



City of Richmond

Report to Council

To: Richmond City Council
From: Jerry Chong, CPA, CA
General Manager, Finance and Corporate
Services

Date: December 3, 2024
File: 03-0970-25-2025-
01/2024-Vol 01

Re: Consolidated 5 Year Financial Plan (2025-2029) Bylaw No. 10622

Staff Recommendation

1. That the Consolidated 5 Year Financial Plan (2025-2029) Bylaw No. 10622 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*.

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

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Law	☒	
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. 10622 consolidates the budgets for Utility, Operating, Capital budgets and One-Time Expenditures. The key components of 5YFP Bylaw No. 10622 are as follows:

Table 1: Summary of Approval of the 2025 Budgets

Budget Report	Approval Date	Council Resolution
2025 Utility Budgets and Rates	November 12, 2024	Approved as presented
2025 Operating and Capital Budgets for Richmond Public Library ¹	December 2, 2024	Approved as presented
2025 Proposed Operating Budget ¹	December 2, 2024	Approved as presented
2025 One-Time Expenditures ¹	December 2, 2024	Approved as presented
2025 Proposed Capital Budget ¹	December 2, 2024	Approved as presented

¹ As Approved by Finance Committee

The 2025 Utility rates were approved by Council on November 12, 2024 and the following bylaws were adopted on November 25, 2024:

- Flood Protection Bylaw No. 10426, Amendment Bylaw No. 10608
- Sanitary Sewer Bylaw No. 10427, Amendment Bylaw No. 10609
- Solid Waste & Recycling Regulation Bylaw No. 6803, Amendment Bylaw No. 10610
- Waterworks and Water Rates Bylaw No. 5637, Amendment Bylaw No. 10611

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 2026-2029 based on information currently available and will be revised with the financial plan for each respective year. Inclusion in the financial plan for 2026 and beyond does not represent final approval.

Analysis

This report combines the Council approved 2025 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 2025 and future years.

Adjustments with No Impact on Rates

Additional Amounts Funded by Reserves and Roads DCC

At the Council meeting on October 21, 2024, Council approved the following:

- (1) That Option 1 be approved as presented in the staff report titled "Arterial Roadway Improvement Program (2021), Top 20 Collision Prone Intersections - Implementation of Medium/Long-term Improvements (2021), and Top 20 Collision Prone Intersections - Implementation of Medium/Long-term Improvements (2022) – Project Update" dated September 18, 2024, from the Director, Engineering and Director, Transportation; and*
- (2) That the budget increase of \$3,750,000 funded by Roads Development Cost Charges (DCC) and Capital Reserve (Revolving Fund), as described in Table 4 of the attached report "Arterial Roadway Improvement Program (2021), Top 20 Collision Prone Intersections - Implementation of Medium/Long-term Improvements (2021), and Top 20 Collision Prone Intersections - Implementation of Medium/Long-term Improvements (2022) – Project Update" dated September 18, 2024, from the Director, Engineering and Director, Transportation, be included in the Consolidated 5 Year Financial Plan (2025-2029).*

The 2025 Capital Budget – Roads Program will be increased by \$3,750,000 funded by \$3,526,875 from Roads DCC and \$223,125 from Capital Reserve for the Arterial Roadway Improvement Program and Top 20 Collision Prone Intersections - Implementation of Medium/Long-term Improvements.

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 in the financial plan.

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 in the financial plan.

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 5YFP includes OBI estimates for approved capital projects where applicable.

Attachment 4 presents the breakdown of the 2025 Municipal Tax Dollar with approved OBI and Additional Levels.

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 an information bulletin 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 January 6, 2025;
- utilizing social media to raise awareness of the public consultation period through Facebook and X accounts; and
- issuing a public notice on the City's website regarding the ongoing public consultation.

Table 2 summarizes the results from the last public consultation for the Consolidated 5YFP (2024 – 2028).

