



DISTRICT OF SOOKE

BYLAW NO. 491

A bylaw to adopt the financial plan to cover the fiscal period from January 1, 2011 to December 31, 2015.

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

1. This bylaw is cited as the *Five Year Financial Plan Bylaw, 2011*.
2. The financial plan attached as Schedule A to this Bylaw is adopted as the financial plan for the District of Sooke for the period commencing January 1, 2011 and ending December 31, 2015.
3. The Council of the District of Sooke may authorize the transfer of funds from one category to another category of the financial plan.
4. All cheques drawn on the bank must be signed by a designated official of the administration and countersigned by either the Mayor or one Councillor.
5. All payments already made from municipal revenues for the current year are ratified and confirmed.
6. The financial plan attached as Schedule B to this bylaw shows the proportion of total revenue that comes from different funding sources, the distribution of property taxes among the property classes and the use of permissive tax exemptions.

Introduced and read a first time the 11th day of April, 2011.

Read a second time the 11th day of April, 2011.

Public Input received the 14th day of April, 2011.

Amended the 26 day of April, 2011.

Read a third time the 26 day of April, 2011.

Adopted on the 9th day of May, 2011.

Janet Evans
Mayor

Bonnie Sprinkling
Corporate Officer

SCHEDULE A

Revenues	2011	2012	2013	2014	2015
Property Taxes	6,124,643	6,808,036	7,518,755	8,404,666	9,291,367
Parcel Taxes	1,586,200	1,661,400	1,737,750	1,815,250	1,893,900
Fees and Charges	784,726	760,753	746,800	722,868	728,957
Other Sources	3,052,442	2,200,390	3,408,538	2,200,803	2,716,136
Transfer from Own Funds	3,746,980	1,859,386	2,174,000	884,000	2,154,000
Debenture Debt	-	-	-	-	-
	<u>15,294,991</u>	<u>13,289,965</u>	<u>15,585,843</u>	<u>14,027,586</u>	<u>16,784,360</u>

Expenditures

Debt - Principal and Interest	520,623	484,934	470,534	464,982	462,205
Capital Expenditures	4,121,373	1,755,452	4,000,700	1,266,700	4,041,700
Transfer to Own Funds	2,049,135	2,010,467	1,423,312	1,751,171	1,801,544
(Deficiency) Surplus of Operations	82,066	14,295	100,658	83,236	36,011
Other Municipal Purposes	<u>8,521,795</u>	<u>9,053,407</u>	<u>9,791,955</u>	<u>10,627,969</u>	<u>10,514,922</u>
	<u>15,294,991</u>	<u>13,289,965</u>	<u>15,585,843</u>	<u>14,027,586</u>	<u>16,784,360</u>

Proportion of revenue by source

Revenue Source	2011	2012	2013	2014	2015
	%	%	%	%	%
Property Taxes	40.04%	51.23%	48.24%	59.92%	55.36%
Parcel Taxes	10.37%	12.50%	11.15%	12.94%	11.28%
Fees and Charges	5.13%	5.72%	4.79%	5.15%	4.34%
Other Sources	19.96%	16.56%	21.87%	15.69%	16.18%
Transfer from Own Funds	24.50%	13.99%	13.95%	6.30%	12.83%
Debenture Debt	0	0	0	0	0

SCHEDULE B

2011 Financial Plan Statement

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

Distribution of Revenues

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

Proportion of revenue by source

Revenue Source	2011 %	2012 %	2013 %	2014 %	2015 %
Property Taxes	40.04%	51.23%	48.36%	56.17%	57.79%
Parcel Taxes	10.37%	12.50%	11.12%	12.20%	11.85%
Fees and Charges	5.13%	5.72%	4.78%	4.86%	4.56%
Other Sources	19.96%	16.56%	21.82%	14.79%	17.00%
Transfer from Own Funds	24.50%	13.99%	13.92%	11.99%	8.79%
Debenture Debt	0.00%	0.00%	0.00%	0.00%	0.00%

Distribution of Property Tax Revenues

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

Property Class	Amount	% Property Value Tax
Residential (1)	\$ 5,091,061	83.11%
Utilities (2)	\$ 11,239	0.19%
Light Industry (5)	\$ 64,632	1.06%
Business and Other (6)	\$ 933,308	15.23%
Managed Forest (7)	\$ 10,035	0.17%
Non-profit/Recreation (8)	\$ 12,901	0.21%
Farm (9)	\$ 1,467	0.03%
Total	\$ 6,124,643	100.00%

Tax Ratios

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

Property Class	2011 Tax Ratios	2010 Tax Ratios
Residential (1)	1.000	1.000
Utilities (2)	8.225	8.225
Light Industry (5)	4.822	5.076
Business and Other (6)	2.961	3.290
Managed Forest (7)	5.076	5.076
Non Profit/Recreation (8)	1.000	1.000
Farm (9)	1.000	1.000

Permissive and Revitalization Tax Exemptions

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

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

District of Sooke
 Financial Plan 2011 - 2015

Schedule A

Revenues	2011	2012	2013	2014	2015
Property Taxes	6,124,643	6,808,036	7,518,755	8,254,666	9,291,367
Parcel Taxes	1,586,200	1,661,400	1,737,750	1,815,250	1,893,900
Fees and Charges	784,726	760,753	746,800	722,868	728,957
Other Sources	3,052,442	2,200,390	3,408,538	2,200,803	2,716,136
Transfer from Own Funds	3,746,980	1,859,386	2,174,000	1,034,000	2,154,000
Debenture Debt	0	0	0	0	0
	<u>15,294,991</u>	<u>13,289,965</u>	<u>15,585,843</u>	<u>14,027,586</u>	<u>16,784,360</u>
Expenditures					
Debt - Principal and Interest	520,623	484,934	470,534	464,982	462,205
Capital Expenditures	4,121,373	1,755,452	4,000,700	1,266,700	4,041,700
Transfer to Own Funds	2,049,135	2,010,467	1,423,312	1,751,171	1,801,544
(Deficiency) Surplus of Operations	82,066	-14,295	-100,658	-83,236	-36,011
Other Municipal Purposes	8,521,795	9,053,407	9,791,955	10,627,969	10,514,922
	<u>15,294,991</u>	<u>13,289,965</u>	<u>15,585,843</u>	<u>14,027,586</u>	<u>16,784,360</u>

District of Sooke
Financial Plan 2011 to 2015 - RC May 9, 2011 adopted
General Operating Fund

