



2013 – 2017 Five Year Financial Plan

Received by Council April 18, 2013

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**District of Sooke
Financial Plan 2013 - 2017
Consolidated - Summary**

	2013	2014	2015	2016	2017
Expenditures (function)					
General Government	2,365,854	2,458,400	2,499,002	2,539,496	2,583,715
Protective services	2,762,296	2,842,222	2,924,628	2,994,590	3,054,385
Engineering	2,718,808	2,772,640	2,829,177	2,880,040	2,937,710
Development Services	826,121	830,234	842,329	616,827	630,211
Sewer operations	2,201,711	2,253,542	2,306,409	2,360,334	2,143,563
Sewer debt	685,359	685,359	685,359	685,359	685,359
Recreation/Culture	890,583	904,297	954,643	998,736	1,045,180
Debt Servicing	151,017	140,135	137,359	137,359	137,359
Total operating expenditures	12,601,749	12,886,830	13,178,907	13,212,741	13,217,482
Capital expenditures	3,917,357	2,037,739	1,008,645	2,461,375	2,544,172
Total proceeds that must be transferred to reserves	1,086,586	1,117,315	1,155,679	1,195,611	1,237,183
Transfer to reserves	292,956	305,376	325,803	346,239	365,666
Total expenditures	17,898,648	16,347,259	15,669,034	17,215,966	17,364,503
Revenues (source)					
Net taxes available for municipal purposes	215,196	219,502	223,892	228,370	232,937
Sales and user fees	42,138	42,981	43,841	44,610	45,502
Government transfers and grants	570,565	619,871	719,269	725,715	732,289
Investment income	100,000	102,000	104,040	106,121	108,243
Penalties and fines	118,320	120,686	123,100	125,562	128,073
Licenses and permits	499,335	509,322	519,508	529,899	540,497
Lease and rental	50,636	51,206	51,786	52,379	52,983
Donations and contributions	-	-	-	-	-
Sewer operating revenue	2,438,388	2,481,245	2,524,960	2,569,549	2,546,895
Developer cost charges	508,500	533,925	560,621	588,652	618,085
Casino revenue sharing	265,200	270,504	275,914	281,432	287,061
	4,808,279	4,951,243	5,146,932	5,252,288	5,292,565
Transfers from Reserves					
For Operations	159,529	67,204	-	-	-
For Capital	3,550,183	1,830,614	703,870	1,795,450	2,037,572
	3,709,712	1,897,818	703,870	1,795,450	2,037,572
Transfers from unallocated surplus	50,000	50,000	50,000	50,000	50,000
Tax revenue from Non-market Change	161,323	160,000	160,000	160,000	160,000
Transfer from unallocated surplus	126,170	128,693	131,267	133,893	68,436
	337,493	338,693	341,267	343,893	278,436
Transfer from allocated surplus	186,124	-	-	-	-
Offset for amortization	2,391,282	2,439,108	2,487,890	2,537,648	2,384,759
Total Revenues without Taxes	11,432,890	9,626,862	8,679,959	9,929,278	9,993,333
Total Revenues	17,898,648	16,347,259	15,669,034	17,215,966	17,364,503
Property Taxes	6,465,757	6,720,397	6,989,075	7,286,688	7,371,170

**District of Sooke
Financial Plan 2013 - 2017
General Fund - Summary**

	2013	2014	2015	2016	2017
Expenditures (function)					
General Government	2,365,854	2,458,400	2,499,002	2,539,496	2,583,715
Protective services	2,762,296	2,842,222	2,924,628	2,994,590	3,054,385
Engineering	2,718,808	2,772,640	2,829,177	2,880,040	2,937,710
Development Services	826,121	830,234	842,329	616,827	630,211
Sewer operations					
Sewer debt					
Recreation/Culture	890,583	904,297	954,643	998,736	1,045,180
Debt Servicing	151,017	140,135	137,359	137,359	137,359
Total operating expenditures	9,714,678	9,947,929	10,187,138	10,167,048	10,388,560
Capital expenditures	3,917,357	2,037,739	1,008,645	2,461,375	2,544,172
Total proceeds that must be transferred to reserves	1,086,586	1,117,315	1,155,679	1,195,611	1,237,183
Transfer to reserves	292,956	305,376	325,803	346,239	365,666
Total expenditures	\$15,011,577	\$13,408,359	\$12,677,265	\$14,170,273	\$14,535,581
Revenues (source)					
Net taxes available for municipal purposes	215,196	219,502	223,892	228,370	232,937
Sales and user fees	42,138	42,981	43,841	44,610	45,502
Government transfers and grants	570,565	619,871	719,269	725,715	732,289
Investment income	100,000	102,000	104,040	106,121	108,243
Penalties and fines	118,320	120,686	123,100	125,562	128,073
Licenses and permits	499,335	509,322	519,508	529,899	540,497
Lease and rental	50,636	51,206	51,786	52,379	52,983
Donations and contributions	-	-	-	-	-
Sewer operating revenue					
Developer cost charges	508,500	533,925	560,621	588,652	618,085
Casino revenue sharing	265,200	270,504	275,914	281,432	287,061
	2,369,891	2,469,997	2,621,972	2,682,739	2,745,670
Transfers from Reserves					
For Operations	159,529	67,204	-	-	-
For Capital	3,550,183	1,830,614	703,870	1,795,450	2,037,572
	3,709,712	1,897,818	703,870	1,795,450	2,037,572
Transfers from unallocated surplus	50,000	50,000	50,000	50,000	50,000
Tax revenue from Non-market Change	161,323	160,000	160,000	160,000	160,000
Transfer from unallocated surplus (Sewer Deficit Repayment)	126,170	128,693	131,267	133,893	68,436
	337,493	338,693	341,267	343,893	278,436
Transfer from allocated surplus	186,124	-	-	-	-
Offset for amortization	1,942,600	1,981,452	2,021,081	2,061,503	2,102,733
Total Revenues without Taxes	8,545,820	6,687,961	5,688,191	6,883,584	7,164,411
Total Revenues	15,011,577	13,408,359	12,677,265	14,170,273	14,535,581
Property Taxes	6,465,757	6,720,398	6,989,075	7,286,688	7,371,170
% increase in property taxes	1.86%	3.94%	4.00%	4.26%	1.16%

**District of Sooke
Financial Plan 2013 - 2017
General Fund**

General Government Services	2013	2014	2015	2016	2017
Council					
Remuneration	81,280	81,280	81,280	81,280	81,280
Benefits	1,469	1,499	1,529	1,559	1,590
Travel/conferences/education	26,520	27,050	27,591	28,143	28,706
Volunteer recognition - o/s services	2,500	2,500	2,500	2,500	2,500
Contingency	143,803	140,539	148,555	138,867	142,620
Total Council	255,573	252,868	261,455	252,349	256,696
Corporate Services					
Salaries	352,847	361,715	371,949	377,288	384,834
Benefits	56,757	71,371	73,337	74,308	75,923
Specialty office supplies	1,641	1,674	1,707	1,741	1,776
Hospitality and meals	1,948	1,987	2,027	2,067	2,109
Travel	1,020	1,040	1,061	1,082	1,104
Professional Development	11,115	11,337	11,564	11,795	12,031
Memberships	855	872	890	907	925
Legislative Dues/Subscriptions	450	459	468	478	487
Advertising/Communications	40,000	40,800	41,616	42,448	43,297
Contingency	2,000	2,040	2,081	2,122	2,165
Total Corporate Services	468,633	493,296	506,700	514,238	524,652
Finance and Information Technology					
Salaries	471,527	485,600	501,112	516,734	527,069
Benefits	112,284	114,920	118,116	120,491	122,957
Subscriptions	306	312	318	325	331
Travel	1,020	1,040	1,061	1,082	1,104
Professional Development	14,000	14,280	14,566	14,857	15,154
Memberships	3,280	3,346	3,413	3,481	3,550
Cash Over/Short	26	26	27	27	28

