



DISTRICT OF SOOKE  
FINANCIAL PLAN 2012-2016  
APPROVED BY COUNCIL MAY 14, 2012



## DISTRICT OF SOOKE

### BYLAW No. 522

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A bylaw to adopt the financial plan to cover the fiscal period from January 1, 2012 to December 31, 2016.

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The Council of the District of Sooke, in open meeting assembled, enacts as follows:

1. This bylaw is cited as the *Five Year Financial Plan Bylaw, 2012*.
2. The financial plan attached as Schedule A to this Bylaw is adopted as the financial plan for the District of Sooke for the period commencing January 1, 2012 and ending December 31, 2016.
3. The Council of the District of Sooke may authorize the transfer of funds from one category to another category of the financial plan.
4. All cheques drawn on the bank must be signed by a designated official of the administration and countersigned by either the Mayor or one Councillor.
5. All payments already made from municipal revenues for the current year are ratified and confirmed.
6. The financial plan attached as Schedule B to this bylaw shows the proportion of total revenue that comes from different funding sources, the distribution of property taxes among the property classes and the use of permissive tax exemptions.

Introduced and read a first time the 7<sup>th</sup> day of May, 2012.

Read a second time the 7<sup>th</sup> day of May, 2012.

Public Input received the 7<sup>th</sup> day of May, 2012.

Read a third time the 7<sup>th</sup> day of May, 2012.

Adopted on the 14<sup>th</sup> day of May, 2012.

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Wendal Milne  
Mayor

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Bonnie Sprinkling  
Corporate Officer

## SCHEDULE A

Revenues	2012	2013	2014	2015	2016
<b>Property Taxes</b>	6,347,604	6,410,581	6,538,929	6,666,124	6,565,995
<b>Parcel Taxes</b>	1,402,860	1,439,880	1,477,350	1,515,270	1,553,640
<b>Fees and Charges</b>	1,032,113	1,119,225	1,164,261	1,226,554	1,239,042
<b>Other Sources</b>	611,254	622,901	626,233	638,758	651,533
<b>Transfer from Own Funds</b>	3,660,160	4,178,237	3,560,326	2,306,458	2,451,358
<b>Debenture Debt</b>	0	0	0	0	0
	<u>13,053,991</u>	<u>13,770,824</u>	<u>13,367,099</u>	<u>12,353,164</u>	<u>12,461,568</u>

### Expenditures

<b>Debt - Principal and Interest</b>	874,774	860,374	854,822	852,045	852,045
<b>Capital Expenditures</b>	1,545,569	1,708,453	1,758,453	1,758,453	1,758,453
<b>Transfer to Own Funds</b>	2,185,186	1,708,453	1,758,453	1,758,453	1,758,453
<b>(Deficiency) Surplus of Operations</b>	32,337	145,639	183,863	186,094	220,014
<b>Other Municipal Purposes</b>	8,416,124	9,347,905	8,811,508	7,798,119	7,872,603
	<u>13,053,991</u>	<u>13,770,824</u>	<u>13,367,099</u>	<u>12,353,164</u>	<u>12,461,568</u>

### Proportion of revenue by source

Revenue Source	2012 %	2013 %	2014 %	2015 %	2016 %
<b>Property Taxes</b>	48.63%	46.55%	48.92%	53.96%	52.69%
<b>Parcel Taxes</b>	10.75%	10.46%	11.05%	12.27%	12.47%
<b>Fees and Charges</b>	7.91%	8.13%	8.71%	9.93%	9.94%
<b>Other Sources</b>	4.68%	4.52%	4.68%	5.17%	5.23%
<b>Transfer from Own Funds</b>	28.04%	30.34%	26.63%	18.67%	19.67%
<b>Debenture Debt</b>	0.00%	0.00%	0.00%	0.00%	0.00%

## SCHEDULE B

### 2012 Financial Plan Statement

The District of Sooke adopted Policy No. 5.5, *Revenue, Tax and Budget* on October 6, 2008. The policy guides the District of Sooke property tax, fees and charges, capital asset management and budget stabilization goals and objectives.

### Distribution of Revenues

In accordance with section 165(3.1) of the *Community Charter* the proportion of total revenue derived from each revenue source is as follows:

#### Proportion of revenue by source

Revenue Source	2012 %	2013 %	2014 %	2015 %	2016 %
<b>Property Taxes</b>	48.63%	46.55%	48.92%	53.96%	52.69%
<b>Parcel Taxes</b>	10.75%	10.46%	11.05%	12.27%	12.47%
<b>Fees and Charges</b>	7.91%	8.13%	8.71%	9.93%	9.94%
<b>Other Sources</b>	4.68%	4.52%	4.68%	5.17%	5.23%
<b>Transfer from Own Funds</b>	28.04%	30.34%	26.63%	18.67%	19.67%
<b>Debenture Debt</b>	0.00%	0.00%	0.00%	0.00%	0.00%

### Distribution of Property Tax Revenues

The distribution of property taxes among property classes is as follows:

Property Class	Amount	% Property Value Tax
Residential (1)	5,288,890	83.32%
Utilities (2)	11,239	.18%
Light Industry (5)	63,858	1.01%
Business and Other (6)	958,143	15.10%
Managed Forest (7)	10,277	.16%
Non-profit/Recreation (8)	13,668	.22%
Farm (9)	1,529	.01%
<b>Total</b>	<b>6,347,604</b>	<b>100.00%</b>

## **Tax Ratios**

In accordance with its Policy No. 5.5, *Revenue, Tax and Budget Policy*, the District of Sooke is striving to ease the property tax burden on Class 5 – Light Industry and Class 6 – Business/Other by reducing the tax ratios to 3.40 and 2.45 respectively over a five year period while striving to maintain the municipal taxes at no lower than the 2008 level. It is hoped this can be achieved through growth in the light industrial and business sector of our local economy.

<b>Property Class</b>	<b>2012 Tax Ratios</b>	<b>2011 Tax Ratios</b>
Residential (1)	1.0000	1.0000
Utilities (2)	7.6285	8.2250
Light Industry (5)	4.2815	4.8220
Business and Other (6)	2.7844	2.9610
Managed Forest (7)	4.7120	5.0760
Non Profit/Recreation (8)	1.0000	1.0000
Farm (9)	1.0000	1.0000

## **Permissive and Revitalization Tax Exemptions**

District of Sooke Bylaw No. 338, *Permissive Tax Exemption for Public Parks and Recreation Grounds, Not for Profit Corporations and Public Authorities Bylaw, 2007*, as amended, provides a 10 year permissive tax exemption to qualifying non-profit entities.

District of Sooke Bylaw No. 348, *Revitalization Tax Exemption Bylaw 2008* provides a revitalization tax exemption to encourage the revitalization of the District of Sooke through the development of a commercial hotel, motel or lodge facilities. No revitalization tax exemptions have been granted to date.

### Schedule A

Revenues	2012	2013	2014	2015	2016
Property Taxes	6,347,604	6,410,581	6,538,929	6,666,124	6,565,995
Parcel Taxes	1,402,860	1,439,880	1,477,350	1,515,270	1,553,640
Fees and Charges	1,032,113	1,119,225	1,164,261	1,226,554	1,239,042
Other Sources	611,254	622,901	626,233	638,758	651,533
Transfer from Own Funds	3,660,160	4,178,237	3,560,326	2,306,458	2,451,358
Debenture Debt	0	0	0	0	0
	<u>13,053,991</u>	<u>13,770,824</u>	<u>13,367,099</u>	<u>12,353,164</u>	<u>12,461,568</u>

### Expenditures

Debt - Principal and Interest	874,774	860,374	854,822	852,045	852,045
Capital Expenditures	1,545,569	1,708,453	1,758,453	1,758,453	1,758,453
Transfer to Own Funds	2,185,186	1,708,453	1,758,453	1,758,453	1,758,453
(Deficiency) Surplus of Operations	32,337	145,639	183,863	186,094	220,014
Other Municipal Purposes	8,416,124	9,347,906	8,811,509	7,798,119	7,872,603
	<u>13,053,991</u>	<u>13,770,824</u>	<u>13,367,099</u>	<u>12,353,164</u>	<u>12,461,568</u>

### Proportion of revenue by source

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Transfer from Own Funds	28.04%	30.34%	26.63%	18.67%	19.67%
Debenture Debt	0.00%	0.00%	0.00%	0.00%	0.00%

District of Sooke  
Financial Plan 2012 - 2016  
Corrected Expenditures for 2013 to 2016, to be approved by Council later in 2012

**Schedule A**

Revenues	2012	2013	2014	2015	2016
Property Taxes	6,347,604	6,410,581	6,538,929	6,666,124	6,565,995
Parcel Taxes	1,402,860	1,439,880	1,477,350	1,515,270	1,553,640
Fees and Charges	1,032,113	1,119,225	1,164,261	1,226,554	1,239,042
Other Sources	611,254	622,901	626,233	638,758	651,533
Transfer from Own Funds	3,660,160	4,178,237	3,560,326	2,306,458	2,451,358
Debenture Debt	0	0	0	0	0
	<u>13,053,991</u>	<u>13,770,824</u>	<u>13,367,099</u>	<u>12,353,164</u>	<u>12,461,568</u>

