

**TOWNSHIP OF LANGLEY
UNIVERSAL SERVICES
2017-2021 OPERATING BUDGET**

	2016	2017	2017	2018	2018	2019	2019	2020	2020	2021	2021
	BUDGET (Base)	Change	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET
TAX REVENUE											
Property Tax Base	(113,513,962)		(113,513,962)		(117,996,058)		(122,660,239)		(127,504,920)		(132,541,196)
Property Tax from New Growth	-	(2,270,279)	(2,270,279)	(2,359,921)	(2,359,921)	(2,453,205)	(2,453,205)	(2,550,098)	(2,550,098)	(2,650,824)	(2,650,824)
Property Tax Change	0	(2,211,817)	(2,211,817)	(2,304,260)	(2,304,260)	(2,391,476)	(2,391,476)	(2,486,178)	(2,486,178)	(2,580,808)	(2,580,808)
	(113,513,962)	(4,482,096)	(117,996,058)	(4,664,181)	(122,660,239)	(4,844,680)	(127,504,920)	(5,036,276)	(132,541,196)	(5,231,632)	(137,772,828)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(8,325,477)	(238,491)	(8,563,968)	-	(8,563,968)	-	(8,563,968)	-	(8,563,968)	-	(8,563,968)
Government Grants	(5,170,747)	127,804	(5,042,943)	(26,821)	(5,069,764)	(25,593)	(5,095,357)	(26,091)	(5,121,448)	(26,597)	(5,148,045)
Service Cost Recoveries	(1,347,836)	98,939	(1,248,897)	(4,416)	(1,253,313)	(8,920)	(1,262,233)	(9,098)	(1,271,331)	(9,280)	(1,280,611)
Service Cost Sharing	(2,098,662)	44,585	(2,054,077)	(55,011)	(2,109,087)	(29,987)	(2,139,074)	(30,450)	(2,169,524)	(30,921)	(2,200,445)
Sales of Services	(7,288,790)	(241,855)	(7,530,645)	(344,700)	(7,875,345)	135,000	(7,740,345)	-	(7,740,345)	-	(7,740,345)
Rentals and Leases	(2,549,851)	(669,855)	(3,219,706)	-	(3,219,706)	-	(3,219,706)	-	(3,219,706)	-	(3,219,706)
Permit and License Fees	(5,209,122)	(240,000)	(5,449,122)	-	(5,449,122)	-	(5,449,122)	-	(5,449,122)	-	(5,449,122)
Development Revenue	(1,570,597)	(60,000)	(1,630,597)	-	(1,630,597)	-	(1,630,597)	-	(1,630,597)	-	(1,630,597)
Investment Income	(1,695,601)	-	(1,695,601)	-	(1,695,601)	-	(1,695,601)	-	(1,695,601)	-	(1,695,601)
Other Revenue	(389,009)	(85,000)	(474,009)	(6,318)	(480,327)	(5,159)	(485,486)	(5,236)	(490,722)	(5,314)	(496,036)
Debt Repayment Contributions	(3,838,973)	626,191	(3,212,782)	-	(3,212,782)	-	(3,212,782)	-	(3,212,782)	-	(3,212,782)
Internal Recoveries	(4,562,282)	(320,820)	(4,883,102)	(184,704)	(5,067,806)	(208,023)	(5,275,829)	(152,645)	(5,428,474)	(132,091)	(5,560,565)
Transfer from Own Funds	(577,148)	(525,035)	(1,102,183)	(800,550)	(1,902,733)	-	(1,902,733)	-	(1,902,733)	-	(1,902,733)
External Unidentified Revenue	(774,000)	-	(774,000)	-	(774,000)	-	(774,000)	-	(774,000)	-	(774,000)
TOTAL REVENUE	(158,912,057)	(5,965,633)	(164,877,690)	(6,086,701)	(170,964,391)	(4,987,362)	(175,951,753)	(5,259,796)	(181,211,549)	(5,435,835)	(186,647,384)
EXPENSE											
Salaries, Wages & Benefits	65,736,999	2,099,397	67,836,396	1,786,971	69,623,367	413,072	70,036,439	416,111	70,452,550	341,086	70,793,636
Special Contracts	25,201,458	881,282	26,082,740	1,126,826	27,209,566	691,881	27,901,447	698,223	28,599,670	701,738	29,301,408
Service and Maintenance Contracts	22,600,775	938,590	23,539,365	539,123	24,078,488	672,120	24,750,608	497,521	25,248,129	411,071	25,659,200
Consulting and Professional Services	2,152,363	(110,000)	2,042,363	240,000	2,282,363	25,000	2,307,363	25,000	2,332,363	25,000	2,357,363
Regional Charges/Recoveries	3,957,958	-	3,957,958	-	3,957,958	-	3,957,958	-	3,957,958	-	3,957,958
Fuel	2,113,620	22,680	2,136,300	14,538	2,150,838	29,370	2,180,208	29,957	2,210,165	30,556	2,240,721
Equipment and Vehicle Rental	3,979,797	502,566	4,482,363	52,714	4,535,076	26,773	4,561,849	54,849	4,616,698	55,945	4,672,643
Communication and Technology	2,494,325	305,249	2,799,574	37	2,799,611	38	2,799,649	39	2,799,688	40	2,799,728
Insurance	1,677,081	3,871	1,680,952	5,988	1,686,940	6,108	1,693,048	6,230	1,699,278	6,355	1,705,633
Materials and Supplies	5,314,874	223,813	5,538,687	9,000	5,547,687	9,500	5,557,187	10,000	5,567,187	10,500	5,577,687
Utility User Fees	3,659,204	428,718	4,087,922	114,733	4,202,655	102,740	4,305,395	105,778	4,411,173	108,910	4,520,083
Municipal Grants	911,025	(300,000)	611,025	-	611,025	-	611,025	-	611,025	-	611,025
Debt Principal and Interest	4,813,478	(197,941)	4,615,537	800,550	5,416,087	-	5,416,087	-	5,416,087	-	5,416,087
Internal Charges & Recoveries	(2,569,672)	(496,913)	(3,066,585)	51,802	(3,014,783)	60,001	(2,954,782)	(4,198)	(2,958,980)	(12,701)	(2,971,681)
Transfer to Own Funds	6,808,995	844,474	7,653,469	1,050,188	8,703,657	2,103,199	10,806,856	2,560,012	13,366,868	2,884,150	16,251,018
Contribution to Capital	5,802,321	125,000	5,927,321	(80,000)	5,847,321	-	5,847,321	-	5,847,321	-	5,847,321
External Unidentified	774,000	-	774,000	-	774,000	-	774,000	-	774,000	-	774,000
Other Supplies and Expense	3,483,456	694,847	4,178,303	374,232	4,552,535	847,561	5,400,096	860,274	6,260,370	873,184	7,133,554
TOTAL EXPENSE	158,912,057	5,965,633	164,877,690	6,086,701	170,964,391	4,987,362	175,951,753	5,259,796	181,211,549	5,435,835	186,647,384
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-
Estimated New Growth Rate			2.00%		2.00%		2.00%		2.00%		2.00%
Tax Levy Increase proposed			1.95%		1.95%		1.95%		1.95%		1.95%
Approximate value of a 1% Utility Increase			1,135,100		1,180,000		1,226,600		1,275,000		1,325,400

