THE FINANCIAL PLAN Municipality of City of Portage la Prairie 2021

		Attached	Applicable
Page 1	General Operating Fund - Budgeted Revenue & Expenditure	Х	
Page 2	General Operating Fund - Budgeted Revenue	Х	
Page 3	General Operating Fund - Budgeted Expenditure	Х	
Page 4	General Operating Fund - Budgeted Expenditure	Х	
Page 5	General Operating Fund - Budgeted Expenditure	Х	
Page 6	Utility Operating Fund - Budgeted Revenue & Expenditure	Х	
Page 7	Local Urban District		X
Page 8	Calculation of Tax Levies	Х	
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Page 11	General Operating Fund - Debenture Debt Charges	Х	
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Page 13 A	Capital Budget (Current Year)	Х	
Page 14	Capital Expenditure Program (Subsequent Ten Years)	X	

City of Portage la Prairie GENERAL OPERATING FUND BUDGETED REVENUE AND EXPENDITURE

	BUDGET 2020	PRE-AUDIT 2020	BUDGET 2021	BUDGET 2022
Tax Levy Grants in Lieu of Taxes	(\$19,491,108.52) -1,774,721.25	(\$19,491,108.80) -1,774,721.00	(\$19,900,140.81) -1,693,104.61	(\$19,900,140.81) -1,693,104.61
Sub-Total	(\$21,265,829.77)	(\$21,265,829.80)	(\$21,593,245.43)	(\$21,593,245.43)
Requisitions (Deduct)	9,324,183.00	9,324,257.75	9,379,789.00	9,379,789.00
Net Municipal Taxes & Grants in Lieu of Taxes	(\$11,941,646.77)	(\$11,941,572.05)	(\$12,213,456.43)	(\$12,213,456.43)
Other Revenue Transfers from Accumulated Surplus and Reserves	-10,057,351.58 -1,310,762.00	-8,872,375.47 -1,060,762.00	-6,819,733.00 -996,500.00	-6,819,733.00 0.00
Total Revenue	(\$23,309,760.35) ====================================	(\$21,874,709.52)	(\$20,029,689.43)	(\$19,033,189.43)
General Government Services Protective Services Transportation Services Environmental Health Services Public Health & Welfare Services Environmental Development Services Economic Development Services Recreation & Cultural Services Fiscal Services Transfers	\$2,575,605.00 6,154,541.00 2,357,311.00 895,734.00 342,636.00 412,398.00 179,400.00 2,385,929.00 6,860,756.00	\$2,354,124.30 5,908,018.97 2,192,688.33 843,618.64 236,742.51 481,190.97 154,368.22 2,398,375.54 3,934,305.51	\$2,585,308.91 6,203,952.00 2,423,859.00 918,876.00 331,704.00 423,022.00 148,357.00 2,428,063.00 3,327,937.00	\$2,585,308.91 6,203,952.00 2,423,859.00 918,876.00 331,704.00 423,022.00 148,357.00 2,428,063.00 3,327,937.00
Surplus Appropriations - Deferred Surplus - Policing Reserve - General Infrastructure Reserve - General Reserve	1,085,527.00	1,085,527.00	200,000.00 796,500.00 181,300.00	181,300.00
Total Basic Expenditure	\$23,249,837.00	\$19,588,959.99	\$19,968,878.91	\$18,972,378.91
Allowance for Tax Assets		59,848.60		
Total Expenditure	\$23,309,760.35	\$19,648,808.59	\$20,029,689.43	\$19,033,189.43
Net Operating (Surplus) Deficit	\$0.00	(\$2,225,900.93) 	\$0.00	\$0.00
Adopted by Resolution of Council on			FOR DEPART	MENTAL USE ONLY
Mayor's Approval Signature		Date Filed		
Finance Chair Approval Signature				
Certified by Director of Finance		Authorized Sig	gnature	

City of Portage la Prairie GENERAL OPERATING FUND BUDGETED REVENUE

	BUDGET	PRE-AUDIT	BUDGET	BUDGET
	2020	2020	2021	2022
Other Revenue				
Taxes Added Accommodation Tax Revenue Long Plain First Nation - Grant in Lieu Business Tax for Cable TV Licenses - Animal	-153,373.00	-567,349.69	-200,000.00	-200,000.00
	-140,000.00	-103,303.53	-100,000.00	-100,000.00
	-52,800.00	-63,790.35	-52,800.00	-52,800.00
	-32,206.00	-29,187.00	-32,206.00	-32,206.00
Licenses - Arimai Licenses - Bicycle Licenses - Business	-1,500.00 -40,000.00	-2,955.00 -47,205.00	-1,500.00 -41,000.00	-1,500.00 -41,000.00
Licenses - Other	-5,000.00	-7,075.52	-6,300.00	-6,300.00
Permits - Building	0.00	0.00	0.00	0.00
Permits - Plumbing Fines Sales of Service	0.00	0.00	0.00	0.00
	-294,700.00	-278,755.02	-284,575.00	-284,575.00
General GovernmentProtectiveTransportationEnvironmental HealthPublic Health and Welfare	-37,707.00	-76,057.37	-37,707.00	-37,707.00
	-652,000.00	-680,079.46	-668,000.00	-668,000.00
	-11,820.00	-1,435.00	-5,600.00	-5,600.00
	-693,320.00	-799,290.97	-709,500.00	-709,500.00
 Environmental Development Economic Development Recreation and Cultural Other 	-3,275.00	-2,411.80	-2,275.00	-2,275.00
	0.00	0.00	0.00	0.00
Sales of Goods GST Recovery 3% 02/04-05/04	-3,217,940.00	-841,323.46	-61,000.00	-61,000.00
Rentals Trailer Park Concessions and Franchises	-123,610.58	-153,029.17	-123,385.00	-123,385.00
	-42,840.00	-43,835.50	-42,500.00	-42,500.00
Returns from Investments Tax and Redemption Penalties Development and Dedication Fees	-240,000.00	-268,175.60	-140,000.00	-140,000.00
	-132,200.00	-74,126.21	-132,200.00	-132,200.00
Provincial Municipal Tax Sharing VLT Revenue Sharing Conditional Grants:	-1,080,245.00	-1,881,354.22	-1,080,245.00	-1,080,245.00
	0.00	0.00	0.00	0.00
Federal Govt,Can/MB Infr. (and 3rd party) Conditional Grants - Provincial Govt Conditional Grants - Local Govt Loan Recoveries	-854,286.00	-716,966.00	-857,786.00	-857,786.00
	-2,224,529.00	-2,211,084.68	-2,217,154.00	-2,217,154.00
	-24,000.00	-23,584.92	-24,000.00	-24,000.00
Total Other Revenue	-10,057,351.58	-8,872,375.47	-6,819,733.00	-6,819,733.00
	====================================	:====================================	==================================	-=======
Transfers from - General Reserve - Accumulated Surplus - Special Admin Reserve - Accomodation Tax & Marketing Reserve - Recreation Reserve - Fuel Tax Grants Reserve	0.00 -1,310,762.00 0.00 0.00 0.00 0.00	0.00 -1,060,762.00 0.00 0.00 0.00 0.00	0.00 -996,500.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00 0.00 0.00
Total Transfers	-1,310,762.00 ===================================	-1,060,762.00 ===================================	-996,500.00 =================================	0.00
TOTAL OTHER REVENUE & TRANSFERS	-11,368,113.58	-9,933,137.47	-7,816,233.00	-6,819,733.00

City of Portage la Prairie GENERAL OPERATING FUND EXPENDITURES

	BUDGET	PRE-AUDIT	BUDGET	BUDGET
	2020	2020	2021	2022
GENERAL GOVERNMENT SERVICES				
Legislative	\$156,672.00	\$157,821.98	\$159,805.48	\$159,805.48
General Administrative CAO & Staff Office Legal Audit Prior Period Adjustments Assessment Taxation	\$1,369,327.00	\$1,365,835.90	\$1,402,451.43	\$1,402,451.43
	510,804.00	403,459.26	482,220.00	480,720.00
	\$35,000.00	\$31,823.89	\$35,000.00	\$35,000.00
	\$28,000.00	\$12,251.50	\$23,000.00	\$23,000.00
	\$0.00	\$0.00	\$0.00	\$0.00
	\$160,000.00	\$159,184.00	\$160,000.00	\$160,000.00
	\$5,500.00	\$5,923.39	\$5,500.00	\$5,500.00
Other General Government Elections Conventions Claims & Liability Insurance Intergovernmental Relations Grants Other General Government TOTAL GENERAL GOVERNMENT SERVICES	\$0.00	\$0.00	\$295.00	\$0.00
	90,500.00	18,050.35	90,500.00	90,500.00
	\$66,902.00	\$57,817.60	\$72,477.00	\$72,477.00
	0.00	0.00	0.00	0.00
	\$130,900.00	\$126,092.52	\$130,900.00	\$130,900.00
	22,000.00	15,863.91	23,160.00	23,160.00
	=======================================	=======================================	=======================================	
PROTECTIVE SERVICES Police Fire Emergency Measures - 911 Flood Control Disasters Building Inspection Plumbing Inspection	3,876,189.00 2,134,422.00 66,800.00 0.00 0.00 0.00	3,581,285.25 2,136,541.64 59,882.28 0.00 61,078.96 0.00	3,891,352.00 2,171,775.00 68,500.00 0.00 0.00	3,891,352.00 2,171,775.00 68,500.00 0.00 0.00
Animal and Pest Control	77,130.00	69,230.84	72,325.00	72,325.00
TOTAL PROTECTIVE SERVICES	6,154,541.00 ===================================			6,203,952.00
TRANSPORTATION SERVICES				
Administration Engineering Roads & Streets	119,564.00	113,958.80	116,782.00	116,782.00
	94,146.00	149,098.04	133,655.00	133,655.00
Equipment - U Op Wages & Benefits Equipment - Fuel Equipment - Repairs & Maint. Equipment - Insurance & Reg. Workshop and Yards Equipment - Contribution from Utility Down Time Safety Supplies & Consultant Road Maintenance - Labour Road Maintenance - Materials Road Maintenance - Rentals Special Events Road Maintenance - Dust Abatement Road Reconstruction - Labour	47,958.00	53,009.50	52,400.00	52,400.00
	55,000.00	43,290.19	55,000.00	55,000.00
	78,095.00	85,573.01	88,095.00	88,095.00
	13,000.00	9,689.09	14,690.00	14,690.00
	53,716.00	53,817.34	54,661.00	54,661.00
	0.00	0.00	0.00	0.00
	102,999.00	144,554.68	101,918.00	101,918.00
	3,660.00	5,182.36	3,660.00	3,660.00
	130,669.00	111,187.49	130,461.00	130,461.00
	168,108.00	129,402.03	167,460.00	167,460.00
	31,535.00	24,035.00	31,535.00	31,535.00
	7,734.00	0.00	7,833.00	7,833.00
Road Reconstruction - Materials Road Reconstruction - Contracts Sidewalks and Boulevards Ditches and Road Drainage Storm Sewers Street Cleaning	586,000.00	583,069.71	611,000.00	611,000.00
	84,589.00	64,792.11	90,896.00	90,896.00
	110,692.00	117,755.87	111,740.00	111,740.00
	21,782.00	18,571.01	22,216.00	22,216.00
Snow Removal - Labour Snow Removal - Materials & Repair Snow Removal - Rentals Bridges	127,952.00 68,400.00 33,695.00	66,011.73 61,642.27 17,889.50	130,170.00 68,600.00 33,695.00	130,170.00 68,600.00 33,695.00
Street Lighting Traffic Services Parking Other Road Transport	275,717.00	260,389.90	274,427.00	274,427.00
	53,147.00	51,312.77	54,449.00	54,449.00
	93,050.00	73,144.98	65,254.00	65,254.00
	(3,897.00)	(44,689.05)	3,262.00	3,262.00
TOTAL TRANSPORTATION SERVICES	2,357,311.00	2,192,688.33	2,423,859.00	2,423,859.00
	==================================	==================================	===================================	=======
ENVIRONMENTAL HEALTH SERVICES				
Garbage and Waste Collection Garbage Collection Nuisance Grounds Other Environmental Health	791,551.00	769,595.83	808,914.00	808,914.00
	104,183.00	74,022.81	109,962.00	109,962.00
	0.00	0.00	0.00	0.00

