



2022 – 2026

Five Year Financial Plan

Received at the November 23, 2021, Special Council Meeting

DRAFT 2022 – 2026 Five Year Financial Plan
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**District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Consolidated Summary**

Funding Sources:	2022	2023	2024	2025	2026
<i>% increase in property taxes</i>	6.09%	4.84%	3.89%	4.83%	5.11%
Municipal general property taxes	9,757,291	10,512,875	11,202,020	12,026,184	12,924,207
Non market change	270,000	270,000	270,000	270,000	270,000
Total Municipal Taxes	10,027,291	10,782,875	11,472,020	12,296,184	13,194,207
Sewer Fund Parcel Taxes	2,385,424	2,445,060	2,506,186	2,568,841	2,633,062
Sewer Expansion Parcel Taxes	-	-	500,500	525,525	551,801
Total Parcel Taxes	2,385,424	2,445,060	3,006,686	3,094,366	3,184,863
Net taxes available for municipal purposes	252,500	252,500	252,500	252,500	252,500
Government transfers and grants - Capital	1,015,000	4,485,800	15,792,959	3,900,000	1,911,000
Government transfers and grants - Operating	1,363,379	1,363,379	1,390,898	1,390,898	1,390,898
Government transfers and grants - Sewer Expansion	4,500,000	8,760,000	8,760,000	-	-
Investment income	244,000	200,000	200,000	200,000	200,000
Proceeds from borrowing - Capital	-	900,000	-	-	-
Proceeds from borrowing - Sewer Fund	-	-	-	-	-
Other funding - Sewer Expansion	-	9,990,000	7,990,000	-	-
Offset for amortization	2,977,828	3,003,427	3,179,281	3,205,394	3,231,768
Total Other Sources	10,352,707	28,955,106	37,565,638	8,948,792	6,986,166
Sales and user fees	97,750	97,750	97,750	97,750	97,750
Penalties and fines	160,000	160,000	160,000	160,000	160,000
Developer cost charges (Roads)	500,000	979,000	979,000	979,000	979,000
Licenses and permits	939,543	889,543	939,543	939,543	939,543
Developer cost charges (Sewer)	180,000	631,000	631,000	631,000	631,000
Sewer Fund Serviceability Fees	15,000	15,000	15,000	15,000	15,000
Sewer Fund generation charges	470,916	473,271	475,637	478,015	480,405
Sewer Expansion Other	-	-	91,000	91,000	91,000
Total Fees and Charges	2,363,209	3,245,564	3,390,954	3,391,308	3,393,698
Transfers from Own Funds	6,379,725	5,007,619	2,892,587	1,908,592	2,936,873
Total Funding Sources:	31,508,356	50,436,223	58,327,885	29,639,242	29,695,808

Expenditures:	Funded by Tax					
	2022		2023	2024	2025	2026
Debt Servicing:						
- General Government	-	-	-	-	648,373	648,373
- Fire Department	292,280	55,357	468,357	391,147	317,908	226,519
- Sewer Fund	449,519	-	449,519	449,519	449,519	374,599
- Sewer Expansion	-	-	-	-	-	-
Total Debt Servicing	741,799	55,357	917,876	840,666	1,415,800	1,249,491
Capital Expenditures:						
- General Government	6,912,000	-	9,424,418	17,999,500	5,102,500	5,012,500
- Sewer Fund	325,000	-	325,000	325,000	500,000	500,000
- Sewer Expansion	4,500,000	-	18,750,000	16,750,000	-	-
Total Capital Expenditures	11,737,000	-	28,499,418	35,074,500	5,602,500	5,512,500
Transfers to Reserves	2,099,068	319,289	3,541,290	3,684,875	3,558,293	3,681,328
Other Municipal Purposes:						
Council	574,853	574,853	580,203	586,079	592,073	598,186
CAO's Office	465,064	465,064	492,668	485,819	496,731	508,017
Human Resources / Office Administration	126,805	126,805	177,491	180,106	182,774	185,496
Communications	118,772	118,772	120,503	122,268	124,068	125,904
Legislative Services	793,955	704,348	761,612	773,702	786,033	798,599
Financial Services	1,201,312	515,312	1,210,592	1,224,051	1,237,779	1,251,736
Operations	2,939,619	2,662,117	3,141,042	3,318,606	3,414,502	3,516,684
Planning and Development	1,166,020	293,085	1,288,017	1,378,349	1,402,568	1,413,423
Community Safety	4,665,339	4,192,289	4,782,667	5,015,360	5,113,233	5,353,425
Amortization	2,977,828	-	3,003,427	3,179,281	3,205,394	3,231,768
Sewer Operations	1,900,921	-	1,919,418	2,464,223	2,507,494	2,269,252
Total Other Municipal Purposes:	16,930,489	9,652,645	17,477,639	18,727,844	19,062,649	19,252,489
Total Expenditures:	31,508,356	10,027,291	50,436,223	58,327,885	29,639,242	29,695,808

District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Debt Servicing and Reserve Transfers

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Debt servicing					
MFA lease (Fire - equipment and vehicles) - principal					
MFA lease (Fire - equipment and vehicles) - interest					
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 Equip. Financing (Fire - Engine 204) - principal	-	173,809	173,809	173,809	173,809
MFA Equip. Financing (Fire - Engine 204) - interest	-	4,095	4,095	4,095	4,095
MFA Equip. Financing (Fire - Water Tender) - principal	77,577	76,710	-	-	-
MFA Equip. Financing (Fire - Water Tender) - interest	1,461	501	-	-	-
MFA Equip. Financing (Fire - Engine 1 Spartan) - principal	159,346	161,320	163,311	90,719	-
MFA Equip. Financing (Fire - Engine 1 Spartan) - interest	5,281	3,307	1,317	670	-
Total Fire Department Debt Servicing	292,280	468,357	391,147	317,908	226,519
MFA loan (General - Road Projects) - principal	-	-		407,041	407,041
MFA loan (General - Road Projects) - interest	-	-		241,332	241,332
Total General Government Debt Servicing	-	-	-	648,373	648,373
Fire Department Debt Servicing	292,280	468,357	391,147	317,908	226,519
General Government Debt Servicing	-	-	-	648,373	648,373
Total Debt Servicing	292,280	468,357	391,147	966,281	874,892
Funded by:					
Capital Asset Replacement Reserve	236,923	238,030	163,311	90,719	-
Roads Reserve	-	-	-	241,332	241,332
Roads DCC	-	-	-	407,041	407,041
Property Tax	55,357	230,327	227,836	227,189	226,519
	<u>292,280</u>	<u>468,357</u>	<u>391,147</u>	<u>966,281</u>	<u>874,892</u>
Transfers to reserve funds					
SPA Reserve	12,000	18,000	18,000	19,500	19,500
Capital Works Reserve (GST)	20,000	20,000	20,000	20,000	20,000
Capital Improvement Financing Reserve	12,000	12,000	12,000	12,000	12,000
Sewer Reserve Fund	195,900	239,394	349,581	221,368	344,271
Capital Asset Replacement Reserve (Minimum per Bylaw)	14,889	15,017	15,896	16,027	16,159
Capital Asset Replacement Reserve (Recommended additional)	272,400	302,500	307,500	307,500	307,500
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
Roads Reserve	-	276,000	276,000	276,000	276,000
Road DCCs	500,000	979,000	979,000	979,000	979,000
Wastewater DCCs	180,000	631,000	631,000	631,000	631,000
Parks DCCs	-	149,000	149,000	149,000	149,000
Stormwater DCCs	-	7,500	7,500	7,500	7,500
Community Building Fund Revenues to Reserve	630,079	630,079	657,598	657,598	657,598
Total transfers to reserve funds	2,099,068	3,541,290	3,684,875	3,558,293	3,681,328

