

CITY OF DUNCAN

BYLAW NO. 2069, 2009

**A Bylaw establishing the Financial Plan
for the years 2009-2013.**

WHEREAS Section 165 of the "Community Charter" requires a Municipality to prepare and adopt, by bylaw, a financial plan annually;

NOW THEREFORE the Council of The Corporation of the City of Duncan, enacts as follows:

1. Schedule "A" attached hereto and made part of this bylaw is hereby declared to be the Tax Revenue Policy for the City of Duncan.
2. Schedule "B" attached hereto and made part of this bylaw is hereby declared to be the Five Year Financial Plan for the City of Duncan ending December 31st, 2013:
3. This Bylaw may be cited for all purposes as the "**Financial Plan Bylaw No. 2069, 2009**".

READ THE FIRST TIME ON THE ___th DAY OF APRIL, 2009.

READ THE SECOND TIME ON THE ___th DAY OF APRIL, 2009.

READ THE THIRD TIME ON THE ___th DAY OF APRIL, 2009.

ADOPTED ON THE ___th DAY OF MAY, 2009.

Mayor

Director of Corporate Services

Financial Plan
2009 - 2013
Bylaw No. 2069, 2009
Schedule "A" – Tax Revenue Policy

Financial Objectives and Policies

As added by Bill 35 (*Miscellaneous Statutes Amendment Act* (No.2) 2007), Section 165(3.1) of the *Community Charter* requires municipal five-year financial plans to include a more explicit form of revenue and tax policy disclosure. This requires municipalities to include in the five-year financial plan, the objectives and policies regarding each of the following:

- the proportion of total revenue that comes from each of the funding sources described in Section 165(7) of the *Community Charter*; (revenue from property value taxes, revenue from parcel taxes; revenue from fees; revenue from other sources; proceeds from borrowing)
- the distribution of property taxes among the property classes; and
- the use of permissive tax exemptions (including revitalization tax exemptions).

In addition, before adopting annual property tax rate bylaws, all municipalities must, under Section 197(3.1) of the *Community Charter*, consider the proposed tax rates for each property class in conjunction with the objectives and policies referred to above.

Current Revenue Proportions by Funding Source for Operating (excluding Transfers from Reserves and Surpluses and Capital financing)

	<u>2008</u>		<u>2009</u>	
Taxation	3,904,022	55.5%	4,303,584	52.8%
Grants in Lieu of Taxes	9,900	0.1%	10,500	0.1%
Sales of Services	393,300	5.6%	449,700	5.5%
Sewer User Fees	590,476	8.4%	647,651	7.9%
Water User Fees	1,162,304	16.5%	1,276,128	15.7%
Other Revenue Own Sources	466,177	6.6%	460,759	5.7%
Unconditional Transfers from Other Governments	466,614	6.6%	534,000	6.6%
Conditional Transfers from Other Governments	<u>45,958</u>	<u>0.7%</u>	<u>466,095</u>	<u>5.7%</u>
	7,038,751	100.0%	8,148,417	100.0%

POLICY STATEMENT

City Council considers the current mix of user fees and tax levies sufficient; noting however, that Council intends to shift water and sewer fees to being charged on a metered basis.

Financial Plan
2009 - 2013
Bylaw No. 2069, 2009
Schedule "A" – Tax Revenue Policy

Distribution of Property Taxes Collected

<u>Class</u>	<u>2007 %</u>	<u>2008 %</u>	<u>2009 %</u>
Residential	50.21	51.18	53.37
Utilities	1.04	1.46	1.19
Business	48.71	47.29	45.37
Rec/Non profit	0.04	0.07	0.07
Farm	-	-	-
	100.00	100.00	100.00

Current Property Class Multiples

<u>Class</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Residential	1.00	1.00	1.00
Utilities	12.60	13.71	11.19
Business	3.44	3.44	3.29
Rec/Non profit	1.45	1.45	1.40
Farm	1.00	1.00	1.00

Historically, the City has kept its percentages of taxes collected from each class relatively static, varying only slightly from year to year. In times when one class of property is seeing large growth in assessment, this means that the benefits of increased new assessments are kept within that one class of property.

In the last three years (2006 - 2008), Council has strived to limit the increases to the business class. The 2006 Business class multiple of 3.53 placed Duncan at 120th out of 156 municipalities (76th percentile). Whereas it is projected that the City's 2009 Business class multiple of 3.29 will place Duncan at 107th out of 160 municipalities (67th percentile). The long term goal is to have the business multiple at the 50th percentile (median) which was 2.90 in 2008.

POLICY STATEMENT

City Council considers the current proportions of taxes collected and current assessment class multiples as reasonable; however, as opportunities arise, Council will attempt to lower the percentage of taxes collected from the business class and attempt to hold or lower the business class multiple with a goal to have a multiple at the 50th percentile of other municipalities (median).

Financial Plan
2009 - 2013
Bylaw No. 2069, 2009
Schedule "A" – Tax Revenue Policy

Use of permissive tax exemptions

Tax Exemption Bylaw No. 2063, passed in October of 2008, contains a list of permissive exemptions granted for the 2009 taxation year and the estimated amount of tax revenue foregone. The list demonstrates the policy of council that permissive exemptions are granted to not-for-profit institutions that form a valuable part of our community. These include religious institutions, historical societies, some recreational facilities and service organizations.

Council will continue to support local organizations through permissive exemptions. These organizations provide services to our community that should be supported by residents. In addition, (as listed as one of Council's strategic priorities) Council will examine its expanded power under the *Community Charter* to provide permissive and revitalization tax exemptions. In the future, after appropriate consultation, Council may choose to provide permissive exemptions to property owners who contribute to our community in other ways. These may include investments made in greenhouse gas reduction technology or alternative energy, the provision of affordable housing, or revitalization of buildings or areas of the municipality.

POLICY STATEMENT

City Council will examine its permissive tax exemption policy to determine if it should be expanded.

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

SUMMARY OF REVENUES
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
TAXATION	3,657,796	3,904,022	3,932,378	4,303,584	4,772,642	5,190,030	5,469,643	5,636,119
GRANTS IN LIEU OF TAXES	10,164	9,900	9,839	10,500	10,500	10,500	10,500	10,500
SALES OF SERVICE	445,764	393,300	439,721	449,700	458,180	470,816	483,831	497,236
OTHER REVENUE FROM OWN SOURCES								
Licences & Permits	207,144	131,672	111,696	103,572	103,572	103,572	103,572	103,572
Fines	25,239	22,000	20,983	19,282	19,282	19,282	19,282	19,282
Rentals	99,979	102,000	104,170	121,000	127,612	128,267	128,935	129,616
Return on Investment	90,689	39,000	73,755	49,000	33,000	33,000	33,000	33,000
Penalties & Interest on Taxes	33,766	32,000	33,786	29,000	29,000	29,000	29,000	29,000
Other	176,417	139,505	159,025	138,905	138,905	138,905	138,905	138,905
	633,234	466,177	503,415	460,759	451,371	452,026	452,694	453,375
TRANSFERS FROM OTHER GOVERNMENTS								
Unconditional								
- Provincial	410,117	466,614	472,634	534,000	534,000	534,000	534,000	534,000
Conditional								
- Provincial	56,710	45,958	17,242	411,095	317,127	95,248	22,000	22,000
- Regional	16,543	0	0	55,000	77,155	79,469	81,854	84,309
	73,253	45,958	17,242	466,095	394,282	174,717	103,854	106,309
COLLECTIONS FOR OTHER GOVERNMENT	2,063,118	2,081,984	2,065,281	2,110,991	2,195,430	2,305,202	2,420,463	2,541,486
	7,293,446	7,367,955	7,440,510	8,335,629	8,816,405	9,137,291	9,474,985	9,779,025