General Government Services	2013	2014	2015	2016	2017
Tax adjustments	510	520	531	541	552
Banking	2,208	2,252	2,298	2,343	2,390
Property Tax Interest Expense (prepayment)	255	260	265	271	276
Tax forms and supplies	7,140	7,283	7,428	7,577	7,729
Property Tax Stabilization contingency	18,360	18,727	19,102	19,484	19,873
Total Finance and Information Technology	630,916	648,567	668,235	687,214	701,014
Common Services - Vehicle Fleet					
Fuel - Gas/Diesel (Highlander)	1,632	1,665	1,698	1,732	1,767
Repairs and Maintenance (Highlander)	400	408	416	424	433
Fuel - Gas/Diesel (Nissan)	1,224	1,224	1,224	1,224	1,224
Repairs and Maintenance (Nissan)	2,000	400	408	416	424
Fuel - Gas/Diesel (GMC)	500	510	520	531	541
Repairs and Maintenance (GMC)	204	208	212	216	221
Vehicle Insurance (Highlander)	979	999	1,019	1,039	1,060
Vehicle Insurance (GMC & Chevrolet trucks)	1,520	1,550	1,581	1,613	1,645
Vehicle Maintenance (GMC & Chevrolet trucks)	2,500	2,550	2,601	2,653	2,706
Total Common Services - Vehicles	10,959	9,514	9,679	9,849	10,021
Common services - Office					
Interest on Refundable Deposits	2,000	2,040	2,081	2,122	2,165
Telephone	23,256	23,721	24,196	24,679	25,173
Copy/service charges	7,919	8,078	8,239	8,404	8,572
Equipment lease/rental	15,020	17,520	17,520	17,520	17,520
Freight/courier	1,624	1,656	1,689	1,723	1,758
Postage	5,412	5,520	5,631	5,743	5,858
Office supplies	18,378	18,746	19,121	19,503	19,893
Subscriptions and Memberships	8,711	8,885	9,063	9,244	9,429
Records management	14,580	14,872	15,169	15,472	15,782
Off site storage	4,370	4,457	4,546	4,637	4,730
Occupational Health and Safety	1,020	1,040	1,061	1,082	1,104
Software Licensing	50,530	58,220	67,520	75,670	51,095
LAN/PC's/Networking/Internet	13,765	14,040	14,321	14,608	14,900
Total Common Services - Office	166,585	178,796	190,157	200,409	177,979

General Government Services	2013	2014	2015	2016	2017
Common services - Building					
Natural Gas	14,141	14,424	14,713	15,007	15,307
Water	3,030	3,091	3,153	3,216	3,280
Electricity	35,000	35,700	36,414	37,142	37,885
Waste removal	6,494	6,624	6,757	6,892	7,030
Hazardous material disposal container	500	500	500	500	500
Common services - Building maintenance					
Operating supplies	4,339	4,426	4,514	4,605	4,697
Contracted maintenance	45,000	45,900	46,818	47,754	48,709
Other outside services	5,100	5,202	5,306	5,412	5,520
Total Common Services - Building	113,605	115,867	118,175	120,528	122,929
Total Common Services	291,149	304,177	318,011	330,786	310,928
Special services					
Recruitment costs - travel	1,530	1,561	1,592	1,624	1,656
Recruitment costs - advertising	1,836	1,873	1,910	1,948	1,987
Recruitment - contracted service	-	-	-	-	-
Legal	90,000	91,800	93,636	95,509	97,419
Audit	26,520	27,050	27,591	28,143	28,706
Insurance premium	89,324	89,648	89,978	90,315	90,659
Insurance contingency	20,400	20,808	21,224	21,649	22,082
Insurance claims	20,400	20,808	21,224	21,649	22,082
Labour relations - consulting	-	-	-	-	-
Bad Debt expense					
Communities in Bloom	1,000	1,020	1,040	1,061	1,082
Elections	-	25,000	-	-	25,000
Public and government relations	11,630	6,763	6,898	7,036	7,177
Contingency (staffing coverage)	3,000	3,060	3,121	3,184	3,247
Canada Day Fireworks	2,550	2,601	2,653	2,706	2,760
Total Special Services	268,190	291,992	270,869	274,823	303,857

General Government Services

Grants

Service Agreements

Sooke Community Association	28,000	28,000	28,000	28,000	28,000
Chamber of Commerce	28,150	28,150	28,150	28,150	28,150
Sooke Region Tourism Association	20,000	20,000	20,000	20,000	20,000
Visitor Information Centre	20,000	20,000	20,000	20,000	20,000
Community Sports Event/Triathlon	-	-	-	-	-

Annual Grant

Park Watch Program	6,258	6,258	6,258	6,258	6,258
Christmas Bureau	774	774	774	774	774
Sooke Canada Day Society	3,000	3,000	3,000	3,000	3,000
Community Health Initiative	5,100	5,100	5,100	5,100	5,100
CIPi Society - Need Crisis and Information Line (Need	3,248	3,248	3,248	3,248	3,248
Sooke Residents in Need - Crisis Centre	6,367	6,367	6,367	6,367	6,367
Sooke Fine Arts Society	7,000	7,000	7,000	7,000	7,000
Sooke Arts Council	4,000	4,000	4,000	4,000	4,000
Sooke Safe Halloween	1,061	1,061	1,061	1,061	1,061
Sooke Youth Council	15,300	15,300	15,300	15,300	15,300
Citizens on Patrol	2,500	2,500	2,500	2,500	2,500
EMCS Student Arts Bus Shelter Project	3,000	3,000	3,000	3,000	3,000
Provision for new grants	5,000	5,000	5,000	5,000	5,000
Grants Contingency		3,054	6,171	9,349	12,591

Bi-annual Grants

Community Grants	65,000	75,000	75,000	75,000	75,000
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Total Grants

223,757	236,812	239,929	243,107	246,349
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Economic Development

Mayor's Advisory Panels - Specialty supplies	1,600	1,632	1,664.64	1,698	1,731.89
Mayor's Advisory Panels	15,000	15,300	15,606	15,918	16,236
Memberships (Economic Development)	500	510	520.20	531	541.22

General Government Services

	2013	2014	2015	2016	2017
Sooke Program of the Arts (SPA)	-	-	-	-	-
EDC work plan	-	-	-	-	-
Total Economic Development	17,100	17,442	17,791	18,147	18,510
Plans					
Strategic Plan	10,000	-	-	15,000	-
Plans	65,000	75,000	75,000	60,000	75,000
Fire Master Plan	-	-	-	-	-
DCC Bylaw - Sanitary/Storm and Roads	-	-	-	-	-
Transportation Master Plan	-	-	-	-	-
Subdivision and Development Standards Bylaw	-	-	-	-	-
Rainwater Management Plan Study	-	-	-	-	-
OCP update	-	-	-	-	-
Signage Review	-	-	-	-	-
Zoning Bylaw Review	-	-	-	-	-
Downtown Design Guideline	-	-	-	-	-
Parks and Trails (plan update)	-	-	-	-	-
Affordable Housing Policy	-	-	-	-	-
Industrial Land Strategy	-	-	-	-	-
Agricultural Plan	-	-	-	-	-
Town Centre Parking Plan	-	-	-	-	-
Waterfront Plan	-	-	-	-	-
Total Plans	75,000	75,000	75,000	75,000	75,000
Subtotal before amortization	2,230,318	2,320,153	2,357,990	2,395,664	2,437,006
Amortization - General Government	135,536	138,247	141,012	143,832	146,709
Total General Government	\$ 2,365,854	\$ 2,458,400	\$ 2,499,002	\$ 2,539,496	\$ 2,583,715

