

2018 Financial Plan

Final Budget - Volume 3

Kelowna, British Columbia

April 2018



MAINTAIN
RENEW

GROWTH

NEW

kelowna.ca

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Page numbering shown above is in anticipation of inserting the Final Budget Volume 3 into the 2018 Financial Plan Provisional - Volume 1.



FINANCIAL SUMMARIES

The 2018 Financial Plan results in a Final Tax Demand of \$133.5M. This represents a decrease of \$1.0M relative to the 2018 Provisional Financial Plan. The total taxation revenue from new construction has decreased by \$250,000.

The impact to the average property owner is 2.99%.

Final Budget summaries

Analysis of tax demand

The 2017 final tax demand was \$127.1M and had a 3.84% net property owner impact. The 2018 gross department operating expenditures increased by 8.19% and net department revenues increased by 11.01% for a total net department operating expenditure increase of \$7.4M. The net general debt decreased by 20.62%, capital expenditures from general taxation increased by 4.15% and general revenue increased by 2.36% for a total gross tax demand increase of \$6.4M.

	2017	2018	Change	%Change
Gross departmental operating expenditures	213,153,701	230,612,447	17,458,746	8.19%
Net departmental revenue	(91,807,400)	(101,912,817)	(10,105,417)	11.01%
Net departmental operating expenditure	121,346,301	128,699,630	7,353,329	6.06%
Net general debt	5,698,519	4,523,395	(1,175,124)	(20.62%)
Capital expenditures from general taxation	12,160,000	12,664,940	504,940	4.15%
General revenue	(12,120,800)	(12,406,798)	(285,998)	2.36%
Gross tax demand	127,084,020	133,481,167	6,397,147	5.03%
Less new construction value	(2,600,000)	(2,600,000)	-	
Net taxation demand	124,484,020	130,881,167	6,397,147	5.14%
Net property owner impact	3.84%	2.99%		(0.85%)

General Fund tax demand

The tax demand established at Provisional Budget was \$134.5M. The estimated new construction revenue was \$2.85M, based on BC Assessment preliminary roll information, resulting in a 3.60% net property owner impact.

Final Budget request additions for net general fund operating and capital expenditures decreased by \$1.0M, decreasing the total tax demand to \$133.5M. Final new construction revenues, based on the revised assessment roll, decreased by \$250,000 to \$2.6M resulting in a 2.99% net property owner impact.

Provisional Budget Tax Demand			134,511,537
Final Budget Submissions			
General Revenues	(627,000)		
Operating Requests	(828,370)	(1,455,370)	
Capital Project Requests		425,000	
Total Final Budget Additions			(1,030,370)
Final Gross Tax Demand			133,481,167
Less new construction revenue			(2,600,000)
Final Net Tax Demand			130,881,167
Net Property Owner Impact			
Provisional Budget		3.60%	
Protective Services (Fire Department)			1.59%
Other			1.40%
Financial Plan - Final Budget			2.99%

Utility Funds – Final Budget

Final Budget requests for utility fund operating and capital expenditures total (\$198,110); (\$208,170) for the Water Utility and \$10,060 for the Wastewater Utility.

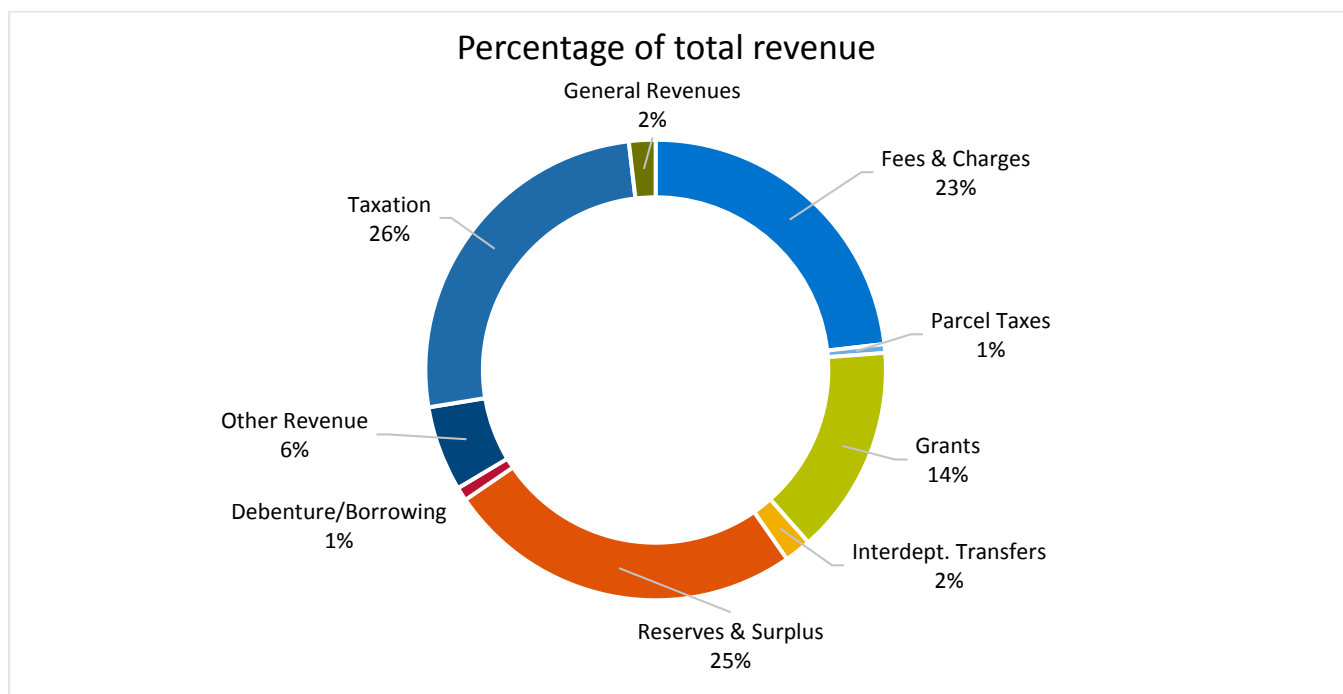
Final Budget Submissions			
Revenue	(218,230)		
Operating Requests	20,120	(198,110)	
Capital Project Requests		0	
Total Final Budget Additions			(198,110)

Analysis of total revenues (millions)

The table below summarizes the total operating and capital revenues by source.

Taxation	133.5
Parcel Taxes	3.2
Fees and Charges	120.3
Grants	76.0
Interdept. Transfers	9.8
Reserves and Surplus	130.3
Debenture/Borrowing	4.9
Other Revenue	31.0
General Revenues (<i>Excluding fees and charges</i>)	9.6
Total revenues by source	518.6

As seen in the graph below, Fees & Charges (23%), Reserve or Surplus funding (25%) and Taxation (26%) are the three largest revenue sources.



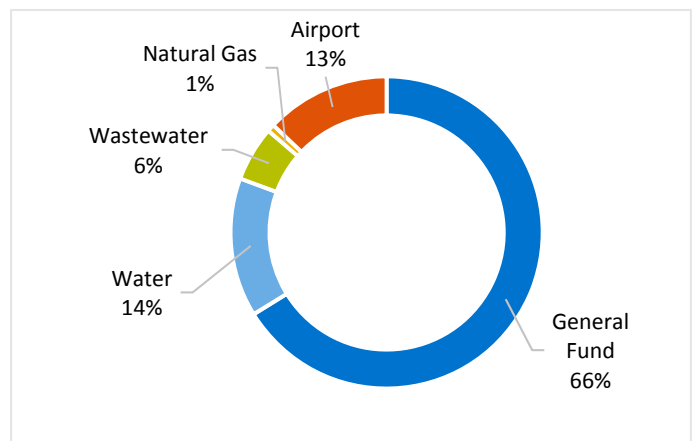
Analysis of total expenditures

The total expenditure budget requirement is \$518.6M with \$319.1M for operating needs and \$199.5M for the 2018 capital program.

The table below summarizes the total operating and capital expenditures by fund.

Expenditures by fund (millions)

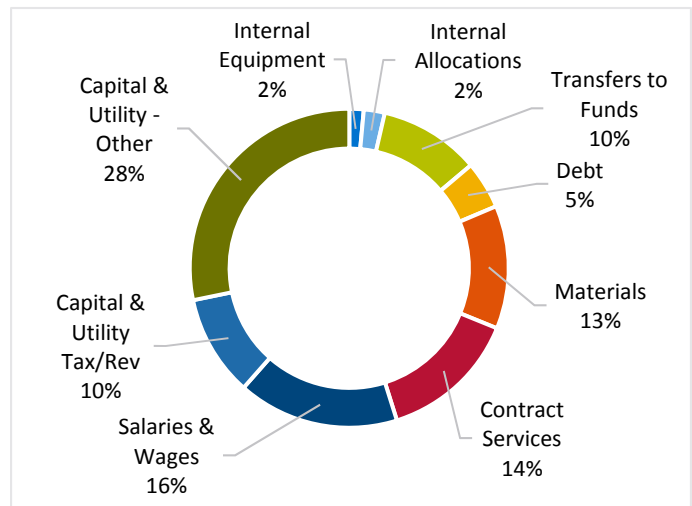
	Operating	Capital
General Fund	238.5	105.0
Water	13.0	61.6
Wastewater	23.0	6.5
Natural Gas	4.0	-
Airport	40.6	26.4
	319.1	199.5
Total expenditures by fund		518.6



The table below summarizes the total operating and capital expenditures by type.

Expenditures by type (millions)

Internal Equipment	7.5
Internal Allocations	11.1
Transfers to Funds	53.0
Debt	25.1
Material	64.9
Contract Services	72.7
Salaries & Wages	84.8
Capital & Utility Tax/Rev	53.2
Capital & Utility - Other	146.3
Total expenditures by type	518.6



Use of tax dollar by service area

The table below highlights the cost by service area and the resulting total municipal taxes and fees for the average single family detached residential property (under 2 acres in size) in Kelowna for 2018. The average assessed value of \$641,760 was obtained from BC Assessment. The service area with the highest cost is Police Services at 28.2% followed by the Fire Department at 15.2% and Parks Services at 12.8%.

Service area	Cost	Percent of Total	Percent in 2017
Police Services	561.98	28.2 %	27.6 %
Fire Department	303.13	15.2	13.6
Civic Operations			
Street Lights	36.69	1.8	1.9
Building Services	114.21	5.7	8.5
Parks Services	254.72	12.8	13.2
Transportation Services	193.36	9.7	10.1
Utility Services	36.35	1.9	1.5
Planning & Development	139.61	7.0	5.8
Active Living & Cultural Services	108.12	5.4	4.8
Regional Programs	10.01	0.5	0.4
Public Transit	112.41	5.7	5.4
Debt	70.47	3.6	4.6
Grants or transfers to external organizations or individuals	49.11	2.5	2.6
Total Municipal portion of taxes	1,990.17	100.0 %	100.0 %
Waste collection & disposal	174.30		
Total Municipal portion of taxes and fees	2,164.47		

Based on the 2018 average single family detached residence assessed property value of \$641,760

Ongoing budget impacts

The ongoing impacts resulting from prior year Council approved operating requests have been summarized in the table below. There is a 2.50% increase for 2019 and a 2.28% increase for 2020.

	2019 Impact	2020 Impact
One time costs/revenues		
Miscellaneous one time operating costs	(844,990)	-
One time expenditure reduction	75,370	-
Total one time costs	(769,620)	-
Tax impact	(0.57%)	0.00%
Additional cost increases		
Other incremental costs - 2017	13,560	-
Other incremental costs - 2018	1,046,470	23,442
Total additional costs	1,060,030	23,442
Tax impact	0.79%	0.02%
Estimated contract increases		
	3,038,205	3,085,921
Tax impact	2.28%	2.26%
Total impacts	3,328,615	3,109,363
	2.50%	2.28%

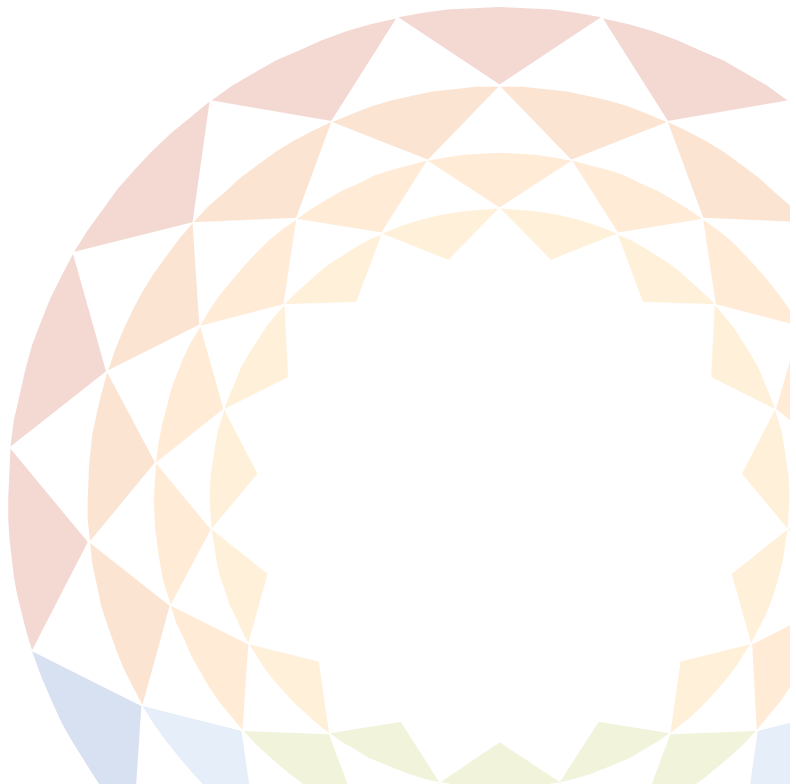
Financial Plan 2018 - 2022

The table below outlines the City's Five-Year forecast for all funds revenues and expenditures for 2018 – 2022. The years 2023 - 2030 are included in summary form to match the term of the 20-Year Servicing Plan. For detailed information see the Five-Year Financial Plan section of the 2018 Financial Plan.