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Transfers from own funds					
Transfers from reserves for general capital (capital sheet)	5,571,000	2,913,333	1,859,041	1,135,000	2,254,000
Transfers from reserves for general capital (debt principal)	236,923	238,030	163,311	90,719	-
Transfers from reserves for operating (snow removal)	1,443	-	-	-	-
Transfers from reserves for operating (asset management - Gas Tax)	34,500	34,500	34,500	34,500	34,500
Transfers from reserves for capital (Roads DCC)	-	-	-	407,041	407,041
Transfers from reserves for capital (Roads Reserve)	-	-	-	241,332	241,332
Transfer from reserves for sewer expansion (Sewer DCC)	-	1,464,265	535,735	-	-
Transfers from reserves for operating (Policing)	287,691	229,411	-	-	-
Transfers from reserves for operating (CED, Parks)	198,168	128,080	-	-	-
Total from reserves	<u>6,329,725</u>	<u>5,007,619</u>	<u>2,592,587</u>	<u>1,908,592</u>	<u>2,936,873</u>
Transfers from surplus for general capital	<u>50,000</u>	<u>-</u>	<u>300,000</u>	<u>-</u>	<u>-</u>
Transfers from surplus for operations	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total from surplus	<u>50,000</u>	<u>-</u>	<u>300,000</u>	<u>-</u>	<u>-</u>
Total transfers from own funds	<u>6,379,725</u>	<u>5,007,619</u>	<u>2,892,587</u>	<u>1,908,592</u>	<u>2,936,873</u>

District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Revenues

Revenues	2022	2023	2024	2025	2026
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	4,946,891	4,946,891	4,946,891	4,946,891	4,946,891
Regional Hospital District	701,553	701,553	701,553	701,553	701,553
Capital Regional District	3,167,415	3,167,415	3,167,415	3,167,415	3,167,415
BC Assessment Authority	136,660	136,660	136,660	136,660	136,660
Municipal Finance Authority	667	667	667	667	667
BC Transit	653,511	653,511	653,511	653,511	653,511
Vancouver Island Regional Library	693,332	693,332	693,332	693,332	693,332
School District	(4,946,891)	(4,946,891)	(4,946,891)	(4,946,891)	(4,946,891)
Regional Hospital District	(701,553)	(701,553)	(701,553)	(701,553)	(701,553)
Capital Regional District	(3,167,415)	(3,167,415)	(3,167,415)	(3,167,415)	(3,167,415)
BC Assessment Authority	(136,660)	(136,660)	(136,660)	(136,660)	(136,660)
Municipal Finance Authority	(667)	(667)	(667)	(667)	(667)
BC Transit	(653,511)	(653,511)	(653,511)	(653,511)	(653,511)
Vancouver Island Regional Library	(693,332)	(693,332)	(693,332)	(693,332)	(693,332)
	252,500	252,500	252,500	252,500	252,500
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
Robbins Parking	20,000	20,000	20,000	20,000	20,000
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	7,000	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
	97,750	97,750	97,750	97,750	97,750

Revenues	2022	2023	2024	2025	2026
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
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
Canada Community Building Fund Grant	630,079	630,079	657,598	657,598	657,598
Casino revenue	260,000	260,000	260,000	260,000	260,000
SRCHN / VIHA MOU	20,000	20,000	20,000	20,000	20,000
	1,363,379	1,363,379	1,390,898	1,390,898	1,390,898
Government Transfers and grants - Capital	1,015,000	4,485,800	15,792,959	3,900,000	1,911,000
	1,015,000	4,485,800	15,792,959	3,900,000	1,911,000
Investment income					
Interest	244,000	200,000	200,000	200,000	200,000
	244,000	200,000	200,000	200,000	200,000
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	650,000	600,000	650,000	650,000	650,000
Title search	1,436	1,436	1,436	1,436	1,436
Miscellaneous	9,000	9,000	9,000	9,000	9,000
Plumbing Permit Fees	30,000	30,000	30,000	30,000	30,000
Development permits	40,000	40,000	40,000	40,000	40,000
Development variance permits	1,000	1,000	1,000	1,000	1,000
	939,543	889,543	939,543	939,543	939,543
Developer Cost Charges					
DCC - Parks	-	149,000	149,000	149,000	149,000
DCC - Stormwater	-	7,500	7,500	7,500	7,500
DCC - Roads	500,000	979,000	979,000	979,000	979,000
	500,000	979,000	979,000	979,000	979,000
Total	4,572,172	8,427,972	19,812,650	7,919,691	5,930,691

District of Sooke
Draft 2022 to 2026 Five Year Financial Plan
General Government Capital

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenues					
Transfers from Reserves					
Fire Equipment Reserve	35,500	-	-	-	-
Casino Reserve Fund	225,000	130,000	270,000	220,000	536,000
SPA Reserve	60,000	10,000	10,000	10,000	10,000
DCC Road Reserve	2,112,500	747,500	407,041	-	979,000
Community Building Fund Reserve	2,051,500	411,415	870,000	650,000	649,000
Land Sale Reserve	317,294	-	-	-	-
Capital Asset Replacement Reserve	230,706	94,500	302,000	255,000	80,000
COVID-19 Safe Restart	535,000	1,519,918	-	-	-
Capital Improvement Financing Reserve	3,500	-	-	-	-
	5,571,000	2,913,333	1,859,041	1,135,000	2,254,000
Other					
Government Grants	1,015,000	4,485,800	15,792,959	3,900,000	1,911,000
Proceeds from borrowing	-	900,000	-	-	-
Transfer from Surplus	50,000	-	300,000	-	-
Taxation - Transfer from General Operating	276,000	1,125,285	47,500	67,500	847,500
Total Revenues	6,912,000	9,424,418	17,999,500	5,102,500	5,012,500
Expenditures					
Council (Sooke Program for the Arts)	525,000	10,000	10,000	10,000	10,000
General Government	73,500	27,000	27,000	30,000	30,000
Buildings	515,000	1,539,918	175,000	225,000	225,000
Fire	53,500	947,500	47,500	47,500	47,500
Operations	5,140,000	5,770,000	16,470,000	3,470,000	4,510,000
Community Projects	575,000	1,100,000	1,200,000	1,300,000	170,000
Parks Equipment	30,000	30,000	70,000	20,000	20,000
Total Expenditures	6,912,000	9,424,418	17,999,500	5,102,500	5,012,500

