



2018 – 2022

Five Year Financial Plan

Updated after April 3, 2018 Special Council Meeting

Received at April 5, 2018 Special Council Meeting

DRAFT 2018-2022 Five Year Financial Plan

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District of Sooke
Draft Financial Plan 2018 - 2022
Draft Bylaw

Funding Sources	2018	2019	2020	2021	2022
Property Taxes	7,601,900	7,999,377	8,499,711	9,027,464	9,418,339
Parcel Taxes	1,865,486	2,026,134	2,673,954	2,728,378	2,784,162
Fees and Charges	1,697,974	1,706,741	1,816,403	1,818,586	1,820,780
Other Sources	5,523,857	5,977,966	9,654,501	4,480,566	4,503,447
Transfer from Own Funds	3,648,945	2,829,412	1,416,353	1,478,399	653,010
	20,338,163	20,539,630	24,060,921	19,533,392	19,179,738

Expenditures

Debt - Principal and Interest	939,596	1,145,445	1,377,016	1,230,673	1,230,673
Capital Expenditures	4,658,412	4,264,850	6,600,750	2,441,650	1,399,650
Transfer to Own Funds	1,715,853	1,512,733	1,922,849	1,623,746	2,262,359
Other Municipal Purposes	13,024,301	13,616,602	14,160,306	14,237,323	14,287,056
	20,338,163	20,539,630	24,060,921	19,533,392	19,179,738

Proportion of funding by source

Funding Source	2018	2019	2020	2021	2022
	%	%	%	%	%
Property Taxes	37.38%	38.95%	35.33%	46.22%	49.11%
Parcel Taxes	9.17%	9.86%	11.11%	13.97%	14.52%
Fees and Charges	8.35%	8.31%	7.55%	9.31%	9.49%
Other Sources	27.16%	29.10%	40.13%	22.94%	23.48%
Transfer from Own Funds	17.94%	13.78%	5.89%	7.57%	3.40%

**District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
Consolidated Summary**

	2018	2019	2020	2021	2022
Funding Sources:					
<i>% increase in property taxes</i>	<i>2.79%</i>	<i>2.27%</i>	<i>3.44%</i>	<i>3.68%</i>	<i>2.67%</i>
Municipal general property taxes	7,356,900	7,774,377	8,274,711	8,812,464	9,268,339
Non market change	245,000	225,000	225,000	215,000	150,000
Total municipal taxes	7,601,900	7,999,377	8,499,711	9,027,464	9,418,339
Sewer Fund Parcel Taxes	1,865,486	2,026,134	2,176,954	2,231,378	2,287,162
Sewer Expansion Parcel Taxes	-	-	497,000	497,000	497,000
Total Parcel Taxes	1,865,486	2,026,134	2,673,954	2,728,378	2,784,162
Net taxes available for municipal purposes	252,500	252,500	252,500	252,500	252,500
Government transfers and grants - Capital	115,000	-	-	-	-
Government transfers and grants - Operating	1,284,886	1,311,965	1,311,965	1,311,965	1,311,965
Investment income	60,000	60,000	60,000	60,000	60,000
Proceeds from borrowing - Capital	460,000	700,000	-	-	-
Proceeds from borrowing - Sewer Fund	750,000	1,000,000	700,000	-	-
Proceeds from borrowing - Sewer Expansion	-	-	4,500,000	-	-
Offset for amortization	2,601,471	2,653,501	2,830,036	2,856,101	2,878,982
Total Other Sources	5,523,857	5,977,966	9,654,501	4,480,566	4,503,447
Sales and user fees	92,750	77,750	77,750	77,750	77,750
Penalties and fines	160,000	160,000	160,000	160,000	160,000
Developer cost charges (Roads)	200,000	200,000	200,000	200,000	200,000
Licenses and permits	661,043	659,543	659,543	659,543	659,543
Developer cost charges (Sewer)	180,000	180,000	180,000	180,000	180,000
Sewer Fund Serviceability Fees	15,000	15,000	15,000	15,000	15,000
Sewer Fund generation charges	389,181	414,448	436,610	438,793	440,987
Sewer Expansion generation charges	-	-	87,500	87,500	87,500
Total Fees and Charges	1,697,974	1,706,741	1,816,403	1,818,586	1,820,780
Transfers from Own Funds	3,648,945	2,829,412	1,416,353	1,478,399	653,010
Total Funding Sources:	20,338,163	20,539,630	24,060,921	19,533,392	19,179,738
Expenditures:					
Debt Servicing:		Funded by Tax			
- General Government	306,053	-	301,083	296,113	149,770
- Fire Department	97,593	68,522	242,600	242,600	242,600
- Sewer Fund	535,950	-	601,762	645,833	645,833
- Sewer Expansion	-	-	-	192,470	192,470
Total Debt Servicing	939,596	68,522	1,145,445	1,377,016	1,230,673
Capital Expenditures:					
- General Government	3,182,212	264,000	2,794,850	1,229,750	1,986,650
- Sewer Fund	1,476,200	-	1,470,000	871,000	455,000
- Sewer Expansion	-	-	-	4,500,000	-
Total Capital Expenditures	4,658,412	264,000	4,264,850	6,600,750	2,441,650
Transfers to Reserves	1,715,853	284,469	1,512,733	1,922,849	2,262,359
Other Municipal Purposes:					
Council	490,987	490,987	490,930	495,452	495,014
CAO's Office	332,490	332,490	373,552	338,752	338,376
Human Resources / Office Administration	272,445	225,711	285,560	285,560	285,851
Corporate Services	396,433	364,933	566,940	570,682	570,834
Financial Services	1,122,583	591,083	1,183,028	1,166,130	1,172,778
Development Services	2,067,569	1,774,934	2,102,851	2,093,008	2,121,076
Community Safety	4,113,870	3,204,770	4,344,257	4,395,537	4,416,278
Amortization	2,601,471	-	2,653,501	2,830,036	2,856,101
Sewer Operations	1,626,451	-	1,615,983	1,999,527	2,001,756
Total Other Municipal Purposes:	13,024,301	6,984,909	13,616,602	14,160,306	14,237,323
Total Expenditures:	20,338,163	7,601,900	20,539,630	19,533,392	19,179,738

**District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
Debt Servicing and Reserve Transfers**

	2018	2019	2020	2021	2022
Debt servicing					
MFA lease (Fire - equipment and vehicles) - principal	-	52,338	52,338	52,338	52,338
MFA lease (Fire - equipment and vehicles) - interest	-	12,000	12,000	12,000	12,000
Provincial Debt (Fire - Ladder Truck) - principal	20,723	20,723	20,723	20,723	20,723
Provincial Debt (Fire - Ladder Truck) - interest	27,892	27,892	27,892	27,892	27,892
MFA loan (50% Fire and 50% General - building) - principal and interest	-	-	-	-	-
MFA loan (50% Fire and 50% General - building) - interest	-	-	-	-	-
MFA Equip. Financing (Fire - vehicles) - principal	36,228	95,897	95,897	95,897	95,897
MFA Equip. Financing (Fire - vehicles) - interest	12,750	33,750	33,750	33,750	33,750
MFA loan (General - road program) - principal	-	-	-	-	-
MFA loan (General - road program) - interest	-	-	-	-	-
Total Fire Department Debt Servicing	97,593	242,600	242,600	242,600	242,600
MFA Equip. Financing (Dev. Service Vehicle) - principal	6,527	6,527	6,527	6,527	6,527
MFA Equip. Financing (Dev. Service Vehicle) - interest	630	630	630	630	630
MFA loan (General - property purchase) - principal	284,000	284,000	284,000	142,000	142,000
MFA loan (General - property purchase) - interest	14,896	9,926	4,956	613	613
Total General Government Debt Servicing	306,053	301,083	296,113	149,770	149,770
Total Debt Servicing	403,646	543,683	538,713	392,370	392,370
Funded by:					
Capital Asset Replacement Reserve	36,228	95,897	95,897	95,897	95,897
Property Tax	68,522	153,860	153,860	153,860	153,860
Accumulated Surplus	298,896	293,926	288,956	142,613	142,613
	403,646	543,683	538,713	392,370	392,370
Transfers to reserve funds					
Fire Equipment Reserve Fund (2017 includes wildfire net revenue)	80,000	30,000	75,000	-	-
SPA Reserve	12,000	12,000	12,000	12,000	12,000
Capital Works Reserve (GST)	10,000	20,000	50,000	50,000	150,000
Capital Improvement Financing Reserve	12,000	12,000	12,000	12,000	12,000
Sewer Reserve Fund	-	-	204,234	-	478,499
Sewer Expansion Reserve Fund	23,265	-	-	-	-
Seniors/Youth Facility Reserve	50,000	-	-	-	-
Capital Asset Replacement Reserve (Minimum per Bylaw)	13,007	13,268	14,150	14,281	14,395
Capital Asset Replacement Reserve (Recommended additional)	247,195	130,000	260,000	240,000	300,000
Carbon Tax Rebate	1,800	1,800	1,800	1,800	1,800
Casino revenues	260,000	260,000	260,000	260,000	260,000
Future Policing Costs	85,000	85,000	85,000	85,000	85,000
Road DCCs	200,000	200,000	200,000	200,000	200,000
Wastewater DCCs	180,000	180,000	180,000	180,000	180,000
Gas Tax revenues to Gas Tax Reserve	541,586	568,665	568,665	568,665	568,665
Total transfers to reserve funds	1,715,853	1,512,733	1,922,849	1,623,746	2,262,359
Transfers from own funds					
Transfers from reserves for general capital (capital sheet)	2,143,212	2,094,850	987,000	1,170,000	370,000
Transfers from reserves for general capital (debt principal)	36,228	95,897	95,897	95,897	95,897
Transfers from reserves for operating (snow removal)	10,000	10,000	10,000	10,000	10,000
Transfers from reserves for operating (asset management - Gas Tax)	54,500	39,500	34,500	34,500	34,500
Transfer from reserves for debt principal (Sewer DCC)	-	-	-	-	-
Transfers from reserves for sewer capital	618,934	232,163	-	25,389	-
Total from reserves	2,862,874	2,472,410	1,127,397	1,335,786	510,397
Transfers from surplus for general capital (debt servicing)	298,896	293,926	288,956	142,613	142,613
Transfers from surplus for general capital	200,000	-	-	-	-
Transfers from surplus for operations	287,175	63,076	-	-	-
Total from surplus	786,071	357,002	288,956	142,613	142,613
Total transfers from own funds	3,648,945	2,829,412	1,416,353	1,478,399	653,010

