SPECIAL MEETING FOR BUDGET PURPOSES

Monday, January 20, 2020 at 1:30 PM
Fraser River Presentation Theatre
4th Floor, 20338 – 65 Avenue, Langley, BC

AGENDA

A. ADOPTION AND RECEIPT OF AGENDA ITEMS

A.1 **Special Council Meeting for Budget Purposes Agenda - January 20, 2020**

Recommendation: That Council adopt the agenda and receive the agenda items of the Special Council Meeting for Budget Purposes held January 20, 2020.

B. PRESENTATIONS

B.1 **2020 Draft Operating Budget Presentation**

Recommendation: That Council receive the presentation by staff regarding the 2020 Draft Operating Budget.

Attachments: B.1 2020-2024 Operating Budget

C. OTHER BUSINESS

D. TERMINATE

Township of Langley
Est. 1873

M E M O R A N D U M

TO:	MAYOR AND COUNCIL	**DATE:**	JANUARY 20, 2020
FROM:	KAREN SINCLAIR DIRECTOR OF FINANCE	**FILE NO:**	1700-60
SUBJECT:	DRAFT 2020 OPERATING		

Please find attached, for Council consideration, preliminary budget information in support of an *Overview Presentation* scheduled for Monday, January 20, 2020, at 1:30pm, in a budget workshop format.

The attached package includes:

User Pay Utilities:
- Summary of 2020 – 2024 Operating Schedule by Utility
- Non-Discretionary and Discretionary Requests

Universal Services:
- Summary of 2020 – 2024 Operating Schedules by Division
- Non-Discretionary and Discretionary Requests

USER PAY UTILITIES

User Pay Utilities include those municipal services that are paid for only by residents subscribing to the service. Township User Pay Utilities are Water, Sanitary Sewer and Solid Waste (garbage collection) services.

Water Utility

Greater Vancouver Water District (GVWD) Amending Agreement for Jericho Reservoir Phase II

In 2019, Report 18-102 authorized execution of an Amending Agreement with the Greater Vancouver Water District to provide a fixed cost and payment schedule for remaining works in the Langley-Surrey Water Supply Scheme. For 2020 (and each of the three years 2021 to 2023), an incremental increase of $818,314 per year compounding in each of the three following years has been included in the Draft 2020 Water Utility budget. By 2023, the increases will result in a base budget of $4.1 million, in time to make the first of three agreed upon payments to GVWD and thereafter a payment in each of 2024 and 2025.

The amendment locks in the Township's obligation pursuant to a 1989 agreement to $12.275 million, to be paid in $4.1 million instalments in each of 2023, 2024, and 2025. The project is not scheduled to go to construction until approximately 2037. By agreeing to pay these amounts in advance, the Township eliminates the risk of cost escalations and potential overruns in 2037. The City of Surrey is a partner to this project and has also signed such an amending agreement.

Water Discretionary Items

The following Discretionary increases, are being requested for 2020 Water Utility:

Discretionary requests across the Water, Sewer, and Solid Waste Utility include:

- A *Drafting Technician* funded across Water, Sewer, Transportation, and Stormwater.
- A *Clerk III - Operations* funded across Water, Sewer, Solid Waste, Transportation, Stormwater, Parks, and Facilities.
- A *Support Clerk - Operations* funded across Water, Sewer, Solid Waste, Transportation, Stormwater, Parks, and Facilities.
- A *Financial Analyst - Utilities* funded across Water, Sewer, and Solid Waste.
- A *Corporate Energy Specialist* funded across Water, Sewer, and Transportation.

For positions listed above that are cost-shared across multiple divisions, some of which may not receive approval for their portion, any funding approved in the User Pay Utilities will be used to acquire auxiliary support until the balance of the positions are approved in future years.

Sewer Utility

Greater Vancouver Sewerage and Drainage District (GVS&DD) Liquid Waste

For 2020, the Greater Vancouver Sewerage and Drainage District anticipates a decrease of $200,000 for the Township's share of Liquid Waste. The total GVS&DD budget for 2020 will decrease to $9.1 million, from $9.3 million in 2019 (-2.4%) (Appendix A). This is contrary to the large increase of 12.87% for 2019 over 2018.

Solid Waste Utility

The Solid Waste (garbage collection) Utility will complete its fourth year with the new semi-automatic collection process, which includes household base rates and cart rates (based on size). In 2020, there will be no user fee increases required in the Solid Waste Utility.

UNIVERSAL SERVICES

Universal Services reflects local government provided services that are shared and paid for by all residents within the Township of Langley. Property taxes to cover these services are raised based on the general property assessment base. Universal Services includes Parks, Transportation, Stormwater, Protective Services (Fire and Police), Recreation and Culture, Facilities and General Government (Mayor and Council, Corporate Administration, Community Development, Finance, and Human Resources). Non-discretionary adjustments are either passed on to the Township by another level of government (i.e. RCMP, BC Hydro) and/or they are required to simply maintain existing service levels.

Base property tax changes, expressed as a percentage, reflects adjustments to cover projected salary and wage increases, contractual cost increases including the policing contract, integrated teams, service and maintenance contracts, utilities (gas, diesel, electricity, etc.), and the operating impact of capital and revenue adjustments.

Non-discretionary base budget increase for the preliminary draft 2020 Operating Budget can be broken down as follows, alongside comparative figures for 2019:

	2020	**2019**
Salary and Wages	2.09%	1.91%
Employer Health Tax	-	1.22%
Benefits (Extended, Dental, Life)	0.08%	-
	2.17%	**3.13%**
Annualizations/Deferments	0.86%	0.46%
Operating Impact of Capital	0.46%	0.75%
RCMP Contract	0.42%	0.40%
Service Contract Increases	1.10%	0.99%
Other Revenue and Expenses	-0.33%	-1.48%
Property Tax Revenue from Growth	-2.00%	-1.75%
	2.68%	**2.50%**
Unique to Year Non-Discretionary Items:		
- Property Tax Variances[1]	0.61%	-
- External Debt Payments	0.60%	-
- Climate Action Strategy	0.23%	-
- Aldergrove Credit Union Community Centre	-	0.43%
	4.12%	**2.93%**

[1] Change from one to two due dates $300,000, Property Tax on Land Acquisition first year $250,000, Property Tax revenue from Growth 2018 shortfall $260,111.

The following additional requests are provided for Council consideration and discussion on January 20th:

1. Commitment to Maintaining Existing Service Levels $3.6 million (2.72%)
2. Commitment to Infrastructure $1.8 million (1.35%)
3. Commitment to Asset Maintenance $1.0 million (0.75%)
4. Commitment to Protective Services $280 thousand (0.21%)
5. Other Requests $736 thousand (0.55%)

Items 1, 2 and 3 in the list above are requested by staff to maintain existing service levels. Costs incurred to maintain existing services levels are typically referred to as Non-Discretionary, however, due to the magnitude of the amount requested for 2020, these items are highlighted for Council discussion and consideration.

Items 4 and 5, are the types of costs typically included as Discretionary as they are new programs and/or new positions.

Appendix A includes additional details of the Discretionary items listed above.

Appendix B includes an orientation of the color-coding used in the budget package.

Next Steps…

January 27th – Capital Budget Presentation

February 10th and 11th – Open Houses

Sincerely,

Karen Sinclair

Director of Finance

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Appendix A

1. Commitment to Maintaining Existing Service Levels $3.6 million (2.72%)

PROGRAMS & LARGE CONTRACT INCREASES (in $000's)	%	Universal Services
Facilities	1.38%	1,847
Parks	0.16%	217
Roads	0.89%	1,187
Storm	0.29%	393
Commitment to MAINTAINING EXISTING SERVICE LEVELS	2.72%	**3,644**
Property Tax Increase Required for PROGRAMS		**2.72%**

2. **Commitment to Infrastructure $1.8 million (1.35%) and**
3. **Commitment to Asset Maintenance $1.0 million (0.75%)**

INFRASTRUCTURE (in $000's)	%	Universal Services
Contribution to Capital - Roads	0.37%	500
Contribution to Capital - Facilities	0.34%	450
Contribution to Capital - Parks	0.26%	350
Contribution to Capital - Storm	0.37%	500
Commitment to Infrastructure	**1.35%**	**1,800**
Property Tax Increase Requested for INFRASTRUCTURE		**1.35%**

ASSET MAINTENANCE (in $000's)	%	Universal Services
Capital Infrastructure Renewal and Replacement Reserve	0.37%	500
Road Paving	0.37%	500
Commitment to Asset Maintenance	**0.75%**	**1,000**
Property Tax Increase Requested for ASSET MAINTENANCE		**0.75%**

4. **Commitment to Protective Services $280 thousand (0.21%)**

DISCRETIONARY (in $000's)	%	Universal Services
RCMP, 4 Officers starting October 1/20	0.13%	175
Senior Bylaw Officer	0.08%	105
Commitment to Protective Services	0.21%	**280**
Property Tax Increase Requested for PROTECTIVE SERVICES		**0.21%**

5. Other Discretionary Requests $734 thousand (0.55%)

OTHER DISCRETIONARY REQUESTS (in $000's)	%	Universal Services
Park Planner (phased over 2 years)	0.04%	53
Urban Forestry Technician (Tree Permit Bylaw)	0.07%	93
Corporate Energy Specialist (net of BC Hydro Grant)	0.04%	51
Drafting Technician	0.03%	44
Mechanical Technician	0.08%	109
Fleet Coordinator (net of Revenue Cost Sharing)	0.05%	63
Digital Media Specialist and Auxiliary Backfill	0.09%	114
Support Clerk - Operations	0.03%	37
Clerk III - Operations	0.03%	40
Recreation Worker IVs - Additional Hours (Youth Workers)	0.03%	46
Parks and Recreation Staff Uniform Standardization	0.03%	35
Fitness Equipment Replacement (in addition to repl. Reserve)	0.01%	16
George Preston Centre Site Support	0.01%	10
City Studio Township Initiative	0.02%	25
	0.55%	736
Property Tax Increase Requested for Other Requests		**0.55%**

Appendix B

Budget Package Color-Coding Orientation

When a row within the summary is highlighted **Green**, it means it is offset by an equal and opposite item elsewhere on the summary. These items do not impact property taxes or user rates.

Township of Langley FIVE YEAR OPERATING PLAN TRANSPORTATION UTILITY - ROADS - NON-DISCRETIONARY ADJUSTMENTS	2020	2021	2022	2023	2024
EXPENSE					
SERVICE AND MAINTENANCE CONTRACTS					
- Purchase of Dump Trucks (10) - Internal Funding	(120,000)	-	-	-	-
CONSULTING AND LEGAL SERVICES					
- Purchase of Dump Trucks (10) - Internal Funding	(10,000)	-	-	-	-
EQUIPMENT & VEHICLE RENTAL					
- Purchase of Dump Trucks (10) - Internal Funding	65,000	-	-	-	-
MATERIALS & SUPPLIES					
- Purchase of Dump Trucks (10) - Internal Funding	(10,000)	-	-	-	-
TRANSFER TO RESERVES					
- Purchase of Dump Trucks (10) - Internal Funding	75,000	-	-	-	-

When rows within the summary are highlighted **Brown**, it means they are offset across the Township as a whole. If the offset crosses between a Universal Services tax supported division and a User Pay Utility, there will be an impact to revenue requirements in both.

Township of Langley FIVE YEAR OPERATING PLAN PARKS DESIGN & DEVELOPMENT - NON-DISCRETIONARY ADJUSTMENTS	2020	2021	2022	2023	2024
INTERNAL CHARGES & RECOVERIES					
- Administrative Overhead	90,408	31,780	23,293	47,441	23,579

When a row within the summary is highlighted **Blue**, it means it is a position that is being annualized from the previous year. These items do impact property taxes.

Township of Langley FIVE YEAR OPERATING PLAN COMMUNITY DEVELOPMENT - NON-DISCRETIONARY ADJUSTMENTS	2020	2021	2022	2023	2024
EXPENSE					
SALARY, WAGES & BENEFITS					
- Annualization of Support Clerk (2019)	31,123				
- Annualization of 2 Landscape Design Coordinators (2019)	81,709				
- Annualization of Senior Development Planner (2019)	49,143				
- Annualization of Planner II (2019)	45,989				
- Annualization of Permit/Inspection Coordinator (2019)	61,962				

When a row within the summary is highlighted Pink, it means it is an Operating Budget Impact (OBI) of Capital Construction or a Development constructed asset turned over to the Township for operations and maintenance. During the budget presentation, a summary of OBI projects will be provided and included in the presentation attached.

Township of Langley
FIVE YEAR OPERATING PLAN
PARK OPERATIONS - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
EXPENSE					
SALARY, WAGES & BENEFITS					
- Operating Impact from Development Capital Works	28,393	-	-	-	-
- Operating Impact from ToL Capital Construction	211,934	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Operating Impact from Development Capital Works	11,704	-	-	-	-
- Operating Impact from ToL Capital Construction	68,132	-	-	-	-
EQUIPMENT & VEHICLE RENTAL					
- Operating Impact from Development Capital Works	13,198	-	-	-	-
- Operating Impact from ToL Capital Construction	96,369	-	-	-	-

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TOWNSHIP OF LANGLEY
2020 OPERATING BUDGET SUMMARY
USER PAY UTILITIES

	Water	Sewer	Solid Waste
RATES REVENUE			
Utility Levies	(22,949,427)	(18,193,058)	(8,062,665)
Estimated New Growth	(458,989)	(363,861)	(137,940)
Utility Levy increase	(1,150,809)	(272,949)	(355)
	(24,559,225)	(18,829,868)	(8,200,960)
NON-RATES REVENUE			
Service Cost Sharing	-	-	(16,000)
Sales of Services	(1,103,698)	(418,499)	(29,434)
Investment Income	(85,000)	(65,000)	(20,000)
Debt Repayment Contributions	(416,635)	-	-
Transfer from Own Funds	(366,448)	-	-
External Unidentified Revenue	(150,000)	(150,000)	(150,000)
Total Revenue	**(26,681,006)**	**(19,463,367)**	**(8,416,394)**
EXPENSE			
Salaries, Wages & Benefits	4,995,199	3,146,923	735,052
Service and Maintenance Contracts	1,479,612	978,368	6,538,293
Consulting and Professional Services	31,964	28,476	20,000
Regional Charges/Recoveries	8,007,790	9,408,371	-
Fuel	5,100	6,652	-
Equipment and Vehicle Rental	712,363	344,355	13,402
Communication and Technology	68,008	29,276	1,460
Insurance	15,052	15,057	200
Materials and Supplies	564,628	334,779	92,829
Utility User Fees	633,429	170,235	-
Debt Principal and Interest	3,584,330	667,944	-
Internal Charges & Recoveries	1,457,104	1,121,665	477,121
Transfer to Own Funds	4,078,188	2,740,825	310,653
Contribution to Capital	781,034	243,396	50,000
External Unidentified	150,000	150,000	150,000
Other Supplies and Expense	117,205	77,045	27,384
Total Expense	**26,681,006**	**19,463,367**	**8,416,394**
Budget Shortfall/(Surplus)	**-**	**-**	**-**
Estimated New Growth Rate	**2.00%**	**2.00%**	**2.00%**
Tax rate increase	**5.01%**	**1.50%**	**0.00%**
Previous Year Household Impact	**493.32**	**399.34**	**290.00**
Change in Household Impact	**24.76**	**6.01**	**0.00**
Total Household Impact	**518.08**	**405.35**	**290.00**

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TOWNSHIP OF LANGLEY
WATER UTILITY
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 Budget	2021 Change	2021 Budget	2022 Change	2022 Budget	2023 Change	2023 Budget	2024 Change	2024 Budget
RATES REVENUE											
Utility Levies		(417,458)	(22,949,427)	-	(24,559,225)	-	(26,269,397)		(28,598,287)	-	(31,207,482)
Estimated New Growth		(458,989)	(458,989)	(491,185)	(491,185)	(525,388)	(525,388)	(571,966)	(571,966)	(624,150)	(624,150)
Utility Levy increase		(1,150,809)	(1,150,809)	(1,218,988)	(1,218,988)	(1,803,502)	(1,803,502)	(2,037,229)	(2,037,229)	(2,410,781)	(2,410,781)
	(22,531,969)	(2,027,256)	(24,559,225)	(1,710,172)	(26,269,397)	(2,328,890)	(28,598,287)	(2,609,195)	(31,207,482)	(3,034,931)	(34,242,413)
NON-RATES REVENUE											
Sales of Services	(871,762)	(231,936)	(1,103,698)	-	(1,103,698)	-	(1,103,698)	-	(1,103,698)	-	(1,103,698)
Investment Income	(100,000)	15,000	(85,000)	-	(85,000)	-	(85,000)	-	(85,000)	-	(85,000)
Debt Repayment Contributions	(302,365)	(114,270)	(416,635)	(75,976)	(492,611)	(150,351)	(642,962)	-	(642,962)	-	(642,962)
Transfer from Own Funds	(366,448)	-	(366,448)	-	(366,448)	-	(366,448)	(4,091,570)	(4,458,018)	-	(4,458,018)
External Unidentified Revenue	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)
TOTAL REVENUE	**(24,322,544)**	**(2,358,462)**	**(26,681,006)**	**(1,786,148)**	**(28,467,154)**	**(2,479,241)**	**(30,946,395)**	**(6,700,765)**	**(37,647,160)**	**(3,034,931)**	**(40,682,091)**
EXPENSE											
Salaries, Wages & Benefits	4,609,499	385,700	4,995,199	49,285	5,044,484	(36,846)	5,007,638	38,888	5,046,526	-	5,046,526
Service and Maintenance Contracts	1,471,332	8,280	1,479,612	15,302	1,494,914	(4,465)	1,490,449	10,967	1,501,416	1,572	1,502,988
Consulting and Professional Services	31,964	-	31,964	-	31,964	-	31,964	-	31,964	-	31,964
Regional Charges/Recoveries	7,195,144	812,646	8,007,790	683,990	8,691,780	1,213,750	9,905,530	5,539,644	15,445,174	1,702,383	17,147,557
Fuel	4,100	1,000	5,100	100	5,200	102	5,302	104	5,406	106	5,512
Equipment and Vehicle Rental	733,267	(20,904)	712,363	23,385	735,748	12,041	747,789	13,298	761,087	12,907	773,994
Communication and Technology	68,383	(375)	68,008	36	68,044	50	68,094	50	68,144	75	68,219
Insurance	15,052	-	15,052	-	15,052	-	15,052	-	15,052	-	15,052
Materials and Supplies	556,565	8,063	564,628	18,360	582,988	(8,014)	574,974	12,545	587,519	-	587,519
Utility User Fees	620,496	12,933	633,429	13,576	647,005	12,512	659,517	13,797	673,314	13,433	686,747
Debt Principal and Interest	3,584,330	-	3,584,330	(64,979)	3,519,351	-	3,519,351	-	3,519,351	-	3,519,351
Internal Charges & Recoveries	1,331,702	125,402	1,457,104	126,711	1,583,815	92,416	1,676,231	147,538	1,823,769	379,049	2,202,818
Transfer to Own Funds	3,048,884	1,029,304	4,078,188	1,078,575	5,156,763	1,095,925	6,252,688	818,314	7,071,002	818,314	7,889,316
Contribution to Capital	781,034	-	781,034	-	781,034	-	781,034	-	781,034	-	781,034
External Unidentified	150,000	-	150,000	-	150,000	-	150,000	-	150,000	-	150,000
Other Supplies and Expense	120,792	(3,587)	117,205	(158,193)	(40,988)	101,770	60,782	105,620	166,402	107,092	273,494
TOTAL EXPENSE	**24,322,544**	**2,358,462**	**26,681,006**	**1,786,148**	**28,467,154**	**2,479,241**	**30,946,395**	**6,700,765**	**37,647,160**	**3,034,931**	**40,682,091**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Estimated New Growth Rate	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**
User Rate Increase	**5.01%**	**4.96%**	**6.87%**	**7.12%**	**7.73%**
Approximate value of a 1% Utility Increase	**229,500**	**245,600**	**262,700**	**286,000**	**312,100**

Township of Langley
FIVE YEAR OPERATING PLAN
WATER UTILITY - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Rates)					
SALES OF SERVICES					
- Secondary Suite increase	(37,200)	-	-	-	-
- Fee Supported Revenue	(85,000)				
- Sale of Services	(134,067)				
- Foreman1-013 (Expenditure Offset)	24,331	-	-	-	-
SALES OF SERVICES	**(231,936)**	**-**	**-**	**-**	**-**
INVESTMENT INCOME					
- Investment income decrease	15,000	-	-	-	-
INVESTMENT INCOME	**15,000**	**-**	**-**	**-**	**-**
DEBT REPAYMENT CONTRIBUTIONS					
- Debt MFA-3950 Issue 73 mature Dec 1,2020	-	64,979		-	-
- Jericho 72 ave @ 204 st repayment Phase I	(114,270)	(140,955)	(150,351)	-	-
DEBT REPAYMENT CONTRIBUTIONS	**(114,270)**	**(75,976)**	**(150,351)**	**-**	**-**
TRANSFER FROM OWN FUNDS					
- Jericho Water Reserve Fund - Phase II Prepayment	**-**	**-**	**-**	(4,091,570)	
TRANSFER FROM OWN FUNDS	**-**	**-**	**-**	**(4,091,570)**	**-**
REVENUE ADJUSTMENTS	**(331,206)**	**(75,976)**	**(150,351)**	**(4,091,570)**	**-**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract	92,039	-	-	-	-
- Step/Increment /EHT	35,356	-	-	-	-
- 1 Day Adjustment 261 vs 262 days	7,636	(7,636)	-	-	-
- Planted Area Maintenance - Zone 3 (Housekeeping)	(1,971)				
- Return to Work Coordinator (1,586 +3,414 = 5,000 total)	3,414	-	-	-	-
- Water Inside Operations - Technical	50,000	-	-	-	-
- Engineering & Construction Inside Operations - Technical	50,000	-	-	-	-
- Outside Water Utility Operations - Maintain Existing Services	40,252	-	-	-	-
- Housekeeping Electrical Technician (AUX)	(107)				
- Housekeeping Electrical Technician (RFT)	107				
- Housekeeping Carpenter (AUX)	(63)				
- Housekeeping Carpenter (RFT)	63				
- Director of Sustainability	3,547				
- Municipal Project Manager	889				
- Infrastructure Asset Technician 5 Ways	407				
- Infrastructure Asset Technician 50/50 Wtr & Swr	999				
- Construction Superindentendent	1,927				
- Foreman1-013 (Revenue Offset)	(24,331)				
- Operating Impact from Development Capital Works	4,125	-	-	-	-
- Operating Impact from ToL Capital Construction	29,572	-	-	-	-
SALARY, WAGES & BENEFITS	**293,861**	**(7,636)**	**-**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Mowing Contract	212	216	220	224	228
- Corrosive Investigation Program	1,000	1,000	1,000	1,000	1,000
- Surrey Dispatching Contract	2,098	315	324	334	344
- Planted Area Maint. - Transfer Zone 3 in Fiscal to Contingency	(3,174)				
- Operating Impact from Development Capital Works	989	-	-	-	-
- Operating Impact from ToL Capital Construction	7,155	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**8,280**	**1,531**	**1,544**	**1,558**	**1,572**
REGIONAL DISTRICT CHARGES					
- Water Purchases	812,646	683,990	1,205,109	1,448,074	1,702,383
- Jericho Reservoir - Phase II - Pre-payment Agreement	-	-	-	4,091,570	-
REGIONAL DISTRICT CHARGES	**812,646**	**683,990**	**1,205,109**	**5,539,644**	**1,702,383**
FUEL					
- Diesel	1,000	100	102	104	106
FUEL	**1,000**	**100**	**102**	**104**	**106**
EQUIPMENT & VEHICLE RENTALS					
- Vehicle & Equipment Monthly Unit Rental	3,162	2,171	2,215	2,260	2,304
- Vehicle & Equipment Hourly Unit Rental	11,544	7,926	8,084	8,248	8,414
- Equipment and Vehicle Rental - External (Hired)	2,009	2,027	2,049	2,067	2,090
- Transfer Fiscal Hourly Equipment to Contingency & Offset Interest	(42,262)				
- Outside Water Utility Operations - Maintain Existing Services	500	10	10	10	11
- Operating Impact from Development Capital Works	66	1	1	1	1
- Operating Impact from ToL Capital Construction	4,077	82	83	85	87
EQUIPMENT & VEHICLE RENTALS	**(20,904)**	**12,217**	**12,442**	**12,671**	**12,907**
COMMUNICATION AND TECHNOLOGY					
- Metro Vancouver Geospatial	(375)	36	50	50	75
COMMUNICATION AND TECHNOLOGY	**(375)**	**36**	**50**	**50**	**75**

Township of Langley
FIVE YEAR OPERATING PLAN
WATER UTILITY - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
MATERIALS & SUPPLIES					
- Director of Sustainability	(2,794)	-	-	-	-
- Operating Impact from Development Capital Works	1,318	-	-	-	-
- Operating Impact from ToL Capital Construction	9,539	-	-	-	-
MATERIALS & SUPPLIES	**8,063**	**-**	**-**	**-**	**-**
UTILITY USER FEES					
- Electricity	12,356	12,604	12,857	13,113	13,375
- Natural Gas	53	54	56	57	58
- Operating Impact from Development Capital Works	47				
- Operating Impact from ToL Capital Construction	477				
UTILITY USER FEES	**12,933**	**12,658**	**12,913**	**13,170**	**13,433**
DEBT PRINCIPAL AND INTEREST					
- Bylaw 3950 Issue #73 Mature Dec 1, 2020 P&I	-	(64,979)	-	-	-
DEBT PRINCIPAL AND INTEREST	**-**	**(64,979)**	**-**	**-**	**-**
INTERNAL CHARGES & RECOVERIES					
- Administrative overhead	123,216	124,416	91,452	146,555	378,046
- Small Equipment Replacement Contribution	2,186	2,295	964	983	1,003
INTERNAL CHARGES & RECOVERIES	**125,402**	**126,711**	**92,416**	**147,538**	**379,049**
TRANSFER TO RESERVES					
- Jericho Water Reservoir - Phase II - Pre-payment Agreement	818,314	818,314	818,314	818,314	818,314
- Jericho Reservoir - Phase 1 Principal Payment from DCCs	114,270	140,955	150,351	-	-
- Jericho Reservoir - Phase 1 Interest from User Fees	96,720	119,306	127,260	-	-
TRANSFER TO RESERVES	**1,029,304**	**1,078,575**	**1,095,925**	**818,314**	**818,314**
OTHER SUPPLIES AND EXPENSES					
- Planted Area Maint. - Transfer Zone 3 in Fiscal to Contingency	5,145				
- Transfer hrly equipment in Fiscal to Contingency - Housekeeping	27,262				
- Contingency Adjustment	(32,407)				
- Vehicle Allowance	(4,111)	-	-	-	-
- Operating Impact from Development Capital Works	47	-	-	-	-
- Operating Impact from ToL Capital Construction	477	-	-	-	-
OTHER SUPPLIES AND EXPENSES	**(3,587)**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**(162,086)**	**99,873**	**101,871**	**103,908**
TOTAL EXPENSE ADJUSTMENTS	**2,266,623**	**1,681,117**	**2,520,374**	**6,634,920**	**3,031,747**
TOTAL NET NON-DISCRETIONARY ADJUSTMENTS	**1,935,417**	**1,605,141**	**2,370,023**	**2,543,350**	**3,031,747**

Township of Langley
FIVE YEAR OPERATING PLAN
WATER UTILITY - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Rates)					
EXPENSE					
SALARY, WAGES & BENEFITS					
- Drafting Technician - 25% share	21,801	-	-	-	-
- Clerk III - Operations (Share 14.3%)	9,884	-	-	-	-
- Support Clerk - Operations (Share 14.3%)	9,125	-	-	-	-
- Financial Analyst - Utilities (Share 40%)	38,432	-	-	-	-
- Corporate Energy Specialist (Share 10%)	12,597	-	-	-	-
- Operating Impact from ToL Capital Construction	-	56,921	(36,846)	38,888	-
SALARY, WAGES & BENEFITS	**91,839**	**56,921**	**(36,846)**	**38,888**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Operating Impact from ToL Capital Construction	-	13,771	(6,009)	9,409	-
SERVICE AND MAINTENANCE CONTRACTS	**-**	**13,771**	**(6,009)**	**9,409**	**-**
REGIONAL DISTRICT CHARGES					
- Operating Impact from ToL Capital Construction	-		8,641	-	-
REGIONAL DISTRICT CHARGES	**-**	**-**	**8,641**	**-**	**-**
EQUIPMENT & VEHICLE RENTALS					
- Operating Impact from ToL Capital Construction	-	11,168	(401)	627	-
EQUIPMENT & VEHICLE RENTALS	**-**	**11,168**	**(401)**	**627**	**-**
MATERIALS & SUPPLIES					
- Operating Impact from ToL Capital Construction	-	18,360	(8,014)	12,545	-
MATERIALS & SUPPLIES	**-**	**18,360**	**(8,014)**	**12,545**	**-**
UTILITY USER FEES					
- Operating Impact from ToL Capital Construction	-	918	(401)	627	-
UTILITY USER FEES	**-**	**918**	**(401)**	**627**	**-**
OTHER SUPPLIES AND EXPENSES					
- Operating Impact from ToL Capital Construction	-	918	(401)	627	-
OTHER SUPPLIES AND EXPENSES	**-**	**918**	**(401)**	**627**	**-**
FISCAL SERVICES	**-**	**2,975**	**2,298**	**3,122**	**3,184**
TOTAL EXPENSE ADJUSTMENTS	**91,839**	**105,031**	**(41,133)**	**65,845**	**3,184**
TOTAL NET DISCRETIONARY ADJUSTMENTS	**91,839**	**105,031**	**(41,133)**	**65,845**	**3,184**