**District of Sooke
DRAFT Financial Plan 2022 - 2026
2022 Capital Plan**

Department	Project Name	2022	Funding Sources											
			Gen Ops	Taxes	FER	Casino	Road DCC	Community Building Fund	Capital Asset Replacement	CARIP Reserve	Playing Field Reserve	SPA Reserve	COVID Safe Restart	Other Grants
Council	Arts Advisory Panel	10,000										10,000		
	Development Approvals Grant	300,000												300,000
	Strengthening Communities Grant	215,000												215,000
		525,000	-	-	-	-	-	-	-	-	-	10,000	-	515,000
Finance	Computer Equipment Replacement Plan	35,000												
	Server upgrade	20,000											15,000	
	Website Refresh	15,000											20,000	
	E-Bike	3,500								3,500				
		73,500	-	-	-	-	-	-	35,000	3,500	-	-	35,000	-
Buildings	Building Repairs	500,000											500,000	
	Furniture Replacement	15,000							15,000					
		515,000	-	-	-	-	-	-	15,000	-	-	-	500,000	-
Fire	Critical Equipment Replacement	53,500			35,500					18,000				
		53,500	-	-	35,500	-	-	-	18,000	-	-	-	-	-
Operations	Five Year Road Program	700,000				100,000		600,000						
	Annual Line Painting	50,000				50,000								
	Annual Patch & Pave	100,000						100,000						
	Material Acquisition	285,000						285,000						
	Church Road Design - Carryover	75,000						75,000						
	Throup Road Design - Carryover	175,000						175,000						
	Phillips Design - Carryover	125,000						125,000						
	Charters Corridor - Carryover	160,000						160,000						
	Charters Intersection - Carryover	75,000						75,000						
	WCR Active Transportation Design	75,000						75,000						
	EV Charger	50,000						50,000						
	Church Road Roundabout	3,250,000		276,000			2,112,500	361,500						500,000
	Streetlight Installation and Transit Stops	20,000						20,000						
			5,140,000	-	276,000	-	150,000	2,112,500	2,051,500	50,000	-	-	-	-
Community Projects	Parks Asset Repairs	100,000				75,000			25,000					
	Memorial Wall	50,000										50,000		
	Whiffin Spit Master Plan	50,000	50,000											
	Sportbox flush toilet	75,000							57,706		17,294			
	Sportbox Carryover	300,000									300,000			
		575,000	50,000	-	-	75,000	-	-	82,706	-	317,294	50,000	-	-
Parks	Parks Dept. Equipment	30,000							30,000					
Total		6,912,000	50,000	276,000	35,500	225,000	2,112,500	2,051,500	230,706	3,500	317,294	60,000	535,000	1,015,000

**District of Sooke
DRAFT Financial Plan 2022 - 2026
2023 Capital Plan**

Funding Sources											
Department	Project Name	2023	Taxes	Casino	Road DCC	Community Building Fund	Capital Asset Replacement	SPA Reserve	Other Grants	COVID Restart	Borrowing
Council	Arts Advisory Panel	10,000						10,000			
		10,000	-	-	-	-	-	10,000	-		-
Finance	Computer Equipment Replacement Plan Website Refresh	25,000					25,000				
		2,000					2,000				
		27,000	-	-	-	-	27,000	-	-		-
Buildings	Building Repairs Furniture Replacement	1,519,918								1,519,918	
		20,000					20,000				
		1,539,918	-	-	-	-	20,000	-	-	1,519,918	-
Fire	Critical Equipment Replacement Engine 204	-									
		47,500					47,500				
		900,000									900,000
		947,500	-	-	-	-	47,500	-	-		900,000
Operations	Annual Paving	700,000	438,585	-		261,415					
	Annual Line Painting	50,000				50,000					
	Annual Patch & Pave	100,000				100,000					
	Charter Corridor North (Phase 1)	1,500,000	250,000		747,500				502,500		
	Charters Throup Stream Culvert	900,000	150,000						750,000		
	West Coast Road Active Transportation	2,500,000							2,500,000		
	Streetlight Installation and Transit Stops	20,000	20,000								
			5,770,000	858,585	-	747,500	411,415	-	-	3,752,500	
Community Projects	Parks Asset Repairs	100,000	-	100,000							
	DeMamiel Bridge Crossing	1,000,000	266,700						733,300		
		1,100,000	266,700	100,000	-	-	-	-	733,300		-
Parks	Parks Dept. Equipment	30,000	-	30,000	-	-		-	-		-
Total		9,424,418	1,125,285	130,000	747,500	411,415	94,500	10,000	4,485,800	1,519,918	900,000

**District of Sooke
DRAFT Financial Plan 2022 - 2026
2024 Capital Plan**

Department	Project Name	2024	Funding Sources							
			Gen Ops Surplus	Taxes	Casino	Road DCC	Community Building Fund	Capital Asset Replacement	SPA Reserve	Other/ Grants
Council	Arts Advisory Panel	10,000	-						10,000	-
		10,000	-	-	-	-	-	-	10,000	-
Finance	Computer Equipment Replacement Plan Website Refresh	25,000						25,000		-
		2,000						2,000		
		27,000	-	-	-	-	-	27,000	-	-
Buildings	Building Maintenance Office Equipment	150,000						150,000		
		25,000						25,000		
		175,000	-	-	-	-	-	175,000	-	-
Fire	Critical Equipment Replacement	47,500		47,500						
		47,500	-	47,500	-	-	-	-	-	-
Operations	Road Maintenance	700,000			100,000		600,000			
	Line Painting	50,000	50,000							
	Patch & Pave	100,000	100,000							
	Charters/Throup Roads	15,600,000				407,041				15,192,959
	Streetlight Installation and Transit Stops	20,000					20,000			
		16,470,000	150,000	-	100,000	407,041	620,000	-	-	15,192,959
Community Projects	Parks Asset Repairs	100,000						100,000		
	Demamiel bridge	1,000,000	150,000				250,000			600,000
	Trailhead Improvements	100,000		100,000						
	1,200,000	150,000	-	100,000	-	250,000	100,000	-	600,000	
Parks	Parks Dept. Equipment	70,000	-	-	70,000	-	-	-	-	
Total		17,999,500	300,000	47,500	270,000	407,041	870,000	302,000	10,000	15,792,959

