

BACKGROUND DOCUMENT TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 OPERATING EXPENDITURE PLAN

GENERAL FUND - REVENUES SUMMARY	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
TAXATION	4,666,971	4,678,587	5,118,339	5,488,522	5,644,803	5,805,750	5,971,505
GRANTS IN LIEU OF TAXES	11,515	11,300	12,500	12,625	12,751	12,879	13,008
SALES OF SERVICE	429,538	450,800	416,970	424,562	432,306	440,205	448,261
OTHER REVENUE FROM OWN SOURCES							
Licences & Permits	88,491	111,900	111,900	112,630	113,367	114,112	114,864
Fines	24,830	19,282	22,000	22,000	22,000	22,000	22,000
Rentals	181,810	181,881	196,565	207,717	216,594	218,754	220,952
Return on Investment	29,809	44,000	44,000	44,000	44,000	44,000	44,000
Penalties & Interest on Taxes	41,672	33,000	35,000	35,300	35,603	35,909	36,218
Other	137,180	135,035	147,035	149,508	152,030	154,602	157,227
	<u>503,792</u>	<u>525,098</u>	<u>556,500</u>	<u>571,155</u>	<u>583,594</u>	<u>589,378</u>	<u>595,260</u>
TRANSFERS FROM OTHER GOVERNMENTS							
Unconditional							
- Provincial (note 1)	147,843	534,000	721,000	425,000	425,000	534,000	534,000
Conditional							
- Provincial (note 2)	260,552	368,857	11,150	6,150	6,150	6,150	6,150
- Regional	56,674	106,875	38,862	34,045	34,600	35,164	35,739
	<u>317,226</u>	<u>475,732</u>	<u>50,012</u>	<u>40,195</u>	<u>40,750</u>	<u>41,314</u>	<u>41,889</u>
COLLECTIONS FOR OTHER GOVERNMENTS	<u>2,222,793</u>	<u>2,149,439</u>	<u>2,274,078</u>	<u>2,319,560</u>	<u>2,365,951</u>	<u>2,413,270</u>	<u>2,461,535</u>
	<u><u>8,299,679</u></u>	<u><u>8,824,956</u></u>	<u><u>9,149,399</u></u>	<u><u>9,281,618</u></u>	<u><u>9,505,154</u></u>	<u><u>9,836,795</u></u>	<u><u>10,065,458</u></u>

Note 1 The budget for the Provincial Small Communities Grant was based on the average of the amounts received in 2009 and 2010. However, Public Sector Accounting standards required the amounts to be recorded in the year received. This meant that an additional \$386,157 was recorded in 2009 as revenue causing a large surplus in 2009, and a large deficit in 2010.

Note 2 The budget for the Police Services Transition Funding Grant was based on the average of the amounts received in 2009 and 2010. However, Public Sector Accounting standards required the amounts to be recorded in the year received. This meant that an additional \$152,157 was recorded in 2009 as revenue causing an increased surplus in 2009, and an increased deficit in 2010.

Note 3 The bylaw providing funds through a special area levy for the Business Improvement Area Society's operations final year is 2012. We have shown the levy as continuing in 2013 and onward at the same amount, but this will depend on the BIAS consultation with its members and the approval process of the affected property owners.

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GENERAL GOVERNMENT SERVICES							
Legislative	93,813	98,150	98,150	100,921	103,771	106,703	109,719
Administrative	1,102,489	1,148,369	1,072,804	1,073,760	1,095,235	1,117,140	1,139,483
Other General Government Services	103,315	191,818	391,940	218,172	146,224	163,948	151,727
Administration Charges	(348,610)	(348,610)	(378,683)	(386,257)	(393,982)	(401,861)	(409,899)
	951,007	1,089,727	1,184,211	1,006,596	951,248	985,929	991,030
PROTECTIVE SERVICES							
Police Costs	987,999	1,036,367	1,045,000	1,065,900	1,097,877	1,130,813	1,164,738
Fire Protection	283,701	312,250	324,575	331,067	337,688	344,442	351,330
Building Inspections	87,006	109,250	100,187	102,191	104,235	106,319	108,446
Animal & Pest Control	18,158	16,200	18,315	18,681	19,055	19,436	19,825
Day and Evening Patrols	32,720	31,000	38,000	38,760	39,535	40,326	41,132
	1,409,583	1,505,067	1,526,077	1,556,599	1,598,390	1,641,336	1,685,471
TRANSPORTATION SERVICES							
Common Services	473,344	516,805	506,863	517,000	527,340	537,887	548,645
PW Admin Charges	(202,620)	(202,620)	(202,620)	(206,672)	(210,806)	(215,022)	(219,322)
Road Transport	429,620	487,671	464,350	473,637	483,110	492,772	502,627
Cost Recovery Projects	6,362	0	0	0	0	0	0
Street Lighting	75,746	69,600	75,900	77,418	78,966	80,546	82,157
Traffic Services	91,326	108,500	108,500	110,670	112,883	115,141	117,444
Parking	83,022	85,100	90,810	92,626	94,479	96,368	98,296
	956,800	1,065,056	1,043,803	1,064,679	1,085,973	1,107,692	1,129,846
ENVIRONMENTAL HEALTH SERVICES							
Comfort Station	20,996	18,135	18,135	18,498	18,868	19,245	19,630
Environmental Programs	43,811	113,358	43,647	20,400	20,808	21,224	21,649
Other programs	425	1,000	1,000	1,020	1,040	1,061	1,082
Garbage Disposal & Collection	237,051	228,500	187,700	176,154	179,677	183,271	186,936
	302,284	360,993	250,482	216,072	220,393	224,801	229,297
PLANNING AND STUDY PROJECTS							
	132,866	162,625	164,469	137,158	139,902	142,700	145,554
RECREATIONAL & CULTURAL SERVICES							
Joint Facilities	215,138	210,000	203,000	203,800	209,773	215,924	222,259
City Parks	377,489	390,908	398,408	391,076	398,898	406,876	415,013
Cultural Buildings	171,824	170,402	180,784	186,083	191,537	197,154	202,936
	764,450	771,310	782,192	780,959	800,208	819,953	840,208
FISCAL SERVICES							
Debt Charges - Interest	45,950	97,000	55,075	123,963	104,548	102,323	99,982
TRANSFERS TO OTHER GOVERNMENTS							
	1,115,233	1,115,233	1,230,062	1,267,014	1,299,924	1,333,822	1,368,737
TAXES COLLECTED FOR OTHER GOV'TS							
	2,222,793	2,149,439	2,274,078	2,319,560	2,365,951	2,413,270	2,461,535
	7,900,965	8,316,450	8,510,449	8,472,598	8,566,535	8,771,826	8,951,659
EXCESS OF REVENUES OVER EXPEDITURES							
Transfer from Reserves	34,538	154,579	92,309	93,500	93,500	10,000	0
Prior years surplus	529,706	786,815	376,081	100,000	0	0	0
Contribution to General Capital Fund	(832,016)	(1,077,690)	(504,800)	(504,614)	(476,664)	(515,394)	(539,847)
Transfer to Reserves	(365,664)	(224,690)	(419,295)	(273,989)	(352,122)	(354,018)	(366,054)
Transfer Parcel Taxes - Sewer	(43,060)	(42,820)	(42,820)	(42,820)	(42,820)	(42,820)	(42,820)
Debt Repayment - Debentures	(148,032)	(104,700)	(140,425)	(181,097)	(160,512)	(162,737)	(165,078)
	(824,529)	(508,506)	(638,950)	(809,020)	(938,618)	(1,064,969)	(1,113,799)
Change in General Fund Financial Equity	(425,815)	0	0	(0)	(0)	0	(0)

