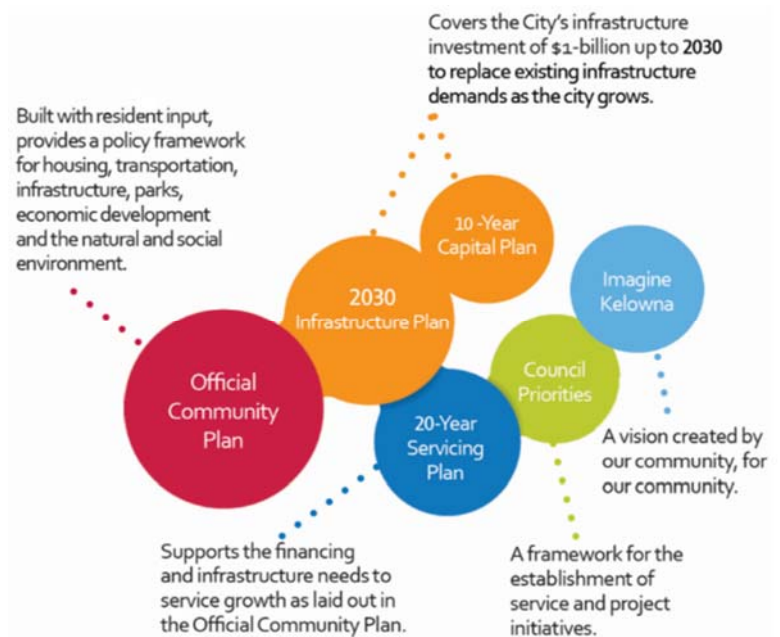


FINANCIAL PLAN

The City of Kelowna has developed a comprehensive Financial Plan that provides a five-year summary of general revenues, operating expenditures and capital expenditures that is used 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.

A new coronavirus, COVID-19, emerged in early 2020 and was declared a pandemic by the World Health Organization when its spread reached nearly every country in the world within a few months. To help reduce the spread of the virus, the Canadian Government restricted all non-essential travel outside of Canada and issued an emergency order under the Quarantine Act that required all persons entering Canada to isolate/quarantine themselves for 14 days. The BC Provincial Government enacted a Provincial State of Emergency on March 18, 2020 and the Provincial Health Authority ordered the closure of facilities for gatherings or personal services such as recreation facilities, gaming facilities, restaurant dining rooms, bars and pubs, hair and nail salons, tattoo parlours and certain regulated healthcare professions like massage therapists. This has created complex challenges for families, businesses and many other organizations in our community, and that includes the City of Kelowna.

The Financial Plan attempts to provide a 'snapshot' of the future using current standards and service levels. Despite the financial challenges resulting from the COVID-19 pandemic, the City is committed to delivering programs, services and infrastructure in a manner that respects the community vision identified through Imagine Kelowna. The community input received 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, 2019-2028, and the 2030 Infrastructure Plan, have 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 2020 budget process which includes:

- Provisional Budget – approved by Council December 12, 2019
- Carryover Requests – approved by Council March 23, 2020
- Final Budget – approved by Council on May 4, 2020

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 2020 portion of the Financial Plan. In response to the complex financial challenges created by the COVID-19 pandemic, the 2020 Financial Plan is reduced from a 4.15 per cent net property owner impact in the Provisional Budget to a 2.05 per cent net impact in the Final Budget volume. This reduction is the result of reduced budgets for new capital projects, the deferment or elimination of new positions and the reduction of operational budgets across all City divisions.

For the years after 2020, 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.

The B.C. Ministry of Municipal Affairs and Housing, Local Government Division, has announced that if the COVID-19 situation has impaired normal budgeting process, local governments can adopt a 2020-2024 Financial Plan based on year-two of the previous year's plan with alterations deemed appropriate for the upcoming years. Government Finance Officers Association (GFOA) best practice for Financial Forecasting in the Budget Preparation Process states "an effective forecast allows for improved decision-making in maintaining fiscal discipline and delivering essential community services"¹.

As the financial implications of COVID-19 are not fully understood at this time, the City of Kelowna is maintaining the five-year forecast envisioned before the start of the pandemic. All financial models will be updated over the following year to include new information as it becomes available. Assumptions used in the creation of the years 2021 to 2024 in the Financial Plan projections 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 1.38 per cent per year (as per the Official Community Plan) 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 656. 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 25 per cent of the 2020 total revenue estimate of \$595.9M. Over the five-year period of the Financial Plan, the taxation requirement is estimated to increase annually by growth (1.38 per

¹ *Financial Forecasting in the Budget Preparation Process*, Government Finance Officers Association, viewed April 2020, <<https://www.gfoa.org/print/1746>>.

cent) and average inflation (2.0 per cent). 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 per cent and a 3.0 per cent increase to the Water Quality Enhancement Reserve Fund in 2020. There are no approved rate increases for the Wastewater Utility in 2020.

The City Water Utility is currently limited in growth in that service area boundaries are not citywide. In 2019, 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.

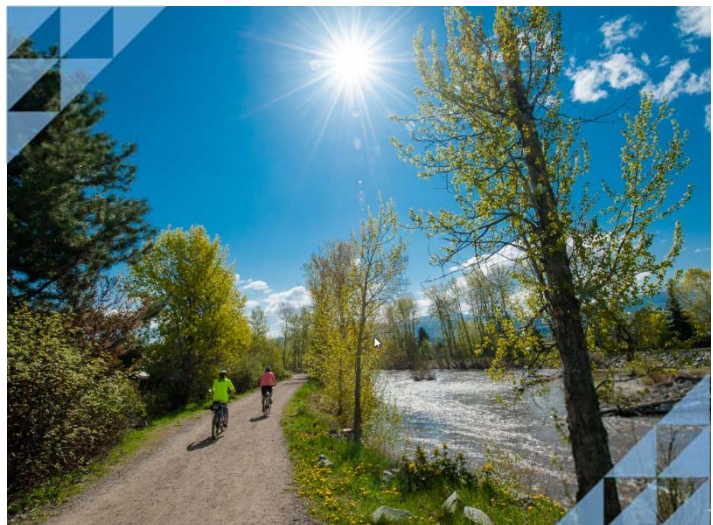
The City owned Kelowna International Airport has experienced a significant decrease in passengers and daily flights as a result of the COVID-19 pandemic, which is forecasted to have a significant impact on the Airport's revenues. While passenger forecasts are fluid and subject to change, the Airport is forecasting passenger numbers that the Airport hasn't seen since 1997. To reduce expenses, the Airport is significantly reducing operational spending and is delaying or cancelling a majority of capital projects in 2020. The Airport is also reassessing its ten-year capital plan to align with forecasted passenger demand.

Fees & Charges (General Fund Department Revenues)

Fees and charges are the second largest source of revenue for the general fund at 23 per cent and can be attributed to a number of Divisions including Civic Operations, Active Living & Culture, Planning & Development Services, Partnerships & Investments 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 costs 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. Although these revenues have been significantly impacted by COVID-19 in 2020, estimates of future revenue generation have been factored for growth and inflation. Revenue and expenditure forecasts will be revisited for the 2021 and five-year budgets.



The City's Planning & Development Services Division generates revenue in the form of permit and inspection fees along with subdivision fees and other service revenues. The Partnerships & Investments Division 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. All revenue and expenditure forecasts for these divisions will be revisited for the 2021 and five-year budgets.

The Infrastructure Division includes transit revenues in the Regional Services branch. Transit revenues have been significantly impacted by COVID-19 resulting in a significant loss of revenue forecasted in 2020. Future transit revenues have been factored for growth as ridership is expected to recover and services are expanded in this Financial Plan. Revenue and expenditure forecasts for transit will be revisited for the 2021 and five-year budgets.

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.

There are no new borrowing requirements for 2020, but previous models indicate borrowing is expected in 2021-2024 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 2.6 per cent in 2021, 2.0 per cent each year between 2022 to 2024 but forecasting for these revenues will be revisited to in 2021 to incorporate impacts from the COVID-19 pandemic.

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 per cent funding for conventional transit costs and 67 per cent 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 cost initiatives are averaging \$133k per year.

The budget for gaming revenues was reduced by 36 per cent in 2020 when all BC Gaming Centres were ordered closed to limit the spread of COVID-19. These closures are expected to be temporary and revenues are anticipated to resume in 2021. 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 2020, the City of Kelowna expects to receive \$5.4M.

It is anticipated that Federal Infrastructure Stimulus Funds will be announced in 2020 to help stimulate the Canadian economy once the pandemic restrictions are lifted. The City of Kelowna’s 2020 Financial Plan includes several design projects to be prepared for this announcement with “shovel ready” projects.

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.

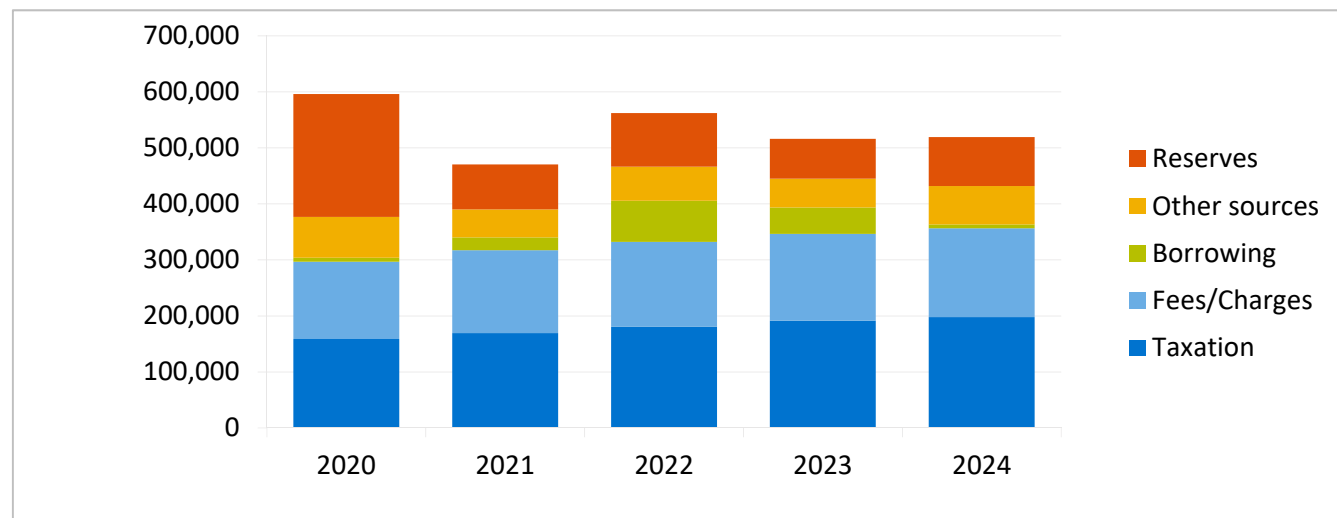
This revenue source is mainly used in the capital programs for major works. A balance must be maintained between expenditure levels and reserve replenishment to ensure this funding source can continue. The 2030 Infrastructure Plan relies on surplus funds being contributed to reserve on an annual basis. Reserve funding requirements vary significantly depending on the annual capital programs. It is the largest source of revenue in 2020 (37 per cent). Surplus amounts within the Utility programs will vary on an annual basis mainly dependent on the extent of the capital program for that year.



In order to strengthen local governments’ cash position during the COVID-19 pandemic situation, the B.C. Ministry of Municipal Affairs and Housing, Local Government Division, has announced they will allow interfund borrowing from one or more capital reserve funds to an operating reserve fund established to address current revenue shortfalls. Any money borrowed from capital will need to be repaid within five years of the time of borrowing without the requirement to pay interest on interfund borrowing.

Summary of revenue sources 2020-2024 (\$ thousands)

The following graph summarizes the City’s revenue sources.



Note: Reserve funding totals in the chart above are higher in 2020 due to carry-over projects.