City of Portage la Prairie GENERAL OPERATING FUND EXPENDITURES

TOTAL ENVIRONMENTAL HEALTH SERVICES	BUDGET 2020 895,734.00	PRE-AUDIT 2020 843,618.64	BUDGET 2021 918,876.00	BUDGET 2022 918,876.00
	=======================================	=======================================	=======================================	==========
PUBLIC HEALTH AND WELFARE SERVICES				
Cemeteries Other Medical Officer Hospital Deficit Social Welfare	122,989.00 148,647.00	98,760.28 67,261.40	111,898.00 148,806.00	111,898.00 147,400.00
Administration Social Welfare Assistance Social Welfare Services	71,000.00 0.00	70,720.83 0.00	71,000.00 0.00	71,000.00 0.00
TOTAL PUBLIC HEALTH AND WELFARE SERVICES	342,636.00	236,742.51 ====================================	331,704.00	330,298.00
ENVIRONMENTAL DEVELOPMENT SERVICES				
Planning and Zoning General Land Assembly Urban Renewal/Beautification Urban Area Weed Control Forestry/D.E.D. Program	0.00 0.00 0.00 222,889.00 189,509.00	0.00 0.00 0.00 195,434.66 285,756.31	0.00 0.00 0.00 228,556.00 194,466.00	0.00 0.00 0.00 228,556.00 194,466.00
TOTAL ENVIRONMENTAL DEVELOPMENT SERVICES	412,398.00 ===================================	481,190.97 ====================================	423,022.00 =================================	423,022.00
ECONOMIC DEVELOPMENT SERVICES				
Water Resources and Conservation Regional Development Industrial Development Tourism Other	150,150.00 17,300.00 1,950.00 10,000.00	150,150.00 8,711.34 952.38 (5,445.50)	119,107.00 17,300.00 1,950.00 10,000.00	119,107.00 17,300.00 1,950.00 10,000.00
TOTAL ECONOMIC DEVELOPMENT SERVICES	179,400.00	154,368.22	148,357.00	148,357.00
RECREATION AND CULTURAL SERVICES		=======================================		
Recreation Commission and Administration Community Centres and Halls Swimming Pools and Beaches Golf Courses	0.00	0.00	0.00	0.00
Skating Rinks and Arenas Parks and Playgrounds Other Recreation Facilities Recreation Programs Grants Parks/Rec. Equip. Maint.	4,570.00 415,627.00 8,875.00 0.00 1,534,913.00 62,566.00	5,448.50 441,140.97 9,287.38 0.00 1,530,540.54 60,798.50	4,570.00 446,757.00 13,981.00 0.00 1,544,170.00 62,641.00	4,570.00 446,757.00 13,981.00 0.00 1,544,170.00 62,641.00
Museums Libraries Other Cultural Facilities Island of Lights	339,624.00 19,754.00 0.00	323,197.28 27,962.37 0.00	337,555.00 18,389.00 0.00	337,555.00 18,389.00 0.00
TOTAL RECREATION AND CULTURAL SERVICES	2,385,929.00 ===================================	2,398,375.54 ===================================	2,428,063.00 ===================================	2,428,063.00
FISCAL SERVICES				
Transfers to Specific Reserves Transfer to Capital Transfer to Utility Debenture Debt Charges Other Long-term Debt Charges Tax Discounts and Short-term Loan Interest Other Debt Charges	4,791,330.00 127,700.00 0.00 0.00 1,553,126.00 7,000.00	2,109,755.47 6,137.97 0.00 0.00 1,553,125.94 4,952.22	1,342,311.00 122,500.00 0.00 0.00 1,553,126.00 7,000.00	1,342,311.00 122,500.00 0.00 0.00 1,553,126.00 7,000.00
Other Fiscal Services	381,600.00	260,333.91	303,000.00	303,000.00
TOTAL FISCAL SERVICES	6,860,756.00	3,934,305.51	3,327,937.00	3,327,937.00

City of Portage la Prairie UTILITY OPERATING FUND BUDGETED REVENUE & EXPENDITURE

	BUDGET 2020	PRE-AUDIT 2020	BUDGET 2021	BUDGET 2022
WATER CONSUMER SALES - Residential - Commercial - Industrial - Poplar Bluff Industrial Park - Federal & Prov	-2,549,250.00 -1,634,000.00 -4,000,000.00 -1,119,510.00	-2,848,710.27 -2,022,643.97 -3,918,712.94 -2,068,675.32	-2,900,000.00 -1,727,000.00 -3,650,000.00 -2,800,000.00	-2,900,000.00 -1,727,000.00 -3,650,000.00 -2,800,000.00
- Munic. & Schools - Regional Water Agreement SEWER SERVICE CHARGES - Residential	-661,000.00	-851,976.07	-725,000.00	-725,000.00
SEWER SURCHARGES Discounts, Refunds and Cancellations	-27,000.00	-12,942.14	-18,000.00	-18,000.00
Net Consumer Revenue - Subtotal	-9,990,760.00	-11,723,660.71	-11,820,000.00	-11,820,000.00
Penalties Hydrant Rentals Installation Service Connection Revenue - Net Provincial Grants Other Revenue	-10,700.00 -57,725.00 0.00 -20,000.00 -460,000.00 -248,460.00	-5,819.70 -57,825.00 0.00 -15,685.48 -790,505.85 -149,140.69	-10,000.00 -57,725.00 0.00 -15,000.00 -850,000.00 -85,200.00	-10,000.00 -57,725.00 -15,000.00 -850,000.00 -85,200.00
Contribution from Revenue Fund Transfer from General Reserve	0.00	0.00	0.00	0.00
Transfer from Accum. Surplus	-4,092,067.00 	-2,494,369.00	-700,000.00	0.00
TOTAL REVENUE	-14,879,712.00 ======	-15,237,006.43 ========	-13,537,925.00 ===================================	-12,837,925.00 =======
WATER SUPPLY				
Administration Customer Billings and Collections Purification and Treatment	1,444,564.00 0.00 3,128,409.00	1,336,301.46 2,715,186.34	1,325,904.36 0.00 3,395,725.00	1,325,904.36 3,395,725.00
Water Purchases Service of Supply Transmission and Distribution	0.00 0.00	0.00	0.00 0.00	0.00 0.00
Transmission and Distribution Other Water Supply Costs Connections - Net Loss	1,766,293.00 0.00 0.00	1,616,031.00 0.00 0.00	1,635,613.00 0.00 0.00	1,635,613.00 0.00 0.00
Total	6,339,266.00	5,667,518.80	6,357,242.36	6,357,242.36
SEWAGE COLLECTION AND DISPOSAL Administration Sewage Collection System Sewage Lift Station Sewage Treatment and Disposal Industrial Pretreatment Other Sewage Collection and Disposal Costs Connections - Net Loss	1,336,937.00 432,953.00 655,752.00 217,930.00 0.00 0.00	1,414,224.05 432,014.60 406,894.67 228,614.62 0.00	1,299,792.00 315,409.00 653,129.00 -23,973.00 0.00 0.00	1,299,792.00 315,409.00 653,129.00 -23,973.00 0.00
Total	2,643,572.00	2,481,747.94	2,244,357.00	2,244,357.00
CONTRIBUTION TO CAPITAL	992,000.00	1,310,529.02	850,000.00	850,000.00
TRANSFERS TO RESERVES Nutrient Removal Reserve Computer Reserve Infrastructure Reserve IP Reserve DEBENTURE DEBT CHARGES	564,632.00 18,000.00 0.00 230,175.00 0.00	547,033.88 18,000.00 0.00 230,175.00 0.00	0.00 18,000.00 0.00 230,175.00 0.00	0.00 18,000.00 0.00 230,175.00 0.00
OTHER LONG-TERM DEBT CHARGES				
SURPLUS APPROPRIATIONS Deferred Surplus re Deficit Deferred Surplus re By-Law Obligation Appropriation to General Reserve - Utility Appropriation to Infrastructure Reserve - Utility	0.00 0.00 1,592,067.00 2,500,000.00	0.00 0.00 1,592,067.00 902,302.00	0.00 0.00 3,138,150.64 700,000.00	0.00 0.00 3,138,150.64 0.00
Total	4,092,067.00	2,494,369.00	3,838,150.64	3,138,150.64
TOTAL EXPENDITURE		12,749,373.64		
NET OPERATING (SURPLUS) DEFICIT	0.00	-2,487,632.70 ========	0.00	0.00

