

**DETAILED FIVE YEAR FINANCIAL PLAN (2018-2022)
CAPITAL EXPENDITURE PLAN**

| | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|
| GENERAL CAPITAL EXPENDITURE SUMMARY | | | | | |
| General Government | 225,710 | 32,077 | 32,156 | 32,236 | 32,317 |
| Fire Department | 730,450 | 80,914 | 81,391 | 31,883 | 32,389 |
| Transportation | | | | | |
| Roads | 273,870 | 655,820 | 473,000 | 424,553 | 333,825 |
| Sidewalks | 234,000 | 70,000 | 60,000 | 60,000 | 60,000 |
| Traffic Services | 224,500 | 375,000 | 300,000 | 0 | 106,088 |
| Machinery, Equipment & Buildings | 427,530 | 228,297 | 103,788 | 18,000 | 75,000 |
| Storm Sewers | 648,353 | 230,000 | 235,000 | 435,000 | 171,500 |
| | <u>1,808,253</u> | <u>1,559,117</u> | <u>1,171,788</u> | <u>937,553</u> | <u>746,413</u> |
| Waste Collection | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Parks & Cultural Services | 544,828 | 45,195 | 45,190 | 45,190 | 50,190 |
| | <u>3,314,241</u> | <u>1,722,303</u> | <u>1,335,524</u> | <u>1,051,861</u> | <u>866,309</u> |
| GENERAL CAPITAL FINANCING SUMMARY | | | | | |
| Reserve Fund | | | | | |
| Gas Tax | 531,950 | 300,000 | 330,000 | 50,000 | 50,000 |
| Equipment Replacement | 944,530 | 288,297 | 163,788 | 28,000 | 85,000 |
| Police Bridging Capital Funds | 845,724 | 481,921 | 164,269 | 270,000 | - |
| Other Reserves | 108,850 | - | - | - | - |
| Sale of Property | 10,000 | 10,000 | 10,000 | 10,000 | 15,000 |
| | <u>2,441,054</u> | <u>1,080,218</u> | <u>668,057</u> | <u>358,000</u> | <u>150,000</u> |
| General Revenue | 607,677 | 631,985 | 657,265 | 683,555 | 710,897 |
| General Operating Surplus | 22,856 | - | - | - | - |
| Recoveries | 150,000 | - | - | - | - |
| Contributions from Water and Sewer | 49,154 | 10,100 | 10,202 | 10,306 | 10,412 |
| Grants | | | | | |
| Infrastructure Grants | 43,500 | - | - | - | - |
| | <u>3,314,241</u> | <u>1,722,303</u> | <u>1,335,524</u> | <u>1,051,861</u> | <u>871,309</u> |

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|-----------------------------------|----------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| GENERAL GOVERNMENT | | | | | | |
| City Hall Building Capital | | 15,000 | 14,977 | 14,954 | 14,930 | 14,905 |
| City Hall Building Capital | Recovery | 5,000 | 5,100 | 5,202 | 5,306 | 5,412 |
| Office Equipment (Computers etc.) | Recovery | 6,250 | 3,000 | 3,000 | 3,000 | 3,000 |
| Office Equipment (Computers etc.) | | 18,750 | 9,000 | 9,000 | 9,000 | 9,000 |
| City Hall Lighting | Gas Tax | 11,250 | | | | |
| City Hall Lighting | Recovery | 3,750 | | | | |
| Facility Condition Assessment | Gas Tax | 34,200 | | | | |
| Facility Condition Assessment | Recovery | 10,800 | | | | |
| Vadim Software Upgrade | | 4,282 | | | | |
| Vadim Software Upgrade | Recovery | 1,428 | | | | |
| Cairnsmore Neighbourhood Plan | Gas Tax | 60,000 | | | | |
| City Hall Seismic Upgrade Design | | 37,500 | | | | |
| City Hall Seismic Upgrade Design | Recovery | 12,500 | | | | |
| Wayfinding Implementation | | 5,000 | | | | |
| | | <u>225,710</u> | <u>32,077</u> | <u>32,156</u> | <u>32,236</u> | <u>32,317</u> |
| SOURCE OF FINANCING | | | | | | |
| General Revenue | | 80,532 | 23,977 | 23,954 | 23,930 | 23,905 |
| Recovery | Recovery | 39,728 | 8,100 | 8,202 | 8,306 | 8,412 |
| Gas Tax | Gas Tax | 105,450 | - | - | - | - |
| | | <u>225,710</u> | <u>32,077</u> | <u>32,156</u> | <u>32,236</u> | <u>32,317</u> |
| FIRE DEPARTMENT | | | | | | |
| General Equipment | | 15,450 | 15,914 | 16,391 | 16,883 | 17,389 |
| Turn Out Gear (6 each Year) | Reserve | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Vehicles | Reserve | 550,000 | 50,000 | 50,000 | | |
| Vehicles | Recovery | 150,000 | | | | |
| | | <u>730,450</u> | <u>80,914</u> | <u>81,391</u> | <u>31,883</u> | <u>32,389</u> |
| SOURCE OF FINANCING | | | | | | |
| General Revenue | | 15,450 | 15,914 | 16,391 | 16,883 | 17,389 |
| Recovery | Recovery | 150,000 | - | - | - | - |
| Reserves | Reserve | 565,000 | 65,000 | 65,000 | 15,000 | 15,000 |
| | | <u>730,450</u> | <u>80,914</u> | <u>81,391</u> | <u>31,883</u> | <u>32,389</u> |

