

## 2017 - 2021 Financial Plan

This is the "Financial Plan"  
Section C of the  
2017 Financial Plan Volume 1



## FINANCIAL PLAN 2017 - 2021

The City of Kelowna has developed a comprehensive Financial Plan that provides a five year summary of general revenues, operating expenditures and capital expenditures. The Financial Plan has been developed to help guide the City throughout the next five years. The format of the plan keeps the General Fund separate from the Utility Funds to clearly identify the taxation requirements for the five year period.

The Financial Plan attempts to provide a 'snapshot' of the future using current standards and service levels. Input from the citizens of Kelowna, the availability of funding from other sources (Federal, Provincial, and Community), the Official Community Plan, 20 Year Servicing Plan and the 2030 Infrastructure Plan, all affect the programs included in the future years of the plan. The 2030 Infrastructure Plan, as revised in 2016, has 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 from the 2017 budget process which includes:

- Provisional Budget – approved by Council December 15, 2016
- Carryover Requests – approved by Council March 13, 2017
- Final Budget – approved by Council on May 1, 2017

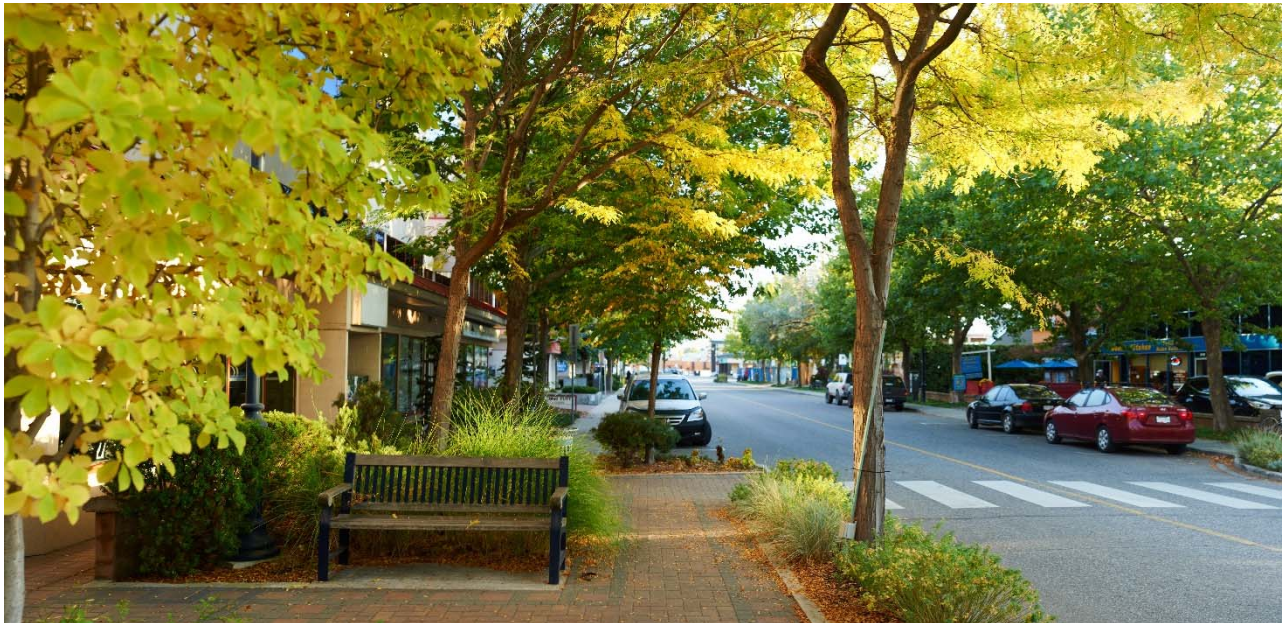
Although most of this volume is devoted to the Provisional Budget details, the changes made by Council at Provisional, Carryover, and Final Budget, together, provide the 2017 portion of the Financial Plan.

For the years after 2017, the operating budget is adjusted for current one-time projects, changes in operating requirements from approved prior years, and from new capital along with a growth and/or inflation factor depending on the nature of the revenue or expenditure. As with any planning exercise, the level of certainty and detail is most appropriately found in the current year. Future year assumptions are required to project general revenues, incremental operating expenditures to support new capital, debt servicing and ongoing departmental revenues and expenditures. For 2018 to 2021 projections, the assumptions used in the creation of the financial plan include:

- The British Columbia Provincial 2016 average inflation rate of 2.30% per year has been used for many of the operating costs and for some revenues.
- A growth rate of 1.58% per year (as per the Official Community Plan) for 2018 to 2021 has been 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.
- There is no change in current service levels except as provided for in the capital program.
- Reserve funding is used for both operating and capital programs to reduce the requirement for increased taxation.

The Financial Plan summary can be found on page C3. This summary is used for the Financial Plan bylaw. The final column of the Financial Plan is included at the request of the Ministry of Community, Sport and Cultural Development for information to support the City of Kelowna's 20 Year Servicing Plan (to year 2030). Further impact summaries can be found in the following pages and various summary graphs precede the background operating and capital five year projection details.

There are many factors that impact the well-being of the City of Kelowna. Both infrastructure improvements and social amenities such as parks, recreational and cultural programs are required to provide a balanced quality of life. By prioritizing operating and capital expenditures this plan will help to maximize the investment in the community where and when it is most needed.



## 5 YEAR FINANCIAL PLAN SUMMARIES

### Financial Plan 2017-2021

	2017	2018	2019	2020	2021	2022-2030
<b>Revenue</b>						
Property Value Tax	127,084,020	133,391,291	139,053,656	144,269,573	150,520,650	1,626,957,293
Library Requisition	5,950,303	6,087,160	6,227,165	6,370,389	6,516,908	65,827,989
Parcel Taxes	3,154,723	3,219,927	3,243,472	3,267,389	3,270,404	30,397,286
Fees and Charges	112,092,717	111,618,043	113,553,866	116,187,523	118,880,575	1,197,504,937
Borrowing Proceeds	15,930,220	-	-	-	4,000,000	85,000,000
Other Sources	61,502,462	44,637,704	51,851,029	49,362,073	48,664,370	510,506,871
	<u>325,714,445</u>	<u>298,954,125</u>	<u>313,929,188</u>	<u>319,456,947</u>	<u>331,852,907</u>	<u>3,516,194,376</u>
<b>Transfer between Funds</b>						
Reserve Funds	1,862,704	1,181,537	1,181,537	1,181,537	1,181,537	8,964,865
DCC Funds	15,026,440	21,285,497	20,395,246	34,338,223	27,705,741	147,695,751
Surplus/Reserve Accounts	94,892,394	54,747,743	44,371,689	75,275,798	55,421,482	401,455,575
	<u>111,781,538</u>	<u>77,214,777</u>	<u>65,948,472</u>	<u>110,795,558</u>	<u>84,308,760</u>	<u>558,116,191</u>
<b>Total Revenues</b>	<u>437,495,983</u>	<u>376,168,902</u>	<u>379,877,660</u>	<u>430,252,505</u>	<u>416,161,666</u>	<u>4,074,310,567</u>
<b>Expenditures</b>						
Municipal Debt						
Debt Interest	10,903,509	11,402,726	7,012,004	5,820,503	5,563,242	57,855,894
Debt Principal	13,415,274	13,390,117	9,443,635	6,341,502	5,650,037	59,279,959
Capital Expenditures	146,353,980	82,197,028	79,717,588	126,646,378	100,908,563	839,794,836
Other Municipal Purposes						
General Government	28,632,154	29,165,952	30,372,095	31,185,781	32,108,825	339,165,816
Planning, Development & Building Services	25,025,561	22,786,911	23,435,872	24,239,675	25,093,720	260,900,296
Community Services	82,712,019	83,786,798	86,313,299	88,685,655	91,764,488	977,545,000
Protective Services	53,411,325	55,945,963	58,746,411	61,497,356	64,184,677	692,031,304
Utilities	20,332,794	20,213,058	20,847,530	20,568,409	21,111,378	216,312,957
Airport	13,826,388	14,303,137	14,788,859	15,302,837	15,836,697	168,386,749
	<u>394,613,004</u>	<u>333,191,691</u>	<u>330,677,293</u>	<u>380,288,096</u>	<u>362,221,626</u>	<u>3,611,272,811</u>
<b>Transfers between Funds</b>						
Reserve Funds	16,986,375	17,218,906	16,760,485	16,746,771	16,703,194	148,571,969
DCC Funds	-	-	-	-	-	-
Surplus/Reserve Accounts	25,896,604	25,758,306	32,439,882	33,217,638	37,236,846	314,465,787
	<u>42,882,979</u>	<u>42,977,212</u>	<u>49,200,367</u>	<u>49,964,409</u>	<u>53,940,040</u>	<u>463,037,756</u>
<b>Total Expenditures</b>	<u>437,495,983</u>	<u>376,168,902</u>	<u>379,877,660</u>	<u>430,252,505</u>	<u>416,161,666</u>	<u>4,074,310,567</u>

This page left blank intentionally.

## General Fund Tax Impact Summary

	2017	2018	2019	2020	2021
General revenues	(12,120,800)	(12,416,343)	(12,716,796)	(13,029,899)	(13,352,296)
Net operating budget	127,044,820	132,844,464	137,964,248	142,614,449	148,276,138
Pay-as-you-go capital	12,160,000	12,963,171	13,806,204	14,685,023	15,596,807
Taxation demand	<b>127,084,020</b>	<b>133,391,291</b>	<b>139,053,656</b>	<b>144,269,573</b>	<b>150,520,650</b>
New construction tax revenue	(2,600,000)	(2,007,928)	(2,107,582)	(2,197,048)	(2,279,459)
<b>Net Property Owner Impact</b>	<b>3.84%</b>	<b>3.59%</b>	<b>2.97%</b>	<b>2.52%</b>	<b>3.31%</b>