	Page	Forecast 2010	Approved 2010	2011	2012	2013	2014	2015
Expenditures								
General Government services	2,3	1,736,689	1,674,244	1,942,375	1,879,817	1,927,010	1,994,592	2,005,359
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
Engineering services	8,9	1,138,185	1,228,831	1,319,655	1,482,854	1,457,650	1,488,147	1,518,424
Environmental Health services	10	99,919	99,919	101,917	103,956	106,035	108,156	110,319
Development services	11,12	755,662	675,065	973,495	1,087,120	1,095,534	1,119,336	1,133,531
Recreation and cultural services	13	634,580	645,652	665,426	694,881	715,039	735,928	757,575
Fiscal services	14	3,395,899	4,184,911	6,395,612	3,955,334	5,949,027	4,037,334	6,509,930
Own expenditures		9,864,947	10,636,000	13,678,791	11,598,565	13,818,093	12,182,336	14,860,460
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
Total Operating Expenditures		17,553,996	18,377,699	21,807,575	20,133,788	22,780,077	21,592,420	24,741,048
Revenues								
Sale of services	16	18,233	13,693	119,247	14,506	14,770	15,039	15,314
Sale of Land	16	266,000	0	414,000	0	0	0	0
Licenses and permits	16	897,327	729,032	784,726	760,753	746,800	722,868	728,957
Cost recovery	16	54,219	5,306	10,696	10,910	11,128	11,350	11,577
Lease and rental	17	37,726	39,128	42,813	43,305	43,728	21,992	22,432
Investment income	17	44,918	67,112	50,000	50,000	50,000	50,000	50,000
Interest and penalties	17	136,691	128,000	119,000	112,000	106,000	106,000	106,000
Revenue sharing	17	246,828	300,000	250,000	260,000	260,000	260,000	260,000
Fire Department	17	12,200	13,061	13,322	13,589	13,861	14,138	14,421
Development Cost Charges	17	736,176	673,830	673,830	673,830	673,830	673,830	673,830
Administration	17	23,975	8,217	8,381	8,549	8,720	8,894	9,072
Unconditional transfers	17	139,580	464,877	474,175	483,658	493,331	503,198	513,262
Conditional transfers	18	383,282	1,589,848	664,743	314,778	1,514,813	314,849	814,886
Transfers from own reserves/allowances	18	439,002	760,239	3,746,980	1,859,386	2,174,000	1,034,000	2,154,000
Other taxes	18	181,566	171,927	182,234	185,265	188,357	191,511	195,341
Own revenues		3,617,723	4,964,270	7,554,147	4,790,528	6,299,337	3,927,670	5,569,092
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
Total before own property taxes		11,306,773	12,705,969	15,682,931	13,325,751	15,261,321	13,337,753	15,449,680
Own general municipal property taxes	10-11110-000-1	5,652,312	5,671,730	6,124,644	6,808,037	7,518,756	8,254,667	9,291,368
Total Operating Revenues		17,553,996	18,377,699	21,807,575	20,133,788	22,780,077	21,592,420	24,741,048
Change in Fund Balance - Surplus/(Deficit)		0	0	0	0	0	0	0
Opening Fund Balance		2,666,037	2,087,963	2,569,946	2,469,946	2,469,946	2,469,946	2,469,946
Transfer (to) from Own Reserves		-96,091	-60,784	-100,000	0	0	0	0
Transfer (to) from Capital Fund		0	280,000	0	0	0	0	0
Ending Fund Balance		2,569,946	2,307,179	2,469,946	2,469,946	2,469,946	2,469,946	2,469,946
New FTEs		1.84	3.09	1.98	1.84	1.00	0.50	4.50
Property Tax Increase		455,266	455,266	452,914	683,393	710,719	735,911	1,036,701
4.03% Growth 2010, and 4% after		-210,191	-210,191	-283,587	-306,232	-340,402	-375,938	-412,733
Net Tax Increase		245,075	245,075	169,327	377,161	370,317	359,973	623,968
% Increase in Municipal Mill Rate		4.70% 2.99% 6.16% 5.44% 4.79% 7.56%						
1% tax increase equates to		\$ 56,717	\$ 61,246	\$ 68,080	\$ 75,188	\$ 82,547	\$ 92,914	
Average Residential Tax Increase on DOS municipal portion		\$46	\$30	\$60	\$53	\$47	\$74	

District of Sooke
Financial Plan 2011 to 2015 - RC May 9, 2011 adopted
General Operating Fund

General Government Services		Account	Forecast 2010	Approved 2010	2011	2012	2013	2014	2015
Council									
	Remuneration	10-21100-120-2	79,427	81,600	83,232	84,897	86,595	88,326	90,093
	Benefits	10-21100-119-2	1,539	1,144	1,167	1,191	1,214	1,239	1,264
	Travel/conferences/education	10-21100-540-2	32,144	35,700	38,610	36,414	37,000	47,000	37,740
	Dues and subscriptions	10-21100-560-2	1,148	1,530	1,500	1,530	1,561	1,592	1,624
	Advertising/communications	10-21100-610-2		0	0	0	0	0	0
	Volunteer recognition - o/s services	10-21100-690-2	2,481	2,000	0	2,500	0	2,500	2,500
	Contingency	10-21100-910-2	39,588	40,000	30,000	30,000	30,000	30,000	40,000
			156,328	161,974	154,509	156,531	156,370	170,657	173,220
Corporate Services									
	Salaries	10-21210-120-2	330,449	343,961	357,250	375,768	389,391	393,122	396,966
	Benefits	10-21210-129-2	60,376	58,221	63,902	65,835	71,487	67,534	67,938
	Specialty office supplies - Bylaw	10-21210-230-2	2,262	1,000	1,020	1,040	1,061	1,082	1,104
	Hospitality and meals	10-21210-290-2	2,985	1,836	1,873	1,910	1,948	1,987	2,027
	Travel	10-21210-510-2	0	0	1,000	1,000	1,000	1,000	1,000
	Conferences/memberships/education	10-21210-540-2	18,190	10,250	13,000	13,260	13,525	13,796	14,072
	Dues and subscriptions	10-21210-560-2	0	0	450	450	450	450	450
	Advertising/Communications	10-21210-610-2	32,651	12,750	30,000	30,000	30,000	30,000	30,000
	Special Projects	10-21210-870-2	3,855	5,202	5,306	5,412	5,520	5,631	5,743
			450,767	433,220	473,801	494,676	514,383	514,603	519,301
New FTE			0.00	0.00	0.00	0.00	0.00	0.00	0.00
Finance and Information Technology									
	Salaries	10-21220-120-2	398,662	430,414	470,429	472,295	490,464	508,878	527,544
	Benefits	10-21220-129-2	89,131	95,709	103,702	101,686	103,446	105,236	107,047
	Dues and subscriptions	10-21220-230-2	875	1,040	3,000	3,060	3,121	3,184	3,247
	Travel		0	0	1,000	1,000	1,000	1,000	1,000
	Conferences/memberships/education	10-21220-540-2	21,436	13,500	13,500	13,770	14,045	14,326	14,613
	Advertising	10-21220-610-2	0	0	0	0	0	0	0
	Cash Over/Short	10-21220-610-2	-1	0	25	25	25	25	26
	Property Tax Interest Expense (prepayment)	10-21230-240-2	1,531	0	250	250	250	250	250
	Tax adjustments	10-21220-899-2	4,081	1,040	1,061	1,082	1,104	1,126	1,149
	Banking	10-21221-240-2	2,783	2,100	2,142	2,185	2,229	2,273	2,319
	Tax forms and supplies	10-21231-230-2	6,162	5,900	6,018	6,138	6,261	6,386	6,514
	Tax Sale Interest	10-21231-240-2	22	0	0	0	0	0	0
	Advertising	10-21231-610-2	385	1,092	1,114	1,137	1,159	1,182	1,206
	Property Tax Stabilization contingency		0	0	60,000	0	0	0	0
			525,068	550,796	662,242	602,628	623,105	643,867	664,914
New FTE			-0.50	0.00	-0.20	0.00	0.00	0.00	0.00

