

# 2022

## Financial Plan

Kelowna, British Columbia

Five-Year Financial Plan 2022-2026





This page intentionally left blank.

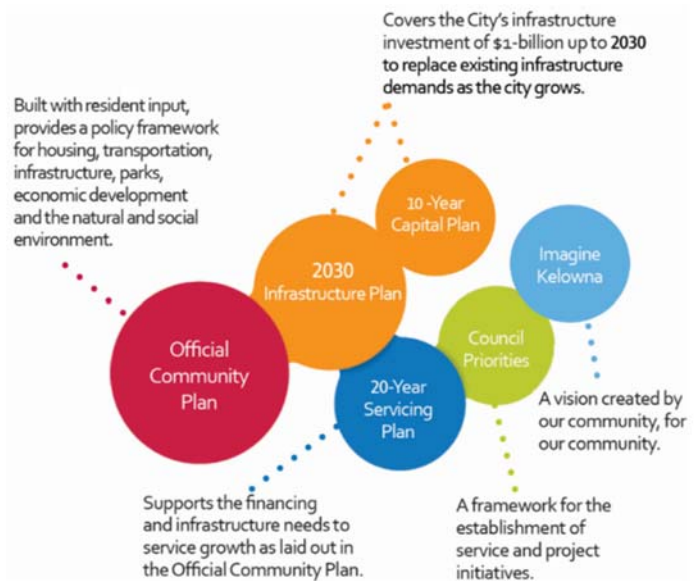


# FINANCIAL PLAN

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.

Kelowna continues to recover from the COVID-19 pandemic and its economic impacts. Through strong financial management and clear budgeting practices, the City of Kelowna is well positioned in its post-pandemic economic recovery. Top priority continues to be the delivery of essential services residents expect while maintaining, expanding and building infrastructure that makes Kelowna a great place to live.

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, 2021-2030, 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 2022 budget process which includes:

- Preliminary Budget – approved by Council December 9, 2021
- Carryover Requests – approved by Council March 21, 2022
- Final Budget – approved by Council on April 25, 2022

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 2022 portion of the Financial Plan.

For the years after 2022, 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 2023 to 2026 in the Financial Plan projections include:

- An inflation rate of 2 per cent for most of the operating costs and for some revenues. An inflation rate of 4 per cent was used in 2023 only for materials expenses, due to higher expected rates of cost escalation for these items. 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 1.59 per cent per year for 2023 to 2025 and 1.47 per cent per year for 2026 per the Official Community Plan was used for various revenues and expenditures and for incremental taxation revenue. Growth rates for the utilities are based on servicing expectations over the next five years which may include existing residential or commercial units.
- MFA amortization schedules and estimated rates are used as a basis for projected principal and interest where applicable.
- Approval to borrow for all priority one capital projects funded through debt as presented in the Council endorsed 10-Year Capital Plan, 2021-2030.
- 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 589 and is used in the Financial Plan bylaw. The final column of the Financial Plan, years 2027 to 2030, 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.

## Revenue sources & trends summary

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

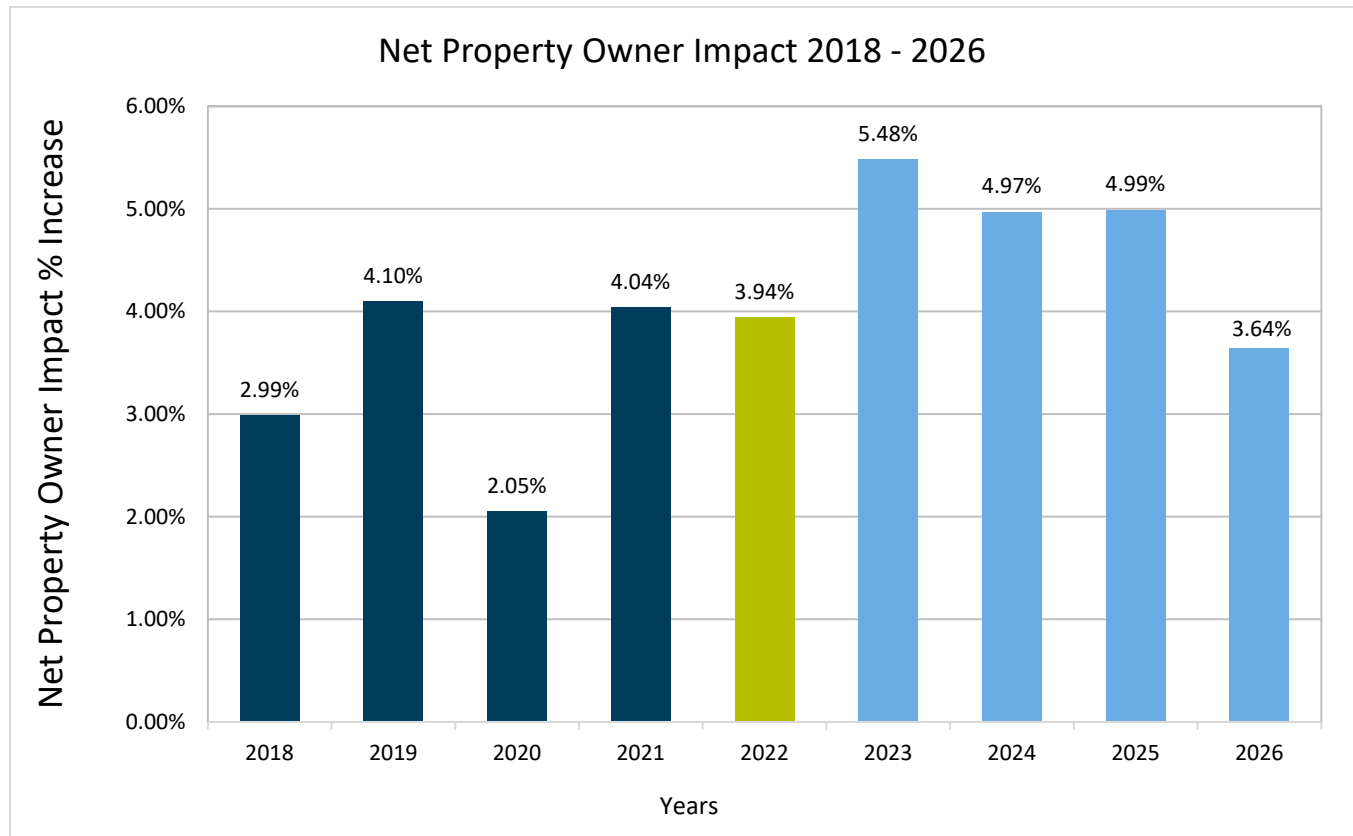
### Taxation

The City strives to ensure property taxes are sufficient to meet the community's short and long-term needs. Taxation is a major revenue source in the General Fund and accounts for 25 per cent of the 2022 Financial Plan's total revenue estimate of \$658.6M.





Kelowna continues to be below the average taxes paid by property owners in British Columbia. Historical tax rate increases from 2018 to 2022 are shown in the graph below beside the projected increases for 2023 to 2026. Future year increases are estimated using projected growth, average inflation, 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.



Note: Rates presented in the graph above for years 2023 to 2026 have not been approved by Council and are subject to change.

The forecasted increases for 2023 to 2026 assumes approval to borrow for all priority one capital projects funded through debt as presented in the Council endorsed 10-Year Capital Plan, 2021-2030 (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 and the Capital News Centre - Expansion.

### 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 \$3.4M in the 2022 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 23 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:

- 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 Fleet Services, Parks, Public Works and Utility Services which 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 are factored for inflation. This Division also includes Regional Transit. Future transit revenues are factored for growth as ridership is expected to recover.
- 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.
- 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.



### **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. As the Airport continues to recover from the COVID-19 pandemic, passenger numbers are expected to increase to 1.73M in 2022.

The City of Kelowna operates two utility funds: the Water Utility and the Wastewater Utility. Included in the 2022 Financial Plan is a budgeted 6 per cent rate increase for water rates, 2 per cent for the Water Quality Enhancement Fee and a 3 per cent rate increase for wastewater rates.

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 Financial Plan for 2022, but the City does anticipate working through the alternative approval process in 2023 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
- 2023: Parkinson Recreation Centre Replacement
- 2023: Capital News Centre - Expansion
- 2024: North Glenmore Fire Hall
- 2024: Mission Activity Centre
- 2025: City Hall Envelope Renewal
- 2029: City Yards – New Offices



## 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 2022 Financial Plan, it is the largest source of revenue at 37 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.

## 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% payment 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 2.2 per cent in 2023 and 2024, and 2.3 per cent in 2025 and 2.2 per cent in 2026.

### 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.

Some of the most significant operating grants in 2022 include the transit partnership with the Province of British Columbia which provides 47 per cent funding for conventional transit costs and 67 per cent funding for custom transit costs, the Government of Canada and the Province of British Columbia's Strengthening Communities Grant supporting unsheltered homeless populations and helping address related community impacts and the Government of Canada Health Canada Grant supporting the PEOPLE Peer Navigators Capacity Building project.

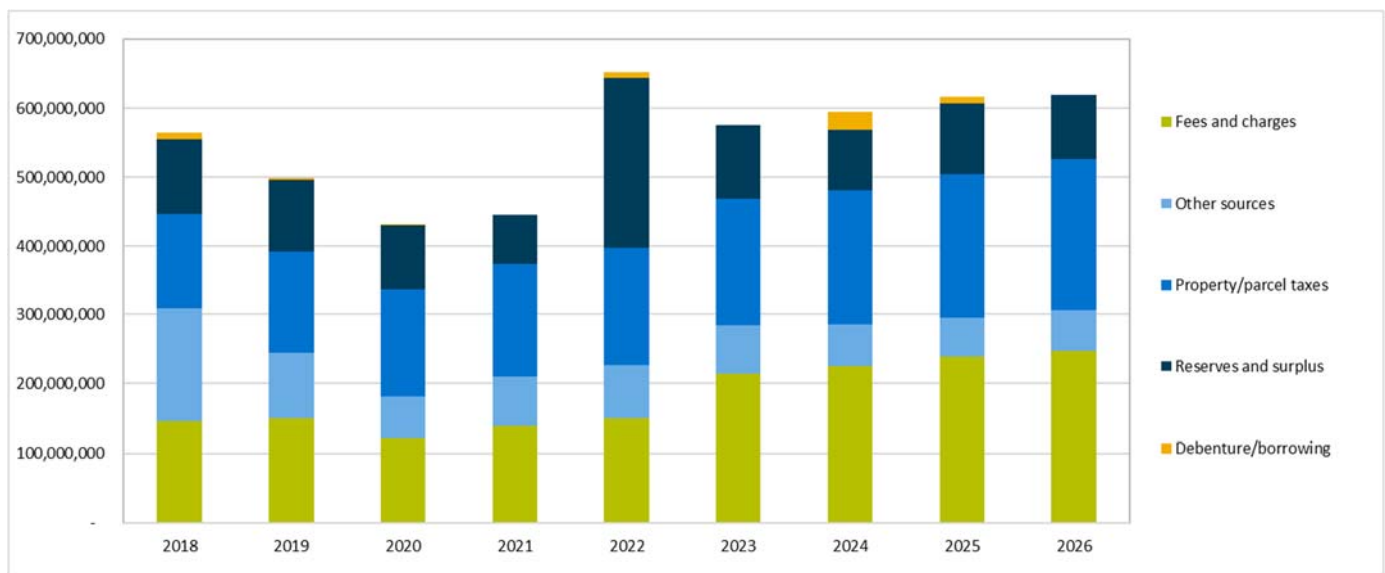
Gaming revenue is still recovering from the COVID-19 pandemic. BC Gaming Centers were re-opened in the summer of 2021 with provincial health restrictions on attendance in place. With restrictions being lifted in 2022, gaming revenues are not expected to fully recover until 2023. The budget for gaming revenues in 2022 is 19 per cent lower than the pre-COVID 2019 levels. The loss of gaming revenue has been offset by grant funds received from Province of BC's Safe Restart plan. This budget is included in the RCMP budget as they are applied against police costs.