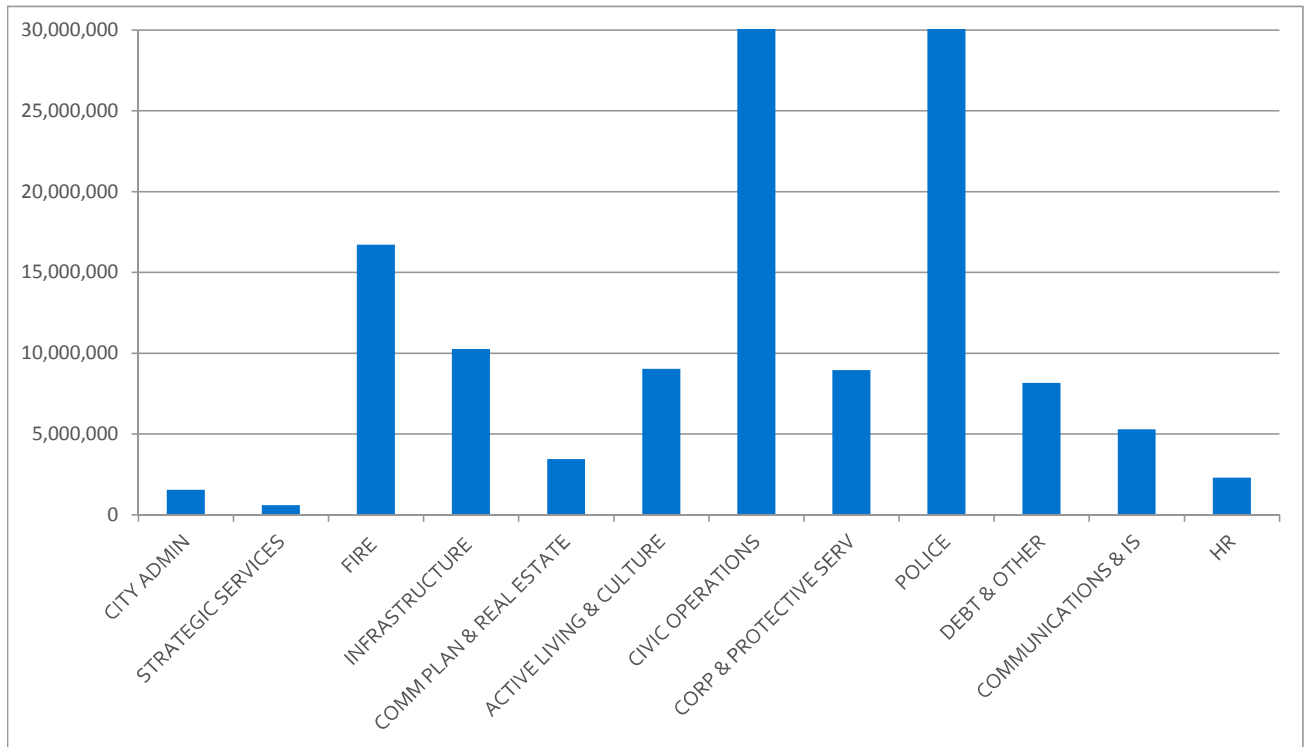
## General Revenue

	2017	2018	2019	2020	2021
<b>General Licences</b>					
Commercial Vehicle Licences	37,000	37,000	37,000	37,000	37,000
Business Licences	1,445,700	1,501,793	1,558,940	1,619,427	1,682,261
Special Event Licences	100	100	100	100	100
Dog Licences	1,100	1,100	1,100	1,100	1,100
	<u>1,483,900</u>	<u>1,539,993</u>	<u>1,597,140</u>	<u>1,657,627</u>	<u>1,720,461</u>
<b>Franchise Fee</b>					
Fortis Gas	1,080,550	1,122,475	1,165,188	1,210,398	1,257,361
Appropriation to Reserve					
	<u>1,080,550</u>	<u>1,122,475</u>	<u>1,165,188</u>	<u>1,210,398</u>	<u>1,257,361</u>
<b>General Interest &amp; Tax Penalties</b>					
Interest on Investments	4,326,050	4,394,402	4,463,618	4,534,144	4,605,783
Tax Arrears & Delinquent	200,000	203,160	206,360	209,620	212,932
Penalties on Taxes	800,000	812,640	825,440	838,482	851,730
Penalties Utility Accounts	65,000	66,027	67,067	68,127	69,203
Interest on Accounts Receivable	16,000	16,000	16,000	16,000	16,000
	<u>5,407,050</u>	<u>5,492,229</u>	<u>5,578,485</u>	<u>5,666,373</u>	<u>5,755,649</u>
<b>Miscellaneous Revenues</b>					
Work Order Administration	40,000	41,552	43,133	44,807	46,545
Local Improvement Prepayments	10,000	10,000	10,000	10,000	10,000
Discounts Earned & Misc	87,110	90,490	93,933	97,578	101,364
Risk to Roll	(310,000)	(322,028)	(334,282)	(347,252)	(360,726)
	<u>(172,890)</u>	<u>(179,986)</u>	<u>(187,216)</u>	<u>(194,868)</u>	<u>(202,816)</u>
<b>Federal Contributions</b>					
Grants in Lieu of Taxes	109,950	112,479	115,066	117,712	120,420
<b>Provincial Contributions</b>					
Grants in Lieu of Taxes-BC BLDG	253,698	259,533	265,502	271,609	277,856
Grants in Lieu of Taxes	117,750	120,458	123,229	126,063	128,963
Traffic Fine Revenue Sharing	1,733,763	1,761,156	1,788,897	1,817,161	1,845,872
Climate Action Rev Incentive	234,830	240,231	245,756	251,409	257,191
Certificate of Recognition Rebate	175,800	175,800	175,800	175,800	175,800
Appropriation to Reserves	(410,630)	(416,031)	(421,556)	(427,209)	(432,991)
	<u>2,105,211</u>	<u>2,141,148</u>	<u>2,177,628</u>	<u>2,214,833</u>	<u>2,252,691</u>
<b>Municipal Contributions</b>					
Natural Gas Utility Surplus	20,000	20,000	20,000	20,000	20,000
<b>Tax Revenue - Private Utilities</b>					
1% in Lieu of Taxes	2,087,029	2,168,006	2,250,504	2,337,823	2,428,531
<b>Sub-total</b>	<b>12,120,800</b>	<b>12,416,343</b>	<b>12,716,796</b>	<b>13,029,899</b>	<b>13,352,296</b>
<b>General Taxation</b>	127,084,020	133,391,291	139,053,656	144,269,573	150,520,650
<b>TOTAL</b>	<b>139,204,820</b>	<b>145,807,635</b>	<b>151,770,452</b>	<b>157,299,472</b>	<b>163,872,945</b>



## General Fund - operating summary by division

Net Operating Expenditure by Year



	2017	2018	2019	2020	2021
City Administration	1,545,303	1,587,091	1,629,776	1,673,996	1,719,495
Strategic Services	593,681	615,862	638,464	662,542	687,430
Fire Department	16,710,552	17,316,448	17,951,761	18,622,077	19,318,420
Infrastructure	10,252,943	10,896,150	11,719,379	12,531,682	13,381,199
Community Planning & Real Estate	3,448,343	3,712,405	3,925,818	4,158,213	4,401,057
Active Living & Culture	9,033,067	9,039,166	9,138,421	9,333,572	9,533,395
Civic Operations	30,586,136	31,672,858	32,056,191	32,554,014	33,686,767
Corporate & Protective Services	8,949,283	9,480,422	10,104,185	10,439,489	10,806,276
Police Services	30,175,574	31,957,215	33,952,879	35,860,140	37,673,762
Debt & Other	8,159,086	8,733,157	8,555,720	8,350,845	8,435,435
Communications & Information Services	5,291,642	5,395,769	5,764,283	5,963,582	6,170,085
Human Resources	2,299,210	2,437,921	2,527,370	2,464,296	2,462,819
<b>Total Division Net Operating Expenditures</b>	<b>127,044,820</b>	<b>132,844,464</b>	<b>137,964,248</b>	<b>142,614,449</b>	<b>148,276,138</b>

This page left blank intentionally.

## Operating Summary - General Fund

Revenues/Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Library Requisition	(5,950,303)	(6,087,160)	(6,227,165)	(6,370,389)	(6,516,908)
Parcel Tax	(42,875)	(42,875)	(42,875)	(42,875)	(42,875)
Fees and Charges	(49,519,924)	(50,498,326)	(51,660,875)	(52,861,059)	(54,095,779)
Sales of Service	(40,055,635)	(41,114,794)	(42,044,246)	(42,994,916)	(43,968,659)
Other	-	-	-	-	-
User Fees	(9,464,289)	(9,383,531)	(9,616,628)	(9,866,143)	(10,127,120)
Other Revenue	(32,696,507)	(31,575,164)	(32,108,383)	(32,211,496)	(32,931,048)
Interest	(284,700)	(291,248)	(297,947)	(304,800)	(311,810)
Grants	(16,137,910)	(15,710,694)	(16,001,089)	(16,297,530)	(16,599,659)
Other	-	-	-	-	-
Services to Other Governments	(7,866,822)	(7,944,479)	(8,147,621)	(8,347,883)	(8,553,344)
Interdepartment Transfer	(8,407,075)	(7,628,742)	(7,661,727)	(7,261,283)	(7,466,235)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(7,102,016)	(3,491,089)	(1,846,783)	(1,846,783)	(1,846,783)
Special (Stat Reserve) Funds	(1,862,704)	(1,181,537)	(1,181,537)	(1,181,537)	(1,181,537)
Development Cost Charges	(1,401,826)	(1,401,826)	-	-	-
Accumulated Surplus	(3,837,486)	(907,726)	(665,246)	(665,246)	(665,246)
<b>Total Revenue</b>	<b>(95,311,625)</b>	<b>(91,694,613)</b>	<b>(91,886,080)</b>	<b>(93,332,602)</b>	<b>(95,433,393)</b>
<b>Expenditures</b>					
Salaries and Wages	68,473,957	71,573,339	74,260,135	76,971,975	79,920,445
Internal Equipment	6,417,418	6,506,193	6,738,194	6,984,642	7,240,321
Material and Other	42,133,222	38,253,782	39,150,810	40,157,549	41,162,613
Contract Services	70,473,949	73,289,867	76,629,216	80,004,259	83,338,289
Debt Interest	4,749,951	4,641,785	4,107,142	3,895,955	4,011,694
Debt Principal	4,638,562	4,413,496	3,547,270	3,123,011	3,264,455
Internal Allocations	2,282,513	2,062,443	2,089,323	1,490,041	1,490,041
Interdepartment Transfer	2,282,513	2,062,443	2,089,323	1,490,041	1,490,041
Interfund Transfer	-	-	-	-	-
Transfer to Funds	23,186,873	23,798,172	23,328,239	23,319,619	23,281,673
Special (Stat Reserve) Funds	16,830,065	17,062,596	16,604,175	16,590,461	16,546,884
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	6,356,808	6,735,576	6,724,065	6,729,158	6,734,789
<b>Total Expenditures</b>	<b>222,356,445</b>	<b>224,539,077</b>	<b>229,850,328</b>	<b>235,947,052</b>	<b>243,709,531</b>
<b>Net Operating Expenditures</b>	<b>127,044,820</b>	<b>132,844,464</b>	<b>137,964,248</b>	<b>142,614,449</b>	<b>148,276,138</b>

This page left blank intentionally.

## City Administration

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(4,274)	(4,372)	(4,473)	(4,576)	(4,681)
Sales of Service	-	-	-	-	-
Other	-	-	-	-	-
User Fees	(4,274)	(4,372)	(4,473)	(4,576)	(4,681)
Other Revenue	(1,779,310)	(1,820,234)	(1,862,100)	(1,904,928)	(1,948,741)
Interest	-	-	-	-	-
Grants	(1,779,310)	(1,820,234)	(1,862,100)	(1,904,928)	(1,948,741)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(150,020)	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(150,020)	-	-	-	-
<b>Total Revenue</b>	<b>(1,933,604)</b>	<b>(1,824,606)</b>	<b>(1,866,572)</b>	<b>(1,909,504)</b>	<b>(1,953,422)</b>
<b>Expenditures</b>					
Salaries and Wages	847,139	872,869	899,127	926,543	954,850
Internal Equipment	13,917	14,237	14,565	14,900	15,242
Material and Other	2,136,071	2,170,193	2,220,108	2,271,170	2,323,407
Contract Services	346,430	354,398	362,549	370,888	379,418
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	135,350	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	135,350	-	-	-	-
<b>Total Expenditures</b>	<b>3,478,907</b>	<b>3,411,698</b>	<b>3,496,348</b>	<b>3,583,500</b>	<b>3,672,917</b>
<b>Net Operating Expenditures</b>	<b>1,545,303</b>	<b>1,587,091</b>	<b>1,629,776</b>	<b>1,673,996</b>	<b>1,719,495</b>

## Strategic Services

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(4,193)	(4,289)	(4,388)	(4,289)	(4,289)
Sales of Service	-	-	-	-	-
Other	-	-	-	-	-
User Fees	(4,193)	(4,289)	(4,388)	(4,289)	(4,289)
Other Revenue	-	-	-	-	-
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfers from Funds	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
<b>Total Revenue</b>	<b>(4,193)</b>	<b>(4,289)</b>	<b>(4,388)</b>	<b>(4,289)</b>	<b>(4,289)</b>
<b>Expenditures</b>					
Salaries and Wages	539,613	560,550	581,880	604,457	627,910
Internal Equipment	6,846	7,003	7,165	7,329	7,498
Material and Other	51,415	52,598	53,807	55,045	56,311
Contract Services	-	-	-	-	-
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
<b>Total Expenditures</b>	<b>597,874</b>	<b>620,151</b>	<b>642,852</b>	<b>666,831</b>	<b>691,719</b>
<b>Net Operating Expenditures</b>	<b>593,681</b>	<b>615,862</b>	<b>638,464</b>	<b>662,542</b>	<b>687,430</b>

## Strategic Services - Fire Department

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(1,607,631)	(1,645,271)	(1,683,113)	(1,721,824)	(1,761,426)
Sales of Service	(102,160)	(104,510)	(106,913)	(109,372)	(111,888)
Other	-	-	-	-	-
User Fees	(1,505,471)	(1,540,762)	(1,576,199)	(1,612,452)	(1,649,538)
Other Revenue	(276,608)	(282,970)	(289,478)	(296,136)	(302,947)
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	(276,608)	(282,970)	(289,478)	(296,136)	(302,947)
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(23,210)	(4,000)	(4,000)	(4,000)	(4,000)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(23,210)	(4,000)	(4,000)	(4,000)	(4,000)
<b>Total Revenue</b>	<b>(1,907,449)</b>	<b>(1,932,241)</b>	<b>(1,976,591)</b>	<b>(2,021,961)</b>	<b>(2,068,374)</b>
<b>Expenditures</b>					
Salaries and Wages	16,048,834	16,671,529	17,305,923	17,977,393	18,674,916
Internal Equipment	121,676	124,475	127,337	130,266	133,262
Material and Other	1,594,637	1,596,317	1,635,125	1,672,733	1,711,206
Contract Services	152,854	156,370	159,966	163,645	167,409
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	700,000	700,000	700,000	700,000	700,000
Special (Stat Reserve) Funds	700,000	700,000	700,000	700,000	700,000
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
<b>Total Expenditures</b>	<b>18,618,001</b>	<b>19,248,690</b>	<b>19,928,352</b>	<b>20,644,038</b>	<b>21,386,793</b>
<b>Net Operating Expenditures</b>	<b>16,710,552</b>	<b>17,316,448</b>	<b>17,951,761</b>	<b>18,622,077</b>	<b>19,318,420</b>

