

**TOWNSHIP OF LANGLEY
UNIVERSAL SERVICES
2018-2022 OPERATING BUDGET**

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
TAX REVENUE											
Property Tax Base		-	(120,315,859)	-	(126,902,010)	-	(133,609,045)	-	(138,900,101)	-	(144,405,226)
Property Tax from New Growth		(3,609,476)	(3,609,476)	(2,539,098)	(2,539,098)	(2,673,390)	(2,673,390)	(2,779,235)	(2,779,235)	(2,889,362)	(2,889,362)
Property Tax Change		(2,976,676)	(2,976,676)	(4,167,936)	(4,167,936)	(2,617,666)	(2,617,666)	(2,725,890)	(2,725,890)	(2,832,481)	(2,832,481)
	(120,315,859)	(6,586,151)	(126,902,010)	(6,707,034)	(133,609,045)	(5,291,056)	(138,900,101)	(5,505,126)	(144,405,226)	(5,721,844)	(150,127,070)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(8,563,968)	(133,765)	(8,697,733)	-	(8,697,733)	-	(8,697,733)	-	(8,697,733)	-	(8,697,733)
Government Grants	(5,042,942)	12,782	(5,030,160)	(30,046)	(5,060,206)	(29,724)	(5,089,930)	(30,348)	(5,120,278)	(30,984)	(5,151,262)
Service Cost Recoveries	(1,248,897)	49,156	(1,199,741)	(9,428)	(1,209,169)	(9,513)	(1,218,682)	(9,711)	(1,228,393)	(9,911)	(1,238,304)
Service Cost Sharing	(2,054,077)	(59,291)	(2,113,368)	(38,551)	(2,151,919)	(39,322)	(2,191,241)	(40,109)	(2,231,350)	(40,911)	(2,272,261)
Sales of Services	(7,527,995)	(627,834)	(8,155,829)	(1,579,085)	(9,734,914)	-	(9,734,914)	-	(9,734,914)	-	(9,734,914)
Rentals and Leases	(3,222,157)	(209,710)	(3,431,867)	135,340	(3,296,527)	-	(3,296,527)	-	(3,296,527)	-	(3,296,527)
Permit and License Fees	(5,633,626)	(1,150,700)	(6,784,326)	-	(6,784,326)	-	(6,784,326)	-	(6,784,326)	-	(6,784,326)
Development Revenue	(1,630,597)	(1,103,000)	(2,733,597)	-	(2,733,597)	-	(2,733,597)	-	(2,733,597)	-	(2,733,597)
Investment Income	(1,740,601)	-	(1,740,601)	-	(1,740,601)	-	(1,740,601)	-	(1,740,601)	-	(1,740,601)
Other Revenue	(464,208)	(135,000)	(599,208)	-	(599,208)	-	(599,208)	-	(599,208)	-	(599,208)
Debt Repayment Contributions	(4,157,105)	203,824	(3,953,281)	-	(3,953,281)	-	(3,953,281)	-	(3,953,281)	-	(3,953,281)
Internal Recoveries	(4,893,102)	(274,105)	(5,167,207)	(166,252)	(5,333,459)	(246,697)	(5,580,156)	(225,389)	(5,805,545)	(236,716)	(6,042,261)
Transfer from Own Funds	(301,633)	(1,454,227)	(1,755,860)	91,041	(1,664,819)	(8,616)	(1,673,435)	(8,790)	(1,682,225)	(8,968)	(1,691,193)
External Unidentified Revenue	(800,000)	-	(800,000)	-	(800,000)	-	(800,000)	-	(800,000)	-	(800,000)
TOTAL REVENUE	(167,596,767)	(11,468,021)	(179,064,788)	(8,304,015)	(187,368,804)	(5,624,928)	(192,993,732)	(5,819,473)	(198,813,204)	(6,049,334)	(204,862,538)
EXPENSE											
Salaries, Wages & Benefits	70,163,773	5,791,827	75,955,600	5,026,772	80,982,373	1,465,249	82,447,622	171,134	82,618,756	106,604	82,725,360
Special Contracts	25,959,381	977,811	26,937,192	948,094	27,885,286	594,769	28,480,055	690,004	29,170,059	702,272	29,872,331
Service and Maintenance Contracts	23,720,413	758,540	24,478,953	808,668	25,287,621	372,413	25,660,034	303,251	25,963,285	289,271	26,252,556
Consulting and Professional Services	2,117,463	460,295	2,577,758	(48,474)	2,529,284	51,092	2,580,376	51,114	2,631,491	51,137	2,682,627
Regional Charges/Recoveries	4,081,317	-	4,081,317	-	4,081,317	-	4,081,317	-	4,081,317	-	4,081,317
Fuel	2,136,300	(86,683)	2,049,617	29,120	2,078,737	32,287	2,111,024	35,928	2,146,952	39,639	2,186,592
Equipment and Vehicle Rental	4,542,438	223,363	4,765,801	269,135	5,034,936	98,671	5,133,607	77,553	5,211,160	79,021	5,290,181
Communication and Technology	2,700,150	73,745	2,773,895	7,238	2,781,133	7,581	2,788,714	7,932	2,796,646	8,332	2,804,978
Insurance	1,675,081	31,093	1,706,174	38,101	1,744,275	12,547	1,756,822	13,049	1,769,871	13,571	1,783,442
Materials and Supplies	5,531,482	329,994	5,861,476	204,955	6,066,431	49,393	6,115,824	41,287	6,157,111	31,905	6,189,016
Utility User Fees	4,076,226	185,167	4,261,393	175,365	4,436,758	103,054	4,539,812	105,574	4,645,386	108,191	4,753,577
Municipal Grants	591,025	100,000	691,025	-	691,025	-	691,025	-	691,025	-	691,025
Debt Principal and Interest	4,759,310	471,789	5,231,099	773,884	6,004,983	-	6,004,983	-	6,004,983	-	6,004,983
Internal Charges & Recoveries	(3,051,085)	(71,116)	(3,122,201)	55,596	(3,066,605)	61,274	(3,005,331)	29,154	(2,976,177)	28,847	(2,947,330)
Transfer to Own Funds	7,661,219	123,407	7,784,626	23,442	7,808,068	1,380,776	9,188,844	1,695,913	10,884,757	1,988,971	12,873,728
Contribution to Capital	6,814,621	1,440,000	8,254,621	(70,000)	8,184,621	1,000,000	9,184,621	1,000,000	10,184,621	1,000,000	11,184,621
External Unidentified	800,000	-	800,000	-	800,000	-	800,000	-	800,000	-	800,000
Other Supplies and Expense	3,317,653	658,789	3,976,442	62,119	4,038,561	395,821	4,434,382	1,597,579	6,031,961	1,601,573	7,633,534
TOTAL EXPENSE	167,596,767	11,468,021	179,064,788	8,304,015	187,368,804	5,624,928	192,993,732	5,819,473	198,813,204	6,049,334	204,862,538
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

Estimated New Growth Rate	3.00%	2.00%	2.00%	2.00%	2.00%
Tax Levy Increase proposed	2.47%	3.28%	1.96%	1.96%	1.96%
Approximate value of a 1% Utility Increase	1,203,200	1,269,000	1,336,100	1,389,000	1,444,100

