



# 3 Year Financial Plan

2021-2024

COUNCIL MEETING

DECEMBER 1, 2020

# LEGISLATED REQUIREMENTS

Section 283.1 of the MGA

1. **Annual Budget** requirements for operating and capital budgets are **unchanged**.
2. At a minimum must prepare a “written” three year financial plan and a “written” five year capital plan.
3. Multi year plans **do not** include the **year in which** they are prepared.
4. Council must **review and update** the plans annually.

# LONG TERM FINANCIAL PLANNING BENEFITS & DRIVERS

## Primary Benefit:

Identifies future financial challenges and opportunities, allowing the leadership group to plan ahead and develop “a roadmap” to minimize/eliminate challenges and take full advantage of opportunities.



# FINANCIAL PLAN – MINIMUM STANDARDS

1. In addition to section 283.1 of the MGA, the Municipal Corporate Planning Regulation establishes a minimum standard for the content of financial and capital plans.
2. The regulation provides that the **three-year financial plan** must include, at a minimum
  - *anticipated total revenues and total expenses by major category*
  - *anticipated annual surplus or deficit*
  - *anticipated accumulated surplus or deficit.*
3. To meet the minimum legislated requirement for a **3 year forecast must be completed.**
4. The intent is to **develop a plan** – not a **multi year budget**

## Forecast Drivers

2021 Budget

Inflation

Growth

Service Changes

2022 Plan

2022 Plan

Inflation

Growth

Service Changes

2023 Plan

2023 Plan

Inflation

Growth

Service Changes

2024 Plan

- Budget Approved in the 2020 Calendar Year (November/December 2020) – Develop 2021 Annual Budget + 2 Year Plan
- As the 2021 Budget presented is an Interim Budget for 2021 and the Final Budget will be approved in the 2021 Calendar Year (April/May 2021) – Develop 2021 Annual Budget + 3 Year Plan

# THREE YEAR PLAN ASSUMPTIONS

1. Inflation projected at 1.5% per year
2. Growth at 2% per year for wages – available for staff for merit raises (that have not been included in 2020 or 2021 budgets)
3. Operating Provincial Grant funding assumptions for 2020 budget carried forward for 2021 - 2024
4. Provincial Police allocations now provided and included
5. Reserve allocations have been increased for future capital (shown later)
6. Utility consumption rates increased by inflation of 2% - continue to review annually based on comparisons and break even point of budgets
7. No additional borrowing included for 3 Year Plan
8. Fortis Franchise Fee remains at 5%. Potential for any increase to be used for boosting depleting Town Reserves
9. ICF additional funding estimated starting 2022 – negotiations still ongoing
10. No major development anticipated at this time
11. No major changes in service levels
12. No additional staff members

# THREE YEAR PLAN BUDGET CHANGE SUMMARY

## 2021

- Increase \$86,514
- 2.84% (*previously 4.55%*)

## 2022

- Increase \$113,767
- 3.63% (*previously 3.5%*)

## 2023

- Increase \$126,225
- 3.89% (*previously 4.11%*)

## 2024

- Increase \$112,692
- 3.34% (*previously 3.30%*)

# 2022 MAJOR ANNUAL SERVICE CHANGES

## REMOVED ITEMS

- Council Election & new electronic devices
- Building asbestos assessment conducted in 2021 - \$40,000
- Reservoir assessment \$35,000
- Derrick Repair \$72,000
- Removed reserve for Pembina Place Debenture – now funded by potentially increased contribution from ICF and Fortis Franchise Fee (5%)
- Economic Development - Completion of trailer & signage updates
- Land Use Bylaw & Municipal Development Plan completed
- Pump test for Fire Pumper

## ADDED ITEMS

- Additional recreation revenue from ICF – added \$70,000
- Assume rentals back to normal pre-COVID levels, MOST grant removed
- Fitness Centre rental established
- Pembina Place – replacement Golf flooring & ice edger purchase
- Council Retreat & Councillor Conferences that were removed in 2021
- Annual computer changes
- Community Services booking software
- Resume normal levels of maintenance and supply purchase for Pool (post-COVID)
- External OH&S Audit
- Economic Development – tradeshow & Mayors Breakfast that were removed in 2021
- Economic Development – addition of GAP analysis \$25,000 (moved from 2021)
- Bridge Inspection



