



TOWN OF SIDNEY

2016-2020

FINANCIAL PLAN

As adopted by Council on February 23, 2016

TOWN OF SIDNEY
FINANCIAL PLAN - 2016-2020
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 financial plan that was approved to Council on February 23rd.

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:

- Proposed tax increase and 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, with major changes explained
- Listing of Supplemental Items
- Listing of Capital projects included in the Financial Plan.

Town of Sidney 2016-2020 Financial Plan

Town staff is pleased to present a financial plan that was developed to maintain or enhance existing levels of service to taxpayers, and to support Council's strategic goals. Staff always look for internal efficiencies first, before bringing forward any proposal for a tax increase. Despite our best intentions, general cost increases, as well as the desire to respond to the demands for more and better services, make it difficult to avoid a modest tax increase.

The general tax increase proposed in the draft financial plan was 2.72%. This was a starting point for budget deliberations only. At the Committee meeting of February 1st, Council made certain recommendations that will reduce the tax impact to 0.84%. At final budget deliberations on February 23rd, Council further reduced the tax impact to 0.81%. This is the smallest increase the Town has seen in many years.

The summary below provides a high level overview of some of the major factors that have influenced the development of the draft financial plan.

- **Strategic Plan**

In late 2015, Council adopted a Strategic Plan for the next three years, outlining Council's top strategic priorities. This financial plan supports those priorities with the appropriate level of funding.

- **No Across-the-board Inflationary Adjustments for 2016**

Direction to staff in preparing their 2016 budget was that no across the board inflationary increases were to be factored in. This is the seventh year in a row that there has not been a general inflationary increase to the budget. Some areas, such as utilities, required adjustments to keep in line with unavoidable rate increases. While this practice allows us to minimize tax impacts, it is not sustainable in the long-term, if we are to maintain or enhance levels of service to the community.

- **New Funding Sources**

In developing the draft budget, staff made every effort to take advantage of all available funding sources. This is an effective way to decrease our reliance on property taxes, though they remain by far the Town's primary source of revenue. The renewed Community Works Fund (Gas Tax) Agreement that was signed in 2014 expanded the eligibility criteria for the use of gas tax funding. We have tried to take advantage of this additional funding in the financial plan, while also keeping in mind potential future priorities. Following preparation of the draft financial plan, Council considered a staff report on proposed uses of Gas Tax funds; it is quite likely that the recommendations from that review will lead to an expanded use of Gas Tax funds, which may reduce the proposed 2016 tax increase even further prior to budget adoption.

- Community Safety Building

A key strategic priority for Council is the construction of a Community Safety Building to replace the existing Fire Hall. The existing hall was completed in 1989 for volunteer firefighters to provide fire services to a community of 5,000; since that time, Sidney's population, demographics and fire service needs and risks have changed dramatically. The existing hall has seismic deficiencies and space limitations; residents of Sidney relying on emergency services require better assurance that the Fire Department will be able to respond when expected. We are also negotiating with BC Ambulance Service to move into the building. This will ensure that ambulance service remains within the community, while providing an ongoing revenue stream to help pay for the construction of the building.

Planning is underway for this project, open houses have been held for the public, and the project has been included in the draft financial plan. Borrowing for the construction of the building is a key component of the funding. A borrowing bylaw will be brought to Council once the site has been secured, and a final construction budget has been established. This is anticipated for the first quarter of 2016.

- Community Support Funding

Following a number of increases in community support funding in 2015, the only increase included for 2016 is for Mary Winspear Centre (MWC), owned by the Memorial Park Society (MPS). As part of its plans for the construction of a Community Safety Building, the Town is proposing a long-term lease with MPS for the use of their lands. This would be a mutually beneficial arrangement whereby the Town receives access for an important community building, while MWC receives a much-needed source of long-term revenue that will help to make them financial sustainable. The lease has not yet been signed, but the budget includes funding for a potential starting point for the lease of July 1, 2016. Given the uncertainty around the timing, the 2016 portion of the cost is being funded from Surplus, in order to eliminate its tax impact.

- 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 \$118,000. 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.

An additional Officer was added to the Town's detachment mid-way through 2014, bringing the Town's force to 15. Although there are no changes to the staff complement for 2016, a general increase of about \$4,000 per officer adds approximately \$58,600 to the Town's budget. No additional officers are in the plans at this time. The next addition to this shared detachment would likely belong to North Saanich.

- Supplemental Requests

These are defined as changes to existing services, or one-time projects or studies that cannot be funded through existing budgets. Ongoing items such as the Firefighter Hiring Plan are also considered Supplementals. The Community Support funding described above also represent a Supplemental Request. Additional details are provided on pages 16-21 to better describe each item, and to quantify the total impact on the financial plan.

- Firefighter Hiring Plan Implementation

In 2013, 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 and business fire insurance rates do not increase due to lack of firefighting capacity.

The fourth and final full time firefighter started in early 2016. However, due to the retirement of the Assistant Chief – a position that will not be replaced – there is no financial impact for 2016. The estimated tax impacts for the 4 following years is about 1/3rd of a percent each year.

- Personnel Impacts

For 2016, personnel cost increases have the single largest impact on the budget. 2016 marks the final year of the collective agreement with union employees, calling for a 2% increase. In addition, the salary freeze on management staff has been lifted to ensure the Town remains competitive. After 2016, future increases for management are limited to annual inflation. Efforts have been made to find personnel efficiencies. In late 2015, we moved to a shared director model for Engineering and Development Services; this has resulted in the elimination of one senior position. Two positions that had been temporarily reduced to part time have been reinstated to full time to meet workload demands. There is one new position in the budget, a Term (1-year) Planning Technician. This position is required to meet the current demands on the Planning department. Fortunately, growing revenues in the department fund half of the position, and potentially more if the current trend continues. The Firefighter Hiring Plan is complete, and has no budgetary impact for 2016 due to the retirement of the Assistant Chief – a position that will not be replaced.

- 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. General Fund contributions to the infrastructure replacement reserves increase by \$33,900 for 2016, plus an additional \$12,800 in the Utility Funds. 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.

- Surplus Funding

The level of Surplus funding has been set at \$200,000 per year for this 5-year financial plan, plus an additional \$50,000 for 2016 only. Use of Surplus is a common and effective way to reduce the 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.

- Proposed Tax Increase

The revised draft budget has a net increase in property tax revenues of \$210,840. Factoring in new construction revenue, the amount required from existing taxpayers is \$85,840, resulting in a net impact to existing taxpayers of 0.81%. This percentage represents approximately \$11 for the average residence, or just under \$1 per month. The tables on the following two pages provide an itemized description of the major tax impacts, as well as the impact on the average residence.

For the average residence, municipal taxes make up just over half the tax bill. Taxes collected for other governments, including the Province for School Taxes, as well as Regional, Library and other taxes, make up the remainder. We do not yet know what the total impact of these other taxes will be. Our best estimate at this point is an additional \$12-14 for the year. However, the Home Owner Grant will continue to offset some of these increases for most residents.

Analysis of Tax Impacts

Town of Sidney - 2016 Financial Plan		Required Tax Revenue	% Tax Increase
2015 Taxes		10,553,503	
Add: Changes to core budget			
Personnel cost impacts	213,500		
RCMP Contract increases	58,600		
Increase in reserve transfers	46,200		
Operational efficiencies	(19,200)	299,100	2.83%
Add: Incremental items			
Decrease to capital budget funded from tax	(116,600)		
Decrease in new funding for Econ. Dev.	(32,500)		
Supplementary - one time	84,590		
Supplementary - continuous	2,500		
Less: 2015 one-time Supplementary	(26,250)	(88,260)	-0.84%
Deduct: Offsets			
2016 Tax Base growth (non-market) revenue	(125,000)	(125,000)	-1.18%
2016 Property tax revenue from existing taxpayers		85,840	0.81%
<p>Note: 1% increase in taxes = \$105,535 in additional revenue.</p> <p>Each 1% tax increase represents approximately \$1.13 per month for the average residential taxpayer</p>			

Impact on Average Residential Tax Bill

- In 2015, the “average” residential property paid \$1,357 in municipal property taxes.
- Applying a 0.84% tax increase would take this figure to \$1,368.
- No changes are proposed for the Parcel Taxes, meaning that the overall increase in municipal charges on the tax notice are estimated at \$11 for the year for the average residence.

	2015				2016		
	Annual	Monthly	Daily		Annual	Monthly	Daily
Municipal Taxes	1,357	113	3.72	Municipal Taxes	1,368	114	3.75
Water Parcel Tax	60	5	0.16	Water Parcel Tax	60	5	0.16
Sewer Parcel Tax	120	10	0.33	Sewer Parcel Tax	120	10	0.33
Total	1,537	128	4.21	Total	1,548	129	4.24
				Total Increase	11	1	0.03
				Total % increase on municipal charges:			0.72%

Please note: the impact on any individual property will vary, depending on its change in assessed value from the previous year, as compared to the average residential assessment change of +5.1%.

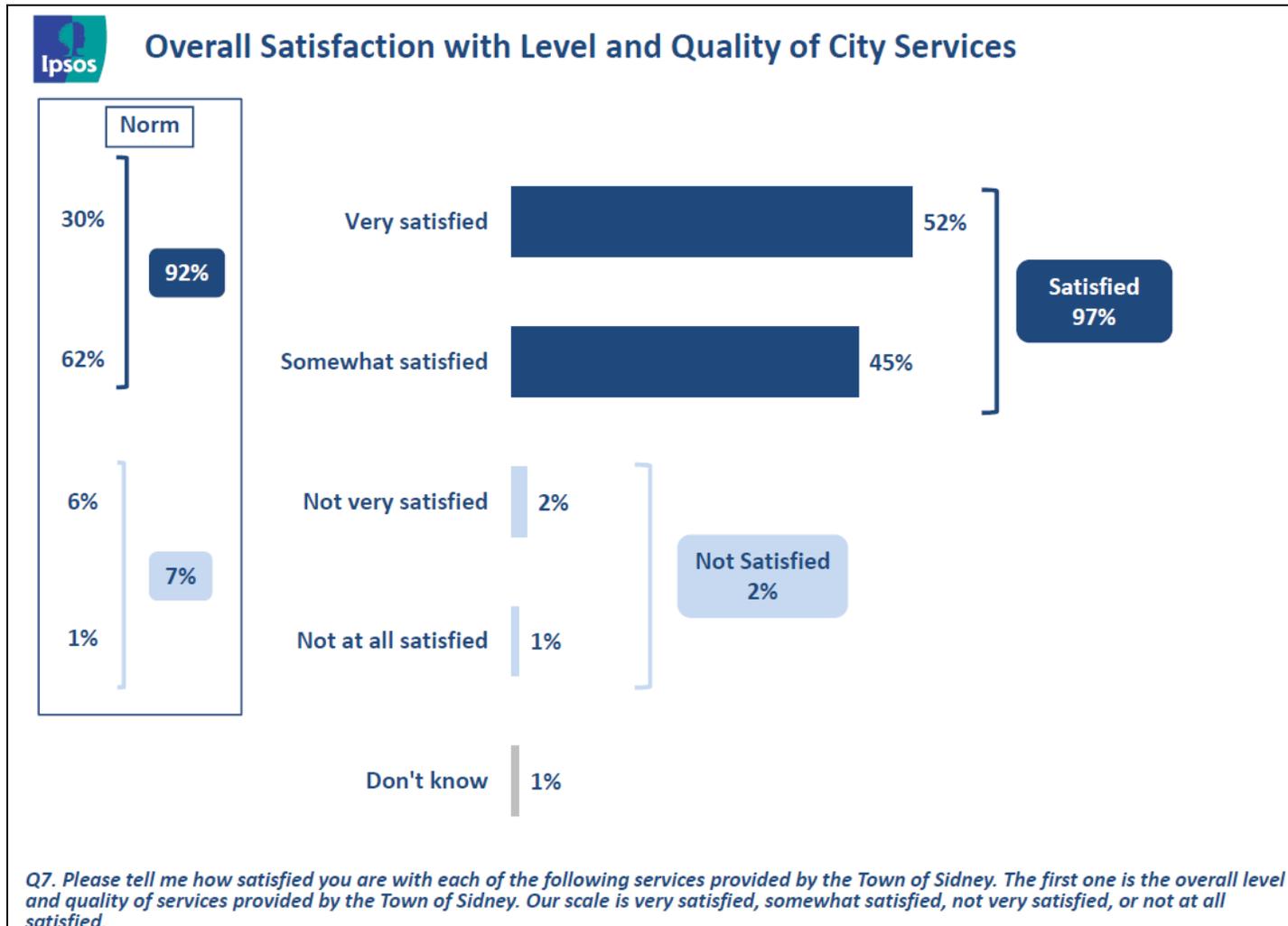
Please also note that municipal taxes represent only a portion of your total tax bill. The Town also collects levies on behalf of several other agencies, such as School Taxes for the Province, the Library Levy, and Regional levies for the CRD. The CRD Levy also pays for Panorama Recreation services.

