



TOWN OF SIDNEY

2017-2021

FINANCIAL PLAN

As approved: February 21, 2017

TOWN OF SIDNEY
FINANCIAL PLAN - 2017-2021
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 16th, first considered by Council on February 6th, and finalized on February 21st.

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.

The Town's website has additional budget information and resources, including copies of staff presentations and reports to Council. Please also refer to these resources for a more detailed understanding of the budget and its approval process. This information may be found under the *Financial Services/Budget* section of our website.

Town of Sidney 2017-2021 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 original draft budget proposed a 1.51% tax increase. Since the introduction of the budget, staff and Council have been able to reduce the increase to 0.66%.

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. The Strategic Plan was reviewed and updated in late 2016. This financial plan supports Council's priorities with the appropriate level of funding.

- No Across-the-board Inflationary Adjustments for 2017

Direction to staff in preparing their 2017 budget was that no across the board inflationary increases were to be factored in. This is the eighth year in a row that there has not been a general inflationary increase to all areas of the budget. Managers have to think hard about any required increases, rather than simply applying inflation to all their accounts. Some areas, such as utilities, contracts with external parties, or personnel costs governed by collective or other agreements, have required adjustments. And, like every year, funding is moved around between different focus areas to accommodate the work that has to be done. Increases above a certain reasonable level always have to be explained, and most of these are highlighted through the budget process. While this practice allows us to minimize tax impacts, certain increases each year are necessary in order 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. For the second consecutive year, we have tried to take advantage of this additional funding in the financial plan, while also keeping in mind potential future priorities.

- Community Safety Building

A key strategic priority for Council is the construction of a Community Safety Building (CSB) to replace the existing Fire Hall. The existing hall was completed in 1989 for volunteer firefighters to provide fire services to a smaller community with less density and fewer multi-storey buildings. Since that time, Sidney's population, demographics and fire service needs and risks have changed. 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. BC Ambulance Service is also expected to move into the new building, ensuring that ambulance service remains within the community, while providing an ongoing revenue stream to help pay for the construction of the building.

A site adjacent to the Mary Winspear Centre has been selected for the CSB. The Town is waiting for the final federal zoning amendment prior to beginning construction. Once the final approval is received, construction is expected to take about 18 months. Borrowing will be the main – but not the only – funding source for the project. Proceeds from the sale of the existing fire hall site are projected as the second largest funding source. We expect to borrow somewhere between \$6 million and \$8 million to fund this project; the debt costs are expected to commence in late 2017, with larger impacts in 2018 and 2019. These estimated costs have been factored into this financial plan.

- RCMP Contract

Communities with a population between 5,000 and 15,000 that are served by the RCMP pay 70% of the cost of each officer; the remaining 30% is subsidized by the two senior governments. Even with this subsidy, the cost per officer is up to over \$121,000. 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. The Town shares an RCMP Detachment with North Saanich, one of several cost-shared services with our neighbouring municipalities.

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 number of officers for 2017, a general increase in the contract cost per officer adds approximately \$50,000 to the Town's budget each year; these increases are beyond the control of the Town.

- Personnel Impacts

Growing demands on staff due to the high volume of development have necessitated the hiring of two term positions (each for two years) to assist with the workload. However, these positions, are funded by the increased building and development fees associated with the higher volumes, meaning that there is no impact on taxes. The only other new position proposed for 2017 is a Crime Analyst/Quality Control staff member for the RCMP. This position is cost-shared with North Saanich (as are all RCMP civilian staff) and is budgeted for half a year only for 2017.

- Supplemental Requests

These are defined as changes to existing services, or one-time projects or studies that cannot be funded through existing budgets. While some of these items are discussed in this section, additional details are provided on pages 17-24 to better describe each item, and to quantify the total impact on the financial plan. Please note that the cost of the Supplementals is reflected in the projected budget increase. If any of the items are not approved, the tax impact would be reduced.

- 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. There are ongoing cost impacts associated with this plan, as the new firefighters earn the increments that will take them to the top of their competitive pay scale. The estimated tax impact for the five years of this financial plan is about 1/3rd of one percent each year.

- 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 \$35,300 for 2017, plus an additional \$13,100 in the Utility Funds. Additional analysis of the sufficiency of existing reserve contributions is an ongoing effort; however, there is evidence to suggest that the annual contributions to Roads Infrastructure are not enough to fund the required works over the next 20 years. As a result, an increase of \$60,000 in the transfer to this reserve is being recommended for this year; this amount is included in the projected tax increase, as a Supplemental Request.

- Surplus Funding

The level of Surplus funding has been increased by \$50,000 to a new level of \$250,000 per year for this 5-year financial plan. In addition, an extra \$50,000 has been included for 2017 and 2018 only, to help fund two term staffing positions. 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.

- Growth in the Tax Base

Another factor that helps to keep the tax increase down is growth in the tax base, which is primarily from new construction. Not only does this additional development volume produce building permit revenues, but it also generates additional taxes each year. This growth revenue is the first offset against budget increases, before any general tax increase is applied. Growth revenue will be approximately \$141,000 for 2017. \$150,000 per year is projected for years 2 to 5 of the current financial plan. However, given the potential for continued development, especially commercial, it is entirely possible that these projections will prove to be conservative. Rather than including a higher estimate at this time, tax base growth will be carefully monitored over the coming years, and there is a realistic chance that the tax increase projections for future years will be reduced through additional development.

- Proposed Tax Increase

The proposed budget has a net increase in property tax revenues of \$212,300. This includes \$141,000 in tax revenues from new construction, which helps to reduce the amount required from existing taxpayers to \$71,300; this equates to a net impact to existing taxpayers of 0.66%, which represents approximately \$9 for the average residence (about \$0.76 per month).

Projected tax increases for years 2 to 5 range from 2.93% in 2018 to 1.21% in 2021. These are the best projections that we have at this time, based on all available information and current estimates. The largest impact for each of 2018 and 2019 is the phased borrowing for the Community Safety Building. We expect to lock in the borrowing over at least two years, to match the cash flow required for construction. Revenue projections for years 2 to 5 are somewhat conservative. If growth in the tax base is larger than our conservative projections indicate, that extra revenue will reduce the above tax increases for 2018 and 2019.

Analysis of Tax Impacts

Town of Sidney - 2017 Financial Plan		Required Tax Revenue	% Tax Increase
2016 Taxes		10,764,343	
Add: Changes to core budget			
Miscellaneous operational increases	89,700		
RCMP Contract increases	45,800		
Increase in reserve transfers	51,200		
Decrease to capital budget funded from tax	<u>(111,655)</u>	75,045	0.70%
Add: Incremental items			
Supplementals - one time	52,000		
Supplementals - continuous	129,850		
Less: 2016 one-time Supplementals	<u>(44,600)</u>	137,250	1.28%
Deduct: Offsets			
2017 Tax Base growth (non-market) revenue	<u>(141,000)</u>	(141,000)	-1.31%
2017 Property tax increase to existing taxpayers		71,295	0.66%
<p>Note: 1% increase in taxes = \$107,637 in additional revenue.</p> <p>Each 1% tax increase represents approximately \$1.15 per month for the average residential taxpayer</p>			

Impact on Average Residential Tax Bill

- In 2016, the “average” residential property paid \$1,378 in municipal property taxes.
- Applying a 0.66% tax increase would take this figure to \$1,387.
- No changes are proposed for the Parcel Taxes, meaning that the overall increase in municipal charges on the tax notice are estimated at \$9 for the year for the average residence.

	2016				2017		
	Annual	Monthly	Daily		Annual	Monthly	Daily
Municipal Taxes	1,378	115	3.78	Municipal Taxes	1,387	116	3.80
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	1,558	130	4.27	Total	1,567	131	4.29
				Increase	\$ 9.09	\$ 0.76	\$ 0.02
				Overall % increase on municipal charges			0.58%

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 +18%.

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.

Town of Sidney 2017 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	2016 YTD Actual	Budget 2016	2017	2018	2019	2020	2021	
Other Revenue								
TAXES	503,278.	506,342.	541,706.	578,609.	591,671.	605,030.	618,696.	
FEES, RATES & SERVICE CHARGES	2,470,579.	2,168,513.	2,449,863.	2,493,512.	2,521,871.	2,558,893.	2,596,691.	
GOVERNMENT TRANSFERS	1,316,515.	1,544,910.	1,437,944.	1,634,494.	1,463,134.	1,471,945.	1,480,933.	
INVESTMENT EARNINGS	224,094.	191,100.	191,000.	191,000.	191,000.	191,000.	191,000.	
GIFTS & CONTRIBUTIONS	2,933.	.	60,000.	
PENALTIES & INTEREST ON TAXES	81,157.	85,000.	85,000.	86,700.	88,434.	90,203.	92,007.	
RESERVE & INTERFUND TRANSFERS (R)	20,723.	438,910.	446,189.	332,369.	260,464.	260,561.	260,661.	
OTHER REVENUE	308,460.	8,800.	8,800.	8,976.	9,156.	9,339.	9,526.	
Total Revenue before Property Taxes	4,927,739.	4,943,575.	5,220,502.	5,325,660.	5,125,730.	5,186,971.	5,249,514.	
Operating Expenditures								
PERSONNEL	6,531,428.	6,533,580.	6,953,825.	7,153,177.	7,138,483.	7,300,140.	7,466,427.	
CONTRACTED SERVICES & EQUIPMENT	4,063,301.	5,193,371.	5,181,775.	5,379,382.	5,326,502.	5,393,260.	5,489,507.	
MATERIALS, SUPPLIES & EQUIPMENT	1,041,498.	1,075,203.	1,114,892.	1,133,850.	1,150,394.	1,172,889.	1,195,839.	
OTHER EXPENSES & ALLOCATIONS	217,362.	160,926.	162,781.	153,599.	154,511.	155,527.	156,650.	
DEBT & LEASE FINANCING	324,369.	326,471.	317,916.	421,442.	641,286.	649,091.	646,480.	
RESERVE & INTERFUND TRANSFERS	2,417,369.	2,089,692.	2,248,931.	2,266,866.	2,332,485.	2,400,715.	2,473,959.	
CAPITAL FUNDING	328,675.	328,675.	217,020.	265,370.	258,370.	210,870.	212,370.	
Total Expenditures	14,924,002.	15,707,918.	16,197,140.	16,773,686.	17,002,031.	17,282,492.	17,641,232.	
PROPERTY TAX	10,729,556.	10,764,343.	10,976,638.	11,448,026.	11,876,301.	12,095,521.	12,391,718.	
Increase in Tax			212,295.	471,388.	428,275.	219,220.	296,197.	
Percentage Change			1.97%	4.29%	3.74%	1.85%	2.45%	
			Non-market Change	141,000	150,000	150,000	150,000	150,000
			General Increase	71,295	321,388	278,275	69,220	146,197
				212,295	471,388	428,275	219,220	296,197
			General Increase Percentage	0.66%	2.93%	2.43%	0.58%	1.21%