## Infrastructure

## Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(6,611,387)	(6,715,847)	(6,826,148)	(6,934,002)	(7,043,559)
Sales of Service	(6,295,460)	(6,394,928)	(6,500,175)	(6,602,878)	(6,707,203)
Other	-	-	-	-	-
User Fees	(315,927)	(320,919)	(325,973)	(331,124)	(336,356)
Other Revenue	(11,453,166)	(10,640,224)	(10,810,526)	(10,984,082)	(11,160,444)
Interest	-	-	-	-	-
Grants	(10,289,780)	(9,787,975)	(9,942,146)	(10,099,232)	(10,258,800)
Other	-	-	-	-	-
Services to Other Governments	(321,027)	(273,745)	(278,057)	(282,450)	(286,913)
Interdepartment Transfer	(842,359)	(578,504)	(590,323)	(602,400)	(614,732)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(1,198,546)	(282,306)	(188,016)	(188,016)	(188,016)
Special (Stat Reserve) Funds	(40,710)	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(1,157,836)	(282,306)	(188,016)	(188,016)	(188,016)
<b>Total Revenue</b>	<b>(19,263,099)</b>	<b>(17,638,377)</b>	<b>(17,824,690)</b>	<b>(18,106,100)</b>	<b>(18,392,019)</b>
<b>Expenditures</b>					
Salaries and Wages	2,981,034	3,120,850	3,208,119	3,332,594	3,461,899
Internal Equipment	161,633	165,011	168,466	172,001	175,617
Material and Other	3,744,261	1,764,696	1,805,996	1,847,534	1,890,027
Contract Services	22,091,626	22,946,482	23,819,620	24,743,785	25,703,807
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	351,108	351,108	351,108	351,108	351,108
Interdepartment Transfer	351,108	351,108	351,108	351,108	351,108
Interfund Transfer	-	-	-	-	-
Transfer to Funds	186,380	186,380	190,760	190,760	190,760
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	186,380	186,380	190,760	190,760	190,760
<b>Total Expenditures</b>	<b>29,516,042</b>	<b>28,534,527</b>	<b>29,544,070</b>	<b>30,637,782</b>	<b>31,773,218</b>
<b>Net Operating Expenditures</b>	<b>10,252,943</b>	<b>10,896,150</b>	<b>11,719,379</b>	<b>12,531,682</b>	<b>13,381,199</b>



## Community Planning & Real Estate

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(10,742,202)	(10,917,694)	(11,141,569)	(11,370,350)	(11,603,960)
Sales of Services	(9,402,152)	(9,591,774)	(9,785,152)	(9,982,736)	(10,184,430)
Other	-	-	-	-	-
User Fees	(1,340,050)	(1,325,921)	(1,356,417)	(1,387,614)	(1,419,529)
Other Revenue	(33,270)	(7,222)	(7,388)	(7,558)	(7,732)
Interest	-	-	-	-	-
Grants	(26,210)	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(7,060)	(7,222)	(7,388)	(7,558)	(7,732)
Interfund Transfer	-	-	-	-	-
Transfer from Funds	(1,366,930)	(152,630)	(53,050)	(53,050)	(53,050)
Special (Stat Reserve) Funds	(200,000)	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(1,166,930)	(152,630)	(53,050)	(53,050)	(53,050)
<b>Total Revenue</b>	<b>(12,142,402)</b>	<b>(11,077,547)</b>	<b>(11,202,007)</b>	<b>(11,430,959)</b>	<b>(11,664,742)</b>
<b>Expenditures</b>					
Salaries and Wages	7,783,956	8,137,186	8,340,504	8,664,115	9,000,283
Internal Equipment	132,172	135,212	138,322	141,503	144,758
Material and Other	3,441,186	2,204,295	2,253,968	2,305,809	2,358,843
Contract Services	1,100,865	1,126,185	1,152,087	1,178,585	1,205,693
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
RCMP CONTRACT	-	-	-	-	-
Internal Allocations	240,630	240,630	240,630	240,630	240,630
Interdepartment Transfer	240,630	240,630	240,630	240,630	240,630
Interfund Transfer	-	-	-	-	-
Transfer to Funds	2,891,936	2,946,443	3,002,314	3,058,529	3,115,593
Special (Stat Reserve) Funds	2,863,974	2,918,481	2,974,352	3,030,567	3,087,631
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	27,962	27,962	27,962	27,962	27,962
<b>Total Expenditures</b>	<b>15,590,745</b>	<b>14,789,951</b>	<b>15,127,825</b>	<b>15,589,172</b>	<b>16,065,799</b>
<b>Net Operating Expenditures</b>	<b>3,448,343</b>	<b>3,712,405</b>	<b>3,925,818</b>	<b>4,158,213</b>	<b>4,401,057</b>

## Active Living & Culture

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(4,428,226)	(4,600,041)	(4,775,085)	(4,960,358)	(5,152,820)
Sales of Service	(3,193,127)	(3,317,020)	(3,443,241)	(3,576,839)	(3,715,621)
Other	-	-	-	-	-
User Fees	(1,235,099)	(1,283,021)	(1,331,843)	(1,383,519)	(1,437,199)
Other Revenue	(281,510)	(178,155)	(182,253)	(186,445)	(190,733)
Interest	-	-	-	-	-
Grants	(142,360)	(112,530)	(115,118)	(117,766)	(120,475)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(139,150)	(65,625)	(67,135)	(68,679)	(70,259)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(88,150)	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(88,150)	-	-	-	-
<b>Total Revenue</b>	<b>(4,797,886)</b>	<b>(4,778,197)</b>	<b>(4,957,338)</b>	<b>(5,146,803)</b>	<b>(5,343,553)</b>
<b>Expenditures</b>					
Salaries and Wages	4,717,123	4,887,557	5,073,455	5,270,305	5,474,793
Internal Equipment	96,115	98,326	100,587	102,901	105,267
Material and Other	4,363,732	4,225,504	4,287,108	4,385,712	4,486,583
Contract Services	3,795,439	3,747,432	3,776,064	3,862,913	3,951,760
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	858,544	858,544	858,544	858,544	858,544
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	858,544	858,544	858,544	858,544	858,544
<b>Total Expenditures</b>	<b>13,830,953</b>	<b>13,817,362</b>	<b>14,095,758</b>	<b>14,480,375</b>	<b>14,876,948</b>
<b>Net Operating Expenditures</b>	<b>9,033,067</b>	<b>9,039,166</b>	<b>9,138,421</b>	<b>9,333,572</b>	<b>9,533,395</b>

## Civic Operations - General Fund

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(24,286,085)	(24,856,930)	(25,431,582)	(26,028,998)	(26,644,996)
Sales of Service	(19,833,181)	(20,299,574)	(20,766,464)	(21,244,093)	(21,732,707)
Other	-	-	-	-	-
User Fees	(4,452,904)	(4,557,356)	(4,665,118)	(4,784,905)	(4,912,289)
Other Revenue	(3,735,286)	(3,675,014)	(3,826,747)	(3,959,369)	(4,096,914)
Interest	-	-	-	-	-
Grants	(50,000)	(51,150)	(52,326)	(53,530)	(54,761)
Other	-	-	-	-	-
Services to Other Governments	(1,538,135)	(1,524,898)	(1,582,374)	(1,633,637)	(1,686,704)
Interdepartment Transfer	(2,147,151)	(2,098,965)	(2,192,047)	(2,272,202)	(2,355,449)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(747,760)	(80,180)	(50,180)	(50,180)	(50,180)
Special (Stat Reserve) Funds	(326,900)	(30,000)	(30,000)	(30,000)	(30,000)
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(420,860)	(50,180)	(20,180)	(20,180)	(20,180)
<b>Total Revenue</b>	<b>(28,769,131)</b>	<b>(28,612,124)</b>	<b>(29,308,509)</b>	<b>(30,038,547)</b>	<b>(30,792,090)</b>
<b>Expenditures</b>					
Salaries and Wages	18,050,442	18,652,560	19,376,248	20,108,714	20,888,932
Internal Equipment	5,794,474	5,869,261	6,086,952	6,318,762	6,559,466
Material and Other	15,456,480	14,865,279	15,035,075	15,474,351	15,927,357
Contract Services	11,744,529	12,116,469	12,588,315	13,076,741	13,584,119
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	1,690,775	1,470,705	1,497,585	898,303	898,303
Interdepartment Transfer	1,690,775	1,470,705	1,497,585	898,303	898,303
Interfund Transfer	-	-	-	-	-
Transfer to Funds	6,618,567	7,310,709	6,780,525	6,715,690	6,620,680
Special (Stat Reserve) Funds	6,533,761	6,711,785	6,197,493	6,127,564	6,026,923
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	84,806	598,924	583,033	588,126	593,757
<b>Total Expenditures</b>	<b>59,355,267</b>	<b>60,284,982</b>	<b>61,364,700</b>	<b>62,592,562</b>	<b>64,478,857</b>
<b>Net Operating Expenditures</b>	<b>30,586,136</b>	<b>31,672,858</b>	<b>32,056,191</b>	<b>32,554,014</b>	<b>33,686,767</b>

## Corporate & Protective Services

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(816,853)	(834,796)	(860,400)	(887,166)	(914,818)
Sales of Services	(752,631)	(769,097)	(793,190)	(818,410)	(844,481)
Other	-	-	-	-	-
User Fees	(64,222)	(65,699)	(67,210)	(68,756)	(70,337)
Other Revenue	(1,496,702)	(1,016,954)	(770,158)	(796,035)	(822,824)
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(1,496,702)	(1,016,954)	(770,158)	(796,035)	(822,824)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(307,220)	(18,610)	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(307,220)	(18,610)	-	-	-
<b>Total Revenue</b>	<b>(2,620,775)</b>	<b>(1,870,360)</b>	<b>(1,630,557)</b>	<b>(1,683,201)</b>	<b>(1,737,642)</b>
<b>Expenditures</b>					
Salaries and Wages	7,701,944	8,372,774	8,691,379	9,013,033	9,362,739
Internal Equipment	62,117	63,546	65,007	66,502	68,032
Material and Other	2,484,635	2,374,971	2,432,735	2,484,985	2,542,139
Contract Services	1,321,362	539,491	545,620	558,170	571,008
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
<b>Total Expenditures</b>	<b>11,570,058</b>	<b>11,350,782</b>	<b>11,734,742</b>	<b>12,122,690</b>	<b>12,543,918</b>
<b>Net Operating Expenditures</b>	<b>8,949,283</b>	<b>9,480,422</b>	<b>10,104,185</b>	<b>10,439,489</b>	<b>10,806,276</b>

## Corporate & Protective Services - Police Services

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(392,932)	(401,969)	(411,215)	(420,673)	(430,348)
Sales of Service	(321,824)	(329,226)	(336,798)	(344,545)	(352,469)
Other	-	-	-	-	-
User Fees	(71,108)	(72,743)	(74,417)	(76,128)	(77,879)
Other Revenue	(4,924,818)	(5,038,089)	(5,153,965)	(5,272,506)	(5,393,774)
Interest	-	-	-	-	-
Grants	(3,850,250)	(3,938,806)	(4,029,398)	(4,122,074)	(4,216,882)
Other	-	-	-	-	-
Services to Other Governments	(892,722)	(913,255)	(934,259)	(955,747)	(977,730)
Interdepartment Transfer	(181,846)	(186,028)	(190,307)	(194,684)	(199,162)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
<b>Total Revenue</b>	<b>(5,317,750)</b>	<b>(5,440,058)</b>	<b>(5,565,180)</b>	<b>(5,693,179)</b>	<b>(5,824,122)</b>
<b>Expenditures</b>					
Salaries and Wages	5,222,655	5,425,294	5,631,740	5,850,252	6,077,242
Internal Equipment	28,468	29,123	29,793	30,478	31,179
Material and Other	369,187	377,678	386,365	395,251	404,342
Contract Services	29,873,014	31,565,178	33,470,161	35,277,337	36,985,121
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
<b>Total Expenditures</b>	<b>35,493,324</b>	<b>37,397,273</b>	<b>39,518,059</b>	<b>41,553,318</b>	<b>43,497,883</b>
<b>Net Operating Expenditures</b>	<b>30,175,574</b>	<b>31,957,215</b>	<b>33,952,879</b>	<b>35,860,140</b>	<b>37,673,762</b>

