

CITY OF DUNCAN
2016 - 2020 Financial Plan

	2016	2017	2018	2019	2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
TAXATION	4,266,866	4,698,500	4,958,588	5,093,754	5,222,086
GRANTS IN LIEU OF TAXES	8,000	8,000	8,000	8,000	8,000
SALES OF SERVICE	520,618	530,144	539,845	549,739	559,832
OTHER REVENUE FROM OWN SOURCES					
Licences & Permits	112,950	115,209	117,513	119,863	122,261
Fines	25,100	25,602	26,114	26,636	27,169
Rentals	212,959	215,837	218,777	221,781	224,850
Return on Investment	18,000	18,360	18,727	19,102	19,484
Penalties & Interest on Taxes	38,000	38,760	39,535	40,326	41,132
Other	241,105	261,712	266,927	272,247	277,672
	<u>648,114</u>	<u>675,480</u>	<u>687,594</u>	<u>699,955</u>	<u>712,569</u>
TRANSFERS FROM OTHER GOVERNMENTS					
Unconditional					
- Provincial	515,000	510,000	510,000	510,000	510,000
Conditional					
- Provincial	5,000	5,100	5,202	5,306	5,412
- Regional	13,359	13,626	13,899	14,177	14,460
	<u>18,359</u>	<u>18,726</u>	<u>19,101</u>	<u>19,483</u>	<u>19,872</u>
COLLECTIONS FOR OTHER GOVERNMENTS	<u>4,156,862</u>	<u>4,030,291</u>	<u>4,036,554</u>	<u>4,117,285</u>	<u>4,199,631</u>
	<u><u>10,133,819</u></u>	<u><u>10,471,141</u></u>	<u><u>10,759,682</u></u>	<u><u>10,998,217</u></u>	<u><u>11,231,990</u></u>

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	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
GENERAL GOVERNMENT SERVICES					
Legislative	144,137	151,961	160,238	168,995	178,261
Administrative	1,280,929	1,297,108	1,318,747	1,340,754	1,367,136
Other General Government Services	213,996	170,150	161,465	144,234	147,059
Administration Charges	(479,564)	(489,155)	(498,938)	(508,917)	(519,095)
	1,159,498	1,130,064	1,141,512	1,145,067	1,173,360
PROTECTIVE SERVICES					
Police Costs	0	953,483	1,288,661	1,308,664	1,334,837
Fire Protection	396,641	404,574	412,665	420,919	429,337
Building Inspections	106,724	108,858	110,539	112,246	113,979
Animal & Pest Control	20,400	20,808	21,224	21,649	22,082
Day and Evening Patrols	52,000	53,040	54,101	55,183	56,286
	575,765	1,540,763	1,887,190	1,918,660	1,956,522
TRANSPORTATION SERVICES					
Common Services	654,264	664,862	675,634	686,585	697,715
PW Admin Charges	(332,510)	(339,160)	(345,943)	(352,862)	(359,920)
Road Transport	423,740	424,055	432,536	441,187	450,010
Street Lighting	88,650	90,423	92,231	94,076	95,958
Traffic Services	105,850	107,967	110,126	112,329	114,575
Parking	106,972	108,864	110,792	112,754	114,753
Public Transit	10,000	10,000	10,000	10,000	10,000
	1,056,966	1,067,011	1,085,376	1,104,068	1,123,092
ENVIRONMENTAL HEALTH SERVICES					
Comfort Station	26,068	26,589	27,121	27,664	28,217
Environmental Programs	9,000	9,180	9,364	9,551	9,742
Other Programs	967	986	1,006	1,026	1,047
Garbage Disposal & Collection	211,455	215,404	218,191	221,653	225,184
	247,490	252,159	255,682	259,894	264,190
PLANNING AND STUDY PROJECTS					
	241,903	171,957	174,551	177,186	179,862
RECREATIONAL & CULTURAL SERVICES					
Joint Facilities	250,475	253,896	259,453	265,341	271,071
City Parks	407,791	415,947	424,266	432,751	441,406
Cultural Buildings	228,935	233,514	238,245	243,073	248,000
	887,201	903,357	921,964	941,165	960,477

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	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
FISCAL SERVICES					
Debt Charges - Interest	48,125	48,125	48,125	48,125	48,125
AMORTIZATION-TANGIBLE CAPITAL ASSETS	1,194,353	1,218,240	1,242,605	1,267,457	1,292,806
TRANSFERS TO OTHER GOVERNMENTS	190,000	195,000	200,000	205,000	210,000
TAXES COLLECTED FOR OTHER GOV'TS	4,156,862	4,030,291	4,036,554	4,117,285	4,199,631
	<u>9,758,163</u>	<u>10,556,967</u>	<u>10,993,560</u>	<u>11,183,907</u>	<u>11,408,064</u>
EXCESS REVENUES OVER EXPENDITURES	<u>375,656</u>	<u>(85,825)</u>	<u>(233,878)</u>	<u>(185,690)</u>	<u>(176,074)</u>
ADJUST FOR NON-CASH ITEMS					
Amortization	1,194,353	1,218,240	1,242,605	1,267,457	1,292,806
ADJUST FOR CASH ITEMS - NON PSAB					
Transfer from Own Funds and Reserves	144,540	150,940	139,540	119,540	124,540
Prior years surplus	212,100	10,000	48,100	16,483	37,632
Contribution to General Capital Fund	(645,790)	(601,745)	(669,932)	(669,906)	(724,226)
Transfer to Reserves	(1,164,524)	(575,275)	(410,100)	(431,549)	(438,342)
Transfer Parcel Taxes - Sewer	(43,920)	(43,920)	(43,920)	(43,920)	(43,920)
Debt Repayment - Debentures	(72,415)	(72,415)	(72,415)	(72,415)	(72,415)
	<u>(375,656)</u>	<u>85,825</u>	<u>233,879</u>	<u>185,689</u>	<u>176,074</u>
Change in Financial Equity	<u>0</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>	<u>0</u>

