



City of Richmond

Report to Committee

To: Finance Committee
From: Jerry Chong
Director, Finance
Re: 5 Year Financial Plan (2007-2011)

To Finance - Mar 15 2007
Date: February 28, 2007
File: 12-8065 20-8214

Staff Recommendation

1. That the proposed 5 Year Financial Plan (2007 – 2011) be approved; and
2. That staff undertake a process of public consultation regarding this Plan before it is adopted by Council as per the requirement of Section 165 of the Community Charter.

Jerry Chong
Director, Finance
(4064)

FOR ORIGINATING DIVISION USE ONLY		
CONCURRENCE OF GENERAL MANAGER		
REVIEWED BY TAG	YES <input type="checkbox"/>	NO <input type="checkbox"/>
REVIEWED BY CAO	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

PROPOSED 5 YEAR FINANCIAL PLAN (2007-2011) OVERVIEW

INTRODUCTION:

A 5 Year Financial Plan (5YFP) provides City staff with the authority to pay for services for Richmond residents and to generate required revenues to cover the costs for the services through property taxation, user fees and other types of revenue. It also provides City staff with clear direction on spending levels and ensures that City staff are accountable to Council and the residents. The 5YFP is prepared in accordance with Section 165 of the Community Charter and must be adopted annually by bylaw before the annual property tax bylaw deadline of May 15th.

Proposed 5 Year Financial Plan (2007-2011) Assumptions

The assumptions listed on schedule 1 have been used in preparation of the Budget based upon the information available at the time of preparation.

It is important to note that the projections from 2007-2011 maintain existing service levels and build in operating costs resulting from capital growth. They do not include any additional level requests with the exception of 2007 as these have been approved by Council and from 2008-2011, a 1% transfer of reserves which has been endorsed by Council as part of the City's Long Term Financial Management Strategy.

Salaries

A reasonable estimate for potential salary increases along with related benefits has been included as negotiations with the labour unions are currently underway.

Gaming Revenue

Gaming revenue for 2007-2011 is budgeted and allocated as follows:

	2007	2008	2009	2010	2011
Oval Project	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000
Capital Building and Infrastructure Reserve	1,761,000	1,761,000	1,761,000	1,761,000	1,761,000
Physical Plant	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Revolving Fund	1,239,000	1,239,000	1,239,000	1,239,000	1,239,000
Capital Program	600,000	600,000	600,000	600,000	600,000
Grants Program-Operating	500,000	500,000	500,000	500,000	500,000
RCMP Contract (4 additional officers)	483,000	502,320	522,413	543,309	565,042
Total	\$10,983,000	\$11,002,320	\$11,022,413	\$11,043,309	\$11,065,042

City User Fees

All City user fees have been increased in line with the Consumer Price Index for Vancouver, which have been budgeted at 2.0% for years 2007-2011.

FINANCIAL IMPACT:**Proposed 5YFP Average Property Tax Increases**

The 5YFP projected increases in expenditures is offset against all projected non-tax revenues, (please refer to Schedule 2). In order to balance the budgets, we take the total expenditures less the total non-tax revenues, which results in the required tax levy. The average tax increase is calculated by taking the year over year change in the required tax levy less any projected growth in the tax base due to new construction. The average tax rate increase is then determined by dividing this resulting increase by the prior year's tax base.

Based on the proposed 5YFP (2007-2011), the average tax increase (\$) and the corresponding average tax rate (%) increases are as follows:

Year	Same Level of Service	Tax Increase	Transfer to Reserves	Same Level of Service + tsfr to Reserves	Tax Increase + tsfr to Reserves	Total w/ Additional Levels	Overall Tax Impact
2007	\$2,011,912	1.65%	\$1,000,000	\$3,011,912	2.47%	\$4,445,378	3.65%
2008	2,585,200	2.00%	\$1,294,800	3,880,000	3.00%	-	-
2009	2,770,000	2.03%	\$1,366,000	4,136,000	3.03%	-	-
2010	2,892,000	2.01%	\$1,442,000	4,334,000	3.01%	-	-
2011	3,047,000	2.00%	\$1,521,000	4,568,000	3.00%	-	-

Pursuant to item 1 of Policy 3707, Long Term Financial Management Strategy, the proposed tax increases are within Vancouver's CPI rate (to maintain current programs and maintain existing infrastructure at the same level of service).

