



City of Kelowna | British Columbia

2026

FIVE-YEAR

**FINANCIAL
PLAN**

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 this visioning initiative, 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, 2026-2035 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 2026 budget process which includes:

- Preliminary Budget – approved by Council December 4, 2025
- Carryover Requests – approved by Council March 9, 2026
- Final Budget – approved by Council on April 20, 2026

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 2026 portion of the Financial Plan.

For the years after 2026, 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 2027 to 2030 in the Financial Plan projections include:

- An inflation rate of 3 per cent for most of the operating costs and for some revenues. The Bank of Canada has a 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, 2026-2035.
- 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 396 and is used in the Financial Plan bylaw. The final column of the Financial Plan, years 2031 to 2033, 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.

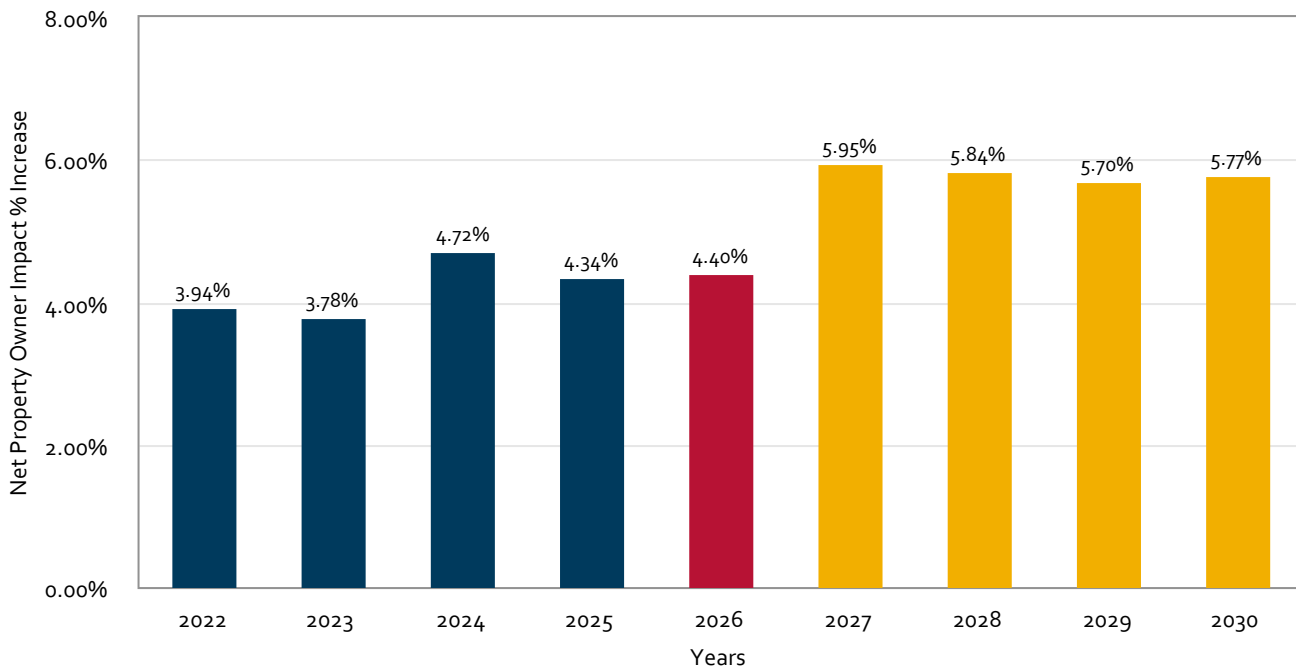


Taxation

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 20 per cent of the 2026 Financial Plan’s total revenue estimate of \$1.10B.

Kelowna continues to be below the average taxes paid by property owners in British Columbia. Historical tax rate increases from 2022 to 2026 is shown in the graph below beside the projected increases for 2027 to 2030. 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 2022 - 2030



Note: Rates presented in the graph above for years 2027 to 2030 have not been approved by Council and are subject to change.

The forecasted increases for 2027 to 2030 assumes approval to borrow for all priority one capital projects funded through debt as presented in the Council endorsed 10-Year Capital Plan, 2026-2035 (10YCP). Included in this plan with a significant impact is the borrowing for the Building a 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 \$4.0M in the 2026 Financial Plan parcel tax budget is made up of Water Utility parcel taxes and Sewer Specified Area debt recoveries.

Fees & Charges

General fund

Fees and charges are another way that the City of Kelowna raises revenues and is currently the second largest source of revenue for the general fund at 20 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 \$2.47M in 2026.

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

- The Water Utility includes in the 2026 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 2026 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

Municipalities commonly use debt to finance capital projects so that long-lived infrastructure is delivered when needed, paid for over its useful life, shared fairly between current and future users, and funded in a way that maintains tax stability and financial resilience. The City of Kelowna does not use a fixed dollar cap on debt. Instead, Council has adopted conservative, percentage-based limits that restrict total debt servicing to no more than 15 per cent of City own-source revenues, and tax-supported debt servicing to no more than 8 per cent of the annual tax levy, well below the Province's 25 per cent statutory maximum under the Community Charter. The Council endorsed 10-Year Capital Plan, 2026-2035, includes \$596M (21 per cent) of debenture borrowing. The exact timing and allocation of debt is evaluated continually and monitored against these Council approved debt limits and prevailing interest rates. Current projects with approved borrowing include:

- 2026-2028: Building a Stronger Kelowna
- 2026 - 2031: DCC Transportation Program (Roads Bundle)
- 2026 -2027: Airport Terminal Building Expansion

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 2026 Financial Plan, it is the largest source of funding at 37 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 1.69 per cent annually 2027 to 2030.

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 2026 help to fund 5 per cent of the City's overall budget. The City's objective is to pragmatically leverage grant opportunities.