**Expenditures**

Debt - Principal and Interest	874,774	860,374	854,822	852,045	852,045
Capital Expenditures	1,545,569	2,718,013	1,953,500	797,000	941,000
Transfer to Own Funds	2,185,186	1,579,615	1,730,892	1,632,298	1,633,844
(Deficiency) Surplus of Operations	32,337	145,639	183,863	186,094	220,014
Other Municipal Purposes	8,416,124	8,467,184	8,644,023	8,885,727	8,814,665
	<u>13,053,991</u>	<u>13,770,824</u>	<u>13,367,099</u>	<u>12,353,164</u>	<u>12,461,568</u>

**Proportion of revenue by source**

Revenue Source	2012 %	2013 %	2014 %	2015 %	2016 %
Property Taxes	48.63%	46.55%	48.92%	53.96%	52.69%
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Fees and Charges	7.91%	8.13%	8.71%	9.93%	9.94%
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Transfer from Own Funds	28.04%	30.34%	26.63%	18.67%	19.67%
Debenture Debt	0.00%	0.00%	0.00%	0.00%	0.00%



**DISTRICT OF SOOKE**  
**2012 - 2016 Financial Plan**

	2012	2013	2014	2015	2016
<b>Revenues (source)</b>					
Property Tax	6,347,604	6,410,581	6,538,929	6,666,124	6,565,995
Parcel Tax	1,402,860	1,439,880	1,477,350	1,515,270	1,553,640
Fees and Charges	1,032,113	1,119,225	1,164,261	1,226,554	1,239,042
Grants	419,054	427,471	427,508	436,058	444,779
Other Taxes	192,200	195,430	198,725	202,700	206,754
<b>Total operating revenues</b>	<b>9,393,831</b>	<b>9,592,587</b>	<b>9,806,774</b>	<b>10,046,705</b>	<b>10,010,210</b>
Transfers from Reserves for					
Operations	60,000	163,366	163,368	50,000	50,000
Capital	1,301,069	2,322,513	1,554,600	425,000	659,000
Sewer	295,519	295,519	295,519	384,619	295,519
<b>Total transfers from reserves</b>	<b>1,656,588</b>	<b>2,781,398</b>	<b>2,013,487</b>	<b>859,619</b>	<b>1,004,519</b>
Proceeds received that must be transferred to reserves	1,853,572	1,246,839	1,346,839	1,246,839	1,246,839
Transfer from unallocated surplus	150,000	150,000	200,000	200,000	200,000
<b>Total revenues</b>	<b>\$13,053,991</b>	<b>\$13,770,824</b>	<b>\$13,367,100</b>	<b>\$12,353,163</b>	<b>\$12,461,568</b>
<b>Expenditures (function)</b>					
General Government	1,854,788	1,829,165	1,903,137	1,892,431	2,042,429
Protective services	2,322,891	2,415,613	2,478,929	2,545,193	2,601,574
Engineering	1,255,403	1,287,048	1,377,658	1,369,054	1,387,373
Environmental Health	103,956	106,035	108,156	110,319	112,525
Development Services	992,182	1,095,848	1,054,984	1,097,516	901,082
Recreation/Culture	680,209	711,255	732,758	755,047	766,825
Sewer operations	1,239,033	1,167,860	1,172,264	1,302,261	1,222,869
Sewer debt	685,359	685,359	685,359	685,359	685,359
Debt Servicing	189,415	175,015	169,463	166,686	166,686
<b>Total operating expenditures</b>	<b>9,323,236</b>	<b>9,473,196</b>	<b>9,682,708</b>	<b>9,923,865</b>	<b>9,886,724</b>
Capital expenditures	1,545,569	2,718,013	1,953,500	797,000	941,000
<b>Total operating/capital expenditures</b>	<b>10,868,805</b>	<b>12,191,209</b>	<b>11,636,208</b>	<b>10,720,865</b>	<b>10,827,724</b>
Proceeds received that must be transferred to reserves					
Gas tax	313,009	313,009	313,009	313,009	313,009
Casino	260,000	260,000	260,000	260,000	260,000
Parks	130,000	0	100,000	0	0
DCC	673,830	673,830	673,830	673,830	673,830
Community Grants	476,733	0	0	0	0
<b>Total proceeds that must be transferred</b>	<b>1,853,572</b>	<b>1,246,839</b>	<b>1,346,839</b>	<b>1,246,839</b>	<b>1,246,839</b>
Transfer to reserves (taxes)					
GST	60,000	60,000	60,000	60,000	60,000
Capital Fin. Reserve	11,614	12,776	14,053	15,459	17,005
Fire Equip. Reserve	90,000	90,000	90,000	90,000	90,000
SPA	20,000	20,000	20,000	20,000	20,000
Transfer to Capital Asset Reserve	0	150,000	200,000	200,000	200,000
Transfer to Fire Equipment Reserve	150,000	0	0	0	0
	331,614	332,776	384,053	385,459	387,005
<b>Total expenditures</b>	<b>\$13,053,991</b>	<b>\$13,770,824</b>	<b>\$13,367,100</b>	<b>\$12,353,163</b>	<b>\$12,461,568</b>

*District of Sooke  
Financial Plan 2012 - 2016  
General Operating Fund*

<b>Revenues</b>	<b>Account</b>	<b>YTD 2011</b>	<b>Approved 2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Sale of services								
Zoning and planning books	10-14100-000-1	29	212	216	221	225	230	234
Office services fees	10-14210-000-1	0	0	0	0	0	0	0
Financial and tax info services	10-14220-000-1	10,030	12,734	12,989	13,249	13,514	13,784	14,060
NSF charges	10-14230-000-1	1,045	300	300	300	300	300	300
Sale of pins and flags	10-14250-000-1	21	0	0	0	0	0	0
Record searches	10-14300-000-1	0	0	0	0	0	0	0
Sale of Land	10-14998-000-1	0	0	0	0	0	0	0
Miscellaneous	10-14999-000-1	986	106,000	1,000	1,000	1,000	1,000	1,000
		<u>12,111</u>	<u>119,247</u>	<u>14,506</u>	<u>14,770</u>	<u>15,039</u>	<u>15,314</u>	<u>15,594</u>
Licenses and permits								
Business licenses	10-15110-000-1	51,163	44,880	52,325	53,372	54,439	60,528	66,738
Liquor Licence Application fee	10-15111-000-1	0	300	300	300	300	300	301
ALR Application fees	10-15120-000-1	0	424	433	442	450	459	469
Subdivision fees	10-15130-000-1	76,250	80,000	50,000	50,000	50,000	50,000	50,000
Soil Deposition Fee	10-15131-000-1	1,000	300	300	300	300	300	300
Rezoning fees	10-15140-000-1	41,136	55,000	40,000	30,000	30,000	30,000	30,000
Delivery vehicle licenses	10-15159-000-1	2,666	2,870	2,928	2,986	3,046	3,107	3,169
Building Permit Fees	10-15170-000-1	321,622	500,000	300,000	350,000	400,000	450,000	450,000
Sign permit fees	10-15171-000-1	505	318	325	331	338	345	351
Woodstove permits	10-15172-000-1	0	0	0	0	0	0	0
Demolition permits	10-15173-000-1	0	424	433	442	450	459	469
Title charge removal fee	10-15174-000-1	0	100	100	100	100	100	101
Title search	10-15175-000-1	1,745	1,326	1,353	1,380	1,407	1,435	1,464
Burning Permits	10-15176-000-1	1,050	200	500	500	500	500	500
Plumbing Permit Fees	10-15177-000-1	29,241	45,000	30,000	40,000	50,000	50,000	50,000
Road Closure Fees	10-15178-000-1	0	0	0	0	0	0	0
Development permits	10-15180-000-1	25,491	50,000	30,000	35,000	35,000	35,000	35,000
Development variance permits	10-15185-000-1	5,800	2,500	2,500	2,500	2,500	2,500	2,500
Board of Variance fees	10-15187-000-1	500	1,082	1,104	1,126	1,149	1,172	1,195
other	10-15190-000-1	1,050	0	0	0	0	0	1
		<u>559,219</u>	<u>784,726</u>	<u>512,600</u>	<u>568,778</u>	<u>629,980</u>	<u>686,205</u>	<u>692,558</u>
Cost recovery								
Council	10-15211-000-1	0	0	0	0	0	0	0
Administration	10-15212-000-1	0	2,608	2,660	2,714	2,768	2,823	2,880
Finance	10-15215-000-1	0	0	0	0	0	0	1
Fire	10-15224-000-1	17,076	4,871	2,500	2,500	2,500	2,500	2,500
Emergency	10-15225-000-1	8,881	0	0	0	0	0	0
Building	10-15229-000-1	43	0	0	0	0	0	0
Engineering	10-15232-000-1	26,243	3,000	3,060	3,121	3,184	3,247	3,312
Planning	10-15262-000-1	43	216	221	225	230	234	239
Economic Development	10-15265-000-1	0	0	0	0	0	0	1
		<u>52,286</u>	<u>10,696</u>	<u>8,441</u>	<u>8,560</u>	<u>8,681</u>	<u>8,805</u>	<u>8,932</u>

