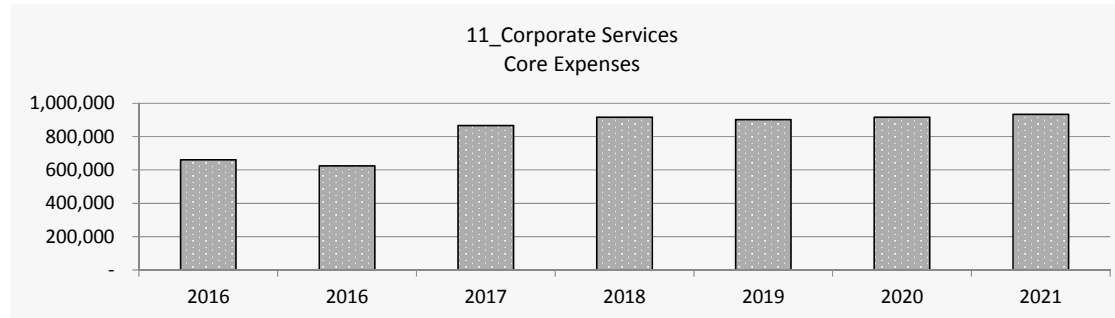


City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

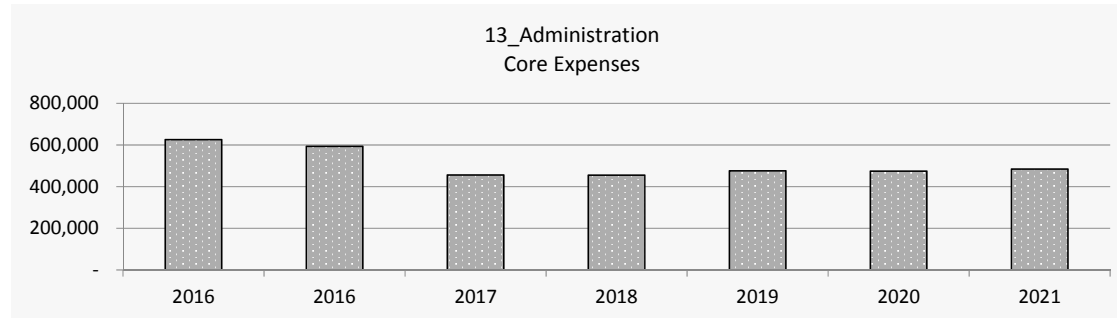
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
11_Corporate Services									
<u>Revenue</u>									
Revenue	-	-	-	-	-	-	-		
Total Revenue	-	-	-	-	-	-	-		
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	56,750	65,714	266,871	272,522	278,322	284,222	290,277	370.26%	210,121
Materials, Goods & Supplies	102,470	123,649	118,300	150,754	124,576	124,476	125,809	15.45%	15,830
Property Service Costs	80,020	75,620	90,480	92,006	94,122	95,740	97,955	13.07%	10,460
Professional Service Costs	317,640	265,007	284,800	292,800	294,361	299,320	305,079	(10.34%)	(32,840)
Other Costs	103,984	94,216	106,310	108,377	110,488	112,643	114,843	2.24%	2,326
Total Expense, Core	660,864	624,206	866,761	916,459	901,869	916,401	933,963	31.16%	205,897



Special Projects:	8,000	10,862	-	-	-	-	-	(100.00%)	(8,000)
Total Expense, Core and Special Projects	668,864	635,068	866,761	916,459	901,869	916,401	933,963	29.59%	197,897
<u>Capital Projects</u>									
Capital Projects	-	-	95,200	-	-	-	-	-	95,200

City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
13_Administration									
<u>Revenue</u>									
Revenue	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	609,252	581,586	441,063	440,265	461,373	459,298	469,141	(27.61%)	(168,189)
Materials, Goods & Supplies	-	-	-	-	-	-	-	-	-
Property Service Costs	2,500	2,923	720	734	749	764	779	(71.20%)	(1,780)
Professional Service Costs	13,740	8,994	14,000	14,000	14,200	14,200	14,400	1.89%	260
Other Costs	-	262	-	-	-	-	-	-	-
Total Expense, Core	625,492	593,765	455,783	454,999	476,322	474,262	484,320	(27.13%)	(169,709)

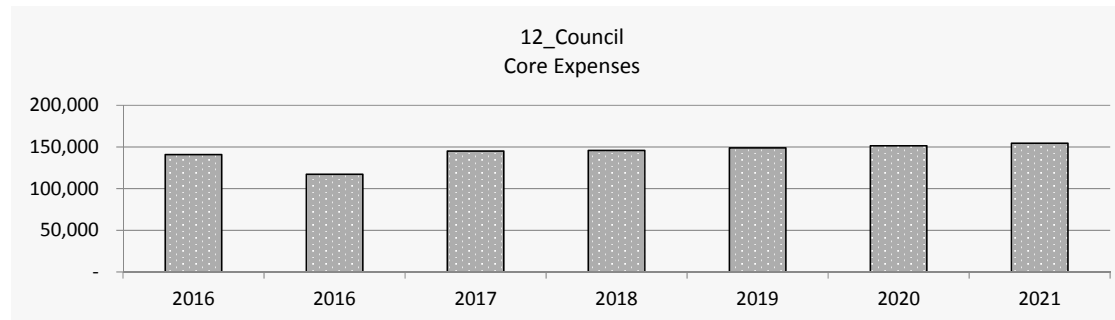


Special Projects:	-	-	-	-	-	-	-	-	-
Total Expense, Core and Special Projects	625,492	593,765	455,783	454,999	476,322	474,262	484,320	(27.13%)	(169,709)