**District of Sooke
DRAFT Financial Plan 2022 - 2026
2025 Capital Plan**

Department	Project Name	2025	Funding Sources					
			Taxes	Casino	Community Building Fund	Capital Asset Replacement	SPA Reserve	Other Grants
Council	Arts Advisory Panel	10,000					10,000	
		10,000	-	-	-	-	10,000	-
Finance	Computer Equipment Replacement Plan Website Refresh	25,000				25,000		
		5,000				5,000		
		30,000	-	-	-	30,000	-	-
Buildings	Building Maintenance Office Equipment	200,000				200,000		
		25,000				25,000		
		225,000	-	-	-	225,000	-	-
Fire	Critical Equipment Replacement	47,500	47,500					
		47,500	47,500	-	-	-	-	-
Operations	Road Maintenance	700,000		100,000	600,000			
	Annual Line Painting	50,000			50,000			
	Charters Intersection at HWY 14	1,200,000						1,200,000
	Charter Corridor South (Phase 2)	1,500,000						1,500,000
	Streetlight Installation and Transit Stops	20,000		20,000				
		3,470,000	-	120,000	650,000	-	-	2,700,000
Community Projects	Parks Asset Repairs Town Centre Plaza	100,000		100,000				
		1,200,000						1,200,000
		1,300,000	-	100,000	-	-	-	1,200,000
Parks	Parks Dept. Equipment	20,000	20,000	-	-	-	-	
Total		5,102,500	67,500	220,000	650,000	255,000	10,000	3,900,000

**District of Sooke
DRAFT Financial Plan 2022 - 2026
2026 Capital Plan**

		Funding Sources							
Department	Project Name	2026	Taxes	Casino	Road DCC	Community Building Fund	Capital Asset Replacement	SPA Reserve	Other Grants
Council	Arts Advisory Panel	10,000						10,000	
		10,000	-	-	-	-	-	10,000	-
Finance	Computer Equipment Replacement Plan Website Refresh	25,000					25,000		
		5,000					5,000		
		30,000	-	-	-	-	30,000	-	-
Buildings	Building Maintenance Office Equipment	200,000		200,000			-		
		25,000	25,000						
		225,000	25,000	200,000	-	-	-	-	-
Fire	Critical Equipment Replacement	47,500	47,500						
		47,500	47,500	-	-	-	-	-	-
Operations	Road Maintenance	700,000	25,000	75,000		600,000			
	Annual Line Painting	50,000		1,000		49,000			
	Annual Patch & Pave	100,000		100,000					
	Complete Streets Pedestrian Buildout	3,640,000	750,000		979,000				1,911,000
	Streetlight Installation and Transit Stops	20,000		20,000					
		4,510,000	775,000	196,000	979,000	649,000	-	-	1,911,000
Community Projects	Trailhead Improvements Parks Asset Repairs	140,000		140,000					
		30,000					30,000		
		170,000	-	140,000	-	-	30,000	-	-
Parks	Parks Dept. Equipment	20,000	-	-			20,000	-	-
Total		5,012,500	847,500	536,000	979,000	649,000	80,000	10,000	1,911,000

District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Council, CAO, Office Administration

Council	2022	2023	2024	2025	2026
Salaries	126,000	128,520	131,090	133,712	136,386
Benefits	1,600	1,600	1,600	1,600	1,600
Travel/conferences/education	15,000	25,000	25,000	25,000	25,000
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	2,500	2,500	2,500
Contingency	60,000	60,000	60,000	60,000	60,000
Community Grants	65,000	65,000	65,000	65,000	65,000
Canada Day Fireworks	3,000	3,000	3,000	3,000	3,000
Healthy Schools SD 62	5,000	-	-	-	-
Sooke Philharmonic Society	7,000	7,000	7,000	7,000	7,000
Sooke Community Arts Council	7,000	7,000	7,000	7,000	7,000
Wild Wise Sooke	7,000	7,000	7,000	7,000	7,000
EMCS Student Art Bus Shelter	1,600	1,600	1,600	1,600	1,600
VI Film Commission	2,000	2,000	2,000	2,000	2,000
Need2 Suicide Line	3,500	3,500	3,500	3,500	3,500
IACDI	200	200	200	200	200
Sooke Canada Day	20,000	20,000	20,000	20,000	20,000
Sooke Fine Arts Society	7,000	7,000	7,000	7,000	7,000
	<u>357,400</u>	<u>364,920</u>	<u>367,490</u>	<u>370,112</u>	<u>372,786</u>
<i>Community Service Agreements:</i>					
Sooke Foodbank	25,500	26,010	26,530	27,061	27,602
Sooke Region Community Health Initiative	24,355	24,842	25,339	25,845	26,362
Sooke Region Community Health Network MOU VIHA	20,000	20,000	20,000	20,000	20,000
Sooke Community Association	30,308	30,914	31,533	32,163	32,806
Sooke Region Tourism Association	24,896	25,394	25,902	26,420	26,948
Sooke Region Chamber of Commerce	28,713	29,287	29,873	30,470	31,080
Sooke Family Resource Society	30,000	30,000	30,000	30,000	30,000
Visitor Information Centre	33,681	28,836	29,412	30,001	30,601
<i>Total Community Service Agreements</i>	<u>217,453</u>	<u>215,283</u>	<u>218,589</u>	<u>221,960</u>	<u>225,400</u>
<i>Total Council</i>	<u>574,853</u>	<u>580,203</u>	<u>586,079</u>	<u>592,073</u>	<u>598,186</u>

District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Council, CAO, Office Administration

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
CAO's Office					
Salaries	172,158	175,601	179,113	182,695	186,349
Benefits	31,398	31,835	32,280	32,734	33,197
Travel	3,500	3,500	3,500	3,500	3,500
Memberships	18,500	18,500	18,500	18,500	18,500
Professional Development	10,000	10,000	10,000	10,000	10,000
Contractor	15,000	15,000	15,000	15,000	15,000
Climate Action Initiatives	109,000	114,450	120,173	126,181	132,490
Legal	120,000	122,400	124,848	127,345	129,892
Strategic Plan	5,000	25,000	5,000	5,000	5,000
Operating Contingency	50,000	50,000	50,000	50,000	50,000
Subtotal CAO's Office	534,556	566,285	558,413	570,955	583,928
Less: Allocation to Sewer Fund (13%)	(69,492)	(73,617)	(72,594)	(74,224)	(75,911)
Total CAO's Office	465,064	492,668	485,819	496,731	508,017
Office Administration (HR)					
Salaries	81,787	133,423	136,091	138,813	141,590
Benefits	19,866	26,489	26,827	27,172	27,524
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 Safety and Wellness	15,000	15,000	15,000	15,000	15,000
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
Security	550	550	550	550	550
Subtotal Office Administration	145,753	204,012	207,019	210,086	213,214
Less: Allocation to Sewer Fund (13%)	(18,948)	(26,522)	(26,912)	(27,311)	(27,718)
Total Office Administration	126,805	177,491	180,106	182,774	185,496
	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Communication					
Salaries	88,255	90,020	91,821	93,657	95,530
Benefits	20,765	20,989	21,217	21,450	21,687
Advertising	25,000	25,000	25,000	25,000	25,000
Professional Development	2,500	2,500	2,500	2,500	2,500
Subtotal Communication	136,520	138,509	140,537	142,607	144,717
Less: Allocation to Sewer Fund (13%)	(17,748)	(18,006)	(18,270)	(18,539)	(18,813)
Total Communication	118,772	120,503	122,268	124,068	125,904

District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Legislative Services