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	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
TAXATION					
Real Property					
		Incl Prov RCMP			
% including Policing	2.98%	5.0%	4.0%	2.8%	2.5%
General Purposes	3,161,766	3,233,330	3,316,338	3,423,211	3,516,980
Police Levy	0	953,483	1,288,661	1,308,664	1,334,837
Police Bridging Capital (PBC) Levy	767,806	166,292	0	0	0
General Utilities	103,374	106,475	109,669	112,960	116,348
Special Assessment - BIA	190,000	195,000	200,000	205,000	210,000
Frontage and Parcel Taxes	43,920	43,920	43,920	43,920	43,920
	<u>4,266,866</u>	<u>4,698,500</u>	<u>4,958,588</u>	<u>5,093,754</u>	<u>5,222,086</u>
GRANTS IN LIEU OF TAXES					
Federal - Post Office Building	8,000	8,000	8,000	8,000	8,000
	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>
SALES OF SERVICE					
Garbage Collection Fees	166,370	169,697	173,091	176,553	180,084
Recycling - Curbside	45,085	45,100	45,100	45,100	45,100
Fire Protection - Cowichan Tribes	102,933	104,992	107,091	109,233	111,418
Fire Protection Agreement - Eagle Heights	174,030	177,511	181,061	184,682	188,376
Administration & Recoveries	14,800	15,096	15,398	15,706	16,020
Sports Field User Fees	12,000	12,240	12,485	12,734	12,989
Cowichan Tribes Roads Contribution	400	408	416	424	433
Public Works Miscellaneous	5,000	5,100	5,202	5,306	5,412
	<u>520,618</u>	<u>530,144</u>	<u>539,845</u>	<u>549,739</u>	<u>559,832</u>
OTHER REVENUE OWN SOURCES					
Licences & Permits					
Business Licences	76,000	77,520	79,070	80,652	82,265
Delivery Vehicle	1,300	1,326	1,353	1,380	1,407
Building Permits	25,000	25,500	26,010	26,530	27,061
Plumbing Permits	3,000	3,060	3,121	3,184	3,247
Other Permits/Inspections	2,450	2,499	2,549	2,600	2,652
Dog Licences	5,200	5,304	5,410	5,518	5,629
	<u>112,950</u>	<u>115,209</u>	<u>117,513</u>	<u>119,863</u>	<u>122,261</u>
Fines - Parking & Other	25,100	25,602	26,114	26,636	27,169

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Rentals					
Buildings	15,324	15,784	16,257	16,745	17,247
Leased Land	63,522	64,792	66,088	67,410	68,758
Margaret Moss Lease	76,713	76,713	76,713	76,713	76,713
Pay Parking	34,500	35,190	35,894	36,612	37,344
Permit Parking	22,600	23,052	23,513	23,983	24,463
Other Parking	300	306	312	318	325
	<u>212,959</u>	<u>215,837</u>	<u>218,777</u>	<u>221,781</u>	<u>224,850</u>
Return on Investments					
Term Deposit & Bank Interest	18,000	18,360	18,727	19,102	19,484
Penalties & Interest on Taxes					
Penalties on Taxes	30,000	30,600	31,212	31,836	32,473
Interest on Taxes	8,000	8,160	8,323	8,490	8,659
	<u>38,000</u>	<u>38,760</u>	<u>39,535</u>	<u>40,326</u>	<u>41,132</u>
Other					
Tourism Revenues	960	960	960	960	960
Miscellaneous Revenue	7,800	7,956	8,115	8,277	8,443
Fortis Operating Fee	7,982	23,946	24,425	24,913	25,412
Land Use Alteration Fees	15,000	15,300	15,606	15,918	16,236
Subdivision Application Fees	2,000	2,040	2,081	2,122	2,165
Plan Processing Fees	5,100	5,202	5,306	5,412	5,520
Equipment Charges less operating	202,263	206,308	210,434	214,643	218,936
	<u>241,105</u>	<u>261,712</u>	<u>266,927</u>	<u>272,247</u>	<u>277,672</u>
UNCONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS					
Provincial - Revenue Sharing	515,000	510,000	510,000	510,000	510,000
CONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS					
Provincial Grants					
- Carbon Grant	5,000	5,100	5,202	5,306	5,412
	<u>5,000</u>	<u>5,100</u>	<u>5,202</u>	<u>5,306</u>	<u>5,412</u>
Regional					
Parks Contribution From North Cowichan	13,359	13,626	13,899	14,177	14,460
	<u>13,359</u>	<u>13,626</u>	<u>13,899</u>	<u>14,177</u>	<u>14,460</u>

