

**THE FINANCIAL PLAN
Municipality of
City of Portage la Prairie
2021**

	Attached	Not Applicable
Page 1 General Operating Fund - Budgeted Revenue & Expenditure	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Page 2 General Operating Fund - Budgeted Revenue	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Page 3 General Operating Fund - Budgeted Expenditure	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Page 4 General Operating Fund - Budgeted Expenditure	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Page 5 General Operating Fund - Budgeted Expenditure	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Page 6 Utility Operating Fund - Budgeted Revenue & Expenditure	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Page 7 Local Urban District	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Page 8 Calculation of Tax Levies	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Page 9 Sundry Revenue and Expenditure Analysis	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Page 10 Rural Area and General Municipal Requirements	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Page 11 General Operating Fund - Debenture Debt Charges	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Page 12 Utility Operating Fund - Debenture Debt Charges	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Page 13 A) Capital Budget (Current Year)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Page 14 Capital Expenditure Program (Subsequent Ten Years)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

	BUDGET 2020	PRE-AUDIT 2020	BUDGET 2021	BUDGET 2022
Tax Levy	(\$19,491,108.52)	(\$19,491,108.80)	(\$19,900,140.81)	(\$19,900,140.81)
Grants in Lieu of Taxes	-1,774,721.25	-1,774,721.00	-1,693,104.61	-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	-10,057,351.58	-8,872,375.47	-6,819,733.00	-6,819,733.00
Transfers from Accumulated Surplus and Reserves	-1,310,762.00	-1,060,762.00	-996,500.00	0.00
Total Revenue	(\$23,309,760.35)	(\$21,874,709.52)	(\$20,029,689.43)	(\$19,033,189.43)
=====				
General Government Services	\$2,575,605.00	\$2,354,124.30	\$2,585,308.91	\$2,585,308.91
Protective Services	6,154,541.00	5,908,018.97	6,203,952.00	6,203,952.00
Transportation Services	2,357,311.00	2,192,688.33	2,423,859.00	2,423,859.00
Environmental Health Services	895,734.00	843,618.64	918,876.00	918,876.00
Public Health & Welfare Services	342,636.00	236,742.51	331,704.00	331,704.00
Environmental Development Services	412,398.00	481,190.97	423,022.00	423,022.00
Economic Development Services	179,400.00	154,368.22	148,357.00	148,357.00
Recreation & Cultural Services	2,385,929.00	2,398,375.54	2,428,063.00	2,428,063.00
Fiscal Services	6,860,756.00	3,934,305.51	3,327,937.00	3,327,937.00
Transfers				
Surplus Appropriations - Deferred Surplus				
- Policing Reserve			200,000.00	
- General Infrastructure Reserve			796,500.00	
- General Reserve	1,085,527.00	1,085,527.00	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	59,923.35	59,848.60	60,810.52	60,810.52
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 _____