	2018	2019	2020	2021	2022	2023-2030
Revenue						
Property Value Tax	133,481,167	139,430,437	145,122,266	150,408,366	157,382,755	1,461,906,406
Library Requisition	6,208,386	6,332,554	6,459,205	6,588,389	6,720,157	58,832,475
Parcel Taxes	3,182,576	3,240,499	3,264,934	3,267,975	3,289,512	27,087,039
Fees and Charges	120,340,045	121,423,849	124,052,661	126,394,056	128,980,515	1,133,108,927
Borrowing Proceeds	4,949,710	-	-	4,000,000	38,000,000	47,000,000
Other Sources	120,141,281	53,638,039	51,174,731	50,325,889	49,664,592	473,329,592
	388,303,165	324,065,378	330,073,797	340,984,675	384,037,531	3,201,264,439
Transfer between Funds						
Reserve Funds	1,636,769	1,187,642	1,187,644	1,187,644	1,187,644	7,783,328
DCC Funds	21,026,529	21,156,387	35,099,364	28,359,611	10,007,504	134,230,749
Surplus/Reserve Accounts	107,612,509	60,585,009	64,873,876	59,207,023	81,179,101	364,048,101
	130,275,807	82,929,038	101,160,884	88,754,278	92,374,249	506,062,178
Total Revenues	518,578,972	406,994,416	431,234,681	429,738,953	476,411,780	3,707,326,617
Expenditures						
Municipal Debt						
Debt Interest	9,751,943	5,967,121	4,775,593	4,518,089	5,593,509	45,124,844
Debt Principal	15,701,603	11,854,479	8,752,346	6,995,881	8,324,481	57,547,333
Capital Expenditures	199,532,820	91,168,105	110,037,653	100,637,265	140,242,793	718,303,710
Other Municipal Purposes						-
General Government	32,234,881	32,742,458	33,666,861	34,477,239	35,336,979	316,874,041
Planning, Development & Building Services	30,055,912	22,228,128	21,572,763	22,177,065	22,841,006	206,781,561
Community Services	85,529,601	87,394,503	91,120,838	93,916,881	96,761,805	887,920,257
Protective Services	57,220,810	60,132,712	62,932,499	65,027,364	67,192,476	622,851,700
Utilities	21,075,639	20,769,420	21,136,728	21,615,414	22,109,942	196,351,254
Airport	14,960,261	15,426,153	15,907,225	16,385,650	16,880,195	154,533,470
	466,063,470	347,683,079	369,902,506	365,750,848	415,283,186	3,206,288,170
Transfers between Funds						
Reserve Funds	19,482,943	19,812,358	19,845,931	19,869,137	19,380,963	155,107,575
DCC Funds	-	-	-	-	-	-
Surplus/Reserve Accounts	33,032,559	39,498,979	41,486,244	44,118,968	41,747,631	345,930,872
	52,515,502	59,311,337	61,332,175	63,988,105	61,128,594	501,038,447
Total Expenditures	518,578,972	406,994,416	431,234,681	429,738,953	476,411,780	3,707,326,617

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Operating & Capital Budget



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2018 Operating Requests

Final Budget

Summary - General Fund

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Taxation	Cat
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Community Planning & Strategic Investments Division

New

637	Planner Specialist Position	51,190	0	0	0	0	0	(51,190)	OG
	Total New	51,190	0	0	0	0	0	(51,190)	
Division Priority 1 Total		51,190	0	0	0	0	0	(51,190)	

Active Living & Culture Division

New

637	Financial Analyst Position - Active Living & Culture	0	0	0	0	0	0	0	OG
	Total New	0	0	0	0	0	0	0	
Division Priority 1 Total		0	0	0	0	0	0	0	

Civic Operations Division

Maintain

644	CAP Rutland Centennial Park - Phase 3	8,000	0	0	0	0	0	(8,000)	OG
	Total Maintain	8,000	0	0	0	0	0	(8,000)	

New

638	Financial Analyst Position - Civic Operations	0	0	0	0	0	0	0	OG
	Total New	0	0	0	0	0	0	0	
Division Priority 1 Total		8,000	0	0	0	0	0	(8,000)	

Financial Services Division

New

642	* Financial Analyst Position - Airport	51,590	0	0	0	0	(30,180)	(21,410)	OG
637	* Financial Analyst Position - Active Living & Culture	51,590	0	0	0	0	0	(51,590)	OG
638	* Financial Analyst Position - Civic Operations	51,590	(10,060)	0	0	0	(20,120)	(21,410)	OG
	Total New	154,770	(10,060)	0	0	0	(50,300)	(94,410)	

Page	2018 FINANCIAL PLAN		Cost	Reserve	Borrow	Gov/Contr	Revenue	CITY OF KELOWNA		Cat
	Description							Utility	Taxation	
Division Priority 1 Total		154,770	(10,060)	0	0	0	(50,300)	(94,410)		
Financial Services Division										
Revenue & Fees										
Maintain										
638	FortisBC Gas Franchise Fee	0	0	0	0	(227,000)	0	227,000	OG	
Total Maintain		0	0	0	0	(227,000)	0	227,000		
Growth										
639	Investment Interest Revenue	0	0	0	0	(400,000)	0	400,000	OG	
Total Growth		0	0	0	0	(400,000)	0	400,000		
Division Priority 1 Total		0	0	0	0	(627,000)	0	627,000		
Financial Services Division										
Debt & Other										
Maintain										
639	Debt Changes - General Fund	(1,267,200)	(6,110)	0	0	20,560	0	1,252,750	OG	
640	Transmission of Taxes - BIA's and Other Governments	102,045,427	0	0	0	(102,045,427)	0	0	OT	
Total Maintain		100,778,227	(6,110)	0	0	(102,024,867)	0	1,252,750		
Division Priority 1 Total		100,778,227	(6,110)	0	0	(102,024,867)	0	1,252,750		
Corporate & Protective Services Division										
New										
640	Community Response Unit	270,780	0	0	0	0	0	(270,780)	OG	
Total New		270,780	0	0	0	0	0	(270,780)		
Division Priority 1 Total		270,780	0	0	0	0	0	(270,780)		
Total Priority 1 Operating		101,262,967	(16,170)	0	0	(102,651,867)	(50,300)	1,455,370		

CAP – denotes operating request that has been moved to the capital section.

* *italics* – denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'.

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2018.

2018 Operating Request Details

Division:	Community Planning & Strategic Investments	Priority: 1	New
Department:	Community Planning		ON-GOING
Title:	Planner Specialist Position		FINAL

Justification:

The Community Planning Department is seeking one full time Planner Specialist Position in order to help planning staff process the high volume of applications that are currently in-stream and improve the quality of planning analysis (Planning Excellence) on major urban development applications. The position is intended to provide application processing support on larger scale Urban Planning Branch applications with complex interface and urban design challenges.

The position will be funded through an increase in the base budget. This increase in base budget is offset through higher than projected development application revenue.

Corporate Framework: Resilient, well-managed infrastructure - Planning excellence

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2018	51,190	0	0	0	0	0	0	(51,190)
2019	101,500	0	0	0	0	0	0	(101,500)
2020	101,500	0	0	0	0	0	0	(101,500)

Division:	Active Living & Culture	Priority: 1	New
Department:	Recreation & Business Services		ON-GOING
Title:	Financial Analyst Position - Active Living & Culture		FINAL

Justification:

The centralization of key financial positions serving the City's large business units will improve the City's control framework, reduce risk, provide professional oversight and scrutiny of spending decisions, and financial stewardship. Professional accountants will be dedicated business partners to each of these three large business units: Airport; Active Living & Culture; Civic Operations.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2018	51,590	0	0	0	0	0	0	(51,590)
2019	101,900	0	0	0	0	0	0	(101,900)
2020	101,900	0	0	0	0	0	0	(101,900)

2018 Operating Request Details

Division:	Civic Operations	Priority: 1	New
Department:	Utility Services		ON-GOING
Title:	Financial Analyst Position - Civic Operations		FINAL

Justification:

The centralization of key financial positions serving the City's large business units will improve the City's control framework, reduce risk, provide professional oversight and scrutiny of spending decisions, and financial stewardship. Professional accountants will be dedicated business partners to each of these three large business units: Airport; Active Living & Culture; Civic Operations.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2018	51,590	(10,060)	0	0	0	0	(20,120)	(21,410)
2019	101,900	(20,120)	0	0	0	0	(40,240)	(41,540)
2020	101,900	(20,120)	0	0	0	0	(40,240)	(41,540)

Division:	Financial Services	Priority: 1	Maintain
Department:	Financial Services		ON-GOING
Title:	FortisBC Gas Franchise Fee		FINAL

Justification:

This request is to adjust the franchise fee revenue due from FortisBC up to \$1,254,100 from the 2018 Provisional amount of \$1,027,100. The fee is based on 3 per cent of the gross revenue from natural gas sales within the City of Kelowna during the 2017 calendar year.

2018 Base Budget: \$1,027,100

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2018	0	0	0	0	0	(227,000)	0	227,000
2019	0	0	0	0	0	(227,000)	0	227,000
2020	0	0	0	0	0	(227,000)	0	227,000

2018 Operating Request Details

Division:	Financial Services	Priority: 1	Growth
Department:	Financial Services		ON-GOING
Title:	Investment Interest Revenue		FINAL

Justification:

To adjust investment income to more accurately reflect current experience.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2018	0	0	0	0	0	(400,000)	0	400,000
2019	0	0	0	0	0	(400,000)	0	400,000
2020	0	0	0	0	0	(400,000)	0	400,000

Division:	Financial Services	Priority: 1	Maintain
Department:	Financial Services		ON-GOING
Title:	Debt Changes - General Fund		FINAL

Justification:

The Municipal Finance Authority (MFA) issues interest rate resets after the first ten years of a borrow, and every five additional years after that. This request is to adjust interest and associated recovery payments related to borrowing for Chapman Parkade, Okanagan Gymnastics Centre and H2O Adventure + Fitness Centre. This request will also adjust the Police Services Facility borrow to reflect current interest rates.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2018	(1,267,200)	(6,110)	0	0	0	20,560	0	1,252,750
2019	(1,267,203)	(6,107)	0	0	0	20,560	0	1,252,750
2020	(1,267,203)	(6,107)	0	0	0	20,560	0	1,252,750

2018 Operating Request Details

Division:	Financial Services	Priority: 1	Maintain
Department:	Financial Services		ONE-TIME
Title:	Transmission of Taxes - BIA's and Other Governments		FINAL

Justification:

To establish the receipt and disbursement of taxes to Business Improvement Areas (BIA's) and other governments.

Year.....	2017.....	2018 (est.)
RDCO.....	10,624,848.....	10,904,700
RDCO SIR Land Levy.....	731,272.....	738,469
RDCO SIR Parcel Tax.....	322,597.....	319,073
BC Assessment Auth.....	1,857,389.....	1,980,696
School Tax.....	69,120,918.....	69,120,918
Kelowna Downtown BIA.....	857,398.....	887,407
Uptown Rutland BIA.....	176,160.....	180,564
Regional Hospital.....	11,530,108.....	11,705,214
Okanagan Regional Lib.....	5,950,303.....	6,208,386

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2018	102,045,427	0	0	0	0	(102,045,427)	0	0

Division:	Corporate & Protective Services	Priority: 1	New
Department:	Bylaw Services		ON-GOING
Title:	Community Response Unit		FINAL

Justification:

Since 2005, the success of the Downtown Enforcement Unit (DEU) has been felt by the community; however there is a need to develop an enforcement unit to address increasing demands on this existing unit. The Community Response Unit would include our current DEU resources, Bike Patrol, Mental Health Team (PACT) and an imbedded bylaw enforcement unit. Recently, the impacts of social issues have resulted in crime incidents that were once concentrated in the downtown area but are now spreading throughout the City. Additional staffing will initially include four Bylaw Enforcement Officers. In 2019, additional RCMP will be requested to bolster the RCMP strength and will increase enforcement presence where crime is elevated. Increased joint RCMP and Bylaw foot patrols will complement the bike patrols, specialize in outreach, collaborate with social agencies and monitor temporary and low barrier housing initiatives as they are introduced.

Corporate Framework: A safe city - Effective & targeted policing

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2018	270,780	0	0	0	0	0	0	(270,780)
2019	472,280	0	0	0	0	0	0	(472,280)
2020	472,280	0	0	0	0	0	0	(472,280)

2018 Operating Requests

Final Budget

Summary - Utility Funds

Page	Description	Cost	Reserve	Borrow	Gov/Contr	Revenue	Utility	Cat
Water								
Growth								
642	Water Revenues	0	0	0	0	(218,230)	218,230	OG
	Total Growth	0	0	0	0	(218,230)	218,230	
New								
638	* <i>Financial Analyst Position - Civic Operations</i>	10,060	0	0	0	0	(10,060)	OG
	Total New	10,060	0	0	0	0	(10,060)	
Division Priority 1 Total		10,060	0	0	0	(218,230)	208,170	
Wastewater								
New								
638	* <i>Financial Analyst Position - Civic Operations</i>	10,060	0	0	0	0	(10,060)	OG
	Total New	10,060	0	0	0	0	(10,060)	
Division Priority 1 Total		10,060	0	0	0	0	(10,060)	
Airport								
New								
642	Financial Analyst Position - Airport	30,180	(30,180)	0	0	0	0	OG
	Total New	30,180	(30,180)	0	0	0	0	
Division Priority 1 Total		30,180	(30,180)	0	0	0	0	
Total Priority 1 Operating		50,300	(30,180)	0	0	(218,230)	198,110	

CAP – denotes operating request that has been moved to the capital section.

* italics – denotes that this is a shared (part of another department) operating request. In the originating department, the title is denoted by an '*'.

where there are zero amounts in all columns, this denotes there is no change overall in expense or revenue budgets, due to a reallocation of expenses or revenues to support the request for 2018.

2018 Operating Request Details

Division:	Civic Operations	Priority: 1	Growth
Department:	Utility Services		ON-GOING
Title:	Water Revenues		FINAL

Justification:

This request is to increase the Water Parcel Tax budget for growth and Water Sales revenue to reflect a 2% utility user rate increase and continued growth.

2018 Base Budget:

Frontage Tax: \$1,374,807

Parcel Tax - Beaver Lake Road: \$24,276

Water Sales: \$7,329,396

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2018	0	0	0	0	0	(218,230)	218,230	0
2019	0	0	0	0	0	(218,230)	218,230	0
2020	0	0	0	0	0	(218,230)	218,230	0

Division:	City Manager	Priority: 1	New
Department:	Airport		ON-GOING
Title:	Financial Analyst Position - Airport		FINAL

Justification:

The centralization of key financial positions serving the City's large business units will improve the City's control framework, reduce risk, provide professional oversight and scrutiny of spending decisions, and financial stewardship. Professional accountants will be dedicated business partners to each of these three large business units: Airport; Active Living & Culture; Civic Operations.

Corporate Framework: A well-run City - Strong financial management

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2018	51,590	(30,180)	0	0	0	0	0	(21,410)
2019	101,900	(60,370)	0	0	0	0	0	(41,530)
2020	101,900	(60,370)	0	0	0	0	0	(41,530)

2018 Capital Requests

Final Budget

CAPITAL BUDGET Summary - General Fund

Page	Project	Description	Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
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Real Estate and Parking Capital - Priority 1

Renew

644	3082XX	Chapman Parkade - Structural Maintenance	147,900	(147,900)	0	0	0	0	0
Total Renew			147,900	(147,900)	0	0	0	0	0
Cost Center Totals			147,900	(147,900)	0	0	0	0	0

Parks Capital - Priority 1

Growth

OP	644	3407	Rutland Centennial Park - Phase 3	425,000	0	0	0	0	0	(425,000)
Total Growth				425,000	0	0	0	0	0	(425,000)
Cost Center Totals				425,000	0	0	0	0	0	(425,000)
Grand Total				572,900	(147,900)	0	0	0	0	(425,000)

OP – See related operating request with a similar title at the end of this section.

RED – See related reduction request with a similar title at the end of this section.

2018 Capital Request Details

Department:	Capital Projects	Priority: 1	Renew
Cost Center:	Real Estate and Parking Capital	2030 Infrastructure Plan: Not included - L3	
Title:	Chapman Parkade - Structural Maintenance		FINAL

Justification:

A structural evaluation of the Chapman Parkade, constructed in 2002, was performed in 2017 and staff received the report in December. The engineer recommends several preventative maintenance measures to be completed this year, along with additional work required over the next 10 years. Ongoing rehabilitation work is necessary to ensure the facility's maximum life expectancy is achieved. This request is to complete items identified for 2018 which are focused on concrete and sealant repairs, restorative work on a stairwell enclosure and the renewal of paint coating in exposed areas on the roof level.

Project Driver: Asset preservation (renewal and replacement to achieve anticipated service life).

Corporate Framework: Resilient, well-managed infrastructure - Efficient civic buildings & facilities

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
147,900	(147,900)	0	0	0	0	0

Department:	Capital Projects	Priority: 1	Growth
Cost Center:	Parks Capital	2030 Infrastructure Plan: 2019 - P4	
Title:	Rutland Centennial Park - Phase 3		FINAL

Justification:

Funding is requested for the development of Phase 3 of Rutland Centennial Park. This phase includes the expanded playground (150 metres squared), infrastructure and irrigation for the multi-cultural garden at the park entrance, perimeter path and associated landscaping.

