



City of Richmond

Report to Council

To: Richmond City Council

From: Jerry Chong, CPA, CA
General Manager, Finance and Corporate Services

Date: December 6, 2022

File: 03-0970-25-2023-01/2022-Vol 01

Re: Consolidated 5 Year Financial Plan (2023-2027) Bylaw No. 10429

Staff Recommendation

1. That the Consolidated 5 Year Financial Plan (2023-2027) Bylaw No. 10429 be introduced and given first, second, and third readings.
2. That staff undertake a process of public consultation in accordance with Section 166 of the *Community Charter*.

Jeffrey Chong, CPA, CA
General Manager, Finance and Corporate Services
(604-276-4064)

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Law	<input checked="" type="checkbox"/>	
REVIEWED BY SMT	INITIALS:	APPROVED BY CAO

Staff Report

Origin

Section 165 of the *Community Charter* requires the City to adopt a 5 Year Financial Plan (5YFP) Bylaw. Section 173 of the *Community Charter* states that a municipality must not make an expenditure other than one authorized in its annual financial plan. The 5YFP Bylaw provides the City with the authority to proceed with spending to the limits as outlined in the bylaw. The City is required under section 166 of the *Community Charter* to undertake a process of public consultation prior to adoption of the 5YFP.

The 5YFP Bylaw No. 10429 consolidates the budgets for Utility, Operating, Capital budgets and One-Time Expenditures. The key components of 5YFP Bylaw No. 10429 are as follows:

Table 1: Summary of Approval of the 2023 Budgets

Budget Report	Approval Date	Finance Committee Recommendation
2023 Utility Budget	November 14, 2022	Approved as presented except for Solid Waste and Recycling, Option 3 was approved
2023 Richmond Public Library Budget ¹	December 5, 2022	Approved as presented
2023 Operating Budget ¹	December 5, 2022	Approved as presented plus Increase Operating Hours for Steveston Outdoor Pool (Attachment 10 Item 5)
2023 One-Time Expenditures ¹	December 5, 2022	Approved as presented
2023 Capital Budget ¹	December 5, 2022	Approved as presented

¹ Approved at the Finance Committee

The 2023 Utility rates were approved by Council on November 14, 2022 and the following bylaws were adopted on November 28, 2022:

- Waterworks and Water Rates Bylaw No. 5637, Amendment Bylaw No. 10419
- Solid Waste & Recycling Regulation Bylaw No. 6803, Amendment Bylaw No. 10421
- Flood Protection Bylaw No. 10426
- Sanitary Sewer Bylaw No. 10427

The Consolidated 5YFP includes the preliminary draft budget for the City's wholly owned subsidiary Richmond Olympic Oval Corporation.

The Consolidated 5YFP does not include the budget for Lulu Island Energy Company (LIEC) since LIEC has been classified as a Government Business Enterprise and is required to apply International Financial Reporting Standards while the City is required to report under Public Sector Accounting Standards.

The Consolidated 5YFP Bylaw includes estimates for 2024-2027 based on information currently available and will be revised with the financial plan for each respective year. Inclusion in the financial plan for 2024 and beyond does not represent final approval.

Analysis

This report combines the Council approved 2023 budgets and additional items into a consolidated financial plan to provide expenditure authorization, allowing the City to formally proceed with delivering programs and services to the community. In addition, the 5YFP includes operating and capital carryforward amounts that have been approved in prior years, however, projects and programs are expected to be completed in 2023 and future years.

Adjustments with No Impact on Rates

Prior Year Capital Carryforwards

The 5YFP includes amounts from previously approved and funded projects that are still in progress as capital projects may take several years to complete after Council approval. There is no tax impact as a result of including these amounts.

Prior Year Operating Carryforwards

The 5YFP includes amounts from previously approved and funded projects that are still in progress, including one-time expenditures and operating programs funded by previous budgets, which may take several years to complete after Council approval. There is no tax impact as a result of including these amounts.

Developer Contributed Assets

The 5YFP also includes an estimate for the value of negotiated developer contributed assets that the City will take ownership of as a result of rezoning approvals. This includes dedicated land under new road, infrastructure and building facilities contributed by developers. There is no cost to the City for building the initial infrastructure; however, it becomes part of the City's inventory of assets to maintain and eventually replace. There are also Operating Budget Impacts (OBI) associated with developer contributed assets and the OBI's will be included in the budget process for consideration when the assets are in service.