# THREE YEAR PLAN BY OBJECT 2022

	Budget			Service	Budget
	Operating 2021	Inflation \$	Growth \$	Changes \$	Operating 2022
<b>Revenue:</b>					
TAXATION (EXCLUDING REQUISITIONS)	3,131,212	-	-	113,767	3,244,979
USER FEES	3,499,023	52,086	815	79,500	3,631,424
RESERVE TRANSFER	78,500	23	-	- 77,000	1,523
GRANTS	351,997	2,550	-	- 19,000	335,547
<b>Total Revenue</b>	<b>7,060,732</b>	<b>54,658</b>	<b>815</b>	<b>97,267</b>	<b>7,213,472</b>

<b>Expenses:</b>					
TAXATION (REBATES)	4,000	60	80	-	4,140
STAFFING - WAGES & CONTRIBUTIONS	2,610,602	39,159	51,423	-	2,701,184
STAFFING COSTS - TRAINING & OTHER	112,411	1,686	-	26,778	140,875
PROFESSIONAL FEES	931,400	12,431	-	- 36,296	907,535
LEASES	21,266	319	-	-	21,585
INSURANCE	160,197	2,403	-	-	162,600
GOODS & SUPPLIES	224,066	3,361	-	- 16,455	210,972
POSTAGE & COPIES	28,098	421	-	-	28,519
REPAIRS & MAINTENANCE	484,642	7,270	-	- 54,995	436,917
VEHICLE EXPENSE	86,800	1,302	-	- 1,200	86,902
UTILITIES	451,758	6,776	-	-	458,534
OTHER - FINANCE CHARGES / DEBENTURES	557,747	2,405	-	-	560,152
OTHER - PROGRAMS / EVENTS	116,318	1,745	-	5,714	123,777
OTHER - UTILITY SUPPLY PURCHASE	1,049,086	15,736	-	-	1,064,822
OTHER - LIBRARY GRANT & OTHER COMMUNITY GRAN	68,775	1,032	-	-	69,807
	-	-	-	-	-
RESERVE TRANSFERS	153,566	1,501	-	80,083	235,150
AMORTIZATION	1,159,067	-	-	96,031	1,255,098
<b>Total Expenses</b>	<b>8,219,799</b>	<b>97,607</b>	<b>51,503</b>	<b>99,660</b>	<b>8,468,569</b>

<b>Balance after adjustments (Amortization)</b>	<b>- 1,159,067</b>	<b>- 42,949</b>	<b>- 50,688</b>	<b>- 2,393</b>	<b>- 1,255,098</b>
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# THREE YEAR PLAN REVENUE BY DEPARTMENT 2022

	Budget Operating 2021	Inflation	Growth	Service Changes	Budget Operating 2022
<b>Revenue:</b>					
Taxation (Excl. Requisitions)	3,131,212	-	-	113,767	3,244,979
Council	-	-	-	-	-
Administration	163,218	2,448	815	-	166,481
Police	26,655	-	-	-	26,655
Fire	44,715	323	-	-	45,038
Disaster Services	5,804	-	-	-	5,804
Bylaw	5,100	77	-	-	5,177
Transportation	500	8	-	-	508
Streets	61,683	925	-	-	62,608
Water	758,450	11,377	-	-	769,827
Sewer	424,324	6,365	-	-	430,689
Garbage	296,137	4,442	-	-	300,579
FCSS	66,090	31	-	-	66,121
Cemetery	3,400	51	-	-	3,451
Economic Development	22,550	338	-	- 3,000	19,888
Community Services	18,710	281	-	-	18,991
Planning & Development	19,200	138	-	- 10,000	9,338
Pool	75,857	1,138	-	20,000	96,995
Parks	6,500	98	-	-	6,598
Beautification	625	9	-	-	634
Pembina Place	456,549	4,508	-	- 23,500	437,557
Library	8,479	127	-	-	8,606
Gas	1,464,974	21,975	-	-	1,486,949
<b>Total Revenue</b>	<b>7,060,732</b>	<b>54,658</b>	<b>815</b>	<b>97,267</b>	<b>7,213,472</b>

