



2009 - 2013 Financial Plan

CITY OF KELOWNA FINANCIAL PLAN 2009 - 2013

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 through 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, Community), the development of a new Official Community Plan and subsequent 20 Year Servicing Plan, all affect the programs included in the future years of this 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 2009 budget process which includes:

- Provisional Budget – approved by Council January 7, 2009
- Carryover Requests – approved by Council March 13, 2009
- Final Budget – approved by Council on May 4, 2009

Although most of this volume is devoted to the Provisional Budget details, the changes made by Council at Provisional Budget, the Carryover Requests and the Final Budget requests provides the 2009 portion of the financial plan.

For the years after 2009, the operating budget is adjusted for current one-time projects, operating requirements from new capital along with a growth and/or inflation factor depending on the nature of the revenue or expenditure. Many revenues for 2010 have been held at the 2009 level to reflect the current economic situation. Capital requirements are taken from the 10 Year Capital Plan and Utility financial models.

The Financial Plan summary can be found on page C1. 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 Services for information to support the City of Kelowna's 20 Year Servicing Plan (to year 2020). 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.



FINANCIAL PLAN 2009 - 2013

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014-2020</u>
REVENUE SOURCES						
Property Value Tax	90,050,000	95,384,832	100,525,976	106,438,107	111,014,393	922,896,519
Parcel Taxes	1,955,142	2,331,562	2,105,825	1,873,064	1,633,120	13,576,621
Fees and Charges	106,591,287	110,147,155	113,425,793	117,006,492	120,427,678	1,001,152,034
Borrowing Proceeds	58,241,400	19,000,000	13,250,000	3,390,000	19,600,000	116,033,750
Other Sources	73,397,398	43,184,966	42,424,004	41,916,267	45,432,675	377,695,689
	330,235,227	270,048,515	271,731,598	270,623,930	298,107,866	2,431,354,612
TRANSFERS BETWEEN FUNDS						
Reserve Funds	1,826,537	1,577,537	1,578,557	1,579,597	1,580,659	12,586,228
DCC Funds	38,330,933	38,447,315	37,875,415	36,316,899	39,403,190	200,332,482
Surplus/Reserve Accounts	70,265,799	17,535,325	20,686,638	29,341,986	29,284,175	192,983,702
	110,423,269	57,560,177	60,140,610	67,238,482	70,268,024	405,902,412
Total	440,658,496	327,608,692	331,872,208	337,862,412	368,375,890	2,837,257,024
EXPENDITURES						
Municipal Debt						
Debt Interest	11,229,109	12,429,633	15,679,562	15,659,135	15,542,079	108,794,553
Debt Principal	10,659,737	14,042,875	17,946,915	20,329,257	20,385,377	138,497,639
Capital Expenditures	218,977,570	98,565,563	86,143,199	84,579,267	106,709,025	826,080,791
Other Municipal Purposes						
General Government	18,604,945	18,291,798	18,975,684	19,673,718	20,399,437	169,586,741
Planning & Development	7,116,740	7,183,622	7,512,012	7,846,327	8,196,323	68,138,536
Rec, Parks & Culture	29,247,308	29,452,251	30,501,447	31,646,137	32,837,827	272,990,872
Works & Utilities	81,028,003	83,733,107	87,260,654	91,096,546	94,614,993	687,763,011
Protective Services	33,878,042	35,240,425	36,706,167	38,454,275	40,019,388	332,693,385
Other	(113,369)	(132,801)	(152,718)	(173,134)	(194,060)	(1,613,276)
Airport	8,581,037	8,099,876	8,351,345	8,611,510	8,880,669	73,827,707
	419,209,122	306,906,350	308,924,266	317,723,038	347,391,058	2,676,759,959
TRANSFERS BETWEEN FUNDS						
Reserve Funds	5,201,582	5,255,947	5,353,117	5,432,695	5,510,542	42,145,954
DCC Funds	0	0	0	0	0	0
Surplus/Reserve Accounts	16,247,792	15,446,397	17,594,825	14,706,680	15,474,292	118,351,112
	21,449,374	20,702,344	22,947,942	20,139,374	20,984,835	160,497,066
Total	440,658,496	327,608,692	331,872,208	337,862,412	368,375,890	2,837,257,024



GENERAL FUND TAX IMPACT SUMMARY

	2009	2010	2011	2012	2013
GENERAL REVENUES	(12,033,826)	(12,155,712)	(12,471,921)	(12,821,806)	(13,169,733)
NET OPERATING BUDGET	81,592,236	86,532,004	91,242,337	96,611,183	100,593,366
PAY-AS-YOU-GO CAPITAL	20,491,590	21,008,540	21,755,560	22,648,730	23,590,760
<i>TAXATION DEMAND</i>	90,050,000	95,384,832	100,525,976	106,438,107	111,014,393
NEW CONSTRUCTION TAX REVENU	(2,717,800)	(2,206,225)	(2,336,928)	(2,312,097)	(2,448,076)
NET PROPERTY OWNER IMPACT	3.49%	3.47%	2.94%	3.58%	2.00%

**CITY OF KELOWNA
FINANCIAL PLAN 2009 - 2013**

GENERAL REVENUE SUMMARY

	2009	2010	2011	2012	2013
<u>GENERAL LICENCES</u>					
COMMERCIAL VEHICLE LICENCES	37,000	37,000	37,000	37,000	37,000
BUSINESS LICENCES	1,300,000	1,300,000	1,357,850	1,418,274	1,479,260
SPECIAL EVENTS LICENCES	100	100	100	100	100
DOG LICENCES	1,100	1,100	1,100	1,100	1,100
	<u>1,338,200</u>	<u>1,338,200</u>	<u>1,396,050</u>	<u>1,456,474</u>	<u>1,517,460</u>
<u>FRANCHISE FEE</u>					
TERASEN GAS	1,714,395	1,790,686	1,870,371	1,953,603	2,037,608
APPROPRIATION TO RESERVE					
	<u>1,714,395</u>	<u>1,790,686</u>	<u>1,870,371</u>	<u>1,953,603</u>	<u>2,037,608</u>
<u>GENERAL INTEREST & TAX PENALTIES</u>					
INTEREST ON INVESTMENTS	2,115,000	2,000,000	2,049,000	2,099,201	2,147,482
TAX ARREARS & DELINQUENT	140,000	143,430	146,944	150,544	154,007
PENALTIES ON TAXES	750,000	768,375	787,200	806,487	825,036
PENALTIES ON UTILITY ACCOUNTS	150,000	153,675	157,440	161,297	165,007
INTEREST ON ACCOUNTS RECEIVABLE	16,000	10,000	10,000	10,000	10,000
	<u>3,171,000</u>	<u>3,075,480</u>	<u>3,150,584</u>	<u>3,227,529</u>	<u>3,301,532</u>
<u>MISCELLANEOUS REVENUES</u>					
WORK ORDER ADMINISTRATION	40,000	41,780	43,639	45,581	47,541
LOCAL IMPROVEMENT PREPAYMENTS	75,000	75,000	75,000	75,000	75,000
DISCOUNTS EARNED & MISC.	74,495	77,810	81,273	84,889	88,667
	<u>189,495</u>	<u>194,590</u>	<u>199,912</u>	<u>205,470</u>	<u>211,208</u>
<u>FEDERAL CONTRIBUTIONS</u>					
GRANTS IN LIEU OF TAXES	95,961	97,880	99,838	101,835	103,871
<u>PROVINCIAL CONTRIBUTIONS</u>					
GRANTS IN LIEU OF TAXES - BC BLDG	329,268	335,853	342,570	349,422	356,410
GRANTS IN LIEU OF TAXES	69,500	70,890	72,308	73,754	75,229
TRAFFIC FINE REVENUE SHARING	2,314,003	638,026	1,538,038	1,575,720	1,611,961
STRATEGIC COMMUNITY INVESTMENT TO F	(848,290)	884,380	0	0	0
CLIMATE ACTION REV INCENTIVE	33,120	55,000	55,000	55,000	55,000
APPROPRIATION TO ENERGY MGT RES	(33,120)	(55,000)	(55,000)	(55,000)	(55,000)
	<u>1,864,481</u>	<u>1,929,149</u>	<u>1,952,916</u>	<u>1,998,895</u>	<u>2,043,600</u>
<u>MUNICIPAL CONTRIBUTIONS</u>					
ELECTRICAL UTILITY SURPLUS	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
<u>TAX REVENUE - PRIVATE UTILITIES</u>					
1% IN LIEU OF TAXES	1,560,294	1,629,727	1,702,250	1,778,000	1,854,454
	<u>1,560,294</u>	<u>1,629,727</u>	<u>1,702,250</u>	<u>1,778,000</u>	<u>1,854,454</u>
SUB-TOTAL	<u>12,033,826</u>	<u>12,155,712</u>	<u>12,471,921</u>	<u>12,821,806</u>	<u>13,169,733</u>
GENERAL TAXATION	90,050,000	95,384,832	100,525,976	106,438,107	111,014,393
TOTAL	<u>102,083,826</u>	<u>107,540,544</u>	<u>112,997,897</u>	<u>119,259,913</u>	<u>124,184,126</u>

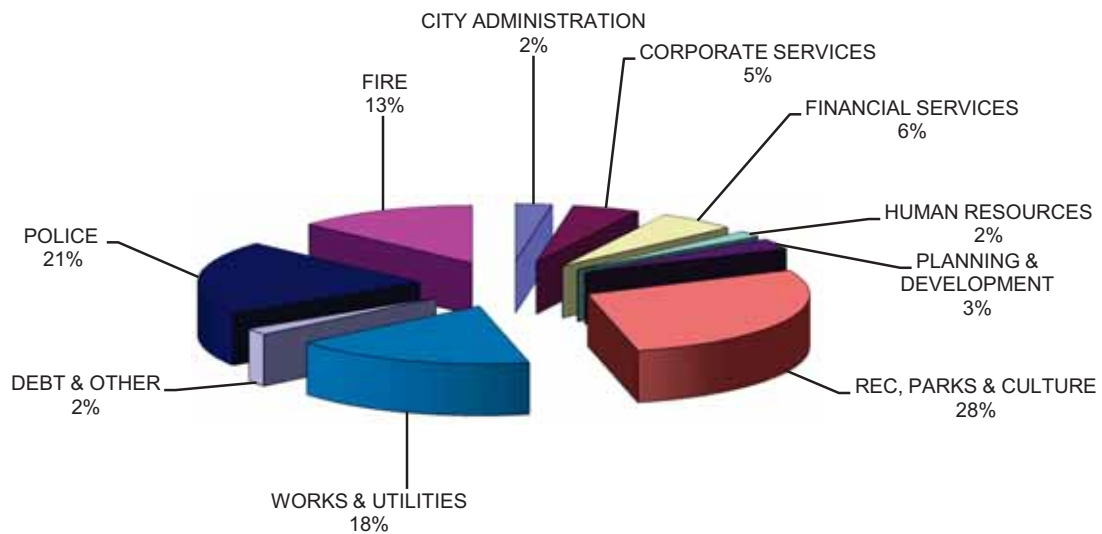
GENERAL REVENUE SUMMARY Financial Plan

ALL GENERAL FUND DEPARTMENTS
OPERATING DIVISION SUMMARY

NET OPERATING EXPENDITURE BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
CITY ADMINISTRATION	2,177,318	2,263,080	2,351,338	2,441,811	2,535,303
CORPORATE SERVICES	4,044,730	4,242,983	4,444,469	4,649,840	4,863,087
FINANCIAL SERVICES	4,702,354	4,938,955	5,150,706	5,366,529	5,591,663
HUMAN RESOURCES	1,450,089	1,523,079	1,595,744	1,669,769	1,747,110
PLANNING & DEVELOPMENT	2,428,461	2,715,343	3,073,004	3,304,250	3,549,765
REC, PARKS & CULTURE	23,048,176	23,644,192	24,494,297	25,390,694	26,323,665
WORKS & UTILITIES	14,454,647	15,691,298	16,405,406	17,150,923	17,931,746
DEBT & OTHER	1,456,548	2,358,964	3,214,244	4,486,769	4,449,973
POLICE	17,065,204	17,998,203	19,010,932	20,040,681	21,122,768
FIRE	10,764,709	11,155,904	11,502,196	12,109,915	12,478,286
NET OPERATING EXPENDITURES	81,592,236	86,532,004	91,242,337	96,611,183	100,593,366

2009 NET EXPENDITURES





ALL GENERAL FUND DEPARTMENTS

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
PARCEL TAXES	(260,570)	(267,084)	(273,761)	(280,605)	(287,621)
FEES AND CHARGES	(36,348,513)	(37,532,306)	(38,605,802)	(39,753,580)	(40,904,268)
Sales of Services	(32,539,530)	(33,612,139)	(34,638,604)	(35,676,029)	(36,748,616)
Other					
User Fees	(3,808,983)	(3,920,167)	(3,967,198)	(4,077,552)	(4,155,652)
OTHER REVENUE	(22,556,045)	(23,678,251)	(24,308,728)	(24,994,974)	(25,707,461)
Interest	(1,039,875)	(1,065,872)	(1,092,519)	(1,119,832)	(1,147,827)
Grants	(12,813,344)	(13,748,176)	(14,235,680)	(14,777,175)	(15,341,115)
Other					
Services to Other Governments	(3,086,221)	(3,216,752)	(3,301,462)	(3,386,493)	(3,473,827)
Interdepartment Transfer	(5,616,605)	(5,647,451)	(5,679,067)	(5,711,474)	(5,744,692)
Interfund Transfer					
TRANSFERS FROM FUNDS	(6,839,501)	(4,913,277)	(8,328,050)	(8,328,050)	(8,328,050)
Special (Stat Reserve) Funds	(1,526,537)	(1,526,537)	(1,526,537)	(1,526,537)	(1,526,537)
Development Cost Charge Funds	(1,370,630)	(1,401,826)	(4,946,599)	(4,946,599)	(4,946,599)
Accumulated Surplus	(3,942,334)	(1,984,914)	(1,854,914)	(1,854,914)	(1,854,914)
TOTAL REVENUE	<u>(66,004,629)</u>	<u>(66,390,918)</u>	<u>(71,516,341)</u>	<u>(73,357,209)</u>	<u>(75,227,400)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	50,758,942	52,519,055	54,867,562	57,511,493	60,015,124
INTERNAL EQUIPMENT	5,036,584	5,176,564	5,305,947	5,438,563	5,574,495
MATERIAL & OTHER	25,255,891	25,035,311	25,670,432	26,350,577	27,050,390
CONTRACT SERVICES	33,004,702	34,951,489	36,298,755	37,744,360	39,252,610
DEBT	6,747,268	7,755,103	12,164,326	13,507,689	13,507,689
RCMP CONTRACT	16,895,100	17,531,407	18,399,212	19,282,374	20,207,928
INTERNAL ALLOCATIONS	1,005,413	1,005,413	1,005,413	1,005,413	1,005,413
Interdepartment Transfer	1,005,413	1,005,413	1,005,413	1,005,413	1,005,413
Interfund Transfer					
TRANSFERS TO FUNDS	8,892,965	8,948,580	9,047,031	9,127,922	9,207,116
Special (Stat Reserve) Funds	5,201,582	5,255,947	5,353,117	5,432,695	5,510,542
Development Cost Charge Funds					
Accumulated Surplus	3,691,383	3,692,633	3,693,914	3,695,228	3,696,574
TOTAL EXPENDITURES	<u>147,596,865</u>	<u>152,922,922</u>	<u>162,758,678</u>	<u>169,968,392</u>	<u>175,820,766</u>
NET OPERATING EXPENDITURES	<u>81,592,236</u>	<u>86,532,004</u>	<u>91,242,337</u>	<u>96,611,183</u>	<u>100,593,366</u>