Town of Sidney 2017 Financial Plan: Fund Detail

FUND: General Operating Fund

FUNCTION	2016 Net Budget	2017 Net Budget	2018 Net Budget	2019 Net Budget	2020 Net Budget	2021 Net Budget
Revenue						
01-General Revenue	(12,534,550.)	(12,819,631.)	(13,329,796.)	(13,715,598.)	(13,942,494.)	(14,246,522.)
<i>change from prior year</i>		(285,081.)	(510,165.)	(385,802.)	(226,896.)	(304,028.)
Net Expenditures						
11-Legislative Services	225,400.	228,958.	233,447.	238,028.	242,696.	247,460.
<i>change from prior year</i>		3,558.	4,489.	4,581.	4,668.	4,764.
12-Finance & Administration	1,609,371.	1,575,678.	1,588,034.	1,632,601.	1,659,073.	1,677,343.
<i>change from prior year</i>		(33,693.)	12,356.	44,567.	26,472.	18,270.
19-Elections	4,000.	4,000.	4,000.	4,000.	4,000.	4,000.
<i>change from prior year</i>	
21-Police Protection	2,312,864.	2,393,897.	2,482,693.	2,544,801.	2,608,126.	2,670,684.
<i>change from prior year</i>		81,033.	88,796.	62,108.	63,325.	62,558.
22-Court House	30,158.	30,590.	31,345.	32,115.	32,902.	33,704.
<i>change from prior year</i>		432.	755.	770.	787.	802.
23-Fire Protection	1,268,555.	1,384,893.	1,427,854.	1,472,916.	1,520,209.	1,571,679.
<i>change from prior year</i>		116,338.	42,961.	45,062.	47,293.	51,470.
24-Emergency Measures (PEMO)	34,000.	40,500.	41,310.	42,136.	42,979.	43,839.
<i>change from prior year</i>		6,500.	810.	826.	843.	860.
26-Building & Bylaw Enforcement	82,063.	73,000.	74,252.	(9,161.)	(9,555.)	(9,955.)
<i>change from prior year</i>		(9,063.)	1,252.	(83,413.)	(394.)	(400.)
31-Common Services - Transportation	929,093.	1,015,035.	1,056,530.	980,118.	999,458.	1,019,197.
<i>change from prior year</i>		85,942.	41,495.	(76,412.)	19,340.	19,739.
32-Roads	913,527.	918,565.	932,947.	950,851.	969,869.	989,269.
<i>change from prior year</i>		5,038.	14,382.	17,904.	19,018.	19,400.
34-Public Transit	8,987.	5,709.	5,893.	6,080.	6,271.	6,465.
<i>change from prior year</i>		(3,278.)	184.	187.	191.	194.
35-Parking Lots	(15,041.)	(19,771.)	(20,167.)	(20,571.)	(20,982.)	(21,402.)
<i>change from prior year</i>		(4,730.)	(396.)	(404.)	(411.)	(420.)

Town of Sidney 2017 Financial Plan: Fund Detail

FUND: General Operating Fund

FUNCTION	2016 Net Budget	2017 Net Budget	2018 Net Budget	2019 Net Budget	2020 Net Budget	2021 Net Budget
Net Expenditures						
36-Dock & Port Facilities	(181,868.)	(190,930.)	(197,434.)	(199,888.)	(202,327.)	(204,845.)
<i>change from prior year</i>		(9,062.)	(7,370.)	(2,454.)	(2,439.)	(2,518.)
37-Storm Drains	195,605.	198,525.	202,494.	206,542.	210,671.	214,884.
<i>change from prior year</i>		2,920.	3,969.	4,048.	4,129.	4,213.
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	134,035.	141,435.	144,264.	147,150.	150,094.	153,097.
<i>change from prior year</i>		7,400.	2,829.	2,886.	2,944.	3,003.
51-Municipal Planning	392,880.	376,850.	384,389.	432,078.	399,921.	407,919.
<i>change from prior year</i>		(16,030.)	7,539.	47,689.	(32,157.)	7,998.
62-Parks	1,135,015.	1,172,408.	1,179,169.	1,200,911.	1,223,762.	1,247,726.
<i>change from prior year</i>		37,393.	6,761.	21,742.	22,851.	23,964.
63-Library	(21,400.)	(28,449.)	(29,017.)	(29,598.)	(30,190.)	(30,794.)
<i>change from prior year</i>		(7,049.)	(568.)	(581.)	(592.)	(604.)
64-Senior's Centre	121,513.	120,430.	122,838.	125,293.	127,800.	130,355.
<i>change from prior year</i>		(1,083.)	2,408.	2,455.	2,507.	2,555.
65-Museums	124,236.	127,036.	127,513.	128,346.	129,198.	130,067.
<i>change from prior year</i>		2,800.	477.	833.	852.	869.
70-Fiscal Services	2,864,192.	2,995,562.	3,232,608.	3,532,226.	3,626,591.	3,711,581.
<i>change from prior year</i>		131,370.	237,046.	299,618.	94,365.	84,990.
Total Net Expenditures	(328,675.)	(217,020.)	(265,370.)	(258,370.)	(210,870.)	(212,370.)
<i>change from prior year</i>		111,655.	(48,350.)	7,000.	47,500.	(1,500.)

2016 to 2017 Revenue & Expenditure Comparison by Function

	Subfunction	2016 Budget			2017 Budget			Net Change	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net		
1 - Corporate Services									
	11010 Council	-	220,400	220,400	-	223,958	223,958	3,558	
	11020 Committees	-	5,000	5,000	-	5,000	5,000	-	
	11 Legislative	-	225,400	225,400	-	228,958	228,958	3,558	1.6%
	12020 Administration	41,581	628,756	587,175	57,138	635,906	578,768	(8,407)	
	12050 Financial Management	42,300	689,325	647,025	42,733	704,165	661,432	14,407	
	12060 Driver Services	310,000	255,220	(54,780)	320,000	254,900	(65,100)	(10,320)	
	12080 Common Services	6,000	127,526	121,526	6,000	128,572	122,572	1,046	
	12090 Computer Services	12,000	496,294	484,294	12,000	500,028	488,028	3,734	
	12610 Yards and Grounds - Town Hall	9,800	30,500	20,700	9,800	30,500	20,700	-	
	12620 Building Mtce - Town Hall	-	91,970	91,970	-	93,020	93,020	1,050	
	12710 Fiscal Services - Transfers	-	(288,539)	(288,539)	-	(323,742)	(323,742)	(35,203)	Overhead charges to Utilities
	12 General Administration	421,681	2,031,052	1,609,371	447,671	2,023,349	1,575,678	(33,693)	-2.1%
	19 Elections	-	4,000	4,000	-	4,000	4,000	-	
2 - Protective Services									
	21020 Administration	262,350	597,600	335,250	282,023	644,100	362,077	26,827	Supplemental-Crime Analyst
	21070 Prevention and Protection	-	1,921,944	1,921,944	-	1,973,022	1,973,022	51,078	RCMP Contract
	21690 Buildings	60,970	116,640	55,670	64,394	123,192	58,798	3,128	
	21 Police Protection	323,320	2,636,184	2,312,864	346,417	2,740,314	2,393,897	81,033	3.5%
	22610 Yards and Grounds	-	6,506	6,506	-	4,006	4,006	(2,500)	
	22620 Building	20,073	43,725	23,652	17,165	43,749	26,584	2,932	
	22 Court House	20,073	50,231	30,158	17,165	47,755	30,590	432	1.4%
	23020 Administration	650	254,360	253,710	650	270,625	269,975	16,265	
	23030 Training	12,000	166,020	154,020	-	194,120	194,120	40,100	Supplementals.; lost one-time ctwd
	23060 Fire Investigation/Prevention	-	105,000	105,000	-	106,050	106,050	1,050	
	23070 Fire Communication Systems	-	88,123	88,123	-	97,075	97,075	8,952	CREST
	23080 Fire Fighters	-	425,230	425,230	-	476,353	476,353	51,123	FF hiring plan complete
	23610 Yards and Grounds	-	2,776	2,776	-	2,776	2,776	-	
	23620 Building Mtce	-	44,896	44,896	-	44,244	44,244	(652)	
	23640 Equipment	-	17,575	17,575	-	17,325	17,325	(250)	
	23650 Vehicles and Mobile Equipment	-	39,925	39,925	-	39,675	39,675	(250)	
	23710 Fiscal Services	-	137,300	137,300	-	137,300	137,300	-	
	23 Fire Protection	12,650	1,281,205	1,268,555	650	1,385,543	1,384,893	116,338	9.2%
	24020 Administration	33,000	49,500	16,500	33,000	49,500	16,500	-	
	24050 Emergency Programs	6,500	24,000	17,500	-	24,000	24,000	6,500	ERMS annual contract
	24 Emergency Measures	39,500	73,500	34,000	33,000	73,500	40,500	6,500	19.1%
	26000 General Revenue	90,900	-	(90,900)	90,900	-	(90,900)	-	
	26060 Building Inspection	280,250	293,480	13,230	375,250	336,300	(38,950)	(52,180)	Higher revenues offset staffing
	26080 Animal Control	16,000	53,000	37,000	16,000	53,000	37,000	-	
	26100 Bylaw Enforcement	21,500	141,090	119,590	31,500	194,350	162,850	43,260	Revenue offset in Building Permits
	26650 Vehicles and Mobile Equipment	-	3,143	3,143	-	3,000	3,000	(143)	
	26 Bylaw Enforcement	408,650	490,713	82,063	513,650	586,650	73,000	(9,063)	-11.0%