# THREE YEAR PLAN EXPENSES BY DEPARTMENT 2022

	Budget Operating 2021	Inflation	Growth	Service Changes	Budget Operating 2022
<b>Expenses:</b>					
Taxation (Tax Rebates)	4,000	60	80	-	4,140
Council	262,767	3,942	4,108	12,703	283,520
Administration	637,063	9,013	6,673	- 2,590	650,159
Police	66,471	-	-	22,094	88,565
Fire	83,231	1,248	-	- 6,200	78,279
Disaster Services	15,987	240	-	-	16,227
Bylaw	108,694	1,630	1,706	-	112,031
Transportation	243,580	3,654	3,688	700	251,621
Streets	498,151	7,472	1,696	2,500	509,819
Water	755,790	11,337	4,019	- 42,400	728,745
Sewer	372,677	5,590	3,383	- 13,220	368,431
Garbage	283,519	4,253	474	-	288,246
FCSS	131,127	1,967	1,593	2,160	136,847
Cemetery	825	12	-	- 600	237
Economic Development	202,134	3,032	2,278	10,910	218,354
Community Services	195,846	2,938	2,399	2,264	203,447
Planning & Development	160,007	2,400	1,217	- 22,000	141,624
Pool	234,922	3,524	3,268	6,690	248,404
Parks	260,134	3,902	2,805	- 72,000	194,841
Beautification	10,800	162	-	- 2,000	8,962
Pembina Place	1,085,040	10,314	6,282	28,630	1,130,266
Library	94,196	1,413	-	- 1,595	94,014
Gas	1,200,205	18,003	5,835	- 2,500	1,221,543
<b>Total Expenses</b>	<b>6,907,166</b>	<b>96,106</b>	<b>51,503</b>	<b>- 76,454</b>	<b>6,978,321</b>
<b>Balance</b>	<b>153,566</b>	<b>- 41,448</b>	<b>- 50,688</b>	<b>173,721</b>	<b>235,151</b>

# 2023 MAJOR ANNUAL SERVICE CHANGES

## REMOVED ITEMS

- External OH&S Audit
- Gap Analysis reduced to complete project
- Pembina Place – replacement Golf flooring & ice edger purchase
- Bridge Inspection

## ADDED ITEMS

- Advertising campaign reboot
- Annual computer changes
- LED lights for Fire Hall bays
- Derrick inspection (every 3 years)
- Sewer Geotech investigation (Lift Station)
- Cleaning of reservoir
- Bylaw uniforms

# THREE YEAR PLAN BY OBJECT 2023

	Budget			Service	Budget
	Operating 2022	Inflation \$	Growth \$	Changes \$	Operating 2023
<b>Revenue:</b>					
TAXATION (EXCLUDING REQUISITIONS)	3,244,979	-	-	126,225	3,371,204
USER FEES	3,631,424	54,072	844	5,000	3,691,339
RESERVE TRANSFER	1,523	23	-	-	1,545
GRANTS	335,547	3,638	-	-	339,185
<b>Total Revenue</b>	<b>7,213,472</b>	<b>57,732</b>	<b>844</b>	<b>131,225</b>	<b>7,403,273</b>