THE CORPORATION OF THE CITY OF DUNCAN
SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
OPERATING EXPENDITURE PLAN

SUMMARY OF EXPENDITURES
SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
GENERAL GOVERNMENT SERVICES								
Legislative	88,883	97,950	96,586	95,250	95,715	96,194	96,687	97,195
Administrative	948,942	928,592	866,386	937,702	939,934	968,131	997,176	1,027,092
Other General Government Services	156,043	222,468	169,086	251,253	200,148	206,154	212,338	218,707
Administration Charges	(296,990)	(308,990)	(308,990)	(319,790)	(329,384)	(339,265)	(349,442)	(359,926)
	896,878	940,020	823,068	964,415	906,413	931,214	956,759	983,068
PROTECTIVE SERVICES								
Police Costs	186,198	191,825	205,312	754,595	1,006,127	1,021,219	1,036,537	1,052,085
Fire Protection	263,159	294,240	320,035	304,340	313,472	322,877	332,562	342,539
Emergency Measures	0	900	0	900	927	955	984	1,014
Building Inspections	107,683	111,401	85,245	112,050	115,412	118,873	122,439	126,112
Animal & Pest Control	14,798	14,400	14,400	14,400	14,832	15,277	15,735	16,207
Evening Patrols	7,214	16,900	12,303	16,900	17,407	17,930	18,467	19,021
	579,052	629,666	637,295	1,203,185	1,468,177	1,497,131	1,526,724	1,556,978
TRANSPORTATION SERVICES								
Common Services	182,695	377,921	353,352	471,530	502,389	517,461	532,984	548,973
PW Admin Charges		(142,000)	(142,000)	(184,200)	(195,932)	(201,810)	(207,865)	(214,101)
Road Transport	438,347	461,398	493,549	509,441	524,725	540,466	556,680	573,380
Cost Recovery Projects	1,919	0	0	0	0	0	0	0
Street Lighting	63,391	67,600	66,834	67,600	69,628	71,717	73,869	76,085
Traffic Services	85,445	103,500	84,582	101,500	104,545	107,682	110,913	114,241
Parking	77,582	80,781	79,075	80,781	83,204	85,701	88,273	90,921
Public Transit	38,239	0	0	0	0	0	0	0
Equipment Operation & Maintenance	(1)	0	(1)	0	6	4	5	6
	887,617	949,200	935,391	1,046,652	1,088,565	1,121,221	1,154,859	1,189,505
ENVIRONMENTAL HEALTH SERVICES								
Comfort Station	9,205	10,835	10,944	16,135	16,619	17,118	17,632	18,161
Mosquito Control	6,721	8,370	4,667	7,000	7,000	7,000	7,000	7,000
Environmental Programs	0	0	0	30,000	20,000	20,600	21,218	21,855
Community Kitchens - Field to Table	34,428	0	0	0	0	0	0	0
Garbage Disposal & Collection	163,740	175,500	174,903	219,500	183,765	189,278	194,957	200,806
	214,094	194,705	190,514	272,635	227,384	233,996	240,807	247,822
PLANNING AND STUDY PROJECTS	82,656	68,769	4,926	81,569	129,542	133,429	137,432	141,555
RECREATIONAL & CULTURAL SERVICES								
Joint Facilities	145,355	194,000	206,953	196,000	201,880	207,937	214,174	220,599
City Parks	325,469	366,493	333,078	367,318	378,339	389,690	401,382	413,425
Cultural Buildings	146,073	152,010	151,704	157,444	162,167	167,032	172,043	177,205
	616,897	712,503	691,735	720,762	742,386	764,659	787,599	811,229
FISCAL SERVICES								
Debt Charges - Interest	44,710	92,500	68,959	117,000	117,000	154,500	167,000	165,488
TRANSFERS TO OTHER GOVERNMENTS	971,732	1,069,555	1,069,425	1,082,210	1,124,298	1,177,513	1,233,139	1,291,296
TAXES COLLECTED FOR OTHER GOV'TS	2,062,937	2,081,984	2,065,281	2,110,991	2,195,430	2,305,202	2,420,463	2,541,486
OTHER FISCAL SERVICES	0	0	0	0	0	0	0	0
	6,356,573	6,738,902	6,486,594	7,599,419	7,999,195	8,318,865	8,624,782	8,928,427
EXCESS OF REVENUES OVER EXPEDITUF	936,873	629,053	953,916	736,210	817,210	818,426	850,203	850,598
Transfer From GST Reserve for Debt Pr	0	0	0	0	0	0	0	0
Transfer from Reserves	5,056	19,000	385,739	0	0	0	0	0
Prior years surplus	0	881,267	138,932	1,168,658	0	0	0	0
Contribution to General Capital Fund	(408,155)	(1,269,100)	(645,793)	(1,532,658)	(445,000)	(446,216)	(447,750)	(446,633)
Transfer to Reserves	(171,381)	(165,000)	(498,915)	(224,690)	(224,690)	(224,690)	(224,690)	(224,690)
Transfer Parcel Taxes - Sewer	(42,590)	(42,820)	(42,920)	(42,820)	(42,820)	(42,820)	(42,820)	(42,820)
Debt Repayment - Debentures	(68,387)	(52,400)	(52,334)	(104,700)	(104,700)	(104,700)	(134,943)	(136,455)
	(685,457)	(629,053)	(715,291)	(736,210)	(817,210)	(818,426)	(850,203)	(850,598)
Change in Financial Equity	251,416	0	238,625	0	0	0	0	0
Use of Surplus			(138,932)	(1,168,658)	0	0	0	0
Accumulated Surplus, December 31	\$1,235,352		\$1,335,045	\$ 166,387	\$ 166,387	\$ 166,387	\$ 166,387	\$ 166,387

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
TAXATION								
Real Property	% on General Taxes			5.1%	5.9%	4.3%	4.4%	2.8%
	% including Policing			13.0%	13.7%	10.3%	5.7%	2.5%
General Purposes	2,366,836	2,503,921	2,516,505	2,645,737	2,802,594	2,924,449	3,054,256	3,141,132
Policing Levy	0	0	0	430,000	696,000	932,971	1,021,537	1,037,085
General Debt	0	0	0	0	0	0	0	0
Regional District	856,551	919,555	919,425	927,210	964,298	1,012,513	1,063,139	1,116,296
General Utilities	90,621	95,901	98,216	102,817	106,930	112,277	117,891	123,786
Provincial Policing Levy	186,198	191,825	205,312	0	0	0	0	0
Special Assessment - BIA	115,000	150,000	150,000	155,000	160,000	165,000	170,000	175,000
Downtown Revite Levy	0	0	0	0	0	0	0	0
Frontage and Parcel Taxes	42,590	42,820	42,920	42,820	42,820	42,820	42,820	42,820
	3,657,796	3,904,022	3,932,378	4,303,584	4,772,642	5,190,030	5,469,643	5,636,119
GRANTS IN LIEU OF TAXES								
Provincial - BCBC	920	900	1,011	1,500	1,500	1,500	1,500	1,500
Federal - Post Office Building	9,244	9,000	8,828	9,000	9,000	9,000	9,000	9,000
	10,164	9,900	9,839	10,500	10,500	10,500	10,500	10,500
SALES OF SERVICE								
Garbage Collection Fees	163,753	163,000	163,904	163,000	164,430	169,804	175,340	181,041
Garbage Container Rent	0	0	0	0	0	0	0	0
Recycling - Curbside	14,646	14,700	14,724	14,700	14,700	14,700	14,700	14,700
Transit User Fees	11,558	0	0	0	0	0	0	0
Fire Protection - Cowichan Tribes	59,435	60,000	64,110	75,000	77,250	79,568	81,955	84,414
Fire Protection Agreement - E.H.	144,338	127,600	127,610	160,000	164,800	169,744	174,836	180,081
Fire Protection Other	0	0	0	0	0	0	0	0
Administration & Recoveries	7,350	8,000	9,376	8,000	8,000	8,000	8,000	8,000
Sports Field User Fees	13,820	10,000	16,089	12,000	12,000	12,000	12,000	12,000
Public Works Miscellaneous	30,864	10,000	43,908	17,000	17,000	17,000	17,000	17,000
	445,764	393,300	439,721	449,700	458,180	470,816	483,831	497,236
OTHER REVENUE OWN SOURCES								
Licences & Permits								
Business Licences	65,399	66,000	65,212	66,000	66,000	66,000	66,000	66,000
Delivery Vehicle	1,212	1,172	1,047	1,172	1,172	1,172	1,172	1,172
Building Permits	121,068	55,000	36,286	30,000	30,000	30,000	30,000	30,000
Plumbing Permits	15,615	6,000	2,934	2,000	2,000	2,000	2,000	2,000
Other Permits/Inspections	378	400	1,980	400	400	400	400	400
Dog Licences	3,472	3,100	4,237	4,000	4,000	4,000	4,000	4,000
	207,144	131,672	111,696	103,572	103,572	103,572	103,572	103,572
Fines - Parking	25,239	22,000	20,983	19,282	19,282	19,282	19,282	19,282

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Rentals								
Buildings	8,152	10,500	7,475	10,500	10,500	10,500	10,500	10,500
Leased Land	31,739	31,600	38,841	32,100	32,742	33,397	34,065	34,746
Farmers Market	0	0	0	0	0	0	0	0
Parking Areas	37,588	37,400	35,354	55,900	61,870	61,870	61,870	61,870
Chamber of Commerce Office	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
	<u>99,979</u>	<u>102,000</u>	<u>104,170</u>	<u>121,000</u>	<u>127,612</u>	<u>128,267</u>	<u>128,935</u>	<u>129,616</u>
Return on Investments								
Term Deposit & Bank Interest	<u>90,689</u>	<u>39,000</u>	<u>73,755</u>	<u>49,000</u>	<u>33,000</u>	<u>33,000</u>	<u>33,000</u>	<u>33,000</u>
Penalties & Interest on Taxes								
Penalties on Taxes	25,503	24,000	29,172	24,000	24,000	24,000	24,000	24,000
Interest on Taxes	8,263	8,000	4,614	5,000	5,000	5,000	5,000	5,000
	<u>33,766</u>	<u>32,000</u>	<u>33,786</u>	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>
Other								
Tourism Revenues - Totem book	300	200	0	200	200	200	200	200
Miscellaneous Revenue	12,852	5,700	15,170	5,100	5,100	5,100	5,100	5,100
Storm Drain Connections	0	0	0	0	0	0	0	0
Equipment Charges less operating	153,265	133,605	134,705	133,605	133,605	133,605	133,605	133,605
Contributions - City Square	0	0	2,300	0	0	0	0	0
Contributions - Graffiti	0	0	6,850	0	0	0	0	0
Contributions - Misc	0	0	0	0	0	0	0	0
Contributions - Public Art	10,000	0	0	0	0	0	0	0
	<u>176,417</u>	<u>139,505</u>	<u>159,025</u>	<u>138,905</u>	<u>138,905</u>	<u>138,905</u>	<u>138,905</u>	<u>138,905</u>
UNCONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS								
Provincial - Revenue Sharing	<u>410,117</u>	<u>466,614</u>	<u>472,634</u>	<u>534,000</u>	<u>534,000</u>	<u>534,000</u>	<u>534,000</u>	<u>534,000</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
CONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS								
Provincial								
- Boundary Restructure	3,334	7,100	1,531	5,569	0	0	0	0
- TCH	0	0	0	0	0	0	0	0
- PEP	0	0	0	0	0	0	0	0
- Community Tourism	6,802	31,000	9,763	49,435	0	0	0	0
- Traffic Fine Revenue Sharing	0	0	0	24,496	7,970	15,000	15,000	15,000
- TCH Access Strategy	0	0	0	0	0	0	0	0
- Crystal Meth	3,652	0	0	0	0	0	0	0
- Community Health Promotion	34,428	0	0	0	0	0	0	0
- Policing Billing Conversion Contrib	1,000	0	0	0	0	0	0	0
- West Nile	7,494	7,858	5,948	7,000	7,000	7,000	7,000	7,000
- Police Services Transition Funding				324,595	302,157	73,248		
Federal								
- Gas Tax Funding	0	0	0	0	0	0	0	0
	56,710	45,958	17,242	411,095	317,127	95,248	22,000	22,000
CONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS								
Regional								
Parks Contrib From NC	0	0	0	30,000	30,900	31,827	32,782	33,765
District of North Cowichan - Transit	16,543	0	0	0	0	0	0	0
Planning Recoveries - Lake Cowichan	0	0	0	25,000	46,255	47,642	49,072	50,544
Other Local Govts - TCH	0	0	0	0	0	0	0	0
	16,543	0	0	55,000	77,155	79,469	81,854	84,309
OTHER TRANSFERS								
Prior Years Surplus								
For Misc Capital	0	818,500	138,932	1,087,658	0	0	0	0
For OCP Planning	0	0	0	0	0	0	0	0
For Grant in Aid to Chesterfield	0	0	0	0	0	0	0	0
For Misc Operating	0	62,767	0	81,000	0	0	0	0
Prior Year's Surplus	0	881,267	138,932	1,168,658	0	0	0	0
Own Funds and reserve accounts								
Retirement Funds	0	0	0	0	0	0	0	0
TSF from Totem reserve	5,056	19,000	19,611	0	0	0	0	0
Future Capital Expenditures								
- Snow Reserve	0	0	37,213	0	0	0	0	0
- Uncollected Taxes Reserve - to Equip	0	0	0	0	0	0	0	0
- Gov't St /06 - Stage Roof /04	0	0	328,915	0	0	0	0	0
- Stage Roof	0	0	0	0	0	0	0	0
	5,056	19,000	385,739	0	0	0	0	0
COLLECTIONS FOR OTHER GOVERNMENTS								
School Taxes	1,859,846	1,903,609	1,885,897	1,903,609	1,979,753	2,078,741	2,182,678	2,291,812
C.V. Regional Hospital District	151,252	125,690	125,690	150,548	156,570	164,399	172,619	181,250
Municipal Finance Authority	126	101	105	156	162	170	179	188
B.C. Assessment Authority	51,894	52,584	53,589	56,678	58,945	61,892	64,987	68,236
	2,063,118	2,081,984	2,065,281	2,110,991	2,195,430	2,305,202	2,420,463	2,541,486

