

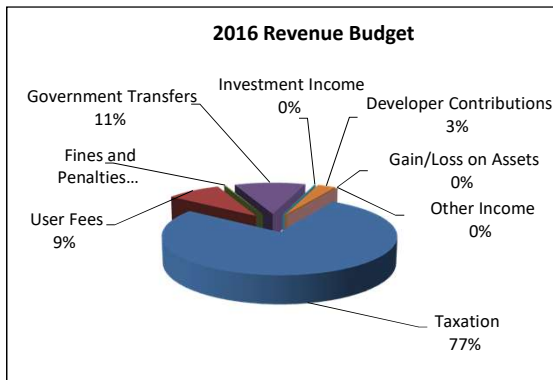
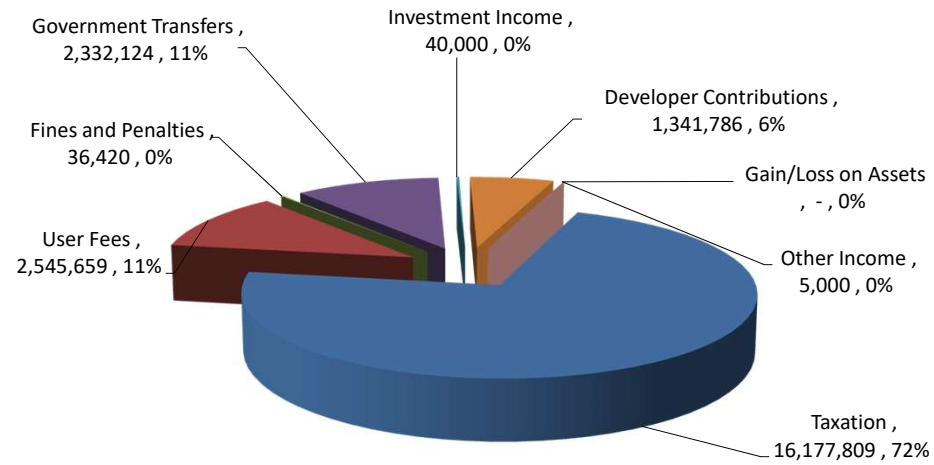
City of Colwood  
2017 - 2021 Financial Plan  
Detail

Description	2016	2016-12-31	2017	2018	2019	2020	2021	2017 Forecast vs	2017 Forecast vs
	Budget	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	2016 Budget % Variance	2016 Budget \$ Variance
<b>Revenue</b>									
<b>Taxation</b>									
General taxation	12,732,034	12,714,875	13,286,173	13,992,130	14,341,933	14,700,481	15,067,992	4.35%	554,139
Payments in lieu of taxation	2,248,275	2,155,674	2,217,777	2,273,150	2,329,910	2,388,090	2,447,720	-1.36%	(30,498)
1% utility tax	182,262	182,263	185,871	189,584	193,380	197,245	201,190	1.98%	3,609
Parcel tax	476,924	476,903	487,988	681,135	395,547	395,547	395,547	2.32%	11,064
<b>Total Taxation</b>	<b>15,639,495</b>	<b>15,522,781</b>	<b>16,177,809</b>	<b>17,135,999</b>	<b>17,260,770</b>	<b>17,681,363</b>	<b>18,112,449</b>	<b>3.44%</b>	<b>538,314</b>
<b>User Fees</b>									
Sewer user fees	541,227	521,255	535,914	545,059	554,356	563,848	573,497	-0.98%	(5,313)
Development app. & permit fees	146,000	244,462	156,000	159,120	162,302	165,547	168,858	6.85%	10,000
Building permit fees	623,799	644,057	1,379,566	1,448,544	1,200,000	1,200,000	1,200,000	121.16%	755,767
Right of way permit fees	130,000	137,057	141,800	144,600	147,456	150,369	153,340	9.08%	11,800
Other permit fees	185,292	192,477	164,834	162,900	166,044	169,247	172,508	-11.04%	(20,458)
Franchise fees	18,384	19,303	62,528	63,779	65,055	66,356	67,683	240.12%	44,144
Program fees	25,786	29,970	13,500	13,770	14,045	14,326	14,613	-47.65%	(12,286)
Licenses	53,640	58,443	14,430	14,640	14,851	15,073	15,295	-73.10%	(39,210)
Rental	20,707	22,665	23,000	23,460	23,930	24,410	24,900	11.07%	2,293
Other	45,380	59,671	54,087	54,860	55,660	56,470	57,290	19.19%	8,707
<b>Total User Fees</b>	<b>1,790,215</b>	<b>1,929,360</b>	<b>2,545,659</b>	<b>2,630,732</b>	<b>2,403,699</b>	<b>2,425,646</b>	<b>2,447,984</b>	<b>42.20%</b>	<b>755,444</b>
<b>Fines and Penalties</b>									
Fines	3,000	4,640	3,000	3,000	3,000	3,000	3,000	-	-
Penalties	360	420	370	380	390	400	410	2.78%	10
Interest	47,839	30,182	33,050	33,710	34,380	35,060	35,760	-30.91%	(14,789)
<b>Total Fines and Penalties</b>	<b>51,199</b>	<b>35,242</b>	<b>36,420</b>	<b>37,090</b>	<b>37,770</b>	<b>38,460</b>	<b>39,170</b>	<b>-28.87%</b>	<b>(14,779)</b>

Description	2016	2016-12-31	2017	2018	2019	2020	2021	2017 Forecast vs	2017 Forecast vs
	Budget	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	2016 Budget % Variance	2016 Budget \$ Variance
Government Transfers									
