

CITY OF DUNCAN

BYLAW NO. 2051, 2008

**A Bylaw Establishing the Financial Plan
for the Years 2008-2012.**

WHEREAS 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, 2012:
3. This Bylaw may be cited for all purposes as the "**Financial Plan Bylaw No. 2051, 2008**".

READ THE FIRST TIME ON THE 28th DAY OF APRIL, 2008.

READ THE SECOND TIME ON THE 28th DAY OF APRIL, 2008.

READ THE THIRD TIME ON THE 28th DAY OF APRIL, 2008.

ADOPTED ON THE 5th DAY OF MAY, 2008.



Mayor



Director of Corporate Services

Financial Plan
2008 - 20112
Bylaw No. 2051, 2008
Schedule "A" – Tax Revenue Policy

Legislative Change

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>2007</u>		<u>2008</u>	
Taxation	3,671,787	55.6%	3,904,022	55.8%
Grants in Lieu of Taxes	12,300	0.2%	9,900	0.1%
Sales of Services	404,800	6.1%	393,300	5.6%
Sewer User Fees	552,000	8.4%	590,476	8.4%
Water User Fees	1,119,295	17.0%	1,162,304	16.6%
Other Revenue Own Sources	430,577	6.5%	466,177	6.7%
Unconditional Transfers from Other Governments	<u>410,000</u>	<u>6.2%</u>	<u>466,614</u>	<u>6.7%</u>
	6,600,759	100%	6,992,793	100%

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
2008 - 20112
Bylaw No. 2051, 2008
Schedule "A" – Tax Revenue Policy

Distribution of Property Taxes Collected

<u>Class</u>	<u>2006 %</u>	<u>2007 %</u>	<u>2008 %</u>
Residential	49.39	50.21	51.18
Utilities	1.29	1.04	1.46
Business	49.19	48.71	47.29
Rec/Non profit	0.13	0.04	0.07
Farm	-	-	-
	100.00	100.00	100.00

Current Property Class Multiples

<u>Class</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Residential	1.00	1.00	1.00
Utilities	11.01	12.60	13.71
Business	3.53	3.44	3.44
Rec/Non profit	1.45	1.45	1.45
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 two years (2006 & 2007), 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 the City's 2007 Business class multiple of 3.44 placed Duncan at 113th out of 156 municipalities. (72nd percentile). The long term goal would be to have the business multiple at the 50th percentile (median).

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
2008 - 2012
Bylaw No. 2051, 2008
Schedule "A" – Tax Revenue Policy

Use of permissive tax exemptions

Tax Exemption Bylaw No. 2035 passed in October of 2007 contains a list of permissive exemptions granted for the 2008 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.

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. 2051, 2008
 OPERATING EXPENDITURE PLAN

SUMMARY OF REVENUES					
SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008					
	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
TAXATION	3,904,022	4,201,148	4,606,038	5,021,653	5,285,536
GRANTS IN LIEU OF TAXES	9,900	9,900	9,900	9,900	9,900
SALES OF SERVICE	393,300	398,928	404,725	410,696	416,846
OTHER REVENUE FROM OWN SOURCES					
Licences & Permits	131,672	131,672	131,672	131,672	131,672
Fines	22,000	22,000	22,000	22,000	22,000
Rentals	102,000	102,000	102,000	102,000	102,000
Return on Investment	39,000	39,000	39,000	39,000	39,000
Penalties & Interest on Taxes	32,000	32,000	32,000	32,000	32,000
Other	139,505	143,513	147,641	151,893	156,273
	466,177	470,185	474,313	478,565	482,945
TRANSFERS FROM OTHER GOVERNMENTS					
Unconditional					
- Provincial	466,614	516,614	516,614	516,614	516,614
Conditional					
- Provincial	45,958	7,858	7,858	7,858	7,858
- Regional	0	50,000	51,500	53,045	54,636
	45,958	57,858	59,358	60,903	62,494
COLLECTIONS FOR OTHER GOVERNMENTS	2,081,984	2,144,444	2,208,778	2,275,041	2,343,292
	<u>7,367,955</u>	<u>7,799,077</u>	<u>8,279,726</u>	<u>8,773,372</u>	<u>9,117,627</u>

THE CORPORATION OF THE CITY OF DUNCAN
SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
OPERATING EXPENDITURE PLAN

SUMMARY OF EXPENDITURES
SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
GENERAL GOVERNMENT SERVICES					
Legislative	97,950	98,496	99,058	99,637	100,234
Administrative	928,592	917,892	950,280	978,790	1,008,154
Other General Government Services	222,468	185,668	191,178	196,854	202,699
Administration Charges	(308,990)	(318,260)	(327,808)	(337,642)	(347,772)
	940,020	883,796	912,708	937,639	963,315
PROTECTIVE SERVICES					
Police Costs	191,825	400,000	600,000	800,000	856,000
Fire Protection	294,240	303,069	312,160	321,523	331,169
Emergency Measures	900	927	955	984	1,014
Building Inspections	111,401	114,744	118,185	121,730	125,382
Animal & Pest Control	14,400	14,832	15,277	15,735	16,207
Evening Patrols	16,900	17,407	17,930	18,467	19,021
	629,666	850,979	1,064,507	1,278,439	1,348,793
TRANSPORTATION SERVICES					
Common Services	377,921	485,509	500,076	515,077	530,529
PW Admin Charges	(142,000)	(146,260)	(150,648)	(155,167)	(159,822)
Road Transport	461,398	455,071	468,723	482,784	497,268
Street Lighting	67,600	69,628	71,717	73,869	76,085
Traffic Services	103,500	106,605	109,804	113,098	116,492
Parking	80,781	83,204	85,701	88,273	90,921
Equipment Operation & Maintenance	0	0	0	0	0
	949,200	1,053,757	1,085,373	1,117,934	1,151,473
ENVIRONMENTAL HEALTH SERVICES					
Comfort Station	10,835	11,160	11,495	11,840	12,195
Mosquito Control	8,370	8,621	8,880	9,146	9,420
Community Kitchens - Field to Table	0	0	0	0	0
Garbage Disposal & Collection	175,500	180,795	186,218	191,804	197,558
	194,705	200,576	206,593	212,790	219,173
PLANNING AND STUDY PROJECTS	68,769	77,954	80,293	82,702	85,183
RECREATIONAL & CULTURAL SERVICES					
Joint Facilities	194,000	127,000	130,810	134,735	138,777
City Parks	366,493	409,852	420,886	432,244	445,211
Cultural Buildings	152,010	156,570	161,267	166,105	171,089
	712,503	693,422	712,963	733,084	755,077
FISCAL SERVICES					
Debt Charges - Interest	92,500	102,590	110,340	108,790	107,240
TRANSFERS TO OTHER GOVERNMENTS	1,069,555	1,120,533	1,173,810	1,229,501	1,287,726
TAXES COLLECTED FOR OTHER GOV'TS	2,081,984	2,144,444	2,208,778	2,275,041	2,343,292
OTHER FISCAL SERVICES	0	0	0	0	0
	6,738,902	7,128,051	7,555,365	7,975,920	8,261,272
EXCESS OF REVENUES OVER EXPENDITURE	629,053	671,026	724,361	797,452	856,355
Transfer From GST Reserve for Debt Pr	0	0	0	0	0
Transfer from Reserves	19,000	0	0	0	0
Prior years surplus	881,267	127,198	44,863	0	0
Contribution to General Capital Fund	(1,269,100)	(460,000)	(400,000)	(428,228)	(487,131)
Transfer to Reserves	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)
Transfer Parcel Taxes - Sewer	(42,820)	(42,820)	(42,820)	(42,820)	(42,820)
Debt Repayment - Debentures	(52,400)	(130,404)	(161,404)	(161,404)	(161,404)
	(629,053)	(671,026)	(724,361)	(797,452)	(856,355)
Change in Financial Equity	0	0	0	0	0
Accumulated Surplus, December 31	\$ 402,075	274,877	230,014	230,014	230,014

