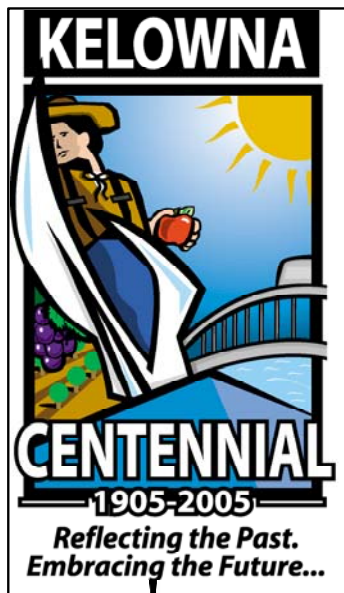


FINANCIAL PLAN



**CITY OF KELOWNA
FINANCIAL PLAN 2005 - 2009**

INTRODUCTION

The City of Kelowna has developed a comprehensive Financial Plan that includes operating expenditures, capital expenditures and general revenues. The Financial Plan has been developed to help guide the City through the next five years of growth.

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.

Page C1 is the Financial Plan summary that consolidates the general revenue, net operating and capital summaries that are detailed later in this section. This summary is also used for the Financial Plan bylaw. One additional column is included, at the request of the Ministry of Community, Aboriginal and Women's Services, for information to support the City of Kelowna's 20 Year Servicing Plan (to year 2020).

Five year information on taxation impacts 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 ASSUMPTIONS

As with any planning exercise, the level of certainty and detail is most appropriately found in the current year, based on budget submissions received and the existing base budget. Future year assumptions are required to project general revenues, incremental operating expenditures to support new capital, debt servicing and ongoing departmental revenues and expenditures. The assumptions used in the creation of the financial plan include:

- An inflation rate of 2% per year has been used for many of the operating costs and for some revenues.
- A growth rate of 2.45% per year for 2006, 2007, 2008 and 2009 (as per the Official Community Plan growth projections), has been used for various revenues and expenditure areas 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.
- 50% of annual new construction tax revenues are allocated to the capital program.
- There is no change in the current service levels except as provided for in the capital program.
- Reserve funding is used for both operating and capital programs to reduce the requirement for increased taxation.





FINANCIAL PLAN 2005 - 2009

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010-2020</u>
REVENUE SOURCES						
Property Value Tax	70,210,000	73,400,774	76,700,641	82,584,661	86,426,532	1,222,744,841
Parcel Taxes	3,526,910	2,895,467	2,476,800	1,891,217	1,406,106	865,542
Fees and Charges	71,813,855	73,319,271	75,780,160	78,143,465	80,645,800	1,033,240,748
Borrowing Proceeds	22,822,120	1,200,000	19,650,000	5,800,000	0	0
Other Sources	35,991,909	40,679,735	39,436,224	35,462,906	34,443,085	336,057,157
	<u>204,364,794</u>	<u>191,495,247</u>	<u>214,043,824</u>	<u>203,882,249</u>	<u>202,921,522</u>	<u>2,592,908,288</u>
TRANSFERS BETWEEN FUNDS						
Reserve Funds	7,074,938	4,964,772	4,814,967	4,068,771	2,354,289	33,000,000
DCC Funds	28,380,908	21,235,271	15,157,092	29,231,727	25,832,735	289,163,979
Surplus/Reserve Accounts	40,732,434	11,659,167	8,806,752	5,460,998	6,994,788	66,000,000
	<u>76,188,280</u>	<u>37,859,210</u>	<u>28,778,811</u>	<u>38,761,496</u>	<u>35,181,812</u>	<u>388,163,979</u>
Total	<u>280,553,074</u>	<u>229,354,457</u>	<u>242,822,636</u>	<u>242,643,745</u>	<u>238,103,334</u>	<u>2,981,072,267</u>
EXPENDITURES						
Municipal Debt						
Debt Interest	6,396,531	6,401,961	6,330,408	7,401,470	7,691,869	77,000,000
Debt Principal	4,102,816	4,029,184	4,026,543	4,577,065	4,841,388	46,200,000
Capital Expenditures	126,079,000	74,289,278	83,430,119	76,405,276	66,431,852	770,000,000
Other Municipal Purposes						
General Government	8,801,035	8,799,607	9,065,671	9,355,439	9,655,838	124,992,853
Planning & Corp. Services	9,300,509	9,101,884	9,442,360	9,796,957	10,166,284	135,164,913
Parks & Leisure Services	21,075,426	21,157,365	21,884,177	23,490,646	24,218,522	338,581,454
Works & Utilities	54,050,057	53,831,467	55,370,187	57,135,824	58,876,019	758,756,298
Protective Services	26,636,044	26,809,425	27,724,278	28,908,981	30,145,422	404,707,023
Other	3,651,644	3,714,363	4,178,337	4,243,590	4,310,149	60,511,735
Airport	5,546,962	5,770,067	5,948,705	6,133,521	6,324,732	81,739,496
	<u>265,640,024</u>	<u>213,904,601</u>	<u>227,400,785</u>	<u>227,448,770</u>	<u>222,662,074</u>	<u>2,797,653,772</u>
TRANSFERS BETWEEN FUNDS						
Reserve Funds	3,871,254	3,959,311	4,049,790	4,103,594	4,158,214	44,000,000
DCC Funds	0	0	0	0	0	0
Surplus/Reserve Accounts	11,041,796	11,490,545	11,372,061	11,091,381	11,283,046	139,418,494
	<u>14,913,050</u>	<u>15,449,856</u>	<u>15,421,851</u>	<u>15,194,975</u>	<u>15,441,260</u>	<u>183,418,494</u>
Total	<u>280,553,074</u>	<u>229,354,457</u>	<u>242,822,636</u>	<u>242,643,745</u>	<u>238,103,334</u>	<u>2,981,072,267</u>

**CITY OF KELOWNA
FINANCIAL PLAN 2005 - 2009**

GENERAL FUND TAX IMPACT SUMMARY

	2005	2006	2007	2008	2009
GENERAL REVENUES	(10,012,936)	(10,230,435)	(10,435,337)	(10,646,979)	(10,870,625)
NET OPERATING BUDGET	62,380,086	64,763,309	67,369,728	72,527,090	75,612,507
PAY-AS-YOU-GO CAPITAL	17,842,850	18,867,900	19,766,250	20,704,550	21,684,650
<i>TAXATION DEMAND</i>	<u>70,210,000</u>	<u>73,400,774</u>	<u>76,700,641</u>	<u>82,584,661</u>	<u>86,426,532</u>
NEW CONSTRUCTION TAX REVENUE	(2,798,100)	(1,720,145)	(1,798,319)	(1,879,166)	(2,023,324)
NET PROPERTY OWNER IMPACT	1.95%	2.09%	2.05%	5.22%	2.20%

2008 includes debt repayment on the Mission Recreation Park Aquatic facility.

GENERAL FUND TAX SUMMARY - 2005 Financial Plan

**CITY OF KELOWNA
FINANCIAL PLAN 2005 - 2009**

GENERAL REVENUE SUMMARY

	2005	2006	2007	2008	2009
<u>GENERAL LICENCES</u>					
COMMERCIAL VEHICLE LICENCES	36,100	36,100	36,100	36,100	36,100
BUSINESS LICENCES	1,120,000	1,171,520	1,223,653	1,278,105	1,334,981
SPECIAL EVENTS LICENCES	100	200	200	200	200
DOG LICENCES	1,100	1,000	1,000	1,000	1,000
	<u>1,157,300</u>	<u>1,208,820</u>	<u>1,260,953</u>	<u>1,315,405</u>	<u>1,372,281</u>
<u>FRANCHISE FEE</u>					
B.C. GAS INC.	1,172,985	1,175,000	1,175,000	1,175,000	1,175,000
APPROPRIATION TO RESERVE					
	<u>1,172,985</u>	<u>1,175,000</u>	<u>1,175,000</u>	<u>1,175,000</u>	<u>1,175,000</u>
<u>GENERAL INTEREST & TAX PENALTIES</u>					
INTEREST ON INVESTMENTS	1,650,000	1,692,900	1,734,376	1,776,868	1,820,402
TAX ARREARS & DELINQUENT	140,000	143,640	147,159	150,765	154,458
PENALTIES ON TAXES	440,000	451,440	462,500	473,832	485,440
PENALTIES ON UTILITY ACCOUNTS	120,000	123,120	126,136	129,227	132,393
INTEREST ON ACCOUNTS RECEIVABLE	15,000	20,000	20,000	20,000	20,000
	<u>2,365,000</u>	<u>2,431,100</u>	<u>2,490,172</u>	<u>2,550,691</u>	<u>2,612,693</u>
<u>MISCELLANEOUS REVENUES</u>					
WORK ORDER ADMINISTRATION	70,000	70,000	65,000	60,000	60,000
LOCAL IMPROVEMENT PREPAYMENTS	75,000	75,000	75,000	75,000	75,000
DISCOUNTS EARNED & MISC.	99,363	101,946	104,444	107,003	109,625
	<u>244,363</u>	<u>246,946</u>	<u>244,444</u>	<u>242,003</u>	<u>244,625</u>
<u>FEDERAL CONTRIBUTIONS</u>					
GRANTS IN LIEU OF TAXES	123,094	125,556	128,067	130,628	133,241
<u>PROVINCIAL CONTRIBUTIONS</u>					
GRANTS IN LIEU OF TAXES - BC BLDG	336,687	343,421	350,289	357,295	364,441
GRANTS IN LIEU OF TAXES	53,958	55,037	56,138	57,261	58,406
TRAFFIC FINE REVENUE SHARING	1,155,075	1,155,075	1,155,075	1,155,075	1,155,075
	<u>1,545,720</u>	<u>1,553,533</u>	<u>1,561,502</u>	<u>1,569,631</u>	<u>1,577,922</u>
<u>MUNICIPAL CONTRIBUTIONS</u>					
ELECTRICAL UTILITY SURPLUS	2,100,000	2,125,000	2,150,000	2,175,000	2,200,000
<u>TAX REVENUE - PRIVATE UTILITIES</u>					
1% IN LIEU OF TAXES	1,304,474	1,364,480	1,425,199	1,488,621	1,554,864
	<u>1,304,474</u>	<u>1,364,480</u>	<u>1,425,199</u>	<u>1,488,621</u>	<u>1,554,864</u>
SUB-TOTAL	<u>10,012,936</u>	<u>10,230,435</u>	<u>10,435,337</u>	<u>10,646,979</u>	<u>10,870,625</u>
GENERAL TAXATION	70,210,000	73,400,774	76,700,641	82,584,661	86,426,532
TOTAL	<u>80,222,936</u>	<u>83,631,209</u>	<u>87,135,978</u>	<u>93,231,640</u>	<u>97,297,157</u>

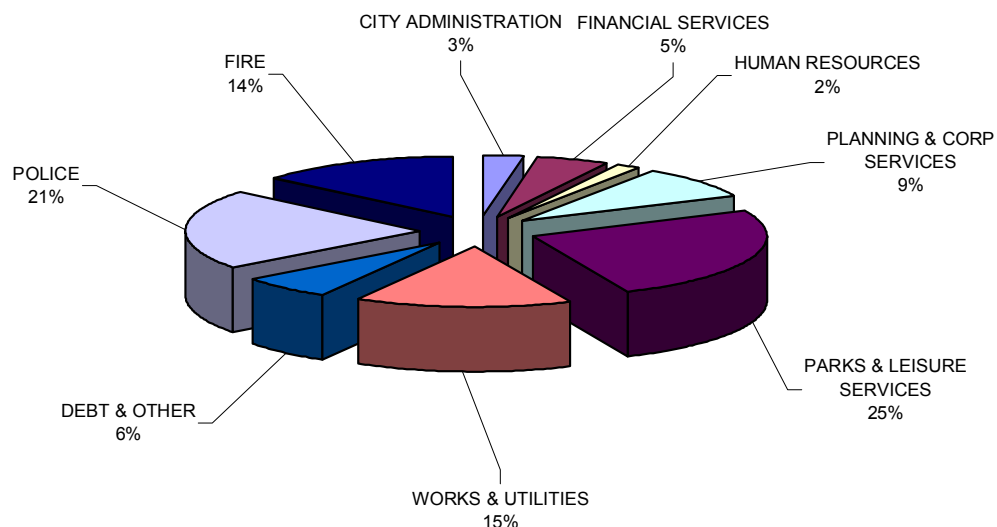
GENERAL REVENUE SUMMARY Financial Plan

ALL GENERAL FUND DEPARTMENTS OPERATING DIVISION SUMMARY

NET OPERATING EXPENDITURE BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
CITY ADMINISTRATION	1,692,314	1,758,526	1,806,877	1,856,781	1,908,296
FINANCIAL SERVICES	3,164,997	3,323,356	3,453,800	3,589,533	3,730,790
HUMAN RESOURCES	1,044,254	1,126,114	1,174,929	1,225,784	1,278,766
PLANNING & CORP SERVICES	5,345,294	5,678,471	5,936,915	6,207,543	6,490,919
PARKS & LEISURE SERVICES	15,751,534	15,992,536	16,677,658	18,269,491	18,815,999
WORKS & UTILITIES	9,332,536	9,825,574	10,143,960	10,378,728	10,624,048
DEBT & OTHER	4,041,508	4,150,586	4,381,267	6,100,455	6,710,329
POLICE	13,398,583	14,129,898	14,843,510	15,557,658	16,304,597
FIRE	8,609,066	8,778,248	8,950,812	9,341,117	9,748,763
NET OPERATING EXPENDITURES	62,380,086	64,763,309	67,369,728	72,527,090	75,612,507