Mayor's Approval Signature _____

Finance Chair Approval Signature _____

Certified by Director of Finance _____

FOR DEPARTMENTAL USE ONLY

Date Filed _____

Date Cleared _____

Authorized Signature _____

City of Portage la Prairie
GENERAL OPERATING FUND
BUDGETED REVENUE

	BUDGET 2020	PRE-AUDIT 2020	BUDGET 2021	BUDGET 2022
Other Revenue				
Taxes Added	-153,373.00	-567,349.69	-200,000.00	-200,000.00
Accommodation Tax Revenue	-140,000.00	-103,303.53	-100,000.00	-100,000.00
Long Plain First Nation - Grant in Lieu	-52,800.00	-63,790.35	-52,800.00	-52,800.00
Business Tax for Cable TV	-32,206.00	-29,187.00	-32,206.00	-32,206.00
Licenses - Animal	-1,500.00	-2,955.00	-1,500.00	-1,500.00
Licenses - Bicycle				
Licenses - Business	-40,000.00	-47,205.00	-41,000.00	-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	0.00	0.00	0.00	0.00
Fines	-294,700.00	-278,755.02	-284,575.00	-284,575.00
Sales of Service				
- General Government	-37,707.00	-76,057.37	-37,707.00	-37,707.00
- Protective	-652,000.00	-680,079.46	-668,000.00	-668,000.00
- Transportation	-11,820.00	-1,435.00	-5,600.00	-5,600.00
- Environmental Health	-693,320.00	-799,290.97	-709,500.00	-709,500.00
- Public Health and Welfare				
- Environmental Development				
- Economic Development				
- Recreation and Cultural	-3,275.00	-2,411.80	-2,275.00	-2,275.00
- Other	0.00	0.00	0.00	0.00
Sales of Goods	-3,217,940.00	-841,323.46	-61,000.00	-61,000.00
GST Recovery 3% 02/04-05/04				
Rentals	-123,610.58	-153,029.17	-123,385.00	-123,385.00
Trailer Park	-42,840.00	-43,835.50	-42,500.00	-42,500.00
Concessions and Franchises				
Returns from Investments	-240,000.00	-268,175.60	-140,000.00	-140,000.00
Tax and Redemption Penalties	-132,200.00	-74,126.21	-132,200.00	-132,200.00
Development and Dedication Fees				
Provincial Municipal Tax Sharing	-1,080,245.00	-1,881,354.22	-1,080,245.00	-1,080,245.00
VLT Revenue Sharing	0.00	0.00	0.00	0.00
Conditional Grants:				
Federal Govt, Can/MB Infr. (and 3rd party)	-854,286.00	-716,966.00	-857,786.00	-857,786.00
Conditional Grants - Provincial Govt	-2,224,529.00	-2,211,084.68	-2,217,154.00	-2,217,154.00
Conditional Grants - Local Govt	-24,000.00	-23,584.92	-24,000.00	-24,000.00
Loan Recoveries				
Total Other Revenue	-10,057,351.58	-8,872,375.47	-6,819,733.00	-6,819,733.00
=====				
Transfers from				
- General Reserve	0.00	0.00	0.00	0.00
- Accumulated Surplus	-1,310,762.00	-1,060,762.00	-996,500.00	0.00
- Special Admin Reserve	0.00	0.00	0.00	0.00
- Accomodation Tax & Marketing Reserve	0.00	0.00	0.00	0.00
- Recreation Reserve	0.00	0.00	0.00	0.00
- Fuel Tax Grants Reserve	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 2020	PRE-AUDIT 2020	BUDGET 2021	BUDGET 2022
GENERAL GOVERNMENT SERVICES				
Legislative	\$156,672.00	\$157,821.98	\$159,805.48	\$159,805.48
General Administrative				
CAO & Staff	\$1,369,327.00	\$1,365,835.90	\$1,402,451.43	\$1,402,451.43
Office	510,804.00	403,459.26	482,220.00	480,720.00
Legal	\$35,000.00	\$31,823.89	\$35,000.00	\$35,000.00
Audit	\$28,000.00	\$12,251.50	\$23,000.00	\$23,000.00
Prior Period Adjustments	\$0.00	\$0.00	\$0.00	\$0.00
Assessment	\$160,000.00	\$159,184.00	\$160,000.00	\$160,000.00
Taxation	\$5,500.00	\$5,923.39	\$5,500.00	\$5,500.00
Other General Government				
Elections	\$0.00	\$0.00	\$295.00	\$0.00
Conventions	90,500.00	18,050.35	90,500.00	90,500.00
Claims & Liability Insurance	\$66,902.00	\$57,817.60	\$72,477.00	\$72,477.00
Intergovernmental Relations	0.00	0.00	0.00	0.00
Grants	\$130,900.00	\$126,092.52	\$130,900.00	\$130,900.00
Other General Government	22,000.00	15,863.91	23,160.00	23,160.00
TOTAL GENERAL GOVERNMENT SERVICES	2,575,605.00	2,354,124.30	2,585,308.91	2,583,513.91
PROTECTIVE SERVICES				
Police	3,876,189.00	3,581,285.25	3,891,352.00	3,891,352.00
Fire	2,134,422.00	2,136,541.64	2,171,775.00	2,171,775.00
Emergency Measures - 911	66,800.00	59,882.28	68,500.00	68,500.00
Flood Control	0.00	0.00	0.00	0.00
Disasters	0.00	61,078.96	0.00	0.00
Building Inspection	0.00	0.00	0.00	0.00
Plumbing Inspection				
Animal and Pest Control	77,130.00	69,230.84	72,325.00	72,325.00
TOTAL PROTECTIVE SERVICES	6,154,541.00	5,908,018.97	6,203,952.00	6,203,952.00
TRANSPORTATION SERVICES				
Administration	119,564.00	113,958.80	116,782.00	116,782.00
Engineering	94,146.00	149,098.04	133,655.00	133,655.00
Roads & Streets				
Equipment - U Op Wages & Benefits	47,958.00	53,009.50	52,400.00	52,400.00
Equipment - Fuel	55,000.00	43,290.19	55,000.00	55,000.00
Equipment - Repairs & Maint.	78,095.00	85,573.01	88,095.00	88,095.00
Equipment - Insurance & Reg.	13,000.00	9,689.09	14,690.00	14,690.00
Workshop and Yards	53,716.00	53,817.34	54,661.00	54,661.00
Equipment - Contribution from Utility	0.00	0.00	0.00	0.00
Down Time	102,999.00	144,554.68	101,918.00	101,918.00
Safety Supplies & Consultant	3,660.00	5,182.36	3,660.00	3,660.00
Road Maintenance - Labour	130,669.00	111,187.49	130,461.00	130,461.00
Road Maintenance - Materials	168,108.00	129,402.03	167,460.00	167,460.00
Road Maintenance - Rentals	31,535.00	24,035.00	31,535.00	31,535.00
Special Events	7,734.00	0.00	7,833.00	7,833.00
Road Maintenance - Dust Abatement				
Road Reconstruction - Labour				
Road Reconstruction - Materials				
Road Reconstruction - Contracts	586,000.00	583,069.71	611,000.00	611,000.00
Sidewalks and Boulevards	84,589.00	64,792.11	90,896.00	90,896.00
Ditches and Road Drainage				
Storm Sewers	110,692.00	117,755.87	111,740.00	111,740.00
Street Cleaning	21,782.00	18,571.01	22,216.00	22,216.00
Snow Removal - Labour	127,952.00	66,011.73	130,170.00	130,170.00
Snow Removal - Materials & Repair	68,400.00	61,642.27	68,600.00	68,600.00
Snow Removal - Rentals	33,695.00	17,889.50	33,695.00	33,695.00
Bridges				
Street Lighting	275,717.00	260,389.90	274,427.00	274,427.00
Traffic Services	53,147.00	51,312.77	54,449.00	54,449.00
Parking	93,050.00	73,144.98	65,254.00	65,254.00
Other Road Transport	(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	791,551.00	769,595.83	808,914.00	808,914.00
Nuisance Grounds	104,183.00	74,022.81	109,962.00	109,962.00
Other Environmental Health	0.00	0.00	0.00	0.00

