

CITY OF DUNCAN
2017-2022 Financial Plan

	2017	2018	2019	2020	2021	2022
	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>
TAXATION	4,368,492	4,499,357	4,657,062	4,816,131	4,982,689	5,517,106
GRANTS IN LIEU OF TAXES	7,850	7,850	7,850	7,850	7,850	7,850
SALES OF SERVICE	536,399	546,417	557,165	568,158	579,398	590,891
OTHER REVENUE FROM OWN SOURCES						
Licences & Permits	113,700	115,974	118,293	120,659	123,073	125,534
Fines	25,100	25,602	26,114	26,636	27,169	27,712
Rentals	216,917	219,904	222,956	226,075	229,262	232,519
Return on Investment	13,000	13,260	13,525	13,796	14,072	14,353
Penalties & Interest on Taxes	38,000	38,760	39,535	40,326	41,132	41,955
Other	262,250	268,431	273,780	279,236	284,801	290,478
	<u>668,967</u>	<u>681,931</u>	<u>694,203</u>	<u>706,728</u>	<u>719,509</u>	<u>732,551</u>
TRANSFERS FROM OTHER GOV'TS						
Unconditional						
- Provincial	515,000	510,000	510,000	510,000	510,000	510,000
Conditional						
- Provincial	42,971	5,100	5,202	5,306	5,412	5,520
- Federal	94,250	0	0	0	0	0
	<u>137,221</u>	<u>5,100</u>	<u>5,202</u>	<u>5,306</u>	<u>5,412</u>	<u>5,520</u>
FUNDS CONTRIBUTED FROM OTHER GOV'TS						
- Regional	51,476	13,775	14,051	14,332	14,618	14,911
COLLECTIONS FOR OTHER GOV'TS	<u>4,118,013</u>	<u>4,200,373</u>	<u>4,284,381</u>	<u>4,370,068</u>	<u>4,457,470</u>	<u>4,233,193</u>
	<u>10,403,418</u>	<u>10,464,803</u>	<u>10,729,914</u>	<u>10,998,573</u>	<u>11,276,946</u>	<u>11,612,023</u>

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	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>
GENERAL GOVERNMENT SERVICES						
Legislative	153,830	162,236	171,129	180,540	190,498	201,036
Administrative	1,298,075	1,298,847	1,324,823	1,351,320	1,382,346	1,413,993
Other General Government Services	267,210	153,285	125,782	138,129	130,722	163,168
Administration Charges	(483,717)	(493,391)	(503,259)	(513,324)	(523,591)	(534,063)
	<u>1,235,398</u>	<u>1,120,976</u>	<u>1,118,476</u>	<u>1,156,664</u>	<u>1,179,976</u>	<u>1,244,134</u>
PROTECTIVE SERVICES						
Police Costs	0	0	0	0	0	1,361,534
Fire Protection	437,787	446,543	455,474	464,583	473,875	483,352
Building Inspections	79,322	80,908	82,527	84,177	85,454	86,751
Animal & Pest Control	21,000	21,420	21,848	22,285	22,731	23,186
Day and Evening Patrols	64,000	65,280	66,586	67,917	69,276	70,661
	<u>602,109</u>	<u>614,151</u>	<u>626,434</u>	<u>638,963</u>	<u>651,336</u>	<u>2,025,484</u>
PUBLIC WORKS AND ENGINEERING						
Common Services	664,649	677,942	691,501	705,331	719,437	733,826
PW Admin Charges	(345,174)	(352,077)	(359,119)	(366,301)	(373,627)	(381,100)
Road Transport	432,404	441,052	449,873	458,871	468,048	477,409
Street Lighting	91,875	93,713	95,587	97,498	99,448	101,437
Traffic Services	103,995	106,075	108,196	110,360	112,568	114,819
Parking	104,034	106,075	108,156	110,279	112,214	114,184
	<u>1,051,783</u>	<u>1,072,779</u>	<u>1,094,194</u>	<u>1,116,038</u>	<u>1,138,088</u>	<u>1,160,576</u>
ENVIRONMENTAL HEALTH SERVICES						
Comfort Station	29,314	29,900	30,498	31,108	31,730	32,365
Environmental Programs	2,500	2,550	2,601	2,653	2,706	2,760
Other Programs	500	510	520	531	541	552
Garbage Disposal and Collection	212,085	215,425	218,832	222,307	225,851	229,466
	<u>244,399</u>	<u>248,385</u>	<u>252,452</u>	<u>256,599</u>	<u>260,829</u>	<u>265,143</u>
PLANNING AND STUDY PROJECTS						
Planning and Zoning	174,200	177,684	181,238	184,862	187,694	190,570
Study Projects	145,442	15,200	15,404	15,612	15,824	16,041
	<u>319,642</u>	<u>192,884</u>	<u>196,642</u>	<u>200,475</u>	<u>203,519</u>	<u>206,611</u>
RECREATIONAL & CULTURAL SERVICES						
Joint Facilities	247,058	251,999	257,039	262,180	267,424	272,772
City Parks	430,210	438,814	447,590	456,542	465,673	474,987
Cultural Buildings	233,397	238,065	242,888	247,810	252,832	257,956
	<u>910,665</u>	<u>928,878</u>	<u>947,518</u>	<u>966,532</u>	<u>985,928</u>	<u>1,005,715</u>
FISCAL SERVICES						
Debt Charges - Interest	48,125	48,125	48,125	48,125	48,125	48,125

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	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>
AMORTIZATION-TCA	1,218,240	1,218,240	1,242,605	1,267,457	1,292,806	1,318,662
TRANSFERS TO OTHER BODIES	195,000	200,000	205,000	210,000	215,000	220,000
TAXES COLLECTED FOR OTHER GOV'TS	<u>4,118,013</u>	<u>4,200,373</u>	<u>4,284,381</u>	<u>4,370,068</u>	<u>4,457,470</u>	<u>4,233,193</u>
	<u>9,943,374</u>	<u>9,844,792</u>	<u>10,015,826</u>	<u>10,230,921</u>	<u>10,433,076</u>	<u>11,727,642</u>
EXCESS REVENUES OVER EXPENDITURES	<u>460,044</u>	<u>620,011</u>	<u>714,088</u>	<u>767,653</u>	<u>843,870</u>	<u>(115,619)</u>
ADJUST FOR NON-CASH ITEMS						
Amortization	1,218,240	1,218,240	1,242,605	1,267,457	1,292,806	1,318,662
ADJUST FOR CASH ITEMS - NON PSAB						
Transfer from Own Funds and Reserves	179,971	139,540	119,540	124,540	119,540	139,540
Prior Years Surplus	191,921	0	0	0	0	0
Contribution to General Capital Fund	(730,846)	(616,796)	(647,636)	(681,052)	(715,104)	(750,860)
Transfer to Reserves	(1,203,015)	(1,244,680)	(1,312,281)	(1,362,282)	(1,424,797)	(475,409)
Transfer Parcel Taxes - Sewer	(43,900)	(43,900)	(43,900)	(43,900)	(43,900)	(43,900)
Debt Repayment - Debentures	<u>(72,415)</u>	<u>(72,415)</u>	<u>(72,415)</u>	<u>(72,415)</u>	<u>(72,415)</u>	<u>(72,415)</u>
	<u>(460,044)</u>	<u>(620,011)</u>	<u>(714,087)</u>	<u>(767,652)</u>	<u>(843,871)</u>	<u>115,618</u>
Change in Financial Equity	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>(0)</u></u>	<u><u>0</u></u>	<u><u>(0)</u></u>	<u><u>(0)</u></u>

