



**District of Sooke**  
**2011 – 2015 Financial Plan**  
**(Draft)**

**(Committee of the Whole Meeting – March 21, 2011)**



District of Sooke  
 Financial Plan 2011 - 2015 DRAFT

Schedule A

Revenues	Approved 2010	2011	2012	2013	2014	2015
Property Taxes	5,671,729	6,165,402	6,757,534	7,454,123	8,259,117	9,161,253
Parcel Taxes	1,519,800	1,586,200	1,661,400	1,737,750	1,815,250	1,893,900
Fees and Charges	729,032	784,726	760,753	746,800	722,868	728,957
Other Sources	3,525,000	2,987,442	2,200,390	3,408,538	2,200,803	2,216,136
Transfer from Own Funds	760,239	3,748,980	1,859,386	2,174,000	1,534,000	1,404,000
Debenture Debt	0	0	0	0	0	0
	<u>12,205,800</u>	<u>15,272,750</u>	<u>13,239,462</u>	<u>15,521,211</u>	<u>14,532,038</u>	<u>15,404,247</u>

Expenditures

Debt - Principal and Interest	529,135	520,623	484,934	470,534	464,982	462,205
Capital Expenditures	2,516,517	4,085,373	1,755,452	4,000,700	2,366,700	2,271,700
Transfer to Own Funds	1,434,778	2,024,135	1,960,467	1,423,312	1,751,171	1,801,544
(Deficiency) Surplus of Operations	109,235	82,066	-14,295	-100,658	-83,236	-36,011
Other Municipal Purposes	7,616,135	8,560,554	9,052,905	9,727,323	10,032,421	10,904,809
	<u>12,205,800</u>	<u>15,272,750</u>	<u>13,239,462</u>	<u>15,521,211</u>	<u>14,532,038</u>	<u>15,404,247</u>



	A	C	J	K	L	M	N	O	P
1	<b>District of Sooke</b>								
2	<b>Financial Plan 2011 to 2015 DRAFT</b>								
3	<b>General Operating Fund</b>								
4									
5			Forecast	Approved					
6		Page	2010	2010	2011	2012	2013	2014	2015
7	<b>Expenditures</b>								
8	General Government services	2,3	1,736,689	1,674,244	1,981,780	1,895,697	1,942,806	2,010,305	2,020,986
9	Protective services	4,5,6,7	2,104,012	2,147,378	2,280,311	2,394,603	2,567,797	2,698,844	2,825,322
10	Engineering services	8,9	1,138,185	1,228,831	1,334,210	1,482,179	1,456,955	1,205,993	1,517,686
11	Environmental Health services	10	99,919	99,919	101,917	103,956	106,035	108,156	110,319
12	Development services	11,12	755,662	675,065	958,495	1,071,820	1,116,417	1,141,059	1,409,575
13	Recreation and cultural services	13	634,580	645,652	665,225	694,474	714,424	735,098	756,528
14	Fiscal services	14	3,395,899	4,184,911	6,334,612	3,905,334	5,849,027	4,787,334	4,839,930
15	Own expenditures		9,864,947	10,636,000	13,656,550	11,548,062	13,753,461	12,666,788	13,480,347
16									
17	Transmission of taxes to other agencies	15	7,689,050	7,741,699	8,128,784	8,535,223	8,961,984	9,410,084	9,880,588
18									
19	Total Operating Expenditures		17,553,996	18,377,699	21,785,334	20,083,285	22,715,446	22,096,871	23,360,934
20									
21									
22	<b>Revenues</b>								
23	Sale of services	16	18,233	13,693	129,247	14,506	14,770	15,039	15,314
24	Sale of Land	16	266,000	0	414,000	0	0	0	0
25	Licenses and permits	16	897,327	729,032	784,726	760,753	746,800	722,868	728,957
26	Cost recovery	16	54,219	5,306	10,696	10,910	11,128	11,350	11,577
27	Lease and rental	17	37,726	39,128	42,813	43,305	43,728	21,992	22,432
28	Investment income	17	44,918	67,112	50,000	50,000	50,000	50,000	50,000
29	Interest and penalties	17	136,691	128,000	119,000	112,000	106,000	106,000	106,000
30	Revenue sharing	17	246,828	300,000	250,000	260,000	260,000	260,000	260,000
31	Fire Department	17	12,200	13,061	13,322	13,589	13,861	14,138	14,421
32	Development Cost Charges	17	736,176	673,830	673,830	673,830	673,830	673,830	673,830
33	Administration	17	23,975	8,217	8,381	8,549	8,720	8,894	9,072
34	Unconditional transfers	17	139,580	464,877	474,175	483,658	493,331	503,198	513,262
35	Conditional transfers	18	681,368	1,589,848	589,743	314,778	1,514,813	314,849	314,886
36	Transfers from own reserves/allowances	18	439,002	760,239	3,748,980	1,859,386	2,174,000	1,534,000	1,404,000
37	Other taxes	18	181,566	171,927	182,234	185,265	188,357	191,511	195,341
38	Own revenues		3,915,809	4,964,270	7,491,147	4,790,528	6,299,337	4,427,670	4,319,092
39									
40	Tax collection for other agencies	19	7,689,050	7,741,699	8,128,784	8,535,223	8,961,984	9,410,084	9,880,588
41									
42	Total before own property taxes		11,604,859	12,705,969	15,619,931	13,325,751	15,261,321	13,837,753	14,199,680
43									
44	Own general municipal property taxes	10-11110-000-1	5,652,312	5,671,730	6,165,403	6,757,535	7,454,124	8,259,118	9,161,254
45									
46									
47	Total Operating Revenues		17,553,996	18,377,699	21,785,334	20,083,285	22,715,446	22,096,871	23,360,934
48									
49	Change in Fund Balance - Surplus/(Deficit)		0	0	0	0	0	0	0
50									
51									
52	Opening Fund Balance		2,666,037	2,087,963	2,569,946	2,519,946	2,519,946	2,519,946	2,519,946
53	Transfer (to) from Own Reserves		-96,091	-60,784	-50,000	0	0	0	0
54	Transfer (to) from Capital Fund		0	280,000	0	0	0	0	0
55	Ending Fund Balance		2,569,946	2,307,179	2,519,946	2,519,946	2,519,946	2,519,946	2,519,946
56									
57	New FTEs		1.84	3.09	1.97	1.84	1.00	0.50	4.00
58									
59									
60	Property Tax Increase		455,266	455,266	493,673	592,132	696,590	804,994	902,136
61	4.03% Growth 2010, and 4% after		-210,191	-210,191	-283,587	-308,270	-337,877	-372,706	-412,956
62	Net Tax Increase		245,075	245,075	210,086	283,862	358,713	432,287	489,180
63									
64	% Increase in Municipal Mill Rate			4.70%	3.70%	4.60%	5.31%	5.80%	5.92%
65									
66	Average Residential Tax Increase on DOS municipal portion			\$46	\$36	\$45	\$52	\$56	\$58
67									
68									
69	% of Increase Related to Capital Transfer			1.74%	-4.18%	-0.34%	1.76%	4.91%	-4.66%



