



FINANCIAL PLAN

Kelowna, BC Canada
Five-Year Financial Plan
2023-2027

2023



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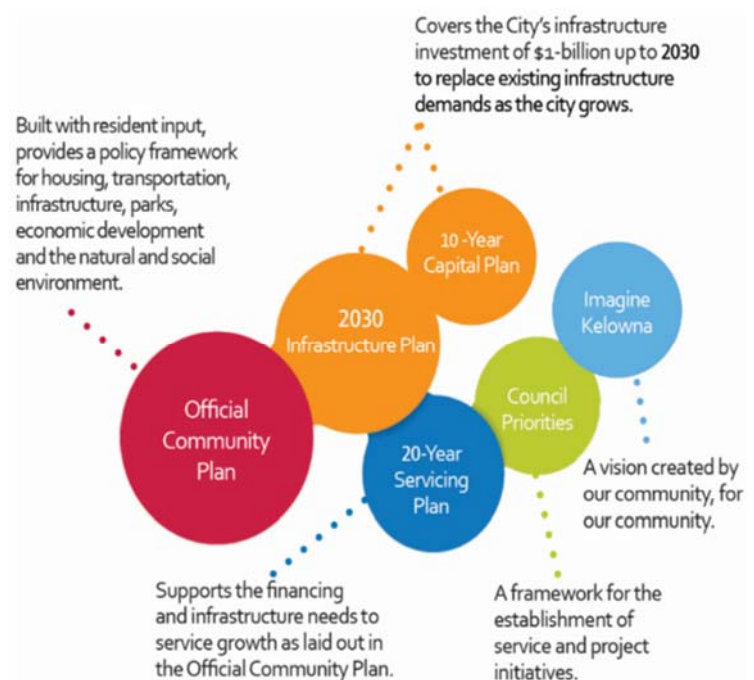


FINANCIAL PLAN

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.

Over the past year there has been a significant economic change that has led to increased inflation, interest rate pressures, supply chain disruptions and labour shortages which have impacted the City of Kelowna's Financial Plan. Strategic decision making is the key to strong financial management to govern economic challenges and will require attention to reposition priorities, seek out cost saving opportunities and find new ways to generate revenue. The priority is to continue to deliver on our promise to the community and organizations by keeping the tax rate low, addressing social issues, supporting affordable housing and improving transportation programs.

The Financial Plan attempts to provide a 'snapshot' of the future using current standards and service levels. 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, 2022-2031, 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 2023 budget process which includes:

- Preliminary Budget – approved by Council December 8, 2022
- Carryover Requests – approved by Council March 20, 2023
- Final Budget – approved by Council on April 24, 2023

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 2023 portion of the Financial Plan.

For the years after 2023, the operating budget is adjusted for current one-time projects, approved prior year changes in operating requirements, 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 forecast 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 2024 to 2027 in the Financial Plan projections include:

- An inflation rate of 2 per cent for most 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. An inflation rate of 4 per cent was used in 2024 for materials expenses to accommodate the higher rate of cost escalation for these items.
- A growth rate of 1.59 per cent per year for 2024 to 2026 and 1.47 per cent per year for 2027 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, 2022-2031.
- 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 543 and is used in the Financial Plan bylaw. The final column of the Financial Plan, years 2028 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

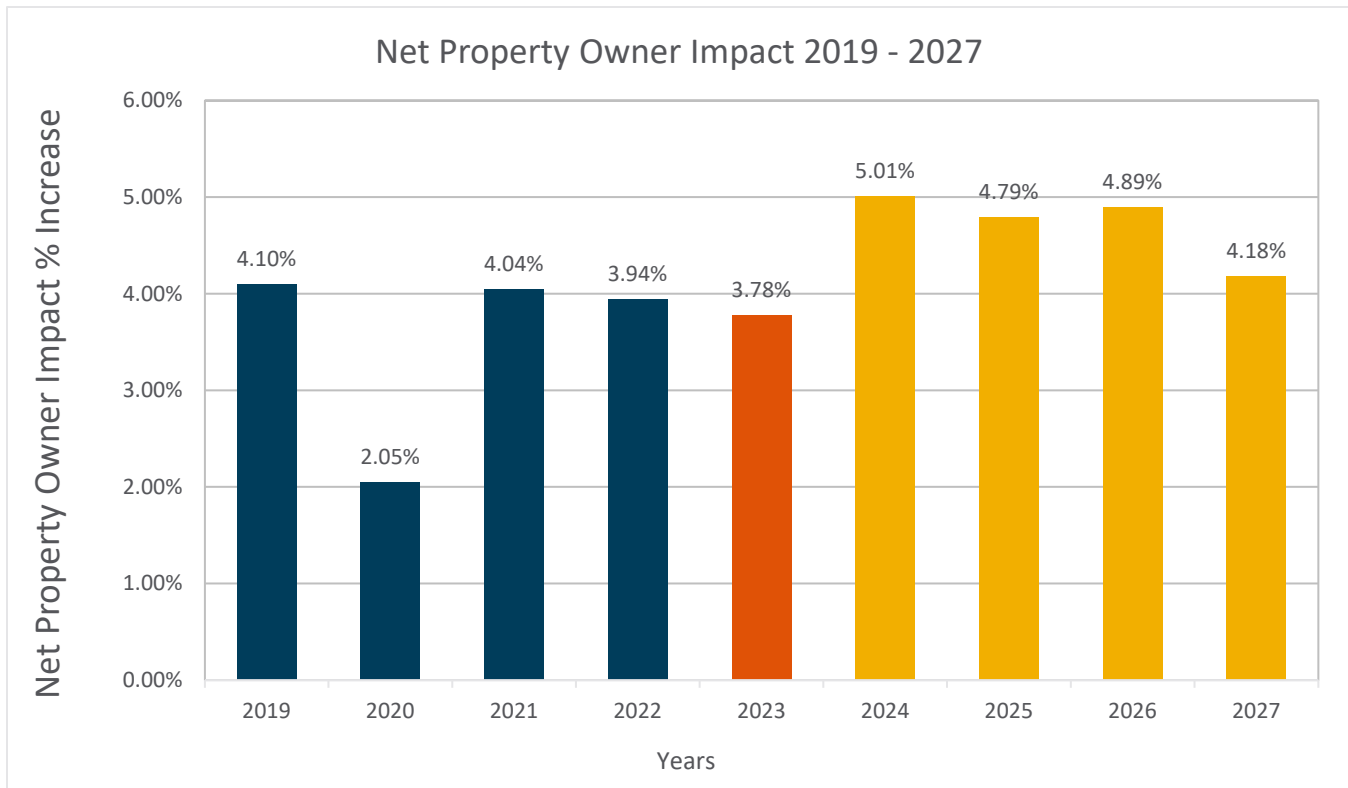
The City defines financial strength and stability as “the ability to acquire and manage a portfolio of financial and physical assets that meet the current and future needs of our community.” This is the goal. To guide future financial planning, the City uses the Council adopted Principles and Strategies 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 23 per cent of the 2023 Financial Plan's total revenue estimate of \$780.2M.

Kelowna continues to be below the average taxes paid by property owners in British Columbia. Historical tax rate increases from 2019 to 2023 is shown in the graph below beside the projected increases for 2024 to 2027. 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 2024 to 2027 have not been approved by Council and are subject to change.

The forecasted increases for 2024 to 2027 assumes approval to borrow for all priority one capital projects funded through debt as presented in the Council endorsed 10-Year Capital Plan, 2022-2031 (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 are the Parkinson Recreation Centre Replacement and the Capital News Centre – Expansion projects.

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 2023 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 third largest source of revenue for the general fund at 21 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 to reflect the expected increase in service demand due to community growth.
- 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 as well as recovery for program costs increases.
- 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. Passenger numbers for the Airport are expected to increase to 2.1M in 2023.

The City of Kelowna operates two utility funds: the Water Utility and the Wastewater Utility. Included in the 2023 Financial Plan is a budgeted 6 per cent rate increase for water rates, 2 per cent for the Water Quality Enhancement Fee and a 1.6 per cent rate increase for wastewater rates.

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 2023, but the City does anticipate working through the alternative approval process in 2024 to obtain approval to borrow for the replacement of the Parkinson Recreation Centre. Future projects that are planned to be funded through borrowing as indicated in the Council endorsed 10-Year Capital Plan, 2022-2031 include:

- 2024-2026: Parkinson Recreation Centre Replacement
- 2024: North Glenmore Fire Hall
- 2025-2026: Capital News Centre - Expansion
- 2025: 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 program 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 2023 Financial Plan, it is the largest source of revenue at 42 per cent largely due to the addition of carryover budgets which 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 annually 2024 to 2026 and 2.1 per cent in 2027.

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. Grants in 2023 help to fund 6 per cent of the City’s overall budget. The City’s objective is to pragmatically leverage grant opportunities.

Significant grants in 2023 include the transit partnership with the Province of British Columbia which provides funding for conventional transit and custom transit costs at 26 per cent and the Investing in Canada Infrastructure program which is a federal and provincial program to help fund Kelowna’s Sewer Connection area project.

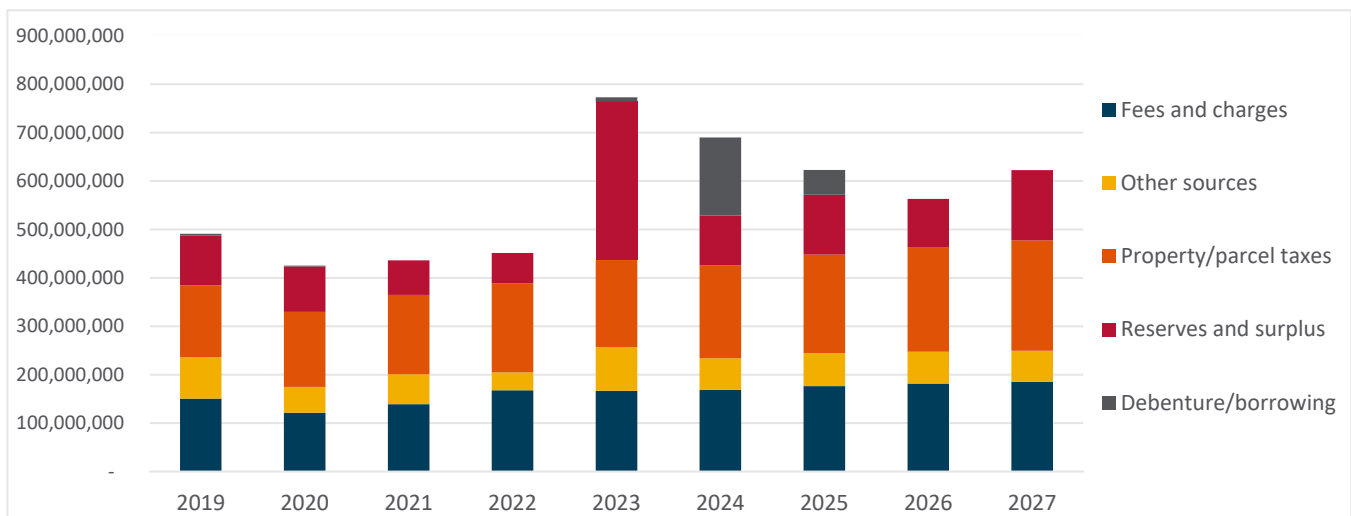
Gaming revenues are expected to increase by 27 per cent throughout 2023. This revenue is included in the RCMP budget to be applied against police costs.