**District of Sooke
Financial Plan 2013 - 2017
General Fund**

Protective Services

	2013	2014	2015	2016	2017
Policing					
Contract with RCMP	1,467,777	1,497,133	1,527,075	1,557,617	1,588,769
Regional Crime Unit	44,861	45,758	46,673	47,606	48,559
Integrated Mobile Crisis Response Team	5,567	5,679	5,792	5,908	6,026
RCMP Victim Services	8,659	8,832	9,009	9,189	9,373
Integrated Domestic Violence Unit	8,263	8,428	8,597	8,769	8,944
Mobile Youth Services Team	2,322	2,368	2,415	2,464	2,513
Crime Stoppers Funding	3,014	3,074	3,135	3,198	3,262
CR Action Team	1,257	1,282	1,307	1,334	1,360
Source Information	2,040	2,081	2,122	2,165	2,208
Community Liaison Officer	4,162	4,245	4,330	4,416	4,505
Community Policing	-	-	-	-	-
Total Policing	1,547,920	1,578,878	1,610,456	1,642,665	1,675,518
Emergency Program					
Supplies	5,000	5,100	5,202	5,306	5,412
Office supplies	1,624	1,656	1,689	1,723	1,758
EOC radio operations	1,624	1,656	1,689	1,723	1,758
Communications	1,190	1,214	1,238	1,263	1,288
Professional Development	8,323	8,490	8,659	8,833	9,009
Memberships	-	-	-	-	-
ESS - Training	4,080	4,162	4,245	4,330	4,416
Emergency planning - outside services (ESS Director)	2,164	2,208	2,252	2,297	2,343
Total Emergency Program	24,006	24,486	24,975	25,475	25,984

Fire Department

Administration

Salaries	473,167	496,213	520,650	533,663	544,336
Benefits	101,844	105,166	109,027	110,985	113,299
Operating supplies	4,330	4,416	4,505	4,595	4,687
Office supplies	3,626	3,699	3,773	3,848	3,925
Office equipment leases	2,747	2,802	2,858	2,915	2,973
Professional Development	30,000	30,600	31,212	31,836	32,473
Memberships	1,090	1,112	1,134	1,157	1,180

Protective Services

	2013	2014	2015	2016	2017
Subscriptions	2,040	2,081	2,122	2,165	2,208
Hospitality - operating supplies	2,706	2,760	2,815	2,872	2,929
Insurance premiums	21,000	21,420	21,848	22,285	22,731
Annual dinner	9,500	9,500	9,500	9,500	9,500
Total Administration	652,049	679,769	709,444	725,820	740,241

Volunteer Firefighters

Duty officer remuneration	24,786	25,282	25,787	26,303	26,829
First response duty remuneration	24,786	25,282	25,787	26,303	26,829
Relief worker wages/remuneration	15,606	25,918	35,918	45,918	46,836
Relief Workers Benefits	662	675	689	702	717
Allowance - contract payment	36,312	37,038	37,779	38,535	39,305
WCB Benefits	432	441	450	459	468
Medical testing	3,200	3,264	3,329	3,396	3,464
Recruitment	1,000	1,020	1,040	1,061	1,082
Uniforms and operating supplies	10,000	10,200	10,404	10,612	10,824
Total Volunteer Firefighters	116,784	129,120	141,184	153,289	156,355

Telecommunications

CREST	44,260	45,145	46,048	46,969	47,908
Telephone and Data services	10,642	10,854	11,072	11,293	11,519
Repairs/maintenance/replacement	2,692	2,746	2,801	2,857	2,914
Total Telecommunications	57,593	58,745	59,920	61,118	62,340

Community Education

Operating supplies	4,567	4,658	4,752	4,847	4,943
Total Community Education	4,567	4,658	4,752	4,847	4,943

Inspections

Operating supplies	2,122	2,165	2,208	2,252	2,297
Total Inspections	2,122	2,165	2,208	2,252	2,297

Training

Operating supplies	2,760	2,815	2,872	2,929	2,988
Professional Development	-	-	-	-	-
Audio visual repair and replacement	1,082	1,104	1,126	1,148	1,171
Total Training	3,842	3,919	3,998	4,078	4,159

Protective Services

	2013	2014	2015	2016	2017
Vehicle maintenance					
Wages	4,080	4,162	4,245	4,330	4,416
Benefits	542	552	564	575	586
Fuel	17,860	18,217	18,582	18,953	19,332
Repairs and replacement	12,240	12,485	12,734	12,989	13,249
Other outside services	8,044	8,205	8,369	8,536	8,707
Total Vehicle Maintenance	42,766	43,621	44,493	45,383	46,291
Equipment maintenance					
Operation and Maintenance	28,811	29,387	29,975	30,574	31,186
Other outside services	2,760	2,815	2,872	2,929	2,988
Total Equipment Maintenance	31,571	32,202	32,847	33,503	34,174
Other					
Turnout gear operating supplies	6,500	6,630	6,763	6,898	7,036
Medical supplies	6,280	6,406	6,534	6,665	6,798
East Sooke Fire Contract	31,910	32,550	33,201	33,865	34,542
Total - Other	44,690	45,586	46,498	47,428	48,376
Total Fire Department	955,985	999,786	1,045,343	1,077,718	1,099,177
Subtotal before amortization	2,527,911	2,603,150	2,680,774	2,745,858	2,800,680
Amortization - Protective Services	234,385	239,073	243,854	248,731	253,706
Total Protective Services	2,762,296	2,842,222	2,924,628	2,994,590	3,054,385

**District of Sooke
Financial Plan 2013 - 2017
General Fund**

Engineering Services	2013	2014	2015	2016	2017
Engineering Operations					
Salaries	490,481	504,613	515,205	520,909	531,328
Benefits	99,428	103,481	106,004	107,234	109,468
Specialty office supplies	1,020	1,040	1,061	1,082	1,104
Travel	1,020	1,040	1,061	1,082	1,104
Professional Development	10,325	10,532	10,742	10,957	11,176
Memberships	1,925	1,964	2,003	2,043	2,084
Consulting	10,000	10,200	10,404	10,612	10,824
Total Engineering Operations	614,198	632,870	646,481	653,920	667,088
Building Inspection					
Salaries	174,089	171,965	175,404	178,912	182,490
Benefits	45,890	45,483	46,524	47,223	48,148
Specialty office supplies	2,600	2,652	2,705	2,759	2,814
Professional Development	6,000	6,120	6,242	6,367	6,495
Travel	1,020	1,040	1,061	1,082	1,104
Memberships	1,125	1,148	1,170	1,194	1,218
Vehicle insurance	714	728	743	758	773
Total Building Inspection	231,438	229,136	233,850	238,296	243,042
Contract Services					
Road Maintenance Contract	221,000	225,420	229,928	234,527	239,218
Traffic Control Devices	10,000	10,200	10,404	10,612	10,824
Storm water quality control (CRD)	41,156	41,979	42,819	43,675	44,549
Drainage and Stormwater	51,000	52,020	53,060	54,122	55,204
Nott's Brook Hydrometric Maintenance	-	-	-	-	-
Public Works Yard Maintenance	5,100	5,202	5,306	5,412	5,520
Total Contracted Services	328,256	334,821	341,518	348,348	355,315
Street lighting and Traffic control					
Street lighting electricity	56,100	57,222	58,366	59,534	60,724
Ornamental lighting electricity	15,300	15,606	15,918	16,236	16,561
Ornamental lighting contracted maintenance	6,120	6,242	6,367	6,495	6,624
Traffic lights electricity	3,500	3,570	3,641	3,714	3,789

Engineering Services

	2013	2014	2015	2016	2017
Crossing guards	15,450	15,759	16,074	16,396	16,724
Total Street lighting and Traffic control	96,470	98,399	100,367	102,375	104,422
Subtotal before amortization	1,270,363	1,295,227	1,322,215	1,342,939	1,369,867
Amortization					
Amortization - Engineering Services	1,348,645	1,375,618	1,403,130	1,431,193	1,459,817
Amortization - Storm Sewer	99,800	101,796	103,832	105,909	108,027
Total Amortization	1,448,445	1,477,414	1,506,962	1,537,101	1,567,843
Total Engineering Services	2,718,808	2,772,640	2,829,177	2,880,040	2,937,710

