



FINANCIAL PLAN

Kelowna, BC Canada
Five-Year Financial Plan

2025



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.

Over the past year inflation has shown signs of stabilization and there has been an easing of interest rate pressure allowing for more predictable financial planning and investment decisions. However, recent changes in global trade policies have created a more volatile economic environment. These factors have added layers of complexity to financial management as they signal greater economic uncertainty which could lead to changes in growth, shifts in the labour market and inflationary impacts.

In response to these challenges, it is essential to adopt a proactive approach to financial planning. This includes continuously monitoring economic indicators, adjusting budgets to reflect current realities, and exploring innovative ways to generate revenue. By doing so, we can ensure that we remain resilient in the face of economic uncertainties and continue to deliver essential services to the community. Our commitment to maintaining a stable tax rate while investing in growth is paramount. This stability provides a sense of security to residents and businesses, fostering a supportive environment for growth and development. Additionally, addressing social issues, supporting affordable housing initiatives, and improving transportation programs are critical components of our strategy. These efforts not only enhance the quality of life for our residents but also contribute to the overall economic vitality of our region.

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](#), 2025-2034 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 2025 budget process which includes:

- Preliminary Budget – approved by Council December 5, 2024
- Carryover Requests – approved by Council March 10, 2025
- Final Budget – approved by Council on April 28, 2025

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 2025 portion of the Financial Plan.

For the years after 2025, 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 2026 to 2029 in the Financial Plan projections include:

- An inflation rate of 2 per cent for most of the operating costs and for some revenues. The Bank of Canada aims to keep inflation at the 2 per cent midpoint of an inflation-control target range of 1-3 per cent.
- A growth rate of 1.47 per cent per year 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, 2025-2034.
- 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 399 and is used in the Financial Plan bylaw. The final column of the Financial Plan, years 2030 to 2032, 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.

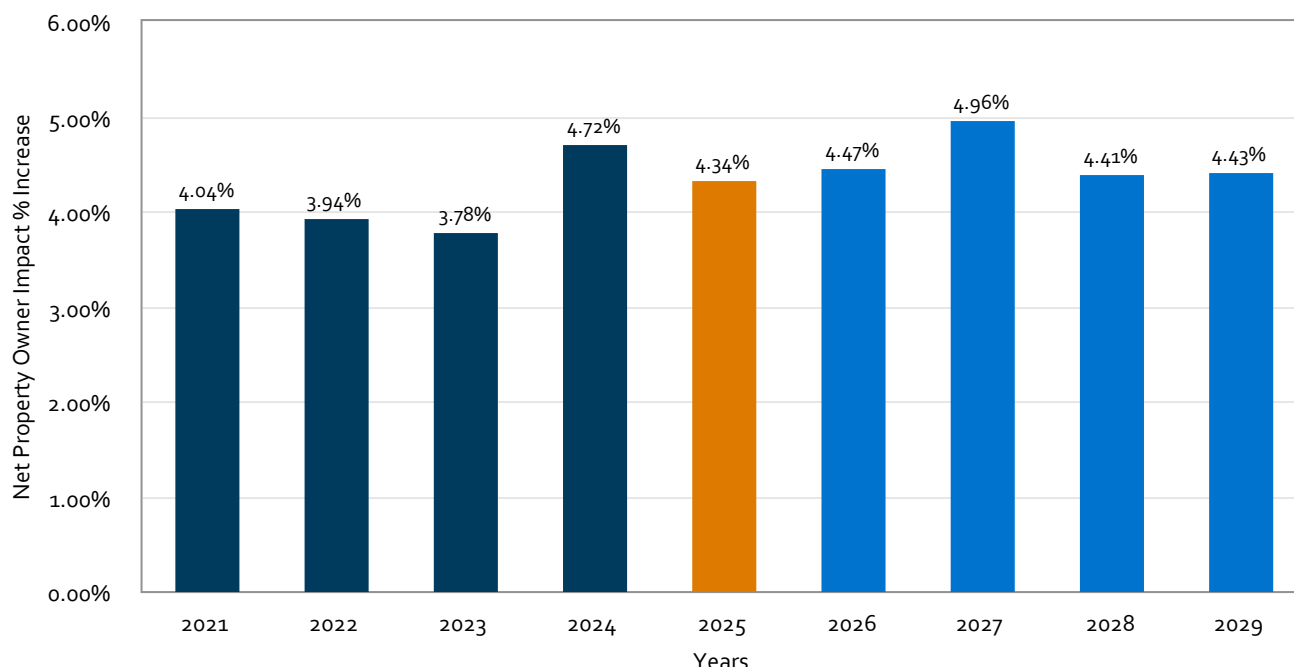


Taxation

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 2025 Financial Plan's total revenue estimate of \$908.0M.

Kelowna continues to be below the average taxes paid by property owners in British Columbia. Historical tax rate increases from 2021 to 2025 is shown in the graph below beside the projected increases for 2026 to 2029. 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.

Net Property Owner Impact 2021 - 2029



Note: Rates presented in the graph above for years 2026 to 2029 have not been approved by Council and are subject to change.

The forecasted increases for 2026 to 2029 assumes approval to borrow for all priority one capital projects funded through debt as presented in the Council endorsed 10-Year Capital Plan, 2025-2034 (10YCP). Included in this plan with a significant impact is the borrowing for Building Stronger Kelowna suite of 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 2025 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 22 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 & Landfill 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 & Recreation and Arts & 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 & 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 2.3M in 2025.

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

- The Water Utility Includes in the 2025 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 2025 Financial Plan budgeted a 2 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 benefiting 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, 2025-2034, include:

- 2026-2028: Building a Stronger Kelowna
- 2026 - 2031: Roads Bundle
- 2026 -2027: Airport Terminal Building Expansion
- 2027: Heat sharing for Rutland YMCA
- 2027: South Padosy Parkade
- 2027 - 2028: Glenmore Protective Services Building
- 2028: Water Treatment Facility property acquisition
- 2028 - 2030: Potable water systems
- 2030: Wastewater Administration Building
- 2031 - 2032: New Downtown Parkade
- 2032: Orchard Park Transit Exchange

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 2025 Financial Plan, it is the largest source of funding at 41 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. These funds are available to help with 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 per cent 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 1.40 per cent annually 2026 to 2029.

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 2025 help to fund 4 per cent of the City's overall budget. The City's objective is to pragmatically leverage grant opportunities.