Council may consider changes to the Town’s tax distribution policy, which may impact the allocation of taxes between property classes. This policy change may have an impact on the percentage change illustrated above.

Citizen Satisfaction Survey

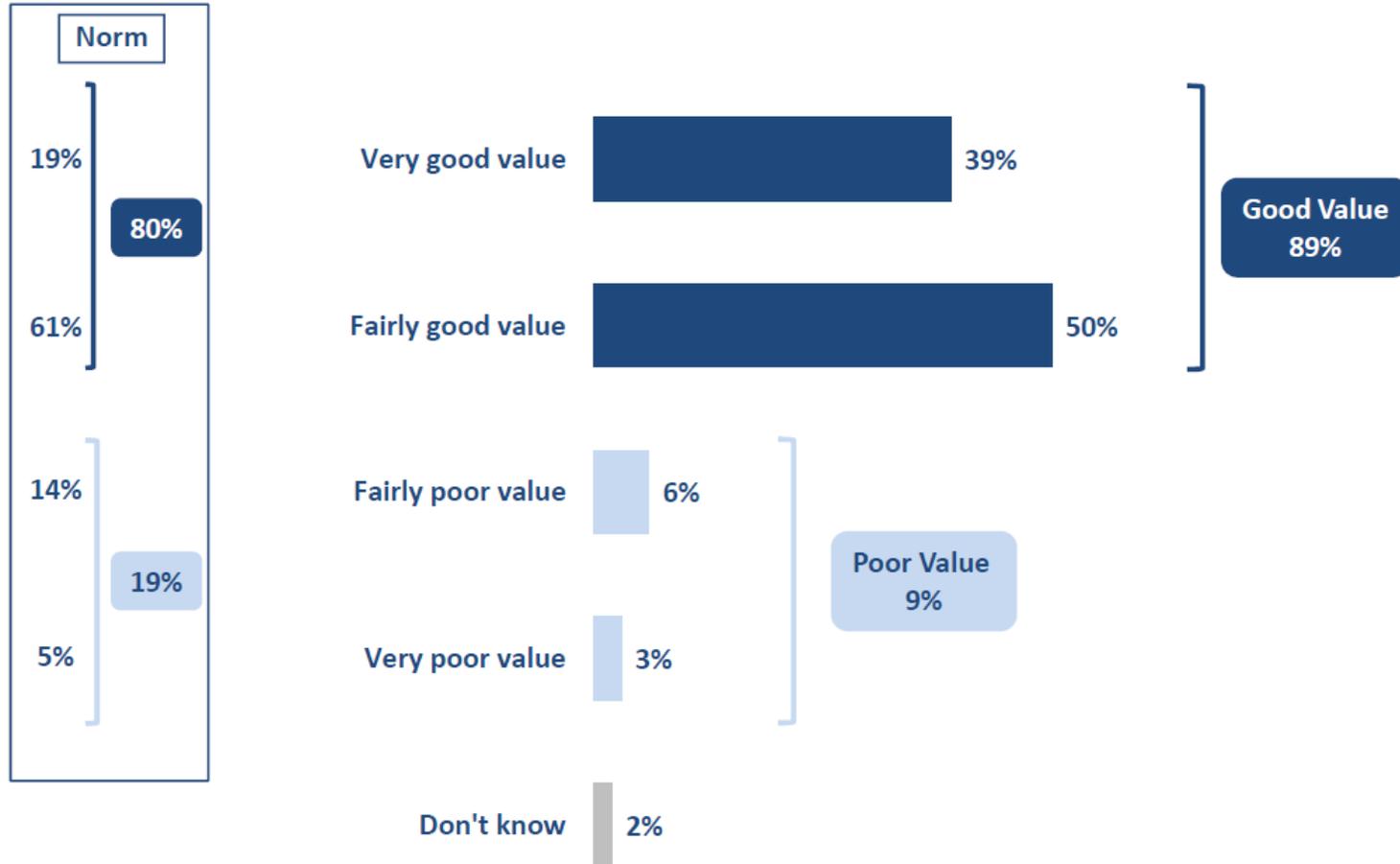
In 2013, the Town undertook a professional survey to assess citizen satisfaction with Town services. The survey helped inform the budgeting process. The results indicated that citizens were satisfied with the level and quality of Town services, and felt that they were getting good value for their tax 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.





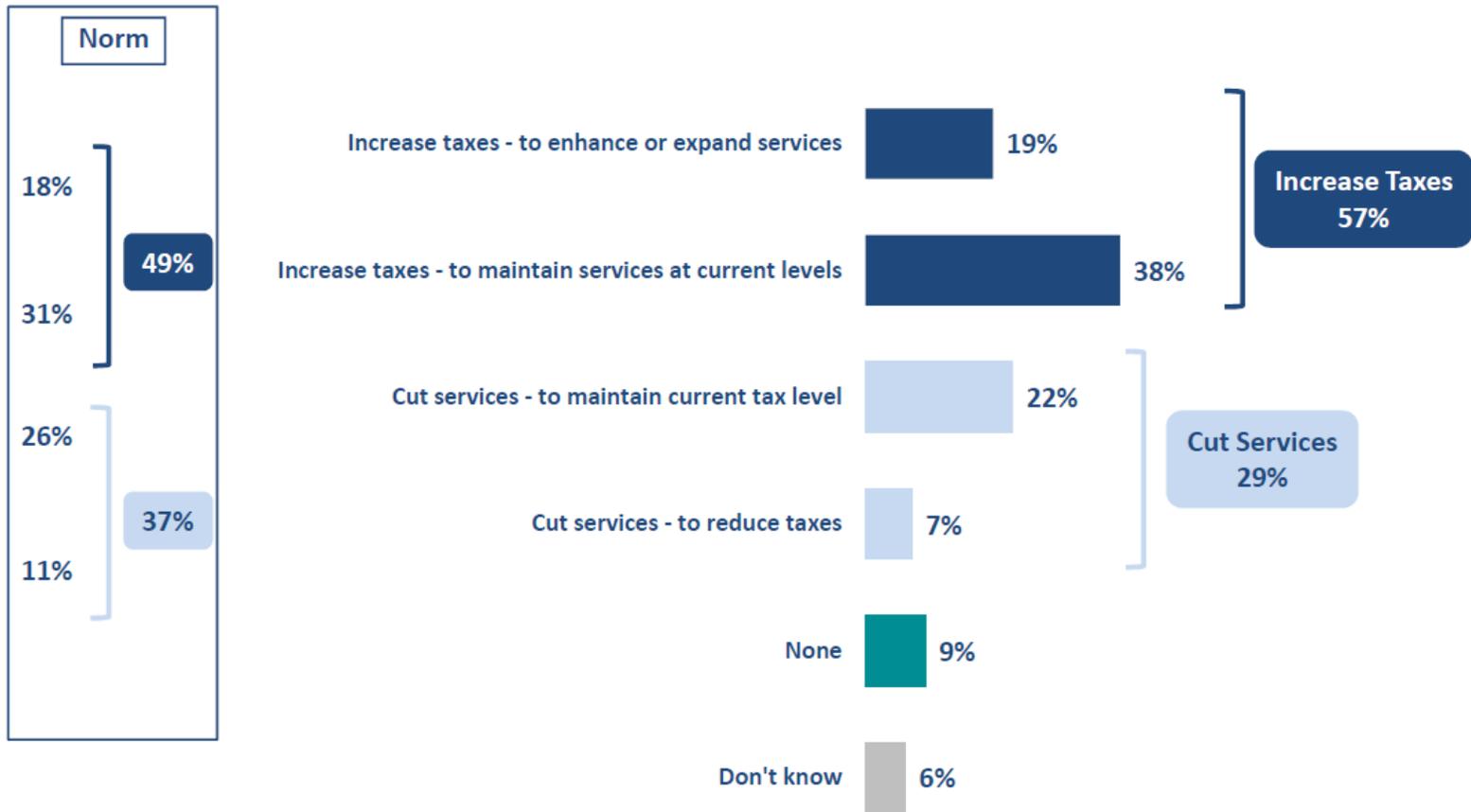
Value for Taxes



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 2016 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	2015 YTD Actual	Budget 2015	2016	2017	2018	2019	2020	
Other Revenue								
TAXES	480,330.	478,308.	506,660.	556,289.	285,943.	291,661.	297,495.	
FEES, RATES & SERVICE CHARGES	2,384,907.	2,108,727.	2,168,513.	2,180,791.	2,218,557.	2,240,917.	2,271,889.	
GOVERNMENT TRANSFERS	1,326,112.	1,330,816.	1,544,910.	1,407,914.	1,620,748.	1,448,742.	1,456,896.	
INVESTMENT EARNINGS	214,269.	203,100.	191,100.	191,100.	191,100.	191,100.	191,100.	
GIFTS & CONTRIBUTIONS	205,635.	
PENALTIES & INTEREST ON TAXES	89,218.	83,000.	85,000.	86,700.	88,434.	90,203.	92,007.	
RESERVE & INTERFUND TRANSFERS (R)	43,807.	321,910.	423,910.	210,000.	212,000.	205,586.	209,438.	
OTHER REVENUE	217,390.	8,800.	8,800.	8,976.	9,156.	9,339.	9,526.	
Total Revenue before Property Taxes	4,961,668.	4,534,661.	4,928,893.	4,641,770.	4,625,938.	4,477,548.	4,528,351.	
Operating Expenditures								
PERSONNEL	6,276,085.	6,352,053.	6,533,580.	6,592,183.	6,761,397.	6,901,194.	7,054,233.	
CONTRACTED SERVICES & EQUIPMENT	4,322,793.	4,851,767.	5,193,371.	5,056,875.	4,972,621.	4,897,973.	5,000,318.	
MATERIALS, SUPPLIES & EQUIPMENT	924,087.	1,021,339.	1,061,203.	1,066,501.	1,093,267.	1,109,468.	1,131,611.	
OTHER EXPENSES & ALLOCATIONS	170,811.	49,620.	160,244.	161,209.	162,269.	163,434.	164,706.	
DEBT & LEASE FINANCING	330,602.	328,575.	326,471.	325,241.	281,472.	280,111.	272,497.	
RESERVE & INTERFUND TRANSFERS	2,824,762.	2,039,535.	2,089,692.	2,193,617.	2,279,817.	2,371,008.	2,438,628.	
CAPITAL FUNDING	445,275.	445,275.	328,675.	351,375.	171,875.	156,875.	219,375.	
Total Expenditures	15,294,415.	15,088,164.	15,693,236.	15,747,001.	15,722,718.	15,880,063.	16,281,368.	
PROPERTY TAX	10,553,503.	10,553,503.	10,764,343.	11,105,231.	11,096,780.	11,402,515.	11,753,017.	
Increase in Tax			210,840.	340,888.	(8,451.)	305,735.	350,502.	
Percentage Change			2.00%	3.17%	(0.08%)	2.76%	3.07%	
			Non-market Change	125,000	125,000	125,000	125,000	125,000
			General Increase	85,840	215,888	(133,451)	180,735	225,502
				210,840	340,888	(8,451)	305,735	350,502
			General Increase Percentage	0.81%	2.01%	-1.20%	1.63%	1.98%

Town of Sidney 2016 Financial Plan: Fund Detail

FUND: General Operating

FUNCTION	2015 Net Budget	2016 Net Budget	2017 Net Budget	2018 Net Budget	2019 Net Budget	2020 Net Budget
Revenue						
01-General Revenue	(12,245,365.)	(12,534,868.)	(12,880,209.)	(12,904,273.)	(13,217,678.)	(13,576,005.)
<i>change from prior year</i>		(289,503.)	(345,341.)	(24,064.)	(313,405.)	(358,327.)
Net Expenditures						
11-Legislative Services	224,200.	225,400.	229,818.	234,327.	238,922.	243,609.
<i>change from prior year</i>		1,200.	4,418.	4,509.	4,595.	4,687.
12-Finance & Administration	1,474,839.	1,609,371.	1,614,392.	1,630,432.	1,673,969.	1,704,505.
<i>change from prior year</i>		134,532.	5,021.	16,040.	43,537.	30,536.
19-Elections	4,000.	4,000.	4,000.	4,000.	4,000.	4,000.
<i>change from prior year</i>	
21-Police Protection	2,241,233.	2,312,864.	2,370,230.	2,420,891.	2,474,744.	2,528,601.
<i>change from prior year</i>		71,631.	57,366.	50,661.	53,853.	53,857.
22-Court House	26,631.	30,158.	27,759.	28,504.	29,265.	30,041.
<i>change from prior year</i>		3,527.	(2,399.)	745.	761.	776.
23-Fire Protection	1,250,399.	1,268,555.	1,352,572.	1,395,361.	1,434,846.	1,476,753.
<i>change from prior year</i>		18,156.	84,017.	42,789.	39,485.	41,907.
24-Emergency Measures (PEMO)	34,000.	34,000.	34,680.	35,373.	36,081.	36,803.
<i>change from prior year</i>		.	680.	693.	708.	722.
26-Building & Bylaw Enforcement	59,998.	82,063.	82,655.	83,856.	85,070.	86,299.
<i>change from prior year</i>		22,065.	592.	1,201.	1,214.	1,229.
31-Common Services - Transportation	923,449.	929,093.	943,777.	962,403.	981,395.	1,000,780.
<i>change from prior year</i>		5,644.	14,684.	18,626.	18,992.	19,385.
32-Roads	904,710.	913,527.	928,579.	947,148.	966,090.	985,415.
<i>change from prior year</i>		8,817.	15,052.	18,569.	18,942.	19,325.
34-Public Transit	10,398.	8,987.	9,237.	9,492.	9,752.	10,016.
<i>change from prior year</i>		(1,411.)	250.	255.	260.	264.
35-Parking Lots	(16,541.)	(15,041.)	(15,342.)	(15,650.)	(15,963.)	(16,283.)
<i>change from prior year</i>		1,500.	(301.)	(308.)	(313.)	(320.)

