

CITY OF DUNCAN
2018-2022 Financial Plan

	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
TAXATION	4,519,077	4,671,100	4,816,870	4,973,713	5,507,542
GRANTS IN LIEU OF TAXES	12,900	13,287	13,686	14,096	14,519
SALES OF SERVICE	541,701	547,718	558,438	569,401	580,613
OTHER REVENUE FROM OWN SOURCES					
Licences & Permits	117,650	119,975	122,347	124,765	127,233
Fines	25,200	25,704	26,218	26,742	27,277
Rentals	224,012	227,183	230,425	233,738	237,125
Return on Investment	13,000	13,260	13,525	13,796	14,072
Penalties & Interest on Taxes	38,000	38,760	39,535	40,326	41,132
Other	264,768	270,044	275,426	280,915	286,514
	<u>682,630</u>	<u>694,926</u>	<u>707,476</u>	<u>720,283</u>	<u>733,353</u>
TRANSFERS FROM OTHER GOV'TS					
Unconditional					
- Provincial	520,000	520,000	520,000	510,000	490,000
Conditional					
- Provincial	5,000	5,100	5,202	5,306	5,412
- Federal	41,650	0	0	0	0
	<u>46,650</u>	<u>5,100</u>	<u>5,202</u>	<u>5,306</u>	<u>5,412</u>
FUNDS CONTRIBUTED FROM OTHER GOV'TS					
- Regional	13,858	14,135	14,418	14,706	15,000
COLLECTIONS FOR OTHER GOV'TS	<u>4,128,258</u>	<u>4,189,247</u>	<u>4,273,032</u>	<u>4,358,493</u>	<u>4,138,382</u>
	<u><u>10,465,074</u></u>	<u><u>10,655,513</u></u>	<u><u>10,909,120</u></u>	<u><u>11,165,998</u></u>	<u><u>11,484,821</u></u>

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	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
GENERAL GOVERNMENT SERVICES					
Legislative	159,745	162,940	166,199	169,523	172,913
Administrative	1,302,099	1,332,141	1,354,784	1,381,879	1,409,517
Other General Government Services	228,049	156,880	149,853	162,686	175,775
Administration Charges	(488,070)	(485,905)	(491,465)	(503,137)	(515,042)
	<u>1,201,823</u>	<u>1,166,055</u>	<u>1,179,370</u>	<u>1,210,951</u>	<u>1,243,164</u>
PROTECTIVE SERVICES					
Police Costs	0	0	0	0	1,361,534
Fire Protection	439,557	439,396	448,184	457,148	466,291
Building Inspections	72,298	73,744	75,219	76,350	77,497
Animal & Pest Control	21,000	21,420	21,848	22,285	22,731
Day and Evening Patrols	57,000	58,140	59,303	60,489	61,699
	<u>589,855</u>	<u>592,700</u>	<u>604,554</u>	<u>616,272</u>	<u>1,989,752</u>
PUBLIC WORKS AND ENGINEERING					
Common Services	685,565	699,276	713,262	727,527	742,078
PW Admin Charges	(359,021)	(366,201)	(373,525)	(380,995)	(388,615)
Road Transport	445,854	454,771	463,867	473,144	482,607
Street Lighting	94,675	96,569	98,500	100,470	102,479
Traffic Services	114,505	116,795	119,131	121,514	123,944
Parking	107,190	109,049	111,190	113,166	115,178
	<u>1,088,768</u>	<u>1,110,259</u>	<u>1,132,424</u>	<u>1,154,825</u>	<u>1,177,670</u>
ENVIRONMENTAL HEALTH SERVICES					
Comfort Station	30,250	30,855	31,472	32,102	32,744
Environmental Programs	2,500	2,550	2,601	2,653	2,706
Other Programs	0	0	0	0	0
Garbage Disposal and Collection	212,685	216,036	219,455	222,942	226,500
	<u>245,435</u>	<u>249,441</u>	<u>253,528</u>	<u>257,696</u>	<u>261,950</u>
PLANNING AND STUDY PROJECTS					
Planning and Zoning	170,050	173,451	176,920	179,616	182,354
Study Projects	25,000	15,200	15,404	15,612	15,824
	<u>195,050</u>	<u>188,651</u>	<u>192,324</u>	<u>195,228</u>	<u>198,178</u>
RECREATIONAL & CULTURAL SERVICES					
Joint Facilities	268,783	274,159	279,642	285,235	290,939
City Parks	434,158	442,841	451,698	460,732	469,947
Cultural Buildings	244,086	249,029	254,073	259,220	264,472
	<u>947,027</u>	<u>966,029</u>	<u>985,413</u>	<u>1,005,187</u>	<u>1,025,358</u>
FISCAL SERVICES					
Debt Charges - Interest	48,125	48,125	48,125	48,125	48,125
AMORTIZATION-TCA					
	1,218,240	1,242,605	1,267,457	1,292,806	1,318,662