The city continues to receive funding from the Canada Community-Building Fund, formerly the federal Gas Tax Fund. This fund provides predictable, long-term and stable funding for investment in infrastructure and capacity building projects to local governments in British Columbia. In 2022, the City of Kelowna expects to receive \$5.7M.

The City of Kelowna will continue to apply for Federal and Provincial Grants during the year. Successful grants will be added to the 2022 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 2018 to 2021 are based on actual amounts received. Years 2022 to 2026 are forecasted values calculated using the assumptions discussed above.



Note: Reserve funding totals in the chart above are higher in 2022 due to carry-over projects.



## Five-Year Financial Plan Summaries

### Financial Plan 2022-2026

	2022	2023	2024	2025	2026	2027-2030
<b>Revenue</b>						
Property Value Tax	167,107,316	179,522,375	191,801,552	204,813,609	215,669,897	940,159,269
Library Requisition	7,044,023	7,184,903	7,328,602	7,475,174	7,624,677	32,054,448
Parcel Taxes	3,420,974	3,941,636	3,965,038	3,804,203	3,456,841	12,662,470
Fees and Charges	150,005,535	213,977,187	225,910,172	239,006,280	246,465,323	1,063,681,066
Borrowing Proceeds	7,158,600	0	26,053,200	10,560,000	0	3,830,000
Other Sources	77,169,881	70,729,573	59,588,315	55,953,135	60,148,606	276,738,529
	411,906,329	475,355,674	514,646,879	521,612,401	533,365,344	2,329,125,782
<b>Transfer between Funds</b>						
Reserve Funds	2,319,917	1,018,987	1,018,987	1,018,987	1,018,987	4,075,949
DCC Funds	37,425,860	28,264,914	34,031,463	36,559,002	35,863,936	165,616,918
Surplus/Reserve Accounts	206,914,336	78,307,796	52,726,789	65,029,541	56,828,498	207,146,830
	246,660,113	107,591,697	87,777,239	102,607,530	93,711,421	376,839,697
<b>Total Revenues</b>	<b>658,566,442</b>	<b>582,947,371</b>	<b>602,424,118</b>	<b>624,219,931</b>	<b>627,076,765</b>	<b>2,705,965,479</b>
<b>Expenditures</b>						
Municipal Debt						
Debt Interest	3,694,690	4,162,325	6,044,860	8,532,854	10,050,872	39,490,366
Debt Principal	8,847,932	7,654,270	7,885,874	10,911,346	13,248,530	48,035,228
Capital Expenditures	273,558,700	155,020,452	154,084,439	148,709,078	133,443,167	576,459,501
Other Municipal Purposes						
General Government	35,548,877	39,501,887	40,473,724	41,466,844	42,621,132	182,734,891
Planning, Development & Building Services	33,173,416	26,023,038	26,596,068	27,400,651	27,371,013	119,155,373
Community Services	99,961,295	103,041,317	106,205,449	109,481,906	112,688,935	485,206,409
Protective Services	90,581,801	84,395,912	89,607,971	94,403,331	98,854,158	430,467,334
Utilities	25,659,161	23,515,668	24,184,209	25,281,998	25,981,311	111,405,897
Airport	19,974,967	30,114,952	31,423,042	32,757,421	35,275,058	150,430,052
	591,000,839	473,429,821	486,505,636	498,945,430	499,534,177	2,143,385,050
<b>Transfers between Funds</b>						
Reserve Funds	28,603,562	30,285,675	30,427,080	30,193,089	31,158,937	124,289,996
DCC Funds	0	0	0	0	0	0
Surplus/Reserve Accounts	38,962,041	79,231,875	85,491,402	95,081,412	96,383,651	438,290,433
	67,565,603	109,517,550	115,918,482	125,274,501	127,542,588	562,580,429
<b>Total Expenditures</b>	<b>658,566,442</b>	<b>582,947,371</b>	<b>602,424,118</b>	<b>624,219,931</b>	<b>627,076,765</b>	<b>2,705,965,479</b>

Note: Totals may not add due to rounding.

## General Fund Tax Impact Summary

	2022	2023	2024	2025	2026
General revenues	(12,209,498)	(12,479,992)	(12,757,541)	(13,048,718)	(13,332,445)
Net operating budget	165,624,014	177,006,367	188,221,093	200,144,327	209,919,342
Pay-as-you-go capital	13,692,800	14,996,000	16,338,000	17,718,000	19,083,000
Taxation demand	<b>167,107,316</b>	<b>179,522,375</b>	<b>191,801,552</b>	<b>204,813,609</b>	<b>215,669,897</b>
New construction tax revenue	(3,160,000)	(3,257,000)	(3,354,000)	(3,450,000)	(3,411,000)
<b>Net property owner impact</b>	<b>3.94%</b>	<b>5.48%</b>	<b>4.97%</b>	<b>4.99%</b>	<b>3.64%</b>

Note: Totals may not add due to rounding.

## General Revenue

	2022	2023	2024	2025	2026
<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	1,604,720	1,662,329	1,722,007	1,783,827	1,845,726
	1,604,720	1,662,329	1,722,007	1,783,827	1,845,726
<b>Interest &amp; penalties</b>					
Interest on Investments	4,764,000	4,839,748	4,916,700	4,994,876	5,068,301
Tax Arrears & Delinquent	165,000	167,624	170,289	172,997	175,540
Penalties on Taxes	1,200,000	1,219,080	1,238,463	1,258,155	1,276,650
Penalties Utility Accounts	90,000	91,431	92,885	94,362	95,749
Interest on Accounts Receivable	69,000	69,000	69,000	69,000	69,000
	6,288,000	6,386,883	6,487,337	6,589,390	6,685,240
<b>Miscellaneous revenues</b>					
Work Order Administration	40,000	41,436	42,924	44,465	46,008
Local Improvement Prepayments	18,750	18,750	18,750	18,750	18,750
Discounts Earned & Misc	136,079	140,964	146,025	157,627	169,095
Risk to Roll	(310,000)	(321,129)	(332,658)	(344,600)	(356,558)
	(115,171)	(119,979)	(124,959)	(123,758)	(122,705)
<b>Federal contributions</b>					
Grants in Lieu of Taxes	144,638	147,531	150,481	153,491	156,561
<b>Provincial contributions</b>					
Grants in Lieu of Taxes	444,969	453,868	462,946	472,205	481,649
Traffic Fine Revenue Sharing	1,540,553	1,565,048	1,589,932	1,615,212	1,638,956
Climate Action Rev Incentive	-	-	-	-	-
Certificate of Recognition Rebate	143,000	143,000	143,000	143,000	143,000
Appropriation to Reserves	(143,000)	(143,000)	(143,000)	(143,000)	(143,000)
	1,985,522	2,018,916	2,052,878	2,087,417	2,120,605
<b>Taxes - private utilities</b>					
1% in Lieu of Taxes	2,298,689	2,381,212	2,466,697	2,555,251	2,643,918
<b>Total General Revenues</b>	<b>12,209,498</b>	<b>12,479,992</b>	<b>12,757,541</b>	<b>13,048,718</b>	<b>13,332,445</b>
<b>Property taxation</b>	167,107,316	179,522,375	191,801,552	204,813,609	215,669,897
<b>Total General Revenue &amp; taxation</b>	<b>179,316,814</b>	<b>192,002,367</b>	<b>204,559,093</b>	<b>217,862,327</b>	<b>229,002,342</b>

Note: Totals may not add due to rounding.

## Operating Summary - General Fund

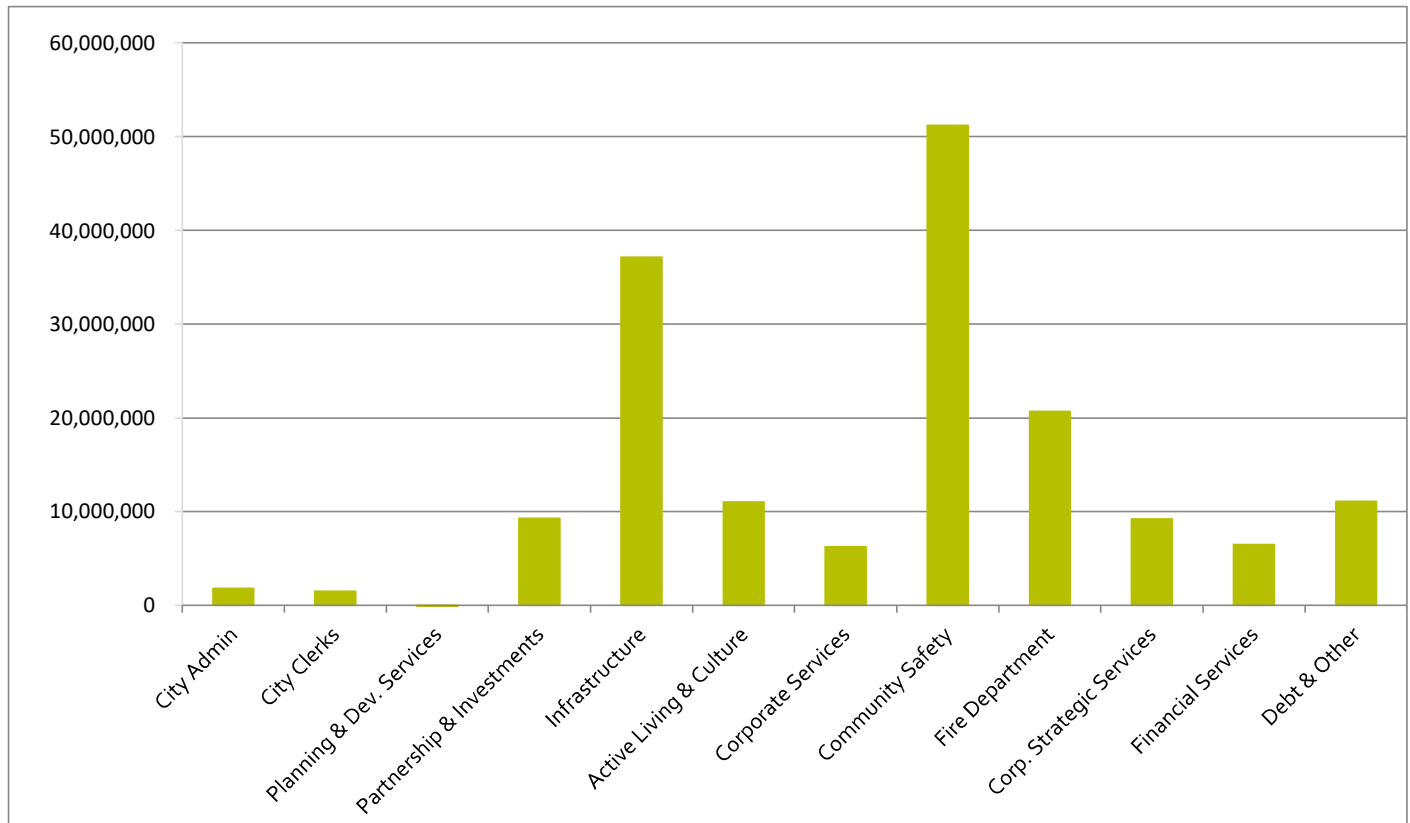
### Revenues/Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Library Requisition	(7,044,023)	(7,184,903)	(7,328,602)	(7,475,174)	(7,624,677)
Parcel Tax	(142,448)	(142,448)	(142,448)	(142,448)	(142,448)
Fees and Charges	(68,556,615)	(70,781,919)	(72,243,061)	(73,596,826)	(75,077,242)
Sales of Service	(56,479,877)	(58,296,249)	(59,482,070)	(60,544,391)	(61,724,152)
Other	0	0	0	0	0
User Fees	(12,076,738)	(12,485,670)	(12,760,991)	(13,052,435)	(13,353,090)
Other Revenue	(40,955,462)	(36,180,166)	(36,776,071)	(37,510,645)	(37,294,944)
Interest	(376,190)	(383,714)	(391,388)	(399,216)	(407,200)
Grants	(18,727,400)	(15,961,880)	(16,086,130)	(16,360,378)	(16,625,240)
Other	0	0	0	0	0
Services to Other Governments	(9,432,829)	(9,443,981)	(9,645,762)	(9,852,075)	(10,061,673)
Interdepartment Transfer	(12,419,043)	(10,390,591)	(10,652,791)	(10,898,976)	(10,200,831)
Interfund Transfer	0	0	0	0	0
Transfers from Funds	(21,618,457)	(3,483,627)	(2,238,187)	(2,148,387)	(2,148,387)
Special (Stat Reserve) Funds	(2,319,917)	(1,018,987)	(1,018,987)	(1,018,987)	(1,018,987)
Development Cost Charges	(1,449,270)	(1,449,270)	(795,400)	(795,400)	(795,400)
Accumulated Surplus	(17,849,270)	(1,015,370)	(423,800)	(334,000)	(334,000)
<b>Total Revenue</b>	<b>(138,317,005)</b>	<b>(117,773,063)</b>	<b>(118,728,369)</b>	<b>(120,873,480)</b>	<b>(122,287,698)</b>
<b>Expenditures</b>					
Salaries and Wages	94,975,182	98,904,326	102,151,998	105,619,348	109,188,208
Internal Equipment	8,598,479	9,018,911	9,372,570	9,689,941	10,008,165
Material and Other	53,657,170	43,790,531	44,453,029	45,365,955	46,366,465
Contract Services	100,105,482	96,915,861	102,573,090	107,744,962	112,574,875
Debt Interest	2,463,543	2,918,277	4,801,929	7,168,075	8,400,932
Debt Principal	5,922,253	4,574,129	4,806,918	6,868,481	8,006,764
Internal Allocations	5,773,825	4,332,525	4,332,525	4,332,525	3,397,525
Interdepartment Transfer	5,773,825	4,332,525	4,332,525	4,332,525	3,397,525
Interfund Transfer	0	0	0	0	0
Transfer to Funds	32,445,085	34,324,870	34,457,403	34,228,520	34,264,106
Special (Stat Reserve) Funds	28,447,252	30,129,365	30,270,770	30,036,779	31,002,627
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	3,997,833	4,195,505	4,186,633	4,191,741	3,261,479
<b>Total Expenditures</b>	<b>303,941,019</b>	<b>294,779,430</b>	<b>306,949,462</b>	<b>321,017,807</b>	<b>332,207,040</b>
<b>Net Operating Expenditures</b>	<b>165,624,014</b>	<b>177,006,367</b>	<b>188,221,093</b>	<b>200,144,327</b>	<b>209,919,342</b>