Conditional	1,627,388	590,032	1,649,124	1,473,574	5,145,531	682,155	2,946,845	1.34%	21,736
Unconditional	679,442	713,413	683,000	696,660	710,590	724,800	739,300	0.52%	3,558
<b>Total Government Transfers</b>	<b>2,306,830</b>	<b>1,303,445</b>	<b>2,332,124</b>	<b>2,170,234</b>	<b>5,856,121</b>	<b>1,406,955</b>	<b>3,686,145</b>	<b>1.10%</b>	<b>25,294</b>
Investment Income									
Interest	40,000	190,811	40,000	40,000	40,000	40,000	40,000	-	-
<b>Total Investment Income</b>	<b>40,000</b>	<b>190,811</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>-</b>	<b>-</b>
Developer Contributions									
General contributions	229,868	164,632	-	-	-	-	-	-100.00%	(229,868)
Reserve fund contributions	370,000	748,532	698,386	397,000	287,000	155,000	155,000	88.75%	328,386
Development cost charges	-	7,330	643,400	206,100	878,000	-	-	-	643,400
<b>Total Developer Contributions</b>	<b>599,868</b>	<b>920,494</b>	<b>1,341,786</b>	<b>603,100</b>	<b>1,165,000</b>	<b>155,000</b>	<b>155,000</b>	<b>123.68%</b>	<b>741,918</b>
Other Income									
Other contributions	-	7,280	5,000	5,080	5,160	5,240	5,320	-	5,000
Refunds and/or reimbursements	2,465	-	-	-	-	-	-	-100.00%	(2,465)
<b>Total Other Income</b>	<b>2,465</b>	<b>7,280</b>	<b>5,000</b>	<b>5,080</b>	<b>5,160</b>	<b>5,240</b>	<b>5,320</b>	<b>102.84%</b>	<b>2,535</b>
<b>Total Revenue</b>	<b>20,430,072</b>	<b>19,909,413</b>	<b>22,478,798</b>	<b>22,622,235</b>	<b>26,768,520</b>	<b>21,752,664</b>	<b>24,486,068</b>	<b>10.03%</b>	<b>2,048,726</b>

Description	2016 Budget	2016-12-31 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
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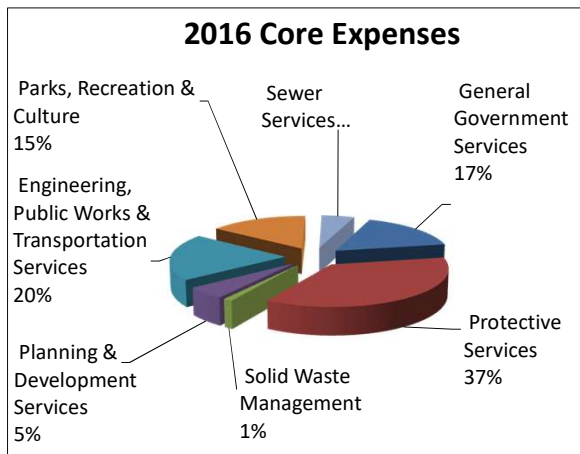
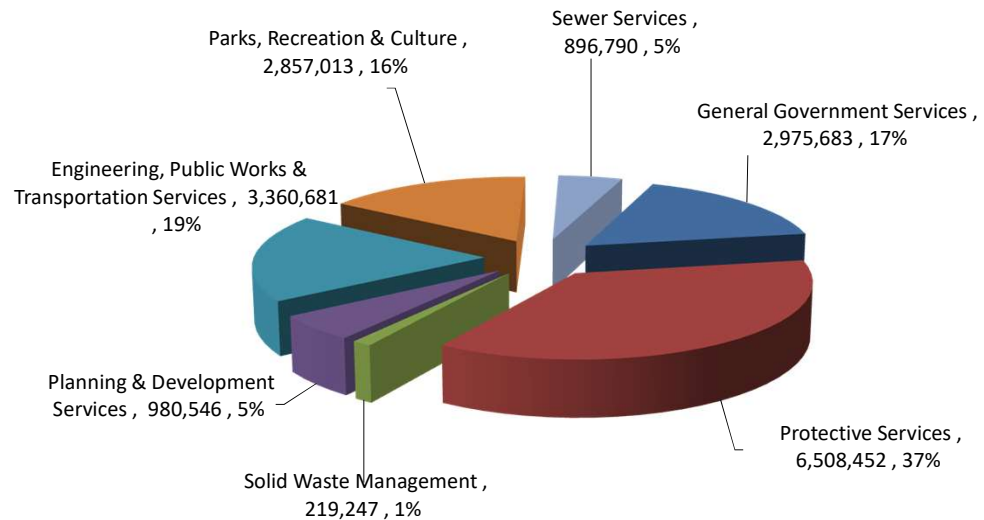
### 2017 Revenue Forecast



Description	2016	2016-12-31	2017	2018	2019	2020	2021	2017 Forecast vs 2016 Budget	2017 Forecast vs 2016 Budget
	Budget	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	% Variance	\$ Variance
<b>Expense, Core</b>									
General Government, Core Expense									
Fiscal (Financing Fees)	7,030	5,266	7,390	7,550	7,710	7,870	8,030	5.12%	360
Corporate and Administration	1,286,356	1,217,970	1,322,544	1,371,458	1,378,191	1,390,663	1,418,283	2.81%	36,188
Council	140,771	117,184	144,968	145,865	148,804	151,298	154,341	2.98%	4,197
Communications	144,452	124,771	222,546	222,391	221,934	231,570	231,306	54.06%	78,094
Finance	732,052	702,210	705,709	716,662	730,803	745,260	760,042	-3.60%	(26,343)
Human Resources	125,540	105,887	127,176	123,724	129,314	128,966	134,791	1.30%	1,636
Information Technology	296,593	250,988	354,350	362,893	368,215	387,965	389,223	19.47%	57,757
