

Section C

2016 - 2020 Financial Plan

CITY OF KELOWNA FINANCIAL PLAN 2016 - 2020

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 10 Year Capital Plan, all affect the programs included in the future years of the plan. The 10 Year Capital 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 2016 budget process which includes:

- Provisional Budget - approved by Council December 17, 2015
- Carryover Requests - approved by Council March 14, 2016
- Final Budget - approved by Council on April 25, 2016

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 2016 portion of the Financial Plan.

For the years after 2016, 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 2017 to 2020 projections, the assumptions used in the creation of the financial plan include:

- An inflation rate of 2.00% 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) for 2017 to 2020 has been used 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.
- There is no change in current service levels except as provided for in the capital program.
- Reserve funding is used for both operating and capital programs to reduce the requirement for increased taxation.

The Financial Plan summary can be found on page C1. 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). Further impact summaries can be found in the following pages and various summary graphs precede the background operating and capital five year projection details.

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.



Financial Plan 2016 - 2020

	2016	2017	2018	2019	2020	2021-2030
REVENUE						
PROPERTY VALUE TAX	119,879,430	126,418,833	133,163,297	139,873,658	146,621,819	1,793,646,313
LIBRARY REQUISITION	5,756,024	5,888,413	6,023,846	6,162,394	6,304,130	71,592,421
PARCEL TAXES	3,223,783	3,263,441	3,286,590	3,310,106	3,315,787	34,332,234
FEES AND CHARGES	106,746,093	109,734,726	111,367,172	113,311,918	115,947,582	1,299,290,083
BORROWING PROCEEDS	55,276,560	-	-	-	-	89,000,000
OTHER SOURCES	62,694,808	52,235,708	45,043,983	52,334,027	50,601,845	570,088,175
	353,576,698	297,541,121	298,884,887.43	314,992,103.06	322,791,163.99	3,857,949,226
TRANSFERS BETWEEN FUNDS						
RESERVE FUNDS	3,426,636	2,231,501	2,231,303	2,231,094	1,631,594	13,341,983
DCC FUNDS	13,119,310	19,154,057	21,400,501	21,053,485	31,223,270	163,065,700
SURPLUS/RESERVE ACCOUNTS	102,079,775	56,433,187	57,312,956	36,826,288	56,966,588	264,442,430
	118,625,721	77,818,744	80,944,760	60,110,867	89,821,452	440,850,113
TOTAL REVENUE	472,202,419	375,359,865	379,829,648	375,102,970	412,612,616	4,298,799,338
EXPENDITURES						
MUNICIPAL DEBT						
DEBT INTEREST	11,664,060	12,238,919	12,214,879	8,853,533	7,662,060	66,518,128
DEBT PRINCIPAL	13,498,254	13,391,604	14,699,076	11,565,938	8,463,806	64,128,675
CAPITAL EXPENDITURES	190,827,480	91,589,675	88,270,800	74,820,189	109,768,109	826,484,594
OTHER MUNICIPAL PURPOSES						
GENERAL GOVERNMENT	27,170,244	27,711,268	28,594,708	29,466,037	30,327,549	328,757,898
PLANNING, DEVELOPMENT &						
BUILDING SERVICES	24,216,452	22,678,943	23,952,392	24,779,277	25,647,455	275,606,795
COMMUNITY SERVICES	79,025,868	79,657,865	81,936,252	84,647,345	87,606,264	1,056,070,646
PROTECTIVE SERVICES	51,283,115	54,584,686	57,528,149	60,542,825	64,195,225	783,164,488
UTILITIES	19,375,599	19,908,841	20,575,440	21,110,667	21,687,027	251,344,398
AIRPORT	12,684,609	12,902,556	13,418,237	13,882,225	14,364,189	172,458,732
	429,745,681	334,664,357	341,189,934	329,668,038	369,721,685	3,824,534,354
TRANSFERS BETWEEN FUNDS						
RESERVE FUNDS	15,626,706	16,693,234	16,761,320	16,693,383	16,613,357	160,787,118
DCC FUNDS	-	-	-	-	-	-
SURPLUS/RESERVE ACCOUNTS	26,830,032	24,002,274	21,878,394	28,741,549	26,277,573	313,477,866
	42,456,738	40,695,509	38,639,714	45,434,932	42,890,930	474,264,985
TOTAL EXPENDITURES	472,202,419	375,359,865	379,829,648	375,102,970	412,612,616	4,298,799,338



General Fund Tax Impact Summary

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
GENERAL REVENUES	(12,211,640)	(12,519,598)	(12,822,499)	(13,138,167)	(13,463,207)
NET OPERATING BUDGET	120,062,230	126,151,954	132,400,351	138,584,787	144,773,988
PAY-AS-YOU-GO CAPITAL	12,028,840	12,786,478	13,585,445	14,427,037	15,311,039
TAXATION DEMAND	<u>119,879,430</u>	<u>126,418,833</u>	<u>133,163,297</u>	<u>139,873,658</u>	<u>146,621,819</u>
NEW CONSTRUCTION TAX REVENUE	(1,667,000)	(1,894,095)	(1,997,418)	(2,103,980)	(2,210,004)
NET PROPERTY OWNER IMPACT	<u>4.11%</u>	<u>4.09%</u>	<u>4.18%</u>	<u>4.06%</u>	<u>4.00%</u>

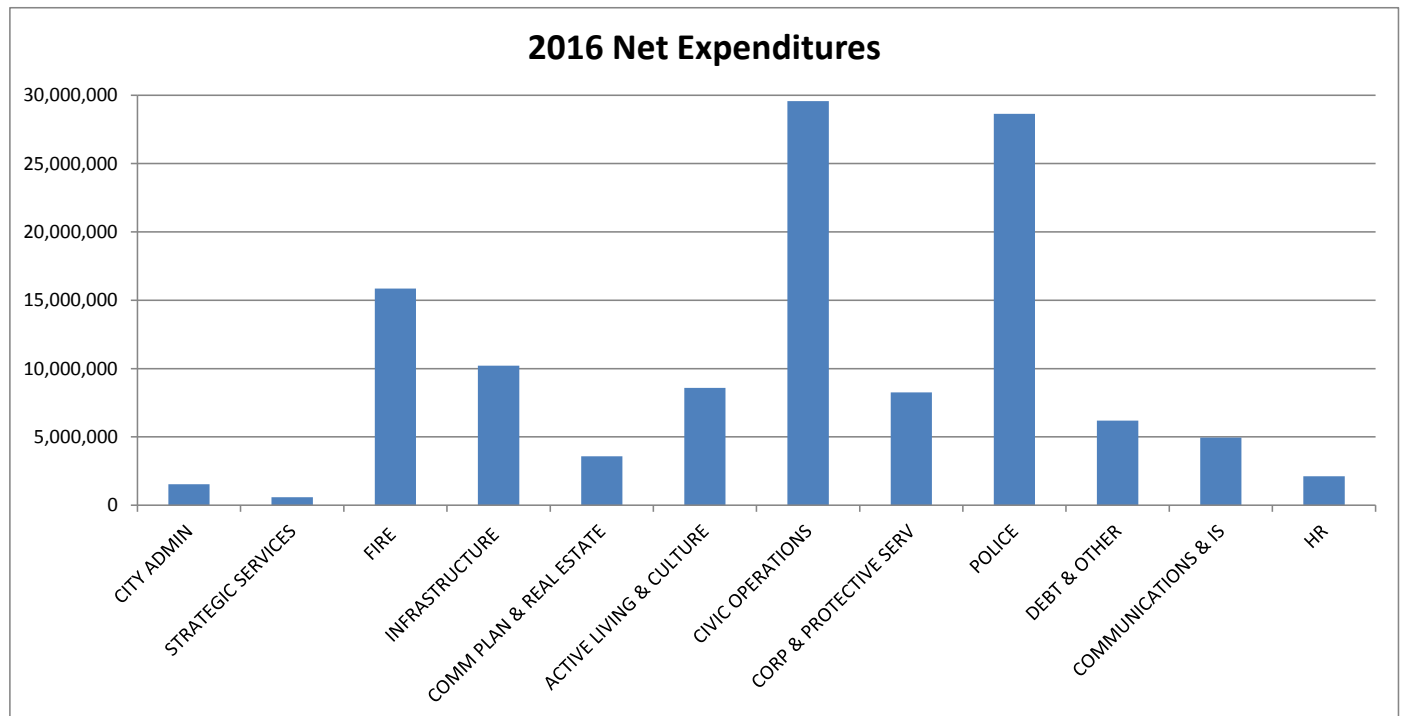
General Revenue

	2016	2017	2018	2019	2020
<u>GENERAL LICENCES</u>					
COMMERCIAL VEHICLE LICENCES	37,000	37,000	37,000	37,000	37,000
BUSINESS LICENCES	1,385,700	1,439,465	1,494,240	1,552,217	1,612,443
SPECIAL EVENTS LICENCES	100	100	100	100	100
DOG LICENCES	1,100	1,100	1,100	1,100	1,100
	1,423,900	1,477,665	1,532,440	1,590,417	1,650,643
<u>FRANCHISE FEE</u>					
FORTIS GAS	1,152,140	1,196,843	1,242,386	1,290,591	1,340,665
APPROPRIATION TO RESERVE	1,152,140	1,196,843	1,242,386	1,290,591	1,340,665
<u>GENERAL INTEREST & TAX PENALTIES</u>					
INTEREST ON INVESTMENTS	4,326,050	4,394,402	4,463,618	4,534,144	4,605,783
TAX ARREARS & DELINQUENT	245,000	248,871	252,791	256,785	260,842
PENALTIES ON TAXES	849,140	862,556	876,143	889,986	904,047
PENALTIES UTILITY ACCOUNTS	60,000	60,948	61,908	62,886	63,880
INTEREST ON ACCOUNTS RECEIVABLE	16,000	16,000	16,000	16,000	16,000
	5,496,190	5,582,777	5,670,460	5,759,801	5,850,553
<u>MISCELLANEOUS REVENUES</u>					
WORK ORDER ADMINISTRATION	40,000	41,552	43,133	44,807	46,545
LOCAL IMPROVEMENT PREPAYMENTS	10,000	10,000	10,000	10,000	10,000
DISCOUNTS EARNED & MISC	86,269	89,616	93,026	96,636	100,385
RISK TO ROLL	(300,000)	(301,252)	(312,715)	(324,849)	(337,453)
	(163,731)	(160,084)	(166,556)	(173,406)	(180,522)
<u>FEDERAL CONTRIBUTIONS</u>					
GRANTS IN LIEU OF TAXES	109,141	111,651	114,219	116,846	119,534
<u>PROVINCIAL CONTRIBUTIONS</u>					
GRANTS IN LIEU OF TAXES - BC BLDG	250,398	256,157	262,049	268,076	274,242
GRANTS IN LIEU OF TAXES	86,880	88,878	90,922	93,014	95,153
TRAFFIC FINE REVENUE SHARING	1,733,763	1,761,156	1,788,897	1,817,161	1,845,872
CLIMATE ACTION REV INCENTIVE	234,830	240,231	245,756	251,409	257,191
CERTIFICATE OF RECOGNITION REBATE	175,800	175,800	175,800	175,800	175,800
APPROPRIATION TO RESERVES	(410,630)	(416,031)	(421,556)	(427,209)	(432,991)
	2,071,041	2,106,192	2,141,868	2,178,251	2,215,267
<u>MUNICIPAL CONTRIBUTIONS</u>					
NATURAL GAS UTILITY SURPLUS	20,000	20,000	20,000	20,000	20,000
<u>TAX REVENUE - PRIVATE UTILITIES</u>					
1% IN LIEU OF TAXES	2,102,959	2,184,554	2,267,682	2,355,668	2,447,068
SUB-TOTAL	12,211,640	12,519,598	12,822,499	13,138,167	13,463,207
GENERAL TAXATION	119,879,430	126,418,833	133,163,297	139,873,658	146,621,819
TOTAL	132,091,070	138,938,432	145,985,796	153,011,825	160,085,026

