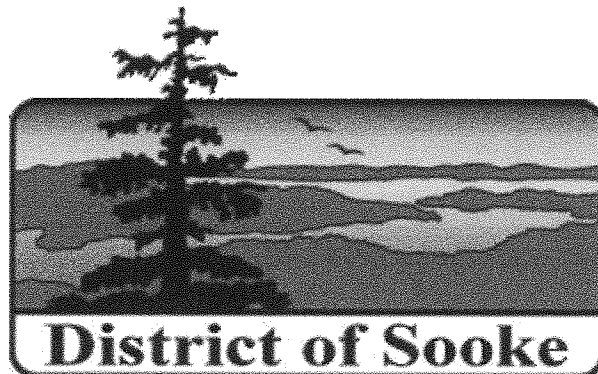


2012- 2016 FINANCIAL PLAN (DRAFT #2)



February 2, 2012

District of Sooke Five-Year Financial
Plan

District of Sooke
 Draft Financial Plan 2012 - 2016 Updated February 1, 2012
 General Operating Fund

	Page	Forecast 2011	Approved 2011	2012	2013	2014	2015	2016
Expenditures								
General Government services	2,3	1,885,672	1,942,375	1,755,717	1,845,594	1,911,468	1,942,980	1,952,309
Protective services	4,5,6,7	2,180,218	2,276,314	2,373,366	2,440,493	2,498,620	2,565,167	2,622,336
Engineering services	8,9	1,133,755	1,308,325	1,282,815	1,431,294	1,502,865	1,496,513	1,511,650
Environmental Health services	10	104,841	101,917	103,956	106,035	108,156	110,319	112,525
Development services	11,12	927,054	973,496	1,015,205	1,091,003	1,051,263	1,094,945	1,124,695
Recreation and cultural services	13	643,095	665,426	704,474	725,209	746,702	768,980	769,485
Fiscal services	14	6,284,347	6,395,612	3,435,323	2,798,380	3,968,855	4,909,984	4,159,030
Own expenditures		13,158,982	13,674,794	10,670,856	10,438,008	11,787,930	12,888,887	12,252,030
Transmission of taxes to other agencies	15	7,933,220	8,128,784	8,535,223	8,961,984	9,410,084	9,880,588	10,374,617
Total Operating Expenditures		21,803,578	21,803,578	19,206,079	19,399,992	21,198,013	22,769,475	22,626,647
Revenues								
Sale of services	16	12,111	119,247	144,506	14,770	15,039	15,314	15,594
Sale of Land	16	414,500	414,000	0	0	0	0	0
Licenses and permits	16	575,307	794,726	562,600	568,778	629,960	686,205	742,558
Cost recovery	16	52,286	10,696	8,441	8,560	8,681	8,805	8,932
Lease and rental	17	50,001	42,813	50,078	50,078	27,912	27,912	27,912
Investment income	17	85,010	50,000	50,000	75,000	75,000	75,000	75,000
Interest and penalties	17	144,762	119,000	116,000	116,000	116,000	116,000	116,000
Revenue sharing	17	243,720	250,000	260,000	260,000	260,000	260,000	260,000
Fire Department	17	12,800	13,322	13,589	13,861	14,138	14,421	14,709
Development Cost Charges	17	933,764	673,830	673,830	673,830	673,830	673,830	673,830
Administration	17	23,569	8,381	8,549	8,720	8,894	9,072	9,254
Unconditional transfers	17	482,957	474,175	483,658	493,331	503,198	513,262	523,527
Conditional transfers	18	883,652	664,743	314,778	314,813	314,849	314,886	314,923
Transfers from own reserves/allowances	18	3,896,980	3,746,980	1,334,549	486,500	876,500	1,819,000	329,000
Other taxes	18	186,827	192,234	192,200	195,430	198,725	202,700	206,754
Own revenues		7,998,266	7,554,147	4,212,777	3,279,671	3,722,747	4,736,407	3,317,994
Tax collection for other agencies	19	7,933,220	8,128,784	8,535,223	8,961,984	9,410,084	9,880,588	10,374,617
Total before own property taxes		15,931,486	15,682,931	12,748,000	12,241,656	13,132,830	14,616,994	13,682,611
Own general municipal property taxes	10-11110-000-1	5,872,092	6,120,647	6,458,078	7,158,337	8,065,183	8,152,481	8,934,036
Total Operating Revenues		21,803,578	21,803,578	19,206,079	19,399,992	21,198,013	22,769,475	22,626,647
Change in Fund Balance - Surplus/(Deficit)		0	0	0	0	0	0	0
Operating Fund Balance		2,945,687	2,569,946	2,469,946	2,369,946	2,369,946	2,369,946	2,369,946
Transfer (to) from Own Surplus		-100,000	-100,000	0	0	0	0	0
Transfer (to) from Capital Fund		0	0	0	0	0	0	0
Ending Fund Balance		2,469,946	2,469,946	2,369,946	2,369,946	2,369,946	2,369,946	2,369,946
New FTEs		1.98	1.17	1.67	0.50	0.00	0.00	0.00
Property Tax Increase		448,917	337,431	700,258	906,847	87,297	87,297	781,555
Growth		-283,587	-134,654	-193,742	-286,333	-322,607	-322,607	-326,099
Net Tax Increase		165,330	202,777	506,516	620,513	-235,310	-235,310	455,456
% Increase in Municipal Mill Rate		2.91%	3.31%	7.84%	8.67%	-2.92%	-2.92%	5.59%
1% tax increase equates to		\$ 61,206	\$ 64,581	\$ 71,563	\$ 80,652	\$ 81,525	\$ 81,525	\$ 89,340
Average Residential Tax Increase on DOS municipal portion		\$29	\$32	\$76	\$84	-\$28	-\$28	\$54

District of Sooke
 Draft Financial Plan 2012 - 2016 Updated February 1, 2012
 General Operating Fund