TOWNSHIP OF LANGLEY
SEWER UTILITY
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 Budget	2021 Change	2021 Budget	2022 Change	2022 Budget	2023 Change	2023 Budget	2024 Change	2024 Budget
RATES REVENUE											
Utility Levies		(424,898)	(18,193,058)	-	(18,829,868)	-	(20,203,740)	-	(22,055,671)	-	(23,835,305)
Estimated New Growth		(363,861)	(363,861)	(376,597)	(376,597)	(404,075)	(404,075)	(441,113)	(441,113)	(476,706)	(476,706)
Utility Levy increase		(272,949)	(272,949)	(997,275)	(997,275)	(1,447,856)	(1,447,856)	(1,338,521)	(1,338,521)	(801,433)	(801,433)
	(17,768,160)	(1,061,708)	(18,829,868)	(1,373,872)	(20,203,740)	(1,851,931)	(22,055,671)	(1,779,634)	(23,835,305)	(1,278,139)	(25,113,444)
NON-RATES REVENUE											
Sales of Services	(383,502)	(34,997)	(418,499)	-	(418,499)	-	(418,499)	-	(418,499)	-	(418,499)
Investment Income	(135,000)	70,000	(65,000)	-	(65,000)	-	(65,000)	-	(65,000)	-	(65,000)
External Unidentified Revenue	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)
TOTAL REVENUE	**(18,436,662)**	**(1,026,705)**	**(19,463,367)**	**(1,373,872)**	**(20,837,239)**	**(1,851,931)**	**(22,689,170)**	**(1,779,634)**	**(24,468,804)**	**(1,278,139)**	**(25,746,943)**
EXPENSE											
Salaries, Wages & Benefits	2,669,470	477,453	3,146,923	(6,176)	3,140,747	45,413	3,186,160	-	3,186,160	-	3,186,160
Service and Maintenance Contracts	906,168	72,200	978,368	315	978,683	18,028	996,711	334	997,045	344	997,389
Consulting and Professional Services	28,476	-	28,476	-	28,476	-	28,476	-	28,476	-	28,476
Regional Charges/Recoveries	9,627,690	(219,319)	9,408,371	1,264,601	10,672,972	1,616,542	12,289,514	1,605,185	13,894,699	1,100,318	14,995,017
Fuel	11,052	(4,400)	6,652	132	6,784	135	6,919	138	7,057	140	7,197
Equipment and Vehicle Rental	347,861	(3,506)	344,355	30,407	374,762	4,918	379,680	5,339	385,019	5,437	390,456
Communication and Technology	29,651	(375)	29,276	36	29,312	50	29,362	50	29,412	75	29,487
Insurance	15,057	-	15,057	-	15,057	-	15,057	-	15,057	-	15,057
Materials and Supplies	252,104	82,675	334,779	-	334,779	11,546	346,325	-	346,325	-	346,325
Utility User Fees	164,784	5,451	170,235	3,362	173,597	4,191	177,788	3,497	181,285	3,567	184,852
Debt Principal and Interest	667,944	-	667,944	-	667,944	-	667,944	-	667,944	-	667,944
Internal Charges & Recoveries	1,035,224	86,441	1,121,665	18,380	1,140,045	85,351	1,225,396	98,813	1,324,209	100,653	1,424,862
Transfer to Own Funds	2,161,353	579,472	2,740,825	-	2,740,825	-	2,740,825	-	2,740,825	-	2,740,825
Contribution to Capital	243,396	-	243,396	-	243,396	-	243,396	-	243,396	-	243,396
External Unidentified	150,000	-	150,000	-	150,000	-	150,000	-	150,000	-	150,000
Other Supplies and Expense	126,432	(49,387)	77,045	62,815	139,860	65,757	205,617	66,278	271,895	67,605	339,500
TOTAL EXPENSE	**18,436,662**	**1,026,705**	**19,463,367**	**1,373,872**	**20,837,239**	**1,851,931**	**22,689,170**	**1,779,634**	**24,468,804**	**1,278,139**	**25,746,943**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Estimated New Growth Rate	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**
User Rate Increase	**1.50%**	**5.30%**	**7.17%**	**6.07%**	**3.36%**
Approximate value of a 1% Utility Increase	**181,900**	**188,300**	**202,000**	**220,600**	**238,400**

Township of Langley
FIVE YEAR OPERATING PLAN
SEWER UTILITY - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Rates)					
SALES OF SERVICES					
- Secondary Suite Program	(37,700)	-	-	-	-
- Foreman (Expenditure Offset)	2,703	-	-	-	-
SALES OF SERVICES	**(34,997)**	**-**	**-**	**-**	**-**
INVESTMENT INCOME					
- Investment Income	70,000	-	-	-	-
INVESTMENT INCOME	**70,000**	**-**	**-**	**-**	**-**
REVENUE ADJUSTMENTS	**35,003**	**-**	**-**	**-**	**-**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract	53,068	-	-	-	-
- Step/Increment /EHT	30,127	-	-	-	-
- 1 Day Adjustment 261 vs 262 days	6,176	(6,176)	-	-	-
- Return to Work Coordinator (1,586 + 3,414 = 5,000 total)	3,414	-	-	-	-
- Source Control Program	20,000	-	-	-	-
- Outside Sewer Utility Operations - Maintain Existing Services	40,000	-	-	-	-
- Maintain Inside Utility Operations - Technical	50,000	-	-	-	-
- Engineering & Construction - Inside Operations - Technical	50,000	-	-	-	-
- Facilities Electrical Technician (RFT)	107	-	-	-	-
- Director of Sustainability	3,547	-	-	-	-
- Municipal Project Manager	581	-	-	-	-
- Infrastructure Asset Technician 5 Ways	407	-	-	-	-
- Infrastructure Asset Technician 50/50 Wtr & Swr	999	-	-	-	-
- Construction Superindentendent	1,375	-	-	-	-
- Foreman (Revenue Offset)	(2,703)	-	-	-	-
- Operating Impact from Development Capital Works	830	-	-	-	-
- Operating Impact from ToL Capital Construction	127,686	-	-	-	-
SALARY, WAGES & BENEFITS	**385,614**	**(6,176)**	**-**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Surrey Dispatching Contract	2,098	315	324	334	344
- Source Control Program	20,000	-	-	-	-
- Operating Impact from Development Capital Works	324	-	-	-	-
- Operating Impact from ToL Capital Construction	49,778	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**72,200**	**315**	**324**	**334**	**344**
REGIONAL DISTRICT CHARGES					
- Greater Vancouver Sewer and Drainage District Levy	(219,319)	1,264,601	1,616,542	1,605,185	1,100,318
- Effluent Transmission (Inter-Jurisdictional)	-	-	-	-	-
REGIONAL DISTRICT CHARGES	**(219,319)**	**1,264,601**	**1,616,542**	**1,605,185**	**1,100,318**
FUEL					
- Diesel in Fiscal to Fuel & Contingency - Housekeeping	(4,545)	129	132	135	137
- Gasoline in Fiscal to Fuel & Contingency - Housekeeping	145	3	3	3	3
FUEL	**(4,400)**	**132**	**135**	**138**	**140**
EQUIPMENT & VEHICLE RENTALS					
- Vehicle & Equipment Monthly Unit Rental	1,422	976	996	1,017	1,036
- Vehicle & Equipment Hourly Unit Rental	4,319	2,967	3,026	3,085	3,148
- Equipment and Vehicle Rental - External (Hired)	1,201	1,214	126	1,237	1,253
- Equipment in Fiscal to Contingency & Hourly rental - Housekeeping	(36,821)	-	-	-	-
- Equipment in Fiscal to Contingency & Monthly rental - Housekeeping	595	-	-	-	-
- Outside Sewer Utility Operations - Maintain Existing Services	20,000	-	-	-	-
- Operating Impact from Development Capital Works	14	-	-	-	-
- Operating Impact from ToL Capital Construction	5,764	-	-	-	-
EQUIPMENT & VEHICLE RENTALS	**(3,506)**	**5,157**	**4,148**	**5,339**	**5,437**
COMMUNICATION AND TECHNOLOGY					
- Metro Vancouver Geospatial	(375)	36	50	50	75
COMMUNICATION AND TECHNOLOGY	**(375)**	**36**	**50**	**50**	**75**
MATERIALS & SUPPLIES					
- Source Control Program	10,000	-	-	-	-
- Outside Sewer Utility Operations - Maintain Existing Services	40,000	-	-	-	-
- Operating Impact from Development Capital Works	211	-	-	-	-
- Operating Impact from ToL Capital Construction	32,464	-	-	-	-
MATERIALS & SUPPLIES	**82,675**	**-**	**-**	**-**	**-**
UTILITY USER FEES					
- Electricity	3,296	3,362	3,429	3,497	3,567
- Operating Impact from Development Capital Works	14	-	-	-	-

Township of Langley
FIVE YEAR OPERATING PLAN
SEWER UTILITY - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
- Operating Impact from ToL Capital Construction	2,141	-	-	-	-
UTILITY USER FEES	**5,451**	**3,362**	**3,429**	**3,497**	**3,567**
INTERNAL CHARGES & RECOVERIES					
- Small Equipment Replacement Contribution	2,186	2,295	964	983	1,003
- Garage Shop Overhead contribution	-	-	-	-	-
- Administrative overhead - Outstanding	84,255	16,085	84,387	97,830	99,650
INTERNAL CHARGES & RECOVERIES	**86,441**	**18,380**	**85,351**	**98,813**	**100,653**
TRANSFER TO RESERVES					
- Transfer to Sewer Capital Works Reserve	579,472	-	-	-	-
TRANSFER TO RESERVES	**579,472**	**-**	**-**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- Diesel in Fiscal to Fuel & Contingency - Housekeeping	4,400	-	-	-	-
- Equipment in Fiscal to Contingency - Housekeeping	36,226	-	-	-	-
- Contingency	(81,201)	-	-	-	-
- Vehicle Allowance	(8,217)	-	-	-	-
- Director of Sustainability	(2,794)	-	-	-	-
- Operating Impact from Development Capital Works	14	-	-	-	-
- Operating Impact from ToL Capital Construction	2,185	-	-	-	-
OTHER SUPPLIES AND EXPENSES	**(49,387)**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**60,978**	**62,198**	**63,441**	**64,711**
TOTAL EXPENSE ADJUSTMENTS	**934,866**	**1,346,785**	**1,772,177**	**1,776,797**	**1,275,245**
TOTAL NET NON-DISCRETIONARY ADJUSTMENTS	**969,869**	**1,346,785**	**1,772,177**	**1,776,797**	**1,275,245**

Township of Langley
FIVE YEAR OPERATING PLAN
SEWER - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Rates)					
EXPENSE					
SALARY, WAGES & BENEFITS					
- Drafting Technician - 25% share	21,801	-	-	-	-
- Clerk III - Operations (Share 14.3%)	9,884	-	-	-	-
- Support Clerk - Operations (Share 14.3%)	9,125	-	-	-	-
- Financial Analyst - Utilities (Share 40%)	38,432	-	-	-	-
- Corporate Energy Specialist (Share 10%)	12,597	-	-	-	-
- Operating Impact from ToL Capital Construction	-	-	45,413	-	-
SALARY, WAGES & BENEFITS	**91,839**	**-**	**45,413**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Operating Impact from ToL Capital Construction	-	-	17,704	-	-
SERVICE AND MAINTENANCE CONTRACTS	**-**	**-**	**17,704**	**-**	**-**
EQUIPMENT & VEHICLE RENTALS					
- Operating Impact from ToL Capital Construction	-	25,250	770	-	-
EQUIPMENT & VEHICLE RENTALS	**-**	**25,250**	**770**	**-**	**-**
MATERIALS & SUPPLIES					
- Operating Impact from ToL Capital Construction	-	-	11,546	-	-
MATERIALS & SUPPLIES	**-**	**-**	**11,546**	**-**	**-**
UTILITY USER FEES					
- Operating Impact from ToL Capital Construction	-	-	762	-	-
UTILITY USER FEES	**-**	**-**	**762**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- Operating Impact from ToL Capital Construction	-	-	777	-	-
OTHER SUPPLIES AND EXPENSES	**-**	**-**	**777**	**-**	**-**
FISCAL SERVICES	**-**	**1,837**	**2,782**	**2,837**	**2,894**
TOTAL EXPENSE ADJUSTMENTS	**91,839**	**27,087**	**79,754**	**2,837**	**2,894**
TOTAL NET DISCRETIONARY ADJUSTMENTS	**91,839**	**27,087**	**79,754**	**2,837**	**2,894**

TOWNSHIP OF LANGLEY
SOLID WASTE UTILITY
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Changes	2020 Budget	2021 Changes	2021 Budget	2022 Changes	2022 Budget	2023 Changes	2023 Budget	2024 Changes	2024 Budget
RATES REVENUE											
Utility Levies		56,164	(8,062,665)		(8,200,960)		(8,338,717)		(8,532,353)		(8,874,893)
Estimated New Growth		(137,940)	(137,940)	(137,940)	(137,940)	(137,940)	(137,940)	(137,940)	(137,940)	(137,940)	(137,940)
Utility Levy increase	-	(355)	(355)	183	183	(55,696)	(55,696)	(204,600)	(204,600)	(212,461)	(212,461)
	(8,118,829)	(82,131)	(8,200,960)	(137,757)	(8,338,717)	(193,636)	(8,532,353)	(342,540)	(8,874,893)	(350,401)	(9,225,294)
NON-RATES REVENUE											
Service Cost Sharing	(13,000)	(3,000)	(16,000)	4,000	(12,000)	4,000	(8,000)	4,000	(4,000)	4,000	-
Sales of Services	(29,162)	(272)	(29,434)	-	(29,434)	(3,345)	(32,779)	-	(32,779)	-	(32,779)
Investment Income	(40,000)	20,000	(20,000)	-	(20,000)	-	(20,000)	-	(20,000)	-	(20,000)
External Unidentified Revenue	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)
TOTAL REVENUE	**(8,350,991)**	**(65,403)**	**(8,416,394)**	**(133,757)**	**(8,550,151)**	**(192,981)**	**(8,743,132)**	**(338,540)**	**(9,081,672)**	**(346,401)**	**(9,428,073)**
EXPENSE											
Salaries, Wages & Benefits	672,146	62,906	735,052	(3,698)	731,354	(1,200)	730,154	(1,200)	728,954	(1,202)	727,752
Service and Maintenance Contracts	6,330,705	207,588	6,538,293	292,103	6,830,396	298,984	7,129,380	305,985	7,435,365	312,947	7,748,312
Consulting and Professional Services	20,000	-	20,000	-	20,000	-	20,000	-	20,000	-	20,000
Equipment and Vehicle Rental	18,137	(4,735)	13,402	267	13,669	273	13,942	278	14,220	283	14,503
Communication and Technology	1,460	-	1,460	-	1,460	-	1,460	-	1,460	-	1,460
Insurance	200	-	200	-	200	-	200	-	200	-	200
Materials and Supplies	103,802	(10,973)	92,829	(1,000)	91,829	(1,000)	90,829	(1,000)	89,829	(1,000)	88,829
Internal Charges & Recoveries	398,973	78,148	477,121	877	477,998	22,261	500,259	19,309	519,568	19,925	539,493
Transfer to Own Funds	583,185	(272,532)	310,653	(169,420)	141,233	(141,233)	-	-	-	-	-
Contribution to Capital	50,000	-	50,000	-	50,000	-	50,000	-	50,000	-	50,000
External Unidentified	150,000	-	150,000	-	150,000	-	150,000	-	150,000	-	150,000
Other Supplies and Expense	22,383	5,001	27,384	14,628	42,012	14,896	56,908	15,168	72,076	15,448	87,524
TOTAL EXPENSE	**8,350,991**	**65,403**	**8,416,394**	**133,757**	**8,550,151**	**192,981**	**8,743,132**	**338,540**	**9,081,672**	**346,401**	**9,428,073**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Estimated New Growth Rate	**1.71%**	**1.68%**	**1.65%**	**1.62%**	**1.55%**
User Rate Increase (Decrease)	**0.00%**	**(0.00%)**	**0.67%**	**2.40%**	**2.39%**
Approximate value of a 1% Utility Increase	**80,600**	**82,000**	**83,400**	**85,300**	**88,700**

Township of Langley
FIVE YEAR OPERATING PLAN
SOLID WASTE UTILITY - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Rates)					
SERVICE COST SHARING					
- Household Hazardous Waste To Fund 20 Recycling (20%/Yr)	2,600	2,600	2,600	2,600	2,600
- Household Hazardous Waste (80% in 2020, 20%/Yr Tsf to Fund 20)	(5,600)	1,400	1,400	1,400	1,400
SERVICE COST SHARING	**(3,000)**	**4,000**	**4,000**	**4,000**	**4,000**
SALES OF SERVICES					
- Cart Management - Exchange/Pickup/Additional Cart Fee	(272)	-	(3,345)	-	-
SALES OF SERVICES	**(272)**	**-**	**(3,345)**	**-**	**-**
INVESTMENT INCOME					
- Investment Income	20,000	-	-	-	-
INVESTMENT INCOME	**20,000**	**-**	**-**	**-**	**-**
REVENUE ADJUSTMENTS	**16,728**	**4,000**	**655**	**4,000**	**4,000**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract	13,623	-	-	-	-
- Step/Increment /EHT	8,898	-	-	-	-
- 1 Day Adjustment 261 vs 262 days	2,498	(2,498)	-	-	-
- Return to Work Coordinator (1,586 +3,414 = 5,000 total)	3,414	-	-	-	-
- Transfer Household Hazardous Waste To Fund 20 Recycling (20%/Yr)	(462)	(462)	(462)	(462)	(462)
- Household Hazardous Waste (80% in 2020, 20%/Yr Tsf to Fund 20)	2,954	(738)	(738)	(738)	(740)
- Director of Sustainability	(6,244)	-	-	-	-
SALARY, WAGES & BENEFITS	**24,681**	**(3,698)**	**(1,200)**	**(1,200)**	**(1,202)**
SERVICE AND MAINTENANCE CONTRACTS					
- Waste Collection	51,087	79,891	79,891	79,891	79,891
- Waste Disposal	66,307	112,872	118,101	123,330	128,559
- Organics Collection	42,396	74,347	74,347	74,347	74,347
- Organics Processing	47,833	50,142	51,794	53,566	55,299
- Cart Management - Exchange/Pickup/Additional Cart Fee	(1,555)				
- Waste Collection - Large Pickup Item/Mattresses	2,192	4,851	4,851	4,851	4,851
- New Resident Cart Delivery	(672)				
- Recollect program to Fund 20 Recycling (20%/Yr)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
- Household Hazardous Waste To Fund 20 Recycling (20%/Yr)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
- Household Hazardous Waste (80% in 2020, 20%/Yr Tsf to Fund 20)	24,000	(6,000)	(6,000)	(6,000)	(6,000)
SERVICE AND MAINTENANCE CONTRACTS	**207,588**	**292,103**	**298,984**	**305,985**	**312,947**
EQUIPMENT & VEHICLE RENTALS					
- Vehicle & Equipment Monthly Unit Rental	364	250	255	260	265
- Vehicle & Equipment Hourly Unit Rental	25	17	18	18	18
- Equipment in Fiscal to Contingency - Housekeeping	(5,124)	-	-	-	-
EQUIPMENT & VEHICLE RENTALS	**(4,735)**	**267**	**273**	**278**	**283**
MATERIALS & SUPPLIES					
- Transfer Household Hazardous Waste To Fund 20 Recycling (20%/Yr)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
- Director of Sustainability	(9,973)		-	-	-
MATERIALS & SUPPLIES	**(10,973)**	**(1,000)**	**(1,000)**	**(1,000)**	**(1,000)**
INTERNAL CHARGES & RECOVERIES					
- Administrative overhead	78,148	877	22,261	19,309	19,925
INTERNAL CHARGES & RECOVERIES	**78,148**	**877**	**22,261**	**19,309**	**19,925**
TRANSFER TO RESERVES					
- Rate Stabilization Adjustments	(272,532)	(169,420)	(141,233)	-	-
TRANSFER TO RESERVES	**(272,532)**	**(169,420)**	**(141,233)**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- Vehicle Allowance	(123)	-	-	-	-
- Equipment in Fiscal to Contingency - Housekeeping	5,124	-	-	-	-
OTHER SUPPLIES AND EXPENSES	**5,001**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**13,863**	**14,116**	**14,373**	**14,637**
TOTAL EXPENSE ADJUSTMENTS	**27,178**	**132,992**	**192,201**	**337,745**	**345,590**
TOTAL NET NON-DISCRETIONARY ADJUSTMENTS	**43,906**	**136,992**	**192,856**	**341,745**	**349,590**

Township of Langley
FIVE YEAR OPERATING PLAN
SOLID WASTE UTILITY - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Rates)					
EXPENSE					
SALARY, WAGES & BENEFITS					
- Clerk III - Operations (Share 14.3%)	9,884	-	-	-	-
- Support Clerk - Operations (Share 14.3%)	9,125	-	-	-	-
- Financial Analyst - Utilities (Share 20%)	19,216	-	-	-	-
SALARY, WAGES & BENEFITS	**38,225**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**765**	**780**	**795**	**811**
TOTAL EXPENSE ADJUSTMENTS	**38,225**	**765**	**780**	**795**	**811**
TOTAL NET DISCRETIONARY ADJUSTMENTS	**38,225**	**765**	**780**	**795**	**811**

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TOWNSHIP OF LANGLEY
2020 OPERATING BUDGET SUMMARY
UNIVERSAL SERVICES

	Parks Utility	Trans. Utility	Stormwater Utility	Fire	Police	Recreation & Culture	Facilities	General Gov't	UNIVERSAL SERVICES
REVENUE									
Property Tax Base	(12,518,226)	(22,739,244)	(7,662,855)	(17,412,435)	(30,170,804)	(10,655,501)	(12,998,419)	(19,592,612)	**(133,750,096)**
Property Tax from New Growth	(250,365)	(454,785)	(153,257)	(348,249)	(603,416)	(213,110)	(259,968)	(391,852)	**(2,675,002)**
Property Tax Change	1,193,643	1,057,420	1,816,267	(121,439)	(240,324)	225,011	468,661	(9,905,759)	**(5,506,519)**
	(11,574,948)	(22,136,608)	(5,999,845)	(17,882,123)	(31,014,544)	(10,643,600)	(12,789,726)	(29,890,223)	**(141,931,617)**
OTHER REVENUE									
Special Levies/Grants-In-Lieu	-	-	(13,515)	-	-	(4,492,724)	-	(4,287,451)	**(8,793,690)**
Government Grants	-	(5,906,661)	(216,551)	-	(1,471,583)	(81,018)	-	(205,000)	**(7,880,813)**
Service Cost Recoveries	-	(56,000)	-	(57,200)	(587,267)	(7,700)	-	(197,847)	**(906,014)**
Service Cost Sharing	-	(4,000)	-	(62,981)	(2,453,878)	-	(142,586)	-	**(2,663,445)**
Sales of Services	(389,103)	(263,676)	(129,101)	(20,000)	(248,366)	(7,671,301)	-	(1,353,035)	**(10,074,582)**
Rentals and Leases	(666,076)	-	-	-	-	(1,590,479)	-	(1,535,900)	**(3,792,455)**
Permit and License Fees	-	(236,462)	-	(85,200)	-	-	-	(6,857,859)	**(7,179,521)**
Development Revenue	-	(75,000)	-	-	-	-	-	(3,217,297)	**(3,292,297)**
Investment Income	-	-	-	-	-	-	-	(2,922,572)	**(2,922,572)**
Other Revenue	(202,200)	(710)	(258,281)	(1,641,890)	(3,013,952)	(1,463,472)	(539,921)	6,571,910	**(548,516)**
Debt Repayment Contributions	(1,782,191)	(2,453,399)	(532,622)	-	-	-	-	-	**(4,768,212)**
Internal Recoveries	-	-	-	-	-	-	-	(6,113,791)	**(6,113,791)**
Transfer from Own Funds	(131,285)	(187,230)	-	-	-	(403,130)	-	(886,000)	**(1,607,645)**
External Unidentified Revenue	(150,000)	(500,000)	(400,000)	-	-	-	-	(250,000)	**(1,300,000)**
Total Revenue	**(14,895,803)**	**(31,819,746)**	**(7,549,915)**	**(19,749,394)**	**(38,789,590)**	**(26,353,424)**	**(13,472,233)**	**(51,145,065)**	**(203,775,170)**
EXPENSE									
Salaries, Wages & Benefits	5,830,415	9,594,098	2,774,032	15,983,203	8,555,081	14,171,909	5,089,711	25,689,050	**87,687,499**
Special Contracts	-	-	-	-	28,866,679	-	-	433,536	**29,300,215**
Service and Maintenance Contracts	2,415,888	11,773,478	1,261,166	938,920	339,855	4,841,831	3,356,365	1,552,870	**26,480,373**
Consulting and Professional Services	1,500	376,848	365,951	-	500	154,701	-	1,916,904	**2,816,404**
Regional Charges/Recoveries	-	-	-	-	-	4,492,724	-	-	**4,492,724**
Fuel	11,150	1,105,393	20,300	166,095	415,000	-	6,800	734,681	**2,459,419**
Equipment and Vehicle Rental	1,597,785	2,564,060	758,780	25,352	109,206	126,731	238,668	297,928	**5,718,510**
Communication and Technology	30,085	114,749	16,851	54,193	70,457	75,821	39,840	2,943,011	**3,345,007**
Insurance	1,000	433,849	-	121,393	19,628	197,324	-	1,178,253	**1,951,447**
Materials and Supplies	891,778	2,680,587	405,769	427,731	88,004	603,608	859,782	565,095	**6,522,354**
Utility User Fees	623,265	1,088,671	105,902	-	-	-	2,752,045	12,561	**4,582,444**
Municipal Grants	-	-	-	-	-	537,525	-	205,000	**742,525**
Debt Principal and Interest	2,002,191	3,602,468	847,302	-	-	-	552,740	2,282,102	**9,286,803**
Internal Charges & Recoveries	891,437	(4,909,211)	562,081	155,000	21,435	(24,181)	(2,870)	(30,992)	**(3,337,301)**
Transfer to Own Funds	404,082	2,734,117	-	1,370,000	179,871	443,937	295,218	1,597,824	**7,025,049**
Contribution to Capital	-	-	-	-	-	-	-	8,931,946	**8,931,946**
External Unidentified	150,000	500,000	400,000	-	-	-	-	250,000	**1,300,000**
Other Supplies and Expense	45,227	160,639	31,781	507,507	123,874	731,494	283,934	2,585,296	**4,469,752**
Total Expense	**14,895,803**	**31,819,746**	**7,549,915**	**19,749,394**	**38,789,590**	**26,353,424**	**13,472,233**	**51,145,065**	**203,775,170**
Budget Shortfall/(Surplus)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
									MUNICIPAL
Estimated New Growth Rate	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**	**2.00%**
Tax rate increase over Total ToL	**(0.89%)**	**(0.79%)**	**(1.36%)**	**0.09%**	**0.18%**	**(0.17%)**	**(0.35%)**	**7.41%**	**4.12%**
Tax rate increase per Fund or Division	**(9.54%)**	**(4.65%)**	**(23.70%)**	**0.70%**	**0.80%**	**(2.11%)**	**(3.61%)**	**50.56%**	**4.12%**
1% Tax or Utility Rate Increase									**$ 1,337,500**