<u>Capital Projects</u>									
Capital Projects	-	-	-	-	-	-	-	-	-

City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

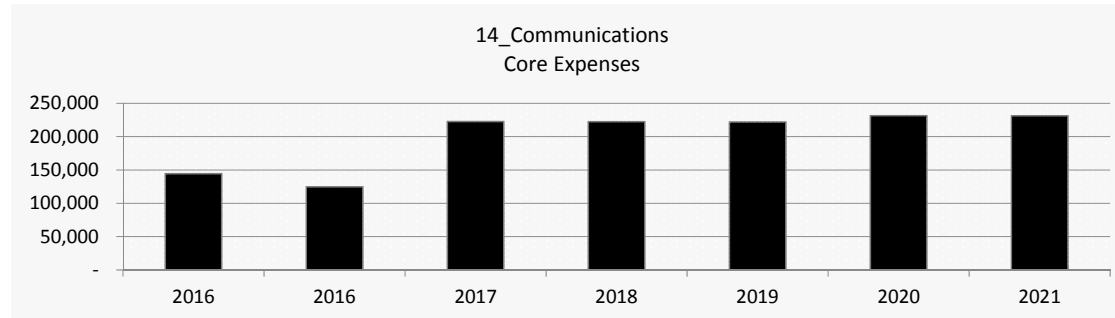
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
12_Council									
<u>Revenue</u>									
Revenue	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	107,116	108,656	118,468	120,865	123,304	125,798	128,341	10.60%	11,352
Materials, Goods & Supplies	-	-	-	-	-	-	-	-	-
Property Service Costs	2,200	2,122	1,500	-	-	-	-	(31.82%)	(700)
Professional Service Costs	26,455	6,407	25,000	25,000	25,500	25,500	26,000	(5.50%)	(1,455)
Other Costs	5,000	-	-	-	-	-	-	(100.00%)	(5,000)
Total Expense, Core	140,771	117,185	144,968	145,865	148,804	151,298	154,341	2.98%	4,197



Special Projects:	-	-	-	-	-	-	-	-	-
Total Expense, Core and Special Projects	140,771	117,185	144,968	145,865	148,804	151,298	154,341	2.98%	4,197
<u>Capital Projects</u>									
Capital Projects	-	-	-	-	-	-	-	-	-

**City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department**

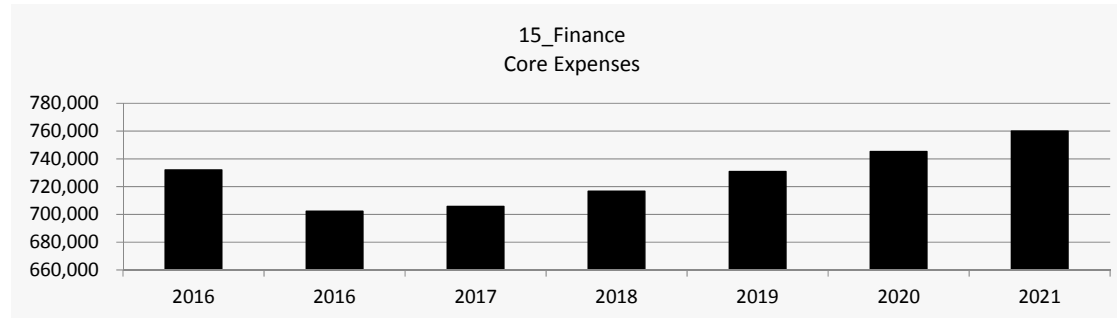
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
14_Communications									
<u>Revenue</u>									
Revenue	-	-	5,500	5,610	5,720	5,830	5,940	-	5,500
Total Revenue	-	-	5,500	5,610	5,720	5,830	5,940	-	5,500
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	109,832	104,271	113,893	116,377	118,918	121,515	124,170	3.70%	4,061
Materials, Goods & Supplies	14,020	8,089	55,550	51,949	52,969	54,008	55,068	296.22%	41,530
Property Service Costs	-	1,152	1,073	1,094	1,116	1,139	1,161	-	1,073
Professional Service Costs	20,100	11,249	51,330	52,257	48,203	54,165	50,149	155.37%	31,230
Other Costs	500	10	700	714	728	743	758	40.00%	200
Total Expense, Core	144,452	124,771	222,546	222,391	221,934	231,570	231,306	54.06%	78,094



Special Projects:	66,400	50,419	15,000	10,000	-	10,000	-	(77.41%)	(51,400)
Total Expense, Core and Special Projects	210,852	175,190	237,546	232,391	221,934	241,570	231,306	12.66%	26,694
<u>Capital Projects</u>									
Capital Projects	-	-	-	-	-	-	-	-	-

**City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department**

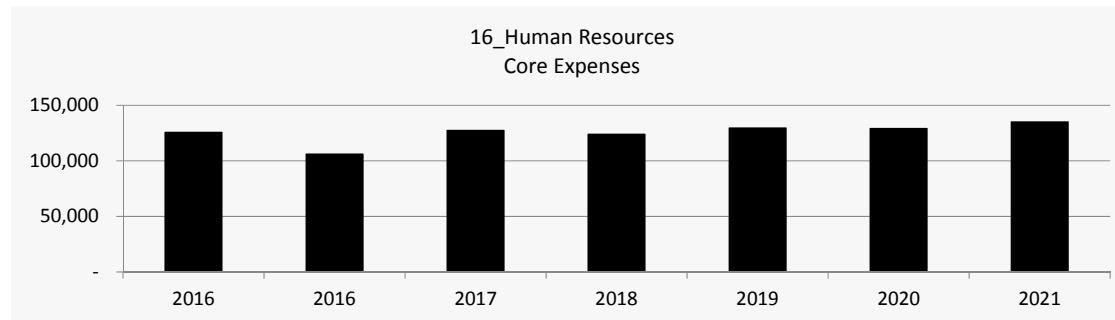
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
15_Finance									
<u>Revenue</u>									
Revenue	17,983,284	17,471,889	19,538,766	19,405,927	24,066,829	19,031,057	21,744,190	8.65%	1,555,482
Total Revenue	17,983,284	17,471,889	19,538,766	19,405,927	24,066,829	19,031,057	21,744,190	8.65%	1,555,482
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	620,222	608,038	626,869	640,835	654,605	668,685	683,081	1.07%	6,647
Materials, Goods & Supplies	1,530	177	1,500	1,530	1,561	1,592	1,624	(1.96%)	(30)
Property Service Costs	1,680	1,320	1,350	1,377	1,405	1,433	1,462	(19.64%)	(330)
Professional Service Costs	81,880	66,437	72,490	72,920	73,232	73,550	73,875	(11.47%)	(9,390)
Other Costs	26,740	26,238	3,500	-	-	-	-	(86.91%)	(23,240)
Total Expense, Core	732,052	702,210	705,709	716,662	730,803	745,260	760,042	(3.60%)	(26,343)