General Fund Operating Summary By Division

NET OPERATING EXPENDITURE BY YEAR

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
CITY ADMINISTRATION	1,525,816	1,566,987	1,470,868	1,511,251	1,552,817
STRATEGIC SERVICES	590,446	612,501	634,976	658,918	683,665
FIRE DEPARTMENT	15,850,572	17,277,643	18,724,968	20,240,389	21,672,831
INFRASTRUCTURE	10,207,204	10,659,927	11,406,695	12,198,728	13,026,821
COMMUNITY PLANNING & REAL ESTATE	3,576,344	3,293,167	3,699,863	3,887,103	4,082,955
ACTIVE LIVING & CULTURE	8,582,290	8,708,008	8,879,616	8,858,891	9,046,511
CIVIC OPERATIONS	29,564,633	30,475,831	31,707,267	32,864,717	34,008,195
CORPORATE & PROTECTIVE SERVICES	8,261,105	8,541,550	8,957,470	9,257,043	9,567,088
POLICE SERVICES	28,647,920	30,681,390	32,052,087	33,377,781	35,420,188
DEBT & OTHER	6,193,925	6,978,272	7,248,058	7,888,274	7,677,997
COMMUNICATIONS & INFORMATION SERVICES	4,941,408	5,220,000	5,403,690	5,591,605	5,786,310
HUMAN RESOURCES	2,120,567	2,136,676	2,214,793	2,250,087	2,248,610
TOTAL DIVISION NET OPERATING EXP.	120,062,230	126,151,954	132,400,351	138,584,787	144,773,988





General Fund Operating Summary

Revenues/Expenditures by Year

	2016	2017	2018	2019	2020
REVENUE					
LIBRARY REQUISITION	(5,756,024)	(5,888,413)	(6,023,846)	(6,162,394)	(6,304,130)
PARCEL TAX	(111,425)	(111,425)	(111,425)	(111,425)	(111,425)
FEES AND CHARGES	(46,299,510)	(48,594,796)	(48,853,881)	(49,987,369)	(51,153,843)
Sales of Services	(37,258,410)	(39,224,872)	(39,887,335)	(40,788,830)	(41,712,234)
Other	-	-	-	-	-
User Fees	(9,041,100)	(9,369,924)	(8,966,546)	(9,198,538)	(9,441,609)
OTHER REVENUE	(31,356,959)	(30,729,338)	(31,462,095)	(32,177,538)	(32,910,953)
Interest	(408,646)	(418,045)	(427,660)	(437,496)	(447,558)
Grants	(15,613,290)	(15,246,604)	(15,527,688)	(15,814,618)	(16,107,037)
Other	-	-	-	-	-
Services to Other Governments	(7,906,662)	(7,976,184)	(8,228,345)	(8,430,549)	(8,638,000)
Interdepartment Transfer	(7,428,361)	(7,088,505)	(7,278,402)	(7,494,875)	(7,718,358)
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(9,269,980)	(4,941,344)	(4,889,097)	(4,520,297)	(3,920,797)
Special (Stat Reserve) Funds	(3,425,316)	(2,230,181)	(2,229,983)	(2,229,774)	(1,630,274)
Development Cost Charges	(1,401,826)	(1,401,826)	(1,401,826)	(1,033,235)	(1,033,235)
Accumulated Surplus	(4,442,838)	(1,309,338)	(1,257,288)	(1,257,288)	(1,257,288)
TOTAL REVENUE	(92,793,898)	(90,265,316)	(91,340,345)	(92,959,022)	(94,401,148)
EXPENDITURES					
SALARIES AND WAGES	65,428,899	68,441,484	71,852,051	75,231,472	78,831,537
INTERNAL EQUIPMENT	5,899,016	6,135,953	6,357,867	6,590,715	6,832,292
MATERIAL AND OTHER	40,695,881	37,273,621	38,183,507	39,249,811	40,205,371
CONTRACT SERVICES	68,365,213	71,725,032	74,561,407	77,306,816	80,850,624
DEBT INTEREST	4,779,241	4,801,609	4,797,425	5,292,158	5,080,999
DEBT PRINCIPAL	4,983,232	4,680,531	4,501,568	4,448,686	4,024,427
INTERNAL ALLOCATIONS	1,306,670	1,056,670	1,056,670	1,056,670	1,056,670
Interdepartment Transfer	1,306,670	1,056,670	1,056,670	1,056,670	1,056,670
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	21,397,976	22,302,368	22,430,201	22,367,481	22,293,215
Special (Stat Reserve) Funds	15,470,396	16,536,924	16,605,010	16,537,073	16,457,047
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	5,927,580	5,765,444	5,825,191	5,830,409	5,836,168
TOTAL EXPENDITURES	212,856,128	216,417,269	223,740,696	231,543,810	239,175,136
NET OPERATING EXPENDITURES	120,062,230	126,151,954	132,400,351	138,584,787	144,773,988



City Administration

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
<u>REVENUE</u>					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(4,274)	(4,372)	(4,473)	(4,576)	(4,681)
Sales of Services	-	-	-	-	-
Other	-	-	-	-	-
User Fees	(4,274)	(4,372)	(4,473)	(4,576)	(4,681)
OTHER REVENUE	(1,479,580)	(1,513,610)	(1,548,423)	(1,584,037)	(1,620,470)
Interest	-	-	-	-	-
Grants	(1,479,580)	(1,513,610)	(1,548,423)	(1,584,037)	(1,620,470)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(192,570)	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(192,570)	-	-	-	-
TOTAL REVENUE	(1,676,424)	(1,517,983)	(1,552,896)	(1,588,613)	(1,625,151)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	829,152	854,299	879,962	906,754	934,417
INTERNAL EQUIPMENT	13,917	14,237	14,565	14,900	15,242
MATERIAL AND OTHER	1,834,841	1,862,035	1,766,689	1,807,322	1,848,891
CONTRACT SERVICES	346,430	354,398	362,549	370,888	379,418
DEBT INTEREST	-	-	-	-	-
DEBT PRINCIPAL	-	-	-	-	-
INTERNAL ALLOCATIONS	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	177,900	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	177,900	-	-	-	-
TOTAL EXPENDITURES	3,202,240	3,084,969	3,023,764	3,099,864	3,177,968
NET OPERATING EXPENDITURES	1,525,816	1,566,987	1,470,868	1,511,251	1,552,817

Strategic Services

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
REVENUE					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(4,193)	(4,289)	(4,388)	(4,289)	(4,289)
Sales of Services	-	-	-	-	-
Other	-	-	-	-	-
User Fees	(4,193)	(4,289)	(4,388)	(4,289)	(4,289)
OTHER REVENUE	-	-	-	-	-
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
TOTAL REVENUE	(4,193)	(4,289)	(4,388)	(4,289)	(4,289)
EXPENDITURES					
SALARIES AND WAGES	536,378	557,189	578,392	600,834	624,146
INTERNAL EQUIPMENT	6,846	7,003	7,165	7,329	7,498
MATERIAL AND OTHER	51,415	52,598	53,807	55,045	56,311
CONTRACT SERVICES	-	-	-	-	-
DEBT INTEREST	-	-	-	-	-
DEBT PRINCIPAL	-	-	-	-	-
INTERNAL ALLOCATIONS	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
TOTAL EXPENDITURES	594,639	616,790	639,364	663,208	687,955
NET OPERATING EXPENDITURES	590,446	612,501	634,976	658,918	683,665

Fire Department

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
<u>REVENUE</u>					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(1,574,261)	(1,610,469)	(1,647,510)	(1,685,403)	(1,724,167)
Sales of Services	(87,160)	(89,165)	(91,215)	(93,313)	(95,460)
Other	-	-	-	-	-
User Fees	(1,487,101)	(1,521,304)	(1,556,294)	(1,592,089)	(1,628,707)
OTHER REVENUE	(276,608)	(282,970)	(289,478)	(296,136)	(302,947)
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	(276,608)	(282,970)	(289,478)	(296,136)	(302,947)
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(36,500)	(4,000)	(4,000)	(4,000)	(4,000)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(36,500)	(4,000)	(4,000)	(4,000)	(4,000)
TOTAL REVENUE	(1,887,369)	(1,897,439)	(1,940,988)	(1,985,539)	(2,031,114)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	15,344,424	16,572,756	18,029,824	19,499,844	20,971,403
INTERNAL EQUIPMENT	121,676	124,475	127,337	130,266	133,262
MATERIAL AND OTHER	1,519,987	1,637,851	1,565,573	1,649,302	1,649,394
CONTRACT SERVICES	151,854	140,002	143,222	146,516	149,886
DEBT INTEREST	-	-	-	-	-
DEBT PRINCIPAL	-	-	-	-	-
INTERNAL ALLOCATIONS	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	600,000	700,000	800,000	800,000	800,000
Special (Stat Reserve) Funds	600,000	700,000	800,000	800,000	800,000
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
TOTAL EXPENDITURES	17,737,941	19,175,082	20,665,956	22,225,928	23,703,945
NET OPERATING EXPENDITURES	15,850,572	17,277,643	18,724,968	20,240,389	21,672,831