2005 NET EXPENDITURES



ALL GENERAL FUND DEPARTMENTS

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
PARCEL TAXES	329,344	234,640	277,726	168,184	173,727
FEEES AND CHARGES	22,731,221	23,312,247	23,753,564	24,205,096	24,833,881
Sales of Services	17,678,860	18,163,837	18,490,013	18,823,750	19,332,022
Other	3,557,146	3,623,271	3,707,888	3,794,549	3,883,304
User Fees	1,495,215	1,525,140	1,555,663	1,586,798	1,618,555
OTHER REVENUE	16,464,986	15,716,858	15,962,213	16,267,884	16,580,003
Interest	180,620	184,232	187,917	191,675	195,509
Grants	8,013,740	7,871,728	8,029,162	8,189,745	8,353,540
Other	1,419,986	1,474,527	1,449,594	1,479,259	1,509,534
Services to Other Governments	2,465,956	1,802,710	1,841,280	1,880,682	1,920,936
Interdepartment Transfer	816,910	819,362	821,863	824,415	827,017
Interfund Transfer	3,567,774	3,564,298	3,632,397	3,702,107	3,773,467
TRANSFERS FROM FUNDS	3,821,794	1,794,534	1,638,034	1,638,034	1,638,034
Special (Stat Reserve) Funds	643,908	643,908	643,908	643,908	643,908
Development Cost Charge Funds					
Accumulated Surplus	3,177,886	1,150,626	994,126	994,126	994,126
TOTAL REVENUE	<u>43,347,344</u>	<u>41,058,279</u>	<u>41,631,538</u>	<u>42,279,199</u>	<u>43,225,645</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	36,729,939	38,220,692	39,721,531	41,490,657	43,338,539
INTERNAL EQUIPMENT	2,133,262	2,169,481	2,209,810	2,254,007	2,299,087
MATERIAL & OTHER	20,183,993	19,276,815	19,886,778	20,292,304	20,665,325
CONTRACT SERVICES	23,319,154	22,674,016	23,133,159	24,423,895	24,858,729
DEBT	2,151,772	2,126,142	2,011,368	3,632,952	4,261,802
RCMP CONTRACT	12,584,550	13,267,404	13,857,803	14,474,476	15,118,590
INTERNAL ALLOCATIONS	741,940	741,940	741,940	741,940	741,940
Interdepartment Transfer	728,590	728,590	728,590	728,590	728,590
Interfund Transfer	13,350	13,350	13,350	13,350	13,350
TRANSFERS TO FUNDS	7,882,820	7,345,097	7,438,875	7,496,059	7,554,141
Special (Stat Reserve) Funds	3,871,254	3,959,311	4,049,790	4,103,594	4,158,214
Development Cost Charge Funds					
Accumulated Surplus	4,011,566	3,385,786	3,389,085	3,392,465	3,395,927
TOTAL EXPENDITURES	<u>105,727,430</u>	<u>105,821,587</u>	<u>109,001,266</u>	<u>114,806,289</u>	<u>118,838,152</u>
NET OPERATING EXPENDITURES	<u>62,380,086</u>	<u>64,763,309</u>	<u>67,369,728</u>	<u>72,527,090</u>	<u>75,612,507</u>

MAYOR OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</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					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL REVENUE					
<u>EXPENDITURES</u>					
SALARIES & WAGES	143,850	146,727	149,662	152,655	155,708
INTERNAL EQUIPMENT					
MATERIAL & OTHER	38,405	39,173	39,957	40,756	41,571
CONTRACT SERVICES					
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	182,255	185,900	189,619	193,411	197,279
NET OPERATING EXPENDITURES	182,255	185,900	189,619	193,411	197,279

COUNCIL OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</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	19,360				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	19,360				
TOTAL REVENUE	19,360				
<u>EXPENDITURES</u>					
SALARIES & WAGES	191,589	195,421	199,329	203,316	207,382
INTERNAL EQUIPMENT					
MATERIAL & OTHER	168,440	171,809	175,245	178,750	182,325
CONTRACT SERVICES					
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	360,029	367,230	374,574	382,066	389,707
NET OPERATING EXPENDITURES	340,669	367,230	374,574	382,066	389,707

CITY MANAGEMENT OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEES AND CHARGES					
Sales of Services					
Other					
User Fees					
OTHER REVENUE	1,103,090	1,125,152	1,147,655	1,170,608	1,194,020
Interest					
Grants	1,100,000	1,122,000	1,144,440	1,167,329	1,190,675
Other	3,090	3,152	3,215	3,279	3,345
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	17,200				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	17,200				
TOTAL REVENUE	<u>1,120,290</u>	<u>1,125,152</u>	<u>1,147,655</u>	<u>1,170,608</u>	<u>1,194,020</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	515,050	537,970	561,909	586,914	613,032
INTERNAL EQUIPMENT					
MATERIAL & OTHER	1,428,200	1,439,220	1,468,004	1,497,364	1,527,312
CONTRACT SERVICES	346,430	353,359	360,426	367,634	374,987
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>2,289,680</u>	<u>2,330,549</u>	<u>2,390,339</u>	<u>2,451,912</u>	<u>2,515,331</u>
NET OPERATING EXPENDITURES	<u>1,169,390</u>	<u>1,205,397</u>	<u>1,242,684</u>	<u>1,281,304</u>	<u>1,321,311</u>

<i>FINANCIAL SERVICES</i> <i>OPERATING DIVISION SUMMARY</i>
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEES AND CHARGES	251,431	262,620	274,306	286,513	299,263
Sales of Services	251,431	262,620	274,306	286,513	299,263
Other					
User Fees					
OTHER REVENUE	814,242	759,127	774,309	789,796	805,591
Interest					
Grants					
Other	3,212	3,276	3,342	3,409	3,477
Services to Other Governments					
Interdepartment Transfer	122,609	125,061	127,562	130,114	132,716
Interfund Transfer	688,421	630,789	643,405	656,273	669,399
TRANSFERS FROM FUNDS	412,065	195,095	181,595	181,595	181,595
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	412,065	195,095	181,595	181,595	181,595
TOTAL REVENUE	<u>1,477,738</u>	<u>1,216,842</u>	<u>1,230,210</u>	<u>1,257,904</u>	<u>1,286,449</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	2,631,458	2,739,105	2,846,895	2,973,581	3,105,906
INTERNAL EQUIPMENT	4,200	4,284	4,370	4,457	4,546
MATERIAL & OTHER	1,384,997	1,162,287	1,185,533	1,209,243	1,233,428
CONTRACT SERVICES	622,080	634,522	647,212	660,156	673,359
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>4,642,735</u>	<u>4,540,198</u>	<u>4,684,010</u>	<u>4,847,437</u>	<u>5,017,239</u>
NET OPERATING EXPENDITURES	<u>3,164,997</u>	<u>3,323,356</u>	<u>3,453,800</u>	<u>3,589,533</u>	<u>3,730,790</u>

<i>HUMAN RESOURCES</i> <i>OPERATING DIVISION SUMMARY</i>

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEES AND CHARGES					
Sales of Services					
Other					
User Fees					
OTHER REVENUE	126,630	129,163	131,746	134,381	137,068
Interest					
Grants					
Other	126,630	129,163	131,746	134,381	137,068
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	155,451	120,451	120,451	120,451	120,451
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	155,451	120,451	120,451	120,451	120,451
TOTAL REVENUE	<u>282,081</u>	<u>249,614</u>	<u>252,197</u>	<u>254,832</u>	<u>257,519</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	953,325	974,858	1,018,239	1,063,551	1,110,879
INTERNAL EQUIPMENT					
MATERIAL & OTHER	322,360	313,507	319,777	326,173	332,696
CONTRACT SERVICES	50,650	87,363	89,110	90,892	92,710
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>1,326,335</u>	<u>1,375,728</u>	<u>1,427,126</u>	<u>1,480,616</u>	<u>1,536,285</u>
NET OPERATING EXPENDITURES	<u>1,044,254</u>	<u>1,126,114</u>	<u>1,174,929</u>	<u>1,225,784</u>	<u>1,278,766</u>

<i>PLANNING & CORPORATE SERVICES</i> OPERATING DIVISION SUMMARY
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEES AND CHARGES	397,651	407,393	417,375	427,600	438,076
Sales of Services	397,651	407,393	417,375	427,600	438,076
Other					
User Fees					
OTHER REVENUE	22,867	4,454	4,543	4,634	4,727
Interest					
Grants	18,500				
Other	4,367	4,454	4,543	4,634	4,727
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	307,840				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	307,840				
TOTAL REVENUE	728,358	411,847	421,918	432,234	442,803
<u>EXPENDITURES</u>					
SALARIES & WAGES	1,355,315	1,415,627	1,478,622	1,544,421	1,613,147
INTERNAL EQUIPMENT					
MATERIAL & OTHER	529,901	207,632	211,785	216,021	220,341
CONTRACT SERVICES	2,000	2,040	2,081	2,122	2,165
DEBT					
INTERNAL ALLOCATIONS	219,300	219,300	219,300	219,300	219,300
Interdepartment Transfer	219,300	219,300	219,300	219,300	219,300
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	2,106,516	1,844,599	1,911,788	1,981,864	2,054,953
NET OPERATING EXPENDITURES	1,378,158	1,432,752	1,489,870	1,549,630	1,612,150

<i>INSPECTION SERVICES</i> <i>OPERATING DIVISION SUMMARY</i>

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEES AND CHARGES	2,231,652	2,286,327	2,342,342	2,399,730	2,458,523
Sales of Services	20,800	21,310	21,832	22,367	22,915
Other	2,206,352	2,260,408	2,315,788	2,372,524	2,430,651
User Fees	4,500	4,610	4,723	4,839	4,957
OTHER REVENUE	7,655	7,808	7,964	8,124	8,286
Interest					
Grants					
Other	7,655	7,808	7,964	8,124	8,286
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL REVENUE	2,239,307	2,294,135	2,350,306	2,407,854	2,466,809
<u>EXPENDITURES</u>					
SALARIES & WAGES	2,736,303	2,858,068	2,985,253	3,118,096	3,256,852
INTERNAL EQUIPMENT	89,300	91,086	92,908	94,766	96,661
MATERIAL & OTHER	140,358	143,165	146,028	148,949	151,928
CONTRACT SERVICES	72,943	74,402	75,890	77,408	78,956
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	3,038,904	3,166,721	3,300,079	3,439,219	3,584,397
NET OPERATING EXPENDITURES	799,597	872,586	949,773	1,031,365	1,117,588

CITY CLERKS OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEES AND CHARGES	0	0	0	0	0
Sales of Services	0	0	0	0	0
Other					
User Fees					
OTHER REVENUE	40,000	40,200	40,404	40,612	40,824
Interest					
Grants					
Other	6,500	6,630	6,763	6,898	7,036
Services to Other Governments	3,500	3,570	3,641	3,714	3,789
Interdepartment Transfer	30,000	30,000	30,000	30,000	30,000
Interfund Transfer					
TRANSFERS FROM FUNDS	50,000				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	50,000				
TOTAL REVENUE	<u>90,000</u>	<u>40,200</u>	<u>40,404</u>	<u>40,612</u>	<u>40,824</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	488,457	513,933	536,803	560,690	585,641
INTERNAL EQUIPMENT	0	0	0	0	0
MATERIAL & OTHER	326,295	281,821	287,457	293,206	299,071
CONTRACT SERVICES	28,000	28,560	29,131	29,714	30,308
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	<u>842,752</u>	<u>824,314</u>	<u>853,391</u>	<u>883,610</u>	<u>915,020</u>
NET OPERATING EXPENDITURES	<u>752,752</u>	<u>784,114</u>	<u>812,987</u>	<u>842,998</u>	<u>874,196</u>

COMMERCIAL DEVELOPMENT AND REAL ESTATE OPERATING DIVISION SUMMARY
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEES AND CHARGES	704,009	718,089	732,451	747,100	762,042
Sales of Services					
Other	704,009	718,089	732,451	747,100	762,042
User Fees					
OTHER REVENUE	60,000	61,200	62,424	63,672	64,946
Interest					
Grants					
Other	60,000	61,200	62,424	63,672	64,946
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	235,600				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	235,600				
TOTAL REVENUE	999,609	779,289	794,875	810,772	826,988
<u>EXPENDITURES</u>					
SALARIES & WAGES	517,611	559,237	584,123	610,116	637,266
INTERNAL EQUIPMENT					
MATERIAL & OTHER	561,600	429,420	438,008	446,769	455,704
CONTRACT SERVICES	39,200	9,384	9,572	9,763	9,958
DEBT					
INTERNAL ALLOCATIONS	75,235	75,235	75,235	75,235	75,235
Interdepartment Transfer	75,235	75,235	75,235	75,235	75,235
Interfund Transfer					
TRANSFERS TO FUNDS	116,618	116,618	116,618	116,618	116,618
Special (Stat Reserve) Funds	55,720	55,720	55,720	55,720	55,720
Development Cost Charge Funds					
Accumulated Surplus	60,898	60,898	60,898	60,898	60,898
TOTAL EXPENDITURES	1,310,264	1,189,894	1,223,556	1,258,501	1,294,781
NET OPERATING EXPENDITURES	310,655	410,605	428,681	447,729	467,793

INFORMATION SERVICES OPERATING DIVISION SUMMARY
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEES 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	8,560	8,560	8,560	8,560	8,560
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	8,560	8,560	8,560	8,560	8,560
TOTAL REVENUE	14,560	14,560	14,560	14,560	14,560
<u>EXPENDITURES</u>					
SALARIES & WAGES	1,302,458	1,360,417	1,420,956	1,484,188	1,550,235
INTERNAL EQUIPMENT					
MATERIAL & OTHER	816,233	832,558	849,209	866,193	883,517
CONTRACT SERVICES					
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	2,118,691	2,192,975	2,270,165	2,350,381	2,433,752
NET OPERATING EXPENDITURES	2,104,131	2,178,415	2,255,605	2,335,821	2,419,192

PARKS & LEISURE SERVICES OPERATING DIVISION SUMMARY
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEES AND CHARGES					
Sales of Services					
Other					
User Fees					
OTHER REVENUE	3,812	3,888	3,966	4,045	4,126
Interest					
Grants					
Other	3,812	3,888	3,966	4,045	4,126
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL REVENUE	3,812	3,888	3,966	4,045	4,126
<u>EXPENDITURES</u>					
SALARIES & WAGES	196,001	204,723	213,833	223,349	233,288
INTERNAL EQUIPMENT					
MATERIAL & OTHER	18,178	18,542	18,912	19,291	19,676
CONTRACT SERVICES	2,500	2,550	2,601	2,653	2,706
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	216,679	225,814	235,346	245,293	255,670
NET OPERATING EXPENDITURES	212,867	221,926	231,380	241,248	251,544

