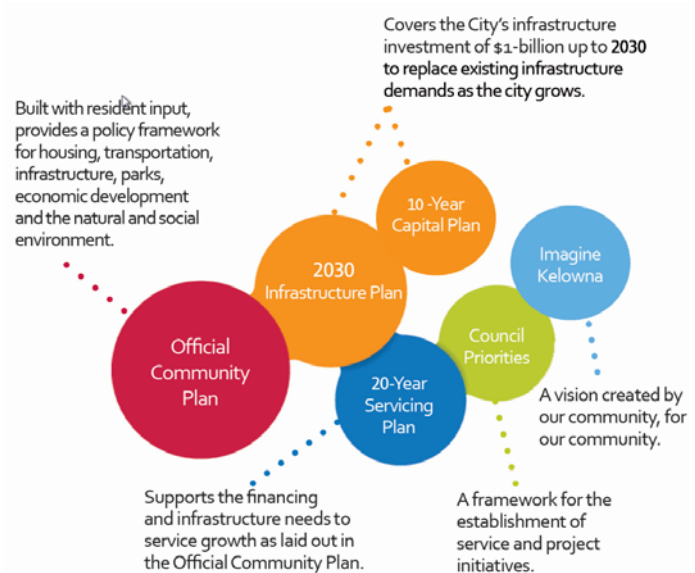


# FINANCIAL PLAN

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. Community input from the citizens of Kelowna through Imagine Kelowna, the availability of funding from other sources (Federal, Provincial, and Community), the Official Community Plan, 20 Year Servicing Plan, the 2030 Infrastructure Plan and the 10-Year Capital Plan, all affect the programs included in the future years of the plan. The 10-Year Capital Plan, 2018-2027, and the 2030 Infrastructure Plan, 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 2019 budget process which includes:

- Provisional Budget – approved by Council December 13, 2018
- Carryover Requests – approved by Council March 18, 2019
- Final Budget – approved by Council on April 29, 2019

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 2019 portion of the Financial Plan.

For the years after 2019, 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 2020 to 2023 projections, the assumptions used in the creation of the financial plan include:

- An inflation rate of 2 per cent for many of the operating costs and for some revenues. The Bank of Canada aims to keep inflation at the 2 per cent midpoint of an inflation-control target range of 1 to 3 per cent.
- A growth rate of 1.58% per year (as per the Official Community Plan) for 2020 and 1.38% for years 2021 to 2023 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 one-time operating and capital programs to reduce the requirement for increased taxation.

The Financial Plan summary can be found on page 691. 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 Municipal Affairs and Housing 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.

## Revenue sources & trends summary

The City defines financial strength and stability as "the ability to acquire and manage a portfolio of financial and physical assets that meet the current and future needs of our community." This is the goal. To guide future financial planning, the City uses the Council adopted Principles and Strategies for Financial Strength and Stability. The principles and strategies set out in this document guide decision-making within the City and help to realize this goal and, ultimately, the vision for Kelowna. While some of these strategies focus on a particular component of the financial balance – revenues and costs – they are all interrelated and work together to provide a broad framework for managing the City's overall finances.

### Taxation

The City strives to ensure property taxes are sufficient to meet the community's short and long-term needs. Taxation is a major revenue source in the General Fund and accounts for 24% of the 2019 total revenue estimate of \$583.2M. Over the five-year period of the Financial Plan, the taxation requirement is estimated to increase annually by growth (1.58% in 2020, and 1.38% in 2021-2022) and average inflation (2.0%). The projected impact on the existing taxpayer will be the inflation component, a portion of the cost of this service level increase and debt repayment impacts for future borrowing.

### Fees & Charges (Utility Revenues)

Fees and charges are another way that the City of Kelowna raises revenues. These fees and charges are useful because those that benefit from a service bear the cost of it. The City's objective is to ensure user fees and charges are sufficient to meet the City's needs.

The City of Kelowna operates Water and Wastewater Utilities. The Water Utility will have a rate increase of 4.0%, and the Wastewater Utility will increase 3% in 2019. The Water Utility will also have a 3.0% increase to the Water Quality Enhancement Reserve Fund in 2019.

The City Water Utility is currently limited in growth in that service area boundaries are not citywide. The boundaries have increased with the amalgamation of South East Kelowna Irrigation District (SEKID). Future revenue estimates are factored for both growth and inflation.

The City Wastewater Utility operates citywide. Future growth potential is limited by infrastructure cost and the availability of Provincial capital support funding. Future local service areas have been identified and the number of sewer customers and amount of revenue generated is scheduled to increase slightly over the next five years. Future revenue estimates are factored for both growth and inflation.

The Airport anticipates a 1.0% increase in passenger activity for 2019 with continued growth beyond 2019. The Drive to 1.6 Million Passengers and the Beyond 2020 capital programs have been developed with phased construction based on passenger demand. The Airport Improvement Fee will be increased by 33% in 2019 from \$15 to \$20 and is used to fund the Airport's capital program.

## Fees & Charges (General Fund Department Revenues)

Fees and charges are the second largest source of revenue for the general fund at 23% and can be attributed to a number of Divisions including Civic Operations, Active Living & Culture, Community Planning & Real Estate and Infrastructure.

The Civic Operations Division, which includes Fleet Services, Parks, Public Works and Utility Services, generates the largest proportion of revenue from fees & charges in the areas of internal equipment charges, cemetery operations, landfill tipping fees and waste collection. The Fleet Services branch recovers operating costs, overhead and replacement cost on all equipment owned by the City by charging user departments internal equipment charges. Internal equipment revenue has been estimated to be at a relatively stable level and future revenue has been adjusted for inflation.

Revenue in the Active Living & Culture Division is generated from a wide variety of services including facility rentals and sales revenues along with program revenue and recreation facility use revenues. Estimates of future revenue generation have been factored for growth and inflation.

The City's Community Planning & Strategic Investments Division generates revenue in the form of permit and inspection fees along with subdivision fees and other service revenues. Strategic Investments generates revenues in rentals from properties owned by the City and from parking throughout the City. Future revenues have been factored by inflation as there is little anticipated growth in the inventory of these real estate assets.

The Infrastructure Division includes transit revenues in the Regional Services branch. The transit revenues have been factored for growth as ridership increases with anticipated expanded service.

## Borrowing

Debt is a common tool that municipalities use to finance capital expenditures over both the medium and long term. Debt is viewed as a fair way of financing a project since those who are paying the principal and interest charges are benefitting from the service. The City strives to ensure debt financing is used strategically to maintain the City's financial strength and stability.

The borrowing requirements in 2019 are associated with the Memorial Parkade multi-year project. There are no new borrowing requirements for years 2019-2020 of the five-year financial plan, but borrowing is expected in 2021-2023 for the Parkinson Recreation Centre and an expansion to the Capital News Centre.

## Other sources

### General Revenues

Many general revenue categories are anticipated to increase by growth and/or inflation in the coming years. Revenues from general interest and tax penalties are expected to increase by growth and Federal and Provincial contributions are expected to increase by inflation only. General revenues are anticipated to increase by approximately 2.2% in 2020, 2.0% each year between 2021 to 2023.

### Government Grants

Grants are a useful tool in a municipality's financial toolbox, and can be used strategically to offset costs to taxpayers and ratepayers. However, a reliance on grants to fund capital projects and services will undermine a community's ability to attain financial strength and stability. The City's objective is to pragmatically leverage grant opportunities.

Operating grants have been focused on community & neighborhood programs for healthy living, urban forestry for wildfire mitigation and the grant back of carbon tax paid by the City to allow investment in greenhouse gas reduction programs. The most significant grant area is for the transit partnership. The Province provides 47% funding for conventional transit costs and 67% funding for custom transit costs. This amounts to approximately \$9.7 million per year.

Grants in lieu of taxes from provincial and federal governments have remained fairly steady for the last few years. Grants from the Okanagan Basin Water Board for wastewater collection costs and water quality improvements initiatives are averaging \$187k per year.

The budget for gaming revenues has increased by 2.6%. These funds are included in the RCMP budget as they are applied against police costs.

The Federal Gas Tax Fund Agreement in British Columbia took effect on April 1, 2014 providing the administrative framework for the delivery of federal Gas Tax funding to local governments in British Columbia over ten years from 2014 to 2024. The Gas Tax fund provides predictable, long-term and stable funding to local governments in British Columbia for investment in infrastructure and capacity building projects. In 2019, the City of Kelowna expects to receive \$5.4M with an additional one-time bonus payment of \$5.2M.

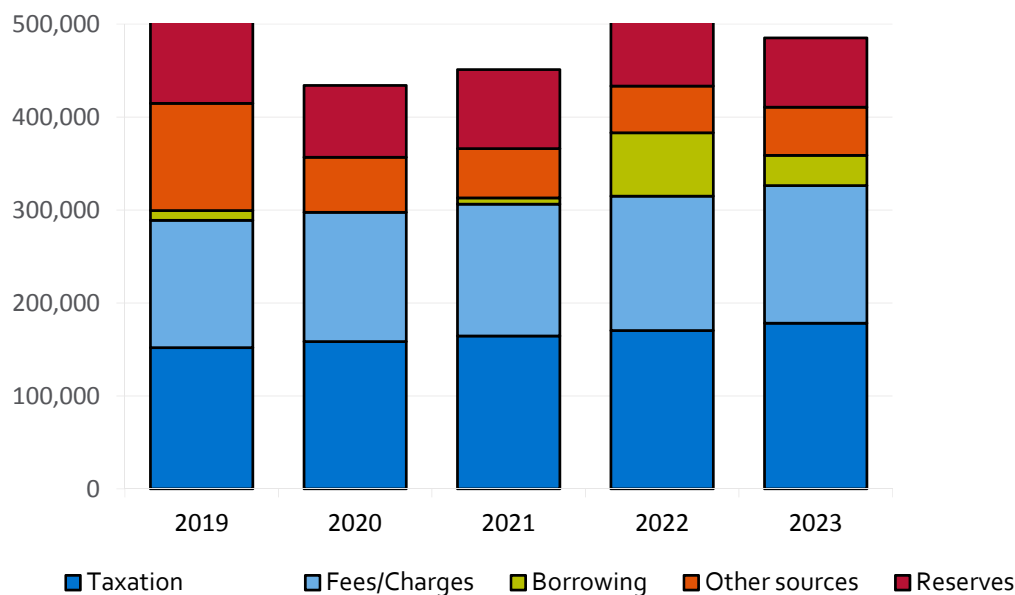
### Reserves and Surplus

Saving money for future projects and unexpected expenditures is an important planning consideration for the City. Reserves provide a financial mechanism for saving money to finance all or part of future infrastructure, equipment, and other requirements. Reserve funds can also provide a degree of financial stability, by reducing reliance on indebtedness to finance capital projects and acquisitions, or flexibility to leverage opportunities as they arise.

This revenue source is mainly used in the capital programs for major works. A balance must be maintained between expenditure levels and reserve replenishment to ensure this funding source can continue. The 2030 Infrastructure Plan relies on surplus funds being contributed to reserve on an annual basis. Reserve funding requirements vary significantly depending on the annual capital programs. It is the largest source of revenue in 2019 (28%). Surplus amounts within the Utility programs will vary on an annual basis mainly dependent on the extent of the capital program for that year. On the chart below, reserve funding totals are higher in 2019 due to carry-over projects.

### Summary of revenue sources 2019-2023 (in thousands)

The following graph summarizes the City’s revenue sources.



## FIVE-YEAR FINANCIAL PLAN SUMMARIES

### Financial Plan 2019-2023

|                                | 2019               | 2020               | 2021               | 2022               | 2023               | 2024-2030            |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| <b>Revenue</b>                 |                    |                    |                    |                    |                    |                      |
| Property Value Tax             | 142,524,821        | 149,280,095        | 154,351,756        | 160,126,155        | 167,901,157        | 1,340,717,882        |
| Library Requisition            | 6,389,123          | 6,516,905          | 6,647,244          | 6,780,189          | 6,915,793          | 52,442,244           |
| Parcel Taxes                   | 2,956,580          | 2,675,802          | 3,439,556          | 3,464,276          | 3,486,612          | 20,376,265           |
| Fees and Charges               | 137,048,716        | 139,008,937        | 141,836,210        | 144,561,903        | 147,902,606        | 1,135,270,026        |
| Borrowing Proceeds             | 10,434,250         | -                  | 6,684,000          | 68,079,300         | 32,680,000         | 46,560,000           |
| Other Sources                  | 115,422,050        | 59,308,105         | 53,078,490         | 50,408,903         | 51,703,739         | 443,671,340          |
|                                | <u>414,775,540</u> | <u>356,789,843</u> | <u>366,037,256</u> | <u>433,420,725</u> | <u>410,589,906</u> | <u>3,039,037,757</u> |
| <b>Transfer between Funds</b>  |                    |                    |                    |                    |                    |                      |
| Reserve Funds                  | 1,603,176          | 1,187,644          | 1,187,644          | 1,187,644          | 972,916            | 6,810,412            |
| DCC Funds                      | 28,530,637         | 16,059,074         | 27,104,714         | 12,460,219         | 20,974,029         | 182,321,644          |
| Surplus/Reserve Accounts       | 138,278,367        | 59,946,363         | 56,796,162         | 65,667,632         | 52,628,191         | 296,706,440          |
|                                | <u>168,412,180</u> | <u>77,193,081</u>  | <u>85,088,520</u>  | <u>79,315,495</u>  | <u>74,575,136</u>  | <u>485,838,496</u>   |
| <b>Total Revenues</b>          | <b>583,187,720</b> | <b>433,982,924</b> | <b>451,125,776</b> | <b>512,736,220</b> | <b>485,165,042</b> | <b>3,524,876,253</b> |
| <b>Expenditures</b>            |                    |                    |                    |                    |                    |                      |
| Municipal Debt                 |                    |                    |                    |                    |                    |                      |
| Debt Interest                  | 5,327,772          | 4,288,586          | 4,025,619          | 5,229,466          | 6,771,620          | 51,933,311           |
| Debt Principal                 | 11,810,243         | 8,728,587          | 6,830,677          | 6,326,306          | 8,735,609          | 63,470,188           |
| Capital Expenditures           | 241,876,020        | 100,191,975        | 109,507,785        | 163,692,564        | 123,053,076        | 725,185,818          |
| Other Municipal Purposes       |                    |                    |                    |                    |                    | -                    |
| General Government             | 34,631,612         | 34,341,777         | 35,304,099         | 36,080,808         | 37,079,795         | 289,504,825          |
| Planning, Development &        |                    |                    |                    |                    |                    |                      |
| Building Services              | 31,489,726         | 24,649,249         | 24,073,356         | 24,720,542         | 25,448,095         | 198,510,371          |
| Community Services             | 86,757,074         | 88,258,268         | 92,006,036         | 94,660,384         | 97,522,535         | 770,246,336          |
| Protective Services            | 60,459,039         | 63,795,721         | 66,016,961         | 68,204,137         | 70,464,448         | 561,335,346          |
| Utilities                      | 24,624,088         | 23,364,975         | 23,316,868         | 23,861,273         | 24,442,709         | 188,607,284          |
| Airport                        | 17,492,496         | 17,623,510         | 18,148,970         | 18,701,101         | 19,271,837         | 152,098,542          |
|                                | <u>514,468,070</u> | <u>365,242,648</u> | <u>379,230,371</u> | <u>441,476,581</u> | <u>412,789,724</u> | <u>3,000,892,020</u> |
| <b>Transfers between Funds</b> |                    |                    |                    |                    |                    |                      |
| Reserve Funds                  | 26,707,935         | 28,650,867         | 28,755,866         | 28,341,785         | 28,425,465         | 201,224,980          |
| DCC Funds                      | -                  | -                  | -                  | -                  | -                  | -                    |
| Surplus/Reserve Accounts       | 42,011,715         | 40,089,409         | 43,139,539         | 42,917,854         | 43,949,853         | 322,759,253          |
|                                | <u>68,719,650</u>  | <u>68,740,276</u>  | <u>71,895,405</u>  | <u>71,259,639</u>  | <u>72,375,318</u>  | <u>523,984,233</u>   |
| <b>Total Expenditures</b>      | <b>583,187,720</b> | <b>433,982,924</b> | <b>451,125,776</b> | <b>512,736,220</b> | <b>485,165,042</b> | <b>3,524,876,253</b> |