**District of Sooke
Financial Plan 2013 - 2017
General Fund**

Development Services	2013	2014	2015	2016	2017
Planning Operations					
Salaries	293,912	298,321	304,288	310,373	316,581
Benefits	66,180	67,304	68,871	69,935	72,494
Specialty office supplies	2,040	2,081	2,122	2,165	2,208
Travel - monthly operations	1,040	1,061	1,082	1,104	1,126
Professional Development	5,550	5,661	5,774	5,890	6,007
Memberships	1,485	1,515	1,545	1,576	1,607
Special Projects	-	-	-	-	-
Total Planning Operations	370,208	375,943	383,683	391,043	400,024
Geographic Services					
Salaries	141,195	143,313	146,179	149,103	152,085
Benefits	32,832	33,395	34,173	34,701	35,383
Specialty Office Supplies	2,865	2,922	2,981	3,041	3,101
Travel	1,020	1,040	1,061	1,082	1,104
Professional Development	3,500	3,570	3,641	3,714	3,789
Consulting	12,000	7,040	7,081	7,081	7,122
Total Geographic Services	193,413	191,281	195,116	198,722	202,585
Other outside services					
Board of Variance	500	510	520	531	541
Total - Other outside services	500	510	520	531	541
Economic Development					
Conference Centre Bookings	237,000	237,000	237,000	1	-
Conference Hosting	25,000	25,500	26,010	26,530	27,061
Total Economic Development	262,000	262,500	263,010	26,531	27,061
Subtotal before amortization	826,121	830,234	842,329	616,827	630,211
Total Development Services	826,121	830,234	842,329	616,827	630,211

**District of Sooke
Financial Plan 2013 - 2017
General Fund**

Recreation and Cultural Services	2013	2014	2015	2016	2017
Community Green Spaces					
Public Space maintenance	199,000	202,980	207,040	211,180	215,404
Hazardous Tree Maintenance	10,200	10,404	10,612	10,824	11,041
Parks and Trail Maintenance	-	-	-	-	-
Community Clean Up	15,000	15,300	15,606	15,918	16,236
Seasonal Adornment	500	510	520	531	541
Harbourway Walkway License	-	-	-	-	-
Total - Community Green Spaces	224,700	229,194	233,778	238,453	243,223
Community Services					
Animal Control	64,879	66,177	67,500	68,850	70,227
Age friendly grant	20,000				
Library services	456,770	482,208	524,112	559,594	597,255
Total - Community Services	541,649	548,385	591,612	628,445	667,482
Sub-total before amortization	766,349	777,579	825,390	866,898	910,705
Amortization					
Amortization - Recreation and Culture	124,234	126,719	129,253	131,838	134,475
Total - Amortization	124,234	126,719	129,253	131,838	134,475
Total Recreation and Cultural Services	890,583	904,297	954,643	998,736	1,045,180

**District of Sooke
Financial Plan 2013 - 2017
General Fund**

Fiscal Services

	2013	2014	2015	2016	2017
Debt servicing					
Annual lease payments	16,302	5,420	2,644	2,644	2,644
Annual payment - Fire bylaw #91	86,100	86,100	86,100	86,100	86,100
Annual payment - Fire bylaw #242 (Ladder Truck) - principal	20,723	20,723	20,723	20,723	20,723
Annual payment - Fire bylaw #242 (Ladder Truck) - interest	27,892	27,892	27,892	27,892	27,892
Total Debt Servicing	151,017	140,135	137,359	137,359	137,359
Transfers to own reserve funds					
Fire Equipment Reserve Fund	100,000	152,000	152,000	152,000	152,000
Land Reserve (Non Park)	-	-	-	-	-
SPA Reserve	9,000	9,180	9,364	9,551	9,742
Capital Works Reserve (GST)	60,000	60,000	60,000	60,000	60,000
Emergency Road Repair/Snow Removal	-	-	-	-	-
Capital Improvement Financing Reserve	12,000	12,000	12,000	12,000	12,000
Community Amenities Reserve	-	-	-	-	-
Capital Asset Replacement Reserve (Minimum per Bylaw)	11,956	12,196	12,439	12,688	11,924
Capital Asset Replacement Reserve (Recommended additional)	100,000	60,000	80,000	100,000	120,000
Total Transfers to reserves	292,956	305,376	325,803	346,239	365,666
Proceeds received that must be transferred to reserves					
Parks Reserve	-	-	-	-	-
Casino Reserve	265,200	270,504	275,914	281,432	287,061
DCC Road Reserve	508,500	533,925	560,621	588,652	618,085
DCC Wastewater Reserve	-	-	-	-	-
Gas Tax - New Deal Reserve	312,886	312,886	319,144	325,527	332,037
Unappropriated Surplus Reserve	-	-	-	-	-
Small Community Grant Reserve - revenue smoothing	-	-	-	-	-
Total Proceeds received that must be transferred to reserves	1,086,586	1,117,315	1,155,679	1,195,611	1,237,183
Capital Fund	3,917,357	2,037,739	1,008,645	2,461,375	2,544,172
Total Fiscal Services	5,447,916	3,600,565	2,627,486	4,140,584	4,284,380

**District of Sooke
Financial Plan 2013 - 2017
General Fund**

Capital	2013	2014	2015	2016	2017
Revenues					
Transferred in from Reserves					
Fire Equipment Reserve	71,602	69,000	21,000	21,000	71,000
Parks Reserve	-	-	-	-	-
Casino Reserve Fund	88,628	421,673	230,000	300,000	618,556
SPA Reserve	15,000	10,000	10,000	10,000	10,000
Capital Works Reserve (GST)	150,000	117,641	-	12,503	-
DCC Road Reserve	1,954,544	701,583	336,779	1,345,856	1,231,925
DCC Wastewater Reserve	-	-	-	-	-
Community Works Reserve (Gas Tax)	764,626	354,626	-	-	-
Grants	280,000	-	-	-	-
Emergency Snow Reserve	-	-	-	-	-
Land Sale Reserve	115,784	1,091	1,091	1,091	1,091
Asset Replacement Reserve	100,000	150,000	100,000	100,000	100,000
Capital Improvement Financing Reserve	10,000	5,000	5,000	5,000	5,000
Total transferred from reserves	3,550,183	1,830,614	703,870	1,795,450	2,037,572
Other					
Transfer from Unappropriated General Operating Surplus	-	-	-	-	-
Transfer from Appropriated General Operating Surplus	186,124	-	-	-	-
Taxation - Transfer from General Operating	181,050	207,125	304,775	665,925	506,600
Total other revenue	367,174	207,125	304,775	665,925	506,600
Total Revenue	3,917,357	2,037,739	1,008,645	2,461,375	2,544,172
Expenditures					
Council	15,000	10,000	10,000	10,000	10,000
Corporate Services	19,000	-	-	-	-
Finance and Information Technology	44,175	48,125	34,525	31,925	32,600
Buildings	46,500	-	-	-	-
Public Works Yard	-	-	-	-	-
Building and Bylaw	-	-	-	-	-
Fire Department	71,602	69,000	21,000	21,000	71,000
Engineering	3,621,080	1,810,614	843,120	2,298,450	2,330,572
Community Development	-	-	-	-	-
Community Park	100,000	100,000	100,000	100,000	100,000
Total expenditures	3,917,357	2,037,739	1,008,645	2,461,375	2,544,172

