

**THE FINANCIAL PLAN  
Municipality of  
City of Portage la Prairie  
2020**

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

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

	BUDGET 2019	PRE-AUDIT 2019	BUDGET 2020	BUDGET 2021
Tax Levy	(\$18,387,237.68)	(\$18,771,929.00)	(\$19,491,108.52)	(\$19,491,108.52)
Grants in Lieu of Taxes	-1,750,056.88	-1,776,304.00	-1,774,721.25	-1,774,721.25
Sub-Total	(\$20,137,294.56)	(\$20,548,233.00)	(\$21,265,829.77)	(\$21,265,829.77)
Requisitions (Deduct)	8,829,936.00	8,973,239.00	9,324,183.00	9,324,183.00
Net Municipal Taxes & Grants in Lieu of Taxes	(\$11,307,358.56)	(\$11,574,994.00)	(\$11,941,646.77)	(\$11,941,646.77)
Other Revenue	-7,100,380.00	-8,732,656.35	-10,057,351.58	-10,057,351.58
Transfers from Accumulated Surplus and Reserves	-319,609.00	-8,549.00	-1,310,762.00	-1,310,762.00
Total Revenue	(\$21,036,812.86)	(\$20,316,199.35)	(\$23,309,760.35)	(\$23,309,760.35)
General Government Services	\$2,506,724.00	\$2,247,444.80	\$2,575,605.00	\$2,575,605.00
Protective Services	5,978,062.00	5,585,640.00	6,154,541.00	6,154,541.00
Transportation Services	2,121,392.00	2,123,360.68	2,357,311.00	2,357,311.00
Environmental Health Services	837,145.00	770,350.00	895,734.00	895,734.00
Public Health & Welfare Services	336,797.00	218,502.00	342,636.00	342,636.00
Environmental Development Services	440,638.00	391,338.00	412,398.00	412,398.00
Economic Development Services	179,400.00	150,908.00	179,400.00	179,400.00
Recreation & Cultural Services	2,271,479.00	2,308,307.00	2,385,929.00	2,385,929.00
Fiscal Services	3,807,154.00	4,276,558.00	6,860,756.00	6,860,756.00
Transfers				
Surplus Appropriations - Deferred Surplus - General Reserve	181,549.00	181,549.00	1,085,527.00	1,085,527.00
Total Basic Expenditure	\$18,660,340.00	\$18,253,957.48	\$23,249,837.00	\$23,249,837.00
Allowance for Tax Assets	335,071.69	335,163.00	59,923.35	59,923.35
Total Expenditure	\$21,036,812.86	\$18,589,120.48	\$23,309,760.35	\$23,309,760.35
Net Operating (Surplus) Deficit	\$0.00	(\$1,727,078.87)	\$0.00	\$0.00

Adopted by Resolution of Council on \_\_\_\_\_

FOR DEPARTMENTAL USE ONLY

Mayor's Approval Signature \_\_\_\_\_

Date Filed \_\_\_\_\_

Finance Chair Approval Signature \_\_\_\_\_

Date Cleared \_\_\_\_\_

Certified by Director of Finance \_\_\_\_\_

Authorized Signature \_\_\_\_\_

City of Portage la Prairie  
GENERAL OPERATING FUND  
BUDGETED REVENUE

	BUDGET 2019	PRE-AUDIT 2019	BUDGET 2020	BUDGET 2021
Other Revenue				
Taxes Added	-53,373.00	-202,073.00	-153,373.00	-153,373.00
Accommodation Tax Revenue	-120,000.00	-168,582.00	-140,000.00	-140,000.00
Long Plain First Nation - Grant in Lieu	-52,800.00	-56,023.00	-52,800.00	-52,800.00
Business Tax for Cable TV	-32,206.00	-29,846.00	-32,206.00	-32,206.00
Licenses - Animal	-1,600.00	-1,260.00	-1,500.00	-1,500.00
Licenses - Bicycle				
Licenses - Business	-31,500.00	-42,045.00	-40,000.00	-40,000.00
Licenses - Other	-2,800.00	-6,163.00	-5,000.00	-5,000.00
Permits - Building	0.00	0.00	0.00	0.00
Permits - Plumbing	0.00	0.00	0.00	0.00
Fines	-377,260.00	-342,781.00	-294,700.00	-294,700.00
Sales of Service				
- General Government	-211,140.00	-232,509.00	-37,707.00	-37,707.00
- Protective	-652,000.00	-665,031.00	-652,000.00	-652,000.00
- Transportation	-11,820.00	-9,886.00	-11,820.00	-11,820.00
- Environmental Health	-663,778.00	-691,175.35	-693,320.00	-693,320.00
- Public Health and Welfare				
- Environmental Development				
- Economic Development				
- Recreation and Cultural	-1,600.00	-2,275.00	-3,275.00	-3,275.00
- Other	0.00	0.00	0.00	0.00
Sales of Goods	-544,600.00	-711,311.00	-3,217,940.00	-3,217,940.00
GST Recovery 3% 02/04-05/04				
Rentals	-163,432.00	-134,555.00	-123,610.58	-123,610.58
Trailer Park	-42,000.00	-42,444.00	-42,840.00	-42,840.00
Concessions and Franchises				
Returns from Investments	-70,000.00	-339,141.00	-240,000.00	-240,000.00
Tax and Redemption Penalties	-119,000.00	-153,003.00	-132,200.00	-132,200.00
Development and Dedication Fees				
Provincial Municipal Tax Sharing	-834,248.00	-1,084,797.00	-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)	-849,246.00	-1,630,163.00	-854,286.00	-854,286.00
Conditional Grants - Provincial Govt	-2,211,977.00	-2,164,437.00	-2,224,529.00	-2,224,529.00
Conditional Grants - Local Govt	-54,000.00	-23,156.00	-24,000.00	-24,000.00
Loan Recoveries				
<b>Total Other Revenue</b>	<b>-7,100,380.00</b>	<b>-8,732,656.35</b>	<b>-10,057,351.58</b>	<b>-10,057,351.58</b>
Transfers from				
- General Reserve	-311,060.00	0.00	0.00	0.00
- Accumulated Surplus	-8,549.00	-8,549.00	-1,310,762.00	-1,310,762.00
- 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
<b>Total Transfers</b>	<b>-319,609.00</b>	<b>-8,549.00</b>	<b>-1,310,762.00</b>	<b>-1,310,762.00</b>
<b>TOTAL OTHER REVENUE &amp; TRANSFERS</b>	<b>-7,419,989.00</b>	<b>-8,741,205.35</b>	<b>-11,368,113.58</b>	<b>-11,368,113.58</b>

