



Claresholm

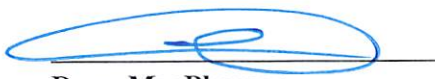
Where **Community** Takes Root

3 Year Financial Plan - 2021

(2022 – 2024)

July 19, 2020


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CAO


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Claresholm

2021 3-Year Financial Plan

(2022-2024)

	Projected 2022	Projected 2023	Projected 2024
General Government			
Expenses			
Salaries, Wages and Benefits	(931,022)	(948,167)	(965,656)
Contracted and General Services	(182,806)	(181,355)	(184,823)
Materials, Goods and Supplies	(491,577)	(498,413)	(505,384)
Bank Charges and Short-term interest	(28,895)	(28,932)	(28,969)
Interest on Long-term Debt	(70,962)	(69,244)	(67,480)
Community Grants	(170,843)	(138,643)	(106,443)
	<u>(1,876,105)</u>	<u>(1,864,754)</u>	<u>(1,858,755)</u>
Revenue			
Net Municipal Taxes	3,602,822	3,674,878	3,748,376
Government Transfers for Operating	127,200	127,200	127,200
Investment Income	66,000	72,600	79,860
Business Licenses	28,280	28,563	28,848
User Fees and Sale of Goods	4,692	4,786	4,882
Concession & Franchise Fees	216,762	218,930	221,119
Penalties and costs on taxes	53,640	54,701	55,783
Other	56,980	57,614	58,266
	<u>4,156,376</u>	<u>4,239,272</u>	<u>4,324,335</u>
Net Revenue (Tax Subsidy)	<u><u>2,280,271</u></u>	<u><u>2,374,518</u></u>	<u><u>2,465,579</u></u>
Protective Services			
Expenses			
Wages Salaries and Benefits	(234,058)	(242,464)	(247,314)
Contracted and General Services	(200,140)	(256,719)	(261,733)
Materials, Goods and Supplies	(55,914)	(56,695)	(57,492)
	<u>(490,112)</u>	<u>(555,878)</u>	<u>(566,539)</u>
Revenue			
Bylaw & Provincial Tickets	36,200	36,914	37,642
Charges, Fees, & Animal Licenses	17,620	17,742	17,867
Transfers from Local Municipalities	8,000	8,000	8,000
Government Transfers for Operating	-	5,000	-
	<u>61,820</u>	<u>67,656</u>	<u>63,510</u>
Net Revenue (Tax Subsidy)	<u><u>(428,292)</u></u>	<u><u>(488,222)</u></u>	<u><u>(503,030)</u></u>

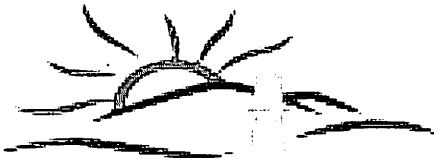


2021 3-Year Financial Plan

(2022-2024)

	Projected 2022	Projected 2023	Projected 2024
Transportation			
Expenses			
Salaries, Wages and Benefits	(201,365)	(205,393)	(209,501)
Contracted and General Services	(78,500)	(80,030)	(81,591)
Materials, Goods and Supplies	(302,100)	(304,421)	(306,767)
	<u>(581,965)</u>	<u>(589,844)</u>	<u>(597,858)</u>
Net Revenue (Tax Subsidy)	(581,965)	(589,844)	(597,858)
Water/Wastewater			
Expenses			
Salaries, Wages and Benefits	(550,426)	(560,641)	(571,060)
Contracted and General Services	(24,556)	(24,817)	(25,083)
Materials, Goods and Supplies	(472,632)	(476,802)	(481,055)
Interest on Long-term Debt	(149,364)	(135,335)	(120,562)
	<u>(1,196,978)</u>	<u>(1,197,595)</u>	<u>(1,197,760)</u>
Revenue			
User Fees and Sale of Goods	1,918,971	1,957,351	1,996,498
Local Improvement Charges	3,822	3,822	3,822
Other Revenue	73,440	74,909	76,407
	<u>1,996,233</u>	<u>2,036,081</u>	<u>2,076,727</u>
Net Revenue (Tax Subsidy)	799,255	838,487	878,966
Waste Management			
Expenses			
Salaries, Wages and Benefits	(175,740)	(179,255)	(182,840)
Contracted and General Services	(480,276)	(483,639)	(493,311)
Materials, Goods and Supplies	(77,065)	(77,692)	(78,331)
	<u>(733,081)</u>	<u>(740,585)</u>	<u>(754,483)</u>
Revenue			
Garbage & Recycling Fees	748,680	763,654	778,927
	<u>748,680</u>	<u>763,654</u>	<u>778,927</u>
Net Revenue (Tax Subsidy)	15,599	23,068	24,444

Planning and Development



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2021 3-Year Financial Plan

(2022-2024)

	Projected 2022	Projected 2023	Projected 2024
Expenses			
Salaries, Wages and Benefits	(286,505)	(226,564)	(210,372)
Contracted and General Services	(95,600)	(96,740)	(97,903)
Materials, Goods and Supplies	(152,043)	(121,656)	(111,537)
	<u>(534,148)</u>	<u>(444,960)</u>	<u>(419,812)</u>
Revenue			
Licences, Permits & User Fees	126,200	126,200	126,200
Government Transfers for Operating	138,056	34,513	-
	<u>264,256</u>	<u>160,713</u>	<u>126,200</u>
Net Revenue (Tax Subsidy)	<u>(269,892)</u>	<u>(284,247)</u>	<u>(293,612)</u>
Recreation and Culture (including FCSS)			
Expenses			
Salaries, Wages and Benefits	(778,988)	(794,518)	(810,359)
Contracted and General Services	(317,268)	(322,315)	(322,944)
Materials, Goods and Supplies	(263,248)	(259,395)	(286,025)
Community Grants	(67,074)	(67,074)	(67,074)
	<u>(1,426,578)</u>	<u>(1,443,302)</u>	<u>(1,486,401)</u>
Revenue			
Government Transfers for Operating	112,735	112,735	112,735
User Fees	192,870	193,682	194,505
Donations and Non-Government Grants	40,000	40,000	40,000
Camp Ground Revenue	80,000	80,000	80,000
Transfers from Local Municipalities	161,839	161,839	161,839
	<u>587,444</u>	<u>588,256</u>	<u>589,079</u>
Net Revenue (Tax Subsidy)	<u>(839,134)</u>	<u>(855,047)</u>	<u>(897,322)</u>
Amortization			
Expenses	(1,725,865)	(1,725,865)	(1,725,865)
Net Revenue (Tax Subsidy)	<u>(1,725,865)</u>	<u>(1,725,865)</u>	<u>(1,725,865)</u>
Total Revenue	7,814,809	7,855,632	7,958,776
Total Expenditures	(8,564,833)	(8,562,783)	(8,607,474)
Excess Revenue (Shortfall)	<u>(750,024)</u>	<u>(707,151)</u>	<u>(648,697)</u>



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2021 3-Year Financial Plan

(2022-2024)

	Projected 2022	Projected 2023	Projected 2024
Addback: Amortization Expense	1,725,865	1,725,865	1,725,865
Subtract: Debt Principle Payments	(337,127)	(352,874)	(283,109)
Subtract: Transfer (to) from Reserves	(633,715)	(660,840)	(789,059)
Addback: Operational costs covered by capital grants			
Subtract: Tax Funded Capital	(5,000)	(5,000)	(5,000)
<hr/>			
Total Cash Excess (Shortfall)	(0)	0	(0)