## General Fund Tax Impact Summary

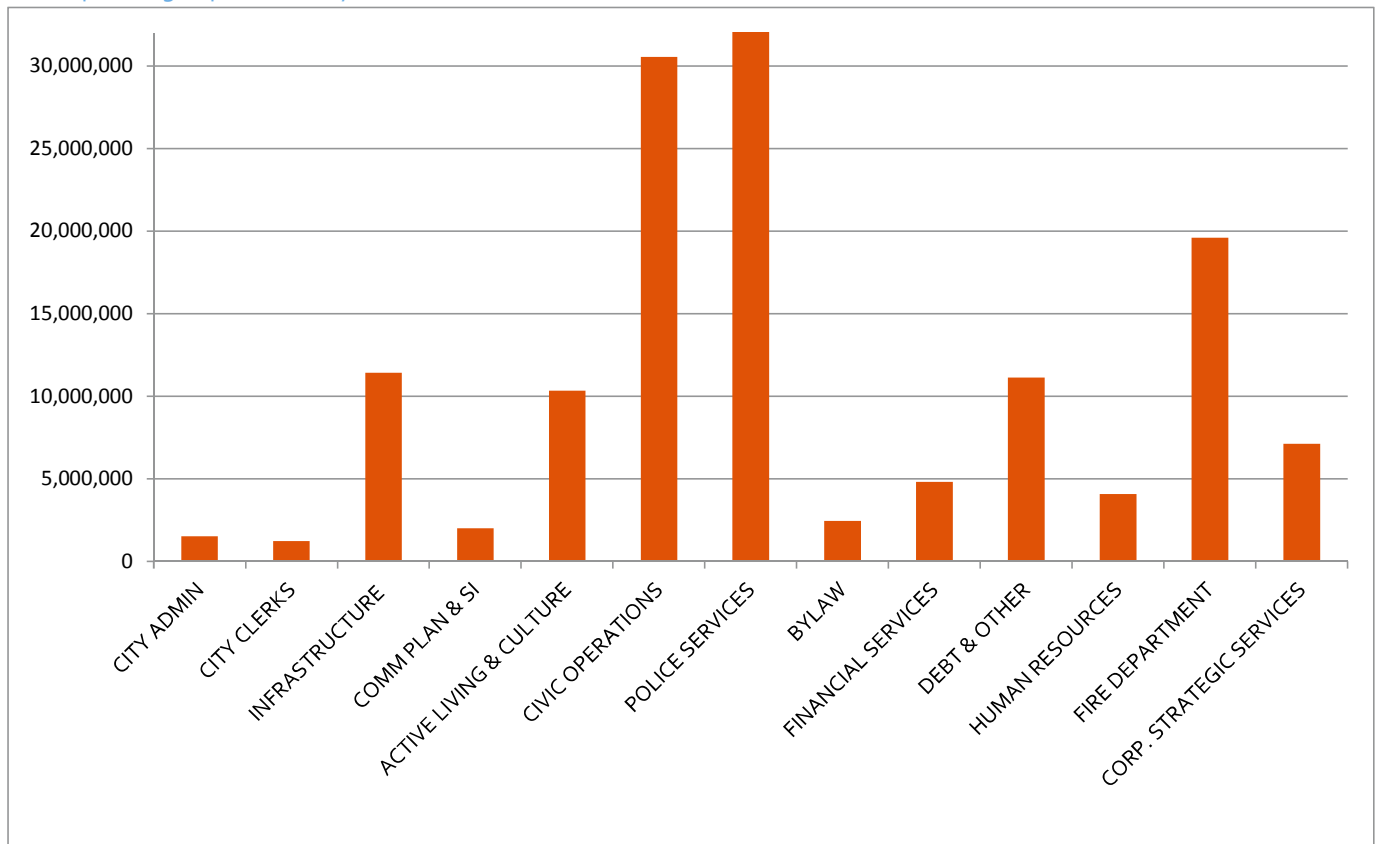
|                                  | 2019               | 2020               | 2021               | 2022               | 2023               |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General revenues                 | (11,198,829)       | (11,443,650)       | (11,671,215)       | (11,906,263)       | (12,147,041)       |
| Net operating budget             | 139,922,050        | 146,502,264        | 151,084,545        | 156,347,868        | 163,962,215        |
| Pay-as-you-go capital            | 13,801,600         | 14,221,481         | 14,938,426         | 15,684,550         | 16,085,983         |
| Taxation demand                  | <b>142,524,821</b> | <b>149,280,095</b> | <b>154,351,756</b> | <b>160,126,155</b> | <b>167,901,157</b> |
| New construction tax revenue     | (3,570,000)        | (2,693,316)        | (2,060,065)        | (2,130,054)        | (2,209,741)        |
| <b>Net property owner impact</b> | <b>4.10%</b>       | <b>2.85%</b>       | <b>2.02%</b>       | <b>2.36%</b>       | <b>3.48%</b>       |
| <i>Infrastructure Levy</i>       | <b>2.27%</b>       | <b>1.82%</b>       | <b>0.00%</b>       | <b>0.00%</b>       | <b>0.00%</b>       |
| <i>Other (municipal demand)</i>  | <b>1.83%</b>       | <b>1.03%</b>       | <b>2.02%</b>       | <b>2.36%</b>       | <b>3.48%</b>       |

## General Revenue

|   | 2019                      | 2020                      | 2021                      | 2022                      | 2023                      |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| <b>General Licences</b>                     |                           |                           |                           |                           |                           |
| Commercial Vehicle Licences                 | 37,000                    | 37,000                    | 37,000                    | 37,000                    | 37,000                    |
| Business Licences                           | -                         | -                         | -                         | -                         | -                         |
| Special Event Licences                      | -                         | -                         | -                         | -                         | -                         |
| Dog Licences                                | 3,100                     | 3,100                     | 3,100                     | 3,100                     | 3,100                     |
|   | <u>40,100</u>             | <u>40,100</u>             | <u>40,100</u>             | <u>40,100</u>             | <u>40,100</u>             |
| <b>Franchise Fee</b>                        |                           |                           |                           |                           |                           |
| Fortis Gas                                  | 1,254,750                 | 1,299,670                 | 1,342,856                 | 1,388,245                 | 1,435,168                 |
| Appropriation to Reserve                    |                           |                           |                           |                           |                           |
|   | <u>1,254,750</u>          | <u>1,299,670</u>          | <u>1,342,856</u>          | <u>1,388,245</u>          | <u>1,435,168</u>          |
| <b>General Interest &amp; Tax Penalties</b> |                           |                           |                           |                           |                           |
| Interest on Investments                     | 4,726,050                 | 4,800,722                 | 4,866,972                 | 4,934,136                 | 5,002,227                 |
| Tax Arrears & Delinquent                    | 215,000                   | 218,397                   | 221,411                   | 224,466                   | 227,564                   |
| Penalties on Taxes                          | 800,000                   | 812,640                   | 823,854                   | 835,223                   | 846,749                   |
| Penalties Utility Accounts                  | 67,000                    | 68,059                    | 68,998                    | 69,950                    | 70,915                    |
| Interest on Accounts Receivable             | 16,000                    | 16,000                    | 16,000                    | 16,000                    | 16,000                    |
|   | <u>5,824,050</u>          | <u>5,915,818</u>          | <u>5,997,235</u>          | <u>6,079,775</u>          | <u>6,163,455</u>          |
| <b>Miscellaneous Revenues</b>               |                           |                           |                           |                           |                           |
| Work Order Administration                   | 40,000                    | 41,432                    | 42,809                    | 44,256                    | 45,752                    |
| Local Improvement Prepayments               | 20,000                    | 20,000                    | 20,000                    | 20,000                    | 20,000                    |
| Discounts Earned & Misc                     | 88,849                    | 92,030                    | 95,087                    | 98,301                    | 101,624                   |
| Risk to Roll                                | (310,000)                 | (321,098)                 | (331,768)                 | (342,982)                 | (354,575)                 |
|   | <u>(161,151)</u>          | <u>(167,636)</u>          | <u>(173,872)</u>          | <u>(180,425)</u>          | <u>(187,199)</u>          |
| <b>Federal Contributions</b>                |                           |                           |                           |                           |                           |
| Grants in Lieu of Taxes                     | 118,660                   | 121,033                   | 123,454                   | 125,923                   | 128,441                   |
| <b>Provincial Contributions</b>             |                           |                           |                           |                           |                           |
| Grants in Lieu of Taxes-BC BLDG             | 316,818                   | 323,154                   | 329,617                   | 336,209                   | 342,933                   |
| Grants in Lieu of Taxes                     | 128,860                   | 131,437                   | 134,066                   | 136,747                   | 139,482                   |
| Traffic Fine Revenue Sharing                | 1,414,753                 | 1,437,106                 | 1,456,938                 | 1,477,044                 | 1,497,427                 |
| Climate Action Rev Incentive                | 227,620                   | 232,172                   | 236,816                   | 241,552                   | 246,383                   |
| Certificate of Recognition Rebate           | 194,910                   | 194,910                   | 194,910                   | 194,910                   | 194,910                   |
| Appropriation to Reserves                   | (422,530)                 | (427,082)                 | (431,726)                 | (436,462)                 | (441,293)                 |
|   | <u>1,860,431</u>          | <u>1,891,697</u>          | <u>1,920,621</u>          | <u>1,950,000</u>          | <u>1,979,842</u>          |
| <b>Tax Revenue - Private Utilities</b>      |                           |                           |                           |                           |                           |
| 1% in Lieu of Taxes                         | 2,261,989                 | 2,342,968                 | 2,420,821                 | 2,502,645                 | 2,587,234                 |
| <b>Sub-total</b>                            | <u><b>11,198,829</b></u>  | <u><b>11,443,650</b></u>  | <u><b>11,671,215</b></u>  | <u><b>11,906,263</b></u>  | <u><b>12,147,041</b></u>  |
| <b>General Taxation</b>                     | 142,524,821               | 149,280,095               | 154,351,756               | 160,126,155               | 167,901,157               |
| <b>TOTAL</b>                                | <u><b>153,723,650</b></u> | <u><b>160,723,744</b></u> | <u><b>166,022,971</b></u> | <u><b>172,032,418</b></u> | <u><b>180,048,197</b></u> |

## General Fund - operating summary by division

Net Operating Expenditure by Year



|  | 2019               | 2020               | 2021               | 2022               | 2023               |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| City Administration                              | 1,526,085          | 1,562,807          | 1,599,439          | 1,637,223          | 1,675,959          |
| City Clerks                                      | 1,244,264          | 1,333,225          | 1,371,759          | 1,411,988          | 1,453,454          |
| Infrastructure                                   | 11,424,107         | 11,575,861         | 12,034,944         | 12,745,238         | 13,493,351         |
| Community Planning & Strategic Investment        | 2,004,632          | 2,323,741          | 2,529,836          | 2,744,461          | 2,968,285          |
| Active Living & Culture                          | 10,352,217         | 10,518,620         | 10,860,263         | 10,927,324         | 11,149,374         |
| Civic Operations                                 | 30,531,636         | 30,980,240         | 31,916,716         | 32,891,128         | 33,893,862         |
| Police Services                                  | 33,593,017         | 35,493,209         | 36,726,176         | 38,039,563         | 39,398,783         |
| Bylaw  | 2,465,460          | 2,615,458          | 2,698,651          | 2,785,913          | 2,876,045          |
| Financial Services                               | 4,820,569          | 5,015,452          | 5,178,712          | 5,385,843          | 5,571,737          |
| Debt & Other                                     | 11,138,571         | 12,373,610         | 12,318,117         | 12,584,990         | 15,201,568         |
| Human Resources                                  | 4,084,309          | 4,470,011          | 4,591,549          | 4,712,524          | 4,836,902          |
| Fire Department                                  | 19,607,153         | 21,048,688         | 21,853,555         | 22,557,125         | 23,284,592         |
| Corporate Strategic Services                     | 7,130,030          | 7,191,342          | 7,404,830          | 7,924,548          | 8,158,303          |
| <b>Total Division Net Operating Expenditures</b> | <b>139,922,050</b> | <b>146,502,264</b> | <b>151,084,546</b> | <b>156,347,868</b> | <b>163,962,215</b> |



## Operating Summary - General Fund

### Revenues/Expenditures by Year

|                                   | 2019                 | 2020                 | 2021                 | 2022                 | 2023                 |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Revenue</b>                    |                      |                      |                      |                      |                      |
| Library Requisition               | (6,389,123)          | (6,516,905)          | (6,647,244)          | (6,780,189)          | (6,915,793)          |
| Parcel Tax                        | (38,599)             | (38,599)             | (38,599)             | (38,599)             | (38,599)             |
| Fees and Charges                  | (62,299,866)         | (62,698,709)         | (63,914,704)         | (64,607,390)         | (65,876,507)         |
| Sales of Service                  | (51,198,630)         | (52,499,787)         | (53,495,970)         | (53,984,985)         | (55,014,060)         |
| User Fees                         | (11,101,236)         | (10,198,921)         | (10,418,733)         | (10,622,404)         | (10,862,446)         |
| Other Revenue                     | (38,500,438)         | (34,460,598)         | (35,109,027)         | (35,786,416)         | (36,492,500)         |
| Interest                          | (308,240)            | (314,405)            | (320,693)            | (339,637)            | (346,430)            |
| Grants                            | (20,276,960)         | (17,405,423)         | (17,692,273)         | (17,984,016)         | (18,280,737)         |
| Services to Other Governments     | (8,407,283)          | (8,370,868)          | (8,551,100)          | (8,735,282)          | (8,923,652)          |
| Interdepartment Transfer          | (9,507,955)          | (8,369,902)          | (8,544,961)          | (8,727,481)          | (8,941,681)          |
| Transfers from Funds              | (7,843,726)          | (3,300,784)          | (3,290,784)          | (2,636,914)          | (2,422,186)          |
| Special (Stat Reserve) Funds      | (1,603,176)          | (1,187,644)          | (1,187,644)          | (1,187,644)          | (972,916)            |
| Development Cost Charges          | (653,870)            | (2,103,140)          | (2,103,140)          | (1,449,270)          | (1,449,270)          |
| Accumulated Surplus               | (5,586,680)          | (10,000)             | -                    | -                    | -                    |
| <b>Total Revenue</b>              | <b>(115,071,752)</b> | <b>(107,015,595)</b> | <b>(109,000,358)</b> | <b>(109,849,507)</b> | <b>(111,745,585)</b> |
| <b>Expenditures</b>               |                      |                      |                      |                      |                      |
| Salaries and Wages                | 77,564,208           | 80,621,035           | 83,409,011           | 86,065,014           | 89,002,472           |
| Internal Equipment                | 6,484,543            | 6,727,572            | 6,942,775            | 7,164,133            | 7,392,715            |
| Material and Other                | 51,274,440           | 42,183,539           | 42,903,352           | 43,802,379           | 44,759,307           |
| Contract Services                 | 74,908,294           | 78,847,003           | 81,477,748           | 83,966,779           | 86,692,813           |
| Debt Interest                     | 2,685,914            | 2,474,268            | 2,568,101            | 3,367,293            | 4,423,792            |
| Debt Principal                    | 4,338,653            | 3,914,395            | 3,914,395            | 3,372,809            | 4,890,128            |
| Internal Allocations              | 3,105,966            | 2,665,866            | 2,667,566            | 2,667,566            | 2,667,566            |
| Interdepartment Transfer          | 3,105,966            | 2,665,866            | 2,667,566            | 2,667,566            | 2,667,566            |
| Interfund Transfer                | -                    | -                    | -                    | -                    | -                    |
| Transfer to Funds                 | 34,631,784           | 36,084,180           | 36,201,955           | 35,791,402           | 35,879,006           |
| Special (Stat Reserve) Funds      | 26,551,625           | 28,494,557           | 28,599,556           | 28,185,475           | 28,269,155           |
| Development Cost Charges          | -                    | -                    | -                    | -                    | -                    |
| Accumulated Surplus               | 8,080,159            | 7,589,623            | 7,602,399            | 7,605,927            | 7,609,851            |
| <b>Total Expenditures</b>         | <b>254,993,802</b>   | <b>253,517,858</b>   | <b>260,084,903</b>   | <b>266,197,375</b>   | <b>275,707,799</b>   |
| <b>Net Operating Expenditures</b> | <b>139,922,050</b>   | <b>146,502,264</b>   | <b>151,084,545</b>   | <b>156,347,868</b>   | <b>163,962,215</b>   |

## City Administration

## Revenues and Expenditures by Year

|                                   | 2019               | 2020               | 2021               | 2022               | 2023               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenue</b>                    |                    |                    |                    |                    |                    |
| Parcel Tax                        | -                  | -                  | -                  | -                  | -                  |
| Fees and Charges                  | (4,274)            | (4,359)            | (4,447)            | (4,536)            | (4,627)            |
| Sales of Service                  | -                  | -                  | -                  | -                  | -                  |
| User Fees                         | (4,274)            | (4,359)            | (4,447)            | (4,536)            | (4,627)            |
| Other Revenue                     | (3,152,040)        | (3,215,081)        | (3,279,382)        | (3,344,970)        | (3,411,869)        |
| Interest                          | -                  | -                  | -                  | -                  | -                  |
| Grants                            | (3,152,040)        | (3,215,081)        | (3,279,382)        | (3,344,970)        | (3,411,869)        |
| Services to Other Governments     | -                  | -                  | -                  | -                  | -                  |
| Interdepartment Transfer          | -                  | -                  | -                  | -                  | -                  |
| Transfers from Funds              | -                  | -                  | -                  | -                  | -                  |
| Special (Stat Reserve) Funds      | -                  | -                  | -                  | -                  | -                  |
| Development Cost Charges          | -                  | -                  | -                  | -                  | -                  |
| Accumulated Surplus               | -                  | -                  | -                  | -                  | -                  |
| <b>Total Revenue</b>              | <b>(3,156,314)</b> | <b>(3,219,440)</b> | <b>(3,283,829)</b> | <b>(3,349,506)</b> | <b>(3,416,496)</b> |
| <b>Expenditures</b>               |                    |                    |                    |                    |                    |
| Salaries and Wages                | 905,419            | 929,727            | 953,698            | 978,568            | 1,004,131          |
| Internal Equipment                | 6,990              | 7,130              | 7,272              | 7,417              | 7,565              |
| Material and Other                | 3,423,560          | 3,492,031          | 3,561,872          | 3,633,109          | 3,705,771          |
| Contract Services                 | 346,430            | 353,359            | 360,426            | 367,635            | 374,988            |
| Debt Interest                     | -                  | -                  | -                  | -                  | -                  |
| Debt Principal                    | -                  | -                  | -                  | -                  | -                  |
| Internal Allocations              | -                  | -                  | -                  | -                  | -                  |
| Interdepartment Transfer          | -                  | -                  | -                  | -                  | -                  |
| Interfund Transfer                | -                  | -                  | -                  | -                  | -                  |
| Transfer to Funds                 | -                  | -                  | -                  | -                  | -                  |
| Special (Stat Reserve) Funds      | -                  | -                  | -                  | -                  | -                  |
| Development Cost Charges          | -                  | -                  | -                  | -                  | -                  |
| <b>Total Expenditures</b>         | <b>4,682,399</b>   | <b>4,782,247</b>   | <b>4,883,268</b>   | <b>4,986,729</b>   | <b>5,092,455</b>   |
| <b>Net Operating Expenditures</b> | <b>1,526,085</b>   | <b>1,562,807</b>   | <b>1,599,439</b>   | <b>1,637,223</b>   | <b>1,675,959</b>   |