	A	B	C	J	K	L	M	N	O	P
1		<b>District of Sooke</b>								
2		<b>Financial Plan 2011 to 2015 DRAFT</b>								
3		<b>General Operating Fund</b>								
4										
5										
6										
7		<b>General Government Services</b>	<b>Account</b>	Forecast	Approved					
8	Council			<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
9	Remuneration	10-21100-120-2	79,427	81,600	83,232	84,897	86,595	88,326	90,093	
10	Benefits	10-21100-119-2	1,539	1,144	1,167	1,191	1,214	1,239	1,264	
11	Travel/conferences/education	10-21100-540-2	32,144	35,700	38,610	36,414	37,000	47,000	37,740	
18	Dues and subscriptions	10-21100-560-2	1,148	1,530	1,500	1,530	1,561	1,592	1,624	
20	Advertising/communications	10-21100-610-2		0	0	0	0	0	0	
21	Volunteer recognition - o/s services	10-21100-690-2	2,481	2,000	0	2,500	0	2,500	2,500	
22	Contingency	10-21100-910-2	39,588	40,000	30,000	30,000	30,000	30,000	40,000	
23										
24										
25			156,328	161,974	154,509	156,531	156,370	170,657	173,220	
26	Corporate Services									
27	Salaries	10-21210-120-2	330,449	343,961	362,250	375,768	389,391	393,122	396,966	
28	Benefits	10-21210-129-2	60,376	58,221	64,346	65,835	71,487	67,534	67,938	
29	Specialty office supplies - Bylaw	10-21210-230-2	2,262	1,000	1,020	1,040	1,061	1,082	1,104	
30	Hospitality and meals	10-21210-290-2	2,985	1,836	1,873	1,910	1,948	1,987	2,027	
33	Travel	10-21210-510-2	0	0	1,000	1,000	1,000	1,000	1,000	
34	Conferences/memberships/education	10-21210-540-2	18,190	10,250	13,000	13,260	13,525	13,796	14,072	
39	Dues and subscriptions	10-21210-560-2	0	0	450	450	450	450	450	
42	Advertising/Communications	10-21210-610-2	32,651	12,750	30,000	30,000	30,000	30,000	30,000	
43	Special Projects	10-21210-870-2	3,855	5,202	5,306	5,412	5,520	5,631	5,743	
46										
47			450,767	433,220	479,245	494,676	514,383	514,603	519,301	
48	New FTE		0.00	0.00	0.00	0.50	0.00	0.00	0.50	
49										
50	Finance and Information Technology									
51	Salaries	10-21220-120-2	398,662	430,414	470,429	472,295	490,464	508,878	527,544	
52	Benefits	10-21220-129-2	89,131	95,709	103,702	101,686	103,446	105,236	107,047	
53	Dues and subscriptions	10-21220-230-2	875	1,040	3,000	3,060	3,121	3,184	3,247	
57	Travel		0	0	1,000	1,000	1,000	1,000	1,000	
58	Conferences/memberships/education	10-21220-540-2	21,436	13,500	13,500	13,770	14,045	14,326	14,613	
64	Advertising	10-21220-610-2	0	0	0	0	0	0	0	
65	Cash Over/Short	10-21220-610-2	-1	0	25	25	25	25	26	
66	Property Tax Interest Expense (prepayment)	10-21230-240-2	1,531	0	250	250	250	250	250	
67	Tax adjustments	10-21220-899-2	4,081	1,040	1,061	1,082	1,104	1,126	1,149	
68	Banking	10-21221-240-2	2,783	2,100	2,142	2,185	2,229	2,273	2,319	
69	Tax forms and supplies	10-21231-230-2	6,162	5,900	6,018	6,138	6,261	6,386	6,514	
70	Tax Sale Interest	10-21231-240-2	22	0	0	0	0	0	0	
71	Advertising	10-21231-610-2	385	1,092	1,114	1,137	1,159	1,182	1,206	
72	Property Tax Stalibilation contingency		0	0	60,000	0	0	0	0	
73			525,068	550,796	662,242	602,628	623,105	643,867	664,914	
74										
75	New FTE		-0.50	0.00	-0.20	0.00	0.00	0.00	0.00	
76										

	A	B	C	J	K	L	M	N	O	P
77										
78										
79					2010	2011	2012	2013	2014	2015
80		Common Services - Vehicle Fleet								
81		Fuel - Gas/Diesel	10-21241-250-2	3,199	2,200	2,244	2,289	2,335	2,381	2,429
82		Repairs and Maintenance	10-21241-660-2	3,220	1,600	1,632	1,665	1,698	1,732	1,767
83		Common services - Office								0
84		Telephone	10-21251-450-2	22,229	24,000	24,480	24,970	25,469	25,978	26,498
87		Copy/service charges	10-21252-240-2	11,792	9,000	9,960	10,159	10,362	10,570	10,781
88		Equipment lease/rental	10-21252-310-2	4,854	5,200	6,292	6,418	6,546	6,677	6,811
89		Freight/courier	10-21253-470-2	1,323	1,530	1,561	1,592	1,624	1,656	1,689
90		Postage	10-21253-480-2	5,889	5,100	5,202	5,306	5,412	5,520	5,631
91		Office supplies	10-21254-230-2	20,110	19,000	19,380	19,768	20,163	20,566	20,978
92		Subscriptions and Memberships	10-21254-560-2	1,596	1,632	8,770	8,945	9,124	9,307	9,493
97		Advertising	10-21255-610-2	2,926	3,060	3,121	3,184	3,247	3,312	3,378
98		Records management	10-21256-240-2	1,348	9,400	9,588	9,780	9,975	10,175	10,378
99		Off site storage	10-21256-350-2	869	720	4,200	4,284	4,370	4,457	4,546
101		Occupational Health and Safety		0	0	2,000	2,040	2,081	2,122	2,165
102		LAN/PC's/Networking/Internet	10-21257-690-2	25,691	21,583	22,015	22,455	22,904	23,362	23,829
103		Software Maintenance	10-21257-650-2	47,909	49,452	52,000	53,040	54,101	55,183	56,286
104		Hardware Maintenance		0	0	0	0	0	0	0
109		IT Contract Support	10-21257-680-2	0	2,000	10,000	2,040	2,081	2,122	2,165
110		Common services - Building								0
111		Propane	10-21258-250-2	12,103	12,000	0	0	0	0	0
112		Natural Gas		0	0	13,000	13,260	13,525	13,796	14,072
113		Water	10-21258-410-2	2,408	2,856	2,913	2,971	3,031	3,091	3,153
114		Electricity	10-21258-420-2	22,966	22,800	25,080	25,582	26,093	26,615	27,147
115		Waste removal	10-21258-430-2	6,140	6,120	6,242	6,367	6,495	6,624	6,757
116		Cable/Internet	10-21258-440-2	0	0	0	0	0	0	0
117		Common services - Building maintenance		0						0
118		Operating supplies	10-21259-210-2	7,595	6,034	6,155	6,278	6,404	6,532	6,662
119		Contracted maintenance	10-21259-650-2	40,679	35,000	35,700	36,414	37,142	37,885	38,643
128		Other outside services	10-21259-690-2	6,551	6,120	14,242	6,500	6,630	6,763	6,898
129										
130				251,399	246,407	285,778	275,306	280,812	286,428	292,157
131		Special services								
132		Recruitment costs - travel	10-21261-510-2	454	3,500	3,000	3,060	3,121	3,184	3,247
133		Recruitment costs - advertising	10-21261-610-2	1,482	3,060	3,000	3,060	3,121	3,184	3,247
134		Recruitment - contracted service	10-21261-890-2	0	0	0	0	0	0	0
135		Legal	10-21271-810-2	139,082	60,000	160,000	150,000	150,000	150,000	150,000
136		Audit	10-21272-820-2	48,781	30,600	30,000	30,000	30,000	30,000	30,000
137		Insurance premium	10-21273-570-2	76,701	66,850	62,762	64,017	65,297	66,603	67,935
138		Insurance claims	10-21274-690-2	5,000	10,000	10,000	10,000	10,000	10,000	10,000
143		Insurance contingency	10-21275-690-2	0	0	20,000	20,000	20,000	20,000	20,000
144		Protocol	10-21285-690-2	188	416	0	0	0	0	0
145		Elections	10-21930-690-2	0	0	25,000	0	0	25,000	0
146		Public and government relations	10-21940-690-2	13,556	7,650	8,000	8,160	8,323	8,490	8,659
147		Focus Group and Grants in aid	10-21950-690-2	67,884	75,000	75,000	75,000	75,000	75,000	75,000
148		Canada Day Fireworks		0	0	2,500	2,500	2,500	2,500	2,500
149		Christmas Bureau	10-21951-690-2	0	729	744	759	774	789	805
151										
152										
153				353,129	257,805	400,005	366,555	368,137	394,749	371,394
154										
155		Total General Government		1,736,689	1,650,203	1,981,780	1,895,697	1,942,806	2,010,305	2,020,986
156										