Note: Totals may not add due to rounding.

## General Fund - operating summary by division

### 2022 Net Operating Expenditure



### Net Operating Expenditure by Year

	2022	2023	2024	2025	2026
City Administration	1,830,164	1,884,571	1,933,083	1,982,637	2,032,721
City Clerks	1,518,242	1,547,265	1,596,048	1,646,104	1,696,395
Planning & Development Services	(182,645)	(147,773)	16,417	189,668	373,062
Partnerships & Investments	9,312,474	9,879,677	10,032,353	10,305,182	10,574,277
Infrastructure	37,141,022	40,904,143	43,260,771	45,049,401	46,859,468
Active Living & Culture	11,019,364	11,328,342	11,285,190	11,509,761	11,655,636
Corporate & Protective Services					
Corporate Services	6,244,974	6,523,536	6,701,838	6,885,549	7,068,909
Community Safety	51,187,952	54,616,149	58,883,472	62,703,752	66,175,244
Fire Department	20,708,103	21,603,151	22,449,874	22,972,807	23,746,165
Corporate Strategic Services	9,219,880	9,841,603	10,091,545	10,328,904	10,632,856
Financial Services	6,504,391	6,792,433	7,035,008	7,322,110	7,585,007
Debt & Other	11,120,093	12,233,270	14,935,494	19,248,452	21,519,602
<b>Total Division Net Operating Expenditures</b>	<b>165,624,014</b>	<b>177,006,367</b>	<b>188,221,093</b>	<b>200,144,327</b>	<b>209,919,342</b>



## City Administration

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<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	1,086,018	1,117,889	1,150,761	1,184,668	1,218,793
Internal Equipment	15,090	15,392	15,700	16,014	16,334
Material and Other	382,626	397,931	406,196	414,320	422,606
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>1,830,164</b>	<b>1,884,571</b>	<b>1,933,083</b>	<b>1,982,637</b>	<b>2,032,721</b>
<b>Net Operating Expenditures</b>	<b>1,830,164</b>	<b>1,884,571</b>	<b>1,933,083</b>	<b>1,982,637</b>	<b>2,032,721</b>

Note: Totals may not add due to rounding.

## City Clerk

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(10,000)	(10,359)	(10,731)	(11,116)	(11,501)
Sales of Services	(1,900)	(1,968)	(2,039)	(2,112)	(2,185)
User Fees	(8,100)	(8,391)	(8,692)	(9,004)	(9,316)
Other Revenue	(80,000)	(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	(80,000)	(81,600)	(83,232)	(84,897)	(86,595)
Transfers from Funds	(260,400)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(260,400)	0	0	0	0
<b>Total Revenue</b>	<b>(350,400)</b>	<b>(91,959)</b>	<b>(93,963)</b>	<b>(96,013)</b>	<b>(98,096)</b>
<b>Expenditures</b>					
Salaries and Wages	1,021,385	1,111,402	1,151,301	1,192,633	1,234,017
Internal Equipment	0	0	0	0	0
Material and Other	751,797	430,453	439,393	448,181	457,145
Contract Services	95,460	97,369	99,317	101,303	103,329
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>1,868,642</b>	<b>1,639,224</b>	<b>1,690,011</b>	<b>1,742,117</b>	<b>1,794,491</b>
<b>Net Operating Expenditures</b>	<b>1,518,242</b>	<b>1,547,265</b>	<b>1,596,048</b>	<b>1,646,104</b>	<b>1,696,395</b>

Note: Totals may not add due to rounding.

## Planning & Development Services

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(10,246,372)	(10,470,549)	(10,640,451)	(10,813,123)	(10,976,676)
Sales of Services	(10,246,372)	(10,470,549)	(10,640,451)	(10,813,123)	(10,976,676)
User Fees	-	0	0	0	0
Other Revenue	(439,700)	(84,150)	0	0	0
Interest	0	0	0	0	0
Grants	(388,600)	(84,150)	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(51,100)	0	0	0	0
Transfer from Funds	(1,228,000)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,228,000)	0	0	0	0
<b>Total Revenue</b>	<b>(11,914,072)</b>	<b>(10,554,699)</b>	<b>(10,640,451)</b>	<b>(10,813,123)</b>	<b>(10,976,676)</b>
<b>Expenditures</b>					
Salaries and Wages	8,912,702	8,548,000	8,766,344	9,081,056	9,396,169
Internal Equipment	127,487	133,709	136,383	139,111	141,893
Material and Other	2,292,428	1,325,031	1,352,551	1,379,602	1,407,194
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	275,000	275,000	275,000	275,000	275,000
Special (Stat Reserve) Funds	275,000	275,000	275,000	275,000	275,000
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
<b>Total Expenditures</b>	<b>11,731,427</b>	<b>10,406,926</b>	<b>10,656,868</b>	<b>11,002,791</b>	<b>11,349,738</b>
<b>Net Operating Expenditures</b>	<b>(182,645)</b>	<b>(147,773)</b>	<b>16,417</b>	<b>189,668</b>	<b>373,062</b>

Note: Totals may not add due to rounding.

## Partnerships & Investments

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(9,161,444)	(9,358,899)	(9,548,451)	(9,751,491)	(9,963,698)
Sales of Services	(7,217,256)	(7,373,535)	(7,521,006)	(7,671,426)	(7,824,855)
Other	0	0	0	0	0
User Fees	(1,944,188)	(1,985,364)	(2,027,445)	(2,080,065)	(2,138,843)
Other Revenue	(419,377)	(336,373)	(280,676)	(286,290)	(292,016)
Interest	0	0	0	0	0
Grants	(90,000)	(61,200)	0	0	0
Other	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(329,377)	(275,173)	(280,676)	(286,290)	(292,016)
Interfund Transfer	-	-	-	-	-
Transfer from Funds	(1,961,700)	(42,800)	0	0	0
Special (Stat Reserve) Funds	(766,800)	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,194,900)	(42,800)	0	0	0
<b>Total Revenue</b>	<b>(11,542,521)</b>	<b>(9,738,072)</b>	<b>(9,829,127)</b>	<b>(10,037,781)</b>	<b>(10,255,714)</b>
<b>Expenditures</b>					
Salaries and Wages	5,339,592	5,728,374	5,723,160	5,928,621	6,134,344
Internal Equipment	285,752	308,603	314,775	321,071	327,492
Material and Other	7,784,831	6,029,474	6,128,161	6,250,724	6,375,738
Contract Services	2,778,860	2,834,085	2,911,533	2,991,276	3,071,705
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	578,030	578,030	578,030	578,030	578,030
Interdepartment Transfer	578,030	578,030	578,030	578,030	578,030
Interfund Transfer	0	0	0	0	0
Transfer to Funds	4,087,930	4,139,183	4,205,821	4,273,241	4,342,682
Special (Stat Reserve) Funds	3,587,720	3,638,973	3,705,611	3,773,031	3,842,472
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	500,210	500,210	500,210	500,210	500,210
<b>Total Expenditures</b>	<b>20,854,995</b>	<b>19,617,749</b>	<b>19,861,480</b>	<b>20,342,963</b>	<b>20,829,991</b>
<b>Net Operating Expenditures</b>	<b>9,312,474</b>	<b>9,879,677</b>	<b>10,032,353</b>	<b>10,305,182</b>	<b>10,574,277</b>

Note: Totals may not add due to rounding.



