

# FINANCIAL PLAN

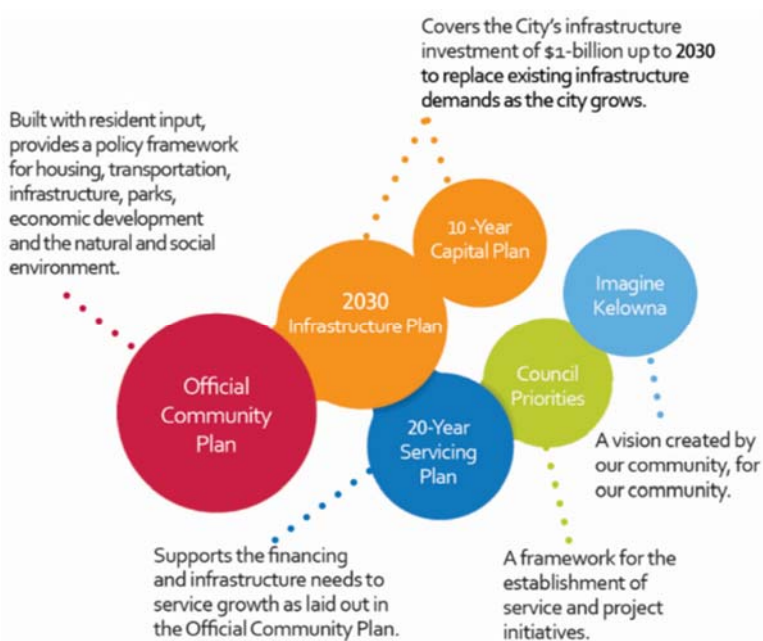
The City of Kelowna has developed a comprehensive Financial Plan providing a five-year summary of general revenues, operating expenditures, and capital expenditures to help guide the City throughout the next five years. The format of the plan keeps the General Fund separate from the Utility Funds to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

The COVID-19 pandemic continues to affect Canada and the world creating challenges for families, businesses and many other organizations in our community including all levels of government. The City of Kelowna continues to follow the direction of the Provincial Health Officer to reduce the risk of COVID-19 transmission. The BC Provincial Government has extended the Provincial State of Emergency declared on March 18, 2020. Through the Provincial Health Authority and the Emergency Program Act, restrictions have been enacted on gatherings, sports, dining, non-essential travel, and mask requirements in public settings. The Federal Government continues to have travel restrictions for people entering the country. With the hope of reaching community immunity, the Province of BC has implemented a vaccination plan to begin in early 2021 allowing anyone over the age of 18 to have their first vaccine by the end of June 2021.

Despite the economic challenges and circumstances from the fall-out of the global pandemic, the City of Kelowna's strong financial management and clear budgeting practices continue to allow the delivery of essential services residents expect while maintaining, expanding and building infrastructure that makes Kelowna a great place to live.

In 2020, the City received \$7.88M in emergency financial assistance and \$5.9M to support transit recovery through the Government of Canada and Province of BC's Safe Restart plan. These funds have been allocated over 2020 and 2021 to address emergency planning and response costs, and revenue shortfalls.

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 Council endorsed 10-Year Capital Plan, 2020-2029, 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 the 2021 budget process which includes:

- Preliminary Budget – approved by Council December 10, 2020
- Carryover Requests – approved by Council March 22, 2021
- Final Budget – approved by Council on April 26, 2021

Although most of this plan is devoted to the Preliminary Budget details, the changes made by Council at Preliminary, Carryover, and Final Budget, together, provide the 2021 portion of the Financial Plan.

For the years after 2021, the operating budget is adjusted for current one-time projects, changes in operating requirements from approved prior years, and from new capital projects included in the Council endorsed 10-Year Capital Plan, growth and/or inflation factors depending on the nature of the revenue or expenditure, and other key assumptions. 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. Assumptions used in the preparation of the years 2022 to 2025 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.
- Approval to borrow for all priority one capital projects funded through debt as presented in the Council endorsed 10-Year Capital Plan, 2020-2029.
- An annual allocation for new RCMP members.
- 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 613 and is used in 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).

## Revenue sources & trends summary

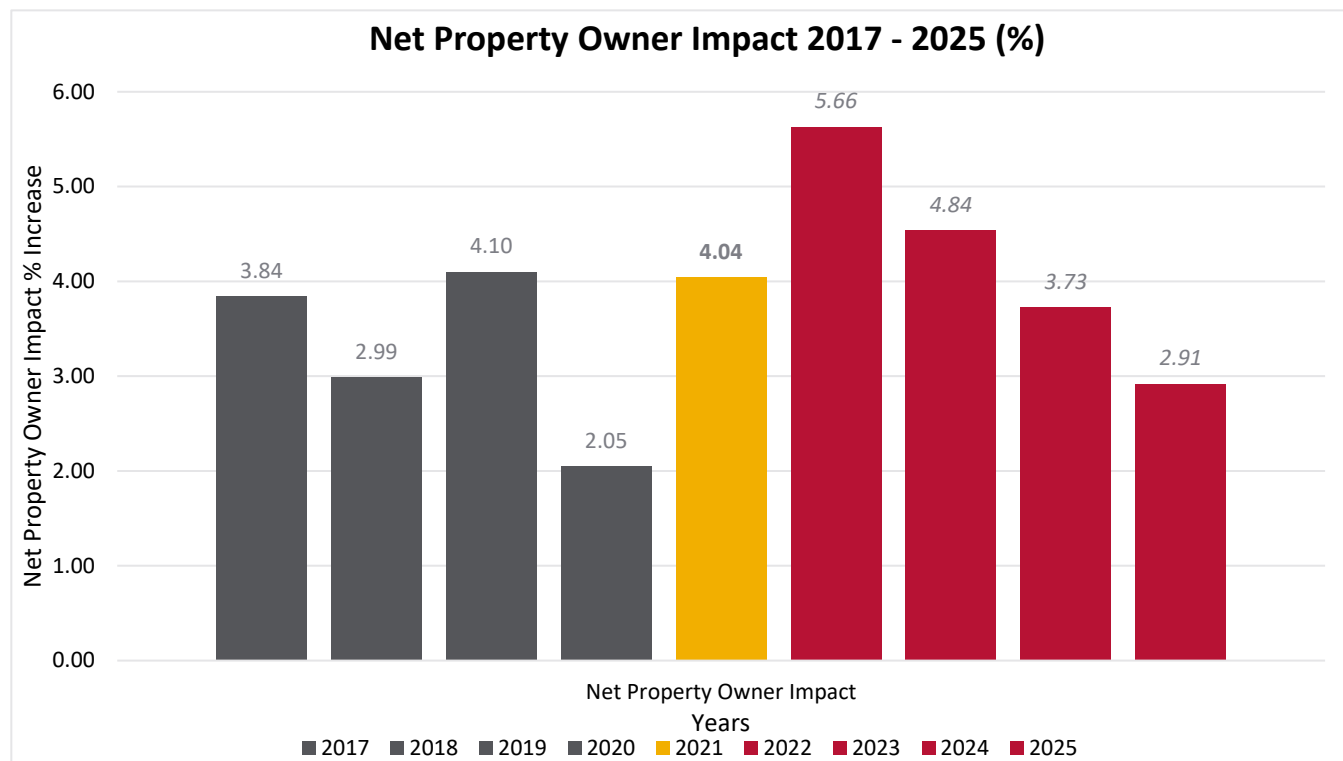
The City defines financial strength and stability as “the ability to acquire and manage a portfolio of financial and physical assets that meet the current and future needs of our community.” This is the goal. To guide future financial planning, the City uses the Council adopted Principles and Strategies 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 28 per cent of the 2021 Preliminary budget total revenue estimate of \$569.8M.



Kelowna continues to be below the average taxes paid by property owners in British Columbia. Historical tax rate increases from 2017 to 2021 are shown in the graph below beside the projected increases for 2022 to 2025. Future year increases are estimated using projected growth (1.38 per cent), average inflation (2.0 per cent), annualization of budget requests previously approved by Council, capital projects included in the Council endorsed 10-Year Capital Plan, debt changes, and other key assumptions.



*\*Rates presented in the graph above for years 2022 to 2025 have not been approved by Council and are subject to change*

Increases for annualization of previously approved requests, growth, inflation, and other key assumptions, offset by forecasted new construction revenue, averages approximately 2.5 to 3.5 per cent annually. Increases above that are typically due to new initiatives, programs and debt servicing impacts on borrowing for capital projects.

The emergence of the COVID-19 pandemic in 2020 created complex challenges for families, businesses, and many other organizations in the community, including the City. In response to these challenges, City Council approved a reduced 2020 Financial Plan increase of 2.05 per cent net impact to keep overall taxation as low as possible while maintaining the services required by the community. This reduction was achieved through the deferment or elimination of capital projects and new staffing positions as well as reductions of operating budgets across all City divisions.

The forecasted increases for 2022 to 2025 assumes approval to borrow for all priority one capital projects funded through debt as presented in the Council endorsed 10-Year Capital Plan, 2020-2029 (10YCP). Although the 10YCP presents full project budgets in one year, debt impacts have been split over the expected construction years to match required cash flow and to spread the debt repayment impacts. Included in this plan with a significant impact, is the replacement of the Parkinson Recreation Centre. The forecasted new property owner increase of 5.66 per cent in 2022 includes an estimated 2.03 per cent increase directly related to debt changes for this replacement project with further increases of 1.77 per cent in 2023 and 0.31 per cent in 2024.

### Parcel Taxes

Parcel taxes are taxes levied through bylaw on the unit, frontage or area of a property that receive a specific service. The majority of the \$3.2M in the 2021 Financial Plan parcel tax budget is made up of Water Utility parcel taxes and Sewer Specified Area debt recoveries.

## Fees & Charges

### General fund

Fees and charges are another way that the City of Kelowna raises revenues and is currently the second largest source of revenue for the general fund at 19 per cent. 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.

General fund fees & charges revenues can be attributed to several Divisions:

- The Civic Operations Division, which includes Fleet Services, Parks, Public Works and Utility Services, generates the largest proportion of revenue from fees & charges. This revenue is collected through internal equipment charges, cemetery fees, landfill tipping fees and waste collection charges. Estimates of future fees and charges revenue generation for Civic Operations are factored for inflation.
- Active Living & Culture generates revenue from a wide variety of services including facility rentals and sales revenues along with program revenue and recreation facility use revenues. Estimates of future fees and charges revenue generation are factored for inflation and growth to recognize the expected increase in service demand due to community growth.
- Planning & Development Services generates revenue in the form of development, subdivision, permit and inspection fees along with other service revenues. Most future fees and charges revenue in Planning and Development are estimated using growth projections alone as there is a direct relationship between development revenue and community growth.
- The Partnerships & Investments Division generates revenues in rental fees from properties owned by the City and from parking throughout the City. Future revenues have been factored by inflation alone as there is little anticipated growth in the inventory of these real estate assets.
- The Infrastructure Division budget includes transit revenues. Future transit revenues are factored for growth as ridership is expected to recover and services expanded in this Financial Plan.
- Corporate & Protective Services generates revenue through Bylaw fines, Police Services such as criminal record checks, and the sale of Fire Dispatch Services to other municipalities and regional districts within the Province. Estimates of future fees and charges revenue generation for Corporate & Protective Services are factored for inflation.



Fees & charges revenues in business units such as Recreational Programming and Transit were significantly impacted by the COVID-19 pandemic in 2020 with further impacts expected in 2021. This loss of revenue in 2020 and 2021 has been partially offset by grant funds received through the Government of Canada and the Province of BC's Safe Restart plan.

### Airport and Utility funds

The Kelowna International Airport (YLW) is the largest municipally owned and operated airport in Canada. YLW operates on a financially self-sufficient basis generating all funding required for services and infrastructure from several sources including airport improvement fees, landing & terminal fees, and parking fees. There are no fee increases planned for 2021.

The City of Kelowna operates two utility funds: the Water Utility and the Wastewater Utility. Included in the 2021 Preliminary budget is a 6 per cent rate increase for Water and a 3 per cent rate increase for Wastewater.

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

## Borrowing Proceeds

Debt is a common tool that municipalities use to finance capital expenditures over 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 in the 2021 Preliminary budget, but the City does anticipate working through the alternative approval process in 2021 to obtain approval to borrow for the replacement of the Parkinson Recreation Centre.

Projects that were funded, or are planned to be, through borrowing include:

- 2017: Police Services Building, Memorial Parkade and the Airport Outbound Baggage System
- 2022: Parkinson Recreation Centre Replacement
- 2023: Capital News Centre Expansion
- 2024: North Glenmore Fire Hall
- 2025: Mission Activity Centre and the City Hall Envelope Renewal



## Reserves and Surplus

### Reserves

Saving money for future projects and unexpected expenditures is an important planning consideration for the City of Kelowna. 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 the sustainability of this funding source. 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. In the 2021 Financial Plan, it is the largest source of revenue at 38 per cent largely due to the addition of carryover budgets as the majority of carryover projects are funded through reserves.

### Surplus

Surplus funds generated in the General Fund, as well as the Utility Funds of Water and Wastewater, are contributed to the accumulated surplus annually. The Council adopted Principles & Strategies for Financial Strength and Stability document includes a strategy that restricts the use of these funds to emergencies such as fires and floods. There is no planned use of accumulated surplus funds in the 2021 Financial Plan.

