

Three year forecasted operating plan	BUDGETED	PROJECTED	PROJECTED	PROJECTED	1.5%
	2023	1.5%	1.5%	1.5%	
	2023	2024	2025	2026	
<b>GENERAL ADMINISTRATION</b>					
PROPERTY TAXES	-1,469,887.00	-1,491,935.31	-1,514,314.33	-1,537,029.05	
TAX PENALTIES & COSTS	-121,000.00	-122,815.00	-124,657.23	-126,527.08	
FRANCHISES	-101,927.00	-103,455.91	-105,007.74	-106,582.86	
INTEREST REVENUE	-18,000.00	-18,270.00	-18,544.05	-18,822.21	
SALE OF GOODS AND SERVICES	-3,200.00	-3,248.00	-3,296.72	-3,346.17	
RENTAL/LEASE REVENUE	-7,500.00	-7,612.50	-7,726.69	-7,842.59	
OTHER REVENUE		0.00	0.00	0.00	
GRANT FUNDING	-30,000.00	0.00	0.00	0.00	
INTERPROGRAM REVENUES	-157,595.00	-159,958.93	-162,358.31	-164,793.68	
<b>TOTAL GEN ADMIN REVENUES</b>	<b>-1,909,109.00</b>	<b>-1,907,295.64</b>	<b>-1,935,905.07</b>	<b>-1,964,943.65</b>	
DR'S OFFICE SUPPLIES	8,500.00	8,627.50	8,756.91	8,888.27	
TRANSFER TO RESERVES	25,000.00	0.00	0.00	0.00	
SALARY AND WAGES/BENEFITS	298,589.00	428,067.84	434,488.85	441,006.19	
CONTRACTED MANAGEMENT	132,000.00	0.00	0.00	0.00	
TRAVEL/TRAINING/MEMBERSHIPS	24,500.00	24,867.50	25,240.51	25,619.12	
TRAVEL EXPENSE/COPIES POSTAGE AND FRIEGHT	20,500.00	20,807.50	21,119.61	21,436.41	
BANK CHARGES	3,000.00	3,045.00	3,090.68	3,137.04	
AUDIT	20,000.00	20,300.00	20,604.50	20,913.57	
RENTAL AND LEASES	28,750.00	29,181.25	29,618.97	30,063.25	
ADVERTISING AND PROMOTIONS	5,000.00	5,075.00	5,151.13	5,228.39	
ASSESSOR/LEGAL	25,000.00	25,375.00	25,755.63	26,141.96	
MATERIALS GOOD AND SUPPLIES	14,000.00	14,210.00	14,423.15	14,639.50	
INSURANCE	30,587.00	31,045.81	31,511.49	31,984.16	
CONTRACTED SERVICES	15,000.00	15,225.00	15,453.38	15,685.18	
BUILDING/EQUIP MAINTENANCE	7,000.00	7,105.00	7,211.58	7,319.75	
GENERAL ELECTIONS	-	0.00	5,000.00	0.00	
NATURAL GAS	3,612.00	3,666.18	3,721.17	3,776.99	
POWER	5,840.00	5,927.60	6,016.51	6,106.76	
TRANSFER TO RESERVES	101,927.00	103,455.91	105,007.74	106,582.86	
TAX FREE FOR THREE WRITE OFF	4,020.00	4,080.30	4,141.50	4,203.63	
<b>TOTAL GEN ADMIN EXPENSES</b>	<b>772,825.00</b>	<b>750,062.38</b>	<b>766,313.31</b>	<b>772,733.01</b>	
<b>NET TAX ALLOCATION</b>	<b>-1,136,282.00</b>	<b>-1,157,233.26</b>	<b>-1,169,591.76</b>	<b>-1,192,210.64</b>	
<b>LEGISLATIVE SERVICES</b>					
CONTRIBUTIONS-MAYORS SUPPER	-5,000.00	-5,075.00	-5,151.13	-5,228.39	
<b>TOTAL LEGISLATIVE REVENUE</b>	<b>-5,000.00</b>	<b>-3,349.50</b>	<b>-3,399.74</b>	<b>-3,450.74</b>	
REMUNERATION	62,460.00	63,396.90	64,347.85	65,313.07	
TRAVEL/MILEAGE/MEMBERSHIPS	15,000.00	15,225.00	15,453.38	15,685.18	
SUPPLIES/MAYORS SUPPER/COUNCIL MEALS	15,000.00	15,225.00	15,453.38	15,685.18	
INSURANCE	160	162.40	164.84	167.31	
<b>TOTAL LEGISLATIVE EXPENSE</b>	<b>92,620.00</b>	<b>94,009.30</b>	<b>95,419.44</b>	<b>96,850.73</b>	
<b>NET TAX ALLOCATION</b>	<b>87,620.00</b>	<b>90,659.80</b>	<b>92,019.70</b>	<b>93,399.99</b>	
<b>EMERGENCY SERVICES</b>					
OTHER REVENUE	-50	-50.75	-51.51	-52.28	
<b>TOTAL PROTECTIVE SERVICES REVENUE</b>	<b>-50</b>	<b>-50.75</b>	<b>-51.51</b>	<b>-52.28</b>	
MEMBERSHIPS/TRAINING AND TRAVEL	0.00	0.00	0.00	0.00	
OFFICE EXP./PHONE,FAX,CELL,RADIO	3,100.00	3,146.50	3,193.70	3,241.60	
CONTRACTED SERVICES-CUSTODIAN	3,500.00	3,552.50	3,605.79	3,659.87	
RENTALS AND LEASES	-	0.00	0.00	0.00	
BUILDING MAINTENANCE	9,500.00	9,642.50	9,787.14	9,933.94	
FIRE- INSURANCE	8,394.00	8,519.91	8,647.71	8,777.42	
DEBT SERVICING	26,385.00	26,780.78	27,182.49	27,590.22	
SUPPLIES & MATERIALS	1500.00	1,522.50	1,545.34	1,568.52	
POWER AND GAS	25,323.00	25,702.85	26,088.39	26,479.71	
<b>TOTAL EMERGENCY SERVICES EXPENSES</b>	<b>77,702.00</b>	<b>78,867.53</b>	<b>80,050.54</b>	<b>81,251.30</b>	
<b>NET TAX ALLOCATION</b>	<b>77,652.00</b>	<b>78,816.78</b>	<b>79,999.03</b>	<b>81,199.02</b>	