Council	Account	Actual 2007	Approved 2007	Forecast 2008	Approved 2008	Forecast 2009	Approved 2009	Actual 2010	Approved 2010	Forecast 2011	Approved 2011	2012	2013	2014	2015	2016	
General Government Services	Remuneration	67,041	68,534	71,016	69,076	79,032	80,000	79,427	81,600	81,280	83,232	83,232	83,232	83,232	84,897	86,595	
	Benefits	823	1,060	877	1,100	1,368	1,122	1,539	1,539	1,144	982	1,167	1,191	1,214	1,239	1,264	
	Travel/conferences/education	35,821	25,000	45,395	35,000	36,361	35,000	34,473	34,473	35,700	26,958	38,610	36,414	37,000	47,000	37,740	38,495
	Subscriptions	311	500	891	1,500	1,846	1,500	1,448	1,448	1,530	2,079	1,500	1,530	1,561	1,592	1,624	1,656
	Advertising/communications	2,925	3,000	4,159	3,060	0	0	0	0	0	0	0	0	0	0	0	0
	Volunteer recognition - o/s services	0	0	2,152	2,000	0	0	2,481	2,481	2,000	0	0	2,500	2,000	2,500	2,500	2,500
	Contingency	73,163	71,000	62,434	50,000	15,000	40,000	39,588	40,000	40,000	9,053	30,000	20,000	20,000	20,000	20,000	20,000
		180,084	169,094	186,924	161,736	133,707	157,622	158,657	161,974	161,974	120,352	154,509	144,867	143,007	155,563	148,024	150,584
	Corporate Services	Salaries	289,663	256,772	301,346	334,772	246,902	237,738	338,737	343,961	378,342	357,250	365,359	380,199	392,002	404,442	406,931
		Benefits	57,384	49,794	67,711	76,579	43,703	44,987	60,855	58,221	61,260	63,902	68,748	69,545	67,358	68,544	68,805
		Specialty office supplies - B/law	306	1,800	970	1,800	38	36	2,260	1,000	1,000	6,403	1,020	1,040	1,082	1,104	1,126
		Hospitality and meals	904	1,800	970	1,800	1,568	1,800	3,260	1,836	2,225	1,873	1,910	1,948	1,987	2,027	2,068
		Telephone	0	2,100	0	0	0	0	0	0	0	0	0	0	0	0	0
		Travel	1,271	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Conferences/education	14,864	8,000	11,913	12,000	17,228	8,500	18,160	10,250	10,250	13,177	13,000	10,200	10,000	10,400	10,612
Memberships		0	0	0	0	0	0	0	0	0	0	0	600	600	600	600	
Subscriptions		0	0	0	0	17,476	12,500	32,651	12,750	53,449	53,449	30,000	50,000	51,000	52,000	54,000	
Advertising/communications		9,132	5,000	19,572	5,100	4,088	5,100	3,855	5,202	5,306	1,694	5,306	5,412	5,520	5,631	5,743	
Special Projects		0	0	0	10,000	0	0	0	0	0	0	0	0	0	0	0	
Sustainability Workshop		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other Outside Services		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		373,524	323,466	401,512	440,251	331,100	310,625	459,778	433,220	433,220	517,081	473,801	501,940	520,764	531,772	546,797	550,956
New FTE					1.50		-2.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Finance and Information Technology	Salaries	241,029	246,157	315,967	316,687	457,110	451,888	416,980	430,414	485,278	470,429	415,468	477,288	495,078	510,380	521,191	
	Benefits	47,294	48,653	65,106	66,996	94,770	93,185	91,235	95,709	98,966	103,702	93,838	109,006	103,828	105,320	106,356	
	Subscriptions	864	1,000	0	1,020	297	1,020	898	1,040	0	0	3,000	2,850	1,040	1,061	1,061	
	Travel	2,102	8,000	8,662	8,000	21,762	15,500	21,436	13,500	0	1,327	1,000	1,020	1,040	1,061	1,082	
	Conferences/education	1,526	0	0	0	0	0	0	0	0	2,845	2,795	2,851	2,908	2,966	3,025	
	Memberships	5	0	0	0	26	0	0	0	0	341	0	0	0	0	0	
	Cash Over/Short	9,389	1,000	2,743	1,020	5,398	1,020	1,531	1,531	0	124	25	25	25	25	26	
	Property Tax Interest Expense (prepayment)	-18,033	1,800	725	1,836	2,980	1,836	2,783	2,100	1,040	795	250	250	250	250	251	
	Tax adjustments	4,696	5,800	6,932	5,916	5,797	5,916	6,162	5,900	2,466	2,442	2,185	2,229	2,273	2,319	2,365	
	Banking	0	1,050	511	1,071	0	1,071	385	1,092	1,114	0	60,000	0	0	0	0	
	Tax forms and supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Tax Sale Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Advertising	288,872	313,460	400,546	402,545	588,140	571,435	562,377	550,796	550,796	657,097	662,242	536,406	612,993	626,133	643,667	
	Property Tax Stabilization contingency				0.50		2.50	-0.50	0.00	0.00	-0.20	0.00	0.00	0.00	0.00	0.00	0.00
	New FTE																
Common Services - Vehicle Fleet	Fuel - Gas/Diesel	16,492	18,000	18,283	16,000	24,110	17,000	22,229	24,000	26,579	24,480	24,970	25,469	25,978	26,498	27,028	
	Repairs and Maintenance	5,908	7,750	8,715	6,800	15,039	6,800	11,792	9,000	7,058	9,960	7,764	7,919	8,077	8,239	8,404	
	Common services - Office	4,796	5,200	4,212	5,200	4,960	5,200	4,854	5,200	7,952	6,292	11,312	15,012	15,012	17,520	17,520	
	Telephone	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Copy/Service charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Equipment lease/rental	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		28,400	31,000	31,210	28,000	44,119	30,000	38,875	38,000	39,000	34,438	34,440	32,734	33,387	34,055	34,727	35,432

District of Sooke
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 General Operating Fund

Account	Actual 2007	Approved 2007	Forecast 2008	Approved 2008	Forecast 2009	Approved 2009	Actual 2010	Approved 2010	Forecast 2011	Approved 2011	2012	2013	2014	2015	2016
General Government Services															
10-21253-470-2 Freight/courier	1,069	1,500	1,350	1,500	1,098	1,500	1,323	1,530	1,169	1,561	1,592	1,624	1,656	1,689	1,723
10-21253-480-2 Postage	4,940	7,000	4,203	7,000	5,196	5,000	5,889	5,100	4,864	5,202	5,306	5,412	5,520	5,631	5,743
10-21254-230-2 Office supplies	17,252	14,500	20,373	17,000	16,175	19,000	20,402	19,000	16,380	19,380	18,018	18,378	18,746	19,121	19,503
10-21254-560-2 Subscriptions and Memberships	867	1,100	2,281	1,100	1,600	1,600	1,596	1,600	7,764	8,390	8,540	8,711	8,885	9,063	9,244
10-21255-610-2 Advertising	12,700	9,850	13,878	11,000	5,239	3,000	2,926	3,060	0	0	0	0	0	0	0
10-21256-240-2 Records management	4,558	4,750	1,474	6,500	5,544	8,430	1,348	9,400	815	9,588	9,780	9,975	10,175	10,378	10,586
10-21256-350-2 Off site storage	0	500	0	510	510	720	869	720	0	4,200	4,284	4,370	4,457	4,546	4,637
10-21257-110-2 Compensation committee	0	25,000	0	10,000	0	0	0	0	0	0	0	0	0	0	1
10-21257-500-2 Occupational Health and Safety	0	42,390	35,562	40,000	35,562	35,300	44,571	49,452	52,623	56,000	1,000	1,020	1,040	1,061	1,081
10-21257-600-2 Software Licensing	89,345	80,000	30,531	10,000	26,282	13,900	28,247	21,583	15,605	22,015	18,745	13,375	11,525	13,467	15,375
LAN/PC's/Networking/Internet															
Hardware Maintenance															
Moved to Capital															
Server Replacement Program															
PC Replacement Program															
Printer Replacement Program															
Equipment Replacement Program															
IT Contract Support															
Common services - Building															
10-21258-250-2 Propane	16,908	13,000	20,663	18,000	16,105	18,000	12,103	12,000	0	0	0	0	0	0	0
10-21258-410-2 Natural Gas	1,427	3,200	3,090	2,300	2,059	2,800	2,408	2,856	13,592	13,000	13,864	14,141	14,424	14,712	15,000
10-21258-420-2 Electricity	20,999	22,800	22,800	22,800	22,847	22,800	23,013	22,800	18,172	25,080	25,582	26,093	26,615	27,147	27,690
10-21258-430-2 Waste removal	5,442	6,000	5,511	6,000	5,916	6,000	6,140	6,120	6,135	6,242	6,367	6,495	6,624	6,757	6,892
Hazardous material disposal container															
Cable/Internet															
Common services - Building maintenance															
10-21259-210-2 Operating supplies	5,850	5,800	8,733	5,916	6,394	5,916	7,595	6,034	4,171	6,155	4,254	4,340	4,426	4,515	4,605
10-21259-650-2 Contracted maintenance	33,506	25,000	32,129	25,500	34,970	28,000	40,679	35,000	35,892	35,700	36,414	37,142	37,885	38,643	39,401
10-21259-690-2 Other outside services	3,533	6,000	7,253	6,000	4,555	6,000	6,551	6,120	5,262	14,242	5,000	5,000	5,100	5,202	5,306
245,592	256,950	265,238	229,126	228,953	217,256	246,407	278,316	278,316	262,582	268,507	264,458	273,609	281,632	289,665	297,718
Special services															
10-21261-510-2 Recruitment costs - travel	27,341	5,000	8,944	7,500	0	7,500	454	3,500	0	3,000	3,000	3,000	3,000	3,000	3,000
10-21261-510-2 Recruitment costs - advertising	2,615	2,000	9,102	3,000	2,473	3,000	1,482	3,060	1,140	3,000	1,900	1,938	1,977	2,016	2,057
10-21261-890-2 Recruitment - contracted service	44,624	30,000	11,447	10,000	0	0	0	0	0	0	0	0	0	0	0
10-21271-810-2 Legal	32,163	35,000	44,565	35,700	114,609	35,700	149,082	60,000	154,546	130,000	90,000	100,000	100,000	120,000	120,000
10-21272-820-2 Audit	26,452	20,000	48,781	25,000	30,600	30,600	30,600	30,600	21,369	30,000	26,000	26,570	27,050	27,591	28,143
10-21273-570-2 Insurance premium	54,293	51,000	57,920	59,000	68,671	58,000	76,701	66,850	62,762	62,762	72,495	73,945	75,424	76,932	78,471
10-21273-690-2 Insurance claims	31,300	31,192	0	20,000	7,500	10,000	5,000	10,000	18,035	10,000	20,000	10,000	10,000	10,000	10,000
10-21275-120-2 Labour Relations - Salaries	0	0	0	0	10,449	0	0	0	0	0	0	0	0	0	0
10-21275-129-2 Labour Relations - Benefits	0	0	0	0	700	0	0	0	0	0	0	0	0	0	0
10-21275-890-2 Labour relations - consulting	0	0	-300	0	15,045	0	0	0	0	0	0	0	0	0	0
10-21276-890-2 Administrative review	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10-21275-690-2 Insurance contingency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10-21285-690-2 Protocol	748	400	500	408	0	408	188	416	0	20,000	20,000	20,000	20,000	20,000	20,000
10-21940-690-2 Public and government relations	52	0	16,050	16,000	3,167	0	0	0	22,580	25,000	0	0	25,000	0	1
10-21950-690-2 Community Grants	13,604	5,000	11,098	7,500	7,958	7,500	13,556	7,650	7,608	8,000	8,160	8,323	8,490	8,659	8,833
10-21951-690-2 Christmas Bureau	24,915	25,000	67,544	75,000	69,727	75,000	67,884	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
10-21952-690-2 Canada Day Fireworks	0	700	714	714	715	715	729	744	744	744	759	774	789	805	821
10-21960-890-2 Crystal Methamphetamine Program	0	2,500	2,500	0	0	0	0	0	2,276	2,500	2,500	2,500	2,500	2,500	2,500
258,107	205,292	270,651	259,822	227,823	336,014	227,823	363,129	257,805	366,060	370,005	319,814	322,000	349,230	346,505	348,826
Total General Government	1,346,179	1,268,262	1,524,971	1,493,480	1,627,914	1,484,762	1,794,896	1,650,203	1,885,672	1,938,874	1,771,533	1,861,347	1,927,156	1,958,602	1,967,863