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 2023, 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 2023 Financial Plan through the budget amendment process.

Summary of revenue sources (\$ thousands)

The following graph summaries the City's revenue sources by type. The years 2019 to 2022 are based on actual amounts received. Years 2023 to 2027 are forecasted values calculated using the assumptions discussed above.



Note: Reserve funding totals in the chart above are higher in 2023 due to carry-over projects.



Five-Year Financial Plan Summaries

Financial Plan 2023-2027

	2023	2024	2025	2026	2027	2028-2030
Revenue						
Property Value Tax	176,624,339	188,279,055	200,295,838	213,266,188	225,313,048	723,943,923
Library Requisition	7,325,200	7,471,704	7,621,138	7,773,561	7,929,032	24,751,330
Parcel Taxes	3,433,673	3,386,926	3,226,092	2,878,729	2,643,767	7,706,257
Fees and Charges	166,752,954	168,998,093	176,296,845	181,604,696	185,477,990	607,768,371
Borrowing Proceeds	8,507,400	161,039,504	50,989,600	0	0	6,321,200
Other Sources	90,079,744	64,924,162	68,236,877	65,808,081	64,104,429	192,860,588
	452,723,310	594,099,445	506,666,391	471,331,255	485,468,266	1,563,351,669
Transfer between Funds						
Reserve Funds	2,399,489	1,803,987	4,018,987	5,018,987	5,018,987	4,271,961
DCC Funds	55,191,710	27,879,895	45,071,243	42,110,785	72,931,463	131,287,135
Surplus/Reserve Accounts	269,856,570	73,537,991	74,663,418	52,310,615	67,176,349	243,984,608
	327,447,769	103,221,873	123,753,649	99,440,388	145,126,799	379,543,705
Total Revenues	780,171,079	697,321,318	630,420,039	570,771,643	630,595,065	1,942,895,374
Expenditures						
Municipal Debt						
Debt Interest	3,980,837	5,854,736	10,057,004	13,579,814	15,783,808	46,825,315
Debt Principal	6,918,584	7,140,895	9,295,237	13,569,554	14,561,097	43,009,316
Capital Expenditures	367,208,100	288,733,676	204,324,905	129,728,128	173,098,283	427,984,615
Other Municipal Purposes						
General Government Planning, Development & Building Services	38,935,773	44,982,463	47,990,399	51,232,650	54,614,371	185,472,621
Community Services	102,941,048	105,058,206	108,811,337	112,228,174	115,657,991	368,692,809
Protective Services	94,492,441	88,067,171	91,149,022	94,369,042	97,594,381	313,263,910
Utilities	27,894,607	26,681,298	27,473,602	28,278,225	28,981,397	92,258,679
Airport	22,666,780	23,045,145	24,379,339	26,662,772	27,403,596	86,108,813
	701,008,035	619,065,673	552,760,756	499,889,305	558,900,411	1,663,341,561
Transfers between Funds						
Reserve Funds	31,694,307	31,556,581	32,324,994	32,376,236	32,439,085	97,164,211
DCC Funds	0	0	0	0	0	0
Surplus/Reserve Accounts	47,468,737	46,699,064	45,334,289	38,506,102	39,255,570	182,389,601
	79,163,044	78,255,645	77,659,283	70,882,338	71,694,655	279,553,812
Total Expenditures	780,171,079	697,321,318	630,420,039	570,771,643	630,595,065	1,942,895,374

Note: Totals may not add due to rounding.

General Fund Tax Impact Summary

	2023	2024	2025	2026	2027
General revenues	(15,682,529)	(16,022,621)	(16,371,392)	(16,735,455)	(17,089,412)
Net operating budget	177,175,069	188,046,676	199,214,230	211,274,643	222,421,460
Pay-as-you-go capital	15,131,800	16,255,000	17,453,000	18,727,000	19,981,000
Taxation demand	176,624,340	188,279,055	200,295,838	213,266,188	225,313,048
New construction tax revenue	(3,200,000)	(2,808,000)	(2,994,000)	(3,185,000)	(3,135,000)
Municipal Impact	2.78%	4.01%	3.79%	3.89%	3.18%
Public Safety Levy Impact	1.00%	1.00%	1.00%	1.00%	1.00%
Net property owner impact	3.78%	5.01%	4.79%	4.89%	4.18%

Note: Totals may not add due to rounding.

General Revenue

	2023	2024	2025	2026	2027
Licences					
Dog Licences	3,100	3,100	3,100	3,100	3,100
	3,100	3,100	3,100	3,100	3,100
Franchise fee					
Fortis Gas	2,157,340	2,234,789	2,315,017	2,398,126	2,481,341
	2,157,340	2,234,789	2,315,017	2,398,126	2,481,341
Interest & penalties					
Interest on Investments	7,129,261	7,242,616	7,357,774	7,474,763	7,584,642
Tax Arrears & Delinquent	195,000	198,101	201,250	204,450	207,455
Penalties on Taxes	1,500,000	1,523,850	1,548,079	1,572,693	1,595,812
Penalties Utility Accounts	100,000	101,590	103,205	104,846	106,387
Interest on Accounts Receivable	69,000	69,000	69,000	69,000	69,000
	8,993,261	9,135,157	9,279,308	9,425,752	9,563,296
Miscellaneous revenues					
Work Order Administration	40,000	41,436	42,924	44,465	46,008
Local Improvement Prepayments	24,050	24,050	24,050	24,050	24,050
Discounts Earned & Misc	137,029	141,948	147,045	158,683	170,187
Risk to Roll	(310,000)	(321,129)	(332,658)	(344,600)	(356,558)
	(108,921)	(113,695)	(118,639)	(117,402)	(116,313)
Federal contributions					
Grants in Lieu of Taxes	150,438	153,447	156,516	159,646	162,839
Provincial contributions					
Grants in Lieu of Taxes	476,169	485,692	495,406	505,314	515,420
Traffic Fine Revenue Sharing	1,550,553	1,575,207	1,600,253	1,625,697	1,649,595
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)
	2,026,722	2,060,899	2,095,659	2,131,011	2,165,015
Natural Gas Utility	-	-	-	-	-
Taxes - private utilities					
1% in Lieu of Taxes	2,460,589	2,548,924	2,640,431	2,735,222	2,830,134
Total General Revenues	15,682,529	16,022,621	16,371,392	16,735,455	17,089,412
Property taxation	176,624,339	188,279,055	200,295,838	213,266,188	225,313,048
Total General Revenue & taxation	192,306,868	204,301,676	216,667,230	230,001,643	242,402,460

Note: Totals may not add due to rounding.

Operating Summary - General Fund

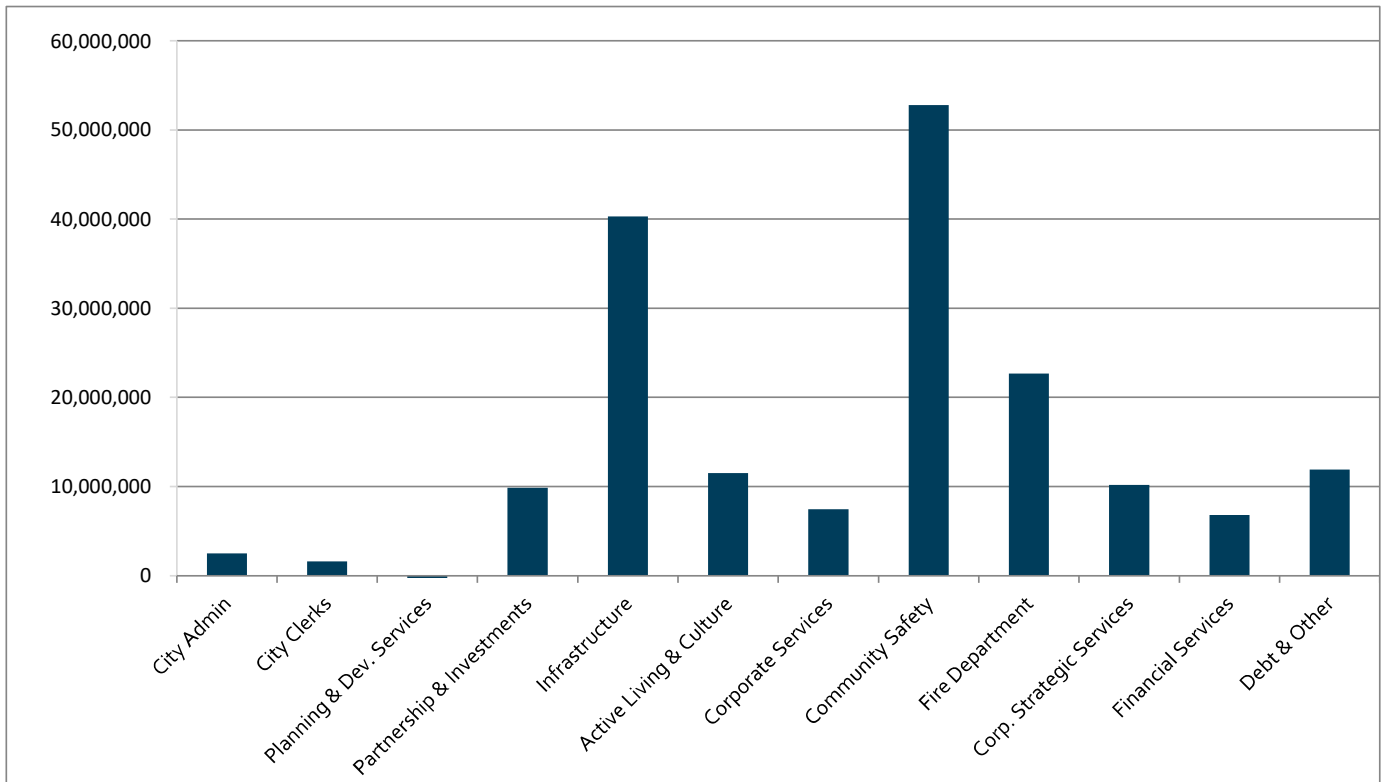
Revenues/Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Library Requisition	(7,325,200)	(7,471,704)	(7,621,138)	(7,773,561)	(7,929,032)
Parcel Tax	(142,448)	(142,448)	(142,448)	(142,448)	(142,448)
Fees and Charges	(73,415,113)	(74,915,627)	(76,340,683)	(77,864,391)	(79,416,512)
Sales of Service	(60,940,805)	(62,167,051)	(63,311,274)	(64,537,527)	(65,782,693)
Other	0	0	0	0	0
User Fees	(12,474,308)	(12,748,576)	(13,029,409)	(13,326,864)	(13,633,819)
Other Revenue	(40,704,009)	(37,681,214)	(38,236,787)	(38,017,169)	(38,716,543)
Interest	(1,910,490)	(1,948,700)	(1,987,674)	(2,027,427)	(2,067,976)
Grants	(19,561,800)	(17,129,076)	(17,420,564)	(17,715,851)	(18,000,403)
Other	0	0	0	0	0
Services to Other Governments	(8,827,427)	(8,883,140)	(9,060,114)	(9,240,615)	(9,424,506)
Interdepartment Transfer	(10,404,292)	(9,720,298)	(9,768,435)	(9,033,276)	(9,223,658)
Interfund Transfer	0	0	0	0	0
Transfers from Funds	(20,855,859)	(4,033,687)	(6,042,887)	(7,042,887)	(7,042,887)
Special (Stat Reserve) Funds	(2,399,489)	(1,803,987)	(4,018,987)	(5,018,987)	(5,018,987)
Development Cost Charges	(795,400)	(795,400)	(795,400)	(795,400)	(795,400)
Accumulated Surplus	(17,660,970)	(1,434,300)	(1,228,500)	(1,228,500)	(1,228,500)
Total Revenue	(142,442,629)	(124,244,680)	(128,383,943)	(130,840,456)	(133,247,422)
Expenditures					
Salaries and Wages	99,178,350	104,039,948	109,510,591	115,310,661	121,245,457
Internal Equipment	8,595,130	9,057,844	9,452,186	9,772,327	10,093,327
Material and Other	57,941,849	47,481,619	48,638,471	49,701,181	50,781,342
Contract Services	106,377,812	102,568,003	106,101,913	109,759,136	113,424,595
Debt Interest	2,838,890	4,586,506	7,841,954	10,519,185	11,688,491
Debt Principal	3,948,472	4,180,067	5,837,986	7,716,490	9,032,323
Internal Allocations	4,674,907	4,462,507	3,527,507	3,527,507	3,527,507
Interdepartment Transfer	4,674,907	4,462,507	3,527,507	3,527,507	3,527,507
Interfund Transfer	0	0	0	0	0
Transfer to Funds	36,062,288	35,914,862	36,687,565	35,808,612	35,875,839
Special (Stat Reserve) Funds	31,495,847	31,358,121	32,126,534	32,177,776	32,240,625
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	4,566,441	4,556,741	4,561,031	3,630,836	3,635,214
Total Expenditures	319,617,698	312,291,356	327,598,173	342,115,099	355,668,882
Net Operating Expenditures	177,175,069	188,046,676	199,214,230	211,274,643	222,421,460

