



# **TOWN OF SIDNEY**

**2014-2018**

**FINANCIAL PLAN**

January 20, 2014

**DRAFT**

**TOWN OF SIDNEY**  
**FINANCIAL PLAN - 2014-2018**  
**INTRODUCTION**

The Community Charter requires that Sidney Council adopt a Five-Year Financial Plan bylaw each year, prior to adoption of the annual property tax bylaw. This document provides an overview of the draft financial plan that was introduced to Council and the public on January 20<sup>th</sup>. Council will deliberate on the Financial Plan at a special meeting on Tuesday, February 18, 2014 at 6:00 p.m., with a second meeting scheduled for the following evening, if required.

The Town's budget is broken out into the following components:

- General Operating Fund
- Water Fund
- Sewer Fund
- Capital

This supporting document provides the following information on the above components:

- Summary of major budget impacts
- Table summary of Revenues and Expenditures by type for each fund
- Net budget summary, listing total budget and yearly changes for each department within each fund
- Total Revenues and Expenditures by department
- Listing of Capital projects included in the Financial Plan.

**Town of Sidney  
2014-2018 Financial Plan**

***General Operating Fund Summary***

This summary provides a high level overview of some of the major factors impacting the development of the financial plan.

- **RCMP Contract**

Parties to the RCMP contract with a population between 5,000 and 15,000 pay 70% of the cost of each RCMP officer; the remaining 30% is subsidized by the two senior governments. Even with this subsidy, the cost per officer is up to about \$110,000. This cost includes not just the officer, but also vehicles and all of the equipment required for duty. Despite the cost, the RCMP model remains less expensive overall than the creation of a municipal force.

Following a large increase in the 2013 budget to accommodate an RCMP contract settlement in 2012, there is no further adjustment included in the 2014 budget. However, an additional Officer is being added to the Town's detachment mid-way through 2014, bringing the Town's contingent to 15.

- **Firefighter Hiring Plan Implementation**

Last year, Council approved a phased hiring plan to gradually add full time firefighters to our department. This plan was put in place to address the lack of daytime, weekday coverage, to ensure proper response times to emergencies. Having additional full-time firefighters not only increases the level of service to residents and businesses, but ensures our home insurance rates do not increase due to lack of firefighting capacity.

One additional career firefighter was added in 2013, and a second is planned for 2014. The financial impact for 2014 will be \$68,750. The overall tax impact of greatly enhancing our Fire Department's capacity will be approximately 2.82%; this impact is spread over a number of years.

- **Supplemental Requests**

There are a higher-than-average number of Supplemental Requests (new services or projects, either one-time or ongoing) that are built into the budget, including the above two items. Please refer to a more complete discussion of these items in the ensuing pages.

- **Personnel Impacts**

Other than the Firefighter Hiring Plan, there are no new positions included in the new financial plan. In fact, we are trying to find efficiencies where we can, by sharing existing personnel to fill vacancies, and by reducing certain positions to less than full time. Council also approved a 2-year freeze on increases to the management pay scale.

- Reserve Funds and Infrastructure Replacement

The Town remains committed to a high level of investment in replacement reserves for much of its infrastructure and equipment assets. Contributions to the infrastructure replacement reserves increased by \$31,300 for 2014. Additional planning will take place over the next several years to determine the sufficiency of existing reserves, and the possible creation of additional reserves for the replacement of Town buildings and facilities.

- No Across-the-board Inflationary Adjustments for 2014

Direction to staff in preparing their 2014 budget was that no across the board inflationary increases were to be factored in. This is the fifth year in a row that there has not been a general inflationary increase to the budget. Some areas, such as utilities and insurance costs, required adjustments to keep in line with unavoidable and contract-based increases. While this practice allows us to minimize tax impacts, it is not sustainable in the long-term.

- Surplus Funding

The level of Surplus funding has been set at \$200,000 per year for this 5-year financial plan. Use of Surplus is a common and effective way to reduce the reliance on tax increases. Under this budgeting method, we are still fully expecting to break even in the typical year. This is achieved through savings in various expenditure areas, or increases in conservatively budgeted revenues. While operating deficits will inevitably occur from time to time, there are sufficient accumulated surpluses from prior years to cover the potential annual deficit. The Town has an established policy in place to ensure that sufficient levels of accumulated surplus are maintained.

The down side of using this much surplus to minimize tax increases (and this is exacerbated by avoiding across the board inflationary increases) is that the level of surplus available each spring to add additional projects to our budget should no longer be expected.

- Proposed Tax Increase

The proposed budget has a net increase in property tax revenues of \$392,476 or 3.97%. Factoring in new construction revenue, as well as new revenue from a standardization of tax rates between Classes 5 (Light Industry) and 6 (Commercial) the net impact to existing taxpayers is 3.26%. This percentage represents approximately \$42 for the average residence, or \$3.50 per month.

The table on the following page provides an illustration of the major tax impacts. If we were to deduct the impact of the increased service levels (i.e. the Supplemental items) the remaining tax impact would be approximately 1.24%, which is very close to inflation.

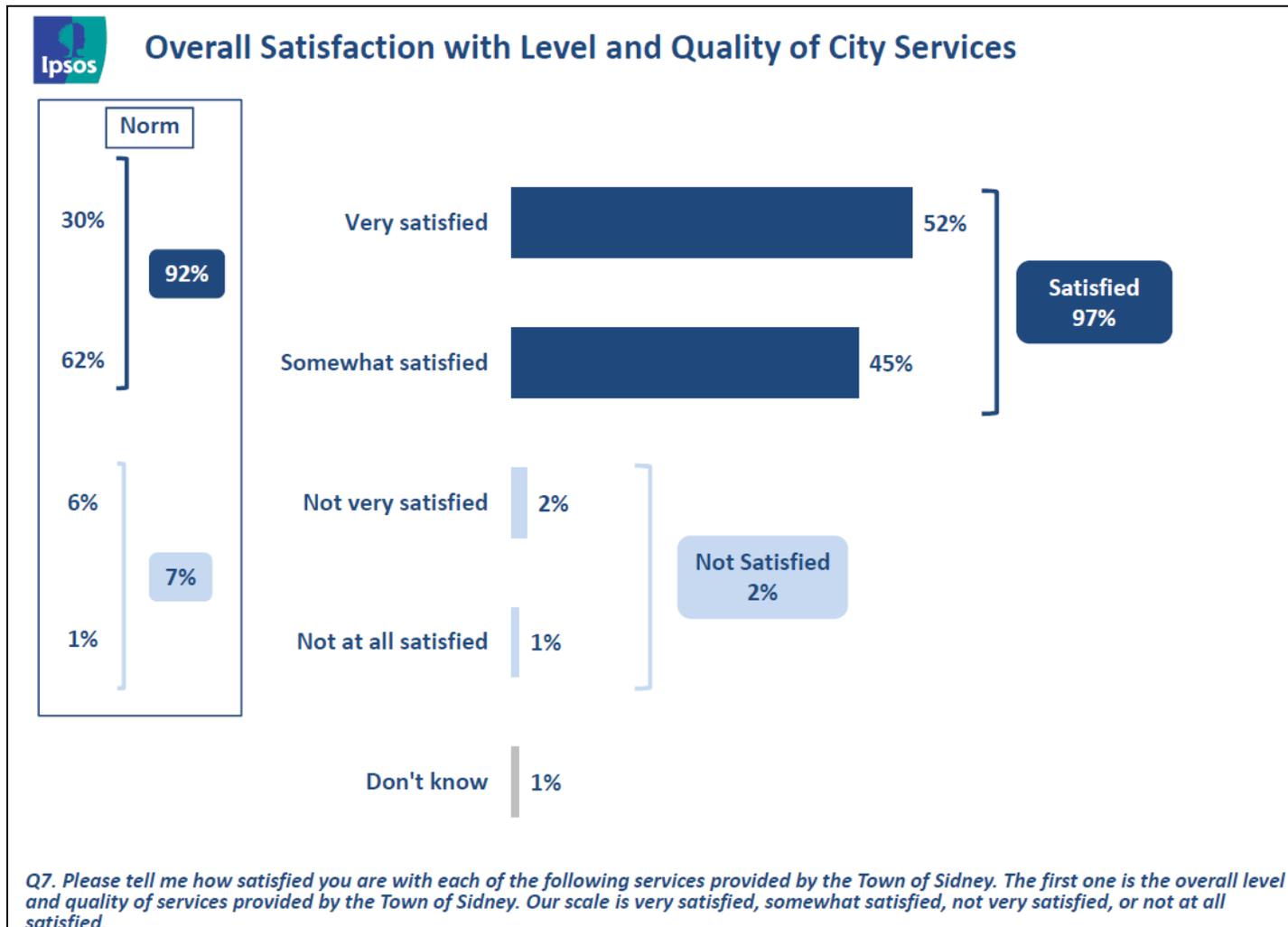
Analysis of Tax Impacts

<b>Town of Sidney - 2014 Financial Plan</b>		<b>Required Tax Revenue</b>	<b>% Tax Increase</b>
<b>2013 Taxes</b>		<b>9,892,598</b>	
<b>Add: Changes to core budget</b>			
Net increase to capital budget funded from tax	40,000		
Increase to infrastructure funding	31,300		
Decrease in net debt servicing	(48,500)		
Anticipated personnel cost increases	93,500		
Other net changes to operating budget	76,000	192,300	<b>1.94%</b>
<b>Add: Supplementary items</b>			
Supplementary - one time	107,000		
Supplementary - continuous	171,250		
Less: 2013 one-time Supplementary	(78,050)	200,200	<b>2.02%</b>
<b>Deduct: Offsets</b>			
Class 5 Rate Standardization	(20,000)		
2014 Non market (new construction)	(50,000)	(70,000)	<b>-0.71%</b>
<b>Property tax revenue from existing taxpayers</b>		<b>322,500</b>	<b>3.26%</b>
<p><b>Note: 1% increase in taxes = \$98,926.</b></p> <p><b>Each 1% tax increase represents approximately \$1 per month for the average residential taxpayer</b></p>			

## Citizen Satisfaction Survey

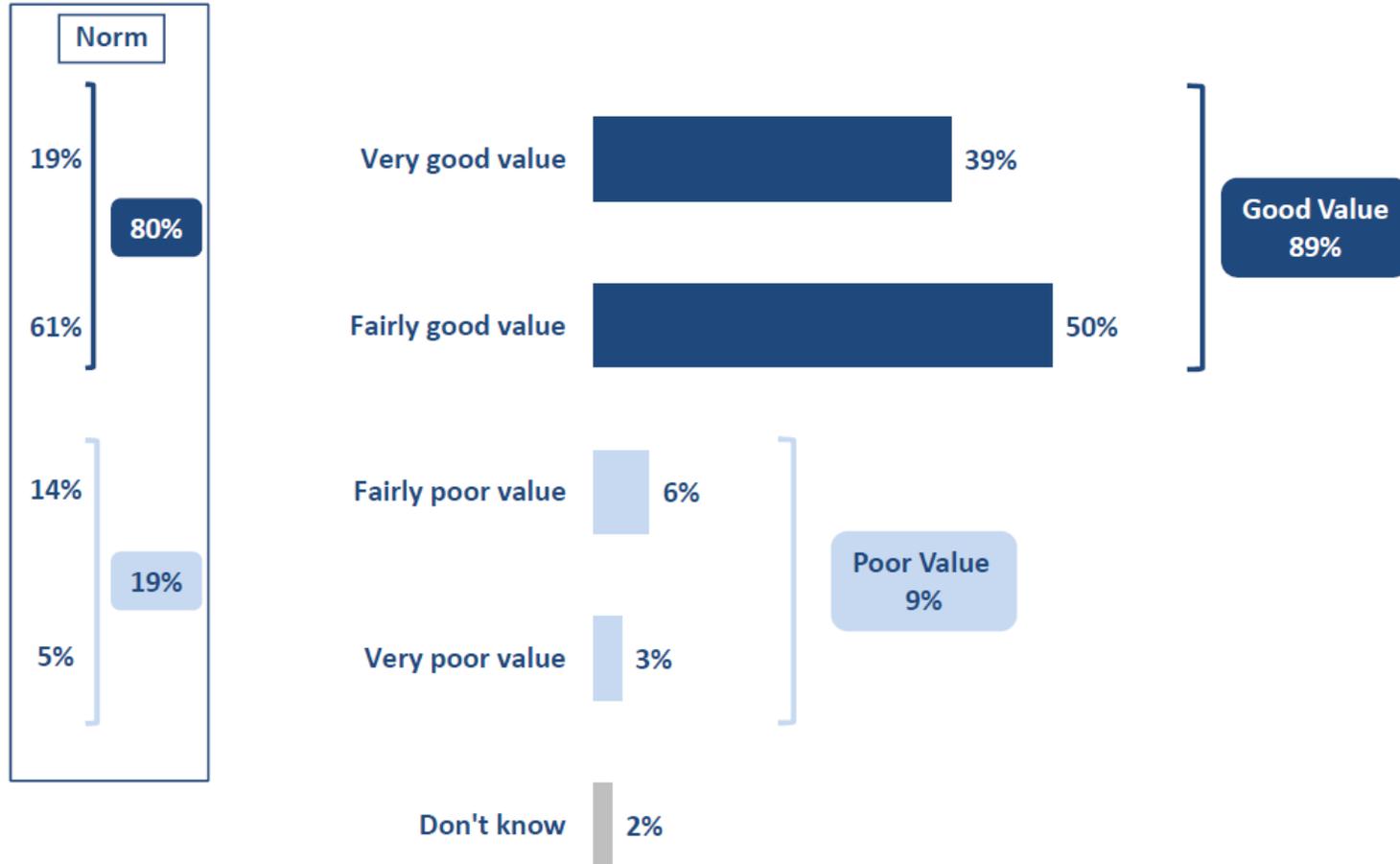
In 2013, the Town undertook a professional survey to assess citizen satisfaction with Town services. The survey helped inform the budgeting process. The results indicated that citizens were satisfied with the level and quality of Town services, and felt that they were getting good value for their tax dollar. While we always try our best to keep tax increases to a minimum, survey results indicate that the majority are more concerned with maintaining or improving the level of service than in cutting taxes at the expense of services.

