



# 3 Year Operating Plan (2018 – 2020)



# BUDGET SUMMARY

Adjusted for Capital Expenditures

	2018 Budget	2019 Budget	2020 Budget
<b><u>REVENUES</u></b>			
TAXES	\$1,476,821.35	\$1,493,774.14	\$1,510,950.41
TAX ADJUSTMENTS			
OTHER GEN. MUN. REV.	\$185,000.00	\$185,000.00	\$185,000.00
COUNCIL, LEGISLATIVE	\$9,000.00	\$9,000.00	\$9,000.00
GEN. ADMINISTRATION	\$27,520.00	\$25,020.00	\$25,020.00
FIRE FIGHTING	\$64,768.00	\$64,768.00	\$64,768.00
DISASTER SERVICES	\$0.00	\$0.00	\$0.00
BYLAW SERVICES	\$17,700.00	\$17,700.00	\$17,700.00
RDS, STS, LIGHTING	\$6,550.00	\$6,550.00	\$6,550.00
STORM DRAINAGE	\$0.00	\$0.00	\$0.00
WATER	\$175,750.40	\$175,750.40	\$175,750.40
SANITARY SEWER	\$178,781.98	\$178,781.98	\$178,781.98
GARBAGE	\$171,500.00	\$171,500.00	\$171,500.00
F. C. S. S.	\$29,493.00	\$29,493.00	\$29,493.00
CEMETERIES	\$7,000.00	\$7,000.00	\$7,000.00
PLANNING, DEV.	\$5,000.00	\$5,000.00	\$300,000.00
COMMUNITY, AGRIC.	\$49,450.00	\$54,450.00	\$49,450.00
SUBD. LAND, DEV.	\$140,000.00	\$140,000.00	\$140,000.00
RECREATION, PARKS	\$96,340.61	\$92,969.03	\$94,625.78
CULTURAL: LIBRARY	\$10,715.44	\$9,008.74	\$10,715.44
<u>OP. CONT. RESERVES</u>	\$44,543.00	\$43,909.00	\$50,966.00
Subtotal	\$2,695,933.78	\$2,709,674.28	\$3,027,271.01
<u>CAPITAL</u>	\$1,464,431.00	\$324,500.00	\$489,500.00
<b>TOTAL REVENUES</b>	<b>\$4,160,364.78</b>	<b>\$3,034,174.28</b>	<b>\$3,516,771.01</b>



# BUDGET SUMMARY

Adjusted for Capital Expenditures

	2018 Budget	2019 Budget	2020 Budget
<b><u>EXPENDITURES</u></b>			
COUNCIL, LEGISLATIVE	\$104,293.60	\$104,293.60	\$104,293.60
GEN. ADMINISTRATION	\$461,426.91	\$457,953.12	\$454,306.81
GEN. GOVT: CENSUS	\$6,000.00	\$3,500.00	\$3,500.00
GEN. GOVT: E911	\$0.00	\$0.00	\$0.00
FIRE FIGHTING	\$125,057.00	\$127,557.00	\$130,057.00
DISASTER SERVICES	\$17,509.00	\$17,509.00	\$17,509.00
AMBULANCE	\$0.00	\$0.00	\$0.00
BYLAW SERVICES	\$47,140.00	\$47,140.00	\$47,140.00
RDS, STS, LIGHTING	\$537,007.75	\$532,282.02	\$527,721.46
STORM DRAINAGE	\$2,044.25	\$1,795.95	\$1,537.60
WATER	\$223,589.90	\$231,149.24	\$244,305.56
SANITARY SEWER	\$271,369.45	\$271,852.49	\$272,282.12
GARBAGE	\$229,832.49	\$237,013.79	\$249,852.54
F. C. S. S.	\$43,293.00	\$43,293.00	\$43,293.00
CEMETERIES	\$5,956.50	\$5,956.50	\$5,956.50
PLANNING, DEV.	\$39,530.00	\$39,530.00	\$334,530.00
COMMUNITY, AGRIC.	\$125,178.00	\$130,178.00	\$125,178.00
SUBD. LAND, DEV.	\$115,749.00	\$115,749.00	\$115,749.00
RECREATION, PARKS	\$339,986.62	\$339,494.59	\$344,084.97
CULTURAL: LIBRARY	\$70,596.00	\$70,596.00	\$70,596.00
REQUISITIONS	\$321,006.62	\$321,006.62	\$321,006.62
<u>OP CONT. RESERVES</u>	\$0.00	\$0.00	\$0.00
Subtotal	\$3,086,566.09	\$3,097,849.92	\$3,412,899.79
<u>CAPITAL</u>	\$1,464,431.00	\$324,500.00	\$489,500.00
<b>TOTAL EXPENSES</b>	<b>\$4,550,997.09</b>	<b>\$3,422,349.92</b>	<b>\$3,902,399.79</b>
<b><u>NET</u></b>	<b>-\$390,632.32</b>	<b>-\$388,175.63</b>	<b>-\$385,628.78</b>
Add Cash Required for Local Improvement Levy	\$17,758.00	\$17,758.00	\$17,758.00
Less Cash Required for Debenture Principle	\$73,438.18	\$75,894.87	\$78,441.72
<u>Add Back Amortization Expense Not Funded</u>	\$447,312.50	\$447,312.50	\$447,312.50
<b>TOTAL</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>