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OTHER TRANSFERS					
Prior Years Surplus					
For Misc Capital	72,700	0	38,100	6,483	27,632
For Misc Operating					
- 150th Totem Reserve	0	0	0	0	0
- Restructure Expenses	65,000	0	0	0	0
- Additional Totem Refurbishing	8,000	0	0	0	0
- Website Redesign	33,900	0	0	0	0
- Records Management	15,000				
- Zoning Bylaw	7,500	0	0	0	0
- Transit Pass Rebate Program	10,000	10,000	10,000	10,000	10,000
	<u>212,100</u>	<u>10,000</u>	<u>48,100</u>	<u>16,483</u>	<u>37,632</u>
Own Funds and Reserve Accounts					
From Reserves					
- Totem Reserve	0	31,400	0	0	0
- Election Reserve	0	0	15,000	0	0
- Pioneer Park Reserve	0	0	0	0	0
- Tourism Operating Reserve	25,000	0	0	0	0
- Police Operating Reserve	0	0	0	0	0
- Communications Reserve	0	0	5,000	0	5,000
- Police Bridging Capital Reserve	119,540	119,540	119,540	119,540	119,540
	<u>144,540</u>	<u>150,940</u>	<u>139,540</u>	<u>119,540</u>	<u>124,540</u>
COLLECTIONS FOR OTHER GOVERNMENTS					
Regional District	1,424,562	1,447,986	1,476,946	1,506,485	1,536,614
School Taxes	1,918,790	1,982,320	2,021,966	2,062,406	2,103,654
Provincial Policing Levy	286,908	72,885	0	0	0
C.V. Regional Hospital District	473,390	471,295	480,721	490,335	500,142
Municipal Finance Authority	162	166	170	173	177
B.C. Assessment Authority	53,050	55,639	56,751	57,886	59,044
	<u>4,156,862</u>	<u>4,030,291</u>	<u>4,036,554</u>	<u>4,117,285</u>	<u>4,199,631</u>

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EXPENSES					
GENERAL GOVERNMENT SERVICES					
Legislative					
Council Indemnities	123,537	130,949	138,806	147,135	155,963
Legislative Conferences & Travel	20,600	21,012	21,432	21,861	22,298
	<u>144,137</u>	<u>151,961</u>	<u>160,238</u>	<u>168,995</u>	<u>178,261</u>
Administrative					
City Hall Salaries & Benefits	847,924	860,643	873,553	886,656	899,956
Sick & Severance Accrual Increase	60,000	60,000	61,200	62,424	63,672
Retirement Allowance & Payouts	0				
Conferences & Travel	13,000	13,260	13,525	13,796	14,072
Meeting Expenses & Annual Functions	8,500	8,670	8,843	9,020	9,201
Memberships	10,500	10,710	10,924	11,143	11,366
Computer Services & Supplies	63,000	64,260	65,545	66,856	68,193
Legal	20,000	20,400	20,808	21,224	21,649
Training & Recognition	6,000	6,120	6,242	6,367	6,495
Accounting & Audit	18,500	18,870	19,247	19,632	20,025
Consulting	4,000	4,080	4,162	4,245	4,330
Human Resources Services	30,400	27,008	27,548	28,099	32,661
Other General Services	12,200	12,444	12,693	12,947	13,206
Common Services					
City Hall Maintenance & Operation	56,300	57,426	58,575	59,746	60,941
Insurance	64,080	65,362	66,669	68,002	69,362
Telephone & Postage	25,600	26,112	26,634	27,167	27,710
Advertising	8,000	8,160	8,323	8,490	8,659
Printing & Stationery	14,400	14,688	14,982	15,281	15,587
Equipment Maintenance & Replacement	500	510	520	531	541
Equipment Leases & Service Contracts	13,000	13,260	13,525	13,796	14,072
Sundry	3,025	3,086	3,147	3,210	3,274
Bank Charges	2,000	2,040	2,081	2,122	2,165
	<u>1,280,929</u>	<u>1,297,108</u>	<u>1,318,747</u>	<u>1,340,754</u>	<u>1,367,136</u>

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Other					
Election Expenses	0	0	20,000	0	0
Grants to Organizations	18,488	18,858	19,235	19,620	20,012
Sr. Citizen Sewer & Water Rebates	500	510	520	531	541
Tourism Grants To Organizations	45,985	46,905	47,843	48,800	49,776
Tourism Spending	54,348	30,435	31,044	31,665	32,298
Summer Festival	3,500	3,570	3,641	3,714	3,789
Totem Tours Contribution	10,000	10,200	10,404	10,612	10,824
Totem Installations	0	31,400	0	0	0
Records Management Project	15,000	0	0	0	0
Communications (Training and Consulting)	48,300	10,100	10,302	10,508	10,718
Remembrance Day Expenses	4,150	4,233	4,318	4,404	4,492
Operations & Maint. (Leased Bldgs.)	4,012	4,092	4,174	4,258	4,343
Margaret Moss	6,713	6,847	6,984	7,124	7,266
Junior Council	3,000	3,000	3,000	3,000	3,000
	<u>213,996</u>	<u>170,150</u>	<u>161,465</u>	<u>144,234</u>	<u>147,059</u>
Administration Distributions - Fire	(29,381)	(29,969)	(30,568)	(31,179)	(31,803)
Administration Distributions - Garbage	(15,663)	(15,976)	(16,296)	(16,622)	(16,954)
Administration Distributions - Water	(282,438)	(288,087)	(293,848)	(299,725)	(305,720)
Administration Distributions - Sewer	(152,082)	(155,124)	(158,226)	(161,391)	(164,618)
	<u>(479,564)</u>	<u>(489,155)</u>	<u>(498,938)</u>	<u>(508,917)</u>	<u>(519,095)</u>
	<u>1,159,498</u>	<u>1,130,064</u>	<u>1,141,512</u>	<u>1,145,067</u>	<u>1,173,360</u>
PROTECTIVE SERVICES					
Police Costs	<u>0</u>	<u>953,483</u>	<u>1,288,661</u>	<u>1,308,664</u>	<u>1,334,837</u>
Fire Department					
Salaries - Chief & Officers	23,000	23,460	23,929	24,408	24,896
Call Pay - Volunteers	119,000	121,380	123,808	126,284	128,809
Fire Hall Operation & Maintenance	33,179	33,843	34,519	35,210	35,914
Fire Alarm System	11,825	12,062	12,303	12,549	12,800
Training & Conferences	46,500	47,430	48,379	49,346	50,333
Firefighter's Insurance	9,500	9,690	9,884	10,081	10,283
Fire Investigation & Prevention	30,033	30,634	31,246	31,871	32,509
Fire Service Study	0				
Hydrant Rental	13,000	13,260	13,525	13,796	14,072
Clothing	9,000	9,180	9,364	9,551	9,742
Firefighting Equipment & Maintenance	11,000	11,220	11,444	11,673	11,907
Fire Dept - Other	23,910	24,388	24,876	25,373	25,881
Administration Charge - Fire	29,381	29,969	30,568	31,179	31,803
PW Storage Shed Hydro	600	612	624	637	649
	<u>359,928</u>	<u>367,127</u>	<u>374,469</u>	<u>381,958</u>	<u>389,598</u>