Infrastructure

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
REVENUE					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(6,051,737)	(6,159,067)	(6,261,774)	(6,360,710)	(6,461,210)
Sales of Services	(5,759,240)	(5,861,948)	(5,959,976)	(6,054,144)	(6,149,799)
Other	-	-	-	-	-
User Fees	(292,497)	(297,118)	(301,798)	(306,567)	(311,411)
OTHER REVENUE	(10,959,046)	(10,123,533)	(10,283,329)	(10,446,149)	(10,611,550)
Interest	-	-	-	-	-
Grants	(10,059,170)	(9,599,818)	(9,751,026)	(9,905,092)	(10,061,593)
Other	-	-	-	-	-
Services to Other Governments	(342,327)	(271,927)	(276,210)	(280,574)	(285,007)
Interdepartment Transfer	(557,549)	(251,789)	(256,093)	(260,483)	(264,950)
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(1,283,826)	(499,256)	(499,256)	(499,256)	(499,256)
Special (Stat Reserve) Funds	(487,710)	(275,000)	(275,000)	(275,000)	(275,000)
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(796,116)	(224,256)	(224,256)	(224,256)	(224,256)
TOTAL REVENUE	(18,294,609)	(16,781,856)	(17,044,359)	(17,306,115)	(17,572,015)
EXPENDITURES					
SALARIES AND WAGES	2,838,345	2,948,473	3,060,670	3,179,424	3,302,785
INTERNAL EQUIPMENT	161,633	165,011	168,989	172,536	176,164
MATERIAL AND OTHER	3,658,681	1,678,560	1,723,530	1,763,171	1,803,724
CONTRACT SERVICES	21,349,036	22,144,092	22,986,697	23,878,545	24,804,995
DEBT INTEREST	-	-	-	-	-
DEBT PRINCIPAL	-	-	-	-	-
INTERNAL ALLOCATIONS	349,168	349,168	349,168	349,168	349,168
Interdepartment Transfer	349,168	349,168	349,168	349,168	349,168
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	144,950	156,480	162,000	162,000	162,000
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	144,950	156,480	162,000	162,000	162,000
TOTAL EXPENDITURES	28,501,813	27,441,783	28,451,054	29,504,843	30,598,837
NET OPERATING EXPENDITURES	10,207,204	10,659,927	11,406,695	12,198,728	13,026,821

Community Planning & Real Estate

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
<u>REVENUE</u>					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(9,124,736)	(10,404,667)	(10,389,835)	(10,599,673)	(10,813,877)
Sales of Services	(8,011,527)	(9,265,854)	(9,224,830)	(9,407,872)	(9,594,665)
Other	-	-	-	-	-
User Fees	(1,113,209)	(1,138,813)	(1,165,006)	(1,191,801)	(1,219,212)
OTHER REVENUE	-	-	-	-	-
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(1,283,760)	(78,050)	(25,000)	(25,000)	(25,000)
Special (Stat Reserve) Funds	(83,200)	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(1,200,560)	(78,050)	(25,000)	(25,000)	(25,000)
TOTAL REVENUE	(10,408,496)	(10,482,717)	(10,414,835)	(10,624,673)	(10,838,877)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	7,370,486	7,617,454	7,850,511	8,155,111	8,471,529
INTERNAL EQUIPMENT	130,830	135,138	138,246	141,426	144,679
MATERIAL AND OTHER	3,345,547	2,141,596	2,190,466	2,240,846	2,292,386
CONTRACT SERVICES	1,068,288	1,098,843	1,124,117	1,149,971	1,176,421
DEBT INTEREST	-	-	-	-	-
DEBT PRINCIPAL	-	-	-	-	-
INTERNAL ALLOCATIONS	206,630	206,630	206,630	206,630	206,630
Interdepartment Transfer	206,630	206,630	206,630	206,630	206,630
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	1,863,059	2,576,223	2,604,728	2,617,791	2,630,187
Special (Stat Reserve) Funds	1,835,097	2,548,261	2,576,766	2,589,829	2,602,225
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	27,962	27,962	27,962	27,962	27,962
TOTAL EXPENDITURES	13,984,840	13,775,885	14,114,698	14,511,776	14,921,832
NET OPERATING EXPENDITURES	3,576,344	3,293,167	3,699,863	3,887,103	4,082,955

Active Living & Culture

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
<u>REVENUE</u>					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(4,295,356)	(4,462,016)	(4,631,807)	(4,811,521)	(4,998,208)
Sales of Services	(3,098,167)	(3,218,376)	(3,340,843)	(3,470,468)	(3,605,122)
Other	-	-	-	-	-
User Fees	(1,197,189)	(1,243,640)	(1,290,964)	(1,341,053)	(1,393,086)
OTHER REVENUE	(182,840)	(177,542)	(181,625)	(185,802)	(190,076)
Interest	-	-	-	-	-
Grants	(119,290)	(112,530)	(115,118)	(117,766)	(120,475)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(63,550)	(65,012)	(66,507)	(68,037)	(69,601)
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(45,350)	(7,000)	(7,000)	(7,000)	(7,000)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(45,350)	(7,000)	(7,000)	(7,000)	(7,000)
TOTAL REVENUE	(4,523,546)	(4,646,557)	(4,820,432)	(5,004,324)	(5,195,284)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	4,514,956	4,717,020	4,896,515	4,978,984	5,172,169
INTERNAL EQUIPMENT	96,615	98,837	101,110	103,436	105,815
MATERIAL AND OTHER	4,039,732	3,988,454	4,054,025	4,126,266	4,221,170
CONTRACT SERVICES	3,680,989	3,776,710	3,824,853	3,830,985	3,919,097
DEBT INTEREST	-	-	-	-	-
DEBT PRINCIPAL	-	-	-	-	-
INTERNAL ALLOCATIONS	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	773,544	773,544	823,544	823,544	823,544
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	773,544	773,544	823,544	823,544	823,544
TOTAL EXPENDITURES	13,105,836	13,354,566	13,700,048	13,863,214	14,241,795
NET OPERATING EXPENDITURES	8,582,290	8,708,008	8,879,616	8,884,230	9,046,511

Civic Operations General Fund

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
<u>REVENUE</u>					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(23,132,509)	(23,707,306)	(24,255,522)	(24,825,958)	(25,414,401)
Sales of Services	(19,090,401)	(19,570,175)	(20,020,289)	(20,480,756)	(20,951,813)
Other	-	-	-	-	-
User Fees	(4,042,108)	(4,137,131)	(4,235,232)	(4,345,203)	(4,462,588)
OTHER REVENUE	(3,936,633)	(3,730,889)	(3,857,538)	(3,991,085)	(4,129,583)
Interest	-	-	-	-	-
Grants	(105,000)	(81,840)	(83,722)	(85,648)	(87,618)
Other	-	-	-	-	-
Services to Other Governments	(1,599,095)	(1,558,421)	(1,607,878)	(1,659,800)	(1,713,543)
Interdepartment Transfer	(2,232,538)	(2,090,628)	(2,165,938)	(2,245,637)	(2,328,422)
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(648,370)	(101,356)	(81,158)	(80,949)	(80,732)
Special (Stat Reserve) Funds	(160,030)	(60,806)	(60,608)	(60,399)	(60,182)
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(488,340)	(40,550)	(20,550)	(20,550)	(20,550)
TOTAL REVENUE	(27,717,512)	(27,539,551)	(28,194,218)	(28,897,992)	(29,624,716)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	17,501,594	18,010,723	18,698,988	19,424,509	20,178,180
INTERNAL EQUIPMENT	5,278,084	5,499,781	5,706,879	5,925,094	6,151,702
MATERIAL AND OTHER	15,366,315	15,039,232	15,526,085	15,985,657	16,459,774
CONTRACT SERVICES	11,534,519	11,856,415	12,416,494	12,950,194	13,452,661
DEBT INTEREST	-	-	-	-	-
DEBT PRINCIPAL	-	-	-	-	-
INTERNAL ALLOCATIONS	750,872	500,872	500,872	500,872	500,872
Interdepartment Transfer	750,872	500,872	500,872	500,872	500,872
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	6,850,761	7,108,359	7,052,167	6,976,384	6,889,722
Special (Stat Reserve) Funds	6,752,969	7,006,333	6,945,914	6,864,913	6,772,492
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	97,792	102,026	106,253	111,471	117,230
TOTAL EXPENDITURES	57,282,145	58,015,382	59,901,485	61,762,709	63,632,911
NET OPERATING EXPENDITURES	29,564,633	30,475,831	31,707,267	32,864,717	34,008,195

Corporate & Protective Services

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
<u>REVENUE</u>					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(811,231)	(806,768)	(831,559)	(857,478)	(884,258)
Sales of Services	(747,491)	(741,562)	(764,853)	(789,238)	(814,448)
Other	-	-	-	-	-
User Fees	(63,740)	(65,206)	(66,706)	(68,240)	(69,810)
OTHER REVENUE	(1,466,112)	(1,500,967)	(1,536,612)	(1,592,641)	(1,650,761)
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(1,466,112)	(1,500,967)	(1,536,612)	(1,592,641)	(1,650,761)
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(467,932)	(53,682)	(53,682)	(53,682)	(53,682)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(467,932)	(53,682)	(53,682)	(53,682)	(53,682)
TOTAL REVENUE	(2,745,275)	(2,361,417)	(2,421,853)	(2,503,801)	(2,588,701)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	7,138,169	7,304,134	7,582,075	7,876,260	8,181,859
INTERNAL EQUIPMENT	62,117	63,546	65,007	66,502	68,032
MATERIAL AND OTHER	2,307,741	2,196,597	2,362,760	2,417,104	2,472,697
CONTRACT SERVICES	1,498,353	1,338,691	1,369,481	1,400,979	1,433,201
DEBT INTEREST	-	-	-	-	-
DEBT PRINCIPAL	-	-	-	-	-
INTERNAL ALLOCATIONS	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
TOTAL EXPENDITURES	11,006,380	10,902,967	11,379,323	11,760,844	12,155,789
NET OPERATING EXPENDITURES	8,261,105	8,541,550	8,957,470	9,257,043	9,567,088

Police Services

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
<u>REVENUE</u>					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(375,432)	(390,205)	(399,180)	(408,361)	(417,753)
Sales of Services	(304,324)	(317,461)	(324,763)	(332,233)	(339,874)
Other	-	-	-	-	-
User Fees	(71,108)	(72,743)	(74,417)	(76,128)	(77,879)
OTHER REVENUE	(4,881,342)	(5,037,009)	(5,209,927)	(5,329,755)	(5,452,340)
Interest	-	-	-	-	-
Grants	(3,850,250)	(3,938,806)	(4,029,398)	(4,122,074)	(4,216,882)
Other	-	-	-	-	-
Services to Other Governments	(850,302)	(913,255)	(991,327)	(1,014,127)	(1,037,452)
Interdepartment Transfer	(180,790)	(184,948)	(189,202)	(193,554)	(198,005)
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(240,480)	(1,000)	(1,000)	(1,000)	(1,000)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(240,480)	(1,000)	(1,000)	(1,000)	(1,000)
TOTAL REVENUE	(5,497,254)	(5,428,213)	(5,610,107)	(5,739,116)	(5,871,093)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	5,110,005	5,329,444	5,532,243	5,746,894	5,969,873
INTERNAL EQUIPMENT	27,298	27,926	28,568	29,225	29,897
MATERIAL AND OTHER	319,957	343,531	388,531	397,467	406,609
CONTRACT SERVICES	28,687,914	30,408,703	31,712,851	32,943,310	34,884,901
DEBT INTEREST	-	-	-	-	-
DEBT PRINCIPAL	-	-	-	-	-
INTERNAL ALLOCATIONS	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
TOTAL EXPENDITURES	34,145,174	36,109,603	37,662,194	39,116,897	41,291,281
NET OPERATING EXPENDITURES	28,647,920	30,681,390	32,052,087	33,377,781	35,420,188