Corporate Services	2022	2023	2024	2025	2026
Salaries	345,664	352,577	359,628	366,821	374,157
Benefits	85,839	86,772	87,723	88,694	89,684
Professional Development	20,000	20,000	20,000	20,000	20,000
Memberships	12,000	3,000	3,000	3,000	3,000
Hospitality and meals	1,700	1,700	1,700	1,700	1,700
Elections	39,000	500	500	500	500
Legislative Dues/Subscriptions	2,500	1,500	1,500	1,500	1,500
Advertising/Communications	21,000	21,000	21,000	21,000	21,000
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
Subtotal before allocation	578,302	537,649	545,652	553,815	562,142
Less: Allocation to Sewer Fund (13%)	(75,179)	(69,894)	(70,935)	(71,996)	(73,078)
Total Corporate Services	503,123	467,754	474,717	481,819	489,063
 Bylaw					
Salaries	220,987	225,407	229,915	234,514	239,204
Benefits	51,645	52,251	52,869	53,500	54,132
Professional Development	6,000	4,000	4,000	4,000	4,000
Protective Clothing/Gear	4,000	4,000	4,000	4,000	4,000
Supplies	1,500	1,500	1,500	1,500	1,500
Memberships	500	500	500	500	500
Vehicle Insurance	2,200	2,200	2,200	2,200	2,200
Vehicle Fuel	3,000	3,000	3,000	3,000	3,000
Vehicle Maintenance	1,000	1,000	1,000	1,000	1,000
Total Bylaw	290,832	293,858	298,984	304,213	309,535
 Subtotal before amortization	793,955	761,612	773,702	786,033	798,599
Amortization - General Government	153,000	153,000	153,000	153,000	153,000
Total Legislative Services	946,955	914,612	926,702	939,033	951,599

District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Financial Services

Financial Services	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Financial Administration					
Salaries	425,629	434,142	442,825	451,681	460,715
Benefits	104,420	105,734	107,074	108,441	109,782
Professional Development	10,000	10,000	10,000	10,000	10,000
Memberships	2,700	2,700	2,700	2,700	2,700
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
Insurance premiums (property and liability)	190,000	190,000	190,000	190,000	190,000
Insurance contingency	10,000	10,000	10,000	10,000	10,000
Insurance claims	12,000	12,000	12,000	12,000	12,000
	836,150	845,976	855,999	866,222	876,597
Information Technology					
Salaries	236,030	240,751	245,566	250,477	255,487
Benefits	53,626	54,245	54,877	55,522	56,180
Professional Development	8,750	8,750	8,750	8,750	8,750
Telephone	5,000	5,000	5,000	5,000	5,000
Copy/service charges	9,000	4,500	4,500	4,500	4,500
Equipment lease/rental	38,243	38,243	38,243	38,243	38,243
Website maintenance	2,000	2,000	2,000	2,000	2,000
Software Licensing	140,000	140,000	140,000	140,000	140,000
Staff IT Software Training	6,300	6,300	6,300	6,300	6,300
LAN/PC's/Networking/Internet	45,720	45,720	45,720	45,720	45,720
	544,669	545,509	550,956	556,512	562,179
Subtotal	1,380,819	1,391,485	1,406,955	1,422,735	1,438,777
Less: Allocation to Sewer Fund (13%)	(179,506)	(180,893)	(182,904)	(184,956)	(187,041)
Total Financial Services	1,201,312	1,210,592	1,224,051	1,237,779	1,251,736

District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Planning and Development

Planning and Development	2022	2023	2024	2025	2026
Planning					
Salaries	373,903	471,381	540,808	551,624	562,657
Benefits	88,458	110,435	119,567	120,963	122,386
Contractor	-	10,000	10,000	10,000	10,000
Specialty office supplies	1,400	1,400	1,400	1,400	1,400
Travel	500	500	500	500	500
OCP	26,000	7,500	7,500	7,500	7,500
Professional Development	15,000	15,000	15,000	15,000	15,000
Memberships	5,500	5,500	5,500	5,500	5,500
	510,760	621,715	700,276	712,487	724,943
Building Safety					
Salaries	355,971	363,090	370,352	377,759	385,314
Benefits	85,627	86,675	87,744	88,834	89,897
Supplies	1,500	1,500	1,500	1,500	1,500
Professional Development	8,000	7,500	7,500	7,500	7,500
Memberships	1,000	1,000	1,000	1,000	1,000
Vehicle maintenance	2,500	2,500	2,500	2,500	2,500
Vehicle fuel	2,000	2,000	2,000	2,000	2,000
Vehicle insurance	2,200	2,200	2,200	2,200	2,200
	458,797	466,465	474,796	483,293	491,911
Economic Development					
Salaries	149,716	152,710	155,764	158,879	162,057
Benefits	31,747	32,127	32,514	32,909	33,311
Economic Development Strategies	15,000	15,000	15,000	15,000	1,200
	196,463	199,837	203,278	206,788	196,568
Total Planning and Development	1,166,020	1,288,017	1,378,349	1,402,568	1,413,423

District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Operations

Operations	2022	2023	2024	2025	2026
Engineering					
Salaries	435,414	444,123	513,005	523,265	533,730
Benefits	103,180	105,584	114,668	116,019	117,360
Vehicle Insurance	1,650	1,650	1,650	1,650	1,650
Vehicle Maintenance	1,000	1,000	1,000	1,000	1,000
Fuel	500	500	500	500	500
Specialty office supplies	1,000	500	500	500	500
Travel	500	500	500	500	500
Professional Development	12,000	12,000	12,000	12,000	12,000
Memberships	2,000	1,000	1,000	1,000	1,000
Consulting	45,000	10,000	10,000	10,000	10,000
	602,244	576,856	654,823	666,434	678,241
Contract Services					
Highway Maintenance Contract	400,000	460,000	529,000	581,900	640,090
Line Painting and Signage	50,000	50,000	50,000	50,000	50,000
Rainwater Infrastructure Maintenance	100,000	250,000	250,000	250,000	250,000
	550,000	760,000	829,000	881,900	940,090
Street lighting and Traffic control					
Street lighting electricity - BC Hydro	98,398	103,318	108,484	113,908	119,604
Street lighting electricity - District	34,729	36,465	38,288	40,203	42,213
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	23,000	23,000	23,000	23,000	23,000
	168,127	174,783	181,772	189,111	196,817

Operations	2022	2023	2024	2025	2026
Geographic Information Services					
Salaries	193,918	197,796	201,752	205,787	209,903
Benefits	45,415	45,927	46,451	46,984	47,528
Memberships	3,000	3,000	3,000	3,000	3,000
Specialty Office Supplies	1,300	1,300	1,300	1,300	1,300
Professional Development	5,000	5,000	5,000	5,000	5,000
Asset Management Strategy/Plans and Training	20,000	5,000	5,000	5,000	5,000
Data acquisition and consulting	10,000	10,000	10,000	10,000	10,000
	278,632	268,023	272,503	277,071	281,731
<i>Less: Allocation to Sewer Fund (13%)</i>	<i>(36,222)</i>	<i>(34,843)</i>	<i>(35,425)</i>	<i>(36,019)</i>	<i>(36,625)</i>
	242,410	233,180	237,077	241,052	245,106