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TAXATION								
Real Property	% on General Taxes		3.9%	2.2%	7.5%	3.0%	3.0%	3.0%
	% including Policing		11.5%	9.5%	8.9%	3.0%	3.0%	3.0%
General Purposes		2,727,914	2,737,481	2,798,963	3,010,217	3,100,524	3,193,539	3,289,346
Policing Levy		673,972	676,240	938,850	1,059,750	1,091,727	1,124,663	1,158,588
Regional District		955,233	955,233	1,065,062	1,097,014	1,129,924	1,163,822	1,198,737
General Utilities		106,812	106,813	107,644	108,720	109,808	110,906	112,015
Special Assessment - BIA	(Note 3)	160,000	160,000	165,000	170,000	170,000	170,000	170,000
Frontage and Parcel Taxes		43,040	42,820	42,820	42,820	42,820	42,820	42,820
		<u>4,666,971</u>	<u>4,678,587</u>	<u>5,118,339</u>	<u>5,488,522</u>	<u>5,644,803</u>	<u>5,805,750</u>	<u>5,971,505</u>
GRANTS IN LIEU OF TAXES								
Provincial - BC Housing		1,477	3,000	1,500	1,515	1,530	1,545	1,561
Federal - Post Office Building		10,038	8,300	11,000	11,110	11,221	11,333	11,447
		<u>11,515</u>	<u>11,300</u>	<u>12,500</u>	<u>12,625</u>	<u>12,751</u>	<u>12,879</u>	<u>13,008</u>
SALES OF SERVICE								
Garbage Collection Fees		162,554	163,100	163,100	181,356	184,983	188,683	192,456
Recycling - Curbside		14,733	14,700	14,700	0	0	0	0
Fire Protection - Cowichan Tribes		78,057	76,000	74,300	75,786	77,302	78,848	80,425
Fire Protection Agreement - E.H.		130,060	160,000	127,500	130,050	132,651	135,304	138,010
Fire Protection Other		500	0	0	0	0	0	0
Administration & Recoveries		15,180	10,000	10,000	10,000	10,000	10,000	10,000
Sports Field User Fees		14,101	14,000	14,000	14,000	14,000	14,000	14,000
Cowichan Tribes Roads Contrib		314	0	370	370	370	370	370
Public Works Miscellaneous		14,040	13,000	13,000	13,000	13,000	13,000	13,000
		<u>429,538</u>	<u>450,800</u>	<u>416,970</u>	<u>424,562</u>	<u>432,306</u>	<u>440,205</u>	<u>448,261</u>
OTHER REVENUE OWN SOURCES								
Licences & Permits								
Business Licences		64,289	68,000	68,000	68,680	69,367	70,060	70,761
Delivery Vehicle		38	1,500	1,500	1,500	1,500	1,500	1,500
Building Permits		15,723	35,000	35,000	35,000	35,000	35,000	35,000
Plumbing Permits		1,626	2,000	2,000	2,000	2,000	2,000	2,000
Other Permits/Inspections		1,020	400	400	400	400	400	400
Dog Licences		5,796	5,000	5,000	5,050	5,101	5,152	5,203
		<u>88,491</u>	<u>111,900</u>	<u>111,900</u>	<u>112,630</u>	<u>113,367</u>	<u>114,112</u>	<u>114,864</u>
Fines - Parking & Other		24,830	19,282	22,000	22,000	22,000	22,000	22,000

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Rentals							
Buildings	8,025	7,000	7,000	7,070	7,141	7,212	7,284
Leased Land	61,455	58,000	58,000	58,580	59,166	59,757	60,355
Margaret Moss Lease	36,987	36,981	56,165	66,667	74,887	76,385	77,912
Pay Parking	29,217	34,500	30,000	30,000	30,000	30,000	30,000
Permit Parking	23,245	22,500	22,500	22,500	22,500	22,500	22,500
Other Parking	381	400	400	400	400	400	400
Chamber of Commerce Office	22,500	22,500	22,500	22,500	22,500	22,500	22,500
	<u>181,810</u>	<u>181,881</u>	<u>196,565</u>	<u>207,717</u>	<u>216,594</u>	<u>218,754</u>	<u>220,952</u>
Return on Investments							
Term Deposit & Bank Interest	<u>29,809</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>
Penalties & Interest on Taxes							
Penalties on Taxes	34,468	28,000	30,000	30,300	30,603	30,909	31,218
Interest on Taxes	<u>7,205</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
	<u>41,672</u>	<u>33,000</u>	<u>35,000</u>	<u>35,300</u>	<u>35,603</u>	<u>35,909</u>	<u>36,218</u>
Other							
Tourism Revenues	0	200	200	200	200	200	200
Miscellaneous Revenue	7,078	4,200	4,200	4,200	4,200	4,200	4,200
Land Use Alteration fees	16,710	6,000	16,000	16,000	16,000	16,000	16,000
Subdivision Application Fees	2,950	1,000	1,000	1,000	1,000	1,000	1,000
Plan Processing Fees	1,738	0	2,000	2,000	2,000	2,000	2,000
Equipment Charges less operating	90,355	123,635	123,635	126,108	128,630	131,202	133,827
Contributions - City Square	300	0	0	0	0	0	0
Contributions - Public Art	500	0	0	0	0	0	0
Contributions - Centennial Park	<u>17,550</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>137,180</u>	<u>135,035</u>	<u>147,035</u>	<u>149,508</u>	<u>152,030</u>	<u>154,602</u>	<u>157,227</u>
UNCONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS							
Provincial - Revenue Sharing (Note 1)	<u>147,843</u>	<u>534,000</u>	<u>721,000</u>	<u>425,000</u>	<u>425,000</u>	<u>534,000</u>	<u>534,000</u>

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CONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS							
Provincial							
- Boundary Restructure	5,220	3,000	0	0	0	0	0
- Community Tourism	27,852	0	0	0	0	0	0
- Traffic Fine Revenue Sharing	6,154	6,150	6,150	6,150	6,150	6,150	6,150
- Carbon Grant	6,176	0	0	0	0	0	0
- Age Friendly Planning Grant	7,550	7,550	0	0	0	0	0
- BC Solar Community			5,000	0	0	0	0
- Police Services Transition Funding (Note 2)	200,000	352,157	0	0	0	0	0
- Woodstove Changeout Funding	7,600	0	0	0	0	0	0
	<u>260,552</u>	<u>368,857</u>	<u>11,150</u>	<u>6,150</u>	<u>6,150</u>	<u>6,150</u>	<u>6,150</u>

CONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS

Regional

CVRD - Transit Cost Recovery	2,129	0	0	0	0	0	0
Parks Contrib From NC	12,500	12,500	12,500	12,625	12,751	12,879	13,008
Planning Recoveries - Lake Cowichan	42,046	43,000	26,362	21,420	21,848	22,285	22,731
Envirmt Recov - Ladysmith & Hydro	0	51,375	0	0	0	0	0
	<u>56,674</u>	<u>106,875</u>	<u>38,862</u>	<u>34,045</u>	<u>34,600</u>	<u>35,164</u>	<u>35,739</u>

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OTHER TRANSFERS							
Prior Years Surplus							
For Misc Capital	455,706	632,690	59,100	50,000	0	0	0
For Misc Operating	0	0	0	0	0	0	0
- Restructure Expenses	0	13,000	15,000	0	0	0	0
- Additional Totem Refurbishing	10,000	10,000	0	0	0	0	0
- Planning Student	0	15,000	0	0	0	0	0
- Additional Downtown Maintenance	0	10,000	0	0	0	0	0
- Energy Manager	0	17,125	0	0	0	0	0
- GIS and other Planning Contracting	0	0	5,000	0	0	0	0
- Exhibition Lands (Cowichan Place)	0	0	10,000	0	0	0	0
- Policing	0	0	100,000	0	0	0	0
- Info Centre Relocation	0	0	70,000	0	0	0	0
- Organics Startup	44,000	44,000	15,000	0	0	0	0
- Extras at McAdam	0	15,000	15,000	0	0	0	0
- Building, Land, Carbon Appraisals	20,000	20,000	15,000	0	0	0	0
- CAO's Moving Expenses	0	10,000	10,000	0	0	0	0
- City Centennial	0	0	20,000	50,000	0	0	0
- Election	0	0	5,000	0	0	0	0
- Margaret Moss	0	0	36,981	0	0	0	0
Prior Year's Surplus	529,706	786,815	376,081	100,000	0	0	0
Own Funds and reserve accounts							
Future Capital Expenditures							
- Totem Reserve	19,721	19,721	13,150	0	0	0	0
- Snow Reserve	0	0	0	0	0	0	0
- Parking Reserve	14,817	20,000	0	0	0	0	0
- Environment Reserve	0	14,858	8,647	0	0	0	0
- Election Reserve	0	0	5,000	0	0	10,000	0
- Tourism Operating Reserve	0	0	21,677	0	0	0	0
- Use of Reserves for Margaret Moss	0	100,000	43,835	0	0	0	0
- Small Communities Grant Reserve	0	0	0	93,500	93,500	0	0
	34,538	154,579	92,309	93,500	93,500	10,000	0
COLLECTIONS FOR OTHER GOVERNMENTS							
School Taxes	1,977,160	1,903,609	1,980,000	2,019,600	2,059,992	2,101,192	2,143,216
C.V. Regional Hospital District	187,335	187,335	235,583	240,295	245,101	250,003	255,003
Municipal Finance Authority	158	158	158	161	164	168	171
B.C. Assessment Authority	58,140	58,337	58,337	59,504	60,694	61,908	63,146
	2,222,793	2,149,439	2,274,078	2,319,560	2,365,951	2,413,270	2,461,535