TOWNSHIP OF LANGLEY
UNIVERSAL SERVICES
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		260,111	(133,750,096)	-	(141,931,617)	-	(152,159,708)	-	(161,108,414)	-	(168,900,524)
Property Tax from New Growth		(2,675,002)	(2,675,002)	(2,838,632)	(2,838,632)	(3,043,194)	(3,043,194)	(3,222,168)	(3,222,168)	(3,378,010)	(3,378,010)
Property Tax Change		(5,506,519)	(5,506,519)	(7,389,459)	(7,389,459)	(5,905,511)	(5,905,511)	(4,569,942)	(4,569,942)	(4,749,751)	(4,749,751)
	(134,010,207)	**(7,921,410)**	(141,931,617)	**(10,228,091)**	(152,159,708)	**(8,948,705)**	(161,108,414)	**(7,792,110)**	(168,900,524)	**(8,127,762)**	(177,028,286)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(8,956,833)	163,143	(8,793,690)	-	(8,793,690)	-	(8,793,690)	-	(8,793,690)	-	(8,793,690)
Government Grants	(6,763,417)	(1,117,396)	(7,880,813)	(42,198)	(7,923,011)	(43,310)	(7,966,321)	(24,922)	(7,991,243)	(76,569)	(8,067,812)
Service Cost Recoveries	(893,414)	(12,600)	(906,014)	(10,315)	(916,329)	(10,573)	(926,902)	(10,837)	(937,739)	(11,108)	(948,847)
Service Cost Sharing	(2,617,493)	(45,952)	(2,663,445)	(79,029)	(2,742,474)	(63,480)	(2,805,954)	(68,951)	(2,874,905)	(66,690)	(2,941,595)
Sales of Services	(9,232,910)	(841,672)	(10,074,582)	(10,000)	(10,084,582)	-	(10,084,582)	-	(10,084,582)	-	(10,084,582)
Rentals and Leases	(3,861,955)	69,500	(3,792,455)	68,500	(3,723,955)	68,500	(3,655,455)	68,400	(3,587,055)	-	(3,587,055)
Permit and License Fees	(7,194,322)	14,801	(7,179,521)	64,996	(7,114,525)	-	(7,114,525)	-	(7,114,525)	-	(7,114,525)
Development Revenue	(3,232,297)	(60,000)	(3,292,297)	-	(3,292,297)	-	(3,292,297)	-	(3,292,297)	-	(3,292,297)
Investment Income	(3,012,572)	90,000	(2,922,572)	-	(2,922,572)	-	(2,922,572)	-	(2,922,572)	-	(2,922,572)
Other Revenue	(562,556)	14,040	(548,516)	(11,345)	(559,861)	(13,131)	(572,992)	61,607	(511,385)	(13,661)	(525,046)
Debt Repayment Contributions	(3,953,281)	(814,931)	(4,768,212)	(294,331)	(5,062,543)	-	(5,062,543)	-	(5,062,543)	-	(5,062,543)
Internal Recoveries	(5,539,129)	(574,662)	(6,113,791)	(520,545)	(6,634,336)	(453,009)	(7,087,345)	(517,187)	(7,604,532)	(746,906)	(8,351,438)
Transfer from Own Funds	(3,425,815)	1,818,170	(1,607,645)	-	(1,607,645)	131,285	(1,476,360)	-	(1,476,360)	-	(1,476,360)
External Unidentified Revenue	(800,000)	(500,000)	(1,300,000)	-	(1,300,000)	-	(1,300,000)	-	(1,300,000)	-	(1,300,000)
TOTAL REVENUE	**(194,056,201)**	**(9,718,969)**	**(203,775,170)**	**(11,062,358)**	**(214,837,529)**	**(9,332,423)**	**(224,169,951)**	**(8,284,000)**	**(232,453,952)**	**(9,042,696)**	**(241,496,648)**
EXPENSE											
Salaries, Wages & Benefits	83,906,875	3,780,624	87,687,499	1,705,020	89,392,519	877,748	90,270,267	378,812	90,649,079	350,074	90,999,153
Special Contracts	28,474,902	825,313	29,300,215	1,451,074	30,751,289	1,247,466	31,998,755	1,540,317	33,539,072	1,336,033	34,875,105
Service and Maintenance Contracts	24,907,928	1,572,445	26,480,373	1,973,330	28,453,703	1,613,739	30,067,443	755,573	30,823,016	933,882	31,756,898
Consulting and Professional Services	2,725,620	90,784	2,816,404	34,341	2,850,745	300,250	3,150,995	6,750	3,157,745	(43,250)	3,114,495
Regional Charges/Recoveries	4,355,867	136,857	4,492,724	-	4,492,724	-	4,492,724	-	4,492,724	-	4,492,724
Fuel	2,322,215	137,204	2,459,419	65,630	2,525,049	42,684	2,567,733	37,019	2,604,752	37,835	2,642,587
Equipment and Vehicle Rental	5,297,488	421,022	5,718,510	401,295	6,119,805	261,979	6,381,784	169,367	6,551,151	175,597	6,726,748
Communication and Technology	3,063,069	281,938	3,345,007	150,164	3,495,171	11,320	3,506,491	(4,400)	3,502,091	150	3,502,241
Insurance	1,910,733	40,714	1,951,447	69,056	2,020,503	52,647	2,073,150	50,153	2,123,303	50,932	2,174,235
Materials and Supplies	6,398,476	123,878	6,522,354	303,513	6,825,867	193,310	7,019,177	58,051	7,077,228	62,015	7,139,243
Utility User Fees	4,478,633	103,811	4,582,444	(248,865)	4,333,579	86,155	4,419,734	87,884	4,507,618	89,637	4,597,255
Municipal Grants	724,025	18,500	742,525	-	742,525	-	742,525	-	742,525	-	742,525
Debt Principal and Interest	5,331,099	3,955,704	9,286,803	1,821,675	11,108,478	-	11,108,478	(37,500)	11,070,978	-	11,070,978
Internal Charges & Recoveries	(3,416,007)	78,706	(3,337,301)	315,277	(3,022,024)	116,570	(2,905,454)	87,513	(2,817,941)	59,395	(2,758,546)
Transfer to Own Funds	10,016,085	(2,991,036)	7,025,049	345,967	7,371,016	383,214	7,754,230	1,053,452	8,807,682	599,151	9,406,833
Contribution to Capital	8,921,946	10,000	8,931,946	900,000	9,831,946	900,000	10,731,946	1,800,000	12,531,946	1,800,000	14,331,946
External Unidentified	800,000	500,000	1,300,000	-	1,300,000	-	1,300,000	-	1,300,000	-	1,300,000
Other Supplies and Expense	3,837,247	632,505	4,469,752	1,774,881	6,244,633	3,245,341	9,489,974	2,301,009	11,790,983	3,591,245	15,382,228
TOTAL EXPENSE	**194,056,201**	**9,718,969**	**203,775,170**	**11,062,358**	**214,837,529**	**9,332,423**	**224,169,951**	**8,284,000**	**232,453,952**	**9,042,696**	**241,496,648**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Estimated New Growth Rate			**2.00%**		**2.00%**		**2.00%**		**2.00%**		**2.00%**
Tax Levy Increase proposed			**4.12%**		**5.21%**		**3.88%**		**2.84%**		**2.81%**
Approximate value of a 1% Utility Increase			**1,337,500**		**1,419,300**		**1,521,600**		**1,611,100**		**1,689,000**

TOWNSHIP OF LANGLEY
PARKS UTILITY
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		178,776	(12,518,226)		(11,574,948)		(12,829,834)		(13,373,866)		(13,828,576)
Property Tax from New Growth		(250,365)	(250,365)	(231,499)	(231,499)	(256,597)	(256,597)	(267,477)	(267,477)	(276,572)	(276,572)
Property Tax Change		1,193,643	1,193,643	(1,023,387)	(1,023,387)	(287,435)	(287,435)	(187,233)	(187,233)	(133,446)	(133,446)
	(12,697,002)	**1,122,054**	(11,574,948)	**(1,254,886)**	(12,829,834)	**(544,032)**	(13,373,866)	**(454,710)**	(13,828,576)	**(410,018)**	(14,238,594)
NON-TAX REVENUE											
Sales of Services	(389,103)	-	(389,103)	(10,000)	(399,103)	-	(399,103)	-	(399,103)	-	(399,103)
Rentals and Leases	(666,076)	-	(666,076)	-	(666,076)	-	(666,076)	-	(666,076)	-	(666,076)
Other Revenue	(172,200)	(30,000)	(202,200)	-	(202,200)	-	(202,200)	37,500	(164,700)	-	(164,700)
Debt Repayment Contributions	(967,260)	(814,931)	(1,782,191)	(294,331)	(2,076,522)	-	(2,076,522)	-	(2,076,522)	-	(2,076,522)
Transfer from Own Funds	(1,181,285)	1,050,000	(131,285)	-	(131,285)	131,285	-	-	-	-	-
External Unidentified Revenue	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)
TOTAL REVENUE	**(16,222,926)**	**1,327,123**	**(14,895,803)**	**(1,559,217)**	**(16,455,020)**	**(412,747)**	**(16,867,767)**	**(417,210)**	**(17,284,977)**	**(410,018)**	**(17,694,995)**
EXPENSE											
Salaries, Wages & Benefits	5,550,874	279,541	5,830,415	453,786	6,284,201	137,005	6,421,206	60,688	6,481,894	45,688	6,527,582
Service and Maintenance Contracts	2,426,855	(10,967)	2,415,888	178,594	2,594,482	96,329	2,690,810	82,039	2,772,849	82,128	2,854,977
Consulting and Professional Services	1,500	-	1,500	-	1,500	-	1,500	-	1,500	-	1,500
Fuel	11,150	-	11,150	-	11,150	-	11,150	-	11,150	-	11,150
Equipment and Vehicle Rental	1,500,405	97,380	1,597,785	144,868	1,742,653	68,782	1,811,435	70,201	1,881,636	71,662	1,953,298
Communication and Technology	30,085	-	30,085	123,693	153,778	11,220	164,998	-	164,998	-	164,998
Insurance	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000
Materials and Supplies	960,271	(68,493)	891,778	136,866	1,028,644	39,900	1,068,544	16,180	1,084,724	16,180	1,100,904
Utility User Fees	586,533	36,732	623,265	11,966	635,231	12,204	647,435	12,449	659,884	12,698	672,582
Debt Principal and Interest	1,017,260	984,931	2,002,191	294,331	2,296,522	-	2,296,522	-	2,296,522	-	2,296,522
Internal Charges & Recoveries	622,114	269,323	891,437	96,774	988,211	49,469	1,037,680	80,233	1,117,913	45,169	1,163,082
Transfer to Own Funds	1,241,285	(837,203)	404,082	-	404,082	(131,285)	272,797	(37,500)	235,297	-	235,297
Contribution to Capital	2,078,367	(2,078,367)	-	-	-	-	-	-	-	-	-
External Unidentified	150,000	-	150,000	-	150,000	-	150,000	-	150,000	-	150,000
Other Supplies and Expense	45,227	-	45,227	118,340	163,567	129,123	292,690	132,920	425,610	136,493	562,103
TOTAL EXPENSE	**16,222,926**	**(1,327,123)**	**14,895,803**	**1,559,217**	**16,455,020**	**412,747**	**16,867,767**	**417,210**	**17,284,977**	**410,018**	**17,694,995**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

TOWNSHIP OF LANGLEY
PARKS DESIGN & DEVELOPMENT
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(88,443)	(2,211,185)		(489,772)		(1,023,437)		(1,170,271)		(1,234,414)
Property Tax from New Growth		(44,224)	(44,224)	(9,795)	(9,795)	(20,469)	(20,469)	(23,405)	(23,405)	(24,688)	(24,688)
Property Tax Change		1,765,637	1,765,637	(523,870)	(523,870)	(126,365)	(126,365)	(40,738)	(40,738)	(15,933)	(15,933)
	(2,122,742)	**1,632,970**	(489,772)	**(533,665)**	(1,023,437)	**(146,834)**	(1,170,271)	**(64,143)**	(1,234,414)	**(40,622)**	(1,275,036)
NON-TAX REVENUE											
Rentals and Leases	(556,376)	-	(556,376)	-	(556,376)	-	(556,376)	-	(556,376)	-	(556,376)
Other Revenue	(100,000)	-	(100,000)	-	(100,000)	-	(100,000)	37,500	(62,500)	-	(62,500)
Debt Repayment Contributions	(967,260)	(814,931)	(1,782,191)	(294,331)	(2,076,522)	-	(2,076,522)	-	(2,076,522)	-	(2,076,522)
Transfer from Own Funds	(1,181,285)	1,050,000	(131,285)	-	(131,285)	131,285	-	-	-	-	-
External Unidentified Revenue	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)
TOTAL REVENUE	**(5,077,663)**	**1,868,039**	**(3,209,624)**	**(827,996)**	**(4,037,620)**	**(15,549)**	**(4,053,169)**	**(26,643)**	**(4,079,812)**	**(40,622)**	**(4,120,434)**
EXPENSE											
Salaries, Wages & Benefits	528,932	21,632	550,564	227,173	777,737	76,317	854,054	-	854,054	-	854,054
Service and Maintenance Contracts	-	-	-	59,687	59,687	8,415	68,102	-	68,102	-	68,102
Consulting and Professional Services	1,500	-	1,500	-	1,500	-	1,500	-	1,500	-	1,500
Fuel	150	-	150	-	150	-	150	-	150	-	150
Equipment and Vehicle Rental	18,666	560	19,226	577	19,803	594	20,397	612	21,009	630	21,639
Communication and Technology	2,445	-	2,445	122,993	125,438	11,220	136,658	-	136,658	-	136,658
Insurance	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000
Materials and Supplies	11,254	-	11,254	79,583	90,837	11,220	102,057	-	102,057	-	102,057
Debt Principal and Interest	1,017,260	934,931	1,952,191	294,331	2,246,522	-	2,246,522	-	2,246,522	-	2,246,522
Internal Charges & Recoveries	5,977	90,408	96,385	31,780	128,165	23,293	151,458	47,441	198,899	23,579	222,478
Transfer to Own Funds	1,241,285	(837,203)	404,082	-	404,082	(131,285)	272,797	(37,500)	235,297	-	235,297
Contribution to Capital	2,078,367	(2,078,367)	-	-	-	-	-	-	-	-	-
External Unidentified	150,000	-	150,000	-	150,000	-	150,000	-	150,000	-	150,000
Other Supplies and Expense	20,827	-	20,827	11,872	32,699	15,775	48,474	16,090	64,564	16,413	80,977
TOTAL EXPENSE	**5,077,663**	**(1,868,039)**	**3,209,624**	**827,996**	**4,037,620**	**15,549**	**4,053,169**	**26,643**	**4,079,812**	**40,622**	**4,120,434**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**(0)**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
PARKS DESIGN & DEVELOPMENT - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
OTHER REVENUE					
- ACUCC naming rights	-	-	-	37,500	-
OTHER REVENUE	**-**	**-**	**-**	**37,500**	**-**
DEBT REPAYMENT CONTRIBUTIONS					
- Strategic Land Acquisition - Debt	(814,931)	(294,331)	-	-	-
DEBT REPAYMENT CONTRIBUTIONS	**(814,931)**	**(294,331)**	**-**	**-**	**-**
TRANSFER FROM OWN FUNDS					
- Transfer to Central Gordon Park Amenity Fund	1,050,000	-	-	-	-
- Land Capital Reimbursement for Marina Property	-	-	131,285	-	-
TRANSFER FROM OWN FUNDS	**1,050,000**	**-**	**131,285**	**-**	**-**
REVENUE ADJUSTMENTS	**235,069**	**(294,331)**	**131,285**	**37,500**	**-**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract	10,757	-	-	-	-
- Steps/Increments	8,916	-	-	-	-
- One day increase from 261 to 262 days	1,959	(1,959)	-	-	-
SALARY, WAGES & BENEFITS	**21,632**	**(1,959)**	**-**	**-**	**-**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal	560	577	594	612	630
EQUIPMENT & VEHICLE RENTAL	**560**	**577**	**594**	**612**	**630**
DEBT PRINCIPAL AND INTEREST					
- Strategic Land Acquisition - Debt	814,931	294,331	-	-	-
- MFA - MAP –Arrival Point & Plaza - Principal and Interest	120,000	-	-	-	-
DEBT PRINCIPAL AND INTEREST	**934,931**	**294,331**	**-**	**-**	**-**
INTERNAL CHARGES & RECOVERIES					
- Administrative Overhead	90,408	31,780	23,293	47,441	23,579
INTERNAL CHARGES & RECOVERIES	**90,408**	**31,780**	**23,293**	**47,441**	**23,579**
TRANSFER TO RESERVES					
- Central Gordon Park Amenity Fund, transfer to reserve	(1,050,000)	-	-	-	-
- WCP Park Repair - Internal Debt - Principal and Interest	212,797	-	-	-	-
- ACUCC Playground Debt Provision	-	-	-	(37,500)	-
- Land Capital Reimbursement for Marina Property	-	-	(131,285)	-	-
TRANSFER TO RESERVES	**(837,203)**	**-**	**(131,285)**	**(37,500)**	**-**
CONTRIBUTION TO CAPITAL					
- Divisional Contribution to Capital Reallocated to Fiscal	(2,078,367)	-	-	-	-
CONTRIBUTION TO CAPITAL	**(2,078,367)**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**10,972**	**11,192**	**11,415**	**11,644**
EXPENSE ADJUSTMENTS	**(1,868,039)**	**335,701**	**(96,206)**	**21,968**	**35,853**
NET NON-DISCRETIONARY ADJUSTMENTS	**(1,632,970)**	**41,370**	**35,079**	**59,468**	**35,853**

Township of Langley
FIVE YEAR OPERATING PLAN
PARKS DESIGN & DEVELOPMENT - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
EXPENSE					
SALARY, WAGES & BENEFITS					
- Park Planner (phased in over 2 years)	-	50,070	51,072	-	-
- Operating Impact from ToL Capital Construction	-	179,062	25,245	-	-
SALARY, WAGES & BENEFITS	**-**	**229,132**	**76,317**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Operating Impact from ToL Capital Construction	-	59,687	8,415	-	-
SERVICE AND MAINTENANCE CONTRACTS	**-**	**59,687**	**8,415**	**-**	**-**
COMMUNICATION AND TECHNOLOGY					
- Parks Planner - Cell Phone and Software License	-	2,250	-	-	-
- Operating Impact from ToL Capital Construction	-	120,743	11,220	-	-
COMMUNICATION AND TECHNOLOGY	**-**	**122,993**	**11,220**	**-**	**-**
MATERIALS & SUPPLIES					
- Operating Impact from ToL Capital Construction	-	79,583	11,220	-	-
MATERIALS & SUPPLIES	**-**	**79,583**	**11,220**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- Park Planner (phased in over 2 years)	-	900	-	-	-
OTHER SUPPLIES AND EXPENSES	**-**	**900**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**-**	**4,583**	**4,675**	**4,769**
EXPENSE ADJUSTMENTS	**-**	**492,295**	**111,755**	**4,675**	**4,769**
NET DISCRETIONARY ADJUSTMENTS	**-**	**492,295**	**111,755**	**4,675**	**4,769**

TOWNSHIP OF LANGLEY
PARK OPERATIONS
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		267,219	(10,307,041)		(11,085,176)		(11,806,397)		(12,203,595)		(12,594,162)
Property Tax from New Growth		(206,141)	(206,141)	(221,704)	(221,704)	(236,128)	(236,128)	(244,072)	(244,072)	(251,883)	(251,883)
Property Tax Change		(571,994)	(571,994)	(499,518)	(499,518)	(161,070)	(161,070)	(146,495)	(146,495)	(117,513)	(117,513)
	(10,574,260)	**(510,916)**	(11,085,176)	**(721,221)**	(11,806,397)	**(397,198)**	(12,203,595)	**(390,567)**	(12,594,162)	**(369,396)**	(12,963,558)
NON-TAX REVENUE											
Sales of Services	(389,103)	-	(389,103)	(10,000)	(399,103)	-	(399,103)	-	(399,103)	-	(399,103)
Rentals and Leases	(109,700)	-	(109,700)	-	(109,700)	-	(109,700)	-	(109,700)	-	(109,700)
Other Revenue	(72,200)	(30,000)	(102,200)	-	(102,200)	-	(102,200)	-	(102,200)	-	(102,200)
TOTAL REVENUE	**(11,145,263)**	**(540,916)**	**(11,686,179)**	**(731,221)**	**(12,417,400)**	**(397,198)**	**(12,814,598)**	**(390,567)**	**(13,205,165)**	**(369,396)**	**(13,574,561)**
EXPENSE											
Salaries, Wages & Benefits	5,021,942	257,909	5,279,851	226,613	5,506,464	60,688	5,567,152	60,688	5,627,840	45,688	5,673,528
Service and Maintenance Contracts	2,426,855	(10,967)	2,415,888	118,907	2,534,795	87,914	2,622,708	82,039	2,704,747	82,128	2,786,875
Fuel	11,000	-	11,000	-	11,000	-	11,000	-	11,000	-	11,000
Equipment and Vehicle Rental	1,481,739	96,820	1,578,559	144,291	1,722,850	68,188	1,791,038	69,589	1,860,627	71,032	1,931,659
Communication and Technology	27,640	-	27,640	700	28,340	-	28,340	-	28,340	-	28,340
Materials and Supplies	949,017	(68,493)	880,524	57,283	937,807	28,680	966,487	16,180	982,667	16,180	998,847
Utility User Fees	586,533	36,732	623,265	11,966	635,231	12,204	647,435	12,449	659,884	12,698	672,582
Internal Charges & Recoveries	616,137	178,915	795,052	64,994	860,046	26,176	886,222	32,792	919,014	21,590	940,604
Other Supplies and Expense	24,400	-	24,400	106,468	130,868	113,349	244,216	116,830	361,046	120,080	481,126
TOTAL EXPENSE	**11,145,263**	**540,916**	**11,686,179**	**731,221**	**12,417,400**	**397,198**	**12,814,598**	**390,567**	**13,205,165**	**369,396**	**13,574,561**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
PARK OPERATIONS - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
SERVICE COST SHARING					
OTHER REVENUE					
- Increase base operating budget authority - NRD for tree planting	(30,000)	-	-	-	-
OTHER REVENUE	**(30,000)**	**-**	**-**	**-**	**-**
REVENUE ADJUSTMENTS	**(30,000)**	**-**	**-**	**-**	**-**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract	101,061	-	-	-	-
- Steps/Increments	31,295	-	-	-	-
- One day increase from 261 to 262 days	14,974	(14,974)	-	-	-
- Landscaping Lost by Extreme Weather	-	8,000	8,000	8,000	8,000
- Major Special Events	-	10,000	10,000	10,000	10,000
- Winter Maintenance and Extreme Weather	-	19,000	15,000	15,000	-
- Planted Area Maintenance Trails Pruning (Zones 1 & 2)	-	7,500	7,500	7,500	7,500
- Homeless Camp Cleanups	-	5,500	5,500	5,500	5,500
- Maintenance of Irrigation Systems	-	5,000	5,000	5,000	5,000
- Combat European Chafer (insect)	-	3,500	3,500	3,500	3,500
- Reallocate AUX salary to Municipal Project Manager	(24,285)				
- Reallocate AUX salary to Municipal Project Manager	24,285				
- Reallocate budget for Return to Work Coordinator	(371)	-	-	-	-
- Reallocation for Return to Work Coordinator	5,000	-	-	-	-
- Operating Impact from Development Capital Works	28,393	-	-	-	-
- Operating Impact from ToL Capital Construction	77,557	-	-	-	-
SALARY, WAGES & BENEFITS	**257,909**	**43,526**	**54,500**	**54,500**	**39,500**
SERVICE AND MAINTENANCE CONTRACTS					
- Trail Trip Hazard program	-	15,000	15,000	15,000	15,000
- Winter Maintenance and Extreme Weather	-	18,000	18,000	18,000	18,000
- Mowing Contract	4,162	4,305	4,389	4,477	4,566
- Maintenance of Irrigation Systems	-	500	500	500	500
- Combat European Chafer (insect)	-	2,000	2,000	2,000	2,000
- Invasive Species Treatment	-	10,000	10,000	10,000	10,000
- Waste Management	4,160	-	-	-	-
- Increase base operating budget authority - NRD for tree planting	30,000	-	-	-	-
- Base Budget - Park General Repairs, Court Resurfacing, fencing	-	30,000	30,000	30,000	30,000
- Asset Management - 5 Year Roadmap	-	5,963	5,963	-	-
- New - Maintain TOL park "Entrance Markers"	-	10,000	-	-	-
- Purchase of Dump Trucks (10) - Internal Funding	(70,000)	-	-	-	-
- Software for Cemetery Interments/Inventory	(50,000)	-	-	-	-
- Housekeeping Transfer (Materials/Supplies to Consulting)	38,075	-	-	-	-
- Reallocation for Return to Work Coordinator	(5,000)				
- Operating Impact from Development Capital Works	11,704	-	-	-	-
- Operating Impact from ToL Capital Construction	25,932	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**(10,967)**	**95,768**	**85,852**	**79,977**	**80,066**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal	43,972	45,291	46,650	48,049	49,490
- Equipment and Vehicle Rental - External (Hired)	160	162	163	165	167
- Landscaping Lost by Extreme Weather	-	2,000	2,000	2,000	2,000
- Major Special Events	-	1,625	1,625	1,625	1,625
- Winter Maintenance and Extreme Weather	-	6,000	5,000	5,000	5,000
- Planted Area Maintenance Trails Pruning (Zones 1 & 2)	-	2,000	2,000	2,000	2,000
- Homeless Camp Cleanups	-	2,000	2,000	2,000	2,000
- Maintenance of Irrigation Systems	-	1,000	1,000	1,000	1,000
- Combat European Chafer (insect)	-	5,000	5,000	5,000	5,000
- Base Budget - Community Arbour Days - Tree Planting	5,000	-	-	-	-
- Operating Impact from Development Capital Works	13,198	-	-	-	-
- Operating Impact from ToL Capital Construction	34,490	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	**96,820**	**65,078**	**65,438**	**66,839**	**68,282**
MATERIALS & SUPPLIES					
- Landscaping Lost by Extreme Weather	-	7,000	7,000	7,000	7,000
- Major Special Events	-	430	430	430	430
- Winter Maintenance and Extreme Weather	-	2,500	2,000	2,000	2,000
- Planted Area Maintenance Trails Pruning (Zones 1 & 2)	-	500	500	500	500
- Homeless Camp Cleanups	-	500	500	500	500
- Maintenance of Irrigation Systems	-	2,000	2,000	2,000	2,000
- Combat European Chafer (insect)	-	1,000	1,000	1,000	1,000
- Park Bridge Maintenance	-	12,500	12,500	-	-
- Purchase of Dump Trucks (10) - Internal Funding	(74,974)	-	-	-	-
- Housekeeping Transfer (Materials/Supplies to Consulting)	(38,075)	-	-	-	-
- Operating Impact from Development Capital Works	10,174	-	-	-	-
- Operating Impact from ToL Capital Construction	34,382	-	-	-	-

Township of Langley
FIVE YEAR OPERATING PLAN
PARK OPERATIONS - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
MATERIALS & SUPPLIES	**(68,493)**	**26,430**	**25,930**	**13,430**	**13,430**
UTILITY USER FEES					
- Electricity	5,708	5,822	5,938	6,057	6,178
- Water/Sewer	4,726	4,820	4,916	5,015	5,115
- Natural Gas	1,298	1,324	1,350	1,377	1,405
- Operating Impact from ToL Capital Construction	25,000	-	-	-	-
UTILITY USER FEES	**36,732**	**11,966**	**12,204**	**12,449**	**12,698**
DEBT PRINCIPAL AND INTEREST					
- Dump Trucks (10) - Purchase	50,000	-	-	-	-
DEBT PRINCIPAL AND INTEREST	**50,000**	**-**	**-**	**-**	**-**
INTERNAL CHARGES & RECOVERIES					
- Purchase of Dump Trucks (10) - Internal Funding	94,974	-	-	-	-
- Small Equipment Recovery to Garage	2,186	2,295	964	983	1,003
- Administrative Overhead	81,755	62,699	25,212	31,809	20,587
-	-	-	-	-	-
INTERNAL CHARGES & RECOVERIES	**178,915**	**64,994**	**26,176**	**32,792**	**21,590**
CONTRIBUTION TO CAPITAL					
- Cemetery Internments/Inventory Software	50,000	-	-	-	-
- Divisional Contribution to Capital Reallocated to Fiscal	(50,000)	-	-	-	-
CONTRIBUTION TO CAPITAL	**-**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**106,468**	**109,687**	**112,971**	**116,020**
EXPENSE ADJUSTMENTS	**540,916**	**414,229**	**379,786**	**372,958**	**351,586**
NET NON-DISCRETIONARY ADJUSTMENTS	**510,916**	**414,229**	**379,786**	**372,958**	**351,586**

Township of Langley
FIVE YEAR OPERATING PLAN
PARK OPERATIONS - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
SALES OF SERVICES					
- Tree Protection Permits	-	(10,000)	-	-	-
SALES OF SERVICES	**-**	**(10,000)**	**-**	**-**	**-**
REVENUE ADJUSTMENTS	**-**	**(10,000)**	**-**	**-**	**-**
EXPENSE					
SALARY, WAGES & BENEFITS					
- New RFT Support Clerk - Operations	-	9,125	-	-	-
- New RFT Clerk III - Operations	-	9,884	-	-	-
- New Urban Forestry Technician (Tree protection bylaw)	-	94,658	-	-	-
- Operating Impact from ToL Capital Construction	-	69,420	6,188	6,188	6,188
SALARY, WAGES & BENEFITS	**-**	**183,087**	**6,188**	**6,188**	**6,188**
SERVICE AND MAINTENANCE CONTRACTS					
- Operating Impact from ToL Capital Construction	-	23,139	2,062	2,062	2,062
SERVICE AND MAINTENANCE CONTRACTS	**-**	**23,139**	**2,062**	**2,062**	**2,062**
EQUIPMENT & VEHICLE RENTAL					
- Urban Forestry Technician - Vehicle Rental	-	7,200	-	-	-
- Operating Impact from ToL Capital Construction	-	72,013	2,750	2,750	2,750
EQUIPMENT & VEHICLE RENTAL	**-**	**79,213**	**2,750**	**2,750**	**2,750**
COMMUNICATION AND TECHNOLOGY					
- Urban Forestry Technician - Cell Phone	-	700	-	-	-
COMMUNICATION AND TECHNOLOGY	**-**	**700**	**-**	**-**	**-**
MATERIALS & SUPPLIES					
- Operating Impact from ToL Capital Construction	-	30,853	2,750	2,750	2,750
MATERIALS & SUPPLIES	**-**	**30,853**	**2,750**	**2,750**	**2,750**
FISCAL SERVICES	**-**	**-**	**3,662**	**3,859**	**4,060**
EXPENSE ADJUSTMENTS	**-**	**316,992**	**17,412**	**17,609**	**17,810**
NET DISCRETIONARY ADJUSTMENTS	**-**	**306,992**	**17,412**	**17,609**	**17,810**