## Infrastructure

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(39,696,400)	(40,467,355)	(41,253,364)	(41,954,762)	(42,762,722)
Sales of Service	(33,283,624)	(33,928,083)	(34,585,095)	(35,154,944)	(35,829,293)
User Fees	(6,412,776)	(6,539,272)	(6,668,269)	(6,799,818)	(6,933,429)
Other Revenue	(18,334,387)	(16,827,926)	(17,156,711)	(17,492,824)	(17,818,351)
Interest	0	0	0	0	0
Grants	(12,063,800)	(11,448,890)	(11,631,137)	(11,816,285)	(11,990,265)
Services to Other Governments	(2,276,437)	(2,144,462)	(2,200,251)	(2,257,653)	(2,315,363)
Interdepartment Transfer	(3,994,150)	(3,234,574)	(3,325,323)	(3,418,886)	(3,512,723)
Transfers from Funds	(3,770,071)	(769,571)	(410,071)	(410,071)	(410,071)
Special (Stat Reserve) Funds	(395,471)	(76,071)	(76,071)	(76,071)	(76,071)
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(3,374,600)	(693,500)	(334,000)	(334,000)	(334,000)
<b>Total Revenue</b>	<b>(61,800,858)</b>	<b>(58,064,852)</b>	<b>(58,820,146)</b>	<b>(59,857,657)</b>	<b>(60,991,144)</b>
<b>Expenditures</b>					
Salaries and Wages	21,864,472	22,844,601	23,770,507	24,522,350	25,373,276
Internal Equipment	7,623,998	8,004,131	8,337,494	8,634,163	8,931,272
Material and Other	16,473,724	14,045,801	14,446,765	14,833,004	15,222,854
Contract Services	37,523,808	38,574,852	40,047,146	41,484,839	42,924,363
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	4,872,817	3,431,517	3,431,517	3,431,517	2,496,517
Interdepartment Transfer	4,872,817	3,431,517	3,431,517	3,431,517	2,496,517
Interfund Transfer	0	0	0	0	0
Transfer to Funds	10,583,061	12,068,093	12,047,488	12,001,185	12,902,330
Special (Stat Reserve) Funds	9,666,409	11,147,269	11,122,036	11,070,625	11,967,032
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	916,652	920,824	925,452	930,560	935,298
<b>Total Expenditures</b>	<b>98,941,880</b>	<b>98,968,995</b>	<b>102,080,917</b>	<b>104,907,058</b>	<b>107,850,612</b>
<b>Net Operating Expenditures</b>	<b>37,141,022</b>	<b>40,904,143</b>	<b>43,260,771</b>	<b>45,049,401</b>	<b>46,859,468</b>

Note: Totals may not add due to rounding.

## Active Living & Culture

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(4,812,940)	(5,653,673)	(5,867,371)	(6,078,010)	(6,288,917)
Sales of Service	(3,327,990)	(4,066,208)	(4,222,916)	(4,374,519)	(4,526,315)
Other	-	-	-	-	-
User Fees	(1,484,950)	(1,587,465)	(1,644,455)	(1,703,491)	(1,762,602)
Other Revenue	(599,400)	(177,684)	(181,238)	(184,863)	(188,561)
Interest	0	0	0	0	0
Grants	(535,200)	(112,200)	(114,444)	(116,733)	(119,068)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(64,200)	(65,484)	(66,794)	(68,130)	(69,493)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(1,012,600)	(10,000)	-	-	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,012,600)	(10,000)	-	-	0
<b>Total Revenue</b>	<b>(6,424,940)</b>	<b>(5,841,357)</b>	<b>(6,048,609)</b>	<b>(6,262,873)</b>	<b>(6,477,478)</b>
<b>Expenditures</b>					
Salaries and Wages	6,844,583	7,354,634	7,618,633	7,892,142	8,076,850
Internal Equipment	194,400	198,288	202,254	206,299	210,425
Material and Other	5,153,239	4,420,124	4,247,726	4,325,541	4,412,052
Contract Services	4,360,178	4,091,249	4,173,282	4,256,748	4,341,883
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	891,904	1,105,404	1,091,904	1,091,904	1,091,904
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	891,904	1,105,404	1,091,904	1,091,904	1,091,904
<b>Total Expenditures</b>	<b>17,444,304</b>	<b>17,169,699</b>	<b>17,333,799</b>	<b>17,772,634</b>	<b>18,133,114</b>
<b>Net Operating Expenditures</b>	<b>11,019,364</b>	<b>11,328,342</b>	<b>11,285,190</b>	<b>11,509,761</b>	<b>11,655,636</b>

Note: Totals may not add due to rounding.

## Corporate & Protective Services - Corporate Services

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(61,000)	(62,220)	(63,464)	(64,733)	(66,028)
Sales of Service	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
User Fees	(56,000)	(57,120)	(58,262)	(59,427)	(60,616)
Other Revenue	(283,260)	(288,925)	(294,704)	(300,598)	(306,610)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(283,260)	(288,925)	(294,704)	(300,598)	(306,610)
Transfers from Funds	(550,840)	(184,940)	(89,800)	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(550,840)	(184,940)	(89,800)	0	0
<b>Total Revenue</b>	<b>(895,100)</b>	<b>(536,085)</b>	<b>(447,968)</b>	<b>(365,331)</b>	<b>(372,638)</b>
<b>Expenditures</b>					
Salaries and Wages	2,836,793	3,077,196	3,085,574	3,105,363	3,213,119
Internal Equipment	900	918	936	955	974
Material and Other	3,130,645	2,806,736	2,865,030	2,922,331	2,980,778
Contract Services	1,171,736	1,174,771	1,198,266	1,222,231	1,246,676
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>7,140,074</b>	<b>7,059,621</b>	<b>7,149,806</b>	<b>7,250,880</b>	<b>7,441,547</b>
<b>Net Operating Expenditures</b>	<b>6,244,974</b>	<b>6,523,536</b>	<b>6,701,838</b>	<b>6,885,549</b>	<b>7,068,909</b>

Note: Totals may not add due to rounding.

## Corporate & Protective Services - Community Safety

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(885,102)	(907,469)	(930,450)	(954,064)	(977,939)
Sale of Service	(733,674)	(752,062)	(770,950)	(790,354)	(809,978)
User Fees	(151,428)	(155,407)	(159,500)	(163,710)	(167,961)
Other Revenue	(6,681,700)	(5,547,372)	(5,658,320)	(5,771,487)	(5,886,916)
Interest	0	0	0	0	0
Grants	(5,415,100)	(4,255,440)	(4,340,549)	(4,427,360)	(4,515,907)
Services to Other Governments	(1,083,213)	(1,104,877)	(1,126,975)	(1,149,515)	(1,172,505)
Interdepartment Transfer	(183,387)	(187,055)	(190,796)	(194,612)	(198,504)
Transfers from Funds	(9,225,000)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(9,225,000)	0	0	0	0
<b>Total Revenue</b>	<b>(16,791,802)</b>	<b>(6,454,841)</b>	<b>(6,588,770)</b>	<b>(6,725,551)</b>	<b>(6,864,855)</b>
<b>Expenditures</b>					
Salaries and Wages	10,838,463	11,260,464	11,664,715	12,083,478	12,502,775
Internal Equipment	171,129	174,552	178,043	181,604	185,236
Material and Other	3,501,553	867,561	873,902	891,380	909,208
Contract Services	53,468,609	48,768,413	52,755,582	56,272,841	59,442,880
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>67,979,754</b>	<b>61,070,990</b>	<b>65,472,242</b>	<b>69,429,303</b>	<b>73,040,099</b>
<b>Net Operating Expenditures</b>	<b>51,187,952</b>	<b>54,616,149</b>	<b>58,883,472</b>	<b>62,703,752</b>	<b>66,175,244</b>

Note: Totals may not add due to rounding.



## Corporate & Protective Services - Fire Department

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(2,655,511)	(2,786,957)	(2,842,696)	(2,899,550)	(2,957,541)
Sales of Service	(819,360)	(835,747)	(852,462)	(869,511)	(886,901)
User Fees	(1,836,151)	(1,951,210)	(1,990,234)	(2,030,039)	(2,070,640)
Other Revenue	(409,056)	(417,237)	(425,582)	(434,094)	(442,776)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	(409,056)	(417,237)	(425,582)	(434,094)	(442,776)
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(181,800)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(181,800)	0	0	0	0
<b>Total Revenue</b>	<b>(3,246,367)</b>	<b>(3,204,194)</b>	<b>(3,268,278)</b>	<b>(3,333,644)</b>	<b>(3,400,317)</b>
<b>Expenditures</b>					
Salaries and Wages	20,744,777	21,588,754	22,363,790	23,166,650	23,970,533
Internal Equipment	167,343	170,690	174,104	177,586	181,138
Material and Other	1,441,936	1,360,773	1,389,036	1,416,817	1,445,153
Contract Services	247,991	204,705	208,799	212,975	217,235
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	1,352,423	1,482,423	1,582,423	1,332,423	1,332,423
Special (Stat Reserve) Funds	900,000	1,050,000	1,150,000	900,000	900,000
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	452,423	432,423	432,423	432,423	432,423
<b>Total Expenditures</b>	<b>23,954,470</b>	<b>24,807,345</b>	<b>25,718,152</b>	<b>26,306,451</b>	<b>27,146,482</b>
<b>Net Operating Expenditures</b>	<b>20,708,103</b>	<b>21,603,151</b>	<b>22,449,874</b>	<b>22,972,807</b>	<b>23,746,165</b>

Note: Totals may not add due to rounding.

## Corporate Strategic Services

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<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	(347,732)	(115,293)	(117,598)	(119,950)	(122,349)
Interest	0	0	0	0	0
Grants	(234,700)	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(113,032)	(115,293)	(117,598)	(119,950)	(122,349)
Transfers from Funds	(222,500)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(222,500)	0	0	0	0
<b>Total Revenue</b>	<b>(704,632)</b>	<b>(252,381)</b>	<b>(257,428)</b>	<b>(262,577)</b>	<b>(267,829)</b>
<b>Expenditures</b>					
Salaries and Wages	6,072,103	6,396,748	6,626,391	6,864,278	7,102,468
Internal Equipment	6,500	6,630	6,763	6,898	7,036
Material and Other	3,669,389	3,514,086	3,539,299	3,543,785	3,614,661
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>9,924,512</b>	<b>10,093,984</b>	<b>10,348,973</b>	<b>10,591,481</b>	<b>10,900,685</b>
<b>Net Operating Expenditures</b>	<b>9,219,880</b>	<b>9,841,603</b>	<b>10,091,545</b>	<b>10,328,904</b>	<b>10,632,856</b>

Note: Totals may not add due to rounding.

## Financial Services

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(508,301)	(526,549)	(545,452)	(526,549)	(525,939)
Sales of Service	(508,301)	(526,549)	(545,452)	(526,549)	(525,939)
User Fees	0	0	0	0	0
Other Revenue	(1,073,254)	(995,258)	(1,018,995)	(1,045,447)	(1,078,472)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(1,073,254)	(995,258)	(1,018,995)	(1,045,447)	(1,078,472)
Transfers from Funds	(514,500)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(514,500)	0	0	0	0
<b>Total Revenue</b>	<b>(2,096,055)</b>	<b>(1,521,807)</b>	<b>(1,564,447)</b>	<b>(1,571,996)</b>	<b>(1,604,411)</b>
<b>Expenditures</b>					
Salaries and Wages	7,133,870	7,513,973	7,783,725	8,063,161	8,342,953
Internal Equipment	5,880	5,998	6,118	6,240	6,365
Material and Other	1,362,118	725,419	740,485	755,295	770,401
Contract Services	43,600	13,872	14,149	14,432	14,721
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>8,600,446</b>	<b>8,314,240</b>	<b>8,599,455</b>	<b>8,894,106</b>	<b>9,189,418</b>
<b>Net Operating Expenditures</b>	<b>6,504,391</b>	<b>6,792,433</b>	<b>7,035,008</b>	<b>7,322,110</b>	<b>7,585,007</b>

Note: Totals may not add due to rounding.