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Fire Vehicle Operation & Maintenance					
1-2000 Ladder Truck	15,097	15,399	15,707	16,021	16,341
3-2000 Chev Crew Cab	2,339	2,386	2,433	2,482	2,532
4-2002 Lafrance Pumper	4,297	4,383	4,471	4,560	4,651
5-2005 Lafrance Pumper	4,497	4,587	4,679	4,772	4,868
6-2005 Tank Truck	3,997	4,077	4,158	4,242	4,326
7-1990 Ford Command Unit	3,689	3,763	3,838	3,915	3,993
10-2013 Rescue Truck	2,797	2,853	2,910	2,968	3,028
	<u>36,713</u>	<u>37,447</u>	<u>38,196</u>	<u>38,960</u>	<u>39,739</u>
Total Fire Department	<u>396,641</u>	<u>404,574</u>	<u>412,665</u>	<u>420,919</u>	<u>429,337</u>
Building Inspection					
Building Inspection - Salaries & Benefits	97,354	99,301	100,791	102,302	103,837
Building Inspection - Transportation	4,000	4,080	4,162	4,245	4,330
Building Inspection - Other	5,370	5,477	5,587	5,699	5,813
	<u>106,724</u>	<u>108,858</u>	<u>110,539</u>	<u>112,246</u>	<u>113,979</u>
Animal Control					
Animal Control Contract & Supplies	20,400	20,808	21,224	21,649	22,082
Other Protection					
Commissionaires - Day Patrols	38,000	38,760	39,535	40,326	41,132
Commissionaires - Evening Patrols	14,000	14,280	14,566	14,857	15,154
	<u>52,000</u>	<u>53,040</u>	<u>54,101</u>	<u>55,183</u>	<u>56,286</u>
TRANSPORTATION SERVICES					
Common Services					
PW Administration Salaries & Benefits	320,467	325,274	330,153	335,105	340,132
Wages - Engineering	177,010	179,665	182,360	185,096	187,872
Engineering Services	11,036	11,257	11,482	11,711	11,946
Other - Common Services	65,190	66,494	67,824	69,180	70,564
Safety Committee & Officer	20,500	20,910	21,328	21,755	22,190
Other Safety Supplies	3,000	3,060	3,121	3,184	3,247
Workshop & Yards	50,151	51,154	52,177	53,221	54,285
Small Tools & Equipment	6,910	7,048	7,189	7,333	7,480
	<u>654,264</u>	<u>664,862</u>	<u>675,634</u>	<u>686,585</u>	<u>697,715</u>
PW Admin Distributions - Water	(239,407)	(244,195)	(249,079)	(254,061)	(259,142)
PW Admin Distributions - Sewer	(93,103)	(94,965)	(96,864)	(98,802)	(100,778)
	<u>(332,510)</u>	<u>(339,160)</u>	<u>(345,943)</u>	<u>(352,862)</u>	<u>(359,920)</u>
	<u>321,754</u>	<u>325,702</u>	<u>329,691</u>	<u>333,722</u>	<u>337,796</u>

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General Maintenance					
Street Maintenance	50,000	51,000	52,020	53,060	54,122
Crack Sealing	20,000	20,400	20,808	21,224	21,649
Sidewalk Maintenance	75,000	76,500	78,030	79,591	81,182
Storm Sewers	53,000	54,060	55,141	56,244	57,369
Storm Water Quality Testing	4,000	4,080	4,162	4,245	4,330
Marchmont Storm Pumps	11,250	11,475	11,705	11,939	12,177
Dike Maintenance	2,000	2,040	2,081	2,122	2,165
Street Sweeping	50,000	51,000	52,020	53,060	54,122
Boulevards	50,000	51,000	52,020	53,060	54,122
Tree Maintenance	30,000	30,600	31,212	31,836	32,473
Totem Maintenance	21,000	13,260	13,525	13,796	14,072
Snow Removal	45,000	45,900	46,818	47,754	48,709
Weed Control	12,490	12,740	12,995	13,254	13,520
	<u>423,740</u>	<u>424,055</u>	<u>432,536</u>	<u>441,187</u>	<u>450,010</u>
Street Lighting					
Street Lights	81,650	83,283	84,949	86,648	88,381
Decorative Lights	7,000	7,140	7,283	7,428	7,577
	<u>88,650</u>	<u>90,423</u>	<u>92,231</u>	<u>94,076</u>	<u>95,958</u>
Traffic Services					
Road Marking	50,750	51,765	52,800	53,856	54,933
Street Signs	25,500	26,010	26,530	27,061	27,602
Traffic Signals	29,600	30,192	30,796	31,412	32,040
	<u>105,850</u>	<u>107,967</u>	<u>110,126</u>	<u>112,329</u>	<u>114,575</u>
Parking and Bylaw Enforcement					
Commissionaires	39,000	39,780	40,576	41,387	42,215
Vehicle Charges - Commissionaires	0	0	0	0	0
Other - Parking Expenses	4,750	4,845	4,942	5,041	5,142
Parking Lot Lease	2,000	2,000	2,000	2,000	2,000
	<u>45,750</u>	<u>46,625</u>	<u>47,518</u>	<u>48,428</u>	<u>49,356</u>
Bylaw Enforcement Salaries	41,412	42,033	42,664	43,304	43,953
Other Bylaw Enforcement	4,800	4,896	4,994	5,094	5,196
Parking Lot Maintenance	15,010	15,310	15,616	15,929	16,247
	<u>106,972</u>	<u>108,864</u>	<u>110,792</u>	<u>112,754</u>	<u>114,753</u>
Transit					
Transit Pass Rebate Program	10,000	10,000	10,000	10,000	10,000
	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>

