

Town of Okotoks
Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)
Summary

	2018	2019	2020	2021	2022	2023
REVENUES						
Fine Revenue	0.580	0.590	0.598	0.603	0.608	0.612
Franchise and Concession Contracts	1.400	2.800	2.800	2.800	2.800	2.800
Licenses, Permits and Fees	1.952	1.882	1.924	1.977	1.879	1.882
Other Revenues	0.476	0.499	0.492	0.493	0.493	0.494
Penalties and Costs on Taxes	0.517	0.499	0.503	0.504	0.505	0.505
Rental Revenue	2.554	2.747	2.668	2.702	2.737	2.741
Return on Investments	1.085	0.894	0.914	1.484	2.094	1.184
Sales and User Charges	16.437	16.271	16.326	16.483	16.629	16.674
Taxes and Grants in Place	27.833	29.035	30.703	32.436	34.239	36.116
Transfers from Governments and other Organizations	3.988	3.762	3.687	3.704	3.520	3.539
Total	56.822	58.978	60.615	63.184	65.504	66.546
EXPENDITURES						
Contracted and General Services	17.874	16.535	13.932	13.543	13.590	13.558
Long Term Interest	0.666	0.520	0.369	0.253	0.221	0.189
Materials, Goods, Supplies	2.289	2.385	2.808	2.425	2.397	2.371
Other Expenditures	0.355	0.362	0.277	0.278	0.283	0.283
Purchases from Other Governments	5.001	5.071	5.220	5.483	5.751	6.005
Salaries, Wages & Benefits	22.888	24.386	27.861	28.705	29.522	30.293
Bank Charges and Short Term Interest	0.071	0.072	0.073	0.075	0.076	0.077
Utilities	2.870	2.918	3.032	3.099	3.158	3.158
Total	52.015	52.249	53.573	53.861	54.997	55.934
EXCESS OF REVENUES OVER EXPENDITURES	4.808	6.729	7.042	9.323	10.507	10.613
Debt Principal	3.205	3.336	3.155	0.840	0.835	0.704
Transfers to (from) Other Functions	0.000	0.000	0.000	0.000	0.000	0.000
Transfers to (from) Capital Reserves	3.843	3.244	3.738	8.333	9.522	9.759
Transfers to / (from) Operating Reserves	-2.240	0.150	0.150	0.150	0.150	0.150
Tax Support from Utilities to the Town	0.000	0.000	0.000	0.000	0.000	0.000
Amortization	9.229	9.698	9.698	9.698	9.698	9.698

Non-Utilities

	2018	2019	2020	2021	2022	2023
	0.580	0.590	0.598	0.603	0.608	0.612
	1.400	2.800	2.800	2.800	2.800	2.800
	1.951	1.881	1.923	1.975	1.878	1.880
	0.176	0.199	0.192	0.193	0.193	0.194
	0.418	0.418	0.418	0.418	0.418	0.418
	2.554	2.747	2.668	2.702	2.737	2.741
	1.085	0.894	0.914	1.484	2.094	1.184
	3.137	2.590	2.592	2.635	2.680	2.697
	27.833	29.035	30.703	32.436	34.239	36.116
	3.718	3.468	3.391	3.404	3.217	3.233
	42.852	44.621	46.198	48.649	50.863	51.875
	9.389	10.138	10.091	9.636	9.606	9.490
	0.555	0.433	0.308	0.215	0.194	0.173
	2.125	2.208	2.565	2.181	2.151	2.125
	0.355	0.362	0.277	0.278	0.283	0.283
	4.814	4.850	5.025	5.282	5.547	5.801
	21.539	22.997	24.458	25.293	26.109	26.879
	0.071	0.072	0.073	0.075	0.076	0.077
	2.870	2.918	3.032	3.099	3.158	3.158
	41.718	43.978	45.830	46.058	47.123	47.987
	1.134	0.642	0.368	2.591	3.739	3.888
	2.662	2.769	2.562	0.592	0.577	0.433
	-1.762	-1.954	-2.040	-1.957	-1.960	-1.975
	2.096	0.978	1.462	6.048	7.226	7.453
	-0.559	-0.150	-0.150	-0.150	-0.150	-0.150
	-1.303	-1.000	-1.466	-1.942	-1.953	-1.873
	6.656	7.144	7.144	7.144	7.144	7.144