THE CORPORATION OF THE CITY OF DUNCAN
SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
GENERAL GOVERNMENT SERVICES								
Legislative								
Council Indemnities	77,343	79,750	79,552	79,750	79,750	79,750	79,750	79,750
Legislative Conferences & Travel	11,540	18,200	17,034	15,500	15,965	16,444	16,937	17,445
	88,883	97,950	96,586	95,250	95,715	96,194	96,687	97,195
Administrative								
City Hall Salaries & Benefits	534,679	556,891	551,556	592,051	609,813	628,107	646,950	666,359
Sick & Severance Accrual Increase	124,196	40,000	39,848	40,000	41,200	42,436	43,709	45,020
Conferences and Travel	10,592	16,050	11,059	13,800	14,214	14,640	15,079	15,531
Meeting Expenses & Annual Functions	11,259	11,500	13,972	11,500	11,845	12,200	12,566	12,943
Memberships	6,956	7,000	6,737	7,000	7,210	7,426	7,649	7,878
Computer Services	30,595	34,000	35,242	36,000	37,080	38,192	39,338	40,518
Legal	38,150	25,000	11,641	18,000	18,540	19,096	19,669	20,259
Training and Recognition	3,451	6,000	7,553	6,000	6,180	6,365	6,556	6,753
Accounting & Audit	15,583	18,250	21,837	19,000	19,570	20,157	20,762	21,385
Consulting	21,849	2,951	0	2,951	3,040	3,131	3,225	3,322
Human Resources Services	0	22,000	17,063	10,000	10,300	10,609	10,927	11,255
Other General Services	2,516	30,000	1,650	30,000	5,000	5,150	5,305	5,464
Common Services								
City Hall Maintenance & Operation	81,841	85,400	76,774	82,900	85,387	87,949	90,587	93,305
Operations & Maint. (Leased Bldgs.)	3,349	5,750	6,084	4,500	4,635	4,774	4,917	5,065
Other Common Services								
Telephone & Postage	19,962	22,000	21,542	21,200	21,836	22,491	23,166	23,861
Advertising	8,191	8,000	9,331	8,000	8,240	8,487	8,742	9,004
Printing & Stationery	23,688	22,800	20,899	22,800	23,484	24,189	24,915	25,662
Equipment Maintenance & Replacement	635	1,000	284	1,000	1,030	1,061	1,093	1,126
Equipment Leases & Service Contracts	6,519	8,000	4,429	5,000	5,150	5,305	5,464	5,628
Sundry	3,714	4,000	6,147	4,000	4,120	4,244	4,371	4,502
Bank Charges	1,217	2,000	2,738	2,000	2,060	2,122	2,186	2,252
	948,942	928,592	866,386	937,702	939,934	968,131	997,176	1,027,092
Other								
Election Expenses	0	13,150	5,733	5,000	5,150	5,305	5,464	5,628
Insurance	56,406	70,500	60,269	61,500	63,345	65,245	67,202	69,218
Grants to Organizations	22,257	24,618	17,355	24,618	25,357	26,118	26,902	27,709
Sr. Citizen Sewer & Water Rebates	1,871	2,500	1,527	2,500	2,575	2,652	2,732	2,814
Tourism Grants To Organizations	61,000	62,000	60,500	62,000	63,860	65,776	67,749	69,781
Tourism and public relations	5,389	10,700	8,625	30,700	31,621	32,570	33,547	34,553
Event Promotion	0	0	0	7,500	0	0	0	0
Tourism Grant Spending	6,802	31,000	9,763	49,435	0	0	0	0
Communications - training and consultin	0	5,000	553	5,000	5,150	5,305	5,464	5,628
Remembrance Day Expenses	2,318	3,000	4,761	3,000	3,090	3,183	3,278	3,376
Retirement Allowance & Payouts	0	0	0	0	0	0	0	0
	156,043	222,468	169,086	251,253	200,148	206,154	212,338	218,707
Administration Distributions - Fire	(13,990)	(13,990)	(13,990)	(13,990)	(14,410)	(14,842)	(15,287)	(15,746)
Administration Distributions - Water	(186,000)	(194,000)	(194,000)	(200,500)	(206,515)	(212,710)	(219,091)	(225,664)
Administration Distributions - Sewer	(97,000)	(101,000)	(101,000)	(105,300)	(108,459)	(111,713)	(115,064)	(118,516)
	(296,990)	(308,990)	(308,990)	(319,790)	(329,384)	(339,265)	(349,442)	(359,926)
	885,338	921,820	806,034	948,915	890,448	914,770	939,822	965,623

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

Account #	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
PROTECTIVE SERVICES								
Police Costs	186,198	191,825	205,312	754,595	1,006,127	1,021,219	1,036,537	1,052,085
Fire Department								
Salaries - Chief & Officers	15,781	18,600	15,628	17,400	17,922	18,460	19,014	19,584
Call Pay - Volunteers	80,149	95,000	101,818	99,000	101,970	105,029	108,180	111,425
Call Pay - Volunteers E.H.	19,762	20,000	21,942	21,000	21,630	22,279	22,947	23,635
Grant to Department	0	0	0	0	0	0	0	0
Fire Hall Operation & Maintenance	30,841	37,700	32,136	32,300	33,269	34,267	35,295	36,354
Fire Alarm System	8,935	9,900	10,613	9,900	10,197	10,503	10,818	11,143
Training & Conferences	10,752	16,500	14,016	20,000	20,600	21,218	21,855	22,511
Firemen's Insurance	8,454	9,000	8,494	9,000	9,270	9,548	9,834	10,129
Fire Investigation & Prevention	10,003	10,500	11,542	11,500	11,845	12,200	12,566	12,943
Hydrant Rental	8,390	9,000	8,912	9,000	9,270	9,548	9,834	10,129
Clothing	8,546	5,000	4,998	5,000	5,150	5,305	5,464	5,628
Firefighting Equipment & Maintenance	4,155	4,000	7,708	11,000	11,330	11,670	12,020	12,381
Fire Dept Other	11,389	13,700	20,852	17,500	18,025	18,566	19,123	19,697
Administration Charge - Fire	13,990	13,990	13,990	13,990	14,410	14,842	15,287	15,746
PW Storage Shed Hydro	359	500	200	500	515	530	546	562
	<u>231,506</u>	<u>263,390</u>	<u>272,849</u>	<u>277,090</u>	<u>285,403</u>	<u>293,965</u>	<u>302,783</u>	<u>311,867</u>
Vehicle Operation & Maintenance								
1-00 Ladder Truck	0	0	9,914	0	0	0	0	0
2-82 Ladder Truck	5,019	6,260	8,974	6,360	6,551	6,748	6,950	7,159
3- 2000 Chev Crew Cab	2,283	2,360	3,050	2,260	2,328	2,398	2,470	2,544
3-67 Mercury Pumper	0	0	0	0	0	0	0	0
4-2002 Lafrance Pumper	6,268	4,830	5,376	4,030	4,151	4,276	4,404	4,536
5-75 Ford Pumper	0	0	0	0	0	0	0	0
5-2005 Lafrance Pumper	6,754	4,720	7,603	4,220	4,347	4,477	4,611	4,749
6-71 Ford Tank Truck	3,597	4,060	3,370	3,260	3,358	3,459	3,563	3,670
7-90 Ford Command Unit	3,762	3,800	5,214	3,300	3,399	3,501	3,606	3,714
8-82 Pumper	0	0	0	0	0	0	0	0
9-87 Rescue Truck	3,970	4,820	3,685	3,820	3,935	4,053	4,175	4,300
	<u>31,653</u>	<u>30,850</u>	<u>47,186</u>	<u>27,250</u>	<u>28,069</u>	<u>28,912</u>	<u>29,779</u>	<u>30,672</u>
	<u>263,159</u>	<u>294,240</u>	<u>320,035</u>	<u>304,340</u>	<u>313,472</u>	<u>322,877</u>	<u>332,562</u>	<u>342,539</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Emergency Measures								
Flood Control	0	900	0	900	927	955	984	1,014
	0	900	0	900	927	955	984	1,014
Building Inspection								
Bldg Insp - Salaries & Benefits	96,168	96,551	77,689	97,200	100,116	103,119	106,213	109,399
Bldg Insp - Transportation - Truck	5,905	6,100	5,862	6,100	6,283	6,471	6,665	6,865
Bldg Insp - Other	5,610	8,750	1,694	8,750	9,013	9,283	9,561	9,848
	107,683	111,401	85,245	112,050	115,412	118,873	122,439	126,112
Animal Control Contract	14,798	14,400	14,400	14,400	14,832	15,277	15,735	16,207
Other Animal Control	0	0	0	0	0	0	0	0
	14,798	14,400	14,400	14,400	14,832	15,277	15,735	16,207
Other Protection								
Security Camera Operating	1,895	1,900	1,830	1,900	1,957	2,016	2,076	2,138
Commissionaires - Evening Patrols	5,319	15,000	10,473	15,000	15,450	15,914	16,391	16,883
	7,214	16,900	12,303	16,900	17,407	17,930	18,467	19,021
Public Transit - Paratransit	38,239	0	0	0	0	0	0	0

