



# FINANCIAL PLAN

Kelowna, BC Canada  
Five-Year Financial Plan  
2024-2028

# 2024



# 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 stable, 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, 2023-2032, 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 2024 budget process which includes:

- Preliminary Budget – approved by Council December 7, 2023
- Carryover Requests – approved by Council March 18, 2024
- Final Budget – approved by Council on May 6, 2024

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 2024 portion of the Financial Plan.

For the years after 2024, 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 2025 to 2028 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 3 per cent or less.
- A growth rate of 1.59 per cent per year for 2025 and 1.47 per cent per year for 2026-2028 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, 2023-2032.
- 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 514 and is used in the Financial Plan bylaw. The final column of the Financial Plan, years 2029 to 2031, 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

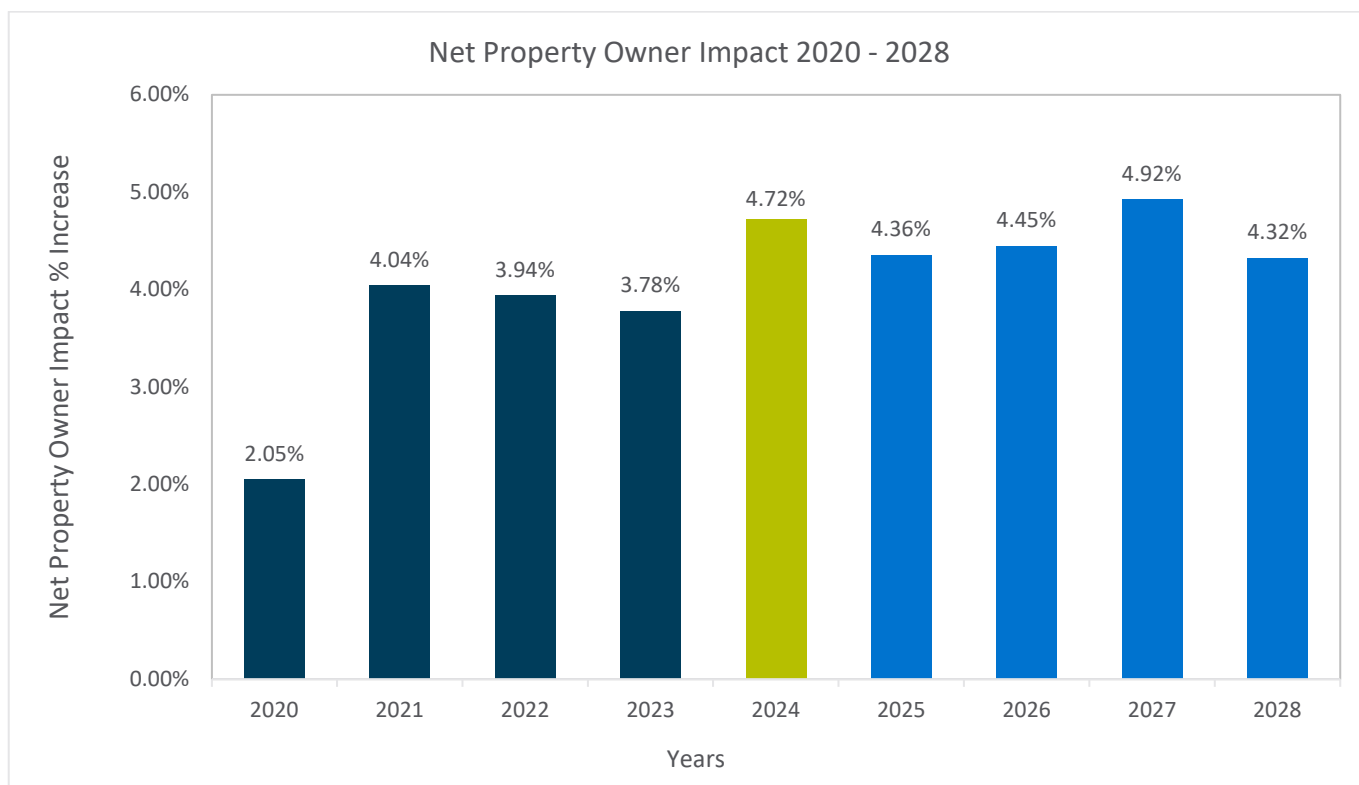
The City defines financial strength and stability as “the ability to acquire and manage a portfolio of financial and physical assets that meet the current and future needs of our community.” The City uses strategies set out in this document to guide decision-making within the City to help to realize 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 22 per cent of the 2023 Financial Plan’s total revenue estimate of \$854.9M.

Kelowna continues to be below the average taxes paid by property owners in British Columbia. Historical tax rate increases from 2020 to 2024 is shown in the graph below beside the projected increases for 2025 to 2028. 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 2025 to 2028 have not been approved by Council and are subject to change.

The forecasted increases for 2025 to 2028 assumes approval to borrow for all priority one capital projects funded through debt as presented in the Council endorsed 10-Year Capital Plan, 2023-2032 (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 \$4.4M in the 2024 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 service areas:

- Development Planning and Development Services generate revenue in the form of development, subdivision, permit and inspection fees along with other service revenues. Most future fees and charges revenue in these service areas are estimated using growth projections alone as there is a direct relationship between development revenue and community growth.
- Solid Waste and Landfill which generates the largest proportion of revenue from fees and charges through landfill tipping fees and waste collection charges.
- Parking generates revenues through parking fees throughout the City.
- Transit generates a large proportion of fees and charges through the transit service offered throughout the City. Future transit revenues are factored for growth to reflect the expected increase in service demand due to community growth.
- Sport and Recreation and Arts and Culture generate 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.
- Community Safety, Police Services and RCMP and Fire Safety service areas generate 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 for these areas are factored for inflation.
- Enabling Services generates revenues in rental fees from properties owned by the City. Future revenues have been factored by inflation alone as there is little anticipated growth in the inventory of these real estate assets. This service area also collects recovery revenue from customers. Additionally, Fleet Services is mapped to fees and charges through internal equipment charges but is a recovery revenue from other service areas.
- Parks revenue is collected through cemetery fees and recovery revenue. Estimates of future fees and charges revenue generation 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 2024.

The City of Kelowna operates two utility funds: the Water Utility and the Wastewater Utility.

- The Water Utility Includes in the 2024 Financial Plan a budgeted 6 per cent rate increase for water rates, 6 per cent for the Water Quality Enhancement Fee.
- The Wastewater Utility operates citywide. The 2024 Financial Plan budgeted a 3 per cent rate increase for wastewater rates. 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. Future projects that are planned to be funded through borrowing as indicated in the Council endorsed 10-Year Capital Plan, 2024-2032 include:

- 2024-2027: Building Stronger Kelowna (Parkinson Rec Centre Replacement)
- 2024: Network as a Service
- 2025-2026: City Hall Envelope Renewal
- 2025-2026: North Glenmore Fire Hall
- 2025-2026: North Glenmore Recreation – Future Phases
- 2025: Manhattan Point Park
- 2025: Mission Recreation - Youth Park, Plaza, & Trail System
- 2025-2026: Burtch Rd Active transportation corridor and Road
- 2025: KLO Rd Mission Creek Bridge Replacement
- 2025-2027: Critical & Core Building Infrastructure Renewal
- 2026: Irrigation Renewal
- 2027-2029: Lakeshore Rd Active transportation corridor
- 2028-2029: Capital News Centre

## 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 funding 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 2024 Financial Plan, it is the largest source of funding at 43 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 1.6 per cent annually 2025 to 2028.

### 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 2024 help to fund 5 per cent of the City's overall budget. The City's objective is to pragmatically leverage grant opportunities.

Significant grants in 2024 include the transit partnership with the Province of British Columbia which provides funding for conventional transit and custom transit costs, and the Disaster Mitigation and Adaptation Fund grant for Mill creek flood repair.

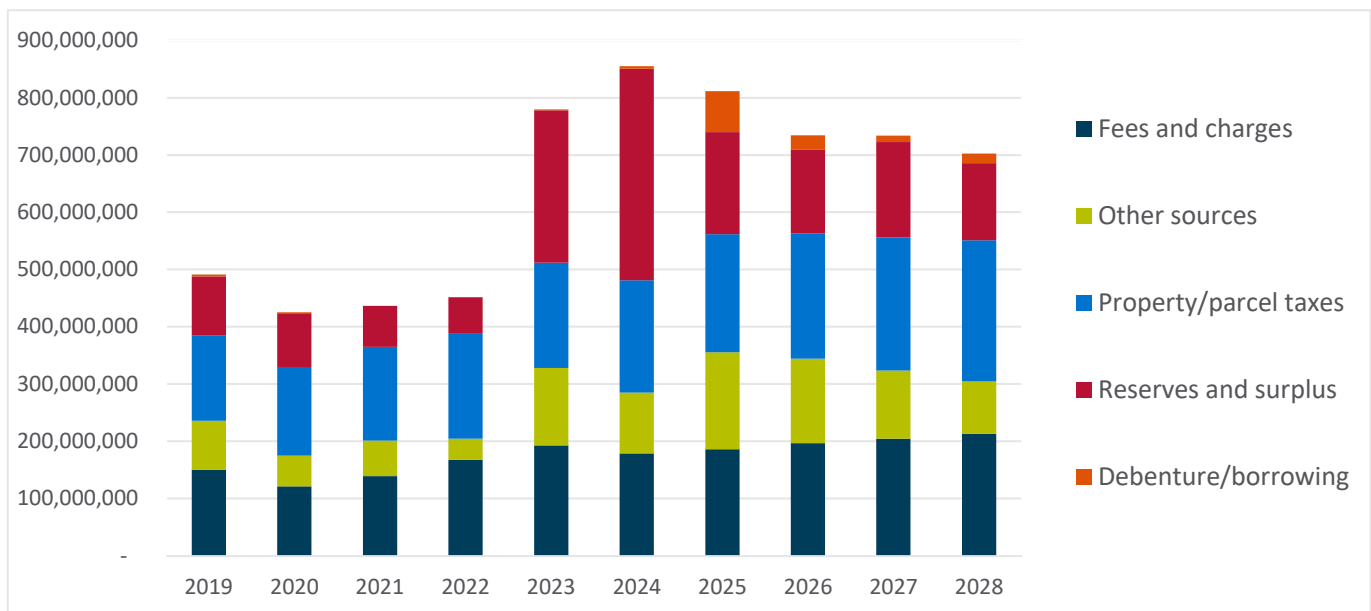
Gaming revenues are expected to increase by 3 per cent throughout 2024. This revenue is included in the RCMP budget to be applied against police costs.

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 2024, the City of Kelowna expects to receive \$6.6M.

The City of Kelowna will continue to apply for Federal and Provincial Grants during the year. Successful grants will be added to the 2024 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 2020 to 2023 are based on actual amounts received. Years 2024 to 2028 are forecasted values calculated using the assumptions discussed above.



Note: Reserve funding totals in the chart above are higher in 2024 due to carry-over projects.