CULTURAL SERVICES OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEES AND CHARGES	234,250	214,455	218,744	223,119	227,581
Sales of Services	210,250	214,455	218,744	223,119	227,581
Other	24,000				
User Fees					
OTHER REVENUE	288,360	10,710	10,924	11,143	11,366
Interest					
Grants	277,860				
Other	10,500	10,710	10,924	11,143	11,366
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	296,080				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	296,080				
TOTAL REVENUE	818,690	225,165	229,668	234,262	238,947
<u>EXPENDITURES</u>					
SALARIES & WAGES	495,247	546,103	570,405	595,788	622,300
INTERNAL EQUIPMENT	200	204	208	212	216
MATERIAL & OTHER	1,447,242	1,385,233	1,412,938	1,441,197	1,470,021
CONTRACT SERVICES	732,169	331,774	338,410	345,178	352,082
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS	179,000				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	179,000				
TOTAL EXPENDITURES	2,853,858	2,263,314	2,321,961	2,382,375	2,444,619
NET OPERATING EXPENDITURES	2,035,168	2,038,149	2,092,293	2,148,113	2,205,672

CIVIC PROPERTIES OPERATING DIVISION SUMMARY
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEs AND CHARGES	381,185	388,809	396,585	404,517	412,607
Sales of Services	30,704	31,318	31,944	32,583	33,235
Other	265,381	270,689	276,102	281,624	287,257
User Fees	85,100	86,802	88,538	90,309	92,115
OTHER REVENUE	258,828	259,516	260,219	260,935	261,665
Interest					
Grants					
Other	34,422	35,110	35,813	36,529	37,259
Services to Other Governments					
Interdepartment Transfer	163,235	163,235	163,235	163,235	163,235
Interfund Transfer	61,171	61,171	61,171	61,171	61,171
TRANSFERS FROM FUNDS	399,070	79,000	79,000	79,000	79,000
Special (Stat Reserve) Funds	25,000	25,000	25,000	25,000	25,000
Development Cost Charge Funds					
Accumulated Surplus	374,070	54,000	54,000	54,000	54,000
TOTAL REVENUE	<u>1,039,083</u>	<u>727,325</u>	<u>735,804</u>	<u>744,451</u>	<u>753,272</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	868,997	901,087	941,185	983,068	1,026,815
INTERNAL EQUIPMENT	62,348	62,677	63,930	65,209	66,513
MATERIAL & OTHER	1,311,939	1,332,160	1,374,103	1,401,585	1,429,617
CONTRACT SERVICES	522,441	486,990	496,730	506,664	516,797
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	489,668	39,668	39,668	39,668	39,668
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	489,668	39,668	39,668	39,668	39,668
TOTAL EXPENDITURES	<u>3,287,733</u>	<u>2,854,922</u>	<u>2,947,956</u>	<u>3,028,534</u>	<u>3,111,750</u>
NET OPERATING EXPENDITURES	<u>2,248,650</u>	<u>2,127,596</u>	<u>2,212,153</u>	<u>2,284,083</u>	<u>2,358,478</u>

RECREATION OPERATING DIVISION SUMMARY
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEs AND CHARGES	2,814,745	2,982,930	3,129,980	3,102,144	3,240,190
Sales of Services	2,725,638	2,889,858	3,032,766	3,000,604	3,134,131
Other	89,107	93,072	97,214	101,540	106,059
User Fees					
OTHER REVENUE	500,981	528,851	484,348	494,035	503,915
Interest					
Grants	109,091	111,273	113,498	115,768	118,084
Other	237,890	260,498	210,628	214,840	219,137
Services to Other Governments	154,000	157,080	160,222	163,426	166,695
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	544,100	520,900	427,900	427,900	427,900
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	544,100	520,900	427,900	427,900	427,900
TOTAL REVENUE	<u>3,859,826</u>	<u>4,032,681</u>	<u>4,042,228</u>	<u>4,024,079</u>	<u>4,172,005</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	3,478,616	3,663,809	3,841,159	4,012,090	4,190,628
INTERNAL EQUIPMENT	72,583	74,035	75,515	77,026	78,566
MATERIAL & OTHER	3,527,582	3,597,012	3,668,952	3,742,331	3,776,378
CONTRACT SERVICES	2,134,990	2,154,128	2,197,210	3,123,863	3,186,340
DEBT	21,100	21,100	21,100	21,100	21,100
INTERNAL ALLOCATIONS	13,350	13,350	13,350	13,350	13,350
Interdepartment Transfer					
Interfund Transfer	13,350	13,350	13,350	13,350	13,350
TRANSFERS TO FUNDS	375,537	375,537	375,537	375,537	375,537
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	375,537	375,537	375,537	375,537	375,537
TOTAL EXPENDITURES	<u>9,623,758</u>	<u>9,898,971</u>	<u>10,192,823</u>	<u>11,365,297</u>	<u>11,641,899</u>
NET OPERATING EXPENDITURES	<u>5,763,932</u>	<u>5,866,290</u>	<u>6,150,595</u>	<u>7,341,218</u>	<u>7,469,894</u>

PARKS OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEES AND CHARGES	925,134	943,637	962,509	981,760	1,001,395
Sales of Services	920,259	938,664	957,437	976,586	996,118
Other					
User Fees	4,875	4,973	5,072	5,173	5,277
OTHER REVENUE	90,083	90,289	90,500	90,715	90,934
Interest					
Grants	10,000	10,200	10,404	10,612	10,824
Other	320	326	333	340	346
Services to Other Governments					
Interdepartment Transfer	40,770	40,770	40,770	40,770	40,770
Interfund Transfer	38,993	38,993	38,993	38,993	38,993
TRANSFERS FROM FUNDS	104,420	30,000	30,000	30,000	30,000
Special (Stat Reserve) Funds	30,000	30,000	30,000	30,000	30,000
Development Cost Charge Funds					
Accumulated Surplus	74,420				
TOTAL REVENUE	<u>1,119,637</u>	<u>1,063,926</u>	<u>1,083,009</u>	<u>1,102,474</u>	<u>1,122,328</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	3,075,756	3,221,610	3,373,380	3,523,495	3,680,291
INTERNAL EQUIPMENT	419,174	428,271	436,837	445,574	454,485
MATERIAL & OTHER	1,082,563	1,039,688	1,085,954	1,134,279	1,184,754
CONTRACT SERVICES	1,560,110	1,639,980	1,705,125	1,781,003	1,860,258
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS	472,951	472,951	472,951	472,951	472,951
Special (Stat Reserve) Funds	314,524	314,524	314,524	314,524	314,524
Development Cost Charge Funds					
Accumulated Surplus	158,427	158,427	158,427	158,427	158,427
TOTAL EXPENDITURES	<u>6,610,554</u>	<u>6,802,500</u>	<u>7,074,247</u>	<u>7,357,302</u>	<u>7,652,739</u>
NET OPERATING EXPENDITURES	<u>5,490,917</u>	<u>5,738,574</u>	<u>5,991,238</u>	<u>6,254,828</u>	<u>6,530,411</u>

<i>WORKS & UTILITIES</i> <i>OPERATING DIVISION SUMMARY</i>

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEs AND CHARGES	259,200	265,550	272,056	278,722	285,550
Sales of Services	259,200	265,550	272,056	278,722	285,550
Other					
User Fees					
OTHER REVENUE	232,370	251,363	255,435	259,590	263,827
Interest					
Grants	110,000	112,200	114,444	116,733	119,068
Other	49,640	65,933	67,251	68,596	69,968
Services to Other Governments	25,000	25,500	26,010	26,530	27,061
Interdepartment Transfer	1,800	1,800	1,800	1,800	1,800
Interfund Transfer	45,930	45,930	45,930	45,930	45,930
TRANSFERS FROM FUNDS	95,000	25,000	25,000	25,000	25,000
Special (Stat Reserve) Funds	25,000	25,000	25,000	25,000	25,000
Development Cost Charge Funds					
Accumulated Surplus	70,000				
TOTAL REVENUE	<u>586,570</u>	<u>541,913</u>	<u>552,491</u>	<u>563,312</u>	<u>574,377</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	1,548,507	1,617,416	1,689,391	1,764,568	1,843,092
INTERNAL EQUIPMENT	46,520	47,450	48,399	49,367	50,355
MATERIAL & OTHER	499,120	442,802	451,658	460,692	469,905
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>2,094,147</u>	<u>2,107,668</u>	<u>2,189,448</u>	<u>2,274,627</u>	<u>2,363,352</u>
NET OPERATING EXPENDITURES	<u>1,507,577</u>	<u>1,565,755</u>	<u>1,636,957</u>	<u>1,711,315</u>	<u>1,788,975</u>

TRANSPORTATION SERVICES OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEES AND CHARGES	3,912,198	3,990,442	4,070,251	4,151,656	4,234,689
Sales of Services	2,372,411	2,419,859	2,468,256	2,517,622	2,567,974
Other	183,297	186,963	190,702	194,516	198,407
User Fees	1,356,490	1,383,620	1,411,292	1,439,518	1,468,308
OTHER REVENUE	496,736	501,674	506,711	511,848	517,088
Interest					
Grants					
Other	10,190	10,394	10,602	10,814	11,030
Services to Other Governments	236,706	241,440	246,269	251,194	256,218
Interdepartment Transfer	249,840	249,840	249,840	249,840	249,840
Interfund Transfer					
TRANSFERS FROM FUNDS	195,010	146,970	146,970	146,970	146,970
Special (Stat Reserve) Funds	12,800	12,800	12,800	12,800	12,800
Development Cost Charge Funds					
Accumulated Surplus	182,210	134,170	134,170	134,170	134,170
TOTAL REVENUE	4,603,944	4,639,086	4,723,932	4,810,474	4,898,747
<u>EXPENDITURES</u>					
SALARIES & WAGES	3,932,254	4,094,120	4,276,309	4,466,604	4,665,368
INTERNAL EQUIPMENT	765,799	774,873	790,370	806,177	822,301
MATERIAL & OTHER	2,648,006	2,655,066	2,708,167	2,762,331	2,817,577
CONTRACT SERVICES	793,248	809,113	825,295	841,801	858,637
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	1,046,516	1,046,516	1,046,516	1,046,516	1,046,516
Special (Stat Reserve) Funds	996,516	996,516	996,516	996,516	996,516
Development Cost Charge Funds					
Accumulated Surplus	50,000	50,000	50,000	50,000	50,000
TOTAL EXPENDITURES	9,280,823	9,474,688	9,741,657	10,018,429	10,305,399
NET OPERATING EXPENDITURES	4,676,879	4,835,602	5,017,725	5,207,955	5,406,652

<i>TRANSIT</i> OPERATING DIVISION SUMMARY
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEES AND CHARGES	2,891,715	2,962,562	3,035,145	3,109,506	3,185,689
Sales of Services	2,891,715	2,962,562	3,035,145	3,109,506	3,185,689
Other					
User Fees					
OTHER REVENUE	3,884,226	3,962,993	4,043,362	4,125,366	4,209,037
Interest					
Grants	3,643,641	3,716,514	3,790,844	3,866,661	3,943,994
Other					
Services to Other Governments	240,585	246,479	252,518	258,705	265,043
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL REVENUE	6,775,941	6,925,555	7,078,507	7,234,872	7,394,726
<u>EXPENDITURES</u>					
SALARIES & WAGES					
INTERNAL EQUIPMENT					
MATERIAL & OTHER	4,000	4,000	4,000	4,000	4,000
CONTRACT SERVICES	8,211,720	8,592,766	8,764,621	8,843,503	8,923,094
DEBT					
INTERNAL ALLOCATIONS	114,000	114,000	114,000	114,000	114,000
Interdepartment Transfer	114,000	114,000	114,000	114,000	114,000
Interfund Transfer					
TRANSFERS TO FUNDS	131,430	134,650	137,949	141,329	144,791
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	131,430	134,650	137,949	141,329	144,791
TOTAL EXPENDITURES	8,461,150	8,845,416	9,020,570	9,102,832	9,185,885
NET OPERATING EXPENDITURES	1,685,209	1,919,861	1,942,063	1,867,960	1,791,159

SOLID WASTE MANAGEMENT OPERATING DIVISION SUMMARY
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEES AND CHARGES	7,284,491	7,410,856	7,413,792	7,595,062	7,780,774
Sales of Services	7,276,991	7,395,856	7,398,792	7,580,062	7,765,774
Other	7,500	15,000	15,000	15,000	15,000
User Fees					
OTHER REVENUE	977,819	981,283	992,515	1,004,023	1,015,812
Interest					
Grants					
Other	150,000	145,991	149,568	153,232	156,987
Services to Other Governments	305,000	312,473	320,128	327,971	336,007
Interdepartment Transfer					
Interfund Transfer	522,819	522,819	522,819	522,819	522,819
TRANSFERS FROM FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL REVENUE	8,262,310	8,392,139	8,406,307	8,599,085	8,796,587
<u>EXPENDITURES</u>					
SALARIES & WAGES	965,767	991,092	1,035,195	1,081,261	1,129,377
INTERNAL EQUIPMENT	596,344	608,271	617,376	629,724	642,318
MATERIAL & OTHER	1,463,591	1,414,323	1,237,079	1,261,821	1,287,057
CONTRACT SERVICES	2,689,399	2,743,187	2,790,911	2,846,729	2,903,664
DEBT					
INTERNAL ALLOCATIONS	192,715	192,715	192,715	192,715	192,715
Interdepartment Transfer	192,715	192,715	192,715	192,715	192,715
Interfund Transfer					
TRANSFERS TO FUNDS	2,354,494	2,442,551	2,533,030	2,586,834	2,641,454
Special (Stat Reserve) Funds	2,354,494	2,442,551	2,533,030	2,586,834	2,641,454
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	8,262,310	8,392,138	8,406,306	8,599,084	8,796,587
NET OPERATING EXPENDITURES	0	(0)	(0)	(0)	0

