



# TOWN OF SIDNEY

2013-2017

FINANCIAL PLAN

February 4, 2013

DRAFT

**TOWN OF SIDNEY**  
**FINANCIAL PLAN - 2013-2017**  
**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 21<sup>st</sup>. Council will deliberate on the Financial Plan at a special meeting on Tuesday, February 19, 2013 at 6:00 p.m., with a second meeting scheduled for the following evening, if required.

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

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

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

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

**Town of Sidney**  
**2013-2017 Financial Plan**

*General Operating Fund Summary*

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

1. RCMP Contract Settlement

The RCMP settled contract negotiations in the spring of 2012. The settlement resulted in a significant increase for the Town of approximately \$117,000 for its 14 contracted RCMP officers. This increase had to be absorbed simply to maintain existing levels of service that the Town has committed to.

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

2. Personnel Impacts

2013 marks the final year of negotiated increase for union and management staff. There has been no net increase in staffing level over the previous year; the only addition is a part-time Driver Services Clerk (mostly offset by revenue increases). This has been further offset by the elimination of a Human Resources position.

3. Debt Payments

Overall debt for the Town has gone down, with the final large payment for the RCMP building having been made in 2012. The final installment of the borrowing for the Lochside/Iroquois/Works Yard projects was received in 2012, and the Town entered into a short-term loan for the Lochside Underground Wiring project. Interest rates remain very favourable.

4. HST Elimination

The Town benefitted significantly from the implementation of the HST. With its pending elimination, cost pressures will be felt through the reduction of the Town's tax rebate on most goods and services purchased. Under the HST, the Town received a rebate of 10.25 % of the 12% HST paid on goods and services. With the return to GST and PST, this rebate will drop to 5% (the HST component). It is likely, though, that PST will not apply on all services.

The exact magnitude of this change cannot be reliably predicted; however, it is certain that some financial impact will be felt. The next financial plan may have to be adjusted to account for this indirect cost increase to the Town.

5. Revenue

Building permit revenues continue to remain well below the levels of previous years. The budget expectation for 2013 has been reduced by \$50,000.

6. No Across-the-board Inflationary Adjustments for 2013

Direction to staff in preparing their 2013 budget was that no inflationary increases were to be factored in. This is the fourth year in a row that there has not been a general inflation increase to the budget. Some areas required adjustments to keep in line with unavoidable and contract-based increases. While this practice allows us to minimize tax impacts, it is not sustainable in the long-term.

7. Surplus Funding

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

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

8. Reserve Funds and Infrastructure Replacement

The Town remains committed to a high level of investment in replacement reserves for much of its infrastructure and equipment assets. Contributions to the infrastructure replacement reserves increased by \$30,000 for 2013. 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.

9. Proposed Tax Increase

The proposed budget has a net increase in property tax revenues of \$389,559 or 4.08%. Factoring in new construction revenue, as well as potential new revenue from a standardization of tax rates between Classes 5 (Light Industry) and 6 (Commercial) the net impact to existing taxpayers is 3.19%.

There are a higher-than-average number of Supplemental Requests (new services or projects, either one-time or ongoing) that are included in the above tax impacts, including the proposed phase in of additional firefighters. Please refer to a more complete discussion of these items in the ensuing pages.

## Town of Sidney - 2013 Financial Plan

		Required Tax Revenue	% Tax Increase
<b>2012 Taxes</b>		<b>9,556,548</b>	<b>0%</b>
<b>Add: Non-discretionary increases to core budget</b>			
Increase in RCMP Contract	117,000		
Wages & benefits	132,213	249,213	
		<u>9,805,761</u>	<b>2.69%</b>
<b>Add: Discretionary changes to core budget</b>			
Net increase to capital budget funded from tax	66,405		
Increase to infrastructure funding	30,000		
Decrease in net debt servicing	(63,568)		
Other net changes to operating budget	126,500	159,337	
		<u>9,965,098</u>	<b>4.41%</b>
<b>Add: Supplementary items</b>			
Supplementary - one time	102,550		
Supplementary - continuous	113,600		
Class 5 Rate Standardization	(40,000)		
Less: 2012 one-time Supplementary	(119,484)	56,666	
		<u>10,021,764</u>	<b>5.03%</b>
<b>Deduct: Offsets</b>			
Increase surplus funding to operations		(125,000)	
		<u>9,896,764</u>	<b>3.68%</b>
<b>Deduct: Non-market revenue</b>			
2013 Non market (new construction)		(45,000)	
Property tax revenue from existing taxpayers		<u>9,851,764</u>	<b>3.19%</b>

**Note - \$95,565 = 1% increase in taxes**

**Each 1% tax increase represents approximately \$1 per month for the average residential taxpayer**

## Town of Sidney 2013 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	2012	Budget 2012	2013	2014	2015	2016	2017	
	YTD Actual							
<b>Other Revenue</b>								
OTHER TAXES	219,261.	219,880.	219,366.	223,653.	223,026.	227,486.	232,036.	
FEES, RATES & SERVICE CHARGES	1,634,749.	1,837,549.	1,740,174.	1,771,244.	1,839,933.	1,874,748.	1,914,759.	
GOVERNMENT TRANSFERS	1,032,142.	1,146,989.	672,794.	676,018.	859,260.	866,345.	873,572.	
INVESTMENT EARNINGS	111,574.	131,580.	165,514.	168,459.	171,766.	175,199.	178,701.	
GIFTS & CONTRIBUTIONS	3,710.	204.	5,938.	208.	212.	216.	220.	
PENALTIES & INTEREST ON TAXES	88,739.	86,500.	88,000.	89,760.	91,555.	93,386.	95,254.	
RESERVE & INTERFUND TRANSFERS (R)	.	366,455.	579,121.	457,554.	258,369.	258,636.	270,909.	
OTHER REVENUE	10,048.	8,800.	8,800.	8,976.	9,156.	9,339.	9,526.	
<b>Total Revenue before Property Taxes</b>	<b>3,100,432.</b>	<b>3,797,957.</b>	<b>3,479,707.</b>	<b>3,395,872.</b>	<b>3,453,277.</b>	<b>3,505,355.</b>	<b>3,574,977.</b>	
<b>Operating Expenditures</b>								
PERSONNEL	5,706,625.	6,047,969.	6,180,182.	6,357,704.	6,532,329.	6,727,438.	6,895,338.	
CONTRACTED SERVICES & EQUIPMENT	3,346,757.	4,144,896.	4,173,432.	4,126,764.	4,259,699.	4,364,448.	4,458,739.	
MATERIALS, SUPPLIES & EQUIPMENT	932,535.	1,024,455.	1,068,886.	1,083,061.	1,095,277.	1,109,498.	1,133,970.	
OTHER EXPENSES & ALLOCATIONS	(111,955.)	(101,218.)	(44,652.)	(59,789.)	(65,028.)	(70,374.)	(75,826.)	
DEBT & LEASE FINANCING	572,439.	543,274.	395,340.	339,697.	313,032.	312,282.	311,552.	
RESERVE & INTERFUND TRANSFERS	.	1,477,258.	1,368,350.	1,544,887.	1,592,829.	1,636,137.	1,674,914.	
CAPITAL FUNDING		217,862.	284,267.	400,237.	369,277.	250,000.	250,000.	
<b>Total Expenditures</b>	<b>10,451,192.</b>	<b>13,354,496.</b>	<b>13,425,805.</b>	<b>13,792,561.</b>	<b>14,097,415.</b>	<b>14,329,429.</b>	<b>14,648,687.</b>	
PROPERTY TAX	7,350,760.	9,556,539.	9,946,098.	10,396,689.	10,644,138.	10,824,074.	11,073,710.	
Increase in Tax Requirement			389,559.	450,591.	247,449.	179,936.	249,636.	
Percentage Change			4.08%	4.53%	2.38%	1.69%	2.31%	
			Non-market Change	45,000	45,900	46,818	47,754	48,709
			Class 5 Multiple	40,000	80,000	81,600	83,232	84,897
			General Increase	304,550	324,691	119,031	48,950	116,030
				389,550	450,591	247,449	179,936	249,636
			General Increase Percentage	<b>3.19%</b>	<b>3.26%</b>	<b>1.14%</b>	<b>0.46%</b>	<b>1.07%</b>

# Town of Sidney 2013 Financial Plan: Fund Detail

## FUND: General Operating Fund

<b>FUNCTION</b>	<b>2012 Approved Budget</b>	<b>2013 Total Budget</b>	<b>2014 Total Budget</b>	<b>2015 Total Budget</b>	<b>2016 Total Budget</b>	<b>2017 Total Budget</b>
<b>Revenue</b>						
<b>01-General Revenue</b>	(10,781,718.)	(11,112,703.)	(11,572,462.)	(11,829,566.)	(12,019,409.)	(12,279,152.)
<i>change from prior year</i>		(330,985.)	(459,759.)	(257,104.)	(189,843.)	(259,743.)
<b>Net Expenditures</b>						
<b>11-Legislative Services</b>	209,218.	203,568.	202,479.	206,466.	210,536.	214,687.
<i>change from prior year</i>		(5,650.)	(1,089.)	3,987.	4,070.	4,151.
<b>12-Finance &amp; Administration</b>	1,479,419.	1,499,962.	1,527,697.	1,579,970.	1,612,874.	1,631,428.
<i>change from prior year</i>		20,543.	27,735.	52,273.	32,904.	18,554.
<b>19-Elections</b>	6,000.	6,000.	6,000.	6,000.	6,000.	6,000.
<i>change from prior year</i>		.	.	.	.	.
<b>21-Police Protection</b>	2,060,483.	2,078,143.	2,185,787.	2,301,371.	2,364,512.	2,429,412.
<i>change from prior year</i>		17,660.	107,644.	115,584.	63,141.	64,900.
<b>22-Court House</b>	20,666.	24,539.	21,144.	21,762.	22,391.	23,032.
<i>change from prior year</i>		3,873.	(3,395.)	618.	629.	641.
<b>23-Fire Protection</b>	1,018,753.	1,094,346.	1,156,927.	1,238,781.	1,326,199.	1,370,692.
<i>change from prior year</i>		75,593.	62,581.	81,854.	87,418.	44,493.
<b>24-Emergency Measures (PEMO)</b>	34,790.	34,000.	34,430.	34,869.	35,316.	35,772.
<i>change from prior year</i>		(790.)	430.	439.	447.	456.
<b>26-Building &amp; Bylaw Enforcement</b>	(16,722.)	45,623.	46,531.	47,454.	48,397.	49,358.
<i>change from prior year</i>		62,345.	908.	923.	943.	961.
<b>30-Engineering Administration</b>	.	.	(1.)	(5.)	(7.)	(8.)
<i>change from prior year</i>		.	(1.)	(4.)	(2.)	(1.)
<b>31-Common Services - Transportation</b>	925,863.	920,008.	926,645.	932,505.	945,707.	963,769.
<i>change from prior year</i>		(5,855.)	6,637.	5,860.	13,202.	18,062.
<b>32-Roads</b>	845,098.	888,160.	880,915.	898,490.	916,415.	933,096.
<i>change from prior year</i>		43,062.	(7,245.)	17,575.	17,925.	16,681.
<b>33-Recoverable Work</b>	.	.	.	.	(1.)	(1.)
<i>change from prior year</i>		.	.	.	(1.)	(.)
<b>34-Public Transit</b>	8,959.	8,959.	9,208.	9,462.	9,721.	9,984.
<i>change from prior year</i>		.	249.	254.	259.	263.
<b>35-Parking Lots</b>	(15,341.)	(19,341.)	(19,728.)	(20,123.)	(20,525.)	(20,936.)
<i>change from prior year</i>		(4,000.)	(387.)	(395.)	(402.)	(411.)
<b>36-Dock &amp; Port Facilities</b>	(130,364.)	(116,668.)	(146,310.)	(190,659.)	(193,096.)	(195,578.)
<i>change from prior year</i>		13,696.	(29,642.)	(44,349.)	(2,437.)	(2,482.)
<b>37-Storm Drains</b>	196,678.	179,458.	183,046.	186,707.	190,442.	194,249.
<i>change from prior year</i>		(17,220.)	3,588.	3,661.	3,735.	3,807.
<b>38-Hydrants</b>	41,985.	41,690.	42,524.	43,375.	44,241.	45,126.
<i>change from prior year</i>		(295.)	834.	851.	866.	885.