Town of Sidney 2016 Financial Plan: Fund Detail

FUND: General Operating

FUNCTION	2015 Net Budget	2016 Net Budget	2017 Net Budget	2018 Net Budget	2019 Net Budget	2020 Net Budget
Net Expenditures						
36-Dock & Port Facilities	(185,945.)	(181,868.)	(196,214.)	(198,607.)	(201,050.)	(203,541.)
<i>change from prior year</i>		4,077.	(14,346.)	(2,393.)	(2,443.)	(2,491.)
37-Storm Drains	179,291.	195,605.	199,516.	203,506.	207,575.	211,728.
<i>change from prior year</i>		16,314.	3,911.	3,990.	4,069.	4,153.
38-Hydrants	38,690.	38,690.	39,464.	40,254.	41,058.	41,879.
<i>change from prior year</i>		.	774.	790.	804.	821.
43-Solid Waste & Environmental Services	136,760.	134,035.	136,716.	139,452.	142,242.	145,087.
<i>change from prior year</i>		(2,725.)	2,681.	2,736.	2,790.	2,845.
51-Municipal Planning	354,465.	392,880.	351,254.	317,333.	323,534.	329,857.
<i>change from prior year</i>		38,415.	(41,626.)	(33,921.)	6,201.	6,323.
62-Parks	1,082,294.	1,136,015.	1,134,905.	1,157,648.	1,180,854.	1,202,411.
<i>change from prior year</i>		53,721.	(1,110.)	22,743.	23,206.	21,557.
63-Library	(19,962.)	(21,400.)	(27,947.)	(28,507.)	(29,076.)	(29,659.)
<i>change from prior year</i>		(1,438.)	(6,547.)	(560.)	(569.)	(583.)
64-Senior's Centre	116,116.	121,513.	123,943.	126,423.	128,952.	131,530.
<i>change from prior year</i>		5,397.	2,430.	2,480.	2,529.	2,578.
65-Museums	119,853.	124,236.	124,713.	125,546.	126,397.	127,266.
<i>change from prior year</i>		4,383.	477.	833.	851.	869.
70-Fiscal Services	2,841,212.	2,863,510.	3,060,127.	3,113,213.	3,222,147.	3,309,534.
<i>change from prior year</i>		22,298.	186,617.	63,086.	108,934.	87,387.
Total Net Expenditures	(445,275.)	(328,675.)	(351,375.)	(171,875.)	(156,875.)	(219,375.)
<i>change from prior year</i>		116,600.	(22,700.)	179,500.	15,000.	(62,500.)

2015 to 2016 Revenue & Expenditure Comparison by Function

	Subfunction	2015 Budget			2016 Budget			Net Change	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net		
1	Corporate Services								
	11010 Council	-	215,700	215,700	-	220,400	220,400	4,700	
	11020 Committees	-	8,500	8,500	-	5,000	5,000	(3,500)	
	11 Legislative	-	224,200	224,200	-	225,400	225,400	1,200	0.54%
	12020 Administration	52,496	582,465	529,969	41,581	628,756	587,175	57,206	Position returns to Full-time; Legal fees; Communications.
	12050 Financial Management	41,300	664,055	622,755	42,300	689,325	647,025	24,270	No sharing of position with Driver Services
	12060 Driver Services	308,000	248,400	(59,600)	310,000	255,220	(54,780)	4,820	
	12080 Common Services	8,000	122,784	114,784	6,000	127,526	121,526	6,742	Liability insurance increase
	12090 Computer Services	12,000	481,600	469,600	12,000	496,294	484,294	14,694	Annual software licencing increae (one-time)
	12610 Yards and Grounds - Town Hall	9,800	29,800	20,000	9,800	30,500	20,700	700	
	12620 Building Mtce - Town Hall	-	89,156	89,156	-	91,970	91,970	2,814	
	12710 Fiscal Services - Transfers	-	(311,825)	(311,825)	-	(288,539)	(288,539)	23,286	Reduced Overhead allocation to Utilities
	12 General Administration	431,596	1,906,435	1,474,839	421,681	2,031,052	1,609,371	134,532	\$10K above 2014 budget level following 2015 decrease.
	19 Elections	-	4,000	4,000	-	4,000	4,000	-	
2	Protective Services								
	21020 Administration	253,032	576,940	323,908	262,350	597,600	335,250	11,342	
	21070 Prevention and Protection	-	1,862,766	1,862,766	-	1,921,944	1,921,944	59,178	RCMP Contract
	21690 Buildings	59,753	114,312	54,559	60,970	116,640	55,670	1,111	
	21 Police Protection	312,785	2,554,018	2,241,233	323,320	2,636,184	2,312,864	71,631	3.2%
	22610 Yards and Grounds	-	2,500	2,500	-	6,506	6,506	4,006	
	22620 Building	18,196	42,327	24,131	20,073	43,725	23,652	(479)	
	22 Court House	18,196	44,827	26,631	20,073	50,231	30,158	3,527	
	23020 Administration	15,650	253,525	237,875	650	254,360	253,710	15,835	
	23030 Training	-	187,170	187,170	12,000	166,020	154,020	(33,150)	One-time cfwd funding of \$12K
	23060 Fire Investigation/Prevention	-	201,376	201,376	-	105,000	105,000	(96,376)	Labour reallocation to Firefighters function below
	23070 Fire Communication Systems	-	85,017	85,017	-	88,123	88,123	3,106	
	23080 Fire Fighters	-	293,300	293,300	-	425,230	425,230	131,930	Firefighter hiring plan complete
	23610 Yards and Grounds	-	2,776	2,776	-	2,776	2,776	-	
	23620 Building Mtce	-	53,335	53,335	-	44,896	44,896	(8,439)	
	23640 Equipment	-	15,825	15,825	-	17,575	17,575	1,750	
	23650 Vehicles and Mobile Equipment	-	36,425	36,425	-	39,925	39,925	3,500	
	23710 Fiscal Services	-	137,300	137,300	-	137,300	137,300	-	
	23 Fire Protection	15,650	1,266,049	1,250,399	12,650	1,281,205	1,268,555	18,156	1.5%
	24020 Administration	-	16,500	16,500	33,000	49,500	16,500	-	
	24050 Emergency Programs	6,500	24,000	17,500	6,500	24,000	17,500	-	
	24 Emergency Measures	6,500	40,500	34,000	39,500	73,500	34,000	-	
	26000 General Revenue	90,900	-	(90,900)	90,900	-	(90,900)	-	
	26060 Building Inspection	255,250	266,690	11,440	280,250	293,480	13,230	1,790	
	26080 Animal Control	16,000	52,400	36,400	16,000	53,000	37,000	600	
	26100 Bylaw Enforcement	21,500	120,995	99,495	21,500	141,090	119,590	20,095	Increased Overhead allocation
	26650 Vehicles and Mobile Equipment	-	3,563	3,563	-	3,143	3,143	(420)	
	26 Bylaw Enforcement	383,650	443,648	59,998	408,650	490,713	82,063	22,065	

2015 to 2016 Revenue & Expenditure Comparison by Function

	Subfunction	2015 Budget			2016 Budget			Net Change	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net		
5	Development Services								
	51 Municipal Planning	33,900	388,365	354,465	197,900	590,780	392,880	38,415	Supplementals
3	Engineering & Works								
	30 Engineering Administration	20,000	20,000	-	-	-	-	-	
	31020 Administration	-	270,807	270,807	20,000	253,713	233,713	(37,094)	
	31030 Training	-	26,050	26,050	-	33,150	33,150	7,100	
	31060 Engineering Services	-	353,828	353,828	-	357,698	357,698	3,870	
	31410 Vandalism & Graffiti	-	19,574	19,574	-	19,574	19,574	-	
	31510 Public Washrooms	-	22,086	22,086	-	28,898	28,898	6,812	
	31610 Yards and Grounds - P/W	-	53,316	53,316	-	56,491	56,491	3,175	
	31620 Buildings	-	85,277	85,277	-	86,210	86,210	933	
	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	-	40,559	40,559	-	30,623	30,623	(9,936)	
	31650 Vehicles & Mobile Equipment	-	23,098	23,098	-	53,882	53,882	30,784	
	31660 Welding Shop	-	10,701	10,701	-	10,701	10,701	-	
	31 Common Services - Transport	-	923,449	923,449	20,000	949,093	929,093	5,644	
	32020 Administration	-	122,885	122,885	-	135,720	135,720	12,835	
	32070 Traffic Services	-	117,457	117,457	-	117,457	117,457	-	
	32080 Street Lighting	-	148,128	148,128	-	148,128	148,128	-	
	32120 Patching and Shouldering	-	172,216	172,216	-	172,216	172,216	-	
	32130 Curb and Gutter Repairs	-	32,587	32,587	-	32,587	32,587	-	
	32210 Boulevard & Cul-de-Sacs	-	47,457	47,457	-	47,457	47,457	-	
	32220 Boulevard Trees	-	57,093	57,093	-	57,093	57,093	-	
	32230 Storm Damage	-	17,914	17,914	-	17,914	17,914	-	
	32240 Retaining Walls	25,000	43,303	18,303	-	18,303	18,303	-	
	32310 Sidewalks, Walkways & Lanes	-	97,403	97,403	-	97,403	97,403	-	
	32410 Snow Clearing and Removal	-	35,588	35,588	-	35,588	35,588	-	
	32510 Street Sweeping	-	20,849	20,849	-	20,849	20,849	-	
	32650 Vehicles and Mobile Equipment	-	16,830	16,830	-	12,812	12,812	(4,018)	
	32 Roads	25,000	929,710	904,710	-	913,527	913,527	8,817	
	33 Recoverable Work	110,577	110,577	-	110,577	110,577	-	-	
	34 Public Transit	4,500	14,898	10,398	4,500	13,487	8,987	(1,411)	
	35 Parking Lots	25,000	8,459	(16,541)	25,000	9,959	(15,041)	1,500	
	36020 Administration	-	15,931	15,931	-	25,300	25,300	9,369	
	36040 Griffith Road Wharf	-	3,126	3,126	-	6,090	6,090	2,964	
	36050 Beacon Wharf	52,560	50,658	(1,902)	67,560	57,402	(10,158)	(8,256)	
	36100 Oil Spill Recovery	-	3,692	3,692	-	3,692	3,692	-	
	36220 Ferry Terminal Operating	161,100	6,000	(155,100)	161,100	6,000	(155,100)	-	
	36670 Port Sidney Waterfront	126,900	75,208	(51,692)	126,900	75,208	(51,692)	-	
	36 Dock and Port Facilities	340,560	154,615	(185,945)	355,560	173,692	(181,868)	4,077	