Total General Government, Core Expense	2,732,794	2,524,276	2,884,683	2,950,543	2,984,971	3,043,592	3,096,016	5.56%	151,889
Protective Services, Core Expense									
Fiscal (Debt Interest)	95,592	75,375	63,325	59,987	56,135	53,573	51,807	-33.75%	(32,267)
RCMP	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
Fire Department	1,942,668	1,808,787	1,941,009	1,986,169	2,026,269	2,062,727	2,105,924	-0.09%	(1,659)
Bylaw Enforcement	299,374	286,423	312,232	318,345	324,600	330,992	337,531	4.29%	12,858
Building Inspections	353,501	361,564	408,590	385,452	396,715	402,158	410,791	15.58%	55,089
Animal Control	61,200	61,200	61,820	62,440	63,070	63,710	64,980	1.01%	620
Emergency Preparedness	38,961	33,253	42,335	40,121	37,628	42,183	40,748	8.66%	3,374
Total Protective Services, Core Expense	6,233,546	5,988,501	6,375,852	6,533,799	6,733,358	6,938,212	7,159,820	2.28%	142,306
Solid Waste Management, Core Expense									
PW_Solid Waste	202,310	167,262	219,247	223,630	228,102	232,663	237,317	8.37%	16,937
Total Solid Waste Management, Core Expense	202,310	167,262	219,247	223,630	228,102	232,663	237,317	8.37%	16,937
Planning & Development Services, Core Expense									
Planning & Development Services	744,313	716,751	824,565	813,492	830,745	848,380	866,405	10.78%	80,252
Total Planning & Development Services, Core Expense	744,313	716,751	824,565	813,492	830,745	848,380	866,405	10.78%	80,252
Engineering, Public Works & Transportation Services, Core Expense									
Fiscal (Debt Interest Expense)	132,259	132,212	95,452	95,452	88,960	82,467	82,467	-27.83%	(36,807)
Engineering	947,629	1,066,339	953,965	1,003,333	1,029,274	1,047,091	1,103,121	0.67%	6,336
Public Works / Transportation	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)
Total Engineering, Public Works & Transportation Services, Core Expense	3,299,107	3,363,070	3,190,281	3,262,719	3,323,462	3,376,922	3,475,985	-3.30%	(108,826)

Description	2016	2016-12-31	2017	2018	2019	2020	2021	2017 Forecast vs	2017 Forecast vs
	Budget	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	2016 Budget % Variance	2016 Budget \$ Variance
Parks, Recreation & Culture, Core Expense									
Fiscal (Debt Interest Expense)	166,404	166,404	166,404	166,404	166,404	166,404	166,404	-	-
Recreation & Culture	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
Parks	490,690	490,629	640,463	650,447	663,228	676,242	689,540	30.52%	149,773
<b>Total Parks, Recreation &amp; Culture, Core Expense</b>	<b>2,581,579</b>	<b>2,569,650</b>	<b>2,770,763</b>	<b>2,819,929</b>	<b>2,872,675</b>	<b>2,926,452</b>	<b>2,981,327</b>	<b>7.33%</b>	<b>189,184</b>
Sewer Services, Core Expense									
