

CITY OF KELOWNA FINANCIAL PLAN 2014 - 2018

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

The Financial Plan attempts to provide a 'snapshot' of the future using current standards and service levels. Input from the citizens of Kelowna, the availability of funding from other sources (Federal, Provincial, and Community), the Official Community Plan, 20 Year Servicing Plan and 10 Year Capital Plan, all affect the programs included in the future years of the plan. The 10 Year Capital Plan, as revised in 2013, has provided a guideline for future capital through to 2020 in this Financial Plan. The Financial Plan is intended to provide guidance and information upon which to base current and future expenditure decisions. It will aid in the understanding of the City's financial position and financing capabilities over the next five years.

The development of the Financial Plan follows from the 2014 budget process which includes:

- Provisional Budget - approved by Council December 12, 2013
- Carryover Requests - approved by Council March 24, 2014
- Final Budget - approved by Council on May 5, 2014

Although most of this volume is devoted to the Provisional Budget details, the changes made by Council at Provisional, Carryover, and Final Budget, together, provide the 2014 portion of the Financial Plan.

For the years after 2014, the operating budget is adjusted for current one-time projects, changes in operating requirements from approved prior years, and from new capital along with a growth and/or inflation factor depending on the nature of the revenue or expenditure. As with any planning exercise, the level of certainty and detail is most appropriately found in the current year. Future year assumptions are required to project general revenues, incremental operating expenditures to support new capital, debt servicing and ongoing departmental revenues and expenditures. For 2015 to 2018 projections, the assumptions used in the creation of the financial plan include:

- An inflation rate of 2.00% per year has been used for many of the operating costs and for some revenues.
- A growth rate of 1.88% per year (as per the Official Community Plan) for 2015 and 1.58% for 2016 through 2018 has been used for various revenues and expenditures and for incremental taxation revenue. Growth rates for the utilities are based on servicing expectations over the next five years which may include existing residential or commercial units.
- MFA amortization schedules and estimated rates are used as a basis for projected principal and interest where applicable.
- There is no change in current service levels with the exception of protective services, as approved by Council, and as provided for in the capital program.

- Reserve funding is used for both operating and capital programs to reduce the requirement for increased taxation.

The Financial Plan summary can be found on page 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 2030). Further impact summaries can be found in the following pages and various summary graphs precede the background operating and capital five year projection details.

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



Financial Plan 2014 - 2018

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019-2030</u>
<u>REVENUE</u>						
PROPERTY VALUE TAX	107,697,000	113,075,817	120,151,912	126,756,800	131,318,553	1,976,499,755
LIBRARY REQUISITION	5,422,208	5,530,652	5,641,265	5,754,047	5,868,998	88,335,370
PARCEL TAXES	3,451,626	3,272,073	3,219,995	3,241,120	3,262,562	43,020,762
FEES AND CHARGES	98,185,243	98,252,183	100,791,173	103,230,002	105,755,134	1,446,765,291
BORROWING PROCEEDS	62,454,080	1,000,000	5,215,000	4,965,000	2,383,230	31,425,731
OTHER SOURCES	57,527,140	45,037,994	50,434,310	46,115,988	45,637,954	601,790,788
	<u>334,737,297</u>	<u>266,168,719</u>	<u>285,453,654</u>	<u>290,062,957</u>	<u>294,226,431</u>	<u>4,187,837,697</u>
<u>TRANSFERS BETWEEN FUNDS</u>						
RESERVE FUNDS	1,721,276	2,255,221	2,274,631	2,294,421	2,314,592	30,520,650
DCC FUNDS	18,683,395	20,025,508	15,069,848	17,407,661	12,000,829	177,710,688
SURPLUS/RESERVE ACCOUNTS	81,002,077	39,544,817	38,985,607	42,599,158	22,665,911	348,931,087
	<u>101,406,748</u>	<u>61,825,546</u>	<u>56,330,086</u>	<u>62,301,240</u>	<u>36,981,332</u>	<u>557,162,425</u>
TOTAL REVENUE	<u><u>436,144,045</u></u>	<u><u>327,994,265</u></u>	<u><u>341,783,740</u></u>	<u><u>352,364,197</u></u>	<u><u>331,207,763</u></u>	<u><u>4,745,000,122</u></u>
<u>EXPENDITURES</u>						
MUNICIPAL DEBT						
DEBT INTEREST	10,295,577	10,019,384	12,497,882	13,399,424	13,319,395	95,441,499
DEBT PRINCIPAL	11,897,321	11,699,430	13,474,621	13,901,710	15,046,052	90,128,726
CAPITAL EXPENDITURES	182,853,670	74,112,791	77,656,744	81,267,623	50,123,534	961,381,766
OTHER MUNICIPAL PURPOSES						
GENERAL GOVERNMENT	39,379,148	39,709,308	40,765,052	41,707,831	42,888,947	615,377,207
PLANNING, DEVELOPMENT & BUILDING SERVICES	22,047,988	20,527,862	21,152,583	21,755,260	22,370,389	322,369,653
COMMUNITY SERVICES	58,052,503	59,572,401	61,860,113	64,212,519	66,475,335	956,590,060
PROTECTIVE SERVICES	45,935,120	48,286,637	50,086,189	51,767,871	53,701,803	770,521,714
UTILITIES	17,236,300	16,892,163	17,347,583	17,827,151	18,118,083	271,781,811
AIRPORT	11,469,410	11,863,878	12,263,958	12,639,948	13,022,008	186,841,769
	<u>399,167,037</u>	<u>292,683,854</u>	<u>307,104,724</u>	<u>318,479,337</u>	<u>295,065,546</u>	<u>4,270,434,205</u>
<u>TRANSFERS BETWEEN FUNDS</u>						
RESERVE FUNDS	11,206,507	11,453,535	11,468,714	11,473,667	11,480,223	151,380,410
DCC FUNDS						
SURPLUS/RESERVE ACCOUNTS	25,770,501	23,856,876	23,210,303	22,411,193	24,661,994	323,185,508
	<u>36,977,008</u>	<u>35,310,411</u>	<u>34,679,016</u>	<u>33,884,860</u>	<u>36,142,217</u>	<u>474,565,917</u>
TOTAL EXPENDITURES	<u><u>436,144,045</u></u>	<u><u>327,994,265</u></u>	<u><u>341,783,740</u></u>	<u><u>352,364,197</u></u>	<u><u>331,207,763</u></u>	<u><u>4,745,000,122</u></u>

General Fund Tax Impact Summary

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
GENERAL REVENUES	(11,762,060)	(12,068,839)	(12,381,987)	(12,670,407)	(12,963,799)
NET OPERATING BUDGET	105,516,930	110,377,756	117,052,359	123,186,308	127,240,331
PAY-AS-YOU-GO CAPITAL	13,942,130	14,766,900	15,481,540	16,240,900	17,042,020
TAXATION DEMAND	<u>107,697,000</u>	<u>113,075,817</u>	<u>120,151,912</u>	<u>126,756,800</u>	<u>131,318,553</u>
NEW CONSTRUCTION TAX REVENUE	(1,452,200)	(2,024,704)	(1,786,598)	(1,898,400)	(2,002,757)
NET PROPERTY OWNER IMPACT	<u>2.49%</u>	<u>3.11%</u>	<u>4.68%</u>	<u>3.92%</u>	<u>2.02%</u>