District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
Revenues

Revenues	2018	2019	2020	2021	2022
Net Taxes available for municipal purposes					
Utility tax 1%	167,000	167,000	167,000	167,000	167,000
Grants in lieu of taxes	35,000	35,000	35,000	35,000	35,000
East Sooke Fire Protection - Local Service Tax	44,500	44,500	44,500	44,500	44,500
School tax administration fee	6,000	6,000	6,000	6,000	6,000
School District	4,684,038	4,684,038	4,684,038	4,684,038	4,684,038
Regional Hospital District	673,519	673,519	673,519	673,519	673,519
Capital Regional District	2,963,089	2,963,089	2,963,089	2,963,089	2,963,089
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	618,006	630,366	642,973	655,833	668,950
School District	(4,684,038)	(4,684,038)	(4,684,038)	(4,684,038)	(4,684,038)
Regional Hospital District	(673,519)	(673,519)	(673,519)	(673,519)	(673,519)
Capital Regional District	(2,963,089)	(2,963,089)	(2,963,089)	(2,963,089)	(2,963,089)
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	(618,006)	(630,366)	(642,973)	(655,833)	(668,950)
	<u>252,500</u>	<u>252,500</u>	<u>252,500</u>	<u>252,500</u>	<u>252,500</u>
Sales and user fees					
Financial and tax info services	14,000	14,000	14,000	14,000	14,000
NSF charges	500	500	500	500	500
Boat Launch Fees	15,000	15,000	15,000	15,000	15,000
Criminal Record Checks	18,000	18,000	18,000	18,000	18,000
Miscellaneous	2,000	2,000	2,000	2,000	2,000
Cost recovery - Administration	1,500	1,500	1,500	1,500	1,500
Cost recovery - Fire	22,000	7,000	7,000	7,000	7,000
Cost recovery - Engineering	1,200	1,200	1,200	1,200	1,200
Cost recovery - Rec & Culture	4,000	4,000	4,000	4,000	4,000
First Nations	13,050	13,050	13,050	13,050	13,050
School Site Acquisition Fees	1,500	1,500	1,500	1,500	1,500
	<u>92,750</u>	<u>77,750</u>	<u>77,750</u>	<u>77,750</u>	<u>77,750</u>

Revenues	2018	2019	2020	2021	2022
Government Transfers and grants - Operating					
Small Community Protection grant	350,000	350,000	350,000	350,000	350,000
Traffic Fine revenue sharing	85,000	85,000	85,000	85,000	85,000
Asset Management Grants (FCM / UBCM)	15,000	15,000	15,000	15,000	15,000
Provincial Climate Action Rebate Incentive	1,800	1,800	1,800	1,800	1,800
Street lighting cost sharing	1,500	1,500	1,500	1,500	1,500
Gas Tax Community Works grant	541,586	568,665	568,665	568,665	568,665
Casino revenue	260,000	260,000	260,000	260,000	260,000
SRCHN / VIHA MOU	30,000	30,000	30,000	30,000	30,000
	1,284,886	1,311,965	1,311,965	1,311,965	1,311,965
Government Transfers and grants - Capital	115,000	-	-	-	-
	115,000	-	-	-	-
Investment income					
Interest	60,000	60,000	60,000	60,000	60,000
	60,000	60,000	60,000	60,000	60,000
Penalties and fines					
Interest	35,000	35,000	35,000	35,000	35,000
Penalties	125,000	125,000	125,000	125,000	125,000
	160,000	160,000	160,000	160,000	160,000
Licenses, permits and other					
Business licenses	65,000	65,000	65,000	65,000	65,000
Subdivision fees	70,000	70,000	70,000	70,000	70,000
Rezoning fees	70,000	70,000	70,000	70,000	70,000
Delivery vehicle licenses	3,107	3,107	3,107	3,107	3,107
Building Permit Fees	400,000	400,000	400,000	400,000	400,000
Title search	1,436	1,436	1,436	1,436	1,436
Miscellaneous	10,500	9,000	9,000	9,000	9,000
Plumbing Permit Fees	30,000	30,000	30,000	30,000	30,000
Development permits	10,000	10,000	10,000	10,000	10,000
Development variance permits	1,000	1,000	1,000	1,000	1,000
	661,043	659,543	659,543	659,543	659,543
Developer Cost Charges					
DCC - Roads	200,000	200,000	200,000	200,000	200,000
	200,000	200,000	200,000	200,000	200,000
Total	2,826,179	2,721,758	2,721,758	2,721,758	2,721,758

District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
General Government Capital

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues					
Transfers from Reserves					
Fire Equipment Reserve	201,200	30,000	-	75,000	-
Casino Reserve Fund	630,732	350,000	252,000	85,000	160,000
SPA Reserve	10,000	10,000	10,000	10,000	10,000
Capital Works Reserve (GST)	44,640	-	60,000	50,000	-
DCC Road Reserve	150,000	800,000	-	-	-
Community Works Reserve (Gas Tax)	585,640	739,000	442,000	700,000	200,000
Parks Reserve	-	-	-	-	-
Revenue Smoothing Reserve	-	-	-	-	-
Capital Asset Replacement Reserve	521,000	165,850	223,000	250,000	-
Capital Improvement Financing Reserve	-	-	-	-	-
	<u>2,143,212</u>	<u>2,094,850</u>	<u>987,000</u>	<u>1,170,000</u>	<u>370,000</u>
Other					
Government Grants	115,000	-	-	-	-
Proceeds from borrowing	460,000	700,000	-	-	-
Transfer from Surplus	200,000	-	-	-	-
Taxation - Transfer from General Operating	264,000	-	242,750	816,650	1,019,650
Total Revenues	<u>3,182,212</u>	<u>2,794,850</u>	<u>1,229,750</u>	<u>1,986,650</u>	<u>1,389,650</u>
Expenditures					
Council (Sooke Program for the Arts)	10,000	10,000	10,000	10,000	10,000
General Government	132,000	34,550	30,550	22,550	35,550
Buildings	405,000	60,000	45,000	45,000	110,000
Fire Department	626,200	806,300	110,200	825,100	50,100
Engineering	1,639,012	1,724,000	874,000	924,000	1,024,000
Community Projects	300,000	100,000	100,000	150,000	100,000
Parks Department Equipment	70,000	60,000	60,000	10,000	60,000
Total Expenditures	<u>3,182,212</u>	<u>2,794,850</u>	<u>1,229,750</u>	<u>1,986,650</u>	<u>1,389,650</u>