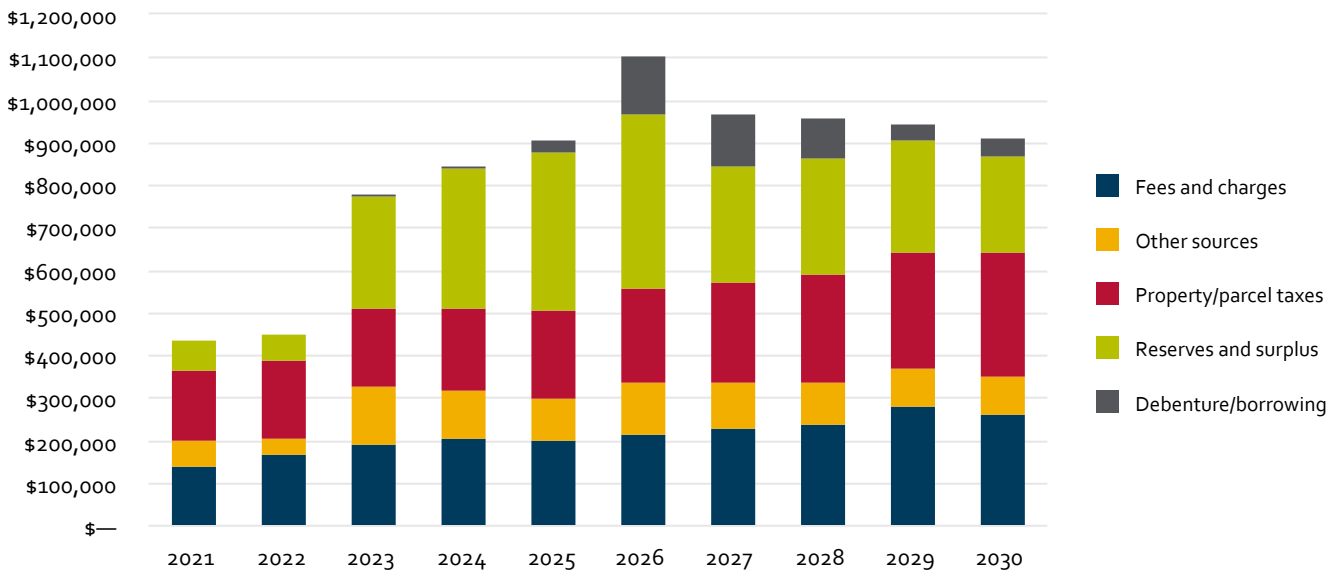
Significant grants in 2026 include the transit partnership with the Province of British Columbia which provides funding for conventional transit and custom transit costs, and the ChildCareBC New Spaces Fund grant.

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 2026, 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 2026 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 2021 to 2024 are based on actual amounts received, and 2025 is based on the revised budget. Years 2026 to 2030 are forecasted values calculated using the assumptions discussed above.



Five-Year Financial Plan Summaries

Financial Plan 2026-2030

<i>\$ thousands</i>	2026	2027	2028	2029	2030	2031 - 2033
Revenue						
Property Value Tax	217,565	233,700	250,785	268,760	287,729	1,004,672
Library Requisition	8,916	9,183	9,450	9,718	9,985	30,938
Parcel Taxes	4,036	2,984	3,009	2,804	2,830	8,649
Fees and Charges	218,383	229,842	238,696	280,108	261,855	817,951
Borrowing Proceeds	134,155	122,444	92,186	35,500	41,937	92,012
Other Sources	110,055	98,170	89,021	81,056	82,802	262,137
	693,110	696,323	683,148	677,946	687,137	2,216,358
Transfer between Funds						
Reserve Funds	164,845	96,088	85,140	74,495	83,541	220,655
DCC Funds	116,127	88,402	102,556	88,118	79,198	112,535
Surplus/Reserve Accounts	130,045	87,519	89,432	103,402	63,171	216,942
	411,017	272,008	277,128	266,015	225,911	550,132
Total Revenues	1,104,127	968,331	960,275	943,961	913,048	2,766,491
Expenditures						
Municipal Debt						
Debt Interest	4,068	9,566	13,074	17,841	19,526	69,724
Debt Principal	5,868	8,241	8,554	9,570	10,262	35,394
Other Municipal Purposes						
Airport	81,329	79,448	81,339	74,824	52,252	240,222
Arts & Culture	8,040	5,720	7,772	19,538	6,152	20,429
Community Development	4,861	4,391	4,458	4,636	4,815	15,744
Community Safety & Bylaw	11,170	11,034	10,198	10,617	11,035	36,155
Development Planning	2,674	2,791	2,908	3,025	3,142	10,280
Development Services	6,987	7,299	7,612	7,924	8,236	26,985
Enabling Services	129,885	116,365	125,864	158,633	159,750	489,675
Fire Safety	71,071	39,085	42,521	37,787	39,799	132,424
Governance & Leadership	5,004	4,938	5,149	5,360	5,572	18,254
Parking	9,222	9,102	14,423	17,943	12,114	55,438
Parks	75,759	70,839	55,630	52,127	50,061	152,358
Partnerships Office	1,828	1,547	1,613	1,679	1,745	5,718
Police Services & RCMP	76,706	81,076	84,544	88,012	91,480	299,707
Solid Waste & Landfill	32,937	29,279	27,085	28,302	31,884	80,357
Sport & Recreation	135,553	119,302	72,268	20,552	22,836	71,255
Stormwater & Flood Protection	13,768	13,784	10,123	15,683	11,554	22,614
Transit	49,313	48,105	45,801	47,868	49,918	182,969
Transportation	117,208	98,917	138,432	109,242	116,971	192,144
Wastewater	57,117	37,121	37,441	41,545	44,654	97,535
Water	85,283	63,819	58,270	57,964	36,318	114,545
	985,651	861,769	855,079	830,673	790,076	2,369,927
Transfers between Funds						
Reserve Funds	50,843	51,436	52,337	54,046	56,007	170,889
DCC Funds	—	—	—	—	—	—
Surplus/Reserve Accounts	67,633	55,126	52,860	59,243	66,965	225,675
	118,476	106,562	105,197	113,289	122,972	396,564
Total Expenditures	1,104,127	968,331	960,275	943,961	913,048	2,766,491

Note: Totals may not add due to rounding.