## Financial Services - Debt & Other

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Library Requisition	(7,044,023)	(7,184,903)	(7,328,602)	(7,475,174)	(7,624,677)
Parcel Tax	(142,448)	(142,448)	(142,448)	(142,448)	(142,448)
Fees and Charges	(385,145)	(400,801)	(400,801)	(400,801)	(400,801)
Sales of Service	(334,000)	(334,000)	(334,000)	(334,000)	(334,000)
User Fees	(51,145)	(66,801)	(66,801)	(66,801)	(66,801)
Other Revenue	(12,287,596)	(11,308,348)	(11,559,015)	(11,790,195)	(11,072,298)
Interest	(376,190)	(383,714)	(391,388)	(399,216)	(407,200)
Grants	0	0	0	0	0
Services to Other Governments	(5,664,123)	(5,777,405)	(5,892,954)	(6,010,813)	(6,131,029)
Interdepartment Transfer	(6,247,283)	(5,147,229)	(5,274,673)	(5,380,166)	(4,534,069)
Transfers from Funds	(2,691,046)	(2,476,316)	(1,738,316)	(1,738,316)	(1,738,316)
Special (Stat Reserve) Funds	(1,157,646)	(942,916)	(942,916)	(942,916)	(942,916)
Development Cost Charges	(1,449,270)	(1,449,270)	(795,400)	(795,400)	(795,400)
Accumulated Surplus	(84,130)	(84,130)	0	0	0
<b>Total Revenue</b>	<b>(22,550,258)</b>	<b>(21,512,816)</b>	<b>(21,169,182)</b>	<b>(21,546,934)</b>	<b>(20,978,540)</b>
<b>Expenditures</b>					
Salaries and Wages	2,280,424	2,362,291	2,447,097	2,534,948	2,622,911
Internal Equipment	0	0	0	0	0
Material and Other	7,712,884	7,867,142	8,024,485	8,184,975	8,348,675
Contract Services	0	733,000	733,000	747,660	762,613
Debt Interest	2,463,543	2,918,277	4,801,929	7,168,075	8,400,932
Debt Principal	5,922,253	4,574,129	4,806,918	6,868,481	8,006,764
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	15,078,247	15,078,247	15,078,247	15,078,247	14,143,247
Special (Stat Reserve) Funds	14,018,123	14,018,123	14,018,123	14,018,123	14,018,123
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	1,060,124	1,060,124	1,060,124	1,060,124	125,124
<b>Total Expenditures</b>	<b>33,670,351</b>	<b>33,746,086</b>	<b>36,104,676</b>	<b>40,795,386</b>	<b>42,498,142</b>
<b>Net Operating Expenditures</b>	<b>11,120,093</b>	<b>12,233,270</b>	<b>14,935,494</b>	<b>19,248,452</b>	<b>21,519,602</b>

Note: Totals may not add due to rounding.

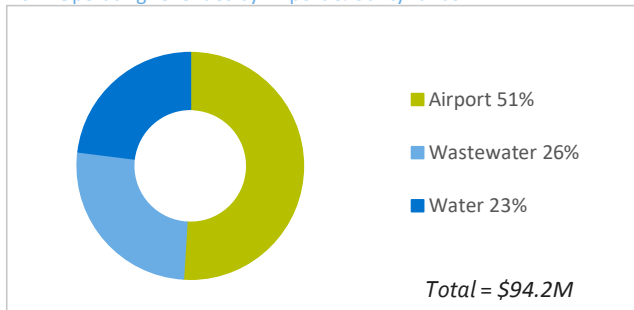
## Operating Summary - Airport & Utility Funds

### Revenues and Expenditures by Year

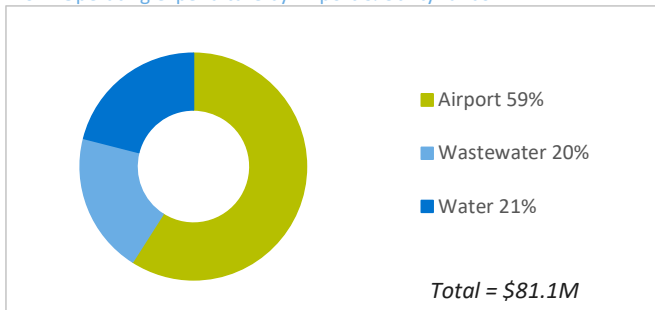
	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	(3,278,526)	(3,799,188)	(3,822,590)	(3,661,755)	(3,314,393)
Fees and Charges	(79,841,100)	(141,529,839)	(151,942,004)	(163,622,527)	(169,539,255)
Sales of Service	(77,952,650)	(137,509,120)	(147,831,559)	(159,294,307)	(165,255,496)
User Fees	(1,888,450)	(4,020,719)	(4,110,445)	(4,328,220)	(4,283,759)
Other Revenue	(2,014,041)	(3,378,356)	(3,323,174)	(3,251,729)	(2,745,020)
Interest	(506,372)	(1,369,379)	(1,270,187)	(1,202,489)	(757,550)
Grants	(298,385)	(277,840)	(277,840)	(228,679)	(121,996)
Other	0	(556,408)	(565,255)	(574,243)	(582,684)
Interdepartment Transfer	(1,209,284)	(1,174,729)	(1,209,892)	(1,246,318)	(1,282,790)
Transfers from Funds	(9,022,156)	(11,487,896)	(7,598,689)	(252,310)	(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	(9,022,156)	(11,235,586)	(7,346,379)	0	0
<b>Total Revenue</b>	<b>(94,155,823)</b>	<b>(160,195,279)</b>	<b>(166,686,457)</b>	<b>(170,788,321)</b>	<b>(175,850,978)</b>
<b>Expenditures</b>					
Salaries and Wages	15,214,436	15,353,476	15,881,778	16,759,794	17,324,988
Internal Equipment	1,644,578	1,707,824	1,742,147	1,777,161	1,812,879
Material and Other	19,377,282	28,751,764	29,546,853	30,438,879	31,263,469
Contract Services	1,309,530	1,435,626	1,473,251	1,511,893	1,551,238
Debt Interest	1,231,147	1,244,048	1,242,931	1,364,779	1,649,940
Debt Principal	2,925,679	3,080,141	3,078,956	4,042,865	5,241,766
Internal Allocations	8,088,302	6,381,930	6,963,222	7,551,692	9,303,795
Interdepartment Transfer	6,701,185	6,293,875	6,874,003	7,461,281	9,212,163
Interfund Transfer	1,387,117	88,055	89,219	90,411	91,632
Transfer to Funds	31,275,769	75,192,680	81,461,079	91,045,981	93,278,482
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	31,119,459	75,036,370	81,304,769	90,889,671	93,122,172
<b>Total Expenditures</b>	<b>81,066,723</b>	<b>133,147,489</b>	<b>141,390,217</b>	<b>154,493,045</b>	<b>161,426,558</b>
<b>Net Operating Expenditures</b>	<b>(13,089,100)</b>	<b>(27,047,790)</b>	<b>(25,296,240)</b>	<b>(16,295,276)</b>	<b>(14,424,420)</b>

Note: Totals may not add due to rounding.

2022 Operating revenues by Airport & Utility funds



2022 Operating expenditure by Airport & Utility funds



## Airport Fund

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(41,052,460)	(102,282,937)	(110,743,976)	(120,358,140)	(124,109,892)
Sales of Service	(39,210,510)	(98,409,648)	(106,781,910)	(116,179,267)	(119,976,467)
User Fees	(1,841,950)	(3,873,289)	(3,962,066)	(4,178,873)	(4,133,425)
Other Revenue	(222,730)	(149,292)	(150,103)	(150,933)	(151,784)
Interest	(107,230)	(33,792)	(34,603)	(35,433)	(36,284)
Grants	(115,500)	(115,500)	(115,500)	(115,500)	(115,500)
Other	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(6,602,956)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(6,602,956)	0	0	0	0
<b>Total Revenue</b>	<b>(47,878,146)</b>	<b>(102,432,229)</b>	<b>(110,894,079)</b>	<b>(120,509,073)</b>	<b>(124,261,676)</b>
<b>Expenditures</b>					
Salaries and Wages	5,995,161	6,271,063	6,473,305	6,682,069	6,897,566
Internal Equipment	31,050	41,728	42,729	43,755	44,805
Material and Other	11,279,630	20,645,544	21,141,037	21,648,422	22,167,984
Contract Services	1,096,360	1,169,223	1,197,285	1,226,019	1,255,444
Debt Interest	584,250	584,250	584,250	785,850	1,138,900
Debt Principal	1,897,188	1,897,191	1,897,191	2,968,296	4,471,196
Internal Allocations	1,572,766	1,987,394	2,568,686	3,157,156	4,909,259
Interdepartment Transfer	1,525,386	1,938,876	2,519,004	3,106,282	4,857,164
Interfund Transfer	47,380	48,518	49,682	50,874	52,095
Transfer to Funds	25,421,741	69,835,836	76,989,596	83,997,506	83,376,522
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	25,421,741	69,835,836	76,989,596	83,997,506	83,376,522
<b>Total Expenditures</b>	<b>47,878,146</b>	<b>102,432,229</b>	<b>110,894,079</b>	<b>120,509,073</b>	<b>124,261,676</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)	18,818,785	69,835,836	76,989,596	83,997,506	83,376,522

Note: Totals may not add due to rounding.

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

## Water Fund

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	(1,982,964)	(2,811,319)	(2,834,721)	(2,859,594)	(2,884,120)
Fees and Charges	(17,918,640)	(17,622,536)	(18,813,851)	(20,093,579)	(21,444,156)
Sales of Service	(17,872,140)	(17,575,106)	(18,765,472)	(20,044,232)	(21,393,822)
User Fees	(46,500)	(47,430)	(48,379)	(49,347)	(50,334)
Other Revenue	(394,564)	(812,098)	(821,906)	(831,871)	(841,229)
Interest	(130,820)	(60,446)	(61,407)	(62,384)	(63,301)
Grants	0	0	0	0	0
Other	0	(556,408)	(565,255)	(574,243)	(582,684)
Interdepartment Transfer	(263,744)	(195,244)	(195,244)	(195,244)	(195,244)
Transfers from Funds	(1,207,700)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,207,700)	0	0	0	0
<b>Total Revenue</b>	<b>(21,503,868)</b>	<b>(21,245,953)</b>	<b>(22,470,478)</b>	<b>(23,785,044)</b>	<b>(25,169,505)</b>
<b>Expenditures</b>					
Salaries and Wages	4,594,941	4,758,863	4,929,707	5,106,683	5,283,885
Internal Equipment	700,967	720,698	735,112	749,814	764,810
Material and Other	4,341,647	4,410,966	4,573,990	4,738,196	4,902,611
Contract Services	117,500	167,298	173,304	179,526	185,756
Debt Interest	296,541	260,934	259,817	259,288	259,288
Debt Principal	335,363	341,636	340,450	339,740	339,740
Internal Allocations	2,640,625	1,415,325	1,415,325	1,415,325	1,415,325
Interdepartment Transfer	2,081,638	1,375,788	1,375,788	1,375,788	1,375,788
Interfund Transfer	558,987	39,537	39,537	39,537	39,537
Transfer to Funds	3,776,184	5,004,534	4,119,173	4,172,372	4,645,490
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	3,776,184	5,004,534	4,119,173	4,172,372	4,645,490
<b>Total Expenditures</b>	<b>16,803,768</b>	<b>17,080,253</b>	<b>16,546,878</b>	<b>16,960,944</b>	<b>17,796,905</b>
<b>Net Operating Expenditures</b>	<b>(4,700,100)</b>	<b>(4,165,700)</b>	<b>(5,923,600)</b>	<b>(6,824,100)</b>	<b>(7,372,600)</b>
Surplus/(Deficit) (Included Above)	328,244	2,638,289	157,458	470,977	4,216,260

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.