City of Portage la Prairie
GENERAL OPERATING FUND
EXPENDITURES

	BUDGET 2020	PRE-AUDIT 2020	BUDGET 2021	BUDGET 2022
TOTAL ENVIRONMENTAL HEALTH SERVICES	895,734.00	843,618.64	918,876.00	918,876.00
=====				
PUBLIC HEALTH AND WELFARE SERVICES				
Cemeteries	122,989.00	98,760.28	111,898.00	111,898.00
Other	148,647.00	67,261.40	148,806.00	147,400.00
Medical Officer				
Hospital Deficit				
Social Welfare				
Administration	71,000.00	70,720.83	71,000.00	71,000.00
Social Welfare Assistance	0.00	0.00	0.00	0.00
Social Welfare Services				
TOTAL PUBLIC HEALTH AND WELFARE SERVICES	342,636.00	236,742.51	331,704.00	330,298.00
=====				
ENVIRONMENTAL DEVELOPMENT SERVICES				
Planning and Zoning	0.00	0.00	0.00	0.00
General Land Assembly	0.00	0.00	0.00	0.00
Urban Renewal/Beautification	0.00	0.00	0.00	0.00
Urban Area Weed Control	222,889.00	195,434.66	228,556.00	228,556.00
Forestry/D.E.D. Program	189,509.00	285,756.31	194,466.00	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	150,150.00	150,150.00	119,107.00	119,107.00
Industrial Development	17,300.00	8,711.34	17,300.00	17,300.00
Tourism	1,950.00	952.38	1,950.00	1,950.00
Other	10,000.00	(5,445.50)	10,000.00	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	0.00	0.00	0.00	0.00
Community Centres and Halls				
Swimming Pools and Beaches	0.00	0.00	0.00	0.00
Golf Courses				
Skating Rinks and Arenas	4,570.00	5,448.50	4,570.00	4,570.00
Parks and Playgrounds	415,627.00	441,140.97	446,757.00	446,757.00
Other Recreation Facilities	8,875.00	9,287.38	13,981.00	13,981.00
Recreation Programs	0.00	0.00	0.00	0.00
Grants	1,534,913.00	1,530,540.54	1,544,170.00	1,544,170.00
Parks/Rec. Equip. Maint.	62,566.00	60,798.50	62,641.00	62,641.00
Museums				
Libraries	339,624.00	323,197.28	337,555.00	337,555.00
Other Cultural Facilities	19,754.00	27,962.37	18,389.00	18,389.00
Island of Lights	0.00	0.00	0.00	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	4,791,330.00	2,109,755.47	1,342,311.00	1,342,311.00
Transfer to Capital	127,700.00	6,137.97	122,500.00	122,500.00
Transfer to Utility	0.00	0.00	0.00	0.00
Debenture Debt Charges	0.00	0.00	0.00	0.00
Other Long-term Debt Charges	1,553,126.00	1,553,125.94	1,553,126.00	1,553,126.00
Tax Discounts and Short-term Loan Interest	7,000.00	4,952.22	7,000.00	7,000.00
Other Debt Charges				
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	-2,549,250.00	-2,848,710.27	-2,900,000.00	-2,900,000.00
- Commercial	-1,634,000.00	-2,022,643.97	-1,727,000.00	-1,727,000.00
- Industrial	-4,000,000.00	-3,918,712.94	-3,650,000.00	-3,650,000.00
- Poplar Bluff Industrial Park	-1,119,510.00	-2,068,675.32	-2,800,000.00	-2,800,000.00
- Federal & Prov				
- Munic. & Schools				
- Regional Water Agreement	-661,000.00	-851,976.07	-725,000.00	-725,000.00
SEWER SERVICE CHARGES				
- Residential				
SEWER SURCHARGES				
Discounts, Refunds and Cancellations	-27,000.00	-12,942.14	-18,000.00	-18,000.00
<hr style="border-top: 1px dashed black;"/>				
Net Consumer Revenue - Subtotal	-9,990,760.00	-11,723,660.71	-11,820,000.00	-11,820,000.00
Penalties	-10,700.00	-5,819.70	-10,000.00	-10,000.00
Hydrant Rentals	-57,725.00	-57,825.00	-57,725.00	-57,725.00
Installation Service	0.00	0.00	0.00	0.00
Connection Revenue - Net	-20,000.00	-15,685.48	-15,000.00	-15,000.00
Provincial Grants	-460,000.00	-790,505.85	-850,000.00	-850,000.00
Other Revenue	-248,460.00	-149,140.69	-85,200.00	-85,200.00
Contribution from Revenue Fund	0.00	0.00	0.00	0.00
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
<hr style="border-top: 1px dashed black;"/>				
TOTAL REVENUE	-14,879,712.00	-15,237,006.43	-13,537,925.00	-12,837,925.00
<hr style="border-top: 3px double black;"/>				
WATER SUPPLY				
Administration	1,444,564.00	1,336,301.46	1,325,904.36	1,325,904.36
Customer Billings and Collections	0.00	0.00	0.00	0.00
Purification and Treatment	3,128,409.00	2,715,186.34	3,395,725.00	3,395,725.00
Water Purchases	0.00	0.00	0.00	0.00
Service of Supply	0.00	0.00	0.00	0.00
Transmission and Distribution	1,766,293.00	1,616,031.00	1,635,613.00	1,635,613.00
Other Water Supply Costs	0.00	0.00	0.00	0.00
Connections - Net Loss	0.00	0.00	0.00	0.00
<hr style="border-top: 1px dashed black;"/>				
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	1,336,937.00	1,414,224.05	1,299,792.00	1,299,792.00
Sewage Lift Station	432,953.00	432,014.60	315,409.00	315,409.00
Sewage Treatment and Disposal	655,752.00	406,894.67	653,129.00	653,129.00
Industrial Pretreatment	217,930.00	228,614.62	-23,973.00	-23,973.00
Other Sewage Collection and Disposal Costs	0.00	0.00	0.00	0.00
Connections - Net Loss	0.00	0.00	0.00	0.00
<hr style="border-top: 1px dashed black;"/>				
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	564,632.00	547,033.88	0.00	0.00
Computer Reserve	18,000.00	18,000.00	18,000.00	18,000.00
Infrastructure Reserve	0.00	0.00	0.00	0.00
IP Reserve	230,175.00	230,175.00	230,175.00	230,175.00
DEBENTURE DEBT CHARGES				
	0.00	0.00	0.00	0.00
OTHER LONG-TERM DEBT CHARGES				
SURPLUS APPROPRIATIONS				
Deferred Surplus re Deficit	0.00	0.00	0.00	0.00
Deferred Surplus re By-Law Obligation	0.00	0.00	0.00	0.00
Appropriation to General Reserve - Utility	1,592,067.00	1,592,067.00	3,138,150.64	3,138,150.64
Appropriation to Infrastructure Reserve - Utility	2,500,000.00	902,302.00	700,000.00	0.00
<hr style="border-top: 1px dashed black;"/>				
Total	4,092,067.00	2,494,369.00	3,838,150.64	3,138,150.64
TOTAL EXPENDITURE	14,879,712.00	12,749,373.64	13,537,925.00	12,837,925.00
<hr style="border-top: 3px double black;"/>				
NET OPERATING (SURPLUS) DEFICIT	0.00	-2,487,632.70	0.00	0.00
<hr style="border-top: 3px double black;"/>				