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	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
TRANSFERS TO OTHER BODIES	205,000	210,000	215,000	220,000	225,000
TAXES COLLECTED FOR OTHER GOV'TS	4,128,258	4,189,247	4,273,032	4,358,493	4,138,382
	<u>9,867,581</u>	<u>9,963,113</u>	<u>10,151,229</u>	<u>10,359,583</u>	<u>11,626,240</u>
EXCESS REVENUES OVER EXPENDITURES	<u>597,493</u>	<u>692,400</u>	<u>757,892</u>	<u>806,415</u>	<u>(141,419)</u>
ADJUST FOR NON-CASH ITEMS					
Amortization	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	139,840	124,540	119,540	124,540	134,540
Prior Years Surplus	44,856	0	0	0	0
Contribution to General Capital Fund	(630,534)	(631,985)	(657,265)	(683,555)	(710,897)
Transfer to Reserves	(1,253,580)	(1,311,244)	(1,371,309)	(1,423,891)	(484,571)
Transfer Parcel Taxes - Sewer	(43,900)	(43,900)	(43,900)	(43,900)	(43,900)
Debt Repayment - Debentures	(72,415)	(72,415)	(72,415)	(72,415)	(72,415)
	<u>(597,493)</u>	<u>(692,399)</u>	<u>(757,892)</u>	<u>(806,415)</u>	<u>141,419</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					
% including Policing	3.48%	3.5%	3.2%	3.4%	4.6%
General Purposes	3,342,092	3,446,941	3,543,471	3,648,905	3,767,049
Police Levy	0	0	0	0	1,361,534
Police Bridging Capital (PBC) Levy	822,320	863,436	906,608	951,938	0
General Utilities	105,765	106,823	107,891	108,970	110,059
Special Assessment - BIA	205,000	210,000	215,000	220,000	225,000
Frontage and Parcel Taxes	43,900	43,900	43,900	43,900	43,900
	<u>4,519,077</u>	<u>4,671,100</u>	<u>4,816,870</u>	<u>4,973,713</u>	<u>5,507,542</u>
GRANTS IN LIEU OF TAXES					
Federal - Post Office Building	12,900	13,287	13,686	14,096	14,519
	<u>12,900</u>	<u>13,287</u>	<u>13,686</u>	<u>14,096</u>	<u>14,519</u>
SALES OF SERVICE					
Garbage Collection Fees	167,600	170,952	174,371	177,858	181,416
Recycling - Curbside	45,085	45,085	45,085	45,085	45,085
Fire Protection - Cowichan Tribes	111,938	112,591	114,833	117,130	119,483
Fire Protection - Eagle Heights	185,378	186,666	191,088	195,618	200,257
Fire Protection Other	500	600	600	600	600
Administration & Recoveries	11,300	11,526	11,757	11,992	12,231
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	7,500	7,650	7,803	7,959	8,118
	<u>541,701</u>	<u>547,718</u>	<u>558,438</u>	<u>569,401</u>	<u>580,613</u>
OTHER REVENUE OWN SOURCES					
Licences & Permits					
Business Licences	78,000	79,560	81,151	82,774	84,430
Licence Other	1,400	1,400	1,400	1,400	1,400
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	2,000	2,040	2,081	2,122	2,165
Other Permits/Inspections	2,950	3,009	3,069	3,131	3,193
Dog Licences	7,000	7,140	7,283	7,428	7,577
	<u>117,650</u>	<u>119,975</u>	<u>122,347</u>	<u>124,765</u>	<u>127,233</u>
Fines - Parking & Other	25,200	25,704	26,218	26,742	27,277

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Rentals					
Buildings	22,527	23,203	23,899	24,616	25,354
Leased Land	66,372	67,699	69,053	70,434	71,843
Margaret Moss Lease	76,713	76,713	76,713	76,713	76,713
Pay Parking	36,000	36,720	37,454	38,203	38,968
Permit Parking	21,600	22,032	22,473	22,922	23,381
Other Parking	800	816	832	849	866
	<u>224,012</u>	<u>227,183</u>	<u>230,425</u>	<u>233,738</u>	<u>237,125</u>
Return on Investments					
Term Deposit & Bank Interest	13,000	13,260	13,525	13,796	14,072
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	8,000	8,160	8,323	8,490	8,659
Fortis Operating Fee	22,000	22,440	22,889	23,347	23,814
Land Use Alteration Fees	15,000	15,300	15,606	15,918	16,236
Plan Processing Fees	5,000	5,100	5,202	5,306	5,412
Equipment Charges less operating	213,808	218,084	222,446	226,895	231,433
	<u>264,768</u>	<u>270,044</u>	<u>275,426</u>	<u>280,915</u>	<u>286,514</u>
UNCONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS					
Provincial - Revenue Sharing	520,000	520,000	520,000	510,000	490,000
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>
Federal Grants					
- Other Federal Grants	41,650	0	0	0	0
	<u>41,650</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

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	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Regional					
Parks Contribution From N. Cowichan	13,858	14,135	14,418	14,706	15,000
	<u>13,858</u>	<u>14,135</u>	<u>14,418</u>	<u>14,706</u>	<u>15,000</u>
OTHER TRANSFERS					
Prior Years Surplus					
For Misc Capital	22,856	0	0	0	0
For Misc Operating					
- Restructure Expenses	22,000	0	0	0	0
	<u>44,856</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Own Funds and Reserve Accounts					
From Reserves					
- Environment Reserve	5,000	0	0	0	0
- Election Reserve	15,300	0	0	0	15,000
- Communications Reserve	0	5,000	0	5,000	0
- Police Bridging Capital Reserve	119,540	119,540	119,540	119,540	119,540
	<u>139,840</u>	<u>124,540</u>	<u>119,540</u>	<u>124,540</u>	<u>134,540</u>
COLLECTIONS FOR OTHER GOVERNMENTS					
Regional District	1,502,904	1,511,386	1,541,614	1,572,446	1,603,895
School Taxes	1,788,360	1,824,127	1,860,610	1,897,822	1,935,778
Provincial Policing Levy	283,880	289,558	295,349	301,256	0
C.V. Regional Hospital District	500,934	510,953	521,172	531,595	542,227
Municipal Finance Authority	180	184	187	191	195
B.C. Assessment Authority	52,000	53,040	54,101	55,183	56,286
	<u>4,128,258</u>	<u>4,189,247</u>	<u>4,273,032</u>	<u>4,358,493</u>	<u>4,138,382</u>