## Other sources

### General revenues

General revenues include revenues not associated directly with any one City division or service. Examples of this revenue include investment interest, penalties on taxes and utility accounts, traffic fine revenue sharing and 1% in lieu of taxes for private utilities. These revenues are anticipated to increase by growth and/or inflation in the coming years. Over the next five years, total general revenues are anticipated to increase by approximately 2.0 per cent in 2022 and 2023, and 2.1 per cent in 2024 and 2025.

### Government grants and contributions

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 carbon tax grant allowing investment in greenhouse gas reduction programs. Grants from the Okanagan Basin Water Board total \$216k in 2021 for wastewater collection cost initiatives, source water protection planning and sand restoration at Strathcona Beach. 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 \$9.2M per year.

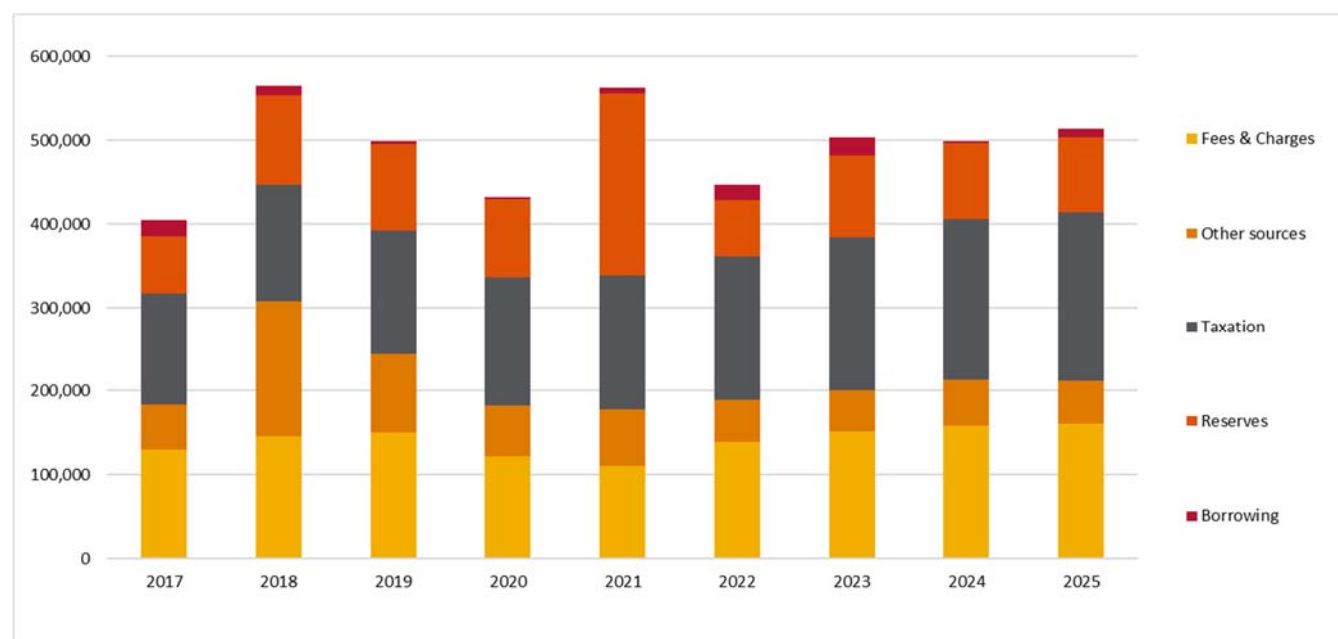
The budget for gaming revenues was reduced by 36 per cent in 2020 and 88 per cent in 2021 as all BC Gaming Centres were ordered closed by the Provincial Health Authority to limit the spread of COVID-19. These closures are expected to be temporary and revenues are anticipated to resume in 2022. The loss of gaming revenue in 2020 and 2021 has been partially offset by grant funds received through Government of Canada and Province of BC's Safe Restart plan. This budget is 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 2021, the City of Kelowna expects to receive \$5.7M.

The City of Kelowna continues to apply for the various Federal Infrastructure Stimulus Funds announced in 2020 and early 2021. Successful grants will be added to the 2021 Financial Plan through the budget amendment process.

### Summary of revenue sources (\$ thousands)

The following graph summarizes the City's revenue sources by type. The years 2017 to 2020 are based on actual amounts received. Years 2021 to 2025 are forecasted values calculated using the assumptions discussed above.



Note: Reserve funding totals in the chart above are higher in 2021 due to carry-over projects.

# FIVE-YEAR FINANCIAL PLAN SUMMARIES

## Financial Plan 2021-2025

	2021	2022	2023	2024	2025	2026-2030
<b>Revenue</b>						
Property Value Tax	157,735,983	169,205,678	180,116,559	189,700,310	198,190,895	1,090,891,060
Library Requisition	6,926,600	7,065,132	7,206,435	7,350,564	7,497,575	39,798,035
Parcel Taxes	3,195,727	3,422,977	3,446,741	3,470,144	3,309,310	13,431,141
Fees and Charges	109,997,186	138,915,319	150,938,199	157,982,369	160,220,846	881,407,825
Borrowing Proceeds	7,158,600	17,805,940	21,700,000	2,742,540	10,061,293	3,646,873
Other Sources	67,535,274	50,713,865	50,086,080	55,678,976	52,206,130	349,939,336
	352,549,370	387,128,911	413,494,014	416,924,903	431,486,049	2,379,114,271
<b>Transfer between Funds</b>						
Reserve Funds	2,164,376	1,607,774	1,018,046	1,018,046	1,018,046	5,090,230
DCC Funds	27,455,260	22,749,126	31,614,637	28,975,450	36,132,347	188,554,781
Surplus/Reserve Accounts	187,605,634	42,896,550	64,009,793	59,487,250	52,358,826	285,394,007
	217,225,270	67,253,450	96,642,476	89,480,746	89,509,219	479,039,018
<b>Total Revenues</b>	<b>569,774,640</b>	<b>454,382,361</b>	<b>510,136,490</b>	<b>506,405,649</b>	<b>520,995,268</b>	<b>2,858,153,289</b>
<b>Expenditures</b>						
Municipal Debt						
Debt Interest	3,728,439	5,266,286	7,025,695	7,813,907	7,851,686	33,267,080
Debt Principal	9,762,977	10,555,605	12,340,084	13,843,506	13,952,658	55,498,330
Capital Expenditures	238,360,450	104,896,152	142,250,238	122,121,840	127,596,432	715,188,831
Other Municipal Purposes						
General Government	31,883,709	30,836,885	31,686,895	32,585,805	33,510,415	181,912,914
Planning, Development & Building Services	31,729,092	25,471,518	25,685,213	26,445,831	27,242,444	147,813,478
Community Services	93,067,468	96,372,824	97,799,320	100,370,889	103,387,067	558,930,773
Protective Services	72,202,231	76,409,427	80,426,322	84,969,627	89,572,078	498,302,342
Utilities	25,865,914	22,504,022	22,868,555	23,879,546	24,519,526	132,273,909
Airport	15,915,345	16,917,094	17,925,228	19,474,505	18,019,242	107,298,110
	522,515,625	389,229,813	438,007,550	431,505,456	445,651,548	2,430,485,767
<b>Transfers between Funds</b>						
Reserve Funds	25,971,978	26,312,594	27,575,765	27,595,506	27,606,240	142,651,153
DCC Funds	0	0	0	0	0	0
Surplus/Reserve Accounts	21,287,037	38,839,954	44,553,175	47,304,687	47,737,480	285,016,369
	47,259,015	65,152,548	72,128,940	74,900,193	75,343,720	427,667,522
<b>Total Expenditures</b>	<b>569,774,640</b>	<b>454,382,361</b>	<b>510,136,490</b>	<b>506,405,649</b>	<b>520,995,268</b>	<b>2,858,153,289</b>

Note: Totals may not add due to rounding.

## General Fund Tax Impact Summary

	2021	2022	2023	2024	2025
General revenues	(11,679,539)	(11,914,098)	(12,152,510)	(12,404,047)	(12,661,885)
Net operating budget	157,344,622	168,116,776	178,176,069	186,865,357	194,421,780
Pay-as-you-go capital	12,070,900	13,003,000	14,093,000	15,239,000	16,431,000
Taxation demand	<b>157,735,983</b>	<b>169,205,678</b>	<b>180,116,559</b>	<b>189,700,310</b>	<b>198,190,895</b>
New construction tax revenue	(2,880,000)	(2,539,549)	(2,724,211)	(2,863,853)	(2,978,295)
<b>Net property owner impact</b>	<b>4.04%</b>	<b>5.66%</b>	<b>4.84%</b>	<b>3.73%</b>	<b>2.91%</b>

Note: Totals may not add due to rounding.

## General Revenue

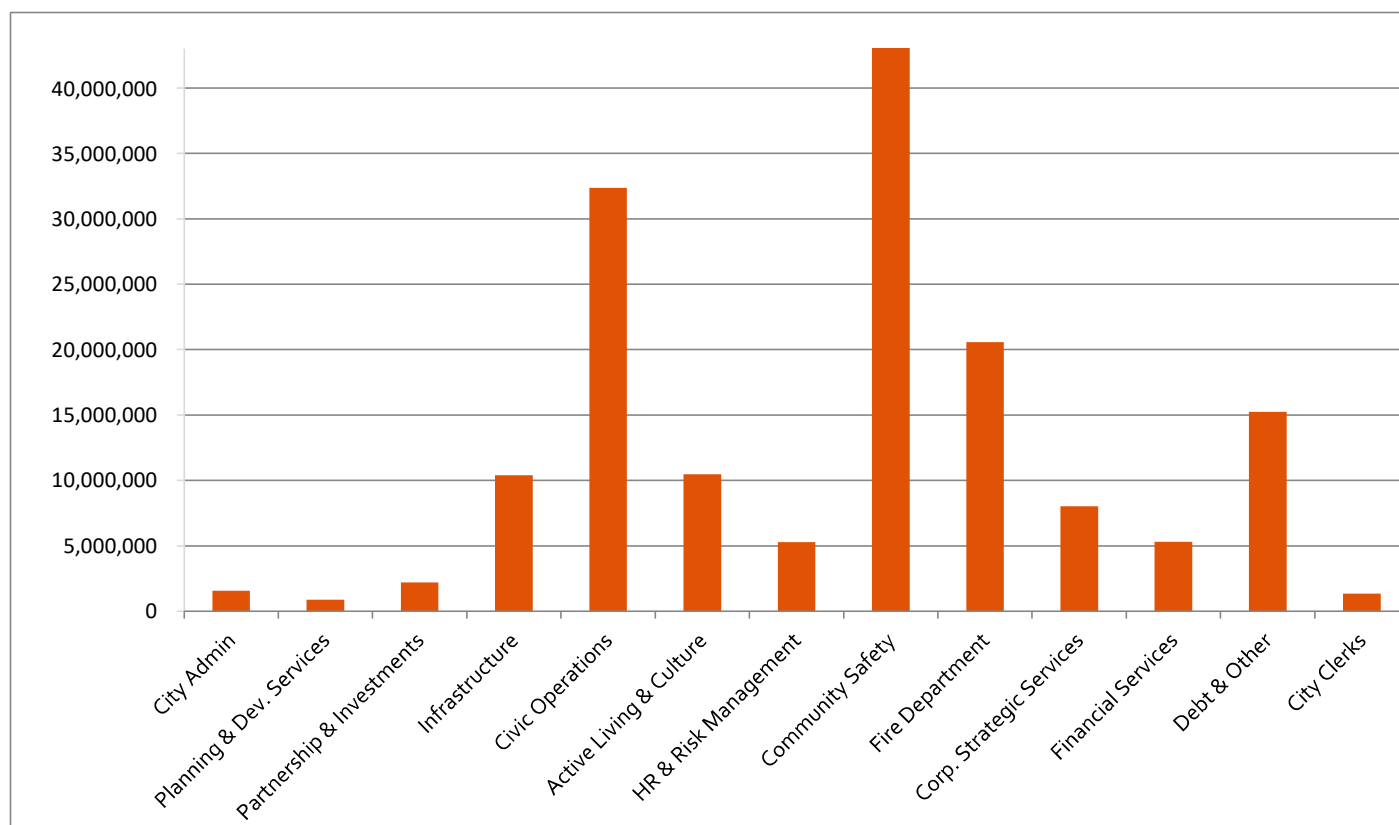
	2021	2022	2023	2024	2025
<b>Licences</b>					
Dog Licences	3,100	3,100	3,100	3,100	3,100
	3,100	3,100	3,100	3,100	3,100
<b>Franchise fee</b>					
Fortis Gas	1,384,810	1,431,617	1,479,254	1,529,253	1,580,942
	1,384,810	1,431,617	1,479,254	1,529,253	1,580,942
<b>Interest &amp; penalties</b>					
Interest on Investments	4,726,050	4,791,269	4,857,434	4,924,467	4,992,425
Tax Arrears & Delinquent	165,000	167,277	169,587	171,927	174,300
Penalties on Taxes	1,000,000	1,013,800	1,027,800	1,041,984	1,056,363
Penalties Utility Accounts	80,000	81,104	82,224	83,359	84,509
Interest on Accounts Receivable	16,000	16,000	16,000	16,000	16,000
	5,987,050	6,069,450	6,153,045	6,237,737	6,323,597
<b>Miscellaneous revenues</b>					
Work Order Administration	40,000	41,352	42,728	44,172	45,665
Local Improvement Prepayments	18,750	18,750	18,750	18,750	18,750
Discounts Earned & Misc	135,149	139,717	144,366	154,765	165,627
Risk to Roll	(310,000)	(320,478)	(331,142)	(342,335)	(353,906)
	(116,101)	(120,659)	(125,298)	(124,648)	(123,864)
<b>Federal contributions</b>					
Grants in Lieu of Taxes	130,760	133,375	136,043	138,764	141,539
<b>Provincial contributions</b>					
Grants in Lieu of Taxes	499,578	509,570	519,761	530,156	540,759
Traffic Fine Revenue Sharing	1,540,553	1,561,813	1,583,380	1,605,231	1,627,383
Climate Action Rev Incentive	253,930	259,009	264,189	269,473	274,862
Certificate of Recognition Rebate	194,910	194,910	194,910	194,910	194,910
Appropriation to Reserves	(448,840)	(453,919)	(459,099)	(464,383)	(469,772)
	2,040,131	2,071,383	2,103,141	2,135,387	2,168,142
<b>Taxes - private utilities</b>					
1% in Lieu of Taxes	2,249,789	2,325,832	2,403,225	2,484,454	2,568,429
<b>Total General Revenues</b>	<b>11,679,539</b>	<b>11,914,098</b>	<b>12,152,510</b>	<b>12,404,047</b>	<b>12,661,885</b>
<b>Property taxation</b>	157,735,983	169,205,678	180,116,559	189,700,310	198,190,895
<b>Total General Revenue &amp; taxation</b>	<b>169,415,522</b>	<b>181,119,776</b>	<b>192,269,069</b>	<b>202,104,357</b>	<b>210,852,780</b>

Note: Totals may not add due to rounding.