## Town of Sidney 2013 Financial Plan: Fund Detail

### FUND: General Operating Fund

<b>FUNCTION</b>	<b>2012 Approved Budget</b>	<b>2013 Total Budget</b>	<b>2014 Total Budget</b>	<b>2015 Total Budget</b>	<b>2016 Total Budget</b>	<b>2017 Total Budget</b>
<b>Net Expenditures</b>						
<b>43-Solid Waste &amp; Environmental Services</b>	125,290.	124,112.	126,525.	128,987.	131,494.	134,055.
<i>change from prior year</i>		(1,178.)	2,413.	2,462.	2,507.	2,561.
<b>51-Municipal Planning</b>	334,700.	345,267.	384,768.	382,118.	389,617.	397,264.
<i>change from prior year</i>		10,567.	39,501.	(2,650.)	7,499.	7,647.
<b>62-Parks</b>	1,109,774.	1,181,028.	1,212,150.	1,231,577.	1,256,493.	1,281,898.
<i>change from prior year</i>		71,254.	31,122.	19,427.	24,916.	25,405.
<b>63-Library</b>	(22,045.)	(20,529.)	(24,254.)	(24,740.)	(25,234.)	(25,738.)
<i>change from prior year</i>		1,516.	(3,725.)	(486.)	(494.)	(504.)
<b>64-Senior's Centre</b>	91,944.	90,731.	92,766.	94,841.	96,958.	99,117.
<i>change from prior year</i>		(1,213.)	2,035.	2,075.	2,117.	2,159.
<b>65-Museums</b>	107,051.	112,961.	113,314.	114,020.	114,739.	115,474.
<i>change from prior year</i>		5,910.	353.	706.	719.	735.
<b>70-Fiscal Services</b>	2,131,648.	2,106,419.	2,209,662.	2,237,061.	2,286,220.	2,337,000.
<i>change from prior year</i>		(25,229.)	103,243.	27,399.	49,159.	50,780.
<b>Total Net Expenditures</b>	<b>(217,871.)</b>	<b>(284,267.)</b>	<b>(400,237.)</b>	<b>(369,277.)</b>	<b>(250,000.)</b>	<b>(250,000.)</b>
<i>change from prior year</i>		(66,396.)	(115,970.)	30,960.	119,277.	(.)



## 2012 to 2013 Revenue & Expenditure Comparison by Function

		Subfunction	2012			2013			Net Diff.	Comments
			Revenues	Expenses	Net	Revenues	Expenses	Net		
<b>1</b>	<b>Corporate Services</b>									
		11010 Council	-	205,468	205,468	-	197,568	197,568	(7,900)	GVLRA membership moved to Admin
		11020 Committees	-	3,750	3,750	-	6,000	6,000	2,250	Added Arts Council
	<b>11</b>	<b>Legislative</b>	-	209,218	209,218	-	203,568	203,568	(5,650)	
		12020 Administration	9,692	538,150	528,458	8,614	534,105	525,491	(2,967)	Eliminated HR Position; contracted services.
		12050 Financial Management	42,516	682,689	640,173	39,283	643,137	603,854	(36,319)	Records Coordinator to Admin
		12060 Driver Services	245,000	189,439	(55,561)	250,000	214,280	(35,720)	19,841	Additional P/T staff member
		12080 Common Services	2,100	129,324	127,224	2,100	130,600	128,500	1,276	
		12090 Computer Services	82,330	527,162	444,832	75,650	557,082	481,432	36,600	Full year GIS/Database Tech.
		12610 Yards and Grounds - Town Hall	5,000	25,000	20,000	5,000	25,000	20,000	-	
		12620 Building Mtce - Town Hall	15,000	106,520	91,520	-	92,000	92,000	480	
		12710 Fiscal Services - Transfers	-	(317,227)	(317,227)	-	(315,595)	(315,595)	1,632	
	<b>12</b>	<b>General Administration</b>	401,638	1,881,057	1,479,419	380,647	1,880,609	1,499,962	20,543	1.4%
		19010 Elections and Referendums	-	6,000	6,000	-	6,000	6,000	-	
	<b>19</b>	<b>Elections</b>	-	6,000	6,000	-	6,000	6,000	-	
<b>2</b>	<b>Protective Services</b>									
		21020 Administration	283,614	582,040	298,426	267,279	592,090	324,811	26,385	North Saanich cost share reduced
		21070 Prevention and Protection	-	1,605,870	1,605,870	-	1,700,054	1,700,054	94,184	Increase in RCMP contract
		21690 Buildings	81,925	144,315	62,390	56,826	105,625	48,799	(13,591)	
		21710 Fiscal Services	123,253	217,050	93,797	5,294	9,773	4,479	(89,318)	Large RCMP debt issue paid off
	<b>21</b>	<b>Police Protection</b>	488,792	2,549,275	2,060,483	329,399	2,407,542	2,078,143	17,660	0.9%
		22610 Yards and Grounds	-	3,014	3,014	-	3,000	3,000	(14)	
		22620 Building	25,790	43,442	17,652	22,969	44,508	21,539	3,887	
	<b>22</b>	<b>Court House</b>	25,790	46,456	20,666	22,969	47,508	24,539	3,873	
		23020 Administration	40,475	269,010	228,535	40,475	272,785	232,310	3,775	
		23030 Training	-	159,880	159,880	5,734	193,970	188,236	28,356	Training Supplemental items
		23060 Fire Investigation/Prevention	-	201,341	201,341	-	210,216	210,216	8,875	
		23070 Fire Communication Systems	-	82,063	82,063	-	78,446	78,446	(3,617)	
		23080 Fire Fighters	-	112,160	112,160	-	151,160	151,160	39,000	Firefighter hiring plan
		23610 Yards and Grounds	-	2,476	2,476	-	2,476	2,476	-	
		23620 Building Mtce	-	64,589	64,589	-	64,302	64,302	(287)	
		23640 Equipment	-	19,310	19,310	-	18,075	18,075	(1,235)	
		23650 Vehicles and Mobile Equipment	-	28,399	28,399	-	29,125	29,125	726	
		23710 Fiscal Services	-	120,000	120,000	-	120,000	120,000	-	
	<b>23</b>	<b>Fire Protection</b>	40,475	1,059,228	1,018,753	46,209	1,140,555	1,094,346	75,593	7.4%
		24020 Administration	-	16,500	16,500	-	16,500	16,500	-	
		24050 Emergency Programs	6,250	24,540	18,290	-	17,500	17,500	(790)	
	<b>24</b>	<b>Emergency Measures</b>	6,250	41,040	34,790	-	34,000	34,000	(790)	
		26000 General Revenue	93,400	-	(93,400)	93,400	-	(93,400)	-	
		26060 Building Inspection	273,400	238,620	(34,780)	223,400	248,505	25,105	59,885	Revenue projections down \$50K
		26080 Animal Control	16,000	50,180	34,180	16,000	51,404	35,404	1,224	
		26100 Bylaw Enforcement	34,000	108,480	74,480	34,000	109,768	75,768	1,288	
		26650 Vehicles and Mobile Equipment	-	2,798	2,798	-	2,746	2,746	(52)	
	<b>26</b>	<b>Bylaw Enforcement</b>	416,800	400,078	(16,722)	366,800	412,423	45,623	62,345	

## 2012 to 2013 Revenue & Expenditure Comparison by Function

		2012			2013			Net		
Subfunction		Revenues	Expenses	Net	Revenues	Expenses	Net	Diff.	Comments	
<b>5 Development Services</b>										
	51020	Administration	18,200	352,900	334,700	20,600	365,867	345,267	10,567	
	51	<b>Municipal Planning</b>	18,200	352,900	334,700	20,600	365,867	345,267	10,567	3.2%
<b>3 Engineering &amp; Works</b>										
	30100	Director	-	-	-	-	-	-	-	
	30200	Manager - Engineering	-	-	-	-	-	-	-	
	30300	Manager - Operations	-	-	-	-	-	-	-	
	30500	Administration - Yard	20,000	20,000	-	20,000	20,000	-	-	
	30600	Mechanic Shop	-	-	-	-	-	-	-	
	30	<b>Engineering Administration</b>	20,000	20,000	-	20,000	20,000	-	-	
	31020	Administration	-	266,837	266,837	-	265,237	265,237	(1,600)	
	31030	Training	-	26,050	26,050	-	26,050	26,050	-	
	31060	Engineering Services	1,450	368,627	367,177	-	342,352	342,352	(24,825)	Removed 2012 Supp. - Downtown Traffic Study
	31410	Vandalism & Graffiti	-	25,574	25,574	-	25,574	25,574	-	
	31510	Public Washrooms	-	23,074	23,074	-	20,074	20,074	(3,000)	
	31610	Yards and Grounds - P/W	-	52,316	52,316	-	52,316	52,316	-	
	31620	Buildings	-	70,723	70,723	-	94,823	94,823	24,100	Bldg Mtce Supplemental - \$22K
	31630	Small Tools - P/W	-	11,695	11,695	-	10,870	10,870	(825)	
	31635	Safety Equipment	-	7,283	7,283	-	7,283	7,283	-	
	31640	Equipment - P/W	-	41,988	41,988	-	40,954	40,954	(1,034)	
	31650	Vehicles & Mobile Equipment	-	23,245	23,245	-	24,574	24,574	1,329	
	31660	Welding Shop	-	9,901	9,901	-	9,901	9,901	-	
	31	<b>Common Services - Transport</b>	1,450	927,313	925,863	-	920,008	920,008	(5,855)	
	32020	Administration	-	124,817	124,817	-	122,371	122,371	(2,446)	
	32070	Traffic Services	-	97,002	97,002	-	103,002	103,002	6,000	
	32080	Street Lighting	-	127,128	127,128	-	127,128	127,128	-	
	32120	Patching and Shouldering	-	170,216	170,216	-	172,216	172,216	2,000	
	32130	Curb and Gutter Repairs	-	26,587	26,587	-	31,587	31,587	5,000	
	32210	Boulevard & Cul-de-Sacs	-	48,457	48,457	-	48,457	48,457	-	
	32220	Boulevard Trees	8,000	55,534	47,534	-	50,893	50,893	3,359	
	32230	Storm Damage	-	11,414	11,414	-	16,414	16,414	5,000	
	32240	Retaining Walls	-	18,303	18,303	-	43,303	43,303	25,000	Seawall Vulnerability Study - Supp. \$ 25K
	32310	Sidewalks, Walkways & Lanes	3,000	102,315	99,315	3,000	102,315	99,315	-	
	32410	Snow Clearing and Removal	-	35,088	35,088	-	35,088	35,088	-	
	32510	Street Sweeping	-	20,849	20,849	-	20,849	20,849	-	
	32650	Vehicles and Mobile Equipment	-	18,388	18,388	-	17,537	17,537	(851)	
	32	<b>Roads</b>	11,000	856,098	845,098	3,000	891,160	888,160	43,062	5.1%
	33000	Recoverable Work	163,777	163,777	-	123,777	123,777	-	-	
	33	<b>Recoverable Work</b>	163,777	163,777	-	123,777	123,777	-	-	
	34620	Bus Shelters	4,500	13,459	8,959	4,500	13,459	8,959	-	
	34	<b>Public Transit</b>	4,500	13,459	8,959	4,500	13,459	8,959	-	
	35670	Parking Lots	25,000	9,659	(15,341)	25,000	5,659	(19,341)	(4,000)	
	35	<b>Parking Lots</b>	25,000	9,659	(15,341)	25,000	5,659	(19,341)	(4,000)	