Operating Budget Impacts (OBI)

The approved 2023 Capital Budget includes OBI for water infrastructure projects. Since the approval occurred subsequent to the setting of the utility rates, this additional operating cost is not factored into the 2023 utility rates. This additional impact will be funded by the water levy stabilization account and will be incorporated into the 2024 utility rates. The OBI estimates for all approved capital projects related to the operating budget are also included.

Public Consultation

Section 166 of the *Community Charter* requires a process of public consultation prior to adoption of the 5YFP. In order to comply with this requirement, the following communication initiatives will include:

- preparing a news release on the City website with a link to the budget and 5YFP reports;
- engaging a public forum on Let’s Talk Richmond scheduled to launch on December 14, 2022;
- utilizing social media to raise awareness of the public consultation period through Facebook and Twitter accounts; and
- advertising in the Richmond News as a reminder of the ongoing public consultation.

Table 2 summarizes the results from the last public consultation for the Consolidated 5YFP (2022 – 2026).

Table 2: Results from Public Consultation for the Consolidated 5YFP (2022 – 2026)

Public Consultation Statistics	Consolidated 5YFP (2022 - 2026)
Number of Engagements	983
Number of Comments Received	18

In order to ensure that the 5YFP consultation is effective and efficient, staff will continue to conduct the process through Let’s Talk Richmond and social media.

The public consultation period will run until January 8, 2023 and staff will report the results to Council in advance of the meeting scheduled to give final reading to the 5YFP bylaw.

Financial Impact

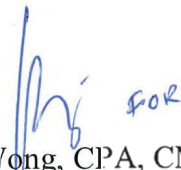
The Consolidated 5YFP (2023-2027) has been prepared in accordance with Section 165 of the *Community Charter* and includes the proposed expenditures and funding sources which have been approved by Council. Table 3 summarizes the proposed 2023 tax increase of 5.89%, and estimates for 2024 through 2027. The estimated tax increase for the 5YFP includes a 1.00% increase for investment in community infrastructure each year in accordance with Council’s Long Term Financial Management Strategy.

Table 3 – Proposed 5YFP 2023-2027 Summary

Proposed 5 Year Financial Plan	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan
Same Level of Service Increase Before Storm Reallocation to Utility Budget	3.59%	3.13%	3.04%	2.97%	3.12%
Less: Storm Reallocation to Utility Budget	(0.37%)	(0.35%)	(0.33%)	-%	-%
Same Level of Service Increase	3.22%	2.78%	2.71%	2.97%	3.12%
Deferral from Prior Year's Budget	-%	0.61%	-%	-%	-%
Emerging Organizational Additional Levels	0.28%	0.17%	0.16%	0.31%	0.14%
Investment in Community Infrastructure	1.00%	1.00%	1.00%	1.00%	1.00%
External Senior Government Related Increases	1.51%	0.45%	0.47%	0.51%	0.54%
Operating Budget Impact from Capital Budget	0.44%	0.36%	0.34%	0.21%	0.12%
Council Previously Approved Commitments	0.09%	-%	-%	-%	-%
Rate Stabilization	(0.65%)	-%	-%	-%	-%
Proposed Operating Budget Increase	5.89%	5.37%	4.68%	5.00%	4.92%

Conclusion

Staff recommend that the Consolidated 5 Year Financial Plan Bylaw (2023-2027) No. 10429 be given first through third readings and undertake the public consultation process.

 *for*
Ivy Wong, CPA, CMA
Acting Director, Finance
(604-276-4046)

MS:yc

- Att. 1: 5 Year Capital Plan by Program (2023-2027)
- 2: 5 Year Capital Plan Summary (2023-2027)
- 3: 5 Year Capital Plan Funding Sources (2023-2027)
- 4: 2023 Municipal Tax Dollar (With OBI and Additional Levels)
- 5: Consolidated 5 Year Financial Plan (2023-2027) Bylaw No. 10429

CITY OF RICHMOND
5 YEAR CAPITAL PLAN BY PROGRAM (2023-2027)
(in \$000s)

