

Appendix A: Summary of Impacted Service Areas

The highlighted amounts below are those impacted by bylaw amendments and/or miscellaneous adjustments.

	2024	2025	2026	2027	2028
	Financial	Financial	Financial	Financial	Financial
	Plan	Plan	Plan	Plan	Plan
<u>Revenue</u>					
Member Requisition	\$25,122,470	\$26,711,300	\$28,006,140	\$29,309,320	\$30,706,980
Government Grants	15,565,160	7,876,950	4,932,800	3,788,050	3,875,790
Sales of Service	7,941,040	8,409,380	8,646,780	8,855,340	9,068,750
Other Revenue	21,697,210	25,508,380	16,710,540	16,354,710	14,903,350
Investment Income	139,710	133,410	129,540	128,060	127,610
Developer Contributions	172,000	300,000	-	-	-
Total Revenue	70,637,590	68,939,420	58,425,800	58,435,480	58,682,480
<u>Expenses</u>					
General Government Services	15,387,820	15,002,860	15,201,730	15,453,950	14,567,400
Protective Services	14,527,950	14,429,440	12,034,030	11,201,570	11,382,170
Transportation Services	6,277,300	6,680,040	6,993,930	7,162,430	7,360,690
Environmental Health Services	3,593,970	3,645,570	3,755,760	3,678,980	3,906,920
Environment Dev. Services	3,538,310	2,885,020	2,844,160	2,834,130	2,935,340
Recreation & Cultural Services	7,377,070	7,685,650	7,729,180	8,001,150	8,171,540
Utilities	2,206,270	2,364,890	2,655,420	2,740,380	2,824,790
Total Expenses	52,908,690	52,693,470	51,214,210	51,072,590	51,148,850
Net Surplus (Deficit)	17,728,900	16,245,950	7,211,590	7,362,890	7,533,630
<u>Financial and Reserve Activities</u>					
Prior Year Surplus	3,826,220	2,028,710	1,295,600	705,890	186,680
Proceeds from Debenture Debt	3,500,000	-	-	-	-
Reserve Fund Transactions (net)	1,234,030	(2,229,990)	(2,157,120)	(2,700,810)	(1,795,070)
Principal on Long Term Debt	(3,977,420)	(4,079,190)	(3,956,940)	(3,719,910)	(3,157,130)
Capital Acquisitions	(22,311,730)	(11,965,480)	(2,393,130)	(1,648,060)	(2,768,110)
Total Financing Reserve Fund Activities	(17,728,900)	(16,245,950)	(7,211,590)	(7,362,890)	(7,533,630)
Net Budgetary Surplus (Deficit)	\$0	\$0	\$0	\$0	\$0

	2024	2025	2026	2027	2028
	Financial	Financial	Financial	Financial	Financial
	Plan	Plan	Plan	Plan	Plan
<u>General Government</u>					
<u>Revenue</u>					
Member Requisition	\$3,938,050	\$4,153,240	\$4,285,250	\$4,451,930	\$4,625,270
Government Grants	398,610	107,420	103,850	98,290	98,960
Sales of Service	37,770	39,770	27,920	15,920	15,920
Other Revenue	15,065,860	15,020,260	14,948,580	14,832,670	13,380,360
Investment Income	12,600	12,600	12,600	12,600	12,600
Total Revenue	19,452,890	19,333,290	19,378,200	19,411,410	18,133,110
<u>Expenses</u>					
Salaries & Benefits	5,418,690	5,359,110	5,574,870	5,794,020	6,022,600
Directors Expense	676,000	700,060	727,680	749,630	774,400
Services and Supplies	7,870,860	7,440,530	7,303,570	7,299,010	6,138,370
Vehicle, Bldg. & Equip Expenses	380,080	373,440	412,430	399,630	387,060
Internal Services	1,042,190	1,129,720	1,183,180	1,211,660	1,244,970
Total Expenses	15,387,820	15,002,860	15,201,730	15,453,950	14,567,400
Net Surplus (Deficit)	4,065,070	4,330,430	4,176,470	3,957,460	3,565,710
<u>Financial and Reserve Activities</u>					
Prior Year Surplus	423,380	(139,880)	(109,280)	33,860	(279,420)
Reserve Fund Transactions (net)	86,080	(191,580)	(368,330)	(427,670)	(341,390)
Principal on Long Term Debt	(3,553,580)	(3,553,580)	(3,431,330)	(3,203,570)	(2,640,300)
Capital Acquisitions	(1,020,950)	(445,390)	(267,530)	(360,080)	(304,600)
Total Financing Reserve Fund Activities	(4,065,070)	(4,330,430)	(4,176,470)	(3,957,460)	(3,565,710)
Net Budgetary Surplus (Deficit)	\$0	\$0	\$0	\$0	\$0