## 2012 to 2013 Revenue & Expenditure Comparison by Function

		Subfunction	2012			2013			Net Diff.	Comments
			Revenues	Expenses	Net	Revenues	Expenses	Net		
		<b>36020</b>	-	15,539	15,539	-	15,161	15,161	(378)	
		<b>36040</b>	-	3,125	3,125	-	3,125	3,125	-	
		<b>36050</b>	10,302	19,377	9,075	31,728	49,377	17,649	8,574	\$30K Supp for Replacement Study; revenue offsets
		<b>36100</b>	-	1,192	1,192	-	3,692	3,692	2,500	
		<b>36220</b>	110,000	-	(110,000)	113,000	6,000	(107,000)	3,000	
		<b>36670</b>	121,303	72,008	(49,295)	121,303	72,008	(49,295)	-	
<b>36</b>	<b>Dock and Port Facilities</b>		241,605	111,241	(130,364)	266,031	149,363	(116,668)	13,696	
		<b>37020</b>	-	52,676	52,676	-	45,658	45,658	(7,018)	
		<b>37110</b>	-	3,865	3,865	-	3,865	3,865	-	
		<b>37210</b>	-	52,426	52,426	-	32,224	32,224	(20,202)	Removed \$25K Supp re 2012 Video Inspection
		<b>37220</b>	-	80,989	80,989	-	85,989	85,989	5,000	
		<b>37230</b>	-	9,722	9,722	-	11,722	11,722	2,000	
		<b>37910</b>	30,414	27,414	(3,000)	27,414	27,414	-	3,000	
<b>37</b>	<b>Storm Drains</b>		30,414	227,092	196,678	27,414	206,872	179,458	(17,220)	
		<b>38810</b>	-	41,690	41,690	-	41,690	41,690	-	
		<b>38910</b>	3,447	3,447	-	3,447	3,447	-	-	
		<b>38920</b>	1,017	1,312	295	1,312	1,312	-	(295)	
<b>38</b>	<b>Hydrants</b>		4,464	46,449	41,985	4,759	46,449	41,690	(295)	
<b>4</b>	<b>Environmental Services</b>									
		<b>43020</b>	-	14,187	14,187	-	15,004	15,004	817	
		<b>43080</b>	365,850	365,850	-	365,850	363,855	(1,995)	(1,995)	
		<b>43090</b>	-	98,213	98,213	-	98,213	98,213	-	
		<b>43100</b>	-	7,350	7,350	-	7,350	7,350	-	
		<b>43310</b>	5,500	11,040	5,540	5,500	11,040	5,540	-	
<b>43</b>	<b>Garbage Collection &amp; Disposal</b>		371,350	496,640	125,290	371,350	495,462	124,112	(1,178)	
<b>6</b>	<b>Parks &amp; Cultural</b>									
		<b>62020</b>	-	232,128	232,128	-	256,820	256,820	24,692	Increase in O/H allocations due to budget shifts
		<b>62030</b>	-	13,630	13,630	-	11,630	11,630	(2,000)	
		<b>62110</b>	3,800	15,813	12,013	7,600	47,431	39,831	27,818	Mtce for full year for Concession/Change Room
		<b>62120</b>	-	23,610	23,610	-	37,610	37,610	14,000	Small Supp \$2.5K; doubled Janitorial contract
		<b>62130</b>	-	47,508	47,508	-	44,508	44,508	(3,000)	
		<b>62140</b>	-	14,789	14,789	-	14,789	14,789	-	
		<b>62150</b>	-	12,193	12,193	-	11,193	11,193	(1,000)	
		<b>62160</b>	-	43,439	43,439	-	52,452	52,452	9,013	Full year additional mtce due to expansion
		<b>62170</b>	-	13,366	13,366	-	10,866	10,866	(2,500)	
		<b>62180</b>	-	15,947	15,947	-	15,947	15,947	-	
		<b>62190</b>	1,200	44,902	43,702	-	47,902	47,902	4,200	\$5K Supp. Additional mtce re Arts Council building
		<b>62200</b>	-	25,368	25,368	-	25,368	25,368	-	
		<b>62210</b>	-	17,244	17,244	-	13,244	13,244	(4,000)	
		<b>62220</b>	-	43,000	43,000	-	38,000	38,000	(5,000)	
		<b>62230</b>	24,397	19,847	(4,550)	24,397	15,847	(8,550)	(4,000)	
		<b>62240</b>	-	50,410	50,410	-	48,910	48,910	(1,500)	
		<b>62250</b>	21,878	43,755	21,877	28,020	48,040	20,020	(1,857)	
		<b>62280</b>	-	617	617	-	617	617	-	
		<b>62290</b>	-	16,261	16,261	-	14,261	14,261	(2,000)	
		<b>62300</b>	-	28,608	28,608	-	26,608	26,608	(2,000)	

## 2012 to 2013 Revenue & Expenditure Comparison by Function

		2012			2013			Net		
Subfunction		Revenues	Expenses	Net	Revenues	Expenses	Net	Diff.	Comments	
	62310	Fishing Pier Maintenance	32,000	49,500	17,500	-	17,500	17,500	-	
	62340	Rotary Waterpark	5,000	24,500	19,500	-	24,500	24,500	5,000	No increase, but lost \$5K cfwd funding
	62350	Skateboard Park	-	6,827	6,827	-	6,327	6,327	(500)	
	62360	Pat Bay Highway Sign	-	6,314	6,314	-	6,314	6,314	-	
	62370	Beacon Park	-	26,212	26,212	-	28,212	28,212	2,000	
	62400	Cul-de-Sac Program	-	10,462	10,462	-	10,462	10,462	-	
	62410	Downtown Maintenance	60	74,352	74,292	60	74,352	74,292	-	
	62420	Flags, Banners, Etc.	-	11,963	11,963	-	10,463	10,463	(1,500)	
	62430	Nursery	-	5,249	5,249	-	3,749	3,749	(1,500)	
	62440	Community Christmas Program	-	59,395	59,395	-	59,395	59,395	-	
	62510	Community Celebrations	-	13,980	13,980	-	9,980	9,980	(4,000)	
	62520	Sidney Days	5,000	23,633	18,633	2,500	28,633	26,133	7,500	
	62590	Park Furniture	13,077	13,077	-	13,077	13,077	-	-	
	62600	Playground Equipment	204	20,100	19,896	204	18,600	18,396	(1,500)	
	62610	Yards and Grounds	-	22,820	22,820	-	18,820	18,820	(4,000)	
	62620	Buildings	-	10,649	10,649	-	16,949	16,949	6,300	Addit. Mtce due to bldg size increase
	62630	Small Tools	-	10,230	10,230	-	9,579	9,579	(651)	
	62640	Equipment	-	42,253	42,253	-	49,481	49,481	7,228	More mtce required on equipment
	62650	Vehicles and Mobile Equipment	-	62,439	62,439	-	68,450	68,450	6,011	Overdue increase in fuel budget
	<b>62</b>	<b>Parks</b>	<b>106,616</b>	<b>1,216,390</b>	<b>1,109,774</b>	<b>75,858</b>	<b>1,256,886</b>	<b>1,181,028</b>	<b>71,254</b>	<b>6.4%</b>
	63020	Administration	104,902	-	(104,902)	108,470	-	(108,470)	(3,568)	Rental revenue increase
	63610	Yards and Grounds	-	21,835	21,835	-	19,835	19,835	(2,000)	
	63620	Building Mtce	-	61,022	61,022	-	68,106	68,106	7,084	\$6,500 Supp. for Bldg Mtce
	<b>63</b>	<b>Library</b>	<b>104,902</b>	<b>82,857</b>	<b>(22,045)</b>	<b>108,470</b>	<b>87,941</b>	<b>(20,529)</b>	<b>1,516</b>	
	64020	Administration	20,000	3,667	(16,333)	20,000	-	(20,000)	(3,667)	Lease payment done re Kitchen
	64620	Building Mtce	17,564	125,841	108,277	15,819	126,550	110,731	2,454	
	<b>64</b>	<b>Senior Citizens Centre</b>	<b>37,564</b>	<b>129,508</b>	<b>91,944</b>	<b>35,819</b>	<b>126,550</b>	<b>90,731</b>	<b>(1,213)</b>	
	65020	Historical Museum & Archives	-	98,655	98,655	-	104,225	104,225	5,570	Strata fees on additional space
	65620	Shaw Ocean Discovery Centre	-	8,396	8,396	-	8,736	8,736	340	
	<b>65</b>	<b>Museums</b>	<b>-</b>	<b>107,051</b>	<b>107,051</b>	<b>-</b>	<b>112,961</b>	<b>112,961</b>	<b>5,910</b>	
	<b>7</b>	<b>Fiscal Services</b>								
	01000	General Revenue	10,781,709	-	(10,781,709)	11,112,703	-	(11,112,703)	(330,994)	Additional revenue requirement-see breakdown
	<b>01</b>	<b>General Revenue</b>	<b>10,781,709</b>	<b>-</b>	<b>(10,781,709)</b>	<b>11,112,703</b>	<b>-</b>	<b>(11,112,703)</b>	<b>(330,994)</b>	
	70000	Transfers	-	1,318,408	1,318,408	-	1,264,500	1,264,500	(53,908)	No deferral of Prov. Rev. Share Grants
	70040	Union Negotiations	-	-	-	1,000	1,000	-	-	
	70100	Debt Servicing	7,200	321,197	313,997	5,000	384,187	379,187	65,190	\$43K S/T Debt re Lochside UG Wiring; Issue #118
	70200	Other Fiscal Services	45,000	151,000	106,000	45,000	127,500	82,500	(23,500)	Reduced Contingency by \$25K
	70300	Community Support	-	393,243	393,243	29,500	409,732	380,232	(13,011)	Econ. Dev. offset by \$30K cfwd
	<b>70</b>	<b>Fiscal Services</b>	<b>52,200</b>	<b>2,183,848</b>	<b>2,131,648</b>	<b>80,500</b>	<b>2,186,919</b>	<b>2,106,419</b>	<b>(25,229)</b>	
			<b>13,354,496</b>	<b>13,136,634</b>	<b>(217,862)</b>	<b>13,425,805</b>	<b>13,141,538</b>	<b>(284,267)</b>	<b>(66,405)</b>	
	<b>9</b>	<b>Capital</b>								
		<b>Capital Funding</b>	<b>6,164,458</b>	<b>6,382,320</b>	<b>217,862</b>	<b>2,693,953</b>	<b>2,978,220</b>	<b>284,267</b>	<b>66,405</b>	<b>30.5%</b>
	<b>91</b>	<b>General</b>	<b>6,164,458</b>	<b>6,382,320</b>	<b>217,862</b>	<b>2,693,953</b>	<b>2,978,220</b>	<b>284,267</b>	<b>66,405</b>	
			<b>19,518,954</b>	<b>19,518,954</b>	<b>-</b>	<b>16,119,758</b>	<b>16,119,758</b>	<b>-</b>		

