

## 3-Year Operating Financial Plan Forecast (2021-2022)

	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast
<b>Operating Revenue</b>				
Property Taxes	48,640,680	49,140,680	50,673,066	52,114,247
Utility User Rates & Charges	19,426,060	20,252,340	21,041,730	21,182,351
Fines and Penalties	2,265,865	2,265,865	2,265,865	2,265,865
User Fees & Charges	5,840,865	7,012,664	7,029,714	7,045,064
Government Operating Grants	1,622,015	1,476,967	1,474,967	1,472,967
Investment Income	987,200	987,200	987,200	987,200
Other Revenue	52,208	49,708	52,208	52,208
<b>Total Operating Revenue</b>	<b>78,834,893</b>	<b>81,185,424</b>	<b>83,524,750</b>	<b>85,119,902</b>
<b>Operating Expenses</b>				
Salaries, Wages, and Benefits	29,201,675	29,801,105	30,253,942	30,369,462
Purchases from Other Governments and Agencies				
Purchases from Other Governments and Agencies	1,038,300	1,700,400	1,733,000	1,769,600
Wastewater Management Services	5,567,700	5,845,100	6,137,800	6,137,800
Water Supply Services	4,193,500	4,455,600	4,733,400	4,733,400
RCMP Contract	4,814,659	4,814,659	4,814,659	4,814,659
Contracted Services	6,647,151	8,402,261	7,258,561	6,956,061
Utilities	2,976,628	2,983,828	2,996,528	3,013,268
Materials and Supplies	3,310,006	3,386,546	3,423,546	3,451,471
Community Grants and Programs	1,645,023	1,698,916	1,738,806	1,738,806
Interest on Long Term Debt	1,087,749	960,883	843,252	880,622
Service Maintenance Contracts	3,776,320	3,320,870	3,402,770	3,487,970
Advertising and Printing	571,222	551,222	556,222	551,222
Training and Development	623,600	696,810	682,295	685,295
Insurance	727,416	728,916	731,316	732,316
General Administration	875,552	1,023,062	1,026,422	1,028,742
Other Expenses	256,700	256,700	256,700	256,700
<b>Total Operating Expenses</b>	<b>67,313,201</b>	<b>70,626,878</b>	<b>70,589,219</b>	<b>70,607,394</b>
<b>Other Items</b>				
Repayment of Long Term Debt	3,408,525	3,535,391	3,472,310	2,653,117
Annual Capital Funding	2,279,700	2,695,700	3,245,700	3,645,700
Transfers to Reserves	7,161,931	7,301,241	7,770,602	9,306,595
Transfers from Reserves	(1,328,464)	(1,941,400)	(611,900)	(150,900)
Internal Allocations Between Funds	-	-	-	-
<b>Total Other Items</b>	<b>11,521,692</b>	<b>11,590,932</b>	<b>13,876,712</b>	<b>15,454,512</b>
<b>Net (Surplus)/Deficit</b>	<b>-</b>	<b>1,032,386</b>	<b>941,181</b>	<b>942,004</b>