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
TAXATION					
Real Property	5.8%	17.3%	11.8%	10.8%	5.5%
General Purposes	2,503,921	2,937,099	3,283,677	3,638,314	3,838,421
General Debt	0	0	0	0	0
Regional District	919,555	965,533	1,013,810	1,064,501	1,117,726
General Utilities	95,901	100,696	105,731	111,018	116,569
Provincial Policing Levy	191,825	0	0	0	0
Special Assessment - BIA	150,000	155,000	160,000	165,000	170,000
Downtown Revite Levy	0	0	0	0	0
Frontage and Parcel Taxes	42,820	42,820	42,820	42,820	42,820
	3,904,022	4,201,148	4,606,038	5,021,653	5,285,536
GRANTS IN LIEU OF TAXES					
Provincial - BCBC	900	900	900	900	900
Federal - Post Office Building	9,000	9,000	9,000	9,000	9,000
	9,900	9,900	9,900	9,900	9,900
SALES OF SERVICE					
Garbage Collection Fees	163,000	163,000	163,000	163,000	163,000
Garbage Container Rent	0	0	0	0	0
Recycling - Curbside	14,700	14,700	14,700	14,700	14,700
Transit User Fees	0	0	0	0	0
Fire Protection - Cowichan Tribes	60,000	61,800	63,654	65,564	67,531
Fire Protection Agreement - E.H.	127,600	131,428	135,371	139,432	143,615
Fire Protection Other	0	0	0	0	0
Administration & Recoveries	8,000	8,000	8,000	8,000	8,000
Sports Field User Fees	10,000	10,000	10,000	10,000	10,000
Public Works Miscellaneous	10,000	10,000	10,000	10,000	10,000
	393,300	398,928	404,725	410,696	416,846
OTHER REVENUE OWN SOURCES					
Licences & Permits					
Business Licences	66,000	66,000	66,000	66,000	66,000
Delivery Vehicle	1,172	1,172	1,172	1,172	1,172
Building Permits	55,000	55,000	55,000	55,000	55,000
Plumbing Permits	6,000	6,000	6,000	6,000	6,000
Other Permits/Inspections	400	400	400	400	400
Dog Licences	3,100	3,100	3,100	3,100	3,100
	131,672	131,672	131,672	131,672	131,672
Fines - Parking	22,000	22,000	22,000	22,000	22,000

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
Rentals					
Buildings	10,500	10,500	10,500	10,500	10,500
Leased Land	31,600	31,600	31,600	31,600	31,600
Farmers Market	0	0	0	0	0
Parking Areas	37,400	37,400	37,400	37,400	37,400
Chamber of Commerce Office	22,500	22,500	22,500	22,500	22,500
	<u>102,000</u>	<u>102,000</u>	<u>102,000</u>	<u>102,000</u>	<u>102,000</u>
Return on Investments					
Term Deposit & Bank Interest	39,000	39,000	39,000	39,000	39,000
Penalties & Interest on Taxes					
Penalties on Taxes	24,000	24,000	24,000	24,000	24,000
Interest on Taxes	8,000	8,000	8,000	8,000	8,000
	<u>32,000</u>	<u>32,000</u>	<u>32,000</u>	<u>32,000</u>	<u>32,000</u>
Other					
Tourism Revenues - Totem book	200	200	200	200	200
Miscellaneous Revenue	5,700	5,700	5,700	5,700	5,700
Storm Drain Connections	0	0	0	0	0
Equipment Charges less operating	133,605	137,613	141,741	145,993	150,373
Contributions - City Square	0	0	0	0	0
Contributions - Misc	0	0	0	0	0
Contributions - Public Art	0	0	0	0	0
	<u>139,505</u>	<u>143,513</u>	<u>147,641</u>	<u>151,893</u>	<u>156,273</u>
UNCONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS					
Provincial - Revenue Sharing	466,614	516,614	516,614	516,614	516,614

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
CONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS					
Provincial					
- Boundary Restructure	7,100	0	0	0	0
- Community Tourism	31,000	0	0	0	0
VIHA					
- West Nile	7,858	7,858	7,858	7,858	7,858
Federal					
- Gas Tax Funding	0	0	0	0	0
	45,958	7,858	7,858	7,858	7,858
CONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS					
Regional					
District of North Cowichan - Recreation		50,000	51,500	53,045	54,636
	0	50,000	51,500	53,045	54,636
OTHER TRANSFERS					
Prior Years Surplus					
For Misc Capital	818,500	60,000	0	0	0
For Misc Operating	62,767	67,198	44,863	0	0
Prior Year's Surplus	881,267	127,198	44,863	0	0
Own Funds and reserve accounts					
TSF from Totem reserve	19,000	0	0	0	0
	19,000	0	0	0	0
COLLECTIONS FOR OTHER GOVERNMENTS					
School Taxes	1,903,609	1,960,717	2,019,539	2,080,125	2,142,529
C.V. Regional Hospital District	125,690	129,461	133,345	137,345	141,465
Municipal Finance Authority	101	104	107	110	113
B.C. Assessment Authority	52,584	54,162	55,787	57,461	59,185
	2,081,984	2,144,444	2,208,778	2,275,041	2,343,292