**SUPPLEMENTAL REQUESTS**

<b><u>One Time Requests</u></b>	<b>Budget Impacts</b>				
	2013	2014	2015	2016	2017
Beacon Wharf Replacement Study	30,000	-	-	-	-
Seawall Vulnerability Study	25,000	-	-	-	-
Building Maintenance at Public Works Yard	21,800	-	-	-	-
Arts Council Building Maintenance	5,000	5,000	-	-	-
Tulista Park Washroom Maintenance	2,500	-	-	-	-
Library Building Maintenance	3,250	-	-	-	-
Council Attendance at FCM Vancouver	5,000	-	-	-	-
Increase CRD Arts Council Annual Contribution	10,000	-	-	-	-
Canora Road Infrastructurre Planning	-	10,000			
West Sidney Industrial Area Study	-	10,000			
	102,550	25,000	-	-	-
<b><u>Ongoing Requests</u></b>					
Firefighter Hiring Plan	39,000	85,000	148,000	216,000	241,250
Fire Department Training Increases					
FDIC Conference Attendance	9,440	9,629	9,821	10,018	10,218
Officer Training Increase	6,000	6,120	6,242	6,367	6,495
Multi-Storey Structure Training	3,400	3,468	3,537	3,608	3,680
Grade 5 Expo	1,760	1,795	1,831	1,868	1,905
Fire Department Wage Reimbursement Increase	4,000	4,000	4,000	4,000	4,000
Crime Stoppers Program	4,500	3,800	3,876	3,954	4,033
Increase GIS Development annual budget	15,000	15,300	15,606	15,918	16,236
Economic Development	30,500	60,000	60,000	60,000	60,000
Light Industrial (Class 5) Tax Rate Standardization	(40,000)	(80,000)	(81,600)	(83,232)	(84,897)
Additional RCMP Officer	-	60,000	117,572	121,099	124,732
	73,600	169,112	288,886	359,600	387,653
	<b>\$ 176,150</b>	<b>\$ 194,112</b>	<b>\$ 288,886</b>	<b>\$ 359,600</b>	<b>\$ 387,653</b>

SUPPLEMENTAL ITEM DESCRIPTIONS

ONGOING REQUESTS – 2013

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
<p><b>Fire</b></p>	<p><b>Firefighter Hiring Plan</b></p> <p>The gradual hiring of additional full-time firefighters to assist the Department with daytime response and to provide needed services that cannot be handled with the existing staff complement. Refer to more detailed report.</p>	<p><b>\$39,000</b></p>
<p><b>Fire</b></p>	<p><b>Firefighter Training Increases</b></p> <p>FDIC Conference Attendance:</p> <ul style="list-style-type: none"> <li>• Like many composite Fire Departments maintaining adequate levels of volunteer fire fighters is a key concern. Therefore, activities / incentives the Sidney Volunteer Fire Department can offer to existing (trained and capable) volunteers are of the utmost importance.</li> <li>• The Fire Department Instructors Conference (FDIC) is the world's foremost fire service education conference. Those attending are exposed to the very best instructors and return to their respective departments equipped to educate their colleagues with the most current methods pertaining to fire suppression, public education, and hazard pre-planning.</li> <li>• Members who are selected to attend FDIC will typically have a minimum of 5-6 years seniority and will have volunteered in excess of 1800 hours as a fire fighter for the Town of Sidney.</li> <li>• Funding annual volunteer fire fighter attendance at FDIC has long been established at most career, composite, and volunteer fire departments in the CRD. Incorporation of this supplemental budget item on an ongoing basis is important, as it demonstrates an appreciation for those long tenured volunteers who are the most difficult to replace.</li> </ul> <p>Officer Training:</p> <ul style="list-style-type: none"> <li>• At present the Sidney Volunteer Fire Department fire officer qualifications are not aligned with recognized national standards. Fire fighter safety and due diligence dictate that those members holding Officer rank and charged with command of fire crews and / or an incident scene must have attained the requisite certifications and credentials.</li> </ul>	<p><b>\$9,440</b></p> <p><b>\$6,000</b></p>

SUPPLEMENTAL ITEM DESCRIPTIONS

	<p><b>Multi-Story Structure Training:</b></p> <ul style="list-style-type: none"> <li>• Presently the Town of Sidney has 125 multi-story buildings totaling 2323 units. Many of these buildings are two stories; however there are also a large number of buildings three stories, or higher.</li> <li>• Large multi-story mixed use buildings pose different risks than a typical single family dwelling would during a fire. Application of a 2 ½ story wood frame mindset to a multi story building is dangerous and a leading cause of fire-fighter injury and death.</li> <li>• To safely and effectively suppress a fire in Sidney’s existing multi-storey buildings, and considering that any growth in the downtown area will be vertical, adoption of revised multi-story response guidelines is required.</li> <li>• Formal training and incorporation of multi-story building response and suppression tactics will allow the Sidney Volunteer Fire Department to respond more effectively to the Town’s present and future fire safety risk profile.</li> </ul>	<b>\$3,400</b>
<b>Fire</b>	<p><b>Wage Reimbursement Increase</b></p> <p>The Town currently has in place a policy to reimburse volunteers who have to take time off from their jobs to attend training sessions or other departmental functions on their own time. This reimbursement rate has been set at \$130 per day, which equates to \$16.25 per hour. An increase in this rate is overdue. The proposed new rate would be closer to \$27.50 per hour to better compensate the volunteers for lost time. If additional full-time staff are added, there should be less of a need for this expense. If approved, a policy amendment would follow.</p>	<b>\$4,000</b>
<b>Fire</b>	<p><b>Attendance at Grade 5 Expo</b></p> <p>The Sidney Fire Department has been taking part in this fire prevention and awareness program, aimed at grade 5 students and held at Central Saanich, for a number of years. With the limited number of daytime staff available, we have had to enlist volunteers to attend on our behalf. This amount reflects the wage reimbursement that would be required to ensure proper Sidney representation at this event. If additional full-time staff are added, there should be less of a need for this expense.</p>	<b>\$1,760</b>
<b>RCMP</b>	<p><b>Crime Stoppers Program</b></p> <p>Expansion of the regional Crime Stoppers program through a civilianized model to be cost shared by benefitting jurisdictions. The cost would be lower in the 2<sup>nd</sup> and subsequent years of the program (estimated at \$3,800 for 2014).</p>	<b>\$4,500</b>

SUPPLEMENTAL ITEM DESCRIPTIONS

<p><b>Information Technology</b></p>	<p><b>Increase in GIS Development Annual Budget</b></p> <p>As the Town continues to develop and enhance its Geographic Information Systems (GIS) capabilities, additional software tools and associated licencing are required. Adding a further \$15,000 to the existing, annual development budget should be sufficient to meet immediate needs.</p>	<p><b>\$15,000</b></p>
<p><b>Fiscal Services</b></p>	<p><b>Economic Development</b></p> <p>In 2012, Council approved an allocation of \$60,000 for Economic Development initiatives. Approximately half of this amount was allocated in 2012; the remainder is being carried forward to 2013. An additional 2013 allocation of \$30,500 will reinstate this budget to the \$60,000 level. Funding of \$60,000 per year thereafter is proposed.</p>	<p><b>\$30,500</b></p>
<p><b>General Revenue</b></p>	<p><b>Class 5 (Light Industrial) Tax Rate Standardization</b></p> <p>The Town has allowed its tax rate on Class 5 (Light Industrial) properties to fall behind the rate applied to Class 6 (Commercial). A plan should be put in place to bring the rates for the two assessment classes into alignment. Doing so over the course of 2 years would result in an additional tax contribution from Class 5 properties of approximately \$40,000 in 2013, with an additional \$40,000 in 2014. Another option would be to bring the rates into alignment in 2013. The additional Class 5 revenues would reduce the amount of new tax revenues required from other property classes, including Residential and Commercial.</p>	<p><b>(\$40,000)</b></p>

**ONGOING REQUESTS – 2014**

<p><b>RCMP</b></p>	<p><b>Addition of 15<sup>th</sup> RCMP Member (Officer)</b></p> <p>Addition of a 15<sup>th</sup> Sidney member at the joint Sidney/North Saanich Detachment. This member would be added half way through 2014. The full impact in 2015 would be \$117,500. The primary reason for an additional officer is the administrative burden placed on officers through increased reporting and court disclosure processes. Whereas in past years, a case could be reported in 3-4 hours, it now takes 7-10 hours for all Criminal Code cases.</p>	<p><b>\$60,000</b></p>
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SUPPLEMENTAL ITEM DESCRIPTIONS

**ONE-TIME REQUESTS – 2013**

<b>DEPARTMENT</b>	<b>DESCRIPTION OF REQUEST</b>	<b>AMOUNT</b>
<b>Engineering</b>	<p><b>Beacon Wharf Replacement Study</b></p> <p>As per staff recommendation and Council's Resolution of February 27, 2012, concept plans for a new lower maintenance longer lifecycle promenade and wharf structure, to replace the existing structure, are to be developed, illustrated and cost estimated in 2013, for information and to aid future public input and the Town's decision-making on long-term replacement options. Established options would also assist in seeking grant funding.</p>	<b>\$30,000</b>
<b>Engineering</b>	<p><b>Seawall Vulnerability Study</b></p> <p>In early 2012, a heavy storm undermined a large section of the Town's seawall along Lochside Drive. Repairs were successfully completed on that section, but the event identified a need to assess additional sections of the seawall to determine their vulnerability to future storms.</p>	<b>\$25,000</b>
<b>Engineering</b>	<p><b>Works Yard Building Maintenance</b></p> <p>Siding repairs and painting of parts of the old Public Works Yard buildings. A one-time allocation of extra funds is required to complete this work.</p>	<b>\$21,800</b>
<b>Engineering</b>	<p><b>Arts Council Building Maintenance</b></p> <p>Funding required to address building maintenance deficiencies at the Arts Council building in Tulista Park. We will consult with the leaseholder to identify and prioritize the required work, and complete it in an efficient manner rather than responding to ad-hoc requests.</p>	<b>\$5,000</b>
<b>Engineering</b>	<p><b>Tulista Park Washroom Maintenance</b></p> <p>Funds required to paint washroom and surrounding deck area to improve appearance of this prominent structure near our waterfront.</p>	<b>\$2,500</b>
<b>Library</b>	<p><b>Library Building Maintenance</b></p> <p>Siding repairs, painting, and new windows at the Library building. Cost shared with the District of North Saanich.</p>	<b>\$3,250</b>

SUPPLEMENTAL ITEM DESCRIPTIONS

<b>Legislative</b>	<p><b>Council Attendance at FCM Vancouver</b></p> <p>Optional increase to Council budget if members of Council wish to take advantage of the proximity of this years FCM Conference, which is being held in Vancouver. Generally, only the Mayor would attend this annual event, which provides the opportunity to liaise with Federal, Provincial and Municipal politicians, and discuss common issues and challenges.</p>	<b>\$5,000</b>
<b>Fiscal Services</b>	<p><b>Increase CRD Arts Council Annual Contribution</b></p> <p>The Town has been contributing \$5,000 per year to this function, but had committed to reviewing its contribution level. An increase to \$15,000 per year is proposed. This is listed as a one-time item because if approved, future contributions would be made through the annual CRD Requisition.</p>	<b>\$10,000</b>