Utilities

	2018	2019	2020	2021	2022	2023
	0.002	0.002	0.002	0.002	0.002	0.002
	0.300	0.300	0.300	0.300	0.300	0.300
	0.099	0.081	0.085	0.086	0.087	0.087
	13.300	13.681	13.733	13.847	13.949	13.977
	0.270	0.294	0.297	0.300	0.303	0.306
	13.971	14.358	14.417	14.535	14.641	14.671
	8.485	6.397	3.840	3.907	3.984	4.069
	0.111	0.086	0.061	0.038	0.027	0.015
	0.165	0.178	0.243	0.244	0.246	0.246
	0.000	0.000	0.000	0.000	0.000	0.000
	0.188	0.221	0.195	0.201	0.204	0.204
	1.349	1.389	3.404	3.412	3.413	3.413
	0.000	0.000	0.000	0.000	0.000	0.000
	10.297	8.271	7.743	7.803	7.873	7.947
	3.674	6.087	6.674	6.732	6.767	6.725
	0.543	0.567	0.592	0.247	0.259	0.270
	1.762	1.954	2.040	1.957	1.960	1.975
	1.747	2.266	2.276	2.286	2.296	2.306
	-1.681	0.300	0.300	0.300	0.300	0.300
	1.303	1.000	1.466	1.942	1.953	1.873
	2.572	2.554	2.554	2.554	2.554	2.554

Town of Okotoks
Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)
Corporate & Strategic Services

	2018	2019	2020	2021	2022	2023
REVENUES						
Other Revenues	0.000	0.000	0.000	0.000	0.000	0.000
Sales and User Charges	0.120	0.117	0.104	0.110	0.115	0.115
Taxes and Grants in Place	0.000	0.000	0.000	0.000	0.000	0.000
Transfers from Governments and other Organizations	0.080	0.080	0.000	0.000	0.000	0.000
Total	0.200	0.197	0.104	0.110	0.115	0.115
EXPENDITURES						
Contracted and General Services	1.637	1.837	1.711	1.535	1.428	1.340
Long Term Interest	0.033	0.032	0.030	0.029	0.028	0.026
Materials, Goods, Supplies	0.062	0.061	0.062	0.064	0.062	0.062
Other Expenditures	0.002	0.003	0.003	0.003	0.003	0.003
Salaries, Wages & Benefits	3.344	3.675	4.737	5.415	6.190	6.947
Bank Charges and Short Term Interest	0.001	0.001	0.001	0.001	0.001	0.001
Total	5.079	5.609	6.545	7.048	7.712	8.380
EXCESS OF REVENUES OVER EXPENDITURES	-4.880	-5.412	-6.440	-6.938	-7.597	-8.265
Debt Principal	0.041	0.042	0.043	0.045	0.046	0.047
Transfers to (from) Other Functi	-0.045	-0.012	-0.055	-0.039	-0.053	-0.053
Transfers to / (from) Capital Reserves	-0.353	0.000	0.000	0.000	0.000	0.000
Transfers to (from) Operating Reser	-0.060	0.000	0.000	0.000	0.000	0.000
Tax Support for: Corporate & Strategic Services	-4.462	-5.442	-6.249	-6.944	-7.590	-8.259
Amortization	0.284	0.284	0.284	0.284	0.284	0.284

Town of Okotoks
Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)
Community Services