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
TRANSPORTATION SERVICES								
Common Services								
Administration Salaries & Benefits	152,969	235,291	232,213	269,900	277,997	286,337	294,927	303,775
Wages - Engineering	0	0	0	60,000	78,513	80,868	83,294	85,793
Engineering Services	19,510	5,000	1,200	8,000	8,240	8,487	8,742	9,004
Other - Common Services	42,529	53,900	43,353	53,900	55,517	57,183	58,898	60,665
Safety Committee and Officer	26,643	24,500	15,508	15,500	15,965	16,444	16,937	17,445
Other Safety Supplies	0	3,000	1,918	3,000	3,090	3,183	3,278	3,376
Workshop & Yards	54,634	50,000	54,604	53,000	54,590	56,228	57,915	59,652
Small Tools & Equipment	6,410	6,230	4,556	8,230	8,477	8,731	8,993	9,263
		<u>377,921</u>	<u>353,352</u>	<u>471,530</u>	<u>502,389</u>	<u>517,461</u>	<u>532,984</u>	<u>548,973</u>
PW Admin Distributions - Water	(87,000)	(103,000)	(103,000)	(133,300)	(140,669)	(144,889)	(149,236)	(153,713)
PW Admin Distributions - Sewer	(33,000)	(39,000)	(39,000)	(50,900)	(55,263)	(56,921)	(58,629)	(60,388)
		<u>(142,000)</u>	<u>(142,000)</u>	<u>(184,200)</u>	<u>(195,932)</u>	<u>(201,810)</u>	<u>(207,865)</u>	<u>(214,101)</u>
	<u>182,695</u>	<u>235,921</u>	<u>211,352</u>	<u>287,330</u>	<u>306,457</u>	<u>315,651</u>	<u>325,119</u>	<u>334,872</u>
Road Transport								
Street Maintenance	60,140	68,400	37,909	54,300	55,929	57,607	59,335	61,115
Crack Sealing	38,955	40,000	40,568	40,000	41,200	42,436	43,709	45,020
Sidewalk Maintenance	65,839	80,000	60,190	80,000	82,400	84,872	87,418	90,041
Storm Sewers	52,961	38,250	38,030	44,700	46,041	47,422	48,845	50,310
Street Sweeping	69,026	73,050	75,325	73,050	75,242	77,499	79,824	82,219
Boulevards	72,792	79,200	76,934	79,200	81,576	84,023	86,544	89,140
Totems	31,914	39,000	42,374	23,100	23,793	24,507	25,242	25,999
Snow Removal	46,507	42,198	118,929	105,700	108,871	112,137	115,501	118,966
Weed Control	0	0	3,181	8,091	8,334	8,584	8,842	9,107
Highway Median Maint	213	1,300	109	1,300	1,339	1,379	1,420	1,463
	<u>438,347</u>	<u>461,398</u>	<u>493,549</u>	<u>509,441</u>	<u>524,725</u>	<u>540,466</u>	<u>556,680</u>	<u>573,380</u>
Cost Recovery Projects								
ICBC Claim - Traffic Light Damage	1,871	0	0	0	0	0	0	0
Other Jobs Charged out	48	0	0	0	0	0	0	0
	<u>1,919</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Street Lighting								
Street Lights	58,309	61,700	61,472	61,700	63,551	65,458	67,422	69,445
Decorative Lights	5,082	5,900	5,362	5,900	6,077	6,259	6,447	6,640
	<u>63,391</u>	<u>67,600</u>	<u>66,834</u>	<u>67,600</u>	<u>69,628</u>	<u>71,717</u>	<u>73,869</u>	<u>76,085</u>
Traffic Services								
Road Marking	34,792	42,000	31,799	42,000	43,260	44,558	45,895	47,272
Street Signs	21,943	27,500	22,814	25,500	26,265	27,053	27,865	28,701
Traffic Signals	28,710	34,000	29,969	34,000	35,020	36,071	37,153	38,268
	<u>85,445</u>	<u>103,500</u>	<u>84,582</u>	<u>101,500</u>	<u>104,545</u>	<u>107,682</u>	<u>110,913</u>	<u>114,241</u>
Parking								
Commissionaires	52,994	55,000	53,289	55,000	56,650	58,350	60,101	61,904
Other - Parking Exp	7,539	6,400	7,023	6,400	6,592	6,790	6,994	7,204
Parking Lot Lease	1,681	1,681	1,681	1,681	1,731	1,783	1,836	1,891
	<u>62,214</u>	<u>63,081</u>	<u>61,993</u>	<u>63,081</u>	<u>64,973</u>	<u>66,923</u>	<u>68,931</u>	<u>70,999</u>
Other Bylaw Enforcement	744	1,000	0	1,000	1,030	1,061	1,093	1,126
Parking Lot Maintenance	14,624	16,700	17,082	16,700	17,201	17,717	18,249	18,796
	<u>77,582</u>	<u>80,781</u>	<u>79,075</u>	<u>80,781</u>	<u>83,204</u>	<u>85,701</u>	<u>88,273</u>	<u>90,921</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Municipal Equipment Charges								
01 '90/05 Dump Truck	5,159	7,200	9,115	7,200	7,416	7,638	7,867	8,103
02 98 Ingersoll Compressor	1,811	1,560	1,860	1,560	1,607	1,655	1,705	1,756
03 2004 GMC Service Body	6,967	6,200	7,483	6,200	6,386	6,578	6,775	6,978
04 1 Ton Chev	6,548	0	0	0	0	0	0	0
05 2000 GMC Dump	9,859	7,950	10,334	7,950	8,189	8,435	8,688	8,949
06 2000 Altec Lift Truck	4,416	2,650	2,999	2,650	2,730	2,812	2,896	2,983
07 98 case 580L Backhoe	5,701	6,650	2,701	6,650	6,850	7,056	7,268	7,486
08 1995 Sierra P/U	0	0	0	0	0	0	0	0
09 98 John Deere 425	6,570	2,950	2,288	2,950	3,039	3,130	3,224	3,321
10 92 GMC Tank Truck	2,421	3,250	4,272	3,250	3,348	3,448	3,551	3,658
11 97 Int 1 Man Garbage Truck	11,583	12,300	21,972	12,300	12,669	13,049	13,440	13,843
12 Paint Sprayer	142	0	422	400	412	424	437	450
13 89 Eradicator	0	0	0	0	0	0	0	0
14 91 Int. Garbage	41	0	0	0	0	0	0	0
15 76 Turf Cutter	144	500	0	500	515	530	546	562
16 VA-25S Sidewalk Grinder	112	500	2,810	500	515	530	546	562
17 85 Sand Spreader	2,799	1,000	4,010	1,000	1,030	1,061	1,093	1,126
18 Chain Saws/ Trimmers	553	550	128	550	567	584	602	620
19 91 Ford Van	0	0	0	0	0	0	0	0
20 99 Ford F250	7,060	4,950	4,761	4,950	5,099	5,252	5,410	5,572
21 Mowers/Leaf Blowers	2,575	2,320	2,956	2,320	2,390	2,462	2,536	2,612
22 2004 F350 Dump	5,621	6,300	5,483	6,300	6,489	6,684	6,885	7,092
23 95GMC Sierra 2500	0	0	0	0	0	0	0	0
24 Weedeater/Hedge Trimmers	821	1,200	814	1,200	1,236	1,273	1,311	1,350
25 Tampers & Jumping Jack	742	1,250	416	1,250	1,288	1,327	1,367	1,408
26 2002 Sewer Rodder	2,974	1,030	2,010	1,030	1,061	1,093	1,126	1,160
27 89 Case Backhoe	0	0	0	0	0	0	0	0
28 Trash Pumps	(67)	0	4	0	0	0	0	0
29 97 John Deere Tractor	2,722	2,800	2,200	2,800	2,884	2,971	3,060	3,152
30 Edger	221	0	346	0	0	0	0	0
31 2000 Ford Van	4,142	5,250	4,745	5,250	5,408	5,570	5,737	5,909
32 2000 14' Sander	3,870	300	1,822	300	309	318	328	338
33 2002 Dodge Dakota	5,422	4,200	5,826	4,200	4,326	4,456	4,590	4,728
34 1999 Ranger X-cab	2,433	2,775	2,575	2,775	2,858	2,944	3,032	3,123
35 2000 Parks Trailer	224	180	230	180	185	191	197	203
36 Case Loader	4,806	7,800	16,087	7,800	8,034	8,275	8,523	8,779
38 Honda Generator	286	0	47	0	0	0	0	0
39 88 GMC Pickup	128	0	0	0	0	0	0	0
40 Stihl Cutoff Saw	421	250	1,327	250	258	266	274	282
41 93 Int'l Garbage	0	0	149	0	0	0	0	0
42 2004 Husqvarna Mower	4,136	1,400	4,445	1,400	1,442	1,485	1,530	1,576
44 1994 Elgin Sweeper	37,480	34,900	45,760	34,900	35,947	37,025	38,136	39,280
45 88 Pressure washer	159	730	0	730	752	775	798	822
46 '95 Vandura/ '04 Grumman	6,375	7,650	8,696	7,650	7,880	8,116	8,359	8,610
47 2001 Parks Trailer	2,871	120	360	120	124	128	132	136
48 89 Cement Mixer	478	40	39	40	41	42	43	44
49 1994 Parks Trailer	773	110	173	110	113	116	119	123
50 1995 Sonoma P/U	1,991	0	70	0	0	0	0	0
51 2004 Parks Trailer	720	110	148	110	113	116	119	123
52 05 Dakota	2,808	1,860	3,117	1,860	1,916	1,973	2,032	2,093
54 99 Ford F250	4,588	3,050	4,155	3,050	3,142	3,236	3,333	3,433
55 2005 GMC P/U	4,977	4,800	3,162	4,800	4,944	5,092	5,245	5,402
56 2006 New Holland Backhoe	9,823	9,200	11,146	9,200	9,476	9,760	10,053	10,355
57 2007 Steam cleaner	338	370	1,341	370	381	392	404	416
58 2007 Civic Hybrid	923	5,050	3,166	5,050	5,202	5,358	5,519	5,685
59 2008 Chevy Silverado PU	1,554	3,400	4,345	3,400	3,502	3,607	3,715	3,826
60 2008 GMC Dump Box	1,132	4,100	5,540	4,100	4,223	4,350	4,481	4,615
61 2008 Utility Trailer	0	0	281	0	0	0	0	0
Undistributed Charges	6,662	5,000	4,964	5,000	5,150	5,305	5,464	5,628
Transfer Equipment Surplus	153,265	133,605	134,705	133,605	137,613	141,741	145,993	150,373
	350,280	309,360	357,805	309,760	319,059	328,629	338,489	348,645
Equipment Charges	(350,281)	(309,360)	(357,806)	(309,760)	(319,053)	(328,625)	(338,484)	(348,639)
Net Cost of equipment	(1)	0	(1)	0	6	4	5	6