District of Sooke
Draft Financial Plan 2018 - 2022
2018 Capital Plan

Department	Project Name	2018	Funding Sources												
			Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Gas Tax	Capital Assd Replacement	SPA Reserve	Borrowing	Revenue Smoothing Reserve	Grants	
Council	Arts Related Projects	10,000	-	-	-	-	-	-	-	-	-	10,000	-	-	-
		10,000	-	-	-	-	-	-	-	-	-	10,000	-	-	-
General Government (Hardware/Software)	Computer Equipment Replacement Plan	41,000	-	-	-	-	-	-	-	-	41,000	-	-	-	-
	Tempest e Modules (carry over)	36,000	-	-	-	-	-	-	-	36,000	-	-	-	-	-
	Operating Software	30,000	-	30,000	-	-	-	-	-	-	-	-	-	-	-
	Phone system	25,000	-	-	-	-	-	-	-	-	25,000	-	-	-	-
		132,000	-	30,000	-	-	-	-	-	36,000	66,000	-	-	-	-
Buildings	HVAC units	40,000	-	-	-	-	-	-	-	-	40,000	-	-	-	-
	Building Condition Assessment	50,000	-	-	-	-	-	-	-	50,000	-	-	-	-	-
	Building Plumbing/Drainage/Sprinklers	200,000	-	-	-	-	-	-	-	50,000	150,000	-	-	-	-
	Office Furniture and Equipment	25,000	-	-	-	-	-	-	-	-	25,000	-	-	-	-
	Accessability Assessment / Lift Modification	50,000	-	-	-	-	-	-	-	-	-	-	-	-	50,000
	Building Repairs/Renovations	40,000	-	-	-	-	-	-	-	-	40,000	-	-	-	-
		405,000	-	-	-	-	-	-	-	100,000	255,000	-	-	-	50,000
Fire Department	Critical Equipment Replacement	56,200	-	-	56,200	-	-	-	-	-	-	-	-	-	-
	SPU Type 2 Trailer	35,000	-	-	35,000	-	-	-	-	-	-	-	-	-	-
	Forestry Suppression Utility	35,000	-	-	35,000	-	-	-	-	-	-	-	-	-	-
	HD Pickup (Replace Squad 1, 208)	75,000	-	-	75,000	-	-	-	-	-	-	-	-	-	-
	Tender Truck (Replace T1, 202)	425,000	-	-	-	-	-	-	-	-	-	425,000	-	-	-
		626,200	-	-	201,200	-	-	-	-	-	-	425,000	-	-	-
Engineering	Carry Overs:														
	Electric Car Charging Stations	80,000	-	-	-	-	-	-	-	40,000	-	-	-	-	40,000
	Demamiel Creek Crossing Study (est \$55K, \$5K "New")	50,000	50,000	-	-	-	-	-	-	-	-	-	-	-	-
	Sooke River Rd Drainage	150,000	150,000	-	-	-	-	-	-	-	-	-	-	-	-
	Public Space Enhancement (whiffin spit upgrades)	10,012	-	-	-	-	5,006	-	-	5,006	-	-	-	-	-
	Public Space Enhancement (broomhill park equip.)	60,000	-	-	-	30,732	14,634	-	-	14,634	-	-	-	-	-
	New:														
	Demamiel Creek Crossing Study (additional)	5,000	-	5,000	-	-	-	-	-	-	-	-	-	-	-
	Murray Rd Staircase	75,000	-	30,000	-	-	-	-	-	45,000	-	-	-	-	-
	Five Year Road Improvement Program	700,000	-	-	300,000	-	-	-	-	250,000	150,000	-	-	-	-
	Beaton Road and Sidewalk Design (RFP)	50,000	-	-	-	-	-	-	50,000	-	-	-	-	-	-
	Otter Pt to Hope Centre Sidewalk Design (RFP)	30,000	-	30,000	-	-	-	-	-	-	-	-	-	-	-
	Charters Road Design (RFP)	100,000	-	-	-	-	-	-	100,000	-	-	-	-	-	-
	Phillips Rd Sightlines (RFP)	25,000	-	25,000	-	-	-	-	-	-	-	-	-	-	-
	Gatewood Rd Design Grant to Eustice	15,000	-	15,000	-	-	-	-	-	-	-	-	-	-	-
	School Traffic Action Plan	4,000	-	4,000	-	-	-	-	-	-	-	-	-	-	-
	Sooke River Rd (Drainage - additional)	100,000	-	50,000	-	-	-	-	-	-	50,000	-	-	-	-
	Kenedy Street South (Drainage)	100,000	-	-	100,000	-	-	-	-	-	-	-	-	-	-
	Development Services Vehicle	35,000	-	-	-	-	-	-	-	-	-	35,000	-	-	-
	Street Light Installation Program	15,000	-	15,000	-	-	-	-	-	-	-	-	-	-	-
	Speed Sign Trailer	15,000	-	15,000	-	-	-	-	-	-	-	-	-	-	-
	Transit Stops enhancements	20,000	-	20,000	-	-	-	-	-	-	-	-	-	-	-
		1,639,012	200,000	209,000	-	430,732	19,640	150,000	354,640	200,000	-	35,000	-	-	40,000
Community Projects	Cains Park Staircase and Trail (Kennedy Street)	30,000	-	-	-	15,000	7,500	-	-	7,500	-	-	-	-	-
	Firwood Park Trail Connection	10,000	-	-	-	5,000	2,500	-	-	2,500	-	-	-	-	-
	Possession Point - Access to Water	15,000	-	-	-	7,500	3,750	-	-	3,750	-	-	-	-	-
	Brooks Park - Pirate Ship Replacement	45,000	-	-	-	22,500	11,250	-	-	11,250	-	-	-	-	-
	Community Washroom	100,000	-	-	-	100,000	-	-	-	-	-	-	-	-	-
	Whiffin Spit Study	50,000	-	25,000	-	-	-	-	-	-	-	-	-	-	25,000
	Seniors/Youth Centre	50,000	-	-	-	50,000	-	-	-	-	-	-	-	-	-
		300,000	-	25,000	-	200,000	25,000	-	-	25,000	-	-	-	-	25,000
Parks Department	Parks Dept. Equipment	70,000	-	-	-	-	-	-	-	70,000	-	-	-	-	-
Total		3,182,212	200,000	264,000	201,200	630,732	44,640	150,000	585,640	521,000	10,000	460,000	-	-	115,000

District of Sooke
Draft Financial Plan 2018 - 2022
2019 Capital Plan

Department	Project Name	2019	Funding Sources								
			Gen Ops Surplus	Taxes	Proceeds from borrowing	FER	Casino	Road DCC	Gas Tax	Capital Asset Replacement	SPA Reserve
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	10,000
		10,000	-	-	-	-	-	-	-	-	10,000
General Government	Computer Equipment Replacement Plan Phone System	26,550	-	-	-	-	-	-	-	26,550	-
		8,000	-	-	-	-	-	-	-	8,000	-
		34,550	-	-	-	-	-	-	-	34,550	-
Buildings	Dist. Parking Lot, Fire Hall 2 drain system Council Chamber upgrades	50,000	-	-	-	-	-	-	50,000	-	-
		10,000	-	-	-	-	-	-	10,000	-	-
		60,000	-	-	-	-	-	-	60,000	-	-
Fire Department	Critical Equipment Replacement Utility 2 Hall (Replace Squad 2, 210) Replacement of Engine 3 (201)	-	-	-	-	-	-	-	-	31,300	-
		31,300	-	-	-	-	-	-	-	-	-
		75,000	-	-	-	30,000	-	-	45,000	-	-
		700,000	-	-	700,000	-	-	-	-	-	-
		806,300	-	-	700,000	30,000	-	-	45,000	31,300	-
Engineering	Charters Road Beaton Road and Sidewalk Five Year Road Program Grant Road Drainage Throup Road Drainage Streetlight Installation Program Transit Stop Enhancements	700,000	-	-	-	-	-	700,000	-	-	-
		100,000	-	-	-	-	100,000	-	-	-	-
		700,000	-	-	-	200,000	-	500,000	-	-	-
		100,000	-	-	-	50,000	-	-	50,000	50,000	-
		100,000	-	-	-	-	-	50,000	-	50,000	-
		12,000	-	-	-	-	-	12,000	-	12,000	-
		12,000	-	-	-	-	-	12,000	-	12,000	-
		1,724,000	-	-	-	-	250,000	800,000	574,000	100,000	-
Community Projects	Ed Macgregor - retaining wall Kaltasin - access to water Memorial Wall - whiffin spit	15,000	-	-	-	-	15,000	-	-	-	-
		35,000	-	-	-	-	35,000	-	-	-	-
		50,000	-	-	-	-	50,000	-	-	-	-
		100,000	-	-	-	-	100,000	-	-	-	-
Parks Department	Parks Dept. Equipment	60,000	-	-	-	-	-	60,000	-	-	
Total		2,794,850	-	-	700,000	30,000	350,000	800,000	739,000	165,850	10,000