CITY OF DUNCAN
2016 - 2020 Financial Plan

	2016	2017	2018	2019	2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Municipal Equipment Charges					
01 '90/05 Dump Truck	13,303	13,569	13,840	14,117	14,400
02 98 Ingersoll Compressor	655	668	681	695	709
03 2004 GMC Service Body	6,748	6,883	7,021	7,161	7,304
05 2000 GMC Dump	7,603	7,755	7,910	8,068	8,230
06 2000 Altec Lift Truck	4,704	4,798	4,894	4,992	5,092
09 06 John Deere X724A	3,836	3,913	3,991	4,071	4,152
12 05 Paint Sprayer	270	275	281	287	292
16 00 VA-25S Sidewalk Grinder	160	163	166	170	173
18 Chain Saws/ Trimmers	148	151	154	157	160
21 Mowers/Leaf Blowers	2,260	2,305	2,351	2,398	2,446
22 2004 F350 Dump	7,272	7,417	7,566	7,717	7,871
24 Weedeater/Hedge Trimmers	2,100	2,142	2,185	2,229	2,273
25 Compactors	900	918	936	955	974
29 06 John Deere Mower	4,136	4,219	4,303	4,389	4,477
32 2000 14' Sander	500	510	520	531	541
33 2002 Dodge Dakota	6,079	6,201	6,325	6,451	6,580
36 91 Case Loader	6,909	7,047	7,188	7,332	7,479
40 Stihl Cutoff Saw	1,155	1,178	1,202	1,226	1,250
44 1994 Elgin Sweeper	35,217	35,921	36,640	37,373	38,120
45 88 Pressure washer	30	31	31	32	32
46 04 Grumman Van	9,411	9,599	9,791	9,987	10,187
48 89 Cement Mixer	94	96	98	100	102
49 1994 Parks Trailer	450	459	468	478	487
51 2004 Parks Trailer	630	643	655	669	682
52 2005 Dakota	8,529	8,700	8,874	9,051	9,232
55 2005 GMC P/U	5,804	5,920	6,038	6,159	6,282
56 2006 New Holland Backhoe	12,023	12,263	12,509	12,759	13,014
58 2007 Civic Hybrid	2,433	2,482	2,531	2,582	2,634
59 2008 Chevy Silverado PU	5,981	6,101	6,223	6,347	6,474
60 2008 GMC Dump Box	7,611	7,763	7,918	8,077	8,238
61 2008 Utility Trailer	275	281	286	292	298
62 2008 Honda Road Saw	1,090	1,112	1,134	1,157	1,180
63 2009 Snowblower	150	153	156	159	162
65 2011 International Garbage Truck	23,805	24,281	24,767	25,262	25,767
66 2011 Ford Fiesta	593	605	617	629	642
67 2012 Mower - Kohler 52"	2,436	2,485	2,534	2,585	2,637
68 2012 Vactor Truck	24,599	25,091	25,593	26,105	26,627
69 2012 Backhoe CAT 420	8,981	9,161	9,344	9,531	9,721
71 2013 Toyota Prius - Hybrid	2,783	2,839	2,895	2,953	3,012
72 2013 Brine Trailer	1,880	1,918	1,956	1,995	2,035
73 2014 Portable Generator	680	694	707	722	736
74 2014 Honda Fit	2,033	2,074	2,115	2,157	2,201

CITY OF DUNCAN
2016 - 2020 Financial Plan

	2016	2017	2018	2019	2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
75 2015 Ford F-550	6,203	6,327	6,454	6,583	6,714
76 2015 Sander on #75	1,900	1,938	1,977	2,016	2,057
77 2015 Ford Van	7,704	7,858	8,015	8,176	8,339
78 2015 Parks Trailer	655	668	681	695	709
79 Yamaha Generator	265	270	276	281	287
80 Salt/Sand Spreader	1,150	1,173	1,196	1,220	1,245
E3 Fleet Costs	500	510	500	500	500
Undistributed Charges	5,000	5,100	5,202	5,306	5,412
Transfer Equipment Surplus	202,263	206,308	171,816	175,063	178,377
	<u>451,896</u>	<u>460,934</u>	<u>431,514</u>	<u>439,945</u>	<u>448,547</u>
Equipment Charges	(451,896)	(460,934)	(431,514)	(439,945)	(448,547)
Net Cost of equipment	-	-	-	-	-
ENVIRONMENTAL HEALTH SERVICES					
Public Washrooms					
Canada Avenue Washrooms	15,068	15,369	15,677	15,990	16,310
Centennial Park Washrooms	11,000	11,220	11,444	11,673	11,907
	<u>26,068</u>	<u>26,589</u>	<u>27,121</u>	<u>27,664</u>	<u>28,217</u>
Environmental Programs					
Environmental Programs	5,000	5,100	5,202	5,306	5,412
Cowichan Green Community	4,000	4,080	4,162	4,245	4,330
	<u>9,000</u>	<u>9,180</u>	<u>9,364</u>	<u>9,551</u>	<u>9,742</u>
Other Programs					
Committee on Disability Issues	967	986	1,006	1,026	1,047
Total Other Programs	<u>967</u>	<u>986</u>	<u>1,006</u>	<u>1,026</u>	<u>1,047</u>