	2018	2019	2020	2021	2022	2023
REVENUES						
Other Revenues	0.077	0.100	0.096	0.096	0.097	0.097
Rental Revenue	2.001	2.177	2.113	2.144	2.176	2.177
Sales and User Charges	1.634	1.678	1.678	1.709	1.741	1.759
Transfers from Governments and other Organizations	1.986	1.935	1.929	1.930	1.731	1.731
Total	5.698	5.890	5.816	5.879	5.745	5.764
EXPENDITURES						
Contracted and General Services	1.969	2.653	2.973	2.903	2.936	2.887
Long Term Interest	0.246	0.160	0.070	0.000	0.000	0.000
Materials, Goods, Supplies	0.715	0.636	0.568	0.577	0.584	0.586
Other Expenditures	0.324	0.329	0.244	0.245	0.248	0.249
Purchases from Other Governments	0.645	0.646	0.698	0.700	0.702	0.702
Salaries, Wages & Benefits	5.648	6.002	6.104	6.134	6.143	6.149
Bank Charges and Short Term Interest	0.040	0.041	0.042	0.043	0.043	0.044
Utilities	0.866	0.929	0.929	0.947	0.965	0.965
Total	10.454	11.397	11.629	11.547	11.622	11.581
EXCESS OF REVENUES OVER EXPENDITURES	-4.756	-5.506	-5.813	-5.668	-5.877	-5.817
Debt Principal	1.687	1.757	1.847	0.000	0.000	0.000
Transfers to (from) Other Functi	0.200	0.257	0.233	0.236	0.238	0.240
Transfers to (from) Capital Reser	-1.739	-1.332	-1.403	0.000	0.000	0.000
Transfers to (from) Operating Reser	0.000	0.000	0.000	0.000	0.000	0.000
Tax Support for: Community Services	-4.905	-6.189	-6.491	-5.905	-6.115	-6.058
Amortization	1.552	1.520	1.520	1.520	1.520	1.520

Town of Okotoks

Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)

Development Services

	2018	2019	2020	2021	2022	2023
REVENUES						
Licenses, Permits and Fees	1.825	1.755	1.795	1.845	1.745	1.745
Other Revenues	0.020	0.020	0.020	0.020	0.020	0.020
Rental Revenue	0.052	0.052	0.052	0.052	0.052	0.052
Sales and User Charges	0.820	0.280	0.280	0.280	0.280	0.280
Transfers from Governments and other Organizations	0.000	0.000	0.000	0.000	0.000	0.000
Total	2.717	2.107	2.147	2.197	2.097	2.097
EXPENDITURES						
Contracted and General Services	1.110	0.972	0.809	0.734	0.734	0.734
Materials, Goods, Supplies	0.029	0.028	0.028	0.028	0.028	0.028
Purchases from Other Governments	0.032	0.031	0.036	0.036	0.036	0.036
Salaries, Wages & Benefits	2.954	3.134	3.230	3.256	3.265	3.268
Bank Charges and Short Term Interest	0.015	0.015	0.015	0.015	0.015	0.015
Total	4.139	4.180	4.117	4.069	4.078	4.081
EXCESS OF REVENUES OVER EXPENDITURES	-1.422	-2.073	-1.970	-1.872	-1.981	-1.984
Transfers to (from) Other Functi	-0.192	-0.182	-0.139	-0.138	-0.138	-0.137
Transfers to (from) Capital Reser	-0.105	0.000	0.000	0.000	0.000	0.000
Transfers to / (from) Operating Reserves	-0.269	-0.150	-0.150	-0.150	-0.150	-0.150
Tax Support for: Development Services	-0.856	-1.741	-1.681	-1.584	-1.693	-1.697

Town of Okotoks
Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)
Finance & Svstems