MAYOR AND COUNCIL
OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Sales of Services	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Other					
User Fees					
OTHER REVENUE					
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL REVENUE	<u>(5,000)</u>	<u>(5,000)</u>	<u>(5,000)</u>	<u>(5,000)</u>	<u>(5,000)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	407,997	426,153	445,117	464,924	484,916
INTERNAL EQUIPMENT	6,142	6,265	6,390	6,518	6,648
MATERIAL & OTHER	175,990	179,510	183,100	186,762	190,497
CONTRACT SERVICES	30,000	30,600	31,212	31,836	32,473
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>620,129</u>	<u>642,528</u>	<u>665,819</u>	<u>690,041</u>	<u>714,535</u>
NET OPERATING EXPENDITURES	<u>615,129</u>	<u>637,528</u>	<u>660,819</u>	<u>685,041</u>	<u>709,535</u>

CITY MANAGEMENT OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEEES AND CHARGES	(7,174)	(7,353)	(7,537)	(7,726)	(7,919)
Sales of Services					
Other					
User Fees	(7,174)	(7,353)	(7,537)	(7,726)	(7,919)
OTHER REVENUE	(1,115,000)	(1,142,875)	(1,171,447)	(1,200,733)	(1,230,751)
Interest					
Grants	(1,115,000)	(1,142,875)	(1,171,447)	(1,200,733)	(1,230,751)
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(92,780)	(50,000)	(50,000)	(50,000)	(50,000)
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(92,780)	(50,000)	(50,000)	(50,000)	(50,000)
TOTAL REVENUE	<u>(1,214,954)</u>	<u>(1,200,228)</u>	<u>(1,228,984)</u>	<u>(1,258,459)</u>	<u>(1,288,670)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	897,532	941,960	988,587	1,036,039	1,085,769
INTERNAL EQUIPMENT	12,477	12,789	13,109	13,436	13,772
MATERIAL & OTHER	1,520,704	1,515,942	1,553,840	1,592,686	1,632,503
CONTRACT SERVICES	346,430	355,091	363,968	373,067	382,394
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>2,777,143</u>	<u>2,825,781</u>	<u>2,919,504</u>	<u>3,015,229</u>	<u>3,114,438</u>
NET OPERATING EXPENDITURES	<u>1,562,189</u>	<u>1,625,553</u>	<u>1,690,520</u>	<u>1,756,770</u>	<u>1,825,768</u>

CORPORATE SERVICES

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(13,400)	(13,735)	(14,078)	(14,430)	(14,791)
Sales of Services	(3,500)	(3,588)	(3,677)	(3,769)	(3,863)
Other					
User Fees	(9,900)	(10,148)	(10,401)	(10,661)	(10,928)
OTHER REVENUE	(52,500)	(52,500)	(52,500)	(52,500)	(52,500)
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer	(52,500)	(52,500)	(52,500)	(52,500)	(52,500)
Interfund Transfer					
TRANSFERS FROM FUNDS	(25,000)				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(25,000)				
TOTAL REVENUE	<u>(90,900)</u>	<u>(66,235)</u>	<u>(66,578)</u>	<u>(66,930)</u>	<u>(67,291)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	680,493	714,177	749,529	785,507	823,211
INTERNAL EQUIPMENT	6,790	6,960	7,134	7,312	7,495
MATERIAL & OTHER	400,920	385,943	395,592	405,481	415,618
CONTRACT SERVICES	38,230	39,186	40,165	41,170	42,199
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>1,126,433</u>	<u>1,146,266</u>	<u>1,192,420</u>	<u>1,239,470</u>	<u>1,288,523</u>
NET OPERATING EXPENDITURES	<u>1,035,533</u>	<u>1,080,031</u>	<u>1,125,842</u>	<u>1,172,539</u>	<u>1,221,232</u>

COMMUNITY DEVELOPMENT AND REAL ESTATE OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(1,409,085)	(1,432,312)	(1,468,120)	(1,504,823)	(1,543,392)
Sales of Services	(50,000)	(39,250)	(40,231)	(41,237)	(43,216)
Other					
User Fees	(1,359,085)	(1,393,062)	(1,427,889)	(1,463,586)	(1,500,176)
OTHER REVENUE					
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(798,860)	(798,860)	(798,860)	(798,860)	(798,860)
Special (Stat Reserve) Funds	(349,510)	(349,510)	(349,510)	(349,510)	(349,510)
Development Cost Charge Funds					
Accumulated Surplus	(449,350)	(449,350)	(449,350)	(449,350)	(449,350)
TOTAL REVENUE	<u>(2,207,945)</u>	<u>(2,231,172)</u>	<u>(2,266,980)</u>	<u>(2,303,683)</u>	<u>(2,342,252)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	692,497	726,776	762,751	799,363	837,732
INTERNAL EQUIPMENT	300	308	315	323	331
MATERIAL & OTHER	1,069,275	1,096,007	1,123,407	1,151,492	1,180,280
CONTRACT SERVICES	487,910	500,108	512,610	525,426	538,561
DEBT					
INTERNAL ALLOCATIONS	161,203	161,203	161,203	161,203	161,203
Interdepartment Transfer	161,203	161,203	161,203	161,203	161,203
Interfund Transfer					
TRANSFERS TO FUNDS	288,856	288,856	296,077	303,479	311,066
Special (Stat Reserve) Funds	288,856	288,856	296,077	303,479	311,066
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>2,700,041</u>	<u>2,773,257</u>	<u>2,856,364</u>	<u>2,941,286</u>	<u>3,029,174</u>
NET OPERATING EXPENDITURES	<u>492,096</u>	<u>542,085</u>	<u>589,384</u>	<u>637,603</u>	<u>686,922</u>

INFORMATION SERVICES

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEEES AND CHARGES	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Sales of Services	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Other					
User Fees					
OTHER REVENUE					
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL REVENUE	<u>(6,000)</u>	<u>(6,000)</u>	<u>(6,000)</u>	<u>(6,000)</u>	<u>(6,000)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	1,660,793	1,743,002	1,829,281	1,917,086	2,009,106
INTERNAL EQUIPMENT	94,548	96,912	99,334	101,818	104,363
MATERIAL & OTHER	767,760	786,954	806,628	826,794	847,463
CONTRACT SERVICES					
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>2,523,101</u>	<u>2,626,868</u>	<u>2,735,243</u>	<u>2,845,698</u>	<u>2,960,933</u>
NET OPERATING EXPENDITURES	<u>2,517,101</u>	<u>2,620,868</u>	<u>2,729,243</u>	<u>2,839,698</u>	<u>2,954,933</u>

FINANCIAL SERVICES

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(334,720)	(351,222)	(368,539)	(386,163)	(404,632)
Sales of Services	(332,001)	(348,435)	(365,683)	(383,235)	(401,631)
Other					
User Fees	(2,719)	(2,787)	(2,857)	(2,928)	(3,001)
OTHER REVENUE	(1,233,822)	(1,264,668)	(1,296,284)	(1,328,691)	(1,361,909)
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer	(1,233,822)	(1,264,668)	(1,296,284)	(1,328,691)	(1,361,909)
Interfund Transfer					
TRANSFERS FROM FUNDS	(1,034,818)	(219,598)	(219,598)	(219,598)	(219,598)
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(1,034,818)	(219,598)	(219,598)	(219,598)	(219,598)
TOTAL REVENUE	<u>(2,603,360)</u>	<u>(1,835,488)</u>	<u>(1,884,421)</u>	<u>(1,934,453)</u>	<u>(1,986,139)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	4,134,939	3,727,498	3,912,010	4,099,786	4,296,576
INTERNAL EQUIPMENT	11,686	11,978	12,278	12,585	12,899
MATERIAL & OTHER	1,975,555	1,981,104	2,030,631	2,081,397	2,133,432
CONTRACT SERVICES	1,183,534	1,053,862	1,080,209	1,107,214	1,134,894
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>7,305,714</u>	<u>6,774,443</u>	<u>7,035,128</u>	<u>7,300,982</u>	<u>7,577,802</u>
NET OPERATING EXPENDITURES	<u>4,702,354</u>	<u>4,938,955</u>	<u>5,150,706</u>	<u>5,366,529</u>	<u>5,591,663</u>

HUMAN RESOURCES

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEEES AND CHARGES	(121,250)	(124,281)	(127,388)	(130,573)	(133,837)
Sales of Services					
Other					
User Fees	(121,250)	(124,281)	(127,388)	(130,573)	(133,837)
OTHER REVENUE					
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(269,901)	(144,151)	(144,151)	(144,151)	(144,151)
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(269,901)	(144,151)	(144,151)	(144,151)	(144,151)
TOTAL REVENUE	<u>(391,151)</u>	<u>(268,432)</u>	<u>(271,539)</u>	<u>(274,724)</u>	<u>(277,988)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	1,224,085	1,264,677	1,327,279	1,390,988	1,457,756
INTERNAL EQUIPMENT	900	923	946	969	993
MATERIAL & OTHER	510,505	417,518	427,956	438,654	449,621
CONTRACT SERVICES	105,750	108,394	111,104	113,881	116,728
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>1,841,240</u>	<u>1,791,511</u>	<u>1,867,283</u>	<u>1,944,493</u>	<u>2,025,098</u>
NET OPERATING EXPENDITURES	<u>1,450,089</u>	<u>1,523,079</u>	<u>1,595,744</u>	<u>1,669,769</u>	<u>1,747,110</u>

PLANNING & DEVELOPMENT SERVICES OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(630,307)	(630,307)	(645,753)	(661,577)	(676,807)
Sales of Services	(623,951)	(623,951)	(639,238)	(654,899)	(669,962)
Other					
User Fees	(6,356)	(6,356)	(6,515)	(6,678)	(6,845)
OTHER REVENUE					
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(220,000)				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(220,000)				
TOTAL REVENUE	(850,307)	(630,307)	(645,753)	(661,577)	(676,807)
<u>EXPENDITURES</u>					
SALARIES & WAGES	1,980,809	2,078,859	2,181,763	2,286,487	2,396,239
INTERNAL EQUIPMENT	9,340	9,574	9,813	10,058	10,310
MATERIAL & OTHER	498,900	261,454	267,990	274,690	281,557
CONTRACT SERVICES	6,000	6,150	6,304	6,461	6,623
DEBT					
INTERNAL ALLOCATIONS	241,800	241,800	241,800	241,800	241,800
Interdepartment Transfer	241,800	241,800	241,800	241,800	241,800
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	2,736,849	2,597,837	2,707,670	2,819,497	2,936,528
NET OPERATING EXPENDITURES	1,886,542	1,967,530	2,061,917	2,157,920	2,259,722

INSPECTION SERVICES

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEEES AND CHARGES	(3,707,972)	(3,707,972)	(3,793,255)	(3,880,500)	(3,969,752)
Sales of Services	(3,707,972)	(3,707,972)	(3,793,255)	(3,880,500)	(3,969,752)
Other					
User Fees					
OTHER REVENUE					
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(130,000)	(130,000)			
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(130,000)	(130,000)			
TOTAL REVENUE	<u>(3,837,972)</u>	<u>(3,837,972)</u>	<u>(3,793,255)</u>	<u>(3,880,500)</u>	<u>(3,969,752)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	4,041,280	4,241,323	4,451,269	4,664,930	4,888,846
INTERNAL EQUIPMENT	148,500	149,599	153,339	157,172	161,101
MATERIAL & OTHER	172,543	176,857	181,278	185,810	190,455
CONTRACT SERVICES	17,568	18,007	18,457	18,919	19,392
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>4,379,891</u>	<u>4,585,786</u>	<u>4,804,343</u>	<u>5,026,831</u>	<u>5,259,795</u>
NET OPERATING EXPENDITURES	<u>541,919</u>	<u>747,814</u>	<u>1,011,088</u>	<u>1,146,330</u>	<u>1,290,043</u>

RECREATION, PARKS & CULTURAL SERVICES

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(50,627)	(5,768)	(5,912)	(6,060)	(6,211)
Sales of Services	(45,000)				
Other					
User Fees	(5,627)	(5,768)	(5,912)	(6,060)	(6,211)
OTHER REVENUE		(43,495)			
Interest					
Grants		(43,495)			
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(110,360)	(25,000)	(25,000)	(25,000)	(25,000)
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(110,360)	(25,000)	(25,000)	(25,000)	(25,000)
TOTAL REVENUE	<u>(160,987)</u>	<u>(74,263)</u>	<u>(30,912)</u>	<u>(31,060)</u>	<u>(31,211)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	584,889	614,811	645,244	676,216	708,674
INTERNAL EQUIPMENT	8,280	8,487	8,699	8,917	9,140
MATERIAL & OTHER	31,757	36,821	37,741	38,685	39,652
CONTRACT SERVICES	509,020	439,623	405,613	415,753	426,147
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>1,133,946</u>	<u>1,099,741</u>	<u>1,097,298</u>	<u>1,139,571</u>	<u>1,183,613</u>
NET OPERATING EXPENDITURES	<u>972,959</u>	<u>1,025,479</u>	<u>1,066,386</u>	<u>1,108,511</u>	<u>1,152,402</u>

CULTURAL SERVICES OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(376,150)	(385,554)	(395,193)	(405,072)	(415,199)
Sales of Services	(123,800)	(126,895)	(130,067)	(133,319)	(136,652)
Other					
User Fees	(252,350)	(258,659)	(265,125)	(271,753)	(278,547)
OTHER REVENUE					
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(28,930)				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(28,930)				
TOTAL REVENUE	(405,080)	(385,554)	(395,193)	(405,072)	(415,199)
<u>EXPENDITURES</u>					
SALARIES & WAGES	600,863	630,606	661,821	693,588	726,880
INTERNAL EQUIPMENT	14,440	14,011	14,361	14,720	15,088
MATERIAL & OTHER	1,519,811	1,529,666	1,537,908	1,576,356	1,615,765
CONTRACT SERVICES	547,459	561,145	575,174	589,553	604,292
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS	50,000	51,250	52,531	53,845	55,191
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	50,000	51,250	52,531	53,845	55,191
TOTAL EXPENDITURES	2,732,573	2,786,678	2,841,795	2,928,062	3,017,216
NET OPERATING EXPENDITURES	2,327,493	2,401,125	2,446,603	2,522,990	2,602,017

CIVIC PROPERTIES OPERATING DIVISION SUMMARY
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(535,053)	(548,429)	(562,140)	(576,194)	(590,598)
Sales of Services	(95,368)	(97,752)	(100,196)	(102,701)	(105,268)
Other					
User Fees	(439,685)	(450,677)	(461,944)	(473,493)	(485,330)
OTHER REVENUE	(211,002)	(211,041)	(211,080)	(211,121)	(211,163)
Interest					
Grants	(1,550)	(1,589)	(1,628)	(1,669)	(1,711)
Other					
Services to Other Governments					
Interdepartment Transfer	(209,452)	(209,452)	(209,452)	(209,452)	(209,452)
Interfund Transfer					
TRANSFERS FROM FUNDS	(488,990)	(488,990)	(488,990)	(488,990)	(488,990)
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(488,990)	(488,990)	(488,990)	(488,990)	(488,990)
TOTAL REVENUE	<u>(1,235,045)</u>	<u>(1,248,460)</u>	<u>(1,262,211)</u>	<u>(1,276,305)</u>	<u>(1,290,751)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	1,206,737	1,232,650	1,293,667	1,355,763	1,420,839
INTERNAL EQUIPMENT	147,153	150,832	154,603	158,468	162,429
MATERIAL & OTHER	1,898,818	1,946,288	1,994,946	2,044,819	2,095,940
CONTRACT SERVICES	762,562	742,196	760,751	779,770	799,264
DEBT					
INTERNAL ALLOCATIONS	32,340	32,340	32,340	32,340	32,340
Interdepartment Transfer	32,340	32,340	32,340	32,340	32,340
Interfund Transfer					
TRANSFERS TO FUNDS	89,255	89,255	89,255	89,255	89,255
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	89,255	89,255	89,255	89,255	89,255
TOTAL EXPENDITURES	<u>4,136,865</u>	<u>4,193,562</u>	<u>4,325,561</u>	<u>4,460,414</u>	<u>4,600,067</u>
NET OPERATING EXPENDITURES	<u>2,901,820</u>	<u>2,945,102</u>	<u>3,063,350</u>	<u>3,184,110</u>	<u>3,309,316</u>