City of Portage la Prairie Tax levy Calculation for the Year 2021

Totals

EXPENSES REVENUES Taxable Exempt Grants Total Basic Tax Allow Total Mill Rate Taxation Gnts-in-Lieu Oth Rev Ftge Total Education: ESL 8.809 ESL 142,354,220 \$1,529,366.00 \$1,529,411.18 \$275,412.86 \$1,529,411.18 31,264,940 173,619,160 \$45.18 \$1,253,998.32 School Division 569,499,210 1,310,630 44,042,740 614,852,580 \$7,850,423.00 \$14.74 \$7,850,437.74 12.768 School Division \$7,271,365.91 \$562,337.70 \$16,734.12 \$7,850,437.74 \$9,379,789.00 \$59.92 \$9,379,848.92 21.577 Total \$16,734.12 \$0.00 Sub-Total \$8,525,364.24 \$837,750.56 \$9,379,848.92 Municipal: 44,042,740 629,737,430 \$1,525,956.02 Deb debt-PCU Centre 585.694.690 \$527.51 \$1,526,483.53 2.424 Deb debt-PCU Centre \$1,419,723.93 \$106.759.60 \$1,526,483.53 Deb debt-NE Transportation Route 585,694,690 44,042,740 629,737,430 \$27,169.92 \$538.53 \$27,708.45 0.044 Deb debt-NE Transportation Route \$25,770.57 \$27,708.45 \$1,937.88 585,694,690 44,042,740 629,737,430 \$160,000.00 \$583.04 \$160,583.04 0.255 Assess Levy \$149,352.15 \$11,230.90 \$160,583.04 Assess Levy Reserve Transfers that are part of the tax levy: Reserve-Glesby Centre 585,694,690 44,042,740 629,737,430 \$20,000.00 \$151.60 \$20.151.60 0.032 Reserve-Glesby Centre \$18,742.23 \$1,409.37 \$20,151.60 0.080 Reserve - Handicap Access 585,694,690 \$50,378.99 Reserve - Handicap Access 44,042,740 629,737,430 \$50,000.00 \$378.99 \$50,378.99 \$46,855.58 \$3,523.42 0.239 Reserve-Fire Reserve-Fire 44,042,740 629,737,430 \$150,507.25 585,694,690 \$150,000.00 \$507.25 \$150,507.25 \$139,981.03 \$10,526.21 Reserve-Sidewalk 585,694,690 44,042,740 629,737,430 \$170,000.00 \$29.11 \$170,029.11 0.270 Reserve-Sidewalk \$158,137.57 \$11,891.54 \$170,029.11 Reserve-Gen. 585,694,690 44,042,740 629,737,430 \$181,300.00 \$64.38 \$181,364.38 0.288 Reserve-Gen. \$168,680.07 \$12,684.31 \$181,364.38 Reserve-Equip.Replace 585,694,690 44,042,740 629,737,430 \$100,000.00 \$128.25 \$100,128.25 0.159 Reserve-Equip.Replace \$93,125.46 \$7,002.80 \$100,128.25 Mun-at-Large 585,694,690 44,042,740 629,737,430 \$9,784,954.09 \$57,841.94 \$9,842,796.03 15.630 Mun-at-Large \$9,154,408.00 \$688,388.03 \$9,842,796.03 Other Revenue and transfers \$7,799,498.88 \$7,799,498,88 Other Revenue and transfers \$7,799,498,88 \$7,799,498.88 Municipal Total \$19,968,878.91 \$60,750.60 \$20,029,629.50 19.42 \$11,374,776.57 \$855,354.05 \$7,799,498.88 \$0.00 \$20,029,629.50

\$60,810.52 \$29,409,478.43

Totals

\$29,348,667.91

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\$19,900,140.81 \$1,693,104.61

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\$7,816,233.00 \$0.00 \$29,409,478.43

City of Portage la Prairie Sundry Revenue and Expenditure Analysis

Part 1 - Grants in Lieu of Taxes

Government		Assessn	nent				
or Agency		Farm/Res	other Other	Mill Rate	Amount	Frontage	Total
#1080 HMQ-MAN	R	4,389,930)	32.189	141,307		141,307
#1080 HMQ-MAN	F			32.189	0		0
#1080 HMQ-MAN	0		9,816,190	40.998	402,444		402,444
#1020 HMQ-MAN	0		4,230	40.998	173		173
#1150 HIGHWAYS	R	50,450)	32.189	1,624		1,624
#1150 HIGHWAYS	0		41,930	40.998	1,719		1,719
#3 CORP (FDC)	0		7,461,350	40.998	305,900		305,900
#1270 MPIC	R			32.189	0		0
#1270 MPIC	0		953,880	40.998	39,107		39,107
#1300 MHRC	R	7,828,390		32.189	251,988		251,988
#1770 HYDRO	0		910,280	40.998	37,320		37,320
#705 CENTRA - PP	0		4,359,080	40.998	178,714		178,714
#2700 HMQ-CAN	F	509,030		32.189	16,385		16,385
#2700 HMQ-CAN	0		567,790	40.998	23,278		23,278
#2706 VIA RAIL	0		124,870	40.998	5,119		5,119
#1042 ATTOR GEN	0		1,679,800	40.998	68,868		68,868
#1094-COMM S-CORR	0		5,345,540	40.998	219,156		219,156
		12,777,800	31,264,940				1,693,105
			44,042,740				
Total to pages 1,8							1,693,105
, ,							· · · ·
Part 2 - Conditional Grants	 S						
Totals to Page 2	Governn	nent or Agency		Purpose			Amount
		<u> </u>	-	•			
Government of Canada:							
Federal Gov't				Fuel Tax			735,286
FCM				Transit Stud	ly		50,000
				Compost Fe	•	ıdy	65,000
				•	•	•	
		Included in (Conditional Grants	- Infr/3rd Page	arty- Page 2	2	850,286
Local Government:				Safety Offic	er		24,000
		Included in C	Conditional Grants	- Local Gov	't - Page 2		24,000
Province of Manitoba:				General Op	erating		1,080,245
		Included in F	Provincial Municipa	ıl Tax Sharir	ng - Page 2		1,080,245
Province of Manitoba-Mob	ile Transp	ort - MDTP		Handi-van			30,000
Province of Manitoba-Man	i. Product	Stewardship		Recycling			216,593
Province of Manitoba - He	ritage Gra	nt		Mausoleum	Refurbishn	nent	8,700
Province of Manitoba-				Dutch Elm [Disease		46,170
Province of Manitoba-Natu	ural Resou	rces		Larvaciding			37,191
Province of Manitoba-Just	ice			Policing			1,521,750
Province of Maniotba-Pub	lic Safety			Fire			261,100
Province of Manitoba-Mar	•	Stewardship		WRARS			103,025
Hydro		•		Lighting			4,000
,		listed in Con-	ditional Grants - P		Page 2		2,228,529
					9		_,
			Conditional Gran	ts, Page 2			4,183,060
Part 3 - Transfers to Defer	red Surnlı	ıs - General One					, ,==,
Purpose		Year	Term		Authority		Amount
							<u> </u>
				Total to Pag	e 1		0
Part 4 - Transfers to Defer	red Surnli	ıs - Utility Onera		3			
Purpose		Year	Term		Authority		Amount
		. 341	=				
				Total to Pag	e 6		-

Part 1 - Debenture Debt Charges GENERAL OPERATING FUND - DEBENTURE DEBT CHARGES FOR THE YEAR ENDED DECEMBER 31, 2021

		YEAR								
PURPOSE	B/L #	MATURES	OPEN BAL.	PRINCIPAL	CLOSE BAL.	INTEREST	TOTAL FR	ONTAGE	OTHER' R	EQUIREMENT
PCU Centre - Series A	09-8435	2024	2,444,418.74	562,936.15	1,881,482.59	134,443.03	697,379.18			697,379.18
PCU Centre - Series B	09-8435	2024	1,047,608.05	241,258.35	806,349.70	57,618.44	298,876.79			298,876.79
PCU Centre - Series C	10-8482	2025	680,687.38	121,963.15	558,724.23	37,437.81	159,400.96			159,400.96
PCU Centre - Series D	10-8482	2025	42,542.96	7,622.70	34,920.27	2,339.86	9,962.56			9,962.56
PCU Centre - Series E	10-8482	2025	42,542.96	7,622.70	34,920.27	2,339.86	9,962.56			9,962.56
PCU Centre - Series F	10-8490	2025	631,911.40	113,790.37	518,121.03	33,175.35	146,965.72			146,965.72
Portage Mutual Arena - Series A	09-8450	2024	29,682.19	6,835.66	22,846.53	1,632.52	8,468.18			8,468.18
Portage Mutual Arena - Series B	09-8450	2024	511,581.92	117,814.49	393,767.42	28,137.01	145,951.50			145,951.50
Portage Mutual Arena - Series C	10-8491	2025	42,127.50	7,586.02	34,541.49	2,211.69	9,797.71			9,797.71
Portage Mutual Arena - Series D	10-8491	2025	84,254.85	15,172.05	69,082.80	4,423.38	19,595.43			19,595.43
Portage Mutual Arena - Series E	10-8491	2025	84,254.85	15,172.05	69,082.80	4,423.38	19,595.43			19,595.43
NorthEast Transportation Route B	05-8291	2021	7,032.01	7,032.01	0.00	377.97	7,409.98			7,409.98
NorthEast Transportation Route C	05-8291	2021	18,752.02	18,752.02	0.00	1,007.92	19,759.94			19,759.94
		=	5,667,396.84	1,243,557.72	4,423,839.13	309,568.22	1,553,125.94	0.00	0.00	1,553,125.94
				Otherwise					Raised by	
			Taxable	Exempt	Grant	Total	Total	Raised by	Other	Raised by
Area to be Levied			Assessment	Assessment	Assessment	Assessment	Requirement	Frontage	Revenue	MillRate
City at Large			585,694,690		44,042,740	629,737,430	1,553,125.94	0.00	0.00	1,553,125.94

Note: PCU Centre is now known as Stride Place.