FIVE-YEAR FINANCIAL PLAN SUMMARIES

Financial Plan 2020-2024

	2020	2021	2022	2023	2024	2025-2030
Revenue						
Property Value Tax	148,846,715	158,840,803	169,889,083	180,701,236	186,912,094	1,258,461,927
Library Requisition	6,813,500	6,949,770	7,088,765	7,230,540	7,375,151	47,453,812
Parcel Taxes	3,142,381	3,426,422	3,451,487	3,475,016	3,494,169	17,620,276
Fees and Charges	137,762,227	148,020,158	151,658,903	155,045,322	158,678,327	1,033,087,639
Borrowing Proceeds	7,158,600	22,780,000	73,416,723	46,985,000	6,747,500	26,182,034
Other Sources	73,059,386	50,037,664	60,818,742	51,459,479	68,468,325	414,885,398
	376,782,809	390,054,817	466,323,703	444,896,593	431,675,566	2,797,691,086
Transfer between Funds						
Reserve Funds	2,452,188	1,187,648	1,187,648	972,920	972,920	5,837,520
DCC Funds	31,044,365	14,550,553	19,563,296	20,379,078	25,431,239	155,527,686
Surplus/Reserve Accounts	185,658,769	64,453,198	74,837,863	49,854,898	61,020,999	254,206,738
	219,155,322	80,191,399	95,588,807	71,206,896	87,425,158	415,571,945
Total Revenues	595,938,131	470,246,216	561,912,510	516,103,489	519,100,724	3,213,263,030
Expenditures						
Municipal Debt						
Debt Interest	4,167,837	4,583,941	6,305,472	7,582,916	7,764,788	43,792,164
Debt Principal	11,728,562	9,234,572	11,880,905	12,370,915	12,614,868	65,340,043
Capital Expenditures	244,687,850	115,720,533	196,880,227	135,532,413	130,275,942	681,112,978
Other Municipal Purposes						
General Government	29,511,968	30,369,017	31,212,785	32,087,713	32,987,325	217,993,213
Planning, Development & Building Services	29,832,174	25,982,788	26,471,863	27,263,536	28,091,066	186,072,644
Community Services	89,673,511	91,040,530	93,255,538	94,702,682	97,557,258	647,676,400
Protective Services	67,552,682	75,679,542	80,357,259	84,641,683	87,451,072	587,665,165
Utilities	25,707,690	21,754,806	22,162,986	22,745,803	23,347,904	153,576,252
Airport	18,636,279	18,954,304	19,517,299	20,108,299	20,719,244	138,010,202
	521,498,553	393,320,033	488,044,334	437,035,960	440,809,467	2,721,239,060
Transfers between Funds						
Reserve Funds	23,769,899	26,015,742	26,097,881	27,335,530	27,339,597	162,234,170
DCC Funds	0	0	0	0	0	0
Surplus/Reserve Accounts	50,669,679	50,910,441	47,770,295	51,731,999	50,951,660	329,789,800
	74,439,578	76,926,183	73,868,176	79,067,529	78,291,257	492,023,970
Total Expenditures	595,938,131	470,246,216	561,912,510	516,103,489	519,100,724	3,213,263,030

General Fund Tax Impact Summary

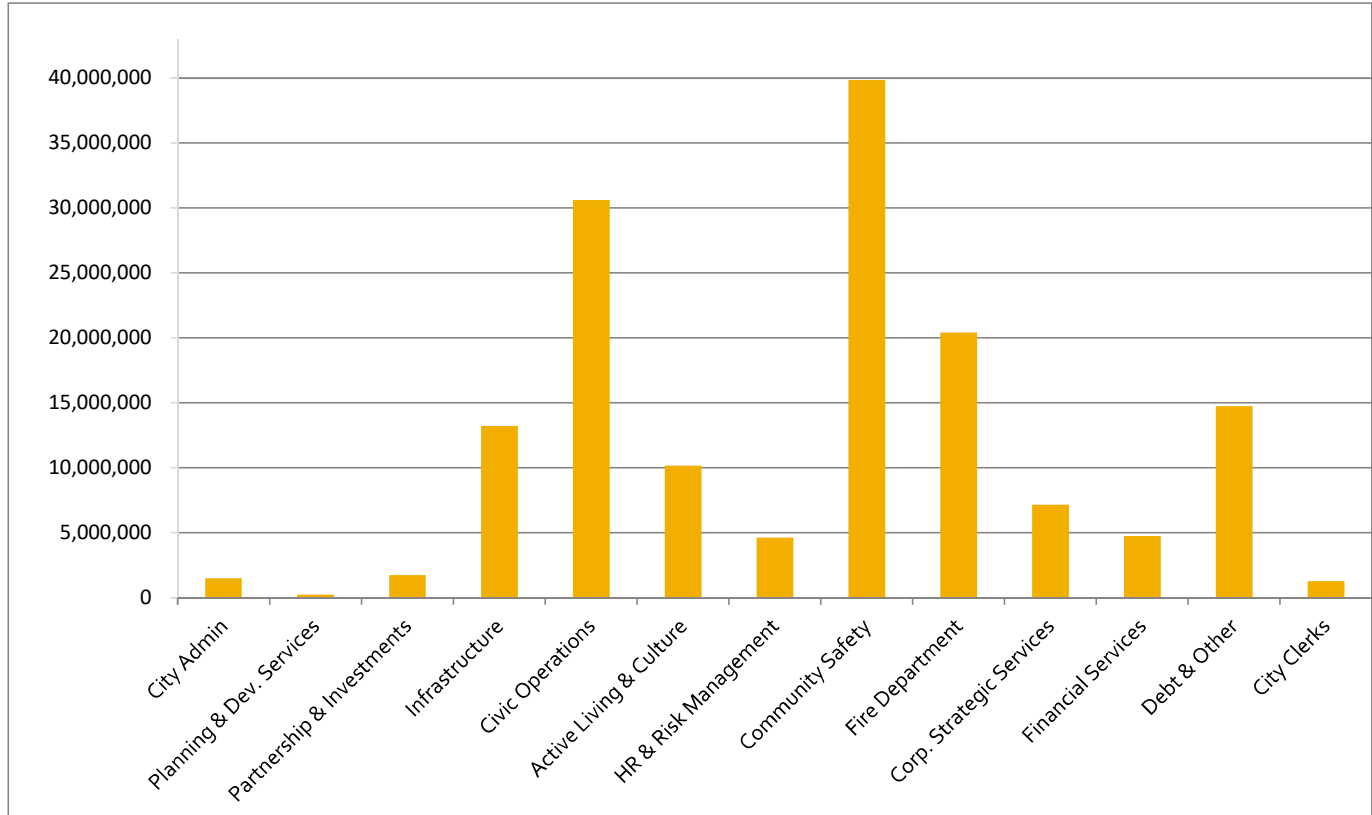
	2020	2021	2022	2023	2024
General revenues	(11,139,249)	(11,431,881)	(11,658,263)	(11,891,883)	(12,131,154)
Net operating budget	150,475,964	159,797,554	170,182,216	180,237,989	185,778,248
Pay-as-you-go capital	9,510,000	10,475,130	11,365,130	12,355,130	13,265,000
Taxation demand	148,846,715	158,840,803	169,889,083	180,701,236	186,912,094
New construction tax revenue	(3,400,000)	(2,054,085)	(2,192,003)	(2,344,469)	(2,493,677)
Net property owner impact	2.05%	5.33%	5.58%	4.98%	2.06%

General Revenue

	2020	2021	2022	2023	2024
General Licences					
Dog Licences	3,100	3,100	3,100	3,100	3,100
	3,100	3,100	3,100	3,100	3,100
Franchise Fee					
Fortis Gas	1,190,370	1,230,605	1,271,542	1,314,520	1,358,951
	1,190,370	1,230,605	1,271,542	1,314,520	1,358,951
General Interest & Tax Penalties					
Interest on Investments	4,726,050	4,791,269	4,857,389	4,924,421	4,992,378
Tax Arrears & Delinquent	165,000	167,277	169,585	171,925	174,298
Penalties on Taxes	850,000	861,730	873,622	885,678	897,900
Penalties Utility Accounts	34,577	76,035	77,084	78,148	79,226
Interest on Accounts Receivable	16,000	16,000	16,000	16,000	16,000
	5,791,627	5,912,311	5,993,680	6,076,172	6,159,802
Miscellaneous Revenues					
Work Order Administration	25,915	41,352	42,728	44,172	45,665
Local Improvement Prepayments	9,708	25,000	25,000	25,000	25,000
Discounts Earned & Misc	89,749	92,783	95,869	99,109	102,459
Risk to Roll	(310,000)	(320,478)	(331,139)	(342,331)	(353,902)
	(184,628)	(161,343)	(167,542)	(174,050)	(180,778)
Federal Contributions					
Grants in Lieu of Taxes	128,560	131,131	133,754	136,429	139,158
Provincial Contributions					
Grants in Lieu of Taxes	448,078	457,040	466,180	475,504	485,014
Traffic Fine Revenue Sharing	1,513,253	1,534,136	1,555,307	1,576,770	1,598,529
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)
	1,961,331	1,991,176	2,021,487	2,052,274	2,083,543
Tax Revenue - Private Utilities					
1% in Lieu of Taxes	2,248,889	2,324,901	2,402,242	2,483,438	2,567,378
Sub-total	11,139,249	11,431,881	11,658,263	11,891,883	12,131,154
General Taxation	148,846,715	158,840,803	169,889,083	180,701,236	186,912,094
TOTAL	159,985,964	170,272,684	181,547,346	192,593,119	199,043,248

General Fund - operating summary by division

2020 Net Operating Expenditure



Net Operating Expenditure by Year

	2020	2021	2022	2023	2024
City Administration	1,514,255	1,602,019	1,639,685	1,678,526	1,718,349
Planning & Development Services	253,073	511,627	610,003	776,911	951,542
Partnerships & Investments	1,754,834	1,912,208	1,931,429	1,997,852	2,066,615
Infrastructure	13,235,175	10,667,237	11,321,263	12,021,591	12,750,194
Civic Operations	30,636,991	32,033,027	32,896,321	33,888,838	34,907,569
Active Living & Culture	10,174,259	10,160,570	10,209,122	10,401,021	10,612,394
Human Resources & Community Safety					
Human Resources & Risk Management	4,651,048	4,815,994	4,942,621	5,074,051	5,209,208
Community Safety	39,829,770	46,218,195	50,030,195	53,409,432	55,285,339
Fire Department	20,434,045	21,652,863	22,336,944	23,056,566	23,800,624
Corporate Strategic Services	7,179,575	7,568,842	7,788,679	8,018,301	8,255,131
Financial Services	4,755,266	5,100,111	5,267,433	5,477,264	5,667,264
Debt & Other	14,765,438	16,216,800	19,831,128	23,019,742	23,094,375
City Clerks	1,292,235	1,338,061	1,377,393	1,417,894	1,459,644
Total Division Net Operating Expenditures	150,475,964	159,797,554	170,182,216	180,237,989	185,778,248

Operating Summary - General Fund

Revenues/Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Library Requisition	(6,813,500)	(6,949,770)	(7,088,765)	(7,230,540)	(7,375,151)
Parcel Tax	0	0	0	0	0
Fees and Charges	(54,992,547)	(62,755,438)	(63,956,836)	(65,047,751)	(66,323,481)
Sales of Service	(44,816,396)	(52,021,364)	(53,018,982)	(53,865,358)	(54,887,313)
User Fees	(10,176,151)	(10,734,074)	(10,937,854)	(11,182,393)	(11,436,168)
Other Revenue	(36,111,549)	(34,727,977)	(35,097,941)	(34,473,685)	(35,157,210)
Interest	(1,796,791)	(1,845,507)	(1,882,418)	(1,920,066)	(1,958,467)
Grants	(13,478,290)	(14,340,566)	(14,566,241)	(14,733,786)	(14,965,627)
Services to Other Governments	(8,555,649)	(8,511,342)	(8,694,905)	(8,883,154)	(9,075,690)
Interdepartment Transfer	(12,280,819)	(10,030,562)	(9,954,377)	(8,936,679)	(9,157,426)
Transfers from Funds	(10,271,748)	(2,727,918)	(2,034,048)	(1,778,320)	(1,768,320)
Special (Stat Reserve) Funds	(2,452,188)	(1,187,648)	(1,187,648)	(972,920)	(972,920)
Development Cost Charges	(1,449,270)	(1,449,270)	(795,400)	(795,400)	(795,400)
Accumulated Surplus	(6,370,290)	(91,000)	(51,000)	(10,000)	0
Total Revenue	(108,189,344)	(107,161,103)	(108,177,590)	(108,530,296)	(110,624,162)
Expenditures					
Salaries and Wages	79,217,695	83,330,397	86,365,870	89,228,692	92,289,785
Internal Equipment	7,460,472	7,715,956	7,959,582	8,214,779	8,478,331
Material and Other	47,239,839	41,498,266	41,845,030	42,743,589	43,668,890
Contract Services	77,757,920	87,051,379	91,651,284	96,257,875	99,399,036
Debt Interest	2,497,293	2,725,761	4,360,838	5,638,627	5,740,016
Debt Principal	6,934,795	6,239,359	7,694,790	8,185,993	8,319,485
Internal Allocations	4,894,409	3,475,879	3,475,679	2,250,679	2,250,679
Interdepartment Transfer	4,894,409	3,475,879	3,475,679	2,250,679	2,250,679
Interfund Transfer	0	0	0	0	0
Transfer to Funds	32,662,885	34,921,660	35,006,733	36,248,051	36,256,188
Special (Stat Reserve) Funds	23,613,589	25,859,432	25,941,571	27,179,220	27,183,287
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	9,049,296	9,062,228	9,065,162	9,068,831	9,072,901
Total Expenditures	258,665,308	266,958,657	278,359,806	288,768,285	296,402,410
Net Operating Expenditures	150,475,964	159,797,554	170,182,216	180,237,989	185,778,248