Excerpts from the survey are displayed below. The full survey is available on the Town's website, at [www.sidney.ca](http://www.sidney.ca).





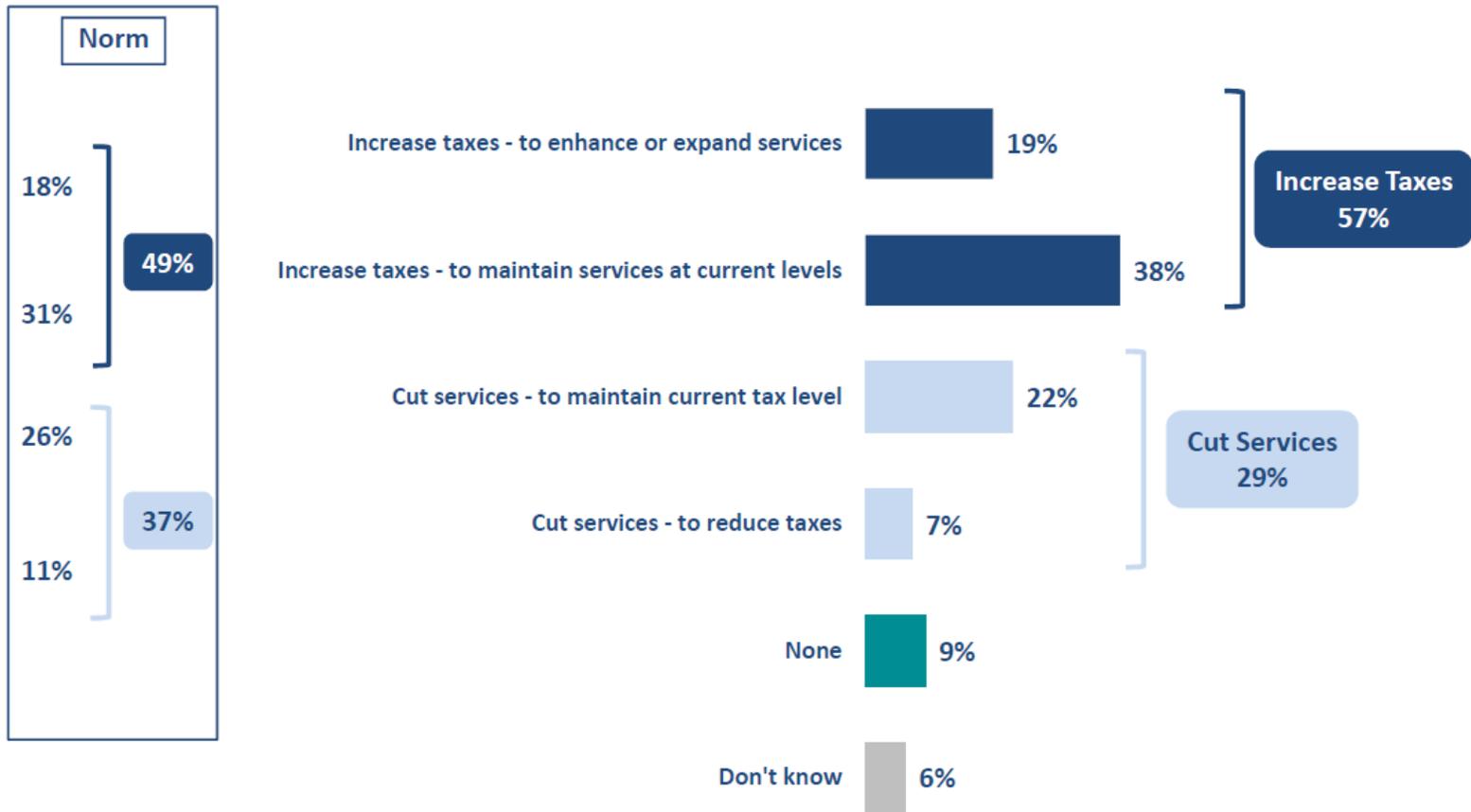
## Value for Taxes



Q8. Thinking about all the programs and services you receive from the Town of Sidney, would you say that overall you get good value or poor value for your tax dollars? (Is that very or fairly good/poor value?)



## Balancing Taxation and Service Delivery Levels



*Q9. Municipal property taxes are the primary way to pay for services provided by the Town of Sidney. Due to the increased cost of maintaining current service levels and infrastructure, the Town of Sidney must balance taxation and service delivery levels. To deal with this situation, which one of the following four options would you most like the Town of Sidney to pursue?*

## Town of Sidney 2014 Financial Plan: Fund Summary

**FUND:** General Operating Fund

**DESCRIPTION:** Property Tax funded general operating fund for the Town of Sidney.

**PROGRAM DETAILS:** General operations of the Town, operating under local government legislative guidelines. Includes Administration, Planning, Finance, Engineering & Works and Parks & Cultural functions.

FINANCIAL SUMMARY	2013 YTD Actual	Budget 2013	2014	2015	2016	2017	2018	
<b>Other Revenue</b>								
OTHER TAXES	470,766.	219,366.	470,913.	481,513.	487,356.	498,450.	226,947.	
FEES, RATES & SERVICE CHARGES	1,551,719.	1,740,174.	2,045,020.	2,065,218.	2,093,610.	2,127,071.	2,152,113.	
GOVERNMENT TRANSFERS	576,941.	672,794.	659,685.	841,054.	848,036.	855,158.	862,423.	
INVESTMENT EARNINGS	69,020.	165,514.	165,514.	168,459.	171,766.	175,199.	178,701.	
GIFTS & CONTRIBUTIONS	3,435.	5,938.	204.	208.	212.	216.	220.	
PENALTIES & INTEREST ON TAXES	78,812.	88,000.	83,000.	84,660.	86,353.	88,080.	89,842.	
RESERVE & INTERFUND TRANSFERS (R)	176,296.	645,621.	596,032.	245,000.	245,000.	262,529.	256,980.	
OTHER REVENUE	43,111.	8,800.	8,800.	8,976.	9,156.	9,339.	9,526.	
<b>Total Revenue before Property Taxes</b>	<b>2,970,100.</b>	<b>3,546,207.</b>	<b>4,029,168.</b>	<b>3,895,088.</b>	<b>3,941,489.</b>	<b>4,016,042.</b>	<b>3,776,752.</b>	
<b>Operating Expenditures</b>								
PERSONNEL	6,156,901.	6,180,182.	6,349,188.	6,390,697.	6,481,257.	6,648,421.	6,792,201.	
CONTRACTED SERVICES & EQUIPMENT	3,520,192.	4,171,432.	4,806,707.	4,758,190.	4,815,637.	4,912,701.	4,700,662.	
MATERIALS, SUPPLIES & EQUIPMENT	919,668.	1,068,886.	1,057,601.	1,073,419.	1,087,104.	1,112,743.	1,128,456.	
OTHER EXPENSES & ALLOCATIONS	(85,809.)	(44,652.)	(32,426.)	(38,121.)	(42,928.)	(47,833.)	(52,835.)	
DEBT & LEASE FINANCING	397,555.	395,340.	342,417.	314,662.	313,912.	313,212.	269,542.	
RESERVE & INTERFUND TRANSFERS	1,371,578.	1,368,350.	1,451,420.	1,518,932.	1,632,804.	1,694,662.	1,797,004.	
CAPITAL FUNDING	299,267.	299,267.	339,335.	394,785.	331,785.	300,000.	300,000.	
<b>Total Expenditures</b>	<b>12,579,352.</b>	<b>13,438,805.</b>	<b>14,314,242.</b>	<b>14,412,564.</b>	<b>14,619,571.</b>	<b>14,933,906.</b>	<b>14,935,030.</b>	
PROPERTY TAX	9,894,563.	9,892,598.	10,285,074.	10,517,476.	10,678,082.	10,917,864.	11,158,278.	
Increase in Tax Requirement			392,476.	232,402.	160,606.	239,782.	240,414.	
Percentage Change			3.97%	2.26%	1.53%	2.25%	2.20%	
			Non-market Change	50,000	50,000	50,000	50,000	50,000
			Class 5 Multiple	20,000	20,000	20,000	-	-
			General Increase	322,476	162,402	90,606	189,782	190,414
				392,476	232,402	160,606	239,782	240,414
			<b>General Increase Percentage</b>	<b>3.26%</b>	<b>1.58%</b>	<b>0.86%</b>	<b>1.78%</b>	<b>1.74%</b>

## Town of Sidney 2014 Financial Plan: Fund Detail

### FUND: General Operating Fund

<b>FUNCTION</b>	<b>2013 Budget</b>	<b>2014 Net Budget</b>	<b>2015 Net Budget</b>	<b>2016 Net Budget</b>	<b>2017 Net Budget</b>	<b>2018 Net Budget</b>
<b>Revenue</b>						
<b>01-General Revenue</b>	(11,079,203.)	(11,461,976.)	(11,683,353.)	(11,853,416.)	(12,102,905.)	(12,353,219.)
<i>change from prior year</i>		(382,773.)	(221,377.)	(170,063.)	(249,489.)	(250,314.)
<b>Net Expenditures</b>						
<b>11-Legislative Services</b>	203,568.	208,754.	210,829.	214,984.	219,221.	223,547.
<i>change from prior year</i>		5,186.	2,075.	4,155.	4,237.	4,326.
<b>12-Finance &amp; Administration</b>	1,499,962.	1,574,285.	1,525,871.	1,563,852.	1,590,738.	1,614,414.
<i>change from prior year</i>		74,323.	(48,414.)	37,981.	26,886.	23,676.
<b>19-Elections</b>	6,000.	6,000.	6,000.	6,000.	6,000.	6,000.
<i>change from prior year</i>		.	.	.	.	.
<b>21-Police Protection</b>	2,078,143.	2,127,810.	2,208,169.	2,246,945.	2,290,037.	2,332,654.
<i>change from prior year</i>		49,667.	80,359.	38,776.	43,092.	42,617.
<b>22-Court House</b>	24,539.	28,971.	29,695.	30,435.	31,187.	31,954.
<i>change from prior year</i>		4,432.	724.	740.	752.	767.
<b>23-Fire Protection</b>	1,094,346.	1,189,074.	1,187,469.	1,164,891.	1,217,538.	1,257,542.
<i>change from prior year</i>		94,728.	(1,605.)	(22,578.)	52,647.	40,004.
<b>24-Emergency Measures (PEMO)</b>	34,000.	34,000.	34,680.	35,374.	36,081.	36,802.
<i>change from prior year</i>		.	680.	694.	707.	721.
<b>26-Building &amp; Bylaw Enforcement</b>	45,623.	47,060.	47,997.	48,950.	49,920.	50,915.
<i>change from prior year</i>		1,437.	937.	953.	970.	995.
<b>30-Engineering Administration</b>	.	.	.	.	.	.
<i>change from prior year</i>		.	.	.	.	.
<b>31-Common Services - Transportation</b>	920,008.	942,035.	947,052.	960,550.	978,898.	997,623.
<i>change from prior year</i>		22,027.	5,017.	13,498.	18,348.	18,725.
<b>32-Roads</b>	863,160.	898,054.	889,289.	907,041.	925,150.	942,969.
<i>change from prior year</i>		34,894.	(8,765.)	17,752.	18,109.	17,819.
<b>33-Recoverable Work</b>	.	.	.	.	(1.)	(1.)
<i>change from prior year</i>		.	.	.	(1.)	.
<b>34-Public Transit</b>	8,959.	10,399.	10,662.	10,945.	11,234.	11,527.
<i>change from prior year</i>		1,440.	263.	283.	289.	293.