District of Sooke
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Protective Services	Account	Forecast 2011	Approved 2011	2012	2013	2014	2015	2016
Policing								
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	4,077	4,158	4,242	4,326	4,413
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
		1,293,641	1,437,930	1,436,407	1,478,647	1,522,140	1,566,924	1,613,037
RCMP Members			11	10.5	11.0	11.5	11.5	11.5
Bylaw Enforcement								
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		0	0	0	0	0	0	0
Legal fees	10-22210-810-2	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
Emergency Program								
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	8,000	8,000	8,000	8,000	8,000
Emergency planning - outside services	10-22510-690-2	3,072	2,081	2,122	2,165	2,208	2,252	2,297
		19,036	22,346	22,633	22,926	23,225	23,529	23,840
New FTE			0.00	0.00	0.00	0.00	0.00	0.00

	Forecast 2011	Approved 2011	2012	2013	2014	2015	2016
Inspection Services							
Salaries							
Benefits							
Specialty office supplies	0	0	0	0	0	0	0
Vehicle gas and oil	0	0	0	0	0	0	0
Travel - monthly operations	0	0	0	0	0	0	0
Travel/conferences/memberships/education	0	0	0	0	0	0	0
Vehicle insurance	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New FTE							
Fire Department							
Administration							
Salaries	452,490	397,822	448,265	458,682	476,099	488,221	495,485
Benefits	88,519	80,902	93,380	100,053	94,868	95,997	96,668
Operating supplies	4,125	4,162	4,245	4,330	4,416	4,505	4,595
Office supplies	1,710	3,485	3,555	3,626	3,699	3,773	3,848
Office equipment leases	2,453	2,640	2,693	2,747	2,802	2,858	2,915
High School Cadet Program	0	0	0	3,000	0	3,000	0
Conferences and education	10,184	10,000	14,000	14,280	14,566	14,857	15,154
Memberships	0	0	1,100	1,100	1,100	1,100	1,100
Subscriptions	0	0	2,000	1,500	1,500	1,500	2,000
Hospitality - operating supplies	2,871	2,601	2,653	2,706	2,760	2,815	2,872
Insurance premiums	21,710	21,000	21,420	21,848	22,285	22,731	23,186
Annual dinner	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	602,811	623,373	633,595	650,856	657,322
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	14,388	14,300	24,300	24,300	24,300	24,300	24,300
First response duty remuneration	13,773	14,300	24,300	24,300	24,300	24,300	24,300
Relief worker wages/remuneration	16,643	15,000	15,300	15,606	15,918	16,236	16,561
Relief Workers Benefits	18	637	649	662	676	689	703
Casual labour	49	0	0	0	0	0	0
Allowance - contract payment	30,000	30,600	30,600	30,600	30,600	30,600	30,600
WCB Benefits	321	416	424	433	442	450	459
Uniforms and operating supplies	7,067	6,630	7,700	7,854	8,011	8,171	8,335
	82,259	81,883	103,274	103,755	104,247	104,747	105,258

	Forecast 2011	Approved 2011	2012	2013	2014	2015	2016
Telecommunications							
10-22430-680-2	40,857	40,992	43,180	44,044	44,924	45,823	46,739
10-22431-450-2	5,235	5,837	10,433	10,642	10,855	11,072	11,293
10-22431-660-2	2,399	5,722	2,639	2,692	2,746	2,800	2,856
	48,491	52,551	56,252	57,377	58,525	59,695	60,889
Community Education							
10-22441-210-2	3,118	3,366	3,433	3,502	3,572	3,643	3,716
Inspections							
10-22443-210-2	1,280	2,040	2,081	2,122	2,165	2,208	2,252
Training							
10-22460-210-2	1,790	2,653	2,706	2,760	2,815	2,872	2,929
10-22460-540-2	21,472	29,251	29,000	29,580	30,172	30,775	31,391
10-22460-660-2	1,334	1,040	1,061	1,082	1,104	1,126	1,149
10-22460-690-2	0	0	0	0	0	0	0
10-22461-540-2	0	0	0	0	0	0	0
Firefighter Training Budget							
	24,596	32,944	32,767	33,423	34,091	34,773	35,468
Vehicle maintenance							
10-22481-120-2	3,498	10,000	4,000	4,080	4,162	4,245	4,330
10-22481-129-2	319	520	531	541	552	563	574
10-22481-250-2	14,200	17,167	17,510	17,860	18,217	18,582	18,953
10-22481-660-2	17,054	6,763	12,000	12,240	12,485	12,734	12,989
10-22481-690-2	9,288	7,732	7,886	8,044	8,205	8,369	8,536
	44,359	42,181	41,927	42,765	43,621	44,493	45,383
Equipment maintenance							
10-22482-210-2	27,692	29,676	28,246	28,811	29,387	29,975	30,574
10-22482-660-2	0	0	0	0	0	0	0
10-22482-650-2	0	0	0	0	0	0	0
10-22482-690-2	2,981	2,653	2,706	2,760	2,815	2,872	2,929
	30,673	32,329	30,952	31,571	32,202	32,846	33,503

