

# APPENDIX 1 CONSOLIDATED FINANCIAL PLAN

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# Schedule 1.1 Consolidated Financial Plan

2020-2024 Financial Plan

March 13, 2020

	2018 Actual Value	2019 Actual Value	2019 Budget Value	2020 Budget Value	2020 Budget Chg %	2021 Budget Value	2021 Budget Chg %	2022 Budget Value	2022 Budget Chg %	2023 Budget Value	2023 Budget Chg %	2024 Budget Value	2024 Budget Chg %
<b>Revenue</b>													
<b>Operating revenue</b>													
Taxation	8,290,169	8,923,954	8,929,261	9,418,711	5%	9,807,212	4%	10,132,209	3%	10,412,132	3%	10,763,981	3%
User fees	1,352,190	1,376,451	1,365,566	2,781,240	104%	2,828,213	2%	2,884,982	2%	2,937,499	2%	3,001,138	2%
Sales of services	1,121,115	719,971	814,240	817,225	0%	831,964	2%	865,206	4%	863,260	0%	880,678	2%
Penalties and fines	55,678	63,804	58,180	60,000	3%	60,000	0%	60,000	0%	60,000	0%	60,000	0%
Investment income	217,304	355,412	110,000	110,000	0%	110,000	0%	110,000	0%	110,000	0%	110,000	0%
Other revenue	217,495	233,491	180,482	198,743	10%	194,182	-2%	197,601	2%	199,045	1%	199,825	0%
Government grants and transfers	3,103,576	3,653,011	3,060,915	3,198,138	4%	3,002,000	-6%	3,023,250	1%	3,023,250	0%	3,045,850	1%
Contributions from developers and others	3,790,217	5,526	-	-	0%	5,000	0%	145,000	2800%	-	-100%	-	0%
<b>Operating revenue Total</b>	<b>18,147,744</b>	<b>15,331,620</b>	<b>14,518,644</b>	<b>16,584,057</b>	<b>14%</b>	<b>16,838,571</b>	<b>2%</b>	<b>17,418,248</b>	<b>3%</b>	<b>17,605,186</b>	<b>1%</b>	<b>18,061,472</b>	<b>3%</b>
<b>Transfers for operations</b>													
Transfers from reserves	24,437	-	50,200	228,100	354%	135,600	-41%	134,300	-1%	137,700	3%	141,100	2%
Transfers from reserve accounts	1,309,398	1,476,144	1,691,908	1,554,681	-8%	1,377,369	-11%	1,385,244	1%	1,193,599	-14%	1,138,369	-5%
Transfers from accumulated surplus	63,674	45,010	251,665	179,776	-29%	100,576	-44%	104,510	4%	105,064	1%	102,427	-3%
Transfers from equity in capital assets	2,841,160	2,896,060	2,979,400	3,032,988	2%	3,087,648	2%	3,143,400	2%	3,200,270	2%	3,258,275	2%