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

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
DEBT REPAYMENT CONTRIBUTIONS					
- Parkland Purchase \$3M Down, \$1M in 2015, \$2M in 16 (DCCs)	1,000,000	-	-	-	-
DEBT REPAYMENT CONTRIBUTIONS	1,000,000	-	-	-	-
REVENUE ADJUSTMENTS	1,000,000	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One less day in the year	(2,183)	2,183	-	-	-
- Steps and increments	6,052	-	-	-	-
- Auxilliary benefit load increase	183	-	-	-	-
SALARY, WAGES & BENEFITS	4,052	2,183	-	-	-
EQUIPMENT & VEHICLE RENTAL					
- Monthly vehicle rental budget from Recreation to PDD	11,135	-	-	-	-
- Adjust Monthly vehicle budget	(5,167)	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	5,968	-	-	-	-
DEBT PRINCIPAL AND INTEREST					
- Parkland Purchase \$3M Down, \$1M in 2015, \$2M in 16 (DCCs)	(1,000,000)	-	-	-	-
DEBT PRINCIPAL AND INTEREST	(1,000,000)	-	-	-	-
INTERNAL CHARGES & RECOVERIES					
- Administrative Overhead	(10,545)	3,774	443	521	523
INTERNAL CHARGES & RECOVERIES	(10,545)	3,774	443	521	523
FISCAL SERVICES	8,814	8,978	9,114	9,250	9,389
EXPENSE ADJUSTMENTS	(991,711)	14,935	9,557	9,771	9,912
NET NON-DISCRETIONARY ADJUSTMENTS	8,289	14,935	9,557	9,771	9,912

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

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
SALES OF SERVICES					
- After Hours Call-out (Recoverable)	(5,000)	-	-	-	-
SALES OF SERVICES	(5,000)	-	-	-	-
RENTALS & LEASES					
- Operating Impact of ToL Capital Programs	(19,500)	-	-	-	-
RENTALS & LEASES	(19,500)	-	-	-	-
OTHER REVENUE					
- Development related costs funded from NRDs	(70,000)	-	-	-	-
OTHER REVENUE	(70,000)	-	-	-	-
TRANSFER FROM OWN FUNDS					
- Transfer from General Capital Surplus	(16,785)	-	-	-	-
TRANSFER FROM OWN FUNDS	(16,785)	-	-	-	-
REVENUE ADJUSTMENTS	(111,285)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One less day in the year	(11,008)	11,008	-	-	-
- Steps and increments	3,344	-	-	-	-
- Auxilliary benefit load increase	17,420	-	-	-	-
- Operating Impact of ToL Capital Programs	98,250	-	-	-	-
- Operating Impact from Development Capital Works	10,005	-	-	-	-
- After Hours Call-out (Recoverable), wages required	4,250	-	-	-	-
SALARY, WAGES & BENEFITS	122,261	11,008	-	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Parks caretaker contract increases	27,452	-	-	-	-
- Sportsfield Oversanding	3,000	-	-	-	-
- Fertilizer for Sportsfields	1,980	-	-	-	-
- Planted Area Maintenance	55,534	59,137	65,051	71,555	78,712
- Garbage Contract	3,500	4,000	4,500	5,000	5,500
- Operating Impact of ToL Capital Programs	34,767	-	-	-	-
- Operating Impact from Development Capital Works	4,385	-	-	-	-
- Development related costs funded from NRDs	70,000	-	-	-	-
-	-	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	200,618	63,137	69,551	76,555	84,212
EQUIPMENT & VEHICLE RENTAL					
- Operating Impact of ToL Capital Programs	33,500	-	-	-	-
- Operating Impact from Development Capital Works	4,718	-	-	-	-
- After Hours Call-out (Recoverable), equipment required	400	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	38,618	-	-	-	-
COMMUNICATION AND TECHNOLOGY					
- Operating Impact of ToL Capital Programs	1,000	-	-	-	-
COMMUNICATION AND TECHNOLOGY	1,000	-	-	-	-
MATERIALS & SUPPLIES					
- Grass Seed	8,500	9,000	9,500	10,000	10,500
- Operating Impact of ToL Capital Programs	35,000	-	-	-	-
- Operating Impact from Development Capital Works	3,301	-	-	-	-
- After Hours Call-out (Recoverable), equipment required	350	-	-	-	-
MATERIALS & SUPPLIES	47,151	9,000	9,500	10,000	10,500
UTILITY USER FEES					
- Electricity	9,158	8,334	7,393	7,615	7,844
- Water and Sewer	2,736	2,801	2,869	2,937	3,008
- Operating Impact of ToL Capital Programs	41,500	-	-	-	-
UTILITY USER FEES	53,394	11,135	10,262	10,552	10,852
INTERNAL CHARGES & RECOVERIES					
- Fleet Small Equipment Recovery	30,000	-	-	-	-
- Fleet Shop Overhead Recovery	18,690	-	-	-	-
- Administrative Overhead	85,048	9,799	8,469	8,301	8,830
INTERNAL CHARGES & RECOVERIES	133,738	9,799	8,469	8,301	8,830
TRANSFER TO RESERVES					
- Transfer to Cemetery Reserve	16,785	-	-	-	-
TRANSFER TO RESERVES	16,785	-	-	-	-
FISCAL SERVICES	57,163	58,186	59,058	59,944	60,843
EXPENSE ADJUSTMENTS	670,728	162,265	156,840	165,352	175,237
NET NON-DISCRETIONARY ADJUSTMENTS	559,443	162,265	156,840	165,352	175,237

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

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
SERVICE COST RECOVERIES					
- Pavement Cut repairs, funded by Pavement cut reinstatement fees	(50,000)	-	-	-	-
SERVICE COST RECOVERIES	(50,000)	-	-	-	-
SALES OF SERVICES					
- Survey Monument Fees - adjust revenue to current trend	(14,000)				
- Horn Pit Project - Tipping Fees	(135,000)		135,000		
- Electrical Vehicle Charging station - revenue	(500)	-	-	-	-
SALES OF SERVICES	(149,500)	-	135,000	-	-
DEBT REPAYMENT CONTRIBUTIONS					
- DCC Revenue to fund Widening: 208 Street Overpass	(341,050)	(341,050)	-	-	-
- DCC Revenue to fund Construction: Interchange at 216 St & Hwy 1	(459,500)	(459,500)	-	-	-
DEBT REPAYMENT CONTRIBUTIONS	(800,550)	(800,550)	-	-	-
REVENUE ADJUSTMENTS	(1,000,050)	(800,550)	135,000	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One less day in the year	(9,321)	9,321	-	-	-
- Steps and increments	(7,334)	-	-	-	-
- Auxilliary benefit load increase	479	-	-	-	-
- Corporate Energy Manager - Transfer from Facilities	100,000	-	-	-	-
- Corporate Energy - funded from capital and grants	34,000	-	-	-	-
- Horn Pit Project	40,500		(40,500)		
- Survey Monument Fees - Increase to support service level	3,421	-	-	-	-
- New Webcam: Ongoing Operating Costs	2,000	-	-	-	-
- Operating Budget Impact from development capital works.	31,560	-	-	-	-
SALARY, WAGES & BENEFITS	195,305	9,321	(40,500)	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Boulevard/Median Mowing	9,753	10,729	11,802	12,982	14,280
- Pavement Cut repairs, funded by Pavement cut reinstatement fees	50,000	-	-	-	-
- Responsible Program - increased costs due to material bans	50,000	-	-	-	-
- Recycling Collection Contract	151,945	104,754	108,988	113,390	117,971
- Recycling Processing Contract	12,125	8,547	8,894	9,254	9,628
- Planted Area Maintenance - Zone 1	(7,289)	28,695	31,564	34,721	38,193
- Planted Area Maintenance - Zone 2	124,500	75,330	82,863	91,150	100,265
- Surrey Dispatching Contract	195	200	205	210	215
- Operating Impact from Development Capital Works.	5,786	-	-	-	-
- Operating Impact of ToL Capital Program	92,280	133,600	232,610	43,500	7,000
- New Webcam: Ongoing Operating Costs	(5,000)	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	484,295	361,855	476,926	305,207	287,552
CONSULTING AND LEGAL SERVICES					
- Legal Fees	25,000	25,000	25,000	25,000	25,000
CONSULTING AND LEGAL SERVICES	25,000	25,000	25,000	25,000	25,000
EQUIPMENT & VEHICLE RENTAL					
- Operating Impact from Development Capital Works.	6,312	-	-	-	-
- Survey Monument Fees - adjust to current activity level	1,881	-	-	-	-
- Transportation Planning budget for unit 87-V031	6,858	-	-	-	-
- Monthly vehicles and equipment - Non-Roads adjustment	(2,459)	-	-	-	-
- Winter Maintenance - additions/adjustments to monthly rentals	65,388	-	-	-	-
- Monthly vehicles and equipment - Roads adjustment	80,965	-	-	-	-
- Monthly rental vehicles and equipment provision	-	8,229	8,394	8,562	8,734
- Hourly rate vehicles and equipment provision	24,248	24,729	25,227	25,731	26,247
- Horn Pit Project - Hired Equipment	27,000		(27,000)		
- New Webcam: Ongoing Operating Costs - internal	(2,000)	-	-	-	-
- New Webcam: Ongoing Operating Costs - external	(6,000)	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	202,193	32,958	6,621	34,293	34,981
MATERIALS & SUPPLIES					
- Survey monuments	3,250	-	-	-	-
- Operating Impact from Development Capital Works.	7,890	-	-	-	-
- New Webcam: Ongoing Operating Costs	(10,000)	-	-	-	-
MATERIALS & SUPPLIES	1,140	-	-	-	-
UTILITY USER FEES					
- Electrical Vehicle Charging station - electricity charges	2,500	-	-	-	-
- Operating Impact from Development Capital Works.	526	-	-	-	-
- Traffic Signals and Street Lights Electricity provision	32,320	29,411	26,092	26,875	27,681