	2018	2019	2020	2021	2022	2023
REVENUES						
Franchise and Concession Contracts	1.400	2.800	2.800	2.800	2.800	2.800
Licenses, Permits and Fees	0.005	0.005	0.005	0.005	0.005	0.005
Other Revenues	0.000	0.000	0.000	0.000	0.000	0.000
Penalties and Costs on Taxes	0.418	0.418	0.418	0.418	0.418	0.418
Rental Revenue	0.059	0.059	0.059	0.059	0.059	0.059
Return on Investments	1.080	0.890	0.910	1.480	2.090	1.180
Sales and User Charges	0.063	0.063	0.063	0.063	0.063	0.063
Taxes and Grants in Place	27.830	29.035	30.703	32.436	34.239	36.116
Transfers from Governments and other Organizations	0.214	0.134	0.134	0.134	0.134	0.134
Total	31.609	33.404	35.092	37.395	39.808	40.775
EXPENDITURES						
Contracted and General Services	1.320	1.143	1.257	1.273	1.297	1.299
Long Term Interest	0.014	0.006	0.000	0.000	0.000	0.000
Materials, Goods, Supplies	0.158	0.177	0.553	0.148	0.117	0.082
Other Expenditures	0.000	0.000	0.000	0.000	0.000	0.000
Purchases from Other Governments	0.202	0.202	0.202	0.202	0.202	0.202
Salaries, Wages & Benefits	2.103	2.330	2.391	2.408	2.410	2.410
Bank Charges and Short Term Interest	0.014	0.014	0.014	0.015	0.015	0.016
Total	3.811	3.872	4.418	4.046	4.041	4.009
EXCESS OF REVENUES OVER EXPENDITURES	27.258	29.532	30.674	33.349	35.767	36.766
Debt Principal	0.172	0.180	0.000	0.000	0.000	0.000
Transfers to / (from) Other Functions	0.047	0.016	0.007	0.007	0.017	0.017
Transfers to (from) Capital Reser	4.223	1.761	2.250	5.383	6.561	6.738
Transfers to (from) Operating Reser	-0.230	0.000	0.000	0.000	0.000	0.000
Tax Support for: Finance & Systems	23.046	27.574	28.417	27.959	29.189	30.010
Amortization	0.162	0.196	0.196	0.196	0.196	0.196

Town of Okotoks
Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)
Operations & Infrastructure

	2018	2019	2020	2021	2022	2023
REVENUES						
Licenses, Permits and Fees	0.005	0.003	0.003	0.003	0.003	0.003
Other Revenues	0.079	0.079	0.077	0.077	0.077	0.077
Rental Revenue	0.340	0.356	0.341	0.344	0.348	0.351
Return on Investments	0.005	0.004	0.004	0.004	0.004	0.004
Sales and User Charges	0.237	0.201	0.213	0.219	0.225	0.225
Taxes and Grants in Place	0.003	0.000	0.000	0.000	0.000	0.000
Transfers from Governments and other Organizations	0.268	0.018	0.018	0.018	0.018	0.018
Total	0.937	0.660	0.656	0.665	0.673	0.677
EXPENDITURES						
Contracted and General Services	2.966	3.086	2.881	2.752	2.778	2.795
Long Term Interest	0.022	0.012	0.003	0.000	0.000	0.000
Materials, Goods, Supplies	0.955	1.056	1.105	1.127	1.139	1.145
Other Expenditures	0.029	0.029	0.030	0.030	0.031	0.031
Purchases from Other Governments	0.075	0.000	0.000	0.000	0.000	0.000
Salaries, Wages & Benefits	2.679	2.799	2.848	2.856	2.857	2.858
Utilities	2.003	1.990	2.104	2.152	2.193	2.194
Total	8.728	8.973	8.970	8.918	8.998	9.023
EXCESS OF REVENUES OVER EXPENDITURES	-7.921	-8.313	-8.315	-8.253	-8.325	-8.346
Debt Principal	0.268	0.278	0.143	0.000	0.000	0.000
Transfers to (from) Other Functi	-2.394	-2.722	-2.784	-2.725	-2.729	-2.757
Transfers to (from) Capital Reser	0.071	0.549	0.615	0.665	0.665	0.715
Transfers to / (from) Operating Reserves	0.000	0.000	0.000	0.000	0.000	0.000
Tax Support for: Operations & Infrastructure	-5.736	-6.417	-6.288	-6.193	-6.261	-6.304
Amortization	4.160	4.607	4.607	4.607	4.607	4.607