District of Sooke
Financial Plan 2013 - 2017
2013 Capital Plan

Department	Project Name	2013	Funding Sources											
			Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve	Other Grants
Council	Arts Advisory Panel	15,000	-	-	-	-	-	-	-	-	-	-	15,000	-
		15,000	-	-	-	-	-	-	-	-	-	-	15,000	-
Corporate Services	Website Update Council Chambers/Meeting Room Chairs	10,000	-	10,000	-	-	-	-	-	-	-	-	-	-
		3,000	-	3,000	-	-	-	-	-	-	-	-	-	-
		19,000	-	19,000	-	-	-	-	-	-	-	-	-	-
Finance	Computer Equipment Replacement Plan	21,150	-	21,150	-	-	-	-	-	-	-	-	-	-
	Penny Payroll System	6,675	-	6,675	-	-	-	-	-	-	-	-	-	-
	EFT for Payables Management	-	-	-	-	-	-	-	-	-	-	-	-	-
	Purchase Order Processing	6,650	-	6,650	-	-	-	-	-	-	-	-	-	-
	Rebuild phone server	2,500	-	2,500	-	-	-	-	-	-	-	-	-	-
	Transfer to ArcGIS Connector	7,200	-	7,200	-	-	-	-	-	-	-	-	-	-
		44,175	-	44,175	-	-	-	-	-	-	-	-	-	-
Buildings	Gutters	15,000	5,000	10,000	-	-	-	-	-	-	-	-	-	-
	HVAC System	15,000	-	15,000	-	-	-	-	-	-	-	-	-	-
	Nelderman Exhaust Drop (Fire Dept)	8,000	-	8,000	-	-	-	-	-	-	-	-	-	-
	Sprinklers	8,500	8,500	8,000	-	-	-	-	-	-	-	-	-	-
		46,500	13,500	33,000	-	-	-	-	-	-	-	-	-	-
Public Works Yrtd	Public Works Yard Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
Building and Bylaw	Fleet - Replace Nissan 4x4 Truck	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement	14,000	-	-	14,000	-	-	-	-	-	-	-	-	-
	Tanker Truck - Tank Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-
	Rope Replacement	500	-	500	-	-	-	-	-	-	-	-	-	-
	Hose	7,000	-	7,000	-	-	-	-	-	-	-	-	-	-
	2002 FL80 Lease payout	50,102	-	50,102	-	-	-	-	-	-	-	-	-	-
		71,602	-	-	71,602	-	-	-	-	-	-	-	-	-
Engineering	Town Centre - Land acquisition	665,860	-	-	-	-	-	659,201	-	-	-	-	-	-
	Connector - Design (Church Rd to Otter Point Road)	48,235	-	-	-	-	-	48,235	-	-	-	6,659	-	-
	Connector - Construction (Church Road to Otter Point Rd)	1,965,735	-	-	-	-	-	-	-	-	-	-	-	-
	Road and Sidewalk Improvement Program	300,000	40,000	50,000	-	88,628	-	1,187,107	440,000	-	-	-	250,000	-
	Round-about Land Purchase	150,000	30,000	10,875	-	50,000	-	60,000	-	100,000	-	-	-	-
	Sooke Rd Roundabout	354,626	-	-	-	-	-	-	-	-	-	100,125	-	-
	Rainwater Management Program	100,000	100,000	-	-	-	-	-	324,626	-	-	-	30,000	-
	Street Light Installation Program	12,000	-	12,000	-	-	-	-	-	-	-	-	-	-
	Downtown Art Bench (2)	10,000	-	-	-	-	-	-	-	-	-	10,000	-	-
	Transit Stops enhancements	14,624	2,624	12,000	-	-	-	-	-	-	-	-	-	-
		3,821,080	172,624	84,875	-	88,628	50,000	1,954,544	764,626	100,000	10,000	115,784	-	280,000
	Community Development	Parks Enhancement Program	100,000	-	-	-	-	100,000	-	-	-	-	-	-
100,000			-	-	-	-	100,000	-	-	-	-	-	-	-
Total		3,917,357	186,124	181,050	71,602	88,628	150,000	1,954,544	764,626	100,000	10,000	115,784	15,000	280,000

District of Sooke
Financial Plan 2013 - 2017
2014 Capital Plan

Department	Project Name	2014	Funding Sources											
			Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Gas Tax	Capital Asset Replacement	Capital Improvement Financing	SPA Reserve	Land Sale	Other Grants
Department Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	10,000	-	-
Corporate Services		10,000	-	-	-	-	-	-	-	-	-	10,000	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
Finance	Computer Equipment Replacement Plan	22,625	-	22,625	-	-	-	-	-	-	-	-	-	-
	Business License Upgrade	19,000	-	19,000	-	-	-	-	-	-	-	-	-	-
	Operating Software	6,500	-	6,500	-	-	-	-	-	-	-	-	-	-
Buildings	HVAC System Upgrades	48,125	-	48,125	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
Public Works Yard		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
Building and Bylaw		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement	12,000	-	-	12,000	-	-	-	-	-	-	-	-	-
	Rope Replacement	2,000	-	-	2,000	-	-	-	-	-	-	-	-	-
	Hose	7,000	-	-	7,000	-	-	-	-	-	-	-	-	-
	Unit 207 Lease buyout	48,000	-	-	48,000	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
		69,000	-	-	69,000	-	-	-	-	-	-	-	-	-
Engineering	Grant Road Connector (completion Church Rd to Otter Point Rd)	862,868	-	-	-	271,673	117,641	593,554	-	-	-	-	-	-
	Road and Sidewalk Improvement Program	235,000	-	85,000	-	50,000	-	-	-	100,000	-	-	-	-
	Sooke Road Roundabout	354,626	-	-	-	-	-	-	354,626	-	-	-	-	-
	Town Centre - Land acquisition (annually until 2017)	109,120	-	-	-	-	-	108,029	-	-	-	-	1,091	-
	Stormwater management/Culvert Replacement	100,000	-	50,000	-	-	-	-	-	50,000	-	-	-	-
	Street Light Installation Program	12,000	-	12,000	-	-	-	-	-	-	-	-	-	-
	Downtown Art Bench	5,000	-	-	-	-	-	-	-	-	5,000	-	-	-
	Transit Stops enhancements	12,000	-	12,000	-	-	-	-	-	-	-	-	-	-
		1,610,614	-	159,000	-	321,673	117,641	701,583	354,626	150,000	5,000	-	1,091	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
Community Development	Parks Enhancement Program	100,000	-	-	-	100,000	-	-	-	-	-	-	-	-
		100,000	-	-	-	100,000	-	-	-	-	-	-	-	-
Total		2,037,739	-	207,125	69,000	421,673	117,641	701,583	354,626	150,000	5,000	10,000	1,091	-

District of Sooke
Financial Plan 2013 - 2017
2015 Capital Plan

Department	Project Name	2015	Funding Sources									
			Gen Ops Surplus	Taxes	FER	Casino	Road DCC	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve	Other Grants
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	10,000	-
		10,000	-	-	-	-	-	-	-	-	10,000	-
Corporate Services		-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
Finance	Computer Equipment Replacement Plan	24,525		24,525	-	-	-	-	-	-	-	-
	Operating Software	10,000		10,000	-	-	-	-	-	-	-	-
		34,525	-	34,525	-	-	-	-	-	-	-	-
Buildings	HVAC System upgrades	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
Public Works Yard		-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
Building and Bylaw		-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement	12,000			12,000							
	Rope Replacement	2,000			2,000							
	Hose	7,000			7,000							
		-			-							
		21,000	-	-	21,000	-	-	-	-	-	-	-
Engineering	Road and Sidewalk Improvement Program	230,000		-		130,000		100,000				
	Maple Ave/Hwy 14 Intersection Signalization	375,000		146,250			226,750					
	Town Centre - Land acquisition (annually until 2017)	109,120					108,029				1,091	
	Rainwater Management Program	100,000		100,000								
	Street Light Installation Program	12,000		12,000								
	Downtown Art Bench	5,000										
	Transit Stops enhancements	12,000		12,000					5,000			
		843,120	-	270,250	-	130,000	336,779	100,000	5,000	1,091		-
Community Development	Parks Enhancement Program	100,000				100,000						
		100,000	-	-	-	100,000	-	-	-	-	-	-
Total		1,008,645	-	304,775	21,000	230,000	336,779	100,000	5,000	1,091	10,000	-

