

**THE FINANCIAL PLAN  
Municipality of  
City of Portage la Prairie  
2026**

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**GENERAL OPERATING FUND  
BUDGETED REVENUE AND EXPENDITURE**  
City of Portage la Prairie  
For the Year 2026

	BUDGET 2025		PRE-AUDIT 2025		BUDGET 2026		BUDGET 2027
Tax Levy	- 22,888,039	-	22,888,039	-	24,401,647	-	24,401,647
Grants in Lieu of Taxes	- 1,827,025	-	1,827,025	-	1,929,387	-	1,929,387
<b>Sub-Total</b>	<b>- 24,715,064</b>	<b>-</b>	<b>24,715,065</b>	<b>-</b>	<b>26,331,034</b>	<b>-</b>	<b>26,331,034</b>
Requisitions (Deduct)	<u>10,452,457</u>		<u>10,452,457</u>		<u>11,547,393</u>		<u>11,547,393</u>
Net Municipal Taxes & Grants in Lieu of Taxes	- 14,262,607	-	14,262,608	-	14,783,641	-	14,783,641
Other Revenue	- 10,366,073	-	10,292,642	-	10,900,312	-	10,900,312
Transfers from Accumulated Surplus & Reserves	- 2,121,596	-	2,121,596	-	1,172,857	-	-
<b>Total Municipal Revenue</b>	<b>- 26,750,276</b>	<b>-</b>	<b>26,676,846</b>	<b>-</b>	<b>26,856,810</b>	<b>-</b>	<b>25,683,953</b>
General Government Services	3,138,931		3,207,494		3,386,791		3,386,791
Protective Services	7,833,578		7,946,277		8,444,263		8,444,263
Transportation Services	3,125,612		2,767,271		3,214,393		3,214,393
Environmental Health Services	1,294,897		1,354,731		1,407,585		1,407,585
Public Health & Welfare Services	353,205		249,474		371,153		371,153
Environmental Development Services	406,279		335,468		432,315		432,315
Economic Development Services	301,298		305,890		312,024		312,024
Recreation & Cultural Services	2,771,563		2,860,028		2,893,942		2,893,942
Fiscal Services	5,601,574		4,624,538		4,911,081		4,911,081
Surplus Appropriations - Deferred Surplus							
- General Infrastructure Reserve							
- General Reserve	1,860,596		1,860,596		1,420,857		248,000
<b>Total Basic Expenditure</b>	<b>26,687,533</b>		<b>25,511,768</b>		<b>26,794,404</b>		<b>25,621,547</b>
Allowance for Tax Assets	<u>62,743</u>		<u>152,847</u>		<u>62,406</u>		<u>62,406</u>
<b>Total Municipal Expenditure</b>	<b>26,750,276</b>		<b>25,664,615</b>		<b>26,856,810</b>		<b>25,683,953</b>
<b>Net Operating (Surplus) Deficit</b>	<b>-</b>	<b>-</b>	<b>1,012,232</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Adopted by Resolution of Council on:

Mayor's Approval Signature:

Finance Chair Approval Signature:

Certified by Director of Corporate Services:

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FOR DEPARTMENTAL USE ONLY

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

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

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

**GENERAL OPERATING FUND**  
**BUDGETED REVENUE**  
City of Portage la Prairie  
For the Year 2026

	BUDGET 2025	PRE-AUDIT 2025	BUDGET 2026	BUDGET 2027
Other Revenue				
Taxes Added	- 155,000 -	158,509 -	167,000 -	167,000
Accommodation Tax Revenue	- 140,000 -	175,998 -	160,000 -	160,000
Long Plain First Nation - Grant in Lieu	- 157,140 -	160,414 -	162,000 -	162,000
Business Tax for Cable TV	- 26,088 -	26,088 -	26,088 -	26,088
Licenses - Animal	- 2,500 -	3,952 -	3,000 -	3,000
Licenses - Bicycle				
Licenses - Business	- 38,000 -	51,165 -	42,000 -	42,000
Licenses - Other	- 12,000 -	15,381 -	13,000 -	13,000
Permits - Building	-	-	-	-
Permits - Plumbing	-	-	-	-
Fines	- 286,900 -	297,120 -	270,428 -	270,428
Sales of Service				
- General Government	- 50,683 -	81,346 -	48,100 -	48,100
- Protective	- 918,000 -	902,848 -	926,066 -	926,066
- Transportation	- 12,000 -	11,310 -	12,000 -	12,000
- Environmental Health	- 1,185,660 -	1,223,694 -	1,287,522 -	1,287,522
- Public Health and Welfare				
- Environmental Development				
- Economic Development				
- Recreation and Cultural	- 2,275 -	1,916 -	2,275 -	2,275
- Other	- 3,600 -	4,215 -	4,100 -	4,100
Sales of Goods	- 96,000 -	296,540 -	96,000 -	96,000
GST Recovery 3% 02/04-05/04				
Rentals	- 188,550 -	148,879 -	209,523 -	209,523
Trailer Park	- 44,000 -	49,268 -	46,000 -	46,000
Concessions and Franchises				
Returns from Investments	- 260,000 -	544,531 -	350,000 -	350,000
Tax and Redemption Penalties	- 148,000 -	172,287 -	153,000 -	153,000
Development and Dedication Fees				
Provincial Municipal Tax Sharing	- 1,816,510 -	1,883,381 -	1,883,381 -	1,883,381
VLT Revenue Sharing	-	-	-	-
Conditional Grants:				
Federal Govt, Can/MB Infr. (and 3rd party)	- 1,956,551 -	1,199,075 -	2,143,338 -	2,143,338
Conditional Grants - Provincial Govt	- 2,847,616 -	2,862,228 -	2,872,990 -	2,872,990
Conditional Grants - Local Govt	- 19,000 -	22,498 -	22,500 -	22,500
Loan Recoveries	-	-	-	-
<b>Total Other Revenue</b>	<b>- 10,366,073 -</b>	<b>10,292,642 -</b>	<b>10,900,312 -</b>	<b>10,900,312</b>
Transfers from				
- General Reserve	- 500,000 -	500,000	-	-
- Accumulated Surplus	- 1,621,596 -	1,621,596 -	1,172,857	-
- Special Admin Reserve	-	-	-	-
- Accomodation Tax & Marketing Reserve	-	-	-	-
- Recreation Reserve	-	-	-	-
- CCBF Grants Reserve	-	-	-	-
<b>Total Transfers</b>	<b>- 2,121,596 -</b>	<b>2,121,596 -</b>	<b>1,172,857</b>	<b>-</b>
<b>TOTAL OTHER REVENUE &amp; TRANSFERS</b>	<b>- 12,487,669 -</b>	<b>12,414,238 -</b>	<b>12,073,169 -</b>	<b>10,900,312</b>

**GENERAL OPERATING FUND  
BUDGETED EXPENDITURE**  
City of Portage la Prairie  
For the Year 2026

	BUDGET 2025	PRE-AUDIT 2025	BUDGET 2026	BUDGET 2027
<b>GENERAL GOVERNMENT SERVICES</b>				
Legislative	207,759	230,881	238,003	238,003
General Administrative				
CAO & Staff	1,666,637	1,768,460	1,789,030	1,789,030
Office	549,350	500,667	550,393	550,393
Legal	32,300	29,635	37,300	37,300
Audit	39,000	51,297	46,800	46,800
Prior Period Adjustments	-	-	-	-
Assessment	165,000	158,920	162,100	162,100
Taxation	5,500	8,525	5,500	5,500
Other General Government				
Elections	250	-	16,250	16,250
Conventions	140,917	129,898	189,000	189,000
Claims & Liability Insurance	109,885	96,170	116,345	116,345
Intergovernmental Relations	-	-	-	-
Grants	194,433	208,559	208,170	208,170
Other General Government	27,900	24,481	27,900	27,900
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	<b>3,138,931</b>	<b>3,207,494</b>	<b>3,386,791</b>	<b>3,386,791</b>
<b>PROTECTIVE SERVICES</b>				
Police	4,710,000	4,476,545	4,942,100	4,942,100
Fire	2,471,922	2,804,610	2,604,709	2,604,709
Emergency Measures - 911	70,546	68,689	72,145	72,145
Flood Control	-	-	-	-
Disasters	2,635	-	2,500	2,635
Building Inspection	-	-	-	-
Plumbing Inspection	-	-	-	-
Animal and Pest Control	92,175	96,100	127,302	127,302
Community Safety Officers	486,300	500,333	695,507	698,407
<b>TOTAL PROTECTIVE SERVICES</b>	<b>7,833,578</b>	<b>7,946,277</b>	<b>8,444,263</b>	<b>8,447,298</b>
<b>TRANSPORTATION SERVICES</b>				
Administration	183,789	176,250	189,006	189,006
Engineering	115,297	112,777	119,569	119,569
Roads & Streets				
Equipment - U Op Wages & Benefits	62,582	55,874	63,643	63,643
Equipment - Fuel	82,500	66,165	84,150	84,150
Equipment - Repairs & Maint.	106,795	103,507	108,742	108,742
Equipment - Insurance & Reg.	14,950	23,865	26,022	26,022
Workshop and Yards	98,642	90,888	104,436	104,436
Equipment - Contribution from Utility	-	-	-	-
Down Time	141,842	154,640	145,559	145,559
Safety Supplies & Consultant	4,220	7,630	5,220	5,220
Road Maintenance - Labour	197,329	158,180	202,398	202,398
Road Maintenance - Materials	205,250	170,356	216,067	216,067
Road Maintenance - Rentals	43,335	39,322	42,335	42,335
Special Events	9,981	4,355	9,196	9,196
Road Maintenance - Dust Abatement				
Road Reconstruction - Labour				
Road Reconstruction - Materials				
Road Reconstruction - Contracts	670,000	670,000	683,000	683,000
Sidewalks and Boulevards	118,125	100,247	135,860	135,860
Ditches and Road Drainage				
Storm Sewers	136,642	154,954	141,610	141,610
Street Cleaning	25,241	24,678	24,845	24,845
Snow Removal - Labour	168,691	110,628	176,695	176,695
Snow Removal - Materials & Repair	92,600	102,017	98,630	98,630
Snow Removal - Rentals	142,765	37,554	142,765	142,765
Bridges				
Street Lighting	302,442	301,400	302,406	302,406
Traffic Services	66,161	73,836	69,679	69,679
Parking	157,029	126,847	143,661	143,661
Other Road Transport	-	20,596	-	21,101
<b>TOTAL TRANSPORTATION SERVICES</b>	<b>3,125,612</b>	<b>2,767,271</b>	<b>3,214,393</b>	<b>3,214,393</b>
<b>ENVIRONMENTAL HEALTH SERVICES</b>				
Garbage and Waste Collection				
Garbage Collection	1,170,056	1,224,457	1,289,513	1,289,513
Nuisance Grounds	124,841	130,274	118,072	118,072
Other Environmental Health	-	-	-	-
<b>TOTAL ENVIRONMENTAL HEALTH SERVICES</b>	<b>1,294,897</b>	<b>1,354,731</b>	<b>1,407,585</b>	<b>1,407,585</b>

