



# Claresholm


Where **Community** Takes Root


*3 Year Financial Plan - 2020*

*(2020 – 2022)*

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April 14, 2020

  
Marian Carlson, CLGM  
CAO

  
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Mayor



## 2020 3-Year Financial Plan

(2021-2023)

	Projected 2021	Projected 2022	Projected 2023
<b>General Government</b>			
Expenses			
Salaries, Wages and Benefits	(909,964)	(927,105)	(944,589)
Contracted and General Services	(190,670)	(189,212)	(192,832)
Materials, Goods and Supplies	(522,534)	(524,687)	(526,649)
Bank Charges and Short-term interest	(27,584)	(27,610)	(27,636)
Interest on Long-term Debt	(67,673)	(66,069)	(64,426)
Community Grants	(117,537)	(119,520)	(121,542)
	<u>(1,835,961)</u>	<u>(1,854,202)</u>	<u>(1,877,674)</u>
Revenue			
Net Municipal Taxes	3,590,712	3,608,788	3,724,873
Government Transfers for Operating	129,665	132,215	134,815
Investment Income	61,200	62,424	63,672
Business Licenses	27,270	27,543	27,818
User Fees and Sale of Goods	4,182	4,266	4,351
Concession & Franchise Fees	216,741	221,076	225,497
Penalties and costs on taxes	51,600	52,620	53,660
Other	46,580	46,886	47,197
	<u>4,127,950</u>	<u>4,155,817</u>	<u>4,281,885</u>
<b>Net Revenue (Tax Subsidy)</b>	<u>2,291,989</u>	<u>2,301,615</u>	<u>2,404,211</u>
<b>Protective Services</b>			
Expenses			
Wages Salaries and Benefits	(207,465)	(211,614)	(215,846)
Contracted and General Services	(146,026)	(183,499)	(258,088)
Materials, Goods and Supplies	(66,848)	(64,002)	(62,294)
	<u>(420,338)</u>	<u>(459,115)</u>	<u>(536,228)</u>
Revenue			
Bylaw & Provincial Tickets	55,550	57,691	59,926
Charges, Fees, & Animal Licenses	17,620	17,742	17,867
Transfers from Local Municipalities	7,140	7,283	7,428
Government Transfers for Operating	5,000	5,000	5,000
	<u>85,310</u>	<u>87,716</u>	<u>90,221</u>
<b>Net Revenue (Tax Subsidy)</b>	<u>(335,028)</u>	<u>(371,399)</u>	<u>(446,007)</u>



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## 2020 3-Year Financial Plan

(2021-2023)

	Projected 2021	Projected 2022	Projected 2023
<b>Transportation</b>			
Expenses			
Salaries, Wages and Benefits	(196,572)	(200,503)	(204,513)
Contracted and General Services	(77,000)	(77,000)	(77,000)
Materials, Goods and Supplies	(287,856)	(288,219)	(288,590)
Interest on Long-term Debt	-	-	-
	<u>(561,428)</u>	<u>(565,723)</u>	<u>(570,104)</u>
Revenue			
Local Improvement Charges	-	-	-
Other Revenue	2,500	2,500	2,500
	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>
<b>Net Revenue (Tax Subsidy)</b>	<b><u>(558,928)</u></b>	<b><u>(563,223)</u></b>	<b><u>(567,604)</u></b>
<b>Water/Wastewater</b>			
Expenses			
Salaries, Wages and Benefits	(529,976)	(539,901)	(550,024)
Contracted and General Services	(24,056)	(24,317)	(24,583)
Materials, Goods and Supplies	(470,510)	(474,657)	(508,887)
Interest on Long-term Debt	(162,688)	(149,364)	(135,335)
	<u>(1,187,230)</u>	<u>(1,188,239)</u>	<u>(1,218,830)</u>
Revenue			
User Fees and Sale of Goods	1,910,202	1,949,950	1,990,569
Local Improvement Charges	5,140	3,822	3,822
Government Transfers for Capital	-	-	-
Other Revenue	78,540	80,111	81,713
	<u>1,993,882</u>	<u>2,033,882</u>	<u>2,076,104</u>
<b>Net Revenue (Tax Subsidy)</b>	<b><u>806,652</u></b>	<b><u>845,643</u></b>	<b><u>857,275</u></b>
<b>Waste Management</b>			
Expenses			
Salaries, Wages and Benefits	(171,441)	(174,870)	(178,367)
Contracted and General Services	(419,595)	(427,915)	(436,402)
Materials, Goods and Supplies	(77,065)	(77,692)	(78,331)
	<u>(668,101)</u>	<u>(680,476)</u>	<u>(693,100)</u>
Revenue			
Garbage & Recycling Fees	692,415	706,632	721,157
	<u>692,415</u>	<u>706,632</u>	<u>721,157</u>
<b>Net Revenue (Tax Subsidy)</b>	<b><u>24,314</u></b>	<b><u>26,155</u></b>	<b><u>28,057</u></b>