2016 to 2017 Revenue & Expenditure Comparison by Function

	Subfunction	2016 Budget			2017 Budget			Net Change	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net		
3 - Engineering & Works									
	31020 Administration	20,000	253,713	233,713	20,000	257,163	237,163	3,450	
	31030 Training	-	33,150	33,150	-	33,150	33,150	-	
	31060 Engineering Services	-	357,698	357,698	-	440,646	440,646	82,948	Term position; revenue offsets shown elsewhere
	31410 Vandalism & Graffiti	-	19,574	19,574	-	19,574	19,574	-	
	31510 Public Washrooms	-	28,898	28,898	5,000	29,108	24,108	(4,790)	
	31610 Yards and Grounds - P/W	-	56,491	56,491	-	57,491	57,491	1,000	
	31620 Buildings	-	86,210	86,210	-	88,798	88,798	2,588	
	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	-	30,623	30,623	-	35,365	35,365	4,742	
	31650 Vehicles & Mobile Equipment	-	53,882	53,882	-	49,886	49,886	(3,996)	
	31660 Welding Shop	-	10,701	10,701	-	10,701	10,701	-	
	31 Common Services - Transport	20,000	949,093	929,093	25,000	1,040,035	1,015,035	85,942	9.3%
	32020 Administration	-	135,720	135,720	-	138,758	138,758	3,038	
	32070 Traffic Services	-	117,457	117,457	-	117,457	117,457	-	
	32080 Street Lighting	-	148,128	148,128	5,300	155,428	150,128	2,000	
	32120 Patching and Shouldering	-	172,216	172,216	-	162,216	162,216	(10,000)	
	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	-	67,093	67,093	10,000	
	32230 Storm Damage	-	17,914	17,914	-	17,914	17,914	-	
	32240 Retaining Walls	-	18,303	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	-	12,812	12,812	-	12,812	12,812	-	
	32 Roads	-	913,527	913,527	5,300	923,865	918,565	5,038	0.6%
	33 Recoverable Work	110,577	110,577	-	275,000	275,000	-	-	
	34 Public Transit	4,500	13,487	8,987	4,500	10,209	5,709	(3,278)	-36.5%
	35 Parking Lots	25,000	9,959	(15,041)	25,000	5,229	(19,771)	(4,730)	31.4%
	36020 Administration	-	25,300	25,300	-	26,000	26,000	700	
	36040 Griffith Road Wharf	-	6,090	6,090	-	8,090	8,090	2,000	
	36050 Beacon Wharf	67,560	57,402	(10,158)	37,560	18,406	(19,154)	(8,996)	Periodic Supplements in 2016 (wharf assessment)
	36100 Oil Spill Recovery	-	3,692	3,692	-	3,692	3,692	-	
	36220 Ferry Terminal Operating	161,100	6,000	(155,100)	163,866	6,000	(157,866)	(2,766)	
	36670 Port Sidney Waterfront	126,900	75,208	(51,692)	126,900	75,208	(51,692)	-	
	36 Dock and Port Facilities	355,560	173,692	(181,868)	328,326	137,396	(190,930)	(9,062)	5.0%

2016 to 2017 Revenue & Expenditure Comparison by Function

	Subfunction	2016 Budget			2017 Budget			Net Change	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net		
	37020 Administration	-	53,100	53,100	-	54,800	54,800	1,700	
	37110 Drainage Ditches	-	4,459	4,459	-	4,459	4,459	-	
	37210 Preventative Maintenance	-	33,724	33,724	-	34,924	34,924	1,200	
	37220 Storm Drain Repairs	-	92,600	92,600	-	92,620	92,620	20	
	37230 Catch Basin Clearing	-	11,722	11,722	-	11,722	11,722	-	
	37910 Service Connections	23,149	23,149	-	32,000	32,000	-	-	
37	Storm Drains	23,149	218,754	195,605	32,000	230,525	198,525	2,920	1.5%
	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	543,545	2,432,538	1,888,993	699,885	2,665,708	1,965,823	76,830	4.1%
4 -	Environmental Services								
	43020 Administration	-	15,000	15,000	-	15,400	15,400	400	
	43080 Solid Waste Disposal	574,000	574,000	-	579,875	579,875	-	-	
	43090 Town Garbage Collection	-	110,620	110,620	-	117,620	117,620	7,000	
	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	574,000	708,035	134,035	579,875	721,310	141,435	7,400	5.5%
5 -	Development Services								
51	Municipal Planning	197,900	590,780	392,880	33,100	409,950	376,850	(16,030)	-4.1%
6 -	Parks & Cultural								
	63020 Administration	112,100	-	(112,100)	107,251	-	(107,251)	4,849	
	63610 Yards and Grounds	-	22,700	22,700	-	22,700	22,700	-	
	63620 Building Mtce	-	68,000	68,000	4,000	60,102	56,102	(11,898)	
63	Library	112,100	90,700	(21,400)	111,251	82,802	(28,449)	(7,049)	32.9%
64	Senior Citizens Centre	21,443	142,956	121,513	21,252	141,682	120,430	(1,083)	-0.9%
	65020 Historical Museum & Archives	-	110,567	110,567	-	113,367	113,367	2,800	Supplemental funding request
	65620 Shaw Ocean Discovery Centre	-	13,669	13,669	-	13,669	13,669	-	
65	Museums	-	124,236	124,236	-	127,036	127,036	2,800	2.3%

2016 to 2017 Revenue & Expenditure Comparison by Function

	Subfunction	2016 Budget			2017 Budget			Net Change	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net		
6 - Parks & Cultural									
	62020 Administration	-	190,892	190,892	-	194,682	194,682	3,790	
	62030 Training	-	18,630	18,630	-	17,630	17,630	(1,000)	
	62110 Iroquois Park Buildings	4,982	43,886	38,904	5,494	43,697	38,203	(701)	
	62120 Tulista Park Buildings	7,500	45,207	37,707	-	27,347	27,347	(10,360)	
	62130 Small Parks	-	42,992	42,992	-	69,463	69,463	26,471	Supplemental: Mary Winspear Mtce (\$20K)
	62140 Bevan/Beacon Triangle Park	-	28,505	28,505	-	23,505	23,505	(5,000)	
	62150 Brethour	-	7,122	7,122	-	7,122	7,122	-	
	62160 Iroquois	-	64,606	64,606	-	65,320	65,320	714	
	62170 Raey Creek	-	10,166	10,166	-	10,166	10,166	-	
	62180 Resthaven Park & Island	-	15,747	15,747	5,000	17,748	12,748	(2,999)	
	62190 Tulista Park	-	52,022	52,022	-	53,691	53,691	1,669	
	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	-	39,020	39,020	20	
	62230 Tulista Boat Ramp	72,200	45,990	(26,210)	70,850	45,760	(25,090)	1,120	
	62240 Seaport Park	-	42,754	42,754	-	42,754	42,754	-	
	62250 Little League Baseball Fields	37,965	70,430	32,465	34,715	63,930	29,215	(3,250)	
	62280 Well Site Maintenance	-	605	605	-	605	605	-	
	62290 Eastview Park	-	20,761	20,761	-	20,761	20,761	-	
	62300 Seaside Walkway	-	28,608	28,608	-	25,608	25,608	(3,000)	
	62310 Fishing Pier Maintenance	-	16,228	16,228	-	16,231	16,231	3	
	62340 Rotary Waterpark	-	12,500	12,500	-	12,500	12,500	-	
	62350 Skateboard Park	-	5,545	5,545	-	5,782	5,782	237	
	62360 Pat Bay Highway Sign	-	8,674	8,674	-	8,674	8,674	-	
	62370 Beacon Park	-	31,878	31,878	-	43,038	43,038	11,160	
	62400 Cul-de-Sac Program	10,000	20,462	10,462	-	10,462	10,462	-	
	62410 Downtown Maintenance	60	79,352	79,292	60	78,377	78,317	(975)	
	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	27,540	52,520	24,980	15,000	Canada 150 Supplemental
	62520 Sidney Days	2,500	28,633	26,133	-	28,633	28,633	2,500	
	62590 Park Furniture	13,077	13,077	-	13,077	13,077	-	-	
	62600 Playground Equipment	-	20,804	20,804	-	20,804	20,804	-	
	62610 Yards and Grounds	-	29,412	29,412	-	29,912	29,912	500	
	62620 Buildings	-	21,102	21,102	-	21,596	21,596	494	
	62630 Small Tools	-	9,729	9,729	-	9,729	9,729	-	
	62640 Equipment	-	35,863	35,863	-	40,863	40,863	5,000	
	62650 Vehicles and Mobile Equipment	-	57,918	57,918	-	52,918	52,918	(5,000)	
62	Parks	148,284	1,284,299	1,136,015	156,736	1,329,144	1,172,408	36,393	3.2%

2016 to 2017 Revenue & Expenditure Comparison by Function

	Subfunction	2016 Budget			2017 Budget			Net	Comments
		Revenues	Expenses	Net	Revenues	Expenses	Net	Change	
7 - Fiscal Services									
	01000 General Revenue	12,534,868	-	(12,534,868)	12,819,631	-	(12,819,631)	(284,763)	
	01 General Revenue	12,534,868	-	(12,534,868)	12,819,631	-	(12,819,631)	(284,763)	2.3%
	70000 Transfers	-	1,957,440	1,957,440	60,000	2,130,506	2,070,506	113,066	\$60K Supplemental for increased contributions
	70040 Union Negotiations	1,000	1,000	-	3,000	4,000	1,000	1,000	
	70100 Debt Servicing	-	312,632	312,632	-	305,847	305,847	(6,785)	Leases
	70200 Other Fiscal Services	-	63,500	63,500	-	73,500	73,500	10,000	
	70300 Community Support	334,222	864,160	529,938	353,857	898,566	544,709	14,771	
	70 Fiscal Services	335,222	3,198,732	2,863,510	416,857	3,412,419	2,995,562	132,052	4.6%
		15,693,236	15,364,561	(328,675)	16,197,140	15,980,120	(217,020)	111,655	
9 - Capital									
	91 General	6,139,175	6,467,850	328,675	10,253,150	10,470,170	217,020	(111,655)	Decrease in Tax funded capital projects.