**TOWNSHIP OF LANGLEY
PARKS UTILITY
2018-2022 OPERATING BUDGET**

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
TAX REVENUE											
Property Tax Base			(10,907,582)		(11,171,848)		(11,839,884)		(12,068,553)		(12,286,076)
Property Tax from New Growth		(327,227)	(327,227)	(223,437)	(223,437)	(236,798)	(236,798)	(241,371)	(241,371)	(245,722)	(245,722)
Property Tax Change		62,961	62,961	(444,599)	(444,599)	8,128	8,128	23,848	23,848	91,946	91,946
	(10,907,582)	(264,266)	(11,171,848)	(668,036)	(11,839,884)	(228,669)	(12,068,553)	(217,523)	(12,286,076)	(153,775)	(12,439,852)
NON-TAX REVENUE											
Sales of Services	(319,103)	(3,300)	(322,403)	(9,900)	(332,303)	-	(332,303)	-	(332,303)	-	(332,303)
Rentals and Leases	(420,776)	(230,000)	(650,776)	-	(650,776)	-	(650,776)	-	(650,776)	-	(650,776)
Other Revenue	(122,200)	-	(122,200)	-	(122,200)	-	(122,200)	-	(122,200)	-	(122,200)
Debt Repayment Contributions	(1,333,485)	366,225	(967,260)	-	(967,260)	-	(967,260)	-	(967,260)	-	(967,260)
Transfer from Own Funds	(16,785)	-	(16,785)	-	(16,785)	-	(16,785)	-	(16,785)	-	(16,785)
External Unidentified Revenue	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)
TOTAL REVENUE	(13,269,931)	(131,341)	(13,401,272)	(677,936)	(14,079,208)	(228,669)	(14,307,877)	(217,523)	(14,525,400)	(153,775)	(14,679,176)
EXPENSE											
Salaries, Wages & Benefits	4,499,784	234,107	4,733,891	293,730	5,027,621	131,289	5,158,910	32,939	5,191,849	6,539	5,198,388
Service and Maintenance Contracts	2,491,920	(190,963)	2,300,957	111,705	2,412,662	35,190	2,447,852	35,273	2,483,125	7,357	2,490,482
Consulting and Professional Services	1,500	-	1,500	-	1,500	-	1,500	-	1,500	-	1,500
Fuel	-	11,150	11,150	220	11,370	224	11,594	229	11,823	233	12,057
Equipment and Vehicle Rental	1,188,271	63,952	1,252,223	109,396	1,361,619	24,924	1,386,543	24,043	1,410,586	15,138	1,425,724
Communication and Technology	30,085	-	30,085	-	30,085	-	30,085	-	30,085	-	30,085
Insurance	1,000	-	1,000	-	1,000	-	1,000	-	1,000	-	1,000
Materials and Supplies	686,891	106,946	793,837	67,161	860,998	4,285	865,283	3,785	869,068	655	869,723
Utility User Fees	460,878	100,036	560,914	26,235	587,149	12,777	599,926	13,113	613,039	13,458	626,497
Debt Principal and Interest	1,333,485	(366,225)	967,260	-	967,260	-	967,260	-	967,260	-	967,260
Internal Charges & Recoveries	617,646	(1,103)	616,543	69,489	686,032	19,980	706,012	12,235	718,247	12,571	730,818
Transfer to Own Funds	76,785	-	76,785	-	76,785	-	76,785	-	76,785	-	76,785
Contribution to Capital	1,659,900	200,000	1,859,900	-	1,859,900	-	1,859,900	-	1,859,900	-	1,859,900
External Unidentified	150,000	-	150,000	-	150,000	-	150,000	-	150,000	-	150,000
Other Supplies and Expense	71,786	(26,559)	45,227	-	45,227	-	45,227	95,906	141,133	97,824	238,957
TOTAL EXPENSE	13,269,931	131,341	13,401,272	677,936	14,079,208	228,669	14,307,877	217,523	14,525,400	153,775	14,679,176
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
RENTALS & LEASES					
- Loss of revenue due to team being bought by California buyer	20,000	-	-	-	-
- Increase in Rental and Lease Revenue (PR22)	(250,000)	-	-	-	-
RENTALS & LEASES	(230,000)	-	-	-	-
DEBT REPAYMENT CONTRIBUTIONS					
- Reduce Redwood interest for MFA-4455	83,525	-	-	-	-
- Reduce Redwood interest for MFA-4556	282,700	-	-	-	-
DEBT REPAYMENT CONTRIBUTIONS	366,225	-	-	-	-
REVENUE ADJUSTMENTS	136,225	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One more day in the year	2,206	-	-	-	-
- Steps and increments	6,497	-	-	-	-
- Auxiliary benefit load increase	92	-	-	-	-
- Transfer in from Parks Operations	4,895	-	-	-	-
- Contract increase	12,192	12,446	12,694	-	-
SALARY, WAGES & BENEFITS	25,882	12,446	12,694	-	-
FUEL					
- Increase to fuel budget	150	-	-	-	-
FUEL	150	-	-	-	-
EQUIPMENT & VEHICLE RENTAL					
- Equipment increases	178	180	182	184	185
EQUIPMENT & VEHICLE RENTAL	178	180	182	184	185
DEBT PRINCIPAL AND INTEREST					
- Reduce Redwood interest for MFA-4455	(83,525)	-	-	-	-
- Reduce Redwood interest for MFA-4556	(282,700)	-	-	-	-
DEBT PRINCIPAL AND INTEREST	(366,225)	-	-	-	-
INTERNAL CHARGES & RECOVERIES					
- Administrative Overhead	(75,856)	35,911	1,791	790	868
INTERNAL CHARGES & RECOVERIES	(75,856)	35,911	1,791	790	868
OTHER SUPPLIES AND EXPENSES					
- Director's contingency budget reallocation corporate wide	(26,559)	-	-	-	-
OTHER SUPPLIES AND EXPENSES	(26,559)	-	-	-	-
FISCAL SERVICES	-	-	-	12,948	13,207
EXPENSE ADJUSTMENTS	(442,430)	48,537	14,667	13,922	14,260
NET NON-DISCRETIONARY ADJUSTMENTS	(306,205)	48,537	14,667	13,922	14,260

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
REVENUE ADJUSTMENTS	-	-	-	-	-
EXPENSE					
CONTRIBUTION TO CAPITAL					
- Increase to Contribution to Capital	200,000	-	-	-	-
CONTRIBUTION TO CAPITAL	200,000	-	-	-	-
EXPENSE ADJUSTMENTS	200,000	-	-	-	-
NET DISCRETIONARY ADJUSTMENTS	200,000	-	-	-	-