	2024	2025	2026	2027	2028
	Financial	Financial	Financial	Financial	Financial
	Plan	Plan	Plan	Plan	Plan
<u>Protective Services</u>					
<u>Revenue</u>					
Member Requisition	\$7,342,840	\$7,820,760	\$8,247,160	\$8,670,780	\$9,149,060
Government Grants	4,130,010	4,208,170	1,510,300	209,480	207,050
Sales of Service	1,739,540	2,021,940	2,100,950	2,215,800	2,294,290
Other Revenue	3,652,490	9,724,970	1,130,950	915,730	903,660
Investment Income	29,210	28,300	27,360	26,420	25,490
Total Revenue	16,894,090	23,804,140	13,016,720	12,038,210	12,579,550
<u>Expenses</u>					
Salaries & Benefits	3,697,050	3,931,290	4,082,280	4,228,930	4,380,590
Services and Supplies	9,275,160	8,916,030	6,313,950	5,282,600	5,257,420
Vehicle, Bldg. & Equip Expenses	640,580	583,480	599,370	615,710	629,770
Internal Services	915,160	998,640	1,038,430	1,074,330	1,114,390
Total Expenses	14,527,950	14,429,440	12,034,030	11,201,570	11,382,170
Net Surplus (Deficit)	2,366,140	9,374,700	982,690	836,640	1,197,380
<u>Financial and Reserve Activities</u>					
Prior Year Surplus	1,361,170	461,180	387,440	273,560	173,560
Reserve Fund Transactions (net)	(261,360)	(602,260)	(323,210)	(679,150)	(183,800)
Principal on Long Term Debt	(62,900)	(43,420)	(43,420)	(34,150)	(34,640)
Capital Acquisitions	(3,403,050)	(9,190,200)	(1,003,500)	(396,900)	(1,152,500)
Total Financing Reserve Fund Activities	(2,366,140)	(9,374,700)	(982,690)	(836,640)	(1,197,380)
Net Budgetary Surplus (Deficit)	\$0	\$0	\$0	\$0	\$0

	2024	2025	2026	2027	2028
	Financial	Financial	Financial	Financial	Financial
	Plan	Plan	Plan	Plan	Plan
<u>Transportation Services</u>					
<u>Revenue</u>					
Member Requisition	\$1,650,000	\$1,799,800	\$1,978,110	\$2,161,230	\$2,372,570
Government Grants	2,579,880	2,633,590	2,775,650	3,059,440	3,145,200
Sales of Service	1,600,080	1,719,270	1,790,250	1,815,410	1,848,410
Other Revenue	84,110	4,110	4,110	4,230	4,110
Investment Income	3,610	3,180	2,680	2,180	2,180
Total Revenue	5,917,680	6,159,950	6,550,800	7,042,490	7,372,470
<u>Expenses</u>					
Salaries & Benefits	59,880	63,040	66,390	69,760	72,720
Services and Supplies	6,027,910	6,422,530	6,725,480	6,883,770	7,071,460
Vehicle, Bldg. & Equip Expenses	36,400	26,300	27,190	28,080	29,020
Internal Services	153,110	168,170	174,870	180,820	187,490
Total Expenses	6,277,300	6,680,040	6,993,930	7,162,430	7,360,690
Net Surplus (Deficit)	(359,620)	(520,090)	(443,130)	(119,940)	11,780
<u>Financial and Reserve Activities</u>					
Prior Year Surplus	598,910	559,480	482,620	159,530	27,910
Reserve Fund Transactions (net)	(39,290)	(39,390)	510	100,410	(39,690)
Capital Acquisitions	(200,000)	-	(40,000)	(140,000)	-
Total Financing Reserve Fund Activities	359,620	520,090	443,130	119,940	(11,780)
Net Budgetary Surplus (Deficit)	\$0	\$0	\$0	\$0	\$0