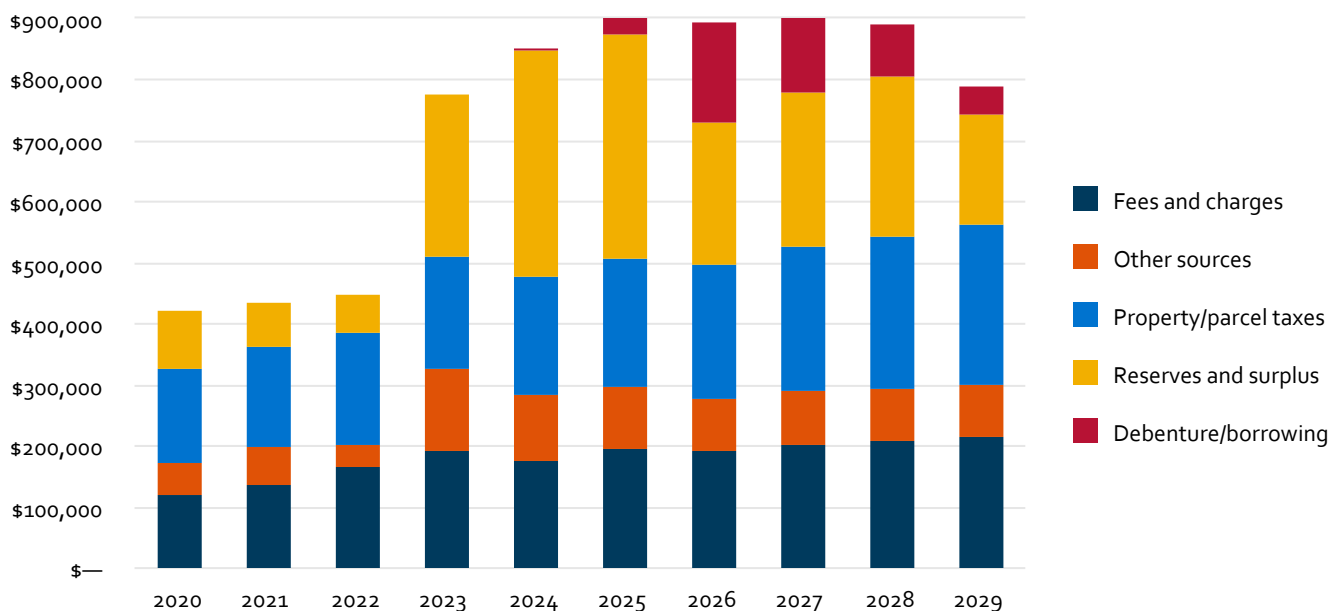
Significant grants in 2025 include the transit partnership with the Province of British Columbia which provides funding for conventional transit and custom transit costs, and the Federal Airport Capital Infrastructure grant.

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 2025, 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 2025 Financial Plan through the budget amendment process.

Summary of revenue sources (\$ thousands)

The following graph summarizes the City's revenue sources by type. The years 2020 to 2024 are based on actual amounts received. Years 2025 to 2029 are forecasted values calculated using the assumptions discussed above.



Five-Year Financial Plan Summaries

Financial Plan 2025-2029

\$ thousands	2025	2026	2027	2028	2029	2030 - 2032
Revenue						
Property Value Tax	204,274	217,396	232,130	246,538	261,835	849,770
Library Requisition	8,418	8,586	8,758	8,933	9,112	27,885
Parcel Taxes	4,368	1,962	5,037	3,697	2,428	6,236
Fees and Charges	198,594	195,235	202,500	209,989	216,831	626,822
Borrowing Proceeds	31,627	165,000	166,400	84,684	47,500	90,700
Other Sources	92,267	76,330	81,266	76,810	74,710	225,380
	539,547	664,509	696,091	630,651	612,417	1,826,793
Transfer between Funds						
Reserve Funds	122,341	107,525	99,661	111,205	70,947	130,449
DCC Funds	88,870	69,434	74,303	67,860	48,841	113,693
Surplus/Reserve Accounts	157,209	54,877	79,291	84,242	59,372	178,495
	368,421	231,835	253,255	263,307	179,159	422,637
Total Revenues	907,968	896,344	949,346	893,957	791,576	2,249,431
Expenditures						
Municipal Debt						
Debt Interest	4,259	5,179	9,565	10,852	13,372	50,632
Debt Principal	6,811	7,299	10,892	11,376	13,804	52,025
Other Municipal Purposes						
Airport	125,232	72,757	68,727	64,545	57,154	128,680
Arts & Culture	6,435	5,629	5,974	5,365	5,430	17,397
Community Development	4,267	4,019	4,182	4,323	4,470	14,338
Community Safety & Bylaw	9,452	8,952	9,253	9,574	9,906	31,828
Development Planning	2,713	2,764	2,858	2,955	3,056	9,806
Development Services	6,785	7,020	7,264	7,516	7,777	24,987
Enabling Services	114,600	105,258	114,795	105,962	109,925	321,553
Fire Safety	36,918	44,710	45,622	52,279	37,842	115,598
Governance & Leadership	4,403	4,383	4,715	4,878	5,047	16,218
Parking	7,880	7,500	14,112	12,726	9,344	53,267
Parks	79,114	68,727	86,161	60,450	47,711	125,950
Partnerships Office	2,066	1,795	1,635	1,691	1,750	5,623
Police Services & RCMP	69,610	73,654	76,120	78,760	81,492	261,834
Solid Waste & Landfill	32,752	25,148	26,063	25,531	22,108	67,427
Sport & Recreation	42,977	105,127	134,660	52,551	21,371	59,154
Stormwater & Flood Protection	13,906	23,033	18,298	11,374	12,053	19,786
Transit	40,120	43,746	46,161	44,071	45,440	162,823
Transportation	106,078	115,464	90,942	128,051	108,063	200,913
Wastewater	60,706	41,936	32,716	36,526	36,497	101,145
Water	45,738	36,575	44,983	66,412	44,001	102,458
	822,822	810,675	855,695	797,768	697,611	1,943,442
Transfers between Funds						
Reserve Funds	35,724	37,491	37,419	38,225	39,084	119,251
DCC Funds	—	—	—	—	—	—
Surplus/Reserve Accounts	49,421	48,178	56,231	57,964	54,882	186,738
	85,146	85,669	93,651	96,189	93,966	305,989
Total Expenditures	907,968	896,344	949,346	893,957	791,576	2,249,431

Note: Totals may not add due to rounding.