		YTD 2011	Approved 2011	2012	2013	2014	2015	2016
Lease and Rental								
Lease - Kaltasin	10-15310-000-1	27,912	20,724	27,912	27,912	27,912	27,912	27,912
Lease - City Hall	10-15320-000-1	22,089	22,089	22,166	22,166	0	0	0
Room rentals	10-15330-000-1	0	0	0	0	0	0	0
		50,001	42,813	50,078	50,078	27,912	27,912	27,912
Investment income								
Interest	10-15510-000-1	85,010	50,000	50,000	75,000	75,000	75,000	75,000
Tax interest and penalties								
Interest	10-15610-000-1	16,405	24,000	16,000	16,000	16,000	16,000	16,000
Penalties	10-15620-000-1	128,357	95,000	100,000	100,000	100,000	100,000	100,000
Tax Sale Admin Fee	10-15640-000-1							
		144,762	119,000	116,000	116,000	116,000	116,000	116,000
Revenue sharing								
Casino revenue	10-15710-000-1	235,228	250,000	260,000	260,000	260,000	260,000	260,000
Fire Department								
First Nations	10-15740-000-1	12,800	12,240	12,485	12,734	12,989	13,249	13,514
Oil tank inspections	10-15760-000-1	0	1,082	1,104	1,126	1,149	1,172	1,195
Hydrant painting	10-15790-000-1	0	0	0	0	0	0	0
		12,800	13,322	13,589	13,861	14,138	14,421	14,709
Development Cost Charges								
DCC - Roads	10-15810-000-1	768,228	438,770	438,770	438,770	438,770	438,770	438,770
DCC - Wastewater	10-15820-000-1	437,833	235,060	235,060	235,060	235,060	235,060	235,060
		1,206,061	673,830	673,830	673,830	673,830	673,830	673,830
Administration								
Deposits in lieu of parkland	10-15910-000-1	14,970	0	0	0	0	0	0
School tax administration fee	10-15950-000-1	6,515	6,239	6,364	6,491	6,621	6,754	6,889
Disposal of Assets	10-15990-000-1	0	0	0	0	0	0	0
School District DCC fee	10-15960-000-1	2,104	2,142	2,185	2,229	2,273	2,319	2,365
		23,589	8,381	8,549	8,720	8,894	9,072	9,254
Unconditional Transfers								
Small Community Protection grant	10-16210-000-1	383,980	383,980	520,033	243,051	243,052	247,913	252,871
Traffic Fine revenue sharing	10-16211-000-1	98,977	90,195	123,982	60,869	60,869	62,086	63,328
Provincial Climate Action Rebate Incentive	10-16212-000-1							
		482,957	474,175	644,015	303,920	303,921	309,999	316,199
Sale of Land								
Sale of land - parks	10-14998-000-1	414,500	414,000	130,000	130,000	130,000	130,000	130,000

			YTD 2011	Approved 2011	2012	2013	2014	2015	2016
Conditional Transfers									
Street lighting cost sharing	10-17560-000-1		1,838	1,734	1,769	1,804	1,840	1,877	1,914
JEPP Grant	10-17610-000-1		25,000	0	0	0	0	0	0
Gas Tax Community Works grant	10-17615-000-1		312,886	313,009	313,009	313,009	313,009	313,009	313,009
Capital Grants/Revenue			319,352	350,000	250,000	0	250,000	0	0
			659,076	664,743	564,778	314,813	564,849	314,886	314,923
Transfers from own reserves and allowances									
For operations					60,000	60,000	60,000	60,000	60,000
For capital					1,301,069	1,301,069	1,301,069	1,301,069	1,301,069
For sewer					295,519	295,519	295,519	295,519	295,519
DCC Proceeds to be transferred to Reserves					673,830	673,830	673,830	673,830	673,830
Parks Proceeds to be transferred to Reserves					130,000	130,000	130,000	130,000	130,000
Gas Tax to be transferred to Reserves					313,009	313,009	313,009	313,009	313,009
Casino share to be transferred to Reserves					260,000	260,000	260,000	260,000	260,000
One time deferral of Community Grant (smoothing)					476,733				
From unappropriated surplus	10-19110-000-1		72,248	0					
From Parks Reserve	10-19130-000-1		290,000	225,000					
From SPA Reserve	10-19160-000-1		3,500	7,000					
From Affordable Housing Reserve	10-19170-000-1		0	0					
From Community Works Reserve Fund (Gas Tax)	10-19180-000-1		18,526	850,000					
From Capital Works Reserve Fund (GST)	10-19210-000-1		100,000	127,500					
From Fire Capital Reserve Fund	10-19140-000-1		301,864	50,000					
From Casino Reserve Fund	10-19150-000-1		258,935	110,000					
From DCC Road Reserve	10-19190-000-1		82,571	2,227,480					
From Capital Improvement Financing Reserve	10-19200-000-1		0	0					
From Emergency Snow Removal Reserve	10-19220-000-1		0	0					
From Land Sale Reserve			0	0					
From Wastewater DCC	10-19230-000-1		0						
From Capital Asset Replacement Reserve			6,774	50,000					
From Community Amenity Reserve			0	0					
From Unappropriated Surplus Reserve			0	100,000					
Reserve transfers for capital expenditures			1,084,418	3,646,980					
Reserve transfers for operating expenditures			85,000	185,000		0	0	0	0
Reserve transfer for sewer principal payment									
Total Reserve transfers			1,169,418	3,831,980	3,510,160	3,033,427	3,033,427	3,033,427	3,033,427
Other taxes									
Utility tax 1%	10-11120-000-1		117,935	117,934	127,227	129,772	132,367	135,015	137,715
Grants in lieu of taxes	10-12000-000-1		38,217	33,630	34,302	34,989	35,688	36,402	37,130
East Sooke Fire Protection - Local Service Tax	10-11130-000-1		30,675	30,670	30,670	30,670	30,670	31,283	31,909
Rural Tax refund - Boundary Extension	10-12100-000-1								
			186,827	182,234	192,200	195,430	198,725	202,700	206,754
			5,208,845	7,454,147	6,748,745	2,603,760	2,896,970	2,714,144	2,731,666

**District of Sooke  
Financial Plan 2012 - 2016  
General Operating Fund**

<b>General Government Services</b>		<b>YTD</b>	<b>Approved</b>					
<b>Council</b>	<b>Account</b>	<b>2011</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Remuneration	10-21100-120-2	81,280	83,232	83,232	83,232	83,232	84,897	86,595
Benefits	10-21100-119-2	982	1,167	1,191	1,214	1,239	1,264	1,289
Travel/conferences/education	10-21100-540-2	26,958	38,610	26,000	26,000	36,000	26,520	27,050
Dues and subscriptions	10-21100-560-2	2,079	1,500	0	0	0	0	0
Advertising/communications	10-21100-610-2	0	0	0	0	0	0	0
Volunteer recognition - o/s services	10-21100-690-2	0	0	2,500	0	2,500	2,500	2,550
Contingency	10-21100-910-2	9,053	30,000	152,974	58,935	35,679	21,597	163,493
		<b>120,352</b>	<b>154,509</b>	<b>265,897</b>	<b>169,381</b>	<b>158,650</b>	<b>136,777</b>	<b>280,977</b>
<b>Corporate Services</b>								
Salaries	10-21210-120-2	378,342	357,250	358,423	369,607	391,401	403,829	406,306
Benefits	10-21210-129-2	61,260	63,902	68,055	68,555	67,296	68,481	68,737
Specialty office supplies - Bylaw	10-21210-230-2	6,403	1,020	1,040	1,061	1,082	1,104	1,126
Hospitality and meals	10-21210-290-2	2,225	1,873	1,910	1,948	1,987	2,027	2,068
Travel	10-21210-510-2	345	1,000	1,000	1,020	1,040	1,061	1,082
Conferences/education	10-21210-540-2	13,177	13,000	7,500	7,650	7,803	7,959	8,118
Memberships	10-21210-550-2	0	0	655	668	681	695	709
Legislative Subscriptions	10-21210-560-2	186	450	450	459	468	478	487
Vehicle Insurance	10-21210-570-2	0	0	960	979	999	1,019	1,039
Advertising/Communications	10-21210-610-2	53,449	30,000	35,000	35,700	36,414	37,142	37,885
Special Projects	10-21210-870-2	1,694	5,306	3,000	3,060	3,121	3,184	3,247
Contingency				5,000	5,100	5,202	5,306	5,412
		<b>517,081</b>	<b>473,801</b>	<b>482,994</b>	<b>489,061</b>	<b>510,613</b>	<b>525,265</b>	<b>529,057</b>
<b>Finance and Information Technology</b>								
Salaries	10-21220-120-2	485,278	470,429	411,521	469,678	493,723	509,198	519,781
Benefits	10-21220-129-2	98,966	103,702	93,480	108,282	103,695	105,182	106,212
Subscriptions	10-21220-230-2	0	3,000	300	306	312	318	325
Travel		1,327	1,000	1,000	1,020	1,040	1,061	1,082
Conferences/education	10-21220-540-2	14,243	13,500	9,000	9,180	9,364	9,551	9,742
Memberships	10-21220-550-2	2,845	-	2,795	2,851	2,908	2,966	3,025
Advertising	10-21220-610-2	341	0	0	0	0	0	0
Cash Over/Short	10-21220-610-2	124	25	25	26	26	27	27
Property Tax Interest Expense (prepayment)	10-21230-240-2	795	250	250	255	260	265	271
Tax adjustments	10-21220-899-2	298	1,061	500	510	520	0	0
Banking	10-21221-240-2	2,466	2,142	2,165	2,208	2,252	2,298	2,343
Tax forms and supplies	10-21231-230-2	7,288	6,018	7,000	7,140	7,283	7,428	7,577
Tax Sale Interest	10-21231-240-2	0	0	0	0	0	0	0
Advertising	10-21231-610-2		1,114	0	0	0	0	0
Property Tax Stabilization contingency	10-21231-890-2	43,126	60,000	18,000	0	0	0	0
		<b>657,097</b>	<b>662,242</b>	<b>546,037</b>	<b>598,604</b>	<b>618,476</b>	<b>635,328</b>	<b>647,360</b>