Special Projects:	-	-	-	-	-	-	-	-	-
Total Expense, Core and Special Projects	732,052	702,210	705,709	716,662	730,803	745,260	760,042	(3.60%)	(26,343)
<u>Capital Projects</u>									
Capital Projects	-	-	-	-	-	-	-	-	-

City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
16_Human Resources									
<u>Revenue</u>									
Revenue	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	87,510	83,603	90,136	92,074	94,054	96,076	98,141	3.00%	2,626
Materials, Goods & Supplies	12,270	4,355	6,800	3,870	3,940	4,010	4,080	(44.58%)	(5,470)
Property Service Costs	-	-	720	730	740	750	770	-	720
Professional Service Costs	10,040	3,787	12,800	10,000	13,200	10,410	13,740	27.49%	2,760
Other Costs	15,720	14,142	16,720	17,050	17,380	17,720	18,060	6.36%	1,000
Total Expense, Core	125,540	105,887	127,176	123,724	129,314	128,966	134,791	1.30%	1,636



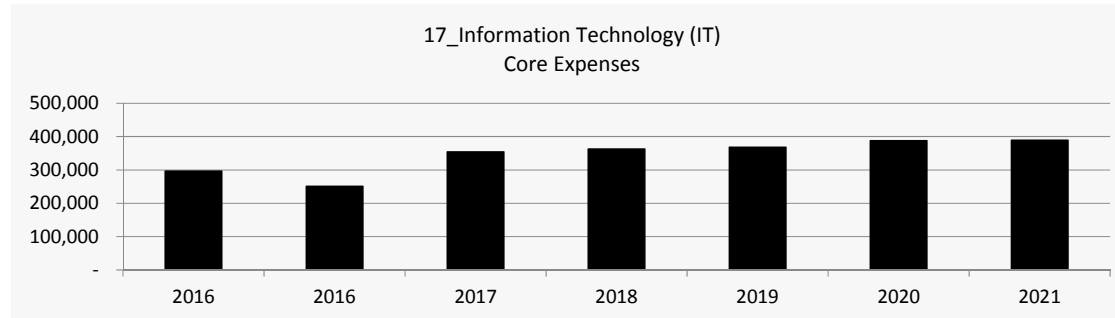
Special Projects:	-	-	76,000	139,640	142,333	145,080	147,880	-	76,000
Total Expense, Core and Special Projects	125,540	105,887	203,176	263,364	271,647	274,046	282,671	61.84%	77,636

Capital Projects
Capital Projects

Capital Projects	-	-	-	-	-	-	-	-	-
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City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

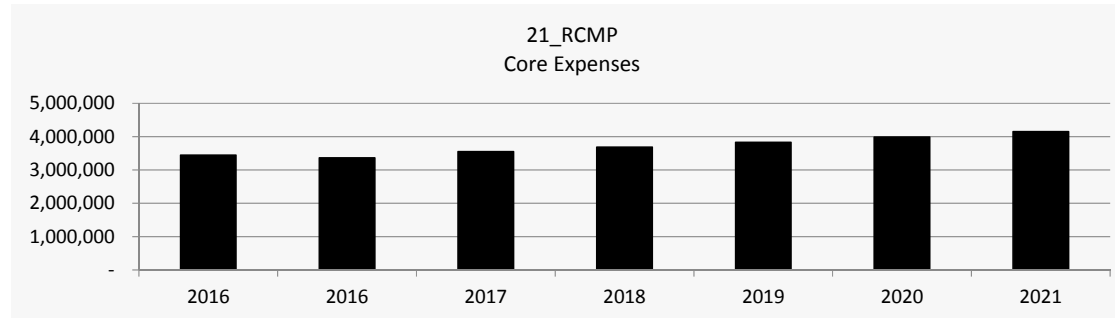
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
17_Information Technology (IT)									
<u>Revenue</u>									
Revenue	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	74,558	4,208	82,955	110,908	113,370	115,890	118,468	11.26%	8,397
Materials, Goods & Supplies	1,860	1,943	179,950	186,930	188,550	204,520	201,920	9574.73%	178,090
Property Service Costs	690	-	61,040	60,160	61,300	62,470	63,660	8746.38%	60,350
Professional Service Costs	219,485	244,838	30,405	4,895	4,995	5,085	5,175	(86.15%)	(189,080)
Other Costs	-	-	-	-	-	-	-	-	-
Total Expense, Core	296,593	250,989	354,350	362,893	368,215	387,965	389,223	19.47%	57,757



Special Projects:	20,000	14,977	-	-	-	-	-	(100.00%)	(20,000)
Total Expense, Core and Special Projects	316,593	265,966	354,350	362,893	368,215	387,965	389,223	11.93%	37,757
<u>Capital Projects</u>									
Capital Projects	166,000	129,146	39,500	31,500	30,000	40,000	-	(76.20%)	(126,500)

City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

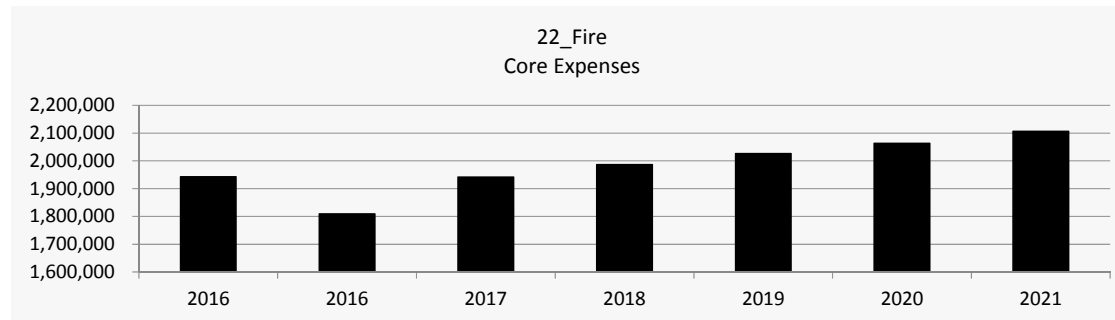
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
21_RCMP									
<u>Revenue</u>									
Revenue	11,790	15,095	13,500	13,770	14,045	14,326	14,613	14.50%	1,710
Total Revenue	11,790	15,095	13,500	13,770	14,045	14,326	14,613	14.50%	1,710
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	650,928	621,003	638,099	646,205	660,063	674,228	693,402	(1.97%)	(12,829)
Materials, Goods & Supplies	-	-	-	-	-	-	-	-	-
Property Service Costs	17,000	1,111	15,000	15,300	15,606	15,918	16,236	(11.76%)	(2,000)
Professional Service Costs	2,774,322	2,739,785	2,893,442	3,019,780	3,153,272	3,292,723	3,438,401	4.29%	119,120
Other Costs	-	-	-	-	-	-	-	-	-
Total Expense, Core	3,442,250	3,361,899	3,546,541	3,681,285	3,828,941	3,982,869	4,148,039	3.03%	104,291