<b>Expenses:</b>					
TAXATION (REBATES)	4,140	62	83	-	4,285
STAFFING - WAGES & CONTRIBUTIONS	2,701,184	40,518	53,223	-	2,794,925
STAFFING COSTS - TRAINING & OTHER	140,875	2,113	-	-	142,988
PROFESSIONAL FEES	907,535	11,793	-	79,077	998,404
LEASES	21,585	324	-	-	21,909
INSURANCE	162,600	2,439	-	-	165,039
GOODS & SUPPLIES	210,972	3,165	-	3,500	217,637
POSTAGE & COPIES	28,519	428	-	-	28,947
REPAIRS & MAINTENANCE	436,917	6,554	-	- 6,300	437,170
VEHICLE EXPENSE	86,902	1,304	-	-	88,206
UTILITIES	458,534	6,878	-	-	465,412
OTHER - FINANCE CHARGES / DEBENTURES	560,152	2,441	-	-	562,593
OTHER - PROGRAMS / EVENTS	123,777	1,857	-	1,700	127,333
OTHER - UTILITY SUPPLY PURCHASE	1,064,822	15,972	-	-	1,080,795
OTHER - LIBRARY GRANT & OTHER COMMUNITY GRAN	69,807	1,047	-	-	70,854
	-	-	-	-	-
RESERVE TRANSFERS	235,150	1,524	-	- 39,898	196,776
AMORTIZATION	1,255,098	-	-	- 15,512	1,239,586
<b>Total Expenses</b>	<b>8,468,569</b>	<b>98,417</b>	<b>53,306</b>	<b>22,567</b>	<b>8,642,859</b>

<b>Balance after adjustments (Amortization)</b>	<b>- 1,255,098</b>	<b>- 40,684</b>	<b>- 52,462</b>	<b>108,658</b>	<b>- 1,239,586</b>
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# THREE YEAR PLAN REVENUE BY DEPARTMENT 2023

	Budget Operating 2022	Inflation	Growth	Service Changes	Budget Operating 2023
<b>Revenue:</b>					
Taxation (Excl. Requisitions)	3,244,979	-	-	126,225	3,371,204
Council	-	-	-	-	-
Administration	166,481	2,497	844	-	169,822
Police	26,655	-	-	-	26,655
Fire	45,038	327	-	-	45,365
Disaster Services	5,804	-	-	-	5,804
Bylaw	5,177	78	-	-	5,254
Transportation	508	8	-	-	515
Streets	62,608	939	-	-	63,547
Water	769,827	11,547	-	-	781,374
Sewer	430,689	6,460	-	-	437,149
Garbage	300,579	4,509	-	-	305,088
FCSS	66,121	32	-	-	66,153
Cemetery	3,451	52	-	-	3,503
Economic Development	19,888	298	-	-	20,187
Community Services	18,991	285	-	-	19,276
Planning & Development	9,338	140	-	-	9,478
Pool	96,995	1,455	-	-	98,450
Parks	6,598	99	-	-	6,696
Beautification	634	10	-	-	644
Pembina Place	437,557	6,563	-	5,000	449,121
Library	8,606	129	-	-	8,735
Gas	1,486,949	22,304	-	-	1,509,253
<b>Total Revenue</b>	<b>7,213,472</b>	<b>57,732</b>	<b>844</b>	<b>131,225</b>	<b>7,403,273</b>

# THREE YEAR PLAN EXPENSES BY DEPARTMENT 2023

	Budget Operating 2022	Inflation	Growth	Service Changes	Budget Operating 2023
<b>Expenses:</b>					
Taxation (Tax Rebates)	4,140	62	83	-	4,285
Council	283,520	4,253	4,252	-	292,024
Administration	650,159	9,260	6,907	4,500	670,826
Police	88,565	-	-	44,377	132,942
Fire	78,279	1,174	-	4,000	83,454
Disaster Services	16,227	243	-	-	16,470
Bylaw	112,031	1,680	1,766	5,000	120,478
Transportation	251,621	3,774	3,817	- 2,700	256,512
Streets	509,819	7,647	1,756	- 2,500	516,722
Water	728,745	10,931	4,159	3,500	747,336
Sewer	368,431	5,526	3,502	8,800	386,259
Garbage	288,246	4,324	490	-	293,060
FCSS	136,847	2,053	1,649	- 2,000	138,549
Cemetery	237	4	-	-	241
Economic Development	218,354	3,275	2,357	31,000	254,986
Community Services	203,447	3,052	2,483	- 1,500	207,481
Planning & Development	141,624	2,124	1,259	-	145,008
Pool	248,404	3,726	3,382	-	255,512
Parks	194,841	2,923	2,903	5,000	205,666
Beautification	8,962	134	-	-	9,096
Pembina Place	1,130,266	10,993	6,502	- 21,000	1,126,761
Library	94,014	1,410	-	1,500	96,924
Gas	1,221,543	18,323	6,039	-	1,245,905
<b>Total Expenses</b>	<b>6,978,321</b>	<b>96,893</b>	<b>53,306</b>	<b>77,977</b>	<b>7,206,497</b>
<b>Balance</b>	<b>235,151</b>	<b>- 39,161</b>	<b>- 52,462</b>	<b>53,248</b>	<b>196,776</b>