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

	EXPENSES				REVENUES									
	Taxable	Exempt	Grants	Total	Basic	Tax Allow	Total	Mill Rate	Taxation	Gnts-in-Lieu	Oth Rev	Ftge	Total	
Education:														
ESL	142,354,220		31,264,940	173,619,160	\$1,529,366.00	\$45.18	\$1,529,411.18	8.809	ESL	\$1,253,998.32	\$275,412.86		\$1,529,411.18	
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	
Sub-Total					\$9,379,789.00	\$59.92	\$9,379,848.92	21.577	Total	\$8,525,364.24	\$837,750.56	\$16,734.12	\$0.00	\$9,379,848.92
Municipal:														
Deb debt-PCU Centre	585,694,690		44,042,740	629,737,430	\$1,525,956.02	\$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	\$1,937.88		\$27,708.45	
Assess Levy	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	
<i>Reserve Transfers that are part of the tax levy:</i>														
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	
Reserve - Handicap Access	585,694,690		44,042,740	629,737,430	\$50,000.00	\$378.99	\$50,378.99	0.080	Reserve - Handicap Access	\$46,855.58	\$3,523.42		\$50,378.99	
Reserve-Fire	585,694,690		44,042,740	629,737,430	\$150,000.00	\$507.25	\$150,507.25	0.239	Reserve-Fire	\$139,981.03	\$10,526.21		\$150,507.25	
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	19.421		\$11,374,776.57	\$855,354.05	\$7,799,498.88	\$0.00	\$20,029,629.50
Totals					\$29,348,667.91	\$60,810.52	\$29,409,478.43		Totals	\$19,900,140.81	\$1,693,104.61	\$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 or Agency		Assessment		Mill Rate	Amount	Frontage	Total
		Farm/Res	Other				
#1080 HMQ-MAN	R	4,389,930		32.189	141,307		141,307
#1080 HMQ-MAN	F			32.189	0		0
#1080 HMQ-MAN	O		9,816,190	40.998	402,444		402,444
#1020 HMQ-MAN	O		4,230	40.998	173		173
#1150 HIGHWAYS	R	50,450		32.189	1,624		1,624
#1150 HIGHWAYS	O		41,930	40.998	1,719		1,719
#3 CORP (FDC)	O		7,461,350	40.998	305,900		305,900
#1270 MPIC	R			32.189	0		0
#1270 MPIC	O		953,880	40.998	39,107		39,107
#1300 MHRC	R	7,828,390		32.189	251,988		251,988
#1770 HYDRO	O		910,280	40.998	37,320		37,320
#705 CENTRA - PP	O		4,359,080	40.998	178,714		178,714
#2700 HMQ-CAN	F	509,030		32.189	16,385		16,385
#2700 HMQ-CAN	O		567,790	40.998	23,278		23,278
#2706 VIA RAIL	O		124,870	40.998	5,119		5,119
#1042 ATTOR GEN	O		1,679,800	40.998	68,868		68,868
#1094-COMM S-CORR	O		5,345,540	40.998	219,156		219,156
		<u>12,777,800</u>	<u>31,264,940</u>				<u>1,693,105</u>
			<u>44,042,740</u>				
Total to pages 1,8							<u>1,693,105</u>