2015 to 2016 Revenue & Expenditure Comparison by Function

	Subfunction	2015 Budget			2016 Budget			Net Change	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net		
	37020 Administration	-	36,786	36,786	-	53,100	53,100	16,314	Increased Overhead allocation
	37110 Drainage Ditches	-	4,459	4,459	-	4,459	4,459	-	
	37210 Preventative Maintenance	-	33,724	33,724	-	33,724	33,724	-	
	37220 Storm Drain Repairs	-	92,600	92,600	-	92,600	92,600	-	
	37230 Catch Basin Clearing	-	11,722	11,722	-	11,722	11,722	-	
	37910 Service Connections	23,149	23,149	-	23,149	23,149	-	-	
	37 Storm Drains	23,149	202,440	179,291	23,149	218,754	195,605	16,314	
	38810 Repair & Installation	-	38,690	38,690	-	38,690	38,690	-	
	38910 Hydrants - New install	3,447	3,447	-	3,447	3,447	-	-	
	38920 Summergate Hydrant	1,312	1,312	-	1,312	1,312	-	-	
	38 Hydrants	4,759	43,449	38,690	4,759	43,449	38,690	-	
	Total Engineering & Works	553,545	2,407,597	1,854,052	543,545	2,432,538	1,888,993	34,941	1.85% increase after 0.1% reduction previous year.
	4 Environmental Services								
	43020 Administration	-	19,451	19,451	-	15,000	15,000	(4,451)	
	43080 Solid Waste Disposal	572,500	572,500	-	574,000	574,000	-	-	
	43090 Town Garbage Collection	-	108,894	108,894	-	110,620	110,620	1,726	
	43100 Recycling	-	5,915	5,915	-	5,915	5,915	-	
	43310 Environmental Projects	-	2,500	2,500	-	2,500	2,500	-	
	43 Garbage Collection & Disposal	572,500	709,260	136,760	574,000	708,035	134,035	(2,725)	
	6 Parks & Cultural								
	63020 Administration	110,513	-	(110,513)	112,100	-	(112,100)	(1,587)	
	63610 Yards and Grounds	-	20,835	20,835	-	22,700	22,700	1,865	
	63620 Building Mtce	-	69,716	69,716	-	68,000	68,000	(1,716)	
	63 Library	110,513	90,551	(19,962)	112,100	90,700	(21,400)	(1,438)	
	64620 Building Mtce	15,834	131,950	116,116	21,443	142,956	121,513	5,397	Bldg Mtce & Contingency Trsf.
	64 Senior Citizens Centre	15,834	131,950	116,116	21,443	142,956	121,513	5,397	
	65020 Historical Museum & Archives	-	106,117	106,117	-	110,567	110,567	4,450	Additional \$5K Museum contribution
	65620 Shaw Ocean Discovery Centre	-	13,736	13,736	-	13,669	13,669	(67)	
	65 Museums	-	119,853	119,853	-	124,236	124,236	4,383	

2015 to 2016 Revenue & Expenditure Comparison by Function

	Subfunction	2015 Budget			2016 Budget			Net Change	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net		
6	Parks & Cultural								
	62020 Administration	-	140,276	140,276	-	190,892	190,892	50,616	Increased Overhead allocation
	62030 Training	-	13,630	13,630	-	18,630	18,630	5,000	
	62110 Iroquois Park Buildings	5,017	44,230	39,213	4,982	43,886	38,904	(309)	
	62120 Tulista Park Buildings	-	32,311	32,311	7,500	45,207	37,707	5,396	
	62130 Small Parks	-	48,237	48,237	-	42,992	42,992	(5,245)	
	62140 Bevan/Beacon Triangle Park	-	19,298	19,298	-	28,505	28,505	9,207	
	62150 Brethour	-	8,157	8,157	-	7,122	7,122	(1,035)	
	62160 Iroquois	-	60,855	60,855	-	64,606	64,606	3,751	
	62170 Raey Creek	-	10,166	10,166	-	10,166	10,166	-	
	62180 Resthaven Park & Island	-	15,950	15,950	-	15,747	15,747	(203)	
	62190 Tulista Park	-	50,218	50,218	-	52,022	52,022	1,804	
	62200 Memorial Rose Garden	-	23,368	23,368	-	23,368	23,368	-	
	62210 Berms, Greens & Beach Access	-	13,244	13,244	-	13,244	13,244	-	
	62220 Lochside Walkway Maintenance	-	39,000	39,000	-	39,000	39,000	-	
	62230 Tulista Boat Ramp	65,700	44,305	(21,395)	72,200	45,990	(26,210)	(4,815)	
	62240 Seaport Park	-	45,754	45,754	-	42,754	42,754	(3,000)	
	62250 Little League Baseball Fields	38,120	70,740	32,620	37,965	70,430	32,465	(155)	
	62280 Well Site Maintenance	-	617	617	-	605	605	(12)	
	62290 Eastview Park	-	15,761	15,761	-	20,761	20,761	5,000	
	62300 Seaside Walkway	-	25,608	25,608	-	28,608	28,608	3,000	
	62310 Fishing Pier Maintenance	-	17,565	17,565	-	16,228	16,228	(1,337)	
	62340 Rotary Waterpark	-	12,500	12,500	-	12,500	12,500	-	
	62350 Skateboard Park	-	5,628	5,628	-	5,545	5,545	(83)	
	62360 Pat Bay Highway Sign	-	8,717	8,717	-	8,674	8,674	(43)	
	62370 Beacon Park	-	29,216	29,216	-	31,878	31,878	2,662	
	62400 Cul-de-Sac Program	-	10,462	10,462	10,000	20,462	10,462	-	
	62410 Downtown Maintenance	60	79,352	79,292	60	79,352	79,292	-	
	62420 Flags, Banners, Etc.	-	10,463	10,463	-	10,463	10,463	-	
	62430 Nursery	-	3,749	3,749	-	3,749	3,749	-	
	62440 Christmas Program	-	64,395	64,395	-	64,395	64,395	-	
	62510 Community Celebrations	-	9,980	9,980	-	9,980	9,980	-	
	62520 Sidney Days	2,500	28,633	26,133	2,500	28,633	26,133	-	
	62590 Park Furniture	13,077	13,077	-	13,077	13,077	-	-	
	62600 Playground Equipment	-	20,877	20,877	-	20,804	20,804	(73)	
	62610 Yards and Grounds	-	21,412	21,412	-	29,412	29,412	8,000	
	62620 Buildings	-	21,769	21,769	-	21,102	21,102	(667)	
	62630 Small Tools	-	9,729	9,729	-	9,729	9,729	-	
	62640 Equipment	-	46,087	46,087	-	35,863	35,863	(10,224)	Reduced Overhead allocation
	62650 Vehicles and Mobile Equipment	-	71,432	71,432	-	57,918	57,918	(13,514)	Reduced Overhead allocation
62	Parks	124,474	1,206,768	1,082,294	148,284	1,284,299	1,136,015	53,721	5% increase after 9.6% reduction previous year.

2015 to 2016 Revenue & Expenditure Comparison by Function

	Subfunction	2015 Budget			2016 Budget			Net Change	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net		
7	Fiscal Services								
	01000 General Revenue	12,245,365	-	(12,245,365)	12,534,868	-	(12,534,868)	(289,503)	Additional revenue requirement (not all Taxes).
	01 General Revenue	12,245,365	-	(12,245,365)	12,534,868	-	(12,534,868)	(289,503)	
	70000 Transfers	-	1,912,585	1,912,585	-	1,957,440	1,957,440	44,855	\$34K Infra.; \$25K Gas Tax (offset in General Revenue)
	70040 Union Negotiations	1,000	1,000	-	1,000	1,000	-	-	
	70100 Debt Servicing	-	313,500	313,500	-	312,632	312,632	(868)	
	70200 Other Fiscal Services	-	88,500	88,500	-	63,500	63,500	(25,000)	Reduced Contingency budget
	70300 Community Support	262,656	789,283	526,627	334,222	864,160	529,938	3,311	MPS Lease
	70 Fiscal Services	263,656	3,104,868	2,841,212	335,222	3,198,732	2,863,510	22,298	
		15,088,164	14,642,889	(445,275)	15,693,236	15,364,561	(328,675)	116,600	
9	Capital								
	Capital Funding	3,029,915	3,475,190	445,275	6,139,175	6,467,850	328,675	(116,600)	Decrease in Tax funded capital projects.
	91 General	3,029,915	3,475,190	445,275	6,139,175	6,467,850	328,675	(116,600)	

SUPPLEMENTAL REQUESTS

One Time Requests	Budget Impacts				
	2016	2017	2018	2019	2020
Beacon Wharf Condition Assessment	9,000	-	-	-	-
Term Planning Technician (pre-approved)	40,000	-	-	-	-
Downtown Streetscape and Urban Design Standards *	100,000	-	-	-	-
West Side Local Area Plan (LAP) - additional funding *	50,000	-	-	-	-
Tulista Park Washroom Modifications	3,000	-	-	-	-
Arts Council Building Improvements	7,500	-	-	-	-
Bevan Park Planting Feature	5,000	-	-	-	-
Resthaven Island Gazebo Maintenance	5,000	-	-	-	-
Rotary Park Ball Field Roof Repairs	3,250	-	-	-	-
Diver Point Handrail Repairs	3,000	-	-	-	-
Beacon Park Bollard Maintenance	2,840	-	-	-	-
Nell Horth Room Flooring	4,000	-	-	-	-
Library Window Replacement	2,000	-	-	-	-
Minor OCP Review	-	40,000	-	-	-
Active Transportation Plan *	-	-	50,000	-	-
Sea Level Rise Plan *	-	-	100,000	-	-
Environmental Sustainability Plan *	-	-	30,000	-	-
Gas Tax Funding Offset *	(150,000)	-	(180,000)	-	-
Total one-time	84,590	40,000	-	-	-
<u>Ongoing Requests</u>					
Firefighter Hiring Plan	-	39,429	41,735	38,041	37,897
Firefighter/Officer Certification & Development	-	12,240	12,485	12,734	12,990
Tsehum Harbour Authority Public Washroom Mtce.	2,500	2,500	2,500	2,500	2,500
MPS Lease Payment	-	58,500	65,500	72,500	79,500
Total ongoing	2,500	112,669	122,220	125,776	132,887
Less: Previous year's one-time requests	(26,250)	(134,590)	(40,000)	-	-
Net 2016 impact:	\$ 60,840	\$ 18,079	\$ 82,220	\$ 125,776	\$ 132,887

SUPPLEMENTAL ITEM DESCRIPTIONS

ONGOING REQUESTS – 2016

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
Fire	<p>Firefighter Hiring Plan</p> <p>The fourth full-time firefighter to assist the Department with daytime response and to provide needed services that cannot be handled with the existing staff complement was hired to start in January of 2016. This completes the hiring plan approved by Council. There is no net impact this year due to the retirement of the Deputy Chief, a position which is not being replaced.</p>	\$0
Fire	<p>Firefighter /Officer Certification and Development</p> <p>To maintain “Full Service Level” in alignment with standards established by the Officer of the Fire Commissioner, an increase to our annual training budget will be required. These funds will be allocated to funding an accelerated training curriculum that will transition a new probationary firefighter to NFPA 1001 certification in approximately 24 months. The balance of the increase will fund Team Leader training (Blue Card training system) and required annual live fire training for all firefighters. Increase required is \$12,000 per annum. The 2016 increase will be negated by unused funding carried over from the 2015 training budget.</p>	\$0 Carryforward funding
Parks	<p>Tsehum Harbour Authority Public Washroom Maintenance Contribution</p> <p>Request from Tsehum Harbour Authority to cost share maintenance of Fisherman’s Wharf Washroom, as they are being used by the public from Resthaven Park during regular hours of operation.</p>	\$2,500
Fiscal Services – Community Support	<p>Memorial Park Society Lease re Community Safety Building</p> <p>The Town is intending to build a new Community Safety Building on lands leased from the MPS. Although the project plans and the lease agreement have not yet been finalized, it is possible that the lease may begin as early as July 2016; if so, funding of \$27,500 will be in place. With the uncertainty surrounding the starting point for this lease, the 2016 amount is being funded from Surplus; therefore, the tax impact for 2016 is nil.</p>	\$0 Surplus funding