The ongoing operation and maintenance impacts for this request are included in this capital section as an operating request with the same title.

Project Driver: Council resolutions and strategic corporate priorities.

Corporate Framework: An active, inclusive city - Spectacular parks

Asset Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Utility	Taxation
425,000	0	0	0	0	0	(425,000)

2018 Operating Request Details

Division:	Civic Operations	Priority: 1	Maintain
Department:	Civic Operations		ON-GOING
Title:	Rutland Centennial Park - Phase 3		FINAL

Justification:

Budget is requested to cover additional landscape maintenance as well as additional playground and snow/ice control.

This request also includes contract security monitoring and tree maintenance for the entire park.

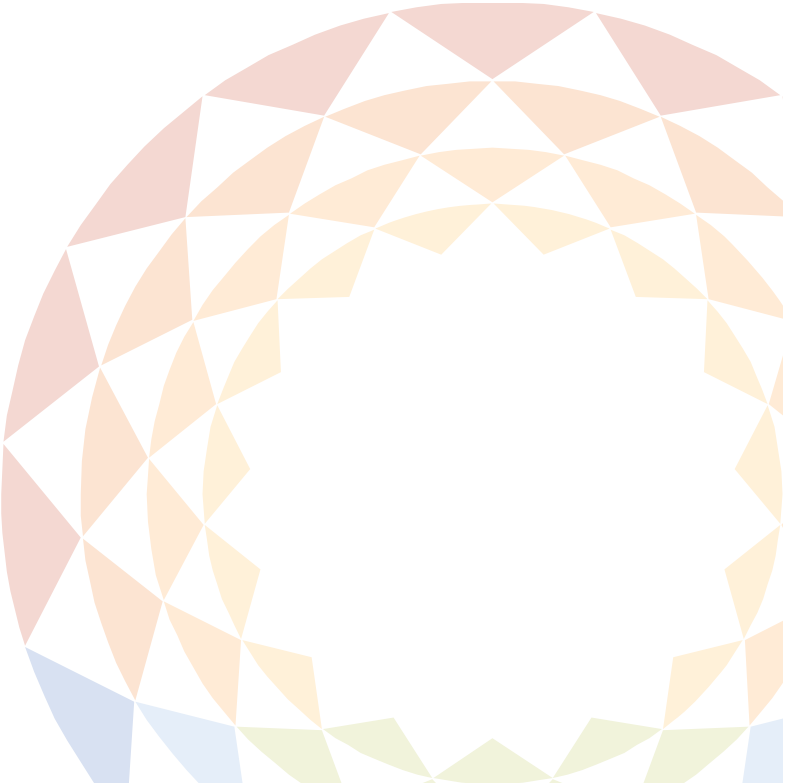
This is the ongoing operation and maintenance budget impacts associated with the capital request.

Corporate Framework: An active, inclusive city - Spectacular parks

	Cost	Reserve	Borrow	Fed/Prov	Dev/Com	Revenue	Utility	Taxation
2018	8,000	0	0	0	0	0	0	(8,000)
2019	25,050	0	0	0	0	0	0	(25,050)
2020	25,650	0	0	0	0	0	0	(25,650)

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Five-Year Financial Plan



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FINANCIAL PLAN

The City of Kelowna has developed a comprehensive Financial Plan that provides a five year summary of general revenues, operating expenditures and capital expenditures. The Financial Plan has been developed to help guide the City throughout the next five years. The format of the plan keeps the General Fund separate from the Utility Funds to clearly identify the taxation requirements for the five year period.

The Financial Plan attempts to provide a 'snapshot' of the future using current standards and service levels. Input from the citizens of Kelowna, the availability of funding from other sources (Federal, Provincial, and Community), the Official Community Plan, 20 Year Servicing Plan and the 2030 Infrastructure Plan, all affect the programs included in the future years of the plan. The 2030 Infrastructure Plan, as revised in 2016, has provided a guideline for future capital through to 2030 in this Financial Plan. The Financial Plan is intended to provide guidance and information upon which to base current and future expenditure decisions. It will aid in the understanding of the City's financial position and financing capabilities over the next five years.

The development of the Financial Plan follows from the 2018 budget process which includes:

- Provisional Budget – approved by Council December 14, 2017
- Carryover Requests – approved by Council March 19, 2018
- Final Budget – approved by Council on April 30, 2018

Although most of this volume is devoted to the Provisional Budget details, the changes made by Council at Provisional, Carryover, and Final Budget, together, provide the 2018 portion of the Financial Plan.

For the years after 2018, the operating budget is adjusted for current one-time projects, changes in operating requirements from approved prior years, and from new capital along with a growth and/or inflation factor depending on the nature of the revenue or expenditure. As with any planning exercise, the level of certainty and detail is most appropriately found in the current year. Future year assumptions are required to project general revenues, incremental operating expenditures to support new capital, debt servicing and ongoing departmental revenues and expenditures. For 2019 to 2022 projections, the assumptions used in the creation of the financial plan include:

- The British Columbia Provincial 2017 average inflation rate of 2% per year has been used for many of the operating costs and for some revenues.
- A growth rate of 1.58% per year (as per the Official Community Plan) used for years 2019 to 2020 and 1.38% for years 2021 to 2022 for various revenues and expenditures and for incremental taxation revenue. Growth rates for the utilities are based on servicing expectations over the next five years which may include existing residential or commercial units.
- MFA amortization schedules and estimated rates are used as a basis for projected principal and interest where applicable.
- The Natural Gas fund is forecasted from 2019 to 2030 with the assumption Fortis will continue with the operating lease back agreement.
- There is no change in current service levels except as provided for in the capital program.
- Reserve funding is used for one-time operating and capital programs to reduce the requirement for increased taxation.

The Financial Plan summary can be found on page 651. This summary is used for the Financial Plan bylaw. The final column of the Financial Plan is included at the request of the Ministry of Community, Sport and Cultural Development for information to support the City of Kelowna's 20 Year Servicing Plan (to year 2030).

There are many factors that impact the well-being of the City of Kelowna. Both infrastructure improvements and social amenities such as parks, recreational and cultural programs are required to provide a balanced quality of life. By prioritizing operating and capital expenditures this plan will help to maximize the investment in the community where and when it is most needed.



FIVE-YEAR FINANCIAL PLAN SUMMARIES

Financial Plan 2018-2022

	2018	2019	2020	2021	2022	2023-2030
Revenue						
Property Value Tax	133,481,167	139,430,437	145,122,266	150,408,367	157,382,756	1,461,906,415
Library Requisition	6,208,386	6,332,554	6,459,205	6,588,389	6,720,157	58,832,475
Parcel Taxes	3,182,576	3,240,499	3,264,934	3,267,975	3,289,512	27,087,039
Fees and Charges	120,340,045	121,423,849	124,052,661	126,394,056	128,980,515	1,133,108,927
Borrowing Proceeds	4,949,710	-	-	4,000,000	38,000,000	47,000,000
Other Sources	120,141,281	53,638,039	51,174,731	50,325,888	49,664,591	473,329,583
	388,303,165	324,065,378	330,073,797	340,984,675	384,037,531	3,201,264,440
Transfer between Funds						
Reserve Funds	1,636,769	1,187,642	1,187,644	1,187,644	1,187,644	7,783,328
DCC Funds	21,026,529	21,156,387	35,099,364	28,359,611	10,007,504	134,230,749
Surplus/Reserve Accounts	107,612,509	60,585,009	64,873,876	59,207,023	81,179,101	364,048,101
	130,275,807	82,929,038	101,160,884	88,754,278	92,374,249	506,062,178
Total Revenues	518,578,972	406,994,416	431,234,681	429,738,953	476,411,780	3,707,326,618
Expenditures						
Municipal Debt						
Debt Interest	9,751,943	5,967,121	4,775,593	4,518,089	5,593,509	45,124,844
Debt Principal	15,701,603	11,854,479	8,752,346	6,995,881	8,324,481	57,547,333
Capital Expenditures	199,532,820	91,168,105	110,037,653	100,637,265	140,242,793	718,303,710
Other Municipal Purposes						-
General Government	32,234,881	32,742,458	33,666,861	34,477,239	35,336,979	316,874,041
Planning, Development &						
Building Services	30,055,912	22,228,128	21,572,763	22,177,065	22,841,006	206,781,561
Community Services	85,529,601	87,394,503	91,120,838	93,916,881	96,761,805	887,920,257
Protective Services	57,220,810	60,132,712	62,932,499	65,027,364	67,192,476	622,851,700
Utilities	21,075,639	20,769,420	21,136,728	21,615,414	22,109,942	196,351,254
Airport	14,960,261	15,426,153	15,907,225	16,385,650	16,880,195	154,533,470
	466,063,470	347,683,079	369,902,506	365,750,848	415,283,186	3,206,288,170
Transfers between Funds						
Reserve Funds	19,482,943	19,812,358	19,845,931	19,869,137	19,380,963	155,107,575
DCC Funds	-	-	-	-	-	-
Surplus/Reserve Accounts	33,032,559	39,498,979	41,486,244	44,118,968	41,747,631	345,930,872
	52,515,502	59,311,337	61,332,175	63,988,105	61,128,594	501,038,447
Total Expenditures	518,578,972	406,994,416	431,234,681	429,738,953	476,411,780	3,707,326,617

General Fund Tax Impact Summary

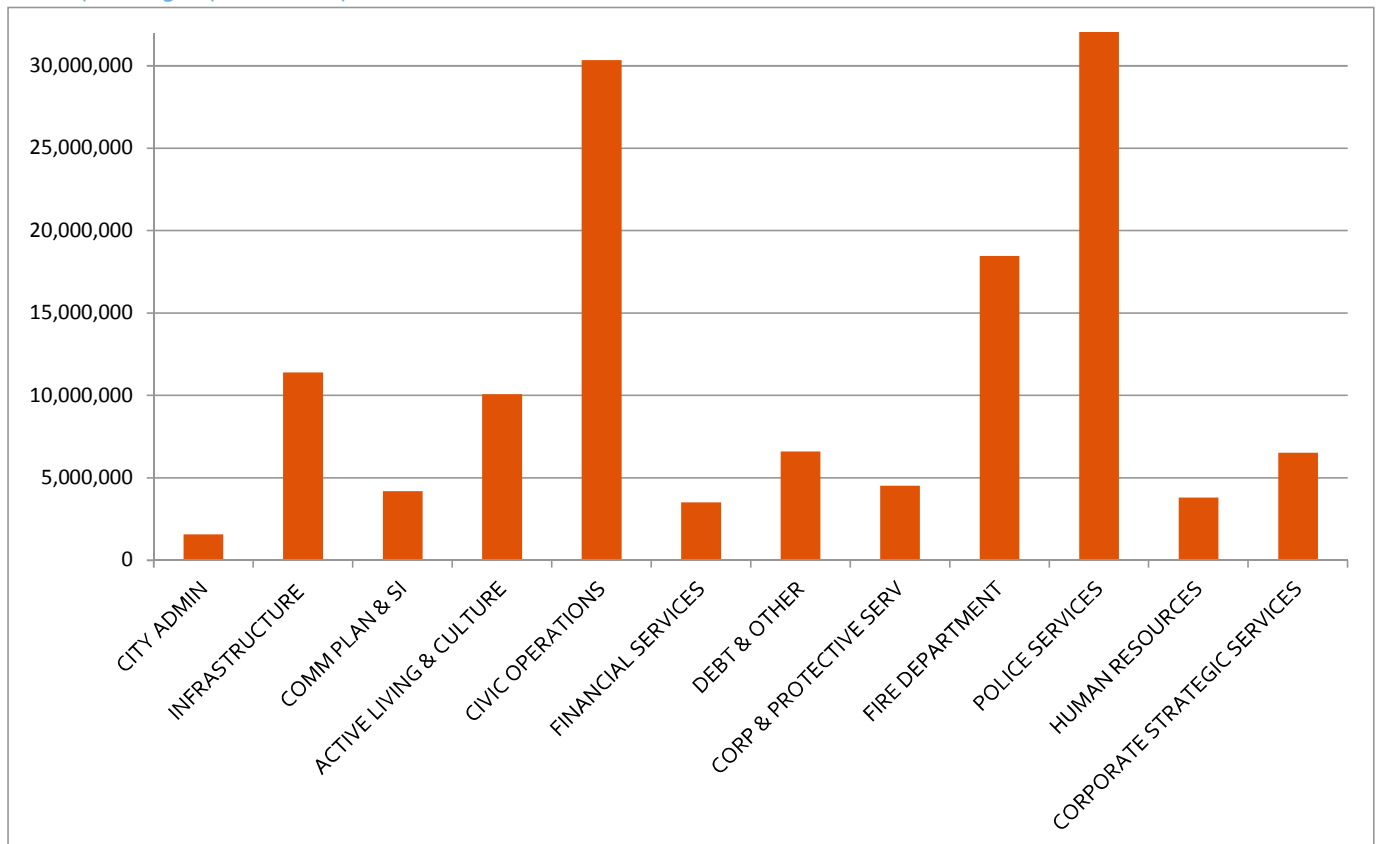
	0	1	2	3	4
General revenues	(12,406,798)	(12,696,182)	(12,990,573)	(13,271,223)	(13,559,169)
Net operating budget	133,223,025	138,702,208	143,891,358	148,741,164	155,257,375
Pay-as-you-go capital	<u>12,664,940</u>	<u>13,424,411</u>	<u>14,221,481</u>	<u>14,938,426</u>	<u>15,684,550</u>
Taxation demand	133,481,167	139,430,437	145,122,266	150,408,367	157,382,756
New construction tax revenue	(2,600,000)	(2,109,002)	(2,203,001)	(2,002,687)	(2,075,635)
Net Property Owner Impact	2.99%	2.88%	2.50%	2.26%	3.26%

General Revenue

	2018	2019	2020	2021	2022
General Licences					
Commercial Vehicle Licences	37,000	37,000	37,000	37,000	37,000
Business Licences	1,465,700	1,518,172	1,571,596	1,624,716	1,679,632
Special Event Licences	100	100	100	100	100
Dog Licences	1,100	1,100	1,100	1,100	1,100
	1,503,900	1,556,372	1,609,796	1,662,916	1,717,832
Franchise Fee					
Fortis Gas	1,254,100	1,298,997	1,344,708	1,390,159	1,437,147
Appropriation to Reserve					
	1,254,100	1,298,997	1,344,708	1,390,159	1,437,147
General Interest & Tax Penalties					
Interest on Investments	4,726,050	4,800,722	4,876,573	4,943,870	5,012,095
Tax Arrears & Delinquent	160,000	162,527	165,096	167,374	169,684
Penalties on Taxes	800,000	812,640	825,480	836,871	848,420
Penalties Utility Accounts	62,000	62,980	63,974	64,857	65,752
Interest on Accounts Receivable	16,000	16,000	16,000	16,000	16,000
	5,764,050	5,854,869	5,947,123	6,028,972	6,111,951
Miscellaneous Revenues					
Work Order Administration	40,000	41,432	42,890	44,340	45,838
Local Improvement Prepayments	15,000	15,000	15,000	15,000	15,000
Discounts Earned & Misc	87,968	91,117	94,324	97,512	100,808
Risk to Roll	(310,000)	(321,098)	(332,397)	(343,632)	(355,248)
	(167,032)	(173,549)	(180,183)	(186,780)	(193,602)
Federal Contributions					
Grants in Lieu of Taxes	114,960	117,259	119,604	121,996	124,436
Provincial Contributions					
Grants in Lieu of Taxes-BC BLDG	305,318	311,424	317,653	324,006	330,486
Grants in Lieu of Taxes	92,160	94,003	95,883	97,801	99,757
Traffic Fine Revenue Sharing	1,426,353	1,448,889	1,471,782	1,492,092	1,512,683
Climate Action Rev Incentive	228,470	233,039	237,700	242,454	247,303
Certificate of Recognition Rebate	190,940	190,940	190,940	190,940	190,940
Appropriation to Reserves	(419,410)	(423,979)	(428,640)	(433,394)	(438,243)
	1,823,831	1,854,316	1,885,318	1,913,899	1,942,926
Municipal Contributions					
Natural Gas Utility	20,000	20,000	20,000	20,000	20,000
Tax Revenue - Private Utilities					
1% in Lieu of Taxes	2,092,989	2,167,918	2,244,207	2,320,061	2,398,479
Sub-total	12,406,798	12,696,182	12,990,573	13,271,223	13,559,169
General Taxation	133,481,167	139,430,437	145,122,266	150,408,367	157,382,756
TOTAL	145,887,965	152,126,619	158,112,839	163,679,590	170,941,925