## Five-Year Financial Plan Summaries

### Financial Plan 2024-2028

	2024	2025	2026	2027	2028	2029-2031
<b>Revenue</b>						
Property Value Tax	191,220,490	203,343,357	216,124,348	230,689,351	244,802,502	786,564,674
Library Requisition	7,859,400	8,016,588	8,176,920	8,340,458	8,507,267	26,035,639
Parcel Taxes	4,440,697	3,450,288	3,290,286	2,944,479	2,711,096	7,883,485
Fees and Charges	178,947,925	185,894,676	196,314,029	204,029,869	212,399,148	688,368,989
Borrowing Proceeds	4,522,400	71,928,262	24,680,540	11,421,775	16,806,499	25,875,982
Other Sources	98,499,082	161,931,710	140,624,333	113,384,030	85,439,508	225,580,497
	485,489,994	634,564,881	589,210,457	570,809,962	570,666,020	1,760,309,266
<b>Transfer between Funds</b>						
Reserve Funds	2,489,948	1,289,098	6,115,713	7,629,335	6,143,430	18,519,832
DCC Funds	61,375,400	57,634,139	52,938,672	66,663,479	65,428,683	140,205,159
Surplus/Reserve Accounts	305,547,770	119,650,706	100,298,759	95,870,859	75,249,984	257,737,446
	369,413,118	178,573,943	159,353,144	170,163,674	146,822,097	416,462,437
<b>Total Revenues</b>	<b>854,903,112</b>	<b>813,138,824</b>	<b>748,563,601</b>	<b>740,973,636</b>	<b>717,488,117</b>	<b>2,176,771,703</b>
<b>Expenditures</b>						
Municipal Debt						
Debt Interest	4,956,085	5,315,399	11,005,460	15,739,605	17,969,307	63,420,320
Debt Principal	7,149,119	7,258,284	8,954,238	10,373,849	10,258,477	36,787,913
Capital Expenditures	415,457,000	357,466,503	272,670,553	248,886,362	206,263,477	519,091,611
Other Municipal Purposes						
Arts & Culture	4,273,737	4,282,458	4,489,454	4,645,033	4,806,007	15,440,657
Community Development	6,002,914	4,793,625	5,150,805	5,209,788	5,382,430	17,243,174
Community Safety & Bylaw	7,853,956	7,650,957	7,902,278	8,183,981	8,467,965	27,232,983
Development Planning	2,713,940	2,599,523	2,687,924	2,779,287	2,873,820	9,222,032
Development Services	6,532,198	7,043,599	7,288,306	7,541,210	7,802,890	25,071,139
Enabling Services	73,464,907	75,380,138	79,266,450	83,399,969	87,762,191	290,811,350
Fire Safety	28,176,552	29,074,292	29,933,760	30,971,906	32,046,076	102,962,498
Governance & Leadership	4,716,757	4,540,408	4,698,150	4,861,176	5,029,858	16,161,228
Parking	4,993,679	4,655,296	4,749,895	4,846,916	4,946,474	15,463,232
Parks	13,402,113	14,280,247	14,825,843	15,339,239	15,870,450	50,986,163
Partnerships Office	1,405,389	1,236,025	1,278,966	1,100,246	1,138,424	3,657,827
Police Services & RCMP	59,394,604	61,498,220	63,634,014	65,841,357	68,125,286	218,885,725
Solid Waste & Landfill	17,080,505	17,294,887	16,831,025	17,314,117	17,813,287	56,603,919
Sport & Recreation	14,858,167	15,289,370	15,752,317	16,266,208	16,822,777	52,637,145
Stormwater & Flood Protection	3,369,341	2,809,749	2,896,693	2,976,454	3,068,875	9,792,654
Transit	31,871,916	31,712,016	32,800,301	33,925,048	35,088,823	112,660,004
Transportation	17,025,537	17,476,533	18,090,049	18,657,774	19,305,199	62,028,728
Wastewater	15,554,826	15,832,141	15,519,908	15,787,332	16,063,682	49,943,013
Water	14,065,368	13,003,895	12,829,942	13,046,487	13,270,324	36,733,688
Airport	27,176,085	27,726,778	28,855,121	30,541,836	31,576,677	100,472,340
	781,494,695	728,220,343	662,111,453	658,235,180	631,752,776	1,893,309,343
<b>Transfers between Funds</b>						
Reserve Funds	31,623,581	32,305,990	33,735,918	34,877,386	36,090,325	115,392,541
DCC Funds	0	0	0	0	0	0
Surplus/Reserve Accounts	41,784,836	52,612,491	52,716,230	47,861,069	49,645,017	168,069,820
	73,408,417	84,918,481	86,452,149	82,738,455	85,735,342	283,462,361
<b>Total Expenditures</b>	<b>854,903,112</b>	<b>813,138,824</b>	<b>748,563,601</b>	<b>740,973,636</b>	<b>717,488,117</b>	<b>2,176,771,703</b>

Note: Totals may not add due to rounding.



## General Fund Tax Impact Summary

	2024	2025	2026	2027	2028
General revenues	(17,819,889)	(18,751,487)	(19,669,998)	(21,612,820)	(22,088,304)
	0	0	0	0	0
Net operating budget	194,573,679	206,111,844	218,315,346	233,252,171	246,183,806
Pay-as-you-go capital	14,466,700	15,983,000	17,479,000	19,050,000	20,707,000
	0	0	0	0	0
Taxation demand	<b>191,220,490</b>	<b>203,343,357</b>	<b>216,124,348</b>	<b>230,689,351</b>	<b>244,802,502</b>
	0	0	0	0	0
New construction tax revenue	(6,260,000)	(3,790,000)	(3,739,000)	(3,927,000)	(4,141,000)
				0.00%	0.00%
				0.00%	0.00%
Municipal Impact	3.72%	3.36%	3.45%	3.92%	3.32%
Public Safety Levy Impact	1.00%	1.00%	1.00%	1.00%	1.00%
<b>Net property owner impact</b>	<b>4.72%</b>	<b>4.36%</b>	<b>4.45%</b>	<b>4.92%</b>	<b>4.32%</b>

## General Revenue

	2024	2025	2026	2027	2028
<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	2,024,350	2,097,024	2,169,878	2,245,173	2,323,081
	2,024,350	2,097,024	2,169,878	2,245,173	2,323,081
<b>Interest &amp; penalties</b>					
Interest on Investments	10,557,391	11,225,254	11,883,116	13,557,797	13,757,097
Tax Arrears & Delinquent	225,000	228,578	231,942	235,352	238,812
Penalties on Taxes	1,900,000	1,930,210	1,958,620	1,987,412	2,016,627
Penalties Utility Accounts	110,000	111,749	113,394	115,061	116,752
Interest on Performance deposits	(2,054,000)	(2,054,000)	(2,054,000)	(2,054,000)	(2,054,000)
Interest on Accounts Receivable	49,000	49,000	49,000	49,000	49,000
	10,787,391	11,490,791	12,182,072	13,890,622	14,124,288
<b>Miscellaneous revenues</b>					
Work Order Administration	40,000	41,436	42,876	44,364	45,903
Local Improvement Prepayments	34,000	34,000	34,000	34,000	34,000
Discounts Earned & Misc	954,443	975,768	996,866	1,018,891	1,041,925
Risk to Roll	(310,000)	(321,129)	(332,286)	(343,816)	(355,746)
	718,443	730,075	741,456	753,439	766,082
<b>Federal contributions</b>					
Grants in Lieu of Taxes	150,438	153,447	156,516	159,646	162,839
<b>Provincial contributions</b>					
Grants in Lieu of Taxes	502,469	512,518	522,769	533,224	543,888
Traffic Fine Revenue Sharing	1,650,553	1,676,797	1,701,477	1,726,489	1,751,868
Climate Action Rev Incentive	419,082	427,464	436,013	444,733	453,628
Certificate of Recognition Rebate	143,000	143,000	143,000	143,000	143,000
Appropriation to Reserves	(1,258,826)	(1,258,826)	(1,258,826)	(1,258,826)	(1,258,826)
	1,456,278	1,500,953	1,544,433	1,588,620	1,633,558
<b>Taxes - private utilities</b>					
1% in Lieu of Taxes	2,679,889	2,776,097	2,872,543	2,972,220	3,075,356
<b>Total General Revenues</b>	<b>17,819,889</b>	<b>18,751,487</b>	<b>19,669,998</b>	<b>21,612,820</b>	<b>22,088,304</b>
<b>Property taxation</b>	191,220,490	203,343,357	216,124,348	230,689,351	244,802,502
<b>Total General Revenue &amp; taxation</b>	<b>209,040,379</b>	<b>222,094,844</b>	<b>235,794,346</b>	<b>252,302,171</b>	<b>266,890,806</b>

Note: Totals may not add due to rounding.

## Operating Summary - General Fund

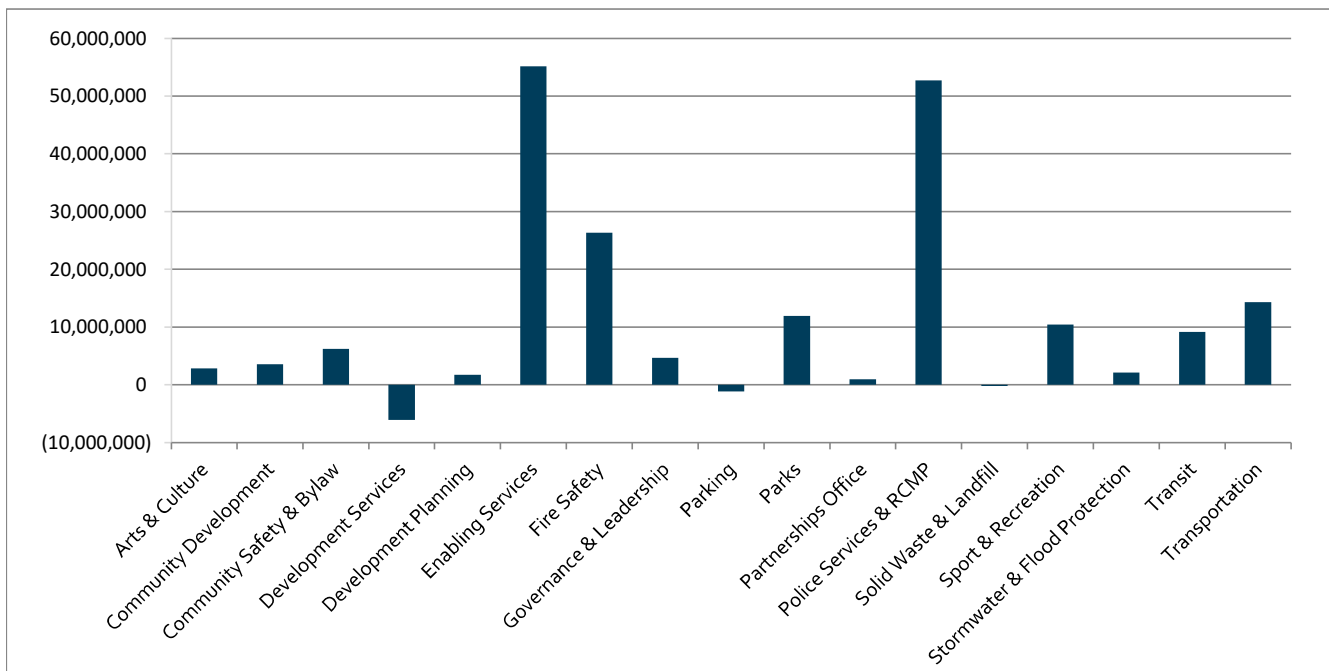
### Revenues/Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Library Requisition	(7,859,400)	(8,016,588)	(8,176,920)	(8,340,458)	(8,507,267)
Parcel Tax	(136,547)	(136,547)	(136,547)	(136,547)	(136,547)
Fees and Charges	(80,920,115)	(83,281,036)	(85,889,063)	(88,486,044)	(91,098,049)
Sales of Service	(66,249,339)	(68,114,881)	(70,213,535)	(72,295,059)	(74,441,716)
User Fees	(14,670,776)	(15,166,155)	(15,675,528)	(16,190,985)	(16,656,333)
Other Revenue	(43,836,170)	(42,113,196)	(42,164,803)	(43,055,997)	(44,070,362)
Interest	(4,118,660)	(4,266,520)	(4,414,746)	(4,567,938)	(4,726,445)
Grants	(19,728,200)	(18,709,805)	(19,085,201)	(19,366,906)	(19,754,245)
Services to Other Governments	(9,199,025)	(9,232,549)	(9,503,696)	(9,783,018)	(10,071,023)
Interdepartment Transfer	(10,790,285)	(9,904,322)	(9,161,160)	(9,338,135)	(9,518,649)
Transfers from Funds	(13,188,470)	(6,682,355)	(11,467,931)	(12,791,492)	(11,485,987)
Special (Stat Reserve) Funds	(2,489,948)	(1,289,098)	(6,115,713)	(7,629,335)	(6,143,430)
Development Cost Charges	(795,400)	(823,955)	(852,580)	(882,165)	(912,776)
Accumulated Surplus	(9,903,122)	(4,569,302)	(4,499,638)	(4,279,992)	(4,429,781)
<b>Total Revenue</b>	<b>(145,940,702)</b>	<b>(140,229,722)</b>	<b>(147,835,264)</b>	<b>(152,810,538)</b>	<b>(155,298,212)</b>
<b>Expenditures</b>					
Salaries and Wages	109,614,261	114,052,882	120,001,620	125,920,143	132,372,586
Internal Equipment	9,147,802	9,073,018	9,350,640	9,621,150	9,899,966
Material and Other	66,302,431	61,922,835	63,481,764	64,916,210	66,561,853
Contract Services	107,310,682	111,823,972	115,647,055	119,600,065	123,714,546
Debt Interest	3,666,890	4,105,957	10,115,657	15,126,162	16,754,728
Debt Principal	4,180,072	4,404,651	7,035,694	9,219,332	9,305,753
Internal Allocations	4,761,036	4,744,636	3,809,636	3,809,636	3,809,636
Interdepartment Transfer	4,761,036	4,744,636	3,809,636	3,809,636	3,809,636
Interfund Transfer	0	0	0	0	0
Transfer to Funds	35,531,207	36,213,616	36,708,544	37,850,012	39,062,951
Special (Stat Reserve) Funds	31,066,291	31,748,700	33,178,628	34,320,096	35,533,035
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	4,464,916	4,464,916	3,529,916	3,529,916	3,529,916
<b>Total Expenditures</b>	<b>340,514,381</b>	<b>346,341,566</b>	<b>366,150,611</b>	<b>386,062,710</b>	<b>401,482,019</b>
<b>Net Operating Expenditures</b>	<b>194,573,679</b>	<b>206,111,844</b>	<b>218,315,346</b>	<b>233,252,171</b>	<b>246,183,806</b>

Note: Totals may not add due to rounding.