## Wastewater Fund

### Revenues and Expenditures by Year

	2022	2023	2024	2025	2026
<b>Revenue</b>					
Parcel Tax	(1,295,562)	(987,869)	(987,869)	(802,161)	(430,273)
Fees and Charges	(20,870,000)	(21,624,366)	(22,384,177)	(23,170,808)	(23,985,207)
Sales of Service	(20,870,000)	(21,524,366)	(22,284,177)	(23,070,808)	(23,885,207)
User Fees	0	(100,000)	(100,000)	(100,000)	(100,000)
Other Revenue	(1,396,747)	(2,416,966)	(2,351,165)	(2,268,925)	(1,752,007)
Interest	(268,322)	(1,275,141)	(1,174,177)	(1,104,672)	(657,965)
Grants	(182,885)	(162,340)	(162,340)	(113,179)	(6,496)
Other	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(945,540)	(979,485)	(1,014,648)	(1,051,074)	(1,087,546)
Transfers from Funds	(1,211,500)	(11,487,896)	(7,598,689)	(252,310)	(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	(1,211,500)	(11,235,586)	(7,346,379)	0	0
<b>Total Revenue</b>	<b>(24,773,809)</b>	<b>(36,517,097)</b>	<b>(33,321,900)</b>	<b>(26,494,204)</b>	<b>(26,419,797)</b>
<b>Expenditures</b>					
Salaries and Wages	4,624,334	4,323,550	4,478,766	4,971,042	5,143,537
Internal Equipment	912,561	945,398	964,306	983,592	1,003,264
Material and Other	3,756,005	3,695,254	3,831,826	4,052,261	4,192,874
Contract Services	95,670	99,105	102,662	106,348	110,038
Debt Interest	350,356	398,864	398,864	319,641	251,752
Debt Principal	693,128	841,315	841,315	734,830	430,831
Internal Allocations	3,874,911	2,979,211	2,979,211	2,979,211	2,979,211
Interdepartment Transfer	3,094,161	2,979,211	2,979,211	2,979,211	2,979,211
Interfund Transfer	780,750	0	0	0	0
Transfer to Funds	2,077,844	352,310	352,310	2,876,103	5,256,470
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	1,921,534	196,000	196,000	2,719,793	5,100,160
<b>Total Expenditures</b>	<b>16,384,809</b>	<b>13,635,007</b>	<b>13,949,260</b>	<b>17,023,029</b>	<b>19,367,977</b>
<b>Net Operating Expenditures</b>	<b>(8,389,000)</b>	<b>(22,882,090)</b>	<b>(19,372,640)</b>	<b>(9,471,175)</b>	<b>(7,051,820)</b>
Surplus/(Deficit) (Included Above)	1,725,534	(15,477,772)	(26,115,578)	2,990,884	4,796,201

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	2022	2023	2024	2025	2026
300 Real Estate & Parking	6,289,800	4,074,100	4,168,907	5,415,445	3,187,071
301 Buildings	16,470,400	6,005,000	41,160,000	19,009,024	4,092,250
302 Parks	44,413,500	24,395,004	25,921,232	23,540,050	25,386,482
304 Transportation	44,804,000	16,932,920	28,563,698	28,374,793	26,947,366
305 Solid Waste	9,095,000	15,510,000	3,860,000	11,110,000	6,110,000
306 Storm Drainage	16,084,900	6,961,960	7,002,623	6,862,190	7,291,863
308 Information Services	3,419,600	3,124,696	1,005,374	1,033,215	878,966
310 Vehicle & Mobile Equipment	9,844,800	4,492,957	4,678,820	5,300,058	5,404,706
311 Fire	3,986,300	317,855	758,275	716,405	322,833
	<b>154,408,300</b>	<b>81,814,492</b>	<b>117,118,929</b>	<b>101,361,180</b>	<b>79,621,537</b>

### Funding Sources:

General Taxation	13,692,800	14,996,000	16,338,000	17,718,000	19,083,000
Surplus/Reserves	84,520,370	42,576,840	38,519,610	41,865,541	28,607,498
Development Cost Charges	34,059,030	20,692,164	29,937,683	27,438,669	25,908,016
Debenture/Borrowing	7,158,600	0	26,053,200	10,560,000	0
Federal/Provincial Funding*	11,125,800	2,292,784	2,337,049	2,272,876	2,788,745
Dev/Comm/Other Contributions	2,570,100	770,565	3,015,479	736,500	2,367,839
Utility Revenue	1,281,600	486,139	917,908	769,594	866,439
	<b>154,408,300</b>	<b>81,814,492</b>	<b>117,118,929</b>	<b>101,361,180</b>	<b>79,621,537</b>

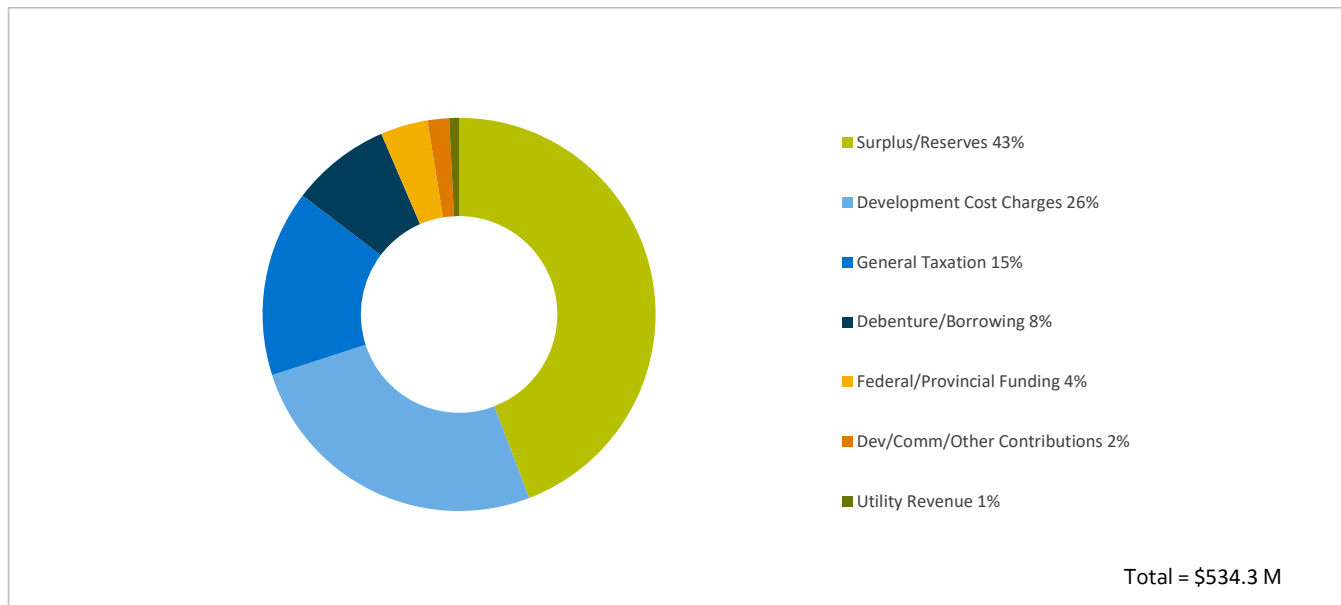
Total Five-Year Capital Program

**534,324,438**

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

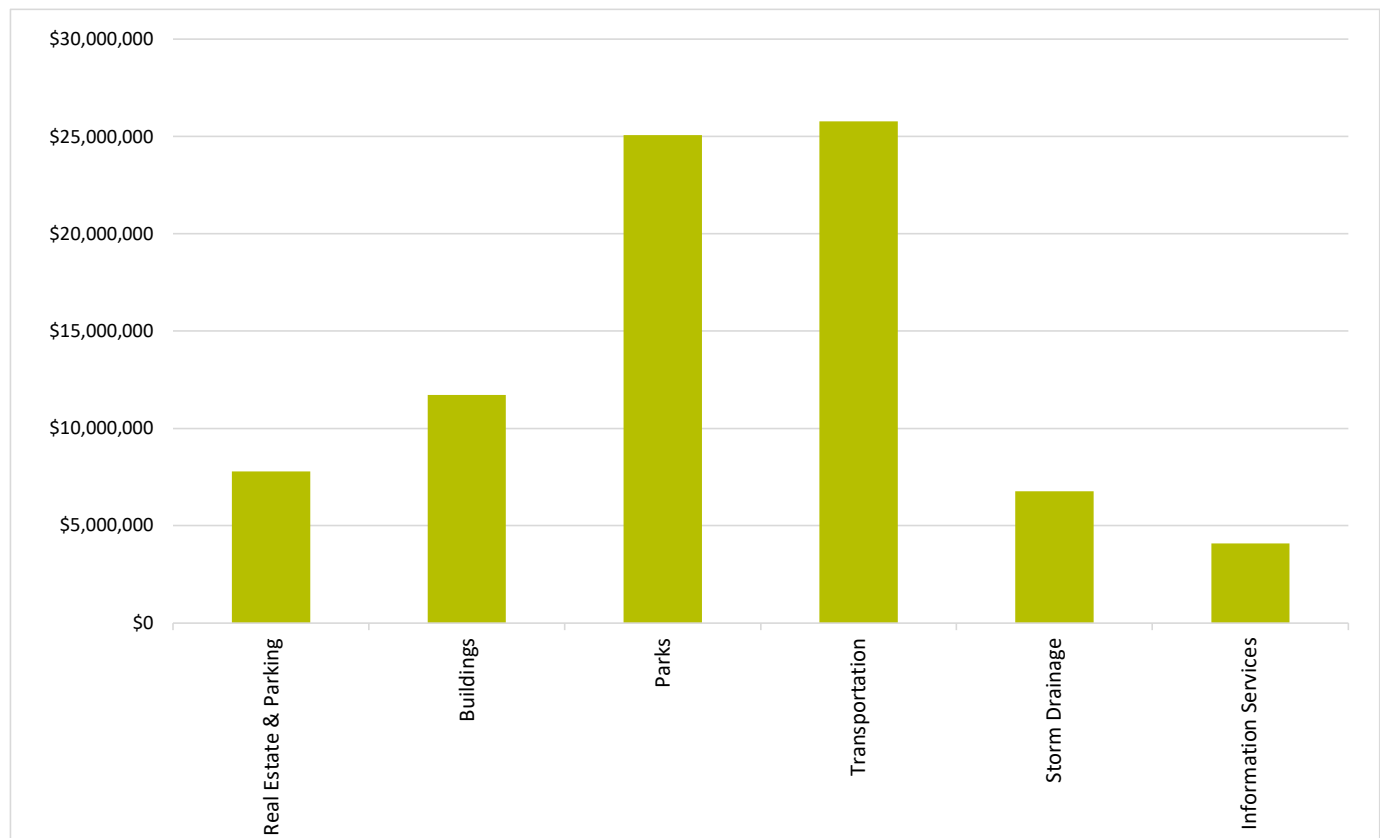
Note: Totals may not add due to rounding.