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|--------------------------------|----------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| PUBLIC WORKS DEPARTMENT | | | | | | |
| Small Equipment | * | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| FME Desktop Software | * | 3,500 | | | | |
| Replace #6 Lift Truck | Reserve | 95,000 | | | | |
| Replace Mower | Reserve | 25,000 | | | | |
| Replace #49 Parks Trailer | Reserve | 14,000 | | | | |
| Replace Power Washer | Reserve | 6,000 | | | | |
| Replace Bylaw Vehicle | Reserve | - | 35,000 | | | |
| Parking Ticket Dispensers | Parking | 30,000 | | | | |
| Replace #36 | Reserve | 84,530 | | | | |
| Replace #46 Grumman Van | Reserve | 155,000 | | | | |
| Replace equipment | Reserve | | 188,297 | 98,788 | 13,000 | 70,000 |
| Fuel Station Upgrade | * | 3,800 | | | | |
| Fuel Station Upgrade | surplus | 5,700 | | | | |
| | | 427,530 | 228,297 | 103,788 | 18,000 | 75,000 |

SOURCE OF FINANCING

| | | | | | | |
|----------------------------------|---------|----------------|----------------|----------------|---------------|---------------|
| General Revenue | | 2,874 | 3,000 | 3,000 | 3,000 | 3,000 |
| Contributions from Water & Sewer | * | 9,426 | 2,000 | 2,000 | 2,000 | 2,000 |
| Surplus | Surplus | 5,700 | - | - | - | - |
| Parking Reserve | Parking | 30,000 | - | - | - | - |
| Equipment Reserves | Reserve | 379,530 | 223,297 | 98,788 | 13,000 | 70,000 |
| | | 427,530 | 228,297 | 103,788 | 18,000 | 75,000 |

| CAPITAL EXPENDITURES | Funding | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget |
|---|----------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| ROADS | | | | | | |
| Trunk Rd St Julien to Festubert Hemlock | | 110,000 | | 43,000 | | |
| Marchmont - c/g, s/w drainage | PBC | | 209,000 | | | |
| Marchmont - Day to Trunk | PBC | | 166,000 | | | |
| Day - Marchmont to Trunk s/w c/g | | | 116,525 | | | |
| Day - Marchmont to Trunk | PBC | | 50,475 | | | |
| Cairnsmore St - Gov't to Nagle | | | | 75,000 | | |
| Cairnsmore Roundabout paving | | | | 100,000 | | |
| Kenneth St - Jubilee to Gov't | | | 75,000 | | | |
| Pine Ave - Gov't to Gov't | | 163,870 | | | | |
| Campbell St - Marchmont to Trunk | | | | 120,000 | | |
| Lomas - Campbell to Lakes Lane | | | | | 100,000 | |
| Ypres - Coronation to Trunk | | | | 135,000 | | |
| Other Road Rebuilding | | | 38,820 | - | 324,553 | 333,825 |
| | | 273,870 | 655,820 | 473,000 | 424,553 | 333,825 |
| SOURCE OF FINANCING | | | | | | |
| General Revenue | | 273,870 | 230,345 | 473,000 | 424,553 | 333,825 |
| Police Bridging Capital Funds | PBC | - | 425,475 | - | - | - |
| | | 273,870 | 655,820 | 473,000 | 424,553 | 333,825 |