**TOWNSHIP OF LANGLEY
PARK OPERATIONS
2018-2022 OPERATING BUDGET**

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
TAX REVENUE			(8,782,152)		(9,152,623)		(9,772,122)		(9,986,124)		(10,189,725)
Property Tax Base			(8,782,152)		(9,152,623)		(9,772,122)		(9,986,124)		(10,189,725)
Property Tax from New Growth		(263,465)	(263,465)	(183,052)	(183,052)	(195,442)	(195,442)	(199,722)	(199,722)	(203,795)	(203,795)
Property Tax Change		(107,006)	(107,006)	(436,447)	(436,447)	(18,560)	(18,560)	(3,878)	(3,878)	64,279	64,279
	(8,782,152)	(370,471)	(9,152,623)	(619,499)	(9,772,122)	(214,002)	(9,986,124)	(203,601)	(10,189,725)	(139,515)	(10,329,241)
NON-TAX REVENUE											
Sales of Services	(319,103)	(3,300)	(322,403)	(9,900)	(332,303)	-	(332,303)	-	(332,303)	-	(332,303)
Rentals and Leases	(97,700)	-	(97,700)	-	(97,700)	-	(97,700)	-	(97,700)	-	(97,700)
Other Revenue	(72,200)	-	(72,200)	-	(72,200)	-	(72,200)	-	(72,200)	-	(72,200)
Transfer from Own Funds	(16,785)	-	(16,785)	-	(16,785)	-	(16,785)	-	(16,785)	-	(16,785)
TOTAL REVENUE	(9,287,940)	(373,771)	(9,661,711)	(629,399)	(10,291,110)	(214,002)	(10,505,112)	(203,601)	(10,708,713)	(139,515)	(10,848,229)
EXPENSE											
Salaries, Wages & Benefits	3,903,387	208,225	4,111,612	281,284	4,392,896	118,595	4,511,491	32,939	4,544,430	6,539	4,550,969
Service and Maintenance Contracts	2,491,920	(190,963)	2,300,957	111,705	2,412,662	35,190	2,447,852	35,273	2,483,125	7,357	2,490,482
Fuel	-	11,000	11,000	220	11,220	224	11,444	229	11,673	233	11,907
Equipment and Vehicle Rental	1,170,458	63,774	1,234,232	109,216	1,343,448	24,742	1,368,190	23,859	1,392,049	14,953	1,407,002
Communication and Technology	27,640	-	27,640	-	27,640	-	27,640	-	27,640	-	27,640
Materials and Supplies	675,637	106,946	782,583	67,161	849,744	4,285	854,029	3,785	857,814	655	858,469
Utility User Fees	460,878	100,036	560,914	26,235	587,149	12,777	599,926	13,113	613,039	13,458	626,497
Internal Charges & Recoveries	516,835	74,753	591,588	33,578	625,166	18,189	643,355	11,445	654,800	11,703	666,503
Transfer to Own Funds	16,785	-	16,785	-	16,785	-	16,785	-	16,785	-	16,785
Other Supplies and Expense	24,400	-	24,400	-	24,400	-	24,400	82,958	107,358	84,617	191,975
TOTAL EXPENSE	9,287,940	373,771	9,661,711	629,399	10,291,110	214,002	10,505,112	203,601	10,708,713	139,515	10,848,229
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
SALES OF SERVICES					
- Operating Impact of TOL Capital Programs	(3,300)	(9,900)	-	-	-
SALES OF SERVICES	(3,300)	(9,900)	-	-	-
REVENUE ADJUSTMENTS	(3,300)	(9,900)	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One more day in the year	12,328	-	-	-	-
- Steps and increments	9,306	-	-	-	-
- Auxiliary benefit load increase	7,103	-	-	-	-
- Transfer to Parks Design and Development	(4,895)	-	-	-	-
- Transfer to Engineering Business Support	(3,304)	-	-	-	-
- Transfer budget from Parks to Facilities for building maintenance	(32,000)	-	-	-	-
- Operating Impact of TOL Capital Programs	26,989	150,876	4,664	4,664	4,664
- Operating Impact from Development Capital Works	19,974	-	-	-	-
- Annual budget for landscaping lost by extreme weather	6,000	6,000	-	-	-
- Increase budget for major special events	10,000	10,000	10,000	10,000	-
- Annual budget for winter maintenance and extreme weather	31,000	31,000	19,000	15,000	-
- Annual budget for removal of wasp/hornet nests	1,400	1,400	1,400	1,400	-
- Budget for Homeless Camp Cleanups	18,750	1,875	1,875	1,875	1,875
- Groundside infrastructure at the Airport	11,375	-	-	-	-
- Contract increase	77,799	79,394	80,982	-	-
SALARY, WAGES & BENEFITS	191,825	280,545	117,921	32,939	6,539
SERVICE AND MAINTENANCE CONTRACTS					
- Increase budget for Parks mowing	2,770	2,825	2,882	2,940	2,999
- Increase budget for Trails mowing	1,286	1,311	1,340	1,365	1,390
- Increase budget for Caretaker contracts	7,000	-	-	-	-
- Transfer budget from Parks to Facilities for building maintenance	(168,000)	-	-	-	-
- Transfer budget from PAM contract to Utility	(96,115)	-	-	-	-
- Increase budget for Trail Trip Hazard program	10,000	10,000	10,000	10,000	-
- Annual budget for winter maintenance and extreme weather	18,000	18,000	18,000	18,000	-
- Operating Impact of TOL Capital Programs	8,507	46,236	2,968	2,968	2,968
- Operating Impact from Development Capital Works	8,922	-	-	-	-
- Parks operating for Stadium use	16,667	33,333	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	(190,963)	111,705	35,190	35,273	7,357
FUEL					
- Increase to fuel budget	11,000	220	224	229	233
FUEL	11,000	220	224	229	233
EQUIPMENT & VEHICLE RENTAL					
- Equipment increases	11,546	11,662	11,779	11,896	12,015
- Annual budget for landscaping lost by extreme weather	-	1,250	-	-	-
- Increase budget for major special events	1,625	1,625	1,625	1,625	-
- Annual budget for winter maintenance and extreme weather	16,000	16,000	6,000	5,000	-
- Annual budget for removal of wasp/hornet nests	400	400	400	400	-
- Budget for Homeless Camp Cleanups	5,000	500	500	500	500
- Operating Impact of TOL Capital Programs	16,241	75,779	2,438	2,438	2,438
- Operating Impact from Development Capital Works	9,462	-	-	-	-
- Groundside infrastructure at the Airport	3,500	-	-	-	-
- PAM trails pruning for Zones 1 and 2	-	2,000	2,000	2,000	-
EQUIPMENT & VEHICLE RENTAL	63,774	109,216	24,742	23,859	14,953

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

	2018	2019	2020	2021	2022
MATERIALS & SUPPLIES					
- Increase budget for major special events	430	430	430	430	-
- Annual budget for landscaping lost by extreme weather	6,000	5,750	-	-	-
- Annual budget for winter maintenance and extreme weather	5,000	5,000	2,500	2,000	-
- Annual budget for removal of wasp/hornet nests	200	200	200	200	-
- Budget for Homeless Camp Cleanups	1,250	125	125	125	125
- Operating Impact of TOL Capital Programs	10,035	55,156	530	530	530
- Operating Impact from Development Capital Works	6,406	-	-	-	-
- Groundside infrastructure at the Airport	2,625	-	-	-	-
- Increase to asset maintenance	75,000	-	-	-	-
- PAM trails pruning for Zones 1 and 2	-	500	500	500	-
MATERIALS & SUPPLIES	106,946	67,161	4,285	3,785	655
UTILITY USER FEES					
- Transfer budget from PAM contract to Utility	96,115	-	-	-	-
- Increase to water/sewer	-	4,700	4,794	4,890	4,988
- Increase to electricity	-	8,999	7,983	8,223	8,470
- Operating Impact of TOL Capital Programs	3,921	12,536	-	-	-
UTILITY USER FEES	100,036	26,235	12,777	13,113	13,458
INTERNAL CHARGES & RECOVERIES					
- Fleet Small Equipment Recovery	13,710	137	138	140	141
- Administrative Overhead	61,043	33,441	18,051	11,305	11,562
INTERNAL CHARGES & RECOVERIES	74,753	33,578	18,189	11,445	11,703
FISCAL SERVICES	-	-	-	82,602	84,254
EXPENSE ADJUSTMENTS	357,371	628,660	213,328	203,245	139,152
NET NON-DISCRETIONARY ADJUSTMENTS	354,071	618,760	213,328	203,245	139,152

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
REVENUE ADJUSTMENTS	-	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Infrastructure Asset Technician	16,400	-	-	-	-
- contract increase on Discretionary Salary & Wages	-	739	674	-	-
SALARY, WAGES & BENEFITS	16,400	739	674	-	-
FISCAL SERVICES	-	-	-	356	363
EXPENSE ADJUSTMENTS	16,400	739	674	356	363
NET DISCRETIONARY ADJUSTMENTS	16,400	739	674	356	363