Note: Totals may not add due to rounding.

General Fund - operating summary by division

2023 Net Operating Expenditure



Net Operating Expenditure by Year

	2023	2024	2025	2026	2027
City Administration	2,488,272	2,547,848	2,601,499	2,666,355	2,731,966
City Clerks	1,617,092	1,786,886	1,895,493	1,953,460	2,011,739
Planning & Development Services	(382,496)	(99,128)	76,748	263,266	460,321
Partnerships & Investments	9,871,586	9,848,908	10,146,993	10,433,618	10,716,339
Infrastructure	40,279,072	43,378,231	45,637,518	47,577,986	49,543,210
Active Living & Culture	11,517,155	11,600,522	12,014,771	12,262,715	12,514,300
Corporate & Protective Services					
Corporate Services	7,451,944	9,098,666	11,139,290	13,345,242	15,682,815
Community Safety	52,793,649	55,935,872	57,952,094	60,122,232	62,293,149
Fire Department	22,667,716	23,477,852	24,085,914	24,923,904	25,762,409
Corporate Strategic Services	10,178,364	11,042,800	11,418,238	11,750,114	12,083,926
Financial Services	6,798,054	7,055,128	7,306,967	7,606,296	7,880,891
Debt & Other	11,894,661	12,373,091	14,938,705	18,369,455	20,740,395
Total Division Net Operating Expenditures	177,175,069	188,046,676	199,214,230	211,274,643	222,421,460

Note: Totals may not add due to rounding.

City Administration

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	0	0	0	0	0
Sales of Service	0	0	0	0	0
User Fees	0	0	0	0	0
Other Revenue	0	0	0	0	0
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(14,500)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(14,500)	0	0	0	0
Total Revenue	(14,500)	0	0	0	0
Expenditures					
Salaries and Wages	1,227,847	1,264,356	1,302,023	1,340,889	1,379,990
Internal Equipment	21,090	21,512	21,942	22,381	22,829
Material and Other	907,405	908,621	917,108	935,450	954,159
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
Total Expenditures	2,502,772	2,547,848	2,601,499	2,666,355	2,731,966
Net Operating Expenditures	2,488,272	2,547,848	2,601,499	2,666,355	2,731,966

Note: Totals may not add due to rounding.

City Clerk

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
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	0	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
Total Revenue	(90,000)	(91,959)	(93,963)	(96,013)	(98,096)
Expenditures					
Salaries and Wages	1,129,555	1,228,116	1,272,206	1,317,878	1,363,608
Internal Equipment	0	0	0	0	0
Material and Other	482,077	553,360	617,933	630,292	642,898
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
Total Expenditures	1,707,092	1,878,845	1,989,456	2,049,473	2,109,835
Net Operating Expenditures	1,617,092	1,786,886	1,895,493	1,953,460	2,011,739

Note: Totals may not add due to rounding.

Planning & Development Services

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(10,653,372)	(10,826,114)	(11,001,670)	(11,180,086)	(11,349,033)
Sales of Services	(10,653,372)	(10,826,114)	(11,001,670)	(11,180,086)	(11,349,033)
User Fees	-	0	0	0	0
Other Revenue	(663,900)	(181,866)	(78,030)	(79,591)	(81,183)
Interest	0	0	0	0	0
Grants	(485,600)	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(178,300)	(181,866)	(78,030)	(79,591)	(81,183)
Transfer from Funds	(1,754,100)	(175,880)	(155,880)	(155,880)	(155,880)
Special (Stat Reserve) Funds	(75,000)	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,679,100)	(175,880)	(155,880)	(155,880)	(155,880)
Total Revenue	(13,071,372)	(11,183,860)	(11,235,580)	(11,415,557)	(11,586,096)
Expenditures					
Salaries and Wages	8,976,231	9,053,073	9,267,228	9,599,921	9,933,038
Internal Equipment	118,487	123,917	126,395	128,923	131,501
Material and Other	3,169,648	1,481,842	1,491,387	1,521,215	1,551,639
Contract Services	69,510	70,900	72,318	73,764	75,239
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	300,000	300,000	300,000	300,000	300,000
Special (Stat Reserve) Funds	300,000	300,000	300,000	300,000	300,000
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
Total Expenditures	12,688,876	11,084,732	11,312,328	11,678,823	12,046,417
Net Operating Expenditures	(382,496)	(99,128)	76,748	263,266	460,321

Note: Totals may not add due to rounding.

Partnerships & Investments

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(10,087,520)	(10,291,650)	(10,499,949)	(10,722,485)	(10,954,774)
Sales of Services	(7,877,056)	(8,034,597)	(8,195,289)	(8,359,195)	(8,526,379)
User Fees	(2,210,464)	(2,257,053)	(2,304,660)	(2,363,290)	(2,428,395)
Other Revenue	(607,488)	(468,858)	(479,435)	(489,023)	(498,803)
Interest	0	0	0	0	0
Grants	(89,400)	(1,200)	(2,424)	(2,472)	(2,521)
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(518,088)	(467,658)	(477,011)	(486,551)	(496,282)
Transfer from Funds	(2,172,730)	(424,340)	(424,340)	(424,340)	(424,340)
Special (Stat Reserve) Funds	(552,600)	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,620,130)	(424,340)	(424,340)	(424,340)	(424,340)
Total Revenue	(12,867,738)	(11,184,848)	(11,403,724)	(11,635,848)	(11,877,917)
Expenditures					
Salaries and Wages	5,738,045	5,791,256	6,006,216	6,221,839	6,437,737
Internal Equipment	311,052	317,273	323,619	330,091	336,693
Material and Other	8,623,903	6,705,819	6,845,094	6,981,996	7,121,636
Contract Services	3,138,532	3,223,117	3,310,177	3,399,790	3,490,205
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	673,260	673,260	673,260	673,260	673,260
Interdepartment Transfer	673,260	673,260	673,260	673,260	673,260
Interfund Transfer	0	0	0	0	0
Transfer to Funds	4,254,532	4,323,031	4,392,351	4,462,490	4,534,725
Special (Stat Reserve) Funds	3,708,862	3,777,361	3,846,681	3,916,820	3,989,055
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	545,670	545,670	545,670	545,670	545,670
Total Expenditures	22,739,324	21,033,756	21,550,717	22,069,466	22,594,256
Net Operating Expenditures	9,871,586	9,848,908	10,146,993	10,433,618	10,716,339

Note: Totals may not add due to rounding.

Infrastructure

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(42,063,900)	(42,874,993)	(43,603,828)	(44,444,752)	(45,292,737)
Sales of Service	(35,744,924)	(36,431,417)	(37,033,188)	(37,744,536)	(38,460,928)
User Fees	(6,318,976)	(6,443,576)	(6,570,640)	(6,700,216)	(6,831,809)
Other Revenue	(16,507,388)	(15,896,470)	(16,118,678)	(16,386,085)	(16,641,625)
Interest	0	0	0	0	0
Grants	(12,569,900)	(12,754,320)	(12,957,113)	(13,163,131)	(13,356,629)
Services to Other Governments	(1,333,400)	(1,239,233)	(1,263,328)	(1,287,893)	(1,312,730)
Interdepartment Transfer	(2,604,088)	(1,902,917)	(1,898,237)	(1,935,061)	(1,972,266)
Transfers from Funds	(3,278,271)	(634,131)	(577,131)	(577,131)	(577,131)
Special (Stat Reserve) Funds	(508,971)	(76,071)	(76,071)	(76,071)	(76,071)
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(2,769,300)	(558,060)	(501,060)	(501,060)	(501,060)
Total Revenue	(61,849,559)	(59,405,594)	(60,299,637)	(61,407,968)	(62,511,493)
Expenditures					
Salaries and Wages	21,963,444	23,105,293	23,950,102	24,809,911	25,670,815
Internal Equipment	7,611,612	8,051,595	8,425,812	8,725,426	9,025,488
Material and Other	16,562,106	13,852,280	14,348,850	14,725,767	15,106,420
Contract Services	40,409,823	41,702,436	43,151,287	44,700,418	46,251,523
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	3,662,669	3,450,269	2,515,269	2,515,269	2,515,269
Interdepartment Transfer	3,662,669	3,450,269	2,515,269	2,515,269	2,515,269
Interfund Transfer	0	0	0	0	0
Transfer to Funds	11,918,977	12,621,952	13,545,835	13,509,163	13,485,188
Special (Stat Reserve) Funds	10,991,362	11,690,537	12,610,130	12,568,653	12,540,300
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	927,615	931,415	935,705	940,510	944,888
Total Expenditures	102,128,631	102,783,825	105,937,155	108,985,954	112,054,703
Net Operating Expenditures	40,279,072	43,378,231	45,637,518	47,577,986	49,543,210

Note: Totals may not add due to rounding.