SPORT AND RECREATION SERVICES

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(3,469,785)	(3,641,539)	(3,820,814)	(4,004,213)	(4,196,415)
Sales of Services	(2,846,324)	(2,987,217)	(3,135,084)	(3,285,568)	(3,443,276)
Other					
User Fees	(623,461)	(654,322)	(685,730)	(718,645)	(753,140)
OTHER REVENUE	(284,000)	(291,100)	(298,378)	(305,837)	(313,483)
Interest					
Grants	(130,000)	(133,250)	(136,581)	(139,996)	(143,496)
Other					
Services to Other Governments	(154,000)	(157,850)	(161,796)	(165,841)	(169,987)
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(560,800)	(52,000)	(52,000)	(52,000)	(52,000)
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(560,800)	(52,000)	(52,000)	(52,000)	(52,000)
TOTAL REVENUE	<u>(4,314,585)</u>	<u>(3,984,639)</u>	<u>(4,171,192)</u>	<u>(4,362,050)</u>	<u>(4,561,898)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	4,340,695	4,555,559	4,781,060	5,010,550	5,251,057
INTERNAL EQUIPMENT	287,401	274,586	281,451	288,487	295,699
MATERIAL & OTHER	4,280,340	4,043,559	4,144,647	4,248,264	4,354,470
CONTRACT SERVICES	3,157,966	2,883,205	2,955,285	3,029,167	3,104,897
DEBT	43,975	43,975	43,975	43,975	43,975
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS	665,729	665,729	665,729	665,729	665,729
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	665,729	665,729	665,729	665,729	665,729
TOTAL EXPENDITURES	<u>12,776,106</u>	<u>12,466,613</u>	<u>12,872,147</u>	<u>13,286,172</u>	<u>13,715,827</u>
NET OPERATING EXPENDITURES	<u>8,461,521</u>	<u>8,481,974</u>	<u>8,700,955</u>	<u>8,924,122</u>	<u>9,153,929</u>

PARKS

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(1,318,304)	(1,351,262)	(1,385,043)	(1,419,669)	(1,455,161)
Sales of Services	(1,163,109)	(1,192,187)	(1,221,991)	(1,252,541)	(1,283,855)
Other					
User Fees	(155,195)	(159,075)	(163,052)	(167,128)	(171,306)
OTHER REVENUE	(114,723)	(114,723)	(114,723)	(114,723)	(114,723)
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer	(114,723)	(114,723)	(114,723)	(114,723)	(114,723)
Interfund Transfer					
TRANSFERS FROM FUNDS	(76,310)	(76,310)	(76,310)	(76,310)	(76,310)
Special (Stat Reserve) Funds	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Development Cost Charge Funds					
Accumulated Surplus	(46,310)	(46,310)	(46,310)	(46,310)	(46,310)
TOTAL REVENUE	<u>(1,509,337)</u>	<u>(1,542,295)</u>	<u>(1,576,076)</u>	<u>(1,610,702)</u>	<u>(1,646,194)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	4,465,224	4,686,253	4,918,222	5,154,297	5,401,703
INTERNAL EQUIPMENT	901,730	924,273	947,380	971,065	995,341
MATERIAL & OTHER	1,331,514	1,397,424	1,466,596	1,536,993	1,610,769
CONTRACT SERVICES	2,618,310	2,747,916	2,883,938	3,022,367	3,167,441
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS	576,942	576,942	576,942	576,942	576,942
Special (Stat Reserve) Funds	397,864	397,864	397,864	397,864	397,864
Development Cost Charge Funds					
Accumulated Surplus	179,078	179,078	179,078	179,078	179,078
TOTAL EXPENDITURES	<u>9,893,720</u>	<u>10,332,808</u>	<u>10,793,079</u>	<u>11,261,664</u>	<u>11,752,196</u>
NET OPERATING EXPENDITURES	<u>8,384,383</u>	<u>8,790,514</u>	<u>9,217,003</u>	<u>9,650,961</u>	<u>10,106,002</u>

WORKS & UTILITIES OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(532,341)	(532,417)	(545,463)	(558,015)	(570,856)
Sales of Services	(529,300)	(529,300)	(542,268)	(554,740)	(567,499)
Other					
User Fees	(3,041)	(3,117)	(3,195)	(3,275)	(3,357)
OTHER REVENUE	(312,230)	(318,843)	(325,620)	(332,568)	(339,689)
Interest					
Grants	(110,000)	(112,750)	(115,569)	(118,458)	(121,419)
Other					
Services to Other Governments	(154,500)	(158,363)	(162,322)	(166,380)	(170,539)
Interdepartment Transfer	(47,730)	(47,730)	(47,730)	(47,730)	(47,730)
Interfund Transfer					
TRANSFERS FROM FUNDS	(32,000)	24,590	24,590	24,590	24,590
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(32,000)	24,590	24,590	24,590	24,590
TOTAL REVENUE	(876,571)	(826,670)	(846,493)	(865,992)	(885,954)
<u>EXPENDITURES</u>					
SALARIES & WAGES	1,926,137	2,021,481	2,121,544	2,223,378	2,330,100
INTERNAL EQUIPMENT	103,349	105,933	108,581	111,296	114,078
MATERIAL & OTHER	446,065	418,607	429,072	439,799	450,794
CONTRACT SERVICES	80,000	64,020	65,621	67,261	68,943
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	2,555,551	2,610,041	2,724,818	2,841,734	2,963,915
NET OPERATING EXPENDITURES	1,678,980	1,783,371	1,878,325	1,975,741	2,077,961

TRANSPORTATION SERVICES

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEEES AND CHARGES	(6,663,367)	(6,829,951)	(7,000,700)	(7,175,717)	(7,355,110)
Sales of Services	(6,658,007)	(6,824,457)	(6,995,069)	(7,169,945)	(7,349,194)
Other					
User Fees	(5,360)	(5,494)	(5,631)	(5,772)	(5,916)
OTHER REVENUE	(610,330)	(601,467)	(607,758)	(614,206)	(620,815)
Interest					
Grants	(15,000)				
Other					
Services to Other Governments	(245,490)	(251,627)	(257,918)	(264,366)	(270,975)
Interdepartment Transfer	(349,840)	(349,840)	(349,840)	(349,840)	(349,840)
Interfund Transfer					
TRANSFERS FROM FUNDS	(41,970)	(41,970)	(41,970)	(41,970)	(41,970)
Special (Stat Reserve) Funds	(12,800)	(12,800)	(12,800)	(12,800)	(12,800)
Development Cost Charge Funds					
Accumulated Surplus	(29,170)	(29,170)	(29,170)	(29,170)	(29,170)
TOTAL REVENUE	<u>(7,315,667)</u>	<u>(7,473,388)</u>	<u>(7,650,428)</u>	<u>(7,831,893)</u>	<u>(8,017,895)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	5,575,189	5,851,161	6,140,794	6,435,552	6,744,458
INTERNAL EQUIPMENT	1,575,335	1,614,718	1,655,086	1,696,464	1,738,875
MATERIAL & OTHER	4,191,952	4,281,751	4,388,795	4,498,514	4,610,977
CONTRACT SERVICES	805,981	826,131	846,784	867,953	889,652
DEBT					
INTERNAL ALLOCATIONS	95,000	95,000	95,000	95,000	95,000
Interdepartment Transfer	95,000	95,000	95,000	95,000	95,000
Interfund Transfer					
TRANSFERS TO FUNDS	1,440,415	1,474,148	1,508,706	1,541,944	1,575,947
Special (Stat Reserve) Funds	1,376,837	1,410,570	1,445,128	1,478,366	1,512,369
Development Cost Charge Funds					
Accumulated Surplus	63,578	63,578	63,578	63,578	63,578
TOTAL EXPENDITURES	<u>13,683,872</u>	<u>14,142,908</u>	<u>14,635,165</u>	<u>15,135,427</u>	<u>15,654,910</u>
NET OPERATING EXPENDITURES	<u>6,368,205</u>	<u>6,669,520</u>	<u>6,984,737</u>	<u>7,303,534</u>	<u>7,637,014</u>

TRANSIT

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
REVENUE					
FEES AND CHARGES	(4,400,577)	(4,878,406)	(5,119,887)	(5,373,264)	(5,639,181)
Sales of Services	(4,366,147)	(4,842,271)	(5,081,964)	(5,333,521)	(5,597,530)
Other					
User Fees	(34,430)	(36,134)	(37,923)	(39,743)	(41,651)
OTHER REVENUE	(7,086,667)	(7,968,422)	(8,358,825)	(8,756,136)	(9,172,518)
Interest					
Grants	(6,816,636)	(7,689,059)	(8,069,668)	(8,457,012)	(8,862,949)
Other					
Services to Other Governments	(188,524)	(197,856)	(207,650)	(217,617)	(228,063)
Interdepartment Transfer	(81,507)	(81,507)	(81,507)	(81,507)	(81,507)
Interfund Transfer					
TRANSFERS FROM FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL REVENUE	<u>(11,487,244)</u>	<u>(12,846,828)</u>	<u>(13,478,711)</u>	<u>(14,129,400)</u>	<u>(14,811,699)</u>
EXPENDITURES					
SALARIES & WAGES					
INTERNAL EQUIPMENT					
MATERIAL & OTHER	4,000	4,198	4,406	4,617	4,839
CONTRACT SERVICES	15,282,315	17,349,540	18,208,342	19,109,655	20,055,583
DEBT					
INTERNAL ALLOCATIONS	251,502	251,502	251,502	251,502	251,502
Interdepartment Transfer	251,502	251,502	251,502	251,502	251,502
Interfund Transfer					
TRANSFERS TO FUNDS	120,756	120,756	120,756	120,756	120,756
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	120,756	120,756	120,756	120,756	120,756
TOTAL EXPENDITURES	<u>15,658,573</u>	<u>17,725,996</u>	<u>18,585,006</u>	<u>19,486,530</u>	<u>20,432,680</u>
NET OPERATING EXPENDITURES	<u>4,171,329</u>	<u>4,879,168</u>	<u>5,106,294</u>	<u>5,357,130</u>	<u>5,620,980</u>

SOLID WASTE MANAGEMENT

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(11,576,251)	(11,859,869)	(12,150,436)	(12,429,896)	(12,715,784)
Sales of Services	(11,576,251)	(11,859,869)	(12,150,436)	(12,429,896)	(12,715,784)
Other					
User Fees					
OTHER REVENUE	(2,011,291)	(2,037,914)	(2,065,189)	(2,091,421)	(2,118,257)
Interest					
Grants					
Other					
Services to Other Governments	(1,086,641)	(1,113,264)	(1,140,539)	(1,166,771)	(1,193,607)
Interdepartment Transfer	(924,650)	(924,650)	(924,650)	(924,650)	(924,650)
Interfund Transfer					
TRANSFERS FROM FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL REVENUE	<u>(13,587,542)</u>	<u>(13,897,783)</u>	<u>(14,215,625)</u>	<u>(14,521,317)</u>	<u>(14,834,040)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	1,949,757	2,041,211	2,136,804	2,231,278	2,329,906
INTERNAL EQUIPMENT	1,202,063	1,269,615	1,301,355	1,333,889	1,367,236
MATERIAL & OTHER	1,634,875	1,675,747	1,717,641	1,760,582	1,804,596
CONTRACT SERVICES	5,589,254	5,728,985	5,872,210	6,019,015	6,169,491
DEBT					
INTERNAL ALLOCATIONS	223,568	223,568	223,568	223,568	223,568
Interdepartment Transfer	223,568	223,568	223,568	223,568	223,568
Interfund Transfer					
TRANSFERS TO FUNDS	2,988,025	2,958,657	2,964,047	2,952,985	2,939,243
Special (Stat Reserve) Funds	2,988,025	2,958,657	2,964,047	2,952,985	2,939,243
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>13,587,542</u>	<u>13,897,783</u>	<u>14,215,624</u>	<u>14,521,317</u>	<u>14,834,040</u>
NET OPERATING EXPENDITURES	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>

STORM WATER MANAGEMENT

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEEES AND CHARGES					
Sales of Services					
Other					
User Fees					
OTHER REVENUE					
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(48,990)				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(48,990)				
TOTAL REVENUE	<u>(48,990)</u>				
<u>EXPENDITURES</u>					
SALARIES & WAGES	693,415	727,739	763,762	800,423	838,843
INTERNAL EQUIPMENT	376,185	385,590	395,229	405,110	415,238
MATERIAL & OTHER	138,718	142,186	145,741	149,384	153,119
CONTRACT SERVICES	3,200	3,280	3,362	3,446	3,532
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>1,211,518</u>	<u>1,258,795</u>	<u>1,308,094</u>	<u>1,358,363</u>	<u>1,410,732</u>
NET OPERATING EXPENDITURES	<u>1,162,528</u>	<u>1,258,795</u>	<u>1,308,094</u>	<u>1,358,363</u>	<u>1,410,732</u>

STREET LIGHTS OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEEES AND CHARGES	(1,500)	(1,538)	(1,576)	(1,615)	(1,656)
Sales of Services					
Other					
User Fees	(1,500)	(1,538)	(1,576)	(1,615)	(1,656)
OTHER REVENUE					
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL REVENUE	(1,500)	(1,538)	(1,576)	(1,615)	(1,656)
<u>EXPENDITURES</u>					
SALARIES & WAGES					
INTERNAL EQUIPMENT					
MATERIAL & OTHER	902,333	924,891	948,014	971,714	996,007
CONTRACT SERVICES	172,772	177,091	181,519	186,057	190,708
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	1,075,105	1,101,983	1,129,532	1,157,770	1,186,715
NET OPERATING EXPENDITURES	1,073,605	1,100,445	1,127,956	1,156,155	1,185,059

DEBT & OTHER OPERATING DIVISION SUMMARY
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
PARCEL TAX	(260,570)	(267,084)	(273,761)	(280,605)	(287,621)
FEES AND CHARGES	(891,195)	(913,475)	(869,404)	(885,669)	(866,529)
Sales of Services	(150,100)	(153,853)	(157,699)	(161,641)	(165,682)
Other					
User Fees	(741,095)	(759,622)	(711,705)	(724,028)	(700,846)
OTHER REVENUE	(3,642,256)	(3,668,253)	(3,694,900)	(3,722,213)	(3,750,208)
Interest	(1,039,875)	(1,065,872)	(1,092,519)	(1,119,832)	(1,147,827)
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer	(2,602,381)	(2,602,381)	(2,602,381)	(2,602,381)	(2,602,381)
Interfund Transfer					
TRANSFERS FROM FUNDS	(2,862,342)	(2,893,538)	(6,438,311)	(6,438,311)	(6,438,311)
Special (Stat Reserve) Funds	(1,134,227)	(1,134,227)	(1,134,227)	(1,134,227)	(1,134,227)
Development Cost Charge Funds	(1,370,630)	(1,401,826)	(4,946,599)	(4,946,599)	(4,946,599)
Accumulated Surplus	(357,485)	(357,485)	(357,485)	(357,485)	(357,485)
TOTAL REVENUE	<u>(7,656,363)</u>	<u>(7,742,350)</u>	<u>(11,276,376)</u>	<u>(11,326,798)</u>	<u>(11,342,669)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	(825,099)	(845,726)	(866,870)	(888,541)	(910,755)
INTERNAL EQUIPMENT					
MATERIAL & OTHER	663,900	663,900	663,900	663,900	663,900
CONTRACT SERVICES	47,830	49,026	50,251	51,508	52,795
DEBT	6,703,293	7,711,128	12,120,351	13,463,714	13,463,714
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS	2,522,987	2,522,987	2,522,987	2,522,987	2,522,987
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	2,522,987	2,522,987	2,522,987	2,522,987	2,522,987
TOTAL EXPENDITURES	<u>9,112,911</u>	<u>10,101,314</u>	<u>14,490,620</u>	<u>15,813,567</u>	<u>15,792,641</u>
NET OPERATING EXPENDITURES	<u>1,456,548</u>	<u>2,358,964</u>	<u>3,214,244</u>	<u>4,486,769</u>	<u>4,449,973</u>