SUPPLEMENTAL REQUESTS

<u>One Time Requests</u>	Budget Impacts				
	2017	2018	2019	2020	2021
2-year Term Position (2)	-	-	-	-	-
Fire Hall Marketing	15,000	-	-	-	-
Canada 150/Sidney 50 Celebrations	15,000	-	-	-	-
New roof & paint on Resthaven Island Gazebo	2,000	-	-	-	-
Restore wood finish in the interior of the band shell	10,000	-	-	-	-
10k/5k Running Race	10,000	-	-	-	-
Trolley Service Pilot Project Consultant	-	20,000	-	-	-
Active Transportation Plan	-	50,000	-	-	-
Sea Level Rise Plan	-	100,000	-	-	-
Environmental Sustainability Plan	-	30,000	-	-	-
Gas Tax Funding Offset	-	(180,000)	-	-	-
Citizen Survey	-	-	15,000	-	-
Minor OCP Review	-	-	40,000	-	-
Total one-time	52,000	20,000	55,000	-	-
<u>Ongoing Requests</u>					
RCMP Crime Analyst/Quality Control Position	28,846	57,692	58,846	60,023	61,224
Fire Duty Officer Increase	8,200	8,364	8,531	8,702	8,876
First Responder 3 Program	3,500	3,570	3,641	3,714	3,789
ERMS Annual Licencing	6,500	6,630	6,763	6,898	7,036
Mary Winspear Grounds Maintenance	20,000	25,000	25,000	25,000	25,000
Increase to annual Museum funding	2,800	2,800	5,800	8,800	8,800
Increase annual transfer to Infrastructure Reserve	60,000	62,200	64,400	66,700	69,100
MPS Lease Payment	-	-	-	-	-
Total ongoing	129,846	166,256	172,981	179,837	183,824
Less: Previous year's one-time requests	(44,590)	-	-	-	-
Net 2017 impact:	\$ 137,256	\$ 186,256	\$ 227,981	\$ 179,837	\$ 183,824

SUPPLEMENTAL ITEM DESCRIPTIONS

ONE-TIME REQUESTS – 2017

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
<p>Development Services and Engineering</p>	<p>Two 2-Year Term Positions</p> <p>The addition of two term positions to assist Development Services and Engineering departments to keep up and catch up with the volume of development activity. An Engineering Technician and a combination Building Inspector/Bylaw Enforcement Officer have been hired pursuant to previous Council approval. These positions do not directly impact property taxes, as they are being funded from incremental building and development revenues.</p>	<p>\$0</p>
<p>Administration</p>	<p>Fire Hall Site Marketing</p> <p>With a new Community Safety Building (CSB) to be constructed, one of the key funding sources for that project is the sale of the existing fire hall site. The proceeds received from that sale will be used to reduce the amount of borrowing for the CSB. While the CSB is not expected to be completed until late 2018, it is important to start the work of marketing the fire hall site. We are proposing the use of a real estate specialist to assist with this marketing, in order to obtain the maximum benefit.</p>	<p>\$15,000</p>
<p>Parks & Public Works</p>	<p>Canada 150 / Sidney 50 Celebrations</p> <p>Additional funding to the annual Celebrations budget to allow the Town to take advantage of Canada 150 grant funding in commemorating the 150th anniversary of Canada, and the 50th anniversary of Sidney’s incorporation as a Town. A series of special events has previously been approved by Council, and requires this additional funding.</p>	<p>\$15,000</p>

SUPPLEMENTAL ITEM DESCRIPTIONS

ONE-TIME REQUESTS – 2017

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
<p>Parks & Public Works</p>	<p>Resthaven Island Gazebo Maintenance</p> <p>A \$5,000 Supplemental item was approved in 2016 to allow for replacement of the roof and refreshing the paint on the gazebo on Resthaven Island. This budget proved to be insufficient, and an additional \$2,000 is required in order to complete the job.</p>	<p>\$2,000</p>
<p>Parks & Public Works</p>	<p>Restore Wood Finish on Interior of Band Shell at Beacon Park</p> <p>The wood finish on the interior of the band shell at Beacon park requires maintenance. Due to the harsh winter weather conditions near the waterfront, this structure will require regular maintenance and refurbishment.</p>	<p>\$10,000</p>
<p>Fiscal Services – Community Support</p>	<p>10 km/ 5 km Running Race</p> <p>Council had previously approved funding of up to \$10,000 for an inaugural road running race event to be held in mid-September of 2017. This funding is to be provided on the understanding that it would be reimbursed by the race organizers if corporate sponsorship or grant funding were to be received for the event.</p> <p>As an alternative to tax funding, Council may consider an allocation from the Economic Development Fund, as attracting athletes to Sidney is a primary motivation for this new event.</p>	<p>\$10,000</p>

SUPPLEMENTAL ITEM DESCRIPTIONS

ONGOING REQUESTS – 2017

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
<p>Policing / RCMP</p>	<p>Crime Analyst / Quality Control Position</p> <p>The Sidney/North Saanich RCMP Detachment is requesting a new civilian support addition for 2017, a Crime Analyst/Quality Control position. The new position would increase the effectiveness and efficiency of the Detachment through specialized research and analytical techniques to support criminal investigation activities. Crime data systems are in place, but are difficult to analyze on an ad-hoc basis. Having a dedicated position for this purpose will allow the Detachment to make more effective use of the available information, and will lead to more pro-active enforcement.</p> <p>This position is budgeted for half a year in 2017; the full year impact for 2018 and beyond would be about twice this year’s amount. As with all civilian support positions, as well as building maintenance, this cost is shared with the District of North Saanich on a proportional basis (calculated on the number of officers attached to each jurisdiction). North Saanich would also have to approve this addition. The amount indicated above is the net cost to the Town for 2017.</p>	<p>\$28,846</p>
<p>Fire Department</p>	<p>Fire Duty Officer Compensation Increase</p> <p>Fire Department Duty Officers, many of whom are volunteers, are responsible for Fire Department responses after "normal" working hours; this equates to 120 hours a week. Each duty officer shift is a week in duration. At present, the weekly stipend for remaining on the Saanich Peninsula ready to respond for a week outside of 08:30-16:30, Monday through Saturday, is \$187.80 or \$1.57 an hour. The proposed increase in D/O stipend pay would see the weekly stipend increase to \$350.00 per week or \$2.91 an hour. On average, for an officer in the D/O rotation, which is typically every five weeks, he or she will receive an additional \$700 annually in stipend pay. Our Duty Officers are all Fire Officer 1 qualified at minimum, and meet the new Office of the Fire Commissioner standards for assuming command of a fire scene. They also ensure a prompt after hours First Responder medical presence. This is increasingly important, as the Fire Department now arrives at medical calls prior to the ambulance 40% of the time.</p>	<p>\$8,200</p>

SUPPLEMENTAL ITEM DESCRIPTIONS

ONGOING REQUESTS – 2017

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
<p>Fire Department</p>	<p>First Responder 3 Program</p> <p>In 2016, the Justice Institute of BC discontinued their First Responder program and supporting curriculum. The JIBC First Responder Program was a "made in BC for BC" program that at one time (1980's & 1990's) was very highly regarded, but was not continually supported and updated, and was well below the national standard when the program was terminated late last year. This has necessitated a change to the Red Cross First Responder program, which is aligned with national and international standards. With this, however, comes additional costs for training time and materials, as the scope of practice now includes AED, spinal immobilization, traction splints, pulse oximetry, blood pressure auscultation, and the KED (Kendrick Extrication Device). Adopting and maintaining this new curriculum is more expensive from an instructor, student, and text book perspective. Also, the new treatment devices must be purchased and maintained. This investment in an increased scope of practice is warranted, as the number of medical responses and frequency we are the first arriving agency continues to rise year over year.</p>	<p>\$3,500</p>
<p>Emergency Program</p>	<p>ERMS Annual Licencing</p> <p>In late 2016, the Town rolled out its new Emergency Notification System (ERMS). An ongoing funding supplement is required in order to pay for the annual licencing fees of the new system.</p> <p>2016 ERMS start up fees and licensing costs were funded from emergency planning and exercise budgets. In 2016, we did not conduct a large scale or multiple disaster exercises, or roll out a new emergency planning program (other than ERMS). 2017 will see the roll out of our Senior Fire Safety program, in conjunction with at least one, likely more, disaster exercises. Utilizing existing funding to fund the ERMS system, which to date has been very well received, will limit our abilities to move future disaster planning and mitigation initiatives forward.</p>	<p>\$6,500</p>