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	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
TAXATION						
Real Property						
		Incl Prov RCMP				
% including Policing	2.41%	3.0%	3.6%	3.5%	3.6%	4.4%
General Purposes	3,241,300	3,324,853	3,433,193	3,540,745	3,653,526	3,769,798
Policing Levy	0	0	0	0	0	1,361,534
Police Bridging Capital (PBC) Levy	783,162	822,320	863,436	906,608	951,938	0
General Utilities	105,130	108,284	111,532	114,878	118,325	121,874
Special Assessment - BIA	195,000	200,000	205,000	210,000	215,000	220,000
Frontage and Parcel Taxes	43,900	43,900	43,900	43,900	43,900	43,900
	<u>4,368,492</u>	<u>4,499,357</u>	<u>4,657,062</u>	<u>4,816,131</u>	<u>4,982,689</u>	<u>5,517,106</u>
GRANTS IN LIEU OF TAXES						
Federal - Post Office Building	7,850	7,850	7,850	7,850	7,850	7,850
	<u>7,850</u>	<u>7,850</u>	<u>7,850</u>	<u>7,850</u>	<u>7,850</u>	<u>7,850</u>
SALES OF SERVICE						
Garbage Collection Fees	167,000	170,340	173,747	177,222	180,766	184,381
Recycling - Curbside	45,085	45,085	45,085	45,085	45,085	45,085
Fire Protection - Cowichan Tribes	110,390	112,424	114,677	116,985	119,349	121,769
Fire Protection Agreement - Eagle Heights	182,324	186,336	190,780	195,332	199,993	204,767
Administration & Recoveries	11,700	11,934	12,173	12,416	12,664	12,918
Sports Field User Fees	14,000	14,280	14,566	14,857	15,154	15,457
Cowichan Tribes Roads Contribution	400	408	416	424	433	442
Public Works Miscellaneous	5,500	5,610	5,722	5,837	5,953	6,072
	<u>536,399</u>	<u>546,417</u>	<u>557,165</u>	<u>568,158</u>	<u>579,398</u>	<u>590,891</u>
OTHER REVENUE OWN SOURCES						
Licences & Permits						
Business Licences	76,000	77,520	79,070	80,652	82,265	83,910
Delivery Vehicle	1,300	1,326	1,353	1,380	1,407	1,435
Building Permits	25,000	25,500	26,010	26,530	27,061	27,602
Plumbing Permits	3,000	3,060	3,121	3,184	3,247	3,312
Other Permits/Inspections	2,900	2,958	3,017	3,078	3,139	3,202
Dog Licences	5,500	5,610	5,722	5,837	5,953	6,072
	<u>113,700</u>	<u>115,974</u>	<u>118,293</u>	<u>120,659</u>	<u>123,073</u>	<u>125,534</u>
Fines - Parking & Other	25,100	25,602	26,114	26,636	27,169	27,712

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	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Rentals						
Buildings	18,282	18,830	19,395	19,977	20,577	21,194
Leased Land	63,522	64,792	66,088	67,410	68,758	70,133
Margaret Moss Lease	76,713	76,713	76,713	76,713	76,713	76,713
Pay Parking	35,500	36,210	36,934	37,673	38,426	39,195
Permit Parking	22,600	23,052	23,513	23,983	24,463	24,952
Other Parking	300	306	312	318	325	331
	<u>216,917</u>	<u>219,904</u>	<u>222,956</u>	<u>226,075</u>	<u>229,262</u>	<u>232,519</u>
Return on Investments						
Term Deposit & Bank Interest	<u>13,000</u>	<u>13,260</u>	<u>13,525</u>	<u>13,796</u>	<u>14,072</u>	<u>14,353</u>
Penalties & Interest on Taxes						
Penalties on Taxes	30,000	30,600	31,212	31,836	32,473	33,122
Interest on Taxes	<u>8,000</u>	<u>8,160</u>	<u>8,323</u>	<u>8,490</u>	<u>8,659</u>	<u>8,833</u>
	<u>38,000</u>	<u>38,760</u>	<u>39,535</u>	<u>40,326</u>	<u>41,132</u>	<u>41,955</u>
Other						
Tourism Revenues	960	960	960	960	960	960
Miscellaneous Revenue	8,300	8,466	8,635	8,808	8,984	9,164
Fortis Operating Fee	23,010	24,425	24,913	25,411	25,919	26,438
Land Use Alteration Fees	15,000	15,300	15,606	15,918	16,236	16,561
Subdivision Application Fees	2,000	2,040	2,081	2,122	2,165	2,208
Plan Processing Fees	5,000	5,100	5,202	5,306	5,412	5,520
Equipment Charges less operating	207,980	212,140	216,382	220,710	225,124	229,627
Contributions - Misc	0	0	0	0	0	0
Contributions - Centennial Park	0	0	0	0	0	0
	<u>262,250</u>	<u>268,431</u>	<u>273,780</u>	<u>279,236</u>	<u>284,801</u>	<u>290,478</u>
UNCONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS						
Provincial - Revenue Sharing	<u>515,000</u>	<u>510,000</u>	<u>510,000</u>	<u>510,000</u>	<u>510,000</u>	<u>510,000</u>
CONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS						
Provincial Grants						
- Boundary Restructure	37,971	0	0	0	0	0
- Carbon Grant	<u>5,000</u>	<u>5,100</u>	<u>5,202</u>	<u>5,306</u>	<u>5,412</u>	<u>5,520</u>
	<u>42,971</u>	<u>5,100</u>	<u>5,202</u>	<u>5,306</u>	<u>5,412</u>	<u>5,520</u>
Federal Grants						
- Other Federal Grants	<u>94,250</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>94,250</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