POLICE PROTECTION

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(252,750)	(259,069)	(265,545)	(272,184)	(278,989)
Sales of Services	(217,700)	(223,143)	(228,721)	(234,439)	(240,300)
Other					
User Fees	(35,050)	(35,926)	(36,824)	(37,745)	(38,689)
OTHER REVENUE	(4,898,032)	(4,954,154)	(5,078,008)	(5,204,958)	(5,335,082)
Interest					
Grants	(4,625,158)	(4,625,158)	(4,740,787)	(4,859,307)	(4,980,789)
Other					
Services to Other Governments	(272,874)	(328,996)	(337,221)	(345,651)	(354,293)
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(17,450)	(17,450)	(17,450)	(17,450)	(17,450)
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(17,450)	(17,450)	(17,450)	(17,450)	(17,450)
TOTAL REVENUE	<u>(5,168,232)</u>	<u>(5,230,673)</u>	<u>(5,361,003)</u>	<u>(5,494,592)</u>	<u>(5,631,521)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	4,048,053	4,349,922	4,565,243	4,784,374	5,014,024
INTERNAL EQUIPMENT	20,888	21,410	21,945	22,494	23,056
MATERIAL & OTHER	248,711	254,929	261,302	267,835	274,530
CONTRACT SERVICES	1,020,684	1,071,208	1,124,233	1,178,196	1,234,749
RCMP CONTRACT SERVICES	16,895,100	17,531,407	18,399,212	19,282,374	20,207,928
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>22,233,436</u>	<u>23,228,876</u>	<u>24,371,935</u>	<u>25,535,273</u>	<u>26,754,289</u>
NET OPERATING EXPENDITURES	<u>17,065,204</u>	<u>17,998,203</u>	<u>19,010,932</u>	<u>20,040,681</u>	<u>21,122,768</u>

<b style="font-size: 1.5em;">FIRE OPERATING DIVISION SUMMARY
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
FEES AND CHARGES	(45,705)	(46,848)	(48,019)	(49,219)	(50,450)
Sales of Services	(40,000)	(41,000)	(42,025)	(43,076)	(44,153)
Other					
User Fees	(5,705)	(5,848)	(5,994)	(6,144)	(6,297)
OTHER REVENUE	(984,192)	(1,008,797)	(1,034,017)	(1,059,867)	(1,086,364)
Interest					
Grants					
Other					
Services to Other Governments	(984,192)	(1,008,797)	(1,034,017)	(1,059,867)	(1,086,364)
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL REVENUE	(1,029,897)	(1,055,644)	(1,082,036)	(1,109,086)	(1,136,814)
<u>EXPENDITURES</u>					
SALARIES & WAGES	10,472,657	10,788,963	11,058,688	11,589,505	11,879,242
INTERNAL EQUIPMENT	109,077	111,803	114,598	117,463	120,400
MATERIAL & OTHER	870,945	914,057	959,303	1,005,349	1,053,606
CONTRACT SERVICES	191,927	196,725	201,643	206,684	211,851
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS	150,000	200,000	250,000	300,000	350,000
Special (Stat Reserve) Funds	150,000	200,000	250,000	300,000	350,000
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	11,794,606	12,211,549	12,584,232	13,219,001	13,615,100
NET OPERATING EXPENDITURES	10,764,709	11,155,904	11,502,196	12,109,915	12,478,286



CAPITAL SUMMARY - GENERAL FUND

Department	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
CD&RE	4,392,810	5,800,000	1,850,000	1,900,000	1,950,000
Information Services	1,262,210	1,139,500	1,072,250	816,750	997,800
Fire	1,450,350	90,600	128,000	218,450	713,380
Police Protection	55,000	0	50,000	0	50,000
Civic Properties	12,081,520	3,431,500	6,974,000	3,737,000	26,474,500
Recreation	191,360	145,000	150,000	150,000	150,000
Parks	25,071,380	13,388,860	14,367,420	12,129,000	12,966,230
Transportation Services	74,146,550	28,020,350	36,113,130	39,237,360	43,820,180
Works and Utilities	235,000	240,000	240,000	240,000	240,000
Storm Drainage	3,104,080	1,646,000	1,702,000	1,769,000	1,782,000
Solid Waste Management	5,633,690	3,040,000	1,290,000	11,390,000	3,590,000
Street Lighting	180,160	474,000	474,000	100,000	100,000
	<u>127,804,110</u>	<u>57,415,810</u>	<u>64,410,800</u>	<u>71,687,560</u>	<u>92,834,090</u>
Funding Sources:					
General Taxation	20,491,590	21,008,540	21,755,560	22,648,730	23,590,760
Surplus/Reserves	42,295,246	7,314,550	9,798,350	16,643,750	15,943,220
Development Cost Charges	23,160,801	16,000,720	21,444,910	23,327,170	25,454,120
Debenture/Borrowing	3,599,780	6,000,000	4,250,000	3,390,000	19,600,000
Federal/Prov Funding	32,319,608	3,376,800	2,912,160	1,447,520	3,482,880
Dev/Comm/Other Contrib	2,682,265	3,590,200	4,124,820	4,130,390	4,663,110
Utility Revenue	3,254,820	125,000	125,000	100,000	100,000
	<u>127,804,110</u>	<u>57,415,810</u>	<u>64,410,800</u>	<u>71,687,560</u>	<u>92,834,090</u>

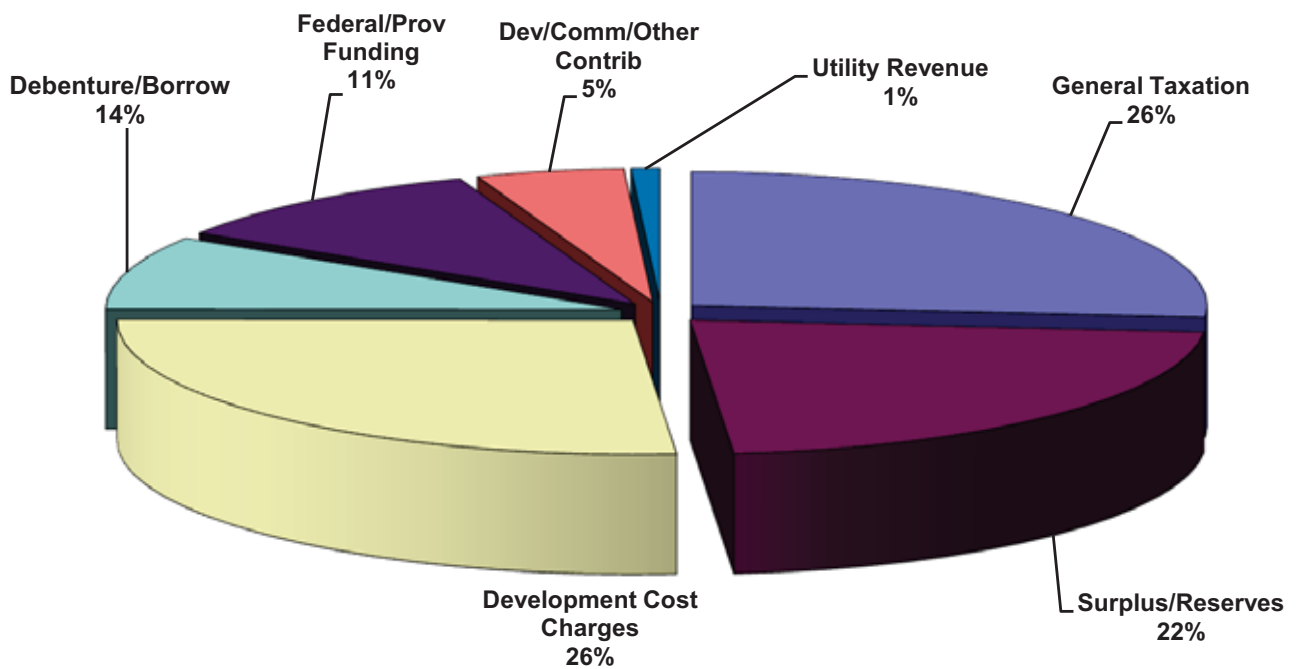
CAPITAL SUMMARY FINANCIAL PLAN



CAPITAL FUNDING SUMMARY - GENERAL FUND

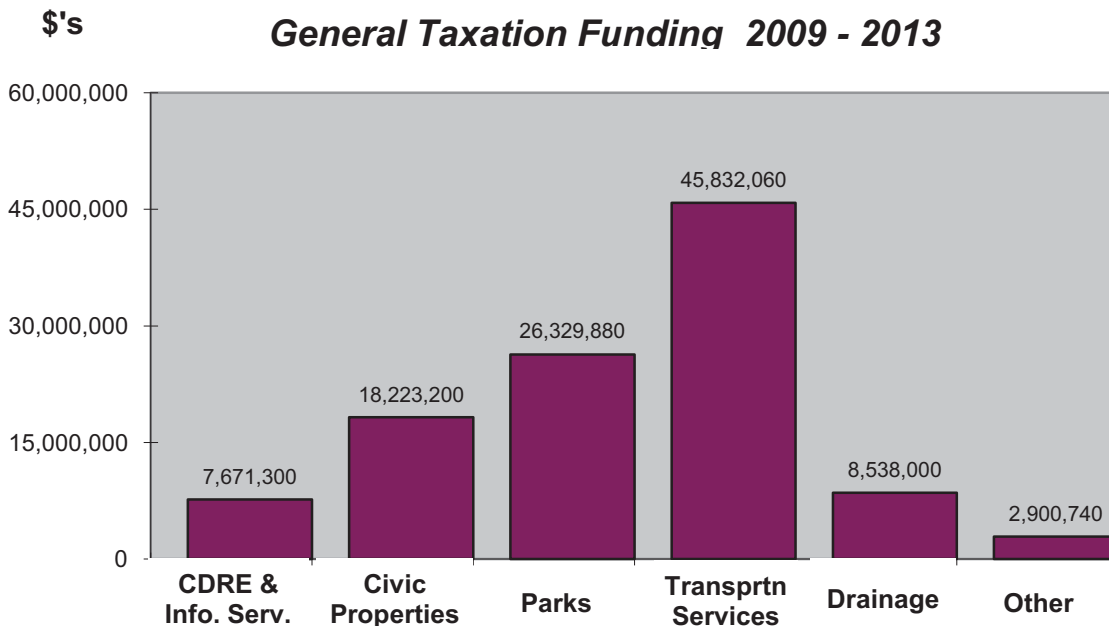
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Funding Sources:					
General Taxation	20,491,590	21,008,540	21,755,560	22,648,730	23,590,760
Surplus/Reserves	42,295,246	7,314,550	9,798,350	16,643,750	15,943,220
Development Cost Charges	23,160,801	16,000,720	21,444,910	23,327,170	25,454,120
Debenture/Borrowing	3,599,780	6,000,000	4,250,000	3,390,000	19,600,000
Federal/Prov Funding	32,319,608	3,376,800	2,912,160	1,447,520	3,482,880
Dev/Comm/Other Contrib	2,682,265	3,590,200	4,124,820	4,130,390	4,663,110
Utility Revenue	3,254,820	125,000	125,000	100,000	100,000
	<u>127,804,110</u>	<u>57,415,810</u>	<u>64,410,800</u>	<u>71,687,560</u>	<u>92,834,090</u>
TOTAL FIVE YEAR CAPITAL PROGRAM	<u><u>414,152,370</u></u>				

2009 - 2013 CAPITAL FUNDING



CAPITAL BY DEPARTMENT - GENERAL FUND

<u>DEPARTMENT</u>	<u>TOTAL \$</u>	<u>%</u>	<u>GENERAL TAX FUNDING</u>	<u>%</u>
CDRE	15,892,810	3.8%	3,100,000	2.8%
Information Services	5,288,510	1.3%	4,571,300	4.2%
Fire	2,600,780	0.6%	377,900	0.3%
Police Protection	155,000	0.0%	0	0.0%
Civic Properties	52,698,520	12.7%	18,223,200	16.6%
Recreation	786,360	0.2%	731,000	0.7%
Parks	77,922,890	18.8%	26,329,880	24.0%
Transportation Services	221,337,570	53.5%	45,832,060	41.9%
Works & Utilities	1,195,000	0.3%	850,000	0.8%
Storm Drainage	10,003,080	2.4%	8,538,000	7.8%
Solid Waste Management	24,943,690	6.0%	0	0.0%
Street Lighting	1,328,160	0.3%	941,840	0.9%
Total 5 Year Program	\$414,152,370		\$109,495,180	



COMMUNITY DEVELOPMENT & REAL ESTATE
CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Community Development & Real Estate						
L1	General Land	2,132,000	5,500,000	1,550,000	1,600,000	1,650,000
L2	Road Widenings	100,000	100,000	100,000	100,000	100,000
L3	Road Widenings - DCC Roads	1,214,510	0	0	0	0
L4	Housing Initiatives	946,300	200,000	200,000	200,000	200,000
CD & RE Total:		<u>4,392,810</u>	<u>5,800,000</u>	<u>1,850,000</u>	<u>1,900,000</u>	<u>1,950,000</u>
Funding Sources:						
	General Taxation	400,000	600,000	650,000	700,000	750,000
	Surplus/Reserves	2,680,490	2,200,000	1,200,000	1,200,000	1,200,000
	Development Cost Charges	952,320	0	0	0	0
	Debenture/Borrowing	0	3,000,000	0	0	0
	Federal/Prov Funding	200,000	0	0	0	0
	Dev/Comm/Other Contrib	160,000	0	0	0	0
	Utility Revenue	0	0	0	0	0
		<u>4,392,810</u>	<u>5,800,000</u>	<u>1,850,000</u>	<u>1,900,000</u>	<u>1,950,000</u>
5 Year Total Funding						15,892,810
5 Year Taxation Funding						3,100,000

**City of Kelowna
Capital Project Descriptions**

Project No.	Project Description	Total Project Cost (5 Yrs)
	<i>Community Development & Real Estate</i>	
1.	General Land Annual allocation for the purchase of land for general purposes. This may allow for acquiring properties at less than fair market value, creating land assembly opportunities, creating a revenue generating land bank and providing trade potential.	\$12,432,000
2.	Road Widenings To fund the purchase of land required for the widening of roads as identified by the Works and Utilities department.	\$500,000
3.	Road Widenings - DCC Only To provide for DCC road widenings. After the current year funding will be in the specific DCC project cost.	\$1,214,510
4.	Housing Initiatives Funding for various housing initiatives that may include partnership funding with other Governments.	\$1,746,300
	5 Year Total Funding	<hr/> \$15,892,810