			<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Common Services - Vehicle Fleet								
Fuel - Gas/Diesel	10-21241-250-2	3,199	2,200	2,244	2,289	2,335	2,381	2,429
Repairs and Maintenance	10-21241-660-2	3,220	1,600	1,632	1,665	1,698	1,732	1,767
Common services - Office								0
Telephone	10-21251-450-2	22,229	24,000	24,480	24,970	25,469	25,978	26,498
Copy/service charges	10-21252-240-2	11,792	9,000	9,960	10,159	10,362	10,570	10,781
Equipment lease/rental	10-21252-310-2	4,854	5,200	6,292	6,418	6,546	6,677	6,811
Freight/courier	10-21253-470-2	1,323	1,530	1,561	1,592	1,624	1,656	1,689
Postage	10-21253-480-2	5,889	5,100	5,202	5,306	5,412	5,520	5,631
Office supplies	10-21254-230-2	20,110	19,000	19,380	19,768	20,163	20,566	20,978
Subscriptions and Memberships	10-21254-560-2	1,596	1,632	8,770	8,945	9,124	9,307	9,493
Advertising	10-21255-610-2	2,926	3,060	3,121	3,184	3,247	3,312	3,378
Records management	10-21256-240-2	1,348	9,400	9,588	9,780	9,975	10,175	10,378
Off site storage	10-21256-350-2	869	720	4,200	4,284	4,370	4,457	4,546
Occupational Health and Safety		0	0	2,000	2,040	2,081	2,122	2,165
LAN/PC's/Networking/Internet	10-21257-690-2	25,691	21,583	22,015	22,455	22,904	23,362	23,829
Software Maintenance	10-21257-650-2	47,909	49,452	56,000	57,120	58,262	59,428	60,616
Hardware Maintenance		0	0	0	0	0	0	0
IT Contract Support	10-21257-680-2	0	2,000	2,040	2,081	2,122	2,165	2,208
Common services - Building								0
Propane	10-21258-250-2	12,103	12,000	0	0	0	0	0
Natural Gas		0	0	13,000	13,260	13,525	13,796	14,072
Water	10-21258-410-2	2,408	2,856	2,913	2,971	3,031	3,091	3,153
Electricity	10-21258-420-2	22,966	22,800	25,080	25,582	26,093	26,615	27,147
Waste removal	10-21258-430-2	6,140	6,120	6,242	6,367	6,495	6,624	6,757
Cable/Internet	10-21258-440-2	0	0	0	0	0	0	0
Common services - Building maintenance		0						0
Operating supplies	10-21259-210-2	7,595	6,034	6,155	6,278	6,404	6,532	6,662
Contracted maintenance	10-21259-650-2	40,679	35,000	35,700	36,414	37,142	37,885	38,643
Other outside services	10-21259-690-2	6,551	6,120	14,242	6,500	6,630	6,763	6,898
		251,399	246,407	281,818	279,427	285,015	290,716	296,530
Special services								
Recruitment costs - travel	10-21261-510-2	454	3,500	3,000	3,060	3,121	3,184	3,247
Recruitment costs - advertising	10-21261-610-2	1,482	3,060	3,000	3,060	3,121	3,184	3,247
Recruitment - contracted service	10-21261-890-2	0	0	0	0	0	0	0
Legal	10-21271-810-2	139,082	60,000	130,000	130,000	130,000	130,000	130,000
Audit	10-21272-820-2	48,781	30,600	30,000	30,000	30,000	30,000	30,000
Insurance premium	10-21273-570-2	76,701	66,850	62,762	64,017	65,297	66,603	67,935
Insurance claims	10-21274-690-2	5,000	10,000	10,000	10,000	10,000	10,000	10,000
Insurance contingency	10-21275-690-2	0	0	20,000	20,000	20,000	20,000	20,000
Protocol	10-21285-690-2	188	416	0	0	0	0	0
Elections	10-21930-690-2	0	0	25,000	0	0	25,000	0
Public and government relations	10-21940-690-2	13,556	7,650	8,000	8,160	8,323	8,490	8,659
Focus Group and Grants in aid	10-21950-690-2	67,884	75,000	75,000	75,000	75,000	75,000	75,000
Canada Day Fireworks		0	0	2,500	2,500	2,500	2,500	2,500
Christmas Bureau	10-21951-690-2	0	729	744	759	774	789	805
		353,129	257,805	370,005	346,555	348,137	374,749	351,394
Total General Government		1,736,689	1,650,203	1,942,375	1,879,817	1,927,010	1,994,592	2,005,359

		<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
Inspection Services								
Salaries	10-22920-120-2							
Benefits	10-22920-129-2							
Specialty office supplies	10-22920-230-2	0	0	0	0	0	0	
Vehicle gas and oil	10-22920-250-2	0	0	0	0	0	0	
Travel - monthly operations	10-22920-510-2	0	0	0	0	0	0	
Travel/conferences/memberships/education	10-22920-540-2	0	0	0	0	0	0	
Vehicle insurance	10-22920-570-2	0	0	0	0	0	0	
		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
New FTE		-0.25	0.00	0.00	0.00	0.00	0.00	
Fire Department								
Administration								
Salaries	10-22410-120-2	318,784	298,754	397,822	463,168	528,581	548,499	568,004
Benefits	10-22410-129-2	71,919	61,143	80,902	91,245	97,754	99,523	101,010
Operating supplies	10-22410-210-2	1,924	4,080	4,162	4,245	4,330	4,416	4,505
Office supplies	10-22410-230-2	1,452	3,417	3,485	3,555	3,626	3,699	3,773
Office equipment leases	10-22410-310-2	2,192	3,366	2,640	2,693	2,747	2,802	2,858
High School Cadet Program	10-22410-520-2	0	3,000	0	3,000	0	3,000	0
Conferences and education	10-22410-540-2	5,124	7,750	10,000	10,200	10,404	10,612	10,824
Hospitality - operating supplies	10-22415-210-2	4,549	2,550	2,601	2,653	2,706	2,760	2,815
Insurance premiums	10-22417-570-2	20,307	21,420	21,000	21,420	21,848	22,285	22,731
Annual dinner	10-22419-690-2	8,190	9,500	9,500	9,500	9,500	9,500	9,500
Fire Master Plan		0	0	0	0	0	0	0
		<u>434,440</u>	<u>414,980</u>	<u>532,111</u>	<u>611,679</u>	<u>681,496</u>	<u>707,096</u>	<u>726,020</u>
New FTE		1.42	1.42	1.18	0.84	0.00	0.50	0.50
Remaining 2010 hiring FTE				0.83				
New 2011 FTE				0.35				
Firefighters								
Duty officer remuneration	10-22424-120-2	12,963	14,300	14,300	14,300	14,300	14,300	14,300
First response duty remuneration	10-22423-120-2	11,825	14,300	14,300	14,300	14,300	14,300	14,300
Relief worker wages/remuneration	10-22420-120-2	3,777	6,898	15,000	15,300	15,606	15,918	16,236
Relief Workers Benefits	10-22424-129-2	102	624	637	649	662	676	689
Casual labour	10-22422-120-2	1,991	3,672	0	0	0	0	0
Allowance - contract payment	10-22420-680-2	30,000	30,600	30,600	30,600	30,600	30,600	30,600
WCB Benefits	10-22421-129-2	383	408	416	424	433	442	450
Uniforms and operating supplies	10-22422-210-2	5,625	6,500	6,630	6,763	6,898	7,036	7,177
		<u>66,665</u>	<u>77,302</u>	<u>81,883</u>	<u>82,337</u>	<u>82,799</u>	<u>83,271</u>	<u>83,753</u>

		<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Telecommunications							
CREST	10-22430-680-2	40,191	40,188	40,992	41,812	42,648	44,371
Telephone and Data services	10-22431-450-2	5,284	5,722	5,837	5,953	6,072	6,318
Repairs/maintenance/replacement	10-22431-660-2	4,212	5,610	5,722	5,837	6,072	6,194
		<u>49,688</u>	<u>51,520</u>	<u>52,551</u>	<u>53,602</u>	<u>54,674</u>	<u>56,882</u>
Community Education							
Operating supplies	10-22441-210-2	1,265	3,300	3,366	3,433	3,502	3,643
Inspections							
Operating supplies	10-22443-210-2	2,694	2,000	2,040	2,081	2,122	2,208
Training							
Operating supplies	10-22460-210-2	1,274	2,601	2,653	2,706	2,760	2,872
Conferences and education	10-22460-540-2	6,252	2,550	29,251	29,836	30,433	31,662
Audio visual repair and replacement	10-22460-660-2	0	1,020	1,040	1,061	1,082	1,126
Training materials	10-22460-690-2	11,502	11,730	0	0	0	0
Hazmat equipment and training	10-22461-540-2	10,508	4,590	0	0	0	0
Firefighter Training Budget		<u>29,536</u>	<u>22,491</u>	<u>32,944</u>	<u>33,603</u>	<u>34,275</u>	<u>35,660</u>
Vehicle maintenance							
Wages	10-22481-120-2	3,646	7,650	10,000	10,200	10,404	10,824
Benefits	10-22481-129-2	257	510	520	531	541	563
Mechanical Labour	10-22481-130-2	0	0	0	0	0	0
Operating supplies	10-22481-210-2	0	0	0	0	0	0
Fuel	10-22481-250-2	17,862	16,830	17,167	17,510	17,860	18,582
Repairs and replacement	10-22481-660-2	7,142	6,630	6,763	6,898	7,036	7,320
Other outside services	10-22481-690-2	8,863	7,580	7,732	7,886	8,044	8,369
		<u>37,771</u>	<u>39,200</u>	<u>42,181</u>	<u>43,025</u>	<u>43,885</u>	<u>45,658</u>
Equipment maintenance							
Operation and Maintenance	10-22482-210-2	18,139	18,800	29,676	30,270	30,875	32,122
Repairs and replacement	10-22482-660-2	7,844	6,120	0	0	0	0
SCBA maintenance	10-22482-650-2	2,389	4,162	0	0	0	0
Other outside services	10-22482-690-2	719	2,601	2,653	2,706	2,760	2,872
		<u>29,092</u>	<u>31,683</u>	<u>32,329</u>	<u>32,976</u>	<u>33,635</u>	<u>34,994</u>