# 2024 MAJOR ANNUAL SERVICE CHANGES

## REMOVED ITEMS

- Advertising reboot costs reduced – just actual advertising cost included
- LED lights for Fire Hall bays
- Derrick Inspection
- Lift Station Geotech
- Cleaning of reservoir
- Bylaw uniforms

## ADDED ITEMS

- External OH&S Audit
- Town Complex duct cleaning
- Pump test for Fire Pumper
- Potential Derrick Repair costs post inspection
- Annual computer changes



# THREE YEAR PLAN BY OBJECT 2024

	Budget Operating 2023	Inflation \$	Growth \$	Service Changes \$	Budget Operating 2024
<b>Revenue:</b>					
TAXATION (EXCLUDING REQUISITIONS)	3,371,204	-	-	112,692	3,483,896
USER FEES	3,691,339	54,970	873	-	3,747,182
RESERVE TRANSFER	1,545	23	-	-	1,569
GRANTS	339,185	3,693	-	-	342,877
<b>Total Revenue</b>	<b>7,403,273</b>	<b>58,686</b>	<b>873</b>	<b>112,692</b>	<b>7,575,524</b>

<b>Expenses:</b>					
TAXATION (REBATES)	4,285	64	86	-	4,435
STAFFING - WAGES & CONTRIBUTIONS	2,794,925	41,924	55,086	-	2,891,934
STAFFING COSTS - TRAINING & OTHER	142,988	2,145	-	-	145,133
PROFESSIONAL FEES	998,404	12,475	-	- 36,006	974,873
LEASES	21,909	329	-	-	22,237
INSURANCE	165,039	2,476	-	-	167,515
GOODS & SUPPLIES	217,637	3,265	-	12,300	233,201
POSTAGE & COPIES	28,947	434	-	-	29,381
REPAIRS & MAINTENANCE	437,170	6,558	-	- 200	443,528
VEHICLE EXPENSE	88,206	1,323	-	1,200	90,729
UTILITIES	465,412	6,981	-	-	472,394
OTHER - FINANCE CHARGES / DEBENTURES	562,593	2,478	-	-	565,070
OTHER - PROGRAMS / EVENTS	127,333	1,910	-	- 1,500	127,743
OTHER - UTILITY SUPPLY PURCHASE	1,080,795	16,212	-	-	1,097,007
OTHER - LIBRARY GRANT & OTHER COMMUNITY GRAN	70,854	1,063	-	-	71,917
	-	-	-	-	-
RESERVE TRANSFERS	196,776	1,546	-	40,104	238,427
AMORTIZATION	1,239,586	-	-	54,493	1,294,079
<b>Total Expenses</b>	<b>8,642,859</b>	<b>101,181</b>	<b>55,171</b>	<b>70,391</b>	<b>8,869,603</b>

<b>Balance after adjustments (Amortization)</b>	<b>- 1,239,586</b>	<b>- 42,495</b>	<b>- 54,298</b>	<b>42,301</b>	<b>- 1,294,079</b>
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# THREE YEAR PLAN REVENUE BY DEPARTMENT 2024