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	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
EXPENSES					
GENERAL GOVERNMENT SERVICES					
Legislative					
Council Indemnities	139,145	141,928	144,766	147,662	150,615
Legislative Conferences & Travel	20,600	21,012	21,432	21,861	22,298
	<u>159,745</u>	<u>162,940</u>	<u>166,199</u>	<u>169,523</u>	<u>172,913</u>
Administrative					
City Hall Salaries & Benefits	883,000	900,660	918,673	937,047	955,788
Sick & Severance Accrual Increase	50,000	51,000	52,020	53,060	54,122
Conferences & Travel	12,500	12,750	13,005	13,265	13,530
Meeting Expenses & Annual Functions	11,050	11,271	11,496	11,726	11,961
Memberships	10,500	10,710	10,924	11,143	11,366
Computer Services & Supplies	71,800	73,236	74,701	76,195	77,719
Legal	23,000	23,460	23,929	24,408	24,896
Training & Recognition	6,500	6,630	6,763	6,898	7,036
Accounting & Audit	20,000	20,400	20,808	21,224	21,649
Consulting	4,000	4,080	4,162	4,245	4,330
Human Resources Services	37,800	42,556	39,407	40,195	40,999
Other General Services	11,375	11,603	11,835	12,071	12,313
Common Services					
City Hall Maintenance & Operation	59,850	61,047	62,268	63,513	64,784
Insurance	52,649	53,702	54,776	55,872	56,989
Telephone & Postage	14,400	14,688	14,982	15,281	15,587
Advertising	5,000	5,100	5,202	5,306	5,412
Printing & Stationery	14,400	14,688	14,982	15,281	15,587
Equipment Maintenance & Replacement	500	510	520	531	541
Equipment Leases & Service Contracts	8,000	8,160	8,323	8,490	8,659
Sundry	3,025	3,086	3,147	3,210	3,274
Bank Charges	2,750	2,805	2,861	2,918	2,977
	<u>1,302,099</u>	<u>1,332,141</u>	<u>1,354,784</u>	<u>1,381,879</u>	<u>1,409,517</u>

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	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Other					
Election Expenses	20,000	0	0	0	20,000
Referendum Expenses	12,000	0	0	0	0
Grants - Annual Application	20,720	21,134	21,557	21,988	22,428
Grants - Yearly Ongoing	41,085	41,907	42,745	43,600	44,472
Tourism Spending	28,308	28,874	29,452	30,041	30,641
Summer Festival	4,050	4,131	4,214	4,298	4,384
Totem Tours Contribution	10,000	10,200	10,404	10,612	10,824
Totem Installations	41,650	0	0	0	0
Records Management Project	22,003	12,000	12,240	12,485	12,734
Communications (Training and Consult)	9,800	19,996	10,396	20,604	11,016
Remembrance Day Expenses	6,200	6,324	6,450	6,579	6,711
Operations & Maint. (Leased Bldgs.)	4,020	4,100	4,182	4,266	4,351
Margaret Moss	6,713	6,713	6,713	6,713	6,713
Junior Council	1,500	1,500	1,500	1,500	1,500
	<u>228,049</u>	<u>156,880</u>	<u>149,853</u>	<u>162,686</u>	<u>175,775</u>
Administration Distributions - Fire	(32,612)	(29,412)	(30,001)	(30,601)	(31,213)
Administration Distributions - Garbage	(15,747)	(16,003)	(16,256)	(16,514)	(16,778)
Administration Distributions - Water	(285,812)	(286,444)	(289,511)	(296,539)	(303,708)
Administration Distributions - Sewer	(153,899)	(154,047)	(155,698)	(159,483)	(163,343)
	<u>(488,070)</u>	<u>(485,905)</u>	<u>(491,465)</u>	<u>(503,137)</u>	<u>(515,042)</u>
	<u>1,201,823</u>	<u>1,166,055</u>	<u>1,179,370</u>	<u>1,210,951</u>	<u>1,243,164</u>
PROTECTIVE SERVICES					
Police Costs	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,361,534</u>
Fire Department					
Salaries - Chief & Officers	44,500	45,390	46,298	47,224	48,168
Call Pay - Volunteers	120,500	122,910	125,368	127,876	130,433
Fire Hall Operation & Maintenance	36,145	36,868	37,605	38,357	39,125
Fire Alarm System	10,890	11,108	11,330	11,557	11,788
Training & Conferences	53,000	48,960	49,939	50,938	51,957
Firefighters' Insurance	6,900	7,038	7,179	7,322	7,469
Fire Investigation & Prevention	41,500	42,330	43,177	44,040	44,921
Hydrant Rental	16,750	17,085	17,427	17,775	18,131
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	26,800	27,336	27,883	28,440	29,009
Administration Charge - Fire	32,612	29,412	30,001	30,601	31,213
PW Storage Shed Hydro	800	816	832	849	866
	<u>410,397</u>	<u>409,653</u>	<u>417,846</u>	<u>426,203</u>	<u>434,727</u>