<i>STORM WATER MANAGEMENT</i> <i>OPERATING DIVISION SUMMARY</i>
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEEs AND CHARGES					
Sales of Services					
Other					
User Fees					
OTHER REVENUE	64,340	65,627	66,939	68,278	69,644
Interest					
Grants	64,340	65,627	66,939	68,278	69,644
Other					
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	133,480				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	133,480				
TOTAL REVENUE	197,820	65,627	66,939	68,278	69,644
<u>EXPENDITURES</u>					
SALARIES & WAGES	499,081	521,290	544,488	568,717	594,025
INTERNAL EQUIPMENT	16,845	17,182	17,526	17,876	18,234
MATERIAL & OTHER	373,907	245,236	250,140	255,143	260,246
CONTRACT SERVICES	3,200	3,264	3,329	3,396	3,464
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	893,033	786,972	815,483	845,132	875,969
NET OPERATING EXPENDITURES	695,213	721,345	748,544	776,854	806,325

<i>STREET LIGHTS</i> <i>OPERATING DIVISION SUMMARY</i>

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEES AND CHARGES					
Sales of Services					
Other					
User Fees					
OTHER REVENUE	1,500	1,530	1,561	1,592	1,624
Interest					
Grants					
Other	1,500	1,530	1,561	1,592	1,624
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	1,530	1,561	1,592	1,624
<u>EXPENDITURES</u>					
SALARIES & WAGES					
INTERNAL EQUIPMENT					
MATERIAL & OTHER	654,208	667,292	680,638	694,251	708,136
CONTRACT SERVICES	114,950	117,249	119,594	121,986	124,426
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	769,158	784,541	800,232	816,237	832,562
NET OPERATING EXPENDITURES	767,658	783,011	798,671	814,645	830,938

<i>DEBT & OTHER</i> OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
PARCEL TAX	329,344	234,640	277,726	168,184	173,727
FEEs AND CHARGES	180,730	184,345	188,031	191,792	195,628
Sales of Services	103,230	105,295	107,400	109,549	111,739
Other	77,500	79,050	80,631	82,244	83,888
User Fees					
OTHER REVENUE	3,217,332	3,286,433	3,358,179	3,431,610	3,506,765
Interest	95,620	97,532	99,483	101,473	103,502
Grants					
Other	701,616	715,648	729,961	744,561	759,452
Services to Other Governments	1,000				
Interdepartment Transfer	208,656	208,656	208,656	208,656	208,656
Interfund Transfer	2,210,440	2,264,596	2,320,078	2,376,920	2,435,155
TRANSFERS FROM FUNDS	601,108	551,108	551,108	551,108	551,108
Special (Stat Reserve) Funds	551,108	551,108	551,108	551,108	551,108
Development Cost Charge Funds					
Accumulated Surplus	50,000				
TOTAL REVENUE	4,328,514	4,256,525	4,375,044	4,342,694	4,427,228
<u>EXPENDITURES</u>					
SALARIES & WAGES	(394,980)	(402,880)	(410,937)	(419,156)	(427,539)
INTERNAL EQUIPMENT					
MATERIAL & OTHER	515,675	515,675	915,675	915,675	915,675
CONTRACT SERVICES	3,530,949	3,601,568	3,673,599	3,747,071	3,822,013
DEBT	2,151,772	2,126,142	2,011,368	3,632,952	4,260,802
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS	2,566,606	2,566,606	2,566,606	2,566,606	2,566,606
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	2,566,606	2,566,606	2,566,606	2,566,606	2,566,606
TOTAL EXPENDITURES	8,370,022	8,407,111	8,756,311	10,443,148	11,137,557
NET OPERATING EXPENDITURES	4,041,508	4,150,586	4,381,267	6,100,455	6,710,329

<i>POLICE PROTECTION</i> <i>OPERATING DIVISION SUMMARY</i>

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEES AND CHARGES	216,510	247,105	252,047	257,088	262,230
Sales of Services	172,260	201,970	206,010	210,130	214,332
Other					
User Fees	44,250	45,135	46,038	46,958	47,898
OTHER REVENUE	2,770,501	2,825,911	2,882,429	2,940,078	2,998,879
Interest					
Grants	2,680,308	2,733,914	2,788,592	2,844,364	2,901,252
Other	4,550	4,641	4,734	4,828	4,925
Services to Other Governments	85,643	87,356	89,103	90,885	92,703
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	67,450	117,450	67,450	67,450	67,450
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	67,450	117,450	67,450	67,450	67,450
TOTAL REVENUE	3,054,461	3,190,466	3,201,927	3,264,616	3,328,559
<u>EXPENDITURES</u>					
SALARIES & WAGES	2,822,447	2,985,993	3,118,869	3,257,659	3,402,625
INTERNAL EQUIPMENT	8,900	9,078	9,260	9,445	9,634
MATERIAL & OTHER	187,033	190,774	194,589	198,481	202,451
CONTRACT SERVICES	850,114	867,116	864,915	882,214	899,858
RCMP CONTRACT SERVICES	12,584,550	13,267,404	13,857,803	14,474,476	15,118,590
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS					
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	16,453,044	17,320,365	18,045,437	18,822,274	19,633,157
NET OPERATING EXPENDITURES	13,398,583	14,129,898	14,843,510	15,557,658	16,304,597

<i>FIRE</i> OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
FEES AND CHARGES	40,320	41,126	41,949	42,788	43,644
Sales of Services	40,320	41,126	41,949	42,788	43,644
Other					
User Fees					
OTHER REVENUE	1,503,614	819,686	836,080	852,802	869,858
Interest	85,000	86,700	88,434	90,203	92,007
Grants					
Other	4,092	4,174	4,257	4,342	4,429
Services to Other Governments	1,414,522	728,812	743,389	758,256	773,422
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	180,000				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	180,000				
TOTAL REVENUE	1,723,934	860,812	878,029	895,590	913,502
<u>EXPENDITURES</u>					
SALARIES & WAGES	8,406,830	8,574,967	8,746,466	9,135,684	9,542,222
INTERNAL EQUIPMENT	51,049	52,070	53,111	54,174	55,257
MATERIAL & OTHER	713,060	727,321	741,868	756,705	771,839
CONTRACT SERVICES	1,012,061	134,702	137,396	140,144	142,947
DEBT					
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS	150,000	150,000	150,000	150,000	150,000
Special (Stat Reserve) Funds	150,000	150,000	150,000	150,000	150,000
Development Cost Charge Funds					
Accumulated Surplus					
TOTAL EXPENDITURES	10,333,000	9,639,060	9,828,841	10,236,707	10,662,265
NET OPERATING EXPENDITURES	8,609,066	8,778,248	8,950,812	9,341,117	9,748,763

CAPITAL SUMMARY - GENERAL FUND

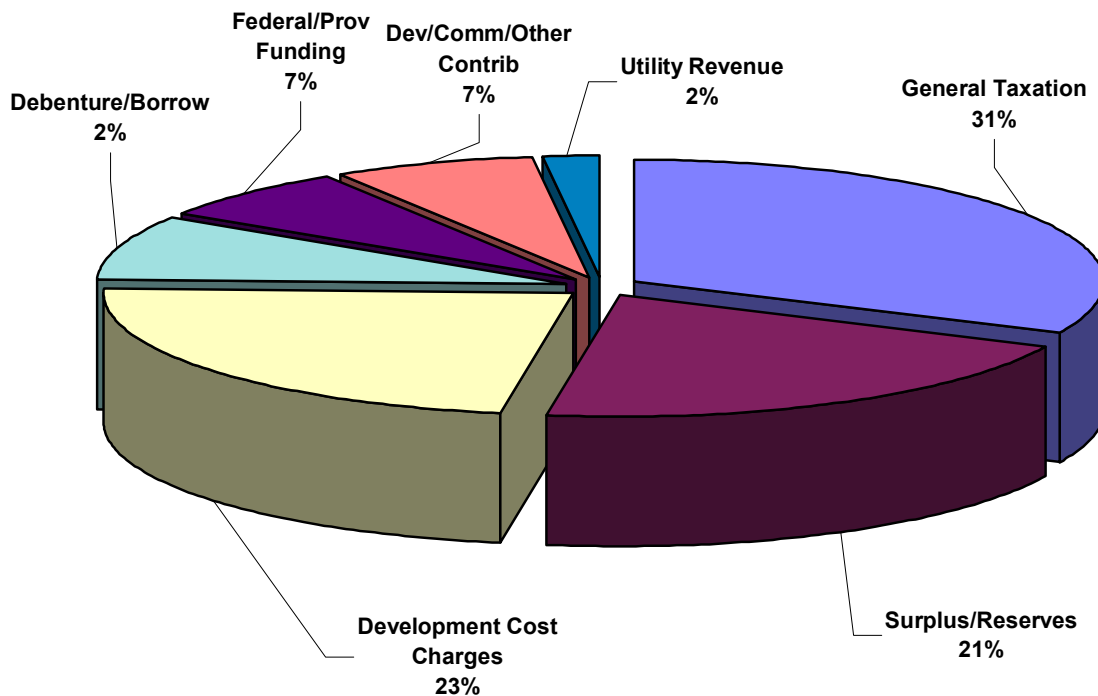
Department	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Community Development & Information Services	2,437,540	450,000	450,000	450,000	450,000
Fire	690,040	580,000	137,500	138,700	837,700
Police	55,000	50,000	0	50,000	0
Civic Properties	8,318,310	7,382,500	33,951,000	6,787,300	5,984,300
Recreation	135,870	219,500	134,600	125,000	110,000
Parks	11,415,620	10,144,250	6,808,250	7,019,370	7,503,730
Transportation Services	41,980,230	39,358,310	27,120,270	33,739,380	27,450,440
Works and Utilities	170,000	240,000	240,000	240,000	240,000
Storm Water Management	2,736,650	1,630,000	1,630,000	1,630,000	1,630,000
Solid Waste Management	7,376,000	1,100,000	390,000	2,762,300	140,000
Street Lighting	366,450	150,000	150,000	100,000	100,000
	<u>76,586,910</u>	<u>62,100,360</u>	<u>71,827,420</u>	<u>53,847,050</u>	<u>45,251,170</u>
Funding Sources:					
General Taxation	17,842,850	18,867,900	19,766,250	20,704,550	21,684,650
Special (Stat Reserve) Fund:	6,431,030	4,269,864	4,119,039	3,371,803	1,656,259
Accumulated Surplus	23,024,685	7,836,596	5,458,481	3,301,327	4,559,981
Development Cost Charges	22,990,790	15,116,750	9,802,800	12,206,750	10,545,400
Debenture/Borrowing	0	1,200,000	19,650,000	5,800,000	0
Federal/Prov Funding	1,010,000	9,256,000	8,356,000	2,998,000	577,400
Dev/Comm/Other Contrib	2,383,910	5,428,250	1,549,850	5,364,620	6,127,480
Utility Revenue	2,903,645	125,000	3,125,000	100,000	100,000
	<u>76,586,910</u>	<u>62,100,360</u>	<u>71,827,420</u>	<u>53,847,050</u>	<u>45,251,170</u>

CAPITAL SUMMARY Financial Plan

CAPITAL FUNDING SUMMARY - GENERAL FUND

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<i>Funding Sources:</i>					
General Taxation	17,842,850	18,867,900	19,766,250	20,704,550	21,684,650
Surplus/Reserves	29,455,715	12,106,460	9,577,520	6,673,130	6,216,240
Development Cost Charges	22,990,790	15,116,750	9,802,800	12,206,750	10,545,400
Debenture/Borrowing	0	1,200,000	19,650,000	5,800,000	0
Federal/Prov Funding	1,010,000	9,256,000	8,356,000	2,998,000	577,400
Dev/Comm/Other Contrib	2,383,910	5,428,250	1,549,850	5,364,620	6,127,480
Utility Revenue	2,903,645	125,000	3,125,000	100,000	100,000
	<u>76,586,910</u>	<u>62,100,360</u>	<u>71,827,420</u>	<u>53,847,050</u>	<u>45,251,170</u>
TOTAL FIVE YEAR CAPITAL PROGRAM	<u><u>309,612,911</u></u>				

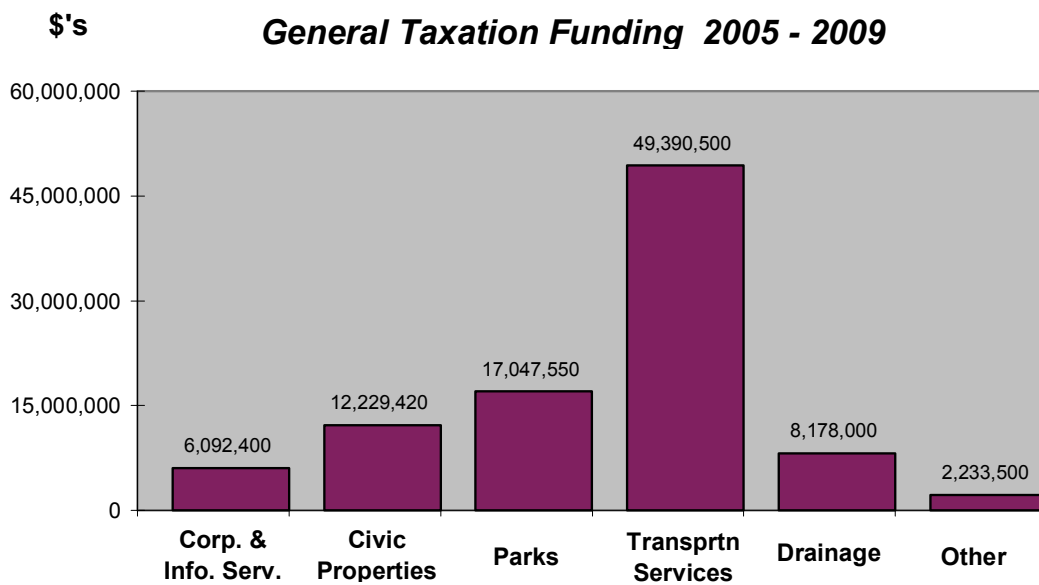
2005 - 2009 CAPITAL FUNDING



CAPITAL SUMMARY Financial Plan

CAPITAL BY DEPARTMENT - GENERAL FUND

<u>DEPARTMENT</u>	<u>TOTAL \$</u>	<u>%</u>	<u>GENERAL TAX FUNDING</u>	<u>%</u>
Corporate Services	4,237,540	1.4%	2,250,000	2.4%
Information Services	4,126,800	1.3%	3,842,400	4.0%
Fire	2,383,940	0.8%	410,600	0.4%
Police Protection	155,000	0.1%	0	0.0%
Civic Properties	62,423,410	20.2%	12,229,420	12.8%
Recreation	724,970	0.2%	672,900	0.7%
Parks	42,891,220	13.9%	17,047,550	17.9%
Transportation Services	169,648,630	54.8%	49,390,500	51.9%
Works & Utilities	1,130,000	0.4%	815,000	0.9%
W & U - Drainage	9,256,650	3.0%	8,178,000	8.6%
Solid Waste Management	11,768,300	3.8%	0	0.0%
Street Lighting	866,450	0.3%	335,000	0.4%
Total 5 Year Program	\$309,612,910		\$95,171,370	