Tax Impact Summary

\$ thousands	2025	2026	2027	2028	2029
General revenues	(18,893)	(19,155)	(19,424)	(19,702)	(19,987)
Net operating budget	207,184	218,968	232,392	245,412	259,246
Pay-as-you-go capital	15,983	17,583	19,162	20,827	22,577
Taxation demand	204,274	217,396	232,130	246,538	261,835
New construction tax revenue	(4,760)	(3,999)	(3,946)	(4,162)	(4,374)
Municipal Impact	3.34 %	3.47 %	3.96 %	3.41 %	3.43 %
Public Safety Levy Impact	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %
Net property owner impact	4.34 %	4.47 %	4.96 %	4.41 %	4.43 %

General Revenue

\$ thousands	2025	2026	2027	2028	2029
Licences					
Dog Licences	3	3	3	3	3
	3	3	3	3	3
Franchise fee					
Fortis Gas	2,265	2,344	2,425	2,509	2,596
	2,265	2,344	2,425	2,509	2,596
Interest & penalties					
Interest on Investments	9,867	9,867	9,867	9,867	9,867
Tax Arrears & Delinquent	250	254	257	261	265
Penalties on Taxes	1,900	1,928	1,956	1,985	2,014
Penalties Utility Accounts	135	137	139	141	143
Interest on Performance deposits	(1,353)	(1,353)	(1,353)	(1,353)	(1,353)
Interest on Accounts Receivable	38	38	38	38	38
	10,837	10,871	10,905	10,940	10,975
Miscellaneous revenues					
Work Order Administration	40	41	43	44	46
Local Improvement Prepayments	25	25	25	25	25
Discounts Earned & Misc	944	965	986	1,008	1,031
Risk to Roll	(310)	(321)	(332)	(343)	(355)
	699	710	722	734	747
Federal contributions					
Grants in Lieu of Taxes	147	150	153	156	159
Provincial contributions					
Grants in Lieu of Taxes	523	533	544	555	566
Traffic Fine Revenue Sharing	1,651	1,675	1,699	1,724	1,750
Climate Action Rev Incentive	419	427	436	445	454
Certificate of Recognition Rebate	200	200	200	200	200
Appropriation to Reserves	(514)	(514)	(514)	(514)	(514)
	2,279	2,322	2,365	2,410	2,455
Taxes - private utilities					
1% in Lieu of Taxes	2,663	2,755	2,851	2,950	3,052
Total General Revenues	18,893	19,155	19,424	19,702	19,987
Property taxation	204,274	217,396	232,130	246,538	261,835
Total General Revenue & taxation	223,167	236,551	251,554	266,239	281,823

Note: Totals may not add due to rounding.