	2023	2024	2025	2026	2027
Infrastructure Program					
Roads					
2023 Translink Bus Speed & Reliability Projects	875	-	-	-	-
Active Transportation Improvement Program	800	750	750	750	750
Annual Asphalt Re-Paving Program – MRN	1,654	1,687	1,721	1,755	1,790
Annual Asphalt Re-Paving Program – Non-MRN	3,752	3,940	4,137	4,344	4,561
Arterial Roadway Improvement Program	800	800	800	800	800
Bridge Rehabilitation Program	-	300	300	-	-
Citywide Connector Walkways Rehabilitation Program	250	250	-	-	-
Citywide Sidewalk and Street Light Replacement Program	500	500	500	-	-
Gilbert Road Off-road Cycling Facility, Granville Avenue to Elmbridge Way	-	-	3,800	-	-
LED Street Name Sign Program	300	300	300	300	300
Moncton St Pedestrian & Cycling Improvement	1,100	-	-	-	-
Neighbourhood Walkway Program	500	500	500	500	500
Shell Road Multi-Use Pathway, Highway 99 to River Road	-	8,400	-	-	-
Special Crosswalk Program	350	350	350	350	350
Steveston Highway Multi-Use Pathway, No. 2 Road to Railway Avenue	5,700	-	-	-	-
Street Light LED Upgrade Program	490	490	490	-	-
Supplementary Asphalt Paving Program – Non-MRN	-	-	2,000	-	-
Top 20 Collision Prone Intersections-Implementation of Medium-/Long-term Improvements	2,000	2,000	2,000	2,000	2,000
Traffic Calming Program	300	300	300	300	300
Traffic Signal Power Backup System (UPS)	200	200	200	200	200
Traffic Signal Program	500	500	500	500	500
Traffic Video and Communication Program	400	400	400	400	400
Transit-Related Amenity Improvement Program	100	-	100	-	100
Transit-Related Roadway Improvement Program	200	200	200	200	200
Transportation Planning, Functional and Preliminary Design	400	400	400	400	400
Total Roads	\$ 21,171	\$ 22,267	\$ 19,748	\$ 12,799	\$ 13,151

	2023	2024	2025	2026	2027
Flood Protection (Drainage)					
Box Culvert Repair	-	250	-	250	-
Burkeville Utility Improvements	4,054	4,050	3,290	3,100	3,000
Cambie Road West Drainage Pump Station Upgrade	-	-	-	-	6,000
Canal Stabilization and Drainage and Irrigation Upgrades	3,000	1,500	250	250	250
Development Coordinated Works – Drainage	250	250	250	250	-
Disaster Mitigation and Adaptation Fund Infrastructure Upgrades	3,000	10,200	9,034	-	-
Drainage Network Ecological Enhancement	-	150	-	150	-
Drainage Pump Station Rehabilitation and Upgrade and Generator Installation	200	150	250	150	250
Flood Protection and Dike Improvements	3,640	3,500	10,500	11,690	9,800
Horseshoe Slough Drainage Upgrades	3,500	-	-	-	-
Invasive Species Management	300	200	200	200	200
Laneway Drainage Upgrade	1,732	1,215	1,200	1,580	2,070
No. 3 Road South Pump Station Upgrade	-	-	10,000	-	-
SCADA System Improvements	350	300	300	300	300
Storm Main Drainage Upgrade	-	-	250	500	250
Watercourse Crossing Rehabilitation and Replacement	-	150	150	150	150
Total Flood Protection (Drainage)	\$ 20,026	\$ 21,915	\$ 35,674	\$ 18,570	\$ 22,270
Water					
Development Coordinated Works – Water	250	250	250	250	250
Pressure Reducing Valve Upgrades	-	1,700	-	-	-
Water Metering Program	2,000	3,000	3,000	3,000	3,000
Watermain Replacement Upgrades Program	4,017	5,859	7,170	4,672	6,361
Watermain Tie-in and Restoration	300	500	400	400	400
Total Water	\$ 6,567	\$ 11,309	\$ 10,820	\$ 8,322	\$ 10,011
Sanitary Sewer					
9800 Van Horne Way Development Coordinated Works	-	2,431	-	-	-
Bennett West Sanitary Pump Station Replacement	-	-	-	5,500	-
Development Coordinated Works – Sanitary	250	250	250	250	250
Sanitary Pump Station and Forcemain Upgrades and Rehabilitation	350	450	450	450	450
Sanitary Sewer Gravity System Assessment and Rehabilitation	550	620	750	650	850
Sanitary Sewer Tie-in and Restoration	150	150	150	150	150
Steveston Sanitary Sewer Rehabilitation	1,800	2,000	3,300	2,000	3,100
Steveston Utility Upgrades	4,739	-	-	-	-
Total Sanitary Sewer	\$ 7,839	\$ 5,901	\$ 4,900	\$ 9,000	\$ 4,800