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GENERAL GOVERNMENT SERVICES							
Legislative							
Council Indemnities	80,627	80,750	80,750	83,173	85,668	88,238	90,885
Legislative Conferences & Travel	13,186	17,400	17,400	17,748	18,103	18,465	18,834
	<u>93,813</u>	<u>98,150</u>	<u>98,150</u>	<u>100,921</u>	<u>103,771</u>	<u>106,703</u>	<u>109,719</u>
Administrative							
City Hall Salaries & Benefits	610,389	643,800	668,678	682,052	695,693	709,606	723,799
Sick & Severance Accrual Increase	66,894	40,000	40,000	40,800	41,616	42,448	43,297
Conferences and Travel	25,102	21,537	12,000	12,240	12,485	12,734	12,989
Meeting Expenses & Annual Functions	6,763	9,500	9,500	9,690	9,884	10,081	10,283
Memberships	7,429	7,500	7,500	7,650	7,803	7,959	8,118
Computer Services	52,626	38,000	44,000	44,880	45,778	46,693	47,627
Legal	25,168	14,000	16,000	16,320	16,646	16,979	17,319
Training and Recognition	10,787	7,500	7,500	7,650	7,803	7,959	8,118
Accounting & Audit	40,130	20,000	20,000	20,400	20,808	21,224	21,649
Consulting	534	2,951	2,951	3,010	3,070	3,132	3,194
Human Resources Services	1,457	10,000	10,000	10,200	10,404	10,612	10,824
Other General Services	55,455	50,000	25,000	5,000	5,100	5,202	5,306
	<u>1,102,489</u>	<u>1,066,388</u>	<u>1,072,804</u>	<u>1,073,760</u>	<u>1,095,235</u>	<u>1,117,140</u>	<u>1,139,483</u>
Common Services							
City Hall Maintenance & Operation	84,548	78,900	82,015	83,655	85,328	87,035	88,776
Insurance	43,184	59,500	59,410	60,598	61,810	63,046	64,307
Telephone & Postage	20,998	22,200	22,200	22,644	23,097	23,559	24,030
Advertising	11,359	8,000	8,000	8,160	8,323	8,490	8,659
Printing & Stationery	24,582	22,800	22,800	23,256	23,721	24,196	24,679
Equipment Maintenance & Replacement	351	1,000	1,000	1,020	1,040	1,061	1,082
Equipment Leases & Service Contracts	4,229	3,800	6,300	6,426	6,555	6,686	6,819
Sundry	8,011	4,000	6,000	6,120	6,242	6,367	6,495
Bank Charges	2,494	1,400	1,950	1,989	2,029	2,069	2,111
	<u>1,102,489</u>	<u>1,066,388</u>	<u>1,072,804</u>	<u>1,073,760</u>	<u>1,095,235</u>	<u>1,117,140</u>	<u>1,139,483</u>
Other							
Election Expenses	0	5,000	15,000	0	0	15,000	0
Grants to Organizations	22,900	24,618	23,387	23,855	24,332	24,818	25,315
Sr. Citizen Sewer & Water Rebates	1,179	2,500	1,275	1,301	1,327	1,353	1,380
Tourism Grants To Organizations	52,368	54,500	51,775	52,811	53,867	54,944	56,043
Tourism Committee	0	20,000	39,025	20,400	20,808	21,224	21,649
Tourism and public relations	7,023	10,700	13,352	13,619	13,891	14,169	14,453
Totem Tours Contribution	9,000	9,000	9,000	9,180	9,364	9,551	9,742
Event Promotion	1,791	0	0	0	0	0	0
City Centennial	0	0	20,000	50,000	0	0	0
Grant to Info Centre	0	0	70,000	0	0	0	0
Communications (training and consulting)	929	3,000	3,000	3,060	3,121	3,184	3,247
Remembrance Day Expenses	4,794	3,000	4,645	4,738	4,833	4,929	5,028
Operations & Maint. (Leased Bldgs.)	3,333	4,500	4,500	4,590	4,682	4,775	4,871
Margaret Moss	0	136,981	136,981	34,619	10,000	10,000	10,000
	<u>103,315</u>	<u>273,799</u>	<u>391,940</u>	<u>218,172</u>	<u>146,224</u>	<u>163,948</u>	<u>151,727</u>
Administration Distributions - Fire	(13,990)	(13,990)	(15,333)	(15,640)	(15,952)	(16,272)	(16,597)
Administration Distributions - Water	(220,550)	(220,550)	(238,057)	(242,818)	(247,675)	(252,628)	(257,681)
Administration Distributions - Sewer	(114,070)	(114,070)	(125,293)	(127,799)	(130,355)	(132,962)	(135,621)
	<u>(348,610)</u>	<u>(348,610)</u>	<u>(378,683)</u>	<u>(386,257)</u>	<u>(393,982)</u>	<u>(401,861)</u>	<u>(409,899)</u>
Total General Government Services	<u>951,007</u>	<u>1,072,327</u>	<u>1,184,211</u>	<u>1,006,596</u>	<u>951,248</u>	<u>985,929</u>	<u>991,030</u>

BACKGROUND DOCUMENT TO FINANCIAL PLAN BYLAW No. 3030, 2011
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 OPERATING EXPENDITURE PLAN

	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
PROTECTIVE SERVICES							
Police Costs	987,999	1,036,367	1,045,000	1,065,900	1,097,877	1,130,813	1,164,738
Fire Department							
Salaries - Chief & Officers	19,065	17,400	18,400	18,768	19,143	19,526	19,917
Call Pay - Volunteers	74,981	99,000	99,000	100,980	103,000	105,060	107,161
Call Pay - Volunteers E.H.	15,270	21,000	21,000	21,420	21,848	22,285	22,731
Fire Hall Operation & Maintenance	29,065	32,300	31,800	32,436	33,085	33,746	34,421
Fire Alarm System	8,133	9,900	8,900	9,078	9,260	9,445	9,634
Training & Conferences	20,692	20,000	27,000	27,540	28,091	28,653	29,226
Firemen's Insurance	7,617	9,000	9,000	9,180	9,364	9,551	9,742
Fire Investigation & Prevention	13,716	11,500	13,382	13,650	13,923	14,201	14,485
Hydrant Rental	10,465	9,000	9,000	9,180	9,364	9,551	9,742
Clothing	5,562	5,000	5,000	5,100	5,202	5,306	5,412
Firefighting Equipment & Maintenance	8,144	11,000	10,000	10,200	10,404	10,612	10,824
Fire Dept Other	21,118	19,000	19,600	19,992	20,392	20,800	21,216
Administration Charge - Fire	13,990	13,990	15,333	15,640	15,952	16,272	16,597
PW Storage Shed Hydro	320	400	400	408	416	424	433
	248,138	278,490	287,815	293,571	299,443	305,432	311,540
Fire Vehicle Operation & Maintenance							
1-00 Ladder Truck	11,746	10,000	12,600	12,852	13,109	13,371	13,639
2-82 Ladder Truck	137	0	0	0	0	0	0
3- 2000 Chev Crew Cab	1,781	2,500	2,500	2,550	2,601	2,653	2,706
4-2002 Lafrance Pumper	5,227	4,200	4,200	4,284	4,370	4,457	4,546
5-2005 Lafrance Pumper	6,467	4,500	4,600	4,692	4,786	4,882	4,979
6-71 Ford Tank Truck	2,921	3,260	3,360	3,427	3,496	3,566	3,637
7-90 Ford Command Unit	3,172	3,300	3,500	3,570	3,641	3,714	3,789
8-82 Pumper	1,067	2,000	2,000	2,040	2,081	2,122	2,165
9-87 Rescue Truck	3,043	4,000	4,000	4,080	4,162	4,245	4,330
	35,562	33,760	36,760	37,495	38,245	39,010	39,790
Total Fire Department	283,701	312,250	324,575	331,067	337,688	344,442	351,330

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	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
Emergency Measures							
Flood Control	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
Building Inspection							
Bldg Insp - Salaries & Benefits	81,161	100,500	91,437	93,266	95,131	97,034	98,974
Bldg Insp - Transportation - Truck	3,672	2,900	2,900	2,958	3,017	3,078	3,139
Bldg Insp - Other	2,173	5,850	5,850	5,967	6,086	6,208	6,332
	87,006	109,250	100,187	102,191	104,235	106,319	108,446
Animal Control							
Animal Control Contract	18,158	16,200	18,315	18,681	19,055	19,436	19,825
	18,158	16,200	18,315	18,681	19,055	19,436	19,825
Other Protection							
Security Camera Operating	343	1,000	1,000	1,020	1,040	1,061	1,082
Commissionaires - Day Patrols	20,575	15,000	25,000	25,500	26,010	26,530	27,061
Commissionaires - Evening Patrols	11,802	15,000	12,000	12,240	12,485	12,734	12,989
	32,720	31,000	38,000	38,760	39,535	40,326	41,132
Parking							
Commissionaires	52,180	51,000	54,300	55,386	56,494	57,624	58,776
Other - Parking Exp	9,192	10,400	10,400	10,608	10,820	11,037	11,257
Parking Lot Lease	8,567	6,000	8,410	8,578	8,750	8,925	9,103
	69,939	67,400	73,110	74,572	76,064	77,585	79,137
Other Bylaw Enforcement	220	1,000	1,000	1,020	1,040	1,061	1,082
Parking Lot Maintenance	12,863	16,700	16,700	17,034	17,375	17,722	18,077
	83,022	85,100	90,810	92,626	94,479	96,368	98,296