Tax Impact Summary

<i>\$ thousands</i>	2026	2027	2028	2029	2030
General revenues	(18,410)	(18,718)	(19,025)	(19,332)	(19,705)
Net operating budget	219,993	235,155	251,172	267,980	285,935
Pay-as-you-go capital	15,983	17,263	18,637	20,112	21,499
Taxation demand	217,565	233,700	250,785	268,760	287,729
New construction tax revenue	(4,300)	(3,198)	(3,435)	(3,687)	(3,467)
Municipal Impact	3.40 %	4.95 %	4.84 %	4.70 %	4.77 %
Public Safety Levy Impact	1.00 %	1.00 %	1.00 %	1.00 %	1.00 %
Net property owner impact	4.40 %	5.95 %	5.84 %	5.70 %	5.77 %

General Revenue

<i>\$ thousands</i>	2026	2027	2028	2029	2030
General Revenues					
Franchise fee					
Fortis Gas	1,738	1,816	1,893	1,971	2,049
	1,738	1,816	1,893	1,971	2,049
Interest & penalties					
Interest on Investments	8,908	8,908	8,908	8,908	8,908
Tax Arrears & Delinquent	325	330	335	339	349
Penalties on Taxes	2,200	2,232	2,265	2,297	2,362
Penalties Utility Accounts	270	274	278	282	290
Interest on Performance deposits	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Interest on Accounts Receivable	55	55	55	55	55
	10,758	10,799	10,841	10,882	10,964
Miscellaneous revenues					
Dog Licences	3	3	3	3	3
Work Order Administration	40	42	44	45	47
Local Improvement Prepayments	25	25	25	25	25
Discounts Earned & Misc	947	970	993	1,016	1,039
Risk to Roll	(310)	(324)	(338)	(352)	(365)
	706	716	727	738	749
Federal contributions					
Grants in Lieu of Taxes	163	168	173	178	183
	163	168	173	178	183
Provincial contributions					
Grants in Lieu of Taxes	564	581	598	615	632
Traffic Fine Revenue Sharing	1,712	1,738	1,763	1,788	1,838
Climate Action Rev Incentive	419	432	444	457	469
Certificate of Recognition Rebate	200	200	200	200	200
Contribution to reserves	(489)	(489)	(489)	(489)	(489)
	2,407	2,461	2,516	2,571	2,651
Taxes - private utilities					
1% in Lieu of Taxes	2,638	2,756	2,874	2,992	3,110
	2,638	2,756	2,874	2,992	3,110
Total General Revenues	18,410	18,718	19,025	19,332	19,705
Property taxation	217,565	233,700	250,785	268,760	287,729
Total General Revenue & taxation	235,976	252,418	269,809	288,092	307,434

Note: Totals may not add due to rounding.

Service Based Summary

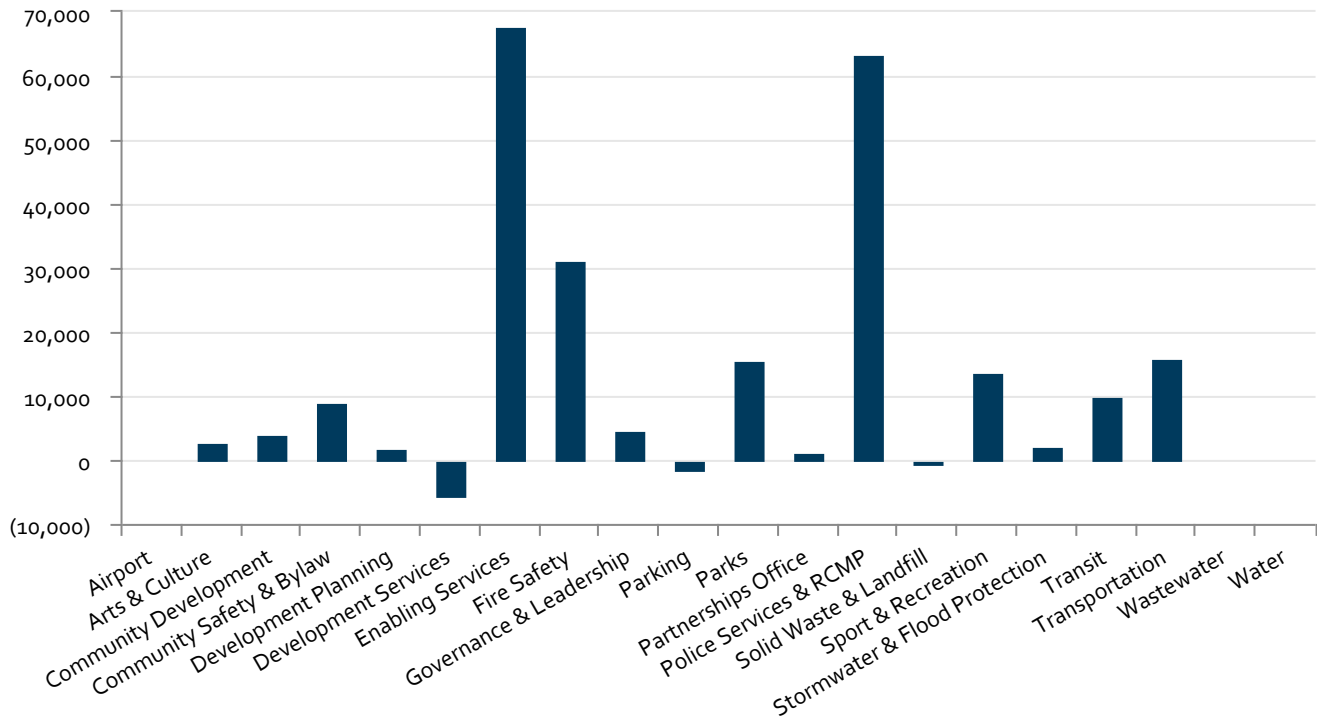
Revenues/Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Library Requisition	(8,916)	(9,183)	(9,450)	(9,718)	(9,985)
Parcel Tax	(4,036)	(2,984)	(3,009)	(2,804)	(2,830)
Fees and Charges	(216,642)	(228,023)	(236,800)	(278,134)	(259,803)
Sales of Service	(197,621)	(171,419)	(178,102)	(217,814)	(196,809)
User Fees	(19,021)	(56,604)	(58,697)	(60,321)	(62,994)
Other Revenue	(227,541)	(203,716)	(164,079)	(99,198)	(107,085)
Interest	(8,930)	(7,970)	(7,969)	(7,410)	(7,285)
Grants	(53,191)	(44,955)	(35,003)	(26,776)	(27,753)
Borrowing	(134,155)	(122,444)	(92,186)	(35,500)	(41,937)
Services to Other Governments	(10,470)	(10,574)	(10,679)	(10,784)	(10,889)
Interdepartment Transfer	(20,795)	(17,772)	(18,242)	(18,727)	(19,222)
Transfers from Funds	(411,017)	(272,008)	(277,128)	(266,015)	(225,911)
Special (Stat Reserve) Funds	(164,845)	(96,088)	(85,140)	(74,495)	(83,541)
Development Cost Charges	(116,127)	(88,402)	(102,556)	(88,118)	(79,198)
Accumulated Surplus	(130,045)	(87,519)	(89,432)	(103,402)	(63,171)
Total Revenue	(868,151)	(715,913)	(690,466)	(655,869)	(605,613)
Expenditures					
Salaries and Wages	158,953	169,035	176,142	186,787	199,909
Material and Other	122,719	111,447	111,595	118,043	125,812
Contract Services	137,443	151,541	157,854	164,117	170,388
Debt Interest	4,068	9,566	13,074	17,841	19,526
Debt Principal	5,868	8,241	8,554	9,570	10,262
Capital Expenditure	543,813	398,253	373,757	319,999	249,789
Internal Allocations	12,787	13,687	14,103	14,315	14,391
Interdepartment Transfer	10,936	11,711	12,112	12,298	12,347
Interfund Transfer	1,851	1,976	1,991	2,017	2,044
Transfer to Funds	118,476	106,562	105,197	113,289	122,972
Special (Stat Reserve) Funds	50,843	51,436	52,337	54,046	56,007
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	67,633	55,126	52,860	59,243	66,965
Total Expenditures	1,104,127	968,331	960,275	943,961	913,048
Net Expenditures	235,976	252,418	269,809	288,092	307,434