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## 2020 3-Year Financial Plan

(2021-2023)

	Projected 2021	Projected 2022	Projected 2023
<b>Planning and Development</b>			
Expenses			
Salaries, Wages and Benefits	(187,805)	(191,561)	(195,392)
Contracted and General Services	(106,170)	(107,261)	(108,375)
Materials, Goods and Supplies	(218,778)	(218,790)	(218,802)
	<u>(512,753)</u>	<u>(517,612)</u>	<u>(522,569)</u>
Revenue			
Development Levies	-	-	-
Licences, Permits & User Fees	97,400	97,400	97,400
Government Transfers for Operating	100,400	100,400	100,400
	<u>197,800</u>	<u>197,800</u>	<u>197,800</u>
<b>Net Revenue (Tax Subsidy)</b>	<b><u>(314,953)</u></b>	<b><u>(319,812)</u></b>	<b><u>(324,769)</u></b>
<b>Recreation and Culture (including FCSS)</b>			
Expenses			
Salaries, Wages and Benefits	(805,252)	(821,307)	(837,683)
Contracted and General Services	(374,855)	(335,028)	(335,804)
Materials, Goods and Supplies	(254,328)	(252,450)	(255,079)
Community Grants	(38,000)	(38,000)	(38,000)
Interest on Long-term Debt	(1,859)	-	-
	<u>(1,474,294)</u>	<u>(1,446,785)</u>	<u>(1,466,566)</u>
Revenue			
Government Transfers for Operating	153,525	153,525	153,525
User Fees	208,304	209,940	211,609
Donations and Non-Government Grants	39,352	39,352	39,352
Camp Ground Revenue	65,000	65,000	65,000
Transfers from Local Municipalities	104,124	104,124	104,124
	<u>570,305</u>	<u>571,941</u>	<u>573,610</u>
<b>Net Revenue (Tax Subsidy)</b>	<b><u>(903,989)</u></b>	<b><u>(874,844)</u></b>	<b><u>(892,957)</u></b>
<b>Amortization</b>			
Expenses	(1,699,578)	(1,699,578)	(1,699,578)
<b>Net Revenue (Tax Subsidy)</b>	<b><u>(1,699,578)</u></b>	<b><u>(1,699,578)</u></b>	<b><u>(1,699,578)</u></b>
<b>Total Revenue</b>	<b>7,670,162</b>	<b>7,756,287</b>	<b>7,943,277</b>
<b>Total Expenditures</b>	<b>(8,359,683)</b>	<b>(8,411,730)</b>	<b>(8,584,649)</b>
<b>Excess Revenue (Shortfall)</b>	<b><u>(689,521)</u></b>	<b><u>(655,442)</u></b>	<b><u>(641,372)</u></b>



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## 2020 3-Year Financial Plan

(2021-2023)

	Projected 2021	Projected 2022	Projected 2023
Addback: Amortization Expense	1,699,578	1,699,578	1,699,578
Subtract: Debt Principle Payments	(431,233)	(338,581)	(354,524)
Subtract: Transfer (to) from Reserves	(573,825)	(700,555)	(698,682)
Subtract: Tax Funded Capital	(5,000)	(5,000)	(5,000)
<b>Total Cash Excess (Shortfall)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>