Town of Comox
2020 - 2024 Financial Plan
Schedule A

Description	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Revenue					
Municipal Property taxes	$ 11,504,480	$ 11,825,580	$ 12,135,500	$ 12,428,840	$ 12,743,840
Sales of Services	9,231,203	10,178,985	10,609,295	11,170,946	10,970,518
Government Transfers	1,305,240	1,356,240	4,231,240	1,106,240	2,000,380
Investment Income	400,000	400,000	400,000	400,000	400,000
Developer Contributions	317,300	623,350	300,500	45,875	447,100
Other	94,292	103,500	103,580	105,450	107,360
Total Revenue	22,852,515	24,487,655	27,780,115	25,257,351	26,669,198
Operating Expense					
Fiscal					
Interest payments on debt	27,240	27,240	45,240	56,220	53,300
Amortization expense	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Other fiscal Adjustments	177,642	177,990	179,950	181,930	183,960
Total fiscal	3,204,882	3,205,230	3,225,190	3,238,150	3,237,260
General Municipal	13,622,882	14,797,810	15,605,825	16,064,524	16,376,102
Water Fund	2,834,232	2,955,999	2,989,873	3,299,014	3,338,965
Sewer Fund	2,508,938	2,519,424	2,639,997	2,662,596	2,737,243
Total Functions	18,966,052	20,273,233	21,235,695	22,026,134	22,452,310
Total operating expense	22,170,934	23,478,463	24,460,885	25,264,284	25,689,570
Revenue over expense	681,581	1,009,192	3,319,230	(6,933)	979,628
Add					
Add back amortization	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Transfers from reserves	1,946,750	5,305,311	4,562,131	5,495,461	4,720,893
Proceeds of debt	-	-	1,200,000	-	-
Total Addition	4,946,750	8,305,311	8,762,131	8,495,461	7,720,893
Deduct					
Transfers to reserves	3,547,031	3,302,592	3,106,630	3,151,987	2,787,300
Principal repayment on debt	23,250	23,250	23,250	113,170	109,190
Capital, General Fund	1,963,050	4,088,661	4,254,481	5,064,871	5,036,831
Capital, Water Fund	65,000	314,000	4,695,000	50,000	316,200
Capital, Sewer Fund	30,000	1,586,000	2,000	108,500	451,000
Capital Total	2,058,050	5,988,661	8,951,481	5,223,371	5,804,031
Total Deduction	5,628,331	9,314,503	12,081,361	8,488,528	8,700,521
Revenue over expenditure	$ -	$ -	$ -	$ -	$ -

Town of Comox

2020 - 2024 Financial Plan

Schedule A

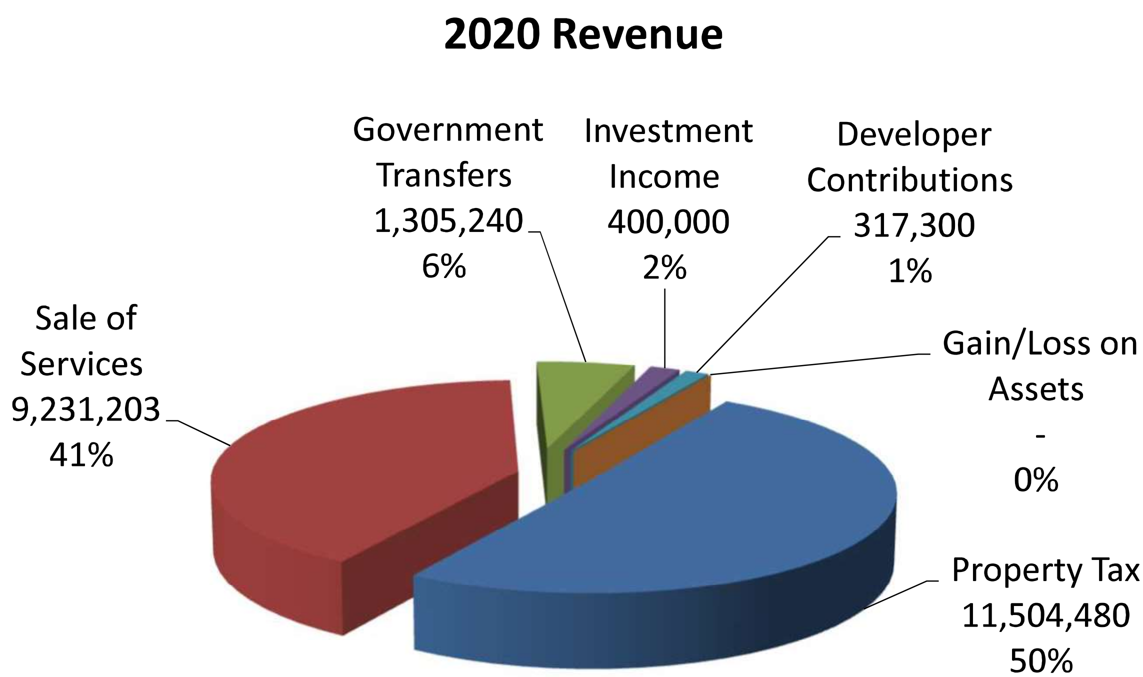
(Expanded to five pages)