Part 2 - Conditional Grants

Totals to Page 2	Government or Agency	Purpose	Amount
<u>Government of Canada:</u>			
	Federal Gov't	Fuel Tax	735,286
	FCM	Transit Study	50,000
		Compost Feasibility Study	65,000
	Included in Conditional Grants - Infr/3rd Party- Page 2		<u>850,286</u>
<u>Local Government:</u>			
		Safety Officer	24,000
	Included in Conditional Grants - Local Gov't - Page 2		<u>24,000</u>
<u>Province of Manitoba:</u>			
		General Operating	1,080,245
	Included in Provincial Municipal Tax Sharing - Page 2		<u>1,080,245</u>
	Province of Manitoba-Mobile Transport - MDTP	Handi-van	30,000
	Province of Manitoba-Man. Product Stewardship	Recycling	216,593
	Province of Manitoba - Heritage Grant	Mausoleum Refurbishment	8,700
	Province of Manitoba-	Dutch Elm Disease	46,170
	Province of Manitoba-Natural Resources	Larvaciding	37,191
	Province of Manitoba-Justice	Policing	1,521,750
	Province of Manitoba-Public Safety	Fire	261,100
	Province of Manitoba-Man. Product Stewardship	WRARS	103,025
	Hydro	Lighting	4,000
	listed in Conditional Grants - Prov Gov't - Page 2		<u>2,228,529</u>
	Conditional Grants, Page 2		<u>4,183,060</u>

Part 3 - Transfers to Deferred Surplus - General Operating Fund

Purpose	Year	Term	Authority	Amount
Total to Page 1				<u>0</u>

Part 4 - Transfers to Deferred Surplus - Utility Operating Fund

Purpose	Year	Term	Authority	Amount
Total to Page 6				<u>-</u>

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

PURPOSE	B/L #	YEAR	OPEN BAL.	PRINCIPAL	CLOSE BAL.	INTEREST	TOTAL FRONTAGE	OTHER REQUIREMENT		
		MATURES								
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		
			<u>5,667,396.84</u>	<u>1,243,557.72</u>	<u>4,423,839.13</u>	<u>309,568.22</u>	<u>1,553,125.94</u>	<u>0.00</u>	<u>0.00</u>	<u>1,553,125.94</u>

Area to be Levied	Taxable Assessment	Otherwise Exempt Assessment	Grant Assessment	Total Assessment	Total Requirement	Raised by Frontage	Raised by Other Revenue	Raised by 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

PURPOSE	B/L #	YEAR	OPEN BAL.	PRINCIPAL	CLOSE BAL.	INTEREST	TOTAL FRONTAGE	OTHER	NET REQUIREMENT
		MATURES							
			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

Area to be Levied	Taxable Assessment	Otherwise Exempt Assessment	Grant Assessment	Total Assessment	Total Requirement	Raised by Frontage	Raised by Other Revenue	Raised by 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 Expenditure	Estimated Total Cost	Borne by General	Borne by Utility	Borne by Designated Reserves	Borne by 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	<u>26,290,756</u>		243,500	20,047,256	6,000,000
TOTAL	36,327,474				
TOTAL to Page 5		<u>243,000</u>			
TOTAL to Page 6			<u>243,500</u>		
TOTAL to Part 2				<u>27,787,474</u>	
TOTAL to Part 3					<u>8,053,500</u>

Part 2 - General & Specific Reserve Fund Withdrawals

Reserve Name .	General Fund Transfers		Utility Fund Transfers	
	To Operating	To Capital	To Operating	To Capital
Special Admin. - By-Law No.7294				
Handivan Reserve By-Law No. 7267		150,000		
Fire Truck -By-Law No. 4895		650,000		
Capital Reserve, By-Law No. 7166				
Accomm Tax Reserve - Marketing	55,500			
Accomm Tax Reserve - Sask Ave		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		
Handicap Access Reserve				
Infrastructure Reserve		796,500		
<u>General Reserve:</u>				
General Projects		710,500		
<u>Fuel Tax Reserve</u>				
Projects		3,399,000		
<u>Utility Reserve</u>				
Utility Projects				9,047,256
Nutirient Removal				11,000,000

Total from Fuel Tax (for debt payments)	0
Total from General Reserve	0
	Page 2 7,684,718

Total from Accumulated Surplus		0
Total from Utility Reserve	Part 1	0
		Page 6 20,047,256 Part 1

Part 3 - BORROWING (Subject to Municipal Board Approval)

Proposal	Temporary Financing			Repayment Amount	Term
	Bank Loan	Rev. Loan	Res. Loan		
Crescent Lake Causeway		2,053,500		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)