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
GENERAL GOVERNMENT SERVICES					
Legislative					
Council Indemnities	79,750	79,750	79,750	79,750	79,750
Legislative Conferences & Travel	18,200	18,746	19,308	19,887	20,484
	<u>97,950</u>	<u>98,496</u>	<u>99,058</u>	<u>99,637</u>	<u>100,234</u>
Administrative					
City Hall Salaries & Benefits	556,891	573,598	590,806	608,530	626,786
Sick & Severance Accrual Increase	40,000	41,200	42,436	43,709	45,020
Conferences and Travel	16,050	16,532	17,028	17,539	18,065
Meeting Expenses & Annual Functions	11,500	11,845	12,200	12,566	12,943
Memberships	7,000	7,210	7,426	7,649	7,878
Computer Services	34,000	35,020	36,071	37,153	38,268
Legal	25,000	25,750	26,523	27,319	28,139
Training and Recognition	6,000	6,180	6,365	6,556	6,753
Accounting & Audit	18,250	18,798	19,362	19,943	20,541
Consulting	2,951	3,040	3,131	3,225	3,322
Human Resources Services	22,000	10,000	10,300	10,609	10,927
Other General Services	30,000	5,000	10,000	10,300	10,609
Common Services					
City Hall Maintenance & Operation	85,400	87,962	90,601	93,319	96,119
Operations & Maint. (Leased Bldgs.)	5,750	5,923	6,101	6,284	6,473
Other Common Services					
Telephone & Postage	22,000	22,660	23,340	24,040	24,761
Advertising	8,000	8,240	8,487	8,742	9,004
Printing & Stationery	22,800	23,484	24,189	24,915	25,662
Equipment Maintenance & Replacement	1,000	1,030	1,061	1,093	1,126
Equipment Leases & Service Contracts	8,000	8,240	8,487	8,742	9,004
Sundry	4,000	4,120	4,244	4,371	4,502
Bank Charges	2,000	2,060	2,122	2,186	2,252
	<u>928,592</u>	<u>917,892</u>	<u>950,280</u>	<u>978,790</u>	<u>1,008,154</u>
Other					
Election Expenses	13,150	2,000	2,000	2,000	2,000
Property Appraisals	0	0	0	0	0
Insurance	70,500	72,615	74,793	77,037	79,348
Grants to Organizations	24,618	25,357	26,118	26,902	27,709
Sr. Citizen Sewer & Water Rebates	2,500	2,575	2,652	2,732	2,814
Tourism and public relations	72,700	74,881	77,127	79,441	81,824
Tourism Grant Spending	31,000	0	0	0	0
Communications - training and consulting	5,000	5,150	5,305	5,464	5,628
Rememberance Day Expenses	3,000	3,090	3,183	3,278	3,376
	<u>222,468</u>	<u>185,668</u>	<u>191,178</u>	<u>196,854</u>	<u>202,699</u>
Administration Distributions - Fire	(13,990)	(14,410)	(14,842)	(15,287)	(15,746)
Administration Distributions - Water	(194,000)	(199,820)	(205,815)	(211,989)	(218,349)
Administration Distributions - Sewer	(101,000)	(104,030)	(107,151)	(110,366)	(113,677)
	<u>(308,990)</u>	<u>(318,260)</u>	<u>(327,808)</u>	<u>(337,642)</u>	<u>(347,772)</u>
	<u>921,820</u>	<u>865,050</u>	<u>893,400</u>	<u>917,752</u>	<u>942,831</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

Account #	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
PROTECTIVE SERVICES					
Police Costs	191,825	400,000	600,000	800,000	856,000
Fire Department					
Salaries - Chief & Officers	18,600	19,158	19,733	20,325	20,935
Call Pay - Volunteers	95,000	97,850	100,786	103,810	106,924
Call Pay - Volunteers E.H.	20,000	20,600	21,218	21,855	22,511
Grant to Department	0	0	0	0	0
Fire Hall Operation & Maintenance	37,700	38,831	39,996	41,196	42,432
Fire Alarm System	9,900	10,197	10,503	10,818	11,143
Training & Conferences	16,500	16,995	17,505	18,030	18,571
Firemen's Insurance	9,000	9,270	9,548	9,834	10,129
Fire Investigation & Prevention	10,500	10,815	11,139	11,473	11,817
Hydrant Rental	9,000	9,270	9,548	9,834	10,129
Clothing	5,000	5,150	5,305	5,464	5,628
Firefighting Equipment & Maintenance	4,000	4,120	4,244	4,371	4,502
Fire Dept Other	13,700	14,111	14,534	14,970	15,419
Administration Charge - Fire	13,990	14,410	14,842	15,287	15,746
PW Storage Shed Hydro	500	515	530	546	562
	263,390	271,292	279,431	287,813	296,448
Vehicle Operation & Maintenance					
2-82 Ladder Truck	6,260	6,448	6,641	6,840	7,045
3- 2000 Chev Crew Cab	2,360	2,431	2,504	2,579	2,656
3-67 Mercury Pumper	0	0	0	0	0
4-2002 Lafrance Pumper	4,830	4,975	5,124	5,278	5,436
5-75 Ford Pumper	0	0	0	0	0
5-2005 Lafrance Pumper	4,720	4,862	5,008	5,158	5,313
6-71 Ford Tank Truck	4,060	4,182	4,307	4,436	4,569
7-90 Ford Command Unit	3,800	3,914	4,031	4,152	4,277
8-82 Pumper	0	0	0	0	0
9-87 Rescue Truck	4,820	4,965	5,114	5,267	5,425
	30,850	31,777	32,729	33,710	34,721
	294,240	303,069	312,160	321,523	331,169

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
Emergency Measures					
21 - Flood Control	900	927	955	984	1,014
	<u>900</u>	<u>927</u>	<u>955</u>	<u>984</u>	<u>1,014</u>
Building Inspection					
Bldg Insp - Salaries & Benefits	96,551	99,448	102,431	105,504	108,669
Bldg Insp - Transportation - Truck	6,100	6,283	6,471	6,665	6,865
Bldg Insp - Other	8,750	9,013	9,283	9,561	9,848
	<u>111,401</u>	<u>114,744</u>	<u>118,185</u>	<u>121,730</u>	<u>125,382</u>
Animal Control Contract					
Animal Control Contract	14,400	14,832	15,277	15,735	16,207
Other Animal Control	0	0	0	0	0
	<u>14,400</u>	<u>14,832</u>	<u>15,277</u>	<u>15,735</u>	<u>16,207</u>
Other Protection					
Security Camera Operating	1,900	1,957	2,016	2,076	2,138
Commissionaires - Evening Patrols	15,000	15,450	15,914	16,391	16,883
	<u>16,900</u>	<u>17,407</u>	<u>17,930</u>	<u>18,467</u>	<u>19,021</u>
Public Transit - Paratransit					
Public Transit - Paratransit	0	0	0	0	0