Operations	2022	2023	2024	2025	2026
Subdivision					
Salaries	218,816	223,192	227,656	232,209	236,854
Benefits	48,807	49,362	49,928	50,505	51,093
Professional Development	2,205	2,315	2,431	2,553	2,680
Memberships	1,200	1,200	1,200	1,200	1,200
	271,029	276,070	281,215	286,467	291,827
Parks and Environment					
Salaries	620,644	633,057	645,718	658,632	671,805
Benefits	152,820	154,751	156,655	158,560	160,454
Materials and Supplies	85,000	85,000	85,000	85,000	85,000
Data and Telephone	2,295	2,295	2,295	2,295	2,295
Office Expenses	2,550	2,550	2,550	2,550	2,550
Vehicle Fuel	7,500	7,500	7,500	7,500	7,500
Vehicle Maintenance	12,500	12,500	12,500	12,500	12,500
Vehicle Insurance	6,750	6,750	6,750	6,750	6,750
Memberships and Dues	1,000	1,000	1,000	1,000	1,000
Training	15,000	15,000	15,000	15,000	15,000
Travel	2,000	2,000	2,000	2,000	2,000
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	30,000	30,000	30,000	30,000	30,000
Community Clean Up Events	6,000	6,000	6,000	6,000	6,000
Snow and Ice Removal	5,000	5,000	5,000	5,000	5,000
Seasonal Adornment	30,000	30,000	30,000	30,000	30,000
Boat Launch operating and Maintenance	5,000	5,000	5,000	5,000	5,000
Building Maintenance	108,750	108,750	108,750	108,750	108,750
Harbourway Walkway License	500	500	500	500	500
	1,105,809	1,120,152	1,134,718	1,149,537	1,164,603
Subtotal before amortization	2,939,619	3,141,042	3,318,606	3,414,502	3,516,684
Amortization					
Amortization - Recreation and Culture	142,034	143,454	144,889	146,338	147,801
Amortization - Engineering Services	1,790,724	1,808,631	1,826,718	1,844,985	1,863,435
Amortization - Storm Sewer	114,099	115,240	116,393	117,557	118,732
Total Amortization	2,046,857	2,067,326	2,087,999	2,108,879	2,129,968
Total Operations	4,986,476	5,208,368	5,406,605	5,523,381	5,646,652

**District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Community Safety**

Community Safety	2022	2023	2024	2025	2026
Policing					
Contract with RCMP	2,408,764	2,483,032	2,685,108	2,752,236	2,961,042
Police Based Victims Services	29,843	30,440	31,048	31,669	32,303
Source Information	5,000	5,000	5,000	5,000	5,000
	2,443,607	2,518,472	2,721,157	2,788,905	2,998,344
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 Generator Maintenance	1,000	1,000	1,000	1,000	1,000
Communications	4,000	4,000	4,000	4,000	4,000
Professional Development	4,000	4,000	4,000	4,000	4,000
Volunteer Training General	2,000	2,000	2,000	2,000	2,000
Annual Exercise	2,000	2,000	2,000	2,000	2,000
Volunteer Retention	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
	30,000	30,000	30,000	30,000	30,000

Community Safety	2022	2023	2024	2025	2026
Fire Department					
Administration					
Salaries	989,890	1,010,187	1,030,891	1,052,009	1,073,549
Benefits	270,139	273,869	277,674	281,556	285,515
Overtime	25,000	25,000	25,000	25,000	25,000
Stand-by Duty officer remuneration	40,033	37,240	37,240	37,240	37,240
Stand-by duty crew remuneration	57,922	53,881	53,881	53,881	53,881
Relief worker wages/remuneration	45,000	45,000	45,000	45,000	45,000
EAP Benefits	6,512	1,512	1,512	1,512	1,512
WCB Benefits	450	450	450	450	450
Medical testing	3,100	3,100	3,100	3,100	3,100
Behavioural Health and Wellness Program	7,500	7,500	7,500	7,500	7,500
Operating supplies	4,000	4,000	4,000	4,000	4,000
Office supplies	1,500	1,500	1,500	1,500	1,500
Office equipment leases	2,000	2,000	2,000	2,000	2,000
Staff Training	18,000	18,000	18,000	18,000	18,000
OH&S training	1,800	1,800	1,800	1,800	1,800
Professional Memberships	1,500	1,500	1,500	1,500	1,500
Software Applications & Subscriptions	9,855	8,000	8,000	8,000	8,000
Hospitality - operating supplies	5,000	5,000	5,000	5,000	5,000
Health Screening	7,000	7,000	7,000	7,000	7,000
EP & FD Annual Recognition Event	13,000	13,000	13,000	13,000	13,000
	1,509,200	1,519,540	1,544,049	1,569,048	1,594,547
Paid on Call Firefighters					
Paid on Call Compensation Program	171,132	200,000	205,000	210,125	215,378
Paid on Call Retention Program	30,000	30,000	30,000	30,000	30,000
Recruitment	3,000	3,000	3,000	3,000	3,000
	204,132	233,000	238,000	243,125	248,378

Community Safety	2022	2023	2024	2025	2026
Training					
Courses and certifications	36,000	41,000	41,000	41,000	41,000
Travel and expenses	3,000	3,000	3,000	3,000	3,000
Driver certification / air brakes	2,800	2,800	2,800	2,800	2,800
Audio visual repair and replacement	500	500	500	500	500
Operating supplies	4,200	1,855	1,855	1,855	1,855
	46,500	49,155	49,155	49,155	49,155
Telecommunications					
CREST	81,000	81,000	81,000	81,000	81,000
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
	89,500	89,500	89,500	89,500	89,500
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
	3,000	3,000	3,000	3,000	3,000
Station Maintenance					
Fire Hall #1					
Security	1,800	1,800	1,800	1,800	1,800
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	14,000	11,000	11,000	11,000	11,000
	45,500	42,500	42,500	42,500	42,500
Fire Hall #2					
Security	1,200	1,200	1,200	1,200	1,200
Hydro	2,500	2,500	2,500	2,500	2,500
Water	300	300	300	300	300
General Maintenance and servicing	2,000	3,000	3,000	3,000	3,000
Janitorial	2,500	2,500	2,500	2,500	2,500
	8,500	9,500	9,500	9,500	9,500
Vehicle maintenance and operating					
Volunteer Mechanic Outside Service - (EVT)	8,400	12,000	12,000	12,000	12,000
Fuel	20,000	20,000	20,000	20,000	20,000
Vehicle maintenance general	45,000	45,000	45,000	45,000	45,000
Insurance premiums	14,500	14,500	15,000	15,000	15,000
Tire replacement	6,500	6,500	6,500	6,500	6,500
Repairs or fabrication	2,000	2,000	2,000	2,000	2,000
	96,400	100,000	100,500	100,500	100,500
Debt Servicing (see Debt Servicing and Transfers)	292,280	468,357	391,147	317,908	226,519