SUPPLEMENTAL ITEM DESCRIPTIONS

ONGOING REQUESTS – 2017

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
<p>Parks & Cultural</p>	<p>Mary Winspear Grounds Maintenance</p> <p>In 2016, the Town entered into a Memorandum of Understanding with the Memorial Park Society, which operates the Mary Winspear Centre (MWC), for the lease of part of their lands for purposes of constructing an employee parking lot. As part of the arrangement, the Town has agreed to assume grounds maintenance responsibilities for the MWC. The maintenance is scheduled to begin part way through 2017.</p>	<p>\$20,000</p>
<p>Parks & Cultural</p>	<p>Increase in Annual Funding to Museum</p> <p>In late 2016, the Society of Saanich Peninsula Museums approached the Town for an increase in their annual funding for the operation of the Museum and Archives. They presented their annual report and business plan at the December 19th Council meeting, at which time the request was forwarded to the budget process.</p> <p>The existing level of funding is \$77,000. They asked for an increase to \$100,000 (later reduced to \$94,000, then to \$79,800) to allow the organization to enhance its programming to the public, as well as its own internal capacity.</p>	<p>\$2,800</p>
<p>Fiscal Services</p>	<p>Increase in Annual Transfer to Infrastructure Reserve</p> <p>The Town of Sidney has been setting annual funding aside in an Infrastructure Replacement Reserve since at least 1997. In this respect, we have been ahead of most modest sized local governments. This annual transfer program has allowed the Town to set a stable level of funding aside for replacement of our various types of infrastructure, including Roads and Underground assets.</p> <p>While the annual contribution increases by 3-5% per year, according to policy, a 20-year projection of funds going into the reserve, compared to funds coming out to pay for infrastructure replacements, has indicated a likely shortfall in the Surface Works area; this includes Paving, Sidewalks, and Curb & Gutter replacements. A \$60,000 increase in the amount being set aside is deemed to be sufficient to address this shortfall over the next 20 years.</p>	<p>\$60,000</p>

SUPPLEMENTAL ITEM DESCRIPTIONS

ONE-TIME REQUESTS – 2018

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
Engineering	<p>Trolley Service Pilot Project</p> <p>Hiring of a transit consultant to assist with planning and analysis for a pilot trolley service to connect downtown Sidney with the West Side.</p>	<p style="text-align: right;">\$20,000</p>
Engineering	<p>Active Transportation Plan</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. Estimated cost: \$50,000.</p>	<p style="text-align: right;">\$0</p> <p style="text-align: right;">Gas Tax funding</p>
Engineering	<p>Sea Level Rise Plan</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. Estimated cost: \$100,000.</p>	<p style="text-align: right;">\$0</p> <p style="text-align: right;">Gas Tax funding</p>
Engineering	<p>Environmental Sustainability Strategy</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>

SUPPLEMENTAL ITEM DESCRIPTIONS

ONE-TIME REQUESTS – 2019

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
<p>Administration</p>	<p>Citizen Survey</p> <p>Commissioning of an updated syndicated survey of citizens to gauge satisfaction with municipal services. The last survey was completed in 2013, and has helped inform the budget process since that time.</p>	<p>\$15,000</p>
<p>Development Services</p>	<p>Minor Official Community Plan Review</p> <p>The Town’s current Official Community Plan Bylaw (OCP) was adopted in May 2007, close to ten 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 finalized 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>\$40,000</p>

**Town of Sidney
2017-2021 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 the last two years were up due to the warm summers and extended watering seasons; 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 Town's 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, which has provided sewage treatment to the Peninsula for close to 20 years, 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. The recent end of debt payments for treatment plan construction has stabilized the Fund, and has allowed a return to a healthy financial position for the Sewer Fund. This stability allowed the Town to reduce both the Sewer Parcel Tax and User Rates in 2015. No additional changes are recommended for 2017.

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 2017 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	2016 YTD Actual	Budget 2016	2017	2018	2019	2020	2021
Other Revenue							
TAXES	350,640.	351,000.	354,000.	355,000.	356,000.	357,000.	358,000.
FEES, RATES & SERVICE CHARGES	198,771.	44,913.	92,000.	93,840.	95,717.	97,631.	99,583.
RESERVE & INTERFUND TRANSFERS	.	32,320.	69,157.	81,417.	90,762.	100,365.	110,324.
OTHER REVENUE	4,054.	5,000.	5,000.	5,100.	5,202.	5,306.	5,412.
Total Revenue before User Charges	553,465.	433,233.	520,157.	535,357.	547,681.	560,302.	573,319.
Operating Expenditures							
PERSONNEL	343,471.	299,618.	330,539.	337,144.	343,883.	350,756.	357,767.
CONTRACTED SERVICES & EQUIPMENT	49,228.	38,827.	43,308.	44,174.	45,056.	45,957.	46,876.
MATERIALS, SUPPLIES & EQUIPMENT	1,124,083.	1,133,120.	1,193,748.	1,217,186.	1,241,530.	1,266,361.	1,291,687.
OTHER EXPENSES & ALLOCATIONS	240,741.	232,168.	269,562.	274,953.	280,452.	286,061.	291,781.
RESERVE & INTERFUND TRANSFERS	259,500.	279,500.	283,000.	293,900.	301,400.	309,100.	317,100.
Total Expenditures	2,017,023.	1,983,233.	2,120,157.	2,167,357.	2,212,321.	2,258,235.	2,305,211.
USER CHARGES	1,613,700.	1,550,000.	1,600,000.	1,632,000.	1,664,640.	1,697,933.	1,731,892.
Percentage Change			3.23%	2.00%	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	2016 YTD Actual	Budget 2016	2017	2018	2019	2020	2021
Other Revenue							
TAXES	500,343.	500,000.	507,000.	510,000.	513,000.	516,000.	519,000.
FEES, RATES & SERVICE CHARGES	63,022.	15,184.	35,061.	35,762.	36,477.	37,207.	37,951.
RESERVE & INTERFUND TRANSFERS	.	.	.	10,272.	26,602.	43,889.	62,148.
OTHER REVENUE	4,652.	6,000.	6,000.	6,120.	6,242.	6,367.	6,494.
Total Revenue before User Charges	568,017.	521,184.	548,061.	562,154.	582,321.	603,463.	625,593.
Operating Expenditures							
PERSONNEL	248,931.	249,080.	264,861.	270,152.	275,548.	281,052.	286,663.
CONTRACTED SERVICES & EQUIPMENT	1,440,076.	1,405,245.	1,457,179.	1,486,323.	1,516,050.	1,546,371.	1,577,299.
MATERIALS, SUPPLIES & EQUIPMENT	90,098.	90,919.	91,024.	92,845.	94,700.	96,593.	98,523.
OTHER EXPENSES & ALLOCATIONS	89,902.	90,712.	87,680.	89,434.	91,223.	93,047.	94,908.
RESERVE & INTERFUND TRANSFERS	231,200.	285,228.	297,317.	273,400.	279,800.	286,400.	293,200.
Total Expenditures	2,100,207.	2,121,184.	2,198,061.	2,212,154.	2,257,321.	2,303,463.	2,350,593.
USER CHARGES	1,683,000.	1,600,000.	1,650,000.	1,650,000.	1,675,000.	1,700,000.	1,725,000.
Percentage Change			3.13%	0.00%	1.52%	1.49%	1.47%

Town of Sidney 2017 Financial Plan: Fund Summary						
FUND: Water Operating						
SUB-FUNCTION	2016 Net Budget	2017 Net Budget	2018 Net Budget	2019 Net Budget	2020 Net Budget	2021 Net Budget
Net Expenditures						
81000-Water General Revenue	(1,938,320.)	(2,028,157.)	(2,073,517.)	(2,116,604.)	(2,160,604.)	(2,205,628.)
<i>change from prior year</i>		(89,837.)	(45,360.)	(43,087.)	(44,000.)	(45,024.)
81020-Water Administration	1,405,131.	1,489,953.	1,519,751.	1,550,146.	1,581,149.	1,612,772.
<i>change from prior year</i>		84,822.	29,798.	30,395.	31,003.	31,623.
81030-Water Training	16,571.	16,571.	16,903.	17,242.	17,587.	17,938.
<i>change from prior year</i>		.	332.	339.	345.	351.
81050-Water Customer Billing & Collection	25,477.	31,500.	32,130.	32,772.	33,427.	34,096.
<i>change from prior year</i>		6,023.	630.	642.	655.	669.
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.	23,955.	24,434.	24,923.	25,421.	25,930.
<i>change from prior year</i>		50.	479.	489.	498.	509.
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	6,332.	6,774.	6,909.	7,048.	7,189.	7,333.
<i>change from prior year</i>		442.	135.	139.	141.	144.
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	5,939.	5,939.	5,621.	5,734.	5,849.	5,966.
<i>change from prior year</i>		.	(318.)	113.	115.	117.
81650-Water Vehicles & Mobile Equipment	14,721.	14,721.	15,015.	15,316.	15,623.	15,935.
<i>change from prior year</i>		.	294.	301.	307.	312.
81710-Water Fiscal Services-Transfers	284,500.	283,000.	293,900.	301,400.	309,100.	317,100.
<i>change from prior year</i>		(1,500.)	10,900.	7,500.	7,700.	8,000.
Total Net Expenditures
<i>change from prior year</i>	