	Forecast 2011	Approved 2011	2012	2013	2014	2015	2016
Other							
Turnout gear operating supplies	1,103	2,000	2,040	2,081	2,122	2,165	2,208
Medical supplies	7,502	7,959	8,118	8,281	8,446	8,615	8,787
Otter Point training centre	0	0	0	0	0	0	0
East Sooke Fire Contract	30,670	30,670	30,670	30,670	30,670	30,670	30,670
	39,275	40,629	40,828	41,031	41,239	41,450	41,666
Total Fire Department	867,541	820,034	914,325	938,920	953,256	974,713	985,459
Total Protective Services	2,180,218	2,280,311	2,373,366	2,440,493	2,498,620	2,565,167	2,622,336

		Forecast	Approved	2012	2013	2014	2015	2016
		2011	2011					
Account								
Engineering Services								
Contract Services								
10-23224-850-2	Rainwater (Stormwater) Source Control	0	0	0	15,300	15,300	15,300	15,300
10-23230-650-2	Road Maintenance Contract	174,214	186,660	190,393	194,201	198,085	202,047	206,088
10-23231-650-2	Road Markings and Signage	10,155	23,000	30,859	31,476	32,106	32,748	33,403
10-23231-690-2	Transportation Master Plan	0	0	0	37,500	37,500	0	0
10-23232-650-2	Boulevard landscape maintenance	0	0	0	0	0	0	0
10-23234-650-2	Rainwater Management Plan Study	0	40,000	0	0	70,000	70,000	70,000
10-23234-690-2	Drainage and Stormwater	2,854	20,000	20,000	20,000	20,000	20,000	20,000
10-23236-690-2	Nott's Brook Hydrometric Maintenance	4,312	5,000	5,100	5,202	5,306	5,412	5,520
	Contract services	0	0	0	0	0	0	0
	Public Works Yard Maintenance	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	30,174	35,000	0	10,000	0	0	0
	DCC Bylaw - Parks and Trails	0	0	0	0	0	0	0
	Subdivision and Development Standards Bylaw	0	5,000	0	0	0	0	0
	Community Emission Plan	0	0	0	5,000	0	0	0
		221,709	314,660	251,352	323,679	383,297	350,508	355,313
Street lighting and Traffic control								
10-23251-420-2	Street lighting electricity	40,517	47,940	60,000	61,200	62,424	63,672	64,946
10-23252-420-2	Ornamental lighting electricity	8,286	9,690	15,000	15,300	15,606	15,918	16,236
10-23252-650-2	Ornamental lighting contracted maintenance	3,737	8,500	6,000	6,000	6,000	6,000	6,000
10-23261-650-2	Street Sign Replacement Program	5,894	7,140	0	0	0	0	0
10-23264-420-2	Traffic lights electricity	3,051	3,570	3,641	3,714	3,789	3,864	3,942
10-23269-680-2	Crossing guards	14,850	14,850	15,147	15,450	15,759	16,074	16,396
		76,345	91,690	99,788	101,664	103,577	105,529	107,520
Public Transit								
10-23590-660-2	Bus shelters Maintenance	437	7,140	0	0	0	0	0
		1,133,755	1,308,325	1,282,815	1,431,294	1,502,865	1,496,513	1,511,650
Total Engineering Services								

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	Forecast <u>2011</u>	Approved <u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<i>Environmental Health Services</i>						
<i>Account</i>						
Contracts						
Animal control	65,281	62,360	63,607	64,879	66,177	67,500
Storm water quality control	39,560	39,558	40,349	41,156	41,979	42,818
	<u>104,841</u>	<u>101,917</u>	<u>103,956</u>	<u>106,035</u>	<u>108,156</u>	<u>110,319</u>

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Development Services	Account	Forecast		Approved		2014	2015	2016
		2011	2011	2011	2011			
Planning								
Salaries	10-26200-120-2	278,471	275,232	293,327	294,047	297,138	301,321	305,587
Benefits	10-26200-129-2	57,514	50,369	64,283	65,811	60,872	65,439	65,892
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	6,000	6,120	6,242	6,367	6,495
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	5,000	5,100	5,202	5,306	5,412
		364,420	363,459	373,610	375,644	374,082	383,123	388,140
New FTE		0.50	0.50	0.50	1.00	0.00	0.00	0.00
Geographic Services								
Salaries	10-26220-120-2	140,836	138,413	140,489	141,894	144,023	146,903	149,841
Benefits	10-26220-129-2	28,954	29,712	31,687	31,927	30,174	30,457	30,746
Specialty Office Supplies	10-26220-230-2	843	2,754	2,809	2,865	2,923	2,981	3,041
Conferences/education	10-26220-540-2	596	6,500	4,000	4,080	4,162	4,245	4,330
Travel		0	0	1,000	1,000	1,000	1,000	1,000
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
		181,484	187,579	181,985	192,171	192,893	196,411	199,999
New FTE								
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	7,500	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	10,000	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	5,000	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
Argricultural Plan	10-26211-690-2	611	7,500	0	0	0	0	0
Heritage Plan		0	0	0	0	0	0	0
Town Centre Parking Plan		0	20,000	0	0	0	0	20,000
Waterfront Accessibility Plan	10-26212-690-2	0	0	0	35,000	0	0	0
		48,674	57,700	23,000	60,510	20,520	50,531	70,541

Development Services	Account	Forecast					Approved					
		2011	2012	2013	2014	2015	2011	2012	2013	2014	2015	2016
Economic Development												
Specialty supplies	10-26510-230-2	0	1,624	1,656	1,689	1,723	1,757					
ED - Special Projects	10-26510-290-2	0	0	0	0	0	0					
Park Watch Program	10-26595-690-2	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					
EDC/Chamber contract	10-26910-680-2	28,150	28,150	28,150	28,150	28,150	28,150					
EDC work plan	10-26920-690-2	0	35,700	36,414	37,142	37,885	38,643					
EDC - outside services	10-26920-690-2	0	0	0	0	0	0					
Community Radio	10-26930-000-2	5,000	0	0	0	0	0					
Visitor Information Centre	10-26990-680-2	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					
Sooke Region Museum - Endowment	10-26992-680-2	0	0	0	0	0	0					
Conference Centre Bookings		225,000	300,000	300,000	300,000	300,000	300,000					
Conference Hosting		13,253	10,000	10,000	10,000	10,000	10,000					
Community Sports Event		36,058	25,000	50,000	50,000	50,000	50,000					
		332,476	426,609	452,478	453,365	454,269	455,191					
Total Development Services		927,054	1,005,205	1,080,803	1,040,859	1,084,333	1,113,871					
FTE		0	0	0	0	0	0					