		Forecast <u>2010</u>	Approved <u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Other								
Turnout gear operating supplies	10-22483-210-2	6,260	5,100	2,000	2,040	2,081	2,122	2,165
Medical supplies	10-22484-210-2	8,458	7,803	7,959	8,118	8,281	8,446	8,615
Otter Point training centre	10-22487-690-2	0	0	0	0	0	0	0
East Sooke Fire Contract	10-22491-690-2	30,070	30,070	30,670	30,670	30,670	30,670	30,670
		<u>44,788</u>	<u>42,973</u>	<u>40,629</u>	<u>40,828</u>	<u>41,031</u>	<u>41,239</u>	<u>41,450</u>
Total Fire Department		<u>695,938</u>	<u>685,449</u>	<u>820,034</u>	<u>903,563</u>	<u>977,420</u>	<u>1,007,142</u>	<u>1,030,269</u>
Total Protective Services		<u>2,104,012</u>	<u>2,103,567</u>	<u>2,280,311</u>	<u>2,394,603</u>	<u>2,567,797</u>	<u>2,698,844</u>	<u>2,825,322</u>

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General Operating Fund

Engineering Services		Account	Forecast 2010	Approved 2010	2011	2012	2013	2014	2015
Operations									
Salaries		10-23220-120-2	426,173	357,864	500,608	550,902	571,129	591,663	602,512
Benefits		10-23220-129-2	80,900	71,644	112,972	106,780	108,728	110,695	111,748
Office Supplies		10-23220-210-2	0	0	0	0	0	0	0
Specialty office supplies		10-23220-230-2	3,161	2,500	4,080	4,162	4,245	4,330	4,416
Gas/Oil/Diesel		10-23220-250-2	0	0	5,000	5,100	5,202	5,306	5,412
Travel			0	0	1,000	1,000	1,000	1,000	1,000
Conferences/memberships/education		10-23220-540-2	8,251	10,500	14,930	15,229	15,533	15,844	16,161
Vehicle Insurance		10-23220-570-2	188	0	1,805	1,841	1,878	1,915	1,954
Advertising		10-23220-610-2	199	900	1,428	1,457	1,486	1,515	1,546
Vehicle Maintenance		10-23220-650-2	0	0	5,000	5,100	5,202	5,306	5,412
Consulting		10-23220-850-2	11,103	12,240	12,485	12,734	12,989	13,249	13,514
			529,975	455,648	659,308	704,304	727,392	750,823	763,675
	New FTE		0.75	0.75	0.50	0.50	0.00	0.00	1.00
Subdivision									
Salaries			-	65,083	0	0	0	0	0
Benefits			-	13,836	0	0	0	0	0
Specialty Office Supplies			-	1,500	0	0	0	0	0
Travel/conferences/memberships/education			-	1,750	0	0	0	0	0
Advertising			-	500	0	0	0	0	0
Consulting			-	5,000	0	0	0	0	0
			0	87,669	0	0	0	0	0
	New FTE		0.0	0.0	0.0	0.0	0.0	0.0	1.0
Building Inspection									
Salaries		10-22920-120-2	162,928	168,246	193,002	219,139	225,714	232,485	239,460
Benefits		10-22920-129-2	33,639	37,067	45,910	48,537	49,094	49,670	50,255
Specialty office supplies		10-22920-230-2	2,587	2,500	2,550	2,601	2,653	2,706	2,760
Conferences/memberships/education		10-22920-540-2	3,305	3,500	3,570	3,641	3,714	3,789	3,864
Travel			-	-	1,000	1,000	1,000	1,000	1,000
Vehicle insurance		10-22920-570-2	-	-	825	842	858	875	893
			202,458	211,313	246,857	275,760	283,033	290,525	298,232
	New FTE		0.67	0.67	0.50	0.50	0.00	0.00	0.00

Engineering Services	Account	Forecast 2010	Approved 2010	2011	2012	2013	2014	2015
Contract Services								
LWMP Stage II and III Stormwater	10-23221-850-2	23,551	22,796	0	0	0	0	0
LWMP Stage III Sanitary	10-23222-850-2	7,401	4,927	0	0	0	0	0
Rainwater (Stormwater) Source Control	10-23224-850-2	0	7,500	0	15,300	15,606	15,918	16,236
Road Maintenance contract	10-23230-650-2	181,516	183,000	186,660	190,393	194,201	198,085	202,047
Line Painting	10-23231-650-2	19,690	16,300	23,000	23,460	23,929	24,408	24,896
Transportation Master Plan	10-23231-690-2	1,580	0	0	75,000	0	0	0
Boulevard landscape maintenance	10-23232-650-2	5,271	5,171	0	0	0	0	0
Rainwater Management Plan Study	10-23234-650-2	74,898	85,784	40,000	70,000	70,000	70,000	70,000
Drainage and Stormwater	10-23234-690-2	13,001	10,404	20,000	20,400	20,808	21,224	21,649
Nott's Brook Hydrometric Maintenance	10-23236-690-2	4,063	4,000	5,000	5,100	5,202	5,306	5,412
Contract services		0	0	0	0	0	0	0
Public Works Yard Maintenance	10-23271-650-2	0	0	0	0	0	0	0
Plans								
Plans - Various		0		0	0	0	0	0
DCC Bylaw - Sanitary/Storm and Roads	10-23281-690-2	0	35,000	35,000	0	10,000	0	0
DCC Bylaw - Parks and Trails	10-23281-690-2	0	0	0	0	0	0	0
Subdivision and Development Standards Bylaw	10-23291-690-2	0	5,000	5,000	0	0	0	0
		<u>330,971</u>	<u>379,882</u>	<u>314,660</u>	<u>399,653</u>	<u>339,746</u>	<u>334,941</u>	<u>340,241</u>
Street lighting and Traffic control								
Street lighting electricity	10-23251-420-2	40,773	47,000	47,940	48,899	49,877	50,874	51,892
Ornamental lighting electricity	10-23252-420-2	7,433	9,500	9,690	9,884	10,081	10,283	10,489
Ornamental lighting contracted maintenance	10-23252-650-2	2,548	6,000	8,500	11,000	13,500	16,000	18,500
Street Sign Replacement Program	10-23261-650-2	7,009	7,000	7,140	7,283	7,428	7,577	7,729
Traffic lights electricity	10-23264-420-2	3,042	3,500	3,570	3,641	3,714	3,789	3,864
Crossing guards	10-23269-680-2	7,900	14,850	14,850	15,147	15,450	15,759	16,074
		<u>68,705</u>	<u>87,850</u>	<u>91,690</u>	<u>95,854</u>	<u>100,051</u>	<u>104,282</u>	<u>108,548</u>
Public Transit								
Bus shelters Maintenance	10-23590-660-2	6,075	7,000	7,140	7,283	7,428	7,577	7,729
Total Engineering Services		<u>1,138,185</u>	<u>1,229,363</u>	<u>1,319,655</u>	<u>1,482,854</u>	<u>1,457,650</u>	<u>1,488,147</u>	<u>1,518,424</u>