District of Sooke
Financial Plan 2013 - 2017
2016 Capital Plan

			Funding Sources										
Department	Project Name	2016	Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve	Other Grants
Council	Arts Advisory Panel	10,000	-	-	-							10,000	-
		10,000	-	-	-	-	-	-	-	-	-	10,000	-
Corporate Services		-	-	-	-								
		-	-	-	-	-	-	-	-	-	-		
Finance	Computer Equipment Replacement Plan Operating Software	21,925		21,925	-								
		10,000		10,000									
		31,925	-	31,925	-	-	-	-	-	-	-		
Buildings	HVAC System upgrades	-	-	-									
		-	-	-									
Public Works Yard		-		-									
		-	-	-									
Building and Bylaw													
		-	-	-									
Fire Department	Protective Clothing Replacement Rope Replacement Hose	12,000			12,000								
		2,000			2,000								
		7,000			7,000								
		-			-								
		21,000	-	-	21,000	-	-	-	-	-	-		
Engineering	Town Centre - Land acquisition (annually until 2017) Murray Road Downtown Widening Road and Sidewalk Improvement Program Rainwater Management Program Murray Rd - Horne Stormwater System Street Light Installation Program Downtown Art Bench Transit Stops enhancements	109,120									1,091		
		1,250,330					12,503	1,237,827					
		210,000		210,000									
		100,000		-					100,000				
		600,000		400,000		200,000							
		12,000		12,000									
		5,000								5,000			
		12,000		12,000									
		2,298,450	-	634,000	-	200,000	12,503	1,345,856	100,000	5,000	1,091		-
Community Development	Parks Enhancement Program	100,000				100,000							
		100,000	-	-	-	100,000	-	-	-	-	-		
Total		2,461,375	-	665,925	21,000	300,000	12,503	1,345,856	100,000	5,000	1,091	10,000	-

District of Sooke
Financial Plan 2013 - 2017
2017 Capital Plan

Department	Project Name	2017	Funding Sources										
			Gen Ops Surplus	Taxes	FER	Casino	GST	Road DCC	Capital Asset Replacement	Capital Improvement Financing	Land Sale	SPA Reserve	Other Grants
Council	Arts Advisory Panel	10,000	-	-	-	-	-	-	-	-	-	10,000	-
		10,000	-	-	-	-	-	-	-	-	-	10,000	-
Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
Finance	Computer Equipment Replacement Plan	22,600	-	22,600	-	-	-	-	-	-	-	-	-
	Operating Software	10,000	-	10,000	-	-	-	-	-	-	-	-	-
		32,600	-	32,600	-	-	-	-	-	-	-	-	-
Buildings	HVAC System upgrades	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
Public Works Yard		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
Building and Bylaw		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
Fire Department	Protective Clothing Replacement	12,000	-	-	12,000	-	-	-	-	-	-	-	-
	Rope Replacement	2,000	-	-	2,000	-	-	-	-	-	-	-	-
	Hose	7,000	-	-	7,000	-	-	-	-	-	-	-	-
	Replace Unit 210	50,000	-	-	50,000	-	-	-	-	-	-	-	-
		71,000	-	-	71,000	-	-	-	-	-	-	-	-
Engineering	Town Centre - Land acquisition (annually until 2017)	109,120	-	-	-	-	-	-	-	-	-	-	-
	Church Rd widening	1,842,452	-	200,000	-	518,556	-	108,029	-	-	1,091	-	-
	Road and Sidewalk Improvement Program	250,000	-	250,000	-	-	-	1,123,896	-	-	-	-	-
	Rainwater Management Program	100,000	-	-	-	-	-	-	100,000	-	-	-	-
	Street Light Installation Program	12,000	-	12,000	-	-	-	-	-	5,000	-	-	-
	Downtown Art Bench	5,000	-	-	-	-	-	-	-	-	-	-	-
	Transit Stops enhancements	12,000	-	12,000	-	-	-	-	-	-	-	-	-
		2,330,572	-	474,000	-	518,556	-	1,231,925	100,000	5,000	1,091	-	-
Community Development	Parks Enhancement Program	100,000	-	-	-	100,000	-	-	-	-	-	-	-
		100,000	-	-	-	100,000	-	-	-	-	-	-	-
Total		2,544,172	-	506,600	71,000	618,556	-	1,231,925	100,000	5,000	1,091	10,000	-

**District of Sooke
Financial Plan 2013 - 2017
General Fund**

Revenues	2013	2014	2015	2016	2017
Net Taxes available for municipal purposes					
Utility tax 1%	136,586	139,318	142,104	144,946	147,845
Grants in lieu of taxes	40,000	40,800	41,616	42,448	43,297
East Sooke Fire Protection - Local Service Tax	31,910	32,550	33,201	33,865	34,542
School tax administration fee	6,700	6,834	6,971	7,110	7,252
School District	4,948,020	5,046,980	5,147,920	5,250,878	5,355,896
Regional Hospital District	681,375	695,003	708,903	723,081	737,543
Capital Regional District	2,463,338	2,512,604	2,562,857	2,614,114	2,666,396
BC Assessment Authority	160,464	163,674	166,947	170,286	173,692
Municipal Finance Authority	464	473	483	493	502
BC Transit	452,266	461,311	470,538	479,948	489,547
Vancouver Island Regional Library	-	-	-	-	-
School District	(4,948,020)	(5,046,980)	(5,147,920)	(5,250,878)	(5,355,896)
Regional Hospital District	(681,375)	(695,003)	(708,903)	(723,081)	(737,543)
Capital Regional District	(2,463,338)	(2,512,604)	(2,562,857)	(2,614,114)	(2,666,396)
BC Assessment Authority	(160,464)	(163,674)	(166,947)	(170,286)	(173,692)
Municipal Finance Authority	(464)	(473)	(483)	(493)	(502)
BC Transit	(452,266)	(461,311)	(470,538)	(479,948)	(489,547)
Vancouver Island Regional Library	-	-	-	-	-
Total Net Taxes available for municipal purposes	215,196	219,502	223,892	228,370	232,937
Sales and user fees					
Zoning and planning books	220	225	229	234	238
Office services fees	-	-	-	-	-
Financial and tax info services	13,249	13,514	13,784	14,060	14,341
NSF charges	306	312	318	325	331
Sewer serviability report processing fee	-	-	-	-	-
Sale of land - parks	-	-	-	-	-
Sale of pins and flags	-	-	-	-	-
Record searches	-	-	-	-	-

Revenues	2013	2014	2015	2016	2017
Miscellaneous	1,020	1,040	1,061	1,082	1,104
Cost recovery - Council	-	-	-	-	-
Cost recovery - Administration	2,713	2,767	2,823	2,879	2,937
Cost recovery - Finance	-	-	-	-	-
Cost recovery - Fire	5,194	5,298	5,404	5,404	5,512
Cost recovery - Building	-	-	-	-	-
Cost recovery - Engineering	3,121	3,184	3,247	3,312	3,378
Cost recovery - Planning	225	230	235	239	244
Cost recovery - Economic Development	-	-	-	-	-
Tax Sale Admin Fee	-	-	-	-	-
First Nations	12,735	12,989	13,249	13,514	13,784
Oil tank inspections	1,126	1,149	1,172	1,195	1,219
Hydrant painting	-	-	-	-	-
School Site Acquisition Charge	2,229	2,273	2,319	2,365	2,412
Disposal of Assets	-	-	-	-	-
Total Sales and User Fees	42,138	42,981	43,841	44,610	45,502
Government transfers and grants					
Cost recovery - Emergency	-	-	-	-	-
Small Community Protection grant	173,806	243,052	315,000	315,000	315,000
Traffic Fine revenue sharing	60,869	60,869	82,000	82,000	82,000
Provincial Climate Action Rebate Incentive	1,200	1,224	1,248	1,273	1,299
Street lighting cost sharing	1,804	1,840	1,877	1,915	1,953
JEPP Grant	-	-	-	-	-
Gas Tax Community Works grant	312,886	312,886	319,144	325,527	332,037
Conditional Grants - Non-capital projects	20,000	-	-	-	-
Conditional Grants - Capital projects	-	-	-	-	-
Total Government transfers and grants	570,565	619,871	719,269	725,715	732,289
Investment income					
Interest	100,000	102,000	104,040	106,121	108,243
Income in reserve funds	-	-	-	-	-
Total Investment income	100,000	102,000	104,040	106,121	108,243