Note: Totals may not add due to rounding.

Net expenditures by service

2026 Net Expenditure (\$ thousands)



Net Expenditure by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Airport	—	—	—	—	—
Arts & Culture	2,899	2,863	3,011	3,005	2,896
Community Development	4,117	4,314	4,497	4,669	4,842
Community Safety & Bylaw	9,128	9,610	9,965	10,373	10,782
Development Planning	1,749	1,825	1,900	1,976	2,052
Development Services	(5,720)	(5,754)	(5,787)	(5,821)	(5,854)
Enabling Services	67,723	72,472	81,294	91,350	103,503
Fire Safety	31,195	32,541	34,015	35,355	36,694
Governance & Leadership	4,565	4,982	5,191	5,401	5,610
Parking	(1,650)	(1,650)	(1,650)	(1,650)	(1,650)
Parks	15,580	16,620	17,361	17,907	18,329
Partnerships Office	1,377	1,439	1,500	1,562	1,623
Police Services & RCMP	63,482	67,472	70,712	73,952	77,193
Solid Waste & Landfill	(500)	(500)	(500)	(500)	(500)
Sport & Recreation	13,870	14,622	14,919	15,336	14,947
Stormwater & Flood Protection	2,146	2,280	2,375	2,471	2,567
Transit	10,033	12,401	13,222	14,044	14,856
Transportation	15,982	16,881	17,783	18,663	19,544
Wastewater	—	—	—	—	—
Water	—	—	—	—	—
Total Net Expenditures	235,976	252,418	269,809	288,092	307,434

Note: Totals may not add due to rounding.

Airport

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(69,549)	(73,813)	(76,138)	(80,298)	(83,121)
Sales of Service	(66,196)	(35,871)	(36,610)	(39,775)	(40,594)
User Fees	(3,353)	(37,941)	(39,528)	(40,523)	(42,527)
Other Revenue	(2,988)	(18,172)	(19,574)	(1,736)	(1,078)
Interest	(493)	(92)	(94)	(97)	(99)
Grants	(1,907)	(1,062)	(116)	(116)	(116)
Borrowing	—	(16,829)	(19,175)	(1,335)	(675)
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(589)	(189)	(189)	(189)	(189)
Transfers from Funds	(54,316)	(25,316)	(26,035)	(36,974)	(14,360)
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(54,316)	(25,316)	(26,035)	(36,974)	(14,360)
Total Revenue	(126,853)	(117,300)	(121,747)	(119,008)	(98,559)
Expenditures					
Salaries and Wages	10,576	11,472	11,900	12,345	12,759
Material and Other	16,282	11,472	9,818	9,995	10,285
Contract Services	2,614	10,861	11,133	11,411	11,696
Debt Interest	333	112	—	—	—
Debt Principal	1,266	698	9	9	9
Capital Expenditure	48,801	41,012	43,437	35,807	12,167
Internal Allocations	3,056	4,631	5,051	5,266	5,345
Interdepartment Transfer	2,894	3,594	3,999	4,188	4,241
Interfund Transfer	162	1,037	1,051	1,078	1,105
Transfer to Funds	43,925	37,042	40,400	44,176	46,298
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	43,925	37,042	40,400	44,176	46,298
Total Expenditures	126,853	117,300	121,747	119,008	98,559
Net Expenditures					
	—	—	—	—	—
Surplus/(Deficit) (Included Above)	(10,391)	11,726	14,365	7,202	31,939

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>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(2,361)	(2,432)	(2,503)	(2,728)	(3,055)
Sales of Service	(1,829)	(1,884)	(1,939)	(2,113)	(2,367)
User Fees	(532)	(548)	(564)	(615)	(689)
Other Revenue	—	—	(1,500)	(13,500)	—
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	(1,500)	(13,500)	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(2,960)	(605)	(938)	(485)	(380)
Special (Stat Reserve) Funds	(1,685)	(605)	(818)	(260)	(260)
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(1,275)	—	(120)	(225)	(120)
Total Revenue	(5,321)	(3,037)	(4,941)	(16,713)	(3,435)
Expenditures					
Salaries and Wages	1,981	1,877	1,957	2,037	2,118
Material and Other	966	973	1,015	1,056	1,098
Contract Services	2,168	2,265	2,362	2,459	2,556
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	2,925	605	2,438	13,985	380
Internal Allocations	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Interfund Transfer	—	—	—	—	—
Transfer to Funds	180	180	180	180	180
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	180	180	180	180	180
Total Expenditures	8,220	5,900	7,952	19,718	6,332
Net Expenditures	2,899	2,863	3,011	3,005	2,896

Note: Totals may not add due to rounding.