**GENERAL OPERATING FUND  
BUDGETED EXPENDITURE**  
City of Portage la Prairie  
For the Year 2026

	BUDGET 2025	PRE-AUDIT 2025	BUDGET 2026	BUDGET 2027
<b>PUBLIC HEALTH AND WELFARE SERVICES</b>				
Cemeteries	130,704	126,943	144,656	144,656
Other	151,501	51,810	155,497	155,497
Medical Officer				
Hospital Deficit				
Social Welfare				
Administration	71,000	70,721	71,000	71,000
Social Welfare Assistance	-	-	-	-
Social Welfare Services				
<b>TOTAL PUBLIC HEALTH AND WELFARE SERVICES</b>	<b>353,205</b>	<b>249,474</b>	<b>371,153</b>	<b>371,153</b>
<b>ENVIRONMENTAL DEVELOPMENT SERVICES</b>				
Planning and Zoning	- 75,000 -	75,000 -	75,000 -	75,000
General Land Assembly	-	-	-	-
Urban Renewal/Beautification	-	-	-	-
Urban Area Weed Control	252,461	231,300	253,904	253,904
Forestry/D.E.D. Program	228,818	179,168	253,411	253,411
<b>TOTAL ENVIRONMENTAL DEVELOPMENT SERVICES</b>	<b>406,279</b>	<b>335,468</b>	<b>432,315</b>	<b>432,315</b>
<b>ECONOMIC DEVELOPMENT SERVICES</b>				
Water Resources and Conservation				
Regional Development	269,561	269,561	274,952	274,952
Industrial Development	14,729	14,564	15,024	15,024
Tourism	2,008	1,766	2,048	2,048
Other	15,000	20,000	20,000	20,000
<b>TOTAL ECONOMIC DEVELOPMENT SERVICES</b>	<b>301,298</b>	<b>305,890</b>	<b>312,024</b>	<b>312,024</b>
<b>RECREATION AND CULTURAL SERVICES</b>				
Recreation Commission and Administration	-	-	-	-
Community Centres and Halls				
Swimming Pools and Beaches	-	-	-	-
Golf Courses				
Skating Rinks and Arenas	5,550	6,582	6,700	6,700
Parks and Playgrounds	485,672	580,274	569,310	569,310
Other Recreation Facilities	15,656	19,844	18,824	18,824
Daycare	15,191	20,421	18,785	18,785
Recreation Programs	-	-	-	-
Grants	1,738,435	1,732,145	1,766,293	1,766,293
Parks/Rec. Equip. Maint.	96,087	84,246	96,215	96,215
Museums				
Libraries	372,236	356,349	374,054	374,054
Other Cultural Facilities	42,736	60,168	43,761	43,761
Island of Lights	-	-	-	-
<b>TOTAL RECREATION AND CULTURAL SERVICES</b>	<b>2,771,563</b>	<b>2,860,028</b>	<b>2,893,942</b>	<b>2,893,942</b>
<b>FISCAL SERVICES</b>				
Transfers to Specific Reserves	2,642,728	2,740,117	2,193,933	2,193,933
Transfer to Capital	1,207,618	270,548	1,363,200	1,363,200
Transfer to Utility	-	-	-	-

**GENERAL OPERATING FUND  
BUDGETED EXPENDITURE**  
City of Portage la Prairie  
For the Year 2026

	BUDGET 2025	PRE-AUDIT 2025	BUDGET 2026	BUDGET 2027
Debenture Debt Charges	-	-	-	-
Other Long-term Debt Charges	1,519,228	1,519,228	1,143,948	1,143,948
Tax Discounts and Short-term Loan Interest	7,000	5,593	6,000	6,000
Other Debt Charges				
Other Fiscal Services	225,000	89,051	204,000	204,000
<b>TOTAL FISCAL SERVICES</b>	<b>5,601,574</b>	<b>4,624,538</b>	<b>4,911,081</b>	<b>4,911,081</b>

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**UTILITY OPERATING FUND**  
**BUDGETED REVENUE & EXPENDITURE**  
City of Portage la Prairie  
For the Year 2026

	BUDGET 2025	PRE-AUDIT 2025	BUDGET 2026	BUDGET 2027
<b>WATER CONSUMER SALES</b>				
- Residential	2,800,000	3,769,036	3,600,000	3,600,000
- Commercial	1,860,000	2,134,601	2,064,000	2,064,000
- Industrial	3,800,000	4,376,147	3,347,520	3,347,520
- Poplar Bluff Industrial Park	4,300,000	5,113,311	4,200,000	4,200,000
- Federal & Prov				
- Munic. & Schools				
- Regional Water Agreement	1,200,000	1,629,310	1,400,000	1,400,000
<b>SEWER SERVICE CHARGES</b>				
- Residential				
<b>SEWER SURCHARGES</b>	10,500	11,866	13,000	13,000
Discounts, Refunds and Cancellations				
<b>Net Consumer Revenue - Subtotal</b>	<b>13,970,500</b>	<b>17,034,270</b>	<b>14,624,520</b>	<b>14,624,520</b>
Penalties	11,500	17,124	13,500	13,500
Hydrant Rentals	58,000	62,882	82,600	82,600
Installation Service	-	-	-	-
Connection Revenue - Net	20,000	343,123	20,000	20,000
Provincial Grants	45,340,352	1,030,729	46,337,869	46,337,869
Other Revenue	147,150	303,899	189,150	189,150
Contribution from Revenue Fund	-	-	-	-
Transfer from General Reserve	-	-	-	-
Transfer from Accum. Surplus	2,055,429	2,055,429	3,758,390	-
<b>TOTAL REVENUE</b>	<b>61,602,931</b>	<b>20,847,456</b>	<b>65,026,029</b>	<b>61,267,639</b>
<b>WATER SUPPLY</b>				
Administration	1,854,993	1,866,569	1,987,939	1,987,939
Customer Billings and Collections	-	-	-	-
Purification and Treatment	4,495,624	4,455,004	5,139,191	5,139,191
Water Purchases	-	-	-	-
Service of Supply	-	-	-	-
Transmission and Distribution	2,103,507	2,357,632	2,148,220	2,148,220
Other Water Supply Costs	-	-	-	-
Connections - Net Loss	-	-	-	-
<b>Total</b>	<b>8,454,124</b>	<b>8,679,205</b>	<b>9,275,350</b>	<b>9,275,350</b>
<b>SEWAGE COLLECTION AND DISPOSAL</b>				
Administration	22,777	25,397	57,206	57,206
Sewage Collection System	1,390,448	1,270,782	1,400,627	1,400,627
Sewage Lift Station	368,793	403,523	365,175	365,175
Sewage Treatment and Disposal	1,057,146	999,810	1,066,608	1,066,608
Industrial Pretreatment	156,246	157,177	175,532	175,532
Other Sewage Collection and Disposal Costs	-	-	-	-
Connections - Net Loss	-	-	-	-
<b>Total</b>	<b>2,682,918</b>	<b>2,542,335</b>	<b>2,714,084</b>	<b>2,714,084</b>
<b>CONTRIBUTION TO CAPITAL</b>	<b>45,340,352</b>	<b>1,134,936</b>	<b>46,337,869</b>	<b>46,337,869</b>
<b>TRANSFERS TO RESERVES</b>				
Nutrient Removal Reserve	750,000	750,000	750,000	750,000
Computer Reserve	18,000	18,000	18,000	18,000
Infrastructure Reserve	-	-	-	-
IP Reserve	272,000	270,738	277,690	277,690
<b>DEBENTURE DEBT CHARGES</b>	<b>242,210</b>	<b>242,210</b>	<b>242,210</b>	<b>242,210</b>
<b>OTHER LONG-TERM DEBT CHARGES</b>				
<b>SURPLUS APPROPRIATIONS</b>				
Deferred Surplus re Deficit	-	-	-	-
Deferred Surplus re By-Law Obligation	-	-	-	-
Appropriation to General Reserve - Utility	3,843,328	3,843,328	5,410,827	1,652,437
Appropriation to Infrastructure Reserve - Utility	-	-	-	-
Appropriation to WTP Reserve - Utility	-	-	-	-
<b>Total</b>	<b>3,843,328</b>	<b>3,843,328</b>	<b>5,410,827</b>	<b>1,652,437</b>
<b>TOTAL EXPENDITURE</b>	<b>61,602,931</b>	<b>17,480,752</b>	<b>65,026,029</b>	<b>61,267,639</b>
<b>NET OPERATING (SURPLUS) DEFICIT</b>	<b>-</b>	<b>3,366,704</b>	<b>0</b>	<b>0</b>