INFORMATION SERVICES

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Information Services						
I1	Front Office Equipment	552,230	351,500	309,250	426,750	734,800
I2	Network and Server Equipment	236,610	75,000	325,000	75,000	125,000
I3	Major Systems Projects	423,580	450,000	350,000	50,000	50,000
I4	Communication Systems	49,790	263,000	88,000	265,000	88,000
Information Services Total:		<u>1,262,210</u>	<u>1,139,500</u>	<u>1,072,250</u>	<u>816,750</u>	<u>997,800</u>
Funding Sources:						
	General Taxation	545,000	1,139,500	1,072,250	816,750	997,800
	Surplus/Reserves	717,210	0	0	0	0
	Development Cost Charges	0	0	0	0	0
	Debenture/Borrowing	0	0	0	0	0
	Federal/Prov Funding	0	0	0	0	0
	Dev/Comm/Other Contrib	0	0	0	0	0
	Utility Revenue	0	0	0	0	0
		<u>1,262,210</u>	<u>1,139,500</u>	<u>1,072,250</u>	<u>816,750</u>	<u>997,800</u>
5 Year Total Funding						5,288,510
5 Year Taxation Funding						4,571,300

City of Kelowna
Capital Projects Descriptions

Project No.	Project Description	Total Project Cost (5 Yrs)
	<i>Information Services</i>	
1.	Front Office Equipment An average annual allocation to purchase desktop computers and software such as Windows, Word, Outlook, etc.	\$2,374,530
2.	Network and Server Equipment An average annual allocation to purchase servers, network, backup, and internet equipment as well as the supporting software.	\$836,610
3.	Major Systems Projects An average annual allocation for enhancements, additions and improvements to software such as TRM, property, financial, GIS, CAD and record management systems.	\$1,323,580
4.	Communications Systems Upgrades to the existing telephone infrastructure to accommodate additional improvements.	\$753,790
		<hr/>
	5 Year Total Funding	\$5,288,510

FIRE
CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Fire						
F1	Ancillary Equipment	72,900	75,000	75,000	75,000	80,000
F2	Communications	72,450	15,600	53,000	10,800	11,000
F3	Equipment Replacement Program	1,305,000	0	0	132,650	622,380
Fire Total:		<u>1,450,350</u>	<u>90,600</u>	<u>128,000</u>	<u>218,450</u>	<u>713,380</u>
Funding Sources:						
	General Taxation	72,900	75,000	75,000	75,000	80,000
	Surplus/Reserves	1,377,450	15,600	53,000	143,450	633,380
	Development Cost Charges	0	0	0	0	0
	Debenture/Borrowing	0	0	0	0	0
	Federal/Prov Funding	0	0	0	0	0
	Dev/Comm/Other Contrib	0	0	0	0	0
	Utility Revenue	0	0	0	0	0
		<u>1,450,350</u>	<u>90,600</u>	<u>128,000</u>	<u>218,450</u>	<u>713,380</u>
5 Year Total Funding						2,600,780
5 Year Taxation Funding						377,900

**City of Kelowna
Capital Project Descriptions**

Project No.	Project Description	Total Project Cost (5 Yrs)
	Fire	
1.	Ancillary Equipment An annual allocation to cover ancillary equipment replacement.	\$377,900
2.	Communications To provide for radio system improvements or replacement, including dispatching requirements.	\$162,850
3.	Equipment Replacement Program Required expenditures to replace and/or rebuild fire equipment such as Pumpers, Mini Pumpers, Tankers, Ladder Trucks, and Rescue Vehicles.	\$2,060,030
		<hr/>
	5 Year Total Funding	\$2,600,780

POLICE
CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Police						
P1	Police Protection Capital	55,000	0	50,000	0	50,000
Police Total:		<u>55,000</u>	<u>0</u>	<u>50,000</u>	<u>0</u>	<u>50,000</u>

Funding Sources:

General Taxation	0	0	0	0	0
Surplus/Reserves	55,000	0	50,000	0	50,000
Development Cost Charges	0	0	0	0	0
Debenture/Borrowing	0	0	0	0	0
Federal/Prov Funding	0	0	0	0	0
Dev/Comm/Other Contrib	0	0	0	0	0
Utility Revenue	0	0	0	0	0
	<u>55,000</u>	<u>0</u>	<u>50,000</u>	<u>0</u>	<u>50,000</u>

5 Year Total Funding	155,000
5 Year Taxation Funding	0

**City of Kelowna
Capital Project Descriptions**

Project No.	Project Description	Total Project Cost (5 Yrs)
	<i>Police</i>	
1.	Police Protection Capital An allocation to cover the purchase of training, office equipment or other police capital equipment requirements.	\$155,000
		<hr/>
	5 Year Total Funding	\$155,000

CIVIC PROPERTIES

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Civic Properties						
C1	Recreation Buildings	397,460	775,000	1,975,000	125,000	1,725,000
C2	Outdoor Recreation Facilities	131,030	250,000	100,000	100,000	100,000
C3	Stadiums	470,090	150,000	1,115,000	150,000	150,000
C4	Arenas	222,920	140,000	25,000	1,925,000	6,625,000
C5	Mission Recreation Park Facilitie	2,934,640	200,000	500,000	0	0
C6	Waterfront Facilities	20,530	50,000	50,000	50,000	50,000
C7	Kelowna Community Theatre	100,520	29,500	30,000	31,000	31,500
C8	Cultural Facilities Partnership Fu	2,881,210	600,000	1,000,000	400,000	0
C9	Libraries	0	12,000	14,000	16,000	18,000
C10	City Hall	2,066,810	500,000	600,000	200,000	0
C11	Parkinson Recreation Centre	313,400	25,000	0	0	0
C12	Other Operations Buildings	403,200	160,000	175,000	160,000	175,000
C13	Office Furnishings & Equipment	135,000	140,000	150,000	155,000	160,000
C14	Police Facilities	40,000	50,000	50,000	50,000	11,050,000
C15	Fire Stations	0	10,000	700,000	10,000	10,000
C16	Parking Facilities	0	0	0	0	6,000,000
C17	Public Art	480,330	190,000	200,000	210,000	220,000
C18	Civic Buildings Site Upgrades	1,150,480	75,000	80,000	80,000	85,000
C19	Buildings and Facilities Planning	159,320	0	135,000	0	0
C20	Joint Use/Partnership Projects	174,580	75,000	75,000	75,000	75,000
Civic Properties Total:		<u>12,081,520</u>	<u>3,431,500</u>	<u>6,974,000</u>	<u>3,737,000</u>	<u>26,474,500</u>
Funding Sources:						
	General Taxation	3,156,200	3,231,500	4,124,000	3,737,000	3,974,500
	Surplus/Reserves	4,315,095	200,000	2,850,000	0	5,500,000
	Development Cost Charges	0	0	0	0	0
	Debenture/Borrowing	2,682,130	0	0	0	15,000,000
	Federal/Prov Funding	1,227,830	0	0	0	2,000,000
	Dev/Comm/Other Contrib	696,895	0	0	0	0
	Utility Revenue	3,370	0	0	0	0
		<u>12,081,520</u>	<u>3,431,500</u>	<u>6,974,000</u>	<u>3,737,000</u>	<u>26,474,500</u>

5 Year Total Funding	52,698,520
5 Year Taxation Funding	18,223,200

**City of Kelowna
Capital Project Descriptions**

Project No.	Project Description	Total Project Cost (5 Yrs)
<i>Civic Properties</i>		
<i>Recreation Buildings and Facilities</i>		
1.	Recreation Buildings A general allowance for the development of new and redevelopment of existing major/indoor recreation facilities in various locations, for all age groups including youth and seniors, to keep pace with increasing demand for facilities due to population growth and emerging trends. Funds to be partnered with community contributions and private sector projects when appropriate opportunities exist.	4,997,460
2.	Outdoor Recreation Facilities An annual allocation for development of outdoor recreation facilities and minor structures. Also includes construction and upgrading of parks washroom facilities.	681,030
3.	Stadiums Renovation, additions and new structures including grandstands, bleachers, plazas, lighting, washrooms, and concessions in stadium facilities such as Apple Bowl, Elks Stadium, King Stadium, Kinsmen Softball Complex and East Kelowna Fields. Installation of synthetic fields including current technology spill/glare control lighting and related amenities.	2,035,090
4.	Arenas Renovations, additions and ongoing facility improvements to maintain customer interest at Rutland Twin Arenas, Memorial Arena and Mission District Park future Arenas.	8,937,920
5.	Mission Recreation Park Facilities Construction of Buildings and Facilities as proposed in the Mission Recreation Park Plan potentially including four arenas; four indoor sports fields; major aquatic facility; recreation and fitness complex; and related amenities/commercial support facilities. Public/Private partnerships will be considered for financing, construction and operation of facilities. (Future arena's and indoor sportsfields at this site are included under #4).	3,634,640
6.	Waterfront Facilities Development of waterfront amenities potentially including docks, moorage, pier, concession/rental amenities, boat launches and related structures to provide citizens and visitors enhanced access to Kelowna's waterfront. Public/Private Partnering will be considered as a strategy for developing these facilities.	220,530
<i>Arts and Cultural Facilities</i>		
7.	Kelowna Community Theatre Completion of current addition and ongoing allocation for facility improvements to maintain modern technical systems, accommodate trends and ensure customer interest.	222,520

**City of Kelowna
Capital Project Descriptions**

	Total Project Cost (5 Yrs)
<i>Civic Properties</i>	
8. Cultural District Partnership Fund Allocation to fund expansion of facilities, specific identifying elements and signage within the Cultural District.	4,881,210
9. Libraries Allocation for ongoing renewal of furnishings, equipment and systems in existing libraries; development and fit-up of new branch libraries as required.	60,000
<i>Operations Buildings</i>	
10. City Hall Current and ongoing improvements to maximize usage of available space and to provide efficient staff work areas and to create an attractive inviting civic business centre for citizens, customers and visitors.	3,366,810
11. Parkinson Recreation Centre Construction of a centralized administration area including related renovations.	338,400
12. Other Operations Buildings An annual allocation to fund construction and upgrading of various buildings required to support City operations.	1,073,200
13. Office Furnishings & Equipment An annual allocation to purchase furnishings and equipment to fit-up and upgrade Operations Buildings workspaces.	740,000
<i>Protection Services Facilities</i>	
14. Police Facilities Funding for future replacement of existing RCMP Detachment Building at another downtown site; development and upgrading of Community Policing Offices.	11,240,000
15. Fire Stations Construction of new facilities and ongoing upgrading of existing Fire Stations as required.	730,000
<i>Parking Facilities</i>	
16. Parking Structures Construction of new parkades as required to support the Traffic Management Plan; ongoing allocations to provide for future structural upgrades and systems modernization in existing structures.	6,000,000
<i>Site Development</i>	
17. Streetscapes Annual allocation for streetscape development and upgrades as detailed in the Kelowna Centre Streetscape Improvement Study; streetscape initiatives in other town centres; construction and upgrading of related structures and facilities such as fountains and interpretive centres.	1,300,330

**City of Kelowna
Capital Project Descriptions**

		Total Project Cost (5 Yrs)
	<i>Civic Properties</i>	
18.	Civic Building Site Upgrades Annual allocation for renovating and upgrading site amenities around Civic Buildings.	1,470,480
19.	Building & Facilities Planning Annual allocation to support long range planning initiatives and concept development to allow more detailed budget preparation.	294,320
	<i>Partnerships/Agreements/Initiatives</i>	
20.	Joint Use/Partnership Projects Annual allocation for constructing and improving local community centres (additional developments within schools) or partnering with other public or private facilities to provide cost-effective additional public amenities/access.	474,580
	5 Year Total Funding	52,698,520

RECREATION
CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Recreation						
R1	Recreation Equipment	191,360	145,000	150,000	150,000	150,000
Recreation Total:		<u>191,360</u>	<u>145,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
Funding Sources:						
	General Taxation	136,000	145,000	150,000	150,000	150,000
	Surplus/Reserves	35,360	0	0	0	0
	Development Cost Charges	0	0	0	0	0
	Debenture/Borrowing	0	0	0	0	0
	Federal/Prov Funding	0	0	0	0	0
	Dev/Comm/Other Contrib	20,000	0	0	0	0
	Utility Revenue	0	0	0	0	0
		<u>191,360</u>	<u>145,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
5 Year Total Funding						786,360
5 Year Taxation Funding						731,000

**City of Kelowna
Capital Project Descriptions**

Project No.	Project Description	Total Project Cost (5 Yrs)
<i>Recreation</i>		
1.	Recreation Equipment An annual allocation to cover the purchase and upgrade of various recreational equipment.	\$786,360
		<hr/>
5 Year Total Funding		\$786,360

PARKS

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Parks						
P1	Parks DCC Land	8,158,470	6,705,940	6,871,060	6,755,210	6,909,900
P2	Other Parks Land - Nat/Linear	424,440	230,000	230,000	230,000	234,000
P3	Other Parks Land - Waterfront	0	0	0	0	0
P4	Neighbourhood Park Developm't	160,078	497,750	531,250	562,500	593,750
P5	Community Park Developm't	1,202,888	460,000	470,000	495,000	500,000
P6	Recreation Park Developm't	1,230,107	141,870	136,710	372,890	919,780
P7	Citywide Park Developm't	550,747	555,000	571,700	588,300	605,000
P8	Natural Areas Developm't	311,560	238,000	252,000	266,000	280,000
P9	Linear Park Developm't	706,220	335,500	346,500	357,500	368,500
P10	HWY 97 Median Landscaping	296,580	100,000	100,000	100,000	100,000
P11	City Park Improvements	2,704,900	240,000	260,000	280,000	300,000
P12	Stuart Park Dev't	5,568,420	0	0	0	0
P13	Cemetery Improvements	427,500	100,000	750,000	100,000	100,000
P14	Trees	250,000	88,000	99,000	110,000	121,000
P15	Parks Rehab & Infrastructure	1,703,200	550,000	590,000	600,000	600,000
P16	Misc. Park Furnishings	201,360	176,400	191,600	191,600	199,300
P17	Parks Washrooms	0	70,000	80,000	90,000	100,000
P18	Streetscapes	474,910	2,130,400	2,112,600	250,000	250,000
P19	Rutland Town Centre	0	0	0	0	0
P20	Fuel Modification/Pine Beetle	700,000	770,000	775,000	780,000	785,000
Parks Total:		<u>25,071,380</u>	<u>13,388,860</u>	<u>14,367,420</u>	<u>12,129,000</u>	<u>12,966,230</u>
Funding Sources:						
	General Taxation	3,953,550	5,788,490	5,950,150	4,978,010	5,659,680
	Surplus/Reserves	10,766,457	100,000	500,000	100,000	100,000
	Development Cost Charges	7,024,783	6,065,520	6,214,870	6,110,090	6,250,000
	Debenture/Borrowing	0	0	250,000	0	0
	Federal/Prov Funding	2,565,000	450,000	450,000	450,000	450,000
	Dev/Comm/Other Contrib	761,590	984,850	1,002,400	490,900	506,550
	Utility Revenue	0	0	0	0	0
		<u>25,071,380</u>	<u>13,388,860</u>	<u>14,367,420</u>	<u>12,129,000</u>	<u>12,966,230</u>
5 Year Total Funding						77,922,890
5 Year Taxation Funding						26,329,880

**City of Kelowna
Capital Project Descriptions**

Project No.	Project Description	Total Project Cost (5 Yrs)
<i>Parks Division</i>		
<i>Park Land Acquisition</i>		
1.	Parks DCC Land Allocation, based on residential growth, for the purchase of park land under the Development Cost Charge program (DCC). General taxation covers the assist factor, infill/conversion units that may not be required to pay DCC's, and Land Use Contracts that will not be required to pay DCC's.	\$35,400,580
2.	Other Parks Land - Natural Areas & Linear Parks Annual allocation for the acquisition of Natural Areas and Linear Parks. Development Cost Charge levies are not used to fund these park purchases.	\$1,348,440
3.	Other Parks Land - Waterfront Annual allocation to provide for the purchase of waterfront parkland that is not considered under the DCC program.	\$0
<i>Park Development</i>		
4.	Neighborhood Park Development An annual allocation to cover the development of Neighborhood parks including offsite costs related to park development but does not include buildings.	\$2,345,328
5.	Community Park Development An annual allocation to cover the development of Community parks including offsite costs related to park development but does not include buildings.	\$3,127,888
6.	Recreation Park Development An annual allocation to cover the development of recreation parks including offsite costs related to park development but does not include buildings.	\$2,801,357
7.	Citywide Park Development An allocation to cover the development of City wide parks including offsite costs related to park development but does not include buildings.	\$2,870,747
8.	Natural Areas Development An annual allocation to cover the development of natural areas within the city.	\$1,347,560
9.	Linear Park Development An annual allocation to cover the development of linear parks within the city.	\$2,114,220