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
TRANSPORTATION SERVICES					
Common Services					
Administration Salaries & Benefits	235,291	338,600	348,758	359,221	369,998
Engineering Services	5,000	5,150	5,305	5,464	5,628
Other - Common Services	53,900	55,517	57,183	58,898	60,665
Safety Committee and Officer	24,500	25,235	25,992	26,772	27,575
Other Safety Supplies	3,000	3,090	3,183	3,278	3,376
Workshop & Yards	50,000	51,500	53,045	54,636	56,275
Small Tools & Equipment	6,230	6,417	6,610	6,808	7,012
	377,921	485,509	500,076	515,077	530,529
PW Admin Distributions - Water	(103,000)	(106,090)	(109,273)	(112,551)	(115,928)
PW Admin Distributions - Sewer	(39,000)	(40,170)	(41,375)	(42,616)	(43,894)
	(142,000)	(146,260)	(150,648)	(155,167)	(159,822)
	235,921	339,249	349,428	359,910	370,707
Road Transport					
Street Maintenance	68,400	70,452	72,566	74,743	76,985
Crack Sealing	40,000	41,200	42,436	43,709	45,020
Sidewalk Maintenance	80,000	82,400	84,872	87,418	90,041
Storm Sewers	38,250	39,398	40,580	41,797	43,051
Street Sweeping	73,050	75,242	77,499	79,824	82,219
Boulevards	79,200	81,576	84,023	86,544	89,140
Totems	39,000	20,000	20,600	21,218	21,855
Snow Removal	42,198	43,464	44,768	46,111	47,494
Highway Median Maint	1,300	1,339	1,379	1,420	1,463
	461,398	455,071	468,723	482,784	497,268
Street Lighting					
Street Lights	61,700	63,551	65,458	67,422	69,445
Decorative Lights	5,900	6,077	6,259	6,447	6,640
	67,600	69,628	71,717	73,869	76,085
Traffic Services					
Road Marking	42,000	43,260	44,558	45,895	47,272
Street Signs	27,500	28,325	29,175	30,050	30,952
Traffic Signals	34,000	35,020	36,071	37,153	38,268
	103,500	106,605	109,804	113,098	116,492
Parking					
Commissionaires	55,000	56,650	58,350	60,101	61,904
Other - Parking Exp	6,400	6,592	6,790	6,994	7,204
Commissionaires Paid Parking	0	0	0	0	0
Parking Lot Lease	1,681	1,731	1,783	1,836	1,891
	63,081	64,973	66,923	68,931	70,999
Other Bylaw Enforcement	1,000	1,030	1,061	1,093	1,126
Parking Lot Maintenance	16,700	17,201	17,717	18,249	18,796
	80,781	83,204	85,701	88,273	90,921

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
Municipal Equipment Charges					
01 '90/05 Dump Truck	7,200	7,416	7,638	7,867	8,103
02 98 Ingersoll Compressor	1,560	1,607	1,655	1,705	1,756
03 2004 GMC Service Body	6,200	6,386	6,578	6,775	6,978
04 1 Ton Chev	0	0	0	0	0
05 2000 GMC Dump	7,950	8,189	8,435	8,688	8,949
06 2000 Altec Lift Truck	2,650	2,730	2,812	2,896	2,983
07 98 case 580L Backhoe	6,650	6,850	7,056	7,268	7,486
08 1995 Sierra P/U	0	0	0	0	0
09 98 John Deere 425	2,950	3,039	3,130	3,224	3,321
10 92 GMC Tank Truck	3,250	3,348	3,448	3,551	3,658
11 97 Int 1 Man Garbage Truck	12,300	12,669	13,049	13,440	13,843
12 Paint Sprayer	0	0	0	0	0
13 89 Eradicator	0	0	0	0	0
14 91 Int. Garbage	0	0	0	0	0
15 76 Turf Cutter	500	515	530	546	562
16 VA-25S Sidewalk Grinder	500	515	530	546	562
17 85 Sand Spreader	1,000	1,030	1,061	1,093	1,126
18 Chain Saws/ Trimmers	550	567	584	602	620
19 91 Ford Van	0	0	0	0	0
20 99 Ford F250	4,950	5,099	5,252	5,410	5,572
21 Mowers/Leaf Blowers	2,320	2,390	2,462	2,536	2,612
22 2004 F350 Dump	6,300	6,489	6,684	6,885	7,092
23 95GMC Sierra 2500	0	0	0	0	0
24 Weedeater/Hedge Trimmers	1,200	1,236	1,273	1,311	1,350
25 Tampers & Jumping Jack	1,250	1,288	1,327	1,367	1,408
26 2002 Sewer Rodder	1,030	1,061	1,093	1,126	1,160
27 89 Case Backhoe	0	0	0	0	0
28 Trash Pumps	0	0	0	0	0
29 97 John Deere Tractor	2,800	2,884	2,971	3,060	3,152
30 Edger	0	0	0	0	0
31 2000 Ford Van	5,250	5,408	5,570	5,737	5,909
32 2000 14' Sander	300	309	318	328	338
33 2002 Dodge Dakota	4,200	4,326	4,456	4,590	4,728
34 1999 Ranger X-cab	2,775	2,858	2,944	3,032	3,123
35 2000 Parks Trailer	180	185	191	197	203
36 Case Loader	7,800	8,034	8,275	8,523	8,779
38 Honda Generator	0	0	0	0	0
39 88 GMC Pickup	0	0	0	0	0
40 Stihl Cutoff Saw	250	258	266	274	282
41 93 Int'l Garbage	0	0	0	0	0
42 2004 Husqvarna Mower	1,400	1,442	1,485	1,530	1,576
44 1994 Elgin Sweeper	34,900	35,947	37,025	38,136	39,280
45 88 Pressure washer	730	752	775	798	822
46 '95 Vandura/ '04 Grumman	7,650	7,880	8,116	8,359	8,610
47 2001 Parks Trailer	120	124	128	132	136
48 89 Cement Mixer	40	41	42	43	44
49 1994 Parks Trailer	110	113	116	119	123
50 1995 Sonoma P/U	0	0	0	0	0
51 2004 Parks Trailer	110	113	116	119	123
52 05 Dakota	1,860	1,916	1,973	2,032	2,093
54 99 Ford F250	3,050	3,142	3,236	3,333	3,433
55 2005 GMC P/U	4,800	4,944	5,092	5,245	5,402
56 2006 New Holland Backhoe	9,200	9,476	9,760	10,053	10,355
57 2007 Steam cleaner	370	381	392	404	416
58 2007 Civic Hybrid	5,050	5,202	5,358	5,519	5,685
59 2008 Chevy Silverado PU	3,400	3,502	3,607	3,715	3,826
60 2008 GMC Dump Box	4,100	4,223	4,350	4,481	4,615
Undistributed Charges	5,000	5,150	5,305	5,464	5,628
Transfer Equipment Surplus	133,605	137,613	141,741	145,993	150,373
	309,360	318,647	328,205	338,052	348,195
Equipment Charges	(309,360)	(318,647)	(328,205)	(338,052)	(348,195)
Net Cost of equipment	0	0	0	0	0