Debt & Other

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
<u>REVENUE</u>					
LIBRARY REQUISITION	(5,756,024)	(5,888,413)	(6,023,846)	(6,162,394)	(6,304,130)
PARCEL TAX	(111,425)	(111,425)	(111,425)	(111,425)	(111,425)
FEES AND CHARGES	(860,781)	(979,142)	(359,810)	(359,810)	(359,810)
Sales of Services	(150,100)	(150,100)	(150,100)	(150,100)	(150,100)
Other	-	-	-	-	-
User Fees	(710,681)	(829,042)	(209,710)	(209,710)	(209,710)
OTHER REVENUE	(8,148,864)	(8,336,288)	(8,528,022)	(8,724,167)	(8,924,823)
Interest	(408,646)	(418,045)	(427,660)	(437,496)	(447,558)
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	(4,838,330)	(4,949,612)	(5,063,453)	(5,179,912)	(5,299,050)
Interdepartment Transfer	(2,901,888)	(2,968,631)	(3,036,910)	(3,106,759)	(3,178,214)
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(4,902,002)	(4,102,000)	(4,102,000)	(3,733,410)	(3,134,127)
Special (Stat Reserve) Funds	(2,694,376)	(1,894,375)	(1,894,375)	(1,894,375)	(1,295,092)
Development Cost Charges	(1,401,826)	(1,401,826)	(1,401,826)	(1,033,235)	(1,033,235)
Accumulated Surplus	(805,800)	(805,800)	(805,800)	(805,800)	(805,800)
TOTAL REVENUE	(19,779,096)	(19,417,267)	(19,125,104)	(19,091,206)	(18,834,314)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	(1,064,325)	(1,064,325)	(1,064,325)	(1,064,325)	(1,064,325)
INTERNAL EQUIPMENT	-	-	-	-	-
MATERIAL AND OTHER	6,239,281	6,382,784	6,529,589	6,679,769	6,833,404
CONTRACT SERVICES	47,830	607,178	621,143	635,430	650,044
DEBT INTEREST	4,779,241	4,801,609	4,797,425	5,292,158	5,080,999
DEBT PRINCIPAL	4,983,232	4,680,531	4,501,568	4,448,686	4,024,427
INTERNAL ALLOCATIONS	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	10,987,762	10,987,762	10,987,762	10,987,762	10,987,762
Special (Stat Reserve) Funds	6,282,330	6,282,330	6,282,330	6,282,330	6,282,330
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	4,705,432	4,705,432	4,705,432	4,705,432	4,705,432
TOTAL EXPENDITURES	25,973,021	26,395,539	26,373,162	26,979,480	26,512,311
NET OPERATING EXPENDITURES	6,193,925	6,978,272	7,248,058	7,888,274	7,677,997

Communications & Information Services

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
<u>REVENUE</u>					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(5,000)	(5,115)	(5,233)	(5,353)	(5,476)
Sales of Services	(5,000)	(5,115)	(5,233)	(5,353)	(5,476)
Other	-	-	-	-	-
User Fees	-	-	-	-	-
OTHER REVENUE	(25,934)	(26,530)	(27,141)	(27,765)	(28,404)
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(25,934)	(26,530)	(27,141)	(27,765)	(28,404)
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
TOTAL REVENUE	(30,934)	(31,645)	(32,373)	(33,118)	(33,880)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	3,631,123	3,879,578	4,027,206	4,183,462	4,345,780
INTERNAL EQUIPMENT	-	-	-	-	-
MATERIAL AND OTHER	1,341,219	1,372,067	1,408,857	1,441,261	1,474,410
CONTRACT SERVICES	-	-	-	-	-
DEBT INTEREST	-	-	-	-	-
DEBT PRINCIPAL	-	-	-	-	-
INTERNAL ALLOCATIONS	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
TOTAL EXPENDITURES	4,972,342	5,251,645	5,436,063	5,624,723	5,820,190
NET OPERATING EXPENDITURES	4,941,408	5,220,000	5,403,690	5,591,605	5,786,310

Human Resources & Corporate Performance

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
<u>REVENUE</u>					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(60,000)	(61,380)	(62,792)	(64,236)	(65,713)
Sales of Services	(5,000)	(5,115)	(5,233)	(5,353)	(5,476)
Other	-	-	-	-	-
User Fees	(55,000)	(56,265)	(57,559)	(58,883)	(60,237)
OTHER REVENUE	-	-	-	-	-
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(169,190)	(95,000)	(116,000)	(116,000)	(116,000)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(169,190)	(95,000)	(116,000)	(116,000)	(116,000)
TOTAL REVENUE	(229,190)	(156,380)	(178,792)	(180,236)	(181,713)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	1,678,592	1,714,739	1,779,989	1,743,721	1,743,721
INTERNAL EQUIPMENT	-	-	-	-	-
MATERIAL AND OTHER	671,165	578,317	613,596	686,602	686,602
CONTRACT SERVICES	-	-	-	-	-
DEBT INTEREST	-	-	-	-	-
DEBT PRINCIPAL	-	-	-	-	-
INTERNAL ALLOCATIONS	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFER TO FUNDS	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
TOTAL EXPENDITURES	2,349,757	2,293,056	2,393,585	2,430,323	2,430,323
NET OPERATING EXPENDITURES	2,120,567	2,136,676	2,214,793	2,250,087	2,248,610

Capital Summary

General Fund

Cost Centre	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
300 REAL ESTATE	2,905,760	3,533,043	2,424,550	2,630,368	5,134,680
301 BUILDINGS	64,143,700	4,300,667	3,240,333	2,134,920	2,752,723
302 PARKS	4,794,790	16,224,919	10,706,645	17,139,625	11,786,170
304 TRANSPORTATION	34,889,430	17,118,275	18,903,324	23,137,678	32,015,084
305 SOLID WASTE	2,611,470	2,545,000	3,620,000	2,020,000	2,870,000
306 STORM DRAINAGE	960,090	1,307,624	1,038,783	1,544,217	1,300,122
308 INFORMATION SERVICES	4,230,110	3,460,098	1,948,677	2,076,558	1,237,236
310 VEHICLE & MOBILE EQUIPMENT	3,952,230	2,804,020	2,948,265	3,099,038	3,265,079
311 FIRE	3,281,980	1,446,281	37,142	505,626	804,080
	121,769,560	52,739,927	44,867,719	54,288,030	61,165,174

FUNDING SOURCES:

GENERAL TAXATION	12,028,840	12,786,478	13,585,446	14,427,037	15,311,038
SURPLUS/RESERVES	36,502,620	21,718,978	20,697,550	18,536,483	23,390,803
DEVELOPMENT COST CHARGES	4,794,030	9,641,072	10,160,724	14,608,510	18,652,333
DEBENTURE/BORROWING	54,493,580	0	0	0	0
FEDERAL/PROV FUNDING *	11,394,110	0	0	0	0
DEV/COMM/OTHER CONTRIB.	1,484,940	8,593,400	424,000	6,716,000	3,811,000
UTILITY REVENUE	1,071,440	0	0	0	0
	121,769,560	52,739,927	44,867,719	54,288,030	61,165,174

* 2030 Infrastructure Plan only includes confirmed Federal and Provincial Funding



Capital Funding Summary

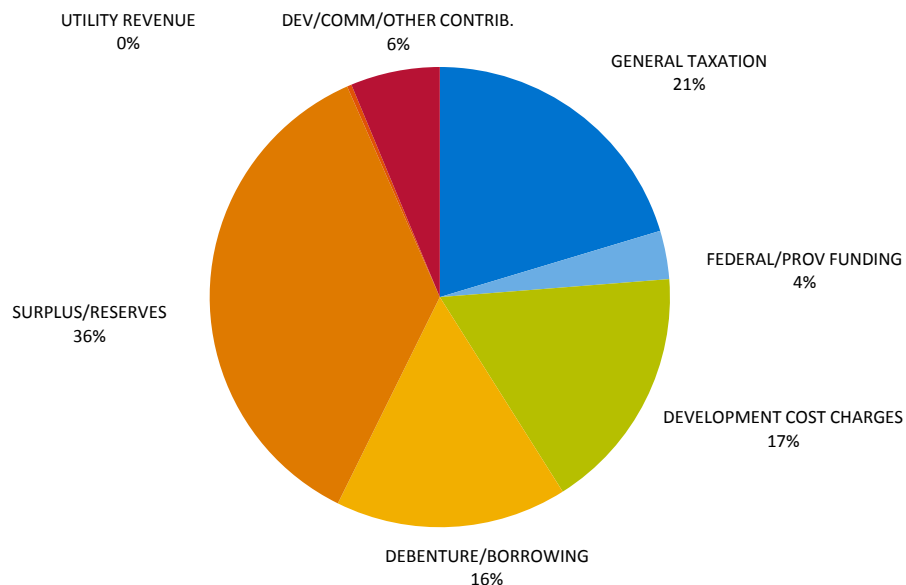
General Fund

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
FUNDING SOURCES:					
GENERAL TAXATION	12,028,840	12,786,478	13,585,446	14,427,037	15,311,038
SURPLUS/RESERVES	36,502,620	21,718,978	20,697,550	18,536,483	23,390,803
DEVELOPMENT COST CHARGES	4,794,030	9,641,072	10,160,724	14,608,510	18,652,333
DEBENTURE/BORROWING	54,493,580	-	-	-	-
FEDERAL/PROV FUNDING	11,394,110	-	-	-	-
DEV/COMM/OTHER CONTRIB.	1,484,940	8,593,400	424,000	6,716,000	3,811,000
UTILITY REVENUE	1,071,440	-	-	-	-
	121,769,560	52,739,927	44,867,719	54,288,030	61,165,174