**TAX LEVY CALCULATION**  
City of Portage la Prairie  
For the Year 2026

	EXPENSES								REVENUES					
	Taxable	Exempt	Grants	Total	Basic	Tax Allow	Total	Mill Rate	Taxation	Gnts-in-Lieu	Oth Rev	Ftge	Total	
<b>Education:</b>														
ESL	163,527,130		33,133,580	196,660,710	\$1,457,453.00	(\$0.48)	\$1,457,452.52	7.411	ESL	\$1,211,899.56	\$245,552.96		\$1,457,452.52	
School Division	651,800,440	1,406,160	48,261,220	701,467,820	\$10,089,940.00	(\$26.88)	\$10,089,913.12	14.384	School Division	\$9,375,497.53	\$694,189.39	\$20,226.21	\$10,089,913.12	
Sub-Total					\$11,547,393.00	(\$27.36)	\$11,547,365.64	21.795	Total	\$10,587,397.09	\$939,742.35	\$20,226.21	\$0.00	\$11,547,365.64
<b>Municipal:</b>														
Debenture - Sask Ave W	673,668,670		48,261,220	721,929,890	\$1,143,947.86	\$311.02	\$1,144,258.88	1.585	Debenture - Sask Ave W	\$1,067,764.84	\$76,494.03		\$1,144,258.88	
Assess Levy	673,668,670		48,261,220	721,929,890	\$162,100.00	\$334.23	\$162,434.23	0.225	Assess Levy	\$151,575.45	\$10,858.77		\$162,434.23	
<i>Reserve Transfers that are part of the tax levy:</i>														
Reserve-Environment	673,668,670		48,261,220	721,929,890	\$43,100.00	\$215.79	\$43,315.79	0.060	Reserve-Environment	\$40,420.12	\$2,895.67		\$43,315.79	
Reserve-Glesby Centre	673,668,670		48,261,220	721,929,890	\$15,000.00	\$160.53	\$15,160.53	0.021	Reserve-Glesby Centre	\$14,147.04	\$1,013.49		\$15,160.53	
Reserve - Accessibility	673,668,670		48,261,220	721,929,890	\$0.00	\$0.00	\$0.00	0.000	Reserve - Accessibility	\$0.00	\$0.00		\$0.00	
Reserve-Fire	673,668,670		48,261,220	721,929,890	\$385,000.00	\$510.56	\$385,510.56	0.534	Reserve-Fire	\$359,739.07	\$25,771.49		\$385,510.56	
Reserve-Sidewalk	673,668,670		48,261,220	721,929,890	\$50,000.00	\$535.09	\$50,535.09	0.070	Reserve-Sidewalk	\$47,156.81	\$3,378.29		\$50,535.09	
Reserve-Comp.	673,668,670		48,261,220	721,929,890	\$18,000.00	\$48.25	\$18,048.25	0.025	Reserve-Comp.	\$16,841.72	\$1,206.53		\$18,048.25	
Reserve-Gen.	673,668,670		48,261,220	721,929,890	\$248,000.00	\$343.88	\$248,343.88	0.344	Reserve-Gen.	\$231,742.02	\$16,601.86		\$248,343.88	
Reserve-Equip.Replace	673,668,670		48,261,220	721,929,890	\$405,000.00	\$2.67	\$405,002.67	0.561	Reserve-Equip.Replace	\$377,928.12	\$27,074.54		\$405,002.67	
Reserve-Infrastructure	673,668,670		48,261,220	721,929,890	\$225,000.00	\$242.13	\$225,242.13	0.312	Reserve-Infrastructure	\$210,184.63	\$15,057.50		\$225,242.13	
Mun-at-Large	673,668,670		48,261,220	721,929,890	\$12,046,313.14	\$59,729.19	\$12,106,042.33	16.769	Mun-at-Large	\$11,296,749.93	\$809,292.40		\$12,106,042.33	
Other Revenue and transfers					\$12,052,942.56		\$12,052,942.56		Other Revenue and transfers			\$12,052,942.56	\$12,052,942.56	
Municipal Total					\$26,794,403.56	\$62,433.33	\$26,856,836.89	20.506		\$13,814,249.75	\$989,644.58	\$12,052,942.56	\$0.00	\$26,856,836.89
Totals					\$38,341,796.56	\$62,405.97	\$38,404,202.53		Totals	\$24,401,646.84	\$1,929,386.93	\$12,073,168.77	\$0.00	\$38,404,202.53

**SUNDRY REVENUE AND EXPENDITURE ANALYSIS**

City of Portage la Prairie  
For the Year 2026

Part 1 - Grants in Lieu of Taxes

Government or Agency	Assessment		Mill Rate	Amount	Frontage	Total
	Farm/Res	Other				
#1080 HMQ-MAN R	5,741,110		34.890	200,307		200,307
#1080 HMQ-MAN F			34.890	0		0
#1080 HMQ-MAN O		11,493,830	42.301	486,201		486,201
#1020 HMQ-MAN O		4,230	42.301	179		179
#1150 HIGHWAYS R	68,680		34.890	2,396		2,396
#1150 HIGHWAYS O		63,590	42.301	2,690		2,690
#3 CORP (FDC) O		10,599,760	42.301	448,380		448,380
#1270 MPIC R			34.890	0		0
#1270 MPIC O		1,166,430	42.301	49,341		49,341
#1300 MHRC R	8,770,960		34.890	306,019		306,019
#1770 HYDRO O		1,293,060	42.301	54,698		54,698
#705 CENTRA - PP O		5,443,430	42.301	230,263		230,263
#2700 HMQ-CAN F	546,890		34.890	19,081		19,081
#2700 HMQ-CAN O		645,650	42.301	27,312		27,312
#2706 VIA RAIL O		121,360	42.301	5,134		5,134
#1042 ATTOR GEN O		2,301,980	42.301	97,376		97,376
#1094-COMM S-CORIO			42.301	0		0
#1121-CROWN LAND O		260	42.301	11		11
	<u>15,127,640</u>	<u>33,133,580</u>				<u>1,929,387</u>
		<u>48,261,220</u>				
Total to pages 1,8						<u>1,929,387</u>

Part 2 - Conditional Grants

Totals to Page 2	Government or Agency	Purpose	Amount
<u>Government of Canada:</u>			
	Federal Gov't	CCB	780,138
	Provincial Gov't	Fire Hall Generator & Backroom	69,000
	Provincial Gov't	Fire Truck	281,000
	Provincial Gov't	Gladys Cook Way	1,000,000
	Provincial Gov't	Library Lighting	13,200
	Included in Conditional Grants - Infr/3rd Party- Page 2		<u>2,143,338</u>
<u>Local Government:</u>			
		Safety Officer	22,500
		School Liason Officer	73,464
	Included in Conditional Grants - Local Gov't - Page 2		<u>95,964</u>
<u>Province of Manitoba:</u>			
		General Operating	1,883,381
	Included in Provincial Municipal Tax Sharing - Page 2		<u>1,883,381</u>
	Province of Manitoba-Mobile Transport - MDTP	Handi-van	30,000
	Province of Manitoba-Man. Product Stewardship	Recycling	319,175
	Province of Manitoba-	Dutch Elm Disease	50,854
	Province of Manitoba-Natural Resources	Larvaciding	37,191
	Province of Manitoba-Justice	Policing	1,961,087
	Province of Manitoba-Public Safety	Fire	266,220
	Province of Manitoba-Man. Product Stewardship	WRARS	135,000
	listed in Conditional Grants - Prov Gov't - Page 2		<u>2,799,527</u>
	Conditional Grants, Page 2		<u>6,922,209</u>

Part 3 - Transfers to Deferred Surplus - General Operating Fund

Purpose	Year	Term	Authority	Amount
				<u>0</u>

Part 4 - Transfers to Deferred Surplus - Utility Operating Fund

Purpose	Year	Term	Authority	Amount
				<u>-</u>

**GENERAL OPERATING FUND - DEBENTURE DEBT CHARGES**

City of Portage la Prairie  
For the Year 2026

**Part 1 - Debenture Debt Charges**

Purpose	By-Law No.	Maturity (year)	Opening Balance	Principal	Closing Balance	Interest	Total Payment	Frontage/Per Parcel	Other	Net Requirement
Saskatchewan Ave W	22-8738	2037	3,418,015.66	238,657.90	3,179,357.76	108,009.29	346,667.19			346,667.19
Saskatchewan Ave W	23-8756	2038	7,527,101.08	427,173.11	7,099,927.97	370,107.56	797,280.67			797,280.67
			<u>10,945,116.74</u>	<u>665,831.01</u>	<u>10,279,285.73</u>	<u>478,116.85</u>	<u>1,143,947.86</u>	<u>0.00</u>	<u>0.00</u>	<u>1,143,947.86</u>

**Part 2 - Summary (by area) - to be carried forward - Page 8**

Area to be Levied	Taxable Assessment	Otherwise Exempt Assessment	Grant Assessment	Total Assessment	Total Requirement	Raise by Frontage	Raised by Other Revenue	Rasied by Mill Rate
City at Large	673,668,670		48,261,220	721,929,890	1,143,947.86	0.00	0.00	1,143,947.86

**UTILITY OPERATING FUND - DEBENTURE DEBT CHARGES**

City of Portage la Prairie

For the Year 2026

**Part 1 - Debenture Debt Charges**

Purpose	By-Law No.	Maturity (year)	Opening Balance	Principal	Closing Balance	Interest	Total Payment	Frontage/Per Parcel	Other	Net Requirement
Sask Ave W - Utility Infrastructure	21-8728	2036	1,505,836.38	131,707.98	1,374,128.40	39,151.75	170,859.73		0.00	170,859.73
Sask Ave W - Utility Infrastructure	22-8737	2037	703,455.89	49,121.02	654,334.87	22,229.21	71,350.23			71,350.23
			<u>2,209,292.27</u>	<u>180,829.01</u>	<u>2,028,463.26</u>	<u>61,380.95</u>	<u>242,209.96</u>	<u>0.00</u>	<u>0.00</u>	<u>242,209.96</u>

**Part 2 - Summary (by area) - to be carried forward - Page 8**

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

**CAPITAL BUDGET**  
City of Portage la Prairie  
For the Year 2026

**Part 1 - Capital Expenditures**

Particulars of Expenditure	Estimated Total Cost	Borne by General	Borne by Utility	Borne by Designated Reserves	Borne by Borrowing
Administration	130,500			130,500	
Protective Services	1,545,975	350,000		1,195,975	
Operations	5,164,277	1,000,000		4,164,277	
Environmental Development	0				
Community Services	39,000	13,200		25,800	
Utility	<u>106,901,752</u>		46,437,869	5,259,883	55,204,000
<b>TOTAL</b>	<b>113,781,504</b>				
TOTAL to Page 5		<u>1,363,200</u>			
TOTAL to Page 6			<u>46,437,869</u>		
TOTAL to Part 2				<u>10,776,435</u>	
TOTAL to Part 3					<u>55,204,000</u>

**Part 2 - General & Specific Reserve Fund Withdrawals**

Reserve Name	General Fund Transfers		Utility Fund Transfers	
	To Operating	To Capital	To Operating	To Capital
Special Admin. - By-Law No.7294				
Handivan Reserve By-Law No. 7267				
Fire Truck -By-Law No. 4895				336,000
Capital Reserve, By-Law No. 7166				
Accomm Tax Reserve - Marketing	50,000			
Accomm Tax Reserve - Sask Ave	10,000			
Cemetery - By-Law No. 4227				
Computer - By-Law No. 6373			30,500	
Crescent Lake - By-Law No. 7244				
Ec. Dev. - By-Law No. 7777				
Environmental Reserve By-Law No.7839				
Equipment Replacement - By-Law 3781			710,000	
Policing Reserve			27,000	
Fuel Tax, By-Law No. 06-8317				
Glesby Centre By_law No. 09-8437				
Land Dvpt - By-Law No. 98-7993			177,930	
Sidewalk, By-Law No. 00-8060				
Accessibility Reserve				
Infrastructure Reserve			730,000	
Library Reserve				
Softball Complex Reserve				
Herman Prior Building Reserve				
Hydro Trust			30,000	
City Buildings			15,800	
<u>General Reserve:</u>				
General Projects		2,759,322		
<u>CCBF Reserve</u>				
Projects		700,000		
<u>Utility Reserve</u>				
Utility Projects				3,043,301
Nutrient Removal				1,598,945
Infrastructure				617,637
WTP Reserve				0
Total from CCBF (for debt payments)		<u>0</u>		0
Total from General Reserve		<u>60,000</u>		
		Page 2	<u>5,516,552</u>	
Total from Accumulated Surplus				<u>0</u>
Total from Utility Reserve		Part 1		<u>0</u>
			Page 6	<u>5,259,883</u>
				Part 1