	A	B	C	D	K	L	M	N	O	P	Q
1			<b>District of Sooke</b>								
2			<b>Financial Plan 2011 to 2015 Draft</b>								
3			<b>General Operating Fund</b>								
5					Forecast	Approved					
6			<b>Protective Services</b>	<b>Account</b>	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
7											
8			Policing								
9			Contract with RCMP	10-22120-680-2	1,325,233	1,346,937	1,373,876	1,401,353	1,499,380	1,599,368	1,701,355
10			Regional Crime Unit	10-22120-690-2	38,846	36,848	37,584	38,336	39,103	39,885	40,683
11			Integrated Mobile Crisis Response Team	10-22121-680-2	3,919	4,871	3,997	4,077	4,158	4,242	4,326
12			RCMP - Mobile Youth Services	10-22124-680-2	2,276	0	0	0	0	0	0
13			RCMP Victim Services	10-22125-690-2	8,160	8,160	8,323	8,490	8,659	8,833	9,009
16			ICARS		0	0					
17			Integrated Domestic Violence Unit		5,000	0	8,642	8,642	8,642	8,642	8,642
18			Mobile Youth Services Team		2,276	0	2,276	2,276	2,276	2,276	2,276
19			CR Action Team		1,232	0	1,232	1,232	1,232	1,232	1,232
20			Source Information		0	0	2,000	2,000	2,000	2,000	2,000
21			Community Policing	10-22130-240-2		0	0	0	0	0	0
22											
23					1,386,942	1,396,816	1,437,930	1,466,406	1,565,451	1,666,477	1,769,524
24											
25			RCMP Members		11	11	11	11	11.5	12	12
26											
27			Bylaw Enforcement								
28			Salaries	10-22210-120-2	0	0	0	0	0	0	0
29			Benefits	10-22210-129-2	0	0	0	0	0	0	0
30			Office supplies	10-22210-210-2	0	0	0	0	0	0	0
31			Vehicle gas and oil	10-22210-250-2	0	0	0	0	0	0	0
32			Communications	10-22210-450-2	0	0	0	0	0	0	0
33			Travel/conferences/memberships/education	10-22210-540-2	0	0	0	0	0	0	0
35			Contract Services								
36			Legal fees	10-22210-810-2	0	0	0	0	0	0	0
37											
38					0	0	0	0	0	0	0
39			New FTE		0.00	0.00	0.00	0.00	0.00	0.00	0.00
40											
41			Emergency Program								
42			Salaries	10-22510-120-2	0	0	0	0	0	0	0
43			Benefits	10-22510-129-2	0	0	0	0	0	0	0
44			Honorarium for Volunteers	10-22510-111-2	2,331	6,000	0	0	0	0	0
45			Office supplies	10-22510-210-2	1,980	1,530	1,561	1,592	1,624	1,656	1,689
46			EOC radio operations	10-22510-420-2	2,378	1,530	1,561	1,592	1,624	1,656	1,689
47			Communications	10-22510-450-2	798	1,122	1,144	1,167	1,191	1,214	1,239
48			Travel/conferences/memberships/education	10-22510-540-2	534	4,080	8,000	8,160	8,323	8,490	8,659
49			ESS - Training	10-22530-540-2	6,709	5,000	8,000	10,000	10,000	10,000	10,001
50			Emergency planning - outside services	10-22510-690-2	6,402	2,040	2,081	2,122	2,165	2,208	2,252
58											
59					21,132	21,302	22,346	24,633	24,926	25,225	25,530
60											
61			New FTE		0.00	0.00	0.00	0.00	0.00	0.00	0.00
62											

	A	B	C	D	K	L	M	N	O	P	Q
						2010	2011	2012	2013	2014	2015
63											
64			Inspection Services								
65			Salaries	10-22920-120-2							
66			Benefits	10-22920-129-2							
67			Specialty office supplies	10-22920-230-2		0	0	0	0	0	0
68			Vehicle gas and oil	10-22920-250-2		0	0	0	0	0	0
69			Travel - monthly operations	10-22920-510-2		0	0	0	0	0	0
70			Travel/conferences/memberships/education	10-22920-540-2		0	0	0	0	0	0
71			Vehicle insurance	10-22920-570-2		0	0	0	0	0	0
72											
73						0	0	0	0	0	0
74											
75			New FTE			-0.25	0.00	0.00	0.00	0.00	0.00
76											
77			Fire Department								
78			Administration								
79			Salaries	10-22410-120-2	318,784	307,840	397,822	463,168	528,581	548,499	568,004
80			Benefits	10-22410-129-2	71,919	61,952	80,902	91,245	97,754	99,523	101,010
81			Operating supplies	10-22410-210-2	1,924	4,080	4,162	4,245	4,330	4,416	4,505
82			Office supplies	10-22410-230-2	1,452	3,417	3,485	3,555	3,626	3,699	3,773
83			Office equipment leases	10-22410-310-2	2,192	3,366	2,640	2,693	2,747	2,802	2,858
86			High School Cadet Program	10-22410-520-2	0	3,000	0	3,000	0	3,000	0
87			Conferences and education	10-22410-540-2	5,124	7,750	10,000	10,200	10,404	10,612	10,824
94			Hospitality - operating supplies	10-22415-210-2	4,549	2,550	2,601	2,653	2,706	2,760	2,815
95			Insurance premiums	10-22417-570-2	20,307	21,420	21,000	21,420	21,848	22,285	22,731
96			Annual dinner	10-22419-690-2	8,190	9,500	9,500	9,500	9,500	9,500	9,500
98			Fire Master Plan		0	0	0	0	0	0	0
99					434,440	424,874	532,111	611,679	681,496	707,096	726,020
100											
101			New FTE			1.42	1.42	1.17	0.84	0.00	0.50
102											
103			Firefighters								
104			Duty officer remuneration	10-22424-120-2	12,963	14,300	14,300	14,300	14,300	14,300	14,300
105			First response duty remuneration	10-22423-120-2	11,825	14,300	14,300	14,300	14,300	14,300	14,300
106			Relief worker wages/remuneration	10-22420-120-2	3,777	6,898	15,000	15,300	15,606	15,918	16,236
107			Relief Workers Benefits	10-22424-129-2	102	624	637	649	662	676	689
108			Casual labour	10-22422-120-2	1,991	3,672	0	0	0	0	0
109			Allowance - contract payment	10-22420-680-2	30,000	30,600	30,600	30,600	30,600	30,600	30,600
110			WCB Benefits	10-22421-129-2	383	408	416	424	433	442	450
111			Uniforms and operating supplies	10-22422-210-2	5,625	6,500	6,630	6,763	6,898	7,036	7,177
112					66,665	77,302	81,883	82,337	82,799	83,271	83,753
113											
114											