**City of Kelowna
Capital Project Descriptions**

		Total Project Cost (5 Yrs)
Parks Division		
Specific Projects/Initiatives		
10.	Highway 97 Median Landscaping An allocation to rehabilitate the existing median landscaping, removal of asphalt medians and the installation of landscaped medians	\$696,580
11.	City Park Improvements An allocation to cover cost of improvements to City Park.	\$3,784,900
12.	Stuart Park Development Projected expenditures to develop the site into a park. The park concept and budget is based on the Kelowna Centre Streetscape Improvement Study.	\$5,568,420
13.	Cemetery Improvements To cover the costs of a new cemetery building, road paving of various sections, tree planting in newly developed sections, the replacement of a lowering device and other miscellaneous capital improvements.	\$1,477,500
14.	Trees An allocation to continue the street tree planting program and re-habilitation of landscaping within parks, boulevards and cul-de-sacs. This program is enhanced through Partners in Parks (when opportunities are available).	\$668,000
15.	Parks Rehabilitation & Infrastructure Upgrades For major repair or replacement of existing park infrastructure such as hard surfaced walks, parking lots, tennis and basketball court surfaces, lighting, electrical and water services, irrigation, fencing, erosion control and other major structures such as bridges.	\$4,043,200
16.	Miscellaneous Park Furnishings & Features An allocation to cover miscellaneous furnishings and features within existing parks that deteriorated beyond repair, become unsafe or require upgrading based on community need. These items include water fountains, playground equipment, picnic tables and benches, etc. This program will be enhanced through the Partners in Parks program (when opportunities are available).	\$960,260
17.	Parks Washrooms An annual allocation to cover building and upgrading of parks washrooms.	\$340,000
18.	Streetscapes An annual allocation to cover upgrade/improvements to the downtown core as detailed in the Kelowna Streetscape Plan.	\$5,217,910
19.	Rutland Town Centre	\$0
20.	Fuel Modification / Pine Beetle	\$3,810,000

5 Year Total Funding

\$77,922,890

TRANSPORTATION

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Transportation Services						
T1	Miscellaneous Roadway Equipment	178,500	95,000	95,000	95,000	95,000
T2	Vehicle Management Program	4,110,820	1,818,950	1,925,350	2,910,300	3,794,840
T3	DCC Roads - Sector I	35,104,490	11,912,350	14,294,820	16,677,290	19,059,760
T4	DCC Roads - Other Sectors	0	5,079,050	10,168,960	11,184,770	12,200,580
T5	DCC Roads Prelim. Designs	404,150	0	0	0	0
T6	Non-DCC Roads	3,682,930	450,000	500,000	900,000	1,000,000
T7	Road Overlays	2,697,030	2,300,000	2,400,000	3,300,000	3,400,000
T8	Pavement Management System Rec	75,000	75,000	75,000	75,000	75,000
T9	Traffic Signal Upgrade	340,010	767,000	766,000	275,000	290,000
T10	New Signals	382,500	300,000	325,000	350,000	375,000
T11	Safety & Operational Improvements	2,957,930	500,000	500,000	500,000	500,000
T12	Bicycle Network	18,055,000	800,000	800,000	800,000	800,000
T13	Shoulder Widening	0	100,000	100,000	100,000	100,000
T14	Sidewalk Network	765,000	400,000	1,100,000	1,150,000	1,200,000
T15	Town Centre Roads	595,000	1,093,000	1,093,000	350,000	400,000
T16	Transportation Plan Update	379,940	20,000	30,000	200,000	30,000
T17	Transportation Mgmt Systems	589,280	200,000	220,000	240,000	260,000
T18	Bus Stops	83,530	50,000	50,000	50,000	50,000
T19	Bridge Upgrades	188,230	60,000	70,000	80,000	90,000
T20	Surface Parking Lots/Onstreet Parkin	377,550	0	100,000	0	100,000
T21	Transit Facilities	3,179,660	2,000,000	1,500,000	0	0
Transportation Services Total:		<u>74,146,550</u>	<u>28,020,350</u>	<u>36,113,130</u>	<u>39,237,360</u>	<u>43,820,180</u>
Funding Sources:						
	General Taxation	10,375,100	7,814,050	7,463,160	10,202,970	9,976,780
	Surplus/Reserves	18,224,484	1,758,950	3,855,350	3,810,300	4,869,840
	Development Cost Charges	15,183,698	9,935,200	15,230,040	17,217,080	19,204,120
	Debenture/Borrowing	917,650	3,000,000	4,000,000	3,390,000	4,600,000
	Federal/Prov Funding	28,326,778	2,926,800	2,462,160	997,520	1,032,880
	Dev/Comm/Other Contrib	918,780	2,585,350	3,102,420	3,619,490	4,136,560
	Utility Revenue	200,060	0	0	0	0
		<u>74,146,550</u>	<u>28,020,350</u>	<u>36,113,130</u>	<u>39,237,360</u>	<u>43,820,180</u>
5 Year Total Funding						221,337,570
5 Year Taxation Funding						45,832,060

**City of Kelowna
Capital Project Descriptions**

Project No.	Project Description	Total Project Cost (5 Yrs)
Transportation Services		
1.	<p>Miscellaneous Roadways Equipment</p> <p>An annual allocation to cover the purchase and/or replacement of miscellaneous equipment, such as steel forms, jumping jacks, frost probes, seal units, and cut-off saws used in City of Kelowna roadways operations.</p>	\$558,500
2.	<p>Vehicle Management Program</p> <p>An annual allocation for the systematic replacement of mobile vehicles and equipment used in City of Kelowna operations.</p>	\$14,560,260
3.	<p>Development Cost Charge (DCC) Rds-Sector I (Town Centre)</p> <p>Allocation for design, land and construction costs associated with DCC Road projects. General taxation to cover 15% Assist.</p>	\$97,048,710
4.	<p>DCC Roads - Other Sectors</p> <p>Allocation for design, land and construction costs associated with DCC Road projects other than those in sector I.</p>	\$38,633,360
5.	<p>DCC Roads Preliminary Design</p> <p>To cover costs of preliminary designs for DCC roads that are at least five years away from being constructed. The designs are required to define alignment, profile, grades and R.O.W.'s in anticipation of new development.</p>	\$404,150
6.	<p>Non-DCC Roads</p> <p>Infrastructure upgrades which are not part of the 20 Year Servicing Plan and Financing Strategy (collectors and local roads) and City or property owner initiated projects (local improvements) to upgrade streets to full urban standards including drainage, fillet paving, sidewalks and landscaped boulevards.</p>	\$6,532,930
7.	<p>Road Overlays</p> <p>Allocation for overlay and other processes, including micro asphaltting, for rehabilitation of City roads.</p>	\$14,097,030
8.	<p>Pavement Management Systems Requirements</p> <p>Annual average allocation to cover the implementation of a pavement management system plus its ongoing operations and data collections requirement.</p>	\$375,000
9.	<p>Traffic Signal Upgrades</p> <p>In the next 10 years, there are three distinct areas. A. Focus to year 2008 will be 1) convert all traffic signals to the new <i>icons</i> traffic signal system from the older Aries traffic system, 2) minor upgrade of all controllers to the NTCIP Protocol (<i>icons</i> system compatible), 3) upgrade existing wireless communication units, old equipment is 7-10 years and is out-dated technology. B. Years 2009-2012 - The focus should be on replacing all controllers that are 10 years and older to upgrade to newer technology. C. On-going installation of audible pedestrian signals and traffic signal corrective maintenance (i.e. vehicle detection loops, signal heads, poles, communication and advance turn arrows).</p>	\$2,438,010

**City of Kelowna
Capital Project Descriptions**

		Total Project Cost (5 Yrs)
Transportation Services		
10.	<p>New Traffic Signals and System Communications</p> <p>This program is for 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. The cost of installing new traffic signals has increased 50% in the past five years. This is due to increased material costs, dealing with existing utilities, the addition of priority control (for emergency and transit vehicles) and UPS (Uninterrupted power supply) at new intersections. A new traffic signal costs between \$100,000 to \$150,000 depending on location and requirements listed above. The objective is to install two new non-DCC traffic signals / year, for a number of years. A new component is the addition of Intelligent Transportation System components to the new <i>icons</i> traffic management system. This includes additions to 1) emergency vehicle priority, 2) transit priority, 3) web cameras at key intersections, and 4) other additions such as traveller information.</p>	\$1,732,500
11.	<p>Safety and Operational Improvements</p> <p>Allocation to cover field reviews and capital improvements for safety reasons or to improve operational efficiency or user convenience. This will include projects such as left turn bays, traffic control changes, safety barriers, signs, markings, handicap access improvements and retrofit medians.</p>	\$4,957,930
12.	<p>Bicycle Network</p> <p>Allocation for bike network system additions and improvements.</p>	\$21,255,000
13.	<p>Shoulder Widening</p> <p>Allocation for road shoulder widening program, mostly in the rural areas.</p>	\$400,000
14.	<p>Sidewalk Network</p> <p>Estimated annual allocation required to complete the Non Development Cost Charge portion of the sidewalk network, with program expected to last 20 years.</p>	\$4,615,000
15.	<p>Town Centre Roads</p> <p>Annual allocation to upgrade the City's road infrastructure at the Town Centres as identified in the Official Community Plan.</p>	\$3,531,000
16.	<p>Transportation Plan Updates</p> <p>To cover the costs of updates to the transportation plan every five years including a review of DCC projects and major road networks, sidewalks and bicycle lanes. Interim year expenditures for maintenance and use of the model for sector plans or traffic input studies.</p>	\$659,940
17.	<p>Transportation Management Systems</p> <p>Expenditures for public education, capital works, and/or seed funding for various initiatives related to Transportation Demand Management programs, traffic calming programs, noise attenuation and other transportation planning programs to confirm system needs to service major land use or community plan reviews.</p>	\$1,509,280
18.	<p>Bus Stops</p> <p>To provide for the upgrading/construction of bus stops and bus shelters with an allocation to cover bus stop paving costs.</p>	\$283,530

City of Kelowna
Capital Project Descriptions

	Total Project Cost (5 Yrs)
19. Transportation Services	
Bridge Upgrades	\$488,230
Estimated annual expenditures required to cover upgrades to bridge infrastructure, as identified in the Bridge Survey Condition Study.	
20. Surface Parking Lots/On street Parking	\$577,550
An allocation every two years to fund upgrading of existing lots, expansion of parking meter areas and other parking initiatives.	
21. Transit Facilities	\$6,679,660
Construction of new transit facilities at Queensway, Parkinson Recreation Centre, Orchard Park and Rutland Roxby Transit Station.	
	<hr/>
5 Year Total Funding	\$221,337,570

WORKS AND UTILITIES

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Works and Utilities						
U1	Facilities (Infrastructure) Management	0	70,000	70,000	70,000	70,000
U2	W & U Miscellaneous	235,000	170,000	170,000	170,000	170,000
Works and Utilities Total:		<u>235,000</u>	<u>240,000</u>	<u>240,000</u>	<u>240,000</u>	<u>240,000</u>
Funding Sources:						
	General Taxation	170,000	170,000	170,000	170,000	170,000
	Surplus/Reserves	30,000	0	0	0	0
	Development Cost Charges	0	0	0	0	0
	Debenture/Borrowing	0	0	0	0	0
	Federal/Prov Funding	0	0	0	0	0
	Dev/Comm/Other Contrib	20,000	20,000	20,000	20,000	20,000
	Utility Revenue	15,000	50,000	50,000	50,000	50,000
		<u>235,000</u>	<u>240,000</u>	<u>240,000</u>	<u>240,000</u>	<u>240,000</u>
5 Year Total Funding						1,195,000
5 Year Taxation Funding						850,000

**City of Kelowna
Capital Project Descriptions**

Project No.	Project Description	Total Project Cost (5 Yrs)
	<i>Works & Utilities</i>	
1.	Facilities (Infrastructure) Management Estimated expenditure required to integrate Engineering facilities into the Land Information System or other suitable system.	\$280,000
2.	W & U Miscellaneous Annual allocation to cover Right of Way acquisitions, Offsite and Oversize projects, Monument Replacement, Preliminary Surveys and Clean-up of prior years' work.	\$915,000
	5 Year Total Funding	<hr/> \$1,195,000

STORM WATER MANAGEMENT

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Storm Water Management						
D1	Hydraulic Upgrading	818,190	1,200,000	1,250,000	1,300,000	1,296,000
D2	Storm Water Quality	310,090	83,000	86,000	89,000	92,000
D3	ROW Acquisition	169,170	100,000	100,000	100,000	100,000
D4	Structural Upgrading	1,606,630	93,000	96,000	100,000	104,000
D5	Miscellaneous Drainage	200,000	170,000	170,000	180,000	190,000
Storm Water Management:		<u>3,104,080</u>	<u>1,646,000</u>	<u>1,702,000</u>	<u>1,769,000</u>	<u>1,782,000</u>
Funding Sources:						
	General Taxation	1,639,000	1,646,000	1,702,000	1,769,000	1,782,000
	Surplus/Reserves	1,465,080	0	0	0	0
	Development Cost Charges	0	0	0	0	0
	Debenture/Borrowing	0	0	0	0	0
	Federal/Prov Funding	0	0	0	0	0
	Dev/Comm/Other Contrib	0	0	0	0	0
	Utility Revenue	0	0	0	0	0
		<u>3,104,080</u>	<u>1,646,000</u>	<u>1,702,000</u>	<u>1,769,000</u>	<u>1,782,000</u>
5 Year Total Funding						10,003,080
5 Year Taxation Funding						8,538,000

**City of Kelowna
Capital Project Descriptions**

Project No.	Project Description	Total Project Cost (5 Yrs)
	<i>Storm Water Management</i>	
1.	Hydraulic Upgrading Program	\$5,864,190
	Estimated expenditures to cover hydraulic improvements to the City of Kelowna Storm Water Management 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.	
2.	Storm Water Quality Program	\$660,090
	This program includes storm water quality projects taken from the area drainage plans and forms the overall work program for the City of Kelowna. 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.	
3.	Right-of-Way Acquisitions	\$569,170
	This program is a compilation of storm water right-of-way acquisition needs.	
4.	Structural Upgrading	\$1,999,630
	This program provides for the assessment and replacement of the required storm water pipe network due to structural deterioration. Vitrified clay (vit) was a common pipe material in the 1940's and 1950's and was used extensively in older areas of Kelowna. Experience has shown that the condition of these pipes is less than adequate and a long term replacement program is required.	
5.	Miscellaneous Drainage	\$910,000
	This yearly allocation provides funding for minor storm water problems that may arise throughout the year. It also complements the road overlay program as necessary. The program allows for immediate responsiveness to drainage issues that are raised by the public.	
	5 Year Total Funding	\$10,003,080