Fiscal (Debt Interest Expense)	178,386	209,618	259,542	259,542	224,626	224,626	224,626	45.49%	81,156
Corporate	304,439	280,119	292,941	297,190	301,530	305,960	310,470	-3.78%	(11,498)
Public Works	279,910	270,247	344,307	351,219	358,250	365,424	372,713	23.01%	64,397
<b>Total Sewer Services, Core Expense</b>	<b>762,735</b>	<b>759,984</b>	<b>896,790</b>	<b>907,951</b>	<b>884,406</b>	<b>896,010</b>	<b>907,809</b>	<b>17.58%</b>	<b>134,055</b>
<b>Total Expense, Core</b>	<b>16,556,384</b>	<b>16,089,494</b>	<b>17,162,181</b>	<b>17,512,063</b>	<b>17,857,719</b>	<b>18,262,231</b>	<b>18,724,679</b>	<b>3.66%</b>	<b>605,797</b>

### 2017 Core Expense Forecast



Description	2016	2016-12-31	2017	2018	2019	2020	2021	2017 Forecast vs	2017 Forecast vs
	Budget	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	2016 Budget % Variance	2016 Budget \$ Variance
<b>Expense, Special Projects</b>									
General Government, Special Projects									
Corporate	8,000	10,862	-	-	-	-	-	-100.00%	(8,000)
Council	-	-	-	-	-	-	-	-	-
Administration	-	-	-	-	-	-	-	-	-
Communications	66,400	50,419	15,000	10,000	-	10,000	-	-77.41%	(51,400)
Finance	-	-	-	-	-	-	-	-	-
Human Resources	-	-	76,000	139,640	142,333	145,080	147,880	-	76,000
Information Technology	20,000	14,977	-	-	-	-	-	-100.00%	(20,000)
<b>Total General Government, Special Projects</b>	<b>94,400</b>	<b>76,258</b>	<b>91,000</b>	<b>149,640</b>	<b>142,333</b>	<b>155,080</b>	<b>147,880</b>	<b>-3.60%</b>	<b>(3,400)</b>
Protective Services, Special Projects									
RCMP	-	-	-	-	-	-	-	-	-
Fire Department	8,000	2,077	-	30,000	-	-	-	-100.00%	(8,000)
Bylaw Enforcement	-	-	5,100	-	-	-	-	-	5,100
Building Inspections	-	-	127,500	192,700	145,554	148,463	151,428	-	127,500
Animal Control	-	-	-	-	-	-	-	-	-
Emergency Preparedness	-	-	-	-	-	-	-	-	-
<b>Total Protective Services, Special Projects</b>	<b>8,000</b>	<b>2,077</b>	<b>132,600</b>	<b>222,700</b>	<b>145,554</b>	<b>148,463</b>	<b>151,428</b>	<b>1557.50%</b>	<b>124,600</b>
Planning & Development Services, Special Projects									
Planning & Development Services	145,000	44,274	155,981	-	-	-	-	7.57%	10,981
<b>Total Development Services, Special Projects</b>	<b>145,000</b>	<b>44,274</b>	<b>155,981</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7.57%</b>	<b>10,981</b>
Engineering, Public Works & Transportation Services, Special Projects									
Engineering	158,241	58,224	170,400	180,000	55,000	127,000	-	7.68%	12,159
Public Works / Transportation	-	-	-	-	-	-	-	-	-
<b>Total Engineering &amp; Transportation Services, Special Projects</b>	<b>158,241</b>	<b>58,224</b>	<b>170,400</b>	<b>180,000</b>	<b>55,000</b>	<b>127,000</b>	<b>-</b>	<b>7.68%</b>	<b>12,159</b>