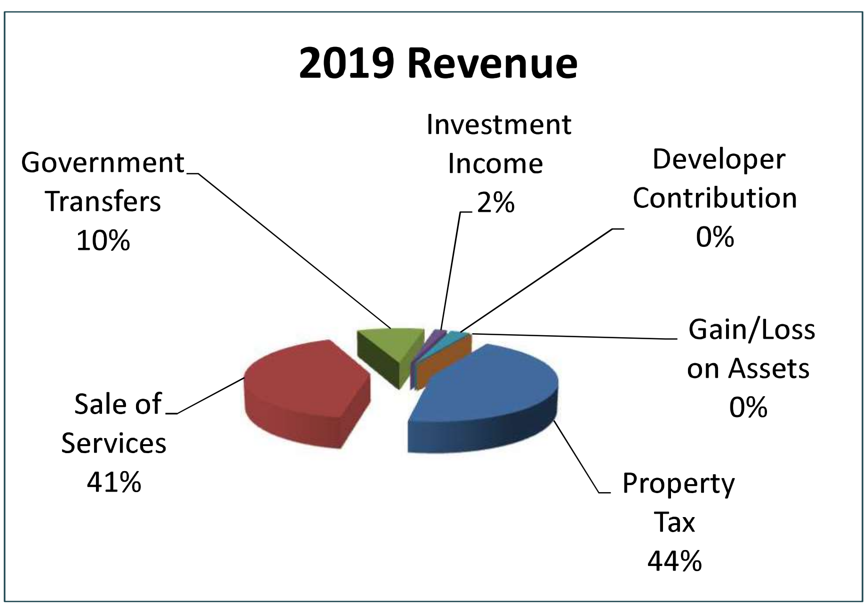
	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Revenue					
Property Tax					
General municipal taxation	$ 8,903,280	$ 9,170,380	$ 9,445,490	$ 9,728,850	$ 10,020,720
Parcel tax (incl. LAS parcel tax)	683,440	685,440	687,530	662,460	649,840
1% Utility Tax	82,360	82,360	82,360	84,010	85,690
Business Improvement Area	72,900	72,900	72,900	72,900	72,900
Payments in lieu of taxes	1,724,000	1,756,000	1,788,720	1,822,090	1,856,130
Penalties and interest on taxes	38,500	58,500	58,500	58,530	58,560
Total Property Tax	11,504,480	11,825,580	12,135,500	12,428,840	12,743,840
Sale of Services					
General Government	154,300	159,950	160,160	160,370	160,580
Protective Services	646,046	684,436	905,129	920,829	725,126
Solid Waste	1,767,181	1,824,563	1,930,130	1,988,827	1,861,020
Development Services	93,000	107,350	107,670	108,000	108,330
Transportation	10,000	10,000	10,000	10,200	10,400
Marina	383,852	438,726	439,486	440,266	452,452
Recreation	775,204	1,355,450	1,382,580	1,413,174	1,441,450
Water services	2,749,590	2,900,630	2,929,490	3,336,930	3,370,150
Sewer services	2,652,030	2,697,880	2,744,650	2,792,350	2,841,010
Total Sale of Services	9,231,203	10,178,985	10,609,295	11,170,946	10,970,518
Government Transfers					
Federal / Provincial	1,248,240	1,299,240	4,174,240	1,049,240	1,943,380
Provincial	57,000	57,000	57,000	57,000	57,000
Regional & Other	-	-	-	-	-
Total Government Transfers	1,305,240	1,356,240	4,231,240	1,106,240	2,000,380
Investment Income					
Interest & investment gains	400,000	400,000	400,000	400,000	400,000
Total Investment Income	400,000	400,000	400,000	400,000	400,000
Developer Contributions					
Contributions	317,300	623,350	300,500	45,875	447,100
Total Developer Contributions	317,300	623,350	300,500	45,875	447,100
Other					
Other Revenue	94,292	103,500	103,580	105,450	107,360
Gain (loss) on Sale of Assets	-	-	-	-	-
Total Other	94,292	103,500	103,580	105,450	107,360
Total Revenues	**$ 22,852,515**	**$ 24,487,655**	**$ 27,780,115**	**$ 25,257,351**	**$ 26,669,198**
Incr / (decr)	(7.42%)	7.16%	13.45%	(9.08%)	5.59%

2020 - 2024 Financial Plan

Schedule A

(Expanded to five pages)