Township of Langley
FIVE YEAR OPERATING PLAN

TRANSPORTATION UTILITY - ROADS - NON-DISCRETIONARY ADJUSTMENTS

	2017	2018	2019	2020	2021
UTILITY USER FEES	35,346	29,411	26,092	26,875	27,681
DEBT PRINCIPAL AND INTEREST					
- Widening: 208 Street Overpass	341,050	341,050	-	-	-
- Construction: Interchange at 216 Street and Highway 1	459,500	459,500	-	-	-
DEBT PRINCIPAL AND INTEREST	800,550	800,550	-	-	-
INTERNAL CHARGES & RECOVERIES					
- Corporate Energy Manager recovery from Capital Projects	(34,000)	-	-	-	-
- Small equipment replacement	40,000	-	-	-	-
- Garage shop overhead	48,831	-	-	-	-
- Administrative Overhead	133,582	110,268	144,891	91,364	84,462
INTERNAL CHARGES & RECOVERIES	188,413	110,268	144,891	91,364	84,462
TRANSFER TO RESERVES					
- Horn Pit Project - transfer to Gravel Pit Reserve	67,500	-	(67,500)	-	-
TRANSFER TO RESERVES	67,500	-	(67,500)	-	-
OTHER SUPPLIES AND EXPENSES					
- Transfer vehicle allowance budgets for exempt staff to match current expe	(4,400)	-	-	-	-
- Operating Impact from Development Capital Works.	526	-	-	-	-
OTHER SUPPLIES AND EXPENSES	(3,874)	-	-	-	-
FISCAL SERVICES	80,387	81,732	82,959	84,203	85,466
EXPENSE ADJUSTMENTS	2,076,255	1,451,095	654,489	566,942	545,142
NET NON-DISCRETIONARY ADJUSTMENTS	1,076,205	650,545	789,489	566,942	545,142

**TOWNSHIP OF LANGLEY
TRANSPORTATION UTILITY - FLEET
2017-2021 OPERATING BUDGET**

	2016	2017	2017	2018	2018	2019	2019	2020	2020	2021	2021
	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET
	(Base)										
NON-TAX REVENUE											
Service Cost Recoveries	-	(6,000)	(6,000)	-	(6,000)	-	(6,000)	-	(6,000)	-	(6,000)
TOTAL REVENUE	-	(6,000)	(6,000)	(0)	(6,000)	(0)	(6,000)	-	(6,000)	-	(6,000)
EXPENSE											
Salaries, Wages & Benefits	920,681	73,755	994,436	3,720	998,156	-	998,156	-	998,156	-	998,156
Service and Maintenance Contracts	69,031	78,938	147,969	-	147,969	-	147,969	-	147,969	-	147,969
Fuel	823,078	-	823,078	8,210	831,288	16,585	847,873	16,917	864,790	17,256	882,046
Equipment and Vehicle Rental	1,975	85,780	87,755	1,755	89,510	1,790	91,300	1,826	93,126	1,863	94,989
Communication and Technology	53,400	2,700	56,100	-	56,100	-	56,100	-	56,100	-	56,100
Insurance	279,598	-	279,598	-	279,598	-	279,598	-	279,598	-	279,598
Materials and Supplies	404,722	98,250	502,972	-	502,972	-	502,972	-	502,972	-	502,972
Internal Charges & Recoveries	(4,657,971)	(848,354)	(5,506,325)	(103,045)	(5,609,370)	(105,098)	(5,714,468)	(107,193)	(5,821,661)	(109,329)	(5,930,990)
Transfer to Own Funds	2,136,226	497,510	2,633,736	75,588	2,709,324	72,745	2,782,069	74,262	2,856,331	75,810	2,932,141
Other Supplies and Expense	(30,740)	17,421	(13,319)	13,772	453	13,978	14,431	14,188	28,619	14,400	43,019
TOTAL EXPENSE	-	6,000	6,000	0	6,000	0	6,000	-	6,000	-	6,000
SHORTFALL/(SURPLUS)	-	-	(0)	(0)	(0)	0	(0)	-	(0)	-	(0)