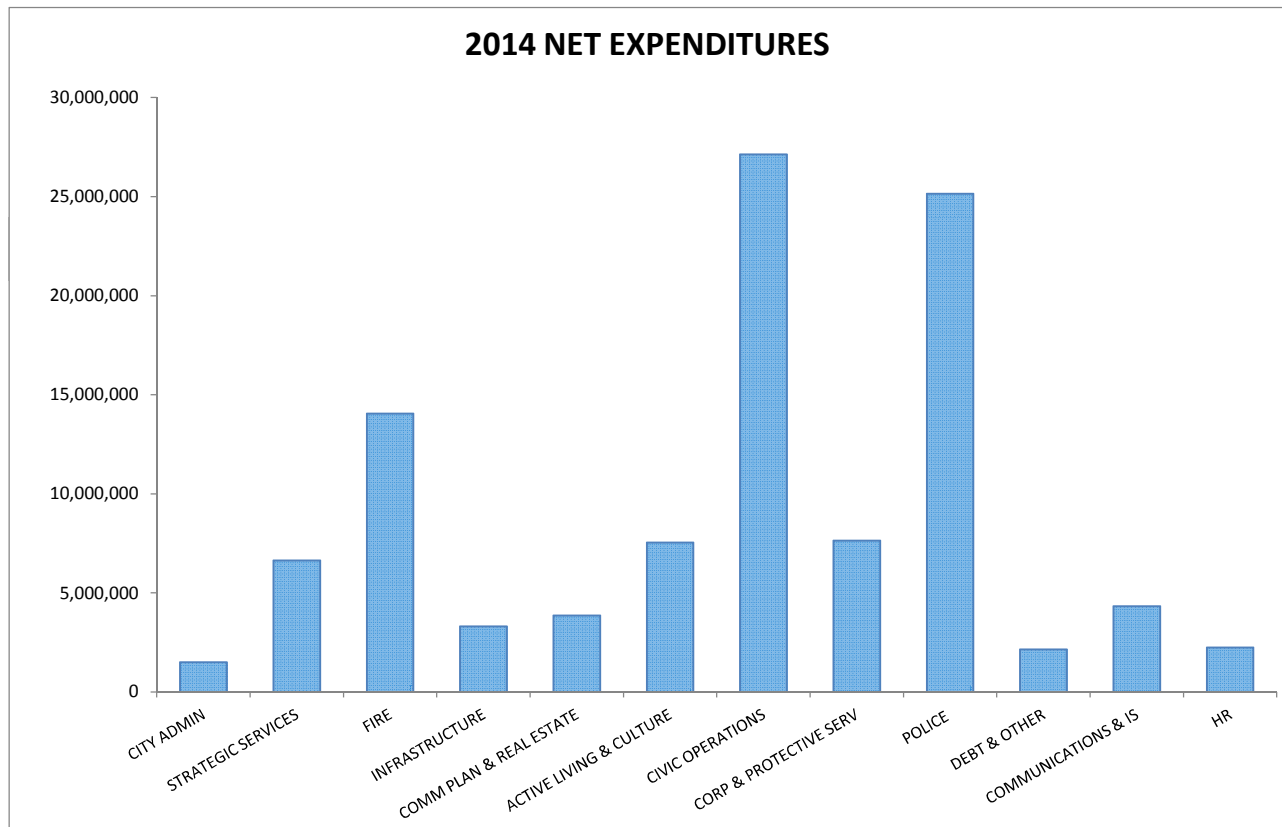
General Revenue

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>GENERAL LICENCES</u>					
COMMERCIAL VEHICLE LICENCES	37,000	37,000	37,000	37,000	37,000
BUSINESS LICENCES	1,355,700	1,408,301	1,461,987	1,512,419	1,563,664
SPECIAL EVENTS LICENCES	100	100	100	100	100
DOG LICENCES	1,100	1,100	1,100	1,100	1,100
	<u>1,393,900</u>	<u>1,446,501</u>	<u>1,500,187</u>	<u>1,550,619</u>	<u>1,601,864</u>
<u>FRANCHISE FEE</u>					
FORTIS GAS	1,234,380	1,282,274	1,331,155	1,377,074	1,423,734
APPROPRIATION TO RESERVE					
	<u>1,234,380</u>	<u>1,282,274</u>	<u>1,331,155</u>	<u>1,377,074</u>	<u>1,423,734</u>
<u>GENERAL INTEREST & TAX PENALTIES</u>					
INTEREST ON INVESTMENTS	4,326,050	4,407,380	4,490,440	4,561,387	4,633,632
TAX ARREARS & DELINQUENT	215,000	219,042	223,170	226,696	230,287
PENALTIES ON TAXES	849,140	865,104	881,407	895,333	909,514
PENALTIES UTILITY ACCOUNTS	63,090	64,276	65,487	66,522	67,576
INTEREST ON ACCOUNTS RECEIVABLE	16,000	16,000	16,000	16,000	16,000
	<u>5,469,280</u>	<u>5,571,802</u>	<u>5,676,505</u>	<u>5,765,938</u>	<u>5,857,008</u>
<u>MISCELLANEOUS REVENUES</u>					
WORK ORDER ADMINISTRATION	40,000	41,552	43,136	44,624	46,136
LOCAL IMPROVEMENT PREPAYMENTS	10,000	10,000	10,000	10,000	10,000
DISCOUNTS EARNED & MISC	88,779	91,448	94,171	96,730	99,330
RISK TO ROLL	(150,000)	(155,820)	(161,760)	(167,340)	(173,010)
	<u>(11,221)</u>	<u>(12,820)</u>	<u>(14,453)</u>	<u>(15,986)</u>	<u>(17,544)</u>
<u>FEDERAL CONTRIBUTIONS</u>					
GRANTS IN LIEU OF TAXES	111,631	113,864	116,141	118,463	120,829
<u>PROVINCIAL CONTRIBUTIONS</u>					
GRANTS IN LIEU OF TAXES - BC BLDG	294,518	300,408	306,417	312,543	318,786
GRANTS IN LIEU OF TAXES	87,150	88,893	90,671	92,484	94,331
TRAFFIC FINE REVENUE SHARING	1,447,153	1,476,096	1,505,618	1,535,719	1,566,398
CLIMATE ACTION REV INCENTIVE	238,570	243,341	248,208	253,170	258,228
APPROPRIATION TO ENERGY MGT RES	(238,570)	(243,341)	(248,208)	(253,170)	(258,228)
	<u>1,828,821</u>	<u>1,865,397</u>	<u>1,902,705</u>	<u>1,940,745</u>	<u>1,979,516</u>
<u>MUNICIPAL CONTRIBUTIONS</u>					
NATURAL GAS UTILITY SURPLUS	20,000	20,000	20,000	20,000	20,000
	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
<u>TAX REVENUE - PRIVATE UTILITIES</u>					
1% IN LIEU OF TAXES	1,715,269	1,781,821	1,849,746	1,913,554	1,978,391
SUB-TOTAL	<u>11,762,060</u>	<u>12,068,839</u>	<u>12,381,987</u>	<u>12,670,407</u>	<u>12,963,799</u>
GENERAL TAXATION	107,697,000	113,075,817	120,151,912	126,756,800	131,318,553
TOTAL	<u><u>119,459,060</u></u>	<u><u>125,144,656</u></u>	<u><u>132,533,899</u></u>	<u><u>139,427,208</u></u>	<u><u>144,282,351</u></u>

General Fund Operating Summary By Division

NET OPERATING EXPENDITURE BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
CITY ADMINISTRATION	1,504,669	1,541,731	1,579,544	1,616,920	1,654,973
STRATEGIC SERVICES	6,640,530	7,402,205	7,932,623	8,454,249	9,208,817
FIRE DEPARTMENT	14,054,153	14,590,411	15,148,018	15,659,643	16,179,513
INFRASTRUCTURE	3,308,031	3,408,848	3,535,203	3,655,944	3,778,711
COMMUNITY PLANNING & REAL ESTATE	3,849,400	4,031,882	4,229,914	4,428,654	4,632,686
ACTIVE LIVING & CULTURE	7,533,374	7,686,665	7,781,333	7,920,119	8,061,597
CIVIC OPERATIONS	27,126,753	28,373,819	29,478,659	30,599,163	31,610,164
CORPORATE & PROTECTIVE SERVICES	7,629,960	8,003,484	8,327,554	8,587,975	8,852,713
POLICE SERVICES	25,153,263	26,798,103	27,896,533	28,920,262	30,185,182
DEBT & OTHER	2,150,601	1,631,659	4,003,225	5,983,899	5,496,290
COMMUNICATIONS & INFORMATION SERVICES	4,321,612	4,581,233	4,734,987	4,881,272	5,029,989
HUMAN RESOURCES	2,244,584	2,327,715	2,404,765	2,478,209	2,549,696
TOTAL DIVISION NET OPERATING EXP.	105,516,930	110,377,756	117,052,359	123,186,308	127,240,331



General Fund Operating Summary

Revenues/Expenditures by Year

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
LIBRARY REQUISITION	(5,422,208)	(5,530,652)	(5,641,265)	(5,754,047)	(5,868,998)
PARCEL TAX	(102,481)	(124,801)	(124,801)	(124,801)	(124,801)
FEES AND CHARGES	(41,679,135)	(42,478,560)	(43,437,108)	(44,312,109)	(45,203,243)
Sales of Services	(33,109,191)	(33,765,992)	(34,543,321)	(35,238,443)	(35,946,381)
Other					
User Fees	(8,569,944)	(8,712,567)	(8,893,787)	(9,073,666)	(9,256,861)
OTHER REVENUE	(27,137,582)	(26,934,469)	(27,410,362)	(27,920,262)	(28,439,835)
Interest	(446,648)	(455,581)	(464,693)	(473,983)	(483,452)
Grants	(13,934,443)	(13,602,410)	(13,812,866)	(14,053,592)	(14,298,821)
Other					
Services to Other Governments	(6,307,069)	(6,406,936)	(6,534,767)	(6,664,270)	(6,796,259)
Interdepartment Transfer	(6,449,422)	(6,469,541)	(6,598,037)	(6,728,418)	(6,861,303)
Interfund Transfer					
TRANSFERS FROM FUNDS	(7,497,920)	(5,664,512)	(6,735,979)	(5,608,847)	(5,683,116)
Special (Stat Reserve) Funds	(1,719,956)	(2,253,901)	(2,273,311)	(2,293,101)	(2,313,272)
Development Cost Charges	(1,401,826)	(1,429,863)	(1,458,460)	(1,487,618)	(1,517,336)
Accumulated Surplus	(4,376,138)	(1,980,748)	(3,004,208)	(1,828,128)	(1,852,508)
TOTAL REVENUE	(81,839,326)	(80,732,993)	(83,349,515)	(83,720,066)	(85,319,993)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	59,948,534	62,577,842	64,956,614	67,190,196	69,459,763
INTERNAL EQUIPMENT	5,984,413	6,173,179	6,393,397	6,602,630	6,816,358
MATERIAL AND OTHER	37,529,696	35,170,655	36,045,630	36,934,323	37,760,866
CONTRACT SERVICES	60,996,396	63,218,547	65,512,040	67,759,802	70,442,676
DEBT INTEREST	2,687,027	2,568,603	5,050,281	5,491,100	5,430,927
DEBT PRINCIPAL	2,940,946	2,956,926	4,728,937	5,152,524	4,810,431
INTERNAL ALLOCATIONS	955,720	955,985	956,255	956,530	956,811
Interdepartment Transfer	955,720	955,985	956,255	956,530	956,811
Interfund Transfer					
TRANSFER TO FUNDS	16,313,524	17,489,011	16,758,719	16,819,270	16,882,493
Special (Stat Reserve) Funds	11,050,197	11,297,225	11,312,404	11,317,357	11,323,913
Development Cost Charges					
Accumulated Surplus	5,263,327	6,191,786	5,446,315	5,501,913	5,558,580
TOTAL EXPENDITURES	187,356,256	191,110,749	200,401,873	206,906,375	212,560,325
NET OPERATING EXPENDITURES	105,516,930	110,377,756	117,052,359	123,186,308	127,240,331

City Administration

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(4,274)	(4,359)	(4,447)	(4,536)	(4,626)
Sales of Services					
Other					
User Fees	(4,274)	(4,359)	(4,447)	(4,536)	(4,626)
OTHER REVENUE	(1,115,000)	(1,137,300)	(1,160,046)	(1,183,238)	(1,206,876)
Interest					
Grants	(1,115,000)	(1,137,300)	(1,160,046)	(1,183,238)	(1,206,876)
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(52,500)				
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus	(52,500)				
TOTAL REVENUE	(1,171,774)	(1,141,659)	(1,164,493)	(1,187,774)	(1,211,502)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	810,355	833,531	857,180	880,114	903,447
INTERNAL EQUIPMENT	6,927	7,066	7,207	7,351	7,498
MATERIAL AND OTHER	1,512,731	1,489,436	1,519,224	1,549,597	1,580,554
CONTRACT SERVICES	346,430	353,359	360,426	367,632	374,976
DEBT INTEREST					
DEBT PRINCIPAL					
RCMP CONTRACT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFER TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus					
TOTAL EXPENDITURES	2,676,443	2,683,391	2,744,037	2,804,694	2,866,475
NET OPERATING EXPENDITURES	1,504,669	1,541,731	1,579,544	1,616,920	1,654,973

Strategic Services

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(5,338,006)	(5,438,366)	(5,540,860)	(5,628,422)	(5,717,586)
Sales of Services	(5,037,918)	(5,132,631)	(5,229,359)	(5,311,981)	(5,396,114)
Other					
User Fees	(300,088)	(305,735)	(311,501)	(316,441)	(321,472)
OTHER REVENUE	(8,657,751)	(8,763,943)	(8,929,105)	(9,070,182)	(9,213,839)
Interest					
Grants	(8,189,903)	(8,293,055)	(8,449,344)	(8,582,840)	(8,718,779)
Other					
Services to Other Governments	(268,059)	(267,342)	(272,381)	(276,684)	(281,066)
Interdepartment Transfer	(199,789)	(203,545)	(207,381)	(210,658)	(213,994)
Interfund Transfer					
TRANSFERS FROM FUNDS	(26,300)				
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus	(26,300)				
TOTAL REVENUE	(14,022,057)	(14,202,308)	(14,469,966)	(14,698,604)	(14,931,425)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	959,609	996,842	1,034,842	1,070,540	1,106,813
INTERNAL EQUIPMENT	30,966	31,676	32,401	33,094	33,797
MATERIAL AND OTHER	595,950	585,261	601,190	616,700	632,483
CONTRACT SERVICES	18,586,979	19,501,651	20,245,072	20,943,437	21,878,065
DEBT INTEREST					
DEBT PRINCIPAL					
RCMP CONTRACT					
INTERNAL ALLOCATIONS	359,333	359,333	359,333	359,333	359,333
Interdepartment Transfer	359,333	359,333	359,333	359,333	359,333
Interfund Transfer					
TRANSFER TO FUNDS	129,750	129,750	129,750	129,750	129,750
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus	129,750	129,750	129,750	129,750	129,750
TOTAL EXPENDITURES	20,662,587	21,604,513	22,402,588	23,152,853	24,140,242
NET OPERATING EXPENDITURES	6,640,530	7,402,205	7,932,623	8,454,249	9,208,817

Fire Department

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(1,527,211)	(1,557,755)	(1,588,910)	(1,620,676)	(1,653,053)
Sales of Services	(92,260)	(94,105)	(95,987)	(97,906)	(99,862)
Other					
User Fees	(1,434,951)	(1,463,650)	(1,492,923)	(1,522,770)	(1,553,191)
OTHER REVENUE	(236,466)	(241,195)	(246,019)	(250,938)	(255,951)
Interest					
Grants					
Other					
Services to Other Governments	(236,466)	(241,195)	(246,019)	(250,938)	(255,951)
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus					
TOTAL REVENUE	(1,763,677)	(1,798,951)	(1,834,930)	(1,871,614)	(1,909,004)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	13,815,288	14,351,321	14,898,407	15,412,335	15,934,553
INTERNAL EQUIPMENT	121,676	124,110	126,592	129,123	131,702
MATERIAL AND OTHER	1,364,187	1,394,215	1,435,135	1,463,827	1,493,070
CONTRACT SERVICES	151,854	154,891	157,989	161,147	164,367
DEBT INTEREST					
DEBT PRINCIPAL					
RCMP CONTRACT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFER TO FUNDS	364,825	364,825	364,825	364,825	364,825
Special (Stat Reserve) Funds	350,000	350,000	350,000	350,000	350,000
Development Cost Charges					
Accumulated Surplus	14,825	14,825	14,825	14,825	14,825
TOTAL EXPENDITURES	15,817,830	16,389,361	16,982,947	17,531,257	18,088,517
NET OPERATING EXPENDITURES	14,054,153	14,590,411	15,148,018	15,659,643	16,179,513

Infrastructure

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(36,769)	(16,213)	(16,523)	(16,801)	(17,084)
Sales of Services	(12,000)	(12,226)	(12,456)	(12,653)	(12,853)
Other					
User Fees	(24,769)	(3,987)	(4,067)	(4,148)	(4,231)
OTHER REVENUE	(419,090)	(48,368)	(49,336)	(50,322)	(51,327)
Interest					
Grants	(311,370)				
Other					
Services to Other Governments					
Interdepartment Transfer	(107,720)	(48,368)	(49,336)	(50,322)	(51,327)
Interfund Transfer					
TRANSFERS FROM FUNDS	(1,321,966)	(499,256)	(499,256)	(499,256)	(499,256)
Special (Stat Reserve) Funds	(507,370)	(275,000)	(275,000)	(275,000)	(275,000)
Development Cost Charges					
Accumulated Surplus	(814,596)	(224,256)	(224,256)	(224,256)	(224,256)
TOTAL REVENUE	(1,777,825)	(563,837)	(565,115)	(566,379)	(567,668)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	2,579,930	2,658,736	2,760,089	2,855,300	2,952,047
INTERNAL EQUIPMENT	160,483	157,063	160,204	163,407	166,671
MATERIAL AND OTHER	2,343,243	1,154,643	1,177,736	1,201,282	1,225,280
CONTRACT SERVICES	2,200	2,244	2,289	2,335	2,381
DEBT INTEREST					
DEBT PRINCIPAL					
RCMP CONTRACT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFER TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus					
TOTAL EXPENDITURES	5,085,856	3,972,686	4,100,318	4,222,323	4,346,379
NET OPERATING EXPENDITURES	3,308,031	3,408,848	3,535,203	3,655,944	3,778,711

