

TOWN OF CRESTON

FIVE YEAR CONSOLIDATED FINANCIAL PLAN

	2022	2023	2024	2025	2026	TOTALS
REVENUES						
PROPERTY TAXES	\$ 4,933,471	\$ 5,110,000	\$ 5,294,000	\$ 5,475,000	\$ 5,652,000	\$ 26,464,471
OTHER TAXES AND ASSESSMENTS	931,375	933,800	937,300	941,300	945,300	4,689,075
FEEES AND CHARGES	5,061,980	5,590,355	5,102,188	5,229,330	5,329,575	26,313,427
OTHER SOURCES	2,741,885	1,691,440	1,475,451	1,376,466	1,381,322	8,666,564
CAPITAL GRANTS	4,430,720	2,282,000	2,526,500	1,316,500	1,351,500	11,907,220
TOTAL REVENUES	18,099,431	15,607,595	15,335,438	14,338,596	14,659,697	78,040,758
EXPENDITURES						
MUNICIPAL PURPOSES	10,383,022	9,902,725	10,107,522	10,224,875	10,362,078	50,980,222
INTEREST ON DEBT	357,369	264,789	180,284	178,540	196,734	1,177,716
AMORTIZATION	2,181,000	2,291,816	2,489,515	2,599,548	2,673,136	12,235,015
TOTAL EXPENDITURES	12,921,391	12,459,330	12,777,321	13,002,963	13,231,948	64,392,953
SURPLUS (DEFICIT) FOR THE YEAR	5,178,040	3,148,265	2,558,117	1,335,633	1,427,749	13,647,805
CAPITAL DEBT AND RESERVE TRANSFERS						
CAPITAL EXPENDITURES	(8,643,692)	(5,061,500)	(4,264,000)	(2,795,500)	(3,887,700)	(24,652,392)
PORTION OF AMORTIZATION EXPENSE UNFUNDED	2,181,000	2,291,816	2,489,515	2,599,548	2,673,136	12,235,015
BORROWING	1,500,000	-	-	-	1,000,000	2,500,000
PRINCIPAL ON DEBT	(331,949)	(367,738)	(227,632)	(229,376)	(231,182)	(1,387,877)
TRANSFERS FROM :						
RESERVE FUNDS	1,026,837	648,500	847,500	564,000	408,200	3,495,037
ACCUMULATED SURPLUS	684,749	405,538	34,524	-	77,604	1,202,415
TRANSFERS TO:						
ACCUMULATED SURPLUS	(224,693)	(115,881)	(442,024)	(519,305)	(474,807)	(1,776,710)
RESERVE FUNDS	(1,370,292)	(949,000)	(996,000)	(955,000)	(993,000)	(5,263,292)
NET CAPITAL DEBT AND RESERVE TRANSFERS	(5,178,040)	(3,148,265)	(2,558,117)	(1,335,633)	(1,427,749)	(13,647,804)
Surplus (deficit) plus Capital, Debt and Reserve Transfers	0	0	0	0	0	1