Town of Sidney 2017 Financial Plan: Fund Summary						
FUND: Sewer Operating						
SUB-FUNCTION	2016 Net Budget	2017 Net Budget	2018 Net Budget	2019 Net Budget	2020 Net Budget	2021 Net Budget
Net Expenditures						
82000-Sewer General Revenue	(2,106,000.)	(2,163,000.)	(2,176,392.)	(2,220,844.)	(2,266,256.)	(2,312,642.)
<i>change from prior year</i>		(57,000.)	(13,392.)	(44,452.)	(45,412.)	(46,386.)
82020-Sewer Administration	155,999.	163,388.	166,657.	169,990.	173,389.	176,856.
<i>change from prior year</i>		7,389.	3,269.	3,333.	3,399.	3,467.
82030-Sewer Training	16,657.	16,657.	16,990.	17,330.	17,677.	18,031.
<i>change from prior year</i>		.	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.	72,463.	73,912.	75,390.	76,897.	78,434.
<i>change from prior year</i>		5,227.	1,449.	1,478.	1,507.	1,537.
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	51,937.	51,938.	52,976.	54,036.	55,116.	56,217.
<i>change from prior year</i>		1.	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	7,481.	7,481.	7,630.	7,781.	7,937.	8,096.
<i>change from prior year</i>		.	149.	151.	156.	159.
82650-Sewer Vehicles & Mobile Equipment	45,201.	42,825.	43,682.	44,555.	45,445.	46,353.
<i>change from prior year</i>		(2,376.)	857.	873.	890.	908.
82710-Sewer Fiscal Services - Transfers	1,632,028.	1,678,787.	1,682,500.	1,717,082.	1,752,428.	1,788,549.
<i>change from prior year</i>		46,759.	3,713.	34,582.	35,346.	36,121.
Total Net Expenditures
<i>change from prior year</i>	

2016 to 2017 Revenue & Expenditure Comparison by Function

	Subfunction	2016 Budget			2017 Budget			Net Change	Comments	
		Revenues	Expenses	Net	Revenues	Expenses	Net			
81 - Water Operating										
	81000	Water-General Revenue	1,938,320	-	(1,938,320)	2,023,407	-	(2,023,407)	(85,087)	Higher revenue from volume
	81020	Water-Administration	-	1,405,131	1,405,131	-	1,489,953	1,489,953	84,822	O/H allocation; Bulk Water
	81030	Water-Training	-	16,571	16,571	-	16,571	16,571	-	
	81050	Water-Customer Billing&Collect	-	25,477	25,477	-	31,500	31,500	6,023	
	81110	Water-Flushing	-	21,475	21,475	-	21,475	21,475	-	
	81120	Water-Valve Maintenance	-	23,905	23,905	-	23,955	23,955	50	
	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	-	6,332	6,332	-	6,774	6,774	442	
	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	-	5,939	5,939	-	5,939	5,939	-	
	81650	Water-Vehicles	-	14,721	14,721	-	14,721	14,721	-	
	81710	Water-Fiscal Services-Transfrs	-	284,500	284,500	-	278,250	278,250	(6,250)	
	81910	Water-Service Connections	29,208	29,208	-	68,000	68,000	-	-	
	81920	WO-New Water Meters	15,705	15,705	-	24,000	24,000	-	-	
	81	Water Operating	1,983,233	1,983,233	-	2,115,407	2,115,407	-	-	Projecting \$64K Deficit (more in years 2-5)
82 - Sewer Operating										
	82000	Sewer-General revenue	2,106,000	-	(2,106,000)	2,163,000	-	(2,163,000)	(57,000)	Higher revenue from volume
	82020	Sewer-Administration	-	155,999	155,999	-	163,388	163,388	7,389	
	82030	Sewer-Training	-	16,657	16,657	-	16,657	16,657	-	
	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	-	72,463	72,463	5,227	
	82130	Sewer-Inflow & Infiltration	-	57,121	57,121	-	57,121	57,121	-	
	82210	Sewer-Life Statn Prevnt Maint	-	51,937	51,937	-	51,938	51,938	1	
	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	-	7,481	7,481	-	7,481	7,481	-	
	82650	Sewer-Vehicles	-	45,201	45,201	-	42,825	42,825	(2,376)	
	82710	Sewer-Fiscal Services-Tranfrs	-	1,632,028	1,632,028	-	1,678,787	1,678,787	46,759	Treatment Plant operation
	82910	Connections	12,123	12,123	-	32,000	32,000	-	-	
	82920	Summergate Lift	3,061	3,061	-	3,061	3,061	-	-	
	82	Sewer Operating	2,121,184	2,121,184	-	2,198,061	2,198,061	-	-	Projecting \$52K Surplus (deficits year 2-5)

CAPITAL BUDGETS

The Town undertakes varying levels of capital expenditure from year to year. These expenditures are generally for either the renewal or replacement of existing assets, such as our infrastructure network, or for the purchase and addition of new assets.

Capital expenditures are funded from a variety of sources, including internal reserves, grants, borrowing, and a small amount of current taxes and user fees.

The major capital items included in this financial plan include construction of a new Community Safety Building (\$10M over two years) and infrastructure renewal projects (\$9.3M over 5 years).

Borrowing incurred for the Community Safety Building over the next three budget years will be the largest budget impact for 2018 and 2019, as we begin to repay the debt. However, new tax revenues from growth in the tax base should help to offset these cost impacts.

The information presented below focuses mostly on 2017 capital projects. For more detailed information, please refer to the Town's website.

5 Year Capital Project Listing

General	2017	2018	2019	2020	2021
Annual Workspace Efficiency Upgrades	5,000	5,000	5,000	5,000	5,000
PEARL - Asset Management Software Upgrades	20,000				
PEARL - Asset Performance Module	20,000				
Council Chamber Upgrades	10,000				
Computer Replacement Plan	290,000	185,000	70,000	210,000	268,000
Computer Equipment Fund	5,000	5,000	5,000	5,000	5,000
Tempest - Prospero Mobile Inspections	10,000				
Tempest - Security Review	2,800				
Tempest - Tempest 8 User Interface Upgrade	15,000				
Tempest e-applications		20,000			
Tempest - Our City		11,000			
Ferry Terminal Marine Structures	145,000	160,000			
Ferry Building Improvements	50,000	250,000			
Fishing Pier Metal Painting			500,000		
Ferry Terminal Dock Metal Painting	200,000				
Infra Plan Ardwell Ave Storm	490,000				
White Birch Road Storm Drain Repair	20,000				
Infra Plan-Resthaven Dr Storm	20,000				
Town Hall Foundation Drainage		50,000	50,000		
Infra Plan Storm-Access Lane #4, Orchard Ave	3,100				
Infra Plan Storm-Ocean Ave, Fourth-10294	143,300				
Stormwater Model Calibration	60,000				
Infrastructure Plan Storm Drains		250,300	242,100	607,900	627,500
Engineering Equipment	4,500	4,500	4,500	4,500	4,500
DCC Bylaw		10,000			
Fire Department Small Equipment	21,370	21,370	21,370	21,370	21,370
Fire Vehicle Replacement Plan	28,000	50,000			
Community Safety Building	6,000,000	4,000,000			
2 Infra-Red Cameras	4,000				
Turnout Gear Additions	11,500				
CSB Access Easement	40,000	80,000	80,000	80,000	80,000
SCBA Air Cylinder Replacement					65,000
RCMP Furnishings	10,000	10,000	10,000	10,000	10,000
Parks Equipment	10,000	10,000	10,000	10,000	10,000

5 Year Capital Project Listing (continued)

General	2017	2018	2019	2020	2021
Parks Vehicles		60,000		170,000	25,000
Reay Creek Dam Assessment & Remediation	22,150				
Totem Park Shelter and Trees		20,000			
Parks Master Plan	25,000				
Skateboard Park	472,150				
Rotary Park Irrigation Replacement	30,000	30,000	30,000	30,000	
Irrigation Upgrades		25,000	25,000	25,000	
Tulista Park Volley Ball Court	10,000				
Melville Park Path-Resurface Overlay	20,000				
Central Irrigation Monitoring	15,000				
Fifth Street Medians Landscaping		16,500			
Tulista Park Sidewalk Improvements	50,000				
Tulista Park-Rebuild Shelter	25,000				
Rotary Park Additional Roof Replacement	30,000				
Town Hall Irrigation	15,000				
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		
Mermaid Park Playground					60,000
Underground Wiring	20,000	20,000	20,000	20,000	20,000
Town Hall Sidewalks				50,000	
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	120,000	100,000	435,000	170,000	
Water Fountain Stations Downtown	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				

5 Year Capital Project Listing (continued)

General	2017	2018	2019	2020	2021
Public Works Wash Bay			15,000		
Wheel Loader	160,000				
Workyard Solar Project	120,000				
Town Hall Backup Server A/C Unit	8,000				
Replace 4th Street Washroom			50,000		
Parks Building Washroom / Shower Lower Level		10,000			
Parks Building Storage Mezzanine		12,500	12,500		
Town Hall Roof Replacement & HVAC		350,000			
Decorative Street Lighting	30,000	30,000	30,000	30,000	30,000
Infrastructure Plan Roads		569,200	770,500	774,400	778,200
Epco Drive Sidewalk	6,500				
Seventh Street Sidewalk				18,000	
McDonald Park Road Sidewalk		65,000			
Bowerbank Road Sidewalk				17,000	
Orchard Ave Sidewalk 2nd St to 3rd St			14,000		
Gateway Signage	7,000				
Wayfinding Signage	29,000				
Pedestrian Traffic Counters	25,000				
Beacon Ave Curb Returns - Third St & Fourth St				45,000	
Malaview Ave Sidewalk, Melissa St to Resthaven Dr		108,000			
First Street Sidewalk, First St to Second St			42,000		
Resthaven Driveway Drops	10,000				
Decorative Lighting Upgrades	71,000				
Infra Plan-Resthaven-Malaview-Ardwell	307,300				
Traffic Signal Light Upgrade	30,000				
Bowerbank/Amelia Traffic Improvements	15,000				
Downtown Employee Parking Lot	500,000	400,000	300,000		
McDonald Park Rd Pave Van Kam Shoulders		3,000			
Resthaven Curb Returns - Allbay Rd & Harbour Rd		20,000			
Infra Plan-Colinwood-Bowerbank to End	181,400				
Infra Plan Sidewalk-Eastbrook-Wesbrook to Northbrook	64,400				
Infra Plan Paving-Beacon Wharf Causeway-2540 Beacon	21,400				
Infra Plan Paving-Fire Lane #3-McDonald Pk to Pat Bay	61,400				
Infra Plan Pave-Gail Pl, Frost to End	58,500				