**District of Sooke
Draft Financial Plan 2018 - 2022
2020 Capital Plan**

Department	Project Name	2020	Funding Sources							
			Gen Ops Surplus	Taxes	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	SPA Reserve
Council	Arts Advisory Panel	10,000	-	-				-		10,000
		10,000	-	-	-	-	-	-	-	10,000
Finance	Computer Equipment Replacement Plan Phone system	22,550		22,550				-		
		8,000							8,000	
		30,550	-	22,550	-	-	-	-	8,000	-
Buildings	Carpets / Flooring FH 2 Door / Septic Furniture replacement	20,000		20,000						
		10,000		10,000						
		15,000		15,000						
		45,000	-	45,000	-	-	-	-	-	-
Fire Department	Critical Equipment Replacement Replacement of Car 1 (211)	-								
		55,200		55,200						
		55,000							55,000	
		110,200	-	55,200	-	-	-	-	55,000	-
Engineering	Five Year Road Program Rainwater Infrastructure Streetlight Installation Program Transit Stop Enhancements	700,000		120,000	200,000			330,000	50,000	
		150,000		-	-	-		100,000	50,000	
		12,000		-	12,000	-		-		
		12,000		-				12,000		
		874,000	-	120,000	212,000	-	-	442,000	100,000	-
Community Projects	Welcome to Sooke Sign - illumination Whiffin Spit - resurfacing Whiffin Spit - vault toilet replacement Dog Park/Run	8,000			3,200	4,800				
		50,000			20,000	30,000				
		25,000			10,000	15,000				
		17,000			6,800	10,200				
		100,000	-	-	40,000	60,000	-	-	-	-
Parks Department	Paks Dept. Equipment	60,000		-	-	-		60,000		
Total		1,229,750	-	242,750	252,000	60,000	-	442,000	223,000	10,000

District of Sooke
Draft Financial Plan 2018 - 2022
2021 Capital Plan

Department	Project Name	2021	Funding Sources							
			Gen Ops Surplus	Taxes	FER	Casino	GST	Gas Tax	Capital Asses Replacemen	SPA Reserve
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	10,000
		10,000	-	-	-	-	-	-	-	10,000
Finance	Computer Equipment Replacement Plan	22,550	-	22,550	-	-	-	-	-	-
		22,550	-	22,550	-	-	-	-	-	-
Buildings	Carpets / Flooring	20,000	-	20,000	-	-	-	-	-	-
	FH 2 Door / Septic	10,000	-	10,000	-	-	-	-	-	-
	Furniture replacement	15,000	-	15,000	-	-	-	-	-	-
		45,000	-	45,000	-	-	-	-	-	-
Fire Department	Critical Equipment Replacement	-	-	-	-	-	-	-	-	-
	Command Vehicle (Replace BAT1, 209)	50,100	-	50,100	-	-	-	-	-	-
	Rescue Pumper (Current E2 in 2021, 204)	75,000	-	-	75,000	-	-	-	200,000	-
		700,000	-	500,000	-	-	-	-	200,000	-
		825,100	-	550,100	75,000	-	-	-	200,000	-
Engineering	Five Year Road Program	700,000	-	-	-	-	-	700,000	-	-
	Rainwater Infrastructure	200,000	-	100,000	-	50,000	-	-	50,000	-
	Streetlight Installation Program	12,000	-	12,000	-	-	-	-	-	-
	Transit Stop Enhancements	12,000	-	12,000	-	-	-	-	-	-
		924,000	-	124,000	-	-	50,000	700,000	50,000	-
Community Projects	Broomhill Splash Park Replacement	150,000	-	75,000	-	75,000	-	-	-	-
Parks Department	Parks Dept Equipment	10,000	-	-	-	10,000	-	-	-	-
Total		1,986,650	-	816,650	75,000	85,000	50,000	700,000	250,000	10,000

**District of Sooke
Draft Financial Plan 2018 - 2022
2022 Capital Plan**

Department	Project Name	2022	Funding Sources				
			Gen Ops Surplus	Taxes	Casino	Gas Tax	SPA Reserve
Council	Arts Advisory Panel	10,000	-	-	-	-	10,000
		10,000	-	-	-	-	10,000
Finance	Computer Equipment Replacement Plan	35,550	-	35,550	-	-	-
		35,550	-	35,550	-	-	-
Buildings	HVAC	50,000	-	50,000	-	-	-
	FH 2	10,000	-	10,000	-	-	-
	Capital Maintenance Admin and FH 1	50,000	-	50,000	-	-	-
		110,000	-	110,000	-	-	-
Fire Department	Critical Equipment Replacement	-	-	-	-	-	-
		50,100	-	50,100	-	-	-
		50,100	-	50,100	-	-	-
Engineering	Five Year Road Program	700,000	-	500,000	-	200,000	-
	Rainwater Infrastructure	300,000	-	300,000	-	-	-
	Streetlight Installation Program	12,000	-	12,000	-	-	-
	Transit Stop Enhancements	12,000	-	12,000	-	-	-
		1,024,000	-	824,000	-	200,000	-
Community Projects	Parks Trailhead - fountain/toilet/bike racks	100,000	-	100,000	-	-	-
Parks Equipment	Parks Dept. Equipment	60,000	-	60,000	-	-	-
Total		1,389,650	-	1,019,650	160,000	200,000	10,000

District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
Council, CAO, Human Resources, Reception and Building

Council	2018	2019	2020	2021	2022
Salaries	81,300	81,300	81,300	81,300	81,300
Benefits	1,600	1,600	1,600	1,600	1,600
Travel/conferences/education	30,000	30,000	30,000	30,000	30,000
Public and Government relations	6,500	6,500	6,500	6,500	6,500
Primary Health Care Services Working Group	5,000	5,000	5,000	5,000	5,000
Events (Levee, Parade)	10,000	10,000	10,000	10,000	10,000
Sponsorships	2,500	2,500	2,500	2,500	2,500
Communities in Bloom	2,500	-	2,500	-	-
Contingency	97,500	97,500	97,500	97,500	97,500
CRD Arts Development Services (see note #1 below)	-	-	-	-	-
Annual Grants	51,937	50,437	50,437	50,437	50,437
Community Grants	40,000	40,000	40,000	40,000	40,000
Sooke Food Bank	10,000	10,000	10,000	10,000	10,000
Canada Day Fireworks	3,000	3,000	3,000	3,000	3,000
Sooke Fine Arts Society	7,000	7,000	7,000	7,000	7,000
Sooke Christmas Bureau	15,000	15,000	15,000	15,000	15,000
	363,837	359,837	362,337	359,837	359,837
Community Service Agreements:					
Sooke Region Community Health Initiative	22,500	22,950	23,409	23,877	24,355
Sooke Region Community Health Network MOU VIHA	30,000	30,000	30,000	30,000	30,000
Sooke Community Association	28,000	28,560	29,131	29,714	30,308
Sooke Region Tourism Association	23,000	23,460	23,929	24,408	24,896
Visitor Information Centre	23,650	26,123	26,645	27,178	27,722
Total Community Service Agreements	127,150	131,093	133,115	135,177	137,281
Total Council	490,987	490,930	495,452	495,014	497,118
Note 1: The CRD Arts Development Service is included on the CRD Requisition and is not part of Municipal Property Taxes.					
CAO's Office					
Salaries	140,000	140,000	140,000	140,000	140,000
Benefits	24,173	26,370	26,370	25,938	25,938
Travel	3,500	3,500	3,500	3,500	3,500
Memberships	2,000	2,000	2,000	2,000	2,000
Professional Development	10,000	10,000	10,000	10,000	10,000
Legal	125,000	125,000	125,000	125,000	125,000
Strategic Plan	-	15,000	-	-	-
OCP	15,000	-	-	-	-
Long-term Plans and Studies	-	45,000	20,000	20,000	20,000
Operating Contingency	62,500	62,500	62,500	62,500	62,500
Subtotal CAO's Office	382,173	429,370	389,370	388,938	388,938
Less: allocation to Sewer Fund (13%)	(49,682)	(55,818)	(50,618)	(50,562)	(50,562)
Total	332,490	373,552	338,752	338,376	338,376