Active Living & Culture

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(5,589,740)	(5,800,771)	(6,009,019)	(6,224,743)	(6,440,741)
Sales of Service	(4,027,290)	(4,182,229)	(4,332,371)	(4,487,903)	(4,643,633)
Other	-	-	-	-	-
User Fees	(1,562,450)	(1,618,542)	(1,676,648)	(1,736,840)	(1,797,108)
Other Revenue	(660,300)	(188,904)	(192,682)	(196,536)	(200,467)
Interest	0	0	0	0	0
Grants	(585,100)	(112,200)	(114,444)	(116,733)	(119,068)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(75,200)	(76,704)	(78,238)	(79,803)	(81,399)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(1,249,800)	-	-	-	0
Special (Stat Reserve) Funds	(20,000)	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,229,800)	-	-	-	0
Total Revenue	(7,499,840)	(5,989,675)	(6,201,701)	(6,421,279)	(6,641,208)
Expenditures					
Salaries and Wages	7,299,530	7,603,713	7,969,187	8,255,281	8,541,739
Internal Equipment	194,400	198,288	202,254	206,299	210,425
Material and Other	4,693,955	3,359,184	3,446,036	3,514,957	3,585,256
Contract Services	5,639,706	5,253,108	5,423,091	5,531,553	5,642,184
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	1,189,404	1,175,904	1,175,904	1,175,904	1,175,904
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	1,189,404	1,175,904	1,175,904	1,175,904	1,175,904
Total Expenditures	19,016,995	17,590,197	18,216,472	18,683,994	19,155,508
Net Operating Expenditures	11,517,155	11,600,522	12,014,771	12,262,715	12,514,300

Note: Totals may not add due to rounding.

Corporate & Protective Services - Corporate Services

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(61,000)	(62,220)	(63,464)	(64,733)	(66,028)
Sales of Service	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
Other	0	0	0	0	0
User Fees	(56,000)	(57,120)	(58,262)	(59,427)	(60,616)
Other Revenue	(325,760)	(332,275)	(338,921)	(345,699)	(352,613)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(325,760)	(332,275)	(338,921)	(345,699)	(352,613)
Transfers from Funds	(572,840)	(128,800)	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(572,840)	(128,800)	0	0	0
Total Revenue	(959,600)	(523,295)	(402,385)	(410,432)	(418,641)
Expenditures					
Salaries and Wages	3,471,881	4,844,438	6,707,431	8,824,745	11,071,908
Internal Equipment	900	918	936	955	974
Material and Other	3,536,127	3,345,916	3,374,006	3,441,486	3,510,316
Contract Services	1,402,636	1,430,689	1,459,302	1,488,488	1,518,258
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Interfund Transfer	0	0	0	0	0
Transfer to Funds	0	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
Total Expenditures	8,411,544	9,621,961	11,541,675	13,755,674	16,101,456
Net Operating Expenditures	7,451,944	9,098,666	11,139,290	13,345,242	15,682,815

Note: Totals may not add due to rounding.

Corporate & Protective Services - Community Safety

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(934,241)	(957,603)	(981,600)	(1,006,251)	(1,031,183)
Sale of Service	(797,154)	(816,811)	(836,994)	(857,719)	(878,690)
User Fees	(137,087)	(140,792)	(144,606)	(148,532)	(152,493)
Other Revenue	(7,402,387)	(5,917,313)	(6,035,659)	(6,156,373)	(6,279,500)
Interest	0	0	0	0	0
Grants	(5,778,900)	(4,261,356)	(4,346,583)	(4,433,515)	(4,522,185)
Services to Other Governments	(1,393,292)	(1,421,158)	(1,449,581)	(1,478,573)	(1,508,144)
Interdepartment Transfer	(230,195)	(234,799)	(239,495)	(244,285)	(249,171)
Transfers from Funds	(9,172,900)	(147,220)	(147,220)	(147,220)	(147,220)
Special (Stat Reserve) Funds	(300,000)	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(8,872,900)	(147,220)	(147,220)	(147,220)	(147,220)
Total Revenue	(17,509,528)	(7,022,136)	(7,164,479)	(7,309,844)	(7,457,903)
Expenditures					
Salaries and Wages	11,620,014	11,843,407	12,268,586	12,709,028	13,150,031
Internal Equipment	148,466	151,435	154,464	157,553	160,704
Material and Other	3,504,173	1,252,236	1,198,624	1,222,596	1,247,048
Contract Services	55,030,524	49,710,930	51,494,899	53,342,899	55,193,269
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Interfund Transfer	0	0	0	0	0
Transfer to Funds	0	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
Total Expenditures	70,303,177	62,958,008	65,116,573	67,432,076	69,751,052
Net Operating Expenditures	52,793,649	55,935,872	57,952,094	60,122,232	62,293,149

Note: Totals may not add due to rounding.

Corporate & Protective Services - Fire Department

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(2,760,588)	(2,815,799)	(2,872,116)	(2,929,558)	(2,988,149)
Sales of Service	(770,622)	(786,034)	(801,755)	(817,790)	(834,146)
User Fees	(1,989,966)	(2,029,765)	(2,070,361)	(2,111,768)	(2,154,003)
Other Revenue	(436,612)	(445,344)	(454,251)	(463,336)	(472,603)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	(436,612)	(445,344)	(454,251)	(463,336)	(472,603)
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(150,000)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(150,000)	0	0	0	0
Total Revenue	(3,347,200)	(3,261,143)	(3,326,367)	(3,392,894)	(3,460,752)
Expenditures					
Salaries and Wages	22,337,994	23,276,874	24,162,734	25,030,176	25,898,723
Internal Equipment	176,743	180,278	183,883	187,561	191,312
Material and Other	1,548,656	1,431,306	1,461,033	1,490,254	1,520,059
Contract Services	200,691	204,705	208,799	212,975	217,235
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	16,000	16,000	16,000	16,000	16,000
Interdepartment Transfer	16,000	16,000	16,000	16,000	16,000
Interfund Transfer	0	0	0	0	0
Transfer to Funds	1,734,832	1,629,832	1,379,832	1,379,832	1,379,832
Special (Stat Reserve) Funds	1,255,000	1,150,000	900,000	900,000	900,000
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	479,832	479,832	479,832	479,832	479,832
Total Expenditures	26,014,916	26,738,995	27,412,281	28,316,798	29,223,161
Net Operating Expenditures	22,667,716	23,477,852	24,085,914	24,923,904	25,762,409

Note: Totals may not add due to rounding.

Corporate Strategic Services

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(110,400)	(112,608)	(114,860)	(117,157)	(119,500)
Sales of Service	(2,400)	(2,448)	(2,497)	(2,547)	(2,598)
User Fees	(108,000)	(110,160)	(112,363)	(114,610)	(116,902)
Other Revenue	(165,932)	(115,293)	(117,598)	(119,950)	(122,349)
Interest	0	0	0	0	0
Grants	(52,900)	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	(253,900)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(253,900)	0	0	0	0
Total Revenue	(530,232)	(227,901)	(232,458)	(237,107)	(241,849)
Expenditures					
Salaries and Wages	6,456,867	6,750,926	6,993,284	7,244,343	7,495,722
Internal Equipment	6,500	6,630	6,763	6,898	7,036
Material and Other	4,056,709	4,092,305	4,229,075	4,313,657	4,399,930
Contract Services	36,000	36,720	37,454	38,203	38,967
Debt Interest	0	0	0	0	0
Debt Principal	0	231,600	231,600	231,600	231,600
RCMP CONTRACT	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	152,520	152,520	152,520	152,520	152,520
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	152,520	152,520	152,520	152,520	152,520
Total Expenditures	10,708,596	11,270,701	11,650,696	11,987,221	12,325,775
Net Operating Expenditures	10,178,364	11,042,800	11,418,238	11,750,114	12,083,926

Note: Totals may not add due to rounding.

Financial Services

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(536,087)	(555,333)	(575,269)	(555,333)	(554,689)
Sales of Service	(536,087)	(555,333)	(575,269)	(555,333)	(554,689)
Other	0	0	0	0	0
User Fees	0	0	0	0	0
Other Revenue	(1,094,491)	(1,038,345)	(1,063,055)	(1,089,929)	(1,122,940)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Other	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(1,094,491)	(1,038,345)	(1,063,055)	(1,089,929)	(1,122,940)
Interfund Transfer	0	0	0	0	0
Transfers from Funds	(498,500)	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(498,500)	0	0	0	0
Total Revenue	(2,129,078)	(1,593,678)	(1,638,324)	(1,645,262)	(1,677,629)
Expenditures					
Salaries and Wages	7,529,046	7,799,339	8,079,335	8,369,383	8,659,801
Internal Equipment	5,880	5,998	6,118	6,240	6,365
Material and Other	1,328,728	779,821	796,017	811,937	828,176
Contract Services	8,500	8,670	8,843	9,020	9,200
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
RCMP CONTRACT	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
Total Expenditures	8,927,132	8,648,806	8,945,291	9,251,558	9,558,520
Net Operating Expenditures	6,798,054	7,055,128	7,306,967	7,606,296	7,880,891

Note: Totals may not add due to rounding.

Financial Services - Debt & Other

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Library Requisition	(7,325,200)	(7,471,704)	(7,621,138)	(7,773,561)	(7,929,032)
Parcel Tax	(142,448)	(142,448)	(142,448)	(142,448)	(142,448)
Fees and Charges	(608,265)	(608,177)	(608,177)	(608,177)	(608,177)
Sales of Service	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)
User Fees	(83,265)	(83,177)	(83,177)	(83,177)	(83,177)
Other Revenue	(12,759,751)	(13,014,946)	(13,275,246)	(12,605,750)	(12,857,865)
Interest	(1,910,490)	(1,948,700)	(1,987,674)	(2,027,427)	(2,067,976)
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	(5,185,138)	(5,288,841)	(5,394,618)	(4,567,510)	(4,658,860)
Transfers from Funds	(1,738,318)	(2,523,316)	(4,738,316)	(5,738,316)	(5,738,316)
Special (Stat Reserve) Funds	(942,918)	(1,727,916)	(3,942,916)	(4,942,916)	(4,942,916)
Development Cost Charges	(795,400)	(795,400)	(795,400)	(795,400)	(795,400)
Accumulated Surplus	0	0	0	0	0
Total Revenue	(22,573,982)	(23,760,591)	(26,385,325)	(26,868,252)	(27,275,838)
Expenditures					
Salaries and Wages	1,427,896	1,479,157	1,532,259	1,587,267	1,642,345
Internal Equipment	0	0	0	0	0
Material and Other	9,528,362	9,718,929	9,913,308	10,111,574	10,313,805
Contract Services	0	476,000	476,000	493,088	510,198
Debt Interest	2,838,890	4,586,506	7,841,954	10,519,185	11,688,491
Debt Principal	3,948,472	3,948,467	5,606,386	7,484,890	8,800,723
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	16,512,023	15,711,623	15,741,123	14,828,703	14,847,670
Special (Stat Reserve) Funds	15,240,623	14,440,223	14,469,723	14,492,303	14,511,270
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	1,271,400	1,271,400	1,271,400	336,400	336,400
Total Expenditures	34,468,643	36,133,682	41,324,030	45,237,707	48,016,232
Net Operating Expenditures	11,894,661	12,373,091	14,938,705	18,369,455	20,740,395

Note: Totals may not add due to rounding.