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	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Regional						
Parks Contribution From N. Cowichan	13,505	13,775	14,051	14,332	14,618	14,911
Restructuring Contribution From N. Cow	37,971					
	<u>51,476</u>	<u>13,775</u>	<u>14,051</u>	<u>14,332</u>	<u>14,618</u>	<u>14,911</u>
OTHER TRANSFERS						
Prior Years Surplus						
For Misc Capital	143,421	0	0	0	0	0
For Misc Operating						
- Restructure Expenses	48,500	0	0	0	0	0
	<u>191,921</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Own Funds and Reserve Accounts						
From Reserves						
- Environment Reserve	20,000	0	0	0	0	0
- Election Reserve	0	15,000	0	0	0	15,000
- Misc Operating Reserve	9,631	0	0	0	0	0
- Communications Reserve	0	5,000	0	5,000	0	5,000
- 150th Totem Reserve	30,800					
- Police Bridging Capital Reserve	119,540	119,540	119,540	119,540	119,540	119,540
	<u>179,971</u>	<u>139,540</u>	<u>119,540</u>	<u>124,540</u>	<u>119,540</u>	<u>139,540</u>
COLLECTIONS FOR OTHER GOVERNMENTS						
Regional District	1,417,377	1,445,725	1,474,639	1,504,132	1,534,214	1,564,899
School Taxes	1,853,820	1,890,896	1,928,714	1,967,289	2,006,634	2,046,767
Provincial Policing Levy	283,880	289,558	295,349	301,256	307,281	0
C.V. Regional Hospital District	510,776	520,992	531,411	542,040	552,880	563,938
Municipal Finance Authority	160	163	166	170	173	177
B.C. Assessment Authority	52,000	53,040	54,101	55,183	56,286	57,412
	<u>4,118,013</u>	<u>4,200,373</u>	<u>4,284,381</u>	<u>4,370,068</u>	<u>4,457,470</u>	<u>4,233,193</u>

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	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
EXPENSES						
GENERAL GOVERNMENT SERVICES						
Legislative						
Council Indemnities	133,230	141,224	149,697	158,679	168,200	178,292
Legislative Conferences & Travel	20,600	21,012	21,432	21,861	22,298	22,744
	<u>153,830</u>	<u>162,236</u>	<u>171,129</u>	<u>180,540</u>	<u>190,498</u>	<u>201,036</u>
Administrative						
City Hall Salaries & Benefits	851,000	868,020	885,380	903,088	921,150	939,573
Sick & Severance Accrual Increase	61,000	61,000	62,220	63,464	64,734	66,028
Conferences & Travel	13,000	13,260	13,525	13,796	14,072	14,353
Meeting Expenses & Annual Functions	11,000	11,220	11,444	11,673	11,907	12,145
Memberships	10,500	10,710	10,924	11,143	11,366	11,593
Computer Services & Supplies	66,500	67,830	69,187	70,570	71,982	73,421
Legal	29,500	23,460	23,929	24,408	24,896	25,394
Training & Recognition	6,000	6,120	6,242	6,367	6,495	6,624
Accounting & Audit	20,000	20,400	20,808	21,224	21,649	22,082
Consulting	6,000	4,080	4,162	4,245	4,330	4,416
Human Resources Services	37,800	23,256	23,721	24,196	28,679	33,253
Other General Services	11,500	11,730	11,965	12,204	12,448	12,697
Common Services						
City Hall Maintenance & Operation	59,550	60,741	61,956	63,195	64,459	65,748
Insurance	58,900	60,078	61,280	62,505	63,755	65,030
Telephone & Postage	16,900	17,238	17,583	17,934	18,293	18,659
Advertising	7,000	7,140	7,283	7,428	7,577	7,729
Printing & Stationery	14,400	14,688	14,982	15,281	15,587	15,899
Equipment Maintenance & Replacement	500	510	520	531	541	552
Equipment Leases & Service Contracts	12,000	12,240	12,485	12,734	12,989	13,249
Sundry	3,025	3,086	3,147	3,210	3,274	3,340
Bank Charges	2,000	2,040	2,081	2,122	2,165	2,208
	<u>1,298,075</u>	<u>1,298,847</u>	<u>1,324,823</u>	<u>1,351,320</u>	<u>1,382,346</u>	<u>1,413,993</u>

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Other						
Election Expenses	0	20,000	0	0	0	20,000
Grants to Organizations	11,450	11,450	11,679	11,913	12,151	12,394
Sr. Citizen Sewer & Water Rebates	240	240	240	240	240	240
Tourism Grants To Organizations	45,985	45,985	46,905	47,843	48,800	49,776
Tourism Spending	28,308	28,874	29,452	30,041	30,641	31,254
Summer Festival	3,500	3,570	3,641	3,714	3,789	3,864
Totem Tours Contribution	10,000	10,200	10,404	10,612	10,824	11,041
Totem Installations	125,050	0	0	0	0	0
Records Management Project	20,000	0	0	0	0	0
Communications (Training and Consult)	5,800	15,916	6,234	16,359	6,686	16,820
Remembrance Day Expenses	4,650	4,743	4,838	4,935	5,033	5,134
Operations & Maint. (Leased Bldgs.)	4,014	4,094	4,176	4,260	4,345	4,432
Margaret Moss	6,713	6,713	6,713	6,713	6,713	6,713
Junior Council	1,500	1,500	1,500	1,500	1,500	1,500
	<u>267,210</u>	<u>153,285</u>	<u>125,782</u>	<u>138,129</u>	<u>130,722</u>	<u>163,168</u>
Administration Distributions - Fire	(32,429)	(33,078)	(33,739)	(34,414)	(35,102)	(35,804)
Administration Distributions - Garbage	(15,703)	(16,017)	(16,337)	(16,664)	(16,997)	(17,337)
Administration Distributions - Water	(285,420)	(291,128)	(296,951)	(302,890)	(308,948)	(315,127)
Administration Distributions - Sewer	(150,165)	(153,168)	(156,232)	(159,356)	(162,543)	(165,794)
	<u>(483,717)</u>	<u>(493,391)</u>	<u>(503,259)</u>	<u>(513,324)</u>	<u>(523,591)</u>	<u>(534,063)</u>
	<u>1,235,398</u>	<u>1,120,976</u>	<u>1,118,476</u>	<u>1,156,664</u>	<u>1,179,976</u>	<u>1,244,134</u>
PROTECTIVE SERVICES						
Police Costs	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,361,534</u>
Fire Department						
Salaries - Chief & Officers	40,100	40,902	41,720	42,554	43,406	44,274
Call Pay - Volunteers	119,000	121,380	123,808	126,284	128,809	131,386
Fire Hall Operation & Maintenance	34,946	35,645	36,358	37,085	37,827	38,583
Fire Alarm System	11,075	11,297	11,522	11,753	11,988	12,228
Training & Conferences	47,500	48,450	49,419	50,407	51,416	52,444
Firefighters' Insurance	10,200	10,404	10,612	10,824	11,041	11,262
Fire Investigation & Prevention	43,200	44,064	44,945	45,844	46,761	47,696
Hydrant Rental	16,750	17,085	17,427	17,775	18,131	18,493
Clothing	9,000	9,180	9,364	9,551	9,742	9,937
Firefighting Equipment & Maintenance	11,000	11,220	11,444	11,673	11,907	12,145
Fire Dept - Other	26,200	26,724	27,258	27,804	28,360	28,927
Administration Charge - Fire	32,429	33,078	33,739	34,414	35,102	35,804
PW Storage Shed Hydro	700	714	728	743	758	773
	<u>402,100</u>	<u>410,142</u>	<u>418,345</u>	<u>426,712</u>	<u>435,246</u>	<u>443,951</u>