SUPPLEMENTAL ITEM DESCRIPTIONS

ONE-TIME REQUESTS – 2016

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
<p>Engineering</p>	<p>Beacon Wharf Condition Assessment</p> <p>Periodic condition inspection of Beacon Wharf, as recommended at the time of previous inspection in 2012. The project will involve underwater and above water assessment of the structural components of wharf. This condition assessment will further inform the public process to be undertaken in 2016 around the long-term options for the wharf.</p>	<p>\$9,000</p>
<p>Development Services</p>	<p>Term Planning Technician</p> <p>The hiring of a Planning Technician for a one-year term to assist with short and long-range planning initiatives, including the processing of a high volume of current applications, as well as a focus on Council’s strategic priorities. The position is half funded from an anticipated and associated increase in building and planning revenues.</p> <p>Please note: this item was pre-approved, in order to expedite the recruitment process.</p>	<p>\$40,000</p>
<p>Development Services</p>	<p>Downtown Streetscape and Urban Design Standards</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 (e.g. frontage work), with the strategic intent to have “shovel ready” standards for downtown streets (including Beacon Avenue) that can be implemented as redevelopment, capital planning and grant opportunities occur. These standards would include street and sidewalk design, street furniture placement, pedestrian space and safety, public infrastructure and how these elements enhance and interact with the built environment. The focus of the standards will be on creating “places for people” in the downtown through urban design that establishes a high standard of aesthetics and inviting public infrastructure that enhances the central economic role of the downtown. Work would include detailed designs for improving the attractiveness and functionality of downtown spaces, as well as strategies to ensure that vehicle flows and parking are successfully integrated with great streets for people. The plan would include public consultation consisting of both in-person workshops and open houses as well as online web forums to determine the preferences/needs of businesses, residents and visitors.</p>	<p>\$0</p> <p>Gas Tax funding</p>

SUPPLEMENTAL ITEM DESCRIPTIONS

<p>Development Services</p>	<p>West Side Local Area Plan (LAP)</p> <p>In consultation with businesses and residents in West Sidney north of Beacon Avenue West, Planning and Engineering staff are developing a Local Area Plan that focuses on a long-term land use and public space strategy for the area in order to improve the transportation network (including outside access and internal circulation) for vehicle, pedestrian, and bicycle access; the built environment; and other development-related features such as wayfinding. The plan will include a diversity of elements that focus on integrating transportation, streetscape design, residential buffering from the industrial area, and amenity improvements, and also consider land uses in the existing residential neighbourhood.</p> <p>The budget for the project is proposed to increase for 2016 in order to engage consultants to assist with completing the project in accordance with Council’s Strategic Plan. The overall goals of the LAP are to improve the transportation network in the West Sidney Business Park area for all modes of transportation, and to examine the potential for additional land uses in the area. These elements form 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;">\$0</p> <p style="text-align: right;">Gas Tax funding</p>
<p>Parks & Works</p>	<p>Tulista Park Washroom Modifications</p> <p>Modifications to sink at Tulista Park washroom for handicap use.</p>	<p style="text-align: right;">\$3,000</p>
<p>Parks & Works</p>	<p>Arts Council Building Improvements</p> <p>50% share of the cost of improvements proposed by the Arts Council for their leased space at Tulista Park.</p>	<p style="text-align: right;">\$7,500</p>
<p>Parks & Works</p>	<p>Bevan Park Planting Feature</p> <p>Re-establishment of the planting feature in front of the sequoia tree in Bevan Triangle Park, by the Tourist Information Centre.</p>	<p style="text-align: right;">\$5,000</p>

SUPPLEMENTAL ITEM DESCRIPTIONS

<p>Parks & Works</p>	<p>Resthaven Island Gazebo Maintenance</p> <p>Replace roof and refresh paint on the gazebo on Resthaven Island.</p>	<p style="text-align: right;">\$5,000</p>
<p>Parks & Works</p>	<p>Rotary Park Ball Field Roof</p> <p>Replacement of the clubhouse roof at Rotary Park baseball fields. North Saanich is responsible for 50% of the \$6,500 estimated cost.</p>	<p style="text-align: right;">\$3,250</p>
<p>Parks & Works</p>	<p>Diver Point Handrail Repairs</p> <p>Repairs to make the handrail at Diver Point safer. Staff will also be undertaking a review to determine what additional repairs will be required.</p>	<p style="text-align: right;">\$3,000</p>
<p>Parks & Works</p>	<p>Beacon Park Bollard Maintenance</p> <p>Powder coating of the metal bollards around the Pavilion at Beacon Park.</p>	<p style="text-align: right;">\$2,840</p>
<p>Library</p>	<p>Nell Horth Room Flooring</p> <p>Installation of new flooring in the Nell Horth Room at the Library. North Saanich is responsible for 50% of the \$8,000 estimated cost.</p>	<p style="text-align: right;">\$4,000</p>
<p>Library</p>	<p>Library Window Replacement</p> <p>Replacement of the upper window frame at the Library. North Saanich is responsible for 50% of the \$4,000 estimated cost.</p>	<p style="text-align: right;">\$2,000</p>

SUPPLEMENTAL ITEM DESCRIPTIONS

ONE-TIME REQUESTS – 2017/18

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
<p>Development Services</p>	<p>Minor Official Community Plan Review (2017)</p> <p>The Town’s current Official Community Plan Bylaw (OCP) was adopted in May 2007, close to nine years ago. Since then, development patterns and community expectations of the Town have evolved, and principles of sustainable development have become more commonly incorporated into OCPs. Economic, environmental, social, and cultural issues should be addressed in more detail within the Town’s OCP, with objectives and policies that accurately represent Sidney’s goals for the future. Development Permit Areas and associated Design Guidelines should also be reviewed to ensure the best outcomes over time for the community.</p> <p>The OCP will likely have to be reviewed in the next few years in order to ensure that the document is generally in concordance with the future updated Regional Growth Strategy, currently being drafted by the CRD. The updated RGS will trigger a requirement for all member municipalities in the CRD to update the Regional Context Statement in each of their OCPs, which states how a municipality’s OCP is in concordance with the overall regional plan for the area.</p>	<p style="text-align: right;">\$40,000</p>
<p>Engineering</p>	<p>Active Transportation Plan (2018)</p> <p>Development of a plan for sidewalks, transit, and bicycle networks throughout the Town to improve accessibility and reduce the reliance on vehicular travel.</p>	<p style="text-align: right;">\$0</p> <p style="text-align: right;">Gas Tax funding</p>
<p>Engineering</p>	<p>Sea Level Rise Plan (2018)</p> <p>Development of a long-term plan for dealing with the potential effects of Sea Level Rise on the Town’s coastal and low-lying areas.</p>	<p style="text-align: right;">\$0</p> <p style="text-align: right;">Gas Tax funding</p>
<p>Engineering</p>	<p>Environmental Sustainability Strategy (2018)</p> <p>Development of an action-oriented plan focusing on specific, achievable environmental strategies. Estimated cost: \$30,000.</p>	<p style="text-align: right;">\$0</p> <p style="text-align: right;">Gas Tax funding</p>

**Town of Sidney
2016-2020 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 maintenance and replacement 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 stabilized, allowing for more accurate budgeting. Revenues for 2015 were up due to the warm summer and extended watering season; this was partially offset by having to buy more bulk water from the CRD to service the increased demand.

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. Although the CRD bulk water rates continue to increase on an annual basis, we have been successful in not passing these additional costs on to customers. The water user rate has not increased since 2011. Expenditure reductions, internal efficiencies and a healthy water fund balance have made it possible for the Town to keep rates stable. Any increased costs to customers result from additional water use.

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 rate structure.

Sewer Operating

The Sewer Operating Fund provides for Sidney's share of operating the Unified Treatment Plant, as well as the maintenance and replacement 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 three years have stabilized the Fund, and have allowed a return to a healthy financial position for the Sewer Fund at the end of 2014. This stability allowed the Town to reduce both the Sewer Parcel Tax and User Rates in 2015. No additional changes are recommended for 2016.

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 2016 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	2015	Budget 2015	2016	2017	2018	2019	2020
	YTD Actual						
Other Revenue							
TAXES	348,180.	344,000.	351,000.	351,000.	351,000.	351,000.	351,000.
FEES, RATES & SERVICE CHARGES	165,973.	44,913.	44,913.	45,810.	46,726.	47,659.	48,613.
RESERVE & INTERFUND TRANSFERS	.	40,642.	32,320.	71,953.	81,875.	92,050.	102,477.
OTHER REVENUE	5,354.	5,000.	5,000.	5,100.	5,202.	5,306.	5,412.
Total Revenue before User Charges	519,507.	434,555.	433,233.	473,863.	484,803.	496,015.	507,502.
Operating Expenditures							
PERSONNEL	280,304.	245,318.	299,618.	305,605.	311,713.	317,943.	324,298.
CONTRACTED SERVICES & EQUIPMENT	34,327.	37,096.	38,827.	39,602.	40,393.	41,201.	42,025.
MATERIALS, SUPPLIES & EQUIPMENT	1,128,788.	1,131,754.	1,133,120.	1,155,345.	1,178,452.	1,202,020.	1,226,058.
OTHER EXPENSES & ALLOCATIONS	306,415.	305,587.	232,168.	236,711.	241,345.	246,071.	250,893.
RESERVE & INTERFUND TRANSFERS	252,600.	264,800.	279,500.	286,600.	293,900.	301,400.	309,100.
Total Expenditures	2,002,434.	1,984,555.	1,983,233.	2,023,863.	2,065,803.	2,108,635.	2,152,374.
USER CHARGES	1,240,358.	1,550,000.	1,550,000.	1,550,000.	1,581,000.	1,612,620.	1,644,872.
Percentage Change			0.00%	0.00%	2.00%	2.00%	2.00%

Town of Sidney 2016 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	2015	Budget 2015	2016	2017	2018	2019	2020
	YTD Actual						
Other Revenue							
TAXES	498,000.	490,000.	500,000.	510,000.	520,200.	530,604.	541,216.
FEES, RATES & SERVICE CHARGES	26,978.	15,184.	15,184.	15,488.	15,798.	16,114.	16,436.
RESERVE & INTERFUND TRANSFERS	.	.	.	718.	33,382.	16,776.	907.
OTHER REVENUE	6,169.	4,952.	6,000.	6,120.	6,242.	6,367.	6,494.
Total Revenue before User Charges	531,147.	510,136.	521,184.	532,326.	575,622.	569,861.	565,053.
Operating Expenditures							
PERSONNEL	198,848.	194,780.	249,080.	254,055.	259,129.	264,305.	269,582.
CONTRACTED SERVICES & EQUIPMENT	1,361,081.	1,381,925.	1,405,245.	1,426,006.	1,454,527.	1,483,618.	1,513,291.
MATERIALS, SUPPLIES & EQUIPMENT	63,037.	87,471.	90,919.	92,739.	94,593.	96,486.	98,415.
OTHER EXPENSES & ALLOCATIONS	150,931.	167,660.	90,712.	92,326.	93,973.	95,652.	97,365.
RESERVE & INTERFUND TRANSFERS	225,300.	238,300.	285,228.	267,200.	273,400.	279,800.	286,400.
Total Expenditures	1,999,197.	2,070,136.	2,121,184.	2,132,326.	2,175,622.	2,219,861.	2,265,053.
USER CHARGES	1,298,303.	1,560,000.	1,600,000.	1,600,000.	1,600,000.	1,650,000.	1,700,000.
Percentage Change			2.56%	0.00%	0.00%	3.13%	3.03%

Town of Sidney 2015 Financial Plan: Fund Summary						
FUND: Water Operating						
SUB-FUNCTION	2015 Net Budget	2016 Net Budget	2017 Net Budget	2018 Net Budget	2019 Net Budget	2020 Net Budget
Net Expenditures						
81000-Water General Revenue	(1,939,642.)	(1,938,320.)	(1,978,053.)	(2,019,077.)	(2,060,976.)	(2,103,761.)
<i>change from prior year</i>		1,322.	(39,733.)	(41,024.)	(41,899.)	(42,785.)
81020-Water Administration	1,419,603.	1,405,131.	1,433,232.	1,461,897.	1,491,135.	1,520,958.
<i>change from prior year</i>		(14,472.)	28,101.	28,665.	29,238.	29,823.
81030-Water Training	11,571.	16,571.	16,903.	17,242.	17,587.	17,938.
<i>change from prior year</i>		5,000.	332.	339.	345.	351.
81050-Water Customer Billing & Collection	25,477.	25,477.	25,987.	26,506.	27,036.	27,577.
<i>change from prior year</i>		.	510.	519.	530.	541.
81110-Water Main Flushing	21,475.	21,475.	21,905.	22,343.	22,790.	23,246.
<i>change from prior year</i>		.	430.	438.	447.	456.
81120-Water Valve Maintenance	23,905.	23,905.	24,383.	24,871.	25,368.	25,876.
<i>change from prior year</i>		.	478.	488.	497.	508.
81130-Water Meter Repair & Replacement	18,160.	18,160.	18,523.	18,893.	19,271.	19,656.
<i>change from prior year</i>		.	363.	370.	378.	385.
81140-Water System Repairs	108,556.	108,556.	110,727.	112,940.	115,199.	117,503.
<i>change from prior year</i>		.	2,171.	2,213.	2,259.	2,304.
81620-Water Buildings	6,601.	6,332.	6,458.	6,587.	6,719.	6,853.
<i>change from prior year</i>		(269.)	126.	129.	132.	134.
81630-Water Small Tools & Safety Supplies	5,513.	5,513.	5,618.	5,725.	5,834.	5,945.
<i>change from prior year</i>		.	105.	107.	109.	111.
81635-Water Safety Equipment	2,040.	2,040.	2,081.	2,123.	2,165.	2,208.
<i>change from prior year</i>		.	41.	42.	42.	43.
81640-Water Equipment	7,811.	5,939.	5,621.	5,734.	5,849.	5,966.
<i>change from prior year</i>		(1,872.)	(318.)	113.	115.	117.
81650-Water Vehicles & Mobile Equipment	19,130.	14,721.	15,015.	15,316.	15,623.	15,935.
<i>change from prior year</i>		(4,409.)	294.	301.	307.	312.
81710-Water Fiscal Services-Transfers	269,800.	284,500.	291,600.	298,900.	306,400.	314,100.
<i>change from prior year</i>		14,700.	7,100.	7,300.	7,500.	7,700.
Total Net Expenditures
<i>change from prior year</i>	