## Corporate & Protective Services - Debt & Other

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Library Requisition	(5,950,303)	(6,087,160)	(6,227,165)	(6,370,389)	(6,516,908)
Parcel Tax	(42,875)	(42,875)	(42,875)	(42,875)	(42,875)
Fees and Charges	(530,141)	(265,456)	(265,456)	(265,456)	(265,456)
Sales of Service	(150,100)	(150,100)	(150,100)	(150,100)	(150,100)
Other	-	-	-	-	-
User Fees	(380,041)	(115,356)	(115,356)	(115,356)	(115,356)
Other Revenue	(8,689,903)	(8,889,771)	(9,094,235)	(8,690,337)	(8,890,215)
Interest	(284,700)	(291,248)	(297,947)	(304,800)	(311,810)
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	(4,838,330)	(4,949,612)	(5,063,453)	(5,179,912)	(5,299,050)
Interdepartment Transfer	(3,566,873)	(3,648,911)	(3,732,836)	(3,205,626)	(3,279,355)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(3,096,920)	(2,953,363)	(1,551,537)	(1,551,537)	(1,551,537)
Special (Stat Reserve) Funds	(1,295,094)	(1,151,537)	(1,151,537)	(1,151,537)	(1,151,537)
Development Cost Charges	(1,401,826)	(1,401,826)	-	-	-
Accumulated Surplus	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
<b>Total Revenue</b>	<b>(18,310,142)</b>	<b>(18,238,625)</b>	<b>(17,181,269)</b>	<b>(16,920,595)</b>	<b>(17,266,992)</b>
<b>Expenditures</b>					
Salaries and Wages	(1,064,325)	(1,064,325)	(1,064,325)	(1,064,325)	(1,064,325)
Internal Equipment	-	-	-	-	-
Material and Other	6,337,114	6,482,868	6,631,974	6,784,509	6,940,553
Contract Services	47,830	737,862	754,833	772,194	789,955
Debt Interest	4,749,951	4,641,785	4,107,142	3,895,955	4,011,694
Debt Principal	4,638,562	4,413,496	3,547,270	3,123,011	3,264,455
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	11,760,096	11,760,096	11,760,096	11,760,096	11,760,096
Special (Stat Reserve) Funds	6,732,330	6,732,330	6,732,330	6,732,330	6,732,330
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	5,027,766	5,027,766	5,027,766	5,027,766	5,027,766
<b>Total Expenditures</b>	<b>26,469,228</b>	<b>26,971,782</b>	<b>25,736,989</b>	<b>25,271,440</b>	<b>25,702,428</b>
<b>Net Operating Expenditures</b>	<b>8,159,086</b>	<b>8,733,157</b>	<b>8,555,720</b>	<b>8,350,845</b>	<b>8,435,435</b>

## Communications & Information Services

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(36,000)	(190,278)	(194,654)	(199,131)	(203,711)
Sales of Service	-	(153,450)	(156,979)	(160,590)	(164,283)
Other	-	-	-	-	-
User Fees	(36,000)	(36,828)	(37,675)	(38,542)	(39,428)
Other Revenue	(25,934)	(26,530)	(111,533)	(114,098)	(116,722)
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(25,934)	(26,530)	(111,533)	(114,098)	(116,722)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(38,260)	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(38,260)	-	-	-	-
<b>Total Revenue</b>	<b>(100,194)</b>	<b>(216,808)</b>	<b>(306,187)</b>	<b>(313,229)</b>	<b>(320,434)</b>
<b>Expenditures</b>					
Salaries and Wages	3,866,727	4,066,743	4,275,183	4,441,060	4,613,373
Internal Equipment	-	-	-	-	-
Material and Other	1,489,109	1,509,834	1,759,287	1,799,751	1,841,145
Contract Services	-	-	-	-	-
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	36,000	36,000	36,000	36,000	36,000
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	36,000	36,000	36,000	36,000	36,000
<b>Total Expenditures</b>	<b>5,391,836</b>	<b>5,612,578</b>	<b>6,070,471</b>	<b>6,276,811</b>	<b>6,490,519</b>
<b>Net Operating Expenditures</b>	<b>5,291,642</b>	<b>5,395,769</b>	<b>5,764,283</b>	<b>5,963,582</b>	<b>6,170,085</b>

## Human Resources & Corporate Performance

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(60,000)	(61,380)	(62,792)	(64,236)	(65,713)
Sales of Service	(5,000)	(5,115)	(5,233)	(5,353)	(5,476)
Other	-	-	-	-	-
User Fees	(55,000)	(56,265)	(57,559)	(58,883)	(60,237)
Other Revenue	-	-	-	-	-
Interest	-	-	-	-	-
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(85,000)	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(85,000)	-	-	-	-
<b>Total Revenue</b>	<b>(145,000)</b>	<b>(61,380)</b>	<b>(62,792)</b>	<b>(64,236)</b>	<b>(65,713)</b>
<b>Expenditures</b>					
Salaries and Wages	1,778,815	1,869,752	1,940,901	1,847,833	1,847,833
Internal Equipment	-	-	-	-	-
Material and Other	665,395	629,549	649,261	680,699	680,699
Contract Services	-	-	-	-	-
Debt Interest	-	-	-	-	-
Debt Principal	-	-	-	-	-
Internal Allocations	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfer to Funds	-	-	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
<b>Total Expenditures</b>	<b>2,444,210</b>	<b>2,499,301</b>	<b>2,590,162</b>	<b>2,528,532</b>	<b>2,528,532</b>
<b>Net Operating Expenditures</b>	<b>2,299,210</b>	<b>2,437,921</b>	<b>2,527,370</b>	<b>2,464,296</b>	<b>2,462,819</b>



## Capital Summary - General Fund

Cost Centre	2017	2018	2019	2020	2021
300 Real Estate	3,897,470	2,424,550	2,630,368	5,134,680	2,759,460
301 Buildings	21,598,460	3,240,333	2,134,920	2,752,723	7,782,491
302 Parks	17,155,220	10,706,645	17,139,625	11,786,170	10,600,164
304 Transportation	28,379,350	18,903,324	23,137,678	32,015,084	22,010,625
305 Solid Waste	5,137,970	3,620,000	2,020,000	2,870,000	1,620,000
306 Storm Drainage	991,460	1,038,783	1,544,217	1,300,122	808,224
308 Information Services	8,296,960	1,948,677	2,076,558	1,237,236	905,652
310 Vehicle & Mobile Equipment	5,807,930	2,948,265	3,099,038	3,265,079	3,415,818
311 Fire	2,545,370	37,142	505,626	804,080	585,830
	<b>93,810,190</b>	<b>44,867,719</b>	<b>54,288,030</b>	<b>61,165,174</b>	<b>50,488,264</b>

## Funding Sources:

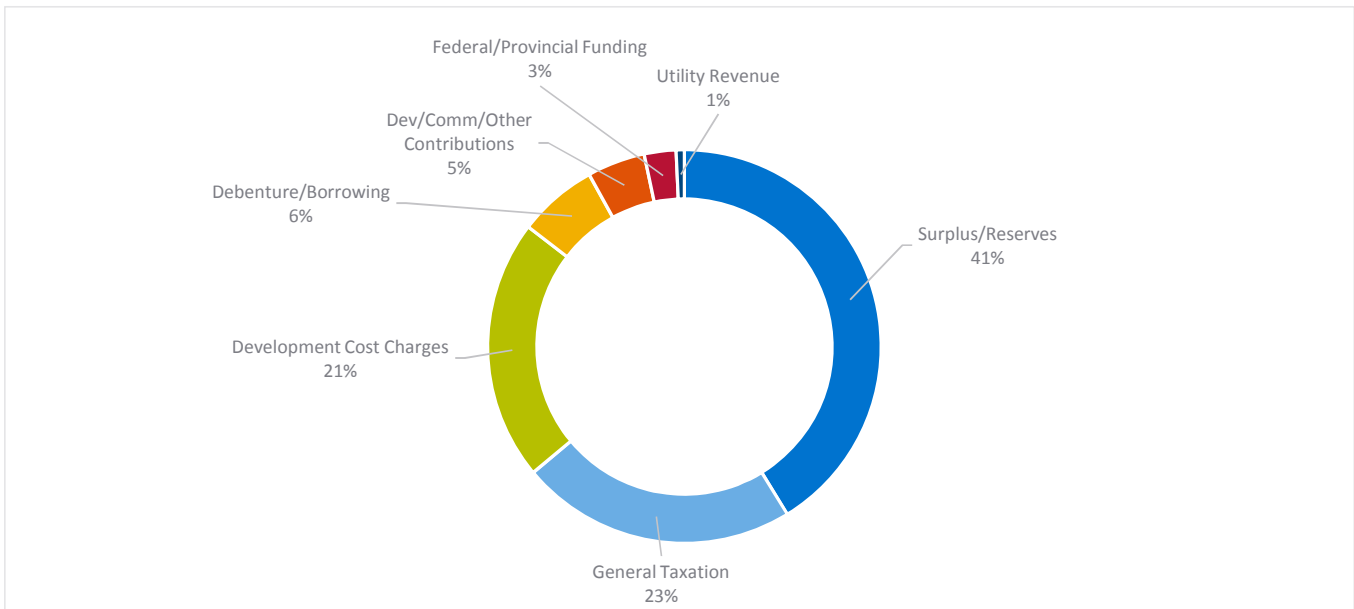
General Taxation	12,160,000	12,963,171	13,806,204	14,685,023	15,596,807
Surplus/Reserves	47,294,695	21,319,825	19,157,316	24,016,818	13,818,749
Development Cost Charges	6,861,150	10,160,724	14,608,510	18,652,333	15,057,708
Debenture/Borrowing	15,930,220	0	0	0	4,000,000
Federal/Provincial Funding*	7,955,620	0	0	0	0
Dev/Comm/Other Contributions	1,546,700	424,000	6,716,000	3,811,000	2,015,000
Utility Revenue	2,061,805	0	0	0	0
	<b>93,810,190</b>	<b>44,867,719</b>	<b>54,288,030</b>	<b>61,165,174</b>	<b>50,488,264</b>

\* 2030 Infrastructure Plan only includes confirmed Federal and Provincial Funding

This page left blank intentionally.

## Capital Funding Summary

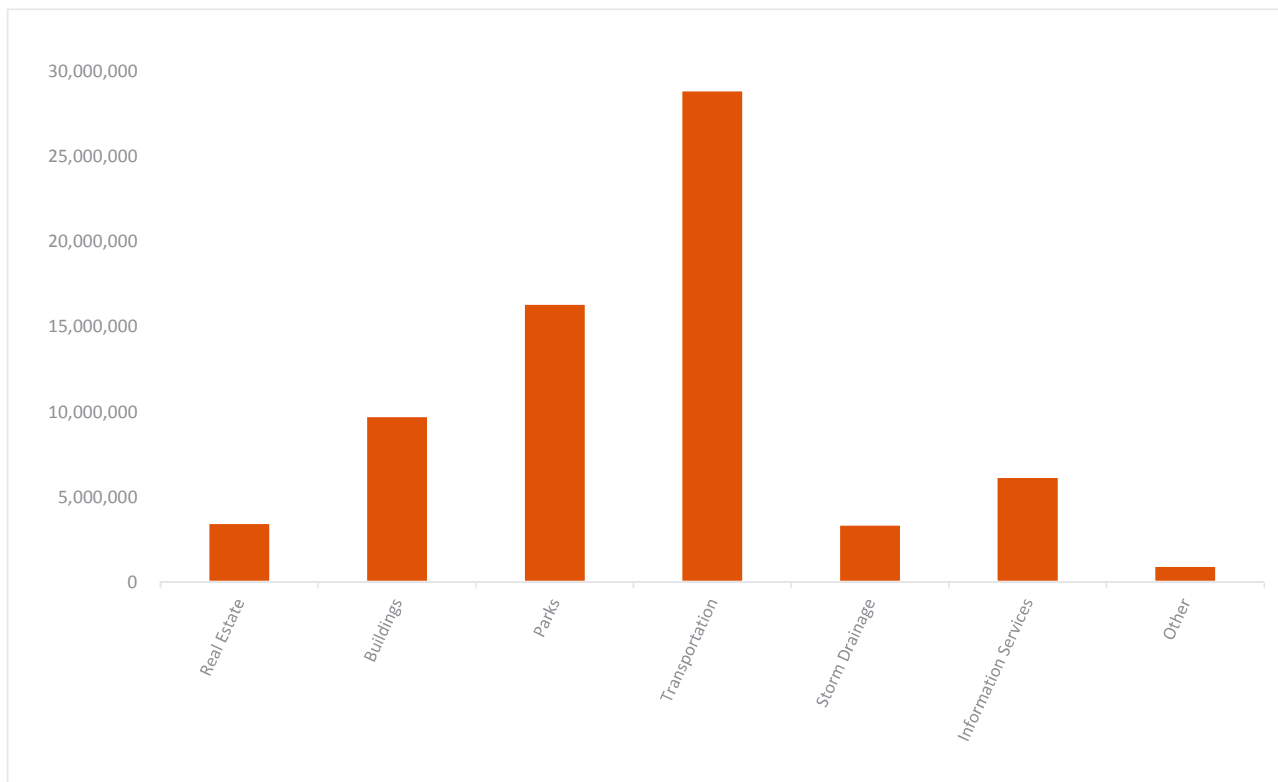
General Fund Capital Funding 2017 to 2021



