



City of Duncan

Financial Plan Bylaw No. 3030, 2011 (With Amendments to December 19, 2011)

Consolidated for Convenience Only

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Amended by:

Bylaw No. 3042, 2011 – Schedule 'B' Amendment - Adopted December 19, 2011

CITY OF DUNCAN

BYLAW NO. 3030, 2011

**A Bylaw establishing the Financial Plan
for the years 2011-2015.**

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, 2015:
3. This Bylaw may be cited for all purposes as the "**Financial Plan Bylaw No. 3030, 2011**".

READ THE FIRST TIME ON THE 18th DAY OF April, 2011.

READ THE SECOND TIME ON THE 18th DAY OF April, 2011.

READ THE THIRD TIME ON THE 18th DAY OF April, 2011.

ADOPTED ON THE 2nd DAY OF May, 2011.

Director of Corporate Services

Mayor

Financial Plan
2011 - 2015
Bylaw No. 3030, 2011
Schedule "A" – Tax Revenue Policy

Financial Objectives and Policies

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

	<u>2010</u>		<u>2011</u>	
Taxation	4,678,587	52.9%	5,118,339	55.6%
Grants in Lieu of Taxes	11,300	0.1%	12,500	0.1%
Sales of Services	450,800	5.1%	416,970	4.5%
Sewer User Fees	709,031	8.0%	768,906	8.4%
Water User Fees	1,454,820	16.5%	1,559,613	16.9%
Other Revenue Own Sources	525,098	5.9%	556,500	6.0%
Unconditional Transfers from Other Governments	534,000	6.1%	721,000	7.8%
Conditional Transfers from Other Governments	<u>475,732</u>	<u>5.4%</u>	<u>50,012</u>	<u>0.5%</u>
	8,839,368	100.0%	9,203,840	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.

Distribution of Property Taxes Collected

<u>Class</u>	<u>2009 %</u>	<u>2010 %</u>	<u>2011 %</u>
Residential	53.37	53.76	54.36
Utilities	1.19	1.07	0.98
Business	45.37	45.10	44.59
Rec/Non profit	0.07	0.07	0.07
	<hr/> 100.00	<hr/> 100.00	<hr/> 100.00

Current Property Class Multiples

<u>Class</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Residential	1.00	1.00	1.00
Utilities	11.19	10.18	9.51
Business	3.29	3.25	3.09
Rec/Non profit	1.40	1.39	1.39
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 five years (2006 - 2010), 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 2011 Business class multiple of 3.09 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 2.74 in 2010.

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).

Use of permissive tax exemptions

Tax Exemption Bylaw No. 3002, passed in October of 2010, contains a list of permissive exemptions granted for the 2011 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.

SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 OPERATING EXPENDITURE PLAN

SUMMARY OF REVENUES	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.

SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 OPERATING EXPENDITURE PLAN

GENERAL FUND - EXPENDITURES SUMMARY	2010 DEC 31	2010 BUDGET	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET
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
AMORTIZATION OF TANGIBLE CAPITAL ASSETS							
	738,872	0	793,872	793,872	793,872	793,872	793,872
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
TOTAL EXPENSES							
	8,639,837	8,316,450	9,304,321	9,266,470	9,360,407	9,565,698	9,745,531
EXCESS OF REVENUES OVER EXPEDITURES							
	(340,158)	508,506	(154,922)	15,148	144,746	271,097	319,927
ADJUST FOR NON-CASH ITEMS - AMORTIZATION							
	738,872	0	793,872	793,872	793,872	793,872	793,872
ADJUST FOR CASH ITEMS - NON PSAB							
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)
	(85,657)	(508,506)	154,922	(15,148)	(144,746)	(271,097)	(319,927)
Change in Financial Equity	(425,815)	0	0	(0)	(0)	0	(0)

SCHEDULE "B" 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
AMORTIZATION OF TANGIBLE CAPITAL ASSETS							
	35,603	0	39,896	39,896	39,896	39,896	39,896
Total Expenditures	<u>614,736</u>	<u>615,749</u>	<u>656,998</u>	<u>671,575</u>	<u>686,519</u>	<u>701,840</u>	<u>717,546</u> #
EXCESS OF REVENUES OVER EXPENDITURES	180,992	136,102	154,728	200,543	250,823	305,945	366,316
ADJUST FOR NON-CASH ITEMS - AMORTIZATION	35,603	0	39,896	39,896	39,896	39,896	39,896
ADJUST FOR NON-CASH NON PSAB ITEMS							
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>(207,412)</u>	<u>(136,102)</u>	<u>(154,728)</u>	<u>(200,543)</u>	<u>(250,823)</u>	<u>(305,945)</u>	<u>(366,316)</u>
	<u>(26,420)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>

SCHEDULE "B" 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>

SCHEDULE "B" 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
AMORTIZATION OF TANGIBLE CAPITAL ASSETS	122,497	0	150,664	150,664	150,664	150,664	150,664
Total Expenditures	<u>1,037,218</u>	<u>1,116,319</u>	<u>1,270,259</u>	<u>1,280,901</u>	<u>1,303,505</u>	<u>1,326,562</u>	<u>1,350,080</u>
EXCESS OF REVENUES OVER EXPENDITURES	475,480	338,501	289,354	339,273	379,651	422,097	466,701
ADJUST FOR NON-CASH ITEMS - AMORTIZATION	122,497	0	150,664	150,664	150,664	150,664	150,664
ADJUST FOR NON-CASH NON PSAB ITEMS							
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>13,815</u>	<u>(338,501)</u>	<u>(289,354)</u>	<u>(339,273)</u>	<u>(379,652)</u>	<u>(422,097)</u>	<u>(466,701)</u>
Change in Financial Equity	<u>489,295</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(0)</u>	<u>0</u>	<u>0</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" 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
	3,763,423	689,535	411,664	1,705,902	633,680
Waste Collection	0	3,000	3,000	3,000	3,000
Parks & Cultural Services	997,690	25,000	25,000	25,000	25,000
	5,137,113	767,535	489,664	1,783,902	711,680
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	-	-	-	-
	1,717,419	260,921	11,000	558,175	169,833
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	-	-	-	-
	5,137,113	767,535	489,664	1,783,902	711,680
	-	-	-	-	-

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 CAPITAL EXPENDITURE PLAN

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
	-	-	-	-	-

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 3030, 2011
 FIVE YEAR FINANCIAL PLAN (2011-2015)
 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
		-	-	-	-	-