## General Fund - operating summary by division

### 2021 Net Operating Expenditure



### Net Operating Expenditure by Year

	2021	2022	2023	2024	2025
City Administration	1,579,955	1,638,239	1,676,948	1,716,874	1,757,814
Planning & Development Services	896,677	993,035	1,157,338	1,339,634	1,530,124
Partnerships & Investments	2,217,844	2,281,941	2,274,883	2,350,537	2,428,819
Infrastructure	10,415,602	10,909,641	11,497,965	12,206,765	12,944,141
Civic Operations	32,374,627	33,384,897	34,481,882	35,511,341	36,569,395
Active Living & Culture	10,468,434	10,556,441	10,770,107	10,739,819	10,964,791
Corporate & Protective Services					
Human Resources & Risk Management	5,301,195	5,290,897	5,429,944	5,574,236	5,722,619
Community Safety	43,586,021	47,220,706	50,369,608	54,012,862	57,687,062
Fire Department	20,588,066	21,507,133	22,192,117	22,905,202	23,642,602
Corporate Strategic Services	8,015,568	8,303,736	8,543,586	8,793,964	9,052,155
Financial Services	5,317,998	5,602,806	5,787,744	6,014,188	6,225,800
Debt & Other	15,244,825	19,049,082	22,575,594	24,239,718	24,393,083
City Clerks	1,337,810	1,378,222	1,418,353	1,460,217	1,503,375
<b>Total Division Net Operating Expenditures</b>	<b>157,344,622</b>	<b>168,116,776</b>	<b>178,176,069</b>	<b>186,865,357</b>	<b>194,421,780</b>

Note: Totals may not add due to rounding.

## Operating Summary - General Fund

### Revenues/Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Library Requisition	(6,926,600)	(7,065,132)	(7,206,435)	(7,350,564)	(7,497,575)
Parcel Tax	0	0	0	0	0
Fees and Charges	(59,779,131)	(64,952,938)	(66,224,417)	(67,499,266)	(68,822,162)
Sales of Service	(49,013,148)	(53,627,926)	(54,654,539)	(55,669,948)	(56,723,010)
Other	0	0	0	0	0
User Fees	(10,765,983)	(11,325,012)	(11,569,878)	(11,829,318)	(12,099,152)
Other Revenue	(39,911,269)	(33,840,292)	(33,218,947)	(33,802,383)	(34,464,578)
Interest	(373,620)	(381,092)	(388,714)	(396,488)	(404,418)
Grants	(19,243,700)	(14,336,004)	(14,561,709)	(14,729,791)	(14,961,580)
Other	0	0	0	0	0
Services to Other Governments	(8,391,732)	(8,396,684)	(8,575,971)	(8,759,774)	(8,947,703)
Interdepartment Transfer	(11,902,217)	(10,726,512)	(9,692,553)	(9,916,330)	(10,150,877)
Interfund Transfer	0	0	0	0	0
Transfers from Funds	(9,535,506)	(2,692,174)	(1,866,246)	(1,813,446)	(1,813,446)
Special (Stat Reserve) Funds	(2,164,376)	(1,607,774)	(1,018,046)	(1,018,046)	(1,018,046)
Development Cost Charges	(1,449,270)	(795,400)	(795,400)	(795,400)	(795,400)
Accumulated Surplus	(5,921,860)	(289,000)	(52,800)	0	0
<b>Total Revenue</b>	<b>(116,152,506)</b>	<b>(108,550,536)</b>	<b>(108,516,045)</b>	<b>(110,465,659)</b>	<b>(112,597,761)</b>
<b>Expenditures</b>					
Salaries and Wages	84,389,677	87,714,693	90,546,241	93,546,863	96,753,848
Internal Equipment	7,967,747	8,231,674	8,512,215	8,784,646	9,065,982
Material and Other	49,534,517	42,351,143	42,238,673	43,151,756	44,097,155
Contract Services	82,347,322	86,378,207	91,110,684	95,698,950	100,605,082
Debt Interest	2,497,293	3,761,153	5,070,907	5,702,736	5,820,267
Debt Principal	5,937,375	7,199,505	8,141,353	9,350,622	9,566,968
Internal Allocations	4,643,237	4,414,937	3,189,937	3,189,937	3,189,937
Interdepartment Transfer	4,623,237	4,414,937	3,189,937	3,189,937	3,189,937
Interfund Transfer	20,000	0	0	0	0
Transfer to Funds	36,179,960	36,616,000	37,882,104	37,905,506	37,920,302
Special (Stat Reserve) Funds	25,815,668	26,156,284	27,419,455	27,439,196	27,449,930
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	10,364,292	10,459,716	10,462,649	10,466,310	10,470,372
<b>Total Expenditures</b>	<b>273,497,128</b>	<b>276,667,312</b>	<b>286,692,114</b>	<b>297,331,016</b>	<b>307,019,541</b>
<b>Net Operating Expenditures</b>	<b>157,344,622</b>	<b>168,116,776</b>	<b>178,176,069</b>	<b>186,865,357</b>	<b>194,421,780</b>

Note: Totals may not add due to rounding.

## City Administration

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
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
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>					
Salaries and Wages	963,960	989,218	1,014,947	1,041,632	1,069,067
Internal Equipment	15,700	16,014	16,334	16,661	16,994
Material and Other	253,865	279,648	285,241	290,946	296,765
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
Accumulated Surplus	0	0	0	0	0
<b>Total Expenditures</b>	<b>1,579,955</b>	<b>1,638,239</b>	<b>1,676,948</b>	<b>1,716,874</b>	<b>1,757,814</b>
<b>Net Operating Expenditures</b>	<b>1,579,955</b>	<b>1,638,239</b>	<b>1,676,948</b>	<b>1,716,874</b>	<b>1,757,814</b>

Note: Totals may not add due to rounding.

## Planning & Development Services

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(7,588,972)	(8,625,876)	(8,749,007)	(8,873,843)	(9,000,484)
Sales of Services	(7,588,972)	(8,625,876)	(8,749,007)	(8,873,843)	(9,000,484)
User Fees	-	0	0	0	0
Other Revenue	(1,105,300)	0	0	0	0
Interest	0	0	0	0	0
Grants	(1,099,300)	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(6,000)	0	0	0	0
Transfer from Funds	(788,900)	(197,000)	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(788,900)	(197,000)	0	0	0
<b>Total Revenue</b>	<b>(9,483,172)</b>	<b>(8,822,876)</b>	<b>(8,749,007)</b>	<b>(8,873,843)</b>	<b>(9,000,484)</b>
<b>Expenditures</b>					
Salaries and Wages	8,109,214	8,153,378	8,268,492	8,547,967	8,836,888
Internal Equipment	123,757	126,232	128,757	131,332	133,959
Material and Other	1,823,068	1,211,115	1,182,506	1,206,156	1,230,279
Contract Services	68,810	70,186	71,590	73,022	74,482
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
<b>Total Expenditures</b>	<b>10,379,849</b>	<b>9,815,911</b>	<b>9,906,345</b>	<b>10,213,477</b>	<b>10,530,608</b>
<b>Net Operating Expenditures</b>	<b>896,677</b>	<b>993,035</b>	<b>1,157,338</b>	<b>1,339,634</b>	<b>1,530,124</b>

Note: Totals may not add due to rounding.



## Partnerships & Investments

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(8,306,178)	(8,492,702)	(8,662,555)	(8,835,806)	(9,012,522)
Sales of Services	(6,890,696)	(7,069,310)	(7,210,696)	(7,354,910)	(7,502,008)
User Fees	(1,415,482)	(1,423,392)	(1,451,859)	(1,480,896)	(1,510,514)
Other Revenue	(121,500)	(10,914)	(11,132)	(11,355)	(11,582)
Interest	0	0	0	0	0
Grants	(46,200)	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(75,300)	(10,914)	(11,132)	(11,355)	(11,582)
Transfer from Funds	(1,403,500)	(125,000)	0	0	0
Special (Stat Reserve) Funds	(392,100)	(125,000)	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,011,400)	0	0	0	0
<b>Total Revenue</b>	<b>(9,831,178)</b>	<b>(8,628,616)</b>	<b>(8,673,687)</b>	<b>(8,847,161)</b>	<b>(9,024,104)</b>
<b>Expenditures</b>					
Salaries and Wages	3,021,354	3,192,254	3,298,478	3,409,967	3,525,224
Internal Equipment	54,652	55,745	56,860	57,997	59,157
Material and Other	3,650,029	2,247,671	2,084,544	2,126,235	2,168,760
Contract Services	1,435,282	1,463,988	1,493,267	1,523,132	1,553,595
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	212,630	212,630	212,630	212,630	212,630
Interdepartment Transfer	212,630	212,630	212,630	212,630	212,630
Interfund Transfer	0	0	0	0	0
Transfer to Funds	3,675,075	3,738,269	3,802,791	3,867,737	3,933,557
Special (Stat Reserve) Funds	3,519,815	3,583,009	3,647,531	3,712,477	3,778,297
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	155,260	155,260	155,260	155,260	155,260
<b>Total Expenditures</b>	<b>12,049,022</b>	<b>10,910,557</b>	<b>10,948,570</b>	<b>11,197,698</b>	<b>11,452,923</b>
<b>Net Operating Expenditures</b>	<b>2,217,844</b>	<b>2,281,941</b>	<b>2,274,883</b>	<b>2,350,537</b>	<b>2,428,819</b>

Note: Totals may not add due to rounding.

## Infrastructure

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(5,106,907)	(7,640,106)	(7,745,611)	(7,852,501)	(7,960,866)
Sales of Service	(4,612,525)	(7,116,192)	(7,214,462)	(7,314,022)	(7,414,956)
User Fees	(494,382)	(523,914)	(531,149)	(538,479)	(545,910)
Other Revenue	(14,492,236)	(11,061,795)	(11,219,286)	(11,378,947)	(11,540,908)
Interest	0	0	0	0	0
Grants	(12,215,800)	(9,856,164)	(9,992,272)	(10,130,165)	(10,269,961)
Services to Other Governments	(316,400)	(167,885)	(170,204)	(172,553)	(174,934)
Interdepartment Transfer	(1,960,036)	(1,037,746)	(1,056,810)	(1,076,229)	(1,096,013)
Transfers from Funds	(1,496,200)	(39,200)	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,496,200)	(39,200)	0	0	0
<b>Total Revenue</b>	<b>(21,095,343)</b>	<b>(18,741,101)</b>	<b>(18,964,897)</b>	<b>(19,231,448)</b>	<b>(19,501,774)</b>
<b>Expenditures</b>					
Salaries and Wages	3,521,578	3,611,868	3,732,054	3,858,197	3,988,604
Internal Equipment	151,181	154,185	157,248	160,373	163,560
Material and Other	4,709,490	1,953,902	1,868,132	1,905,495	1,943,605
Contract Services	22,434,853	23,236,944	24,011,585	24,820,305	25,656,303
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	386,863	386,863	386,863	386,863	386,863
Interdepartment Transfer	386,863	386,863	386,863	386,863	386,863
Interfund Transfer	0	0	0	0	0
Transfer to Funds	306,980	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	306,980	306,980	306,980	306,980	306,980
<b>Total Expenditures</b>	<b>31,510,945</b>	<b>29,650,742</b>	<b>30,462,862</b>	<b>31,438,213</b>	<b>32,445,915</b>
<b>Net Operating Expenditures</b>	<b>10,415,602</b>	<b>10,909,641</b>	<b>11,497,965</b>	<b>12,206,765</b>	<b>12,944,141</b>

Note: Totals may not add due to rounding.