	2024	2025	2026	2027	2028
	Financial	Financial	Financial	Financial	Financial
	Plan	Plan	Plan	Plan	Plan
<u>Environmental Health</u>					
<u>Revenue</u>					
Member Requisition	\$2,559,700	\$2,726,170	\$2,825,690	\$2,926,130	\$3,046,980
Government Grants	83,070	55,670	55,990	56,310	56,630
Sales of Service	786,650	761,960	740,060	755,860	769,460
Other Revenue	119,000	4,500	4,500	4,500	4,500
Investment Income	41,730	37,830	35,500	35,560	36,140
Total Revenue	3,590,150	3,586,130	3,661,740	3,778,360	3,913,710
<u>Expenses</u>					
Salaries & Benefits	818,720	847,600	881,570	916,670	953,130
Services and Supplies	2,148,590	2,145,300	2,188,470	2,055,100	2,212,600
Vehicle, Bldg. & Equip Expenses	274,460	265,840	283,460	291,300	309,910
Internal Services	352,200	386,830	402,260	415,910	431,280
Total Expenses	3,593,970	3,645,570	3,755,760	3,678,980	3,906,920
Net Surplus (Deficit)	(3,820)	(59,440)	(94,020)	99,380	6,790
<u>Financial and Reserve Activities</u>					
Prior Year Surplus	195,760	126,400	139,350	(22,100)	47,150
Reserve Fund Transactions (net)	(35,850)	(66,960)	29,670	(28,700)	583,770
Capital Acquisitions	(156,090)	-	(75,000)	(48,580)	(637,710)
Total Financing Reserve Fund Activities	3,820	59,440	94,020	(99,380)	(6,790)
Net Budgetary Surplus (Deficit)	\$0	\$0	\$0	\$0	\$0

	2024	2025	2026	2027	2028
	Financial	Financial	Financial	Financial	Financial
	Plan	Plan	Plan	Plan	Plan
<u>Environmental Development</u>					
<u>Revenue</u>					
Member Requisition	\$1,848,280	\$1,951,600	\$2,043,780	\$2,139,120	\$2,239,000
Government Grants	522,500	72,700	122,900	23,100	23,200
Sales of Service	50,700	75,000	88,000	102,000	108,000
Other Revenue	423,820	378,620	388,520	397,390	402,990
Developer Contributions	122,000	-	-	-	-
Total Revenue	2,967,300	2,477,920	2,643,200	2,661,610	2,773,190
<u>Expenses</u>					
Salaries & Benefits	1,851,390	1,927,080	2,000,440	2,075,140	2,153,490
Services and Supplies	1,198,960	425,330	289,880	186,350	188,070
Vehicle, Bldg. & Equip Expenses	3,300	300	300	300	300
Internal Services	484,660	532,310	553,540	572,340	593,480
Total Expenses	3,538,310	2,885,020	2,844,160	2,834,130	2,935,340
Net Surplus (Deficit)	(571,010)	(407,100)	(200,960)	(172,520)	(162,150)
<u>Financial and Reserve Activities</u>					
Prior Year Surplus	571,010	407,100	200,960	172,520	162,150
Reserve Fund Transactions (net)	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-
Total Financing Reserve Fund Activities	571,010	407,100	200,960	172,520	162,150
Net Budgetary Surplus (Deficit)	\$0	\$0	\$0	\$0	\$0