	2023	2024	2025	2026	2027
Infrastructure Advanced Design and Minor Public Works					
Capstan Community Centre – Furniture, Fixtures and Equipment (FF&E) and OBI	-	800	-	-	-
Public Works Infrastructure Advanced Design	2,630	1,480	1,430	2,430	1,430
Public Works Minor Capital – Drainage	400	400	400	400	400
Public Works Minor Capital – Roads	350	-	350	-	-
Public Works Minor Capital – Sanitary	400	400	400	400	400
Public Works Minor Capital – Sanitation & Recycling	300	300	300	300	300
Public Works Minor Capital – Water	400	400	400	400	400
Total Infrastructure Advanced Design and Minor Public Works	\$ 4,480	\$ 3,780	\$ 3,280	\$ 3,930	\$ 2,930
Total Infrastructure Program	\$ 60,083	\$ 65,172	\$ 74,422	\$ 52,621	\$ 53,162
Building Program					
Building					
Annual Infrastructure Replacements and Building Improvements	4,943	3,000	3,000	3,000	3,000
Capital Buildings Project Development Advanced Design	500	-	-	500	500
Caretaker Suite Infrastructure Renewals – Phase 1	1,900	-	-	-	-
City Hall Chiller Replacement and Domestic Water Line Renewal	4,600	-	-	-	-
City Hall Mechanical and Interior Finish Renewals	-	-	6,800	-	-
City Wide Baseball Building & Fieldhouse Infrastructure Renewals	-	-	-	-	350
Community Safety Building – Roof Replacement and Mechanical Renewals	-	-	-	-	7,000
Community Safety Building Upgrades	612	-	-	-	-
Curling Club Priority 3 Repairs	-	-	-	900	-
Debeck House Envelope Renewals	-	-	-	500	-
East Richmond Hall Envelope and HVAC Renewals	-	-	-	250	-
Fire Hall No. 5 System Renewals	700	-	-	-	-
Gateway Theatre Mechanical and HVAC Renewals	-	-	5,500	-	-
Hamilton Community Centre Infrastructure Renewals	-	-	-	-	200
Hugh Boyd Field House	-	-	-	14,000	-
Library Cultural Centre – Life Safety Replacements and Elevator Renewals	-	-	-	-	5,000
Library Cultural Centre Envelope System Renewals	-	-	2,400	-	-
Richmond Curling Club Priority 2 Repairs – Phase 1	1,300	-	-	-	-
Richmond Ice Centre Infrastructure Renewals	-	-	-	-	1,000