CITY OF DUNCAN
2016 - 2020 Financial Plan

	2016	2017	2018	2019	2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Residential Garbage Collection					
Wages & Benefits - Collection	56,092	56,933	57,787	58,654	59,534
Municipal Equipment - Collection	50,000	51,000	52,020	53,060	54,122
Administration Charge - Garbage	15,663	15,976	16,296	16,622	16,954
Cardboard Bins	2,000	2,040	2,081	2,122	2,165
Garbage Tipping Fees	28,000	28,560	29,131	29,714	30,308
Recycling	4,000	4,080	4,162	4,245	4,330
Recycling Tipping Fees	6,000	6,120	6,242	6,367	6,495
Other Programs - e.g. Yard waste	25,100	25,602	24,878	24,763	24,649
Organics Disposal	17,000	17,340	17,687	18,041	18,401
Other Collection - Litter	6,000	6,120	6,242	6,367	6,495
Miscellaneous Garbage Costs	1,600	1,632	1,665	1,698	1,732
	<u>211,455</u>	<u>215,404</u>	<u>218,191</u>	<u>221,653</u>	<u>225,184</u>
PLANNING AND STUDY PROJECTS					
Planning Salaries & Benefits	146,803	149,005	151,240	153,509	155,811
Planning & Zoning Expenses	11,600	11,832	12,069	12,310	12,556
Restructure	65,000	0	0	0	0
Heritage	5,000	5,100	5,202	5,306	5,412
DBIA Façade Improvement Program	5,000	5,000	5,000	5,000	5,000
Carbon Offsets/Projects	1,000	1,020	1,040	1,061	1,082
Zoning Bylaw	7,500	0	0	0	0
	<u>241,903</u>	<u>171,957</u>	<u>174,551</u>	<u>177,186</u>	<u>179,862</u>
RECREATION & CULTURAL SERVICES					
Joint Recreation Facilities					
Joint Cowichan Aquatic Centre	226,455	229,396	234,463	239,851	245,071
Joint Parks	5,600	5,712	5,826	5,943	6,062
Sportsplex Public Use	18,420	18,788	19,164	19,547	19,938
	<u>250,475</u>	<u>253,896</u>	<u>259,453</u>	<u>265,341</u>	<u>271,071</u>

CITY OF DUNCAN
2016 - 2020 Financial Plan

	2016	2017	2018	2019	2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
City Parks & Facilities					
Centennial Heights Parks	10,000	10,200	10,404	10,612	10,824
Station Street Park	5,000	5,100	5,202	5,306	5,412
Charles Hoey Park	35,200	35,904	36,622	37,355	38,102
Rotary Park	57,746	58,901	60,079	61,281	62,506
McAdam Park	64,438	65,727	67,041	68,382	69,750
Centennial Park	53,745	54,820	55,916	57,035	58,175
City Square	25,000	25,500	26,010	26,530	27,061
Farmers' Market	250	255	260	265	271
Downtown Area	119,620	122,012	124,453	126,942	129,481
Cliffs Road Pit	1,500	1,530	1,561	1,592	1,624
China Gardens	3,000	3,060	3,121	3,184	3,247
Friendship (Sii ye' yu) Trail	1,000	1,020	1,040	1,061	1,082
Heiwa Park	4,500	4,590	4,682	4,775	4,871
Parks Other	8,792	8,968	9,147	9,330	9,517
Parks Training	5,600	5,712	5,826	5,943	6,062
Benches & Plaques	800	816	832	849	866
Graffiti Removal	5,200	5,304	5,410	5,518	5,629
Pole Banners	3,200	3,264	3,329	3,396	3,464
Highway Banners	3,200	3,264	3,329	3,396	3,464
	<u>407,791</u>	<u>415,947</u>	<u>424,266</u>	<u>432,751</u>	<u>441,406</u>
Cultural Buildings & Facilities					
Library	212,784	217,040	221,380	225,808	230,324
VSO Centre	5,251	5,356	5,517	5,682	5,853
Public Art Maintenance	750	765	788	812	836
Museum Grant & Operating Expenses	10,150	10,353	10,560	10,771	10,987
	<u>228,935</u>	<u>233,514</u>	<u>238,245</u>	<u>243,073</u>	<u>248,000</u>
FISCAL SERVICES					
Interest					
Interest on Prepaid Taxes	1,000	1,000	1,000	1,000	1,000
Debt Interest					
2005 Fire Truck Interest	0	0	0	0	0
Pool Debt	47,125	47,125	47,125	47,125	47,125
	<u>48,125</u>	<u>48,125</u>	<u>48,125</u>	<u>48,125</u>	<u>48,125</u>
Principal					
2005 Fire Truck Principal	0	0	0	0	0
Pool Debt Principal	72,415	72,415	72,415	72,415	72,415
	<u>72,415</u>	<u>72,415</u>	<u>72,415</u>	<u>72,415</u>	<u>72,415</u>