City of Portage la Prairie  
GENERAL OPERATING FUND  
EXPENDITURES

	BUDGET 2019	PRE-AUDIT 2019	BUDGET 2020	BUDGET 2021
<b>GENERAL GOVERNMENT SERVICES</b>				
Legislative	\$153,600.00	\$162,495.00	\$156,672.00	\$156,672.00
General Administrative				
CAO & Staff	\$1,398,605.00	\$1,373,617.80	\$1,369,327.00	\$1,369,327.00
Office	420,977.00	362,405.00	510,804.00	512,304.00
Legal	\$35,000.00	\$21,464.00	\$35,000.00	\$35,000.00
Audit	\$25,000.00	\$25,000.00	\$28,000.00	\$28,000.00
Prior Period Adjustments	\$0.00	\$0.00	\$0.00	\$0.00
Assessment	\$160,000.00	\$0.00	\$160,000.00	\$160,000.00
Taxation	\$5,500.00	\$3,795.00	\$5,500.00	\$5,500.00
Other General Government				
Elections	\$295.00	\$0.00	\$0.00	\$0.00
Conventions	90,500.00	93,701.00	90,500.00	90,500.00
Claims & Liability Insurance	\$61,447.00	\$49,433.00	\$66,902.00	\$66,902.00
Intergovernmental Relations	0.00	0.00	0.00	0.00
Grants	\$129,200.00	\$132,738.00	\$130,900.00	\$130,900.00
Other General Government	26,600.00	22,796.00	22,000.00	22,000.00
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	<b>2,506,724.00</b>	<b>2,247,444.80</b>	<b>2,575,605.00</b>	<b>2,577,105.00</b>
<b>PROTECTIVE SERVICES</b>				
Police	3,788,164.00	3,379,457.00	3,876,189.00	3,876,189.00
Fire	2,049,786.00	2,070,304.00	2,134,422.00	2,134,422.00
Emergency Measures - 911	65,500.00	58,372.00	66,800.00	66,800.00
Flood Control	0.00	0.00	0.00	0.00
Building Inspection	0.00	0.00	0.00	0.00
Plumbing Inspection				
Animal and Pest Control	74,612.00	77,507.00	77,130.00	77,130.00
<b>TOTAL PROTECTIVE SERVICES</b>	<b>5,978,062.00</b>	<b>5,585,640.00</b>	<b>6,154,541.00</b>	<b>6,154,541.00</b>
<b>TRANSPORTATION SERVICES</b>				
Administration	143,686.00	180,926.50	119,564.00	119,564.00
Engineering	151,129.00	124,456.18	94,146.00	94,146.00
Roads & Streets				
Equipment - U Op Wages & Benefits	47,625.00	45,647.00	47,958.00	47,958.00
Equipment - Fuel	55,000.00	58,764.00	55,000.00	55,000.00
Equipment - Repairs & Maint.	78,138.00	105,123.00	78,095.00	78,095.00
Equipment - Insurance & Reg.	13,000.00	6,862.00	13,000.00	13,000.00
Workshop and Yards	53,831.00	55,036.00	53,716.00	53,716.00
Equipment - Contribution from Utility	0.00	0.00	0.00	0.00
Down Time	97,582.00	97,221.00	102,999.00	102,999.00
Safety Supplies & Consultant	3,460.00	2,840.00	3,660.00	3,660.00
Road Maintenance - Labour	144,041.00	122,974.00	130,669.00	130,669.00
Road Maintenance - Materials	163,910.00	149,417.00	168,108.00	168,108.00
Road Maintenance - Rentals	27,690.00	26,505.00	31,535.00	31,535.00
Special Events	7,635.00	1,137.00	7,734.00	7,734.00
Road Maintenance - Dust Abatement				
Road Reconstruction - Labour				
Road Reconstruction - Materials				
Road Reconstruction - Contracts	371,000.00	530,026.00	586,000.00	586,000.00
Sidewalks and Boulevards	82,213.00	93,502.00	84,589.00	84,589.00
Ditches and Road Drainage				
Storm Sewers	108,257.00	80,325.00	110,692.00	110,692.00
Street Cleaning	21,357.00	21,983.00	21,782.00	21,782.00
Snow Removal - Labour	117,887.00	87,005.00	127,952.00	127,952.00
Snow Removal - Materials & Repair	66,100.00	59,829.00	68,400.00	68,400.00
Snow Removal - Rentals	30,014.00	32,094.00	33,695.00	33,695.00
Bridges				
Street Lighting	262,762.00	260,313.00	275,717.00	275,717.00
Traffic Services	53,070.00	42,270.00	53,147.00	53,147.00
Parking	141,006.00	86,212.00	93,050.00	93,050.00
Other Road Transport	(119,001.00)	(147,107.00)	(3,897.00)	(3,897.00)
<b>TOTAL TRANSPORTATION SERVICES</b>	<b>2,121,392.00</b>	<b>2,123,360.68</b>	<b>2,357,311.00</b>	<b>2,357,311.00</b>
<b>ENVIRONMENTAL HEALTH SERVICES</b>				
Garbage and Waste Collection				
Garbage Collection	732,143.00	715,692.00	791,551.00	791,551.00
Nuisance Grounds	105,002.00	54,658.00	104,183.00	104,183.00
Other Environmental Health	0.00	0.00	0.00	0.00

City of Portage la Prairie  
GENERAL OPERATING FUND  
EXPENDITURES

	BUDGET 2019	PRE-AUDIT 2019	BUDGET 2020	BUDGET 2021
TOTAL ENVIRONMENTAL HEALTH SERVICES	837,145.00	770,350.00	895,734.00	895,734.00
PUBLIC HEALTH AND WELFARE SERVICES				
Cemeteries	133,901.00	92,186.00	122,989.00	122,989.00
Other	131,896.00	55,595.00	148,647.00	147,268.00
Medical Officer				
Hospital Deficit				
Social Welfare				
Administration	71,000.00	70,721.00	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	336,797.00	218,502.00	342,636.00	341,257.00
ENVIRONMENTAL DEVELOPMENT SERVICES				
Planning and Zoning	30,000.00	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	219,789.00	218,086.00	222,889.00	222,889.00
Forestry/D.E.D. Program	190,849.00	173,252.00	189,509.00	189,509.00
TOTAL ENVIRONMENTAL DEVELOPMENT SERVICES	440,638.00	391,338.00	412,398.00	412,398.00
ECONOMIC DEVELOPMENT SERVICES				
Water Resources and Conservation				
Regional Development	150,150.00	127,329.00	150,150.00	150,150.00
Industrial Development	17,300.00	12,217.00	17,300.00	17,300.00
Tourism	1,950.00	1,362.00	1,950.00	1,950.00
Other	10,000.00	10,000.00	10,000.00	10,000.00
TOTAL ECONOMIC DEVELOPMENT SERVICES	179,400.00	150,908.00	179,400.00	179,400.00
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	14,201.00	6,280.00	4,570.00	4,570.00
Parks and Playgrounds	412,756.00	445,239.00	415,627.00	415,627.00
Other Recreation Facilities	1,200.00	7,233.00	8,875.00	8,875.00
Recreation Programs	0.00	0.00	0.00	0.00
Grants	1,390,366.00	1,385,039.00	1,534,913.00	1,534,913.00
Parks/Rec. Equip. Maint.	62,944.00	68,290.00	62,566.00	62,566.00
Museums				
Libraries	334,383.00	327,815.00	339,624.00	339,624.00
Other Cultural Facilities	55,629.00	68,411.00	19,754.00	19,754.00
Island of Lights	0.00	0.00	0.00	0.00
TOTAL RECREATION AND CULTURAL SERVICES	2,271,479.00	2,308,307.00	2,385,929.00	2,385,929.00
FISCAL SERVICES				
Transfers to Specific Reserves	1,698,407.00	2,528,145.00	4,791,330.00	1,384,390.00
Transfer to Capital	127,500.00	91,852.00	127,700.00	127,700.00
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	1,591,847.00	1,591,847.00	1,553,126.00	1,553,126.00
Tax Discounts and Short-term Loan Interest	7,500.00	6,105.00	7,000.00	7,000.00
Other Debt Charges				
Other Fiscal Services	381,900.00	58,609.00	381,600.00	381,600.00
TOTAL FISCAL SERVICES	3,807,154.00	4,276,558.00	6,860,756.00	3,453,816.00