# Statement of Financial Activities

	2018 Budget	2019 Budget	2020 Budget
<b><u>REVENUES</u></b>			
Net Property Tax	\$1,476,821.35	\$1,493,774.14	\$1,510,950.41
Sales and User Charges	\$692,052.38	\$692,052.38	\$692,052.38
Penalties	\$14,500.00	\$14,500.00	\$14,500.00
Licenses and Permits	\$17,200.00	\$17,200.00	\$17,200.00
Fines	\$13,000.00	\$13,000.00	\$13,000.00
Franchise and Concession Contracts	\$125,000.00	\$125,000.00	\$125,000.00
Return on Investments	\$33,000.00	\$33,000.00	\$33,000.00
Rentals and Lease Revenue	\$35,718.00	\$35,718.00	\$35,718.00
Gain on Sale of Assets	\$0.00	\$0.00	\$0.00
Federal, Provincial Transfers	\$1,060,727.13	\$367,793.00	\$522,793.00
Local Govt Transfers	\$180,435.44	\$80,728.74	\$82,435.44
Operating/Reserves Transfers	\$47,043.00	\$46,409.00	\$53,466.00
Capital/Reserves Transfers	\$191,000.00	\$40,000.00	\$40,000.00
Transfers from Operating Functions	\$0.00	\$0.00	\$0.00
Capital Borrowing	\$200,496.87	\$0.00	\$0.00
Other Revenues	\$73,370.61	\$74,999.03	\$76,655.78
Offset Account	\$0.00	\$0.00	\$0.00
<b>Total Revenues</b>	<b>\$4,160,364.78</b>	<b>\$3,034,174.28</b>	<b>\$3,216,771.01</b>