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Fire Vehicle Operation & Maintenance					
1-2000 Ladder Truck	9,444	9,633	9,826	10,022	10,222
3-2000 Chev Crew Cab	2,045	2,086	2,128	2,170	2,214
4-2002 Lafrance Pumper	2,894	2,952	3,011	3,071	3,133
5-2005 Lafrance Pumper	3,994	4,074	4,155	4,238	4,323
6-2005 Tank Truck	5,094	5,196	5,300	5,406	5,514
7-1990 Ford Command Unit	3,095	3,157	3,220	3,284	3,350
10-2013 Rescue Truck	2,594	2,646	2,699	2,753	2,808
	29,160	29,743	30,338	30,945	31,564
Total Fire Department	439,557	439,396	448,184	457,148	466,291
Building Inspection					
Building Inspection - Salaries & Benefits	71,850	73,287	74,753	75,874	77,012
Building Inspection - Transportation	3,500	3,570	3,641	3,714	3,789
Building Inspection - Other	3,235	3,300	3,366	3,433	3,502
Admin Charges - Building Inspection	(6,287)	(6,413)	(6,541)	(6,672)	(6,805)
	72,298	73,744	75,219	76,350	77,497
Animal Control					
Animal Control Contract & Supplies	21,000	21,420	21,848	22,285	22,731
Other Protection					
Commissionaires - Day Patrols	41,000	41,820	42,656	43,510	44,380
Commissionaires - Evening Patrols	16,000	16,320	16,646	16,979	17,319
	57,000	58,140	59,303	60,489	61,699
PUBLIC WORKS AND ENGINEERING					
Common Services					
PW Administration Salaries & Benefits	330,500	337,110	343,852	350,729	357,744
Wages - Engineering	197,700	201,654	205,687	209,801	213,997
Engineering Services	14,286	14,572	14,863	15,160	15,464
Other - Common Services	61,966	63,205	64,469	65,759	67,074
Safety Committee & Officer	20,600	21,012	21,432	21,861	22,298
Other Safety Supplies	3,000	3,060	3,121	3,184	3,247
Workshop & Yards	50,603	51,615	52,647	53,700	54,774
Small Tools & Equipment	6,910	7,048	7,189	7,333	7,480
	685,565	699,276	713,262	727,527	742,078
PW Admin Distributions - Water	(258,495)	(264,529)	(269,820)	(275,216)	(280,721)
PW Admin Distributions - Sewer	(100,526)	(101,671)	(103,705)	(105,779)	(107,894)
	(359,021)	(366,201)	(373,525)	(380,995)	(388,615)
	326,544	333,075	339,737	346,532	353,462

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General Maintenance					
Street Maintenance	76,450	77,979	79,539	81,129	82,752
Sidewalk Maintenance	80,200	81,804	83,440	85,109	86,811
Storm Sewers	58,100	59,262	60,447	61,656	62,889
Storm Water Quality Testing	4,000	4,080	4,162	4,245	4,330
Marchmont Storm Pumps	11,914	12,152	12,395	12,643	12,896
Dike Maintenance	2,000	2,040	2,081	2,122	2,165
Street Sweeping	54,400	55,488	56,598	57,730	58,884
Boulevards	52,500	53,550	54,621	55,713	56,828
Tree Maintenance	33,000	33,660	34,333	35,020	35,720
Totem Maintenance	11,900	12,138	12,381	12,628	12,881
Snow Removal	48,900	49,878	50,876	51,893	52,931
Weed Control	12,490	12,740	12,995	13,254	13,520
	<u>445,854</u>	<u>454,771</u>	<u>463,867</u>	<u>473,144</u>	<u>482,607</u>
Street Lighting					
Street Lights	86,475	88,205	89,969	91,768	93,603
Decorative Lights	8,200	8,364	8,531	8,702	8,876
	<u>94,675</u>	<u>96,569</u>	<u>98,500</u>	<u>100,470</u>	<u>102,479</u>
Traffic Services					
Road Marking	57,930	59,089	60,270	61,476	62,705
Street Signs	25,500	26,010	26,530	27,061	27,602
Traffic Signals	31,075	31,697	32,330	32,977	33,637
	<u>114,505</u>	<u>116,795</u>	<u>119,131</u>	<u>121,514</u>	<u>123,944</u>
Parking and Bylaw Enforcement					
Commissionaires	37,000	37,740	38,495	39,265	40,050
Other - Parking Expenses	4,550	4,641	4,734	4,828	4,925
Parking Lot Lease	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>
Bylaw Enforcement Salaries	43,500	44,370	45,257	45,936	46,625
Homeless Encampment Costs	3,000	3,060	3,121	3,184	3,247
Other Bylaw Enforcement	5,000	5,100	5,202	5,306	5,412
Parking Lot Maintenance	16,020	16,340	16,667	17,001	17,341
Admin Charge - Water	(3,880)	(4,202)	(4,286)	(4,354)	(4,423)
	<u>63,640</u>	<u>64,668</u>	<u>65,961</u>	<u>67,072</u>	<u>68,203</u>
	<u>107,190</u>	<u>109,049</u>	<u>111,190</u>	<u>113,166</u>	<u>115,178</u>
Municipal Equipment Charges					
01 '90/05 Dump Truck	12,090	12,332	12,578	12,830	13,087
02 98 Ingersoll Compressor	874	891	909	927	946
05 2000 GMC Dump	7,090	7,232	7,376	7,524	7,674
06 2000 Altec Lift Truck	4,698	4,792	4,888	4,986	5,085