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

	BUDGET 2019	PRE-AUDIT 2019	BUDGET 2020	BUDGET 2021
WATER CONSUMER SALES				
- Residential	-2,900,000.00	-2,657,149.42	-2,549,250.00	-2,549,250.00
- Commercial	-1,670,000.00	-1,670,094.69	-1,634,000.00	-1,634,000.00
- Industrial	-3,900,000.00	-4,050,295.87	-4,000,000.00	-4,000,000.00
- Poplar Bluff Industrial Park	-2,340,000.00	-2,782,966.00	-1,119,510.00	-1,119,510.00
- Federal & Prov				
- Munic. & Schools				
- Regional Water Agreement	-650,000.00	-562,752.00	-661,000.00	-661,000.00
SEWER SERVICE CHARGES				
- Residential				
SEWER SURCHARGES	-20,000.00	-28,396.00	-27,000.00	-27,000.00
Discounts, Refunds and Cancellations				
Net Consumer Revenue - Subtotal	-11,480,000.00	-11,751,653.98	-9,990,760.00	-9,990,760.00
Penalties	-7,500.00	-12,004.00	-10,700.00	-10,700.00
Hydrant Rentals	-57,725.00	-57,575.00	-57,725.00	-57,725.00
Installation Service	0.00	0.00	0.00	0.00
Connection Revenue - Net	-20,000.00	-19,697.00	-20,000.00	-20,000.00
Provincial Grants	-16,500,000.00	-2,706,578.00	-460,000.00	-460,000.00
Other Revenue	-135,822.00	-186,030.00	-248,460.00	-248,460.00
Contribution from Revenue Fund	0.00		0.00	
Transfer from General Reserve	0.00	0.00	0.00	0.00
Transfer from Accum. Surplus	-1,706,396.00	-1,706,396.00	-4,092,067.00	0.00
TOTAL REVENUE	-29,907,443.00	-16,439,933.98	-14,879,712.00	-10,787,645.00
WATER SUPPLY				
Administration	1,327,880.00	1,232,856.80	1,444,564.00	1,444,564.00
Customer Billings and Collections	0.00		0.00	
Purification and Treatment	2,542,787.00	2,492,254.00	3,128,409.00	3,128,409.00
Water Purchases	0.00	0.00	0.00	0.00
Service of Supply	0.00	0.00	0.00	0.00
Transmission and Distribution	1,759,212.00	2,016,508.00	1,766,293.00	1,766,293.00
Other Water Supply Costs	0.00	0.00	0.00	0.00
Connections - Net Loss	0.00	0.00	0.00	0.00
Total	5,629,879.00	5,741,618.80	6,339,266.00	6,339,266.00
SEWAGE COLLECTION AND DISPOSAL				
Administration				
Sewage Collection System	1,749,928.00	929,244.00	1,336,937.00	1,336,937.00
Sewage Lift Station	394,048.00	371,020.00	432,953.00	432,953.00
Sewage Treatment and Disposal	349,598.00	-63,712.00	655,752.00	655,752.00
Industrial Pretreatment	-17,735.00	48,769.00	217,930.00	217,930.00
Other Sewage Collection and Disposal Costs	0.00	0.00	0.00	0.00
Connections - Net Loss	0.00		0.00	
Total	2,475,839.00	1,285,321.00	2,643,572.00	2,643,572.00
CONTRIBUTION TO CAPITAL	16,954,700.00	332,373.00	992,000.00	992,000.00
TRANSFERS TO RESERVES				
Nutrient Removal Reserve	0.00	0.00	564,632.00	564,632.00
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	0.00	0.00	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	4,829,025.00	3,122,629.00	1,592,067.00	0.00
Appropriation to Infrastructure Reserve - Utility	0.00	0.00	2,500,000.00	0.00
Total	4,829,025.00	3,122,629.00	4,092,067.00	0.00
TOTAL EXPENDITURE	29,907,443.00	10,499,941.80	14,879,712.00	10,787,645.00
NET OPERATING (SURPLUS) DEFICIT	0.00	-5,939,992.10	0.00	0.00