District of Sooke
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<i>Environmental Health Services</i>	<i>Account</i>	Forecast <u>2010</u>	Approved <u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Contracts								
Animal control	10-24100-680-2	61,137	61,137	62,360	63,607	64,879	66,177	67,500
Storm water quality control	10-23233-680-2	38,782	38,782	39,558	40,349	41,156	41,979	42,818
		<u>99,919</u>	<u>99,919</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 <u>2010</u>	Approved <u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Planning									
Salaries		10-26200-120-2	275,463	273,947	275,232	295,022	301,233	307,630	314,219
Benefits		10-26200-129-2	54,026	55,321	50,369	60,673	61,265	61,883	62,514
Specialty office supplies		10-26200-230-2	5,272	5,100	5,202	5,306	5,412	5,520	5,631
Travel - monthly operations		10-26200-510-2	0	357	1,000	1,020	1,040	1,061	1,082
Travel/conferences/memberships/education		10-26200-540-2	8,792	8,000	10,230	10,435	10,643	10,856	11,073
Advertising and other		10-26200-610-2	32,445	6,120	16,120	10,000	10,200	10,404	10,612
Special Projects		10-26200-690-2	41	5,202	5,306	5,412	5,520	5,631	5,743
			376,038	354,047	363,459	387,868	395,314	402,985	410,875
New FTE			-0.25	0.00	0.50	0.00	1.00	0.00	1.00
Geographic Services									
Salaries		10-26220-120-2	133,996	134,536	138,413	142,566	146,843	151,248	155,785
Benefits		10-26220-129-2	28,419	27,864	29,712	30,030	30,452	30,882	31,327
Specialty Office Supplies		10-26220-230-2	818	2,700	2,754	2,809	2,865	2,923	2,981
Travel/conferences/memberships/education		10-26220-540-2	4,636	7,000	6,500	6,630	6,763	6,898	7,036
Consulting		10-26220-690-2	17,522	10,000	10,200	10,404	10,612	10,824	11,041
			185,391	182,100	187,579	192,439	197,534	202,774	208,170
New FTE				0.25					
Other outside services									
Board of Variance			0	1,592	200	204	208	212	216
OCP update		10-26202-690-2	0	0	0	0	0	0	0
Signage Review		10-26203-690-2	932	520	0	0	0	0	0
Zoning Bylaw Review		10-26205-690-2	35,000	35,000	20,000	0	0	0	0
Downtown Revitalization Plan		10-26206-690-2	0	0	0	0	0	0	0
Parks and Trails Planning and Design		10-26207-690-2	0	0	0	20,000	0	0	0
Wildland Interface Management Plan		10-26208-690-2	0	5,000	0	0	0	0	0
Affordable Housing Strategy		10-26208-890-2	0	8,000	5,000	0	0	0	0
Industrial Land Strategy			0	0	0	15,000	0	0	0
Parks Signage Strategy			0	0	5,000	0	0	0	0
Argricultural Plan			0	0	7,500	0	0	0	0
Hertitage Plan			0	0	0	0	20,000	0	0
Town Centre Parking Plan			0	0	20,000	0	0	0	0
Plans - various			0	0	0	20,000	30,000	60,000	60,000
			35,932	50,112	57,700	55,204	50,208	60,212	60,216

<i>Development Services</i>	<i>Account</i>	Forecast <u>2010</u>	Approved <u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Economic Development								
Specialty supplies	10-26510-230-2	946	1,561	1,592	1,624	1,656	1,689	1,723
ED - Special Projects	10-26510-290-2	68,878	0	0	0	0	0	0
Park Watch Program	10-26595-690-2	5,897	5,897	6,015	6,135	6,258	6,383	6,511
Initiatives - brochures, etc.	10-26920-690-2	0	0	0	0	0	0	0
EDC/Chamber contract	10-26910-680-2	28,150	28,150	28,150	28,150	28,150	28,150	28,150
EDC work plan	10-26920-690-2	36,430	35,000	35,000	35,700	36,414	37,142	37,885
EDC - outside services	10-26920-690-2	0	0	0	0	0	0	0
Community Radio	10-26930-000-2	0	0	5,000	0	0	0	0
Visitor Information Centre	10-26990-680-2	18,000	18,000	19,000	20,000	20,000	20,000	20,000
Sooke Region Museum - Operating	10-26991-680-2	0	0	0	0	0	0	0
Sooke Region Museum - Endowment	10-26992-680-2	0	0	0	0	0	0	0
Conference Centre Bookings		0	0	225,000	300,000	300,000	300,000	300,000
Conference Hosting		0	0	10,000	10,000	10,000	10,000	10,000
Community Sports Event		0	0	35,000	50,000	50,000	50,000	50,000
		<u>158,301</u>	<u>88,608</u>	<u>364,757</u>	<u>451,609</u>	<u>452,478</u>	<u>453,365</u>	<u>454,269</u>
Total Development Services		<u>755,662</u>	<u>674,866</u>	<u>973,495</u>	<u>1,087,120</u>	<u>1,095,534</u>	<u>1,119,336</u>	<u>1,133,531</u>
FTE		0	0	0	0	0	0	0

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Recreation and Cultural Services	Account	Forecast <u>2010</u>	Approved <u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Community Green Spaces								
Sooke Parks - maintenance	10-27110-680-2	110,989	105,448	162,557	165,808	169,124	172,506	175,956
Out of Scope Parks Projects	10-27115-680-2	45,997	45,000	0	0	0	0	0
Hazardous Tree Maintenance	10-27111-680-2	12,731	10,000	10,200	10,404	10,612	10,824	11,041
Parks and Trail Maintenance	10-27112-680-2	3,017	10,000	0	0	0	0	0
Community Clean Up	10-27113-680-2	1,602	5,000	5,000	5,000	5,000	5,000	5,001
Seasonal Adornment		892	3,000	3,060	3,121	3,184	3,247	3,312
		<u>175,229</u>	<u>178,448</u>	<u>180,817</u>	<u>184,333</u>	<u>187,920</u>	<u>191,578</u>	<u>195,310</u>
Community Services								
Library services	10-27250-680-2	369,144	369,144	392,828	408,541	424,883	441,878	459,553
Sooke Community Association contract	10-27500-680-2	28,000	28,000	28,000	28,000	28,000	28,000	28,000
Sooke Canada Day Society	10-27510-680-2	1,000	1,000	1,020	1,040	1,061	1,082	1,104
Communities in Bloom	10-27512-680-2	16,245	22,500	15,000	20,000	20,000	20,000	20,000
Community Health Initiative	10-27513-680-2	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CIPi Society - Need Crisis and Information Line	10-27520-680-2	3,060	3,060	3,121	3,184	3,247	3,312	3,378
Sooke Residents in Need - Crisis Centre	10-27530-680-2	6,000	6,000	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	20,000
Sooke Arts Council	10-27550-680-2	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Sooke Beautification Project - SPA	10-27560-680-2	2,402	4,000	0	0	0	0	0
Sooke Safe Halloween	10-27581-680-2	1,000	1,000	1,020	1,040	1,061	1,082	1,104
Sooke Youth Council	10-27582-680-2	5,000	5,000	10,000	15,000	15,000	15,000	15,000
		<u>459,351</u>	<u>467,204</u>	<u>484,609</u>	<u>510,548</u>	<u>527,120</u>	<u>544,350</u>	<u>562,264</u>
Total Recreation and Cultural Services		<u>634,580</u>	<u>645,652</u>	<u>665,426</u>	<u>694,881</u>	<u>715,039</u>	<u>735,928</u>	<u>757,575</u>