## Civic Operations - General Fund

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(30,399,612)	(31,009,557)	(31,631,691)	(32,274,437)	(32,934,526)
Sales of Service	(24,811,095)	(25,307,317)	(25,813,463)	(26,329,732)	(26,856,327)
User Fees	(5,588,517)	(5,702,240)	(5,818,228)	(5,944,705)	(6,078,199)
Other Revenue	(4,243,076)	(4,298,108)	(4,421,247)	(4,488,489)	(4,619,668)
Interest	0	0	0	0	0
Grants	(136,300)	(112,200)	(114,444)	(55,533)	(56,644)
Services to Other Governments	(1,807,627)	(1,835,740)	(1,884,847)	(1,935,883)	(1,988,404)
Interdepartment Transfer	(2,299,149)	(2,350,168)	(2,421,956)	(2,497,073)	(2,574,620)
Transfers from Funds	(953,630)	(367,930)	(117,930)	(75,130)	(75,130)
Special (Stat Reserve) Funds	(589,630)	(325,130)	(75,130)	(75,130)	(75,130)
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(364,000)	(42,800)	(42,800)	0	0
<b>Total Revenue</b>	<b>(35,596,318)</b>	<b>(35,675,595)</b>	<b>(36,170,868)</b>	<b>(36,838,056)</b>	<b>(37,629,324)</b>
<b>Expenditures</b>					
Salaries and Wages	19,239,430	19,952,526	20,640,594	21,233,150	21,950,830
Internal Equipment	7,090,560	7,337,982	7,600,670	7,854,891	8,117,652
Material and Other	15,972,800	15,814,659	15,978,582	16,376,662	16,786,559
Contract Services	13,859,547	14,094,671	14,595,668	15,089,002	15,599,010
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	3,580,321	3,352,021	2,127,021	2,127,021	2,127,021
Interdepartment Transfer	3,560,321	3,352,021	2,127,021	2,127,021	2,127,021
Interfund Transfer	20,000	0	0	0	0
Transfer to Funds	8,228,287	8,508,633	9,710,215	9,668,671	9,617,647
Special (Stat Reserve) Funds	7,603,187	7,880,609	9,079,258	9,034,053	8,978,967
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	625,100	628,024	630,957	634,618	638,680
<b>Total Expenditures</b>	<b>67,970,945</b>	<b>69,060,492</b>	<b>70,652,750</b>	<b>72,349,397</b>	<b>74,198,719</b>
<b>Net Operating Expenditures</b>	<b>32,374,627</b>	<b>33,384,897</b>	<b>34,481,882</b>	<b>35,511,341</b>	<b>36,569,395</b>

Note: Totals may not add due to rounding.

## Active Living & Culture

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(3,943,261)	(4,695,686)	(4,851,937)	(5,015,932)	(5,185,470)
Sales of Service	(2,824,075)	(3,182,631)	(3,288,534)	(3,399,686)	(3,514,595)
User Fees	(1,119,186)	(1,513,055)	(1,563,403)	(1,616,246)	(1,670,875)
Other Revenue	(1,102,750)	(177,633)	(181,186)	(184,810)	(188,507)
Interest	0	0	0	0	0
Grants	(1,038,600)	(112,200)	(114,444)	(116,733)	(119,068)
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(64,150)	(65,433)	(66,742)	(68,077)	(69,439)
Transfers from Funds	(506,100)	(10,000)	(10,000)	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(506,100)	(10,000)	(10,000)	0	0
<b>Total Revenue</b>	<b>(5,552,111)</b>	<b>(4,883,319)</b>	<b>(5,043,123)</b>	<b>(5,200,742)</b>	<b>(5,373,977)</b>
<b>Expenditures</b>					
Salaries and Wages	6,111,541	6,494,374	6,710,476	6,937,290	7,171,770
Internal Equipment	194,205	198,089	202,051	206,092	210,214
Material and Other	4,275,537	4,024,958	4,100,255	4,172,060	4,255,501
Contract Services	4,714,858	3,905,435	3,983,544	3,808,215	3,884,379
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	724,404	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	724,404	816,904	816,904	816,904	816,904
<b>Total Expenditures</b>	<b>16,020,545</b>	<b>15,439,760</b>	<b>15,813,230</b>	<b>15,940,561</b>	<b>16,338,768</b>
<b>Net Operating Expenditures</b>	<b>10,468,434</b>	<b>10,556,441</b>	<b>10,770,107</b>	<b>10,739,819</b>	<b>10,964,791</b>

Note: Totals may not add due to rounding.



## Corporate & Protective Services - Human Resources & Risk Management

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(71,000)	(62,220)	(63,464)	(64,733)	(66,028)
Sales of Service	(15,000)	(5,100)	(5,202)	(5,306)	(5,412)
User Fees	(56,000)	(57,120)	(58,262)	(59,427)	(60,616)
Other Revenue	(655,100)	(64,260)	(65,545)	(66,856)	(68,193)
Interest	0	0	0	0	0
Grants	(535,500)	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(119,600)	(64,260)	(65,545)	(66,856)	(68,193)
Transfers from Funds	(757,100)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(757,100)	0	0	0	0
<b>Total Revenue</b>	<b>(1,483,200)</b>	<b>(126,480)</b>	<b>(129,009)</b>	<b>(131,589)</b>	<b>(134,221)</b>
<b>Expenditures</b>					
Salaries and Wages	2,391,054	2,503,113	2,586,405	2,673,825	2,764,200
Internal Equipment	900	918	936	955	974
Material and Other	4,110,065	2,625,322	2,677,828	2,731,385	2,786,013
Contract Services	282,376	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
<b>Total Expenditures</b>	<b>6,784,395</b>	<b>5,417,377</b>	<b>5,558,953</b>	<b>5,705,825</b>	<b>5,856,840</b>
<b>Net Operating Expenditures</b>	<b>5,301,195</b>	<b>5,290,897</b>	<b>5,429,944</b>	<b>5,574,236</b>	<b>5,722,619</b>

Note: Totals may not add due to rounding.

## Corporate & Protective Services - Community Safety

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(878,708)	(900,316)	(922,334)	(945,089)	(968,444)
Sale of Service	(730,724)	(748,562)	(766,739)	(785,517)	(804,786)
User Fees	(147,984)	(151,754)	(155,595)	(159,572)	(163,658)
Other Revenue	(5,087,692)	(5,189,446)	(5,293,235)	(5,399,099)	(5,507,081)
Interest	0	0	0	0	0
Grants	(4,172,000)	(4,255,440)	(4,340,549)	(4,427,360)	(4,515,907)
Services to Other Governments	(753,763)	(768,838)	(784,215)	(799,899)	(815,897)
Interdepartment Transfer	(161,929)	(165,168)	(168,471)	(171,840)	(175,277)
Transfers from Funds	(476,000)	0	0	0	0
Special (Stat Reserve) Funds	(25,000)	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(451,000)	0	0	0	0
<b>Total Revenue</b>	<b>(6,442,400)</b>	<b>(6,089,762)</b>	<b>(6,215,569)</b>	<b>(6,344,188)</b>	<b>(6,475,525)</b>
<b>Expenditures</b>					
Salaries and Wages	9,719,573	10,451,215	10,798,982	11,163,988	11,541,331
Internal Equipment	171,229	173,634	177,106	180,648	184,261
Material and Other	1,346,633	1,140,353	747,000	761,940	777,179
Contract Services	38,790,986	41,545,266	44,862,089	48,250,474	51,659,816
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
<b>Total Expenditures</b>	<b>50,028,421</b>	<b>53,310,468</b>	<b>56,585,177</b>	<b>60,357,050</b>	<b>64,162,587</b>
<b>Net Operating Expenditures</b>	<b>43,586,021</b>	<b>47,220,706</b>	<b>50,369,608</b>	<b>54,012,862</b>	<b>57,687,062</b>

Note: Totals may not add due to rounding.

## Corporate & Protective Services - Fire Department

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(2,528,791)	(2,579,367)	(2,630,954)	(2,683,573)	(2,737,244)
Sales of Service	(819,260)	(835,645)	(852,358)	(869,405)	(886,793)
User Fees	(1,709,531)	(1,743,722)	(1,778,596)	(1,814,168)	(1,850,451)
Other Revenue	(275,276)	(280,782)	(286,397)	(292,125)	(297,968)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	(275,276)	(280,782)	(286,397)	(292,125)	(297,968)
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(50,000)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(50,000)	0	0	0	0
<b>Total Revenue</b>	<b>(2,854,067)</b>	<b>(2,860,149)</b>	<b>(2,917,351)</b>	<b>(2,975,698)</b>	<b>(3,035,212)</b>
<b>Expenditures</b>					
Salaries and Wages	20,112,151	20,858,002	21,552,058	22,280,518	23,033,600
Internal Equipment	153,183	156,247	159,372	162,559	165,810
Material and Other	1,517,340	1,439,560	1,468,351	1,497,718	1,527,672
Contract Services	250,691	504,705	520,919	531,337	541,964
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	140,445	140,445	140,445	140,445	140,445
Interdepartment Transfer	140,445	140,445	140,445	140,445	140,445
Interfund Transfer	0	0	0	0	0
Transfer to Funds	1,268,323	1,268,323	1,268,323	1,268,323	1,268,323
Special (Stat Reserve) Funds	900,000	900,000	900,000	900,000	900,000
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	368,323	368,323	368,323	368,323	368,323
<b>Total Expenditures</b>	<b>23,442,133</b>	<b>24,367,282</b>	<b>25,109,468</b>	<b>25,880,900</b>	<b>26,677,814</b>
<b>Net Operating Expenditures</b>	<b>20,588,066</b>	<b>21,507,133</b>	<b>22,192,117</b>	<b>22,905,202</b>	<b>23,642,602</b>

Note: Totals may not add due to rounding.

## Corporate Strategic Services

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
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	(398,797)	(282,129)	(287,772)	(293,527)	(299,398)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(398,797)	(282,129)	(287,772)	(293,527)	(299,398)
Transfers from Funds	(17,300)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(17,300)	0	0	0	0
<b>Total Revenue</b>	<b>(550,497)</b>	<b>(419,217)</b>	<b>(427,602)</b>	<b>(436,154)</b>	<b>(444,878)</b>
<b>Expenditures</b>					
Salaries and Wages	5,755,151	5,823,345	6,017,118	6,220,497	6,430,750
Internal Equipment	6,500	6,630	6,763	6,898	7,036
Material and Other	2,627,894	2,716,458	2,770,787	2,826,203	2,882,727
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
<b>Total Expenditures</b>	<b>8,566,065</b>	<b>8,722,953</b>	<b>8,971,188</b>	<b>9,230,118</b>	<b>9,497,033</b>
<b>Net Operating Expenditures</b>	<b>8,015,568</b>	<b>8,303,736</b>	<b>8,543,586</b>	<b>8,793,964</b>	<b>9,052,155</b>

Note: Totals may not add due to rounding.



## Financial Services

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(484,601)	(500,981)	(517,651)	(500,981)	(500,981)
Sales of Service	(484,601)	(500,981)	(517,651)	(500,981)	(500,981)
User Fees	0	0	0	0	0
Other Revenue	(1,047,379)	(937,941)	(959,607)	(983,764)	(1,013,794)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(1,047,379)	(937,941)	(959,607)	(983,764)	(1,013,794)
Transfers from Funds	(479,860)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(479,860)	0	0	0	0
<b>Total Revenue</b>	<b>(2,011,840)</b>	<b>(1,438,922)</b>	<b>(1,477,258)</b>	<b>(1,484,745)</b>	<b>(1,514,775)</b>
<b>Expenditures</b>					
Salaries and Wages	6,029,971	6,292,814	6,502,209	6,721,984	6,949,187
Internal Equipment	5,880	5,998	6,118	6,240	6,365
Material and Other	1,167,422	672,549	686,000	699,720	713,714
Contract Services	71,587	15,389	15,697	16,011	16,331
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	54,978	54,978	54,978	54,978	54,978
Interdepartment Transfer	54,978	54,978	54,978	54,978	54,978
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
<b>Total Expenditures</b>	<b>7,329,838</b>	<b>7,041,728</b>	<b>7,265,002</b>	<b>7,498,933</b>	<b>7,740,575</b>
<b>Net Operating Expenditures</b>	<b>5,317,998</b>	<b>5,602,806</b>	<b>5,787,744</b>	<b>6,014,188</b>	<b>6,225,800</b>

Note: Totals may not add due to rounding.

## Financial Services - Debt & Other

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Library Requisition	(6,926,600)	(7,065,132)	(7,206,435)	(7,350,564)	(7,497,575)
Parcel Tax	0	0	0	0	0
Fees and Charges	(326,701)	(298,701)	(298,701)	(298,701)	(298,701)
Sales of Service	(231,900)	(231,900)	(231,900)	(231,900)	(231,900)
User Fees	(94,801)	(66,801)	(66,801)	(66,801)	(66,801)
Other Revenue	(11,231,063)	(11,455,684)	(10,410,308)	(10,618,514)	(10,830,884)
Interest	(373,620)	(381,092)	(388,714)	(396,488)	(404,418)
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	(5,618,777)	(5,731,153)	(4,571,286)	(4,662,712)	(4,755,966)
Transfers from Funds	(2,606,916)	(1,953,044)	(1,738,316)	(1,738,316)	(1,738,316)
Special (Stat Reserve) Funds	(1,157,646)	(1,157,644)	(942,916)	(942,916)	(942,916)
Development Cost Charges	(1,449,270)	(795,400)	(795,400)	(795,400)	(795,400)
Accumulated Surplus	0	0	0	0	0
<b>Total Revenue</b>	<b>(21,091,280)</b>	<b>(20,772,561)</b>	<b>(19,653,760)</b>	<b>(20,006,095)</b>	<b>(20,365,476)</b>
<b>Expenditures</b>					
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	7,652,391	7,805,439	7,961,548	8,120,779	8,283,195
Contract Services	0	806,500	806,500	822,630	839,083
Debt Interest	2,497,293	3,761,153	5,070,907	5,702,736	5,820,267
Debt Principal	5,937,375	7,199,505	8,141,353	9,350,622	9,566,968
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	21,600,371	21,600,371	21,600,371	21,600,371	21,600,371
Special (Stat Reserve) Funds	13,592,666	13,592,666	13,592,666	13,592,666	13,592,666
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	8,007,705	8,007,705	8,007,705	8,007,705	8,007,705
<b>Total Expenditures</b>	<b>36,336,105</b>	<b>39,821,643</b>	<b>42,229,354</b>	<b>44,245,813</b>	<b>44,758,559</b>
<b>Net Operating Expenditures</b>	<b>15,244,825</b>	<b>19,049,082</b>	<b>22,575,594</b>	<b>24,239,718</b>	<b>24,393,083</b>

Note: Totals may not add due to rounding.