TOWNSHIP OF LANGLEY
TRANSPORTATION UTILITY (Includes ROADS, FLEET, & TRANSLINK)
2018-2022 OPERATING BUDGET

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
TAX REVENUE											
Property Tax Base		-	(20,667,309)	-	(22,521,049)	-	(23,913,674)	-	(24,595,887)	-	(25,122,536)
Property Tax from New Growth		(620,019)	(620,019)	(450,421)	(450,421)	(478,273)	(478,273)	(491,918)	(491,918)	(502,451)	(502,451)
Property Tax Change		(1,233,721)	(1,233,721)	(942,204)	(942,204)	(203,939)	(203,939)	(34,731)	(34,731)	(21,002)	(21,002)
	(20,667,309)	(1,853,740)	(22,521,049)	(1,392,625)	(23,913,674)	(682,213)	(24,595,887)	(526,649)	(25,122,536)	(523,453)	(25,645,989)
NON-TAX REVENUE											
Government Grants	(3,081,845)	(24,669)	(3,106,514)	(27,832)	(3,134,346)	(27,468)	(3,161,814)	(28,050)	(3,189,864)	(28,644)	(3,218,508)
Service Cost Recoveries	(456,000)	(50,000)	(506,000)	-	(506,000)	-	(506,000)	-	(506,000)	-	(506,000)
Sales of Services	(377,075)	129,151	(247,924)	-	(247,924)	-	(247,924)	-	(247,924)	-	(247,924)
Permit and License Fees	(206,463)	-	(206,463)	-	(206,463)	-	(206,463)	-	(206,463)	-	(206,463)
Development Revenue	(15,000)	-	(15,000)	-	(15,000)	-	(15,000)	-	(15,000)	-	(15,000)
Investment Income	(75,000)	-	(75,000)	-	(75,000)	-	(75,000)	-	(75,000)	-	(75,000)
Other Revenue	(710)	-	(710)	-	(710)	-	(710)	-	(710)	-	(710)
Debt Repayment Contributions	(2,164,129)	(289,270)	(2,453,399)	-	(2,453,399)	-	(2,453,399)	-	(2,453,399)	-	(2,453,399)
Transfer from Own Funds	(49,230)	-	(49,230)	-	(49,230)	-	(49,230)	-	(49,230)	-	(49,230)
External Unidentified Revenue	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)
TOTAL REVENUE	(27,342,761)	(2,088,528)	(29,431,289)	(1,420,457)	(30,851,746)	(709,681)	(31,561,427)	(554,699)	(32,116,126)	(552,097)	(32,668,223)
EXPENSE											
Salaries, Wages & Benefits	7,478,071	470,306	7,948,377	413,005	8,361,382	335,618	8,697,000	67,118	8,764,118	42,100	8,806,218
Service and Maintenance Contracts	10,345,499	104,245	10,449,744	229,111	10,678,855	179,153	10,858,008	163,323	11,021,331	175,732	11,197,063
Consulting and Professional Services	315,177	-	315,177	-	315,177	-	315,177	-	315,177	-	315,177
Fuel	823,078	80,758	903,836	18,052	921,888	18,414	940,302	18,782	959,084	19,158	978,242
Equipment and Vehicle Rental	2,016,266	145,561	2,161,827	107,504	2,269,331	62,298	2,331,629	41,948	2,373,577	52,205	2,425,782
Communication and Technology	96,451	2,909	99,360	60	99,420	30	99,450	60	99,510	60	99,570
Insurance	279,598	23,607	303,205	12,064	315,269	12,547	327,816	13,049	340,865	13,571	354,436
Materials and Supplies	2,021,780	133,504	2,155,284	93,514	2,248,798	44,463	2,293,261	37,502	2,330,763	31,250	2,362,013
Utility User Fees	1,036,333	1,738	1,038,071	39,340	1,077,411	33,108	1,110,519	33,604	1,144,123	34,137	1,178,260
Debt Principal and Interest	2,387,556	755,453	3,143,009	502,304	3,645,313	-	3,645,313	-	3,645,313	-	3,645,313
Internal Charges & Recoveries	(4,282,770)	(13,528)	(4,296,298)	5,152	(4,291,146)	25,968	(4,265,178)	8,604	(4,256,574)	9,604	(4,246,970)
Transfer to Own Funds	2,871,236	(104,701)	2,766,535	(1,908)	2,764,627	(2,683)	2,761,944	(3,488)	2,758,456	(4,325)	2,754,131
Contribution to Capital	1,550,000	500,000	2,050,000	-	2,050,000	-	2,050,000	-	2,050,000	-	2,050,000
External Unidentified	250,000	-	250,000	-	250,000	-	250,000	-	250,000	-	250,000
Other Supplies and Expense	154,486	(11,324)	143,162	2,259	145,421	765	146,186	174,197	320,383	178,605	498,988
TOTAL EXPENSE	27,342,761	2,088,528	29,431,289	1,420,457	30,851,746	709,681	31,561,427	554,699	32,116,126	552,097	32,668,223
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
SERVICE COST RECOVERIES					
- Curbside Recycling Recovery	(50,000)	-	-	-	-
SERVICE COST RECOVERIES	(50,000)	-	-	-	-
SALES OF SERVICES					
- 5 yr Network Access Costs for Electric Vehicle Charging Stations.	(3,000)				
- No more Tipping fee for Hornpit project	135,000	-	-	-	-
- Hard Surface Recoverable	(2,849)				
SALES OF SERVICES	129,151	-	-	-	-
DEBT REPAYMENT CONTRIBUTIONS					
- Debt Provision - 208 Street Overpass - P&I	(109,750)	-	-	-	-
- Debt Provision - 216 St Interchange with Highway 1 - P&I	(179,520)	-	-	-	-
DEBT REPAYMENT CONTRIBUTIONS	(289,270)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Step/Increment increase (Decrease)	26,501	-	-	-	-
- 1 Day Adjustment 261 vs 260 days	9,321	-	-	-	-
- Contract increase	129,957	118,763	126,222	-	-
- AUX benefit increase for 2018	415	-	-	-	-
- Operating Impact of ToL Capital Program	49,991	230,690	127,544	28,118	3,100
- Trip Hazard	5,000	5,000	4,000	4,000	4,000
- Concrete Repairs	5,000	5,000	4,000	4,000	4,000
- Invasive Species Treatment	4,000	4,000	4,000	2,000	2,000
- Community boulevard cleaning	30,000	30,000	9,000	9,000	9,000
- Winter Maintenance	20,000	20,000	20,000	20,000	20,000
- Township infrastructure maintenance (AIRPORT)	7,500	-	-	-	-
- AUX increase from SUPPCLRK ratio changes & redistribution	3,304	-	-	-	-
- Operating Budget Impact from development capital works.	73,477	-	-	-	-
- Horn Pit Project	-	(40,500)	-	-	-
SALARY, WAGES & BENEFITS	364,466	372,953	294,766	67,118	42,100
SERVICE AND MAINTENANCE CONTRACTS					
- Operating Impact of ToL Capital Program	11,422	108,985	53,128	32,035	38,950
- Operating Budget Impact from development capital works.	13,470	-	-	-	-
- Recycling Collection Contract	61,055	106,817	111,537	116,043	120,731
- Recycling Processing Contract	23,875	10,944	12,076	12,784	13,540
- Bridge Toll Charges	(65,000)	-	-	-	-
- Boulevard/Median Mowing	2,120	2,160	2,202	2,246	2,291
- Move fund back to WTR	(9,550)	-	-	-	-
- Non-recoverable ICBC cost	10,000	-	-	-	-
- Asset Management Budget Increase	22,000	-	-	-	-
- Annual Dispatch Charge - City of Surrey	200	205	210	215	220
SERVICE AND MAINTENANCE CONTRACTS	69,592	229,111	179,153	163,323	175,732
EQUIPMENT & VEHICLE RENTAL					
- Operating Impact of ToL Capital Program	15,987	63,519	9,608	5,550	600
- Operating Budget Impact from development capital works	14,696				
- Trip Hazard	5,000	5,000	3,000	3,000	3,000
- Concrete Repairs	5,000	5,000	3,000	3,000	3,000
- Invasive Species Treatment	3,000	3,000	3,000	1,500	1,500
- Community boulevard cleaning	22,500	22,500	8,000	8,000	8,000
- Winter Maintenance	15,000	15,000	15,000	-	15,000
- Township infrastructure maintenance (AIRPORT)	5,000	-	-	-	-
- Backhoe (Vehicle Number 1319)	27,188	-	-	-	-
- Internal Equipment and Vehicle Rental - Monthly	3,536	3,573	3,609	3,645	3,681
- Internal Equipment and Vehicle Rental - Hourly	12,493	12,620	12,746	12,874	13,002
- External - Equipment and Vehicle Charges	533	538	543	549	554
- Horn Pit Project - Hired Equipment	-	(27,000)	-	-	-
EQUIPMENT & VEHICLE RENTAL	129,933	103,750	58,506	38,118	48,337

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

	2018	2019	2020	2021	2022
COMMUNICATION AND TECHNOLOGY					
- 5 yr Network Access Costs for Electric Vehicle Charging Stations.	3,000				
- TRN 2018 GVRD Geospatial Reference System Fee	(91)	60	30	60	60
COMMUNICATION AND TECHNOLOGY	2,909	60	30	60	60
MATERIALS & SUPPLIES					
- Operating Impact of ToL Capital Program	7,635	43,014	12,463	7,002	750
- Operating Budget Impact from development capital works.	18,369	-	-	-	-
- Trip Hazard	5,000	5,000	3,000	3,000	3,000
- Concrete Repairs	5,000	5,000	3,000	3,000	3,000
- Invasive Species Treatment	3,000	3,000	3,000	1,500	1,500
- Community boulevard cleaning	22,500	22,500	8,000	8,000	8,000
- Winter Maintenance	15,000	15,000	15,000	15,000	15,000
- Township infrastructure maintenance (AIRPORT)	5,000	-	-	-	-
- Traffic reflector maintenance cost	15,000	-	-	-	-
MATERIALS & SUPPLIES	96,504	93,514	44,463	37,502	31,250
UTILITY USER FEES					
- Operating Impact of ToL Capital Program	513	3,068	930	461	-
- Operating Budget Impact from development capital works.	1,225	-	-	-	-
- Traffic signals and street lights electricity provision	-	29,554	26,219	27,005	27,815
UTILITY USER FEES	1,738	32,622	27,149	27,466	27,815
DEBT PRINCIPAL AND INTEREST					
- Debt Provision - 208 Street Overpass - P&I	109,750	-	-	-	-
- Debt Provision - 216 St Interchange with Highway 1 - P&I	179,520	-	-	-	-
- Debt Provision - Railways & Facilities P&I	387,565	502,304	-	-	-
- Debt Provision - Mufford/64 Ave Rail Overpass Safety - P&I	78,618	-	-	-	-
DEBT PRINCIPAL AND INTEREST	755,453	502,304	-	-	-
INTERNAL CHARGES & RECOVERIES					
- Small equipment replacement	18,280	366	373	380	388
- Administrative Overhead	175,408	55,358	76,673	59,813	61,321
INTERNAL CHARGES & RECOVERIES	193,688	55,724	77,046	60,193	61,709
TRANSFER TO RESERVES					
- Horn Pit Project - transfer to Gravel Pit Reserve	(67,500)	-	-	-	-
TRANSFER TO RESERVES	(67,500)	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Operating Impact of ToL Capital Program	451	2,259	765	411	-
- Operating Budget Impact from development capital works.	1,225	-	-	-	-
- Technical and safety training	8,000	-	-	-	-
- Contingency adjustment	(17,500)	-	-	-	-
OTHER SUPPLIES AND EXPENSES	(7,824)	2,259	765	411	-
FISCAL SERVICES	-	-	-	132,117	136,102
EXPENSE ADJUSTMENTS	1,538,959	1,392,297	681,878	526,308	523,105
NET NON-DISCRETIONARY ADJUSTMENTS	1,328,840	1,392,297	681,878	526,308	523,105