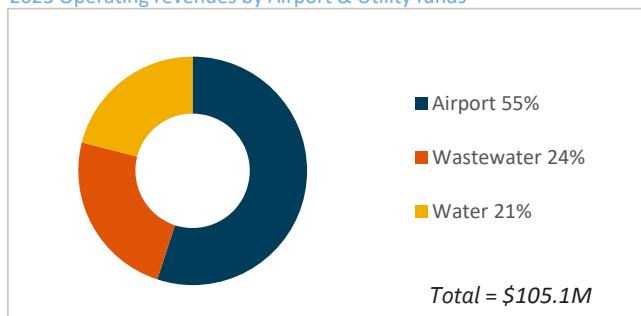
Operating Summary - Airport & Utility Funds

Revenues and Expenditures by Year

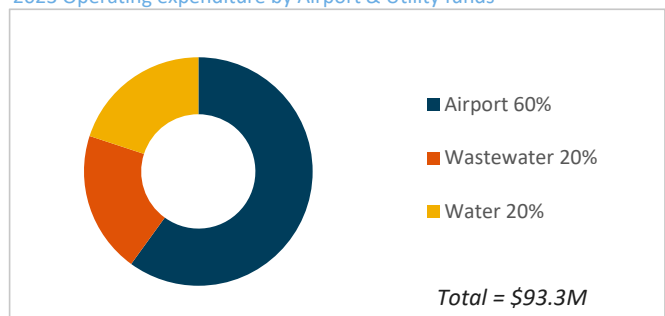
	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	(3,291,225)	(3,244,478)	(3,083,644)	(2,736,281)	(2,501,319)
Fees and Charges	(91,177,400)	(91,844,577)	(97,638,045)	(101,339,079)	(103,577,037)
Sales of Service	(88,815,650)	(91,697,147)	(97,489,666)	(101,189,732)	(103,426,703)
Other	0	0	0	0	0
User Fees	(2,361,750)	(147,430)	(148,379)	(149,347)	(150,334)
Other Revenue	(3,198,246)	(9,175,787)	(8,945,437)	(5,651,718)	(5,668,776)
Interest	(847,812)	(2,577,593)	(2,954,780)	(2,875,525)	(2,850,193)
Grants	(277,839)	(4,027,840)	(3,378,679)	(121,996)	(121,996)
Other	0	(584,854)	(594,153)	(602,887)	(611,749)
Interdepartment Transfer	(1,168,535)	(1,096,240)	(1,128,565)	(1,162,050)	(1,195,578)
Transfers from Funds	(7,402,110)	(3,948,590)	(6,630,040)	(6,837,437)	(20,212,068)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(7,402,110)	(3,948,590)	(6,630,040)	(6,837,437)	(20,212,068)
Total Revenue	(105,068,981)	(108,213,433)	(116,297,167)	(116,564,516)	(131,959,200)
Expenditures					
Salaries and Wages	16,934,208	18,564,682	19,133,476	20,035,512	20,651,753
Internal Equipment	1,944,067	1,995,698	2,035,612	2,076,324	2,117,850
Material and Other	22,988,342	15,088,886	16,275,181	18,149,884	18,696,242
Contract Services	1,966,270	8,545,939	8,652,407	8,839,521	8,934,080
Debt Interest	1,141,947	1,268,230	2,215,050	3,060,629	4,095,317
Debt Principal	2,970,112	2,960,828	3,457,251	5,853,064	5,528,774
Internal Allocations	6,728,500	5,531,238	5,756,265	5,839,756	5,985,068
Interdepartment Transfer	5,487,554	3,128,695	3,088,695	3,088,695	3,088,695
Interfund Transfer	1,240,946	2,402,543	2,667,570	2,751,061	2,896,373
Transfer to Funds	38,671,835	42,340,783	40,971,718	35,073,726	35,818,816
Special (Stat Reserve) Funds	198,460	198,460	198,460	198,460	198,460
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	38,473,375	42,142,323	40,773,258	34,875,266	35,620,356
Total Expenditures	93,345,281	96,296,284	98,496,960	98,928,416	101,827,900
Net Operating Expenditures	(11,723,700)	(11,917,148)	(17,800,207)	(17,636,100)	(30,131,301)

Note: Totals may not add due to rounding.

2023 Operating revenues by Airport & Utility funds



2023 Operating expenditure by Airport & Utility funds



Airport Fund

Revenues and Expenditures by Year

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	0	0	0	0	0
Fees and Charges	(50,939,660)	(51,499,134)	(55,275,173)	(56,862,720)	(56,862,720)
Sales of Service	(48,624,410)	(51,499,134)	(55,275,173)	(56,862,720)	(56,862,720)
User Fees	(2,315,250)	0	0	0	0
Other Revenue	(247,730)	(5,087,805)	(4,757,485)	(1,529,462)	(1,529,462)
Interest	(132,230)	(1,222,305)	(1,491,985)	(1,413,962)	(1,413,962)
Grants	(115,500)	(3,865,500)	(3,265,500)	(115,500)	(115,500)
Other	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(5,703,810)	(2,709,141)	(4,582,115)	(5,773,566)	(5,218,091)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(5,703,810)	(2,709,141)	(4,582,115)	(5,773,566)	(5,218,091)
Total Revenue	(56,891,200)	(59,296,081)	(64,614,774)	(64,165,749)	(63,610,273)
Expenditures					
Salaries and Wages	6,732,001	7,889,000	8,074,000	8,586,000	8,804,943
Internal Equipment	32,350	0	0	0	0
Material and Other	13,027,080	5,101,485	5,909,843	7,442,430	7,617,240
Contract Services	1,141,860	7,691,933	7,767,742	7,923,097	8,124,856
Debt Interest	584,250	711,650	1,439,650	1,788,500	1,568,000
Debt Principal	1,905,288	1,897,191	2,500,809	4,707,124	4,147,087
Internal Allocations	1,733,489	2,362,727	2,627,754	2,711,245	2,856,557
Interdepartment Transfer	1,685,159	0	0	0	0
Interfund Transfer	48,330	2,362,727	2,627,754	2,711,245	2,856,557
Transfer to Funds	31,734,882	33,642,094	36,294,976	31,007,353	30,491,590
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	31,734,882	33,642,094	36,294,976	31,007,353	30,491,590
Total Expenditures	56,891,200	59,296,080	64,614,774	64,165,748	63,610,273
Net Operating Expenditures	0	0	0	0	0
Surplus/(Deficit) (Included Above)	26,031,072	30,932,953	31,712,861	25,233,787	25,273,499

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

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	(2,051,046)	(2,256,609)	(2,281,482)	(2,306,008)	(2,330,895)
Fees and Charges	(18,649,740)	(18,375,982)	(19,621,419)	(20,935,663)	(22,346,164)
Sales of Service	(18,603,240)	(18,328,552)	(19,573,040)	(20,886,316)	(22,295,830)
User Fees	(46,500)	(47,430)	(48,379)	(49,347)	(50,334)
Other Revenue	(665,765)	(841,125)	(851,385)	(861,022)	(870,800)
Interest	(401,440)	(60,446)	(61,407)	(62,310)	(63,226)
Grants	0	0	0	0	0
Other	0	(584,854)	(594,153)	(602,887)	(611,749)
Interdepartment Transfer	(264,325)	(195,825)	(195,825)	(195,825)	(195,825)
Transfers from Funds	(1,197,800)	(880,749)	(1,689,225)	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,197,800)	(880,749)	(1,689,225)	0	0
Total Revenue	(22,564,351)	(22,354,465)	(24,443,511)	(24,102,693)	(25,547,859)
Expenditures					
Salaries and Wages	4,741,220	4,962,448	5,140,600	5,318,148	5,502,688
Internal Equipment	737,767	791,384	807,212	823,356	839,823
Material and Other	5,234,697	5,135,789	5,334,416	5,495,922	5,686,630
Contract Services	155,500	161,082	166,865	172,855	39,853
Debt Interest	275,752	274,635	274,106	274,106	274,106
Debt Principal	358,899	357,714	357,003	357,003	357,003
Internal Allocations	2,818,290	1,443,090	1,423,090	1,423,090	1,423,090
Interdepartment Transfer	2,028,974	1,403,274	1,383,274	1,383,274	1,383,274
Interfund Transfer	789,316	39,816	39,816	39,816	39,816
Transfer to Funds	3,882,226	3,543,336	3,535,453	3,671,913	4,932,766
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	3,882,226	3,543,336	3,535,453	3,671,913	4,932,766
Total Expenditures	18,204,351	16,669,478	17,038,745	17,536,393	19,055,959
Net Operating Expenditures	(4,360,000)	(5,684,987)	(7,404,766)	(6,566,300)	(6,491,900)
Surplus/(Deficit) (Included Above)	386,186	(872,249)	(1,689,225)	138,855	1,399,164

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

	2023	2024	2025	2026	2027
Revenue					
Parcel Tax	(1,240,179)	(987,869)	(802,162)	(430,273)	(170,424)
Fees and Charges	(21,588,000)	(21,969,461)	(22,741,453)	(23,540,696)	(24,368,153)
Sales of Service	(21,588,000)	(21,869,461)	(22,641,453)	(23,440,696)	(24,268,153)
Other	0	0	0	0	0
User Fees	0	(100,000)	(100,000)	(100,000)	(100,000)
Other Revenue	(2,284,751)	(3,246,857)	(3,336,567)	(3,261,234)	(3,268,514)
Interest	(314,142)	(1,294,842)	(1,401,388)	(1,399,253)	(1,373,005)
Grants	(162,339)	(162,340)	(113,179)	(6,496)	(6,496)
Other	0	0	0	0	0
Interdepartment Transfer	(904,210)	(900,415)	(932,740)	(966,225)	(999,753)
Transfers from Funds	(500,500)	(358,700)	(358,700)	(1,063,871)	(14,993,977)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(500,500)	(358,700)	(358,700)	(1,063,871)	(14,993,977)
Total Revenue	(25,613,430)	(26,562,887)	(27,238,882)	(28,296,074)	(42,801,068)
Expenditures					
Salaries and Wages	5,460,987	5,713,234	5,918,876	6,131,364	6,344,122
Internal Equipment	1,173,950	1,204,314	1,228,400	1,252,968	1,278,027
Material and Other	4,726,565	4,851,612	5,030,922	5,211,532	5,392,372
Contract Services	668,910	692,924	717,800	743,569	769,371
Debt Interest	281,945	281,945	501,294	998,023	2,253,211
Debt Principal	705,925	705,923	599,439	788,937	1,024,683
Internal Allocations	2,176,721	1,725,421	1,705,421	1,705,421	1,705,421
Interdepartment Transfer	1,773,421	1,725,421	1,705,421	1,705,421	1,705,421
Interfund Transfer	403,300	0	0	0	0
Transfer to Funds	3,054,727	5,155,353	1,141,289	394,460	394,460
Special (Stat Reserve) Funds	198,460	198,460	198,460	198,460	198,460
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	2,856,267	4,956,893	942,829	196,000	196,000
Total Expenditures	18,249,730	20,330,727	16,843,442	17,226,274	19,161,668
Net Operating Expenditures	(7,363,700)	(6,232,160)	(10,395,440)	(11,069,800)	(23,639,400)
Surplus/(Deficit) (Included Above)	2,660,267	4,760,893	746,829	(705,171)	(13,930,106)