Part 1 - Debenture Debt Charges UTILITY OPERATING FUND - DEBENTURE DEBT CHARGES FOR THE YEAR ENDED DECEMBER 31, 2021

	YEAR								
PURPOSE	B/L # MATURES	OPEN BAL.	PRINCIPAL	CLOSE BAL.	INTEREST	TOTAL F	RONTAGE	OTHER	NET REQUIREMENT
		0.00	0.00	0.00	0.00	0.00		0.00	
		0.00	0.00	0.00	0.00	0.00		0.00	
		0.00	0.00	0.00	0.00	0.00		0.00	
	_								
	=	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
RM Debt								0.00	
			Otherwise					Raised by	
		Taxable	Exempt	Grant	Total	Total	Raised by	Other	Raised by
Area to be Levied		Assessment	Assessment	Assessment	Assessment	Requirement	Frontage	Revenue	MillRate
City at Large		585,694,690	0	44,042,740	629,737,430	0.00	0.00	0.00	0.00

City of Portage la Prairie Capital Estimates - 2021 Part 1 - Capital Expenditures

Particulars of	Estimated	Borne by	Borne by	Borne by Designated	Borne by
Expenditure	Total Cost	General	Utility	Reserves	Borrowing
Administration	14,900	3,500		11,400	
Protective Services	738,500			738,500	
Operations	8,982,818	117,000		6,812,318	2,053,500
Environmental Development	245,000	122,500		122,500	
Community Services	55,500			55,500	
Utility	26,290,756		243,500	20,047,256	6,000,000
TOTAL	36,327,474				
TOTAL to Page 5		243,000			
TOTAL to Page 6			243,500		
TOTAL to Part 2				27,787,474	
TOTAL to Part 3					8,053,500

Page 13 A

source: Tax Levy file

Part 2 - General & Specific Reserve Fund Withdrawals

Part 2 - General & Specific Reserve Fund Withd		d T::-:f	1 1 1 1 1 1 1	us al Tus us afaire
Reserve Name .		To Capital		und Transfers To Capital
Special Admin By-Law No.7294	To Operating	то Сарпаі	110 Operating	то Сарпаі
Handivan Reserve By-Law No. 7267		150,000	1	
Fire Truck -By-Law No. 4895		650,000		
Capital Reserve, By-Law No. 7166		000,000	,	
Accomm Tax Reserve - Marketing	55,500)		
Accomm Tax Reserve - Sask Ave	00,00	280,000)	
Cemetery - By-Law No. 4227				
Computer - By-Law No. 6373		19,400)	
Crescent Lake - By-Law No. 7244		,		
Ec. Dev By-Law No. 7777				
Environmental Reserve By-Law No.7839		122,500)	
Equipment Replacement - By-Law 3781		283,000)	
Fuel Tax, By-Law No. 06-8317				
Glesby Centre By_law No. 09-8437		10,000)	
Land Dvpt - By-Law No. 98-7993		1,000,000)	
Sidewalk, By-Law No. 00-8060		263,818	3	
Handicap Access Reserve				
Infrastructure Reserve		796,500)	
General Reserve:				
General Projects		710,500)	
Fuel Tax Reserve				
Projects		3,399,000)	
Utility Reserve				
Utility Projects				9,047,256
Nutirient Removal				11,000,000
				,,
Total from Fuel Tax (for debt payments)		<u>_</u>		
Total from General Reserve		0		
	Page 2	7,684,718	3	
	•		_	
Total from Accumulated Surplus			0	
Total from Utility Reserve		Part 1	0	
•			Page 6	20,047,256
Day of DODDOWNO (C.)	I A		Ŭ,	Part 1
Part 3 - BORROWING (Subject to Municipal Board	,		_	
Temporary	•		Repayment	_
Proposal Bank Loan	Rev. Loan	Res. Loan	Amount	Term
Crescent Lake Causeway	2,053,500			5 years, Fuel Tax
Sask Ave W - Utility Replacement	6,000,000)	6,000,000	15 years
TOTAL, Part 1			8,053,500	
		_	_	
Amendments Adopted		_ Departmental	Use	
(Authorized Signatures)	-	(Date)	(Authorized)	

City of Portage la Prairie - 2021 Risk Rating Capital Plan for General Fund

Dept	Asset			Risk Score														Notes
																Infrastruct		
		SF	Fail Likelihood	Impact	Severity	Time Horizon	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031 Deficit	Total	
City Manager	Technology: Computer Servers & Network Infrastructure	6	2		1 1	2 7	14,000	14,000	14,000	14,000	14,000	14,000	14,000			Ongoing	98,000	
	Mitel phone system	6	3	4	1 1	2 8	14,000	14,000	14,000	65,000	38,000	32,000	14,000			Origority	135,000	
	Audio Equipment - Council Chambers	6	3	3	3	9 12	05.000	05.000	05.000	25.222	50,000	05.000	25.222	05.000	05.000		50,000	
	Workstations/Computers Cityworks Software	22 22	3	5 5) 1 3	5 4 9 8	25,000 44,000	25,000 44,000	25,000 44,000	25,000 44,000	25,000 44,000	25,000 44,000	25,000 44,000	25,000 44,000	25,000 44,000		225,000 396,000	
	Licensing	22		4	1 1	2 8-12	·		28,000	93,000	28,000	28,000	28,000	28,000	93,000	2,000	384,000	
	Printers, copiers	6	4	. 4	1 1	6 4			17,000					17,000			34,000	
Public Safety	1994 Ford Mini Pumper 1999 GMC Rescue/Command Vehicle	12 12	5	5	5 2	5 1				500,000						298,000	298,000 500,000	Replaced in 2019
	2004 Engine 3 Fire Truck	12	3	3	1 3	9 9				500,000		750,000					750,000	
	2000 Pierce 100' Aerial Platform Fire Appartus	12	1	6	3	6 18										615,000	615,000	
	2012 Engine 1 Tanker/Pumper Truck	12		2	2	4 15									100.000	450,000	450,000	
	Radio Systems Engine 2 Fire Truck	12 12		2	3	4 10 6 25									132,000	700,000	132,000 700,000	
	2010 Ford, 350 4x4 Utility Truck	12		4	1 1	2 6		70,000								100,000	70,000	
	2006 Hydraulic Extrication Tools, Amkus	12	3	3	3	9 8				50,000						044.000	50,000	
	Self Contained Breathing Apparatus Generator (shared Fire Dept & RCMP)	12 15	5	5	5 2	0 13	50,000									244,000	244,000 50,000	
	Fire House - training	12		6	3	6 25	· ·									15,000	15,000	
	2008 Honda 4x4 ARV with 2 trailers	12	3	2	2	6 5				10,000		T.				700.000	10,000	
RCMP	Fire Station - General Structure RCMP Building - Roof	15 15	1	1	<u>4 </u>	4 15 1 20						175,000				722,000	722,000 175,000	
	RCMP Building - Heating system	15	2	2	2	4 15						60,000					60,000	
	RCMP Building - Exhibit Storage (Heat/Cool) RCMP Parking lot	15 15		4	1	4 30						40,000		50,000		40,000	40,000 90,000	
Heritage Square		16	3	2	2	6 5		50,000						50,000		1,750,000	1,800,000	
9 4	Glesby Centre - mechanicals	16	3	4	1 1	2 4+					30,000			30,000		30,000	90,000	
	Library - Major Painting, wall repairs, lighting Herman Prior - Roof Replacement	15	3	3	3	9 3-10 5 3-5		100,000		20,000		40,000					110,000 100,000	
	Herman Prior - Rooi Replacement Herman Prior HVAC update	15 15	3	3	3	9 3-10										29,000	129.000	
	Library - parking lot overlay	21	2	3	3	6 11	,	30,000								80,000	110,000	
Degraption 9	Herman Prior Centre & Library - exterior repairs, painting	15		1	1	4 15-20 4 20		30,000		70,000				80,000			30,000 150,000	
Recreation & Leisure	Playground Equipment replacement/additions Active Transportation:	15			2	4 20				70,000				80,000			150,000	
Loidaid	Rec Paths - expansion	22	1	3	3	3 2-20			10,000		12,000		15,000			18,000 893,000	948,000	
	Added Rec Path-expansion	22	2	3	3	6 1-20		50.000	20,000	50.000	30,000	00.000	40,000	22.222		50,000 170,000	310,000	
	Existing limestone path - paving Lakebank walkway overlay	22 15	2	1	3	2 15-20 6 15-20		50,000 320,000	50,000	50,000	60,000	60,000	60,000	60,000		60,000	520,000 320,000	
Island Park	Fountain	22		. 3	3 1	2 20		020,000			70,000					80,000 81,000	231,000	
	Tennis Courts	22	3	2	2	6 20						00.000				128,000	128,000	
	Repair Picnic Shelters Island Park Deer Pen - fence, or eliminate and landscape	15 22	5	3	3 1	1 3-25 5 3	20,000					20,000		20,000		145,000	185,000 20,000	
	Island Park - Washrooms (all)	15	2	2	2	4 20									30,000	241,000	271,000	
0 "	Outdoor Fitness Equipment	15	2	2	2	4 20										20,000 42,000	62,000	
Operations	General: Photocopier	22	6	Δ	1 2	4 10		15,000								20,000 20,000	55,000	
	Survey Equipment	15		4	1 2			40,000	10,000					50,000	15,000	40,000	155,000	
	Plotter/scanner	15	6	4	1 2	10						40,000 50,000					40,000 50,000	
	GIS server	22 22		2	! 2	8 9+ 4 10+						8,000					8,000	
	GIS software modules	15		3	3 1	8 1+		10,000				· ·		15,000			25,000	
	Operations Building - flooring & painting Operations office chairs, furniture	22 22	5	3	3 1	5 4+ 6 15-20				6,000	8,000		15,000		8,000	1,000 3,000	26,000 15,000	
	Office Desk, cabinet replacement	22	2	3	3	6 15-20			40,000				, i			30,000	70,000	
	Land Drainage Sewer Cleaning Program	15	6	6	3	6 1+	:=0,000		135,000	140,000	145,000	150,000	155,000	160,000	160,000	170,000 165,000	1,635,000	
	Lidar Program Overlay Program:	15	6	6	3	6 1+	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	50,000	185,000	
	Overlay Program/Ashphalt Road Surface - 81,388 meters	22	6	6	3 3	6 1+	420,000	432,000	447,000	464,000	500,000	550,000	600,000	660,000	720,000	760,000 138,165,000	143,718,000	
	Overlay Program Additional	22	6	6	3	6 1+	200,000	200,000	200,000	200,000	250,000	250,000	300,000	300,000	720,000	100,000	1,900,000	
	Road Reconstruction:						,		·	·	,		·	ŕ				
	Saskatchewan Ave West - Rebuild	8	2	. 4	1	8 6-12	4,000,000	3,510,000	3,010,000								10,520,000	
	Saskatchewan Ave West - ICIP grants	17	2	4	1	8 6-12		5,060,000	5,050,000									
	Saskatchewan Ave West - Design	20	2	4	1	8 6-12	,										70,000	
	Saskatchewan Ave West - green spaces/landscaping/paths Gravel Roads - 25,306 meters	10 22	2	4	1 3 3	8 6-12 6 1+		24,000	500,000 25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000 17,500,000	500,000 17,775,000	
	Gravel Lanes - 38,306 meters	22		2	2 1	2 10	5,000		5,000	7,500		15,000	15,000	15,000	15,000	15,000 5,765,000		
	Industrial Park - Street Reconstruction	22	6	4	1 2	0		100,000	•	·	·	·	100,000	·	·		200,000	
	8th St NE 100 block (land drainage) 8th St NE 100 block	22 22		4	 1	8 6-12 8 6-12						125,000 125,000					125,000 125,000	
	Island Park Causeway	8		4	1	4 40	100,000					120,000					100,000	
	Dufferin Ave E extension (SE Dev)	22		5	5 2				50,000				050.000				50,000	
	St John St Const (SE Dev) Storm Sewer Renewal Program:	15	2	4	1	8 6-12							650,000				650,000	
	LDS Renewal Program:	22	2	.3	3	6 15-20	50,000	50,000	75,000	75,000	125,000	150,000	150,000	150,000	150,000	150,000 10,000,000	11,125,000	
1	· · · · · · · · · · · · · · · · · · ·			<u>. </u>	1	.0 20	55,555	55,555	. 5,555	. 5,555	.20,000	. 30,000	,	. 55,555	. 55,555		, . = 5,550	