CITY OF DUNCAN
2018-2022 Financial Plan

	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
09 06 John Deere X724A	3,589	3,661	3,734	3,809	3,885
12 05 Paint Sprayer	205	209	213	218	222
16 00 VA-25S Sidewalk Grinder	115	117	120	122	124
18 Chain Saws/ Trimmers	148	151	154	157	160
21 Mowers/Leaf Blowers	1,790	1,826	1,862	1,900	1,938
24 Weedeater/Hedge Trimmers	3,660	3,733	3,808	3,884	3,962
25 Compactors	910	928	947	966	985
29 06 John Deere Mower	4,214	4,298	4,384	4,472	4,561
30 Edger	30	31	31	32	32
32 2000 14' Sander	200	204	208	212	216
36 91 Case Loader	4,167	4,250	4,335	4,422	4,510
40 Stihl Cutoff Saw	490	500	510	520	530
44 1994 Elgin Sweeper	29,486	30,076	30,677	31,291	31,917
45 88 Pressure washer	130	133	135	138	141
46 04 Grumman Van	7,816	7,972	8,132	8,294	8,460
48 89 Cement Mixer	84	86	87	89	91
49 1994 Parks Trailer	274	279	285	291	297
51 2004 Parks Trailer	359	366	374	381	389
52 2005 Dakota	6,348	6,475	6,604	6,737	6,871
55 2005 GMC P/U	88	90	92	93	95
56 2006 New Holland Backhoe	10,224	10,428	10,637	10,850	11,067
58 2007 Civic Hybrid	2,607	2,659	2,712	2,767	2,822
59 2008 Chevy Silverado PU	5,949	6,068	6,189	6,313	6,439
60 2008 GMC Dump Box	7,284	7,430	7,578	7,730	7,884
61 2008 Utility Trailer	294	300	306	312	318
62 2008 Honda Road Saw	1,100	1,122	1,144	1,167	1,191
63 2009 Snowblower	127	130	132	135	137
65 2011 International Garbage Truck	25,783	26,299	26,825	27,361	27,908
66 2011 Ford Fiesta	2,247	2,292	2,338	2,385	2,432
67 2012 Mower - Kohler 52"	2,549	2,600	2,652	2,705	2,759
68 2012 Vactor Truck	23,811	24,287	24,773	25,268	25,774
69 2012 Backhoe CAT 420	9,194	9,378	9,565	9,757	9,952
71 2013 Toyota Prius - Hybrid	2,897	2,955	3,014	3,074	3,136
72 2013 Brine Trailer	1,324	1,350	1,377	1,405	1,433
73 2014 Portable Generator	409	417	426	434	443
74 2014 Honda Fit	2,172	2,215	2,260	2,305	2,351
75 2015 Ford F-550	5,490	5,600	5,712	5,826	5,943
76 2015 Sander on #75	700	714	728	743	758
77 2015 Ford Van	5,398	5,506	5,616	5,728	5,843
78 2015 Parks Trailer	404	412	420	429	437
79 Yamaha Generator	265	270	276	281	287
80 Salt/Sand Spreader	850	867	884	902	920
82 2016 Ford F-150	4,108	4,190	4,274	4,359	4,447
83 2017 F350	5,386	5,494	5,604	5,716	5,830

CITY OF DUNCAN
2018-2022 Financial Plan

	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
85 2017 Promaster Van	6,448	6,577	6,708	6,843	6,980
86 - replaces 55	4,368	4,455	4,544	4,635	4,728
E3 Fleet Costs	1,000	1,020	1,040	1,061	1,082
Undistributed Charges	4,400	4,488	4,578	4,669	4,763
Transfer Equipment Surplus	213,808	218,084	222,446	226,895	231,433
	<u>439,451</u>	<u>448,240</u>	<u>457,205</u>	<u>466,349</u>	<u>475,676</u>
Equipment Charges	(439,451)	(448,240)	(457,205)	(466,349)	(475,676)
Net Cost of equipment	-	-	-	-	-

ENVIRONMENTAL HEALTH SERVICES

Public Washrooms

Canada Avenue Washrooms	17,370	17,717	18,072	18,433	18,802
Centennial Park Washrooms	12,880	13,138	13,400	13,668	13,942
	<u>30,250</u>	<u>30,855</u>	<u>31,472</u>	<u>32,102</u>	<u>32,744</u>

Environmental Programs

Environmental Programs	2,500	2,550	2,601	2,653	2,706
	<u>2,500</u>	<u>2,550</u>	<u>2,601</u>	<u>2,653</u>	<u>2,706</u>

Residential Garbage Collection

Wages & Benefits - Collection	59,000	60,180	61,384	62,304	63,239
Municipal Equipment - Collection	50,000	51,000	52,020	53,060	54,122
Administration Charge - Garbage	15,747	16,003	16,256	16,514	16,778
Cardboard Bins	2,000	2,000	2,000	2,000	2,000
Garbage Tipping Fees	29,000	29,580	30,172	30,775	31,391
Recycling	5,237	5,342	5,449	5,558	5,669
Recycling Tipping Fees	5,000	5,100	5,202	5,306	5,412
Other Programs - e.g. Yard waste	24,101	24,018	24,498	24,771	24,720
Organics Disposal	14,000	14,280	14,566	14,857	15,154
Other Collection - Litter	6,000	6,120	6,242	6,367	6,495
Miscellaneous Garbage Costs	2,600	2,414	1,667	1,429	1,522
	<u>212,685</u>	<u>216,036</u>	<u>219,455</u>	<u>222,942</u>	<u>226,500</u>