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	Account	Forecast 2011	Approved 2011	2012	2013	2014	2015
Recreation and Cultural Services							
Community Green Spaces							
Public Space maintenance	10-27110-680-2	145,435	162,557	155,940	159,059	162,240	165,485
Hazardous Tree Maintenance	10-27111-680-2	5,520	10,200	10,404	10,612	10,824	11,041
Parks and Trail Maintenance	10-27112-680-2	0	0	0	0	0	0
Community Clean Up	10-27113-680-2	9,515	5,000	10,000	10,000	10,000	10,000
Seasonal Adornment		1,326	3,060	3,121	3,184	3,247	3,312
Harbourway Walkway License	10-27130-690-2	205	0	210	214	218	223
		162,001	180,817	179,675	183,069	186,530	190,061
Community Services							
Library services							
Sooke Community Association contract	10-27250-680-2	392,828	392,828	427,792	444,904	462,700	481,208
Sooke Canada Day Society	10-27510-680-2	1,020	1,020	1,040	1,061	1,082	1,104
Communities in Bloom	10-27512-680-2	11,485	15,000	15,000	15,000	15,000	15,000
Community Health Initiative	10-27513-680-2	5,000	5,000	5,000	5,000	5,000	5,000
CIPI Society - Need Crisis and Information Line	10-27520-680-2	3,121	3,121	3,184	3,247	3,312	3,378
Sooke Residents in Need - Crisis Centre	10-27530-680-2	6,120	6,120	6,242	6,367	6,495	6,624
Sooke Region Tourism Association	10-27545-680-2	20,000	20,000	20,000	20,000	20,000	20,000
Sooke Arts Council	10-27550-680-2	2,500	2,500	2,500	2,500	2,500	2,500
Sooke Beautification Project - SPA	10-27560-680-2	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
Sooke Youth Council	10-27582-680-2	10,000	10,000	15,000	15,000	15,000	15,000
		481,094	484,609	524,799	542,141	560,172	578,919
Total Recreation and Cultural Services							
		643,095	665,426	704,474	725,209	746,702	768,980

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Fiscal Services	Account	Actual 2007	Approved 2007	Forecast 2008	Approved 2008	Forecast 2009	Approved 2009	Actual 2010	Approved 2010	Forecast 2011	Approved 2011	2012	2013	2014	2015
Debt payments															
Annual lease payments	10-28100-710-2														
Annual payment - Fire bylaw #91	10-28112-710-2	57,153	99,600	102,320	97,522	97,957	93,228	93,634	98,901	85,430	80,369	54,700	40,300	34,748	31,971
Annual payment - Fire bylaw #242 (Ladder Truck) - principle	10-28114-710-2	41,969	86,100	86,095	86,100	86,094	82,758	86,100	86,100	86,095	86,100	86,100	86,100	86,100	86,100
Annual payment - Fire bylaw #242 (Ladder Truck) - interest	10-28115-710-2	44,125	48,986	20,723	48,616	20,723	20,723	20,723	20,723	20,723	20,723	20,723	20,723	20,723	20,723
		20,136		27,892	0	27,892	27,893	27,893	27,892	27,892	27,892	27,892	27,892	27,892	27,892
		163,383	256,286	237,030	232,238	232,666	227,943	225,007	233,616	220,140	225,104	189,415	175,015	169,463	166,686
Transfers to own funds															
Fire Equipment Reserve Fund	10-28220-900-2	43,260	43,260	45,000	45,000	50,000	50,000	60,000	60,000	50,000	50,000	200,000	150,000	200,000	200,000
Capital Fund	10-28230-900-2	1,226,662	1,254,950	1,219,843	1,340,950	2,621,698	2,298,994	1,202,790	2,516,517	4,121,373	4,121,373	1,207,455	568,000	1,298,000	2,766,000
Parks Reserve	10-28240-900-2	0	0	0	0	42,577	0	120,000	0	414,000	414,000	130,000	0	100,000	0
Land Reserve (Non Park)	10-28245-900-2	281,146	270,000	270,161	298,000	298,607	300,900	528,144	300,000	250,000	250,000	260,000	260,000	260,000	260,000
Casino Reserve	10-28260-900-2	6,478	3,175	5,964	6,063	10,699	2,844	15,790	10,600	13,699	15,000	20,000	15,750	17,500	20,000
SPA Reserve	10-28270-900-2	60,440	45,000	78,469	46,000	69,733	60,000	58,703	70,000	70,000	70,000	75,000	75,000	75,000	75,000
Capital Works Reserve (GST)	10-28280-900-2	475,806	0	416,047	300,000	847,314	225,000	475,699	438,770	438,770	438,770	438,770	438,770	438,770	438,770
DCC Road Reserve	10-28290-900-2	74,802	0	224,231	67,000	114,816	67,000	296,246	235,060	235,060	235,060	235,060	235,060	235,060	235,060
DCC Wastewater Reserve	10-28300-900-2	131,478	149,273	166,481	163,823	317,010	310,991	14,831	313,009	313,009	313,009	313,009	313,009	313,009	313,009
Gas Tax - New Deal Reserve	10-28310-900-2	190,000	190,000	0	0	0	0	7,339	7,339	8,296	8,296	11,614	12,778	14,053	15,459
Emergency Road Repair/Snow Removal	10-28320-900-2	0	0	0	0	0	0	0	0	105,000	105,000	105,000	105,000	105,000	105,000
Capital Improvement Financing Reserve	10-28330-900-2	0	0	0	0	0	0	0	0	150,000	150,000	250,000	450,000	650,000	400,000
Community Amenities Reserve	10-28330-900-2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Asset Replacement Reserve	10-28350-900-2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		2,490,192	1,955,658	2,426,206	2,263,836	4,260,454	3,315,729	2,939,512	3,951,295	6,084,207	6,170,508	3,245,908	2,623,365	3,799,392	4,743,298
Total Fiscal Services															
		2,653,675	2,211,944	2,663,236	2,496,074	4,493,120	3,771,615	3,164,519	4,184,911	6,284,347	6,395,612	3,435,323	2,798,380	3,968,855	4,909,984

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<i>Transmission of Taxes</i>		<u>Forecast</u> <u>2011</u>	<u>Approved</u> <u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<i>Account</i>							
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
		<u>7,933,220</u>	<u>8,128,784</u>	<u>8,535,223</u>	<u>8,961,984</u>	<u>9,410,084</u>	<u>9,880,588</u>
<i>Tax Levy</i>							
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
		<u>7,933,220</u>	<u>8,128,784</u>	<u>8,535,223</u>	<u>8,961,984</u>	<u>9,410,084</u>	<u>9,880,588</u>

District of Sooke
 Draft Financial Plan 2012 - 2016 Updated February 1, 2012
 General Operating Fund