Asset			Risk Score															Notes
																Infrastruct		
	SF	Fail Likelihood	Impact	Severity	Time Horizon	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Deficit	Total	
Koko Platz LDS replacement	22	2	2 :	3 6	15-20	75,000	75,000	50,000	50,000								250,000	
14th NE CPR Box Culvert Replacement	22	3	3 4	4 12	2 1-5	1,300,000											1,300,000	
Land Drainage Study	22	3	3	4 12	1-5			250,000									250,000	
Saskatchewan Ave - feastive lighting/banners	22	3	3	2 6	12		20,000				10,000						30,000)
Downtown brick sidewalk replacement	23	6	6	6 36	1+	280,000	280,000										560,000	
Sidewalks	23	2	2	2 4	15	50,000	50,000	50,000	50,000	70,000	80,000	50,000	50,000			100,000	550,000	
Roads - equipment	11	2	2	3 6	1-15	50,000		20,000		250,000						371,000	691,000	
Industrial Park expansion - roads and lds	22	2	2	3 6	1-15							2,000,000					2,000,000	
Environmental:																		
Compost screener	10	3	3	5 9	5			160,000									160,000)
Organic Waste collection - containers	10	3	3	5 9	5	50,000											50,000)
Compost site development	10		3	5 9	5	·	700,000				İ		İ				700,000	
Compost turner	10	3	3	5 9	5	100,000	·										100,000	
Public Works:																		
Heavy Equipment Renewal	11	2	2 2	2 4	1-20	235,000	235,000	245,000	255,000	265,000	275,000	285,000	295,000	300,000	325,000	950,000	3,665,000	
Pressure Washer	22		3	3 9	6			= : 5,555		13,000	_: :,:::			,	==3,000	223,000	13,000	
PW garage expansion - working bay (50%)	22	2	2 2	2 4	1-20				12,000	400,000						5,000,000	5,412,000	
Cottonwood maintenance - increase	22	3	3	3 9	6-10	15,000	15,000	15,000	15,000	20,000	20,000					2,000,000	100,000	
Shop hoist replacement	22	3	3	2 6	3 2-10+	10,000	10,000	10,000	10,000	16,000					20,000	2,621,000		Misc Equip
PW Building - Mechanicals	22	4	4 :	3 12	2 1+	20,000				25,000					30,000		75,000	
Vehicles - Pool Trucks	22		4 2	2 6	3 10+	125,000	131,000	137,000	144,000	151,000	159,000	167,000	175,000	184,000	190,000		2,545,000	
Shop heating system replacement	22	3	3 ;	3 9	6	20,000	,	,	,	25,000	ŕ	,	·	,	30,000		100,000	
Ops office rooftop HVAC unit replacement	22	3	3 :	3 9	6	,			35,000	·					•		35,000	
Christmas Banners	22	2	2 2	2 4	15-20	5,000	5,000	5,000	10,000	5,000	7,000	8,000	9,000	10,000	10,000		74,000	
Christmas LED pole mount lights, festoons	22	2	2	2 4	15-20		15,000				20,000			·	25,000		60,000)
Sidewalk new extensions	22	2	2 2	2 4	15-20	50,000	50,000	50,000	50,000	70,000	80,000	80,000	90,000			90,000	610,000)
Lake pumps, pipe	22	2	2 2	2 4	15-20							60,000	60,000				120,000)
Winter sand shed	22	2	2	2 4	15-20					100,000							100,000	
Transportation canvas shed, replace canvas	22	2	2 2	2 4	15-20						50,000						50,000	
Rail Crossing Maintenance (5 of 8 crossings)	22	2	2 2	2 4	15-20	30,000	75,000	35,000	35,000	40,000	40,000	40,000	40,000	45,000	45,000	40,000	465,000	
CPR constant warning signal upgrade	22	2	2 2	2 4	15-20			150,000									150,000	
CNR signal upgrade	22	2	2 2	2 4	15-20		150,000										150,000	
Public Works shop maintenance bay x2	22	2	2 2	2 4	15-20					400,000							400,000	
Public works shop overhead doors	22	2	2 2	2 4	15-20				12,000								12,000	
Signage - PLP Entrance Highway Signs	22	2	2 :	3 6	10+											118,000	118,000	
City Facilities:																		
City Hall flooring, Main Office area	22	4	4 :	3 12	2 6	36,000									15,000		51,000	
City Hall elevator, accessiblity measures	18		4 :	3 12	2 6	260,000	100,000	100,000							,		460,000	
City Hall Committee room renos	22		4	3 12	2 6	7,000	,	,									7,000	
City Hall Front Counter, Furniture/Finance Dept	22	4	4 :	3 12	2 6	30,000											30,000	
Fire Proof Cabinets - to replace vault storage	22	4	4 :	3 12	2 6	10,000											10,000	
City Hall HVAC	22	4	4 :	3 12	2 6	35,000							75,000				110,000	
City Hall Windows	22	4	4 :	3 12	2 6	, -		10,000					, -				10,000	
Cemetery:								,										
Building Repair - roof & siding	5	/	4	3 13	10				50,000								50,000	1
Danang Nopali - 1001 & slullig	<u> </u>	٦	<u>''</u>	<u> </u>	TOTALS:	13,992,000	12,253,000	11,047,000	2,592,500	3,331,000	3,535,000	4,945,000	0.540.000	1,977,000	0.000.000	188,770,000		

#	Name	
1	Accomodation Tax - Marketing	
2	Accomodation Tax - Sask Ave	
3	BDO Arena Building	
4	Capital Levy	
5	Cemetery	
6	Computer	
7	Crescent Lake	
8	Debentures	
9	Dedication Fees	
10	Environmental	
11	Equipment Replacement	
12	Fire Truck	
13	Gas Tax	
14	General Infrastructure	
15	General Reserve	

#	Name
16	Glesby Building
17	Grants
18	Handicap
19	Handivan
20	Land Development
21	Library Building
22	Operating
23	Sidewalk
24	Softball Complex
25	Spec Admin

Note: All Funding Sources are Reserve accounts excluding # 8; 17 and 22.