City Administration

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	0	0	0	0	0
Sales of Service	0	0	0	0	0
User Fees	0	0	0	0	0
Other Revenue	0	0	0	0	0
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	0	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
Total Revenue	0	0	0	0	0
Expenditures					
Salaries and Wages	936,829	961,228	986,079	1,011,848	1,038,337
Internal Equipment	6,990	7,130	7,272	7,417	7,565
Material and Other	224,006	280,302	285,908	291,626	297,459
Contract Services	346,430	353,359	360,426	367,635	374,988
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Interfund Transfer	0	0	0	0	0
Transfer to Funds	0	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Total Expenditures	1,514,255	1,602,019	1,639,685	1,678,526	1,718,349
Net Operating Expenditures	1,514,255	1,602,019	1,639,685	1,678,526	1,718,349

Planning & Development Services

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(8,582,732)	(8,727,256)	(8,851,711)	(8,977,964)	(9,106,042)
Sales of Services	(8,575,972)	(8,727,256)	(8,851,711)	(8,977,964)	(9,106,042)
User Fees	(6,760)	0	0	0	0
Other Revenue	(126,070)	0	0	0	0
Interest	0	0	0	0	0
Grants	(126,070)	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Transfer from Funds	(289,480)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(289,480)	0	0	0	0
Total Revenue	(8,998,282)	(8,727,256)	(8,851,711)	(8,977,964)	(9,106,042)
Expenditures					
Salaries and Wages	7,681,033	7,703,271	7,900,489	8,167,526	8,443,588
Internal Equipment	106,057	108,178	110,342	112,549	114,800
Material and Other	1,190,455	1,153,248	1,176,313	1,199,839	1,223,836
Contract Services	18,810	19,186	19,570	19,961	20,360
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	55,000	55,000	55,000	55,000	55,000
Interdepartment Transfer	55,000	55,000	55,000	55,000	55,000
Interfund Transfer	0	0	0	0	0
Transfer to Funds	200,000	200,000	200,000	200,000	200,000
Special (Stat Reserve) Funds	200,000	200,000	200,000	200,000	200,000
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
Total Expenditures	9,251,355	9,238,883	9,461,714	9,754,875	10,057,584
Net Operating Expenditures	253,073	511,627	610,003	776,911	951,542

Partnerships & Investments

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(5,949,068)	(8,302,359)	(8,468,407)	(8,637,775)	(8,810,530)
Sales of Services	(4,611,822)	(6,847,421)	(6,984,370)	(7,124,057)	(7,266,538)
User Fees	(1,337,246)	(1,454,938)	(1,484,037)	(1,513,718)	(1,543,992)
Other Revenue	(268,110)	(12,648)	(12,901)	(13,159)	(13,422)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(268,110)	(12,648)	(12,901)	(13,159)	(13,422)
Transfer from Funds	(1,393,542)	0	0	0	0
Special (Stat Reserve) Funds	(521,792)	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(871,750)	0	0	0	0
Total Revenue	(7,610,720)	(8,315,007)	(8,481,308)	(8,650,934)	(8,823,952)
Expenditures					
Salaries and Wages	2,768,665	2,908,156	3,004,899	3,106,465	3,211,464
Internal Equipment	54,652	55,745	56,860	57,997	59,157
Material and Other	3,256,795	2,015,683	2,011,260	2,051,485	2,092,515
Contract Services	1,164,912	1,394,260	1,422,146	1,450,589	1,479,601
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	197,630	197,630	197,630	197,630	197,630
Interdepartment Transfer	197,630	197,630	197,630	197,630	197,630
Interfund Transfer	0	0	0	0	0
Transfer to Funds	1,922,900	3,655,741	3,719,942	3,784,620	3,850,200
Special (Stat Reserve) Funds	1,909,220	3,642,061	3,706,262	3,770,940	3,836,520
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	13,680	13,680	13,680	13,680	13,680
Total Expenditures	9,365,554	10,227,215	10,412,737	10,648,786	10,890,567
Net Operating Expenditures	1,754,834	1,912,208	1,931,429	1,997,852	2,066,615

Infrastructure

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(4,304,877)	(7,640,106)	(7,745,539)	(7,852,428)	(7,960,792)
Sales of Service	(3,822,650)	(7,116,192)	(7,214,395)	(7,313,954)	(7,414,887)
User Fees	(482,227)	(523,914)	(531,144)	(538,474)	(545,905)
Other Revenue	(12,729,328)	(11,358,291)	(11,348,390)	(11,512,688)	(11,679,452)
Interest	0	0	0	0	0
Grants	(10,298,840)	(9,860,726)	(9,996,804)	(10,134,760)	(10,274,620)
Services to Other Governments	(399,985)	(289,543)	(296,300)	(303,254)	(310,405)
Interdepartment Transfer	(2,030,503)	(1,208,022)	(1,055,286)	(1,074,674)	(1,094,427)
Transfers from Funds	(2,035,260)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(2,035,260)	0	0	0	0
Total Revenue	(19,069,465)	(18,998,397)	(19,093,929)	(19,365,116)	(19,640,244)
Expenditures					
Salaries and Wages	3,296,825	3,450,396	3,562,507	3,682,920	3,807,403
Internal Equipment	159,196	161,503	164,560	167,678	170,859
Material and Other	5,476,798	2,032,781	1,891,367	1,929,194	1,967,778
Contract Services	22,639,163	23,278,296	24,054,100	24,864,257	25,701,740
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	435,678	435,678	435,678	435,678	435,678
Interdepartment Transfer	435,678	435,678	435,678	435,678	435,678
Interfund Transfer	0	0	0	0	0
Transfer to Funds	296,980	306,980	306,980	306,980	306,980
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	296,980	306,980	306,980	306,980	306,980
Total Expenditures	32,304,640	29,665,634	30,415,192	31,386,707	32,390,438
Net Operating Expenditures	13,235,175	10,667,237	11,321,263	12,021,591	12,750,194

Civic Operations - General Fund

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(28,124,083)	(28,688,149)	(29,263,486)	(29,856,955)	(30,465,932)
Sales of Service	(23,094,501)	(23,556,391)	(24,027,519)	(24,508,069)	(24,998,230)
User Fees	(5,029,582)	(5,131,758)	(5,235,967)	(5,348,886)	(5,467,702)
Other Revenue	(4,590,678)	(4,416,439)	(4,433,050)	(4,499,883)	(4,631,243)
Interest	0	0	0	0	0
Grants	(178,620)	(112,200)	(114,444)	(54,933)	(56,032)
Services to Other Governments	(1,902,409)	(1,843,480)	(1,892,719)	(1,943,897)	(1,996,562)
Interdepartment Transfer	(2,509,649)	(2,460,759)	(2,425,887)	(2,501,053)	(2,578,649)
Transfers from Funds	(1,030,390)	(111,000)	(71,000)	(30,000)	(30,000)
Special (Stat Reserve) Funds	(482,540)	(30,000)	(30,000)	(30,000)	(30,000)
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(547,850)	(81,000)	(41,000)	0	0
Total Revenue	(33,745,151)	(33,215,588)	(33,767,536)	(34,386,838)	(35,127,175)
Expenditures					
Salaries and Wages	18,068,614	19,168,893	19,850,576	20,419,865	21,110,056
Internal Equipment	6,671,734	6,911,426	7,139,135	7,378,097	7,625,089
Material and Other	15,253,433	14,756,120	14,879,340	15,253,585	15,639,085
Contract Services	13,346,553	13,770,664	14,132,622	14,610,305	15,104,133
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	3,854,356	2,434,126	2,433,926	1,208,926	1,208,926
Interdepartment Transfer	3,854,356	2,434,126	2,433,926	1,208,926	1,208,926
Interfund Transfer	0	0	0	0	0
Transfer to Funds	7,187,452	8,207,386	8,228,258	9,404,898	9,347,455
Special (Stat Reserve) Funds	6,607,703	7,624,705	7,642,643	8,815,614	8,754,101
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	579,749	582,681	585,615	589,284	593,354
Total Expenditures	64,382,142	65,248,615	66,663,857	68,275,676	70,034,744
Net Operating Expenditures	30,636,991	32,033,027	32,896,321	33,888,838	34,907,569

Active Living & Culture

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(3,755,201)	(4,926,885)	(5,090,783)	(5,262,851)	(5,440,735)
Sales of Service	(2,579,016)	(3,436,885)	(3,551,216)	(3,671,247)	(3,795,335)
User Fees	(1,176,185)	(1,490,000)	(1,539,567)	(1,591,604)	(1,645,400)
Other Revenue	(238,810)	(177,633)	(181,186)	(184,810)	(188,507)
Interest	0	0	0	0	0
Grants	(190,660)	(112,200)	(114,444)	(116,733)	(119,068)
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(48,150)	(65,433)	(66,742)	(68,077)	(69,439)
Transfers from Funds	(457,960)	(10,000)	(10,000)	(10,000)	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(457,960)	(10,000)	(10,000)	(10,000)	0
Total Revenue	(4,451,971)	(5,114,518)	(5,281,969)	(5,457,661)	(5,629,242)
Expenditures					
Salaries and Wages	5,871,338	6,249,154	6,457,038	6,675,286	6,900,911
Internal Equipment	204,688	208,782	212,957	217,216	221,560
Material and Other	4,217,135	3,878,229	3,955,793	4,019,909	4,090,307
Contract Services	3,516,165	4,122,019	4,048,399	4,129,367	4,211,954
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Interfund Transfer	0	0	0	0	0
Transfer to Funds	816,904	816,904	816,904	816,904	816,904
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	816,904	816,904	816,904	816,904	816,904
Total Expenditures	14,626,230	15,275,088	15,491,091	15,858,682	16,241,636
Net Operating Expenditures	10,174,259	10,160,570	10,209,122	10,401,021	10,612,394

Human Resources & Risk Management

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
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	(124,600)	(64,260)	(65,545)	(66,856)	(68,193)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(124,600)	(64,260)	(65,545)	(66,856)	(68,193)
Transfers from Funds	(137,260)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(137,260)	0	0	0	0
Total Revenue	(322,860)	(126,480)	(129,009)	(131,589)	(134,221)
Expenditures					
Salaries and Wages	2,210,848	2,284,582	2,360,581	2,440,369	2,522,853
Internal Equipment	900	918	936	955	974
Material and Other	2,483,234	2,368,950	2,416,329	2,464,656	2,513,949
Contract Services	278,926	288,024	293,784	299,660	305,653
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Interfund Transfer	0	0	0	0	0
Transfer to Funds	0	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
Total Expenditures	4,973,908	4,942,474	5,071,630	5,205,640	5,343,429
Net Operating Expenditures	4,651,048	4,815,994	4,942,621	5,074,051	5,209,208