2020 - 2024 Financial Plan

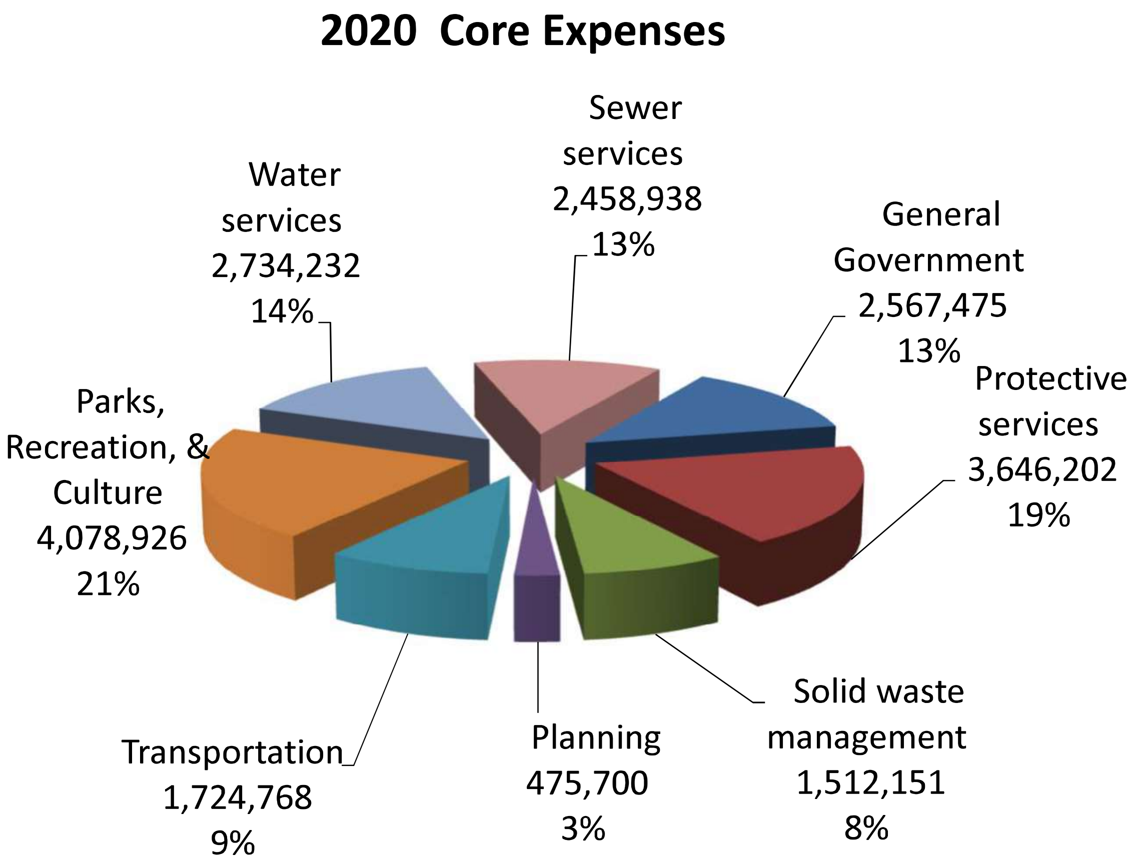
Schedule A

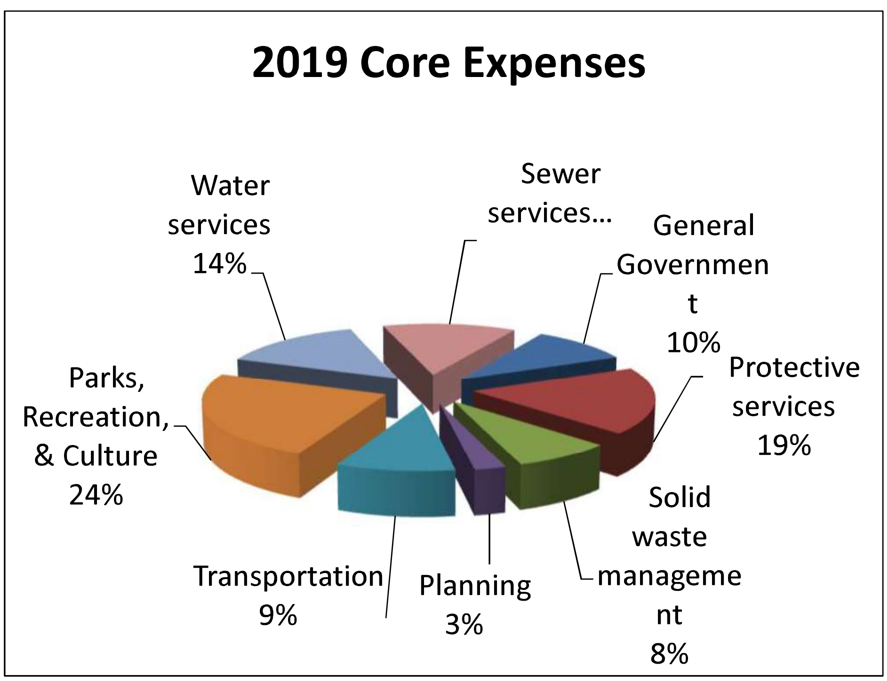
(Expanded to five pages)

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Operating Expense					
Fiscal					
Interest payments on debt	27,240	27,240	45,240	56,220	53,300
Amortization expense	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Other Fiscal	177,642	177,990	179,950	181,930	183,960
Total fiscal expense	3,204,882	3,205,230	3,225,190	3,238,150	3,237,260
Core					
General Government					
Building maintenance	149,984	151,811	153,695	154,154	154,701
Corporate (shared resources)	175,391	112,964	110,978	109,892	108,017
Council	494,100	364,840	369,530	398,090	382,550
Administration	619,190	736,970	750,560	764,460	778,670
Finance	949,810	986,880	1,006,570	1,026,710	1,047,320
Information Technology	179,000	182,720	186,350	190,050	193,830
General Government subtotal	2,567,475	2,536,185	2,577,683	2,643,356	2,665,088
Protective services					
Building maintenance	-	-	-	-	-
Police	1,882,960	1,926,180	2,514,300	2,564,190	2,615,080
Fire	1,440,080	1,495,572	1,526,380	1,579,621	1,612,583
Bylaw enforcement	155,786	183,886	187,087	190,400	193,783
Building inspections	125,876	132,054	134,693	137,404	140,165
Other protective service	41,500	42,310	43,140	44,000	44,880
Protective services subtotal	3,646,202	3,780,002	4,405,600	4,515,615	4,606,491
Solid waste management	1,512,151	1,579,823	1,684,400	1,738,167	1,793,812
Planning services	475,700	549,220	560,940	572,720	584,790
Transportation					
Building maintenance	68,170	68,960	69,780	71,180	72,600
Transportation	1,656,598	1,672,441	1,761,765	1,794,710	1,909,284
Transportation subtotal	1,724,768	1,741,401	1,831,545	1,865,890	1,981,884
Parks, Rec & Culture					
Building maintenance	273,358	280,448	283,805	289,057	294,402
Parks	1,632,203	1,658,999	1,686,525	1,718,738	1,751,596
Recreation	1,970,045	2,123,702	2,167,267	2,211,846	2,257,467
Culture	31,250	31,250	31,740	32,240	32,830
Marina	172,070	174,780	178,170	181,930	185,780
Parks, Rec & Culture subtotal	4,078,926	4,269,179	4,347,507	4,433,811	4,522,075
General service	14,005,222	14,455,810	15,407,675	15,769,559	16,154,140
Water service	2,734,232	2,860,999	2,894,873	3,204,014	3,243,965
Sewer service	2,458,938	2,519,424	2,589,997	2,662,596	2,737,243
Total core expense	19,198,392	19,836,233	20,892,545	21,636,169	22,135,348
Incr / (decr)	5.14%	3.32%	5.33%	3.56%	2.31%