Community Planning & Real Estate

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(6,871,785)	(6,937,234)	(7,069,689)	(7,188,193)	(7,308,897)
Sales of Services	(5,685,526)	(5,728,160)	(5,836,643)	(5,930,831)	(6,026,749)
Other					
User Fees	(1,186,259)	(1,209,073)	(1,233,045)	(1,257,362)	(1,282,147)
OTHER REVENUE	(42,580)	(32,987)	(32,987)	(32,987)	(32,987)
Interest					
Grants	(10,240)				
Other					
Services to Other Governments					
Interdepartment Transfer	(32,340)	(32,987)	(32,987)	(32,987)	(32,987)
Interfund Transfer					
TRANSFERS FROM FUNDS	(817,270)	(25,000)	(25,000)	(25,000)	(25,000)
Special (Stat Reserve) Funds	(19,000)				
Development Cost Charges					
Accumulated Surplus	(798,270)	(25,000)	(25,000)	(25,000)	(25,000)
TOTAL REVENUE	(7,731,635)	(6,995,221)	(7,127,675)	(7,246,180)	(7,366,883)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	6,901,976	7,062,870	7,332,113	7,585,038	7,842,043
INTERNAL EQUIPMENT	193,188	197,358	202,135	207,920	214,878
MATERIAL AND OTHER	2,695,957	1,942,363	1,982,082	2,023,542	2,066,914
CONTRACT SERVICES	818,318	836,607	853,354	870,427	887,828
DEBT INTEREST					
DEBT PRINCIPAL					
RCMP CONTRACT					
INTERNAL ALLOCATIONS	97,800	97,800	97,800	97,800	97,800
Interdepartment Transfer	97,800	97,800	97,800	97,800	97,800
Interfund Transfer					
TRANSFER TO FUNDS	873,796	890,106	890,106	890,106	890,106
Special (Stat Reserve) Funds	848,834	865,144	865,144	865,144	865,144
Development Cost Charges					
Accumulated Surplus	24,962	24,962	24,962	24,962	24,962
TOTAL EXPENDITURES	11,581,035	11,027,103	11,357,590	11,674,833	11,999,569
NET OPERATING EXPENDITURES	3,849,400	4,031,882	4,229,914	4,428,654	4,632,686

Active Living & Culture

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(4,211,332)	(4,400,442)	(4,570,348)	(4,728,004)	(4,888,204)
Sales of Services	(3,005,976)	(3,148,318)	(3,270,492)	(3,383,309)	(3,497,946)
Other					
User Fees	(1,205,356)	(1,252,124)	(1,299,856)	(1,344,695)	(1,390,258)
OTHER REVENUE	(172,400)	(175,848)	(179,365)	(182,951)	(186,606)
Interest					
Grants	(110,000)	(112,200)	(114,444)	(116,732)	(119,064)
Other					
Services to Other Governments					
Interdepartment Transfer	(62,400)	(63,648)	(64,921)	(66,219)	(67,542)
Interfund Transfer					
TRANSFERS FROM FUNDS	(188,870)	(71,000)	(71,000)	(71,000)	(71,000)
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus	(188,870)	(71,000)	(71,000)	(71,000)	(71,000)
TOTAL REVENUE	(4,572,602)	(4,647,290)	(4,820,713)	(4,981,955)	(5,145,810)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	4,041,845	4,198,669	4,358,726	4,509,082	4,661,864
INTERNAL EQUIPMENT	98,070	100,031	102,032	104,072	106,151
MATERIAL AND OTHER	3,848,530	3,830,110	3,897,869	3,975,796	4,055,222
CONTRACT SERVICES	3,360,687	3,448,301	3,486,575	3,556,280	3,627,325
DEBT INTEREST					
DEBT PRINCIPAL					
RCMP CONTRACT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFER TO FUNDS	756,844	756,844	756,844	756,844	756,844
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus	756,844	756,844	756,844	756,844	756,844
TOTAL EXPENDITURES	12,105,976	12,333,955	12,602,046	12,902,074	13,207,406
NET OPERATING EXPENDITURES	7,533,374	7,686,665	7,781,333	7,920,119	8,061,597

Civic Operations General Fund

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(21,415,393)	(21,955,972)	(22,445,611)	(22,892,851)	(23,348,692)
Sales of Services	(17,941,001)	(18,425,821)	(18,844,857)	(19,220,110)	(19,602,579)
Other					
User Fees	(3,474,392)	(3,530,151)	(3,600,754)	(3,672,741)	(3,746,113)
OTHER REVENUE	(3,961,032)	(3,805,010)	(3,829,090)	(3,905,643)	(3,983,667)
Interest					
Grants	(294,630)	(132,600)	(83,232)	(84,896)	(86,592)
Other					
Services to Other Governments	(2,049,696)	(2,070,494)	(2,111,904)	(2,154,126)	(2,197,159)
Interdepartment Transfer	(1,616,706)	(1,601,916)	(1,633,954)	(1,666,621)	(1,699,916)
Interfund Transfer					
TRANSFERS FROM FUNDS	(793,080)	(109,300)	(109,300)	(109,300)	(109,300)
Special (Stat Reserve) Funds	(242,130)	(88,750)	(88,750)	(88,750)	(88,750)
Development Cost Charges					
Accumulated Surplus	(550,950)	(20,550)	(20,550)	(20,550)	(20,550)
TOTAL REVENUE	(26,169,505)	(25,870,282)	(26,384,001)	(26,907,794)	(27,441,659)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	15,835,057	16,453,716	17,080,947	17,670,164	18,268,884
INTERNAL EQUIPMENT	5,285,688	5,466,713	5,671,880	5,864,899	6,061,042
MATERIAL AND OTHER	14,612,503	14,326,814	14,727,774	15,188,100	15,580,130
CONTRACT SERVICES	10,543,096	10,739,541	11,179,246	11,647,075	12,070,907
DEBT INTEREST					
DEBT PRINCIPAL					
RCMP CONTRACT					
INTERNAL ALLOCATIONS	498,587	498,852	499,122	499,397	499,678
Interdepartment Transfer	498,587	498,852	499,122	499,397	499,678
Interfund Transfer					
TRANSFER TO FUNDS	6,521,327	6,758,465	6,703,692	6,637,322	6,571,183
Special (Stat Reserve) Funds	6,422,363	6,584,501	6,529,728	6,463,358	6,397,219
Development Cost Charges					
Accumulated Surplus	98,964	173,964	173,964	173,964	173,964
TOTAL EXPENDITURES	53,296,258	54,244,101	55,862,660	57,506,957	59,051,824
NET OPERATING EXPENDITURES	27,126,753	28,373,819	29,478,659	30,599,163	31,610,164

Corporate & Protective Services

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(864,016)	(747,829)	(770,088)	(791,551)	(813,382)
Sales of Services	(806,906)	(689,577)	(710,671)	(730,946)	(751,567)
Other					
User Fees	(57,110)	(58,252)	(59,417)	(60,605)	(61,816)
OTHER REVENUE	(1,449,001)	(1,423,870)	(1,452,347)	(1,481,383)	(1,510,977)
Interest					
Grants	(53,050)				
Other					
Services to Other Governments					
Interdepartment Transfer	(1,395,951)	(1,423,870)	(1,452,347)	(1,481,383)	(1,510,977)
Interfund Transfer					
TRANSFERS FROM FUNDS	(460,762)	(63,682)	(63,682)	(63,682)	(63,682)
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus	(460,762)	(63,682)	(63,682)	(63,682)	(63,682)
TOTAL REVENUE	(2,773,779)	(2,235,381)	(2,286,118)	(2,336,617)	(2,388,042)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	6,454,157	6,623,739	6,876,242	7,113,442	7,354,467
INTERNAL EQUIPMENT	62,117	63,359	64,627	65,919	67,235
MATERIAL AND OTHER	2,456,071	2,285,301	2,381,007	2,427,609	2,475,107
CONTRACT SERVICES	1,431,394	1,266,467	1,291,796	1,317,622	1,343,945
DEBT INTEREST					
DEBT PRINCIPAL					
RCMP CONTRACT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFER TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus					
TOTAL EXPENDITURES	10,403,739	10,238,866	10,613,671	10,924,591	11,240,755
NET OPERATING EXPENDITURES	7,629,960	8,003,484	8,327,554	8,587,975	8,852,713

Police Services

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(422,354)	(430,801)	(439,417)	(448,202)	(457,156)
Sales of Services	(352,804)	(359,860)	(367,057)	(374,396)	(381,875)
Other					
User Fees	(69,550)	(70,941)	(72,360)	(73,806)	(75,281)
OTHER REVENUE	(4,848,958)	(4,945,937)	(5,044,856)	(5,145,714)	(5,248,512)
Interest					
Grants	(3,850,250)	(3,927,255)	(4,005,800)	(4,085,885)	(4,167,511)
Other					
Services to Other Governments	(827,848)	(844,405)	(861,293)	(878,512)	(896,063)
Interdepartment Transfer	(170,860)	(174,277)	(177,763)	(181,317)	(184,939)
Interfund Transfer					
TRANSFERS FROM FUNDS	(57,540)	(87,260)	(87,260)	(87,260)	(87,260)
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus	(57,540)	(87,260)	(87,260)	(87,260)	(87,260)
TOTAL REVENUE	(5,328,852)	(5,463,998)	(5,571,533)	(5,681,176)	(5,792,928)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	4,761,213	5,381,841	5,568,703	5,744,241	5,922,610
INTERNAL EQUIPMENT	25,298	25,804	26,320	26,846	27,383
MATERIAL AND OTHER	277,526	283,077	288,738	294,511	300,394
CONTRACT SERVICES	25,418,078	26,571,380	27,584,305	28,535,841	29,727,724
DEBT INTEREST					
DEBT PRINCIPAL					
RCMP CONTRACT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFER TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus					
TOTAL EXPENDITURES	30,482,115	32,262,101	33,468,066	34,601,439	35,978,110
NET OPERATING EXPENDITURES	25,153,263	26,798,103	27,896,533	28,920,262	30,185,182

Debt & Other

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
LIBRARY REQUISITION	(5,422,208)	(5,530,652)	(5,641,265)	(5,754,047)	(5,868,998)
PARCEL TAX	(102,481)	(124,801)	(124,801)	(124,801)	(124,801)
FEES AND CHARGES	(908,295)	(908,295)	(908,295)	(908,295)	(908,295)
Sales of Services	(150,100)	(150,100)	(150,100)	(150,100)	(150,100)
Other					
User Fees	(758,195)	(758,195)	(758,195)	(758,195)	(758,195)
OTHER REVENUE	(6,135,060)	(6,257,761)	(6,382,916)	(6,510,526)	(6,640,589)
Interest	(446,648)	(455,581)	(464,693)	(473,983)	(483,452)
Grants					
Other					
Services to Other Governments	(2,925,000)	(2,983,500)	(3,043,170)	(3,104,010)	(3,166,020)
Interdepartment Transfer	(2,763,412)	(2,818,680)	(2,875,054)	(2,932,533)	(2,991,117)
Interfund Transfer					
TRANSFERS FROM FUNDS	(3,503,282)	(4,693,014)	(5,764,481)	(4,637,349)	(4,711,618)
Special (Stat Reserve) Funds	(951,456)	(1,890,151)	(1,909,561)	(1,929,351)	(1,949,522)
Development Cost Charges	(1,401,826)	(1,429,863)	(1,458,460)	(1,487,618)	(1,517,336)
Accumulated Surplus	(1,150,000)	(1,373,000)	(2,396,460)	(1,220,380)	(1,244,760)
TOTAL REVENUE	(16,071,326)	(17,514,523)	(18,821,758)	(17,935,018)	(18,254,301)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	(1,064,325)	(1,085,612)	(1,107,324)	(1,129,462)	(1,152,025)
INTERNAL EQUIPMENT					
MATERIAL AND OTHER	5,943,467	6,068,456	6,189,825	6,313,574	6,439,703
CONTRACT SERVICES	47,830	48,787	49,762	50,757	51,771
DEBT INTEREST	2,687,027	2,568,603	5,050,281	5,491,100	5,430,927
DEBT PRINCIPAL	2,940,946	2,956,926	4,728,937	5,152,524	4,810,431
RCMP CONTRACT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFER TO FUNDS	7,666,982	8,589,021	7,913,502	8,040,423	8,169,785
Special (Stat Reserve) Funds	3,429,000	3,497,580	3,567,532	3,638,855	3,711,550
Development Cost Charges					
Accumulated Surplus	4,237,982	5,091,441	4,345,970	4,401,568	4,458,235
TOTAL EXPENDITURES	18,221,927	19,146,182	22,824,984	23,918,917	23,750,591
NET OPERATING EXPENDITURES	2,150,601	1,631,659	4,003,225	5,983,899	5,496,290