Community Safety

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(905,326)	(896,847)	(918,775)	(941,440)	(964,704)
Sale of Service	(704,204)	(721,511)	(739,145)	(757,371)	(776,078)
User Fees	(201,122)	(175,336)	(179,630)	(184,069)	(188,626)
Other Revenue	(3,632,417)	(5,222,723)	(5,327,178)	(5,433,721)	(5,542,396)
Interest	0	0	0	0	0
Grants	(2,684,100)	(4,255,440)	(4,340,549)	(4,427,360)	(4,515,907)
Services to Other Governments	(750,823)	(765,839)	(781,156)	(796,779)	(812,715)
Interdepartment Transfer	(197,494)	(201,444)	(205,473)	(209,582)	(213,774)
Transfers from Funds	(1,117,580)	0	0	0	0
Special (Stat Reserve) Funds	(290,210)	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(827,370)	0	0	0	0
Total Revenue	(5,655,323)	(6,119,570)	(6,245,953)	(6,375,161)	(6,507,100)
Expenditures					
Salaries and Wages	8,267,623	9,131,166	9,671,111	9,997,995	10,335,927
Internal Equipment	120,868	123,285	125,751	128,266	130,831
Material and Other	1,112,331	808,386	746,825	761,762	776,997
Contract Services	35,984,271	42,274,928	45,732,461	48,896,570	50,548,684
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Interfund Transfer	0	0	0	0	0
Transfer to Funds	0	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
Total Expenditures	45,485,093	52,337,765	56,276,148	59,784,593	61,792,439
Net Operating Expenditures	39,829,770	46,218,195	50,030,195	53,409,432	55,285,339

Fire Department

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(2,428,518)	(2,493,613)	(2,543,485)	(2,594,354)	(2,646,241)
Sales of Service	(797,930)	(830,413)	(847,021)	(863,961)	(881,240)
User Fees	(1,630,588)	(1,663,200)	(1,696,464)	(1,730,393)	(1,765,001)
Other Revenue	(263,766)	(269,041)	(274,422)	(279,910)	(285,508)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	(263,766)	(269,041)	(274,422)	(279,910)	(285,508)
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(15,000)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(15,000)	0	0	0	0
Total Revenue	(2,707,284)	(2,762,654)	(2,817,907)	(2,874,264)	(2,931,749)
Expenditures					
Salaries and Wages	19,909,630	20,840,509	21,533,790	22,261,632	23,014,075
Internal Equipment	123,883	126,361	128,888	131,466	134,095
Material and Other	1,694,640	1,729,757	1,757,069	1,792,210	1,828,054
Contract Services	200,691	504,705	520,919	531,337	541,964
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	138,745	140,445	140,445	140,445	140,445
Interdepartment Transfer	138,745	140,445	140,445	140,445	140,445
Interfund Transfer	0	0	0	0	0
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	0	0	0	0	0
Accumulated Surplus	273,740	273,740	273,740	273,740	273,740
Total Expenditures	23,141,329	24,415,517	25,154,851	25,930,830	26,732,373
Net Operating Expenditures	20,434,045	21,652,863	22,336,944	23,056,566	23,800,624

Corporate Strategic Services

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(134,400)	(137,088)	(139,830)	(142,627)	(145,480)
Sales of Service	(2,400)	(2,448)	(2,497)	(2,547)	(2,598)
User Fees	(132,000)	(134,640)	(137,333)	(140,080)	(142,882)
Other Revenue	(273,029)	(226,051)	(230,572)	(235,183)	(239,887)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(273,029)	(226,051)	(230,572)	(235,183)	(239,887)
Transfers from Funds	(89,160)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(89,160)	0	0	0	0
Total Revenue	(496,589)	(363,139)	(370,402)	(377,810)	(385,367)
Expenditures					
Salaries and Wages	5,261,315	5,426,659	5,607,183	5,796,706	5,992,635
Internal Equipment	6,500	6,630	6,763	6,898	7,036
Material and Other	2,231,829	2,322,172	2,368,615	2,415,987	2,464,307
Contract Services	0	0	0	0	0
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Interfund Transfer	0	0	0	0	0
Transfer to Funds	176,520	176,520	176,520	176,520	176,520
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	176,520	176,520	176,520	176,520	176,520
Total Expenditures	7,676,164	7,931,981	8,159,081	8,396,111	8,640,498
Net Operating Expenditures	7,179,575	7,568,842	7,788,679	8,018,301	8,255,131

Financial Services

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(526,101)	(543,883)	(561,976)	(543,883)	(543,883)
Sales of Service	(526,101)	(543,883)	(561,976)	(543,883)	(543,883)
User Fees	0	0	0	0	0
Other Revenue	(1,086,377)	(1,002,142)	(1,026,772)	(1,055,092)	(1,092,372)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(1,086,377)	(1,002,142)	(1,026,772)	(1,055,092)	(1,092,372)
Transfers from Funds	(349,200)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(349,200)	0	0	0	0
Total Revenue	(1,961,678)	(1,546,025)	(1,588,748)	(1,598,975)	(1,636,255)
Expenditures					
Salaries and Wages	5,568,240	5,851,918	6,046,588	6,250,963	6,462,246
Internal Equipment	5,004	5,998	6,118	6,240	6,365
Material and Other	948,142	659,548	672,739	686,194	699,918
Contract Services	170,097	103,211	105,275	107,381	109,529
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Interfund Transfer	0	0	0	0	0
Transfer to Funds	25,461	25,461	25,461	25,461	25,461
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	25,461	25,461	25,461	25,461	25,461
Total Expenditures	6,716,944	6,646,136	6,856,181	7,076,239	7,303,519
Net Operating Expenditures	4,755,266	5,100,111	5,267,433	5,477,264	5,667,264

Financial Services - Debt & Other

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Library Requisition	(6,813,500)	(6,949,770)	(7,088,765)	(7,230,540)	(7,375,151)
Parcel Tax	0	0	0	0	0
Fees and Charges	(211,241)	(326,694)	(298,698)	(161,698)	(161,698)
Sales of Service	(94,900)	(231,900)	(231,900)	(94,900)	(94,900)
User Fees	(116,341)	(94,794)	(66,798)	(66,798)	(66,798)
Other Revenue	(12,631,734)	(11,897,149)	(12,114,693)	(11,107,486)	(11,329,635)
Interest	(1,796,791)	(1,845,507)	(1,882,418)	(1,920,066)	(1,958,467)
Grants	0	0	0	0	0
Services to Other Governments	(5,238,666)	(5,343,439)	(5,450,308)	(5,559,314)	(5,670,500)
Interdepartment Transfer	(5,596,277)	(4,708,203)	(4,781,967)	(3,628,106)	(3,700,668)
Transfers from Funds	(3,356,916)	(2,606,918)	(1,953,048)	(1,738,320)	(1,738,320)
Special (Stat Reserve) Funds	(1,157,646)	(1,157,648)	(1,157,648)	(942,920)	(942,920)
Development Cost Charges	(1,449,270)	(1,449,270)	(795,400)	(795,400)	(795,400)
Accumulated Surplus	(750,000)	0	0	0	0
Total Revenue	(23,013,391)	(21,780,531)	(21,455,204)	(20,238,044)	(20,604,804)
Expenditures			-		
Salaries and Wages	(1,564,325)	(1,564,325)	(1,564,325)	(1,564,325)	(1,564,325)
Internal Equipment	0	0	0	0	0
Material and Other	8,735,138	9,075,621	9,257,134	9,442,277	9,631,123
Contract Services	0	848,987	865,967	883,286	900,952
Debt Interest	2,497,293	2,725,761	4,360,838	5,638,627	5,740,016
Debt Principal	6,934,795	6,239,359	7,694,790	8,185,993	8,319,485
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	0	0	0	0	0
Transfer to Funds	20,962,928	20,458,928	20,458,928	20,458,928	20,458,928
Special (Stat Reserve) Funds	14,096,666	13,592,666	13,592,666	13,592,666	13,592,666
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	6,866,262	6,866,262	6,866,262	6,866,262	6,866,262
Total Expenditures	37,778,829	37,997,331	41,286,332	43,257,786	43,699,179
Net Operating Expenditures	14,765,438	16,216,800	19,831,128	23,019,742	23,094,375

City Clerk

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(10,000)	(10,338)	(10,682)	(11,043)	(11,416)
Sales of Services	(1,900)	(1,964)	(2,030)	(2,099)	(2,170)
User Fees	(8,100)	(8,374)	(8,652)	(8,944)	(9,246)
Other Revenue	(146,630)	(81,600)	(83,232)	(84,897)	(86,595)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(146,630)	(81,600)	(83,232)	(84,897)	(86,595)
Transfers from Funds	0	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
Total Revenue	(156,630)	(91,938)	(93,914)	(95,940)	(98,011)
Expenditures					
Salaries and Wages	941,060	918,790	949,354	981,442	1,014,615
Internal Equipment	0	0	0	0	0
Material and Other	415,903	417,469	426,338	434,865	443,562
Contract Services	91,902	93,740	95,615	97,527	99,478
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Interfund Transfer	0	0	0	0	0
Transfer to Funds	0	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
Total Expenditures	1,448,865	1,429,999	1,471,307	1,513,834	1,557,655
Net Operating Expenditures	1,292,235	1,338,061	1,377,393	1,417,894	1,459,644