	2023	2024	2025	2026	2027
Richmond Ice Centre Life / Safety and Interior Renewals	-	-	-	1,700	-
Richmond Ice Centre Mechanical and Electrical Renewals	-	3,700	-	-	-
South Arm Community Centre Envelope and Infrastructure Renewals	-	-	-	9,000	-
South Arm Hall Infrastructure Renewal	1,800	-	-	-	-
Steveston Martial Arts Envelope and Interior Renewals	-	-	-	550	-
Steveston Post Office and Museum Infrastructure Renewals	-	-	-	450	-
West Richmond Pitch & Putt Mechanical and Interior Renewals	-	-	-	600	-
Works Yard Capital Maintenance	4,400	3,600	-	4,000	4,000
Total Building	\$ 20,755	\$ 10,300	\$ 17,700	\$ 35,450	\$ 21,050
Heritage					
Britannia Shipyards – Seine Net Loft & Shipyard Building Envelope and Structural Renewals Year 1	5,000	-	-	-	-
Britannia Shipyards – Seine Net Loft & Shipyard Building Envelope and Structural Renewals Year 2	-	7,000	-	-	-
First Nations Bunkhouse Reconstruction and Exhibit Development	-	6,100	-	-	-
Japanese Duplex Restoration and Fit Out	-	-	5,800	-	-
Phoenix Net Loft Program Implementation	-	-	16,000	-	-
Total Heritage	\$ 5,000	\$ 13,100	\$ 21,800	\$ -	\$ -
Total Building Program	\$ 25,755	\$ 23,400	\$ 39,500	\$ 35,450	\$ 21,050
Parks Program					
Parkland					
Parkland Acquisition	4,000	4,000	4,000	4,000	4,000
Total Parkland	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Parks					
City-Wide Community Gardens	200	-	-	-	-
Garden City Lands – Phase 4	-	-	-	-	4,460
Lulu Island Park – Detailed Design Phase	-	2,000	750	-	-
Lulu Island Park – Master Planning Phase	500	-	-	-	-
Lulu Island Park – Phase 1 Construction	-	-	-	4,800	-
McLean Park Dog Off-Leash Area	200	-	-	-	-
Minoru Park Central Amenity Space Design Development	-	200	-	-	-
Minoru Park Playground Renewal Detailed Design	-	-	200	-	-
Park Shelter and Shade Program	450	-	-	-	-
Parks Advance Planning and Design	500	300	300	300	300
Parks General Development	400	400	400	400	250

	2023	2024	2025	2026	2027
Parks Interpretive Signage Program – Phase 2	-	100	-	100	-
Playground Replacement Program	400	400	400	-	-
Steveston Community Park Playground Expansion	2,200	-	-	-	-
Terra Nova Slough Habitat Enhancement	-	-	-	-	500
Terra Nova Slough Upgrade Park Improvement	-	-	-	-	500
Total Parks	\$ 4,850	\$ 3,400	\$ 2,050	\$ 5,600	\$ 6,010
Total Parks Program	\$ 8,850	\$ 7,400	\$ 6,050	\$ 9,600	\$ 10,010
Land Program					
Land					
Strategic Real Estate Acquisition	10,000	10,000	10,000	10,000	10,000
Total Land Program	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Equipment Program					
Vehicle Replacement					
Automatic Vehicle Location/Global Positioning System Expansion	144	146	-	-	-
Emergency Response Equipment For Atmospheric and Flooding Preparedness Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	650	-	-	-	-
	3,405	3,609	3,593	2,530	3,992
Total Vehicle Replacement	\$ 4,199	\$ 3,755	\$ 3,593	\$ 2,530	\$ 3,992
Fire Vehicle					
Fire Vehicle Replacement Reserve Purchases	1,336	1,504	204	2,082	2,163
Total Fire Vehicle	\$ 1,336	\$ 1,504	\$ 204	\$ 2,082	\$ 2,163
Equipment					
City Hall and Community Safety Building Lighting Upgrade	1,100	-	-	-	-
Energy Management Projects	550	550	550	550	550
Fire Equipment Replacement from Reserve	-	-	232	246	168
Gateway Theatre Technical Equipment Upgrade	2,210	-	-	-	-
Total Equipment	\$ 3,860	\$ 550	\$ 782	\$ 796	\$ 718
Total Equipment Program	\$ 9,395	\$ 5,809	\$ 4,579	\$ 5,408	\$ 6,873
Information Technology Program					
Information Technology					
Annual Hardware Refresh	881	493	540	782	868
Budget Planning & Monitoring Software Solution Phase 2	750	-	-	-	-
Enhanced Online Community Services Program Platform	100	-	-	-	-
ePlan Expansion and Single Sign-On (SSO) Integration	296	-	-	-	-