## City Administration - City Clerks

### Revenues and Expenditures by Year

|                                   | 2019             | 2020             | 2021             | 2022             | 2023             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenue</b>                    |                  |                  |                  |                  |                  |
| Parcel Tax                        | -                | -                | -                | -                | -                |
| Fees and Charges                  | (10,000)         | (10,358)         | (10,702)         | (11,064)         | (11,438)         |
| Sales of Services                 | (1,900)          | (1,968)          | (2,033)          | (2,102)          | (2,173)          |
| User Fees                         | (8,100)          | (8,390)          | (8,669)          | (8,962)          | (9,265)          |
| Other Revenue                     | (148,670)        | (81,600)         | (83,232)         | (84,897)         | (86,595)         |
| Interest                          | -                | -                | -                | -                | -                |
| Grants                            | -                | -                | -                | -                | -                |
| Services to Other Governments     | -                | -                | -                | -                | -                |
| Interdepartment Transfer          | (148,670)        | (81,600)         | (83,232)         | (84,897)         | (86,595)         |
| Transfers from Funds              | -                | -                | -                | -                | -                |
| Special (Stat Reserve) Funds      | -                | -                | -                | -                | -                |
| Development Cost Charges          | -                | -                | -                | -                | -                |
| Accumulated Surplus               | -                | -                | -                | -                | -                |
| <b>Total Revenue</b>              | <b>(158,670)</b> | <b>(91,958)</b>  | <b>(93,934)</b>  | <b>(95,961)</b>  | <b>(98,033)</b>  |
| <b>Expenditures</b>               |                  |                  |                  |                  |                  |
| Salaries and Wages                | 904,129          | 907,650          | 937,810          | 969,508          | 1,002,277        |
| Internal Equipment                | -                | -                | -                | -                | -                |
| Material and Other                | 405,975          | 422,846          | 431,303          | 439,929          | 448,728          |
| Contract Services                 | 92,830           | 94,687           | 96,580           | 98,512           | 100,482          |
| Debt Interest                     | -                | -                | -                | -                | -                |
| Debt Principal                    | -                | -                | -                | -                | -                |
| Internal Allocations              | -                | -                | -                | -                | -                |
| Interdepartment Transfer          | -                | -                | -                | -                | -                |
| Interfund Transfer                | -                | -                | -                | -                | -                |
| Transfer to Funds                 | -                | -                | -                | -                | -                |
| Special (Stat Reserve) Funds      | -                | -                | -                | -                | -                |
| Development Cost Charges          | -                | -                | -                | -                | -                |
| Accumulated Surplus               | -                | -                | -                | -                | -                |
| <b>Total Expenditures</b>         | <b>1,402,934</b> | <b>1,425,183</b> | <b>1,465,693</b> | <b>1,507,949</b> | <b>1,551,487</b> |
| <b>Net Operating Expenditures</b> | <b>1,244,264</b> | <b>1,333,225</b> | <b>1,371,759</b> | <b>1,411,988</b> | <b>1,453,454</b> |

## Infrastructure

## Revenues and Expenditures by Year

|                                   | 2019                | 2020        | 2020                | 2021                | 2022                | 2023                |
|-----------------------------------|---------------------|-------------|---------------------|---------------------|---------------------|---------------------|
| <b>Revenue</b>                    |                     |             |                     |                     |                     |                     |
| Parcel Tax                        | -                   | -           | -                   | -                   | -                   | -                   |
| Fees and Charges                  | (7,996,417)         |             | (7,655,543)         | (7,771,488)         | (7,878,734)         | (7,987,461)         |
| Sales of Service                  | (6,999,325)         | (7,009,325) | (7,120,072)         | (7,228,628)         | (7,328,383)         | (7,429,515)         |
| User Fees                         | (997,092)           | (527,142)   | (535,471)           | (542,860)           | (550,351)           | (557,946)           |
| Other Revenue                     | (14,722,924)        |             | (11,152,602)        | (11,294,701)        | (11,438,999)        | (11,604,128)        |
| Interest                          | -                   | -           | -                   | -                   | -                   | -                   |
| Grants                            | (12,693,540)        |             | (9,880,179)         | (10,016,525)        | (10,154,753)        | (10,294,889)        |
| Services to Other Governments     | (364,653)           |             | (289,458)           | (296,183)           | (303,101)           | (310,215)           |
| Interdepartment Transfer          | (1,664,731)         |             | (982,965)           | (981,993)           | (981,145)           | (999,024)           |
| Transfers from Funds              | (2,775,930)         |             | (10,000)            | -                   | -                   | -                   |
| Special (Stat Reserve) Funds      | -                   | -           | -                   | -                   | -                   | -                   |
| Development Cost Charges          | -                   | -           | -                   | -                   | -                   | -                   |
| Accumulated Surplus               | (2,775,930)         | (10,000)    | (10,000)            | -                   | -                   | -                   |
| <b>Total Revenue</b>              | <b>(25,495,271)</b> |             | <b>(18,818,145)</b> | <b>(19,066,189)</b> | <b>(19,317,733)</b> | <b>(19,591,589)</b> |
| <b>Expenditures</b>               |                     |             |                     |                     |                     |                     |
| Salaries and Wages                | 3,538,435           | 3,577,825   | 3,705,911           | 3,826,377           | 3,953,209           | 4,086,827           |
| Internal Equipment                | 171,685             |             | 174,946             | 178,272             | 181,664             | 185,124             |
| Material and Other                | 10,038,383          | 2,423,733   | 2,472,208           | 2,277,158           | 2,297,201           | 2,343,145           |
| Contract Services                 | 22,465,121          |             | 23,325,187          | 24,093,572          | 24,905,143          | 25,744,090          |
| Debt Interest                     | -                   | -           | -                   | -                   | -                   | -                   |
| Debt Principal                    | -                   | -           | -                   | -                   | -                   | -                   |
| Internal Allocations              | 418,774             |             | 418,774             | 418,774             | 418,774             | 418,774             |
| Interdepartment Transfer          | 418,774             | 418,774     | 418,774             | 418,774             | 418,774             | 418,774             |
| Interfund Transfer                | -                   | -           | -                   | -                   | -                   | -                   |
| Transfer to Funds                 | 286,980             |             | 296,980             | 306,980             | 306,980             | 306,980             |
| Special (Stat Reserve) Funds      | -                   | -           | -                   | -                   | -                   | -                   |
| Development Cost Charges          | -                   | -           | -                   | -                   | -                   | -                   |
| Accumulated Surplus               | 286,980             | 296,980     | 296,980             | 306,980             | 306,980             | 306,980             |
| <b>Total Expenditures</b>         | <b>36,919,378</b>   |             | <b>30,394,006</b>   | <b>31,101,133</b>   | <b>32,062,971</b>   | <b>33,084,940</b>   |
| <b>Net Operating Expenditures</b> | <b>11,424,107</b>   |             | <b>11,575,861</b>   | <b>12,034,944</b>   | <b>12,745,238</b>   | <b>13,493,351</b>   |

## Community Planning & Strategic Investments

### Revenues and Expenditures by Year

|                                   | 2019                | 2020                | 2021                | 2022                | 2023                |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Revenue</b>                    |                     |                     |                     |                     |                     |
| Parcel Tax                        | -                   | -                   | -                   | -                   | -                   |
| Fees and Charges                  | (15,200,454)        | (15,345,086)        | (15,560,345)        | (15,828,014)        | (16,100,435)        |
| Sales of Services                 | (13,776,403)        | (13,921,094)        | (14,107,873)        | (14,346,493)        | (14,589,284)        |
| User Fees                         | (1,424,051)         | (1,423,992)         | (1,452,472)         | (1,481,521)         | (1,511,151)         |
| Other Revenue                     | (218,030)           | (12,546)            | (12,797)            | (13,053)            | (13,314)            |
| Interest                          | -                   | -                   | -                   | -                   | -                   |
| Grants                            | (205,730)           | -                   | -                   | -                   | -                   |
| Services to Other Governments     | -                   | -                   | -                   | -                   | -                   |
| Interdepartment Transfer          | (12,300)            | (12,546)            | (12,797)            | (13,053)            | (13,314)            |
| Transfer from Funds               | (721,130)           | -                   | -                   | -                   | -                   |
| Special (Stat Reserve) Funds      | (85,530)            | -                   | -                   | -                   | -                   |
| Development Cost Charges          | -                   | -                   | -                   | -                   | -                   |
| Accumulated Surplus               | (635,600)           | -                   | -                   | -                   | -                   |
| <b>Total Revenue</b>              | <b>(16,139,614)</b> | <b>(15,357,632)</b> | <b>(15,573,142)</b> | <b>(15,841,067)</b> | <b>(16,113,749)</b> |
| <b>Expenditures</b>               |                     |                     |                     |                     |                     |
| Salaries and Wages                | 9,636,664           | 9,846,619           | 10,068,102          | 10,408,404          | 10,760,208          |
| Internal Equipment                | 156,609             | 163,719             | 166,994             | 170,334             | 173,741             |
| Material and Other                | 3,332,760           | 2,587,730           | 2,700,525           | 2,754,536           | 2,809,627           |
| Contract Services                 | 1,290,365           | 1,316,172           | 1,342,496           | 1,369,346           | 1,396,733           |
| 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                 | 3,475,218           | 3,514,503           | 3,572,231           | 3,630,278           | 3,689,095           |
| Special (Stat Reserve) Funds      | 3,461,561           | 3,500,846           | 3,558,574           | 3,616,621           | 3,675,438           |
| Development Cost Charges          | -                   | -                   | -                   | -                   | -                   |
| Accumulated Surplus               | 13,657              | 13,657              | 13,657              | 13,657              | 13,657              |
| <b>Total Expenditures</b>         | <b>18,144,246</b>   | <b>17,681,373</b>   | <b>18,102,978</b>   | <b>18,585,528</b>   | <b>19,082,034</b>   |
| <b>Net Operating Expenditures</b> | <b>2,004,632</b>    | <b>2,323,741</b>    | <b>2,529,836</b>    | <b>2,744,461</b>    | <b>2,968,285</b>    |

## Active Living & Culture

### Revenues and Expenditures by Year

|                                   | 2019               | 2020               | 2021               | 2022               | 2023               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenue</b>                    |                    |                    |                    |                    |                    |
| Parcel Tax                        | -                  | -                  | -                  | -                  | -                  |
| Fees and Charges                  | (4,683,672)        | (4,886,047)        | (5,051,613)        | (5,222,358)        | (5,398,873)        |
| Sales of Service                  | (3,277,366)        | (3,429,395)        | (3,546,559)        | (3,666,433)        | (3,790,358)        |
| User Fees                         | (1,406,306)        | (1,456,652)        | (1,505,054)        | (1,555,925)        | (1,608,515)        |
| Other Revenue                     | (174,150)          | (177,633)          | (181,186)          | (184,810)          | (188,507)          |
| Interest                          | -                  | -                  | -                  | -                  | -                  |
| Grants                            | (110,000)          | (112,200)          | (114,444)          | (116,733)          | (119,068)          |
| Services to Other Governments     | -                  | -                  | -                  | -                  | -                  |
| Interdepartment Transfer          | (64,150)           | (65,433)           | (66,742)           | (68,077)           | (69,439)           |
| Transfers from Funds              | (336,440)          | -                  | -                  | -                  | -                  |
| Special (Stat Reserve) Funds      | -                  | -                  | -                  | -                  | -                  |
| Development Cost Charges          | -                  | -                  | -                  | -                  | -                  |
| Accumulated Surplus               | (336,440)          | -                  | -                  | -                  | -                  |
| <b>Total Revenue</b>              | <b>(5,194,262)</b> | <b>(5,063,680)</b> | <b>(5,232,799)</b> | <b>(5,407,168)</b> | <b>(5,587,380)</b> |
| <b>Expenditures</b>               |                    |                    |                    |                    |                    |
| Salaries and Wages                | 6,019,200          | 6,229,353          | 6,436,345          | 6,653,893          | 6,878,795          |
| Internal Equipment                | 205,788            | 209,904            | 214,102            | 218,384            | 222,752            |
| Material and Other                | 4,368,115          | 4,187,360          | 4,272,460          | 4,357,909          | 4,445,067          |
| Contract Services                 | 4,140,772          | 4,143,079          | 4,357,551          | 4,291,702          | 4,377,536          |
| Debt Interest                     | -                  | -                  | -                  | -                  | -                  |
| Debt Principal                    | -                  | -                  | -                  | -                  | -                  |
| Internal Allocations              | -                  | -                  | -                  | -                  | -                  |
| Interdepartment Transfer          | -                  | -                  | -                  | -                  | -                  |
| Interfund Transfer                | -                  | -                  | -                  | -                  | -                  |
| Transfer to Funds                 | 812,604            | 812,604            | 812,604            | 812,604            | 812,604            |
| Special (Stat Reserve) Funds      | -                  | -                  | -                  | -                  | -                  |
| Development Cost Charges          | -                  | -                  | -                  | -                  | -                  |
| Accumulated Surplus               | 812,604            | 812,604            | 812,604            | 812,604            | 812,604            |
| <b>Total Expenditures</b>         | <b>15,546,479</b>  | <b>15,582,300</b>  | <b>16,093,062</b>  | <b>16,334,492</b>  | <b>16,736,754</b>  |
| <b>Net Operating Expenditures</b> | <b>10,352,217</b>  | <b>10,518,620</b>  | <b>10,860,263</b>  | <b>10,927,324</b>  | <b>11,149,374</b>  |

## Civic Operations - General Fund

## Revenues and Expenditures by Year

|                                   | 2019                | 2020                | 2021                | 2022                | 2023                |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Revenue</b>                    |                     |                     |                     |                     |                     |
| Parcel Tax                        | -                   | -                   | -                   | -                   | -                   |
| Fees and Charges                  | (29,976,768)        | (29,940,318)        | (30,540,438)        | (31,158,494)        | (31,791,964)        |
| Sales of Service                  | (24,801,801)        | (25,297,837)        | (25,803,794)        | (26,319,870)        | (26,846,267)        |
| User Fees                         | (5,174,967)         | (4,642,481)         | (4,736,644)         | (4,838,624)         | (4,945,697)         |
| Other Revenue                     | (4,179,370)         | (3,896,214)         | (4,009,774)         | (4,126,469)         | (4,246,836)         |
| Interest                          | -                   | -                   | -                   | -                   | -                   |
| Grants                            | (50,000)            | (51,000)            | (52,020)            | (53,060)            | (54,121)            |
| Services to Other Governments     | (1,830,686)         | (1,745,085)         | (1,791,865)         | (1,839,869)         | (1,889,279)         |
| Interdepartment Transfer          | (2,298,684)         | (2,100,129)         | (2,165,889)         | (2,233,540)         | (2,303,436)         |
| Transfers from Funds              | (668,300)           | (30,000)            | (30,000)            | (30,000)            | (30,000)            |
| Special (Stat Reserve) Funds      | (360,000)           | (30,000)            | (30,000)            | (30,000)            | (30,000)            |
| Development Cost Charges          | -                   | -                   | -                   | -                   | -                   |
| Accumulated Surplus               | (308,300)           | -                   | -                   | -                   | -                   |
| <b>Total Revenue</b>              | <b>(34,824,438)</b> | <b>(33,866,532)</b> | <b>(34,580,212)</b> | <b>(35,314,963)</b> | <b>(36,068,800)</b> |
| <b>Expenditures</b>               |                     |                     |                     |                     |                     |
| Salaries and Wages                | 18,094,465          | 18,748,078          | 19,378,647          | 20,033,645          | 20,710,782          |
| Internal Equipment                | 5,725,947           | 5,949,998           | 6,149,822           | 6,355,495           | 6,568,077           |
| Material and Other                | 14,781,351          | 14,395,864          | 14,761,583          | 15,135,051          | 15,518,633          |
| Contract Services                 | 12,470,011          | 12,602,621          | 13,006,618          | 13,446,242          | 13,900,725          |
| Debt Interest                     | -                   | -                   | -                   | -                   | -                   |
| Debt Principal                    | -                   | -                   | -                   | -                   | -                   |
| Internal Allocations              | 2,087,017           | 1,645,217           | 1,645,217           | 1,645,217           | 1,645,217           |
| Interdepartment Transfer          | 2,087,017           | 1,645,217           | 1,645,217           | 1,645,217           | 1,645,217           |
| Interfund Transfer                | -                   | -                   | -                   | -                   | -                   |
| Transfer to Funds                 | 12,197,283          | 11,504,994          | 11,555,041          | 11,590,441          | 11,619,228          |
| Special (Stat Reserve) Funds      | 11,622,398          | 10,926,045          | 10,973,316          | 11,005,188          | 11,030,051          |
| Development Cost Charges          | -                   | -                   | -                   | -                   | -                   |
| Accumulated Surplus               | 574,885             | 578,949             | 581,725             | 585,253             | 589,177             |
| <b>Total Expenditures</b>         | <b>65,356,074</b>   | <b>64,846,772</b>   | <b>66,496,928</b>   | <b>68,206,091</b>   | <b>69,962,662</b>   |
| <b>Net Operating Expenditures</b> | <b>30,531,636</b>   | <b>30,980,240</b>   | <b>31,916,716</b>   | <b>32,891,128</b>   | <b>33,893,862</b>   |

## Civic Operations - Police Services

### Revenues and Expenditures by Year

|                                   | 2019               | 2020               | 2021               | 2022               | 2023               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenue</b>                    |                    |                    |                    |                    |                    |
| Parcel Tax                        | -                  | -                  | -                  | -                  | -                  |
| Fees and Charges                  | (506,642)          | (516,774)          | (527,110)          | (537,652)          | (548,405)          |
| Sales of Service                  | (392,924)          | (400,782)          | (408,798)          | (416,974)          | (425,313)          |
| User Fees                         | (113,718)          | (115,992)          | (118,312)          | (120,678)          | (123,092)          |
| Other Revenue                     | (4,967,848)        | (5,067,205)        | (5,168,549)        | (5,271,920)        | (5,377,359)        |
| Interest                          | -                  | -                  | -                  | -                  | -                  |
| Grants                            | (4,065,650)        | (4,146,963)        | (4,229,902)        | (4,314,500)        | (4,400,790)        |
| Services to Other Governments     | (709,652)          | (723,845)          | (738,322)          | (753,088)          | (768,150)          |
| Interdepartment Transfer          | (192,546)          | (196,397)          | (200,325)          | (204,332)          | (208,419)          |
| Transfers from Funds              | (185,680)          | -                  | -                  | -                  | -                  |
| Special (Stat Reserve) Funds      | -                  | -                  | -                  | -                  | -                  |
| Development Cost Charges          | -                  | -                  | -                  | -                  | -                  |
| Accumulated Surplus               | (185,680)          | -                  | -                  | -                  | -                  |
| <b>Total Revenue</b>              | <b>(5,660,170)</b> | <b>(5,583,979)</b> | <b>(5,695,659)</b> | <b>(5,809,572)</b> | <b>(5,925,764)</b> |
| <b>Expenditures</b>               |                    |                    |                    |                    |                    |
| Salaries and Wages                | 5,537,948          | 5,300,653          | 5,476,785          | 5,661,900          | 5,853,272          |
| Internal Equipment                | 28,168             | 28,731             | 29,306             | 29,892             | 30,490             |
| Material and Other                | 434,222            | 437,113            | 445,855            | 454,772            | 463,867            |
| Contract Services                 | 33,252,849         | 35,310,691         | 36,469,889         | 37,702,571         | 38,976,918         |
| Debt Interest                     | -                  | -                  | -                  | -                  | -                  |
| Debt Principal                    | -                  | -                  | -                  | -                  | -                  |
| Internal Allocations              | -                  | -                  | -                  | -                  | -                  |
| Interdepartment Transfer          | -                  | -                  | -                  | -                  | -                  |
| Interfund Transfer                | -                  | -                  | -                  | -                  | -                  |
| Transfer to Funds                 | -                  | -                  | -                  | -                  | -                  |
| Special (Stat Reserve) Funds      | -                  | -                  | -                  | -                  | -                  |
| Development Cost Charges          | -                  | -                  | -                  | -                  | -                  |
| Accumulated Surplus               | -                  | -                  | -                  | -                  | -                  |
| <b>Total Expenditures</b>         | <b>39,253,187</b>  | <b>41,077,188</b>  | <b>42,421,835</b>  | <b>43,849,135</b>  | <b>45,324,547</b>  |
| <b>Net Operating Expenditures</b> | <b>33,593,017</b>  | <b>35,493,209</b>  | <b>36,726,176</b>  | <b>38,039,563</b>  | <b>39,398,783</b>  |