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	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
TRANSPORTATION SERVICES							
Common Services							
Administration Salaries & Benefits	265,565	291,000	278,251	283,816	289,492	295,282	301,188
Wages - Engineering	73,543	79,000	77,307	78,853	80,430	82,039	83,680
Engineering Services	1,018	8,000	8,000	8,160	8,323	8,490	8,659
Other - Common Services	51,808	57,100	57,100	58,242	59,407	60,595	61,807
Safety Committee and Officer	20,685	15,500	20,000	20,400	20,808	21,224	21,649
Other Safety Supplies	683	3,000	3,000	3,060	3,121	3,184	3,247
Workshop & Yards	54,706	56,975	56,975	58,115	59,277	60,462	61,672
Small Tools & Equipment	5,336	6,230	6,230	6,355	6,482	6,611	6,744
	<u>473,344</u>	<u>516,805</u>	<u>506,863</u>	<u>517,000</u>	<u>527,340</u>	<u>537,887</u>	<u>548,645</u>
PW Admin Distributions - Water	(146,630)	(146,630)	(146,630)	(149,563)	(152,554)	(155,605)	(158,717)
PW Admin Distributions - Sewer	(55,990)	(55,990)	(55,990)	(57,110)	(58,252)	(59,417)	(60,605)
	<u>(202,620)</u>	<u>(202,620)</u>	<u>(202,620)</u>	<u>(206,672)</u>	<u>(210,806)</u>	<u>(215,022)</u>	<u>(219,322)</u>
	<u>270,724</u>	<u>314,185</u>	<u>304,243</u>	<u>310,328</u>	<u>316,534</u>	<u>322,865</u>	<u>329,322</u>
Roads							
Street Maintenance	38,693	44,300	44,300	45,186	46,090	47,012	47,952
Crack Sealing	17,408	40,000	30,000	30,600	31,212	31,836	32,473
Sidewalk Maintenance	77,971	72,000	72,000	73,440	74,909	76,407	77,935
Storm Sewers	51,237	45,600	50,000	51,000	52,020	53,060	54,122
Street Sweeping	67,326	73,050	70,000	71,400	72,828	74,285	75,770
Boulevards	73,902	79,200	79,200	80,784	82,400	84,048	85,729
Totems	59,671	52,821	43,150	44,013	44,893	45,791	46,707
Snow Removal	42,567	74,200	69,200	70,584	71,996	73,436	74,904
Weed Control	845	5,200	5,200	5,304	5,410	5,518	5,629
Highway Median Maint	0	1,300	1,300	1,326	1,353	1,380	1,407
	<u>429,620</u>	<u>487,671</u>	<u>464,350</u>	<u>473,637</u>	<u>483,110</u>	<u>492,772</u>	<u>502,627</u>
Cost Recovery Projects							
Other Jobs Charged out	5,825	0	0	0	0	0	0
Cowichan River Flooding	537	0	0	0	0	0	0
	<u>6,362</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Street Lighting							
Street Lights	68,184	63,700	70,000	71,400	72,828	74,285	75,770
Decorative Lights	7,563	5,900	5,900	6,018	6,138	6,261	6,386
	<u>75,746</u>	<u>69,600</u>	<u>75,900</u>	<u>77,418</u>	<u>78,966</u>	<u>80,546</u>	<u>82,157</u>
Traffic Services							
Road Marking	43,946	51,000	51,000	52,020	53,060	54,122	55,204
Street Signs	25,625	25,500	25,500	26,010	26,530	27,061	27,602
Traffic Signals	21,754	32,000	32,000	32,640	33,293	33,959	34,638
	<u>91,326</u>	<u>108,500</u>	<u>108,500</u>	<u>110,670</u>	<u>112,883</u>	<u>115,141</u>	<u>117,444</u>

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	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
Municipal Equipment Charges							
01 '90/05 Dump Truck	13,060	8,500	8,653	8,826	9,003	9,183	9,366
02 98 Ingersoll Compressor	1,743	1,560	1,611	1,643	1,676	1,710	1,744
03 2004 GMC Service Body	5,321	8,700	9,083	9,265	9,450	9,639	9,832
05 2000 GMC Dump	18,610	10,950	11,336	11,563	11,794	12,030	12,270
06 2000 Altec Lift Truck	2,967	3,650	3,776	3,852	3,929	4,007	4,087
07 98 case 580L Backhoe	9,913	8,650	8,951	9,130	9,313	9,499	9,689
09 98 John Deere 425	3,786	2,950	3,126	3,189	3,252	3,317	3,384
10 92 GMC Tank Truck	3,222	5,250	5,141	5,244	5,349	5,456	5,565
11 97 Int 1 Man Garbage Truck	17,364	18,300	18,028	18,389	18,756	19,131	19,514
12 Paint Sprayer	37	400	415	423	432	440	449
15 76 Turf Cutter	94	500	500	510	520	531	541
16 VA-25S Sidewalk Grinder	1,639	500	530	541	551	562	574
17 85 Sand Spreader	2,320	4,000	4,000	4,080	4,162	4,245	4,330
18 Chain Saws/ Trimmers	53	550	565	576	588	600	612
20 99 Ford F250	3,962	4,950	5,520	5,630	5,743	5,858	5,975
21 Mowers/Leaf Blowers	2,047	2,320	2,470	2,519	2,570	2,621	2,674
22 2004 F350 Dump	7,078	6,300	7,049	7,190	7,334	7,480	7,630
24 Weedeater/Hedge Trimmers	1,855	1,200	1,230	1,255	1,280	1,305	1,331
25 Tampers & Jumping Jack	412	1,250	1,250	1,275	1,301	1,327	1,353
26 2002 Sewer Rodder	1,135	3,030	3,475	3,545	3,615	3,688	3,761
28 Trash Pumps	327	0	0	0	0	0	0
29 97 John Deere Tractor	3,352	2,800	2,961	3,020	3,081	3,142	3,205
30 Edger	460	0	0	0	0	0	0
31 2000 Ford Van	14,156	5,250	5,460	5,569	5,681	5,794	5,910
32 2000 14' Sander	1,953	3,000	3,000	3,060	3,121	3,184	3,247
33 2002 Dodge Dakota	6,777	6,200	7,204	7,348	7,495	7,645	7,798
34 1999 Ranger X-cab	3,983	3,775	3,114	3,176	3,240	3,305	3,371
35 2000 Parks Trailer	341	180	210	214	218	223	227
36 Case Loader	6,471	11,800	11,125	11,348	11,574	11,806	12,042
38 Honda Generator	39	0	0	0	0	0	0
39 88 GMC Pickup	0	0	0	0	0	0	0
40 Stihl Cutoff Saw	1,094	1,750	1,750	1,785	1,821	1,857	1,894
41 93 Int'l Garbage	0	0	0	0	0	0	0
42 2004 Husqvarna Mower	3,669	1,400	1,891	1,929	1,967	2,007	2,047
44 1994 Elgin Sweeper	47,167	44,900	44,156	45,039	45,940	46,859	47,796
45 88 Pressure washer	20	730	730	745	759	775	790
46 '95 Vandura/ '04 Grumman	10,176	9,650	10,803	11,019	11,239	11,464	11,694
47 2001 Parks Trailer	110	120	136	139	141	144	147
48 89 Cement Mixer	431	740	772	787	803	819	836
49 1994 Parks Trailer	189	410	436	445	454	463	472
50 1995 Sonoma P/U	0	0	0	0	0	0	0
51 2004 Parks Trailer	400	410	456	465	474	484	494
52 05 Dakota	2,800	2,860	2,636	2,689	2,742	2,797	2,853
54 99 Ford F250	5,877	6,050	7,555	7,706	7,860	8,017	8,178
55 2005 GMC P/U	5,789	5,800	5,840	5,957	6,076	6,197	6,321
56 2006 New Holland Backhoe	11,359	16,200	16,454	16,783	17,119	17,461	17,810
57 2007 Steam cleaner	0	370	370	377	385	393	400
58 2007 Civic Hybrid	2,715	6,150	5,834	5,951	6,070	6,191	6,315
59 2008 Chevy Silverado PU	6,280	5,400	8,663	8,836	9,013	9,193	9,377
60 2008 GMC Dump Box	4,573	6,100	7,443	7,592	7,744	7,899	8,057
61 2008 Utility Trailer	148	670	700	714	728	743	758
62 2008 Honda Road Saw	1,319	750	750	765	780	796	812
63 2009 Snowblower	563	550	550	561	572	584	595
64 Herring Pump	44	0	0	0	0	0	0
65 2011 International Garbage Truck	0	0	13,491	13,761	14,036	14,317	14,603
E3 Fleet Costs	2,500	10,000	10,000	10,200	10,404	10,612	10,824
Undistributed Charges	7,231	5,000	5,000	5,100	5,202	5,306	5,412
Transfer Equipment Surplus	90,355	123,635	123,635	126,108	128,630	131,202	133,827
	339,287	376,160	399,834	407,831	415,987	424,307	432,793
Equipment Charges	(339,287)	(376,160)	(399,834)	(407,831)	(415,987)	(424,307)	(432,793)
Net Cost of equipment	0	0	0	0	0	0	0