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	2023	2024	2025	2026	2027
300 Real Estate & Parking	4,279,300	4,878,812	4,726,924	6,345,454	2,908,048
301 Buildings	18,591,100	183,144,959	60,996,272	3,562,238	3,139,229
302 Parks	53,714,100	24,194,884	29,427,687	24,641,418	27,843,913
304 Transportation	58,689,700	19,337,308	25,148,311	27,579,738	37,262,043
305 Solid Waste	17,340,200	13,510,000	10,360,000	4,460,000	2,910,000
306 Storm Drainage	16,840,200	7,161,737	7,524,195	7,351,015	1,504,350
308 Information Services	4,316,700	2,992,408	1,147,175	998,617	794,024
310 Vehicle & Mobile Equipment	8,723,300	4,546,300	5,167,400	5,279,000	5,177,800
311 Fire	3,927,600	823,768	357,141	151,648	3,884,776
Total	186,422,200	260,590,176	144,855,105	80,369,128	85,424,183

Funding Sources:					
General Taxation	15,131,800	16,255,000	17,453,000	18,727,000	19,981,000
Surplus/Reserves	100,388,900	58,289,701	41,650,278	30,637,378	29,732,181
Development Cost Charges	51,664,600	20,873,542	29,966,849	25,924,685	33,497,763
Debenture/Borrowing	8,507,400	161,039,504	50,989,600	0	0
Federal/Provincial Funding*	8,185,700	2,337,049	2,825,678	2,788,745	272,000
Dev/Comm/Other Contributions	1,391,000	877,480	1,200,100	1,424,920	1,352,839
Utility Revenue	1,152,800	917,900	769,600	866,400	588,400
Total	186,422,200	260,590,176	144,855,105	80,369,128	85,424,183

Total Five-Year Capital Program

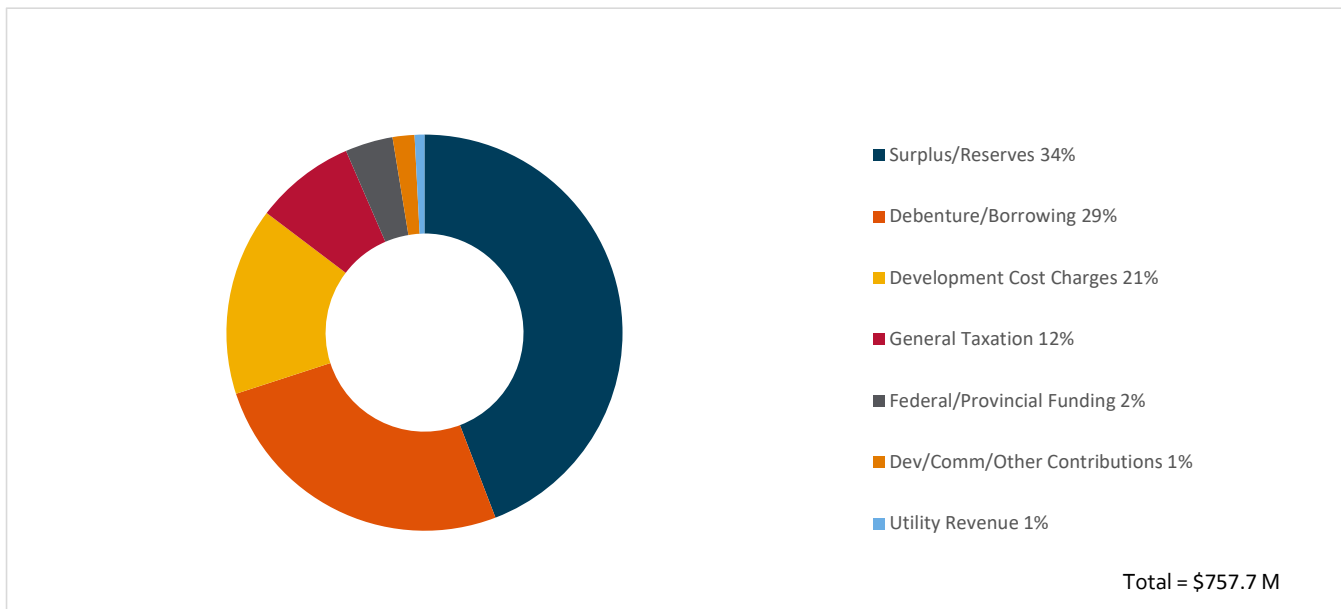
757,660,792

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

Note: Totals may not add due to rounding.

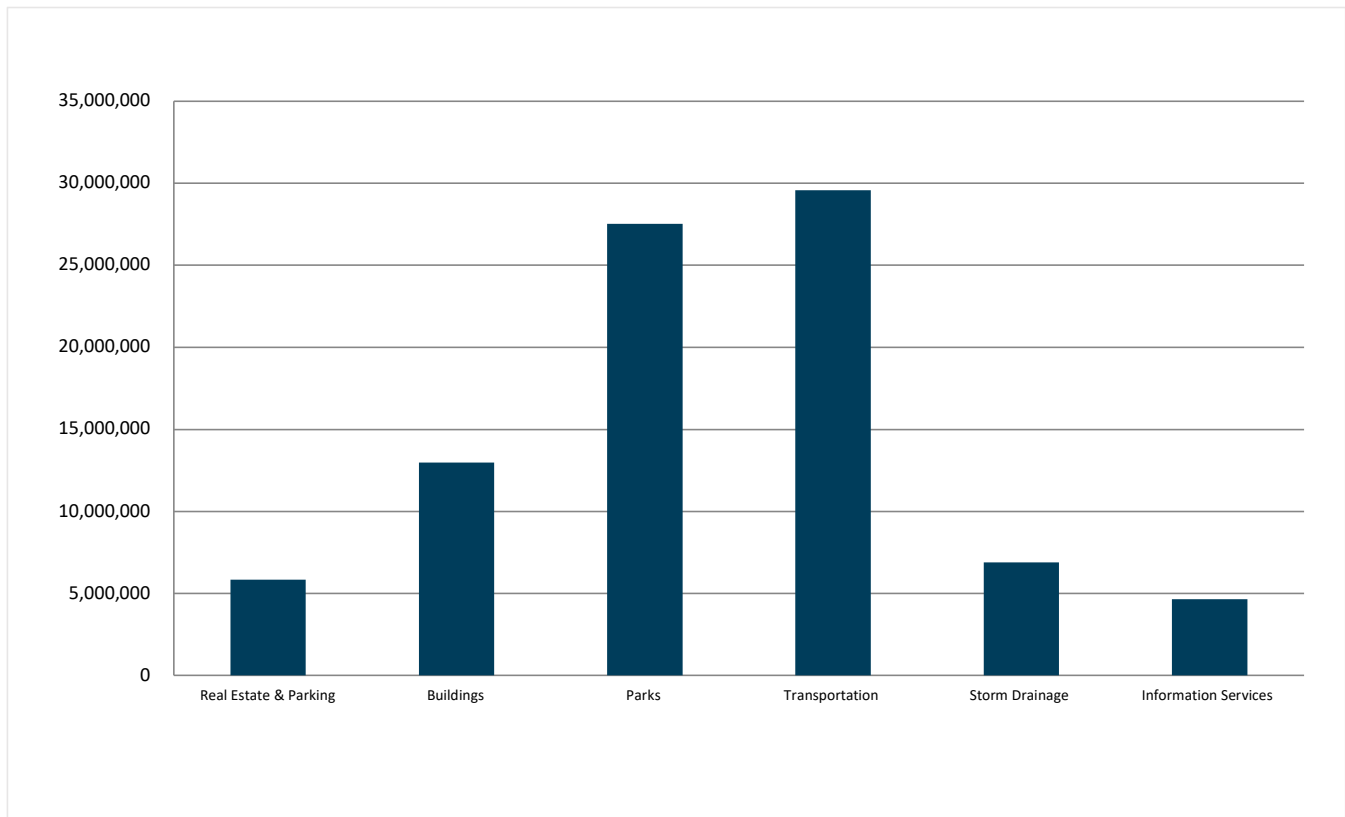
General Fund Capital Funding 2023 to 2027

The below graph summarizes the overall capital plan funding over the next five years.



Capital Funding Summary by Cost Centre

General Fund 2023 to 2027 - Taxation



Cost Centre	Total \$	%	General Fund Taxation	%
300 Real Estate & Parking	23,138,538	3	5,828,838	7
301 Buildings	269,433,798	36	12,978,011	15
302 Parks	159,822,002	21	27,523,059	31
304 Transportation	168,017,100	22	29,573,111	34
305 Solid Waste	48,580,200	6	0	0
306 Storm Drainage	40,381,497	5	6,877,545	8
308 Information Services	10,248,924	2	4,657,937	5
310 Vehicle & Mobile Equipment	28,893,800	4	109,300	0
311 Fire	9,144,933	1	0	0
Total Five-Year Program	757,660,792	100.0	87,547,800	100.0

Note: Totals may not add due to rounding.

Real Estate & Parking Capital

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

Plan No.	Plan Description	2023	2024	2025	2026	2027	Five-Year Total
L1	General Land	2,109,400	2,445,253	2,489,058	2,256,866	2,283,840	11,584,417
L2	Road and Sidewalk Land Acquisition	25,000	142,559	127,866	68,588	51,208	415,221
L3	Parking Infrastructure	1,894,900	2,041,000	1,860,000	3,770,000	323,000	9,888,900
L4	Strategic Land Redevelopment	250,000	250,000	250,000	250,000	250,000	1,250,000
		4,279,300	4,878,812	4,726,924	6,345,454	2,908,048	23,138,538

Funding Sources							
	General Taxation	983,600	1,332,812	1,361,924	1,070,454	1,080,048	5,828,838
	Surplus/Reserves	3,295,700	3,291,000	3,110,000	5,020,000	1,573,000	16,289,700
	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
		4,279,300	4,878,812	4,726,924	6,345,454	2,908,048	23,138,538

Note: Totals may not add due to rounding.