## Civic Operations - Bylaw Services

### Revenues and Expenditures by Year

|                                   | 2019             | 2020             | 2021             | 2022             | 2023             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenue</b>                    |                  |                  |                  |                  |                  |
| Parcel Tax                        | -                | -                | -                | -                | -                |
| Fees and Charges                  | (290,984)        | (301,401)        | (311,417)        | (321,943)        | (332,825)        |
| Sales of Service                  | (233,580)        | (241,942)        | (249,982)        | (258,431)        | (267,166)        |
| User Fees                         | (57,404)         | (59,459)         | (61,435)         | (63,512)         | (65,659)         |
| Other Revenue                     | -                | -                | -                | -                | -                |
| Interest                          | -                | -                | -                | -                | -                |
| Grants                            | -                | -                | -                | -                | -                |
| Services to Other Governments     | -                | -                | -                | -                | -                |
| Interdepartment Transfer          | -                | -                | -                | -                | -                |
| Transfers from Funds              | -                | -                | -                | -                | -                |
| Special (Stat Reserve) Funds      | -                | -                | -                | -                | -                |
| Development Cost Charges          | -                | -                | -                | -                | -                |
| Accumulated Surplus               | -                | -                | -                | -                | -                |
| <b>Total Revenue</b>              | <b>(290,984)</b> | <b>(301,401)</b> | <b>(311,417)</b> | <b>(321,943)</b> | <b>(332,825)</b> |
| <b>Expenditures</b>               |                  |                  |                  |                  |                  |
| Salaries and Wages                | 2,435,236        | 2,636,086        | 2,723,679        | 2,815,739        | 2,910,911        |
| Internal Equipment                | 52,200           | 53,244           | 54,309           | 55,395           | 56,503           |
| Material and Other                | 228,346          | 186,054          | 189,775          | 193,571          | 197,442          |
| Contract Services                 | 40,662           | 41,475           | 42,305           | 43,151           | 44,014           |
| Debt Interest                     | -                | -                | -                | -                | -                |
| Debt Principal                    | -                | -                | -                | -                | -                |
| Internal Allocations              | -                | -                | -                | -                | -                |
| Interdepartment Transfer          | -                | -                | -                | -                | -                |
| Interfund Transfer                | -                | -                | -                | -                | -                |
| Transfer to Funds                 | -                | -                | -                | -                | -                |
| Special (Stat Reserve) Funds      | -                | -                | -                | -                | -                |
| Development Cost Charges          | -                | -                | -                | -                | -                |
| Accumulated Surplus               | -                | -                | -                | -                | -                |
| <b>Total Expenditures</b>         | <b>2,756,444</b> | <b>2,916,859</b> | <b>3,010,068</b> | <b>3,107,856</b> | <b>3,208,870</b> |
| <b>Net Operating Expenditures</b> | <b>2,465,460</b> | <b>2,615,458</b> | <b>2,698,651</b> | <b>2,785,913</b> | <b>2,876,045</b> |

## Financial Services

### Revenues and Expenditures by Year

|                                   | 2019               | 2020               | 2021               | 2022               | 2023               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenue</b>                    |                    |                    |                    |                    |                    |
| Parcel Tax                        | -                  | -                  | -                  | -                  | -                  |
| Fees and Charges                  | (531,101)          | (550,114)          | (568,394)          | (549,052)          | (549,052)          |
| Sales of Service                  | (531,101)          | (550,114)          | (568,394)          | (549,052)          | (549,052)          |
| User Fees                         | -                  | -                  | -                  | -                  | -                  |
| Other Revenue                     | (1,201,142)        | (950,046)          | (973,580)          | (1,000,826)        | (1,037,011)        |
| Interest                          | -                  | -                  | -                  | -                  | -                  |
| Grants                            | -                  | -                  | -                  | -                  | -                  |
| Services to Other Governments     | -                  | -                  | -                  | -                  | -                  |
| Interdepartment Transfer          | (1,201,142)        | (950,046)          | (973,580)          | (1,000,826)        | (1,037,011)        |
| Transfers from Funds              | (351,000)          | -                  | -                  | -                  | -                  |
| Special (Stat Reserve) Funds      | -                  | -                  | -                  | -                  | -                  |
| Development Cost Charges          | -                  | -                  | -                  | -                  | -                  |
| Accumulated Surplus               | (351,000)          | -                  | -                  | -                  | -                  |
| <b>Total Revenue</b>              | <b>(2,083,243)</b> | <b>(1,500,160)</b> | <b>(1,541,974)</b> | <b>(1,549,878)</b> | <b>(1,586,063)</b> |
| <b>Expenditures</b>               |                    |                    |                    |                    |                    |
| Salaries and Wages                | 5,468,033          | 5,689,994          | 5,879,064          | 6,077,776          | 6,283,205          |
| Internal Equipment                | 5,880              | 5,998              | 6,118              | 6,240              | 6,365              |
| Material and Other                | 1,023,768          | 695,403            | 709,311            | 723,497            | 737,967            |
| Contract Services                 | 380,670            | 98,756             | 100,732            | 102,747            | 104,802            |
| Debt Interest                     | -                  | -                  | -                  | -                  | -                  |
| Debt Principal                    | -                  | -                  | -                  | -                  | -                  |
| Internal Allocations              | -                  | -                  | -                  | -                  | -                  |
| Interdepartment Transfer          | -                  | -                  | -                  | -                  | -                  |
| Interfund Transfer                | -                  | -                  | -                  | -                  | -                  |
| Transfer to Funds                 | 25,461             | 25,461             | 25,461             | 25,461             | 25,461             |
| Special (Stat Reserve) Funds      | -                  | -                  | -                  | -                  | -                  |
| Development Cost Charges          | -                  | -                  | -                  | -                  | -                  |
| Accumulated Surplus               | 25,461             | 25,461             | 25,461             | 25,461             | 25,461             |
| <b>Total Expenditures</b>         | <b>6,903,812</b>   | <b>6,515,612</b>   | <b>6,720,686</b>   | <b>6,935,721</b>   | <b>7,157,800</b>   |
| <b>Net Operating Expenditures</b> | <b>4,820,569</b>   | <b>5,015,452</b>   | <b>5,178,712</b>   | <b>5,385,843</b>   | <b>5,571,737</b>   |

## Financial Services - Debt & Other

### Revenues and Expenditures by Year

|                                   | 2019                | 2020                | 2021                | 2022                | 2023                |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Revenue</b>                    |                     |                     |                     |                     |                     |
| Library Requisition               | (6,389,123)         | (6,516,905)         | (6,647,244)         | (6,780,189)         | (6,915,793)         |
| Parcel Tax                        | (38,599)            | (38,599)            | (38,599)            | (38,599)            | (38,599)            |
| Fees and Charges                  | (329,341)           | (329,336)           | (329,336)           | (301,341)           | (301,341)           |
| Sales of Service                  | (213,000)           | (213,000)           | (213,000)           | (213,000)           | (213,000)           |
| User Fees                         | (116,341)           | (116,336)           | (116,336)           | (88,341)            | (88,341)            |
| Other Revenue                     | (9,310,564)         | (9,496,775)         | (9,686,711)         | (9,892,975)         | (10,090,834)        |
| Interest                          | (308,240)           | (314,405)           | (320,693)           | (339,637)           | (346,430)           |
| Grants                            | -                   | -                   | -                   | -                   | -                   |
| Services to Other Governments     | (5,238,666)         | (5,343,439)         | (5,450,308)         | (5,559,314)         | (5,670,500)         |
| Interdepartment Transfer          | (3,763,658)         | (3,838,931)         | (3,915,710)         | (3,994,024)         | (4,073,904)         |
| Transfers from Funds              | (2,416,116)         | (3,260,784)         | (3,260,784)         | (2,606,914)         | (2,392,186)         |
| Special (Stat Reserve) Funds      | (1,157,646)         | (1,157,644)         | (1,157,644)         | (1,157,644)         | (942,916)           |
| Development Cost Charges          | (653,870)           | (2,103,140)         | (2,103,140)         | (1,449,270)         | (1,449,270)         |
| Accumulated Surplus               | (604,600)           | -                   | -                   | -                   | -                   |
| <b>Total Revenue</b>              | <b>(18,483,743)</b> | <b>(19,642,399)</b> | <b>(19,962,674)</b> | <b>(19,620,018)</b> | <b>(19,738,754)</b> |
| <b>Expenditures</b>               |                     |                     |                     |                     |                     |
| Salaries and Wages                | (1,064,325)         | (1,064,325)         | (1,064,325)         | (1,064,325)         | (1,064,325)         |
| Internal Equipment                | -                   | -                   | -                   | -                   | -                   |
| Material and Other                | 6,798,974           | 6,934,953           | 7,073,653           | 7,227,656           | 7,372,209           |
| Contract Services                 | -                   | 798,220             | 830,468             | 847,077             | 864,019             |
| Debt Interest                     | 2,685,914           | 2,474,268           | 2,568,101           | 3,367,293           | 4,423,792           |
| Debt Principal                    | 4,338,653           | 3,914,395           | 3,914,395           | 3,372,809           | 4,890,128           |
| Internal Allocations              | 213,000             | 213,000             | 213,000             | 213,000             | 213,000             |
| Interdepartment Transfer          | 213,000             | 213,000             | 213,000             | 213,000             | 213,000             |
| Interfund Transfer                | -                   | -                   | -                   | -                   | -                   |
| Transfer to Funds                 | 16,650,098          | 18,745,498          | 18,745,498          | 18,241,498          | 18,241,498          |
| Special (Stat Reserve) Funds      | 10,667,666          | 13,267,666          | 13,267,666          | 12,763,666          | 12,763,666          |
| Development Cost Charges          | -                   | -                   | -                   | -                   | -                   |
| Accumulated Surplus               | 5,982,432           | 5,477,832           | 5,477,832           | 5,477,832           | 5,477,832           |
| <b>Total Expenditures</b>         | <b>29,622,314</b>   | <b>32,016,009</b>   | <b>32,280,790</b>   | <b>32,205,008</b>   | <b>34,940,321</b>   |
| <b>Net Operating Expenditures</b> | <b>11,138,571</b>   | <b>12,373,610</b>   | <b>12,318,117</b>   | <b>12,584,990</b>   | <b>15,201,568</b>   |

## Human Resources

### Revenues and Expenditures by Year

|                                   | 2019             | 2020             | 2021             | 2022             | 2023             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenue</b>                    |                  |                  |                  |                  |                  |
| Parcel Tax                        | -                | -                | -                | -                | -                |
| Fees and Charges                  | (61,000)         | (62,220)         | (63,464)         | (64,733)         | (66,028)         |
| Sales of Service                  | (5,000)          | (5,100)          | (5,202)          | (5,306)          | (5,412)          |
| User Fees                         | (56,000)         | (57,120)         | (58,262)         | (59,427)         | (60,616)         |
| Other Revenue                     | (23,000)         | -                | -                | -                | -                |
| Interest                          | -                | -                | -                | -                | -                |
| Grants                            | -                | -                | -                | -                | -                |
| Services to Other Governments     | -                | -                | -                | -                | -                |
| Interdepartment Transfer          | (23,000)         | -                | -                | -                | -                |
| Transfers from Funds              | (389,130)        | -                | -                | -                | -                |
| Special (Stat Reserve) Funds      | -                | -                | -                | -                | -                |
| Development Cost Charges          | -                | -                | -                | -                | -                |
| Accumulated Surplus               | (389,130)        | -                | -                | -                | -                |
| <b>Total Revenue</b>              | <b>(473,130)</b> | <b>(62,220)</b>  | <b>(63,464)</b>  | <b>(64,733)</b>  | <b>(66,028)</b>  |
| <b>Expenditures</b>               |                  |                  |                  |                  |                  |
| Salaries and Wages                | 1,963,789        | 2,043,912        | 2,111,828        | 2,183,208        | 2,257,000        |
| Internal Equipment                | 900              | 918              | 936              | 955              | 974              |
| Material and Other                | 2,365,350        | 2,229,853        | 2,274,450        | 2,319,939        | 2,366,338        |
| Contract Services                 | 227,400          | 257,548          | 267,799          | 273,155          | 278,618          |
| Debt Interest                     | -                | -                | -                | -                | -                |
| Debt Principal                    | -                | -                | -                | -                | -                |
| Internal Allocations              | -                | -                | -                | -                | -                |
| Interdepartment Transfer          | -                | -                | -                | -                | -                |
| Interfund Transfer                | -                | -                | -                | -                | -                |
| Transfer to Funds                 | -                | -                | -                | -                | -                |
| Special (Stat Reserve) Funds      | -                | -                | -                | -                | -                |
| Development Cost Charges          | -                | -                | -                | -                | -                |
| Accumulated Surplus               | -                | -                | -                | -                | -                |
| <b>Total Expenditures</b>         | <b>4,557,439</b> | <b>4,532,231</b> | <b>4,655,013</b> | <b>4,777,257</b> | <b>4,902,930</b> |
| <b>Net Operating Expenditures</b> | <b>4,084,309</b> | <b>4,470,011</b> | <b>4,591,549</b> | <b>4,712,524</b> | <b>4,836,902</b> |

## Human Resources - Fire Department

### Revenues and Expenditures by Year

|                                   | 2019               | 2019               | 2020               | 2021               | 2022               |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Revenue</b>                    |                    |                    |                    |                    |                    |
| Parcel Tax                        | -                  | -                  | -                  | -                  | -                  |
| Fees and Charges                  | (2,408,813)        | (2,474,544)        | (2,540,889)        | (2,591,707)        | (2,643,541)        |
| Sales of Service                  | (773,830)          | (806,035)          | (839,010)          | (855,790)          | (872,906)          |
| User Fees                         | (1,634,983)        | (1,668,509)        | (1,701,879)        | (1,735,917)        | (1,770,635)        |
| Other Revenue                     | (263,626)          | (269,041)          | (274,422)          | (279,910)          | (285,508)          |
| Interest                          | -                  | -                  | -                  | -                  | -                  |
| Grants                            | -                  | -                  | -                  | -                  | -                  |
| Services to Other Governments     | (263,626)          | (269,041)          | (274,422)          | (279,910)          | (285,508)          |
| Interdepartment Transfer          | -                  | -                  | -                  | -                  | -                  |
| Transfers from Funds              | -                  | -                  | -                  | -                  | -                  |
| Special (Stat Reserve) Funds      | -                  | -                  | -                  | -                  | -                  |
| Development Cost Charges          | -                  | -                  | -                  | -                  | -                  |
| Accumulated Surplus               | -                  | -                  | -                  | -                  | -                  |
| <b>Total Revenue</b>              | <b>(2,672,439)</b> | <b>(2,743,585)</b> | <b>(2,815,311)</b> | <b>(2,871,617)</b> | <b>(2,929,049)</b> |
| <b>Expenditures</b>               |                    |                    |                    |                    |                    |
| Salaries and Wages                | 18,979,345         | 20,214,409         | 21,067,504         | 21,779,586         | 22,515,736         |
| Internal Equipment                | 123,876            | 126,354            | 128,881            | 131,459            | 134,088            |
| Material and Other                | 1,766,902          | 1,736,317          | 1,751,484          | 1,786,514          | 1,822,244          |
| Contract Services                 | 201,184            | 505,208            | 509,312            | 519,498            | 529,888            |
| Debt Interest                     | -                  | -                  | -                  | -                  | -                  |
| Debt Principal                    | -                  | -                  | -                  | -                  | -                  |
| Internal Allocations              | 134,545            | 136,245            | 137,945            | 137,945            | 137,945            |
| Interdepartment Transfer          | 134,545            | 136,245            | 137,945            | 137,945            | 137,945            |
| Interfund Transfer                | -                  | -                  | -                  | -                  | -                  |
| Transfer to Funds                 | 1,073,740          | 1,073,740          | 1,073,740          | 1,073,740          | 1,073,740          |
| Special (Stat Reserve) Funds      | 800,000            | 800,000            | 800,000            | 800,000            | 800,000            |
| Development Cost Charges          | -                  | -                  | -                  | -                  | -                  |
| Accumulated Surplus               | 273,740            | 273,740            | 273,740            | 273,740            | 273,740            |
| <b>Total Expenditures</b>         | <b>22,279,592</b>  | <b>23,792,273</b>  | <b>24,668,866</b>  | <b>25,428,742</b>  | <b>26,213,641</b>  |
| <b>Net Operating Expenditures</b> | <b>19,607,153</b>  | <b>21,048,688</b>  | <b>21,853,555</b>  | <b>22,557,125</b>  | <b>23,284,592</b>  |