Community Safety	2022	2023	2024	2025	2026
Equipment maintenance					
Operation and Maintenance	25,000	30,000	30,000	30,000	30,000
SCBA maintenance	7,000	6,500	6,500	6,500	6,500
SCBA Cylinder Replacement Program	-	2,500	2,500	2,500	2,500
SCBA Units	-	10,000	10,000	10,000	10,000
Small tools and equipment replacement	7,500	7,500	7,500	7,500	7,500
Other outside services	10,000	10,000	10,000	10,000	10,000
	49,500	66,500	66,500	66,500	66,500
Protective Clothing					
Turnout gear replacement	30,000	30,000	30,000	30,000	30,000
Turnout gear testing & repair	4,000	4,000	4,000	4,000	4,000
Turnout gear operating supplies	8,000	8,000	8,000	8,000	8,000
	42,000	42,000	42,000	42,000	42,000
Uniforms					
Dress uniforms and regalia	6,000	8,000	8,000	8,000	8,000
Stationwear and boots	14,500	14,500	14,500	14,500	14,500
Cleaning and repair	3,500	3,500	3,500	3,500	3,500
	24,000	26,000	26,000	26,000	26,000
Other					
Master Plan	20,000				
Medical supplies	8,500	8,500	8,500	8,500	8,500
East Sooke Fire Contract	45,000	45,000	45,000	45,000	45,000
	73,500	53,500	53,500	53,500	53,500
Total Fire Department and ESS	2,514,012	2,732,552	2,685,351	2,642,236	2,581,599
Total Community Safety, before amortization	4,957,619	5,251,024	5,406,507	5,431,141	5,579,944
Less Debt Servicing (shown separately)	(292,280)	(468,357)	(391,147)	(317,908)	(226,519)
Subtotal before amortization	4,665,339	4,782,667	5,015,360	5,113,233	5,353,425
Amortization - Community Safety	265,000	265,000	265,000	265,000	265,000
Total Community Safety (less debt)	4,930,339	5,047,667	5,280,360	5,378,233	5,618,425

District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Sewer Operations

Sewer Operations	2022	2023	2024	2025	2026
Revenues					
Operating					
Parcel Tax	2,385,424	2,445,060	2,506,186	2,568,841	2,633,062
Sewer Generation Charge	470,916	473,271	475,637	478,015	480,405
DCC - Wastewater	180,000	631,000	631,000	631,000	631,000
Serviceability Fees	15,000	15,000	15,000	15,000	15,000
	3,051,340	3,564,330	3,627,823	3,692,856	3,759,467
Amortization offset	512,971	518,101	523,282	528,515	533,800
Total Revenues	3,564,311	4,082,431	4,151,105	4,221,371	4,293,267
Expenditures					
Operating					
Salaries	520,441	530,850	541,467	552,296	563,342
Benefits	124,569	125,977	127,400	128,813	130,253
Operator overtime	67,996	67,996	67,996	67,996	67,996
	713,005	724,822	736,863	749,104	761,591
Operating costs:					
Contractors and Consultants	450,000	450,000	350,000	350,000	350,000
Materials and Supplies	60,000	60,000	75,000	75,000	75,000
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	125,000	125,000	125,000
Vehicle Insurance	3,150	3,150	3,150	3,150	3,150
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	6,000	6,000	6,000	6,000	6,000
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
	778,320	778,320	716,320	716,320	716,320

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Allocated admin costs:					
- Financial Services	179,506	180,893	182,904	184,956	187,041
- Legislative Services	75,179	69,894	70,935	71,996	73,078
- Geographic Information Services	36,222	34,843	35,425	36,019	36,625
- CAO, HR and Communication	106,188	118,145	117,776	120,074	122,442
	<u>397,096</u>	<u>403,775</u>	<u>407,040</u>	<u>413,045</u>	<u>419,186</u>
Other operating costs					
Asset Management and other Long Term Plans	12,500	12,500	12,500	12,500	12,500
Transfer to DCC Wastewater Reserve	180,000	631,000	631,000	631,000	631,000
Transfer to Sewer Reserve	195,900	239,394	349,581	221,368	344,271
Amortization	512,971	518,101	523,282	528,515	533,800
	<u>901,371</u>	<u>1,400,995</u>	<u>1,516,363</u>	<u>1,393,383</u>	<u>1,521,571</u>
Total Operating Expenditures	<u>2,789,792</u>	<u>3,307,912</u>	<u>3,376,586</u>	<u>3,271,852</u>	<u>3,418,668</u>
Sewer Debt					
MFA Long Term debt - principal repayment	295,519	295,519	295,519	295,519	246,266
MFA Long Term debt - interest repayment	154,000	154,000	154,000	154,000	128,333
Total Sewer Debt	<u>449,519</u>	<u>449,519</u>	<u>449,519</u>	<u>449,519</u>	<u>374,599</u>
Capital					
Capital Improvements	325,000	325,000	325,000	500,000	500,000
Total Capital expenditures	<u>325,000</u>	<u>325,000</u>	<u>325,000</u>	<u>500,000</u>	<u>500,000</u>
Total Expenditures	<u>3,564,311</u>	<u>4,082,431</u>	<u>4,151,105</u>	<u>4,221,371</u>	<u>4,293,267</u>
Sewer Operations Surplus (Deficit)	<u>0</u>	<u>- 0</u>	<u>0</u>	<u>- 0</u>	<u>- 0</u>

**District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Sewer Expansion**

Sewer Expansion	2022	2023	2024	2025	2026
Revenues					
Operating					
Parcel Tax	-	-	500,500	525,525	551,801
Sewer Generation Fees	-	-	91,000	91,000	91,000
Proceeds from Grants	4,500,000	8,760,000	8,760,000	-	-
Other	-	9,990,000	7,990,000	-	-
	4,500,000	18,750,000	17,341,500	616,525	642,801
Amortization offset	-	-	150,000	150,000	150,000
Total Revenues	4,500,000	18,750,000	17,491,500	766,525	792,801
Expenditures					
Operating					
Contractors and Consultants	-	-	425,000	430,000	445,000
Materials and Supplies	-	-	78,690	98,715	109,991
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
	-	-	591,500	616,525	642,801
Amortization	-	-	150,000	150,000	150,000
Total Operating Expenditures	-	-	741,500	766,525	792,801
Capital					
Expansion Project	4,500,000	18,750,000	16,750,000	-	-
Total Capital Expenditures	4,500,000	18,750,000	16,750,000	-	-
Total Expenditures	4,500,000	18,750,000	17,491,500	766,525	792,801
Sewer Fund Surplus (Deficit)	-	-	-	-	-