Schedule A

(Expanded to five pages)





2020 - 2024 Financial Plan

Schedule A

(Expanded to five pages)

Description	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Special Projects					
General Government	(113,730)	-	35,000	-	-
Protective services	(48,510)	10,000	-	-	-
Solid Waste management	-	-	-	-	-
Development services	12,300	70,000	20,000	30,000	30,000
Transportation services	175,050	96,500	18,150	94,965	96,962
Parks, Recreation & Culture	(407,450)	165,500	125,000	170,000	95,000
General service	(382,340)	342,000	198,150	294,965	221,962
Water service	100,000	95,000	95,000	95,000	95,000
Sewer service	50,000	-	50,000	-	-
Total Special Projects	(232,340)	437,000	343,150	389,965	316,962
Total Operating Expense	22,170,934	23,478,463	24,460,885	25,264,284	25,689,570
Revenue over expense	681,581	1,009,192	3,319,230	(6,933)	979,628
Add					
Add back amortization	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Transfer from reserves	1,946,750	5,305,311	4,562,131	5,495,461	4,720,893
Proceeds of debt	-	-	1,200,000	-	-
Total Addition	4,946,750	8,305,311	8,762,131	8,495,461	7,720,893
Deduct					
Transfers to reserves	3,547,031	3,302,592	3,106,630	3,151,987	2,787,300
Principal payment on debt	23,250	23,250	23,250	113,170	109,190
Capital					
General Government	469,950	176,900	491,100	39,200	39,200
Protective services	-	-	650,000	650,000	30,000
Solid Waste management	-	-	-	-	-
Development services	160,000	-	-	-	-
Transportation	1,190,000	2,905,260	2,313,380	3,840,670	4,455,630
Parks, Recreation & Culture	143,100	1,006,501	800,001	535,001	512,001
General service	1,963,050	4,088,661	4,254,481	5,064,871	5,036,831
Water service	65,000	314,000	4,695,000	50,000	316,200
Sewer service	30,000	1,586,000	2,000	108,500	451,000
Capital Total	2,058,050	5,988,661	8,951,481	5,223,371	5,804,031
Total Deduction	5,628,331	9,314,503	12,081,361	8,488,528	8,700,521
Revenue over expenditure	$ -	$ -	$ -	$ -	$ -

Town of Comox
Operating Budget - Special Projects

COVID-19 Struggle
Revised Preliminary Budget

Operating expenses
(not capital)
Use of Funds

Summary	Description	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Five Year Total
General Government	Town Hall building maint., Corporate, Council, Finance, & IT	(113,730)	-	35,000	-	-	(78,730)
Protective Services	Fire Department	(48,510)	10,000	-	-	-	(38,510)
Solid Waste Management	Garbage, recycling, and organics	-	-	-	-	-	-
Development Services	Planning	12,300	70,000	20,000	30,000	30,000	162,300
Transportation Services	Public Works building maint. & Engineering	175,050	96,500	18,150	94,965	96,962	481,627
PRC - Parks, Recreation & Culture	Parks, Recreation & Culture	(407,450)	165,500	125,000	170,000	95,000	148,050
Water Services	Water Fund	100,000	95,000	95,000	95,000	95,000	480,000
Sewer Services	Sewer Fund	50,000	-	50,000	-	-	100,000
	Total special projects	(232,340)	437,000	343,150	389,965	316,962	1,254,737
	Item count:	25	12	7	7	5	36

Listing	Item	Added to Plan	Brought Forward	Description	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Five Year Total
Gen Gov, Corporate	1			Reviews & feasibility studies -Corp	43,000	-	-	-	-	43,000
Gen Gov, Council	2			Elections	-	-	35,000	-	-	35,000
Gen Gov, Admin	3	new		Payroll cuts (reduce budget)	(101,570)	-	-	-	-	(101,570)
Gen Gov, Admin	4	new		Additional cuts (reduce budget)	(20,800)	-	-	-	-	(20,800)
Gen Gov, Finance	5			Reviews & feasibility studies -Fin.	30,000	-	-	-	-	30,000
Gen Gov, Finance	6	new		Payroll cuts (reduce budget)	(64,360)	-	-	-	-	(64,360)
Protective, Fire	7			Building repairs	-	10,000	-	-	-	10,000
Protective, Fire	8			Community safety project	10,000	-	-	-	-	10,000
Protective, Fire	9	new		Payroll cuts (reduce budget)	(20,010)	-	-	-	-	(20,010)
Protective, Fire	10	new		Additional cuts (reduce budget)	(38,500)	-	-	-	-	(38,500)
Development, Planning	11			Reviews & feasibility studies -Dev	-	-	20,000	30,000	30,000	80,000
Development, Planning	12		b/f 2019	Review -subdivision bylaw	14,000	-	-	-	-	14,000
Development, Planning	13			Review -NE Comox SWMP	15,000	70,000	-	-	-	85,000
Development, Planning	14	new		Payroll cuts (reduce budget)	(16,700)	-	-	-	-	(16,700)
Transportation, Services	15			Reviews & feasibility studies -PW	165,000	50,000	-	75,000	75,000	365,000
Transportation, Services	16		b/f 2019	Acquire-build-Repair PW	12,000	-	-	-	-	12,000
Transportation, Services	17	new		Annual cost for GPS Fleet	15,000	16,500	18,150	19,965	21,962	91,577
Transportation, Services	18			Review -Drainage	20,000	-	-	-	-	20,000
Transportation, Services	19	new		Payroll cuts (reduce budget)	(36,950)	-	-	-	-	(36,950)
Transportation, Bldg Maint Dept	20			Acquisitions, builds, repairs -PW	-	30,000	-	-	-	30,000
PRC, Parks	21			Parks Proj Lazo Greenway Study	25,000	-	30,000	-	-	55,000
PRC, Parks	22			Parks planning Technician	-	50,000	95,000	95,000	95,000	335,000
PRC, Parks	23	new		Payroll cuts (reduce budget)	(157,670)	-	-	-	-	(157,670)
PRC, Recreation	24		b/f 2019	Site Master Plan	25,000	-	-	-	-	25,000
PRC, Recreation	25	new		Equip. replacements <10K	-	3,000	-	-	-	3,000
PRC, Recreation	26			Equip. additions <10K	-	7,500	-	-	-	7,500
PRC, Recreation	27	new		Payroll cuts (reduce budget)	(283,280)	-	-	-	-	(283,280)
PRC, Recreation	28	new		Additional cuts (reduce budget)	(24,500)	-	-	-	-	(24,500)