	2023	2024	2025	2026	2027
IT Service Management System Replacement	287	-	-	-	-
Meeting Management Solution	100	-	-	-	-
PeopleSoft FSCM 9.2 New Features	856	-	-	-	-
Roads Asset Modelling – Scoping Study	200	-	-	-	-
Wi-Fi Expansion for Civic Buildings	287	-	-	-	-
Total Information Technology Program	\$ 3,757	\$ 493	\$ 540	\$ 782	\$ 868
Internal Transfers/Debt Payment					
Internal Transfers/Debt Payment					
7080 River Road Repayment	2,341	2,341	-	-	-
River Road/North Loop (2005) Repayment	1,335	-	-	-	-
Total Internal Transfers/Debt Payment	\$ 3,676	\$ 2,341	\$ -	\$ -	\$ -
Contingent External Contributions					
Contingent External Contributions					
Contingent External Contributions	10,000	10,000	10,000	10,000	10,000
Total Contingent External Contributions	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Grand Total	\$ 131,516	\$ 124,615	\$ 145,091	\$ 123,861	\$ 111,963

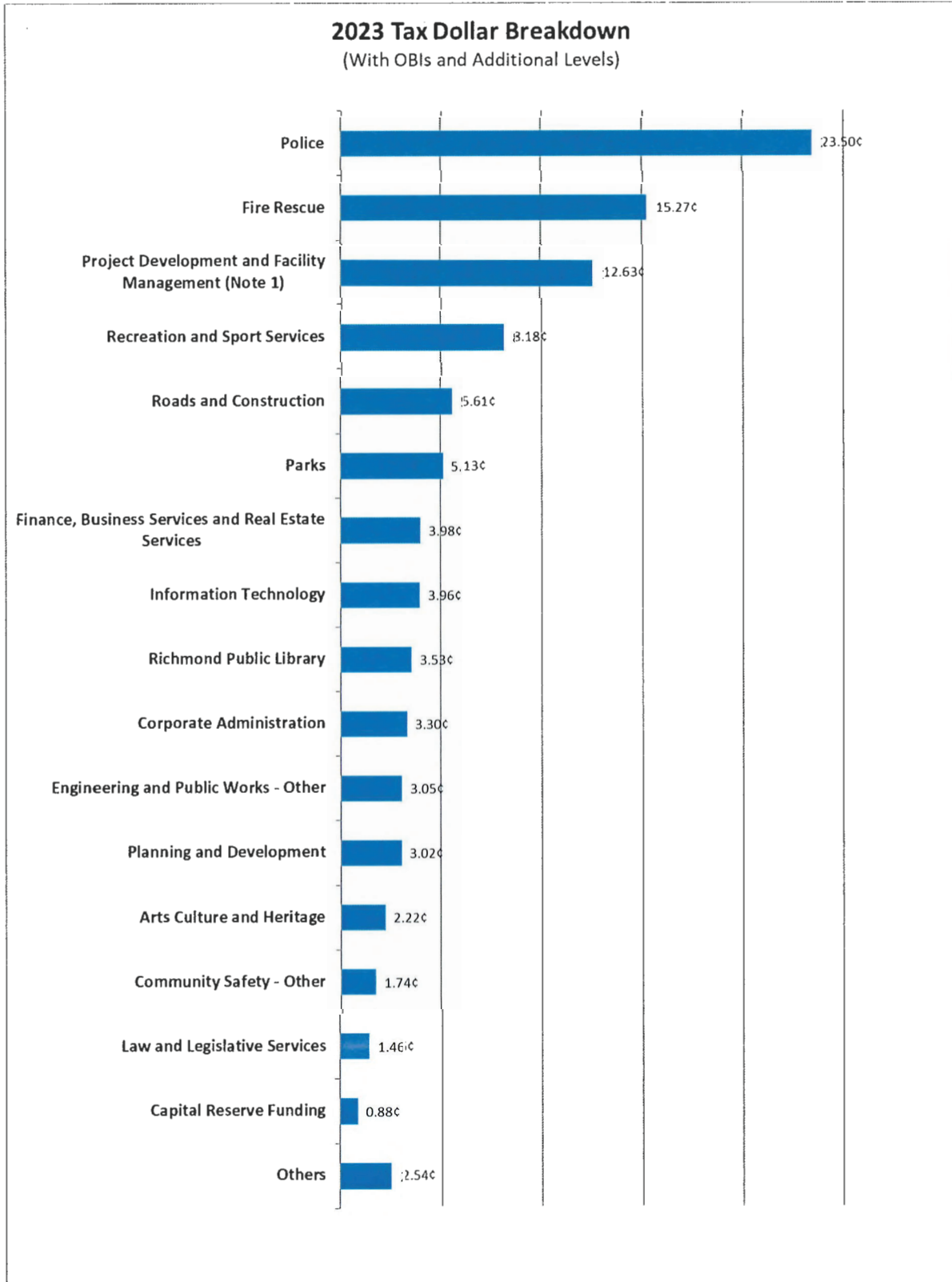
**CITY OF RICHMOND
5 YEAR CAPITAL PLAN SUMMARY (2023 - 2027)
(in \$000s)**