PLANNING AND STUDY PROJECTS

Planning Salaries & Benefits	161,900	165,138	168,441	170,967	173,532
Planning & Zoning Expenses	8,150	8,313	8,479	8,649	8,822
Restructure	10,000	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	5,000	5,100	5,202	5,306	5,412
	<u>195,050</u>	<u>188,651</u>	<u>192,324</u>	<u>195,228</u>	<u>198,178</u>

CITY OF DUNCAN
2018-2022 Financial Plan

	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
RECREATION & CULTURAL SERVICES					
Joint Recreation Facilities					
Joint Cowichan Aquatic Centre	247,783	252,739	257,793	262,949	268,208
Joint Parks	6,000	6,120	6,242	6,367	6,495
Sportsplex Public Use	15,000	15,300	15,606	15,918	16,236
	<u>268,783</u>	<u>274,159</u>	<u>279,642</u>	<u>285,235</u>	<u>290,939</u>
City Parks & Facilities					
Centennial Heights Parks	6,700	6,834	6,971	7,110	7,252
Station Street Park	3,770	3,845	3,922	4,001	4,081
Charles Hoey Park	40,450	41,259	42,084	42,926	43,784
Rotary Park	58,646	59,819	61,015	62,236	63,480
Sandpitch	5,256	5,361	5,468	5,578	5,689
McAdam Park	67,764	69,119	70,502	71,912	73,350
Centennial Park	56,347	57,474	58,623	59,796	60,992
City Square	25,000	25,500	26,010	26,530	27,061
Farmers' Market	250	255	260	265	271
Downtown Area	125,520	128,030	130,591	133,203	135,867
Cliffs Road Pit	1,500	1,530	1,561	1,592	1,624
China Gardens	1,850	1,887	1,925	1,963	2,002
Friendship (Sii ye' yu) Trail	3,760	3,835	3,912	3,990	4,070
Heiwa Park	4,350	4,437	4,526	4,616	4,709
Parks Other	9,995	10,195	10,399	10,607	10,819
Parks Training	6,600	6,732	6,867	7,004	7,144
Benches & Plaques	800	816	832	849	866
Graffiti Removal	9,600	9,792	9,988	10,188	10,391
Pole Banners	2,600	2,652	2,705	2,759	2,814
Highway Banners	3,400	3,468	3,537	3,608	3,680
	<u>434,158</u>	<u>442,841</u>	<u>451,698</u>	<u>460,732</u>	<u>469,947</u>
Cultural Buildings & Facilities					
Library	227,723	232,277	236,923	241,661	246,495
VSO Centre	5,413	5,575	5,743	5,915	6,092
Public Art Maintenance	750	773	796	820	844
Museum Grant & Operating Expenses	10,200	10,404	10,612	10,824	11,041
	<u>244,086</u>	<u>249,029</u>	<u>254,073</u>	<u>259,220</u>	<u>264,472</u>
FISCAL SERVICES					
Interest					
Interest on Prepaid Taxes	1,000	1,000	1,000	1,000	1,000
Debt Interest					
Pool Debt	47,125	47,125	47,125	47,125	47,125
	<u>47,125</u>	<u>47,125</u>	<u>47,125</u>	<u>47,125</u>	<u>47,125</u>

CITY OF DUNCAN
2018-2022 Financial Plan

	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Principal					
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>
Transfer to Own Reserves & Allowances					
Machinery & Equipment Reserve Fund	214,581	221,018	227,649	234,478	241,513
Fire Dept Equip Reserve Fund	170,340	175,450	180,714	186,135	191,719
Elections Reserve	0	5,000	5,000	5,000	0
Leased Buildings Reserve	46,339	46,339	46,339	46,339	46,339
Communications Reserve	0	0	5,000	0	5,000
Police Bridging Capital Fund (PBC) Reserve	822,320	863,436	906,608	951,938	0
	<u>1,253,580</u>	<u>1,311,244</u>	<u>1,371,309</u>	<u>1,423,891</u>	<u>484,571</u>
CONTRIBUTION TO GENERAL CAPITAL FUND					
Paid by Prior Years' Surpluses & Reserves	22,856	0	0	0	0
Paid by General Taxation	607,678	631,985	657,265	683,555	710,897
Total Contribution to Capital Fund	<u>630,534</u>	<u>631,985</u>	<u>657,265</u>	<u>683,555</u>	<u>710,897</u>
TRANSFER TO UTILITY OPERATING FUNDS					
Sewer Parcel Tax	<u>43,900</u>	<u>43,900</u>	<u>43,900</u>	<u>43,900</u>	<u>43,900</u>
TRANSFER TO OTHER BODIES					
Business Improvement Areas	<u>205,000</u>	<u>210,000</u>	<u>215,000</u>	<u>220,000</u>	<u>225,000</u>
Total Transfers to Other Bodies	<u>205,000</u>	<u>210,000</u>	<u>215,000</u>	<u>220,000</u>	<u>225,000</u>