## City Clerk

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
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	(151,100)	(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	(151,100)	(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
<b>Total Revenue</b>	<b>(161,100)</b>	<b>(91,938)</b>	<b>(93,914)</b>	<b>(95,940)</b>	<b>(98,011)</b>
<b>Expenditures</b>					
Salaries and Wages	979,025	956,911	988,753	1,022,173	1,056,722
Internal Equipment	0	0	0	0	0
Material and Other	427,983	419,509	427,899	436,457	445,186
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
<b>Total Expenditures</b>	<b>1,498,910</b>	<b>1,470,160</b>	<b>1,512,267</b>	<b>1,556,157</b>	<b>1,601,386</b>
<b>Net Operating Expenditures</b>	<b>1,337,810</b>	<b>1,378,222</b>	<b>1,418,353</b>	<b>1,460,217</b>	<b>1,503,375</b>

Note: Totals may not add due to rounding.

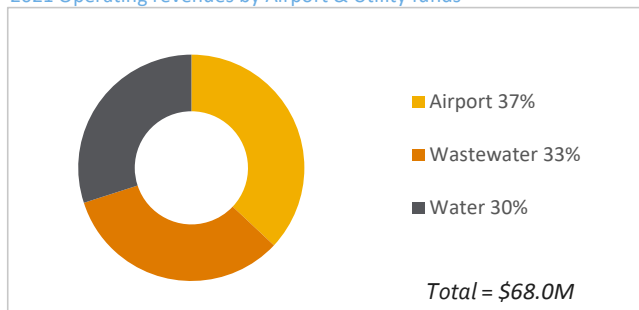
## Operating Summary - Airport & Utility Funds

### Revenues and Expenditures by Year

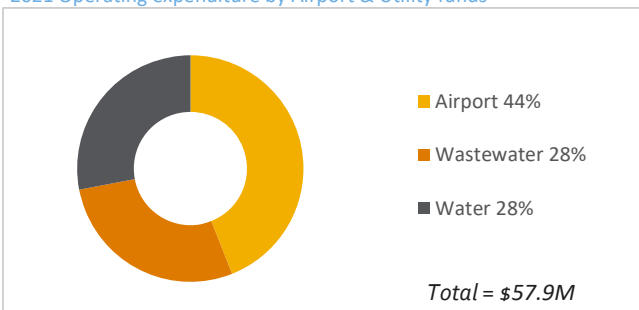
	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	(3,195,727)	(3,422,977)	(3,446,741)	(3,470,144)	(3,309,310)
Fees and Charges	(48,830,145)	(72,527,664)	(83,231,428)	(88,950,750)	(89,814,642)
Sales of Service	(47,202,075)	(70,712,201)	(81,206,045)	(86,895,596)	(87,729,448)
User Fees	(1,628,070)	(1,815,463)	(2,025,383)	(2,055,154)	(2,085,194)
Other Revenue	(2,966,056)	(3,005,387)	(3,023,607)	(3,033,645)	(2,974,281)
Interest	(543,352)	(1,264,363)	(1,278,007)	(1,282,789)	(1,264,291)
Grants	(1,131,085)	(298,382)	(297,784)	(297,784)	(251,577)
Other	0	(325,423)	(330,597)	(335,853)	(341,194)
Interdepartment Transfer	(1,291,619)	(1,117,219)	(1,117,219)	(1,117,219)	(1,117,219)
Transfers from Funds	(13,055,734)	(6,917,969)	(17,433,062)	(16,981,094)	(6,654,277)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	(252,310)	(252,310)	(252,310)	(252,310)
Accumulated Surplus	(13,055,734)	(6,665,659)	(17,180,752)	(16,728,784)	(6,401,967)
<b>Total Revenue</b>	<b>(68,047,662)</b>	<b>(85,873,997)</b>	<b>(107,134,838)</b>	<b>(112,435,633)</b>	<b>(102,752,510)</b>
<b>Expenditures</b>					
Salaries and Wages	13,218,730	13,708,748	13,964,580	14,824,100	15,042,555
Internal Equipment	1,615,720	1,638,753	1,671,428	1,705,719	1,738,306
Material and Other	17,542,976	17,204,497	18,075,994	18,883,013	18,908,551
Contract Services	199,473	267,259	337,183	349,175	357,759
Debt Interest	1,231,146	1,505,133	1,954,788	2,111,171	2,031,419
Debt Principal	3,825,602	3,356,100	4,198,731	4,492,884	4,385,690
Internal Allocations	9,204,360	6,601,859	6,744,598	7,592,044	6,491,597
Interdepartment Transfer	7,344,944	6,515,254	6,657,045	7,502,539	6,403,077
Interfund Transfer	1,859,416	86,605	87,553	89,505	88,520
Transfer to Funds	11,079,055	28,536,548	34,246,836	36,994,687	37,423,418
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	10,922,745	28,380,238	34,090,526	36,838,377	37,267,108
<b>Total Expenditures</b>	<b>57,917,062</b>	<b>72,818,897</b>	<b>81,194,138</b>	<b>86,952,793</b>	<b>86,379,295</b>
<b>Net Operating Expenditures</b>	<b>(10,130,600)</b>	<b>(13,055,100)</b>	<b>(25,940,700)</b>	<b>(25,482,840)</b>	<b>(16,373,215)</b>

Note: Totals may not add due to rounding.

#### 2021 Operating revenues by Airport & Utility funds



#### 2021 Operating expenditure by Airport & Utility funds



## Airport Fund

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(13,966,060)	(36,351,522)	(45,240,344)	(49,058,314)	(47,907,894)
Sales of Service	(12,374,510)	(34,673,309)	(43,352,956)	(47,141,915)	(45,962,230)
User Fees	(1,591,550)	(1,678,213)	(1,887,388)	(1,916,399)	(1,945,664)
Other Revenue	(1,093,500)	(133,385)	(133,778)	(134,592)	(134,181)
Interest	(158,000)	(17,885)	(18,278)	(19,092)	(18,681)
Grants	(935,500)	(115,500)	(115,500)	(115,500)	(115,500)
Other	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(10,277,894)	(6,665,659)	(6,591,771)	(7,369,739)	(6,401,967)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(10,277,894)	(6,665,659)	(6,591,771)	(7,369,739)	(6,401,967)
<b>Total Revenue</b>	<b>(25,337,454)</b>	<b>(43,150,566)</b>	<b>(51,965,893)</b>	<b>(56,562,645)</b>	<b>(54,444,042)</b>
<b>Expenditures</b>					
Salaries and Wages	4,439,976	4,624,143	4,843,664	5,064,081	4,952,647
Internal Equipment	34,050	34,630	35,222	36,789	35,997
Material and Other	9,409,205	9,880,002	10,509,911	10,987,280	10,745,942
Contract Services	24,960	40,326	55,699	58,177	56,925
Debt Interest	584,250	741,750	1,191,750	1,349,250	1,349,250
Debt Principal	2,797,188	2,192,530	3,036,354	3,331,693	3,331,693
Internal Allocations	2,007,154	2,337,993	2,480,732	3,328,178	2,227,731
Interdepartment Transfer	1,960,704	2,290,614	2,432,405	3,277,899	2,178,437
Interfund Transfer	46,450	47,379	48,327	50,279	49,294
Transfer to Funds	6,040,671	23,299,192	29,812,561	32,407,197	31,743,857
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	6,040,671	23,299,192	29,812,561	32,407,197	31,743,857
<b>Total Expenditures</b>	<b>25,337,454</b>	<b>43,150,566</b>	<b>51,965,893</b>	<b>56,562,645</b>	<b>54,444,042</b>
<b>Net Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Surplus/(Deficit) (Included Above)	(4,237,223)	16,633,533	23,220,790	25,037,458	25,341,890

Note: Totals may not add due to rounding.

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

## Wastewater Fund

### Revenues and Expenditures by Year

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	(1,295,562)	(1,042,832)	(1,041,294)	(1,041,294)	(855,587)
Fees and Charges	(18,427,360)	(19,907,104)	(20,626,498)	(21,351,083)	(22,101,246)
Sales of Service	(18,427,360)	(19,807,104)	(20,526,498)	(21,251,083)	(22,001,246)
User Fees	0	(100,000)	(100,000)	(100,000)	(100,000)
Other Revenue	(1,459,716)	(2,291,153)	(2,302,845)	(2,305,836)	(2,240,551)
Interest	(267,592)	(1,186,032)	(1,198,322)	(1,201,313)	(1,182,235)
Grants	(182,885)	(182,882)	(182,284)	(182,284)	(136,077)
Other	0	0	0	0	0
Interdepartment Transfer	(1,009,239)	(922,239)	(922,239)	(922,239)	(922,239)
Transfers from Funds	(963,790)	(252,310)	(10,841,291)	(9,611,355)	(252,310)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	(252,310)	(252,310)	(252,310)	(252,310)
Accumulated Surplus	(963,790)	0	(10,588,981)	(9,359,045)	0
<b>Total Revenue</b>	<b>(22,146,428)</b>	<b>(23,493,399)</b>	<b>(34,811,928)</b>	<b>(34,309,568)</b>	<b>(25,449,694)</b>
<b>Expenditures</b>					
Salaries and Wages	4,218,248	4,319,928	4,196,625	4,669,287	4,827,109
Internal Equipment	884,322	902,008	920,049	938,450	957,219
Material and Other	3,970,454	3,631,940	3,752,794	3,962,342	4,096,269
Contract Services	102,177	105,631	109,145	112,834	116,648
Debt Interest	350,356	466,849	466,504	466,504	387,281
Debt Principal	693,128	828,294	827,101	827,101	720,617
Internal Allocations	4,408,090	3,271,500	3,271,500	3,271,500	3,271,500
Interdepartment Transfer	3,381,500	3,271,500	3,271,500	3,271,500	3,271,500
Interfund Transfer	1,026,590	0	0	0	0
Transfer to Funds	1,574,653	1,262,249	643,210	352,310	873,936
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	1,418,343	1,105,939	486,900	196,000	717,626
<b>Total Expenditures</b>	<b>16,201,428</b>	<b>14,788,399</b>	<b>14,186,928</b>	<b>14,600,328</b>	<b>15,250,579</b>
<b>Net Operating Expenditures</b>	<b>(5,945,000)</b>	<b>(8,705,000)</b>	<b>(20,625,000)</b>	<b>(19,709,240)</b>	<b>(10,199,115)</b>
Surplus/(Deficit) (Included Above)	1,222,343	628,239	(10,588,981)	(9,359,045)	521,626

Note: Totals may not add due to rounding.

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

	2021	2022	2023	2024	2025
<b>Revenue</b>					
Parcel Tax	(1,900,165)	(2,380,145)	(2,405,447)	(2,428,850)	(2,453,723)
Fees and Charges	(16,436,725)	(16,269,038)	(17,364,586)	(18,541,353)	(19,805,502)
Sales of Service	(16,400,205)	(16,231,788)	(17,326,591)	(18,502,598)	(19,765,972)
Other	0	0	0	0	0
User Fees	(36,520)	(37,250)	(37,995)	(38,755)	(39,530)
Other Revenue	(412,840)	(580,849)	(586,984)	(593,217)	(599,549)
Interest	(117,760)	(60,446)	(61,407)	(62,384)	(63,375)
Grants	(12,700)	0	0	0	0
Other	0	(325,423)	(330,597)	(335,853)	(341,194)
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(282,380)	(194,980)	(194,980)	(194,980)	(194,980)
Interfund Transfer	0	0	0	0	0
Transfers from Funds	(1,814,050)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,814,050)	0	0	0	0
<b>Total Revenue</b>	<b>(20,563,780)</b>	<b>(19,230,032)</b>	<b>(20,357,017)</b>	<b>(21,563,420)</b>	<b>(22,858,774)</b>
<b>Expenditures</b>					
Salaries and Wages	4,560,506	4,764,677	4,924,291	5,090,732	5,262,799
Internal Equipment	697,348	702,115	716,157	730,480	745,090
Material and Other	4,163,317	3,692,555	3,813,289	3,933,391	4,066,340
Contract Services	72,336	121,302	172,339	178,164	184,186
Debt Interest	296,540	296,534	296,534	295,417	294,888
Debt Principal	335,286	335,276	335,276	334,090	333,380
Internal Allocations	2,789,116	992,366	992,366	992,366	992,366
Interdepartment Transfer	2,002,740	953,140	953,140	953,140	953,140
Interfund Transfer	786,376	39,226	39,226	39,226	39,226
Transfer to Funds	3,463,731	3,975,107	3,791,065	4,235,180	4,805,625
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	3,463,731	3,975,107	3,791,065	4,235,180	4,805,625
<b>Total Expenditures</b>	<b>16,378,180</b>	<b>14,879,932</b>	<b>15,041,317</b>	<b>15,789,820</b>	<b>16,684,674</b>
<b>Net Operating Expenditures</b>	<b>(4,185,600)</b>	<b>(4,350,100)</b>	<b>(5,315,700)</b>	<b>(5,773,600)</b>	<b>(6,174,100)</b>
Surplus/(Deficit) (Included Above)	128,373	698,765	514,147	966,876	1,536,727

Note: Totals may not add due to rounding.