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
ENVIRONMENTAL HEALTH SERVICES					
Comfort Stations	10,835	11,160	11,495	11,840	12,195
Mosquito Control	8,370	8,621	8,880	9,146	9,420
Community Kitchens - Field to Table	0	0	0	0	0
Garbage Collection					
Residential					
Wages & Benefits - R	51,000	52,530	54,106	55,729	57,401
Municipal Equipment - R	30,500	31,415	32,357	33,328	34,328
Commercial					
Wages & Benefits - B	0	0	0	0	0
Municipal Equipment - B	0	0	0	0	0
Cardboard					
Wages & Benefits - C	0	0	0	0	0
Other - C	1,200	1,236	1,273	1,311	1,350
Municipal Equipment - C	0	0	0	0	0
Container Maintenance	0	30	30	30	30
Garbage Tipping Fees	65,500	67,465	69,489	71,574	73,721
Recycling	21,800	22,454	23,128	23,822	24,537
Other Collection - Litter	4,500	4,635	4,774	4,917	5,065
Miscellaneous Garbage Costs	1,000	1,030	1,061	1,093	1,126
	175,500	180,795	186,218	191,804	197,558
PLANNING AND STUDY PROJECTS					
Planning Salaries	35,169	60,959	62,788	64,672	66,612
Planning & Zoning	11,500	11,845	12,200	12,566	12,943
Design Guidelines	0	0	0	0	0
Downtown Revite	0	0	0	0	0
Restructure	7,100	0	0	0	0
TCH Study	0	0	0	0	0
Exhibition Lands	10,000	0	0	0	0
OCP (37,500 - 05/06)	0	0	0	0	0
Heritage	5,000	5,150	5,305	5,464	5,628
Crystal Meth Project	0	0	0	0	0
Net Cost Green Streets (Grant 20k, Tribe	0	0	0	0	0
Planning	68,769	77,954	80,293	82,702	85,183

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
RECREATION & CULTURAL SERVICES					
Joint Recreation Facilities					
Joint Pool	162,000	112,000	115,360	118,821	122,386
Joint Parks	32,000	15,000	15,450	15,914	16,391
	<u>194,000</u>	<u>127,000</u>	<u>130,810</u>	<u>134,735</u>	<u>138,777</u>
City Parks & Facilities					
Centennial Heights Park	11,800	12,154	12,519	12,895	13,282
Station St Park	3,160	3,255	3,353	3,454	3,558
Charles Hoey Park	38,800	39,964	41,163	42,398	43,670
Rotary Park	57,500	59,225	61,002	62,832	64,717
McAdam Park	59,985	61,785	63,639	65,548	67,514
Centennial Park	40,425	80,000	82,400	84,872	87,418
City Square	22,300	22,969	23,658	24,368	25,099
Farmers Market Exp	510	525	541	557	574
Downtown Area	99,700	102,691	105,772	108,945	112,213
Composting Operation	750	773	796	820	845
China Gardens	3,263	3,361	3,462	3,566	3,673
Parks Other	350	361	372	383	394
Parks Training	6,650	6,850	7,056	7,268	7,486
Graffiti Removal	15,500	9,965	9,000	8,000	8,240
Highway Banners	5,800	5,974	6,153	6,338	6,528
	<u>366,493</u>	<u>409,852</u>	<u>420,886</u>	<u>432,244</u>	<u>445,211</u>
Cultural Buildings & Facilities					
Library	148,910	153,377	157,978	162,717	167,599
VSO Centre	3,100	3,193	3,289	3,388	3,490
	<u>152,010</u>	<u>156,570</u>	<u>161,267</u>	<u>166,105</u>	<u>171,089</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
FISCAL SERVICES					
Interest					
Current Exp. Loans	0	0	0	0	0
Interest on Prepaid Taxes	6,000	6,000	6,000	6,000	6,000
	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
Short Term Capital - Interest					
Downtown Revitalization - ST	0	1,000	1,000	1,000	1,000
Traffic improvements - DD	0	0	7,750	6,200	4,650
Debenture Debt - Interest					
Fire Trucks - DD	17,300	17,300	17,300	17,300	17,300
2004 Fire Truck - DD	9,200	9,200	9,200	9,200	9,200
Pool Debt	60,000	69,090	69,090	69,090	69,090
Downtown Revitalization - DD	0	0	0	0	0
	<u>92,500</u>	<u>102,590</u>	<u>110,340</u>	<u>108,790</u>	<u>107,240</u>
Principal					
Short Term Capital - Principle					
Downtown Revitalization - P	0	20,000	20,000	20,000	20,000
Traffic improvements - P	0	0	31,000	31,000	31,000
Debenture Debt - Principal					
2005 Fire Trucks	29,700	29,700	29,700	29,700	29,700
Fire Truck - P	22,700	22,700	22,700	22,700	22,700
Pool Debt - P	0	58,004	58,004	58,004	58,004
	<u>52,400</u>	<u>130,404</u>	<u>161,404</u>	<u>161,404</u>	<u>161,404</u>
Transfer to Own Reserves & Allowances					
Machinery & Equip Repl Res Fund	120,000	120,000	120,000	120,000	120,000
Additional TSF to Equipment Reserve	0	0	0	0	0
Fire Dept Equip Reserve Fund	45,000	45,000	45,000	45,000	45,000
Totem Reserve Fund	0	0	0	0	0
Christmas Decorations Reserve	0	0	0	0	0
Parking Reserve Fund	0	0	0	0	0
Tsf to Public Art Reserve	0	0	0	0	0
Retirement Reserve Acct	0	0	0	0	0
Res. Acct - Future Expend. Gov't	0	0	0	0	0
	<u>165,000</u>	<u>165,000</u>	<u>165,000</u>	<u>165,000</u>	<u>165,000</u>
CONTRIBUTION TO GENERAL CAPITAL FUND					
Paid by Prior Years' Srples & Rsrves	818,500	60,000	0	0	0
Paid by General Taxation	450,600	400,000	400,000	428,228	487,131
Total CONTRIB. to CAPITAL FUND	<u>1,269,100</u>	<u>460,000</u>	<u>400,000</u>	<u>428,228</u>	<u>487,131</u>