District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
Council, CAO, Human Resources, Reception and Building

Office Administration (HR, Reception and Property Maintenance)

Salaries	165,886	187,077	187,077	187,077	187,076
Benefits	44,570	48,453	48,453	48,787	48,787
Memberships	750	750	750	750	750
Professional Development	2,500	2,500	2,500	2,500	2,500
Recruitment costs	5,000	5,000	5,000	5,000	5,000
Software	3,900	3,900	3,900	3,900	3,900
Occupational Health and Safety	3,600	3,600	3,600	3,600	3,600
Water	600	600	600	600	600
Electricity	14,000	14,000	14,000	14,000	14,000
Waste removal	1,800	1,800	1,800	1,800	1,800
Snow and Ice Removal	5,000	5,000	5,000	5,000	5,000
Security	550	550	550	550	550
Property maintenance	65,000	55,000	55,000	55,000	55,000
Subtotal Office Administration	313,156	328,230	328,230	328,564	328,563
Less: allocation to Sewer Fund (13%)	(40,710)	(42,670)	(42,670)	(42,713)	(42,713)
Total	272,445	285,560	285,560	285,851	285,850

District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
Corporate Services

Corporate Services	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Salaries	272,313	369,799	369,799	369,799	369,799
Benefits	65,057	85,092	88,834	88,985	88,985
Professional Development	17,500	17,500	17,500	17,500	17,500
Memberships	2,500	2,500	2,500	2,500	2,500
Hospitality and meals	1,700	1,700	1,700	1,700	1,700
Elections	12,500	6,250	6,250	6,250	6,250
Legislative Dues/Subscriptions	1,500	1,500	1,500	1,500	1,500
Advertising/Communications	32,000	32,000	32,000	32,000	32,000
Freight/courier	600	600	600	600	600
Postage	6,000	6,000	6,000	6,000	6,000
Office supplies	20,000	20,000	20,000	20,000	20,000
Subscriptions and Corporate Memberships	9,000	9,000	9,000	9,000	9,000
Records management and offsite storage	10,000	10,000	10,000	10,000	10,000
Operating supplies	5,000	5,000	5,000	5,000	5,000
<i>Subtotal before amortization and allocation</i>	455,670	566,940	570,682	570,834	570,834
<i>Less: allocation to Sewer Fund (13%)</i>	(59,237)	(73,702)	(74,189)	(74,208)	(74,208)
	396,433	493,238	496,494	496,625	496,625
<i>Amortization - General Government</i>	147,449	150,398	151,902	153,000	153,000
<i>Total Corporate Services</i>	543,882	643,636	648,396	649,625	649,625

**District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
Financial Services**

Financial Services	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Financial Administration:					
Salaries	327,383	395,711	389,461	389,961	389,961
Benefits	75,559	92,209	91,411	91,491	91,491
Professional Development	6,000	6,000	6,000	6,000	6,000
Memberships	2,200	2,200	2,200	2,200	2,200
Tax adjustments	1,500	1,500	1,500	1,500	1,500
Banking	9,000	9,000	9,000	9,000	9,000
Property Tax Interest Expense (prepayment)	5,300	5,300	5,300	5,300	5,300
Tax forms and supplies	8,600	8,600	8,600	8,600	8,600
Property Tax Stabilization contingency	12,000	12,000	12,000	12,000	12,000
Interest on Refundable Deposits	5,000	5,000	5,000	5,000	5,000
Audit	40,000	40,000	40,000	40,000	40,000
Less: Allocation to Sewer Fund	0	0	0	0	0
Insurance premiums (property and liability)	125,000	125,000	125,000	125,000	125,000
Less: Allocation to Sewer Fund	0	0	0	0	0
Insurance contingency	10,000	10,000	10,000	10,000	10,000
Insurance claims	12,000	12,000	12,000	12,000	12,000
	639,542	724,520	717,472	718,052	718,052
Geographic Information Services					
Salaries	152,140	152,140	152,140	152,140	152,140
Benefits	35,024	36,223	36,223	36,254	36,254
Specialty Office Supplies	800	800	800	800	800
Professional Development	3,500	2,500	2,500	2,500	2,500
Asset Management Strategy/Plans and Training	25,000	10,000	5,000	5,000	5,000
Data acquisition and consulting	10,000	10,000	10,000	10,000	10,000
	226,464	211,663	206,663	206,694	206,694
Information Technology					
Salaries	152,140	152,140	152,140	152,140	152,140
Benefits	35,024	36,223	36,223	36,254	36,254
Professional Development	8,900	8,900	8,900	8,900	8,900
Telephone	17,000	17,000	17,000	17,000	17,000
Copy/service charges	4,500	4,500	4,500	4,500	4,500
Equipment lease/rental	27,680	30,680	30,680	30,680	30,680
Website maintenance	2,000	2,000	2,000	2,000	2,000
Software Licensing	89,075	85,175	77,800	83,800	77,800
Staff IT Software Training	6,300	6,300	6,300	6,300	6,300
LAN/PC's/Networking/Internet	81,700	80,700	80,700	81,700	80,700
	424,319	423,618	416,243	423,274	416,274
Subtotal	1,290,326	1,359,802	1,340,379	1,348,021	1,341,021
Less: Allocation to Sewer Fund (13%)	(167,742)	(176,774)	(174,249)	(175,243)	(174,333)
Total Financial Services	1,122,583	1,183,028	1,166,130	1,172,778	1,166,688

**District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
Development Services**

Development Services	2018	2019	2020	2021	2022
Engineering Operations					
Salaries	213,965	232,851	232,851	233,351	233,351
Benefits	48,798	57,448	56,200	57,711	57,711
Vehicle Insurance	2,800	2,800	2,800	2,800	2,800
Vehicle Maintenance	1,000	1,000	1,000	1,000	1,000
Fuel	500	500	500	500	500
Specialty office supplies	500	500	500	500	500
Travel	500	500	500	500	500
Professional Development	12,000	12,000	12,000	12,000	12,000
Memberships	1,000	1,000	1,000	1,000	1,000
Consulting	10,000	10,000	10,000	10,000	10,000
	291,063	318,599	317,351	319,362	319,362
Contract Services					
Highway Maintenance Contract	256,166	260,008	263,908	267,867	271,885
Line Painting and Signage	31,000	31,000	31,000	31,000	31,000
Rainwater Infrastructure Maintenance	80,000	100,000	100,000	100,000	100,000
DCC Bylaw Review - Roads	50,000	-	-	-	-
Public Works Yard Maintenance	5,000	5,000	5,000	5,000	5,000
	422,166	396,008	399,908	403,867	407,885
Street lighting and Traffic control					
Street lighting electricity - BC Hydro	89,250	93,713	98,398	103,318	108,484
Street lighting electricity - District	31,500	33,075	34,729	36,465	38,288
Street lighting contracted maintenance - District	8,500	8,500	8,500	8,500	8,500
Traffic lights electricity	3,500	3,500	3,500	3,500	3,500
Crossing guards	14,000	14,000	14,000	14,000	14,000
	146,750	152,788	159,127	165,783	172,772
Planning					
Salaries	270,540	285,760	275,049	275,049	275,049
Benefits	62,313	69,924	68,172	68,439	68,439
Contractor	15,000	-	-	-	-
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
	358,352	366,184	353,722	353,988	353,988