Communications & Information Services

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
Sales of Services	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
Other					
User Fees					
OTHER REVENUE	(84,044)	(85,725)	(87,439)	(89,187)	(90,969)
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer	(84,044)	(85,725)	(87,439)	(89,187)	(90,969)
Interfund Transfer					
TRANSFERS FROM FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus					
TOTAL REVENUE	(89,044)	(90,825)	(92,641)	(94,493)	(96,381)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	3,242,337	3,428,587	3,559,288	3,682,068	3,806,828
INTERNAL EQUIPMENT					
MATERIAL AND OTHER	1,168,319	1,243,471	1,268,340	1,293,697	1,319,542
CONTRACT SERVICES					
DEBT INTEREST					
DEBT PRINCIPAL					
RCMP CONTRACT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFER TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus					
TOTAL EXPENDITURES	4,410,656	4,672,058	4,827,629	4,975,765	5,126,370
NET OPERATING EXPENDITURES	4,321,612	4,581,233	4,734,987	4,881,272	5,029,989

Human Resources & Corporate Performance

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(74,700)	(76,194)	(77,718)	(79,272)	(80,855)
Sales of Services	(19,700)	(20,094)	(20,496)	(20,906)	(21,323)
Other					
User Fees	(55,000)	(56,100)	(57,222)	(58,366)	(59,532)
OTHER REVENUE	(16,200)	(16,524)	(16,854)	(17,191)	(17,535)
Interest					
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer	(16,200)	(16,524)	(16,854)	(17,191)	(17,535)
Interfund Transfer					
TRANSFERS FROM FUNDS	(276,350)	(116,000)	(116,000)	(116,000)	(116,000)
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus	(276,350)	(116,000)	(116,000)	(116,000)	(116,000)
TOTAL REVENUE	(367,250)	(208,718)	(210,572)	(212,463)	(214,390)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	1,611,092	1,673,602	1,737,402	1,797,334	1,858,234
INTERNAL EQUIPMENT					
MATERIAL AND OTHER	711,212	567,510	576,709	586,088	592,466
CONTRACT SERVICES	289,530	295,321	301,227	307,249	313,387
DEBT INTEREST					
DEBT PRINCIPAL					
RCMP CONTRACT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFER TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus					
TOTAL EXPENDITURES	2,611,834	2,536,433	2,615,337	2,690,672	2,764,086
NET OPERATING EXPENDITURES	2,244,584	2,327,715	2,404,765	2,478,209	2,549,696



Capital Summary

General Fund

Cost Centre	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
300 REAL ESTATE	5,436,870	1,605,000	2,105,000	2,205,000	1,854,626
301 BUILDINGS	73,972,410	5,212,550	12,566,874	12,095,649	2,674,408
302 PARKS	7,389,390	6,136,139	7,901,038	12,312,002	7,316,579
304 TRANSPORTATION	42,120,590	15,808,861	15,574,258	14,483,256	19,669,288
305 SOLID WASTE	2,088,190	1,220,400	809,160	594,270	1,884,890
306 STORM DRAINAGE	1,040,000	1,156,790	902,550	497,290	793,390
307 STREET LIGHTS	522,930	100,000	100,000	100,000	100,000
308 INFORMATION SERVICES	1,386,500	1,542,028	1,163,100	941,256	982,889
310 VEHICLE & MOBILE EQUIPMENT	2,546,460	2,946,890	2,958,001	2,969,509	2,981,430
311 FIRE	2,504,300	666,725	46,000	1,074,800	198,032
	139,007,640	36,395,383	44,125,981	47,273,032	38,455,532

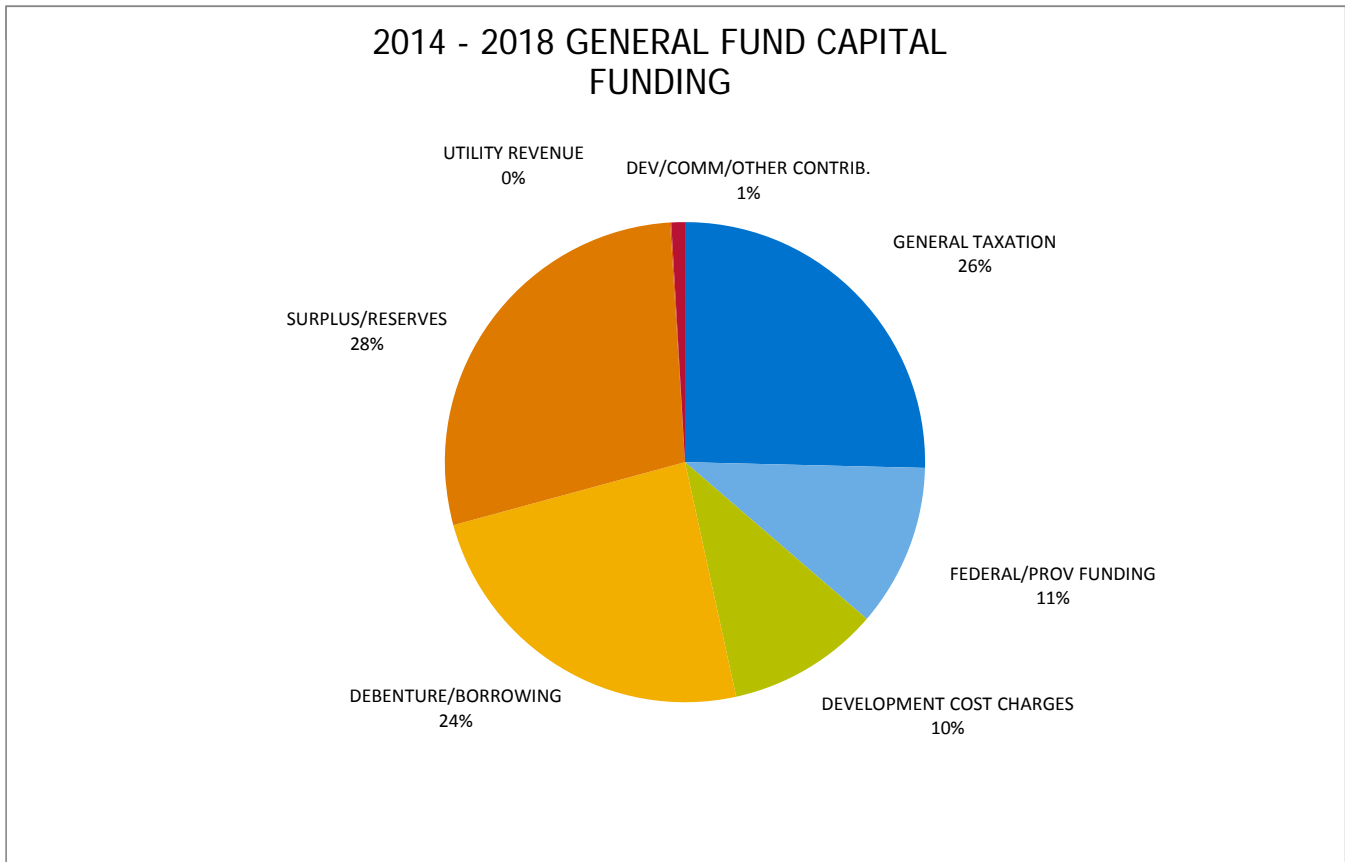
FUNDING SOURCES:

GENERAL TAXATION	13,942,130	14,766,900	15,481,540	16,240,900	17,042,020
SURPLUS/RESERVES	43,798,365	8,679,145	9,458,823	13,082,178	11,161,241
DEVELOPMENT COST CHARGES	6,862,715	5,986,338	6,055,251	7,471,621	4,954,391
DEBENTURE/BORROWING	60,267,460	1,000,000	5,215,000	4,965,000	2,383,230
FEDERAL/PROV FUNDING	12,105,780	5,708,000	7,660,367	5,258,333	2,659,649
DEV/COMM/OTHER CONTRIB.	1,733,120	255,000	255,000	255,000	255,000
UTILITY REVENUE	298,070	0	0	0	0
	139,007,640	36,395,383	44,125,981	47,273,032	38,455,532

Capital Funding Summary

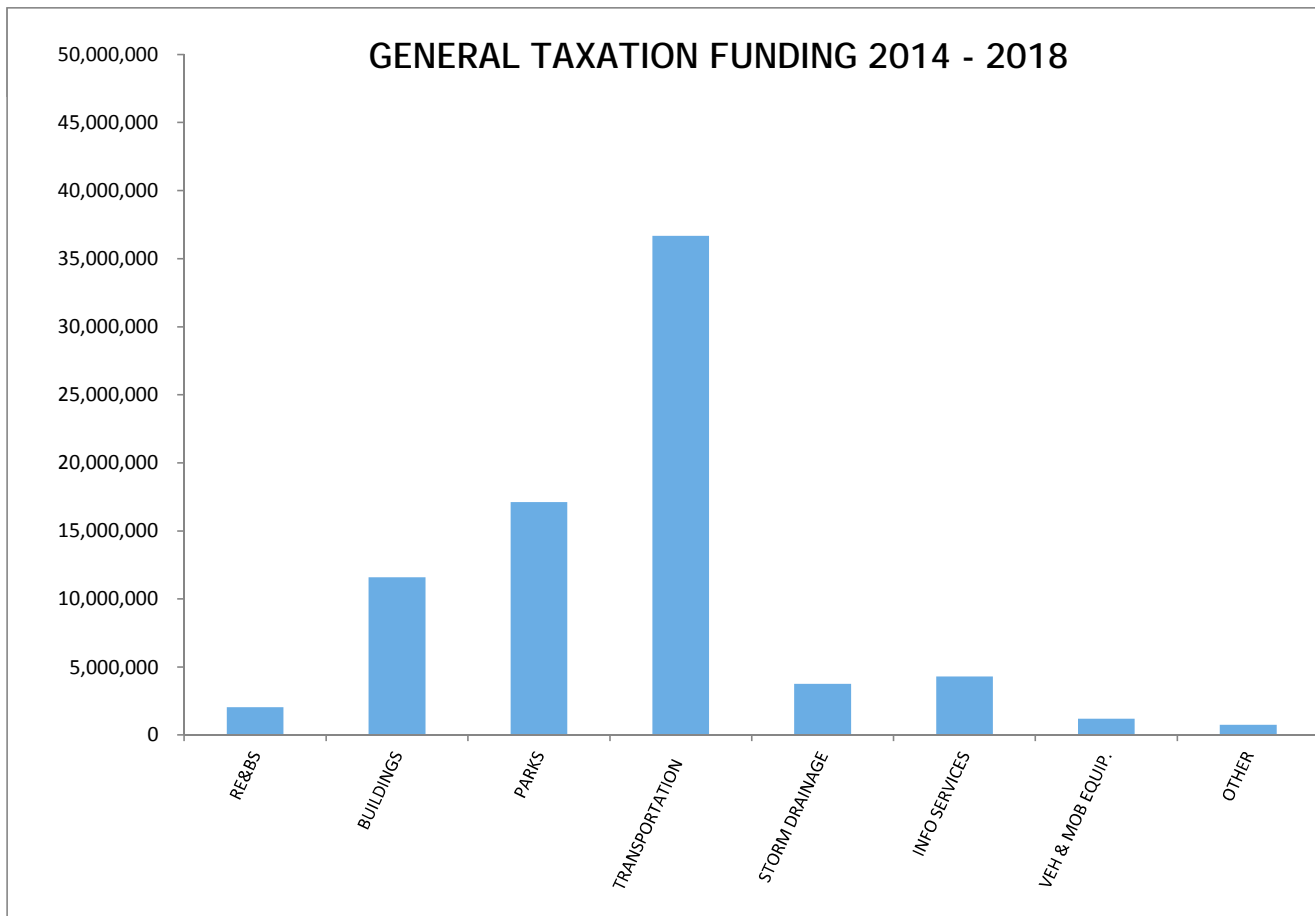
General Fund

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
FUNDING SOURCES:					
GENERAL TAXATION	13,942,130	14,766,900	15,481,540	16,240,900	17,042,020
SURPLUS/RESERVES	43,798,365	8,679,145	9,458,823	13,082,178	11,161,241
DEVELOPMENT COST CHARGES	6,862,715	5,986,338	6,055,251	7,471,621	4,954,391
DEBENTURE/BORROWING	60,267,460	1,000,000	5,215,000	4,965,000	2,383,230
FEDERAL/PROV FUNDING	12,105,780	5,708,000	7,660,367	5,258,333	2,659,649
DEV/COMM/OTHER CONTRIB.	1,733,120	255,000	255,000	255,000	255,000
UTILITY REVENUE	298,070	0	0	0	0
	139,007,640	36,395,383	44,125,981	47,273,032	38,455,532
 TOTAL FIVE YEAR CAPITAL PROGRAM					305,257,567