## Town of Sidney 2014 Financial Plan: Fund Detail

### FUND: General Operating Fund

<b>FUNCTION</b>	<b>2013 Budget</b>	<b>2014 Net Budget</b>	<b>2015 Net Budget</b>	<b>2016 Net Budget</b>	<b>2017 Net Budget</b>	<b>2018 Net Budget</b>
<b>35-Parking Lots</b>	(19,341.)	(16,841.)	(17,178.)	(17,522.)	(17,872.)	(18,230.)
<i>change from prior year</i>		2,500.	(337.)	(344.)	(350.)	(358.)
<b>36-Dock &amp; Port Facilities</b>	(131,668.)	(177,856.)	(192,577.)	(196,998.)	(199,467.)	(201,984.)
<i>change from prior year</i>		(46,188.)	(29,721.)	(4,421.)	(2,469.)	(2,517.)
<b>37-Storm Drains</b>	179,458.	173,576.	176,796.	180,330.	183,935.	187,614.
<i>change from prior year</i>		(5,882.)	3,220.	3,534.	3,605.	3,679.
<b>38-Hydrants</b>	41,690.	41,690.	42,524.	43,375.	44,241.	45,126.
<i>change from prior year</i>		.	834.	851.	866.	885.
<b>43-Solid Waste &amp; Environmental Services</b>	124,112.	144,042.	146,553.	149,304.	152,110.	154,972.
<i>change from prior year</i>		19,930.	2,511.	2,751.	2,806.	2,862.
<b>51-Municipal Planning</b>	345,267.	346,940.	385,283.	367,342.	374,544.	381,887.
<i>change from prior year</i>		1,673.	38,343.	(17,941.)	7,202.	7,343.
<b>62-Parks</b>	1,181,028.	1,197,878.	1,221,562.	1,246,026.	1,270,982.	1,296,429.
<i>change from prior year</i>		16,850.	23,684.	24,464.	24,956.	25,447.
<b>63-Library</b>	(20,529.)	(23,380.)	(23,898.)	(24,377.)	(24,864.)	(25,362.)
<i>change from prior year</i>		(2,851.)	(518.)	(479.)	(487.)	(498.)
<b>64-Senior's Centre</b>	90,731.	116,116.	118,438.	120,807.	123,224.	125,688.
<i>change from prior year</i>		25,385.	2,322.	2,369.	2,417.	2,464.
<b>65-Museums</b>	112,961.	114,445.	114,827.	115,563.	116,314.	117,079.
<i>change from prior year</i>		1,484.	382.	736.	751.	765.
<b>70-Fiscal Services</b>	2,097,919.	2,139,589.	2,218,525.	2,347,814.	2,423,755.	2,484,054.
<i>change from prior year</i>		41,670.	78,936.	129,289.	75,941.	60,299.
<b>Total Net Expenditures</b>	<b>(299,267.)</b>	<b>(339,335.)</b>	<b>(394,785.)</b>	<b>(331,785.)</b>	<b>(300,000.)</b>	<b>(300,000.)</b>
<i>change from prior year</i>		(40,068.)	(55,450.)	63,000.	31,785.	.

## 2013 to 2014 Revenue & Expenditure Comparison by Function

	Subfunction	2013			2014			Net Change	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net		
<b>1</b>	<b>Corporate Services</b>								
	11010 Council	-	197,568	197,568	-	201,254	201,254	3,686	
	11020 Committees	-	6,000	6,000	-	7,500	7,500	1,500	
	<b>11 Legislative</b>	-	203,568	203,568	-	208,754	208,754	5,186	
	12020 Administration	25,614	551,105	525,491	40,269	618,415	578,146	52,655	Supplemental: Website (\$35K); step increases
	12050 Financial Management	39,283	643,137	603,854	39,516	656,327	616,811	12,957	Step increases
	12060 Driver Services	250,000	214,280	(35,720)	300,000	234,550	(65,450)	(29,730)	Higher revenue projections
	12080 Common Services	2,100	130,600	128,500	2,100	126,000	123,900	(4,600)	
	12090 Computer Services	86,650	568,082	481,432	12,000	518,055	506,055	24,623	Software licencing; contracted services
	12610 Yards and Grounds - Town Hall	5,000	25,000	20,000	5,000	25,000	20,000	-	
	12620 Building Mtce - Town Hall	-	92,000	92,000	-	93,156	93,156	1,156	
	12710 Fiscal Services - Transfers	-	(315,595)	(315,595)	-	(298,333)	(298,333)	17,262	Less overhead recovery from Utilities
	<b>12 General Administration</b>	408,647	1,908,609	1,499,962	398,885	1,973,170	1,574,285	74,323	5.0%
	19010 Elections and Referendums	-	6,000	6,000	16,500	22,500	6,000	-	
	<b>19 Elections</b>	-	6,000	6,000	16,500	22,500	6,000	-	
<b>2</b>	<b>Protective Services</b>								
	21020 Administration	267,279	592,090	324,811	257,794	567,440	309,646	(15,165)	IT position now shared
	21070 Prevention and Protection	-	1,700,054	1,700,054	-	1,767,175	1,767,175	67,121	Additional officer July 1st
	21690 Buildings	56,826	105,625	48,799	60,223	111,212	50,989	2,190	
	21710 Fiscal Services	5,294	9,773	4,479	-	-	-	(4,479)	RCMP debt paid off
	<b>21 Police Protection</b>	329,399	2,407,542	2,078,143	318,017	2,445,827	2,127,810	49,667	2.4%
	22610 Yards and Grounds	-	3,000	3,000	-	3,000	3,000	-	
	22620 Building	22,969	44,508	21,539	16,237	42,208	25,971	4,432	
	<b>22 Court House</b>	22,969	47,508	24,539	16,237	45,208	28,971	4,432	
	23020 Administration	40,475	272,785	232,310	40,475	281,510	241,035	8,725	
	23030 Training	5,734	193,970	188,236	-	182,620	182,620	(5,616)	
	23060 Fire Investigation/Prevention	-	210,216	210,216	-	228,416	228,416	18,200	Step increase and increase in Inspector hours
	23070 Fire Communication Systems	-	78,446	78,446	-	80,463	80,463	2,017	
	23080 Fire Fighters	-	151,160	151,160	-	219,759	219,759	68,599	Firefighter hiring plan - year 2
	23610 Yards and Grounds	-	2,476	2,476	-	2,476	2,476	-	
	23620 Building Mtce	-	64,302	64,302	-	67,105	67,105	2,803	
	23640 Equipment	-	18,075	18,075	-	18,075	18,075	-	
	23650 Vehicles and Mobile Equipment	-	29,125	29,125	-	29,125	29,125	-	
	23710 Fiscal Services	-	120,000	120,000	-	120,000	120,000	-	
	<b>23 Fire Protection</b>	46,209	1,140,555	1,094,346	40,475	1,229,549	1,189,074	94,728	8.7%
	24020 Administration	-	16,500	16,500	-	16,500	16,500	-	
	24050 Emergency Programs	-	17,500	17,500	-	17,500	17,500	-	
	<b>24 Emergency Measures</b>	-	34,000	34,000	-	34,000	34,000	-	
	26000 General Revenue	93,400	-	(93,400)	92,900	-	(92,900)	500	
	26060 Building Inspection	223,400	248,505	25,105	220,400	228,160	7,760	(17,345)	Part-time Building Inspector
	26080 Animal Control	16,000	51,404	35,404	16,000	52,800	36,800	1,396	
	26100 Bylaw Enforcement	34,000	109,768	75,768	21,000	113,650	92,650	16,882	Parking enforcement contract
	26650 Vehicles and Mobile Equipment	-	2,746	2,746	-	2,750	2,750	4	
	<b>26 Bylaw Enforcement</b>	366,800	412,423	45,623	350,300	397,360	47,060	1,437	

## 2013 to 2014 Revenue & Expenditure Comparison by Function

	Subfunction	2013			2014			Net Change	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net		
<b>3</b>	<b>Engineering &amp; Works</b>								
	<b>30 Engineering Administration</b>	20,000	20,000	-	20,000	20,000	-		
	31020 Administration	-	265,237	265,237	-	284,787	284,787	19,550	Staffing reallocation
	31030 Training	-	26,050	26,050	-	26,050	26,050	-	
	31060 Engineering Services	-	342,352	342,352	-	358,029	358,029	15,677	Supplemental: Canora Rd. Study (\$10K)
	31410 Vandalism & Graffiti	-	25,574	25,574	-	20,574	20,574	(5,000)	
	31510 Public Washrooms	-	20,074	20,074	-	23,112	23,112	3,038	
	31610 Yards and Grounds - P/W	-	52,316	52,316	-	52,316	52,316	-	
	31620 Buildings	-	94,823	94,823	-	86,504	86,504	(8,319)	2013 one-time Supplemental
	31630 Small Tools - P/W	-	10,870	10,870	-	10,870	10,870	-	
	31635 Safety Equipment	-	7,283	7,283	-	7,283	7,283	-	
	31640 Equipment - P/W	-	40,954	40,954	-	40,134	40,134	(820)	
	31650 Vehicles & Mobile Equipment	-	24,574	24,574	-	22,475	22,475	(2,099)	
	31660 Welding Shop	-	9,901	9,901	-	9,901	9,901	-	
	<b>31 Common Services - Transport</b>	-	920,008	920,008	-	942,035	942,035	22,027	2.4%
	32020 Administration	-	122,371	122,371	-	121,659	121,659	(712)	
	32070 Traffic Services	-	103,002	103,002	-	114,380	114,380	11,378	Increases in line painting and signage mtce.
	32080 Street Lighting	-	127,128	127,128	-	127,128	127,128	-	
	32120 Patching and Shouldering	-	172,216	172,216	-	172,216	172,216	-	
	32130 Curb and Gutter Repairs	-	31,587	31,587	-	31,587	31,587	-	
	32210 Boulevard & Cul-de-Sacs	-	48,457	48,457	-	48,457	48,457	-	
	32220 Boulevard Trees	-	50,893	50,893	-	50,893	50,893	-	
	32230 Storm Damage	-	16,414	16,414	-	16,414	16,414	-	
	32240 Retaining Walls	-	18,303	18,303	-	43,303	43,303	25,000	Seawall Vulnerability Study - Supp. \$ 25K
	32310 Sidewalks, Walkways & Lanes	3,000	102,315	99,315	3,000	102,315	99,315	-	
	32410 Snow Clearing and Removal	-	35,088	35,088	-	35,088	35,088	-	
	32510 Street Sweeping	-	20,849	20,849	-	20,849	20,849	-	
	32650 Vehicles and Mobile Equipment	-	17,537	17,537	-	16,765	16,765	(772)	
	<b>32 Roads</b>	3,000	866,160	863,160	3,000	901,054	898,054	34,894	4.0%
	33000 Recoverable Work	123,777	123,777	-	123,777	123,777	-	-	
	<b>33 Recoverable Work</b>	123,777	123,777	-	123,777	123,777	-	-	
	34620 Bus Shelters	4,500	13,459	8,959	4,500	14,899	10,399	1,440	
	<b>34 Public Transit</b>	4,500	13,459	8,959	4,500	14,899	10,399	1,440	
	35670 Parking Lots	25,000	5,659	(19,341)	25,000	8,159	(16,841)	2,500	
	<b>35 Parking Lots</b>	25,000	5,659	(19,341)	25,000	8,159	(16,841)	2,500	
	36020 Administration	-	15,161	15,161	-	15,772	15,772	611	
	36040 Griffith Road Wharf	-	3,125	3,125	-	3,162	3,162	37	
	36050 Beacon Wharf	31,728	34,377	2,649	52,560	53,373	813	(1,836)	
	36100 Oil Spill Recovery	-	3,692	3,692	-	3,692	3,692	-	
	36220 Ferry Terminal Operating	113,000	6,000	(107,000)	158,000	6,000	(152,000)	(45,000)	Increase in Ferry Terminal rent (WSF)
	36670 Port Sidney Waterfront	121,303	72,008	(49,295)	121,303	72,008	(49,295)	-	
	<b>36 Dock and Port Facilities</b>	266,031	134,363	(131,668)	331,863	154,007	(177,856)	(46,188)	