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

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
SERVICE COST RECOVERIES					
- Scrap Metal Recycling Sales	(6,000)	-	-	-	-
SERVICE COST RECOVERIES	(6,000)	-	-	-	-
REVENUE ADJUSTMENTS	(6,000)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One less day in the year	(3,720)	3,720	-	-	-
- Steps & Increments	(16,050)	-	-	-	-
- Mechanic cost no longer recovered by ARI	93,525	-	-	-	-
SALARY, WAGES & BENEFITS	73,755	3,720	-	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Cost Centre Realignment	78,938	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	78,938	-	-	-	-
FUEL					
- Diesel	-	3,318	6,703	6,837	6,974
- Gasoline	-	4,892	9,882	10,080	10,282
FUEL	-	8,210	16,585	16,917	17,256
EQUIPMENT & VEHICLE RENTAL					
- Fleet Admin Vehicles & Equipment - Add to budget	84,059	-	-	-	-
- Internal Vehicle charges increase	1,721	1,755	1,790	1,826	1,863
EQUIPMENT & VEHICLE RENTAL	85,780	1,755	1,790	1,826	1,863
COMMUNICATION AND TECHNOLOGY					
- Fleet Admin Hardware cost increase	2,000	-	-	-	-
- Fleet Admin Software - remove costs from budget	(12,000)	-	-	-	-
- Vehicle Tracking cost increase	12,700	-	-	-	-
COMMUNICATION AND TECHNOLOGY	2,700	-	-	-	-
MATERIALS & SUPPLIES					
- Sundries & Small Tools - Add to Admin Budget	98,250	-	-	-	-
MATERIALS & SUPPLIES	98,250	-	-	-	-
INTERNAL CHARGES & RECOVERIES					
- Shop Overhead (44101)	(845,000)	-	-	-	-
- Shop Overhead (44102)	577,500	-	-	-	-
- Small Equipment	(160,000)	-	-	-	-
- Internal Vehicle Charge Recoveries	(421,354)	(103,045)	(105,098)	(107,193)	(109,329)
- Recycling Recovery (s/b 4300)	500	-	-	-	-
INTERNAL CHARGES & RECOVERIES	(848,354)	(103,045)	(105,098)	(107,193)	(109,329)
TRANSFER TO RESERVES					
- PW Vehicle & Equipment Reserve	444,610	75,588	72,745	74,262	75,810
- PW Vehicle & Equipment Reserve (Small Equipment)	45,000	-	-	-	-
- PW Vehicle & Equipment Reserve (Shop Equipment)	7,900	-	-	-	-
TRANSFER TO RESERVES	497,510	75,588	72,745	74,262	75,810
OTHER SUPPLIES AND EXPENSES					
- Conference, training and other	3,851	-	-	-	-
OTHER SUPPLIES AND EXPENSES	3,851	-	-	-	-
FISCAL SERVICES	13,570	13,772	13,978	14,188	14,400
EXPENSE ADJUSTMENTS	6,000	0	0	-	-
NET NON-DISCRETIONARY ADJUSTMENTS	(0)	0	0	-	-

Township of Langley

FIVE YEAR OPERATING PLAN

TRANSPORTATION UTILITY - TRANSLINK FUNDED - NON-DISCRETIONARY ADJUSTMENTS

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
GOVERNMENT GRANTS					
- Translink Grant Funding	(70,317)	(24,911)	(23,652)	(24,117)	(24,592)
- Increase to maintain service levels	(100,000)	-	-	-	-
GOVERNMENT GRANTS	(170,317)	(24,911)	(23,652)	(24,117)	(24,592)
REVENUE ADJUSTMENTS	(170,317)	(24,911)	(23,652)	(24,117)	(24,592)
EXPENSE					
SALARY, WAGES & BENEFITS					
- One less day in the year	(781)	781	-	-	-
- Steps and increments	(3,534)	-	-	-	-
SALARY, WAGES & BENEFITS	(4,315)	781	-	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Increase to maintain service levels	100,000	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	100,000	-	-	-	-
EQUIPMENT & VEHICLE RENTAL					
- Monthly rental vehicles and equipment	-	200	205	209	213
- Hourly rate vehicles and equipment	3,667	3,741	3,815	3,892	3,970
- Winter Maintenance - additions/adjustments to monthly r	57,703	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	61,370	3,941	4,020	4,101	4,183
UTILITY USER FEES					
- Traffic Signals and Street Lights Electricity	-	6,718	5,959	6,138	6,322
UTILITY USER FEES	-	6,718	5,959	6,138	6,322
FISCAL SERVICES	13,262	13,471	13,673	13,878	14,087
EXPENSE ADJUSTMENTS	170,317	24,911	23,652	24,117	24,592
NET NON-DISCRETIONARY ADJUSTMENTS	-	-	-	-	-

Township of Langley
FIVE YEAR OPERATING PLAN

STORMWATER UTILITY - excludes TransLink - NON-DISCRETIONARY ADJUSTMENTS

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
DEBT REPAYMENT CONTRIBUTIONS					
- Detention Pond - DCCs to Fund Debt - Internal Debt	(373,809)	-	-	-	-
DEBT REPAYMENT CONTRIBUTIONS	(373,809)	-	-	-	-
REVENUE ADJUSTMENTS	(373,809)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One less day in the year	(4,335)	4,335	-	-	-
- Steps and increments	(17,805)	-	-	-	-
- Auxiliary benefit load increase	103	-	-	-	-
- Operating Budget Impact from development capital works.	6,789	-	-	-	-
SALARY, WAGES & BENEFITS	(15,248)	4,335	-	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Hazardous Material Cleanup budget increase	10,000	-	-	-	-
- Traffic Control requirements increase for stormwater works	26,000	-	-	-	-
- Annual program to flush catch basins - New dump site required, H	2,000	-	-	-	-
- Surrey Dispatching Contract	195	200	205	210	215
- Operating Budget Impact from development capital works.	3,273	-	-	-	-
- Catch basin cleaning program contract	7,700	8,500	9,300	-	-
- CCTV Inspection Program Contract	2,500	2,600	2,700	2,800	-
SERVICE AND MAINTENANCE CONTRACTS	51,668	11,300	12,205	3,010	215
EQUIPMENT & VEHICLE RENTAL					
- Second vehicle required for Water Resources	6,742	-	-	-	-
- Monthly vehicles for Stormwater Operations from Hourly	28,848	-	-	-	-
- Hourly vehicles for Stormwater Operations to Monthly	(28,848)	-	-	-	-
- 2% increase provision for hourly vehicles,	7,956	8,115	8,279	8,443	8,610
- Operating Budget Impact from development capital works.	121	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	14,819	8,115	8,279	8,443	8,610
COMMUNICATION AND TECHNOLOGY					
- Geospatial Fees charged by Metro Vancouver	200	-	-	-	-
COMMUNICATION AND TECHNOLOGY	200	-	-	-	-
MATERIALS & SUPPLIES					
- Operating Impact from development capital works.	1,818	-	-	-	-
MATERIALS & SUPPLIES	1,818	-	-	-	-
UTILITY USER FEES					
- Pump Stations Electricity	-	3,554	3,153	3,247	3,345
UTILITY USER FEES	-	3,554	3,153	3,247	3,345
DEBT PRINCIPAL AND INTEREST					
- Detention Pond - DCCs to Fund Debt - Internal Borrowing	373,809	-	-	-	-
DEBT PRINCIPAL AND INTEREST	373,809	-	-	-	-
INTERNAL CHARGES & RECOVERIES					
- Small equipment replacement	30,000	-	-	-	-
- Shop overhead costs	8,545	-	-	-	-
- Administrative Overhead	(15,950)	31,006	11,296	2,809	2,813
INTERNAL CHARGES & RECOVERIES	22,595	31,006	11,296	2,809	2,813
OTHER SUPPLIES AND EXPENSES					
- Transfer vehicle allowance budgets for exempt staff to match curre	1,700	-	-	-	-
- Operating Impact from development capital works.	121	-	-	-	-
OTHER SUPPLIES AND EXPENSES	1,821	-	-	-	-
FISCAL SERVICES	31,513	32,051	32,533	33,021	33,516
EXPENSE ADJUSTMENTS	482,995	90,361	67,466	50,530	48,499
NET NON-DISCRETIONARY ADJUSTMENTS	109,186	90,361	67,466	50,530	48,499

Township of Langley

FIVE YEAR OPERATING PLAN

STORMWATER UTILITY - TransLink Funded - NON-DISCRETIONARY ADJUSTMENTS

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
GOVERNMENT GRANTS					
- Translink Grants	(1,879)	(1,910)	(1,941)	(1,974)	(2,005)
GOVERNMENT GRANTS	(1,879)	(1,910)	(1,941)	(1,974)	(2,005)
REVENUE ADJUSTMENTS	(1,879)	(1,910)	(1,941)	(1,974)	(2,005)
EXPENSE					
EQUIPMENT & VEHICLE RENTAL					
- Hourly vehicles and equipment	512	522	532	544	554
EQUIPMENT & VEHICLE RENTAL	512	522	532	544	554
FISCAL SERVICES	1,367	1,388	1,409	1,430	1,451
EXPENSE ADJUSTMENTS	1,879	1,910	1,941	1,974	2,005
NET NON-DISCRETIONARY ADJUSTMENTS	-	-	-	-	-