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	2021	2022	2023	2024	2025
300 Real Estate & Parking	4,502,600	4,493,186	2,807,977	5,062,951	3,337,259
301 Buildings	13,949,100	23,061,316	29,381,359	14,718,834	18,191,682
302 Parks	32,538,200	22,000,546	23,222,557	25,263,884	22,898,390
304 Transportation	42,048,400	13,942,690	20,616,603	22,756,549	20,127,883
305 Solid Waste	8,036,950	5,310,000	6,860,000	7,450,000	6,160,000
306 Storm Drainage	8,741,100	4,368,427	4,538,828	6,372,843	6,006,584
308 Information Services	6,381,800	578,546	3,034,074	908,473	933,984
310 Vehicle & Mobile Equipment	9,311,500	2,831,009	4,001,221	3,377,685	2,650,550
311 Fire	1,150,300	3,861,232	318,419	773,851	716,992
	126,659,950	80,446,952	94,781,038	86,685,070	81,023,324

Funding Sources:					
General Taxation	12,070,900	13,003,000	14,093,000	15,239,000	16,431,000
Surplus/Reserves	73,793,600	25,304,891	31,137,241	38,168,466	22,767,859
Development Cost Charges	24,131,330	21,094,316	24,827,427	24,750,010	28,223,744
Debenture/Borrowing	7,158,600	17,805,940	21,700,000	2,742,540	10,061,293
Federal/Provincial Funding*	6,084,530	1,400,000	1,766,666	2,266,667	2,033,334
Dev/Comm/Other Contributions	1,732,250	1,015,000	770,565	3,000,479	736,500
Utility Revenue	1,688,740	823,805	486,139	517,908	769,594
	126,659,950	80,446,952	94,781,038	86,685,070	81,023,324

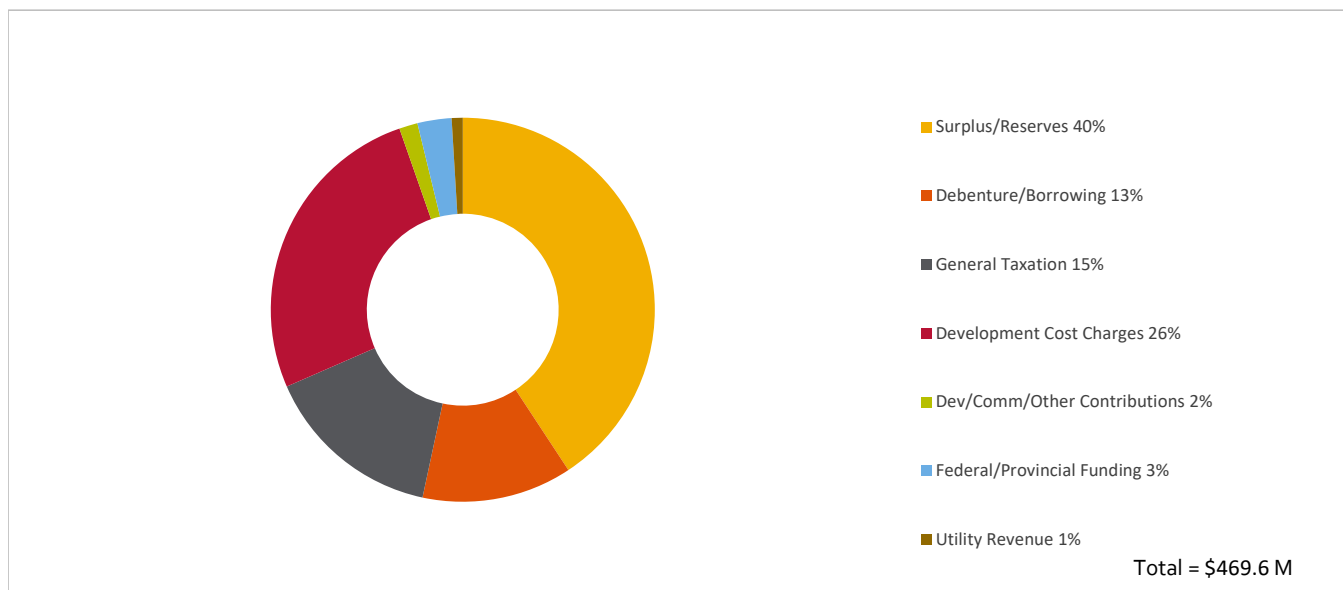
Total Five-Year Capital Program

469,596,334

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

Note: Totals may not add due to rounding.

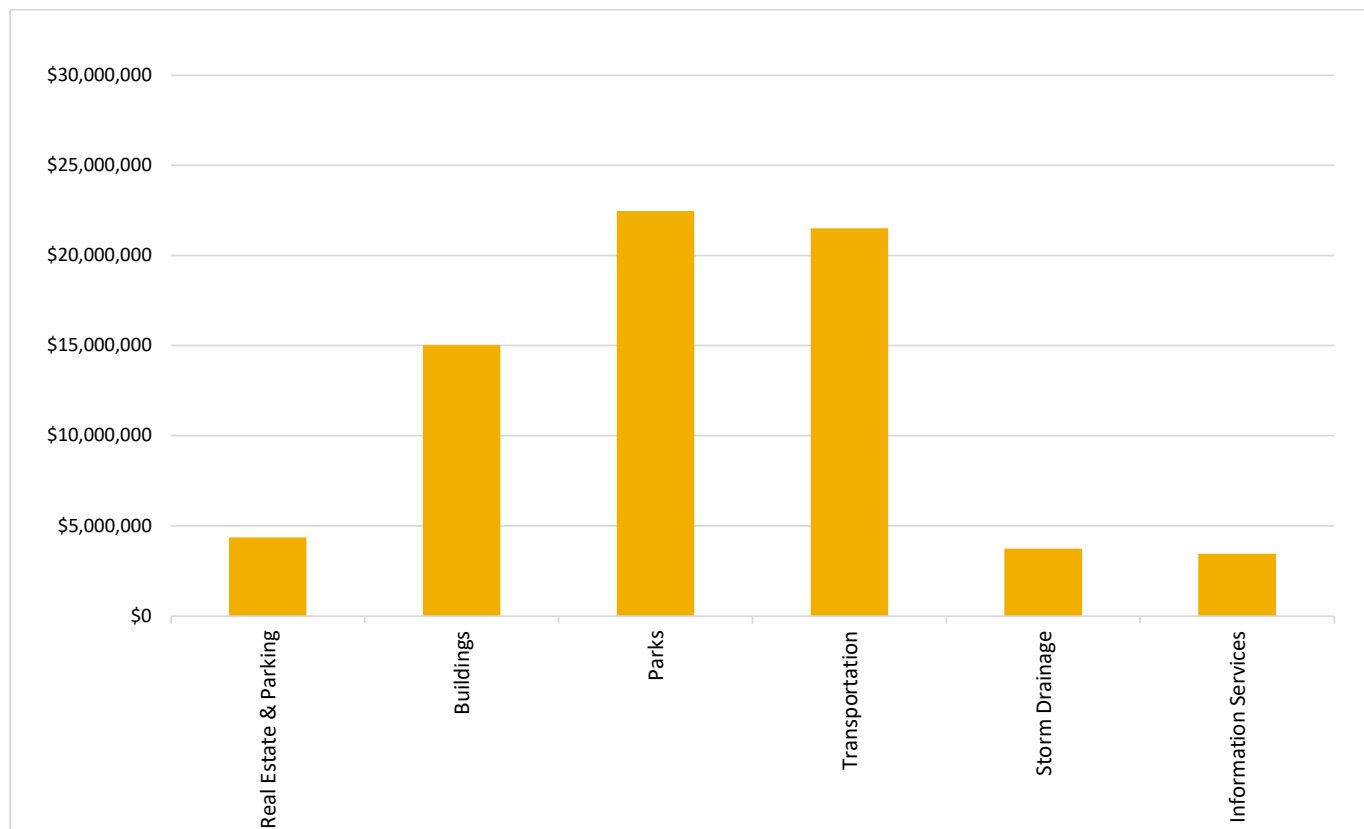
## General Fund Capital Funding 2021 to 2025





## Capital Funding Summary by Cost Centre

General Fund 2021 to 2025 - Taxation



Cost Centre		Total \$	%	General Fund Taxation	%
300	Real Estate & Parking	20,203,973	4	4,350,373	6
301	Buildings	99,302,291	21	15,015,182	22
302	Parks	125,923,577	28	22,456,309	32
304	Transportation	119,492,125	25	21,504,434	30
305	Solid Waste	33,816,950	7	0	0
306	Storm Drainage	30,027,782	6	3,739,043	5
308	Information Services	11,836,877	3	3,450,777	5
310	Vehicle & Mobile Equipment	22,171,965	5	320,782	0
311	Fire	6,820,794	1	0	0
<b>Total Five-Year Program</b>		<b>469,596,334</b>	<b>100.0</b>	<b>70,836,900</b>	<b>100.0</b>

Note: Totals may not add due to rounding.

## Real Estate & Parking Capital

Plan No.	Plan Description
<b>L1</b>	<b>General Land</b> 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>L2</b>	<b>Road and Sidewalk Land Acquisition</b> To fund the purchase of land required for the widening of roads to accommodate road improvements and/or sidewalks.
<b>L3</b>	<b>Parking Infrastructure</b> Funding to renew parking infrastructure and to invest in efficient parking management technology.
<b>L4</b>	<b>Strategic Land Redevelopment</b> Funding to redevelop City owned land to improve public benefit and encourage economic development.

Plan No.	Plan Description	2021	2022	2023	2024	2025	Five-Year Total
<b>L1</b>	General Land	1,814,100	1,815,186	2,090,477	2,279,392	2,339,393	10,338,548
<b>L2</b>	Road & Sidewalk Land Acquisition	150,000	25,000	25,000	142,559	127,866	470,425
<b>L3</b>	Parking Infrastructure	2,191,200	2,403,000	442,500	2,391,000	620,000	8,047,700
<b>L4</b>	Strategic Land Redevelopment	347,300	250,000	250,000	250,000	250,000	1,347,300
		<b>4,502,600</b>	<b>4,493,186</b>	<b>2,807,977</b>	<b>5,062,951</b>	<b>3,337,259</b>	<b>20,203,973</b>

Funding Sources							
	General Taxation	525,500	585,186	860,477	1,166,951	1,212,259	4,350,373
	Surplus/Reserves	3,871,200	3,653,000	1,692,500	3,641,000	1,870,000	14,727,700
	Development Cost Charges	105,900	0	0	0	0	105,900
	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
		<b>4,502,600</b>	<b>4,493,186</b>	<b>2,807,977</b>	<b>5,062,951</b>	<b>3,337,259</b>	<b>20,203,973</b>

Note: Totals may not add due to rounding.

## Building Capital

Plan No.	Plan Description
<b>B1</b>	<b>Parks and Recreation Buildings</b> 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.
<b>B2</b>	<b>Community and Cultural Buildings</b> 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.
<b>B3</b>	<b>Civic/Protective Service Buildings</b> Funding to support renewal, replacement and cost of new Protective Services buildings which include firehalls, police stations and City Hall.
<b>B4</b>	<b>Transportation and Public Works Buildings</b> 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.
<b>B5</b>	<b>Heritage Buildings</b> Funding for the restoration of City-owned heritage buildings.
<b>B6</b>	<b>Capital Opportunities and Partnerships</b> 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.
<b>B7</b>	<b>Building Renewal, Rehabilitation &amp; Infrastructure Upgrades</b> 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
<b>B1</b>	Parks and Recreation Buildings	2,692,000	19,505,940	25,324,700	848,000	577,700	48,948,340
<b>B2</b>	Community and Cultural Buildings	532,700	0	0	858,600	9,593,000	10,984,300
<b>B3</b>	Civic/Protective Service Buildings	5,933,900	1,738,400	1,955,700	10,870,300	5,671,000	26,169,300
<b>B4</b>	Transportation and Public Works Buildings	360,900	0	0	0	0	360,900
<b>B5</b>	Heritage Buildings	10,000	0	0	0	0	10,000
<b>B6</b>	Capital Opportunities and Partnerships	4,419,600	93,710	93,411	88,243	0	4,694,964
<b>B7</b>	Building Renewal, Rehab. & Infra. Upgrades	0	1,723,266	2,007,548	2,053,691	2,349,982	8,134,487
		<b>13,949,100</b>	<b>23,061,316</b>	<b>29,381,359</b>	<b>14,718,834</b>	<b>18,191,682</b>	<b>99,302,291</b>

Funding Sources	2020	2021	2022	2023	2024	Five-Year Total
General Taxation	2,720,500	2,809,526	2,843,725	3,311,737	3,329,693	15,015,182
Surplus/Reserves	10,333,700	2,445,850	4,837,634	8,664,557	4,800,696	31,082,436
Development Cost Charges	309,000	0	0	0	0	309,000
Debenture/Borrowing	0	17,805,940	21,700,000	2,742,540	10,061,293	52,309,773
Federal/Provincial Funding	0	0	0	0	0	0
Dev/Comm/Other Contributions	300,000	0	0	0	0	300,000
Utility Revenue	285,900	0	0	0	0	285,900
	<b>13,949,100</b>	<b>23,061,316</b>	<b>29,381,359</b>	<b>14,718,834</b>	<b>18,191,682</b>	<b>99,302,291</b>

Note: Totals may not add due to rounding.