Table 2: Results from Public Consultation for the Consolidated 5YFP (2024 – 2028)

Public Consultation Statistics	Consolidated 5YFP (2024 - 2028)
Number of Engagements	731
Number of Comments Received	36

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 19, 2025 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 (2025-2029) 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 2025 tax increase of 5.86%, and estimates for 2026 through 2029. 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 2025-2029 Summary

Proposed 5 Year Financial Plan	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan
Same Level of Service Before Transfer to Utility Budget	2.26%	2.00%	2.00%	2.10%	2.10%
Less: Transfer to Utility Budget	(0.27%)	-	-	-	-
Same Level of Service Increase	1.99%	2.00%	2.00%	2.10%	2.10%
Investment in Community Infrastructure	1.00%	1.00%	1.00%	1.00%	1.00%
External Senior Government Related Increases	0.69%	0.55%	0.38%	0.40%	0.37%
Emerging Organizational Additional Levels	0.82%	0.51%	0.51%	0.50%	0.40%
Operating Budget Impact from Capital Budget	0.16%	0.20%	0.18%	0.18%	0.18%
Council Previously Approved Expenditures	1.85%	0.69%	0.55%	0.39%	0.12%
Less: Rate Stabilization	(0.65%)	(0.45%)	(0.30%)	(0.15%)	0.00%
Proposed Operating Budget Increase	5.86%	4.50%	4.32%	4.42%	4.17%

Conclusion

Staff recommend that the Consolidated 5 Year Financial Plan Bylaw (2025-2029) No. 10622 be given first through third readings and undertake the public consultation process.



Mike Ching, CPA, CMA
Director, Finance
(604-276-4137)

MS:yc

- Att. 1: 5 Year Capital Plan by Program (2025-2029)
- 2: 5 Year Capital Plan Summary (2025-2029)
- 3: 5 Year Capital Plan Funding Sources (2025-2029)
- 4: 2025 Municipal Tax Dollar (With OBI and Additional Levels)
- 5: Consolidated 5 Year Financial Plan (2025-2029) Bylaw No. 10622

CITY OF RICHMOND
5 YEAR CAPITAL PLAN BY PROGRAM (2025-2029)
(in \$000s)

	2025	2026	2027	2028	2029
Infrastructure Program					
Roads					
Active Transportation Improvement Program	280	1,350	750	750	750
Annual Asphalt Re-Paving Program - MRN	1,772	1,807	1,843	1,880	1,918
Annual Asphalt Re-Paving Program - Non-MRN	4,137	4,344	4,561	4,789	5,028
Arterial Roadway Improvement Program	1,850	1,600	3,000	800	800
Bridge Improvement Program	-	300	300	300	300
Capstan Station Integration Capital Works	-	2,000	-	-	-
Citywide Connector Walkway Improvement Program	250	250	-	-	-
Citywide Sidewalk and Street Light Replacement Program	500	500	500	500	500
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, Shell Road to No 5 Road	-	5,700	-	-	-
Street Light Condition Assessment - Phase 1	400	-	-	-	-
Street Light Condition Assessment - Phase 2	-	400	-	-	-
Street Light LED Upgrade Program	490	490	490	490	490
Supplementary Asphalt Re-Paving Program - Non-MRN	400	-	-	-	2,000
Top 20 Collision Prone Intersections- Implementation of Medium-/Long-term Improvements	-	1,400	3,500	3,500	2,000
Traffic Calming Program	200	200	200	200	200
Traffic Signal Power Backup System (UPS) Program	400	400	400	400	-
Traffic Signal Program	1,050	600	600	600	600
Traffic Video and Communication Program	400	400	400	400	400
Transit-Related Amenity and Roadway Improvement Program	250	250	250	250	250
Translink Bus Speed & Reliability Program 2025	150	-	-	-	-
Transportation Planning, Functional and Preliminary Design	1,250	600	600	600	600
Williams Road Cycling Protections	-	750	-	-	-
Total Roads	\$14,629	\$24,191	\$26,644	\$16,309	\$16,686
Flood Protection					
Box Culvert Repair	1,500	-	250	250	250
Burkeville Utility Improvements	3,000	2,889	250	-	-
Canal Stabilization and Drainage and Irrigation Upgrades	2,400	5,964	250	1,955	700