General Fund - operating summary by division

Net Operating Expenditure by Year



	2018	2019	2020	2021	2022
City Administration	1,580,422	1,618,559	1,657,431	1,696,693	1,736,948
Infrastructure	11,401,813	11,595,946	12,201,882	12,900,148	13,635,946
Community Planning & Strategic Investment	4,212,576	4,391,310	4,528,630	4,753,977	4,988,096
Active Living & Culture	10,092,851	10,412,126	10,626,577	10,843,912	11,066,342
Civic Operations	30,331,220	30,982,218	31,486,970	32,443,930	33,427,475
Financial Services	3,529,474	3,730,772	3,868,592	4,026,358	4,161,076
Debt & Other	6,601,694	7,315,648	7,243,455	7,349,449	9,123,844
Corporate & Protective Services	4,542,086	4,857,810	5,011,888	5,170,552	5,334,364
Fire Department	18,465,764	19,128,025	19,949,503	20,598,512	21,269,579
Police Services	32,112,387	33,725,624	36,057,612	37,348,959	38,685,406
Human Resources	3,812,444	3,940,976	4,037,475	4,132,870	4,131,576
Corporate Strategic Services	6,540,294	7,003,194	7,221,344	7,475,804	7,696,723
Total Division Net Operating Expenditures	133,223,025	138,702,208	143,891,358	148,741,164	155,257,375

Operating Summary - General Fund

Revenues/Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Library Requisition	(6,208,386)	(6,332,554)	(6,459,205)	(6,588,389)	(6,720,157)
Parcel Tax	(38,603)	(38,603)	(38,603)	(38,603)	(38,603)
Fees and Charges	(52,811,894)	(53,263,221)	(54,365,873)	(55,286,332)	(56,372,768)
Sales of Service	(42,230,019)	(43,086,851)	(43,962,822)	(44,645,609)	(45,512,644)
Other	-	-	-	-	-
User Fees	(10,581,875)	(10,176,370)	(10,403,051)	(10,640,723)	(10,860,124)
Other Revenue	(36,299,904)	(34,010,781)	(34,083,291)	(34,774,351)	(35,495,042)
Interest	(296,320)	(302,246)	(308,291)	(314,457)	(333,527)
Grants	(18,959,765)	(17,057,913)	(17,357,589)	(17,642,537)	(17,932,326)
Other	-	-	-	-	-
Services to Other Governments	(8,367,409)	(8,401,622)	(8,616,868)	(8,825,171)	(9,028,916)
Interdepartment Transfer	(8,676,410)	(8,249,000)	(7,800,543)	(7,992,186)	(8,200,273)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(9,906,190)	(2,623,940)	(1,841,514)	(1,841,514)	(1,841,514)
Special (Stat Reserve) Funds	(1,636,769)	(1,187,642)	(1,187,644)	(1,187,644)	(1,187,644)
Development Cost Charges	(2,055,696)	(653,870)	(653,870)	(653,870)	(653,870)
Accumulated Surplus	(6,213,725)	(782,428)	-	-	-
Total Revenue	(105,264,977)	(96,269,098)	(96,788,486)	(98,529,189)	(100,468,084)
Expenditures					
Salaries and Wages	73,703,156	77,151,339	79,994,755	82,526,168	85,281,446
Internal Equipment	6,373,665	6,546,439	6,763,183	6,978,658	7,201,181
Material and Other	50,190,983	40,391,125	41,011,253	41,991,063	42,882,645
Contract Services	72,101,452	75,968,210	79,083,084	81,661,972	84,326,308
Debt Interest	3,372,925	2,838,259	2,627,045	2,742,540	3,818,306
Debt Principal	5,151,507	4,285,270	3,861,011	4,002,455	5,331,055
Internal Allocations	2,563,347	2,440,687	2,440,687	2,440,687	2,440,687
Interdepartment Transfer	2,563,347	2,440,687	2,440,687	2,440,687	2,440,687
Interfund Transfer	-	-	-	-	-
Transfer to Funds	25,030,967	25,349,977	24,898,826	24,926,810	24,443,832
Special (Stat Reserve) Funds	19,326,633	19,656,048	19,689,621	19,712,827	19,224,653
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	5,704,334	5,693,929	5,209,205	5,213,983	5,219,179
Total Expenditures	238,488,002	234,971,306	240,679,844	247,270,353	255,725,460
Net Operating Expenditures	133,223,025	138,702,208	143,891,358	148,741,164	155,257,375

City Administration

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(4,274)	(4,359)	(4,447)	(4,536)	(4,626)
Sales of Service	-	-	-	-	-
Other	-	-	-	-	-
User Fees	(4,274)	(4,359)	(4,447)	(4,536)	(4,626)
Other Revenue	(2,918,130)	(2,976,493)	(3,036,022)	(3,096,743)	(3,158,678)
Interest	-	-	-	-	-
Grants	(2,918,130)	(2,976,493)	(3,036,022)	(3,096,743)	(3,158,678)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfers from Funds	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
Total Revenue	(2,922,404)	(2,980,852)	(3,040,469)	(3,101,279)	(3,163,304)
Expenditures					
Salaries and Wages	877,191	901,263	925,790	950,420	975,749
Internal Equipment	13,917	14,195	14,479	14,769	15,064
Material and Other	3,265,288	3,330,594	3,397,205	3,465,149	3,534,452
Contract Services	346,430	353,359	360,426	367,634	374,987
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Total Expenditures	4,502,826	4,599,411	4,697,900	4,797,972	4,900,252
Net Operating Expenditures	1,580,422	1,618,559	1,657,431	1,696,693	1,736,948

Infrastructure

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(7,391,467)	(6,894,506)	(7,003,439)	(7,100,087)	(7,198,067)
Sales of Service	(6,447,085)	(6,553,398)	(6,656,942)	(6,748,808)	(6,841,941)
Other	-	-	-	-	-
User Fees	(944,382)	(341,108)	(346,497)	(351,279)	(356,126)
Other Revenue	(13,498,359)	(10,898,220)	(11,085,146)	(11,266,298)	(11,440,997)
Interest	-	-	-	-	-
Grants	(11,793,510)	(9,876,725)	(10,032,777)	(10,171,230)	(10,311,593)
Other	-	-	-	-	-
Services to Other Governments	(427,147)	(327,537)	(367,242)	(397,531)	(419,226)
Interdepartment Transfer	(1,277,702)	(693,958)	(685,127)	(697,537)	(710,179)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(3,707,210)	(176,200)	-	-	-
Special (Stat Reserve) Funds	(40,480)	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(3,666,730)	(176,200)	-	-	-
Total Revenue	(24,597,036)	(17,968,926)	(18,088,585)	(18,366,385)	(18,639,064)
Expenditures					
Salaries and Wages	3,266,112	3,352,793	3,470,778	3,588,090	3,709,367
Internal Equipment	215,535	164,746	167,868	171,052	174,300
Material and Other	9,404,233	2,153,927	1,936,905	1,975,644	2,015,156
Contract Services	22,560,361	23,346,018	24,167,529	24,984,360	25,828,799
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	360,708	351,108	351,108	351,108	351,108
Interdepartment Transfer	360,708	351,108	351,108	351,108	351,108
Interfund Transfer	-	-	-	-	-
Transfer to Funds	191,900	196,280	196,280	196,280	196,280
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	191,900	196,280	196,280	196,280	196,280
Total Expenditures	35,998,849	29,564,872	30,290,467	31,266,533	32,275,010
Net Operating Expenditures	11,401,813	11,595,946	12,201,882	12,900,148	13,635,946

Community Planning & Strategic Investments

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(11,440,274)	(11,613,520)	(11,829,244)	(12,041,018)	(12,256,685)
Sales of Services	(10,042,703)	(10,227,268)	(10,415,267)	(10,598,761)	(10,785,583)
Other	-	-	-	-	-
User Fees	(1,397,571)	(1,386,252)	(1,413,977)	(1,442,257)	(1,471,102)
Other Revenue	(134,153)	(8,444)	(8,612)	(8,785)	(8,960)
Interest	-	-	-	-	-
Grants	(125,875)	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(8,278)	(8,444)	(8,612)	(8,785)	(8,960)
Interfund Transfer	-	-	-	-	-
Transfer from Funds	(1,149,015)	-	-	-	-
Special (Stat Reserve) Funds	(128,640)	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(1,020,375)	-	-	-	-
Total Revenue	(12,723,442)	(11,621,964)	(11,837,856)	(12,049,803)	(12,265,645)
Expenditures					
Salaries and Wages	8,689,433	8,909,354	9,147,815	9,457,011	9,776,658
Internal Equipment	138,722	143,485	146,355	149,282	152,268
Material and Other	3,565,149	2,343,837	2,380,309	2,427,915	2,476,474
Contract Services	1,132,365	1,155,012	1,178,113	1,201,675	1,225,708
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	252,630	252,630	252,630	252,630	252,630
Interdepartment Transfer	252,630	252,630	252,630	252,630	252,630
Interfund Transfer	-	-	-	-	-
Transfer to Funds	3,157,719	3,208,956	3,261,264	3,315,267	3,370,003
Special (Stat Reserve) Funds	3,129,757	3,180,994	3,233,302	3,287,305	3,342,041
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	27,962	27,962	27,962	27,962	27,962
Total Expenditures	16,936,018	16,013,274	16,366,486	16,803,780	17,253,741
Net Operating Expenditures	4,212,576	4,391,310	4,528,630	4,753,977	4,988,096

Active Living & Culture

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(4,533,327)	(4,716,460)	(4,882,432)	(5,047,459)	(5,218,063)
Sales of Service	(3,173,696)	(3,287,314)	(3,402,994)	(3,518,016)	(3,636,925)
Other	-	-	-	-	-
User Fees	(1,359,631)	(1,429,146)	(1,479,438)	(1,529,443)	(1,581,138)
Other Revenue	(249,150)	(177,633)	(181,186)	(184,809)	(188,506)
Interest	-	-	-	-	-
Grants	(110,000)	(112,200)	(114,444)	(116,733)	(119,068)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(139,150)	(65,433)	(66,742)	(68,076)	(69,438)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(164,420)	-	-	-	-
Special (Stat Reserve) Funds	(50,000)	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(114,420)	-	-	-	-
Total Revenue	(4,946,897)	(4,894,093)	(5,063,618)	(5,232,268)	(5,406,569)
Expenditures					
Salaries and Wages	5,879,864	6,272,788	6,493,527	6,713,008	6,939,908
Internal Equipment	105,048	107,149	109,292	111,478	113,707
Material and Other	4,336,650	4,241,038	4,325,858	4,412,376	4,500,623
Contract Services	3,846,642	3,813,700	3,889,974	3,967,774	4,047,129
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	871,544	871,544	871,544	871,544	871,544
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	871,544	871,544	871,544	871,544	871,544
Total Expenditures	15,039,748	15,306,219	15,690,195	16,076,180	16,472,911
Net Operating Expenditures	10,092,851	10,412,126	10,626,577	10,843,912	11,066,342

Civic Operations - General Fund

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(25,939,195)	(26,460,064)	(26,992,212)	(27,544,370)	(28,111,852)
Sales of Service	(21,013,181)	(21,433,445)	(21,862,114)	(22,299,356)	(22,745,343)
Other	-	-	-	-	-
User Fees	(4,926,014)	(5,026,619)	(5,130,098)	(5,245,014)	(5,366,509)
Other Revenue	(3,916,901)	(3,919,866)	(4,040,000)	(4,159,866)	(4,283,555)
Interest	-	-	-	-	-
Grants	(50,000)	(51,000)	(52,020)	(53,060)	(54,122)
Other	-	-	-	-	-
Services to Other Governments	(1,731,394)	(1,740,898)	(1,789,628)	(1,838,443)	(1,888,709)
Interdepartment Transfer	(2,135,507)	(2,127,968)	(2,198,352)	(2,268,363)	(2,340,725)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(585,750)	(30,000)	(30,000)	(30,000)	(30,000)
Special (Stat Reserve) Funds	(260,000)	(30,000)	(30,000)	(30,000)	(30,000)
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(325,750)	-	-	-	-
Total Revenue	(30,441,846)	(30,409,930)	(31,062,212)	(31,734,236)	(32,425,407)
Expenditures					
Salaries and Wages	17,369,419	18,061,254	18,696,827	19,328,779	19,982,092
Internal Equipment	5,686,182	5,898,318	6,102,272	6,304,739	6,513,974
Material and Other	15,224,194	14,430,954	14,807,481	15,186,157	15,575,195
Contract Services	12,271,739	12,629,757	13,074,196	13,516,104	13,972,948
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	1,634,164	1,521,104	1,521,104	1,521,104	1,521,104
Interdepartment Transfer	1,634,164	1,521,104	1,521,104	1,521,104	1,521,104
Interfund Transfer	-	-	-	-	-
Transfer to Funds	8,587,368	8,850,761	8,347,302	8,321,283	8,287,569
Special (Stat Reserve) Funds	8,001,616	8,279,794	8,261,059	8,230,262	8,191,352
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	585,752	570,967	86,243	91,021	96,217
Total Expenditures	60,773,066	61,392,148	62,549,182	64,178,166	65,852,882
Net Operating Expenditures	30,331,220	30,982,218	31,486,970	32,443,930	33,427,475

Financial Services

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(427,050)	(442,338)	(457,904)	(441,484)	(441,484)
Sales of Service	(427,050)	(442,338)	(457,904)	(441,484)	(441,484)
Other	-	-	-	-	-
User Fees	-	-	-	-	-
Other Revenue	(1,066,842)	(1,150,827)	(1,178,972)	(1,213,432)	(1,260,259)
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(1,066,842)	(1,150,827)	(1,178,972)	(1,213,432)	(1,260,259)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(306,940)	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(306,940)	-	-	-	-
Total Revenue	(1,800,832)	(1,593,165)	(1,636,876)	(1,654,916)	(1,701,743)
Expenditures					
Salaries and Wages	4,392,462	4,598,622	4,760,442	4,921,348	5,087,696
Internal Equipment	-	-	-	-	-
Material and Other	666,174	454,332	468,621	477,994	487,553
Contract Services	271,670	270,983	276,403	281,931	287,570
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
Total Expenditures	5,330,306	5,323,937	5,505,468	5,681,274	5,862,819
Net Operating Expenditures	3,529,474	3,730,772	3,868,592	4,026,358	4,161,076