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Fiscal Services	Account	Forecast <u>2010</u>	Approved <u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Debt payments								
Annual lease payments	10-28100-710-2	93,634	98,901	90,389	54,700	40,300	34,748	31,971
Annual payment - Fire bylaw #91	10-28112-710-2	86,095	86,100	86,100	86,100	86,100	86,100	86,100
Annual payment - Fire bylaw #242 (Ladder Truck) - principle	10-28114-710-2	20,723	20,723	20,723	20,723	20,723	20,723	20,723
Annual payment - Fire bylaw #242 (Ladder Truck) - interest	10-28115-710-2	27,893	27,892	27,892	27,892	27,892	27,892	27,892
		<u>228,345</u>	<u>233,616</u>	<u>225,104</u>	<u>189,415</u>	<u>175,015</u>	<u>169,463</u>	<u>166,686</u>
Transfers to own funds								
Fire Equipment Reserve Fund	10-28220-900-2	60,000	60,000	50,000	400,000	50,000	350,000	400,000
Capital Fund	10-28230-900-2	1,202,790	2,516,517	4,121,373	1,755,452	4,000,700	1,266,700	4,041,700
Parks Reserve	10-28240-900-2	159,970	0	414,000	15,000	25,000	50,000	50,000
Land Reserve (Non Park)	10-28245-900-2	120,000	0	0	0	0	0	0
Casino Reserve	10-28250-900-2	528,144	300,000	250,000	260,000	260,000	260,000	260,000
SPA Reserve	10-28260-900-2	15,790	10,600	15,000	20,000	22,500	25,000	25,000
Capital Works Reserve	10-28270-900-2	58,700	70,000	70,000	70,000	70,000	70,000	70,000
DCC Road Reserve	10-28280-900-2	427,169	438,770	438,770	438,770	438,770	438,770	438,770
DCC Wastewater Reserve	10-28290-900-2	274,736	235,060	235,060	235,060	235,060	235,060	235,060
Gas Tax - New Deal Reserve	10-28300-900-2	312,917	313,009	313,009	313,009	313,009	313,009	313,009
Emergency Road Repair/Snow Removal	10-28310-900-2	0	0	0	0	0	0	0
Capital Improvement Financing Reserve	10-28320-900-2	7,339	7,339	8,296	8,628	8,973	9,332	9,705
Community Amenities Reserve	10-28330-900-2	0	0	105,000	0	0	0	0
Capital Asset Replacement Reserve	10-28350-900-2	0	0	150,000	250,000	350,000	850,000	500,000
		<u>3,167,555</u>	<u>3,951,295</u>	<u>6,170,508</u>	<u>3,765,919</u>	<u>5,774,012</u>	<u>3,867,871</u>	<u>6,343,244</u>
Total Fiscal Services		<u>3,395,899</u>	<u>4,184,911</u>	<u>6,395,612</u>	<u>3,955,334</u>	<u>5,949,027</u>	<u>4,037,334</u>	<u>6,509,930</u>

District of Sooke
Financial Plan 2011 to 2015 - RC May 9, 2011 adopted
General Operating Fund

Transmission of Taxes	Forecast <u>2010</u>	Approved <u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
School District	4,360,354	4,400,000	4,620,000	4,851,000	5,093,550	5,348,228	5,615,639
Regional Hospital District	603,626	605,909	636,204	668,015	701,415	736,486	773,310
Capital Regional District	2,182,392	2,190,510	2,300,036	2,415,037	2,535,789	2,662,579	2,795,708
BC Assessment Authority	141,656	142,692	149,827	157,318	165,184	173,443	182,115
Municipal Finance Authority	412	413	434	455	478	502	527
BC Transit	400,610	402,175	422,284	443,398	465,568	488,846	513,289
	7,689,050	7,741,699	8,128,784	8,535,223	8,961,984	9,410,084	9,880,588

Tax Levy

School District	4,360,354	4,400,000	4,620,000	4,851,000	5,093,550	5,348,228	5,615,639
Regional Hospital District	603,626	605,909	636,204	668,015	701,415	736,486	773,310
Capital Regional District	2,182,392	2,190,510	2,300,036	2,415,037	2,535,789	2,662,579	2,795,708
BC Assessment Authority	141,656	142,692	149,827	157,318	165,184	173,443	182,115
Municipal Finance Authority	412	413	434	455	478	502	527
BC Transit	400,610	402,175	422,284	443,398	465,568	488,846	513,289
	7,689,050	7,741,699	8,128,784	8,535,223	8,961,984	9,410,084	9,880,588

District of Sooke
Financial Plan 2011 to 2015 - RC May 9, 2011 adopted
General Operating Fund

Revenues		Forecast	Approved						
	Account	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
Sale of services									
	Zoning and planning books	10-14100-000-1	523	208	212	216	221	225	230
	Office services fees	10-14210-000-1	529	0	0	0	0	0	0
	Financial and tax info services	10-14220-000-1	12,435	12,485	12,734	12,989	13,249	13,514	13,784
	NSF charges	10-14230-000-1	375	0	300	300	300	300	300
	Sale of pins and flags	10-14250-000-1	2	0	0	0	0	0	0
	Record searches	10-14300-000-1	0	0	0	0	0	0	0
	Sale of Land - Road Closure	10-14998-000-1	120,000	0	0	0	0	0	0
	Miscellaneous	10-14999-000-1	4,369	1,000	106,000	1,000	1,000	1,000	1,000
			<u>138,233</u>	<u>13,693</u>	<u>119,247</u>	<u>14,506</u>	<u>14,770</u>	<u>15,039</u>	<u>15,314</u>
Licenses and permits									
	Business licenses	10-15110-000-1	49,938	44,000	44,880	45,778	46,693	47,627	53,580
	Liquor Licence Application fee	10-15111-000-1	300	0	300	300	300	300	300
	ALR Application fees	10-15120-000-1	300	416	424	433	442	450	459
	Subdivision fees	10-15130-000-1	104,700	75,000	80,000	75,000	75,000	50,000	50,000
	Soil Deposition Fee	10-15131-000-1	1,000	0	300	300	300	300	300
	Rezoning fees	10-15140-000-1	55,101	50,000	55,000	40,000	30,000	30,000	30,000
	Delivery vehicle licenses	10-15159-000-1	2,800	2,814	2,870	2,928	2,986	3,046	3,107
	Building Permit Fees	10-15170-000-1	526,322	500,000	500,000	500,000	500,000	500,000	500,000
	Sign permit fees	10-15171-000-1	990	312	318	325	331	338	345
	Woodstove permits	10-15172-000-1	0	1,000	0	0	0	0	0
	Demolition permits	10-15173-000-1	0	416	424	433	442	450	459
	Title charge removal fee	10-15174-000-1	100	212	100	100	100	100	100
	Title search	10-15175-000-1	1,300	1,300	1,326	1,353	1,380	1,407	1,435
	Burning Permits	10-15176-000-1	810	0	200	200	200	200	200
	Plumbing Permit Fees	10-15177-000-1	46,094	40,000	45,000	50,000	50,000	50,000	50,000
	Road Closure Fees	10-15178-000-1	600	0	0	0	0	0	0
	Development permits	10-15180-000-1	94,623	40,000	50,000	40,000	35,000	35,000	35,000
	Development variance permits	10-15185-000-1	8,500	2,500	2,500	2,500	2,500	2,500	2,500
	Board of Variance fees	10-15187-000-1	1,750	1,061	1,082	1,104	1,126	1,149	1,172
	Other	10-15190-000-1	2,100	0	0	0	0	0	0
			<u>897,327</u>	<u>759,032</u>	<u>784,726</u>	<u>760,753</u>	<u>746,800</u>	<u>722,868</u>	<u>728,957</u>
Cost recovery									
	Council	10-15211-000-1	0	0	0	0	0	0	0
	Administration	10-15212-000-1	368	106	2,608	2,660	2,714	2,768	2,823
	Finance	10-15215-000-1	0	0	0	0	0	0	0
	Fire	10-15224-000-1	6,563	4,775	4,871	4,968	5,068	5,169	5,272
	Emergency	10-15225-000-1	0	0	0	0	0	0	0
	Building	10-15229-000-1	0	0	0	0	0	0	0
	Engineering	10-15232-000-1	4,402	212	3,000	3,060	3,121	3,184	3,247
	Planning	10-15262-000-1	25,000	212	216	221	225	230	234
	Economic Development	10-15265-000-1	17,886	0	0	0	0	0	0
			<u>54,219</u>	<u>5,306</u>	<u>10,696</u>	<u>10,910</u>	<u>11,128</u>	<u>11,350</u>	<u>11,577</u>