	2017	2018	2019	2020	2021
<b>Funding Sources:</b>					
General Taxation	12,160,000	12,963,171	13,806,204	14,685,023	15,596,807
Surplus/Reserves	47,294,695	21,319,825	19,157,316	24,016,818	13,818,749
Development Cost Charges	6,861,150	10,160,724	14,608,510	18,652,333	15,057,708
Debenture/Borrowing	15,930,220	-	-	-	4,000,000
Federal/Provincial Funding	7,955,620	-	-	-	-
Dev/Comm/Other Contributions	1,546,700	424,000	6,716,000	3,811,000	2,015,000
Utility Revenue	2,061,805	0	0	0	0
	<b>93,810,190</b>	<b>44,867,719</b>	<b>54,288,030</b>	<b>61,165,174</b>	<b>50,488,264</b>
<b>Total Five Year Capital Program</b>					<b>304,619,377</b>

## Capital Funding Summary by Cost Centre

General Taxation Fund 2017 to 2021



Cost Centre	Total \$	%	General Tax Funding	%
300 Real Estate	16,846,528	5.5	3,508,558	5.1
301 Buildings	37,508,927	12.3	9,787,354	14.1
302 Parks	67,387,824	22.1	16,379,578	23.7
304 Transportation	124,446,061	40.9	28,900,331	41.8
305 Solid Waste	15,267,970	5.0	-	0.0
306 Storm Drainage	5,682,806	1.9	3,426,346	5.0
308 Information Services	14,465,083	4.7	6,216,123	9.0
310 Vehicle & Mobile Equipment	18,536,130	6.1	787,995	1.1
311 Fire	4,478,048	1.5	204,919	0.3
<b>Total 5 Year Program</b>	<b>304,619,377</b>		<b>69,211,204</b>	

## Real Estate Capital

Plan No.	Plan Description	2017	2018	2019	2020	2021
L1	General Land	2,645,900	1,823,550	1,948,368	2,011,180	2,155,460
L2	Road & Sidewalk Land Acquisition	156,520	50,000	25,000	45,000	40,000
L3	Parking Infrastructure	660,050	301,000	407,000	2,828,500	314,000
L4	Strategic Land Redevelopment	435,000	250,000	250,000	250,000	250,000
		<b>3,897,470</b>	<b>2,424,550</b>	<b>2,630,368</b>	<b>5,134,680</b>	<b>2,759,460</b>

### Funding Sources

General Taxation	430,000	618,550	718,368	801,180	940,460
Surplus/Reserves	3,282,470	1,551,000	1,657,000	4,078,500	1,564,000
Development Cost Charges	-	-	-	-	-
Debenture/Borrowing	-	-	-	-	-
Federal/Provincial Funding	-	-	-	-	-
Dev/Comm/Other Contributions	185,000	255,000	255,000	255,000	255,000
Utility Revenue	-	-	-	-	-
	<b>3,897,470</b>	<b>2,424,550</b>	<b>2,630,368</b>	<b>5,134,680</b>	<b>2,759,460</b>

<b>5 Year Total Funding</b>	<b>16,846,528</b>
<b>5 Year Taxation Funding</b>	<b>3,508,558</b>

## Real Estate Capital

Plan No.	Plan Description	Total Project Cost (5 Yrs)
1.	<p><b>General Land</b></p> <p>Annual allocation for the purchase of land for general purposes. This may allow for acquiring properties at less than fair market value, creating land assembly opportunities, creating a revenue generating land bank and providing trade potential.</p>	10,584,458
2.	<p><b>Road and Sidewalk Land Acquisition</b></p> <p>To fund the purchase of land required for the widening of roads to accommodate road improvements and/or sidewalks.</p>	316,520
3.	<p><b>Parking Infrastructure</b></p> <p>Funding to renew parking infrastructure and to invest in efficient parking management technology.</p>	4,510,550
4.	<p><b>Strategic Land Redevelopment</b></p> <p>Funding to redevelop City owned land to improve public benefit and encourage economic development.</p>	1,435,000
<b>5 Year Total Funding</b>		<b>16,846,528</b>

## Building Capital

Plan No.	Plan Description	2017	2018	2019	2020	2021
B1	Parks and Recreation Buildings	1,527,910	450,000	573,855	1,001,259	6,761,187
B2	Community and Cultural Buildings	634,100	1,725,000	323,622	265,577	371,412
B3	Civic/Protective Service Buildings Transportation and Public Works	13,937,060	925,358	189,971	155,897	318,025
B4	Buildings	4,704,160	89,975	97,473	79,990	111,867
B5	Heritage Buildings	255,990	0	150,000	1,200,000	170,000
B6	Capital Opportunities and Partnerships	539,240	50,000	800,000	50,000	50,000
		<b>21,598,460</b>	<b>3,240,333</b>	<b>2,134,920</b>	<b>2,752,723</b>	<b>7,782,491</b>

### Funding Sources

General Taxation	2,875,000	1,428,655	748,485	2,052,723	2,682,491	
Surplus/Reserves	5,219,740	1,811,678	1,386,435	700,000	1,100,000	
Development Cost Charges	0	0	0	0	0	
Debenture/Borrowing	12,978,220	0	0	0	4,000,000	
Federal/Provincial Funding	250,500	0	0	0	0	
Dev/Comm/Other Contributions	275,000	0	0	0	0	
Utility Revenue	0	0	0	0	0	
		<b>21,598,460</b>	<b>3,240,333</b>	<b>2,134,920</b>	<b>2,752,723</b>	<b>7,782,491</b>

<b>5 Year Total Funding</b>	<b>37,508,927</b>
<b>5 Year Taxation Funding</b>	<b>9,787,354</b>

## Building Capital

Plan No.	Plan Description	Total Project Cost (5 Yrs)
<b>Recreation Buildings &amp; Facilities</b>		
<b>1.</b>	<b>Parks and Recreation Buildings</b> An allocation for the development of new Parks and Recreation buildings as well as the redevelopment, expansion and renewal of existing ones in various locations throughout the City to keep pace with the increasing demand due to population growth and emerging trends. This category includes Parks Administration, Parks washrooms, field houses, arenas and pools.	<b>10,314,211</b>
<b>2.</b>	<b>Community and Cultural Buildings</b> An allocation for the development of new community and cultural buildings as well as the redevelopment, renewal and expansion of existing ones. This category includes the theaters, libraries, senior centres, community halls, art gallery, museums and the RCA.	<b>3,319,711</b>
<b>3.</b>	<b>Civic/Protective Service Buildings</b> An allocation for the development of new civic and protective buildings as well as the redevelopment, renewal and expansion of existing ones. This category includes firehalls, police stations and City Hall.	<b>15,526,310</b>
<b>4.</b>	<b>Transportation and Public Works Buildings</b> Funding to support renewal, replacement and new construction of Transportation and Public Works Buildings throughout the City to keep pace increasing demand due to population growth and emerging trends. This category includes Public Works Yard, parkades, cemetery and WWTF administration.	<b>5,083,465</b>
<b>5.</b>	<b>Heritage Buildings</b> An allocation for the development of new City-owned Heritage buildings as well as the redevelopment, renewal and expansion of existing ones.	<b>1,775,990</b>
<b>6.</b>	<b>Capital Opportunities and Partnerships</b> Funding for special projects including partnerships with the School District on community space as part of new school construction as well as funding to allow for capital projects that were not envisioned during the plan development, including partnerships.	<b>1,489,240</b>
<b>5 Year Total Funding</b>		<b>37,508,927</b>



## Parks Capital

Plan No.	Plan Description	2017	2018	2019	2020	2021
P1	DCC Parkland Acquisition	5,010,270	5,718,561	12,757,526	7,167,976	6,967,976
P2	Linear/Natural Area Parkland	1,119,200	352,542	-	492,563	425,000
P3	Neighbourhood Park Development	-	-	-	-	-
P4	Community Park Development	1,753,220	1,300,000	2,800,000	1,600,000	700,000
P5	Recreation Park Development	3,124,020	1,773,860	-	-	-
P6	City-Wide Park Development	2,549,660	-	340,000	-	-
P7	Linear/Natural Area Park Development	500,360	150,000	150,000	200,000	200,000
P8	Park Renew., Rehab. & Upgrades	1,524,490	832,000	900,000	2,033,000	2,015,000
P9	Capital Opportunities and Partners	1,574,000	579,682	192,099	292,631	292,188
		<b>17,155,220</b>	<b>10,706,645</b>	<b>17,139,625</b>	<b>11,786,170</b>	<b>10,600,164</b>

## Funding Sources

General Taxation	3,313,980	3,882,218	3,740,571	2,781,712	2,661,097
Surplus/Reserves	8,416,910	1,757,782	2,017,998	2,653,631	1,765,440
Development Cost Charges	1,802,330	5,066,645	5,981,055	6,350,827	6,173,627
Debenture/Borrowing	2,952,000	-	-	-	-
Federal/Provincial Funding	150,000	-	-	-	-
Dev/Comm/Other Contributions	520,000	-	5,400,000	-	-
Utility Revenue	-	-	-	-	-
	<b>17,155,220</b>	<b>10,706,645</b>	<b>17,139,625</b>	<b>11,786,170</b>	<b>10,600,164</b>

<b>5 Year Total Funding</b>	<b>67,387,824</b>
<b>5 Year Taxation Funding</b>	<b>16,379,578</b>

## Parks Capital

Plan No.	Plan Description	Total Project Cost (5 Yrs)
<b>Parkland Acquisition</b>		
1.	<b>DCC Parkland Acquisition</b> Park acquisition program based on the residential growth in the City for the purchase of parkland (Neighbourhood, Community, Recreation and City-wide level parks) under the Development Cost Charge program (DCC). Funding is primarily allocated from developer revenue with general taxation covering both the assist factor and secondary suites that are paying reduced DCC's.	37,622,309
2.	<b>Linear/Natural Area Parkland</b> Park acquisition program for the purchase of Natural Areas and Linear Parks not attributed to the DCC program.	2,389,305
3.	<b>Neighbourhood Park Development</b> An allocation to cover the development of neighbourhood level parks including off-site costs related to park development, but does not include buildings.	0
4.	<b>Community Park Development</b> An allocation to cover the development of community level parks including off-site costs related to park development, but does not include buildings.	8,153,220
5.	<b>Recreation Park Development</b> An allocation to cover the development of recreation level parks including off-site costs related to park development, but does not include buildings.	4,897,880
6.	<b>City-Wide Park Development</b> An allocation to cover the development of city-wide level parks including off-site costs related to park development, but does not include buildings.	2,889,660
7.	<b>Linear/Natural Area Park Development</b> An allocation to cover the development of natural areas and linear parks/trails.	1,200,360
8.	<b>Park Renewal, Rehabilitation &amp; Infrastructure Upgrades</b> An allocation for major repairs or replacement of existing park infrastructure such as sidewalks, hard-surfaced trails, parking lots, sport courts, lighting, electrical and water services, irrigation, fencing, bridges and other major structures.	7,304,490
9.	<b>Special Projects</b> An allocation for various strategic investments into the park and open space system as well as funding to allow for capital projects that were not envisioned during the plan development, including partnerships.	2,930,600
<b>5 Year Total Funding</b>		<b>67,387,824</b>

## Transportation Capital

Plan No.	Plan Description	2017	2018	2019	2020	2021
T1	Development Cost Charge Roads	13,529,710	3,900,000	8,111,664	17,525,778	12,420,419
T2	DCC Roads - Active Transportation	3,810,270	8,307,799	8,407,601	3,400,000	3,000,000
T3	Non-DCC Roads	177,050	-	300,000	-	-
T4	Transportation System Renewal	7,854,520	4,792,525	4,318,413	9,169,306	4,440,206
T5	Bicycle Network	455,000	300,000	300,000	300,000	300,000
T6	Sidewalk Network	500,000	500,000	500,000	500,000	600,000
T7	Safety and Operational Improvements	863,570	425,000	450,000	500,000	500,000
T8	Traffic Control Infrastructure	876,900	600,000	650,000	600,000	650,000
T9	Transit Facilities	312,330	78,000	100,000	20,000	100,000
		<b>28,379,350</b>	<b>18,903,324</b>	<b>23,137,678</b>	<b>32,015,084</b>	<b>22,010,625</b>
<b>Funding Sources</b>						
	General Taxation	3,749,020	4,340,881	6,057,940	6,842,559	7,909,931
	Surplus/Reserves	11,589,190	9,299,365	8,291,283	9,315,019	3,456,612
	Development Cost Charges	5,058,820	5,094,079	8,627,455	12,301,506	8,884,082
	Debenture/Borrowing	-	-	-	-	-
	Federal/Provincial Funding	7,555,120	-	-	-	-
	Dev/Comm/Other Contributions	427,200	169,000	161,000	3,556,000	1,760,000
	Utility Revenue	-	-	-	-	-
		<b>28,379,350</b>	<b>18,903,324</b>	<b>23,137,678</b>	<b>32,015,084</b>	<b>22,010,625</b>
<b>5 Year Total Funding</b>						<b>124,446,061</b>
<b>5 Year Taxation Funding</b>						<b>28,900,331</b>