Capital Funding Summary by Cost Centre General Fund

<u>COST CENTRE</u>	<u>TOTAL \$</u>	<u>%</u>	<u>GENERAL TAX FUNDING</u>	<u>%</u>
300 REAL ESTATE	13,206,496	4.3	2,049,626	2.6
301 BUILDINGS	106,521,891	34.9	11,589,481	15.0
302 PARKS	41,055,147	13.4	17,121,419	22.1
304 TRANSPORTATION	107,656,253	35.3	36,687,337	47.4
305 SOLID WASTE	6,596,910	2.2	0	0.0
306 STORM DRAINAGE	4,390,020	1.4	3,765,020	4.9
307 STREET LIGHTS	922,930	0.3	500,000	0.6
308 INFORMATION SERVICES	6,015,773	2.0	4,299,276	5.5
310 VEHICLE & MOBILE EQUIPMENT	14,402,290	4.7	1,196,830	1.5
311 FIRE	4,489,857	1.5	264,500	0.3
TOTAL 5 YEAR PROGRAM	305,257,567		77,473,489	



Real Estate Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
L1	GENERAL LAND	3,258,860	1,255,000	1,555,000	1,655,000	1,304,626
L2	ROAD & SIDEWALK LAND ACQUISITION	291,500	100,000	100,000	100,000	100,000
L3	PARKING INFRASTRUCTURE	589,510	100,000	200,000	200,000	200,000
L4	STRATEGIC LAND REDEVMT	1,297,000	150,000	250,000	250,000	250,000
		5,436,870	1,605,000	2,105,000	2,205,000	1,854,626

FUNDING SOURCES

GENERAL TAXATION	0	250,000	650,000	750,000	399,626	
SURPLUS/RESERVES	5,181,870	1,100,000	1,200,000	1,200,000	1,200,000	
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 CONTR.	255,000	255,000	255,000	255,000	255,000	
UTILITY REVENUE	0	0	0	0	0	
		5,436,870	1,605,000	2,105,000	2,205,000	1,854,626

5 YEAR TOTAL FUNDING	13,206,496
5 YEAR TAXATION FUNDING	2,049,626

Real Estate Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
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.	9,028,486
2.	Road and Sidewalk Land Acquisition To fund the purchase of land required for the widening of roads to accommodate road improvements and/or sidewalks.	691,500
3.	Parking Infrastructure Funding to renew parking infrastructure and to invest in efficient parking management technology.	1,289,510
4.	Strategic Land Redevelopment Funding to redevelop City owned land to improve public benefit and encourage economic development.	2,197,000
5 YEAR TOTAL FUNDING		13,206,496

Building Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
B1	PARKS AND RECREATION BUILDINGS	1,947,400	2,230,000	10,840,592	10,365,649	1,269,408
B2	COMMUNITY AND CULTURAL BUILDINGS	503,880	422,550	1,276,282	280,000	930,000
B3	CIVIC/PROTECTIVE SERVICE BUILDINGS	50,940,200	1,500,000	90,000	1,090,000	90,000
B4	TRANSPORTATION AND PUBLIC WORKS BUILDINGS	20,214,560	260,000	260,000	260,000	260,000
B5	HERITAGE BUILDINGS	366,370	0	0	0	0
B6	SPECIAL PROJECTS AND PARTNERSHIPS	0	800,000	100,000	100,000	125,000
		73,972,410	5,212,550	12,566,874	12,095,649	2,674,408

FUNDING SOURCES

GENERAL TAXATION	1,400,000	3,212,550	2,136,874	2,165,649	2,674,408	
SURPLUS/RESERVES	12,503,410	0	0	0	0	
DEVELOPMENT COST CHARGES	0	0	0	0	0	
DEBENTURE/BORROWING	58,934,000	1,000,000	5,215,000	4,965,000	0	
FEDERAL/PROV FUNDING	198,000	1,000,000	5,215,000	4,965,000	0	
DEV/COMM/OTHER CONTRIBUTIONS	937,000	0	0	0	0	
UTILITY REVENUE	0	0	0	0	0	
		73,972,410	5,212,550	12,566,874	12,095,649	2,674,408

5 YEAR TOTAL FUNDING	106,521,891
5 YEAR TAXATION FUNDING	11,589,481

Building Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
RECREATION BUILDINGS & FACILITIES		
1.	Parks and Recreation Buildings An allocation for the development of new Parks and Recreation buildings as well as the redevelopment and expansion of existing ones in various locations throughout the City to keep pace with the increasing demand due to population growth and emerging trends. This category includes Parks Administration, Parks washrooms, field houses, arenas and pools.	26,653,049
2.	Community and Cultural Buildings An allocation for the development of new community and cultural buildings as well as the redevelopment, renewal and expansion of existing ones. This category includes the theatres, libraries, senior centres, community halls, art gallery, museums and the Rotary Centre for the Arts.	3,412,712
3.	Civic/Protective Service Buildings Funding to support renewal, replacement and cost of new protective services buildings which include firehalls, police stations and City Hall.	53,710,200
4.	Transportation and Public Works Buildings Funding to support renewal, replacement and new construction of new transportation and public works buildings throughout the City to keep pace with increasing demand due to population growth and emerging trends. This category includes public works yard, parkades, cemetery and WWTF administration.	21,254,560
5.	Heritage Buildings Funding for the restoration of City-owned heritage buildings.	366,370
6.	Special Projects and Partnerships Funding for special projects including partnerships with the School District on community space as part of new school construction.	1,125,000
5 YEAR TOTAL FUNDING		106,521,891

Parks Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
P1	DCC PARKLAND ACQUISITION	0	3,836,661	4,583,343	6,502,421	3,760,584
P2	LINEAR/NATURAL AREA PARKLAND	1,224,560	550,000	421,695	0	402,995
P3	NEIGHBOURHOOD PARK DEVELOPMENT	240,000	0	250,000	0	0
P4	COMMUNITY PARK DEVELOPMENT	659,290	0	0	1,700,000	1,000,000
P5	RECREATION PARK DEVELOPMENT	81,860	0	200,000	3,000,000	700,000
P6	CITY-WIDE PARK DEVELOPMENT	3,120,390	0	600,000	0	0
P7	LINEAR/NATURAL AREA PARK DEVELOPMENT	150,000	350,000	200,000	0	350,000
P8	PARK RENEWAL, REHABILITATION & INF	1,913,290	599,478	1,546,000	1,009,581	978,000
P9	SPECIAL PROJECTS	0	800,000	100,000	100,000	125,000
		<u>7,389,390</u>	<u>6,136,139</u>	<u>7,901,038</u>	<u>12,312,002</u>	<u>7,316,579</u>

FUNDING SOURCES

GENERAL TAXATION	3,038,700	2,680,719	3,632,863	3,790,453	3,978,685	
SURPLUS/RESERVES	3,143,920	50,000	200,000	2,750,000	0	
DEVELOPMENT COST CHARGES	30,570	3,405,420	4,068,175	5,771,549	3,337,895	
DEBENTURE/BORROWING	931,610	0	0	0	0	
FEDERAL/PROV FUNDING	0	0	0	0	0	
DEV/COMM/OTHER CONTR.	244,590	0	0	0	0	
UTILITY REVENUE	0	0	0	0	0	
		<u>7,389,390</u>	<u>6,136,139</u>	<u>7,901,038</u>	<u>12,312,002</u>	<u>7,316,579</u>

5 YEAR TOTAL FUNDING	41,055,147
5 YEAR TAXATION FUNDING	17,121,419

Parks Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
PARK LAND ACQUISITION		
1.	DCC Parkland Acquisition Park acquisition program based on the residential growth in the City for the purchase of parkland (Neighbourhood, Community, Recreation and City-wide level parks) under the Development Cost Charge program (DCC). Funding is primarily allocated from developer revenue with general taxation covering both the assist factor and infill/conversion units and Land Use Contracts not required to pay DCC's.	18,683,008
2.	Linear/Natural Area Parkland Park acquisition program for the purchase of Natural Areas and Linear Parks not attributed to the DCC program.	2,599,250
3.	Neighbourhood Park Development An allocation to cover the development of neighbourhood level parks including off-site costs related to park development, but does not include buildings.	490,000
4.	Community Park Development An allocation to cover the development of community level parks including off-site costs related to park development, but does not include buildings.	3,359,290
5.	Recreation Park Development An allocation to cover the development of recreation level parks including off-site costs related to park development, but does not include buildings.	3,981,860
6.	City-wide Park Development An allocation to cover the development of city-wide level parks including off-site costs related to park development, but does not include buildings.	3,720,390
7.	Linear/Natural Area Park Development An allocation to cover the development of natural areas and linear parks/trails.	1,050,000
8.	Park Renewal, Rehabilitation & Infrastructure Upgrades An allocation for major repairs or replacement of existing park infrastructure such as sidewalks, hard-surfaced trails, parking lots, sport courts, lighting, electrical and water services, irrigation, fencing, bridges and other major structures.	6,046,349
9.	Special Projects An allocation for various strategic investments into the park and open space system.	1,125,000
5 YEAR TOTAL FUNDING		41,055,147

Transportation Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
T1	DEVELOPMENT COST CHARGE (DCC) ROA	11,536,510	5,449,680	3,923,979	3,603,141	5,042,880
T2	DCC ROADS - ACTIVE TRANSPORTATION	6,439,100	1,109,060	2,640,644	3,978,830	7,255,371
T3	NON-DCC ROADS	2,346,680	0	0	0	0
T4	ROAD RENEWAL ASPHALT	3,019,520	3,675,000	3,775,000	3,875,000	3,975,000
T5	BICYCLE NETWORK	700,000	300,000	300,000	300,000	300,000
T6	SIDEWALK NETWORK	866,990	600,010	600,010	600,010	600,010
T7	SAFETY AND OPERATIONAL IMPROVEMEN	1,605,510	500,000	650,000	500,000	650,000
T8	TRAFFIC SIGNALS AND COMMUNICATION	394,380	825,000	825,000	825,000	825,000
T9	BRIDGE UPGRADES	725,000	1,200,000	200,000	250,000	750,000
T10	BUS STOPS AND PULLOUTS	326,490	850,111	1,859,625	551,275	271,027
T11	TRANSIT FACILITIES	14,160,410	1,300,000	800,000	0	0
		42,120,590	15,808,861	15,574,258	14,483,256	19,669,288
FUNDING SOURCES						
	GENERAL TAXATION	8,135,620	6,227,693	6,854,189	7,684,242	7,785,592
	SURPLUS/RESERVES	14,581,665	2,292,250	4,287,626	4,805,608	5,224,319
	DEVELOPMENT COST CHARGES	6,832,145	2,580,918	1,987,076	1,700,073	1,616,497
	DEBENTURE/BORROWING	401,850	0	0	0	2,383,230
	FEDERAL/PROV FUNDING	11,907,780	4,708,000	2,445,367	293,333	2,659,649
	DEV/COMM/OTHER CONTRIBUTIONS	261,530	0	0	0	0
	UTILITY REVENUE	0	0	0	0	0
		42,120,590	15,808,861	15,574,258	14,483,256	19,669,288
5 YEAR TOTAL FUNDING						107,656,253
5 YEAR TAXATION FUNDING						36,687,337