		Forecast 2011	Approved 2011	2012	2013	2014	2015	2016
Common Services - Vehicle Fleet								
Fuel - Gas/Diesel	10-21241-250-2	1,747	2,244	3,289	3,355	3,422	3,490	3,560
Repairs and Maintenance	10-21241-660-2	816	1,632	1,000	1,020	1,040	1,061	1,082
Common services - Office							0	0
Telephone	10-21251-450-2	22,579	24,480	22,800	23,256	23,721	24,196	24,679
Copy/service charges	10-21252-240-2	7,058	9,960	7,764	7,919	8,077	8,239	8,404
Equipment lease/rental	10-21252-310-2	7,952	6,292	12,312	15,012	17,500	17,500	17,500
Freight/courier	10-21253-470-2	1,169	1,561	1,592	1,624	1,656	1,689	1,723
Postage	10-21253-480-2	4,864	5,202	5,306	5,412	5,520	5,631	5,743
Office supplies	10-21254-230-2	16,380	19,380	18,018	18,378	18,746	19,121	19,503
Subscriptions and Memberships	10-21254-560-2	7,764	10,070	8,540	8,711	8,885	9,063	9,244
Advertising	10-21255-610-2	0	3,121	0	0	0	0	0
Records management	10-21256-240-2	815	9,588	8,780	8,955	9,134	9,317	9,503
Off site storage	10-21256-350-2	0	4,200	4,284	4,370	4,457	4,546	4,637
Compensation committee	10-21257-110-2		0	0	0	0	0	1
Occupational Health and Safety	10-21256-500-2	368	2,000	1,000	1,020	1,040	1,061	0
Software Licensing	10-21257-650-2	52,623	56,000	57,700	57,000	63,300	58,300	63,300
LAN/PC's/Networking/Internet	10-21257-690-2	15,605	22,015	5,970	8,000	9,000	10,000	3,000
Hardware Maintenance			0	0	0	0	0	0
IT Contract Support	10-21257-680-2	0	2,040	0	0	0	0	0
Common services - Building							0	0
Propane	10-21258-250-2	0	0	0	0	0	0	0
Natural Gas		13,592	13,000	13,864	14,141	14,424	14,712	0
Water	10-21258-410-2	2,118	2,913	2,971	3,031	3,091	3,153	3,216
Electricity	10-21258-420-2	18,172	25,080	25,582	26,093	26,615	27,147	27,690
Waste removal	10-21258-430-2	6,135	6,242	6,367	6,495	6,624	6,757	6,892
Hazardous material disposal container		0	0	500	510	520	531	541
Cable/Internet	10-21258-440-2	0		0	0	0	0	0
Common services - Building maintenance							0	0
Operating supplies	10-21259-210-2	4,171	6,155	4,254	4,340	4,426	4,515	4,605
Contracted maintenance	10-21259-650-2	35,892	35,700	36,414	37,142	37,885	38,643	38,643
Other outside services	10-21259-690-2	5,262	14,242	5,000	5,000	5,100	5,202	5,306
		225,082	281,818	253,307	260,783	274,187	273,875	258,776
Special services								
Recruitment costs - travel	10-21261-510-2	0	3,000	1,500	1,530	1,561	1,592	1,624
Recruitment costs - advertising	10-21261-610-2	1,140	3,000	1,800	1,836	1,873	1,910	1,948
Recruitment - contracted service	10-21261-890-2	0	0	0	0	0	0	0
Legal	10-21271-810-2	154,546	130,000	90,000	91,800	93,636	95,509	97,419
Audit	10-21272-820-2	21,369	30,000	26,000	26,520	27,050	27,591	28,143
Insurance premium	10-21273-570-2	62,762	62,762	72,495	73,945	75,424	76,932	78,471
Insurance claims	10-21273-690-2	18,035	10,000	20,000	20,400	20,808	21,224	21,649
Insurance contingency	10-21275-690-2	0	20,000	20,000	20,400	20,808	21,224	21,649
Protocol	10-21285-690-2	0	0	0	0	0	0	0
Elections	10-21930-690-2	22,580	25,000	0	0	25,000	0	0
Public and government relations	10-21940-690-2	7,608	8,000	6,500	6,630	6,763	6,898	7,036
Community Grants	10-21950-690-2	75,000	75,000	65,000	65,000	65,000	65,000	65,000
Christmas Bureau	10-21951-690-2	744	744	759	774	790	805	821
Canada Day Fireworks	10-21952-690-2	2,276	2,500	2,500	2,500	2,500	2,500	2,500
Crystal Methamphetamine Program	10-21960-890-2		0	0	0	0	0	0
		366,060	370,005	306,554	311,335	341,212	321,186	326,260
Total General Government		1,885,672	1,942,375	1,854,788	1,829,165	1,903,137	1,892,431	2,042,429

**District of Sooke  
Financial Plan 2012  
General Operating Fund**

<b>Protective Services</b>	<b>Account</b>	<b>YTD 2011</b>	<b>Approved 2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Policing</b>								
Contract with RCMP	10-22120-680-2	1,232,156	1,373,876	1,362,171	1,403,036	1,445,127	1,488,481	1,533,135
Regional Crime Unit	10-22120-690-2	38,816	37,584	43,981	44,861	45,758	46,673	47,606
Integrated Mobile Crisis Response Team	10-22121-680-2	2,116	3,997	5,458	5,567	5,679	5,792	5,908
RCMP - Mobile Youth Services	10-22124-680-2	0	0	0	0	0	0	0
RCMP Victim Services	10-22125-690-2	8,323	8,323	8,489	8,659	8,832	9,009	9,189
Integrated Domestic Violence Unit	10-22122-680-2	8,642	8,642	8,101	8,263	8,428	8,597	8,769
Mobile Youth Services Team	10-22124-680-2	2,356	2,276	2,276	2,276	2,276	2,276	2,276
CR Action Team	10-22123-680-2	1,232	1,232	1,232	1,232	1,232	1,232	1,232
Source Information	10-22130-240-2	0	2,000	2,000	2,000	2,000	2,000	2,000
Community Liaison Officer		0	0	4,080	4,162	4,245	4,330	4,416
Community Policing	10-22130-240-2	0	0	0	0	0	0	0
		<b>1,293,641</b>	<b>1,437,930</b>	<b>1,437,788</b>	<b>1,480,056</b>	<b>1,523,577</b>	<b>1,568,390</b>	<b>1,614,532</b>
<b>RCMP Members</b>								
			11	11.5	11.5	11.5	11.5	11.5
<b>Bylaw Enforcement</b>								
Salaries	10-22210-120-2	0	0	0	0	0	0	0
Benefits	10-22210-129-2	0	0	0	0	0	0	0
Office supplies	10-22210-210-2	0	0	0	0	0	0	0
Vehicle gas and oil	10-22210-250-2	0	0	0	0	0	0	0
Communications	10-22210-450-2	0	0	0	0	0	0	0
Travel/conferences/memberships/education	10-22210-540-2	0	0	0	0	0	0	0
Contract Services								
Legal fees	10-22210-810-2	0	0	0	0	0	0	0
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Emergency Program</b>								
Salaries	10-22510-120-2	0	0	0	0	0	0	0
Benefits	10-22510-129-2	0	0	0	0	0	0	0
Honorarium for Volunteers	10-22510-111-2	590	0	0	0	0	0	0
Office supplies	10-22510-210-2	2,167	1,561	1,592	1,624	1,656	1,689	1,723
EOC radio operations	10-22510-420-2	1,986	1,561	1,592	1,624	1,656	1,689	1,723
Communications	10-22510-450-2	1,116	1,144	1,167	1,191	1,214	1,239	1,264
Travel/conferences/memberships/education	10-22510-540-2	2,794	8,000	8,160	8,323	8,490	8,659	8,833
Memberships	10-22510-550-2							
ESS - Training	10-22530-540-2	7,311	8,000	4,000	4,080	4,162	4,245	4,330
Emergency planning - outside services	10-22510-690-2	3,072	2,081	2,122	2,165	2,208	2,252	2,297
		<b>19,036</b>	<b>22,346</b>	<b>18,633</b>	<b>19,006</b>	<b>19,386</b>	<b>19,774</b>	<b>20,169</b>