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**EMERGENCY MANAGEMENT**

TRANSFER FROM RESERVES	-	-	-	-
<b>TOTAL EMERGENCY MANAGEMENT REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

TRAVEL/MEMBERSHIPS	10,000.00	10,150.00	10,302.25	10,456.78
OFFICE EXPENSE	1,000.00	1,015.00	1,030.23	1,045.68
SUPPLIES AND MATERIALS	5,000.00	5,075.00	5,151.13	5,228.39
<b>TOTAL EMERGENCY MANAGEMENT EXPENSES</b>	<b>16,000.00</b>	<b>16,240.00</b>	<b>16,483.60</b>	<b>16,730.85</b>
<b>NET TAX ALLOCATION</b>	<b>16,000.00</b>	<b>16,240.00</b>	<b>16,483.60</b>	<b>16,730.85</b>

**PROTECTIVE SERVICES**

DOG TAGS	-3,000.00	-3,045.00	-3,090.68	-3,137.04
FINES	-2,000.00	-2,030.00	-2,060.45	-2,091.36
TRANSFER FROM RESERVES-RCMP	-40,000.00	-40,000.00	-40,000.00	-40,000.00
<b>TOTAL BYLAW REVENUES</b>	<b>-45,000.00</b>	<b>-45,075.00</b>	<b>-45,151.13</b>	<b>-45,228.39</b>