Community Development

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	—	—	—	—	—
Sales of Service	—	—	—	—	—
User Fees	—	—	—	—	—
Other Revenue	(396)	(355)	(366)	(376)	(386)
Interest	—	—	—	—	—
Grants	(151)	(103)	(106)	(109)	(112)
Borrowing	—	—	—	—	—
Services to Other Governments	(245)	(252)	(260)	(267)	(274)
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(647)	(22)	105	109	113
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(647)	(22)	105	109	113
Total Revenue	(1,044)	(377)	(261)	(267)	(273)
Expenditures					
Salaries and Wages	2,887	2,900	2,899	3,018	3,137
Material and Other	1,692	1,201	1,261	1,313	1,365
Contract Services	178	186	194	202	210
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	5,161	4,691	4,758	4,936	5,115
Net Expenditures	4,117	4,314	4,497	4,669	4,842

Note: Totals may not add due to rounding.

Community Safety & Bylaw

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(213)	(260)	(271)	(282)	(293)
Sales of Service	(160)	(204)	(212)	(221)	(230)
User Fees	(53)	(56)	(58)	(61)	(63)
Other Revenue	(111)	36	37	38	39
Interest	—	—	—	—	—
Grants	(111)	36	37	38	39
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(1,718)	(1,200)	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(1,718)	(1,200)	—	—	—
Total Revenue	(2,042)	(1,423)	(234)	(244)	(254)
Expenditures					
Salaries and Wages	7,155	7,501	7,822	8,143	8,464
Material and Other	3,938	3,473	2,314	2,409	2,504
Contract Services	77	60	62	65	67
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	11,170	11,034	10,198	10,617	11,035
Net Expenditures	9,128	9,610	9,965	10,373	10,782

Note: Totals may not add due to rounding.

Development Planning

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(925)	(966)	(1,008)	(1,049)	(1,090)
Sales of Service	(925)	(966)	(1,008)	(1,049)	(1,090)
User Fees	—	—	—	—	—
Other Revenue	—	—	—	—	—
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	—	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Revenue	(925)	(966)	(1,008)	(1,049)	(1,090)
Expenditures					
Salaries and Wages	2,510	2,623	2,735	2,847	2,959
Material and Other	109	113	118	123	128
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	2,674	2,791	2,908	3,025	3,142
Net Expenditures	1,749	1,825	1,900	1,976	2,052

Note: Totals may not add due to rounding.

Development Services

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(11,525)	(11,870)	(12,216)	(12,562)	(12,908)
Sales of Service	(11,525)	(11,870)	(12,216)	(12,562)	(12,908)
User Fees	—	—	—	—	—
Other Revenue	—	—	—	—	—
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(1,183)	(1,183)	(1,183)	(1,183)	(1,183)
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(1,183)	(1,183)	(1,183)	(1,183)	(1,183)
Total Revenue	(12,707)	(13,053)	(13,399)	(13,745)	(14,090)
Expenditures					
Salaries and Wages	6,369	6,654	6,938	7,223	7,508
Material and Other	518	541	564	588	611
Contract Services	100	104	109	113	118
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	6,987	7,299	7,612	7,924	8,236
Net Expenditures	(5,720)	(5,754)	(5,787)	(5,821)	(5,854)

Note: Totals may not add due to rounding.

Enabling Services

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Library Requisition	(8,916)	(9,183)	(9,450)	(9,718)	(9,985)
Parcel Tax	(141)	(141)	(141)	(141)	(141)
Fees and Charges	(17,196)	(20,507)	(25,222)	(56,549)	(26,897)
Sales of Service	(11,304)	(11,960)	(16,510)	(47,580)	(17,671)
User Fees	(5,892)	(8,547)	(8,712)	(8,969)	(9,227)
Other Revenue	(27,923)	(20,383)	(22,638)	(23,132)	(21,626)
Interest	(5,078)	(5,078)	(5,532)	(5,759)	(5,986)
Grants	(6,995)	(465)	(76)	(78)	(80)
Borrowing	—	(75)	(2,000)	(2,000)	—
Services to Other Governments	(5,664)	(5,664)	(5,664)	(5,664)	(5,664)
Interdepartment Transfer	(10,186)	(9,101)	(9,366)	(9,631)	(9,896)
Transfers from Funds	(49,906)	(44,431)	(42,775)	(39,418)	(63,203)
Special (Stat Reserve) Funds	(40,345)	(34,724)	(34,401)	(27,894)	(48,479)
Development Cost Charges	(795)	(795)	(795)	(795)	(795)
Accumulated Surplus	(8,765)	(8,912)	(7,578)	(10,728)	(13,928)
Total Revenue	(104,081)	(94,645)	(100,225)	(128,958)	(121,852)
Expenditures					
Salaries and Wages	33,291	37,127	38,721	43,771	51,329
Material and Other	50,198	44,988	46,050	50,195	56,218
Contract Services	3,791	4,034	4,208	4,377	4,547
Debt Interest	2,431	8,236	11,856	15,249	16,933
Debt Principal	3,419	6,087	6,901	8,225	8,918
Capital Expenditure	42,125	29,739	36,411	59,819	47,189
Internal Allocations	481	477	474	470	467
Interdepartment Transfer	481	477	474	470	467
Interfund Transfer	—	—	—	—	—
Transfer to Funds	36,069	36,430	36,899	38,201	39,755
Special (Stat Reserve) Funds	36,017	36,377	36,871	38,173	39,727
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	53	53	28	28	28
Total Expenditures	171,805	167,117	181,520	220,307	225,356
Net Expenditures	67,723	72,472	81,294	91,350	103,503

Note: Totals may not add due to rounding.

General revenues are not included above and are shown in detail on page [397](#).

Fire Safety

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(2,784)	(2,908)	(3,033)	(3,157)	(3,281)
Sales of Service	(719)	(751)	(783)	(815)	(848)
User Fees	(2,065)	(2,157)	(2,249)	(2,342)	(2,434)
Other Revenue	(4,209)	(619)	(525)	(540)	(555)
Interest	—	—	—	—	—
Grants	(3,726)	(121)	(13)	(13)	(13)
Borrowing	—	—	—	—	—
Services to Other Governments	(483)	(498)	(512)	(527)	(541)
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(34,389)	(4,521)	(6,453)	(240)	(773)
Special (Stat Reserve) Funds	(33,760)	(4,521)	(6,453)	(240)	(773)
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(629)	—	—	—	—
Total Revenue	(41,381)	(8,048)	(10,010)	(3,937)	(4,609)
Expenditures					
Salaries and Wages	30,695	32,194	33,629	35,009	36,389
Material and Other	2,104	2,007	2,176	2,265	2,354
Contract Services	395	231	241	251	261
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	37,855	4,630	6,453	240	773
Internal Allocations	22	22	22	22	22
Interdepartment Transfer	22	22	22	22	22
Interfund Transfer	—	—	—	—	—
Transfer to Funds	1,505	1,505	1,505	1,505	1,505
Special (Stat Reserve) Funds	900	900	900	900	900
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	605	605	605	605	605
Total Expenditures	72,576	40,590	44,025	39,291	41,303
Net Expenditures	31,195	32,541	34,015	35,355	36,694

Note: Totals may not add due to rounding.