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

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
EXPENSE					
SALARY, WAGES & BENEFITS					
- Firefighters move to 10th year increment	18,473	41,608	60,236	31,100	35,775
- Firefighter moves to 15th year increment	-	-	-	-	986
- Firefighter 4th year step, full year 2019	72,053	95,688	62,702	-	-
- Negotiated 2.5% increase	270,917	283,911	295,634	306,069	313,267
- Exempt Fire Chief and new Assistant Chief	10,912	-	-	-	-
- Prevention Inspector to 4th year	803	-	-	-	-
- Reorganization to include Platoon Captain	(4,000)	-	-	-	-
- One less day in the year - IAFF	(41,632)	41,632	-	43,942	(43,942)
- One less day in the year - Non-IAFF	(6,658)	6,658	-	-	-
- Auxilliary benefit load increase - Non-IAFF	2,834	-	-	-	-
- Reduce Paid Call	(80,000)	-	-	-	-
SALARY, WAGES & BENEFITS	243,702	469,497	418,572	381,111	306,086
SPECIAL CONTRACT (i.e. RCMP, etc.)					
- E-Comm	-	421,000	13,000	13,000	13,000
SPECIAL CONTRACT (i.e. RCMP, etc.)	-	421,000	13,000	13,000	13,000
SERVICE AND MAINTENANCE CONTRACTS					
- Surrey Dispatch Contract	4,352	4,461	4,572	4,686	4,803
- EOC Contract Increase	1,488	2,513	2,576	2,640	2,706
- EOC Clerical Non Shared	(1,187)	530	538	546	554
SERVICE AND MAINTENANCE CONTRACTS	4,653	7,504	7,686	7,872	8,064
FUEL					
- Gas	-	496	1,003	1,023	1,043
- Diesel	-	1,260	2,546	2,597	2,649
FUEL	-	1,756	3,549	3,620	3,692
EQUIPMENT & VEHICLE RENTAL					
- Establish monthly vehicles rates (2)	17,930	359	366	373	381
EQUIPMENT & VEHICLE RENTAL	17,930	359	366	373	381
COMMUNICATION AND TECHNOLOGY					
- EOC Supplies Increase	37	37	38	39	40
COMMUNICATION AND TECHNOLOGY	37	37	38	39	40
INTERNAL CHARGES & RECOVERIES					
- Fire overhead	10,000	-	-	-	-
INTERNAL CHARGES & RECOVERIES	10,000	-	-	-	-
TRANSFER TO RESERVES					
- Fire Vehicles and Equipment Transfer to Reserve	100,000	100,000	-	-	-
TRANSFER TO RESERVES	100,000	100,000	-	-	-
OTHER SUPPLIES AND EXPENSES					
- EOC Supplies Increase	481	493	506	518	531
OTHER SUPPLIES AND EXPENSES	481	493	506	518	531
FISCAL SERVICES	40,984	41,599	42,222	42,855	43,498
EXPENSE ADJUSTMENTS	417,787	1,042,244	485,939	449,389	375,291
NET NON-DISCRETIONARY ADJUSTMENTS	417,787	1,042,244	485,939	449,389	375,291

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

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
SERVICE COST RECOVERIES					
- Reduce ARI Vehicle Maintenance	164,939	-	-	-	-
- Fuel revenue increase	-	(4,416)	(8,920)	(9,098)	(9,280)
SERVICE COST RECOVERIES	164,939	(4,416)	(8,920)	(9,098)	(9,280)
SERVICE COST SHARING					
- Vehicle monthly charges less non shared componet	1,519	(486)	(495)	(505)	(515)
- Recovery increase on additional salary and wages	(25,184)	(34,474)	(28,734)	(29,165)	(29,602)
- Reduction of City Share based on cost share	54,350	-	-	-	-
SERVICE COST SHARING	30,684	(34,960)	(29,229)	(29,670)	(30,117)
REVENUE ADJUSTMENTS	195,623	(39,376)	(38,149)	(38,768)	(39,397)
EXPENSE					
SALARY, WAGES & BENEFITS					
- Removal of ARI Wages	(103,620)	-	-	-	-
- One less day in the year	(25,687)	25,687	-	-	-
- Steps and increments	779	-	-	-	-
- Auxilliary benefit load increase	14,948	-	-	-	-
SALARY, WAGES & BENEFITS	(113,580)	25,687	-	-	-
SPECIAL CONTRACT (i.e. RCMP, etc.)					
- RCMP 5 year contract net increase	757,923	705,826	678,881	685,223	688,738
SPECIAL CONTRACT (i.e. RCMP, etc.)	757,923	705,826	678,881	685,223	688,738
FUEL					
- Gas increase	-	4,416	8,920	9,098	9,280
FUEL	-	4,416	8,920	9,098	9,280
EQUIPMENT & VEHICLE RENTAL					
- 2% increase with 2017 excess	(11,282)	2,024	2,064	2,105	2,148
EQUIPMENT & VEHICLE RENTAL	(11,282)	2,024	2,064	2,105	2,148
MATERIALS & SUPPLIES					
- ARI Materials - remove from budget	(54,819)	-	-	-	-
- Bank Charges increase (from supplies)	(600)	-	-	-	-
MATERIALS & SUPPLIES	(55,419)	-	-	-	-
TRANSFER TO RESERVES					
- Transfer to Public Works Reserve	(6,500)	-	-	-	-
TRANSFER TO RESERVES	(6,500)	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Reduction in Supplies (to bank charges)	600	-	-	-	-
OTHER SUPPLIES AND EXPENSES	600	-	-	-	-
FISCAL SERVICES	114,895	117,955	119,724	121,519	123,342
EXPENSE ADJUSTMENTS	686,637	855,908	809,589	817,945	823,508
NET NON-DISCRETIONARY ADJUSTMENTS	882,260	816,532	771,440	779,178	784,110