## 2013 to 2014 Revenue & Expenditure Comparison by Function

		2013			2014			Net Change	Comments		
		Revenues	Expenses	Net	Revenues	Expenses	Net				
	<b>37020</b>	Administration	-	45,658	45,658	-	37,141	37,141	(8,517)	Decrease in O/H allocations due to budget shifts	
	<b>37110</b>	Drainage Ditches	-	3,865	3,865	-	5,000	5,000	1,135		
	<b>37210</b>	Preventative Maintenance	10,000	42,224	32,224	-	33,724	33,724	1,500		
	<b>37220</b>	Storm Drain Repairs	-	85,989	85,989	-	85,989	85,989	-		
	<b>37230</b>	Catch Basin Clearing	-	11,722	11,722	-	11,722	11,722	-		
	<b>37910</b>	Service Connections	27,414	27,414	-	27,414	27,414	-	-		
	<b>37</b>	<b>Storm Drains</b>	<b>37,414</b>	<b>216,872</b>	<b>179,458</b>	<b>27,414</b>	<b>200,990</b>	<b>173,576</b>	<b>(5,882)</b>		
		<b>38810</b>	Repair & Installation	-	41,690	41,690	-	41,690	41,690	-	
		<b>38910</b>	Hydrants - New install	3,447	3,447	-	3,447	3,447	-	-	
		<b>38920</b>	Summergate Hydrant	1,312	1,312	-	1,312	1,312	-	-	
	<b>38</b>	<b>Hydrants</b>	<b>4,759</b>	<b>46,449</b>	<b>41,690</b>	<b>4,759</b>	<b>46,449</b>	<b>41,690</b>	<b>-</b>		
	<b>4</b>	<b>Environmental Services</b>									
		<b>43020</b>	Administration	-	15,004	15,004	-	19,258	19,258	4,254	
		<b>43080</b>	Solid Waste Disposal	365,850	363,855	(1,995)	570,000	570,000	-	1,995	New Kitchen Organics service
		<b>43090</b>	Town Garbage Collection	-	98,213	98,213	-	106,394	106,394	8,181	Increase in municipal container pickup cost
		<b>43100</b>	Recycling	-	7,350	7,350	-	7,350	7,350	-	
		<b>43310</b>	Environmental Projects	5,500	11,040	5,540	-	11,040	11,040	5,500	
	<b>43</b>	<b>Garbage Collection &amp; Disposal</b>	<b>371,350</b>	<b>495,462</b>	<b>124,112</b>	<b>570,000</b>	<b>714,042</b>	<b>144,042</b>	<b>19,930</b>		
	<b>5</b>	<b>Development Services</b>									
		<b>51020</b>	Administration	20,600	365,867	345,267	18,600	365,540	346,940	1,673	
	<b>51</b>	<b>Municipal Planning</b>	<b>20,600</b>	<b>365,867</b>	<b>345,267</b>	<b>18,600</b>	<b>365,540</b>	<b>346,940</b>	<b>1,673</b>	0.5%	
	<b>6</b>	<b>Parks &amp; Cultural</b>									
		<b>62020</b>	Administration	-	256,820	256,820	-	258,477	258,477	1,657	
		<b>62030</b>	Training	-	11,630	11,630	-	13,630	13,630	2,000	
		<b>62110</b>	Iroquois Park Buildings	7,600	47,431	39,831	5,017	47,900	42,883	3,052	
		<b>62120</b>	Tulista Park Comfort Station	-	37,610	37,610	-	32,403	32,403	(5,207)	2013 one-time Supplemental
		<b>62130</b>	Small Parks	-	44,508	44,508	-	44,464	44,464	(44)	
		<b>62140</b>	Bevan/Beacon Triangle Park	-	14,789	14,789	-	14,929	14,929	140	
		<b>62150</b>	Brethour	-	11,193	11,193	-	8,193	8,193	(3,000)	
		<b>62160</b>	Iroquois	-	52,452	52,452	-	60,184	60,184	7,732	Increase in mtce of expanded park
		<b>62170</b>	Raey Creek	-	10,866	10,866	-	10,866	10,866	-	
		<b>62180</b>	Resthaven Park & Island	-	15,947	15,947	-	16,133	16,133	186	
		<b>62190</b>	Tulista Park	-	47,902	47,902	-	48,493	48,493	591	
		<b>62200</b>	Memorial Rose Garden	-	25,368	25,368	-	25,368	25,368	-	
		<b>62210</b>	Berms, Greens & Beach Access	-	13,244	13,244	-	13,244	13,244	-	
		<b>62220</b>	Lochside Walkway Maintenance	-	38,000	38,000	-	38,000	38,000	-	
		<b>62230</b>	Tulista Boat Ramp	24,397	15,847	(8,550)	41,400	24,335	(17,065)	(8,515)	Additional revenue through new agreements
		<b>62240</b>	Seaport Park	-	48,910	48,910	-	48,910	48,910	-	
		<b>62250</b>	Little League Baseball Fields	28,020	48,040	20,020	36,370	61,740	25,370	5,350	Net Supplemental item for increased mtce
		<b>62280</b>	Well Site Maintenance	-	617	617	-	628	628	11	
		<b>62290</b>	Eastview Park	-	14,261	14,261	-	14,261	14,261	-	
		<b>62300</b>	Seaside Walkway	-	26,608	26,608	-	26,608	26,608	-	
		<b>62310</b>	Fishing Pier Maintenance	-	17,500	17,500	-	18,787	18,787	1,287	
		<b>62340</b>	Rotary Waterpark	-	24,500	24,500	-	24,500	24,500	-	
		<b>62350</b>	Skateboard Park	-	6,327	6,327	-	6,409	6,409	82	

## 2013 to 2014 Revenue & Expenditure Comparison by Function

	Subfunction	2013			2014			Net Change	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net		
	<b>62360</b> Pat Bay Highway Sign	-	6,314	6,314	-	8,356	8,356	2,042	
	<b>62370</b> Beacon Park	-	28,212	28,212	-	28,376	28,376	164	
	<b>62400</b> Cul-de-Sac Program	-	10,462	10,462	-	10,462	10,462	-	
	<b>62410</b> Downtown Maintenance	60	74,352	74,292	60	79,352	79,292	5,000	
	<b>62420</b> Flags, Banners, Etc.	-	10,463	10,463	-	10,463	10,463	-	
	<b>62430</b> Nursery	-	3,749	3,749	-	3,749	3,749	-	
	<b>62440</b> Community Christmas Program	-	59,395	59,395	-	59,395	59,395	-	
	<b>62510</b> Community Celebrations	-	9,980	9,980	-	9,980	9,980	-	
	<b>62520</b> Sidney Days	2,500	28,633	26,133	2,500	28,633	26,133	-	
	<b>62590</b> Park Furniture	13,077	13,077	-	13,077	13,077	-	-	
	<b>62600</b> Playground Equipment	204	18,600	18,396	204	18,950	18,746	350	
	<b>62610</b> Yards and Grounds	-	18,820	18,820	-	18,820	18,820	-	
	<b>62620</b> Buildings	-	16,949	16,949	-	21,817	21,817	4,868	Addit. Mtce due to bldg size increase
	<b>62630</b> Small Tools	-	9,579	9,579	-	9,579	9,579	-	
	<b>62640</b> Equipment	-	49,481	49,481	-	46,980	46,980	(2,501)	
	<b>62650</b> Vehicles and Mobile Equipment	-	68,450	68,450	-	70,055	70,055	1,605	
	<b>62 Parks</b>	<b>75,858</b>	<b>1,256,886</b>	<b>1,181,028</b>	<b>98,628</b>	<b>1,296,506</b>	<b>1,197,878</b>	<b>16,850</b>	1.4%
	<b>63020</b> Administration	108,470	-	(108,470)	108,727	-	(108,727)	(257)	
	<b>63610</b> Yards and Grounds	-	19,835	19,835	-	19,835	19,835	-	
	<b>63620</b> Building Mtce	-	68,106	68,106	-	65,512	65,512	(2,594)	2013 one-time Supplemental
	<b>63 Library</b>	<b>108,470</b>	<b>87,941</b>	<b>(20,529)</b>	<b>108,727</b>	<b>85,347</b>	<b>(23,380)</b>	<b>(2,851)</b>	
	<b>64020</b> Administration	20,000	-	(20,000)	-	-	-	20,000	Revenue loss through BCS Lease amendment
	<b>64620</b> Building Mtce	15,819	126,550	110,731	15,834	131,950	116,116	5,385	
	<b>64 Senior Citizens Centre</b>	<b>35,819</b>	<b>126,550</b>	<b>90,731</b>	<b>15,834</b>	<b>131,950</b>	<b>116,116</b>	<b>25,385</b>	
	<b>65020</b> Historical Museum & Archives	-	104,225	104,225	-	104,645	104,645	420	Strata fees on additional space
	<b>65620</b> Shaw Ocean Discovery Centre	-	8,736	8,736	-	9,800	9,800	1,064	
	<b>65 Museums</b>	<b>-</b>	<b>112,961</b>	<b>112,961</b>	<b>-</b>	<b>114,445</b>	<b>114,445</b>	<b>1,484</b>	
	<b>7 Fiscal Services</b>								
	<b>01000</b> General Revenue	11,079,203	-	(11,079,203)	11,461,976	-	(11,461,976)	(382,773)	Additional revenue requirement.
	<b>01 General Revenue</b>	<b>11,079,203</b>	<b>-</b>	<b>(11,079,203)</b>	<b>11,461,976</b>	<b>-</b>	<b>(11,461,976)</b>	<b>(382,773)</b>	
	<b>70000</b> Transfers	-	1,264,500	1,264,500	-	1,343,000	1,343,000	78,500	Ferry Terminal & Infrastructure increases.
	<b>70040</b> Union Negotiations	1,000	1,000	-	1,000	1,000	-	-	
	<b>70100</b> Debt Servicing	5,000	384,187	379,187	5,000	340,137	335,137	(44,050)	VolP & backhoe leases; Short-term debt.
	<b>70200</b> Other Fiscal Services	45,000	127,500	82,500	45,000	132,500	87,500	5,000	Credit card fees
	<b>70300</b> Community Support	38,000	409,732	371,732	308,750	682,702	373,952	2,220	
	<b>70 Fiscal Services</b>	<b>89,000</b>	<b>2,186,919</b>	<b>2,097,919</b>	<b>359,750</b>	<b>2,499,339</b>	<b>2,139,589</b>	<b>41,670</b>	
		<b>13,438,805</b>	<b>13,139,538</b>	<b>(299,267)</b>	<b>14,314,242</b>	<b>13,974,907</b>	<b>(339,335)</b>	<b>(40,068)</b>	
	<b>9 Capital</b>								
	<b>Capital Funding</b>	<b>2,813,553</b>	<b>3,112,820</b>	<b>299,267</b>	<b>2,489,605</b>	<b>2,828,940</b>	<b>339,335</b>	<b>40,068</b>	Increase in Tax funded capital projects.
	<b>91 General</b>	<b>2,813,553</b>	<b>3,112,820</b>	<b>299,267</b>	<b>2,489,605</b>	<b>2,828,940</b>	<b>339,335</b>	<b>40,068</b>	13.4%
		<b>16,252,358</b>	<b>16,252,358</b>	<b>-</b>	<b>16,803,847</b>	<b>16,803,847</b>	<b>-</b>		

**SUPPLEMENTAL REQUESTS**

	Budget Impacts				
	2014	2015	2016	2017	2018
<b><u>One Time Requests</u></b>					
Website Upgrade	35,000	-	-	-	-
Seawall Vulnerability Study	25,000	-	-	-	-
Beacon Wharf Replacement Study	15,000	-	-	-	-
Local Area Plan – West Side Sidney Business Park	15,000	-	-	-	-
Canora Rd Improvements Study	10,000	-	-	-	-
Arts Council Building Maintenance/Improvements	5,000	-	-	-	-
Sister Cities Programs	2,000	-	-	-	-
Urban Design Standards for Downtown	-	25,000	-	-	-
Commemorative Plaque relocations	-	2,000	-	-	-
	107,000	27,000	-	-	-
<b><u>Ongoing Requests</u></b>					
Firefighter Hiring Plan	68,750	43,700	31,000	28,700	28,700
Additional RCMP Member	55,700	113,000	115,000	117,200	119,300
Economic Development Fund	27,500	60,000	60,000	60,000	60,000
Long Weekend Standby Engine Crew	6,800	6,936	7,075	7,217	7,361
Little League Ball Field Increased Maintenance	6,500	6,630	6,763	6,898	7,036
Increase in Conferences Budget	6,000	6,120	6,242	6,367	6,494
Light Industrial (Class 5) Tax Rate Standardization	(20,000)	(20,000)	(20,000)	-	-
	151,250	216,386	206,080	226,382	228,891
	<b>\$ 258,250</b>	<b>\$ 243,386</b>	<b>\$ 206,080</b>	<b>\$ 226,382</b>	<b>\$ 228,891</b>

SUPPLEMENTAL ITEM DESCRIPTIONS

**ONGOING REQUESTS – 2014**

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
<b>Fire</b>	<p><b>Firefighter Hiring Plan</b></p> <p>The gradual hiring of additional full-time firefighters to assist the Department with daytime response and to provide needed services that cannot be handled with the existing staff complement. 2014 is the second year of the plan. One additional firefighter will be added in 2014.</p>	<b>\$68,750</b>
<b>Fire</b>	<p><b>Long Weekend Standby Engine Crew</b></p> <p>There are four long weekends over the summer months (Victoria Day, Canada Day, BC Day, and Labour Day) on which the volunteer compliment of firefighters available is significantly reduced. Most if not all local volunteer / composite fire departments struggle with summer long weekend staffing as a result of family holidays that take firefighters out of town. To mitigate the risk of not being able to staff at least one engine to initiate a rescue, fire attack, or emergency medical response within ten minutes of a 911 call, Fire Departments are now commonly employing standby crews.</p> <p>Funding is for payment of standby firefighters and a duty officer for each of the four weekends.</p>	<b>\$6,800</b>
<b>RCMP</b>	<p><b>Addition of 15<sup>th</sup> RCMP Member (Officer)</b></p> <p>Addition of a 15<sup>th</sup> Sidney member at the joint Sidney/North Saanich Detachment. This member would be added half way through 2014. The full impact in 2015 would be \$113,000. The primary reason for an additional officer is the administrative burden placed on officers through increased reporting and court disclosure processes. Whereas in past years, a case could be reported in 3-4 hours, it now takes 7-10 hours for all Criminal Code cases.</p>	<b>\$55,700</b>
<b>Legislative Services</b>	<p><b>Increase in Conferences Budget</b></p> <p>Increase in Council’s conference budget to allow additional members to attend the major annual conferences (UBCM, FCM or AVICC).</p>	<b>\$6,000</b>