### General Fund Capital Funding 2022 to 2026



## Capital Funding Summary by Cost Centre

General Fund 2022 to 2026 - Taxation



Cost Centre		Total \$	%	General Fund Taxation	%
300	Real Estate & Parking	23,135,323	4	7,783,176	10
301	Buildings	86,736,674	16	11,712,648	14
302	Parks	143,656,268	27	25,073,300	31
304	Transportation	145,622,777	27	25,774,242	32
305	Solid Waste	45,685,000	9	0	0
306	Storm Drainage	44,203,536	8	6,758,141	8
308	Information Services	9,461,851	2	4,085,551	5
310	Vehicle & Mobile Equipment	29,721,341	6	640,742	1
311	Fire	6,101,668	1	0	0
<b>Total Five-Year Program</b>		<b>534,324,438</b>	<b>100.0</b>	<b>81,827,800</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	2022	2023	2024	2025	2026	Five-Year Total
<b>L1</b>	General Land	3,848,200	2,156,600	2,355,348	2,417,579	2,175,483	12,953,210
<b>L2</b>	Road & Sidewalk Land Acquisition	25,000	25,000	142,559	127,866	68,588	389,013
<b>L3</b>	Parking Infrastructure	2,166,600	1,642,500	1,421,000	2,620,000	693,000	8,543,100
<b>L4</b>	Strategic Land Redevelopment	250,000	250,000	250,000	250,000	250,000	1,250,000
		<b>6,289,800</b>	<b>4,074,100</b>	<b>4,168,907</b>	<b>5,415,445</b>	<b>3,187,071</b>	<b>23,135,323</b>

Funding Sources						
General Taxation	2,716,000	1,544,753	1,242,907	1,290,445	989,071	7,783,176
Surplus/Reserves	3,573,800	2,274,347	2,671,000	3,870,000	1,943,000	14,332,147
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	255,000	255,000	255,000	255,000	1,020,000
Utility Revenue	0	0	0	0	0	0
	<b>6,289,800</b>	<b>4,074,100</b>	<b>4,168,907</b>	<b>5,415,445</b>	<b>3,187,071</b>	<b>23,135,323</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 and expansion 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	2022	2023	2024	2025	2026	Five-Year Total
<b>B1</b>	Parks and Recreation Buildings	4,678,100	1,785,000	27,480,000	600,000	890,000	35,433,100
<b>B2</b>	Community and Cultural Buildings	86,200	0	900,000	10,070,000	0	11,056,200
<b>B3</b>	Civic/Protective Service Buildings	4,913,700	2,470,000	10,520,000	5,950,000	0	23,853,700
<b>B4</b>	Transportation and Public Works Buildings	0	0	0	0	0	0
<b>B5</b>	Heritage Buildings	0	0	0	0	852,250	852,250
<b>B6</b>	Capital Opportunities and Partnerships	4,600	0	100,000	0	0	104,600
<b>B7</b>	Building Renewal, Rehab. & Infra. Upgrades	6,787,800	1,750,000	2,160,000	2,389,024	2,350,000	15,436,824
		<b>16,470,400</b>	<b>6,005,000</b>	<b>41,160,000</b>	<b>19,009,024</b>	<b>4,092,250</b>	<b>86,736,674</b>

Funding Sources							
	General Taxation	752,000	2,087,971	3,152,736	3,113,024	2,606,917	11,712,648
	Surplus/Reserves	15,343,400	3,917,029	11,954,064	5,336,000	1,485,333	38,035,826
	Development Cost Charges	0	0	0	0	0	0
	Debenture/Borrowing	0	0	26,053,200	10,560,000	0	36,613,200
	Federal/Provincial Funding	0	0	0	0	0	0
	Dev/Comm/Other Contributions	375,000	0	0	0	0	375,000
	Utility Revenue	0	0	0	0	0	0
		<b>16,470,400</b>	<b>6,005,000</b>	<b>41,160,000</b>	<b>19,009,024</b>	<b>4,092,250</b>	<b>86,736,674</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>Natural Area Parkland Acquisition</b> Park acquisition program for the purchase of Natural Areas 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 Partnership</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	2022	2023	2024	2025	2026	Five-Year Total
<b>P1</b>	DCC Parkland Acquisition	13,340,500	11,396,000	11,396,000	11,396,000	11,396,000	58,924,500
<b>P2</b>	Natural Area Parkland Acquisition	0	0	0	0	300,000	300,000
<b>P3</b>	Neighbourhood Park Development	1,898,500	2,790,000	4,350,000	3,650,000	3,010,000	15,698,500
<b>P4</b>	Community Park Development	11,418,500	3,220,000	0	0	0	14,638,500
<b>P5</b>	Recreation Park Development	5,474,700	6,180,000	1,360,000	2,660,000	4,035,318	19,710,018
<b>P6</b>	City-Wide Park Development	7,074,400	0	8,000,000	4,480,000	2,760,000	22,314,400
<b>P7</b>	Linear/Natural Area Park Development	2,934,500	300,000	80,000	280,000	0	3,594,500
<b>P8</b>	Park Renew., Rehab. & Upgrades	1,817,600	509,004	735,232	1,074,050	3,675,164	7,811,050
<b>P9</b>	Capital Opportunities Partnership	386,200	0	0	0	210,000	596,200
<b>P10</b>	Urban Streetscape and Urban Centres Dev.	68,600	0	0	0	0	68,600
		<b>44,413,500</b>	<b>24,395,004</b>	<b>25,921,232</b>	<b>23,540,050</b>	<b>25,386,482</b>	<b>143,656,268</b>

Funding Sources						
General Taxation	3,894,300	6,066,847	4,891,555	5,375,532	4,845,066	25,073,300
Surplus/Reserves	10,795,270	1,933,061	2,508,619	986,937	5,381,240	21,605,127
Development Cost Charges	26,683,930	16,395,096	18,131,058	17,177,581	15,160,176	93,547,841
Debenture/Borrowing	0	0	0	0	0	0
Federal/Provincial Funding	3,040,000	0	0	0	0	3,040,000
Dev/Comm/Other Contributions	0	0	390,000	0	0	390,000
Utility Revenue	0	0	0	0	0	0
	44,413,500	24,395,004	25,921,232	23,540,050	25,386,482	143,656,268

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	2022	2023	2024	2025	2026	Five-Year Total
<b>T1</b>	Development Cost Charge Roads	13,249,200	4,390,735	15,941,989	13,297,745	14,587,844	61,467,513
<b>T2</b>	DCC Roads - Active Transportation	11,389,200	4,003,530	4,470,183	579,200	4,457,971	24,900,084
<b>T3</b>	Non-DCC Roads	2,206,600	350,000	350,000	350,000	350,000	3,606,600
<b>T4</b>	Transportation System Renewal	8,181,400	5,139,729	4,001,959	12,001,548	4,771,551	34,096,187
<b>T5</b>	Bicycle Network	1,611,400	450,000	1,970,000	500,000	600,000	5,131,400
<b>T6</b>	Sidewalk Network	5,653,100	450,000	501,600	500,300	550,000	7,655,000
<b>T7</b>	Safety and Operational Improvements	1,003,800	570,000	590,000	640,000	540,000	3,343,800
<b>T8</b>	Traffic Control Infrastructure	858,500	743,926	467,967	50,000	800,000	2,920,393
<b>T9</b>	Transit Facilities	650,800	835,000	270,000	456,000	290,000	2,501,800
		<b>44,804,000</b>	<b>16,932,920</b>	<b>28,563,698</b>	<b>28,374,793</b>	<b>26,947,366</b>	<b>145,622,777</b>

Funding Sources						
General Taxation	4,526,500	3,445,410	4,304,920	4,580,415	8,916,997	25,774,242
Surplus/Reserves	20,819,600	8,724,877	10,131,674	13,101,790	5,219,690	57,997,631
Development Cost Charges	7,375,100	4,297,068	11,806,625	10,261,088	10,747,840	44,487,721
Debenture/Borrowing	7,158,600	0	0	0	0	7,158,600
Federal/Provincial Funding	3,041,000	0	0	0	0	3,041,000
Dev/Comm/Other Contributions	1,883,200	465,565	2,320,479	431,500	2,062,839	7,163,583
Utility Revenue	0	0	0	0	0	0
	<b>44,804,000</b>	<b>16,932,920</b>	<b>28,563,698</b>	<b>28,374,793</b>	<b>26,947,366</b>	<b>145,622,777</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 &amp; Groundwater Management</b> Funding for design and installation of surface and groundwater systems, piping, storage and pump stations.
<b>SW6</b>	<b>Recycling &amp; 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 &amp; Reclamation</b> Required for design and construction of final cover system and closure infrastructure and reclamation of disturbed areas to natural state.
<b>SW9</b>	<b>Solid Waste Renewal</b> Renewal and replacement of site infrastructure and equipment.

Plan No.	Plan Description	2022	2023	2024	2025	2026	Five-Year Total
<b>SW1</b>	Equipment	300,000	350,000	350,000	350,000	1,500,000	2,850,000
<b>SW2</b>	Site Improvement	3,653,800	7,725,000	100,000	1,100,000	100,000	12,678,800
<b>SW3</b>	Gas Management	622,300	450,000	450,000	450,000	450,000	2,422,300
<b>SW4</b>	Leachate Management	166,900	325,000	0	1,000,000	0	1,491,900
<b>SW5</b>	Drainage & Groundwater Management	343,000	1,400,000	300,000	4,900,000	0	6,943,000
<b>SW6</b>	Recycling & Waste Management	511,500	0	0	0	300,000	811,500
<b>SW7</b>	Landfill Area Development	2,614,400	4,550,000	2,200,000	2,050,000	1,800,000	13,214,400
<b>SW8</b>	Closure & Reclamation	0	250,000	0	800,000	0	1,050,000
<b>SW9</b>	Solid Waste Renewal	883,100	460,000	460,000	460,000	1,960,000	4,223,100
		<b>9,095,000</b>	<b>15,510,000</b>	<b>3,860,000</b>	<b>11,110,000</b>	<b>6,110,000</b>	<b>45,685,000</b>

Funding Sources							
	General Taxation	0	0	0	0	0	0
	Surplus/Reserves	8,416,600	15,510,000	3,460,000	11,110,000	6,110,000	44,606,600
	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	261,900	0	0	0	0	261,900
	Utility Revenue	416,500	0	400,000	0	0	816,500
		<b>9,095,000</b>	<b>15,510,000</b>	<b>3,860,000</b>	<b>11,110,000</b>	<b>6,110,000</b>	<b>45,685,000</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 Water Renewal</b> This program provides for the renewal and replacement of pipes, pump stations, and treatment facilities.

Plan No.	Plan Description	2022	2023	2024	2025	2026	Five-Year Total
<b>D1</b>	Hydraulic Upgrading Program	15,204,000	6,481,960	6,542,623	6,402,190	6,971,863	41,602,636
<b>D2</b>	Storm Drainage Quality Program	251,500	120,000	120,000	120,000	0	611,500
<b>D3</b>	Storm Water Renewal	629,400	360,000	340,000	340,000	320,000	1,989,400
		<b>16,084,900</b>	<b>6,961,960</b>	<b>7,002,623</b>	<b>6,862,190</b>	<b>7,291,863</b>	<b>44,203,536</b>

Funding sources							
	General Taxation	1,045,700	949,315	1,691,909	2,272,395	798,822	6,758,141
	Surplus/Reserves	9,526,100	3,719,861	2,973,665	2,316,919	3,704,296	22,240,841
	Development Cost Charges	0	0	0	0	0	0
	Debtenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	5,044,800	2,292,784	2,337,049	2,272,876	2,788,745	14,736,254
	Dev/Comm/Other Contributions	0	0	0	0	0	0
	Utility Revenue	468,300	0	0	0	0	468,300
		<b>16,084,900</b>	<b>6,961,960</b>	<b>7,002,623</b>	<b>6,862,190</b>	<b>7,291,863</b>	<b>44,203,536</b>

Note: Totals may not add due to rounding.