TOWNSHIP OF LANGLEY
TRANSPORTATION UTILITY (Includes ROADS, FLEET, & TRANSLINK)
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		44,374	(22,739,244)	-	(22,136,608)	-	(23,734,698)	-	(25,308,355)	-	(26,461,828)
Property Tax from New Growth		(454,785)	(454,785)	(442,732)	(442,732)	(474,694)	(474,694)	(506,167)	(506,167)	(529,237)	(529,237)
Property Tax Change		1,057,420	1,057,420	(1,155,358)	(1,155,358)	(1,098,963)	(1,098,963)	(647,306)	(647,306)	(576,820)	(576,820)
	(22,783,618)	**647,010**	(22,136,608)	**(1,598,090)**	(23,734,698)	**(1,573,657)**	(25,308,355)	**(1,153,473)**	(26,461,828)	**(1,106,057)**	(27,567,885)
NON-TAX REVENUE											
Government Grants	(4,827,557)	(1,079,104)	(5,906,661)	(39,503)	(5,946,164)	(70,562)	(6,016,726)	(22,119)	(6,038,845)	(73,710)	(6,112,555)
Service Cost Recoveries	(56,000)	-	(56,000)	-	(56,000)	-	(56,000)	-	(56,000)	-	(56,000)
Service Cost Sharing	-	(4,000)	(4,000)	(4,000)	(8,000)	(4,000)	(12,000)	(4,000)	(16,000)	(4,000)	(20,000)
Sales of Services	(258,344)	(5,332)	(263,676)	-	(263,676)	-	(263,676)	-	(263,676)	-	(263,676)
Permit and License Fees	(246,463)	10,001	(236,462)	-	(236,462)	-	(236,462)	-	(236,462)	-	(236,462)
Development Revenue	(15,000)	(60,000)	(75,000)	-	(75,000)	-	(75,000)	-	(75,000)	-	(75,000)
Investment Income	(75,000)	75,000	-	-	-	-	-	-	-	-	-
Other Revenue	(710)	-	(710)	-	(710)	-	(710)	-	(710)	-	(710)
Debt Repayment Contributions	(2,453,399)	-	(2,453,399)	-	(2,453,399)	-	(2,453,399)	-	(2,453,399)	-	(2,453,399)
Transfer from Own Funds	(149,230)	(38,000)	(187,230)	-	(187,230)	-	(187,230)	-	(187,230)	-	(187,230)
External Unidentified Revenue	(250,000)	(250,000)	(500,000)	-	(500,000)	-	(500,000)	-	(500,000)	-	(500,000)
TOTAL REVENUE	**(31,115,321)**	**(704,425)**	**(31,819,746)**	**(1,641,593)**	**(33,461,339)**	**(1,648,219)**	**(35,109,558)**	**(1,179,592)**	**(36,289,150)**	**(1,183,767)**	**(37,472,917)**
EXPENSE											
Salaries, Wages & Benefits	9,076,886	517,212	9,594,098	611,389	10,205,487	431,391	10,636,878	93,622	10,730,500	109,288	10,839,788
Service and Maintenance Contracts	10,235,786	1,537,692	11,773,478	618,744	12,392,222	600,582	12,992,804	700,421	13,693,225	710,644	14,403,869
Consulting and Professional Services	346,821	30,027	376,848	-	376,848	-	376,848	-	376,848	(50,000)	326,848
Fuel	1,098,248	7,145	1,105,393	51,312	1,156,705	28,008	1,184,713	21,976	1,206,689	22,416	1,229,105
Equipment and Vehicle Rental	2,288,476	275,584	2,564,060	147,737	2,711,797	145,247	2,857,044	60,243	2,917,287	64,222	2,981,509
Communication and Technology	100,699	14,050	114,749	742	115,491	60	115,551	(4,440)	111,111	90	111,201
Insurance	430,237	3,612	433,849	29,056	462,905	12,047	474,952	8,953	483,905	9,132	493,037
Materials and Supplies	2,547,579	133,008	2,680,587	98,688	2,779,275	115,910	2,895,185	19,371	2,914,556	23,335	2,937,891
Utility User Fees	1,065,179	23,492	1,088,671	(318,315)	770,356	15,320	785,676	15,627	801,303	15,939	817,242
Debt Principal and Interest	3,143,009	459,459	3,602,468	-	3,602,468	-	3,602,468	-	3,602,468	-	3,602,468
Internal Charges & Recoveries	(4,679,889)	(229,322)	(4,909,211)	117,980	(4,791,231)	9,839	(4,781,392)	(31,354)	(4,812,746)	(24,690)	(4,837,436)
Transfer to Own Funds	2,739,441	(5,324)	2,734,117	95,826	2,829,943	70,762	2,900,705	72,177	2,972,882	73,622	3,046,504
Contribution to Capital	2,323,083	(2,323,083)	-	-	-	-	-	-	-	-	-
External Unidentified	250,000	250,000	500,000	-	500,000	-	500,000	-	500,000	-	500,000
Other Supplies and Expense	149,766	10,873	160,639	188,434	349,073	219,053	568,126	222,996	791,122	229,769	1,020,891
TOTAL EXPENSE	**31,115,321**	**704,425**	**31,819,746**	**1,641,593**	**33,461,339**	**1,648,219**	**35,109,558**	**1,179,592**	**36,289,150**	**1,183,767**	**37,472,917**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

TOWNSHIP OF LANGLEY
TRANSPORTATION UTILITY - ROADS
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		44,374	(22,739,244)		(22,136,608)		(23,734,698)		(25,308,355)		(26,461,828)
Property Tax from New Growth		(454,785)	(454,785)	(442,732)	(442,732)	(474,694)	(474,694)	(506,167)	(506,167)	(529,237)	(529,237)
Property Tax Change		1,057,420	1,057,420	(1,155,358)	(1,155,358)	(1,098,963)	(1,098,963)	(647,306)	(647,306)	(576,820)	(576,820)
	(22,783,618)	**647,010**	(22,136,608)	**(1,598,090)**	(23,734,698)	**(1,573,657)**	(25,308,355)	**(1,153,473)**	(26,461,828)	**(1,106,057)**	(27,567,885)
NON-TAX REVENUE											
Government Grants	(1,795,001)	(76,211)	(1,871,212)	(90,801)	(1,962,013)	(41,760)	(2,003,773)	7,259	(1,996,514)	(43,746)	(2,040,260)
Service Cost Recoveries	(50,000)	-	(50,000)	-	(50,000)	-	(50,000)	-	(50,000)	-	(50,000)
Service Cost Sharing	-	(4,000)	(4,000)	(4,000)	(8,000)	(4,000)	(12,000)	(4,000)	(16,000)	(4,000)	(20,000)
Sales of Services	(258,344)	(5,332)	(263,676)	-	(263,676)	-	(263,676)	-	(263,676)	-	(263,676)
Permit and License Fees	(246,463)	10,001	(236,462)	-	(236,462)	-	(236,462)	-	(236,462)	-	(236,462)
Development Revenue	(15,000)	(60,000)	(75,000)	-	(75,000)	-	(75,000)	-	(75,000)	-	(75,000)
Investment Income	(75,000)	75,000	-	-	-	-	-	-	-	-	-
Other Revenue	(710)	-	(710)	-	(710)	-	(710)	-	(710)	-	(710)
Debt Repayment Contributions	(2,453,399)	-	(2,453,399)	-	(2,453,399)	-	(2,453,399)	-	(2,453,399)	-	(2,453,399)
Transfer from Own Funds	(149,230)	(38,000)	(187,230)	-	(187,230)	-	(187,230)	-	(187,230)	-	(187,230)
External Unidentified Revenue	(250,000)	(250,000)	(500,000)	-	(500,000)	-	(500,000)	-	(500,000)	-	(500,000)
TOTAL REVENUE	**(28,076,765)**	**298,468**	**(27,778,297)**	**(1,692,891)**	**(29,471,188)**	**(1,619,417)**	**(31,090,605)**	**(1,150,214)**	**(32,240,819)**	**(1,153,803)**	**(33,394,622)**
EXPENSE											
Salaries, Wages & Benefits	6,971,251	459,828	7,431,079	616,548	8,047,627	431,391	8,479,018	93,622	8,572,640	109,288	8,681,928
Service and Maintenance Contracts	9,005,150	452,322	9,457,472	586,287	10,043,759	594,630	10,638,389	700,421	11,338,810	710,644	12,049,454
Consulting and Professional Services	346,821	30,027	376,848	-	376,848	-	376,848	-	376,848	(50,000)	326,848
Equipment and Vehicle Rental	1,902,881	189,619	2,092,500	141,890	2,234,390	139,284	2,373,674	54,161	2,427,835	58,019	2,485,854
Communication and Technology	28,551	4,050	32,601	742	33,343	60	33,403	(4,440)	28,963	90	29,053
Materials and Supplies	1,311,607	12,470	1,324,077	104,828	1,428,905	111,973	1,540,878	15,356	1,556,234	19,241	1,575,475
Utility User Fees	868,928	19,567	888,495	(252,318)	636,177	12,636	648,813	12,889	661,702	13,147	674,849
Debt Principal and Interest	3,143,009	459,459	3,602,468	-	3,602,468	-	3,602,468	-	3,602,468	-	3,602,468
Internal Charges & Recoveries	1,629,549	156,400	1,785,949	334,638	2,120,587	154,411	2,274,998	100,110	2,375,108	109,404	2,484,512
Transfer to Own Funds	170,000	-	170,000	-	170,000	-	170,000	-	170,000	-	170,000
Contribution to Capital	2,323,083	(2,323,083)	-	-	-	-	-	-	-	-	-
External Unidentified	250,000	250,000	500,000	-	500,000	-	500,000	-	500,000	-	500,000
Other Supplies and Expense	125,935	(9,127)	116,808	160,276	277,084	175,032	452,116	178,095	630,211	183,970	814,181
TOTAL EXPENSE	**28,076,765**	**(298,468)**	**27,778,297**	**1,692,891**	**29,471,188**	**1,619,417**	**31,090,605**	**1,150,214**	**32,240,819**	**1,153,803**	**33,394,622**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
TRANSPORTATION UTILITY - ROADS - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
GOVERNMENT GRANTS					
- Recycling BC Revenue	(76,211)	(40,801)	(41,760)	(42,741)	(43,746)
GOVERNMENT GRANTS	**(76,211)**	**(40,801)**	**(41,760)**	**(42,741)**	**(43,746)**
SERVICE COST SHARING					
- Household Hazardous Waste; From SW Utility (20%/Yr)	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)
- Household Hazardous Waste - Increased Revenue	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)
SERVICE COST SHARING	**(4,000)**	**(4,000)**	**(4,000)**	**(4,000)**	**(4,000)**
SALES OF SERVICES					
- Recoverable Work Revenue	(5,332)	-	-	-	-
SALES OF SERVICES	**(5,332)**	**-**	**-**	**-**	**-**
PERMIT & LICENSE FEES					
- Highway Use permits	10,001	-	-	-	-
PERMIT & LICENSE FEES	**10,001**	**-**	**-**	**-**	**-**
DEVELOPMENT REVENUE					
- Street Signs & Markings	(60,000)	-	-	-	-
DEVELOPMENT REVENUE	**(60,000)**	**-**	**-**	**-**	**-**
INVESTMENT INCOME					
- Interest Revenue	75,000	-	-	-	-
INVESTMENT INCOME	**75,000**	**-**	**-**	**-**	**-**
TRANSFER FROM OWN FUNDS					
- Landfill Reserve Funding	(38,000)	-	-	-	-
TRANSFER FROM OWN FUNDS	**(38,000)**	**-**	**-**	**-**	**-**
EXTERNAL UNIDENTIFIED					
- Increase Unidentified Externally Funded Provision	(250,000)	-	-	-	-
EXTERNAL UNIDENTIFIED	**(250,000)**	**-**	**-**	**-**	**-**
REVENUE ADJUSTMENTS	**(348,542)**	**(44,801)**	**(45,760)**	**(46,741)**	**(47,746)**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract	140,853	-	-	-	-
- Steps/Increments	58,638	-	-	-	-
- One day increase from 261 to 262 days	13,682	(13,682)	-	-	-
- Annualization of Engineering Technologist II (2019)	46,936				
- Annualization of Engineer in Training (2019)	14,288				
- Trip Hazard Program	-	15,000	15,000	7,500	7,500
- Concrete Repair Program	-	15,000	10,000	10,000	10,000
- Invasive Species Treatment	-	25,000	10,000	5,000	5,000
- Community Boulevard Cleaning Program	-	90,000	45,000	22,500	22,500
- Increased Winter Maintenance	-	40,000	40,000	40,000	40,000
- Extreme Weather Boulevard & Median Planting Replacement	-	5,000	5,000	-	-
- Aldergrove Flower Baskets - Installation, Maintenance, Watering	-	11,200	11,200	-	-
- Maintain Township of Langley welcome 'Entrance Markers'	-	7,000	7,000	-	-
- Illegal Dumping Increased Costs	-	26,250	26,250	-	-
- Special Event Preparation & Cleanup	-	26,250	26,250	-	-
- Increased Homeless Camp Cleanup & Disposal Fees	-	7,000	7,000	-	-
- Street Furniture Inspection, Cleaning & Replacement	-	12,250	12,250	-	-
- Cycling Lanes - Maintain Increased inventory	-	22,500	22,500	-	-
- Local Roads - Repair & Maintain	-	70,000	70,000	-	-
- Bridge Maintenance Program	-	26,250	26,250	-	-
- Household Hazardous Waste; From SW Utility (20%/Yr)	462	462	462	462	462
- Household Hazardous Waste - Cost increase	738	738	738	738	740
- Director, Sustainability and Facilities	(6,244)	-	-	-	-
-Return to Work Coordinator	3,414	-	-	-	-
- Operating Impact of Development Capital Works	43,447	869	-	-	-
- Operating Impact from ToL Capital Construction	143,614		-	-	-
SALARY, WAGES & BENEFITS	**459,828**	**387,087**	**334,900**	**86,200**	**86,202**
SERVICE AND MAINTENANCE CONTRACTS					
- Dispatch fees	1,898	315	324	334	344
- Boulevard / Median Mowing	-	2,202	2,246	2,291	2,337
- Boulevard Sunken Area Repairs	-	15,000	15,000	-	-
- Apply Chip Seal Treatment to Roads	-	100,000	100,000	-	-
- Annual Studies - establish budget	-	20,000	20,000		
- Climate Action strategy budget	300,000				
- Recycling Contract - Cost & Population Increases	126,050	152,710	159,425	166,435	173,753
- Household Hazardous Waste; From SW Utility (20%/Yr)	22,000	22,000	22,000	22,000	22,000
- Household Hazardous Waste - Cost increase	6,000	6,000	6,000	6,000	6,000
- Derek Double Day Arboretum - Increased costs from Ext. Hours	15,000	-	-	-	-
- School Workshops - Sustainability & Climate Change	10,000	-	-	-	-
- Litter Education Campaign	1,000	-	-	-	-
- Recollect Communication Tool; From SW Utility (20%/Yr)	2,000	2,000	2,000	2,000	2,000
-Jackman Landfill Methane Gas Monitoring	38,000	-	-	-	-

Township of Langley
FIVE YEAR OPERATING PLAN
TRANSPORTATION UTILITY - ROADS - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
- Purchase of Dump Trucks (10) - Internal Funding	(120,000)	-	-	-	-
- Operating Impact of Development Capital Works	7,965	-	-	-	-
- Operating Impact from ToL Capital Construction	42,409	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**452,322**	**320,227**	**326,995**	**199,060**	**206,434**
CONSULTING AND LEGAL SERVICES					
- Trans Mountain Pipeline Project	50,000	-	-	-	(50,000)
- Purchase of Dump Trucks (10) - Internal Funding	(10,000)	-	-	-	-
-Director, Sustainability and Facilities	(9,973)	-	-	-	-
CONSULTING AND LEGAL SERVICES	**30,027**	**-**	**-**	**-**	**(50,000)**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal (Monthly)	11,374	7,812	7,967	8,127	8,289
- Equipment and Vehicle Rental - Internal (Hourly)	44,079	30,269	30,875	31,491	32,121
- Equipment and Vehicle Rental - External (Hired)	544	548	554	559	566
- Community Boulevard Cleaning Program	-	10,000	5,000	2,500	2,500
- Increased Winter Maintenance	-	10,000	10,000	10,000	10,000
- Aldergrove Flower Baskets - Installation, Maintenance, Watering	-	4,000	4,000	-	-
- Maintain Township of Langley welcome 'Entrance Markers'	-	2,500	2,500	-	-
- Illegal Dumping Increased Costs	-	9,375	9,375	-	-
- Special Event Preparation & Cleanup	-	9,375	9,375	-	-
- Increased Homeless Camp Cleanup & Disposal Fees	-	2,000	2,000	-	-
- Street Furniture Inspection, Cleaning & Replacement	-	4,375	4,375	-	-
- Local Roads - Repair & Maintain	-	25,000	25,000	-	-
- Bridge Maintenance Program	-	9,375	9,375	-	-
- Household Hazardous Waste - Add vehicle budget	500	-	-	-	-
- Purchase of Dump Trucks (10) - Internal Funding	65,000	-	-	-	-
- Operating Impact of Development Capital Works	8,689	-	-	-	-
- Operating Impact from ToL Capital Construction	59,433	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	**189,619**	**124,629**	**120,396**	**52,677**	**53,476**
COMMUNICATION AND TECHNOLOGY					
- GVRD Geospatial Reference System Fee	(450)	42	60	60	90
- EV Charging Stations - Increased Inventory	4,500	-	-	(4,500)	-
COMMUNICATION AND TECHNOLOGY	**4,050**	**42**	**60**	**(4,440)**	**90**
MATERIALS & SUPPLIES					
- Trip Hazard Program	-	7,500	7,500	2,500	2,500
- Signal Battery replacement	-	10,000	10,000	10,000	10,000
- Extreme Weather Boulevard & Median Planting Replacement	-	30,000	30,000	-	-
- Aldergrove Flower Baskets - Installation, Maintenance, Watering	-	800	800	-	-
- Maintain Township of Langley welcome 'Entrance Markers'	-	500	500	-	-
- Illegal Dumping Increased Costs	-	1,875	1,875	-	-
- Special Event Preparation & Cleanup	-	1,875	1,875	-	-
- Local Roads - Repair & Maintain	-	5,000	5,000	-	-
- Street Banner Program	-	7,500	7,500	-	-
- Upgrade & Replace Traffic Sign Making Equipment	-	45,000	20,000	-	-
- Bridge Maintenance Program	-	1,875	1,875	-	-
- Streetlight Conversion to LED's - Materials	-	(30,000)	-	-	-
- Household Hazardous Waste; From SW Utility (20%/Yr)	1,000	1,000	1,000	1,000	1,000
- Purchase of Dump Trucks (10) - Internal Funding	(10,000)	-	-	-	-
-Return to Work Coordinator from Concrete Maintenance	(5,000)	-	-	-	-
- Operating Impact of Development Capital Works	10,862	-	-	-	-
- Operating Impact from ToL Capital Construction	15,608	-	-	-	-
MATERIALS & SUPPLIES	**12,470**	**82,925**	**87,925**	**13,500**	**13,500**
UTILITY USER FEES					
- Electricity	17,336	17,682	18,036	18,397	18,765
- EV Charging Stations - Increased Inventory	500	-	-	-	-
- Streetlight Conversion to LED's - Electricity	-	(270,000)	(5,400)	(5,508)	(5,618)
- Operating Impact of Development Capital Works	724	-	-	-	-
- Operating Impact from ToL Capital Construction	1,007	-	-	-	-
UTILITY USER FEES	**19,567**	**(252,318)**	**12,636**	**12,889**	**13,147**
DEBT PRINCIPAL AND INTEREST					
- Debt Provision - Streetlight Conversion to LED's	-	297,000	-	-	-
- Purchase of Dump Trucks (10) - Internal Funding	75,000				
- Debt Provision - Railways & Facilities Principal & Interest	384,459	-	-	-	-
DEBT PRINCIPAL AND INTEREST	**459,459**	**-**	**-**	**-**	**-**
INTERNAL CHARGES & RECOVERIES					
- Project Management Salary Recoveries, remove	61,875	61,875	61,875		
- Administrative Overhead	91,611	269,703	91,251	98,799	108,067
- Small Equipment Repairs & Replacement Recovery	2,914	3,060	1,285	1,311	1,337
INTERNAL CHARGES & RECOVERIES	**156,400**	**334,638**	**154,411**	**100,110**	**109,404**
CONTRIBUTION TO CAPITAL					
- Divisional Contribution to Capital Reallocated to Fiscal	(2,323,083)	-	-	-	-
CONTRIBUTION TO CAPITAL	**(2,323,083)**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
TRANSPORTATION UTILITY - ROADS - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
EXTERNAL UNIDENTIFIED					
- Increase Unidentified Externally Funded Provision	250,000	-	-	-	-
EXTERNAL UNIDENTIFIED	**250,000**	**-**	**-**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- Increased Homeless Camp Cleanup & Disposal Fees	-	1,000	1,000	-	-
-Vehicle allowance adjustment	(10,694)	-	-	-	-
- Operating Impact of Development Capital Works	724	-	-	-	-
- Operating Impact from ToL Capital Construction	843	-	-	-	-
OTHER SUPPLIES AND EXPENSES	**(9,127)**	**1,000**	**1,000**	**-**	**-**
FISCAL SERVICES	**-**	**156,363**	**166,189**	**171,236**	**176,385**
EXPENSE ADJUSTMENTS	**(298,468)**	**1,154,593**	**1,204,512**	**631,232**	**608,638**
NET NON-DISCRETIONARY ADJUSTMENTS	**(647,010)**	**1,109,792**	**1,158,752**	**584,491**	**560,892**

Township of Langley
FIVE YEAR OPERATING PLAN
TRANSPORTATION UTILITY - ROADS - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
GOVERNMENT GRANTS					
- BC Hydro Grant - Corporate Energy Specialist	-	(50,000)	-	50,000	-
GOVERNMENT GRANTS	**-**	**(50,000)**	**-**	**50,000**	**-**
REVENUE ADJUSTMENTS	**-**	**(50,000)**	**-**	**50,000**	**-**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Clerk III - Business Support	-	9,884			
- Drafting Technician	-	21,801			
- Support Clerk - Business Support	-	9,125			
- Corporate Energy Specalist	-	100,773			
- Operating Impact from ToL Capital Construction	-	87,878	96,491	7,422	23,086
SALARY, WAGES & BENEFITS	**-**	**229,461**	**96,491**	**7,422**	**23,086**
SERVICE AND MAINTENANCE CONTRACTS					
- Road Paving	-	250,000	250,000	500,000	500,000
- Operating Impact from ToL Capital Construction	-	16,060	17,635	1,361	4,210
SERVICE AND MAINTENANCE CONTRACTS	**-**	**266,060**	**267,635**	**501,361**	**504,210**
EQUIPMENT & VEHICLE RENTAL					
- Operating Impact from ToL Capital Construction	-	17,261	18,888	1,484	4,543
EQUIPMENT & VEHICLE RENTAL	**-**	**17,261**	**18,888**	**1,484**	**4,543**
COMMUNICATION AND TECHNOLOGY					
- Corporate Energy Specialist Cell Phone	-	700	-	-	-
COMMUNICATION AND TECHNOLOGY	**-**	**700**	**-**	**-**	**-**
MATERIALS & SUPPLIES					
- Operating Impact from ToL Capital Construction	-	21,903	24,048	1,856	5,741
MATERIALS & SUPPLIES	**-**	**21,903**	**24,048**	**1,856**	**5,741**
OTHER SUPPLIES AND EXPENSES					
- Operating Impact from ToL Capital Construction		2,913	3,254	248	694
OTHER SUPPLIES AND EXPENSES	**-**	**2,913**	**3,254**	**248**	**694**
FISCAL SERVICES	**-**	**-**	**4,589**	**6,611**	**6,891**
EXPENSE ADJUSTMENTS	**-**	**538,298**	**414,905**	**518,982**	**545,165**
NET DISCRETIONARY ADJUSTMENTS	**-**	**488,298**	**414,905**	**568,982**	**545,165**

TOWNSHIP OF LANGLEY
TRANSPORTATION UTILITY - FLEET
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
NON-TAX REVENUE											
Service Cost Recoveries	(6,000)	-	(6,000)	-	(6,000)	-	(6,000)	-	(6,000)	-	(6,000)
TOTAL REVENUE	**(6,000)**	**-**	**(6,000)**	**-**	**(6,000)**	**-**	**(6,000)**	**-**	**(6,000)**	**-**	**(6,000)**
EXPENSE											
Salaries, Wages & Benefits	1,140,800	33,327	1,174,127	(4,251)	1,169,876	-	1,169,876	-	1,169,876	-	1,169,876
Service and Maintenance Contracts	174,122	123,962	298,084	32,457	330,541	5,952	336,493	-	336,493	-	336,493
Fuel	1,098,248	7,145	1,105,393	51,312	1,156,705	28,008	1,184,713	21,976	1,206,689	22,416	1,229,105
Equipment and Vehicle Rental	100,663	-	100,663	-	100,663	-	100,663	-	100,663	-	100,663
Communication and Technology	56,100	10,000	66,100	-	66,100	-	66,100	-	66,100	-	66,100
Insurance	430,237	3,612	433,849	29,056	462,905	12,047	474,952	8,953	483,905	9,132	493,037
Materials and Supplies	739,972	193,000	932,972	3,860	936,832	3,937	940,769	4,015	944,784	4,094	948,878
Internal Charges & Recoveries	(6,323,835)	(385,722)	(6,709,557)	(216,658)	(6,926,215)	(144,572)	(7,070,787)	(131,464)	(7,202,251)	(134,094)	(7,336,345)
Transfer to Own Funds	2,569,441	(5,324)	2,564,117	95,826	2,659,943	70,762	2,730,705	72,177	2,802,882	73,622	2,876,504
Other Supplies and Expense	20,252	20,000	40,252	8,398	48,650	23,866	72,516	24,343	96,859	24,830	121,689
TOTAL EXPENSE	**6,000**	**-**	**6,000**	**-**	**6,000**	**-**	**6,000**	**-**	**6,000**	**-**	**6,000**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
TRANSPORTATION UTILITY - FLEET - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract	22,936		-	-	-
- Steps/Increments	6,140		-	-	-
- One day increase from 261 to 262 days	4,251	(4,251)	-	-	-
SALARY, WAGES & BENEFITS	**33,327**	**(4,251)**	**-**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Fleet Asset Maintenance	50,000	-	-	-	-
- Increased Repair Costs	65,000	-	-	-	-
- Operating Impact from ToL Capital	8,962	7,000	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**123,962**	**7,000**	**-**	**-**	**-**
FUEL					
- Reduce Gasoline due to propane conversions	(65,000)	-	-	-	-
- Propane Fueling	40,000	-	-	-	-
- Small Equipment - Diesel budget	2,500	50	51	52	53
- Small Equipment - Gasoline budget	2,500	50	51	52	53
- Gasoline Price increases	9,795	9,991	10,191	10,395	10,603
- Diesel Price increases	10,815	11,031	11,252	11,477	11,707
- Operating Impact from ToL Capital	6,535	4,000	-	-	-
FUEL	**7,145**	**25,122**	**21,545**	**21,976**	**22,416**
COMMUNICATION AND TECHNOLOGY					
- Radio Authorization Fees	10,000	-	-	-	-
COMMUNICATION AND TECHNOLOGY	**10,000**	**-**	**-**	**-**	**-**
INSURANCE					
- Fleet Insurance		8,605	8,777	8,953	9,132
- Operating Impact from ToL Capital	3,612	2,000	-	-	-
INSURANCE	**3,612**	**8,605**	**8,777**	**8,953**	**9,132**
MATERIALS & SUPPLIES					
- Parts and Accessories	30,000	600	612	624	636
- Freight Charges	5,000	100	102	104	106
- Establish Stocked Parts & Accessories budget	140,000	2,800	2,856	2,913	2,971
- Small Equipment Parts & Accessories	18,000	360	367	374	381
MATERIALS & SUPPLIES	**193,000**	**3,860**	**3,937**	**4,015**	**4,094**
INTERNAL CHARGES & RECOVERIES					
- Small Equipment Recovery	(11,658)	(12,240)	(5,141)	(5,243)	(5,349)
- Small Equipment Shop Overhead	80,000				
- Increase Internal Vehicle Recoveries	(176,554)	(119,320)	(123,746)	(126,221)	(128,745)
- Add vehicle recoveries not included in budget	(258,401)				
- Operating Impact from ToL Capital (Charge out)	(71,357)	(40,000)	-	-	-
- Operating Impact from ToL Capital (Shop Overhead)	4,040	2,000	-	-	-
- Operating Impact from ToL Capital (Transfer to Reserve)	48,208	25,000	-	-	-
INTERNAL CHARGES & RECOVERIES	**(385,722)**	**(144,560)**	**(128,887)**	**(131,464)**	**(134,094)**
TRANSFER TO RESERVES					
- Public Works Vehicle & Equipment Reserve	(5,324)	95,826	70,762	72,177	73,622
TRANSFER TO RESERVES	**(5,324)**	**95,826**	**70,762**	**72,177**	**73,622**
OTHER SUPPLIES AND EXPENSES					
- Propane Fueling Training	20,000	(15,000)	-	-	-
OTHER SUPPLIES AND EXPENSES	**20,000**	**(15,000)**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**23,398**	**23,866**	**24,343**	**24,830**
EXPENSE ADJUSTMENTS	**-**	**-**	**-**	**-**	**-**
NET NON-DISCRETIONARY ADJUSTMENTS	**-**	**-**	**-**	**-**	**-**