# Statement of Financial Activities

	2018 Budget	2019 Budget	2020 Budget
<b><u>EXPENDITURES</u></b>			
Salaries, Wages, Benefits	\$851,565.22	\$867,566.73	\$886,182.79
Training and Development	\$24,000.00	\$24,000.00	\$24,000.00
Contracted and General Services	\$694,300.13	\$687,039.14	\$691,019.70
Materials, Goods, Supplies	\$119,621.00	\$119,621.00	\$119,621.00
Utilities	\$155,230.00	\$155,230.00	\$155,230.00
Tangible Capital Assets	\$1,464,431.00	\$324,500.00	\$489,500.00
Transfers to Other Govts	\$90,970.00	\$90,970.00	\$90,970.00
Trans. To Local Boards, Agencies	\$176,413.00	\$181,413.00	\$176,413.00
Bank Charges, Interest	\$3,500.00	\$3,500.00	\$3,500.00
Provision for Allowances	\$3,900.00	\$3,900.00	\$3,900.00
Interest on Long-term Debt	\$39,947.62	\$37,490.93	\$34,944.18
Operating Transfer to (from) Reserves	\$0.00	\$0.00	\$0.00
Operating Transfer to (from) Capital	\$158,800.00	\$158,800.00	\$158,800.00
Amortization	\$447,312.50	\$447,312.50	\$447,312.50
Requisitions	\$321,006.62	\$321,006.62	\$321,006.62
<b>Total Expenditures</b>	<b>\$4,550,997.09</b>	<b>\$3,422,349.92</b>	<b>\$3,602,399.79</b>
Add Cash Required for Local Improve. Chg.	\$17,758.00	\$17,758.00	\$17,758.00
Less Cash Required for Debenture Principal	\$73,438.18	\$75,894.87	\$78,441.72
Add Amortization Not Funded	\$447,312.50	\$447,312.50	\$447,312.50
<b>Net of Revenues, Expenditures, Cash Requirements</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>

**Town of Eckville  
Reserves**

Description	Reserves 2018 Budget					2018 YE
	2018 Bal. Fwd.	Capital Transfers In	Capital Transfers Out	Operating Transfers In	Operating Transfers Out	
<b>OPERATING</b>						
Emergency Services	10,200.51					10,200.51
Snow Removal	20,000.41					20,000.41
Tax Stabilization	428,198.29				44,543.00	383,655.29
Operating Contingency	115,054.33				2,500.00	112,554.33
<b>Total Operating</b>	<b>573,453.54</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>47,043.00</b>	<b>526,410.54</b>
<b>CAPITAL</b>						
Fire Fighting	75,196.09	20,000.00	44,750.00			50,446.09
Ambulance	21,641.54					21,641.54
Water	42,516.87					42,516.87
Wastewater	25,375.19	20,000.00	10,000.00			35,375.19
Waste Management	91,190.08					91,190.08
Community Centre	15,000.00	15,000.00	15,000.00			15,000.00
Land Development	233,971.27	73,800.00	86,000.00			221,771.27
Arena	40,000.00	10,000.00	35,250.00			14,750.00
Museum/Library	82,270.09	10,000.00				92,270.09
Curling Club	10,000.00	10,000.00				20,000.00
Capital Contingency	100,000.00					100,000.00
<b>Total Capital</b>	<b>737,161.13</b>	<b>158,800.00</b>	<b>191,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>704,961.13</b>
<b>SUMMARY</b>						
<b>Description</b>	<b>2018 Bal. Fwd.</b>	<b>Capital Transfers In</b>	<b>Capital Transfers Out</b>	<b>Operating Transfers In</b>	<b>Operating Transfers Out</b>	<b>2018 Year End</b>
Operating	573,453.54			0.00	47,043.00	526,410.54
Capital	737,161.13	158,800.00	191,000.00			704,961.13
<b>Total Reserves</b>	<b>1,310,614.67</b>	<b>158,800.00</b>	<b>191,000.00</b>	<b>0.00</b>	<b>47,043.00</b>	<b>1,231,371.67</b>



**Town of Eckville  
Reserves**

**Description**

**OPERATING**

Emergency Services  
Snow Removal  
Tax Stabilization  
Operating Contingency  
**Total Operating**

**CAPITAL**

Fire Fighting  
Ambulance  
Water  
Wastewater  
Waste Management  
Community Centre  
Land Development  
Arena  
Museum/Library  
Curling Club  
Capital Contingency  
**Total Capital**