Town of Sidney 2015 Financial Plan: Fund Summary						
FUND: Sewer Operating						
SUB-FUNCTION	2015 Net Budget	2016 Net Budget	2017 Net Budget	2018 Net Budget	2019 Net Budget	2020 Net Budget
Net Expenditures						
82000-Sewer General Revenue	(2,054,952.)	(2,106,000.)	(2,116,838.)	(2,159,824.)	(2,203,747.)	(2,248,617.)
<i>change from prior year</i>		(51,048.)	(10,838.)	(42,986.)	(43,923.)	(44,870.)
82020-Sewer Administration	165,139.	155,999.	159,119.	162,301.	165,546.	168,857.
<i>change from prior year</i>		(9,140.)	3,120.	3,182.	3,245.	3,311.
82030-Sewer Training	11,657.	16,657.	16,990.	17,330.	17,677.	18,031.
<i>change from prior year</i>		5,000.	333.	340.	347.	354.
82050-Sewer Customer Billing & Collection	5,116.	5,116.	5,218.	5,322.	5,428.	5,536.
<i>change from prior year</i>		.	102.	104.	106.	108.
82110-Sewer Preventative Maintenance	30,642.	30,642.	31,256.	31,882.	32,520.	33,171.
<i>change from prior year</i>		.	614.	626.	638.	651.
82120-Sewer System Repairs	67,236.	67,236.	68,581.	69,953.	71,353.	72,780.
<i>change from prior year</i>		.	1,345.	1,372.	1,400.	1,427.
82130-Inflow & Infiltration	57,121.	57,121.	58,264.	59,430.	60,619.	61,831.
<i>change from prior year</i>		.	1,143.	1,166.	1,189.	1,212.
82210-Preventative Mtce-Lift Stations	51,209.	51,937.	52,975.	54,035.	55,115.	56,216.
<i>change from prior year</i>		728.	1,038.	1,060.	1,080.	1,101.
82220-Repairs - Lift Stations	29,036.	29,036.	29,617.	30,209.	30,814.	31,431.
<i>change from prior year</i>		.	581.	592.	605.	617.
82610-Sewer Yards & Grounds	1,362.	1,362.	1,389.	1,417.	1,445.	1,473.
<i>change from prior year</i>		.	27.	28.	28.	28.
82630-Sewer Small Tools & Safety Supplies	6,184.	6,184.	6,301.	6,420.	6,542.	6,665.
<i>change from prior year</i>		.	117.	119.	122.	123.
82640-Sewer Equipment	9,371.	7,481.	7,630.	7,781.	7,937.	8,096.
<i>change from prior year</i>		(1,890.)	149.	151.	156.	159.
82650-Sewer Vehicles & Mobile Equipment	56,583.	45,201.	46,106.	47,028.	47,968.	48,927.
<i>change from prior year</i>		(11,382.)	905.	922.	940.	959.
82710-Sewer Fiscal Services - Transfers	1,564,296.	1,632,028.	1,633,392.	1,666,716.	1,700,783.	1,735,603.
<i>change from prior year</i>		67,732.	1,364.	33,324.	34,067.	34,820.
Total Net Expenditures
<i>change from prior year</i>	

2014 to 2015 Revenue & Expenditure Comparison by Function

	Subfunction	2015 Budget			2016 Budget			Net Change	Comments	
		Revenues	Expenses	Net	Revenues	Expenses	Net			
81 Water Operating										
	81000	Water-General Revenue	1,939,642	-	(1,939,642)	1,938,320	-	(1,938,320)	1,322	
	81020	Water-Administration	-	1,419,603	1,419,603	-	1,405,131	1,405,131	(14,472)	Reduced Overhead allocation
	81030	Water-Training	-	11,571	11,571	-	16,571	16,571	5,000	
	81050	Water-Customer Billing&Collect	-	25,477	25,477	-	25,477	25,477	-	
	81110	Water-Flushing	-	21,475	21,475	-	21,475	21,475	-	
	81120	Water-Valve Maintenance	-	23,905	23,905	-	23,905	23,905	-	
	81130	Water-Meter Repair&Replacemnt	-	18,160	18,160	-	18,160	18,160	-	
	81140	Water-System Repairs	-	108,556	108,556	-	108,556	108,556	-	
	81620	Water-Buildings	-	6,601	6,601	-	6,332	6,332	(269)	
	81630	Water-Small Tools	-	5,513	5,513	-	5,513	5,513	-	
	81635	Water Safety Equipment	-	2,040	2,040	-	2,040	2,040	-	
	81640	Water-Equipment	-	7,811	7,811	-	5,939	5,939	(1,872)	
	81650	Water-Vehicles	-	19,130	19,130	-	14,721	14,721	(4,409)	
	81710	Water-Fiscal Services-Transfrs	-	269,800	269,800	-	284,500	284,500	14,700	Reserve transfer; more current capital
	81910	Water-Service Connections	29,208	29,208	-	29,208	29,208	-	-	
	81920	WO-New Water Meters	15,705	15,705	-	15,705	15,705	-	-	
	81 Water Operating		1,984,555	1,984,555	-	1,983,233	1,983,233	-	-	Projecting \$32K Deficit
82 Sewer Operating										
	82000	Sewer-General revenue	2,054,952	-	(2,054,952)	2,106,000	-	(2,106,000)	(51,048)	
	82020	Sewer-Administration	-	165,139	165,139	-	155,999	155,999	(9,140)	Reduced Overhead allocation
	82030	Sewer-Training	-	11,657	11,657	-	16,657	16,657	5,000	
	82050	Sewer-Customer Billing&Collect	-	5,116	5,116	-	5,116	5,116	-	
	82110	Sewer-Preventative Maintenance	-	30,642	30,642	-	30,642	30,642	-	
	82120	Sewer-Repairs	-	67,236	67,236	-	67,236	67,236	-	
	82130	Sewer-Inflow & Infiltration	-	57,121	57,121	-	57,121	57,121	-	
	82210	Sewer-Life Statn Prevt Maint	-	51,209	51,209	-	51,937	51,937	728	
	82220	Sewer-Lift Station Repairs	-	29,036	29,036	-	29,036	29,036	-	
	82610	Sewer-Yards & Grounds	-	1,362	1,362	-	1,362	1,362	-	
	82630	Sewer-Small Tools	-	6,184	6,184	-	6,184	6,184	-	
	82640	Sewer-Equipment	-	9,371	9,371	-	7,481	7,481	(1,890)	
	82650	Sewer-Vehicles	-	56,583	56,583	-	45,201	45,201	(11,382)	
	82710	Sewer-Fiscal Services-Tranfrs	-	1,564,296	1,564,296	-	1,632,028	1,632,028	67,732	Reserve transfer; more current capital; CRD Ops.
	82910	Connections	12,123	12,123	-	12,123	12,123	-	-	
	82920	Summergate Lift	3,061	3,061	-	3,061	3,061	-	-	
	82 Sewer Operating		2,070,136	2,070,136	-	2,121,184	2,121,184	-	-	Projecting \$14K Surplus

5 Year Capital Project Listing

General	2016	2017	2018	2019	2020
Workplace Efficiency Upgrades	5,000	5,000	5,000	5,000	5,000
Asset Management Software	30,000				
Tempest - Tax Notice eBilling	11,850				
Planning File Room Reorganization	12,000				
Computer Replacement Plan	50,000	200,000	120,000	43,000	100,000
Computer Equipment Fund	5,000	5,000	5,000	5,000	5,000
Tempest - E-Applications			20,000		
Tempest - Licencing Module Upgrades	20,000				
Tempest - Prospero Mobile Inspections	10,000				
Tempest - Our City		11,000			
Ferry Terminal Marine Structures	145,000		160,000		
Ferry Terminal Building Improvements	200,000	50,000	50,000		
Fishing Pier Metal Painting	500,000				
Ferry Terminal Dock Metal Painting	100,000				
Tulista Boat Launch Ramp Repairs	15,000				
Infrastructure Plan Projects		150,700	207,200	248,800	447,400
Infra Plan Ardwell Ave Storm	307,900				
White Birch Road Storm Drain Repair	20,000				
Infra Plan-Allbay Rd Drainage, Bowden Rd to End	33,000				
Infra Plan-Calvin Ave Storm	9,300				
Infra Plan-Resthaven Dr Storm	252,500				
Infra Plan-Stirling Way Storm	18,600				
Infra Plan-Frost Right-of-Way	17,000				
Town Hall Foundation Drainage		100,000			
Engineering Equipment	4,500	4,500	4,500	4,500	4,500
DCC Bylaw	10,000				
Fire Dept. Small Equipment	17,500	17,500	17,500	17,500	17,500
Fire Vehicle Replacement Plan	493,000				
SCBA Air Cylinder Replacement	-				65,000
Community Safety Building	2,000,000	8,000,000			
RCMP Furnishings/Equipment	7,500	7,500	7,500	7,500	7,500
Parks Equipment	10,000	10,000	10,000	10,000	10,000
Parks Vehicles	-		60,000		170,000
Reay Creek Assessment	34,000				
Lochside Park Upper Walkway Upgrade	40,000				
Waterfront Walkway Upgrade (Eastview to First St Access)	120,000				
Parks Master Plan		25,000			
Totem Park Shelter and Trees		20,000			
Skateboard Park	150,000	150,000			
Rotary Park Irrigation Replacement	30,000	30,000	30,000	30,000	
Lochside Walkway Irrigation	8,000				
Seaside Walk Irrigation	9,000				
Tulista Park Bike Station	10,000				
Tulista Park Extension Swing	3,000				
Tulista Park Volley Ball Court		10,000			
Melville Park Path-Resurface Overlay		7,500			
Irrigation Upgrades		-	25,000	25,000	25,000
Central Irrigation Monitoring		15,000			

5 Year Capital Project Listing (continued)

	2016	2017	2018	2019	2020
Fifth Street Medians Landscaping		16,500			
Tulista Park Sidewalk Improvements				50,000	
Tulista Park-Rebuild Shelter		25,000			
Melissa Park Improvements			12,000		
Multi Court Lighting			20,000		
Rathdown Park Playground Equipment					60,000
Solar Lights-Maryland Park & Melville Park				10,000	
Resthaven Park-Propeller				10,000	
Seaport Park- Playground Equipment				40,000	
Underground Wiring	20,000	20,000	20,000	20,000	20,000
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	150,000		100,000	435,000	170,000
Water Fountain Stations Downtown	15,000	15,000	15,000		
Public Works Administration Building Design	25,000				
Scissor Lift		20,000			
Small Packer-Garbage Truck					100,000
Building Exposure Analysis	50,000				
Public Works Compound Extension and Fencing	50,000				
Pipe Rack Storage Shed		7,500			
Parks Building-Upper Mezzanine Crane Pulley System		10,000			
Public Works Wash Bay		15,000			
Wheel Loader		160,000			
Parks Building Washroom/Shower -Lower Level			10,000		
Parks Building Storage Mezzanine			12,500	12,500	
Town Hall Roof replacement and HVAC			350,000		
Decorative Street Lighting	30,000	30,000	30,000	30,000	30,000
Infrastructure Plan Projects		636,300	582,400	797,000	794,500
Henry Avenue Sidewalk - 4th St to 3rd St	30,000				
Epcoc Drive Sidewalk		6,500			
Seventh Street Sidewalk					18,000
McDonald Park Road Sidewalk			65,000		
Bowerbank Road Sidewalk					17,000
Beacon Ave Curb & Sidewalk	23,000				
Orchard Ave Sidewalk-2nd Street to 3rd Street				14,000	
Pedestrian Crossing-Lochside at Weiler					30,000
Gateway Signage	42,000				
Wayfinding Signage	29,000				
Beacon Ave Curb Returns - Third St & Fourth St	45,000				
Malaview Ave Sidewalk, Melissa St to Resthaven Dr			108,000		
Beacon Ave Crosswalks	9,000				
First Street Sidewalk, First St-Second St				42,000	
Resthaven Driveway Drops	10,000				
Decorative Lighting Upgrades	60,000				
Infra Plan-Bessredge Curb-James White North	24,800				
Infra Plan-Eastbrook Curbs-Northbrook-Frost	111,400				
Infra Plan-Resthaven-Malaview-Ardwell	397,700				
Infra Plan-Mills Paving-Resthaven to Fifth	32,800				
Traffic Signal Light Upgrade	25,000				