Special Projects:	-	-	-	-	-	-	-	-	-
Total Expense, Core and Special Projects	3,442,250	3,361,899	3,546,541	3,681,285	3,828,941	3,982,869	4,148,039	3.03%	104,291
<u>Capital Projects</u>									
Capital Projects	-	-	-	-	-	-	-	-	-

**City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department**

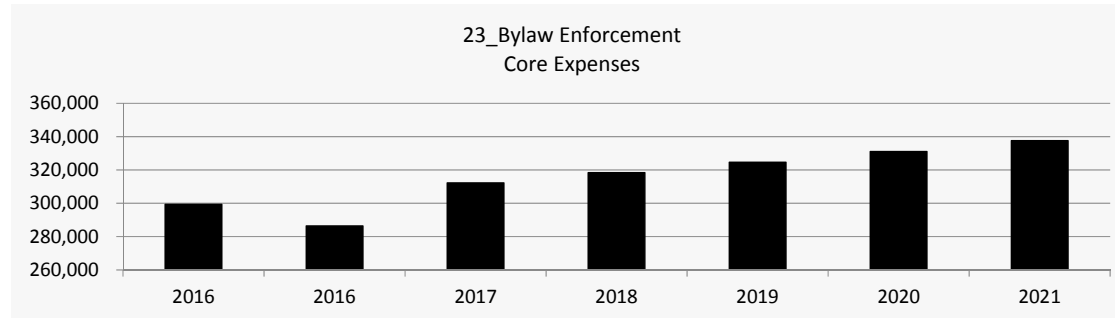
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
22_Fire Department									
<u>Revenue</u>									
Revenue	-	800	-	-	-	-	-	-	-
Total Revenue	-	800	-	-	-	-	-	-	-
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	1,340,624	1,276,720	1,272,036	1,314,459	1,341,811	1,369,757	1,398,339	(5.12%)	(68,588)
Materials, Goods & Supplies	184,300	162,556	183,430	186,440	188,315	190,815	194,205	(0.47%)	(870)
Property Service Costs	154,990	137,450	190,400	187,760	191,198	191,965	195,275	22.85%	35,410
Professional Service Costs	50,650	45,774	74,963	71,285	72,640	71,510	72,910	48.00%	24,313
Other Costs	212,104	186,288	220,180	226,225	232,305	238,680	245,195	3.81%	8,076
Total Expense, Core	1,942,668	1,808,788	1,941,009	1,986,169	2,026,269	2,062,727	2,105,924	(0.09%)	(1,659)



Special Projects:	8,000	2,077	-	30,000	-	-	-	(100.00%)	(8,000)
Total Expense, Core and Special Projects	1,950,668	1,810,865	1,941,009	2,016,169	2,026,269	2,062,727	2,105,924	(0.50%)	(9,659)
<u>Capital Projects</u>									
Capital Projects	49,000	48,469	70,000	861,000	-	-	-	42.86%	21,000

**City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department**

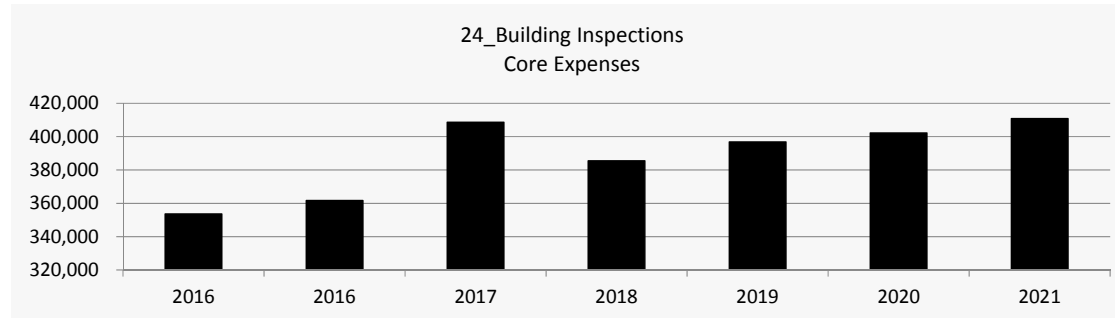
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
23_Bylaw Enforcement									
<u>Revenue</u>									
Revenue	3,000	4,640	4,000	4,000	4,000	4,000	4,000	33.33%	1,000
Total Revenue	3,000	4,640	4,000	4,000	4,000	4,000	4,000	33.33%	1,000
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	273,094	266,545	277,619	283,416	289,347	295,412	301,616	1.66%	4,525
Materials, Goods & Supplies	11,700	10,325	22,309	22,583	22,864	23,147	23,437	90.68%	10,609
Property Service Costs	7,680	4,143	5,134	5,176	5,219	5,263	5,308	(33.15%)	(2,546)
Professional Service Costs	6,900	5,321	6,970	6,970	6,970	6,970	6,970	1.01%	70
Other Costs	-	90	200	200	200	200	200	-	200
Total Expense, Core	299,374	286,424	312,232	318,345	324,600	330,992	337,531	4.29%	12,858



Special Projects:	-	-	5,100	-	-	-	-	-	5,100
Total Expense, Core and Special Projects	299,374	286,424	317,332	318,345	324,600	330,992	337,531	6.00%	17,958
<u>Capital Projects</u>									
Capital Projects	6,500	6,380	40,000	-	-	-	-	515.38%	33,500