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
TRANSFER TO UTILITY OPERATING FUNDS					
Sewer Parcel Tax	42,820	42,820	42,820	42,820	42,820
TRANSFER TO OTHER GOVERNMENTS					
Business Improvement Areas	150,000	155,000	160,000	165,000	170,000
Cowichan Valley Regional District	919,555	965,533	1,013,810	1,064,501	1,117,726
	<u>1,069,555</u>	<u>1,120,533</u>	<u>1,173,810</u>	<u>1,229,501</u>	<u>1,287,726</u>
COLLECTIONS FOR OTHER GOV'TS.					
School Taxes	1,903,609	1,960,717	2,019,539	2,080,125	2,142,529
C.V. Regional Hospital District	125,690	129,461	133,345	137,345	141,465
Municipal Finance Authority	101	104	107	110	113
B.C. Assessment Authority	52,584	54,162	55,787	57,461	59,185
	<u>2,081,984</u>	<u>2,144,444</u>	<u>2,208,778</u>	<u>2,275,041</u>	<u>2,343,292</u>
OTHER FISCAL SERVICES					
Council Contingency	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	0				

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
SEWER ENTERPRISE - REVENUES					
Sales of Service	5%	8.0%	8.0%	6.0%	4.0%
Sewer User Fees	532,167	574,740	620,719	657,962	684,280
User Fees - Reserve	30,809	33,274	35,936	38,092	39,616
User Fees - NC	5,500	5,940	6,415	6,800	7,072
Metered Sewer Fees	0	0	0	0	0
Cost sharing N. Cowichan	10,000	10,800	11,664	12,364	12,859
Sewer Custom	0	0	0	0	0
Connection Fees	0	0	0	0	0
	578,476	624,754	674,734	715,218	743,827
Other Revenue From Own Sources					
Return on Investments	12,000	12,000	12,000	12,000	12,000
Transfer from General - Parcel Tax	42,820	42,820	42,820	42,820	42,820
	633,296	679,574	729,554	770,038	798,647
SEWER ENTERPRISE - EXPENDITURES					
Administration					
Toilet Rebate - Sewer	5,000	5,150	5,305	5,464	5,628
Sewer Grants	3,000	3,000	3,000	3,000	3,000
Sewer Engineering	14,000	14,420	14,853	15,299	15,758
Insurance Alloc	500	515	530	546	562
Sewer Training	2,000	2,060	2,122	2,186	2,252
Write down of Sewer Connections	0	0	0	0	0
Administration Charges - Sewer	105,500	108,665	111,925	115,283	118,741
PW Administration Charge - Sewer	39,000	40,170	41,375	42,616	43,894
	169,000	173,980	179,110	184,394	189,835
Transmission & Distribution					
System Maintenance	75,000	77,250	79,568	81,955	84,414
Infiltration Investigation	10,000	10,300	10,609	10,927	11,255
Marchmont Street Station	36,000	37,080	38,192	39,338	40,518
Pumping - Lift Stations	27,000	27,810	28,644	29,503	30,388
	148,000	152,440	157,013	161,723	166,575
Treatment Disposal					
Contribution to Jt. Utilities Board	230,000	236,900	244,007	251,327	258,867
Debt Charges					
Sewer Debt Interest	23,100	23,100	23,100	23,100	23,100
Total Expenditures	570,100	586,420	603,230	620,544	638,377
EXCESS OF REVENUES OVER EXPENDITURE	63,196	93,154	126,324	149,494	160,270
TSF from Prior Years Surplus	335,606	62,548	29,378	6,208	0
Prior Years' Surplus Appropriated	0	0	0	0	0
Prior Years' Surplus For Capital Fund	(335,606)	(62,548)	(29,378)	(6,208)	0
Cont. to Sewer Capital Fund	(50,494)	(80,452)	(113,622)	(136,792)	(147,568)
Debt Repayment Debentures	(12,702)	(12,702)	(12,702)	(12,702)	(12,702)
	(63,196)	(93,154)	(126,324)	(149,494)	(160,270)
	0	0	0	0	0
Accumulated Surplus, December 31	\$ 136,562	\$ 74,014	\$ 44,636	\$ 38,428	\$ 38,428

THE CORPORATION OF THE CITY OF DUNCAN
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 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
WATER UTILITY - REVENUES					
Sale of Water	6%	10.0%	10.0%	10.0%	7.0%
City Flat Rate	373,273	410,600	451,660	496,826	531,604
City Metered	65,000	71,500	78,650	86,515	92,571
Cowichan Tribes Flat Rate	18,534	20,387	22,426	24,669	26,396
Cowichan Tribes Metered	60,000	66,000	72,600	79,860	85,450
North Cowichan I Flat Rate	215,711	237,282	261,010	287,111	307,209
North Cowichan I Metered	22,000	24,200	26,620	29,282	31,332
North Cowichan II Flat Rate	202,142	222,356	244,592	269,051	287,885
North Cowichan II Metered	28,000	30,800	33,880	37,268	39,877
Eagle Heights Flat Rate	104,544	114,998	126,498	139,148	148,888
Eagle Heights Metered	40,000	44,000	48,400	53,240	56,967
	1,129,204	1,242,123	1,366,336	1,502,970	1,608,179
Other Services					
Water Custom	1,000	1,000	1,000	1,000	1,000
Water On/Off	100	100	100	100	100
Water Connection Fees	0	0	0	0	0
	1,100	1,100	1,100	1,100	1,100
Other Revenue from Own Sources					
Penalties	17,000	17,000	17,000	17,000	17,000
Water Studies	0	0	0	0	0
Interest on Investment	15,000	15,000	15,000	15,000	15,000
	32,000	32,000	32,000	32,000	32,000
	1,162,304	1,275,223	1,399,436	1,536,070	1,641,279