Governance & Leadership

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(10)	(10)	(11)	(11)	(11)
Sales of Service	(2)	(2)	(2)	(2)	(2)
User Fees	(8)	(8)	(9)	(9)	(9)
Other Revenue	(55)	(57)	(58)	(60)	(62)
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(55)	(57)	(58)	(60)	(62)
Transfers from Funds	(374)	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(374)	—	—	—	—
Total Revenue	(439)	(67)	(69)	(71)	(73)
Expenditures					
Salaries and Wages	3,331	3,480	3,629	3,778	3,927
Material and Other	1,231	996	1,039	1,081	1,124
Contract Services	442	462	481	501	521
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	—	—	—	—	—
Internal Allocations	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Interfund Transfer	—	—	—	—	—
Transfer to Funds	—	111	111	111	111
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	111	111	111	111
Total Expenditures	5,004	5,049	5,260	5,472	5,683
Net Expenditures	4,565	4,982	5,191	5,401	5,610

Note: Totals may not add due to rounding.

Parking

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(10,983)	(11,313)	(11,642)	(11,972)	(12,301)
Sales of Service	(10,949)	(11,277)	(11,606)	(11,934)	(12,263)
User Fees	(34)	(35)	(36)	(37)	(38)
Other Revenue	(10)	(11)	(111)	(911)	(5,012)
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	(100)	(900)	(5,000)
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(10)	(11)	(11)	(11)	(12)
Transfers from Funds	(4,432)	(4,098)	(9,148)	(11,698)	(1,598)
Special (Stat Reserve) Funds	(4,432)	(998)	(998)	(998)	(998)
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	(3,100)	(8,150)	(10,700)	(600)
Total Revenue	(15,426)	(15,422)	(20,901)	(24,581)	(18,911)
Expenditures					
Salaries and Wages	1,470	1,582	1,650	1,717	1,785
Material and Other	1,197	1,066	1,097	1,128	1,159
Contract Services	2,388	2,460	2,531	2,603	2,675
Debt Interest	413	413	413	413	413
Debt Principal	530	530	530	530	530
Capital Expenditure	3,272	3,100	8,250	11,600	5,600
Internal Allocations	895	895	895	895	895
Interdepartment Transfer	895	895	895	895	895
Interfund Transfer	—	—	—	—	—
Transfer to Funds	3,611	3,726	3,886	4,045	4,204
Special (Stat Reserve) Funds	3,611	3,726	3,886	4,045	4,204
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	13,776	13,772	19,251	22,931	17,261
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>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(1,528)	(1,596)	(1,664)	(1,888)	(2,225)
Sales of Service	(1,476)	(1,542)	(1,608)	(1,823)	(2,149)
User Fees	(52)	(54)	(57)	(64)	(76)
Other Revenue	(9,866)	(10,504)	(2,295)	(258)	(2,539)
Interest	—	—	—	—	—
Grants	(100)	—	—	—	—
Borrowing	(9,543)	(10,274)	(2,058)	—	(2,250)
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(223)	(230)	(237)	(258)	(289)
Transfers from Funds	(49,266)	(42,625)	(34,837)	(32,625)	(27,541)
Special (Stat Reserve) Funds	(16,455)	(12,311)	(12,638)	(11,539)	(8,392)
Development Cost Charges	(31,096)	(29,980)	(21,848)	(20,797)	(19,049)
Accumulated Surplus	(1,715)	(333)	(352)	(289)	(100)
Total Revenue	(60,660)	(54,724)	(38,796)	(34,771)	(32,305)
Expenditures					
Salaries and Wages	6,011	6,280	6,548	6,817	7,086
Material and Other	3,896	4,097	4,299	4,476	4,652
Contract Services	7,212	7,534	7,857	8,179	8,501
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	58,609	52,898	36,895	32,625	29,791
Internal Allocations	31	31	31	31	31
Interdepartment Transfer	31	31	31	31	31
Interfund Transfer	—	—	—	—	—
Transfer to Funds	481	504	527	550	573
Special (Stat Reserve) Funds	481	481	481	481	481
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	23	46	69	92
Total Expenditures	76,240	71,344	56,157	52,677	50,634
Net Expenditures	15,580	16,620	17,361	17,907	18,329

Note: Totals may not add due to rounding.

Partnerships Office

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(104)	(108)	(113)	(117)	(122)
Sales of Service	(100)	(104)	(109)	(113)	(118)
User Fees	(4)	(4)	(4)	(4)	(4)
Other Revenue	—	—	—	—	—
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Transfers from Funds	(347)	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(347)	—	—	—	—
Total Revenue	(451)	(108)	(113)	(117)	(122)
Expenditures					
Salaries and Wages	1,298	1,177	1,228	1,278	1,329
Material and Other	530	369	385	401	417
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	1,828	1,547	1,613	1,679	1,745
Net Expenditures	1,377	1,439	1,500	1,562	1,623

Note: Totals may not add due to rounding.

Police Services & RCMP

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(724)	(756)	(789)	(821)	(854)
Sales of Service	(641)	(670)	(698)	(727)	(756)
User Fees	(83)	(87)	(90)	(94)	(98)
Other Revenue	(6,367)	(6,714)	(6,910)	(7,105)	(7,301)
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	(1,712)	(1,764)	(1,815)	(1,866)	(1,918)
Interdepartment Transfer	(4,654)	(4,951)	(5,095)	(5,239)	(5,383)
Transfers from Funds	(6,133)	(6,133)	(6,133)	(6,133)	(6,133)
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(6,133)	(6,133)	(6,133)	(6,133)	(6,133)
Total Revenue	(13,224)	(13,604)	(13,832)	(14,060)	(14,288)
Expenditures					
Salaries and Wages	11,529	12,025	12,539	13,054	13,568
Material and Other	639	635	662	688	715
Contract Services	64,528	68,406	71,333	74,260	77,187
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	76,706	81,076	84,544	88,012	91,480
Net Expenditures	63,482	67,472	70,712	73,952	77,193

Note: Totals may not add due to rounding.