5 Year Capital Project Listing (continued)

	2016	2017	2018	2019	2020
Bowerbank/Amelia Traffic Improvements	15,000				
Downtown Employee Parking Lot	500,000	750,000			
McDonald Park Rd Pave Van Kam Shoulders		3,000			
Resthaven Curb Returns - Allbay Rd & Harbour Rd		10,000			
Ocean Ave Sidewalk & Curb, Fifth St to First St					240,400
Bike Path West Side of Highway			150,000		
West Highway Trail Repairs				10,000	
Canora Rd Improvements, Ocean Ave - Summergate Blvd					2,400,000
Shoal Centre Kitchen Refrigeration Unit	10,000				
Shoal Centre Dining Room Flooring	10,000				
Shoal Centre Kitchen Dishwasher Replacement	10,000				
Shoal Centre Reception Windows	2,000				
Bus Stop Improvements	12,500	12,500	12,500	12,500	12,500
Subtotal	6,467,850	10,576,000	2,229,100	1,899,300	4,769,300
Water Equipment	10,000	10,000	10,000	10,000	10,000
Water Vehicles	70,000				
Infrastructure Plan Projects		447,200	280,600	277,300	205,100
Backflow Preventers	37,000				
Hydrant Upgrades	10,000	10,000	10,000	10,000	10,000
Infra Plan-Allbay Rd Water, Bowden Rd to End	15,000				
Infra Plan-Seventh & Bevan Watermain Relocation	50,000				
Infra Plan-Colinwood-Bowerbank-end of both Cul de Sacs	163,200				
Infra Plan-Gail PI-Frost to End	119,700				
Meter Replacement Program		125,000	125,000	125,000	
	474,900	592,200	425,600	422,300	225,100
Sewer Equipment	10,000	10,000	10,000	10,000	10,000
Sewer Vehicles		35,000	35,000	25,000	275,000
Infrastructure Plan Projects			65,400	67,200	264,500
Pump Station Spare Pump	10,000				
Access Hatches-Pump Stations	20,000	20,000	20,000	20,000	20,000
Town Hall Service Connections	10,000				
Infra Plan Sewer-Resthaven Dr.; Abandon Amelia	282,400				
	332,400	65,000	130,400	122,200	569,500
	7,275,150	11,233,200	2,785,100	2,443,800	5,563,900

2016 Capital Projects with Funding Sources

General	Budget	Funding Sources						Total Funding
		Property Tax	RFFC	Reserves	Grants	Debt	Fees/ Other	
Workplace Efficiency Upgrades	5,000	5,000						5,000
Asset Management Software	30,000			30,000				30,000
Tempest - Tax Notice eBilling	11,850			11,850				11,850
Planning File Room Reorganization	12,000		12,000					12,000
Computer Replacement Plan	50,000			50,000				50,000
Computer Equipment Fund	5,000	5,000						5,000
Tempest - Licencing Module Upgrades	20,000			20,000				20,000
Tempest - Prospero Mobile Inspections	10,000			10,000				10,000
Ferry Terminal Marine Structures	145,000			145,000				145,000
Ferry Terminal Building Improvements	200,000			200,000				200,000
Fishing Pier Metal Painting	500,000				500,000			500,000
Ferry Terminal Dock Metal Painting	100,000			100,000				100,000
Tulista Boat Launch Ramp Repairs	15,000						15,000	15,000
Infra Plan Ardwell Ave Storm	307,900			307,900				307,900
White Birch Road Storm Drain Repair	20,000			10,000			10,000	20,000
Infra Plan-Allbay Rd Drainage, Bowden Rd to End	33,000			33,000				33,000
Infra Plan-Calvin Ave Storm	9,300			9,300				9,300
Infra Plan-Resthaven Dr Storm	252,500			252,500				252,500
Infra Plan-Stirling Way Storm	18,600			18,600				18,600
Infra Plan-Frost Right-of-Way	17,000			17,000				17,000
Engineering Equipment	4,500		4,500					4,500
DCC Bylaw	10,000			10,000				10,000
Fire Dept. Small Equipment	17,500	17,500						17,500
Fire Vehicle Replacement Plan	493,000			493,000				493,000
Community Safety Building	2,000,000					2,000,000		2,000,000
RCMP Furnishings/Equipment	7,500	4,875					2,625	7,500
Parks Equipment	10,000	10,000						10,000
Reay Creek Dam Assessment & Remediation	34,000		34,000					34,000
Lochside Park Upper Walkway Upgrade	40,000			40,000				40,000
Waterfront Walkway Upgrade (Eastview to First St Access)	120,000			60,000	60,000			120,000
Skateboard Park	150,000				100,000	50,000		150,000
Rotary Park Irrigation Replacement	30,000	15,000					15,000	30,000
Lochside Walkway Irrigation	8,000	8,000						8,000
Seaside Walk Irrigation	9,000	9,000						9,000
Tulista Park Bike Station	10,000				10,000			10,000
Tulista Park Extension Swing	3,000				3,000			3,000
Underground Wiring	20,000	4,300	15,700					20,000
Green Technology Applications	10,000		10,000					10,000
Public Works Equipment	10,000	10,000						10,000
Transportation Vehicles	150,000			150,000				150,000
Water Fountain Stations Downtown	15,000	15,000						15,000
Public Works Administration Building Design	25,000	20,000	5,000					25,000
Building Exposure Analysis	50,000	50,000						50,000
Public Works Compound Extension and Fencing	50,000	50,000						50,000
Decorative Street Lighting	30,000	1,500	28,500					30,000
Henry Avenue Sidewalk - 4th St to 3rd St	30,000				30,000			30,000
Beacon Ave Curb & Sidewalk	23,000				23,000			23,000

2016 Capital Projects with Funding Sources

General	Budget	Funding Sources					Fees/ Other	Total Funding
		Property Tax	RFFC	Reserves	Grants	Debt		
Gateway Signage	42,000		23,500		13,500		5,000	42,000
Wayfinding Signage	29,000		29,000					29,000
Beacon Ave Curb Returns - Third St & Fourth St	45,000	25,000	20,000					45,000
Beacon Ave Crosswalks	9,000	9,000						9,000
Resthaven Driveway Drops	10,000	10,000						10,000
Decorative Lighting Upgrades	60,000				60,000			60,000
Infra Plan-Bessredge Curb-James White North	24,800			24,800				24,800
Infra Plan-Eastbrook Curbs-Northbrook-Frost	111,400			111,400				111,400
Infra Plan-Resthaven-Malaview-Ardwell	397,700			397,700				397,700
Infra Plan-Mills Paving-Resthaven to Fifth	32,800			32,800				32,800
Traffic Signal Light Upgrade	25,000	25,000						25,000
Bowerbank/Amelia Traffic Improvements	15,000				15,000			15,000
Downtown Employee Parking Lot	500,000				500,000			500,000
Shoal Centre Kitchen Refrigeration Unit	10,000	10,000						10,000
Shoal Centre Dining Room Flooring	10,000	10,000						10,000
Shoal Centre Kitchen Dishwasher Replacement	10,000			10,000				10,000
Shoal Centre Reception Windows	2,000	2,000						2,000
Bus Stop Improvements	12,500	12,500						12,500
	6,467,850	328,675	182,200	2,544,850	1,314,500	2,050,000	47,625	6,467,850
Water Equipment	10,000	10,000						10,000
Water Vehicles	70,000			70,000				70,000
Backflow Preventers	37,000		37,000					37,000
Hydrant Upgrades	10,000	10,000						10,000
Infra Plan-Allbay Rd Water, Bowden Rd to End	15,000			15,000				15,000
Infra Plan-Colinwood-Bowerbank-end of both Cul de Sacs	163,200			163,200				163,200
Infra Plan-Gail Pl-Frost to End	119,700			119,700				119,700
Infra Plan-Seventh & Bevan Watermain Relocation	50,000			50,000				50,000
	474,900	20,000	37,000	417,900	-	-	-	474,900
Sewer Equipment	10,000	10,000						10,000
Pump Station Spare Pump	10,000		10,000					10,000
Town Hall Service Connections	10,000	10,000						10,000
Access Hatches-Pump Stations	20,000	20,000						20,000
Infra Plan Sewer-Resthaven Dr,Abandon Ameila	282,400			282,400				282,400
	332,400	40,000	10,000	282,400	-	-	-	332,400
	7,275,150	388,675	229,200	3,245,150	1,314,500	2,050,000	47,625	7,275,150

2016 Capital Project Descriptions

Title	Description	2016 Project Cost
Annual Workspace Efficiency Upgrades	Annual budget to provide for occasional replacement and improvement of work spaces.	5,000
Asset Management Software	Ongoing enhancements to the Town's Asset and Work Management software 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. Funding will come from the Computer Replacement Reserve.	30,000
Tax Notice eBilling	Paired with MySidney web application, the eBilling Module for the Tax system facilitates electronic tax notice generation, email delivery, and web access to current and historical notices. Electronic bills are generated in the standard Portable Document Format (PDF), which maintains a consistent appearance for electronic viewing as well as printing. PDF notices are then delivered as attachments to emails and made instantly available online through MySidney.	11,850
Planning File Room Reorganization	Relocation of the Town's Property files to the Bylaw Officer's office, and renovating the existing file room to house the Bylaw Officer.	12,000
Computer Replacement Plan	A plan for the replacement of the Town's Computer Equipment. The plan, outlined in Policy #FN-015, covers replacement of existing computer equipment only. Purchases of new equipment must be budgeted for separately, including the cost of software and licensing.	50,000
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.	5,000
Tempest - Licencing Module Upgrades	The Town's Tempest Licensing software is being upgraded by our service provider to allow for superior functionality. Given the extensive nature of the redesign, the upgrade will require consulting services as part of the implementation.	20,000

2016 Capital Project Descriptions

Title	Description	2016 Project Cost
Tempest - Prospero Mobile Inspections	Tempest's Mobile Inspections application for Prospero allows inspectors in the field to track inspection results and look up information about Prospero folders, properties, and contacts and provides access to maps. In addition, inspectors can attach photos to deficiencies and record comments and status updates then email the inspection results to the builder. All of this information is automatically updated in the tracking system, where failed inspections will automatically create new inspection tasks. There is also an alert feature for properties that may require special attention.	10,000
Ferry Terminal Marine Structures	Miscellaneous works related to the Marine Structures at the Sidney Ferry Terminal, including major maintenance and capital replacement. 2016: Removal of the damaged wooden structure; Reattachment of floating lead chain.	145,000
Ferry Terminal Building Improvements	Site and building improvements at the Sidney International Ferry Terminal. In 2016, this will entail replacement of the U.S. Customs Building.	200,000
Fishing Pier Metal Painting	The metal beams and piles supporting the Fishing Pier were inspected in 2014 and found to be lacking the original protective coating in many places. With the exposure to waves and salt water, corrosion is a concern. This item is to remove surface rust and apply new coat of protective paint to extend the life of the asset.	500,000
Ferry Terminal Dock Metal Painting	The metal beams and piles supporting the Washington State Ferry Dock were inspected in 2014 and found to be lacking the original protective coating in many places. With the exposure to waves and salt water, corrosion is a concern. This item is to remove surface rust and apply new coat of protective paint to extend the life of the asset.	100,000
Tulista Boat Launch Ramp Repairs	To repair the concrete ramp at the Tulista Boat Launch	15,000
Infra Plan Ardwell Ave Storm	Realigning of 525mm, 600mm and 750mm storm mains on Ardwell Avenue, Ardwell Easement, Patricia Place Easement and Courser Drive Easement, and Melville Park with 675mm and 900mm pipe.	307,900