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
ENVIRONMENTAL HEALTH SERVICES								
Comfort Stations	9,205	10,835	10,944	16,135	16,619	17,118	17,632	18,161
Mosquito Control	6,721	8,370	4,667	7,000	7,000	7,000	7,000	7,000
Environmental Programs	0	0	0	30,000	20,000	20,600	21,218	21,855
Community Kitchens - Field to Table	34,428	0	0	0	0	0	0	0
Garbage Collection								
Residential								
Wages & Benefits - R	48,045	51,000	47,919	51,000	52,530	54,106	55,729	57,401
Municipal Equipment - R	30,344	30,500	29,883	30,500	31,415	32,357	33,328	34,328
Cardboard								
Wages & Benefits - C	0	0	36	0	0	0	0	0
Other - C	1,200	1,200	1,200	1,200	1,236	1,273	1,311	1,350
Municipal Equipment - C	0	0	0	0	0	0	0	0
Container Maintenance	0	0	30	0	0	0	0	0
Garbage Tipping Fees	61,300	65,500	62,643	65,500	67,465	69,489	71,574	73,721
Recycling	17,864	21,800	28,416	21,800	22,454	23,128	23,822	24,537
Organics Startup	0	0	0	44,000	3,000	3,090	3,183	3,278
Other Collection - Litter	4,181	4,500	4,169	4,500	4,635	4,774	4,917	5,065
Miscellaneous Garbage Costs	806	1,000	607	1,000	1,030	1,061	1,093	1,126
	163,740	175,500	174,903	219,500	183,765	189,278	194,957	200,806
PLANNING AND STUDY PROJECTS								
Planning Salaries and Benefits	0	35,169	0	62,500	115,637	119,106	122,679	126,359
Planning & Zoning	8,419	11,500	3,395	8,500	8,755	9,018	9,289	9,568
Design Guidelines	0	0	0	0	0	0	0	0
Downtown Revite	0	0	0	0	0	0	0	0
Restructure	3,334	7,100	1,531	5,569	0	0	0	0
TCH Study	0	0	0	0	0	0	0	0
Exhibition Lands	26,620	10,000	0	0	0	0	0	0
OCP (37,500 - 05/06)	36,466	0	0	0	0	0	0	0
Heritage	3,000	5,000	0	5,000	5,150	5,305	5,464	5,628
Crystal Meth Project	4,817	0	0	0	0	0	0	0
Net Cost Green Streets (Grant 20k, Trib)	0	0	0	0	0	0	0	0
Planning	82,656	68,769	4,926	81,569	129,542	133,429	137,432	141,555

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
RECREATION & CULTURAL SERVICES								
Joint Recreation Facilities								
Joint Aquannis	113,729	162,000	106,308	6,000	6,180	6,365	6,556	6,753
Joint Cowichan Aquatic Centre	0	0	66,589	155,000	159,650	164,440	169,373	174,454
Joint Parks	31,626	32,000	31,056	32,000	32,960	33,949	34,967	36,016
Sportsplex Public Use	0	0	3,000	3,000	3,090	3,183	3,278	3,376
	<u>145,355</u>	<u>194,000</u>	<u>206,953</u>	<u>196,000</u>	<u>201,880</u>	<u>207,937</u>	<u>214,174</u>	<u>220,599</u>
City Parks & Facilities								
Centennial Heights Park	20,673	11,800	13,260	11,800	12,154	12,519	12,895	13,282
Station St Park	2,830	3,160	2,517	3,160	3,255	3,353	3,454	3,558
Charles Hoey Park	34,793	38,800	38,213	38,800	39,964	41,163	42,398	43,670
Rotary Park	53,049	57,500	50,119	52,000	53,560	55,167	56,822	58,527
McAdam Park	56,837	59,985	61,398	59,985	61,785	63,639	65,548	67,514
Centennial Park	22,531	40,425	22,557	40,500	41,715	42,966	44,255	45,583
City Square	20,535	22,300	15,360	22,300	22,969	23,658	24,368	25,099
Farmers Market Exp	0	510	0	510	525	541	557	574
Downtown Area	100,524	99,700	91,414	105,700	108,871	112,137	115,501	118,966
Composting Operation	669	750	739	750	773	796	820	845
China Gardens	2,618	3,263	2,397	3,263	3,361	3,462	3,566	3,673
Parks Other	469	350	385	350	361	372	383	394
Parks Training	4,301	6,650	1,809	3,600	3,708	3,819	3,934	4,052
Graffiti Removal	0	15,500	23,429	13,500	13,905	14,322	14,752	15,195
Pole Banners	0	0	2,382	3,800	3,914	4,031	4,152	4,277
Highway Banners	5,640	5,800	7,099	7,300	7,519	7,745	7,977	8,216
	<u>325,469</u>	<u>366,493</u>	<u>333,078</u>	<u>367,318</u>	<u>378,339</u>	<u>389,690</u>	<u>401,382</u>	<u>413,425</u>
Cultural Buildings & Facilities								
Library	143,567	148,910	148,910	154,344	158,974	163,743	168,655	173,715
VSO Centre	2,506	3,100	2,794	3,100	3,193	3,289	3,388	3,490
	<u>146,073</u>	<u>152,010</u>	<u>151,704</u>	<u>157,444</u>	<u>162,167</u>	<u>167,032</u>	<u>172,043</u>	<u>177,205</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
FISCAL SERVICES								
Debt Charges - Interest								
Current Exp. Loans	0	0	0	0	0	0	0	0
Interest on Prepaid Taxes	4,225	6,000	3,448	4,000	4,000	4,000	4,000	4,000
	<u>4,225</u>	<u>6,000</u>	<u>3,448</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
Short Term Capital								
Fire Truck - STC	0	0	0	0	0	0	0	0
Washrooms - STC	0	0	0	0	0	0	0	0
City Hall Square - STC	432	0	0	0	0	0	0	0
Traffic improvements - DD	0	0	0	0	0	37,500	50,000	48,488
Debenture Debt								
General Debenture - DD	0	0	0	0	0	0	0	0
Storm Sewers - DD	0	0	0	0	0	0	0	0
Fire Hall - DD	0	0	0	0	0	0	0	0
Fire Trucks - DD	17,271	17,300	17,271	17,300	17,300	17,300	17,300	17,300
2004 Fire Truck - DD	10,058	9,200	9,110	9,200	9,200	9,200	9,200	9,200
Pool Debt	12,724	60,000	39,130	86,500	86,500	86,500	86,500	86,500
Downtown Revitalization - DD	0	0	0	0	0	0	0	0
	<u>44,710</u>	<u>92,500</u>	<u>68,959</u>	<u>117,000</u>	<u>117,000</u>	<u>154,500</u>	<u>167,000</u>	<u>165,488</u>
Principal -								
Short Term Capital Borrowing	0	0	0	0	0	0	0	0
Washrooms - P	0	0	0	0	0	0	0	0
City Hall Square - P	17,000	0	0	0	0	0	0	0
Traffic improvements - P	0	0	0	0	0	0	30,243	31,755
General Debenture	0	0	0	0	0	0	0	0
Storm Sewers - P	0	0	0	0	0	0	0	0
Fire Hall - P	0	0	0	0	0	0	0	0
2004 Fire Truck	0	0	0	0	0	0	0	0
Washrooms - P	0	0	0	0	0	0	0	0
2005 Fire Trucks	28,728	29,700	29,675	29,700	29,700	29,700	29,700	29,700
Fire Truck - P	22,659	22,700	22,659	22,700	22,700	22,700	22,700	22,700
Pool Debt - P	0	0	0	52,300	52,300	52,300	52,300	52,300
Downtown Revitalization - P	0	0	0	0	0	0	0	0
	<u>68,387</u>	<u>52,400</u>	<u>52,334</u>	<u>104,700</u>	<u>104,700</u>	<u>104,700</u>	<u>134,943</u>	<u>136,455</u>
Transfer to Own Reserves & Allowances								
Machinery & Equip Repl Res Fund	115,000	120,000	120,000	138,290	138,290	138,290	138,290	138,290
Additional TSF to Equipment Reserve	0	0	0	0	0	0	0	0
Fire Dept Equip Reserve Fund	45,000	45,000	45,000	86,400	86,400	86,400	86,400	86,400
Totem Reserve Fund	0	0	0	0	0	0	0	0
Christmas Decorations Reserve	1,381	0	5,000	0	0	0	0	0
Parking Reserve Fund	0	0	0	0	0	0	0	0
New Works Reserve Fund	0	0	328,915	0	0	0	0	0
Additional GST Reserve Fund	0	0	0	0	0	0	0	0
Reserve Acct. - Future Exp Stage roof	0	0	0	0	0	0	0	0
Tsf to Public Art Reserve	10,000	0	0	0	0	0	0	0
Retirement Reserve Acct	0	0	0	0	0	0	0	0
Res. Acct - Future Expend. Gov't	0	0	0	0	0	0	0	0
	<u>171,381</u>	<u>165,000</u>	<u>498,915</u>	<u>224,690</u>	<u>224,690</u>	<u>224,690</u>	<u>224,690</u>	<u>224,690</u>
CONTRIBUTION TO GENERAL CAPITAL FUND								
Paid by Prior Years' Sprlses & Rsrves	0	818,500	138,932	1,087,658	0	0	0	0
Paid by General Taxation	408,155	450,600	506,861	445,000	445,000	446,216	447,750	446,633
Total CONTRIB. to CAPITAL FUND	<u>408,155</u>	<u>1,269,100</u>	<u>645,793</u>	<u>1,532,658</u>	<u>445,000</u>	<u>446,216</u>	<u>447,750</u>	<u>446,633</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
TRANSFER TO UTILITY OPERATING FUNDS								
Sewer Parcel Tax	42,590	42,820	42,920	42,820	42,820	42,820	42,820	42,820
TRANSFER TO OTHER GOVERNMENTS								
Business Improvement Areas	115,181	150,000	150,000	155,000	160,000	165,000	170,000	175,000
Cowichan Valley Regional District	856,551	919,555	919,425	927,210	964,298	1,012,513	1,063,139	1,116,296
	971,732	1,069,555	1,069,425	1,082,210	1,124,298	1,177,513	1,233,139	1,291,296
COLLECTIONS FOR OTHER GOV'TS.								
School Taxes	1,859,846	1,903,609	1,885,897	1,903,609	1,979,753	2,078,741	2,182,678	2,291,812
C.V. Regional Hospital District	151,252	125,690	125,690	150,548	156,570	164,399	172,619	181,250
Municipal Finance Authority	126	101	105	156	162	170	179	188
B.C. Assessment Authority	51,713	52,584	53,589	56,678	58,945	61,892	64,987	68,236
	2,062,937	2,081,984	2,065,281	2,110,991	2,195,430	2,305,202	2,420,463	2,541,486
OTHER FISCAL SERVICES								
Council Contingency	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
				0				