	Budget Operating 2023	Inflation	Growth	Service Changes	Budget Operating 2024
<b>Revenue:</b>					
Taxation (Excl. Requisitions)	3,371,204	-	-	112,692	3,483,896
Council	-	-	-	-	-
Administration	169,822	2,547	873	-	173,242
Police	26,655	-	-	-	26,655
Fire	45,365	332	-	-	45,697
Disaster Services	5,804	-	-	-	5,804
Bylaw	5,254	79	-	-	5,333
Transportation	515	8	-	-	523
Streets	63,547	953	-	-	64,501
Water	781,374	11,721	-	-	793,095
Sewer	437,149	6,557	-	-	443,706
Garbage	305,088	4,576	-	-	309,664
FCSS	66,153	32	-	-	66,185
Cemetery	3,503	53	-	-	3,555
Economic Development	20,187	303	-	-	20,489
Community Services	19,276	289	-	-	19,565
Planning & Development	9,478	142	-	-	9,620
Pool	98,450	1,477	-	-	99,927
Parks	6,696	100	-	-	6,797
Beautification	644	10	-	-	654
Pembina Place	449,121	6,737	-	-	455,857
Library	8,735	131	-	-	8,866
Gas	1,509,253	22,639	-	-	1,531,892
<b>Total Revenue</b>	<b>7,403,273</b>	<b>58,686</b>	<b>873</b>	<b>112,692</b>	<b>7,575,524</b>

# THREE YEAR PLAN EXPENSES BY DEPARTMENT 2024

	Budget Operating 2023	Inflation	Growth	Service Changes	Budget Operating 2024
<b>Expenses:</b>					
Taxation (Tax Rebates)	4,285	64	86	-	4,435
Council	292,024	4,380	4,401	-	300,805
Administration	670,826	9,555	7,148	- 2,500	685,030
Police	132,942	-	-	-	132,942
Fire	83,454	1,252	-	- 2,500	82,205
Disaster Services	16,470	247	-	-	16,717
Bylaw	120,478	1,807	1,828	- 5,000	119,113
Transportation	256,512	3,848	3,950	6,200	270,511
Streets	516,722	7,751	1,817	-	526,290
Water	747,336	11,210	4,305	-	762,851
Sewer	386,259	5,794	3,624	-	395,677
Garbage	293,060	4,396	508	-	297,963
FCSS	138,549	2,078	1,707	2,000	144,334
Cemetery	241	4	-	-	245
Economic Development	254,986	3,825	2,440	- 36,606	224,645
Community Services	207,481	3,112	2,570	1,700	214,863
Planning & Development	145,008	2,175	1,303	-	148,486
Pool	255,512	3,833	3,500	-	262,845
Parks	205,666	3,085	3,004	10,000	221,755
Beautification	9,096	136	-	-	9,233
Pembina Place	1,126,761	10,940	6,729	4,000	1,148,430
Library	96,924	1,454	-	- 1,500	96,878
Gas	1,245,905	18,689	6,251	-	1,270,845
<b>Total Expenses</b>	<b>7,206,497</b>	<b>99,635</b>	<b>55,171</b>	<b>- 24,206</b>	<b>7,337,097</b>
<b>Balance</b>	<b>196,776</b>	<b>- 40,949</b>	<b>- 54,298</b>	<b>136,898</b>	<b>238,427</b>

# RESERVE OBJECTIVES

- Plan for future operating and capital needs
- Plan for contingencies
- Avoid debt and interest on capital projects
- Generate investment income
- Support strategic cash management
- Risk Management Planning



# RESERVE STABILIZATION

**Administration** – begin in 2022 with \$10,000 annually for future server and technology replacements (servers replaced 2020 – currently no reserves for future replacement) – *reduced by \$5,000 since original presentation*

**Fire** – continue with additional annual \$30k for future equipment in addition to annual allocation per policy of sales less vehicle expense

**Utilities** – continue with capital investment charge – opportunities to increase annually if Council desires, currently not increased

**Pool** – begin in 2022 with reserve transfers of \$40,000 for future replacement of Pool or Spray Park, reduced to \$20,000 (due to other budgetary requirements) for 2023 then increased to \$40,000 for 2024 – *reduced from \$65,000 (2022), \$40,000 (2023), \$65,000 (2024)*

**Pembina Place** – begin in 2022 with reserve transfers of \$30,000, reduced to \$10,000 for 2023 then increased to \$30,000 for 2024 for future capital – *reduced from \$60,000 annually since original presentation*