**City of Portage la Prairie  
Tax levy Calculation  
for the Year 2020**

				EXPENSES				REVENUES						
	Taxable	Exempt	Grants	Total	Basic	Tax Allow	Total	Mill Rate		Taxation	Gnts-in-Lieu	Oth Rev	Ftge	Total
<b>Education:</b>														
ESL	140,472,170		33,021,430	173,493,600	\$1,531,602.00	(\$0.50)	\$1,531,601.50	8.828	ESL	\$1,240,088.32	\$291,513.18			\$1,531,601.50
School Division	554,067,310	1,233,140	45,799,230	601,099,680	\$7,792,581.00	\$75.25	\$7,792,656.25	12.964	School Division	\$7,182,928.61	\$593,741.22	\$15,986.43		\$7,792,656.25
Sub-Total					\$9,324,183.00	\$74.75	\$9,324,257.75	21.792	Total	\$8,423,016.92	\$885,254.40	\$15,986.43	\$0.00	\$9,324,257.75
<b>Municipal:</b>														
Deb debt-PCU Centre	569,903,280		45,799,230	615,702,510	\$1,525,956.02	\$370.50	\$1,526,326.52	2.479	Deb debt-PCU Centre	\$1,412,790.23	\$113,536.29			\$1,526,326.52
Deb debt-NE Transportation Route	569,903,280		45,799,230	615,702,510	\$27,169.92	\$536.69	\$27,706.61	0.045	Deb debt-NE Transportation Route	\$25,645.65	\$2,060.97			\$27,706.61
Assess Levy	569,903,280		45,799,230	615,702,510	\$160,000.00	\$82.65	\$160,082.65	0.260	Assess Levy	\$148,174.85	\$11,907.80			\$160,082.65
<i>Reserve Transfers that are part of the tax levy:</i>														
Reserve-Glesby Centre	569,903,280		45,799,230	615,702,510	\$20,000.00	\$318.18	\$20,318.18	0.033	Reserve-Glesby Centre	\$18,806.81	\$1,511.37			\$20,318.18
Reserve - Handicap Access	569,903,280		45,799,230	615,702,510	\$50,000.00	\$487.61	\$50,487.61	0.082	Reserve - Handicap Access	\$46,732.07	\$3,755.54			\$50,487.61
Reserve-Fire	569,903,280		45,799,230	615,702,510	\$150,000.00	\$231.41	\$150,231.41	0.244	Reserve-Fire	\$139,056.40	\$11,175.01			\$150,231.41
Reserve-Sidewalk	569,903,280		45,799,230	615,702,510	\$172,079.00	\$317.70	\$172,396.70	0.280	Reserve-Sidewalk	\$159,572.92	\$12,823.78			\$172,396.70
Reserve-Gen.	569,903,280		45,799,230	615,702,510	\$24,765.00	\$478.80	\$25,243.80	0.041	Reserve-Gen.	\$23,366.03	\$1,877.77			\$25,243.80
Reserve-Equip.Replace	569,903,280		45,799,230	615,702,510	\$100,000.00	\$359.51	\$100,359.51	0.163	Reserve-Equip.Replace	\$92,894.23	\$7,465.27			\$100,359.51
Mun-at-Large	569,903,280		45,799,230	615,702,510	\$9,667,739.91	\$56,665.54	\$9,724,405.44	15.794	Mun-at-Large	\$9,001,052.40	\$723,353.04			\$9,724,405.44
Other Revenue and transfers					\$11,352,127.15		\$11,352,127.15		Other Revenue and transfers			\$11,352,127.15		\$11,352,127.15
Municipal Total					\$23,249,837.00	\$59,848.60	\$23,309,685.60	19.421		\$11,068,091.60	\$889,466.85	\$11,352,127.15	\$0.00	\$23,309,685.60
Totals					\$32,574,020.00	\$59,923.35	\$32,633,943.35		Totals	\$19,491,108.52	\$1,774,721.25	\$11,368,113.58	\$0.00	\$32,633,943.35

**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		32.385	142,168		142,168
#1080 HMQ-MAN	F			32.385	0		0
#1080 HMQ-MAN	O		9,816,190	41.213	404,555		404,555
#1020 HMQ-MAN	O		4,230	41.213	174		174
#1150 HIGHWAYS	R	50,450		32.385	1,634		1,634
#1150 HIGHWAYS	O		41,930	41.213	1,728		1,728
#3 CORP (FDC)	O		9,195,230	41.213	378,963		378,963
#1270 MPIC	R			32.385	0		0
#1270 MPIC	O		953,880	41.213	39,312		39,312
#1300 MHRC	R	7,828,390		32.385	253,522		253,522
#1770 HYDRO	O		910,280	41.213	37,515		37,515
#705 CENTRA - PP	O		4,342,300	41.213	178,959		178,959
#2700 HMQ-CAN	F	509,030		32.385	16,485		16,485
#2700 HMQ-CAN	O		567,790	41.213	23,400		23,400
#2706 VIA RAIL	O		164,260	41.213	6,770		6,770
#1042 ATTOR GEN	O		1,679,800	41.213	69,230		69,230
#1094-COMM S-CORR	O		5,345,540	41.213	220,306		220,306
		<u>12,777,800</u>	<u>33,021,430</u>				<u>1,774,721</u>
			<u>45,799,230</u>				
Total to pages 1,8							<u>1,774,721</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, 2020

PURPOSE	B/L #	YEAR	OPEN BAL.	PRINCIPAL	CLOSE BAL.	INTEREST	TOTAL FRONTAGE	OTHER REQUIREMENT		
		MATURES								
PCU Centre - Series A	09-8435	2024	2,978,007.51	533,588.77	2,444,418.74	163,790.41	697,379.18	697,379.18		
PCU Centre - Series B	09-8435	2024	1,276,288.94	228,680.90	1,047,608.05	70,195.89	298,876.79	298,876.79		
PCU Centre - Series C	10-8482	2025	796,292.27	115,604.89	680,687.38	43,796.07	159,400.96	159,400.96		
PCU Centre - Series D	10-8482	2025	49,768.27	7,225.31	42,542.96	2,737.25	9,962.56	9,962.56		
PCU Centre - Series E	10-8482	2025	49,768.27	7,225.31	42,542.96	2,737.25	9,962.56	9,962.56		
PCU Centre - Series F	10-8490	2025	740,025.77	108,114.37	631,911.40	38,851.35	146,965.72	146,965.72		
Portage Mutual Arena - Series A	09-8450	2024	36,161.49	6,479.30	29,682.19	1,988.88	8,468.18	8,468.18		
Portage Mutual Arena - Series B	09-8450	2024	623,254.42	111,672.51	511,581.92	34,278.99	145,951.50	145,951.50		
Portage Mutual Arena - Series C	10-8491	2025	49,335.12	7,207.62	42,127.50	2,590.09	9,797.71	9,797.71		
Portage Mutual Arena - Series D	10-8491	2025	98,670.10	14,415.25	84,254.85	5,180.18	19,595.43	19,595.43		
Portage Mutual Arena - Series E	10-8491	2025	98,670.10	14,415.25	84,254.85	5,180.18	19,595.43	19,595.43		
NorthEast Transportation Route B	05-8291	2021	13,705.22	6,673.32	7,031.90	736.66	7,409.98	7,409.98		
NorthEast Transportation Route C	05-8291	2021	36,547.47	17,795.51	18,751.95	1,964.43	19,759.94	19,759.94		
			<u>6,846,494.95</u>	<u>1,179,098.29</u>	<u>5,667,396.66</u>	<u>374,027.65</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	Otherwise	Grant	Total	Total	Raised by	Raised by	Raised by	
	Assessment	Exempt	Assessment	Assessment	Assessment	Requirement	Other	MillRate	
City at Large	569,903,280			45,799,230	615,702,510	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, 2020

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

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	569,903,280	0	45,799,230	615,702,510	0.00	0.00	0.00	0.00