Service Based Summary

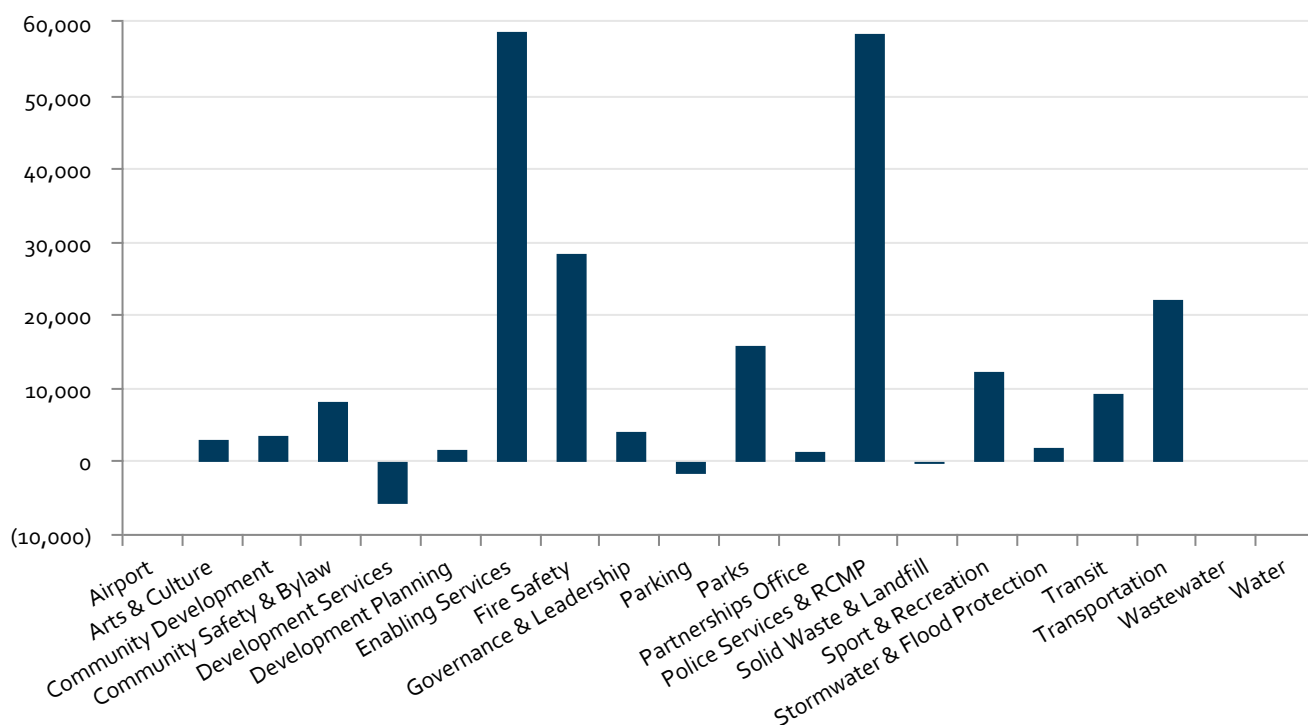
Revenues/Expenditures by Year

\$ thousands	2025	2026	2027	2028	2029
Revenue					
Library Requisition	(8,418)	(8,586)	(8,758)	(8,933)	(9,112)
Parcel Tax	(4,368)	(1,962)	(5,037)	(3,697)	(2,428)
Fees and Charges	(196,951)	(192,888)	(200,072)	(207,476)	(214,232)
Sales of Service	(179,424)	(143,825)	(151,177)	(156,030)	(161,406)
User Fees	(17,526)	(49,063)	(48,895)	(51,447)	(52,827)
Other Revenue	(106,644)	(224,522)	(230,670)	(144,305)	(104,822)
Interest	(8,831)	(5,480)	(6,914)	(6,885)	(6,959)
Grants	(41,502)	(31,411)	(34,622)	(29,674)	(26,966)
Borrowing	(31,627)	(165,000)	(166,400)	(84,684)	(47,500)
Services to Other Governments	(10,172)	(10,114)	(10,185)	(10,256)	(10,329)
Interdepartment Transfer	(14,511)	(12,517)	(12,550)	(12,806)	(13,068)
Transfers from Funds	(368,421)	(231,835)	(253,255)	(263,307)	(179,159)
Special (Stat Reserve) Funds	(122,341)	(107,525)	(99,661)	(111,205)	(70,947)
Development Cost Charges	(88,870)	(69,434)	(74,303)	(67,860)	(48,841)
Accumulated Surplus	(157,209)	(54,877)	(79,291)	(84,242)	(59,372)
Total Revenue	(684,801)	(659,793)	(697,793)	(627,718)	(509,754)
Expenditures					
Salaries and Wages	146,371	153,972	159,127	165,034	171,220
Material and Other	110,295	93,196	96,844	97,732	99,935
Contract Services	122,830	137,510	141,094	145,686	150,547
Debt Interest	4,259	5,179	9,565	10,852	13,372
Debt Principal	6,811	7,299	10,892	11,376	13,804
Capital Expenditure	420,154	403,184	427,158	355,805	237,218
Internal Allocations	12,102	10,335	11,015	11,283	11,514
Interdepartment Transfer	11,313	7,562	7,562	7,562	7,562
Interfund Transfer	789	2,773	3,452	3,721	3,952
Transfer to Funds	85,146	85,669	93,651	96,189	93,966
Special (Stat Reserve) Funds	35,724	37,491	37,419	38,225	39,084
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	49,421	48,178	56,231	57,964	54,882
Total Expenditures	907,968	896,344	949,346	893,957	791,576
Net Expenditures	223,167	236,551	251,554	266,239	281,823

Note: Totals may not add due to rounding.

Net expenditures by service

2025 Net Expenditure (\$ thousands)



Net Expenditure by Year

\$ thousands	2025	2026	2027	2028	2029
Airport	—	—	—	—	—
Arts & Culture	2,998	3,088	3,214	3,345	3,480
Community Development	3,662	3,987	4,143	4,278	4,417
Community Safety & Bylaw	8,329	8,733	9,026	9,339	9,663
Development Services	(5,678)	(5,642)	(5,601)	(5,606)	(5,608)
Development Planning	1,843	1,905	1,969	2,036	2,104
Enabling Services	58,940	62,430	69,691	76,859	84,640
Fire Safety	28,456	29,610	30,562	31,580	32,634
Governance & Leadership	4,263	4,317	4,647	4,809	4,977
Parking	(1,650)	(1,650)	(1,650)	(1,650)	(1,650)
Parks	15,925	16,944	17,944	18,672	19,428
Partnerships Office	1,419	1,322	1,378	1,428	1,480
Police Services & RCMP	58,764	62,660	64,974	67,458	70,031
Solid Waste & Landfill	(200)	(200)	(200)	(200)	(200)
Sport & Recreation	12,486	12,836	13,005	13,422	13,853
Stormwater & Flood Protection	1,970	2,033	2,098	2,164	2,233
Transit	9,432	10,765	11,734	12,426	13,148
Transportation	22,208	23,412	24,620	25,879	27,191
Wastewater	—	—	—	—	—
Water	—	—	—	—	—
Total Net Expenditures	223,167	236,551	251,554	266,239	281,823

Note: Totals may not add due to rounding.

Airport

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(59,921)	(62,364)	(65,541)	(67,921)	(69,512)
Sales of Service	(57,597)	(29,233)	(33,011)	(33,669)	(34,340)
User Fees	(2,324)	(33,131)	(32,530)	(34,253)	(35,172)
Other Revenue	(7,594)	(47,828)	(14,719)	(5,179)	(2,322)
Interest	(1,646)	(90)	(92)	(95)	(97)
Grants	(5,838)	(7,628)	(6,517)	(4,975)	(2,116)
Borrowing	—	(40,000)	(8,000)	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(100,851)	(3,173)	(26,913)	(31,699)	(22,928)
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(100,851)	(3,173)	(26,913)	(31,699)	(22,928)
Total Revenue	(168,366)	(113,366)	(107,172)	(104,799)	(94,763)
Expenditures					
Salaries and Wages	9,195	9,332	10,379	11,052	11,832
Material and Other	17,553	6,237	8,526	7,400	7,535
Contract Services	1,909	10,854	10,290	10,375	10,609
Debt Interest	584	333	112	—	—
Debt Principal	1,906	1,258	706	8	8
Capital Expenditure	93,820	43,583	36,103	32,019	23,248
Internal Allocations	2,754	2,751	3,430	3,699	3,930
Interdepartment Transfer	2,596	—	—	—	—
Interfund Transfer	159	2,751	3,430	3,699	3,930
Transfer to Funds	40,644	39,018	37,627	40,246	37,600
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	40,644	39,018	37,627	40,246	37,600
Total Expenditures	168,366	113,366	107,172	104,799	94,763
Net Expenditures	—	—	—	—	—
Surplus/(Deficit) (Included Above)	(60,207)	35,844	10,714	8,547	14,672

Note: Totals may not add due to rounding.

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

Arts & Culture

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(1,742)	(1,863)	(1,900)	(1,938)	(1,977)
Sales of Service	(1,280)	(1,382)	(1,409)	(1,437)	(1,466)
User Fees	(462)	(482)	(491)	(501)	(511)
Other Revenue	(28)	—	—	—	—
Interest	—	—	—	—	—
Grants	(28)	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(1,955)	(965)	(1,147)	(370)	(260)
Special (Stat Reserve) Funds	(1,480)	(738)	(882)	(269)	(182)
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(475)	(227)	(265)	(101)	(78)
Total Revenue	(3,725)	(2,828)	(3,047)	(2,308)	(2,237)
Expenditures					
Salaries and Wages	1,592	1,684	1,742	1,803	1,865
Material and Other	961	912	944	976	1,010
Contract Services	2,008	2,098	2,171	2,246	2,324
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	1,874	935	1,117	340	230
Internal Allocations	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Interfund Transfer	—	—	—	—	—
Transfer to Funds	288	288	288	288	288
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	288	288	288	288	288
Total Expenditures	6,723	5,917	6,261	5,653	5,717
Net Expenditures	2,998	3,088	3,214	3,345	3,480

Note: Totals may not add due to rounding.