TOTAL FIVE YEAR CAPITAL PROGRAM

334,830,410

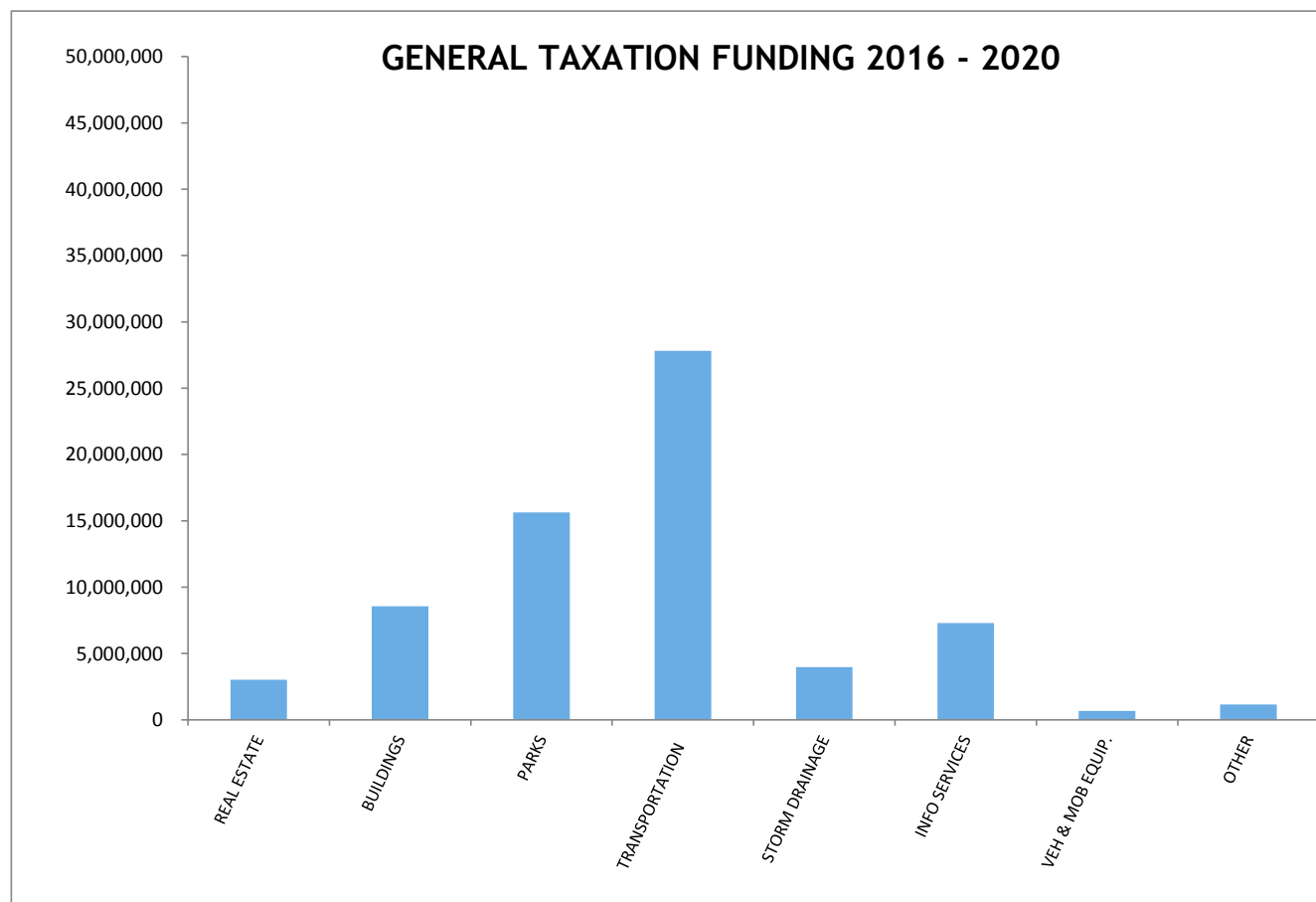
2016 - 2020 GENERAL FUND CAPITAL FUNDING



Capital Funding Summary by Cost Centre

General Fund

<u>COST CENTRE</u>	<u>TOTAL \$</u>	<u>%</u>	<u>GENERAL TAX FUNDING</u>	<u>%</u>
300 REAL ESTATE	16,628,401	5.0	3,031,141	4.4
301 BUILDINGS	76,572,343	22.9	8,562,253	12.6
302 PARKS	60,652,149	18.1	15,636,561	22.9
304 TRANSPORTATION	126,063,791	37.7	27,817,295	40.8
305 SOLID WASTE	13,666,470	4.1	-	0.0
306 STORM DRAINAGE	6,150,836	1.8	3,975,746	5.8
308 INFORMATION SERVICES	12,952,679	3.9	7,290,773	10.7
310 VEHICLE & MOBILE EQUIPMENT	16,068,632	4.8	665,064	1.0
311 FIRE	6,075,109	1.8	1,160,006	1.7
TOTAL 5 YEAR PROGRAM	334,830,410		68,138,839	



Real Estate Capital

PLAN NO.	PLAN DESCRIPTION	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
L1	GENERAL LAND	1,300,000	1,698,043	1,823,550	1,948,368	2,011,180
L2	ROAD & SIDEWALK LAND ACQUISITION	303,050	50,000	50,000	25,000	45,000
L3	PARKING INFRASTRUCTURE	1,052,710	1,535,000	301,000	407,000	2,828,500
L4	STRATEGIC LAND REDEVMT	250,000	250,000	250,000	250,000	250,000
		2,905,760	3,533,043	2,424,550	2,630,368	5,134,680

FUNDING SOURCES

GENERAL TAXATION	400,000	493,043	618,550	718,368	801,180
SURPLUS/RESERVES	2,505,760	2,785,000	1,551,000	1,657,000	4,078,500
DEVELOPMENT COST CHARGES	-	-	-	-	-
DEBENTURE/BORROWING	-	-	-	-	-
FEDERAL/PROV FUNDING	-	-	-	-	-
DEV/COMM/OTHER CONTR.	-	255,000	255,000	255,000	255,000
UTILITY REVENUE	-	-	-	-	-
	2,905,760	3,533,043	2,424,550	2,630,368	5,134,680

5 YEAR TOTAL FUNDING	16,628,401
5 YEAR TAXATION FUNDING	3,031,141

Real Estate Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
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.	8,781,141
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.	473,050
3.	Parking Infrastructure Funding to renew parking infrastructure and to invest in efficient parking management technology.	6,124,210
4.	Strategic Land Redevelopment Funding to redevelop City owned land to improve public benefit and encourage economic development.	1,250,000
5 YEAR TOTAL FUNDING		16,628,401

Building Capital

PLAN NO.	PLAN DESCRIPTION	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
B1	PARKS AND RECREATION BUILDINGS	800,420	407,446	450,000	573,855	1,001,259
B2	COMMUNITY AND CULTURAL BUILDINGS	738,910	350,000	1,725,000	323,622	265,577
B3	CIVIC/PROTECTIVE SERVICE BUILDINGS	40,524,200	2,910,744	925,358	189,971	155,897
	TRANSPORTATION AND PUBLIC WORKS					
B4	BUILDINGS	20,723,540	82,477	89,975	97,473	79,990
B5	HERITAGE BUILDINGS	816,630	500,000	0	150,000	1,200,000
B6	CAPITAL OPPORTUNITIES AND PARTNERSHIP	540,000	50,000	50,000	800,000	50,000
		64,143,700	4,300,667	3,240,333	2,134,920	2,752,723

FUNDING SOURCES

GENERAL TAXATION	2,806,500	1,525,889	1,428,655	748,485	2,052,723
SURPLUS/RESERVES	5,809,370	2,774,778	1,811,678	1,386,435	700,000
DEVELOPMENT COST CHARGES	-	-	-	-	-
DEBENTURE/BORROWING	54,493,580	-	-	-	-
FEDERAL/PROV FUNDING	759,250	-	-	-	-
DEV/COMM/OTHER CONTRIBUTIONS	275,000	-	-	-	-
UTILITY REVENUE	-	-	-	-	-
	64,143,700	4,300,667	3,240,333	2,134,920	2,752,723

5 YEAR TOTAL FUNDING	76,572,343
5 YEAR TAXATION FUNDING	8,562,253

Building Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
RECREATION BUILDINGS & FACILITIES		
1.	Parks and Recreation Buildings 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.	3,232,980
2.	Community and Cultural Buildings 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.	3,403,109
3.	Civic/Protective Service Buildings 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.	44,706,170
4.	Transportation and Public Works Buildings 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.	21,073,455
5.	Heritage Buildings An allocation for the development of new City-owned Heritage buildings as well as the redevelopment, renewal and expansion of existing ones.	2,666,630
6.	Capital Opportunities and Partnerships 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.	1,490,000
5 YEAR TOTAL FUNDING		76,572,343

Parks Capital

PLAN NO.	PLAN DESCRIPTION	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
P1	DCC PARKLAND ACQUISITION	478,170	8,460,397	5,718,561	12,757,526	7,167,976
P2	LINEAR/NATURAL AREA PARKLAND	473,260	325,559	352,542	-	492,563
P3	NEIGHBOURHOOD PARK DEVT	25,000	-	-	-	-
P4	COMMUNITY PARK DEVELOPMENT	862,250	1,700,000	1,300,000	2,800,000	1,600,000
P5	RECREATION PARK DEVELOPMENT	466,570	2,664,015	1,773,860	-	-
P6	CITY-WIDE PARK DEVELOPMENT	755,710	1,100,000	-	340,000	-
P7	LINEAR/NATURAL AREA PARK DEVT.	406,400	150,000	150,000	150,000	200,000
P8	PARK RENEW., REHAB. & UPGRADES	410,000	1,236,000	832,000	900,000	2,033,000
P9	CAPITAL OPPORTUNITIES AND PARTNERS	917,430	588,948	579,682	192,099	292,631
		4,794,790	16,224,919	10,706,645	17,139,625	11,786,170

FUNDING SOURCES

GENERAL TAXATION	1,760,000	3,472,059	3,882,218	3,740,571	2,781,712
SURPLUS/RESERVES	2,450,820	5,256,948	1,757,782	2,017,998	2,653,631
DEVELOPMENT COST CHARGES	338,970	7,495,912	5,066,645	5,981,055	6,350,827
DEBENTURE/BORROWING	-	-	-	-	-
FEDERAL/PROV FUNDING	70,000	-	-	-	-
DEV/COMM/OTHER CONTR.	175,000	-	-	5,400,000	-
UTILITY REVENUE	-	-	-	-	-
	4,794,790	16,224,919	10,706,645	17,139,625	11,786,170

5 YEAR TOTAL FUNDING	60,652,149
5 YEAR TAXATION FUNDING	15,636,561

Parks Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
PARK LAND 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.	34,582,630
2.	Linear/Natural Area Parkland Park acquisition program for the purchase of Natural Areas and Linear Parks not attributed to the DCC program.	1,643,924
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.	25,000
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.	8,262,250
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.	4,904,445
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.	2,195,710
7.	Linear/Natural Area Park Development An allocation to cover the development of natural areas and linear parks/trails.	1,056,400
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.	5,411,000
9.	Special Projects 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.	2,570,790
5 YEAR TOTAL FUNDING		60,652,149