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

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
SPECIAL LEVIES/GRANTS-IN-LIEU					
- Fraser Valley Regional Library	(123,359)	-	-	-	-
SPECIAL LEVIES/GRANTS-IN-LIEU	(123,359)	-	-	-	-
GOVERNMENT GRANTS					
- Removal of Casino funds for Homeless Shelter budget	300,000	-	-	-	-
GOVERNMENT GRANTS	300,000	-	-	-	-
SALES OF SERVICES					
- GPC Arena Admissions Revenue	(37,343)	-	-	-	-
- GPC General Arena Revenue	(2,750)	-	-	-	-
- GPC Program Arena Revenue	(33,854)	-	-	-	-
- ACA Arena Admissions Revenue	(15,548)	-	-	-	-
- ACA General Arena Revenue	(2,100)	-	-	-	-
- ACA Program Arena Revenue	(7,260)	-	-	-	-
- Loss of Public Skate Revenue due to Rivermen	1,500	-	-	-	-
- Aldergrove Operations Revenue	-	(344,700)	-	-	-
SALES OF SERVICES	(97,355)	(344,700)	-	-	-
RENTALS & LEASES					
- GPC Rental Revenue	(426,784)	-	-	-	-
- ACA Rental Revenue	(265,071)	-	-	-	-
- Loss of Rental Revenue due to the Rivermen	50,000	-	-	-	-
RENTALS & LEASES	(641,855)	-	-	-	-
REVENUE ADJUSTMENTS	(562,569)	(344,700)	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One less day in the year	(18,758)	18,758	-	-	-
- Steps and increments	14,595	-	-	-	-
- Auxilliary benefit load increase	52,058	-	-	-	-
- Reclass for Community Rec Managers	41,022	-	-	-	-
- Recreation Attendant I at GPC	54,600	-	-	-	-
- Recreation Supervisor at GPC/ACA	97,748	-	-	-	-
- Clerk Typist III at GPC/ACA	61,616	-	-	-	-
- Recreation Programmer at GPC/ACA	55,002	-	-	-	-
- Recreation Auxilliary wages for GPC	94,770	-	-	-	-
- Recreation Auxilliary wages for ACA	33,983	-	-	-	-
- Aldergrove staffing requirements	264,505	1,135,495	-	-	-
- Additional auxilliary wages	31,165	-	-	-	-
- Recreation Programmer reclass to Sr. Rec Programmer	7,387	-	-	-	-
SALARY, WAGES & BENEFITS	789,693	1,154,253	-	-	-
SPECIAL CONTRACT (i.e. RCMP, etc.)					
- Fraser Valley Regional Library	123,359	-	-	-	-
SPECIAL CONTRACT (i.e. RCMP, etc.)	123,359	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Remove Recreation Excellence Contract	(961,464)	-	-	-	-
- Miscellaneous contracts at GPC	83,500	-	-	-	-
- Negotiated increase for Sportplex Contract	38,836	15,009	15,384	15,768	16,163
- Reallocate budget for increased bank service charges	(10,500)	-	-	-	-
- Canada Day budget	10,000	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	(839,628)	15,009	15,384	15,768	16,163
EQUIPMENT & VEHICLE RENTAL					
- GPC Monthly Vehicle	12,600	-	-	-	-
- Move monthly vehicle rental budget to PDD	(11,135)	-	-	-	-
- Establish monthly charges for stadium equipment	90,274	-	-	-	-
- Monthly vehicle budget reduction	(5,258)	-	-	-	-
- Operating Impact of ToL Capital Program	12,602	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	99,083	-	-	-	-
COMMUNICATION AND TECHNOLOGY					
- ACA Phone and Communications	850	-	-	-	-
- GPC Phone and Communications	2,000	-	-	-	-
- Internet and Web Services	1,440	-	-	-	-
COMMUNICATION AND TECHNOLOGY	4,290	-	-	-	-
INSURANCE					
- Insurance	5,871	5,988	6,108	6,230	6,355
INSURANCE	5,871	5,988	6,108	6,230	6,355

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

	2017	2018	2019	2020	2021
MATERIALS & SUPPLIES					
- GPC Materials and Supplies	23,884	-	-	-	-
- ACA Materials and Supplies	3,937	-	-	-	-
- Materials and supplies - additional required	3,500	-	-	-	-
- Asset Maintenance (shift from Contr'n to Capital)	500				
MATERIALS & SUPPLIES	31,821	-	-	-	-
MUNICIPAL GRANTS					
- Casino funds for Homeless Shelter - loss of revenue	(300,000)	-	-	-	-
MUNICIPAL GRANTS	(300,000)	-	-	-	-
CONTRIBUTION TO CAPITAL					
- Contribution to Capital (shift to asset maintenance)	(25,000)	-	-	-	-
CONTRIBUTION TO CAPITAL	(25,000)	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- GPC Bank Service Charges	13,000	-	-	-	-
- GPC Other Fees	1,200	-	-	-	-
- GPC Travel	3,500	-	-	-	-
- GPC Conferences	1,500	-	-	-	-
- GPC Subscriptions	500	-	-	-	-
- GPC Training and Seminars	500	-	-	-	-
- ACA Other Fees	1,200	-	-	-	-
- ACA Travel	1,000	-	-	-	-
- ACA Subscriptions	250	-	-	-	-
- Aldergrove Facility Operating Costs	250,000	250,000	-	-	-
- Aldergrove Facility Operating Costs funding staffing	(264,505)	(790,795)			
- Increase to bank service charges budget	10,500				
- Bank services charge increase	200				
- Business travel and promotion	4,000				
- Reduction of Fort Langley Library rent	(1,800)				
OTHER SUPPLIES AND EXPENSES	21,045	(540,795)	-	-	-
FISCAL SERVICES	142,913	162,371	164,807	167,279	169,788
EXPENSE ADJUSTMENTS	53,447	796,826	186,299	189,277	192,306
NET NON-DISCRETIONARY ADJUSTMENTS	(509,122)	452,126	186,299	189,277	192,306

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

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
SERVICE COST SHARING					
- Service Contracts, Prevention Maintenance	(4,366)		-	-	-
- Reduce City Share on Capital Contribution	19,200	(19,200)	-	-	-
- Utilities	(933)	(851)	(758)	(780)	(804)
SERVICE COST SHARING	13,901	(20,051)	(758)	(780)	(804)
REVENUE ADJUSTMENTS	13,901	(20,051)	(758)	(780)	(804)
EXPENSE					
SALARY, WAGES & BENEFITS					
- One less day in the year	(4,302)	-	-	-	-
- Steps and increments	20,054	-	-	-	-
- Auxilliary benefit load increase	9,026	-	-	-	-
- After hours call outs	35,000	-	-	-	-
- Transfer from contract services	30,000	-	-	-	-
- Establish Arena budgets	26,695	-	-	-	-
- Janitorial related to Riverman Contract	29,500	-	-	-	-
- ACA / GPC positions from Rec Ex contract	634,187	-	-	-	-
SALARY, WAGES & BENEFITS	780,160	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Mowing Contract	2,275	2,502	2,753	3,028	3,331
- Service Contracts, Prevention Maintenance	156,000	75,000	75,000	75,000	-
- Ground Maintenance, Snow removal	174,448	2,370	2,611	2,871	3,167
- Security	8,400	-	-	-	-
- GPC/ACA Maintenance contracts	267,937	-	-	-	-
- Fort Langley Library Janitorial	3,600	-	-	-	-
- Facility contracts - addition required	204,800	-	-	-	-
- Planted Area Maintenance increases	(1,858)	643	656	669	682
- Water Cooler budget from Fiscal	3,000	-	-	-	-
- Transfer to wages	(30,000)	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	788,602	80,515	81,020	81,568	7,180
FUEL					
- GPC/ACA Propane	17,550	-	-	-	-
FUEL	17,550	-	-	-	-
EQUIPMENT & VEHICLE RENTAL					
- GPC/ACA internal veh. Rentals	5,400	-	-	-	-
- Adjust Vehicle budget	(15,000)	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	(9,600)	-	-	-	-
MATERIALS & SUPPLIES					
- Asset Maintenance (shift from R&C Contr'n to Capital)	24,500	-	-	-	-
- Supplies	2,500	-	-	-	-
- GPC/ACA	51,852	-	-	-	-
MATERIALS & SUPPLIES	78,852	-	-	-	-
UTILITY USER FEES					
- Electricity	58,562	59,265	52,576	54,153	55,778
- Water & Sewer	2,495	4,190	4,290	4,393	4,499
- GPC/ACA Electricity	170,674	-	-	-	-
- GPC/ACA Water & Sewer	68,097	-	-	-	-
- GPC/ACA Natural Gas	39,142	-	-	-	-
UTILITY USER FEES	338,970	63,455	56,866	58,546	60,277
INTERNAL CHARGES & RECOVERIES					
- Shop overhead	7,240	-	-	-	-
INTERNAL CHARGES & RECOVERIES	7,240	-	-	-	-
TRANSFER TO RESERVES					
- Transfer to CF 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					
- RCMP asset maintenance to Capital	80,000	(80,000)	-	-	-
CONTRIBUTION TO CAPITAL	80,000	(80,000)	-	-	-
OTHER SUPPLIES AND EXPENSES					
- RCMP asset maintenance to Capital	(80,000)	80,000	-	-	-
- Corporate Energy Manager - Trans. from asset maint	(100,000)	-	-	-	-