Internal cost allocations	492,476	502,326	502,326	513,441	2%	523,163	2%	534,216	2%	544,284	2%	555,843	2%
<b>Transfers for operations Total</b>	<b>4,731,145</b>	<b>4,919,540</b>	<b>5,475,499</b>	<b>5,508,986</b>	<b>1%</b>	<b>5,224,356</b>	<b>-5%</b>	<b>5,301,670</b>	<b>1%</b>	<b>5,180,917</b>	<b>-2%</b>	<b>5,196,014</b>	<b>0%</b>
<b>Revenue from capital sources</b>													
Other revenue	115,665	167,930	158,261	100,000	-37%	-	-100%	-	0%	-	0%	-	0%
Government grants and transfers	45,983	11,170	14,000	32,000	129%	10,000	-69%	2,000,000	19900%	-	-100%	666,666	0%
Grants and contributions	3,495,413	359,490	20,000	-	-100%	-	0%	-	0%	-	0%	-	0%
Development cost charges	-	22,092	-	109,887	0%	206,693	88%	1,391,854	573%	221,562	-84%	381,645	72%
<b>Revenue from capital sources Total</b>	<b>3,657,060</b>	<b>560,682</b>	<b>192,261</b>	<b>241,887</b>	<b>26%</b>	<b>216,693</b>	<b>-10%</b>	<b>3,391,854</b>	<b>1465%</b>	<b>221,562</b>	<b>-93%</b>	<b>1,048,311</b>	<b>373%</b>
<b>Transfers for capital</b>	<b>1,355,075</b>	<b>2,021,908</b>	<b>3,447,251</b>	<b>2,586,238</b>	<b>-25%</b>	<b>3,411,027</b>	<b>32%</b>	<b>1,686,506</b>	<b>-51%</b>	<b>913,778</b>	<b>-46%</b>	<b>531,789</b>	<b>-42%</b>
<b>Revenue Total</b>	<b>27,891,024</b>	<b>22,833,750</b>	<b>23,633,655</b>	<b>24,921,168</b>	<b>5%</b>	<b>25,690,647</b>	<b>3%</b>	<b>27,798,278</b>	<b>8%</b>	<b>23,921,443</b>	<b>-14%</b>	<b>24,837,586</b>	<b>4%</b>
<b>Expense</b>													
<b>Operating expense</b>													
General government services	2,029,230	2,168,452	2,465,228	2,499,733	1%	2,423,838	-3%	2,552,021	5%	2,586,215	1%	2,618,145	1%
Protective services	3,430,096	3,662,172	3,938,443	4,204,941	7%	4,361,666	4%	4,437,627	2%	4,546,955	2%	4,737,252	4%
Transportation services	2,156,392	2,680,640	2,951,326	2,880,233	-2%	2,842,809	-1%	3,084,981	9%	2,960,226	-4%	3,042,076	3%
Environmental health services	684,326	727,327	807,005	2,220,175	175%	2,261,176	2%	2,310,776	2%	2,353,779	2%	2,403,222	2%
Development services	434,227	479,384	676,373	789,877	17%	686,184	-13%	680,802	-1%	573,490	-16%	549,807	-4%