Building Capital

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

Plan No.	Plan Description	2023	2024	2025	2026	2027	Five-Year Total
B1	Parks and Recreation Buildings	6,475,800	2,427,600	36,762,400	1,072,250	780,000	47,518,050
B2	Community and Cultural Buildings	1,100,800	166,045,354	13,695,200	0	0	180,841,354
B3	Civic/Protective Service Buildings	2,939,400	12,348,800	8,092,000	0	0	23,380,200
B4	Transportation and Public Works Buildings	130,000	0	0	0	0	130,000
B5	Heritage Buildings	0	0	0	0	0	0
B6	Capital Opportunities and Partnerships	1,000,000	0	0	0	0	1,000,000
B7	Building Renewal, Rehab. & Infra. Upgrades	6,945,100	2,323,205	2,446,672	2,489,988	2,359,229	16,564,194
		18,591,100	183,144,959	60,996,272	3,562,238	3,139,229	269,433,798

Funding Sources							
General Taxation	2,891,000	2,942,004	2,723,405	2,251,305	2,170,297	12,978,011	
Surplus/Reserves	15,700,100	19,163,451	7,283,267	1,310,933	968,932	44,426,683	
Development Cost Charges	0	0	0	0	0	0	
Debenture/Borrowing	0	161,039,504	50,989,600	0	0	212,029,104	
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	
	18,591,100	183,144,959	60,996,272	3,562,238	3,139,229	269,433,798	

Note: Totals may not add due to rounding.

Parks Capital

Plan No.	Plan Description
P1	DCC Parkland Acquisition Park acquisition program based on the residential growth in the City for the purchase of parkland (Neighbourhood, Community, Recreation and City-wide level parks) under the Development Cost Charge program (DCC). Funding is primarily allocated from developer revenue with general taxation covering both the assist factor and infill/conversion units and Land Use Contracts not required to pay DCC's.
P2	Natural Area Parkland Acquisition Park acquisition program for the purchase of Natural Areas not attributed to the DCC program.
P3	Neighbourhood Park Development An allocation to cover the development of neighbourhood level parks including off-site costs related to park development, but does not include buildings.
P4	Community Park Development An allocation to cover the development of community level parks including off-site costs related to park development, but does not include buildings.
P5	Recreation Park Development An allocation to cover the development of recreation level parks including off-site costs related to park development, but does not include buildings.
P6	City-wide Park Development An allocation to cover the development of city-wide level parks including off-site costs related to park development, but does not include buildings.
P7	Linear/Natural Area Park Development An allocation to cover the development of natural areas and linear parks/trails.
P8	Park Renewal, Rehabilitation & Infrastructure Upgrades An allocation for major repairs or replacement of existing park infrastructure such as sidewalks, hard-surfaced trails, parking lots, sport courts, lighting, electrical and water services, irrigation, fencing, bridges and other major structures.
P9	Capital Opportunities Partnership 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.
P10	Urban Streetscape and Urban Centres Development and Renewal An allocation for urban centre improvements, enhanced streetscapes and walkways, and other urban spaces that are not defined parks.

Plan No.	Plan Description	2023	2024	2025	2026	2027	Five-Year Total
P1	DCC Parkland Acquisition	19,656,300	16,936,291	12,802,000	16,936,290	12,802,000	79,132,881
P2	Natural Area Parkland Acquisition	0	0	0	0	0	0
P3	Neighbourhood Park Development	1,144,800	2,702,604	1,946,193	2,299,737	1,902,000	9,995,334
P4	Community Park Development	14,168,600	0	0	0	0	14,168,600
P5	Recreation Park Development	11,813,000	197,689	2,886,246	0	4,839,376	19,736,311
P6	City-wide Park Development	2,072,600	3,082,900	8,584,398	3,985,491	5,060,637	22,786,026
P7	Linear/Natural Area Park Development	2,652,000	292,400	1,713,850	218,900	218,900	5,096,050
P8	Park Renew., Rehab. & Upgrades	1,979,500	983,000	1,495,000	1,201,000	3,021,000	8,679,500
P9	Capital Opportunities Partnership	192,400	0	0	0	0	192,400
P10	Urban Streetsc. and Centres Dev & Renew	34,900	0	0	0	0	34,900
		53,714,100	24,194,884	29,427,687	24,641,418	27,843,913	159,822,002

Funding Sources							
General Taxation	5,980,900	4,804,485	5,160,279	4,659,581	6,917,814	27,523,059	
Surplus/Reserves	12,466,000	2,578,047	1,446,755	2,028,657	2,795,628	21,315,087	
Development Cost Charges	34,193,000	16,812,352	22,317,553	17,953,180	18,130,471	109,406,556	
Debenture/Borrowing	0	0	0	0	0	0	
Federal/Provincial Funding	1,074,200	0	0	0	0	1,074,200	
Dev/Comm/Other Contributions	0	0	503,100	0	0	503,100	
Utility Revenue	0	0	0	0	0	0	
	53,714,100	24,194,884	29,427,687	24,641,418	27,843,913	159,822,002	

Note: Totals may not add due to rounding.

Transportation Capital

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

Plan No.	Plan Description	2023	2024	2025	2026	2027	Five-Year Total
T1	Development Cost Charge Roads	23,704,800	3,860,068	9,694,428	9,384,818	20,395,885	67,039,999
T2	DCC Roads - Active Transportation	15,183,700	4,894,800	2,620,000	6,364,200	4,747,105	33,809,805
T3	Non-DCC Roads	2,527,600	1,120,000	970,000	970,000	770,000	6,357,600
T4	Transportation System Renewal	6,343,800	4,962,440	9,400,883	6,488,720	6,409,253	33,605,096
T5	Bicycle Network	1,634,000	580,000	818,000	1,300,000	910,000	5,242,000
T6	Sidewalk Network	5,313,200	3,200,000	975,000	1,075,000	1,075,000	11,638,200
T7	Safety and Operational Improvements	1,229,200	410,000	370,000	430,000	380,000	2,819,200
T8	Traffic Control Infrastructure	758,000	0	0	0	0	758,000
T9	Transit Facilities	1,995,400	310,000	300,000	1,567,000	2,574,800	6,747,200
		58,689,700	19,337,308	25,148,311	27,579,738	37,262,043	168,017,100

Funding Sources							
	General Taxation	3,382,300	4,291,987	4,728,619	8,939,070	8,231,135	29,573,111
	Surplus/Reserves	27,193,500	10,411,651	12,378,396	9,549,243	12,615,777	72,148,567
	Development Cost Charges	17,471,600	4,061,190	7,649,296	7,971,505	15,367,292	52,520,883
	Debenture/Borrowing	7,117,800	0	0	0	0	7,117,800
	Federal/Provincial Funding	2,263,200	0	0	0	0	2,263,200
	Dev/Comm/Other Contributions	1,261,300	572,480	392,000	1,119,920	1,047,839	4,393,539
	Utility Revenue	0	0	0	0	0	0
		58,689,700	19,337,308	25,148,311	27,579,738	37,262,043	168,017,100

Note: Totals may not add due to rounding.

Solid Waste Capital

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

Plan No.	Plan Description	2023	2024	2025	2026	2027	Five-Year Total
SW1	Equipment	400,000	950,000	600,000	650,000	400,000	3,000,000
SW2	Site Improvement	6,202,600	7,600,000	100,000	1,100,000	100,000	15,102,600
SW3	Gas Management	509,800	450,000	450,000	450,000	450,000	2,309,800
SW4	Leachate Management	100,000	200,000	1,000,000	0	0	1,300,000
SW5	Drainage & Groundwater Management	1,130,000	1,400,000	4,900,000	0	500,000	7,930,000
SW6	Recycling & Waste Management	205,900	0	0	300,000	0	505,900
SW7	Landfill Area Development	7,873,000	2,200,000	2,050,000	0	0	12,123,000
SW8	Closure & Reclamation	0	250,000	800,000	0	1,000,000	2,050,000
SW9	Solid Waste Renewal	918,900	460,000	460,000	1,960,000	460,000	4,258,900
		17,340,200	13,510,000	10,360,000	4,460,000	2,910,000	48,580,200

Funding Sources							
	General Taxation	0	0	0	0	0	0
	Surplus/Reserves	17,134,300	13,110,000	10,360,000	4,460,000	2,910,000	47,974,300
	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	79,700	0	0	0	0	79,700
	Utility Revenue	126,200	400,000	0	0	0	526,200
		17,340,200	13,510,000	10,360,000	4,460,000	2,910,000	48,580,200

Note: Totals may not add due to rounding.

Storm Drainage Capital

Plan No.	Plan Description
D1	Hydraulic Upgrading Program Estimated expenditures to cover hydraulic improvements to the storm drainage system. This non-exhaustive list of hydraulic capacity projects are selected based on grant availability, contributing area, support by studies, analyses, and/or reoccurring operational issues. Flood protection projects are also included in this category.
D2	Storm Drainage Quality Program This program includes stormwater quality projects that reduce urban and agricultural stormwater pollution throughout the City. Projects are selected based on contemporary water quality monitoring, higher risk subcatchments, and provincial outfall water quality targets. The 2040 Official Community Plan and the draft Area Based Water Management Plan identify relatively high risks and many opportunities for addressing stormwater quality in the City. These projects ultimately support the City's drinking water filtration deferral strategy supported by Interior Health. This category is expected to evolve regularly based on lessons learned, completed projects, and increases to stormwater quality levels of service.
D3	Storm Water Renewal This program provides for the renewal and replacement of pipes, outfalls, pump stations, treatment facilities, and stormwater ponds.

Plan No.	Plan Description	2023	2024	2025	2026	2027	Five-Year Total
D1	Hydraulic Upgrading Program	16,091,300	6,592,623	7,064,195	6,971,863	960,660	37,680,641
D2	Storm Drainage Quality Program	168,400	349,114	120,000	0	0	637,514
D3	Storm Water Renewal	580,500	220,000	340,000	379,152	543,690	2,063,342
		16,840,200	7,161,737	7,524,195	7,351,015	1,504,350	40,381,497

Funding sources							
	General Taxation	999,800	1,800,490	2,381,598	857,974	837,683	6,877,545
	Surplus/Reserves	10,600,700	3,024,198	2,316,919	3,704,296	394,667	20,040,780
	Development Cost Charges	0	0	0	0	0	0
	Debenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	4,848,300	2,337,049	2,825,678	2,788,745	272,000	13,071,772
	Dev/Comm/Other Contributions	0	0	0	0	0	0
	Utility Revenue	391,400	0	0	0	0	391,400
		16,840,200	7,161,737	7,524,195	7,351,015	1,504,350	40,381,497

Note: Totals may not add due to rounding.

Information Services Capital

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

Plan No.	Plan Description	2023	2024	2025	2026	2027	Five-Year Total
I1	Front Office Equipment	503,300	454,839	612,108	345,309	320,568	2,236,124
I2	Server & Data Storage	80,000	60,000	53,330	289,180	126,251	608,761
I3	Major System Projects	2,015,900	2,291,114	170,655	258,517	150,726	4,886,912
I4	Communications Systems	1,717,500	186,455	311,082	105,611	196,479	2,517,127
		4,316,700	2,992,408	1,147,175	998,617	794,024	10,248,924

Funding Sources							
	General Taxation	784,900	1,083,221	1,097,175	948,617	744,024	4,657,937
	Surplus/Reserves	2,074,300	1,859,187	0	0	0	3,933,487
	Development Cost Charges	0	0	0	0	0	0
	Debenture/Borrowing	1,389,600	0	0	0	0	1,389,600
	Federal/Provincial Funding	0	0	0	0	0	0
	Dev/Comm/Other Contributions	50,000	50,000	50,000	50,000	50,000	250,000
	Utility Revenue	17,900	0	0	0	0	17,900
		4,316,700	2,992,408	1,147,175	998,617	794,024	10,248,924

Note: Totals may not add due to rounding.