Transportation Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	Development Cost Charge (DCC) Roads Allocation for design, land and construction costs associated with DCC Road projects. General taxation to cover 15% Assist.	29,556,190
2.	DCC Roads - Active Transportation Allocation for design, land and construction costs associated with DCC Active Transportation projects. General taxation to cover 77.7% Assist.	21,423,005
3.	Non-DCC Roads Infrastructure upgrades which are not part of the 20 Year Servicing Plan and Financing Strategy (collectors and local roads) and City initiated projects to upgrade streets to full urban standards including drainage, fillet paving, sidewalks and landscaped boulevards.	2,346,680
4.	Road Renewal Asphalt Allocation for overlay and other processes, including micro asphaltting, for rehabilitation of City roads. Also includes renewal of curb and gutter, bike paths, retaining walls, handrails and stairways.	18,319,520
5.	Bicycle Network Allocation for bike network system additions and improvements.	1,900,000
6.	Sidewalk Network Allocation required to complete the Non DCC portion of the sidewalk network.	3,267,030
7.	Safety and Operational Improvements Allocation to cover field reviews and capital improvements for safety improvements or to improve operational efficiency. This will include projects such as left turn bays, traffic control changes, safety barriers, signs, markings, handicap access improvements and retrofit medians.	3,905,510
8.	Traffic Signals and Communications This program is for construction of new traffic signal control infrastructure that is not part of the DCC program. This includes new traffic signals and pedestrian activated traffic signals, installation of new communication for the traffic signals system and where new development occurs install conduit for future traffic signals. Program also includes renewal of existing traffic signals.	3,694,380
9.	Bridge Upgrades Allocation required to cover upgrades to bridge infrastructure, as identified in the Bridge Survey Condition Study.	3,125,000
10.	Bus Stops and Pullouts To provide for the upgrading/construction of bus stops and bus shelters with an allocation to cover bus stop paving costs.	3,858,528

Transportation Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
11.	Transit Facilities Construction of new transit facilities at Queensway, Parkinson Recreation Centre, Orchard Park and Rutland Roxby Transit Station. Also includes Bus pullouts.	16,260,410
<hr/> 5 YEAR TOTAL FUNDING <hr/>		<hr/> 107,656,253 <hr/>

Solid Waste Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
SW1	EQUIPMENT	417,840	120,400	179,160	119,270	1,059,890
SW2	SITE IMPROVEMENT	904,170	250,000	250,000	0	0
SW3	GAS MANAGEMENT	247,230	150,000	0	0	250,000
SW4	LEACHATE MANAGEMENT	200,000	300,000	250,000	250,000	250,000
SW5	DRAINAGE AND GROUNDWATER MANA	240,000	150,000	0	0	0
SW6	RECYCLING AND WASTE MANAGEMEN	73,030	0	0	0	0
SW7	LANDFILL AREA DEVELOPMENT	5,920	0	0	0	0
SW8	CLOSURE AND RECLAMATION	0	250,000	130,000	225,000	325,000
		2,088,190	1,220,400	809,160	594,270	1,884,890

FUNDING SOURCES

GENERAL TAXATION	0	0	0	0	0	
SURPLUS/RESERVES	2,015,160	1,220,400	809,160	594,270	1,884,890	
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 CONTRIBUTION	0	0	0	0	0	
UTILITY REVENUE	73,030	0	0	0	0	
		2,088,190	1,220,400	809,160	594,270	1,884,890

5 YEAR TOTAL FUNDING	6,596,910
5 YEAR TAXATION FUNDING	0

Solid Waste Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	Equipment Funding for new equipment and replacement of existing equipment.	1,896,560
2.	Site Improvement Funding for site improvements like buildings, roads, landscaping and fencing.	1,404,170
3.	Gas Management Required for design, installation and extension of gas management system and utilization of gas to energy.	647,230
4.	Leachate Management Required for installation and extension of leachate collection, treatment, recirculation network and pump facilities.	1,250,000
5.	Drainage and Groundwater Management Funding for design and installation of surface and groundwater systems, piping, storage and pump stations.	390,000
6.	Recycling and Waste Management Facilities and infrastructure to support waste management and recycling including composting, waste separation and diversion, last chance mercantile, and curbside bins.	73,030
7.	Landfill Area Development Required for planning, design and development of areas for filling to maximize available space.	5,920
8.	Closure and Reclamation Required for design and construction of final cover system and closure infrastructure and reclamation of disturbed areas to natural state.	930,000
5 YEAR TOTAL FUNDING		6,596,910

Storm Drainage Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
D1	HYDRAULIC UPGRADING	308,410	699,150	118,300	222,600	0
D2	STORM WATER QUALITY	80,000	240,000	150,000	260,000	240,000
D3	STORM WATER RENEWAL	651,590	217,640	634,250	14,690	553,390
		<u>1,040,000</u>	<u>1,156,790</u>	<u>902,550</u>	<u>497,290</u>	<u>793,390</u>
	GENERAL TAXATION	415,000	1,156,790	902,550	497,290	793,390
	SURPLUS/RESERVES	625,000	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 CONTR	0	0	0	0	0
	UTILITY REVENUE	0	0	0	0	0
		<u>1,040,000</u>	<u>1,156,790</u>	<u>902,550</u>	<u>497,290</u>	<u>793,390</u>
	5 YEAR TOTAL FUNDING					4,390,020
	5 YEAR TAXATION FUNDING					3,765,020

Storm Drainage Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	<p>Hydraulic Upgrading Program</p> <p>Estimated expenditures to cover hydraulic improvements to the storm drainage system. These projects are taken directly from the area drainage plans (North, Rutland, Central, Downtown, South Mission and South East Kelowna). Projects are ranked according to priority.</p>	1,348,460
2.	<p>Storm Drainage Quality Program</p> <p>This program includes storm water quality projects taken from the area drainage plans and forms the overall work program. The program includes a hydrocarbon and sediment reduction program along high traffic/accident routes. The program considers priority sanding routes, environmental risk, accident rate and coordinated opportunities as criteria for location selection.</p>	970,000
3.	<p>Storm Water Renewal</p> <p>This program provides for the renewal and replacement of pipes, pump stations, and treatment facilities.</p>	2,071,560
5 YEAR TOTAL FUNDING		4,390,020

Street Lights Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
S1	STREET LIGHT RENEWAL	522,930	100,000	100,000	100,000	100,000
S2	STREET LIGHT ADDITION	0	0	0	0	0
		<u>522,930</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>

FUNDING SOURCES

GENERAL TAXATION	100,000	100,000	100,000	100,000	100,000	
SURPLUS/RESERVES	422,930	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 CONTR.	0	0	0	0	0	
UTILITY REVENUE	0	0	0	0	0	
		<u>522,930</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>

5 YEAR TOTAL FUNDING	922,930
5 YEAR TAXATION FUNDING	500,000

Street Lights Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	Street Light Renewal 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.	\$922,930
2.	Street Light Addition Budget used to add new street lights to improve safety and level of service along transportation corridors.	0
5 YEAR TOTAL FUNDING		\$922,930

Information Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
I1	FRONT OFFICE EQUIPMENT	298,810	391,000	303,100	383,350	489,700
I2	SERVER AND DATA STORAGE	167,800	175,000	150,000	175,000	150,000
I3	MAJOR SYSTEMS PROJECTS	636,990	788,028	350,000	175,000	200,000
I4	COMMUNICATIONS SYSTEMS	282,900	188,000	360,000	207,906	143,189
I5	MISCELLANEOUS EQUIPMENT	0	0	0	0	0
		1,386,500	1,542,028	1,163,100	941,256	982,889

FUNDING SOURCES

GENERAL TAXATION	611,810	862,258	901,063	941,256	982,889	
SURPLUS/RESERVES	649,650	679,770	262,037	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 CONTR	0	0	0	0	0	
UTILITY REVENUE	125,040	0	0	0	0	
		1,386,500	1,542,028	1,163,100	941,256	982,889

5 YEAR TOTAL FUNDING	6,015,773
5 YEAR TAXATION FUNDING	4,299,276

Information Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	<p>Front Office Equipment Information Services have been utilizing a 5 year replacement cycle for desktop equipment which includes computers, printers, monitors, scanners and software. It also includes work group equipment such as large format plotters and copiers. Currently there are approximately 640 desktop computers, 110 laptop computers, 25 copiers and 9 large format plotters. The continued implementation of tablets will be funded through this budget. The total value of existing infrastructure is approximately \$2,000,000</p>	1,865,960
2.	<p>Server and Data Storage To provide equipment and software in City Hall data centre to support the various systems in place for staff and includes equipment for the Fire Hall data centre. Included are servers, disk storage, tape backups and the related software.</p>	817,800
3.	<p>Major System Projects Major systems projects include Agresso, Enterprise Resource Planning (ERP) and Asset Management System</p>	2,150,018
4.	<p>Communication Systems To provide a networking environment that interconnects the various places and spaces used by City staff, this budget will support the expansion of the City's fibre optic ring which will reduce need for leased communication lines. Network components that have reached the end of their serviceable life will also be replaced.</p>	1,181,995
5.	<p>Miscellaneous Equipment To provide staff with equipment to support information technology and communication.</p>	0
5 YEAR TOTAL FUNDING		6,015,773

Vehicle & Mobile Equipment Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
V1	VEHICLE/EQUIPMENT RENEWAL	2,145,460	2,700,000	2,700,000	2,700,000	2,700,000
V2	ADDITIONAL VEHICLES/EQUIPMENT	401,000	246,890	258,001	269,509	281,430
		<u>2,546,460</u>	<u>2,946,890</u>	<u>2,958,001</u>	<u>2,969,509</u>	<u>2,981,430</u>

FUNDING SOURCES

GENERAL TAXATION	141,000	246,890	258,001	269,509	281,430	
SURPLUS/RESERVES	2,270,460	2,700,000	2,700,000	2,700,000	2,700,000	
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 CONTR.	35,000	0	0	0	0	
UTILITY REVENUE	100,000	0	0	0	0	
		<u>2,546,460</u>	<u>2,946,890</u>	<u>2,958,001</u>	<u>2,969,509</u>	<u>2,981,430</u>

5 YEAR TOTAL FUNDING	14,402,290
5 YEAR TAXATION FUNDING	1,196,830

Vehicle & Mobile Equipment Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	Vehicle/Equipment Renewal As part of the City's vehicle replacement program, vehicles at the end of their service life cycles are replaced using funds from the equipment replacement reserve. Cars and light trucks have an average design life of 10 years.	\$12,945,460
2.	Additional Vehicles/Equipment This budget supports the addition of new vehicles and equipment to the corporate fleet in response to increased service demand from population growth or additional services.	\$1,456,830
<hr/> 5 YEAR TOTAL FUNDING <hr/>		<hr/> \$14,402,290 <hr/>

Fire Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
F1	VEHICLE/EQUIPMENT RENEWAL	2,135,530	636,725	0	1,032,300	152,032
F2	ADDITIONAL VEHICLES/EQUIPMENT	100,000	30,000	0	0	0
F3	COMMUNICATIONS	268,770	0	46,000	42,500	46,000
		<u>2,504,300</u>	<u>666,725</u>	<u>46,000</u>	<u>1,074,800</u>	<u>198,032</u>

FUNDING SOURCES

GENERAL TAXATION	100,000	30,000	46,000	42,500	46,000	
SURPLUS/RESERVES	2,404,300	636,725	0	1,032,300	152,032	
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 CONTR.	0	0	0	0	0	
UTILITY REVENUE	0	0	0	0	0	
		<u>2,504,300</u>	<u>666,725</u>	<u>46,000</u>	<u>1,074,800</u>	<u>198,032</u>

5 YEAR TOTAL FUNDING	4,489,857
5 YEAR TAXATION FUNDING	264,500

Fire Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	Vehicle/Equipment Renewal As part of the Fire Departments vehicle/equipment replacement program, vehicles and equipment at the end of their service life cycles are replaced using funds from the Fire Departments equipment replacement reserve.	3,956,587
2.	Additional Vehicles/Equipment This budget supports the addition of new vehicles and equipment to the Fire Department in response to increased service demand from population growth.	130,000
3.	Communications To provide for radio system improvements or replacement, including dispatch requirements	403,270
5 YEAR TOTAL FUNDING		4,489,857