	2025	2026	2027	2028	2029
Development Coordinated Works - Flood Protection	250	250	250	250	250
Dike Upgrade Designs	6,000	5,000	5,000	5,000	5,000
Disaster Mitigation and Adaptation Fund Infrastructure Upgrades	-	13,234	-	-	-
Drainage Network Ecological Enhancement	200	-	150	-	150
Drainage Pump Station and Generator Upgrade Program	500	250	250	250	250
Flood Protection and Dike Improvements	10,790	6,427	5,985	10,480	6,170
Habitat Offsetting	-	-	1,500	-	-
Invasive Species Management	300	200	200	200	200
Laneway Drainage Upgrades	1,816	1,306	2,071	500	500
North Dyke Upgrade	-	-	-	-	13,334
SCADA System Improvements	350	350	350	350	350
South Dyke Upgrade	-	-	7,500	7,500	-
Watercourse Rehabilitation and Replacement	400	150	150	150	150
Total Flood Protection	\$27,506	\$36,020	\$24,156	\$26,885	\$27,304
Water					
Development Coordinated Works - Water	250	250	250	250	250
Fire Hydrant Upgrades	400	-	-	-	-
Water Metering Program	-	1,700	1,700	1,700	1,700
Watermain Replacement and Upgrades Program	8,106	7,884	8,529	7,965	11,727
Watermain Tie-in and Restoration	300	300	300	300	300
Total Water	\$9,056	\$10,134	\$10,779	\$10,215	\$13,977
Sanitary Sewer					
Danube Sanitary Pump Station Upgrade	-	-	-	-	1,800
Development Coordinated Works - Sanitary	1,250	250	250	250	250
Richmond Park Sanitary Pump Station Upgrade	-	1,500	-	-	-
Sanitary Pump Station and Forcemain Upgrades and Rehabilitation	900	900	900	900	900
Sanitary Sewer Gravity System Assessment and Rehabilitation	1,370	700	700	700	700
Sanitary Sewer Tie-in Program	150	150	150	150	150
Steveston Sanitary Sewer Rehabilitation Program	2,000	3,000	2,000	2,000	2,000
Turner North Sanitary Pump Station Upgrade	-	-	1,600	-	-
Turner South Sanitary Pump Station Upgrade	-	-	-	1,700	-
Total Sanitary Sewer	\$5,670	\$6,500	\$5,600	\$5,700	\$5,800
Infrastructure Advanced Design and Minor Public Works					
Public Works Infrastructure Advanced Design	3,518	2,120	2,416	2,885	3,264
Public Works Minor Capital - Dikes	400	400	400	400	400
Public Works Minor Capital - Drainage	500	400	400	400	400
Public Works Minor Capital - Roads	475	300	300	300	300
Public Works Minor Capital - Sanitary	600	400	400	400	400
Public Works Minor Capital - Sanitation and Recycling	400	300	300	300	300

	2025	2026	2027	2028	2029
Public Works Minor Capital - Water	650	450	450	450	450
Total Infrastructure Advanced Design and Minor Public Works	\$6,543	\$4,370	\$4,666	\$5,135	\$5,514
Total Infrastructure Program	\$63,404	\$81,215	\$71,845	\$64,244	\$69,281
Building Program					
Building					
Annual Building Improvements	3,700	4,000	4,000	4,000	4,000
Annual Infrastructure Replacements	3,000	3,000	3,000	3,000	3,000
Capital Buildings Project Development Advanced Design	1,500	1,500	1,500	1,500	1,500
Caretaker Suite Infrastructure Renewals - Phase 2	-	-	2,000	-	-
Childcare Facility Infrastructure Renewals	-	-	-	-	1,000
City Hall and City Hall Annex Security Upgrades	550	-	-	-	-
City Hall Envelope Infrastructure Renewals	-	8,000	-	-	-
Community Safety Building - Roof Replacement and Mechanical Renewals	-	-	7,000	-	-
Covered Lacrosse Box	-	5,500	-	-	-
Debeck House System and Envelope Renewals	-	-	1,500	-	-
East Richmond Hall Envelope and HVAC Renewals	-	-	500	-	-
Gateway Theatre Mechanical and HVAC Renewals	-	-	-	-	11,000
Hamilton Community Centre Infrastructure Renewals	-	-	-	200	-
Library Cultural Centre - System Replacements and Elevator Renewals	-	-	-	-	5,000
Library Cultural Centre Envelope System Renewals	-	-	3,000	-	-
Richmond Curling Club Priority Repairs	4,000	-	-	-	-
Richmond Ice Centre Building Improvements	-	4,000	-	-	-
Richmond Ice Centre Interior Renewals	4,500	-	-	-	-
Richmond Ice Centre Roof Replacement - North Roof	-	-	-	6,000	-
Richmond Ice Centre Roof Replacement - South Roof	-	-	-	-	6,000
Works Yard Replacement - Phase 2	-	50,000	-	-	-
Works Yard Replacement - Phase 3	-	-	-	30,000	-
Total Building	\$17,250	\$76,000	\$22,500	\$44,700	\$31,500
Heritage					
Britannia Shipyards - Seine Net Loft - Roof, Envelope and Structural Renewals	10,500	-	-	-	-
Japanese Duplex Restoration and Fit Out	-	5,800	-	-	-
Phoenix Net Loft Program Implementation	-	16,000	-	-	-
Steveston Post Office and Museum Infrastructure Renewals	-	-	500	-	-
Total Heritage	\$10,500	\$21,800	\$500	\$ -	\$ -
Total Building Program	\$27,750	\$97,800	\$23,000	\$44,700	\$31,500