**ONE-TIME REQUESTS – 2014**

DEPARTMENT	DESCRIPTION OF REQUEST	AMOUNT
<b>Engineering</b>	<p><b>Canora Road Infrastructure Planning</b></p> <p>Evaluation and planning of infrastructure upgrade options related to the boundary adjustment between the Town and North Saanich along Canora Road, and in the adjacent areas. Most of this work will be done internally, but a small budget for possible consulting work is being identified as a “placeholder” to indicate that completion of this planning process, and the presentation of options to Council, is expected sometime in 2014. Given the possible scope of the works, a well-planned process is advisable in order to maximize impact and resources.</p>	<b>\$10,000</b>
<b>Development Services</b>	<p><b>West Sidney Industrial Area Study</b></p> <p>Evaluation and planning of infrastructure upgrade options in the West Sidney Industrial Area. Most of this work will be done internally, in consultation with Industrial Area property owners. The goal is to identify options and possible funding sources for the desired upgrades in the area. A small budget for possible consulting work is being identified as a “placeholder” to indicate that completion of this planning process, and the presentation of options to Council, is expected sometime in 2014. Given the possible scope of the works, a well-planned process is advisable in order to maximize impact and resources.</p>	<b>\$10,000</b>

**Town of Sidney  
2013-2017 Financial Plan**

*Water and Sewer Fund Summaries*

**Water Operating**

While the Water Utility is generally in good shape, revenue fluctuations from reduced water consumption continue to affect our ability to predictably forecast revenues. Revenues were approximately \$100,000 under budget for 2012. Rather than raising rates for 2013 to make up the difference, we are able to offset the revenue shortage through expenditure savings, a temporary reduction in the amount we set aside in reserves for future capital works, and through the elimination of the last of the CRD debt related to the water system.

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

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

**Sewer Operating**

The Sewer Utility continues to experience revenue challenges due to reductions in water consumption, and the inadequacy of the rate structure to properly offset this shift in variable costs. However, there is clearly a slowing down in the annual reduction and we should hopefully see a cessation and then small annual increases in light of further densification in the Town. Like the Water utility, 2012 revenues were approximately \$100,000 under budget. Again, we are fortunate in that a significant decrease on the expenditure side allows us to avoid any rate increases for 2013. CRD debt related to the Sewer system has decreased significantly; this would have allowed us to possibly lower rates, were it not for the fact that revenue shortfalls over the last few years must be made up.

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

**It should be noted that the combined minimum quarterly charge for Water and Sewer amounts to \$45. This equates to \$15 per month, or \$0.50 per day, to have water coming to your home and being treated on the way out.**

### Town of Sidney 2013 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**

	2012 YTD Actual	Budget 2012	2013	2014	2015	2016	2017
<b>Other Revenue</b>							
TAXES	337,740.	334,685.	339,000.	339,000.	339,000.	339,000.	339,000.
FEES, RATES & SERVICE CHARGES	47,635.	79,413.	44,413.	45,300.	46,206.	47,130.	48,073.
RESERVE & INTERFUND TRANSFERS (R)	.	.	.	.	.	.	.
OTHER REVENUE	5,116.	4,500.	5,165.	5,268.	5,373.	5,480.	5,590.
<b>Total Revenue before User Charges</b>	<b>390,491.</b>	<b>418,598.</b>	<b>388,578.</b>	<b>389,568.</b>	<b>390,579.</b>	<b>391,610.</b>	<b>392,663.</b>
<b>Operating Expenditures</b>							
PERSONNEL	221,576.	212,172.	226,972.	231,508.	236,136.	240,856.	245,671.
CONTRACTED SERVICES & EQUIPMENT	74,383.	92,393.	40,923.	41,739.	42,573.	43,422.	44,291.
MATERIALS, SUPPLIES & EQUIPMENT	1,032,278.	1,154,635.	1,092,513.	1,114,362.	1,136,649.	1,159,382.	1,182,568.
OTHER EXPENSES & ALLOCATIONS	304,090.	305,978.	305,470.	311,479.	317,608.	323,858.	330,235.
DEBT & LEASE FINANCING	.	9,096.	.	.	.	.	.
RESERVE & INTERFUND TRANSFERS	294,000.	304,000.	282,700.	269,900.	275,100.	280,400.	285,900.
<b>Total Expenditures</b>	<b>1,926,327.</b>	<b>2,078,274.</b>	<b>1,948,578.</b>	<b>1,968,988.</b>	<b>2,008,066.</b>	<b>2,047,918.</b>	<b>2,088,665.</b>
USER CHARGES	1,535,835.	1,659,676.	1,560,000.	1,579,420.	1,617,487.	1,656,308.	1,696,002.
Percentage Change			(6.01%)	1.24%	2.41%	2.40%	2.40%

### Town of Sidney 2013 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**

	2012 YTD Actual	Budget 2012	2013	2014	2015	2016	2017
<b>Other Revenue</b>							
TAXES	571,191.	569,100.	572,460.	583,909.	595,587.	607,499.	619,649.
FEES, RATES & SERVICE CHARGES	13,407.	21,684.	15,184.	15,488.	15,798.	16,114.	16,436.
RESERVE & INTERFUND TRANSFERS (R)	.	25,000.	.	.	.	.	.
OTHER REVENUE	6,047.	5,500.	5,382.	5,490.	5,600.	5,712.	5,826.
<b>Total Revenue before User Charges</b>	<b>590,645.</b>	<b>621,284.</b>	<b>593,026.</b>	<b>604,887.</b>	<b>616,985.</b>	<b>629,325.</b>	<b>641,911.</b>
<b>Operating Expenditures</b>							
PERSONNEL	194,799.	211,320.	186,620.	190,347.	194,148.	198,025.	201,979.
CONTRACTED SERVICES & EQUIPMENT	1,825,864.	1,857,455.	1,586,152.	1,431,621.	1,452,954.	1,480,731.	1,490,474.
MATERIALS, SUPPLIES & EQUIPMENT	82,858.	68,238.	82,738.	84,394.	86,082.	87,805.	89,560.
OTHER EXPENSES & ALLOCATIONS	144,027.	144,935.	144,016.	146,696.	149,430.	152,219.	147,398.
DEBT & LEASE FINANCING	.	9,096.	.	.	.	.	.
RESERVE & INTERFUND TRANSFERS	159,800.	169,800.	323,500.	381,829.	364,371.	340,545.	342,500.
<b>Total Expenditures</b>	<b>2,407,349.</b>	<b>2,460,844.</b>	<b>2,323,026.</b>	<b>2,234,887.</b>	<b>2,246,985.</b>	<b>2,259,325.</b>	<b>2,271,911.</b>
USER CHARGES	1,816,704.	1,839,560.	1,730,000.	1,630,000.	1,630,000.	1,630,000.	1,630,000.
Percentage Change			(5.96%)	(5.78%)	0.00%	0.00%	0.00%



## Town of Sidney 2013 Financial Plan: Function Detail

### FUNCTION: 82-Sewer Operating Fund

SUB-FUNCTION	2012 Approved Budget	2013 Total Budget	2014 Total Budget	2015 Total Budget	2016 Total Budget	2017 Total Budget
<b>Net Expenditures</b>						
<b>82000-Sewer General Revenue</b>	(2,414,160.)	(2,307,842.)	(2,219,399.)	(2,231,187.)	(2,243,211.)	(2,255,475.)
<i>change from prior year</i>		106,319.	88,443.	(11,788.)	(12,024.)	(12,264.)
<b>82020-Sewer Administration</b>	157,542.	161,281.	164,507.	167,796.	171,151.	174,573.
<i>change from prior year</i>		3,739.	3,226.	3,289.	3,355.	3,422.
<b>82030-Sewer Training</b>	11,657.	11,657.	11,890.	12,128.	12,371.	12,619.
<i>change from prior year</i>		.	233.	238.	243.	248.
<b>82050-Sewer Customer Billing &amp; Collection</b>	4,468.	4,468.	4,556.	4,646.	4,740.	4,835.
<i>change from prior year</i>		.	88.	90.	94.	95.
<b>82110-Sewer Preventative Maintenance</b>	35,642.	31,642.	32,276.	32,922.	33,581.	34,253.
<i>change from prior year</i>		(4,000.)	634.	646.	659.	672.
<b>82120-Sewer System Repairs</b>	65,736.	65,736.	67,051.	68,392.	69,760.	71,155.
<i>change from prior year</i>		.	1,315.	1,341.	1,368.	1,395.
<b>82130-Inflow &amp; Infiltration</b>	52,121.	52,121.	53,164.	54,228.	55,313.	56,419.
<i>change from prior year</i>		.	1,043.	1,064.	1,085.	1,106.
<b>82210-Preventative Mtce-Lift Stations</b>	51,029.	46,029.	46,949.	47,890.	48,847.	49,824.
<i>change from prior year</i>		(5,000.)	920.	941.	957.	977.
<b>82220-Repairs - Lift Stations</b>	29,036.	29,036.	29,617.	30,209.	30,814.	31,431.
<i>change from prior year</i>		.	581.	592.	605.	617.
<b>82610-Sewer Yards &amp; Grounds</b>	1,862.	1,862.	1,899.	1,937.	1,975.	2,014.
<i>change from prior year</i>		.	37.	38.	38.	39.
<b>82630-Sewer Small Tools &amp; Safety Supplies</b>	6,124.	6,124.	6,241.	6,360.	6,482.	6,605.
<i>change from prior year</i>		.	117.	119.	122.	123.
<b>82640-Sewer Equipment</b>	7,294.	7,139.	7,281.	7,426.	7,575.	7,726.
<i>change from prior year</i>		(155.)	142.	145.	149.	151.
<b>82650-Sewer Vehicles &amp; Mobile Equipment</b>	33,587.	49,884.	50,882.	51,899.	52,936.	53,994.
<i>change from prior year</i>		16,297.	998.	1,017.	1,037.	1,058.
<b>82710-Sewer Fiscal Services - Transfers</b>	1,958,062.	1,840,863.	1,743,086.	1,745,354.	1,747,666.	1,750,027.
<i>change from prior year</i>		(117,199.)	(97,777.)	2,268.	2,312.	2,361.
<b>Total Net Expenditures</b>	.	.	.	.	.	.