CONTRACTED SERVICES	20,000.00	20,300.00	20,604.50	20,913.57
SUPPLIES & MATERIALS	100	101.50	103.02	104.57
RCMP REQUISITION	78,386.00	79,561.79	80,755.22	81,966.55
<b>TOTAL BYLAW EXPENSES</b>	<b>98,486.00</b>	<b>99,963.29</b>	<b>101,462.74</b>	<b>102,984.68</b>
<b>NET TAX ALLOCATION</b>	<b>53,486.00</b>	<b>54,888.29</b>	<b>56,311.61</b>	<b>57,756.29</b>

**PUBLIC WORKS**

SALE OF GOODS AND SERVICES	-48,300.00	-49,024.50	-49,759.87	-50,506.27
OTHER REVENUE	-14,882.00	-15,105.23	-15,331.81	-15,561.79
TRANSFER FROM RESERVES	-	-	-	-
<b>TOTAL PUBLIC WORKS REVENUE</b>	<b>-63,182.00</b>	<b>-64,129.73</b>	<b>-65,091.68</b>	<b>-66,068.05</b>

WAGES AND BENEFITS	292,322.00	296,706.83	301,157.43	305,674.79
RENTALS AND LEASES	6,200.00	6,293.00	6,387.40	6,483.21
CONTRACTED AND GENERAL SERVICES/BUILDING MAINT.	57,100.00	57,956.50	58,825.85	59,708.24
EQUIPMENT MAINTENANCE	29,000.00	29,435.00	29,876.53	30,324.67
MEMBERSHIPS/TRAVEL/COURSES	4,500.00	4,567.50	4,636.01	4,705.55
OFFICE EXPENSE/FREIGHT/ADVERTISING	10,000.00	10,150.00	10,302.25	10,456.78
INSURANCE	8,325.00	8,449.88	8,576.62	8,705.27
SUPPLIES AND MATERIALS/FUEL	75,875.00	77,013.13	78,168.32	79,340.85
UTILITIES	93,051.00	94,446.77	95,863.47	97,301.42
DEBT SERVICING	66,988.00	67,992.82	69,012.71	70,047.90
<b>TOTAL PUBLIC WORKS EXPENSES</b>	<b>643,361.00</b>	<b>653,011.42</b>	<b>662,806.59</b>	<b>672,748.69</b>
<b>NET TAX ALLOCATION</b>	<b>580,179.00</b>	<b>588,881.69</b>	<b>597,714.91</b>	<b>606,680.63</b>

**UTILITIES**

WATER SALES	-413,608.00	-419,812.12	-426,109.30	-432,500.94
PENALTY REVENUE	-10,000.00	-10,150.00	-10,302.25	-10,456.78
WATER - TRANSFER FROM RESERVES	0	0.00	0.00	0.00
SEWER REVENUE	-170,270.00	-172,824.05	-175,416.41	-178,047.66
SEWER- TRANSFER FROM RESERVES	0.00	0.00	0.00	0.00
RECYCLING	-41,270.00	-41,889.05	-42,517.39	-43,155.15
REFUSE -SALE OF SERVICE	-185,921.00	-188,709.82	-191,540.46	-194,413.57
<b>TOTAL UTILITIES REVENUES</b>	<b>-821,069.00</b>	<b>-833,385.04</b>	<b>-845,885.81</b>	<b>-858,574.10</b>

WAGES AND BENEFITS	146,681.00	148,881.22	151,114.43	153,381.15
TRAINING/TRAVEL AND MEMBERSHIPS	4,500.00	4,567.50	4,636.01	4,705.55
OFFICE EXPENSE	8,300.00	8,424.50	8,550.87	8,679.13
CONTRACT SERVICES/EQUIPMENT MAINTENANCE	253,485.00	265,553.28	269,536.57	273,579.62
INSURANCE	10,746.00	10,907.19	11,070.80	11,236.86
SUPPLIES & MATERIALS	188,300.00	191,124.50	193,991.37	196,901.24
POWER	21,606.00	21,930.09	22,259.04	22,592.93