SOLID WASTE MANAGEMENT
CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Solid Waste Management						
W1	Landfill Leachate	477,390	800,000	0	0	200,000
W2	Landfill Drainage	229,080	0	0	0	250,000
W3	Landfill Gas Management	475,000	140,000	140,000	140,000	140,000
W4	Composting	3,051,370	0	0	0	0
W5	Landfill Site Improvements	1,360,130	200,000	0	0	0
W6	Closure	40,720	1,500,000	150,000	1,500,000	0
W7	South Area Development	0	200,000	500,000	5,750,000	0
W8	Bioreactor	0	200,000	500,000	4,000,000	3,000,000
Solid Waste Management Total:		<u>5,633,690</u>	<u>3,040,000</u>	<u>1,290,000</u>	<u>11,390,000</u>	<u>3,590,000</u>
Funding Sources:						
	General Taxation	0	0	0	0	0
	Surplus/Reserves	2,582,320	3,040,000	1,290,000	11,390,000	3,590,000
	Development Cost Charges	0	0	0	0	0
	Debenture/Borrowing	0	0	0	0	0
	Federal/Prov Funding	0	0	0	0	0
	Dev/Comm/Other Contrib	105,000	0	0	0	0
	Utility Revenue	2,946,370	0	0	0	0
		<u>5,633,690</u>	<u>3,040,000</u>	<u>1,290,000</u>	<u>11,390,000</u>	<u>3,590,000</u>
5 Year Total Funding						24,943,690
5 Year Taxation Funding						0

**City of Kelowna
Capital Project Descriptions**

Project No.	Project Description	Total Project Cost (5 Yrs)
	<i>Solid Waste Management</i>	
1.	Landfill Leachate Projected expenditures for the installation of a leachate collection, treatment, recirculation network piping and pump facilities.	\$1,477,390
2.	Landfill Drainage Projected expenditures for the design and installation of surface and groundwater collection systems, piping, storage and a pump station to collect and dispose of surface and ground water.	\$479,080
3.	Landfill Gas Management Projected expenditure for the design, installation of a gas management system and utilization of gas to energy for the entire landfill site.	\$1,035,000
4.	Composting Yard waste composting	\$3,051,370
5.	Landfill Site Improvements Projected expenditures for long term site improvements, including new scale house, maintenance building, access road, landscaping and fencing.	\$1,560,130
6.	Closure Projected expenditures for the design and construction of the final cover system for the Glenmore Landfill.	\$3,190,720
7.	South Area Development Projected expenditures for the design and construction of the necessary infrastructure to prepare the south area for filling.	\$6,450,000
8.	Bioreactor Landfill for Phase 3 Projected expenditures for the detailed design, construction, installation of special membranes and piping for bioreactor operations..	\$7,700,000
	5 Year Total Funding	\$24,943,690

STREET LIGHTING
CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Street Lighting						
S1	Utility Street Lights	180,160	474,000	474,000	100,000	100,000
Street Lighting Total:		<u>180,160</u>	<u>474,000</u>	<u>474,000</u>	<u>100,000</u>	<u>100,000</u>
Funding Sources:						
	General Taxation	43,840	399,000	399,000	50,000	50,000
	Surplus/Reserves	46,300	0	0	0	0
	Development Cost Charges	0	0	0	0	0
	Debenture/Borrowing	0	0	0	0	0
	Federal/Prov Funding	0	0	0	0	0
	Dev/Comm/Other Contrib	0	0	0	0	0
	Utility Revenue	90,020	75,000	75,000	50,000	50,000
		<u>180,160</u>	<u>474,000</u>	<u>474,000</u>	<u>100,000</u>	<u>100,000</u>
5 Year Total Funding						1,328,160
5 Year Taxation Funding						941,840

**City of Kelowna
Capital Project Descriptions**

Project No.	Project Description	Total Project Cost (5 Yrs)
Street Lighting		
1.	Utility Street Lights Estimated expenditure to cover replacement of sub-standard cobra head and post top lighting, replacing old style street light arms, replacing O/H & U/G wiring and replacing old photo eye equipment.	\$1,328,160
5 Year Total Funding		<hr/> \$1,328,160

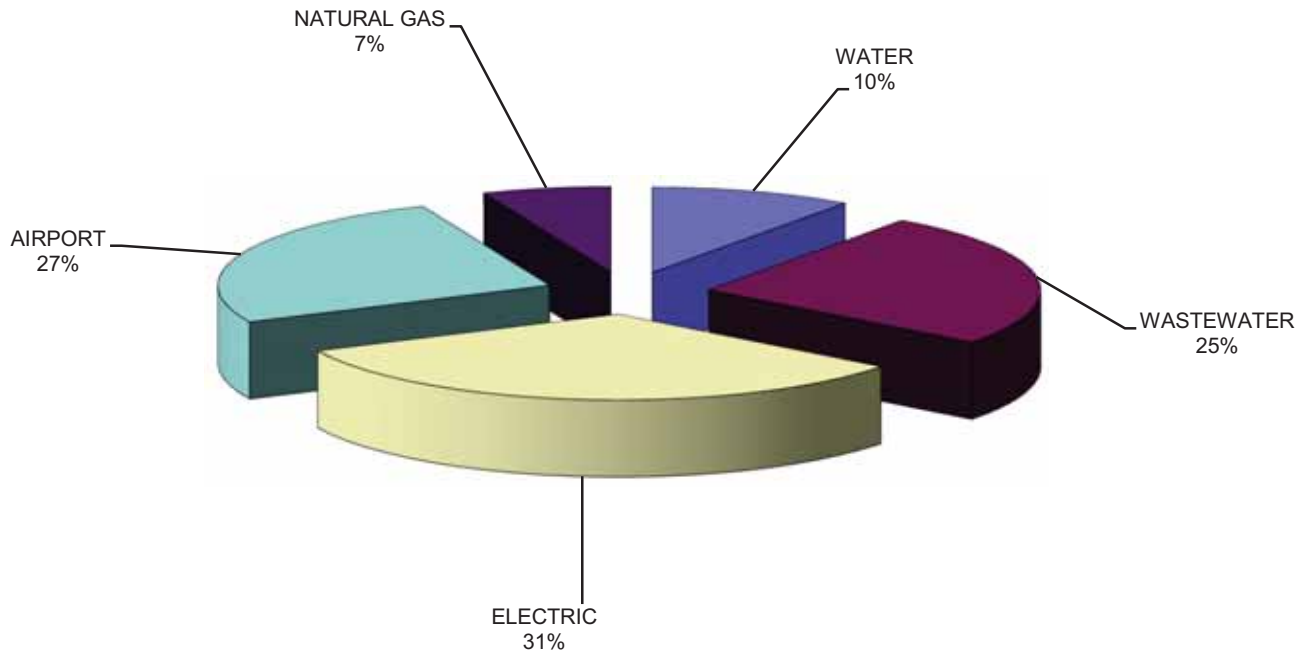


ALL UTILITY FUND DEPARTMENTS
OPERATING DIVISION SUMMARY

2009 UTILITIES OPERATING REVENUES BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
WATER	(7,935,258)	(8,604,300)	(8,116,909)	(7,970,654)	(8,313,414)
WASTEWATER	(20,551,439)	(21,705,270)	(21,738,445)	(21,825,772)	(21,914,845)
ELECTRICAL	(26,049,320)	(28,733,598)	(28,490,681)	(31,443,945)	(32,502,673)
AIRPORT	(20,703,207)	(22,502,465)	(25,874,640)	(27,584,194)	(27,869,317)
NATURAL GAS	(5,026,917)	(4,908,849)	(4,802,863)	(4,687,959)	(4,613,262)
TOTAL REVENUE	(80,266,141)	(86,454,481)	(89,023,538)	(93,512,523)	(95,213,510)

2009 TOTAL REVENUE



ALL UTILITY FUND DEPARTMENTS

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
PARCEL TAXES	(1,694,572)	(2,064,478)	(1,832,064)	(1,592,459)	(1,345,499)
FEES AND CHARGES	(67,190,179)	(69,485,964)	(71,553,570)	(73,842,834)	(75,968,343)
Sales of Services	(61,756,707)	(64,083,535)	(66,255,763)	(68,654,038)	(70,892,144)
Other					
User Fees	(5,433,472)	(5,402,429)	(5,297,806)	(5,188,796)	(5,076,199)
OTHER REVENUE	(2,063,104)	(1,656,745)	(1,591,736)	(1,672,474)	(1,702,193)
Interest	(1,334,672)	(956,172)	(935,308)	(1,007,577)	(1,028,075)
Grants	(728,432)	(677,933)	(633,110)	(640,879)	(648,804)
Other		(22,640)	(23,319)	(24,018)	(25,315)
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(9,318,286)	(13,247,295)	(14,046,168)	(16,404,756)	(16,197,475)
Special (Stat Reserve) Funds					
Development Cost Charge Funds	(3,971,532)	(6,036,434)	(6,036,434)	(6,036,434)	(6,036,434)
Accumulated Surplus	(5,346,754)	(7,210,861)	(8,009,734)	(10,368,322)	(10,161,041)
TOTAL REVENUE	<u>(80,266,141)</u>	<u>(86,454,481)</u>	<u>(89,023,538)</u>	<u>(93,512,523)</u>	<u>(95,213,510)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	25,010,643	8,485,499	8,842,177	9,287,686	9,666,429
INTERNAL EQUIPMENT	910,134	934,428	959,471	995,287	1,022,335
MATERIAL & OTHER	9,813,427	26,817,031	28,211,739	29,709,782	30,906,661
CONTRACT SERVICES	3,910,915	1,680,470	1,640,533	1,642,812	1,730,638
DEBT-PRINCIPAL	7,882,386	10,113,469	12,265,259	13,192,570	13,159,304
DEBT-INTEREST	7,259,192	8,603,936	9,196,892	9,288,133	9,260,463
INTERNAL ALLOCATIONS	8,561,598	7,731,611	7,953,349	8,187,031	8,322,553
Interdepartment Transfer	3,226,973	7,081,507	7,288,892	7,512,539	7,637,853
Interfund Transfer	5,334,625	650,104	664,458	674,492	684,700
TRANSFERS TO FUNDS	14,475,076	11,753,764	13,900,911	11,011,452	11,777,718
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	14,475,076	11,753,764	13,900,911	11,011,452	11,777,718
TOTAL EXPENDITURES	<u>77,823,371</u>	<u>76,120,207</u>	<u>82,970,331</u>	<u>83,314,753</u>	<u>85,846,101</u>
NET OPERATING EXPENDITURES	<u>(2,442,770)</u>	<u>(10,334,274)</u>	<u>(6,053,206)</u>	<u>(10,197,770)</u>	<u>(9,367,409)</u>

WATER

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
REVENUE					
PARCEL TAX	(1,303,919)	(973,461)	(741,047)	(501,442)	(254,482)
FEES AND CHARGES	(5,751,404)	(6,415,217)	(6,814,902)	(7,357,554)	(7,945,599)
Sales of Services	(5,749,804)	(6,413,593)	(6,813,254)	(7,355,881)	(7,943,901)
Other					
User Fees	(1,600)	(1,624)	(1,648)	(1,673)	(1,698)
OTHER REVENUE	(111,580)	(108,382)	(110,007)	(111,658)	(113,332)
Interest	(106,780)	(108,382)	(110,007)	(111,658)	(113,332)
Grants	(4,800)				
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(768,355)	(1,107,240)	(450,952)		
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(768,355)	(1,107,240)	(450,952)		
TOTAL REVENUE	<u>(7,935,258)</u>	<u>(8,604,300)</u>	<u>(8,116,909)</u>	<u>(7,970,654)</u>	<u>(8,313,414)</u>
EXPENDITURES					
SALARIES & WAGES	2,132,281	2,173,969	2,217,450	2,332,800	2,363,439
INTERNAL EQUIPMENT	264,868	276,257	288,136	310,526	323,879
MATERIAL & OTHER	1,337,569	1,395,084	1,445,717	1,527,883	1,583,582
CONTRACT SERVICES	458,615	478,335	478,904	499,497	520,975
DEBT-PRINCIPAL	563,947	659,175	443,367	354,879	321,613
DEBT-INTEREST	586,965	652,662	606,742	517,886	490,216
INTERNAL ALLOCATIONS	823,863	837,894	850,021	862,771	875,713
Interdepartment Transfer	489,198	496,536	498,984	506,469	514,066
Interfund Transfer	334,665	341,358	351,037	356,302	361,647
TRANSFERS TO FUNDS	552,350	355,397	430,327	305,458	438,699
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	552,350	355,397	430,327	305,458	438,699
TOTAL EXPENDITURES	<u>6,720,458</u>	<u>6,828,775</u>	<u>6,760,664</u>	<u>6,711,700</u>	<u>6,918,116</u>
NET OPERATING EXPENDITURES	<u>(1,214,800)</u>	<u>(1,775,525)</u>	<u>(1,356,245)</u>	<u>(1,258,953)</u>	<u>(1,395,298)</u>
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	<u>(768,355)</u>	<u>(1,107,240)</u>	<u>(450,952)</u>	<u>55,458</u>	<u>188,699</u>

WASTEWATER OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
PARCEL TAX	(390,653)	(1,091,017)	(1,091,017)	(1,091,017)	(1,091,017)
FEES AND CHARGES	(13,828,676)	(13,905,250)	(13,983,355)	(14,063,022)	(14,144,282)
Sales of Services	(13,828,676)	(13,905,250)	(13,983,355)	(14,063,022)	(14,144,282)
Other					
User Fees					
OTHER REVENUE	(718,374)	(672,569)	(627,639)	(635,299)	(643,112)
Interest	(368,122)	(375,484)	(382,994)	(390,654)	(398,467)
Grants	(350,252)	(297,085)	(244,645)	(244,645)	(244,645)
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(5,613,736)	(6,036,434)	(6,036,434)	(6,036,434)	(6,036,434)
Special (Stat Reserve) Funds					
Development Cost Charge Funds	(3,971,532)	(6,036,434)	(6,036,434)	(6,036,434)	(6,036,434)
Accumulated Surplus	(1,642,204)				
TOTAL REVENUE	<u>(20,551,439)</u>	<u>(21,705,270)</u>	<u>(21,738,445)</u>	<u>(21,825,772)</u>	<u>(21,914,845)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	2,888,711	3,076,477	3,276,448	3,489,417	3,716,229
INTERNAL EQUIPMENT	628,132	640,694	653,508	666,578	679,910
MATERIAL & OTHER	2,904,870	3,093,687	3,294,776	3,508,937	3,737,018
CONTRACT SERVICES	46,084	49,079	52,270	55,667	59,286
DEBT-PRINCIPAL	4,272,074	4,606,717	4,574,163	4,329,707	4,329,707
DEBT-INTEREST	2,396,677	3,668,285	3,586,216	3,318,086	3,318,086
INTERNAL ALLOCATIONS	4,959,481	2,870,661	2,995,061	3,124,992	3,129,856
Interdepartment Transfer	1,933,018	2,636,915	2,756,640	2,881,803	2,881,803
Interfund Transfer	3,026,463	233,746	238,421	243,189	248,053
TRANSFERS TO FUNDS	215,390	863,121	1,445,685	346,948	1,045,086
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	215,390	863,121	1,445,685	346,948	1,045,086
TOTAL EXPENDITURES	<u>18,311,419</u>	<u>18,868,721</u>	<u>19,878,127</u>	<u>18,840,333</u>	<u>20,015,177</u>
NET OPERATING EXPENDITURES	<u>(2,240,020)</u>	<u>(2,836,549)</u>	<u>(1,860,318)</u>	<u>(2,985,439)</u>	<u>(1,899,668)</u>
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	<u>(1,642,204)</u>	<u>643,423</u>	<u>1,221,593</u>	<u>118,374</u>	<u>811,941</u>