TOWNSHIP OF LANGLEY
TRANSPORTATION UTILITY - TRANSLINK FUNDED
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
NON-TAX REVENUE											
Government Grants	(3,032,556)	(1,002,893)	(4,035,449)	51,298	(3,984,151)	(28,802)	(4,012,953)	(29,378)	(4,042,331)	(29,964)	(4,072,295)
TOTAL REVENUE	**(3,032,556)**	**(1,002,893)**	**(4,035,449)**	**51,298**	**(3,984,151)**	**(28,802)**	**(4,012,953)**	**(29,378)**	**(4,042,331)**	**(29,964)**	**(4,072,295)**
EXPENSE											
Salaries, Wages & Benefits	964,835	24,057	988,892	(908)	987,984	-	987,984	-	987,984	-	987,984
Service and Maintenance Contracts	1,056,514	961,408	2,017,922	-	2,017,922	-	2,017,922	-	2,017,922	-	2,017,922
Equipment and Vehicle Rental	284,932	85,965	370,897	5,847	376,744	5,963	382,707	6,082	388,789	6,203	394,992
Communication and Technology	16,048	-	16,048	-	16,048	-	16,048	-	16,048	-	16,048
Materials and Supplies	496,000	(72,462)	423,538	(10,000)	413,538	-	413,538	-	413,538	-	413,538
Utility User Fees	196,251	3,925	200,176	(65,997)	134,179	2,684	136,863	2,738	139,601	2,792	142,393
Internal Charges & Recoveries	14,397	-	14,397	-	14,397	-	14,397	-	14,397	-	14,397
Other Supplies and Expense	3,579	-	3,579	19,760	23,339	20,155	43,494	20,558	64,052	20,969	85,021
TOTAL EXPENSE	**3,032,556**	**1,002,893**	**4,035,449**	**(51,298)**	**3,984,151**	**28,802**	**4,012,953**	**29,378**	**4,042,331**	**29,964**	**4,072,295**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
TRANSPORTATION UTILITY - TRANSLINK FUNDED - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
GOVERNMENT GRANTS					
- Translink Funding	(1,002,893)	51,298	(28,802)	(29,378)	(29,964)
GOVERNMENT GRANTS	**(1,002,893)**	**51,298**	**(28,802)**	**(29,378)**	**(29,964)**
REVENUE ADJUSTMENTS	**(1,002,893)**	**51,298**	**(28,802)**	**(29,378)**	**(29,964)**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract	19,054		-	-	-
- Steps/Increments	4,095		-	-	-
- One day increase from 261 to 262 days	908	(908)	-	-	-
SALARY, WAGES & BENEFITS	**24,057**	**(908)**	**-**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Major Road Network Paving	866,408	-	-	-	-
- Major Road Network Winter Maintenance	100,000	-	-	-	-
- Purchase of Dump Trucks (10) - Internal Funding	(5,000)	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**961,408**	**-**	**-**	**-**	**-**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal (Monthly)	2,128	1,462	1,491	1,520	1,551
- Equipment and Vehicle Rental - Internal (Hourly)	6,352	4,362	4,449	4,539	4,629
- Equipment and Vehicle Rental - External (Hired)	23	23	23	23	23
- Purchase of Dump Trucks (10) - Internal Funding	77,462	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	**85,965**	**5,847**	**5,963**	**6,082**	**6,203**
MATERIALS & SUPPLIES					
- Purchase of Dump Trucks (10) - Internal Funding	(72,462)	-	-	-	-
- Streetlight Conversion to LED's - Materials	-	(10,000)	-	-	-
MATERIALS & SUPPLIES	**(72,462)**	**(10,000)**	**-**	**-**	**-**
UTILITY USER FEES					
- Streetlight Conversion to LED's - Electricity	-	(70,000)	(1,400)	(1,428)	(1,457)
- Electricity	3,925	4,003	4,084	4,166	4,249
UTILITY USER FEES	**3,925**	**(65,997)**	**2,684**	**2,738**	**2,792**
FISCAL SERVICES	**-**	**19,760**	**20,155**	**20,558**	**20,969**
EXPENSE ADJUSTMENTS	**1,002,893**	**(51,298)**	**28,802**	**29,378**	**29,964**
NET NON-DISCRETIONARY ADJUSTMENTS	**-**	**-**	**-**	**-**	**-**

TOWNSHIP OF LANGLEY
STORMWATER (Includes STORM and Translink Funded STORM)
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		13,799	(7,662,855)	-	(5,999,845)	-	(6,520,729)	-	(6,878,462)	-	(7,079,984)
Property Tax from New Growth		(153,257)	(153,257)	(119,997)	(119,997)	(130,415)	(130,415)	(137,569)	(137,569)	(141,600)	(141,600)
Property Tax Change		1,816,267	1,816,267	(400,887)	(400,887)	(227,318)	(227,318)	(63,953)	(63,953)	7,606	7,606
	(7,676,654)	**1,676,809**	(5,999,845)	**(520,884)**	(6,520,729)	**(357,733)**	(6,878,462)	**(201,522)**	(7,079,984)	**(133,994)**	(7,213,978)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(13,515)	-	(13,515)	-	(13,515)	-	(13,515)	-	(13,515)	-	(13,515)
Government Grants	(212,039)	(4,512)	(216,551)	(2,695)	(219,246)	(2,748)	(221,994)	(2,803)	(224,797)	(2,859)	(227,656)
Sales of Services	(129,101)	-	(129,101)	-	(129,101)	-	(129,101)	-	(129,101)	-	(129,101)
Investment Income	(15,000)	15,000	-	-	-	-	-	-	-	-	-
Other Revenue	(258,281)	-	(258,281)	-	(258,281)	-	(258,281)	-	(258,281)	-	(258,281)
Debt Repayment Contributions	(532,622)	-	(532,622)	-	(532,622)	-	(532,622)	-	(532,622)	-	(532,622)
External Unidentified Revenue	(150,000)	(250,000)	(400,000)	-	(400,000)	-	(400,000)	-	(400,000)	-	(400,000)
TOTAL REVENUE	**(8,987,212)**	**1,437,297**	**(7,549,915)**	**(523,579)**	**(8,073,494)**	**(360,481)**	**(8,433,975)**	**(204,325)**	**(8,638,300)**	**(136,853)**	**(8,775,153)**
EXPENSE											
Salaries, Wages & Benefits	2,645,773	128,259	2,774,032	150,264	2,924,296	101,450	3,025,746	40,000	3,065,746	20,000	3,085,746
Service and Maintenance Contracts	1,257,475	3,691	1,261,166	190,553	1,451,719	82,236	1,533,955	28,627	1,562,582	(21,102)	1,541,480
Consulting and Professional Services	365,951	-	365,951	-	365,951	-	365,951	-	365,951	-	365,951
Fuel	20,300	-	20,300	-	20,300	-	20,300	-	20,300	-	20,300
Equipment and Vehicle Rental	740,574	18,206	758,780	30,958	789,738	28,165	817,903	18,619	836,522	18,872	855,394
Communication and Technology	17,151	(300)	16,851	29	16,880	40	16,920	40	16,960	60	17,020
Materials and Supplies	405,102	667	405,769	32,959	438,728	27,500	466,228	12,500	478,728	12,500	491,228
Utility User Fees	103,825	2,077	105,902	2,118	108,020	2,160	110,180	2,204	112,384	2,248	114,632
Debt Principal and Interest	847,302	-	847,302	-	847,302	-	847,302	-	847,302	-	847,302
Internal Charges & Recoveries	523,376	38,705	562,081	59,031	621,112	57,262	678,374	38,634	717,008	38,916	755,924
Contribution to Capital	1,878,121	(1,878,121)	-	-	-	-	-	-	-	-	-
External Unidentified	150,000	250,000	400,000	-	400,000	-	400,000	-	400,000	-	400,000
Other Supplies and Expense	32,262	(481)	31,781	57,667	89,448	61,668	151,116	63,701	214,817	65,359	280,176
TOTAL EXPENSE	**8,987,212**	**(1,437,297)**	**7,549,915**	**523,579**	**8,073,494**	**360,481**	**8,433,975**	**204,325**	**8,638,300**	**136,853**	**8,775,153**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

TOWNSHIP OF LANGLEY
STORMWATER - excludes TransLink
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		13,799	(7,662,855)		(5,999,845)		(6,520,729)		(6,878,462)		(7,079,984)
Property Tax from New Growth		(153,257)	(153,257)	(119,997)	(119,997)	(130,415)	(130,415)	(137,569)	(137,569)	(141,600)	(141,600)
Property Tax Change		1,816,267	1,816,267	(400,887)	(400,887)	(227,318)	(227,318)	(63,953)	(63,953)	7,606	7,606
	(7,676,654)	**1,676,809**	(5,999,845)	**(520,884)**	(6,520,729)	**(357,733)**	(6,878,462)	**(201,522)**	(7,079,984)	**(133,994)**	(7,213,978)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(13,515)	-	(13,515)	-	(13,515)	-	(13,515)	-	(13,515)	-	(13,515)
Sales of Services	(129,101)	-	(129,101)	-	(129,101)	-	(129,101)	-	(129,101)	-	(129,101)
Investment Income	(15,000)	15,000	-	-	-	-	-	-	-	-	-
Other Revenue	(258,281)	-	(258,281)	-	(258,281)	-	(258,281)	-	(258,281)	-	(258,281)
Debt Repayment Contributions	(532,622)	-	(532,622)	-	(532,622)	-	(532,622)	-	(532,622)	-	(532,622)
External Unidentified Revenue	(150,000)	(250,000)	(400,000)	-	(400,000)	-	(400,000)	-	(400,000)	-	(400,000)
TOTAL REVENUE	**(8,775,173)**	**1,441,809**	**(7,333,364)**	**(520,884)**	**(7,854,248)**	**(357,733)**	**(8,211,981)**	**(201,522)**	**(8,413,503)**	**(133,994)**	**(8,547,497)**
EXPENSE											
Salaries, Wages & Benefits	2,547,953	124,703	2,672,656	150,264	2,822,920	101,450	2,924,370	40,000	2,964,370	20,000	2,984,370
Service and Maintenance Contracts	1,207,749	3,691	1,211,440	190,553	1,401,993	82,236	1,484,229	28,627	1,512,856	(21,102)	1,491,754
Consulting and Professional Services	365,951	-	365,951	-	365,951	-	365,951	-	365,951	-	365,951
Fuel	20,300	-	20,300	-	20,300	-	20,300	-	20,300	-	20,300
Equipment and Vehicle Rental	706,657	17,250	723,907	30,291	754,198	27,486	781,684	17,926	799,610	18,165	817,775
Communication and Technology	17,151	(300)	16,851	29	16,880	40	16,920	40	16,960	60	17,020
Materials and Supplies	392,603	667	393,270	32,959	426,229	27,500	453,729	12,500	466,229	12,500	478,729
Utility User Fees	103,825	2,077	105,902	2,118	108,020	2,160	110,180	2,204	112,384	2,248	114,632
Debt Principal and Interest	847,302	-	847,302	-	847,302	-	847,302	-	847,302	-	847,302
Internal Charges & Recoveries	506,310	38,705	545,015	59,031	604,046	57,262	661,308	38,634	699,942	38,916	738,858
Contribution to Capital	1,878,121	(1,878,121)	-	-	-	-	-	-	-	-	-
External Unidentified	150,000	250,000	400,000	-	400,000	-	400,000	-	400,000	-	400,000
Other Supplies and Expense	31,251	(481)	30,770	55,639	86,409	59,599	146,008	61,591	207,599	63,207	270,806
TOTAL EXPENSE	**8,775,173**	**(1,441,809)**	**7,333,364**	**520,884**	**7,854,248**	**357,733**	**8,211,981**	**201,522**	**8,413,503**	**133,994**	**8,547,497**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
STORMWATER UTILITY - excludes TransLink - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
INVESTMENT INCOME					
- Interest Income	15,000	-	-	-	-
INVESTMENT INCOME	**15,000**	**-**	**-**	**-**	**-**
EXTERNAL UNIDENTIFIED					
- Increase Unidentified Placeholder authority	(250,000)	-	-	-	-
EXTERNAL UNIDENTIFIED	**(250,000)**	**-**	**-**	**-**	**-**
REVENUE ADJUSTMENTS	**(235,000)**	**-**	**-**	**-**	**-**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract	54,164		-	-	-
- Steps/Increments	29,636	-	-	-	-
- One day increase from 261 to 262 days	5,710	(5,710)	-	-	-
- Annualization of Engineer in Training (2019)	14,288				
-Engineering & Construction Services Auxillary Techincal Staff	20,000				
- CSP / Boulevard Tiling Annual Replacement Program	-	16,000	16,000	-	-
- Storm Sewer Main Deficieny Repairs	-	20,000	20,000	20,000	20,000
- Catch Basin Repair / Replacement	-	16,000	8,000	-	-
- Stormwater Manhole Operate / Mainteain	-	12,000	8,000	-	-
- Increased Public Requests for Service	-	20,000	20,000	20,000	-
- Beaver Control Program	-	20,000	20,000	-	-
- Detention Pond Maintenance Program	-	9,450	9,450	-	-
-Return to Work Coordinator (1,586 +3,414 = 5,000 total)	3,414	-	-	-	-
- Return to Work Co-ordinator TFT & Aux Wages	(5,000)	-	-	-	-
- Operating Impact of Development Capital Works	2,491	-	-	-	-
SALARY, WAGES & BENEFITS	**124,703**	**107,740**	**101,450**	**40,000**	**20,000**
SERVICE AND MAINTENANCE CONTRACTS					
- CSP / Boulevard Tiling Annual Replacement Program	-	10,000	10,000	-	-
- Storm Sewer Main Deficieny Repairs	-	12,500	12,500	12,500	12,500
- Catch Basin Repair / Replacement	-	10,000	5,000	-	-
- Stormwater Manhole Operate / Maintain	-	7,500	5,000	-	-
- Annual Catch Basin Flushing Program	-	60,000	20,000	10,000	10,000
- Annual Rock Pit Cleaning Program	-	2,000	2,000	2,000	2,000
- Annual CCTV Flushing Program	-	3,400	3,400	3,400	3,400
- Detention Pond Maintenance Program	-	3,750	3,750	-	-
- ISMP Restored Area Maintenance	-	30,000	20,000	-	-
- Dispatch fees	2,098	315	324	334	344
- LEPS Lease	392	262	262	393	654
- Culvert Assessment Program	-	50,000	-	-	(50,000)
- Operating Impact of Development Capital Works	1,201	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**3,691**	**189,727**	**82,236**	**28,627**	**(21,102)**
EQUIPMENT & VEHICLE RENTAL					
- CSP / Boulevard Tiling Annual Replacement Program	-	4,000	4,000	-	-
- Storm Sewer Main Deficieny Repairs	-	5,000	5,000	5,000	5,000
- Catch Basin Repair / Replacement	-	4,000	2,000		
- Stormwater Manhole Operate / Maintain	-	3,000	2,000		
- Detention Pond Maintenance Program	-	1,800	1,800		
- Equipment and Vehicle Rental - Internal (Monthly)	1,835	1,260	1,285	1,311	1,337
- Equipment and Vehicle Rental - Internal (Hourly)	13,373	9,182	9,364	9,557	9,749
- Equipment and Vehicle Rental - External (Hired)	1,998	2,018	2,037	2,058	2,079
- Operating Impact of Development Capital Works	44	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	**17,250**	**30,260**	**27,486**	**17,926**	**18,165**
COMMUNICATION AND TECHNOLOGY					
- GVRD Geospatial Reference System Fee	(300)	29	40	40	60
COMMUNICATION AND TECHNOLOGY	**(300)**	**29**	**40**	**40**	**60**
MATERIALS & SUPPLIES					
- CSP / Boulevard Tiling Annual Replacement Program	-	10,000	10,000	-	-
- Storm Sewer Main Deficiency Repairs	-	12,500	12,500	12,500	12,500
- Catch Basin Repair / Replacement	-	10,000	5,000	-	-
- Operating Impact of Development Capital Works	667	-	-	-	-
MATERIALS & SUPPLIES	**667**	**32,500**	**27,500**	**12,500**	**12,500**
UTILITY USER FEES					
- Electricity	2,077	2,118	2,160	2,204	2,248
UTILITY USER FEES	**2,077**	**2,118**	**2,160**	**2,204**	**2,248**
INTERNAL CHARGES & RECOVERIES					
- Project Management Salary Recoveries, remove	11,250	11,250	11,250		
- Administrative Overhead	25,269	45,486	45,048	37,651	37,913
INTERNAL CHARGES & RECOVERIES	**38,705**	**59,031**	**57,262**	**38,634**	**38,916**
CONTRIBUTION TO CAPITAL					
- Divisional Contribution to Capital Reallocated to Fiscal	(1,878,121)	-	-	-	-
CONTRIBUTION TO CAPITAL	**(1,878,121)**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
STORMWATER UTILITY - excludes TransLink - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
EXTERNAL UNIDENTIFIED					
- Increase Unidentified Placeholder authority	250,000	-	-	-	-
EXTERNAL UNIDENTIFIED	**250,000**	**-**	**-**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- Operating Impact of Development Capital Works	44	-	-	-	-
OTHER SUPPLIES AND EXPENSES	**(481)**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**55,608**	**58,749**	**60,724**	**62,339**
EXPENSE ADJUSTMENTS	**(1,441,809)**	**477,013**	**356,883**	**200,655**	**133,126**
NET NON-DISCRETIONARY ADJUSTMENTS	**(1,676,809)**	**477,013**	**356,883**	**200,655**	**133,126**

Township of Langley
FIVE YEAR OPERATING PLAN
STORMWATER UTILITY - excludes TransLink - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
EXPENSE					
SALARY, WAGES & BENEFITS					
- Clerk III - Business Support	-	9,884	-	-	-
- Drafting Technician	-	21,801			
- Support Clerk - Business Support	-	9,125			
- Operating Impact from ToL Capital Construction	-	1,714		-	-
SALARY, WAGES & BENEFITS	**-**	**42,524**	**-**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Operating Impact from ToL Capital Construction	-	826		-	-
SERVICE AND MAINTENANCE CONTRACTS	**-**	**826**	**-**	**-**	**-**
EQUIPMENT & VEHICLE RENTAL					
- Operating Impact from ToL Capital Construction	-	31		-	-
EQUIPMENT & VEHICLE RENTAL	**-**	**31**	**-**	**-**	**-**
MATERIALS & SUPPLIES					
- Operating Impact from ToL Capital Construction	-	459		-	-
MATERIALS & SUPPLIES	**-**	**459**	**-**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- Operating Impact from ToL Capital Construction	-	31		-	-
OTHER SUPPLIES AND EXPENSES	**-**	**31**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**-**	**850**	**867**	**868**
EXPENSE ADJUSTMENTS	**-**	**43,871**	**850**	**867**	**868**
NET DISCRETIONARY ADJUSTMENTS	**-**	**43,871**	**850**	**867**	**868**

TOWNSHIP OF LANGLEY
STORMWATER - TransLink funded
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
NON-TAX REVENUE											
Government Grants	(212,039)	(4,512)	(216,551)	(2,695)	(219,246)	(2,748)	(221,994)	(2,803)	(224,797)	(2,859)	(227,656)
TOTAL REVENUE	**(212,039)**	**(4,512)**	**(216,551)**	**(2,695)**	**(219,246)**	**(2,748)**	**(221,994)**	**(2,803)**	**(224,797)**	**(2,859)**	**(227,656)**
EXPENSE											
Salaries, Wages & Benefits	97,820	3,556	101,376	-	101,376	-	101,376	-	101,376	-	101,376
Service and Maintenance Contracts	49,726	-	49,726	-	49,726	-	49,726	-	49,726	-	49,726
Equipment and Vehicle Rental	33,917	956	34,873	667	35,540	679	36,219	693	36,912	707	37,619
Materials and Supplies	12,499	-	12,499	-	12,499	-	12,499	-	12,499	-	12,499
Internal Charges & Recoveries	17,066	-	17,066	-	17,066	-	17,066	-	17,066	-	17,066
Other Supplies and Expense	1,011	-	1,011	2,028	3,039	2,069	5,108	2,110	7,218	2,152	9,370
TOTAL EXPENSE	**212,039**	**4,512**	**216,551**	**2,695**	**219,246**	**2,748**	**221,994**	**2,803**	**224,797**	**2,859**	**227,656**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
STORMWATER UTILITY - TransLink Funded - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
GOVERNMENT GRANTS					
- Translink Funding	(4,512)	(2,695)	(2,748)	(2,803)	(2,859)
GOVERNMENT GRANTS	**(4,512)**	**(2,695)**	**(2,748)**	**(2,803)**	**(2,859)**
REVENUE ADJUSTMENTS	**(4,512)**	**(2,695)**	**(2,748)**	**(2,803)**	**(2,859)**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract	1,988		-	-	-
- Steps/Increments	1,568				
SALARY, WAGES & BENEFITS	**3,556**	**-**	**-**	**-**	**-**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal (Hourly)	925	636	648	661	675
- Equipment and Vehicle Rental - External (Hired)	31	31	31	32	32
EQUIPMENT & VEHICLE RENTAL	**956**	**667**	**679**	**693**	**707**
FISCAL SERVICES	**-**	**2,028**	**2,069**	**2,110**	**2,152**
EXPENSE ADJUSTMENTS	**4,512**	**2,695**	**2,748**	**2,803**	**2,859**
NET NON-DISCRETIONARY ADJUSTMENTS	**-**	**-**	**-**	**-**	**-**

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TOWNSHIP OF LANGLEY
FIRE
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(21,520)	(17,412,435)		(17,882,123)		(18,258,720)		(18,762,468)		(19,281,804)
Property Tax from New Growth		(348,249)	(348,249)	(357,642)	(357,642)	(365,174)	(365,174)	(375,249)	(375,249)	(385,636)	(385,636)
Property Tax Change		(121,439)	(121,439)	(18,955)	(18,955)	(138,574)	(138,574)	(144,087)	(144,087)	(150,788)	(150,788)
	(17,390,915)	**(491,208)**	(17,882,123)	**(376,597)**	(18,258,720)	**(503,749)**	(18,762,468)	**(519,336)**	(19,281,804)	**(536,424)**	(19,818,228)
NON-TAX REVENUE											
Service Cost Recoveries	(57,200)	-	(57,200)	-	(57,200)	-	(57,200)	-	(57,200)	-	(57,200)
Service Cost Sharing	(61,936)	(1,045)	(62,981)	(1,046)	(64,027)	(1,067)	(65,094)	(1,088)	(66,182)	(1,110)	(67,292)
Sales of Services	(15,000)	(5,000)	(20,000)	-	(20,000)	-	(20,000)	-	(20,000)	-	(20,000)
Permit and License Fees	(60,200)	(25,000)	(85,200)	-	(85,200)	-	(85,200)	-	(85,200)	-	(85,200)
Other Revenue	(1,641,890)	-	(1,641,890)	-	(1,641,890)	-	(1,641,890)	-	(1,641,890)	-	(1,641,890)
TOTAL REVENUE	**(19,227,141)**	**(522,253)**	**(19,749,394)**	**(377,643)**	**(20,127,037)**	**(504,816)**	**(20,631,852)**	**(520,424)**	**(21,152,276)**	**(537,534)**	**(21,689,810)**
EXPENSE											
Salaries, Wages & Benefits	15,845,778	137,425	15,983,203	(55,516)	15,927,687	58,980	15,986,667	61,492	16,048,159	65,049	16,113,208
Service and Maintenance Contracts	869,291	69,629	938,920	31,075	969,995	32,418	1,002,413	33,838	1,036,251	35,337	1,071,588
Fuel	151,257	14,838	166,095	4,153	170,248	4,256	174,504	4,363	178,867	4,472	183,339
Equipment and Vehicle Rental	18,788	6,564	25,352	447	25,799	456	26,255	464	26,719	473	27,192
Communication and Technology	54,193	-	54,193	-	54,193	-	54,193	-	54,193	-	54,193
Insurance	121,393	-	121,393	-	121,393	-	121,393	-	121,393	-	121,393
Materials and Supplies	427,731	-	427,731	-	427,731	-	427,731	-	427,731	-	427,731
Internal Charges & Recoveries	155,000	-	155,000	-	155,000	-	155,000	-	155,000	-	155,000
Transfer to Own Funds	1,370,000	-	1,370,000	-	1,370,000	-	1,370,000	-	1,370,000	-	1,370,000
Contribution to Capital	57,000	(57,000)	-	-	-	-	-	-	-	-	-
Other Supplies and Expense	156,710	350,797	507,507	397,484	904,991	408,706	1,313,697	420,267	1,733,964	432,203	2,166,167
TOTAL EXPENSE	**19,227,141**	**522,253**	**19,749,394**	**377,643**	**20,127,037**	**504,816**	**20,631,852**	**520,424**	**21,152,276**	**537,534**	**21,689,810**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
FIRE RESCUE SERVICES - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
SERVICE COST SHARING					
- Emergency Operations Centre, Co-ordinator Cost Share	(1,045)	(1,046)	(1,067)	(1,088)	(1,110)
SERVICE COST SHARING	**(1,045)**	**(1,046)**	**(1,067)**	**(1,088)**	**(1,110)**
SALES OF SERVICES					
- Establish fire safety plan revenue budget	(5,000)	-	-	-	-
SALES OF SERVICES	**(5,000)**	**-**	**-**	**-**	**-**
PERMIT & LICENSE FEES					
- Increase burning permit revenue budget	(25,000)	-	-	-	-
PERMIT & LICENSE FEES	**(25,000)**	**-**	**-**	**-**	**-**
REVENUE ADJUSTMENTS	**(31,045)**	**(1,046)**	**(1,067)**	**(1,088)**	**(1,110)**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract Increases - Non-IAFF	20,246	-	-	-	-
- Steps/Increments	14,707	-	-	-	-
- Firefighters move to 10th year increment	30,317	-	46,864	21,430	-
- Firefighters move to 15th year increment	-	-	12,116	40,062	65,049
- One day increase from 261 to 262 days	55,516	(55,516)	-	-	-
- Paid Call	16,639	-	-	-	-
SALARY, WAGES & BENEFITS	**137,425**	**(55,516)**	**58,980**	**61,492**	**65,049**
SERVICE AND MAINTENANCE CONTRACTS					
- Dispatch Contract	51,896	14,577	15,464	16,406	17,406
- Emergency Operations Centre, Worksafe and Clerical	3,310	2,858	2,914	2,972	3,032
- E-Comm - Radio Levy & User Equipment Levy	13,229	13,640	14,040	14,460	14,899
- Search and Rescue Cost Share	694	-	-	-	-
- Dry Clean & Laundry -moved to Com Dev/Bylaws	(1,300)				
- Dry Clean & Laundry - additional	1,800	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**69,629**	**31,075**	**32,418**	**33,838**	**35,337**
FUEL					
- Diesel	13,900	3,348	3,431	3,517	3,605
- Gasoline	938	805	825	846	867
FUEL	**14,838**	**4,153**	**4,256**	**4,363**	**4,472**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal	564	387	395	403	411
- Hired equipment	6,000	60	61	61	62
EQUIPMENT & VEHICLE RENTAL	**6,564**	**447**	**456**	**464**	**473**
CONTRIBUTION TO CAPITAL					
- Divisional Contribution to Capital Reallocated to Fiscal	(57,000)	-	-	-	-
CONTRIBUTION TO CAPITAL	**(57,000)**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**350,797**	**397,484**	**408,706**	**420,267**	**432,203**
EXPENSE ADJUSTMENTS	**522,253**	**377,643**	**504,816**	**520,424**	**537,534**
NET NON-DISCRETIONARY ADJUSTMENTS	**491,208**	**376,597**	**503,749**	**519,336**	**536,424**