Account	Actual 2007	Approved 2007	Forecast 2008	Approved 2008	Forecast 2009	Approved 2009	Actual 2010	Approved 2010	Forecast 2011	Approved 2011	2012	2013	2014	2015	2016
Revenues															
Sale of services															
Zoning and planning books	156	200	191	0	200	204	0	208	29	212	216	221	225	230	234
Office services fees	52	3	3	32	529	0	529	0	0	0	0	0	0	0	0
Financial and tax info services	11,695	10,200	11,580	11,945	12,000	12,240	12,435	12,485	10,030	12,734	12,989	13,249	13,514	13,784	14,060
NSF charges	250	200	200	360	375	0	375	0	1,045	300	300	300	300	300	300
Sale of pits and flags	100	131	131	105	0	0	2	0	21	0	0	0	0	0	0
Record searches	175	345	345	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Land	1,889	1,000	1,000	1,578	1,000	1,000	264,608	0	0	0	130,000	0	0	0	0
Miscellaneous	14,307	10,400	13,274	28,020	13,200	13,444	306,282	1,000	986	108,000	141,000	1,000	1,000	1,000	1,000
											144,569	14,770	15,089	15,314	15,594
Licenses and permits															
Business licenses	4,400	4,000	36,007	40,212	45,000	40,000	48,838	44,000	51,163	44,880	52,325	53,372	54,430	60,528	66,738
Liquor Licence Application fee	1,200	400	900	300	400	408	300	300	0	0	433	442	450	459	301
ALR Application fees	81,834	57,600	87,566	81,600	60,000	46,000	104,700	75,000	76,250	80,000	50,000	50,000	50,000	50,000	50,000
Subdivision fees	500	200	200	900	1,000	0	1,000	0	1,000	300	300	300	300	300	300
Soil Deposition Fee	213,350	25,000	64,142	61,036	41,000	41,000	55,101	50,000	41,136	55,000	40,000	30,000	30,000	30,000	30,000
Rezoning fees	2,020	2,200	2,695	2,700	2,700	2,700	2,670	2,814	2,666	2,870	2,928	2,985	3,046	3,107	3,168
Delivery vehicle licenses	492,115	500,000	476,286	332,579	485,000	227,500	456,632	500,000	337,710	500,000	350,000	350,000	400,000	450,000	500,000
Building Permit Fees	660	250	685	306	300	306	990	312	505	318	325	331	338	345	350
Sign permit fees	3,150	1,340	2,280	0	3,100	0	0	1,000	0	0	0	0	0	0	0
Woodstove permits	350	500	550	0	400	408	0	416	0	424	433	442	450	459	469
Demolition permits	335	200	377	100	208	208	100	100	0	100	100	100	100	100	101
Title charge removal fee	2,470	3,000	2,180	889	2,040	2,040	1,300	1,300	1,745	1,326	1,353	1,380	1,407	1,435	1,464
Title search	650	0	100	0	0	0	810	0	1,050	200	500	500	500	500	500
Burning Permits															
Plumbing Permit Fees															
Road Closure Fees															
Development permits	61,836	35,000	34,084	47,269	60,000	25,000	94,623	40,000	25,491	50,000	30,000	35,000	35,000	35,000	35,000
Development variance permits	3,200	4,000	2,250	5,700	3,200	2,500	8,500	2,500	5,800	2,500	2,500	2,500	2,500	2,500	2,500
Board of Variance fees	0	1,000	1,000	2,000	1,040	1,040	1,750	1,061	500	1,082	1,104	1,126	1,149	1,172	1,195
Other	840	0	5,160	0	2,100	0	2,100	0	1,050	0	0	0	0	0	0
	868,910	634,490	716,462	604,679	837,824	392,272	826,478	759,032	575,307	784,726	562,600	568,778	629,980	686,205	742,554
Cost recovery															
Council	0	0	418	0	243	0	0	0	0	0	0	0	0	0	0
Administration	5,444	100	18,724	102	2,488	104	368	106	0	2,608	2,660	2,714	2,768	2,823	2,880
Finance	7,836	4,500	15,351	8,467	4,682	4,682	6,563	4,775	17,076	4,871	2,500	2,500	2,500	2,500	2,500
Fire	0	0	0	0	0	0	0	0	8,881	0	0	0	0	0	0
Emergency	507	0	5,653	0	0	0	0	0	43	0	0	0	0	0	0
Building	2,977	200	21,730	204	7,515	208	4,347	212	26,243	3,000	3,060	3,121	3,184	3,247	3,312
Engineering	100	200	2,926	204	1,957	208	25,000	212	43	216	221	225	230	234	239
Planning															
Economic Development	16,864	5,000	65,402	5,100	24,581	5,202	60,578	5,306	52,286	10,696	8,441	8,560	8,681	8,805	8,932

	Actual 2007	Approved 2007	Forecast 2008	Approved 2008	Forecast 2009	Approved 2009	Actual 2010	Forecast 2011	Approved 2011	2012	2013	2014	2015	2016
Lease and Rental														
Lease - Kalkins	19,870	24,870	20,120	25,000	21,351	21,858	15,543	17,270	20,724	27,912	27,912	27,912	27,912	27,912
Lease - City Hall	175				275		21,858	21,858	22,089	22,166	22,166	0	0	0
Room rentals	20,045	24,870	20,120	25,000	21,636	21,858	37,726	39,128	42,813	50,078	50,078	27,912	27,912	27,912
Investment Income														
Interest	152,487	75,000	148,551	89,000	39,882	99,014	80,743	67,112	85,010	50,000	75,000	75,000	75,000	75,000
Tax Interest and Penalties														
Interest	17,473	13,000	21,918	16,000	38,166	20,000	22,712	28,000	16,405	16,000	16,000	16,000	16,000	16,000
Penalties	95,677	75,000	131,894	85,000	98,325	115,000	113,980	100,000	128,357	100,000	100,000	100,000	100,000	100,000
Tax Sale Admin Fee	113,150	88,000	153,812	101,000	139,165	135,000	136,691	128,000	144,762	116,000	116,000	116,000	116,000	116,000
Revenue sharing														
Casino revenue	281,145	270,000	270,160	295,000	253,057	300,900	246,828	300,000	243,720	250,000	260,000	260,000	260,000	260,000
Fire Department														
Fire Stations	11,600	12,500	11,900	12,500	11,600	12,750	12,200	12,000	12,240	12,485	12,734	12,989	13,249	13,514
Oil tank inspections	2,900	1,000	2,250	1,020	0	1,040	0	1,061	0	1,082	1,104	1,126	1,149	1,172
Hydrant painting	1,340	2,000	1,405	2,040	0	2,091	0	0	0	0	0	0	0	0
	15,740	15,500	15,555	15,560	11,600	15,871	12,200	13,061	12,600	13,322	13,589	14,138	14,421	14,709
Development Cost Charges														
DCC - Roads	475,906	0	416,047	300,000	847,314	225,000	469,970	438,770	610,799	438,770	438,770	438,770	438,770	438,770
DCC - Wastewater	74,802	0	224,231	67,000	362,709	67,000	296,246	235,060	322,965	235,060	235,060	235,060	235,060	235,060
	550,708	0	640,278	367,000	1,210,023	292,000	766,216	673,830	933,764	673,830	673,830	673,830	673,830	673,830
Administration														
Deposits in lieu of parkland	0	0	0	0	51,650	0	15,470	0	14,970	0	0	0	0	0
School tax administration fee	5,621	5,604	5,877	5,716	6,117	5,830	6,389	6,117	6,239	6,364	6,491	6,621	6,754	6,889
Disposal of Assets	2,028	2,030	2,067	2,071	2,101	2,112	2,116	2,100	2,142	2,185	2,229	2,273	2,319	2,365
School District DCC fee	11,027	7,634	7,844	7,787	60,868	7,942	23,975	8,217	23,689	8,549	8,720	8,884	9,072	9,254
Unconditional Transfers														
Small Community Protection grant	294,154	317,300	250,916	342,762	685,754	372,938	105,709	376,451	383,980	391,660	399,493	407,483	415,632	423,945
Traffic Fine revenue sharing	62,912	65,000	66,319	63,000	76,411	84,099	33,192	88,426	98,977	91,998	93,838	95,715	97,629	99,582
Provincial Climate Action Rebate Incentive	377,866	382,300	317,237	425,762	742,583	457,037	139,580	464,877	474,175	483,658	493,331	503,199	513,262	523,527
Sale of Land														
Sale of land - parks	50,000	50,000	0	0	0	0	145,000	0	414,500	0	0	0	0	0