Parks, Recreation & Culture, Special Projects									
Parks, Recreation & Culture	48,255	33,376	86,250	86,600	88,230	89,891	106,583	78.74%	37,995
<b>Total Parks, Recreation &amp; Culture, Special Projects</b>	<b>48,255</b>	<b>33,376</b>	<b>86,250</b>	<b>86,600</b>	<b>88,230</b>	<b>89,891</b>	<b>106,583</b>	<b>78.74%</b>	<b>37,995</b>
Sewer Services, Special Projects									
Fiscal	-	-	-	-	-	-	-	-	-
Corporate	117,000	142,112	-	-	-	-	-	-100.00%	(117,000)
Public Works	-	-	-	-	-	-	-	-	-
<b>Total Sewer Services, Special Projects</b>	<b>117,000</b>	<b>142,112</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>	<b>(117,000)</b>
<b>Total Expense, Special Projects</b>	<b>570,896</b>	<b>356,321</b>	<b>636,231</b>	<b>638,940</b>	<b>431,117</b>	<b>520,434</b>	<b>405,891</b>	<b>11.44%</b>	<b>65,335</b>
<b>Total Expense, Core &amp; Special Projects</b>	<b>17,127,280</b>	<b>16,445,815</b>	<b>17,798,412</b>	<b>18,151,003</b>	<b>18,288,836</b>	<b>18,782,665</b>	<b>19,130,570</b>	<b>3.92%</b>	<b>671,132</b>
<b>Revenue over Expense</b>	<b>3,302,792</b>	<b>3,463,598</b>	<b>4,680,386</b>	<b>4,471,232</b>	<b>8,479,684</b>	<b>2,969,999</b>	<b>5,355,498</b>	<b>41.71%</b>	<b>1,377,594</b>

Description	2016 Budget	2016-12-31 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2017 Forecast vs 2016 Budget % Variance	2017 Forecast vs 2016 Budget \$ Variance
<b>Additions</b>									
Debt proceeds	2,400,000	75,615	2,324,569	-	-	-	-	-3.14%	(75,431)
Transfer from surplus	70,182	78,170	304,415	-	-	-	-	333.75%	234,233
Transfer from reserves	980,775	635,018	832,513	987,423	655,000	120,000	15,000	-15.12%	(148,262)
<b>Total Additions</b>	<b>3,450,957</b>	<b>788,803</b>	<b>3,461,497</b>	<b>987,423</b>	<b>655,000</b>	<b>120,000</b>	<b>15,000</b>	<b>0.31%</b>	<b>10,540</b>
<b>Deductions</b>									
Debt Repayments									
MFA, long term debt principal payment	757,364	723,052	754,631	754,631	503,958	481,886	481,886	-0.36%	(2,733)
MFA, equipment financing loan principal payment	254,280	215,843	260,706	254,981	202,705	174,810	177,257	2.53%	6,426
Total Debt Repayment	1,011,644	938,895	1,015,337	1,009,612	706,663	656,696	659,143	0.37%	3,693
Transfers to Reserves									
Equity transfer	971,320	1,500,911	1,991,369	1,999,297	1,848,691	1,766,114	1,813,736	105.02%	1,020,049
Total Transfers to Reserves	1,225,600	1,716,754	2,252,075	2,254,278	2,051,396	1,940,924	1,990,993	83.75%	1,026,475

Description	2016	2016-12-31	2017	2018	2019	2020	2021	2017 Forecast vs	2017 Forecast vs
	Budget	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	2016 Budget % Variance	2016 Budget \$ Variance
<b>Deductions</b>									