CITY OF DUNCAN
2017-2022 Financial Plan

	2017	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Fire Vehicle Operation & Maintenance						
1-2000 Ladder Truck	14,948	15,247	15,552	15,863	16,180	16,504
3-2000 Chev Crew Cab	2,036	2,077	2,118	2,161	2,204	2,248
4-2002 Lafrance Pumper	3,698	3,772	3,847	3,924	4,003	4,083
5-2005 Lafrance Pumper	4,898	4,996	5,096	5,198	5,302	5,408
6-2005 Tank Truck	4,598	4,690	4,784	4,879	4,977	5,077
7-1990 Ford Command Unit	3,011	3,071	3,133	3,195	3,259	3,324
10-2013 Rescue Truck	2,498	2,548	2,599	2,651	2,704	2,758
	<u>35,687</u>	<u>36,401</u>	<u>37,129</u>	<u>37,871</u>	<u>38,629</u>	<u>39,401</u>
Total Fire Department	<u>437,787</u>	<u>446,543</u>	<u>455,474</u>	<u>464,583</u>	<u>473,875</u>	<u>483,352</u>
Building Inspection						
Building Inspection - Salaries & Benefits	76,600	78,132	79,695	81,289	82,508	83,745
Building Inspection - Transportation	3,500	3,570	3,641	3,714	3,789	3,864
Building Inspection - Other	5,350	5,457	5,566	5,677	5,791	5,907
Admin Charges - Building Inspection	(6,128)	(6,251)	(6,376)	(6,503)	(6,633)	(6,766)
	<u>79,322</u>	<u>80,908</u>	<u>82,527</u>	<u>84,177</u>	<u>85,454</u>	<u>86,751</u>
Animal Control						
Animal Control Contract & Supplies	<u>21,000</u>	<u>21,420</u>	<u>21,848</u>	<u>22,285</u>	<u>22,731</u>	<u>23,186</u>
Other Protection						
Commissionaires - Day Patrols	41,000	41,820	42,656	43,510	44,380	45,267
Commissionaires - Evening Patrols	23,000	23,460	23,929	24,408	24,896	25,394
	<u>64,000</u>	<u>65,280</u>	<u>66,586</u>	<u>67,917</u>	<u>69,276</u>	<u>70,661</u>
PUBLIC WORKS AND ENGINEERING						
Common Services						
PW Administration Salaries & Benefits	328,100	334,662	341,355	348,182	355,146	362,249
Wages - Engineering	180,500	184,110	187,792	191,548	195,379	199,287
Engineering Services	17,786	18,142	18,505	18,875	19,252	19,637
Other - Common Services	57,450	58,599	59,771	60,966	62,186	63,429
Safety Committee & Officer	20,500	20,910	21,328	21,755	22,190	22,634
Other Safety Supplies	3,000	3,060	3,121	3,184	3,247	3,312
Workshop & Yards	50,403	51,411	52,439	53,488	54,558	55,649
Small Tools & Equipment	6,910	7,048	7,189	7,333	7,480	7,629
	<u>664,649</u>	<u>677,942</u>	<u>691,501</u>	<u>705,331</u>	<u>719,437</u>	<u>733,826</u>
PW Admin Distributions - Water	(248,525)	(253,496)	(258,565)	(263,737)	(269,011)	(274,392)
PW Admin Distributions - Sewer	(96,649)	(98,582)	(100,554)	(102,565)	(104,616)	(106,708)
	<u>(345,174)</u>	<u>(352,077)</u>	<u>(359,119)</u>	<u>(366,301)</u>	<u>(373,627)</u>	<u>(381,100)</u>
	<u>319,475</u>	<u>325,865</u>	<u>332,382</u>	<u>339,029</u>	<u>345,810</u>	<u>352,726</u>