Parks services	625,356	668,890	708,501	823,220	16%	768,640	-7%	798,507	4%	815,551	2%	836,463	3%
Recreation and culture services	1,244,840	1,241,912	1,261,969	1,306,032	3%	1,401,400	7%	1,360,435	-3%	1,388,180	2%	1,416,650	2%
Interest on debt	260,633	260,633	260,633	260,633	0%	260,633	0%	260,633	0%	260,633	0%	260,633	0%
<b>Operating expense Total</b>	<b>10,865,099</b>	<b>11,889,409</b>	<b>13,069,478</b>	<b>14,984,844</b>	<b>15%</b>	<b>15,006,346</b>	<b>0%</b>	<b>15,485,782</b>	<b>3%</b>	<b>15,485,029</b>	<b>0%</b>	<b>15,864,248</b>	<b>2%</b>
<b>Capital expenditures</b>	<b>4,949,099</b>	<b>2,481,948</b>	<b>3,639,512</b>	<b>2,828,125</b>	<b>-22%</b>	<b>3,627,720</b>	<b>28%</b>	<b>5,078,360</b>	<b>40%</b>	<b>1,135,340</b>	<b>-78%</b>	<b>1,580,100</b>	<b>39%</b>
<b>Internal cost allocations</b>	<b>492,476</b>	<b>502,326</b>	<b>502,326</b>	<b>513,441</b>	<b>2%</b>	<b>523,163</b>	<b>2%</b>	<b>534,216</b>	<b>2%</b>	<b>544,284</b>	<b>2%</b>	<b>555,843</b>	<b>2%</b>
<b>Amortization</b>	<b>2,841,160</b>	<b>2,896,060</b>	<b>2,979,400</b>	<b>3,032,988</b>	<b>2%</b>	<b>3,087,648</b>	<b>2%</b>	<b>3,143,400</b>	<b>2%</b>	<b>3,200,270</b>	<b>2%</b>	<b>3,258,275</b>	<b>2%</b>
<b>Principal payment on debt</b>	<b>306,470</b>	<b>306,470</b>	<b>306,470</b>	<b>306,470</b>	<b>0%</b>	<b>306,470</b>	<b>0%</b>	<b>306,470</b>	<b>0%</b>	<b>306,470</b>	<b>0%</b>	<b>306,470</b>	<b>0%</b>
<b>Transfers for capital</b>	<b>9,552</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>
<b>Transfers to reserves/surplus</b>	<b>7,271,320</b>	<b>4,052,777</b>	<b>3,136,469</b>	<b>3,255,300</b>	<b>4%</b>	<b>3,139,300</b>	<b>-4%</b>	<b>3,250,050</b>	<b>4%</b>	<b>3,250,050</b>	<b>0%</b>	<b>3,272,650</b>	<b>1%</b>
<b>Expense Total</b>	<b>26,735,176</b>	<b>22,128,990</b>	<b>23,633,655</b>	<b>24,921,168</b>	<b>5%</b>	<b>25,690,647</b>	<b>3%</b>	<b>27,798,278</b>	<b>8%</b>	<b>23,921,443</b>	<b>-14%</b>	<b>24,837,586</b>	<b>4%</b>
<b>Surplus / (deficit)</b>	<b>1,155,849</b>	<b>704,760</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>