	A	B	C	D	K	L	M	N	O	P	Q
						2010	2011	2012	2013	2014	2015
115											
116											
117											
118			Telecommunications								
119			CREST	10-22430-680-2	40,191	40,188	40,992	41,812	42,648	43,501	44,371
120			Telephone and Data services	10-22431-450-2	5,284	5,722	5,837	5,953	6,072	6,194	6,318
121			Repairs/maintenance/replacement	10-22431-660-2	4,212	5,610	5,722	5,837	5,953	6,072	6,194
122					49,688	51,520	52,551	53,602	54,674	55,767	56,882
123											
124			Community Education								
125			Operating supplies	10-22441-210-2	1,265	3,300	3,366	3,433	3,502	3,572	3,643
126											
127			Inspections								
128			Operating supplies	10-22443-210-2	2,694	2,000	2,040	2,081	2,122	2,165	2,208
129											
130			Training								
131			Operating supplies	10-22460-210-2	1,274	2,601	2,653	2,706	2,760	2,815	2,872
132			Conferences and education	10-22460-540-2	6,252	2,550	29,251	29,836	30,433	31,041	31,662
135			Audio visual repair and replacement	10-22460-660-2	0	1,020	1,040	1,061	1,082	1,104	1,126
136			Training materials	10-22460-690-2	11,502	11,730	0	0	0	0	0
137			Hazmat equipment and training	10-22461-540-2	10,508	4,590	0	0	0	0	0
138											
139			Firefighter Training Budget		29,536	22,491	32,944	33,603	34,275	34,961	35,660
140											
141			Vehicle maintenance								
142			Wages	10-22481-120-2	3,646	7,650	10,000	10,200	10,404	10,612	10,824
143			Benefits	10-22481-129-2	257	510	520	531	541	552	563
144			Mechanical Labour	10-22481-130-2	0	0	0	0	0	0	0
145			Operating supplies	10-22481-210-2	0	0	0	0	0	0	0
146			Fuel	10-22481-250-2	17,862	16,830	17,167	17,510	17,860	18,217	18,582
147			Repairs and replacement	10-22481-660-2	7,142	6,630	6,763	6,898	7,036	7,177	7,320
148			Other outside services	10-22481-690-2	8,863	7,580	7,732	7,886	8,044	8,205	8,369
149					37,771	39,200	42,181	43,025	43,885	44,763	45,658
150			Equipment maintenance								
151			Operation and Maintenance	10-22482-210-2	18,139	18,800	29,676	30,270	30,875	31,492	32,122
152			Repairs and replacement	10-22482-660-2	7,844	6,120	0	0	0	0	0
153			SCBA maintenance	10-22482-650-2	2,389	4,162	0	0	0	0	0
154			Other outside services	10-22482-690-2	719	2,601	2,653	2,706	2,760	2,815	2,872
155					29,092	31,683	32,329	32,976	33,635	34,308	34,994
156											
157											

	A	B	C	D	K	L	M	N	O	P	Q
158											
159					<b>Forecast</b>	<b>Approved</b>					
160					<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
161											
162			Other								
163			Turnout gear operating supplies	10-22483-210-2	6,260	5,100	2,000	2,040	2,081	2,122	2,165
164			Medical supplies	10-22484-210-2	8,458	7,803	7,959	8,118	8,281	8,446	8,615
165			Otter Point training centre	10-22487-690-2	0	0	0	0	0	0	0
166			East Sooke Fire Contract	10-22491-690-2	30,070	30,070	30,670	30,670	30,670	30,670	30,670
167					44,788	42,973	40,629	40,828	41,031	41,239	41,450
168											
169			Total Fire Department		695,938	695,343	820,034	903,563	977,420	1,007,142	1,030,269
170											
171			Total Protective Services		2,104,012	2,113,461	2,280,311	2,394,603	2,567,797	2,698,844	2,825,322
172											

	A	B	C	D	K	L	M	N	O	P	Q
1		<b>District of Sooke</b>									
2		<b>Financial Plan 2011 to 2015 Draft</b>									
3											
4											
5		<b>General Operating Fund</b>									
6											
7					Forecast	Approved					
8		<b>Engineering Services</b>		<b>Account</b>	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
9											
10		Operations									
11		Salaries		10-23220-120-2	426,173	357,864	495,608	550,902	571,129	591,663	602,512
12		Benefits		10-23220-129-2	80,900	71,644	112,527	106,780	108,728	110,695	111,748
13		Office Supplies		10-23220-210-2	0	0	0	0	0	0	0
14		Specialty office supplies		10-23220-230-2	3,161	2,500	4,080	4,162	4,245	4,330	4,416
15		Gas/Oil/Diesel		10-23220-250-2	0	0	5,000	5,100	5,202	5,306	5,412
16		Travel			0	0	1,000	1,000	1,000	1,000	1,000
17		Conferences/memberships/education		10-23220-540-2	8,251	10,500	14,930	15,229	15,533	15,844	16,161
23		Vehicle Insurance		10-23220-570-2	188	0	1,805	1,841	1,878	1,915	1,954
24		Advertising		10-23220-610-2	199	900	1,428	1,457	1,486	1,515	1,546
25		Vehicle Maintenance		10-23220-650-2	0	0	5,000	5,100	5,202	5,306	5,412
26		Consulting		10-23220-850-2	11,103	12,240	12,485	12,734	12,989	13,249	13,514
27											
28					529,975	455,648	653,863	704,304	727,392	750,823	763,675
29											
30				New FTE	0.75	0.75	0.50	0.50	0.00	0.00	1.00
31											
32		Subdivision									
33		Salaries			-	65,083	0	0	0	0	0
34		Benefits			-	13,836	0	0	0	0	0
35		Specialty Office Supplies			-	1,500	0	0	0	0	0
36		Travel/conferences/memberships/education			-	1,750	0	0	0	0	0
37		Advertising			-	500	0	0	0	0	0
38		Consulting			-	5,000	0	0	0	0	0
39											
40											
41					0	87,669	0	0	0	0	0
42				New FTE	0.0	0.0	0.0	0.0	0.0	0.0	1.0
43											
44		Building Inspection									
45		Salaries		10-22920-120-2	162,928	168,246	193,002	218,528	225,083	0	238,791
46		Benefits		10-22920-129-2	33,639	37,067	45,910	48,474	49,029	0	50,186
47		Specialty office supplies		10-22920-230-2	2,587	2,500	2,550	2,601	2,653	2,706	2,760
50		Conferences/memberships/education		10-22920-540-2	3,305	3,500	3,570	3,641	3,714	3,789	3,864
52		Travel			-	-	1,000	1,000	1,000	1,000	1,000
53		Vehicle insurance		10-22920-570-2	-	-	825	842	858	875	893
54											
55					202,458	211,313	246,857	275,085	282,338	8,370	297,494
56											
57				New FTE	0.67	0.67	1.00	0.00	0.00	0.00	0.00
58											
59											

	A	B	C	D	K	L	M	N	O	P	Q
60					Forecast	Approved					
61	<b>Engineering Services</b>			<b>Account</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
62											
63	Contract Services										
64	LWMP Stage II and III Stormwater			10-23221-850-2	23,551	22,796	0	0	0	0	0
65	LWMP Stage III Sanitary			10-23222-850-2	7,401	4,927	0	0	0	0	0
67	Rainwater (Stormwater) Source Control			10-23224-850-2	0	7,500	0	15,300	15,606	15,918	16,236
68	Road Maintenance contract			10-23230-650-2	181,516	183,000	186,660	190,393	194,201	198,085	202,047
70	Line Painting			10-23231-650-2	19,690	16,300	23,000	23,460	23,929	24,408	24,896
71	Transportation Master Plan			10-23231-690-2	1,580	0	0	75,000	0	0	0
72	Boulevard landscape maintenance			10-23232-650-2	5,271	5,171	0	0	0	0	0
73	Rainwater Management Plan Study			10-23234-650-2	74,898	85,784	60,000	70,000	70,000	70,000	70,000
74	Drainage and Stormwater			10-23234-690-2	13,001	10,404	20,000	20,400	20,808	21,224	21,649
75	Nott's Brook Hydrometric Maintenance			10-23236-690-2	4,063	4,000	5,000	5,100	5,202	5,306	5,412
76	Contract services				0	0	0	0	0	0	0
77	Public Works Yard Maintenance			10-23271-650-2	0	0	0	0	0	0	0
78	Plans										
79	Plans - Various				0		0	0	0	0	0
80	DCC Bylaw - Sanitary/Storm and Roads			10-23281-690-2	0	35,000	35,000	0	10,000	0	0
81	DCC Bylaw - Parks and Trails			10-23281-690-2	0	0	0	0	0	0	0
82	Subdivision and Development Standards Bylaw			10-23291-690-2	0	5,000	5,000	0	0	0	0
84											
85					330,971	379,882	334,660	399,653	339,746	334,941	340,241
86											
87											
88	Street lighting and Traffic control										
89	Street lighting electricity			10-23251-420-2	40,773	47,000	47,940	48,899	49,877	50,874	51,892
90	Ornamental lighting electricity			10-23252-420-2	7,433	9,500	9,690	9,884	10,081	10,283	10,489
91	Ornamental lighting contracted maintenance			10-23252-650-2	2,548	6,000	8,500	11,000	13,500	16,000	18,500
92	Street Sign Replacement Program			10-23261-650-2	7,009	7,000	7,140	7,283	7,428	7,577	7,729
93	Traffic lights electricity			10-23264-420-2	3,042	3,500	3,570	3,641	3,714	3,789	3,864
94	Crossing guards			10-23269-680-2	7,900	14,850	14,850	15,147	15,450	15,759	16,074
95											
96					68,705	87,850	91,690	95,854	100,051	104,282	108,548
97											
98	Public Transit										
99	Bus shelters Maintenance			10-23590-660-2	6,075	7,000	7,140	7,283	7,428	7,577	7,729
100											
101	Total Engineering Services				1,138,185	1,229,363	1,334,210	1,482,179	1,456,955	1,205,993	1,517,686
102											