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
SEWER ENTERPRISE - REVENUES								
Sales of Service				8%	8.0%	8.0%	6.0%	4.0%
Sewer User Fees	506,826	532,167	505,750	545,226	588,844	635,952	674,109	701,073
User Fees - Reserve	29,342	30,809	23,659	25,552	27,596	29,804	31,592	32,856
User Fees - NC	5,960	5,500	5,392	5,823	6,289	6,792	7,200	7,488
Metered Sewer Fees	876	0	51,724	41,050	44,334	47,881	50,754	52,784
Cost sharing N. Cowichan	20,549	10,000	18,847	15,000	16,200	17,496	18,546	19,288
Sewer Custom	0	0	0	0	0	0	0	0
Connection Fees	0	0	0	0	0	0	0	0
	<u>563,553</u>	<u>578,476</u>	<u>605,372</u>	<u>632,651</u>	<u>683,263</u>	<u>737,925</u>	<u>782,201</u>	<u>813,489</u>
Other Revenue From Own Sources								
Return on Investments	21,516	12,000	19,580	15,000	15,000	15,000	15,000	15,000
Transfer from General - Parcel Tax	42,590	42,820	42,920	42,820	42,820	42,820	42,820	42,820
	<u>627,659</u>	<u>633,296</u>	<u>667,872</u>	<u>690,471</u>	<u>741,083</u>	<u>795,745</u>	<u>840,021</u>	<u>871,309</u>
SEWER ENTERPRISE - EXPENDITURES								
Administration								
Toilet Rebate - Sewer	1,740	5,000	2,480	5,000	5,150	5,305	5,464	5,628
Sewer Grants	0	3,000	0	3,000	3,000	3,000	3,000	3,000
Sewer Engineering	855	14,000	0	11,800	12,154	12,519	12,895	13,282
Insurance Alloc	316	500	311	500	515	530	546	562
Sewer Training	100	2,000	0	3,000	3,090	3,183	3,278	3,376
Other Sewer Admin	0	4,500	4,966	4,500	4,635	4,774	4,917	5,065
Write down of Sewer Connections	7,134	0	0	0	0	0	0	0
Administration Charges - Sewer	97,000	101,000	101,183	103,700	106,811	110,015	113,315	116,714
PW Administration Charge - Sewer	33,000	39,000	39,000	50,900	52,427	54,000	55,620	57,289
	<u>140,145</u>	<u>169,000</u>	<u>147,940</u>	<u>182,400</u>	<u>187,782</u>	<u>193,326</u>	<u>199,035</u>	<u>204,916</u>
Transmission & Distribution								
System Maintenance	71,540	75,000	51,265	75,000	77,250	79,568	81,955	84,414
Infiltration Investigation	336	10,000	134	10,000	10,300	10,609	10,927	11,255
Marchmont Street Station	40,439	36,000	33,663	36,000	37,080	38,192	39,338	40,518
Pumping - Lift Stations	36,702	27,000	22,325	27,000	27,810	28,644	29,503	30,388
	<u>149,017</u>	<u>148,000</u>	<u>107,387</u>	<u>148,000</u>	<u>152,440</u>	<u>157,013</u>	<u>161,723</u>	<u>166,575</u>
Treatment Disposal								
Contribution to Jt. Utilities Board	179,425	230,000	201,596	230,000	236,900	244,007	251,327	258,867
Debt Charges								
Sewer Debt Interest	23,058	23,100	23,058	23,100	23,100	23,100	23,100	23,100
	<u>491,645</u>	<u>570,100</u>	<u>479,981</u>	<u>583,500</u>	<u>600,222</u>	<u>617,446</u>	<u>635,185</u>	<u>653,458</u>
EXCESS OF REVENUES OVER EXPENDITURE	136,014	63,196	187,891	106,971	140,861	178,299	204,836	217,851
TSF from Prior Years Surplus	48,087	335,606	0	184,231	12,841	0	0	0
Prior Years' Surplus Appropriated	0	0	0	0	0	0	0	0
Prior Years' Surplus For Capital Fund	(48,087)	(335,606)	0	(184,231)	(12,841)	0	0	0
Cont. to Sewer Capital Fund	(123,313)	(50,494)	(160,241)	(94,269)	(128,159)	(165,597)	(192,134)	(205,149)
Debt Repayment Debentures	(12,702)	(12,702)	(12,702)	(12,702)	(12,702)	(12,702)	(12,702)	(12,702)
	<u>(136,015)</u>	<u>(63,196)</u>	<u>(172,943)</u>	<u>(106,971)</u>	<u>(140,861)</u>	<u>(178,299)</u>	<u>(204,836)</u>	<u>(217,851)</u>
	<u>(1)</u>	<u>0</u>	<u>14,948</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Accumulated Surplus, December 31	\$ 472,169		\$ 487,117	\$ 302,886	\$ 290,045	\$ 290,045	\$ 290,045	\$ 290,045

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
WATER UTILITY - REVENUES								
Sale of Water				10.3%	10.0%	8.0%	7.0%	3.0%
City Flat Rate	352,144	373,273	365,474	403,135	443,449	478,925	512,450	527,824
City Metered	67,179	65,000	81,045	67,000	73,700	79,596	85,168	87,723
Cowichan Tribes Flat Rate	17,485	18,534	18,522	20,017	22,019	23,781	25,446	26,209
Cowichan Tribes Metered	73,370	60,000	102,082	73,000	80,300	86,724	92,795	95,579
North Cowichan I Flat Rate	203,516	215,711	219,281	232,968	256,265	276,766	296,140	305,024
North Cowichan I Metered	27,996	22,000	33,062	28,000	30,800	33,264	35,592	36,660
North Cowichan II Flat Rate	190,426	202,142	201,910	215,000	236,500	255,420	273,299	281,498
North Cowichan II Metered	35,070	28,000	48,190	35,000	38,500	41,580	44,491	45,826
Eagle Heights Flat Rate	98,626	104,544	104,670	112,908	124,199	134,135	143,524	147,830
Eagle Heights Metered	56,524	40,000	65,781	56,000	61,600	66,528	71,185	73,321
	<u>1,122,336</u>	<u>1,129,204</u>	<u>1,240,017</u>	<u>1,243,028</u>	<u>1,367,332</u>	<u>1,476,719</u>	<u>1,580,090</u>	<u>1,627,494</u>
Other Services								
Water Custom	791	1,000	69	1,000	1,000	1,000	1,000	1,000
Water On/Off	179	100	25	100	100	100	100	100
Water Connection Fees	0	0	0	0	0	0	0	0
	<u>970</u>	<u>1,100</u>	<u>94</u>	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>	<u>1,100</u>
Other Revenue from Own Sources								
Penalties	27,575	17,000	19,338	17,000	17,000	17,000	17,000	17,000
Water Studies	5,505	0	9,238	0	0	0	0	0
Interest on Investment	30,433	15,000	36,627	15,000	15,000	15,000	15,000	15,000
	<u>63,513</u>	<u>32,000</u>	<u>65,203</u>	<u>32,000</u>	<u>32,000</u>	<u>32,000</u>	<u>32,000</u>	<u>32,000</u>
	<u>1,186,819</u>	<u>1,162,304</u>	<u>1,305,314</u>	<u>1,276,128</u>	<u>1,400,432</u>	<u>1,509,819</u>	<u>1,613,190</u>	<u>1,660,594</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 OPERATING EXPENDITURE PLAN