**SUMMARY**

**Description**  
Operating  
Capital  
**Total Reserves**

<b>Reserves 2019 Budget</b>						
<b>2019</b>	<b>Capital</b>	<b>Capital</b>	<b>Operating</b>	<b>Operating</b>	<b>2019</b>	
<b>Bal. Fwd.</b>	<b>Transfers In</b>	<b>Transfers Out</b>	<b>Transfers In</b>	<b>Transfers Out</b>	<b>YE</b>	
10,200.51					10,200.51	
20,000.41					20,000.41	
383,655.29				43,909.00	339,746.29	
112,554.33				2,500.00	110,054.33	
<b>526,410.54</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>46,409.00</b>	<b>480,001.54</b>	
50,446.09	20,000.00				70,446.09	
21,641.54					21,641.54	
42,516.87					42,516.87	
35,375.19	20,000.00	25,000.00			30,375.19	
91,190.08					91,190.08	
15,000.00	15,000.00	15,000.00			15,000.00	
221,771.27	73,800.00				295,571.27	
14,750.00	10,000.00				24,750.00	
92,270.09	10,000.00				102,270.09	
20,000.00	10,000.00				30,000.00	
100,000.00					100,000.00	
<b>704,961.13</b>	<b>158,800.00</b>	<b>40,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>823,761.13</b>	
<b>2019</b>	<b>Capital</b>	<b>Capital</b>	<b>Operating</b>	<b>Operating</b>	<b>2019</b>	
<b>Bal. Fwd.</b>	<b>Transfers In</b>	<b>Transfers Out</b>	<b>Transfers In</b>	<b>Transfers Out</b>	<b>Year End</b>	
526,410.54			0.00	46,409.00	480,001.54	
704,961.13	158,800.00	40,000.00			823,761.13	
<b>1,231,371.67</b>	<b>158,800.00</b>	<b>40,000.00</b>	<b>0.00</b>	<b>46,409.00</b>	<b>1,303,762.67</b>	



**Town of Eckville  
Reserves**

**Description**

**OPERATING**

Emergency Services  
Snow Removal  
Tax Stabilization  
Operating Contingency  
**Total Operating**

**CAPITAL**

Fire Fighting  
Ambulance  
Water  
Wastewater  
Waste Management  
Community Centre  
Land Development  
Arena  
Museum/Library  
Curling Club  
Capital Contingency  
**Total Capital**

**SUMMARY**

**Description**  
Operating  
Capital  
**Total Reserves**

<b>Reserves 2020 Budget</b>						
<b>2020</b>	<b>Capital</b>	<b>Capital</b>	<b>Operating</b>	<b>Operating</b>	<b>2020</b>	
<b>Bal. Fwd.</b>	<b>Transfers In</b>	<b>Transfers Out</b>	<b>Transfers In</b>	<b>Transfers Out</b>	<b>YE</b>	
10,200.51					10,200.51	
20,000.41					20,000.41	
339,746.29				50,966.00	288,780.29	
110,054.33				2,500.00	107,554.33	
<b>480,001.54</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>53,466.00</b>	<b>426,535.54</b>	
70,446.09	20,000.00				90,446.09	
21,641.54					21,641.54	
42,516.87					42,516.87	
30,375.19	20,000.00	25,000.00			25,375.19	
91,190.08					91,190.08	
15,000.00	15,000.00	15,000.00			15,000.00	
295,571.27	73,800.00				369,371.27	
24,750.00	10,000.00				34,750.00	
102,270.09	10,000.00				112,270.09	
30,000.00	10,000.00				40,000.00	
100,000.00					100,000.00	
<b>823,761.13</b>	<b>158,800.00</b>	<b>40,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>942,561.13</b>	
<b>2020</b>	<b>Capital</b>	<b>Capital</b>	<b>Operating</b>	<b>Operating</b>	<b>2020</b>	
<b>Bal. Fwd.</b>	<b>Transfers In</b>	<b>Transfers Out</b>	<b>Transfers In</b>	<b>Transfers Out</b>	<b>Year End</b>	
480,001.54			0.00	53,466.00	426,535.54	
823,761.13	158,800.00	40,000.00			942,561.13	
<b>1,303,762.67</b>	<b>158,800.00</b>	<b>40,000.00</b>	<b>0.00</b>	<b>53,466.00</b>	<b>1,369,096.67</b>	