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

Proposal	Temporary Financing			Repayment	
	Bank Loan	Rev. Loan	Res. Loan	Amount	Term
WTP Upgrade & Expansion		75,000,000		75,000,000	30 Years
<hr/>					
TOTAL, Part 1	0	75,000,000	0	<u>75,000,000</u>	

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 - 2026 Risk Rating Capital Plan for General Fund

Dept	Asset	SF	Risk Score				2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Long Term - Infrs Deficit	Total
			Fail Likelihood	Impact	Severity	Time Horizon												
City Manager	<b>Technology:</b>																	
	Computer Servers & Network Infrastructure	6	3	4	12	7	14,000	24,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	Ongoing	150,000	
	Mitel phone system	6	3	4	12	8	50,000				50,000						100,000	
	Audio Equipment - Council Chambers	6	3	3	9	12		50,000						50,000			100,000	
Public Safety	Printers, copiers	6	4	4	16	4	6,000	7,000		17,000		9,000	7,000	7,000	17,000	6,000		76,000
	2012 Engine 1 Tanker/Pumper Truck	12	3	2	6	15									1,500,000			1,500,000
	Engine 2 Fire Truck	12	2	3	6	20										1,500,000		1,500,000
	2004 Engine 3 Fire Truck	12	3	3	9	7						1,500,000						1,500,000
	2000 Pierce 100' Aerial Platform Fire Apparatus	13	4	4	16	5				1,350,000								1,350,000
	1999 GMC Rescue/Command Vehicle	12	5	5	25	2												0
	2010 Ford, 350 4x4 Utility Truck	12	2	1	2	15												0
	ATV/UTV	12	1	3	3	15											60,000	60,000
	Rescue boat and motor	12	2	3	8	10											25,000	25,000
	Drone	12	2	1	2	15											25,000	25,000
	Washer Extractor	12	3	2	6	15								18,000				18,000
	Fire Hall renovation - Office/Day room/shower	12	1	2	3	10												0
	Extrication Tools - Hydraulic/Electric	12	4	4	16	3												0
	Self Contained Breathing Apparatus	12	2	3	6	13							350,000					350,000
	Enclosed Trailer	12	2	2	4	15											30,000	30,000
	Generator (shared Fire Dept & RCMP)	15	5	5	25	1												0
	Fire Station - General Structure roof	12	4	2	8	10						375,000						375,000
CSO	Unit 501 - 2024 Ford Explorer	26	3	3	9	10										100,000	100,000	
		26	3	3	9	10										100,000	100,000	
	In-Vehicle Technology (In-car Cameras, Laptops)	26	3	2	6	10	5,000			10,000							21,000	
	Body Worn Cameras	26	4	4	16	5	7,500	7,500	7,500	7,500	7,500	12,000	8,000	8,000	8,000	8,000		81,500
	Radio Systems	26	3	5	15	5		25,000	2,000	2,000	5,000	2,000	5,000	2,000	25,000	2,000		70,000
	Facility Upgrades (Repairs/Tech)	26	3	4	12	6	5,000	10,000		50,000							50,000	115,000
	Lockers	26	2	3	6	10	2,000		2,000		4,000						7,000	15,000
	Furniture & Workstations	26	2	3	6	10	5,000				8,000						10,000	23,000
	By-Law vehicle & Vehicle technology enforcement	26	4	2	4	8				100,000								100,000
	RCMP	RCMP Building - Roof	15	2	4	8	7	5,000	5,000	5,000	5,000	6,000	200,000	6,000	6,000	7,000	7,000	
RCMP Building - HVAC		15	5	3	15	3		60,000				50,000				50,000		160,000
RCMP Building - Exhibit Storage (Heat/Cool)		15	4	6	24	1	40,000											40,000
RCMP Flooring		15	5	4	20	1	55,000									30,000		85,000
RCMP Boilers		15	2	6	12	7						100,000						100,000
RCMP Bathrooms		15	2	6	12	10-Jan										30,000		30,000
RCMP Furniture- desks		15	5	5	25	1	15,000						20,000					35,000
RCMP Building- paint		15	6	4	24	1			10,000							20,000		30,000
RCMP Parking lot		15	3	5	15	5				50,000							40,000	90,000
RCMP Body Cameras		15	5	4	20	3												0
Heritage Square		Glesby Centre - general	16	5	3	15	5	20,000			50,000						1,750,000	1,820,000
	Glesby Centre - HVAC	16	6	6	24	1	40,000		50,000			60,000			50,000	30,000	230,000	
	Glesby Centre - exterior	16	2	5	10	6						10,000					10,000	
	Glesby Centre - Roof	16	5	5	25	1	5,000	5,000	5,000	5,000	6,000		6,000	6,000	7,000	10,000	55,000	
		15	2	6	12	7						200,000						200,000
	Library - Major Painting, wall repairs, lighting	15	4	5	20	3-5	20,000			40,000								100,000
	Library - HVAC	21	5	5	25	1	30,000				40,000				30,000			100,000
	Library - Roof	15	5	3	15	3			100,000									100,000
	Library - parking lot overlay	15	3	6	18	3			30,000								80,000	110,000
	Herman Prior - Roof Replacement	27	5	5	25	1	5,000	5,000	5,000	5,000	6,000		6,000	6,000	7,000	7,000		52,000
		15					150,000						300,000					450,000
Herman Prior - HVAC	27	4	5	20	3			30,000				30,000					29,000	89,000
Herman Prior Centre & Library - exterior repairs, painting	27	4	3	12	5						10,000						10,000	
Recreation & Leisure	Playground Equipment replacement/additions	15	2	2	4	20	200,000			100,000					120,000			420,000
	<b>Active Transportation:</b>																	
	Rec Paths - expansion	22	1	3	3	2-20			15,000			18,000		14,000		20,000	893,000	960,000
	Added Rec Path-expansion	22	2	3	6	1-20			40,000			50,000		60,000			170,000	370,000
	Existing limestone path - paving	22	2	3	6	15-20				70,000			80,000		60,000		60,000	350,000
	Lake bank walkway overlay	22	4	3	12	6-10					150,000				100,000		81,000	381,000
Island Park	Fountain	22	4	3	12	6-10			20,000				25,000				128,000	173,000
	Tennis Courts	22	3	2	6	20	50,000											50,000
	Accessible Swing	15	1	3	3	15-20			20,000						20,000		145,000	185,000
	Repair Picnic Shelters Island Park	15	1	1	1	3-25			100,000									100,000
	Deer Pen - fence, or eliminate and landscape	22	5	3	15	3				30,000							241,000	271,000
	Island Park - Washrooms (all)	15	2	2	4	20				30,000							241,000	271,000
	Parks Compound Gate	15	6	4	24	1	13,000											13,000
	Outdoor Fitness Equipment	15	2	2	4	20					20,000						42,000	62,000