## General Fund - operating summary by service

### 2024 Net Operating Expenditure



### Net Operating Expenditure by Year

	2024	2025	2026	2027	2028
Arts & Culture	2,816,187	2,999,416	3,085,856	3,206,902	3,332,652
Community Development	3,562,714	4,097,130	4,440,188	4,584,761	4,744,700
Community Safety & Bylaw	6,226,929	7,118,825	7,373,452	7,636,648	7,909,017
Development Services	(6,090,414)	(6,034,815)	(6,051,281)	(6,064,774)	(6,074,819)
Development Planning	1,743,480	1,802,302	1,861,269	1,922,212	1,985,269
Enabling Services	55,162,662	58,229,764	64,898,374	74,131,693	81,152,366
Fire Safety	26,308,798	27,031,517	27,780,214	28,704,016	29,660,027
Governance & Leadership	4,645,957	4,504,078	4,660,464	4,822,106	4,989,376
Parking	(1,150,000)	(1,150,000)	(1,150,000)	(1,150,000)	(1,150,000)
Parks	11,915,371	14,166,593	14,662,396	15,124,377	15,602,441
Partnerships Office	940,689	767,809	804,169	841,787	873,010
Police Services & RCMP	52,688,648	54,647,989	56,637,026	58,694,365	60,824,942
Solid Waste & Landfill	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Sport & Recreation	10,446,831	11,417,932	11,726,424	12,105,737	12,497,249
Stormwater & Flood Protection	2,101,041	3,005,070	3,108,356	3,214,785	3,324,207
Transit	9,137,989	8,919,382	9,443,499	9,989,167	10,558,187
Transportation	14,316,797	14,788,852	15,234,940	15,688,389	16,155,182
<b>Total Net Operating Expenditures</b>	<b>194,573,679</b>	<b>206,111,844</b>	<b>218,315,346</b>	<b>233,252,171</b>	<b>246,183,806</b>

Note: Totals may not add due to rounding.

## Arts & Culture

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(1,577,250)	(1,606,092)	(1,726,648)	(1,761,181)	(1,796,405)
Sales of Service	(1,154,500)	(1,177,335)	(1,278,912)	(1,304,490)	(1,330,580)
User Fees	(422,750)	(428,757)	(447,736)	(456,691)	(465,825)
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	(200,300)	3,050	3,050	3,050	3,050
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(200,300)	3,050	3,050	3,050	3,050
<b>Total Revenue</b>	<b>(1,777,550)</b>	<b>(1,603,042)</b>	<b>(1,723,598)</b>	<b>(1,758,131)</b>	<b>(1,793,355)</b>
<b>Expenditures</b>					
Salaries and Wages	1,426,947	1,480,443	1,569,392	1,623,850	1,680,198
Internal Equipment	13,400	13,668	13,941	14,220	14,504
Material and Other	968,390	860,848	890,756	921,665	953,647
Contract Services	1,865,000	1,927,499	2,015,365	2,085,298	2,157,658
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	320,000	320,000	320,000	320,000	320,000
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	320,000	320,000	320,000	320,000	320,000
<b>Total Expenditures</b>	<b>4,593,737</b>	<b>4,602,458</b>	<b>4,809,454</b>	<b>4,965,033</b>	<b>5,126,007</b>
<b>Net Operating Expenditures</b>	<b>2,816,187</b>	<b>2,999,416</b>	<b>3,085,856</b>	<b>3,206,902</b>	<b>3,332,652</b>

Note: Totals may not add due to rounding.

## Community Development

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(10,000)	(10,200)	(10,404)	(10,612)	(10,824)
Sales of Service	(10,000)	(10,200)	(10,404)	(10,612)	(10,824)
User Fees	0	0	0	0	0
Other Revenue	(987,500)	(673,373)	(686,841)	(600,579)	(612,590)
Interest	0	0	0	0	0
Grants	(542,500)	(357,683)	(364,837)	(272,134)	(277,577)
Services to Other Governments	(266,700)	(136,986)	(139,726)	(142,521)	(145,371)
Interdepartment Transfer	(178,300)	(178,704)	(182,278)	(185,924)	(189,642)
Transfers from Funds	(1,742,700)	(323,692)	(334,939)	(346,561)	(358,587)
Special (Stat Reserve) Funds	(70,400)	25,898	26,797	27,727	28,689
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,672,300)	(349,590)	(361,736)	(374,288)	(387,276)
<b>Total Revenue</b>	<b>(2,740,200)</b>	<b>(1,007,265)</b>	<b>(1,032,184)</b>	<b>(957,752)</b>	<b>(982,001)</b>
<b>Expenditures</b>					
Salaries and Wages	2,247,256	2,332,801	2,611,718	2,590,645	2,680,541
Internal Equipment	1,000	1,036	1,072	1,109	1,147
Material and Other	3,229,323	2,061,020	2,133,373	2,207,401	2,283,998
Contract Services	420,835	293,668	299,542	305,533	311,644
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	104,500	105,100	105,100	105,100	105,100
Interdepartment Transfer	104,500	105,100	105,100	105,100	105,100
Interfund Transfer	0	0	0	0	0
Transfer to Funds	300,000	310,770	321,567	332,725	344,271
Special (Stat Reserve) Funds	300,000	310,770	321,567	332,725	344,271
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
<b>Total Expenditures</b>	<b>6,302,914</b>	<b>5,104,395</b>	<b>5,472,372</b>	<b>5,542,513</b>	<b>5,726,701</b>
<b>Net Operating Expenditures</b>	<b>3,562,714</b>	<b>4,097,130</b>	<b>4,440,188</b>	<b>4,584,761</b>	<b>4,744,700</b>

Note: Totals may not add due to rounding.

## Community Safety & Bylaw

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(233,727)	(242,118)	(250,529)	(259,222)	(268,217)
Sales of Service	(164,600)	(170,509)	(176,433)	(182,555)	(188,890)
User Fees	(69,127)	(71,609)	(74,096)	(76,667)	(79,327)
Other Revenue	(441,700)	(138,414)	(141,182)	(144,006)	(146,886)
Interest	0	0	0	0	0
Grants	(441,700)	(138,414)	(141,182)	(144,006)	(146,886)
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(951,600)	(151,600)	(151,600)	(151,600)	(151,600)
Special (Stat Reserve) Funds	(300,000)	(70,600)	(70,600)	(70,600)	(70,600)
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(651,600)	(81,000)	(81,000)	(81,000)	(81,000)
<b>Total Revenue</b>	<b>(1,627,027)</b>	<b>(532,132)</b>	<b>(543,311)</b>	<b>(554,828)</b>	<b>(566,703)</b>
<b>Expenditures</b>					
Salaries and Wages	5,376,586	5,685,523	5,883,047	6,087,189	6,298,414
Internal Equipment	162,846	208,730	215,981	223,476	231,231
Material and Other	2,242,287	1,681,874	1,740,305	1,800,694	1,863,178
Contract Services	72,237	74,830	77,430	80,117	82,897
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>7,853,956</b>	<b>7,650,957</b>	<b>7,916,763</b>	<b>8,191,476</b>	<b>8,475,720</b>
<b>Net Operating Expenditures</b>	<b>6,226,929</b>	<b>7,118,825</b>	<b>7,373,452</b>	<b>7,636,648</b>	<b>7,909,017</b>

Note: Totals may not add due to rounding.

## Development Services

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(12,602,612)	(13,058,664)	(13,319,837)	(13,586,234)	(13,857,959)
Sales of Service	(12,602,612)	(13,058,664)	(13,319,837)	(13,586,234)	(13,857,959)
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	(20,000)	(19,750)	(19,750)	(19,750)	(19,750)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(20,000)	(19,750)	(19,750)	(19,750)	(19,750)
<b>Total Revenue</b>	<b>(12,622,612)</b>	<b>(13,078,414)</b>	<b>(13,339,587)</b>	<b>(13,605,984)</b>	<b>(13,877,709)</b>
<b>Expenditures</b>					
Salaries and Wages	5,756,070	6,169,893	6,384,245	6,605,778	6,834,998
Internal Equipment	121,487	125,848	130,221	134,740	139,415
Material and Other	592,266	683,244	706,981	731,513	756,897
Contract Services	62,375	64,614	66,859	69,179	71,580
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Interfund Transfer	0	0	0	0	0
Transfer to Funds	0	0	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
<b>Total Expenditures</b>	<b>6,532,198</b>	<b>7,043,599</b>	<b>7,288,306</b>	<b>7,541,210</b>	<b>7,802,890</b>
<b>Net Operating Expenditures</b>	<b>(6,090,414)</b>	<b>(6,034,815)</b>	<b>(6,051,281)</b>	<b>(6,064,774)</b>	<b>(6,074,819)</b>

Note: Totals may not add due to rounding.

## Development Planning

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(817,860)	(847,221)	(876,655)	(907,075)	(938,551)
Sales of Service	(817,860)	(847,221)	(876,655)	(907,075)	(938,551)
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	(152,600)	50,000	50,000	50,000	50,000
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(152,600)	50,000	50,000	50,000	50,000
<b>Total Revenue</b>	<b>(970,460)</b>	<b>(797,221)</b>	<b>(826,655)</b>	<b>(857,075)</b>	<b>(888,551)</b>
<b>Expenditures</b>					
Salaries and Wages	2,497,150	2,413,181	2,497,019	2,583,666	2,673,319
Internal Equipment	0	0	0	0	0
Material and Other	161,790	131,342	135,905	140,621	145,501
Contract Services	0	0	0	0	0
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	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>2,713,940</b>	<b>2,599,523</b>	<b>2,687,924</b>	<b>2,779,287</b>	<b>2,873,820</b>
<b>Net Operating Expenditures</b>	<b>1,743,480</b>	<b>1,802,302</b>	<b>1,861,269</b>	<b>1,922,212</b>	<b>1,985,269</b>

Note: Totals may not add due to rounding.



## Enabling Services

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Library Requisition	(7,859,400)	(8,016,588)	(8,176,920)	(8,340,458)	(8,507,267)
Parcel Tax	(136,547)	(136,547)	(136,547)	(136,547)	(136,547)
Fees and Charges	(13,670,216)	(14,160,106)	(14,649,705)	(15,155,706)	(15,611,746)
Sales of Service	(8,395,388)	(8,698,336)	(9,000,530)	(9,312,848)	(9,636,004)
Other	0	0	0	0	0
User Fees	(5,274,828)	(5,461,770)	(5,649,175)	(5,842,858)	(5,975,742)
Other Revenue	(18,273,917)	(17,995,401)	(17,570,900)	(18,076,463)	(18,597,486)
Interest	(4,118,660)	(4,266,520)	(4,414,746)	(4,567,938)	(4,726,445)
Grants	(135,300)	(248,754)	(254,929)	(260,028)	(265,229)
Other	0	0	0	0	0
Services to Other Governments	(5,664,123)	(5,867,465)	(6,071,310)	(6,281,984)	(6,499,969)
Interdepartment Transfer	(8,355,834)	(7,612,662)	(6,829,915)	(6,966,513)	(7,105,843)
Interfund Transfer	0	0	0	0	0
Transfers from Funds	(5,672,140)	(5,419,840)	(10,168,658)	(11,771,260)	(10,427,422)
Special (Stat Reserve) Funds	(1,675,218)	(1,362,766)	(6,190,280)	(7,704,832)	(6,219,889)
Development Cost Charges	(795,400)	(823,955)	(852,580)	(882,165)	(912,776)
Accumulated Surplus	(3,201,522)	(3,233,119)	(3,125,798)	(3,184,263)	(3,294,757)
<b>Total Revenue</b>	<b>(45,612,220)</b>	<b>(45,728,482)</b>	<b>(50,702,730)</b>	<b>(53,480,434)</b>	<b>(53,280,468)</b>
<b>Expenditures</b>					
Salaries and Wages	29,511,361	30,797,498	33,746,111	36,953,766	40,319,077
Internal Equipment	613,637	341,126	347,948	354,907	362,005
Material and Other	38,885,038	39,200,047	39,983,965	40,735,720	41,552,582
Contract Services	4,083,458	4,670,054	4,817,013	4,984,163	5,157,114
Debt Interest	3,666,890	4,105,957	10,115,657	15,126,162	16,754,728
Debt Principal	4,180,072	4,404,651	7,035,694	9,219,332	9,305,753
Internal Allocations	371,413	371,413	371,413	371,413	371,413
Interdepartment Transfer	371,413	371,413	371,413	371,413	371,413
Interfund Transfer	0	0	0	0	0
Transfer to Funds	19,463,013	20,067,501	19,183,303	19,866,665	20,610,163
Special (Stat Reserve) Funds	17,728,823	18,333,311	18,384,113	19,067,475	19,810,973
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	1,734,190	1,734,190	799,190	799,190	799,190
<b>Total Expenditures</b>	<b>100,774,882</b>	<b>103,958,247</b>	<b>115,601,104</b>	<b>127,612,128</b>	<b>134,432,835</b>
<b>Net Operating Expenditures</b>	<b>55,162,662</b>	<b>58,229,764</b>	<b>64,898,374</b>	<b>74,131,693</b>	<b>81,152,366</b>

Note: Totals may not add due to rounding.