Development Services	2018	2019	2020	2021	2022
Subdivision					
Salaries	188,141	181,141	176,141	176,141	176,141
Benefits	30,323	32,247	32,122	31,985	31,985
Professional Development	2,000	2,000	2,000	2,000	2,000
Memberships	500	500	500	500	500
	220,964	215,888	210,763	210,626	210,626
Community Spaces					
Parks salaries	349,222	368,389	368,389	377,276	377,276
Parks benefits	77,353	85,296	84,049	90,474	90,474
Parks Materials and Supplies	55,000	55,000	55,000	55,000	55,000
Parks Data and Telephone	2,250	2,250	2,250	2,250	2,250
Parks Office Expenses	2,500	2,500	2,500	2,500	2,500
Parks Vehicle Fuel	5,500	5,500	5,500	5,500	5,500
Parks Maintenance	2,500	2,500	2,500	2,500	2,500
Parks Memberships and Dues	750	750	750	750	750
Parks Training	3,000	3,000	3,000	3,000	3,000
Parks PPE and Immunization	5,000	5,000	5,000	5,000	5,000
Works Yard electricity	7,500	7,500	7,500	7,500	7,500
Hazardous vegetation control	25,000	25,000	25,000	25,000	25,000
Community Clean Up Events	5,000	5,000	5,000	5,000	5,000
Banners	8,200	8,200	8,200	8,200	8,200
Seasonal Adornment	30,000	30,000	30,000	30,000	30,000
Boat Launch Parking Lease	18,000	18,000	18,000	18,000	18,000
Boat Launch operating and Maintenance	7,000	5,000	5,000	5,000	5,000
Downtown Parking Lease	24,000	24,000	24,000	24,000	24,000
Harbourway Walkway License	500	500	500	500	500
	628,275	653,385	652,137	667,450	667,450
Subtotal before amortization	2,067,569	2,102,851	2,093,008	2,121,076	2,132,083
Amortization					
Amortization - Recreation and Culture	135,154	137,857	139,235	140,628	142,034
Amortization - Engineering Services	1,467,187	1,496,531	1,511,496	1,526,611	1,541,877
Amortization - Storm Sewer	108,572	110,744	111,851	112,970	114,099
Total Amortization	1,710,913	1,745,131	1,762,583	1,780,208	1,798,010
Total Development Services	3,778,482	3,847,982	3,855,591	3,901,284	3,930,094

**District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
Community Safety**

Community Safety	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Policing					
Contract with RCMP	1,980,073	1,980,073	1,980,073	1,980,073	2,437,661
Police Based Victims Services	8,323	8,323	8,323	8,323	8,323
Integrated and Regional Costs	7,000	7,000	7,000	7,000	7,000
Mobile Youth Services Team	3,500	3,500	3,500	3,500	3,500
Source Information	5,000	5,000	5,000	5,000	5,000
	<u>2,003,896</u>	<u>2,003,896</u>	<u>2,003,896</u>	<u>2,003,896</u>	<u>2,034,304</u>
Emergency Program					
Supplies	8,000	8,000	8,000	8,000	8,000
Office supplies	800	800	800	800	800
EOC radio operations	2,000	2,000	2,000	2,000	2,000
Emergency Program Vehicle Maintenance	1,000	1,000	1,000	1,000	1,000
Communications	1,400	1,400	1,400	1,400	1,400
Professional Development	3,000	3,000	3,000	3,000	3,000
Volunteer Training General	1,600	1,600	1,600	1,600	1,600
Annual Exercise	2,000	2,000	2,000	2,000	2,000
Emergency planning - outside services (ESS Director)	4,200	4,200	4,200	4,200	4,200
	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>
Bylaw					
Salaries	145,959	179,167	179,167	179,167	179,167
Benefits	36,494	45,169	45,169	45,193	45,193
Professional Development	2,000	2,000	2,000	2,000	2,000
Protective Clothing/Gear	2,000	2,000	2,000	2,000	2,000
Supplies	1,000	1,000	1,000	1,000	1,000
Memberships	500	500	500	500	500
Vehicle Insurance	1,100	1,100	1,100	1,100	1,100
Vehicle Fuel	1,500	1,500	1,500	1,500	1,500
Vehicle Maintenance	1,000	1,000	1,000	1,000	1,000
	<u>191,553</u>	<u>233,436</u>	<u>233,436</u>	<u>233,461</u>	<u>233,461</u>
Building Department					
Salaries	299,794	320,044	320,044	320,044	320,044
Benefits	71,463	79,883	79,883	80,017	80,017
Supplies	1,500	1,500	1,500	1,500	1,500
Professional Development	5,000	5,000	2,500	2,500	2,500
Memberships	1,000	1,000	1,000	1,000	1,000
Vehicle maintenance	1,000	1,000	1,000	1,000	1,000
Vehicle Fuel	700	700	700	700	700
Vehicle insurance	900	900	900	900	900
	<u>381,357</u>	<u>410,027</u>	<u>407,527</u>	<u>407,661</u>	<u>397,995</u>

Community Safety

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Fire Department					
Administration					
Salaries	635,420	742,027	763,391	776,544	776,544
Benefits	162,150	198,422	202,485	203,551	203,551
Operating supplies	4,000	4,000	4,000	4,000	4,000
Office supplies	2,000	2,000	2,000	2,000	2,000
Office equipment leases	2,000	2,000	2,000	2,000	2,000
Staff Training	12,000	13,000	13,000	13,000	13,000
OH&S training	1,000	1,000	1,000	1,000	1,000
Memberships	1,500	1,500	1,500	1,500	1,500
Subscriptions	2,100	2,100	2,100	2,100	2,100
Hospitality - operating supplies	4,000	4,000	4,000	4,000	4,000
Appreciation Dinner	13,000	13,000	13,000	13,000	13,000
	<u>839,170</u>	<u>983,049</u>	<u>1,008,476</u>	<u>1,022,695</u>	<u>1,022,695</u>
Volunteer Firefighters					
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	77,773	79,728	81,703	81,703	81,703
Volunteer Performance Incentive	35,000	40,000	45,000	45,000	45,000
Volunteer Association Payment	37,779	37,779	37,779	37,779	37,779
EAP Benefits	1,512	1,512	1,512	1,512	1,512
WCB Benefits	450	450	450	450	450
Medical testing	2,900	2,900	2,900	2,900	2,900
Recruitment	3,000	3,000	3,000	3,000	3,000
	<u>219,503</u>	<u>226,458</u>	<u>233,433</u>	<u>233,433</u>	<u>233,433</u>
Training					
Courses and certifications	34,000	38,000	40,000	40,000	40,000
Travel and expenses	2,000	2,000	2,000	2,000	2,000
Driver certification / air brakes	500	500	500	500	500
Audio visual repair and replacement	500	500	500	500	500
Operating supplies	1,855	1,855	1,855	1,855	1,855
	<u>38,855</u>	<u>42,855</u>	<u>44,855</u>	<u>44,855</u>	<u>44,855</u>
Telecommunications					
CREST	55,000	60,000	65,000	65,000	65,000
Telephone and Data services	5,000	5,000	5,000	5,000	5,000
Radio and pager maintenance	1,000	1,000	1,000	1,000	1,000
Repairs general	2,500	2,500	2,500	2,500	2,500
	<u>63,500</u>	<u>68,500</u>	<u>73,500</u>	<u>73,500</u>	<u>73,500</u>
Inspections and Prevention					
Operating supplies	1,000	1,000	1,000	1,000	1,000
Community Education	2,000	2,000	2,000	2,000	2,000
	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>

Community Safety

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Station Maintenance					
<u>Fire Hall #1</u>					
Security	1,200	1,200	1,200	1,200	1,200
Hydro	14,000	14,000	14,000	14,000	14,000
Gas	5,500	5,500	5,500	5,500	5,500
Water	1,800	1,800	1,800	1,800	1,800
General Maintenance and servicing	6,000	6,000	6,000	6,000	6,000
Garbage and recycle	2,400	2,400	2,400	2,400	2,400
Janitorial	11,000	11,000	11,000	11,000	11,000
	41,900	41,900	41,900	41,900	41,900
<u>Fire Hall #2</u>					
Security	1,200	1,200	1,200	1,200	1,200
Hydro	2,500	2,500	2,500	2,500	2,500
Water	300	300	300	300	300
General Maintenance and servicing	3,000	3,000	3,000	3,000	3,000
Janitorial	2,500	2,500	2,500	2,500	2,500
	9,500	9,500	9,500	9,500	9,500
Vehicle maintenance and operating					
Fuel	15,000	15,000	15,000	15,000	15,000
Vehicle maintenance general	30,000	30,000	30,000	30,000	30,000
Insurance premiums	17,136	17,136	17,136	17,136	17,136
Tire replacement	4,000	4,000	4,000	4,000	4,000
Repairs or fabrication	4,500	4,500	4,500	4,500	4,500
	70,636	70,636	70,636	70,636	70,636
Debt Servicing (see Debt Servicing and Transfers)	97,593	242,600	242,600	242,600	155,845
Equipment maintenance					
Operation and Maintenance	26,000	26,000	26,000	26,000	26,000
SCBA maintenance	10,000	10,000	10,000	10,000	10,000
SCBA Cylinder Replacement Program	10,500	10,500	10,500	10,500	10,500
SCBA Units	50,000	50,000	50,000	50,000	50,000
Small tools and equipment replacement	5,000	5,000	5,000	5,000	5,000
Other outside services	4,000	4,000	4,000	4,000	4,000
	105,500	105,500	105,500	105,500	105,500
Protective Clothing					
Turnout gear replacement	33,000	33,000	33,000	33,000	33,000
Turnout gear repair	5,000	5,000	5,000	5,000	5,000
Turnout gear operating supplies	5,000	5,000	5,000	5,000	5,000
	43,000	43,000	43,000	43,000	43,000
Uniforms					
Dress uniforms and regalia	8,000	8,000	8,000	8,000	8,000