CITY OF DUNCAN
2018-2022 Financial Plan

	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
COLLECTIONS FOR OTHER GOVERNMENTS					
Cowichan Valley Regional District					
General Government	109,718	111,912	114,151	116,434	118,762
Malahat Transit	17,032	17,373	17,720	18,074	18,436
Transit	136,463	139,192	141,976	144,816	147,712
Emergency 911	56,552	57,683	58,837	60,013	61,214
Economic Development	20,813	21,229	21,654	22,087	22,529
Regional Tourism	6,438	6,567	6,698	6,832	6,969
Environmental Initiatives	30,960	31,579	32,211	32,855	33,512
Emergency Planning	41,527	42,358	43,205	44,069	44,950
Regional Parks	59,353	60,540	61,751	62,986	64,246
Kinsol Trestle	5,471	5,580	5,692	5,806	5,922
Liquid Waste Management Plan	14,030	14,311	14,597	14,889	15,187
Regional Parkland Acquisition	45,763	46,678	47,612	48,564	49,535
Community Centre	648,634	661,607	674,839	688,336	702,102
Community Centre Theatre Loan	3,579	3,651	3,724	3,798	3,874
Victim Services	6,008	6,128	6,251	6,376	6,503
Safer Futures	1,754	1,789	1,825	1,861	1,899
Social Planning	0	0	0	0	0
Cowichan Community Policing	39,881	40,679	41,492	42,322	43,168
Cowichan Valley Hospice	3,252	3,317	3,383	3,451	3,520
Arts & Culture	6,973	7,112	7,255	7,400	7,548
Cowichan River Flood Mgmt	21,153				
Solid Waste Management	227,550	232,101	236,743	241,478	246,307
Cowichan Valley Regional District	1,502,904	1,511,386	1,541,614	1,572,446	1,603,895
School Taxes	1,788,360	1,824,127	1,860,610	1,897,822	1,935,778
Provincial Policing Levy	283,880	289,558	295,349	301,256	0
C.V. Regional Hospital District	500,934	510,953	521,172	531,595	542,227
Municipal Finance Authority	180	184	187	191	195
B.C. Assessment Authority	52,000	53,040	54,101	55,183	56,286
	4,128,258	4,189,247	4,273,032	4,358,493	4,138,382

CITY OF DUNCAN
2018-2022 Financial Plan

	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
SEWER ENTERPRISE - REVENUES					
Sales of Service		7%	4%	4%	4%
Sewer User Fees	808,809	865,426	900,043	936,044	973,486
User Fees - Cowichan Tribes	13,410	14,349	14,923	15,520	16,140
User Fees - N. Cowichan	76,190	81,523	84,784	88,176	91,703
Metered Sewer Fees	260,745	278,997	290,157	301,763	313,834
Transmission Fees - Cowichan Tribes	245	262	273	284	295
Cost Sharing - North Cowichan	24,500	26,215	27,264	28,354	29,488
	<u>1,183,899</u>	<u>1,266,772</u>	<u>1,317,443</u>	<u>1,370,141</u>	<u>1,424,946</u>
Other Revenue From Own Sources					
Return on Investments	15,000	15,300	15,606	15,918	16,236
Transfer from General - Parcel Tax	43,900	43,900	43,900	43,900	43,900
	<u>1,242,799</u>	<u>1,325,972</u>	<u>1,376,949</u>	<u>1,429,959</u>	<u>1,485,083</u>
SEWER ENTERPRISE - EXPENDITURES					
Administration					
Toilet Rebate - Sewer	500	500	500	500	500
Sewer Engineering & Planning	14,000	14,000	14,000	14,000	14,000
Insurance Allocation - Sewer	970	989	1,009	1,029	1,050
Sewer Training	3,000	3,000	3,000	3,000	3,000
Other Sewer Administration	8,500	8,500	8,500	8,500	8,500
Administration Charges - Sewer	154,788	155,329	157,006	160,817	164,704
PW Administration Charge - Sewer	100,526	101,671	103,705	105,779	107,894
	<u>282,284</u>	<u>283,990</u>	<u>287,720</u>	<u>293,625</u>	<u>299,648</u>
Transmission & Distribution					
System Maintenance	101,700	103,734	105,809	107,925	110,083
Infiltration Investigation	6,500	6,630	6,763	6,898	7,036
Marchmont Street Station	44,694	45,588	46,500	47,430	48,378
Pumping - Lift Stations	28,450	29,019	29,599	30,191	30,795
	<u>181,344</u>	<u>184,971</u>	<u>188,670</u>	<u>192,444</u>	<u>196,293</u>
Contribution to Joint Utilities Board	363,355	368,452	375,205	382,062	389,075
Sewer Debt Interest	8,820	8,820	72,957	64,137	64,137
Amortization of Capital Assets	82,002	83,642	85,315	87,021	88,762
Total Expenditures	<u>917,805</u>	<u>929,875</u>	<u>1,009,867</u>	<u>1,019,289</u>	<u>1,037,915</u>
Excess Revenues over Expenditures	<u>324,994</u>	<u>396,097</u>	<u>367,082</u>	<u>410,670</u>	<u>447,168</u>
ADJUST FOR NON-CASH					
Amortization	82,002	83,642	85,315	87,021	88,762

CITY OF DUNCAN
2018-2022 Financial Plan

	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
ADJUST FOR CASH ITEMS - NON PSAB					
Transfer from Prior Years Surplus	164,600	561,536	80,134	0	0
Prior Years' Surplus For Capital Fund	(164,600)	(561,536)	(80,134)	0	0
Contribution to Sewer Capital Fund	(393,073)	(465,816)	(347,392)	(406,609)	(444,848)
Debt Repayment	(13,923)	(13,923)	(105,005)	(91,082)	(91,082)
	(324,994)	(396,097)	(367,082)	(410,670)	(447,168)
	0	0	(0)	(0)	(0)