Community Development

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	—	—	—	—	—
Sales of Service	—	—	—	—	—
User Fees	—	—	—	—	—
Other Revenue	(471)	(332)	(339)	(345)	(352)
Interest	—	—	—	—	—
Grants	(247)	(103)	(106)	(108)	(110)
Borrowing	—	—	—	—	—
Services to Other Governments	(224)	(228)	(233)	(238)	(242)
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(434)	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(434)	—	—	—	—
Total Revenue	(905)	(332)	(339)	(345)	(352)
Expenditures					
Salaries and Wages	2,373	2,647	2,738	2,834	2,932
Material and Other	1,620	1,093	1,157	1,198	1,239
Contract Services	170	176	182	188	195
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	—	—	—	—	—
Internal Allocations	104	104	104	104	104
Interdepartment Transfer	104	104	104	104	104
Interfund Transfer	—	—	—	—	—
Transfer to Funds	300	300	300	300	300
Special (Stat Reserve) Funds	300	300	300	300	300
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	4,567	4,319	4,482	4,623	4,770
Net Expenditures	3,662	3,987	4,143	4,278	4,417

Note: Totals may not add due to rounding.

Community Safety & Bylaw

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(327)	(219)	(226)	(234)	(242)
Sales of Service	(160)	(166)	(171)	(177)	(183)
User Fees	(167)	(53)	(55)	(57)	(59)
Other Revenue	(190)	—	—	—	—
Interest	—	—	—	—	—
Grants	(190)	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(606)	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(606)	—	—	—	—
Total Revenue	(1,122)	(219)	(226)	(234)	(242)
Expenditures					
Salaries and Wages	6,277	6,939	7,069	7,314	7,568
Material and Other	3,098	1,934	2,123	2,196	2,273
Contract Services	77	80	61	63	65
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	—	—	—	—	—
Internal Allocations	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Interfund Transfer	—	—	—	—	—
Transfer to Funds	—	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	9,452	8,952	9,253	9,574	9,906
Net Expenditures	8,329	8,733	9,026	9,339	9,663

Note: Totals may not add due to rounding.

Development Planning

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(830)	(859)	(889)	(919)	(951)
Sales of Service	(830)	(859)	(889)	(919)	(951)
User Fees	—	—	—	—	—
Other Revenue	—	—	—	—	—
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(40)	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(40)	—	—	—	—
Total Revenue	(870)	(859)	(889)	(919)	(951)
Expenditures					
Salaries and Wages	2,552	2,599	2,689	2,782	2,879
Material and Other	106	110	114	118	122
Contract Services	—	—	—	—	—
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	—	—	—	—	—
Internal Allocations	55	55	55	55	55
Interdepartment Transfer	55	55	55	55	55
Interfund Transfer	—	—	—	—	—
Transfer to Funds	—	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	2,713	2,764	2,858	2,955	3,056
Net Expenditures	1,843	1,905	1,969	2,036	2,104

Note: Totals may not add due to rounding.

Development Services

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(9,962)	(12,662)	(12,865)	(13,122)	(13,385)
Sales of Service	(9,962)	(12,662)	(12,865)	(13,122)	(13,385)
User Fees	—	—	—	—	—
Other Revenue	—	—	—	—	—
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(2,500)	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(2,500)	—	—	—	—
Total Revenue	(12,462)	(12,662)	(12,865)	(13,122)	(13,385)
Expenditures					
Salaries and Wages	6,071	6,282	6,500	6,726	6,959
Material and Other	613	635	657	679	703
Contract Services	100	103	107	111	115
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	—	—	—	—	—
Internal Allocations	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Interfund Transfer	—	—	—	—	—
Transfer to Funds	—	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	6,785	7,020	7,264	7,516	7,777
Net Expenditures	(5,678)	(5,642)	(5,601)	(5,606)	(5,608)

Note: Totals may not add due to rounding.

Enabling Services

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Library Requisition	(8,418)	(8,586)	(8,758)	(8,933)	(9,112)
Parcel Tax	(141)	(141)	(141)	(141)	(141)
Fees and Charges	(16,021)	(16,436)	(16,606)	(17,392)	(17,806)
Sales of Service	(11,215)	(11,440)	(11,440)	(11,669)	(11,902)
User Fees	(4,805)	(4,996)	(5,166)	(5,723)	(5,905)
Other Revenue	(21,108)	(19,391)	(35,841)	(20,306)	(20,682)
Interest	(5,078)	(5,078)	(5,436)	(5,625)	(5,820)
Grants	(513)	(200)	(204)	(208)	(212)
Borrowing	—	—	(15,900)	—	—
Services to Other Governments	(5,664)	(5,664)	(5,664)	(5,664)	(5,664)
Interdepartment Transfer	(9,853)	(8,449)	(8,637)	(8,810)	(8,986)
Transfers from Funds	(37,138)	(28,189)	(21,903)	(24,035)	(25,006)
Special (Stat Reserve) Funds	(29,357)	(22,581)	(14,826)	(19,632)	(20,498)
Development Cost Charges	(795)	(795)	(795)	(795)	(795)
Accumulated Surplus	(6,986)	(4,813)	(6,282)	(3,608)	(3,712)
Total Revenue	(82,826)	(72,743)	(83,249)	(70,807)	(72,746)
Expenditures					
Salaries and Wages	30,489	32,893	34,098	35,353	36,644
Material and Other	42,396	40,151	40,956	41,775	42,610
Contract Services	3,551	3,902	3,796	3,927	4,027
Debt Interest	2,746	3,917	8,592	10,046	12,567
Debt Principal	3,949	5,084	9,533	10,919	13,347
Capital Expenditure	37,792	27,939	35,573	24,534	26,271
Internal Allocations	373	373	373	373	373
Interdepartment Transfer	373	373	373	373	373
Interfund Transfer	—	—	—	—	—
Transfer to Funds	20,471	20,914	20,019	20,738	21,547
Special (Stat Reserve) Funds	20,309	20,937	20,792	21,536	22,345
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	162	(23)	(773)	(797)	(797)
Total Expenditures	141,766	135,173	152,939	147,666	157,386
Net Expenditures	58,940	62,430	69,691	76,859	84,640

Note: Totals may not add due to rounding.