**City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department**

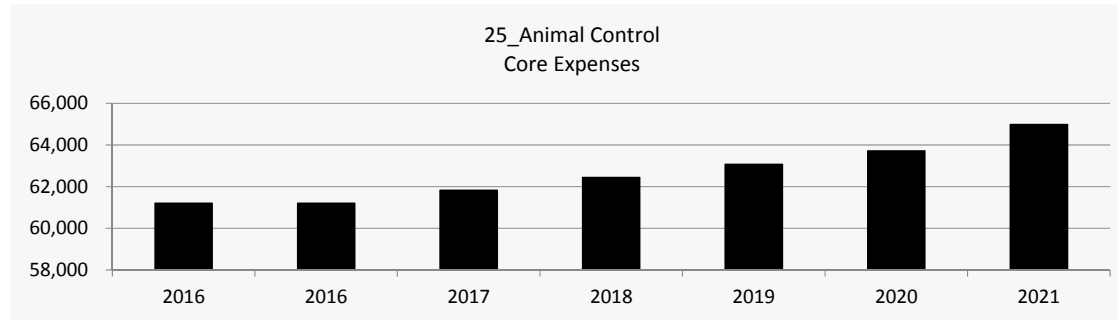
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
24_Building Inspections									
<u>Revenue</u>									
Revenue	627,809	647,918	1,379,566	1,448,544	1,200,000	1,200,000	1,200,000	119.74%	751,757
Total Revenue	627,809	647,918	1,379,566	1,448,544	1,200,000	1,200,000	1,200,000	119.74%	751,757
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	340,301	350,705	387,710	369,295	380,254	385,388	393,705	13.93%	47,409
Materials, Goods & Supplies	2,900	2,143	8,270	3,315	3,381	3,449	3,518	185.17%	5,370
Property Service Costs	4,000	4,802	4,110	4,172	4,236	4,300	4,366	2.75%	110
Professional Service Costs	6,300	3,914	8,500	8,670	8,844	9,021	9,202	34.92%	2,200
Other Costs	-	-	-	-	-	-	-	-	-
Total Expense, Core	353,501	361,564	408,590	385,452	396,715	402,158	410,791	15.58%	55,089



Special Projects:	-	-	127,500	192,700	145,554	148,463	151,428	-	127,500
Total Expense, Core and Special Projects	353,501	361,564	536,090	578,152	542,269	550,621	562,219	51.65%	182,589
<u>Capital Projects</u>									
Capital Projects	-	-	70,000	-	-	-	-	-	70,000

City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

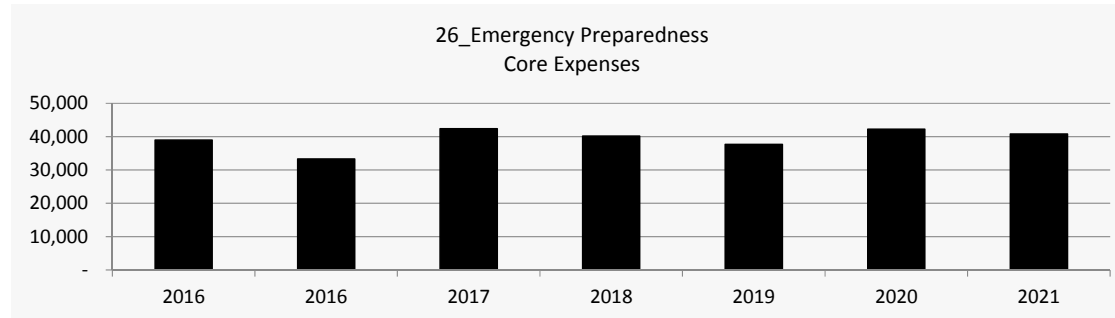
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
25_Animal Control									
<u>Revenue</u>									
Revenue	8,160	10,135	8,330	8,500	8,670	8,850	9,030	2.08%	170
Total Revenue	8,160	10,135	8,330	8,500	8,670	8,850	9,030	2.08%	170
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	-	-	-	-	-	-	-	-	-
Materials, Goods & Supplies	-	-	-	-	-	-	-	-	-
Property Service Costs	-	-	-	-	-	-	-	-	-
Professional Service Costs	61,200	61,200	61,820	62,440	63,070	63,710	64,980	1.01%	620
Other Costs	-	-	-	-	-	-	-	-	-
Total Expense, Core	61,200	61,200	61,820	62,440	63,070	63,710	64,980	1.01%	620



Special Projects:	-	-	-	-	-	-	-	-	-
Total Expense, Core and Special Projects	61,200	61,200	61,820	62,440	63,070	63,710	64,980	1.01%	620
<u>Capital Projects</u>									
Capital Projects	-	-	-	-	-	-	-	-	-

City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

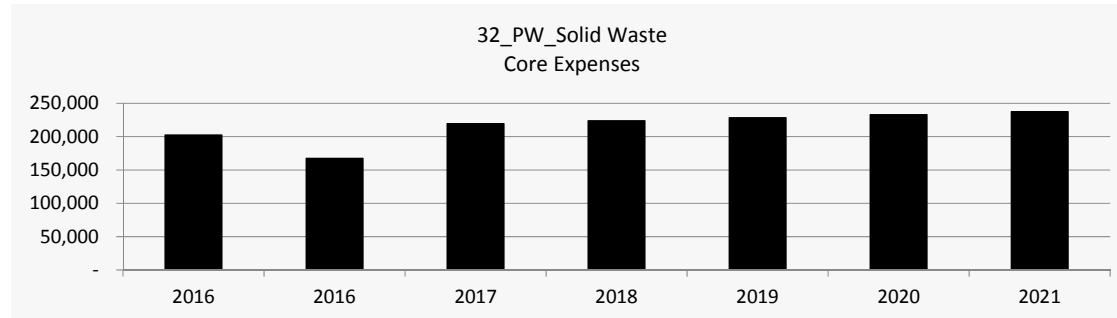
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
26_Emergency Preparedness									
<u>Revenue</u>									
Revenue	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	420	167	-	-	-	-	-	(100.00%)	(420)
Materials, Goods & Supplies	9,550	9,538	11,450	12,798	9,860	9,960	11,060	19.90%	1,900
Property Service Costs	750	565	500	510	520	530	541	(33.33%)	(250)
Professional Service Costs	28,241	22,983	30,385	26,813	27,248	31,693	29,147	7.59%	2,144
Other Costs	-	-	-	-	-	-	-	-	-
Total Expense, Core	38,961	33,253	42,335	40,121	37,628	42,183	40,748	8.66%	3,374