5 Year Capital Project Listing (continued)

General	2017	2018	2019	2020	2021
Infra Plan Pave-Lane #4, Orchard to Oakville	5,200				
Infra Plan Pave-Stirling Way, Ocean to Beacon				218,300	
White Birch Road Cul De Sac Improvements	60,000				
Sidney Ave Inlaid Crosswalks				17,000	
Ocean Ave Sidewalk & Curb, Fifth to First				240,400	
Bike Path West Side of Highway		160,000			
Canora Rd Improvements, Ocean Ave - Summergate Blvd					2,400,000
Sidewalk - Malaview from 3rd to 5th			40,000		
Senior Centre Flooring	21,700	26,300			
Shoal Centre Monument Sign	19,500				
Bus Stop Improvements	12,500	12,500			
Subtotal	10,470,170	7,227,170	2,881,970	2,843,870	4,529,570
Water					
Water Equipment	10,000	10,000	10,000	10,000	10,000
Water Vehicles			25,000		
Infrastructure Plan Water		272,900	269,900	199,800	409,900
Hydrant Upgrades	10,000	10,000	10,000	10,000	10,000
Meter Replacement Program	125,000	125,000	125,000		
Infra Plan Water-Northbrook, Canora -Wesbrook	77,600				
Infra Plan Water-Webrook, Northbrook to Eastbrook	357,000				
White Birch Loop Watermain and Fire Road	120,000				
	699,600	417,900	439,900	219,800	429,900
Sewer					
Sewer Equipment	10,000	10,000	10,000	10,000	10,000
Sewer Vehicles	48,000	35,000	25,000	275,000	
Infrastructure Plan Sewer		63,600	65,400	257,600	594,700
Access Hatches-Pump Stations	20,000	20,000	20,000	20,000	20,000
Town Hall Service Connections	10,000				
Infra Plan Sewer-Resthaven, Malaview-Amherst	120,000				
Siddall Sewer & Drain Reno	30,000				
Frost Pump Station Kiosk Replacement	25,000				
Ardwell Ave. Sanitary Sewer	180,000				
	443,000	128,600	120,400	562,600	624,700
	11,612,770	7,773,670	3,442,270	3,626,270	5,584,170

2017 Capital Projects with Funding Sources

Project	Budget	Funding Sources						Total Funding
		Property Tax	RFFC	Reserves	Grants	Debt	Fees/ Other	
Annual Workspace Efficiency Upgrades	5,000	5,000						5,000
PEARL - Asset Management Software Upgrades	20,000			20,000				20,000
PEARL - Asset Performance Module	20,000			20,000				20,000
Council Chamber Upgrades	10,000	-	10,000					10,000
Computer Replacement Plan	290,000			290,000				290,000
Computer Equipment Fund	5,000	5,000						5,000
Tempest - Prospero Mobile Inspections	10,000			10,000				10,000
Tempest - Security Review	2,800			2,800				2,800
Tempest - Tempest 8 User Interface Upgrade	15,000			15,000				15,000
Ferry Terminal Marine Structures	145,000			145,000				145,000
Ferry Building Improvements	50,000			50,000				50,000
Ferry Terminal Dock Metal Painting	200,000			200,000				200,000
Infra Plan Ardwell Ave Storm	490,000			490,000				490,000
White Birch Road Storm Drain Repair	20,000			10,000			10,000	20,000
Infra Plan-Resthaven Dr Storm	20,000			20,000				20,000
Infra Plan Storm-Access Lane #4, Orchard Ave	3,100			3,100				3,100
Infra Plan Storm-Ocean Ave, Fourth-10294	143,300			143,300				143,300
Stormwater Model Calibration	60,000			60,000				60,000
Engineering Equipment	4,500	-	4,500					4,500
Fire Department Small Equipment	21,370	21,370						21,370
Fire Vehicle Replacement Plan	28,000			28,000				28,000
Community Safety Building	6,000,000					6,000,000	-	6,000,000
2 Infra-Red Cameras	4,000	2,150					1,850	4,000
Turnout Gear Additions	11,500	3,500	8,000					11,500
CSB Access Easement	40,000			40,000				40,000
RCMP Furnishings	10,000		6,500				3,500	10,000
Parks Equipment	10,000	10,000						10,000
Reay Creek Dam Assessment & Remediation	22,150		22,150					22,150
Parks Master Plan	25,000			25,000				25,000
Skateboard Park	472,150			472,150				472,150
Rotary Park Irrigation Replacement	30,000		15,000				15,000	30,000
Tulista Park Volley Ball Court	10,000			10,000				10,000
Melville Park Path-Resurface Overlay	20,000			20,000				20,000
Central Irrigation Monitoring	15,000			15,000				15,000
Tulista Park Sidewalk Improvements	50,000			50,000				50,000
Tulista Park-Rebuild Shelter	25,000			25,000				25,000
Rotary Park Roof Replacement	30,000	15,000					15,000	30,000
Town Hall Irrigation	15,000	15,000						15,000

2017 Capital Projects with Funding Sources

Project	Budget	Funding Sources						
		Property Tax	RFFC	Reserves	Grants	Debt	Fees/Other	Total Funding
Underground Wiring	20,000	5,000	15,000					20,000
Green Technology Applications	10,000			10,000				10,000
Public Works Equipment	10,000	10,000						10,000
Transportation Vehicles	120,000			120,000				120,000
Water Fountain Stations Downtown	15,000	-	-	15,000				15,000
Building Exposure Analysis	50,000		50,000					50,000
Public Works Compound Extension and Fencing	50,000		50,000					50,000
Pipe Rack Storage Shed	7,500	7,500						7,500
Parks Building-Upper Mezzanine Crane Pulley System	10,000	10,000						10,000
Wheel Loader	160,000			160,000				160,000
Workyard Solar Project	120,000	20,000		100,000				120,000
Town Hall Backup Server A/C Unit	8,000	8,000						8,000
Decorative Street Lighting	30,000	-	30,000					30,000
Epco Drive Sidewalk	6,500			6,500				6,500
Gateway Signage	7,000		3,000	4,000			-	7,000
Wayfinding Signage	29,000		29,000					29,000
Pedestrian Traffic Counters	25,000		25,000					25,000
Resthaven Driveway Drops	10,000		10,000					10,000
Decorative Lighting Upgrades	71,000			71,000				71,000
Infra Plan-Resthaven-Malaview-Ardwell	307,300			307,300				307,300
Traffic Signal Light Upgrade	30,000		6,600		23,400			30,000
Bowerbank/Amelia Traffic Improvements	15,000			15,000				15,000
Downtown Employee Parking Lot	500,000			500,000		-		500,000
Infra Plan-Colinwood-Bowerbank to End	181,400			181,400				181,400
Infra Plan Sidewalk-Eastbrook-Wesbrook to Northbrook	64,400			64,400				64,400
Infra Plan Paving-Beacon Wharf Causeway-2540 Beacon	21,400			21,400				21,400
Infra Plan Paving-Fire Lane #3-McDonald Pk to Pat Bay	61,400			61,400				61,400
Infra Plan Pave-Gail Pl, Frost to End	58,500			58,500				58,500
Infra Plan Pave-Lane #4, Orchard to Oakville	5,200			5,200				5,200
White Birch Road Cul De Sac Improvements	60,000	60,000						60,000
Senior Centre Flooring	21,700			21,700				21,700
Shoal Centre Monument Sign	19,500	19,500						19,500
Bus Stop Improvements	12,500	-	12,500					12,500
	10,470,170	217,020	297,250	3,887,150	23,400	6,000,000	45,350	10,470,170

2017 Capital Projects with Funding Sources

Project	Budget	Funding Sources						Total Funding
		Property Tax	RFFC	Reserves	Grants	Debt	Fees/ Other	
Water Equipment	10,000	1,650	8,350					10,000
Hydrant Upgrades	10,000	10,000						10,000
Meter Replacement Program	125,000			125,000				125,000
Infra Plan Water-Northbrook, Canora -Wesbrook	77,600			77,600				77,600
Infra Plan Water-Wesbrook, Northbrook to Eastbrook	357,000			357,000				357,000
White Birch Loop Watermain and Fire Road	120,000			120,000				120,000
	699,600	11,650	8,350	679,600	-	-	-	699,600
Sewer Equipment	10,000	1,200	8,800					10,000
Sewer Vehicles	48,000			48,000				48,000
Access Hatches-Pump Stations	20,000		20,000					20,000
Town Hall Service Connections	10,000		10,000					10,000
Infra Plan Sewer-Resthaven, Malaview-Amherst	120,000			120,000				120,000
Siddall Sewer & Drain Reno	30,000	7,000		23,000				30,000
Frost Pump Station Kiosk Replacement	25,000			25,000				25,000
Ardwell Ave. Sanitary Sewer	180,000			180,000				180,000
	443,000	8,200	38,800	396,000	-	-	-	443,000
	11,612,770	236,870	344,400	4,962,750	23,400	6,000,000	45,350	11,612,770