Dept	Asset	SF	Risk Score				2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Long Term - Infrs Deficit	Total
			Fail Likelihood	Impact	Severity	Time Horizon												
Operations	<b>General:</b>																	
	Photocopier	22	6	4	24	10	10,000			20,000						20,000	50,000	
	Survey Equipment	15	6	4	24	10	15,000		50,000	15,000			60,000	15,000		40,000	195,000	
	Plotter/scanner	15	6	4	24	10				20,000					25,000		45,000	
	GIS	22	2	4	8	9+	30,000			40,000			20,000				90,000	
	GIS server	22	2	2	4	10+		20,000						20,000			40,000	
	GIS software modules	15	6	3	18	1+			15,000		20,000				20,000		55,000	
	Operations Building - flooring & painting	22	5	3	15	4+	30,000			8,000			12,000			3,000	53,000	
	Operations office chairs, furniture	22	2	3	6	15-20			15,000				18,000				33,000	
	Office Desk, cabinet replacement	22	2	3	6	15-20										30,000	30,000	
	Roof	15	5	5	25	1	20,000										20,000	
	Exterior- siding, windows, eaves, doors	15	4	4	20	4				40,000						50,000	90,000	
	HVAC	15	4	4	20	3			40,000								40,000	
	Land Drainage Sewer Cleaning Program	15	6	6	36	1+	150,000		160,000		170,000		170,000		175,000	165,000	990,000	
	<b>Overlay Program:</b>																	
	Overlay Program/Asphalt Road Surface - 81,388 meters	22	6	6	36	1+	550,000	600,000	660,000	720,000	760,000	780,000	790,000	800,000	800,000	825,000	138,165,000	145,450,000
	Overlay Program Additional	22	6	6	36	1+	250,000	300,000	300,000	300,000	300,000	320,000	320,000	330,000	330,000	350,000		3,100,000
		13					700,000											700,000
	<b>Road Reconstruction:</b>																	
	Gravel Roads - 25,306 meters	22	6	6	36	1+	28,000	29,000	30,000	31,000	32,000	33,000	33,000	33,000	34,000	35,000	17,500,000	17,818,000
	Gravel Lanes - 38,306 meters	22	6	2	12	10	6,000	7,000	7,000	8,000	8,000	9,000	9,000	9,000	10,000	10,000	5,765,000	5,848,000
	Industrial Park - Street Reconstruction	22	6	4	20	5			125,000				150,000				150,000	425,000
	Island Park Causeway- lights & banners	13	1	4	4	40								10,000				10,000
	Dufferin Ave E extension (SE Dev)	22	4	5	20	1			100,000									100,000
	Gladys Cook Way	15	2	4	8	6-12	75,000											75,000
	<b>Storm Sewer Renewal Program:</b>																	
	LDS Renewal Program	22	2	3	6	15-20	150,000	150,000	150,000	150,000	175,000	175,000	175,000	175,000	175,000	200,000	10,000,000	11,675,000
	Koko Platz LDS replacement	22	2	3	6	15-20												0
	14th St NE CPR Box Culvert Replacement	14	3	4	12	1-5	1,000,000	1,000,000										2,000,000
	14th St NE CPR Box Detailed Design	22	3	4	12	1-5												0
	Land Drainage Study	22	3	4	12	1-5												0
	Saskatchewan Ave - festive lighting/banners	22	3	2	6	12	10,000			25,000				10,000				45,000
	Sidewalks	23	2	2	4	15	80,000		50,000		70,000		80,000		80,000		100,000	460,000
	Roads - equipment	11	2	3	6	1-15			300,000		25,000		250,000		300,000		371,000	1,246,000
	Industrial Park expansion - roads and lds	13	2	3	6	1-15			2,000,000									2,000,000
<b>Environmental:</b>																		
<b>Public Works:</b>																		
Heavy Equipment Renewal	11	2	2	4	1-20	350,000	300,000	360,000	380,000	390,000	410,000	420,000	425,000	450,000	450,000	950,000	4,885,000	
Pressure Washer	22	3	3	9	6		15,000										15,000	
Cottonwood maintenance - increase	22	3	3	9	6-10	20,000	20,000	25,000	22,000	22,000	25,000	25,000	25,000	25,000	25,000	25,000	234,000	
Shop hoist replacement	22	3	2	6	2-10+					30,000						2,621,000	2,651,000	
PW Building - Mechanicals	22	4	3	12	1+		30,000					30,000					60,000	
Vehicles - Pool Trucks	22	4	2	6	10+	200,000	210,000	210,000	215,000	225,000	230,000	230,000	250,000	260,000	260,000	982,000	3,272,000	
Shop heating system replacement	22	3	3	9	6		25,000					30,000				25,000	80,000	
Ops office rooftop HVAC unit replacement	22	3	3	9	6				35,000					40,000			75,000	
Shop roof	22	5	5	25	1-3		20,000					25,000					45,000	
Christmas Banners	22	2	2	4	15-20	60,000		70,000		80,000		80,000		85,000		90,000	465,000	
Christmas LED pole mount lights, festoons	22	2	2	4	15-20		100,000										100,000	
Sidewalk new extensions	22	2	2	4	15-20												0	
Lake pumps, pipe	22	2	2	4	15-20		50,000							50,000			100,000	
Winter sand shed	22	2	2	4	15-20	40,000	40,000	40,000	45,000	45,000	50,000	50,000	50,000	55,000	55,000	40,000	510,000	
Transportation canvas shed, replace canvas	22	2	2	4	15-20	150,000				200,000							350,000	
Rail Crossing Maintenance (5 of 8 crossings)	22	2	2	4	15-20												0	
CPR constant warning signal upgrade	22	2	2	4	15-20												0	
CNR signal upgrade	22	2	2	4	15-20												0	
Public Works shop maintenance bay x2	22	2	2	4	15-20												0	
Public works shop overhead doors	22	2	2	4	15-20												0	
Public works shop overhead doors	22	5	4	20	1-2	20,000											20,000	
Operations Gate Renewal	22	4	3	12	6-10	13,000											13,000	
Fuel Tank Repair/Replacement.	22	4	5	20	1-2	50,000											50,000	
Signage - PLP Entrance Highway Signs	22	2	3	6	10+					80,000						118,000	198,000	
Operations Roof	22	3	3	9	6-10				250,000								250,000	
<b>City Facilities:</b>																		
City Hall flooring, Main Office area	14	1	5	25	10+												0	
City Hall Roof	22	5	6	30	1	20,000	50,000	5,000	5,000	5,000	75,000	6,000	6,000	7,000	7,000	6,000	192,000	
City Hall elevator, accessibility measures	18	2	6	12	5									10,000			10,000	
City Hall Committee room/Council chambers paint	22	2	5	10	10-Jan									30,000			30,000	
City Hall Committee Room/Chambers furniture	22	2	5	10	10									10,000			10,000	
City Hall - general painting	22	3	5	15	10		6,000		7,000			8,000					21,000	
City Hall Front Counter, Furniture/Finance Dept	14	1	5	5	20												0	
Fire Proof Cabinets - to replace vault storage	22	4	3	12	10						5,000						5,000	

Dept	Asset	SF	Risk Score				2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Long Term - Infrs Deficit	Total
			Fail Likelihood	Impact	Severity	Time Horizon												
	City Hall HVAC	15	4	5	20	5	50,000			75,000							125,000	
	City Hall Windows	22	4	4	16	5			20,000			15,000					35,000	
	City Hall Building	22	2	6	12	7							100,000				100,000	
	City Hall - South rear stairwell	15	6	5	30	1-2	200,000										200,000	
	Cemetery:																	
	Building Repair - roof & siding	15	4	5	20	1		50,000				50,000					100,000	
	Daycare:																	
	Daycare - general	15	3	5	15	5	100,000		10,000						15,000	1,750,000	1,875,000	
	Daycare- HVAC	28	3	5	15	5			15,000						15,000	30,000	60,000	
	Daycare- Roof/ Envelope	28	1	5	5	10								20,000			20,000	
	Daycare- parking lot	28	1	5	5	10											0	
TOTALS:							5,119,500	3,575,500	5,032,500	5,626,500	3,026,500	3,554,000	5,097,000	2,611,000	4,923,000	2,471,000	184,691,000	224,377,500

#	Name
1	Accommodation Tax - Marketing
2	Accommodation Tax - Sask Ave
3	Building Reserve - BDO Arena Building
4	Capital Levy
5	Cemetery
6	Computer
7	Crescent Lake
8	Debentures/leasing/Loan
9	Dedication Fees -Recreation
10	Environmental
11	Equipment Replacement
12	Fire Truck
13	Canadian Community Building Fund
14	General Infrastructure
15	General Reserve

#	Name
16	Building Reserve - Glesby Building
17	Grants
18	Handicap
19	Handivan
20	Land Development
21	Building Reserve - Library Building
22	Operating
23	Sidewalk
24	Softball Complex
25	Spec Admin
26	Policing
27	Building Reserve - Herman Prior Building
28	Building Reserve - Daycare

Note: All Funding Sources are Reserve accounts excluding # 8; 17; and 22.  
Building reserves are all part of one reserve fund; they are tracked individually from funding availability

City of Portage la Prairie - 2026 Risk Rating Capital Plan for Utility Fund

Dept	Asset	SF	Risk Score				2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Long Trm - Infra Deficit	Total
			Fail Likelihood	Impact	Severity	Time Horizon												
Dept WTP	WTP Dike	D	3	5	15	3		100,000									100,000	
	Water system Assessment	A	4	5	20	2		80,000			90,000						170,000	
	Structural Repairs to Water Plant Building	A	6	3	18	2		100,000			100,000				150,000		350,000	
Intake	Repair raw water intake pump	D	6	4	24	1	40,000						200,000				240,000	
	Raw water intake upgrade pumps etc.	A	2	6	12	8							450,000				450,000	
	Zebra Mussel Control	D	2	1	2	9								50,000			50,000	
Pre-Treatment	Raw water flowmeter	A	1	6	6	10+									70,000		70,000	
	Pretreatment -Sand recirc pumps	A	6	5	30	2		50,000	55,000				100,000				205,000	
	Actiflo clarifier scraper arms and drive	A	4	6	24	1	250,000										250,000	
	Actiflo Air Scour Blower	A	4	6	24	2		10,000				20,000					30,000	
	Anionic Polymer System	A	4	5	20	4				75,000					150,000		225,000	
	Actiflow hydrocyclones	A	4	6	24	1	20,000			23,000			25,000				68,000	
	Pretreatment HVAC	A	4	4	16	2		50,000									50,000	
	Actiflo Roof Replacement	D	6	3	18	4				200,000							200,000	
	Actiflo Air Scour Lamellas	D	1	6	6	10+										200,000	200,000	
Main WTP	Clarifier Chain Drive gears	A	5	6	30	1	20,000	22,000	22,000			75,000					139,000	
	Clarifier tumbuckles	A	5	6	30	2		50,000				80,000					130,000	
	Tube settlers/ supports replacement clarifiers	A	3	6	18	3			200,000								200,000	
	Air Scour for Clarifiers- New install	D	4	4	16	3			500,000								500,000	
	Sand Filter Media	A	5	4	20	4			250,000	250,000							500,000	
	WTP Process Software upgrade	A	5	2	10	6					100,000				100,000		200,000	
	WTP Control Hardware upgrade	A	3	5	15	6					200,000						200,000	
	WTP UHF radios	A	3	5	15	8								15,000			15,000	
		A	4	6	24	1	15,000										15,000	
	Lime silo maintenance	A	5	5	25	4				125,000								125,000
	Lime Slaker repairs	A	4	6	24	2		30,000			35,000				45,000		110,000	
	Lime Mix tank	A	4	5	20	1	40,000					75,000					115,000	
	Lime slurry pumps	A	6	5	30	2		30,000		40,000					50,000		120,000	
	Anionic Polymer System	A	4	4	16	4				50,000				30,000		150,000	230,000	
	Chlorine Feed System	D	4	6	24	3			30,000		40,000				40,000		110,000	
	WTP Instrument Air Compressors	A	3	6	18	2		15,000	18,000						20,000		53,000	
	Sand Filter Center Ring replacement	D	5	4	20	4				140,000							140,000	
	Heat pump piping insulation	A	5	5	25	2		25,000									25,000	
	Heat loop/process water heat exchanger	A	3	4	12	6						75,000					75,000	
	Heat pumps	A	5	5	25	3		25,000			30,000			32,000			87,000	
	Tie-off anchors	A	5	6	30	3			30,000								30,000	
	Windows	A	3	5	15	3			30,000							50,000	80,000	
	Office Flooring	A	5	4	20	5				60,000								60,000
	Office Furniture	A	5	4	20	3		7,000										7,000
	Flooring around Clarifiers	A	5	4	20	3		25,000				25,000						50,000
	WTP Office HVAC	A	6	6	36	1									80,000		80,000	
	WTP Main building HVAC	D	4	6	24	3			75,000									75,000
	WTP Unit heater replacements	A	6	6	36	1	35,000			12,000	12,000	12,000	15,000	20,000	22,000		128,000	
	WTP Ozone Air Conditioner	A	2	6	12	8								20,000			30,000	50,000
	Hot water tanks	A	6	4	24	5				15,000					20,000		35,000	
	Carbon Dioxide Diffusion system	A	4	6	24	3		100,000	100,000								200,000	
	Ozone system major maintenance	A	5	6	30	2		120,000			140,000			100,000			360,000	
	Ozone Regulating Valves and piping- destruct	A	5	6	30	1	40,000								100,000		140,000	
	Security Systems - Camera/Fences/Gates	D	3	5	15	5					10,000						50,000	
	GAC Media replacement and clean underdrain	D	5	6	30	1-2	240,000	160,000									60,000	460,000
	GAC Flow meters	A	5	6	30	1	25,000											25,000
	GAC Valve Replacements	A	5	5	25	1	35,000								40,000		75,000	
	Confined Space Hoist	A	2	6	12	8								20,000			20,000	
	WTP Roof Replacement	D	6	5	30	1	10,000	10,000	10,000	300,000						150,000	480,000	
	VFD's for transfer pumps	A	1	6	6	10+												0
Replace Transfer Pumps (4)	A	5	5	25	1	20,000	20,000	20,000									60,000	
Chemical Feed pumps	A	6	5	30	1	12,000							15,000	20,000		47,000		
Caustic Feed skid	A	4	5	20	4				100,000								100,000	
Lab equipment replacements	A	5	4	20	1	25,000		25,000				30,000					80,000	
Distribution Reservoir	Sludge pump station- general	A	6	5	30	2		25,000						20,000			45,000	
	Sludge pump station pumps (2)	A	6	6	36	1	40,000				120,000						160,000	
	Lime Sludge pond cleaning (2 years alternating)	D	6	5	30	1	1,000,000		1,100,000		1,000,000			1,300,000			4,400,000	
	Distribution Reservoir Furnace	D	5	5	25	1												0
	Distribution Reservoir Inspection & Cleaning	A	4	6	24	4					15,000							15,000
	WTP Distribution Roof	D	4	5	20	4				100,000								100,000
	WTP Reservoir Motors (8 total)	D	2	6	12	1	80,000								100,000		180,000	
	VFDs for distribution pumps	A	5	5	25	1	60,000							100,000			160,000	
Distribution Pumps (8)	A	4	6	24	1	30,000		35,000		40,000		45,000		50,000		200,000		
McKay Reservoir	McKay Reservoir Pumps (8)	A	6	6	36	1	90,000										90,000	
	McKay communications upgrade	A	2	4	8	10+											0	
	McKay electrical	A	4	6	24	4			20,000					35,000		30,000	85,000	
	McKay Motors (8)	A	5	6	30	1											0	
	McKay Instrument Air Compressors	A	5	6	30	1	15,000		20,000								35,000	
	McKay pumps VFDs (8)	A	5	5	25	2	60,000	60,000									120,000	
	McKay Pressure Relief Valves	D	6	6	36	1-2									40,000		40,000	
	McKay Reservoir inspection & cleaning	D	5	4	20	2		20,000				20,000					40,000	
	New Reservoir/McKay Replacement, ENGINEERING	A	2	6	12	8						100,000	150,000				250,000	
	New Reservoir/McKay Reservoir Replacement	A	2	6	12	10+									25,000,000	25,000,000	50,000,000	