	A	B	C	J	K	L	M	N	O	P
1		<b>District of Sooke</b>								
2		<b>Financial Plan 2011 to 2015 Draft</b>								
3		<b>General Operating Fund</b>								
5				Forecast	Approved					
6		<b>Environmental Health Services</b>	<b>Account</b>	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
7										
8										
9		Contracts								
10		Animal control	10-24100-680-2	61,137	61,137	62,360	63,607	64,879	66,177	67,500
11		Storm water quality control	10-23233-680-2	38,782	38,782	39,558	40,349	41,156	41,979	42,818
12										
13				99,919	99,919	101,917	103,956	106,035	108,156	110,319



	A	B	C	J	K	L	M	N	O	P
1		<b>District of Sooke</b>								
2		<b>Financial Plan 2011 to 2015 Draft</b>								
3		<b>General Operating Fund</b>								
5				Forecast	Approved					
6		<b>Development Services</b>	<b>Account</b>	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
7										
8	Planning									
9	Salaries	10-26200-120-2		275,463	273,947	275,232	295,022	301,233	307,630	568,004
10	Benefits	10-26200-129-2		54,026	55,321	50,369	60,673	97,754	99,523	101,010
11	Specialty office supplies	10-26200-230-2		5,272	5,100	5,202	5,306	5,412	5,520	5,631
12	Travel - monthly operations	10-26200-510-2		0	357	1,000	1,020	1,040	1,061	1,082
13	Travel/conferences/memberships/education	10-26200-540-2		8,792	8,000	10,230	10,435	10,643	10,856	11,073
18	Advertising and other	10-26200-610-2		32,445	6,120	16,120	10,000	10,200	10,404	10,612
19	Special Projects	10-26200-690-2		41	5,202	5,306	5,412	5,520	5,631	5,743
20										
21				376,038	354,047	363,459	387,868	431,803	440,626	703,156
22	New FTE			-0.25	0.00	0.50	0.00	1.00	0.00	1.00
23										
24	Geographic Services									
25	Salaries	10-26220-120-2		133,996	134,536	138,413	142,566	146,843	151,248	155,785
26	Benefits	10-26220-129-2		28,419	27,864	29,712	30,030	30,452	30,882	31,327
27	Specialty Office Supplies	10-26220-230-2		818	2,700	2,754	2,809	2,865	2,923	2,981
28	Travel/conferences/memberships/education	10-26220-540-2		4,636	7,000	6,500	6,630	6,763	6,898	7,036
32	Consulting	10-26220-690-2		17,522	10,000	10,200	10,404	10,612	10,824	11,041
33										
34				185,391	182,100	187,579	192,439	197,534	202,774	208,170
35					0.25					
36	Other outside services									
38	Board of Variance			0	1,592	200	204	208	212	216
41	OCP update	10-26202-690-2		0	0	0	0	0	0	0
42	Signage Review	10-26203-690-2		932	520	0	0	0	0	0
43	Zoning Bylaw Review	10-26205-690-2		35,000	35,000	20,000	0	0	0	0
44	Downtown Revitalization Plan	10-26206-690-2		0	0	0	0	0	0	0
45	Parks and Trails Planning and Design	10-26207-690-2		0	0	0	20,000	0	0	0
46	Wildland Interface Management Plan	10-26208-690-2		0	5,000	0	0	0	0	0
47	Affordable Housing Strategy	10-26208-890-2		0	8,000	5,000	0	0	0	0
48	Industrial Land Strategy			0	0	0	15,000	0	0	0
49	Parks Signage Strategy			0	0	5,000	0	0	0	0
50	Argricultural Plan			0	0	7,500	0	0	0	0
51	Heritage Plan			0	0	0	0	20,000	0	0
54	Town Centre Parking Plan			0	0	20,000	0	0	0	0
55	Plans - various			0	0	0	20,000	30,000	60,000	60,000
56										
57				35,932	50,112	57,700	55,204	50,208	60,212	60,216
58										

	A	B	C	J	K	L	M	N	O	P
59				Forecast	Approved					
60		<b>Development Services</b>	<b>Account</b>	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
61										
62		Economic Development								
63		Specialty supplies	10-26510-230-2	946	1,561	1,592	1,624	1,656	1,689	1,723
64		ED - Special Projects	10-26510-290-2	68,878	0	0	0	0	0	0
65		Park Watch Program	10-26595-690-2	5,897	5,897	6,015	6,135	6,258	6,383	6,511
66		Initiatives - brochures, etc.	10-26920-690-2	0	0	0	0	0	0	0
67		EDC/Chamber contract	10-26920-690-2	28,150	28,150	28,150	28,150	28,150	28,150	28,150
68		EDC work plan	10-26910-690-2	36,430	35,000	20,000	20,400	20,808	21,224	21,649
69		EDI - outside services	10-26920-690-2	0	0	0	0	0	0	0
70		Community Radio	10-26930-000-2	0	0	5,000	0	0	0	0
71		Visitor Information Centre	10-26990-680-2	18,000	18,000	19,000	20,000	20,000	20,000	20,000
72		Sooke Region Museum - Operating	10-26991-680-2	0	0	0	0	0	0	0
73		Sooke Region Museum - Endowment	10-26992-680-2	0	0	0	0	0	0	0
74		Conference Centre Bookings		0	0	225,000	300,000	300,000	300,000	300,000
75		Conference Hosting		0	0	10,000	10,000	10,000	10,000	10,000
76		Community Sports Event		0	0	35,000	50,000	50,000	50,000	50,000
77										
78										
79				158,301	88,608	349,757	436,309	436,872	437,446	438,032
80										
81		Total Development Services		755,662	674,866	958,495	1,071,820	1,116,417	1,141,059	1,409,575
82										
83		FTR		0	0	0	0	0	0	0
84										

	A	B	C	J	K	L	M	N	O	P
1		<b>District of Sooke</b>								
2		<b>Financial Plan 2011 to 2015 Draft</b>								
3		<b>General Operating Fund</b>								
5				Forecast	Approved					
6		<b>Recreation and Cultural Services</b>	<b>Account</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
7										
8		Community Green Spaces								
9		Sooke Parks - maintenance	10-27110-680-2	110,989	105,448	162,557	165,808	169,124	172,506	175,956
10		Out of Scope Parks Projects	10-27115-680-2	45,997	45,000	0	0	0	0	0
11		Hazardous Tree Maintenance	10-27111-680-2	12,731	10,000	10,200	10,404	10,612	10,824	11,041
12		Parks and Trail Maintenance	10-27112-680-2	3,017	10,000	0	0	0	0	0
13		Community Clean Up	10-27113-680-2	1,602	5,000	5,000	5,000	5,000	5,000	5,001
14		Seasonal Adornment		892	3,000	3,060	3,121	3,184	3,247	3,312
18										
19				175,229	178,448	180,817	184,333	187,920	191,578	195,310
20										
21										
22		Community Services								
23		Library services	10-27250-680-2	369,144	369,144	392,828	408,541	424,883	441,878	459,553
24		Sooke Community Association contract	10-27500-680-2	28,000	28,000	28,000	28,000	28,000	28,000	28,000
25		Sooke Canada Day Society	10-27510-680-2	1,000	1,000	1,020	1,040	1,061	1,082	1,104
27		Communities in Bloom	10-27512-680-2	16,245	22,500	15,000	20,000	20,000	20,000	20,000
28		Community Health Initiative	10-27513-680-2	5,000	5,000	5,000	5,000	5,000	5,000	5,000
29		CIPi Society - Need Crisis and Information Line	10-27520-680-2	3,060	3,060	3,060	3,060	3,060	3,060	3,060
30		Sooke Residents in Need - Crisis Centre	10-27530-680-2	6,000	6,000	6,000	6,000	6,000	6,000	6,000
34		Sooke Region Tourism Association	10-27545-680-2	20,000	20,000	20,000	20,000	20,000	20,000	20,000
35		Sooke Arts Council	10-27550-680-2	2,500	2,500	2,500	2,500	2,500	2,500	2,500
36		Sooke Beautification Project - SPA	10-27560-680-2	2,402	4,000	0	0	0	0	0
38		Sooke Safe Halloween	10-27581-680-2	1,000	1,000	1,000	1,000	1,000	1,000	1,000
39		Sooke Youth Council	10-27582-680-2	5,000	5,000	10,000	15,000	15,000	15,000	15,000
40										
41										
42				459,351	467,204	484,408	510,142	526,504	543,521	561,217
43										
44		Total Recreation and Cultural Services		634,580	645,652	665,225	694,474	714,424	735,098	756,528