City of Portage la Prairie - 2021 Risk Rating Capital Plan for Utility Fund

Dept	Asset			Risk Score															Notes
		SF	Fail Likelihood		Severity	Time Horizon	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Long Trm - Infra Deficit	Total	
Dept	WTP Dike	D D	2	2	4	15-20	2022	2023	2024	60,000	2020	LULI	2020	2023	2030	2031	,ra Dejiele	60,000	
Plant & Reservoirs	McKay Reservoir Pumps	A	4	1	4	15-20	80,000			,		100,000						180,000	
	Standby Generator - McKay, replace	A	2	2	2 4	15-20	,,	400,000				, 0						400,000	
	Replace clarifier #2 chain drive gear	D	6	2	. 12	6-10		•	15,000				20,000					35,000	
	Zebra Mussel Control	D	3	1	3	15-20			200,000				300,000					500,000	
	Tube settler replacement clarifiers #1 & #2	Α	5	1	5	15-20		150,000										150,000	
	Tube settle replacement clarifier # 3	A	5	1	5	15-20		,		200,000								200,000	
	Replace raw water intake pump	D	6	1	6	15-20			100,000	200,000	25,000							125,000	
	Sand Filter Media Replacement	A	6	2	12	6-10		100,000	100,000		20,000			200,000				300,000	
	Rebuild Poplar Bluff water pumps	Δ	6	2	12	6-10		100,000		110,000				200,000	130,000			240,000	
	Replace Poplar Bluff variable frequency drive	A	6	2	12	6-10				110,000	50,000			75,000	- '			125,000	
	WTP Process Software upgrade	A	5	2	10	6-10					00,000		80,000					80,000	
	WTP Control Hardware upgrade	A	5	1	5	15-20							33,333	200,000				200,000	
	Pretreatment - sand recircu pump	D	6	2	12	6-10	65,000					70,000						135,000	
	Water systsem Assessment	A	6	1	6	15-20	33,333	70,000				. 0,000	80,000					150,000	
	Structural Repairs to Water Plant Building	A	6	1	6	15-20		150,000					33,333					150,000	
	Lime Sludge pond cleaning (5 years alternating)	D	6	1	6	15-20			1,600,000				1,800,000					3,400,000	
	WTP HVAC	D	6	2	12	6-10	70,000		, ,				,,,,,,,,,	75,000				145,000	
	Clarifier #3 chain drive gears	D	6	2	12	6-10	20,000							,				20,000	
	Carbon Dioxide Diffusion system	A	4	2	2 8	6-10	-,,,	80,000			100,000							180,000	
	Ozone Diffusion system	Α	4	2	2 8	6-10		,	150,000				200,000					350,000	
	Raw water intake upgrade/protect-bar,pip	Α	5	2	2 10	6-10			500,000									500,000	
	Security Systems - Camera/Fences/Gates	D	5	1	5	15-20	60,000											60,000	
	Sludge pump station pumps & pipes	Α	6	1	6	15-20				150,000								150,000	
	GAC replacement - Engin & Membrance	A	6	2	12	6-10				100,000			4,000,000					4,000,000	
	Actiflo clarifier scraper arms and drive	A	4	1	4	15-20		250,000					1,000,000					250,000	
	WTP Roof Replacement	D	6	1	6	15-20	120,000	,			300,000						2,000,000	·	
	Aciflo Roof Replacement	D	6	1	6	15-20	.,				,	300,000					,,	300,000	
	McKay Reservoir Roof Replacement	Е	6	1	6	15-20			1,200,000			,						1,200,000	
	Replace WTP Reservoir Distribution Pump	D	6	1	6	15-20			, ,	50,000	55,000	60,000				80,000	250,000	495,000	
	Hydro cyclone Replace Bank of 4 x 2	D	6	1	6	15-20	30,000		40,000	,	,	60,000				70,000		200,000	
	Raw water summer intake valve	D	6	1	6	15-20			,			,				20,000		20,000	
	Raw water winter intake valve	D	6	1	6	15-20			30,000							,		30,000	
	Chemical storage tanks & feed systems	D	6	1	6	15-20					50,000			60,000				110,000	
	Replace sand filter backwash blower	D	6	1	6	15-20			80,000									80,000	
	Rebuild or Replace Transfer Pump	D	6	1	6	15-20	35,000	35,000	35,000									105,000	
	WTP & McKay Reservoir inspection & cleaning	D	6	1	6	15-20		100,000					150,000					250,000	
Water	Water Distribution System - 111,845 metres	D	6	1	6	15-20+	185,000	200,000	230,000	230,000	250,000	275,000	275,000	290,000	290,000	290,000	86,985,000	89,500,000	
	Wastewater Collection - 111,845 metres	Α	6	1	6	15-20+	305,000	315,000	335,000	355,000	375,000	410,000	445,000				86,100,000	88,640,000	
	Wastewater Forcemains - 45,878 metres	Α	6	1	6	15-20+	50,000	50,000	50,000	50,000	100,000	100,000	100,000	100,000			36,700,000	37,300,000	
	Industrial Park expansion	Α	6	1	6	15-20+	1,000,000		1,000,000		1,000,000		1,000,000					4,000,000	
	WTP Upgrade - Expansion - ICIP Funding	F	5	5	25	1+	39,000,000											39,000,000	
	WTP Upgrade - Expansion - City Funding	С	5	5	25	1+	15,000,000											15,000,000	
	Watermain Renewal Program	D	6	1	6	15-20+	105,000		230,000	230,000	250,000	275,000						1,090,000	
	Additional Watermain Renewals	А	6	1	6	15-20+	80,000	200,000										280,000	
	Park Dr 18th to Sissons - 430 m Watermains	Α	6	1	6	15-20+	320,000	-										320,000	
	Park Dr 15th to 18th - 600 m - Watermains	Α	6	1	6	15-20+		450,000										450,000	
	Park Dr Sissons to 24th - 460 m - Watermains	А	6	1	6	15-20+			350,000									350,000	
	Water System Upgrading	D	3	3	9	10	180,000	200,000	220,000	240,000	260,000	275,000	285,000	295,000	300,000			2,255,000	
	Fire Hydrant infill (for coverage)	D	3	3	9	10	20,000	20,000	20,000	20,000	24,000	,		· · · · · · · · · · · · · · · · · · ·				104,000	
Other -	PW garage	D	4	. 2	2 8	6-10	-			-	400,000				600,000			1,000,000	
Funded by	Heavy equipment	D	4	2	2 8	6-10	110,000	120,000	130,000	140,000	150,000	160,000	170,000	180,000				1,350,000	
Utility	Shop door replacement - 14'	D	4	2	2 8	6-10	20,000	, -				, -	, -	, -	,			20,000	
	Solids tank with overflow/pond for jetting	D	4	2	2 8	6-10	,				50,000							50,000	
	Re-twinning of Popular Bluff Forcemain	А					2,000,000											2,000,000	
Sewage Lift Stations -							, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,											Conr	ects all stations to central
General	SLS Communication/Alarms systems	D	5	5	25	5 ₁₊	15,000	8,000									83,000	106,000 ^{moni}	oring station
								,									, -	New be ar	items so not able to rate - would improvement of odour to
1	Odour Control	А	3	4	12] 2	10,000	10,000	10,000	10,000	10,000							50,000 resid	ence

Dept	Asset			Risk Score															Notes
		65	5.31.3.33		6	Time Heat and	2022	2022	2024	2025	2026	2027	2020	2020	2020	2024	Long Trm -	Total	
		SF	Fail Likelihood	Impact	Severity	Time Horizon	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Infra Deficit	Total	
	Communication		_		20		400.000		20.000									400.000	New item - Fiber to PBLS2; Remote
	Communication	A	5	6	30	1	100,000		20,000								+	120,000	communication for major LS
																			Pumps within budget are to replace
	Spare Pumps	А	5	3	15	5		60,000	35,000	30,000	63,000	42,000	31,000	70,000	75,000			406,000	existing - spares of different sizes are needed as backups
	Sampler/Sampling stations	А	4	5	20	1-2	25,000		,		,	,	, , , , , , , , , , , , , , , , , , , ,	-,	-,		30,000		McCains/NP samplers
	Misc/Betterments	A	3	4	12	8						100,000	50,000	100,000	75,000			325.000	Unknown improvements that may be required
Bridge Road	Building	D		2	4	15						100,000	33,333	Í	70,000		50,000	50,000	·
	Piping Automation	D D		6	12	10 15		15,000						30,000			1	30,000 15,000	
	Generator	A	4	5	20	2	100,000	13,000										100,000	
Cth. Avec	Pumps	D		4	8	7	25.000		20.000		40,000								1 pump in 2017
6th Ave	Building Electrical	D D		5	15 25	1	25,000		30,000		50,000						+	55,000 50,000	Safety concern
	Piping	D	4	4	16	4		60,000			·							60,000	. ,
	Automation Pumps	A D	5	4	20	2	30,000					45,000					+	75,000	
	Generator	A	5	3	15	5	00,000				150,000	10,000					150,000	300,000	
	Communication/Alarms	А	5	4	20	2		5,000										5,000	New item
	HVAC	D	6	4	24	1			5,000								 	5,000	
Broadway	Building	A	2		12		40,000	7,000						15,000				£2 000	More cost effective to repair in next 2 years than wait for total failure
Dioadway	Electrical	D	1	6	6	15		1,000						13,000			<u> </u>	5,000	
	Piping	D	5	5	25	1				30,000								30,000	
	Automation Pumps	D D	5	5	20 25	3						50,000					+ +	50,000	
	Communication/Alarms	D	1	6	6	15						22,000						0	
Scanlan	Generator Building	A D		5 2	20	15									7,000		+	7,000	
Scarllari	Electrical	D		2	4	15									7,000			0	
	Piping	D		5	25	1 18				5,000								5,000	
	Automation Pumps	D D		5	25	18	9,000										+ +	9,000	
	Communication/Alarms	D		2	4	15	-											0	
Gigot	Building Electrical	D D		2	4	15 15						20,000					+ +	20,000	
	Piping	D	4	5	20	4		15,000										15,000	
	Automation Pumps	D D		5	4 25	18				40,000							+	40,000	
	Generator	A	5	3	15	5				100,000								100,000	
Yellowquill/Cres Rd V	Communication/Alarms	D		6 2	6	15 15											10,000	10,000	
reliowquili/Cres Rd v	Electrical	D D		2	4	15											10,000	10,000	
	Piping	D		5	15	3					15,000							15,000	
	Automation Pumps	D D		6	24	18			25,000								+ +	25,000	
	Communication/Alarms	D	1	6	6	15												0	
Sisson	Building Electrical	D D		2 2	10	15					15,000	15,000					+	15,000 15,000	
	Piping	D	1	6	6	15				40,000		10,000						40,000	
	Automation	D	1	4	4	18		20,000	45.000								 	20,000	
	Pumps Communication/Alarms	D D	1	6	20 6	15			45,000								+ +	45,000 0	
Lions Manor	Building	D		6	6	15												0	
	Electrical Piping	D D	2	5 5	10 20	9 2-3							50,000	10,000			++	50,000 10,000	
	Automation	D		4	4	18								10,000				0	
	Pumps Communication/Alarms	D		5	25	1 15											 	0	
Brandon Ave	Building	D D	2	2 2	4	15								10,000			 	10,000	
	Electrical	D	2	2	4	15						F 000						0	
	Piping Automation	D D		5 6	25 6	15						5,000					+ +	5,000 0	
	Pumps	D	5	5	25	1												0	
Pool	Communication/Alarms Building	D D		6	6	15 15											+	0	Does not have a building
7 001	Electrical	F	2	2	4	15												0	<u> </u>
	Piping	D	4	5	20 6	3 15	10,000											10,000	
•	Automation	D D		6 6	6	15												15,000	