Breakdown of 2007 tax increase between Community Safety and City as approved by Council on February 26, 2007.

	Change	Tax Impact
City	\$4,207,246	3.46%
RCMP	1,312,903	1.08%
Fire	1,271,759	1.05%
Transfer to Reserves	1,000,000	0.82%
	<hr/> 7,791,908	<hr/> 6.40%
Net Growth	(3,346,530)	(2.75%)
	<hr/> \$4,445,378	<hr/> 3.65%

2007 Additional Levels:

The 2007 base operating budget and the following additional levels were approved at the Council meeting of February 26, 2007 and are included as part of the 3.65% tax increase:

	Amount \$	Tax Impact Each Item	Overall
<u>2007 Base Operating Budget</u>			
Estimated Shortfall net of initial estimated growth	\$2,559,526	2.10%	2.10%
Additional estimated growth	(547,614)	(0.45%)	1.65%
	2,011,912	1.65%	
Additional Level Requests as approved by Council;			
1 Increased Casino revenue	(483,144)	(0.40%)	1.25%
2 Additional transfer to reserves	1,000,000	0.82%	2.07%
3 RCMP - 4 Officers funded by Casino	483,144	0.40%	2.47%
4 RCMP - 6 Officers gap funded	0	0.00%	2.47%
5 RCMP - 1 Aux Constable gap funded	0	0.00%	2.47%
6 RCMP - 2 Officers Electrical Safety Program (Enterprise fund)	0	0.00%	2.47%
7 RFR Deputy Chief, Office Manager and Assistant	307,099	0.25%	2.72%
8 RCMP- One Additional IHIT Team	71,988	0.06%	2.78%
9 Physical Plant Replacement	250,000	0.21%	2.99%
10 Mosquito Control in Parks Basin	12,000	0.01%	3.00%
11 Asphalt Capping	200,000	0.16%	3.16%
12 Solicitor	150,000	0.12%	3.29%
13 Sidewalk Maintenance	60,000	0.05%	3.34%
14 Crime Analyst	79,910	0.07%	3.40%
15 Community Policing Programs	15,000	0.01%	3.42%
16 Community Facility Coordinator – Hamilton	25,723	0.02%	3.44%
17 East Richmond Community Station	25,000	0.02%	3.46%
18 Hamilton Weekly Library Delivery Service	97,126	0.08%	3.54%
19 Back Lanes Pruning	20,000	0.02%	3.56%
20 Special Event Insurance Community Associations	20,000	0.02%	3.57%
21 Human Resources Duty to Accommodate	30,000	0.02%	3.60%
22 PRCS Volunteer Strategy Coordinator	69,620	0.06%	3.65%
	2,433,466	2.00%	
	\$4,445,378	3.65%	

Proposed 5YFP (2007-2011) Capital Program

The proposed 5 Year Capital Program for 2007-2011 has been incorporated into the 5YFP.

The balance of the funding for the capital program comes from statutory reserve accounts and other funding sources such as grants and development cost charges. The proposed 5YFP Capital Program for 2007-2011 was prepared by the Land & Capital Team, which has representation from all City Departments. As in previous years, the Team utilized a ranking system in conjunction with comments and recommendations from all stakeholders.

The ranking criteria includes:

- the level of need for a project
- consistency with Council approved plans or priorities
- financial costs and benefits
- financial risk associated with a project
- social/environmental/liveability benefits
- funding sources and availability

The proposed 2007 Capital Program is intended as a detailed plan for construction, while years 2008-2011 are intended to be a planning tool that will be reviewed and refined annually based on financial and other trends. The total expenditure amount of each year of the recommended Capital Plan by program is:

Programs	2007	2008	2009	2010	2011
Infrastructure	\$37,533,856	\$23,953,597	\$27,358,116	\$23,319,284	\$23,722,568
Building	100,438,077	11,172,651	10,730,000	11,300,000	10,400,000
Land	14,900,000	15,400,000	15,400,000	15,400,000	15,400,000
Parks	14,796,110	11,666,000	9,941,000	7,666,000	7,266,000
Equipment	4,535,200	2,275,600	1,843,240	1,600,000	2,919,800
Total	\$172,203,243	\$64,467,848	\$65,272,356	\$59,285,284	\$59,708,368