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# Schedule 1.2 Consolidated Operating Financial Plan

2020-2024 Financial Plan

March 13, 2020

	2018 Actual Value	2019 Actual Value	2019 Budget Value	2020 Budget Value	2020 Budget Chg %	2021 Budget Value	2021 Budget Chg %	2022 Budget Value	2022 Budget Chg %	2023 Budget Value	2023 Budget Chg %	2024 Budget Value	2024 Budget Chg %
<b>Revenue</b>													
<b>Operating revenue</b>													
<b>Taxation</b>													
Property taxes	8,097,041	8,739,262	8,739,566	9,227,574	6%	9,612,582	4%	9,936,639	3%	10,215,597	3%	10,567,446	3%
Payments in lieu of taxes	64,836	53,488	58,490	59,400	2%	60,330	2%	61,270	2%	62,235	2%	62,235	0%
1% utility tax	128,292	131,204	131,205	131,737	0%	134,300	2%	134,300	0%	134,300	0%	134,300	0%
<b>Taxation Total</b>	<b>8,290,169</b>	<b>8,923,954</b>	<b>8,929,261</b>	<b>9,418,711</b>	<b>5%</b>	<b>9,807,212</b>	<b>4%</b>	<b>10,132,209</b>	<b>3%</b>	<b>10,412,132</b>	<b>3%</b>	<b>10,763,981</b>	<b>3%</b>
<b>User fees</b>													
Garbage collection	504,984	517,096	512,516	527,265	3%	533,623	1%	548,815	3%	555,094	1%	571,358	3%
Sanitary sewer	836,606	853,655	847,950	856,375	1%	869,140	1%	882,311	2%	899,625	2%	917,500	2%
Sanitary sewer-CRD	-	-	-	1,390,000	0%	1,417,800	2%	1,446,156	2%	1,475,080	2%	1,504,580	2%
Storm drainage	10,600	5,700	5,100	7,600	49%	7,650	1%	7,700	1%	7,700	0%	7,700	0%
<b>User fees Total</b>	<b>1,352,190</b>	<b>1,376,451</b>	<b>1,365,566</b>	<b>2,781,240</b>	<b>104%</b>	<b>2,828,213</b>	<b>2%</b>	<b>2,884,982</b>	<b>2%</b>	<b>2,937,499</b>	<b>2%</b>	<b>3,001,138</b>	<b>2%</b>
<b>Sales of services</b>													
Licences	50,265	53,840	49,980	50,500	1%	51,050	1%	52,000	2%	52,966	2%	53,900	2%
Permits	646,789	349,444	490,110	491,000	0%	500,300	2%	510,600	2%	519,500	2%	530,900	2%
Fire protection and emergency program	337,482	237,504	241,550	246,325	2%	251,114	2%	255,996	2%	261,094	2%	266,178	2%
Other services	86,580	79,183	32,600	29,400	-10%	29,500	0%	46,610	58%	29,700	-36%	29,700	0%
<b>Sales of services Total</b>	<b>1,121,115</b>	<b>719,971</b>	<b>814,240</b>	<b>817,225</b>	<b>0%</b>	<b>831,964</b>	<b>2%</b>	<b>865,206</b>	<b>4%</b>	<b>863,260</b>	<b>0%</b>	<b>880,678</b>	<b>2%</b>
<b>Penalties and fines</b>													
Fines and MTI	2,840	13,872	9,180	9,000	-2%	9,000	0%	9,000	0%	9,000	0%	9,000	0%
10% property tax penalty	45,406	42,102	40,000	42,000	5%	42,000	0%	42,000	0%	42,000	0%	42,000	0%
Interest on arrears and delinquent taxes	7,432	7,831	9,000	9,000	0%	9,000	0%	9,000	0%	9,000	0%	9,000	0%
<b>Penalties and fines Total</b>	<b>55,678</b>	<b>63,804</b>	<b>58,180</b>	<b>60,000</b>	<b>3%</b>	<b>60,000</b>	<b>0%</b>	<b>60,000</b>	<b>0%</b>	<b>60,000</b>	<b>0%</b>	<b>60,000</b>	<b>0%</b>
<b>Investment income</b>													
Bank interest	205,508	350,068	50,000	50,000	0%	50,000	0%	50,000	0%	50,000	0%	50,000	0%
Interest on investments	11,795	5,344	60,000	60,000	0%	60,000	0%	60,000	0%	60,000	0%	60,000	0%