## Fire Safety

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(2,795,029)	(2,895,370)	(2,995,961)	(3,099,921)	(3,207,489)
Sales of Service	(679,447)	(703,839)	(728,292)	(753,564)	(779,713)
User Fees	(2,115,582)	(2,191,531)	(2,267,669)	(2,346,357)	(2,427,776)
Other Revenue	(496,110)	(508,990)	(519,170)	(529,554)	(540,145)
Interest	0	0	0	0	0
Grants	(52,200)	(56,202)	(57,326)	(58,473)	(59,642)
Services to Other Governments	(443,910)	(452,788)	(461,844)	(471,081)	(480,503)
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(162,800)	25,400	25,400	25,400	25,400
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(162,800)	25,400	25,400	25,400	25,400
<b>Total Revenue</b>	<b>(3,453,939)</b>	<b>(3,378,960)</b>	<b>(3,489,731)</b>	<b>(3,604,075)</b>	<b>(3,722,234)</b>
<b>Expenditures</b>					
Salaries and Wages	26,065,146	26,821,881	27,603,652	28,561,499	29,552,583
Internal Equipment	190,243	195,519	202,312	209,332	216,596
Material and Other	1,698,926	1,827,251	1,890,733	1,956,341	2,024,226
Contract Services	206,237	213,641	221,063	228,734	236,671
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	1,586,185	1,336,185	1,336,185	1,336,185	1,336,185
Special (Stat Reserve) Funds	1,150,000	900,000	900,000	900,000	900,000
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	436,185	436,185	436,185	436,185	436,185
<b>Total Expenditures</b>	<b>29,762,737</b>	<b>30,410,477</b>	<b>31,269,945</b>	<b>32,308,091</b>	<b>33,382,261</b>
<b>Net Operating Expenditures</b>	<b>26,308,798</b>	<b>27,031,517</b>	<b>27,780,214</b>	<b>28,704,016</b>	<b>29,660,027</b>

Note: Totals may not add due to rounding.

## Governance & Leadership

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(10,000)	(10,230)	(10,464)	(10,704)	(10,949)
Sales of Service	(1,900)	(1,968)	(2,037)	(2,108)	(2,181)
User Fees	(8,100)	(8,262)	(8,427)	(8,596)	(8,768)
Other Revenue	(55,000)	(56,100)	(57,222)	(58,366)	(59,533)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(55,000)	(56,100)	(57,222)	(58,366)	(59,533)
Transfers from Funds	(5,800)	30,000	30,000	30,000	30,000
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(5,800)	30,000	30,000	30,000	30,000
<b>Total Revenue</b>	<b>(70,800)</b>	<b>(36,330)</b>	<b>(37,686)</b>	<b>(39,070)</b>	<b>(40,482)</b>
<b>Expenditures</b>					
Salaries and Wages	2,618,306	2,818,586	2,916,509	3,017,712	3,122,426
Internal Equipment	-	0	0	0	0
Material and Other	1,656,561	1,264,068	1,307,984	1,353,371	1,400,333
Contract Services	441,890	457,754	473,657	490,093	507,099
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>4,716,757</b>	<b>4,540,408</b>	<b>4,698,150</b>	<b>4,861,176</b>	<b>5,029,858</b>
<b>Net Operating Expenditures</b>	<b>4,645,957</b>	<b>4,504,078</b>	<b>4,660,464</b>	<b>4,822,106</b>	<b>4,989,376</b>

Note: Totals may not add due to rounding.

## Parking

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(8,500,368)	(8,670,375)	(8,843,783)	(9,020,658)	(9,201,071)
Sales of Service	(8,469,308)	(8,638,694)	(8,811,468)	(8,987,697)	(9,167,451)
User Fees	(31,060)	(31,681)	(32,315)	(32,961)	(33,620)
Other Revenue	(10,350)	(10,557)	(10,768)	(10,983)	(11,203)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(10,350)	(10,557)	(10,768)	(10,983)	(11,203)
Transfers from Funds	(116,800)	69,000	69,000	69,000	69,000
Special (Stat Reserve) Funds	(116,800)	69,000	69,000	69,000	69,000
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
<b>Total Revenue</b>	<b>(8,627,518)</b>	<b>(8,611,932)</b>	<b>(8,785,551)</b>	<b>(8,962,641)</b>	<b>(9,143,274)</b>
<b>Expenditures</b>					
Salaries and Wages	1,104,608	1,131,004	1,170,297	1,210,906	1,252,924
Internal Equipment	54,952	56,051	57,172	58,315	59,481
Material and Other	1,078,195	672,379	685,826	699,543	713,534
Contract Services	1,996,924	2,036,862	2,077,600	2,119,152	2,161,535
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	759,000	759,000	759,000	759,000	759,000
Interdepartment Transfer	759,000	759,000	759,000	759,000	759,000
Interfund Transfer	0	0	0	0	0
Transfer to Funds	2,483,839	2,806,636	2,885,656	2,965,725	3,046,800
Special (Stat Reserve) Funds	2,183,839	2,506,636	2,585,656	2,665,725	2,746,800
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	300,000	300,000	300,000	300,000	300,000
<b>Total Expenditures</b>	<b>7,477,518</b>	<b>7,461,932</b>	<b>7,635,551</b>	<b>7,812,641</b>	<b>7,993,274</b>
<b>Net Operating Expenditures</b>	<b>(1,150,000)</b>	<b>(1,150,000)</b>	<b>(1,150,000)</b>	<b>(1,150,000)</b>	<b>(1,150,000)</b>

Note: Totals may not add due to rounding.

## Parks

## Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(1,285,585)	(1,331,738)	(1,378,004)	(1,425,821)	(1,475,297)
Sales of Service	(1,233,585)	(1,277,871)	(1,322,266)	(1,368,149)	(1,415,624)
User Fees	(52,000)	(53,867)	(55,738)	(57,672)	(59,673)
Other Revenue	(334,634)	(176,393)	(179,920)	(183,518)	(187,189)
Interest	0	0	0	0	0
Grants	(114,900)	47,736	48,691	49,665	50,658
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(219,734)	(224,129)	(228,611)	(233,183)	(237,847)
Transfers from Funds	(275,630)	985,370	985,370	985,370	985,370
Special (Stat Reserve) Funds	(81,630)	(51,630)	(51,630)	(51,630)	(51,630)
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(194,000)	1,037,000	1,037,000	1,037,000	1,037,000
<b>Total Revenue</b>	<b>(1,895,849)</b>	<b>(522,761)</b>	<b>(572,554)</b>	<b>(623,969)</b>	<b>(677,116)</b>
<b>Expenditures</b>					
Salaries and Wages	4,842,879	5,062,991	5,252,179	5,434,430	5,623,005
Internal Equipment	1,353,480	1,354,004	1,411,120	1,460,086	1,510,751
Material and Other	1,378,357	1,387,595	1,453,328	1,503,758	1,555,938
Contract Services	5,796,825	6,445,085	6,678,644	6,910,393	7,150,184
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	30,572	30,572	30,572	30,572	30,572
Interdepartment Transfer	30,572	30,572	30,572	30,572	30,572
Interfund Transfer	0	0	0	0	0
Transfer to Funds	409,107	409,107	409,107	409,107	409,107
Special (Stat Reserve) Funds	364,500	364,500	364,500	364,500	364,500
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	44,607	44,607	44,607	44,607	44,607
<b>Total Expenditures</b>	<b>13,811,220</b>	<b>14,689,354</b>	<b>15,234,950</b>	<b>15,748,346</b>	<b>16,279,557</b>
<b>Net Operating Expenditures</b>	<b>11,915,371</b>	<b>14,166,593</b>	<b>14,662,396</b>	<b>15,124,377</b>	<b>15,602,441</b>

Note: Totals may not add due to rounding.

## Partnerships Office

## Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(103,500)	(107,216)	(110,941)	(114,790)	(118,774)
Sales of Service	(100,000)	(103,590)	(107,189)	(110,908)	(114,757)
User Fees	(3,500)	(3,626)	(3,752)	(3,882)	(4,017)
Other Revenue	(140,000)	(142,800)	(145,656)	(148,569)	(151,540)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(140,000)	(142,800)	(145,656)	(148,569)	(151,540)
Transfers from Funds	(221,200)	(218,200)	(218,200)	4,900	4,900
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(221,200)	(218,200)	(218,200)	4,900	4,900
<b>Total Revenue</b>	<b>(464,700)</b>	<b>(468,216)</b>	<b>(474,797)</b>	<b>(258,459)</b>	<b>(265,414)</b>
<b>Expenditures</b>					
Salaries and Wages	905,599	835,349	864,370	723,864	748,982
Internal Equipment	0	0	0	0	0
Material and Other	499,790	400,676	414,596	376,382	389,442
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	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>1,405,389</b>	<b>1,236,025</b>	<b>1,278,966</b>	<b>1,100,246</b>	<b>1,138,424</b>
<b>Net Operating Expenditures</b>	<b>940,689</b>	<b>767,809</b>	<b>804,169</b>	<b>841,787</b>	<b>873,010</b>

Note: Totals may not add due to rounding.

## Police Services & RCMP

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(638,674)	(661,603)	(684,587)	(708,342)	(732,922)
Sales of Service	(567,174)	(587,536)	(607,947)	(629,043)	(650,871)
User Fees	(71,500)	(74,067)	(76,640)	(79,299)	(82,051)
Other Revenue	(6,067,282)	(6,188,628)	(6,312,401)	(6,438,650)	(6,567,422)
Interest	0	0	0	0	0
Grants	(4,302,800)	(4,388,856)	(4,476,633)	(4,566,166)	(4,657,489)
Services to Other Governments	(1,522,192)	(1,552,636)	(1,583,689)	(1,615,363)	(1,647,670)
Interdepartment Transfer	(242,290)	(247,136)	(252,079)	(257,121)	(262,263)
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>(6,705,956)</b>	<b>(6,850,231)</b>	<b>(6,996,988)</b>	<b>(7,146,992)</b>	<b>(7,300,344)</b>
<b>Expenditures</b>					
Salaries and Wages	7,464,973	7,907,308	8,182,020	8,465,936	8,759,704
Internal Equipment	26,020	26,540	27,071	27,612	28,164
Material and Other	538,444	319,621	330,725	342,201	354,075
Contract Services	51,354,817	53,234,401	55,083,848	56,995,258	58,972,993
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
RCMP CONTRACT	0	0	0	0	0
Internal Allocations	10,350	10,350	10,350	10,350	10,350
Interdepartment Transfer	10,350	10,350	10,350	10,350	10,350
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>59,394,604</b>	<b>61,498,220</b>	<b>63,634,014</b>	<b>65,841,357</b>	<b>68,125,286</b>
<b>Net Operating Expenditures</b>	<b>52,688,648</b>	<b>54,647,989</b>	<b>56,637,026</b>	<b>58,694,365</b>	<b>60,824,942</b>

Note: Totals may not add due to rounding.

## Solid Waste & Landfill

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(24,818,000)	(25,708,966)	(26,602,137)	(27,525,231)	(28,480,356)
Sales of Service	(20,366,000)	(21,097,139)	(21,830,088)	(22,587,592)	(23,371,381)
User Fees	(4,452,000)	(4,611,827)	(4,772,049)	(4,937,639)	(5,108,975)
Other Revenue	(1,557,618)	(1,588,770)	(1,620,546)	(1,652,957)	(1,686,016)
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Services to Other Governments	(1,050,000)	(1,071,000)	(1,092,420)	(1,114,268)	(1,136,553)
Interdepartment Transfer	(507,618)	(517,770)	(528,126)	(538,689)	(549,463)
Transfers from Funds	(211,200)	101,000	101,000	101,000	101,000
Special (Stat Reserve) Funds	(211,200)	101,000	101,000	101,000	101,000
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
<b>Total Revenue</b>	<b>(26,586,818)</b>	<b>(27,196,736)</b>	<b>(28,121,683)</b>	<b>(29,077,188)</b>	<b>(30,065,372)</b>
<b>Expenditures</b>					
Salaries and Wages	3,390,077	3,511,781	3,633,786	3,759,878	3,890,346
Internal Equipment	2,283,300	2,288,166	2,333,929	2,380,608	2,428,220
Material and Other	2,218,036	2,096,077	2,172,114	2,247,486	2,325,474
Contract Services	6,316,754	6,543,525	6,770,858	7,005,807	7,248,909
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	2,872,338	2,855,338	1,920,338	1,920,338	1,920,338
Interdepartment Transfer	2,872,338	2,855,338	1,920,338	1,920,338	1,920,338
Interfund Transfer	0	0	0	0	0
Transfer to Funds	9,306,313	9,701,849	11,090,658	11,563,071	12,052,085
Special (Stat Reserve) Funds	9,306,313	9,701,849	11,090,658	11,563,071	12,052,085
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	0	0	0	0	0
<b>Total Expenditures</b>	<b>26,386,818</b>	<b>26,996,736</b>	<b>27,921,683</b>	<b>28,877,188</b>	<b>29,865,372</b>
<b>Net Operating Expenditures</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>

Note: Totals may not add due to rounding.



## Stormwater & Flood Protection

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(1,200)	(1,243)	(1,286)	(1,331)	(1,377)
Sales of Service	(1,200)	(1,243)	(1,286)	(1,331)	(1,377)
User Fees	0	0	0	0	0
Other Revenue	(499,800)	506,864	523,249	539,962	557,009
Interest	0	0	0	0	0
Grants	(8,900)	819,264	835,649	852,362	869,409
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(490,900)	(312,400)	(312,400)	(312,400)	(312,400)
Transfers from Funds	(767,300)	(310,300)	(310,300)	(300,300)	(300,300)
Special (Stat Reserve) Funds	(34,700)	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(732,600)	(310,300)	(310,300)	(300,300)	(300,300)
<b>Total Revenue</b>	<b>(1,268,300)</b>	<b>195,321</b>	<b>211,663</b>	<b>238,331</b>	<b>255,332</b>
<b>Expenditures</b>					
Salaries and Wages	1,171,132	1,213,176	1,255,323	1,298,883	1,343,954
Internal Equipment	351,499	358,529	365,700	373,014	380,474
Material and Other	1,616,710	1,083,044	1,120,670	1,149,557	1,189,447
Contract Services	75,000	0	0	0	0
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	155,000	155,000	155,000	155,000	155,000
Interdepartment Transfer	155,000	155,000	155,000	155,000	155,000
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>3,369,341</b>	<b>2,809,749</b>	<b>2,896,693</b>	<b>2,976,454</b>	<b>3,068,875</b>
<b>Net Operating Expenditures</b>	<b>2,101,041</b>	<b>3,005,070</b>	<b>3,108,356</b>	<b>3,214,785</b>	<b>3,324,207</b>

Note: Totals may not add due to rounding.