		<u>YTD</u> <u>2011</u>	<u>Approved</u> <u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Inspection Services								
Salaries	10-22920-120-2							
Benefits	10-22920-129-2							
Specialty office supplies	10-22920-230-2	0	0	0	0	0	0	0
Vehicle gas and oil	10-22920-250-2	0	0	0	0	0	0	0
Travel - monthly operations	10-22920-510-2	0	0	0	0	0	0	0
Travel/conferences/memberships/education	10-22920-540-2	0	0	0	0	0	0	0
Vehicle insurance	10-22920-570-2	0	0	0	0	0	0	0
		0	0	0	0	0	0	0
New FTE			0.00	0.00	0.00	0.00	0.00	0.00
Fire Department								
Administration								
Salaries	10-22410-120-2	452,490	397,822	421,558	453,549	475,964	488,084	495,345
Benefits	10-22410-129-2	88,519	80,902	89,116	99,578	94,856	95,985	96,656
Operating supplies	10-22410-210-2	4,125	4,162	4,245	4,330	4,416	4,505	4,595
Office supplies	10-22410-230-2	1,710	3,485	3,555	3,626	3,699	3,773	3,848
Office equipment leases	10-22410-310-2	2,453	2,640	2,693	2,747	2,802	2,858	2,915
High School Cadet Program	10-22410-520-2	0	0	0	3,000	0	3,000	0
Conferences and education	10-22410-540-2	10,184	10,000	5,000	5,100	5,202	5,306	5,412
Memberships	10-22410-550-2	0	0	1,100	1,122	1,144	1,167	1,191
Subscriptions		0	0	2,000	2,040	2,081	2,122	2,165
Hospitality - operating supplies	10-22415-210-2	2,871	2,601	2,653	2,706	2,760	2,815	2,872
Insurance premiums	10-22417-570-2	21,710	21,000	17,535	17,886	18,243	18,608	18,980
Annual dinner	10-22419-690-2	9,428	9,500	9,500	9,500	9,500	9,500	9,500
Fire Master Plan		0	0	0	0	0	0	0
		593,490	532,111	558,955	605,184	620,668	637,723	643,478
New FTE			1.18	0.84	0.00	0.50	0.00	0.00
Remaining 2010 hiring FTE			0.83					
New 2011 FTE			0.35					
Volunteer Firefighters								
Duty officer remuneration	10-22424-120-2	14,388	14,300	24,300	24,300	24,300	24,300	24,300
First response duty remuneration	10-22423-120-2	13,773	14,300	24,300	24,300	24,300	24,300	24,300
Relief worker wages/remuneration	10-22420-120-2	16,643	15,000	15,300	15,606	15,918	16,236	16,561
Relief Workers Benefits	10-22424-129-2	18	637	649	662	676	689	703
Casual labour	10-22422-120-2	49	0	0	0	0	0	0
Allowance - contract payment	10-22420-680-2	30,000	30,600	35,600	35,600	35,600	35,600	35,600
WCB Benefits	10-22421-129-2	321	416	424	433	442	450	459
Uniforms and operating supplies	10-22422-210-2	7,067	6,630	7,700	7,854	8,011	8,171	8,335
		82,259	81,883	108,274	108,755	109,247	109,747	110,258



		<u>YTD</u> <u>2011</u>	<u>Approved</u> <u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Telecommunications								
CREST	10-22430-680-2	40,857	40,992	43,180	44,044	44,924	45,823	46,739
Telephone and Data services	10-22431-450-2	5,235	5,837	10,433	10,642	10,855	11,072	11,293
Repairs/maintenance/replacement	10-22431-660-2	2,399	5,722	2,639	2,692	2,746	2,800	2,856
		<u>48,491</u>	<u>52,551</u>	<u>56,252</u>	<u>57,377</u>	<u>58,525</u>	<u>59,695</u>	<u>60,889</u>
Community Education								
Operating supplies	10-22441-210-2	3,118	3,366	3,433	3,502	3,572	3,643	3,716
Inspections								
Operating supplies	10-22443-210-2	1,280	2,040	2,081	2,122	2,165	2,208	2,252
Training								
Operating supplies	10-22460-210-2	1,790	2,653	2,706	2,760	2,815	2,872	2,929
Conferences and education	10-22460-540-2	21,472	29,251	20,000	20,400	20,808	21,224	21,649
Audio visual repair and replacement	10-22460-660-2	1,334	1,040	1,061	1,082	1,104	1,126	1,149
Training materials	10-22460-690-2	0	0	0	0	0	0	0
Hazmat equipment and training	10-22461-540-2	0	0	0	0	0	0	0
Firefighter Training Budget		<u>24,596</u>	<u>32,944</u>	<u>23,767</u>	<u>24,243</u>	<u>24,727</u>	<u>25,222</u>	<u>25,726</u>
Vehicle maintenance								
Wages	10-22481-120-2	3,498	10,000	4,000	4,080	4,162	4,245	4,330
Benefits	10-22481-129-2	319	520	531	541	552	563	574
Fuel	10-22481-250-2	14,200	17,167	17,510	17,860	18,217	18,582	18,953
Repairs and replacement	10-22481-660-2	17,054	6,763	12,000	12,240	12,485	12,734	12,989
Other outside services	10-22481-690-2	9,288	7,732	7,886	8,044	8,205	8,369	8,536
		<u>44,359</u>	<u>42,181</u>	<u>41,927</u>	<u>42,765</u>	<u>43,621</u>	<u>44,493</u>	<u>45,383</u>
Equipment maintenance								
Operation and Maintenance	10-22482-210-2	27,692	29,676	28,246	28,811	29,387	29,975	30,574
Repairs and replacement	10-22482-660-2	0	0	0	0	0	0	0
SCBA maintenance	10-22482-650-2	0	0	0	0	0	0	0
Other outside services	10-22482-690-2	2,981	2,653	2,706	2,760	2,815	2,872	2,929
		<u>30,673</u>	<u>32,329</u>	<u>30,952</u>	<u>31,571</u>	<u>32,202</u>	<u>32,846</u>	<u>33,503</u>

		<u>YTD</u> <u>2011</u>	<u>Approved</u> <u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Other								
Turnout gear operating supplies	10-22483-210-2	1,103	2,000	2,040	2,081	2,122	2,165	2,208
Medical supplies	10-22484-210-2	7,502	7,959	8,118	8,281	8,446	8,615	8,787
Otter Point training centre	10-22487-690-2	0	0	0	0	0	0	0
East Sooke Fire Contract	10-22491-690-2	30,670	30,670	30,670	30,670	30,670	30,670	30,670
		<u>39,275</u>	<u>40,629</u>	<u>40,828</u>	<u>41,031</u>	<u>41,239</u>	<u>41,450</u>	<u>41,666</u>
Total Fire Department		<u>867,541</u>	<u>820,034</u>	<u>866,469</u>	<u>916,551</u>	<u>935,965</u>	<u>957,029</u>	<u>966,873</u>
Total Protective Services		<u>2,180,218</u>	<u>2,280,311</u>	<u>2,322,891</u>	<u>2,415,613</u>	<u>2,478,929</u>	<u>2,545,193</u>	<u>2,601,574</u>

**District of Sooke  
Financial Plan 2012 - 2016**

**General Operating Fund**

	<b>Account</b>	<b>YTD 2011</b>	<b>Approved 2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Engineering Services</b>								
Engineering Operations								
Salaries	10-23220-120-2	470,496	500,608	477,855	490,583	509,717	525,311	531,018
Benefits	10-23220-129-2	83,614	112,972	102,032	99,014	98,974	100,452	101,014
Office Supplies	10-23220-210-2	81	0	0	0	0	0	1
Specialty office supplies	10-23220-230-2	1,619	4,080	1,000	1,020	1,040	1,061	1,082
Gas/Oil/Diesel	10-23220-250-2	966	5,000	0	0	0	0	0
Travel		0	1,000	1,000	1,020	1,000	1,000	1,001
Conferences/education	10-23220-540-2	8,816	14,930	7,000	7,140	7,283	7,428	7,577
Memberships	10-23220-550-2	0	0	1,875	1,913	1,951	1,990	2,030
Vehicle Insurance	10-23220-570-2	1,681	1,805	1,490	1,520	1,550	1,581	1,613
Advertising	10-23220-610-2	0	1,428	0	0	0	0	0
Vehicle Maintenance	10-23220-650-2	2,253	5,000	5,100	2,500	2,500	2,500	2,500
Consulting	10-23220-850-2	15,159	12,485	8,734	8,909	9,087	9,269	9,454
		<b>584,685</b>	<b>659,308</b>	<b>606,087</b>	<b>613,618</b>	<b>633,102</b>	<b>650,593</b>	<b>657,290</b>
Building Inspection								
Salaries	10-22920-120-2	202,745	193,002	205,020	207,070	210,176	214,380	218,667
Benefits	10-22920-129-2	43,288	45,910	49,306	50,539	46,899	47,306	47,710
Specialty office supplies	10-22920-230-2	1,230	2,550	4,800	2,601	2,653	2,706	2,760
Conferences/education	10-22920-540-2	2,622	3,570	5,000	5,100	5,202	5,306	5,412
Vehicle insurance	10-22920-540-3			0	0	0	0	0
Travel		-	1,000	1,000	1,020	1,040	1,061	1,082
Memberships	10-22920-550-2	-	-	1,200	1,224	1,248	1,273	1,299
Vehicle insurance	10-22920-570-2	694	825	700	714	728	743	758
		<b>250,579</b>	<b>246,857</b>	<b>267,025</b>	<b>268,268</b>	<b>267,947</b>	<b>272,775</b>	<b>277,689</b>