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

	2017	2018	2019	2020	2021
- GPC/ACA	7,000				
OTHER SUPPLIES AND EXPENSES	(173,000)	80,000	-	-	-
FISCAL SERVICES	56,089	-	-	-	-
EXPENSE ADJUSTMENTS	1,989,863	168,970	162,886	165,114	92,457
NET NON-DISCRETIONARY ADJUSTMENTS	2,003,764	148,919	162,128	164,334	91,653

Township of Langley
FIVE YEAR OPERATING PLAN

CORPORATE ADMINISTRATION (without Airport) - NON-DISCRETIONARY ADJUSTMENTS

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
OTHER REVENUE					
- Film Revenue (for Reserve)	(15,000)	-	-	-	-
OTHER REVENUE	(15,000)	-	-	-	-
REVENUE ADJUSTMENTS	(15,000)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One less day in the year	(28,165)	28,165	-	-	-
- Steps and increments	54,764	-	-	-	-
- Auxilliary benefit load increase	2,799	-	-	-	-
SALARY, WAGES & BENEFITS	29,398	28,165	-	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Youth Family Services	2,665	(1,829)	7,683	5,843	5,953
SERVICE AND MAINTENANCE CONTRACTS	2,665	(1,829)	7,683	5,843	5,953
CONSULTING AND LEGAL SERVICES					
- Election Costs 2018	-	215,000	-	-	-
CONSULTING AND LEGAL SERVICES	-	215,000	-	-	-
EQUIPMENT & VEHICLE RENTAL					
- Monthly vehicle charges	(3,582)	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	(3,582)	-	-	-	-
COMMUNICATION AND TECHNOLOGY					
- Contractual software increases for IT	94,686	-	-	-	-
- Contractual software increases for GIS	14,406	-	-	-	-
- Hardware Maintenance Contracts for LEC	64,054	-	-	-	-
- Internet Connectivity for LEC	57,812	-	-	-	-
- Internet Connectivity for IT	29,476	-	-	-	-
- HotSuite social media software aggregator	30,000	-	-	-	-
COMMUNICATION AND TECHNOLOGY	290,434	-	-	-	-
MATERIALS & SUPPLIES					
-Transfer to Com Dev for Agricultural/ Economic Committee	(250)	-	-	-	-
MATERIALS & SUPPLIES	(250)	-	-	-	-
UTILITY USER FEES					
- Electricity	505	460	408	420	433
UTILITY USER FEES	505	460	408	420	433
TRANSFER TO RESERVES					
- Transfer to Film Reserve	15,000	-	-	-	-
TRANSFER TO RESERVES	15,000	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Records Management training budget increase	2,500	-	-	-	-
- Legislative services conference budget increase	2,800	-	-	-	-
- Legislative services training budget increase	2,500	-	-	-	-
OTHER SUPPLIES AND EXPENSES	7,800	-	-	-	-
FISCAL SERVICES	119,777	121,996	123,826	125,683	127,569
EXPENSE ADJUSTMENTS	461,747	363,792	131,917	131,946	133,955
NET NON-DISCRETIONARY ADJUSTMENTS	446,747	363,792	131,917	131,946	133,955

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

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
SALES OF SERVICES					
- Compound Fees	3,000	-	-	-	-
- Airport Filming Fees	2,000	-	-	-	-
- Jet A Fuel Sales	25,000	-	-	-	-
- AVGAS Fuel Sales	(20,000)	-	-	-	-
SALES OF SERVICES	10,000	-	-	-	-
RENTALS & LEASES					
- Lease Revenue	(3,500)	-	-	-	-
- Deferred Lease Revenue	(5,000)	-	-	-	-
RENTALS & LEASES	(8,500)	-	-	-	-
OTHER REVENUE					
- Other Revenue	-	(6,318)	(5,159)	(5,236)	(5,314)
OTHER REVENUE	-	(6,318)	(5,159)	(5,236)	(5,314)
REVENUE ADJUSTMENTS	1,500	(6,318)	(5,159)	(5,236)	(5,314)
EXPENSE					
SALARY, WAGES & BENEFITS					
- One less day in the year	(1,236)	1,236	-	-	-
- Steps and increments	7,606	-	-	-	-
- Auxilliary benefit load increase	41	-	-	-	-
- Auxilliary wage increases	4,000	-	-	-	-
SALARY, WAGES & BENEFITS	10,411	1,236	-	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Consulting	(8,000)	-	-	-	-
- Miscellaneous contract services	22,000	-	-	-	-
- Line Painting	10,000	-	-	-	-
- Paving/Crack Sealing	10,000	-	-	-	-
- Fencing	18,000	-	-	-	-
- Ground Side Mowing and Landscaping	2,000	-	-	-	-
- Jet A system repairs	(500)	-	-	-	-
- AVGAS - System repairs	(500)	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	53,000	-	-	-	-
FUEL					
- Jet A Fuel purchase	(15,000)	-	-	-	-
- AVGAS fuel purchase	20,000	-	-	-	-
- Fuel for Maintenance Equipment and Truck	(50)	-	-	-	-
- Jet A - Truck Diesel fuel	180	-	-	-	-
FUEL	5,130	-	-	-	-
EQUIPMENT & VEHICLE RENTAL					
- Monthly vehicle	1,143	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	1,143	-	-	-	-
COMMUNICATION AND TECHNOLOGY					
- Internet and Web service	200	-	-	-	-
COMMUNICATION AND TECHNOLOGY	200	-	-	-	-
INSURANCE					
- Insurance	(2,000)	-	-	-	-
INSURANCE	(2,000)	-	-	-	-
MATERIALS & SUPPLIES					
- Materials and Supplies	4,000	-	-	-	-
- Jet A - System Materials/Supplies	15,000	-	-	-	-
- Jet A - Truck repairs	200	-	-	-	-
- AVGAS - System materials and supplies	1,000	-	-	-	-
MATERIALS & SUPPLIES	20,200	-	-	-	-
UTILITY USER FEES					
- Electricity	475	-	-	-	-
UTILITY USER FEES	475	-	-	-	-
TRANSFER TO RESERVES					
- Airport Reserve - Transfer From Reserve	(161,048)	-	-	-	-
TRANSFER TO RESERVES	(161,048)	-	-	-	-
CONTRIBUTION TO CAPITAL					
- Contribution to Capital for Paving	70,000	-	-	-	-
CONTRIBUTION TO CAPITAL	70,000	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Fuel: Visa/AMEX/MC charges	(4,000)	-	-	-	-
OTHER SUPPLIES AND EXPENSES	(4,000)	-	-	-	-

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

	2017	2018	2019	2020	2021
FISCAL SERVICES					
- Increase on 2016 S&W Base	4,833	4,905	4,979	5,054	5,129
- 2017 Non Discret. S&W Adjustments	156	177	180	182	185
FISCAL SERVICES	4,989	5,082	5,159	5,236	5,314
EXPENSE ADJUSTMENTS	(1,500)	6,318	5,159	5,236	5,314
NET NON-DISCRETIONARY ADJUSTMENTS	-	-	-	-	-