Capital Projects, General Capital Fund									
General Government Services, Capital Projects									
Corporate	-	-	95,200	-	-	-	-	-	95,200
Council	-	-	-	-	-	-	-	-	-
Administration	-	-	-	-	-	-	-	-	-
Communications	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-
Information Technology	166,000	129,146	39,500	31,500	30,000	40,000	-	-76.20%	(126,500)
<b>Total General Government, Capital Projects</b>	<b>166,000</b>	<b>129,146</b>	<b>134,700</b>	<b>31,500</b>	<b>30,000</b>	<b>40,000</b>	<b>-</b>	<b>-18.86%</b>	<b>(31,300)</b>
Protective Services, Capital Projects									
RCMP	-	-	-	-	-	-	-	-	-
Fire Department	49,000	48,469	70,000	861,000	-	-	-	42.86%	21,000
Bylaw Enforcement	6,500	6,380	40,000	-	-	-	-	515.38%	33,500
Building Inspections	-	-	70,000	-	-	-	-	-	70,000
Animal Control	-	-	-	-	-	-	-	-	-
Emergency Preparedness	10,000	3,138	5,000	-	-	-	-	-50.00%	(5,000)
<b>Total Protective Services, Capital Projects</b>	<b>65,500</b>	<b>57,987</b>	<b>185,000</b>	<b>861,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>182.44%</b>	<b>119,500</b>
Engineering, Public Works & Transportation Services, Capital Projects									
Engineering	1,156,815	130,395	1,798,895	1,532,246	4,049,330	567,189	2,897,619	55.50%	642,080
Public Works / Transportation	259,470	259,010	-	-	-	-	-	-100.00%	(259,470)
<b>Total Engineering, Public Works &amp; Transportation Services, Capital Projects</b>	<b>1,416,285</b>	<b>389,405</b>	<b>1,798,895</b>	<b>1,532,246</b>	<b>4,049,330</b>	<b>567,189</b>	<b>2,897,619</b>	<b>27.02%</b>	<b>382,610</b>
Parks, Recreation & Culture, Capital Projects									
Recreation & Culture	-	-	20,000	-	-	-	-	-	20,000
PW_Parks	383,000	312,525	247,214	25,000	-	60,000	-	-35.45%	(135,786)
<b>Total Parks, Recreation &amp; Culture, Capital Projects</b>	<b>383,000</b>	<b>312,525</b>	<b>267,214</b>	<b>25,000</b>	<b>-</b>	<b>60,000</b>	<b>-</b>	<b>-30.23%</b>	<b>(115,786)</b>
Capital Projects, Sewer Capital Fund									
PW_Sewer Services	2,740,000	197,356	2,749,368	-	2,500,000	-	-	0.34%	9,368
<b>Sewer Services, Capital Projects</b>	<b>2,740,000</b>	<b>197,356</b>	<b>2,749,368</b>	<b>-</b>	<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>0.34%</b>	<b>9,368</b>
<b>Total Capital, General &amp; Sewer Capital Funds</b>	<b>4,770,785</b>	<b>1,086,419</b>	<b>5,135,177</b>	<b>2,449,746</b>	<b>6,579,330</b>	<b>667,189</b>	<b>2,897,619</b>	<b>7.64%</b>	<b>364,392</b>
<b>Total Deductions</b>	<b>6,753,749</b>	<b>3,526,225</b>	<b>8,141,883</b>	<b>5,458,655</b>	<b>9,134,684</b>	<b>3,089,999</b>	<b>5,370,498</b>	<b>20.55%</b>	<b>1,388,134</b>
Detail, Surplus/(Deficit)	-	726,176	-	-	-	-	-	-	-