Dept	Asset			Risk Score															Notes
- J.	1.000													I	Τ		Long Trm -		
		SF	Fail Likelihood	Impact	Severity	Time Horizon	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Infra Deficit	Total	
	Communication/Alarms	D	1	6	6	15												0	
Portage Ave	Building	D	2	2	4	15												0	
	Electrical	D D	5 3	4	20 12	10	15,000							5,000				15,000 5,000	
	Piping Automation	D	1	6	6	15								5,000				5,000 N	
	Pumps	D	5	4	20	4-5		8,000							8,000			16,000	
	Communication/Alarms	D	1	6	6	15	-	5,555							3,000			0	
McMillan	Building	D	2	5	10	5								80,000				80,000	City resumed oper/mtce in 2019
	Electrical	D	2	5	10	5												0	
	Piping	D	1	5	5	15								22.222				0	
	Automation Pumps	D D	2	5	10	10					50,000	60,000	60,000	20,000				20,000 170,000	
	Communication/Alarms	D	2	5	10	10					50,000	60,000	60,000	10,000				10,000	
Poplar Bluff 2	Building	D	1	2	2	20								10,000				,	RM Owned/ City maintained
,	Electrical	D	1	5	5	15	-												Constructed in 2018-2019
	Piping	D	1	5	5	15												0	
	Automation	D	1	5	5	15												0	
	Pumps Communication/Alarma	D	3	5	15	5	5.000				10,000	10,000	10,000					30,000 5.000	
South East Devel	Communication/Alarms Building	D D	1	5	10	15	0,000											-,	Constructed in 2018
OOUTH LAST DEVEL	Electrical	D	1	5	5	15						 						0,000	Constitucted III 2010
	Piping	D	1	5	5	15												0	
	Automation	D	1	5	5	15	<u> </u>											0	
	Pumps	D	3	5	15	5					5,000	5,000	5,000					15,000	
	Communication/Alarms	D	2	5	10	15												0	
Sewage Lift Stations	SLS Buildings - electrical, equipment, computer	_	6			4.	15 000	45.000	45.000	45.000	45.000	20,000	45.000					110,000	
	replacement Lift Station Piping Renewal	D D	6	5	24	1+	,	15,000 60,000	15,000	15,000	15,000 20,000	20,000 70,000	15,000				200,000	110,000 350,000	
Sanitary Sewer	Renewal Program	A	3	3	9	10		200,000	210,000	220,000	230,000	250,000					200,000	1,305,000	
Renewal Program	Additional Allocation - NW Sector	D	3	3	9	10	110,000	115,000	125,000	135,000	145,000	160,000						790,000	
WPCF	Plant Rebuild - Phase 1 (LRAR)	Α	2	4	8	10											28,750,000	28,750,000	
																			Funding shown for City contribution
																			only - P3 and Government Grants
	Plan Rebuild - Phase 2 (Pending)	В	4	3	12	40+	, ,	650,000										1,950,000	
	Industrial Pre-treatment Capital Contribution	D	5		25	Ongoing until capicity sold		31,438	32,224	33,029	33,855	34,702	35,569	36,458	37,370	38,304		242 620	\$230,200 Annual contributions - 35% City, 65% Industry
	P3 Annual Contribution to Capital		5	5	20	Capicity solu	30,671	31,430	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000		1,500,000	1,500,000			City, 65% industry City - 60% to total annual (\$2.5M)
	Safety railing	A	6	4	24	1	30,000		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000		30,000	
Main building	Building	D	2	2	4	15	30,000	40,000										40,000	
Want banding	Electrical	D	4	5	20	3	100,000	10,000										100,000	
	Maintenance area- tools, etc	D	5	5	25	1	3,000	3,000										6,000	
Lab	Equipment	D	5	6	30	Ongoing	9,500	26,000	95,000									130,500	
Headworks	Bar Screen	D	3	5	15	5	5.000		5,000										Teeth needed every 5 years
Odour Control SBRs	Pumps Liners	D D	1 2	6	12	15 5-10		500,000										5,000 500,000	
SDRS	Blowers	D	3	6	18	4-5		11,000										21,000	
	Valves	A	3	6	18	4-5		100,000										200,000	
	Pumps	D	4	6	24	1	90,000	90,000										180,000	
	Instrumentation	D	3	6	18	2-5												10,000	
UV	Concrete Repair	D	5	3	15	1	25,000											25,000	Safety concern
	EQ pumps Electrical	D	3	6	18	5	20,000											20,000	have 2 new- need a 3rd
	Flow Meter	D D	5	5	25 30	1-2 1-2												0	
	Outfall pumps	D	3	6	18	5	80,000											80.000	2 new- need a 3rd
	Gardin Parings		<u> </u>	1	 	 	33,333											•	Will cause more damage/more cost if
BVF	Building	D	2	5	10	5		60,000										60,000	left until failure
	Pumps	D	3	6	6	15												0	
	Boiler Paravida Cuntara	D	3	6	18	10-15												0	
	Peroxide System	D D	3 3	6	18	10-15 10-15												0	
GBT	Piping Pumps	D	3	6	18	2-5		40,000							-			80,000	
351	Belt thickeners	D	1	6	6	15		+0,000				 		+	+			00,000	
	Polymer Make up	D	4	6	24	1-2												5,000	
	EQ Tank	Α	4	4	16	5		60,000										60,000	
BSTs	Pumps	D	3	6	18	2	25,000			2 2 2 2 2 2			40.001.==	2221	2212	4.655.5.5	044.555.55	25,000	
<u> </u>						TOTALS:	61,470,171	5,099,438	8,667,224	3,993,029	5,790,855	. ⊿⊿71 702l	10,661,569	3,361,458	3,212,370	1 998 304	241,308,000	350,034,120	

	Funding Source
#	Name
Α	Utility General Reserve

			1																
Dept	Asset		F	Risk Score															Notes
																	Long Trm -		
		SF	Fail Likelihood	Impact	Severity	Time Horizon	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Infra Deficit	Total	
В	Nutrient Removal Reserve				•			•	•	•		•							
С	Debentures																		
D	Operating																		
E	Infrastructure																		
Е	Cranto																		

Grants

GENERAL FUND - CAPITAL FUNDING PLAN

Reserves	2021		2022			2023			2024			2025			2026			2027			2028			2029			2030			2031	
	End Balance	Added	Use Er	nd Balance	Added	Use	End Balance	Added	Use I	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use Ei	nd Balance	Added	Use E	nd Balance	Added	Use E	nd Balance	Added	Use	End Balance
Accomodation Tax - Marketing	127,000	50,000	0	177,000	70,000	0	247,000	70,000	0	317,000	70,000	0	387,000	70,000	0	0 457,000	70,000	0	527,000	70,000	0	597,000	70,000	0	667,000	70,000	0	737,000	70,000	0	807,000
Accomodation Tax - Sask Ave	221,000	50,000	0	271,000	70,000	0	341,000	70,000	0	411,000	70,000	0	481,000	70,000	0	551,000	70,000	0	621,000	70,000	0	691,000	70,000	0	761,000	70,000	0	831,000	70,000	0	901,000
3 BDO Arena Building	30,000	10,000	0	40,000	10,000	0	50,000	10,000	0	60,000	10,000	0	70,000	10,000	0	0 80,000	10,000	0	90,000	10,000	0	100,000	10,000	0	110,000	10,000	0	120,000	10,000	0	130,000
4 Capital Levy 5 Cemetery	97,000	-97,000	0	0																											
5 Cemetery	20,000	18,000	0	38,000	18,000	0	56,000	18,000	0	74,000	18,000	50,000	42,000	18,000	0	0 60,000	18,000	0	78,000	18,000	0	96,000	18,000	0	114,000	18,000	0	132,000	18,000	0	150,000
6 Computer	126,000	24,000	14,000	136,000	24,000	14,000	146,000	24,000	31,000	139,000	24,000	79,000	84,000	24,000	102,000	6,000	24,000	46,000	-16,000	24,000	14,000	-6,000	24,000	17,000	1,000	24,000	0	25,000	24,000	0	49,000
7 Crescent Lake	2,000	2,000	0	4,000	2,000		6,000	2,000	0	8,000	2,000	0	10,000	2,000	0	12,000	2,000	0	14,000	2,000	0	16,000	2,000	0	18,000	2,000	0	20,000	2,000	0	22,000
8 Debentures			4,100,000			3,510,000			3,010,000																						
9 Dedication Fees	23,000	-23,000	0	0																											
10 Environmental	507,000	202,000	150,000	559,000	150,000	700,000	9,000	655,000	660,000	4,000	0	0	4,000	0	0	4,000	0	0	4,000	0	0	4,000	0	0	4,000	0	0	4,000	0	0	4,000
0 Equipment Replacement	289,000	100,000	285,000	104,000	200,000	235,000	69,000	200,000	265,000	4,000	255,000	255,000	4,000	520,000	515,000	9,000	270,000	275,000	4,000	285,000	285,000	4,000	300,000	295,000	9,000	500,000	300,000	209,000	500,000	325,000	384,000
12 Fire Truck	5,000	150,000	0	155,000	150,000	70,000	235,000	150,000	0	385,000	175,000	560,000	0	150,000	0	150,000	620,000	750,000	20,000	150,000	0	170,000	150,000	0	320,000	150,000	132,000	338,000	150,000	0	488,000
13 Fuel/Gas Tax	675,000	760,000	0	1,435,000	0		1,435,000	0	0	1,435,000	0	0	1,435,000	0	0	1,435,000	760,000	0	2,195,000	760,000	0	2,955,000	760,000	0	3,715,000	760,000	0	4,475,000	760,000	0	5,235,000
14 General Infrastructure	250,000	115,000	0	365,000	0		365,000	115,000	0	480,000	250,000	0	730,000	250,000	0	980,000	200,000	0	1,180,000	250,000	0	1,430,000	250,000	0	1,680,000	250,000	0	1,930,000	250,000	0	2,180,000
15 General Reserve	7,587,000	260,000	360,000	7,487,000	260,000	645,000	7,102,000	260,000	160,000	7,202,000	260,000	225,000	7,237,000	260,000	160,000	7,337,000	260,000	540,000	7,057,000	260,000	820,000	6,497,000	260,000	370,000	6,387,000	260,000	220,000	6,427,000	260,000	190,000	6,497,000
16 Glesby Building	138,000	20,000	0	158,000	20,000	150,000	28,000	20,000	0	48,000	20,000	0	68,000	20,000	30,000	58,000	20,000	0	78,000	20,000	0	98,000	20,000	30,000	88,000	20,000	0	108,000	20,000	0	128,000
17 Grants		0	5,800,000		0	5,060,000			5,050,000		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
18 Handicap	0	260,000	260,000	0	110,000	100,000	10,000	90,000	100,000	0	10,000	0	10,000	10,000	0	20,000	10,000	0	30,000	10,000	0	40,000	10,000	0	50,000	10,000	0	60,000	10,000	0	70,000
19 Handivan	1,000	0	0	1,000	0		1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0	1,000
20 Land Development	1,085,000	50,000	70,000	1,065,000	50,000		1,115,000	50,000	0	1,165,000	50,000	0	1,215,000	50,000	0	1,265,000	50,000	0	1,315,000	50,000	0	1,365,000	50,000	0	1,415,000	50,000	0	1,465,000	50,000	0	1,515,000
21 Library Building	18,000	10,000	0	28,000	10,000	30,000	8,000	10,000	0	18,000	10,000	20,000	8,000	10,000	0	18,000	10,000	0	28,000	10,000	0	38,000	10,000	0	48,000	10,000	0	58,000	10,000	0	68,000
22 Operating			2,623,000		0	1,509,000			1,721,000			1,353,500			2,454,000	O O		1,844,000			3,776,000			1,781,000			1,325,000		0	1,491,000	
23 Sidewalk	108,000	310,000	330,000	88,000	335,000	330,000	93,000	175,000	50,000	218,000	175,000	50,000	343,000	175,000	70,000	448,000	175,000	80,000	543,000	175,000	50,000	668,000	175,000	50,000	793,000	175,000	0	968,000	175,000	0	1,143,000
24 Softball Complex	11,000	0	0	11,000	0		11,000	0	0	11,000	0	0	11,000	0	0	11,000	0	0	11,000	0	0	11,000	0	0	11,000	0	0	11,000	0	0	11,000
25 Spec Admin	82,000	-82,000	0	0																											
26 Policing	200,000	0	0	200,000	0	0	200,000	0	0	200,000	0	0	200,000	0	0	200,000	0	0	200,000	0	0	200,000	0	0	200,000	0	0	200,000	0	0	200,000
Total:	11,602,000	2,189,000	13,992,000	12,322,000	1,479,000	12,353,000	11,327,000	1,919,000	11,047,000	11,980,000	1,399,000	2,592,500	12,140,000	1,639,000	3,331,000	12,902,000	2,569,000	3,535,000	13,780,000	2,164,000	4,945,000	14,775,000	2,179,000	2,543,000	16,192,000	2,379,000	1,977,000	17,919,000	2,379,000	2,006,000	19,783,000