## Sport & Recreation

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(4,400,290)	(4,335,303)	(4,485,919)	(4,641,581)	(4,802,643)
Sales of Service	(3,317,940)	(3,214,097)	(3,325,760)	(3,441,164)	(3,560,572)
User Fees	(1,082,350)	(1,121,206)	(1,160,159)	(1,200,417)	(1,242,071)
Other Revenue	(188,200)	(191,964)	(195,803)	(199,719)	(203,714)
Interest	0	0	0	0	0
Grants	(110,000)	(112,200)	(114,444)	(116,733)	(119,068)
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	(78,200)	(79,764)	(81,359)	(82,986)	(84,646)
Transfers from Funds	(675,800)	(197,125)	(197,125)	(172,125)	(172,125)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(675,800)	(197,125)	(197,125)	(172,125)	(172,125)
<b>Total Revenue</b>	<b>(5,264,290)</b>	<b>(4,724,392)</b>	<b>(4,878,847)</b>	<b>(5,013,425)</b>	<b>(5,178,482)</b>
<b>Expenditures</b>					
Salaries and Wages	7,213,465	7,841,271	8,119,370	8,401,112	8,692,631
Internal Equipment	681,055	509,281	524,773	535,268	545,973
Material and Other	3,981,970	3,827,019	3,931,034	4,067,441	4,208,581
Contract Services	2,981,677	3,111,799	3,177,140	3,262,387	3,375,592
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	852,954	852,954	852,954	852,954	852,954
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	852,954	852,954	852,954	852,954	852,954
<b>Total Expenditures</b>	<b>15,711,121</b>	<b>16,142,324</b>	<b>16,605,271</b>	<b>17,119,162</b>	<b>17,675,731</b>
<b>Net Operating Expenditures</b>	<b>10,446,831</b>	<b>11,417,932</b>	<b>11,726,424</b>	<b>12,105,737</b>	<b>12,497,249</b>

Note: Totals may not add due to rounding.

## Transit

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(8,017,907)	(8,265,956)	(8,544,261)	(8,831,760)	(9,129,103)
Sales of Service	(7,582,025)	(7,823,143)	(8,094,931)	(8,375,825)	(8,666,466)
User Fees	(435,882)	(442,813)	(449,330)	(455,935)	(462,637)
Other Revenue	(14,012,900)	(14,293,158)	(14,579,021)	(14,870,601)	(15,168,013)
Interest	0	0	0	0	0
Grants	(14,012,900)	(14,293,158)	(14,579,021)	(14,870,601)	(15,168,013)
Services to Other Governments	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(1,010,100)	(540,500)	(540,500)	(540,500)	(540,500)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,010,100)	(540,500)	(540,500)	(540,500)	(540,500)
<b>Total Revenue</b>	<b>(23,040,907)</b>	<b>(23,099,614)</b>	<b>(23,663,782)</b>	<b>(24,242,861)</b>	<b>(24,837,616)</b>
<b>Expenditures</b>					
Salaries and Wages	54,100	(932)	(965)	(998)	(1,033)
Internal Equipment	0	0	0	0	0
Material and Other	566,300	(567,466)	(587,181)	(607,556)	(628,638)
Contract Services	30,864,653	31,893,551	33,001,584	34,146,739	35,331,631
Debt Interest	0	0	0	0	0
Debt Principal	0	0	0	0	0
Internal Allocations	386,863	386,863	386,863	386,863	386,863
Interdepartment Transfer	386,863	386,863	386,863	386,863	386,863
Interfund Transfer	0	0	0	0	0
Transfer to Funds	306,980	306,980	306,980	306,980	306,980
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	306,980	306,980	306,980	306,980	306,980
<b>Total Expenditures</b>	<b>32,178,896</b>	<b>32,018,996</b>	<b>33,107,281</b>	<b>34,232,028</b>	<b>35,395,803</b>
<b>Net Operating Expenditures</b>	<b>9,137,989</b>	<b>8,919,382</b>	<b>9,443,499</b>	<b>9,989,167</b>	<b>10,558,187</b>

Note: Totals may not add due to rounding.

## Transportation

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(1,437,897)	(1,368,635)	(1,397,942)	(1,425,875)	(1,454,366)
Sales of Service	(785,800)	(703,496)	(719,500)	(733,864)	(748,515)
User Fees	(652,097)	(665,139)	(678,442)	(692,011)	(705,851)
Other Revenue	(771,159)	(655,512)	(668,622)	(681,994)	(695,634)
Interest	0	0	0	0	0
Grants	(7,000)	18,462	18,831	19,208	19,592
Services to Other Governments	(252,100)	(151,674)	(154,707)	(157,801)	(160,957)
Interdepartment Transfer	(512,059)	(522,300)	(532,746)	(543,401)	(554,269)
Transfers from Funds	(1,002,500)	(765,168)	(790,679)	(758,116)	(784,423)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,002,500)	(765,168)	(790,679)	(758,116)	(784,423)
<b>Total Revenue</b>	<b>(3,211,556)</b>	<b>(2,789,315)</b>	<b>(2,857,243)</b>	<b>(2,865,985)</b>	<b>(2,934,423)</b>
<b>Expenditures</b>					
Salaries and Wages	7,968,606	8,031,128	8,313,547	8,602,027	8,900,517
Internal Equipment	3,294,883	3,594,520	3,719,400	3,848,463	3,982,005
Material and Other	4,990,048	4,994,196	5,170,650	5,290,072	5,473,638
Contract Services	772,000	856,689	886,452	917,212	949,039
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	502,816	101,634	2,134	(103,400)	(215,594)
Special (Stat Reserve) Funds	32,816	(368,366)	(467,866)	(573,400)	(685,594)
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	470,000	470,000	470,000	470,000	470,000
<b>Total Expenditures</b>	<b>17,528,353</b>	<b>17,578,167</b>	<b>18,092,183</b>	<b>18,554,374</b>	<b>19,089,605</b>
<b>Net Operating Expenditures</b>	<b>14,316,797</b>	<b>14,788,852</b>	<b>15,234,940</b>	<b>15,688,389</b>	<b>16,155,182</b>

Note: Totals may not add due to rounding.

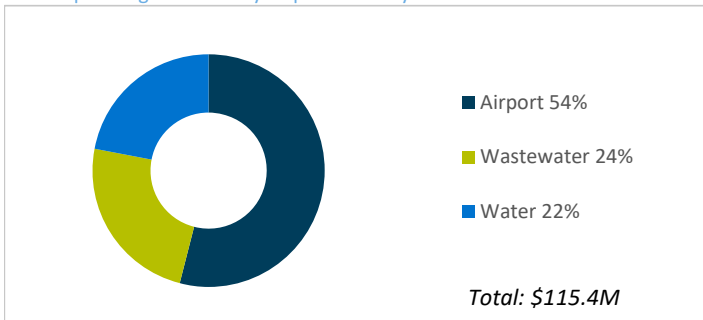
## Operating Summary - Airport & Utility Funds

Revenues and Expenditures by Year

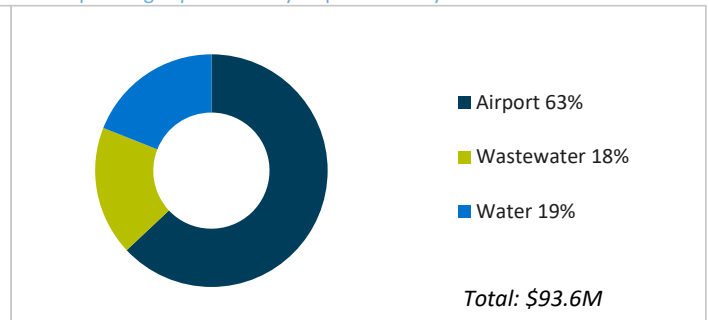
	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	(4,304,150)	(3,313,741)	(3,153,739)	(2,807,932)	(2,574,549)
Fees and Charges	(96,000,360)	(100,513,516)	(108,251,988)	(113,295,551)	(118,974,918)
Sales of Service	(93,417,810)	(100,366,086)	(108,104,558)	(113,147,172)	(118,825,571)
User Fees	(2,582,550)	(147,430)	(147,430)	(148,379)	(149,347)
Other Revenue	(5,996,473)	(16,248,194)	(5,325,342)	(7,361,926)	(6,517,156)
Interest	(1,295,942)	(386,978)	(1,430,267)	(1,482,431)	(1,540,715)
Grants	(2,527,839)	(13,076,785)	(1,100,830)	(3,042,602)	(2,095,621)
Other	0	(673,643)	(683,546)	(693,594)	(703,790)
Interdepartment Transfer	(1,200,065)	(1,170,461)	(1,169,372)	(1,201,972)	(1,235,703)
Transfers from Funds	(9,107,348)	(8,515,678)	(5,955,453)	(6,526,606)	(7,370,728)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(9,107,348)	(8,515,678)	(5,955,453)	(6,526,606)	(7,370,728)
<b>Total Revenue</b>	<b>(115,408,331)</b>	<b>(128,591,129)</b>	<b>(122,686,523)</b>	<b>(129,992,015)</b>	<b>(135,437,350)</b>
<b>Expenditures</b>					
Salaries and Wages	19,366,095	20,207,049	20,796,311	21,466,968	22,200,842
Internal Equipment	2,009,517	1,957,754	1,957,754	1,996,909	2,036,847
Material and Other	26,301,053	18,662,035	17,978,382	19,049,726	19,320,395
Contract Services	2,635,240	9,909,540	10,037,592	10,191,031	10,416,763
Debt Interest	1,289,195	1,209,442	889,803	613,443	1,214,579
Debt Principal	2,969,047	2,853,633	1,918,544	1,154,518	952,724
Internal Allocations	6,484,374	5,826,436	6,434,932	6,671,021	6,935,836
Interdepartment Transfer	5,829,473	2,657,712	2,657,712	2,657,712	2,657,712
Interfund Transfer	654,901	3,168,724	3,777,220	4,013,309	4,278,124
Transfer to Funds	37,877,210	48,704,865	49,743,604	44,888,443	46,672,391
Special (Stat Reserve) Funds	557,290	557,290	557,290	557,290	557,290
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	37,319,920	48,147,575	49,186,314	44,331,153	46,115,101
<b>Total Expenditures</b>	<b>98,931,731</b>	<b>109,330,755</b>	<b>109,756,923</b>	<b>106,032,059</b>	<b>109,750,377</b>
<b>Net Operating Expenditures</b>	<b>(16,476,600)</b>	<b>(19,260,374)</b>	<b>(12,929,600)</b>	<b>(23,959,956)</b>	<b>(25,686,973)</b>

Note: Totals may not add due to rounding.

2024 Operating revenues by Airport & Utility funds



2024 Operating expenditure by Airport & Utility funds



## Airport Fund

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	0	0	0	0	0
Fees and Charges	(51,851,260)	(58,246,524)	(63,375,304)	(65,637,119)	(68,351,869)
Sales of Service	(49,315,210)	(58,246,524)	(63,375,304)	(65,637,119)	(68,351,869)
User Fees	(2,536,050)	0	0	0	0
Other Revenue	(3,273,860)	(12,988,245)	(1,063,296)	(3,113,642)	(2,168,600)
Interest	(908,360)	(73,800)	(75,645)	(77,536)	(79,475)
Grants	(2,365,500)	(12,914,445)	(987,651)	(3,036,106)	(2,089,125)
Other	0	0	0	0	0
Interdepartment Transfer	0	0	0	0	0
Transfers from Funds	(7,634,148)	(3,250,387)	(5,691,430)	(4,910,894)	(4,101,050)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(7,634,148)	(3,250,387)	(5,691,430)	(4,910,894)	(4,101,050)
<b>Total Revenue</b>	<b>(62,759,268)</b>	<b>(74,485,156)</b>	<b>(70,130,031)</b>	<b>(73,661,655)</b>	<b>(74,621,518)</b>
<b>Expenditures</b>					
Salaries and Wages	7,973,935	8,371,000	8,933,000	9,192,000	9,499,932
Internal Equipment	48,550	0	0	0	0
Material and Other	15,420,186	7,739,840	7,566,735	8,638,079	8,908,748
Contract Services	1,709,830	8,951,115	9,082,067	9,202,349	9,393,774
Debt Interest	584,250	584,250	332,500	112,000	0
Debt Principal	1,905,408	1,897,191	1,266,101	706,064	8,220
Internal Allocations	2,023,584	2,664,823	3,273,319	3,509,408	3,774,223
Interdepartment Transfer	1,872,584	0	0	0	0
Interfund Transfer	151,000	2,664,823	3,273,319	3,509,408	3,774,223
Transfer to Funds	33,093,525	44,276,937	39,676,309	42,301,754	43,036,621
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	33,093,525	44,276,937	39,676,309	42,301,754	43,036,621
<b>Total Expenditures</b>	<b>62,759,268</b>	<b>74,485,156</b>	<b>70,130,031</b>	<b>73,661,655</b>	<b>74,621,518</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)	25,459,377	41,026,550	33,984,879	37,390,861	38,935,571

Note: Totals may not add due to rounding.