	2025	2026	2027	2028	2029
Parks Program					
Parkland					
Parkland Acquisition	-	5,000	5,000	5,000	4,000
Total Parkland	\$ -	\$5,000	\$5,000	\$5,000	\$4,000
Parks					
East Richmond Court Repairs	-	-	750	-	-
Garden City Community Park Gathering Space	300	-	-	-	-
Garden City Lands - Phase 4	-	-	-	-	1,000
Hugh Boyd Community Park Playground Renewal	1,500	-	-	-	-
Lulu Island Park - Detailed Design Phase	-	2,000	750	-	-
Minoru Park Central Amenity Space: Phase One Construction	-	-	-	-	500
Minoru Park Clement Track Assessment and Improvement Concept	100	-	-	-	-
Minoru Park Clement Track Safety Improvements	-	100	-	-	-
Minoru Park Field 2 Synthetic Turf Replacement	-	-	750	-	-
Minoru Park Latrace Field Synthetic Turf Replacement	-	-	-	1,580	-
Minoru Park Tree Resilience Plan	-	350	-	-	-
Parks Advance Planning and Design	600	600	600	500	500
Parks Ageing Infrastructure Replacement Program	400	500	600	500	500
Parks General Development	650	500	500	500	500
Parks Identity and Wayfinding Signage Program	-	150	-	150	-
Pickleball Court Construction	800	-	-	-	-
Playground Replacement Program	-	600	600	600	600
South Dyke Trail Enhancements (around Crown Packaging)	400	-	-	-	-
Total Parks	\$4,750	\$4,800	\$4,550	\$3,830	\$3,600
Total Parks Program	\$4,750	\$9,800	\$9,550	\$8,830	\$7,600
Land Program					
Land					
Strategic Real Estate Acquisition	11,000	10,000	10,000	10,000	10,000
Total Land Program	\$11,000	\$10,000	\$10,000	\$10,000	\$10,000

	2025	2026	2027	2028	2029
Equipment Program					
Vehicle					
Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	3,377	2,981	4,868	4,030	4,433
Total Vehicle	\$3,377	\$2,981	\$4,868	\$4,030	\$4,433
Fire Vehicle					
Fire Vehicle Replacement Reserve Purchases	287	3,005	-	97	302
Fire Vehicle Replacement Reserve Purchases - Additional Funding	5,000	-	-	-	-
Total Fire Vehicle	\$5,287	\$3,005	\$ -	\$97	\$302
Equipment					
CCTV Equipment	600	-	-	-	-
Electric Vehicle DC Fast Charging Station Installations	7,000	-	-	-	-
Fire Equipment Replacement from Reserve	673	-	130	2,500	-
GHG and Energy Management Projects	550	550	550	550	550
Parking Meter Replacement	600	614	-	-	-
Public Safety Camera System – Phase 1	2,493	-	-	-	-
Total Equipment	\$11,916	\$1,164	\$680	\$3,050	\$550
Total Equipment Program	\$20,580	\$7,150	\$5,548	\$7,177	\$5,285
Information Technology Program					
Information Technology					
Annual Hardware Refresh	748	1,090	418	728	420
City Hall Meeting Room AV Equipment Upgrades	182	-	-	-	-
Cross Connection Control Program Online Portal	135	-	-	-	-
Document and Records Management System Modernization	3,440	-	-	-	-
Oracle RAC Server Refresh	442	-	-	-	-
Permit Optimization Project	-	-	886	-	-
Roads Asset Modelling - Phase 2	-	700	-	-	-
Server Replacement	150	-	-	-	-
Total Information Technology Program	\$5,097	\$1,790	\$1,304	\$728	\$420
Contingent External Contributions					
Contingent External Contributions					
Contingent External Contributions	20,000	10,000	10,000	10,000	10,000
Total Contingent External Contributions	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000
Total 2025 Capital Program as presented in the 2025 Proposed Capital Budget	\$152,581	\$217,755	\$131,247	\$145,679	\$134,086
Increase to Vehicle Program					
Short Term Rental Inspector Vehicles	120	-	-	-	-
Total Increase to Vehicle Program	120	-	-	-	-