Financial Services - Debt & Other

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Library Requisition	(6,208,386)	(6,332,554)	(6,459,205)	(6,588,389)	(6,720,157)
Parcel Tax	(38,603)	(38,603)	(38,603)	(38,603)	(38,603)
Fees and Charges	(282,900)	(282,895)	(282,895)	(282,895)	(254,900)
Sales of Service	(188,099)	(188,099)	(188,099)	(188,099)	(188,099)
Other	-	-	-	-	-
User Fees	(94,801)	(94,796)	(94,796)	(94,796)	(66,801)
Other Revenue	(9,019,361)	(9,189,956)	(8,750,262)	(8,925,267)	(9,116,554)
Interest	(296,320)	(302,246)	(308,291)	(314,457)	(333,527)
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	(5,001,260)	(5,101,285)	(5,203,311)	(5,307,377)	(5,413,525)
Interdepartment Transfer	(3,721,781)	(3,786,425)	(3,238,660)	(3,303,433)	(3,369,502)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(3,463,345)	(1,911,512)	(1,811,514)	(1,811,514)	(1,811,514)
Special (Stat Reserve) Funds	(1,157,649)	(1,157,642)	(1,157,644)	(1,157,644)	(1,157,644)
Development Cost Charges	(2,055,696)	(653,870)	(653,870)	(653,870)	(653,870)
Accumulated Surplus	(250,000)	(100,000)	-	-	-
Total Revenue	(19,012,595)	(17,755,520)	(17,342,479)	(17,646,668)	(17,941,728)
Expenditures					
Salaries and Wages	(1,064,325)	(1,064,325)	(1,064,325)	(1,064,325)	(1,064,325)
Internal Equipment	-	-	-	-	-
Material and Other	6,606,316	6,738,442	6,873,211	7,010,675	7,163,669
Contract Services	47,830	773,486	788,956	804,735	820,830
Debt Interest	3,372,925	2,838,259	2,627,045	2,742,540	3,818,306
Debt Principal	5,151,507	4,285,270	3,861,011	4,002,455	5,331,055
Internal Allocations	188,000	188,000	188,000	188,000	188,000
Interdepartment Transfer	188,000	188,000	188,000	188,000	188,000
Interfund Transfer	-	-	-	-	-
Transfer to Funds	11,312,036	11,312,036	11,312,036	11,312,036	10,808,036
Special (Stat Reserve) Funds	7,395,260	7,395,260	7,395,260	7,395,260	6,891,260
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	3,916,776	3,916,776	3,916,776	3,916,776	3,916,776
Total Expenditures	25,614,289	25,071,168	24,585,934	24,996,117	27,065,572
Net Operating Expenditures	6,601,694	7,315,648	7,243,455	7,349,449	9,123,844

Corporate & Protective Services

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(399,982)	(414,302)	(428,881)	(443,377)	(458,363)
Sales of Services	(337,481)	(349,563)	(361,864)	(374,095)	(386,739)
Other	-	-	-	-	-
User Fees	(62,501)	(64,739)	(67,017)	(69,282)	(71,624)
Other Revenue	(80,000)	(81,600)	(83,232)	(84,897)	(86,595)
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(80,000)	(81,600)	(83,232)	(84,897)	(86,595)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(210,350)	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(210,350)	-	-	-	-
Total Revenue	(690,332)	(495,902)	(512,113)	(528,274)	(544,958)
Expenditures					
Salaries and Wages	4,168,308	4,504,154	4,662,654	4,820,252	4,983,176
Internal Equipment	61,217	62,441	63,690	64,964	66,263
Material and Other	873,301	654,933	662,829	676,086	689,608
Contract Services	129,592	132,184	134,828	137,524	140,275
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
Total Expenditures	5,232,418	5,353,712	5,524,001	5,698,826	5,879,322
Net Operating Expenditures	4,542,086	4,857,810	5,011,888	5,170,552	5,334,364

Corporate & Protective Services - Fire Department

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(1,666,943)	(1,701,057)	(1,736,025)	(1,770,745)	(1,806,161)
Sales of Service	(109,350)	(111,517)	(113,851)	(116,128)	(118,451)
Other	-	-	-	-	-
User Fees	(1,557,593)	(1,589,540)	(1,622,174)	(1,654,617)	(1,687,710)
Other Revenue	(260,356)	(265,706)	(271,166)	(276,589)	(282,121)
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	(260,356)	(265,706)	(271,166)	(276,589)	(282,121)
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(19,210)	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(19,210)	-	-	-	-
Total Revenue	(1,946,509)	(1,966,763)	(2,007,191)	(2,047,334)	(2,088,282)
Expenditures					
Salaries and Wages	17,630,016	18,633,095	19,462,056	20,119,873	20,799,925
Internal Equipment	123,676	126,150	128,673	131,246	133,871
Material and Other	1,577,382	1,251,277	1,278,570	1,304,142	1,330,225
Contract Services	153,354	156,421	159,550	162,740	165,995
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	127,845	127,845	127,845	127,845	127,845
Interdepartment Transfer	127,845	127,845	127,845	127,845	127,845
Interfund Transfer	-	-	-	-	-
Transfer to Funds	800,000	800,000	800,000	800,000	800,000
Special (Stat Reserve) Funds	800,000	800,000	800,000	800,000	800,000
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
Total Expenditures	20,412,273	21,094,788	21,956,694	22,645,846	23,357,861
Net Operating Expenditures	18,465,764	19,128,025	19,949,503	20,598,512	21,269,579

Corporate & Protective Services - Police Services

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(397,932)	(405,890)	(414,009)	(422,288)	(430,735)
Sales of Service	(326,824)	(333,360)	(340,028)	(346,828)	(353,765)
Other	-	-	-	-	-
User Fees	(71,108)	(72,530)	(73,981)	(75,460)	(76,970)
Other Revenue	(5,098,218)	(5,200,182)	(5,304,186)	(5,410,269)	(5,518,475)
Interest	-	-	-	-	-
Grants	(3,962,250)	(4,041,495)	(4,122,325)	(4,204,771)	(4,288,867)
Other	-	-	-	-	-
Services to Other Governments	(947,252)	(966,197)	(985,521)	(1,005,231)	(1,025,336)
Interdepartment Transfer	(188,716)	(192,490)	(196,340)	(200,267)	(204,272)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	-	(506,228)	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	(506,228)	-	-	-
Total Revenue	(5,496,150)	(6,112,300)	(5,718,195)	(5,832,557)	(5,949,210)
Expenditures					
Salaries and Wages	5,834,898	6,059,822	6,273,066	6,485,095	6,704,292
Internal Equipment	28,468	29,037	29,618	30,210	30,815
Material and Other	411,102	419,324	427,711	436,265	444,990
Contract Services	31,334,069	33,329,741	35,045,412	36,229,946	37,454,519
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
Total Expenditures	37,608,537	39,837,924	41,775,807	43,181,516	44,634,616
Net Operating Expenditures	32,112,387	33,725,624	36,057,612	37,348,959	38,685,406

Human Resources

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(68,150)	(62,220)	(63,464)	(64,734)	(66,028)
Sales of Service	(12,150)	(5,100)	(5,202)	(5,306)	(5,412)
Other	-	-	-	-	-
User Fees	(56,000)	(57,120)	(58,262)	(59,428)	(60,616)
Other Revenue	-	-	-	-	-
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(210,200)	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(210,200)	-	-	-	-
Total Revenue	(278,350)	(62,220)	(63,464)	(64,734)	(66,028)
Expenditures					
Salaries and Wages	1,811,184	1,848,772	1,913,831	1,872,402	1,872,402
Internal Equipment	900	918	936	918	918
Material and Other	2,271,310	2,145,958	2,178,473	2,316,736	2,316,736
Contract Services	7,400	7,548	7,699	7,548	7,548
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
Total Expenditures	4,090,794	4,003,196	4,100,939	4,197,604	4,197,604
Net Operating Expenditures	3,812,444	3,940,976	4,037,475	4,132,870	4,131,576

Corporate Strategic Services

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(260,400)	(265,608)	(270,920)	(123,338)	(125,806)
Sales of Service	(152,400)	(155,448)	(158,557)	(8,728)	(8,903)
Other	-	-	-	-	-
User Fees	(108,000)	(110,160)	(112,363)	(114,610)	(116,903)
Other Revenue	(58,434)	(141,855)	(144,505)	(147,395)	(150,343)
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(58,434)	(141,855)	(144,505)	(147,395)	(150,343)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(89,750)	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(89,750)	-	-	-	-
Total Revenue	(408,584)	(407,463)	(415,425)	(270,733)	(276,149)
Expenditures					
Salaries and Wages	4,848,594	5,073,746	5,252,290	5,334,212	5,514,508
Internal Equipment	-	-	-	-	-
Material and Other	1,989,884	2,226,511	2,274,079	2,301,925	2,347,964
Contract Services	-	-	-	-	-
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	110,400	110,400	110,400	110,400	110,400
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	110,400	110,400	110,400	110,400	110,400
Total Expenditures	6,948,878	7,410,657	7,636,769	7,746,537	7,972,872
Net Operating Expenditures	6,540,294	7,003,194	7,221,344	7,475,804	7,696,723

Capital Summary - General Fund

Cost Centre	2018	2019	2020	2021	2022
300 Real Estate & Parking	4,626,340	2,630,368	5,134,680	2,759,460	3,047,906
301 Buildings	6,917,320	2,134,920	2,752,723	7,782,491	46,266,867
302 Parks	18,810,400	17,055,495	11,702,040	10,516,034	12,162,014
304 Transportation	37,981,830	23,137,678	32,015,084	22,010,625	10,925,627
305 Solid Waste	8,284,470	2,020,000	2,870,000	1,620,000	3,620,000
306 Storm Drainage	7,894,580	1,544,217	1,300,122	808,224	1,442,058
308 Information Services	10,742,220	2,076,558	1,237,236	905,652	992,306
310 Vehicle & Mobile Equipment	8,042,480	3,099,038	3,265,079	3,415,818	3,590,981
311 Fire	1,673,990	505,626	804,080	585,830	2,130,076
	104,973,630	54,203,900	61,081,044	50,404,134	84,177,835

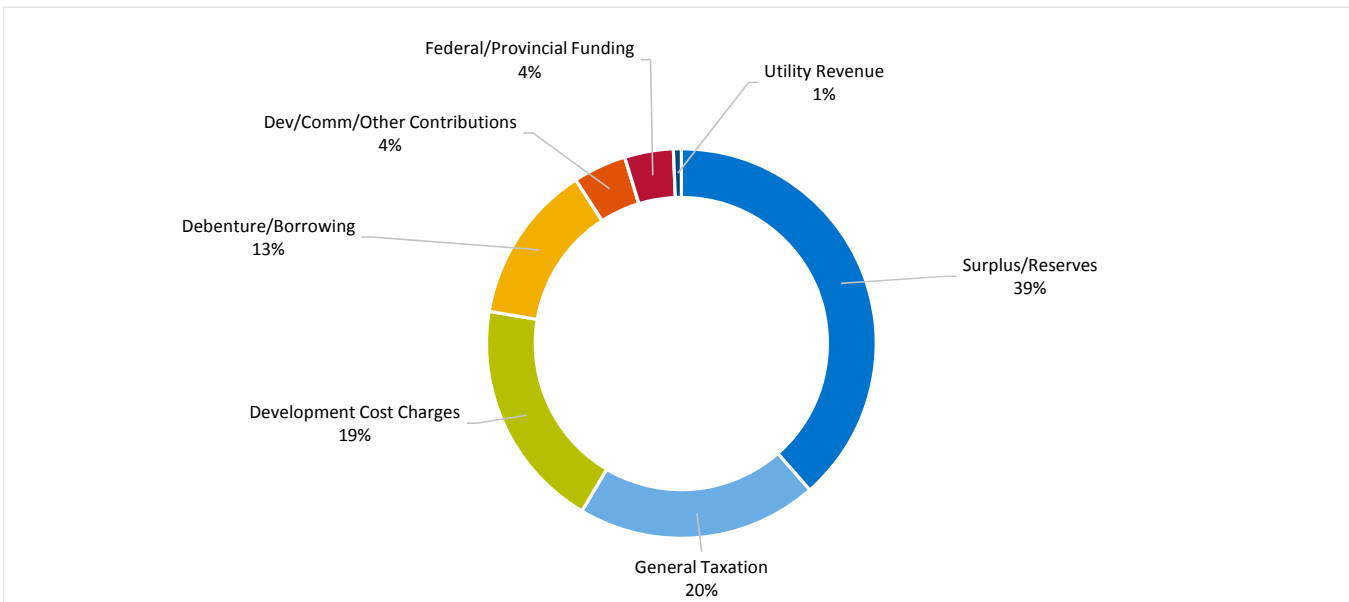
Funding Sources:

General Taxation	12,664,940	13,424,411	14,221,481	14,938,426	15,684,550
Surplus/Reserves	55,902,607	19,454,979	24,396,230	14,393,000	22,610,630
Development Cost Charges	11,953,148	14,608,510	18,652,333	15,057,708	7,577,655
Debenture/Borrowing	4,949,710	-	-	4,000,000	38,000,000
Federal/Provincial Funding*	14,310,180	-	-	-	-
Dev/Comm/Other Contributions	2,841,925	6,716,000	3,811,000	2,015,000	305,000
Utility Revenue	2,351,120	-	-	-	-
	104,973,630	54,203,900	61,081,044	50,404,134	84,177,835

* 2030 Infrastructure Plan only includes confirmed Federal and Provincial Funding

Capital Funding Summary

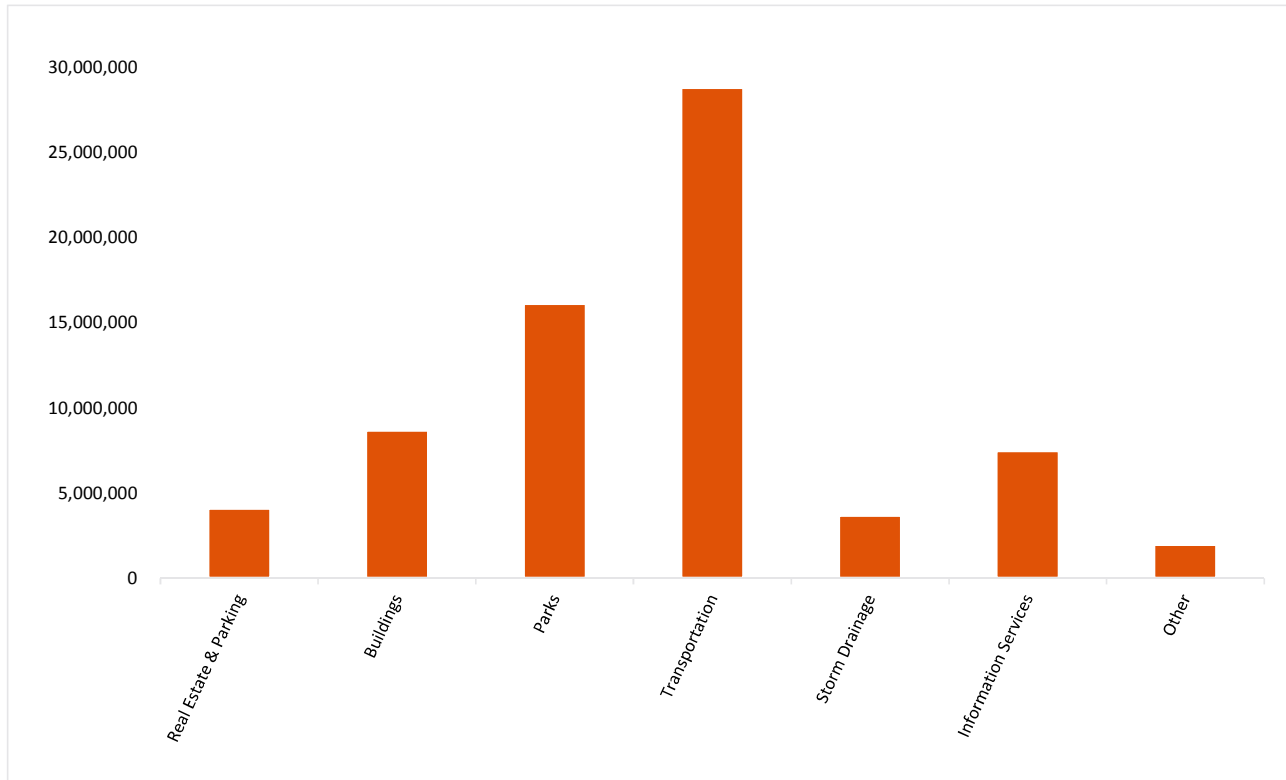
General Fund Capital Funding 2018 to 2022