ELECTRICAL

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
PARCEL TAX					
FEEES AND CHARGES	(25,575,690)	(27,006,522)	(28,451,029)	(29,973,346)	(31,287,151)
Sales of Services	(25,574,690)	(26,912,102)	(28,353,776)	(29,873,176)	(31,181,572)
Other					
User Fees	(1,000)	(94,420)	(97,253)	(100,170)	(105,579)
OTHER REVENUE	(473,630)	(86,585)	(39,652)	(89,822)	(93,119)
Interest	(473,630)	(63,945)	(16,333)	(65,804)	(67,804)
Grants					
Other		(22,640)	(23,319)	(24,018)	(25,315)
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS		(1,640,491)		(1,380,777)	(1,122,403)
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus		(1,640,491)		(1,380,777)	(1,122,403)
TOTAL REVENUE	<u>(26,049,320)</u>	<u>(28,733,598)</u>	<u>(28,490,681)</u>	<u>(31,443,945)</u>	<u>(32,502,673)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	17,124,213	269,324	278,750	288,507	298,604
INTERNAL EQUIPMENT					
MATERIAL & OTHER	956,820	18,302,594	19,304,112	20,360,433	21,123,048
CONTRACT SERVICES	3,070,836	810,967	760,430	731,740	787,351
DEBT-PRINCIPAL		152,492	152,492	304,984	304,984
DEBT-INTEREST		152,672	178,117	305,344	305,344
INTERNAL ALLOCATIONS	2,017,337	3,262,139	3,347,351	3,438,350	3,556,067
Interdepartment Transfer	43,840	3,187,139	3,272,351	3,363,350	3,481,067
Interfund Transfer	1,973,497	75,000	75,000	75,000	75,000
TRANSFERS TO FUNDS	3,892,164	61,210	1,632,785	61,210	54,830
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	3,892,164	61,210	1,632,785	61,210	54,830
TOTAL EXPENDITURES	<u>27,061,370</u>	<u>23,011,398</u>	<u>25,654,037</u>	<u>25,490,568</u>	<u>26,430,229</u>
NET OPERATING EXPENDITURES	<u>1,012,050</u>	<u>(5,722,200)</u>	<u>(2,836,644)</u>	<u>(5,953,377)</u>	<u>(6,072,444)</u>
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	<u>1,918,667</u>	<u>(1,640,491)</u>	<u>1,571,575</u>	<u>(1,380,777)</u>	<u>(1,122,403)</u>

AIRPORT

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(17,109,892)	(17,369,072)	(17,632,191)	(17,899,308)	(18,170,484)
Sales of Services	(16,603,537)	(16,852,590)	(17,105,379)	(17,361,960)	(17,622,389)
Other					
User Fees	(506,355)	(516,482)	(526,812)	(537,348)	(548,095)
OTHER REVENUE	(657,120)	(670,262)	(683,668)	(697,341)	(711,288)
Interest	(283,740)	(289,415)	(295,203)	(301,107)	(307,129)
Grants	(373,380)	(380,848)	(388,465)	(396,234)	(404,159)
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(2,936,195)	(4,463,130)	(7,558,782)	(8,987,545)	(8,987,545)
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	(2,936,195)	(4,463,130)	(7,558,782)	(8,987,545)	(8,987,545)
TOTAL REVENUE	<u>(20,703,207)</u>	<u>(22,502,465)</u>	<u>(25,874,640)</u>	<u>(27,584,194)</u>	<u>(27,869,317)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	2,865,438	2,965,728	3,069,529	3,176,962	3,288,156
INTERNAL EQUIPMENT	17,134	17,477	17,826	18,183	18,546
MATERIAL & OTHER	4,602,168	4,013,666	4,154,144	4,299,539	4,450,023
CONTRACT SERVICES	335,380	342,088	348,929	355,908	363,026
DEBT-PRINCIPAL	1,332,655	2,981,375	5,381,527	6,489,290	6,489,290
DEBT-INTEREST	1,376,000	1,243,755	1,939,255	2,260,255	2,260,255
INTERNAL ALLOCATIONS	760,917	760,917	760,917	760,917	760,917
Interdepartment Transfer	760,917	760,917	760,917	760,917	760,917
Interfund Transfer					
TRANSFERS TO FUNDS	9,413,515	10,177,459	10,202,513	10,223,139	10,239,103
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	9,413,515	10,177,459	10,202,513	10,223,139	10,239,103
TOTAL EXPENDITURES	<u>20,703,207</u>	<u>22,502,465</u>	<u>25,874,640</u>	<u>27,584,194</u>	<u>27,869,317</u>
NET OPERATING EXPENDITURES	<u>0</u>	<u>(0)</u>	<u>0</u>	<u>(0)</u>	<u>(0)</u>
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

NATURAL GAS OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(4,924,517)	(4,789,903)	(4,672,093)	(4,549,605)	(4,420,827)
Sales of Services					
Other					
User Fees	(4,924,517)	(4,789,903)	(4,672,093)	(4,549,605)	(4,420,827)
OTHER REVENUE	(102,400)	(118,946)	(130,770)	(138,354)	(141,342)
Interest	(102,400)	(118,946)	(130,770)	(138,354)	(141,342)
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS					(51,093)
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					(51,093)
TOTAL REVENUE	<u>(5,026,917)</u>	<u>(4,908,849)</u>	<u>(4,802,863)</u>	<u>(4,687,959)</u>	<u>(4,613,262)</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES					
INTERNAL EQUIPMENT					
MATERIAL & OTHER	12,000	12,000	12,990	12,990	12,990
CONTRACT SERVICES					
DEBT-PRINCIPAL	1,713,710	1,713,710	1,713,710	1,713,710	1,713,710
DEBT-INTEREST	2,899,550	2,886,562	2,886,562	2,886,562	2,886,562
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS	401,657	296,577	189,601	74,697	
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	401,657	296,577	189,601	74,697	
TOTAL EXPENDITURES	<u>5,026,917</u>	<u>4,908,849</u>	<u>4,802,863</u>	<u>4,687,959</u>	<u>4,613,262</u>
NET OPERATING EXPENDITURES	<u>0</u>	<u></u>	<u></u>	<u></u>	<u></u>
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	<u>401,657</u>	<u>296,577</u>	<u>189,601</u>	<u>74,697</u>	<u>(51,093)</u>



CAPITAL SUMMARY - UTILITY FUNDS

Department:	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Water	9,421,060	11,537,113	5,715,541	2,800,358	4,545,349
Wastewater	57,809,320	9,865,440	3,156,574	3,662,972	1,932,141
Electrical	10,032,130	5,722,200	5,836,644	5,953,377	6,072,444
Airport	13,910,950	14,025,000	7,023,640	475,000	1,325,000
	<u>91,173,460</u>	<u>41,149,753</u>	<u>21,732,399</u>	<u>12,891,707</u>	<u>13,874,935</u>
 Funding Sources:					
Water Utility Operating Fund	1,214,800	1,775,525	1,356,245	1,258,953	1,395,298
Wastewater Utility Operating	2,240,020	2,836,549	1,860,318	2,985,439	1,899,668
Electric Utility Operating Fund	2,727,260	5,722,200	2,836,644	5,953,377	6,072,444
Reserves/Surplus	18,681,465	1,025,000	1,023,640	475,000	1,325,000
Reserve Funds	300,000	51,000	52,020	53,060	54,122
Development Cost Charges	9,827,970	15,008,335	5,447,472	2,006,696	2,966,037
Debenture Borrowing	54,641,620	13,000,000	9,000,000	0	0
Federal/Provincial Contribution	0	0	0	0	0
Dev/Comm/Other Contributions	1,540,325	1,731,144	156,060	159,181	162,365
	<u>91,173,460</u>	<u>41,149,753</u>	<u>21,732,399</u>	<u>12,891,707</u>	<u>13,874,935</u>

UTILITY CAPITAL SUMMARY Financial Plan



WATER
CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Water Utility						
1.	Cast Iron Program	877,330	816,000	832,320	848,966	865,946
2.	General Capital Program	7,711,750	336,600	343,332	350,199	357,203
3.	Operations Capital	293,000	153,000	156,060	159,181	162,365
4.	DCC Capital	538,980	10,231,513	4,383,829	1,442,012	3,159,836
Water Utility Total		<u>9,421,060</u>	<u>11,537,113</u>	<u>5,715,541</u>	<u>2,800,358</u>	<u>4,545,349</u>
Funding Sources:						
	Water Utility Operating Fund	1,214,800	1,775,525	1,356,245	1,258,953	1,395,298
	Reserve/Surplus	484,410	0	0	0	0
	Reserve Funds	50,000	51,000	52,020	53,060	54,122
	Debenture Borrowing	2,573,900	0	0	0	0
	Federal/Provincial Funding	0	0	0	0	0
	Dev/Com/Other Contributions	400,000	1,731,144	156,060	159,181	162,365
	DCC A	55,000	4,390,549	2,895,548	1,233,230	1,791,707
	DCC B	4,188,970	0	0	0	0
	DCC D	453,980	3,588,894	1,255,669	95,933	1,141,858
		<u>9,421,060</u>	<u>11,537,113</u>	<u>5,715,541</u>	<u>2,800,358</u>	<u>4,545,349</u>
5 Year Total Funding				34,019,422		
5 Year Utility Operating Fund				7,000,822		

**City of Kelowna
Capital Project Descriptions**

Water Utility		Total Project Cost (5 Yrs)
1. Cast Iron Program		\$4,240,562
Annual allocation to cover the replacement of old cast iron watermain.		
2. General Capital Program		\$9,099,083
Annual allocation to cover system deficiencies and infrastructure replacement.		
3. Operations Capital Program		\$923,606
Annual allocation to cover purchase and/or replacement of miscellaneous equipment (cut-off saws, chlorine regulator, etc), and/or commercial meter replacement, and/or one time purchases.		
4. Water DCC Projects		\$19,756,170
Allocation for land and construction costs associated with DCC Water projects. Utility Revenues to cover 1% Assist and Land Use Contracts that will not pay DCCs.		
5 Year Total Funding		<hr/> \$34,019,422

WASTEWATER

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Wastewater Utility						
1.	General Capital Program	502,920	510,000	520,200	530,604	541,216
2.	Operations Capital	568,000	25,500	26,010	26,530	27,061
3.	Sewer Main Replacement Program	2,653,780	1,428,000	1,248,480	1,273,450	1,298,919
4.	DCC Trunk Capital	1,401,830	7,901,940	1,361,884	63,672	64,946
5.	Wastewater Treatment Facility	52,682,790	0	0	1,768,715	0
6.	Trade Waste Treatment Plant	0	0	0	0	0
Wastewater Utility Total		<u>57,809,320</u>	<u>9,865,440</u>	<u>3,156,574</u>	<u>3,662,972</u>	<u>1,932,141</u>
Funding Sources:						
	Sewer Utility Operating Fund	2,240,020	2,836,549	1,860,318	2,985,439	1,899,668
	Sewer Development Fund	0	0	0	0	0
	DCC Reserves - Treatment	4,266,330	0	0	645,696	0
	DCC Reserves - Trunks	863,690	7,028,891	1,296,255	31,836	32,473
	Reserves/Surplus	9,732,380	0	0	0	0
	Reserve Funds	250,000	0	0	0	0
	Debenture Borrowing	40,000,000	0	0	0	0
	Federal/Provincial Grants	0	0	0	0	0
	Dev/Com/Other Contributions	456,900	0	0	0	0
		<u>57,809,320</u>	<u>9,865,440</u>	<u>3,156,574</u>	<u>3,662,972</u>	<u>1,932,141</u>
5 Year Total Funding				76,426,447		
5 Year Utility Operating Fund				11,821,995		

City of Kelowna
Capital Project Descriptions

Wastewater Utility	Total Project Cost (5 Yrs)
<p>1. General Capital Program Annual allocation to cover system deficiencies and new infrastructure requirements.</p>	\$2,604,940
<p>2. Operations Capital Program Annual allocation to cover purchase and/or replacement of miscellaneous equipment such as cut-off saws, cleaning nozzles and hoses, sewer test and repair plugs, tampers, and hydraulic drills.</p>	\$673,101
<p>3. Sewer Main Replacement Program Annual allocation to cover the replacement of old wood stave and vitrified clay sewer lines.</p>	\$7,902,628
<p>4. Wastewater DCC Trunk Projects Allocation for land and construction costs associated with DCC Sewer Trunk projects. Utility Revenues to cover 1% Assist, oversizing of infrastructure, and Land Use Contracts that will not pay DCCs.</p>	\$10,794,272
<p>5. Wastewater Treatment Facility Allocation for land and construction costs associated with DCC Sewer Treatment projects. Utility Revenues to cover 1% Assist and Land Use Contracts that will not pay DCCs.</p>	\$54,451,505
<p>6. Trade Waste Treatment Plant Improvements to the Trade Waste Treatment Plant that are funded by the Industry users of the plant (expansion has been delayed indefinitely).</p>	\$0
5 Year Total Funding	\$76,426,447

ELECTRICAL
CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Electric Utility						
1.	General Capital	10,032,130	5,722,200	5,836,644	5,953,377	6,072,444
Electric Utility Total		<u>10,032,130</u>	<u>5,722,200</u>	<u>5,836,644</u>	<u>5,953,377</u>	<u>6,072,444</u>
Funding Sources:						
	Electric Utility Operating Fund	2,727,260	5,722,200	2,836,644	5,953,377	6,072,444
	Reserve/Surplus	3,483,725	0	0	0	0
	Dev/Com/Other Contributions	683,425	0	0	0	0
	Borrowing	3,137,720	0	3,000,000	0	0
		<u>10,032,130</u>	<u>5,722,200</u>	<u>5,836,644</u>	<u>5,953,377</u>	<u>6,072,444</u>
5 Year Total Funding				33,616,795		
5 Year Utility Operating Fund				23,311,925		

**City of Kelowna
Capital Project Descriptions**

Electrical Utility

**Total Project
Cost (5 Yrs)**

1. General Capital Program

Expenditures for breakers, underground line conversion, hydro meters, transformers, capacitors, survey and planning, pole replacement and miscellaneous works, computer equipment and tools.

\$33,616,795

5 Year Total Funding

\$33,616,795

AIRPORT

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Airport						
1.	Regular Reserve Funded Projects	1,902,125	170,000	720,000	400,000	1,250,000
2.	AIF Funded Capital Projects	11,920,825	13,780,000	6,228,640		
3.	Small Capital Projects	88,000	75,000	75,000	75,000	75,000
4.	Federal Funded Projects					
Airport Total		<u>13,910,950</u>	<u>14,025,000</u>	<u>7,023,640</u>	<u>475,000</u>	<u>1,325,000</u>
Funding Sources:						
	Airport Groundside Reserve	336,009	75,000	75,000	325,000	1,075,000
	Airport Airside Reserve	1,528,453	20,000	720,000	150,000	150,000
	Airport Terminal Building Reserve	125,663	150,000			100,000
	Airport Improvement Fee Reserve	2,990,825	780,000	228,640		
	AIF Debenture/Borrowing	8,930,000	13,000,000	6,000,000		
	Developer/Community Contributions					
	Federal/Provincial					
		<u>13,910,950</u>	<u>14,025,000</u>	<u>7,023,640</u>	<u>475,000</u>	<u>1,325,000</u>
5 Year Total Funding				36,759,590		
5 Year Utility Operating Fund				0		

**City of Kelowna
Capital Project Descriptions**

<i>Airport</i>	Total Project Cost (5 Yrs)
<p>1. Regular Reserve and Developer/Community Funded Projects Funding for building repairs and upgrades, equipment purchases and airside improvements.</p>	\$4,442,125
<p>2. Airport Improvement Fee (AIF) Funded Projects Funding for the construction of a parkade, completion of the airside corridor extension and apron expansion, and project management.</p>	\$31,929,465
<p>3. Small Capital Projects Funding for minor capital projects which need to be implemented expeditiously.</p>	\$388,000
<p>4. Federal/Provincial Funded Projects Federally funded projects for security and other airport enhancements.</p>	\$0
<i>5 Year Total Funding</i>	\$36,759,590