CITY OF DUNCAN
2017-2022 Financial Plan

	2017	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
General Maintenance						
Street Maintenance	50,500	51,510	52,540	53,591	54,663	55,756
Crack Sealing	20,000	20,400	20,808	21,224	21,649	22,082
Sidewalk Maintenance	76,000	77,520	79,070	80,652	82,265	83,910
Storm Sewers	57,100	58,242	59,407	60,595	61,807	63,043
Storm Water Quality Testing	4,000	4,080	4,162	4,245	4,330	4,416
Marchmont Storm Pumps	11,614	11,846	12,083	12,325	12,571	12,823
Dike Maintenance	2,000	2,040	2,081	2,122	2,165	2,208
Street Sweeping	53,200	54,264	55,349	56,456	57,585	58,737
Boulevards	55,000	56,100	57,222	58,366	59,534	60,724
Tree Maintenance	33,000	33,660	34,333	35,020	35,720	36,435
Totem Maintenance	12,500	12,750	13,005	13,265	13,530	13,801
Snow Removal	45,000	45,900	46,818	47,754	48,709	49,684
Weed Control	12,490	12,740	12,995	13,254	13,520	13,790
	<u>432,404</u>	<u>441,052</u>	<u>449,873</u>	<u>458,871</u>	<u>468,048</u>	<u>477,409</u>
Street Lighting						
Street Lights	83,675	85,349	87,055	88,797	90,573	92,384
Decorative Lights	8,200	8,364	8,531	8,702	8,876	9,053
	<u>91,875</u>	<u>93,713</u>	<u>95,587</u>	<u>97,498</u>	<u>99,448</u>	<u>101,437</u>
Traffic Services						
Road Marking	52,770	53,825	54,902	56,000	57,120	58,262
Street Signs	20,000	20,400	20,808	21,224	21,649	22,082
Traffic Signals	31,225	31,850	32,486	33,136	33,799	34,475
	<u>103,995</u>	<u>106,075</u>	<u>108,196</u>	<u>110,360</u>	<u>112,568</u>	<u>114,819</u>
Parking and Bylaw Enforcement						
Commissionaires	37,000	37,740	38,495	39,265	40,050	40,851
Vehicle Charges - Commissionaires	0	0	0	0	0	0
Other - Parking Expenses	4,550	4,641	4,734	4,828	4,925	5,024
Parking Lot Lease	2,000	2,000	2,000	2,000	2,000	2,000
	<u>43,550</u>	<u>44,381</u>	<u>45,229</u>	<u>46,093</u>	<u>46,975</u>	<u>47,875</u>
Bylaw Enforcement Salaries	43,500	44,370	45,257	46,163	46,855	47,558
Other Bylaw Enforcement	5,450	5,559	5,670	5,784	5,899	6,017
Parking Lot Maintenance	15,450	15,759	16,074	16,396	16,724	17,058
Admin Charge - Water	(3,916)	(3,994)	(4,074)	(4,156)	(4,239)	(4,324)
	<u>60,484</u>	<u>61,694</u>	<u>62,928</u>	<u>64,186</u>	<u>65,239</u>	<u>66,310</u>
	<u>104,034</u>	<u>106,075</u>	<u>108,156</u>	<u>110,279</u>	<u>112,214</u>	<u>114,184</u>
Municipal Equipment Charges						
01 '90/05 Dump Truck	13,306	13,572	13,844	14,120	14,403	14,691
02 98 Ingersoll Compressor	859	876	894	912	930	948

CITY OF DUNCAN
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	2017	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
03 2004 GMC Service Body	6,851	6,988	7,128	7,270	7,416	7,564
05 2000 GMC Dump	7,606	7,758	7,913	8,072	8,233	8,398
06 2000 Altec Lift Truck	5,107	5,209	5,313	5,420	5,528	5,639
09 06 John Deere X724A	3,936	4,015	4,095	4,177	4,260	4,346
12 05 Paint Sprayer	205	209	213	218	222	226
16 00 VA-25S Sidewalk Grinder	115	117	120	122	124	127
18 Chain Saws/ Trimmers	148	151	154	157	160	163
21 Mowers/Leaf Blowers	1,950	1,989	2,029	2,069	2,111	2,153
22 2004 F350 Dump	56	57	58	59	61	62
24 Weedeater/Hedge Trimmers	2,450	2,499	2,549	2,600	2,652	2,705
25 Compactors	960	979	999	1,019	1,039	1,060
29 06 John Deere Mower	4,486	4,576	4,667	4,761	4,856	4,953
30 Edger	30	0	0	0	0	0
32 2000 14' Sander	500	0	0	0	0	0
33 2002 Dodge Dakota	80	0	0	0	0	0
35 2000 Parks Trailer	0	0	0	0	0	0
36 91 Case Loader	7,010	7,150	7,293	7,439	7,588	7,740
40 Stihl Cutoff Saw	1,040	1,061	1,082	1,104	1,126	1,148
44 1994 Elgin Sweeper	33,920	34,598	35,290	35,996	36,716	37,450
45 88 Pressure washer	45	46	47	48	49	50
46 04 Grumman Van	9,563	9,754	9,949	10,148	10,351	10,558
48 89 Cement Mixer	80	82	83	85	87	88
49 1994 Parks Trailer	334	341	347	354	362	369
51 2004 Parks Trailer	534	545	556	567	578	590
52 2005 Dakota	8,532	8,703	8,877	9,054	9,235	9,420
55 2005 GMC P/U	5,707	5,821	5,938	6,056	6,177	6,301
56 2006 New Holland Backhoe	12,024	12,264	12,510	12,760	13,015	13,275
58 2007 Civic Hybrid	2,436	2,485	2,534	2,585	2,637	2,690
59 2008 Chevy Silverado PU	6,113	6,235	6,360	6,487	6,617	6,749
60 2008 GMC Dump Box	7,713	7,867	8,025	8,185	8,349	8,516
61 2008 Utility Trailer	279	285	290	296	302	308
62 2008 Honda Road Saw	1,090	1,112	1,134	1,157	1,180	1,203
63 2009 Snowblower	127	130	132	135	137	140
65 2011 International Garbage Truck	24,811	25,307	25,813	26,330	26,856	27,393
66 2011 Ford Fiesta	2,236	2,281	2,326	2,373	2,420	2,469
67 2012 Mower - Kohler 52"	2,546	2,597	2,649	2,702	2,756	2,811
68 2012 Vactor Truck	23,302	23,768	24,243	24,728	25,223	25,727
69 2012 Backhoe CAT 420	8,482	8,652	8,825	9,001	9,181	9,365
71 2013 Toyota Prius - Hybrid	2,786	2,842	2,899	2,957	3,016	3,076
72 2013 Brine Trailer	1,309	1,335	1,362	1,389	1,417	1,445
73 2014 Portable Generator	704	718	732	747	762	777
74 2014 Honda Fit	1,936	1,975	2,014	2,054	2,096	2,138
75 2015 Ford F-550	6,206	6,330	6,457	6,586	6,718	6,852