	2018	2019	2020	2021	2022
Funding Sources:					
General Taxation	12,664,940	13,424,411	14,221,481	14,938,426	15,684,550
Surplus/Reserves	55,902,607	19,454,979	24,396,230	14,393,000	22,610,630
Development Cost Charges	11,953,148	14,608,510	18,652,333	15,057,708	7,577,655
Debenture/Borrowing	4,949,710	-	-	4,000,000	38,000,000
Federal/Provincial Funding	14,310,180	-	-	-	-
Dev/Comm/Other Contributions	2,841,925	6,716,000	3,811,000	2,015,000	305,000
Utility Revenue	2,351,120	-	-	-	-
	104,973,630	54,203,900	61,081,044	50,404,134	84,177,835
Total Five-Year Capital Program					<u>354,840,543</u>

Capital Funding Summary by Cost Centre

General Fund 2018 to 2022 - Taxation



Cost Centre				General Fund	
				Taxation	%
300	Real Estate & Parking	18,198,754	5.1	4,109,914	5.8
301	Buildings	65,854,321	18.6	8,690,568	12.3
302	Parks	70,245,983	19.8	16,127,705	22.7
304	Transportation	126,070,844	35.5	28,813,720	40.6
305	Solid Waste	18,414,470	5.2	-	0.0
306	Storm Drainage	12,989,201	3.7	3,694,621	5.2
308	Information Services	15,953,972	4.5	7,498,752	10.6
310	Vehicle & Mobile Equipment	21,413,396	6.0	868,751	1.2
311	Fire	5,699,602	1.6	1,129,777	1.6
Total Five-Year Program		354,840,543		70,933,808	

Real Estate & Parking Capital

Plan No.	Plan Description	2018	2019	2020	2021	2022
L1	General Land	1,684,890	1,948,368	2,011,180	2,155,460	2,170,906
L2	Road & Sidewalk Land Acquisition	147,350	25,000	45,000	40,000	50,000
L3	Parking Infrastructure	537,100	407,000	2,828,500	314,000	577,000
L4	Strategic Land Redevelopment	2,257,000	250,000	250,000	250,000	250,000
		4,626,340	2,630,368	5,134,680	2,759,460	3,047,906

Funding Sources

General Taxation	684,000	718,368	801,180	940,460	965,906
Surplus/Reserves	3,937,030	1,657,000	4,078,500	1,564,000	1,827,000
Development Cost Charges	5,310	-	-	-	-
Debenture/Borrowing	-	-	-	-	-
Federal/Provincial Funding	-	-	-	-	-
Dev/Comm/Other Contributions	-	255,000	255,000	255,000	255,000
Utility Revenue	-	-	-	-	-
	4,626,340	2,630,368	5,134,680	2,759,460	3,047,906

Five-Year Total Funding	18,198,754
Five-Year Taxation Funding	4,109,914

Real Estate & Parking Capital

Plan No.	Plan Description	Total Five-Year Project Costs
1.	General Land Annual allocation for the purchase of land for general purposes. This may allow for acquiring properties at less than fair market value, creating land assembly opportunities, creating a revenue generating land bank and providing trade potential.	9,970,804
2.	Road and Sidewalk Land Acquisition To fund the purchase of land required for the widening of roads to accommodate road improvements and/or sidewalks.	307,350
3.	Parking Infrastructure Funding to renew parking infrastructure and to invest in efficient parking management technology.	4,663,600
4.	Strategic Land Redevelopment Funding to redevelop City owned land to improve public benefit and encourage economic development.	3,257,000
Five-Year Total Funding		18,198,754

Building Capital

Plan No.	Plan Description	2018	2019	2020	2021	2022
B1	Parks and Recreation Buildings	2,173,760	573,855	1,001,259	6,761,187	42,103,647
B2	Community and Cultural Buildings	288,720	323,622	265,577	371,412	298,283
B3	Civic/Protective Service Buildings	3,229,010	189,970	155,897	318,025	3,225,096
B4	Transportation and Public Works Buildings	1,198,210	97,473	79,990	111,867	89,841
B5	Heritage Buildings	0	150,000	1,200,000	170,000	500,000
B6	Capital Opportunities and Partnerships	27,620	800,000	50,000	50,000	50,000
		6,917,320	2,134,920	2,752,723	7,782,491	46,266,867

Funding Sources

General Taxation	670,000	748,485	2,052,723	2,682,491	2,536,867
Surplus/Reserves	4,249,610	1,386,435	700,000	1,100,000	5,730,000
Development Cost Charges	-	-	-	-	-
Debenture/Borrowing	1,997,710	-	-	4,000,000	38,000,000
Federal/Provincial Funding	-	-	-	-	-
Dev/Comm/Other Contributions	-	-	-	-	-
Utility Revenue	-	-	-	-	-
	6,917,320	2,134,920	2,752,723	7,782,491	46,266,867

Five-Year Total Funding	65,854,321
Five-Year Taxation Funding	8,690,566

Building Capital

Plan No.	Plan Description	Total Five-Year Project Costs
Recreation Buildings & Facilities		
1. Parks and Recreation Buildings		52,613,708
	An allocation for the development of new Parks and Recreation buildings as well as the redevelopment, expansion and renewal of existing ones in various locations throughout the City to keep pace with the increasing demand due to population growth and emerging trends. This category includes Parks Administration, Parks washrooms, field houses, arenas and pools.	
2. Community and Cultural Buildings		1,547,614
	An allocation for the development of new community and cultural buildings as well as the redevelopment, renewal and expansion of existing ones. This category includes the theaters, libraries, senior centres, community halls, art gallery, museums and the RCA.	
3. Civic/Protective Service Buildings		7,117,998
	An allocation for the development of new civic and protective buildings as well as the redevelopment, renewal and expansion of existing ones. This category includes firehalls, police stations and City Hall.	
4. Transportation and Public Works Buildings		1,577,381
	Funding to support renewal, replacement and new construction of Transportation and Public Works Buildings throughout the City to keep pace increasing demand due to population growth and emerging trends. This category includes Public Works Yard, parkades, cemetery and WWTF administration.	
5. Heritage Buildings		2,020,000
	An allocation for the development of new City-owned Heritage buildings as well as the redevelopment, renewal and expansion of existing ones.	
6. Capital Opportunities and Partnerships		977,620
	Funding for special projects including partnerships with the School District on community space as part of new school construction as well as funding to allow for capital projects that were not envisioned during the plan development, including partnerships.	
Five-Year Total Funding		65,854,321

Parks Capital

Plan No.	Plan Description	2018	2019	2020	2021	2022
P1	DCC Parkland Acquisition	8,956,260	12,673,396	7,083,846	6,883,846	6,983,846
P2	Linear/Natural Area Parkland	597,130	-	492,563	425,000	450,000
P3	Neighbourhood Park Development	-	-	-	-	400,000
P4	Community Park Development	3,405,590	2,800,000	1,600,000	700,000	2,000,000
P5	Recreation Park Development	150,500	-	-	-	500,000
P6	City-Wide Park Development	2,962,530	340,000	-	-	-
P7	Linear/Natural Area Park Development	837,190	150,000	200,000	200,000	200,000
P8	Park Renew., Rehab. & Upgrades	1,063,280	900,000	2,033,000	2,015,000	1,350,000
P9	Capital Opportunities and Partners	837,920	192,099	292,631	292,188	278,168
		18,810,400	17,055,495	11,702,040	10,516,034	12,162,014

Funding Sources

General Taxation	2,672,950	3,656,441	2,697,582	2,576,967	4,523,765
Surplus/Reserves	7,462,880	2,017,999	2,653,631	1,765,440	1,376,022
Development Cost Charges	5,305,960	5,981,055	6,350,827	6,173,627	6,262,227
Debenture/Borrowing	2,952,000	-	-	-	-
Federal/Provincial Funding	-	-	-	-	-
Dev/Comm/Other Contributions	416,610	5,400,000	-	-	-
Utility Revenue	-	-	-	-	-
	18,810,400	17,055,495	11,702,040	10,516,034	12,162,014

Five-Year Total Funding	70,245,983
Five-Year Taxation Funding	16,127,705

Parks Capital

Plan No.	Plan Description	Total Five-Year Project Costs
Parkland Acquisition		
1.	DCC Parkland Acquisition Park acquisition program based on the residential growth in the City for the purchase of parkland (Neighbourhood, Community, Recreation and City-wide level parks) under the Development Cost Charge program (DCC). Funding is primarily allocated from developer revenue with general taxation covering both the assist factor and secondary suites that are paying reduced DCC's.	42,581,194
2.	Linear/Natural Area Parkland Park acquisition program for the purchase of Natural Areas and Linear Parks not attributed to the DCC program.	1,964,693
3.	Neighbourhood Park Development An allocation to cover the development of neighbourhood level parks including off-site costs related to park development, but does not include buildings.	400,000
4.	Community Park Development An allocation to cover the development of community level parks including off-site costs related to park development, but does not include buildings.	10,505,590
5.	Recreation Park Development An allocation to cover the development of recreation level parks including off-site costs related to park development, but does not include buildings.	650,500
6.	City-Wide Park Development An allocation to cover the development of city-wide level parks including off-site costs related to park development, but does not include buildings.	3,302,530
7.	Linear/Natural Area Park Development An allocation to cover the development of natural areas and linear parks/trails.	1,587,190
8.	Park Renewal, Rehabilitation & Infrastructure Upgrades An allocation for major repairs or replacement of existing park infrastructure such as sidewalks, hard-surfaced trails, parking lots, sport courts, lighting, electrical and water services, irrigation, fencing, bridges and other major structures.	7,361,280
9.	Capital Opportunities and Partners An allocation for various strategic investments into the park and open space system as well as funding to allow for capital projects that were not envisioned during the plan development, including partnerships.	1,893,006
Five-Year Total Funding		70,245,983

Transportation Capital

Plan No.	Plan Description	2018	2019	2020	2021	2022
T1	Development Cost Charge Roads	14,943,820	8,111,664	17,525,778	12,420,419	700,000
T2	DCC Roads - Active Transportation	4,943,050	8,407,601	3,400,000	3,000,000	3,431,515
T3	Non-DCC Roads	100,000	300,000	-	-	-
T4	Transportation System Renewal	9,139,530	4,318,413	9,169,306	4,440,206	4,516,112
T5	Bicycle Network	4,322,600	300,000	300,000	300,000	450,000
T6	Sidewalk Network	1,071,550	500,000	500,000	600,000	600,000
T7	Safety and Operational Improvements	806,030	450,000	500,000	500,000	500,000
T8	Traffic Control Infrastructure	100,150	650,000	600,000	650,000	600,000
T9	Transit Facilities	2,555,100	100,000	20,000	100,000	128,000
		37,981,830	23,137,678	32,015,084	22,010,625	10,925,627
Funding Sources						
	General Taxation	3,705,990	5,760,277	6,463,147	7,335,680	5,548,626
	Surplus/Reserves	17,315,267	8,588,946	9,694,431	4,030,863	4,011,573
	Development Cost Charges	6,641,878	8,627,455	12,301,506	8,884,082	1,315,428
	Debenture/Borrowing	-	-	-	-	-
	Federal/Provincial Funding	8,323,880	-	-	-	-
	Dev/Comm/Other Contributions	1,994,815	161,000	3,556,000	1,760,000	50,000
	Utility Revenue	-	-	-	-	-
		37,981,830	23,137,678	32,015,084	22,010,625	10,925,627
Five-Year Total Funding						126,070,844
Five-Year Taxation Funding						28,813,720

Transportation Capital

Plan No.	Plan Description	Total Five-Year Project Costs
1.	Development Cost Charge (DCC) Roads Allocation for design, land and construction costs associated with DCC Road projects.	53,701,681
2.	DCC Roads - Active Transportation Allocation for design, land and construction costs associated with DCC Active Transportation projects. General taxation to cover 77.7% Assist.	23,182,166
3.	Non-DCC Roads Infrastructure upgrades which are not part of the 20 Year Servicing Plan and Financing Strategy (collectors and local roads) and City initiated projects to upgrade streets to full urban standards including drainage, fillet paving, sidewalks and landscaped boulevards.	400,000
4.	Transportation System Renewal Allocation for overlay and other processes, including micro asphaltting, for rehabilitation of City roads. Also includes renewal of curb and gutter, bike paths, retaining walls, bridges, street lights, handrails and stairways.	31,583,567
5.	Bicycle Network Allocation for bike network system additions.	5,672,600
6.	Sidewalk Network Allocation required to complete the Non-DCC portion of the sidewalk network.	3,271,550
7.	Safety and Operational Improvements Allocation to cover field reviews and capital improvements for safety improvements or to improve operational efficiency. This will include projects such as left turn bays, traffic control changes, safety barriers, signs, markings, handicap access improvements and retrofit medians.	2,756,030
8.	Traffic Control Infrastructure This program is for construction of new traffic signal control infrastructure that is not part of the DCC program. This includes new traffic signals and pedestrian activated traffic signals, installation of new communication for the traffic signals system and where new development occurs install conduit for future traffic signals.	2,600,150
9.	Transit Facilities Construction of new or existing transit facilities, bus pullouts and shelters.	2,903,100
Five-Year Total Funding		126,070,844

Solid Waste Capital

Plan No.	Plan Description	2018	2019	2020	2021	2022
SW1	Equipment	300,000	610,000	610,000	460,000	1,960,000
SW2	Site Improvement	3,504,470	475,000	225,000	225,000	225,000
SW3	Gas Management	300,000	150,000	450,000	150,000	150,000
SW4	Leachate Management	500,000	150,000	450,000	150,000	150,000
SW5	Drainage & Groundwater Management	380,000	-	-	-	-
SW6	Recycling and Waste Management	-	-	500,000	-	500,000
SW7	Landfill Area Development	3,300,000	75,000	75,000	75,000	75,000
SW8	Closure and Reclamation	-	100,000	100,000	100,000	100,000
SW9	Solid Waste Renewal	-	460,000	460,000	460,000	460,000
		8,284,470	2,020,000	2,870,000	1,620,000	3,620,000

Funding Sources

General Taxation	-	-	-	-	-
Surplus/Reserves	7,784,470	2,020,000	2,870,000	1,620,000	3,620,000
Development Cost Charges	-	-	-	-	-
Debenture/Borrowing	-	-	-	-	-
Federal/Provincial Funding	-	-	-	-	-
Dev/Comm/Other Contributions	166,670	-	-	-	-
Utility Revenue	333,330	-	-	-	-
	8,284,470	2,020,000	2,870,000	1,620,000	3,620,000