	2025	2026	2027	2028	2029
Increase to Roads Program					
Top 20 Collision Prone Intersections – Implementation of Medium/Long-Term Improvements	1,500	-	-	-	-
Arterial Roadway Improvement Program	2,250	-	-	-	-
Total Increase to Roads Program	3,750	-	-	-	-
Total 2025 Capital Program as Approved by Finance Committee on December 2, 2024	\$156,451	\$217,755	\$131,247	\$145,679	\$134,086

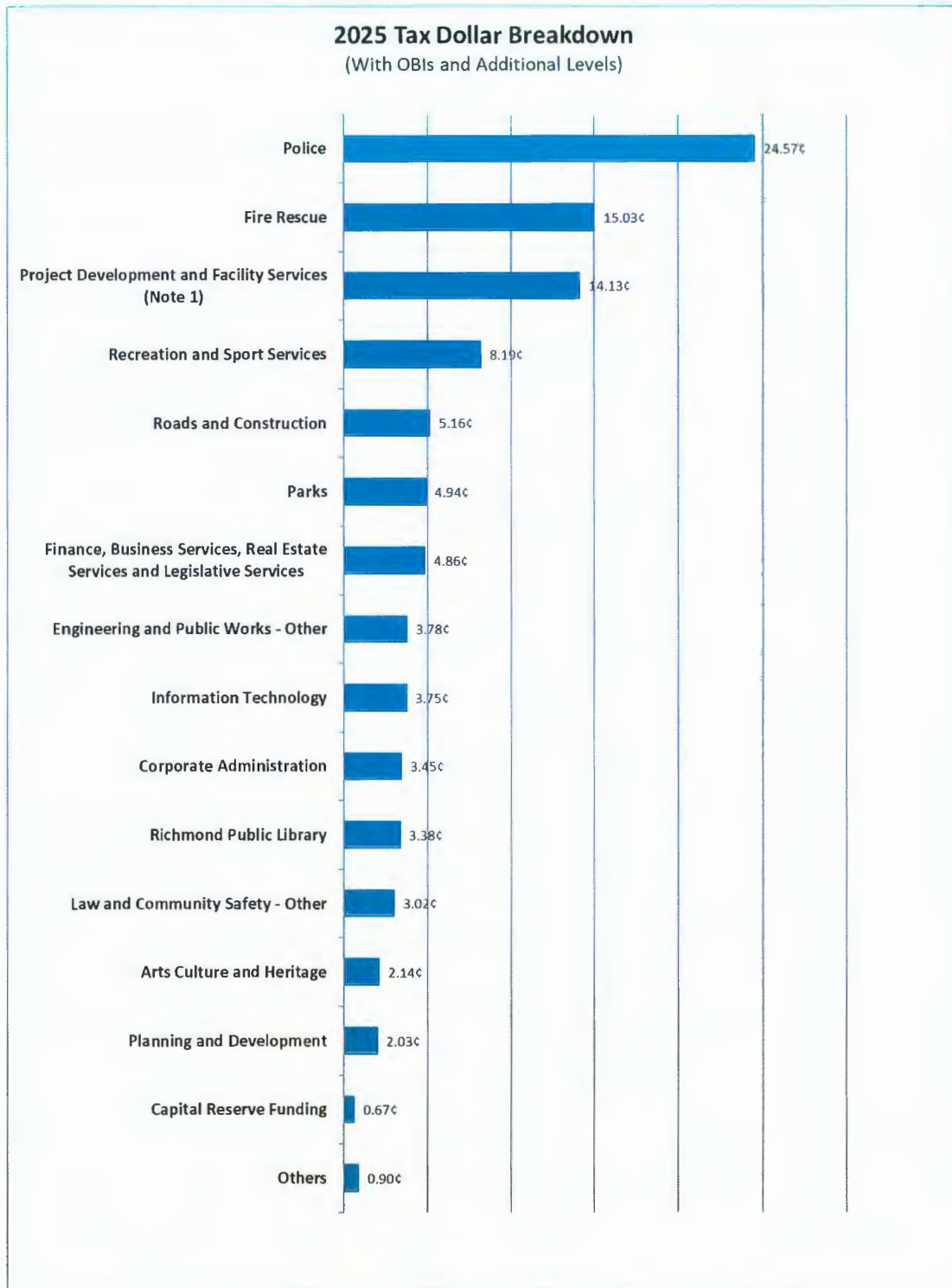
CITY OF RICHMOND
5 YEAR CAPITAL PLAN SUMMARY (2025 - 2029)
(in \$000s)

