704	72,704	132,704	74,595	121,200	



<b>Emergency Road Repair and Snow Removal</b>						
Opening Balance	183,723	183,723	183,723	183,723	183,723	183,723
Transfer In	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	183,723	183,723	183,723	183,723	183,723	183,723
<b>Capital Improvement Financing Reserve</b>						
Opening Balance	42,678	54,678	61,678	68,678	80,678	80,678
Transfer In	12,000	12,000	12,000	12,000	12,000	12,000
Transfer Out	-	(5,000)	(5,000)	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	54,678	61,678	68,678	80,678	92,678	92,678
<b>Community Amenities Reserve</b>						
Opening Balance	112,156	112,156	112,156	112,156	112,156	112,156
Transfer In	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	112,156	112,156	112,156	112,156	112,156	112,156
<b>Playing Field Reserve</b>						
Opening Balance	400,000	-	-	-	-	-
Transfer In	-	-	-	-	-	-
Transfer Out	(400,000)	-	-	-	-	-
Interest	-	-	-	-	-	-
Closing Balance	-	-	-	-	-	-
<b>Capital Asset Replacement Reserve</b>						
Opening Balance	657,753	726,319	503,759	396,198	708,638	708,638
Transfer In	230,566	272,439	287,439	312,439	412,439	412,439

Transfer Out	(162,000)	(495,000)	(395,000)	-	-
Interest	-	-	-	-	-
Closing Balance	726,319	503,759	396,198	708,638	1,121,077
<b>Road DCC Reserve</b>					
Opening Balance	2,193,462	2,079,154	2,122,646	1,217,946	581,141
Transfer In	288,750	303,188	318,347	334,264	350,977
Transfer Out	(403,058)	(259,695)	(1,223,047)	(971,069)	(826,067)
Interest	-	-	-	-	-
Closing Balance	2,079,154	2,122,646	1,217,946	581,141	106,052
<b>Wastewater DCC Reserve</b>					
Opening Balance	1,088,485	907,966	727,447	546,928	366,409
Transfer In	115,000	115,000	115,000	115,000	115,000
Transfer Out	(295,519)	(295,519)	(295,519)	(295,519)	(295,519)
Interest	-	-	-	-	-
Closing Balance	907,966	727,447	546,928	366,409	185,890
<b>Community Works Reserve (Gas Tax)</b>					
Opening Balance	409,372	352,448	467,948	784,948	901,948
Transfer In	517,000	517,000	517,000	517,000	517,000
Transfer Out	(573,924)	(401,500)	(200,000)	(400,000)	(400,000)
Interest	-	-	-	-	-
Closing Balance	352,448	467,948	784,948	901,948	1,018,948
<b>Reserve for Future Sewer Expenditures</b>					
Opening Balance	301,424	219,801	440,409	640,291	748,984
Transfer In	243,377	220,608	199,882	108,693	84,529
Transfer Out	(325,000)	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	219,801	440,409	640,291	748,984	833,513

<b>Revenue Smoothing Reserve</b>									
Opening Balance	71,000	142,000	169,000	182,500	196,000	196,000	182,500	169,000	196,000
Transfer In	13,500	5,000	13,500	13,500	13,500	13,500	13,500	13,500	13,500
Transfer Out	57,500	22,000	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Closing Balance	142,000	169,000	182,500	196,000	209,500	209,500	196,000	182,500	209,500
<b>Reserve for Future Policing Costs</b>									
Opening Balance	43,869	88,615	134,257	180,811	228,296	228,296	180,811	134,257	228,296
Transfer In	44,746	45,641	46,554	47,485	48,435	48,435	47,485	46,554	48,435
Transfer Out	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Closing Balance	88,615	134,257	180,811	228,296	276,731	276,731	228,296	180,811	276,731
<b>Carbon Tax Rebate Reserve Fund</b>									
Opening Balance	3,509	5,259	7,009	8,759	10,509	10,509	8,759	7,009	10,509
Transfer In	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750
Transfer Out	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
Closing Balance	5,259	7,009	8,759	10,509	12,259	12,259	10,509	8,759	12,259
<b>Reserve for Building Maintenance</b>									
Opening Balance	-	-	-	-	31,100	67,200	31,100	-	67,200
Transfer In	-	-	86,100	86,100	86,100	86,100	86,100	86,100	86,100
Transfer Out	-	-	(55,000)	(50,000)	(45,000)	(45,000)	(50,000)	(55,000)	(45,000)
Interest	-	-	-	-	-	-	-	-	-
Closing Balance	-	-	31,100	67,200	108,300	108,300	67,200	31,100	108,300
<b>Transfers to Reserves</b>									
Opening Balance	5,708,239	5,770,357	5,835,937	5,322,437	5,162,083	5,162,083	5,322,437	5,835,937	5,770,357
Transfers to Reserves	1,927,704	1,952,417	1,971,471	1,872,343	1,966,062	1,966,062	1,872,343	1,971,471	1,952,417
Transfers from Reserves	(1,993,573)	(1,886,837)	(2,484,971)	(2,032,697)	(1,743,981)	(1,743,981)	(2,032,697)	(2,484,971)	(1,886,837)
Interest	-	-	-	-	-	-	-	-	-
Closing Balance	5,642,370	5,835,937	5,322,437	5,162,083	5,384,164	5,384,164	5,162,083	5,835,937	5,642,370