<b>Investment income Total</b>	<b>217,304</b>	<b>355,412</b>	<b>110,000</b>	<b>110,000</b>	<b>0%</b>	<b>110,000</b>	<b>0%</b>	<b>110,000</b>	<b>0%</b>	<b>110,000</b>	<b>0%</b>	<b>110,000</b>	<b>0%</b>
<b>Other revenue</b>													
Building rental	69,995	86,293	84,032	84,473	1%	84,922	1%	87,381	3%	87,850	1%	88,325	1%
FortisBC operating fee	52,697	43,749	43,750	43,750	0%	52,500	20%	52,500	0%	52,500	0%	52,500	0%
Other	93,703	103,449	52,700	70,520	34%	56,760	-20%	57,720	2%	58,695	2%	59,000	1%
Sale of fixed assets	1,100	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
<b>Other revenue Total</b>	<b>217,495</b>	<b>233,491</b>	<b>180,482</b>	<b>198,743</b>	<b>10%</b>	<b>194,182</b>	<b>-2%</b>	<b>197,601</b>	<b>2%</b>	<b>199,045</b>	<b>1%</b>	<b>199,825</b>	<b>0%</b>
<b>Government grants and transfers</b>													
Small Communities Protection grant	385,643	383,213	380,000	380,000	0%	380,000	0%	380,000	0%	380,000	0%	380,000	0%
Traffic Fine Revenue Sharing grant	69,736	72,012	55,000	70,000	27%	70,000	0%	70,000	0%	70,000	0%	70,000	0%
Casino Revenue grant	2,070,736	2,051,609	2,000,000	2,050,000	3%	2,050,000	0%	2,050,000	0%	2,050,000	0%	2,050,000	0%
Community Works Fund (gas tax) grant	469,633	962,862	470,000	493,000	5%	493,000	0%	515,750	5%	515,750	0%	538,350	4%
Other government grants and transfers	107,829	183,314	155,915	205,138	32%	9,000	-96%	7,500	-17%	7,500	0%	7,500	0%
<b>Government grants and transfers Total</b>	<b>3,103,576</b>	<b>3,653,011</b>	<b>3,060,915</b>	<b>3,198,138</b>	<b>4%</b>	<b>3,002,000</b>	<b>-6%</b>	<b>3,023,250</b>	<b>1%</b>	<b>3,023,250</b>	<b>0%</b>	<b>3,045,850</b>	<b>1%</b>
<b>Contributions from developers and others</b>	3,790,217	5,526	-	-	0%	5,000	0%	145,000	2800%	-	-100%	-	0%
<b>Operating revenue Total</b>	<b>18,147,744</b>	<b>15,331,620</b>	<b>14,518,644</b>	<b>16,584,057</b>	<b>14%</b>	<b>16,838,571</b>	<b>2%</b>	<b>17,418,248</b>	<b>3%</b>	<b>17,605,186</b>	<b>1%</b>	<b>18,061,472</b>	<b>3%</b>
<b>Transfers for operations</b>													
Transfers from reserves	24,437	-	50,200	228,100	354%	135,600	-41%	134,300	-1%	137,700	3%	141,100	2%
Transfers from reserve accounts	1,309,398	1,476,144	1,691,908	1,554,681	-8%	1,377,369	-11%	1,385,244	1%	1,193,599	-14%	1,138,369	-5%
Transfers from accumulated surplus	63,674	45,010	251,665	179,776	-29%	100,576	-44%	104,510	4%	105,064	1%	102,427	-3%
Transfers from equity in capital assets	2,841,160	2,896,060	2,979,400	3,032,988	2%	3,087,648	2%	3,143,400	2%	3,200,270	2%	3,258,275	2%
Internal cost allocations	492,476	502,326	502,326	513,441	2%	523,163	2%	534,216	2%	544,284	2%	555,843	2%
<b>Transfers for operations Total</b>	<b>4,731,145</b>	<b>4,919,540</b>	<b>5,475,499</b>	<b>5,508,986</b>	<b>1%</b>	<b>5,224,356</b>	<b>-5%</b>	<b>5,301,670</b>	<b>1%</b>	<b>5,180,917</b>	<b>-2%</b>	<b>5,196,014</b>	<b>0%</b>
<b>Revenue Total</b>	<b>22,878,889</b>	<b>20,251,160</b>	<b>19,994,143</b>	<b>22,093,043</b>	<b>10%</b>	<b>22,062,927</b>	<b>0%</b>	<b>22,719,918</b>	<b>3%</b>	<b>22,786,103</b>	<b>0%</b>	<b>23,257,486</b>	<b>2%</b>