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TRANSFER TO RESERVES	30,893.00	31,356.40	31,826.74	32,304.14
INTERPROGRAM EXPENDITURES	156,558.00	158,906.37	161,289.97	163,709.32
TOTAL UTILITIES EXPENSES	<u>821,069.00</u>	<u>841,651.04</u>	<u>854,275.80</u>	<u>867,089.94</u>
NET TAX ALLOCATION	0.00	8,266.00	8,389.99	8,515.84

<b>FCSS</b>				
GRANTS	0.00			
TOTAL FCSS REVENUES	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

CONTRACTED SALARIES	9,500.00	9,642.50	9,787.14	9,933.94
VOLUNTEER WEEK	-	-	-	-
SENIORS TRANSPORTATION	0.00	0.00	0.00	0.00
TOTAL FCSS EXPENSES	<u>9,500.00</u>	<u>9,642.50</u>	<u>9,787.14</u>	<u>9,933.94</u>
NET TAX ALLOCATION	9,500.00	9,642.50	9,787.14	9,933.94

<b>PLANNING/DEVELOPMENT</b>				
DEVELOPMENT LEVIES	-3,000.00	-3,045.00	-3,090.68	-3,137.04
LICENSES AND PERMITS	-3,700.00	-3,755.50	-3,811.83	-3,869.01
GRANTS	-16,000.00	-16,240.00	-16,483.60	-16,730.85
TOTAL PLAN/DEVEL REVENUES	<u>-22,700.00</u>	<u>-23,040.50</u>	<u>-23,386.11</u>	<u>-23,736.90</u>

WAGES AND BENEFITS	26,328.00	26,722.92	27,123.76	27,530.62
CONTRACTED SERVICES	20,000.00	20,300.00	20,604.50	20,913.57
OFFICE EXPENSE	1,500.00	1,522.50	1,545.34	1,568.52
SUPPLIES AND MATERIALS	1,000.00	1,015.00	1,030.23	1,045.68
ADVERTISING/PROMOTIONS	1,000.00	1,015.00	1,030.23	1,045.68
LEGAL FEES	15,000.00	15,225.00	15,453.38	15,685.18
TOTAL PLAN/ DEVEL EXPENSES	<u>64,828.00</u>	<u>65,800.42</u>	<u>66,787.43</u>	<u>67,789.24</u>
NET TAX ALLOCATION	42,128.00	42,759.92	43,401.32	44,052.34

<b>ECONOMIC DEVELOPMENT</b>				
GRANTS	-	-	-	-
CARES Grant	0.00	0.00	0.00	0.00
TOTAL ECON DEVEL REVENUES	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

WAGES AND BENEFITS	17,325.00	17,584.88	17,848.65	18,116.38
TRAVEL/HOSTING/ADVERTISING	11,200.00	11,368.00	11,538.52	11,711.60
CONTRACTED MANAGEMENT	2,000.00	2,030.00	2,060.45	2,091.36
SUPPLIES MATERIALS	17,500.00	17,762.50	18,028.94	18,299.37
TOTAL ECON DEVEL EXPENSES	<u>48,025.00</u>	<u>48,745.38</u>	<u>49,476.56</u>	<u>50,218.70</u>
NET TAX ALLOCATION	48,025.00	48,745.38	49,476.56	50,218.70

<b>BUSINESS CENTRE-INFINITY CENTRE</b>				
RENTALS	-13,200.00	-13,398.00	-13,598.97	-13,802.95
TOTAL INFINITY CENTRE REVENUES	<u>-13,200.00</u>	<u>-13,398.00</u>	<u>-13,598.97</u>	<u>-13,802.95</u>

CONTRACTED SERVICES/BUILDING MAINTENANCE	6,000.00	6,090.00	6,181.35	6,274.07
OFFICE EXPENSE	1,200.00	1,218.00	1,236.27	1,254.81
INSURANCE	1,433.00	1,454.50	1,476.31	1,498.46
SUPPLIES & MATERIALS	4,000.00	4,060.00	4,120.90	4,182.71
UTILITIES	5,856.00	5,943.84	6,033.00	6,123.49
TOTAL INFINITY CENTRE EXPENSES	<u>18,489.00</u>	<u>18,766.34</u>	<u>19,047.83</u>	<u>19,333.55</u>
NET TAX ALLOCATION	5,289.00	5,368.34	5,448.86	5,530.59