	Actual 2007	Approved 2007	Forecast 2008	Approved 2008	Forecast 2009	Approved 2009	Actual 2010	Approved 2010	Forecast 2011	Approved 2011	2012	2013	2014	2015	2016
Conditional Transfers															
Street lighting cost sharing	1,652	1,650	2,065	1,683	1,652	2,065	1,732	1,700	1,838	1,734	1,769	1,804	1,840	1,877	1,914
Gas Tax Community Works grant	131,478	149,273	166,481	163,823	317,010	310,991	14,831	313,009	312,886	313,009	313,009	313,009	313,009	313,009	313,009
Capital Grants/Revenue	0	37,500	0	156,050	634,383	646,500	360,663	1,240,000	568,828	350,000	0	0	0	0	0
	170,742	334,128	469,801	490,964	1,072,067	1,070,408	412,365	1,569,848	883,652	664,743	314,776	314,813	314,849	314,886	314,923
Transfers from own reserves and allowances															
From unappropriated surplus	190,000	190,000	255,000	255,000	509,828	440,000	86,091	60,784	100,000	100,000	100,000	0	0	0	0
From Parks Reserve	11,010	0	10,650	0	984	0	163,366	365,000	225,000	225,000	376,634	0	0	0	0
From SPA Reserve	0	0	0	0	0	0	12,288	4,000	7,000	7,000	0	0	0	0	0
From Affordable Housing Reserve	0	0	0	0	0	0	13,667	16,460	850,000	850,000	75,000	0	150,000	350,000	0
From Community Works Reserve Fund (Gas Tax)	102,058	102,650	113,550	113,550	0	0	16,619	16,985	127,500	127,500	190,000	37,500	87,500	90,000	0
From Capital Works Reserve Fund (GST)	88,445	17,100	66,947	105,000	142,179	0	61,500	61,500	50,000	50,000	380,455	14,000	264,000	80,000	14,000
From Fire Capital Reserve Fund	728,000	728,000	345,760	385,000	598,905	250,000	50,000	50,000	260,000	260,000	300,000	50,000	100,000	300,000	50,000
From Casino Reserve Fund	0	0	0	0	648,027	35,000	9,683	185,000	2,227,480	2,227,480	-92,540	260,000	270,000	410,000	266,000
From DCC Road Reserve	0	0	0	0	0	0	7,479	0	0	0	5,000	5,000	5,000	5,000	5,000
From Capital Improvement Financing Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
From Emergency Snow Removal Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
From Land Sale Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
From Wastewater DCC	0	0	0	0	0	0	0	20,000	0	0	0	0	0	0	0
From Capital Asset Replacement Reserve	0	0	0	0	0	0	0	0	50,000	50,000	0	0	0	0	0
From Community Amenity Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1,099,513	1,037,750	1,065,595	1,043,550	1,952,250	1,322,179	430,593	759,739	3,896,980	3,896,980	1,334,549	486,500	876,500	1,819,000	329,000
Other taxes															
IBBY box 1%	88,915	89,915	95,253	99,907	101,078	101,078	108,887	108,887	117,935	117,934	127,227	129,772	132,367	135,015	137,715
Credits in lieu of taxes	29,176	25,449	32,324	27,994	31,200	32,324	34,862	32,970	38,217	33,630	34,302	34,989	35,698	36,402	37,130
East Sooks Fire Protection - Local Service Tax	133,622	115,384	152,034	152,940	159,520	160,742	181,566	171,927	186,827	182,234	192,200	195,430	198,725	202,700	206,754
	3,825,327	3,000,434	4,054,255	3,869,687	6,320,031	4,295,870	3,807,621	4,993,770	7,996,266	7,704,147	4,212,777	3,279,671	3,722,747	4,736,407	3,317,994

District of Sooke
 Draft Financial Plan 2012 - 2016 Updated February 1, 2012
 Sewer Operating Fund and Sewer Replacement Reserve

	Account	Forecast 2011	Approved 2011	2012	2013	2014	2015	2016
Sewer Operating Fund								
# Parcel Tax Rolls		2,526	2,552	2,717	2,762	2,807	2,852	2,887
# Sewer Generation Charges		469	528	502	507	512	517	522
Total		2,994	3,080	3,219	3,269	3,319	3,369	3,419
Parcel Tax		515	515	520	525	530	535	540
Revenues								
Parcel Tax	40-11130-000-1	1,300,890	1,314,280	1,412,840	1,450,050	1,487,710	1,525,820	1,564,380
Sewer Generation Charge	40-11140-000-1	240,840	271,920	260,858	265,992	271,175	276,408	281,691
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	40,000	0	0	0	0	0
Transfer from AARF		20,000	0	54,000	32,000	32,000	32,000	32,000
Sewer Permit Fees	40-11160-000-1	0	0	0	0	0	0	0
Transfer from DCC Wastewater Reserve		295,519	295,519	399,469	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 Modelling and Study - Grant	40-17511-000-1	0	0	0	0	0	0	0
		1,877,249	1,921,719	2,127,167	2,043,561	2,086,404	2,218,847	2,173,590
Expenditures								
EPCOR, for operations as per agreement	40-21250-650-2	860,630	860,630	999,668	1,058,596	1,100,543	1,139,495	1,179,395
Insurance	40-21250-651-2	20,921	20,921	24,165	24,890	25,637	26,406	27,198
EPCOR, Rehabilitation, Repairs and Maintenance Expenses	40-21250-660-2	29,479	25,000	0	0	0	0	0
Plans and Non-Capital Improvements		0	0	40,000	20,000	0	15,000	0
AARF Reserve Account Contribution	40-21250-680-2	0	0	67,000	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	50,000	0	0	0	0	0
Sewer System - Modelling and Study	40-23222-850-2	0	0	0	0	0	0	0
Sewer System Modelling/Reports	40-23221-850-2	0	0	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	0	0	0	0	0	0
Capital		0	0	105,000	0	0	90,000	0
DCC Capital Projects (99% DCC recoverable)	50-	0	0	53,000	0	0	0	0
Non DCC Capital Projects	50-	0	0	0	0	0	0	0
		1,769,242	1,676,585	2,029,392	1,992,395	1,918,607	2,067,021	2,006,591
Change in Fund Balance - Surplus/(deficit)								
Opening Sewer Operating Fund Balance		108,007	245,134	97,775	151,166	167,797	151,826	166,999
Closing Sewer Operating Fund Balance		-178,225	-178,225	-70,218	27,557	178,723	346,520	498,346
		-70,218	66,909	27,557	178,723	346,520	498,346	665,346

Sewer Rehabilitation Fund

Opening Balance	9,479	9,480	0	0	0	0	0	0	0
Transfer in	20,000	40,000	0	0	0	0	0	0	0
Transfer out	-29,479	-25,000	0	0	0	0	0	0	0
Closing Balance	0	24,480	0	0	0	0	0	0	0

Asset Renewal Rehabilitation Fund

Opening Balance	0	0	20,000	33,000	71,350	113,218	158,779	158,779	158,779
Transfer into AARF	0	20,000	67,000	70,350	73,868	77,561	81,439	81,439	81,439
AARF Expenditures	-56,343	0	-54,000	-32,000	-32,000	-32,000	-32,000	-32,000	-32,000
Closing Balance	-56,343	20,000	33,000	71,350	113,218	158,779	208,218	208,218	208,218

District of Sooke
 Draft Financial Plan 2012 - 2016 Updated February 1, 2012
 Reserves