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
REVENUE ADJUSTMENTS	-	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Infrastructure Asset Technician	16,400	-	-	-	-
- Contract increase	-	328	335	-	-
SALARY, WAGES & BENEFITS	16,400	328	335	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Infrastructure Asset Technician	8,500	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	8,500	-	-	-	-
CONTRIBUTION TO CAPITAL					
- Operating Contribution to Capital Increase	500,000	-	-	-	-
CONTRIBUTION TO CAPITAL	500,000	-	-	-	-
FISCAL SERVICES	-	-	-	341	348
EXPENSE ADJUSTMENTS	524,900	328	335	341	348
NET DISCRETIONARY ADJUSTMENTS	524,900	328	335	341	348

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
REVENUE ADJUSTMENTS	-	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Steps and increments	22,115	-	-	-	-
- One day increase from 260 to 261 working days	4,575	-	-	-	-
- Additional budget required for 2016-2020 contract	20,106	-	-	-	-
- Contract provision	20,695	21,357	21,783	-	-
SALARY, WAGES & BENEFITS	67,491	21,357	21,783	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Increased costs for Communications Services	25,000	-	-	-	-
- New Requests, Repairs and Maintenance	1,153	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	26,153	-	-	-	-
FUEL					
- Diesel	120,000	9,037	9,218	9,402	9,590
- Gasoline	(40,000)	8,985	9,165	9,348	9,535
- Propane	(500)	30	31	32	33
- New Requests, Gas and Diesel	1,258	-	-	-	-
FUEL	80,758	18,052	18,414	18,782	19,158
EQUIPMENT & VEHICLE RENTAL					
- Internal Vehicle Rentals	997	1,007	1,017	1,027	1,037
- Yard Backhoe & Parts Pickup Truck	11,911	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	12,908	1,007	1,017	1,027	1,037
INSURANCE					
- Vehicle Insurance Premium Increases	22,000	12,064	12,547	13,049	13,571
- New Requests, Insurance	1,607	-	-	-	-
INSURANCE	23,607	12,064	12,547	13,049	13,571
MATERIALS & SUPPLIES					
- Small Equipment Repair Supplies	37,000	-	-	-	-
MATERIALS & SUPPLIES	37,000	-	-	-	-
INTERNAL CHARGES & RECOVERIES					
- Small Equipment Recovery	(73,118)	-	-	-	-
- Increase Internal Vehicle Recoveries	(50,071)	(50,572)	(51,078)	(51,589)	(52,105)
- Add vehicle recoveries not included in budget	(73,273)	-	-	-	-
- New Requests, Vehicle Charges	(11,202)	-	-	-	-
- New Requests, Shop Overhead	448	-	-	-	-
INTERNAL CHARGES & RECOVERIES	(207,216)	(50,572)	(51,078)	(51,589)	(52,105)
TRANSFER TO RESERVES					
- Public Works Vehicle & Equipment Reserve	(43,937)	(1,908)	(2,683)	(3,488)	(4,325)
- New Requests, PW & Equipment Reserve	6,736	-	-	-	-
TRANSFER TO RESERVES	(37,201)	(1,908)	(2,683)	(3,488)	(4,325)
OTHER SUPPLIES AND EXPENSES					
- Removal of Bridge Tolls	(3,500)	-	-	-	-
OTHER SUPPLIES AND EXPENSES	(3,500)	-	-	-	-
FISCAL SERVICES	-	-	-	22,219	22,664
EXPENSE ADJUSTMENTS	-	-	-	-	-
NET NON-DISCRETIONARY ADJUSTMENTS	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
GOVERNMENT GRANTS					
- Translink Funding	(24,669)	(27,832)	(27,468)	(28,050)	(28,644)
GOVERNMENT GRANTS	(24,669)	(27,832)	(27,468)	(28,050)	(28,644)
REVENUE ADJUSTMENTS	(24,669)	(27,832)	(27,468)	(28,050)	(28,644)
EXPENSE					
SALARY, WAGES & BENEFITS					
- Step/Increments	2,046	-	-	-	-
- 1 Day Adjustment 261 vs 260 days	781	-	-	-	-
- Contract increase	19,117	18,367	18,734	-	-
- AUX benefit increase	5	-	-	-	-
SALARY, WAGES & BENEFITS	21,949	18,367	18,734	-	-
EQUIPMENT & VEHICLE RENTAL					
- Internal Equipment and Vehicle Rental - Monthly	677	684	691	698	705
- Internal Equipment and Vehicle Rental - Hourly	2,021	2,041	2,061	2,082	2,103
- External Equipment and Vehicle Charges	22	22	23	23	23
EQUIPMENT & VEHICLE RENTAL	2,720	2,747	2,775	2,803	2,831
UTILITY USER FEES					
- Traffic signals and street lights electricity provision	-	6,718	5,959	6,138	6,322
UTILITY USER FEES	-	6,718	5,959	6,138	6,322
FISCAL SERVICES	-	-	-	19,109	19,491
EXPENSE ADJUSTMENTS	24,669	27,832	27,468	28,050	28,644
NET NON-DISCRETIONARY ADJUSTMENTS	-	-	-	-	-

TOWNSHIP OF LANGLEY
STORMWATER (Includes STORM and Translink Funded STORM)
2018-2022 OPERATING BUDGET