District of Sooke
DRAFT 2022 to 2026 Five Year Financial Plan
Reserve Funds

Description	2022	2023	2024	2025	2026
Fire Protection Reserve					
Opening Balance	37,635	2,135	2,135	2,135	2,135
Transfer In	-	-	-	-	-
Transfer Out	(35,500)	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	2,135	2,135	2,135	2,135	2,135
Park Land Reserve					
Opening Balance	296,689	296,689	296,689	296,689	296,689
Transfer In	-	-	-	-	-
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	296,689	296,689	296,689	296,689	296,689
Land Sale Reserve					
Opening Balance	97,246	97,246	97,246	97,246	97,246
Transfer In	-	-	-	-	-
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	97,246	97,246	97,246	97,246	97,246
Casino Revenue Reserve					
Opening Balance	84,088	119,088	249,088	239,088	279,088
Transfer In	260,000	260,000	260,000	260,000	260,000
Transfer Out	(225,000)	(130,000)	(270,000)	(220,000)	(536,000)
Interest	-	-	-	-	-
Closing Balance	119,088	249,088	239,088	279,088	3,088
Sooke Program Arts Reserve					
Opening Balance	101,409	53,409	61,409	69,409	78,909
Transfer In	12,000	18,000	18,000	19,500	19,500
Transfer Out	(60,000)	(10,000)	(10,000)	(10,000)	(10,000)
Interest	-	-	-	-	-
Closing Balance	53,409	61,409	69,409	78,909	88,409

	2022	2023	2024	2025	2026
Seniors/Youth Facility Reserve					
Opening Balance	185,773	185,773	185,773	185,773	185,773
Transfer In (from Casino)	-	-	-	-	-
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	185,773	185,773	185,773	185,773	185,773
Capital Works Reserve (GST)					
Opening Balance	38,089	58,089	78,089	98,089	118,089
Transfer In	20,000	20,000	20,000	20,000	20,000
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	58,089	78,089	98,089	118,089	138,089
Emergency Road Repair and Snow Removal					
Opening Balance	175,612	174,169	174,169	174,169	174,169
Transfer In	-	-	-	-	-
Transfer Out	(1,443)	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	174,169	174,169	174,169	174,169	174,169
Capital Improvement Financing Reserve					
Opening Balance	19,559	31,559	43,559	55,559	67,559
Transfer In	12,000	12,000	12,000	12,000	12,000
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	31,559	43,559	55,559	67,559	79,559
Community Amenities/Affordable Housing Reserve					
Opening Balance	199,912	199,912	199,912	199,912	199,912
Transfer In	-	-	-	-	-
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	199,912	199,912	199,912	199,912	199,912
Playing Field Reserve					
Opening Balance	317,294	-	-	-	-
Transfer In	-	-	-	-	-
Transfer Out	(317,294)	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	-	-	-	-	-

	2022	2023	2024	2025	2026
Capital Asset Replacement Reserve					
Opening Balance	501,993	321,654	306,641	164,726	142,534
Transfer In	287,289	317,517	323,396	323,527	323,659
Transfer Out	(467,629)	(332,530)	(465,311)	(345,719)	(80,000)
Interest	-	-	-	-	-
Closing Balance	321,654	306,641	164,726	142,534	386,193
Road DCC Reserve					
Opening Balance	2,213,006	600,506	832,006	1,403,965	1,975,924
Transfer In	500,000	979,000	979,000	979,000	979,000
Transfer Out	(2,112,500)	(747,500)	(407,041)	(407,041)	(1,386,041)
Interest	-	-	-	-	-
Closing Balance	600,506	832,006	1,403,965	1,975,924	1,568,883
Parks DCC Reserve					
Opening Balance	-	-	149,000	298,000	447,000
Transfer In	-	149,000	149,000	149,000	149,000
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	-	149,000	298,000	447,000	596,000
Wastewater DCC Reserve					
Opening Balance	1,343,530	1,523,530	690,265	785,530	1,416,530
Transfer In	180,000	631,000	631,000	631,000	631,000
Transfer Out	-	(1,464,265)	(535,735)	-	-
Interest	-	-	-	-	-
Closing Balance	1,523,530	690,265	785,530	1,416,530	2,047,530
Stormwater DCC Reserve					
Opening Balance	-	-	7,500	15,000	22,500
Transfer In	-	7,500	7,500	7,500	7,500
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	-	7,500	15,000	22,500	30,000
Community Building Fund Reserve					
Opening Balance	1,571,757	115,836	300,000	53,098	26,196
Transfer In	630,079	630,079	657,598	657,598	657,598
Transfer Out	(2,086,000)	(445,915)	(904,500)	(684,500)	(683,500)
Interest	-	-	-	-	-
Closing Balance	115,836	300,000	53,098	26,196	294

	2022	2023	2024	2025	2026
Sewer Reserve Fund					
Opening Balance	1,493,446	1,689,346	1,928,740	2,278,321	2,499,689
Transfer In	195,900	239,394	349,581	221,368	344,271
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	1,689,346	1,928,740	2,278,321	2,499,689	2,843,960
Sewer Expansion Reserve Fund					
Opening Balance	50,151	50,151	50,151	50,151	50,151
Transfer In	-	-	-	-	-
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	50,151	50,151	50,151	50,151	50,151
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	517,102	229,411	0	0	0
Transfer In	-	-	-	-	-
Transfer Out	(287,691)	(229,411)	-	-	-
Interest	-	-	-	-	-
Closing Balance	229,411	0	0	0	0

	2022	2023	2024	2025	2026
Carbon Tax Rebate Reserve Fund					
Opening Balance	14,715	13,015	14,815	16,615	18,415
Transfer In	1,800	1,800	1,800	1,800	1,800
Transfer Out	(3,500)	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	13,015	14,815	16,615	18,415	20,215
COVID-19 Safe Restart Reserve					
Opening Balance	2,427,566	1,647,998	(0)	(0)	(0)
Transfer In	-	-	-	-	-
Transfer Out	(779,568)	(1,647,998)	-	-	-
Interest	-	-	-	-	-
Closing Balance	1,647,998	(0)	(0)	(0)	(0)
Road Reserves					
Opening Balance	-	-	276,000	552,000	586,668
Transfer In	-	276,000	276,000	276,000	276,000
Transfer Out	-	-	-	(241,332)	(241,332)
Interest	-	-	-	-	-
Closing Balance	-	276,000	552,000	586,668	621,336
Other Reserves (see Financial Statements)					
Opening Balance	480,953	480,953	480,953	480,953	480,953
Transfer In	-	-	-	-	-
Transfer Out (Note 1)	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	480,953	480,953	480,953	480,953	480,953
Opening Balance	12,238,525	7,961,468	6,062,639	6,722,428	8,180,961
Transfers to Reserves	2,099,068	3,541,290	3,684,875	3,558,293	3,681,328
Transfers from Reserves	(6,376,125)	(5,007,619)	(2,592,587)	(1,908,592)	(2,936,873)
Interest	-	-	-	-	-
Closing Balance	7,961,468	6,495,139	7,154,928	8,372,129	8,925,416

Note 1: Transfer out for contracted snow clearing and sanding services.

Note 2: Interest is allocated to the applicable reserve funds during the year-end process (not included here).