	A	B	D	E	L	M	N	O	P	Q	R
1	<b>District of Sooke</b>										
2	<b>Financial Plan 2011 to 2015 Draft</b>										
3	<b>General Operating Fund</b>										
4											
5											
6	<b>Fiscal Services</b>		<b>Account</b>		<b>Forecast</b>	<b>Approved</b>					
7					<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
8											
9	Debt payments										
10			Annual lease payments	10-28100-710-2	93,634	98,901	90,389	54,700	40,300	34,748	31,971
11			Annual payment - Fire bylaw #91	10-28112-710-2	86,095	86,100	86,100	86,100	86,100	86,100	86,100
13			Annual payment - Fire bylaw #242 (Ladder Truck) - principle	10-28114-710-2	20,723	20,723	20,723	20,723	20,723	20,723	20,723
14			Annual payment - Fire bylaw #242 (Ladder Truck) - interest	10-28115-710-2	27,893	27,892	27,892	27,892	27,892	27,892	27,892
16											
17					228,345	233,616	225,104	189,415	175,015	169,463	166,686
18											
19											
20	Transfers to own funds										
21			Fire Equipment Reserve Fund	10-28220-900-2	60,000	60,000	50,000	400,000	50,000	350,000	400,000
22			Capital Fund	10-28230-900-2	1,202,790	2,516,517	4,085,373	1,755,452	4,000,700	2,366,700	2,271,700
81			Parks Reserve	10-28240-900-2	159,970	0	414,000	15,000	25,000	50,000	50,000
82			Land Reserve (Non Park)	10-28245-900-2	120,000	0	0	0	0	0	0
83			Casino Reserve	10-28250-900-2	528,144	300,000	250,000	260,000	260,000	260,000	260,000
84			SPA Reserve	10-28260-900-2	15,790	10,600	15,000	20,000	22,500	25,000	25,000
85			Capital Works Reserve	10-28270-900-2	58,700	70,000	70,000	70,000	70,000	70,000	70,000
86			DCC Road Reserve	10-28280-900-2	427,169	438,770	438,770	438,770	438,770	438,770	438,770
87			DCC Wastewater Reserve	10-28290-900-2	274,736	235,060	235,060	235,060	235,060	235,060	235,060
88			Gas Tax - New Deal Reserve	10-28300-900-2	312,917	313,009	313,009	313,009	313,009	313,009	313,009
89			Emergency Road Repair/Snow Removal	10-28310-900-2	0	0	0	0	0	0	0
90			Capital Improvement Financing Reserve	10-28320-900-2	7,339	7,339	8,296	8,628	8,973	9,332	9,705
91			Community Amenities Reserve	10-28330-900-2	0	0	105,000	0	0	0	0
92			Capital Asset Replacement Reserve	10-28350-900-2	0	0	125,000	200,000	250,000	500,000	600,000
93											
94					3,167,555	3,951,295	6,109,508	3,715,919	5,674,012	4,617,871	4,673,244
95											
97											
98			<b>Total Fiscal Services</b>		<b>3,395,899</b>	<b>4,184,911</b>	<b>6,334,612</b>	<b>3,905,334</b>	<b>5,849,027</b>	<b>4,787,334</b>	<b>4,839,930</b>



	A	B	J	K	L	M	N	O	P
1		<b>District of Sooke</b>							
2		<b>Financial Plan 2011 to 2015 Draft</b>							
3		<b>General Operating Fund</b>							
4									
5			Forecast	Approved					
6		<b>Transmission of Taxes</b>	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
7									
8									
9		School District	4,360,354	4,400,000	4,620,000	4,851,000	5,093,550	5,348,228	5,615,639
10		Regional Hospital District	603,626	605,909	636,204	668,015	701,415	736,486	773,310
11		Capital Regional District	2,182,392	2,190,510	2,300,036	2,415,037	2,535,789	2,662,579	2,795,708
12		BC Assessment Authority	141,656	142,692	149,827	157,318	165,184	173,443	182,115
13		Municipal Finance Authority	412	413	434	455	478	502	527
14		BC Transit	400,610	402,175	422,284	443,398	465,568	488,846	513,289
15									
16									
17			7,689,050	7,741,699	8,128,784	8,535,223	8,961,984	9,410,084	9,880,588
18									
19		<b>Tax Levy</b>							
20									
21		School District	4,360,354	4,400,000	4,620,000	4,851,000	5,093,550	5,348,228	5,615,639
22		Regional Hospital District	603,626	605,909	636,204	668,015	701,415	736,486	773,310
23		Capital Regional District	2,182,392	2,190,510	2,300,036	2,415,037	2,535,789	2,662,579	2,795,708
24		BC Assessment Authority	141,656	142,692	149,827	157,318	165,184	173,443	182,115
25		Municipal Finance Authority	412	413	434	455	478	502	527
26		BC Transit	400,610	402,175	422,284	443,398	465,568	488,846	513,289
27									
28									
29			7,689,050	7,741,699	8,128,784	8,535,223	8,961,984	9,410,084	9,880,588