<b>ARENA</b>				
RENTAL	-90,000.00	-91,350.00	-92,720.25	-94,111.05
ARENA - OFF SEASON RENTAL	0	0.00	0.00	0.00

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ARENA- ROOM RENTALS	0	0.00	0.00	0.00
GRANTS MSI	-40,007.00	-40,607.11	-41,216.21	-41,834.45
ARENA - GRANTS FROM OTHER ORGANIZATIONS	-19,329.00	-19,715.58	-20,109.89	-20,512.09
TRANSFER FROM RESERVES	0	0.00	0.00	0.00
OTHER REVENUE DONATIONS	-5,500.00	-5,582.50	-5,666.24	-5,751.23
<b>TOTAL ARENA REVENUES</b>	<b>-154,836.00</b>	<b>-160,964.79</b>	<b>-163,379.26</b>	<b>-165,829.95</b>

WAGES/BENEFITS	103,776.00	105,332.64	106,912.63	108,516.32
CONTRACT MANAGEMENT	450	456.75	463.60	470.56
TRAVEL/SUBS/MEMBER/TRAIN	2,000.00	2,030.00	2,060.45	2,091.36
OFFICE EXPENSE/FREIGHT/ADVERTISING	3,920.00	3,978.80	4,038.48	4,099.06
BUILDING MAINTENANCE	20,000.00	20,300.00	20,604.50	20,913.57
EQUIPMENT MAINTENANCE	10,500.00	10,657.50	10,817.36	10,979.62
INSURANCE	15,729.00	15,964.94	16,204.41	16,447.48
SUPPLIES & MATERIALS/FUEL	15,000.00	15,225.00	15,453.38	15,685.18
UTILITIES	48,884.00	49,617.26	50,361.52	51,116.94
<b>TOTAL RECREATION EXPENSES</b>	<b>220,259.00</b>	<b>223,562.89</b>	<b>226,916.33</b>	<b>230,320.07</b>
<b>NET TAX ALLOCATION</b>	<b>65,423.00</b>	<b>62,598.10</b>	<b>63,537.07</b>	<b>64,490.12</b>

<b>HALL</b>				
AUDITORIUM	-7,000.00	-7,105.00	-7,211.58	-7,319.75
<b>TOTAL HALL RENTALS</b>	<b>-7,000.00</b>	<b>-7,105.00</b>	<b>-7,211.58</b>	<b>-7,319.75</b>

OFFICE EXPENSE	520.00	527.80	535.72	543.75
CONTRACTED SERVICES	4,200.00	4263.00	4326.95	4391.85
BUILDING MAINTENANCE	12,500.00	12687.50	12877.81	13070.98
INSURANCE	4,397.00	4462.96	4529.90	4597.85
SUPPLIES & MATERIALS	9,000.00	9135.00	9272.03	9411.11
UTILITIES	7,400.00	7511.00	7623.67	7738.02
<b>TOTAL HALL EXPENSES</b>	<b>38,017.00</b>	<b>38,587.26</b>	<b>39,166.06</b>	<b>39,753.55</b>
<b>NET TAX ALLOCATION</b>	<b>31,017.00</b>	<b>31,482.26</b>	<b>31,954.49</b>	<b>32,433.81</b>

<b>LIBRARY</b>				
<b>TOTAL LIBRARY REVENUES</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
MEMBERSHIP	7,158.00	7,265.37	7,374.35	7,484.97
TRANSFER TO LIBRARY	12,880.00	12,880.00	12,880.00	12,880.00
<b>TOTAL LIBRARY EXPENSES</b>	<b>20,038.00</b>	<b>20,145.37</b>	<b>20,254.35</b>	<b>20,364.97</b>
<b>NET TAX ALLOCATION</b>	<b>20,038.00</b>	<b>20,145.37</b>	<b>20,254.35</b>	<b>20,364.97</b>