Fire Safety

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(2,867)	(2,967)	(3,070)	(3,176)	(3,287)
Sales of Service	(698)	(722)	(747)	(773)	(800)
User Fees	(2,170)	(2,245)	(2,323)	(2,404)	(2,487)
Other Revenue	(3,097)	(486)	(6,495)	(10,505)	(1,515)
Interest	—	—	—	—	—
Grants	(2,633)	(12)	(12)	(13)	(1,013)
Borrowing	—	—	(6,000)	(10,000)	—
Services to Other Governments	(464)	(473)	(483)	(493)	(502)
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(3,909)	(13,059)	(6,906)	(8,428)	(1,817)
Special (Stat Reserve) Funds	(3,817)	(12,852)	(6,701)	(8,136)	(1,772)
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(92)	(207)	(205)	(292)	(45)
Total Revenue	(9,874)	(16,512)	(16,471)	(22,110)	(6,619)
Expenditures					
Salaries and Wages	28,398	29,688	30,631	31,694	32,794
Material and Other	1,758	1,723	1,837	1,901	1,967
Contract Services	216	224	232	240	248
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	6,530	13,059	12,906	18,428	2,817
Internal Allocations	16	16	16	16	16
Interdepartment Transfer	16	16	16	16	16
Interfund Transfer	—	—	—	—	—
Transfer to Funds	1,412	1,412	1,412	1,412	1,412
Special (Stat Reserve) Funds	900	900	900	900	900
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	512	512	512	512	512
Total Expenditures	38,329	46,121	47,033	53,690	39,253
Net Expenditures	28,456	29,610	30,562	31,580	32,634

Note: Totals may not add due to rounding.

Governance & Leadership

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(10)	(10)	(10)	(11)	(11)
Sales of Service	(2)	(2)	(2)	(2)	(2)
User Fees	(8)	(8)	(8)	(9)	(9)
Other Revenue	(55)	(56)	(57)	(58)	(60)
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(55)	(56)	(57)	(58)	(60)
Transfers from Funds	(75)	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(75)	—	—	—	—
Total Revenue	(140)	(66)	(68)	(69)	(70)
Expenditures					
Salaries and Wages	3,229	3,341	3,457	3,577	3,702
Material and Other	731	584	784	811	839
Contract Services	442	457	473	490	506
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	—	—	—	—	—
Internal Allocations	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Interfund Transfer	—	—	—	—	—
Transfer to Funds	—	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	4,403	4,383	4,715	4,878	5,047
Net Expenditures	4,263	4,317	4,647	4,809	4,977

Note: Totals may not add due to rounding.

Parking

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(9,393)	(9,581)	(9,773)	(9,968)	(10,167)
Sales of Service	(9,361)	(9,548)	(9,739)	(9,934)	(10,133)
User Fees	(32)	(33)	(33)	(34)	(35)
Other Revenue	(10)	(11)	(6,511)	(11)	(11)
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	(6,500)	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(10)	(11)	(11)	(11)	(11)
Transfers from Funds	(2,724)	(2,236)	(2,236)	(7,236)	(3,736)
Special (Stat Reserve) Funds	(2,724)	(2,236)	(2,236)	(7,236)	(3,736)
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Revenue	(12,127)	(11,827)	(18,519)	(17,215)	(13,914)
Expenditures					
Salaries and Wages	1,281	1,381	1,429	1,479	1,530
Material and Other	1,173	1,027	1,048	1,069	1,090
Contract Services	2,108	2,150	2,193	2,237	2,282
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	2,477	2,100	8,600	7,100	3,600
Internal Allocations	841	841	841	841	841
Interdepartment Transfer	841	841	841	841	841
Interfund Transfer	—	—	—	—	—
Transfer to Funds	2,597	2,677	2,757	2,838	2,921
Special (Stat Reserve) Funds	2,597	2,677	2,757	2,838	2,921
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	10,477	10,177	16,869	15,565	12,264
Net Expenditures	(1,650)	(1,650)	(1,650)	(1,650)	(1,650)

Note: Totals may not add due to rounding.

Parks

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(1,503)	(1,555)	(1,609)	(1,665)	(1,722)
Sales of Service	(1,451)	(1,501)	(1,553)	(1,607)	(1,663)
User Fees	(52)	(54)	(56)	(58)	(60)
Other Revenue	(7,606)	(228)	(20,232)	(237)	(242)
Interest	—	—	—	—	—
Grants	(1,087)	—	—	—	—
Borrowing	(6,262)	—	(20,000)	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(258)	(228)	(232)	(237)	(242)
Transfers from Funds	(54,650)	(50,570)	(46,946)	(40,450)	(26,895)
Special (Stat Reserve) Funds	(19,979)	(34,164)	(29,777)	(26,145)	(17,348)
Development Cost Charges	(32,995)	(16,178)	(17,140)	(14,277)	(9,518)
Accumulated Surplus	(1,676)	(229)	(29)	(29)	(29)
Total Revenue	(63,759)	(52,353)	(68,787)	(42,352)	(28,860)
Expenditures					
Salaries and Wages	5,761	6,018	6,227	6,443	6,666
Material and Other	4,007	3,986	4,125	4,268	4,416
Contract Services	6,184	6,390	6,719	6,952	7,193
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	63,131	52,302	69,060	42,757	31
Internal Allocations	31	31	31	31	31
Interdepartment Transfer	31	31	31	31	31
Interfund Transfer	—	—	—	—	—
Transfer to Funds	570	570	570	573	577
Special (Stat Reserve) Funds	570	570	570	570	570
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	3	7
Total Expenditures	79,684	69,297	86,731	61,023	48,288
Net Expenditures	15,925	16,944	17,944	18,672	19,428

Note: Totals may not add due to rounding.

Partnerships Office

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(104)	(107)	(111)	(115)	(119)
Sales of Service	(100)	(103)	(107)	(111)	(115)
User Fees	(4)	(4)	(4)	(4)	(4)
Other Revenue	(140)	(143)	(146)	(149)	(152)
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(140)	(143)	(146)	(149)	(152)
Transfers from Funds	(404)	(223)	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(404)	(223)	—	—	—
Total Revenue	(648)	(473)	(256)	(263)	(270)
Expenditures					
Salaries and Wages	1,186	1,227	1,100	1,138	1,177
Material and Other	880	568	535	554	573
Contract Services	—	—	—	—	—
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	—	—	—	—	—
Internal Allocations	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Interfund Transfer	—	—	—	—	—
Transfer to Funds	—	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	2,066	1,795	1,635	1,691	1,750
Net Expenditures	1,419	1,322	1,378	1,428	1,480

Note: Totals may not add due to rounding.