Utility Funds Operating Summary

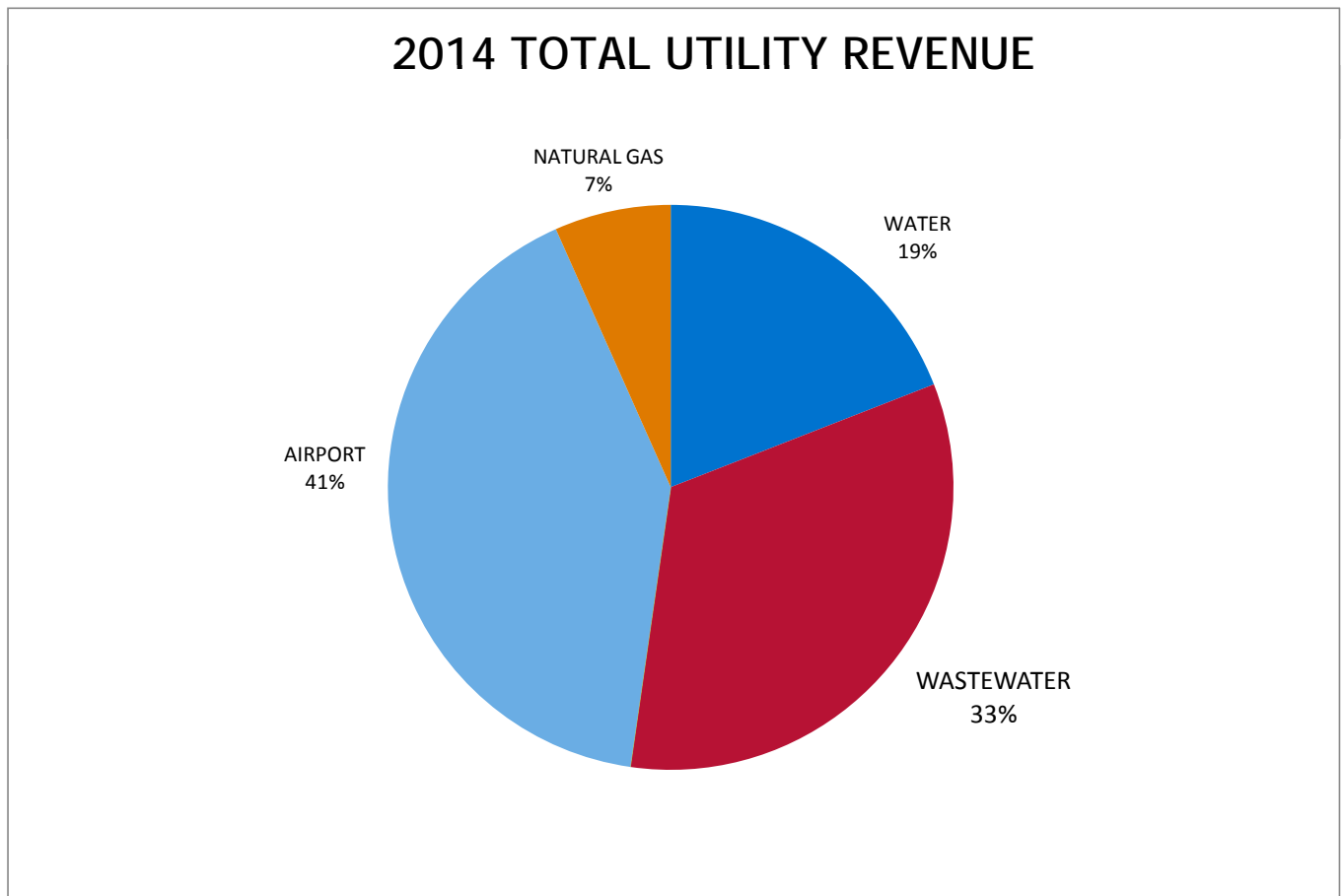
Revenues/Expenditures by Year

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX	(3,349,145)	(3,147,272)	(3,095,194)	(3,116,319)	(3,137,761)
FEES AND CHARGES	(53,877,828)	(53,044,849)	(54,522,722)	(55,990,199)	(57,526,293)
Sales of Services	(48,151,352)	(47,418,558)	(48,979,221)	(50,533,231)	(52,155,447)
Other					
User Fees	(5,726,476)	(5,626,290)	(5,543,501)	(5,456,967)	(5,370,846)
OTHER REVENUE	(2,019,168)	(2,800,462)	(2,859,937)	(2,939,679)	(2,921,270)
Interest	(729,289)	(957,289)	(1,013,747)	(1,073,441)	(1,044,626)
Grants	(405,908)	(417,700)	(414,972)	(419,269)	(423,635)
Other		(541,501)	(547,246)	(562,998)	(569,038)
Services to Other Governments					
Interdepartment Transfer	(883,971)	(883,971)	(883,971)	(883,971)	(883,971)
Interfund Transfer					
TRANSFERS FROM FUNDS	(10,479,978)	(10,361,846)	(9,913,265)	(11,823,534)	(10,267,584)
Special (Stat Reserve) Funds	(1,320)	(1,320)	(1,320)	(1,320)	(1,320)
Development Cost Charges	(5,802,434)	(5,469,101)	(5,469,101)	(5,469,101)	(5,469,101)
Accumulated Surplus	(4,676,224)	(4,891,425)	(4,442,844)	(6,353,113)	(4,797,163)
TOTAL REVENUE	(69,726,119)	(69,354,428)	(70,391,118)	(73,869,731)	(73,852,907)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	9,005,495	9,480,281	9,841,678	10,181,172	10,526,142
INTERNAL EQUIPMENT	1,081,847	1,099,863	1,121,860	1,144,289	1,138,448
MATERIAL AND OTHER	12,161,411	11,803,525	12,253,264	12,725,766	13,105,083
CONTRACT SERVICES	626,165	623,080	645,446	666,580	621,126
DEBT INTEREST	7,608,550	7,450,781	7,447,601	7,908,324	7,888,468
DEBT PRINCIPAL	8,956,375	8,742,504	8,745,684	8,749,186	10,235,621
INTERNAL ALLOCATIONS	5,830,792	5,749,292	5,749,292	5,749,292	5,749,292
Interdepartment Transfer	5,457,464	5,375,964	5,375,964	5,375,964	5,375,964
Interfund Transfer	373,328	373,328	373,328	373,328	373,328
TRANSFER TO FUNDS	20,663,484	17,821,399	17,920,298	17,065,590	19,259,724
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges					
Accumulated Surplus	20,507,174	17,665,089	17,763,988	16,909,280	19,103,414
TOTAL EXPENDITURES	65,934,119	62,770,725	63,725,123	64,190,199	68,523,904
NET OPERATING EXPENDITURES	(3,792,000)	(6,583,703)	(6,665,994)	(9,679,531)	(5,329,003)

Utility Funds Net Operating Revenues

NET OPERATING REVENUES BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2,017</u>	<u>2,018</u>
WATER	(13,290,333)	(11,833,794)	(12,583,642)	(14,925,547)	(14,103,424)
WASTEWATER	(23,164,269)	(23,778,341)	(23,588,381)	(24,208,678)	(24,598,333)
AIRPORT	(28,626,255)	(29,092,891)	(29,569,448)	(29,977,383)	(30,392,774)
NATURAL GAS	(4,645,262)	(4,649,402)	(4,649,647)	(4,758,122)	(4,758,376)
TOTAL REVENUE	<u>(69,726,119)</u>	<u>(69,354,428)</u>	<u>(70,391,118)</u>	<u>(73,869,731)</u>	<u>(73,852,907)</u>



Water

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX	(1,686,564)	(1,411,801)	(1,432,614)	(1,453,739)	(1,475,181)
FEES AND CHARGES	(11,186,049)	(9,522,723)	(10,147,764)	(10,813,880)	(11,523,771)
Sales of Services	(11,162,949)	(9,499,161)	(10,123,730)	(10,789,366)	(11,498,767)
Other					
User Fees	(23,100)	(23,562)	(24,033)	(24,514)	(25,004)
OTHER REVENUE	(180,160)	(817,951)	(921,944)	(997,863)	(1,023,152)
Interest	(106,780)	(203,070)	(301,318)	(361,485)	(380,734)
Grants					
Other		(541,501)	(547,246)	(562,998)	(569,038)
Services to Other Governments					
Interdepartment Transfer	(73,380)	(73,380)	(73,380)	(73,380)	(73,380)
Interfund Transfer					
TRANSFERS FROM FUNDS	(237,560)	(81,320)	(81,320)	(1,660,066)	(81,320)
Special (Stat Reserve) Funds	(1,320)	(1,320)	(1,320)	(1,320)	(1,320)
Development Cost Charges					
Accumulated Surplus	(236,240)	(80,000)	(80,000)	(1,658,746)	(80,000)
TOTAL REVENUE	(13,290,333)	(11,833,794)	(12,583,642)	(14,925,547)	(14,103,424)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	2,347,903	2,490,942	2,585,899	2,675,101	2,765,741
INTERNAL EQUIPMENT	348,314	355,280	362,386	369,631	348,314
MATERIAL AND OTHER	2,132,731	1,942,962	2,017,030	2,136,608	2,157,309
CONTRACT SERVICES	468,615	486,797	505,354	522,787	473,568
DEBT INTEREST	473,568	570,132	570,132	570,132	570,132
DEBT PRINCIPAL	333,481	423,489	423,489	423,489	423,489
INTERNAL ALLOCATIONS	1,074,218	1,065,318	1,065,318	1,065,318	1,065,318
Interdepartment Transfer	994,990	986,090	986,090	986,090	986,090
Interfund Transfer	79,228	79,228	79,228	79,228	79,228
TRANSFER TO FUNDS	4,272,503	3,694,223	2,673,740	3,185,991	3,781,399
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus	4,272,503	3,694,223	2,673,740	3,185,991	3,781,399
TOTAL EXPENDITURES	11,451,333	11,029,144	10,203,348	10,949,057	11,585,270
NET OPERATING EXPENDITURES	(1,839,000)	(804,651)	(2,380,294)	(3,976,491)	(2,518,153)
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	2,061,803	1,483,523	463,040	(603,455)	1,570,699

Wastewater

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX	(1,662,581)	(1,735,471)	(1,662,580)	(1,662,580)	(1,662,580)
FEES AND CHARGES	(13,899,703)	(14,396,630)	(14,889,420)	(15,399,140)	(15,926,374)
Sales of Services	(13,899,703)	(14,396,630)	(14,889,420)	(15,399,140)	(15,926,374)
Other					
User Fees					
OTHER REVENUE	(1,469,121)	(1,611,788)	(1,567,280)	(1,574,504)	(1,540,278)
Interest	(368,122)	(503,478)	(466,272)	(473,496)	(439,270)
Grants	(290,408)	(297,719)	(290,417)	(290,417)	(290,417)
Other					
Services to Other Governments					
Interdepartment Transfer	(810,591)	(810,591)	(810,591)	(810,591)	(810,591)
Interfund Transfer					
TRANSFERS FROM FUNDS	(6,132,864)	(6,034,452)	(5,469,101)	(5,572,454)	(5,469,101)
Special (Stat Reserve) Funds					
Development Cost Charges	(5,802,434)	(5,469,101)	(5,469,101)	(5,469,101)	(5,469,101)
Accumulated Surplus	(330,430)	(565,351)		(103,353)	
TOTAL REVENUE	(23,164,269)	(23,778,341)	(23,588,381)	(24,208,678)	(24,598,333)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	2,997,632	3,187,373	3,308,878	3,423,020	3,539,003
INTERNAL EQUIPMENT	712,293	722,918	737,376	752,118	767,143
MATERIAL AND OTHER	3,625,670	3,206,776	3,329,021	3,443,857	3,560,546
CONTRACT SERVICES	82,550	59,783	62,062	64,203	66,378
DEBT INTEREST	2,977,470	2,872,129	2,872,129	2,872,129	2,872,129
DEBT PRINCIPAL	4,562,999	4,256,226	4,256,226	4,256,226	4,256,226
INTERNAL ALLOCATIONS	3,414,374	3,341,774	3,341,774	3,341,774	3,341,774
Interdepartment Transfer	3,157,954	3,085,354	3,085,354	3,085,354	3,085,354
Interfund Transfer	256,420	256,420	256,420	256,420	256,420
TRANSFER TO FUNDS	2,838,281	352,310	1,395,213	352,310	3,384,284
Special (Stat Reserve) Funds	156,310	156,310	156,310	156,310	156,310
Development Cost Charges					
Accumulated Surplus	2,681,971	196,000	1,238,903	196,000	3,227,974
TOTAL EXPENDITURES	21,211,269	17,999,289	19,302,680	18,505,637	21,787,483
NET OPERATING EXPENDITURES	(1,953,000)	(5,779,052)	(4,285,702)	(5,703,041)	(2,810,850)
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	816,714	(565,351)	1,042,903	(103,353)	3,031,974