CITY OF DUNCAN
2017-2022 Financial Plan

	2017	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
76 2015 Sander on #75	700	714	728	743	758	773
77 2015 Ford Van	5,657	5,770	5,886	6,003	6,123	6,246
78 2015 Parks Trailer	534	545	556	567	578	590
79 Yamaha Generator	265	270	276	281	287	293
80 Salt/Sand Spreader	1,150	1,173	1,196	1,220	1,245	1,270
81 Sewer Camera	100	102	104	106	108	110
82 2016 Ford F-150	4,782	4,878	4,975	5,075	5,176	5,280
83 2016 Dump Truck	5,863	5,980	6,100	6,222	6,346	6,473
E3 Fleet Costs	500	510	520	531	541	552
Undistributed Charges	5,000	5,100	5,202	5,306	5,412	5,520
Transfer Equipment Surplus	207,980	212,140	216,382	220,710	225,124	229,627
	<u>452,041</u>	<u>460,460</u>	<u>469,669</u>	<u>479,062</u>	<u>488,643</u>	<u>498,416</u>
Equipment Charges	(452,041)	(460,460)	(469,669)	(479,062)	(488,643)	(498,416)
Net Cost of equipment	-	-	-	-	-	-
ENVIRONMENTAL HEALTH SERVICES						
Public Washrooms						
Canada Avenue Washrooms	16,630	16,963	17,302	17,648	18,001	18,361
Centennial Park Washrooms	12,684	12,938	13,196	13,460	13,730	14,004
	<u>29,314</u>	<u>29,900</u>	<u>30,498</u>	<u>31,108</u>	<u>31,730</u>	<u>32,365</u>
Environmental Programs						
Environmental Programs	2,500	2,550	2,601	2,653	2,706	2,760
	<u>2,500</u>	<u>2,550</u>	<u>2,601</u>	<u>2,653</u>	<u>2,706</u>	<u>2,760</u>
Other Programs						
Committee on Disability Issues	500	510	520	531	541	552
Total Other Programs	<u>500</u>	<u>510</u>	<u>520</u>	<u>531</u>	<u>541</u>	<u>552</u>
Residential Garbage Collection						
Wages & Benefits - Collection	58,500	59,670	60,863	62,081	63,012	63,957
Municipal Equipment - Collection	50,000	51,000	52,020	53,060	54,122	55,204
Administration Charge - Garbage	15,703	16,017	16,337	16,664	16,997	17,337
Cardboard Bins	2,000	2,000	2,000	2,000	2,000	2,000
Garbage Tipping Fees	28,000	28,560	29,131	29,714	30,308	30,914
Recycling	4,500	4,590	4,682	4,775	4,871	4,968
Recycling Tipping Fees	6,000	6,120	6,242	6,367	6,495	6,624
Other Programs - e.g. Yard waste	24,689	24,614	24,541	25,032	25,316	25,275
Organics Disposal	15,000	15,300	15,606	15,918	16,236	16,561
Other Collection - Litter	6,000	6,120	6,242	6,367	6,495	6,624
Miscellaneous Garbage Costs	1,693	1,434	1,167	328	0	0
	<u>212,085</u>	<u>215,425</u>	<u>218,832</u>	<u>222,307</u>	<u>225,851</u>	<u>229,466</u>

CITY OF DUNCAN
2017-2022 Financial Plan

	2017	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
PLANNING AND STUDY PROJECTS						
Planning Salaries & Benefits	163,100	166,362	169,689	173,083	175,679	178,314
Planning & Zoning Expenses	11,100	11,322	11,548	11,779	12,015	12,255
Restructure	124,442	0	0	0	0	0
Heritage	5,000	5,100	5,202	5,306	5,412	5,520
DBIA Façade Improvement Program	5,000	5,000	5,000	5,000	5,000	5,000
Carbon Offsets/Projects	5,000	5,100	5,202	5,306	5,412	5,520
Zoning Bylaw	6,000	0	0	0	0	0
	<u>319,642</u>	<u>192,884</u>	<u>196,642</u>	<u>200,475</u>	<u>203,519</u>	<u>206,611</u>
RECREATION & CULTURAL SERVICES						
Joint Recreation Facilities						
Joint Cowichan Aquatic Centre	226,258	230,783	235,399	240,107	244,909	249,807
Joint Parks	5,800	5,916	6,034	6,155	6,278	6,404
Sportsplex Public Use	15,000	15,300	15,606	15,918	16,236	16,561
	<u>247,058</u>	<u>251,999</u>	<u>257,039</u>	<u>262,180</u>	<u>267,424</u>	<u>272,772</u>
City Parks & Facilities						
Centennial Heights Parks	8,600	8,772	8,947	9,126	9,309	9,495
Station Street Park	4,520	4,610	4,703	4,797	4,893	4,990
Charles Hoey Park	38,900	39,678	40,472	41,281	42,107	42,949
Rotary Park	58,746	59,921	61,119	62,342	63,589	64,860
McAdam Park	71,634	73,067	74,528	76,019	77,539	79,090
Centennial Park	56,345	57,472	58,621	59,794	60,990	62,209
City Square	25,000	25,500	26,010	26,530	27,061	27,602
Farmers' Market	250	255	260	265	271	276
Downtown Area	124,620	127,112	129,655	132,248	134,893	137,591
Cliffs Road Pit	1,500	1,530	1,561	1,592	1,624	1,656
China Gardens	2,750	2,805	2,861	2,918	2,977	3,036
Friendship (Sii ye' yu) Trail	4,000	4,080	4,162	4,245	4,330	4,416
Heiwa Park	4,350	4,437	4,526	4,616	4,709	4,803
Parks Other	9,995	10,195	10,399	10,607	10,819	11,035
Parks Training	6,200	6,324	6,450	6,579	6,711	6,845
Benches & Plaques	800	816	832	849	866	883
Graffiti Removal	5,600	5,712	5,826	5,943	6,062	6,183
Pole Banners	3,200	3,264	3,329	3,396	3,464	3,533
Highway Banners	3,200	3,264	3,329	3,396	3,464	3,533
	<u>430,210</u>	<u>438,814</u>	<u>447,590</u>	<u>456,542</u>	<u>465,673</u>	<u>474,987</u>

CITY OF DUNCAN
2017-2022 Financial Plan

	2017	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Cultural Buildings & Facilities						
Library	217,174	221,517	225,948	230,467	235,076	239,778
VSO Centre	5,323	5,429	5,592	5,760	5,933	6,111
Public Art Maintenance	750	765	788	812	836	861
Museum Grant & Operating Expenses	10,150	10,353	10,560	10,771	10,987	11,206
	<u>233,397</u>	<u>238,065</u>	<u>242,888</u>	<u>247,810</u>	<u>252,832</u>	<u>257,956</u>
FISCAL SERVICES						
Interest						
Interest on Prepaid Taxes	1,000	1,000	1,000	1,000	1,000	1,000
Debt Interest						
Pool Debt	47,125	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>	<u>48,125</u>
Principal						
Pool Debt Principal	72,415	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>	<u>72,415</u>
Transfer to Own Reserves & Allowances						
Machinery & Equipment Reserve Fund	208,331	212,498	218,873	225,439	232,202	239,168
Fire Dept Equip Reserve Fund	167,000	170,340	175,450	180,714	186,135	191,719
Elections Reserve	5,000	0	5,000	5,000	5,000	0
Leased Buildings Reserve	34,522	39,522	44,522	44,522	44,522	44,522
Communications Reserve	5,000	0	5,000	0	5,000	0
Police Bridging Capital Fund (PBC) Reser	783,162	822,320	863,436	906,608	951,938	0
	<u>1,203,015</u>	<u>1,244,680</u>	<u>1,312,281</u>	<u>1,362,282</u>	<u>1,424,797</u>	<u>475,409</u>
CONTRIBUTION TO GENERAL CAPITAL FUND						
Paid by Prior Years' Surpluses & Reserves:	143,421	0	0	0	0	0
Paid by General Taxation	587,425	616,796	647,636	681,052	715,104	750,860
Total Contribution to Capital Fund	<u>730,846</u>	<u>616,796</u>	<u>647,636</u>	<u>681,052</u>	<u>715,104</u>	<u>750,860</u>
TRANSFER TO UTILITY OPERATING FUNDS						
Sewer Parcel Tax	43,900	43,900	43,900	43,900	43,900	43,900