Note: No further contributions to Policing Reserve forecasted although it is expected the lapse between budget and actual on an annual basis will be contributed until a sufficient reserve is established for the national union changes expected.

Targeted Reserve Contributions	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Accomodation Tax - Marketing	50,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
2 Accomodation Tax - Sask Ave	50,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
3 BDO Arena Building	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
4 Capital Levy	-97,000	0	0	0	0	0	0	0	0	0
5 Cemetery	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
6 Computer	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
7 Crescent Lake	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
8 Debentures	0	0	0	0	0	0	0	0	0	0
9 Dedication Fees	-23,000	0	0	0	0	0	0	0	0	0
10 Environmental	202,000	150,000	655,000	0	0	0	0	0	0	0
11 Equipment Replacement	100,000	200,000	200,000	255,000	520,000	270,000	285,000	300,000	500,000	500,000
12 Fire Truck	150,000	150,000	150,000	175,000	150,000	620,000	150,000	150,000	150,000	150,000
13 Gas Tax	760,000	0	0	0	0	760,000	760,000	760,000	760,000	760,000
14 General Infrastructure	115,000	0	115,000	250,000	250,000	200,000	250,000	250,000	250,000	250,000
15 General Reserve	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
16 Glesby Building	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
17 Grants										
18 Handicap	260,000	110,000	90,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
19 Handivan	0	0	0	0	0	0	0	0	0	0
20 Land Development	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
21 Library Building	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
22 Operating										
23 Sidewalk	310,000	335,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
24 Softball Complex	0	0	0	0	0	0	0	0	0	0
25 Spec Admin	-82,000	0	0	0	0	0	0	0	0	0
26 Policing	200,000	0	0	0	0	0	0	0	0	0
	2,189,000	1,479,000	1,919,000	1,399,000	1,639,000	2,569,000	2,164,000	2,179,000	2,379,000	2,379,000

Note: The Capital Levy; Dedication Fees and Spec Admin reserves will be combined into the Environmental Reserve in the 2022 Budget. All have similar purposes.

Contributions to Fuel Tax for 2023 - 2026 have been removed as being used for Crescent Lake Causeway debenture payment.

UTILITY FUND - CAPITAL FUNDING PLAN

Reserves	2021		2022			2023			2024			2025			2026			2027			2028			2029			2030			2031	
	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use En	n <mark>d Balance</mark>
A General	551,000	5,000,000	4,435,000	1,116,000	5,000,000	2,657,000	3,459,000	3,500,000	2,660,000	4,299,000	3,500,000	1,225,000	6,574,000	3,500,000	2,078,000	7,996,000	3,500,000	1,002,000	10,494,000	3,500,000	5,986,000	8,008,000	3,500,000	760,000	10,748,000	3,500,000	280,000	13,968,000	3,500,000	0	17,468,0
B Nutrient Removal	2,000,000	0	1,300,000	700,000	0	650,000	50,000	0		50,000	0		50,000	0		50,000	0		50,000	0		50,000	0		50,000	0		50,000	0		50,0
C Debentures			15,000,000	-15,000,000																											
D Operating			1,735,171			1,792,438			4,807,224			2,768,029			3,712,855			3,469,702			4,675,569			2,601,458	3		2,932,370			1,998,304	
E Infrastructure	1,602,000	0		1,602,000	0		1,602,000	0	1,200,000	402,000	0		402,000	0		402,000	0		402,000	0		402,000	0		402,000	0		402,000	0		402,0
F Grants			39,000,000	-39,000,000																											
G Industrial Pre-treatment Capital	460,000	230,000		690,000	230,000			230,000			230,000			230,000			230,000			230,000			230,000			230,000			230,000		
H Upgraded WPCF - Capital Fund								2,500,000			2,500,000			2,500,000			2,500,000			2,500,000			2,500,000			2,500,000			2,500,000		
	4,153,000	5,000,000	61,470,171	-50,582,000	5,000,000	5,099,438	5,111,000	3,500,000	8,667,224	4,751,000	3,500,000	3,993,029	7,026,000	3,500,000	5,790,855	8,448,000	3,500,000	4,471,702	10,946,000	3,500,000	10,661,569	8,460,000	3,500,000	3,361,458	11,200,000	3,500,000	3,212,370	14,420,000	3,500,000	1,998,304	17,920,00

Targe	ted Reserve Contributions	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Α	General	5,000,000	5,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,00
В	Nutrient Removal										
С	Debenture										
D	Operating										
Е	Infrastructure										
F	Grants										
G	Industrial Pre-treatment Capital	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,0
Н	Upgraded WPCF - Capital Fund			1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,0
		5,230,000	5,230,000	5,230,000	5,230,000	5,230,000	5,230,000	5,230,000	5,230,000	5,230,000	5,230,00

Note: 2021 Opening Balance for Nutrient Removal reserve restated as actual expected not to use full \$11 million in reserve during 2021.

OUTSTANDING DEBT REPAYMENT

General Fund:	2022	2023	2024	2025	2026	2027	2028	2029	2030	Remaining
Stride Place	1,526,000	1,526,000	1,526,000	375,000						
Crescent Lake Causeway		760,000	760,000	760,000	760,000					
Saskatchewan Ave West - General Infrastructure		334,000	628,000	890,000	890,000	890,000	890,000	890,000	890,000	7,048,000
	1,526,000	2,620,000	2,914,000	2,025,000	1,650,000	890,000	890,000	890,000	890,000	7,048,000
Funding Source										
Already Allocated in Annual Budget	1,526,000	1,526,000	1,526,000	1,265,000	890,000	890,000	890,000	890,000	890,000	7,048,000
Fuel Tax Contribution		760,000	760,000	760,000	760,000					
Realigning projects - op to reserves		334000	628,000							
Total:	1,526,000	2,620,000	2,914,000	2,025,000	1,650,000	890,000	890,000	890,000	890,000	7,048,000

Note: Causeway debenture funded by Fuel Tax, reduced to 4 year term as using Federal Restart funding to reduce debt needed.

Assumption made ICIP funding will reduce City's debentures for Sask Ave W, General Infrastructure to \$10.5 million.

Utility Fund:	2022	2023	2024	2025	2026	2027	2028	2029	2030	Remaining
Saskatchewan Ave West - Utility Infrastructure	84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000	504,000
Water Treatment Plant - upgrade/expand	0	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	8,400,000
	84,000	1,344,000	1,344,000	1,344,000	1,344,000	1,344,000	1,344,000	1,344,000	1,344,000	8,904,000
Funding Source										
Funding Source Operating Funds (Sask Ave)	84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000	504,000
3	84,000 0	84,000 1,260,000	84,000 1,260,000	84,000 1,260,000	84,000 1,260,000	•	-	84,000 1,260,000	84,000 1,260,000	504,000 8,400,000

Note: Assumption made ICIP funding will reduce debenture amount for Saskatchewan Ave project to \$1 million and \$15 million for Water Treatment Plant upgrade/expansion.

Risk Management

Likelihood to Occur:

		Annual Probability of
Score	Descriptor	Occurrence
1	Improbable/Remote	5%
2	Unlikely/Might Happen	5 to 20%
3	Possible	20 to 40%
4	Good Chance	40 to 50%
5	Probably/Likely	50 to 80%
6	Definitely/Certain	> 80%

Impact:

impact:		
Score	Quantitative Impact	Qualitative Impact
1	Minimal or Insignificant	No loss to City reputation
		Negligible effect on city
		residents/businesses/visitors
		(RBVs)
2	Slight or Minor	Adverse reaction by impacted
		RBVs
		Few RBVs impacted
		Business or service disruption <
		1 day
3	Moderate	Adverse reaction by RBVs
		Some RBVs impacted
		Business or service disruption >1
		but less than 2 days
4	High	Adverse reaction in news
		Many RBVs impacted
		Business or service disruption 2
		to 7 days
5	Very High	Adverse reaction in news
		Most RBVs impacted
		Business disruption > 7 days
6	Severe or Catastrophic	Loss of reputation
		All RBVs impacted
		Ceases City business/services/
		operations
		Can't recover services

Severity Matrix:

	ority illati	173.1					
	6	6	12	18	24	30	36
	5	5	10	15	20	25	30
8	4	4	8	12	16	20	24
ikelihood	3	3	6	9	12	15	18
(eli	2	2	4	6	8	10	12
ı ≘	1	1	2	3	4	5	6
		1	2	3	4	5	6
		Impact					

Matrix Score	Suggested Time Horizon
1-6	15-20
8-12	6-10 years
15-20	3-5 years
24-36	1-2 years