	A	B	D	K	L	M	N	O	P	Q
1		<b>District of Sooke</b>								
2		<b>Financial Plan 2011 to 2015 Draft</b>								
3		<b>General Operating Fund - Revenue</b>								
5				Forecast	Approved					
6			<b>Account</b>	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
7										
8		Sale of services								
9		Zoning and planning books	10-14100-000-1	523	208	212	216	221	225	230
10		Office services fees	10-14210-000-1	529	0	0	0	0	0	0
11		Financial and tax info services	10-14220-000-1	12,435	12,485	12,734	12,989	13,249	13,514	13,784
12		NSF charges	10-14230-000-1	375	0	300	300	300	300	300
13		Sale of pins and flags	10-14250-000-1	2	0	0	0	0	0	0
14		Record searches	10-14300-000-1	0	0	0	0	0	0	0
15		Sale of Land - Road Closure	10-14998-000-1	120,000	0	0	0	0	0	0
16		Miscellaneous	10-14999-000-1	4,369	1,000	116,000	1,000	1,000	1,000	1,000
17				138,233	13,693	129,247	14,506	14,770	15,039	15,314
18										
19		Licenses and permits								
20		Business licenses	10-15110-000-1	49,938	44,000	44,880	45,778	46,693	47,627	53,580
21		Liquor Licence Application fee	10-15111-000-1	300	0	300	300	300	300	300
22		ALR Application fees	10-15120-000-1	300	416	424	433	442	450	459
23		Subdivision fees	10-15130-000-1	104,700	75,000	80,000	75,000	75,000	50,000	50,000
24		Soil Deposition Fee	10-15131-000-1	1,000	0	300	300	300	300	300
25		Rezoning fees	10-15140-000-1	55,101	50,000	55,000	40,000	30,000	30,000	30,000
26		Delivery vehicle licenses	10-15159-000-1	2,800	2,814	2,870	2,928	2,986	3,046	3,107
27		Building Permit Fees	10-15170-000-1	526,322	500,000	500,000	500,000	500,000	500,000	500,000
28		Sign permit fees	10-15171-000-1	990	312	318	325	331	338	345
29		Woodstove permits	10-15172-000-1	0	1,000	0	0	0	0	0
30		Demolition permits	10-15173-000-1	0	416	424	433	442	450	459
31		Title charge removal fee	10-15174-000-1	100	212	100	100	100	100	100
32		Title search	10-15175-000-1	1,300	1,300	1,326	1,353	1,380	1,407	1,435
33		Burning Permits	10-15176-000-1	810	0	200	200	200	200	200
34		Plumbing Permit Fees	10-15177-000-1	46,094	40,000	45,000	50,000	50,000	50,000	50,000
35		Road Closure Fees	10-15178-000-1	600	0	0	0	0	0	0
36		Development permits	10-15180-000-1	94,623	40,000	50,000	40,000	35,000	35,000	35,000
37		Development variance permits	10-15185-000-1	8,500	2,500	2,500	2,500	2,500	2,500	2,500
38		Board of Variance fees	10-15187-000-1	1,750	1,061	1,082	1,104	1,126	1,149	1,172
39		Other	10-15190-000-1	2,100	0	0	0	0	0	0
40				897,327	759,032	784,726	760,753	746,800	722,868	728,957
41										
42		Cost recovery								
43		Council	10-15211-000-1	0	0	0	0	0	0	0
44		Administration	10-15212-000-1	368	106	2,608	2,660	2,714	2,768	2,823
45		Finance	10-15215-000-1	0	0	0	0	0	0	0
46		Fire	10-15224-000-1	6,563	4,775	4,871	4,968	5,068	5,169	5,272
47		Emergency	10-15225-000-1	0	0	0	0	0	0	0
48		Building	10-15229-000-1	0	0	0	0	0	0	0
49		Engineering	10-15232-000-1	4,402	212	3,000	3,060	3,121	3,184	3,247
50		Planning	10-15262-000-1	25,000	212	216	221	225	230	234
51		Economic Development	10-15265-000-1	17,886	0	0	0	0	0	0
52				54,219	5,306	10,696	10,910	11,128	11,350	11,577
53										
54										

A	B	D	K	L	M	N	O	P	Q
55			Forecast						
56			2010	2010	2011	2012	2013	2014	2015
57									
58	Lease and Rental								
59	Lease - Kaltasin	10-15310-000-1	15,543	17,270	20,724	21,138	21,561	21,992	22,432
60	Lease - City Hall	10-15320-000-1	21,858	21,858	22,089	22,166	22,166	0	0
61	Room rentals	10-15330-000-1	325	0	0	0	0	0	0
62			37,726	39,128	42,813	43,305	43,728	21,992	22,432
63									
64	Investment income								
65	Interest	10-15510-000-1	44,918	67,112	50,000	50,000	50,000	50,000	50,000
66									
67	Tax interest and penalties								
68	Interest	10-15610-000-1	22,712	28,000	24,000	22,000	21,000	21,000	21,000
69	Penalties	10-15620-000-1	113,980	100,000	95,000	90,000	85,000	85,000	85,000
70	Tax Sale Admin Fee	10-15640-000-1	0						
71			136,691	128,000	119,000	112,000	106,000	106,000	106,000
72									
73	Revenue sharing								
74	Casino revenue	10-15710-000-1	246,828	300,000	250,000	260,000	260,000	260,000	260,000
75									
76									
77	Fire Department								
78	First Nations	10-15740-000-1	12,200	12,000	12,240	12,485	12,734	12,989	13,249
79	Oil tank inspections	10-15760-000-1	0	1,061	1,082	1,104	1,126	1,149	1,172
80	Hydrant painting	10-15790-000-1	0	0	0	0	0	0	0
81			12,200	13,061	13,322	13,589	13,861	14,138	14,421
82									
83	Development Cost Charges								
84	DCC - Roads	10-15810-000-1	442,778	438,770	438,770	438,770	438,770	438,770	438,770
85	DCC - Wastewater	10-15820-000-1	293,398	235,060	235,060	235,060	235,060	235,060	235,060
86									
87			736,176	673,830	673,830	673,830	673,830	673,830	673,830
88									
89	Administration								
90	Deposits in lieu of parkland	10-15910-000-1	15,470	0	0	0	0	0	0
91	Ed Macgregor Park Donation	10-15920-000-1	0	0	0	0	0	0	0
92	School tax administration fee	10-15950-000-1	6,389	6,117	6,239	6,364	6,491	6,621	6,754
93	Disposal of Assets	10-15990-000-1	0	0	0	0	0	0	0
94	School District DCC fee	10-15960-000-1	2,116	2,100	2,142	2,185	2,229	2,273	2,319
95			23,975	8,217	8,381	8,549	8,720	8,894	9,072
96									
97	Unconditional Transfers								
98	Small Community Protection grant	10-16210-000-1	105,709	376,451	383,980	391,660	399,493	407,483	415,632
99	Traffic Fine revenue sharing	10-16211-000-1	33,192	88,426	90,195	91,998	93,838	95,715	97,629
100	Provincial Climate Action Rebate Incentive	10-16212-000-1	679	0					
101			139,580	464,877	474,175	483,658	493,331	503,198	513,262
102									

	A	B	D	K	L	M	N	O	P	Q
103		Sale of Land								
104		Sale of land - parks	10-14998-000-1	146,000	0	414,000	0	0	0	0
105										
106				Forecast	Approved					
107				2010	2010	2011	2012	2013	2014	2015
108										
109		Conditional Transfers								
110		Street lighting cost sharing	10-17560-000-1	1,732	1,700	1,734	1,769	1,804	1,840	1,877
111		LWMP Stage 1	10-17573-000-1	0	0	0	0	0	0	0
112		LWMP Stage 2	10-17574-000-1	0	0	0	0	0	0	0
113		LWMP Grant - Stage 3	10-17575-000-1	0	0	0	0	0	0	0
114		JEPP grants	10-17610-000-1	0	0	0	0	0	0	0
115		West Nile assistance	10-17611-000-1	0	0	0	0	0	0	0
116		Emergency Planning grant	10-17612-000-1	0	0	0	0	0	0	0
117		Tsunami Preparedness grant	10-17613-000-1	0	0	0	0	0	0	0
118		West Nile (UBCM) grant	10-17614-000-1	0	0	0	0	0	0	0
119		Gas Tax Community Works grant	10-17615-000-1	312,917	313,009	313,009	313,009	313,009	313,009	313,009
120		Community to Community grant	10-17616-000-1	0	0	0	0	0	0	0
121		Community Response - Crystal Meth grant	10-17617-000-1	0	0	0	0	0	0	0
135		Capital Grants/Revenue		331,580	1,240,000	275,000	0	1,200,000	0	0
136										
137				681,368	1,589,848	589,743	314,778	1,514,813	314,849	314,886
138										
139										
140					2010	2011	2012	2013	2014	2015
141										
142		Transfers from own reserves and allowances								
143		From unappropriated surplus	10-19110-000-1	96,091	60,784	50,000	0	0	0	0
144		From Parks Reserve	10-19130-000-1	163,366	365,000	225,000	376,634	0	0	0
145		From SPA Reserve	10-19160-000-1	4,000	4,000	0	0	0	0	0
146		From Affordable Housing Reserve	10-19170-000-1	0	0	0	0	0	0	0
147		From Community Works Reserve Fund (Gas Tax)	10-19180-000-1	14,831	16,460	925,000	150,000	300,000	150,000	350,000
151		From Capital Works Reserve Fund (GST)	10-19210-000-1	16,995	16,995	127,500	135,000	50,000	50,000	90,000
158		From Fire Capital Reserve Fund	10-19140-000-1	76,557	62,000	34,000	347,752	14,000	464,000	64,000
166		From Casino Reserve Fund	10-19150-000-1	50,000	50,000	110,000	350,000	400,000	250,000	300,000
174		From DCC Road Reserve	10-19190-000-1	9,683	185,000	2,227,480	270,000	1,260,000	270,000	
180		From Capital Improvement Financing Reserve	10-19200-000-1	0	0	0	0	0	0	0
181		From Emergency Snow Removal Reserve	10-19220-000-1	7,479	0	0	0	0	0	0
182		From Land Sale Reserve		0	0	0	0	120,000	0	0
183		From Wastewater DCC	10-19230-000-1	0	20,000					
184		From Capital Asset Replacement Reserve		0	0	50,000	230,000	150,000	350,000	600,000
185		From Community Amenity Reserve		0	0	0	0	0	0	0
186										
187				439,002	760,239	3,748,980	1,859,386	2,174,000	1,534,000	1,404,000
188										
189										
190		Other taxes								
191		Utility tax 1%	10-11120-000-1	108,887	108,887	117,934	120,293	122,699	125,153	127,656
192		Grants in lieu of taxes	10-12000-000-1	34,862	32,970	33,630	34,302	34,989	35,688	36,402
193		East Sooke Fire Protection - Local Service Tax	10-11130-000-1	37,816	30,070	30,670	30,670	30,670	30,670	31,283
195				181,566	171,927	182,234	185,265	188,357	191,511	195,341
196										
197				3,915,809	4,994,270	7,491,147	4,790,528	6,299,337	4,427,670	4,319,092