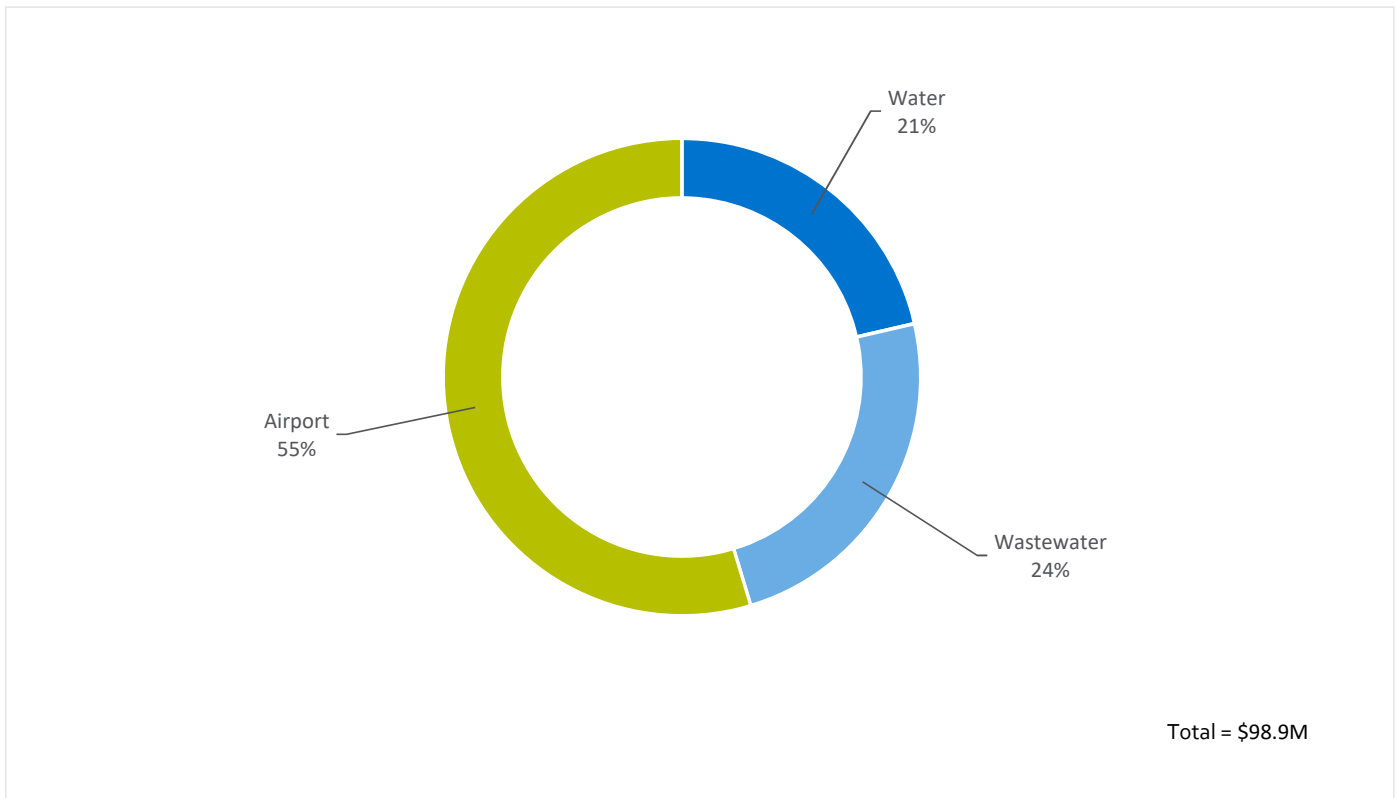
Operating Summary - Utility Funds

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	(3,142,381)	(3,426,422)	(3,451,487)	(3,475,016)	(3,494,169)
Fees and Charges	(81,576,210)	(84,031,015)	(86,427,425)	(88,679,951)	(90,992,795)
Sales of Service	(79,815,024)	(82,145,762)	(84,518,072)	(86,746,161)	(89,034,226)
User Fees	(1,761,186)	(1,885,253)	(1,909,353)	(1,933,790)	(1,958,569)
Other Revenue	(3,124,878)	(3,056,821)	(3,165,457)	(3,252,050)	(3,382,174)
Interest	(877,021)	(1,129,418)	(1,224,996)	(1,298,428)	(1,415,645)
Grants	(411,035)	(405,666)	(413,077)	(420,858)	(428,304)
Other	0	(352,985)	(358,632)	(364,012)	(369,473)
Interdepartment Transfer	(1,836,822)	(1,168,752)	(1,168,752)	(1,168,752)	(1,168,752)
Transfers from Funds	(11,077,104)	(9,614,468)	(7,372,220)	(6,148,374)	(6,148,374)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	(1,569,637)	(1,458,219)	(252,310)	(252,310)	(252,310)
Accumulated Surplus	(9,507,467)	(8,156,249)	(7,119,910)	(5,896,064)	(5,896,064)
Total Revenue	(98,920,573)	(100,128,726)	(100,416,589)	(101,555,391)	(104,017,512)
Expenditures					
Salaries and Wages	13,376,746	13,865,270	14,326,512	14,810,748	15,311,351
Internal Equipment	1,477,115	1,523,437	1,553,904	1,584,982	1,616,681
Material and Other	19,392,444	18,687,635	19,309,299	19,961,953	20,636,667
Contract Services	185,279	190,783	196,385	202,234	208,264
Debt Interest	1,670,544	1,858,180	1,944,634	1,944,289	2,024,772
Debt Principal	4,793,767	2,995,213	4,186,115	4,184,922	4,295,383
Internal Allocations	9,912,385	6,441,985	6,294,185	6,294,185	6,294,185
Interdepartment Transfer	7,764,440	6,357,680	6,209,880	6,209,880	6,209,880
Interfund Transfer	2,147,945	84,305	84,305	84,305	84,305
Transfer to Funds	41,776,693	42,004,523	38,861,443	42,819,478	42,035,069
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	41,620,383	41,848,213	38,705,133	42,663,168	41,878,759
Total Expenditures	92,584,973	87,567,026	86,672,477	91,802,791	92,422,372
Net Operating Expenditures	(6,335,600)	(12,561,700)	(13,744,112)	(9,752,600)	(11,595,140)

Utility Funds - Net operating revenues

2020 Net Operating Expenditure



Net Operating Expenditure by Year

	2020	2021	2022	2023	2024
Airport	(54,074,464)	(53,952,189)	(54,640,227)	(55,318,520)	(56,006,349)
Wastewater	(23,669,843)	(23,745,470)	(23,517,048)	(24,310,516)	(25,151,129)
Water	(21,176,266)	(22,431,067)	(22,259,314)	(21,926,355)	(22,860,034)
Total Revenue	(98,920,573)	(100,128,726)	(100,416,589)	(101,553,368)	(104,015,488)

Airport Fund

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(46,639,260)	(47,672,181)	(48,349,585)	(49,016,809)	(49,693,241)
Sales of Service	(44,969,910)	(45,979,794)	(46,633,843)	(47,277,390)	(47,929,818)
User Fees	(1,669,350)	(1,692,387)	(1,715,742)	(1,739,419)	(1,763,423)
Other Revenue	(373,500)	(383,944)	(394,578)	(405,647)	(417,044)
Interest	(158,000)	(161,160)	(164,383)	(167,671)	(171,024)
Grants	(215,500)	(222,784)	(230,195)	(237,976)	(246,020)
Other	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(7,061,704)	(5,896,064)	(5,896,064)	(5,896,064)	(5,896,064)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(7,061,704)	(5,896,064)	(5,896,064)	(5,896,064)	(5,896,064)
Total Revenue	(54,074,464)	(53,952,189)	(54,640,227)	(55,318,520)	(56,006,349)
Expenditures					
Salaries and Wages	5,406,420	5,681,920	5,870,935	6,069,373	6,274,518
Internal Equipment	46,990	47,930	48,888	49,866	50,863
Material and Other	11,164,405	11,179,591	11,551,492	11,941,932	12,345,569
Contract Services	54,960	56,059	57,180	58,324	59,490
Debt Interest	584,250	992,250	1,079,050	1,079,050	1,160,650
Debt Principal	2,797,188	1,897,191	3,088,093	3,088,093	3,199,740
Internal Allocations	1,963,504	1,988,804	1,988,804	1,988,804	1,988,804
Interdepartment Transfer	1,917,954	1,943,254	1,943,254	1,943,254	1,943,254
Interfund Transfer	45,550	45,550	45,550	45,550	45,550
Transfer to Funds	32,056,747	32,108,444	30,955,785	31,043,078	30,926,715
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	32,056,747	32,108,444	30,955,785	31,043,078	30,926,715
Total Expenditures	54,074,464	53,952,189	54,640,227	55,318,520	56,006,349
Net Operating Expenditures	0	0	0	0	0
Surplus/(Deficit) (Included Above)	24,995,043	26,212,380	25,059,721	25,147,014	25,030,651

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

Wastewater Fund

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	(1,332,216)	(1,071,028)	(1,071,028)	(1,070,683)	(1,069,145)
Fees and Charges	(18,372,966)	(19,219,708)	(20,105,807)	(20,830,398)	(21,560,218)
Sales of Service	(18,317,650)	(19,064,092)	(19,950,191)	(20,674,782)	(21,404,602)
User Fees	(55,316)	(155,616)	(155,616)	(155,616)	(155,616)
Other Revenue	(1,487,571)	(1,996,515)	(2,087,903)	(2,157,125)	(2,269,456)
Interest	(311,859)	(907,806)	(999,194)	(1,068,416)	(1,181,345)
Grants	(182,885)	(182,882)	(182,882)	(182,882)	(182,284)
Other	0	0	0	0	0
Interdepartment Transfer	(992,827)	(905,827)	(905,827)	(905,827)	(905,827)
Transfers from Funds	(2,477,090)	(1,458,219)	(252,310)	(252,310)	(252,310)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	(1,569,637)	(1,458,219)	(252,310)	(252,310)	(252,310)
Accumulated Surplus	(907,453)	0	0	0	0
Total Revenue	(23,669,843)	(23,745,470)	(23,517,048)	(24,310,516)	(25,151,129)
Expenditures					
Salaries and Wages	3,802,154	3,834,348	3,961,901	4,095,813	4,234,251
Internal Equipment	879,627	916,192	934,515	953,205	972,269
Material and Other	3,725,330	3,632,990	3,753,846	3,880,726	4,011,895
Contract Services	107,983	111,633	115,346	119,245	123,275
Debt Interest	789,754	569,396	569,050	568,705	568,705
Debt Principal	1,661,293	762,746	762,746	761,553	761,553
Internal Allocations	4,718,256	3,287,936	3,289,036	3,289,036	3,289,036
Interdepartment Transfer	3,552,516	3,287,936	3,289,036	3,289,036	3,289,036
Interfund Transfer	1,165,740	0	0	0	0
Transfer to Funds	5,182,346	6,675,229	4,675,608	6,687,233	5,389,105
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	5,026,036	6,518,919	4,519,298	6,530,923	5,232,795
Total Expenditures	20,866,743	19,790,470	18,062,048	20,355,516	19,350,089
Net Operating Expenditures	(2,803,100)	(3,955,000)	(5,455,000)	(3,955,000)	(5,801,040)
Surplus/(Deficit) (Included Above)	4,830,036	6,322,919	4,314,098	6,334,923	3,535,803

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.

Water Fund

Revenues and Expenditures by Year

	2020	2021	2022	2023	2024
Revenue					
Parcel Tax	(1,810,165)	(2,355,394)	(2,380,459)	(2,404,333)	(2,425,024)
Fees and Charges	(16,563,984)	(17,139,126)	(17,972,033)	(18,832,744)	(19,739,336)
Sales of Service	(16,527,464)	(17,101,876)	(17,934,038)	(18,793,989)	(19,699,806)
User Fees	(36,520)	(37,250)	(37,995)	(38,755)	(39,530)
Other Revenue	(1,263,807)	(676,362)	(682,976)	(689,278)	(695,674)
Interest	(407,162)	(60,452)	(61,419)	(62,341)	(63,276)
Grants	(12,650)	0	0	0	0
Other	0	(352,985)	(358,632)	(364,012)	(369,473)
Interdepartment Transfer	(843,995)	(262,925)	(262,925)	(262,925)	(262,925)
Transfers from Funds	(1,538,310)	(2,260,185)	(1,223,846)	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,538,310)	(2,260,185)	(1,223,846)	0	0
Total Revenue	(21,176,266)	(22,431,067)	(22,259,314)	(21,926,355)	(22,860,034)
Expenditures					
Salaries and Wages	4,168,172	4,349,002	4,493,676	4,645,562	4,802,582
Internal Equipment	550,498	559,315	570,501	581,911	593,549
Material and Other	4,502,709	3,875,054	4,003,961	4,139,295	4,279,203
Contract Services	22,336	23,091	23,859	24,665	25,499
Debt Interest	296,540	296,534	296,534	296,534	295,417
Debt Principal	335,286	335,276	335,276	335,276	334,090
Internal Allocations	3,230,625	1,165,245	1,016,345	1,016,345	1,016,345
Interdepartment Transfer	2,293,970	1,126,490	977,590	977,590	977,590
Interfund Transfer	936,655	38,755	38,755	38,755	38,755
Transfer to Funds	4,537,600	3,220,850	3,230,050	5,089,167	5,719,249
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	4,537,600	3,220,850	3,230,050	5,089,167	5,719,249
Total Expenditures	17,643,766	13,824,367	13,970,202	16,128,755	17,065,934
Net Operating Expenditures	(3,532,500)	(8,606,700)	(8,289,112)	(5,797,600)	(5,794,100)
Surplus/(Deficit) (Included Above)	1,316,750	(4,518,576)	(4,404,850)	1,531,213	2,436,185

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.