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	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
ENVIRONMENTAL HEALTH SERVICES							
Comfort Stations	20,996	18,135	18,135	18,498	18,868	19,245	19,630
Mosquito Control	0	0	0	0	0	0	0
Environmental Programs							
BC Solar Community	0	0	5,000	0	0	0	0
Energy Manager	0	68,500	0	0	0	0	0
Environmental Programs	43,811	44,858	38,647	20,400	20,808	21,224	21,649
Total Environmental Programs	43,811	113,358	43,647	20,400	20,808	21,224	21,649
Other Programs							
Committee on Disability Issues	401	800	800	816	832	849	866
Cowichan Family Life Bus	24	200	200	204	208	212	216
Total other programs	425	1,000	1,000	1,020	1,040	1,061	1,082
Residential Garbage Collection							
Wages & Benefits - R	50,477	51,000	55,000	56,100	57,222	58,366	59,534
Municipal Equipment - R	28,131	30,500	30,500	31,110	31,732	32,367	33,014
Cardboard Bins	1,211	1,200	1,200	1,224	1,248	1,273	1,299
Garbage Tipping Fees	68,189	65,500	45,000	45,900	46,818	47,754	48,709
Recycling	35,379	30,800	9,000	9,180	9,364	9,551	9,742
Recycling Tipping Fees			5,000	5,100	5,202	5,306	5,412
Organics Startup	49,037	44,000	15,000	0	0	0	0
Organics Disposal			20,000	20,400	20,808	21,224	21,649
Other Collection - Litter	4,200	4,500	6,000	6,120	6,242	6,367	6,495
Miscellaneous Garbage Costs	429	1,000	1,000	1,020	1,040	1,061	1,082
	237,051	228,500	187,700	176,154	179,677	183,271	186,936
PLANNING AND STUDY PROJECTS							
Planning Salaries and Benefits	107,477	126,000	119,144	121,527	123,957	126,437	128,965
Planning & Zoning Expenses	12,618	9,075	15,325	10,532	10,742	10,957	11,176
Restructure	5,220	15,000	15,000	0	0	0	0
Exhibition Lands	0	0	10,000	0	0	0	0
Heritage	0	5,000	5,000	5,100	5,202	5,306	5,412
Age Friendly Project	7,550	7,550	0	0	0	0	0
	132,866	162,625	164,469	137,158	139,902	142,700	145,554

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	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
RECREATION & CULTURAL SERVICES							
Joint Recreation Facilities							
Joint Aquannis	0	0	0	0	0	0	0
Joint Cowichan Aquatic Centre	188,688	185,000	190,000	195,700	201,571	207,618	213,847
Joint Parks	23,450	22,000	10,000	5,100	5,202	5,306	5,412
Sportsplex Public Use	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	<u>215,138</u>	<u>210,000</u>	<u>203,000</u>	<u>203,800</u>	<u>209,773</u>	<u>215,924</u>	<u>222,259</u>
City Parks & Facilities							
Centennial Heights Park	8,424	11,800	11,800	12,036	12,277	12,522	12,773
Station St Park	927	3,160	3,160	3,223	3,288	3,353	3,420
Charles Hoey Park	38,352	38,800	38,800	39,576	40,368	41,175	41,998
Rotary Park	63,070	52,000	52,000	53,040	54,101	55,183	56,286
McAdam Park	64,765	74,985	76,985	63,225	64,489	65,779	67,095
Centennial Park	57,558	40,500	56,000	57,120	58,262	59,428	60,616
City Square	20,271	22,300	22,300	22,746	23,201	23,665	24,138
Farmers Market Exp	853	2,600	2,600	2,652	2,705	2,759	2,814
Downtown Area	101,030	112,200	104,200	106,284	108,410	110,578	112,789
Composting Operation	861	750	750	765	780	796	812
China Gardens	2,194	3,263	3,263	3,328	3,395	3,463	3,532
Parks Other	2,864	350	350	357	364	371	379
Parks Training	1,217	3,600	3,600	3,672	3,745	3,820	3,897
Graffiti Removal	9,883	13,500	13,500	13,770	14,045	14,326	14,613
Pole Banners	1,603	7,000	5,000	5,100	5,202	5,306	5,412
Highway Banners	3,617	4,100	4,100	4,182	4,266	4,351	4,438
	<u>377,489</u>	<u>390,908</u>	<u>398,408</u>	<u>391,076</u>	<u>398,898</u>	<u>406,876</u>	<u>415,013</u>
Cultural Buildings & Facilities							
Library	159,252	159,252	168,284	173,333	178,532	183,888	189,405
VSO Centre	4,867	3,650	4,000	4,080	4,162	4,245	4,330
Museum Operating Grant	7,704	7,500	8,500	8,670	8,843	9,020	9,201
	<u>171,824</u>	<u>170,402</u>	<u>180,784</u>	<u>186,083</u>	<u>191,537</u>	<u>197,154</u>	<u>202,936</u>

BACKGROUND DOCUMENT TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 OPERATING EXPENDITURE PLAN

	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
FISCAL SERVICES							
Interest							
Interest on Prepaid Taxes	606	4,000	1,750	1,750	1,750	1,750	1,750
	606	4,000	1,750	1,750	1,750	1,750	1,750
Debt Interest							
Fire Trucks - DD	17,271	17,300	17,300	17,300	0	0	0
2004 Fire Truck - DD	4,462	9,200	5,025	5,025	5,025	5,025	5,025
Pool Debt	23,610	66,500	31,000	31,000	31,000	31,000	31,000
Lee St Flood Pump - DD	0	0	0	17,333	15,968	14,532	13,021
Dike Infrastructure - DD	0	0	0	51,554	50,805	50,016	49,186
	45,950	97,000	55,075	123,963	104,548	102,323	99,982
Principal							
2005 Fire Trucks	30,184	29,700	29,925	29,925	29,925	29,925	29,925
Fire Truck - P	22,659	22,700	22,700	22,700	0	0	0
Pool Debt - P	95,190	52,300	87,800	87,800	87,800	87,800	87,800
Lee St Flood Pump - P	\$333,000 - 10 Yrs	0	0	26,255	27,620	29,057	30,568
Dike Infrastructure - P	\$991,427.5 - 30 Yrs	0	0	14,417	15,167	15,956	16,785
	148,032	104,700	140,425	181,097	160,512	162,737	165,078
Transfer to Own Reserves & Allowances							
Machinery & Equip Repl Res Fund	138,290	138,290	142,439	145,288	148,194	151,157	154,181
Fire Dept Equip Reserve Fund	86,400	86,400	89,856	91,653	134,041	136,476	138,961
Totem Reserve Fund	13,649	0	0	0	0	0	0
Tsf to Snow Removal Reserve	43,133	0	0	0	0	0	0
Tsf to Environment Reserve	8,647	0	0	0	0	0	0
Tsf to Elections Reserve	5,000	0	0	5,000	5,000	0	5,000
Tsf to Tourism Reserve	21,677	0	0	0	0	0	0
Repay/ Accum reserves for Marg Moss	0	0	0	32,048	64,887	66,385	67,912
Tsf to Public Art Reserve	500	0	0	0	0	0	0
Tsf to Small Communities Grant Reserve	0	0	187,000	0	0	0	0
Transfer to Policing Reserve	48,368	0	0	0	0	0	0
	365,664	224,690	419,295	273,989	352,122	354,018	366,054
CONTRIBUTION TO GENERAL CAPITAL FUND							
Paid by Prior Years' Srpls & Rsrves	455,706	632,690	59,100	50,000	0	0	0
Paid by General Taxation	376,310	445,000	445,700	454,614	476,664	515,394	539,847
Total CONTRIB. to CAPITAL FUND	832,016	1,077,690	504,800	504,614	476,664	515,394	539,847