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 OPERATING EXPENDITURE PLAN

	2008 BUDGET	2009 BUDGET	2010 BUDGET	2011 BUDGET	2012 BUDGET
WATER UTILITY - EXPENDITURES					
Administration					
Salaries & Benefits -W	6,000	6,180	6,365	6,556	6,753
Toilet Rebate - Water	5,000	5,150	5,305	5,464	5,628
Water Grants	15,700	15,700	15,700	15,700	15,700
Water Engineering	21,000	21,630	22,279	22,947	23,635
Insurance Allocation	5,000	5,150	5,305	5,464	5,628
Training and Courses	3,000	3,090	3,183	3,278	3,376
Water Miscellaneous	3,500	3,605	3,713	3,824	3,939
Write down of Water Connections	0	0	0	0	0
Legal - Water	3,500	3,605	3,713	3,824	3,939
Administration Charges - Water	194,000	199,820	205,815	211,989	218,349
PW Administration Charge - Water	103,000	106,090	109,273	112,551	115,928
	359,700	370,020	380,651	391,597	402,875
Transmission & Distribution					
Taxes	0	0	0	0	0
City System Maintenance	210,400	216,712	223,213	229,909	236,806
North Cowichan System Maintenance	156,500	161,195	166,031	171,012	176,142
Eagle Heights Maintenance	82,550	85,027	87,578	90,205	92,911
Cowichan Tribes Maintenance	36,400	37,492	38,617	39,776	40,969
Metering - High Use Services	19,125	19,699	20,290	20,899	21,526
	504,975	520,125	535,729	551,801	568,354
Pumping					
Pumphouse No. 1	0	0	0	0	0
Pumphouse No. 2	90,000	92,700	95,481	98,345	101,295
Pumphouse No. 3	15,325	15,785	16,259	16,747	17,249
Pumphouse No. 4	47,500	48,925	50,393	51,905	53,462
Pumphouse No. 5	11,025	11,356	11,697	12,048	12,409
Eagle Heights Pumphouse	19,025	19,596	20,184	20,790	21,414
Gibbins Road Pump & Reservoir	30,250	31,158	32,093	33,056	34,048
	213,125	219,520	226,107	232,891	239,877
Water Debenture Interest	19,000	19,000	19,000	19,000	19,000
Total Expenditures	1,096,800	1,128,665	1,161,487	1,195,289	1,230,106
EXCESS OF REVENUES OVER EXPENDITUR	65,504	146,558	237,949	340,781	411,173
TSF from Prior Years Surplus - W	458,496	265,242	173,851	71,019	627
Transfer to Water Capital Reserve	0	0	0	0	0
Prior-Years' Surplus For Water Capital	(458,496)	(265,242)	(173,851)	(71,019)	(627)
Debt Repayment - Debentures	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)
Transfer to Water Capital Fund	(57,704)	(138,758)	(230,149)	(332,981)	(403,373)
Water Capital Expenditures		0	0	0	0
	(65,504)	(146,558)	(237,949)	(340,781)	(411,173)
Change in Financial Equity	0	0	0	0	0
Accumulated Surplus, December 31	639,008	373,766	199,915	128,896	128,269

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 CAPITAL EXPENDITURE PROGRAM
 2008 - 2012

	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget
GENERAL CAPITAL EXPENDITURE SUMMARY					
General Government	50,800	22,000	22,000	22,000	22,000
Fire Department	155,000	30,000	30,000	30,000	630,000
Transportation - See Pages					
Roads	627,800	280,000	280,000	292,228	351,131
Sidewalks	47,000	10,000	10,000	10,000	10,000
Traffic Services	988,000	74,000	184,000	30,000	30,000
Machinery, Equipment & Buildings	143,300	23,962	127,000	96,070	121,935
Storm Sewers	124,040	1,000	1,000	1,000	1,000
	1,930,140	388,962	602,000	429,298	514,066
Waste Collection	6,000	6,000	6,000	6,000	6,000
Parks & Cultural Services	4,074,833	25,000	25,000	25,000	25,000
	6,216,773	471,962	685,000	512,298	1,197,066
GENERAL CAPITAL FINANCING SUMMARY					
Reserve Fund					
Parking					
Gas Tax	200,000	-	-	-	-
Equipment Replacement	620,000	11,962	115,000	84,070	709,935
DCCs	390,000	-	-	-	-
Sale of Property	260,000	-	-	-	-
	1,470,000	11,962	115,000	84,070	709,935
General Revenue	450,600	400,000	400,000	428,228	487,131
General Operating Surplus	818,500	60,000	-	-	-
General Operating Reserves	-	-	-	-	-
Capital Funds	105,000	-	-	-	-
Sale of Property	1,000,000	-	-	-	-
Storm Connection Fees	1,000	-	-	-	-
Grants Government Grants					
Other (Contractors, Donations, etc)	146,633	-	-	-	-
Infrastructure Grants	1,134,040	-	-	-	-
Borrowing	1,091,000	-	170,000	-	-
	6,216,773	471,962	685,000	512,298	1,197,066

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 CAPITAL EXPENDITURE PROGRAM
 2008 - 2012

	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget
GENERAL GOVERNMENT					
City Hall Carpet & paint	20,000	10,000	10,000	10,000	10,000
Work Area Upgrades	2,000	2,000	2,000	2,000	2,000
PC/Server Replacements & software upgrad	19,000	10,000	10,000	10,000	10,000
Council office and Commtee Chairs	6,000				
Community Policing - Speed Board	3,800				
	50,800	22,000	22,000	22,000	22,000
SOURCE OF FINANCING					
General Revenue	20,800	22,000	22,000	22,000	22,000
General Operating Surplus	30,000				
Equipment Reserves	0				
	50,800	22,000	22,000	22,000	22,000
	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget
FIRE DEPARTMENT					
OFFICE EQUIPMENT					
Copier/fax	-	-	-	-	-
	-	-	-	-	-
FIRE FIGHTING EQUIPMENT					
General Fire Dept. Capital Radios	30,000	30,000	30,000	30,000	30,000
	30,000	30,000	30,000	30,000	30,000
MOBILE EQUIPMENT					
Replacement Ladder Truck	-	-	-	-	600,000
	-	-	-	-	600,000
FIRE HALL EQUIPMENT					
Building	20,000				
Seismic Study/Upgrade	105,000				
	125,000	-	-	-	-
	155,000	30,000	30,000	30,000	630,000
SOURCE OF FINANCING					
General Revenue	30,000	30,000	30,000	30,000	30,000
Capital Funds (MFA Debt Reserve Fire Hall)	105,000				
Borrowing					
General Operating Surplus	20,000				
Sale of Assets					
Mach & Equip Reserve	-	-			600,000
Mach & Equip Reserve - Tanker					
Mach & Equip Reserve - Pumper					
	155,000	30,000	30,000	30,000	630,000

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 CAPITAL EXPENDITURE PROGRAM
 2008 - 2012

	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget
CAPITAL EXPENDITURES					
Transportation Services					
Roads					
Revite Project - Urban Systems report					
Craig Street Revitalization	300,000				
Government St Crosswalks	10,000				
End of Station St	9,000				
Road Rebuilding	308,800	280,000	280,000	292,228	351,131
	627,800	280,000	280,000	292,228	351,131
SOURCE OF FINANCING					
General Revenue	308,800	280,000	280,000	292,228	351,131
Operating Surpluses	139,000				
Grants	0				
Borrowing	180,000				
Equipment Reserves	-				
ICBC Contribution					
	627,800	280,000	280,000	292,228	351,131
CAPITAL EXPENDITURES					
Sidewalks					
Future Sidewalk Reconstruction		10,000	10,000	10,000	10,000
Chesterfield sidewalk	32,000				
Sidewalks	15,000				
	47,000	10,000	10,000	10,000	10,000
SOURCE OF FINANCINGS					
General Revenue	15,000	10,000	10,000	10,000	10,000
Operating Reserves					
Operating Surplus	32,000				
Other Contributions					
	47,000	10,000	10,000	10,000	10,000