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
TAX REVENUE											
Property Tax Base		-	(6,574,302)	-	(7,439,173)	-	(7,598,731)	-	(7,764,706)	-	(7,880,547)
Property Tax from New Growth		(197,229)	(197,229)	(148,783)	(148,783)	(151,975)	(151,975)	(155,294)	(155,294)	(157,611)	(157,611)
Property Tax Change		(667,642)	(667,642)	(10,775)	(10,775)	(14,000)	(14,000)	39,453	39,453	42,290	42,290
	(6,574,302)	(864,871)	(7,439,173)	(159,558)	(7,598,731)	(165,975)	(7,764,706)	(115,841)	(7,880,547)	(115,321)	(7,995,868)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(11,684)	-	(11,684)	-	(11,684)	-	(11,684)	-	(11,684)	-	(11,684)
Government Grants	(205,264)	(2,174)	(207,438)	(2,214)	(209,652)	(2,256)	(211,908)	(2,298)	(214,206)	(2,340)	(216,546)
Sales of Services	(129,101)	-	(129,101)	-	(129,101)	-	(129,101)	-	(129,101)	-	(129,101)
Rentals and Leases	-	(5,195)	(5,195)	-	(5,195)	-	(5,195)	-	(5,195)	-	(5,195)
Development Revenue	(25,000)	-	(25,000)	-	(25,000)	-	(25,000)	-	(25,000)	-	(25,000)
Investment Income	(15,000)	-	(15,000)	-	(15,000)	-	(15,000)	-	(15,000)	-	(15,000)
Other Revenue	(8,281)	-	(8,281)	-	(8,281)	-	(8,281)	-	(8,281)	-	(8,281)
Debt Repayment Contributions	(659,491)	126,869	(532,622)	-	(532,622)	-	(532,622)	-	(532,622)	-	(532,622)
External Unidentified Revenue	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)
TOTAL REVENUE	(7,778,123)	(745,371)	(8,523,494)	(161,772)	(8,685,266)	(168,231)	(8,853,497)	(118,139)	(8,971,636)	(117,661)	(9,089,297)
EXPENSE											
Salaries, Wages & Benefits	2,269,344	90,269	2,359,613	58,522	2,418,135	50,809	2,468,944	-	2,468,944	-	2,468,944
Service and Maintenance Contracts	986,993	200,364	1,187,357	91,682	1,279,039	91,366	1,370,405	50,215	1,420,620	50,220	1,470,840
Consulting and Professional Services	418,519	-	418,519	-	418,519	-	418,519	-	418,519	-	418,519
Fuel	-	20,300	20,300	406	20,706	415	21,121	422	21,543	431	21,974
Equipment and Vehicle Rental	633,014	6,653	639,667	26,405	666,072	6,457	672,529	6,521	679,050	6,586	685,636
Communication and Technology	17,220	(194)	17,026	40	17,066	20	17,086	40	17,126	40	17,166
Materials and Supplies	397,773	4,887	402,660	208	402,868	645	403,513	-	403,513	-	403,513
Utility User Fees	101,540	-	101,540	3,554	105,094	3,153	108,247	3,247	111,494	3,345	114,839
Debt Principal and Interest	974,171	(126,869)	847,302	-	847,302	-	847,302	-	847,302	-	847,302
Internal Charges & Recoveries	419,920	49,640	469,560	(19,045)	450,515	15,326	465,841	8,315	474,156	6,672	480,828
Contribution to Capital	1,378,121	500,000	1,878,121	-	1,878,121	-	1,878,121	-	1,878,121	-	1,878,121
External Unidentified	150,000	-	150,000	-	150,000	-	150,000	-	150,000	-	150,000
Other Supplies and Expense	31,508	321	31,829	-	31,829	40	31,869	49,379	81,248	50,367	131,615
TOTAL EXPENSE	7,778,123	745,371	8,523,494	161,772	8,685,266	168,231	8,853,497	118,139	8,971,636	117,661	9,089,297
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
RENTALS & LEASES					
- Recoverable Driveway	(5,195)	-	-	-	-
RENTALS & LEASES	(5,195)	-	-	-	-
DEBT REPAYMENT CONTRIBUTIONS					
- MFA B/L 3420 Yorkson Pump Station	126,869	-	-	-	-
DEBT REPAYMENT CONTRIBUTIONS	126,869	-	-	-	-
REVENUE ADJUSTMENTS	121,674	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Step/Increment increase (Decrease)	(1,108)	-	-	-	-
- 1 Day Adjustment 261 vs 260 days	4,335	-	-	-	-
- Contract increase	50,304	44,977	46,103	-	-
- AUX benefit increase for 2018	60	-	-	-	-
- Operating Impact of ToL Capital Program	444	11,330	2,398	-	-
- Operating Budget Impact from development capital works.	17,984	-	-	-	-
SALARY, WAGES & BENEFITS	72,019	56,307	48,501	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Operating Impact of ToL Capital Program	493	1,477	1,156	-	-
- Operating Budget Impact from development capital works.	8,671	-	-	-	-
- CSP/Boulevard	40,000	40,000	40,000	-	-
- Close circuit television inspection of all stormwater pipe	60,000	-	-	-	-
- STW Deficiency Inspection	50,000	50,000	50,000	50,000	50,000
- Asset Management Budget Increase	22,000	-	-	-	-
- Annual Catch Basin Flushing Program	10,000	-	-	-	-
- Ongoing Maintenance for Township Infrastructure (AIRPORT)	9,000	-	-	-	-
- Annual Dispatch Charge - City of Surrey	200	205	210	215	220
SERVICE AND MAINTENANCE CONTRACTS	200,364	91,682	91,366	50,215	50,220
FUEL					
- Diesel provision	16,500	330	337	343	350
- Gas provision	3,800	76	78	79	81
FUEL	20,300	406	415	422	431
EQUIPMENT & VEHICLE RENTAL					
- Operating Impact of ToL Capital Program	4	20,013	-	-	-
- Internal Equipment and Vehicle Rental - Monthly	583	589	595	601	607
- Internal Equipment and Vehicle Rental - Hourly	4,181	4,223	4,266	4,308	4,351
- External Equipment and Vehicle Charges	1,240	1,253	1,265	1,278	1,291
- Operating Budget Impact from development capital works.	321	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	6,329	26,078	6,126	6,187	6,249
COMMUNICATION AND TECHNOLOGY					
- STW 2018 GVRD Geospatial Reference System Fee	(194)	40	20	40	40
COMMUNICATION AND TECHNOLOGY	(194)	40	20	40	40
MATERIALS & SUPPLIES					
- Operating Impact of ToL Capital Program	70	208	645	-	-
- Operating Budget Impact from development capital works.	4,817	-	-	-	-
MATERIALS & SUPPLIES	4,887	208	645	-	-
UTILITY USER FEES					
- Electricity	-	3,554	3,153	3,247	3,345
UTILITY USER FEES	-	3,554	3,153	3,247	3,345
DEBT PRINCIPAL AND INTEREST					
- MFA B/L 3420 Yorkson Pump Station	(126,869)	-	-	-	-
DEBT PRINCIPAL AND INTEREST	(126,869)	-	-	-	-
INTERNAL CHARGES & RECOVERIES					
- Small equipment replacement	13,710	274	280	285	291
- Administrative Overhead	35,930	(19,319)	15,046	8,030	6,381
INTERNAL CHARGES & RECOVERIES	49,640	(19,045)	15,326	8,315	6,672
OTHER SUPPLIES AND EXPENSES					
- Operating Impact of ToL Capital Program	-	-	40	-	-
- Operating Budget Impact from development capital works.	321	-	-	-	-
OTHER SUPPLIES AND EXPENSES	321	-	40	-	-
FISCAL SERVICES	-	-	-	47,073	48,015
EXPENSE ADJUSTMENTS	226,797	159,230	165,592	115,499	114,972
NET NON-DISCRETIONARY ADJUSTMENTS	348,471	159,230	165,592	115,499	114,972

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

	2018	2019	2020	2021	2022
OTHER REVENUE					
REVENUE ADJUSTMENTS	-	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Infrastructure Asset Technician	16,400	-	-	-	-
- Contract increase		328	383	-	-
SALARY, WAGES & BENEFITS	16,400	328	383	-	-
CONTRIBUTION TO CAPITAL					
- Increase in Contribution to Capital	500,000	-	-	-	-
CONTRIBUTION TO CAPITAL	500,000	-	-	-	-
FISCAL SERVICES				342	349
EXPENSE ADJUSTMENTS	516,400	328	383	342	349
NET DISCRETIONARY ADJUSTMENTS	516,400	328	383	342	349

TOWNSHIP OF LANGLEY
STORMWATER - TransLink funded
2018-2022 OPERATING BUDGET

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
NON-TAX REVENUE											
Government Grants	(205,264)	(2,174)	(207,438)	(2,214)	(209,652)	(2,256)	(211,908)	(2,298)	(214,206)	(2,340)	(216,546)
TOTAL REVENUE	(205,264)	(2,174)	(207,438)	(2,214)	(209,652)	(2,256)	(211,908)	(2,298)	(214,206)	(2,340)	(216,546)
EXPENSE											
Salaries, Wages & Benefits	92,515	1,850	94,365	1,887	96,252	1,925	98,177	-	98,177	-	98,177
Service and Maintenance Contracts	49,726	-	49,726	-	49,726	-	49,726	-	49,726	-	49,726
Equipment and Vehicle Rental	32,447	324	32,771	327	33,098	331	33,429	334	33,763	337	34,100
Materials and Supplies	12,499	-	12,499	-	12,499	-	12,499	-	12,499	-	12,499
Internal Charges & Recoveries	19,000	-	19,000	-	19,000	-	19,000	-	19,000	-	19,000
Other Supplies and Expense	(923)	-	(923)	-	(923)	-	(923)	1,964	1,041	2,003	3,044
TOTAL EXPENSE	205,264	2,174	207,438	2,214	209,652	2,256	211,908	2,298	214,206	2,340	216,546
SHORTFALL(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