2007 Capital Budget

On October 23, 2006, Council approved the 2007 Provisional Capital Budget in the amount of \$135.1 M. The following are changes to the provisional budget:

Provisional plan October 23, 2006	\$M	\$135.10
Amendments;		
Affordable Housing	1.30	
Britannia Shipyard	1.65	
Bylaw Dispute Adjudication System	0.04	
City Centre Middle Arm Park	1.00	
Drainage Pump Station Upgrades	0.16	
Energy Management Mechanical Systems Upgrades	0.87	
Future Grant/Donation Contributions - Building	1.00	
Future Grant/Donation Contributions - Parks	1.04	
Future Grant/Donation Contributions - Roads	0.76	
Infrastructure Advanced Design	0.10	
McLennan North Community Park	0.02	
Olympic Oval Project (No increase to overall budget)	27.61	

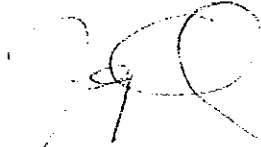
Paddling Centre (Donation)	0.10	
Parks General Development	0.60	
Public Art	0.06	
Public Works Minor Capital	0.05	
Sanitary Sewer	0.70	
Steveston Park Water Play	0.24	
Characterization - Neighbourhood Parks (reduction to accommodate Steveston Park Water Play)	(0.21)	
Total Amendments		37.1
Total Budget		172.2

Amendments

- Affordable Housing project of \$1.3 M has been added for future projects.
- Britannia Shipyards project of \$1.65 M has been added as funding has been accommodated as additional amounts were available in the reserve due to closures of past projects.
- The Bylaw Adjudication System of \$0.04 M was approved by Council on January 8, 2007 and will be funded by the Enterprise Fund.
- City Center Middle Arm Park has been increased \$1.0 M due to anticipated grant funding.
- Energy Management Mechanical System upgrades of \$0.87 M was approved by Council on February 12, 2007 and will be funded by the Enterprise Fund.
- Staff have estimated future grants and donations for the building, parks and roads program of \$2.8 M combined.
- The Olympic Oval costs of \$27.61 M have been moved forward from 2008 in order to accommodate the expenditure bylaw, there is no increase on the overall budget of \$178.0 M.
- Sanitary Sewer projects has been increased by \$0.7 M, due to a developer contribution (\$0.4 M) and due to additional land requirements (\$0.3 M right of way).
- The Paddling Center was approved by Council on October 10, 2006 and the funding of \$0.1 M is from a donation.
- Parks General Development project has been increased by \$0.60 M due to a combination of a reserve, grant and donation.
- The Steveston Park Water Play (\$0.24 M) was approved by Council on February 12, 2007 and funding will be through a reduction in the Neighbourhood Park Characterization project and fundraising.

CONCLUSION

The 5YFP outlines the current year's budget and provides projections for future years. It should be emphasized that the 5YFP beyond 2007 will change as more accurate and current information is obtained to update each successive year accordingly. The proposed 5YFP is consistent with Council's initiative to ensure that tax increases are within the rate of inflation (Vancouver CPI). Richmond is competitive in its municipal tax levy when compared with other municipalities in the GVRD and continues to be a leader in providing quality services to its residents.



Jeffry Chong
Director, Finance
(4064)

Schedule 1

CITY OF RICHMOND
PROPOSED 5 YEAR FINANCIAL PLAN (2007 - 2011)
ASSUMPTIONS
(\$ in 000's)

	2007	2008	2009	2010	2011
Salary Increases-All LG's*	n/a	n/a	n/a	n/a	n/a
Fire Rescue Salaries*	n/a	n/a	n/a	n/a	n/a
Consumer Price Index**	2.00%	2.00%	2.00%	2.00%	2.00%
U.S. Exchange Rates**	1.15	1.15	1.15	1.15	1.15
Gas	8.00%	8.00%	8.00%	8.00%	8.00%
Hydro	5.00%	5.00%	5.00%	5.00%	5.00%
Contracts (photocopy & office equipment)	2.00%	2.00%	2.00%	2.00%	2.00%
Casino Funding					
Oval	\$ 5,000	5,000	5,000	5,000	5,000
Revolving Fund	1,239	1,239	1,239	1,239	1,239
Capital	600	600	600	600	600
Capital Building Infrastructure	1,761	1,761	1,761	1,761	1,761
Grants	500	500	500	500	500
Physical Plant Sustaining	1,400	1,400	1,400	1,400	1,400
Operating (RCMP)	<u>483</u>	<u>502</u>	<u>522</u>	<u>543</u>	<u>565</u>
	\$ 10,983	\$ 11,002	\$ 11,022	\$ 11,043	\$ 11,065
Insurance	6.00%	6.00%	6.00%	6.00%	6.00%
Growth	2.75%	2.50%	2.50%	2.25%	2.25%
RCMP Contract increases (including YVR)	4.00%	4.00%	4.00%	4.00%	4.00%
Business License Revenue	2.00%	2.00%	2.00%	2.00%	2.00%
Community Facility Revenue	2.00%	2.00%	2.00%	2.00%	2.00%