Revenues	2013	2014	2015	2016	2017
Penalties and fines					
Interest	16,320	16,646	16,979	17,319	17,665
Penalties	102,000	104,040	106,121	108,243	110,408
Total Penalties and fines	118,320	120,686	123,100	125,562	128,073
Licenses and permits					
Business licenses	53,372	54,439	55,528	56,638	57,771
Liquor Licence Application fee	306	312	318	325	331
ALR Application fees	500	510	520	531	541
Subdivision fees	51,000	52,020	53,060	54,122	55,204
Soil Deposition Fee	306	312	318	325	331
Rezoning fees	25,000	25,500	26,010	26,530	27,061
Delivery vehicle licenses	2,987	3,046	3,107	3,169	3,233
Building Permit Fees	306,000	312,120	318,362	324,730	331,224
Sign permit fees	332	338	345	352	359
Woodstove permits	-	-	-	-	-
Demolition permits	442	450	460	469	478
Title charge removal fee	102	104	106	108	110
Title search	1,380	1,408	1,436	1,465	1,494
Burning Permits	510	520	531	541	552
Plumbing Permit Fees	30,600	31,212	31,836	32,473	33,122
Road Closure Fees	-	-	-	-	-
Filming permit fee					
Development permits	20,000	20,400	20,808	21,224	21,649
Development variance permits	5,000	5,100	5,202	5,306	5,412
Board of Variance fees	1,500	1,530	1,561	1,592	1,624
other	-	-	-	-	-
Total Licenses and permits	499,335	509,322	519,508	529,899	540,497
Lease and Rental					
Lease - Kaltasin	28,470	29,040	29,620	30,213	30,817
Lease - City Hall	22,166	22,166	22,166	22,166	22,166
Room rentals					
Total Lease and rental	50,636	51,206	51,786	52,379	52,983

Revenues	2013	2014	2015	2016	2017
Donations and Contributions					
Deposit in lieu of Parkland					
Communities in Bloom - Donations and Contribution					
Community Amenities Contribution					
Developer Contributions - TCA					
Total Donations and Contributions	-	-	-	-	-
Developer Cost Charges					
DCC - Roads	508,500	533,925	560,621	588,652	618,085
Total Developer Cost Charges	508,500	533,925	560,621	588,652	618,085
Casino revenue sharing					
Casino revenue	265,200	270,504	275,914	281,432	287,061
Total Casino revenue sharing	265,200	270,504	275,914	281,432	287,061
Total Revenue	2,369,891	2,469,997	2,621,972	2,682,739	2,745,670

**District of Sooke
Financial Plan 2013 - 2017
Reserve Fund**

Recap of Reserves

<u>Year</u>	<u>Reserve</u>	<u>Opening Balance</u>	<u>Transfer in</u>	<u>Transfer out</u>	<u>Closing Balance</u>
2013	Fire Equipment Reserve	(31,162)	100,000	(71,602)	(2,764)
	Community Amenities	17,546	-	-	17,546
	Parkland	117,771	-	-	117,771
	Land (Non-park)	121,315	-	(115,784)	5,531
	Casino Revenue	436,557	265,200	(88,628)	613,129
	Capital Improvement Financing Reserve	27,380	12,000	(10,000)	29,380
	Sooke Program of the Arts	42,435	9,000	(15,000)	36,435
	Capital Works (GST)	183,811	60,000	(150,000)	93,811
	Emergency Road Repair	180,373	-	-	180,373
	Capital Asset Replacement	105,673	111,956	(100,000)	117,630
Total		1,201,698	558,156	(551,014)	1,208,841
Recap of Deferred Revenue					
	DCC Roads	3,279,145	508,500	(1,954,544)	1,833,101
	DCC Sewer	1,338,131	260,549	(295,519)	1,303,160
	Gas Tax	1,397,798	312,886	(764,626)	946,059
Total Deferred Revenue		6,015,074	1,081,935	(3,014,688)	4,082,320
Other					
	Revenue Smoothing Fund	476,733	-	(159,529)	317,204
	Reserve for Future Sewer Expenditures	-	133,636	-	133,636
	Housing Reserve Fund	57,830	-	-	57,830
Total other		534,563	133,636	(159,529)	508,670
Grand Total		7,751,335	1,773,727	(3,725,231)	5,799,832

**District of Sooke
Financial Plan 2013 - 2017
Reserve Fund**

Reserves

Description	2013	2014	2015	2016	2017
Fire Protection Reserve					
Opening Balance	(31,162)	(2,764)	80,236	211,236	342,236
Transfer In	100,000	152,000	152,000	152,000	152,000
Transfer Out	(71,602)	(69,000)	(21,000)	(21,000)	(71,000)
Interest	-	-	-	-	-
Closing Balance	(2,764)	80,236	211,236	342,236	423,236
Parks Reserve					
Opening Balance	117,771	117,771	117,771	117,771	117,771
Transfer In	-	-	-	-	-
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	117,771	117,771	117,771	117,771	117,771
Land Sale Reserve					
Opening Balance	121,315	5,531	4,440	3,349	2,257
Transfer In	-	-	-	-	-
Transfer Out	(115,784)	(1,091)	(1,091)	(1,091)	(1,091)
Interest	-	-	-	-	-
Closing Balance	5,531	4,440	3,349	2,257	1,166

Reserves	2013	2014	2015	2016	2017
Casino Revenue Reserve					
Opening Balance	436,557	613,129	461,960	507,874	489,307
Transfer In	265,200	270,504	275,914	281,432	287,061
Transfer Out	(88,628)	(421,673)	(230,000)	(300,000)	(618,556)
Interest	-	-	-	-	-
Closing Balance	613,129	461,960	507,874	489,307	157,812
Sooke Program Arts Reserve					
Opening Balance	42,435	36,435	35,615	34,978	34,529
Transfer In	9,000	9,180	9,364	9,551	9,742
Transfer Out	(15,000)	(10,000)	(10,000)	(10,000)	(10,000)
Interest	-	-	-	-	-
Closing Balance	36,435	35,615	34,978	34,529	34,271
Housing Reserve Fund					
Opening Balance	57,830	57,830	57,830	57,830	57,830
Transfer In	-	-	-	-	-
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	57,830	57,830	57,830	57,830	57,830
Capital Works Reserve (GST)					
Opening Balance	183,811	93,811	36,170	96,170	143,667
Transfer In	60,000	60,000	60,000	60,000	60,000
Transfer Out	(150,000)	(117,641)	-	(12,503)	-
Interest	-	-	-	-	-
Closing Balance	93,811	36,170	96,170	143,667	203,667

Reserves	2013	2014	2015	2016	2017
Emergency Road Repair and Snow Removal					
Opening Balance	180,373	180,373	180,373	180,373	180,373
Transfer In	-	-	-	-	-
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	180,373	180,373	180,373	180,373	180,373
Capital Improvement Financing Reserve					
Opening Balance	27,380	29,380	36,380	43,380	50,380
Transfer In	12,000	12,000	12,000	12,000	12,000
Transfer Out	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest	-	-	-	-	-
Closing Balance	29,380	36,380	43,380	50,380	57,380
Community Amenities Reserve					
Opening Balance	17,546	7,500	17,546	7,500	17,546
Transfer In	-	-	-	-	-
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	17,546	7,500	17,546	7,500	17,546
Capital Asset Replacement Reserve					
Opening Balance	105,673	117,630	39,825	32,265	44,953
Transfer In	111,956	72,196	92,439	112,688	131,924
Transfer Out	(100,000)	(150,000)	(100,000)	(100,000)	(100,000)
Interest	-	-	-	-	-
Closing Balance	117,630	39,825	32,265	44,953	76,877