	2007 FINAL	2008 BUDGET	2008 Actuals	2009 BUDGET	2010 Budget	2011 Budget	2012 Budget	2013 Budget
WATER UTILITY - EXPENDITURES								
Administration								
Salaries & Benefits -W	6,787	6,000	2,527	6,000	6,180	6,365	6,556	6,753
Toilet Rebate - Water	1,860	5,000	2,480	5,000	5,150	5,305	5,464	5,628
Water Grants	15,414	15,700	14,461	15,700	15,700	15,700	15,700	15,700
Water Engineering	19,673	21,000	18,883	21,000	21,630	22,279	22,947	23,635
Insurance Allocation	4,454	5,000	4,897	5,000	5,150	5,305	5,464	5,628
Training and Courses	3,400	3,000	447	3,000	3,090	3,183	3,278	3,376
Other Water Admin	0	3,500	1,237	3,500	3,605	3,713	3,824	3,939
Write down of Water Connections	30,032	0	(1,696)	0	0	0	0	0
Legal - Water	0	3,500	12,590	3,500	3,605	3,713	3,824	3,939
Administration Charges - Water	185,986	194,000	194,000	200,500	206,515	212,710	219,091	225,664
PW Administration Charge - Water	87,000	103,000	103,000	133,300	137,299	141,418	145,661	150,031
	354,606	359,700	352,826	396,500	407,924	419,691	431,809	444,293
Transmission & Distribution								
Taxes								
	0	0	0	0	0	0	0	0
City System Maintenance	126,219	210,400	116,998	155,600	160,268	165,076	170,028	175,129
North Cowichan System Maintenance	98,581	156,500	101,522	156,500	161,195	166,031	171,012	176,142
Eagle Heights Maintenance	42,047	82,550	58,511	82,550	85,027	87,578	90,205	92,911
Cowichan Tribes Maintenance	8,531	36,400	24,308	36,400	37,492	38,617	39,776	40,969
Metering - High Use Services	72	19,125	944	19,125	19,699	20,290	20,899	21,526
Meter Reading	0	0	2,202	10,000	0	0	0	0
	275,450	504,975	304,485	460,175	463,681	477,592	491,920	506,677
Pumping								
Pumphouse No. 1	0	0	148	0	0	0	0	0
Pumphouse No. 2	65,948	90,000	105,456	90,000	92,700	95,481	98,345	101,295
Pumphouse No. 3	10,876	15,325	33,623	15,325	15,785	16,259	16,747	17,249
Pumphouse No. 4	43,333	47,500	59,362	47,500	48,925	50,393	51,905	53,462
Pumphouse No. 5	61,749	11,025	44,046	11,025	11,356	11,697	12,048	12,409
Eagle Heights Pumphouse	10,768	19,025	17,336	19,025	19,596	20,184	20,790	21,414
Gibbins Road Pump & Reservoir	25,976	30,250	21,821	30,250	31,158	32,093	33,056	34,048
	218,650	213,125	281,792	213,125	219,520	226,107	232,891	239,877
Water Debenture Interest								
	11,520	19,000	11,520	12,000	12,000	12,000	12,000	12,000
Total Expenditures	860,226	1,096,800	950,623	1,081,800	1,103,125	1,135,390	1,168,620	1,202,847
EXCESS OF REVENUES OVER EXPENDITURE								
TSF from Prior Years Surplus - W	0	458,496	0	877,351	112,493	35,371	0	0
Transfer to Water Capital Reserve	(2,725)	0	(2,925)	0	0	0	0	0
Prior-Years' Surplus For Water Capital	0	(458,496)	0	(877,351)	(112,493)	(35,371)	0	0
Debt Repayment - Debentures	(7,742)	(7,800)	(7,742)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)
Transfer to Water Capital Fund	(236,721)	(57,704)	(288,386)	(186,528)	(289,507)	(366,629)	(436,770)	(449,947)
	(247,188)	(65,504)	(299,053)	(194,328)	(297,307)	(374,429)	(444,570)	(457,747)
Change in Financial Equity	79,405	0	55,638	0	0	0	0	0
Accumulated Surplus, December 31	\$1,097,511		\$1,153,149	275,798	163,305	127,934	127,934	127,934

THE CORPORATION OF THE CITY OF DUNCAN
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 CAPITAL EXPENDITURE PLAN
 2009 - 2013

	2008 Actuals	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
GENERAL CAPITAL EXPENDITURE SUMMARY						
General Government	23,127	47,600	27,600	27,600	27,600	27,600
Fire Department	401,476	348,000	10,000	10,000	10,000	10,000
Transportation - See Pages						
Roads	317,991	1,245,000	300,400	1,301,616	303,150	302,033
Sidewalks	30,376	15,000	30,000	30,000	30,000	30,000
Traffic Services	9,618	2,209,000	40,000	40,000	40,000	40,000
Machinery, Equipment & Buildings	29,758	425,500	121,000	90,070	115,935	21,766
Storm Sewers	95,798	76,000	1,000	1,000	1,000	1,000
	483,541	3,970,500	492,400	1,462,686	490,085	394,799
Waste Collection	0	6,000	6,000	6,000	6,000	6,000
Parks & Cultural Services	1,804,783	3,071,133	305,000	305,000	25,000	25,000
Repay Capital Fund Deficit 2007	1,132,987	0	0	0	0	0
Transfer Excess Property Sale to Reserve	1,588,379	0	0	0	0	0
	5,434,293	7,443,233	841,000	1,811,286	558,685	463,399
GENERAL CAPITAL FINANCING SUMMARY						
Reserve Fund						
Parking						
Gas Tax	-	200,000	-	-	-	-
Equipment Replacement	350,408	735,000	115,000	84,070	109,935	15,766
DCCs	-	343,750	-	-	-	-
New Works Reserve (Govt St)		146,750				
Art Reserve		2,500				
Sale of Property	-	1,873,000	-	-	-	-
	350,408	3,301,000	115,000	84,070	109,935	15,766
General Revenue	506,860	445,000	445,000	446,216	447,750	446,633
General Operating Surplus	138,932	1,087,658	-	-	-	-
Capital Funds						
Sale of Property	3,506,931	-	-	-	-	-
Interest Income	5,309	-	-	-	-	-
MFA Refunds	2,677	-	-	-	-	-
Storm Connection & Curb Cut Fees	88	1,000	1,000	1,000	1,000	1,000
Grants						
Government Grants						
Other (Contractors, Donations, etc)	-	177,834	280,000	280,000	-	-
Infrastructure Grants	44,768	2,430,741	-	-	-	-
Borrowing				1,000,000		
Borrowing From Reserves	886,306	-	-	-	-	-
	5,442,279	7,443,233	841,000	1,811,286	558,685	463,399
	7,986	-	-	-	-	-

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 CAPITAL EXPENDITURE PLAN
 2009 - 2013

	2008 Actuals	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
GENERAL GOVERNMENT						
City Hall Carpet & paint		21,500	15,000	15,000	15,000	15,000
Office Equipment (Computers etc.)	16,663	12,600	12,600	12,600	12,600	12,600
Parking Ticket Handheld		8,000				
Committee Room Flooring		2,500				
Council office and Commtee Chair	2,664	1,000				
City Flag Redesign		2,000				
Community Policing - Speed Board	3,800					
	<u>23,127</u>	<u>47,600</u>	<u>27,600</u>	<u>27,600</u>	<u>27,600</u>	<u>27,600</u>
SOURCE OF FINANCING						
General Revenue	13,127	39,600	27,600	27,600	27,600	27,600
General Operating Surplus	10,000	8,000				
Equipment Reserves	-					
	<u>23,127</u>	<u>47,600</u>	<u>27,600</u>	<u>27,600</u>	<u>27,600</u>	<u>27,600</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 CAPITAL EXPENDITURE PLAN
 2009 - 2013

	2008 Actuals	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
FIRE DEPARTMENT						
OFFICE EQUIPMENT						
computers	2,081					
paggers	2,386					
training	6,308					
	<u>10,775</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
FIRE FIGHTING EQUIPMENT						
General Fire Dept. Capital uniforms	11,880	10,000	10,000	10,000	10,000	10,000
Jaws		43000				
Air Packs		140000				
Defibrillator	496					
	<u>12,376</u>	<u>193,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
MOBILE EQUIPMENT						
Replacement Ladder Truck	347,776					
rescue chisel kit	1,099					
	<u>348,875</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
FIRE HALL EQUIPMENT						
Building	29,450	45,000				
Seismic Study/Upgrade	-	110,000				
	<u>29,450</u>	<u>155,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>401,476</u>	<u>348,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
SOURCE OF FINANCING						
General Revenue	33,700	10,000	10,000	10,000	10,000	10,000
Capital Funds (MFA Debt Reserve Fire Hall)						
Borrowing						
General Operating Surplus	20,000					
Sale of Assets						
Mach & Equip Reserve- Ladder Tru	347,776					
Mach & Equip Reserve- Air Packs	-	140,000				
Mach & Equip Reserve - Seismic		110,000				
Mach & Equip Reserve- Jaws		43,000				
Mach & Equip Reserve - Roof		45,000				
	<u>401,476</u>	<u>348,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 CAPITAL EXPENDITURE PLAN
 2009 - 2013

	2008 Actuals	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
CAPITAL EXPENDITURES						
Gateway road improvements (e.g. Trunk Road)				1,000,000		
Crosswalk- Canada and Kenneth		15,000				
Crosswalk- Duncan St		20,000				
End of Station St		9,000				
Convex Mirror- White/ Jubilee		1,500				
Four way stop- Jubilee		3,500				
Craig Street Revitalization	1,874	866,000				
Government St Crosswalks	585	30,000				
Road Rebuilding	195,741	300,000	300,400	301,616	303,150	302,033
Chesterfield Road	119,791					
Paving Inventory/Study						
	<u>317,991</u>	<u>1,245,000</u>	<u>300,400</u>	<u>1,301,616</u>	<u>303,150</u>	<u>302,033</u>
SOURCE OF FINANCING						
General Revenue	317,406	305,000	300,400	301,616	303,150	302,033
Operating Surpluses	585					
Surplus- Canada and Kenneth		15,000				
Surplus- Duncan St. Xwalk		20,000				
Surplus- Government St Xwalk		30,000				
Surplus- end of station st.		9,000				
Surplus- Craig St Revite		276,000				
Grants- Craig St Revite	-	590,000				
Borrowing	-			1,000,000		
Equipment Reserves	-					
ICBC Contribution						
	<u>317,991</u>	<u>1,245,000</u>	<u>300,400</u>	<u>1,301,616</u>	<u>303,150</u>	<u>302,033</u>
CAPITAL EXPENDITURES						
Future Sidewalk Recontruction			-	0	0	0
Chesterfield sidewalk	28,427					
Sidewalk property purchases		15,000	15,000	15,000	15,000	15,000
Sidewalks	1,949		15,000	15,000	15,000	15,000
	<u>30,376</u>	<u>15,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
SOURCE OF FINANCINGS						
General Revenue	1,949	15,000	30,000	30,000	30,000	30,000
Operating Reserves						
Operating Surplus	28,427					
Other Contributions						
	<u>30,376</u>	<u>15,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 CAPITAL EXPENDITURE PLAN
 2009 - 2013