*There are no contracts in place for future years for either the City or Fire as labour negotiations are in progress

** Consumer Price Index and US Exchange Rates are based on Province of BC Estimates

Schedule 2

CITY OF RICHMOND
5 YEAR FINANCIAL PLAN (2007-2011)
(in 000's)

	2007	2008	2009	2010	2011
	\$	\$	\$	\$	\$
EXPENDITURES					
Municipal Debt:					
Debt Interest	3,085	3,085	3,085	3,085	3,085
Debt Principal	2,672	2,806	2,946	3,093	3,248
Divisional Expenditures:					
Community Safety	68,550	70,961	74,192	76,312	79,019
Parks, Recreation & Cultural Services	41,897	43,178	44,492	45,780	46,903
Engineering & Public Works	33,995	34,644	36,233	37,384	38,559
Utilities (Water, Sewer & Sanitation)	67,297	71,232	75,274	79,355	83,553
Business & Financial Services	6,518	6,672	6,821	6,981	7,135
Planning & Development	9,972	10,229	10,493	10,765	11,044
Corporate Administration	4,500	4,748	5,106	4,775	3,443
Corporate Services	12,552	12,932	13,228	13,532	13,845
Fiscal	16,825	19,722	20,466	22,872	25,859
Transfer to Statutory Reserves	22,409	23,704	25,070	26,512	28,033
Capital Plan	172,203	64,468	65,272	59,285	59,708
TOTAL EXPENDITURES	462,475	368,381	382,678	389,731	403,434
REVENUES					
Property Taxes	129,484	136,601	144,152	152,090	160,460
Grants in Lieu of Taxes	10,313	10,383	10,393	10,493	10,543
Utilities (Water, Sewer & Sanitation)	67,297	71,232	75,274	79,355	83,553
Fees & Charges	35,894	36,454	37,979	39,259	40,623
Other Revenues:					
Provincial Revenue Sharing	4,212	4,212	4,257	4,289	4,328
Gaming Revenue	11,000	11,002	11,022	11,043	11,065
Fiscal Revenues	22,688	24,633	24,921	24,498	23,718
Investment Income	8,374	8,386	8,393	8,399	8,406
Penalties and Interest on Taxes	1,010	1,010	1,015	1,020	1,030
Capital Plan:					
Transfer from DCC Reserve	19,057	15,548	18,647	15,854	15,731
Transfer From Other Funds and Reserves	153,146	48,920	46,625	43,431	43,977
TOTAL REVENUES	462,475	368,381	382,678	389,731	403,434
Proposed Property Tax Increase %	3.65%	3.00%	3.03%	3.01%	3.00%

Schedule 3

CITY OF RICHMOND
PROPOSED 5 YEAR CAPITAL PROGRAM
2007 - 2011
(in \$000's)