Police Services & RCMP

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(663)	(686)	(709)	(734)	(759)
Sales of Service	(591)	(612)	(633)	(655)	(677)
User Fees	(72)	(74)	(77)	(79)	(82)
Other Revenue	(6,290)	(6,416)	(6,544)	(6,675)	(6,809)
Interest	—	—	—	—	—
Grants	(4,323)	(4,409)	(4,497)	(4,587)	(4,679)
Borrowing	—	—	—	—	—
Services to Other Governments	(1,705)	(1,739)	(1,774)	(1,810)	(1,846)
Interdepartment Transfer	(262)	(267)	(273)	(278)	(284)
Transfers from Funds	(3,893)	(3,893)	(3,893)	(3,893)	(3,893)
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(3,893)	(3,893)	(3,893)	(3,893)	(3,893)
Total Revenue	(10,846)	(10,994)	(11,147)	(11,302)	(11,461)
Expenditures					
Salaries and Wages	10,790	11,368	11,673	12,078	12,498
Material and Other	542	519	536	554	572
Contract Services	58,268	61,757	63,900	66,118	68,412
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	—	—	—	—	—
Internal Allocations	10	10	10	10	10
Interdepartment Transfer	10	10	10	10	10
Interfund Transfer	—	—	—	—	—
Transfer to Funds	—	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	69,610	73,654	76,120	78,760	81,492
Net Expenditures	58,764	62,660	64,974	67,458	70,031

Note: Totals may not add due to rounding.

Solid Waste & Landfill

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(26,609)	(27,141)	(27,683)	(28,237)	(28,802)
Sales of Service	(21,825)	(22,262)	(22,707)	(23,161)	(23,624)
User Fees	(4,783)	(4,879)	(4,977)	(5,076)	(5,178)
Other Revenue	(1,561)	(1,592)	(1,624)	(1,656)	(1,690)
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	(1,050)	(1,071)	(1,092)	(1,114)	(1,137)
Interdepartment Transfer	(511)	(521)	(532)	(542)	(553)
Transfers from Funds	(15,297)	(8,250)	(8,650)	(7,585)	(3,610)
Special (Stat Reserve) Funds	(15,297)	(8,250)	(8,650)	(7,585)	(3,610)
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Revenue	(43,467)	(36,983)	(37,957)	(37,479)	(34,101)
Expenditures					
Salaries and Wages	3,598	3,775	3,906	4,042	4,182
Material and Other	4,366	4,537	4,695	4,858	5,026
Contract Services	6,407	6,536	6,763	6,997	7,240
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	15,288	8,250	8,650	7,585	3,610
Internal Allocations	3,093	2,049	2,049	2,049	2,049
Interdepartment Transfer	3,093	2,049	2,049	2,049	2,049
Interfund Transfer	—	—	—	—	—
Transfer to Funds	10,515	11,635	11,695	11,748	11,794
Special (Stat Reserve) Funds	10,515	11,635	11,695	11,748	11,794
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	43,267	36,783	37,757	37,279	33,901
Net Expenditures	(200)	(200)	(200)	(200)	(200)

Note: Totals may not add due to rounding.

Sport & Recreation

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(4,852)	(5,071)	(5,247)	(5,429)	(5,617)
Sales of Service	(3,527)	(3,679)	(3,807)	(3,939)	(4,075)
User Fees	(1,325)	(1,392)	(1,440)	(1,490)	(1,542)
Other Revenue	(25,211)	(85,250)	(100,255)	(4,945)	(266)
Interest	—	—	—	—	—
Grants	(165)	(168)	(172)	(175)	(179)
Borrowing	(24,965)	(85,000)	(100,000)	(4,684)	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(81)	(82)	(84)	(85)	(87)
Transfers from Funds	(1,246)	(2,787)	(16,970)	(29,573)	(2,452)
Special (Stat Reserve) Funds	(414)	(1,894)	(15,821)	(29,221)	(2,407)
Development Cost Charges	(314)	—	—	—	—
Accumulated Surplus	(518)	(892)	(1,148)	(351)	(45)
Total Revenue	(31,308)	(93,108)	(122,472)	(39,946)	(8,335)
Expenditures					
Salaries and Wages	9,039	9,409	9,736	10,073	10,423
Material and Other	4,362	4,260	4,155	4,288	4,426
Contract Services	3,633	3,718	3,822	3,955	4,092
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	25,943	87,740	116,948	34,235	2,430
Internal Allocations	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Interfund Transfer	—	—	—	—	—
Transfer to Funds	817	817	817	817	817
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	817	817	817	817	817
Total Expenditures	43,794	105,944	135,477	53,368	22,188
Net Expenditures	12,486	12,836	13,005	13,422	13,853

Note: Totals may not add due to rounding.

Stormwater & Flood Protection

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(1)	(1)	(1)	(1)	(1)
Sales of Service	(1)	(1)	(1)	(1)	(1)
User Fees	—	—	—	—	—
Other Revenue	(3,106)	(99)	(99)	(99)	(99)
Interest	—	—	—	—	—
Grants	(2,832)	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(274)	(99)	(99)	(99)	(99)
Transfers from Funds	(8,830)	(20,900)	(16,100)	(9,110)	(9,720)
Special (Stat Reserve) Funds	(7,442)	(19,452)	(14,579)	(7,835)	(8,853)
Development Cost Charges	(1,062)	(1,388)	(1,471)	(1,225)	(817)
Accumulated Surplus	(326)	(60)	(50)	(50)	(50)
Total Revenue	(11,936)	(21,000)	(16,200)	(9,210)	(9,820)
Expenditures					
Salaries and Wages	1,114	1,153	1,193	1,234	1,277
Material and Other	1,274	858	872	897	922
Contract Services	15	16	16	17	17
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	11,336	20,840	16,050	9,060	9,670
Internal Allocations	167	167	167	167	167
Interdepartment Transfer	167	167	167	167	167
Interfund Transfer	—	—	—	—	—
Transfer to Funds	—	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	13,906	23,033	18,298	11,374	12,053
Net Expenditures	1,970	2,033	2,098	2,164	2,233

Note: Totals may not add due to rounding.

Transit

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(8,788)	(9,082)	(9,386)	(9,700)	(10,025)
Sales of Service	(8,239)	(8,525)	(8,821)	(9,127)	(9,444)
User Fees	(548)	(557)	(565)	(573)	(581)
Other Revenue	(17,996)	(18,400)	(18,698)	(18,570)	(18,928)
Interest	—	—	—	—	—
Grants	(16,896)	(17,584)	(18,074)	(17,934)	(18,278)
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(1,100)	(816)	(624)	(637)	(649)
Transfers from Funds	(4,211)	(5,807)	(6,651)	(3,682)	(3,646)
Special (Stat Reserve) Funds	(334)	(596)	(717)	(337)	(332)
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(3,877)	(5,211)	(5,934)	(3,345)	(3,314)
Total Revenue	(30,995)	(33,288)	(34,735)	(31,952)	(32,599)
Expenditures					
Salaries and Wages	353	365	378	391	404
Material and Other	452	307	319	330	341
Contract Services	36,027	37,277	38,570	39,909	41,294
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	2,902	5,410	6,508	3,055	3,014
Internal Allocations	387	387	387	387	387
Interdepartment Transfer	387	387	387	387	387
Interfund Transfer	—	—	—	—	—
Transfer to Funds	307	307	307	307	307
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	307	307	307	307	307
Total Expenditures	40,427	44,053	46,468	44,378	45,747
Net Expenditures	9,432	10,765	11,734	12,426	13,148

Note: Totals may not add due to rounding.