SUPPLEMENTAL ITEM DESCRIPTIONS

<b>Parks</b>	<p><b>Little League (Rotary Park) Ball Field Maintenance Increase</b></p> <p>Additional funding is required to accommodate all required maintenance at the ball fields. The operating season has increased over the last several years, and required maintenance has been deferred due to lack of funding. Maintenance at Rotary Park is split evenly with the District of North Saanich. A similar request is being put forward at North Saanich, bringing the total increase to \$13,000, which should be sufficient to provide the appropriate funding level.</p>	<b>\$6,500</b>
<b>Fiscal Services</b>	<p><b>Economic Development Fund</b></p> <p>In 2012, Council approved an allocation of \$60,000 for Economic Development initiatives. Approximately half of this amount was allocated in 2012, while the remainder was carried forward to 2013. The same situation occurred in 2013; an additional 2014 allocation of \$27,500 will reinstate this budget to the \$60,000 level. Funding of \$60,000 per year thereafter is proposed.</p>	<b>\$27,500</b>
<b>General Revenue</b>	<p><b>Class 5 (Light Industrial) Tax Rate Standardization</b></p> <p>The Town has allowed its tax rate on Class 5 (Light Industrial) properties to fall behind the rate applied to Class 6 (Commercial). A four-year phase-in plan was put in place last year to bring the rates for the two assessment classes into alignment by 2016. 2014 represents the second year of the plan; an additional \$20,000 is slated to be raised from Class 5 properties this year, reducing the amount of new tax revenues required from other property classes, including Residential and Commercial.</p>	<b>(\$20,000)</b>

SUPPLEMENTAL ITEM DESCRIPTIONS

**ONE-TIME REQUESTS – 2014**

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
<b>Administration</b>	<p><b>Website Upgrade</b></p> <p>The Town’s website is considered to be a valuable communication and economic development tool. A redesign or refresh was identified as a priority in the adoption of the Town’s Communications Strategy. An internal project team will require consulting services to evaluate the Town’s content management system and complete the upgrade.</p>	<b>\$35,000</b>
<b>Legislative Services</b>	<p><b>Sister Cities Programs</b></p> <p>The Sidney Sister Cities Association is looking for funding for two initiatives: a visit from a representative from Cairns, Australia, to commemorate the 30<sup>th</sup> anniversary of their association with the Town; and funding to assist with the installation of directional signage adjacent to the flagpole at Beacon Wharf.</p>	<b>\$2,000</b>
<b>Engineering</b>	<p><b>Seawall Vulnerability Study</b></p> <p>In early 2012, a heavy storm undermined a large section of the Town’s seawall along Lochside Drive. Repairs were successfully completed on that section, but the event identified a need to assess additional sections of the seawall to determine their vulnerability to future storms.</p> <p>This item was deferred last year to the 2014 budget.</p>	<b>\$25,000</b>
<b>Engineering</b>	<p><b>Beacon Wharf Replacement Study</b></p> <p>As per staff recommendation and Council's Resolution of February 27, 2012, concept plans for a new lower maintenance longer lifecycle promenade and wharf structure, to replace the existing structure, are to be developed, illustrated and cost estimated in 2013, for information and to aid future public input and the Town's decision-making on long-term replacement options. Established options would also assist in seeking grant funding.</p> <p>During 2013 budget deliberations, this item was split between 2013 and 2014; \$15,000 represents the 2014 amount.</p>	<b>\$15,000</b>

SUPPLEMENTAL ITEM DESCRIPTIONS

<p><b>Engineering</b></p>	<p><b>Canora Road Infrastructure Planning</b></p> <p>More detailed planning of infrastructure upgrade options related to the boundary adjustment between the Town and North Saanich along Canora Road, and in the adjacent areas. Most of this work will be done internally, but a small budget for consulting work is required. A presentation of options to Council will be provided this year. Given the scope of the works, a well-planned process is advisable in order to maximize impact and resources.</p>	<p style="text-align: right;"><b>\$10,000</b></p>
<p><b>Engineering</b></p>	<p><b>Arts Council Building Maintenance</b></p> <p>Funding required to address building maintenance deficiencies at the Arts Council building in Tulista Park, in consultation with the leaseholder to identify and prioritize the required work. This is the completion of a two-year project.</p>	<p style="text-align: right;"><b>\$5,000</b></p>
<p><b>Development Services</b></p>	<p><b>West Sidney Industrial Area Local Area Plan</b></p> <p>In consultation with businesses and residents in West Sidney, Planning staff will be developing a Local Area Plan that focuses on a long-term land use strategy for the area in order to improve the built environment, pedestrian access, and the transportation network (including outside access and internal circulation) and other development-related features such as branding and wayfinding. The plan will include a diversity of elements that focus on integrating transportation, streetscape design, residential buffering and amenity improvements.</p> <p>The overall goals of the LAP will be to improve the practical aspects of how the Sidney Business Park functions, and also the “bigger picture” considerations that will increase the visibility and distinct identity of the area as one of Sidney’s most important places and a critical component of the Town’s long-term economic development.</p>	<p style="text-align: right;"><b>\$15,000</b></p>

SUPPLEMENTAL ITEM DESCRIPTIONS

**ONE-TIME REQUESTS – 2015**

<b>DEPARTMENT</b>	<b>DESCRIPTION OF REQUEST</b>	<b>AMOUNT</b>
<b>Development Services</b>	<p><b>Urban Design Standards for Downtown</b></p> <p>Building on the high level work completed in the Downtown LAP in 2008, this project will focus on design considerations for the “public” aspect of downtown redevelopment, including street and sidewalk design, street furniture, pedestrian space and safety, and public infrastructure. The focus of the plan will be on creating “places for people” in the downtown through urban design that draws in people and encourages them to spend time (and money) in Sidney. The strategic intent of the plan is to have “shovel ready” standards for downtown streets and public spaces that can be implemented as redevelopment and/or grant opportunities arise.</p>	<b>\$25,000</b>
<b>Engineering</b>	<p><b>Commemorative Plaque Relocation at Ferry Terminal</b></p> <p>A request was received from a member of the public to relocate a commemorative plaque at the Sidney International Ferry Terminal. This work is planned for 2015.</p>	<b>\$2,000</b>

**Town of Sidney  
2014-2018 Financial Plan**

*Water and Sewer Fund Summaries*

**Water Operating**

The Water Operating Fund provides for the purchase of bulk water from the CRD, as well as the replacement and maintenance of the distribution system. While the Water Utility is generally in good shape, revenue fluctuations from reduced water consumption have affected our ability to predictably forecast revenues. These fluctuations have seemingly stabilized, allowing for more accurate budgeting. Revenues were roughly on budget in 2013, and are projected to be about the same in 2014. Expenditure reductions in 2013, made possible by the repayment of debt associated with the water system, will continue for the foreseeable future.

Both the Water Parcel Tax and User Rates will remain at the same level as last year: \$60 for the Parcel Tax and \$6.27 per 1,000 gallons consumed for the User Rates. Additionally, there is no change at this time for the minimum quarterly charge of \$20 per account.

A significant challenge facing both Water and Sewer utilities is the need to develop better methodology for rate setting, to ensure more effective recovery of both fixed and variable costs of operating the utilities. Until this review is complete, no significant changes are expected to the rates.

**Sewer Operating**

The Sewer Operating Fund provides for Sidney's share of operating the Unified Treatment Plant, as well as the replacement and maintenance of the collection system. The Sewer Utility has come through some revenue challenges in recent years, due to reductions in water consumption, on which the billing is based. Like the Water Fund, decreases in the amount of debt payments over the last two years have stabilized the Fund, and should allow a return to a healthier financial position for the Sewer Fund by the end of 2014. The rate structure review discussed above for Water also applies here.

Both the Sewer Parcel Tax and User Rates will remain at the same level as last year: \$141.00 & \$70.50 for the Parcel Tax (for single dwellings and strata units, respectively) and \$7.90 per 1,000 gallons of water consumed for the User Rates. Additionally, there is no change at this time for the minimum quarterly charge of \$25 per account.

**It should be noted that the combined minimum quarterly charge for Water and Sewer amounts to \$45. This equates to \$15 per month, or 50 cents per day, to have water coming to your home and being treated on the way out.**

### Town of Sidney 2014 Financial Plan: Fund Summary

**FUND:** Water Operating Fund

**DESCRIPTION:** Operations of the Water Utility for the Town, with net funding from water user fees and parcel taxes.

**PROGRAM DETAILS:** Net operating expenditures for the Town of Sidney's Water Utility.

FINANCIAL SUMMARY	2013 YTD Actual	Budget 2013	2014	2015	2016	2017	2018
<b>Other Revenue</b>							
TAXES	341,125.	339,000.	341,250.	341,250.	341,250.	341,250.	341,250.
FEES, RATES & SERVICE CHARGES	18,454.	44,413.	44,413.	45,300.	46,206.	47,130.	48,073.
RESERVE & INTERFUND TRANSFERS	.	.	23,145.	55,333.	64,810.	74,536.	84,517.
OTHER REVENUE	4,910.	5,165.	5,165.	5,268.	5,373.	5,480.	5,590.
<b>Total Revenue before User Charges</b>	364,490.	388,578.	413,973.	447,151.	457,639.	468,396.	479,430.
<b>Operating Expenditures</b>							
PERSONNEL	230,025.	226,972.	241,098.	245,917.	250,834.	255,847.	260,962.
CONTRACTED SERVICES & EQUIPMENT	30,706.	40,923.	38,484.	39,252.	40,035.	40,834.	41,652.
MATERIALS, SUPPLIES & EQUIPMENT	1,025,837.	1,092,513.	1,137,473.	1,160,221.	1,183,425.	1,207,093.	1,231,233.
OTHER EXPENSES & ALLOCATIONS	313,579.	305,470.	284,098.	289,161.	294,845.	300,642.	306,555.
RESERVE & INTERFUND TRANSFERS	254,900.	282,700.	262,820.	262,600.	269,500.	276,600.	283,900.
<b>Total Expenditures</b>	1,855,047.	1,948,578.	1,963,973.	1,997,151.	2,038,639.	2,081,016.	2,124,302.
USER CHARGES	1,490,557.	1,560,000.	1,550,000.	1,550,000.	1,581,000.	1,612,620.	1,644,872.
Percentage Change			(0.64%)	0.00%	2.00%	2.00%	2.00%

### Town of Sidney 2014 Financial Plan: Fund Summary

**FUND:** Sewer Operating Fund

**DESCRIPTION:** Operations of the Sewer Utility for the Town, with net funding from sewer user fees and parcel taxes.

**PROGRAM DETAILS:** Net operating expenditures for the Town of Sidney's Sewer Utility.

FINANCIAL SUMMARY	2013 YTD Actual	Budget 2013	2014	2015	2016	2017	2018
<b>Other Revenue</b>							
TAXES	575,269.	572,460.	575,000.	586,500.	598,230.	610,195.	622,399.
FEES, RATES & SERVICE CHARGES	10,043.	15,184.	15,184.	15,488.	15,798.	16,114.	16,436.
RESERVE & INTERFUND TRANSFERS	.	.	.	.	.	.	40,972.
OTHER REVENUE	5,742.	5,382.	5,382.	5,490.	5,600.	5,712.	5,826.
<b>Total Revenue before User Charges</b>	591,054.	593,026.	595,566.	607,478.	619,628.	632,021.	685,633.
<b>Operating Expenditures</b>							
PERSONNEL	199,897.	186,620.	196,120.	200,037.	204,032.	208,106.	212,260.
CONTRACTED SERVICES & EQUIPMENT	1,496,564.	1,586,152.	1,355,377.	1,384,437.	1,411,925.	1,429,964.	1,458,564.
MATERIALS, SUPPLIES & EQUIPMENT	72,552.	82,738.	83,738.	85,414.	87,122.	88,866.	90,642.
OTHER EXPENSES & ALLOCATIONS	144,523.	144,016.	154,782.	157,159.	160,102.	163,105.	166,167.
RESERVE & INTERFUND TRANSFERS	165,500.	323,500.	505,549.	380,431.	356,447.	341,980.	358,000.
<b>Total Expenditures</b>	2,079,036.	2,323,026.	2,295,566.	2,207,478.	2,219,628.	2,232,021.	2,285,633.
USER CHARGES	1,487,982.	1,730,000.	1,700,000.	1,600,000.	1,600,000.	1,600,000.	1,600,000.
Percentage Change			(1.73%)	(5.88%)	0.00%	0.00%	0.00%