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

Sale of Land								
Sale of land - parks		10-14998-000-1	146,000	0	414,000	0	0	0
			<u>Forecast</u>	<u>Approved</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
			<u>2010</u>	<u>2010</u>				<u>2015</u>
Conditional Transfers								
Street lighting cost sharing	10-17560-000-1	1,732	1,700	1,734	1,769	1,804	1,840	1,877
LWMP Stage 1	10-17573-000-1	0	0	0	0	0	0	0
LWMP Stage 2	10-17574-000-1	0	0	0	0	0	0	0
LWMP Grant - Stage 3	10-17575-000-1	0	0	0	0	0	0	0
JEPP grants	10-17610-000-1	0	0	0	0	0	0	0
West Nile assistance	10-17611-000-1	0	0	0	0	0	0	0
Emergency Planning grant	10-17612-000-1	0	0	0	0	0	0	0
Tsunami Preparedness grant	10-17613-000-1	0	0	0	0	0	0	0
West Nile (UBCM) grant	10-17614-000-1	0	0	0	0	0	0	0
Gas Tax Community Works grant	10-17615-000-1	14,831	313,009	313,009	313,009	313,009	313,009	313,009
Community to Community grant	10-17616-000-1	0	0	0	0	0	0	0
Community Response - Crystal Meth grant	10-17617-000-1	0	0	0	0	0	0	0
Capital Grants/Revenue		331,580	1,240,000	350,000	0	1,200,000	0	500,000
			<u>383,282</u>	<u>1,589,848</u>	<u>664,743</u>	<u>314,778</u>	<u>1,514,813</u>	<u>314,849</u>
				<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
								<u>2015</u>
Transfers from own reserves and allowances								
From unappropriated surplus	10-19110-000-1	96,091	60,784	100,000	0	0	0	0
From Parks Reserve	10-19130-000-1	163,366	365,000	225,000	376,634	0	0	0
From SPA Reserve	10-19160-000-1	4,000	4,000	7,000	0	0	0	0
From Affordable Housing Reserve	10-19170-000-1	0	0	0	0	0	0	0
From Community Works Reserve Fund (Gas Tax)	10-19180-000-1	14,831	16,460	850,000	150,000	300,000	150,000	350,000
From Capital Works Reserve Fund (GST)	10-19210-000-1	16,995	16,995	127,500	135,000	50,000	50,000	90,000
From Fire Capital Reserve Fund	10-19140-000-1	76,557	62,000	50,000	347,752	14,000	464,000	64,000
From Casino Reserve Fund	10-19150-000-1	50,000	50,000	110,000	350,000	400,000	100,000	450,000
From DCC Road Reserve	10-19190-000-1	9,683	185,000	2,227,480	270,000	1,260,000	270,000	
From Capital Improvement Financing Reserve	10-19200-000-1	0	0	0	0	0	0	0
From Emergency Snow Removal Reserve	10-19220-000-1	7,479	0	0	0	0	0	0
From Land Sale Reserve		0	0	0	0	120,000	0	0
From Wastewater DCC	10-19230-000-1	0	20,000					
From Capital Asset Replacement Reserve		0	0	50,000	230,000	150,000	0	1,200,000
From Community Amenity Reserve		0	0	0	0	0	0	0
			<u>439,002</u>	<u>760,239</u>	<u>3,746,980</u>	<u>1,859,386</u>	<u>2,174,000</u>	<u>1,034,000</u>
								<u>2,154,000</u>
Other taxes								
Utility tax 1%	10-11120-000-1	108,887	108,887	117,934	120,293	122,699	125,153	127,656
Grants in lieu of taxes	10-12000-000-1	34,862	32,970	33,630	34,302	34,989	35,688	36,402
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
			<u>181,566</u>	<u>171,927</u>	<u>182,234</u>	<u>185,265</u>	<u>188,357</u>	<u>191,511</u>
			<u>3,617,723</u>	<u>4,994,270</u>	<u>7,554,147</u>	<u>4,790,528</u>	<u>6,299,337</u>	<u>3,927,670</u>
								<u>5,569,092</u>

**District of Sooke
Financial Plan 2011 to 2015 - RC May 9, 2011 adopted
Sewer Operating Fund and Sewer Replacement Reserve**

Sewer Operating Fund		Account	Forecast 2010	Approved 2010	2011	2012	2013	2014	2015
	# Parcel Tax Rolls			2,402	2,552	2,652	2,752	2,852	2,952
	# Sewer Generation Charges			578	528	543	558	573	588
	Total			2,980	3,080	3,195	3,310	3,425	3,540
	Parcel Tax			510	515	520	525	530	535
Revenues									
	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
	Sewer Generation Charge	40-11140-000-1	218,458	294,780	271,920	282,360	292,950	303,690	314,580
	EPCOR Management Fee	40-11150-000-1	0	0	0	0	0	0	0
	EPCOR Contribution to Rehabilitation Fund	40-11155-000-1	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	Transfer from EPCOR Rehabilitation Fund		0	0					
	Sewer Permit Fees	40-11160-000-1	500	0	0	0	0	0	0
	Transfer from DCC Wastewater Reserve		0	20,000	0	0	0	0	0
	Sanitary Sewer - Grant/Recovery	40-17510-000-1	0	0	0	0	0	0	0
	Sewer System Modeling and Study - Grant	40-17511-000-1	0	0	0	0	0	0	0
			1,459,698	1,569,800	1,616,200	1,691,400	1,767,750	1,845,250	1,923,900
Expenditures									
	EPCOR, for operations as per agreement	40-21250-650-2	607,076	601,810	683,180	710,507	738,927	768,485	799,224
	Insurance	40-21250-651-2	21,730	19,570	20,921	21,548	22,195	22,860	23,546
	EPCOR, Rehabilitation, Repairs and Maintenance Expenses	40-21250-660-2	30,948	15,000	15,000	15,000	15,000	15,000	15,000
	EPCOR Rehabilitation Reserve Account	40-21250-680-2	30,000	30,000	40,000	40,000	40,000	40,000	40,000
	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	1,325	1,200	1,200	1,200	1,200	1,200	1,200
	Other Costs	40-21250-652-2	27,427	23,476	24,000	24,063	24,063	24,063	24,063
	Special Projects - Audit of Parcel Tax Roll	40-21250-654-2	0	0	0	0	0	0	0
	Sewer System - Modeling and Study	40-23222-850-2	0	0	0	0	0	0	0
	Sewer System Modelling/Reports	40-23221-850-2	0	15,000	15,000	15,000	15,000	15,000	15,000
	Bad Debt Expense	40-28100-100-2	17,164	33,150	33,475	33,800	34,125	34,450	34,450
	DCC Evaluation		0	20,000	0	0	20,000	0	0
	Sanitary Sewer Source Control Monitoring		0	16,000	16,000	16,000	16,000	16,000	16,000
	Transfer to Sewer Replacement Reserve		0	0	0	143,218	256,539	306,069	306,069
			1,421,028	1,460,565	1,534,135	1,705,695	1,868,408	1,928,486	1,959,911
	Change in Fund Balance - Surplus/(deficit)		38,670	109,235	82,066	-14,295	-100,658	-83,236	-36,011
	Opening Sewer Operating Fund Balance		-216,895	-216,895	-178,225	-96,160	-110,455	-211,113	-294,349
	Closing Sewer Operating Fund Balance		-178,225	-107,660	-96,160	-110,455	-211,113	-294,349	-330,360

Sewer Replacement Reserve

Opening Balance	0	0	0	0	143,218	399,757	705,826
Transfer from Sewer Operating Fund	0	0	0	143,218	256,539	306,069	306,069
Closing Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>143,218</u>	<u>399,757</u>	<u>705,826</u>	<u>1,011,895</u>

Rehabilitation Fund

Opening Balance	3,381	16,352	33,381	58,381	113,381	138,381	163,381
Transfer into Rehab Fund	30,000	30,000	40,000	40,000	40,000	40,000	40,000
Transfer to Sewer Fund for Rehabilitation Expenditures		-30,948	-15,000	15,000	-15,000	-15,000	-15,000
Closing Balance	<u>33,381</u>	<u>15,404</u>	<u>58,381</u>	<u>113,381</u>	<u>138,381</u>	<u>163,381</u>	<u>188,381</u>