Description	Bylaw	Forecast	Approved	2012	2013	2014	2015	2016
		2011	2011					
Fire Protection Reserve	7							
Opening Balance		56,152	56,152	56,152	-124,303	11,697	-52,303	83,697
Transfer In		50,000	50,000	200,000	150,000	200,000	200,000	100,000
Transfer Out		-50,000	-50,000	-380,455	-14,000	-264,000	-64,000	-14,000
Interest								
Closing Balance		56,152	56,152	-124,303	11,697	-52,303	83,697	169,697
Parks Reserve	47							
Opening Balance		378,888	378,888	567,888	321,254	321,254	421,254	421,254
Transfer In		414,000	414,000	130,000	0	100,000	0	0
Transfer Out		-225,000	-225,000	-376,634	0	0	0	0
Interest								
Closing Balance		567,888	567,888	321,254	321,254	421,254	421,254	421,254
Casino Revenue Reserve	55							
Opening Balance		216,920	216,920	206,920	166,920	376,920	536,920	496,920
Transfer In		250,000	250,000	260,000	260,000	260,000	260,000	260,000
Transfer Out		-260,000	-260,000	-300,000	-50,000	-100,000	-300,000	-50,000
Interest								
Closing Balance		206,920	206,920	166,920	376,920	536,920	496,920	706,920
Sooke Program Arts Reserve	233							
Opening Balance		27,609	27,609	34,308	54,308	70,058	87,558	107,558
Transfer In		13,699	15,000	20,000	15,750	17,500	20,000	22,500
Transfer Out		-7,000	-7,000	0	0	0	0	0
Interest								
Closing Balance		34,308	35,609	54,308	70,058	87,558	107,558	130,058
Housing Reserve Fund	259							
Opening Balance		57,830	57,830	57,830	57,830	57,830	57,830	57,830
Transfer In		0	0	0	0	0	0	0
Transfer Out		0	0	0	0	0	0	0
Interest								
Closing Balance		57,830	57,830	57,830	57,830	57,830	57,830	57,830
Capital Works Reserve (GST)	180							
Opening Balance		180,996	180,996	123,496	8,496	45,996	33,496	18,496
Transfer In		70,000	70,000	75,000	75,000	75,000	75,000	75,000
Transfer Out		-127,500	-127,500	-190,000	-37,500	-87,500	-90,000	0
Interest			0	0	0	0	0	0
Closing Balance		123,496	123,496	8,496	45,996	33,496	18,496	93,496
Emergency Road Repair and Snow Removal	283							
Opening Balance		182,521	182,521	182,521	182,521	182,521	182,521	182,521
Transfer In		0	0	0	0	0	0	0
Transfer Out		0	0	0	0	0	0	0
Interest								
Closing Balance		182,521	182,521	182,521	182,521	182,521	182,521	182,521
Capital Improvement Financing Reserve	408							
Opening Balance		7,339	7,339	15,635	22,249	30,025	39,079	49,537
Transfer In		8,296	8,296	11,614	12,776	14,053	15,459	17,005
Transfer Out		0	0	-5,000	-5,000	-5,000	-5,000	-5,000
Interest								
Closing Balance		15,635	15,635	22,249	30,025	39,079	49,537	61,542
Road DCG Reserve	247							
Opening Balance		2,193,665	2,193,665	404,955	936,265	1,115,035	1,283,805	1,312,575
Transfer In		438,770	438,770	438,770	438,770	438,770	438,770	438,770
Transfer Out		-2,227,480	-2,227,480	92,540	-260,000	-270,000	-410,000	-260,000
Interest								
Closing Balance		404,955	404,955	936,265	1,115,035	1,283,805	1,312,575	1,491,345

Wastewater DCC Reserve	246						
Opening Balance		943,153	943,153	882,694	718,285	657,826	597,367
Transfer In		235,060	235,060	235,060	235,060	235,060	235,060
Transfer Out		-295,519	-295,519	-399,469	-295,519	-295,519	-384,619
Interest							
Closing Balance		882,694	882,694	718,285	657,826	597,367	447,808
Community Works Reserve (Gas Tax)	248						
Opening Balance		801,134	797,566	264,143	502,152	815,161	978,170
Transfer In		313,009	313,009	313,009	313,009	313,009	313,009
Transfer Out		-850,000	-850,000	-75,000	0	-150,000	-350,000
Interest							
Closing Balance		264,143	260,575	502,152	815,161	978,170	941,179
Community Amenities Reserve	449						
Opening Balance		0	0	0	105,000	105,000	105,000
Transfer In		0	105,000	105,000	0	0	0
Transfer Out		0	0	0	0	0	0
Interest							
Closing Balance		0	105,000	105,000	105,000	105,000	105,000
Land Sale Reserve	475						
Opening Balance		120,000	120,000	120,000	120,000	120,000	120,000
Transfer In		0	0	0	0	0	0
Transfer Out		0	0	0	0	0	0
Interest							
Closing Balance		120,000	120,000	120,000	120,000	120,000	120,000
Capital Asset Replacement Reserve							
Opening Balance		0	0	100,000	350,000	680,000	1,530,000
Transfer In		150,000	150,000	250,000	450,000	850,000	400,000
Transfer Out		-50,000	-50,000	0	-120,000	0	-600,000
Interest							
Closing Balance		100,000	100,000	350,000	680,000	1,530,000	1,330,000
Total		2,780,907	2,778,640	2,823,728	3,654,298	4,126,618	4,469,838
Opening Balance		5,038,868	5,097,470	2,780,907	2,823,728	3,654,298	4,126,618
Transfers to/from Reserves		-2,257,961	-2,256,660	42,821	830,570	472,320	-56,780
Closing Balance		2,780,907	2,840,810	2,823,728	3,654,298	4,126,618	4,069,838

District of Sooke
 Draft Financial Plan 2012 - 2016 Updated February 1, 2012
 2012 Capital Plan

Department	Division	Project Name	2011 carryover	2012	Gen Ops Surplus	Taxes	FER	Parks Res	Casino	GST	Funding Sources			Capital Asset Replacement	Capital Improvement
											Road/DCC	WW/DCC	Gas Tax		
Council		Unallocated	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporate Services															
Finance	Information Technology	Evergreen Equipment Replacement Plan	15,000	15,000		15,000									
	Information Technology	Questica Budgeting Software	40,000	40,000		40,000									
			55,000	0	15,000	0	0	0	0	40,000	0	0	0	0	0
Building	Building Maintenance	Council Chamber flooring replacement	3,000	3,000											
		Gutter Replacement	15,000	15,000											
			18,000	0	18,000	0									
Public Works Yard			0	0	0	0									
Building and Bylaw	City Hall	Fleet Replacement - 4 x 4 Nissan Truck	0	0	0	0									
Fire Department	Fire	Protective Clothing Replacement	14,000			14,000									
	Fire	2002 Fire Rescue Pumper Unit #202 - Exercise Lease Buyout	33,424			33,424									
	Fire	2002 Emergency Vehicle Unit #206 - Exercise Lease Buyout	42,378			42,378									
	Fire	Vehicle Replacement - Unit 204 Mack Pumper Truck	285,653			285,653									
	Fire	Insta-Chains	5,000			5,000									
			380,455	0	0	380,455	0	0	0	0	0	0	0	0	0
Engineering	Roads	Road and Sidewalk Improvement Program	100,000		48,000										
	Roads	Phillips to Charters Segment - Connector Construction Project (includes U/G Hydro)	2,980,000	0	100,000	114,540		50,000		150,000		52,000		0	
	Roads	Waterview Road right-of-way land purchase	260,000												
	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										
			489,000	100,000	286,540	0	0	50,000	150,000	150,000	-102,540	0	0	0	5,000
Community Development		Parks Enhancement Program	0		0										
		Boat Launch Construction	200,000		0			200,000							
Community Park		Wildlife corridor (Phillips Road)	65,000					65,000							
			2,980,000	285,000	0	0	65,000	200,000	200,000	190,000	-102,540	0	0	0	5,000
			2,980,000	1,207,455	100,000	319,540	380,455	65,000	250,000	190,000	-102,540	0	0	0	5,000