		2012			2013			Net		
		Revenues	Expenses	Net	Revenues	Expenses	Net	Diff.	Comments	
<b>8</b>	<b>Utilities</b>									
	<b>81000</b>	General Revenue	1,998,861	-	(1,998,861)	1,904,165	-	(1,904,165)	94,696	Decreased revenue required
	<b>81020</b>	Administration	-	1,403,587	1,403,587	-	1,367,590	1,367,590	(35,997)	Bulk water down \$42K
	<b>81030</b>	Training	-	11,571	11,571	-	11,571	11,571	-	
	<b>81050</b>	Customer Billing and Collection	-	21,984	21,984	-	25,477	25,477	3,493	
	<b>81110</b>	Water Main Flushing	-	16,475	16,475	-	21,475	21,475	5,000	
	<b>81120</b>	Valve Maintenance	-	18,405	18,405	-	23,905	23,905	5,500	
	<b>81130</b>	Meter Repair and Replacement	-	18,160	18,160	-	18,160	18,160	-	
	<b>81140</b>	System Repairs	-	104,576	104,576	-	104,576	104,576	-	
	<b>81620</b>	Buildings	-	7,299	7,299	-	7,299	7,299	-	
	<b>81630</b>	Small Tools and Safety Supplies	-	5,393	5,393	-	5,393	5,393	-	
	<b>81635</b>	Safety Equipment	-	2,040	2,040	-	2,040	2,040	-	
	<b>81640</b>	Equipment	-	6,715	6,715	-	7,975	7,975	1,260	O/H allocation increase
	<b>81650</b>	Vehicles and Mobile Equipment	-	20,975	20,975	-	21,004	21,004	29	
	<b>81710</b>	Fiscal Services - Transfers	-	361,681	361,681	-	287,700	287,700	(73,981)	Includes \$64K Capital Reserve transfer (ly \$120K)
	<b>81910</b>	Service Connections	54,208	54,208	-	29,208	29,208	-	-	CRD Debt finished (\$44K in 2012)
	<b>81920</b>	Water Meter Connections	25,205	25,205	-	15,205	15,205	-	-	
	<b>81</b>	<b>Water</b>	<b>2,078,274</b>	<b>2,078,274</b>	<b>-</b>	<b>1,948,578</b>	<b>1,948,578</b>	<b>-</b>		Overall budget level down \$129,696
	<b>82000</b>	General Revenue	2,414,160	-	(2,414,160)	2,307,842	-	(2,307,842)	106,318	Decreased revenue required
	<b>82020</b>	Administration	-	157,542	157,542	-	161,281	161,281	3,739	
	<b>82030</b>	Training	-	11,657	11,657	-	11,657	11,657	-	
	<b>82050</b>	Customer Billing & Collection	-	4,468	4,468	-	4,468	4,468	-	
	<b>82110</b>	Preventative Maintenance	-	35,642	35,642	-	31,642	31,642	(4,000)	
	<b>82120</b>	System Repairs	-	65,736	65,736	-	65,736	65,736	-	
	<b>82130</b>	Inflow and Infiltration	25,000	77,121	52,121	-	52,121	52,121	-	
	<b>82210</b>	Preventative Maint - Lift Stn	-	51,029	51,029	-	46,029	46,029	(5,000)	
	<b>82220</b>	Repairs - Lift Stations	-	29,036	29,036	-	29,036	29,036	-	
	<b>82610</b>	Yards and Grounds	-	1,862	1,862	-	1,862	1,862	-	
	<b>82630</b>	Small Tools and Safety Supply	-	6,124	6,124	-	6,124	6,124	-	
	<b>82640</b>	Equipment	-	7,294	7,294	-	7,139	7,139	(155)	
	<b>82650</b>	Vehicles and Mobile Equipment	-	33,587	33,587	-	49,884	49,884	16,297	Trending increase since addition of Flusher in 2010
	<b>82710</b>	Fiscal Services - Transfers	-	1,958,062	1,958,062	-	1,840,863	1,840,863	(117,199)	Includes \$148K Surplus repayment
	<b>82910</b>	Sewer Connections	17,123	17,123	-	12,123	12,123	-	-	CRD Debt down \$278K
	<b>82920</b>	Summergate Lift Maintenance	4,561	4,561	-	3,061	3,061	-	-	
	<b>82</b>	<b>Sewer</b>	<b>2,460,844</b>	<b>2,460,844</b>	<b>-</b>	<b>2,323,026</b>	<b>2,323,026</b>	<b>-</b>		Overall budget level down \$137,819

## 5 Year Capital Project Listing

<b>General</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Workplace Efficiency Upgrades	5,000	5,000	5,000	5,000	5,000
On-Line Credit Card Payments (Tempest)	10,000	-	-	-	-
Financial Software-WorkTech	35,000	-	-	-	-
Town Hall Standby Generator	20,000	-	-	-	-
Website Upgrade	-	35,000	-	-	-
Computer Replacement Plan	20,000	100,000	60,000	130,000	100,000
Tempest My City Module	15,000	-	-	-	-
Computer Equipment Fund	10,000	5,000	5,000	5,000	5,000
Offsite Disaster Recovery	-	25,000	25,000	25,000	-
Council Chambers Technical Upgrade	11,000	-	-	-	-
New Multi-Function Device for Info Services	8,600	-	-	-	-
Tempest E-Applications	-	20,000	20,000	20,000	20,000
Tempest Licencing Modules Upgrade	-	20,000	-	-	-
Fire Hall/EOC Kitchen Equipment	-	30,000	-	-	-
Fire Vehicle Replacement	55,000	-	-	520,000	-
PRIME Prisoner Booking System	38,000	-	-	-	-
RCMP Furnishings/Equipment	7,500	7,500	7,500	7,500	7,500
RCMP Surveillance System	-	80,000	-	-	-
RCMP Civilian Finger Printing System	20,000	-	-	-	-
Engineering Equipment	4,500	4,500	4,500	4,500	4,500
Hydro Box Revitalization	8,350	-	-	-	-
Ferry Terminal HPU Relocation	55,000	-	-	-	-
Ferry Terminal Remedial Works	145,000	-	-	-	-
Ferry Terminal Building Improvements	50,000	226,560	100,000	-	-
Infra. Plan-Ardwell Storm Drain	148,000	-	-	-	-
Infrastructure Plan Projects - Drainage	-	129,357	580,032	110,744	185,472
Works Yard Reconstruction	112,100	-	-	-	-
Underground Wiring	20,000	20,000	20,000	20,000	20,000
Town Hall Grounds / Sidewalks	-	-	30,000	-	-
Green Technology Applications	5,000	5,000	5,000	5,000	5,000
Public Works Equipment	10,000	10,000	10,000	10,000	10,000
Transportation Vehicles	30,000	60,000	215,000	120,000	-
Third Street Parking Lot - Completion	5,000	-	-	-	-
PW Administration Offices	-	50,000	50,000	50,000	-
Sign Lettering Machine	15,000	-	-	-	-
PW Server Room Relocation	-	-	15,000	-	-
Standby Generator	-	-	100,000	-	-
Electric Vehicle Charging Stations	32,000	-	-	-	-
Decorative Street Lighting	30,000	30,000	30,000	30,000	30,000
Beacon Ave. Revitalization	40,000	40,000	-	-	-
Fifth and Ocean Roundabout	991,000	-	-	-	-
Infra. Plan-McDonald Park Paving Ardwell-Melv	79,620	-	-	-	-
Infra. Plan-Second St.Paving Ocean-Orchard	50,600	-	-	-	-
Infra. Plan-Bevan Ave. Paving Fifth-Third	123,600	-	-	-	-
Speed Reader Signs	22,500	22,500	-	-	-



## 5 Year Capital Project Listing

<b>General</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Infrastructure Plan Projects - Roads	-	364,375	498,798	552,005	689,132
Street Amenities Program	20,000	20,000	20,000	20,000	20,000
Ardwell Ave Flashing X Walk Lights	-	-	15,000	-	-
Infra. Plan-Bowerbank Rd. Paving Ardwell-Rest	88,770	-	-	-	-
Infra. Plan-Fifth St Paving-Henry-Malaview	198,630	-	-	-	-
Infra. Plan-Resthaven Beacon-James White	26,250	-	-	-	-
Henry Ave Flashing X Walk Lights	-	20,000	-	-	-
Beacon Ave W. Flashing X Walk Lights	25,000	-	-	-	-
Galaran Landscaping and Signage	7,000	-	-	-	-
Lochside Seawall Landscaping	5,000	-	-	-	-
Hwy 17 Pedestrian Overpass	-	-	2,250,000	-	-
Bus Shelters	-	12,500	-	-	-
Parks Equipment	10,000	10,000	10,000	10,000	10,000
Tulista Playground Equipment	168,000	-	-	-	-
Parks Vehicles	85,000	22,000	52,000	-	-
Sculpture Walk Bases	24,500	-	-	-	-
Resthaven by the Sea Tennis Courts	25,000	-	-	-	-
Melissa Park Path	12,000	-	-	-	-
Ferry Terminal Entrance Signage	10,000	-	-	-	-
Beacon (Wanda) Sign Replacement	10,000	-	-	-	-
Library Renovations	28,200	-	-	-	-
Seniors Centre Dust Collection System	2,500	-	-	-	-
Other Unidentified Projects	-	-	-	40,723	115,723
<b>Subtotal</b>	<b>2,978,220</b>	<b>1,374,292</b>	<b>4,127,830</b>	<b>1,685,472</b>	<b>1,227,327</b>
<b>Water</b>					
Water Equipment	10,000	10,000	10,000	10,000	10,000
Water Vehicle Replacement	-	50,000	-	60,000	-
Backflow Preventers	17,800	-	-	-	-
Infra. Plan-Henry Ave Water Fourth-Third	66,600	-	-	-	-
Allbay Rd Replacement Study	60,000	-	-	-	-
Infrastructure Replacement	-	247,760	452,196	119,682	-
	<b>154,400</b>	<b>307,760</b>	<b>462,196</b>	<b>189,682</b>	<b>10,000</b>
<b>Sewer</b>					
Sewer Equipment	10,000	10,000	10,000	10,000	10,000
Sewer Vehicle Replacement	25,000	-	-	-	35,000
Infra. Plan-Second St. Sewer	73,200	-	-	-	-
Infrastructure Replacement	-	64,000	494,702	156,579	-
SCADA Upgrade (CRD Project)	70,000	-	-	-	-
	<b>178,200</b>	<b>74,000</b>	<b>504,702</b>	<b>166,579</b>	<b>45,000</b>
	<b>3,310,820</b>	<b>1,756,052</b>	<b>5,094,728</b>	<b>2,041,733</b>	<b>1,282,327</b>