Transportation Capital

PLAN NO.	PLAN DESCRIPTION	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
T1	DEVELOPMENT COST CHARGE ROADS	13,721,130	6,069,000	3,900,000	8,111,664	17,525,778
T2	DCC ROADS - ACTIVE TRANS.	3,305,070	4,928,400	8,307,799	8,407,601	3,400,000
T3	NON-DCC ROADS	60,000	-	-	300,000	-
T4	TRANSPORTATION SYSTEM RENEWAL	5,902,070	4,010,875	4,792,525	4,318,413	9,169,306
T5	BICYCLE NETWORK	1,761,420	300,000	300,000	300,000	300,000
T6	SIDEWALK NETWORK	529,810	500,000	500,000	500,000	500,000
T7	SAFETY AND OPERATIONAL IMPROV.	688,000	400,000	425,000	450,000	500,000
T8	TRAFFIC CONTROL INFRASTRUCTURE	1,108,880	850,000	600,000	650,000	600,000
T9	TRANSIT FACILITIES	7,813,050	60,000	78,000	100,000	20,000
		34,889,430	17,118,275	18,903,324	23,137,678	32,015,084
FUNDING SOURCES						
	GENERAL TAXATION	5,079,840	3,626,953	4,963,156	6,678,773	7,468,574
	SURPLUS/RESERVES	13,893,860	4,207,762	8,677,090	7,670,451	8,689,004
	DEVELOPMENT COST CHARGES	4,455,060	2,145,160	5,094,079	8,627,455	12,301,506
	DEBENTURE/BORROWING	-	-	-	-	-
	FEDERAL/PROV FUNDING	10,564,860	-	-	-	-
	DEV/COMM/OTHER CONTRIBUTIONS	895,810	7,138,400	169,000	161,000	3,556,000
	UTILITY REVENUE	-	-	-	-	-
		34,889,430	17,118,275	18,903,324	23,137,678	32,015,084
5 YEAR TOTAL FUNDING						126,063,791
5 YEAR TAXATION FUNDING						27,817,295

Transportation Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	Development Cost Charge (DCC) Roads Allocation for design, land and construction costs associated with DCC Road projects.	49,327,572
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.	28,348,870
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.	360,000
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.	28,193,189
5.	Bicycle Network Allocation for bike network system additions.	2,961,420
6.	Sidewalk Network Allocation required to complete the Non-DCC portion of the sidewalk network.	2,529,810
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.	2,463,000
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.	3,808,880
9.	Transit Facilities Construction of new of existing transit facilities, bus pullouts and shelters.	8,071,050
5 YEAR TOTAL FUNDING		126,063,791

Solid Waste Capital

PLAN NO.	PLAN DESCRIPTION	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
SW1	EQUIPMENT	528,970	910,000	610,000	610,000	610,000
SW2	SITE IMPROVEMENT	582,200	400,000	525,000	475,000	225,000
SW3	GAS MANAGEMENT	-	450,000	400,000	150,000	450,000
SW4	LEACHATE MANAGEMENT	860,750	150,000	150,000	150,000	450,000
SW5	DRAINAGE AND GROUNDWATER MGT.	289,550	-	1,000,000	-	-
SW6	RECYCLING AND WASTE MGT.	-	-	300,000	-	500,000
SW7	LANDFILL AREA DEVELOPMENT	350,000	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
		2,611,470	2,545,000	3,620,000	2,020,000	2,870,000
FUNDING SOURCES						
	GENERAL TAXATION	-	-	-	-	-
	SURPLUS/RESERVES	2,611,470	2,545,000	3,620,000	2,020,000	2,870,000
	DEVELOPMENT COST CHARGES	-	-	-	-	-
	DEBENTURE/BORROWING	-	-	-	-	-
	FEDERAL/PROV FUNDING	-	-	-	-	-
	DEV/COMM/OTHER CONTRIBUTION	-	-	-	-	-
	UTILITY REVENUE	-	-	-	-	-
		2,611,470	2,545,000	3,620,000	2,020,000	2,870,000
5 YEAR TOTAL FUNDING						13,666,470
5 YEAR TAXATION FUNDING						-

Solid Waste Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	Equipment Funding for new equipment and replacement of existing equipment.	3,268,970
2.	Site Improvement Funding for site improvements like buildings, roads, landscaping and fencing.	2,207,200
3.	Gas Management Required for design, installation and extension of gas management system and utilization of gas to energy.	1,450,000
4.	Leachate Management Required for installation and extension of leachate collection, treatment, recirculation network and pump facilities.	1,760,750
5.	Drainage and Groundwater Management Funding for design and installation of surface and groundwater systems, piping, storage and pump stations.	1,289,550
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.	800,000
7.	Landfill Area Development Required for planning, design and development of areas for filling to maximize available space.	650,000
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
5 YEAR TOTAL FUNDING		13,666,470

Storm Drainage Capital

PLAN NO.	PLAN DESCRIPTION	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
D1	HYDRAULIC UPGRADING PROGRAM	316,420	873,600	725,000	1,225,000	905,595
D2	STORM DRAINAGE QUALITY PROGRAM	421,380	240,000	90,000	90,000	90,000
D3	STORM DRAINAGE RENEWAL	222,290	194,024	223,783	229,217	304,527
		960,090	1,307,624	1,038,783	1,544,217	1,300,122
	GENERAL TAXATION	615,000	862,624	593,783	1,074,217	830,122
	SURPLUS/RESERVES	345,090	445,000	445,000	470,000	470,000
	DEVELOPMENT COST CHARGES	-	-	-	-	-
	DEBENTURE/BORROWING	-	-	-	-	-
	FEDERAL/PROV FUNDING	-	-	-	-	-
	DEV/COMM/OTHER CONTR.	-	-	-	-	-
	UTILITY REVENUE	-	-	-	-	-
		960,090	1,307,624	1,038,783	1,544,217	1,300,122
5 YEAR TOTAL FUNDING						6,150,836
5 YEAR TAXATION FUNDING						3,975,746

Storm Drainage Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
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.	4,045,615
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.	931,380
3.	Storm Drainage Renewal This program provides for the renewal and replacement of pipes, pump stations, and treatment facilities.	1,173,841
5 YEAR TOTAL FUNDING		6,150,836

Information Capital

PLAN NO.	PLAN DESCRIPTION	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
I1	FRONT OFFICE EQUIPMENT	396,500	389,000	384,000	386,000	423,500
I2	SERVER AND DATA STORAGE	230,000	180,000	205,000	180,000	155,000
I3	MAJOR SYSTEM PROJECTS	1,098,610	1,536,098	1,234,677	505,558	528,736
I4	COMMUNICATIONS SYSTEMS	2,505,000	1,355,000	125,000	1,005,000	130,000
		4,230,110	3,460,098	1,948,677	2,076,558	1,237,236
FUNDING SOURCES						
	GENERAL TAXATION	1,181,500	1,746,802	1,948,677	1,176,558	1,237,236
	SURPLUS/RESERVES	2,931,580	513,296	-	-	-
	DEVELOPMENT COST CHARGES	-	-	-	-	-
	DEBENTURE/BORROWING	-	-	-	-	-
	FEDERAL/PROV FUNDING	-	-	-	-	-
	DEV/COMM/OTHER CONTR.	-	1,200,000	-	900,000	-
	UTILITY REVENUE	117,030	-	-	-	-
		4,230,110	3,460,098	1,948,677	2,076,558	1,237,236
5 YEAR TOTAL FUNDING						12,952,679
5 YEAR TAXATION FUNDING						7,290,773

Information Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
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.	1,979,000
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.	950,000
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.	4,903,679
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.	5,120,000
5 YEAR TOTAL FUNDING		12,952,679

Vehicle & Mobile Equipment Capital

PLAN NO.	PLAN DESCRIPTION	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
V1	ADDITIONAL VEHICLES/EQUIPMENT	702,350	104,020	113,265	122,288	139,491
V2	VEHICLE/EQUIPMENT RENEWAL	3,249,880	2,700,000	2,835,000	2,976,750	3,125,588
		3,952,230	2,804,020	2,948,265	3,099,038	3,265,079
FUNDING SOURCES						
	GENERAL TAXATION	186,000	104,020	113,265	122,288	139,491
	SURPLUS/RESERVES	2,672,690	2,700,000	2,835,000	2,976,750	3,125,588
	DEVELOPMENT COST CHARGES	-	-	-	-	-
	DEBENTURE/BORROWING	-	-	-	-	-
	FEDERAL/PROV FUNDING	-	-	-	-	-
	DEV/COMM/OTHER CONTR.	139,130	-	-	-	-
	UTILITY REVENUE	954,410	-	-	-	-
		3,952,230	2,804,020	2,948,265	3,099,038	3,265,079
5 YEAR TOTAL FUNDING						16,068,632
5 YEAR TAXATION FUNDING						665,064

Vehicle & Mobile Equipment Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
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.	1,181,414
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.	14,887,218
<hr/> 5 YEAR TOTAL FUNDING		<hr/> \$16,068,632 <hr/>

Fire Capital

PLAN NO.	PLAN DESCRIPTION	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
F1	VEHICLE/EQUIPMENT RENEWAL	3,107,320	324,730	-	337,849	804,080
F2	ADDITIONAL VEHICLES/EQUIPMENT	-	955,087	-	-	-
F3	COMMUNICATIONS SYSTEMS	174,660	166,464	37,142	167,777	-
		3,281,980	1,446,281	37,142	505,626	804,080

FUNDING SOURCES

GENERAL TAXATION	-	955,087	37,142	167,777	-
SURPLUS/RESERVES	3,281,980	491,194	-	337,849	804,080
DEVELOPMENT COST CHARGES	-	-	-	-	-
DEBENTURE/BORROWING	-	-	-	-	-
FEDERAL/PROV FUNDING	-	-	-	-	-
DEV/COMM/OTHER CONTR.	-	-	-	-	-
UTILITY REVENUE	-	-	-	-	-
	3,281,980	1,446,281	37,142	505,626	804,080

5 YEAR TOTAL FUNDING	6,075,109
5 YEAR TAXATION FUNDING	1,160,006

Fire Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
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.	4,573,979
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.	955,087
3.	Communications Systems To provide for radio system improvements or replacement, including dispatch requirements	546,043
5 YEAR TOTAL FUNDING		\$6,075,109