TOWN OF CRESTON**FIVE YEAR FINANCIAL PLAN (Revised Draft)****GENERAL FUND**

	2022	2023	2024	2025	2026	TOTALS
<u>REVENUES</u>						
PROPERTY TAXES	4,933,471	5,110,000	5,294,000	5,475,000	5,652,000	26,464,471
OTHER TAXES & ASSESSMENTS	112,475	114,000	116,000	118,000	120,000	580,475
FEES & CHARGES	1,853,802	1,895,644	1,951,741	2,006,822	2,039,488	9,747,496
OTHER SOURCES	3,023,885	1,969,440	1,752,451	1,643,466	1,640,322	10,029,564
GAS TAX AND DEVELOPMENT COST CHARGES	636,253	185,500	375,000	150,000	375,000	1,721,753
CAPITAL GRANTS	3,594,467	1,096,500	2,151,500	1,166,500	976,500	8,985,467
TOTAL REVENUES	14,154,353	10,371,084	11,640,691	10,559,788	10,803,310	57,529,227
<u>EXPENDITURES</u>						
OTHER MUNICIPAL PURPOSES	8,038,067	7,523,185	7,681,651	7,753,245	7,841,350	38,837,498
INTEREST ON DEBT	301,581	210,624	127,800	127,800	147,800	915,605
AMORTIZATION	1,341,000	1,433,216	1,599,082	1,695,382	1,754,170	7,822,850
TOTAL EXPENDITURES	9,680,648	9,167,025	9,408,533	9,576,427	9,743,320	47,575,953
SURPLUS (DEFICIT) FOR THE YEAR	4,473,705	1,204,059	2,232,158	983,361	1,059,990	9,953,274
<u>CAPITAL DEBT AND RESERVE TRANSFERS</u>						
CAPITAL EXPENDITURES	(7,430,692)	(2,431,500)	(3,852,000)	(2,351,500)	(3,441,700)	(19,507,392)
PORTION OF AMORTIZATION EXPENSE UNFUND	1,341,000	1,433,216	1,599,082	1,695,382	1,754,170	7,822,850
BORROWING	1,500,000	-	-	-	1,000,000	2,500,000
PRINCIPAL ON DEBT	(212,885)	(247,051)	(105,264)	(105,264)	(105,264)	(775,728)
TRANSFERS FROM:						
RESERVE FUNDS	1,026,837	648,500	847,500	564,000	408,200	3,495,037
ACCUMULATED SURPLUS	432,327	101,776	34,524	-	77,604	646,231
TRANSFERS TO:						
ACCUMULATED SURPLUS	-	-	-	(70,979)	-	(70,979)
RESERVE FUNDS	(1,130,292)	(709,000)	(756,000)	(715,000)	(753,000)	(4,063,292)
NET CAPITAL DEBT AND RESERVE TRANSFERS	(4,473,705)	(1,204,059)	(2,232,158)	(983,361)	(1,059,990)	(9,953,273)
Surplus (deficit) plus Capital, Debt and Reserve Transf	-	-	-	-	-	1.00

TOWN OF CRESTON**FIVE YEAR FINANCIAL PLAN (Revised Draft)**

	<u>WATER FUND</u>					
	2022	2023	2024	2025	2026	TOTALS
<u>REVENUES</u>						
OTHER TAXES & ASSESSMENTS	388,300	389,000	390,000	391,000	392,000	1,950,300
FEES & CHARGES	1,351,801	1,393,336	1,439,311	1,477,268	1,519,237	7,180,953
OTHER SOURCES	23,000	28,000	30,000	33,000	36,000	150,000
CAPITAL GRANTS	-	-	-	-	-	-
TOTAL REVENUES	1,763,101	1,810,336	1,859,311	1,901,268	1,947,237	9,281,253
<u>EXPENDITURES</u>						
INTEREST ON DEBT	-	-	-	-	-	-
OTHER MUNICIPAL PURPOSES	576,601	630,677	644,973	657,590	673,443	3,183,284
ARROW CREEK WATER CONTRIBUTIONS	774,807	730,778	738,222	745,815	753,560	3,743,182
AMORTIZATION	240,000	245,233	254,666	260,799	267,466	1,268,164
TOTAL EXPENDITURES	1,591,408	1,606,688	1,637,861	1,664,204	1,694,469	8,194,630
SURPLUS (DEFICIT) FOR THE YEAR	171,693	203,648	221,450	237,064	252,768	1,086,623
<u>CAPITAL DEBT AND RESERVE TRANSFERS</u>						
CAPITAL EXPENDITURES	(187,000)	(333,000)	(184,000)	(200,000)	(216,000)	(1,120,000)
PORTION OF AMORTIZATION EXPENSE UNFUND	240,000	245,233	254,666	260,799	267,466	1,268,164
TRANSFERS FROM:						
ACCUMULATED SURPLUS	-	-	-	-	-	-
TRANSFERS TO:						
TRANSFER TO GENERAL SURPLUS	-	-	-	-	-	-
ACCUMULATED SURPLUS	(224,693)	(115,881)	(292,116)	(297,863)	(304,234)	(1,234,787)
NET CAPITAL DEBT AND RESERVE TRANSFERS	(171,693)	(203,648)	(221,450)	(237,064)	(252,768)	(1,086,623)
Surplus (deficit) plus Capital, Debt and Reserve Transf	-	-	-	-	-	-