Transportation

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(2,257)	(1,864)	(1,902)	(1,940)	(1,978)
Sales of Service	(1,575)	(1,169)	(1,192)	(1,216)	(1,240)
User Fees	(682)	(696)	(710)	(724)	(738)
Other Revenue	(1,015)	(40,535)	(10,546)	(55,557)	(40,568)
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	(400)	(40,000)	(10,000)	(55,000)	(40,000)
Services to Other Governments	(91)	—	—	—	—
Interdepartment Transfer	(524)	(535)	(546)	(557)	(568)
Transfers from Funds	(80,873)	(49,866)	(54,021)	(44,750)	(38,321)
Special (Stat Reserve) Funds	(38,456)	(2,709)	(4,124)	(3,188)	(10,611)
Development Cost Charges	(38,756)	(47,097)	(49,897)	(41,562)	(27,710)
Accumulated Surplus	(3,661)	(60)	—	—	—
Total Revenue	(84,145)	(92,265)	(66,468)	(102,246)	(80,867)
Expenditures					
Salaries and Wages	8,759	8,986	9,298	9,621	9,955
Material and Other	8,533	8,041	8,259	8,546	8,843
Contract Services	781	783	811	839	869
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	88,004	97,653	72,573	109,045	88,397
Internal Allocations	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Interfund Transfer	—	—	—	—	—
Transfer to Funds	275	214	147	74	(4)
Special (Stat Reserve) Funds	25	(36)	(103)	(176)	(254)
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	250	250	250	250	250
Total Expenditures	106,352	115,677	91,089	128,126	108,059
Net Expenditures	22,208	23,412	24,620	25,879	27,191

Note: Totals may not add due to rounding.

Wastewater Utility

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	(1,093)	—	(3,041)	(1,675)	(380)
Fees and Charges	(24,592)	(23,316)	(24,214)	(25,148)	(26,423)
Sales of Service	(24,592)	(22,948)	(23,846)	(24,781)	(26,055)
User Fees	—	(368)	(368)	(368)	(368)
Other Revenue	(7,257)	(3,454)	(6,261)	(4,707)	(3,322)
Interest	(1,163)	(253)	(1,325)	(1,104)	(980)
Grants	(4,030)	(1,306)	(3,041)	(1,675)	(380)
Borrowing	—	—	—	—	—
Services to Other Governments	(974)	(938)	(938)	(938)	(938)
Interdepartment Transfer	(1,090)	(957)	(957)	(990)	(1,025)
Transfers from Funds	(209)	(24,877)	(17,180)	(20,707)	(20,386)
Special (Stat Reserve) Funds	(3,041)	(2,053)	(1,347)	(1,623)	(1,598)
Development Cost Charges	(13,132)	(3,975)	(5,000)	(10,000)	(10,000)
Accumulated Surplus	(14,002)	(18,849)	(10,833)	(9,084)	(8,788)
Total Revenue	(63,116)	(51,646)	(50,696)	(52,238)	(50,511)
Expenditures					
Salaries and Wages	6,384	6,696	6,696	6,929	7,169
Material and Other	6,591	6,352	6,134	6,160	6,186
Contract Services	703	729	729	754	780
Debt Interest	241	241	173	117	117
Debt Principal	599	599	295	91	91
Capital Expenditure	44,664	26,183	17,180	20,707	20,386
Internal Allocations	2,363	1,976	1,976	1,976	1,976
Interdepartment Transfer	1,989	1,976	1,976	1,976	1,976
Interfund Transfer	374	—	—	—	—
Transfer to Funds	1,570	8,870	17,511	15,503	13,805
Special (Stat Reserve) Funds	508	508	508	508	508
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	1,062	8,362	17,003	14,995	13,297
Total Expenditures	63,116	51,646	50,696	52,238	50,511
Net Expenditures	—	—	—	—	—
Surplus/(Deficit) (Included Above)	1,062	1,047	1,035	956	1,172

Note: Totals may not add due to rounding.

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

Water Utility

Revenues and Expenditures by Year

<i>\$ thousands</i>	2025	2026	2027	2028	2029
Revenue					
Parcel Tax	(3,135)	(1,821)	(1,855)	(1,881)	(1,908)
Fees and Charges	(26,510)	(17,106)	(18,331)	(19,825)	(21,446)
Sales of Service	(26,419)	(17,013)	(18,238)	(19,731)	(21,349)
User Fees	(91)	(93)	(93)	(95)	(97)
Other Revenue	(3,909)	(303)	(2,304)	(15,305)	(7,806)
Interest	(945)	(60)	(60)	(61)	(62)
Grants	(2,720)	—	(2,000)	—	—
Borrowing	—	—	—	(15,000)	(7,500)
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(244)	(244)	(244)	(244)	(244)
Transfers from Funds	(18,611)	(17,040)	(23,740)	(31,790)	(16,490)
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	(1,816)	—	—	—	—
Accumulated Surplus	(16,795)	(17,040)	(23,740)	(31,790)	(16,490)
Total Revenue	(52,164)	(36,270)	(46,230)	(68,801)	(47,649)
Expenditures					
Salaries and Wages	7,928	8,187	8,187	8,472	8,765
Material and Other	9,279	9,362	9,070	9,155	9,241
Contract Services	232	260	260	269	279
Debt Interest	688	688	688	688	688
Debt Principal	357	357	357	357	357
Capital Expenditure	26,393	17,190	25,890	46,940	24,140
Internal Allocations	1,907	1,576	1,576	1,576	1,576
Interdepartment Transfer	1,651	1,553	1,553	1,553	1,553
Interfund Transfer	256	22	22	22	22
Transfer to Funds	5,380	(1,351)	202	1,344	2,603
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	5,380	(1,351)	202	1,344	2,603
Total Expenditures	52,164	36,270	46,230	68,801	47,649
Net Expenditures	—	—	—	—	—
Surplus/(Deficit) (Included Above)	1,342	—	177	430	691

Note: Totals may not add due to rounding.

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