<b>Engineering Services</b>	<b>Account</b>	<b>YTD 2011</b>	<b>Approved 2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Contract Services								
Rainwater (Stormwater) Source Control	10-23224-850-2	0	0	0	15,300	15,300	15,300	15,300
Road Maintenance Contract	10-23230-650-2	174,214	186,660	190,393	194,201	198,085	202,047	206,088
Traffic Control Devices	10-23231-650-2	10,155	23,000	30,859	31,476	32,106	32,748	33,403
Transportation Master Plan	10-23231-690-2	0	0	0	37,500	37,500	0	0
Boulevard landscape maintenance	10-23232-650-2	0	0	0	0	0	0	0
Rainwater Management Plan Study	10-23234-650-2	0	40,000	0	0	70,000	70,000	70,000
Drainage and Stormwater	10-23234-690-2	2,854	20,000	50,000	20,000	20,000	20,000	20,000
Nott's Brook Hydrometric Maintenance	10-23236-690-2	4,693	5,000	1,250	0	0	0	0
Contract services		0	0	0	0	0	0	0
Public Works Yard Maintenance	10-23271-650-2	0	0	5,000	5,000	5,000	5,000	5,000
Plans								
Plans - Various		0	0	0	0	0	0	0
DCC Bylaw - Sanitary/Storm and Roads	10-23281-690-2	30,174	35,000	10,000		0	0	0
DCC Bylaw - Parks and Trails	10-23281-690-2	0	0	0	0			
Subdivision and Development Standards Bylaw	10-23291-690-2	0	5,000	0	0	0	0	0
Community Sewer Modeling Plan								
Community Emission Plan		0	0	0	5,000	0	0	0
		222,090	314,660	287,502	308,477	377,991	345,096	349,792
Street lighting and Traffic control								
Street lighting electricity	10-23251-420-2	40,517	47,940	55,000	56,100	57,222	58,366	59,534
Ornamental lighting electricity	10-23252-420-2	8,286	9,690	15,000	15,300	15,606	15,918	16,236
Ornamental lighting contracted maintenance	10-23252-650-2	3,737	8,500	6,000	6,120	6,242	6,367	6,495
Street Sign Replacement Program	10-23261-650-2	5,894	7,140	0	0	0	0	0
Traffic lights electricity	10-23264-420-2	3,061	3,570	3,641	3,714	3,789	3,864	3,942
Crossing guards	10-23269-680-2	14,850	14,850	15,147	15,450	15,759	16,074	16,396
		76,345	91,690	94,788	96,684	98,618	100,590	102,602
Public Transit								
Bus shelters Maintenance	10-23590-660-2	437	7,140	0	0	0	0	0
Total Engineering Services		1,134,136	1,319,655	1,255,403	1,287,048	1,377,658	1,369,054	1,387,373

**District of Sooke**  
**Financial Plan 2012 - 2016**  
**General Operating Fund**

<b>Environmental Health Services</b>		<b>YTD</b>	<b>Approved</b>					
<b>Account</b>		<b><u>2011</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>
Contracts								
Animal control	10-24100-680-2	65,281	62,360	63,607	64,879	66,177	67,500	68,850
Storm water quality control	10-23233-680-2	39,560	39,558	40,349	41,156	41,979	42,818	43,675
		<u>104,841</u>	<u>101,917</u>	<u>103,956</u>	<u>106,035</u>	<u>108,156</u>	<u>110,319</u>	<u>112,525</u>

**District of Sooke  
Financial Plan 2012 - 2016  
General Operating Fund**

<b>Development Services</b>	<b>Account</b>	<b>YTD 2011</b>	<b>Approved 2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Planning								
Salaries	10-26200-120-2	278,471	275,232	291,002	293,032	296,108	300,270	304,515
Benefits	10-26200-129-2	57,514	50,369	64,052	65,711	60,774	65,344	65,786
Specialty office supplies	10-26200-230-2	1,665	5,202	2,000	2,040	2,081	2,122	2,165
Travel - monthly operations	10-26200-510-2	0	1,000	1,020	1,040	1,061	1,082	1,104
conferences/education	10-26200-540-2	4,821	10,230	5,000	5,100	5,202	5,306	5,412
Memberships	10-26200-550-2	0	0	1,980	1,485	1,485	1,485	1,485
Advertising	10-26200-610-2	11,555	16,120	0	0	0	0	0
Special Projects	10-26200-690-2	10,394	5,306	0	5,000	5,000	5,000	5,000
		<b>364,420</b>	<b>363,459</b>	<b>365,054</b>	<b>373,409</b>	<b>371,711</b>	<b>380,610</b>	<b>385,468</b>
Geographic Services								
Salaries	10-26220-120-2	140,836	138,413	139,797	141,195	143,313	146,179	149,103
Benefits	10-26220-129-2	28,954	29,712	31,613	31,860	30,102	30,385	30,675
Specialty Office Supplies	10-26220-230-2	843	2,754	2,809	2,865	2,923	2,981	3,041
Travel	10-26220-510-2	0	0	1,000	1,000	1,000	1,000	1,000
Conferences/education	10-26220-540-2	596	6,500	2,000	2,040	2,081	2,122	2,165
Memberships	10-26220-550-2	0	0	0	0	0	0	0
Consulting	10-26220-690-2	10,255	10,200	2,000	10,404	10,612	10,824	11,041
		<b>181,484</b>	<b>187,579</b>	<b>179,219</b>	<b>189,365</b>	<b>190,031</b>	<b>193,492</b>	<b>197,025</b>
Other outside services								
Board of Variance	10-26200-850-2	0	200	500	510	520	531	541
OCP update	10-26202-690-2	0	0	0	0	0	50,000	0
Signage Review	10-26203-690-2	0	0	0	0	0	0	0
Zoning Bylaw Review	10-26205-690-2	48,063	20,000	0	0	0	0	50,000
Downtown Design Guideline	10-26206-690-2	0	0	0	10,000	0	0	0
Parks and Trails Planning and Design	10-26207-690-2	0	0	0	0	20,000	0	0
Wildland Interface DP	10-26208-690-2	0	0	0	0	0	0	0
Affordable Housing Strategy	10-26208-890-2	0	5,000	0	0	0	0	0
Industrial Land Strategy		0	0	0	15,000	0	0	0
Parks Signage Strategy		0	5,000	0	0	0	0	0
Agricural Plan	10-26211-690-2	611	7,500	0	0	0	0	0
Heritage Plan		0	0	0	0	0	0	20,000
Town Centre Parking Plan	10-26212-690-2	0	20,000	0	0	0	0	0
Waterfront Accessibility Plan		0	0	0	35,000	0	0	0
		<b>48,674</b>	<b>57,700</b>	<b>500</b>	<b>60,510</b>	<b>20,520</b>	<b>50,531</b>	<b>70,541</b>

<i>Development Services</i>	<i>Account</i>	YTD <u>2011</u>	Approved <u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Economic Development								
Specialty supplies	10-26510-230-2	0	1,592	1,624	1,656	1,689	1,723	1,757
ED - Special Projects	10-26510-290-2	0	0	0	0	0	0	0
Park Watch Program	10-26595-690-2	6,015	6,015	6,135	6,258	6,383	6,511	6,641
Initiatives - brochures, etc.	10-26920-690-2	0	0	0	0	0	0	0
EDC/Chamber contract	10-26910-680-2	28,150	28,150	28,150	28,150	28,150	28,150	28,150
EDC membership	10-26910-550-2	0	0	500	500	500	500	500
EDC work plan	10-26920-690-2	0	35,000	32,500	32,500	32,500	32,500	32,500
EDC - outside services	10-26920-690-2	0	0	0	0	0	0	0
Sooke Region Tourism Association		0	0	20,000	20,000	20,000	20,000	20,000
Sooke Program of the Arts (SPA)		0	0	3,500	3,500	3,500	3,500	3,500
Community Radio	10-26930-000-2	5,000	5,000	0	0	0	0	0
Sooke Arts Council		0	0	0	0	0	0	0
Visitor Information Centre	10-26990-680-2	19,000	19,000	20,000	20,000	20,000	20,000	20,000
Sooke Region Museum - Operating	10-26991-680-2	0	0	0	0	0	0	0
Sooke Region Museum - Endowment	10-26992-680-2	0	0	0	0	0	0	0
Conference Centre Bookings		225,000	225,000	300,000	300,000	300,000	300,000	75,000
Conference Hosting		13,253	10,000	10,000	10,000	10,000	10,000	10,000
Community Sports Event		36,058	35,000	25,000	50,000	50,000	50,000	50,000
		<u>332,476</u>	<u>364,757</u>	<u>447,409</u>	<u>472,564</u>	<u>472,722</u>	<u>472,884</u>	<u>248,048</u>
Total Development Services		<u>927,054</u>	<u>973,495</u>	<u>992,182</u>	<u>1,095,848</u>	<u>1,054,984</u>	<u>1,097,516</u>	<u>901,082</u>