CITY OF DUNCAN
2016 - 2020 Financial Plan

	2016	2017	2018	2019	2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Transfer to Own Reserves & Allowances					
Machinery & Equipment Reserve Fund	202,263	206,308	212,498	218,872	225,439
Fire Dept Equip Reserve Fund	161,010	164,230	169,157	174,232	179,459
Totem Reserve Fund	0	0	0	0	0
Elections Reserve	5,000	5,000	0	5,000	5,000
Leased Buildings Reserve	28,445	28,445	28,445	28,445	28,445
Communications Reserve		5,000	0	5,000	0
Police Bridging Capital Fund (PBC) Reserve	767,806	166,292	0	0	0
	<u>1,164,524</u>	<u>575,275</u>	<u>410,100</u>	<u>431,549</u>	<u>438,342</u>
CONTRIBUTION TO GENERAL CAPITAL FUND					
Paid by Prior Years' Surpluses & Reserves	72,700	0	38,100	6,483	27,632
Paid by General Taxation	573,090	601,745	631,832	663,423	696,594
Total Contribution to Capital Fund	<u>645,790</u>	<u>601,745</u>	<u>669,932</u>	<u>669,906</u>	<u>724,226</u>
TRANSFER TO UTILITY OPERATING FUNDS					
Sewer Parcel Tax	<u>43,920</u>	<u>43,920</u>	<u>43,920</u>	<u>43,920</u>	<u>43,920</u>
TRANSFER TO OTHER GOVERNMENTS					
Business Improvement Areas	<u>190,000</u>	<u>195,000</u>	<u>200,000</u>	<u>205,000</u>	<u>210,000</u>
Total Transfers to Other Governments	<u>190,000</u>	<u>195,000</u>	<u>200,000</u>	<u>205,000</u>	<u>210,000</u>

CITY OF DUNCAN
2016 - 2020 Financial Plan

	2016	2017	2018	2019	2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
COLLECTIONS FOR OTHER GOVERNMENTS					
Cowichan Valley Regional District					
General Government		140,760	143,575	146,447	149,376
Malahat Transit	0	13,396	13,664	13,937	14,216
Transit		149,784	152,780	155,836	158,952
Emergency 911		40,398	41,206	42,030	42,870
Economic Development		32,554	33,205	33,869	34,547
Regional Tourism		6,578	6,710	6,844	6,981
Environmental Initiatives		27,325	27,872	28,429	28,998
Emergency Planning		29,940	30,538	31,149	31,772
Regional Parks		52,289	53,335	54,402	55,490
Kinsol Trestle		1,097	1,119	1,141	1,164
Liquid Waste Management Plan		14,338	14,625	14,917	15,215
Regional Parkland Acquisition		46,892	47,830	48,786	49,762
Community Centre		614,741	627,036	639,577	652,368
Community Centre Theatre Loan		6,073	6,194	6,318	6,445
Victim Services		6,157	6,280	6,406	6,534
Safer Futures		1,771	1,806	1,842	1,879
Social Planning		3,289	3,354	3,422	3,490
Cowichan Community Policing		39,976	40,776	41,591	42,423
Cowichan Valley Hospice		2,783	2,839	2,896	2,953
Solid Waste Management		217,845	222,202	226,646	231,179
	1,424,562	1,447,986	1,476,946	1,506,485	1,536,614
School Taxes	1,918,790	1,982,320	2,021,966	2,062,406	2,103,654
Provincial Policing Levy	286,908	72,885	0	0	0
C.V. Regional Hospital District	473,390	471,295	480,721	490,335	500,142
Municipal Finance Authority	162	166	170	173	177
B.C. Assessment Authority	53,050	55,639	56,751	57,886	59,044
	4,156,862	4,030,291	4,036,554	4,117,285	4,199,631

CITY OF DUNCAN
2016 - 2020 Financial Plan

	2016	2017	2018	2019	2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
SEWER ENTERPRISE - REVENUES					
Sales of Service		7%	7%	4%	4%
Sewer User Fees	706,558	756,017	808,938	841,296	874,948
User Fees - Tribes	11,713	12,533	13,410	13,947	14,504
User Fees - N. Cowichan	68,005	72,765	77,859	80,973	84,212
Metered Sewer Fees	206,242	220,679	236,126	245,572	255,394
Transmission Fees - Tribes	210	225	240	250	260
Cost Sharing - North Cowichan	20,000	21,400	22,898	23,814	24,766
	1,012,728	1,083,619	1,159,472	1,205,851	1,254,085
Other Revenue From Own Sources					
Return on Investments	17,000	17,340	17,687	18,041	18,401
Transfer from General - Parcel Tax	43,920	43,920	43,920	43,920	43,920
	1,073,648	1,144,879	1,221,079	1,267,812	1,316,407
SEWER ENTERPRISE - EXPENDITURES					
Administration					
Toilet Rebate - Sewer	750	750	750	750	750
Sewer Engineering & Planning	14,000	14,000	14,000	14,000	14,000
Insurance Allocation - Sewer	965	984	1,004	1,024	1,045
Sewer Training	3,000	3,000	3,000	3,000	3,000
Other Sewer Administration	5,000	5,000	5,000	5,000	5,000
Administration Charges - Sewer	152,082	155,124	158,226	161,391	164,618
PW Administration Charge - Sewer	93,103	94,965	96,864	98,802	100,778
	268,900	273,823	278,844	283,966	289,191
Transmission & Distribution					
System Maintenance	87,350	89,097	90,879	92,697	94,550
Infiltration Investigation	5,000	5,100	5,202	5,306	5,412
Marchmont Street Station	46,819	47,755	48,710	49,685	50,678
Pumping - Lift Stations	35,403	36,111	36,833	37,570	38,321
	174,572	178,063	181,625	185,257	188,962
Contribution to Joint Utilities Board	353,684	322,251	327,981	333,824	339,791
Sewer Debt Interest	8,820	8,820	8,820	72,957	64,137
Amortization of Capital Assets	78,818	80,394	82,002	83,642	85,315
Total Expenditures	884,794	863,352	879,272	959,646	967,396
Excess Revenues over Expenditures	188,854	281,527	341,807	308,165	349,010
ADJUST FOR NON-CASH					
Amortization	78,818	80,394	82,002	83,642	85,315