**Town of Sidney 2014 Financial Plan: Fund Detail**  
**FUND: 81-Water Operating Fund**

<b>SUB-FUNCTION</b>	<b>2013 Budget</b>	<b>2014 Net Budget</b>	<b>2015 Net Budget</b>	<b>2016 Net Budget</b>	<b>2017 Net Budget</b>	<b>2018 Net Budget</b>
<b>Net Expenditures</b>						
<b>81000-Water General Revenue</b>	(1,904,165.)	(1,919,560.)	(1,951,851.)	(1,992,433.)	(2,033,886.)	(2,076,229.)
<i>change from prior year</i>		(15,395.)	(32,291.)	(40,582.)	(41,453.)	(42,343.)
<b>81020-Water Administration</b>	1,367,590.	1,403,824.	1,431,381.	1,460,009.	1,489,208.	1,518,992.
<i>change from prior year</i>		36,234.	27,557.	28,628.	29,199.	29,784.
<b>81030-Water Training</b>	11,571.	11,571.	11,803.	12,040.	12,280.	12,525.
<i>change from prior year</i>		.	232.	237.	240.	245.
<b>81050-Water Customer Billing &amp; Collection</b>	25,477.	25,477.	25,987.	26,506.	27,036.	27,577.
<i>change from prior year</i>		.	510.	519.	530.	541.
<b>81110-Water Main Flushing</b>	21,475.	21,475.	21,905.	22,343.	22,790.	23,246.
<i>change from prior year</i>		.	430.	438.	447.	456.
<b>81120-Water Valve Maintenance</b>	23,905.	23,905.	24,383.	24,871.	25,368.	25,876.
<i>change from prior year</i>		.	478.	488.	497.	508.
<b>81130-Water Meter Repair &amp; Replacement</b>	18,160.	18,160.	18,523.	18,893.	19,271.	19,656.
<i>change from prior year</i>		.	363.	370.	378.	385.
<b>81140-Water System Repairs</b>	104,576.	104,576.	106,667.	108,799.	110,975.	113,195.
<i>change from prior year</i>		.	2,091.	2,132.	2,176.	2,220.
<b>81620-Water Buildings</b>	7,299.	6,860.	6,997.	7,137.	7,280.	7,425.
<i>change from prior year</i>		(439.)	137.	140.	143.	145.
<b>81630-Water Small Tools &amp; Safety Supplies</b>	5,393.	5,393.	5,498.	5,605.	5,714.	5,825.
<i>change from prior year</i>		.	105.	107.	109.	111.
<b>81635-Water Safety Equipment</b>	2,040.	2,040.	2,081.	2,123.	2,165.	2,208.
<i>change from prior year</i>		.	41.	42.	42.	43.
<b>81640-Water Equipment</b>	7,975.	7,828.	7,984.	8,144.	8,307.	8,473.
<i>change from prior year</i>		(147.)	156.	160.	163.	166.
<b>81650-Water Vehicles &amp; Mobile Equipment</b>	21,004.	20,631.	21,042.	21,463.	21,892.	22,331.
<i>change from prior year</i>		(373.)	411.	421.	429.	439.
<b>81710-Water Fiscal Services-Transfers</b>	287,700.	267,820.	267,600.	274,500.	281,600.	288,900.
<i>change from prior year</i>		(19,880.)	(220.)	6,900.	7,100.	7,300.
<b>Total Net Expenditures</b>	.	.	.	.	.	.
<i>change from prior year</i>		.	.	.	.	.

**Town of Sidney 2014 Financial Plan: Fund Detail**  
**FUND: 82-Sewer Operating Fund**

<b>SUB-FUNCTION</b>	<b>2013 Budget</b>	<b>2014 Net Budget</b>	<b>2015 Net Budget</b>	<b>2016 Net Budget</b>	<b>2017 Net Budget</b>	<b>2018 Net Budget</b>
<b>Net Expenditures</b>						
<b>82000-Sewer General Revenue</b>	(2,307,842.)	(2,280,382.)	(2,191,990.)	(2,203,830.)	(2,215,907.)	(2,269,197.)
<i>change from prior year</i>		27,460.	88,392.	(11,840.)	(12,077.)	(53,290.)
<b>82020-Sewer Administration</b>	161,281.	166,120.	168,924.	172,302.	175,747.	179,261.
<i>change from prior year</i>		4,839.	2,804.	3,378.	3,445.	3,514.
<b>82030-Sewer Training</b>	11,657.	11,657.	11,890.	12,128.	12,371.	12,619.
<i>change from prior year</i>		.	233.	238.	243.	248.
<b>82050-Sewer Customer Billing &amp; Collection</b>	4,468.	4,468.	4,556.	4,646.	4,740.	4,835.
<i>change from prior year</i>		.	88.	90.	94.	95.
<b>82110-Sewer Preventative Maintenance</b>	31,642.	31,642.	32,276.	32,922.	33,581.	34,253.
<i>change from prior year</i>		.	634.	646.	659.	672.
<b>82120-Sewer System Repairs</b>	65,736.	65,736.	67,051.	68,392.	69,761.	71,156.
<i>change from prior year</i>		.	1,315.	1,341.	1,369.	1,395.
<b>82130-Inflow &amp; Infiltration</b>	52,121.	52,121.	53,164.	54,228.	55,313.	56,419.
<i>change from prior year</i>		.	1,043.	1,064.	1,085.	1,106.
<b>82210-Preventative Mtce-Lift Stations</b>	46,029.	51,749.	52,783.	53,839.	54,915.	56,012.
<i>change from prior year</i>		5,720.	1,034.	1,056.	1,076.	1,097.
<b>82220-Repairs - Lift Stations</b>	29,036.	29,036.	29,617.	30,209.	30,814.	31,431.
<i>change from prior year</i>		.	581.	592.	605.	617.
<b>82610-Sewer Yards &amp; Grounds</b>	1,862.	1,862.	1,899.	1,937.	1,975.	2,014.
<i>change from prior year</i>		.	37.	38.	38.	39.
<b>82630-Sewer Small Tools &amp; Safety Supplies</b>	6,124.	6,124.	6,241.	6,360.	6,482.	6,605.
<i>change from prior year</i>		.	117.	119.	122.	123.
<b>82640-Sewer Equipment</b>	7,139.	6,989.	7,128.	7,270.	7,416.	7,564.
<i>change from prior year</i>		(150.)	139.	142.	146.	148.
<b>82650-Sewer Vehicles &amp; Mobile Equipment</b>	49,884.	55,969.	57,089.	58,230.	59,394.	60,581.
<i>change from prior year</i>		6,085.	1,120.	1,141.	1,164.	1,187.
<b>82710-Sewer Fiscal Services - Transfers</b>	1,840,863.	1,796,909.	1,699,372.	1,701,367.	1,703,398.	1,746,447.
<i>change from prior year</i>		(43,954.)	(97,537.)	1,995.	2,031.	43,049.
<b>Total Net Expenditures</b>	.	.	.	.	.	.
<i>change from prior year</i>		.	.	.	.	.

	Subfunction	2013			2014			Net	Comments	
		Revenues	Expenses	Net	Revenues	Expenses	Net	Change		
<b>8</b>	<b>Utilities</b>									
	81000	General Revenue	1,904,165	-	(1,904,165)	1,919,560	-	(1,919,560)	(15,395)	Small draw from Surplus (\$23K) to balance budget
	81020	Administration	-	1,367,590	1,367,590	-	1,403,824	1,403,824	36,234	Bulk water increased \$50K
	81030	Training	-	11,571	11,571	-	11,571	11,571	-	
	81050	Customer Billing and Collection	-	25,477	25,477	-	25,477	25,477	-	
	81110	Water Main Flushing	-	21,475	21,475	-	21,475	21,475	-	
	81120	Valve Maintenance	-	23,905	23,905	-	23,905	23,905	-	
	81130	Meter Repair and Replacement	-	18,160	18,160	-	18,160	18,160	-	
	81140	System Repairs	-	104,576	104,576	-	104,576	104,576	-	
	81620	Buildings	-	7,299	7,299	-	6,860	6,860	(439)	Reviewed property insurance allocation
	81630	Small Tools and Safety Supplies	-	5,393	5,393	-	5,393	5,393	-	
	81635	Safety Equipment	-	2,040	2,040	-	2,040	2,040	-	
	81640	Equipment	-	7,975	7,975	-	7,828	7,828	(147)	O/H allocation decrease
	81650	Vehicles and Mobile Equipment	-	21,004	21,004	-	20,631	20,631	(373)	O/H allocation decrease
	81710	Fiscal Services - Transfers	-	287,700	287,700	-	267,820	267,820	(19,880)	Reduced Reserve transfers by \$14K.
	81910	Service Connections	29,208	29,208	-	29,208	29,208	-	-	
	81920	Water Meter Connections	15,205	15,205	-	15,205	15,205	-	-	
	<b>81</b>	<b>Water</b>	<b>1,948,578</b>	<b>1,948,578</b>	<b>-</b>	<b>1,963,973</b>	<b>1,963,973</b>	<b>-</b>		
	82000	General Revenue	2,307,842	-	(2,307,842)	2,280,382	-	(2,280,382)	27,460	Reduced User Fee revenue based on projection
	82020	Administration	-	161,281	161,281	-	166,120	166,120	4,839	O/H allocation increase
	82030	Training	-	11,657	11,657	-	11,657	11,657	-	
	82050	Customer Billing & Collection	-	4,468	4,468	-	4,468	4,468	-	
	82110	Preventative Maintenance	-	31,642	31,642	-	31,642	31,642	-	
	82120	System Repairs	-	65,736	65,736	-	65,736	65,736	-	
	82130	Inflow and Infiltration	-	52,121	52,121	-	52,121	52,121	-	
	82210	Preventative Maint - Lift Stn	-	46,029	46,029	-	51,749	51,749	5,720	Back up to previous level
	82220	Repairs - Lift Stations	-	29,036	29,036	-	29,036	29,036	-	
	82610	Yards and Grounds	-	1,862	1,862	-	1,862	1,862	-	
	82630	Small Tools and Safety Supply	-	6,124	6,124	-	6,124	6,124	-	
	82640	Equipment	-	7,139	7,139	-	6,989	6,989	(150)	O/H allocation increase
	82650	Vehicles and Mobile Equipment	-	49,884	49,884	-	55,969	55,969	6,085	O/H allocation increase
	82710	Fiscal Services - Transfers	-	1,840,863	1,840,863	-	1,796,909	1,796,909	(43,954)	Includes \$281K Surplus repayment
	82910	Sewer Connections	12,123	12,123	-	12,123	12,123	-	-	CRD Debt down by \$215K to \$8K
	82920	Summergate Lift Maintenance	3,061	3,061	-	3,061	3,061	-	-	
	<b>82</b>	<b>Sewer</b>	<b>2,323,026</b>	<b>2,323,026</b>	<b>-</b>	<b>2,295,566</b>	<b>2,295,566</b>	<b>-</b>		

## 5 Year Capital Project Listing

<b>General</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Workplace Efficiency Upgrades	5,000	5,000	5,000	5,000	5,000
Financial Software-WorkTech	50,000	-	-	-	-
Town Hall Window Replacement	35,000	-	-	-	-
Computer Replacement Plan	80,000	53,000	36,000	175,000	50,000
Computer Equipment Fund	5,000	5,000	5,000	5,000	5,000
Offsite Disaster Recovery	-	25,000	25,000	25,000	25,000
Council Chambers Technical Upgrade	8,000	10,000	-	-	-
Tempest E-Applications	-	-	20,000	20,000	20,000
Tempest Licencing Modules Upgrade	-	20,000	-	-	-
Fire Hall/EOC Kitchen Equipment	-	30,000	-	-	-
Fire Vehicle Replacement	-	-	520,000	-	25,000
PRIME Prisoner Booking System	38,000	-	-	-	-
RCMP Furnishings/Equipment	7,500	7,500	7,500	7,500	7,500
RCMP Civilian Finger Printing System	20,000	-	-	-	-
Engineering Equipment	4,500	4,500	4,500	4,500	4,500
Hydro Box Revitalization	3,900	-	-	-	-
Ferry Terminal Marine Structures	145,000	-	-	-	160,000
Ferry Terminal Building Improvements	175,000	175,000	50,000	-	-
Infra. Plan-Ardwell Storm Drain	298,740	-	-	-	-
Infrastructure Plan Projects - Drainage	-	528,300	296,700	316,200	218,600
Infra. Plan-Mills Rd: Pleasant to Pay Bay	105,100	-	-	-	-
White Birch Storm Drain Repair	20,000	-	-	-	-
Fourth & Ocean Drainage Improvements	60,000	-	-	-	-
Underground Wiring	20,000	20,000	20,000	20,000	20,000
Town Hall Grounds / Sidewalks	-	30,000	-	-	-
Green Technology Applications	10,000	10,000	10,000	10,000	10,000
Public Works Equipment	10,000	10,000	10,000	10,000	10,000
Transportation Vehicles	60,000	215,000	120,000	-	100,000
PW Administration Offices	-	-	50,000	50,000	50,000
Standby Generator	-	-	100,000	-	-
Decorative Street Lighting	30,000	30,000	30,000	30,000	30,000
Beacon Ave. Revitalization	150,000	-	-	-	-
Infra. Plan-Second St.Paving Ocean-Orchard	112,000	-	-	-	-
Speed Reader Display Units	30,000	-	-	-	-
Infrastructure Plan Projects - Roads	-	584,300	565,000	601,400	542,900
Henry Ave Flashing X Walk Lights	20,000	-	-	-	-
Galaran Landscaping and Signage	15,000	-	-	-	-
Infra. Plan-Brethourpark Way Waxwing to Redwing	68,200	-	-	-	-
Infra. Plan-Christine Place Brethourpark to End	19,500	-	-	-	-
Infra. Plan-Gabriola Place Ardwell to End	68,800	-	-	-	-
Infra. Plan-Godfrey Place Piercy to End	37,600	-	-	-	-
Infra. Plan-Hornby Place Gabriola to End	37,800	-	-	-	-
Infra. Plan-Pollard Place Piercy to End	32,600	-	-	-	-
Infra. Plan-Mills Road Pleasant St. to Pat Bay	260,200	-	-	-	-
Bowrbank Traffic Calming	18,000	-	-	-	-
Resthaven Traffic Calming	65,000	-	-	-	-
Epcoc and Ocean Flashing Crosswalk	20,000	-	-	-	-
Canora Road Flashing Crosswalk	25,000	-	-	-	-