Reserves	2013	2014	2015	2016	2017
Road DCC Reserve					
Opening Balance	3,279,145	1,833,101	1,665,444	1,889,286	1,132,083
Transfer In	508,500	533,925	560,621	588,652	618,085
Transfer Out	(1,954,544)	(701,583)	(336,779)	(1,345,856)	(1,231,925)
Interest	-	-	-	-	-
Closing Balance	1,833,101	1,665,444	1,889,286	1,132,083	518,243
Wastewater DCC Reserve					
Opening Balance	1,338,131	1,303,160	1,273,401	1,248,958	1,229,935
Transfer In	260,549	265,760	271,075	276,497	282,027
Transfer Out	(295,519)	(295,519)	(295,519)	(295,519)	(295,519)
Interest	-	-	-	-	-
Closing Balance	1,303,160	1,273,401	1,248,958	1,229,935	1,216,443
Community Works Reserve (Gas Tax)					
Opening Balance	1,397,798	946,059	904,319	1,223,462	1,548,989
Transfer In	312,886	312,886	319,144	325,527	332,037
Transfer Out	(764,626)	(354,626)	-	-	-
Interest	-	-	-	-	-
Closing Balance	946,059	904,319	1,223,462	1,548,989	1,881,026
Reserve for Future Sewer Expenditures					
Opening Balance	-	133,636	312,945	421,201	641,683
Transfer In	133,636	179,309	108,256	220,482	214,993
Transfer Out	-	-	-	-	-
Interest	-	-	-	-	-
Closing Balance	133,636	312,945	421,201	641,683	856,676

Reserves	2013	2014	2015	2016	2017
Community Grants Reserve					
Opening Balance	476,733	317,204	-	-	-
Transfer In	-	-	-	-	-
Transfer Out	(159,529)	(67,204)	-	-	-
Interest	-	-	-	-	-
Closing Balance	317,204	250,000	-	-	-
Opening Balance	7,751,335	5,789,786	5,224,254	6,075,633	6,033,538
Transfers to Reserves	1,773,727	1,867,759	1,860,813	2,038,829	2,099,868
Transfers from Reserves	(3,725,231)	(2,193,337)	(999,389)	(2,090,969)	(2,333,091)
Closing Balance	5,799,832	5,464,209	6,085,678	6,023,493	5,800,316

**District of Sooke
Financial Plan 2013 - 2017
Sewer Fund - Summary**

	2013	2014	2015	2016	2017
Expenditures					
Sewer Operations	2,201,711	2,253,542	2,306,409	2,360,334	2,143,563
Sewer Debt	685,359	685,359	685,359	685,359	685,359
Total Expenditures	2,887,070	2,938,901	2,991,768	3,045,693	2,828,922
 Revenues					
Sewer Operating Revenue	2,438,388	2,481,245	2,524,960	2,569,549	2,546,895
Offset for Amortization	448,682	457,656	466,809	476,145	282,027
Total Revenues	2,887,070	2,938,901	2,991,769	3,045,694	2,828,922
 Sewer Fund Surplus (deficit)	0	0	0	0	0

**District of Sooke
Financial Plan 2013 - 2017
Sewer Fund**

Sewer Fund	2013	2014	2015	2016	2017
# Parcel tax Rolls	2,846	2,903	2,961	3,020	3,081
# Sewer Generation Charges	564	575	587	599	610
Total	3,410	3,478	3,548	3,619	3,691
Parcel Tax	515	515	515	515	515
Parcel Tax (Repayment to General Operating)	37	37	37	37	19
Revenues					
Operating					
Parcel Tax	1,465,690	1,495,004	1,524,904	1,555,402	1,586,510
Sewer Generation Charge	290,460	296,269	302,195	308,238	314,403
Revenue from increase in Parcel tax	126,170	128,693	131,267	133,893	68,436
DCC - Wastewater	260,549	265,760	271,075	276,497	282,027
EPCOR Management Fee					
EPCOR Contribution to Rehabilitation Fund					
Transfer from AARF					
Sewer Connection Capital Charge					
Sewer Permit Fees					
Transfer from DCC Wastewater Reserve	295,519	295,519	295,519	295,519	295,519
Total Operating Revenue	2,438,388	2,481,245	2,524,960	2,569,549	2,546,895
Amortization offset	448,682	457,656	466,809	476,145	282,027
Total Revenues	2,887,070	2,938,901	2,991,769	3,045,694	2,828,922

Sewer Fund Expenditures

	2013	2014	2015	2016	2017
Operating					
EPCOR, for operations as per agreement	1,047,826	1,068,783	1,090,158	1,111,961	1,134,201
Insurance	24,648	25,141	25,644	26,157	26,680
DCC Bylaw - Sanitary/Storm	15,000				
Plans and non-capital improvements	20,000	-	15,000	-	20,000
AARF Reserve Account Contribution	67,000	67,000	67,000	67,000	67,000
AARF Projects	57,000	60,000	40,000	47,000	47,000
Ministry of Finance - Discharge fee	1,200	1,200	1,200	1,200	1,200
Other Costs					
Sewer System - Modeling and Study					
Repayment of prior years deficits	126,170	128,693	131,267	133,893	68,436
Transfer in to Reserve for Future Expenditures	133,636	179,309	108,256	220,482	214,993
Transfer in to DCC Wastewater Reserve	260,549	265,760	271,075	276,497	282,027
Sub-total before amortization	1,753,029	1,795,886	1,749,601	1,884,190	1,861,537
Amortization	448,682	457,656	466,809	476,145	282,027
Total Operating Expenditures	2,201,711	2,253,542	2,216,409	2,360,334	2,143,563
Sewer Debt					
MFA Long Term debt - principal repayment	295,519	295,519	295,519	295,519	295,519
MFA Long Term debt - interest repayment	389,840	389,840	389,840	389,840	389,840
Total Sewer Debt	685,359	685,359	685,359	685,359	685,359
Capital					
DCC Capital Projects	-	-	90,000	-	-
Non DCC Capital Projects	-	-	-	-	-
Total Capital expenditures	-	-	90,000	-	-
Total expenditures	2,887,070	2,938,901	2,991,768	3,045,693	2,828,922
Sewer Fund Surplus (deficit)	0	0	0	0	0

**District of Sooke
Financial Plan 2013 - 2017
General Fund**

Transmission of Taxes	2013	2014	2015	2016	2017
Taxes transmitted to other agencies					
School District	4,948,020	5,046,980	5,147,920	5,250,878	5,355,896
Regional Hospital District	661,714	674,948	688,447	702,216	716,261
Capital Regional District	2,660,440	2,713,649	2,767,922	2,823,280	2,879,746
BC Assessment Authority	160,464	163,674	166,947	170,286	173,692
Municipal Finance Authority	464	473	483	493	502
BC Transit	452,266	461,311	470,538	479,948	489,547
Vancouver Island Regional Library	-	-	-	-	-
Total taxes transmitted to other agencies	8,883,368	9,061,036	9,242,257	9,427,102	9,615,644
Tax Levy					
School District	4,948,020	5,046,980	5,147,920	5,250,878	5,355,896
Regional Hospital District	661,714	674,948	688,447	702,216	716,261
Capital Regional District	2,660,440	2,713,649	2,767,922	2,823,280	2,879,746
BC Assessment Authority	160,464	163,674	166,947	170,286	173,692
Municipal Finance Authority	464	473	483	493	502
BC Transit	452,266	461,311	470,538	479,948	489,547
Vancouver Island Regional Library	-	-	-	-	-
Total tax levy	8,883,368	9,061,036	9,242,257	9,427,102	9,615,644