Community Safety	2018	2019	2020	2021	2022
Stationwear and boots	10,000	10,000	10,000	10,000	10,000
Cleaning and repair	2,500	2,500	2,500	2,500	2,500
	20,500	20,500	20,500	20,500	20,500
Other					
Medical supplies	8,000	8,000	8,000	8,000	8,000
Snow and Ice Removal	5,000	5,000	5,000	5,000	5,000
East Sooke Fire Contract	45,000	45,000	45,000	45,000	45,000
	58,000	58,000	58,000	58,000	58,000
Total Fire Department and ESS	1,634,657	1,915,498	1,954,900	1,969,119	1,882,364
Total Community Safety, before amortization	4,211,463	4,586,857	4,623,759	4,638,137	4,572,123
Less Debt Servicing (shown separately)	(97,593)	(242,600)	(242,600)	(242,600)	(155,845)
Subtotal before amortization	4,113,870	4,344,257	4,381,159	4,395,537	4,416,278
Amortization - Community Safety	254,987	260,087	262,687	265,000	265,000
Total Community Safety (less debt)	4,368,857	4,604,344	4,643,846	4,660,537	4,681,278

District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
Sewer Fund

Sewer Fund	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues					
Operating					
Parcel Tax	1,865,486	2,026,134	2,176,954	2,231,378	2,287,162
Sewer Generation Charge	389,181	414,448	436,610	438,793	440,987
DCC - Wastewater	180,000	180,000	180,000	180,000	180,000
Serviceability Fees	15,000	15,000	15,000	15,000	15,000
Proceeds from Borrowing	750,000	1,000,000	700,000	-	-
Transfer from Sewer Reserve	618,934	232,163	-	25,389	-
Transfer from DCC Wastewater Reserve	-	-	-	-	-
	<u>3,818,601</u>	<u>3,867,745</u>	<u>3,508,563</u>	<u>2,890,559</u>	<u>2,923,149</u>
Amortization offset	488,122	497,885	502,864	507,892	512,971
Total Revenues	<u>4,306,723</u>	<u>4,365,630</u>	<u>4,011,427</u>	<u>3,398,452</u>	<u>3,436,120</u>
Expenditures					
Operating					
Salaries	395,938	420,105	420,105	420,105	420,105
Benefits	87,160	98,432	97,185	98,414	98,414
Operator overtime	67,996	67,996	67,996	67,996	67,996
	<u>551,094</u>	<u>586,533</u>	<u>585,286</u>	<u>586,515</u>	<u>586,515</u>
Operating costs:					
Contractors and Consultants	350,000	350,000	350,000	350,000	350,000
Materials and Supplies	49,615	49,615	49,615	49,615	49,615
Serviceability Studies	15,000	15,000	15,000	15,000	15,000
Freight and Courier	2,100	2,100	2,100	2,100	2,100
Chemicals	102,000	102,000	102,000	102,000	102,000
Vehicle Insurance	5,000	5,000	5,000	5,000	5,000
Licenses	1,200	1,200	1,200	1,200	1,200
Hydro Charges	85,285	85,285	85,285	85,285	85,285
Water Charges	3,000	3,000	3,000	3,000	3,000
Telephones and Data lines	18,585	18,585	18,585	18,585	18,585
Stationary, Printing and Office Expenses	2,500	2,500	2,500	2,500	2,500
Office machines and Furniture	2,000	2,000	2,000	2,000	2,000
Software	2,000	2,000	2,000	2,000	2,000
Computer Charges	3,000	3,000	3,000	3,000	3,000
Vehicle Fuel	4,200	4,200	4,200	4,200	4,200
Vehicle Maintenance and Expenses	4,000	4,000	4,000	4,000	4,000
Memberships and Professional Dues	2,000	2,000	2,000	2,000	2,000

Travel	6,500	6,500	6,500	6,500	6,500
Training and Tuition	10,000	10,000	10,000	10,000	10,000
	<u>667,985</u>	<u>667,985</u>	<u>667,985</u>	<u>667,985</u>	<u>667,985</u>
Allocated admin costs:					
- Financial Services	167,742	176,774	174,249	175,243	174,333
- Corporate Services	59,237	73,702	74,189	74,208	74,208
- CAO and HR	90,393	98,488	93,288	93,275	93,275
	<u>317,372</u>	<u>348,965</u>	<u>341,726</u>	<u>342,726</u>	<u>341,816</u>
Other operating costs					
DCC Bylaw - Sanitary	25,000	-	-	-	-
Asset Management and other Long Term Plans	65,000	12,500	12,500	12,500	12,500
Transfer to DCC Wastewater Reserve	180,000	180,000	180,000	180,000	180,000
Transfer to Sewer Reserve	-	-	204,234	-	478,499
Amortization	488,122	497,885	502,864	507,892	512,971
	<u>758,122</u>	<u>690,385</u>	<u>899,598</u>	<u>700,392</u>	<u>1,183,970</u>
Total Operating Expenditures	<u>2,294,573</u>	<u>2,293,867</u>	<u>2,494,594</u>	<u>2,297,619</u>	<u>2,780,286</u>
Sewer Debt					
MFA Long Term debt - principal repayment	295,519	295,519	295,519	295,519	295,519
MFA Long Term debt - interest repayment	154,000	154,000	154,000	154,000	154,000
MFA Long Term Debt Principal and Interest	86,431	152,243	196,314	196,314	196,314
Total Sewer Debt	<u>535,950</u>	<u>601,762</u>	<u>645,833</u>	<u>645,833</u>	<u>645,833</u>
Capital					
Capital Projects	200,000	275,000	-	-	-
Capital Improvements	1,253,000	1,175,000	855,000	420,000	-
Renewal Projects	23,200	20,000	16,000	35,000	10,000
Total Capital expenditures	<u>1,476,200</u>	<u>1,470,000</u>	<u>871,000</u>	<u>455,000</u>	<u>10,000</u>
Total expenditures	<u>4,306,723</u>	<u>4,365,629</u>	<u>4,011,427</u>	<u>3,398,452</u>	<u>3,436,119</u>
Sewer Fund Surplus (deficit)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Reconciliation to Consolidated Summary:					
Total Expenditures, above	4,306,723	4,365,629	4,011,427	3,398,452	3,436,119
Less Debt Servicing, above	(535,950)	(601,762)	(645,833)	(645,833)	(645,833)
Less Transfer to DCC Wastewater Reserve, above	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
Less Transfer to Sewer Reserve Fund, above	0	0	(204,234)	0	(478,499)
Less Capital Projects, above	(1,476,200)	(1,470,000)	(871,000)	(455,000)	(10,000)
Less Amortization, above	(488,122)	(497,885)	(502,864)	(507,892)	(512,971)
Sewer Operations	<u>1,626,451</u>	<u>1,615,983</u>	<u>1,607,497</u>	<u>1,609,726</u>	<u>1,608,816</u>