Listing	Item	Added to Plan	Brought Forward	Description	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Five Year Total
PRC, Bldg Maint Dept	29			Acquisitions, builds, repairs -Parks	-	80,000	-	50,000	-	130,000
PRC, Bldg Maint Dept	30			Acquisitions, builds, repairs -Rec	-	-	-	25,000	-	25,000
PRC, Bldg Maint Dept	31	new		Reviews & feasibility studies -Cult	-	10,000	-	-	-	10,000
PRC, Bldg Maint Dept	32	new		Acquisitions, builds, repairs -Cult	8,000	-	-	-	-	8,000
PRC, Bldg Maint Dept	33			Reviews & feasibility studies -Marina	-	15,000	-	-	-	15,000
Water, Services	34			Reviews & feasibility studies -Wat	50,000	-	-	-	-	50,000
Water, Services	35			Water utility operator	50,000	95,000	95,000	95,000	95,000	430,000
Sewer, Services	36			Reviews & feasibility studies -Sew	50,000	-	50,000	-	-	100,000
				Total Special Projects	**(232,340)**	**437,000**	**343,150**	**389,965**	**316,962**	**1,254,737**

Total Special Projects - Summary						
Total special projects - operating expenses	532,000	437,000	343,150	389,965	316,962	2,019,077
Reduce core budget						
Reduce payroll budget	(680,540)	-	-	-	-	(680,540)
Reduce other operating expenses	(83,800)	-	-	-	-	(83,800)
Core budget reduction	(764,340)	-	-	-	-	(764,340)
2020 Special Project - Summary	(232,340)	437,000	343,150	389,965	316,962	1,254,737

Listing	Item	Added to Plan	Brought Forward	Description	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Five Year Total
				SPECIAL PROJECTS - SOURCE OF FUNDS (Operating Expenses, Not Capital)	**2020 Forecast**	**2021 Forecast**	**2022 Forecast**	**2023 Forecast**	**2024 Forecast**	**2020 - 2024 Total**
				Draw down on equity (accumulated surplus)						
				General fund - draw down on equity						
				Statutory Reserves	10,000	10,000	-	-	-	20,000
				Reserve for future expenditures	259,000	195,500	20,000	180,000	105,000	759,500
				General revenue	55,000	136,500	143,150	114,965	116,962	566,577
				General fund equity draw	**324,000**	**342,000**	**163,150**	**294,965**	**221,962**	**1,346,077**
				Water Fund - draw down on equity						
				Statutory Reserves	-	-	-	-	-	-
				Reserve for future expenditures	-	-	-	-	-	-
				General revenue	75,000	95,000	95,000	95,000	95,000	455,000
				Water fund equity draw	**75,000**	**95,000**	**95,000**	**95,000**	**95,000**	**455,000**
				Sewer Fund - draw down on equity						
				Statutory Reserves	-	-	-	-	-	-
				Reserve for future expenditures	-	-	-	-	-	-
				General revenue	50,000	-	50,000	-	-	100,000
				Sewer fund equity draw	**50,000**	**-**	**50,000**	**-**	**-**	**100,000**
				Equity draw down (accumulated surplus)	**449,000**	**437,000**	**308,150**	**389,965**	**316,962**	**1,901,077**
				Other source of funds for capital expenditues						
				Taxes	43,000	-	35,000	-	-	78,000
				User fees	-	-	-	-	-	
				Donation	-	-	-	-	-	
				Grant	40,000	-	-	-	-	40,000
				MFA Debt	-	-	-	-	-	-
				Deferred Revenue	-	-	-	-	-	-
				Developer cost charges (DCC)	-	-	-	-	-	-
				Restricted Revenue (Developers)	-	-	-	-	-	-
				Other source of funds	**83,000**	**-**	**35,000**	**-**	**-**	**118,000**
				Source of Funds	**532,000**	**437,000**	**343,150**	**389,965**	**316,962**	**2,019,077**
				Operating budget cuts						
				Reduce payroll budget	(680,540)	-	-	-	-	(680,540)
				Reduce other operating expenses	(83,800)	-	-	-	-	(83,800)
				Operating budget cuts	**(764,340)**	**-**	**-**	**-**	**-**	**(764,340)**
				Total Special Projects	**(232,340)**	**437,000**	**343,150**	**389,965**	**316,962**	**1,254,737**