	A	B	J	K	L	M	N	O	P
1		<b>District of Sooke</b>							
2		<b>Financial Plan 2011 to 2015 Draft</b>							
3		<b>General Operating Fund</b>							
5			Forecast	Approved					
6		<b>Transmission of Taxes</b>	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
7									
8									
9		School District	4,360,354	4,400,000	4,620,000	4,851,000	5,093,550	5,348,228	5,615,639
10		Regional Hospital District	603,626	605,909	636,204	668,015	701,415	736,486	773,310
11		Capital Regional District	2,182,392	2,190,510	2,300,036	2,415,037	2,535,789	2,662,579	2,795,708
12		BC Assessment Authority	141,656	142,692	149,827	157,318	165,184	173,443	182,115
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14		BC Transit	400,610	402,175	422,284	443,398	465,568	488,846	513,289
15									
16									
17			7,689,050	7,741,699	8,128,784	8,535,223	8,961,984	9,410,084	9,880,588
18									
19		<b>Tax Levy</b>							
20									
21		School District	4,360,354	4,400,000	4,620,000	4,851,000	5,093,550	5,348,228	5,615,639
22		Regional Hospital District	603,626	605,909	636,204	668,015	701,415	736,486	773,310
23		Capital Regional District	2,182,392	2,190,510	2,300,036	2,415,037	2,535,789	2,662,579	2,795,708
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26		BC Transit	400,610	402,175	422,284	443,398	465,568	488,846	513,289
27									
28									
29			7,689,050	7,741,699	8,128,784	8,535,223	8,961,984	9,410,084	9,880,588



	A	B	C	J	K	L	M	N	O	P
1										
2		<b>District of Sooke</b>								
3		<b>Financial Plan 2011 to 2015 Draft</b>								
4		<b>Sewer Operating Fund</b>								
5		<b>and</b>								
6		<b>Sewer Replacement Reserve</b>								
7										
8		<b>Sewer Operating Fund</b>	<b>Account</b>	<b>Forecast</b>	<b>Approved</b>					
9				<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
10		# Parcel Tax Rolls			2,402	2,552	2,652	2,752	2,852	2,952
11		# Sewer Generation Charges			578	528	543	558	573	588
12		Total			2,980	3,080	3,195	3,310	3,425	3,540
13										
14		Parcel Tax			510	515	520	525	530	535
15										
16		<b>Revenues</b>								
17		Parcel Tax	40-11130-000-1	1,210,740	1,225,020	1,314,280	1,379,040	1,444,800	1,511,560	1,579,320
18		Sewer Generation Charge	40-11140-000-1	218,458	294,780	271,920	282,360	292,950	303,690	314,580
19		EPCOR Management Fee	40-11150-000-1	0	0	0	0	0	0	0
20		EPCOR Contribution to Rehabilitation Fund	40-11155-000-1	30,000	30,000	30,000	30,000	30,000	30,000	30,000
21		Transfer from EPCOR Rehabilitation Fund		0	0					
22		Sewer Permit Fees	40-11160-000-1	500	0	0	0	0	0	0
23		Transfer from DCC Wastewater Reserve		0	20,000	0	0	0	0	0
24		Sanitary Sewer - Grant/Recovery	40-17510-000-1	0	0	0	0	0	0	0
25		Sewer System Modeling and Study - Grant	40-17511-000-1	0	0	0	0	0	0	0
26										
27										
28										
29				1,459,698	1,569,800	1,616,200	1,691,400	1,767,750	1,845,250	1,923,900
30										
31		<b>Expenditures</b>								
32		EPCOR, for operations as per agreement	40-21250-650-2	607,076	601,810	683,180	710,507	738,927	768,485	799,224
33		Insurance	40-21250-651-2	21,730	19,570	20,921	21,548	22,195	22,860	23,546
34		EPCOR, Rehabilitation, Repairs and Maintenance Expenses	40-21250-660-2	30,948	15,000	15,000	15,000	15,000	15,000	15,000
35		EPCOR Rehabilitation Reserve Account	40-21250-680-2	30,000	30,000	40,000	40,000	40,000	40,000	40,000
36		MFA Long Term debt - principle repayment	40-28110-710-2	295,519	295,519	295,519	295,519	295,519	295,519	295,519
37		MFA Long Term debt - interest repayment	40-28124-710-2	389,840	389,840	389,840	389,840	389,840	389,840	389,840
38		Ministry of Finance - Discharge fee	40-21250-653-2	1,325	1,200	1,200	1,200	1,200	1,200	1,200
39		Other Costs	40-21250-652-2	27,427	23,476	24,000	24,063	24,063	24,063	24,063
40		Special Projects - Audit of Parcel Tax Roll	40-21250-654-2	0	0	0	0	0	0	0
41		Sewer System - Modeling and Study	40-23222-850-2	0	0	0	0	0	0	0
42		Sewer System Modelling/Reports	40-23221-850-2	0	15,000	15,000	15,000	15,000	15,000	15,000
43		Bad Debt Expense	40-28100-100-2	17,164	33,150	33,475	33,800	34,125	34,450	34,450
44		DCC Evaluation		0	20,000	0	0	20,000	0	0
45		Sanitary Sewer Source Control Monitoring		0	16,000	16,000	16,000	16,000	16,000	16,000
46		Transfer to Sewer Replacement Reserve		0	0	0	143,218	256,539	306,069	306,069
47										
48				1,421,028	1,460,565	1,534,135	1,705,695	1,868,408	1,928,486	1,959,911
49										
50		<b>Change in Fund Balance - Surplus/(deficit)</b>		38,670	109,235	82,066	-14,295	-100,658	-83,236	-36,011
51										
52		<b>Opening Sewer Operating Fund Balance</b>		-216,895	-216,895	-178,225	-96,160	-110,455	-211,113	-294,349
53		<b>Closing Sewer Operating Fund Balance</b>		-178,225	-107,660	-96,160	-110,455	-211,113	-294,349	-330,360
54										

	A	B	C	J	K	L	M	N	O	P
55										
56		<b>Sewer Replacement Reserve</b>								
57		<b>Opening Balance</b>		0	0	0	0	143,218	399,757	705,826
58		Transfer from Sewer Operating Fund		0	0	0	143,218	256,539	306,069	306,069
59		<b>Closing Balance</b>		0	0	0	143,218	399,757	705,826	1,011,895
60										
61		<b>Rehabilitation Fund</b>								
62		<b>Opening Balance</b>		3,381	16,352	33,381	58,381	113,381	138,381	163,381
63		Transfer into Rehab Fund		30,000	30,000	40,000	40,000	40,000	40,000	40,000
64		Transfer to Sewer Fund for Rehabilitation Expenditures			-30,948	-15,000	15,000	-15,000	-15,000	-15,000
65		<b>Closing Balance</b>		33,381	15,404	58,381	113,381	138,381	163,381	188,381