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 CAPITAL EXPENDITURE PROGRAM
 2008 - 2012

	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Traffic Services					
Centennial Heights - overhead lights	8,000	4,000			
Other Traffic Improvements	-	-	184,000	30,000	30,000
Trans Canada Hwy Improvements		70,000			
Canada/Gov't St/Cowichan Way Intersection	550,000				
Landscaping - Gov't St Improvements	400,000				
Rewrite DCC Bylaw	30,000				
	988,000	74,000	184,000	30,000	30,000
SOURCE OF FINANCING					
General Revenue	6,500	14,000	14,000	30,000	30,000
Reserves - Gas Tax	200,000				
Reserves - DCC	350,000				
Reserves - Sale of Property	260,000				
Operating Reserves	-				
Grants	-				
Borrowing	-		170,000		
Operating Surplus	171,500	60,000			
Contractor/Developer					
	988,000	74,000	184,000	30,000	30,000
	Budget	Budget	Budget	Budget	Budget
CAPITAL EXPENDITURES					
Replace Loader	110,000				
Replace Equipment	0	11,962	115,000	84,070	109,935
Small Equipment	-	-	-	-	-
PW Building Asbestos	8,000				
PW Video Surveillance	2,500				
Jumping Jack	2,500				
Floor Saw	5,000				
Shop Electrical Upgrades	10,000				
Desk and Computer	6,000				
CAD software & Printer	6,500				
Video Inspection Camera	10,000				
Shared Public Works	5,000	20,000	20,000	20,000	20,000
Contributions from Water & Sewer	(22,200)	(8,000)	(8,000)	(8,000)	(8,000)
	143,300	23,962	127,000	96,070	121,935
SOURCE OF FINANCING					
General Revenue	33,300	12,000	12,000	12,000	12,000
Equipment Reserves	110,000	11,962	115,000	84,070	109,935
SALE of Property					
Capital Funds					
Operating Surpluses					
	143,300	23,962	127,000	96,070	121,935

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 CAPITAL EXPENDITURE PROGRAM
 2008 - 2012

	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget
CAPITAL EXPENDITURES					
Storm Sewers					
Other (Storm Drain Connections)	1,000	1,000	1,000	1,000	1,000
Chesterfield Storm	40,000				
Arbutus Storm Correction	10,000				
Upgrade Outfall at PW	51,040				
Storm Sewer Study	22,000				
	124,040	1,000	1,000	1,000	1,000
SOURCE OF FINANCING					
General Revenue	10,000	1,000	1,000	1,000	1,000
DCCs	40,000				
Capital Funds					
Grants	51,040				
Connection Fees	1,000				
Operating Surpluses	22,000				
Borrowing					
	124,040	1,000	1,000	1,000	1,000
	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget
CAPITAL EXPENDITURES					
Environmental Health					
Garbage Containers					
Litter Baskets	6,000	6,000	6,000	6,000	6,000
	6,000	6,000	6,000	6,000	6,000
SOURCE OF FINANCING					
General Revenue	6,000	6,000	6,000	6,000	6,000
Donation					
	6,000	6,000	6,000	6,000	6,000

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 CAPITAL EXPENDITURE PROGRAM
 2008 - 2012

	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Parks & Cultural Services					
Centennial Park	1,413,633	20,000	20,000	20,000	20,000
New Aquatic Centre	911,000				
New Ball Fields	1,000,000				
New Trail to Commons	250,000				
BC Hydro Beautification	400,000				
PW yard fence change for Trail	9,000				
Highway Boulevards	50,000				
Caboose	20,000				
Cairnsmore to Canada Ave Stairs	5,000				
Downtown and Charles Hoey Park					
Gazebo lighting	1,200				
Xmas Decorations	15,000	5,000	5,000	5,000	5,000
	4,074,833	25,000	25,000	25,000	25,000
SOURCE OF FINANCING					
General Revenue	20,200	25,000	25,000	25,000	25,000
Sale of Property	1,000,000				
Donations	146,633				
General Operating Surpluses	404,000				
Stage Roof Operating Reserve					
Reserve Funds - Sale of Property					
Reserve Funds - Parking					
Reserve Funds - Equip Replacement	510,000				
Borrowing	911,000				
Grants	1,083,000				
Donation DBIA					
	4,074,833	25,000	25,000	25,000	25,000

THE CORPORATION OF THE CITY OF DUNCAN
 SCHEDULE "B" TO FINANCIAL PLAN BYLAW No. 2051, 2008
 CAPITAL EXPENDITURE PROGRAM
 2008 - 2012

	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget
SEWER UTILITY CAPITAL					
EXPENDITURES					
Service Connections	1,000	1,000	1,000	1,000	1,000
Shared Public Works Capital	11,100	4,000	4,000	4,000	4,000
Chesterfield Sewer	186,000				
Upgrade additional lines	100,000	100,000	100,000	100,000	104,568
Inflow and Infiltration reduction	-				
land I - Metering Sub areas	50,000				
JUB Capital - Other	39,000	39,000	39,000	39,000	39,000
	387,100	144,000	144,000	144,000	148,568
SOURCE OF FINANCING					
Sewer Revenue Fund	50,494	80,452	113,622	136,792	147,568
Operating Surpluses	335,606	62,548	29,378	6,208	0
Interest Income on Capital Funds					
Sewer Capital Funds	-				
Connection Fees	1,000	1,000	1,000	1,000	1,000
Development Cost Charges					
Gov't Grants	-				
	387,100	144,000	144,000	144,000	148,568
WATER UTILITY CAPITAL					
EXPENDITURES					
Service Connections	1,000	1,000	1,000	1,000	1,000
Shared Public Works Capital	11,100	4,000	4,000	4,000	4,000
Meters 1/10 of System	200,000	200,000	200,000	200,000	200,000
PRVs	60,000				
SCADA + Emerg Chlorination	680,500				
Chesterfield - Coronation to Border	109,000				
Replace Lines		200,000	200,000	200,000	200,000
	1,061,600	405,000	405,000	405,000	405,000
SOURCE OF FINANCING					
Water Revenue Funds	57,704	138,758	230,149	332,981	403,373
Water Capital Funds					
Interest Income on Capital Funds					
Water Operating Surpluses	458,496	265,242	173,851	71,019	627
MFA Borrowing					
Connection Fees	1,000	1,000	1,000	1,000	1,000
Reserve Funds - DCC	-				
Government Grants	544,400				
	1,061,600	405,000	405,000	405,000	405,000