	2007	2008	2009	2010	2011
	\$	\$	\$	\$	\$
INFRASTRUCTURE PROGRAM					
Drainage/Storm Sewer	5,237	3,955	5,919	1,854	6,450
Local & Neighbourhood Improvements	750	750	750	750	750
Minor Public Works	650	500	600	600	600
Roads	18,333	7,916	8,880	10,919	7,104
Sanitary Sewer	3,342	2,416	2,566	2,534	2,354
Water	9,222	8,416	8,643	6,662	6,464
Total	37,534	23,953	27,358	23,319	23,722
BUILDING PROGRAM					
Community Safety Building	7,940	463	-	-	-
Major Buildings	6,327	2,710	7,400	7,800	6,900
Minor Buildings	1,981	1,000	3,330	3,500	3,500
Olympic Oval	84,190	7,000	-	-	-
Total	100,438	11,173	10,730	11,300	10,400
LAND PROGRAM					
Affordable Housing	1,300	400	400	400	400
Land Acquisition	13,600	15,000	15,000	15,000	15,000
Total	14,900	15,400	15,400	15,400	15,400
PARKS PROGRAM					
Child Care Program	45	16	16	16	16
Major Parks	6,608	6,800	4,375	2,600	2,250
Minor Parks	2,143	650	550	450	600
Parkland Acquisition	6,000	4,200	5,000	4,600	4,400
Total	14,796	11,666	9,941	7,666	7,266
EQUIPMENT PROGRAM					
Annual Fleet Replacement	1,669	1,545	1,566	1,600	1,600
Computer Capital/Software	1,618	-	-	-	-
Fire Department Vehicles	1,098	444	277	-	1,320
Technological Innovations	150	287	-	-	-
Total	4,535	2,276	1,843	1,600	2,920
Total	172,203	64,468	65,272	59,285	59,708