## 2013 Capital Projects with Funding Sources

	Funding Sources									
	Budget	Property Tax	RFFC	Reserves	Grants	Gifts & Donations	Developer	Debt	Fees/ Other	Total Funding
<b>General</b>										
Workplace Efficiency Upgrades	5,000	5,000								5,000
On-Line Credit Card Payments (Tempest)	10,000	10,000								10,000
Financial Software - WorkTech	35,000		15,000	20,000						35,000
Town Hall Standby Generator	20,000	10,000	10,000							20,000
Computer Replacement Plan	20,000			20,000						20,000
Tempest My City Module	15,000	15,000								15,000
Computer Equipment Fund	10,000	10,000								10,000
Council Chambers Technical Upgrade	11,000	11,000								11,000
New Multi-Function Device for Info Services	8,600							8,600		8,600
Fire Vehicle Replacement	55,000			55,000						55,000
PRIME Prisoner Booking System	38,000		24,206						13,794	38,000
RCMP Furnishings/Equipment	7,500	4,777							2,723	7,500
RCMP Civilian Finger Printing System	20,000	12,740							7,260	20,000
Engineering Equipment	4,500	4,500								4,500
Beacon Avenue Hydro Box Revitalization	8,350		8,350							8,350
Ferry Terminal HPU Relocation	55,000			55,000						55,000
Ferry Terminal Remedial Works	145,000			145,000						145,000
Ferry Terminal Site Improvements	50,000			50,000						50,000
Infra. Plan-Ardwell Storm Drain	148,000			148,000						148,000
Works Yard Reconstruction	112,100							112,100		112,100
Underground Wiring	20,000	20,000								20,000
Green Technology Applications	5,000	5,000								5,000
Public Works Equipment	10,000	10,000								10,000
Transportation Vehicles	30,000			30,000						30,000
Third Street Parking Lot - Completion	5,000			5,000						5,000
Sign Lettering Machine	15,000	15,000								15,000
Electric Vehicle Charging Stations	32,000		6,500	5,500	20,000					32,000
Decorative Street Lighting	30,000	30,000								30,000
Beacon Ave. Revitalization	40,000			40,000						40,000
Fifth and Ocean Roundabout	991,000				991,000					991,000
Infra. Plan-McDonald Park Paving Ardwell-Melville	79,620			79,620						79,620
Infra. Plan-Second St.Paving Ocean-Orchard	50,600			38,400				12,200		50,600
Infra. Plan-Bevan Ave. Paving Fifth-Third	123,600			117,000				6,600		123,600
Speed Reader Signs	22,500	22,500								22,500
Street Amenities Program	20,000	1,250	18,750							20,000
Infra. Plan-Bowerbank Rd. Paving Ardwell-Resthaven	88,770			88,770						88,770
Infra. Plan-Fifth St Paving-Henry-Malaview	198,630			188,000				10,630		198,630
Infra. Plan-Resthaven Beacon-James White	26,250			26,250						26,250
Beacon Ave W. Flashing X Walk Lights	25,000	25,000								25,000
Galaran Landscaping and Signage	7,000	3,000	4,000							7,000
Lochside Seawall Landscaping	5,000		5,000							5,000
Parks Equipment	10,000	10,000								10,000
Tulista Playground Equipment	168,000			110,000		58,000				168,000
Parks Vehicles	85,000			85,000						85,000
Sculpture Walk Bases	24,500			24,500						24,500
Resthaven by the Sea Tennis Courts	25,000	25,000								25,000
Melissa Park Path	12,000	12,000								12,000
Ferry Terminal Entrance Signage	10,000	10,000								10,000
Beacon (Wanda) Sign Replacement	10,000	10,000								10,000
Library Renovations	28,200		14,100						14,100	28,200
Seniors Centre Dust Collection System	2,500	2,500								2,500
	<b>2,978,220</b>	<b>284,267</b>	<b>105,906</b>	<b>1,331,040</b>	<b>1,011,000</b>	<b>58,000</b>	<b>-</b>	<b>120,700</b>	<b>67,307</b>	<b>2,978,220</b>
<b>Water</b>										
Water Equipment	10,000	10,000								10,000
Backflow Preventers	17,800	17,800								17,800
Infra. Plan-Henry Ave Water Fourth-Third	66,600			66,600						66,600
Allbay Rd Replacement Study	60,000			60,000						60,000
	<b>154,400</b>	<b>27,800</b>	<b>-</b>	<b>126,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>154,400</b>
<b>Sewer</b>										
Sewer Equipment	10,000	10,000								10,000
Sewer Vehicle Replacement	25,000			25,000						25,000
Infra. Plan-Second St. Sewer	73,200			73,200						73,200
SCADA Upgrade (CRD Project)	70,000			70,000						70,000
	<b>178,200</b>	<b>10,000</b>	<b>-</b>	<b>168,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>178,200</b>
	<b>3,310,820</b>	<b>322,067</b>	<b>105,906</b>	<b>1,625,840</b>	<b>1,011,000</b>	<b>58,000</b>	<b>-</b>	<b>120,700</b>	<b>67,307</b>	<b>3,310,820</b>

# Capital Project Listing - 2013

Project #	Title	Description	Project Type	2013 Non-tax Revenue	2013 Expense
ADM-08-001	Annual Workspace Efficiency Upgrades	Improve space and workflow to meet changing needs of the office. Some of the workstations and desks we have in Town offices were designed for work efficiency prior to the era of the desktop computer. With so many tasks now performed using computers, staff in all departments are spending many hours on computers at workstations and desks that were not designed for this purpose.	Established Program	0	5,000
ADM-08-002	On-Line Credit Card Payments (Tempest)	<p>The Town has licensed and implemented the Tempest e-Commerce module, which is the base module required for online services. We now process on-line Home Owner Grants and utilize Web Inquiry for on-line property information requests.</p> <p>In order to implement On-Line Credit Card Payments, we require several implementation days by Tempest, and registration with a Payment Service Provider (PSP). Tempest already has an interface to E-xact and Moneris, well know Payment Service Providers.</p> <p>A Fit Analysis is required to determine what payments will be taken, and the criteria involved. We require configuration to allow that function to be live on our website, and we need to coordinate with a PSP. The eCom On-Line payment system is available for the following Tempest applications: Utility Billing, Dog Licences, Business Licences, Tickets, Tax Certificate Accounts.</p>	Public Request	0	10,000
ADM-08-003	Financial Software Replacement	<p>The Town's Asset and Work Management software must be enhanced to provide additional functionality to Engineering/Operations staff as well as to Finance. This upgrade is also required in order to maintain compliance with accounting regulations related to the tracking of tangible capital assets.</p> <p>Most of the funding will come from the Reserve for Financial Software Replacement.</p>	Infrastructure Replacement	35,000	35,000

# Capital Project Listing - 2013

Project #	Title	Description	Project Type	2013 Non-tax Revenue	2013 Expense
ADM-08-004	Town Hall Standby Generator	Over the past several years, Sidney has experienced numerous power outages varying in time. It was evident that the existing Town Hall generator was limited and could only provide power to the server room, telephone system and three workstations. With the implementation of the new VOIP telephone system in early 2009, this backup power becomes crucial in maintaining the Town's telephone communication.	New Equipment	10,000	20,000
ADM-14-001	Website Upgrade	Update the appearance of the Town's website, which has been the same for several years. As more and more people rely on the Town's website for information, a redesigned interface would make it easier for users to navigate the site, and would put the most current information front and centre.	Technology Advance	2014	
COM-08-003	Computer Replacement Plan	A plan for the replacement of the Town's Computer Equipment and Printers. The plan, outlined in Policy #FN-015, covers replacement of computer equipment and printers only. Purchases of new equipment for a new user or a new use that is not replacing an existing piece of equipment must be budgeted for separately, including the cost of software and licensing.	Infrastructure Replacement	20,000	20,000
COM-09-001	Tempest - My City Module	My City is a newer Tempest module that will give the public and businesses a way to interact with the Town online. It will initially interact with the Tempest product suite but will also allow for interaction with other products in the future. Tempest designed MyCity with the flexibility to integrate with the City's existing web assets. Individual business functions can be accessed from various places on the Town's website, with some functions requiring logon, and some not. Tempest will provide a unified front-end to tie all of these business functions together in one place, and there will be links between the MyCity functions and Tempest's existing ePay and WebInquiry products where appropriate.	Technology Advance	0	15,000
COM-09-003	Computer Equipment Fund	Centralized addition of new computer equipment from all departments for planned new positions, or requirements that arise during the year. The cost for a new computer or laptop on the network is \$2,500, which is broken down to \$1,500 for hardware and \$1,000 for software licensing. The amount required will vary from year to year, depending on needs and possible new positions.	Technology Advance	0	10,000

# Capital Project Listing - 2013

Project #	Title	Description	Project Type	2013	2013
				Non-tax Revenue	Expense
COM-10-002	Offsite Disaster Recovery	Hardware and software in an offsite facility to enable complete recovery of all of the Town's information in the event of a disaster. This will require ongoing remote operating and data transfer costs.	Technology Advance	2014-2016	
COM-13-002	Council Chambers Technical Upgrade	Upgrade the presentation, projection and display hardware and software. This will provide for clearer and more efficient presentation options with the inclusion of a smart board. Additionally the existing audio system will be upgraded to accomodate those with hearing disabilities.	New Equipment	0	11,000
COM-13-003	Multi-Function Device for Information Services	Purchase through lease of a replacement multi-function device (copier, printer, scanner, fax machine) for Information Services.  When a new copier was acquired for the Fire Hall several years ago, the old copier was moved to the IT department. The availability of the machine has proved to fill a real need for the department, which is located far away from other such devices in the hall.	Technology Advance	8,600	8,600
COM-14-001	Tempest E-Applications	Implementation, over a number of years, of additional on-line functionality that will allow electronic applications for our existing Planning & Building software.	Technology Advance	2014	
COM-14-002	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.	Technology Advance	2014	
DNP-13-001	Ferry Terminal HPU Relocation	Relocation of the Hydraulic Power Unit (HPU) from the old wooden structure next to the ferry terminal ramp to a new location on the ramp itself.	Infrastructure Replacement	55,000	55,000
DNP-13-002	Ferry Terminal Remedial Works	Miscellaneous works required at the Sidney Ferry Terminal to correct deficiencies.  Removal of the damaged wooden structure; Reattachment of floating lead chain.	Infrastructure Replacement	145,000	145,000
DNP-13-003	Ferry Terminal Site Works	Site and building improvements at the Sidney International Ferry Terminal.  Remedial work on the Canada Customs building and surrounding area; Lighting upgrades; WSF Office & Toll Booth, etc.	Infrastructure Replacement	50,000	50,000

# Capital Project Listing - 2013

Project #	Title	Description	Project Type	2013	2013
				Non-tax Revenue	Expense
DRA-13-001	Infra Plan Ardwell Ave Storm	Realignment of 525mm, 600mm and 750mm storm mains on Ardwell Avenue, Ardwell Easment, Patricia Place Easement and Courser Drive Easement with 675mm and 900mm pipe.	Infrastructure Replacement	148,000	148,000
ENG-08-003	Engineering Equipment	We will need to allocate \$4,500/year for engineering equipment in the 5 year financial plan, this will be used to replace existing equipment and also with the changes in technology new equipment may be required	Established Program	0	4,500
ENG-08-004	Beacon Avenue Hydro Box Revitalization	In response to direction from Council, a revitalization plan has been prepared for the hydro boxes and associated structures along Beacon Avenue and intersecting streets within one block of Beacon Avenue. The project was prepared by Town Staff, a member of Council and two members of the Community Arts Council for the Saanich Peninsula. The project involves removing the existing kiosk structures, constructing new kiosks around the large hydro boxes, and covering several smaller hydro boxes with graffiti resistant vinyl decals. There are several options for Council to choose from regarding how to proceed with the revitalization project. Council's decisions on how to proceed with the project may affect the total cost of the project.	Council Request	8,350	8,350
FIR-08-004	Fire Vehicle Replacement Plan	To provide for the replacement of Fire Vehicles as approved by Council resolution 2003.7.562 on October 27, 2003 for Policy FN-019 Vehicle Replacement Plan – Fire Department.	Established Program	55,000	55,000
FIR-13-001	Fire Hall/EOC Kitchen Upgrades	Replace old, outdated kitchen equipment at the Fire Hall.	Infrastructure Replacement	2014	
LIB-08-001	Library Renovations	VIRL is planning capital upgrades for the Sidney Library which will include some costs related to the building that are to be paid by the Town and North Saanich. Until firm budget numbers for a significant upgrade are submitted, there are certain smaller items that need to be completed.	Infrastructure Replacement	28,200	28,200
POL-09-003	PRIME Prisoner Booking System	New booking system being implemented by RCMP.	New Equipment	38,000	38,000