Town of Comox | COVID-19 Struggle | Capital expenditures

Capital Budget | Revised Preliminary Budget

Use of Funds

Summary	Description	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Five Year Total
General Government	Town Hall building maint., & Info Tech	469,950	176,900	491,100	39,200	39,200	1,216,350
Protective Services	Fire Department	-	-	650,000	650,000	30,000	1,330,000
Solid Waste Management	Garbage, recycling, and organics	-	-	-	-	-	-
Development Services	Planning	160,000	-	-	-	-	160,000
Transportation Services	Public Works building maint. & Engineering	1,190,000	2,905,260	2,313,380	3,840,670	4,455,630	14,704,940
PRC - Parks, Recreation & Culture	Parks, Recreation & Culture	143,100	1,006,501	800,001	535,001	512,001	2,996,604
Water Services	Water Fund	65,000	314,000	4,695,000	50,000	316,200	5,440,200
Sewer Services	Sewer Fund	30,000	1,586,000	2,000	108,500	451,000	2,177,500
	Total capital spending program	2,058,050	5,988,661	8,951,481	5,223,371	5,804,031	28,025,594
	Item count:	26	41	27	32	25	106

Listing	Item	Added to Plan	Brought Forward	Asset Replacement	Description	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Five Year Total
					Total capital spending program	2,058,050	5,988,661	8,951,481	5,223,371	5,804,031	28,025,594
Gen Gov, Finance	1		b/f 2019	replace	Finance office renovation	5,000	5,000	-	-	-	10,000
Gen Gov, Finance	2	new		replace	Municipal Accounting Software	80,000	95,000	-	-	-	175,000
Gen Gov, Info Tech	3				Fiber optic network backbone	80,000	-	150,000	-	-	230,000
Gen Gov, Info Tech	4			replace	Computer & telephone systems	244,950	76,900	91,100	39,200	39,200	491,350
Gen Gov, Info Tech	5	new		replace	Website redesign	60,000	-	-	-	-	60,000
Gen Gov, Bldg Maint Dept	6			replace	Design for new Town Hall	-	-	250,000	-	-	250,000
Protective, Fire	7				Fire Station	-	-	-	-	30,000	30,000
Protective, Fire	8			replace	Fire Engine	-	-	650,000	650,000	-	1,300,000
Development, Planning	9				Lazo greenway park land	160,000	-	-	-	-	160,000
Transportation, Services	10			replace	Vehicle GVWR > 10k (kg)	-	-	-	130,000	500,000	630,000
Transportation, Services	11			replace	Vehicle GVWR 5k - 10k (kg)	-	275,000	-	-	95,000	370,000
Transportation, Services	12			replace	Vehicle GVWR < 5k (kg)	-	-	-	95,000	-	95,000
Transportation, Services	13			replace	Vehicle Trailers, ATV, & Boats	-	40,000	-	-	-	40,000
Transportation, Services	14	new			Fleet, Other related equip	-	12,000	-	-	-	12,000
Transportation, Services	15	new			Charging Stations	28,000	-	-	-	-	28,000
Transportation, Services	16		b/f 2019	replace	Other Mach & Equip	-	10,000	-	-	-	10,000
Transportation, Services	17	new	b/f 2019	replace	Balmoral (Donovan-Albatross)	20,000	500,000	507,800	-	-	1,027,800
Transportation, Services	18			replace	Baybrook Resurfacing	-	-	-	94,000	-	94,000
Transportation, Services	19	new			Bolt and Aspen Sidewalk	330,000	-	-	-	-	330,000
Transportation, Services	20		b/f 2019	replace	Church Street	-	-	-	-	728,230	728,230
Transportation, Services	21	new			Comox Ave Sidewalk - Rodello to Ellis	75,000	-	-	-	-	75,000
Transportation, Services	22			replace	Cooke Ave Resurfacing - Aitken to Rodello	-	147,580	-	-	-	147,580
Transportation, Services	23	new		replace	Capilano	-	-	160,650	-	-	160,650
Transportation, Services	24			replace	Beaufort (Church-Nordin)	-	-	-	100,000	1,217,500	1,317,500
Transportation, Services	25	new			Centennial Ave (W. of Church)	-	-	-	-	121,000	121,000