Capital Summary - General Fund

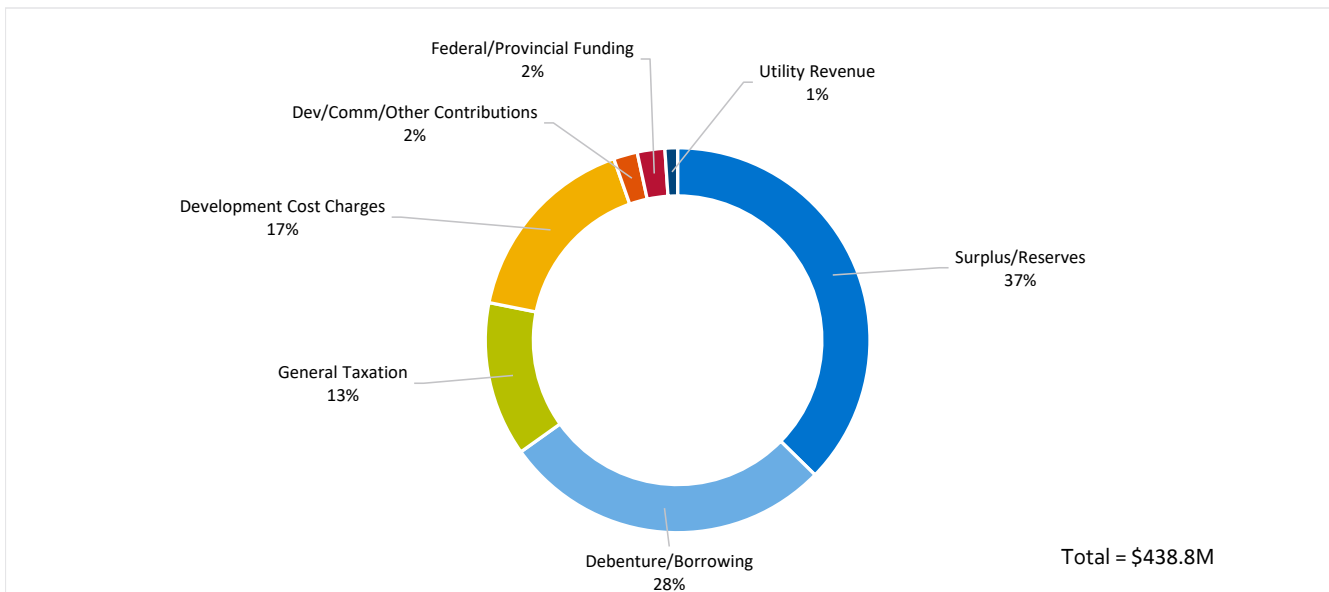
Cost Centre	2020	2021	2022	2023	2024
300 Real Estate & Parking	5,246,670	3,231,615	2,980,117	2,663,347	3,074,559
301 Buildings	6,465,000	11,390,223	62,849,086	50,629,923	8,929,535
302 Parks	33,539,940	6,731,003	14,862,100	15,682,396	14,360,220
304 Transportation	35,779,850	17,350,781	9,573,058	17,495,566	23,808,747
305 Solid Waste	10,007,250	3,835,000	7,732,955	8,010,000	7,610,000
306 Storm Drainage	5,951,910	923,792	1,500,470	1,459,530	2,302,225
308 Information Services	7,583,940	981,132	1,027,735	2,116,527	1,042,339
310 Vehicle & Mobile Equipment	9,261,840	4,785,857	3,049,303	4,161,324	3,533,017
311 Fire	1,856,960	585,830	2,853,703	0	0
	115,693,360	49,815,233	106,428,527	102,218,613	64,660,642

Funding Sources:					
General Taxation	9,510,000	10,475,130	11,365,130	12,355,130	13,265,000
Surplus/Reserves	62,355,762	24,151,849	26,145,453	24,607,234	26,564,835
Development Cost Charges	22,196,638	5,903,564	10,879,498	15,261,768	18,073,469
Debenture/Borrowing	7,158,600	7,780,000	56,416,723	46,985,000	3,747,500
Federal/Provincial Funding*	8,685,630	213,517	244,188	463,812	550,890
Dev/Comm/Other Contributions	3,723,090	305,000	778,730	2,059,530	1,941,040
Utility Revenue	2,063,640	986,173	598,805	486,139	517,908
	115,693,360	49,815,233	106,428,527	102,218,613	64,660,642

Total Five-Year Capital Program 438,816,375

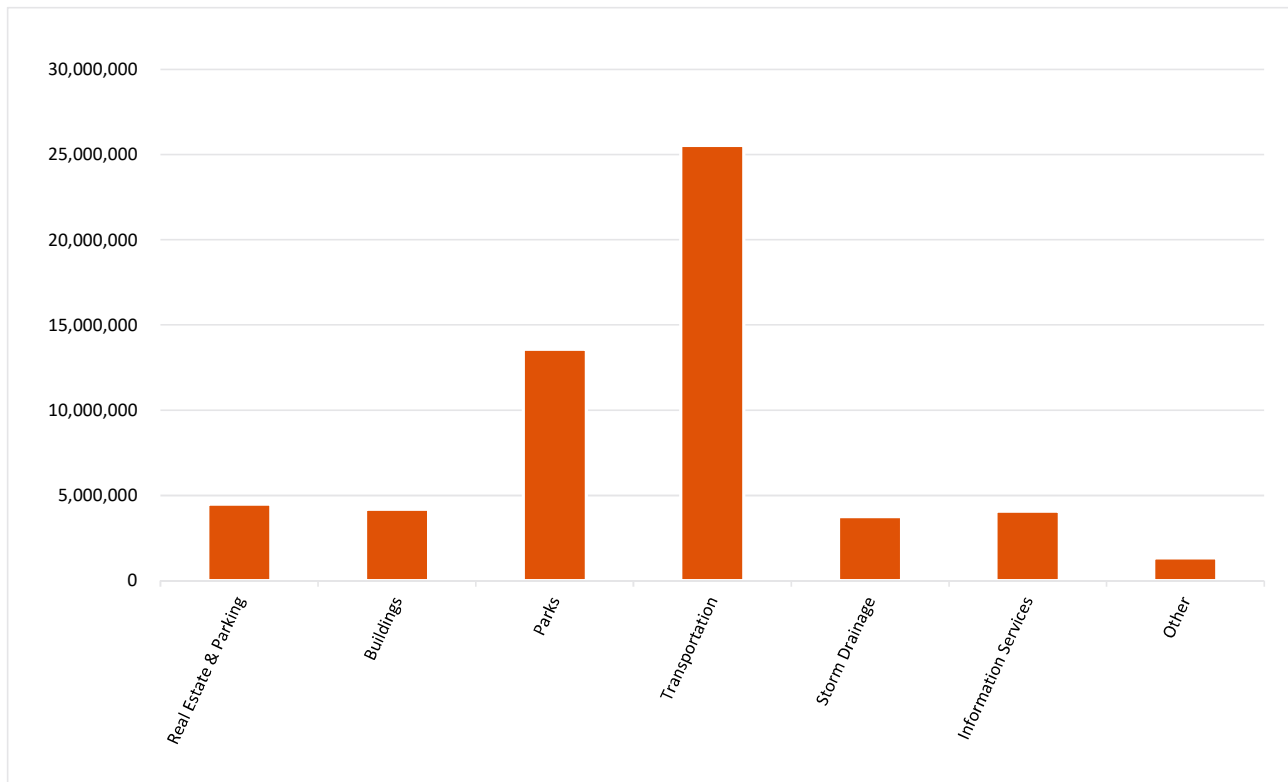
* 10-Year Capital Plan only includes confirmed Federal and Provincial Funding

General Fund Capital Funding 2020 to 2024



Capital Funding Summary by Cost Centre

General Fund 2020 to 2024 - Taxation



Cost Centre	Total \$	%	General Fund	
			Taxation	%
300 Real Estate & Parking	17,196,308	3.9	4,484,038	7.9
301 Buildings	140,263,767	32.0	4,182,257	7.3
302 Parks	85,175,659	19.4	13,589,963	23.9
304 Transportation	104,008,002	23.7	25,552,348	44.9
305 Solid Waste	37,195,205	8.5	0	0.0
306 Storm Drainage	12,137,927	2.8	3,748,510	6.6
308 Information Services	12,751,673	2.9	4,081,038	7.2
310 Vehicle & Mobile Equipment	24,791,341	5.6	1,271,636	2.2
311 Fire	5,296,493	1.2	60,600	0.1
Total Five-Year Program	438,816,375	100.0	56,970,390	100.0

Real Estate & Parking Capital

Plan No.	Plan Description
L1	General Land Annual allocation for the purchase of land for general purposes. This may allow for acquiring properties at less than fair market
L2	Road and Sidewalk Land Acquisition To fund the purchase of land required for the widening of roads to accommodate road improvements and/or sidewalks.
L3	Parking Infrastructure Funding to renew parking infrastructure and to invest in efficient parking management technology.
L4	Strategic Land Redevelopment Funding to redevelop City owned land to improve public benefit and encourage economic development.

Plan No.	Plan Description	2020	2021	2022	2023	2024	Five-Year Total
L1	General Land	3,347,680	1,945,900	1,988,117	2,195,847	2,391,000	11,868,544
L2	Road & Sidewalk Land Acquisition	171,000	53,715	25,000	25,000	142,559	417,274
L3	Parking Infrastructure	1,477,990	982,000	717,000	192,500	291,000	3,660,490
L4	Strategic Land Redevelopment	250,000	250,000	250,000	250,000	250,000	1,250,000
		5,246,670	3,231,615	2,980,117	2,663,347	3,074,559	17,196,308

Funding Sources							
	General Taxation	736,900	744,615	758,117	965,847	1,278,559	4,484,038
	Surplus/Reserves	4,442,170	2,232,000	1,967,000	1,442,500	1,541,000	11,624,670
	Development Cost Charges	67,600	0	0	0	0	67,600
	Debenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	0	0	0	0	0	0
	Dev/Comm/Other Contributions	0	255,000	255,000	255,000	255,000	1,020,000
	Utility Revenue	0	0	0	0	0	0
		5,246,670	3,231,615	2,980,117	2,663,347	3,074,559	17,196,308

Building Capital

Plan No.	Plan Description
B1	Parks and Recreation Buildings An allocation for the development of new Parks and Recreation buildings as well as the redevelopment, expansion and renewal of existing ones in various locations throughout the City to keep pace with the increasing demand due to population growth and emerging trends. This category includes Parks Administration, Parks washrooms, field houses, arenas and pools.
B2	Community and Cultural Buildings An allocation for the development of new community and cultural buildings as well as the redevelopment, renewal and expansion of existing ones. This category includes the theatres, libraries, senior centres, community halls, art gallery, museums and the RCA.
B3	Civic/Protective Service Buildings Funding to support renewal, replacement and cost of new Protective Services buildings which include firehalls, police stations and City Hall
B4	Transportation and Public Works Buildings Funding to support renewal, replacement and new construction of new 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.
B5	Heritage Buildings Funding for the restoration of City-owned heritage buildings.
B6	Capital Opportunities and Partnerships Funding for special projects including partnerships with the School District on community space as part of new school construction as well as funding to allow for capital projects that were not envisioned during the plan development, including partnerships.
B7	Building Renewal, Rehabilitation & Infrastructure Upgrades An allocation for major repairs or replacement of existing building infrastructure such as roofs, windows, mechanical systems, lighting, electrical and water services, hazardous material abatement, and other major maintenance items.

Plan No.	Plan Description	2020	2021	2022	2023	2024	Five-Year Total
B1	Parks and Recreation Buildings	1,840,490	9,395,000	60,280,000	46,985,000	4,210,000	122,710,490
B2	Community and Cultural Buildings	800,740	0	0	0	810,000	1,610,740
B3	Civic/Protective Service Buildings	1,342,190	570,000	1,640,000	1,845,000	2,555,000	7,952,190
B4	Transportation and Public Works Buildings	445,500	0	0	0	0	445,500
B5	Heritage Buildings	0	0	0	0	0	0
B6	Capital Opportunities and Partnerships	31,080	50,000	0	800,000	50,000	931,080
B7	Building Renewal, Rehab. & Infra. Upgrades	2,005,000	1,375,223	929,086	999,923	1,304,535	6,613,767
		6,465,000	11,390,223	62,849,086	50,629,923	8,929,535	140,263,767

Funding Sources							
General Taxation	395,000	606,369	1,061,829	810,000	1,309,059	4,182,257	
Surplus/Reserves	5,389,000	3,003,854	5,370,534	2,834,923	3,872,976	20,471,287	
Development Cost Charges	0	0	0	0	0	0	
Debenture/Borrowing	0	7,780,000	56,416,723	46,985,000	3,747,500	114,929,223	
Federal/Provincial Funding	0	0	0	0	0	0	
Dev/Comm/Other Contributions	310,500	0	0	0	0	310,500	
Utility Revenue	370,500	0	0	0	0	370,500	
	6,465,000	11,390,223	62,849,086	50,629,923	8,929,535	140,263,767	

Parks Capital

Plan No.	Plan Description
P1	DCC Parkland Acquisition Park acquisition program based on the residential growth in the City for the purchase of parkland (Neighbourhood, Community, Recreation and City-wide level parks) under the Development Cost Charge program (DCC). Funding is primarily allocated from developer revenue with general taxation covering both the assist factor and secondary suites that are paying reduced DCC's.
P2	Linear/Natural Area Parkland Park acquisition program for the purchase of Natural Areas and Linear Parks not attributed to the DCC program.
P3	Neighbourhood Park Development An allocation to cover the development of neighbourhood level parks including off-site costs related to park development, but does not include buildings.
P4	Community Park Development An allocation to cover the development of community level parks including off-site costs related to park development, but does not include buildings.
P5	Recreation Park Development An allocation to cover the development of recreation level parks including off-site costs related to park development, but does not include buildings.
P6	City-Wide Park Development An allocation to cover the development of city-wide level parks including off-site costs related to park development, but does not include buildings.
P7	Linear/Natural Area Park Development An allocation to cover the development of natural areas and linear parks/trails.
P8	Park Renewal, Rehabilitation & Infrastructure Upgrades An allocation for major repairs or replacement of existing park infrastructure such as sidewalks, hard-surfaced trails, parking lots, sport courts, lighting, electrical and water services, irrigation, fencing, bridges and other major structures.
P9	Capital Opportunities and Partners An allocation for various strategic investments into the park and open space system as well as funding to allow for capital projects that were not envisioned during the plan development, including partnerships.