Utility Funds Operating Summary

Revenues/Expenditures by Year

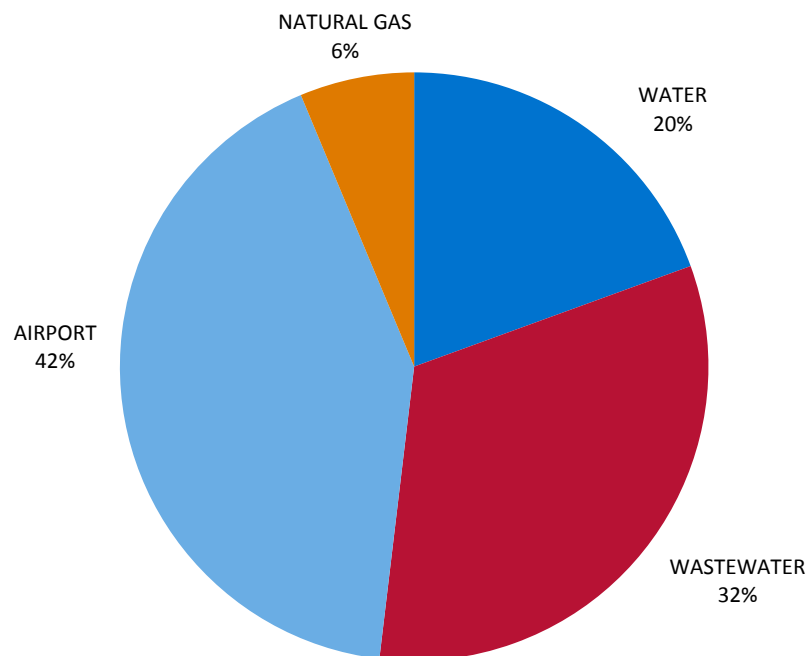
	2016	2017	2018	2019	2020
<u>REVENUE</u>					
PARCEL TAX	(3,112,358)	(3,152,016)	(3,175,165)	(3,198,681)	(3,204,362)
FEES AND CHARGES	(57,870,543)	(58,465,422)	(59,738,464)	(60,443,542)	(61,802,431)
Sales of Services	(52,366,822)	(53,061,992)	(54,421,821)	(55,823,590)	(57,267,405)
Other	-	-	-	-	-
User Fees	(5,503,721)	(5,403,431)	(5,316,643)	(4,619,951)	(4,535,026)
OTHER REVENUE	(2,258,759)	(2,917,880)	(2,960,215)	(3,033,331)	(3,257,993)
Interest	(719,404)	(1,119,183)	(1,150,045)	(1,211,302)	(1,424,221)
Grants	(560,906)	(410,398)	(414,964)	(419,796)	(424,816)
Other	-	(409,849)	(416,757)	(423,783)	(430,507)
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(978,449)	(978,449)	(978,449)	(978,449)	(978,449)
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(10,670,831)	(19,595,245)	(11,186,457)	(9,873,779)	(17,634,791)
Special (Stat Reserve) Funds	(1,320)	(1,320)	(1,320)	(1,320)	(1,320)
Development Cost Charges	(5,354,094)	(5,469,101)	(5,469,101)	(4,979,101)	(1,205,909)
Accumulated Surplus	(5,315,417)	(14,124,824)	(5,716,036)	(4,893,358)	(16,427,562)
TOTAL REVENUE	(73,912,491)	(84,130,563)	(77,060,302)	(76,549,332)	(85,899,578)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	9,979,934	10,378,063	10,826,891	11,246,975	11,683,357
INTERNAL EQUIPMENT	1,090,767	1,113,297	1,138,903	1,165,098	1,191,895
MATERIAL AND OTHER	13,258,681	13,566,519	14,254,644	14,786,749	15,360,272
CONTRACT SERVICES	519,135	538,487	558,208	579,040	600,661
DEBT INTEREST	6,884,819	7,437,310	7,417,454	3,561,375	2,581,061
DEBT PRINCIPAL	8,515,022	8,711,073	10,197,508	7,117,252	4,439,379
INTERNAL ALLOCATIONS	7,211,691	7,215,031	7,215,031	7,215,031	7,215,031
Interdepartment Transfer	6,060,028	6,063,368	6,063,368	6,063,368	6,063,368
Interfund Transfer	1,151,663	1,151,663	1,151,663	1,151,663	1,151,663
TRANSFER TO FUNDS	21,058,762	18,393,141	16,209,513	23,067,451	20,597,715
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	20,902,452	18,236,831	16,053,203	22,911,141	20,441,405
TOTAL EXPENDITURES	68,518,811	67,352,921	67,818,152	68,738,971	63,669,371
NET OPERATING EXPENDITURES	(5,393,680)	(16,777,642)	(9,242,150)	(7,810,361)	(22,230,207)

Utility Funds Net Operating Revenues

NET OPERATING REVENUES BY YEAR

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
WATER	(14,372,769)	(23,499,644)	(15,343,809)	(15,835,806)	(26,713,691)
WASTEWATER	(23,982,857)	(24,534,359)	(25,182,935)	(25,265,216)	(23,302,466)
AIRPORT	(30,907,703)	(31,338,897)	(31,775,612)	(32,220,775)	(32,673,109)
NATURAL GAS	(4,649,162)	(4,757,664)	(4,757,946)	(3,227,535)	(3,210,312)
TOTAL REVENUE	<u>(73,912,491)</u>	<u>(84,130,563)</u>	<u>(77,060,302)</u>	<u>(76,549,332)</u>	<u>(85,899,578)</u>

2016 TOTAL UTILITY REVENUE





Water

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
REVENUE					
PARCEL TAX	(1,684,935)	(1,489,436)	(1,512,585)	(1,536,101)	(1,559,987)
FEES AND CHARGES	(12,012,809)	(12,155,324)	(12,549,217)	(12,956,621)	(13,378,012)
Sales of Services	(11,989,709)	(12,131,693)	(12,525,042)	(12,931,890)	(13,352,713)
Other	-	-	-	-	-
User Fees	(23,100)	(23,631)	(24,175)	(24,731)	(25,300)
OTHER REVENUE	(180,260)	(792,548)	(787,241)	(848,319)	(910,290)
Interest	(106,780)	(309,219)	(297,004)	(351,056)	(406,303)
Grants	-	-	-	-	-
Other	-	(409,849)	(416,757)	(423,783)	(430,507)
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(73,480)	(73,480)	(73,480)	(73,480)	(73,480)
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(494,765)	(9,062,335)	(494,765)	(494,765)	(10,865,400)
Special (Stat Reserve) Funds	(1,320)	(1,320)	(1,320)	(1,320)	(1,320)
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(493,445)	(9,061,015)	(493,445)	(493,445)	(10,864,080)
TOTAL REVENUE	(14,372,769)	(23,499,644)	(15,343,809)	(15,835,806)	(26,713,691)
EXPENDITURES					
SALARIES AND WAGES	2,535,740	2,640,671	2,795,072	2,903,521	3,016,177
INTERNAL EQUIPMENT	348,314	356,325	364,521	372,905	381,481
MATERIAL AND OTHER	2,392,191	2,493,630	2,680,393	2,784,392	2,892,426
CONTRACT SERVICES	427,965	444,570	461,487	479,393	497,993
DEBT INTEREST	471,940	569,432	569,432	569,432	569,432
DEBT PRINCIPAL	333,486	423,489	423,489	423,489	423,489
INTERNAL ALLOCATIONS	1,499,620	1,499,620	1,499,620	1,499,620	1,499,620
Interdepartment Transfer	1,039,672	1,039,672	1,039,672	1,039,672	1,039,672
Interfund Transfer	459,948	459,948	459,948	459,948	459,948
TRANSFER TO FUNDS	4,492,013	2,195,800	2,640,967	2,894,229	2,195,800
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	4,492,013	2,195,800	2,640,967	2,894,229	2,195,800
TOTAL EXPENDITURES	12,501,269	10,623,538	11,434,981	11,926,981	11,476,420
NET OPERATING EXPENDITURES	(1,871,500)	(12,876,106)	(3,908,828)	(3,908,825)	(15,237,271)
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	2,296,213	(8,567,570)	445,167	698,429	(10,864,080)

Wastewater

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
REVENUE					
PARCEL TAX	(1,427,423)	(1,662,580)	(1,662,580)	(1,662,580)	(1,644,375)
FEES AND CHARGES	(14,933,603)	(15,084,781)	(15,644,165)	(16,224,295)	(16,825,943)
Sales of Services	(14,933,603)	(15,084,781)	(15,644,165)	(16,224,295)	(16,825,943)
Other	-	-	-	-	-
User Fees	-	-	-	-	-
OTHER REVENUE	(1,718,497)	(1,768,656)	(1,826,093)	(1,849,999)	(1,913,431)
Interest	(368,122)	(573,270)	(630,707)	(654,613)	(718,045)
Grants	(445,406)	(290,417)	(290,417)	(290,417)	(290,417)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(904,969)	(904,969)	(904,969)	(904,969)	(904,969)
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(5,903,334)	(6,018,341)	(6,050,097)	(5,528,341)	(2,918,718)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	(5,354,094)	(5,469,101)	(5,469,101)	(4,979,101)	(1,205,909)
Accumulated Surplus	(549,240)	(549,240)	(580,996)	(549,240)	(1,712,809)
TOTAL REVENUE	(23,982,857)	(24,534,359)	(25,182,935)	(25,265,216)	(23,302,466)
EXPENDITURES					
SALARIES AND WAGES	3,392,386	3,528,374	3,662,637	3,804,748	3,952,372
INTERNAL EQUIPMENT	718,413	734,936	751,840	769,132	786,822
MATERIAL AND OTHER	3,725,020	3,869,551	4,016,797	4,151,873	4,312,965
CONTRACT SERVICES	41,170	42,767	44,395	46,117	47,907
DEBT INTEREST	2,322,857	2,475,565	2,475,565	1,975,693	995,379
DEBT PRINCIPAL	4,180,587	4,279,950	4,279,950	4,273,529	1,595,655
INTERNAL ALLOCATIONS	4,262,780	4,266,120	4,266,120	4,266,120	4,266,120
Interdepartment Transfer	3,613,135	3,616,475	3,616,475	3,616,475	3,616,475
Interfund Transfer	649,645	649,645	649,645	649,645	649,645
TRANSFER TO FUNDS	1,817,464	1,435,560	352,310	2,076,468	352,310
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	1,661,154	1,279,250	196,000	1,920,158	196,000
TOTAL EXPENDITURES	20,460,677	20,632,822	19,849,613	21,363,680	16,309,530
NET OPERATING EXPENDITURES	(3,522,180)	(3,901,536)	(5,333,322)	(3,901,536)	(6,992,936)
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	1,465,154	1,083,250	(31,756)	1,724,158	(1,163,569)