Special Projects:	-	-	-	-	-	-	-	-	-
Total Expense, Core and Special Projects	38,961	33,253	42,335	40,121	37,628	42,183	40,748	8.66%	3,374
<u>Capital Projects</u>									
Capital Projects	10,000	3,138	5,000	-	-	-	-	(50.00%)	(5,000)

City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

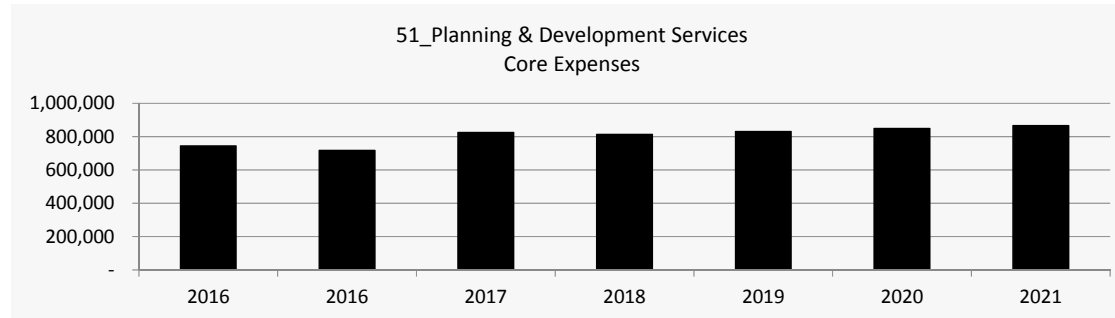
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
32_PW_Solid Waste									
<u>Revenue</u>									
Revenue	16,461	13,863	-	-	-	-	-	(100.00%)	(16,461)
Total Revenue	16,461	13,863	-	-	-	-	-	(100.00%)	(16,461)
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	87,740	73,890	121,747	124,180	126,662	129,193	131,777	38.76%	34,007
Materials, Goods & Supplies	114,570	93,372	97,500	99,450	101,440	103,470	105,540	(14.90%)	(17,070)
Property Service Costs	-	-	-	-	-	-	-	-	-
Professional Service Costs	-	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-	-
Total Expense, Core	202,310	167,262	219,247	223,630	228,102	232,663	237,317	8.37%	16,937



Special Projects:	-	-	-	-	-	-	-	-	-
Total Expense, Core and Special Projects	202,310	167,262	219,247	223,630	228,102	232,663	237,317	8.37%	16,937
<u>Capital Projects</u>									
Capital Projects	-	-	-	-	-	-	-	-	-

**City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department**

Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
51_Planning & Development Services									
<u>Revenue</u>									
Revenue	76,350	77,995	164,000	162,180	165,423	168,731	172,105	114.80%	87,650
Total Revenue	76,350	77,995	164,000	162,180	165,423	168,731	172,105	114.80%	87,650
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	661,693	639,289	706,126	699,387	714,585	730,124	746,013	6.72%	44,433
Materials, Goods & Supplies	5,510	5,344	6,000	6,120	6,242	6,367	6,494	8.89%	490
Property Service Costs	1,530	1,360	1,500	1,530	1,561	1,592	1,624	(1.96%)	(30)
Professional Service Costs	75,580	70,731	110,939	106,455	108,357	110,297	112,274	46.78%	35,359
Other Costs	-	28	-	-	-	-	-	-	-
Total Expense, Core	744,313	716,752	824,565	813,492	830,745	848,380	866,405	10.78%	80,252



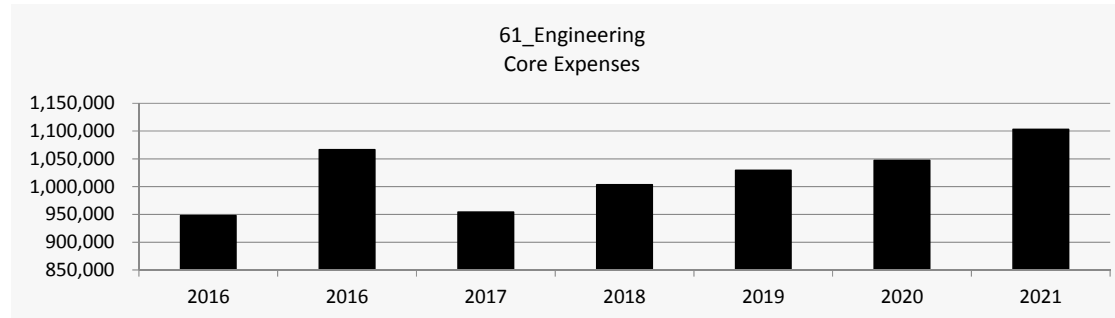
Special Projects:	145,000	44,274	155,981	-	-	-	-	7.57%	10,981
Total Expense, Core and Special Projects	889,313	761,026	980,546	813,492	830,745	848,380	866,405	10.26%	91,233

Capital Projects
Capital Projects

Capital Projects	-	-	-	-	-	-	-	-	-
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**City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department**