TOWNSHIP OF LANGLEY
POLICE
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(37,289)	(30,170,804)		(31,014,544)		(32,701,742)		(34,140,073)		(35,889,890)
Property Tax from New Growth		(603,416)	(603,416)	(620,291)	(620,291)	(654,035)	(654,035)	(682,801)	(682,801)	(717,798)	(717,798)
Property Tax Change		(240,324)	(240,324)	(1,066,906)	(1,066,906)	(784,297)	(784,297)	(1,067,015)	(1,067,015)	(822,533)	(822,533)
	(30,133,515)	(881,029)	(31,014,544)	(1,687,197)	(32,701,742)	(1,438,332)	(34,140,073)	(1,749,816)	(35,889,890)	(1,540,330)	(37,430,220)
NON-TAX REVENUE											
Government Grants	(1,467,803)	(3,780)	(1,471,583)	-	(1,471,583)	-	(1,471,583)	-	(1,471,583)	-	(1,471,583)
Service Cost Recoveries	(574,667)	(12,600)	(587,267)	(10,315)	(597,582)	(10,573)	(608,155)	(10,837)	(618,992)	(11,108)	(630,100)
Service Cost Sharing	(2,412,971)	(40,907)	(2,453,878)	(73,983)	(2,527,861)	(58,413)	(2,586,274)	(63,863)	(2,650,137)	(61,580)	(2,711,717)
Sales of Services	(248,366)	-	(248,366)	-	(248,366)	-	(248,366)	-	(248,366)	-	(248,366)
Other Revenue	(3,013,952)	-	(3,013,952)	-	(3,013,952)	-	(3,013,952)	-	(3,013,952)	-	(3,013,952)
TOTAL REVENUE	**(37,851,274)**	**(938,316)**	**(38,789,590)**	**(1,771,495)**	**(40,561,086)**	**(1,507,318)**	**(42,068,403)**	**(1,824,516)**	**(43,892,920)**	**(1,613,018)**	**(45,505,938)**
EXPENSE											
Salaries, Wages & Benefits	8,404,635	150,446	8,555,081	135,299	8,690,380	68,922	8,759,302	88,010	8,847,312	75,049	8,922,361
Special Contracts	28,041,366	825,313	28,866,679	1,451,074	30,317,753	1,247,466	31,565,219	1,540,317	33,105,536	1,336,033	34,441,569
Service and Maintenance Contracts	316,078	23,777	339,855	885	340,741	912	341,652	939	342,592	967	343,559
Consulting and Professional Services	500	-	500	-	500	-	500	-	500	-	500
Fuel	403,000	12,000	415,000	9,824	424,824	10,070	434,894	10,321	445,215	10,579	455,794
Equipment and Vehicle Rental	106,026	3,180	109,206	2,184	111,390	2,227	113,617	2,272	115,889	2,317	118,206
Communication and Technology	70,457	-	70,457	-	70,457	-	70,457	-	70,457	-	70,457
Insurance	19,628	-	19,628	-	19,628	-	19,628	-	19,628	-	19,628
Materials and Supplies	88,004	-	88,004	-	88,004	-	88,004	-	88,004	-	88,004
Internal Charges & Recoveries	21,435	-	21,435	-	21,435	-	21,435	-	21,435	-	21,435
Transfer to Own Funds	179,271	600	179,871	491	180,362	503	180,865	516	181,381	529	181,910
Contribution to Capital	77,000	(77,000)	-	-	-	-	-	-	-	-	-
Other Supplies and Expense	123,874	-	123,874	171,738	295,612	177,218	472,830	182,141	654,971	187,544	842,515
TOTAL EXPENSE	**37,851,274**	**938,316**	**38,789,590**	**1,771,495**	**40,561,086**	**1,507,318**	**42,068,403**	**1,824,516**	**43,892,920**	**1,613,018**	**45,505,938**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
POLICE PROTECTION - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
GOVERNMENT GRANTS					
- Traffic Fine	-	-	-	-	-
- Victim Services	(3,780)	-	-	-	-
GOVERNMENT GRANTS	**(3,780)**	**-**	**-**	**-**	**-**
SERVICE COST RECOVERIES					
- Adjust ARI fuel revenue to anticipated sales.	(12,600)	(10,315)	(10,573)	(10,837)	(11,108)
SERVICE COST RECOVERIES	**(12,600)**	**(10,315)**	**(10,573)**	**(10,837)**	**(11,108)**
SERVICE COST SHARING					
- Salary and Wages (Cost Sharing Recovery)	(36,107)	(34,170)	(41,748)	(42,583)	(43,434)
- TCE Contract-After hours Bail Hearings (Cost Sharing Recovery)	(4,800)	-	-	-	-
SERVICE COST SHARING	**(40,907)**	**(34,170)**	**(41,748)**	**(42,583)**	**(43,434)**
REVENUE ADJUSTMENTS	**(57,287)**	**(44,485)**	**(52,321)**	**(53,420)**	**(54,542)**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract Increases	167,467	-	-	-	-
- Steps/Increments	(82,255)	-	-	-	-
- One day increase from 261 to 262 days	28,161	(28,161)	-	-	-
- Guards (2 RPT) Annualization	37,073				
SALARY, WAGES & BENEFITS	**150,446**	**(28,161)**	**-**	**-**	**-**
SPECIAL CONTRACT (i.e. RCMP, etc.)					
- RCMP Contract	560,335	678,455	846,788	921,650	879,583
-RCMP Contract, 2 Members starting Oct 1 2019 Annualization	264,978	-	-	-	-
SPECIAL CONTRACT (i.e. RCMP, etc.)	**825,313**	**678,455**	**846,788**	**921,650**	**879,583**
SERVICE AND MAINTENANCE CONTRACTS					
- TCE Contract - After Hours Bail Hearings	20,000	-	-	-	-
- E-Comm	859	885	912	939	967
- Walnut Grove CPO Facility Lease	2,918	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**23,777**	**885**	**912**	**939**	**967**
FUEL					
- ARI - Fuel Billings to RCMP Fleet usage	12,000	9,824	10,070	10,321	10,579
FUEL	**12,000**	**9,824**	**10,070**	**10,321**	**10,579**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal	3,180	2,184	2,227	2,272	2,317
EQUIPMENT & VEHICLE RENTAL	**3,180**	**2,184**	**2,227**	**2,272**	**2,317**
TRANSFER TO RESERVES					
- ARI - Fuel Billings to RCMP Fleet usage	600	491	503	516	529
TRANSFER TO RESERVES	**600**	**491**	**503**	**516**	**529**
CONTRIBUTION TO CAPITAL					
- Divisional Contribution to Capital Reallocated to Fiscal	(77,000)	-	-	-	-
CONTRIBUTION TO CAPITAL	**(77,000)**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**170,538**	**173,949**	**177,428**	**180,977**
EXPENSE ADJUSTMENTS	**938,316**	**834,216**	**1,034,449**	**1,113,126**	**1,074,952**
NET NON-DISCRETIONARY ADJUSTMENTS	**881,029**	**789,731**	**982,128**	**1,059,706**	**1,020,410**

Township of Langley
FIVE YEAR OPERATING PLAN
POLICE PROTECTION - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
SERVICE COST SHARING					
- Fleet Coordinator(Shared Resource)	-	(20,064)	-	-	-
- Victim Support Worker (Shared Resource)	-	(19,749)	-	-	-
- Clerk/Typist 3 (Shared Resource)	-	-	(16,665)	-	-
-IT User Support Specialist (Shared Resource)	-	-	-	(21,280)	-
- Information Officer(Shared Resource)	-	-	-	-	(18,146)
SERVICE COST SHARING	**-**	**(39,813)**	**(16,665)**	**(21,280)**	**(18,146)**
REVENUE ADJUSTMENTS	**-**	**(39,813)**	**(16,665)**	**(21,280)**	**(18,146)**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Fleet Coordinator(Shared Resource)	-	82,381	-	-	-
- Victim Support Worker (Shared Resource)	-	81,079		-	-
- Clerk/Typist 3 (Shared Resource)	-	-	68,922	-	-
- IT User Support Specialist (Shared Resource)	-	-	-	88,010	-
- Information Officer(Shared Resource)	-	-	-	-	75,049
SALARY, WAGES & BENEFITS	**-**	**163,460**	**68,922**	**88,010**	**75,049**
SPECIAL CONTRACT (i.e. RCMP, etc.)					
- Regular Members (0)	-	-	-	-	-
- Regular Members (3 Jan 1st) & (4 Oct 1st)	-	772,619	31,444	36,986	38,410
- Regular Members (2)	-	-	369,234	11,132	10,764
- Regular Members (3)	-	-	-	570,549	16,146
- Regular Members (2)	-	-	-	-	391,130
SPECIAL CONTRACT (i.e. RCMP, etc.)	**-**	**772,619**	**400,678**	**618,667**	**456,450**
OTHER SUPPLIES AND EXPENSES					
- Fleet Coordinator(Shared Resource) - Cell Phone	-	600	-	-	-
- Victim Support Worker (Shared Resource) - Cell Phone	-	600	-	-	-
OTHER SUPPLIES AND EXPENSES	**-**	**1,200**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**-**	**3,269**	**4,713**	**6,567**
EXPENSE ADJUSTMENTS	**-**	**937,279**	**472,869**	**711,390**	**538,066**
NET DISCRETIONARY ADJUSTMENTS	**-**	**897,466**	**456,204**	**690,110**	**519,920**

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TOWNSHIP OF LANGLEY
RECREATION & CULTURE
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(13,169)	(10,655,501)		(10,643,600)		(11,027,208)		(11,361,669)		(11,686,421)
Property Tax from New Growth		(213,110)	(213,110)	(212,872)	(212,872)	(220,544)	(220,544)	(227,233)	(227,233)	(233,728)	(233,728)
Property Tax Change		225,011	225,011	(170,736)	(170,736)	(113,917)	(113,917)	(97,518)	(97,518)	(97,443)	(97,443)
	(10,642,332)	(1,268)	(10,643,600)	(383,608)	(11,027,208)	(334,461)	(11,361,669)	(324,752)	(11,686,421)	(331,172)	(12,017,593)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(4,355,867)	(136,857)	(4,492,724)	-	(4,492,724)	-	(4,492,724)	-	(4,492,724)	-	(4,492,724)
Government Grants	(51,018)	(30,000)	(81,018)	-	(81,018)	30,000	(51,018)	-	(51,018)	-	(51,018)
Service Cost Recoveries	(7,700)	-	(7,700)	-	(7,700)	-	(7,700)	-	(7,700)	-	(7,700)
Sales of Services	(6,919,861)	(751,440)	(7,671,301)	-	(7,671,301)	-	(7,671,301)	-	(7,671,301)	-	(7,671,301)
Rentals and Leases	(1,590,479)	-	(1,590,479)	-	(1,590,479)	-	(1,590,479)	-	(1,590,479)	-	(1,590,479)
Other Revenue	(1,463,472)	-	(1,463,472)	-	(1,463,472)	-	(1,463,472)	-	(1,463,472)	-	(1,463,472)
Transfer from Own Funds	(627,058)	223,928	(403,130)	-	(403,130)	-	(403,130)	-	(403,130)	-	(403,130)
TOTAL REVENUE	**(25,657,787)**	**(695,637)**	**(26,353,424)**	**(383,608)**	**(26,737,032)**	**(304,461)**	**(27,041,493)**	**(324,752)**	**(27,366,245)**	**(331,172)**	**(27,697,417)**
EXPENSE											
Salaries, Wages & Benefits	13,578,394	593,515	14,171,909	29,723	14,201,632	(30,000)	14,171,632	-	14,171,632	-	14,171,632
Service and Maintenance Contracts	4,787,063	54,768	4,841,831	16,163	4,857,994	16,567	4,874,561	16,981	4,891,542	17,405	4,908,947
Consulting and Professional Services	177,201	(22,500)	154,701	-	154,701	-	154,701	-	154,701	-	154,701
Regional Charges/Recoveries	4,355,867	136,857	4,492,724	-	4,492,724	-	4,492,724	-	4,492,724	-	4,492,724
Equipment and Vehicle Rental	123,040	3,691	126,731	3,802	130,533	3,916	134,449	4,033	138,482	4,154	142,636
Communication and Technology	75,821	-	75,821	-	75,821	-	75,821	-	75,821	-	75,821
Insurance	197,324	-	197,324	-	197,324	-	197,324	-	197,324	-	197,324
Materials and Supplies	509,608	94,000	603,608	35,000	638,608	10,000	648,608	10,000	658,608	10,000	668,608
Municipal Grants	519,025	18,500	537,525	-	537,525	-	537,525	-	537,525	-	537,525
Internal Charges & Recoveries	(24,181)	-	(24,181)	-	(24,181)	-	(24,181)	-	(24,181)	-	(24,181)
Transfer to Own Funds	443,937	-	443,937	16,000	459,937	16,000	475,937	-	475,937	-	475,937
Contribution to Capital	200,000	(200,000)	-	-	-	-	-	-	-	-	-
Other Supplies and Expense	714,688	16,806	731,494	282,920	1,014,414	287,978	1,302,392	293,738	1,596,130	299,613	1,895,743
TOTAL EXPENSE	**25,657,787**	**695,637**	**26,353,424**	**383,608**	**26,737,032**	**304,461**	**27,041,493**	**324,752**	**27,366,245**	**331,172**	**27,697,417**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

TOWNSHIP OF LANGLEY
RECREATION
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(10,365)	(8,386,680)		(8,309,954)		(8,669,570)		(8,975,664)		(9,271,482)
Property Tax from New Growth		(167,734)	(167,734)	(166,199)	(166,199)	(173,391)	(173,391)	(179,513)	(179,513)	(185,430)	(185,430)
Property Tax Change		244,460	244,460	(193,417)	(193,417)	(132,703)	(132,703)	(116,304)	(116,304)	(116,229)	(116,229)
	(8,376,315)	**66,361**	(8,309,954)	**(359,616)**	(8,669,570)	**(306,094)**	(8,975,664)	**(295,818)**	(9,271,482)	**(301,659)**	(9,573,140)
NON-TAX REVENUE											
Government Grants	(1,002)	-	(1,002)	-	(1,002)	-	(1,002)	-	(1,002)	-	(1,002)
Service Cost Recoveries	(7,700)	-	(7,700)	-	(7,700)	-	(7,700)	-	(7,700)	-	(7,700)
Sales of Services	(6,816,779)	(751,440)	(7,568,219)	-	(7,568,219)	-	(7,568,219)	-	(7,568,219)	-	(7,568,219)
Rentals and Leases	(1,590,479)	-	(1,590,479)	-	(1,590,479)	-	(1,590,479)	-	(1,590,479)	-	(1,590,479)
Other Revenue	(1,259,472)	-	(1,259,472)	-	(1,259,472)	-	(1,259,472)	-	(1,259,472)	-	(1,259,472)
Transfer from Own Funds	(621,440)	223,928	(397,512)	-	(397,512)	-	(397,512)	-	(397,512)	-	(397,512)
TOTAL REVENUE	**(18,673,187)**	**(461,151)**	**(19,134,338)**	**(359,616)**	**(19,493,954)**	**(306,094)**	**(19,800,048)**	**(295,818)**	**(20,095,866)**	**(301,659)**	**(20,397,524)**
EXPENSE											
Salaries, Wages & Benefits	12,249,382	498,172	12,747,554	34,130	12,781,684	-	12,781,684	-	12,781,684	-	12,781,684
Service and Maintenance Contracts	4,773,282	54,768	4,828,050	16,163	4,844,213	16,567	4,860,780	16,981	4,877,761	17,405	4,895,166
Consulting and Professional Services	32,108	-	32,108	-	32,108	-	32,108	-	32,108	-	32,108
Equipment and Vehicle Rental	123,040	3,691	126,731	3,802	130,533	3,916	134,449	4,033	138,482	4,154	142,636
Communication and Technology	53,586	-	53,586	-	53,586	-	53,586	-	53,586	-	53,586
Insurance	182,339	-	182,339	-	182,339	-	182,339	-	182,339	-	182,339
Materials and Supplies	423,054	94,000	517,054	35,000	552,054	10,000	562,054	10,000	572,054	10,000	582,054
Internal Charges & Recoveries	(186,977)	-	(186,977)	-	(186,977)	-	(186,977)	-	(186,977)	-	(186,977)
Transfer to Own Funds	432,848	-	432,848	16,000	448,848	16,000	464,848	-	464,848	-	464,848
Contribution to Capital	200,000	(200,000)	-	-	-	-	-	-	-	-	-
Other Supplies and Expense	390,525	10,520	401,045	254,521	655,566	259,611	915,177	264,804	1,179,981	270,100	1,450,080
TOTAL EXPENSE	**18,673,187**	**461,151**	**19,134,338**	**359,616**	**19,493,954**	**306,094**	**19,800,048**	**295,818**	**20,095,866**	**301,659**	**20,397,524**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
RECREATION - NON-DISCRETIONARY ADJUSTMENTS

REVENUE (Non-Tax)					
SALES OF SERVICES					
- ACCUC Programs	(73,000)	-	-	-	-
- ACCUC Admissions	(148,440)	-	-	-	-
- NLC, WGC, and WBY Programs	(360,000)	-	-	-	-
- WGC Admissions	(170,000)	-	-	-	-
SALES OF SERVICES	**(751,440)**	**-**	**-**	**-**	**-**
TRANSFER FROM OWN FUNDS					
- Revenue adjustment for Aldergrove	223,928	-	-	-	-
TRANSFER FROM OWN FUNDS	**223,928**	**-**	**-**	**-**	**-**
REVENUE ADJUSTMENTS	**(527,512)**	**-**	**-**	**-**	**-**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract Increases	247,922	-	-	-	-
- One day increase from 261 to 262 days	21,509	(21,509)	-	-	-
- Steps/Increments	110,606	-	-	-	-
- Multiple Facilities Weightroom Staffing Annualization	36,135				
- Increase in OT for Recreation Staff	82,000	-	-	-	-
SALARY, WAGES & BENEFITS	**498,172**	**(21,509)**	**-**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Langley Minor Hockey League Association Ice Subsidy	39,000	-	-	-	-
- Sportsplex Contract	15,768	16,163	16,567	16,981	17,405
SERVICE AND MAINTENANCE CONTRACTS	**54,768**	**16,163**	**16,567**	**16,981**	**17,405**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal	3,691	3,802	3,916	4,033	4,154
EQUIPMENT & VEHICLE RENTAL	**3,691**	**3,802**	**3,916**	**4,033**	**4,154**
MATERIALS & SUPPLIES					
- Materials and Supplies	94,000	-	-	-	-
MATERIALS & SUPPLIES	**94,000**	**-**	**-**	**-**	**-**
CONTRIBUTION TO CAPITAL					
- Facility Asset Maintenance to Recreation Contribution to Capital	30,000	-	-	-	-
- Divisional Contribution to Capital Reallocated to Fiscal	(230,000)				
CONTRIBUTION TO CAPITAL	**(200,000)**	**-**	**-**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- Bank Fees	10,000	-	-	-	-
- Multiple Facility - Mandatory Staff Training	7,000	-	-	-	-
- Vehicle Allowance	(6,480)	-	-	-	-
OTHER SUPPLIES AND EXPENSES	**10,520**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**254,521**	**259,611**	**264,804**	**270,100**
EXPENSE ADJUSTMENTS	**461,151**	**252,977**	**280,094**	**285,818**	**291,659**
NET NON-DISCRETIONARY ADJUSTMENTS	**(66,361)**	**252,977**	**280,094**	**285,818**	**291,659**

Township of Langley
FIVE YEAR OPERATING PLAN
RECREATION - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
EXPENSE					
SALARY, WAGES & BENEFITS					
- Rec Worker 4s (Youth Workers) Additional Hours	-	45,856	-	-	-
- George Preston Centre - Site support	-	9,783	-	-	-
SALARY, WAGES & BENEFITS	**-**	**55,639**	**-**	**-**	**-**
MATERIALS & SUPPLIES					
- Uniform Standardization for P&R Staff	-	35,000	10,000	10,000	10,000
MATERIALS & SUPPLIES	**-**	**35,000**	**10,000**	**10,000**	**10,000**
TRANSFER TO RESERVES					
- Fitness Equipment Reserve	-	16,000	16,000	-	-
TRANSFER TO RESERVES	**-**	**16,000**	**16,000**	**-**	**-**
FISCAL SERVICES	**-**	**-**	**-**	**-**	**-**
EXPENSE ADJUSTMENTS	**-**	**106,639**	**26,000**	**10,000**	**10,000**
NET DISCRETIONARY ADJUSTMENTS	**-**	**106,639**	**26,000**	**10,000**	**10,000**

TOWNSHIP OF LANGLEY
Arts Culture and Community Initiatives
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(2,804)	(2,268,821)		(2,333,646)		(2,357,638)		(2,386,005)		(2,414,939)
Property Tax from New Growth		(45,376)	(45,376)	(46,673)	(46,673)	(47,153)	(47,153)	(47,720)	(47,720)	(48,299)	(48,299)
Property Tax Change		(19,449)	(19,449)	22,681	22,681	18,786	18,786	18,786	18,786	18,786	18,786
	(2,266,017)	**(67,629)**	(2,333,646)	**(23,992)**	(2,357,638)	**(28,367)**	(2,386,005)	**(28,934)**	(2,414,939)	**(29,513)**	(2,444,452)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(4,355,867)	(136,857)	(4,492,724)	-	(4,492,724)	-	(4,492,724)	-	(4,492,724)	-	(4,492,724)
Government Grants	(50,016)	(30,000)	(80,016)	-	(80,016)	30,000	(50,016)	-	(50,016)	-	(50,016)
Sales of Services	(103,082)	-	(103,082)	-	(103,082)	-	(103,082)	-	(103,082)	-	(103,082)
Other Revenue	(204,000)	-	(204,000)	-	(204,000)	-	(204,000)	-	(204,000)	-	(204,000)
Transfer from Own Funds	(5,618)	-	(5,618)	-	(5,618)	-	(5,618)	-	(5,618)	-	(5,618)
TOTAL REVENUE	**(6,984,600)**	**(234,486)**	**(7,219,086)**	**(23,992)**	**(7,243,078)**	**1,633**	**(7,241,445)**	**(28,934)**	**(7,270,379)**	**(29,513)**	**(7,299,892)**
EXPENSE											
Salaries, Wages & Benefits	1,329,012	95,343	1,424,355	(4,407)	1,419,948	(30,000)	1,389,948	-	1,389,948	-	1,389,948
Service and Maintenance Contracts	13,781	-	13,781	-	13,781	-	13,781	-	13,781	-	13,781
Consulting and Professional Services	145,093	(22,500)	122,593	-	122,593	-	122,593	-	122,593	-	122,593
Regional Charges/Recoveries	4,355,867	136,857	4,492,724	-	4,492,724	-	4,492,724	-	4,492,724	-	4,492,724
Communication and Technology	22,235	-	22,235	-	22,235	-	22,235	-	22,235	-	22,235
Insurance	14,985	-	14,985	-	14,985	-	14,985	-	14,985	-	14,985
Materials and Supplies	86,554	-	86,554	-	86,554	-	86,554	-	86,554	-	86,554
Municipal Grants	519,025	18,500	537,525	-	537,525	-	537,525	-	537,525	-	537,525
Internal Charges & Recoveries	162,796	-	162,796	-	162,796	-	162,796	-	162,796	-	162,796
Transfer to Own Funds	11,089	-	11,089	-	11,089	-	11,089	-	11,089	-	11,089
Other Supplies and Expense	324,163	6,286	330,449	28,399	358,848	28,367	387,215	28,934	416,149	29,513	445,662
TOTAL EXPENSE	**6,984,600**	**234,486**	**7,219,086**	**23,992**	**7,243,078**	**(1,633)**	**7,241,445**	**28,934**	**7,270,379**	**29,513**	**7,299,892**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
Art Culture and Community Initiatives - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
SPECIAL LEVIES/GRANTS-IN-LIEU					
- Fraser Valley Regional Library	(136,857)	-	-	-	-
SPECIAL LEVIES/GRANTS-IN-LIEU	**(136,857)**	**-**	**-**	**-**	**-**
GOVERNMENT GRANTS					
- LCM Provincial Govt Grant 2020 & 2021	(30,000)	-	30,000	-	-
GOVERNMENT GRANTS	**(30,000)**	**-**	**30,000**	**-**	**-**
REVENUE ADJUSTMENTS	**(166,857)**	**-**	**30,000**	**-**	**-**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract Increases	26,813	-	-	-	-
- One day increase from 261 to 262 days	4,407	(4,407)	-	-	-
- Steps/Increments	11,623	-	-	-	-
- Reallocation funds - 1 TFT Curator 2020-2021	78,174	-	(30,000)	-	-
- Reallocation funds - 1 TFT Curator 2020-2021	(1,558)	-	-	-	-
- Reallocation funds - 1 TFT Curator 2020-2021	(24,116)	-	-	-	-
SALARY, WAGES & BENEFITS	**95,343**	**(4,407)**	**(30,000)**	**-**	**-**
CONSULTING AND LEGAL SERVICES					
- Reallocation funds - 1 TFT Curator 2020-2021	(22,500)	-	-	-	-
CONSULTING AND LEGAL SERVICES	**(22,500)**	**-**	**-**	**-**	**-**
REGIONAL COLLECTIONS/CHARGES					
- Fraser Valley Regional Library	136,857	-	-	-	-
REGIONAL COLLECTIONS/CHARGES	**136,857**	**-**	**-**	**-**	**-**
MUNICIPAL GRANTS					
- Community Association Grant	8,500	-	-	-	-
- Sport Hosting Grant Increase	10,000	-	-	-	-
MUNICIPAL GRANTS	**18,500**	**-**	**-**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- Murrayville Library Lease, Establish Budget	4,126	-	-	-	-
- Vehicle Allowance	2,160	-	-	-	-
OTHER SUPPLIES AND EXPENSES	**6,286**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**28,399**	**28,367**	**28,934**	**29,513**
EXPENSE ADJUSTMENTS	**234,486**	**23,992**	**(1,633)**	**28,934**	**29,513**
NET NON-DISCRETIONARY ADJUSTMENTS	**67,629**	**23,992**	**28,367**	**28,934**	**29,513**