2017 Capital Project Descriptions

Title	Description	2017 Project Cost
Annual Workspace Efficiency Upgrades	Annual budget to provide for occasional replacement and improvement of work spaces.	5,000
Asset Management Software Upgrades	Ongoing enhancements to the Town's Asset and Work Management software to provide additional functionality to Engineering/Operations staff as well as to Finance.	20,000
Asset Performance Module	Ongoing enhancements to the Town's Asset and Work Management software. This module is an advanced tool for decision support and analysis.	20,000
Council Chambers Upgrades	Replacement of chairs and other modifications for better functioning of Council Chambers.	10,000
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 equipment 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.	290,000
Computer Equipment Fund	Centralized addition of new computer equipment from all departments for planned new positions, or requirements that arise during the year.	5,000
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 Prospero where failed inspections will automatically create new inspection tasks. There is also an alert feature for properties that may require special attention.	10,000
Tempest - Security Review	Analysis of the current Tempest security setup and departmental security needs so that we can identify the best way to move from individual user-based security to a role-based model to meet the current and future needs of the organization.	2,800
Tempest - Tempest 8 User Interface Upgrade	Upgrade to a critical Town software system to improve responsiveness and security. Move away from ColdFusion to Microsoft.NET.	15,000
Ferry Terminal Marine Structures	Miscellaneous works related to the Marine Structures at the Sidney Ferry Terminal, including major maintenance and capital replacement.	145,000

2017 Capital Project Descriptions

Title	Description	2017 Project Cost
Ferry Terminal Building Improvements	Site and building improvements at the Sidney International Ferry Terminal. 2017/18: Replacement of the U.S. Customs Building, and minor upgrades to the Canadian Customs building.	50,000
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.	200,000
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.	490,000
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-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.	20,000
Infra Plan Storm-Access Lane #4, Orchard Ave	Replacement of 9m of storm main pipe on Access Lane #4 to Orchard Ave.	3,100
Infra Plan Storm-Ocean Ave, Fourth-10294	Replacement of 108m of storm main pipe on Ocean Ave, from Fourth St to Access Lane #1. Fill in 25m of ditch on Ocean Ave near Fourth St.	143,300
Stormwater Model Calibration	Hire consultant to complete an in depth storm water Model Calibration on the entire storm sewer system.	60,000
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

2017 Capital Project Descriptions

Title	Description	2017 Project Cost
Fire Department Equipment	Replacement of essential Fire Department equipment, including: Nozzles and Hose Fittings; Turnout Gear; SCBA; Other specified Equipment.	21,370
Fire Vehicle Replacement Plan	To provide for the timely replacement of Fire Vehicles, as per Council Policy FN-019: Vehicle Replacement Plan – Fire Department. 2017: New pump for Marine Trailer; Utility Vehicle Upgrades.	28,000
Community Safety Building	Construction of a new fire hall, emergency operations centre and training facility, with space for a BC Ambulance station.	6,000,000
2 Infra-Red Cameras	To replace two 15-year old thermal imaging cameras with Forward Looking Infra-Red (FLIR) cameras.	4,000
Turnout Gear Additions	One-time purchase of 4 sets of firefighting turnout gear to supplement existing stock.	11,500
CSB Easement Access	Compensation to Memorial Park Society for perpetual use of easement access across their lands, from Bevan Avenue to the new Community Safety Building.	40,000
RCMP Furnishings	Required replacement of old workstations and chairs for ergonomic, configuration and productivity purposes. Project is cost shared with North Saanich.	10,000
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.	22,150
Parks Master Plan	Public consultation/open house for feedback to develop a parks master plan for future park improvement projects.	25,000
Skateboard Park	Construct Skatepark in north end of Tulista Park.	472,150
Rotary Park Irrigation Replacement	Phased upgrades of irrigation system at Rotary Park. 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.	30,000
Tulista Park Volley Ball Court	To install grass or sand volley ball court at Tulista Park.	10,000

2017 Capital Project Descriptions

Title	Description	2017 Project Cost
Melville Park Path-Resurface Overlay	Existing asphalt path is cracked and requires an overlay.	20,000
Central Irrigation Monitoring	To be determined as per master parks plan development. Central control of irrigation systems can lead to more efficient use of water. Decisions about whether to water (e.g. no watering required due to rainy day) could be made and communicated to systems in different locations.	15,000
Tulista Park Sidewalk Improvements	Raise grade, widen and improve sidewalk at Tulista Park to prevent winter flooding.	50,000
Tulista Park - Rebuild Shelter	To replace the aging picnic shelter and bbq structure.	25,000
Rotary Park Roof Replacement	Replace flat roof and refasten metal sheeting on sloped roof.	30,000
Town Hall Irrigation	Irrigation improvement to Town Hall grounds.	15,000
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
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.	120,000
Water Fountain Stations Downtown	Install public water fountain stations in the downtown core.	15,000
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

2017 Capital Project Descriptions

Title	Description	2017 Project Cost
Pipe Rack Storage Shed	Improved storage for pipe materials. Many plastic pipe materials are subject to ultraviolet degradation from sunlight and must be protected.	7,500
Parks Upper Mezzanine Crane Pulley System	Crane pulley system to better utilize upper parks storage mezzanine.	10,000
Wheel Loader	A full size wheel loader with variable attachments (4 in 1 bucket, fork lift, and snow plow) is a much more efficient and versatile piece of equipment than what the Town currently owns. A wheel loader is also an invaluable tool for emergency response, as it relates to the Town's ability to disasters. The intent is to replace units 155,177,178 and 284.	160,000
Works Yard Solar Project	The installation of a 37.4 kWdc solar array on top of the new Parks building.	120,000
Town Hall Backup Server A/C Unit	Potable back up A/C unit for server room.	8,000
Decorative Street Lighting	To install Decorative Street Lights in the Downtown core, based on a priority schedule. Ongoing annual budget item.	30,000
Epcoc Drive Sidewalk	To install new sidewalk from Weiler north to Bus Stop.	6,500
Gateway Signage	To install gateway signage at the Sidney International Ferry Terminal.	7,000
Wayfinding Signage	Installation of pedestrian-oriented wayfinding signage in and near downtown.	29,000
Pedestrian Traffic Counters	Purchase of 4 pedestrian traffic sensors to track changes in pedestrian traffic in the downtown core.	25,000
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).	71,000
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 Ave to Ardwell Ave. Paving of road segment on Resthaven Dr, from Malaview Ave to Ardwell Ave.	307,300

2017 Capital Project Descriptions

Title	Description	2017 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.	30,000
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 Memorial Park Society, adjacent Mary Winspear Centre.	500,000
Infra Plan-Colinwood-Bowerbank to End	Replacement of 415m of curb & gutter on both sides of Colinwood Rd, from Bowerbank to the end. Replacement of 20m of sidewalk on Colinwood Rd, from Bowerbank to the end. Paving 3 segments of Colinwood Rd, from Bowerbank to the end.	181,400
Infra Plan Sidewalk-Eastbrook-Wesbrook to Northbrook	225m of new sidewalk on Eastbrook Dr, from Wesbrook Dr to Northbrook Dr.	64,400
Infra Plan Paving-Beacon Wharf Causeway-2540 Beacon	Paving of 1 road segment: Beacon Wharf Causeway-2540 Beacon.	21,400
Infra Plan Paving-Fire Lane #3-McDonald Park to Pat Bay	Pave 1 road segment on Fire Lane #3, from McDonald Park Rd to Pat Bay Hwy.	61,400
Infra Plan Pave-Gail Pl, Frost to End	Pave 2 road segments on Gail Pl, from Frost Ave to the end.	58,500
Infra Plan Pave-Lane #4, Orchard to Oakville	Pave 1 road segment: Lane #4, from Orchard to Oakville.	5,200
White Birch Road Cul-de-sac improvements	Cul-de-sac upgrades to the eastern end of White Birch Road to include sidewalk, curb & gutter, paving and landscaping.	60,000
Senior Centre Flooring	Replacement of old flooring at Seniors (Shoal) Centre over a 2-year period.	21,700
Shoal Centre Monument Sign	Purchase and installation of monument sign in front of the Shoal (Seniors) Centre.	19,500
Bus Stop Improvements	Yearly program to install new or upgrade existing bus transit stops.	12,500

2017 Capital Project Descriptions

Title	Description	2017 Project Cost
Sewer Equipment	Annual allocation for new equipment for the Sewer Department. Funds to be used to replace existing equipment, and also, with the change in technology, new equipment may be needed.	10,000
Sewer 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.	48,000
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, Malaview-Amherst	Replacement of 95m of sewer main pipe on Resthaven Dr, from Malaview Ave to Amherst Dr.	120,000
Siddall Sewer & Drain Repair	To repair existing protruding service connections that are reducing capacity of storm and sanitary mains along Siddall Road.	30,000
Frost Pump Station Kiosk Replacement	Replacement of electrical kiosk for pump station motor controls and remote monitoring appliances.	25,000
Ardwell Ave. Sanitary Sewer	Replacement of Sanitary Sewer main in conjunction with Storm Sewer work in the area.	180,000
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
Hydrant Upgrades	Annual program to upgrade hydrants and install one new hydrant in a location to be determined by the Fire Department.	10,000
Meter Replacement Program	Ongoing 3 year program to replace outdated/failing meters.	125,000
Infra Plan Water-Northbrook, Canora - Wesbrook	Replacement of 106m of 250mm water main pipe on Northbrook Dr, from Canora Rd to Wesbrook Dr. Replacement of 8m of 150mm water main pipe on Northbrook Dr, from Wesbrook Dr to Natasha Place.	77,600

2017 Capital Project Descriptions

Title	Description	2017 Project Cost
Infra Plan Water-Wesbrook, Northbrook to Eastbrook	Replacement of 380m of 250mm water main pipe on Wesbrook Dr, from Northbrook Dr - Frost Ave. Replacement of 145m of 250mm water main pipe on Wesbrook Dr, from Frost Ave- Eastbrook Dr.	357,000
White Birch Loop Watermain and Fire Road	Water main efficiency upgrades as identified in the 20 year plan.	120,000
		11,612,770