Township of Langley
FIVE YEAR OPERATING PLAN

STORMWATER UTILITY - TransLink Funded - NON-DISCRETIONARY ADJUSTMENTS

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
GOVERNMENT GRANTS					
- Translink Funding	(2,174)	(2,214)	(2,256)	(2,298)	(2,340)
GOVERNMENT GRANTS	(2,174)	(2,214)	(2,256)	(2,298)	(2,340)
REVENUE ADJUSTMENTS	(2,174)	(2,214)	(2,256)	(2,298)	(2,340)
EXPENSE					
SALARY, WAGES & BENEFITS					
- Contract increase	1,850	1,887	1,925	-	-
SALARY, WAGES & BENEFITS	1,850	1,887	1,925	-	-
EQUIPMENT & VEHICLE RENTAL					
- Internal Equipment and Vehicle Rental - Hourly	294	297	300	303	306
- External equipment and vehicle charges	30	30	31	31	31
EQUIPMENT & VEHICLE RENTAL	324	327	331	334	337
FISCAL SERVICES					
- Contract provision, anticipated	-	-	-	1,964	2,003
FISCAL SERVICES	-	-	-	1,964	2,003
EXPENSE ADJUSTMENTS	2,174	2,214	2,256	2,298	2,340
NET NON-DISCRETIONARY ADJUSTMENTS	-	-	-	-	-

TOWNSHIP OF LANGLEY
FIRE
2018-2022 OPERATING BUDGET

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
TAX REVENUE											
Property Tax Base			(15,398,000)		(16,810,902)		(17,268,732)		(17,665,399)		(18,084,274)
Property Tax from New Growth		(461,940)	(461,940)	(336,218)	(336,218)	(345,375)	(345,375)	(353,308)	(353,308)	(361,685)	(361,685)
Property Tax Change		(950,962)	(950,962)	(121,612)	(121,612)	(51,293)	(51,293)	(65,566)	(65,566)	(55,914)	(55,914)
	(15,398,000)	(1,412,902)	(16,810,902)	(457,830)	(17,268,732)	(396,668)	(17,665,399)	(418,874)	(18,084,274)	(417,599)	(18,501,873)
NON-TAX REVENUE											
Service Cost Recoveries	(57,200)	(1,218)	(58,418)	(1,242)	(59,660)	(1,267)	(60,927)	(1,292)	(62,219)	(1,318)	(63,537)
Service Cost Sharing	(59,236)	-	(59,236)	-	(59,236)	-	(59,236)	-	(59,236)	-	(59,236)
Sales of Services	(15,000)	-	(15,000)	-	(15,000)	-	(15,000)	-	(15,000)	-	(15,000)
Permit and License Fees	(60,200)	-	(60,200)	-	(60,200)	-	(60,200)	-	(60,200)	-	(60,200)
Other Revenue	(1,306,936)	-	(1,306,936)	-	(1,306,936)	-	(1,306,936)	-	(1,306,936)	-	(1,306,936)
TOTAL REVENUE	(16,896,572)	(1,414,120)	(18,310,692)	(459,072)	(18,769,764)	(397,935)	(19,167,698)	(420,166)	(19,587,865)	(418,917)	(20,006,782)
EXPENSE											
Salaries, Wages & Benefits	14,143,062	887,455	15,030,517	400,599	15,431,116	37,061	15,468,177	36,077	15,504,254	22,965	15,527,219
Service and Maintenance Contracts	400,938	403,996	804,934	55,125	860,059	19,259	879,318	20,392	899,710	20,532	920,242
Fuel	175,669	(39,000)	136,669	2,734	139,403	5,521	144,924	8,366	153,290	11,266	164,556
Equipment and Vehicle Rental	17,930	179	18,109	181	18,290	183	18,473	185	18,658	187	18,845
Communication and Technology	54,163	30	54,193	31	54,224	31	54,255	32	54,287	32	54,319
Insurance	121,393	-	121,393	-	121,393	-	121,393	-	121,393	-	121,393
Materials and Supplies	371,897	55,439	427,336	-	427,336	-	427,336	-	427,336	-	427,336
Internal Charges & Recoveries	155,000	-	155,000	-	155,000	-	155,000	-	155,000	-	155,000
Transfer to Own Funds	1,270,000	100,000	1,370,000	-	1,370,000	-	1,370,000	-	1,370,000	-	1,370,000
Contribution to Capital	57,000	-	57,000	-	57,000	-	57,000	-	57,000	-	57,000
TOTAL EXPENSE	16,896,572	1,414,120	18,310,692	459,072	18,769,764	397,935	19,167,698	420,166	19,587,865	418,917	20,006,782
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
SERVICE COST RECOVERIES					
- Langley City - EOC co-ordinator cost share	(1,218)	(1,242)	(1,267)	(1,292)	(1,318)
SERVICE COST RECOVERIES	(1,218)	(1,242)	(1,267)	(1,292)	(1,318)
REVENUE ADJUSTMENTS	(1,218)	(1,242)	(1,267)	(1,292)	(1,318)
EXPENSE					
SALARY, WAGES & BENEFITS					
- 2017 approved 4 Firefighters, bring up to full year	220,375	-	-	-	-
- 2017 approve 2 Firefighters to start Jan 1 2018	174,899	-	-	-	-
- Addback one day to 261 days	48,290	-	-	-	-
- Step/Increment adjustments	52,582	-	-	-	-
- Firefighters move to 10th year increment	45,712	62,894	26,434	35,090	6,906
- IAFF contract rate increase to 2019	286,977	327,287	-	-	-
- non-IAFF contract rate increase	58,577	10,418	10,627	-	-
- Auxiliary benefit load increase - Non-IAFF	43	-	-	-	-
- Firefighters move to 15th year increment	-	-	-	987	16,059
SALARY, WAGES & BENEFITS	887,455	400,599	37,061	36,077	22,965
SERVICE AND MAINTENANCE CONTRACTS					
- Surrey Dispatch Contract	4,461	4,572	4,687	4,803	4,924
- EOC contract Increase	1,005	1,015	1,026	1,035	1,046
- EOC Clerical Non Shared - Langley City	530	538	546	554	562
- E-Comm - for new 700 MHz upgrade - est. Feb 1 2018 start date	398,000	49,000	13,000	14,000	14,000
SERVICE AND MAINTENANCE CONTRACTS	403,996	55,125	19,259	20,392	20,532
FUEL					
- Adjust Diesel to current usage for 2019-2022	(20,000)	2,121	4,283	6,490	8,740
- Adjust Gasoline to current usage for 2019-2022	(19,000)	613	1,238	1,876	2,526
FUEL	(39,000)	2,734	5,521	8,366	11,266
EQUIPMENT & VEHICLE RENTAL					
- Monthly Vehicle Rates	179	181	183	185	187
EQUIPMENT & VEHICLE RENTAL	179	181	183	185	187
COMMUNICATION AND TECHNOLOGY					
- EOC Communication Increase	30	31	31	32	32
COMMUNICATION AND TECHNOLOGY	30	31	31	32	32
MATERIALS & SUPPLIES					
- Fire Fighters materials - annualize 2017 SE for new FF.	55,439	-	-	-	-
MATERIALS & SUPPLIES	55,439	-	-	-	-
TRANSFER TO RESERVES					
- Fire Vehicles and Equipment Transfer to Reserve	100,000	-	-	-	-
TRANSFER TO RESERVES	100,000	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Realign Director Contingencies	5,626	-	-	-	-
- EOC Supplies Increase	395	402	411	419	427
OTHER SUPPLIES AND EXPENSES	6,021	402	411	419	427
FISCAL SERVICES	-	-	335,469	354,695	363,508
EXPENSE ADJUSTMENTS	1,414,120	459,072	397,935	420,166	418,917
NET NON-DISCRETIONARY ADJUSTMENTS	1,412,902	457,830	396,668	418,874	417,599