CITY OF DUNCAN
2018-2022 Financial Plan

	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
WATER UTILITY - REVENUES					
Sale of Water	5.0%	3%	3%	3%	3%
City Flat Rate	580,399	597,811	615,745	634,218	653,244
City Metered	131,511	135,456	139,520	143,706	148,017
Cowichan Tribes Flat Rate	22,073	22,735	23,417	24,120	24,843
Cowichan Tribes Metered	187,126	192,740	198,522	204,478	210,612
North Cowichan I Flat Rate	443,883	457,199	470,915	485,043	499,594
North Cowichan I Metered	78,077	80,419	82,832	85,317	87,876
North Cowichan II Flat Rate	354,685	365,326	376,285	387,574	399,201
North Cowichan II Metered	99,273	102,251	105,319	108,478	111,733
Eagle Heights Flat Rate	31,002	31,932	32,890	33,877	34,893
Eagle Heights Metered	274,400	282,632	291,111	299,844	308,840
	<u>2,202,429</u>	<u>2,268,502</u>	<u>2,336,557</u>	<u>2,406,654</u>	<u>2,478,853</u>
Other Services					
Water On/Off	500	500	500	500	500
	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>
Other Revenue from Own Sources					
Penalties	20,000	20,400	20,808	21,224	21,649
Water Studies	1,200	1,224	1,248	1,273	1,299
Interest on Investment	45,000	40,000	40,000	40,800	41,616
	<u>66,200</u>	<u>61,624</u>	<u>62,056</u>	<u>63,298</u>	<u>64,564</u>
	<u>2,269,129</u>	<u>2,330,626</u>	<u>2,399,113</u>	<u>2,470,451</u>	<u>2,543,917</u>
WATER UTILITY - EXPENDITURES					
Administration					
Salaries & Benefits - Water	9,650	9,843	10,040	10,241	10,445
Toilet Rebate - Water	500	500	500	500	500
Travel & Conferences - Water	500	510	520	531	541
Water Grants	18,240	18,787	19,351	19,931	20,529
Water Engineering & Planning	25,000	25,500	26,010	26,530	27,061
Insurance Allocation	5,792	5,908	6,026	6,147	6,269
Training & Courses	6,000	6,120	6,242	6,367	6,495
Other Water Administration	20,050	20,451	20,860	21,277	21,703
Legal - Water	3,500	3,570	3,641	3,714	3,789
Administration Charges - Water	294,278	295,776	299,030	306,231	313,575
PW Administration Charge - Water	258,495	264,529	269,820	275,216	280,721
	<u>642,005</u>	<u>651,495</u>	<u>662,041</u>	<u>676,685</u>	<u>691,628</u>

CITY OF DUNCAN
2018-2022 Financial Plan

	2018	2019	2020	2021	2022
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Transmission & Distribution					
General System Maintenance	48,650	49,623	50,615	51,628	52,660
City System Maintenance	164,000	167,280	170,626	174,038	177,519
N C System Maintenance	100,500	102,510	104,560	106,651	108,784
Eagle Heights Maintenance	62,100	63,342	64,609	65,901	67,219
Cowichan Tribes Maintenance	21,510	21,940	22,379	22,827	23,283
Metering - High Use Services	2,060	2,101	2,143	2,186	2,230
Meter Reading	24,100	24,582	25,074	25,575	26,087
	<u>422,920</u>	<u>431,378</u>	<u>440,006</u>	<u>448,806</u>	<u>457,782</u>
Pumping					
General Pumphouse Maintenance	37,700	38,454	39,223	40,008	40,808
Pumphouse No. 2	85,000	86,700	88,434	90,203	92,007
Pumphouse No. 3	14,850	15,147	15,450	15,759	16,074
Pumphouse No. 4	64,600	65,892	67,210	68,554	69,925
Pumphouse No. 5	6,300	6,426	6,555	6,686	6,819
Eagle Heights Pumphouse	21,350	21,777	22,213	22,657	23,110
Gibbins Road Pump & Reservoir	27,150	27,693	28,247	28,812	29,388
	<u>257,460</u>	<u>262,609</u>	<u>267,861</u>	<u>273,219</u>	<u>278,683</u>
AMORTIZATION	273,828	279,305	284,891	290,588	296,400
Total Expenditures	<u>1,596,213</u>	<u>1,624,787</u>	<u>1,654,799</u>	<u>1,689,298</u>	<u>1,724,494</u>
Excess Revenue Over Exp.	672,916	705,839	744,315	781,153	819,423
ADJUST FOR NON-CASH - AMORTIZATION					
Amortization	273,828	279,305	284,891	290,588	296,400
ADJUST FOR NON PSAB ITEMS					
Transfer from Prior Years Surplus - Water	1,822,585	0	0	0	0
Transfer to Water Capital Reserve	0	(213,338)	(1,593)	(2,275)	(2,972)
Prior-Years' Surplus For Capital	(1,822,585)	0	0	0	0
Transfer to Water Capital Fund	(946,744)	(771,806)	(1,027,612)	(1,069,466)	(1,112,852)
	<u>(672,916)</u>	<u>(705,839)</u>	<u>(744,314)</u>	<u>(781,153)</u>	<u>(819,424)</u>
Change in Financial Equity	<u>0</u>	<u>(0)</u>	<u>0</u>	<u>0</u>	<u>(0)</u>