Dept	Asset	SF	Risk Score					2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Long Trm - Infra Deficit	Total
			Fail Likelihood	Impact	Severity	Time Horizon													
Poplar Bluff Reservoir	Poplar Bluff inspection & cleaning	D	6	1	6	3			30,000				40,000					70,000	
	Poplar Bluff Pumps	A	2	6	12	10										200,000		200,000	
	Poplar Bluff HVAC	A	2	6	12	10								50,000				50,000	
	Poplar Bluff Chemical feed systems	A	2	6	12	10												0	
	Poplar Bluff control systems	A	2	6	12	10												0	
	Poplar Bluff Building	A	2	6	12	4			60,000								50,000	110,000	
Plant Expansion	WTP Upgrade - Expansion - City funding	C					20,000,000											20,000,000	
	WTP Upgrade - Expansion - Grant funding	F	6	6	25	1												0	
Water Distribution	Water Distribution System - 111,845 meters	D	6	3	18	3-5	275,000	275,000	290,000	290,000	290,000	320,000	340,000	340,000	350,000		86,985,000	89,755,000	
	Wastewater Collection - 111,845 meters	D	6	3	18	3-5	410,000	445,000	450,000	460,000	470,000	470,000	490,000	490,000	500,000		86,100,000	90,285,000	
	Wastewater Force mains - 45,878 meters	D	6	3	18	3-5	125,000	125,000	150,000	150,000	150,000	150,000	150,000	150,000	165,000		36,700,000	38,015,000	
	Industrial Park expansion	D	3	4	12	6-10		1,000,000		1,000,000		1,000,000		1,000,000				4,000,000	
	Watermain Renewal Program	D	6	3	6	3-5	275,000	275,000	275,000	300,000	300,000	300,000	320,000	320,000	330,000		30,000,000	32,695,000	
	Additional Watermain Renewals	A	6	3	6	3-5		300,000			300,000				400,000			1,000,000	
	Park Dr 18th to Sissons - 430 m Watermains	A	6	3	2	15-20+		360,000										360,000	
	Park Dr 15th to 18th - 600 m - Watermains	A	6	3	2	15-20+			450,000									450,000	
	Park Dr Sissons to 24th - 460 m - Watermains	A	6	3	2	15-20+				350,000								350,000	
	Water System Upgrading	D	3	3	9	6-10		285,000		300,000					300,000			1,185,000	
Other - Funded by Utility	Fire Hydrant infill (for coverage)		3	3	9	6-10	24,000		26,000		28,000		30,000		300,000		32,000	140,000	
Other - Funded by Utility	PW garage	D	4	2	8	6-10												0	
	Heavy equipment	D	4	3	12	6-10	200,000	210,000	210,000	215,000	225,000	230,000	230,000	240,000	245,000	250,000	500,000	2,755,000	
	Shop door replacement - 14'	D	5	2	10	6-10												0	
	Solids tank with overflow/pond for jetting	D	4	2	8	6-10												0	
	Cameras (2)	D	4	4	16	5				27,000								27,000	
Utility Building	Leak Detection System	D	3	4	12	7						25,000						25,000	
	Exterior	A	2	1	2	15-20											20,000	20,000	
	Plumbing	A	2	4	8	6-10							5,000				5,000		
	HVAC/Mechanical	A	2	5	10	6-10							10,000				10,000		
	Parking Lot	A	2	2	4	15-20											30,000	30,000	
	Windows	A	2	2	4	15-20												0	
Sanitary Sewer	Office Furniture	A	4	3	4	6					5,000						10,000	15,000	
	Renewal Program	A	3	2	9	10	250,000	260,000	260,000	270,000	270,000	280,000	280,000	290,000	290,000		3,000,000	5,450,000	
	Additional Allocation - NW Sector	A	3	3	9	10	135,000	145,000	160,000	170,000	170,000	180,000	180,000	180,000	185,000		1,505,000		
	Jolin Force main upgrading	C	3	4	12	6-10	12,000,000	6,000,000	5,000,000									23,000,000	
	McMillan Industrial Park Lift Station/FM	C	4	5	20	3-5		8,000,000										8,000,000	
Sewage Lift Stations - General	Re-twinning of Poplar Bluff Force main	C	5	5	25	1-2			20,000,000									20,000,000	
	Arc Flash	A	4	4	16	5					30,000						35,000	65,000	
	Odor Control	A	5	4	20	1-5	10,000			10,000			10,000		12,000			42,000	
	Sampler/Sampling stations	A	6	5	16	3-5	10,000		10,000			11,000			13,000		30,000	74,000	
	Portable pumps/generators	A	2	5	10	9								100,000				100,000	
	Trailer Generator	D	3	5	15	5			200,000									200,000	
	Spare pump- 45 HP (Bridge, Gigot, Sissons)	D	4	5	20	4			80,000					90,000				170,000	
	Spare pump- 20 HP (Yellowquill/ SE)	D	4	5	20	3		40,000					45,000					85,000	
	Misc./Betterments	A	5	5	25	2	40,000											40,000	
	Bridge Road	Building	A	6	5	30	1	5,000										50,000	55,000
Electrical		A	2	2	4	5				20,000								20,000	
Heating		A	6	4	24	5				20,000								20,000	
Piping		A	3	6	18	4			30,000									30,000	
Automation		A	5	5	25	1	25,000											25,000	
Generator		A	2	6	12	6												0	
Pumps		A	6	5	30	4	70,000								100,000			170,000	
Generator		A	1	6	6	10											15,000	15,000	
6th Ave	Communication/Alarms	A	1	6	6	10												0	
	HVAC	A	1	6	6	10						30,000						30,000	
	Building/Concrete	A	5	4	20	4			15,000									15,000	
	Electrical	A	1	6	6	10											0	0	
	HVAC	A	1	6	6	10												0	
	Piping	A	3	5	15	5				50,000								50,000	
	Automation	A	2	6	12	10											0	0	
	Pump 1	A	1	6	6	10+									30,000		20,000	30,000	
	Pump 2	A	4	6	24	1										20,000		20,000	
	Pump 3	A	1	6	6	10										20,000		20,000	
Broadway	Spare Pump	A	3	6	18	5												0	
	Generator	A	1	6	6	10											15,000	15,000	
	Communication/Alarms	A	1	6	6	10												0	
	HVAC	A	1	6	6	10						30,000						30,000	
	Building/Concrete	A	5	4	20	4			15,000									15,000	
	Electrical	A	1	6	6	10											0	0	
	HVAC	A	1	6	6	10												0	
	Piping	A	3	5	15	5				50,000								50,000	
	Automation	A	2	6	12	10												0	
	Pump 1	A	2	6	12	10												0	
Scanlan	Pump 2	A	2	6	12	10												0	
	Pump 3	A	3	6	18	6					50,000							50,000	
	Odor Control	A	1	6	6	10												0	
	Communication/Alarms	A	1	6	6	10												0	
	Generator	A	2	4	8	9								10,000				10,000	
	Building	A	4	3	12	5				7,000								7,000	
	Electrical	A	2	2	4	15												0	
	Piping	A	4	5	20	3			5,000									5,000	
Gigot	Automation	A	4	4	16	5				10,000								10,000	
	Pump 1	A	1	5	5	15										30,000		30,000	
	Pump 2	A	1	5	5	15								30,000			30,000		
	Spare Pump	A	1	5	5	15												0	
	Communication/Alarms	A	3	5	15	6					5,000							5,000	
	Building	A	6	4	24	2	20,000											20,000	