**City of Portage la Prairie**  
**Capital Estimates - 2018**  
**Part 1 - Capital Expenditures**

Particulars of	Estimated	Borne by	Borne by	Borne by	Borne by
Expenditure	Total Cost	General	Utility	Designated Reserves	Borrowing
Administration	87,700			87,700	
Protective Services	290,900			290,900	
Operations	4,128,200	815,700		3,312,500	
Environmental Development	230,000	115,000		115,000	
Community Services	0				
Utility	<u>13,316,500</u>		1,309,500	12,007,000	
TOTAL	18,053,300				
TOTAL to Page 5		<u>930,700</u>			
TOTAL to Page 6			<u>1,309,500</u>		
TOTAL to Part 2				<u>15,813,100</u>	
TOTAL to Part 3					<u>0</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		30,000		
Handivan Reserve By-Law No. 7267				
Fire Truck -By-Law No. 4895				
Capital Reserve, By-Law No. 7166				
Accomm Tax Reserve - Marketing	70,000	25,000		
Accomm Tax Reserve - Sask Ave				
Cemetery - By-Law No. 4227				
Computer - By-Law No. 6373		35,700		
Crescent Lake - By-Law No. 7244				
Ec. Dev. - By-Law No. 7777				
Environmental Reserve By-Law No.7839		115,000		
Equipment Replacement - By-Law 3781				
Fuel Tax, By-Law No. 06-8317				
Glesby Centre By_law No. 09-8437				
Land Dvpt - By-Law No. 98-7993		500,000		
Sidewalk, By-Law No. 00-8060		295,000		
Handicap Access Reserve				
<u>General Reserve:</u>				
General Projects		1,205,400		
<u>Fuel Tax Reserve</u>				
Projects		1,600,000		
<u>Utility Reserve</u>				
Utility Projects				5,907,000
Nutrient Removal				6,100,000
Total from Fuel Tax (for debt payments)		<u>0</u>		
Total from General Reserve		<u>0</u>		
	Page 2	<u>3,806,100</u>		

Total from Accumulated Surplus				<u>0</u>
Total from Utility Reserve	Part 1			<u>0</u>
			Page 6	<u>12,007,000</u>
				Part 1

**Part 3 - BORROWING** (Subject to Municipal Board Approval)

Proposal	Temporary Financing			Repayment Amount	Term
	Bank Loan	Rev. Loan	Res. Loan		
TOTAL, Part 1					<u>0</u>

Amendments Adopted \_\_\_\_\_ Departmental Use

\_\_\_\_\_  
 (Authorized Signatures) (Date) (Authorized)

City of Portage la Prairie - 2020 Risk Rating Capital Plan for General Fund

Dept	Asset	SF	Risk Score														Notes			
			Fail Likelihood	Impact	Severity	Time Horizon	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		Infrastruct Deficit	Total	
City Manager	<i>Technology:</i>																			
	Computer Servers & Network Infrastructure	6	3	4	12	7	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000			Ongoing	112,000		
	Mitel phone system	6	3	4	12	8					65,000	38,000	32,000						135,000	
	Audio Equipment - Council Chambers	6	3	3	9	12						50,000							50,000	
	Workstations/Computers	22	3	5	15	4	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000			250,000	
	Cityworks Software	22	3	3	9	8	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000			440,000
	Licensing	22	3	4	12	8-12	28,000	28,000	28,000	28,000	93,000	28,000	28,000	28,000	28,000	93,000	2,000		412,000	
Printers, copiers	6	4	4	16	4				17,000					17,000				34,000		
Public Safety	1994 Ford Mini Pumper	12	5	5	25	1											280,000	280,000	Replaced in 2018	
	1999 GMC Rescue/Command Vehicle	12	3	4	12	6				450,000									450,000	
	2004 Engine 3 Fire Truck	12	3	3	9	9						600,000							600,000	
	2000 Pierce 100' Aerial Platform Fire Appartus	12	1	6	6	18											410,000	410,000		
	1994 Radio systems - mobiles/portables	12	4	5	20	4	80,000												80,000	
	1991 Engine 2 Fire Truck	12	4	4	16	3	650,000												650,000	
	2012 Engine 1 Tanker/Pumper Truck	12	2	2	4	15											450,000	450,000		
	2010 Ford, 350 4x4 Utility Truck	12	3	4	12	6			70,000										70,000	
	2006 Hydraulic Extrication Tools, Amkus	12	3	3	9	8					50,000								50,000	
	Self Contained Breathing Apparatus	12	2	3	6	13											70,000	70,000		
	Generator (shared Fire Dept & RCMP)	15	5	5	25	1		50,000											50,000	
	Fire Station - General Structure	15	2	2	4	15											722,000	722,000		
	RCMP	RCMP Building - Roof	15	1	1	1	20							175,000					175,000	
RCMP Building - Heating system		15	2	2	4	15							60,000					60,000		
RCMP Building - Cooling system		15	4	4	16	3	50,000											50,000		
RCMP Building - Exhibit Storage (Heat/Cool)		15	1	4	4	30								40,000				40,000		
RCMP Parking lot		15	2	2	4	15									50,000			40,000		
Heritage Square	Glesby Centre - general	16	3	2	6	5			50,000								1,750,000	1,800,000		
	Glesby Centre - mechanicals	16	3	4	12	4+	30,000					30,000					30,000	90,000		
	Library - Major Painting, wall repairs, lighting	15	3	3	9	3-10		50,000										50,000		
	Herman Prior - Roof Replacement	15	3	5	15	3-5			100,000										100,000	
	Herman Prior HVAC update	15	3	3	9	3-10			100,000									29,000	129,000	
	Library - parking lot overlay	15	2	3	6	11	30,000											80,000	110,000	
	Herman Prior Centre & Library - exterior repairs, painting	15	4	1	4	15-20			25,000										25,000	
Recreation & Leisure	Playground Equipment replacement/additions	15	2	2	4	20	70,000				70,000				80,000			220,000		
	<i>Active Transportation:</i>																			
	Rec Paths - expansion	22	1	3	3	2-20		7,500		10,000		12,000		15,000				893,000	937,500	
	Added Rec Path-expansion	22	2	3	6	1-20		15,000		20,000		30,000		40,000				170,000	275,000	
	Existing limestone path - paving	22	2	1	2	15-20	60,000	70,000	50,000	50,000	50,000	60,000	60,000	60,000	60,000			60,000	580,000	
	Lakebank walkway overlay	15	2	3	6	15-20			320,000										320,000	
Island Park	Fountain	22	4	3	12	20						70,000						81,000	151,000	
	Tennis Courts	22	3	2	6	20												128,000	128,000	
	Repair Picnic Shelters Island Park	15	1	1	1	3-25	20,000						20,000					145,000	185,000	
	Deer Pen - fence, or eliminate and landscape	22	5	3	15	3									20,000				20,000	
	Island Park - Washrooms (all)	15	2	2	4	20										30,000		241,000	271,000	
	Outdoor Fitness Equipment	15	2	2	4	20												42,000	42,000	
Operations	<i>General:</i>																			
	Photocopier	22	6	4	24	10	9,000											20,000	29,000	
	Survey Equipment	15	6	4	24	10			40,000	10,000								40,000	90,000	
	Plotter/scanner	15	6	4	24	10							40,000						40,000	
	GIS	22	2	4	8	9+							50,000						50,000	
	GIS server	22	2	2	4	10+		6,000					8,000						14,000	
	GIS software modules	15	6	3	18	1+			10,000						15,000				25,000	
	Operations Building - flooring & painting	22	5	3	15	4+					6,000	8,000							14,000	
	Operations office chairs, furniture	22	2	3	6	15-20					5,000	15,000		15,000					35,000	
	Office Desk, cabinet replacement	22	2	3	6	15-20													0	
	Land Drainage Sewer Cleaning Program	15	6	6	36	1+	120,000	125,000	130,000	135,000	140,000	145,000	150,000	155,000	160,000	160,000	165,000	1,585,000		
	Lidar Program	15	6	6	36	1+	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000		
	<i>Overlay Program:</i>																			
	Overlay Program/Ashphalt Road Surface - 81,388 meters	22	6	6	36	1+	407,000	420,000	432,000	447,000	464,000	500,000	550,000	600,000	660,000	720,000	138,165,000	143,365,000		
	Overlay Program Additional	22	6	6	36	1+	200,000	200,000	200,000										600,000	
	<i>Road Reconstruction:</i>																			
	Saskatchewan Ave West - Rebuild	8	2	4	8	6-12		6,000,000	6,000,000	6,000,000									18,000,000	
	Gravel Roads - 25,306 meters	22	6	6	36	1+	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	17,500,000	17,765,000		
Gravel Lanes - 38,306 meters	22	6	2	12	10	5,000	5,000	5,000	5,000	7,500	10,000	15,000	15,000	15,000	15,000	5,765,000	5,862,500			
Industrial Park - Street Reconstruction	22	6	4	20	5			100,000					100,000					200,000		
8th St NE 100 block (land drainage)	22	2	4	8	6-12							125,000						125,000		