FINANCIAL INFORMATION SUMMARY Financial Plan

COMMUNITY DEVELOPMENT & REAL ESTATE CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Community Development & Real Estate						
L1	General Land	1,568,340	350,000	350,000	350,000	350,000
L2	Road Widenings	100,000	100,000	100,000	100,000	100,000
L3	Road Widenings - DCC Roads	769,200	0	0	0	0
CD & RE Total:		<u>2,437,540</u>	<u>450,000</u>	<u>450,000</u>	<u>450,000</u>	<u>450,000</u>
Funding Sources:						
	General Taxation	450,000	450,000	450,000	450,000	450,000
	Surplus/Reserves	1,245,740	0	0	0	0
	Development Cost Charges	741,800	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>2,437,540</u>	<u>450,000</u>	<u>450,000</u>	<u>450,000</u>	<u>450,000</u>

5 Year Total Funding	4,237,540
5 Year Taxation Funding	2,250,000

Community Development & Real Estate

**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.
- 2. Road Widening**
To fund the purchase of land required for the widening of roads as identified by the Works and Utilities department.
- 3. Road Widening - DCC Only**

5 Year Total Funding

\$4,237,540

INFORMATION SERVICES

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Information Services						
I1	Front Office Equipment	556,330	345,800	345,800	355,000	355,000
I2	Network and Server Equipment	339,380	200,000	200,000	200,000	200,000
I3	Major Systems Projects	9,490	250,000	250,000	250,000	250,000
I4	Communication Systems	0	0	20,000	0	0
Information Services Total:		<u>905,200</u>	<u>795,800</u>	<u>815,800</u>	<u>805,000</u>	<u>805,000</u>
Funding Sources:						
	General Taxation	620,800	795,800	815,800	805,000	805,000
	Surplus/Reserves	284,400	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>905,200</u>	<u>795,800</u>	<u>815,800</u>	<u>805,000</u>	<u>805,000</u>
5 Year Total Funding						4,126,800
5 Year Taxation Funding						3,842,400

<i>Information Services</i>		Total Project Cost (5 Yrs)
1. Front Office Equipment		1,957,930
An average annual allocation to purchase desktop computers and software such as Windows, Word, Outlook, etc.		
2. Network and Server Equipment		1,139,380
An average annual allocation to purchase servers, network, backup, and internet equipment as well as the supporting software.		
3. Major Systems Projects		1,009,490
An average annual allocation for enhancements, additions and improvements to software such as TRM, property, financial, GIS, CAD and record management systems.		
4. Communications Systems		20,000
Upgrades to the existing telephone infrastructure to accommodate additional improvements.		
		<hr/>
<i>5 Year Total Funding</i>		4,126,800

<i>FIRE</i> <i>CAPITAL DIVISION SUMMARY</i>
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Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<i>Fire</i>						
F1	Ancillary Equipment	111,100	60,000	65,000	65,000	70,000
F2	Communications	32,200	10,000	10,000	10,000	10,000
F3	Equipment Replacement Program	546,740	510,000	62,500	63,700	757,700
<i>Fire Total:</i>		<u>690,040</u>	<u>580,000</u>	<u>137,500</u>	<u>138,700</u>	<u>837,700</u>
Funding Sources:						
	General Taxation	50,600	60,000	65,000	65,000	170,000
	Surplus/Reserves	639,440	520,000	72,500	73,700	667,700
	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>690,040</u>	<u>580,000</u>	<u>137,500</u>	<u>138,700</u>	<u>837,700</u>
<i>5 Year Total Funding</i>						2,383,940
<i>5 Year Taxation Funding</i>						410,600

<i>Fire</i>		Total Project Cost (5 Yrs)
1.	Ancillary Equipment An annual allocation to cover ancillary equipment replacement.	\$371,100
2.	Communications To provide for radio system improvements or replacement.	\$72,200
3.	Equipment Replacement Program Required expenditures to replace and/or rebuild fire equipment such as Pumpers, Mini Pumpers, Tankers, Ladder Trucks, and Rescue Vehicles.	\$1,940,640
<i>5 Year Total Funding</i>		<hr/> \$2,383,940

<p><i>POLICE</i></p> <p><i>CAPITAL DIVISION SUMMARY</i></p>

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<i>Police</i>						
P1	Police Protection Capital	55,000	50,000	0	50,000	0
<i>Police Total:</i>		<u>55,000</u>	<u>50,000</u>	<u>0</u>	<u>50,000</u>	<u>0</u>
<i>Funding Sources:</i>						
	General Taxation	0	0	0	0	0
	Surplus/Reserves	55,000	50,000	0	50,000	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>55,000</u>	<u>50,000</u>	<u>0</u>	<u>50,000</u>	<u>0</u>
<i>5 Year Total Funding</i>						155,000
<i>5 Year Taxation Funding</i>						0

<i>Police</i>		Total Project Cost (5 Yrs)
1. Police Protection Capital		\$155,000
An allocation to cover the purchase of training, office equipment or other police capital equipment requirements.		
	<i>5 Year Total Funding</i>	<hr/> \$155,000

CIVIC PROPERTIES

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Civic Properties						
C1	Recreation Buildings	155,430	1,125,000	125,000	125,000	475,000
C2	Outdoor Recreation Facilities	254,650	100,000	100,000	100,000	250,000
C3	Stadiums	2,244,950	3,300,000	150,000	400,000	150,000
C4	Arenas	452,640	225,000	310,000	25,000	25,000
C5	Mission Recreation Park Facilitie	1,841,820	1,500,000	30,950,000	500,000	250,000
C6	Waterfront Facilities	0	50,000	50,000	50,000	50,000
C7	Kelowna Community Theatre	71,150	27,500	28,500	29,000	29,500
C8	Rotary Centre for the Arts	12,500	0	0	600,000	0
C9	Kelowna Art Gallery	198,300	0	150,000	633,300	633,300
C10	Museums	20,000	0	0	1,620,000	760,000
C11	Cultural District Implementation	113,000	0	0	0	0
C12	Libraries	65,000	10,000	0	10,000	0
C13	Parks Yard Complex	282,640	0	25,000	0	25,000
C14	City Hall	724,490	0	250,000	500,000	700,000
C15	Public Works Complex	70,500	10,000	0	10,000	0
C16	Parkinson Recreation Centre	234,480	0	0	200,000	200,000
C17	Other Operations Buildings	46,110	100,000	100,000	150,000	150,000
C18	Office Furnishings & Equipment	160,330	110,000	120,000	130,000	140,000
C19	Police Facilities	155,000	0	1,075,000	1,075,000	1,075,000
C20	Fire Stations	20,000	10,000	0	10,000	500,000
C21	Parking Facilities	0	0	0	0	0
C22	Surface Parking Lots/Onstreet P	284,490	100,000	0	100,000	0
C23	Streetscapes	495,910	365,000	365,000	365,000	365,000
C24	Civic Buildings Site Upgrades	145,860	50,000	50,000	50,000	50,000
C25	Buildings and Facilities Planning	94,060	25,000	27,500	30,000	31,500
C26	Joint Use/Partnership Projects	100,000	75,000	75,000	75,000	75,000
C27	Transit Facilities	75,000	200,000	0	0	50,000
Civic Properties Total:		<u>8,318,310</u>	<u>7,382,500</u>	<u>33,951,000</u>	<u>6,787,300</u>	<u>5,984,300</u>
Funding Sources:						
	General Taxation	3,009,250	2,857,500	2,586,500	3,382,000	4,089,000
	Surplus/Reserves	5,091,920	1,725,000	3,462,500	1,100,000	850,000
	Development Cost Charges	0	0	0	0	0
	Debenture/Borrowing	0	0	19,650,000	0	0
	Federal/Prov Funding	0	1,600,000	5,000,000	522,000	250,000
	Dev/Comm/Other Contrib	217,140	1,200,000	252,000	1,783,300	795,300
	Utility Revenue	0	0	3,000,000	0	0
		<u>8,318,310</u>	<u>7,382,500</u>	<u>33,951,000</u>	<u>6,787,300</u>	<u>5,984,300</u>

This Financial Plan includes \$190,000 which is shown in the Transportation budget, \$2,080,410 which is shown in the Parks budget and excludes \$14,590 which is shown in Parks Financial Plan.

5 Year Total Funding	62,423,410
5 Year Taxation Funding	15,924,250

<i>Civic Properties</i>		Total Project Cost (5 Yrs)
<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.	2,005,430
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.	804,650
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.	6,244,950
4.	Arenas Renovations, additions and ongoing facility improvements to maintain customer interest at Rutland Twin Arenas and Memorial Arena. Does not include Mission District Park Arenas (#5).	1,037,640
5.	Mission District Park Facilities Construction of Buildings and Facilities as proposed in the Mission District 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.	35,041,820
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.	200,000
<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.	185,650

	Total Project Cost (5 Yrs)
<i>Civic Properties</i>	
8. Rotary Centre for the Arts Completion of retrofit of and additions to the former Growers Supply Building to create a community performing and visual arts centre; provision for future additions when viable partnerships are developed.	612,500
9. Kelowna Art Gallery Provisions for ongoing improvements and construction of an approximately 7000 square foot, (two floors) addition on the east side adjacent to the Arts Commons and interior renovations to reorient primary access to Gallery from the Arts Commons.	1,614,900
10. Museums Additions and renovations to the Kelowna Museum, Laurel/Orchard Museum and Military Museum to house and appropriately display the history and artifacts of Kelowna and area; allocation for ongoing facility improvements to maintain customer interest.	2,400,000
11. Cultural District Implementation Allocation to fund specific identifying elements and signage within the Cultural District.	113,000
12. Libraries Allocation for ongoing renewal of furnishings, equipment and systems in existing libraries; development and fit-up of new branch libraries as required.	85,000
<i>Operations Buildings</i>	
13. Parks Yard Complex needs of Parks Division. Future expansion of this facility is not anticipated, as satellite maintenance bases will be established from which to more efficiently dispatch crews.	332,640
14. 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.	2,174,490
15. Public Works Complex Ongoing upgrades to buildings and yard to efficiently accommodate the operational needs of the Works & Utilities Divisions and other workgroups headquartered at this complex.	90,500
16. Parkinson Recreation Centre Construction of a centralized administration area including related renovations.	634,480

		Total Project Cost (5 Yrs)
	<i>Civic Properties</i>	
17.	Other Operations Buildings An annual allocation to fund construction and upgrading of various buildings required to support City operations.	546,110
18.	Office Furnishings & Equipment An annual allocation to purchase furnishings and equipment to fit-up and upgrade Operations Buildings workspaces.	660,330
	<i>Protection Services Facilities</i>	
19.	Police Facilities Funding for future replacement of existing RCMP Detachment Building at another downtown site; development and upgrading of Community Policing Offices.	3,380,000
20.	Fire Stations Construction of new facilities and ongoing upgrading of existing Fire Stations as required.	540,000
	<i>Parking Facilities</i>	
21.	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.	0
22.	Surface Parking Lots/On-Street Parking An allocation every two years to fund upgrading of existing lots, expansion of parking meter areas and other parking initiatives.	484,490
	<i>Site Development</i>	
23.	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.	1,955,910
24.	Civic Building Site Upgrades Annual allocation for renovating and upgrading site amenities around Civic Buildings.	345,860
25.	Building & Facilities Planning Annual allocation to support long range planning initiatives and concept development to allow more detailed budget preparation.	208,060
	<i>Partnerships/Agreements/Initiatives</i>	
27.	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.	400,000

<i>Civic Properties</i>		Total Project Cost (5 Yrs)
28.	Transit Facilities Construction of new transit facilities at Queensway and Roxby Transit Stations.	325,000
<i>5 Year Total Funding</i>		<hr/> 62,423,410

<i>RECREATION</i> <i>CAPITAL DIVISION SUMMARY</i>
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Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<i>Recreation</i>						
R1	Recreation Equipment	135,870	219,500	134,600	125,000	110,000
<i>Recreation Total:</i>		<u>135,870</u>	<u>219,500</u>	<u>134,600</u>	<u>125,000</u>	<u>110,000</u>
Funding Sources:						
	General Taxation	108,300	195,000	134,600	125,000	110,000
	Surplus/Reserves	18,570	24,500	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	9,000	0	0	0	0
	Utility Revenue	0	0	0	0	0
		<u>135,870</u>	<u>219,500</u>	<u>134,600</u>	<u>125,000</u>	<u>110,000</u>
<i>5 Year Total Funding</i>						724,970
<i>5 Year Taxation Funding</i>						672,900

<i>Recreation</i>		Total Project Cost (5 Yrs)
1. Recreation Equipment		\$724,970
An annual allocation to cover the purchase and upgrade of various recreational equipment.		
	<i>5 Year Total Funding</i>	<hr/> \$724,970