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# Schedule 1.2 Consolidated Operating Financial Plan

2020-2024 Financial Plan

March 13, 2020

	2018 Actual Value	2019 Actual Value	2019 Budget Value	2020 Budget Value	2020 Budget Chg %	2021 Budget Value	2021 Budget Chg %	2022 Budget Value	2022 Budget Chg %	2023 Budget Value	2023 Budget Chg %	2024 Budget Value	2024 Budget Chg %
<b>Expense</b>													
<b>Operating expense</b>													
<b>General government services</b>													
Legislative	132,402	135,016	155,798	158,339	2%	145,275	-8%	190,655	31%	166,095	-13%	154,309	-7%
Public Relations	191,818	220,730	279,859	240,262	-14%	240,193	0%	238,039	-1%	240,943	1%	243,920	1%
Administrative	999,979	982,434	1,240,119	1,227,053	-1%	1,234,358	1%	1,282,658	4%	1,306,218	2%	1,350,175	3%
Finance	522,872	601,712	622,366	672,911	8%	625,577	-7%	658,843	5%	667,392	1%	681,258	2%
Information Technology	151,344	199,544	149,280	183,256	23%	160,415	-12%	163,695	2%	187,327	14%	169,878	-9%
Other Fiscal Services	30,815	29,015	17,806	17,912	1%	18,020	1%	18,131	1%	18,240	1%	18,605	2%
<b>General government services Total</b>	<b>2,029,230</b>	<b>2,168,452</b>	<b>2,465,228</b>	<b>2,499,733</b>	<b>1%</b>	<b>2,423,838</b>	<b>-3%</b>	<b>2,552,021</b>	<b>5%</b>	<b>2,586,215</b>	<b>1%</b>	<b>2,618,145</b>	<b>1%</b>
<b>Protective services</b>													
Fire Services	1,507,534	1,486,424	1,447,158	1,533,382	6%	1,547,156	1%	1,578,693	2%	1,570,531	-1%	1,581,616	1%
Emergency Planning	183,184	214,710	218,940	236,053	8%	214,990	-9%	195,941	-9%	196,922	1%	197,917	1%
Building Inspection	151,904	157,445	160,483	170,701	6%	166,805	-2%	170,497	2%	174,261	2%	177,709	2%
Bylaw Enforcement	88,084	131,257	152,337	141,085	-7%	144,186	2%	147,358	2%	150,603	2%	153,920	2%
Other Protective Services	43,800	41,250	45,000	46,200	3%	47,400	3%	48,600	3%	48,470	0%	49,439	2%
Police	1,455,590	1,631,087	1,914,525	2,077,520	9%	2,241,129	8%	2,296,538	2%	2,406,168	5%	2,576,651	7%
<b>Protective services Total</b>	<b>3,430,096</b>	<b>3,662,172</b>	<b>3,938,443</b>	<b>4,204,941</b>	<b>7%</b>	<b>4,361,666</b>	<b>4%</b>	<b>4,437,627</b>	<b>2%</b>	<b>4,546,955</b>	<b>2%</b>	<b>4,737,252</b>	<b>4%</b>
<b>Transportation services</b>													
Transportation Administration	533,818	721,479	861,754	763,201	-11%	784,264	3%	998,064	27%	804,736	-19%	821,959	2%
Transportation Roads	1,440,932	1,709,158	1,817,451	1,778,559	-2%	1,795,302	1%	1,837,822	2%	1,901,460	3%	1,939,865	2%
Drainage	181,642	250,003	272,121	338,473	24%	263,243	-22%	249,095	-5%	254,030	2%	280,252	10%
<b>Transportation services Total</b>	<b>2,156,392</b>	<b>2,680,640</b>	<b>2,951,326</b>	<b>2,880,233</b>	<b>-2%</b>	<b>2,842,809</b>	<b>-1%</b>	<b>3,084,981</b>	<b>9%</b>	<b>2,960,226</b>	<b>-4%</b>	<b>3,042,076</b>	<b>3%</b>