Dept	Asset	SF	Risk Score															Notes	
			Fail Likelihood	Impact	Severity	Time Horizon	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Infrastruct Deficit		Total
	8th St NE 100 block	22	2	4	8	6-12												125,000	125,000
	Island Park Causeway	13	1	4	4	40	1,600,000	5,100,000											6,700,000
	Island Park Causeway - Debenture Repayment	13							760,000	760,000	760,000	760,000	760,000						
	Dufferin Ave E extension (SE Dev)	22	4	5	20	1													0
	St John St Const (SE Dev)	15	2	4	8	6-12								650,000					650,000
	<b>Storm Sewer Renewal Program:</b>																		
	LDS Renewal Program	22	2	3	6	15-20	50,000	50,000	50,000	75,000	75,000	125,000	150,000	150,000	150,000	150,000	150,000	1,175,000	
	Koko Platz LDS replacement	22	2	3	6	15-20	50,000	75,000	75,000	50,000	50,000							300,000	
	14th NE CRP Box Culvert Replacement	22	3	4	12	1-5	150,000											150,000	
	Saskatchewan Ave - feastive lighting/banners	22	3	2	6	12			20,000				10,000					30,000	
	Downtown ornamental lighting	22	3	2	6	12	40,000	40,000	40,000									120,000	
	Downtown brick sidewalk replacement	23	6	6	36	1+	280,000	280,000	280,000									840,000	
	Sidewalks	23	2	2	4	15	50,000	50,000	50,000	50,000	50,000	70,000	80,000	50,000	50,000		100,000	600,000	
	Roads - equipment	11	2	3	6	1-15				20,000		250,000						371,000	641,000
	Industrial Park expansion - roads and lds	22	2	3	6	1-15								2,000,000				2,000,000	
	<b>Environmental:</b>																		
	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
	<b>Public Works:</b>																		
	Heavy Equipment Renewal	11	2	2	4	1-20	225,000	235,000	235,000	245,000	255,000	265,000	275,000	285,000	295,000	300,000	950,000	3,565,000	
	Pressure Washer	22	3	3	9	6	10,000					13,000							23,000
	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	15,000	20,000	20,000					115,000	
	Shop hoist replacement	22	3	2	6	2-10+						16,000					2,621,000	2,637,000	
	PW Building - Mechanicals	22	4	3	12	1+		20,000				25,000							45,000
	Vehicles - Pool Trucks	22	4	2	6	10+	119,000	125,000	131,000	137,000	144,000	151,000	159,000	167,000	175,000	184,000	982,000	2,474,000	
	Shop heating system replacement	22	3	3	9	6		20,000				25,000					25,000	70,000	
	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	5,000	10,000	5,000	7,000	8,000	9,000		10,000	69,000	
	Christmas LED pole mount lights, festoons	22	2	2	4	15-20			15,000										15,000
	Sidewalk new extensions	22	2	2	4	15-20	50,000	50,000	50,000	50,000	50,000	70,000	80,000	80,000	90,000		90,000	660,000	
	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	25,000	30,000	75,000	35,000	35,000	40,000	40,000	40,000	40,000		40,000	400,000	
	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	
	Public works Yard Expansion - fence, gravel	22	4	3	12	1+								50,000				50,000	
	Signage - PLP Entrance Highway Signs	22	2	3	6	10+											118,000	118,000	
	<b>City Facilities:</b>																		
	City Hall flooring, Main Office area	22	4	3	12	6		25,000											25,000
	City Hall elevator, accessibility measures	18	4	3	12	6		260,000	100,000	100,000								460,000	
	City Hall Front Counter	22	4	3	12	6	25,000											25,000	
	City Hall HVAC	22	4	3	12	6	100,000											100,000	
	City Hall Windows	22	4	3	12	6	50,000											50,000	
	<b>Cemetery:</b>																		
	Building Repair - roof & siding	5	4	3	12	10					50,000								50,000
	CPR Investigation	5	4	3	12	1+	30,000												30,000
	<b>TOTALS:</b>						4,788,000	13,762,500	10,468,000	8,732,000	3,112,500	3,891,000	3,870,000	4,680,000	2,173,000	1,802,000	177,785,000	231,264,000	

Funding Source	
#	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

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

Dept	Asset	SF	Risk Score														Notes	
			Fail Likelihood	Impact	Severity	Time Horizon	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		Infrastruct Deficit
13	Gas Tax																	
14	General Infrastructure																	
15	General Reserve																	
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																	