Five-Year Total Funding	18,414,470
Five-Year Taxation Funding	-

Solid Waste Capital

Plan No.	Plan Description	Total Five-Year Project Costs
1.	Equipment Funding for new equipment and replacement of existing equipment.	3,940,000
2.	Site Improvement Funding for site improvements like buildings, roads, landscaping and fencing.	4,654,470
3.	Gas Management Required for design, installation and extension of gas management system and utilization of gas to energy.	1,200,000
4.	Leachate Management Required for installation and extension of leachate collection, treatment, recirculation network and pump facilities.	1,400,000
5.	Drainage and Groundwater Management Funding for design and installation of surface and groundwater systems, piping, storage and pump stations.	380,000
6.	Recycling and Waste Management Facilities and infrastructure to support waste management and recycling including composting, waste separation and diversion, last chance mercantile, and curbside bins.	1,000,000
7.	Landfill Area Development Required for planning, design and development of areas for filling to maximize available space.	3,600,000
8.	Closure and Reclamation Required for design and construction of final cover system and closure infrastructure and reclamation of disturbed areas to natural state.	400,000
9.	Solid Waste Renewal Renewal and replacement of site infrastructure and equipment.	1,840,000
Five-Year Total Funding		18,414,470

Storm Drainage Capital

Plan No.	Plan Description	2018	2019	2020	2021	2022
D1	Hydraulic Upgrading Program	600,000	1,225,000	905,595	575,000	1,115,000
D2	Storm Drainage Quality Program	447,200	90,000	90,000	-	90,000
D3	Storm Drainage Renewal	6,847,380	229,217	304,527	233,224	237,058
		7,894,580	1,544,217	1,300,122	808,224	1,442,058
	General Taxation	455,000	1,074,217	830,122	363,224	972,058
	Surplus/Reserves	1,488,980	470,000	470,000	445,000	470,000
	Development Cost Charges	-	-	-	-	-
	Debenture/Borrowing	-	-	-	-	-
	Federal/Provincial Funding	5,950,600	-	-	-	-
	Dev/Comm/Other Contributions	-	-	-	-	-
	Utility Revenue	-	-	-	-	-
		7,894,580	1,544,217	1,300,122	808,224	1,442,058

Five-Year Total Funding	12,989,201
Five-Year Taxation Funding	3,694,621

Storm Drainage Capital

Plan No.	Plan Description	Total Five-Year Project Costs
1.	Hydraulic Upgrading Program Estimated expenditures to cover hydraulic improvements to the storm drainage system. These projects are taken directly from the area drainage plans (North, Rutland, Central, Downtown, South Mission and South East Kelowna). Projects are ranked according to priority.	4,420,595
2.	Storm Drainage Quality Program This program includes storm drainage quality projects taken from the area drainage plans and forms the overall work program. The program includes a hydrocarbon and sediment reduction program along high traffic/accident routes. The program considers priority sanding routes, environmental risk, accident rate and coordinated opportunities as criteria for location selection.	717,200
3.	Storm Drainage Renewal This program provides for the renewal and replacement of pipes, pump stations, and treatment facilities.	7,851,406
Five-Year Total Funding		12,989,201

Information Capital

Plan No.	Plan Description	2018	2019	2020	2021	2022
I1	Front Office Equipment	384,000	386,000	423,500	435,000	397,500
I2	Server and Data Storage	209,680	180,000	155,000	180,000	230,000
I3	Major System Projects	6,340,850	505,558	528,736	185,652	189,806
I4	Communications Systems	3,807,690	1,005,000	130,000	105,000	175,000
		10,742,220	2,076,558	1,237,236	905,652	992,306

Funding Sources

General Taxation	3,187,000	1,176,558	1,237,236	905,652	992,306
Surplus/Reserves	6,670,750	-	-	-	-
Development Cost Charges	-	-	-	-	-
Debenture/Borrowing	-	-	-	-	-
Federal/Provincial Funding	35,700	-	-	-	-
Dev/Comm/Other Contributions	-	900,000	-	-	-
Utility Revenue	848,770	-	-	-	-
	10,742,220	2,076,558	1,237,236	905,652	992,306

Five-Year Total Funding	15,953,972
Five-Year Taxation Funding	7,498,752

Information Capital

Plan No.	Plan Description	Total Five-Year Project Costs
1.	Front Office Equipment Information Services have been utilizing a 5 year replacement cycle for desktop equipment which includes computers, printers, monitors, scanners and software. It also includes work group equipment such as large format plotters and copiers.	2,026,000
2.	Server and Data Storage To provide equipment and software in City Hall data centre to support the various systems in place for staff and includes equipment for the Fire Hall data centre. Included are servers, disk storage, tape backups and the related software.	954,680
3.	Major System Projects Major systems projects include tax system, collection systems (cash and electronic funds), permit systems, property systems, Agresso ERP system, Asset Management system, customer relation systems (service requests), employee time entry systems and maintenance management systems.	7,750,602
4.	Communications Systems To provide a networking environment that interconnects the various places and spaces used by City staff, this budget will support the expansion of the City's fibre optic ring which will reduce need for leased communication lines. Network components that have reached the end of their serviceable life will also be replaced.	5,222,690
Five-Year Total Funding		15,953,972

Vehicle & Mobile Equipment Capital

Plan No.	Plan Description	2018	2019	2020	2021	2022
V1	Additional Vehicles/Equipment	1,535,380	122,288	139,491	133,951	145,021
V2	Vehicle/Equipment Renewal	6,507,100	2,976,750	3,125,588	3,281,867	3,445,960
		8,042,480	3,099,038	3,265,079	3,415,818	3,590,981

Funding Sources

General Taxation	328,000	122,288	139,491	133,951	145,021
Surplus/Reserves	6,281,630	2,976,750	3,125,588	3,281,867	3,445,960
Development Cost Charges	-	-	-	-	-
Debenture/Borrowing	-	-	-	-	-
Federal/Provincial Funding	-	-	-	-	-
Dev/Comm/Other Contributions	263,830	-	-	-	-
Utility Revenue	1,169,020	-	-	-	-
	8,042,480	3,099,038	3,265,079	3,415,818	3,590,981

Five-Year Total Funding	21,413,396
Five-Year Taxation Funding	868,751

Vehicle & Mobile Equipment Capital

Plan No.	Plan Description	Total Five-Year Project Costs
1.	Additional Vehicles/Equipment This budget supports the addition of new vehicles and equipment to the corporate fleet in response to increased service demand from population growth or additional services.	2,076,131
2.	Vehicle/Equipment Renewal As part of the City's vehicle replacement program, vehicles at the end of their service life cycles are replaced using funds from the equipment replacement reserve. Cars and light trucks have an average design life of 10 years. Most heavy duty equipment has a service life of 7-10 years or 10,000-12,000 hour run time	19,337,265
Five-Year Total Funding		21,413,396

Fire Capital

Plan No.	Plan Description	2018	2019	2020	2021	2022
F1	Vehicle/Equipment Renewal	-	337,849	804,080	585,830	2,130,076
F2	Additional Vehicles/Equipment	962,000	-	-	-	-
F3	Communications Systems	711,990	167,777	-	-	-
		1,673,990	505,626	804,080	585,830	2,130,076

Funding Sources

General Taxation	962,000	167,777	-	-	-
Surplus/Reserves	711,990	337,849	804,080	585,830	2,130,076
Development Cost Charges	-	-	-	-	-
Debenture/Borrowing	-	-	-	-	-
Federal/Provincial Funding	-	-	-	-	-
Dev/Comm/Other Contributions	-	-	-	-	-
Utility Revenue	-	-	-	-	-
	1,673,990	505,626	804,080	585,830	2,130,076

Five-Year Total Funding	5,699,602
Five-Year Taxation Funding	1,129,777

Fire Capital

Plan No.	Plan Description	Total Five-Year Project Costs
1.	Vehicle/Equipment Renewal As part of the Fire Departments vehicle/equipment replacement program, vehicles and equipment at the end of their service life cycles are replaced using funds from the Fire Departments equipment replacement reserve.	3,857,835
2.	Additional Vehicles/Equipment This budget supports the addition of new vehicles and equipment to the Fire Department in response to increased service demand from population growth.	962,000
3.	Communications Systems To provide for radio system improvements or replacement, including dispatch requirements.	879,767
Five-Year Total Funding		5,699,602

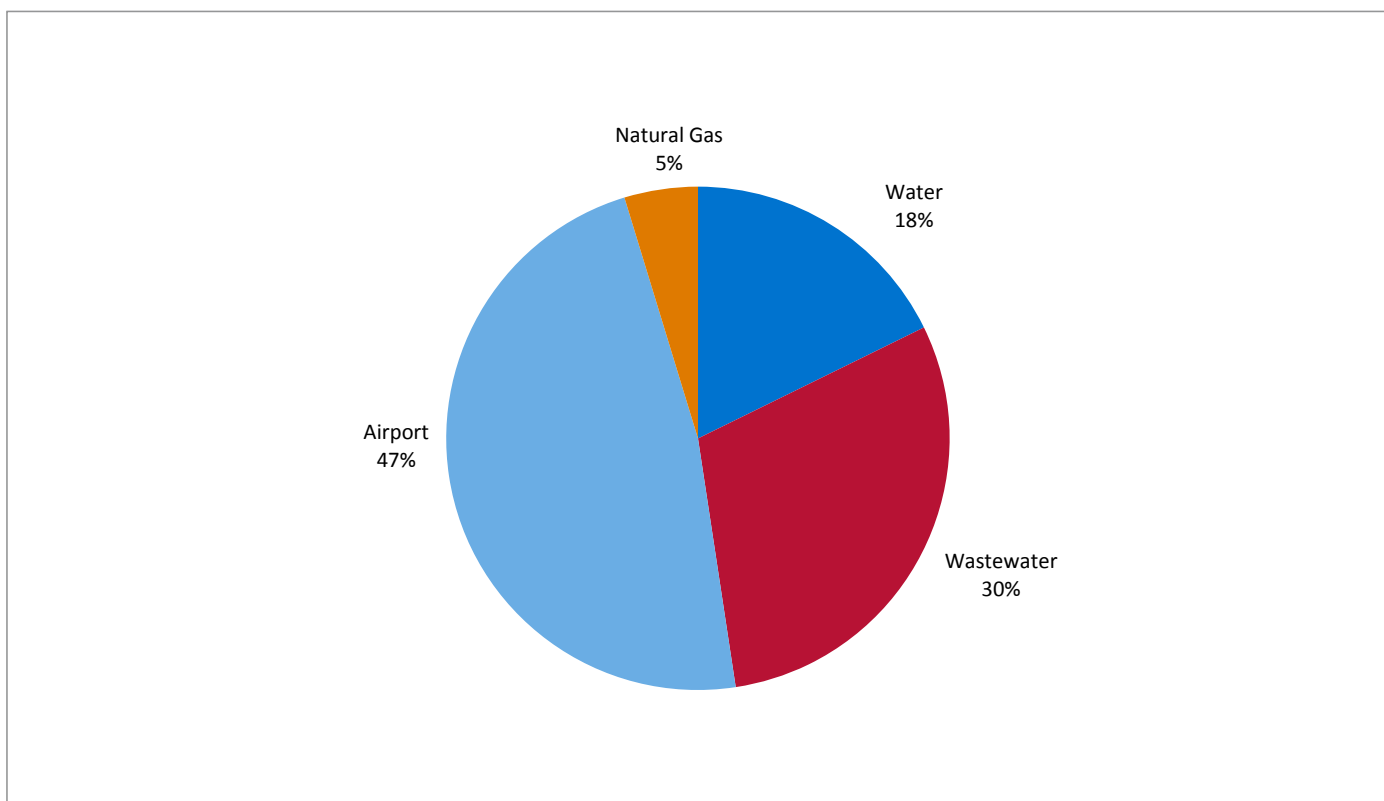
Operating Summary - Utility Funds

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	(3,143,973)	(3,201,896)	(3,226,331)	(3,229,372)	(3,250,909)
Fees and Charges	(64,770,150)	(65,305,261)	(66,732,284)	(68,054,647)	(69,452,767)
Sales of Service	(59,175,255)	(60,396,385)	(61,904,909)	(63,367,518)	(64,850,240)
Other	-	-	-	-	-
User Fees	(5,594,895)	(4,908,876)	(4,827,375)	(4,687,129)	(4,602,527)
Other Revenue	(2,224,884)	(2,920,444)	(3,094,372)	(3,168,389)	(3,310,358)
Interest	(722,284)	(1,100,716)	(1,265,228)	(1,330,441)	(1,463,400)
Grants	(425,906)	(410,052)	(414,262)	(418,448)	(422,775)
Other	-	(332,982)	(338,188)	(342,806)	(347,489)
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(1,076,694)	(1,076,694)	(1,076,694)	(1,076,694)	(1,076,694)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(14,922,742)	(17,237,764)	(29,694,405)	(15,304,287)	(10,344,422)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	(5,461,365)	(5,461,368)	(5,461,368)	(4,864,097)	(1,205,909)
Accumulated Surplus	(9,461,377)	(11,776,396)	(24,233,037)	(10,440,190)	(9,138,513)
Total Revenue	(85,061,749)	(88,665,365)	(102,747,392)	(89,756,695)	(86,358,456)
Expenditures					
Salaries and Wages	11,066,950	11,628,388	12,021,505	12,427,832	12,847,891
Internal Equipment	1,178,087	1,212,389	1,236,637	1,261,370	1,286,597
Material and Other	14,667,861	14,520,535	14,951,647	15,456,840	15,979,105
Contract Services	633,765	654,291	675,195	696,051	717,573
Debt Interest	5,983,018	3,128,862	2,148,548	1,775,548	1,775,203
Debt Principal	10,550,096	7,569,209	4,891,335	2,993,426	2,993,426
Internal Allocations	8,489,237	8,179,970	8,158,970	8,158,968	8,158,969
Interdepartment Transfer	6,055,765	5,746,498	5,725,498	5,725,498	5,725,498
Interfund Transfer	2,433,472	2,433,472	2,433,472	2,433,470	2,433,471
Transfer to Funds	27,989,135	33,961,360	36,433,349	39,061,296	36,684,762
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	27,832,825	33,805,050	36,277,039	38,904,986	36,528,452
Total Expenditures	80,558,149	80,855,004	80,517,186	81,831,331	80,443,526
Net Operating Expenditures	(4,503,600)	(7,810,361)	(22,230,207)	(7,925,364)	(5,914,930)

Utility Funds - Net operating revenues

Net Operating Expenditure by Year



	2018	2019	2020	2021	2022
Water	(15,092,794)	(16,897,295)	(28,415,456)	(17,300,365)	(16,424,482)
Wastewater	(25,399,884)	(26,474,593)	(28,517,614)	(27,081,391)	(24,092,155)
Airport	(40,563,409)	(41,920,162)	(42,454,133)	(42,028,759)	(42,510,040)
Natural Gas	(4,005,662)	(3,373,315)	(3,360,189)	(3,346,180)	(3,331,779)
Total Revenue	(85,061,749)	(88,665,365)	(102,747,392)	(89,756,695)	(86,358,456)

Water Fund

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	(1,743,065)	(1,539,316)	(1,563,751)	(1,584,997)	(1,606,534)
Fees and Charges	(12,045,284)	(12,286,324)	(12,684,878)	(13,071,373)	(13,470,404)
Sales of Service	(12,022,184)	(12,262,762)	(12,660,845)	(13,046,859)	(13,445,400)
Other	-	-	-	-	-
User Fees	(23,100)	(23,562)	(24,033)	(24,514)	(25,004)
Other Revenue	(308,905)	(573,200)	(579,007)	(584,159)	(589,384)
Interest	(106,780)	(38,093)	(38,694)	(39,228)	(39,770)
Grants	-	-	-	-	-
Other	-	(332,982)	(338,188)	(342,806)	(347,489)
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(202,125)	(202,125)	(202,125)	(202,125)	(202,125)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(995,540)	(2,498,455)	(13,587,820)	(2,059,836)	(758,160)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(995,540)	(2,498,455)	(13,587,820)	(2,059,836)	(758,160)
Total Revenue	(15,092,794)	(16,897,295)	(28,415,456)	(17,300,365)	(16,424,482)
Expenditures					
Salaries and Wages	2,726,337	2,875,471	2,965,936	3,066,184	3,169,821
Internal Equipment	365,974	378,495	386,065	393,787	401,662
Material and Other	2,593,727	2,217,686	2,258,197	2,334,524	2,413,431
Contract Services	447,965	464,002	480,330	496,565	513,349
Debt Interest	471,940	569,432	569,432	569,432	569,432
Debt Principal	333,486	333,489	333,489	333,489	333,489
Internal Allocations	1,746,325	1,748,995	1,738,195	1,738,195	1,738,195
Interdepartment Transfer	890,552	893,222	882,422	882,422	882,422
Interfund Transfer	855,773	855,773	855,773	855,773	855,773
Transfer to Funds	4,338,440	4,400,900	4,446,542	4,466,653	5,283,567
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	4,338,440	4,400,900	4,446,542	4,466,653	5,283,567
Total Expenditures	13,024,194	12,988,470	13,178,186	13,398,829	14,422,946
Net Operating Expenditures	(2,068,600)	(3,908,825)	(15,237,271)	(3,901,536)	(2,001,536)
Surplus/(Deficit) (Included Above)	2,142,640	(1,740,294)	(12,829,657)	(1,301,673)	785,579

The Net Operating Expenditures total is the amount of funding required for capital expenditures in the specific year. The Surplus/(Deficit) is the overall surplus/(deficit) budgeted for the fund during the year.