Solid Waste & Landfill

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(26,614)	(27,412)	(28,211)	(29,009)	(29,807)
Sales of Service	(22,652)	(23,332)	(24,011)	(24,691)	(25,371)
User Fees	(3,961)	(4,080)	(4,199)	(4,318)	(4,437)
Other Revenue	(1,565)	(1,612)	(1,659)	(1,706)	(1,753)
Interest	—	—	—	—	—
Grants	—	—	—	—	—
Borrowing	—	—	—	—	—
Services to Other Governments	(1,050)	(1,082)	(1,113)	(1,145)	(1,176)
Interdepartment Transfer	(515)	(530)	(546)	(561)	(577)
Transfers from Funds	(14,391)	(10,015)	(7,090)	(7,575)	(10,425)
Special (Stat Reserve) Funds	(14,391)	(10,015)	(7,090)	(7,575)	(10,425)
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Revenue	(42,569)	(39,039)	(36,959)	(38,290)	(41,985)
Expenditures					
Salaries and Wages	3,897	4,135	4,312	4,489	4,666
Material and Other	5,157	5,286	5,513	5,739	5,965
Contract Services	7,351	7,679	8,008	8,336	8,665
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	14,391	10,015	7,090	7,575	10,425
Internal Allocations	2,142	2,163	2,163	2,163	2,163
Interdepartment Transfer	2,142	2,163	2,163	2,163	2,163
Interfund Transfer	—	—	—	—	—
Transfer to Funds	9,132	9,260	9,374	9,487	9,601
Special (Stat Reserve) Funds	9,132	9,260	9,374	9,487	9,601
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	42,069	38,539	36,459	37,790	41,485
Net Expenditures	(500)	(500)	(500)	(500)	(500)

Note: Totals may not add due to rounding.

Sport & Recreation

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(5,925)	(5,425)	(5,657)	(5,889)	(6,121)
Sales of Service	(4,453)	(3,886)	(4,052)	(4,219)	(4,385)
User Fees	(1,473)	(1,538)	(1,604)	(1,670)	(1,736)
Other Revenue	(89,354)	(81,477)	(46,800)	(292)	(2,608)
Interest	—	—	—	—	—
Grants	(11,701)	(16,463)	(7,659)	(180)	(185)
Borrowing	(77,449)	(64,909)	(39,032)	—	(2,308)
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(204)	(106)	(109)	(112)	(115)
Transfers from Funds	(27,545)	(18,919)	(6,034)	(185)	(185)
Special (Stat Reserve) Funds	(20,987)	(12,295)	(3,155)	(185)	(185)
Development Cost Charges	(196)	(1,624)	(879)	—	—
Accumulated Surplus	(6,362)	(5,000)	(2,000)	—	—
Total Revenue	(122,824)	(105,821)	(58,490)	(6,365)	(8,913)
Expenditures					
Salaries and Wages	9,772	10,347	10,790	11,233	11,675
Material and Other	4,541	4,570	4,428	4,449	3,798
Contract Services	5,054	4,264	4,501	4,685	4,870
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	116,186	100,121	52,550	185	2,493
Internal Allocations	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Interfund Transfer	—	—	—	—	—
Transfer to Funds	1,141	1,141	1,141	1,149	1,025
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	1,141	1,141	1,141	1,149	1,025
Total Expenditures	136,694	120,443	73,409	21,701	23,861
Net Expenditures	13,870	14,622	14,919	15,336	14,947

Note: Totals may not add due to rounding.

Stormwater & Flood Protection

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(1)	(1)	(1)	(1)	(1)
Sales of Service	(1)	(1)	(1)	(1)	(1)
User Fees	—	—	—	—	—
Other Revenue	(2,004)	(3,085)	(2,008)	(1,326)	(5,726)
Interest	—	—	—	—	—
Grants	(1,840)	(2,859)	(1,782)	(800)	(800)
Borrowing	—	—	—	(300)	(4,700)
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(164)	(226)	(226)	(226)	(226)
Transfers from Funds	(9,617)	(8,418)	(5,739)	(11,885)	(3,260)
Special (Stat Reserve) Funds	(8,867)	(7,296)	(5,020)	(11,535)	(2,910)
Development Cost Charges	(690)	(1,072)	(668)	(300)	(300)
Accumulated Surplus	(60)	(50)	(50)	(50)	(50)
Total Revenue	(11,622)	(11,504)	(7,748)	(13,212)	(8,987)
Expenditures					
Salaries and Wages	1,259	1,402	1,462	1,522	1,582
Material and Other	912	937	972	1,007	1,042
Contract Services	15	16	16	17	18
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	11,397	11,227	7,471	12,935	8,710
Internal Allocations	185	202	202	202	202
Interdepartment Transfer	185	202	202	202	202
Interfund Transfer	—	—	—	—	—
Transfer to Funds	—	—	—	—	—
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	—	—	—	—	—
Total Expenditures	13,768	13,784	10,123	15,683	11,554
Net Expenditures	2,146	2,280	2,375	2,471	2,567

Note: Totals may not add due to rounding.

Transit

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(9,605)	(10,017)	(10,429)	(10,841)	(11,261)
Sales of Service	(9,021)	(9,424)	(9,828)	(10,231)	(10,634)
User Fees	(584)	(593)	(601)	(610)	(627)
Other Revenue	(25,388)	(20,164)	(20,336)	(21,704)	(20,575)
Interest	—	—	—	—	—
Grants	(23,352)	(18,706)	(19,700)	(19,370)	(19,903)
Borrowing	—	(840)	—	(1,680)	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(2,037)	(618)	(636)	(654)	(672)
Transfers from Funds	(4,594)	(5,830)	(2,121)	(1,586)	(3,532)
Special (Stat Reserve) Funds	(3,123)	(4,776)	(1,067)	(532)	(2,478)
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	(1,471)	(1,054)	(1,054)	(1,054)	(1,054)
Total Revenue	(39,588)	(36,011)	(32,886)	(34,131)	(35,368)
Expenditures					
Salaries and Wages	361	378	394	410	426
Material and Other	422	311	324	337	351
Contract Services	39,247	41,012	42,767	44,521	46,276
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	8,896	6,018	1,930	2,212	2,478
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	49,620	48,412	46,108	48,175	50,225
Net Expenditures	10,033	12,401	13,222	14,044	14,856

Note: Totals may not add due to rounding.