Dept	Asset	SF	Risk Score															Infrastruct Deficit	Total	Notes
			Fail Likelihood	Impact	Severity	Time Horizon	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031				
	Koko Platz LDS replacement	22	2	3	6	15-20	75,000	75,000	50,000	50,000									250,000	
	14th NE CPR Box Culvert Replacement	22	3	4	12	1-5	1,300,000												1,300,000	
	Land Drainage Study	22	3	4	12	1-5			250,000										250,000	
	Saskatchewan Ave - feastive lighting/banners	22	3	2	6	12		20,000				10,000							30,000	
	Downtown brick sidewalk replacement	23	6	6	36	1+	280,000	280,000											560,000	
	Sidewalks	23	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	3	6	1-15	50,000		20,000		250,000							371,000	691,000	
	Industrial Park expansion - roads and lds	22	2	3	6	1-15							2,000,000						2,000,000	
	Environmental:																			
	Compost screener	10	3	5	9	5			160,000										160,000	
	Organic Waste collection - containers	10	3	5	9	5	50,000												50,000	
	Compost site development	10	3	5	9	5		700,000											700,000	
	Compost turner	10	3	5	9	5	100,000												100,000	
	Public Works:																			
	Heavy Equipment Renewal	11	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					13,000								13,000	
	PW garage expansion - working bay (50%)	22	2	2	4	1-20				12,000	400,000							5,000,000	5,412,000	
	Cottonwood maintenance - increase	22	3	3	9	6-10	15,000	15,000	15,000	15,000	20,000	20,000							100,000	
	Shop hoist replacement	22	3	2	6	2-10+					16,000						20,000	2,621,000	2,657,000	Misc Equip
	PW Building - Mechanicals	22	4	3	12	1+	20,000				25,000						30,000		75,000	
	Vehicles - Pool Trucks	22	4	2	6	10+	125,000	131,000	137,000	144,000	151,000	159,000	167,000	175,000	184,000	190,000	982,000	2,545,000		
	Shop heating system replacement	22	3	3	9	6	20,000				25,000						30,000	25,000	100,000	
	Ops office rooftop HVAC unit replacement	22	3	3	9	6				35,000									35,000	
	Christmas Banners	22	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	4	15-20		15,000				20,000					25,000		60,000	
	Sidewalk new extensions	22	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	4	15-20							60,000	60,000					120,000	
	Winter sand shed	22	2	2	4	15-20					100,000								100,000	
	Transportation canvas shed, replace canvas	22	2	2	4	15-20						50,000							50,000	
	Rail Crossing Maintenance (5 of 8 crossings)	22	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	4	15-20			150,000										150,000	
	CNR signal upgrade	22	2	2	4	15-20		150,000											150,000	
	Public Works shop maintenance bay x2	22	2	2	4	15-20					400,000								400,000	
	Public works shop overhead doors	22	2	2	4	15-20				12,000									12,000	
	Signage - PLP Entrance Highway Signs	22	2	3	6	10+												118,000	118,000	
	City Facilities:																			
	City Hall flooring, Main Office area	22	4	3	12	6	36,000										15,000		51,000	
	City Hall elevator, accessibility measures	18	4	3	12	6	260,000	100,000	100,000										460,000	
	City Hall Committee room renos	22	4	3	12	6	7,000												7,000	
	City Hall Front Counter, Furniture/Finance Dept	22	4	3	12	6	30,000												30,000	
	Fire Proof Cabinets - to replace vault storage	22	4	3	12	6	10,000												10,000	
	City Hall HVAC	22	4	3	12	6	35,000						75,000						110,000	
	City Hall Windows	22	4	3	12	6			10,000										10,000	
	Cemetery:																			
	Building Repair - roof & siding	5	4	3	12	10				50,000									50,000	
TOTALS:							13,992,000	12,253,000	11,047,000	2,592,500	3,331,000	3,535,000	4,945,000	2,543,000	1,977,000	2,006,000	188,770,000	231,081,500		

#	Name
1	Accommodation Tax - Marketing
2	Accommodation 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	SF	Risk Score				Budget											Long Trm - Infra Deficit	Total	Notes
			Fail Likelihood	Impact	Severity	Time Horizon	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031				
Plant & Reservoirs	WTP Dike	D	2	2	4	15-20				60,000								60,000		
	McKay Reservoir Pumps	A	4	1	4	15-20	80,000					100,000						180,000		
	Standby Generator - McKay, replace	A	2	2	4	15-20		400,000										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	A	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		25,000							125,000		
	Sand Filter Media Replacement	A	6	2	12	6-10		100,000						200,000				300,000		
	Rebuild Poplar Bluff water pumps	A	6	2	12	6-10				110,000					130,000			240,000		
	Replace Poplar Bluff variable frequency drive	A	6	2	12	6-10					50,000			75,000				125,000		
	WTP Process Software upgrade	A	5	2	10	6-10							80,000					80,000		
	WTP Control Hardware upgrade	A	5	1	5	15-20								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		70,000					80,000					150,000		
	Structural Repairs to Water Plant Building	A	6	1	6	15-20		150,000										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	8	6-10		80,000			100,000							180,000		
	Ozone Diffusion system	A	4	2	8	6-10			150,000				200,000					350,000		
	Raw water intake upgrade/protect-bar,pip	A	5	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	A	6	1	6	15-20				150,000								150,000		
	GAC replacement - Engin & Membrane	A	6	2	12	6-10							4,000,000					4,000,000		
	Actiflo clarifier scraper arms and drive	A	4	1	4	15-20		250,000										250,000		
	WTP Roof Replacement	D	6	1	6	15-20	120,000				300,000						2,000,000	2,420,000		
	Aciflo Roof Replacement	D	6	1	6	15-20						300,000						300,000		
	McKay Reservoir Roof Replacement	E	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	A	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 Force mains - 45,878 metres	A	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	A	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	C	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	A	6	1	6	15-20+	80,000	200,000										280,000		
	Park Dr 18th to Sissons - 430 m - Watermains	A	6	1	6	15-20+	320,000											320,000		
	Park Dr 15th to 18th - 600 m - Watermains	A	6	1	6	15-20+		450,000										450,000		
	Park Dr Sissons to 24th - 460 m - Watermains	A	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 - Funded by Utility	PW garage	D	4	2	8	6-10					400,000				600,000		1,000,000		
		Heavy equipment	D	4	2	8	6-10	110,000	120,000	130,000	140,000	150,000	160,000	170,000	180,000	190,000		1,350,000		
Shop door replacement - 14'		D	4	2	8	6-10	20,000										20,000			
Solids tank with overflow/pond for jetting		D	4	2	8	6-10					50,000						50,000			
Re-twinning of Poplar Bluff Force main		A					2,000,000										2,000,000			
Sewage Lift Stations - General	SLS Communication/Alarms systems	D	5	5	25	1+	15,000	8,000									83,000	106,000	Connects all stations to central monitoring station	
	Odour Control	A	3	4	12	2	10,000	10,000	10,000	10,000	10,000						50,000	50,000	New items so not able to rate - would be an improvement of odour to residence	