Wastewater Fund

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	(1,400,908)	(1,662,580)	(1,662,580)	(1,644,375)	(1,644,375)
Fees and Charges	(16,018,096)	(16,517,701)	(17,127,550)	(17,704,695)	(18,338,612)
Sales of Service	(15,962,780)	(16,450,525)	(17,060,374)	(17,692,835)	(18,326,752)
Other	-	-	-	-	-
User Fees	(55,316)	(67,176)	(67,176)	(11,860)	(11,860)
Other Revenue	(1,553,097)	(1,869,203)	(1,935,099)	(1,902,070)	(1,937,106)
Interest	(368,122)	(704,217)	(770,113)	(737,084)	(772,120)
Grants	(310,406)	(290,417)	(290,417)	(290,417)	(290,417)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(874,569)	(874,569)	(874,569)	(874,569)	(874,569)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(6,427,783)	(6,425,109)	(7,792,385)	(5,830,251)	(2,172,062)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	(5,461,365)	(5,461,368)	(5,461,368)	(4,864,097)	(1,205,909)
Accumulated Surplus	(966,418)	(963,741)	(2,331,017)	(966,154)	(966,153)
Total Revenue	(25,399,884)	(26,474,593)	(28,517,614)	(27,081,391)	(24,092,155)
Expenditures					
Salaries and Wages	3,622,876	3,800,564	3,928,944	4,061,742	4,199,027
Internal Equipment	775,623	796,674	812,608	828,860	845,437
Material and Other	3,641,825	3,652,681	3,759,774	3,886,854	4,018,230
Contract Services	48,920	50,671	52,454	54,227	56,060
Debt Interest	2,322,346	1,975,180	994,866	621,866	621,521
Debt Principal	4,345,587	4,438,529	1,760,655	762,746	762,746
Internal Allocations	5,074,067	4,731,940	4,721,740	4,721,740	4,721,740
Interdepartment Transfer	3,540,137	3,198,010	3,187,810	3,187,810	3,187,810
Interfund Transfer	1,533,930	1,533,930	1,533,930	1,533,930	1,533,930
Transfer to Funds	3,133,640	3,126,818	5,493,637	8,119,528	4,954,000
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	2,977,330	2,970,508	5,337,327	7,963,218	4,797,690
Total Expenditures	22,964,884	22,573,057	21,524,678	23,057,563	20,178,761
Net Operating Expenditures	(2,435,000)	(3,901,536)	(6,992,936)	(4,023,828)	(3,913,394)
Surplus/(Deficit) (Included Above)	2,781,330	2,774,508	3,766,265	7,767,218	4,601,690

The Net Operating Expenditures total is the amount of funding required for capital expenditures in the specific year. The Surplus/(Deficit) is the overall surplus/(deficit) budgeted for the fund during the year.

Airport Fund

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(32,806,819)	(33,325,167)	(33,851,705)	(34,318,857)	(34,792,458)
Sales of Service	(31,190,291)	(31,683,098)	(32,183,691)	(32,627,825)	(33,078,089)
Other	-	-	-	-	-
User Fees	(1,616,528)	(1,642,069)	(1,668,014)	(1,691,032)	(1,714,369)
Other Revenue	(273,500)	(280,795)	(288,228)	(295,702)	(303,382)
Interest	(158,000)	(161,160)	(164,383)	(167,671)	(171,024)
Grants	(115,500)	(119,635)	(123,845)	(128,031)	(132,358)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(7,483,090)	(8,314,200)	(8,314,200)	(7,414,200)	(7,414,200)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(7,483,090)	(8,314,200)	(8,314,200)	(7,414,200)	(7,414,200)
Total Revenue	(40,563,409)	(41,920,162)	(42,454,133)	(42,028,759)	(42,510,040)
Expenditures					
Salaries and Wages	4,717,737	4,952,353	5,126,626	5,299,906	5,479,043
Internal Equipment	36,490	37,220	37,964	38,723	39,498
Material and Other	8,420,309	8,617,927	8,921,191	9,222,727	9,534,455
Contract Services	136,880	139,618	142,410	145,258	148,163
Debt Interest	956,250	584,250	584,250	584,250	584,250
Debt Principal	4,129,843	2,797,191	2,797,191	1,897,191	1,897,191
Internal Allocations	1,648,845	1,679,035	1,679,035	1,679,035	1,679,035
Interdepartment Transfer	1,605,076	1,635,266	1,635,266	1,635,266	1,635,266
Interfund Transfer	43,769	43,769	43,769	43,769	43,769
Transfer to Funds	20,517,055	23,112,568	23,165,466	23,161,669	23,148,405
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	20,517,055	23,112,568	23,165,466	23,161,669	23,148,405
Total Expenditures	40,563,409	41,920,162	42,454,133	42,028,759	42,510,040
Net Operating Expenditures	0	0	0	0	0
Surplus/(Deficit) (Included Above)	13,033,965	14,798,368	14,851,266	15,747,469	15,734,205

The Surplus/(Deficit) is the overall surplus/(deficit) budgeted for the fund during the year.

Natural Gas Fund

Revenues and Expenditures by Year

	2018	2019	2020	2021	2022
Revenue					
Parcel Tax	-	-	-	-	-
Fees and Charges	(3,899,951)	(3,176,069)	(3,068,152)	(2,959,722)	(2,851,293)
Sales of Service	-	-	-	-	-
Other	-	-	-	-	-
User Fees	(3,899,951)	(3,176,069)	(3,068,152)	(2,959,722)	(2,851,293)
Other Revenue	(89,382)	(197,246)	(292,037)	(386,458)	(480,486)
Interest	(89,382)	(197,246)	(292,037)	(386,458)	(480,486)
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(16,329)	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(16,329)	-	-	-	-
Total Revenue	(4,005,662)	(3,373,315)	(3,360,189)	(3,346,180)	(3,331,779)
Expenditures					
Salaries and Wages	-	-	-	-	-
Internal Equipment	-	-	-	-	-
Material and Other	12,000	32,240	12,485	12,734	12,989
Contract Services	-	-	-	-	-
Debt Interest	2,232,482	-	-	-	-
Debt Principal	1,741,180	-	-	-	-
Internal Allocations	20,000	20,000	20,000	20,000	20,000
Interdepartment Transfer	20,000	20,000	20,000	20,000	20,000
Interfund Transfer	-	-	-	-	-
Transfer to Funds	-	3,321,075	3,327,704	3,313,446	3,298,790
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	3,321,075	3,327,704	3,313,446	3,298,790
Total Expenditures	4,005,662	3,373,315	3,360,189	3,346,180	3,331,779
Net Operating Expenditures	0	0	0	0	0
Surplus/(Deficit) (Included Above)	(16,329)	3,321,075	3,327,704	3,313,446	3,298,790

The Surplus/(Deficit) is the overall surplus/(deficit) budgeted for the fund during the year.

Capital Summary - Utility Funds

	2018	2019	2020	2021	2022
Water	61,635,900	4,433,000	15,690,000	4,110,000	2,210,000
Wastewater	6,489,300	3,960,000	17,022,000	11,749,300	4,425,000
Airport	26,433,990	28,571,206	16,244,609	34,373,831	49,429,958
	94,559,190	36,964,206	48,956,609	50,233,131	56,064,958

Funding Sources:

Water Utility Operating	2,068,600	3,908,825	15,237,271	3,901,536	2,001,536
Wastewater Utility Operating	2,435,000	3,901,536	6,992,936	4,023,828	3,913,394
Reserves/Surplus	36,034,800	28,571,206	16,244,609	34,373,831	49,429,958
Development Cost Charges	1,556,320	432,639	10,331,793	7,783,936	570,070
Debenture Borrowing	-	-	-	-	-
Federal/Provincial Contributions	42,259,500	-	-	-	-
Dev/Comm/Other Contributions	10,204,970	150,000	150,000	150,000	150,000
	94,559,190	36,964,206	48,956,609	50,233,131	56,064,958

Water Capital

Plan No.	Plan Description	2018	2019	2020	2021	2022
1.	DCC Pipes (Mains)	-	-	11,580,000	-	-
2.	DCC Booster Stations and PRV's	-	323,000	-	-	-
3.	DCC Water Treatment	-	-	-	-	-
4.	DCC Reservoirs and Filling Stations	-	-	-	-	-
5.	DCC Offsite and Oversize	67,200	60,000	60,000	60,000	60,000
6.	Network and Facility Renewal	61,391,110	3,900,000	3,900,000	3,900,000	2,000,000
7.	Network and Facility Improvements	177,590	150,000	150,000	150,000	150,000
		61,635,900	4,433,000	15,690,000	4,110,000	2,210,000

Funding Sources:

General Taxation	-	-	-	-	-
Surplus/Reserves	9,922,490	-	-	-	-
Development Cost Charges	585,000	374,175	302,729	58,464	58,464
Debenture/Borrowing	-	-	-	-	-
Federal/Provincial Funding	42,259,500	-	-	-	-
Dev/Comm/Other Contributions	6,800,310	150,000	150,000	150,000	150,000
Utility Revenue	2,068,600	3,908,825	15,237,271	3,901,536	2,001,536
	61,635,900	4,433,000	15,690,000	4,110,000	2,210,000

Five-Year Total Funding	88,078,900
Five-Year Utility Operating Funding	27,117,768

Water Capital

Plan No.	Plan Description	Total Five-Year Project Costs
1.	DCC Pipes (Mains) New water mains to accommodate growth.	11,580,000
2.	DCC Booster Stations and PRV's New booster stations & PRV's to accommodate growth.	323,000
3.	DCC Water Treatment New treatment capacity and facilities to accommodate growth.	-
4.	DCC Reservoirs and Filling Stations New reservoirs and filling stations to accommodate growth.	-
5.	DCC Offsite and Oversize The City's share of costs to oversize water infrastructure and to do work in excess of the developer's own needs.	307,200
6.	Network and Facility Renewal Renewal of existing water mains, booster stations, PRVs, water treatment systems, reservoirs and filling stations that have reached the end of their service life.	75,091,110
7.	Network and Facility Improvements Expansion or upgrade of Water network and facilities to accommodate growth, meet regulatory requirements and/or improve service.	777,590
Five-Year Total Funding		88,078,900

Wastewater Capital

Plan No.	Plan Description	2018	2019	2020	2021	2022
1.	DCC Pipes (Mains)	2,950,860	-	3,970,000	7,789,300	465,000
2.	DCC Lift Stations	-	-	1,274,000	-	-
3.	DCC Wastewater Treatment Facilities	-	-	7,818,000	-	-
4.	DCC Oversize	60,000	60,000	60,000	60,000	60,000
5.	Network and Facility Renewal	3,270,740	3,800,000	3,800,000	3,800,000	3,800,000
6.	Network and Facility Improvements	207,700	100,000	100,000	100,000	100,000
		6,489,300	3,960,000	17,022,000	11,749,300	4,425,000

Funding Sources:

General Taxation	-	-	-	-	-
Surplus/Reserves	3,082,980	-	-	-	-
Development Cost Charges	971,320	58,464	10,029,064	7,725,472	511,606
Debenture/Borrowing	-	-	-	-	-
Federal/Provincial Funding	-	-	-	-	-
Dev/Comm/Other Contributions	-	-	-	-	-
Utility Revenue	2,435,000	3,901,536	6,992,936	4,023,828	3,913,394
	6,489,300	3,960,000	17,022,000	11,749,300	4,425,000

Five-Year Total Funding	43,645,600
Five-Year Utility Operating Funding	21,266,694

Wastewater Capital

Plan No.	Plan Description	Total Five-Year Project Costs
1.	DCC Pipes (Mains) New wastewater mains to support growth.	15,175,160
2.	DCC Lift Stations New wastewater lift stations to support growth.	1,274,000
3.	DCC Wastewater Treatment Facilities New wastewater treatment facilities to support growth.	7,818,000
4.	DCC Oversize The City's share of costs to oversize wastewater infrastructure and to do work in excess of the developer's own needs.	300,000
5.	Network and Facility Renewal Renewal of existing wastewater mains, lift stations and treatment facilities that have reached the end of their service life.	18,470,740
6.	Network and Facility Improvements Expansion or upgrade of Wastewater network and facilities to accommodate growth, meet regulatory requirements and/or improve service.	607,700
Five-Year Total Funding		43,645,600

Airport Capital

Plan No.	Plan Description	2018	2019	2020	2021	2022
1.	Regular Reserve Funded Projects	9,606,430	13,058,589	6,837,005	12,233,492	9,495,641
2.	AIF Funded Capital Projects	16,645,940	15,362,617	9,257,604	21,990,339	39,784,317
3.	Small Capital Projects	181,620	150,000	150,000	150,000	150,000
4.	Federal Funded Projects	-	-	-	-	-
		26,433,990	28,571,206	16,244,609	34,373,831	49,429,958

Funding Sources:

Airport Groundside Reserve	3,281,830	7,340,000	3,230,000	11,142,350	8,679,925
Airport Airside Reserve	2,200,270	1,850,000	2,550,000	100,000	175,000
Airport Terminal Building Reserve	4,305,950	4,018,589	1,207,005	1,141,142	790,716
Airport Improvement Fee Reserve	13,241,280	15,362,617	9,257,604	21,990,339	39,784,317
AIF Debenture/Borrowing	0	0	0	0	0
Developer/Community Contributions	3,404,660	0	0	0	0
Federal/Provincial	0	0	0	0	0
	26,433,990	28,571,206	16,244,609	34,373,831	49,429,958

Five-Year Total Funding	155,053,594
Five-Year Utility Operating Funding	-

Airport Capital

Plan No.	Plan Description	Total Five-Year Project Costs
1.	Regular Reserve and Developer/Community Funded Projects Funding for building repairs and upgrades, equipment purchases and airside improvements.	51,231,157
2.	Airport Improvement Fee (AIF) Funded Projects Funding for the completion of the airside corridor extension and apron expansion and project management.	103,040,817
3.	Small Capital Projects Funding for minor capital projects which need to be implemented expeditiously.	781,620
4.	Federal/Provincial Funded Projects Federally funded projects for security and other airport enhancements.	-
Five-Year Total Funding		155,053,594

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