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

## Wastewater Fund

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	(1,278,305)	(987,869)	(802,162)	(430,273)	(170,424)
Fees and Charges	(23,433,000)	(23,048,000)	(24,224,093)	(25,463,864)	(26,770,993)
Sales of Service	(23,433,000)	(22,948,000)	(24,124,093)	(25,363,864)	(26,670,993)
User Fees	0	(100,000)	(100,000)	(100,000)	(100,000)
Other Revenue	(2,371,023)	(2,295,970)	(3,287,275)	(3,262,564)	(3,351,725)
Interest	(328,082)	(252,732)	(1,293,287)	(1,342,659)	(1,398,089)
Grants	(162,339)	(162,340)	(113,179)	(6,496)	(6,496)
Other	0	0	0	0	0
Interdepartment Transfer	(907,975)	(940,571)	(939,482)	(972,082)	(1,005,813)
Transfers from Funds	(209,000)	(376,999)	(264,023)	(1,615,712)	(3,269,678)
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(209,000)	(376,999)	(264,023)	(1,615,712)	(3,269,678)
<b>Total Revenue</b>	<b>(27,291,328)</b>	<b>(26,708,838)</b>	<b>(28,577,553)</b>	<b>(30,772,413)</b>	<b>(33,562,820)</b>
<b>Expenditures</b>					
Salaries and Wages	6,053,502	6,284,186	6,276,906	6,494,715	6,720,082
Internal Equipment	1,176,700	1,200,234	1,200,234	1,224,239	1,248,724
Material and Other	5,445,280	5,728,025	5,424,580	5,424,580	5,424,580
Contract Services	734,910	739,539	738,031	763,641	790,139
Debt Interest	320,071	240,848	172,958	117,098	830,234
Debt Principal	705,925	599,439	295,440	91,450	587,501
Internal Allocations	2,144,434	1,880,157	1,880,157	1,880,157	1,880,157
Interdepartment Transfer	1,926,434	1,662,157	1,662,157	1,662,157	1,662,157
Interfund Transfer	218,000	218,000	218,000	218,000	218,000
Transfer to Funds	733,806	578,988	3,214,646	557,290	557,290
Special (Stat Reserve) Funds	557,290	557,290	557,290	557,290	557,290
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	176,516	21,698	2,657,356	0	0
<b>Total Expenditures</b>	<b>17,314,628</b>	<b>17,251,416</b>	<b>19,202,953</b>	<b>16,553,171</b>	<b>18,038,707</b>
<b>Net Operating Expenditures</b>	<b>(9,976,700)</b>	<b>(9,457,422)</b>	<b>(9,374,600)</b>	<b>(14,219,242)</b>	<b>(15,524,113)</b>
Surplus/(Deficit) (Included Above)	154,818	2,074,452	2,328,980	(3,102,484)	(4,945,975)

Note: Totals may not add due to rounding.

The Net Operating Expenditures total is the amount of funding required for capital expenditures in the specific year. The Surplus/(Deficit) is the overall surplus/(deficit) budgeted for the fund during the year.

## Water Fund

### Revenues and Expenditures by Year

	2024	2025	2026	2027	2028
<b>Revenue</b>					
Parcel Tax	(3,025,845)	(2,325,872)	(2,351,577)	(2,377,659)	(2,404,125)
Fees and Charges	(20,716,100)	(19,218,992)	(20,652,591)	(22,194,568)	(23,852,056)
Sales of Service	(20,669,600)	(19,171,562)	(20,605,161)	(22,146,189)	(23,802,709)
User Fees	(46,500)	(47,430)	(47,430)	(48,379)	(49,347)
Other Revenue	(351,590)	(963,979)	(974,771)	(985,720)	(996,831)
Interest	(59,500)	(60,446)	(61,335)	(62,236)	(63,151)
Grants	0	0	0	0	0
Other	0	(673,643)	(683,546)	(693,594)	(703,790)
Interdepartment Transfer	(292,090)	(229,890)	(229,890)	(229,890)	(229,890)
Transfers from Funds	(1,264,200)	(4,888,292)	0	0	0
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	(1,264,200)	(4,888,292)	0	0	0
<b>Total Revenue</b>	<b>(25,357,735)</b>	<b>(27,397,135)</b>	<b>(23,978,939)</b>	<b>(25,557,947)</b>	<b>(27,253,012)</b>
<b>Expenditures</b>					
Salaries and Wages	5,338,658	5,551,863	5,586,405	5,780,253	5,980,828
Internal Equipment	784,267	757,520	757,520	772,670	788,123
Material and Other	5,435,587	5,194,170	4,987,067	4,987,067	4,987,067
Contract Services	190,500	218,886	217,494	225,041	232,850
Debt Interest	384,874	384,345	384,345	384,345	384,345
Debt Principal	357,714	357,003	357,003	357,003	357,003
Internal Allocations	2,316,356	1,281,456	1,281,456	1,281,456	1,281,456
Interdepartment Transfer	2,030,455	995,555	995,555	995,555	995,555
Interfund Transfer	285,901	285,901	285,901	285,901	285,901
Transfer to Funds	4,049,879	3,848,940	6,852,649	2,029,399	3,078,480
Special (Stat Reserve) Funds	0	0	0	0	0
Development Cost Charges	0	0	0	0	0
Accumulated Surplus	4,049,879	3,848,940	6,852,649	2,029,399	3,078,480
<b>Total Expenditures</b>	<b>18,857,835</b>	<b>17,594,183</b>	<b>20,423,939</b>	<b>15,817,234</b>	<b>17,090,152</b>
<b>Net Operating Expenditures</b>	<b>(6,499,900)</b>	<b>(9,802,952)</b>	<b>(3,555,000)</b>	<b>(9,740,713)</b>	<b>(10,162,860)</b>
Surplus/(Deficit) (Included Above)	200,939	(4,381,948)	3,235,271	(1,292,383)	(355,467)

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	2024	2025	2026	2027	2028
300 Real Estate & Parking	3,994,400	4,824,418	7,333,750	3,070,786	3,214,218
301 Buildings	35,523,900	112,829,910	101,958,820	47,700,000	29,486,920
302 Parks	54,886,000	65,151,641	49,540,535	40,494,425	19,825,917
304 Transportation	55,313,200	44,750,700	38,913,143	50,691,004	48,220,780
305 Solid Waste	22,202,800	14,810,000	3,560,000	6,510,000	6,385,000
306 Storm Drainage	15,395,200	7,842,190	8,749,687	2,432,023	2,479,001
308 Information Services	2,977,100	1,147,175	998,617	794,024	898,541
310 Vehicle & Mobile Equipment	12,781,300	5,167,400	5,279,000	5,177,800	5,358,600
311 Fire	5,923,300	525,850	334,800	2,642,100	1,067,200
<b>Total</b>	<b>208,997,200</b>	<b>257,049,284</b>	<b>216,668,352</b>	<b>159,512,162</b>	<b>116,936,177</b>

Funding Sources:					
General Taxation	14,466,700	15,983,000	17,479,000	19,050,000	20,707,000
Surplus/Reserves	125,330,000	65,262,699	45,824,082	38,582,290	26,560,928
Development Cost Charges	48,126,900	41,858,789	39,936,849	45,338,104	37,332,583
Debenture/Borrowing	5,912,000	32,928,262	24,680,540	11,421,775	16,806,499
Federal/Provincial Funding*	12,083,700	16,532,876	15,694,214	1,031,333	0
Dev/Comm/Other Contributions	2,596,200	83,440,957	72,107,168	43,451,560	14,939,867
Utility Revenue	481,700	1,042,700	946,500	637,100	589,300
<b>Total</b>	<b>208,997,200</b>	<b>257,049,283</b>	<b>216,668,353</b>	<b>159,512,162</b>	<b>116,936,177</b>

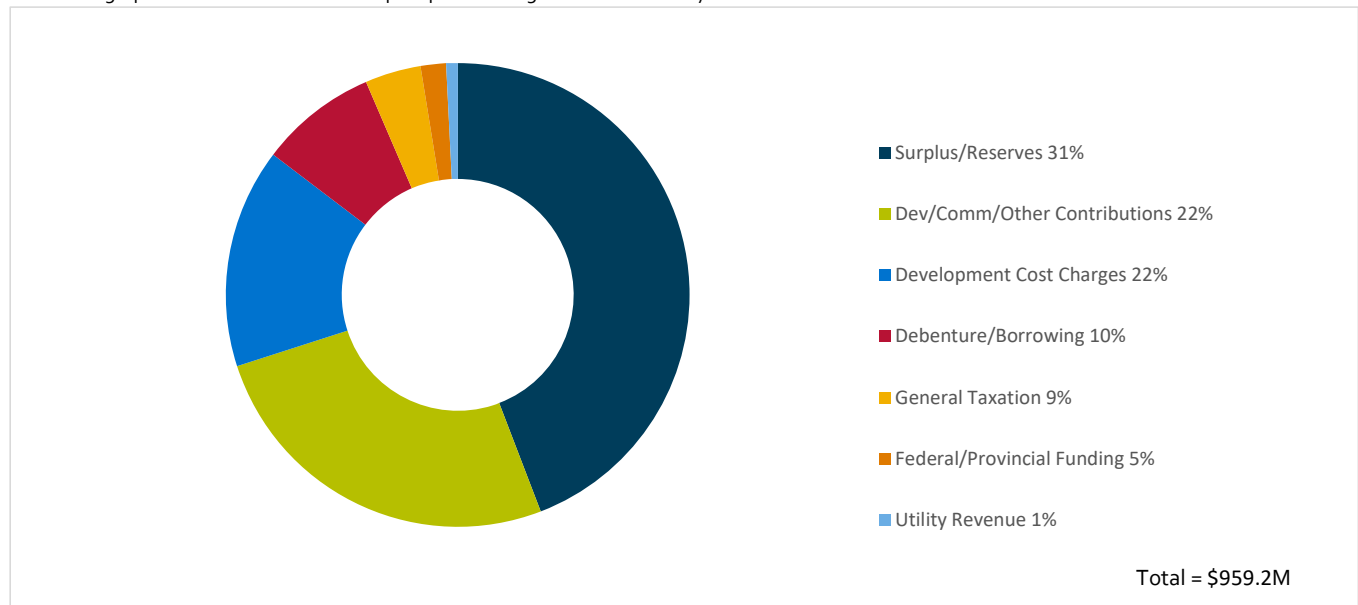
**Total Five-Year Capital Program 959,163,175**

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

Note: Totals may not add due to rounding.

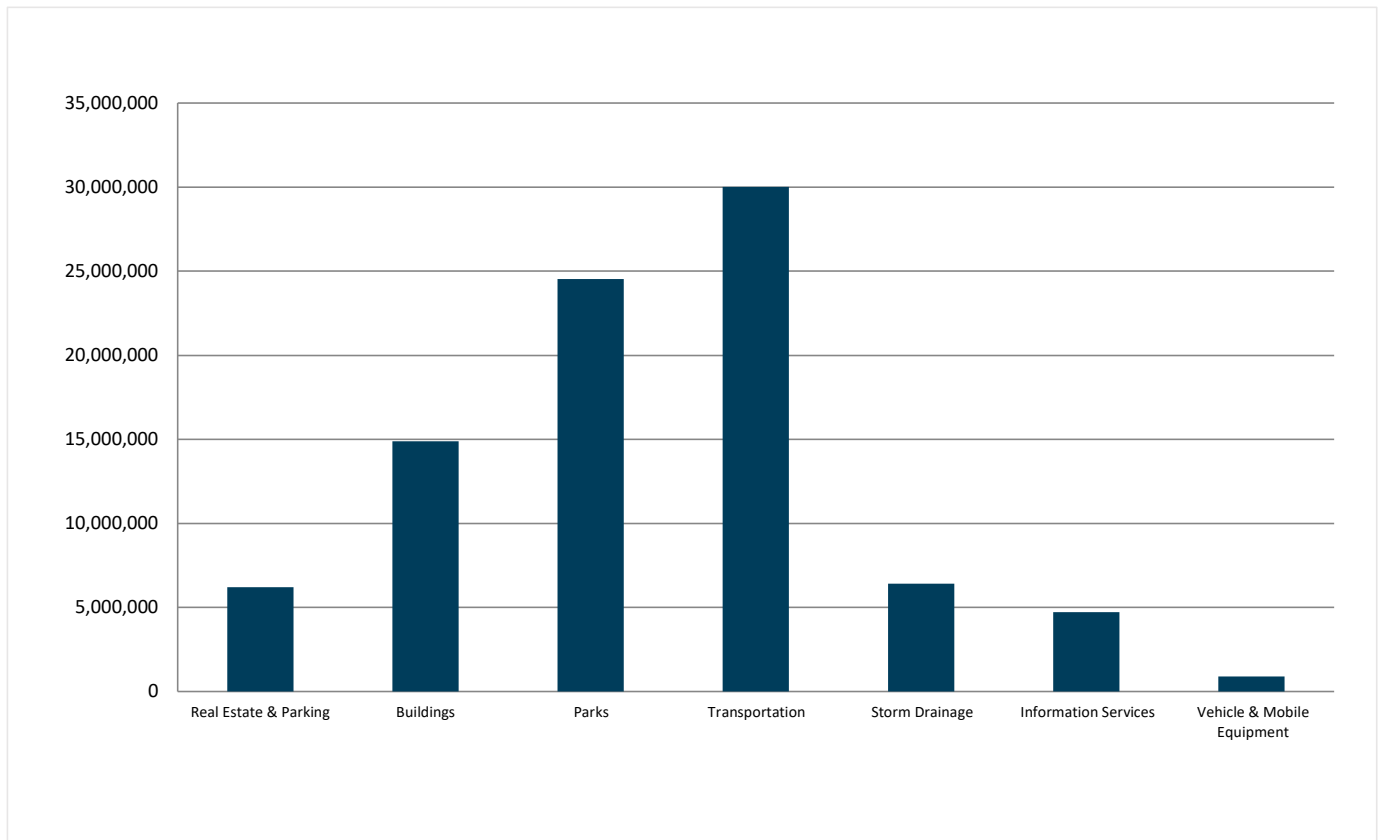
### General Fund Capital Funding 2024 to 2028