## Parks Capital

Plan No.	Plan Description
<b>P1</b>	<b>DCC Parkland Acquisition</b> 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 infill/conversion units and Land Use Contracts not required to pay DCC's.
<b>P2</b>	<b>Linear/Natural Area Parkland</b> Park acquisition program for the purchase of Natural Areas and Linear Parks not attributed to the DCC program.
<b>P3</b>	<b>Neighbourhood Park Development</b> An allocation to cover the development of neighbourhood level parks including off-site costs related to park development, but does not include buildings.
<b>P4</b>	<b>Community Park Development</b> An allocation to cover the development of community level parks including off-site costs related to park development, but does not include buildings.
<b>P5</b>	<b>Recreation Park Development</b> An allocation to cover the development of recreation level parks including off-site costs related to park development, but does not include buildings.
<b>P6</b>	<b>City-Wide Park Development</b> An allocation to cover the development of city-wide level parks including off-site costs related to park development, but does not include buildings.
<b>P7</b>	<b>Linear/Natural Area Park Development</b> An allocation to cover the development of natural areas and linear parks/trails.
<b>P8</b>	<b>Park Renewal, Rehabilitation &amp; Infrastructure Upgrades</b> 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.
<b>P9</b>	<b>Capital Opportunities and Partners</b> 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.
<b>P10</b>	<b>Urban Streetscape and Urban Centres Development and Renewal</b> An allocation for urban centre improvements, enhanced streetscapes and walkways, and other urban spaces that are not defined parks.

Plan No.	Plan Description	2021	2022	2023	2024	2025	Five-Year Total
<b>P1</b>	DCC Parkland Acquisition	6,414,600	12,292,000	11,396,000	11,396,000	11,396,000	52,894,600
<b>P2</b>	Linear/Natural Area Park Development	0	0	0	0	0	0
<b>P3</b>	Neighbourhood Park Development	2,225,300	0	2,658,287	4,152,499	3,478,487	12,514,573
<b>P4</b>	Community Park Development	6,200,400	6,093,038	3,065,907	0	0	15,359,345
<b>P5</b>	Recreation Park Development	6,059,200	2,009,990	5,881,478	1,299,870	2,539,659	17,790,197
<b>P6</b>	City-Wide Park Development	8,628,200	0	0	7,620,804	4,268,200	20,517,204
<b>P7</b>	Linear/Natural Area Park Development	1,498,700	458,974	0	75,057	270,000	2,302,731
<b>P8</b>	Park Renew., Rehab. & Upgrades	888,100	1,146,544	220,885	719,654	946,044	3,921,227
<b>P9</b>	Capital Opportunities and Partners	554,800	0	0	0	0	554,800
<b>P10</b>	Urban Streetscape and Urban Centres	68,900	0	0	0	0	68,900
		<b>32,538,200</b>	<b>22,000,546</b>	<b>23,222,557</b>	<b>25,263,884</b>	<b>22,898,390</b>	<b>125,923,577</b>

Funding Sources							
	General Taxation	2,565,000	3,968,323	5,843,190	4,757,826	5,321,969	22,456,309
	Surplus/Reserves	11,661,840	1,225,775	1,283,941	2,313,382	729,059	17,213,996
	Development Cost Charges	15,097,330	16,806,448	16,095,426	17,817,676	16,847,362	82,664,242
	Debenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	3,214,030	0	0	0	0	3,214,030
	Dev/Comm/Other Contributions	0	0	0	375,000	0	375,000
	Utility Revenue	0	0	0	0	0	0
		<b>32,538,200</b>	<b>22,000,546</b>	<b>23,222,557</b>	<b>25,263,884</b>	<b>22,898,390</b>	<b>125,923,577</b>

Note: Totals may not add due to rounding.

## Transportation Capital

Plan No.	Plan Description
<b>T1</b>	<b>Development Cost Charge (DCC) Roads</b> Allocation for design, land and construction costs associated with DCC Road projects.
<b>T2</b>	<b>DCC Roads - Active Transportation</b> Allocation for design, land and construction costs associated with DCC Active Transportation projects. General taxation to cover 77.7 per cent Assist.
<b>T3</b>	<b>Non-DCC Roads</b> 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.
<b>T4</b>	<b>Transportation System Renewal</b> 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.
<b>T5</b>	<b>Bicycle Network</b> Allocation for bike network system additions and improvements.
<b>T6</b>	<b>Sidewalk Network</b> Allocation required to complete the Non-DCC portion of the sidewalk network.
<b>T7</b>	<b>Safety and Operational Improvements</b> 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.
<b>T8</b>	<b>Traffic Control Infrastructure</b> 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.
<b>T9</b>	<b>Transit Facilities</b> Construction of new and renewal of existing transit facilities, bus pullouts and shelters.

Plan No.	Plan Description	2021	2022	2023	2024	2025	Five-Year Total
<b>T1</b>	Development Cost Charge Roads	14,907,900	4,229,324	10,204,135	9,369,689	14,610,807	53,321,855
<b>T2</b>	DCC Roads - Active Transportation	8,643,800	3,264,329	3,687,600	5,453,333	579,200	21,628,262
<b>T3</b>	Non-DCC Roads	1,314,300	350,000	350,000	350,000	350,000	2,714,300
<b>T4</b>	Transportation System Renewal	7,677,700	3,974,037	3,819,868	4,476,927	2,616,576	22,565,108
<b>T5</b>	Bicycle Network	1,681,900	450,000	375,000	1,920,000	500,000	4,926,900
<b>T6</b>	Sidewalk Network	6,163,900	360,000	450,000	501,600	500,300	7,975,800
<b>T7</b>	Safety and Operational Improvements	817,000	420,000	445,000	515,000	465,000	2,662,000
<b>T8</b>	Traffic Control Infrastructure	453,500	450,000	500,000	0	50,000	1,453,500
<b>T9</b>	Transit Facilities	388,400	445,000	785,000	170,000	456,000	2,244,400
		<b>42,048,400</b>	<b>13,942,690</b>	<b>20,616,603</b>	<b>22,756,549</b>	<b>20,127,883</b>	<b>119,492,125</b>

Funding Sources							
	General Taxation	5,293,200	4,608,320	3,622,159	4,001,392	3,979,362	21,504,434
	Surplus/Reserves	19,285,600	4,336,502	7,796,878	9,502,344	4,340,639	45,261,962
	Development Cost Charges	8,619,100	4,287,868	8,732,001	6,932,334	11,376,382	39,947,685
	Debenture/Borrowing	7,158,600	0	0	0	0	7,158,600
	Federal/Provincial Funding	663,900	0	0	0	0	663,900
	Dev/Comm/Other Contributions	1,028,000	710,000	465,565	2,320,479	431,500	4,955,544
	Utility Revenue	0	0	0	0	0	0
		<b>42,048,400</b>	<b>13,942,690</b>	<b>20,616,603</b>	<b>22,756,549</b>	<b>20,127,883</b>	<b>119,492,125</b>

Note: Totals may not add due to rounding.

## Solid Waste Capital

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

Plan No.	Plan Description	2021	2022	2023	2024	2025	Five-Year Total
<b>SW1</b>	Equipment	300,000	300,000	350,000	350,000	350,000	1,650,000
<b>SW2</b>	Site Improvement	2,268,550	2,600,000	4,825,000	100,000	100,000	9,893,550
<b>SW3</b>	Gas Management	657,300	450,000	750,000	450,000	450,000	2,757,300
<b>SW4</b>	Leachate Management	199,800	0	225,000	1,000,000	0	1,424,800
<b>SW5</b>	Drainage & Groundwater Management	94,200	1,500,000	0	250,000	2,750,000	4,594,200
<b>SW6</b>	Recycling and Waste Management	616,400	0	0	0	0	616,400
<b>SW7</b>	Landfill Area Development	3,790,700	0	250,000	4,300,000	2,050,000	10,390,700
<b>SW8</b>	Closure and Reclamation	0	0	0	540,000	0	540,000
<b>SW9</b>	Solid Waste Renewal	110,000	460,000	460,000	460,000	460,000	1,950,000
		<b>8,036,950</b>	<b>5,310,000</b>	<b>6,860,000</b>	<b>7,450,000</b>	<b>6,160,000</b>	<b>33,816,950</b>

Funding Sources							
General Taxation	0	0	0	0	0	0	0
Surplus/Reserves	7,220,750	5,310,000	6,860,000	7,450,000	6,160,000	33,000,750	
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	304,250	0	0	0	0	304,250	
Utility Revenue	511,950	0	0	0	0	511,950	
	<b>8,036,950</b>	<b>5,310,000</b>	<b>6,860,000</b>	<b>7,450,000</b>	<b>6,160,000</b>	<b>33,816,950</b>	

Note: Totals may not add due to rounding.

## Storm Drainage Capital

Plan No.	Plan Description
<b>D1</b>	<b>Hydraulic Upgrading Program</b> 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.
<b>D2</b>	<b>Storm Drainage Quality Program</b> 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.
<b>D3</b>	<b>Storm Drainage Renewal</b> This program provides for the renewal and replacement of pipes, pump stations, and treatment facilities.

Plan No.	Plan Description	2021	2022	2023	2024	2025	Five-Year Total
<b>D1</b>	Hydraulic Upgrading Program	7,576,400	4,250,000	4,416,670	6,372,843	5,586,584	28,202,497
<b>D2</b>	Storm Drainage Quality Program	465,500	118,427	-	-	120,000	703,927
<b>D3</b>	Storm Drainage Renewal	699,200	-	122,158	-	300,000	1,121,358
		<b>8,741,100</b>	<b>4,368,427</b>	<b>4,538,828</b>	<b>6,372,843</b>	<b>6,006,584</b>	<b>30,027,782</b>

Funding sources							
	General Taxation	500,000	451,376	122,158	1,054,178	1,611,331	3,739,043
	Surplus/Reserves	5,734,500	2,292,051	2,650,004	3,051,998	2,361,919	16,090,472
	Development Cost Charges	0	0	0	0	0	0
	Debenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	2,206,600	1,400,000	1,766,666	2,266,667	2,033,334	9,673,267
	Dev/Comm/Other Contributions	0	0	0	0	0	0
	Utility Revenue	300,000	225,000	0	0	0	525,000
		<b>8,741,100</b>	<b>4,368,427</b>	<b>4,538,828</b>	<b>6,372,843</b>	<b>6,006,584</b>	<b>30,027,782</b>

Note: Totals may not add due to rounding.

## Information Capital

Plan No.	Plan Description
<b>I1</b>	<b>Front Office Equipment</b> 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
<b>I2</b>	<b>Server and Data Storage</b> 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.
<b>I3</b>	<b>Major System Projects</b> Major systems projects include Class Registration Software Replacement and Online Platform Redevelopment.
<b>I4</b>	<b>Communications Systems</b> 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	2021	2022	2023	2024	2025	Five-Year Total
<b>I1</b>	Front Office Equipment	455,500	202,609	447,275	408,706	518,249	2,032,339
<b>I2</b>	Server and Data Storage	360,500	88,892	98,857	200,351	45,152	793,752
<b>I3</b>	Major System Projects	4,079,600	183,710	2,260,000	171,729	144,488	6,839,527
<b>I4</b>	Communications Systems	1,486,200	103,335	227,942	127,687	226,095	2,171,259
		<b>6,381,800</b>	<b>578,546</b>	<b>3,034,074</b>	<b>908,473</b>	<b>933,984</b>	<b>11,836,877</b>

Funding Sources							
	General Taxation	455,700	528,546	724,074	858,473	883,984	3,450,777
	Surplus/Reserves	5,275,210	0	2,260,000	0	0	7,535,210
	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 Contributio	100,000	50,000	50,000	50,000	50,000	300,000
	Utility Revenue	550,890	0	0	0	0	550,890
		<b>6,381,800</b>	<b>578,546</b>	<b>3,034,074</b>	<b>908,473</b>	<b>933,984</b>	<b>11,836,877</b>

Note: Totals may not add due to rounding.