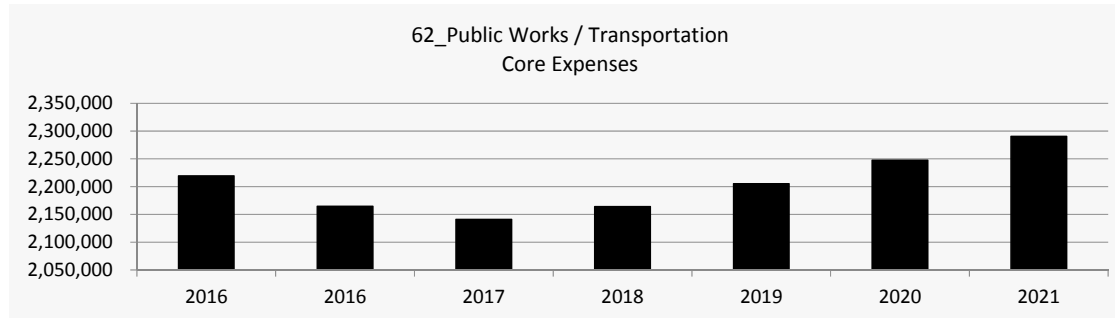
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
61_Engineering									
<u>Revenue</u>									
Revenue	147,310	163,010	166,900	169,700	172,556	175,469	178,440	13.30%	19,590
Total Revenue	147,310	163,010	166,900	169,700	172,556	175,469	178,440	13.30%	19,590
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	890,748	1,012,622	868,936	919,776	941,245	963,292	997,179	(2.45%)	(21,812)
Materials, Goods & Supplies	6,605	4,974	8,800	10,446	8,095	8,247	23,401	33.23%	2,195
Property Service Costs	7,881	11,407	8,480	7,880	8,032	8,187	8,346	7.60%	599
Professional Service Costs	42,395	37,322	61,249	58,631	65,200	60,559	67,283	44.47%	18,854
Other Costs	-	13	6,500	6,600	6,702	6,806	6,912	-	6,500
Total Expense, Core	947,629	1,066,338	953,965	1,003,333	1,029,274	1,047,091	1,103,121	0.67%	6,336



Special Projects:	158,241	58,224	170,400	180,000	55,000	127,000	-	7.68%	12,159
Total Expense, Core and Special Projects	1,105,870	1,124,562	1,124,365	1,183,333	1,084,274	1,174,091	1,103,121	1.67%	18,495
<u>Capital Projects</u>									
Capital Projects	1,156,815	130,395	1,798,895	1,532,246	4,049,330	567,189	2,897,619	55.50%	642,080

City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

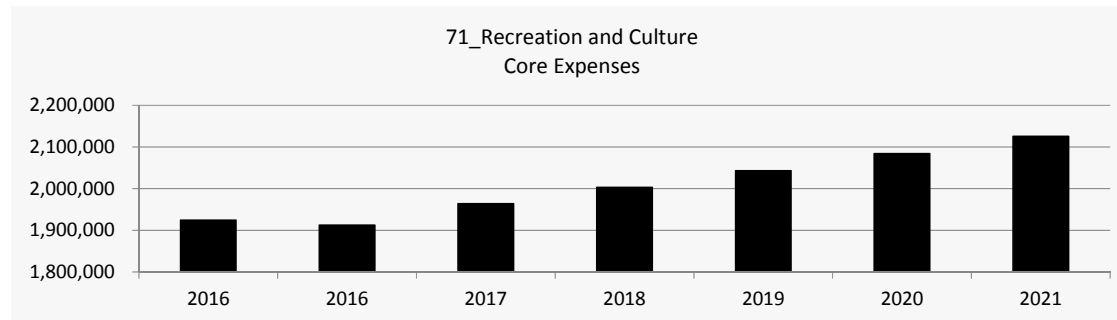
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
62_Public Works / Transportation									
<u>Revenue</u>									
Revenue	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	1,442,162	1,357,392	1,352,947	1,356,274	1,381,440	1,407,121	1,433,352	(6.19%)	(89,215)
Materials, Goods & Supplies	539,625	581,778	534,600	549,288	560,251	571,447	582,876	(0.93%)	(5,025)
Property Service Costs	220,202	207,195	235,797	240,502	245,317	250,216	255,209	7.08%	15,595
Professional Service Costs	17,230	18,154	17,520	17,870	18,220	18,580	18,960	1.68%	290
Other Costs	-	-	-	-	-	-	-	-	-
Total Expense, Core	2,219,219	2,164,519	2,140,864	2,163,934	2,205,228	2,247,364	2,290,397	(3.53%)	(78,355)



Special Projects:	-	-	-	-	-	-	-	-	-
Total Expense, Core and Special Projects	2,219,219	2,164,519	2,140,864	2,163,934	2,205,228	2,247,364	2,290,397	(3.53%)	(78,355)
<u>Capital Projects</u>									
Capital Projects	259,470	259,010	-	-	-	-	-	(100.00%)	(259,470)

**City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department**

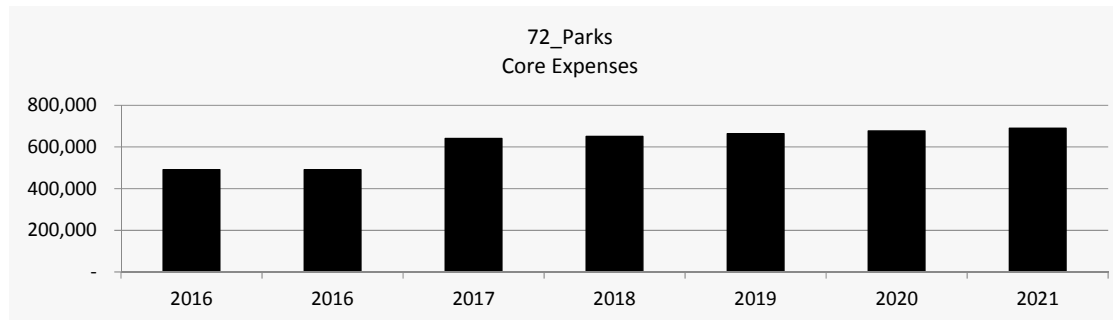
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
71_Recreation and Culture									
<u>Revenue</u>									
Revenue	20,707	25,161	23,000	23,460	23,930	24,410	24,900	11.07%	2,293
Total Revenue	20,707	25,161	23,000	23,460	23,930	24,410	24,900	11.07%	2,293
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	-	-	-	-	-	-	-	-	-
Materials, Goods & Supplies	2,310	1,711	2,300	2,350	2,400	2,450	2,500	(0.43%)	(10)
Property Service Costs	17,500	15,060	5,500	5,610	5,722	5,836	5,953	(68.57%)	(12,000)
Professional Service Costs	-	5,000	-	-	-	-	-	-	-
Other Costs	1,904,675	1,890,846	1,956,096	1,995,118	2,034,921	2,075,520	2,116,930	2.70%	51,421
Total Expense, Core	1,924,485	1,912,617	1,963,896	2,003,078	2,043,043	2,083,806	2,125,383	2.05%	39,411