**District of Sooke  
2016 to 2020 Five Year Financial Plan  
Sewer Fund**

<b>Sewer Fund</b>									
# Parcel tax Rolls	2016	2017	2018	2019	2020				
# Sewer Generation Charges	3,013	3,013	3,013	3,013	3,013				
Total	640	640	640	640	640				
	3,653	3,653	3,653	3,653	3,653				
<b>Parcel Tax</b>	515	515	515	515	515				
Parcel Tax (Repayment to General Operating)	37	18							
<b>Revenues</b>									
<b>Operating</b>									
Parcel Tax	1,551,695	1,551,695	1,551,695	1,551,695	1,551,695				
Sewer Generation Charge	329,711	329,711	329,711	329,711	329,711				
Revenue from Increase in Parcel tax	135,169	67,480	-	-	-				
DCC - Wastewater	115,000	115,000	115,000	115,000	115,000				
Transfer from AARF Reserve Account	60,000	46,000	60,000	60,000	60,000				
Transfer from Future Sewer Expenditures	325,000	-	-	-	-				
Transfer from DCC Wastewater Reserve	295,519	295,519	295,519	295,519	295,519				
Amortization offset	2,812,094	2,405,405	2,351,925	2,306,925	2,306,925				
Total Revenues	476,147	480,909	488,122	497,885	502,864				
	3,288,241	2,886,314	2,840,048	2,804,810	2,809,789				
<b>Expenditures</b>									
<b>Operating</b>									
EPCOR, for operations as per agreement	1,138,489	1,161,259	1,184,484	1,208,174	1,232,337				
Insurance and other	24,000	24,000	24,000	24,000	24,000				
DCC Bylaw - Sanitary	10,000	10,000	-	25,000	25,000				
Plans and non-capital improvements	7,500	7,500	15,000	12,500	12,500				
AARF Reserve Account Contribution	67,000	67,000	67,000	67,000	67,000				
Rehabilitation, repairs and maintenance	60,000	46,000	60,000	60,000	60,000				
Ministry of Finance - Discharge fee	1,200	1,200	1,200	1,200	1,200				
Repayment of prior years deficits	135,169	67,480	-	-	-				
Transfer in to DCC Wastewater Reserve	115,000	115,000	115,000	115,000	115,000				
Amortization	1,558,358	1,499,439	1,466,684	1,512,874	1,537,037				
Total Operating Expenditures	476,147	480,909	488,122	497,885	502,864				
	2,034,505	1,980,347	1,954,806	2,010,758	2,039,901				
<b>Sewer Debt</b>									
MFA Long Term debt - principal repayment	295,519	295,519	295,519	295,519	295,519				
MFA Long Term debt - interest repayment	389,840	389,840	389,840	389,840	389,840				
Total Sewer Debt	685,359	685,359	685,359	685,359	685,359				
<b>Capital</b>									
Non DCC Capital Projects	325,000	-	-	-	-				
Total Capital expenditures	325,000	-	-	-	-				
Total expenditures	3,044,864	2,665,706	2,640,165	2,696,117	2,725,260				
<b>Sewer Fund Surplus (deficit)</b>	243,377	220,608	199,882	108,693	84,529				