## Corporate Strategic Services

### Revenues and Expenditures by Year

|                                   | 2019             | 2020             | 2021             | 2022             | 2023             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Revenue</b>                    |                  |                  |                  |                  |                  |
| Parcel Tax                        | -                | -                | -                | -                | -                |
| Fees and Charges                  | (300,400)        | (622,608)        | (635,060)        | (137,761)        | (140,516)        |
| Sales of Service                  | (192,400)        | (512,448)        | (522,697)        | (23,151)         | (23,614)         |
| User Fees                         | (108,000)        | (110,160)        | (112,363)        | (114,610)        | (116,902)        |
| Other Revenue                     | (139,074)        | (141,855)        | (144,693)        | (147,587)        | (150,539)        |
| Interest                          | -                | -                | -                | -                | -                |
| Grants                            | -                | -                | -                | -                | -                |
| Services to Other Governments     | -                | -                | -                | -                | -                |
| Interdepartment Transfer          | (139,074)        | (141,855)        | (144,693)        | (147,587)        | (150,539)        |
| Transfers from Funds              | -                | -                | -                | -                | -                |
| Special (Stat Reserve) Funds      | -                | -                | -                | -                | -                |
| Development Cost Charges          | -                | -                | -                | -                | -                |
| Accumulated Surplus               | -                | -                | -                | -                | -                |
| <b>Total Revenue</b>              | <b>(439,474)</b> | <b>(764,463)</b> | <b>(779,753)</b> | <b>(285,348)</b> | <b>(291,055)</b> |
| <b>Expenditures</b>               |                  |                  |                  |                  |                  |
| Salaries and Wages                | 5,145,870        | 5,432,968        | 5,613,497        | 5,613,903        | 5,803,653        |
| Internal Equipment                | 6,500            | 6,630            | 6,763            | 6,898            | 7,036            |
| Material and Other                | 2,306,734        | 2,405,807        | 2,453,923        | 2,478,695        | 2,528,269        |
| 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          |
| <b>Total Expenditures</b>         | <b>7,569,504</b> | <b>7,955,805</b> | <b>8,184,583</b> | <b>8,209,896</b> | <b>8,449,358</b> |
| <b>Net Operating Expenditures</b> | <b>7,130,030</b> | <b>7,191,342</b> | <b>7,404,830</b> | <b>7,924,548</b> | <b>8,158,303</b> |

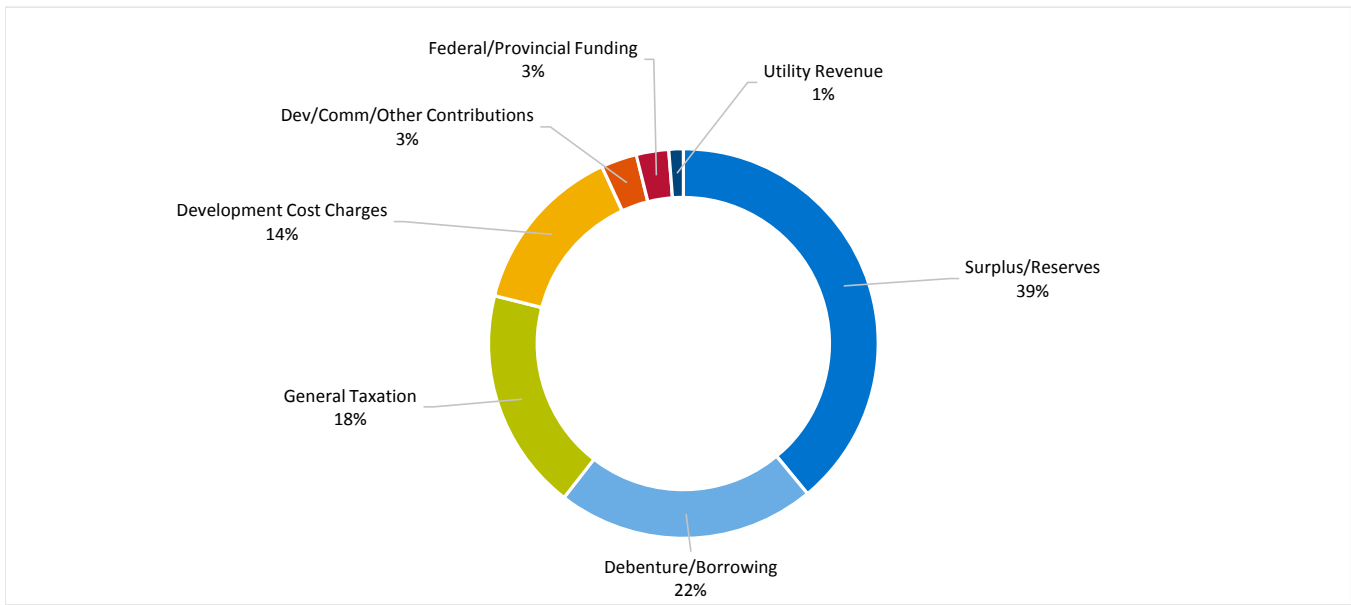
## Capital Summary - General Fund

| Cost Centre                    | 2019               | 2020              | 2021              | 2022              | 2023              |
|--------------------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| 300 Real Estate & Parking      | 5,226,040          | 5,078,789         | 3,202,900         | 2,995,202         | 2,666,601         |
| 301 Buildings                  | 9,100,400          | 4,297,830         | 9,011,715         | 51,480,364        | 30,420,554        |
| 302 Parks                      | 25,349,490         | 10,934,080        | 6,711,718         | 11,131,419        | 15,490,160        |
| 304 Transportation             | 39,892,890         | 24,730,675        | 14,176,229        | 11,258,930        | 16,631,755        |
| 305 Solid Waste                | 13,294,830         | 9,685,000         | 6,385,000         | 8,785,000         | 9,760,000         |
| 306 Storm Drainage             | 6,027,180          | 1,773,581         | 675,854           | 1,268,090         | 988,787           |
| 308 Information Services       | 8,736,120          | 1,432,236         | 955,652           | 1,042,306         | 1,019,644         |
| 310 Vehicle & Mobile Equipment | 8,433,290          | 5,764,955         | 4,785,857         | 3,049,303         | 4,161,324         |
| 311 Fire                       | 2,026,600          | 1,126,112         | 585,830           | 2,715,906         | 187,466           |
|                                | <b>118,086,840</b> | <b>64,823,258</b> | <b>46,490,755</b> | <b>93,726,520</b> | <b>81,326,291</b> |
| <b>Funding Sources:</b>        |                    |                   |                   |                   |                   |
| General Taxation               | 13,801,600         | 14,221,481        | 14,938,426        | 15,684,550        | 16,085,983        |
| Surplus/Reserves               | 60,901,528         | 34,393,166        | 15,998,640        | 23,765,096        | 22,680,914        |
| Development Cost Charges       | 16,625,352         | 8,791,991         | 8,198,276         | 9,195,039         | 14,528,785        |
| Debenture/Borrowing            | 10,434,250         | -                 | 5,684,000         | 44,079,300        | 26,680,000        |
| Federal/Provincial Funding*    | 10,907,130         | -                 | -                 | -                 | -                 |
| Dev/Comm/Other Contributions   | 3,329,490          | 6,732,960         | 685,240           | 403,730           | 864,470           |
| Utility Revenue                | 2,087,490          | 683,660           | 986,173           | 598,805           | 486,139           |
|                                | <b>118,086,840</b> | <b>64,823,258</b> | <b>46,490,755</b> | <b>93,726,520</b> | <b>81,326,291</b> |

\* 2018 - 2027 10-Year Capital Plan only includes confirmed Federal and Provincial Funding

## Capital Funding Summary

General Fund Capital Funding 2019 to 2023

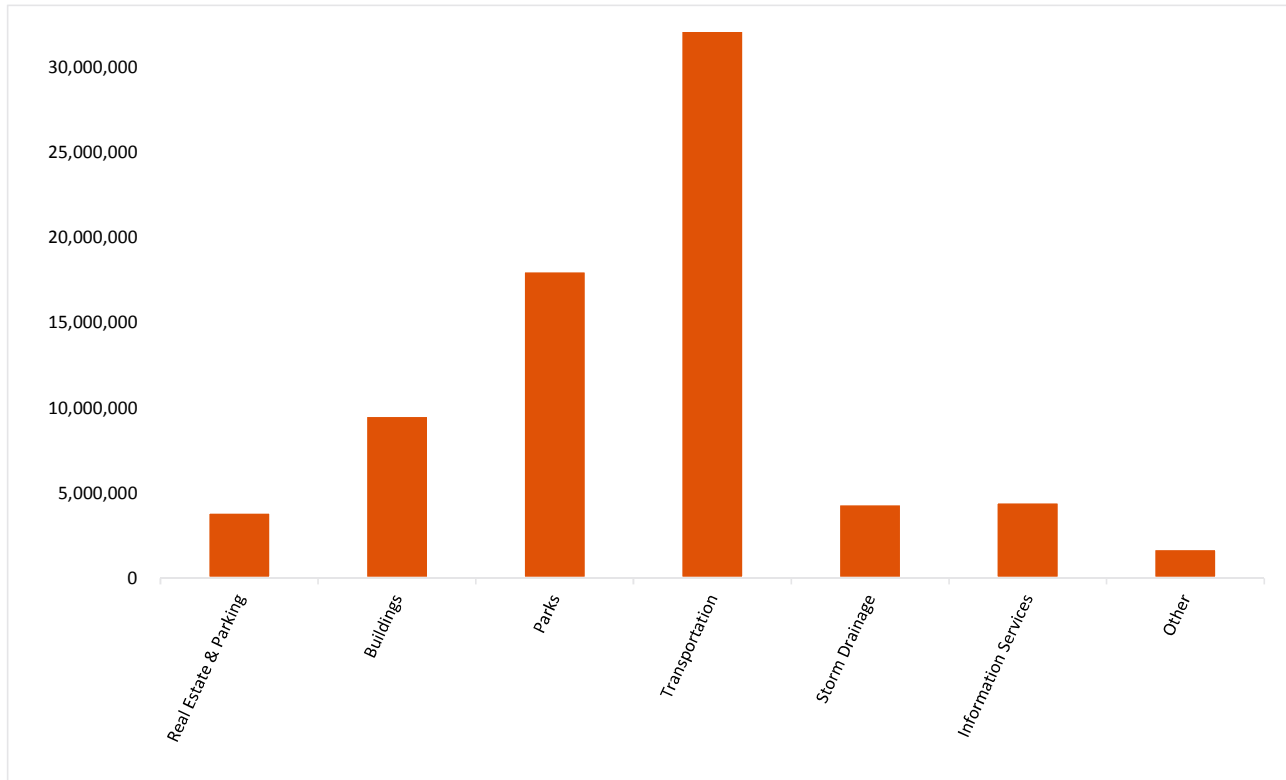


|  | 2019               | 2020              | 2021              | 2022              | 2023               |
|--|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>Funding Sources:</b>                |                    |                   |                   |                   |                    |
| General Taxation                       | 13,801,600         | 14,221,481        | 14,938,426        | 15,684,550        | 16,085,983         |
| Surplus/Reserves                       | 60,901,528         | 34,393,166        | 15,998,640        | 23,765,096        | 22,680,914         |
| Development Cost Charges               | 16,625,352         | 8,791,991         | 8,198,276         | 9,195,039         | 14,528,785         |
| Debenture/Borrowing                    | 10,434,250         | -                 | 5,684,000         | 44,079,300        | 26,680,000         |
| Federal/Provincial Funding             | 10,907,130         | -                 | -                 | -                 | -                  |
| Dev/Comm/Other Contributions           | 3,329,490          | 6,732,960         | 685,240           | 403,730           | 864,470            |
| Utility Revenue                        | 2,087,490          | 683,660           | 986,173           | 598,805           | 486,139            |
|  | <b>118,086,840</b> | <b>64,823,258</b> | <b>46,490,755</b> | <b>93,726,520</b> | <b>81,326,291</b>  |
| <b>Total Five-Year Capital Program</b> |                    |                   |                   |                   | <b>404,453,664</b> |



### Capital Funding Summary by Cost Centre

General Fund 2019 to 2023 - Taxation



| Cost Centre                    | Total \$           | %    | General Fund      |      |
|--------------------------------|--------------------|------|-------------------|------|
|                                |                    |      | Taxation          | %    |
| 300 Real Estate & Parking      | 19,169,532         | 4.7  | 3,879,492         | 5.2  |
| 301 Buildings                  | 104,310,863        | 25.8 | 9,561,242         | 12.8 |
| 302 Parks                      | 69,616,867         | 17.2 | 18,050,647        | 24.1 |
| 304 Transportation             | 106,690,479        | 26.4 | 32,631,331        | 43.6 |
| 305 Solid Waste                | 47,909,830         | 11.8 | -                 | 0.0  |
| 306 Storm Drainage             | 10,733,492         | 2.7  | 4,376,312         | 5.9  |
| 308 Information Services       | 13,185,958         | 3.3  | 4,481,645         | 6.0  |
| 310 Vehicle & Mobile Equipment | 26,194,729         | 6.5  | 1,713,671         | 2.3  |
| 311 Fire                       | 6,641,914          | 1.6  | 37,700            | 0.1  |
| <b>Total Five-Year Program</b> | <b>404,453,664</b> |      | <b>74,732,040</b> |      |

## Real Estate &amp; Parking Capital

| Plan No.               | Plan Description                 | 2019             | 2020             | 2021             | 2022             | 2023             |
|------------------------|----------------------------------|------------------|------------------|------------------|------------------|------------------|
| L1                     | General Land                     | 2,505,180        | 1,975,289        | 1,945,900        | 2,003,202        | 2,199,101        |
| L2                     | Road & Sidewalk Land Acquisition | 257,660          | 25,000           | 25,000           | 25,000           | 25,000           |
| L3                     | Parking Infrastructure           | 2,213,200        | 2,828,500        | 982,000          | 717,000          | 192,500          |
| L4                     | Strategic Land Redevelopment     | 250,000          | 250,000          | 250,000          | 250,000          | 250,000          |
|                        |                                  | <b>5,226,040</b> | <b>5,078,789</b> | <b>3,202,900</b> | <b>2,995,202</b> | <b>2,666,601</b> |
| <b>Funding Sources</b> |                                  |                  |                  |                  |                  |                  |
|                        | General Taxation                 | 676,000          | 745,289          | 715,900          | 773,202          | 969,101          |
|                        | Surplus/Reserves                 | 4,494,860        | 4,078,500        | 2,232,000        | 1,967,000        | 1,442,500        |
|                        | Development Cost Charges         | 55,180           | -                | -                | -                | -                |
|                        | Debenture/Borrowing              | -                | -                | -                | -                | -                |
|                        | Federal/Provincial Funding       | -                | -                | -                | -                | -                |
|                        | Dev/Comm/Other Contributions     | -                | 255,000          | 255,000          | 255,000          | 255,000          |
|                        | Utility Revenue                  | -                | -                | -                | -                | -                |
|                        |                                  | <b>5,226,040</b> | <b>5,078,789</b> | <b>3,202,900</b> | <b>2,995,202</b> | <b>2,666,601</b> |

|                                   |                   |
|-----------------------------------|-------------------|
| <b>Five-Year Total Funding</b>    | <b>19,169,532</b> |
| <b>Five-Year Taxation Funding</b> | <b>3,879,492</b>  |

## Real Estate & Parking Capital

| Plan No.                       | Plan Description   | Total Five-Year Project Costs |
|--------------------------------|--|-------------------------------|
| 1.                             | <b>General Land</b><br>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. | <b>10,628,672</b>             |
| 2.                             | <b>Road and Sidewalk Land Acquisition</b><br>To fund the purchase of land required for the widening of roads to accommodate road improvements and/or sidewalks.  | <b>357,660</b>                |
| 3.                             | <b>Parking Infrastructure</b><br>Funding to renew parking infrastructure and to invest in efficient parking management technology.   | <b>6,933,200</b>              |
| 4.                             | <b>Strategic Land Redevelopment</b><br>Funding to redevelop City owned land to improve public benefit and encourage economic development.  | <b>1,250,000</b>              |
| <b>Five-Year Total Funding</b> |  | <b>19,169,532</b>             |

## Building Capital

| Plan No.                          | Plan Description                          | 2019             | 2020             | 2021             | 2022              | 2023               |
|-----------------------------------|---|------------------|------------------|------------------|-------------------|--------------------|
| B1                                | Parks and Recreation Buildings            | 2,049,610        | 1,493,225        | 8,001,865        | 48,525,071        | 27,743,739         |
| B2                                | Community and Cultural Buildings          | 503,440          | 347,572          | 427,696          | 254,517           | 477,566            |
| B3                                | Civic/Protective Service Buildings        | 5,668,470        | 1,794,439        | 252,565          | 1,386,083         | 1,161,125          |
| B4                                | Transportation and Public Works Buildings | 818,880          | 112,594          | 129,589          | 64,693            | 138,124            |
| B5                                | Heritage Buildings                        | 0                | 500,000          | 150,000          | 1,200,000         | 100,000            |
| B6                                | Capital Opportunities and Partnerships    | 60,000           | 50,000           | 50,000           | 50,000            | 800,000            |
|                                   |   | <b>9,100,400</b> | <b>4,297,830</b> | <b>9,011,715</b> | <b>51,480,364</b> | <b>30,420,554</b>  |
| <b>Funding Sources</b>            |   |                  |                  |                  |                   |                    |
|                                   | General Taxation                          | 1,509,100        | 2,490,830        | 1,881,415        | 1,893,564         | 1,786,333          |
|                                   | Surplus/Reserves                          | 6,967,650        | 1,807,000        | 1,446,300        | 5,507,500         | 1,954,221          |
|                                   | Development Cost Charges                  | -                | -                | -                | -                 | -                  |
|                                   | Debenture/Borrowing                       | 323,650          | -                | 5,684,000        | 44,079,300        | 26,680,000         |
|                                   | Federal/Provincial Funding                | -                | -                | -                | -                 | -                  |
|                                   | Dev/Comm/Other Contributions              | -                | -                | -                | -                 | -                  |
|                                   | Utility Revenue                           | 300,000          | -                | -                | -                 | -                  |
|                                   |   | <b>9,100,400</b> | <b>4,297,830</b> | <b>9,011,715</b> | <b>51,480,364</b> | <b>30,420,554</b>  |
| <b>Five-Year Total Funding</b>    |   |                  |                  |                  |                   | <b>104,310,863</b> |
| <b>Five-Year Taxation Funding</b> |   |                  |                  |                  |                   | <b>9,561,242</b>   |