Listing	Item	Added to Plan	Brought Forward	Asset Replacement	Description	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Five Year Total
					Total capital spending program	2,058,050	5,988,661	8,951,481	5,223,371	5,804,031	28,025,594
Transportation, Services	26			replace	Kwaklutl Avenue	-	-	89,900	-	-	89,900
Transportation, Services	27			replace	Church Street Upgrade (Comox to Robb)	-	-	-	-	75,000	75,000
Transportation, Services	28			replace	Donovan Drive Resurfacing	-	-	-	163,090	-	163,090
Transportation, Services	29			replace	Donovan Place Resurfacing	-	-	-	35,250	-	35,250
Transportation, Services	30			replace	Downey Ave Resurfacing - Aitken to Rodello	-	337,480	-	-	-	337,480
Transportation, Services	31			replace	Ellis Street Resurfacing	-	-	-	23,000	-	23,000
Transportation, Services	32			replace	Filberg Road Resurfacing	-	-	-	121,000	-	121,000
Transportation, Services	33			replace	Douglas St (S. of Centennial)	-	-	-	-	86,900	86,900
Transportation, Services	34			replace	Gull Ave Resurfacing - Cul-de-Sac	-	277,300	-	-	-	277,300
Transportation, Services	35			replace	Guthrie (Prichard - School)	-	-	-	334,800	-	334,800
Transportation, Services	36			replace	Heather Court Resurfacing	-	-	-	30,250	-	30,250
Transportation, Services	37			replace	Guthrie (Torrence - School)	-	-	-	-	286,550	286,550
Transportation, Services	38	new		replace	Guthrie (Brooklyn School)	55,000	-	-	-	-	55,000
Transportation, Services	39			replace	Koksilah Court Resurfacing	-	-	109,640	-	-	109,640
Transportation, Services	40			replace	Lazo Road Resurfacing	-	-	800,000	-	-	800,000
Transportation, Services	41			replace	Mack Laing Court Resurfacing	-	-	-	51,700	-	51,700
Transportation, Services	42			replace	Mahtmoff Place Resurfacing	-	-	45,120	-	-	45,120
Transportation, Services	43			replace	McKenzie Ave (Rodello - Davis)	-	305,500	-	-	-	305,500
Transportation, Services	44			replace	Noel Ave (Aitken - Aspen)	-	145,000	-	-	-	145,000
Transportation, Services	45			replace	Orchard Park Drive Resurfacing	-	-	-	136,300	-	136,300
Transportation, Services	46		b/f 2019	replace	Noel Ave (Pritchard - Torrence)	400,000	-	-	-	-	400,000
Transportation, Services	47			replace	Nootka	-	-	340,200	-	-	340,200
Transportation, Services	48				Noel Ave (Spitfire-Aitken)	-	-	-	609,850	609,850	1,219,700
Transportation, Services	49	new		replace	Maquinna Ave (W. of Pritchard)	-	-	-	240,000	240,000	480,000
Transportation, Services	50			replace	Robb (Aitken to Anderton)	-	-	-	1,471,430	-	1,471,430
Transportation, Services	51			replace	Rodello Street Resurfacing - Downey to Robb	-	390,400	-	-	-	390,400
Transportation, Services	52			replace	Sable Place Resurfacing	-	-	80,300	-	-	80,300
Transportation, Services	53			replace	Tsimshian Ave Resurfacing	-	-	89,770	-	-	89,770
Transportation, Services	54	new		replace	Vine St	-	-	-	-	34,100	34,100
Transportation, Services	55	new		replace	Bus Shelters (municipal wide)	-	90,000	90,000	90,000	90,000	360,000
Transportation, Services	56		b/f 2019		Transit Exchanges	20,000	-	-	-	-	20,000
Transportation, Services	57	new			NE Comox Ponds	50,000	-	-	-	-	50,000
Transportation, Services	58		b/f 2019	replace	Balmoral outfall to Br Cr	75,000	-	-	-	-	75,000
Transportation, Services	59				Church Storm (Robb-Noel)	-	-	-	-	285,000	285,000
Transportation, Services	60	new		replace	Comox Ave (Aitken St-Alpine St)	-	-	-	20,000	86,500	106,500
Transportation, Services	61		b/f 2019	replace	Manor Outfall	30,000	200,000	-	-	-	230,000
Transportation, Services	62			replace	Noel Storm (Noel-Gull)	15,000	90,000	-	-	-	105,000
Transportation, Services	63	new		replace	Noel (Balmoral Crk culvert)	10,000	-	-	-	-	10,000
Transportation, Services	64			replace	Robb Storm (West of Anderton)	-	-	-	95,000	-	95,000
Transportation, Services	65		b/f 2019	replace	Storm - McLeod to Douglas	82,000	-	-	-	-	82,000
Transportation, Bldg Maint Dept	66	new			Storage building	-	60,000	-	-	-	60,000
Transportation, Bldg Maint Dept	67		b/f 2019	replace	Washbay	-	25,000	-	-	-	25,000