<b>PROGRAMS</b>				
SALE OF GOODS/SERVICES/RENTALS	-500	-507.50	-515.11	-522.84
GRANTS	-20,529.00	-20836.94	-21149.49	-21466.73
CONTRIBUTIONS FROM OTHERS/FUNDRAISERS	0.00	0.00	0.00	0.00
TRANSFER FROM RESERVES	0	0.00	0.00	0.00
<b>TOTAL PROGRAMS REVENUE</b>	<b>-21,029.00</b>	<b>-21,344.44</b>	<b>-21,664.60</b>	<b>-21,989.57</b>

WAGES/BENEFITS	17,863.00	18,130.95	18,402.91	18,678.95
SERVICES/ADS	4,600.00	4,669.00	4,739.04	4,810.12
CONTRACTED SERVICES	5,000.00	5,075.00	5,151.13	5,228.39
SUPPLIES-GEN PROG AND CANADA DAY/TRAVEL/MEMBERSHIPS	24,500.00	24,867.50	25,240.51	25,619.12
REC FUNDRAISER	0	0.00	0.00	0.00
COMMUNITY INVESTMENT PROGRAM	5,000.00	5,075.00	5,151.13	5,228.39
<b>TOTAL PROGRAMS EXPENSE</b>	<b>56,963.00</b>	<b>57,817.45</b>	<b>58,684.71</b>	<b>59,564.98</b>
<b>NET TAX ALLOCATION</b>	<b>35,934.00</b>	<b>36,473.01</b>	<b>37,020.11</b>	<b>37,575.41</b>

<b>PARKS</b>				
SALE OF SERVICE	-2,000.00	-2,030.00	-2,060.45	-2,091.36

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CAMP GROUND RENT	-40,000.00	-40,600.00	-41,209.00	-41,827.14
GRANTS	-4,026.00	-4,086.39	-4,147.69	-4,209.90
<b>TOTAL PARKS REVENUE</b>	<b>-46,026.00</b>	<b>-46,716.39</b>	<b>-47,417.14</b>	<b>-48,128.39</b>
WAGES AND BENEFITS	68,722.00	69,752.83	70,799.12	71,861.11
CONTRACTED MANAGEMENT	10,000.00	10,150.00	10,302.25	10,456.78
CAMPGROUND MAINTENANCE	10,000.00	10,150.00	10,302.25	10,456.78
TREE TRIMMING	0	0.00	0.00	0.00
EQUIPMENT MAINTENANCE	5,000.00	5,075.00	5,151.13	5,228.39
CN LAND LEASE	2,500.00	2,537.50	2,575.56	2,614.20
INSURANCE	1,460.00	1,481.90	1,504.13	1,526.69
SUPPLIES & MATERIALS	4,000.00	4,060.00	4,120.90	4,182.71
TRAINING/TRAVEL/MEMBERSHIPS	1,000.00	1,015.00	1,030.23	1,045.68
POWER	7,353.00	7,463.30	7,575.24	7,688.87
<b>TOTAL PARKS EXPENSE</b>	<b>110,035.00</b>	<b>111,685.53</b>	<b>113,360.81</b>	<b>115,061.22</b>
<b>NET TAX ALLOCATION</b>	<b>64,009.00</b>	<b>64,969.14</b>	<b>65,943.67</b>	<b>66,932.83</b>
<b>TOTAL REVENUE</b>	<b>-3,108,201.00</b>	<b>-3,080,779.77</b>	<b>-3,126,991.46</b>	<b>-3,173,896.33</b>
<b>TOTAL EXPENSES</b>	<b>3,108,201.00</b>	<b>3,128,558.06</b>	<b>3,180,293.23</b>	<b>3,222,729.42</b>
<b>TOTAL BUDGET ALLOCATION</b>	<b>0.00</b>	<b>47,778.29</b>	<b>53,301.77</b>	<b>48,833.09</b>
		4.86%	5.42%	4.97%

1. School and Seniors Foundation Requisitions are excluded from this Financial Plan
2. Amortization is excluded from this Financial Plan

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