City of Portage la Prairie - 2020 Risk Rating Capital Plan for Utility Fund

Dept	Asset	SF	Risk Score				Risk Score											Notes
			Fail Likelihood	Impact	Severity	Time Horizon	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Long Trm - Infra Deficit	
Water Treatment 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			250,000									250,000
	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				300,000								300,000
	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				20,000	22,000	25,000						67,000
	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					25,000		30,000					55,000
	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									150,000			150,000
	Pretreatment - sand recircu pump	D	6	2	12	6-10							70,000					70,000
	Structural Repairs to Water Plant Building	A	6	1	6	15-20			100,000									100,000
	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		50,000							75,000			125,000
	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									80,000
	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		30,000			30,000				40,000		60,000	160,000
	Hydro cyclone Replace Bank of 4 x 2	D	6	1	6	15-20	20,000		20,000				45,000					85,000
	Instrument Air Compressor 130 & 131	D	6	1	6	15-20	25,000											25,000
	Raw water summer intake valve	D	6	1	6	15-20		25,000										25,000
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							50,000	
Replace sand filter backwash blower	D	6	1	6	15-20	60,000											60,000	
Rebuild or Replace Transfer Pump	D	6	1	6	15-20	30,000	30,000	30,000	30,000								120,000	
WTP & McKay Reservoir inspection & cleaning	D	6	1	6	15-20			100,000					150,000				250,000	
Water Distribution/Waste water Collection	Water Distribution System - 111,845 metres	D	6	1	6	15-20+	175,000	185,000	200,000	230,000	230,000	250,000	275,000	275,000	290,000	290,000	86,985,000	89,385,000
	Water Distribution System Upgrading-Alexander Ave. -650 metres	A	6	1	6	15-20+	500,000											500,000
	Wastewater Collection - 111,845 metres	A	6	1	6	15-20+	295,000	305,000	315,000	335,000	355,000	375,000	410,000	445,000			86,100,000	88,935,000
	Wastewater Forcemains - 45,878 metres	A	6	1	6	15-20+	50,000	50,000	50,000	50,000	50,000	100,000	100,000	100,000			36,700,000	37,250,000
	Industrial Park expansion	A	6	1	6	15-20+	1,000,000	1,000,000		1,000,000		1,000,000		1,000,000				5,000,000
	Watermain Renewal Program	D	6	1	6	15-20+	100,000	105,000		230,000	230,000	250,000	275,000					1,190,000
	Additional Watermain Renewals	A	6	1	6	15-20+	75,000	80,000	200,000									355,000
	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
	Poplar Bluff Reservoir & Watermain	A	5	4	20	1	1,440,000											1,440,000
	Poplar bluff Forcemain Cleaning	D	4	6	24	1	350,000											350,000
	Water System Upgrading	D	3	3	9	10	60,000	180,000	200,000	220,000	240,000	260,000	275,000	285,000	295,000	300,000		2,315,000
	Fire Hydrant infill (for coverage)	D	3	3	9	10	20,000	20,000	20,000	20,000	20,000	24,000						124,000
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	100,000	110,000	120,000	130,000	140,000	150,000	160,000	170,000	180,000	190,000	1,450,000	
	Shop door replacement - 14'	D	4	2	8	6-10		20,000									20,000	
	Aerial photo mosaic - 10 yr cycle	D	4	2	8	6-10	50,000										50,000	
	Solids tank with overflow/pond for jetting	D	4	2	8	6-10					50,000						50,000	
Sewage Lift Stations - General:	All Lift Stations - maintenance, betterments	D	1	4	4	11+	95,000	50,000	110,000	50,000	50,000	100,000	120,000	100,000			5,582,000	6,257,000
	SBR Submersible Pump - betterments, repair	D	1	5	5	11+											290,000	290,000
	Flygt Submersible pump	D	1	5	5	11+											135,000	135,000



Dept	Asset	SF	Risk Score															Long Trm - Infra Deficit	Total	Notes
			Fail Likelihood	Impact	Severity	Time Horizon	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030				
	2 Chopper pumps	D	1	5	5	11+											54,000	54,000		
	Skalar Analyzer	D	1	5	5	11+											71,000	71,000		
	SBR Lift Station - ABS pump	D	1	5	5	11+											40,000	40,000		
	Sixth Ave SLS Upgrade (generator)	A	4	5	20	11+						150,000					150,000	300,000		
	SLS Communication/Alarms systems	D	5	5	25	1+	8,000	8,000	8,000	9,000	9,000	20,000	9,000				83,000	154,000		
	Lions Manor renewal - pipe, pumps	D	2	3	6	15											50,000	50,000		
	SLS Buildings - electrical, equipment, computer replacement	D	6	4	24	1+	15,000	15,000	15,000	15,000	15,000	15,000	20,000	15,000				125,000		
	Equipment - air supply/PPE/Tools	D	5	6	30	1												0		
	Odour Control	A	3	4	12	2	10,000	10,000	10,000	10,000	10,000	10,000						60,000	New items so not able to rate - would be an improvement of odour to residence	
	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	25,000									30,000	80,000	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	
	Lift Station Piping Renewal	D	1	5	5	11+	50,000		60,000			20,000	70,000				200,000	400,000		
Bridge Road	Building	D	2	2	4	15											50,000	50,000		
	Electrical	D	2	3	6	15												0		
	Piping	D	2	6	12	10									30,000			30,000		
	Automation	D	2	2	4	15												0		
	Pumps	D	2	4	8	7						40,000						40,000	1 pump in 2017	
6th Ave	Building	D	5	3	15	5				30,000								30,000		
	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	80,000											80,000		
	Pumps	D	5	4	20	2		15,000		45,000			45,000					105,000		
	Generator	A	5	3	15	5						150,000					150,000	300,000	New item- reduce risk if power	
	Communication/Alarms	A	5	4	20	2	15,000											15,000	New item	
	HVAC	D	6	4	24	1												0		
Broadway	Building	A	3	4	12	2	40,000											40,000	2 years than wait for total failure	
	Electrical	D	1	6	6	15												0		
	Piping	D	5	5	25	1												0		
	Automation	D	5	4	20	3	15,000											15,000		
	Pumps	D	5	5	25	1												0		
	Communication/Alarms	D	1	6	6	15												0		
Scanlan	Building	D	2	2	4	15												0		
	Electrical	D	2	2	4	15												0		
	Piping	D	5	5	25	1												0		
	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												0		
	Electrical	D	2	2	4	15												0		
	Piping	D	4	5	20	4			10,000									10,000		
	Automation	D	1	4	4	18												0		
	Pumps	D	5	5	25	1				40,000								40,000		
	Communication/Alarms	D	1	6	6	15												0		
Yellowquill/Cres Rd W	Building	D	2	2	4	15												0		
	Electrical	D	2	2	4	15												0		
	Piping	D	3	5	15	3		10,000										10,000		
	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		