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



## Capital Funding Summary by Cost Centre

General Fund 2024 to 2028 - Taxation



Cost Centre	Total \$	%	General Fund Taxation	%
300 Real Estate & Parking	22,437,572	2	6,217,172	7
301 Buildings	327,499,550	34	14,886,535	17
302 Parks	229,898,518	24	24,529,210	28
304 Transportation	237,888,827	25	30,021,979	34
305 Solid Waste	53,467,800	6	0	0
306 Storm Drainage	36,898,101	4	6,425,356	7
308 Information Services	6,815,457	1	4,721,557	6
310 Vehicle & Mobile Equipment	33,764,100	4	883,892	1
311 Fire	10,493,250	1	0	0
<b>Total Five-Year Program</b>	<b>959,163,175</b>	<b>100.0</b>	<b>87,685,700</b>	<b>100</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	2024	2025	2026	2027	2028	Five-Year Total
<b>L1</b>	General Land	2,165,900	2,416,552	2,363,162	2,446,578	2,450,426	11,842,618
<b>L2</b>	Road and Sidewalk Land Acquisition	142,600	127,866	68,588	51,208	62,792	453,054
<b>L3</b>	Parking Infrastructure	1,435,900	2,030,000	4,652,000	323,000	451,000	8,891,900
<b>L4</b>	Strategic Land Redevelopment	250,000	250,000	250,000	250,000	250,000	1,250,000
		<b>3,994,400</b>	<b>4,824,418</b>	<b>7,333,750</b>	<b>3,070,786</b>	<b>3,214,218</b>	<b>22,437,572</b>

Funding Sources							
	General Taxation	1,250,000	1,289,418	1,176,750	1,242,786	1,258,218	6,217,172
	Surplus/Reserves	2,744,400	3,280,000	5,902,000	1,573,000	1,701,000	15,200,400
	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>3,994,400</b>	<b>4,824,418</b>	<b>7,333,750</b>	<b>3,070,786</b>	<b>3,214,218</b>	<b>22,437,572</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
<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
<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	2024	2025	2026	2027	2028	Five-Year Total
<b>B1</b>	Parks and Recreation Buildings	13,526,800	72,750,000	66,198,910	36,750,000	25,736,920	214,962,630
<b>B2</b>	Community and Cultural Buildings	3,834,100	24,980,000	20,660,000	7,200,000	0	56,674,100
<b>B3</b>	Civic/Protective Service Buildings	4,232,500	11,349,910	11,349,910	0	0	26,932,320
<b>B4</b>	Transportation and Public Works Buildings	52,300	0	0	0	0	52,300
<b>B5</b>	Heritage Buildings	0	0	0	0	0	0
<b>B6</b>	Capital Opportunities and Partnerships	1,445,100	1,000,000	1,000,000	1,000,000	1,000,000	5,445,100
<b>B7</b>	Building Renewal, Rehab. & Infra. Upgrades	12,433,100	2,750,000	2,750,000	2,750,000	2,750,000	23,433,100
		<b>35,523,900</b>	<b>112,829,910</b>	<b>101,958,820</b>	<b>47,700,000</b>	<b>29,486,920</b>	<b>327,499,550</b>

Funding Sources							
General Taxation	3,564,400	2,105,439	2,826,537	2,172,828	4,217,330	14,886,535	
Surplus/Reserves	25,066,300	6,546,891	6,587,849	2,902,937	2,188,860	43,292,836	
Development Cost Charges	0	0	0	0	0	0	
Debenture/Borrowing	3,878,000	8,107,580	9,884,434	424,235	11,540,365	33,834,614	
Federal/Provincial Funding	3,015,200	13,580,000	12,346,000	416,000	0	29,357,200	
Dev/Comm/Other Contributions	0	82,490,000	70,314,000	41,784,000	11,540,365	206,128,365	
Utility Revenue	0	0	0	0	0	0	
	<b>35,523,900</b>	<b>112,829,910</b>	<b>101,958,820</b>	<b>47,700,000</b>	<b>29,486,920</b>	<b>327,499,550</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	2024	2025	2026	2027	2028	Five-Year Total
<b>P1</b>	DCC Parkland Acquisition	18,737,100	19,460,557	19,460,577	13,570,120	13,570,120	84,798,474
<b>P2</b>	Natural Area Parkland Acquisition	0	0	0	0	750,000	750,000
<b>P3</b>	Neighbourhood Park Development	2,933,700	201,622	2,016,120	2,016,120	2,016,120	9,183,682
<b>P4</b>	Community Park Development	12,070,800	0	0	0	0	12,070,800
<b>P5</b>	Recreation Park Development	13,584,300	31,393,221	22,220,800	8,249,000	0	75,447,321
<b>P6</b>	City-wide Park Development	2,064,000	10,194,860	3,837,944	12,724,891	0	28,821,695
<b>P7</b>	Linear/Natural Area Park Development	2,186,900	1,816,681	232,034	232,034	1,773,857	6,241,506
<b>P8</b>	Park Renew., Rehab. & Upgrades	1,299,100	1,584,700	1,273,060	3,202,260	1,215,820	8,574,940
<b>P9</b>	Capital Opportunities Partnership	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>P10</b>	Urban Streetsc. and Centres Dev & Renew	1,510,100	0	0	0	0	1,510,100
		<b>54,886,000</b>	<b>65,151,641</b>	<b>49,540,535</b>	<b>40,494,425</b>	<b>19,825,917</b>	<b>229,898,518</b>

Funding Sources							
	General Taxation	3,541,500	4,287,374	4,529,560	7,405,505	4,765,270	24,529,210
	Surplus/Reserves	15,929,600	15,432,340	10,260,086	8,129,786	113,682	49,865,493
	Development Cost Charges	33,881,100	29,400,952	24,788,935	20,300,848	14,946,965	123,318,800
	Debenture/Borrowing	1,481,000	16,030,974	9,961,955	4,125,000	0	31,598,929
	Federal/Provincial Funding	52,800	0	0	0	0	52,800
	Dev/Comm/Other Contributions	0	0	0	533,286	0	533,286
	Utility Revenue	0	0	0	0	0	0
		<b>54,886,000</b>	<b>65,151,640</b>	<b>49,540,536</b>	<b>40,494,425</b>	<b>19,825,917</b>	<b>229,898,518</b>

Note: Totals may not add due to rounding.

## Transportation Capital

Plan No.	Plan Description
<b>T1</b>	<b>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%
<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	2024	2025	2026	2027	2028	Five-Year Total
<b>T1</b>	Development Cost Charge Roads	14,487,100	23,262,981	19,233,000	33,017,666	25,344,084	115,344,831
<b>T2</b>	DCC Roads - Active Transportation	10,576,700	2,741,000	8,948,680	6,196,273	10,378,951	38,841,604
<b>T3</b>	Non-DCC Roads	3,211,800	750,000	830,000	550,000	550,000	5,891,800
<b>T4</b>	Transportation System Renewal	8,673,800	15,234,719	6,596,463	7,841,065	9,089,245	47,435,292
<b>T5</b>	Bicycle Network	2,052,100	550,000	1,580,000	910,000	818,000	5,910,100
<b>T6</b>	Sidewalk Network	12,008,300	495,000	495,000	845,000	930,000	14,773,300
<b>T7</b>	Safety and Operational Improvements	841,800	438,000	502,000	452,000	562,000	2,795,800
<b>T8</b>	Traffic Control Infrastructure	1,003,900	0	0	0	0	1,003,900
<b>T9</b>	Transit Facilities	2,457,700	1,279,000	728,000	879,000	548,500	5,892,200
		<b>55,313,200</b>	<b>44,750,700</b>	<b>38,913,143</b>	<b>50,691,004</b>	<b>48,220,780</b>	<b>237,888,827</b>

Funding Sources							
	General Taxation	3,708,500	4,616,041	6,922,819	6,421,518	8,353,100	30,021,979
	Surplus/Reserves	33,499,500	18,431,954	11,359,294	12,045,416	10,367,176	85,703,339
	Development Cost Charges	14,245,800	12,267,040	14,308,711	24,522,256	21,139,868	86,483,675
	Debenture/Borrowing	553,000	8,789,708	4,834,151	6,872,540	5,266,134	26,315,533
	Federal/Provincial Funding	788,800	0	0	0	0	788,800
	Dev/Comm/Other Contributions	2,517,600	645,957	1,488,168	829,274	3,094,502	8,575,501
	Utility Revenue	0	0	0	0	0	0
		<b>55,313,200</b>	<b>44,750,700</b>	<b>38,913,143</b>	<b>50,691,004</b>	<b>48,220,780</b>	<b>237,888,827</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
<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	2024	2025	2026	2027	2028	Five-Year Total
<b>SW1</b>	Equipment	450,000	600,000	650,000	400,000	400,000	2,500,000
<b>SW2</b>	Site Improvement	14,853,000	2,100,000	100,000	2,600,000	1,075,000	20,728,000
<b>SW3</b>	Gas Management	1,809,700	550,000	550,000	550,000	1,350,000	4,809,700
<b>SW4</b>	Leachate Management	99,700	1,350,000	0	0	200,000	1,649,700
<b>SW5</b>	Drainage & Groundwater Management	1,089,200	4,900,000	0	500,000	2,900,000	9,389,200
<b>SW6</b>	Recycling & Waste Management	43,400	0	300,000	0	0	343,400
<b>SW7</b>	Landfill Area Development	3,607,800	4,050,000	0	0	0	7,657,800
<b>SW8</b>	Closure & Reclamation	250,000	800,000	0	2,000,000	0	3,050,000
<b>SW9</b>	Solid Waste Renewal	0	460,000	1,960,000	460,000	460,000	3,340,000
		<b>22,202,800</b>	<b>14,810,000</b>	<b>3,560,000</b>	<b>6,510,000</b>	<b>6,385,000</b>	<b>53,467,800</b>

Funding Sources							
General Taxation	0	0	0	0	0	0	0
Surplus/Reserves	22,159,400	14,810,000	3,560,000	6,510,000	6,385,000		53,424,400
Development Cost Charges	0	0	0	0	0	0	0
Debenture/Borrowing	0	0	0	0	0	0	0
Federal/Provincial Funding	0	0	0	0	0	0	0
Dev/Comm/Other Contributions	28,600	0	0	0	0	0	28,600
Utility Revenue	14,800	0	0	0	0	0	14,800
	<b>22,202,800</b>	<b>14,810,000</b>	<b>3,560,000</b>	<b>6,510,000</b>	<b>6,385,000</b>		<b>53,467,800</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. 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.
<b>D2</b>	<b>Storm Drainage Quality Program</b> 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.
<b>D3</b>	<b>Storm Water Renewal</b> This program provides for the renewal and replacement of pipes, outfalls, pump stations, treatment facilities, and stormwater ponds.