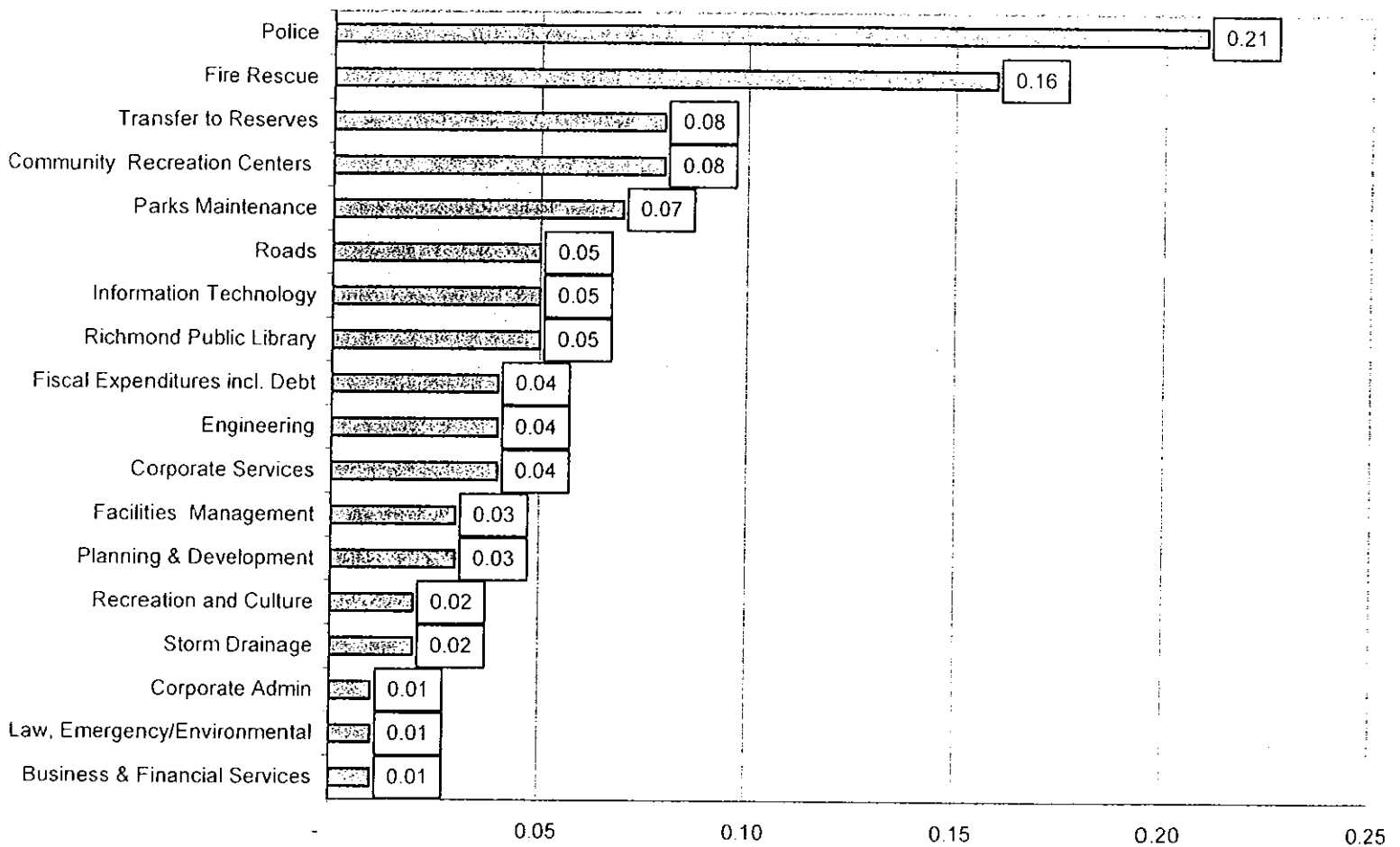
Schedule 4

CITY OF RICHMOND
PROPOSED 5 YEAR CAPITAL PLAN FUNDING SOURCES
2007 – 2011
(in \$000's)

	2007	2008	2009	2010	2011
	\$	\$	\$	\$	\$
<u>DCC Reserve</u>					
Drainage	164	458	1,737	464	1,478
Parks Acquisition	10,780	6,076	4,900	4,508	4,312
Parks Development	3,430	3,577	3,994	2,793	2,597
Roads	3,824	4,675	7,149	7,007	6,280
Sanitary Sewer	197	190	197	190	187
Water	662	572	670	892	877
TOTAL	19,057	15,548	18,647	15,854	15,731
<u>Reserves and Other Sources</u>					
<u>Statutory Reserves</u>					
Affordable Housing Reserve Fund	1,300	400	400	400	400
Capital Building and Infrastructure Reserve Fund	7,835	1,876	-	-	1,900
Capital Reserve Fund	61,148	10,990	9,712	10,729	9,795
Child Care Development Reserve Fund	45	16	16	16	16
Drainage Improvement Reserve Fund	3,524	3,176	4,003	1,396	5,094
Equipment Replacement Reserve Fund	2,593	1,989	1,843	1,600	2,920
Local Improvements Reserve Fund	500	500	500	500	500
Public Art Program Reserve Fund	100	100	-	-	-
Sanitary Sewer Reserve Fund	2,735	2,216	2,359	2,334	2,157
Watermain Replacement Reserve Fund	6,516	5,808	5,929	5,851	5,670
Subtotal Statutory Reserves	86,296	27,071	24,762	22,826	28,452
<u>Other Sources</u>					
Appropriated Surplus/Surplus	44,987	17,687	18,050	17,800	15,000
Grant, Developer and Community Contributions	19,863	2,162	1,813	2,805	525
Water Metering Provision	2,000	2,000	2,000	-	-
Subtotal Other Sources	66,850	21,849	21,863	20,605	15,525
TOTAL RESERVES & OTHER SOURCES	153,146	48,920	46,625	43,431	43,977
TOTAL CAPITAL PLAN CONTRIBUTIONS	172,203	64,468	65,272	59,285	59,708

Schedule 5

Breakdown of \$1 of Municipal Taxes 2007





CITY OF RICHMOND

5 YEAR FINANCIAL PLAN (2007 TO 2011)

BYLAW NO. 8216

EFFECTIVE DATE –

CITY OF RICHMOND

5 YEAR FINANCIAL PLAN (2007 - 2011) BYLAW 8216

The Council of the City of Richmond enacts as follows:

1. Schedule "A" and Schedule "B" which are attached and form a part of this bylaw, are adopted as the 5 Year Financial Plan (2007 - 2011).
2. 2006 to 2010 – 5 Year Financial Plan Bylaw No. 8068 is repealed.
3. This Bylaw is cited as "5 Year Financial Plan (2007 - 2011) Bylaw 8216".

FIRST READING

SECOND READING

THIRD READING

ADOPTED

_____	CITY OF RICHMOND
_____	APPROVED for content by originating dept.
_____	APPROVED for legality by Solicitor

MAYOR

CITY CLERK

SCHEDULE A to BYLAW 8216

CITY OF RICHMOND
5 YEAR FINANCIAL PLAN (2007-2011)
(in 000's)