	2024	2025	2026	2027	2028
	Financial	Financial	Financial	Financial	Financial
	Plan	Plan	Plan	Plan	Plan
<u>Recreation & Cultural Services</u>					
<u>Revenue</u>					
Member Requisition	\$5,863,150	\$6,281,740	\$6,561,230	\$6,810,160	\$7,068,570
Government Grants	2,337,970	367,670	349,890	327,210	330,530
Sales of Service	1,861,580	1,867,060	1,917,640	1,908,220	1,927,950
Other Revenue	2,291,930	375,920	233,880	200,190	207,730
Investment Income	52,560	51,500	51,400	51,300	51,200
Developer Contributions	50,000	300,000	-	-	-
Total Revenue	12,457,190	9,243,890	9,114,040	9,297,080	9,585,980
<u>Expenses</u>					
Salaries & Benefits	2,971,320	3,074,100	3,179,540	3,289,110	3,398,100
Services and Supplies	3,077,070	3,167,900	3,113,740	3,187,410	3,256,470
Vehicle, Bldg. & Equip Expenses	562,650	611,170	573,790	636,310	599,160
Internal Services	766,030	832,480	862,110	888,320	917,810
Total Expenses	7,377,070	7,685,650	7,729,180	8,001,150	8,171,540
Net Surplus (Deficit)	5,080,120	1,558,240	1,384,860	1,295,930	1,414,440
<u>Financial and Reserve Activities</u>					
Prior Year Surplus	1,573,770	675,760	121,030	(33,220)	(75,270)
Reserve Fund Transactions (net)	1,272,880	(566,350)	(637,890)	(560,210)	(665,870)
Capital Acquisitions	(7,926,770)	(1,667,650)	(868,000)	(702,500)	(673,300)
Total Financing Reserve Fund Activities	(5,080,120)	(1,558,240)	(1,384,860)	(1,295,930)	(1,414,440)
Net Budgetary Surplus (Deficit)	\$0	\$0	\$0	\$0	\$0

	2024	2025	2026	2027	2028
	Financial	Financial	Financial	Financial	Financial
	Plan	Plan	Plan	Plan	Plan
<u>Utilities</u>					
<u>Revenue</u>					
Member Requisition	\$1,920,450	\$1,977,990	\$2,064,920	\$2,149,970	\$2,205,530
Government Grants	5,513,120	431,730	14,220	14,220	14,220
Sales of Service	1,864,720	1,924,380	1,981,960	2,042,130	2,104,720
Other Revenue	60,000	-	-	-	-
Total Revenue	9,358,290	4,334,100	4,061,100	4,206,320	4,324,470
<u>Expenses</u>					
Salaries & Benefits	941,880	980,540	1,019,850	1,060,720	1,103,240
Services and Supplies	952,490	1,051,640	1,289,860	1,321,820	1,350,810
Vehicle, Bldg. & Equip Expenses	161,910	167,980	174,380	180,720	187,070
Internal Services	149,990	164,730	171,330	177,120	183,670
Total Expenses	2,206,270	2,364,890	2,655,420	2,740,380	2,824,790
Net Surplus (Deficit)	7,152,020	1,969,210	1,405,680	1,465,940	1,499,680
<u>Financial and Reserve Activities</u>					
Prior Year Surplus	(897,780)	(61,330)	73,480	121,740	130,600
Reserve Fund Transactions (net)	211,570	(763,450)	(857,870)	(1,105,490)	(1,148,090)
Proceeds from Debenture Debt	3,500,000	-	-	-	-
Principal on Long Term Debt	(360,940)	(482,190)	(482,190)	(482,190)	(482,190)
Capital Acquisitions	(9,604,870)	(662,240)	(139,100)	-	-
Total Financing Reserve Fund Activities	(7,152,020)	(1,969,210)	(1,405,680)	(1,465,940)	(1,499,680)
Net Budgetary Surplus (Deficit)	\$0	\$0	\$0	\$0	\$0