Vehicle & Mobile Equipment Capital

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

Plan No.	Plan Description	2023	2024	2025	2026	2027	Five-Year Total
V1	Additional Vehicles / Equipment	517,000	996,300	1,257,400	1,179,000	887,800	4,837,500
V2	Vehicle / Equipment Renewal	8,206,300	3,550,000	3,910,000	4,100,000	4,290,000	24,056,300
		8,723,300	4,546,300	5,167,400	5,279,000	5,177,800	28,893,800

Funding Sources							
	General Taxation	109,300	0	0	0	0	109,300
	Surplus/Reserves	7,996,700	4,028,400	4,397,800	4,412,600	4,589,400	25,424,900
	Development Cost Charges	0	0	0	0	0	0
	Debtenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	0	0	0	0	0	0
	Dev/Comm/Other Contributions	0	0	0	0	0	0
	Utility Revenue	617,300	517,900	769,600	866,400	588,400	3,359,600
		8,723,300	4,546,300	5,167,400	5,279,000	5,177,800	28,893,800

Note: Totals may not add due to rounding.

Fire Capital

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

Plan No.	Plan Description	2023	2024	2025	2026	2027	Five-Year Total
F1	Vehicle / Equipment Renewal	3,166,100	697,546	0	0	3,221,796	7,085,442
F2	Additional Vehicles / Equipment	127,000	91,722	65,341	66,648	67,980	418,691
F3	Communications Systems	634,500	34,500	291,800	85,000	595,000	1,640,800
		3,927,600	823,768	357,141	151,648	3,884,776	9,144,933

Funding Sources							
	General Taxation	0	0	0	0	0	0
	Surplus/Reserves	3,927,600	823,768	357,141	151,648	3,884,776	9,144,933
	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
		3,927,600	823,768	357,141	151,648	3,884,776	9,144,933

Note: Totals may not add due to rounding.

Capital Summary - Airport & Utility Funds

Cost Centre	2023	2024	2025	2026	2027
312 Airport	139,065,000	9,865,400	23,154,600	14,129,200	16,754,500
313 Water	10,501,400	8,013,800	11,229,800	9,142,800	8,713,800
314 Wastewater	31,219,500	10,264,300	25,085,400	26,087,000	62,205,800
	180,785,900	28,143,500	59,469,800	49,359,000	87,674,100

Funding Sources:					
Water Utility Operating	4,360,000	5,684,987	7,404,766	6,566,300	6,491,900
Wastewater Utility Operating	7,363,700	6,232,160	10,395,440	11,069,800	23,639,400
Reserves/Surplus	144,404,590	9,865,400	25,154,600	13,607,300	16,003,600
Development Cost Charges	2,731,710	6,210,953	14,308,994	15,390,700	38,638,300
Debenture Borrowing	0	0	0	0	0
Federal/Provincial Contributions	21,105,300	0	0	521,900	2,750,900
Dev/Comm/Other Contributions	820,600	150,000	2,206,000	2,203,000	150,000
	180,785,900	28,143,500	59,469,800	49,359,000	87,674,100

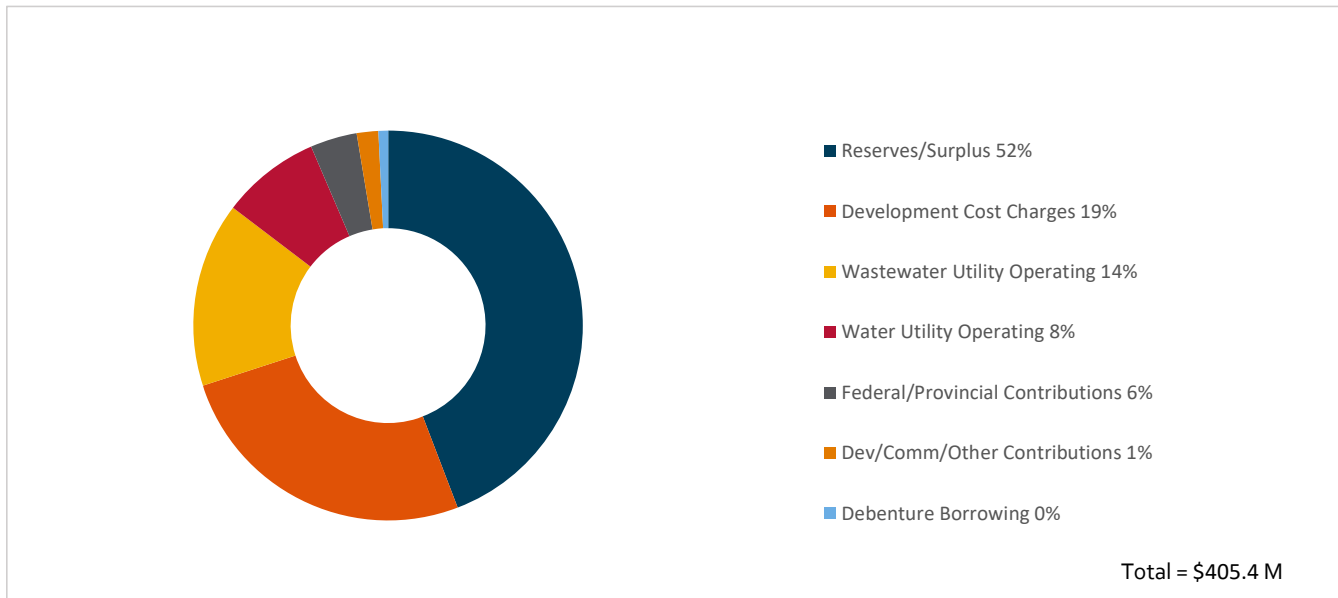
Total Five-Year Capital Program 405,432,300

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

Note: Totals may not add due to rounding.

Utility Funds Capital Funding 2023 to 2027

The below graph summarizes the overall capital plan funding over the next five years.



Airport Capital

Plan No.	Plan Description
A1	Airside Funding for East Lands roads and servicing, stormwater infrastructure, and other small capital projects.
A2	Groundside Funding for Airport roadways, hotel and parking development, rental car quick turnaround facility, land purchases, West Lands roads and servicing, and other small capital projects.
A3	Terminal Funding for Airport terminal building renovations, technology, bridge upgrades, and other small capital projects.
A4	Airport Improvement Fees Funding for the terminal expansion, Apron 1 South expansion, combined operations building, airside pavement rehabilitation, runway end safety area, airside equipment, and other capital projects.

Plan No.	Plan Description	2023	2024	2025	2026	2027	Five-Year Total
A1	Airside	760,000	275,600	827,400	828,300	2,482,900	5,174,200
A2	Groundside	9,249,100	3,376,000	10,795,900	1,291,400	9,464,000	34,176,400
A3	Terminal	6,519,300	1,328,900	1,490,500	1,174,000	762,000	11,274,700
A4	Airport Improvement Fees	122,536,600	4,884,900	10,040,800	10,835,500	4,045,600	152,343,400
		139,065,000	9,865,400	23,154,600	14,129,200	16,754,500	202,968,700

Funding Sources:							
General Taxation	0	0	0	0	0	0	0
Surplus/Reserves	126,977,000	9,865,400	23,154,600	13,607,300	14,003,600	187,607,900	
Development Cost Charges	0	0	0	0	0	0	0
Debenture/Borrowing	0	0	0	0	0	0	0
Federal/Provincial Funding	11,806,000	0	0	521,900	2,750,900	15,078,800	
Dev/Comm/Other Contributions	282,000	0	0	0	0	282,000	
Utility Revenue	0	0	0	0	0	0	0
	139,065,000	9,865,400	23,154,600	14,129,200	16,754,500	202,968,700	

Note: Totals may not add due to rounding.

Water Capital

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

Plan No.	Plan Description	2023	2024	2025	2026	2027	Five-Year Total
W1	DCC Pipes (Mains)	1,401,100	2,750,000	3,221,000	2,579,000	0	9,951,100
W2	DCC Booster Stations & PRVs	0	0	0	0	0	0
W3	DCC Water Treatment	0	0	0	0	0	0
W4	DCC Reservoirs & Filling Stations	231,000	1,900,000	0	0	0	2,131,000
W5	DCC Offsite & Oversize	545,300	143,800	143,800	143,800	143,800	1,120,500
W6	Network and Facility Renewal	5,139,100	3,050,000	4,150,000	4,250,000	5,500,000	22,089,100
W7	Network and Facility Improvements	1,568,800	150,000	2,695,000	150,000	2,150,000	6,713,800
W8	Irrigation Network Improvements	1,616,100	20,000	1,020,000	2,020,000	920,000	5,596,100
		10,501,400	8,013,800	11,229,800	9,142,800	8,713,800	47,601,600

Funding Sources							
	General Taxation	0	0	0	0	0	0
	Surplus/Reserves	4,534,490	0	2,000,000	0	2,000,000	8,534,490
	Development Cost Charges	1,456,910	2,178,813	1,675,034	2,426,500	71,900	7,809,157
	Debenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	0	0	0	0	0	0
	Dev/Comm/Other Contributions	150,000	150,000	150,000	150,000	150,000	750,000
	Utility Revenue	4,360,000	5,684,987	7,404,766	6,566,300	6,491,900	30,507,953
		10,501,400	8,013,800	11,229,800	9,142,800	8,713,800	47,601,600

Note: Totals may not add due to rounding.

Wastewater Capital

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

Plan No.	Plan Description	2023	2024	2025	2026	2027	Five-Year Total
WW1	DCC Pipes (Mains)	535,900	4,823,100	3,354,600	5,654,000	6,265,800	20,633,400
WW2	DCC Lift Stations	2,982,000	221,200	1,990,800	2,053,000	0	7,247,000
WW3	DCC Wastewater Treatment Facilities	434,200	0	14,320,000	12,760,000	50,120,000	77,634,200
WW4	DCC Oversize	538,700	120,000	120,000	120,000	120,000	1,018,700
WW5	Network and Facility Renewal	12,563,200	5,000,000	5,200,000	5,400,000	5,600,000	33,763,200
WW6	Network and Facility Improvements	14,165,500	100,000	100,000	100,000	100,000	14,565,500
		31,219,500	10,264,300	25,085,400	26,087,000	62,205,800	154,862,000

Funding Sources:							
General Taxation	0	0	0	0	0	0	0
Surplus/Reserves	12,893,100	0	0	0	0	0	12,893,100
Development Cost Charges	1,274,800	4,032,140	12,633,960	12,964,200	38,566,400	69,471,500	69,471,500
Debenture/Borrowing	0	0	0	0	0	0	0
Federal/Provincial Funding	9,299,300	0	0	0	0	0	9,299,300
Dev/Comm/Other Contributions	388,600	0	2,056,000	2,053,000	0	0	4,497,600
Utility Revenue	7,363,700	6,232,160	10,395,440	11,069,800	23,639,400	58,700,500	58,700,500
	31,219,500	10,264,300	25,085,400	26,087,000	62,205,800	154,862,000	154,862,000

Note: Totals may not add due to rounding.