District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
Sewer Expansion

Sewer Expansion Estimate	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Revenues					
Operating					
Parcel Tax	-	-	497,000	497,000	497,000
Sewer Generation Fees	-	-	87,500	87,500	87,500
Connection Fees					
Proceeds from Borrowing	-	-	4,500,000		
DCC - Wastewater	-	-	-		
	<u>-</u>	<u>-</u>	<u>5,084,500</u>	<u>584,500</u>	<u>584,500</u>
Amortization offset	-	-	150,000	150,000	150,000
Total Revenues	<u>-</u>	<u>-</u>	<u>5,234,500</u>	<u>734,500</u>	<u>734,500</u>
Expenditures					
Operating					
Contractors and Consultants	-	-	257,500	257,500	257,500
Materials and Supplies	-	-	46,720	46,720	46,720
Freight and Courier	-	-	2,000	2,000	2,000
Chemicals	-	-	48,110	48,110	48,110
Licenses	-	-	1,200	1,200	1,200
Hydro Charges	-	-	25,000	25,000	25,000
Water Charges	-	-	6,500	6,500	6,500
Software	-	-	2,000	2,000	2,000
Computer Charges	-	-	3,000	3,000	3,000
	<u>-</u>	<u>-</u>	<u>392,030</u>	<u>392,030</u>	<u>392,030</u>
Amortization	-	-	150,000	150,000	150,000
Total Operating Expenditures	<u>-</u>	<u>-</u>	<u>542,030</u>	<u>542,030</u>	<u>542,030</u>
Sewer Debt					
MFA Long Term debt - principal repayment	-	-	87,170	87,170	87,170
MFA Long Term debt - interest repayment	-	-	105,300	105,300	105,300
Total Sewer Debt	<u>-</u>	<u>-</u>	<u>192,470</u>	<u>192,470</u>	<u>192,470</u>
Capital					
Expansion Project	-	-	4,500,000	-	-
Total Capital expenditures	<u>-</u>	<u>-</u>	<u>4,500,000</u>	<u>-</u>	<u>-</u>
Total expenditures	<u>-</u>	<u>-</u>	<u>5,234,500</u>	<u>734,500</u>	<u>734,500</u>
Sewer Fund Surplus (deficit)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**District of Sooke
Draft 2018 to 2022 Five Year Financial Plan
Reserve Funds**

Description	2018		2019		2020		2021		2022	
Fire Protection Reserve										
Opening Balance	130,448		9,248		9,248		84,248		9,248	
Transfer In	80,000		30,000		75,000		-		-	
Transfer Out	(201,200)		(30,000)		-		(75,000)		-	
Interest	-		-		-		-		-	
Closing Balance	9,248		9,248		84,248		9,248		9,248	
Park Land Reserve										
Opening Balance	206,777		206,777		206,777		206,777		206,777	
Transfer In	-		-		-		-		-	
Transfer Out	-		-		-		-		-	
Interest	-		-		-		-		-	
Closing Balance	206,777		206,777		206,777		206,777		206,777	
Land Sale Reserve										
Opening Balance	72,351		72,351		72,351		72,351		72,351	
Transfer In	-		-		-		-		-	
Transfer Out	-		-		-		-		-	
Interest	-		-		-		-		-	
Closing Balance	72,351		72,351		72,351		72,351		72,351	
Casino Revenue Reserve										
Opening Balance	483,533		112,801		22,801		30,801		205,801	
Transfer In	260,000		260,000		260,000		260,000		260,000	
Transfer Out	(630,732)		(350,000)		(252,000)		(85,000)		(160,000)	
Interest	-		-		-		-		-	
Closing Balance	112,801		22,801		30,801		205,801		305,801	
Sooke Program Arts Reserve										
Opening Balance	60,348		62,348		64,348		66,348		68,348	
Transfer In	12,000		12,000		12,000		12,000		12,000	
Transfer Out	(10,000)		(10,000)		(10,000)		(10,000)		(10,000)	
Interest	-		-		-		-		-	
Closing Balance	62,348		64,348		66,348		68,348		70,348	

Seniors/Youth Facility Reserve							
Opening Balance	200,677	250,677	250,677	250,677	250,677	250,677	250,677
Transfer In (from Casino)	50,000	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Closing Balance	250,677	250,677	250,677	250,677	250,677	250,677	250,677
Capital Works Reserve (GST)							
Opening Balance	55,465	20,825	40,825	30,825	30,825	30,825	30,825
Transfer In	10,000	20,000	50,000	50,000	50,000	150,000	150,000
Transfer Out	(44,640)	-	(60,000)	(50,000)	(50,000)	-	-
Interest	-	-	-	-	-	-	-
Closing Balance	20,825	40,825	30,825	30,825	30,825	180,825	180,825
Emergency Road Repair and Snow Removal							
Opening Balance	177,138	167,138	157,138	147,138	147,138	137,138	137,138
Transfer In	-	-	-	-	-	-	-
Transfer Out	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Interest	-	-	-	-	-	-	-
Closing Balance	167,138	157,138	147,138	137,138	137,138	127,138	127,138
Capital Improvement Financing Reserve							
Opening Balance	75,461	87,461	99,461	111,461	111,461	123,461	123,461
Transfer In	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Transfer Out	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Closing Balance	87,461	99,461	111,461	123,461	123,461	135,461	135,461
Community Amenities Reserve							
Opening Balance	122,720	122,720	122,720	122,720	122,720	122,720	122,720
Transfer In	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Closing Balance	122,720	122,720	122,720	122,720	122,720	122,720	122,720
Playing Field Reserve							
Opening Balance	403,017	403,017	403,017	403,017	403,017	403,017	403,017
Transfer In	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Closing Balance	403,017	403,017	403,017	403,017	403,017	403,017	403,017

Capital Asset Replacement Reserve							
Opening Balance	568,482	271,456	152,977	108,230	16,614		
Transfer In	260,202	143,268	274,150	254,281	314,395		
Transfer Out	(557,228)	(261,747)	(318,897)	(345,897)	(95,897)		
Interest	-	-	-	-	-		
Closing Balance	271,456	152,977	108,230	16,614	235,112		
Road DCC Reserve							
Opening Balance	2,258,793	2,308,793	1,708,793	1,908,793	2,108,793		
Transfer In	200,000	200,000	200,000	200,000	200,000		
Transfer Out	(150,000)	(800,000)	-	-	-		
Interest	-	-	-	-	-		
Closing Balance	2,308,793	1,708,793	1,908,793	2,108,793	2,308,793		
Wastewater DCC Reserve							
Opening Balance	443,219	623,219	803,219	983,219	1,163,219		
Transfer In	180,000	180,000	180,000	180,000	180,000		
Transfer Out	-	-	-	-	-		
Interest	-	-	-	-	-		
Closing Balance	623,219	803,219	983,219	1,163,219	1,343,219		
Community Works Reserve (Gas Tax)							
Opening Balance	396,889	298,335	88,501	180,666	14,831		
Transfer In	541,586	568,665	568,665	568,665	568,665		
Transfer Out	(640,140)	(778,500)	(476,500)	(734,500)	(234,500)		
Interest	-	-	-	-	-		
Closing Balance	298,335	88,501	180,666	14,831	348,997		
Sewer Reserve Fund							
Opening Balance	946,571	327,637	95,474	299,708	274,319		
Transfer In	-	-	204,234	-	478,499		
Transfer Out	(618,934)	(232,163)	-	(25,389)	-		
Interest	-	-	-	-	-		
Closing Balance	327,637	95,474	299,708	274,319	752,818		
Sewer Expansion Reserve Fund							
Opening Balance	25,200	48,465	48,465	48,465	48,465		
Transfer In	23,265						
Transfer Out							
Interest							
Closing Balance	48,465	48,465	48,465	48,465	48,465		
Revenue Smoothing Reserve							
Opening Balance	71,000	71,000	71,000	71,000	71,000		

Transfer In	-	-	-	-	-
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	71,000	71,000	71,000	71,000	71,000
Reserve for Future Policing Costs					
Opening Balance	173,615	258,615	343,615	428,615	513,615
Transfer In	85,000	85,000	85,000	85,000	85,000
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	258,615	343,615	428,615	513,615	598,615
Carbon Tax Rebate Reserve Fund					
Opening Balance	7,077	8,877	10,677	12,477	14,277
Transfer In	1,800	1,800	1,800	1,800	1,800
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	8,877	10,677	12,477	14,277	16,077
Other Reserves (see Financial Statements)					
Opening Balance	320,157	320,157	320,157	320,157	320,157
Transfer In	-	-	-	-	-
Transfer Out (Note 1)	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	320,157	320,157	320,157	320,157	320,157
Opening Balance					
	6,878,780	5,731,760	4,772,083	5,567,535	5,855,495
Transfers to Reserves					
	1,715,853	1,512,733	1,922,849	1,623,746	2,262,359
Transfers from Reserves					
	(2,862,874)	(2,472,410)	(1,127,397)	(1,335,786)	(510,397)
Interest					
	-	-	-	-	-
Closing Balance					
	5,731,760	4,772,083	5,567,535	5,855,495	7,607,457