Plan No.	Plan Description	2024	2025	2026	2027	2028	Five-Year Total
<b>D1</b>	Hydraulic Upgrading Program	14,437,400	7,382,190	8,370,535	1,738,333	450,000	32,378,458
<b>D2</b>	Storm Drainage Quality Program	370,800	120,000	0	0	390,000	880,800
<b>D3</b>	Storm Water Renewal	587,000	340,000	379,152	693,690	1,639,001	3,638,843
		<b>15,395,200</b>	<b>7,842,190</b>	<b>8,749,687</b>	<b>2,432,023</b>	<b>2,479,001</b>	<b>36,898,101</b>

Funding sources							
General Taxation	1,319,100	2,381,598	857,974	837,683	1,029,001	6,425,356	
Surplus/Reserves	8,623,800	2,316,919	3,704,296	464,007	204,250	15,313,272	
Development Cost Charges	0	190,797	839,203	515,000	1,245,750	2,790,750	
Debtenture/Borrowing	0	0	0	0	0	0	
Federal/Provincial Funding	5,404,900	2,952,876	3,348,214	615,333	0	12,321,323	
Dev/Comm/Other Contributions	0	0	0	0	0	0	
Utility Revenue	47,400	0	0	0	0	47,400	
	<b>15,395,200</b>	<b>7,842,190</b>	<b>8,749,687</b>	<b>2,432,023</b>	<b>2,479,001</b>	<b>36,898,101</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 &amp; 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	2024	2025	2026	2027	2028	Five-Year Total
<b>I1</b>	Front Office Equipment	454,800	612,108	345,309	320,568	494,771	2,227,556
<b>I2</b>	Server & Data Storage	60,000	53,330	289,180	126,251	48,665	577,426
<b>I3</b>	Major System Projects	1,653,700	170,655	258,517	150,726	155,728	2,389,326
<b>I4</b>	Communications Systems	808,600	311,082	105,611	196,479	199,377	1,621,149
		<b>2,977,100</b>	<b>1,147,175</b>	<b>998,617</b>	<b>794,024</b>	<b>898,541</b>	<b>6,815,457</b>

Funding Sources							
	General Taxation	1,083,200	1,097,175	948,617	744,024	848,541	4,721,557
	Surplus/Reserves	1,840,100	0	0	0	0	1,840,100
	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 Contributions	50,000	50,000	50,000	50,000	50,000	250,000
	Utility Revenue	3,800	0	0	0	0	3,800
		<b>2,977,100</b>	<b>1,147,175</b>	<b>998,617</b>	<b>794,024</b>	<b>898,541</b>	<b>6,815,457</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	2024	2025	2026	2027	2028	Five-Year Total
<b>V1</b>	Additional Vehicles / Equipment	2,327,000	1,257,400	1,179,000	887,800	858,600	6,509,800
<b>V2</b>	Vehicle / Equipment Renewal	10,454,300	3,910,000	4,100,000	4,290,000	4,500,000	27,254,300
		<b>12,781,300</b>	<b>5,167,400</b>	<b>5,279,000</b>	<b>5,177,800</b>	<b>5,358,600</b>	<b>33,764,100</b>

Funding Sources							
	General Taxation	0	205,955	216,743	225,655	235,539	883,892
	Surplus/Reserves	12,353,600	3,918,745	4,115,757	4,315,045	4,533,761	29,236,908
	Development Cost Charges	0	0	0	0	0	0
	Debenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	12,000	0	0	0	0	12,000
	Dev/Comm/Other Contributions	0	0	0	0	0	0
	Utility Revenue	415,700	1,042,700	946,500	637,100	589,300	3,631,300
		<b>12,781,300</b>	<b>5,167,400</b>	<b>5,279,000</b>	<b>5,177,800</b>	<b>5,358,600</b>	<b>33,764,100</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	2024	2025	2026	2027	2028	Five-Year Total
<b>F1</b>	Vehicle / Equipment Renewal	2,450,000	0	45,200	1,960,900	313,500	4,769,600
<b>F2</b>	Additional Vehicles / Equipment	380,600	170,550	80,900	106,200	115,300	853,550
<b>F3</b>	Communications Systems	3,092,700	355,300	208,700	575,000	638,400	4,870,100
		<b>5,923,300</b>	<b>525,850</b>	<b>334,800</b>	<b>2,642,100</b>	<b>1,067,200</b>	<b>10,493,250</b>

Funding Sources							
	General Taxation	0	0	0	0	0	0
	Surplus/Reserves	3,113,300	525,850	334,800	2,642,100	1,067,200	7,683,250
	Development Cost Charges	0	0	0	0	0	0
	Debenture/Borrowing	0	0	0	0	0	0
	Federal/Provincial Funding	2,810,000	0	0	0	0	2,810,000
	Dev/Comm/Other Contributions	0	0	0	0	0	0
	Utility Revenue	0	0	0	0	0	0
		<b>5,923,300</b>	<b>525,850</b>	<b>334,800</b>	<b>2,642,100</b>	<b>1,067,200</b>	<b>10,493,250</b>

Note: Totals may not add due to rounding.

### Capital Summary - Airport & Utility Funds

Cost Centre	2024	2025	2026	2027	2028
312 Airport	143,112,400	60,675,300	32,602,100	44,147,400	36,483,700
313 Water	16,548,100	21,728,000	8,445,000	16,645,000	24,745,000
314 Wastewater	46,799,300	18,013,920	14,955,100	28,581,800	28,098,600
	<b>206,459,800</b>	<b>100,417,220</b>	<b>56,002,200</b>	<b>89,374,200</b>	<b>89,327,300</b>

Funding Sources:					
Water Utility Operating	6,499,900	9,802,952	3,555,000	9,740,713	10,162,860
Wastewater Utility Operating	9,976,700	9,457,422	9,374,600	14,219,242	15,524,113
Reserves/Surplus	163,222,900	27,675,300	32,085,300	43,443,000	36,483,700
Development Cost Charges	11,447,900	9,003,546	6,940,500	19,116,845	27,006,627
Debenture Borrowing	0	39,000,000	0	0	0
Federal/Provincial Contributions	14,635,100	2,000,000	516,800	2,704,400	0
Dev/Comm/Other Contributions	677,300	3,478,000	3,530,000	150,000	150,000
	<b>206,459,800</b>	<b>100,417,220</b>	<b>56,002,200</b>	<b>89,374,200</b>	<b>89,327,300</b>

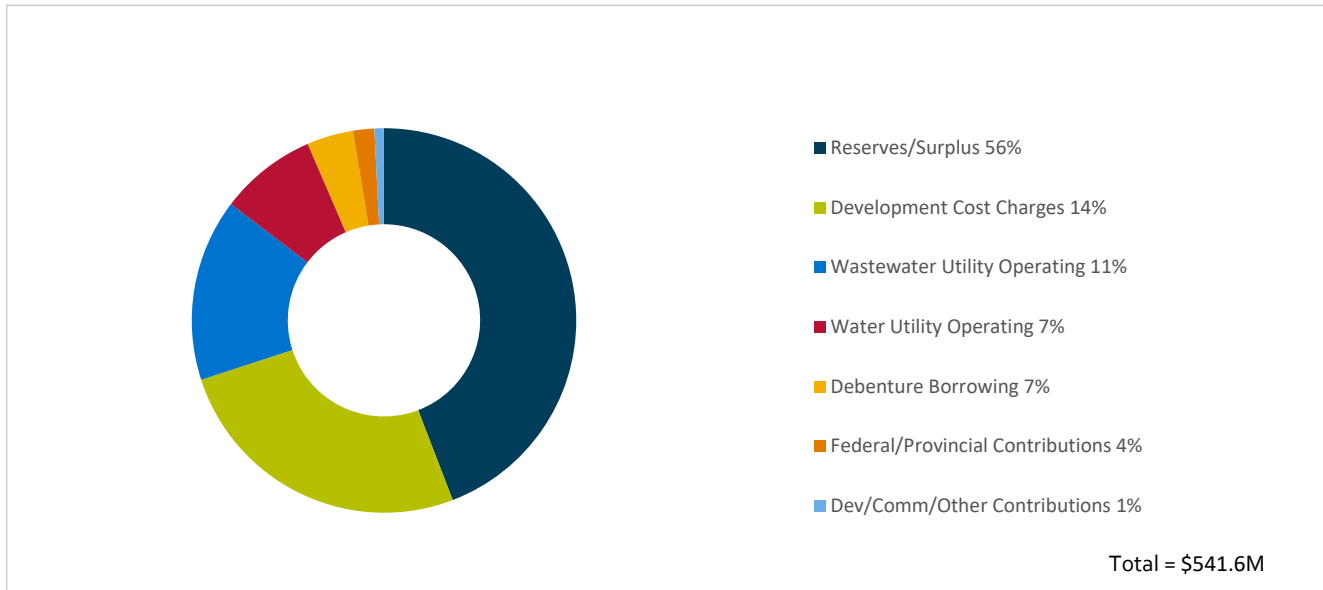
**Total Five-Year Capital Program** **541,580,720**

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

Note: Totals may not add due to rounding.

#### Utility Funds Capital Funding 2024 to 2028

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



## 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	2024	2025	2026	2027	2028	Five-Year Total
<b>A1</b>	Airside	872,800	748,400	820,500	2,440,800	189,500	5,072,000
<b>A2</b>	Groundside	5,908,200	1,173,000	13,568,900	16,630,800	3,267,600	40,548,500
<b>A3</b>	Terminal	4,680,600	716,300	1,217,400	757,600	815,200	8,187,100
<b>A4</b>	Airport Improvement Fees	131,650,800	58,037,600	16,995,300	24,318,200	32,211,400	263,213,300
		<b>143,112,400</b>	<b>60,675,300</b>	<b>32,602,100</b>	<b>44,147,400</b>	<b>36,483,700</b>	<b>317,020,900</b>

Funding Sources:							
General Taxation	0	0	0	0	0	0	0
Surplus/Reserves	136,318,800	19,675,300	32,085,300	41,443,000	36,483,700	266,006,100	
Development Cost Charges	0	0	0	0	0	0	0
Debenture/Borrowing	0	39,000,000	0	0	0	39,000,000	
Federal/Provincial Funding	6,793,600	2,000,000	516,800	2,704,400	0	12,014,800	
Dev/Comm/Other Contributions	0	0	0	0	0	0	0
Utility Revenue	0	0	0	0	0	0	0
	<b>143,112,400</b>	<b>60,675,300</b>	<b>32,602,100</b>	<b>44,147,400</b>	<b>36,483,700</b>	<b>317,020,900</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 &amp; PRVs</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 &amp; Filling Stations</b> New reservoirs and filling stations to accommodate growth.
<b>W5</b>	<b>DCC Offsite &amp; 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	2024	2025	2026	2027	2028	Five-Year Total
<b>W1</b>	DCC Pipes (Mains)	2,045,400	7,392,000	2,500,000	4,650,000	7,700,000	24,287,400
<b>W2</b>	DCC Booster Stations & PRVs	0	0	0	2,700,000	0	2,700,000
<b>W3</b>	DCC Water Treatment	0	0	0	0	0	0
<b>W4</b>	DCC Reservoirs & Filling Stations	2,049,800	0	2,300,000	0	10,000,000	14,349,800
<b>W5</b>	DCC Offsite & Oversize	740,500	200,000	200,000	200,000	200,000	1,540,500
<b>W6</b>	Network and Facility Renewal	3,745,900	3,750,000	1,750,000	5,000,000	2,750,000	16,995,900
<b>W7</b>	Network and Facility Improvements	2,255,800	9,141,000	1,150,000	3,150,000	1,150,000	16,846,800
<b>W8</b>	Irrigation Network Improvements	5,710,700	1,245,000	545,000	945,000	2,945,000	11,390,700
		<b>16,548,100</b>	<b>21,728,000</b>	<b>8,445,000</b>	<b>16,645,000</b>	<b>24,745,000</b>	<b>88,111,100</b>

Funding Sources							
General Taxation	0	0	0	0	0	0	0
Surplus/Reserves	4,511,500	8,000,000	0	2,000,000	0	0	14,511,500
Development Cost Charges	2,395,200	3,775,048	2,440,000	4,754,287	14,432,140	0	27,796,675
Debenture/Borrowing	0	0	0	0	0	0	0
Federal/Provincial Funding	2,991,500	0	0	0	0	0	2,991,500
Dev/Comm/Other Contributions	150,000	150,000	2,450,000	150,000	150,000	150,000	3,050,000
Utility Revenue	6,499,900	9,802,952	3,555,000	9,740,713	10,162,860	0	39,761,425
	<b>16,548,100</b>	<b>21,728,000</b>	<b>8,445,000</b>	<b>16,645,000</b>	<b>24,745,000</b>	<b>0</b>	<b>88,111,100</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	2024	2025	2026	2027	2028	Five-Year Total
<b>WW1</b>	DCC Pipes (Mains)	7,625,200	5,234,800	5,975,100	6,081,800	6,878,600	31,795,500
<b>WW2</b>	DCC Lift Stations	7,146,700	2,787,120	0	0	0	9,933,820
<b>WW3</b>	DCC Wastewater Treatment Facilities	560,100	0	0	14,320,000	12,760,000	27,640,100
<b>WW4</b>	DCC Oversize	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>WW5</b>	Network and Facility Renewal	14,861,100	6,880,000	7,560,000	7,840,000	8,120,000	45,261,100
<b>WW6</b>	Network and Facility Improvements	16,406,200	2,912,000	1,220,000	140,000	140,000	20,818,200
		<b>46,799,300</b>	<b>18,013,920</b>	<b>14,955,100</b>	<b>28,581,800</b>	<b>28,098,600</b>	<b>136,448,720</b>

Funding Sources:							
General Taxation	0	0	0	0	0	0	0
Surplus/Reserves	22,392,600	0	0	0	0	0	22,392,600
Development Cost Charges	9,052,700	5,228,498	4,500,500	14,362,558	12,574,487		45,718,743
Debenture/Borrowing	0	0	0	0	0	0	0
Federal/Provincial Funding	4,850,000	0	0	0	0	0	4,850,000
Dev/Comm/Other Contributions	527,300	3,328,000	1,080,000	0	0	0	4,935,300
Utility Revenue	9,976,700	9,457,422	9,374,600	14,219,242	15,524,113		58,552,077
	<b>46,799,300</b>	<b>18,013,920</b>	<b>14,955,100</b>	<b>28,581,800</b>	<b>28,098,600</b>		<b>136,448,720</b>

Note: Totals may not add due to rounding.