Special Projects:	26,350	11,126	86,250	86,600	88,230	89,891	106,583	227.32%	59,900
Total Expense, Core and Special Projects	1,950,835	1,923,743	2,050,146	2,089,678	2,131,273	2,173,697	2,231,966	5.09%	99,311
<u>Capital Projects</u>									
Capital Projects	-	-	20,000	-	-	-	-	-	20,000

City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

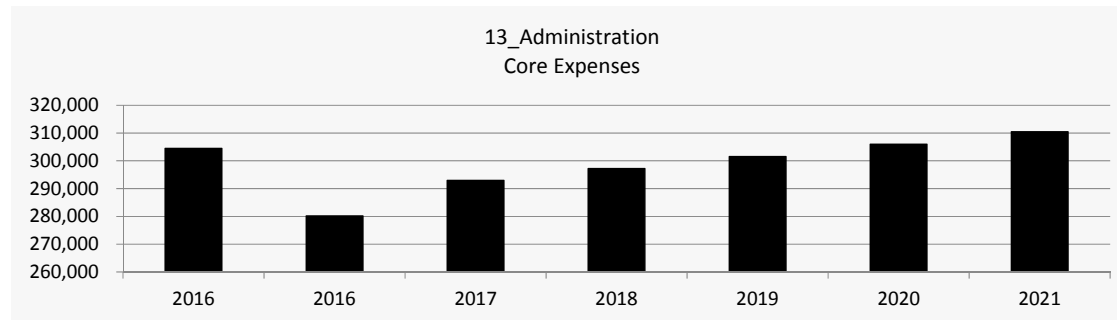
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
72_Parks									
<u>Revenue</u>									
Revenue	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	324,850	353,111	492,623	502,455	512,484	522,705	533,137	51.65%	167,773
Materials, Goods & Supplies	154,840	128,395	133,240	133,102	135,564	138,057	140,613	(13.95%)	(21,600)
Property Service Costs	11,000	9,124	14,600	14,890	15,180	15,480	15,790	32.73%	3,600
Professional Service Costs	-	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-	-
Total Expense, Core	490,690	490,630	640,463	650,447	663,228	676,242	689,540	30.52%	149,773



Special Projects:	21,905	22,250	-	-	-	-	-	(100.00%)	(21,905)
Total Expense, Core and Special Projects	512,595	512,880	640,463	650,447	663,228	676,242	689,540	24.95%	127,868
<u>Capital Projects</u>									
Capital Projects	383,000	312,525	247,214	25,000	-	60,000	-	(35.45%)	(135,786)

City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

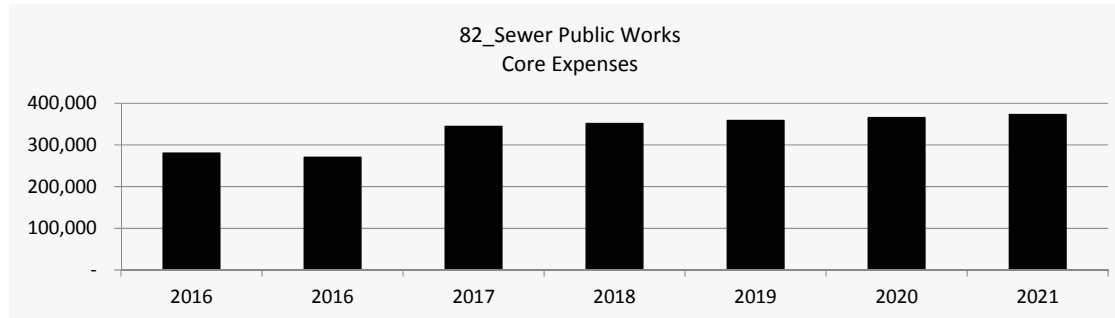
Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
81_Sewer Services, Corporate									
<u>Revenue</u>									
Revenue	1,159,333	1,149,636	1,175,236	1,380,544	1,107,347	1,119,991	1,132,850	1.37%	15,903
Total Revenue	1,159,333	1,149,636	1,175,236	1,380,544	1,107,347	1,119,991	1,132,850	1.37%	15,903
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	80,000	80,000	80,000	80,000	80,000	80,000	80,000	-	-
Materials, Goods & Supplies	-	-	-	-	-	-	-	-	-
Property Service Costs	193,839	181,733	183,371	187,040	190,780	194,600	198,490	(5.40%)	(10,468)
Professional Service Costs	29,580	18,386	29,570	30,150	30,750	31,360	31,980	(0.03%)	(10)
Other Costs	1,020	-	-	-	-	-	-	(100.00%)	(1,020)
Total Expense, Core	304,439	280,119	292,941	297,190	301,530	305,960	310,470	(3.78%)	(11,498)



Special Projects:	117,000	142,112	-	-	-	-	-	(100.00%)	(117,000)
Total Expense, Core and Special Projects	421,439	422,231	292,941	297,190	301,530	305,960	310,470	(30.49%)	(128,498)
<u>Capital Projects</u>									
Capital Projects	2,740,000	197,356	2,749,368	-	2,500,000	-	-	0.34%	9,368

City of Colwood
2017 - 2021 Financial Plan Forecast
Detail, by Department

Description	2016 Budget	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
82_Sewer Services, Public Works									
<u>Revenue</u>									
Revenue	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-
<u>Expense</u>									
Core:									
Salaries, Wages & Benefits	122,960	140,059	179,187	182,775	186,432	190,164	193,958	45.73%	56,227
Materials, Goods & Supplies	116,160	91,485	122,010	124,444	126,926	129,454	132,032	5.04%	5,850
Property Service Costs	40,790	38,704	43,110	44,000	44,892	45,806	46,723	5.69%	2,320
Professional Service Costs	-	-	-	-	-	-	-	-	-
Other Costs	-	-	-	-	-	-	-	-	-
Total Expense, Core	279,910	270,248	344,307	351,219	358,250	365,424	372,713	23.01%	64,397



Special Projects:	-	-	-	-	-	-	-	-	-
Total Expense, Core and Special Projects	279,910	270,248	344,307	351,219	358,250	365,424	372,713	23.01%	64,397
<u>Capital Projects</u>									
Capital Projects	-	-	-	-	-	-	-	-	-