BACKGROUND DOCUMENT TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 OPERATING EXPENDITURE PLAN

	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
TRANSFER TO UTILITY OPERATING FUNDS							
Sewer Parcel Tax	43,060	42,820	42,820	42,820	42,820	42,820	42,820
TRANSFER TO OTHER GOVERNMENTS							
Business Improvement Areas (Note 3)	160,000	160,000	165,000	170,000	170,000	170,000	170,000
Cowichan Valley Regional District	955,233	955,233	1,065,062	1,097,014	1,129,924	1,163,822	1,198,737
	<u>1,115,233</u>	<u>1,115,233</u>	<u>1,230,062</u>	<u>1,267,014</u>	<u>1,299,924</u>	<u>1,333,822</u>	<u>1,368,737</u>
COLLECTIONS FOR OTHER GOV'TS.							
School Taxes	1,977,160	1,903,609	1,980,000	2,019,600	2,059,992	2,101,192	2,143,216
C.V. Regional Hospital District	187,335	187,335	235,583	240,295	245,101	250,003	255,003
Municipal Finance Authority	158	158	158	161	164	168	171
B.C. Assessment Authority	58,140	58,337	58,337	59,504	60,694	61,908	63,146
	<u>2,222,793</u>	<u>2,149,439</u>	<u>2,274,078</u>	<u>2,319,560</u>	<u>2,365,951</u>	<u>2,413,270</u>	<u>2,461,535</u>

BACKGROUND DOCUMENT TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 OPERATING EXPENDITURE PLAN

	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
SEWER ENTERPRISE - REVENUES							
Sales of Service				8.0%	8.0%	8.0%	8.0%
Sewer User Fees	529,922	526,474	563,327	608,393	657,065	709,630	766,400
User Fees - Reserve	14,081	20,534	21,971	23,729	25,627	27,677	29,891
User Fees - NC	8,484	5,823	6,231	6,729	7,268	7,849	8,477
Metered Sewer Fees	172,479	127,200	147,327	159,113	171,842	185,590	200,437
Cost sharing N. Cowichan	18,700	15,000	16,050	17,334	18,721	20,218	21,836
	<u>743,666</u>	<u>695,031</u>	<u>754,906</u>	<u>815,298</u>	<u>880,522</u>	<u>950,964</u>	<u>1,027,041</u>
Other Revenue From Own Sources							
Return on Investments	9,001	14,000	14,000	14,000	14,000	14,000	14,000
Transfer from General - Parcel Tax	43,060	42,820	42,820	42,820	42,820	42,820	42,820
	<u>795,728</u>	<u>751,851</u>	<u>811,726</u>	<u>872,118</u>	<u>937,342</u>	<u>1,007,784</u>	<u>1,083,861</u>
SEWER ENTERPRISE - EXPENDITURES							
Administration							
Toilet Rebate - Sewer	3,700	5,000	5,000	5,100	5,202	5,306	5,412
Sewer Grants	0	3,000	3,000	3,060	3,121	3,184	3,247
Sewer Engineering & Planning	0	14,000	14,000	14,280	14,566	14,857	15,154
Insurance Alloc	658	500	500	510	520	531	541
Sewer Training	0	3,000	3,000	3,060	3,121	3,184	3,247
Other Sewer Admin	2,675	4,810	4,810	4,906	5,004	5,104	5,206
Administration Charges - Sewer	114,070	114,070	125,293	127,799	130,355	132,962	135,621
PW Administration Charge - Sewer	55,990	55,990	55,990	57,110	58,252	59,417	60,605
	<u>177,093</u>	<u>200,370</u>	<u>211,593</u>	<u>215,825</u>	<u>220,141</u>	<u>224,544</u>	<u>229,035</u>
Transmission & Distribution							
System Maintenance	95,266	72,688	72,688	74,142	75,625	77,137	78,680
Infiltration Investigation	9,881	10,000	10,000	10,200	10,404	10,612	10,824
Marchmont Street Station	35,784	32,591	32,591	33,243	33,908	34,586	35,278
Pumping - Lift Stations	18,049	27,000	27,000	27,540	28,091	28,653	29,226
	<u>158,980</u>	<u>142,279</u>	<u>142,279</u>	<u>145,125</u>	<u>148,027</u>	<u>150,988</u>	<u>154,007</u>
Treatment Disposal							
Contribution to Jt. Utilities Board	229,830	250,000	250,000	257,500	265,225	273,182	281,377
Debt Charges							
Sewer Debt Interest	13,230	23,100	13,230	13,230	13,230	13,230	13,230
	<u>579,133</u>	<u>615,749</u>	<u>617,102</u>	<u>631,679</u>	<u>646,623</u>	<u>661,944</u>	<u>677,650</u>
EXCESS OF REVENUES OVER EXPENDITURES	216,595	136,102	194,624	240,439	290,719	345,841	406,212
TSF from Prior Years Surplus	0	477,800	321,548	71,984	50,000	50,000	50,000
Prior Years' Surplus For Capital Fund	0	(477,800)	(321,548)	(71,984)	(50,000)	(50,000)	(50,000)
Cont. to Sewer Capital Fund	(229,093)	(123,400)	(180,701)	(226,516)	(276,796)	(331,918)	(392,289)
Debt Repayment Debentures	(13,923)	(12,702)	(13,923)	(13,923)	(13,923)	(13,923)	(13,923)
	<u>(243,015)</u>	<u>(136,102)</u>	<u>(194,624)</u>	<u>(240,439)</u>	<u>(290,719)</u>	<u>(345,841)</u>	<u>(406,212)</u>
	<u>(26,420)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>

BACKGROUND DOCUMENT TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 OPERATING EXPENDITURE PLAN

	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
WATER UTILITY - REVENUES							
Sale of Water				4.0%	4.0%	4.0%	4.0%
City Flat Rate	420,043	423,089	445,246	463,056	481,578	500,841	520,875
City Metered	102,691	97,779	103,646	107,792	112,104	116,588	121,251
Cowichan Tribes Flat Rate	18,331	17,922	19,724	20,513	21,333	22,187	23,074
Cowichan Tribes Metered	139,076	98,571	106,062	110,304	114,717	119,305	124,078
North Cowichan I Flat Rate	263,737	260,368	283,621	294,966	306,764	319,035	331,796
North Cowichan I Metered	38,150	33,711	36,273	37,724	39,233	40,802	42,434
North Cowichan II Flat Rate	242,303	239,559	260,859	271,293	282,145	293,431	305,168
North Cowichan II Metered	56,053	51,177	55,066	57,269	59,559	61,942	64,419
Eagle Heights Flat Rate	120,343	118,746	129,489	134,669	140,055	145,658	151,484
Eagle Heights Metered	66,751	68,798	74,027	76,988	80,068	83,270	86,601
	<u>1,467,478</u>	<u>1,409,720</u>	<u>1,514,013</u>	<u>1,574,574</u>	<u>1,637,556</u>	<u>1,703,059</u>	<u>1,771,181</u>
Other Services							
Water Custom	2,310	1,000	1,500	1,500	1,500	1,500	1,500
Water On/Off	65	100	100	100	100	100	100
	<u>2,375</u>	<u>1,100</u>	<u>1,600</u>	<u>1,600</u>	<u>1,600</u>	<u>1,600</u>	<u>1,600</u>
Other Revenue from Own Sources							
Penalties	22,878	19,000	19,000	19,000	19,000	19,000	19,000
Water Studies	2,509	0	0	0	0	0	0
Interest on Investment	17,457	25,000	25,000	25,000	25,000	25,000	25,000
	<u>42,844</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>	<u>44,000</u>
	<u>1,512,698</u>	<u>1,454,820</u>	<u>1,559,613</u>	<u>1,620,174</u>	<u>1,683,156</u>	<u>1,748,659</u>	<u>1,816,781</u>