**Parks** - continue at \$8,000 for trails annually

Future option to increase Fortis Franchise Fee to increase reserves

Grants are diminishing and Town reserves being depleted to compensate

These proposed additions are not sustaining the Town infrastructure into the future, however, Council directed for smaller budget % increases

This will be revisited in the annual budget process

# THREE YEAR PLAN RESERVES BY DEPARTMENT

	Budget Operating 2021	Inflation	Service Changes	Budget Operating 2022	Inflation	Service Changes	Budget Operating 2023	Inflation	Service Changes	Budget Operating 2024
Transfer to Reserves:										
Administration	-	-	10,000	10,000	-	-	10,000	-	-	10,000
Fire	35,500	-	83	35,583	-	102	35,686	-	104	35,790
Water	31,200	468	-	31,668	475	-	32,143	482	-	32,625
Sewer	24,600	369	-	24,969	375	-	25,344	380	-	25,724
Garbage	10,680	160	-	10,840	163	-	11,003	165	-	11,168
Cemetery	400	6	-	406	6	-	412	6	-	418
Planning & Development	-	-	-	-	-	-	-	-	-	-
Pool	-	-	40,000	40,000	-	20,000	20,000	-	20,000	40,000
Parks	8,000	-	-	8,000	-	-	8,000	-	-	8,000
Pembina Place	10,000	-	30,000	40,000	-	20,000	20,000	-	20,000	40,000
Gas	33,186	498	-	33,684	505	-	34,189	513	-	34,702
<b>Total Transfer to Reserves</b>	<b>153,566</b>	<b>1,501</b>	<b>80,083</b>	<b>235,150</b>	<b>1,524</b>	<b>39,898</b>	<b>196,776</b>	<b>1,546</b>	<b>40,104</b>	<b>238,427</b>

- Reserve Transfers Potential Increase (dependent on future budget needs):
  - Admin (servers) \$10,000 annually
  - Pool (future possibilities for replacement or spray park)
    - \$40,000 2022
    - \$20,000 2023
    - \$40,000 2024
  - Pembina Place (future capital projects)
    - \$30,000 2022
    - \$10,000 2023
    - \$30,000 2024

# THREE YEAR PLAN AMORTIZATION BY DEPARTMENT

	Budget Operating 2021	Service Changes	Budget Operating 2022	Service Changes	Budget Operating 2023	Service Changes	Budget Operating 2024
Amortization:							
Administration	24,962	-	24,962	-	24,962	-	24,962
Fire	57,566	-	57,566	- 18,943	38,623	- 832	37,791
Disaster Services	3,175	-	3,175	2,232	5,407	-	5,407
Bylaw	3,498	-	3,498	-	3,498	-	3,498
Streets	576,580	2,984	579,564	28,727	608,291	19,873	628,164
Water	59,073	5,230	64,303	- 20,830	43,473	-	43,473
Sewer	101,664	12,000	113,664	2,133	115,797	- 2,805	112,992
Garbage	3,200	-	3,200	-	3,200	-	3,200
Cemetery	280	-	280	-	280	-	280
Economic Development	4,065	-	4,065	-	4,065	-	4,065
Pool	29,926	-	29,926	-	29,926	15,427	45,353
Parks	48,492	4,214	52,706	- 2,521	50,185	9,331	59,516
Pembina Place	212,110	68,512	280,622	- 10,277	270,345	8,952	279,297
Gas	34,476	3,091	37,567	3,967	41,534	4,547	46,081
<b>Total Amortization</b>	<b>1,159,067</b>	<b>96,031</b>	<b>1,255,098</b>	<b>- 15,512</b>	<b>1,239,586</b>	<b>54,493</b>	<b>1,294,079</b>
<b>Balance after adjustments (A)</b>	<b>- 1,159,067</b>	<b>- 1,611</b>	<b>- 1,255,098</b>	<b>108,504</b>	<b>- 1,239,586</b>	<b>42,061</b>	<b>- 1,294,079</b>