Dept	Asset	SF	Risk Score															Total	Notes
			Fail Likelihood	Impact	Severity	Time Horizon	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Long Trm - Infra Deficit		
	Communication	A	5	6	30	1	100,000		20,000									120,000	New item - Fiber to PBL2; Remote communication for major LS
	Spare Pumps	A	5	3	15	5		60,000	35,000	30,000	63,000	42,000	31,000	70,000	75,000			406,000	Pumps within budget are to replace existing - spares of different sizes are needed as backups
	Sampler/Sampling stations	A	4	5	20	1-2	25,000										30,000	55,000	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	2	4	15											50,000	50,000	
	Piping	D	2	6	12	10									30,000			30,000	
	Automation	D	2	2	4	15		15,000										15,000	
	Generator	A	4	5	20	2	100,000											100,000	
	Pumps	D	2	4	8	7				40,000								40,000	1 pump in 2017
6th Ave	Building	D	5	3	15	5	25,000		30,000									55,000	
	Electrical	D	5	5	25	1					50,000							50,000	Safety concern
	Piping	D	4	4	16	4		60,000										60,000	
	Automation	A	5	4	20	2												0	
	Pumps	D	5	4	20	2	30,000					45,000						75,000	
	Generator	A	5	3	15	5				150,000							150,000	300,000	outage
	Communication/Alarms	A	5	4	20	2		5,000										5,000	New item
	HVAC	D	6	4	24	1			5,000									5,000	
Broadway	Building	A	3	4	12	2	40,000	7,000						15,000				62,000	More cost effective to repair in next 2 years than wait for total failure
	Electrical	D	1	6	6	15	5,000											5,000	
	Piping	D	5	5	25	1				30,000								30,000	
	Automation	D	5	4	20	3												0	
	Pumps	D	5	5	25	1						50,000						50,000	
	Communication/Alarms	D	1	6	6	15												0	
	Generator	A	4	5	20	2												0	
Scanlan	Building	D	2	2	4	15									7,000			7,000	
	Electrical	D	2	2	4	15												0	
	Piping	D	5	5	25	1				5,000								5,000	
	Automation	D	1	4	4	18												0	
	Pumps	D	5	5	25	1	9,000											9,000	
	Communication/Alarms	D	2	2	4	15												0	
Gigot	Building	D	2	2	4	15							20,000					20,000	
	Electrical	D	2	2	4	15												0	
	Piping	D	4	5	20	4			15,000									15,000	
	Automation	D	1	4	4	18												0	
	Pumps	D	5	5	25	1					40,000							40,000	
	Generator	A	5	3	15	5					100,000							100,000	
	Communication/Alarms	D	1	6	6	15												0	
Yellowquill/Cres Rd W	Building	D	2	2	4	15											10,000	10,000	
	Electrical	D	2	2	4	15												0	
	Piping	D	3	5	15	3					15,000							15,000	
	Automation	D	1	4	4	18												0	
	Pumps	D	4	6	24	2					25,000							25,000	
	Communication/Alarms	D	1	6	6	15												0	
Sisson	Building	D	2	2	4	15						15,000						15,000	
	Electrical	D	5	2	10	8							15,000					15,000	
	Piping	D	1	6	6	15				40,000								40,000	
	Automation	D	1	4	4	18		20,000										20,000	
	Pumps	D	4	5	20	4			45,000									45,000	
	Communication/Alarms	D	1	6	6	15												0	
Lions Manor	Building	D	1	6	6	15												0	
	Electrical	D	2	5	10	9							50,000					50,000	
	Piping	D	4	5	20	2-3									10,000			10,000	
	Automation	D	1	4	4	18												0	
	Pumps	D	5	5	25	1												0	
	Communication/Alarms	D	2	2	4	15												0	
Brandon Ave	Building	D	2	2	4	15									10,000			10,000	
	Electrical	D	2	2	4	15												0	
	Piping	D	5	5	25	2						5,000						5,000	
	Automation	D	1	6	6	15												0	
	Pumps	D	5	5	25	1												0	
	Communication/Alarms	D	1	6	6	15												0	
Pool	Building	D	1	6	6	15												0	Does not have a building
	Electrical	F	2	2	4	15												0	
	Piping	D	4	5	20	3	10,000											10,000	
	Automation	D	1	6	6	15												0	
	Pumps	D	1	6	6	15	15,000											15,000	