BACKGROUND DOCUMENT TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 OPERATING EXPENDITURE PLAN

	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
WATER UTILITY - EXPENDITURES							
Administration							
Salaries & Benefits -W	3,534	6,000	6,000	6,120	6,242	6,367	6,495
Toilet Rebate - Water	3,700	5,000	5,000	5,100	5,202	5,306	5,412
Water Grants	13,438	15,700	15,700	16,014	16,334	16,661	16,994
Water Engineering & Planning	994	21,000	21,000	21,420	21,848	22,285	22,731
Insurance Allocation	6,012	5,000	5,000	5,100	5,202	5,306	5,412
Training and Courses	2,545	5,000	5,000	5,100	5,202	5,306	5,412
Other Water Admin	1,533	3,500	6,000	6,120	6,242	6,367	6,495
Legal - Water	66	3,500	3,500	3,570	3,641	3,714	3,789
Administration Charges - Water	220,550	220,550	238,057	242,818	247,675	252,628	257,681
PW Administration Charge - Water	146,630	146,630	146,630	149,563	152,554	155,605	158,717
	<u>399,001</u>	<u>431,880</u>	<u>451,887</u>	<u>460,925</u>	<u>470,143</u>	<u>479,546</u>	<u>489,137</u>
Transmission & Distribution							
General System Maintenance	4,632	0	5,000	5,100	5,202	5,306	5,412
City System Maintenance	108,882	155,600	134,349	137,036	139,777	142,572	145,424
North Cowichan System Maintenance	113,270	156,500	156,500	159,630	162,823	166,079	169,401
Eagle Heights Maintenance	50,458	70,550	70,550	71,961	73,400	74,868	76,366
Cowichan Tribes Maintenance	18,758	36,400	36,400	37,128	37,871	38,628	39,401
Metering - High Use Services	1,160	2,600	2,600	2,652	2,705	2,759	2,814
Meter Reading	10,067	15,000	15,000	15,300	15,606	15,918	16,236
	<u>307,227</u>	<u>436,650</u>	<u>420,399</u>	<u>428,807</u>	<u>437,383</u>	<u>446,131</u>	<u>455,053</u>
Pumping							
Pumphouse No. 2	88,642	93,164	93,164	95,027	96,928	98,866	100,844
Pumphouse No. 3	9,594	15,325	15,325	15,632	15,944	16,263	16,588
Pumphouse No. 4	42,272	65,000	65,000	66,300	67,626	68,979	70,358
Pumphouse No. 5	6,784	11,025	11,025	11,246	11,470	11,700	11,934
Eagle Heights Pumphouse	14,280	19,025	19,025	19,406	19,794	20,189	20,593
Gibbins Road Pump & Reservoir	34,761	30,250	30,250	30,855	31,472	32,102	32,744
Graffiti Removal Water Buildings	641	2,000	2,000	2,040	2,081	2,122	2,165
	<u>196,974</u>	<u>235,789</u>	<u>235,789</u>	<u>240,505</u>	<u>245,315</u>	<u>250,221</u>	<u>255,226</u>
Water Debenture Interest	11,520	12,000	11,520	0	0	0	0
	<u>914,721</u>	<u>1,116,319</u>	<u>1,119,595</u>	<u>1,130,237</u>	<u>1,152,841</u>	<u>1,175,898</u>	<u>1,199,416</u>
EXCESS OF REVENUES OVER EXPENDITURES							
	597,977	338,501	440,018	489,937	530,315	572,761	617,365
TSF from Prior Years Surplus - W							
	0	30,000	22,624	0	0	0	0
Transfer to Water Capital Reserve							
	(1,103)	0	0	0	0	0	0
Prior-Years' Surplus For Water Capital							
	0	(30,000)	(22,624)	0	0	0	0
Debt Repayment - Debentures							
	(7,742)	(7,800)	(7,742)	0	0	0	0
Transfer to Water Capital Fund							
	(99,836)	(330,701)	(432,276)	(489,937)	(530,316)	(572,761)	(617,365)
	<u>(108,682)</u>	<u>(338,501)</u>	<u>(440,018)</u>	<u>(489,937)</u>	<u>(530,316)</u>	<u>(572,761)</u>	<u>(617,365)</u>
Change in Financial Equity	489,295	0	0	0	(0)	0	0

BACKGROUND DOCUMENT TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 CAPITAL EXPENDITURE PLAN

	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
GENERAL CAPITAL EXPENDITURE SUMMARY					
General Government	160,000	29,000	29,000	29,000	29,000
Fire Department	216,000	21,000	21,000	21,000	21,000
Transportation					
Roads	190,000	304,614	306,664	310,394	329,847
Sidewalks	778,762	65,000	35,000	35,000	50,000
Traffic Services	85,000	65,000	65,000	1,162,500	90,000
Machinery, Equipment & Buildings	551,500	254,921	5,000	198,008	163,833
Storm Sewers	2,158,161	0	0	0	0
	<u>3,763,423</u>	<u>689,535</u>	<u>411,664</u>	<u>1,705,902</u>	<u>633,680</u>
Waste Collection	0	3,000	3,000	3,000	3,000
Parks & Cultural Services	997,690	25,000	25,000	25,000	25,000
	<u>5,137,113</u>	<u>767,535</u>	<u>489,664</u>	<u>1,783,902</u>	<u>711,680</u>
GENERAL CAPITAL FINANCING SUMMARY					
Reserve Fund					
Gas Tax	439,142	-	-	-	-
Equipment Replacement	634,382	260,921	11,000	204,008	169,833
DCCs	-	-	-	354,167	-
Sale of Property	643,895	-	-	-	-
	<u>1,717,419</u>	<u>260,921</u>	<u>11,000</u>	<u>558,175</u>	<u>169,833</u>
General Revenue	445,700	454,614	476,664	515,394	539,847
General Operating Surplus	59,100	50,000	-	-	-
Contributions from Water and Sewer	11,200	2,000	2,000	2,000	2,000
Capital Funds	150,000	-	-	-	-
Storm Connection & Curb Cut Fees	-	-	-	-	-
Grants					
Infrastructure Grants	1,520,361	-	-	708,333	-
Borrowing	1,233,333	-	-	-	-
	<u>5,137,113</u>	<u>767,535</u>	<u>489,664</u>	<u>1,783,902</u>	<u>711,680</u>
	-	-	-	-	-

BACKGROUND DOCUMENT TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 CAPITAL EXPENDITURE PLAN

CAPITAL EXPENDITURES	Funding	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
GENERAL GOVERNMENT						
City Hall Building Capital		15,000	15,000	15,000	15,000	15,000
Office Equipment (Computers etc.)		14,000	14,000	14,000	14,000	14,000
Office Equipment (Computers etc.)	Reserve	26,000				
Parking Ticket Handheld	Reserve	15,000				
City Hall Accessibility Modifications	Grant	75,000				
City Hall Accessibility Modifications	Gas Tax	15,000				
		<u>160,000</u>	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>
SOURCE OF FINANCING						
General Revenue		29,000	29,000	29,000	29,000	29,000
Grant	Grant	75,000				
Gas Tax	Gas Tax	15,000				
Equipment Reserves	Reserve	41,000				
		<u>160,000</u>	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>
FIRE DEPARTMENT						
General Equipment		10,000	10,000	10,000	10,000	10,000
Turn Out Gear (6 each Year)	Reserve	11,000	11,000	11,000	11,000	11,000
Rest of Hall Roof	Reserve	45,000				
Hall Seismic Upgrade	MReserve	150,000				
		<u>216,000</u>	<u>21,000</u>	<u>21,000</u>	<u>21,000</u>	<u>21,000</u>
SOURCE OF FINANCING						
General Revenue		10,000	10,000	10,000	10,000	10,000
Capital Funds (MFA Debt Reserve Fire Hall)	MReserve	150,000				
Reserves	Reserve	56,000	11,000	11,000	11,000	11,000
		<u>216,000</u>	<u>21,000</u>	<u>21,000</u>	<u>21,000</u>	<u>21,000</u>
PUBLIC WORKS DEPARTMENT						
Replace Garbage Truck	Reserve	256,000				
Purchase Vactor Truck	Reserve	260,000				
Replace Equipment			249,921	-	193,008	158,833
Radio upgrades for Vehicles	Reserve	5,000				
24" Cleanup Bucket	Reserve	2,500				
PW Video Surveillance	*	3,000				
City Yard/Site Grading	*	20,000				
Small Equipment	*	5,000	5,000	5,000	5,000	5,000
		<u>551,500</u>	<u>254,921</u>	<u>5,000</u>	<u>198,008</u>	<u>163,833</u>
SOURCE OF FINANCING						
General Revenue		16,800	3,000	3,000	3,000	3,000
Equipment Reserves	Reserve	523,500	249,921	-	193,008	158,833
Contributions from Water & Sewer	*	11,200	2,000	2,000	2,000	2,000
		<u>551,500</u>	<u>254,921</u>	<u>5,000</u>	<u>198,008</u>	<u>163,833</u>