PARKS

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Parks						
P1	Parks DCC Land	3,467,240	2,824,900	2,894,400	2,964,950	3,037,650
P2	Other Parks Land - Nat/Linear	475,000	485,000	495,000	505,000	540,000
P3	Other Parks Land - Waterfront	531,250	275,000	300,000	310,000	320,000
P4	Neighbourhood Park Developm't	508,280	358,000	367,900	378,100	497,600
P5	Community Park Developm't	655,300	448,300	457,500	466,900	476,600
P6	District Park Developm't	104,040	115,600	426,600	481,200	505,000
P7	Citywide Park Developm't	584,420	408,000	417,900	428,100	576,700
P8	Natural Areas Developm't	866,920	196,000	210,000	224,000	238,000
P9	Linear Park Developm't	483,250	205,550	205,550	222,220	227,780
P10	HWY 97 Median Landscaping	195,000	100,000	100,000	100,000	100,000
P11	City Park Improvements	657,270	0	200,000	200,000	200,000
P12	Stuart Park Dev't	1,921,960	2,800,000	0	0	0
P13	Cemetery Improvements	207,770	1,300,000	100,000	100,000	100,000
P14	Trees	97,000	49,500	55,000	60,500	66,000
P15	Parks Rehabilitation & Infrastructure	486,420	425,000	425,000	425,000	465,000
P16	Misc. Park Furnishings & Features	174,500	153,400	153,400	153,400	153,400
Parks Total:		<u>11,415,620</u>	<u>10,144,250</u>	<u>6,808,250</u>	<u>7,019,370</u>	<u>7,503,730</u>
Funding Sources:						
	General Taxation	2,942,200	3,290,600	3,382,950	3,519,750	3,912,050
	Surplus/Reserves	3,891,400	2,400,000	100,000	100,000	100,000
	Development Cost Charges	2,894,020	2,416,800	2,476,250	2,536,600	2,598,800
	Debenture/Borrowing	0	1,200,000	0	0	0
	Federal/Prov Funding	150,000	0	0	0	0
	Dev/Comm/Other Contrib	1,538,000	836,850	849,050	863,020	892,880
	Utility Revenue	0	0	0	0	0
		<u>11,415,620</u>	<u>10,144,250</u>	<u>6,808,250</u>	<u>7,019,370</u>	<u>7,503,730</u>

This Financial Plan includes \$14,590 of the Civic Properties budget, and \$2,080,410 of the Parks budget is included in Civic Properties Financial Plan.

5 Year Total Funding	42,891,220
5 Year Taxation Funding	17,047,550

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.	\$15,189,140
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.	\$2,500,000
3.	Other Parks Land - Waterfront Annual allocation to provide for the purchase of waterfront parkland that is not considered under the DCC program.	\$1,736,250
<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.	\$2,109,880
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.	\$2,504,600
6.	District Park Development An annual allocation to cover the development of District parks including offsite costs related to park development but does not include buildings.	\$1,632,440
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.	\$2,415,120
8.	Natural Areas Development An annual allocation to cover the development of natural areas within the city.	\$1,734,920
9.	Linear Park Development An annual allocation to cover the development of linear parks within the city.	\$1,344,350
<i>Specific Projects/Initiatives</i>		
10.	Highway 97 Median Landscaping An allocation to rehabilitate the existing median landscaping, removal of asphalt medians and the installation of landscaped medians	\$595,000

Parks Division		Total Project Cost (5 Yrs)
11. City Park Improvements	An allocation to cover cost of improvements to City Park.	\$1,257,270
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.	\$4,721,960
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.	\$1,807,770
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).	\$328,000
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.	\$2,226,420
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).	\$788,100
5 Year Total Funding		\$42,891,220

TRANSPORTATION

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Transportation Services						
T1	Miscellaneous Roadway Equipment	25,000	25,000	25,000	25,000	25,000
T2	Vehicle Management Program	2,214,660	1,809,760	1,345,220	1,728,030	3,748,540
T3	DCC Roads - Sector I	21,595,090	13,600,600	11,420,800	21,890,550	10,612,100
T4	DCC Roads - Other Sectors	9,599,860	15,857,950	8,714,250	4,305,800	6,494,800
T5	DCC Roads Prelim. Designs	99,690	50,000	50,000	50,000	50,000
T6	Non-DCC Roads	2,707,080	750,000	750,000	750,000	850,000
T7	Road Overlays	2,531,270	2,200,000	2,350,000	2,300,000	2,600,000
T8	Pavement Management System Rec	185,000	75,000	75,000	75,000	75,000
T9	Traffic Signal Upgrade	1,136,880	220,000	220,000	225,000	230,000
T10	New Signals	220,000	225,000	225,000	225,000	230,000
T11	Safety & Operational Improvements	597,780	250,000	250,000	250,000	250,000
T12	Bicycle Network	565,000	800,000	400,000	400,000	400,000
T13	Shoulder Widening	0	100,000	100,000	100,000	100,000
T14	Sidewalk Network	899,780	700,000	700,000	700,000	700,000
T15	Town Centre Roads	1,000,000	175,000	175,000	295,000	475,000
T16	Transportation Plan Update	217,360	20,000	20,000	20,000	200,000
T17	Transportation Mgmt Systems	331,060	200,000	200,000	300,000	310,000
T18	Bus Stops	162,440	50,000	50,000	50,000	50,000
T19	Bridge Upgrades	92,280	50,000	50,000	50,000	50,000
Transportation Services Total:		<u>44,180,230</u>	<u>37,158,310</u>	<u>27,120,270</u>	<u>33,739,380</u>	<u>27,450,440</u>
Funding Sources:						
	General Taxation	8,783,700	9,344,000	10,456,400	10,507,800	10,298,600
	Surplus/Reserves	14,158,580	5,834,960	5,552,520	2,587,130	4,458,540
	Development Cost Charges	19,648,180	10,951,950	7,326,550	9,670,150	7,946,600
	Debenture/Borrowing	0	0	0	5,800,000	0
	Federal/Prov Funding	860,000	7,656,000	3,356,000	2,476,000	327,400
	Dev/Comm/Other Contrib	599,770	3,371,400	428,800	2,698,300	4,419,300
	Utility Revenue	130,000	0	0	0	0
		<u>44,180,230</u>	<u>37,158,310</u>	<u>27,120,270</u>	<u>33,739,380</u>	<u>27,450,440</u>

This Financial Plan excludes \$190,000 which is shown in Civic Properties Financial Plan and \$3,024,000 which was added as a budget amendment.

5 Year Total Funding	169,648,630
5 Year Taxation Funding	49,390,500

Transportation Services		Total Project Cost (5 Yrs)
1. Miscellaneous Roadways Equipment	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.	\$125,000
2. Vehicle Management Program	An annual allocation for the systematic replacement of mobile vehicles and equipment used in City of Kelowna operations.	\$10,846,210
3. Development Cost Charge (DCC) Rds-Sector I (Town Centre)	Allocation for design, land and construction costs associated with DCC Road projects. General taxation to cover 15% Assist and Infill/Conversion units that may not pay DCCs.	\$79,119,140
4. DCC Roads - Other Sectors	Allocation for design, land and construction costs associated with DCC Road projects other than those in sector I. Roads planned for development in the next five years include:	\$44,972,660
5. DCC Roads Preliminary Design	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.	\$299,690
6. Non-DCC Roads	Infrastructure upgrades which are not part of the 20 Year Servicing 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.	\$5,807,080
7. Road Overlays	Allocation for overlay and other processes, including micro asphaltting, for rehabilitation of City roads.	\$11,981,270
8. Pavement Management Systems Requirements	Annual average allocation to cover the implementation of a pavement management system plus its ongoing operations and data collections requirement.	\$485,000
9. Traffic Signal Upgrades	For the next 10 years the focus will be to complete the following upgrading of the existing traffic signal and communication system: (1) corrective maintenance of deficient underground conduit systems at pre 1993 traffic signals (2) separate older electrical wiring from the traffic signal conduit to meet the Canadian Electrical Code and WCB requirements (3) install traffic loops where they do not currently exist (4) replace failing traffic loops at existing traffic signals due to poor asphalt (5) continue to upgrade older traffic signal and pedestrian signal heads (6) where applicable install advance left turn arrows (7) install audible pedestrian signals.	\$2,031,880

	Total Project Cost (5 Yrs)
<i>Transportation Services</i>	
10. New Traffic Signals and System Communications Installation of new traffic signals, pedestrian activated traffic signals and continued installation of communication for the traffic signals system. The cost of installing new traffic signals has been increased 25% due to changes in the Electrical Code, material, and contracting design/inspection and construction to consultants and contractors. A new traffic signal costs between \$90,000 to \$120,000. The traffic system communication component is planned to start at \$50,000 and then increase to \$100,000 as the older wireless radio system needs to be replaced.	\$1,125,000
11. Safety and Operational Improvements 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.	\$1,597,780
12. Bicycle Network Allocation for bike network system additions and improvements.	\$2,565,000
13. Shoulder Widening Allocation for road shoulder widening program, mostly in the rural areas.	\$400,000
14. Sidewalk Network Estimated annual allocation required to complete the Non Development Cost Charge portion of the sidewalk network, with program expected to last 20 years.	\$3,699,780
15. Town Centre Roads Annual allocation to upgrade the City's road infrastructure at the Town Centres as identified in the Official Community Plan.	\$2,120,000
16. Transportation Plan Updates 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.	\$477,360
17. Transportation Management Systems 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.	\$1,341,060
18. Bus Stops To provide for the upgrading/construction of bus stops and bus shelters with an allocation to cover bus stop paving costs.	\$362,440
19. Bridge Upgrades Estimated annual expenditures required to cover upgrades to bridge infrastructure, as identified in the Bridge Survey Condition Study.	\$292,280
<i>5 Year Total Funding</i>	<u>\$169,648,630</u>

<i>WORKS AND UTILITIES</i> <i>CAPITAL DIVISION SUMMARY</i>

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<i>Works and Utilities</i>						
U1	Facilities (Infrastructure) Management	0	70,000	70,000	70,000	70,000
U2	W & U Miscellaneous	170,000	170,000	170,000	170,000	170,000
<i>Works and Utilities Total:</i>		<u>170,000</u>	<u>240,000</u>	<u>240,000</u>	<u>240,000</u>	<u>240,000</u>
<i>Funding Sources:</i>						
	General Taxation	135,000	170,000	170,000	170,000	170,000
	Surplus/Reserves	0	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>170,000</u>	<u>240,000</u>	<u>240,000</u>	<u>240,000</u>	<u>240,000</u>
<i>5 Year Total Funding</i>						1,130,000
<i>5 Year Taxation Funding</i>						815,000

<i>Works & Utilities</i>		Total Project Cost (5 Yrs)
1. Facilities (Infrastructure) Management		\$280,000
	Estimated expenditure required to integrate Engineering facilities into the Land Information System or other suitable system.	
2. W & U Miscellaneous		\$850,000
	Annual allocation to cover Right of Way acquisitions, Offsite and Oversize projects, Monument Replacement, Preliminary Surveys and Clean-up of prior years' work.	
<i>5 Year Total Funding</i>		\$1,130,000

STORM WATER MANAGEMENT

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Storm Water Management						
D1	Hydraulic Upgrading	2,056,650	1,200,000	1,200,000	1,200,000	1,200,000
D2	Storm Water Quality	80,000	80,000	80,000	80,000	80,000
D3	ROW Acquisition	400,000	100,000	100,000	100,000	100,000
D4	Structural Upgrading	0	100,000	100,000	100,000	100,000
D5	Miscellaneous Drainage	200,000	150,000	150,000	150,000	150,000
Storm Water Management:		<u>2,736,650</u>	<u>1,630,000</u>	<u>1,630,000</u>	<u>1,630,000</u>	<u>1,630,000</u>
Funding Sources:						
	General Taxation	1,658,000	1,630,000	1,630,000	1,630,000	1,630,000
	Surplus/Reserves	1,078,650	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>2,736,650</u>	<u>1,630,000</u>	<u>1,630,000</u>	<u>1,630,000</u>	<u>1,630,000</u>
5 Year Total Funding						9,256,650
5 Year Taxation Funding						8,178,000

<i>Storm Water Management</i>		Total Project Cost (5 Yrs)
1.	Hydraulic Upgrading Program 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.	\$6,856,650
2.	Storm Water Quality Program 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.	\$400,000
3.	Right-of-Way Acquisitions This program is a compilation of storm water right-of-way acquisition needs.	\$800,000
4.	Structural Upgrading 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.	\$400,000
5.	Miscellaneous Drainage 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.	\$800,000
5 Year Total Funding		\$9,256,650

SOLID WASTE MANAGEMENT

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Solid Waste Management						
W1	Landfill Leachate	997,000	0	100,000	800,000	0
W2	Landfill Drainage	488,360	0	0	222,300	0
W3	Landfill Gas Management	1,528,970	1,100,000	140,000	140,000	140,000
W4	Composting	3,985,920	0	0	100,000	0
W5	Landfill Site Improvements	375,750	0	0	0	0
W6	Closure	0	0	150,000	1,500,000	0
W7	South Area Development	0	0	0	0	0
W8	Bioreactor	0	0	0	0	0
Solid Waste Management Total:		<u>7,376,000</u>	<u>1,100,000</u>	<u>390,000</u>	<u>2,762,300</u>	<u>140,000</u>
Funding Sources:						
	General Taxation	0	0	0	0	0
	Surplus/Reserves	3,390,080	1,100,000	390,000	2,762,300	140,000
	Development Cost Charges	1,454,790	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	2,531,130	0	0	0	0
		<u>7,376,000</u>	<u>1,100,000</u>	<u>390,000</u>	<u>2,762,300</u>	<u>140,000</u>
5 Year Total Funding						11,768,300
5 Year Taxation Funding						0