<b>Environmental health services</b>													
Garbage Collection	440,834	442,961	446,138	458,491	3%	464,020	1%	477,230	3%	482,690	1%	496,833	3%
Sanitary Sewer	243,493	284,366	360,867	1,761,684	388%	1,797,156	2%	1,833,546	2%	1,871,089	2%	1,906,389	2%
<b>Environmental health services Total</b>	<b>684,326</b>	<b>727,327</b>	<b>807,005</b>	<b>2,220,175</b>	<b>175%</b>	<b>2,261,176</b>	<b>2%</b>	<b>2,310,776</b>	<b>2%</b>	<b>2,353,779</b>	<b>2%</b>	<b>2,403,222</b>	<b>2%</b>
<b>Development services</b>													
Planning Services	412,089	457,405	592,333	642,095	8%	657,906	2%	652,019	-1%	544,130	-17%	519,860	-4%
Economic Development	22,138	21,979	84,040	147,782	76%	28,278	-81%	28,783	2%	29,360	2%	29,947	2%
<b>Development services Total</b>	<b>434,227</b>	<b>479,384</b>	<b>676,373</b>	<b>789,877</b>	<b>17%</b>	<b>686,184</b>	<b>-13%</b>	<b>680,802</b>	<b>-1%</b>	<b>573,490</b>	<b>-16%</b>	<b>549,807</b>	<b>-4%</b>
<b>Parks services</b>	<b>625,356</b>	<b>668,890</b>	<b>708,501</b>	<b>823,220</b>	<b>16%</b>	<b>768,640</b>	<b>-7%</b>	<b>798,507</b>	<b>4%</b>	<b>815,551</b>	<b>2%</b>	<b>836,463</b>	<b>3%</b>
<b>Recreation and culture services</b>													
Library Services	515,184	515,461	515,969	552,158	7%	563,100	2%	574,260	2%	585,650	2%	597,350	2%
Recreation Services	729,656	726,451	746,000	753,874	1%	838,300	11%	786,175	-6%	802,530	2%	819,300	2%
<b>Recreation and culture services Total</b>	<b>1,244,840</b>	<b>1,241,912</b>	<b>1,261,969</b>	<b>1,306,032</b>	<b>3%</b>	<b>1,401,400</b>	<b>7%</b>	<b>1,360,435</b>	<b>-3%</b>	<b>1,388,180</b>	<b>2%</b>	<b>1,416,650</b>	<b>2%</b>
<b>Interest on debt</b>	<b>260,633</b>	<b>260,633</b>	<b>260,633</b>	<b>260,633</b>	<b>0%</b>	<b>260,633</b>	<b>0%</b>	<b>260,633</b>	<b>0%</b>	<b>260,633</b>	<b>0%</b>	<b>260,633</b>	<b>0%</b>
<b>Operating expense Total</b>	<b>10,865,099</b>	<b>11,889,409</b>	<b>13,069,478</b>	<b>14,984,844</b>	<b>15%</b>	<b>15,006,346</b>	<b>0%</b>	<b>15,485,782</b>	<b>3%</b>	<b>15,485,029</b>	<b>0%</b>	<b>15,864,248</b>	<b>2%</b>
<b>Internal cost allocations</b>													
Amortization	492,476	502,326	502,326	513,441	2%	523,163	2%	534,216	2%	544,284	2%	555,843	2%
Principal payment on debt	2,841,160	2,896,060	2,979,400	3,032,988	2%	3,087,648	2%	3,143,400	2%	3,200,270	2%	3,258,275	2%
Transfers for capital	306,470	306,470	306,470	306,470	0%	306,470	0%	306,470	0%	306,470	0%	306,470	0%
Transfers to reserves/surplus	9,552	-	-	-	0%	-	0%	-	0%	-	0%	-	0%
Transfers to reserves/surplus	7,250,573	4,036,154	3,136,469	3,255,300	4%	3,139,300	-4%	3,250,050	4%	3,250,050	0%	3,272,650	1%
<b>Expense Total</b>	<b>21,765,330</b>	<b>19,630,419</b>	<b>19,994,143</b>	<b>22,093,043</b>	<b>10%</b>	<b>22,062,927</b>	<b>0%</b>	<b>22,719,918</b>	<b>3%</b>	<b>22,786,103</b>	<b>0%</b>	<b>23,257,486</b>	<b>2%</b>