	2023	2024	2025	2026	2027
Infrastructure Program					
Roads	21,171	22,267	19,748	12,799	13,151
Flood Protection (Drainage)	20,026	21,915	35,674	18,570	22,270
Water	6,567	11,309	10,820	8,322	10,011
Sanitary Sewer	7,839	5,901	4,900	9,000	4,800
Infrastructure Advanced Design and Minor Public Works	4,480	3,780	3,280	3,930	2,930
Total Infrastructure Program	\$ 60,083	\$ 65,172	\$ 74,422	\$ 52,621	\$ 53,162
Building Program					
Building	20,755	10,300	17,700	35,450	21,050
Heritage	5,000	13,100	21,800	-	-
Total Building Program	\$ 25,755	\$ 23,400	\$ 39,500	\$ 35,450	\$ 21,050
Parks					
Parks	4,850	3,400	2,050	5,600	6,010
Parkland	4,000	4,000	4,000	4,000	4,000
Total Parks Program	\$ 8,850	\$ 7,400	\$ 6,050	\$ 9,600	\$ 10,010
Land Program	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Equipment Program					
Vehicle	4,199	3,755	3,593	2,530	3,992
Fire Vehicle	1,336	1,504	204	2,082	2,163
Equipment	3,860	550	782	796	718
Total Equipment Program	\$ 9,395	\$ 5,809	\$ 4,579	\$ 5,408	\$ 6,873
Information Technology Program	\$ 3,757	\$ 493	\$ 540	\$ 782	\$ 868
Internal Transfers/Debt Payment	\$ 3,676	\$ 2,341	\$ -	\$ -	\$ -
Contingent External Contributions	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total Capital Program	\$131,516	\$ 124,615	\$ 145,091	\$ 123,861	\$ 111,963

**CITY OF RICHMOND
5 YEAR CAPITAL PLAN FUNDING SOURCES (2023-2027)
(In \$000's)**

DCC Reserves	2023	2024	2025	2026	2027
Park Development DCC	3,292	941	1,552	1,223	1,646
Park Land Acquisition DCC	5,964	5,964	3,762	3,762	3,762
Roads DCC	11,067	9,827	7,766	5,885	5,979
Water DCC	-	2,229	2,224	-	-
Total DCC	\$ 20,323	\$ 18,961	\$ 15,304	\$ 10,870	\$ 11,387
Statutory Reserves					
Capital Building and Infrastructure	20,657	20,400	36,500	32,450	18,050
Capital Reserve	15,001	15,000	14,860	14,981	14,973
Drainage Improvement	18,932	16,833	14,161	15,677	18,096
Equipment Replacement	4,222	4,515	3,071	3,845	5,650
Sanitary Sewer	6,535	5,771	5,775	7,722	5,820
Steveston Road Ends	119	-	-	-	-
Watermain Replacement	9,909	11,205	9,591	9,466	9,555
Total Statutory Reserves	\$ 75,375	\$ 73,724	\$ 83,958	\$ 84,141	\$ 72,144
Other Sources					
Enterprise Fund	650	550	550	205	205
Grant and Developer Contribution	16,953	19,130	33,338	15,820	15,404
Other Sources	15,472	9,119	9,397	10,225	10,564
Rate Stabilization	-	800	-	-	-
Sewer Levy	555	450	712	36	191
Solid Waste and Recycling	300	300	300	300	300
Water Levy	1,888	1,581	1,532	2,264	1,768
Total Other Sources	\$ 35,818	\$ 31,930	\$ 45,829	\$ 28,850	\$ 28,432
Total Capital Program	\$ 131,516	\$ 124,615	\$ 145,091	\$ 123,861	\$ 111,963

2023 MUNICIPAL TAX DOLLAR



Note 1: Includes Investment in Community Facilities Infrastructure Replacement needs.