Airport

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
REVENUE					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(26,797,530)	(27,220,931)	(27,649,691)	(28,086,557)	(28,530,324)
Sales of Services	(25,443,510)	(25,845,517)	(26,252,614)	(26,667,405)	(27,088,750)
Other	-	-	-	-	-
User Fees	(1,354,020)	(1,375,414)	(1,397,078)	(1,419,152)	(1,441,574)
OTHER REVENUE	(259,500)	(267,293)	(275,247)	(283,546)	(292,111)
Interest	(144,000)	(147,312)	(150,700)	(154,166)	(157,712)
Grants	(115,500)	(119,981)	(124,547)	(129,379)	(134,399)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(3,850,673)	(3,850,673)	(3,850,673)	(3,850,673)	(3,850,673)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(3,850,673)	(3,850,673)	(3,850,673)	(3,850,673)	(3,850,673)
TOTAL REVENUE	(30,907,703)	(31,338,897)	(31,775,612)	(32,220,775)	(32,673,109)
EXPENDITURES					
SALARIES AND WAGES	4,051,808	4,209,018	4,369,182	4,538,706	4,714,808
INTERNAL EQUIPMENT	24,040	22,035	22,542	23,061	23,591
MATERIAL AND OTHER	7,129,470	7,191,062	7,544,895	7,837,637	8,141,738
CONTRACT SERVICES	50,000	51,150	52,326	53,530	54,761
DEBT INTEREST	1,203,500	1,404,250	1,388,250	1,016,250	1,016,250
DEBT PRINCIPAL	2,270,309	2,270,310	3,752,889	2,420,234	2,420,234
INTERNAL ALLOCATIONS	1,429,291	1,429,291	1,429,291	1,429,291	1,429,291
Interdepartment Transfer	1,387,221	1,387,221	1,387,221	1,387,221	1,387,221
Interfund Transfer	42,070	42,070	42,070	42,070	42,070
TRANSFER TO FUNDS	14,749,285	14,761,781	13,216,235	14,902,066	14,872,436
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	14,749,285	14,761,781	13,216,235	14,902,066	14,872,436
TOTAL EXPENDITURES	30,907,703	31,338,898	31,775,611	32,220,775	32,673,109
NET OPERATING EXPENDITURES	0	0	(0)	(0)	0
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	-	-	-	-	-

Natural Gas

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	2016	2017	2018	2019	2020
<u>REVENUE</u>					
PARCEL TAX	-	-	-	-	-
FEES AND CHARGES	(4,126,601)	(4,004,386)	(3,895,391)	(3,176,069)	(3,068,152)
Sales of Services	-	-	-	-	-
Other	-	-	-	-	-
User Fees	(4,126,601)	(4,004,386)	(3,895,391)	(3,176,069)	(3,068,152)
OTHER REVENUE	(100,502)	(89,382)	(71,634)	(51,466)	(142,160)
Interest	(100,502)	(89,382)	(71,634)	(51,466)	(142,160)
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
TRANSFERS FROM FUNDS	(422,059)	(663,896)	(790,922)	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(422,059)	(663,896)	(790,922)	-	-
TOTAL REVENUE	(4,649,162)	(4,757,664)	(4,757,946)	(3,227,535)	(3,210,312)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	-	-	-	-	-
INTERNAL EQUIPMENT	-	-	-	-	-
MATERIAL AND OTHER	12,000	12,276	12,558	12,847	13,143
CONTRACT SERVICES	-	-	-	-	-
DEBT INTEREST	2,886,522	2,988,063	2,984,207	-	-
DEBT PRINCIPAL	1,730,640	1,737,324	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	-	-	-	3,194,688	3,177,169
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	3,194,688	3,177,169
TOTAL EXPENDITURES	4,649,162	4,757,663	4,757,946	3,227,535	3,210,312
NET OPERATING EXPENDITURES	0	(0)	(0)	0	(0)
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	(422,059)	(663,896)	(790,922)	3,194,688	3,177,169

Capital Summary

Utility Funds

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
WATER	3,695,410	15,609,700	4,661,000	4,433,000	15,690,000
WASTEWATER	6,551,960	3,960,000	9,100,000	3,960,000	17,022,000
AIRPORT	58,810,550	19,280,048	29,642,081	12,139,159	15,890,935
	<u>69,057,920</u>	<u>38,849,748</u>	<u>43,403,081</u>	<u>20,532,159</u>	<u>48,602,935</u>

FUNDING SOURCES:

WATER UTILITY OPERATING	1,871,500	12,876,106	3,908,828	3,908,825	15,237,271
WASTEWATER UTILITY OPER.	3,522,180	3,901,536	5,333,322	3,901,536	6,992,936
RESERVES/SURPLUS	55,818,900	19,280,048	29,642,081	12,139,159	15,890,935
DEVELOPMENT COST CHARGES	1,569,360	2,642,058	4,368,850	432,639	10,331,793
DEBENTURE BORROWING	782,980	-	-	-	-
FEDERAL/PROV CONTRIBUTIONS	5,343,000	-	-	-	-
DEV/COMM/OTHER CONTR.	150,000	150,000	150,000	150,000	150,000
	<u>69,057,920</u>	<u>38,849,748</u>	<u>43,403,081</u>	<u>20,532,159</u>	<u>48,602,935</u>



Water Capital

PLAN NO.	PLAN DESCRIPTION	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
1.	DCC PIPES (MAINS)	750,000	5,814,000	551,000	-	11,580,000
2.	DCC BOOSTER STATIONS & PRV'S	-	1,893,700	-	323,000	-
3.	DCC WATER TREATMENT	-	-	-	-	-
4.	DCC RESERVOIRS AND FILLING STATIONS	-	2,698,000	-	-	-
5.	DCC OFFSITE AND OVERSIZE	842,980	60,000	60,000	60,000	60,000
6.	NETWORK AND FACILITY RENEWAL	1,952,430	3,900,000	3,900,000	3,900,000	3,900,000
7.	NETWORK AND FACILITY IMPROVEMENTS	150,000	1,244,000	150,000	150,000	150,000
		3,695,410	15,609,700	4,661,000	4,433,000	15,690,000

FUNDING SOURCES:

GENERAL TAXATION	-	-	-	-	-
SURPLUS/RESERVES	472,430	-	-	-	-
DEVELOPMENT COST CHARGES	418,500	2,583,594	602,172	374,175	302,729
DEBENTURE/BORROWING	782,980	-	-	-	-
FEDERAL/PROV FUNDING	-	-	-	-	-
DEV/COMM/OTHER CONTRIBUTIONS	150,000	150,000	150,000	150,000	150,000
UTILITY REVENUE	1,871,500	12,876,106	3,908,828	3,908,825	15,237,271
	3,695,410	15,609,700	4,661,000	4,433,000	15,690,000

5 YEAR TOTAL FUNDING	44,089,109
5 YEAR UTILITY OPERATING FUNDING	37,802,529

Water Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	DCC Pipes (Mains) New water mains to accommodate growth.	18,695,000
2.	DCC Booster Stations & PRVs New booster stations & PRV's to accommodate growth.	2,216,700
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.	2,698,000
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.	1,082,980
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.	17,552,430
7.	Network and Facility Improvements Expansion or upgrade of Water network and facilities to accommodate growth, meet regulatory requirements and/or improve service.	1,844,000
5 YEAR TOTAL FUNDING		44,089,110

Wastewater Capital

PLAN NO.	PLAN DESCRIPTION	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
1.	DCC PIPES (MAINS)	-	-	5,140,000	-	3,970,000
2.	DCC LIFT STATIONS	825,810	-	-	-	1,274,000
3.	DCC WASTEWATER TREATMENT FACILITIES	899,120	-	-	-	7,818,000
4.	DCC OVERSIZE	60,000	60,000	60,000	60,000	60,000
5.	NETWORK AND FACILITY RENEWAL	4,542,030	3,800,000	3,800,000	3,800,000	3,800,000
6.	NETWORK AND FACILITY IMPROVEMENTS	225,000	100,000	100,000	100,000	100,000
		6,551,960	3,960,000	9,100,000	3,960,000	17,022,000

FUNDING SOURCES:

GENERAL TAXATION	-	-	-	-	-
SURPLUS/RESERVES	1,878,920	-	-	-	-
DEVELOPMENT COST CHARGES	1,150,860	58,464	3,766,678	58,464	10,029,064
DEBENTURE/BORROWING	-	-	-	-	-
FEDERAL/PROV FUNDING	-	-	-	-	-
DEV/COMM/OTHER CONTRIBUTIONS	-	-	-	-	-
UTILITY REVENUE	3,522,180	3,901,536	5,333,322	3,901,536	6,992,936
	6,551,960	3,960,000	9,100,000	3,960,000	17,022,000

5 YEAR TOTAL FUNDING	40,593,960
5 YEAR UTILITY OPERATING FUNDING	23,651,510

Wastewater Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	DCC Pipes (Mains) New wastewater mains to support growth.	9,110,000
2.	DCC Lift Stations New wastewater lift stations to support growth.	2,099,810
3.	DCC Wastewater Treatment Facilities New wastewater treatment facilities to support growth.	8,717,120
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.	19,742,030
6.	Network and Facility Improvements Expansion or upgrade of Wastewater network and facilities to accommodate growth, meet regulatory requirements and/or improve service.	625,000
5 YEAR TOTAL FUNDING		40,593,960

Airport Capital

PLAN NO.	PLAN DESCRIPTION	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
1.	REGULAR RESERVE FUNDED PROJECTS	10,559,170	2,640,000	3,865,000	2,575,000	2,460,000
2.	AIF FUNDED CAPITAL PROJECTS	48,124,880	16,540,049	25,677,082	9,464,160	13,330,936
3.	SMALL CAPITAL PROJECTS	126,500	99,999	99,999	99,999	99,999
4.	FEDERAL FUNDED PROJECTS	-	-	-	-	-
		58,810,550	19,280,048	29,642,081	12,139,159	15,890,935
FUNDING SOURCES:						
	AIRPORT GROUND SIDE RESERVE	7,133,694	2,193,333	2,133,333	2,133,333	2,133,333
	AIRPORT AIRSIDE RESERVE	2,786,833	213,333	1,383,333	208,333	83,333
	AIRPORT TERMINAL BUILDING RESERVE	765,143	333,333	448,333	333,333	343,333
	AIRPORT IMPROVEMENT FEE RESERVE	42,781,880	16,540,049	25,677,082	9,464,160	13,330,936
	AIF DEBENTURE/BORROWING	-	-	-	-	-
	DEVELOPER/COMMUNITY CONTRIBUTIONS	-	-	-	-	-
	FEDERAL/PROVINCIAL	5,343,000	-	-	-	-
		58,810,550	19,280,048	29,642,081	12,139,159	15,890,935
5 YEAR TOTAL FUNDING						135,762,773
5 YEAR UTILITY OPERATING FUNDING						-

Airport Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	Regular Reserve and Developer/Community Funded Projects Funding for building repairs and upgrades, equipment purchases and airside improvements.	22,099,170
2.	Airport Improvement Fee (AIF) Funded Projects Funding for the completion of the airside corridor extension and apron expansion and project management.	113,137,107
3.	Small Capital Projects Funding for minor capital projects which need to be implemented expeditiously.	526,496
4.	Federal/Provincial Funded Projects Federally funded projects for security and other airport enhancements.	-
5 YEAR TOTAL FUNDING		135,762,773