	2007	2008	2009	2010	2011
	\$	\$	\$	\$	\$
EXPENDITURES					
Municipal Debt:					
Debt Interest	3,085	3,085	3,085	3,085	3,085
Debt Principal	2,672	2,806	2,946	3,093	3,248
Divisional Expenditures:					
Community Safety	68,550	70,961	74,192	76,312	79,019
Parks, Recreation & Cultural Services	41,897	43,178	44,492	45,780	46,903
Engineering & Public Works	33,995	34,644	36,233	37,384	38,559
Utilities (Water, Sewer & Sanitation)	67,297	71,232	75,274	79,355	83,553
Business & Financial Services	6,518	6,672	6,821	6,981	7,135
Planning & Development	9,972	10,229	10,493	10,765	11,044
Corporate Administration	4,500	4,748	5,106	4,775	3,443
Corporate Services	12,552	12,932	13,228	13,532	13,845
Fiscal	16,825	19,722	20,466	22,872	25,859
Transfer to Statutory Reserves	22,409	23,704	25,070	26,512	28,033
Capital Plan	172,203	64,468	65,272	59,285	59,708
TOTAL EXPENDITURES	462,475	368,381	383,678	389,731	403,434
REVENUES					
Property Taxes	129,484	136,601	144,152	152,090	160,460
Grants in Lieu of Taxes	10,313	10,383	10,393	10,493	10,543
Utilities (Water, Sewer & Sanitation)	67,297	71,232	75,274	79,355	83,553
Fees & Charges	35,894	36,454	37,979	39,259	40,623
Other Revenues:					
Provincial Revenue Sharing	4,212	4,212	4,257	4,289	4,328
Gaming Revenue	11,000	11,002	11,022	11,043	11,065
Fiscal Revenues	22,688	24,633	24,921	24,498	23,718
Investment Income	8,374	8,386	8,393	8,399	8,406
Penalties and Interest on Taxes	1,010	1,010	1,015	1,020	1,030
Capital Plan:					
Transfer from DCC Reserve	19,057	15,548	18,647	15,854	15,731
Transfer From Other Funds and Reserves	153,146	48,920	46,625	43,431	43,977
TOTAL REVENUES	462,475	368,381	382,678	389,731	403,434
Proposed Property Tax Increase %	3.65%	3.00%	3.03%	3.01%	3.00%

SCHEDULE B to BYLAW 8216

CITY OF RICHMOND
 PROPOSED 5 YEAR CAPITAL PLAN FUNDING SOURCES
 2007 – 2011
 (in \$000's)

	2007	2008	2009	2010	2011
	\$	\$	\$	\$	\$
<u>DCC Reserve</u>					
Drainage	164	458	1,737	464	1,478
Parks Acquisition	10,780	6,076	4,900	4,508	4,312
Parks Development	3,430	3,577	3,994	2,793	2,597
Roads	3,824	4,675	7,149	7,007	6,280
Sanitary Sewer	197	190	197	190	187
Water	662	572	670	892	877
TOTAL	19,057	15,548	18,647	15,854	15,731
<u>Reserves and Other Sources</u>					
<u>Statutory Reserves</u>					
Affordable Housing Reserve Fund	1,300	400	400	400	400
Capital Building and Infrastructure Reserve Fund	7,835	1,876	-	-	1,900
Capital Reserve fund	61,148	10,990	9,712	10,729	9,795
Child Care Development Reserve Fund	45	16	16	16	16
Drainage Improvement Reserve Fund	3,524	3,176	4,003	1,396	5,094
Equipment Replacement Reserve Fund	2,593	1,989	1,843	1,600	2,920
Local Improvements Reserve Fund	500	500	500	500	500
Public Art Program Reserve Fund	100	100	-	-	-
Sanitary Sewer Reserve Fund	2,735	2,216	2,359	2,334	2,157
Watermain Replacement Reserve Fund	6,516	5,808	5,929	5,851	5,670
Subtotal Statutory Reserves	86,296	27,071	24,762	22,826	28,452
<u>Other Sources</u>					
Appropriated Surplus/Surplus	44,987	17,687	18,050	17,800	15,000
Grant, Developer and Community Contributions	19,863	2,162	1,813	2,805	525
Water Metering Provision	2,000	2,000	2,000	-	-
Subtotal Other Sources	66,850	21,849	21,863	20,605	15,525
TOTAL RESERVES & OTHER SOURCES	153,146	48,920	46,625	43,431	43,977
TOTAL CAPITAL PLAN CONTRIBUTIONS	172,203	64,468	65,272	59,285	59,708