District of Sooke
Financial Plan 2011 to 2015 - RC May 9, 2011 adopted
Reserves

Description	Bylaw	Forecast 2010	Approved 2010	2011	2012	2013	2014	2015
Fire Protection Reserve	7							
Opening Balance		56,069	71,681	39,512	39,512	91,760	127,760	13,760
Transfer In		60,000	60,000	50,000	400,000	50,000	350,000	400,000
Transfer Out		-76,557	-75,612	-50,000	-347,752	-14,000	-464,000	-64,000
Interest								
Closing Balance		39,512	56,069	39,512	91,760	127,760	13,760	349,760
Parks Reserve	47							
Opening Balance		390,304	390,304	387,961	576,961	921,296	946,296	996,296
Transfer In		159,970	0	414,000	720,969	25,000	50,000	50,000
Transfer Out		-163,366	-365,000	-225,000	-376,634	0	0	0
Interest		1,053						
Closing Balance		387,961	25,304	576,961	921,296	946,296	996,296	1,046,296
Casino Revenue Reserve	55							
Opening Balance		-294,774	-294,774	183,498	323,498	233,498	93,498	253,498
Transfer In		528,144	300,000	250,000	260,000	260,000	260,000	260,000
Transfer Out		-50,000	-50,000	-110,000	-350,000	-400,000	-100,000	-450,000
Interest		128						
Closing Balance		183,498	-44,774	323,498	233,498	93,498	253,498	63,498
Sooke Program Arts Reserve	233							
Opening Balance		23,961	23,961	35,796	43,796	63,796	86,296	111,296
Transfer In		15,790	10,600	15,000	20,000	22,500	25,000	25,000
Transfer Out		-4,000	-4,000	-7,000	0	0	0	0
Interest		46	0					
Closing Balance		35,796	30,561	43,796	63,796	86,296	111,296	136,296
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
Closing Balance		57,830	57,830	57,830	57,830	57,830	57,830	57,830
Capital Works Reserve (GST)	180							
Opening Balance		138,344	138,344	180,127	122,627	57,627	77,627	97,627
Transfer In		58,700	70,000	70,000	70,000	70,000	70,000	70,000
Transfer Out		-16,995	-16,995	-127,500	-135,000	-50,000	-50,000	-90,000
Interest		78	0	0	0	0	0	0
Closing Balance		180,127	191,349	122,627	57,627	77,627	97,627	77,627
Emergency Road Repair and Snow Removal	283							
Opening Balance		190,000	190,000	182,521	182,521	182,521	182,521	182,521
Transfer In		0	0	0	0	0	0	0
Transfer Out		-7,479	0	0	0	0	0	0
Interest		0	0					
Closing Balance		182,521	190,000	182,521	182,521	182,521	182,521	182,521
Capital Improvement Financing Reserve	408							
Opening Balance		0	0	7,339	15,635	24,263	33,236	42,568
Transfer In		7,339	7,339	8,296	8,628	8,973	9,332	9,705
Transfer Out		0	0	0	0	0	0	0
Interest		0	0					
Closing Balance		7,339	7,339	15,635	24,263	33,236	42,568	52,273
Road DCC Reserve	247							
Opening Balance		2,131,860	2,131,860	2,555,476	766,766	935,536	114,306	283,076
Transfer In		427,169	438,770	438,770	438,770	438,770	438,770	438,770
Transfer Out		-9,683	-185,000	-2,227,480	-270,000	-1,260,000	-270,000	0
Interest		6,130	0					
Closing Balance		2,555,476	2,385,630	766,766	935,536	114,306	283,076	721,846

Wastewater DCC Reserve	246							
Opening Balance		644,471	644,471	921,643	1,156,703	1,391,763	1,626,823	1,861,883
Transfer In		274,736	235,060	235,060	235,060	235,060	235,060	235,060
Transfer Out		0	-20,000	0	0	0	0	0
Interest		2,436	0	0				
Closing Balance		921,643	859,531	1,156,703	1,391,763	1,626,823	1,861,883	2,096,943
Community Works Reserve (Gas Tax)	248							
Opening Balance		500,771	500,771	797,320	260,329	423,338	436,347	599,356
Transfer In		313,009	313,009	313,009	313,009	313,009	313,009	313,009
Transfer Out		-16,460	-16,460	-850,000	-150,000	-300,000	-150,000	-350,000
Interest		675	0					
Closing Balance		797,995	797,320	260,329	423,338	436,347	599,356	562,365
Community Amenities Reserve	449							
Opening Balance		0	0	0	105,000	105,000	105,000	105,000
Transfer In		0	0	105,000	0	0	0	0
Transfer Out		0	0	0	0	0	0	0
Interest		0	0					
Closing Balance		0	0	105,000	105,000	105,000	105,000	105,000
Land Sale Reserve	475							
Opening Balance		0	0	120,000	120,000	120,000	0	0
Transfer In		120,000	0	0	0	0	0	0
Transfer Out		0	0	0	0	-120,000	0	0
Interest		0	0					
Closing Balance		120,000	0	120,000	120,000	0	0	0
Capital Asset Replacement Reserve								
Opening Balance		0	0	0	100,000	120,000	320,000	1,170,000
Transfer In		0	0	150,000	250,000	350,000	850,000	500,000
Transfer Out		0	0	-50,000	-230,000	-150,000	0	-1,200,000
Interest		0	0	0				
Closing Balance		0	0	100,000	120,000	320,000	1,170,000	470,000
Total		5,342,359	4,548,820	3,530,543	4,358,965	3,749,304	4,457,143	5,794,982
Opening Balance		3,838,836	3,796,618	5,403,854	3,692,713	4,541,135	4,011,474	5,569,313
Transfers to/from Reserves		1,503,395	694,372	-1,811,141	828,422	-609,661	707,839	837,839
Closing Balance		5,342,231	4,490,990	3,592,713	4,521,135	3,931,474	4,719,313	6,407,152

District of Sooke
 Financial Plan 2011 to 2015 - RC May 9, 2011 adopted
 2011 Capital Plan

Department	Division	Project Name	Prior Years Carryover		Funding Sources											
			To be transferred from appropriated surplus	2011	Gen Ops Surplus	Taxes	FER	Parks Res	Casino	GST	Road DCC	WW DCC	Asset Replacement	Gas Tax	Land Sale	Other Grants
Council		Unallocated	0			0	0									
Corporate Services		Records Management	0	10,000		10,000										
			0	10,000	0	10,000	0	0	0	0	0	0	0	0	0	0
Finance	Information Technology	Evergreen Equipment Replacement Plan	0	25,000		0				25,000						
	Information Technology	Tempest - Intellisearch for Calls of Service	0	5,017		5,017				0						
	Information Technology	Tempest - Calls of Service	0	18,348		18,348				0						
			0	48,366	0	23,365	0	0	25,000	0	0	0	0	0	0	0
City Hall		Automatic Sprinkler System	30,000													
		City Hall Lighting	23,000													
Development Services			53,000	0		0										
Public Works Yard	Public Works Yard	Roof replacement	0	10,000		10,000	0		0							
	Fleet	Fleet - Replacement of 1993 Suburban	0	35,307		35,307	0									
			0	45,307	0	45,307	0	0	0	0	0	0	0	0	0	0
Fire Department	Fire	Vehicle Replacement - Unit 209	0	40,000			15,000									25,000
	Fire	Protective Clothing Replacement	0	30,000			30,000									
	Fire	Pager Replacement	0	5,000			5,000									
			0	75,000	0	0	50,000	0	0	0	0	0	0	0	0	25,000
Engineering	Roads	Phillips to Charters Design	140,317													
	Roads	Phillips to Charters Segment - Connector Construction Project (includes U/G Hydro)	0	2,980,000		142,520			35,000	120,000	1,932,480		500,000	0	250,000	
	Roads	Waterview Right-of-Way land purchase	0	260,000							260,000					
	Roads	Road and Sidewalk Improvement Program	0	135,000		135,000										
	Roads	Sooke Road Round-about	0	350,000									350,000			
		Stormwater Management/Culvert Replacement Program	0	50,000		0						50,000				
	Street Light	Street Light Installation Program	0	10,000		10,000										
	Transit	Glass Transit Shelters	0	10,000		10,000										
	Transit	Transit Stop - Garbage Receptacles	0	2,700		2,700										
	Solid Waste	Solid Waste Management Master Plan	0	75,000												75,000
			140,317	3,872,700	0	300,220	0	0	35,000	120,000	2,192,480	0	50,000	850,000	0	325,000
Community Development	Parks	Park Enhancement Program	0	50,000		50,000										
		Public Boat Launch	516,924													
		Sooke River Road Land Purchase	610,141													
		Macgregor Park accessible walkway stabilization		10,000		10,000										
			1,127,065	60,000	0	60,000	0	0	0	0	0	0	0	0	0	0
			1,320,382	4,121,373	0	448,892	50,000	0	60,000	120,000	2,192,480	0	50,000	850,000	0	350,000