Plan No.	Plan Description	2020	2021	2022	2023	2024	Five-Year Total
P1	DCC Parkland Acquisition	8,613,000	3,500,000	10,500,000	10,500,000	10,500,000	43,613,000
P2	Linear/Natural Area Park Development	300,000	650,000	550,000	500,000	550,000	2,550,000
P3	Neighbourhood Park Development	572,440	0	0	0	0	572,440
P4	Community Park Development	8,745,720	0	2,930,000	4,100,000	0	15,775,720
P5	Recreation Park Development	417,960	920,000	0	0	0	1,337,960
P6	City-Wide Park Development	12,222,540	0	375,000	200,000	2,100,000	14,897,540
P7	Linear/Natural Area Park Development	1,215,640	441,003	0	270,000	215,000	2,141,643
P8	Park Renew., Rehab. & Upgrades	1,151,060	1,070,000	457,100	112,396	945,220	3,735,776
P9	Capital Opportunities and Partners	301,580	150,000	50,000	0	50,000	551,580
		33,539,940	6,731,003	14,862,100	15,682,396	14,360,220	85,175,659

Funding Sources							
	General Taxation	3,052,300	1,037,554	2,349,843	4,044,736	3,105,530	13,589,963
	Surplus/Reserves	10,167,102	2,592,449	2,834,257	2,334,660	1,951,690	19,880,158
	Development Cost Charges	13,741,938	3,101,000	9,303,000	9,303,000	9,303,000	44,751,938
	Debtenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	6,570,000	0	0	0	0	6,570,000
	Dev/Comm/Other Contributions	8,600	0	375,000	0	0	383,600
	Utility Revenue	0	0	0	0	0	0
		33,539,940	6,731,003	14,862,100	15,682,396	14,360,220	85,175,659

Transportation Capital

Plan No.	Plan Description
T1	Development Cost Charge (DCC) Roads Allocation for design, land and construction costs associated with DCC Road projects.
T2	DCC Roads - Active Transportation Allocation for design, land and construction costs associated with DCC Active Transportation projects. General taxation to cover 77.7 per cent Assist.
T3	Non-DCC Roads Infrastructure upgrades which are not part of the 20 Year Servicing Plan and Financing Strategy (collectors and local roads) and City initiated projects to upgrade streets to full urban standards including drainage, fillet paving, sidewalks and landscaped boulevards.
T4	Transportation System Renewal Allocation for overlay and other processes, including micro asphaltting for rehabilitation of City roads. Also includes renewal of curb and gutter, bike paths, retaining walls, handrails and stairways
T5	Bicycle Network Allocation for bike network system additions and improvements.
T6	Sidewalk Network Allocation required to complete the Non-DCC portion of the sidewalk network.
T7	Safety and Operational Improvements Allocation to cover field reviews and capital improvements for safety improvements or to improve operational efficiency. This will include projects such as left turn bays, traffic control changes, safety barriers, signs, markings, handicap access improvements and retrofit medians.
T8	Traffic Control Infrastructure This program is for construction of new traffic signal control infrastructure that is not part of the DCC program. This includes new traffic signals and pedestrian activated traffic signals, installation of new communication for the traffic signals system and where new development occurs install conduit for future traffic signals. Program also includes renewal of existing traffic signals.
T9	Transit Facilities Construction of new and renewal of existing transit facilities, bus pullouts and shelters.

Plan No.	Plan Description	2020	2021	2022	2023	2024	Five-Year Total
T1	Development Cost Charge Roads	14,488,810	3,013,050	1,637,800	6,255,200	11,555,700	36,950,560
T2	DCC Roads - Active Transportation	10,786,990	600,200	673,788	4,953,656	6,006,348	23,020,982
T3	Non-DCC Roads	884,690	0	0	0	0	884,690
T4	Transportation System Renewal	6,278,630	5,482,531	5,046,470	3,956,710	4,091,699	24,856,040
T5	Bicycle Network	1,343,950	400,000	450,000	450,000	920,000	3,563,950
T6	Sidewalk Network	1,015,260	5,400,000	400,000	500,000	550,000	7,865,260
T7	Safety and Operational Improvements	636,820	470,000	470,000	495,000	515,000	2,586,820
T8	Traffic Control Infrastructure	151,090	1,350,000	450,000	500,000	0	2,451,090
T9	Transit Facilities	193,610	635,000	445,000	385,000	170,000	1,828,610
		35,779,850	17,350,781	9,573,058	17,495,566	23,808,747	104,008,002

Funding Sources							
	General Taxation	3,894,600	6,467,676	4,971,623	5,164,045	5,054,404	25,552,348
	Surplus/Reserves	13,134,680	8,080,541	2,926,207	5,718,223	8,347,834	38,207,485
	Development Cost Charges	8,387,100	2,802,564	1,576,498	5,958,768	8,770,469	27,495,399
	Debtenture/Borrowing	7,158,600	0	0	0	0	7,158,600
	Federal/Provincial Funding	292,330	0	0	0	0	292,330
	Dev/Comm/Other Contributions	2,912,540	0	98,730	654,530	1,636,040	5,301,840
	Utility Revenue	0	0	0	0	0	0
		35,779,850	17,350,781	9,573,058	17,495,566	23,808,747	104,008,002

Solid Waste Capital

Plan No.	Plan Description
SW1	Equipment Funding for new equipment and replacement of existing equipment.
SW2	Site Improvement Funding for site improvements like buildings, roads, landscaping and fencing.
SW3	Gas Management Required for design, installation and extension of gas management system and utilization of gas to energy.
SW4	Leachate Management Required for installation and extension of leachate collection, treatment, recirculation network and pump facilities.
SW5	Drainage and Groundwater Management Funding for design and installation of surface and groundwater systems, piping, storage and pump stations.
SW6	Recycling and Waste Management Facilities and infrastructure to support waste management and recycling including composting, waste separation and diversion, last chance mercantile, and curbside bins.
SW7	Landfill Area Development Required for planning, design and development of areas for filling to maximize available space.
SW8	Closure and Reclamation Required for design and construction of final cover system and closure infrastructure and reclamation of disturbed areas to natural state.
SW9	Solid Waste Renewal Renewal and replacement of site infrastructure and equipment.

Plan No.	Plan Description	2020	2021	2022	2023	2024	Five-Year Total
SW1	Equipment	420,000	300,000	300,000	300,000	300,000	1,620,000
SW2	Site Improvement	5,865,840	225,000	4,700,000	100,000	100,000	10,990,840
SW3	Gas Management	1,275,750	700,000	250,000	400,000	400,000	3,025,750
SW4	Leachate Management	41,190	0	222,955	500,000	0	764,145
SW5	Drainage & Groundwater Management	393,350	250,000	1,500,000	0	50,000	2,193,350
SW6	Recycling and Waste Management	750,000	0	300,000	0	0	1,050,000
SW7	Landfill Area Development	1,171,120	1,900,000	0	6,250,000	6,300,000	15,621,120
SW8	Closure and Reclamation	0	0	0	0	0	0
SW9	Solid Waste Renewal	90,000	460,000	460,000	460,000	460,000	1,930,000
		10,007,250	3,835,000	7,732,955	8,010,000	7,610,000	37,195,205

Funding Sources							
	General Taxation	0	0	0	0	0	0
	Surplus/Reserves	9,216,060	3,835,000	7,732,955	8,010,000	7,610,000	36,404,015
	Development Cost Charges	0	0	0	0	0	0
	Debenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	0	0	0	0	0	0
	Dev/Comm/Other Contributions	290,460	0	0	0	0	290,460
	Utility Revenue	500,730	0	0	0	0	500,730
		10,007,250	3,835,000	7,732,955	8,010,000	7,610,000	37,195,205

Storm Drainage Capital

Plan No.	Plan Description
D1	Hydraulic Upgrading Program Estimated expenditures to cover hydraulic improvements to the storm drainage system. These projects are taken directly from the area drainage plans (North, Rutland, Central, Downtown, South Mission and South East Kelowna). Projects are ranked according to priority.
D2	Storm Drainage Quality Program This program includes storm water 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.
D3	Storm Drainage Renewal This program provides for the renewal and replacement of pipes, pump stations, and treatment facilities.

Plan No.	Plan Description	2020	2021	2022	2023	2024	Five-Year Total
D1	Hydraulic Upgrading Program	5,060,100	533,792	1,110,470	1,159,530	1,912,225	9,776,117
D2	Storm Drainage Quality Program	363,820	90,000	90,000	90,000	90,000	723,820
D3	Storm Drainage Renewal	527,990	300,000	300,000	210,000	300,000	1,637,990
		5,951,910	923,792	1,500,470	1,459,530	2,302,225	12,137,927

Funding sources							
	General Taxation	274,900	685,275	1,231,282	275,718	1,281,335	3,748,510
	Surplus/Reserves	3,853,710	25,000	25,000	720,000	470,000	5,093,710
	Development Cost Charges	0	0	0	0	0	0
	Debt/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	1,823,300	213,517	244,188	463,812	550,890	3,295,707
	Dev/Comm/Other Contributions	0	0	0	0	0	0
	Utility Revenue	0	0	0	0	0	0
		5,951,910	923,792	1,500,470	1,459,530	2,302,225	12,137,927

Information Capital

Plan No.	Plan Description
I1	Front Office Equipment Information Services have been utilizing a 5 year replacement cycle for desktop equipment which includes computers, printers, monitors, scanners and software. It also includes work group equipment such as large format plotters and copiers.
I2	Server and Data Storage To provide equipment and software in City Hall data centre to support the various systems in place for staff and includes equipment for the Fire Hall data centre. Included are servers, disk storage, tape backups and the related software.
I3	Major System Projects Major systems projects include Class Registration Software Replacement and Online Platform Redevelopment.
I4	Communications Systems To provide a networking environment that interconnects the various places and spaces used by City staff, this budget will support the expansion of the City's fibre optic ring which will reduce need for leased communication lines. Network components that have reached the end of their serviceable life will also be replaced.

Plan No.	Plan Description	2020	2021	2022	2023	2024	Five-Year Total
I1	Front Office Equipment	423,500	435,000	397,500	382,500	394,500	2,033,000
I2	Server and Data Storage	290,000	190,000	230,000	205,000	112,264	1,027,264
I3	Major System Projects	5,426,570	201,132	189,806	274,027	365,575	6,457,110
I4	Communications Systems	1,443,870	155,000	210,429	1,255,000	170,000	3,234,299
		7,583,940	981,132	1,027,735	2,116,527	1,042,339	12,751,673

Funding Sources							
	General Taxation	843,700	665,114	722,420	857,465	992,339	4,081,038
	Surplus/Reserves	6,069,840	266,018	255,315	109,062	0	6,700,235
	Development Cost Charges	0	0	0	0	0	0
	Debtenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	0	0	0	0	0	0
	Dev/Comm/Other Contribution	50,000	50,000	50,000	1,150,000	50,000	1,350,000
	Utility Revenue	620,400	0	0	0	0	620,400
		7,583,940	981,132	1,027,735	2,116,527	1,042,339	12,751,673

Vehicle & Mobile Equipment Capital

Plan	Plan Description
V1	Additional Vehicles/Equipment This budget supports the addition of new vehicles and equipment to the corporate fleet in response to increased service demand from population growth or additional services.
V2	Vehicle/Equipment Renewal As part of the City's vehicle replacement program, vehicles at the end of their service life cycles are replaced using funds from the equipment replacement reserve. Cars and light trucks have an average design life of 10 years.