Listing	Item	Added to Plan	Brought Forward	Asset Replacement	Description	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Five Year Total
					Total capital spending program	2,058,050	5,988,661	8,951,481	5,223,371	5,804,031	28,025,594
PRC, Parks	68				Wayfinding	-	-	30,000	-	-	30,000
PRC, Parks	69	new		replace	Ellis Street Walkway	-	20,000	-	-	-	20,000
PRC, Parks	70			replace	Filberg Rock Wall Reconstruction	-	30,000	-	-	-	30,000
PRC, Parks	71				Dog Park Consultation	-	20,000	-	-	-	20,000
PRC, Parks	72				Marina Park	-	25,000	-	-	-	25,000
PRC, Parks	73		b/f 2019	replace	Mack Laing Board Walk	-	25,000	-	-	-	25,000
PRC, Parks	74		b/f 2019		Lazo Greenway	-	50,000	500,000	-	-	550,000
PRC, Parks	75			replace	Elks (Kye Bay) Playground	-	105,000	-	-	-	105,000
PRC, Parks	76			replace	McKenzie Playground	-	-	-	100,000	-	100,000
PRC, Parks	77			replace	Village Playground	-	-	125,000	-	-	125,000
PRC, Parks	78	new			Robb Road Tennis Courts	-	-	-	150,000	-	150,000
PRC, Parks	79	new			Vehicle GVWR 5k - 10k (kg)	-	220,000	70,000	60,000	-	350,000
PRC, Parks	80			replace	Vehicle Trailers, ATV, & Boats	-	120,000	-	125,000	-	245,000
PRC, Parks	81			replace	Christmas Decorations	-	30,000	-	-	-	30,000
PRC, Parks	82				Future Expenditure	-	-	-	-	350,000	350,000
PRC, Recreation	83			replace	Hands on Farm (Filberg Park)	-	9,500	-	-	-	9,500
PRC, Recreation	84			replace	CC Renovations	-	1	1	1	1	4
PRC, Recreation	85	new		replace	CC Geothermal system	-	-	40,000	-	-	40,000
PRC, Recreation	86			replace	CC Elevator	-	50,000	-	-	-	50,000
PRC, Recreation	87			replace	Dept. specialty HW/SW	115,000	-	-	-	-	115,000
PRC, Recreation	88		b/f 2019	replace	CCTV cameras	5,100	-	-	-	-	5,100
PRC, Recreation	89		b/f 2019	replace	Fitness Equipment	20,000	32,000	35,000	35,000	37,000	159,000
PRC, Bldg Maint Dept	90			replace	Highland Field House	-	-	-	-	125,000	125,000
PRC, Bldg Maint Dept	91				Claddaugh Estates Platform	-	-	-	65,000	-	65,000
PRC, Bldg Maint Dept	92				Marina Park -Shade Structure	3,000	-	-	-	-	3,000
PRC, Bldg Maint Dept	93		b/f 2019		Community Centre	-	100,000	-	-	-	100,000
PRC, Bldg Maint Dept	94	new		replace	D'Esterre (Senior's Complex)	-	50,000	-	-	-	50,000
PRC, Bldg Maint Dept	95			replace	Marina Upgrades - Boat Launch Float	-	120,000	-	-	-	120,000
Water, Services	96				Cambridge at Pritchard -PRV	-	-	25,000	-	-	25,000
Water, Services	97		b/f 2019	replace	Dryden (Anderton-Pritchard)	30,000	-	600,000	-	-	630,000
Water, Services	98	new		replace	Noel Ave (Spitfire-Aitken)	-	-	-	-	266,200	266,200
Water, Services	99				Noel Extension(Aitken-Aspen)	35,000	194,000	-	-	-	229,000
Water, Services	100				Meter	-	100,000	50,000	30,000	30,000	210,000
Water, Services	101				Universal water meter	-	-	4,000,000	-	-	4,000,000
Water, Services	102				Hydrant	-	20,000	20,000	20,000	20,000	80,000
Sewer, Services	103	new		replace	Beaufort main	-	-	-	35,000	-	35,000
Sewer, Services	104		b/f 2019	replace	Foreshore main (Cathew-Ellis)	30,000	1,471,000	2,000	1,500	1,000	1,505,500
Sewer, Services	105	new			Port Augusta-Jane St Sanitary	-	-	-	72,000	450,000	522,000
Sewer, Services	106		b/f 2019	replace	Torrence main	-	115,000	-	-	-	115,000
					Total capital spending program	**2,058,050**	**5,988,661**	**8,951,481**	**5,223,371**	**5,804,031**	**28,025,594**

Listing	Item	Added to Plan	Brought Forward	Asset Replacement	Description	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	Five Year Total
					Total capital spending program	2,058,050	5,988,661	8,951,481	5,223,371	5,804,031	28,025,594

Capital Expenditures by Asset Category	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2020 - 2024 Total
Land	160,000	-	-	-	-	160,000
Land improvements	-	284,500	655,000	250,000	-	1,189,500
Building	8,000	290,001	290,001	65,001	155,001	808,004
Equipment	633,050	910,900	996,100	1,134,200	1,021,200	4,695,450
Road	900,000	2,313,260	2,313,380	3,500,670	3,489,130	12,516,440
Drain	262,000	290,000	-	115,000	371,500	1,038,500
Water	65,000	314,000	4,695,000	50,000	316,200	5,440,200
Sewer	30,000	1,586,000	2,000	108,500	451,000	2,177,500
Total Capital Expenditure	2,058,050	5,988,661	8,951,481	5,223,371	5,804,031	28,025,594

SOURCE OF FUNDS FOR CAPITAL EXPENDITURES	**2020 Forecast**	**2021 Forecast**	**2022 Forecast**	**2023 Forecast**	**2024 Forecast**	**2020 - 2024 Total**
Draw down on equity (accumulated surplus)						
General fund - draw down on equity						
Statutory reserves	1,324,050	3,050,160	3,067,460	4,186,570	2,635,780	14,264,020
Reserve for future expenditures	72,700	443,501	700,121	778,801	688,701	2,683,824
General revenue	60,000	17,000	89,900	-	425,000	591,900
General fund equity draw	**1,456,750**	**3,510,661**	**3,857,481**	**4,965,371**	**3,749,481**	**17,539,744**
Water Fund - draw down on equity						
Statutory reserves	-	100,000	50,000	30,000	30,000	210,000
Reserve for future expenditures	-	-	-	-	-	-
General revenue	18,500	39,400	345,000	20,000	286,200	709,100
Water fund equity draw	**18,500**	**139,400**	**395,000**	**50,000**	**316,200**	**919,100**
Sewer Fund - draw down on equity						
Statutory reserves	22,500	1,103,250	1,500	55,125	338,250	1,520,625
Reserve for future expenditures	-	-	-	-	-	-
General revenue	-	115,000	-	35,000	-	150,000
Sewer fund equity draw	**22,500**	**1,218,250**	**1,500**	**90,125**	**338,250**	**1,670,625**
Equity draw down (accumulated surplus)	**1,497,750**	**4,868,311**	**4,253,981**	**5,105,496**	**4,403,931**	**20,129,469**
Other source of funds for capital expenditues						
Donation	12,000	25,000	-	-	-	37,000
Grant	231,000	322,000	3,197,000	72,000	953,000	4,775,000
MFA Debt	-	150,000	1,200,000	-	-	1,350,000
Deferred Revenue	-	-	-	-	-	-
Developer cost charges (DCC)	141,300	623,350	300,500	45,875	447,100	1,558,125
Restricted Revenue (Developers)	176,000	-	-	-	-	176,000
Other source of funds	**560,300**	**1,120,350**	**4,697,500**	**117,875**	**1,400,100**	**7,896,125**
Total Source of funds	**2,058,050**	**5,988,661**	**8,951,481**	**5,223,371**	**5,804,031**	**28,025,594**