Airport

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(24,429,480)	(24,888,754)	(25,357,800)	(25,758,444)	(26,166,416)
Sales of Services	(23,088,700)	(23,522,768)	(23,966,071)	(24,344,725)	(24,730,307)
Other					
User Fees	(1,340,780)	(1,365,987)	(1,391,730)	(1,413,718)	(1,436,109)
OTHER REVENUE	(259,500)	(266,861)	(274,373)	(281,665)	(289,083)
Interest	(144,000)	(146,880)	(149,818)	(152,813)	(155,866)
Grants	(115,500)	(119,981)	(124,555)	(128,852)	(133,218)
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(3,937,275)	(3,937,275)	(3,937,275)	(3,937,275)	(3,937,275)
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus	(3,937,275)	(3,937,275)	(3,937,275)	(3,937,275)	(3,937,275)
TOTAL REVENUE	(28,626,255)	(29,092,891)	(29,569,448)	(29,977,383)	(30,392,774)
<u>EXPENDITURES</u>					
SALARIES AND WAGES	3,659,960	3,801,966	3,946,901	4,083,051	4,221,398
INTERNAL EQUIPMENT	21,240	21,665	22,098	22,540	22,990
MATERIAL AND OTHER	6,391,010	6,641,547	6,894,729	7,132,566	7,374,240
CONTRACT SERVICES	75,000	76,500	78,030	79,590	81,180
DEBT INTEREST	1,272,000	1,122,000	1,122,000	1,478,000	1,462,000
DEBT PRINCIPAL	2,332,145	2,332,146	2,332,146	2,332,146	3,814,725
INTERNAL ALLOCATIONS	1,322,200	1,322,200	1,322,200	1,322,200	1,322,200
Interdepartment Transfer	1,284,520	1,284,520	1,284,520	1,284,520	1,284,520
Interfund Transfer	37,680	37,680	37,680	37,680	37,680
TRANSFER TO FUNDS	13,552,700	13,774,866	13,851,344	13,527,289	12,094,041
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus	13,552,700	13,774,866	13,851,344	13,527,289	12,094,041
TOTAL EXPENDITURES	28,626,255	29,092,891	29,569,448	29,977,383	30,392,774
NET OPERATING EXPENDITURES					
SURPLUS/(DEFICIT) (INCLUDED ABOVE)					

Natural Gas

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	(4,362,596)	(4,236,741)	(4,127,738)	(4,018,735)	(3,909,732)
Sales of Services					
Other					
User Fees	(4,362,596)	(4,236,741)	(4,127,738)	(4,018,735)	(3,909,732)
OTHER REVENUE	(110,387)	(103,862)	(96,339)	(85,647)	(68,756)
Interest	(110,387)	(103,862)	(96,339)	(85,647)	(68,756)
Grants					
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	(172,279)	(308,799)	(425,569)	(653,739)	(779,888)
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus	(172,279)	(308,799)	(425,569)	(653,739)	(779,888)
TOTAL REVENUE	(4,645,262)	(4,649,402)	(4,649,647)	(4,758,122)	(4,758,376)
<u>EXPENDITURES</u>					
SALARIES AND WAGES					
INTERNAL EQUIPMENT					
MATERIAL AND OTHER	12,000	12,240	12,485	12,734	12,989
CONTRACT SERVICES					
DEBT INTEREST	2,885,512	2,886,520	2,883,340	2,988,063	2,984,207
DEBT PRINCIPAL	1,727,750	1,730,642	1,733,822	1,737,324	1,741,180
INTERNAL ALLOCATIONS	20,000	20,000	20,000	20,000	20,000
Interdepartment Transfer	20,000	20,000	20,000	20,000	20,000
Interfund Transfer					
TRANSFER TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charges					
Accumulated Surplus					
TOTAL EXPENDITURES	4,645,262	4,649,402	4,649,647	4,758,122	4,758,376
NET OPERATING EXPENDITURES					
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	(172,279)	(308,799)	(425,569)	(653,739)	(779,888)

Capital Summary

Utility Funds

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
WATER	10,229,320	4,274,480	5,637,103	4,805,223	3,972,153
WASTEWATER	3,182,730	9,449,430	5,814,560	7,853,630	2,840,850
AIRPORT	30,433,980	23,993,498	22,079,100	21,335,738	4,854,999
	<u>43,846,030</u>	<u>37,717,408</u>	<u>33,530,763</u>	<u>33,994,591</u>	<u>11,668,002</u>

FUNDING SOURCES:

WATER UTILITY OPERATING	1,839,000	804,651	2,380,924	3,976,491	2,518,153
WASTEWATER UTILITY OPER.	1,953,000	5,779,052	4,285,702	5,703,041	2,810,850
RESERVES/SURPLUS	28,151,350	23,993,498	22,079,100	21,335,738	4,854,999
DEVELOPMENT COST CHARGES	4,616,420	7,140,207	2,087,037	2,979,321	60,000
DEBENTURE BORROWING	2,186,620	0	0	0	0
FEDERAL/PROV CONTRIBUTIONS	4,949,640	0	0	0	0
DEV/COMM/OTHER CONTR.	150,000	0	2,698,000	0	1,424,000
	<u>43,846,030</u>	<u>37,717,408</u>	<u>33,530,763</u>	<u>33,994,591</u>	<u>11,668,002</u>

Water Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
1.	DCC PIPES (MAINS)	170,000	3,482,500	551,000	1,542,000	0
2.	DCC BOOSTER STATIONS & PRV'S	2,055,720	0	0	0	0
3.	DCC WATER TREATMENT	5,591,060	0	0	0	0
4.	DCC RESERVOIRS AND FILLING STATION	0	0	2,698,000	0	1,424,000
5.	OFFSITE AND OVERSIZE	60,000	60,000	60,000	60,000	60,000
6.	RENEWAL PIPES (MAINS)	1,933,150	731,980	2,328,103	3,203,223	2,488,153
7.	RENEWAL BOOSTER STATIONS & PRV'S	0	0	0	0	0
8.	RENEWAL WATER TREATMENT	150,000	0	0	0	0
9.	RESERVOIRS AND FILLING STATIONS	119,390	0	0	0	0
10.	WATER METERS	150,000	0	0	0	0
		10,229,320	4,274,480	5,637,103	4,805,223	3,972,153

FUNDING SOURCES:

GENERAL TAXATION	0	0	0	0	0	
SURPLUS/RESERVES	1,956,000	0	0	0	0	
DEVELOPMENT COST CHARGES	4,097,700	3,469,829	558,179	828,732	30,000	
DEBENTURE/BORROWING	2,186,620	0	0	0	0	
FEDERAL/PROV FUNDING	0	0	0	0	0	
DEV/COMM/OTHER CONTRIBUTIONS	150,000	0	2,698,000	0	1,424,000	
UTILITY REVENUE	1,839,000	804,651	2,380,924	3,976,491	2,518,153	
		10,229,320	4,274,480	5,637,103	4,805,223	3,972,153

5 YEAR TOTAL FUNDING	28,918,280
5 YEAR UTILITY OPERATING FUNDING	11,519,220

Water Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	DCC Pipes (Mains) New water mains to accommodate growth.	5,745,500
2.	DCC Booster Stations & Pressure Reducing Valves New booster stations & PRV's to accommodate growth.	2,055,720
3.	DCC Water Treatment New treatment capacity and facilities to accommodate growth.	5,591,060
4.	DCC Reservoirs and Filling Stations New reservoirs and filling stations to accommodate growth.	4,122,000
5.	Offsite and Oversize The City's share of costs to oversize water infrastructure and to do work in excess of the developer's own needs.	300,000
6.	Renewal Pipes (Mains) Renewal of existing water mains that has reached the end of its service life.	10,684,610
7.	Renewal Booster Stations & Pressure Reducing Valves Renewal of existing water system infrastructure that has reached the end of its service life	0
8.	Renewal Water Treatment Renewal of existing water treatment that has reached the end of its service life.	150,000
9.	Reservoirs and Filling Stations Renewal of existing reservoirs and filling stations that have reached the end of their service life.	119,390
10.	Water Meters New and renewal of existing water meters that have reached the end of their service life.	150,000
5 YEAR TOTAL FUNDING		28,918,280

Wastewater Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
1.	DCC PIPES (MAINS)	947,850	4,860,250	2,720,250	2,720,250	0
2.	DCC LIFT STATIONS	0	836,000	0	638,000	0
3.	DCC WASTEWATER TREATMENT FACILITIES	0	0	0	0	0
4.	DCC OVERSIZE	60,000	60,000	60,000	60,000	60,000
5.	RENEWAL PIPES (MAINS)	1,491,030	1,740,000	1,645,000	1,420,000	1,439,000
6.	RENEWAL LIFT STATIONS	434,210	1,367,300	813,600	2,361,700	0
7.	RENEWAL WASTEWATER TREATMENT FACIL	249,640	585,880	575,710	653,680	1,341,850
		<u>3,182,730</u>	<u>9,449,430</u>	<u>5,814,560</u>	<u>7,853,630</u>	<u>2,840,850</u>

FUNDING SOURCES:

GENERAL TAXATION	0	0	0	0	0	
SURPLUS/RESERVES	461,370	0	0	0	0	
DEVELOPMENT COST CHARGES	518,720	3,670,378	1,528,858	2,150,589	30,000	
DEBENTURE/BORROWING	0	0	0	0	0	
FEDERAL/PROV FUNDING	249,640	0	0	0	0	
DEV/COMM/OTHER CONTRIBUTIONS	0	0	0	0	0	
UTILITY REVENUE	1,953,000	5,779,052	4,285,702	5,703,041	2,810,850	
		<u>3,182,730</u>	<u>9,449,430</u>	<u>5,814,560</u>	<u>7,853,630</u>	<u>2,840,850</u>

5 YEAR TOTAL FUNDING	29,141,200
5 YEAR UTILITY OPERATING FUNDING	20,531,646

Wastewater Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	DCC Pipes (Mains) New wastewater mains to support growth.	11,248,600
2.	DCC Lift Stations New wastewater lift stations to support growth.	1,474,000
3.	DCC Wastewater Treatment Facilities New wastewater treatment facilities to support growth.	0
4.	DCC Oversize The City's share of costs to oversize wastewater infrastructure and to do work in excess of the developer's own needs.	300,000
5.	Renewal Pipes (Mains) Renewal of existing wastewater mains that have reached the end of their service life.	7,735,030
6.	Renewal Lift Stations Renewal of existing wastewater lift stations that have reached the end of their service life.	4,976,810
7.	Renewal Wastewater Treatment Facilities Renewal of existing wastewater treatment that has reached the end of its service life.	3,406,760
5 YEAR TOTAL FUNDING		29,141,200

Airport Capital

PLAN NO.	PLAN DESCRIPTION	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
1.	REGULAR RESERVE FUNDED PROJECTS	3,617,870	6,297,800	2,450,000	2,400,000	2,455,000
2.	AIF FUNDED CAPITAL PROJECTS	26,708,780	17,595,699	19,529,101	18,835,739	2,300,000
3.	SMALL CAPITAL PROJECTS	107,330	99,999	99,999	99,999	99,999
4.	FEDERAL FUNDED PROJECTS					
		<u>30,433,980</u>	<u>23,993,498</u>	<u>22,079,100</u>	<u>21,335,738</u>	<u>4,854,999</u>
FUNDING SOURCES:						
	AIRPORT GROUNDSIDE RESERVE	2,195,644	4,383,333	2,133,333	2,193,333	2,133,333
	AIRPORT AIRSIDE RESERVE	360,713	1,063,333	183,333	133,333	133,333
	AIRPORT TERMINAL BUILDING RESERVE	1,168,843	951,133	233,333	173,333	288,333
	AIRPORT IMPROVEMENT FEE RESERVE	22,008,780	17,595,699	19,529,101	18,835,739	2,300,000
	AIF DEBENTURE/BORROWING					
	DEVELOPER/COMMUNITY CONTRIBUTIONS					
	FEDERAL/PROVINCIAL	4,700,000				
		<u>30,433,980</u>	<u>23,993,498</u>	<u>22,079,100</u>	<u>21,335,738</u>	<u>4,854,999</u>
5 YEAR TOTAL FUNDING						102,697,315
5 YEAR UTILITY OPERATING FUNDING						0

Airport Capital

PLAN NO.	PLAN DESCRIPTION	Total Project Cost (5 Yrs)
1.	Regular Reserve and Developer/Community Funded Projects Funding for building repairs and upgrades, equipment purchases and airside improvements.	17,220,670
2.	Airport Improvement Fee (AIF) Funded Projects Funding for the completion of the airside corridor extension and apron expansion and project management.	84,969,319
3.	Small Capital Projects Funding for minor capital projects which need to be implemented expeditiously.	507,326
4.	Federal/Provincial Funded Projects Federally funded projects for security and other airport enhancements.	0
5 YEAR TOTAL FUNDING		102,697,315