Dept	Asset	SF	Risk Score															Notes
			Fail Likelihood	Impact	Severity	Time Horizon	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Long Trm - Infra Deficit	
Portage Ave	Communication/Alarms	D	1	6	6	15												0
	Building	D	2	2	4	15												0
	Electrical	D	5	4	20	3	15,000											15,000
	Piping	D	3	4	12	10								5,000				5,000
	Automation	D	1	6	6	15												0
	Pumps	D	5	4	20	4-5		8,000							8,000			16,000
McMillan	Communication/Alarms	D	1	6	6	15												0
	Building	D	2	5	10	5								80,000				80,000
	Electrical	D	2	5	10	5												0
	Piping	D	1	5	5	15												0
	Automation	D	2	5	10	10								20,000				20,000
	Pumps	D	2	5	10	7					50,000	60,000	60,000					170,000
Poplar Bluff 2	Communication/Alarms	D	2	5	10	10								10,000				10,000
	Building	D	1	2	2	20												0
	Electrical	D	1	5	5	15												0
	Piping	D	1	5	5	15												0
	Automation	D	1	5	5	15												0
	Pumps	D	3	5	15	5					10,000	10,000	10,000					30,000
South East Devel	Communication/Alarms	D	2	5	10	15	5,000											5,000
	Building	D	1	5	4	20	8,000											8,000
	Electrical	D	1	5	5	15												0
	Piping	D	1	5	5	15												0
	Automation	D	1	5	5	15												0
	Pumps	D	3	5	15	5					5,000	5,000	5,000					15,000
Sewage Lift Stations	Communication/Alarms	D	2	5	10	15												0
	SLS Buildings - electrical, equipment, computer replacement	D	6	4	24	1+	15,000	15,000	15,000	15,000	15,000	20,000	15,000					110,000
	Lift Station Piping Renewal	D	1	5	5	11+		60,000			20,000	70,000				200,000		350,000
Sanitary Sewer Renewal Program	Renewal Program	A	3	3	9	10	195,000	200,000	210,000	220,000	230,000	250,000						1,305,000
	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)	A	2	4	8	10											28,750,000	28,750,000
	Plan Rebuild - Phase 2 (Pending)	B	4	3	12	40+	1,300,000	650,000										1,950,000
	Industrial Pre-treatment Capital Contribution	D	5	5	25	Ongoing until capacity sold	30,671	31,438	32,224	33,029	33,855	34,702	35,569	36,458	37,370	38,304		343,620
	P3 Annual Contribution to Capital	A							1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000		12,000,000
Main building	Safety railing	A	6	4	24	1	30,000											30,000
	Building	D	2	2	4	15				40,000								40,000
	Electrical	D	4	5	20	3	100,000											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
Odour Control	Pumps	D	1	6	6	15	5,000											5,000
SBRs	Liners	D	2	6	12	5-10				500,000								500,000
	Blowers	D	3	6	18	4-5	10,000	11,000										21,000
	Valves	A	3	6	18	4-5	100,000	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											10,000
	UV	Concrete Repair	D	5	3	15	1	25,000										
EQ pumps		D	3	6	18	5	20,000											20,000
Electrical		D	5	5	25	1-2												0
Flow Meter		D	6	5	30	1-2												0
Outfall pumps		D	3	6	18	5	80,000											80,000
BVF	Building	D	2	5	10	5		60,000										60,000
	Pumps	D	3	6	6	15												0
	Boiler	D	3	6	18	10-15												0
	Peroxide System	D	3	4	18	10-15												0
	Piping	D	3	6	18	10-15												0
	Pumps	D	3	6	18	2-5	40,000	40,000										80,000
GBT	Belt thickeners	D	1	6	6	15												0
	Polymer Make up	D	4	6	24	1-2	5,000											5,000
	EQ Tank	A	4	4	16	5			60,000									60,000
BSTs	Pumps	D	3	6	18	2	25,000											25,000
TOTALS:							61,470,171	5,099,438	8,667,224	3,993,029	5,790,855	4,471,702	10,661,569	3,361,458	3,212,370	1,998,304	241,308,000	350,034,120

Funding Source	
#	Name
A	Utility General Reserve

Dept	Asset	SF	Risk Score														Notes	
			Fail Likelihood	Impact	Severity	Time Horizon	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		Long Trm - Infra Deficit
B	Nutrient Removal Reserve																	
C	Debentures																	
D	Operating																	
E	Infrastructure																	
F	Grants																	

Risk Management

Likelihood to Occur:

Score	Descriptor	Annual Probability of 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:

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
4	High	Business or service disruption > 1 but less than 2 days
		Adverse reaction in news
		Many RBVs impacted
5	Very High	Business or service disruption 2 to 7 days
		Adverse reaction in news
		Most RBVs impacted
6	Severe or Catastrophic	Business disruption > 7 days
		Loss of reputation
		All RBVs impacted
		Ceases City business/services/operations
		Can't recover services

Severity Matrix:

Likelihood	6	6	12	18	24	30	36
	5	5	10	15	20	25	30
	4	4	8	12	16	20	24
	3	3	6	9	12	15	18
	2	2	4	6	8	10	12
	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