TOWN OF CRESTON**FIVE YEAR FINANCIAL PLAN (Revised Draft)****SEWER FUND**

	2022	2023	2024	2025	2026	TOTALS
<u>REVENUES</u>						
OTHER TAXES & ASSESSMENTS	430,600	430,800	431,300	432,300	433,300	1,725,000
FEES & CHARGES	1,856,377	2,301,375	1,711,136	1,745,240	1,770,850	7,614,128
OTHER SOURCES	15,000	14,000	13,000	20,000	25,000	62,000
CAPITAL GRANTS	200,000	1,000,000	-	-	-	1,200,000
TOTAL REVENUES	2,501,977	3,746,175	2,155,436	2,197,540	2,229,150	10,601,128
<u>EXPENDITURES</u>						
INTEREST ON DEBT	55,788	54,165	52,484	50,740	48,934	213,177
OTHER MUNICIPAL PURPOSES	1,313,547	1,338,085	1,362,676	1,388,225	1,413,725	5,402,533
AMORTIZATION	600,000	613,367	635,767	643,367	651,500	2,492,501
TOTAL EXPENDITURES	1,969,335	2,005,617	2,050,927	2,082,332	2,114,159	8,108,211
SURPLUS (DEFICIT) FOR THE YEAR	532,642	1,740,558	104,509	115,208	114,991	2,492,917
<u>CAPITAL DEBT AND RESERVE TRANSFERS</u>						
CAPITAL EXPENDITURES	(1,026,000)	(2,297,000)	(228,000)	(244,000)	(230,000)	(3,795,000)
PORTION OF AMORTIZATION EXPENSE UNFUND	600,000	613,367	635,767	643,367	651,500	2,492,501
PRINCIPAL ON DEBT	(119,064)	(120,687)	(122,368)	(124,112)	(125,918)	(486,231)
TRANSFERS FROM:						
ACCUMULATED SURPLUS	252,422	303,762	-	-	-	556,184
TRANSFERS TO:						
ACCUMULATED SURPLUS	-	-	(149,908)	(150,463)	(170,573)	(300,371)
WWTP REPLACEMENT RESERVE	(240,000)	(240,000)	(240,000)	(240,000)	(240,000)	(960,000)
NET CAPITAL DEBT AND RESERVE TRANSFERS	(532,642)	(1,740,558)	(104,509)	(115,208)	(114,991)	(2,492,917)
Surplus (deficit) plus Capital, Debt and Reserve Transf	-	-	-	-	-	-

2021 CAPITAL EXPENDITURE FINANCING

GENERAL CAPITAL EXPENDITURES

From operating and surplus	706,011
From Infrastructure grants	2,169,253
From long term debt	1,500,000
From reserves	1,018,628
From government organizations	1,860,000
From non-government organizations	176,800
	<u>7,430,692</u>

WATER CAPITAL EXPENDITURES

From operating and surplus	187,000
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SEWER CAPITAL EXPENDITURES

From operating and surplus	576,490
From capital contributions	449,510
From infrastructure grants	-
	<u>1,026,000</u>

TOTAL CAPITAL

	<u><u>8,643,692</u></u>
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TOWN OF CRESTON FINANCIAL OBJECTIVES AND POLICIES

The Town of Creston Financial Planning Guidelines reflects Council's direction to increase alternative revenue streams wherever possible to reduce reliance on property taxes in order to maintain existing programs and services. Council is also committed to having the sufficient funding available to ensure that current infrastructure is proactively maintained thereby delaying much higher replacement costs as long as possible. In order to insure that funding is available for planned capital replacement and infrastructure renewal, Council policy is to have reserves funded for those purposes.

The Financial Plan for 2022 shows property taxes are 28.9% of proposed funding sources identified in section 165(7) of the *Community Charter*. This is a lower amount in comparison to other years. In 2021 property taxes comprised 29.6% of proposed funding sources. The 2022 amount is similar to 2021 due to similar grant and other contribution amounts in 2021. With the requirement to pay for 70% of the RCMP costs since 2012, the reliance on taxation has increased.

Council has considered the distribution of property taxes among the various property classes. It is Council's policy to adjust the mill rates such that the ratio of taxes paid by the various classes remains relatively constant from year to year taking into account new construction.

Permissive tax exemptions approved by Council are a means of supporting organizations within the community that furthers Council's objectives of enhancing the quality of life and delivering services economically.

As part of the Town of Creston's economic development strategy, Council may establish one or more revitalization tax exemption programs to encourage investment in the Town's existing commercial enterprises, the development of new commercial ventures, such as tourism related businesses, with the objectives of stimulating new economic growth and revitalization of existing commercial uses in the Town as well investments in new residential rental units to help ease the shortage of rental suites.