	2008 Actuals	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Alenby Roundabout		346,750				
Other Costs		420,000				
Canada/Gov't/Trunk/Duncan/cowichan Way light		343,750				
One way couplet		1,062,500				
Centennial Heights - overhead light	9,618	-				
Other Traffic Improvements		-	40,000	40,000	40,000	40,000
Canada/Gov't St/Cowichan Way Intersection Upgrades						
Landscaping - Gov't St Improvements						
Festubert/Trunk audio signals		6,000				
Rewrite DCC Bylaw		30,000				
	<u>9,618</u>	<u>2,209,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
** Use Gov't St Reserve						
SOURCE OF FINANCING						
General Revenue	9,618	6,000	40,000	40,000	40,000	40,000
Reserves - Gas Tax	-	200,000				
Reserves - DCC	-					
Reserves- Gov. St.		146,750				
Reserves - Sale of Property	-	273,000				
DCCs - For Cowichan Way Lights		343,750				
Debt/Recoveries- Other Costs		147,000				
Debt/Recoveries- One way couplet		(106,166)				
Grants	-	1,168,666				
Borrowing	-					
Surplus- DCC bylaw	-	30,000				
Contractor/Developer						
	<u>9,618</u>	<u>2,209,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 CAPITAL EXPENDITURE PLAN
 2009 - 2013

CAPITAL EXPENDITURES	2008 Actuals	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Maintenance Trailer	2,632					
Replace Loader						
Replace Equipment			115,000	84,070	109,935	15,766
Replace Garbage Loader		250,000				
Replace #36 Loader w/ Excavator		110,000				
Survey Total Station Instrument		10,000				
Diesel Plate Packer		12,000				
running boards - #59	561					
Shared Public Works						
Small Equipment		5,000	10,000	10,000	10,000	10,000
PW Building Asbestos	7,085					
PW Video Surveillance		2,500				
Jumping Jack	7,490					
autocad License/Subscription	5,977					
Workstations	5,549	4,000				
Shop Electrical Upgrades		10,000				
office chair	662					
office shelving	200					
CAD software & Printer		10,000				
Video Inspection Camera	10,101					
Roofing Capital		41,000				
Contributions from Water & Sewer	(10,499)	(29,000)	(4,000)	(4,000)	(4,000)	(4,000)
	<u>29,758</u>	<u>425,500</u>	<u>121,000</u>	<u>90,070</u>	<u>115,935</u>	<u>21,766</u>
SOURCE OF FINANCING						
General Revenue	27,126	18,900	6,000	6,000	6,000	6,000
Equipment Reserves	2,632	22,000	115,000	84,070	109,935	15,766
Reserves- Garbage truck		250,000				
Reserves- #36 Loader		110,000				
SALE of Property						
Capital Funds						
Operating Surpluses-Roofing		24,600				
	<u>29,758</u>	<u>425,500</u>	<u>121,000</u>	<u>90,070</u>	<u>115,935</u>	<u>21,766</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
 CAPITAL EXPENDITURE PLAN
 2009 - 2013

	2008 Actuals	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
CAPITAL EXPENDITURES						
Other (Storm Drain Connections)	3,427	1,000	1,000	1,000	1,000	1,000
Chesterfield Storm	40,441					
Arbutus Storm Correction						
Upgrade Outfall at PW	44,768					
Storm Sewer Study	7,162	75,000				
	<u>95,798</u>	<u>76,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
SOURCE OF FINANCING						
General Revenue	3,339	-	-	-	-	-
DCCs						
Capital Funds						
Grants	44,768					
Connection Fees	88	1,000	1,000	1,000	1,000	1,000
Operating Surpluses	40,441					
Surplus- Storm Study	7,162	75,000				
Surplus-						
Borrowing						
	<u>95,798</u>	<u>76,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
CAPITAL EXPENDITURES						
Garbage Containers						
Litter Baskets	-	6,000	6,000	6,000	6,000	6,000
	<u>-</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
SOURCE OF FINANCING						
General Revenue	-	6,000	6,000	6,000	6,000	6,000
Donation						
	<u>-</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>

THE CORPORATION OF THE CITY OF DUNCAN
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 CAPITAL EXPENDITURE PLAN
 2009 - 2013

	2008 Actuals	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Parks & Cultural Services						
Canada Ave Banner Poles		8,000				
Centennial Park						
Improvements- Phase 1	51,469	700,000	300,000	300,000		
Parking Lot Patching & Planning						
Rick Hansen- Man in Motion		3,633				
Lawn Bowling- parking contribution		10,000				
Mc Adam Park					20,000	20,000
Powerpole concert to underground		8,000				
Building Roof		15,000				
New Aquatic Centre	921,552					
New Ball Fields	24,121	1,600,000				
BC Hydro Beautification		400,000				
PW yard fence change for Trail	10,337					
Caboose	34,997	7,500				
Cairnsmore to Canada Ave Stairs	864	30,000				
Downtown and Charles Hoey Park						
City owned banners		6,500				
Cenotaph Drainage		7,000				
Gazebo lighting		3,000				
Xmas Decorations		20,000	5,000	5,000	5,000	5,000
City Square - Drinking Fountain		2,500				
Trail- downtown to commons		250,000				
Repay Borrowing From Reserves	761,443					
	1,804,783	3,071,133	305,000	305,000	25,000	25,000
Repay Capital Fund Deficit 2007	1,132,987					
Transfer Excess Sale Proceeds to Reserve	1,588,379					
	4,526,149	3,071,133	305,000	305,000	25,000	25,000
SOURCE OF FINANCING						
General Revenue	100,595	44,500	25,000	25,000	25,000	25,000
Sale of Property	3,506,931					
Donations			280,000	280,000		
General Operating Surpluses	32,317					
Surplus- Banners		4,000				
Surplus- BC hydro		134,000				
Surplus- Centennial Park		424,558				
Surplus- Caboose		7,500				
Surplus- Cairnsmore Stairs		30,000				
Reserve Funds - Equip Replacement						
Reserve- Art - Fountaing		2,500				
Sale of Property Reserve- New Ball fields		1,600,000				
Reserve- xmas decorations		15,000				
Borrowing From Reserves	886,306					
Grants- bc hydro beautification		133,000				
Grants- Rick Hansen		3,633				
Grants- Centennial Park		275,442				
Grants- Lawn Bowling		10,000				
Grants- Trail		250,000				
Debt/Recoveries- BC hydro		133,000				
Donation DBIA		4,000				
	4,526,149	3,071,133	305,000	305,000	25,000	25,000

THE CORPORATION OF THE CITY OF DUNCAN
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 2009 - 2013

	2008 Actuals	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
SEWER UTILITY CAPITAL						
Service Connections	1,753	1,000	1,000	1,000	1,000	1,000
Shared Public Works Capital	6,817	14,500	2,000	2,000	2,000	2,000
Chesterfield Sewer	89,547					
Upgrade additional lines			100,000	100,000	151,134	164,149
Tanks to Lift stations x2		100,000				
Inflow and Infiltration-Metering sub areas		50,000				
land I - Metering Sub areas						
JUB Capital - Other		39,000	39,000	39,000	39,000	39,000
Identified Sewer Mtce upgrades						
1 - Government and Boundary		75,000				
	<u>98,117</u>	<u>279,500</u>	<u>142,000</u>	<u>142,000</u>	<u>193,134</u>	<u>206,149</u>
SOURCE OF FINANCING						
Sewer Revenue Fund	97,719	94,269	128,159	141,000	192,134	205,149
Operating Surpluses			12,841			
Surplus- inflow and Infiltration		50,000				
Surplus- Tanks to Lift stations x2		59,231				
Surplus- Government and Boundary		75,000				
Interest Income on Capital Funds	3,856					
Connection Fees	398	1,000	1,000	1,000	1,000	1,000
Gov't Grants						
	<u>101,973</u>	<u>279,500</u>	<u>142,000</u>	<u>142,000</u>	<u>193,134</u>	<u>206,149</u>
	3,856	-	-	-	-	-

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2069, 2009
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 2009 - 2013

	2008 Actuals	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Service Connections	88,122	1,000	1,000	1,000	1,000	1,000
Shared Public Works Capital	6,817	14,500	2,000	2,000	2,000	2,000
Ryall Road Main	77,153					
Canada Ave Bridge Crossing	64,666					
Gibbins Fence		20,000				
increase pressure- gibbins pump		160,000				
increase pressure- eagle heights		160,000				
Meters 1/10 of System		400,000	200,000	200,000	200,000	200,000
DNC PRVs		60,000				
SCADA + Emerg Chlorination		680,500				
Craig st		120,000				
Chesterfield - Coronation to Border	120,834					
Replace Lines			200,000	200,000	234,770	247,947
1 Gibbins Rd		57,500				
2 Brae Road and Coronation		185,000				
3 Deuchars Drive		127,500				
4a PRV's Howard and Jaynes		70,000				
4b Lakes/Jaynes/Birch/Brier/Rosewood		187,500				
7 Lachman and Wilson		175,000				
7 Lashman Water Main Upgrade		20,000				
10 Beech Ave		80,000				
12 Carmel/Molly/Alice		275,000				
Water Maintenance Upgrades						
1-1st-3rd Street		90,000				
	357,592	2,883,500	403,000	403,000	437,770	450,947
SOURCE OF FINANCING						
Water Revenue Funds	288,386	186,528	289,507	366,629	436,770	449,947
Interest Income on Capital Funds	17,294					
Water Operating Surpluses			112,493	35,371		
Surplus- Scada/chlorination		226,879				
Surplus- Craig St		57,972				
Surplus- Metering		400,000				
Surplus- DNC PRVs		60,000				
Surplus- Brae/Coronation		92,500				
Surplus- Beech		40,000				
Connection Fees	69,206	1,000	1,000	1,000	1,000	1,000
CCCs/Dccs- Gibbins Pump Stn		160,000				
CCCs/DCCs- Eagle heights Stn		160,000				
DCCs- Brae/Coronation		92,500				
CCCs- Deuchars		127,500				
CCCs- Howard/Jaynes		70,000				
CCCs- Lakes/Jaynes/Birch/Brier/Rosewood		187,500				
CCCs- Lashman/Wilson		20,000				
CCCs- Lashman/Wilson		87,500				
DCCs- Beech		40,000				
Developer Recoveries- Gibbins Rd		57,500				
Developer Recoveries- Lashman/Wilson		87,500				
Developer Recoveries- Carmel/Molly/Alice		275,000				
Grants- Scada/Chlorinations		453,621				
Government Grants						
	374,886	2,883,500	403,000	403,000	437,770	450,947
	17,294	-	-	-	-	-