	2025	2026	2027	2028	2029
Infrastructure Program					
Roads	18,379	24,191	26,644	16,309	16,686
Flood Protection	27,506	36,020	24,156	26,885	27,304
Water	9,056	10,134	10,779	10,215	13,977
Sanitary Sewer	5,670	6,500	5,600	5,700	5,800
Infrastructure Advanced Design and Minor Public Works	6,543	4,370	4,666	5,135	5,514
Total Infrastructure Program	\$67,154	\$81,215	\$71,845	\$64,244	\$69,281
Building Program					
Building	17,250	76,000	22,500	44,700	31,500
Heritage	10,500	21,800	500	-	-
Total Building Program	\$27,750	\$97,800	\$23,000	\$44,700	\$31,500
Parks					
Parkland	-	5,000	5,000	5,000	4,000
Parks	4,750	4,800	4,550	3,830	3,600
Total Parks Program	\$4,750	\$9,800	\$9,550	\$8,830	\$7,600
Land Program					
	\$11,000	\$10,000	\$10,000	\$10,000	\$10,000
Equipment Program					
Vehicle	3,497	2,981	4,868	4,030	4,433
Fire Vehicle	5,287	3,005	-	97	302
Equipment	11,916	1,164	680	3,050	550
Total Equipment Program	\$20,700	\$7,150	\$5,548	\$7,177	\$5,285
Information Technology Program					
	\$5,097	\$1,790	\$1,304	\$728	\$420
Contingent External Contributions					
	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000
Total 2025 Capital Program as Approved by Finance Committee on December 2, 2024	\$156,451	\$217,755	\$131,247	\$145,679	\$134,086

CITY OF RICHMOND
5 YEAR CAPITAL PLAN FUNDING SOURCES (2025-2029)
(In \$000's)

DCC Reserves	2025	2026	2027	2028	2029
Drainage DCC	3,597	3,422	4,677	6,309	4,927
Parks Acquisition DCC	-	4,703	4,703	4,703	3,762
Parks Development DCC	1,740	3,057	1,740	1,082	1,599
Roads DCC	9,701	11,145	14,437	8,417	6,631
Sanitary DCC	207	658	-	-	-
Water DCC	1,502	1,425	505	351	1,461
Total DCC	\$16,747	\$24,410	\$26,062	\$20,862	\$18,380
Statutory Reserves					
Capital Building and Infrastructure	24,050	69,800	19,226	25,150	27,500
Capital Reserve	15,774	23,010	14,895	19,228	14,959
Capstan Station	300	2,000	-	-	-
Drainage Improvement	4,508	-	-	-	-
Equipment Replacement	5,547	5,964	4,217	5,688	4,054
Flood Protection	20,341	28,430	20,715	22,261	24,441
Sanitary Sewer	5,948	5,987	5,830	5,126	-
Sanitary Sewer BL10401	1,893	7,675	1,000	6,413	7,050
Water Supply	1,100	10,225	900	10,078	12,130
Watermain Replacement	8,704	8,923	8,988	5,811	-
Total Statutory Reserves	\$88,165	\$162,014	\$75,771	\$99,755	\$90,134
Other Sources					
Enterprise Fund	4,325	490	490	490	490
Grant and Developer Contribution	20,816	16,644	15,186	10,100	10,100
Other Sources	22,748	11,888	11,372	11,947	12,715
Rate Stabilization Account	2,460	-	-	-	-
Sewer Levy Stabilization	360	268	300	311	381
Solid Waste and Recycling	400	300	300	300	300
Water Levy Stabilization	430	1,741	1,766	1,914	1,586
Total Other Sources	\$51,539	\$31,331	\$29,414	\$25,062	\$25,572
Total Capital Program	\$156,451	\$217,755	\$131,247	\$145,679	\$134,086

2025 MUNICIPAL TAX DOLLAR



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