Town of Okotoks
Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)
Protective Services

	2018	2019	2020	2021	2022	2023
REVENUES						
Fine Revenue	0.580	0.590	0.598	0.603	0.608	0.612
Licenses, Permits and Fees	0.116	0.117	0.119	0.122	0.124	0.127
Other Revenues	0.000	0.000	0.000	0.000	0.000	0.000
Rental Revenue	0.102	0.103	0.103	0.103	0.103	0.103
Sales and User Charges	0.264	0.252	0.253	0.254	0.256	0.256
Transfers from Governments and other Organizations	1.170	1.301	1.310	1.322	1.334	1.350
Total	2.322	2.363	2.384	2.404	2.426	2.448
EXPENDITURES						
Contracted and General Services	0.388	0.447	0.460	0.439	0.433	0.435
Long Term Interest	0.240	0.223	0.204	0.186	0.166	0.147
Materials, Goods, Supplies	0.206	0.250	0.249	0.237	0.221	0.221
Purchases from Other Governments	3.860	3.971	4.089	4.345	4.607	4.861
Salaries, Wages & Benefits	4.812	5.057	5.148	5.224	5.244	5.248
Bank Charges and Short Term Interest	0.001	0.001	0.001	0.001	0.001	0.001
Total	9.506	9.948	10.151	10.431	10.672	10.913
EXCESS OF REVENUES OVER EXPENDITURES	-7.274	-7.585	-7.768	-8.027	-8.247	-8.465
Debt Principal	0.493	0.511	0.529	0.548	0.531	0.386
Transfers to / (from) Other Functions	0.622	0.690	0.696	0.700	0.704	0.714
Transfers to / (from) Capital Reserves	0.000	0.000	0.000	0.000	0.000	0.000
Transfers to (from) Operating Reser	0.000	0.000	0.000	0.000	0.000	0.000
Tax Support for: Protective Services	-8.390	-8.786	-8.993	-9.275	-9.481	-9.566
Amortization	0.499	0.536	0.536	0.536	0.536	0.536

Town of Okotoks

Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)

Utilities

	2018	2019	2020	2021	2022	2023
REVENUES						
Licenses, Permits and Fees	0.002	0.002	0.002	0.002	0.002	0.002
Other Revenues	0.300	0.300	0.300	0.300	0.300	0.300
Penalties and Costs on Taxes	0.099	0.081	0.085	0.086	0.087	0.087
Sales and User Charges	13.300	13.681	13.733	13.847	13.949	13.977
Transfers from Governments and other Organizations	0.270	0.294	0.297	0.300	0.303	0.306
Total	13.971	14.358	14.417	14.535	14.641	14.671
EXPENDITURES						
Contracted and General Services	8.485	6.397	3.840	3.907	3.984	4.069
Long Term Interest	0.111	0.086	0.061	0.038	0.027	0.015
Materials, Goods, Supplies	0.165	0.178	0.243	0.244	0.246	0.246
Other Expenditures	0.000	0.000	0.000	0.000	0.000	0.000
Purchases from Other Governments	0.188	0.221	0.195	0.201	0.204	0.204
Salaries, Wages & Benefits	1.349	1.389	3.404	3.412	3.413	3.413
Utilities	0.000	0.000	0.000	0.000	0.000	0.000
Total	10.297	8.271	7.743	7.803	7.873	7.947
EXCESS OF REVENUES OVER EXPENDITURES	3.674	6.087	6.674	6.732	6.767	6.725
Debt Principal	0.543	0.567	0.592	0.247	0.259	0.270
Transfers to / (from) Other Functions	1.762	1.954	2.040	1.957	1.960	1.975
Transfers to (from) Capital Reser	1.747	2.266	2.276	2.286	2.296	2.306
Transfers to (from) Operating Reser	-1.681	0.300	0.300	0.300	0.300	0.300
Tax Support for: Utilities	1.303	1.000	1.466	1.942	1.953	1.873
Amortization	2.572	2.554	2.554	2.554	2.554	2.554