Dept	Asset	SF	Risk Score														Long Trm - Infra Deficit	Total	Notes
			Fail Likelihood	Impact	Severity	Time Horizon	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030			
	Piping	D	1	6	6	15						40,000						40,000	
	Automation	D	1	4	4	18												0	
	Pumps	D	4	5	20	4				40,000	45,000							85,000	
	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												0	
	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												0	
	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												0	
	Communication/Alarms	D	1	6	6	15												0	
Portage Ave	Building	D	2	2	4	15												0	
	Electrical	D	5	4	20	3		10,000										10,000	
	Piping	D	3	4	12	10									30,000			30,000	
	Automation	D	1	6	6	15												0	
	Pumps	D	5	4	20	4-5			8,000	8,000								16,000	
	Communication/Alarms	D	1	6	6	15												0	
McMillan	Building	D	2	5	10	5									80,000			80,000	City resumed oper/mtce in 2019
	Electrical	D	2	5	10	5												0	
	Piping	D	1	5	5	15												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	
	Communication/Alarms	D	2	5	10	10									10,000			10,000	
Poplar Bluff 1	Building	D	2	5	10	10												0	Simplot to take ownership in 2019
	Electrical	D	2	5	10	10												0	
	Piping	D	2	5	10	10												0	
	Automation	D	2	5	10	10												0	
	Pumps	D	2	5	10	10												0	
	Communication/Alarms	D	2	5	10	10												0	
Poplar Bluff 2	Building	D	1	2	2	20												0	RM Owned/ City maintained
	Electrical	D	1	5	5	15												0	Constructed in 2018-2019
	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	
	Communication/Alarms	D	2	5	10	15												0	
South East Devel	Building	D	1	5	4	20												0	Constructed in 2018
	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	
	Communication/Alarms	D	2	5	10	15												0	
Sewage Lift Stations	SLS Buildings - electrical, equipment, computer replacement	D	6	4	24	1+	15,000	15,000	15,000	15,000	15,000	15,000	20,000	15,000				125,000	
	Lift Station Piping Renewal	D	1	5	5	11+	50,000		60,000			20,000	70,000				200,000	400,000	
Sanitary Sewer Renewal Program	Renewal Program	A	3	3	9	10	190,000	195,000	200,000	210,000	220,000	230,000	250,000					1,495,000	
	Additional Allocation - NW Sector	D	3	3	9	10	105,000	110,000	115,000	125,000	135,000	145,000	160,000					895,000	
	Sask Ave W - water & sewer (150)	C	3	3	9	10	5,800,000											5,800,000	
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+	2,200,000	1,300,000	650,000									4,150,000	Funding shown for City contribution only - P3 and Government Grants excluded

Dept	Asset	SF	Risk Score															Notes	
			Fail Likelihood	Impact	Severity	Time Horizon	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Long Trm - Infra Deficit		Total
	Industrial Pre-treatment Capital Contribution	D	5	5	25	Ongoing until capacity sold	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000		810,000	\$230,200 Annual contributions - 35% City, 65% Industry
	Safety railing	A	6	4	24	1	30,000											30,000	
	Grounds - Tree renivak (old lagoon)	D	4	4	16	3-5	8,500											8,500	
Main building	Building	D	2	2	4	15			40,000									40,000	
Constructed 1996	Windows	D	5	2	10	7					50,000							50,000	
	Roof	D	2	5	10	10								100,000				100,000	
	Flooring	D	5	2	10	6				20,000						30,000		50,000	
	Paint	D	5	2	10	6				15,000								15,000	
	Plumbing	D	6	5	24	1	10,000											10,000	Back flow preventers
	Electrical	D	4	5	20	3		100,000										100,000	
	Office/Meeting/Washroom Upgrades	D	6	4	24	1	7,000		30,000			12,000						49,000	Office furniture
	HVAC	D	2	6	12	10									130,000			130,000	
	Maintenance area- tools, etc	D	5	5	25	1	3,000	3,000	3,000									9,000	
Lab	Room upgrades (floor/paint)	D	5	2	10	7					10,000							10,000	
	Equipment	D	5	6	30	Ongoing	19,000	15,000	95,000	13,000	15,000	8,000	5,000	100,000	20,000	50,000		340,000	
	HVAC	D	1	6	6	15								30,000				30,000	
Headworks	Grit chamber	D	1	6	6	15												0	
	Bar Screen	D	3	5	15	5				5,000					7,000			12,000	Teeth needed every 5 years
	Piping	A	6	5	30	1												0	
	HVAC	D	1	6	6	15												0	
Odour Control	Pumps	D	1	6	6	15												0	
	Chemical Tanks	D	1	6	6	15												0	
	Stack	A	3	5	15	5						500,000						500,000	
	Automation	D	2	4	8	5-6					20,000							20,000	
SBRs	Liners	D	2	6	12	5-10			500,000	550,000	600,000					700,000		2,350,000	
	Concrete Repair	D	1	6	6	15									100,000			100,000	
	Piping	D	1	6	6	15												0	
	Building	D	3	5	15	5				50,000								50,000	
	HVAC	D	3	4	12	7					20,000							20,000	
	Automation	A	6	6	36	15-20												0	
	Blowers	D	3	6	18	4-5	10,000	10,000	11,000	12,000	12,000							55,000	
	Valves	A	3	6	18	4-5	100,000	100,000	100,000	100,000								400,000	
	Pumps	D	4	6	24	1	140,000	90,000	90,000	95,000								415,000	
	Instrumentation	D	3	6	18	2-5	20,000	50,000			10,000							80,000	
UV	Building	D	2	2	4	15												0	
	HVAC	D	1	4	4	15									40,000			40,000	
	Concrete Repair	D	5	3	15	1	25,000											25,000	Safety concern
	UV System	D	2	6	12	7												0	Part of upgrade
	Automation	D	2	6	12	10												0	
	Generator	D	1	6	6	15												0	
	EQ pumps	D	3	6	18	5					40,000						40,000	80,000	have 2 new- need a 3rd
	Electrical	D	5	5	25	1-2	7,000											7,000	
	Flow Meter	D	6	5	30	1-2	30,000											30,000	
	Outfall pumps	D	3	6	18	5	77,000								40,000	30,000		147,000	2 new- need a 3rd
BVF	Building	D	2	5	10	5			60,000									60,000	Will cause more damage/more cost if left until failure
	Pumps	D	3	6	6	15												0	
	Boiler	D	3	6	18	10-15											50,000	50,000	System may be decommissioned before needed
	Peroxide System	D	3	4	18	10-15												0	
	Piping	D	3	6	18	10-15												0	
GBT	Pumps	D	3	6	18	2-5	40,000		40,000									80,000	
	Belt thickeners	D	1	6	6	15	15,000											15,000	
	Polymer Make up	D	4	6	24	1-2	5,000											5,000	
	Automation	D	5	6	30	1												0	
	Digester	D	1	6	6	15												0	
	EQ Tank	A	4	4	16	5			60,000									60,000	
	Misc	D	4	3	12	6				15,000								15,000	
	Heat Exchanger	A	3	6	18	6					75,000							75,000	
LRAR	Building	D	1	4	4	20												0	
	Pumps	D	1	6	6	20												0	

Dept	Asset	SF	Risk Score															Notes	
			Fail Likelihood	Impact	Severity	Time Horizon	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Long Trm - Infra Deficit		Total
	Grinders	D	1	6	6	20												0	
	Boiler/ Heat Exchanger	D	2	6	12	10								20,000				20,000	
	Liner/cover	D	1	6	6	20												0	
BSTs	Mixers	D				5												0	Will improve operation- potential to be addressed in upgrade
	Automation	D	1	3	3	15												0	
	Building	D	1	2	2	15									30,000			30,000	
	Pumps	D	3	6	18	2	60,000				80,000							140,000	
TOTALS:							14,014,500	5,052,000	5,166,000	7,933,000	3,194,000	5,001,000	3,134,000	9,092,000	2,093,000	2,521,000	247,770,000	304,970,500	

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

### Severity Matrix:

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