<i>Solid Waste Management</i>		Total Project Cost (5 Yrs)
1.	Landfill Leachate Projected expenditures for the installation of a leachate collection, treatment and disposal system.	\$1,897,000
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.	\$710,660
3.	Landfill Gas Management Projected expenditure for the design and installation of a gas management system for the entire landfill site.	\$3,048,970
4.	Composting Projected expenditure for siting, design and construction of an enclosed organic composting facility.	\$4,085,920
5.	Landfill Site Improvements Projected expenditures for long term site improvements, including new scale house, maintenance building, access road, landscaping and fencing.	\$375,750
6.	Closure Projected expenditures for the design and construction of the final cover system for the Glenmore Landfill.	\$1,650,000
7.	South Area Development Projected expenditures for the design and construction of the necessary infrastructure to prepare the south area for filling.	\$0
8.	Bioreactor Projected expenditures for the detailed design and construction of a landfill bioreactor cell.	\$0
<i>5 Year Total Funding</i>		<u>\$11,768,300</u>

<i>STREET LIGHTING</i> <i>CAPITAL DIVISION SUMMARY</i>

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<i>Street Lighting</i>						
S1	Utility Street Lights	366,450	150,000	150,000	100,000	100,000
<i>Street Lighting Total:</i>		<u>366,450</u>	<u>150,000</u>	<u>150,000</u>	<u>100,000</u>	<u>100,000</u>
Funding Sources:						
	General Taxation	85,000	75,000	75,000	50,000	50,000
	Surplus/Reserves	53,935	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	227,515	75,000	75,000	50,000	50,000
		<u>366,450</u>	<u>150,000</u>	<u>150,000</u>	<u>100,000</u>	<u>100,000</u>
<i>5 Year Total Funding</i>						866,450
<i>5 Year Taxation Funding</i>						335,000

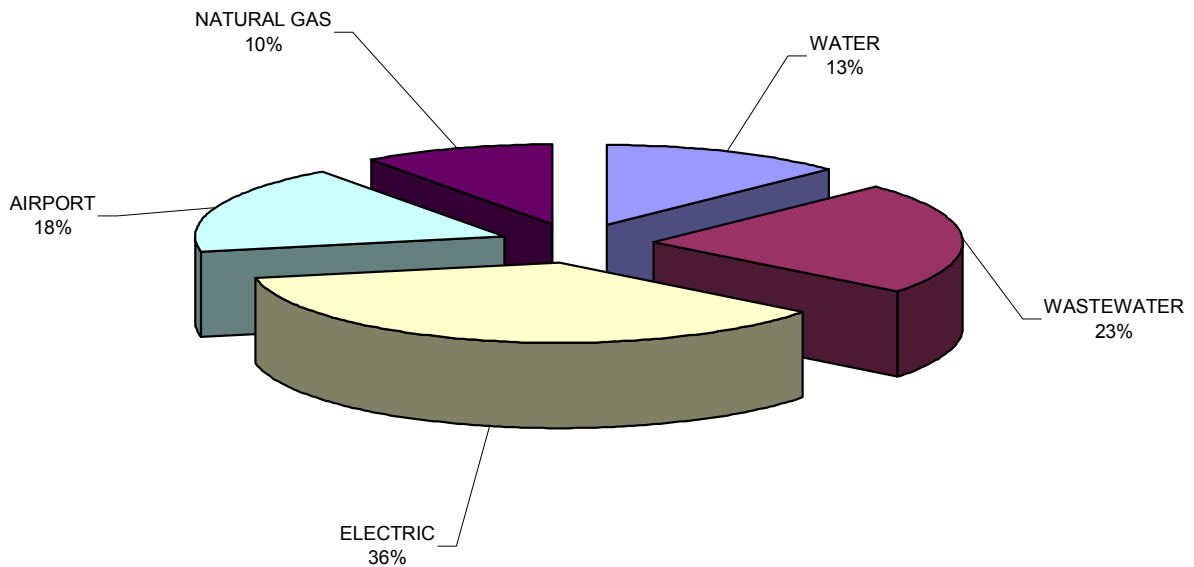
<i>Street Lighting</i>		Total Project Cost (5 Yrs)
1.	Utility Street Lights Estimated expenditure to cover replacement of sub-standard cobra head and post top lighting, replacing old style street light arms, replacing O/H & U/G wiring and replacing old photo eye equipment.	\$866,450
<i>5 Year Total Funding</i>		<hr/> \$866,450

ALL UTILITY FUND DEPARTMENTS
OPERATING DIVISION SUMMARY

2004 UTILITIES OPERATING REVENUES BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
WATER	6,947,299	7,146,286	6,701,835	6,263,440	6,392,685
WASTEWATER	12,529,860	11,872,377	12,327,507	12,722,086	13,007,258
ELECTRICAL	19,863,235	20,025,429	20,751,869	21,496,927	22,285,958
AIRPORT	9,902,872	10,130,613	10,298,185	10,468,484	10,641,762
NATURAL GAS	5,430,777	5,449,383	5,474,342	5,346,533	5,234,992
TOTAL REVENUE	54,674,043	54,624,088	55,553,738	56,297,470	57,562,656

2004 TOTAL REVENUE



ALL UTILITY FUND DEPARTMENTS

OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
PARCEL TAXES	3,197,566	2,660,827	2,199,074	1,723,033	1,232,379
FEES AND CHARGES	46,752,349	47,623,204	49,590,643	51,447,964	53,264,638
Sales of Services	33,865,327	35,080,653	36,392,694	37,627,762	38,867,369
Other	354,198	367,536	373,257	378,861	384,549
User Fees	12,532,824	12,175,014	12,824,692	13,441,341	14,012,720
OTHER REVENUE	2,171,562	2,268,013	2,404,776	2,575,829	2,734,858
Interest	888,492	1,253,717	1,380,861	1,542,143	1,741,836
Grants	595,695	303,528	304,446	305,382	255,749
Other	687,375	710,767	719,469	728,304	737,273
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	2,552,566	2,072,045	1,359,245	550,645	330,781
Special (Stat Reserve) Funds					
Development Cost Charge Funds	763,513	470,100	470,100	470,100	470,100
Accumulated Surplus	1,789,053	1,601,945	889,145	80,545	(139,319)
TOTAL REVENUE	<u>54,674,043</u>	<u>54,624,088</u>	<u>55,553,738</u>	<u>56,297,470</u>	<u>57,562,656</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	5,638,999	5,946,370	6,238,858	6,482,237	6,748,245
INTERNAL EQUIPMENT	280,231	239,101	247,299	255,819	264,672
MATERIAL & OTHER	19,627,766	18,916,838	19,479,843	20,262,703	20,974,343
CONTRACT SERVICES	1,956,955	1,933,203	2,100,216	2,191,201	2,292,506
DEBT-PRINCIPAL	3,190,239	3,169,337	3,186,794	3,186,794	3,154,706
DEBT-INTEREST	5,157,336	5,135,666	5,158,789	5,158,789	5,117,749
INTERNAL ALLOCATIONS	5,864,887	5,798,316	5,996,474	6,195,723	6,393,992
Interdepartment Transfer	1,154,514	1,171,190	1,198,244	1,227,484	1,257,978
Interfund Transfer	4,710,373	4,627,126	4,798,230	4,968,239	5,136,014
TRANSFERS TO FUNDS	7,030,230	8,104,759	7,982,976	7,698,916	7,887,118
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	7,030,230	8,104,759	7,982,976	7,698,916	7,887,118
TOTAL EXPENDITURES	<u>48,746,643</u>	<u>49,243,591</u>	<u>50,391,250</u>	<u>51,432,182</u>	<u>52,833,331</u>
NET OPERATING EXPENDITURES	<u>(5,927,400)</u>	<u>(5,380,497)</u>	<u>(5,162,488)</u>	<u>(4,865,289)</u>	<u>(4,729,324)</u>

<b style="font-size: 1.2em;">WATER OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
PARCEL TAX	1,147,720	879,092	681,139	477,062	266,719
FEES AND CHARGES	4,619,571	4,792,790	5,304,874	5,873,710	6,413,694
Sales of Services	4,250,815	4,629,337	5,138,382	5,704,125	6,240,960
Other	1,000	1,020	1,040	1,061	1,082
User Fees	367,756	162,433	165,452	168,524	171,651
OTHER REVENUE	174,150	253,059	207,277	192,724	212,192
Interest	101,750	230,659	184,877	170,324	189,792
Grants	54,800	4,800	4,800	4,800	4,800
Other	17,600	17,600	17,600	17,600	17,600
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	1,005,858	1,221,345	508,545	(280,055)	(499,919)
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	1,005,858	1,221,345	508,545	(280,055)	(499,919)
TOTAL REVENUE	6,947,299	7,146,286	6,701,835	6,263,440	6,392,685
<u>EXPENDITURES</u>					
SALARIES & WAGES	1,510,532	1,585,529	1,641,022	1,698,458	1,757,904
INTERNAL EQUIPMENT	125,607	131,385	137,429	143,750	150,363
MATERIAL & OTHER	1,008,692	853,373	852,169	932,995	965,650
CONTRACT SERVICES	515,165	486,563	508,944	532,356	556,844
DEBT-PRINCIPAL	238,647	249,628	274,778	274,778	251,419
DEBT-INTEREST	354,814	364,016	395,646	395,646	364,965
INTERNAL ALLOCATIONS	682,152	699,888	727,569	757,446	788,585
Interdepartment Transfer	641,394	658,070	685,124	714,364	744,858
Interfund Transfer	40,758	41,818	42,445	43,082	43,728
TRANSFERS TO FUNDS	306,090	314,048	318,759	323,540	328,394
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	306,090	314,048	318,759	323,540	328,394
TOTAL EXPENDITURES	4,741,699	4,684,429	4,856,317	5,058,970	5,164,124
NET OPERATING EXPENDITURES	(2,205,600)	(2,461,856)	(1,845,518)	(1,204,471)	(1,228,561)
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	(988,858)	(1,221,345)	(508,545)	280,055	499,919

WASTEWATER OPERATING DIVISION SUMMARY
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REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
PARCEL TAX	2,049,846	1,781,735	1,517,935	1,245,971	965,660
FEEs AND CHARGES	8,815,864	8,633,380	9,239,590	9,813,293	10,342,330
Sales of Services	821,924	875,349	919,992	966,911	1,016,224
Other					
User Fees	7,993,940	7,758,031	8,319,598	8,846,382	9,326,106
OTHER REVENUE	880,637	967,162	1,079,882	1,192,722	1,229,168
Interest	284,442	594,034	706,754	819,594	906,628
Grants	495,895	252,828	252,828	252,828	202,240
Other	100,300	120,300	120,300	120,300	120,300
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	783,513	490,100	490,100	470,100	470,100
TOTAL REVENUE	12,529,860	11,872,377	12,327,507	12,722,086	13,007,258
<u>EXPENDITURES</u>					
SALARIES & WAGES	2,148,446	2,293,708	2,460,687	2,586,182	2,718,077
INTERNAL EQUIPMENT	153,824	106,900	109,038	111,219	113,444
MATERIAL & OTHER	2,272,784	1,532,775	1,612,563	1,719,068	1,800,642
CONTRACT SERVICES	202,284	156,330	159,456	162,645	165,898
DEBT-PRINCIPAL	1,240,442	1,208,559	1,200,866	1,200,866	1,192,137
DEBT-INTEREST	1,803,212	1,772,340	1,763,833	1,763,833	1,753,474
INTERNAL ALLOCATIONS	1,640,803	1,690,027	1,791,995	1,891,079	1,986,092
Interdepartment Transfer					
Interfund Transfer	1,640,803	1,690,027	1,791,995	1,891,079	1,986,092
TRANSFERS TO FUNDS	1,306,565	1,776,714	1,779,112	1,163,005	1,344,092
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	1,306,565	1,776,714	1,779,112	1,163,005	1,344,092
TOTAL EXPENDITURES	10,768,360	10,537,352	10,877,550	10,597,898	11,073,856
NET OPERATING EXPENDITURES	(1,761,500)	(1,335,025)	(1,449,957)	(2,124,188)	(1,933,402)
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	1,074,855	1,676,714	1,679,112	1,163,005	1,344,092

<i>ELECTRICAL</i> OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	18,935,500	19,601,844	20,291,684	21,005,845	21,745,187
Sales of Services	18,846,500	19,511,064	20,199,087	20,911,397	21,648,851
Other					
User Fees	89,000	90,780	92,596	94,448	96,336
OTHER REVENUE	525,140	423,585	460,185	491,081	540,771
Interest	447,800	355,918	391,165	420,681	468,962
Grants	45,000	45,900	46,818	47,754	48,709
Other	32,340	21,767	22,202	22,646	23,099
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	402,595				
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	402,595				
TOTAL REVENUE	<u>19,863,235</u>	<u>20,025,429</u>	<u>20,751,869</u>	<u>21,496,927</u>	<u>22,285,958</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES	152,612	155,664	158,778	149,983	152,983
INTERNAL EQUIPMENT					
MATERIAL & OTHER	13,415,820	13,465,419	13,842,554	14,327,044	14,809,530
CONTRACT SERVICES	1,000,556	1,046,582	1,183,212	1,242,624	1,311,116
DEBT-PRINCIPAL					
DEBT-INTEREST					
INTERNAL ALLOCATIONS	2,980,599	2,847,068	2,915,577	2,985,865	3,057,981
Interdepartment Transfer					
Interfund Transfer	2,980,599	2,847,068	2,915,577	2,985,865	3,057,981
TRANSFERS TO FUNDS	353,348	927,080	784,735	1,254,781	1,386,986
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus -29,000	353,348	927,080	784,735	1,254,781	1,386,986
TOTAL EXPENDITURES	<u>17,902,935</u>	<u>18,441,813</u>	<u>18,884,856</u>	<u>19,960,297</u>	<u>20,718,596</u>
NET OPERATING EXPENDITURES	<u>(1,960,300)</u>	<u>(1,583,616)</u>	<u>(1,867,013)</u>	<u>(1,536,629)</u>	<u>(1,567,362)</u>
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	324,348	879,625	737,280	1,207,326	1,339,531