# Capital Project Listing - 2013

Project #	Title	Description	Project Type	2013 Non-tax Revenue	2013 Expense
POL-09-005	RCMP Furnishings	One time increase to established replacement program. Existing furniture was purchased second hand, fourteen years ago. The desks were designed for typewriters, not computer stations and are therefore not ergonomic or suitable for current needs. Required replacement of old workstations and chairs for ergonomic, configuration and productivity purposes.	Health & Safety	2,723	7,500
POL-12-001	RCMP Surveillance System	The Province of BC has mandated new requirements with respect to video surveillance. The project includes upgraded digital surveillance and video recording systems.	New Equipment	2014	
POL-13-001	RCMP Civilian Fingerprinting System	Computer system to streamline the Criminal Record Checks process.	Technology Advance	7,260	20,000
PRK-08-005	Parks Equipment	Replacement of Parks small equipment.	New Equipment	0	10,000
PRK-12-001	Tulista Park Playground Equipment	Replace one of the existing playground structures in Tulista Park.	Infrastructure Replacement	168,000	168,000
PRK-12-002	Parks Vehicles	To provide for the replacement of Town vehicles, as approved by Council resolution #2003.27.563 for Policy FN-022 Mobile Equipment Replacement Plan.	Established Program	85,000	85,000
PRK-12-003	Sculpture Walk Bases	Installation of bases for Sculpture Walk public art.	Public Request	24,500	24,500
PRK-13-005	Resthaven by the Sea Tennis Courts	Repair and resurface Tennis Courts at Resthaven Park.	Public Request	0	25,000
PRK-13-006	Melissa Park Path	Replace bark mulch path with concrete between Mills St and Bradford Ave.	Public Request	0	12,000
PRK-13-007	Ferry Terminal Entrance Signage	A preliminary plan has been developed to provide for welcoming directional signage, benches, tables and a future information kiosk to be installed along with landscaping improvements that also consider the harsh winter conditions and existing art installation.	Other	0	10,000
PRK-13-008	Beacon (Wanda) Sign Replacement	Improvements to N.E. Corner of Beacon/Highway #17 (old "Wanda" Site)	Other	0	10,000
PWG-08-003	Works Yard Reconstruction	Phased improvements to the aging Public Works Yard facilities, as approved by Council in 2007. Reconstruction and improvements to the facilities over a number of years. Staff report and recommendations, as approved by Council.	Health & Safety	112,100	112,100

# Capital Project Listing - 2013

Project #	Title	Description	Project Type	2013	2013
				Non-tax Revenue	Expense
PWG-08-005	Underground Wiring	To allow the Town to participate in underground wiring projects, jointly funded by adjacent developments. \$20,000 annually.	Other	0	20,000
PWG-08-008	Town Hall Grounds Sidewalks	The concrete sidewalks at the Town Hall are in poor condition and need replacing. It is proposed that these sidewalks be replaced with interlocking bricks.	Infrastructure Replacement	2015	
PWG-08-011	Green Technology Applications	Funding to explore (through small pilot projects etc.) practical applications of green and sustainable technologies in Town operations, with the goal of reducing energy consumption and the Town's carbon emissions. The use of lower energy fixtures, solar energy, LED lighting and biofuels etc. is to be investigated.	Technology Advance	0	5,000
PWG-09-002	Public Works Equipment	We will need to allocate \$10,000/year for public works equipment in the 5 year financial plan. This will be used to replace existing equipment and also, with changes in technology, new equipment may be required.	Cost Efficiency	0	10,000
PWG-09-003	Transportation Vehicles	To provide for the replacement of Transportation Vehicles as approved by Council resolution #2003.27.563 for policy FN-022 Mobile Equipment Replacement Plan.	Established Program	30,000	30,000
PWG-11-001	Third Street Parking Lot	Completion of Third Street Parking Lot to include landscaping, irrigation and street lighting.	New Infrastructure	5,000	5,000
PWG-13-001	Works Administration Offices	The existing Public Works Administration offices need to be replaced. The existing building is a portable building that was moved to the Works Yard in 1998. Prior to that it was used as part of the RCMP offices from 1990. The existing office building has wood rot in the corners, the siding needs to be replaced, and it has settled unevenly. We propose to try to sell or demolish the existing portable building and build a wood structure with 4 offices where the existing structure is.	Infrastructure Replacement	2014-2016	
PWG-13-002	Sign Lettering Machine	Sign Lettering machine for internal production of Traffic and information signs.	New Equipment	0	15,000
PWG-13-003	Relocate and Upgrade Server room in Works Yard	Relocate and upgrade Server room in Works Yard from the existing Public Works Building to the new steel building.	Health & Safety	2015	



# Capital Project Listing - 2013

Project #	Title	Description	Project Type	2013	2013
				Non-tax Revenue	Expense
PWG-13-004	Standby Generator	400 amp single phase Standby Generator for the Vehicle & Equipment Storage/ Parks Admin Building.	New Equipment	2015	
PWG-13-005	Electric Vehicle Charging Stations	Purchase and installation of 5 Electric Vehicle charging stations within the Town, partially funded through a Provincial grant program.	Technology Advance	32,000	32,000
RDS-08-010	Decorative Street Lighting - Ongoing Annual	To install Decorative Street Lights in the Downtown core, based on a priority schedule.  Ongoing annual budget item.	Established Program	0	30,000
RDS-10-001	Beacon Revitalization	Revitalization of Beacon Avenue streetscape.	Infrastructure Replacement	40,000	40,000
RDS-11-001	Ocean Ave/Fifth Street Roundabout	To provide better traffic flow, improve safety, reduce vehicle exhaust emissions, and facilitate easier access in and out of the revitalized Iroquois Park, a roundabout is proposed for the intersection of Ocean Ave. and Fifth St., together with a realignment of Ocean Ave. adjacent to the park.	New Infrastructure	991,000	991,000
RDS-12-003	Infra Plan-McDonald Park Rd Paving Ardwell-Melville	Paving of road segment on McDonald Park Road, from Ardwell Ave to Melville Dr.  Replacement of 57m of concrete sidewalk and 117m of monolithic curb that do not meet the current engineering standards.	Infrastructure Replacement	79,620	79,620
RDS-12-006	Infra Plan-Second St Paving Ocean Ave-Orchard Ave	Paving of 1 road segment on Second Street, from Ocean Ave to Orchard Ave.	Infrastructure Replacement	50,600	50,600
RDS-12-007	Infra Plan-Bevan Ave Paving Fifth St-Third St	Paving of 2 road segments on Bevan Avenue, from Fifth St to Third St.  Replacement of concrete sidewalks to brick pavers.	Infrastructure Replacement	123,600	123,600
RDS-12-010	Speed Reader Signs	Installation of 3 Speed Reader signs. 2 on Bowerbank Road and 1 on Resthaven Dr.	Health & Safety	0	22,500
RDS-12-012	Street Amenities Program	Annual budget for the ongoing replacement and addition of street furniture in the downtown area, such as garbage and recycling containers, ornamental planters, and bike racks.	Established Program	18,750	20,000
RDS-13-001	Ardwell Avenue Flashing Crosswalk Lights	Solar flashing crosswalk light on Ardwell and McDonald Park Road.	New Equipment	2015	

# Capital Project Listing - 2013

Project #	Title	Description	Project Type	2013	2013
				Non-tax Revenue	Expense
RDS-13-002	Infra Plan-Bowerbank Rd Paving Ardwell-Resthaven	Paving of road segment on Bowerbank Road, from Ardwell Ave to Resthaven Dr.	Infrastructure Replacement	88,770	88,770
RDS-13-003	Infra Plan-Fifth St Paving Henry-Malaview	Paving of road segments on Fifth Street, from Henry Ave to Malaview Ave.  New construction and replacement of concrete sidewalk from Henry to Malaview	Infrastructure Replacement	198,630	198,630
RDS-13-004	Infra Plan-Resthaven Dr Beacon -James White	Replacement of 75m of concrete sidewalk on Resthaven Drive, from Beacon Ave to James White Blvd.	Infrastructure Replacement	26,250	26,250
RDS-13-005	Henry Avenue Flashing Crosswalk Lights	Flashing Lights for existing crosswalk at Henry by Sidney Elementary.	New Equipment	2014	
RDS-13-006	Beacon Avenue West Flashing Crosswalk Lights	Solar flashing crosswalk light on Beacon Ave. W. and Stirling Way	New Equipment	0	25,000
RDS-13-007	Galaran Landscaping and Signage	Industrial Park Entrance Signage and Landscaping	Public Request	4,000	7,000
RDS-13-008	Lochside Seawall Repairs	In 2012 major repairs were required to the Lochside Seawall. Some landscaping remains to be completed in 2013.	Infrastructure Replacement	5,000	5,000
RDS-15-001	Hwy 17 Pedestrian Overpass	Construction of an overpass near Highway 17 and Beacon Avenue. Cost shared between the Town and the Province. Negotiations are still ongoing with respect to the cost sharing percentages. To allow for a safer crossing of a busy highway, especially by school kids living on the west side of Sidney. Also to provide better linkages for non-vehicular traffic.	New Infrastructure	2015	
SEW-08-001	Sewer Equipment	\$10,000 annual allocation for sewer equipment in the 5 year financial plan. Funds are to be used to replace existing equipment, and also, with the changes in technology, new equipment may be required.	Cost Efficiency	0	10,000
SEW-08-004	Sewer Vehicles	To provide for the replacement of Sewer Vehicles and Equipment, as approved by Council resolution #2003.27.563 for Policy FN=022 Mobile Equipment Replacement Plan.	Established Program	25,000	25,000
SEW-11-001	SCADA system upgrades Phase II	The Town of Sidney monitors our Sewage pumping stations with Computer Software, This software is managed and maintained by the CRD. The CRD has recommended that we replace our SCADA system PLC's (Programmable Logic Controllers).	Infrastructure Replacement	70,000	70,000

# Capital Project Listing - 2013

Project #	Title	Description	Project Type	2013 Non-tax Revenue	2013 Expense
SEW-12-001	Infra Plan-Second St Sewer	Replacement of a total of 244m of 200mm concrete pipe sewer main on Second Street, between Beacon and Mt. Baker.	Infrastructure Replacement	73,200	73,200
SNR-13-001	Dust Collection System	Dust collection system and ducting for the shop at the Seniors Centre.	Health & Safety	0	2,500
TRN-11-001	Bus Shelter	Additional bus shelter at a priority location to be determined.	Public Request	2014	
WAT-08-001	Water Equipment	\$10,000 annual allocation for new equipment for the Water Department in the 5 year financial plan. Funds to be used to replace existing equipment, and also, with the change in technology, new equipment may be needed.	New Equipment	0	10,000
WAT-08-004	Water Vehicles	To provide for the replacement of Water vehicles and equipment, as approved by Council resolution #2003.27.563 for Policy F-022 Mobile Equipment Replacement Plan. This plan provides for regular annual contributions from Water Operating to the Vehicle & Equipment Replacement Plan to fund the required purchases, and provides for the orderly replacement of vehicles and equipment at the end of their useful life.	Established Program	2014, 2016	
WAT-13-001	Backflow Preventers	Installation of Backflow preventers on Town Buildings. The CRD has mandated that the Town install Backflow preventers on all buildings and equipment, these devices insure that the water system will not get containamated.	Health & Safety	0	17,800
WAT-13-002	Infra Plan-Henry Ave Water Fourth-Third	Replacement of 1500mm PVC pipe to 200mm pipe to improve flows in our system.	Infrastructure Replacement	66,600	66,600
WAT-13-003	Allbay Rd Replacement Study	Allbay Rd Replacement Study for storm, sewer and water.	Other	60,000	60,000
				<b>2,988,753</b>	<b>3,310,820</b>