Plan No.	Plan Description	2020	2021	2022	2023	2024	Five-Year Total
V1	Additional Vehicles/Equipment	522,000	1,480,878	1,108,829	904,848	898,654	4,915,209
V2	Vehicle/Equipment Renewal	8,739,840	3,304,979	1,940,474	3,256,476	2,634,363	19,876,132
		9,261,840	4,785,857	3,049,303	4,161,324	3,533,017	24,791,341

Funding Sources							
	General Taxation	252,000	268,527	270,016	237,319	243,774	1,271,636
	Surplus/Reserves	8,286,840	3,531,157	2,180,482	3,437,866	2,771,335	20,207,680
	Development Cost Charges	0	0	0	0	0	0
	Debtenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	0	0	0	0	0	0
	Dev/Comm/Other Contributions	150,990	0	0	0	0	150,990
	Utility Revenue	572,010	986,173	598,805	486,139	517,908	3,161,035
		9,261,840	4,785,857	3,049,303	4,161,324	3,533,017	24,791,341

Fire Capital

Plan No.	Plan Description
F1	Vehicle/Equipment Renewal As part of the Fire Departments vehicle/equipment replacement program, vehicles and equipment at the end of their service life cycles are replaced using funds from the Fire Departments equipment replacement reserve.
F2	Additional Vehicles/Equipment This budget supports the addition of new vehicles and equipment to the Fire Department in response to increased service demand from population growth.
F3	Communications Systems To provide for radio system improvements or replacement, including dispatch requirements

Plan No.	Plan Description	2020	2021	2022	2023	2024	Five-Year Total
F1	Vehicle/Equipment Renewal	1,796,360	585,830	2,783,303	0	0	5,165,493
F2	Additional Vehicles/Equipment	60,600	0	70,400	0	0	131,000
F3	Communications Systems	0	0	0	0	0	0
		1,856,960	585,830	2,853,703	0	0	5,296,493

Funding Sources							
	General Taxation	60,600	0	0	0	0	60,600
	Surplus/Reserves	1,796,360	585,830	2,853,703	0	0	5,235,893
	Development Cost Charges	0	0	0	0	0	0
	Debt/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	0	0	0	0	0	0
	Dev/Comm/Other Contributions	0	0	0	0	0	0
	Utility Revenue	0	0	0	0	0	0
		1,856,960	585,830	2,853,703	0	0	5,296,493

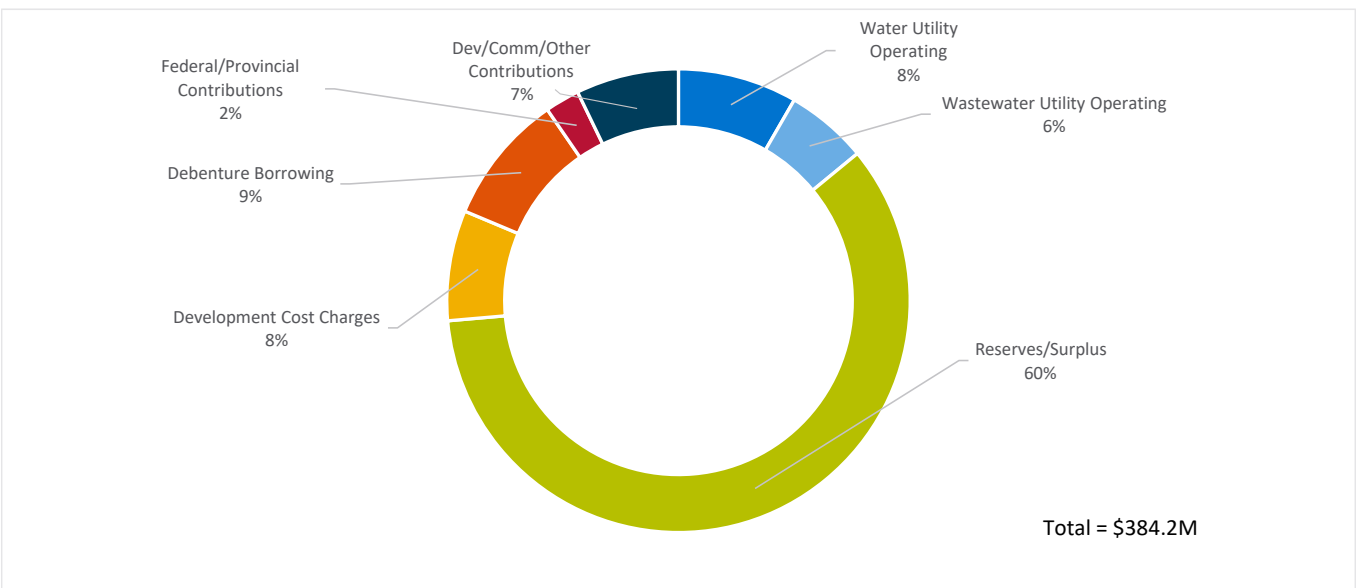
Capital Summary - Utility Funds

Cost Centre	2020	2021	2022	2023	2024
312 Airport	87,943,490	47,454,100	68,921,500	19,341,600	47,560,100
313 Water	30,477,320	14,441,200	14,520,200	9,962,200	9,457,200
314 Wastewater	10,573,680	4,010,000	7,010,000	4,010,000	8,598,000
	128,994,490	65,905,300	90,451,700	33,313,800	65,615,300

Funding Sources:					
Water Utility Operating	3,532,500	8,606,700	8,289,112	5,797,600	5,794,100
Wastewater Utility Operating	2,803,100	3,955,000	5,455,000	3,955,000	5,801,040
Reserves/Surplus	107,425,250	32,054,100	41,521,500	19,341,600	28,560,100
Development Cost Charges	5,828,820	5,739,500	7,636,088	4,069,600	6,310,060
Debenture Borrowing	0	15,000,000	17,000,000	0	3,000,000
Federal/Provincial Contributions	9,254,820	0	0	0	0
Dev/Comm/Other Contributions	150,000	550,000	10,550,000	150,000	16,150,000
	128,994,490	65,905,300	90,451,700	33,313,800	65,615,300

Total Five-Year Capital Program **384,280,590**

Utility Funds Capital Funding 2020 to 2024



Airport Capital

Plan No.	Plan Description
A1	Airside Funding for East Lands roads and servicing, stormwater infrastructure, and other small capital projects
A2	Groundside 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.
A3	Terminal Funding for Airport terminal building renovations, technology, bridge upgrades, and other small capital projects.
A4	Airport Improvement Fees 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.

Plan No.	Plan Description	2020	2021	2022	2023	2024	Five-Year Total
A1	Airside	170,900	1,650,000	14,050,000	50,000	50,000	15,970,900
A2	Groundside	2,878,510	11,459,000	21,790,000	6,815,000	25,860,000	68,802,510
A3	Terminal	2,784,380	2,527,000	502,000	423,000	400,000	6,636,380
A4	Airport Improvement Fees	82,109,700	31,818,100	32,579,500	12,053,600	21,250,100	179,811,000
		87,943,490	47,454,100	68,921,500	19,341,600	47,560,100	271,220,790

Funding Sources:							
General Taxation	0	0	0	0	0	0	0
Surplus/Reserves	87,943,490	32,054,100	41,521,500	19,341,600	28,560,100	209,420,790	
Development Cost Charges	0	0	0	0	0	0	0
Debenture/Borrowing	0	15,000,000	17,000,000	0	3,000,000	35,000,000	
Federal/Provincial Funding	0	0	0	0	0	0	0
Dev/Comm/Other Contributions	0	400,000	10,400,000	0	16,000,000	26,800,000	
Utility Revenue	0	0	0	0	0	0	0
	87,943,490	47,454,100	68,921,500	19,341,600	47,560,100	271,220,790	

Water Capital

Plan No.	Plan Description
W1	DCC Pipes (Mains) New water mains to accommodate growth.
W2	DCC Booster Stations and PRV's New booster stations & PRV's to accommodate growth.
W3	DCC Water Treatment New treatment capacity and facilities to accommodate growth.
W4	DCC Reservoirs and Filling Stations New reservoirs and filling stations to accommodate growth.
W5	DCC Offsite and Oversize The City's share of costs to oversize water infrastructure and to do work in excess of the developer's own needs.
W6	Network and Facility Renewal Renewal of existing water mains, booster stations, PRVs, water treatment systems, reservoirs and filling stations that have reached the end of their service life.
W7	Network and Facility Improvements Network and facility improvements to meet current standards. Contributed assets and water meters that are needed to support development and are funded from development.
W8	Irrigation Network Improvements Network and Facility Improvements to meet current standards. Fire protection, upper watershed infrastructure, well stations and transmission mains are all included in this irrigation network.

Plan No.	Plan Description	2020	2021	2022	2023	2024	Five-Year Total
W1	DCC Pipes (Mains)	300,000	5,700,000	0	4,000,000	3,500,000	13,500,000
W2	DCC Booster Stations and PRV's	895,780	0	0	0	0	895,780
W3	DCC Water Treatment	0	0	0	0	0	0
W4	DCC Reservoirs and Filling Stations	0	0	6,108,000	0	0	6,108,000
W5	DCC Offsite and Oversize	289,310	117,200	117,200	117,200	117,200	758,110
W6	Network and Facility Renewal	5,289,530	5,675,000	5,325,000	4,375,000	3,825,000	24,489,530
W7	Network and Facility Improvements	23,232,700	1,629,000	150,000	150,000	695,000	25,856,700
W8	Irrigation Network Improvements	470,000	1,320,000	2,820,000	1,320,000	1,320,000	7,250,000
		30,477,320	14,441,200	14,520,200	9,962,200	9,457,200	78,858,120

Funding Sources							
General Taxation		0	0	0	0	0	0
Surplus/Reserves		16,565,840	0	0	0	0	16,565,840
Development Cost Charges		974,160	5,684,500	6,081,088	4,014,600	3,513,100	20,267,448
Debenture/Borrowing		0	0	0	0	0	0
Federal/Provincial Funding		9,254,820	0	0	0	0	9,254,820
Dev/Comm/Other Contributions		150,000	150,000	150,000	150,000	150,000	750,000
Utility Revenue		3,532,500	8,606,700	8,289,112	5,797,600	5,794,100	32,020,012
		30,477,320	14,441,200	14,520,200	9,962,200	9,457,200	78,858,120

Wastewater Capital

Plan No.	Plan Description
WW1	DCC Pipes (Mains) New wastewater mains to support growth.
WW2	DCC Lift Stations New wastewater lift stations to support growth.
WW3	DCC Wastewater Treatment Facilities New wastewater treatment facilities to support growth.
WW4	DCC Oversize The City's share of costs to oversize wastewater infrastructure and to do work in excess of the developer's own needs.
WW5	Network and Facility Renewal Renewal of existing wastewater mains, lift stations and treatment facilities that have reached the end of their service life.
WW6	Network and Facility Improvements Collection and facility improvements to meet current standards. Contributed assets that are needed to support development and are funded from development.

Plan No.	Plan Description	2020	2021	2022	2023	2024	Five-Year Total
WW1	DCC Pipes (Mains)	4,049,050	0	0	0	2,040,000	6,089,050
WW2	DCC Lift Stations	1,031,470	0	3,000,000	0	2,048,000	6,079,470
WW3	DCC Wastewater Treatment Facilities	0	0	0	0	0	0
WW4	DCC Oversize	231,260	110,000	110,000	110,000	110,000	671,260
WW5	Network and Facility Renewal	5,081,300	3,800,000	3,800,000	3,800,000	4,300,000	20,781,300
WW6	Network and Facility Improvements	180,600	100,000	100,000	100,000	100,000	580,600
		10,573,680	4,010,000	7,010,000	4,010,000	8,598,000	34,201,680

Funding Sources:							
	General Taxation	0	0	0	0	0	0
	Surplus/Reserves	2,915,920	0	0	0	0	2,915,920
	Development Cost Charges	4,854,660	55,000	1,555,000	55,000	2,796,960	9,316,620
	Debenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	0	0	0	0	0	0
	Dev/Comm/Other Contributions	0	0	0	0	0	0
	Utility Revenue	2,803,100	3,955,000	5,455,000	3,955,000	5,801,040	21,969,140
		10,573,680	4,010,000	7,010,000	4,010,000	8,598,000	34,201,680