**District of Sooke  
Financial Plan 2012 - 2016  
General Operating Fund**

<b>Recreation and Cultural Services</b>		<b>YTD</b>	<b>Approved</b>					
<b>Account</b>		<b><u>2011</u></b>	<b><u>2011</u></b>	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>
<b>Community Green Spaces</b>								
Public Space maintenance	10-27110-680-2	145,435	162,557	170,000	173,400	176,868	180,405	184,013
Hazardous Tree Maintenance	10-27111-680-2	5,520	10,200	10,000	10,000	10,000	10,000	10,000
Parks and Trail Maintenance	10-27112-680-2	0	0	0	0	0	0	0
Community Clean Up	10-27113-680-2	9,515	5,000	12,000	10,000	10,000	10,000	10,000
Seasonal Adornment		1,326	3,060	0	3,000	3,000	3,000	3,000
Harbourway Walkway License	10-27130-690-2	205	0	210	214	218	223	227
		162,001	180,817	192,210	196,614	200,086	203,628	207,241
<b>Community Services</b>								
Library services	10-27250-680-2	392,828	392,828	427,792	444,904	462,700	481,208	500,456
Sooke Community Association contract	10-27500-680-2	28,000	28,000	28,000	28,000	28,000	28,000	28,001
Sooke Canada Day Society	10-27510-680-2	1,020	1,020	1,040	1,061	1,082	1,104	1,126
Spirit of BC 2008	10-27511-680-2		0	0	0	0	0	0
Communities in Bloom	10-27512-680-2	11,485	15,000	700	10,000	10,000	10,000	10,000
Community Health Initiative	10-27513-680-2	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CIPJ Society - Need Crisis and Information Line	10-27520-680-2	3,121	3,121	3,184	3,247	3,312	3,378	0
Sooke Residents in Need - Crisis Centre	10-27530-680-2	6,120	6,120	6,242	6,367	6,495	6,624	0
Sooke Fine Arts - UBCM Tourism Grant	10-27540-680-2		0	0	0	0	0	0
UBCM Tourism Grant - Phase 1			0	0	0	0	0	0
UBCM Tourism Grant - Phase 2	10-27545-680-2		0	0	0	0	0	0
Sooke Region Tourism Association	10-27545-680-2	20,000	20,000	0	0	0	0	0
Sooke Arts Council	10-27550-680-2	2,500	2,500	0	0	0	0	0
Sooke Beautification Project - SPA	10-27560-680-2	3,500	0	0	0	0	0	0
Focus Grants	10-27570-680-2		0	0	0	0	0	0
Sooke Safe Halloween	10-27581-680-2	1,020	1,020	1,040	1,061	1,082	1,104	0
Sooke Youth Council	10-27582-680-2	10,000	10,000	15,000	15,000	15,000	15,000	15,001
		484,594	484,609	487,999	514,641	532,672	551,419	559,584
<b>Total Recreation and Cultural Services</b>		<b>646,595</b>	<b>665,426</b>	<b>680,209</b>	<b>711,255</b>	<b>732,758</b>	<b>755,047</b>	<b>766,825</b>



**District of Sooke  
Financial Plan 2012 - 2016  
General Operating Fund**

<b>Fiscal Services</b>	<b>Account</b>	<b>YTD 2011</b>	<b>Approved 2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Debt payments								
Annual lease payments	10-28100-710-2	85,430	90,389	54,700	40,300	34,748	31,971	31,971
Annual payment - Fire bylaw #91	10-28112-710-2	86,095	86,100	86,100	86,100	86,100	86,100	86,100
Annual payment - Fire bylaw #242 (Ladder Truck) - principle	10-28114-710-2	20,723	20,723	20,723	20,723	20,723	20,723	20,723
Annual payment - Fire bylaw #242 (Ladder Truck) - interest	10-28115-710-2	27,892	27,892	27,892	27,892	27,892	27,892	27,892
		<u>220,140</u>	<u>225,104</u>	<u>189,415</u>	<u>175,015</u>	<u>169,463</u>	<u>166,686</u>	<u>166,686</u>
Transfers to own reserve funds								
Fire Equipment Reserve Fund	10-28220-900-2	60,000	50,000	240,000	90,000	90,000	90,000	90,000
Parks Reserve	10-28240-900-2	414,500	414,000	130,000	130,000	130,000	130,000	130,000
Land Reserve (Non Park)	10-28245-900-2	-	-	-	-	-	-	-
Casino Reserve	10-28250-900-2	235,228	250,000	260,000	260,000	260,000	260,000	260,000
SPA Reserve	10-28260-900-2	9,649	15,000	20,000	20,000	20,000	20,000	20,000
Capital Works Reserve (GST)	10-28270-900-2	57,650	70,000	60,000	60,000	60,000	60,000	60,000
DCC Road Reserve	10-28280-900-2	768,228	438,770	438,770	438,770	438,770	438,770	438,770
DCC Wastewater Reserve	10-28290-900-2	437,833	235,060	235,060	235,060	235,060	235,060	235,060
Gas Tax - New Deal Reserve	10-28300-900-2	312,886	313,009	313,009	313,009	313,009	313,009	313,009
Emergency Road Repair/Snow Removal	10-28310-900-2	-	-	-	-	-	-	-
Capital Improvement Financing Reserve	10-28320-900-2	-	8,296	11,614	11,614	11,614	11,614	11,614
Community Amenities Reserve	10-28330-900-2	7,500	105,000	-	-	-	-	-
Capital Asset Replacement Reserve	10-28350-900-2	150,000	150,000	-	150,000	200,000	200,000	200,000
Unappropriated Surplus Reserve		-	-	-	-	-	-	-
Community Grants Reserve		-	-	476,733	-	-	-	-
		<u>2,453,474</u>	<u>2,049,135</u>	<u>2,185,186</u>	<u>1,708,453</u>	<u>1,758,453</u>	<u>1,758,453</u>	<u>1,758,453</u>
Capital Fund	10-28230-900-2	1,563,660	4,121,373	1,545,569	1,600,000	1,600,000	1,600,000	1,600,000
Total Fiscal Services		<u>4,017,134</u>	<u>6,170,508</u>	<u>3,920,170</u>	<u>3,308,453</u>	<u>3,358,453</u>	<u>3,358,453</u>	<u>3,358,453</u>

**District of Sooke**  
**Financial Plan 2012 - 2016**  
**General Operating Fund**

<b>Transmission of Taxes</b>	<b>Account</b>	<b>YTD 2011</b>	<b>Approved 2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
School District	10-28810-000-2	4,336,345	4,620,000	4,851,000	5,093,550	5,348,228	5,615,639
Regional Hospital District	10-28820-000-2	629,269	636,204	668,015	701,415	736,486	773,310
Capital Regional District	10-28830-000-2	2,290,382	2,300,036	2,415,037	2,535,789	2,662,579	2,795,708
BC Assessment Authority	10-28831-000-2	143,009	149,827	157,318	165,184	173,443	182,115
Municipal Finance Authority	10-28832-000-2	441	434	455	478	502	527
BC Transit	10-28833-000-2	533,774	422,284	443,398	465,568	488,846	513,289
Vancouver Island Regional Library	10-28834-000-2	0	0	0	0	0	0
		<b>7,933,220</b>	<b>8,128,784</b>	<b>8,535,223</b>	<b>8,961,984</b>	<b>9,410,084</b>	<b>9,880,588</b>
<b>Tax Levy</b>							
School District	10-19810-000-1	4,336,345	4,620,000	4,851,000	5,093,550	5,348,228	5,615,639
Regional Hospital District	10-19820-000-1	629,269	636,204	668,015	701,415	736,486	773,310
Capital Regional District	10-19822-000-1	2,290,382	2,300,036	2,415,037	2,535,789	2,662,579	2,795,708
BC Assessment Authority	10-19831-000-1	143,009	149,827	157,318	165,184	173,443	182,115
Municipal Finance Authority	10-19832-000-1	441	434	455	478	502	527
BC Transit	10-19833-000-1	533,774	422,284	443,398	465,568	488,846	513,289
Vancouver Island Regional Library	10-18934-000-1	0	0	0	0	0	0
		<b>7,933,220</b>	<b>8,128,784</b>	<b>8,535,223</b>	<b>8,961,984</b>	<b>9,410,084</b>	<b>9,880,588</b>