TOWNSHIP OF LANGLEY
FACILITY MAINTENANCE
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		138,686	(12,998,419)		(12,789,726)		(14,150,643)		(15,197,184)		(15,420,799)
Property Tax from New Growth		(259,968)	(259,968)	(255,795)	(255,795)	(283,013)	(283,013)	(303,944)	(303,944)	(308,416)	(308,416)
Property Tax Change		468,661	468,661	(1,105,123)	(1,105,123)	(763,528)	(763,528)	80,329	80,329	6,255	6,255
	(13,137,105)	**347,379**	(12,789,726)	**(1,360,917)**	(14,150,643)	**(1,046,541)**	(15,197,184)	**(223,615)**	(15,420,799)	**(302,161)**	(15,722,960)
NON-TAX REVENUE											
Service Cost Sharing	(142,586)	-	(142,586)	-	(142,586)	-	(142,586)	-	(142,586)	-	(142,586)
Other Revenue	(539,921)	-	(539,921)	-	(539,921)	-	(539,921)	37,500	(502,421)	-	(502,421)
Transfer from Own Funds	(527,512)	527,512	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(14,347,124)**	**874,891**	**(13,472,233)**	**(1,360,917)**	**(14,833,150)**	**(1,046,541)**	**(15,879,691)**	**(186,115)**	**(16,065,806)**	**(302,161)**	**(16,367,967)**
EXPENSE											
Salaries, Wages & Benefits	4,814,669	275,042	5,089,711	180,097	5,269,808	75,000	5,344,808	-	5,344,808	-	5,344,808
Service and Maintenance Contracts	3,365,265	(8,900)	3,356,365	931,403	4,287,768	776,402	5,064,170	25,000	5,089,170	100,000	5,189,170
Fuel	6,800	-	6,800	-	6,800	-	6,800	-	6,800	-	6,800
Equipment and Vehicle Rental	231,714	6,954	238,668	65,616	304,284	7,377	311,661	7,595	319,256	7,824	327,080
Communication and Technology	39,590	250	39,840	700	40,540	-	40,540	-	40,540	-	40,540
Materials and Supplies	889,782	(30,000)	859,782	-	859,782	-	859,782	-	859,782	-	859,782
Utility User Fees	2,698,217	53,828	2,752,045	55,045	2,807,090	56,144	2,863,234	57,270	2,920,504	58,412	2,978,916
Debt Principal and Interest	259,430	293,310	552,740	-	552,740	-	552,740	(37,500)	515,240	-	515,240
Internal Charges & Recoveries	(2,870)	-	(2,870)	-	(2,870)	-	(2,870)	-	(2,870)	-	(2,870)
Transfer to Own Funds	270,218	25,000	295,218	25,000	320,218	25,000	345,218	25,000	370,218	25,000	395,218
Contribution to Capital	1,490,375	(1,490,375)	-	-	-	-	-	-	-	-	-
Other Supplies and Expense	283,934	-	283,934	103,057	386,991	106,618	493,608	108,750	602,358	110,925	713,284
TOTAL EXPENSE	**14,347,124**	**(874,891)**	**13,472,233**	**1,360,917**	**14,833,150**	**1,046,541**	**15,879,691**	**186,115**	**16,065,806**	**302,161**	**16,367,967**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
FACILITY MAINTENANCE - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
OTHER REVENUE					
- ACUCC Naming Rights	-	-	-	37,500	-
OTHER REVENUE	**-**	**-**	**-**	**37,500**	**-**
TRANSFER FROM OWN FUNDS					
- Revenue elimination for Aldergrove	527,512	-	-	-	-
TRANSFER FROM OWN FUNDS	**527,512**	**-**	**-**	**-**	**-**
REVENUE ADJUSTMENTS	**527,512**	**-**	**-**	**37,500**	**-**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract Increases	98,785	-	-	-	-
- One day increase from 261 to 262 days	11,880	(11,880)	-	-	-
- Steps/Increments	65,316	-	-	-	-
- Plumbing Technician Annualization	58,200	-	-	-	-
- Facilities Auxiliary (Project Coord., Inspections, Other Critical Work)	-	50,000	50,000	-	-
- Facilities Planning & Construction - Facility Condition Assessments	-	25,000	25,000	-	-
-Director, Sustainability and Facilities	40,861	-	-	-	-
SALARY, WAGES & BENEFITS	**275,042**	**63,120**	**75,000**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Grounds/Passive Area Maintenance	-	156,500	156,500	-	-
- Maintenance Services (includes electrical, general facilities, preventive, predictive)	-	133,750	133,750	-	-
- New Properties Maintenance	-	17,500	17,500	-	-
- Facility Condition Assessment Program	-	50,000	50,000	-	-
- Duct Cleaning Program	(60,000)	-	-	-	-
- HVAC / Mechanical Contract Increases	-	126,250	126,250	-	-
- Janitorial various facilities (additional spaces, contract increases)	-	48,250	48,250	-	-
- Civic Facility Parkade - waterproofing membrane	-	70,000	(70,000)	-	75,000
- Fire and Life Safety Services - Additional Facilities	-	38,500	38,500	-	-
- Elevator Maintenance - Various Facilities	-	12,250	12,250	-	-
- Elevator Maintenance - Langley Regional Airport (Establish Budget)	2,000	-	-	-	-
- Maintenance - Langley Regional Airport (Establish Budget)	18,000	-	-	-	-
- Security Systems, Repairs and Maintenance	-	16,000	16,000	-	-
- Painting (Exterior and Interior) Various Facilities (Establish Budget)	-	87,500	87,500	-	-
- Asset Management Strategy (5 Year Roadmap)	-	37,500	37,500	-	-
- High Voltage Transformer Maintenance	-	15,000	-	-	-
- Wood Floor Refinishing - Various Rec Centres	-	25,000	25,000	-	-
- Facilities Planning & Construction - Training, Member., Confer., Office Supplies Etc.	21,100	-	-	-	-
- Facilities Planning & Construction - Facility Condition Assessments	-	12,500	12,500	25,000	25,000
- Waste Management Contract Increases	-	9,903	9,902	-	-
- Pool and Arena Operating Equipment maintenance - various facilities	-	75,000	75,000		
- Food Truck Repairs and Maintenance	10,000	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**(8,900)**	**931,403**	**776,402**	**25,000**	**100,000**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal (Monthly)	3,203	3,302	3,400	3,501	3,606
- Equipment and Vehicle Rental - Internal (Hourly)	3,751	3,864	3,977	4,094	4,218
EQUIPMENT & VEHICLE RENTAL	**6,954**	**7,166**	**7,377**	**7,595**	**7,824**
COMMUNICATION AND TECHNOLOGY					
- Facility Service Worker Cell Phone	250	-	-	-	-
COMMUNICATION AND TECHNOLOGY	**250**	**-**	**-**	**-**	**-**
MATERIALS & SUPPLIES					
- Facility Asset Maintenance to Recreation Contribution to Capital	(30,000)	-	-	-	-
MATERIALS & SUPPLIES	**(30,000)**	**-**	**-**	**-**	**-**
UTILITY USER FEES					
- Electricity	36,318	37,045	37,787	38,543	39,314
- Natural Gas	13,180	13,583	13,853	14,132	14,415
- Water/Sewer	4,330	4,417	4,504	4,595	4,683
UTILITY USER FEES	**53,828**	**55,045**	**56,144**	**57,270**	**58,412**
DEBT PRINCIPAL AND INTEREST					
- Railways & Facilities Principal & Interest	293,310	-	-	-	-
- ACUCC Other Construction	-	-	-	(37,500)	-
DEBT PRINCIPAL AND INTEREST	**293,310**	**-**	**-**	**(37,500)**	**-**
TRANSFER TO RESERVES					
- Transfer to Building Reserve	25,000	25,000	25,000	25,000	25,000
TRANSFER TO RESERVES	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**
CONTRIBUTION TO CAPITAL					
- Divisional Contribution to Capital Reallocated to Fiscal	(1,490,375)				
CONTRIBUTION TO CAPITAL	**(1,490,375)**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**103,057**	**106,618**	**108,750**	**110,925**
EXPENSE ADJUSTMENTS	**(874,891)**	**1,184,790**	**1,046,541**	**186,115**	**302,161**
NET NON-DISCRETIONARY ADJUSTMENTS	**(347,379)**	**1,184,790**	**1,046,541**	**223,615**	**302,161**

Township of Langley
FIVE YEAR OPERATING PLAN
FACILITY MAINTENANCE - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
EXPENSE					
SALARY, WAGES & BENEFITS					
- Mechanical Technician (New RFT)	-	97,968	-	-	-
- Support Clerk - Operations (New RFT 14.3%)	-	9,125	-	-	-
- Clerk III - Operations (New RFT 14.3%)	-	9,884	-	-	-
SALARY, WAGES & BENEFITS	**-**	**116,977**	**-**	**-**	**-**
EQUIPMENT & VEHICLE RENTAL					
- Mechanical Technician - Vehicle Rental	-	10,250	-	-	-
- Operating Impact of TOL Capital Projects	-	48,200	-	-	-
EQUIPMENT & VEHICLE RENTAL	**-**	**58,450**	**-**	**-**	**-**
COMMUNICATION AND TECHNOLOGY					
- Mechanical Technician - Cell Phone	-	700	-	-	-
COMMUNICATION AND TECHNOLOGY	**-**	**700**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**-**	**-**	**-**	**-**
EXPENSE ADJUSTMENTS	**-**	**176,127**	**-**	**-**	**-**
NET DISCRETIONARY ADJUSTMENTS	**-**	**176,127**	**-**	**-**	**-**

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TOWNSHIP OF LANGLEY
GENERAL GOVERNMENT (Includes Corp. Admin., Airport, Human Resources, Finance, Community Development & Fiscal)
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(43,546)	(19,592,612)	-	(29,890,223)	-	(32,936,135)	-	(36,086,336)	-	(39,251,221)
Property Tax from New Growth		(391,852)	(391,852)	(597,804)	(597,804)	(658,723)	(658,723)	(721,727)	(721,727)	(785,024)	(785,024)
Property Tax Change		(9,905,759)	(9,905,759)	(2,448,107)	(2,448,107)	(2,491,478)	(2,491,478)	(2,443,159)	(2,443,159)	(2,982,582)	(2,982,582)
	(19,549,066)	**(10,341,157)**	(29,890,223)	**(3,045,912)**	(32,936,135)	**(3,150,201)**	(36,086,336)	**(3,164,886)**	(39,251,221)	**(3,767,606)**	(43,018,828)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(4,587,451)	300,000	(4,287,451)	-	(4,287,451)	-	(4,287,451)	-	(4,287,451)	-	(4,287,451)
Government Grants	(205,000)	-	(205,000)	-	(205,000)	-	(205,000)	-	(205,000)	-	(205,000)
Service Cost Recoveries	(197,847)	-	(197,847)	-	(197,847)	-	(197,847)	-	(197,847)	-	(197,847)
Sales of Services	(1,273,135)	(79,900)	(1,353,035)	-	(1,353,035)	-	(1,353,035)	-	(1,353,035)	-	(1,353,035)
Rentals and Leases	(1,605,400)	69,500	(1,535,900)	68,500	(1,467,400)	68,500	(1,398,900)	68,400	(1,330,500)	-	(1,330,500)
Permit and License Fees	(6,887,659)	29,800	(6,857,859)	64,996	(6,792,863)	-	(6,792,863)	-	(6,792,863)	-	(6,792,863)
Development Revenue	(3,217,297)	-	(3,217,297)	-	(3,217,297)	-	(3,217,297)	-	(3,217,297)	-	(3,217,297)
Investment Income	(2,922,572)	-	(2,922,572)	-	(2,922,572)	-	(2,922,572)	-	(2,922,572)	-	(2,922,572)
Other Revenue	6,527,870	44,040	6,571,910	(11,345)	6,560,565	(13,131)	6,547,434	(13,393)	6,534,041	(13,661)	6,520,380
Internal Recoveries	(5,539,129)	(574,662)	(6,113,791)	(520,545)	(6,634,336)	(453,009)	(7,087,345)	(517,187)	(7,604,532)	(746,906)	(8,351,438)
Transfer from Own Funds	(940,730)	54,730	(886,000)	-	(886,000)	-	(886,000)	-	(886,000)	-	(886,000)
External Unidentified Revenue	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)
TOTAL REVENUE	**(40,647,416)**	**(10,497,649)**	**(51,145,065)**	**(3,444,306)**	**(54,589,371)**	**(3,547,841)**	**(58,137,211)**	**(3,627,066)**	**(61,764,277)**	**(4,528,173)**	**(66,292,451)**
EXPENSE											
Salaries, Wages & Benefits	23,989,866	1,699,184	25,689,050	199,978	25,889,028	35,000	25,924,028	35,000	25,959,028	35,000	25,994,028
Service and Maintenance Contracts	1,650,115	(97,245)	1,552,870	5,914	1,558,784	8,294	1,567,078	(132,272)	1,434,806	8,503	1,443,309
Consulting and Professional Services	1,833,647	83,257	1,916,904	34,341	1,951,245	300,250	2,251,495	6,750	2,258,245	6,750	2,264,995
Fuel	631,460	103,221	734,681	341	735,022	350	735,372	359	735,731	368	736,099
Equipment and Vehicle Rental	288,465	9,463	297,928	5,683	303,611	5,809	309,420	5,940	315,360	6,073	321,433
Communication and Technology	2,675,073	267,938	2,943,011	25,000	2,968,011	-	2,968,011	-	2,968,011	-	2,968,011
Insurance	1,141,151	37,102	1,178,253	40,000	1,218,253	40,600	1,258,853	41,200	1,300,053	41,800	1,341,853
Materials and Supplies	570,399	(5,304)	565,095	-	565,095	-	565,095	-	565,095	-	565,095
Utility User Fees	24,879	(12,318)	12,561	321	12,882	327	13,209	334	13,543	340	13,883
Municipal Grants	205,000	-	205,000	-	205,000	-	205,000	-	205,000	-	205,000
Debt Principal and Interest	64,098	2,218,004	2,282,102	1,527,344	3,809,446	-	3,809,446	-	3,809,446	-	3,809,446
Internal Charges & Recoveries	(30,992)	-	(30,992)	41,492	10,500	-	10,500	-	10,500	-	10,500
Transfer to Own Funds	3,771,933	(2,174,109)	1,597,824	208,650	1,806,474	402,234	2,208,708	993,259	3,201,967	500,000	3,701,967
Contribution to Capital	818,000	8,113,946	8,931,946	900,000	9,831,946	900,000	10,731,946	1,800,000	12,531,946	1,800,000	14,331,946
External Unidentified	250,000	-	250,000	-	250,000	-	250,000	-	250,000	-	250,000
Other Supplies and Expense	2,330,786	254,510	2,585,296	455,242	3,040,538	1,854,977	4,895,515	876,496	5,772,011	2,129,339	7,901,350
TOTAL EXPENSE	**40,647,416**	**10,497,649**	**51,145,065**	**3,444,306**	**54,589,371**	**3,547,841**	**58,137,211**	**3,627,066**	**61,764,277**	**4,528,173**	**66,292,451**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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TOWNSHIP OF LANGLEY
CORPORATE ADMINISTRATION
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(5,740)	(13,544,177)	-	(16,433,704)	-	(18,100,325)	-	(18,605,410)	-	(18,895,958)
Property Tax from New Growth		(270,884)	(270,884)	(328,674)	(328,674)	(362,006)	(362,006)	(372,108)	(372,108)	(377,919)	(377,919)
Property Tax Change		(2,618,643)	(2,618,643)	(1,337,947)	(1,337,947)	(143,078)	(143,078)	81,560	81,560	157,888	157,888
	(13,538,437)	**(2,895,267)**	(16,433,704)	**(1,666,621)**	(18,100,325)	**(505,085)**	(18,605,410)	**(290,548)**	(18,895,958)	**(220,031)**	(19,115,989)
NON-TAX REVENUE											
Government Grants	(205,000)	-	(205,000)	-	(205,000)	-	(205,000)	-	(205,000)	-	(205,000)
Service Cost Recoveries	(4,000)	-	(4,000)	-	(4,000)	-	(4,000)	-	(4,000)	-	(4,000)
Sales of Services	(923,525)	(79,900)	(1,003,425)	-	(1,003,425)	-	(1,003,425)	-	(1,003,425)	-	(1,003,425)
Rentals and Leases	(1,605,400)	69,500	(1,535,900)	68,500	(1,467,400)	68,500	(1,398,900)	68,400	(1,330,500)	-	(1,330,500)
Permit and License Fees	(93,196)	-	(93,196)	64,996	(28,200)	-	(28,200)	-	(28,200)	-	(28,200)
Other Revenue	(1,346,996)	(4,728)	(1,351,724)	(11,345)	(1,363,069)	(13,131)	(1,376,200)	(13,393)	(1,389,593)	(13,661)	(1,403,254)
Transfer from Own Funds	(215,730)	54,730	(161,000)	-	(161,000)	-	(161,000)	-	(161,000)	-	(161,000)
TOTAL REVENUE	**(17,932,284)**	**(2,855,665)**	**(20,787,949)**	**(1,544,470)**	**(22,332,419)**	**(449,716)**	**(22,782,135)**	**(235,541)**	**(23,017,676)**	**(233,692)**	**(23,251,368)**
EXPENSE											
Salaries, Wages & Benefits	9,705,012	844,193	10,549,205	(6,437)	10,542,768	-	10,542,768	-	10,542,768	-	10,542,768
Service and Maintenance Contracts	1,110,036	(80,465)	1,029,571	5,914	1,035,485	8,294	1,043,779	8,464	1,052,243	8,503	1,060,746
Consulting and Professional Services	981,879	46,500	1,028,379	27,591	1,055,970	293,500	1,349,470	-	1,349,470	-	1,349,470
Fuel	618,200	102,823	721,023	-	721,023	-	721,023	-	721,023	-	721,023
Equipment and Vehicle Rental	71,442	2,966	74,408	1,149	75,557	1,183	76,740	1,219	77,959	1,255	79,214
Communication and Technology	2,592,695	274,100	2,866,795	25,000	2,891,795	-	2,891,795	-	2,891,795	-	2,891,795
Insurance	24,000	(2,898)	21,102	-	21,102	-	21,102	-	21,102	-	21,102
Materials and Supplies	316,795	(304)	316,491	-	316,491	-	316,491	-	316,491	-	316,491
Utility User Fees	23,577	(12,444)	11,133	200	11,333	204	11,537	208	11,745	212	11,957
Municipal Grants	205,000	-	205,000	-	205,000	-	205,000	-	205,000	-	205,000
Internal Charges & Recoveries	500	-	500	-	500	-	500	-	500	-	500
Transfer to Own Funds	394,255	13,895	408,150	4,750	412,900	(68,500)	344,400	6,315	350,715	-	350,715
Contribution to Capital	818,000	(818,000)	-	-	-	-	-	-	-	-	-
Other Supplies and Expense	1,070,893	267,295	1,338,188	(41,041)	1,297,147	215,035	1,512,182	219,335	1,731,517	223,722	1,955,240
TOTAL EXPENSE	**17,932,284**	**2,855,665**	**20,787,949**	**1,544,470**	**22,332,419**	**449,716**	**22,782,135**	**235,541**	**23,017,676**	**233,692**	**23,251,368**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

TOWNSHIP OF LANGLEY
CORPORATE ADMINISTRATION (Excluding Airport)
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(5,740)	(13,544,177)		(16,433,704)		(18,100,325)		(18,605,410)		(18,895,958)
Property Tax from New Growth		(270,884)	(270,884)	(328,674)	(328,674)	(362,006)	(362,006)	(372,108)	(372,108)	(377,919)	(377,919)
Property Tax Change		(2,618,643)	(2,618,643)	(1,337,947)	(1,337,947)	(143,078)	(143,078)	81,560	81,560	157,888	157,888
	(13,538,437)	**(2,895,267)**	(16,433,704)	**(1,666,621)**	(18,100,325)	**(505,085)**	(18,605,410)	**(290,548)**	(18,895,958)	**(220,031)**	(19,115,989)
NON-TAX REVENUE											
Government Grants	(205,000)	-	(205,000)	-	(205,000)	-	(205,000)	-	(205,000)	-	(205,000)
Service Cost Recoveries	(4,000)	-	(4,000)	-	(4,000)	-	(4,000)	-	(4,000)	-	(4,000)
Sales of Services	(8,125)	5,000	(3,125)	-	(3,125)	-	(3,125)	-	(3,125)	-	(3,125)
Rentals and Leases	(1,034,400)	68,500	(965,900)	68,500	(897,400)	68,500	(828,900)	68,400	(760,500)	-	(760,500)
Permit and License Fees	(93,196)	-	(93,196)	64,996	(28,200)	-	(28,200)	-	(28,200)	-	(28,200)
Other Revenue	(1,228,459)	-	(1,228,459)	-	(1,228,459)	-	(1,228,459)	-	(1,228,459)	-	(1,228,459)
Transfer from Own Funds	(161,000)	-	(161,000)	-	(161,000)	-	(161,000)	-	(161,000)	-	(161,000)
TOTAL REVENUE	**(16,272,617)**	**(2,821,767)**	**(19,094,384)**	**(1,533,125)**	**(20,627,509)**	**(436,585)**	**(21,064,094)**	**(222,148)**	**(21,286,242)**	**(220,031)**	**(21,506,273)**
EXPENSE											
Salaries, Wages & Benefits	9,161,212	742,808	9,904,020	(4,909)	9,899,111	-	9,899,111	-	9,899,111	-	9,899,111
Service and Maintenance Contracts	884,036	5,404	889,440	5,914	895,354	8,294	903,648	8,464	912,112	8,503	920,615
Consulting and Professional Services	981,879	46,500	1,028,379	27,591	1,055,970	293,500	1,349,470	-	1,349,470	-	1,349,470
Equipment and Vehicle Rental	42,982	1,115	44,097	1,149	45,246	1,183	46,429	1,219	47,648	1,255	48,903
Communication and Technology	2,584,695	277,100	2,861,795	25,000	2,886,795	-	2,886,795	-	2,886,795	-	2,886,795
Materials and Supplies	289,595	10,500	300,095	-	300,095	-	300,095	-	300,095	-	300,095
Utility User Fees	10,325	196	10,521	200	10,721	204	10,925	208	11,133	212	11,345
Municipal Grants	205,000	-	205,000	-	205,000	-	205,000	-	205,000	-	205,000
Debt Principal and Interest	-	2,218,004	2,218,004	1,527,344	3,745,348	-	3,745,348	-	3,745,348	-	3,745,348
Transfer to Own Funds	333,400	4,750	338,150	4,750	342,900	(68,500)	274,400	6,315	280,715	-	280,715
Contribution to Capital	748,000	(748,000)	-	-	-	-	-	-	-	-	-
Other Supplies and Expense	1,031,493	263,390	1,294,883	(53,914)	1,240,969	201,904	1,442,873	205,942	1,648,815	210,061	1,858,877
TOTAL EXPENSE	**16,272,617**	**2,821,767**	**19,094,384**	**1,533,125**	**20,627,509**	**436,585**	**21,064,094**	**222,148**	**21,286,242**	**220,031**	**21,506,273**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
CORPORATE ADMINISTRATION (without Airport) - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
SALES OF SERVICES					
- GIS Revenue	5,000	-	-	-	-
SALES OF SERVICES	**5,000**	**-**	**-**	**-**	**-**
RENTALS & LEASES					
- Aldergrove Strip Mall Lease Revenue	68,500	68,500	68,500	68,400	-
RENTALS & LEASES	**68,500**	**68,500**	**68,500**	**68,400**	**-**
PERMIT & LICENSE FEES					
- Film Clerk	-	64,996	-	-	-
PERMIT & LICENSE FEES	**-**	**64,996**	**-**	**-**	**-**
REVENUE ADJUSTMENTS	**73,500**	**133,496**	**68,500**	**68,400**	**-**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract Increases	187,918	-	-	-	-
- One day increase from 261 to 262 days	34,713	(34,713)	-	-	-
- Steps/Increments	164,279	-	-	-	-
- Senior Property Negotiator (Annualize 2019 addition)	**56,891**	-	-	-	-
- Film Clerk	-	(64,996)	-	-	-
- GIS Analyst (1), May 1st	66,761	-	-	-	-
- Senior Business Application Analysts (2), May 1st	145,048	-	-	-	-
- Senior Network Infrastructure Analyst (1), May 1st	72,524	-	-	-	-
- Mayor Council Support Clerk (15 Hrs AUX to 22.5Hrs RPT position)	14,674	-	-	-	-
SALARY, WAGES & BENEFITS	**742,808**	**(99,709)**	**-**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Youth Family Services Contract	3,404	5,914	8,294	8,464	8,503
- Print shop Equipment Maintenance	2,000	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**5,404**	**5,914**	**8,294**	**8,464**	**8,503**
CONSULTING AND LEGAL SERVICES					
- Election 2022 from Reserves	-	-	293,500	-	-
- Expect Excellence	6,000	-	-	-	-
- Economic Development Marketing and Consulting	40,500	-	-	-	-
CONSULTING AND LEGAL SERVICES	**46,500**	**-**	**293,500**	**-**	**-**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal	1,115	1,149	1,183	1,219	1,255
EQUIPMENT & VEHICLE RENTAL	**1,115**	**1,149**	**1,183**	**1,219**	**1,255**
COMMUNICATION AND TECHNOLOGY					
New Maintenance/Support Contract Additions:					
- Squirrel food & Beverage System Hardware Maintenance	25,401	-	-	-	-
- Genetic AMS Subscription	5,318	-	-	-	-
- Squirrel Food & Beverage Systems (New) for TFSE/LEC/ACUCC Software Maintenance	14,524	-	-	-	-
- Tempest Maintenance Additions for:					
a) Property Tax eBilling Module					
b) Prospero Mobile module	11,999	-	-	-	-
- Cityworks for Parks Operations Software Subscription	55,918	-	-	-	-
- SurveyMonkey - Surveys for CA Communications Software Subscription	13,589	-	-	-	-
- SurveyMonkey - eApply for ACCI for Grant Management Software Subscription	14,980	-	-	-	-
Existing Maintenance/Support Contract Increases:		-	-	-	-
- Cisco Maintenance Contract	14,500	-	-	-	-
- Security Software Subscriptions Due to Increased Users	11,318	-	-	-	-
- Palo Alto - Increased Maintenance Costs for Existing Firewalls	9,725	-	-	-	-
- Tempest Annual Maintenance Contract Increase of 5%	4,555	-	-	-	-
- Safe Software/FME Upgrade to Enterprise Subscription	14,400	-	-	-	-
- Hansen/Infor Annual Maintenance Contract Increase of 6%	6,850	-	-	-	-
- Hansen/Infor Maintenance on 14 Additional Customer Service user licenses	3,907	-	-	-	-
- InfoSewer Upgrade for Utilities/WRE	1,855	-	-	-	-
- Marval MSM Additional User Subscriptions for CA/TI mgmt/CorpSvcs/CorpComm	5,688	-	-	-	-
- AirWatch Mobile Device Subscriptions Added	5,577	-	-	-	-
- Microsoft Maintenance and Subscriptions:					
a) increased usage of Azure B2C/MFA					
b) Azure AD Premium 1 Single Sign on Capability for Secure Integration into Multiple SaaS systems (Bids & Tenders, Marval MSM, Argus.NET, PerfectMind)	37,743	-	-	-	-
- Adobe Creative Cloud/Acrobat Professional Additional User Subscriptions	5,415	-	-	-	-
- Additional FieldTicket/FieldPro License for Bylaws	1,315	-	-	-	-
- ClickDimensions Price Increase	1,174	-	-	-	-
- Unit4 BusinessWorld (Agresso/CBS) Annual Maintenance Contract Increase	2,350	-	-	-	-
- Economic Development - Mobile Phone Costs, Statistics and Data	9,000	-	-	-	-
COMMUNICATION AND TECHNOLOGY	**277,100**	**-**	**-**	**-**	**-**
MATERIALS & SUPPLIES					
- Material Costs - Paper	5,000	-	-	-	-
- Material Costs - Postage Machine (Ink)	1,500	-	-	-	-
- Filming Supplies and Equipment	1,000	-	-	-	-
- Mayor's Council Freight expenses	3,000	-	-	-	-
MATERIALS & SUPPLIES	**10,500**	**-**	**-**	**-**	**-**
UTILITY USER FEES					
- Electricity	146	149	152	155	158
- Natural Gas	50	51	52	53	54
UTILITY USER FEES	**196**	**200**	**204**	**208**	**212**
DEBT PRINCIPAL AND INTEREST					
- Strategic Land Acquisition - Debt ($67M)	1,460,084	527,344	-	-	-
- Strategic Land Acquisition - Debt ($16M)	757,920				
- Strategic Land Acquisition - Debt ($15M)		1,000,000	-	-	-
DEBT PRINCIPAL AND INTEREST	**2,218,004**	**1,527,344**	**-**	**-**	**-**
TRANSFER TO RESERVES					

Township of Langley
FIVE YEAR OPERATING PLAN
CORPORATE ADMINISTRATION (without Airport) - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
- Aldergrove Strip Mall Lease Revenue	(68,500)	(68,500)	(68,500)	(68,400)	-
- Election 2022	73,250	73,250	-	74,715	-
TRANSFER TO RESERVES	**4,750**	**4,750**	**(68,500)**	**6,315**	**-**
CONTRIBUTION TO CAPITAL					
- Divisional Contribution to Capital Reallocated to Fiscal	(748,000)	-	-	-	-
-	-	-	-	-	-
CONTRIBUTION TO CAPITAL	**(748,000)**	**-**	**-**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- GIS Analyst, Training/memberships, May 1st	1,000	-	-	-	-
- Senior Business Application Analysts (2), Training/memberships, May 1st	2,000	-	-	-	-
- Senior Network Infrastructure Analyst, Training/memberships, May 1st	1,000	-	-	-	-
- Mayor's Council Advertising	3,000	-	-	-	-
- Economic Development - Conferences	3,000	-	-	-	-
- Corporate MISA NC Membership	300	-	-	-	-
- Economic Development - Training and Seminars	2,500	-	-	-	-
- Property Services - Training and Seminars	5,000	-	-	-	-
- Smith Crescent Property Tax Payment	250,000	(250,000)	-	-	-
- Postage	15,000	-	-	-	-
- Senior Property Negotiator, Training/memberships (Annualize)	750	-	-	-	-
- Vehicle Allowance	(20,160)	-	-	-	-
OTHER SUPPLIES AND EXPENSES	**263,390**	**(250,000)**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**196,086**	**200,008**	**204,008**	**208,088**
EXPENSE ADJUSTMENTS	**2,821,767**	**1,385,734**	**434,689**	**220,214**	**218,058**
NET NON-DISCRETIONARY ADJUSTMENTS	**2,895,267**	**1,519,230**	**503,189**	**288,614**	**218,058**

Township of Langley
FIVE YEAR OPERATING PLAN
CORPORATE ADMINISTRATION (without Airport) - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
EXPENSE					
SALARY, WAGES & BENEFITS					
- CityStudio Township Initiative - AUX Salary	-	11,409	-	-	-
- Digital Media Specialist (1)	-	83,391	-	-	-
SALARY, WAGES & BENEFITS	**-**	**94,800**	**-**	**-**	**-**
CONSULTING AND LEGAL SERVICES					
- CityStudio Township Initiative - Consulting	-	27,591	-	-	-
CONSULTING AND LEGAL SERVICES	**-**	**27,591**	**-**	**-**	**-**
COMMUNICATION AND TECHNOLOGY					
- Operating Impact of TOL Capital Projects	-	25,000	-	-	-
COMMUNICATION AND TECHNOLOGY	**-**	**25,000**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**-**	**1,896**	**1,934**	**1,973**
EXPENSE ADJUSTMENTS	**-**	**147,391**	**1,896**	**1,934**	**1,973**
NET DISCRETIONARY ADJUSTMENTS	**-**	**147,391**	**1,896**	**1,934**	**1,973**