## Vehicle & Mobile Equipment Capital

Plan	Plan Description
<b>V1</b>	<b>Additional Vehicles/Equipment</b> 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.
<b>V2</b>	<b>Vehicle/Equipment Renewal</b> 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	2021	2022	2023	2024	2025	Five-Year Total
<b>V1</b>	Additional Vehicles/Equipment	636,000	890,535	744,745	743,322	1,167,879	4,182,481
<b>V2</b>	Vehicle/Equipment Renewal	8,675,500	1,940,474	3,256,476	2,634,363	1,482,671	17,989,484
		<b>9,311,500</b>	<b>2,831,009</b>	<b>4,001,221</b>	<b>3,377,685</b>	<b>2,650,550</b>	<b>22,171,965</b>

Funding Sources							
	General Taxation	11,000	51,722	77,216	88,442	92,402	320,782
	Surplus/Reserves	9,260,500	2,180,482	3,437,866	2,771,335	1,788,554	19,438,737
	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	0	0	0	0	0	0
	Utility Revenue	40,000	598,805	486,139	517,908	769,594	2,412,446
		<b>9,311,500</b>	<b>2,831,009</b>	<b>4,001,221</b>	<b>3,377,685</b>	<b>2,650,550</b>	<b>22,171,965</b>

Note: Totals may not add due to rounding.

## Fire Capital

Plan No.	Plan Description
<b>F1</b>	<b>Vehicle/Equipment Renewal</b> 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>F2</b>	<b>Additional Vehicles/Equipment</b> This budget supports the addition of new vehicles and equipment to the Fire Department in response to increased service demand from population growth.
<b>F3</b>	<b>Communications Systems</b> To provide for radio system improvements or replacement, including dispatch requirements.

Plan No.	Plan Description	2021	2022	2023	2024	2025	Five-Year Total
<b>F1</b>	Vehicle/Equipment Renewal	1,150,300	3,324,546	0	0	0	4,474,846
<b>F2</b>	Additional Vehicles/Equipment	0	86,686	88,419	177,851	91,992	444,948
<b>F3</b>	Communications Systems	0	450,000	230,000	596,000	625,000	1,901,000
		<b>1,150,300</b>	<b>3,861,232</b>	<b>318,419</b>	<b>773,851</b>	<b>716,992</b>	<b>6,820,794</b>

Funding Sources	2021	2022	2023	2024	2025	Five-Year Total
General Taxation	0	0	0	0	0	0
Surplus/Reserves	1,150,300	3,861,232	318,419	773,851	716,992	6,820,794
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	0	0	0	0	0	0
Utility Revenue	0	0	0	0	0	0
	<b>1,150,300</b>	<b>3,861,232</b>	<b>318,419</b>	<b>773,851</b>	<b>716,992</b>	<b>6,820,794</b>

Note: Totals may not add due to rounding.

## Capital Summary - Utility Funds

Cost Centre	2021	2022	2023	2024	2025
312 Airport	83,257,100	10,637,000	15,639,000	4,590,000	23,189,000
313 Water	18,792,700	5,052,200	11,150,200	5,982,200	9,837,200
314 Wastewater	9,650,700	8,760,000	20,680,000	24,864,570	13,546,908
	<b>111,700,500</b>	<b>24,449,200</b>	<b>47,469,200</b>	<b>35,436,770</b>	<b>46,573,108</b>

Funding Sources:					
Water Utility Operating	4,185,600	4,350,100	5,315,700	5,773,600	6,174,100
Wastewater Utility Operating	5,945,000	8,705,000	20,625,000	19,709,240	10,199,115
Reserves/Surplus Development	94,834,440	10,637,000	15,639,000	4,590,000	23,189,000
Cost Charges Debenture	1,874,660	607,100	5,739,500	3,177,730	6,860,893
Borrowing	0	0	0	0	0
Federal/Provincial Contributions*	4,605,800	0	0	0	0
Dev/Comm/Other Contributions	255,000	150,000	150,000	2,186,200	150,000
	<b>111,700,500</b>	<b>24,449,200</b>	<b>47,469,200</b>	<b>35,436,770</b>	<b>46,573,108</b>

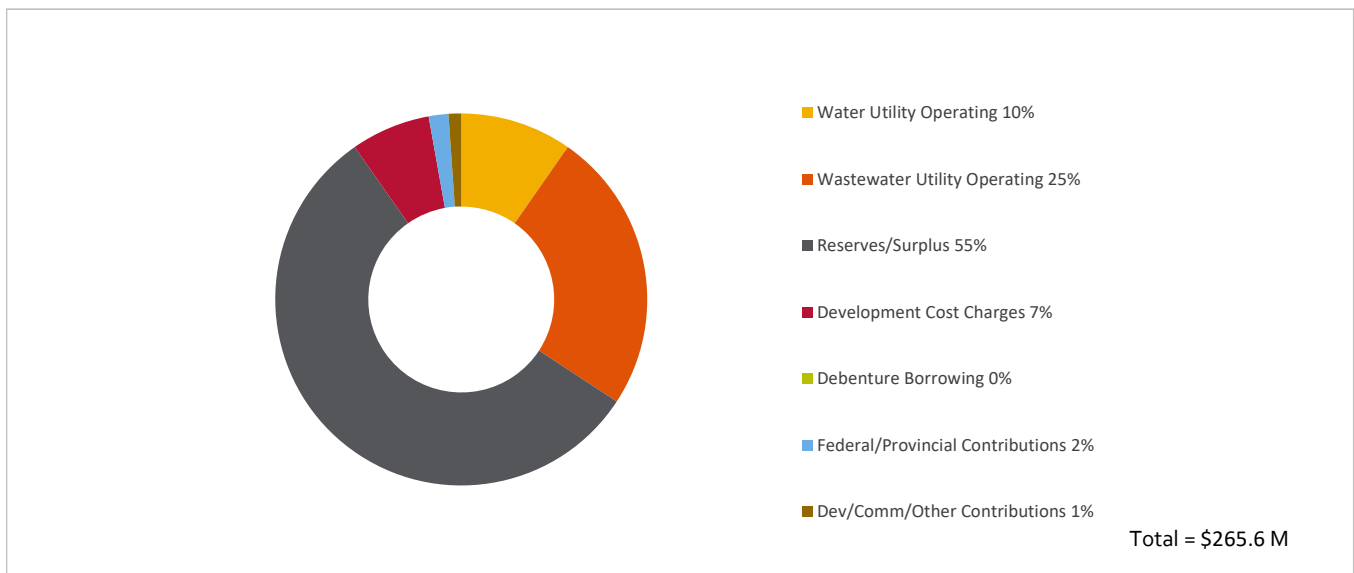
**Total Five-Year Capital Program**

**265,628,778**

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

Note: Totals may not add due to rounding.

### Utility Funds Capital Funding 2021 to 2025



## Airport Capital

Plan No.	Plan Description
<b>A1</b>	<b>Airside</b> Funding for East Lands roads and servicing, stormwater infrastructure, and other small capital projects
<b>A2</b>	<b>Groundside</b> 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>A3</b>	<b>Terminal</b> Funding for Airport terminal building renovations, technology, bridge upgrades, and other small capital projects.
<b>A4</b>	<b>Airport Improvement Fees</b> 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	2021	2022	2023	2024	2025	Five-Year Total
<b>A1</b>	Airside	250,000	612,000	335,000	50,000	361,000	1,608,000
<b>A2</b>	Groundside	3,056,400	1,241,000	50,000	70,000	4,330,000	8,747,400
<b>A3</b>	Terminal	2,001,400	2,082,000	1,492,000	722,000	400,000	6,697,400
<b>A4</b>	Airport Improvement Fees	77,949,300	6,702,000	13,762,000	3,748,000	18,098,000	120,259,300
		<b>83,257,100</b>	<b>10,637,000</b>	<b>15,639,000</b>	<b>4,590,000</b>	<b>23,189,000</b>	<b>137,312,100</b>

Funding Sources:							
General Taxation	0	0	0	0	0	0	0
Surplus/Reserves	83,257,100	10,637,000	15,639,000	4,590,000	23,189,000	137,312,100	
Development Cost Charges	0	0	0	0	0	0	0
Debenture/Borrowing	0	0	0	0	0	0	0
Federal/Provincial Funding	0	0	0	0	0	0	0
Dev/Comm/Other Contributions	0	0	0	0	0	0	0
Utility Revenue	0	0	0	0	0	0	0
	<b>83,257,100</b>	<b>10,637,000</b>	<b>15,639,000</b>	<b>4,590,000</b>	<b>23,189,000</b>	<b>137,312,100</b>	

Note: Totals may not add due to rounding.

## Water Capital

Plan No.	Plan Description
<b>W1</b>	<b>DCC Pipes (Mains)</b> New water mains to accommodate growth.
<b>W2</b>	<b>DCC Booster Stations and PRV's</b> New booster stations & PRV's to accommodate growth.
<b>W3</b>	<b>DCC Water Treatment</b> New treatment capacity and facilities to accommodate growth.
<b>W4</b>	<b>DCC Reservoirs and Filling Stations</b> New reservoirs and filling stations to accommodate growth.
<b>W5</b>	<b>DCC Offsite and Oversize</b> The City's share of costs to oversize water infrastructure and to do work in excess of the developer's own needs.
<b>W6</b>	<b>Network and Facility Renewal</b> Renewal of existing water mains, booster stations, PRVs, water treatment systems, reservoirs and filling stations that have reached the end of their service life.
<b>W7</b>	<b>Network and Facility Improvements</b> Network and facility improvements to meet current standards. Contributed assets and water meters that are needed to support development and are funded from development.
<b>W8</b>	<b>Irrigation Network Improvements</b> 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	2021	2022	2023	2024	2025	Five-Year Total
<b>W1</b>	DCC Pipes (Mains)	297,900	500,000	5,700,000	0	3,500,000	9,997,900
<b>W2</b>	DCC Booster Stations and PRV's	684,200	0	0	0	0	684,200
<b>W3</b>	DCC Water Treatment	350,000	0	0	0	0	350,000
<b>W4</b>	DCC Reservoirs and Filling Stations	215,700	0	0	0	0	215,700
<b>W5</b>	DCC Offsite and Oversize	117,200	117,200	117,200	117,200	117,200	586,000
<b>W6</b>	Network and Facility Renewal	6,648,800	3,500,000	4,000,000	3,850,000	4,750,000	22,748,800
<b>W7</b>	Network and Facility Improvements	9,820,500	465,000	513,000	695,000	150,000	11,643,500
<b>W8</b>	Irrigation Network Improvements	658,400	470,000	820,000	1,320,000	1,320,000	4,588,400
		<b>18,792,700</b>	<b>5,052,200</b>	<b>11,150,200</b>	<b>5,982,200</b>	<b>9,837,200</b>	<b>50,814,500</b>

Funding Sources							
	General Taxation	0	0	0	0	0	0
	Surplus/Reserves	8,969,840	0	0	0	0	8,969,840
	Development Cost Charges	776,460	552,100	5,684,500	58,600	3,513,100	10,584,760
	Debenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	4,605,800	0	0	0	0	4,605,800
	Dev/Comm/Other Contributions	255,000	150,000	150,000	150,000	150,000	855,000
	Utility Revenue	4,185,600	4,350,100	5,315,700	5,773,600	6,174,100	25,799,100
		<b>18,792,700</b>	<b>5,052,200</b>	<b>11,150,200</b>	<b>5,982,200</b>	<b>9,837,200</b>	<b>50,814,500</b>

Note: Totals may not add due to rounding.

## Wastewater Capital

Plan No.	Plan Description
<b>WW1</b>	<b>DCC Pipes (Mains)</b> New wastewater mains to support growth.
<b>WW2</b>	<b>DCC Lift Stations</b> New wastewater lift stations to support growth.
<b>WW3</b>	<b>DCC Wastewater Treatment Facilities</b> New wastewater treatment facilities to support growth.
<b>WW4</b>	<b>DCC Oversize</b> The City's share of costs to oversize wastewater infrastructure and to do work in excess of the developer's own needs.
<b>WW5</b>	<b>Network and Facility Renewal</b> Renewal of existing wastewater mains, lift stations and treatment facilities that have reached the end of their service life.
<b>WW6</b>	<b>Network and Facility Improvements</b> 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	2021	2022	2023	2024	2025	Five-Year Total
<b>WW1</b>	DCC Pipes (Mains)	187,800	0	0	4,682,570	0	4,870,370
<b>WW2</b>	DCC Lift Stations	1,013,800	1,500,000	0	2,212,000	0	4,725,800
<b>WW3</b>	DCC Wastewater Treatment Facilities	1,000,000	800,000	14,320,000	12,760,000	7,236,908	36,116,908
<b>WW4</b>	DCC Oversize	309,900	110,000	110,000	110,000	110,000	749,900
<b>WW5</b>	Network and Facility Renewal	6,949,200	6,250,000	5,000,000	5,000,000	5,200,000	28,399,200
<b>WW6</b>	Network and Facility Improvements	190,000	100,000	1,250,000	100,000	1,000,000	2,640,000
		<b>9,650,700</b>	<b>8,760,000</b>	<b>20,680,000</b>	<b>24,864,570</b>	<b>13,546,908</b>	<b>77,502,178</b>

Funding Sources:							
General Taxation	0	0	0	0	0	0	0
Surplus/Reserves	2,607,500	0	0	0	0	0	2,607,500
Development Cost Charges	1,098,200	55,000	55,000	3,119,130	3,347,793		7,675,123
Debenture/Borrowing	0	0	0	0	0	0	0
Federal/Provincial Funding	0	0	0	0	0	0	0
Dev/Comm/Other Contributions	0	0	0	2,036,200	0		2,036,200
Utility Revenue	5,945,000	8,705,000	20,625,000	19,709,240	10,199,115		65,183,355
	<b>9,650,700</b>	<b>8,760,000</b>	<b>20,680,000</b>	<b>24,864,570</b>	<b>13,546,908</b>		<b>77,502,178</b>

Note: Totals may not add due to rounding.