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| CAPITAL EXPENDITURES | Funding | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget |
|--------------------------------|----------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| PEDESTRIAN IMPROVEMENTS | | | | | | |
| Sidewalk Property Purchases | Property | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Streetlights on Canada Ave | Gas Tax | 64,000 | | | | |
| Charles Hoey Railway Crossing | Gas Tax | 80,000 | | | | |
| Crosswalks | Grant | 30,000 | | | | |
| Crosswalks | Gas Tax | 50,000 | | | | |
| Jubilee Traffic Calming | | | 60,000 | | | |
| Other Sidewalks and Crosswalks | Gas Tax | | - | 50,000 | 50,000 | 50,000 |
| | | <u>234,000</u> | <u>70,000</u> | <u>60,000</u> | <u>60,000</u> | <u>60,000</u> |

SOURCE OF FINANCING

| | | | | | | |
|---------------------------|----------|----------------|---------------|---------------|---------------|---------------|
| General Revenue | | - | 60,000 | - | - | - |
| Property Purchase Reserve | Property | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Gas Tax | Gas Tax | 194,000 | - | 50,000 | 50,000 | 50,000 |
| Grants | Grant | 30,000 | - | - | - | - |
| | | <u>234,000</u> | <u>70,000</u> | <u>60,000</u> | <u>60,000</u> | <u>60,000</u> |

TRAFFIC IMPROVEMENTS

| | | | | | | |
|--------------------------------------|---------|----------------|----------------|----------------|----------|----------------|
| Parking Capacity Study | Parking | 19,500 | | | | |
| Elks Parking Lot Patching | Parking | 30,000 | | | | |
| Canada Ave / Trunk Road Intersectio | Gas Tax | | 250,000 | | | |
| Jubilee Street Traffic Study | Gas Tax | | | 30,000 | | |
| Government and Kenneth Intersection | | | 75,000 | | | |
| Cairnsmore Roundabout Design | Gas Tax | | 50,000 | | | |
| Cairnsmore Roundabout (excluding p | Gas Tax | | | 250,000 | | |
| Lakes Rd Traffic Calming | Gas Tax | 12,500 | | | | |
| Lakes Rd Traffic Calming | Grant | 12,500 | | | | |
| Other Traffic Improvements | | | | | | 106,088 |
| Master Transportation Plan | Gas Tax | 150,000 | - | | | |
| Canada Ave Gateway Conceptual Design | | | | 20,000 | | |
| | | <u>224,500</u> | <u>375,000</u> | <u>300,000</u> | <u>-</u> | <u>106,088</u> |

SOURCE OF FINANCING

| | | | | | | |
|-----------------|---------|----------------|----------------|----------------|----------|----------------|
| General Revenue | | - | 75,000 | 20,000 | - | 106,088 |
| Gas Tax | Gas Tax | 162,500 | 300,000 | 280,000 | - | - |
| Grant | Grant | 12,500 | - | - | - | - |
| Parking Reserve | Parking | 49,500 | - | - | - | - |
| | | <u>224,500</u> | <u>375,000</u> | <u>300,000</u> | <u>-</u> | <u>106,088</u> |