TOWNSHIP OF LANGLEY
AIRPORT
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
NON-TAX REVENUE											
Sales of Services	(915,400)	(84,900)	(1,000,300)	-	(1,000,300)	-	(1,000,300)	-	(1,000,300)	-	(1,000,300)
Rentals and Leases	(571,000)	1,000	(570,000)	-	(570,000)	-	(570,000)	-	(570,000)	-	(570,000)
Other Revenue	(118,537)	(4,728)	(123,265)	(11,345)	(134,610)	(13,131)	(147,741)	(13,393)	(161,134)	(13,661)	(174,795)
Transfer from Own Funds	(54,730)	54,730	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(1,659,667)**	**(33,898)**	**(1,693,565)**	**(11,345)**	**(1,704,910)**	**(13,131)**	**(1,718,041)**	**(13,393)**	**(1,731,434)**	**(13,661)**	**(1,745,095)**
EXPENSE											
Salaries, Wages & Benefits	543,800	101,385	645,185	(1,528)	643,657	-	643,657	-	643,657	-	643,657
Service and Maintenance Contracts	226,000	(85,869)	140,131	-	140,131	-	140,131	-	140,131	-	140,131
Fuel	618,200	102,823	721,023	-	721,023	-	721,023	-	721,023	-	721,023
Equipment and Vehicle Rental	28,460	1,851	30,311	-	30,311	-	30,311	-	30,311	-	30,311
Communication and Technology	8,000	(3,000)	5,000	-	5,000	-	5,000	-	5,000	-	5,000
Insurance	24,000	(2,898)	21,102	-	21,102	-	21,102	-	21,102	-	21,102
Materials and Supplies	27,200	(10,804)	16,396	-	16,396	-	16,396	-	16,396	-	16,396
Utility User Fees	13,252	(12,640)	612	-	612	-	612	-	612	-	612
Internal Charges & Recoveries	500	-	500	-	500	-	500	-	500	-	500
Transfer to Own Funds	60,855	9,145	70,000	-	70,000	-	70,000	-	70,000	-	70,000
Contribution to Capital	70,000	(70,000)	-	-	-	-	-	-	-	-	-
Other Supplies and Expense	39,400	3,905	43,305	12,873	56,178	13,131	69,309	13,393	82,702	13,661	96,363
TOTAL EXPENSE	**1,659,667**	**33,898**	**1,693,565**	**11,345.14**	**1,704,910**	**13,131**	**1,718,041**	**13,393**	**1,731,434**	**13,661**	**1,745,095**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
AIRPORT - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
SALES OF SERVICES					
- Airport Visitor Parking Fee	2,600	-	-	-	-
- Mailbox Rental	(1,500)	-	-	-	-
- Jet A Fuel Sales	(86,000)	-	-	-	-
SALES OF SERVICES	**(84,900)**	**-**	**-**	**-**	**-**
RENTALS & LEASES					
- Airport Filming	1,000	-	-	-	-
RENTALS & LEASES	**1,000**	**-**	**-**	**-**	**-**
OTHER REVENUE					
- Internal Allocation	(4,728)	-	-	-	-
- Other Revenue Required to Balance	-	(11,345)	(13,131)	(13,393)	(13,661)
OTHER REVENUE	**(4,728)**	**(11,345)**	**(13,131)**	**(13,393)**	**(13,661)**
TRANSFER FROM OWN FUNDS					
- Airport Transfer From Reserve to Fund Operations	54,730	-	-	-	-
TRANSFER FROM OWN FUNDS	**54,730**	**-**	**-**	**-**	**-**
REVENUE ADJUSTMENTS	**(33,898)**	**(11,345)**	**(13,131)**	**(13,393)**	**(13,661)**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract Increases	10,634	-	-	-	-
- One day increase from 261 to 262 days	1,528	(1,528)	-	-	-
- Steps/Increments	(6,672)	-	-	-	-
- AUX Commercial Vehicle Inspection	1,025	-	-	-	-
- 1 RFT Airport Maintenance Worker and AUX coverage	94,870	-	-	-	-
SALARY, WAGES & BENEFITS	**101,385**	**(1,528)**	**-**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Reduction in Service Contracts	(85,869)	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**(85,869)**	**-**	**-**	**-**	**-**
FUEL					
- Jet A Fuel purchase	74,223	-	-	-	-
- AVGAS fuel purchase	30,000	-	-	-	-
- Fuel Issued at Operations	(1,400)	-	-	-	-
FUEL	**102,823**	**-**	**-**	**-**	**-**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal	(6,199)	-	-	-	-
- Operating Impact from ToL Capital Construction	8,050	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	**1,851**	**-**	**-**	**-**	**-**
COMMUNICATION AND TECHNOLOGY					
- Phone/Internet	(3,000)	-	-	-	-
COMMUNICATION AND TECHNOLOGY	**(3,000)**	**-**	**-**	**-**	**-**
INSURANCE					
- Insurance on Misc Fuel Truck	(2,898)	-	-	-	-
INSURANCE	**(2,898)**	**-**	**-**	**-**	**-**
MATERIALS & SUPPLIES					
- Materials and Supplies	(10,804)	-	-	-	-
MATERIALS & SUPPLIES	**(10,804)**	**-**	**-**	**-**	**-**
UTILITY USER FEES					
- Electricity	(12,622)	-	-	-	-
- Natural Gas	(18)	-	-	-	-
UTILITY USER FEES	**(12,640)**	**-**	**-**	**-**	**-**
TRANSFER TO RESERVES					
- Reduction in other transfers to reserves	(60,855)	-	-	-	-
- Reclassification - Contribution to Capital to Transfers to Reserves	70,000	-	-	-	-
TRANSFER TO RESERVES	**9,145**	**-**	**-**	**-**	**-**
CONTRIBUTION TO CAPITAL					
- Reclassification - Contribution to Capital to Transfers to Reserves	(70,000)	-	-	-	-
CONTRIBUTION TO CAPITAL	**(70,000)**	**-**	**-**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- Bank Service Charges	2,960	-	-	-	-
- Commercial Vehicle Inspection	945	-	-	-	-
OTHER SUPPLIES AND EXPENSES	**3,905**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**12,873**	**13,131**	**13,393**	**13,661**
EXPENSE ADJUSTMENTS	**33,898**	**11,345**	**13,131**	**13,393**	**13,661**
NET NON-DISCRETIONARY ADJUSTMENTS	**-**	**-**	**-**	**-**	**-**

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TOWNSHIP OF LANGLEY
HUMAN RESOURCES
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(2,177)	(1,761,809)		(1,881,767)		(1,967,920)		(2,004,678)		(2,041,436)
Property Tax from New Growth		(35,236)	(35,236)	(37,635)	(37,635)	(39,358)	(39,358)	(40,094)	(40,094)	(40,829)	(40,829)
Property Tax Change		(84,722)	(84,722)	(48,518)	(48,518)	2,601	2,601	3,336	3,336	3,336	3,336
	(1,759,632)	**(122,135)**	(1,881,767)	**(86,153)**	(1,967,920)	**(36,758)**	(2,004,678)	**(36,758)**	(2,041,436)	**(37,493)**	(2,078,929)
NON-TAX REVENUE											
Service Cost Recoveries	(157,527)	-	(157,527)	-	(157,527)	-	(157,527)	-	(157,527)	-	(157,527)
Sales of Services	(7,000)	-	(7,000)	-	(7,000)	-	(7,000)	-	(7,000)	-	(7,000)
Other Revenue	(269,452)	48,768	(220,684)	-	(220,684)	-	(220,684)	-	(220,684)	-	(220,684)
TOTAL REVENUE	**(2,193,611)**	**(73,367)**	**(2,266,978)**	**(86,153)**	**(2,353,131)**	**(36,758)**	**(2,389,889)**	**(36,758)**	**(2,426,647)**	**(37,493)**	**(2,464,140)**
EXPENSE											
Salaries, Wages & Benefits	1,702,462	79,847	1,782,309	50,116	1,832,425	-	1,832,425	-	1,832,425	-	1,832,425
Service and Maintenance Contracts	300	-	300	-	300	-	300	-	300	-	300
Consulting and Professional Services	242,685	-	242,685	-	242,685	-	242,685	-	242,685	-	242,685
Communication and Technology	13,110	-	13,110	-	13,110	-	13,110	-	13,110	-	13,110
Materials and Supplies	111,490	-	111,490	-	111,490	-	111,490	-	111,490	-	111,490
Internal Charges & Recoveries	10,000	-	10,000	-	10,000	-	10,000	-	10,000	-	10,000
Other Supplies and Expense	113,564	(6,480)	107,084	36,037	143,121	36,758	179,879	36,758	216,637	37,493	254,130
TOTAL EXPENSE	**2,193,611**	**73,367**	**2,266,978**	**86,153**	**2,353,131**	**36,758**	**2,389,889**	**36,758**	**2,426,647**	**37,493**	**2,464,140**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
HUMAN RESOURCES - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
OTHER REVENUE					
- COR - Remove Funding for RTW Coordinator	48,768	-	-	-	-
OTHER REVENUE	**48,768**	**-**	**-**	**-**	**-**
REVENUE ADJUSTMENTS	**48,768**	**-**	**-**	**-**	**-**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract Increases	34,683	-	-	-	-
- Steps/Increments	5,278	-	-	-	-
- One day increase from 261 to 262 days	6,037	(6,037)	-	-	-
- Payroll Accounting Clerk Annualization	33,849	-	-	-	-
- Return to Work Coordinator (4 days per week)	-	25,582	-	-	-
SALARY, WAGES & BENEFITS	**79,847**	**19,545**	**-**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- Vehicle allowance adjustment	(6,480)	-	-	-	-
OTHER SUPPLIES AND EXPENSES	**(6,480)**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**36,037**	**36,758**	**37,493**	**38,243**
EXPENSE ADJUSTMENTS	**73,367**	**55,582**	**36,758**	**37,493**	**38,243**
NET NON-DISCRETIONARY ADJUSTMENTS	**122,135**	**55,582**	**36,758**	**37,493**	**38,243**

Township of Langley
FIVE YEAR OPERATING PLAN
HUMAN RESOURCES - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
EXPENSE					
SALARY, WAGES & BENEFITS					
- Auxiliary/Backfill Assistance	-	30,571	-	-	-
SALARY, WAGES & BENEFITS	**-**	**30,571**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**-**	**-**	**-**	**-**
EXPENSE ADJUSTMENTS	**-**	**30,571**	**-**	**-**	**-**
NET DISCRETIONARY ADJUSTMENTS	**-**	**30,571**	**-**	**-**	**-**

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TOWNSHIP OF LANGLEY
FINANCE
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(5,257)	(4,250,553)		(4,453,499)		(4,662,594)		(4,790,322)		(4,920,260)
Property Tax from New Growth		(85,011)	(85,011)	(89,070)	(89,070)	(93,252)	(93,252)	(95,806)	(95,806)	(98,405)	(98,405)
Property Tax Change		(117,935)	(117,935)	(120,025)	(120,025)	(34,476)	(34,476)	(34,131)	(34,131)	(33,775)	(33,775)
	(4,245,296)	**(208,203)**	(4,453,499)	**(209,095)**	(4,662,594)	**(127,728)**	(4,790,322)	**(129,938)**	(4,920,260)	**(132,180)**	(5,052,440)
NON-TAX REVENUE											
Service Cost Recoveries	(2,200)	-	(2,200)	-	(2,200)	-	(2,200)	-	(2,200)	-	(2,200)
Sales of Services	(251,531)	-	(251,531)	-	(251,531)	-	(251,531)	-	(251,531)	-	(251,531)
Investment Income	(236,236)	-	(236,236)	-	(236,236)	-	(236,236)	-	(236,236)	-	(236,236)
Other Revenue	(445,535)	-	(445,535)	-	(445,535)	-	(445,535)	-	(445,535)	-	(445,535)
TOTAL REVENUE	**(5,180,798)**	**(208,203)**	**(5,389,001)**	**(209,095)**	**(5,598,096)**	**(127,728)**	**(5,725,824)**	**(129,938)**	**(5,855,762)**	**(132,180)**	**(5,987,942)**
EXPENSE											
Salaries, Wages & Benefits	3,757,545	129,470	3,887,015	43,153	3,930,168	-	3,930,168	-	3,930,168	-	3,930,168
Service and Maintenance Contracts	81,538	(30,000)	51,538	-	51,538	-	51,538	-	51,538	-	51,538
Consulting and Professional Services	148,580	45,000	193,580	6,750	200,330	6,750	207,080	6,750	213,830	6,750	220,580
Equipment and Vehicle Rental	7,084	213	7,297	219	7,516	225	7,741	232	7,973	239	8,212
Communication and Technology	7,730	-	7,730	-	7,730	-	7,730	-	7,730	-	7,730
Insurance	1,117,151	40,000	1,157,151	40,000	1,197,151	40,600	1,237,751	41,200	1,278,951	41,800	1,320,751
Materials and Supplies	38,253	-	38,253	-	38,253	-	38,253	-	38,253	-	38,253
Internal Charges & Recoveries	(41,492)	-	(41,492)	41,492	-	-	-	-	-	-	-
Other Supplies and Expense	64,409	(6,480)	57,929	77,481	135,410	80,153	215,563	81,756	297,319	83,391	380,710
TOTAL EXPENSE	**5,180,798**	**208,203**	**5,389,001**	**209,095**	**5,598,096**	**127,728**	**5,725,824**	**129,938**	**5,855,762**	**132,180**	**5,987,942**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
FINANCE - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract Increases	75,511	-	-	-	-
- Steps/Increments	18,026	-	-	-	-
- One day increase from 261 to 262 days	12,983	(12,983)	-	-	-
- Annualization of Clerical Staff Support - Subsidiary Migration (2019)	22,950	-	-	-	-
SALARY, WAGES & BENEFITS	**129,470**	**(12,983)**	**-**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Tax Rush Security - Reallocate to Transfer to Reserve	(30,000)	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**(30,000)**	**-**	**-**	**-**	**-**
CONSULTING AND LEGAL SERVICES					
- Audit Fee	5,000	500	500	500	500
- Consulting (Agylix-CBS)	25,000	3,750	3,750	3,750	3,750
- Consulting (Internal Controls Development)	15,000	2,500	2,500	2,500	2,500
CONSULTING AND LEGAL SERVICES	**45,000**	**6,750**	**6,750**	**6,750**	**6,750**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal	213	219	225	232	239
EQUIPMENT & VEHICLE RENTAL	**213**	**219**	**225**	**232**	**239**
INSURANCE					
- Insurance Premiums	40,000	40,000	40,600	41,200	41,800
INSURANCE	**40,000**	**40,000**	**40,600**	**41,200**	**41,800**
TRANSFER TO RESERVES					
- Tax Rush Security - Reallocate to Transfer to Reserve	30,000	-	-	-	-
TRANSFER TO RESERVES	**30,000**	**-**	**-**	**-**	**-**
OTHER SUPPLIES AND EXPENSES					
- Vehicle allowance adjustment	(6,480)	-	-	-	-
OTHER SUPPLIES AND EXPENSES	**(6,480)**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**77,481**	**79,030**	**80,611**	**82,223**
EXPENSE ADJUSTMENTS	**208,203**	**111,467**	**126,605**	**128,793**	**131,012**
NET NON-DISCRETIONARY ADJUSTMENTS	**208,203**	**111,467**	**126,605**	**128,793**	**131,012**

Township of Langley
FIVE YEAR OPERATING PLAN
FINANCE - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
EXPENSE					
SALARY, WAGES & BENEFITS					
- Financial Analyst (Temporary) (Perfect Mind/Fixed Assets)	-	(41,492)	-	-	-
- Financial Analyst - Internal Control and Projects	-	97,628	-	-	-
SALARY, WAGES & BENEFITS	**-**	**56,136**	**-**	**-**	**-**
INTERNAL CHARGES & RECOVERIES					
- Financial Analyst (Temporary) (Perfect Mind/Fixed Assets)	-	41,492	-	-	-
INTERNAL CHARGES & RECOVERIES	**-**	**41,492**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**-**	**1,123**	**1,145**	**1,168**
EXPENSE ADJUSTMENTS	**-**	**97,628**	**1,123**	**1,145**	**1,168**
NET DISCRETIONARY ADJUSTMENTS	**-**	**97,628**	**1,123**	**1,145**	**1,168**

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TOWNSHIP OF LANGLEY
COMMUNITY DEVELOPMENT
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(144)	(116,595)		(615,897)		(769,559)		(960,854)		(1,155,977)
Property Tax from New Growth		(2,332)	(2,332)	(12,318)	(12,318)	(15,391)	(15,391)	(19,217)	(19,217)	(23,120)	(23,120)
Property Tax Change		(496,970)	(496,970)	(141,344)	(141,344)	(175,904)	(175,904)	(175,906)	(175,906)	(175,907)	(175,907)
	(116,451)	**(499,446)**	(615,897)	**(153,662)**	(769,559)	**(191,295)**	(960,854)	**(195,123)**	(1,155,977)	**(199,027)**	(1,355,004)
NON-TAX REVENUE											
Service Cost Recoveries	(34,120)	-	(34,120)	-	(34,120)	-	(34,120)	-	(34,120)	-	(34,120)
Sales of Services	(39,579)	-	(39,579)	-	(39,579)	-	(39,579)	-	(39,579)	-	(39,579)
Permit and License Fees	(6,764,663)	-	(6,764,663)	-	(6,764,663)	-	(6,764,663)	-	(6,764,663)	-	(6,764,663)
Development Revenue	(3,217,297)	-	(3,217,297)	-	(3,217,297)	-	(3,217,297)	-	(3,217,297)	-	(3,217,297)
Other Revenue	(90,650)	-	(90,650)	-	(90,650)	-	(90,650)	-	(90,650)	-	(90,650)
Transfer from Own Funds	(80,000)	-	(80,000)	-	(80,000)	-	(80,000)	-	(80,000)	-	(80,000)
TOTAL REVENUE	**(10,342,760)**	**(499,446)**	**(10,842,206)**	**(153,662)**	**(10,995,868)**	**(191,295)**	**(11,187,163)**	**(195,123)**	**(11,382,286)**	**(199,027)**	**(11,581,313)**
EXPENSE											
Salaries, Wages & Benefits	8,673,486	498,648	9,172,134	(33,880)	9,138,254	-	9,138,254	-	9,138,254	-	9,138,254
Service and Maintenance Contracts	458,241	13,220	471,461	-	471,461	-	471,461	-	471,461	-	471,461
Consulting and Professional Services	428,059	(8,243)	419,816	-	419,816	-	419,816	-	419,816	-	419,816
Fuel	13,260	398	13,658	341	13,999	350	14,349	359	14,708	368	15,076
Equipment and Vehicle Rental	209,939	6,284	216,223	4,315	220,538	4,401	224,939	4,489	229,428	4,579	234,007
Communication and Technology	61,538	(6,162)	55,376	-	55,376	-	55,376	-	55,376	-	55,376
Materials and Supplies	103,861	(5,000)	98,861	-	98,861	-	98,861	-	98,861	-	98,861
Utility User Fees	1,302	126	1,428	121	1,549	123	1,672	126	1,798	128	1,926
Transfer to Own Funds	160,227	-	160,227	-	160,227	-	160,227	-	160,227	-	160,227
Other Supplies and Expense	232,847	175	233,022	182,765	415,787	186,421	602,208	190,149	792,357	193,952	986,309
TOTAL EXPENSE	**10,342,760**	**499,446**	**10,842,206**	**153,662**	**10,995,868**	**191,295**	**11,187,163**	**195,123**	**11,382,286**	**199,027**	**11,581,313**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
COMMUNITY DEVELOPMENT - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
EXPENSE					
SALARY, WAGES & BENEFITS					
- Collective Bargaining and Contract Increases	173,469	-	-	-	-
- Steps/Increments	21,373	-	-	-	-
- One day increase from 261 to 262 days	33,880	(33,880)	-	-	-
- Support Clerk Annualization	31,123	-	-	-	-
- Landscape Design Coordinators (2 RFT) Annualization	81,709	-	-	-	-
- Senior Development Planner Annualization	49,143	-	-	-	-
- Planner II Annualization	45,989	-	-	-	-
- Permit/Inspection Coordinator Annualization	61,962	-	-	-	-
SALARY, WAGES & BENEFITS	**498,648**	**(33,880)**	**-**	**-**	**-**
SERVICE AND MAINTENANCE CONTRACTS					
- Langley Animal Protection Society	9,720	-	-	-	-
- Dry Cleaning Services for Bylaws officers	1,300	-	-	-	-
- Dry Cleaning Services - additional	2,200	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	**13,220**	**-**	**-**	**-**	**-**
CONSULTING AND LEGAL SERVICES					
- LRPAVS AG Viability started in 2014 until 2034	(8,243)	-	-	-	-
CONSULTING AND LEGAL SERVICES	**(8,243)**	**-**	**-**	**-**	**-**
FUEL					
- Gasoline	398	341	350	359	368
FUEL	**398**	**341**	**350**	**359**	**368**
EQUIPMENT & VEHICLE RENTAL					
- Equipment and Vehicle Rental - Internal (Monthly)	6,284	4,315	4,401	4,489	4,579
EQUIPMENT & VEHICLE RENTAL	**6,284**	**4,315**	**4,401**	**4,489**	**4,579**
COMMUNICATION AND TECHNOLOGY					
- For Bylaw Clerk	(1,490)	-	-	-	-
- For Landscape Design Technician	(1,537)	-	-	-	-
- For Senior Planner (Software license, Computer, Landline)	(1,335)	-	-	-	-
- For Permit Coordinator (Cellphone,Software,Computer)	(1,800)	-	-	-	-
COMMUNICATION AND TECHNOLOGY	**(6,162)**	**-**	**-**	**-**	**-**
MATERIALS & SUPPLIES					
- On-line BC Building Code - New Building Code edition	(5,000)	-	-	-	-
MATERIALS & SUPPLIES	**(5,000)**	**-**	**-**	**-**	**-**
UTILITY USER FEES					
- Water/Sewer	126	121	123	126	128
UTILITY USER FEES	**126**	**121**	**123**	**126**	**128**
OTHER SUPPLIES AND EXPENSES					
- Annual Planning Subscription Fee	1,800	-	-	-	-
- Office Furniture Reconfiguration	(2,500)	-	-	-	-
- For Senior Planner (Training/Memberships)	275	-	-	-	-
- For Permit Coordinator (Training/Memberships)	600	-	-	-	-
OTHER SUPPLIES AND EXPENSES	**175**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**182,765**	**186,421**	**190,149**	**193,952**
EXPENSE ADJUSTMENTS	**499,446**	**153,662**	**191,295**	**195,123**	**199,027**
NET NON-DISCRETIONARY ADJUSTMENTS	**499,446**	**153,662**	**191,295**	**195,123**	**199,027**

TOWNSHIP OF LANGLEY
FISCAL
2020-2024 OPERATING BUDGET

	2019 BUDGET (Base)	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET	2023 Change	2023 BUDGET	2024 Change	2024 BUDGET
TAX REVENUE											
Property Tax Base		(30,228)	80,522		(6,505,356)		(7,435,737)		(9,725,072)		(12,237,591)
Property Tax from New Growth		1,610	1,610	(130,107)	(130,107)	(148,715)	(148,715)	(194,501)	(194,501)	(244,752)	(244,752)
Property Tax Change		(6,587,488)	(6,587,488)	(800,274)	(800,274)	(2,140,620)	(2,140,620)	(2,318,018)	(2,318,018)	(2,934,123)	(2,934,123)
	110,750	**(6,616,106)**	(6,505,356)	**(930,381)**	(7,435,737)	**(2,289,335)**	(9,725,072)	**(2,512,519)**	(12,237,591)	**(3,178,875)**	(15,416,466)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(4,587,451)	300,000	(4,287,451)	-	(4,287,451)	-	(4,287,451)	-	(4,287,451)	-	(4,287,451)
Sales of Services	(51,500)	-	(51,500)	-	(51,500)	-	(51,500)	-	(51,500)	-	(51,500)
Permit and License Fees	(29,800)	29,800	-	-	-	-	-	-	-	-	-
Investment Income	(2,686,336)	-	(2,686,336)	-	(2,686,336)	-	(2,686,336)	-	(2,686,336)	-	(2,686,336)
Other Revenue	8,680,503	-	8,680,503	-	8,680,503	-	8,680,503	-	8,680,503	-	8,680,503
Internal Recoveries	(5,539,129)	(574,662)	(6,113,791)	(520,545)	(6,634,336)	(453,009)	(7,087,345)	(517,187)	(7,604,532)	(746,906)	(8,351,438)
Transfer from Own Funds	(645,000)	-	(645,000)	-	(645,000)	-	(645,000)	-	(645,000)	-	(645,000)
External Unidentified Revenue	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)
TOTAL REVENUE	**(4,997,963)**	**(6,860,968)**	**(11,858,931)**	**(1,450,926)**	**(13,309,857)**	**(2,742,344)**	**(16,052,201)**	**(3,029,706)**	**(19,081,907)**	**(3,925,781)**	**(23,007,688)**
EXPENSE											
Salaries, Wages & Benefits	151,361	147,026	298,387	147,026	445,413	35,000	480,413	35,000	515,413	35,000	550,413
Special Contracts	433,536	-	433,536	-	433,536	-	433,536	-	433,536	-	433,536
Consulting and Professional Services	32,444	-	32,444	-	32,444	-	32,444	-	32,444	-	32,444
Debt Principal and Interest	64,098	-	64,098	-	64,098	-	64,098	-	64,098	-	64,098
Transfer to Own Funds	3,217,451	(2,218,004)	999,447	203,900	1,203,347	470,734	1,674,081	986,944	2,661,025	500,000	3,161,025
External Unidentified	250,000	-	250,000	-	250,000	-	250,000	-	250,000	-	250,000
Other Supplies and Expense	849,073	-	849,073	200,000	1,049,073	1,336,610	2,385,683	348,498	2,734,181	1,590,781	4,324,962
TOTAL EXPENSE	**4,997,963**	**6,860,968**	**11,858,931**	**1,450,926**	**13,309,857**	**2,742,344**	**16,052,201**	**3,029,706**	**19,081,907**	**3,925,781**	**23,007,688**
SHORTFALL/(SURPLUS)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Township of Langley
FIVE YEAR OPERATING PLAN
FISCAL - NON-DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
REVENUE (Non-Tax)					
SPECIAL LEVIES/GRANTS-IN-LIEU					
- Two Penalty Dates - Reduction in Revenue	300,000	-	-	-	-
SPECIAL LEVIES/GRANTS-IN-LIEU	**300,000**	**-**	**-**	**-**	**-**
PERMIT & LICENSE FEES					
- Commercial Vehicle - Removal of License Revenue Bbudget	29,800	-	-	-	-
PERMIT & LICENSE FEES	**29,800**	**-**	**-**	**-**	**-**
INTERNAL RECOVERIES					
- Administrative Overhead	(574,662)	(520,545)	(453,009)	(517,187)	(746,906)
INTERNAL RECOVERIES	**(574,662)**	**(520,545)**	**(453,009)**	**(517,187)**	**(746,906)**
REVENUE ADJUSTMENTS	**(244,862)**	**(520,545)**	**(453,009)**	**(517,187)**	**(746,906)**
EXPENSE					
SALARY, WAGES & BENEFITS					
- Increases to benefits (extended,dental,life)	112,026	112,026	-	-	-
- Fiscal salary provision	25,000	25,000	25,000	25,000	25,000
- Steps/Increments (Corporate)	10,000	10,000	10,000	10,000	10,000
SALARY, WAGES & BENEFITS	**147,026**	**147,026**	**35,000**	**35,000**	**35,000**
SERVICE AND MAINTENANCE CONTRACTS					
- Short Term External Debt Expires (Dry Floor Arena)	-	-	-	(140,736)	-
SERVICE AND MAINTENANCE CONTRACTS	**-**	**-**	**-**	**(140,736)**	**-**
TRANSFER TO RESERVES			-		
- CIRRR - Reduce Transfer to Fund Land Acquisition Debt Pmts	(2,218,004)	-	-	-	-
TRANSFER TO RESERVES	**(2,218,004)**	**-**	**-**	**-**	**-**
CONTRIBUTION TO CAPITAL					
- Divisional Contribution to Capital Reallocated to Fiscal	8,931,946	-	-	-	-
CONTRIBUTION TO CAPITAL	**8,931,946**	**-**	**-**	**-**	**-**
FISCAL SERVICES	**-**	**-**	**-**	**-**	**-**
EXPENSE ADJUSTMENTS	**6,860,968**	**147,026**	**35,000**	**(105,736)**	**35,000**
NET NON-DISCRETIONARY ADJUSTMENTS	**6,616,106**	**(373,519)**	**(418,009)**	**(622,923)**	**(711,906)**

Township of Langley
FIVE YEAR OPERATING PLAN
FISCAL - DISCRETIONARY ADJUSTMENTS

	2020	2021	2022	2023	2024
EXPENSE					
TRANSFER TO RESERVES					
- Transfer to Capital Infrastructure Renewal Reserve	-	500,000	500,000	500,000	500,000
- Contribution to CIRRR - Contribution to Balancing	-	(296,100)	(29,266)	486,944	-
TRANSFER TO RESERVES	**-**	**203,900**	**470,734**	**986,944**	**500,000**
Contribution to Capital					
- Contribution to Capital - Parks	-	175,000	175,000	350,000	350,000
- Contribution to Capital - Transportation	-	250,000	250,000	500,000	500,000
- Contribution to Capital - Stormwater	-	250,000	250,000	500,000	500,000
- Contribution to Capital - Facilities	-	225,000	225,000	450,000	450,000
Contribution to Capital	**-**	**900,000**	**900,000**	**1,800,000**	**1,800,000**
OTHER SUPPLIES AND EXPENSES					
- Operating Base Budget for New Facilities	-	200,000	1,336,610	348,498	1,590,781
OTHER SUPPLIES AND EXPENSES	**-**	**200,000**	**1,336,610**	**348,498**	**1,590,781**
FISCAL SERVICES					
-	-	-	-	-	-
-	-	-	-	-	-
FISCAL SERVICES	**-**	**-**	**-**	**-**	**-**
EXPENSE ADJUSTMENTS	**-**	**1,303,900**	**2,707,344**	**3,135,442**	**3,890,781**
NET DISCRETIONARY ADJUSTMENTS	**-**	**1,303,900**	**2,707,344**	**3,135,442**	**3,890,781**