District of Sooke  
Financial Plan 2012 - 2016

**Sewer Operating Fund and Sewer Replacement Reserve**

<b>Sewer Operating Fund</b>		<b>Account</b>	<b>YTD 2011</b>	<b>Approved 2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
# Parcel Tax Rolls			2,526	2,552	2,724	2,769	2,814	2,859	2,904
# Sewer Generation Charges			468	528	502	507	512	517	522
Total			2,994	3,080	3,226	3,276	3,326	3,376	3,426
Parcel Tax			515	515	515	520	525	530	535
<b>Revenues</b>									
Parcel Tax	40-11130-000-1		1,300,890	1,314,280	1,402,860	1,439,880	1,477,350	1,515,270	1,553,640
Sewer Generation Charge	40-11140-000-1		240,840	271,920	258,350	263,458	268,617	273,825	279,083
EPCOR Management Fee	40-11150-000-1		0	0	0	0	0	0	0
EPCOR Contribution to Rehabilitation Fund	40-11155-000-1		20,000	30,000	0	0	0	0	0
Transfer from AARF			20,000	0	0	0	0	0	0
Sewer Permit Fees	40-11160-000-1		0	0	0	0	0	0	0
Transfer from DCC Wastewater Reserve			0	0	295,519	295,519	295,519	384,619	295,519
Sanitary Sewer - Grant/Recovery	40-17510-000-1		0	0	0	0	0	0	0
Sewer System Modeling and Study - Grant	40-17511-000-1		0	0	0	0	0	0	0
			1,581,730	1,616,200	1,956,729	1,998,857	2,041,486	2,173,714	2,128,242
<b>Expenditures</b>									
EPCOR, for operations as per agreement	40-21250-650-2		814,924	683,180	999,688	1,019,661	1,040,055	1,060,856	1,082,073
Insurance	40-21250-651-2		20,921	20,921	24,165	24,648	25,141	25,644	26,157
EPCOR, Rehabilitation, Repairs and Maintenance Expenses	40-21250-660-2		29,479	15,000	0	0	0	0	0
Plans and Non-Capital Improvements			0	40,000	40,000	20,000	0	15,000	0
AARF Reserve Account Contribution	40-21250-680-2		0	0	87,000	70,350	73,868	77,561	81,439
AARF Projects			56,343	0	54,000	32,000	32,000	32,000	32,000
MFA Long Term debt - principle repayment	40-28110-710-2		295,519	295,519	295,519	295,519	295,519	295,519	295,519
MFA Long Term debt - interest repayment	40-28124-710-2		389,840	389,840	389,840	389,840	389,840	389,840	389,840
Ministry of Finance - Discharge fee	40-21250-653-2		1,114	1,200	1,200	1,200	1,200	1,200	1,200
Other Costs	40-21250-652-2		81,921	24,000	0	0	0	0	0
Sewer System - Modeling and Study	40-23222-850-2		0	0	0	0	0	0	0
Sewer System Modelling/Reports	40-23221-850-2		0	15,000	0	0	0	0	0
Bad Debt Expense	40-28100-100-2		33,475	33,475	0	0	0	0	0
DCC Evaluation			0	0	0	0	0	0	0
Sanitary Sewer Source Control Monitoring			0	16,000	0	0	0	0	0
<b>Capital</b>									
DCC Capital Projects	50-		0	0	0	0	0	90,000	0
Non DCC Capital Projects	50-		0	0	53,000	0	0	0	0
			1,723,536	1,534,135	1,924,392	1,853,219	1,857,623	1,987,620	1,908,228
<b>Change in Fund Balance - Surplus/(deficit)</b>			-141,806	82,066	32,337	145,639	183,863	186,094	220,014
<b>Opening Sewer Operating Fund Balance</b>			-178,225	-178,225	-320,031	-287,694	-142,055	41,807	227,901
<b>Closing Sewer Operating Fund Balance</b>			-320,031	-96,160	-287,694	-142,055	41,807	227,901	447,915

**District of Sooke**  
**Financial Plan 2012 - 2016**

**Capital Fund**

	YTD 2011	Approved 2011	2012	2013	2014	2015	2016
<b>Revenues</b>							
Transfer from Unappropriated General Operating Surplus	0	0	0	0	0	0	0
Transfer from Appropriated General Operating Surplus	72,248		0	0	0	0	0
Taxation - Transfer from General Operating	176,390	448,892	244,500	395,500	398,900	372,000	282,000
Fire Equipment Reserve	291,864	50,000	76,069	82,513	10,000	10,000	14,000
Parks Reserve	290,000	0	390,000	0	0	0	0
Casino Reserve Fund	208,935	60,000	0	205,000	150,000	100,000	100,000
SPA Reserve	3,500	0	0	0	0	0	0
Capital Works Reserve (GST)	100,000	120,000	0	84,100	48,600	2,100	32,100
DCC Road Reserve	82,571	2,192,480	60,000	1,395,900	891,000	207,900	207,900
DCC Wastewater Reserve	0	0	0	0	0	0	0
Community Works Reserve (Gas Tax)	18,526	850,000	650,000	300,000	200,000	0	0
Grants	312,852	350,000	0	0	250,000	0	0
Emergency Snow Reserve	0	0	0	0	0	0	0
Land Sale Reserve	0	0	120,000	0	0	0	0
Asset Replacement Reserve	6,774	50,000	0	250,000	0	100,000	300,000
Capital Improvement Financing Reserve	0	0	5,000	5,000	5,000	5,000	5,000
	1,563,660	4,121,373	1,545,569	2,718,013	1,953,500	797,000	941,000
<b>Expenditures</b>							
Council	0	0	0	0	0	0	0
Corporate Services	4,019	10,000	0	0	0	0	0
Finance and Information Technology	34,747	48,366	37,000	41,500	26,500	20,000	30,000
City Hall	44,758	0	0	0	0	0	0
Development Services	0	0	0	0	0	0	0
Public Works Yard	0	10,000	0	0	0	0	0
Vehicle Replacement	35,307	45,307	0	30,000	0	0	0
Building Maintenance	0	0	13,500	0			
Fire Department	316,864	75,000	76,069	82,513	10,000	10,000	14,000
Engineering	166,238	3,872,700	1,029,000	2,489,000	1,817,000	667,000	797,000
Recreation and Culture	961,727	60,000	390,000	75,000	100,000	100,000	100,000
	1,563,660	4,121,373	1,545,569	2,718,013	1,953,500	797,000	941,000
<b>Net Revenue (expenditures)</b>	0	0	0	0	0	0	0

			Funding Sources													
Department	Division	Project Name	2012	Gen Ops Surplus	Taxes	FER	Parks Res	Casino	GST	Road DCC	WW DCC	Gas Tax	Capital Asset Replacement	Capital Improvement	Land Sale	Other Grants
Council																
Corporate Services																
Finance	Information Technology	Evergreen Equipment Replacement Plan	10,000		10,000											
	Information Technology	Granicus web streaming	9,500		9,500											
	Information Technology	Collabware for Records Management	7,500		7,500											
	Information Technology	Operating software	10,000		10,000											
			37,000		37,000											
Building	Building Maintenance	Sprinkler systems upgrades	8,500		8,500											
		Gutter Replacement	5,000		5,000											
			13,500		13,500											
Public Works Yard																
Building and Bylaw	City Hall	Fleet Replacement - 4 x 4 Nissan Truck														
Fire Department	Fire	Protective Clothing Replacement	7,000			7,000										
	Fire	2002 Fire Rescue/Pumper Unit #202 - Exercise Lease Buyout	35,081			35,081										
	Fire	2002 Emergency Vehicle Unit #206 - Exercise Lease Buyout	33,988			33,988										
	Fire	Vehicle Replacement - Unit 204 Mack Pumper Truck														
	Fire	Insta-Chains														
			76,069			76,069										
Engineering	Roads	Road and Sidewalk Improvement Program	100,000		40,000					60,000						
		Sooke Road Round-about	650,000									650,000				
		Phillips to Charters Segment - Connector Construction Project (includes U/G Hydro)	0		0											
	Roads	Round-about land purchase	150,000		30,000										120,000	
	Roads	Waterview Road right-of-way land purchase	0													
	Culvert	Murray Rd/Home Rd Stormwater System Design	0													
	Culvert	Rainwater Management Program	100,000		100,000											
	Street Light	Street Light Installation Program	12,000		12,000											
	Transit	Downtown Art Bench	5,000		0									5,000		
	Transit	Transit Stops enhancements	12,000		12,000											
			1,029,000		194,000					60,000	0	650,000		5,000	120,000	
Community Development		Parks Enhancement Program														
		Boat Launch Construction														
Community Park		Sooke River Road Park Purchase	390,000				390,000									
			390,000				390,000									
		Total	1,545,569	0	244,500	76,069	390,000	0	0	60,000	0	650,000	0	5,000	120,000	0