## Building Capital

| Plan No.                       | Plan Description   | Total Five-Year Project Costs |
|--------------------------------|--|-------------------------------|
| 1.                             | <b>Parks and Recreation Buildings</b><br>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. | 87,813,510                    |
| 2.                             | <b>Community and Cultural Buildings</b><br>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.  | 2,010,791                     |
| 3.                             | <b>Civic/Protective Service Buildings</b><br>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.  | 10,262,682                    |
| 4.                             | <b>Transportation and Public Works Buildings</b><br>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.   | 1,263,880                     |
| 5.                             | <b>Heritage Buildings</b><br>An allocation for the development of new City-owned Heritage buildings as well as the redevelopment, renewal and expansion of existing ones.  | 1,950,000                     |
| 6.                             | <b>Capital Opportunities and Partnerships</b><br>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.   | 1,010,000                     |
| <b>Five-Year Total Funding</b> |  | <b>104,310,863</b>            |

## Parks Capital

| Plan No.               | Plan Description                     | 2019              | 2020              | 2021             | 2022              | 2023              |
|------------------------|--------------------------------------|-------------------|-------------------|------------------|-------------------|-------------------|
| P1                     | DCC Parkland Acquisition             | 8,080,040         | 4,258,449         | 3,668,730        | 7,170,397         | 10,073,020        |
| P2                     | Linear/Natural Area Park Development | 218,520           | 500,000           | 650,000          | 500,000           | 500,000           |
| P3                     | Neighbourhood Park Development       | 300,000           | -                 | 700,000          | -                 | -                 |
| P4                     | Community Park Development           | 1,858,400         | 900,000           | -                | 2,755,000         | 3,800,000         |
| P5                     | Recreation Park Development          | 2,222,300         | 388,000           | -                | -                 | 350,000           |
| P6                     | City-Wide Park Development           | 10,090,440        | 3,812,000         | -                | -                 | -                 |
| P7                     | Linear/Natural Area Park Development | 674,060           | 200,000           | 275,800          | -                 | 250,000           |
| P8                     | Park Renew., Rehab. & Upgrades       | 912,060           | 875,631           | 1,267,188        | 656,022           | 467,140           |
| P9                     | Capital Opportunities and Partners   | 993,670           | -                 | 150,000          | 50,000            | 50,000            |
|                        |                                      | <b>25,349,490</b> | <b>10,934,080</b> | <b>6,711,718</b> | <b>11,131,419</b> | <b>15,490,160</b> |
| <b>Funding Sources</b> |                                      |                   |                   |                  |                   |                   |
|                        | General Taxation                     | 3,659,900         | 3,350,463         | 2,289,035        | 3,397,425         | 5,353,824         |
|                        | Surplus/Reserves                     | 7,215,608         | 1,760,631         | 1,172,188        | 1,381,022         | 1,211,640         |
|                        | Development Cost Charges             | 4,529,572         | 3,772,986         | 3,250,495        | 6,352,972         | 8,924,696         |
|                        | Debenture/Borrowing                  | 2,952,000         | -                 | -                | -                 | -                 |
|                        | Federal/Provincial Funding           | 6,570,000         | -                 | -                | -                 | -                 |
|                        | Dev/Comm/Other Contributions         | 422,410           | 2,050,000         | -                | -                 | -                 |
|                        | Utility Revenue                      | -                 | -                 | -                | -                 | -                 |
|                        |                                      | <b>25,349,490</b> | <b>10,934,080</b> | <b>6,711,718</b> | <b>11,131,419</b> | <b>15,490,160</b> |

|                                   |                   |
|-----------------------------------|-------------------|
| <b>Five-Year Total Funding</b>    | <b>69,616,867</b> |
| <b>Five-Year Taxation Funding</b> | <b>18,050,647</b> |

## Parks Capital

| Plan No.                       | Plan Description   | Total Five-Year Project Costs |
|--------------------------------|--|-------------------------------|
| 1.                             | <b>DCC Parkland Acquisition</b><br>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. | 33,250,636                    |
| 2.                             | <b>Linear/Natural Area Parkland</b><br>Park acquisition program for the purchase of Natural Areas and Linear Parks not attributed to the DCC program.  | 2,368,520                     |
| 3.                             | <b>Neighbourhood Park Development</b><br>An allocation to cover the development of neighbourhood level parks including off-site costs related to park development, but does not include buildings.   | 1,000,000                     |
| 4.                             | <b>Community Park Development</b><br>An allocation to cover the development of community level parks including off-site costs related to park development, but does not include buildings.   | 9,313,400                     |
| 5.                             | <b>Recreation Park Development</b><br>An allocation to cover the development of recreation level parks including off-site costs related to park development, but does not include buildings.   | 2,960,300                     |
| 6.                             | <b>City-Wide Park Development</b><br>An allocation to cover the development of city-wide level parks including off-site costs related to park development, but does not include buildings.   | 13,902,440                    |
| 7.                             | <b>Linear/Natural Area Park Development</b><br>An allocation to cover the development of natural areas and linear parks/trails.  | 1,399,860                     |
| 8.                             | <b>Park Renewal, Rehabilitation &amp; Infrastructure Upgrades</b><br>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.   | 4,178,041                     |
| 9.                             | <b>Capital Opportunities and Partners</b><br>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.  | 1,243,670                     |
| <b>Five-Year Total Funding</b> |  | <b>69,616,867</b>             |

## Transportation Capital

| Plan No.                          | Plan Description                    | 2019              | 2020              | 2021              | 2022              | 2023               |
|-----------------------------------|-------------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| T1                                | Development Cost Charge Roads       | 16,844,180        | 7,207,203         | 6,562,785         | 2,756,035         | 5,399,260          |
| T2                                | DCC Roads - Active Transportation   | 13,278,490        | 7,309,800         | 685,140           | 1,334,480         | 5,302,784          |
| T3                                | Non-DCC Roads                       | 249,890           | -                 | -                 | -                 | -                  |
| T4                                | Transportation System Renewal       | 5,150,240         | 9,163,672         | 4,828,304         | 5,393,415         | 3,929,711          |
| T5                                | Bicycle Network                     | 2,265,520         | 300,000           | 300,000           | 450,000           | 450,000            |
| T6                                | Sidewalk Network                    | 695,050           | 300,000           | 400,000           | 400,000           | 500,000            |
| T7                                | Safety and Operational Improvements | 512,640           | 400,000           | 400,000           | 400,000           | 475,000            |
| T8                                | Traffic Control Infrastructure      | 357,910           | -                 | 950,000           | 450,000           | 500,000            |
| T9                                | Transit Facilities                  | 538,970           | 50,000            | 50,000            | 75,000            | 75,000             |
|                                   |                                     | <b>39,892,890</b> | <b>24,730,675</b> | <b>14,176,229</b> | <b>11,258,930</b> | <b>16,631,755</b>  |
| <b>Funding Sources</b>            |                                     |                   |                   |                   |                   |                    |
|                                   | General Taxation                    | 5,368,800         | 5,064,171         | 8,468,061         | 7,370,262         | 6,360,037          |
|                                   | Surplus/Reserves                    | 12,358,210        | 10,269,539        | 380,147           | 947,871           | 4,108,159          |
|                                   | Development Cost Charges            | 12,040,600        | 5,019,005         | 4,947,781         | 2,842,067         | 5,604,089          |
|                                   | Debenture/Borrowing                 | 7,158,600         | -                 | -                 | -                 | -                  |
|                                   | Federal/Provincial Funding          | 547,900           | -                 | -                 | -                 | -                  |
|                                   | Dev/Comm/Other Contributions        | 2,418,780         | 4,377,960         | 380,240           | 98,730            | 559,470            |
|                                   | Utility Revenue                     | -                 | -                 | -                 | -                 | -                  |
|                                   |                                     | <b>39,892,890</b> | <b>24,730,675</b> | <b>14,176,229</b> | <b>11,258,930</b> | <b>16,631,755</b>  |
| <b>Five-Year Total Funding</b>    |                                     |                   |                   |                   |                   | <b>106,690,479</b> |
| <b>Five-Year Taxation Funding</b> |                                     |                   |                   |                   |                   | <b>32,631,331</b>  |



## Transportation Capital

| Plan No.                       | Plan Description  | Total Five-Year Project Costs |
|--------------------------------|---|-------------------------------|
| 1.                             | <b>Development Cost Charge (DCC) Roads</b><br>Allocation for design, land and construction costs associated with DCC Road projects.   | 38,769,463                    |
| 2.                             | <b>DCC Roads - Active Transportation</b><br>Allocation for design, land and construction costs associated with DCC Active Transportation projects. General taxation to cover 77.7% Assist.  | 27,910,694                    |
| 3.                             | <b>Non-DCC Roads</b><br>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.   | 249,890                       |
| 4.                             | <b>Transportation System Renewal</b><br>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.  | 28,465,342                    |
| 5.                             | <b>Bicycle Network</b><br>Allocation for bike network system additions.   | 3,765,520                     |
| 6.                             | <b>Sidewalk Network</b><br>Allocation required to complete the Non-DCC portion of the sidewalk network.   | 2,295,050                     |
| 7.                             | <b>Safety and Operational Improvements</b><br>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.   | 2,187,640                     |
| 8.                             | <b>Traffic Control Infrastructure</b><br>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. | 2,257,910                     |
| 9.                             | <b>Transit Facilities</b><br>Construction of new of existing transit facilities, bus pullouts and shelters.   | 788,970                       |
| <b>Five-Year Total Funding</b> |   | <b>106,690,479</b>            |

## Solid Waste Capital

| Plan No.                          | Plan Description                  | 2019              | 2020             | 2021             | 2022             | 2023              |
|-----------------------------------|-----------------------------------|-------------------|------------------|------------------|------------------|-------------------|
| SW1                               | Equipment                         | 582,920           | 450,000          | 300,000          | 300,000          | 300,000           |
| SW2                               | Site Improvement                  | 4,101,610         | 3,000,000        | 2,225,000        | 225,000          | 1,100,000         |
| SW3                               | Gas Management                    | 1,050,000         | 700,000          | 700,000          | 700,000          | 400,000           |
| SW4                               | Leachate Management               | 734,100           | 475,000          | 550,000          | -                | 500,000           |
| SW5                               | Drainage & Groundwater Management | 482,010           | 50,000           | 250,000          | -                | -                 |
| SW6                               | Recycling and Waste Management    | 200,000           | -                | -                | 300,000          | -                 |
| SW7                               | Landfill Area Development         | 6,054,190         | 4,550,000        | 1,900,000        | 6,300,000        | 6,250,000         |
| SW8                               | Closure and Reclamation           | -                 | -                | -                | 500,000          | 750,000           |
| SW9                               | Solid Waste Renewal               | 90,000            | 460,000          | 460,000          | 460,000          | 460,000           |
|                                   |                                   | <b>13,294,830</b> | <b>9,685,000</b> | <b>6,385,000</b> | <b>8,785,000</b> | <b>9,760,000</b>  |
| <b>Funding Sources</b>            |                                   |                   |                  |                  |                  |                   |
|                                   | General Taxation                  | -                 | -                | -                | -                | -                 |
|                                   | Surplus/Reserves                  | 12,360,730        | 9,685,000        | 6,385,000        | 8,785,000        | 9,760,000         |
|                                   | Development Cost Charges          | -                 | -                | -                | -                | -                 |
|                                   | Debenture/Borrowing               | -                 | -                | -                | -                | -                 |
|                                   | Federal/Provincial Funding        | -                 | -                | -                | -                | -                 |
|                                   | Dev/Comm/Other Contributions      | 313,970           | -                | -                | -                | -                 |
|                                   | Utility Revenue                   | 620,130           | -                | -                | -                | -                 |
|                                   |                                   | <b>13,294,830</b> | <b>9,685,000</b> | <b>6,385,000</b> | <b>8,785,000</b> | <b>9,760,000</b>  |
| <b>Five-Year Total Funding</b>    |                                   |                   |                  |                  |                  | <b>47,909,830</b> |
| <b>Five-Year Taxation Funding</b> |                                   |                   |                  |                  |                  | <b>-</b>          |

## Solid Waste Capital

| Plan No.                       | Plan Description  | Total Five-Year Project Costs |
|--------------------------------|---|-------------------------------|
| 1.                             | <b>Equipment</b><br>Funding for new equipment and replacement of existing equipment.  | 1,932,920                     |
| 2.                             | <b>Site Improvement</b><br>Funding for site improvements like buildings, roads, landscaping and fencing.  | 10,651,610                    |
| 3.                             | <b>Gas Management</b><br>Required for design, installation and extension of gas management system and utilization of gas to energy.   | 3,550,000                     |
| 4.                             | <b>Leachate Management</b><br>Required for installation and extension of leachate collection, treatment, recirculation network and pump facilities.   | 2,259,100                     |
| 5.                             | <b>Drainage and Groundwater Management</b><br>Funding for design and installation of surface and groundwater systems, piping, storage and pump stations.  | 782,010                       |
| 6.                             | <b>Recycling and Waste Management</b><br>Facilities and infrastructure to support waste management and recycling including composting, waste separation and diversion, last chance mercantile, and curbside bins. | 500,000                       |
| 7.                             | <b>Landfill Area Development</b><br>Required for planning, design and development of areas for filling to maximize available space.   | 25,054,190                    |
| 8.                             | <b>Closure and Reclamation</b><br>Required for design and construction of final cover system and closure infrastructure and reclamation of disturbed areas to natural state.                                      | 1,250,000                     |
| 9.                             | <b>Solid Waste Renewal</b><br>Renewal and replacement of site infrastructure and equipment.   | 1,930,000                     |
| <b>Five-Year Total Funding</b> |   | <b>47,909,830</b>             |

## Storm Drainage Capital

| Plan No.                          | Plan Description               | 2019             | 2020             | 2021           | 2022             | 2023              |
|-----------------------------------|--------------------------------|------------------|------------------|----------------|------------------|-------------------|
| D1                                | Hydraulic Upgrading Program    | 1,046,560        | 1,379,054        | 442,630        | 941,032          | 622,825           |
| D2                                | Storm Drainage Quality Program | 280,080          | 90,000           | -              | 90,000           | 90,000            |
| D3                                | Storm Drainage Renewal         | 4,700,540        | 304,527          | 233,224        | 237,058          | 275,962           |
|                                   |                                | <b>6,027,180</b> | <b>1,773,581</b> | <b>675,854</b> | <b>1,268,090</b> | <b>988,787</b>    |
|                                   | General Taxation               | 1,080,000        | 858,581          | 675,854        | 1,243,090        | 518,787           |
|                                   | Surplus/Reserves               | 1,232,540        | 915,000          | -              | 25,000           | 470,000           |
|                                   | Development Cost Charges       | -                | -                | -              | -                | -                 |
|                                   | Debenture/Borrowing            | -                | -                | -              | -                | -                 |
|                                   | Federal/Provincial Funding     | 3,714,640        | -                | -              | -                | -                 |
|                                   | Dev/Comm/Other Contributions   | -                | -                | -              | -                | -                 |
|                                   | Utility Revenue                | -                | -                | -              | -                | -                 |
|                                   |                                | <b>6,027,180</b> | <b>1,773,581</b> | <b>675,854</b> | <b>1,268,090</b> | <b>988,787</b>    |
| <b>Five-Year Total Funding</b>    |                                |                  |                  |                |                  | <b>10,733,492</b> |
| <b>Five-Year Taxation Funding</b> |                                |                  |                  |                |                  | <b>4,376,312</b>  |

## Storm Drainage Capital

| Plan No.                       | Plan Description  | Total Five-Year Project Costs |
|--------------------------------|---|-------------------------------|
| 1.                             | <p><b>Hydraulic Upgrading Program</b><br/>           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.</p>  | 4,432,101                     |
| 2.                             | <p><b>Storm Drainage Quality Program</b><br/>           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.</p> | 550,080                       |
| 3.                             | <p><b>Storm Drainage Renewal</b><br/>           This program provides for the renewal and replacement of pipes, pump stations, and treatment facilities.</p>  | 5,751,311                     |
| <b>Five-Year Total Funding</b> |   | <b>10,733,492</b>             |

## Information Capital

| Plan No.               | Plan Description             | 2019             | 2020             | 2021           | 2022             | 2023             |
|------------------------|------------------------------|------------------|------------------|----------------|------------------|------------------|
| I1                     | Front Office Equipment       | 386,000          | 423,500          | 435,000        | 397,500          | 382,500          |
| I2                     | Server and Data Storage      | 180,000          | 300,000          | 180,000        | 230,000          | 205,000          |
| I3                     | Major System Projects        | 6,264,660        | 528,736          | 185,652        | 189,806          | 277,144          |
| I4                     | Communications Systems       | 1,905,460        | 180,000          | 155,000        | 225,000          | 155,000          |
|                        |                              | <b>8,736,120</b> | <b>1,432,236</b> | <b>955,652</b> | <b>1,042,306</b> | <b>1,019,644</b> |
| <b>Funding Sources</b> |                              |                  |                  |                |                  |                  |
|                        | General Taxation             | 1,176,600        | 1,067,838        | 639,634        | 736,991          | 860,582          |
|                        | Surplus/Reserves             | 6,736,040        | 314,398          | 266,018        | 255,315          | 109,062          |
|                        | Development Cost Charges     | -                | -                | -              | -                | -                |
|                        | Debenture/Borrowing          | -                | -                | -              | -                | -                |
|                        | Federal/Provincial Funding   | 74,590           | -                | -              | -                | -                |
|                        | Dev/Comm/Other Contributions | 50,000           | 50,000           | 50,000         | 50,000           | 50,000           |
|                        | Utility Revenue              | 698,890          | -                | -              | -                | -                |
|                        |                              | <b>8,736,120</b> | <b>1,432,236</b> | <b>955,652</b> | <b>1,042,306</b> | <b>1,019,644</b> |

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|                                   |                   |
|-----------------------------------|-------------------|
| <b>Five-Year Total Funding</b>    | <b>13,185,958</b> |
| <b>Five-Year Taxation Funding</b> | <b>4,481,645</b>  |

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## Information Capital

| Plan No.                       | Plan Description   | Total Five-Year Project Costs |
|--------------------------------|--|-------------------------------|
| 1.                             | <p><b>Front Office Equipment</b><br/>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.</p>   | 2,024,500                     |
| 2.                             | <p><b>Server and Data Storage</b><br/>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.</p>  | 1,095,000                     |
| 3.                             | <p><b>Major System Projects</b><br/>Major systems projects include tax system, collection systems (cash and electronic funds), permit systems, property systems, Unit4 ERP system, Asset Management system, customer relation systems (service requests), employee time entry systems and maintenance management systems.</p>  | 7,445,998                     |
| 4.                             | <p><b>Communications Systems</b><br/>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.</p> | 2,620,460                     |
| <b>Five-Year Total Funding</b> |  | <b>13,185,958</b>             |