### 5 Year Capital Project Listing (continued)

<b>General</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Sidewalk Replacement Along Fifth at Tulista Park	-	-	25,000	-	-
Calvin Ave. Path Improvements Hwy 17-Bowerbank	15,000	-	-	-	-
Lochside Trail Solar Lighting	80,000	-	-	-	-
Bicycle Sharrows and Signs for Weiler Ave.	5,000	-	-	-	-
Canora/Ocean Intersection Improvement	14,800	-	-	-	-
Hwy 17 Pedestrian Overpass	200,000	2,050,000	-	-	-
Seventh & Bevan Traffic Island and Lane Adjustment	-	28,000	-	-	-
Bus Shelters	12,500	12,500	12,500	12,500	12,500
Parks Equipment	10,000	10,000	10,000	10,000	10,000
Tulista Playground Equipment	168,000	-	-	-	-
Parks Vehicles	22,000	52,000	-	-	60,000
Sculpture Walk	24,500	-	-	-	-
Resthaven by the Sea Tennis Courts	25,000	-	-	-	-
Ferry Terminal Entrance Signage	10,000	-	-	-	-
Reay Creek Dam	20,000	-	-	-	-
Resthaven Park Roadside Fencing	20,000	-	-	-	-
Lochside Park Upper Walkway Upgrade	-	40,000	-	-	-
Waterfront Walkway Upgrade (Eastview to First St. Access)	-	100,000	-	-	-
Library Renovations	28,200	-	-	-	-
Seniors Centre Dust Collection System	3,500	-	-	-	-
Other Unidentified Projects	-	-	-	93,215	93,215
<b>Subtotal</b>	<b>2,828,940</b>	<b>4,055,100</b>	<b>1,922,200</b>	<b>1,395,315</b>	<b>1,459,215</b>
<b>Water</b>					
Water Equipment	10,000	10,000	10,000	10,000	10,000
Water Vehicle Replacement	50,000	-	60,000	-	-
Backflow Preventers	38,000	-	-	-	-
Allbay Rd Replacement Study	60,000	-	-	-	-
Infrastructure Replacement	-	503,900	302,300	480,600	269,500
Infra. Plan-Gabriola Place Ardwell to End	146,200	-	-	-	-
Infra. Plan-Mills Rd. Bowerbank to Pleasant	56,700	-	-	-	-
Infra. Plan-Water, Sewer & Storm System Study	135,000	-	-	-	-
East Saanich Rd. PRV/Valve House SCADA Installation	10,000	-	-	-	-
	<b>505,900</b>	<b>513,900</b>	<b>372,300</b>	<b>490,600</b>	<b>279,500</b>
<b>Sewer</b>					
Sewer Equipment	10,000	10,000	10,000	10,000	10,000
Sewer Vehicle Replacement	-	-	-	35,000	35,000
Infra. Plan-Second St. Sewer	150,600	-	-	-	-
Infrastructure Replacement	-	492,400	254,400	-	69,000
Infra. Plan-Mills Rd; 10108 Pleasant to Pat Bay	17,600	-	-	-	-
Infra. Plan-Resthaven Drive	30,000	-	-	-	-
SCADA Upgrade (CRD Project)	7,600	-	-	-	-
	<b>215,800</b>	<b>502,400</b>	<b>264,400</b>	<b>45,000</b>	<b>114,000</b>
	<b>3,550,640</b>	<b>5,071,400</b>	<b>2,558,900</b>	<b>1,930,915</b>	<b>1,852,715</b>

## 2014 Capital Projects with Funding Sources – General Fund

	Project Budget	Funding Sources							Total Funding
		Property Tax	RFFC	Reserves	Grants	Gifts & Donations	Developer	Fees/ Other	
Workplace Efficiency Upgrades	5,000	5,000							5,000
Financial/Asset Management Software	50,000		15,000	35,000					50,000
Town Hall Window Replacement	35,000				35,000				35,000
Computer Replacement Plan	80,000			80,000					80,000
Computer Equipment Fund	5,000	5,000							5,000
Council Chambers Technical Upgrade	8,000		8,000						8,000
PRIME Prisoner Booking System	38,000	1,250	23,000					13,750	38,000
RCMP Furnishings/Equipment	7,500	4,785						2,715	7,500
RCMP Civilian Finger Printing System	20,000		12,740					7,260	20,000
Engineering Equipment	4,500	4,500							4,500
Hydro Box Revitalization	3,900		3,900						3,900
Ferry Terminal Marine Structures	145,000			145,000					145,000
Ferry Terminal Building Improvements	175,000			175,000					175,000
Infra. Plan-Ardwell Storm Drain	298,740			298,740					298,740
Infra. Plan-Mills Rd: Pleasant to Pat Bay	105,100			105,100					105,100
White Birch Storm Drain Repair	20,000			20,000					20,000
Fourth & Ocean Drainage Improvements	60,000		60,000						60,000
Underground Wiring	20,000	20,000							20,000
Green Technology Applications	10,000	10,000							10,000
Public Works Equipment	10,000	10,000							10,000
Transportation Vehicles	60,000	-		60,000					60,000
Decorative Street Lighting - Ongoing Annual	30,000	30,000							30,000
Downtown Revitalization/Street Furniture	150,000		70,000	75,000			5,000		150,000
Infra. Plan-Second St.Paving Ocean-Orchard	112,000			94,100				17,900	112,000
Speed Reader Display Units	30,000	15,000	15,000						30,000
Henry Ave Flashing X Walk Lights	20,000	20,000							20,000
Galaran Landscaping and Signage	15,000		7,500			7,500			15,000
Infra. Plan-Brethourpark Way Waxwing to Redwing	68,200			68,200					68,200
Infra. Plan-Christine Place Brethourpark to End	19,500			19,500					19,500
Infra. Plan-Gabriola Place Ardwell to End	68,800			68,800					68,800
Infra. Plan-Godfrey Place Piercy to End	37,600			37,600					37,600
Infra. Plan-Hornby Place Gabriola to End	37,800			37,800					37,800
Infra. Plan-Pollard Place Piercy to End	32,600			32,600					32,600
Infra. Plan-Mills Road Pleasant St. to Pat Bay	260,200			260,200					260,200
Bowerbank Traffic Calming	18,000	18,000							18,000
Resthaven Traffic Calming	65,000	65,000							65,000
EpcO and Ocean Flashing Crosswalk	20,000	20,000							20,000
Canora Road Flashing Crosswalk	25,000	12,500						12,500	25,000
Calvin Ave. Path Improvements Hwy 17-Bowerbank	15,000	15,000							15,000
Lochside Trail Solar Lighting	80,000				80,000				80,000
Bicycle Sharrows and Signs for Weiler Ave.	5,000	5,000							5,000
Canora/Ocean Intersection Improvement	14,800	14,800							14,800
Hwy 17 Pedestrian Overpass	200,000				200,000				200,000
Bus Shelters	12,500	12,500							12,500
Parks Equipment	10,000	10,000							10,000
Tulista Playground Equipment	168,000			110,000		58,000			168,000
Parks Vehicles	22,000			22,000					22,000
Sculpture Walk	24,500			24,500					24,500
Resthaven by the Sea Tennis Courts	25,000		25,000						25,000
Ferry Terminal Entrance Signage	10,000		10,000						10,000
Reay Creek Dam	20,000	20,000							20,000
Resthaven Park Roadside Fencing	20,000	20,000							20,000
Library Renovations	28,200		14,100					14,100	28,200
Seniors Centre Dust Collection System	3,500	1,000	2,500						3,500
	<b>2,828,940</b>	<b>339,335</b>	<b>266,740</b>	<b>1,769,140</b>	<b>315,000</b>	<b>65,500</b>	<b>5,000</b>	<b>68,225</b>	<b>2,828,940</b>

## 2014 Capital Projects with Funding Sources Water and Sewer Funds

	Project					Gifts &		Fees/	Total
	Budget	User Fees	RFFC	Reserves	Grants	Donations	Developer	Other	Funding
<b>Water</b>									
Water Equipment	10,000	6,370	3,630						10,000
Water Vehicle Replacement	50,000			50,000					50,000
Backflow Preventers	38,000	10,550	27,450						38,000
Allbay Rd Replacement Study	60,000			60,000					60,000
Infra. Plan-Gabriola Place Ardwell to End	146,200			146,200					146,200
Infra. Plan-Mills Rd. Bowerbank to Pleasant	56,700			56,700					56,700
Infra. Plan-Water, Sewer & Storm System Study	135,000			135,000					135,000
East Saanich Rd. PRV/Valve House SCADA Installation	10,000		10,000						10,000
	<b>505,900</b>	<b>16,920</b>	<b>41,080</b>	<b>447,900</b>	-	-	-	-	<b>505,900</b>
<b>Sewer</b>									
Sewer Equipment	10,000	4,700	5,300						10,000
Infra. Plan-Second St. Sewer	150,600			150,600					150,600
SCADA Upgrade (CRD Project)	7,600			7,600					7,600
Infra. Plan-Mills Rd; 10108 Pleasant to Pat Bay	17,600			17,600					17,600
Infra. Plan-Resthaven Drive	30,000			30,000					30,000
	<b>215,800</b>	<b>4,700</b>	<b>5,300</b>	<b>205,800</b>	-	-	-	-	<b>215,800</b>
<b>Total - All Funds</b>	<b>3,550,640</b>	<b>360,955</b>	<b>313,120</b>	<b>2,422,840</b>	<b>315,000</b>	<b>65,500</b>	<b>5,000</b>	<b>68,225</b>	<b>3,550,640</b>

## 2014 Capital Project Descriptions

Title	Description	Project Type	2014 Non-tax Revenue	2014 Expense
Annual Workspace Efficiency Upgrades	Improve space and workflow to meet changing needs of the office. Some of the workstations and desks we have in Town offices were designed for work efficiency prior to the era of the desktop computer. With so many tasks now performed using computers, staff in all departments are spending many hours on computers at workstations and desks that were not designed for this purpose.	Established Program	0	5,000
Financial Software Replacement	The Town's Asset and Work Management software must be enhanced to provide additional functionality to Engineering/Operations staff as well as to Finance. This upgrade is also required in order to maintain compliance with accounting regulations related to the tracking of tangible capital assets.  Most of the funding will come from the Reserve for Financial Software Replacement.	Infrastructure Replacement	50,000	50,000
Town Hall Window Replacement	Removal of existing Town Hall windows and the installation of new aluminum windows with screens.	Cost Efficiency	35,000	35,000
Computer Replacement Plan	A plan for the replacement of the Town's Computer Equipment and Printers. The plan, outlined in Policy #FN-015, covers replacement of computer equipment and printers only. Purchases of new equipment for a new user or a new use that is not replacing an existing piece of equipment must be budgeted for separately, including the cost of software and licensing.	Infrastructure Replacement	80,000	80,000
Computer Equipment Fund	Centralized addition of new computer equipment from all departments for planned new positions, or requirements that arise during the year. The cost for a new computer or laptop on the network is \$2,500, which is broken down to \$1,500 for hardware and \$1,000 for software licensing. The amount required will vary from year to year, depending on needs and possible new positions.	Technology Advance	0	5,000
Council Chambers Technical Upgrade	Upgrade the presentation, projection and display hardware and software. This will provide for clearer and more efficient presentation options with the inclusion of a smart board. Additionally the existing audio system will be upgraded to accommodate those with hearing disabilities.	New Equipment	8,000	8,000
Ferry Terminal Marine Structures	Miscellaneous works related to the Marine Structures at the Sidney Ferry Terminal, including major maintenance and capital replacement.	Infrastructure Replacement	145,000	145,000