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|---------------------------------|----------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| STORM IMPROVEMENTS | | | | | | |
| Storm Catch Basin Upgrades | | | 15,000 | 15,000 | 15,000 | 15,000 |
| Dike Infrastructure | PBC | 100,000 | | | | |
| Storm CCTV | Gas Tax | 20,000 | | | | |
| Storm water quality analysis | Gas Tax | 50,000 | | | | |
| PW Storm Main Upgrade | | | 143,554 | | | |
| PW Storm Main Upgrade | PBC | | 56,446 | | | |
| Hemlock St Curb | | | | 15,000 | | |
| Day Road | | | 15,000 | | | |
| Pine Ave North east of Trunk | PBC | 323,724 | | | | |
| Pine Ave North east of Trunk | | 148,473 | | | | |
| Pine Ave North east of Trunk | Surplus | 6,156 | | | | |
| Campbell St Curb | | | | 10,731 | | |
| Campbell St - Trunk to Lomas | PBC | | | 164,269 | | |
| Lomas Rd Curb | PBC | | | | 20,000 | |
| Lomas Rd Campbell to Lakes Lane | PBC | | | | 250,000 | |
| Ypres Curb work prior to paving | | | | 30,000 | | |
| Other Curb work prior to paving | | | | - | 150,000 | 156,500 |
| | | 648,353 | 230,000 | 235,000 | 435,000 | 171,500 |
| SOURCE OF FINANCING | | | | | | |
| General Revenue | | 148,473 | 173,554 | 70,731 | 165,000 | 171,500 |
| Operating Surpluses | Surplus | 6,156 | - | - | - | - |
| Police Bridging Capital Funds | PBC | 423,724 | 56,446 | 164,269 | 270,000 | - |
| Gas Tax | Gas Tax | 70,000 | - | - | - | - |
| | | 648,353 | 230,000 | 235,000 | 435,000 | 171,500 |

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|--------------------------------------|----------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| WASTE COLLECTION | | | | | | |
| Litter Baskets | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| SOURCE OF FINANCING | | | | | | |
| General Revenue | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| PARKS & CULTURAL SERVICES | | | | | | |
| General Parks Improvements | | | 20,000 | 20,000 | 20,000 | 20,000 |
| Cowichan Aquatic Centre | | 20,678 | 15,195 | 15,190 | 15,190 | 15,190 |
| Skate Park Expansion | | 30,150 | | | | |
| Xmas Decorations | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| New Playground | PBC | 200,000 | | | | |
| Canvas for Stage Roof | Reserve | 5,000 | | | | |
| Highway Boulevard Landscaping | PBC | 222,000 | | | | |
| Highway Boulevard Landscaping | | 18,000 | | | | |
| Property Purchase | Property | | | | | 5,000 |
| Canada Ave washroom | Reserve | 15,000 | | | | |
| Picnic Tables for Charles Hoey | | 2,650 | | | | |
| Picnic Tables for Charles Hoey | Reserve | 2,350 | | | | |
| McAdam Park Hot Water Tank | surplus | 11,000 | | | | |
| Tree Planting | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| PMT Beautification Station St | Grant | 1,000 | | | | |
| PMT Beautification Station St | Reserve | 7,000 | | | | |
| | | 544,828 | 45,195 | 45,190 | 45,190 | 50,190 |
| SOURCE OF FINANCING | | | | | | |
| General Revenue | | 81,478 | 45,195 | 45,190 | 45,190 | 50,190 |
| Surplus | Surplus | 11,000 | - | - | - | - |
| Police Bridging Capital Funds | PBC | 422,000 | - | - | - | - |
| Reserves | Reserve | 29,350 | - | - | - | - |
| Grants | Grant | 1,000 | - | - | - | - |
| | | 544,828 | 45,195 | 45,190 | 45,190 | 50,190 |

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|----------------------------------|----------------|------------------|------------------|------------------|----------------|----------------|
| | Funding | Budget | Budget | Budget | Budget | Budget |
| SEWER UTILITY CAPITAL | | | | | | |
| Shared Capital | | 22,017 | 5,050 | 5,101 | 5,153 | 5,206 |
| Lomas St Lift Station Upgrade | | | 225,000 | | | |
| Lomas St Lift Station Upgrade | DCC | | 75,000 | | | |
| Inflow and Infiltration | | | 5,000 | 5,000 | 5,000 | 5,000 |
| Condition and Risk Assessment | Surplus | 118,600 | | | | |
| Condition and Risk Assessment | | 36,400 | | | | |
| JUB Capital - Other | Borrowing | | | 3,399,983 | | |
| JUB Capital - Other | Surplus | | 561,536 | 80,134 | | |
| JUB Capital - Other | | 305,392 | 96,120 | 165,824 | 15,000 | 15,000 |
| JUB Capital - Other | DCC | - | | | | |
| JUB Capital - Other | Reserves | 314,363 | 377,336 | | | |
| Various Locations | | | 29,646 | 29,467 | 70,000 | 70,000 |
| SCADA System Upgrade | | 11,500 | | | | |
| Silver Bridge Trailer Park | Surplus | 46,000 | | | | |
| Silver Bridge Trailer Park | CCC | 134,000 | | | | |
| Upgrade Concrete at Cowichan Way | | 8,000 | | | | |
| Wraggs Alley Sewer Main | | | 80,000 | | | |
| Pine St North Sewer Main | | 9,764 | | | | |
| Hemlock Spot Repairs | | | | 20,000 | | |
| Day Rd - Marchmont to Trunk | | | 25,000 | | | |
| Ypres St Main Upgrade | | | | 72,000 | | |
| Lomas St Spot Repairs | | | | | 25,000 | |
| Campbell St Spot Repairs | | | | 50,000 | | |
| Upgrade Mains | | | | | 286,456 | 349,642 |
| | | 1,006,036 | 1,479,688 | 3,827,509 | 406,609 | 444,848 |