Dept	Asset	SF	Risk Score				2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Long Trm - Infra Deficit	Total
			Fail Likelihood	Impact	Severity	Time Horizon												
	Electrical	A	3	6	18	5			10,000								10,000	
	Piping	A	4	5	20	4											15,000	
	Automation	A	4	5	20	7		15,000				15,000					15,000	
	Pump 1	A	1	6	6	15											0	
	Pump 2	A	3	6	18	3		75,000									75,000	
	Spare Pump	A	1	6	6	15									50,000	0	50,000	
	Generator- New	A	4	5	20	6				100,000							100,000	
	Communication/Alarms	A	1	6	6	15											0	
Yellowquill/Cres Rd W	Building	A	4	4	16	7						10,000					10,000	
	Electrical	A	3	6	18	7						15,000					15,000	
	Piping	A	4	5	20	3		15,000									15,000	
	Automation	A	3	5	15	6				8,000							8,000	
	Pump 1	A	1	6	6	15											0	
	Pump 2	A	3	6	18	7						30,000					30,000	
	Communication/Alarms	A	5	4	20	3		6,000									6,000	
Sisson	Building	A	4	4	16	6				6,000							6,000	
	Electrical	A	2	6	12	10								25,000			25,000	
	Heating	A	4	5	20	4		15,000									15,000	
	Piping	A	3	6	18	6				40,000							40,000	
	Automation	A	6	5	30	1											0	
	Pump 1	A	1	6	6	10								80,000			80,000	
	Pump 2	A	5	5	25	1	70,000										70,000	
	Generator- New	A	3	4	12	8			200,000								200,000	
	Communication/Alarms	A	1	6	6	15										0	0	
Lions Manor	Building- new	A	5	6	30	1	30,000										30,000	
	Electrical	A	1	6	6	15											0	
	Piping	A	5	6	30	1								15,000			15,000	
	Automation	A	2	6	12	6				10,000							10,000	
	Pump 1	A	2	6	12	9							18,000			0	18,000	
	Pump 2	A	1	6	6	11										0	0	
	Spare Pump	A	1	6	6	10+									20,000		20,000	
	Communication/Alarms	A	1	6	6	12										0	0	
Brandon Ave	Building	A	4	4	16	4		5,000									5,000	
	Electrical	A	1	6	6	11										0	0	
	Piping	A	4	6	24	2	5,000										5,000	
	Automation	A	3	6	18	6					10,000						10,000	
	Pump 1	A	1	6	6	15								30,000		0	30,000	
	Pump 2	A	4	6	24	3		24,000									24,000	
	Spare Pump	A	1	6	6	11											0	
	Communication/Alarms	A	1	6	6	15										0	0	
Pool - Splash Island	Building- new	A	4	6	24	2		30,000									30,000	
	Electrical	A	1	6	6	15											0	
	Wet well heater	A	3	6	18	7					10,000						10,000	
	Piping	A	4	5	20	2	10,000										10,000	
	Automation	A	6	6	36	1									20,000		20,000	
	Pump 1	A	4	6	24	5			23,000							0	23,000	
	Pump 2	A	2	6	12	9						25,000					25,000	
	Spare Pump	A	1	5	5	10+											0	
	Communication/Alarms	A	3	6	18	5			5,000							0	5,000	
Portage Ave	Building	A	2	2	4	15										0	0	
	Electrical	A	1	6	6	1											0	
	Piping	A	3	6	18	4		5,000									5,000	
	Automation	A	4	6	24	3		10,000									10,000	
	Pump 1	A	3	6	18	5			8,000								8,000	
	Pump 2	A	3	6	18	5			8,000								8,000	
	Communication/Alarms	A	1	6	6	15											0	
McMillan	Building	A	2	5	10	10									20,000		20,000	
	Electrical	A	3	6	18	5			20,000								20,000	
	Heating	A	3	5	15	8					10,000					0	10,000	
	Piping	A	2	6	12	9						20,000				0	20,000	
	Automation	A	1	6	6	15											0	
	Pump 1	D	4	6	24	2	7,000		50,000			10,000					67,000	
	Pump 2	A	3	6	18	3		7,000		60,000			10,000				77,000	
	Pump 3	D	5	6	30	1		7,000	7,000		65,000		10,000		12,000		84,000	
	Pump 4	A	4	6	24	2	7,000		7,000				12,000			0	26,000	
	Pump 5	A	3	6	18	3		7,000		7,000		8,000		9,000			31,000	
	Valves	D	2	6	12	7					20,000						20,000	
	Communication/Alarms	D	1	6	6	10											0	
	Refurbish existing lift station concrete	A	5	5	25	2-5		1,000,000									1,000,000	
Poplar Bluff 2	Building	A	3	5	15	7						10,000					10,000	
	Electrical	A	3	6	18	7						10,000					10,000	
	Heating	A	3	6	18	7						10,000					10,000	
	Piping	A	1	6	6	15										0	0	
	Automation	A	1	6	6	15										0	0	
	Pump 1	D	3	6	18	4		50,000							70,000		120,000	
	Pump 2	D	3	6	18	5			55,000								55,000	
	Pump 3	A	4	6	24	2	15,000			60,000							75,000	
	Communication/Alarms	A	4	5	20	1											0	
South East Devel	Building- new	A	4	6	24	2	30,000										30,000	
	Electrical	A	1	5	5	15										0	0	
	Piping	A	1	5	5	15										0	0	
	Automation	A	1	5	5	15											0	
	Pump 1	D	5	6	30	1							40,000				40,000	
	Pump 2	D	4	5	20	2	30,000										30,000	
	Spare Pump	A	3	5	15	6				5,000							5,000	

Dept	Asset	SF	Risk Score				2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Long Trm - Infra Deficit	Total
			Fail Likelihood	Impact	Severity	Time Horizon												
	Communication/Alarms	A	2	5	10	7					5,000						5,000	
WPCF	Plant Rebuild - Phase 1 (LRAR)	A			0	10										28,750,000	28,750,000	
	Plan Rebuild - Phase 2 (Pending)	B					11,000,000	10,398,000									21,398,000	
		C	5	6	30	2	15,000,000	48,394,000	97,500,000	16,500,000							177,394,000	
		F					71,500,000	29,708,000									101,208,000	
	Industrial Pre-treatment Capital Contribution- City Share	D	6	6	36	Ongoing until capacity sold	39,000	40,000	41,000	42,000	43,000	45,000	46,000	47,150	48,329	49,537	441,016	
	Industrial Pre-treatment Capital Contribution- Industry Share	D	6	6	36	1	256,000	264,000	272,000	280,000	289,000	297,000	306,000	313,650	321,491	329,529	2,928,670	
Main Building	Building	A	5	4	20	1											0	
	Roof	A	6	5	30	1	200,000										200,000	
	Office Furniture	A	5	4	20	5			10,000								10,000	
	Electrical	A	3	6	18	5			100,000								100,000	
	Facility Arc Flash	A	6	3	18	5				30,000						35,000	65,000	
	HVAC	A	2	6	12	9							30,000				30,000	
	SDF HVAC	D	1	6	6	10											0	
	Skidsteer	D	6	3	18	6				50,000							50,000	
	Safety railing	A	3	6	18	6					10,000						10,000	
	Maintenance area- tools, etc.	A	6	4	24	2	15,000								20,000		35,000	
	Ground maintenance	A	5	3	15	5			20,000								20,000	
	Hot water tanks	A	5	4	20	4			15,000							20,000	35,000	
Lab	Equipment	A	6	5	30	1	67,000	12,000	50,000		20,000		50,000	20,000			269,000	
Headworks	Bar Screen	D	6	5	30	1	10,000			10,000			11,000				31,000	
Odor Control	Chemical feed pumps	D	5	5	25	2	10,000						15,000				25,000	
	Tanks	A	2	6	12	12											0	
	Water Softener	A	4	5	20	3		15,000							20,000		35,000	
	Fan	A	6	5	30	2	40,000										40,000	
	Air compressor	A	3	6	18	6				20,000			25,000				45,000	
SBRs	Liners	A	3	6	18	5-10			300,000	300,000	300,000				250,000		1,150,000	
	Decant headers	A	6	5	30	1	50,000	60,000	60,000								170,000	
	Blowers	A	6	5	30	1	20,000			100,000			150,000	150,000			420,000	
	Influent Valves	A	5	5	25	1	50,000	55,000	60,000								165,000	
	Pumps (8 total)	A	6	6	36	1	155,000	160,000	165,000						200,000		680,000	
	DO Probes	D	3	6	18	6				10,000		15,000				17,000	42,000	
	WAS Valves	D	5	5	25	1	20,000		10,000		15,000			20,000			65,000	
	Instrumentation	A	2	6	12	10											0	
	Concrete Repair	A	4	6	24	3		50,000									50,000	
SBR Lift Station	Pumps	A	3	6	18	5			100,000								100,000	
	Electrical	A	3	6	18	4			20,000								20,000	
	Automation	D	2	6	12	7					10,000						10,000	
	Concrete Repair	A	1	6	6	15-20											0	
	Piping/ valves	A	3	6	18	3		25,000				30,000					55,000	
UV	Concrete Repair	A	5	6	30	1											0	
	EQ Pumps	A	3	6	18	6				80,000	90,000						170,000	
	Electrical	A	2	6	12	8						85,000					85,000	
	Flow Meter	A	5	6	30	1	30,000						30,000				60,000	
	Roof	A	2	4	8	10								10,000			10,000	
	Heating	D	3	5	15	6				25,000							25,000	
	Outfall Pumps	A	5	6	30	1											0	
	Generator	A	4	6	24	4			20,000				300,000				320,000	
BVF	Building	A	1	4	4	10											0	
	Blowers	D	1	3	3	10											0	
	HVAC	A	3	4	12	9							30,000				30,000	
	Pumps	A	2	3	6	15											0	
	Boiler	A	5	6	30	1	5,000	5,000	5,000	5,000	5,000	5,000	150,000	7,000	7,000	7,000	201,000	
	Peroxide System	A	1	2	2	15											0	
	Piping	A	1	3	3	15											0	
LRAR	Building	D	2	4	8	9							10,000				10,000	
	Blowers	D	5	5	25	1		8,000	8,500		9,000		9,500		9,500		44,500	
	HVAC	A	2	5	10	7						15,000		20,000			35,000	
	Pumps	A	3	6	18	4			60,000				75,000				135,000	
	Chemical feed pumps	A	5	5	25	1	7,500		8,000					10,000			25,500	
	Boiler	A	5	6	30	1	5,000	5,000	5,000	5,000	5,000	5,000	6,000	6,000			47,000	
	Grinders	D	5	6	30	1						40,000	40,000	40,000			120,000	
	Piping	D	1	6	6	10											0	
	Instrumentation	A	3	6	18	5			10,000						15,000		25,000	
	Mixers	D	2	6	12	9							60,000				60,000	
	BOB	A	1	6	6	10											0	
GBT	Pumps	A	5	6	30	1		30,000			40,000			50,000			120,000	
	Belt thickeners	A	5	6	30	1	15,000			20,000			30,000				65,000	
	Polymer Make up	A	3	6	18	4			30,000				40,000				70,000	
	Mix Tank	A	3	6	18	4			60,000								60,000	
	Heat Exchanger	A	5	6	30	1	30,000								35,000		65,000	
	HVAC	A	3	5	15	4			24,000				50,000				74,000	
	Digester External Mixing	A	2	5	10	10								100,000			100,000	
BSTs	Pumps	A	3	6	18	5			150,000								150,000	
	HVAC	A	2	5	10	9							60,000				60,000	
TOTALS:							134,894,500	109,157,000	128,470,000	23,233,500	5,313,000	5,104,000	3,196,000	6,275,300	30,847,820	2,500,566	297,572,000	746,563,686