AIRPORT OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	9,005,137	9,218,913	9,378,218	9,540,127	9,704,888
Sales of Services	4,569,811	4,688,626	4,758,955	4,830,340	4,902,795
Other	353,198	366,516	372,217	377,800	383,467
User Fees	4,082,128	4,163,771	4,247,046	4,331,987	4,418,627
OTHER REVENUE	537,135	551,101	559,367	567,758	576,274
Interest					
Grants					
Other	537,135	551,101	559,367	567,758	576,274
Services to Other Governments					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS FROM FUNDS	360,600	360,600	360,600	360,600	360,600
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	360,600	360,600	360,600	360,600	360,600
TOTAL REVENUE	9,902,872	10,130,613	10,298,185	10,468,484	10,641,762
<u>EXPENDITURES</u>					
SALARIES & WAGES	1,827,409	1,911,470	1,978,371	2,047,614	2,119,281
INTERNAL EQUIPMENT	800	816	832	849	866
MATERIAL & OTHER	2,918,470	3,052,720	3,159,565	3,270,150	3,384,605
CONTRACT SERVICES	238,950	243,729	248,604	253,576	258,647
DEBT-PRINCIPAL					
DEBT-INTEREST	300,000	300,000	300,000	300,000	300,000
INTERNAL ALLOCATIONS	561,333	561,333	561,333	561,333	561,333
Interdepartment Transfer	513,120	513,120	513,120	513,120	513,120
Interfund Transfer	48,213	48,213	48,213	48,213	48,213
TRANSFERS TO FUNDS	4,055,910	4,060,546	4,049,480	4,034,963	4,017,031
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	4,055,910	4,060,546	4,049,480	4,034,963	4,017,031
TOTAL EXPENDITURES	9,902,872	10,130,613	10,298,185	10,468,484	10,641,763
NET OPERATING EXPENDITURES	0	0	(0)	0	0
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	0	0	0	0	0

NATURAL GAS OPERATING DIVISION SUMMARY

REVENUE AND EXPENDITURE SUMMARY BY YEAR

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<u>REVENUE</u>					
PARCEL TAX					
FEES AND CHARGES	5,376,277	5,376,277	5,376,277	5,214,989	5,058,539
Sales of Services	5,376,277	5,376,277	5,376,277	5,214,989	5,058,539
Other					
User Fees					
OTHER REVENUE	54,500	73,106	98,065	131,544	176,453
Interest	54,500	73,106	98,065	131,544	176,453
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>5,430,777</u>	<u>5,449,383</u>	<u>5,474,342</u>	<u>5,346,533</u>	<u>5,234,992</u>
<u>EXPENDITURES</u>					
SALARIES & WAGES					
INTERNAL EQUIPMENT					
MATERIAL & OTHER	12,000	12,552	12,991	13,446	13,917
CONTRACT SERVICES					
DEBT-PRINCIPAL	1,711,150	1,711,150	1,711,150	1,711,150	1,711,150
DEBT-INTEREST	2,699,310	2,699,310	2,699,310	2,699,310	2,699,310
INTERNAL ALLOCATIONS					
Interdepartment Transfer					
Interfund Transfer					
TRANSFERS TO FUNDS	1,008,317	1,026,371	1,050,890	922,626	810,616
Special (Stat Reserve) Funds					
Development Cost Charge Funds					
Accumulated Surplus	1,008,317	1,026,371	1,050,890	922,626	810,616
TOTAL EXPENDITURES	<u>5,430,777</u>	<u>5,449,383</u>	<u>5,474,342</u>	<u>5,346,532</u>	<u>5,234,993</u>
NET OPERATING EXPENDITURES	<u>0</u>	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>	<u>0</u>
SURPLUS/(DEFICIT) (INCLUDED ABOVE)	<u>1,008,317</u>	<u>1,026,371</u>	<u>1,050,890</u>	<u>922,626</u>	<u>810,616</u>

CAPITAL SUMMARY - UTILITY FUNDS

Department:	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Water	17,785,890	6,489,954	3,185,393	1,289,368	1,315,155
Wastewater	22,084,970	3,006,348	5,046,294	18,647,229	16,718,165
Electrical	2,852,180	1,622,616	1,906,013	1,536,629	1,567,362
Airport	6,769,050	1,070,000	1,465,000	1,085,000	1,580,000
	<u>49,492,090</u>	<u>12,188,918</u>	<u>11,602,699</u>	<u>22,558,226</u>	<u>21,180,682</u>
 Funding Sources:					
Water Utility Operating Fund	2,205,600	2,461,856	1,845,518	1,204,471	1,228,561
Wastewater Utility Operating	1,761,500	1,335,025	1,449,957	2,124,188	1,933,402
Electric Utility Operating Fund	1,960,300	1,583,616	1,867,013	1,536,629	1,567,362
Reserves/Surplus	12,277,825	1,070,000	1,465,000	1,085,000	1,580,000
Reserve Funds	0	51,000	52,020	53,060	54,122
Development Cost Charges	4,626,605	5,648,421	4,884,192	16,554,877	14,817,235
Debenture Borrowing	22,822,120	0	0	0	0
Federal/Provincial Contributor	3,324,140	0	0	0	0
Dev/Comm/Other Contribution	514,000	39,000	39,000	0	0
	<u>49,492,090</u>	<u>12,188,918</u>	<u>11,602,699</u>	<u>22,558,226</u>	<u>21,180,682</u>

UTILITY CAPITAL SUMMARY Financial Plan

<h2 style="margin: 0;">WATER</h2> <h3 style="margin: 0;">CAPITAL DIVISION SUMMARY</h3>
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Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Water Utility						
1.	Cast Iron Program	940,830	459,000	468,180	371,423	378,851
2.	General Capital Program	988,970	515,100	525,402	535,910	546,628
3.	Operations Capital	150,000	306,000	312,120	318,362	324,730
4.	DCC Capital	15,706,090	5,209,854	1,879,691	63,672	64,946
Water Utility Total		<u>17,785,890</u>	<u>6,489,954</u>	<u>3,185,393</u>	<u>1,289,368</u>	<u>1,315,155</u>
Funding Sources:						
	Water Utility Operating Fund	2,205,600	2,461,856	1,845,518	1,204,471	1,228,561
	Reserve/Surplus	4,009,390	0	0	0	0
	Reserve Funds	0	51,000	52,020	53,060	54,122
	Debenture Borrowing	5,600,000	0	0	0	0
	Federal/Provincial Funding	2,775,530	0	0	0	0
	Dev/Com/Other Contributions	400,000	0	0	0	0
	DCC A	1,478,115	1,966,223	335,267	31,836	32,473
	DCC B	613,920	0	0	0	0
	DCC D	703,335	2,010,875	952,588	0	0
		<u>17,785,890</u>	<u>6,489,954</u>	<u>3,185,393</u>	<u>1,289,368</u>	<u>1,315,155</u>
5 Year Total Funding						30,065,759
5 Year Utility Operating Fund						8,946,005

<i>Water Utility</i>	Total Project Cost (5 Yrs)
Cast Iron Program Annual allocation to cover the replacement of old cast iron water mains.	\$2,618,284
General Capital Program Annual allocation to cover system deficiencies and infrastructure replacement.	\$3,112,010
Operations Capital Program 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.	\$1,411,212
Water DCC Projects Allocation for land and construction costs associated with DCC Water projects. Utility Revenues to cover 1% Assist, Infill/Conversion units that may not pay DCCs, and Land Use Contracts that will not pay DCCs.	\$22,924,253
<i>5 Year Total Funding</i>	\$30,065,759

WASTEWATER

CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Wastewater Utility						
1.	General Capital Program	13,152,620	510,000	520,200	530,604	541,216
2.	Operations Capital	627,610	86,700	88,434	90,203	92,007
3.	Sewer Main Replacement Program	1,415,450	663,000	728,280	795,906	865,946
4.	DCC Trunk Capital	1,382,610	1,746,648	1,628,580	4,496,020	64,946
5.	Wastewater Treatment Facility	5,506,680	0	2,080,800	12,734,496	15,154,050
6.	Trade Waste Treatment Plant	0	0	0	0	0
Wastewater Utility Total		<u>22,084,970</u>	<u>3,006,348</u>	<u>5,046,294</u>	<u>18,647,229</u>	<u>16,718,165</u>
Funding Sources:						
	Sewer Utility Operating Fund	1,761,500	1,335,025	1,449,957	2,124,188	1,933,402
	Sewer Development Fund	0	0	0	0	0
	DCC Reserves - Treatment	565,500	0	2,025,590	12,396,822	14,752,289
	DCC Reserves - Trunks	1,265,735	1,671,323	1,570,747	4,126,219	32,473
	Reserves/Surplus	1,195,115	0	0	0	0
	Reserve Funds	0	0	0	0	0
	Debenture Borrowing	17,222,120	0	0	0	0
	Federal/Provincial Grants	0	0	0	0	0
	Dev/Com/Other Contributions	75,000	0	0	0	0
		<u>22,084,970</u>	<u>3,006,348</u>	<u>5,046,294</u>	<u>18,647,229</u>	<u>16,718,165</u>
5 Year Total Funding						65,503,005
5 Year Utility Operating Fund						8,604,072

Wastewater Utility		Total Project Cost (5 Yrs)
1. General Capital Program		\$15,254,640
	Annual allocation to cover system deficiencies and new infrastructure requirements. This includes replacement of the Brandt's Creek Tradewaste Treatment Plant and the Rutland Sewer Local Service Area project.	
2. Operations Capital Program		\$984,953
	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.	
3. Sewer Main Replacement Program		\$4,468,582
	Annual allocation to cover the replacement of old wood stave and vitrified clay sewer lines.	
4. Wastewater DCC Trunk Projects		\$9,318,804
	Allocation for land and construction costs associated with DCC Sewer Trunk projects. Utility Revenues to cover 1% Assist, Infill/Conversion units that may not pay DCCs, and Land Use Contracts that will not pay DCCs.	
5. Wastewater Treatment Facility		\$35,476,026
	Allocation for land and construction costs associated with DCC Sewer Treatment projects. Utility Revenues to cover 1% Assist, Infill/Conversion units that may not pay DCCs, and Land Use Contracts that will not pay DCCs. The Compost Facility project is scheduled for 2005.	
6. Trade Waste Treatment Plant		\$0
	Improvements to the Trade Waste Treatment Plant that are funded by the Industry users of the plant.	
5 Year Total Funding		\$65,503,005

<h2 style="margin: 0;">ELECTRICAL</h2> <h3 style="margin: 0;">CAPITAL DIVISION SUMMARY</h3>

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<i>Electric Utility</i>						
1.	General Capital	2,852,180	1,622,616	1,906,013	1,536,629	1,567,362
<i>Electric Utility Total</i>		<u>2,852,180</u>	<u>1,622,616</u>	<u>1,906,013</u>	<u>1,536,629</u>	<u>1,567,362</u>
Funding Sources:						
	Electric Utility Operating Fund	1,960,300	1,583,616	1,867,013	1,536,629	1,567,362
	Reserve/Surplus	852,880	0	0	0	0
	Dev/Com/Other Contributions	39,000	39,000	39,000	0	0
		<u>2,852,180</u>	<u>1,622,616</u>	<u>1,906,013</u>	<u>1,536,629</u>	<u>1,567,362</u>
<i>5 Year Total Funding</i>						<u>9,484,800</u>
<i>5 Year Utility Operating Fund</i>						<u>8,514,920</u>

Electrical Utility

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.

**Total Project
Cost (5 Yrs)**

\$9,484,800

5 Year Total Funding

\$9,484,800

<h2 style="margin: 0;">AIRPORT</h2> <h3 style="margin: 0;">CAPITAL DIVISION SUMMARY</h3>
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Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<i>Airport</i>						
1.	Regular Reserve Funded Projects	2,060,560	300,000	300,000	300,000	0
2.	AIF Funded Capital Projects	4,081,570	695,000	640,000	710,000	1,505,000
3.	Small Capital Projects	78,310	75,000	525,000	75,000	75,000
4.	Federal Funded Projects	548,610	0	0	0	0
<i>Airport Total</i>		<u>6,769,050</u>	<u>1,070,000</u>	<u>1,465,000</u>	<u>1,085,000</u>	<u>1,580,000</u>
Funding Sources:						
	Airport Groundside Reserve	1,678,030	325,000	325,000	325,000	25,000
	Airport Airside Reserve	210,510	720,000	665,000	735,000	1,530,000
	Airport Terminal Building Reserve	1,044,080	25,000	475,000	25,000	25,000
	Airport Improvement Fee Reserve	3,287,820	0	0	0	0
	Developer/Community Contributions	0	0	0	0	0
	Federal	548,610	0	0	0	0
		<u>6,769,050</u>	<u>1,070,000</u>	<u>1,465,000</u>	<u>1,085,000</u>	<u>1,580,000</u>
<i>5 Year Total Funding</i>						11,969,050
<i>5 Year Utility Operating Fund</i>						0

<i>Airport</i>		Total Project Cost (5 Yrs)
1. Regular Reserve and Developer/Community Funded Projects		\$2,960,560
Funding for building repairs and upgrades, equipment purchases and airside improvements.		
2. Airport Improvement Fee (AIF) Funded Projects		\$7,631,570
Funding for the construction of a parkade, completion of the airside corridor extension and apron expansion, and project management.		
3. Small Capital Projects		\$828,310
Funding for minor capital projects which need to be implemented expeditiously.		
4. Federal Funded Projects		\$548,610
Federally funded projects for security and other airport enhancements.		
<i>5 Year Total Funding</i>		<hr/> \$11,969,050

NATURAL GAS CAPITAL DIVISION SUMMARY

Project No.	Project Description	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
<i>Natural Gas Utility</i>						
	1. General Capital	700,000	700,000	700,000	700,000	700,000
	<i>Natural Gas Utility Total</i>	<u>700,000</u>	<u>700,000</u>	<u>700,000</u>	<u>700,000</u>	<u>700,000</u>
Funding Sources:						
	Natural Gas Utility Operating Fund	700,000	700,000	700,000	700,000	700,000
		<u>700,000</u>	<u>700,000</u>	<u>700,000</u>	<u>700,000</u>	<u>700,000</u>
<hr/>						
	<i>5 Year Total Funding</i>					3,500,000
	<i>5 Year Utility Operating Fund</i>					3,500,000
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