SOURCE OF FINANCING

| | | | | | | |
|----------------------------|----------|------------------|------------------|------------------|----------------|----------------|
| Sewer Revenue Fund | | 393,073 | 465,816 | 347,392 | 406,609 | 444,848 |
| Operating Surpluses | Surplus | 164,600 | 561,536 | 80,134 | - | - |
| Reserves | Reserves | 314,363 | 377,336 | - | - | - |
| Borrowing | | - | - | 3,399,983 | - | - |
| Capital Cost Contributions | CCC | 134,000 | - | - | - | - |
| Development Cost Charges | DCC | - | 75,000 | - | - | - |
| | | 1,006,036 | 1,479,688 | 3,827,509 | 406,609 | 444,848 |

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| | | 2018 | 2019 | 2020 | 2021 | 2022 |
|------------------------------------|----------------|------------------|----------------|------------------|------------------|------------------|
| | Funding | Budget | Budget | Budget | Budget | Budget |
| WATER CAPITAL | | | | | | |
| Shared Public Works Capital | | 27,137 | 5,050 | 5,101 | 5,153 | 5,206 |
| Metering Program | | | | | | |
| Commercial metering | | | | | | |
| - 1/2 City Residential | Surplus | 182,118 | | | | |
| - 1/2 NC Residential | Surplus | 823,560 | | | | |
| Well #2 New Roof | Surplus | 7,000 | | | | |
| Well #5 Pump | Surplus | | | | | |
| SCADA System Upgrade | | 11,500 | | | | |
| VFD - one per well | Surplus | 150,000 | | | | |
| Electrical Engineering Study | Surplus | 25,000 | | | | |
| New Well Feasibility Study | | 60,000 | | | | |
| Water Study Pressure Zones | | 12,000 | | | | |
| Water Model Upgrades | | | | | | |
| Westview - Grieve to Fairview | CCC | | 115,000 | | | |
| Deuchars Drive | | 500,000 | | | | |
| Seine Rd | Surplus | 600,000 | | | | |
| Water Maintenance Upgrades | | | | | | |
| Upland Ave | | | | | | |
| Hemlock - Dogwood to Gov't | | | | 90,000 | | |
| Day Rd Watermain | | | 160,000 | | | |
| Pine Ave - Gov't to Gov't | | 336,107 | | | | |
| Pine Ave - Gov't to Gov't | surplus | 34,907 | | | | |
| Cairnsmore Roundabout | | | | 90,000 | | |
| Campbell St - Marchmont to Trunk | | | | 175,000 | | |
| Lomas - Campbell to Lakes Lane | | | | | 120,000 | |
| Chesterfield to Beverly | | | 285,000 | | | |
| Alexander - Howard to Chesterfield | | | 65,000 | | | |
| Dingwall - Howard to Chesterfield | | | 65,000 | | | |
| Garden St - Queens to James | | | 180,000 | | | |
| Ypres - Trunk to Coronation | | | | 135,000 | | |
| Upgrade Mains | | | 11,756 | 532,511 | 944,313 | 1,107,646 |
| | | 2,769,329 | 886,806 | 1,027,612 | 1,069,466 | 1,112,852 |
| SOURCE OF FINANCING | | | | | | |
| Water Revenue Funds | | 946,744 | 771,806 | 1,027,612 | 1,069,466 | 1,112,852 |
| Water Operating Surpluses | Surplus | 1,822,585 | - | - | - | - |
| Capital Cost Contribution Funds | CCC | - | 115,000 | - | - | - |
| | | 2,769,329 | 886,806 | 1,027,612 | 1,069,466 | 1,112,852 |