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# Schedule 1.3 Consolidated Capital Financial Plan

2020-2024 Financial Plan

March 13, 2020

	2018 Actual Value	2019 Actual Value	2019 Budget Value	2020 Budget Value	2020 Budget Chg %	2021 Budget Value	2021 Budget Chg %	2022 Budget Value	2022 Budget Chg %	2023 Budget Value	2023 Budget Chg %	2024 Budget Value	2024 Budget Chg %
<b>Revenue</b>													
<b>Revenue from capital sources</b>													
Other revenue	115,665	167,930	158,261	100,000	-37%	-	-100%	-	0%	-	0%	-	0%
Government grants and transfers	45,983	11,170	14,000	32,000	129%	10,000	-69%	2,000,000	19900%	-	-100%	666,666	0%
Grants and contributions	3,495,413	359,490	20,000	-	-100%	-	0%	-	0%	-	0%	-	0%
Development cost charges	-	22,092	-	109,887	0%	206,693	88%	1,391,854	573%	221,562	-84%	381,645	72%
<b>Revenue from capital sources Total</b>	<b>3,657,060</b>	<b>560,682</b>	<b>192,261</b>	<b>241,887</b>	<b>26%</b>	<b>216,693</b>	<b>-10%</b>	<b>3,391,854</b>	<b>1465%</b>	<b>221,562</b>	<b>-93%</b>	<b>1,048,311</b>	<b>373%</b>
<b>Transfers for capital</b>													
Transfers from reserves	408,939	766,472	982,439	758,495	-23%	625,057	-18%	474,586	-24%	397,713	-16%	254,944	-36%
Transfers from reserve accounts	922,243	1,255,436	2,429,812	1,792,743	-26%	2,785,970	55%	1,211,920	-56%	516,065	-57%	276,845	-46%
Transfers from accumulated surplus	23,893	-	35,000	35,000	0%	-	-100%	-	0%	-	0%	-	0%
<b>Transfers for capital Total</b>	<b>1,355,075</b>	<b>2,021,908</b>	<b>3,447,251</b>	<b>2,586,238</b>	<b>-25%</b>	<b>3,411,027</b>	<b>32%</b>	<b>1,686,506</b>	<b>-51%</b>	<b>913,778</b>	<b>-46%</b>	<b>531,789</b>	<b>-42%</b>
<b>Revenue Total</b>	<b>5,012,135</b>	<b>2,582,590</b>	<b>3,639,512</b>	<b>2,828,125</b>	<b>-22%</b>	<b>3,627,720</b>	<b>28%</b>	<b>5,078,360</b>	<b>40%</b>	<b>1,135,340</b>	<b>-78%</b>	<b>1,580,100</b>	<b>39%</b>
<b>Expense</b>													
<b>Capital expenditures</b>													
General government services	2,588,591	65,562	555,137	624,300	12%	96,200	-85%	58,700	-39%	58,700	0%	68,500	17%
Protective services	121,286	700,537	1,291,000	893,420	-31%	1,212,520	36%	55,760	-95%	20,000	-64%	-	-100%
Transportation services	1,151,282	997,220	857,066	401,000	-53%	1,335,000	233%	4,206,000	215%	430,000	-90%	1,030,000	140%
Environmental health services	555,641	317,618	362,600	453,000	25%	78,000	-83%	402,000	415%	191,000	-52%	181,600	-5%
Parks services	532,300	401,011	573,709	456,405	-20%	906,000	99%	355,900	-61%	435,640	22%	300,000	-31%
<b>Capital expenditures Total</b>	<b>4,949,099</b>	<b>2,481,948</b>	<b>3,639,512</b>	<b>2,828,125</b>	<b>-22%</b>	<b>3,627,720</b>	<b>28%</b>	<b>5,078,360</b>	<b>40%</b>	<b>1,135,340</b>	<b>-78%</b>	<b>1,580,100</b>	<b>39%</b>
<b>Transfers to reserves/surplus</b>													
Loss on disposal of assets	20,747	16,623	-	-	0%	-	0%	-	0%	-	0%	-	0%
<b>Transfers to reserves/surplus Total</b>	<b>20,747</b>	<b>16,623</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>
<b>Expense Total</b>	<b>4,969,846</b>	<b>2,498,571</b>	<b>3,639,512</b>	<b>2,828,125</b>	<b>-22%</b>	<b>3,627,720</b>	<b>28%</b>	<b>5,078,360</b>	<b>40%</b>	<b>1,135,340</b>	<b>-78%</b>	<b>1,580,100</b>	<b>39%</b>

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