## Information Services 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 copiers.
<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	2022	2023	2024	2025	2026	Five-Year Total
<b>I1</b>	Front Office Equipment	310,200	503,254	454,839	576,425	310,466	2,155,184
<b>I2</b>	Server and Data Storage	150,000	111,230	222,966	50,221	44,698	579,115
<b>I3</b>	Major System Projects	2,694,700	2,260,000	191,114	160,707	232,431	5,538,952
<b>I4</b>	Communications Systems	264,700	250,212	136,455	245,862	291,371	1,188,600
		<b>3,419,600</b>	<b>3,124,696</b>	<b>1,005,374</b>	<b>1,033,215</b>	<b>878,966</b>	<b>9,461,851</b>

Funding Sources							
	General Taxation	503,300	814,696	955,374	983,215	828,966	4,085,551
	Surplus/Reserves	2,724,100	2,260,000	0	0	0	4,984,100
	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 Contributor	50,000	50,000	50,000	50,000	50,000	250,000
	Utility Revenue	142,200	0	0	0	0	142,200
		<b>3,419,600</b>	<b>3,124,696</b>	<b>1,005,374</b>	<b>1,033,215</b>	<b>878,966</b>	<b>9,461,851</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	2022	2023	2024	2025	2026	Five-Year Total
<b>V1</b>	Additional Vehicles/Equipment	1,095,100	754,537	753,479	1,178,450	1,077,018	4,858,584
<b>V2</b>	Vehicle/Equipment Renewal	8,749,700	3,738,420	3,925,341	4,121,608	4,327,688	24,862,757
		<b>9,844,800</b>	<b>4,492,957</b>	<b>4,678,820</b>	<b>5,300,058</b>	<b>5,404,706</b>	<b>29,721,341</b>

Funding Sources							
	General Taxation	255,000	87,008	98,599	102,973	97,162	640,742
	Surplus/Reserves	9,335,200	3,919,810	4,062,313	4,427,491	4,441,105	26,185,919
	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	254,600	486,139	517,908	769,594	866,439	2,894,680
		<b>9,844,800</b>	<b>4,492,957</b>	<b>4,678,820</b>	<b>5,300,058</b>	<b>5,404,706</b>	<b>29,721,341</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	2022	2023	2024	2025	2026	Five-Year Total
<b>F1</b>	Vehicle/Equipment Renewal	3,536,300	0	0	0	0	3,536,300
<b>F2</b>	Additional Vehicles/Equipment	0	87,855	177,275	91,405	93,233	449,768
<b>F3</b>	Communications Systems	450,000	230,000	581,000	625,000	229,600	2,115,600
		<b>3,986,300</b>	<b>317,855</b>	<b>758,275</b>	<b>716,405</b>	<b>322,833</b>	<b>6,101,668</b>

Funding Sources	2022	2023	2024	2025	2026	Five-Year Total
General Taxation	0	0	0	0	0	0
Surplus/Reserves	3,986,300	317,855	758,275	716,405	322,833	6,101,668
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>3,986,300</b>	<b>317,855</b>	<b>758,275</b>	<b>716,405</b>	<b>322,833</b>	<b>6,101,668</b>

Note: Totals may not add due to rounding.

## Capital Summary - Airport & Utility Funds

Cost Centre	2022	2023	2024	2025	2026
312 Airport	81,062,100	39,480,000	6,437,000	22,830,000	28,287,000
313 Water	9,754,500	10,000,200	6,132,200	10,487,200	11,537,200
314 Wastewater	28,333,800	23,725,760	24,396,310	14,030,698	13,997,430
	<b>119,150,400</b>	<b>73,205,960</b>	<b>36,965,510</b>	<b>47,347,898</b>	<b>53,821,630</b>

Funding Sources:					
Water Utility Operating	4,700,100	4,165,700	5,923,600	6,824,100	7,372,600
Wastewater Utility Operating	8,389,000	22,882,090	19,372,640	9,471,175	7,051,820
Reserves/Surplus	95,522,540	23,480,000	6,437,000	22,830,000	27,887,000
Development Cost Charges	1,917,560	5,871,170	3,046,070	8,072,623	8,908,210
Debenture Borrowing	0	0	0	0	0
Federal/Provincial Contributions	8,336,600	657,000	0	0	400,000
Dev/Comm/Other Contributions	284,600	16,150,000	2,186,200	150,000	2,202,000
	<b>119,150,400</b>	<b>73,205,960</b>	<b>36,965,510</b>	<b>47,347,898</b>	<b>53,821,630</b>

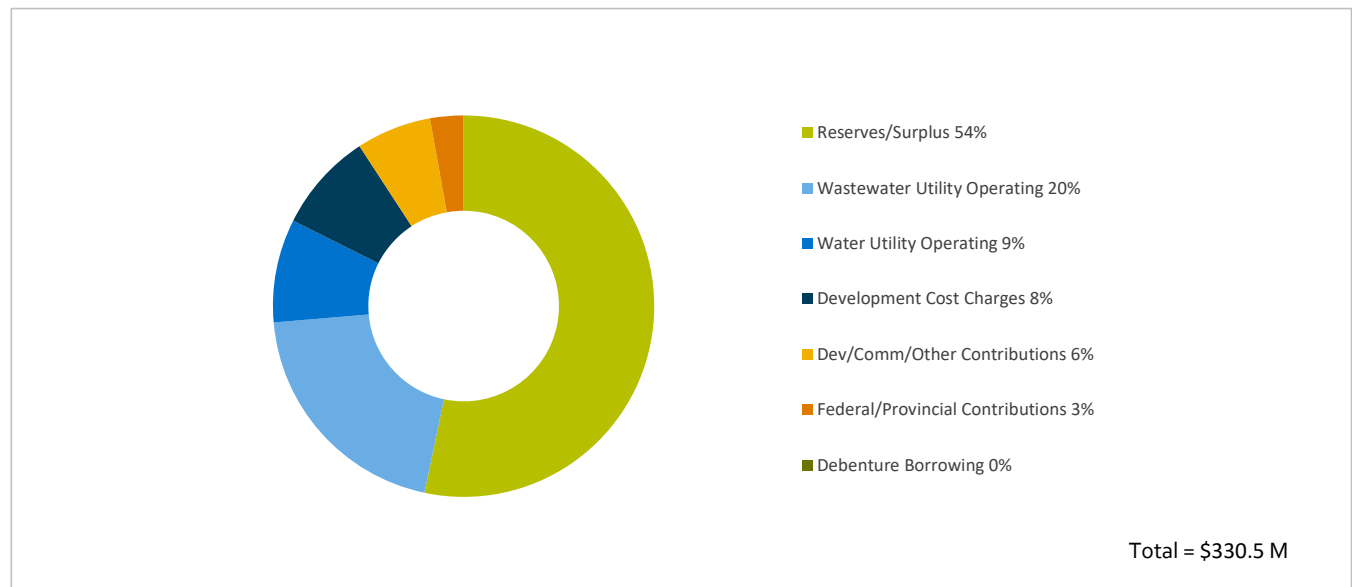
**Total Five-Year Capital Program**

**330,491,398**

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

Note: Totals may not add due to rounding.

### Airport & Utility Funds Capital Funding 2022 to 2026



## 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	2022	2023	2024	2025	2026	Five-Year Total
<b>A1</b>	Airside	370,000	50,000	50,000	373,000	550,000	1,393,000
<b>A2</b>	Groundside	2,871,600	18,950,000	70,000	4,355,000	11,710,000	37,956,600
<b>A3</b>	Terminal	3,893,900	725,000	807,000	400,000	776,000	6,601,900
<b>A4</b>	Airport Improvement Fees	73,926,600	19,755,000	5,510,000	17,702,000	15,251,000	132,144,600
		<b>81,062,100</b>	<b>39,480,000</b>	<b>6,437,000</b>	<b>22,830,000</b>	<b>28,287,000</b>	<b>178,096,100</b>

Funding Sources:						
General Taxation	0	0	0	0	0	0
Surplus/Reserves	81,062,100	23,480,000	6,437,000	22,830,000	27,887,000	161,696,100
Development Cost Charges	0	0	0	0	0	0
Debenture/Borrowing	0	0	0	0	0	0
Federal/Provincial Funding	0	0	0	0	400,000	400,000
Dev/Comm/Other Contributions	0	16,000,000	0	0	0	16,000,000
Utility Revenue	0	0	0	0	0	0
	<b>81,062,100</b>	<b>39,480,000</b>	<b>6,437,000</b>	<b>22,830,000</b>	<b>28,287,000</b>	<b>178,096,100</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 has reached the end of its 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	2022	2023	2024	2025	2026	Five-Year Total
<b>W1</b>	DCC Pipes (Mains)	793,100	5,700,000	0	3,500,000	4,000,000	13,993,100
<b>W2</b>	DCC Booster Stations and PRV's	0	0	0	0	0	0
<b>W3</b>	DCC Water Treatment	0	0	0	0	0	0
<b>W4</b>	DCC Reservoirs and Filling Stations	284,300	0	0	0	0	284,300
<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	5,105,300	3,450,000	4,500,000	5,400,000	4,450,000	22,905,300
<b>W7</b>	Network and Facility Improvements	2,470,000	513,000	695,000	150,000	150,000	3,978,000
<b>W8</b>	Irrigation Network Improvements	984,600	220,000	820,000	1,320,000	2,820,000	6,164,600
		<b>9,754,500</b>	<b>10,000,200</b>	<b>6,132,200</b>	<b>10,487,200</b>	<b>11,537,200</b>	<b>47,911,300</b>

Funding Sources							
General Taxation	0	0	0	0	0	0	0
Surplus/Reserves	3,825,390	0	0	0	0	0	3,825,390
Development Cost Charges	1,060,410	5,684,500	58,600	3,513,100	4,014,600		14,331,210
Debenture/Borrowing	0	0	0	0	0	0	0
Federal/Provincial Funding	0	0	0	0	0	0	0
Dev/Comm/Other Contributions	168,600	150,000	150,000	150,000	150,000		768,600
Utility Revenue	4,700,100	4,165,700	5,923,600	6,824,100	7,372,600		28,986,100
	<b>9,754,500</b>	<b>10,000,200</b>	<b>6,132,200</b>	<b>10,487,200</b>	<b>11,537,200</b>		<b>47,911,300</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 existing 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	2022	2023	2024	2025	2026	Five-Year Total
<b>WW1</b>	DCC Pipes (Mains)	0	468,260	4,214,310	1,383,790	6,335,430	12,401,790
<b>WW2</b>	DCC Lift Stations	1,500,000	1,677,500	2,212,000	0	2,052,000	7,441,500
<b>WW3</b>	DCC Wastewater Treatment Facilities	1,762,800	14,320,000	12,760,000	7,236,908	0	36,079,708
<b>WW4</b>	DCC Oversize	418,700	110,000	110,000	110,000	110,000	858,700
<b>WW5</b>	Network and Facility Renewal	13,182,300	5,000,000	5,000,000	5,200,000	5,400,000	33,782,300
<b>WW6</b>	Network and Facility Improvements	11,470,000	2,150,000	100,000	100,000	100,000	13,920,000
		<b>28,333,800</b>	<b>23,725,760</b>	<b>24,396,310</b>	<b>14,030,698</b>	<b>13,997,430</b>	<b>104,483,998</b>

Funding Sources:						
General Taxation	0	0	0	0	0	0
Surplus/Reserves	10,635,050	0	0	0	0	10,635,050
Development Cost Charges	857,150	186,670	2,987,470	4,559,523	4,893,610	13,484,423
Debenture/Borrowing	0	0	0	0	0	0
Federal/Provincial Funding	8,336,600	657,000	0	0	0	8,993,600
Dev/Comm/Other Contributions	116,000	0	2,036,200	0	2,052,000	4,204,200
Utility Revenue	8,389,000	22,882,090	19,372,640	9,471,175	7,051,820	67,166,725
	<b>28,333,800</b>	<b>23,725,760</b>	<b>24,396,310</b>	<b>14,030,698</b>	<b>13,997,430</b>	<b>104,483,998</b>

Note: Totals may not add due to rounding.



This page intentionally left blank.