## Transportation Capital

Plan No.	Plan Description	Total Project Cost (5 Yrs)
1.	<b>Development Cost Charge (DCC) Roads</b> Allocation for design, land and construction costs associated with DCC Road projects.	55,487,571
2.	<b>DCC Roads - Active Transportation</b> Allocation for design, land and construction costs associated with DCC Active Transportation projects. General taxation to cover 77.7% Assist.	26,925,670
3.	<b>Non-DCC Roads</b> Infrastructure upgrades which are not part of the 20 Year Servicing Plan and Financing Strategy (collectors and local roads) and City initiated projects to upgrade streets to full urban standards including drainage, fillet paving, sidewalks and landscaped boulevards.	477,050
4.	<b>Transportation System Renewal</b> Allocation for overlay and other processes, including micro asphaltting, for rehabilitation of City roads. Also includes renewal of curb and gutter, bike paths, retaining walls, bridges, street lights, handrails and stairways.	30,574,970
5.	<b>Bicycle Network</b> Allocation for bike network system additions.	1,655,000
6.	<b>Sidewalk Network</b> Allocation required to complete the Non-DCC portion of the sidewalk network.	2,600,000
7.	<b>Safety and Operational Improvements</b> Allocation to cover field reviews and capital improvements for safety improvements or to improve operational efficiency. This will include projects such as left turn bays, traffic control changes, safety barriers, signs, markings, handicap access improvements and retrofit medians.	2,738,570
8.	<b>Traffic Control Infrastructure</b> This program is for construction of new traffic signal control infrastructure that is not part of the DCC program. This includes new traffic signals and pedestrian activated traffic signals, installation of new communication for the traffic signals system and where new development occurs install conduit for future traffic signals.	3,376,900
9.	<b>Transit Facilities</b> Construction of new of existing transit facilities, bus pullouts and shelters.	610,330
<b>5 Year Total Funding</b>		<b>124,446,061</b>

## Solid Waste Capital

Plan No.	Plan Description	2017	2018	2019	2020	2021
SW1	Equipment	150,000	610,000	610,000	610,000	460,000
SW2	Site Improvement	4,062,640	525,000	475,000	225,000	225,000
SW3	Gas Management	300,000	400,000	150,000	450,000	150,000
SW4	Leachate Management	275,770	150,000	150,000	450,000	150,000
SW5	Drainage & Groundwater Management	-	1,000,000	-	-	-
SW6	Recycling and Waste Management	-	300,000	-	500,000	-
SW7	Landfill Area Development	349,560	75,000	75,000	75,000	75,000
SW8	Closure and Reclamation	-	100,000	100,000	100,000	100,000
SW9	Solid Waste Renewal	-	460,000	460,000	460,000	460,000
		<b>5,137,970</b>	<b>3,620,000</b>	<b>2,020,000</b>	<b>2,870,000</b>	<b>1,620,000</b>

## Funding Sources

General Taxation	-	-	-	-	-	-
Surplus/Reserves	5,137,970	3,620,000	2,020,000	2,870,000	1,620,000	
Development Cost Charges	-	-	-	-	-	-
Debenture/Borrowing	-	-	-	-	-	-
Federal/Provincial Funding	-	-	-	-	-	-
Dev/Comm/Other Contributions	-	-	-	-	-	-
Utility Revenue	-	-	-	-	-	-
	<b>5,137,970</b>	<b>3,620,000</b>	<b>2,020,000</b>	<b>2,870,000</b>	<b>1,620,000</b>	

<b>5 Year Total Funding</b>	<b>15,267,970</b>
<b>5 Year Taxation Funding</b>	-

## Solid Waste Capital

Plan No.	Plan Description	Total Project Cost (5 Yrs)
1.	<b>Equipment</b> Funding for new equipment and replacement of existing equipment.	2,440,000
2.	<b>Site Improvement</b> Funding for site improvements like buildings, roads, landscaping and fencing.	5,512,640
3.	<b>Gas Management</b> Required for design, installation and extension of gas management system and utilization of gas to energy.	1,450,000
4.	<b>Leachate Management</b> Required for installation and extension of leachate collection, treatment, recirculation network and pump facilities.	1,175,770
5.	<b>Drainage and Groundwater Management</b> Funding for design and installation of surface and groundwater systems, piping, storage and pump stations.	1,000,000
6.	<b>Recycling and Waste Management</b> Facilities and infrastructure to support waste management and recycling including composting, waste separation and diversion, last chance mercantile, and curbside bins.	800,000
7.	<b>Landfill Area Development</b> Required for planning, design and development of areas for filling to maximize available space.	649,560
8.	<b>Closure and Reclamation</b> Required for design and construction of final cover system and closure infrastructure and reclamation of disturbed areas to natural state.	400,000
9.	<b>Solid Waste Renewal</b> Renewal and replacement of site infrastructure and equipment.	1,840,000
<b>5 Year Total Funding</b>		<b>15,267,970</b>

## Storm Drainage Capital

Plan No.	Plan Description	2017	2018	2019	2020	2021
D1	Hydraulic Upgrading Program	325,000	725,000	1,225,000	905,595	575,000
D2	Storm Drainage Quality Program	461,550	90,000	90,000	90,000	-
D3	Storm Drainage Renewal	204,910	223,783	229,217	304,527	233,224
		<b>991,460</b>	<b>1,038,783</b>	<b>1,544,217</b>	<b>1,300,122</b>	<b>808,224</b>
	General Taxation	565,000	593,783	1,074,217	830,122	363,224
	Surplus/Reserves	426,460	445,000	470,000	470,000	445,000
	Development Cost Charges	-	-	-	-	-
	Debenture/Borrowing	-	-	-	-	-
	Federal/Provincial Funding	-	-	-	-	-
	Dev/Comm/Other Contributions	-	-	-	-	-
	Utility Revenue	-	-	-	-	-
		<b>991,460</b>	<b>1,038,783</b>	<b>1,544,217</b>	<b>1,300,122</b>	<b>808,224</b>

<b>5 Year Total Funding</b>	<b>5,682,806</b>
<b>5 Year Taxation Funding</b>	<b>3,426,346</b>

## Storm Drainage Capital

Plan No.	Plan Description	Total Project Cost (5 Yrs)
1.	<p><b>Hydraulic Upgrading Program</b>            Estimated expenditures to cover hydraulic improvements to the storm drainage system. These projects are taken directly from the area drainage plans (North, Rutland, Central, Downtown, South Mission and South East Kelowna). Projects are ranked according to priority.</p>	3,755,595
2.	<p><b>Storm Drainage Quality Program</b>            This program includes storm drainage quality projects taken from the area drainage plans and forms the overall work program. The program includes a hydrocarbon and sediment reduction program along high traffic/accident routes. The program considers priority sanding routes, environmental risk, accident rate and coordinated opportunities as criteria for location selection.</p>	731,550
3.	<p><b>Storm Drainage Renewal</b>            This program provides for the renewal and replacement of pipes, pump stations, and treatment facilities.</p>	1,195,661
<b>5 Year Total Funding</b>		<b>5,682,806</b>



## Information Capital

Plan No.	Plan Description	2017	2018	2019	2020	2021
I1	Front Office Equipment	389,000	384,000	386,000	423,500	435,000
I2	Server and Data Storage	211,470	205,000	180,000	155,000	180,000
I3	Major System Projects	3,862,870	1,234,677	505,558	528,736	185,652
I4	Communications Systems	3,833,620	125,000	1,005,000	130,000	105,000
		<b>8,296,960</b>	<b>1,948,677</b>	<b>2,076,558</b>	<b>1,237,236</b>	<b>905,652</b>

## Funding Sources

General Taxation	948,000	1,948,677	1,176,558	1,237,236	905,652
Surplus/Reserves	6,082,505	-	-	-	-
Development Cost Charges	-	-	-	-	-
Debenture/Borrowing	-	-	-	-	-
Federal/Provincial Funding	-	-	-	-	-
Dev/Comm/Other Contributions	-	-	900,000	-	-
Utility Revenue	1,266,455	-	-	-	-
	<b>8,296,960</b>	<b>1,948,677</b>	<b>2,076,558</b>	<b>1,237,236</b>	<b>905,652</b>

<b>5 Year Total Funding</b>	<b>14,465,083</b>
<b>5 Year Taxation Funding</b>	<b>6,216,123</b>

## Information Capital

Plan No.	Plan Description	Total Project Cost (5 Yrs)
1.	<p><b>Front Office Equipment</b></p> <p>Information Services have been utilizing a 5 year replacement cycle for desktop equipment which includes computers, printers, monitors, scanners and software. It also includes work group equipment such as large format plotters and copiers.</p>	2,017,500
2.	<p><b>Server and Data Storage</b></p> <p>To provide equipment and software in City Hall data centre to support the various systems in place for staff and includes equipment for the Fire Hall data centre. Included are servers, disk storage, tape backups and the related software.</p>	931,470
3.	<p><b>Major System Projects</b></p> <p>Major systems projects include tax system, collection systems (cash and electronic funds), permit systems, property systems, Agresso ERP system, Asset Management system, customer relation systems (service requests), employee time entry systems and maintenance management systems.</p>	6,317,493
4.	<p><b>Communications Systems</b></p> <p>To provide a networking environment that interconnects the various places and spaces used by City staff, this budget will support the expansion of the City's fibre optic ring which will reduce need for leased communication lines. Network components that have reached the end of their serviceable life will also be replaced.</p>	5,198,620
<b>5 Year Total Funding</b>		<b>14,465,083</b>

## Vehicle & Mobile Equipment Capital

Plan No.	Plan Description	2017	2018	2019	2020	2021
V1	Additional Vehicles/Equipment	816,350	113,265	122,288	139,491	133,951
V2	Vehicle/Equipment Renewal	4,991,580	2,835,000	2,976,750	3,125,588	3,281,867
		<b>5,807,930</b>	<b>2,948,265</b>	<b>3,099,038</b>	<b>3,265,079</b>	<b>3,415,818</b>
<b>Funding Sources</b>						
	General Taxation	279,000	113,265	122,288	139,491	133,951
	Surplus/Reserves	4,594,080	2,835,000	2,976,750	3,125,588	3,281,867
	Development Cost Charges	-	-	-	-	-
	Debenture/Borrowing	-	-	-	-	-
	Federal/Provincial Funding	-	-	-	-	-
	Dev/Comm/Other Contributions	139,500	-	-	-	-
	Utility Revenue	795,350	-	-	-	-
		<b>5,807,930</b>	<b>2,948,265</b>	<b>3,099,038</b>	<b>3,265,079</b>	<b>3,415,818</b>
<b>5 Year Total Funding</b>						<b>18,536,130</b>
<b>5 Year Taxation Funding</b>						<b>787,995</b>

## Vehicle & Mobile Equipment Capital

Plan No.	Plan Description	Total Project Cost (5 Yrs)
1.	<b>Additional Vehicles/Equipment</b> This budget supports the addition of new vehicles and equipment to the corporate fleet in response to increased service demand from population growth or additional services.	<b>1,325,345</b>
2.	<b>Vehicle/Equipment Renewal</b> As part of the City's vehicle replacement program, vehicles at the end of their service life cycles are replaced using funds from the equipment replacement reserve. Cars and light trucks have an average design life of 10 years. Most heavy duty equipment has a service life of 7-10 years or 10,000-12,000 hour run time.	<b>17,210,785</b>
<b>5 Year Total Funding</b>		<b>\$18,536,130</b>

## Fire Capital

Plan No.	Plan Description	2017	2018	2019	2020	2021
F1	Vehicle/Equipment Renewal	2,311,500	-	337,849	804,080	585,830
F2	Additional Vehicles/Equipment	-	-	-	-	-
F3	Communications Systems	233,870	37,142	167,777	-	-
		<b>2,545,370</b>	<b>37,142</b>	<b>505,626</b>	<b>804,080</b>	<b>585,830</b>
<b>Funding Sources</b>						
	General Taxation	-	37,142	167,777	-	-
	Surplus/Reserves	2,545,370	-	337,849	804,080	585,830
	Development Cost Charges	-	-	-	-	-
	Debenture/Borrowing	-	-	-	-	-
	Federal/Provincial Funding	-	-	-	-	-
	Dev/Comm/Other Contributions	-	-	-	-	-
	Utility Revenue	-	-	-	-	-
		<b>2,545,370</b>	<b>37,142</b>	<b>505,626</b>	<b>804,080</b>	<b>585,830</b>

<b>5 Year Total Funding</b>	<b>4,478,048</b>
<b>5 Year Taxation Funding</b>	<b>204,919</b>

## Fire Capital

Plan No.	Plan Description	Total Project Cost (5 Yrs)
1.	<b>Vehicle/Equipment Renewal</b> As part of the Fire Departments vehicle/equipment replacement program, vehicles and equipment at the end of their service life cycles are replaced using funds from the Fire Departments equipment replacement reserve.	4,039,259
2.	<b>Additional Vehicles/Equipment</b> This budget supports the addition of new vehicles and equipment to the Fire Department in response to increased service demand from population growth.	0
3.	<b>Communications Systems</b> To provide for radio system improvements or replacement, including dispatch requirements.	438,789
<b>5 Year Total Funding</b>		<b>\$4,478,048</b>