Dept	Asset	SF	Risk Score				2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Long Trm - Infra Deficit	Total
			Fail Likelihood	Impact	Severity	Time Horizon												
<b>Funding Source</b>																		
	<b>#</b>																	
	<b>Name</b>																	
	A																	
	B																	
	C																	
	D																	
	E																	
	F																	
	G																	
	H																	

GENERAL FUND - CAPITAL FUNDING PLAN

Reserves	2026			2027			2028			2029			2030			2031			2032			2033			2034			2035			2036		
	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance	Added	Use	End Balance		
1 Accommodation Tax - Marketing	117,000			117,000			117,000			117,000			117,000			117,000			117,000			117,000			117,000			117,000			117,000		
2 Accommodation Tax - Sask Ave	418,000			418,000			418,000			418,000			418,000			418,000			418,000			418,000			418,000			418,000			418,000		
3 Building Reserve - SDQ Arena Building	10,000	10,000	0	20,000	10,000	0	30,000	10,000	0	40,000	10,000	0	50,000	10,000	0	60,000	10,000	0	70,000	10,000	0	80,000	10,000	0	90,000	10,000	0	100,000	10,000	0	110,000	0	0
4 Capital Levy	42,000	0	0	42,000	0	0	42,000	0	0	42,000	0	0	42,000	0	0	42,000	0	0	42,000	0	0	42,000	0	0	42,000	0	0	42,000	0	0	42,000	0	0
5 Cemetery	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0
6 Computer	155,000	40,000	70,000	125,000	40,000	81,000	84,000	45,000	14,000	115,000	45,000	31,000	129,000	50,000	64,000	115,000	50,000	23,000	142,000	55,000	21,000	176,000	55,000	71,000	160,000	60,000	31,000	189,000	60,000	20,000	229,000		
7 Crescent Lake	37,000	2,000	0	39,000	2,000	0	41,000	2,000	0	43,000	2,000	0	45,000	2,000	0	47,000	2,000	0	49,000	2,000	0	51,000	2,000	0	53,000	2,000	0	55,000	2,000	0	57,000	0	0
8 Debentures																																	
9 Dedication Fees - Recreation	25,000	0	0	25,000	0	0	25,000	0	0	25,000	0	0	25,000	0	0	25,000	0	0	25,000	0	0	25,000	0	0	25,000	0	0	25,000	0	0	25,000	0	0
10 Environmental	331,000	50,000	0	381,000	55,000	0	436,000	60,000	0	496,000	65,000	0	561,000	75,000	0	636,000	80,000	0	716,000	85,000	0	801,000	90,000	0	891,000	95,000	0	986,000	100,000	0	1,086,000		
11 Equipment Replacement	56,000	535,000	350,000	241,000	535,000	300,000	476,000	545,000	660,000	361,000	545,000	380,000	526,000	555,000	415,000	666,000	555,000	410,000	811,000	565,000	670,000	706,000	565,000	425,000	846,000	575,000	750,000	671,000	575,000	450,000	796,000		
12 Fire Truck	777,000	500,000	0	1,277,000	500,000	0	1,777,000	510,000	0	2,287,000	510,000	0	2,797,000	520,000	0	3,307,000	520,000	0	3,817,000	530,000	0	4,327,000	530,000	0	4,837,000	540,000	0	5,347,000	540,000	0	5,857,000		
13 Canada Community Building Fund	2,565,000	780,000	0	3,345,000	780,000	0	4,125,000	780,000	0	4,905,000	780,000	0	5,685,000	780,000	0	6,465,000	780,000	0	7,245,000	780,000	0	8,025,000	780,000	0	8,805,000	780,000	0	9,585,000	780,000	0	10,365,000		
14 General Infrastructure	1,057,000	550,000	1,000,000	607,000	550,000	1,000,000	157,000	550,000	0	707,000	550,000	0	1,257,000	550,000	0	1,807,000	550,000	0	2,357,000	550,000	0	2,907,000	550,000	0	3,457,000	550,000	0	4,007,000	550,000	0	4,557,000		
15 General Reserve	8,427,000	200,000	1,108,000	7,519,000	235,000	365,000	7,389,000	223,000	280,000	7,332,000	260,000	310,000	7,282,000	246,000	271,000	7,257,000	285,000	870,000	6,672,000	287,000	306,000	6,653,000	318,000	161,000	6,810,000	323,000	297,000	6,836,000	356,000	172,000	7,020,000		
16 Building Reserve - Glesby Building	148,000	20,000	65,000	103,000	20,000	5,000	118,000	20,000	55,000	83,000	20,000	55,000	48,000	20,000	6,000	62,000	20,000	70,000	12,000	20,000	6,000	25,000	20,000	6,000	40,000	20,000	57,000	3,000	20,000	10,000	13,000		
17 Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
18 Accessibility	71,000	0	0	71,000	0	0	71,000	0	0	71,000	0	0	71,000	0	0	71,000	0	0	71,000	0	0	71,000	0	0	71,000	0	0	71,000	0	0	71,000	0	0
19 HandiVan	1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0	1,000	0	0
20 Land Development	1,185,000	0	0	1,185,000	0	0	1,185,000	0	0	1,185,000	0	0	1,185,000	0	0	1,185,000	0	0	1,185,000	0	0	1,185,000	0	0	1,185,000	0	0	1,185,000	0	0	1,185,000	0	0
21 Building Reserve - Library Building	25,000	9,000	30,000	4,000	10,000	0	14,000	10,000	0	24,000	10,000	0	34,000	10,000	0	44,000	10,000	0	54,000	10,000	0	64,000	10,000	0	74,000	10,000	0	84,000	10,000	0	94,000	0	0
22 Operating	0	1,687,000	0	1,687,000	0	1,747,000	0	1,967,000	0	2,187,000	0	2,407,000	0	2,627,000	0	2,847,000	0	3,067,000	0	3,287,000	0	3,507,000	0	3,727,000	0	3,947,000	0	4,167,000	0	4,387,000	0	4,607,000	
23 Sidewalk	152,000	50,000	80,000	122,000	50,000	0	172,000	50,000	0	222,000	50,000	0	272,000	50,000	0	322,000	50,000	0	372,000	50,000	0	422,000	50,000	0	472,000	50,000	0	522,000	50,000	0	572,000	0	0
24	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0	2,000	0	0
25 Spec Admin	104,000	0	0	104,000	0	0	104,000	0	0	104,000	0	0	104,000	0	0	104,000	0	0	104,000	0	0	104,000	0	0	104,000	0	0	104,000	0	0	104,000	0	0
26 Parking	638,000	50,000	24,500	663,500	50,000	42,500	671,000	75,000	11,500	734,500	75,000	169,500	660,000	100,000	24,500	715,500	100,000	14,000	801,500	125,000	13,000	913,500	125,000	16,000	1,022,500	150,000	100,000	1,072,500	150,000	10,000	1,212,500		
27 Building Reserve - Herman Prior Building	78,000	30,000	5,000	103,000	30,000	35,000	98,000	30,000	5,000	123,000	30,000	5,000	148,000	30,000	5,000	173,000	30,000	40,000	198,000	30,000	6,000	223,000	30,000	7,000	253,000	30,000	6,000	283,000	30,000	7,000	313,000		
28 Building Reserve - Daycare	15,000	5,000	0	20,000	5,000	0	25,000	5,000	0	30,000	5,000	0	35,000	5,000	0	40,000	5,000	0	45,000	5,000	0	50,000	5,000	0	55,000	5,000	0	60,000	5,000	0	65,000		
29 Leasing/Len																																	
<b>Total:</b>	<b>16,441,000</b>	<b>2,831,000</b>	<b>5,119,900</b>	<b>15,302,900</b>	<b>2,872,000</b>	<b>3,575,500</b>	<b>16,304,000</b>	<b>2,915,000</b>	<b>5,032,900</b>	<b>16,143,500</b>	<b>2,957,000</b>	<b>5,626,500</b>	<b>15,435,000</b>	<b>3,003,000</b>	<b>3,026,500</b>	<b>17,841,500</b>	<b>3,047,000</b>	<b>3,554,000</b>	<b>18,786,500</b>	<b>3,094,000</b>	<b>5,097,000</b>	<b>18,928,500</b>	<b>3,140,000</b>	<b>2,611,000</b>	<b>21,325,500</b>	<b>3,190,000</b>	<b>4,823,000</b>	<b>21,663,500</b>	<b>3,238,000</b>	<b>2,471,000</b>	<b>24,217,500</b>		

Targeted Reserve Contributions	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
1 Accommodation Tax - Marketing	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
2 Accommodation Tax - Sask Ave	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
3 Building Reserve - SDQ Arena Building	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
4 Capital Levy	0	0	0	0	0	0	0	0	0	0
5 Cemetery	0	0	0	0	0	0	0	0	0	0
6 Computer	40,000	40,000	45,000	45,000	50,000	50,000	55,000	55,000	60,000	60,000
7 Crescent Lake	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
8 Debentures										
9 Dedication Fees - Recreation										
10 Environmental	50,000	55,000	60,000	65,000	75,000	80,000	85,000	90,000	95,000	100,000
11 Equipment Replacement	535,000	535,000	545,000	545,000	555,000	555,000	565,000	565,000	575,000	575,000
12 Fire Truck	500,000	500,000	510,000	510,000	520,000	520,000	530,000	530,000	540,000	540,000
13 Canada Community Building Fund	780,000									



**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's reputation
		Negligible effect on city
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
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
		Unable to recover services

**Severity Matrix:**

<b>Likelihood</b>	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
		<b>Impact</b>					

Matrix Score	Suggested Time Horizon
1 to 6	15-20 Years
8 to 12	6-10 Years
15 to 20	3 to 5 Years
24 to 36	1 to 2 Years

**RBV - Residents, Businesses & Visitors**