CITY OF DUNCAN
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	2017	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
TRANSFER TO OTHER BODIES						
Business Improvement Areas	195,000	200,000	205,000	210,000	215,000	220,000
Total Transfers to Other Bodies	195,000	200,000	205,000	210,000	215,000	220,000
COLLECTIONS FOR OTHER GOVERNMENTS						
Cowichan Valley Regional District						
General Government	108,522	110,692	112,906	115,164	117,468	119,817
Malahat Transit	18,005	18,365	18,732	19,107	19,489	19,879
Transit	138,885	141,663	144,496	147,386	150,334	153,340
Emergency 911	53,552	54,623	55,716	56,830	57,966	59,126
Economic Development	17,736	18,091	18,453	18,822	19,198	19,582
Regional Tourism	6,056	6,177	6,301	6,427	6,555	6,686
Environmental Initiatives	27,890	28,448	29,017	29,597	30,189	30,793
Emergency Planning	32,891	33,549	34,220	34,904	35,602	36,314
Regional Parks	48,318	49,284	50,270	51,275	52,301	53,347
Kinsol Trestle	13,353	13,620	13,892	14,170	14,454	14,743
Liquid Waste Management Plan	13,399	13,667	13,940	14,219	14,504	14,794
Regional Parkland Acquisition	44,629	45,522	46,432	47,361	48,308	49,274
Community Centre	613,713	625,987	638,507	651,277	664,303	677,589
Community Centre Theatre Loan	5,671	5,784	5,900	6,018	6,138	6,261
Victim Services	5,663	5,776	5,892	6,010	6,130	6,252
Safer Futures	1,658	1,691	1,725	1,759	1,795	1,831
Social Planning	3,081	3,143	3,205	3,270	3,335	3,402
Cowichan Community Policing	41,910	42,748	43,603	44,475	45,365	46,272
Cowichan Valley Hospice	2,600	2,652	2,705	2,759	2,814	2,871
Arts & Culture	6,700	6,834	6,971	7,110	7,252	7,397
Solid Waste Management	213,145	217,408	221,756	226,191	230,715	235,329
Cowichan Valley Regional District	1,417,377	1,445,725	1,474,639	1,504,132	1,534,214	1,564,899
School Taxes						
School Taxes	1,853,820	1,890,896	1,928,714	1,967,289	2,006,634	2,046,767
Provincial Policing Levy	283,880	289,558	295,349	301,256	307,281	0
C.V. Regional Hospital District	510,776	520,992	531,411	542,040	552,880	563,938
Municipal Finance Authority	160	163	166	170	173	177
B.C. Assessment Authority	52,000	53,040	54,101	55,183	56,286	57,412
	4,118,013	4,200,373	4,284,381	4,370,068	4,457,470	4,233,193

CITY OF DUNCAN
2017-2022 Financial Plan

	2017	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
SEWER ENTERPRISE - REVENUES						
Sales of Service		7%	7%	4%	4%	4%
Sewer User Fees	756,003	808,923	865,548	900,170	936,177	973,624
User Fees - Cowichan Tribes	12,533	13,410	14,349	14,923	15,520	16,141
User Fees - N. Cowichan	71,445	76,446	81,797	85,069	88,472	92,011
Metered Sewer Fees	254,572	272,392	291,459	303,118	315,243	327,852
Transmission Fees - Cowichan Tribes	230	246	263	274	285	296
Cost Sharing - North Cowichan	24,000	25,680	27,478	28,577	29,720	30,909
	1,118,783	1,197,098	1,280,895	1,332,130	1,385,416	1,440,832
Other Revenue From Own Sources						
Return on Investments	17,000	17,340	17,687	18,041	18,401	18,769
Transfer from General - Parcel Tax	43,900	43,900	43,900	43,900	43,900	43,900
	1,179,683	1,258,338	1,342,481	1,394,071	1,447,717	1,503,502
SEWER ENTERPRISE - EXPENDITURES						
Administration						
Toilet Rebate - Sewer	500	500	500	500	500	500
Sewer Engineering & Planning	14,000	14,000	14,000	14,000	14,000	14,000
Insurance Allocation - Sewer	975	995	1,014	1,035	1,055	1,076
Sewer Training	3,000	3,000	3,000	3,000	3,000	3,000
Other Sewer Administration	8,500	8,500	8,500	8,500	8,500	8,500
Administration Charges - Sewer	151,391	154,419	157,507	160,657	163,870	167,148
PW Administration Charge - Sewer	96,649	98,582	100,554	102,565	104,616	106,708
Administration Charges - Building Inspect	0	0	0	0	0	0
	275,015	279,995	285,075	290,257	295,542	300,933
Transmission & Distribution						
System Maintenance	96,300	98,226	100,191	102,194	104,238	106,323
Infiltration Investigation	5,000	5,100	5,202	5,306	5,412	5,520
Marchmont Street Station	47,900	48,858	49,835	50,832	51,849	52,885
Pumping - Lift Stations	39,403	40,191	40,995	41,815	42,651	43,504
	188,603	192,375	196,223	200,147	204,150	208,233
Contribution to Joint Utilities Board	355,000	322,251	327,981	333,824	339,791	339,791
Sewer Debt Interest	8,820	8,820	8,820	72,957	64,137	64,137
Amortization of Capital Assets	80,394	82,002	83,642	85,315	87,021	88,761
Total Expenditures	907,832	885,443	901,741	982,499	990,641	1,001,855
Excess Revenues over Expenditures	271,851	372,895	440,741	411,572	457,076	501,647
ADJUST FOR NON-CASH						
Amortization	80,394	82,002	83,642	85,315	87,021	88,761