2016 Capital Project Descriptions

Title	Description	2016 Project Cost
White Birch Road Storm Drain Repair	The existing storm drain system at 2040 White Birch road has deteriorated to the point of replacement. Investigations shows that the 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.	20,000
Infra Plan-Allbay Rd Drainage, Bowden Rd to End	Remove and replace 607m of storm drain pipe on Allbay Road between Bowden Road to the end of Allbay Road, as well as all of Jocelyn Place and Lyme Grove.	33,000
Infra Plan-Calvin Ave Storm	Replacement of 8.4m of storm main pipe on Calvin Avenue, around 10232 Resthaven Dr.	9,300
Infra Plan-Resthaven Dr Storm	Replacement of 131.9m of storm main pipe on Resthaven Drive, from 10288 Resthaven Dr to Ardwell. Replacement of 73.4m of storm main pipe on the Resthaven Drive Easement through to Mermaid Park	252,500
Infra Plan-Stirling Way Storm	Replacement of 15.6m of storm main pipe on Stirling Way, from the culvert from the flight path trail to the east side of Stirling way.	18,600
Infra Plan-Frost Storm Sewer ROW	Formalization of a storm sewer right-of-way on Frost Avenue.	17,000
Engineering Equipment	Allocation of \$4,500 per year to replace existing engineering equipment. Also, with changes in technology, new equipment may be required.	4,500
DCC Bylaw	To update the Town's DCC Bylaw. The existing bylaw was created 16 years ago and many things have changed since then, including the OCP and zoning bylaw. Updated utility modelling will be completed in 2015 and used as the basis for the new DCC Bylaw.	10,000
Fire Department Small Equipment	Replacement of small equipment needed for the Fire Department, including: Nozzles and Hose Fittings; Turnout Gear; SCBA; Other specified Equipment.	17,500
Fire Vehicle Replacement Plan	To provide for the timely replacement of Fire Vehicles, as per Council Policy FN-019: Vehicle Replacement Plan – Fire Department. This budget item is for the completion of the purchase of a replacement pumper truck, which was initiated in 2015.	493,000

2016 Capital Project Descriptions

Title	Description	2016 Project Cost
Community Safety Building	<p>Construction of a new fire hall, emergency operations centre and training facility. May also include a leased space for a new BC Ambulance station.</p> <p>The current Fire Hall was completed in 1989 for volunteer firefighters to provide fire services to a community of 5,000; since that time, Sidney's population, demographics and fire service needs and risks have changed dramatically. The existing hall has seismic deficiencies; residents of Sidney relying on emergency services require better assurance that the Fire Department will be able to respond when expected. This project is expected to span 2 to 3 years, at a total cost of up to \$10M. Funding is expected to include lease payments from BCAS, proceeds from the sale of the existing fire hall lands, and borrowing. This year's budget is just for the initial phase.</p>	2,000,000
RCMP Furnishings	Required replacement of old workstations and chairs for ergonomic, configuration and productivity purposes.	7,500
Parks Equipment	Replacement of Parks small equipment.	10,000
Reay Creek Dam Assessment & Remediation	Detailed evaluation of options to either repair, replace or remove the Reay Creek Dam. Detailed planning for removal of contaminated sediment.	34,000
Lochside Park Upper Walkway Upgrade	To improve accessibility of the upper Lochside Waterfront Park Walkway. This project involves replacing edge and surface materials over the existing walkway to create a smoother surface and allow for easier access for those with mobility challenges. This project is brought forward from the 2013 Strategic Planning session.	40,000
Waterfront Walkway Upgrade (Eastview to First St Access)	To improve accessibility along an uneven and storm impacted section of the Town's waterfront walkway stretching between the south end of Eastview Park and the access corridor to First St. The proposed work would require base work to grade and properly seat and drain an extension to the brick pavers installed around 2011.	120,000
Skateboard Park	Construct Skate park in north end of Tulista Park.	150,000

2016 Capital Project Descriptions

Title	Description	2016 Project Cost
Rotary Park Irrigation Replacement	<p>Phase 1 of irrigation upgrades. Existing system is grossly inadequate and inefficient. The original system has been expanded over the years, (as have several ball fields) from 12 zones, to 28 zones. If the issue is not addressed, the excessive water hammer will burst the pipes, resulting in extensive water damage to the building, and will force the issue of upgrading, at least Phase 1 and 2 of this proposal. Phase 1 is to replace existing 2" water service with 6" water service, install 4" water meter and 4" double check valve (North Saanich). The new piping would be housed in a vault, attached to, but outside the building, thus minimizing potential for water damage. Phase 2 - Increase field irrigation mainline pipe in order to reduce "flow" to <340 USGPM as required for all site irrigation. Phase 3 will be to upsize field mainlines to 6", extend decoder wires to manifold locations, add field isolation at manifold locations, change existing controller to ACC decoder, and rewire all field irrigation. Phase 4 would be rezoning and improving systems to current efficiency standards.</p> <p>This is a 4-year project, with half the funding to come from the District of North Saanich.</p>	30,000
Lochside Walkway Irrigation	Add new 2' water service and backflow device.	8,000
Seaside Walk Irrigation	Additional 2" water service.	9,000
Tulista Park Bike Station	Remove existing vegetation, provide hard surface, (stamped concrete?) and install bike station equipment	10,000
Tulista Park Extension Swing	To replace an existing tot swing with an extension swing at Tulista Park.	3,000
Underground Wiring	To allow the Town to participate in underground wiring projects, jointly funded by adjacent developments. \$20,000 annually.	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.	10,000

2016 Capital Project Descriptions

Title	Description	2016 Project Cost
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.	10,000
Transportation Vehicles	To provide for the timely replacement of Town Vehicles, as per Council Policy FN-022: Mobile Equipment Replacement Plan. Funding is set aside for these replacements.	150,000
Water Fountain Stations Downtown	Install public water fountain stations in the downtown core.	15,000
Public Works Administration Building Design	Conceptual drawing for reconfiguration of Public Works Administration Offices. The existing offices were created by joining several portable trailers together many years ago. A modern office would provide better working space and be more energy efficient.	25,000
Building Exposure Analysis	Non-destructive testing of all Town owned buildings for the presence of hazardous materials (e.g.: asbestos, lead, PCB's, moulds).	50,000
Public Works Compound Extension and Fencing	Fencing and clearing of the expanded works yard leased storage and transfer station opposite the works yards.	50,000
Decorative Street Lighting	To install Decorative Street Lights in the Downtown core, based on a priority schedule. Annual budget item.	30,000
Henry Avenue Sidewalk - 4th St to 3rd St	Sidewalk extension to complete block on the north side of Henry. In 2015 a developer will be installing sidewalk along the frontage of 2430 Henry. This project is to complete the block, by bringing the sidewalk from 2430 Henry to 3rd Street.	30,000
Beacon Ave Curb & Sidewalk	To install curb and sidewalk on Beacon Ave (North West Corner of Third St) for Shaw cable box.	23,000
Gateway Signage	To install gateway signage at the Sidney International Ferry Terminal.	42,000

2016 Capital Project Descriptions

Title	Description	2016 Project Cost
Wayfinding Signage	Installation of pedestrian-oriented wayfinding signage in and near downtown.	29,000
Beacon Ave Curb Returns - Third & Fourth St.	To improve curb returns and let downs to improve accessibility on Beacon Avenue, at Third Street and Fourth Street.	45,000
Beacon Ave Crosswalks	To countersink existing crosswalk markings into asphalt. This is expected to extend lifetime of pavement markings.	9,000
Resthaven Driveway Drops	Replace driveway drops at 10472 and 10474 Resthaven Drive with lower profile letdowns.	10,000
Decorative Lighting Upgrades	Replacement of metal halide lamps to LED lamps on the Town owned decorative street lights (90 pedestal style 20 cobra head style) phased over five years.	60,000
Infra Plan-Bessredge Curb-James White North	120m of new curb on the West side of Bessredge Pl, from James White Pl to the North.	24,800
Infra Plan-Eastbrook Curbs-Northbrook-Frost	Replacement of 60m of curb & gutter on Eastbrook Dr, from Northbrook Dr to Frost Ave. Paving of road segment on Eastbrook Dr, from Northbrook Dr to Frost Ave.	111,400
Infra Plan-Resthaven-Malaview-Ardwell	Replacement of 95m of curb & gutter on the East side of Resthaven Dr, from Malaview Ave to Amherst Ave and replacement of 130m of curb & gutter on both sides of Resthaven Dr, from Malaview Ave to Ardwell Ave. Replacement of 165m of concrete sidewalk on Resthaven Dr, from Malaview to Ardwell. Paving of road segment on Resthaven Dr, from Malaview Ave to Ardwell Ave.	397,700
Infra Plan-Mills Paving-Resthaven to Fifth	Paving of road segment on Mills Road, from Resthaven Dr to Fifth St.	32,800

2016 Capital Project Descriptions

Title	Description	2016 Project Cost
Traffic Signal Light Upgrade	Consultant's report in 2015 identifies improvements to the 3 traffic signals on Beacon Avenue requiring primary signal heads for each through lane of traffic and larger signal lenses.	25,000
Bowerbank/Amelia Traffic Improvements	Paint intersection to define crosswalk, and replace curbs.	15,000
Downtown Employee Parking Lot	Phased construction of an employee parking lot on land leased from the VAA, adjacent to the highway.	500,000
Shoal Centre Kitchen Refrigeration Unit	Conversion of water cooled refrigeration units at Shoal Centre kitchen.	10,000
Shoal Centre Dining Room Flooring	New vinyl plank flooring in the dining room at the Shoal Centre.	10,000
Shoal Centre Kitchen Dishwasher Replacement	Replacement of commercial dishwasher in the Shoal Centre Kitchen.	10,000
Shoal Centre Reception Windows	Replacement of two windows in the reception area of the Shoal Centre with ones that can be opened to enable air flow.	2,000
Bus Stop Improvements	Yearly program to install new or upgrade existing bus transit stops.	12,500
Water Equipment	Annual allocation for new equipment for the Water Department. Funds to be used to replace existing equipment, and also, with the change in technology, new equipment may be needed.	10,000
Water Vehicles	To provide for the timely replacement of Town Vehicles, as per Council Policy FN-022: Mobile Equipment Replacement Plan. Funding is set aside for these replacements.	70,000
Backflow Preventers	Installation of backflow prevention devices on Town buildings. The CRD has mandated that the Town install backflow prevention devices on all buildings and equipment, these devices provide protection to the public water system.	37,000
Hydrant Upgrades	Annual program to upgrade hydrants and install one new hydrant in a location to be determined by the Fire Department.	10,000

2016 Capital Project Descriptions

Title	Description	2016 Project Cost
Infra Plan-Allbay Rd Water, Bowden Rd to End	Replacement of 265m of 250mm pipe, 225m of 200mm pipe, 230m of 150mm pipe on Allbay Road, from Bowden Road to the End as well as Jocelyn Place and Lyme Grove.	15,000
Infra Plan-Seventh & Bevan Watermain Relocation	Replace watermain on MPS lands.	50,000
Infra Plan-Colinwood-Bowerbank-end of both Cul de Sacs	Replacement of 140m of 150mm water main pipe on Colinwood Road, from Bowerbank Rd-Cul de Sac. Replacement of 55m of 150mm water main pipe on Colinwood Road, from Cul de Sac South. Replacement of 45m of 150mm water main pipe on Colinwood Road, from Cul de Sac East.	163,200
Infra Plan-Gail Pl-Frost to End	Replacement of 176m of 150mm water main pipe on Gail Place, from Frost to the end of 2 Cul de Sacs.	119,700
Sewer Equipment	Annual allocation for sewer equipment. Funds are to be used to replace existing equipment, and also, with the changes in technology, new equipment may be required.	10,000
Pump Station Spare Pump	Purchase of shelf ready spare sewer pump. It is good practice to have spare pumps on hand in order to respond to unexpected failures. Some pumps have lengthy delivery times, and expensive temporary measures could be required if a replacement pump cannot be found quickly.	10,000
Access Hatches-Pump Stations	Improved confined space entry hatches, to comply with Worksafe regulations. We have 10 pump stations and the improvements would be phased over 5 years.	20,000
Town Hall Service Connections	New sanitary sewer service connection to town hall.	10,000
Infra Plan Sewer-Resthaven Dr.; Abandon Amelia	Replacement of 220.70m of sewer pipe on Resthaven Drive, from Amelia Ave to Resthaven Dr Lane. Abandon sewer on Amelia Avenue, from Resthaven Dr to Mermaid Park (2350 Amelia).	282,400
		7,275,150