## 2014 Capital Project Descriptions

Title	Description	Project Type	2014 Non-tax Revenue	2014 Expense
Ferry Terminal Site Works	Site and building improvements at the Sidney International Ferry Terminal.  Remedial work on the Canada Customs building and surrounding area; Lighting upgrades; WSF Office & Toll Booth, etc.	Infrastructure Replacement	175,000	175,000
Infra Plan Ardwell Ave Storm	Realigning of 525mm, 600mm and 750mm storm mains on Ardwell Avenue, Ardwell Easment, Patricia Place Easement and Courser Drive Easement, and Melville Park with 675mm and 900mm pipe.	Infrastructure Replacement	298,740	298,740
Infra Plan-Mills Rd Pleasant St to Pat Bay Hwy	Replacement of 90.9m of storm drain pipe on Mills Road between Pleasant St to Pat Bay Hwy.	Infrastructure Replacement	105,100	105,100
White Birch Road Storm Drain repair	The existing storm drain system at 2040 White Birch road has deteriorated to the point it requires replacement. Investigations shows the that existing main is not located in a registered easement. There is a parallel main in good condition and in a registered easement that would provide the most cost effective method of connecting the apartment building. The construction of a manhole and service connection is required this is a deep excavation with pavement restoration.	Infrastructure Replacement	20,000	20,000
4th & Ocean Drainage Improvements	To provide drainage improvements related to development requirements.	New Infrastructure	60,000	60,000
Engineering Equipment	Allocation of \$4,500 per year for engineering equipment in the 5 year financial plan, to be used to replace existing equipment and also, with changes in technology, new equipment may be required.	Established Program	0	4,500
Beacon Avenue Hydro Box Revitalization	Remaining funds for project initiated several years ago to improve the appearahnce of hydro boxes in and around the downtown area.	Council Request	3,900	3,900
Library Renovations	VIRL is planning capital upgrades for the Sidney Library which will include some costs related to the building that are to be paid by the Town and North Saanich. Until firm budget numbers for a significant upgrade are submitted, there are certain smaller items that need to be completed.	Infrastructure Replacement	28,200	28,200
PRIME Prisoner Booking System	New booking system being implemented by RCMP.	New Equipment	36,750	38,000
RCMP Furnishings	Required replacement of old workstations and chairs for ergonomic, configuration and productivity purposes.	Health & Safety	2,715	7,500
RCMP Civilian Fingerprinting System	Computer system to streamline the Criminal Record Checks process.	Technology Advance	20,000	20,000

## 2014 Capital Project Descriptions

Title	Description	Project Type	2014 Non-tax Revenue	2014 Expense
Parks Equipment	Replacement of Parks small equipment.	New Equipment	0	10,000
Tulista Park Playground Equipment	Replace one of the existing playground structures in Tulista Park.	Infrastructure Replacement	168,000	168,000
Parks Vehicles	To provide for the replacement of Town vehicles, as approved by Council resolution #2003.27.563 for Policy FN-022 Mobile Equipment Replacement Plan.	Established Program	22,000	22,000
Sculpture Walk	Installation of bases for Sculpture Walk public art, and the purchase of one sculpture based on a 'People's Choice' selection.	Public Request	24,500	24,500
Resthaven by the Sea Tennis Courts	Repair and resurface Tennis Courts at Resthaven Park.	Public Request	25,000	25,000
Ferry Terminal Entrance Signage	A preliminary plan has been developed to provide for welcoming directional signage, benches, tables and a future information kiosk to be installed along with landscaping improvements that also consider the harsh winter conditions and existing art installation.	Other	10,000	10,000
Reay Creek Dam	Detailed evaluation of options to either repair, replace or remove the Reay Creek Dam. Exploration of these options requires the consulting services of a geotechnical/structural engineer, and an environmental consultant to mitigate impacts of the works downstream, as well as possible design work for channel reinstatement upstream associated with the reintroduction of a free flowing stream channel, if the wish is to remove the dam permanently.	Other	0	20,000
Resthaven Park Roadside Fencing	150 meters of 1.2m high chain link fencing along the Resthaven road frontage to reduce the risk of playground activities and young children running onto the road along the busy street.	Health & Safety	0	20,000
Underground Wiring	To allow the Town to participate in underground wiring projects, jointly funded by adjacent developments. \$20,000 annually.	Other	0	20,000
Green Technology Applications	Funding to explore (through small pilot projects etc.) practical applications of green and sustainable technologies in Town operations, with the goal of reducing energy consumption and the Town's carbon emissions. The use of lower energy fixtures, solar energy, LED lighting and biofuels etc. is to be investigated.	Technology Advance	0	10,000
Public Works Equipment	Allocation of \$10,000 per year for public works equipment in the 5 year financial plan. This funding will be used to replace existing equipment and also, with changes in technology, new equipment may be required.	Cost Efficiency	0	10,000

## 2014 Capital Project Descriptions

Title	Description	Project Type	2014 Non-tax Revenue	2014 Expense
Transportation Vehicles	To provide for the replacement of Transportation Vehicles as approved by Council resolution #2003.27.563 for policy FN-022 Mobile Equipment Replacement Plan.	Established Program	60,000	60,000
Decorative Street Lighting - Ongoing Annual	To install Decorative Street Lights in the Downtown core, based on a priority schedule.  Ongoing annual budget item.	Established Program	0	30,000
Downtown Revitalization/Street Furniture	Revitalization of Beacon Avenue streetscape.	Infrastructure Replacement	150,000	150,000
Infra Plan-Second St Paving Ocean Ave-Orchard Ave	Paving of 1 road segment on Second Street, from Ocean Ave to Orchard Ave.	Infrastructure Replacement	112,000	112,000
Speed Reader Display Units	Installation of permanent and portable Speed Reader display units at various locations.	Health & Safety	15,000	30,000
Henry Avenue Flashing Crosswalk Lights	Flashing Lights for existing crosswalk at Henry by Sidney Elementary.	New Equipment	0	20,000
Galaran Landscaping and Signage	Industrial Park Entrance Signage and Landscaping	Public Request	15,000	15,000
Infra Plan-Brethourpark Way Waxing PI-Redwing PI	Paving of road segments on Brethourpark Way, from Waxwing PI to Redwing PI.	Infrastructure Replacement	68,200	68,200
Infra Plan-Christine PI Brethourpark-End	Paving of road segment on Christine Place, from Brethourpark Way to End.	Infrastructure Replacement	19,500	19,500
Infra Plan-Gabriola PI Ardwell-End	Paving of road segments on Gabriola Place, from Ardwell Ave to End.	Infrastructure Replacement	68,800	68,800
Infra Plan-Godfrey PI Piercy Ave - End	Paving of road segment on Godfrey Place, from Piercy Ave-End.	Infrastructure Replacement	37,600	37,600
Infra Plan-Hornby PI, Gabriola PI to End	Paving of road segment on Hornby Place, from Gabriola PI to End.	Infrastructure Replacement	37,800	37,800
Infra Plan-Pollard PI, Piercy Ave -End	Paving of road segment on Pollard Place, from Piercy Ave to End.	Infrastructure Replacement	32,600	32,600
Infra Plan-Mills Rd, Pleasant St-Pat Bay Hwy	Paving of road segments on Mills Rd, from Pleasant St to Pat Bay Hwy. New construction and replacement of 410m of curb on Mills Rd, from Pleasant St to Pat Bay Hwy. New construction of 55m of concrete sidewalk on Mills Rd, from Bowerbank to Pat Bay Hwy. Replacement of 105m of concrete sidewalk on Mills Rd, from Bowerbank to Siddall Rd.	Infrastructure Replacement	260,200	260,200

## 2014 Capital Project Descriptions

Title	Description	Project Type	2014 Non-tax Revenue	2014 Expense
Bowerbank Traffic Calming	To construct two mini-roundabouts incorporating low maintenance landscaping on Bowerbank, one at Amelia and one at Malaview, to moderate traffic speeds without impeding traffic flow on the collector road.	Health & Safety	0	18,000
Resthaven Traffic Calming	Subject to the adoption of an approved traffic calming plan, preliminary funding for the work reflects a Town commitment to improve safety, increase crosswalk visibility and implement appropriate traffic calming measures that reflect the intended function of the road and serve to moderate vehicle speeds along the corridor without impeding traffic flow. Such measures may include the installation of crosswalk flashers, improved lighting, speed reader boards, signage and sharrows to reflect the shared nature of the road.	Health & Safety	0	65,000
Epcoc and Ocean Flashing Crosswalk	Installation of a solar-powered flashing crosswalk at Epcoc Drive and Ocean Avenue to connect the Epcoc sidewalk to the Victoria Airport Authority perimeter trail. Project includes concrete curb return, solar flasher assemblies, bases, standards, signs and road markings.	New Infrastructure	0	20,000
Canora Road Flashing Crosswalk	Installation of a solar-powered flashing crosswalk at Weiler Ave and Canora Rd to connect the Weiler sidewalk and multi-modal traffic to the VAA "Flight Path" Perimeter Trail. The project is subject to support from North Saanich (who own the west side of the road) and is proposed as a cost share item with North Saanich. The cost includes concrete curb return, solar flasher assemblies, bases, standards, signs and road markings, etc.	Health & Safety	12,500	25,000
Calvin Avenue path improvements Hwy 17 to Bowerbank	The Calvin Avenue Road allowance from Highway 17 to Bowerbank Road is a 400 meter undeveloped road allowance and utility corridor with a grass surface and trees. It is a well used walking link for the community and becomes very wet with standing water through the fall and winter months. A 2 meter wide chip trail is proposed along this section, with removal of some scrub vegetation to the west and selective tree plantings at the east end near Bowerbank.	Other	0	15,000
Lochside Trail Solar Lighting	The Town has been invited to apply for CRD Gas Tax funding earmarked for Regional Transportation initiatives. The project submitted by the Town is the installation of solar lighting along Highway 17, between Lochside Trail, between Beacon and the Weiler overpass.	Grant Project	80,000	80,000

## 2014 Capital Project Descriptions

Title	Description	Project Type	2014	2014
			Non-tax Revenue	Expense
Bicycle Sharrows and Signs for Weiler Ave.	Bicycle Traffic Awareness. To install Sharrow pavement markings and signage to advise drivers of main bicycle route and to share the common roadway with bicycle traffic.	Health & Safety	0	5,000
Canora/Ocean Intersection Improvement	Improve safety and reduce vehicle speeds by creating a tighter turning radius and installing new lane markings for the through lane at the southeast corner of the Canora/Ocean intersection. The improved alignment of the northbound through lane onto Ocean Ave will direct traffic away from the two driveways on Canora, which are close to the corner.	Public Request	0	14,800
Hwy 17 Pedestrian Overpass	Construction of an overpass near Highway 17 and Beacon Avenue. Cost shared between the Town and the Province. Negotiations are still ongoing with respect to the cost sharing percentages.	New Infrastructure	200,000	200,000
Sewer Equipment	\$10,000 annual allocation for sewer equipment in the 5 year financial plan. Funds are to be used to replace existing equipment, and also, with the changes in technology, new equipment may be required.	Cost Efficiency	5,300	10,000
SCADA system upgrades Phase II	The Town of Sidney monitors our Sewage pumping stations with Computer Software. This software is managed and maintained by the CRD. The CRD has recommended that we replace our SCADA system PLC's (Programmable Logic Controllers).	Infrastructure Replacement	7,600	7,600
Infra Plan-Second St Sewer	Replacement of a total of 244m of 200mm concrete pipe sewer main on Second Street, between Beacon and Mt. Baker.	Infrastructure Replacement	150,600	150,600
Infra Plan-Mills Rd 10108 Pleasant-Pat Bay Hwy	Replacement of 10m of sewer main pipe on Mills Road, between Pleasant Street and Pat Bay Hwy. The existing pipe is undersized for the sewage volume. The work involves a significant increase in pipe size as well as a new large diameter manhole.	Infrastructure Replacement	17,600	17,600
Infra Plan-Resthaven Dr MH469-MH471A	Reline 77m of sewer pipe on Resthaven Drive between MH469 and MH471A. Trenchless technology is being employed to prevent disturbance to the existing water main.	Infrastructure Replacement	30,000	30,000
Dust Collection System	Dust collection system and ducting for the shop at the Seniors Centre.	Health & Safety	2,500	3,500
Bus Shelters	Additional bus shelters at priority locations to be determined.	Public Request	0	12,500

## 2014 Capital Project Descriptions

Title	Description	Project Type	2014 Non-tax Revenue	2014 Expense
Water Equipment	\$10,000 annual allocation for new equipment for the Water Department in the 5 year financial plan. Funds to be used to replace existing equipment, and also, with the change in technology, new equipment may be needed.	New Equipment	3,630	10,000
Water Vehicles	To provide for the replacement of Water vehicles and equipment, as approved by Council resolution #2003.27.563 for Policy F-022 Mobile Equipment Replacement Plan.	Established Program	50,000	50,000
Backflow Preventers	Installation of Backflow preventers on Town Buildings. The CRD has mandated that the Town install Backflow preventers on all buildings and equipment, these devices insure that the water system will not get containamated.	Health & Safety	27,450	38,000
Allbay Rd Replacement Study	Allbay Rd Replacement Study for storm, sewer and water.	Other	60,000	60,000
Infra Plan-Gabriola PI Ardwell -End	Replacement of 115m of 150mm of AC water main pipe on Gabriola Place (Ardwell to Hornby) and replacement of 100m of 100mm AC water main pipe on Gabriola Place (Hornby to the End).	Infrastructure Replacement	146,200	146,200
Infra Plan-Mills Rd Bowerbank -Pleasant	Relocation of services from old AC water main pipe to the new PVC water main on Mills Road, between Bowerbank Rd and Pleasant St.	Infrastructure Replacement	56,700	56,700
Infra Plan Water, Sewer & Storm System Study	Consultant study to analyze Town sewer, drain and water systems including condition and capacity relative to current zoning and OCP densities. Study to identify any deficiencies, recommended system improvements and update to modeling software.	Infrastructure Replacement	135,000	135,000
East Saanich Rd PRV/Valve House Scada Installation	East Saanich Rd PRV/Valve House Scada Installation	Infrastructure Replacement	10,000	10,000
			<b>3,189,685</b>	<b>3,550,640</b>