## Operating Summary - Utility Funds

Revenues and Expenditures by Year

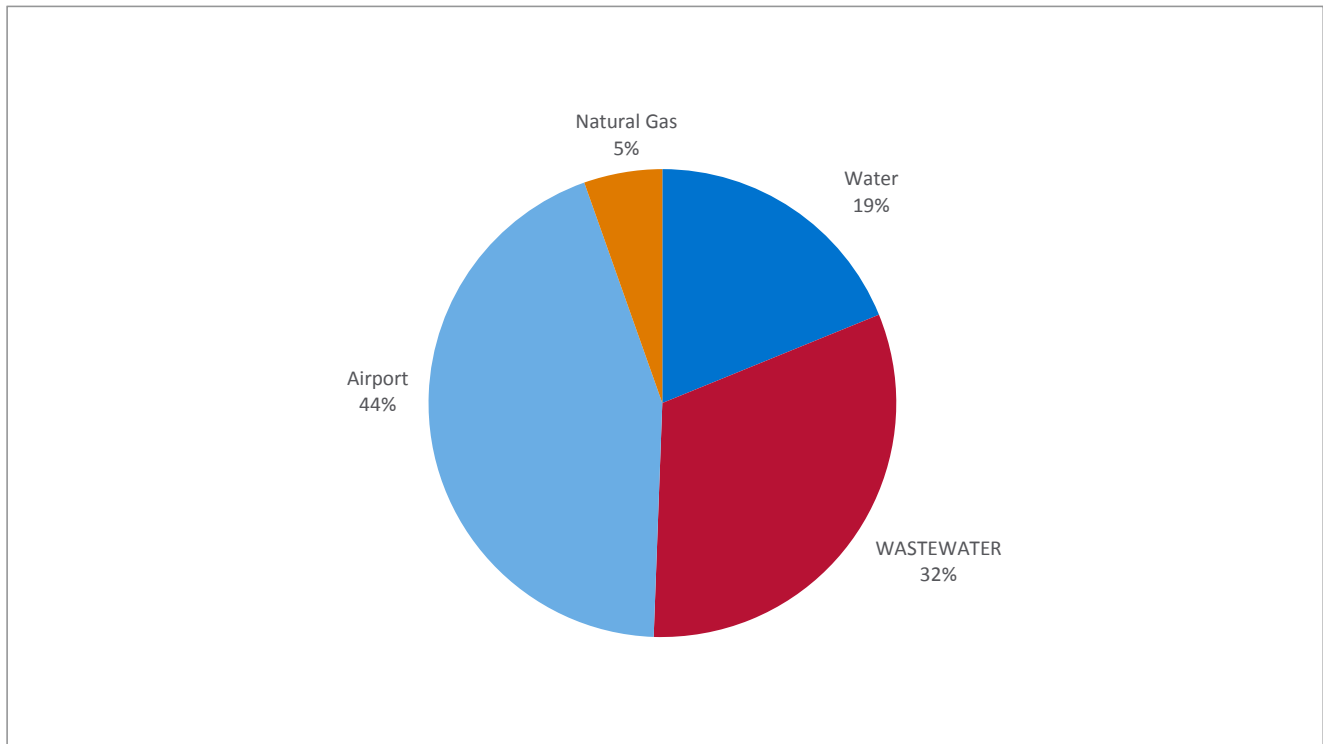
	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	(3,111,848)	(3,177,052)	(3,200,597)	(3,224,514)	(3,227,529)
Fees and Charges	(60,008,343)	(58,457,249)	(59,130,663)	(60,458,439)	(61,806,974)
Sales of Service	(54,544,861)	(53,079,538)	(54,448,753)	(55,860,481)	(57,293,096)
Other	-	-	-	-	-
User Fees	(5,463,482)	(5,377,712)	(4,681,909)	(4,597,958)	(4,513,878)
Other Revenue	(2,192,480)	(2,734,665)	(2,922,179)	(3,027,704)	(3,193,848)
Interest	(722,284)	(882,275)	(1,057,889)	(1,171,130)	(1,325,645)
Grants	(495,906)	(410,398)	(414,964)	(399,796)	(404,816)
Other	-	(467,702)	(475,037)	(482,487)	(489,097)
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(974,290)	(974,290)	(974,290)	(974,290)	(974,290)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(10,163,517)	(14,305,981)	(12,866,666)	(23,178,627)	(11,240,585)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	(5,354,094)	(5,354,097)	(5,354,097)	(5,354,097)	(4,864,097)
Accumulated Surplus	(4,809,423)	(8,951,884)	(7,512,569)	(17,824,530)	(6,376,488)
<b>Total Revenue</b>	<b>(75,476,188)</b>	<b>(78,674,948)</b>	<b>(78,120,106)</b>	<b>(89,889,283)</b>	<b>(79,468,936)</b>
<b>Expenditures</b>					
Salaries and Wages	10,455,808	10,864,984	11,320,921	11,705,927	12,160,117
Internal Equipment	1,141,247	1,164,938	1,191,732	1,219,142	1,247,182
Material and Other	13,818,864	14,357,267	14,923,413	14,723,143	15,294,197
Contract Services	597,215	618,363	639,921	662,632	686,176
Debt Interest	6,153,558	6,760,941	2,904,862	1,924,548	1,551,548
Debt Principal	8,776,712	8,976,621	5,896,365	3,218,491	2,385,582
Internal Allocations	8,146,048	7,510,643	7,560,403	7,560,403	7,560,403
Interdepartment Transfer	6,003,015	5,367,610	5,417,370	5,417,370	5,417,370
Interfund Transfer	2,143,033	2,143,033	2,143,033	2,143,033	2,143,033
Transfer to Funds	19,696,106	19,179,041	25,872,129	26,644,790	30,658,367
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	19,539,796	19,022,731	25,715,819	26,488,480	30,502,057
<b>Total Expenditures</b>	<b>68,785,558</b>	<b>69,432,798</b>	<b>70,309,746</b>	<b>67,659,076</b>	<b>71,543,572</b>
<b>Net Operating Expenditures</b>	<b>(6,690,630)</b>	<b>(9,242,150)</b>	<b>(7,810,360)</b>	<b>(22,230,207)</b>	<b>(7,925,364)</b>

This page left blank intentionally.



## Utility Funds - Net operating revenues

Net Operating Expenditure by Year



	2017	2018	2019	2020	2021
Water	(14,211,554)	(15,338,218)	(15,566,626)	(26,242,680)	(15,134,610)
Wastewater	(23,971,198)	(24,918,917)	(25,053,644)	(25,645,918)	(25,813,788)
Airport	(33,199,673)	(33,660,150)	(34,126,520)	(34,640,498)	(35,174,358)
Natural Gas	(4,093,763)	(4,757,663)	(3,373,315)	(3,360,188)	(3,346,180)
<b>Total Revenue</b>	<b>(75,476,188)</b>	<b>(78,674,948)</b>	<b>(78,120,106)</b>	<b>(89,889,283)</b>	<b>(79,468,936)</b>

## Water

## Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	(1,684,935)	(1,514,472)	(1,538,017)	(1,561,934)	(1,583,154)
Fees and Charges	(12,012,809)	(9,915,412)	(10,273,207)	(10,643,917)	(11,006,345)
Sales of Service	(11,989,709)	(9,891,781)	(10,249,032)	(10,619,186)	(10,981,046)
Other	-	-	-	-	-
User Fees	(23,100)	(23,631)	(24,175)	(24,731)	(25,300)
Other Revenue	(180,260)	(579,275)	(587,211)	(595,273)	(602,425)
Interest	(106,780)	(38,093)	(38,694)	(39,306)	(39,848)
Grants	-	-	-	-	-
Other	-	(467,702)	(475,037)	(482,487)	(489,097)
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(73,480)	(73,480)	(73,480)	(73,480)	(73,480)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(333,550)	(3,329,059)	(3,168,191)	(13,441,555)	(1,942,685)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(333,550)	(3,329,059)	(3,168,191)	(13,441,555)	(1,942,685)
<b>Total Revenue</b>	<b>(14,211,554)</b>	<b>(15,338,218)</b>	<b>(15,566,626)</b>	<b>(26,242,680)</b>	<b>(15,134,610)</b>
<b>Expenditures</b>					
Salaries and Wages	2,592,856	2,698,165	2,818,834	2,898,485	3,010,946
Internal Equipment	346,094	353,031	361,151	369,457	377,955
Material and Other	2,492,791	2,770,522	2,875,948	2,270,762	2,358,868
Contract Services	427,965	444,570	461,487	479,393	497,993
Debt Interest	471,940	569,432	569,432	569,432	569,432
Debt Principal	333,486	423,489	423,489	423,489	423,489
Internal Allocations	1,978,710	1,773,310	1,798,590	1,798,590	1,798,590
Interdepartment Transfer	1,009,533	804,133	829,413	829,413	829,413
Interfund Transfer	969,177	969,177	969,177	969,177	969,177
Transfer to Funds	3,507,712	2,396,870	2,348,870	2,195,800	2,195,800
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	3,507,712	2,396,870	2,348,870	2,195,800	2,195,800
<b>Total Expenditures</b>	<b>12,151,554</b>	<b>11,429,390</b>	<b>11,657,801</b>	<b>11,005,409</b>	<b>11,233,074</b>
<b>Net Operating Expenditures</b>	<b>(2,060,000)</b>	<b>(3,908,828)</b>	<b>(3,908,825)</b>	<b>(15,237,271)</b>	<b>(3,901,536)</b>
Surplus/(Deficit) (Included Above)	1,311,912	(3,304,759)	(3,143,891)	(13,417,255)	(1,918,385)

## Wastewater

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	(1,426,913)	(1,662,580)	(1,662,580)	(1,662,580)	(1,644,375)
Fees and Charges	(15,360,703)	(15,563,636)	(16,140,488)	(16,738,726)	(17,359,141)
Sales of Service	(15,360,703)	(15,563,636)	(16,140,488)	(16,738,726)	(17,359,141)
Other	-	-	-	-	-
User Fees	-	-	-	-	-
Other Revenue	(1,649,338)	(1,802,142)	(1,847,823)	(1,841,860)	(1,897,521)
Interest	(368,122)	(610,915)	(656,596)	(670,633)	(726,294)
Grants	(380,406)	(290,417)	(290,417)	(270,417)	(270,417)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	(900,810)	(900,810)	(900,810)	(900,810)	(900,810)
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(5,534,244)	(5,890,560)	(5,402,752)	(5,402,752)	(4,912,752)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	(5,354,094)	(5,354,097)	(5,354,097)	(5,354,097)	(4,864,097)
Accumulated Surplus	(180,150)	(536,463)	(48,655)	(48,655)	(48,655)
<b>Total Revenue</b>	<b>(23,971,198)</b>	<b>(24,918,917)</b>	<b>(25,053,644)</b>	<b>(25,645,918)</b>	<b>(25,813,788)</b>
<b>Expenditures</b>					
Salaries and Wages	3,458,678	3,591,659	3,752,831	3,873,915	4,024,222
Internal Equipment	766,013	782,097	800,085	818,487	837,312
Material and Other	3,524,190	3,482,338	3,614,850	3,713,554	3,857,640
Contract Services	41,170	42,767	44,395	46,117	47,907
Debt Interest	2,322,346	2,475,052	1,975,180	994,866	621,866
Debt Principal	4,180,587	4,279,950	4,273,529	1,595,655	762,746
Internal Allocations	4,672,327	4,242,322	4,266,802	4,266,802	4,266,802
Interdepartment Transfer	3,541,382	3,111,377	3,135,857	3,135,857	3,135,857
Interfund Transfer	1,130,945	1,130,945	1,130,945	1,130,945	1,130,945
Transfer to Funds	375,257	689,410	2,424,437	3,343,585	7,371,465
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	218,947	533,100	2,268,127	3,187,275	7,215,155
<b>Total Expenditures</b>	<b>19,340,568</b>	<b>19,585,595</b>	<b>21,152,108</b>	<b>18,652,982</b>	<b>21,789,960</b>
<b>Net Operating Expenditures</b>	<b>(4,630,630)</b>	<b>(5,333,322)</b>	<b>(3,901,536)</b>	<b>(6,992,937)</b>	<b>(4,023,828)</b>
Surplus/(Deficit) (Included Above)	22,947	(487,808)	1,782,227	2,991,275	7,019,156