CITY OF DUNCAN
2016 - 2020 Financial Plan

	2016	2017	2018	2019	2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
ADJUST FOR CASH ITEMS - NON PSAB					
Transfer from Prior Years' Surplus	325,357	0	0	225,000	0
Prior Years' Surplus For Capital Fund	(325,357)	0	0	(225,000)	0
Contribution to Sewer Capital Fund	(253,749)	(347,999)	(409,886)	(125,880)	(197,244)
Transfer to Capital Reserve	0	0	0	(160,923)	(146,000)
Debt Repayment	(13,923)	(13,923)	(13,923)	(105,005)	(91,082)
	<u>(188,854)</u>	<u>(281,528)</u>	<u>(341,807)</u>	<u>(308,166)</u>	<u>(349,011)</u>
	<u>0</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>

CITY OF DUNCAN
2016 - 2020 Financial Plan

	2016	2017	2018	2019	2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
WATER UTILITY - REVENUES					
Sale of Water		3%	3%	3%	3%
City Flat Rate	530,464	546,378	562,769	579,652	597,042
City Metered	128,161	132,006	135,966	140,045	144,246
Cowichan Tribes Flat Rate	21,790	22,444	23,117	23,811	24,525
Cowichan Tribes Metered	164,958	169,907	175,004	180,254	185,662
North Cowichan I Flat Rate	388,944	400,612	412,631	425,010	437,760
North Cowichan I Metered	50,502	52,017	53,578	55,185	56,840
North Cowichan II Flat Rate	322,619	332,298	342,266	352,534	363,111
North Cowichan II Metered	59,557	61,344	63,184	65,080	67,032
Eagle Heights Flat Rate	165,539	170,505	175,620	180,889	186,316
Eagle Heights Metered	93,873	96,689	99,590	102,578	105,655
	1,926,407	1,984,199	2,043,725	2,105,037	2,168,188
Other Services					
Water On/Off	500	500	500	500	500
	500	500	500	500	500
Other Revenue from Own Sources					
Penalties	25,416	25,924	26,443	26,972	27,511
Water Studies	1,200	1,224	1,248	1,273	1,299
Interest on Investment	58,000	59,160	60,343	61,550	62,781
	84,616	86,308	88,034	89,795	91,591
	2,011,523	2,071,008	2,132,260	2,195,332	2,260,279
WATER UTILITY - EXPENDITURES					
Administration					
Salaries & Benefits -Water	5,750	5,865	5,982	6,102	6,224
Toilet Rebate - Water	750	765	780	796	812
Travel & Conferences - Water	565	576	588	600	612
Water Grants	3,000	3,000	3,000	3,000	3,000
Water Engineering & Planning	25,000	25,500	26,010	26,530	27,061
Insurance Allocation	5,780	5,896	6,014	6,134	6,256
Training & Courses	6,000	6,120	6,242	6,367	6,495
Other Water Administration	6,905	6,180	6,180	6,180	6,180
Legal - Water	3,500	3,570	3,641	3,714	3,789
Administration Charges - Water	282,438	288,087	293,848	299,725	305,720
PW Administration Charge - Water	239,407	244,195	249,079	254,061	259,142
	579,095	589,754	601,365	613,209	625,290

CITY OF DUNCAN
2016 - 2020 Financial Plan

	2016	2017	2018	2019	2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Transmission & Distribution					
General System Maintenance	46,650	47,583	48,535	49,505	50,495
City System Maintenance	119,900	122,298	124,744	127,239	129,784
North Cowichan System Maintenance	100,000	102,000	104,040	106,121	108,243
Eagle Heights Maintenance	49,450	50,439	51,448	52,477	53,526
Cowichan Tribes Maintenance	21,000	21,420	21,848	22,285	22,731
Metering - High Use Services	2,600	2,652	2,705	2,759	2,814
Meter Reading	20,000	20,400	20,808	21,224	21,649
	<u>359,600</u>	<u>366,792</u>	<u>374,128</u>	<u>381,610</u>	<u>389,243</u>
Pumping					
General Pumphouse Maintenance	35,600	36,312	37,038	37,779	38,535
Pumphouse No. 2	85,000	86,700	88,434	90,203	92,007
Pumphouse No. 3	12,000	12,240	12,485	12,734	12,989
Pumphouse No. 4	60,000	61,200	62,424	63,672	64,946
Pumphouse No. 5	12,000	12,240	12,485	12,734	12,989
Eagle Heights Pumphouse	19,771	20,166	20,570	20,981	21,401
Gibbins Road Pump & Reservoir	32,000	32,640	33,293	33,959	34,638
	<u>256,371</u>	<u>261,498</u>	<u>266,728</u>	<u>272,063</u>	<u>277,504</u>
AMORTIZATION OF CAPITAL ASSETS	<u>263,195</u>	<u>268,459</u>	<u>273,828</u>	<u>279,305</u>	<u>284,891</u>
Total Expenditures	<u>1,458,261</u>	<u>1,486,503</u>	<u>1,516,050</u>	<u>1,546,187</u>	<u>1,576,927</u>
Excess Revenue Over Expenditures	<u>553,262</u>	<u>584,504</u>	<u>616,210</u>	<u>649,145</u>	<u>683,352</u>
ADJUST FOR NON-CASH - AMORTIZATION					
Amortization	263,195	268,459	273,828	279,305	284,891
ADJUST FOR NON PSAB ITEMS					
Transfer from Prior Years' Surplus	619,115	615,508	578,626	538,220	0
Transfer to Water Capital Reserve	0	0	0	0	(142,668)
Prior-Years' Surplus For Water Capital	(619,115)	(615,508)	(578,626)	(538,220)	0
Transfer to Water Capital Fund	(816,457)	(852,963)	(890,038)	(928,450)	(825,575)
	<u>(553,262)</u>	<u>(584,504)</u>	<u>(616,210)</u>	<u>(649,145)</u>	<u>(683,352)</u>
Change in Financial Equity	<u>0</u>	<u>0</u>	<u>0</u>	<u>(0)</u>	<u>(0)</u>