BACKGROUND DOCUMENT TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 CAPITAL EXPENDITURE PLAN

CAPITAL EXPENDITURES	Funding	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
ROADS						
Gateway Road Improvement (e.g. Trunk Road)						
+ Govt St - Boundary to Cliffs (westbound only)		50,000				
+ Queens Rd - Ypres to Alderlea		60,000				
+ Trunk Rd - TCH to Ypres (Eastbound only)		60,000				
~ Wharncliff Rd - Lakes to Beech		20,000	88,000			
~ Kenneth St - Jubilee to Govt			50,000			
~ Govt St Boundary to Cliffs (Eastbound only)			50,000			
~ Oak St			33,000			
~ Marchmont Rd - Campbell to Day			32,000			
~ Station St - Craig to Govt	Surplus		50,000			
~ Beech Ave - Pave half a width						50,000
* Cedar Ave - Government to Arbutus				100,000		
* Station St - Canada to Craig				100,000		
* Cairnsmore St - Holmes to End				105,000		
> Dogwood Ave - Arbutus to Hemlock					151,000	
> Cairnsmore St - Holmes to Nagle					155,000	
- Hemlock Ave - Government to End						70,000
- Pine Ave - Govt to Govt						115,000
Unallocated Road Rebuilding			1,614	1,664	4,394	94,847
		190,000	304,614	306,664	310,394	329,847
SOURCE OF FINANCING						
General Revenue		190,000	254,614	306,664	310,394	329,847
Operating Surpluses	Surplus	-	50,000	-	-	-
		190,000	304,614	306,664	310,394	329,847
PEDESTRIAN IMPROVEMENTS						
Sidewalk Property Purchases		20,000	20,000	20,000	20,000	20,000
Crosswalk at Duncan St	Surplus	24,100				
Crosswalk at Duncan St		900				
Bus Shelters	Grant	15,783				
Bus Shelters	Gas Tax	5,000				
Sidewalks & Bus Shelters	Grant	400,000				
Sidewalks & Bus Shelters	Gas Tax	282,979				
Traffic Calming at Canada & Station		15,000				
Traffic Calming at Canada & Evans		15,000				
Traffic Calming at Jubilee & Fourth			15,000			
Traffic Calming on Cairnsmore			30,000			
Traffic Calming at Jubilee & Second				15,000		
Traffic Calming at Jubilee & First					15,000	
Sidewalks and Crosswalks						30,000
		778,762	65,000	35,000	35,000	50,000
SOURCE OF FINANCING						
General Revenue		50,900	65,000	35,000	35,000	50,000
Operating Surplus	Surplus	24,100				
Gas Tax	Gas Tax	287,979				
Grants	Grant	415,783				
		778,762	65,000	35,000	35,000	50,000

BACKGROUND DOCUMENT TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 CAPITAL EXPENDITURE PLAN

CAPITAL EXPENDITURES	Funding	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
TRAFFIC IMPROVEMENTS						
Duncan / Cowichan Way Traffic Light		50,000				
One Way Couplet	Grant/DCC				1,062,500	
Government and Jubilee Intersection	Surplus					
Rewrite DCC Bylaw	Surplus	35,000				
Government St Traffic Calming (West of Boundary)						90,000
Cairnsmore Traffic Calming					100,000	
Government and Station Intersection			65,000			
Government and Kenneth Intersection				65,000		
Other Traffic Improvements			-	-	-	-
		85,000	65,000	65,000	1,162,500	90,000
SOURCE OF FINANCING						
General Revenue		50,000	65,000	65,000	100,000	90,000
DCCs - One Way Couplet					354,167	
Grants - One Way Couplet					708,333	
Surplus	Surplus	35,000				
		85,000	65,000	65,000	1,162,500	90,000
STORM IMPROVEMENTS						
Storm Sewer Study		47,500				
Storm Sewer Study	Gas Tax	47,500				
Storm Catch Basin Upgrades		30,000				
Dike Repair	Grant	133,161				
Construct Lee St. Pump Station	Grant	666,667				
Construct Lee St. Pump Station	Borrow	333,333				
Dike Infrastructure	Borrow	900,000				
		2,158,161	-	-	-	-
SOURCE OF FINANCING						
General Revenue		77,500	-	-	-	-
Borrowing	Borrow	1,233,333				
Grants	Grant	799,828				
Grant for Dike Repair	Gas Tax	47,500	-			
		2,158,161	-	-	-	-
WASTE COLLECTION						
Litter Baskets			3,000	3,000	3,000	3,000
		-	3,000	3,000	3,000	3,000
SOURCE OF FINANCING						
General Revenue		-	3,000	3,000	3,000	3,000
		-	3,000	3,000	3,000	3,000

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CAPITAL EXPENDITURES	Funding	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
PARKS & CULTURAL SERVICES						
Centennial Park		15,000				
Centennial Park	Grant	15,000				
Centennial Heights Lights		3,500				
General Parks Improvements			20,000	20,000	20,000	20,000
New Ball Fields	Reserve	643,895				
Lights for Cairnsmore to Canada Ave Stairs		3,000				
Downtown and Charles Hoey Park						
City Owned Banners	Reserve	6,500				
Xmas Decorations	Reserve	7,382	5,000	5,000	5,000	5,000
Trail- Downtown to Commons	Grant	214,750				
Trail- Downtown to Commons	Gas Tax	88,663				
		997,690	25,000	25,000	25,000	25,000
SOURCE OF FINANCING						
General Revenue		21,500	25,000	25,000	25,000	25,000
Reserves	Reserve	657,777				
Gas Tax	Gas Tax	88,663				
Grants	Grant	229,750				
		997,690	25,000	25,000	25,000	25,000

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Funding	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
SEWER UTILITY CAPITAL					
Shared Public Works Capital	5,600	1,000	1,000	1,000	1,000
Lomas St Lift Station Upgrade				150,000	225,000
Inflow and Infiltration- Camera Inspection	10,000	10,000	10,000	10,000	10,000
JUB Capital - Other	50,000	50,000	50,000	50,000	50,000
Identified Sewer Mtce Upgrades					
1 - Government and Boundary	106,452				
1 - Government and Boundary	Surplus	19,548			
2 - Kenneth St Lot #2 sewer replacement	Surplus	30,000			
Various Locations from Camera Inspection	Surplus	35,000	50,000	50,000	50,000
Cowichan Way lift Controllers	Surplus	12,000			
Silver Bridge Trailer Park	Surplus	225,000			
Beech Ave Sewer Main		165,516			
Beech Ave Sewer Main	Surplus	21,984			
Beech Ave Sewer Main	DCC	62,500			
Second Street Main Upgrade			187,500		
Second Street Main Upgrade	DCC		62,500		
Upgrade Mains			28,296	120,918	106,289
	493,600	361,000	389,296	381,918	442,289
SOURCE OF FINANCING					
Sewer Revenue Fund	172,052	226,516	276,796	331,918	392,289
Operating Surpluses	Surplus	321,548	71,984	50,000	50,000
Development Cost Charges	DCC	-	62,500	62,500	-
	493,600	361,000	389,296	381,918	442,289
	-	-	-	-	-

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 CAPITAL EXPENDITURE PLAN

	Funding	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
WATER CAPITAL						
Shared Public Works Capital		5,600	1,000	1,000	1,000	1,000
Gibbins Tank Communication Upgrade		15,000				
Increase Pressure- Eagle Heights	CCC	160,000				
Meters 1/10 of System		200,000	200,000	200,000	200,000	200,000
Emergency Chlorination		58,676				
Emergency Chlorination	Grant	638,700				
Emergency Chlorination	Surplus	22,624				
Boys Road Well (#4) Communication Upgrade		22,000				
Relocate 2 fire hydrants		11,000				
Works Yard Communication Upgrade			25,000			
Other Three wells Communication Upgrade			15,000			
Water Model Upgrades						
1 Gibbins Rd	CCC		140,000			
6 Westview - Replaces Grieve Rd Upgrade	CCC	55,000				
6 Westview - Replaces Grieve Rd Upgrade	Dev	55,000				
3 Deuchars Drive	CCC			167,500		
11 Campbell		120,000				
4b Rosewood/ Sycamore	CCC				225,000	
5 Seine	CCC					282,000
Water Maintenance Upgrades						
Beech Ave - Wharnclyff to Marchmont			112,000			
Oak St			27,000			
3 Hykawy Rd	CCC	75,000				
4 Station St - Canada to Craig				40,000		
Cedar Ave - Government to Arbutus				175,000		
2 Dogwood - Arbutus to Hemlock					210,000	
Hemlock - Dogwood to Government						102,000
Pine Ave - Govt to Govt						150,000
Upgrade Mains			109,937	114,316	161,761	164,365
		1,438,600	629,937	697,816	797,761	899,365
SOURCE OF FINANCING						
Water Revenue Funds		432,276	489,937	530,316	572,761	617,365
Water Operating Surpluses	Surplus	22,624	-	-	-	
CCCs	CCC	290,000	140,000	167,500	225,000	282,000
Developer Recoveries	Dev	55,000				
Grants- Scada/Chlorination	Grant	638,700				
		1,438,600	629,937	697,816	797,761	899,365
		-	-	-	-	-