Transportation

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	—	—	—	—	—
Fees and Charges	(3,012)	(7,257)	(6,837)	(5,276)	(5,346)
Sales of Service	(2,179)	(6,399)	(5,953)	(4,368)	(4,413)
User Fees	(833)	(858)	(883)	(908)	(933)
Other Revenue	(23,146)	(25,478)	(31,982)	(22,470)	(34,139)
Interest	—	—	—	—	—
Grants	(320)	(5,213)	(5,539)	(6,099)	(6,533)
Borrowing	(22,289)	(19,712)	(25,873)	(15,785)	(27,004)
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(537)	(554)	(570)	(586)	(602)
Transfers from Funds	(75,317)	(49,696)	(82,360)	(63,496)	(58,740)
Special (Stat Reserve) Funds	(18,992)	(8,546)	(13,500)	(13,737)	(8,641)
Development Cost Charges	(49,367)	(41,150)	(68,859)	(49,759)	(50,099)
Accumulated Surplus	(6,957)	—	—	—	—
Total Revenue	(101,475)	(82,432)	(121,178)	(91,242)	(98,225)
Expenditures					
Salaries and Wages	9,364	9,783	10,201	10,620	11,039
Material and Other	9,239	8,778	9,175	9,552	9,928
Contract Services	833	870	908	945	982
Debt Interest	—	—	—	—	—
Debt Principal	—	—	—	—	—
Capital Expenditure	97,771	79,486	118,147	88,125	95,022
Internal Allocations	—	—	—	—	—
Interdepartment Transfer	—	—	—	—	—
Interfund Transfer	—	—	—	—	—
Transfer to Funds	250	396	530	664	798
Special (Stat Reserve) Funds	—	146	280	414	548
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	250	250	250	250	250
Total Expenditures	117,458	99,313	138,961	109,906	117,769
Net Expenditures	15,982	16,881	17,783	18,663	19,544

Note: Totals may not add due to rounding.

Wastewater Utility

Revenues and Expenditures by Year

<i>\$ thousands</i>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	(721)	(209)	(209)	—	—
Fees and Charges	(24,443)	(25,075)	(26,035)	(27,007)	(28,017)
Sales of Service	(24,443)	(25,075)	(26,035)	(27,007)	(28,017)
User Fees	—	—	—	—	—
Other Revenue	(4,388)	(3,895)	(3,909)	(3,792)	(3,482)
Interest	(1,712)	(1,662)	(1,626)	(1,509)	(1,199)
Grants	(6)	—	(50)	(50)	(50)
Borrowing	—	—	—	—	—
Services to Other Governments	(1,315)	(1,315)	(1,315)	(1,315)	(1,315)
Interdepartment Transfer	(1,355)	(918)	(918)	(918)	(918)
Transfers from Funds	(38,154)	(17,830)	(17,391)	(20,786)	(23,186)
Special (Stat Reserve) Funds	(1,808)	—	—	—	—
Development Cost Charges	(10,168)	(6,702)	(3,725)	(7,295)	(8,855)
Accumulated Surplus	(26,179)	(11,128)	(13,666)	(13,491)	(14,331)
Total Revenue	(67,705)	(47,009)	(47,544)	(51,585)	(54,686)
Expenditures					
Salaries and Wages	6,835	7,215	7,524	7,833	8,141
Material and Other	8,778	8,821	9,191	9,560	9,930
Contract Services	683	714	744	775	805
Debt Interest	173	117	117	—	—
Debt Principal	295	91	91	—	—
Capital Expenditure	37,550	17,830	17,441	20,836	23,236
Internal Allocations	3,271	2,542	2,542	2,542	2,542
Interdepartment Transfer	2,004	2,025	2,025	2,025	2,025
Interfund Transfer	1,267	517	517	517	517
Transfer to Funds	10,120	9,679	9,894	10,040	10,032
Special (Stat Reserve) Funds	401	245	245	245	245
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	9,719	9,434	9,649	9,795	9,787
Total Expenditures	67,705	47,009	47,544	51,585	54,686
Net Expenditures	—	—	—	—	—
Surplus/(Deficit) (Included Above)	9,719	10,789	11,143	11,427	11,536

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>	2026	2027	2028	2029	2030
Revenue					
Parcel Tax	(3,175)	(2,634)	(2,660)	(2,663)	(2,689)
Fees and Charges	(29,139)	(26,296)	(25,022)	(28,677)	(33,090)
Sales of Service	(29,045)	(26,200)	(24,919)	(28,580)	(32,993)
User Fees	(94)	(97)	(102)	(97)	(97)
Other Revenue	(29,770)	(11,226)	(3,447)	(329)	(283)
Interest	(1,648)	(1,138)	(717)	(46)	(1)
Grants	(2,982)	—	—	—	—
Borrowing	(24,874)	(9,806)	(2,448)	—	—
Services to Other Governments	—	—	—	—	—
Interdepartment Transfer	(265)	(283)	(283)	(283)	(283)
Transfers from Funds	(35,729)	(31,166)	(28,996)	(31,855)	(11,525)
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	(23,815)	(7,078)	(5,781)	(9,172)	(100)
Accumulated Surplus	(11,914)	(24,088)	(23,215)	(22,683)	(11,425)
Total Revenue	(97,812)	(71,323)	(60,125)	(63,524)	(47,586)
Expenditures					
Salaries and Wages	8,362	8,883	9,263	9,643	10,023
Material and Other	10,371	10,812	11,194	11,681	12,169
Contract Services	368	384	400	417	433
Debt Interest	719	688	688	2,180	2,180
Debt Principal	357	835	1,023	806	806
Capital Expenditure	64,035	41,572	35,244	34,055	11,525
Internal Allocations	2,148	2,168	2,168	2,168	2,168
Interdepartment Transfer	1,726	1,746	1,746	1,746	1,746
Interfund Transfer	422	422	422	422	422
Transfer to Funds	11,453	5,981	144	2,573	8,282
Special (Stat Reserve) Funds	—	—	—	—	—
Development Cost Charges	—	—	—	—	—
Accumulated Surplus	11,453	5,981	144	2,573	8,282
Total Expenditures	97,812	71,323	60,125	63,524	47,586
Net Expenditures	—	—	—	—	—
Surplus/(Deficit) (Included Above)	7,214	7,345	5,995	5,960	7,190

Note: Totals may not add due to rounding.

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