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

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
SERVICE COST RECOVERIES					
- HR Wellness Recovery	(10,000)	-	-	-	-
SERVICE COST RECOVERIES	(10,000)	-	-	-	-
INTERNAL RECOVERIES					
- HR Wellness Recovery	10,000	-	-	-	-
INTERNAL RECOVERIES	10,000	-	-	-	-
REVENUE ADJUSTMENTS	-	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One less day in the year	(4,354)	4,354	-	-	-
- Steps and increments	(24,633)	-	-	-	-
- Auxilliary benefit load increase	2,521	-	-	-	-
SALARY, WAGES & BENEFITS	(26,466)	4,354	-	-	-
FISCAL SERVICES	20,956	21,335	21,655	21,980	22,310
EXPENSE ADJUSTMENTS	(5,510)	25,689	21,655	21,980	22,310
NET NON-DISCRETIONARY ADJUSTMENTS	(5,510)	25,689	21,655	21,980	22,310

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

EXPENSE

SALARY, WAGES & BENEFITS

- One less day in the year	(11,263)	11,263	-	-	-
- Steps and increments	2,158	-	-	-	-
- Auxilliary benefit load increase	1,969	-	-	-	-

SALARY, WAGES & BENEFITS

(7,136)	11,263	-	-	-
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SERVICE AND MAINTENANCE CONTRACTS

- Cash services pick-up at GPC and LEC	5,400	-	-	-	-
- Audit Fee - Annual Increase	1,600	1,632	1,665	1,698	1,732

SERVICE AND MAINTENANCE CONTRACTS

7,000	1,632	1,665	1,698	1,732
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EQUIPMENT & VEHICLE RENTAL

- Adjust monthly vehicle budget	(386)	-	-	-	-
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EQUIPMENT & VEHICLE RENTAL

(386)	-	-	-	-
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COMMUNICATION AND TECHNOLOGY

- Tempest Intellisearch annual licence fees	2,288	-	-	-	-
- Tempest eDeferment annual licence fees	4,100	-	-	-	-

COMMUNICATION AND TECHNOLOGY

6,388	-	-	-	-
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FISCAL SERVICES

46,597	47,465	48,177	48,899	49,633
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EXPENSE ADJUSTMENTS

52,463	60,360	49,842	50,597	51,365
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NET NON-DISCRETIONARY ADJUSTMENTS

52,463	60,360	49,842	50,597	51,365
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Township of Langley
FIVE YEAR OPERATING PLAN
COMMUNITY DEVELOPMENT - NON-DISCRETIONARY ADJUSTMENTS

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
PERMIT & LICENSE FEES					
- Increase in revenue	(240,000)	-	-	-	-
PERMIT & LICENSE FEES	(240,000)	-	-	-	-
DEVELOPMENT REVENUE					
- Increase in revenue	(60,000)	-	-	-	-
-	-	-	-	-	-
DEVELOPMENT REVENUE	(60,000)	-	-	-	-
TRANSFER FROM OWN FUNDS					
- Transfer from Neighbourhood nonstat-10N	(80,000)	-	-	-	-
-	-	-	-	-	-
TRANSFER FROM OWN FUNDS	(80,000)	-	-	-	-
REVENUE ADJUSTMENTS	(380,000)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One less day in the year	(26,168)	26,168	-	-	-
- Steps and increments	6,895	-	-	-	-
- Auxilliary benefit load increase	1,678	-	-	-	-
SALARY, WAGES & BENEFITS	(17,595)	26,168	-	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Laps Contract increase	7,279	-	-	-	-
- Township Building Green Rebate	2,500	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	9,779	-	-	-	-
CONSULTING AND LEGAL SERVICES					
- Agriculture Viability Nonstat	(135,000)	-	-	-	-
CONSULTING AND LEGAL SERVICES	(135,000)	-	-	-	-
FUEL					
- Gas increase LAPS	-	156	316	322	328
FUEL	-	156	316	322	328
EQUIPMENT & VEHICLE RENTAL					
- Monthly vehicle and equipment rental	-	3,040	3,101	3,163	3,226
EQUIPMENT & VEHICLE RENTAL	-	3,040	3,101	3,163	3,226
MATERIALS & SUPPLIES					
- Transfer from Corp Agr Advisory & Economic Enhancement Committee	250	-	-	-	-
MATERIALS & SUPPLIES	250	-	-	-	-
UTILITY USER FEES					
- Increase to Laps Water and Sewer 2.4%	28	-	-	-	-
UTILITY USER FEES	28	-	-	-	-
TRANSFER TO RESERVES					
- Agriculture Viability Nonstat	135,000	-	-	-	-
- Heritage Building Incentive to Reserve	20,000	-	-	-	-
- Township Building Green Rebate (moved to transfer funding to non stat)	55,227	-	-	-	-
- Transfer to Neighbourhood Plan nonstat-10N	80,000	-	-	-	-
TRANSFER TO RESERVES	290,227	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Transfer Heritage Building Incentive to Reserve	(20,000)	-	-	-	-
OTHER SUPPLIES AND EXPENSES	(20,000)	-	-	-	-
FISCAL SERVICES	106,847	107,153	108,760	110,391	112,048
EXPENSE ADJUSTMENTS	234,536	136,518	112,177	113,876	115,602
NET NON-DISCRETIONARY ADJUSTMENTS	(145,464)	136,518	112,177	113,876	115,602

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

	2017	2018	2019	2020	2021
REVENUE (Non-Tax)					
SPECIAL LEVIES/GRANTS-IN-LIEU					
- Reduction to 1% Fortis/Teresen	41,026	-	-	-	-
- Increase BC Hydro 1%	(170,341)	-	-	-	-
- Reduction Shaw 1%	9,884	-	-	-	-
- Reduction Telus 1%	4,299	-	-	-	-
SPECIAL LEVIES/GRANTS-IN-LIEU	(115,132)	-	-	-	-
INTERNAL RECOVERIES					
- Administrative Overhead	(330,820)	(184,704)	(208,023)	(152,645)	(132,091)
INTERNAL RECOVERIES	(330,820)	(184,704)	(208,023)	(152,645)	(132,091)
TRANSFER FROM OWN FUNDS					
- Remove debt servicing no longer required	372,300	-	-	-	-
TRANSFER FROM OWN FUNDS	372,300	-	-	-	-
REVENUE ADJUSTMENTS	(73,652)	(184,704)	(208,023)	(152,645)	(132,091)
EXPENSE					
SALARY, WAGES & BENEFITS					
- Corporate salary provision	35,000	35,000	35,000	35,000	35,000
SALARY, WAGES & BENEFITS	35,000	35,000	35,000	35,000	35,000
SERVICE AND MAINTENANCE CONTRACTS					
- Water Cooler budget to Facilities	(3,000)	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	(3,000)	-	-	-	-
DEBT PRINCIPAL AND INTEREST					
- Remove debt servicing no longer required	(372,300)	-	-	-	-
DEBT PRINCIPAL AND INTEREST	(372,300)	-	-	-	-
EXPENSE ADJUSTMENTS	(340,300)	35,000	35,000	35,000	35,000
NET NON-DISCRETIONARY ADJUSTMENTS	(413,952)	(149,704)	(173,023)	(117,645)	(97,091)

Township of Langley
FIVE YEAR OPERATING PLAN
FISCAL - DISCRETIONARY ADJUSTMENTS

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
EXPENSE					
TRANSFER TO RESERVES					
- Capital Infrastructure Replacement & Renewal	-	-	-	-	-
- Transfer to Reserve	-	849,600	2,072,954	2,460,750	2,783,340
TRANSFER TO RESERVES	-	849,600	2,072,954	2,460,750	2,783,340
EXPENSE ADJUSTMENTS	-	849,600	2,072,954	2,460,750	2,783,340
NET DISCRETIONARY ADJUSTMENTS	-	849,600	2,072,954	2,460,750	2,783,340