## Vehicle & Mobile Equipment Capital

| Plan No.                          | Plan Description              | 2019             | 2020             | 2021             | 2022             | 2023              |
|-----------------------------------|-------------------------------|------------------|------------------|------------------|------------------|-------------------|
| V1                                | Additional Vehicles/Equipment | 553,300          | 1,608,123        | 1,480,878        | 1,108,829        | 904,848           |
| V2                                | Vehicle/Equipment Renewal     | 7,879,990        | 4,156,832        | 3,304,979        | 1,940,474        | 3,256,476         |
|                                   |                               | <b>8,433,290</b> | <b>5,764,955</b> | <b>4,785,857</b> | <b>3,049,303</b> | <b>4,161,324</b>  |
| <b>Funding Sources</b>            |                               |                  |                  |                  |                  |                   |
|                                   | General Taxation              | 293,500          | 644,309          | 268,527          | 270,016          | 237,319           |
|                                   | Surplus/Reserves              | 7,546,990        | 4,436,986        | 3,531,157        | 2,180,482        | 3,437,866         |
|                                   | Development Cost Charges      | -                | -                | -                | -                | -                 |
|                                   | Debenture/Borrowing           | -                | -                | -                | -                | -                 |
|                                   | Federal/Provincial Funding    | -                | -                | -                | -                | -                 |
|                                   | Dev/Comm/Other Contributions  | 124,330          | -                | -                | -                | -                 |
|                                   | Utility Revenue               | 468,470          | 683,660          | 986,173          | 598,805          | 486,139           |
|                                   |                               | <b>8,433,290</b> | <b>5,764,955</b> | <b>4,785,857</b> | <b>3,049,303</b> | <b>4,161,324</b>  |
| <b>Five-Year Total Funding</b>    |                               |                  |                  |                  |                  | <b>26,194,729</b> |
| <b>Five-Year Taxation Funding</b> |                               |                  |                  |                  |                  | <b>1,713,671</b>  |



## Vehicle & Mobile Equipment Capital

| Plan No.                       | Plan Description   | Total Five-Year Project Costs |
|--------------------------------|--|-------------------------------|
| 1.                             | <p><b>Additional Vehicles/Equipment</b><br/>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.</p>  | 5,655,978                     |
| 2.                             | <p><b>Vehicle/Equipment Renewal</b><br/>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.</p> | 20,538,751                    |
| <b>Five-Year Total Funding</b> |  | <b>26,194,729</b>             |

## Fire Capital

| Plan No. | Plan Description              | 2019             | 2020             | 2021           | 2022             | 2023           |
|----------|-------------------------------|------------------|------------------|----------------|------------------|----------------|
| F1       | Vehicle/Equipment Renewal     | 838,100          | 804,080          | 585,830        | 2,715,906        | -              |
| F2       | Additional Vehicles/Equipment | 1,082,000        | 322,032          | -              | -                | -              |
| F3       | Communications Systems        | 106,500          | -                | -              | -                | 187,466        |
|          |                               | <b>2,026,600</b> | <b>1,126,112</b> | <b>585,830</b> | <b>2,715,906</b> | <b>187,466</b> |

### Funding Sources

|                              |                  |                  |                |                  |                |
|------------------------------|------------------|------------------|----------------|------------------|----------------|
| General Taxation             | 37,700           | -                | -              | -                | -              |
| Surplus/Reserves             | 1,988,900        | 1,126,112        | 585,830        | 2,715,906        | 187,466        |
| Development Cost Charges     | -                | -                | -              | -                | -              |
| Debenture/Borrowing          | -                | -                | -              | -                | -              |
| Federal/Provincial Funding   | -                | -                | -              | -                | -              |
| Dev/Comm/Other Contributions | -                | -                | -              | -                | -              |
| Utility Revenue              | -                | -                | -              | -                | -              |
|                              | <b>2,026,600</b> | <b>1,126,112</b> | <b>585,830</b> | <b>2,715,906</b> | <b>187,466</b> |

|                                   |                  |
|-----------------------------------|------------------|
| <b>Five-Year Total Funding</b>    | <b>6,641,914</b> |
| <b>Five-Year Taxation Funding</b> | <b>37,700</b>    |

## Fire Capital

| Plan No.                       | Plan Description  | Total Five-Year Project Costs |
|--------------------------------|---|-------------------------------|
| 1.                             | <b>Vehicle/Equipment Renewal</b><br>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. | <b>4,943,916</b>              |
| 2.                             | <b>Additional Vehicles/Equipment</b><br>This budget supports the addition of new vehicles and equipment to the Fire Department in response to increased service demand from population growth.  | <b>1,404,032</b>              |
| 3.                             | <b>Communications Systems</b><br>To provide for radio system improvements or replacement, including dispatch requirements.  | <b>293,966</b>                |
| <b>Five-Year Total Funding</b> |   | <b>6,641,914</b>              |

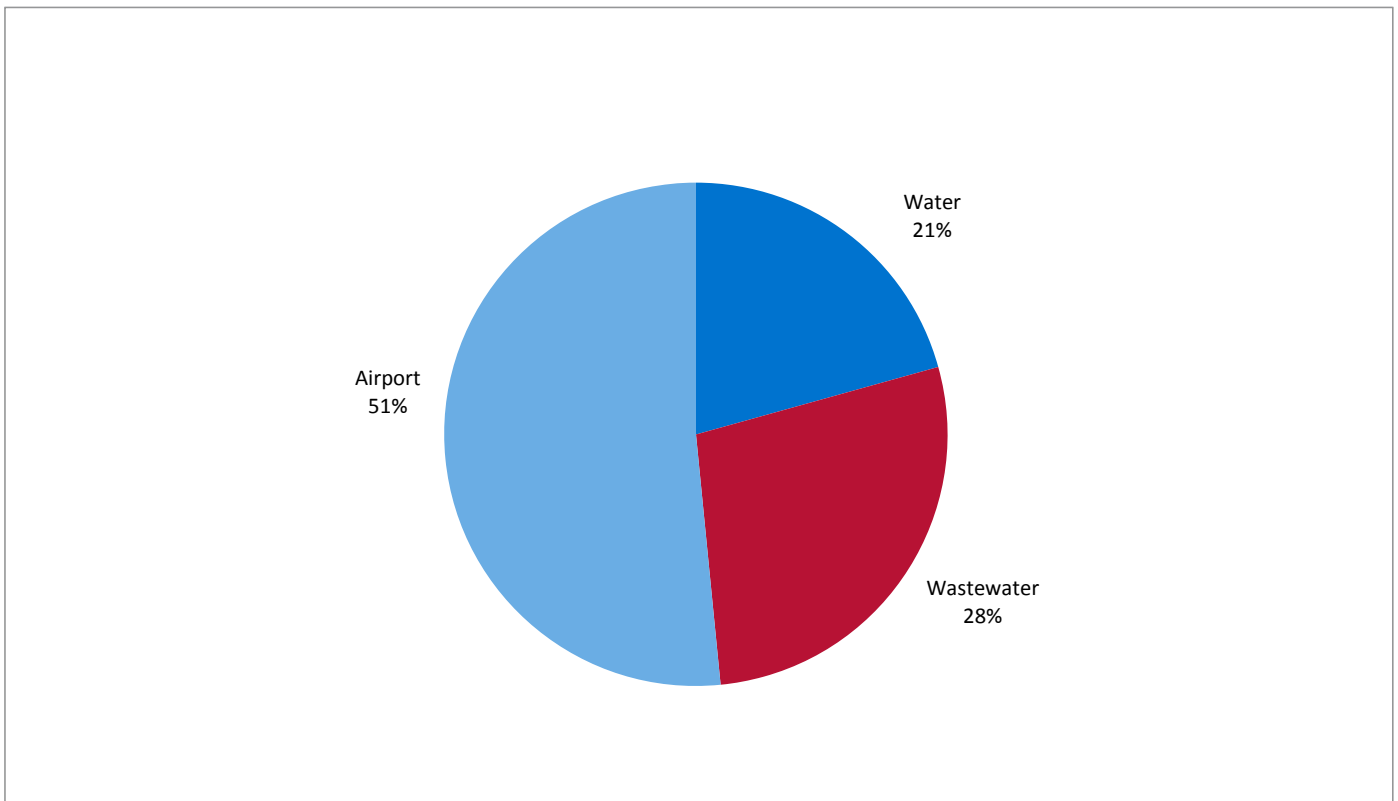
## Operating Summary - Utility Funds

### Revenues and Expenditures by Year

|                                   | 2019                | 2020                | 2021                | 2022                | 2023                |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Revenue</b>                    |                     |                     |                     |                     |                     |
| Parcel Tax                        | (2,917,981)         | (2,637,203)         | (3,400,957)         | (3,425,677)         | (3,448,013)         |
| Fees and Charges                  | (73,454,000)        | (74,970,458)        | (76,538,550)        | (78,526,168)        | (80,550,831)        |
| Sales of Service                  | (71,774,884)        | (73,109,917)        | (74,710,329)        | (76,674,629)        | (78,675,648)        |
| User Fees                         | (1,679,116)         | (1,860,541)         | (1,828,221)         | (1,851,539)         | (1,875,183)         |
| Other Revenue                     | (2,851,743)         | (3,466,307)         | (2,911,791)         | (2,992,034)         | (3,038,857)         |
| Interest                          | (654,902)           | (1,055,835)         | (971,330)           | (1,041,384)         | (1,079,210)         |
| Grants                            | (654,496)           | (410,052)           | (414,027)           | (418,205)           | (421,433)           |
| Other                             | -                   | (365,095)           | (371,009)           | (377,020)           | (382,789)           |
| Interdepartment Transfer          | (1,542,345)         | (1,635,325)         | (1,155,425)         | (1,155,425)         | (1,155,425)         |
| Transfers from Funds              | (13,375,374)        | (10,864,078)        | (7,676,002)         | (7,676,002)         | (7,676,002)         |
| Special (Stat Reserve) Funds      | -                   | -                   | -                   | -                   | -                   |
| Development Cost Charges          | (4,971,365)         | (1,565,490)         | (252,310)           | (252,310)           | (252,310)           |
| Accumulated Surplus               | (8,404,009)         | (9,298,588)         | (7,423,692)         | (7,423,692)         | (7,423,692)         |
| <b>Total Revenue</b>              | <b>(92,599,098)</b> | <b>(91,938,046)</b> | <b>(90,527,300)</b> | <b>(92,619,881)</b> | <b>(94,713,703)</b> |
| <b>Expenditures</b>               |                     |                     |                     |                     |                     |
| Salaries and Wages                | 12,787,731          | 13,455,550          | 13,711,870          | 14,175,331          | 14,654,457          |
| Internal Equipment                | 1,382,915           | 1,442,806           | 1,458,136           | 1,487,299           | 1,517,044           |
| Material and Other                | 18,282,474          | 17,532,380          | 18,232,014          | 18,848,256          | 19,485,327          |
| Contract Services                 | 650,690             | 239,035             | 244,904             | 250,974             | 257,204             |
| Debt Interest                     | 2,641,858           | 1,814,318           | 1,457,518           | 1,862,173           | 2,347,828           |
| Debt Principal                    | 7,471,590           | 4,814,192           | 2,916,282           | 2,953,497           | 3,845,481           |
| Internal Allocations              | 9,012,774           | 8,318,714           | 7,818,914           | 7,800,514           | 7,800,514           |
| Interdepartment Transfer          | 6,841,879           | 6,147,819           | 5,648,019           | 5,629,619           | 5,629,619           |
| Interfund Transfer                | 2,170,895           | 2,170,895           | 2,170,895           | 2,170,895           | 2,170,895           |
| Transfer to Funds                 | 34,087,866          | 32,656,096          | 35,693,450          | 35,468,237          | 36,496,312          |
| Special (Stat Reserve) Funds      | 156,310             | 156,310             | 156,310             | 156,310             | 156,310             |
| Development Cost Charges          | -                   | -                   | -                   | -                   | -                   |
| Accumulated Surplus               | 33,931,556          | 32,499,786          | 35,537,140          | 35,311,927          | 36,340,002          |
| <b>Total Expenditures</b>         | <b>86,317,898</b>   | <b>80,273,091</b>   | <b>81,533,088</b>   | <b>82,846,281</b>   | <b>86,404,167</b>   |
| <b>Net Operating Expenditures</b> | <b>(6,281,200)</b>  | <b>(11,664,955)</b> | <b>(8,994,212)</b>  | <b>(9,773,600)</b>  | <b>(8,309,536)</b>  |

## Utility Funds - Net operating revenues

Net Operating Expenditure by Year



|                      | 2019                | 2020                | 2021                | 2022                | 2023                |
|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Water                | (19,149,424)        | (18,959,935)        | (19,501,436)        | (20,285,573)        | (21,092,532)        |
| Wastewater           | (25,701,038)        | (24,106,778)        | (22,470,925)        | (23,187,541)        | (23,874,306)        |
| Airport              | (47,748,636)        | (48,871,333)        | (48,554,939)        | (49,146,767)        | (49,746,865)        |
| <b>Total Revenue</b> | <b>(92,599,098)</b> | <b>(91,938,046)</b> | <b>(90,527,300)</b> | <b>(92,619,881)</b> | <b>(94,713,703)</b> |

## Water Fund

### Revenues and Expenditures by Year

|                                    | 2019                | 2020                | 2021                | 2022                | 2023                |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Revenue</b>                     |                     |                     |                     |                     |                     |
| Parcel Tax                         | (1,594,665)         | (1,566,176)         | (2,329,930)         | (2,354,995)         | (2,378,869)         |
| Fees and Charges                   | (15,816,964)        | (15,867,899)        | (16,119,022)        | (16,871,464)        | (17,648,190)        |
| Sales of Service                   | (15,780,444)        | (15,830,649)        | (16,081,027)        | (16,832,709)        | (17,608,660)        |
| User Fees                          | (36,520)            | (37,250)            | (37,995)            | (38,755)            | (39,530)            |
| Other Revenue                      | (774,615)           | (1,133,420)         | (660,044)           | (666,674)           | (673,033)           |
| Interest                           | (128,780)           | (38,100)            | (38,710)            | (39,329)            | (39,919)            |
| Grants                             | (17,590)            | -                   | -                   | -                   | -                   |
| Other                              | -                   | (365,095)           | (371,009)           | (377,020)           | (382,789)           |
| Interdepartment Transfer           | (628,245)           | (730,225)           | (250,325)           | (250,325)           | (250,325)           |
| Transfers from Funds               | (963,180)           | (392,440)           | (392,440)           | (392,440)           | (392,440)           |
| Special (Stat Reserve) Funds       | -                   | -                   | -                   | -                   | -                   |
| Development Cost Charges           | -                   | -                   | -                   | -                   | -                   |
| Accumulated Surplus                | (963,180)           | (392,440)           | (392,440)           | (392,440)           | (392,440)           |
| <b>Total Revenue</b>               | <b>(19,149,424)</b> | <b>(18,959,935)</b> | <b>(19,501,436)</b> | <b>(20,285,573)</b> | <b>(21,092,532)</b> |
| <b>Expenditures</b>                |                     |                     |                     |                     |                     |
| Salaries and Wages                 | 3,866,599           | 4,164,132           | 4,245,137           | 4,388,623           | 4,536,958           |
| Internal Equipment                 | 484,298             | 526,216             | 527,273             | 537,818             | 548,574             |
| Material and Other                 | 3,899,243           | 3,558,484           | 3,789,463           | 3,917,547           | 4,049,960           |
| Contract Services                  | 447,970             | 31,488              | 32,535              | 33,635              | 34,772              |
| Debt Interest                      | 296,440             | 296,475             | 296,475             | 296,475             | 296,475             |
| Debt Principal                     | 335,286             | 256,345             | 256,345             | 256,345             | 256,345             |
| Internal Allocations               | 2,516,311           | 2,207,961           | 1,717,261           | 1,708,061           | 1,708,061           |
| Interdepartment Transfer           | 1,670,316           | 1,361,966           | 871,266             | 862,066             | 862,066             |
| Interfund Transfer                 | 845,995             | 845,995             | 845,995             | 845,995             | 845,995             |
| Transfer to Funds                  | 4,619,477           | 4,352,294           | 4,317,860           | 4,803,469           | 5,314,221           |
| Special (Stat Reserve) Funds       | -                   | -                   | -                   | -                   | -                   |
| Development Cost Charges           | -                   | -                   | -                   | -                   | -                   |
| Accumulated Surplus                | 4,619,477           | 4,352,294           | 4,317,860           | 4,803,469           | 5,314,221           |
| <b>Total Expenditures</b>          | <b>16,465,624</b>   | <b>15,393,395</b>   | <b>15,182,349</b>   | <b>15,941,973</b>   | <b>16,745,366</b>   |
| <b>Net Operating Expenditures</b>  | <b>(2,683,800)</b>  | <b>(3,566,540)</b>  | <b>(4,319,087)</b>  | <b>(4,343,600)</b>  | <b>(4,347,166)</b>  |
| Surplus/(Deficit) (Included Above) | 1,258,377           | 1,921,611           | 1,360,033           | 1,433,169           | 1,953,121           |