CITY OF DUNCAN
2017-2022 Financial Plan

	2017	2018	2019	2020	2021	2022
	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>
ADJUST FOR CASH ITEMS - NON PSAB						
Transfer from Prior Years Surplus	384,604	20,000	284,422	0	0	0
Prior Years' Surplus For Capital Fund	(384,604)	(20,000)	(284,422)	0	0	0
Contribution to Sewer Capital Fund	(338,322)	(440,973)	(510,460)	(391,882)	(453,015)	(499,326)
Debt Repayment	(13,923)	(13,923)	(13,923)	(105,005)	(91,082)	(91,082)
	<u>(271,851)</u>	<u>(372,894)</u>	<u>(440,741)</u>	<u>(411,572)</u>	<u>(457,076)</u>	<u>(501,647)</u>
	<u>0</u>	<u>0</u>	<u>(0)</u>	<u>(0)</u>	<u>0</u>	<u>0</u>

CITY OF DUNCAN
2017-2022 Financial Plan

	2017	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
WATER UTILITY - REVENUES						
Sale of Water		3%	3%	3%	3%	3%
City Flat Rate	552,912	569,499	586,584	604,182	622,307	640,977
City Metered	134,957	139,006	143,176	147,471	151,895	156,452
Cowichan Tribes Flat Rate	22,054	22,716	23,397	24,099	24,822	25,567
Cowichan Tribes Metered	175,762	181,035	186,466	192,060	197,822	203,756
North Cowichan I Flat Rate	423,735	436,447	449,540	463,027	476,917	491,225
North Cowichan I Metered	65,755	67,728	69,759	71,852	74,008	76,228
North Cowichan II Flat Rate	337,513	347,638	358,068	368,810	379,874	391,270
North Cowichan II Metered	91,451	94,195	97,020	99,931	102,929	106,017
Eagle Heights Flat Rate	25,000	25,750	26,523	27,318	28,138	28,982
Eagle Heights Metered	252,286	259,855	267,650	275,680	283,950	292,469
	<u>2,081,425</u>	<u>2,143,868</u>	<u>2,208,184</u>	<u>2,274,429</u>	<u>2,342,662</u>	<u>2,412,942</u>
Other Services						
Water On/Off	500	500	500	500	500	500
	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>
Other Revenue from Own Sources						
Penalties	25,416	25,924	26,443	26,972	27,511	28,061
Water Studies	1,200	1,224	1,248	1,273	1,299	1,325
Interest on Investment	55,000	56,100	57,222	58,366	59,534	60,724
	<u>81,616</u>	<u>83,248</u>	<u>84,913</u>	<u>86,612</u>	<u>88,344</u>	<u>90,111</u>
	<u>2,163,541</u>	<u>2,227,616</u>	<u>2,293,597</u>	<u>2,361,541</u>	<u>2,431,506</u>	<u>2,503,553</u>
WATER UTILITY - EXPENDITURES						
Administration						
Salaries & Benefits - Water	6,250	6,375	6,503	6,633	6,765	6,901
Toilet Rebate - Water	500	500	500	500	500	500
Travel & Conferences - Water	565	576	588	600	612	624
Water Grants	18,240	18,240	18,240	18,240	18,240	18,240
Water Engineering & Planning	25,000	25,500	26,010	26,530	27,061	27,602
Insurance Allocation	5,900	6,018	6,138	6,261	6,386	6,514
Training & Courses	6,000	6,120	6,242	6,367	6,495	6,624
Other Water Administration	19,550	19,941	20,340	20,747	21,162	21,585
Legal - Water	3,500	3,570	3,641	3,714	3,789	3,864
Administration Charges - Water	294,238	300,123	306,125	312,248	318,493	324,863
PW Administration Charge - Water	248,525	253,496	258,565	263,737	269,011	274,392
Other Administration Charges - Water	0	0	0	0	0	0
	<u>628,268</u>	<u>640,459</u>	<u>652,893</u>	<u>665,576</u>	<u>678,513</u>	<u>691,708</u>

CITY OF DUNCAN
2017-2022 Financial Plan

	2017	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Transmission & Distribution						
General System Maintenance	48,200	49,164	50,147	51,150	52,173	53,217
City System Maintenance	127,400	129,948	132,547	135,198	137,902	140,660
North Cowichan System Maintenance	100,500	102,510	104,560	106,651	108,784	110,960
Eagle Heights Maintenance	60,200	61,404	62,632	63,885	65,162	66,466
Cowichan Tribes Maintenance	21,510	21,940	22,379	22,827	23,283	23,749
Metering - High Use Services	2,600	2,652	2,705	2,759	2,814	2,871
Meter Reading	23,900	24,378	24,866	25,363	25,870	26,388
	<u>384,310</u>	<u>391,996</u>	<u>399,836</u>	<u>407,833</u>	<u>415,990</u>	<u>424,309</u>
Pumping						
General Pumphouse Maintenance	35,500	36,210	36,934	37,673	38,426	39,195
Pumphouse No. 2	84,500	86,190	87,914	89,672	91,466	93,295
Pumphouse No. 3	13,700	13,974	14,253	14,539	14,829	15,126
Pumphouse No. 4	64,500	65,790	67,106	68,448	69,817	71,213
Pumphouse No. 5	6,300	6,426	6,555	6,686	6,819	6,956
Eagle Heights Pumphouse	20,271	20,676	21,090	21,512	21,942	22,381
Gibbins Road Pump & Reservoir	26,900	27,438	27,987	28,546	29,117	29,700
	<u>251,671</u>	<u>256,704</u>	<u>261,839</u>	<u>267,075</u>	<u>272,417</u>	<u>277,865</u>
AMORTIZATION OF CAPITAL ASSETS	268,459	273,828	279,305	284,891	290,588	296,400
Total Expenditures	<u>1,532,708</u>	<u>1,562,987</u>	<u>1,593,872</u>	<u>1,625,375</u>	<u>1,657,507</u>	<u>1,690,283</u>
Excess Revenue Over Expenditures	<u>630,833</u>	<u>664,629</u>	<u>699,725</u>	<u>736,166</u>	<u>773,998</u>	<u>813,270</u>
ADJUST FOR NON-CASH - AMORTIZATION						
Amortization	268,459	273,828	279,305	284,891	290,588	296,400
ADJUST FOR NON PSAB ITEMS						
Transfer from Prior Years Surplus - Water	1,780,934	823,560	3,658	0	0	0
Prior-Years' Surplus For Water Capital	(1,780,934)	(823,560)	(3,658)	0	0	0
Transfer to Water Capital Fund	<u>(899,292)</u>	<u>(938,457)</u>	<u>(979,030)</u>	<u>(1,021,057)</u>	<u>(1,064,587)</u>	<u>(1,109,670)</u>
	<u>(630,833)</u>	<u>(664,629)</u>	<u>(699,725)</u>	<u>(736,166)</u>	<u>(773,999)</u>	<u>(813,270)</u>
Change in Financial Equity	<u>0</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>	<u>0</u>