## Airport

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(28,630,450)	(29,082,811)	(29,540,898)	(30,007,645)	(30,481,765)
Sales of Service	(27,194,449)	(27,624,121)	(28,059,232)	(28,502,568)	(28,952,909)
Other	-	-	-	-	-
User Fees	(1,436,001)	(1,458,690)	(1,481,666)	(1,505,076)	(1,528,856)
Other Revenue	(273,500)	(281,615)	(289,899)	(298,534)	(307,445)
Interest	(158,000)	(161,634)	(165,352)	(169,155)	(173,045)
Grants	(115,500)	(119,981)	(124,547)	(129,379)	(134,399)
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfers from Funds	(4,295,723)	(4,295,723)	(4,295,723)	(4,334,319)	(4,385,148)
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	(4,295,723)	(4,295,723)	(4,295,723)	(4,334,319)	(4,385,148)
<b>Total Revenue</b>	<b>(33,199,673)</b>	<b>(33,660,150)</b>	<b>(34,126,520)</b>	<b>(34,640,498)</b>	<b>(35,174,358)</b>
<b>Expenditures</b>					
Salaries and Wages	4,404,274	4,575,160	4,749,256	4,933,528	5,124,948
Internal Equipment	29,140	29,810	30,496	31,197	31,915
Material and Other	7,789,883	8,092,130	8,400,057	8,725,979	9,064,547
Contract Services	128,080	131,026	134,039	137,122	140,276
Debt Interest	1,116,250	732,250	360,250	360,250	360,250
Debt Principal	2,531,999	2,532,002	1,199,347	1,199,347	1,199,347
Internal Allocations	1,475,011	1,475,011	1,475,011	1,475,011	1,475,011
Interdepartment Transfer	1,432,100	1,432,100	1,432,100	1,432,100	1,432,100
Interfund Transfer	42,911	42,911	42,911	42,911	42,911
Transfer to Funds	15,725,036	16,092,761	17,778,064	17,778,064	17,778,064
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	15,725,036	16,092,761	17,778,064	17,778,064	17,778,064
<b>Total Expenditures</b>	<b>33,199,673</b>	<b>33,660,150</b>	<b>34,126,520</b>	<b>34,640,498</b>	<b>35,174,358</b>
<b>Net Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>
Surplus/(Deficit) (Included Above)	-	-	-	-	-

## Natural Gas

### Revenues and Expenditures by Year

	2017	2018	2019	2020	2021
<b>Revenue</b>					
Parcel Tax	-	-	-	-	-
Fees and Charges	(4,004,381)	(3,895,390)	(3,176,069)	(3,068,151)	(2,959,722)
Sales of Service	-	-	-	-	-
Other	-	-	-	-	-
User Fees	(4,004,381)	(3,895,390)	(3,176,069)	(3,068,151)	(2,959,722)
Other Revenue	(89,382)	(71,634)	(197,246)	(292,037)	(386,458)
Interest	(89,382)	(71,634)	(197,246)	(292,037)	(386,458)
Grants	-	-	-	-	-
Other	-	-	-	-	-
Services to Other Governments	-	-	-	-	-
Interdepartment Transfer	-	-	-	-	-
Interfund Transfer	-	-	-	-	-
Transfers from Funds	-	(790,639)	-	-	-
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	-	(790,639)	-	-	-
<b>Total Revenue</b>	<b>(4,093,763)</b>	<b>(4,757,663)</b>	<b>(3,373,315)</b>	<b>(3,360,188)</b>	<b>(3,346,180)</b>
<b>Expenditures</b>					
Salaries and Wages	-	-	-	-	-
Internal Equipment	-	-	-	-	-
Material and Other	12,000	12,276	32,558	12,847	13,142
Contract Services	-	-	-	-	-
Debt Interest	2,243,022	2,984,207	-	-	-
Debt Principal	1,730,640	1,741,180	-	-	-
Internal Allocations	20,000	20,000	20,000	20,000	20,000
Interdepartment Transfer	20,000	20,000	20,000	20,000	20,000
Interfund Transfer	-	-	-	-	-
Transfer to Funds	88,101	-	3,320,757	3,327,341	3,313,038
Special (Stat Reserve) Funds	-	-	-	-	-
Development Cost Charges	-	-	-	-	-
Accumulated Surplus	88,101	-	3,320,757	3,327,341	3,313,038
<b>Total Expenditures</b>	<b>4,093,763</b>	<b>4,757,663</b>	<b>3,373,315</b>	<b>3,360,188</b>	<b>3,346,180</b>
<b>Net Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Surplus/(Deficit) (Included Above)	88,101	(790,639)	3,320,757	3,327,341	3,313,038

This page left blank intentionally.

## Capital Summary - Utility Funds

	2017	2018	2019	2020	2021
<b>Water</b>	3,503,440	4,661,000	4,433,000	15,690,000	4,110,000
<b>Wastewater</b>	7,000,630	9,100,000	3,960,000	17,022,000	11,749,300
<b>Airport</b>	42,039,720	23,568,309	17,036,558	32,769,204	34,560,999
	<b>52,543,790</b>	<b>37,329,309</b>	<b>25,429,558</b>	<b>65,481,204</b>	<b>50,420,299</b>

## Funding Sources:

<b>Water Utility Operating</b>	2,060,000	3,908,828	3,908,825	15,237,271	3,901,536
<b>Wastewater Utility Operating</b>	4,630,630	5,333,322	3,901,536	6,992,936	4,023,828
<b>Reserves/Surplus</b>	38,950,790	23,568,309	17,036,558	32,769,204	34,560,999
<b>Development Cost Charges</b>	1,409,370	4,368,850	432,639	10,331,793	7,783,936
<b>Debenture Borrowing</b>	-	-	-	-	-
<b>Federal/Provincial Contributions</b>	5,343,000	-	-	-	-
<b>Dev/Comm/Other Contributions</b>	150,000	150,000	150,000	150,000	150,000
	<b>52,543,790</b>	<b>37,329,309</b>	<b>25,429,558</b>	<b>65,481,204</b>	<b>50,420,299</b>

This page left blank intentionally.



## Water Capital

Plan No.	Plan Description	2017	2018	2019	2020	2021
1.	DCC Pipes (Mains)	-	551,000	-	11,580,000	-
2.	DCC Booster Stations and PRV's	-	-	323,000	-	-
3.	DCC Water Treatment	-	-	-	-	-
4.	DCC Reservoirs and Filling Stations	-	-	-	-	-
5.	DCC Offsite and Oversize	60,000	60,000	60,000	60,000	60,000
6.	Network and Facility Renewal	2,993,440	3,900,000	3,900,000	3,900,000	3,900,000
7.	Network and Facility Improvements	450,000	150,000	150,000	150,000	150,000
		<b>3,503,440</b>	<b>4,661,000</b>	<b>4,433,000</b>	<b>15,690,000</b>	<b>4,110,000</b>

### Funding Sources:

General Taxation	-	-	-	-	-
Surplus/Reserves	1,263,440	-	-	-	-
Development Cost Charges	30,000	602,172	374,175	302,729	58,464
Debenture/Borrowing	-	-	-	-	-
Federal/Provincial Funding	-	-	-	-	-
Dev/Comm/Other Contributions	150,000	150,000	150,000	150,000	150,000
Utility Revenue	2,060,000	3,908,828	3,908,825	15,237,271	3,901,536
	<b>3,503,440</b>	<b>4,661,000</b>	<b>4,433,000</b>	<b>15,690,000</b>	<b>4,110,000</b>

<b>5 Year Total Funding</b>	<b>32,397,440</b>
<b>5 Year Utility Operating Funding</b>	<b>29,016,460</b>

## Water Capital

Plan No.	Plan Description	Total Project Cost (5 Yrs)
1.	<b>DCC Pipes (Mains)</b> New water mains to accommodate growth.	12,131,000
2.	<b>DCC Booster Stations and PRV's</b> New booster stations & PRV's to accommodate growth.	323,000
3.	<b>DCC Water Treatment</b> New treatment capacity and facilities to accommodate growth.	-
4.	<b>DCC Reservoirs and Filling Stations</b> New reservoirs and filling stations to accommodate growth.	-
5.	<b>DCC Offsite and Oversize</b> The City's share of costs to oversize water infrastructure and to do work in excess of the developer's own needs.	300,000
6.	<b>Network and Facility Renewal</b> Renewal of existing water mains, booster stations, PRVs, water treatment systems, reservoirs and filling stations that have reached the end of their service life.	18,593,440
7.	<b>Network and Facility Improvements</b> Expansion or upgrade of Water network and facilities to accommodate growth, meet regulatory requirements and/or improve service.	1,050,000
<b>5 Year Total Funding</b>		<b>32,397,440</b>

## Wastewater Capital

Plan No.	Plan Description	2017	2018	2019	2020	2021
1.	DCC Pipes (Mains)	4,230,000	5,140,000	-	3,970,000	7,789,300
2.	DCC Lift Stations	-	-	-	1,274,000	-
3.	DCC Wastewater Treatment Facilities	-	-	-	7,818,000	-
4.	DCC Oversize	60,000	60,000	60,000	60,000	60,000
5.	Network and Facility Renewal	2,210,630	3,800,000	3,800,000	3,800,000	3,800,000
6.	Network and Facility Improvements	500,000	100,000	100,000	100,000	100,000
		<b>7,000,630</b>	<b>9,100,000</b>	<b>3,960,000</b>	<b>17,022,000</b>	<b>11,749,300</b>

### Funding Sources:

General Taxation	-	-	-	-	-	-
Surplus/Reserves	990,630	-	-	-	-	-
Development Cost Charges	1,379,370	3,766,678	58,464	10,029,064	7,725,472	
Debenture/Borrowing	-	-	-	-	-	-
Federal/Provincial Funding	-	-	-	-	-	-
Dev/Comm/Other Contributions	-	-	-	-	-	-
Utility Revenue	4,630,630	5,333,322	3,901,536	6,992,936	4,023,828	
	<b>7,000,630</b>	<b>9,100,000</b>	<b>3,960,000</b>	<b>17,022,000</b>	<b>11,749,300</b>	

<b>5 Year Total Funding</b>	<b>48,831,930</b>
<b>5 Year Utility Operating Funding</b>	<b>24,882,252</b>

## Wastewater Capital

Plan No.	Plan Description	Total Project Cost (5 Yrs)
1.	<b>DCC Pipes (Mains)</b> New wastewater mains to support growth.	21,129,300
2.	<b>DCC Lift Stations</b> New wastewater lift stations to support growth.	1,274,000
3.	<b>DCC Wastewater Treatment Facilities</b> New wastewater treatment facilities to support growth.	7,818,000
4.	<b>DCC Oversize</b> The City's share of costs to oversize wastewater infrastructure and to do work in excess of the developer's own needs.	300,000
5.	<b>Network and Facility Renewal</b> Renewal of existing wastewater mains, lift stations and treatment facilities that have reached the end of their service life.	17,410,630
6.	<b>Network and Facility Improvements</b> Expansion or upgrade of Wastewater network and facilities to accommodate growth, meet regulatory requirements and/or improve service.	900,000
<b>5 Year Total Funding</b>		<b>48,831,930</b>

## Airport Capital

Plan No.	Plan Description	2017	2018	2019	2020	2021
1.	Regular Reserve Funded Projects	9,623,580	13,344,154	10,259,042	19,236,333	6,286,333
2.	AIF Funded Capital Projects	32,316,140	10,124,155	6,677,516	13,432,871	28,174,666
3.	Small Capital Projects	100,000	100,000	100,000	100,000	100,000
4.	Federal Funded Projects		0	0	0	
		<b>42,039,720</b>	<b>23,568,309</b>	<b>17,036,558</b>	<b>32,769,204</b>	<b>34,560,999</b>

### Funding Sources:

Airport Groundside Reserve	7,444,463	5,962,487	8,717,375	13,269,667	5,269,667	
Airport Airside Reserve	872,474	6,383,333	658,333	5,083,333	133,333	
Airport Terminal Building Reserve	1,406,643	1,098,333	983,333	983,333	983,333	
Airport Improvement Fee Reserve	26,973,140	10,124,155	6,677,516	13,432,871	28,174,666	
AIF Debenture/Borrowing		0	0	0		
Developer/Community Contributions		0	0	0		
Federal/Provincial	5,343,000	0	0	0	0	
		<b>42,039,720</b>	<b>23,568,309</b>	<b>17,036,558</b>	<b>32,769,204</b>	<b>34,560,999</b>

<b>5 Year Total Funding</b>	<b>149,974,790</b>
<b>5 Year Utility Operating Funding</b>	<b>-</b>

## Airport Capital

Plan No.	Plan Description	Total Project Cost (5 Yrs)
1.	<b>Regular Reserve and Developer/Community Funded Projects</b> Funding for building repairs and upgrades, equipment purchases and airside improvements.	58,749,442
2.	<b>Airport Improvement Fee (AIF) Funded Projects</b> Funding for the completion of the airside corridor extension and apron expansion and project management.	90,725,348
3.	<b>Small Capital Projects</b> Funding for minor capital projects which need to be implemented expeditiously.	500,000
4.	<b>Federal/Provincial Funded Projects</b> Federally funded projects for security and other airport enhancements.	-
<b>5 Year Total Funding</b>		<b>149,974,790</b>