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

|                                    | 2019                | 2020                | 2021                | 2022                | 2023                |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Revenue</b>                     |                     |                     |                     |                     |                     |
| Parcel Tax                         | (1,323,316)         | (1,071,027)         | (1,071,027)         | (1,070,682)         | (1,069,144)         |
| Fees and Charges                   | (16,518,096)        | (17,333,940)        | (18,074,501)        | (18,725,315)        | (19,380,826)        |
| Sales of Service                   | (16,462,780)        | (17,123,008)        | (17,918,885)        | (18,569,699)        | (19,225,210)        |
| User Fees                          | (55,316)            | (210,932)           | (155,616)           | (155,616)           | (155,616)           |
| Other Revenue                      | (1,572,628)         | (2,052,092)         | (1,963,754)         | (2,029,901)         | (2,062,693)         |
| Interest                           | (368,122)           | (856,575)           | (768,237)           | (834,384)           | (868,267)           |
| Grants                             | (290,406)           | (290,417)           | (290,417)           | (290,417)           | (289,326)           |
| Other                              | -                   | -                   | -                   | -                   | -                   |
| Interdepartment Transfer           | (914,100)           | (905,100)           | (905,100)           | (905,100)           | (905,100)           |
| Transfers from Funds               | (6,286,998)         | (3,649,719)         | (1,361,643)         | (1,361,643)         | (1,361,643)         |
| Special (Stat Reserve) Funds       | -                   | -                   | -                   | -                   | -                   |
| Development Cost Charges           | (4,971,365)         | (1,565,490)         | (252,310)           | (252,310)           | (252,310)           |
| Accumulated Surplus                | (1,315,633)         | (2,084,229)         | (1,109,333)         | (1,109,333)         | (1,109,333)         |
| <b>Total Revenue</b>               | <b>(25,701,038)</b> | <b>(24,106,778)</b> | <b>(22,470,925)</b> | <b>(23,187,541)</b> | <b>(23,874,306)</b> |
| <b>Expenditures</b>                |                     |                     |                     |                     |                     |
| Salaries and Wages                 | 3,779,420           | 3,936,330           | 3,933,704           | 4,066,663           | 4,204,116           |
| Internal Equipment                 | 851,627             | 868,660             | 881,975             | 899,615             | 917,607             |
| Material and Other                 | 3,961,656           | 3,638,699           | 3,763,931           | 3,891,152           | 4,022,673           |
| Contract Services                  | 48,920              | 50,671              | 52,355              | 54,125              | 55,954              |
| Debt Interest                      | 1,761,168           | 933,593             | 560,593             | 560,248             | 559,903             |
| Debt Principal                     | 4,339,166           | 1,760,656           | 762,746             | 762,746             | 761,553             |
| Internal Allocations               | 4,768,044           | 4,382,334           | 4,373,234           | 4,364,034           | 4,364,034           |
| Interdepartment Transfer           | 3,487,794           | 3,102,084           | 3,092,984           | 3,083,784           | 3,083,784           |
| Interfund Transfer                 | 1,280,250           | 1,280,250           | 1,280,250           | 1,280,250           | 1,280,250           |
| Transfer to Funds                  | 2,593,637           | 437,420             | 3,467,262           | 3,158,958           | 5,026,096           |
| Special (Stat Reserve) Funds       | 156,310             | 156,310             | 156,310             | 156,310             | 156,310             |
| Development Cost Charges           | -                   | -                   | -                   | -                   | -                   |
| Accumulated Surplus                | 2,437,327           | 281,110             | 3,310,952           | 3,002,648           | 4,869,786           |
| <b>Total Expenditures</b>          | <b>22,103,638</b>   | <b>16,008,363</b>   | <b>17,795,800</b>   | <b>17,757,541</b>   | <b>19,911,936</b>   |
| <b>Net Operating Expenditures</b>  | <b>(3,597,400)</b>  | <b>(8,098,415)</b>  | <b>(4,675,125)</b>  | <b>(5,430,000)</b>  | <b>(3,962,370)</b>  |
| Surplus/(Deficit) (Included Above) | 2,241,327           | (8,395,861)         | 3,029,842           | 2,797,448           | 4,673,786           |

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

|                                    | 2019                | 2020                | 2021                | 2022                | 2023                |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Revenue</b>                     |                     |                     |                     |                     |                     |
| Parcel Tax                         | -                   | -                   | -                   | -                   | -                   |
| Fees and Charges                   | (41,118,940)        | (41,768,619)        | (42,345,027)        | (42,929,389)        | (43,521,815)        |
| Sales of Service                   | (39,531,660)        | (40,156,260)        | (40,710,417)        | (41,272,221)        | (41,841,778)        |
| User Fees                          | (1,587,280)         | (1,612,359)         | (1,634,610)         | (1,657,168)         | (1,680,037)         |
| Other Revenue                      | (504,500)           | (280,795)           | (287,993)           | (295,459)           | (303,131)           |
| Interest                           | (158,000)           | (161,160)           | (164,383)           | (167,671)           | (171,024)           |
| Grants                             | (346,500)           | (119,635)           | (123,610)           | (127,788)           | (132,107)           |
| Other                              | -                   | -                   | -                   | -                   | -                   |
| Interdepartment Transfer           | -                   | -                   | -                   | -                   | -                   |
| Transfers from Funds               | (6,125,196)         | (6,821,919)         | (5,921,919)         | (5,921,919)         | (5,921,919)         |
| Special (Stat Reserve) Funds       | -                   | -                   | -                   | -                   | -                   |
| Development Cost Charges           | -                   | -                   | -                   | -                   | -                   |
| Accumulated Surplus                | (6,125,196)         | (6,821,919)         | (5,921,919)         | (5,921,919)         | (5,921,919)         |
| <b>Total Revenue</b>               | <b>(47,748,636)</b> | <b>(48,871,333)</b> | <b>(48,554,939)</b> | <b>(49,146,767)</b> | <b>(49,746,865)</b> |
| <b>Expenditures</b>                |                     |                     |                     |                     |                     |
| Salaries and Wages                 | 5,141,712           | 5,355,088           | 5,533,029           | 5,720,045           | 5,913,383           |
| Internal Equipment                 | 46,990              | 47,930              | 48,888              | 49,866              | 50,863              |
| Material and Other                 | 10,421,575          | 10,335,197          | 10,678,620          | 11,039,557          | 11,412,694          |
| Contract Services                  | 153,800             | 156,876             | 160,014             | 163,214             | 166,478             |
| Debt Interest                      | 584,250             | 584,250             | 600,450             | 1,005,450           | 1,491,450           |
| Debt Principal                     | 2,797,138           | 2,797,191           | 1,897,191           | 1,934,406           | 2,827,583           |
| Internal Allocations               | 1,728,419           | 1,728,419           | 1,728,419           | 1,728,419           | 1,728,419           |
| Interdepartment Transfer           | 1,683,769           | 1,683,769           | 1,683,769           | 1,683,769           | 1,683,769           |
| Interfund Transfer                 | 44,650              | 44,650              | 44,650              | 44,650              | 44,650              |
| Transfer to Funds                  | 26,874,752          | 27,866,382          | 27,908,328          | 27,505,810          | 26,155,995          |
| Special (Stat Reserve) Funds       | -                   | -                   | -                   | -                   | -                   |
| Development Cost Charges           | -                   | -                   | -                   | -                   | -                   |
| Accumulated Surplus                | 26,874,752          | 27,866,382          | 27,908,328          | 27,505,810          | 26,155,995          |
| <b>Total Expenditures</b>          | <b>47,748,636</b>   | <b>48,871,333</b>   | <b>48,554,939</b>   | <b>49,146,767</b>   | <b>49,746,865</b>   |
| <b>Net Operating Expenditures</b>  | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            |
| Surplus/(Deficit) (Included Above) | 20,749,556          | 21,044,463          | 21,986,409          | 21,583,891          | 20,234,076          |

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



## Capital Summary - Utility Funds

|            | 2019               | 2020              | 2021              | 2022              | 2023              |
|------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Water      | 73,791,120         | 3,992,200         | 12,878,200        | 13,576,087        | 7,998,200         |
| Wastewater | 13,750,080         | 15,131,908        | 15,765,000        | 6,960,000         | 5,205,000         |
| Airport    | 36,247,980         | 16,244,609        | 34,373,830        | 49,429,957        | 28,523,585        |
|            | <b>123,789,180</b> | <b>35,368,717</b> | <b>63,017,030</b> | <b>69,966,044</b> | <b>41,726,785</b> |

## Funding Sources:

|                                  |                    |                   |                   |                   |                   |
|----------------------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Water Utility Operating          | 2,683,800          | 3,566,540         | 4,319,087         | 4,343,600         | 4,347,166         |
| Wastewater Utility Operating     | 3,597,400          | 8,098,415         | 4,675,125         | 5,430,000         | 3,962,370         |
| Reserves/Surplus                 | 63,386,150         | 16,244,609        | 33,373,830        | 34,478,844        | 22,523,585        |
| Development Cost Charges         | 6,280,050          | 3,598,453         | 16,550,988        | 1,563,600         | 4,743,664         |
| Debenture Borrowing              | -                  | -                 | 1,000,000         | 24,000,000        | 6,000,000         |
| Federal/Provincial Contributions | 39,644,990         | -                 | -                 | -                 | -                 |
| Dev/Comm/Other Contributions     | 8,196,790          | 3,860,700         | 3,098,000         | 150,000           | 150,000           |
|                                  | <b>123,789,180</b> | <b>35,368,717</b> | <b>63,017,030</b> | <b>69,966,044</b> | <b>41,726,785</b> |

## Water Capital

| Plan No. | Plan Description                    | 2019              | 2020             | 2021              | 2022              | 2023             |
|----------|-------------------------------------|-------------------|------------------|-------------------|-------------------|------------------|
| 1.       | DCC Pipes (Mains)                   | -                 | 245,000          | 5,499,000         | 9,048,887         | 3,506,000        |
| 2.       | DCC Booster Stations and PRV's      | 1,000,000         | -                | -                 | -                 | -                |
| 3.       | DCC Water Treatment                 | -                 | -                | -                 | -                 | -                |
| 4.       | DCC Reservoirs and Filling Stations | -                 | -                | 2,948,000         | -                 | -                |
| 5.       | DCC Offsite and Oversize            | 181,620           | 67,200           | 67,200            | 67,200            | 67,200           |
| 6.       | Network and Facility Renewal        | 3,428,480         | 3,450,000        | 2,500,000         | 4,310,000         | 4,275,000        |
| 7.       | Network and Facility Improvements   | 69,181,020        | 230,000          | 1,864,000         | 150,000           | 150,000          |
|          |                                     | <b>73,791,120</b> | <b>3,992,200</b> | <b>12,878,200</b> | <b>13,576,087</b> | <b>7,998,200</b> |

## Funding Sources:

|                              |                   |                  |                   |                   |                  |
|------------------------------|-------------------|------------------|-------------------|-------------------|------------------|
| General Taxation             | -                 | -                | -                 | -                 | -                |
| Surplus/Reserves             | 25,023,540        | -                | -                 | 9,048,887         | -                |
| Development Cost Charges     | 794,740           | 275,660          | 5,461,113         | 33,600            | 3,501,034        |
| Debenture/Borrowing          | -                 | -                | -                 | -                 | -                |
| Federal/Provincial Funding   | 39,644,990        | -                | -                 | -                 | -                |
| Dev/Comm/Other Contributions | 5,644,050         | 150,000          | 3,098,000         | 150,000           | 150,000          |
| Utility Revenue              | 2,683,800         | 3,566,540        | 4,319,087         | 4,343,600         | 4,347,166        |
|                              | <b>73,791,120</b> | <b>3,992,200</b> | <b>12,878,200</b> | <b>13,576,087</b> | <b>7,998,200</b> |

|  |                    |
|--|--------------------|
| <b>Five-Year Total Funding</b>             | <b>112,235,807</b> |
| <b>Five-Year Utility Operating Funding</b> | <b>19,260,193</b>  |

## Water Capital

| Plan No.                       | Plan Description  | Total Five-Year Project Costs |
|--------------------------------|---|-------------------------------|
| 1.                             | <b>DCC Pipes (Mains)</b><br>New water mains to accommodate growth.  | 18,298,887                    |
| 2.                             | <b>DCC Booster Stations and PRV's</b><br>New booster stations & PRV's to accommodate growth.  | 1,000,000                     |
| 3.                             | <b>DCC Water Treatment</b><br>New treatment capacity and facilities to accommodate growth.  | -                             |
| 4.                             | <b>DCC Reservoirs and Filling Stations</b><br>New reservoirs and filling stations to accommodate growth.  | 2,948,000                     |
| 5.                             | <b>DCC Offsite and Oversize</b><br>The City's share of costs to oversize water infrastructure and to do work in excess of the developer's own needs.  | 450,420                       |
| 6.                             | <b>Network and Facility Renewal</b><br>Renewal of existing water mains, booster stations, PRVs, water treatment systems, reservoirs and filling stations that have reached the end of their service life. | 17,963,480                    |
| 7.                             | <b>Network and Facility Improvements</b><br>Expansion or upgrade of Water network and facilities to accommodate growth, meet regulatory requirements and/or improve service.                              | 71,575,020                    |
| <b>Five-Year Total Funding</b> |   | <b>112,235,807</b>            |

## Wastewater Capital

| Plan No. | Plan Description                    | 2019              | 2020              | 2021              | 2022             | 2023             |
|----------|-------------------------------------|-------------------|-------------------|-------------------|------------------|------------------|
| 1.       | DCC Pipes (Mains)                   | 5,265,950         | 2,010,000         | 9,805,000         | -                | 1,245,000        |
| 2.       | DCC Lift Stations                   | 1,200,000         | 1,925,000         | 2,000,000         | 3,000,000        | -                |
| 3.       | DCC Wastewater Treatment Facilities | -                 | 7,236,908         | -                 | -                | -                |
| 4.       | DCC Oversize                        | 149,200           | 60,000            | 60,000            | 60,000           | 60,000           |
| 5.       | Network and Facility Renewal        | 6,160,400         | 3,800,000         | 3,800,000         | 3,800,000        | 3,800,000        |
| 6.       | Network and Facility Improvements   | 974,530           | 100,000           | 100,000           | 100,000          | 100,000          |
|          |                                     | <b>13,750,080</b> | <b>15,131,908</b> | <b>15,765,000</b> | <b>6,960,000</b> | <b>5,205,000</b> |

### Funding Sources:

|                              |                   |                   |                   |                  |                  |
|------------------------------|-------------------|-------------------|-------------------|------------------|------------------|
| General Taxation             | -                 | -                 | -                 | -                | -                |
| Surplus/Reserves             | 4,667,370         | -                 | -                 | -                | -                |
| Development Cost Charges     | 5,485,310         | 3,322,793         | 11,089,875        | 1,530,000        | 1,242,630        |
| Debenture/Borrowing          | -                 | -                 | -                 | -                | -                |
| Federal/Provincial Funding   | -                 | -                 | -                 | -                | -                |
| Dev/Comm/Other Contributions | -                 | 3,710,700         | -                 | -                | -                |
| Utility Revenue              | 3,597,400         | 8,098,415         | 4,675,125         | 5,430,000        | 3,962,370        |
|                              | <b>13,750,080</b> | <b>15,131,908</b> | <b>15,765,000</b> | <b>6,960,000</b> | <b>5,205,000</b> |

|  |                   |
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| <b>Five-Year Total Funding</b>             | <b>56,811,988</b> |
| <b>Five-Year Utility Operating Funding</b> | <b>25,763,310</b> |

## Wastewater Capital

| Plan No.                       | Plan Description  | Total Five-Year Project Costs |
|--------------------------------|---|-------------------------------|
| 1.                             | <b>DCC Pipes (Mains)</b><br>New wastewater mains to support growth.   | 18,325,950                    |
| 2.                             | <b>DCC Lift Stations</b><br>New wastewater lift stations to support growth.   | 8,125,000                     |
| 3.                             | <b>DCC Wastewater Treatment Facilities</b><br>New wastewater treatment facilities to support growth.  | 7,236,908                     |
| 4.                             | <b>DCC Oversize</b><br>The City's share of costs to oversize wastewater infrastructure and to do work in excess of the developer's own needs.                                     | 389,200                       |
| 5.                             | <b>Network and Facility Renewal</b><br>Renewal of existing wastewater mains, lift stations and treatment facilities that have reached the end of their service life.              | 21,360,400                    |
| 6.                             | <b>Network and Facility Improvements</b><br>Expansion or upgrade of Wastewater network and facilities to accommodate growth, meet regulatory requirements and/or improve service. | 1,374,530                     |
| <b>Five-Year Total Funding</b> |   | <b>56,811,988</b>             |

## Airport Capital

| Plan No. | Plan Description         | 2019              | 2020              | 2021              | 2022              | 2023              |
|----------|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 1.       | Airside                  | 5,226,390         | 2,550,000         | 100,000           | 175,000           | 50,000            |
| 2.       | Groundside               | 13,899,830        | 3,230,000         | 11,142,350        | 8,679,925         | 9,190,000         |
| 3.       | Terminal                 | 961,760           | 1,207,005         | 1,141,142         | 790,716           | 422,628           |
| 4.       | Airport Improvement Fees | 16,160,000        | 9,257,604         | 21,990,338        | 39,784,316        | 18,860,957        |
|          |                          | <b>36,247,980</b> | <b>16,244,609</b> | <b>34,373,830</b> | <b>49,429,957</b> | <b>28,523,585</b> |

### Funding Sources:

|                              |                   |                   |                   |                   |                   |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| General Taxation             | -                 | -                 | -                 | -                 | -                 |
| Surplus/Reserves             | -                 | -                 | -                 | -                 | -                 |
| Development Cost Charges     | 33,695,240        | 16,244,609        | 33,373,830        | 25,429,957        | 22,523,585        |
| Debenture/Borrowing          | -                 | -                 | -                 | -                 | -                 |
| Federal/Provincial Funding   | -                 | -                 | 1,000,000         | 24,000,000        | 6,000,000         |
| Dev/Comm/Other Contributions | 2,552,740         | -                 | -                 | -                 | -                 |
| Utility Revenue              | -                 | -                 | -                 | -                 | -                 |
|                              | <b>36,247,980</b> | <b>16,244,609</b> | <b>34,373,830</b> | <b>49,429,957</b> | <b>28,523,585</b> |

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| <b>Five-Year Total Funding</b>             | <b>164,819,961</b> |
| <b>Five-Year Utility Operating Funding</b> | <b>-</b>           |

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## Airport Capital

| Plan No.                       | Plan Description  | Total Five-Year Project Costs |
|--------------------------------|---|-------------------------------|
| 1.                             | <b>Airside</b><br>Funding for East Lands roads and servicing, stormwater infrastructure, and other small capital projects   | <b>8,101,390</b>              |
| 2.                             | <b>Groundside</b><br>Funding for Airport roadways, hotel and parking development, rental car quick turnaround facility, land purchases, West Lands roads and servicing, and other small capital projects.                             | <b>46,142,105</b>             |
| 3.                             | <b>Terminal</b><br>Funding for Airport terminal building renovations, technology, bridge upgrades, and other small capital projects.  | <b>4,523,251</b>              |
| 4.                             | <b>Airport Improvement Fees</b><br>Funding for the terminal expansion, Apron 1 South expansion, combined operations building, airside pavement rehabilitation, runway end safety area, airside equipment, and other capital projects. | <b>106,053,215</b>            |
| <b>Five-Year Total Funding</b> |   | <b>164,819,962</b>            |

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