**TOWNSHIP OF LANGLEY
POLICE
2018-2022 OPERATING BUDGET**

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
TAX REVENUE											
Property Tax Base			(28,425,745)		(29,731,240)		(30,807,435)		(31,531,757)		(32,354,814)
Property Tax from New Growth		(852,772)	(852,772)	(594,625)	(594,625)	(616,149)	(616,149)	(630,635)	(630,635)	(647,096)	(647,096)
	(28,425,745)	(1,305,495)	(29,731,240)	(1,076,195)	(30,807,435)	(724,322)	(31,531,757)	(823,057)	(32,354,814)	(837,876)	(33,192,690)
NON-TAX REVENUE											
Government Grants	(1,460,190)	-	(1,460,190)	-	(1,460,190)	-	(1,460,190)	-	(1,460,190)	-	(1,460,190)
Service Cost Recoveries	(600,150)	94,098	(506,052)	(7,358)	(513,410)	(7,504)	(520,914)	(7,656)	(528,570)	(7,809)	(536,379)
Service Cost Sharing	(1,851,871)	(59,291)	(1,911,162)	(38,551)	(1,949,713)	(39,322)	(1,989,035)	(40,109)	(2,029,144)	(40,911)	(2,070,055)
Sales of Services	(148,366)	-	(148,366)	-	(148,366)	-	(148,366)	-	(148,366)	-	(148,366)
Other Revenue	(2,430,443)	-	(2,430,443)	-	(2,430,443)	-	(2,430,443)	-	(2,430,443)	-	(2,430,443)
Transfer from Own Funds	(150,000)	150,000	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(35,066,765)	(1,120,688)	(36,187,453)	(1,122,104)	(37,309,557)	(771,148)	(38,080,705)	(870,822)	(38,951,527)	(886,596)	(39,838,123)
EXPENSE											
Salaries, Wages & Benefits	7,837,923	193,594	8,031,517	160,630	8,192,147	163,843	8,355,990	-	8,355,990	-	8,355,990
Special Contracts	25,959,381	844,046	26,803,427	948,094	27,751,521	594,769	28,346,290	690,004	29,036,294	702,272	29,738,566
Service and Maintenance Contracts	302,956	86,338	389,294	5,000	394,294	4,000	398,294	5,000	403,294	5,000	408,294
Consulting and Professional Services	800	(300)	500	-	500	-	500	-	500	-	500
Fuel	437,382	(91,120)	346,262	7,008	353,270	7,147	360,417	7,291	367,708	7,437	375,145
Equipment and Vehicle Rental	101,182	1,012	102,194	1,022	103,216	1,032	104,248	1,042	105,290	1,053	106,343
Communication and Technology	87,310	500	87,810	-	87,810	-	87,810	-	87,810	-	87,810
Insurance	21,028	(1,400)	19,628	-	19,628	-	19,628	-	19,628	-	19,628
Materials and Supplies	85,525	1,320	86,845	-	86,845	-	86,845	-	86,845	-	86,845
Internal Charges & Recoveries	45,835	(24,400)	21,435	-	21,435	-	21,435	-	21,435	-	21,435
Transfer to Own Funds	-	96,108	96,108	350	96,458	357	96,815	365	97,180	372	97,552
Contribution to Capital	77,000	-	77,000	-	77,000	-	77,000	-	77,000	-	77,000
Other Supplies and Expense	110,443	14,990	125,433	-	125,433	-	125,433	167,120	292,553	170,462	463,015
TOTAL EXPENSE	35,066,765	1,120,688	36,187,453	1,122,104	37,309,557	771,148	38,080,705	870,822	38,951,527	886,596	39,838,123
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
SERVICE COST RECOVERIES					
- Adjust ARI fuel revenue to anticipated sales.	94,098	(7,358)	(7,504)	(7,656)	(7,809)
SERVICE COST RECOVERIES	94,098	(7,358)	(7,504)	(7,656)	(7,809)
SERVICE COST SHARING					
- City of Langley-City CPO 100% recovery	(12,828)	-	-	-	-
- City of Langley Salary Recovery	(46,463)	(38,551)	(39,322)	(40,109)	(40,911)
SERVICE COST SHARING	(59,291)	(38,551)	(39,322)	(40,109)	(40,911)
TRANSFER FROM OWN FUNDS					
- Remove 2016 "Trans from RCMP Reserve: Vehicles, Equip	150,000	-	-	-	-
TRANSFER FROM OWN FUNDS	150,000	-	-	-	-
REVENUE ADJUSTMENTS	184,807	(45,909)	(46,826)	(47,765)	(48,720)
EXPENSE					
SALARY, WAGES & BENEFITS					
- One more day in the year	25,687	-	-	-	-
- Steps and increments	4,160	-	-	-	-
- Contract Increase	156,876	160,630	163,843	-	-
- Auxiliary benefit load increase	6,871	-	-	-	-
SALARY, WAGES & BENEFITS	193,594	160,630	163,843	-	-
SPECIAL CONTRACT (i.e. RCMP, etc.)					
- RCMP contract increase	676,197	435,371	580,445	672,864	684,776
SPECIAL CONTRACT (i.e. RCMP, etc.)	676,197	435,371	580,445	672,864	684,776
SERVICE AND MAINTENANCE CONTRACTS					
- DNA Services Analysis Billing	61,352	-	-	-	-
- E-Comm	20,986	5,000	4,000	5,000	5,000
- 2018 Base Budget reallocations	4,000	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	86,338	5,000	4,000	5,000	5,000
CONSULTING AND LEGAL SERVICES					
- 2018 Base Budget reallocations	(300)	-	-	-	-
CONSULTING AND LEGAL SERVICES	(300)	-	-	-	-
FUEL					
- 2018 Base Budget reallocations, RCMP, ARI	(87,000)	7,008	7,147	7,291	7,437
- 2018 Base Budget reallocations	(4,120)	-	-	-	-
FUEL	(91,120)	7,008	7,147	7,291	7,437
EQUIPMENT & VEHICLE RENTAL					
- Increase on internal monthly vehicle rentals	1,012	1,022	1,032	1,042	1,053
EQUIPMENT & VEHICLE RENTAL	1,012	1,022	1,032	1,042	1,053
COMMUNICATION AND TECHNOLOGY					
- 2018 Base Budget reallocations	500	-	-	-	-
COMMUNICATION AND TECHNOLOGY	500	-	-	-	-
INSURANCE					
- 2018 Base Budget reallocations	(1,400)	-	-	-	-
INSURANCE	(1,400)	-	-	-	-
MATERIALS & SUPPLIES					
- 2018 Base Budget reallocations	1,320	-	-	-	-
MATERIALS & SUPPLIES	1,320	-	-	-	-
INTERNAL CHARGES & RECOVERIES					
- 2018 Base Budget reallocations, RCMP, ARI	(24,400)	-	-	-	-
INTERNAL CHARGES & RECOVERIES	(24,400)	-	-	-	-
TRANSFER TO RESERVES					
- 2018 Base Budget reallocations, RCMP, ARI	17,313	350	357	365	372
- transfer to CPO Reconfiguration reserve	78,795	-	-	-	-
TRANSFER TO RESERVES	96,108	350	357	365	372
OTHER SUPPLIES AND EXPENSES					
- Realign Director Contingencies	15,001	-	-	-	-
OTHER SUPPLIES AND EXPENSES	15,001	-	-	-	-
FISCAL SERVICES	(11)	-	-	167,120	170,462
EXPENSE ADJUSTMENTS	952,839	609,381	756,824	853,682	869,100
NET NON-DISCRETIONARY ADJUSTMENTS	1,137,646	563,472	709,998	805,917	820,380

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
REVENUE ADJUSTMENTS	-	-	-	-	-
EXPENSE					
SPECIAL CONTRACT (i.e. RCMP, etc.)					
- 2018 4 regular members (Oct Start)	167,849	512,723	14,324	17,140	17,496
SPECIAL CONTRACT (i.e. RCMP, etc.)	167,849	512,723	14,324	17,140	17,496
EXPENSE ADJUSTMENTS	167,849	512,723	14,324	17,140	17,496
NET DISCRETIONARY ADJUSTMENTS	167,849	512,723	14,324	17,140	17,496

**TOWNSHIP OF LANGLEY
RECREATION & CULTURE
2018-2022 OPERATING BUDGET**

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
TAX REVENUE											
Property Tax Base			(9,860,541)		(10,666,396)		(12,486,851)		(12,750,401)		(12,989,572)
Property Tax from New Growth		(295,816)	(295,816)	(213,328)	(213,328)	(249,737)	(249,737)	(255,008)	(255,008)	(259,791)	(259,791)
Property Tax Change		(510,039)	(510,039)	(1,607,127)	(1,607,127)	(13,813)	(13,813)	15,837	15,837	15,776	15,776
	(9,860,541)	(805,855)	(10,666,396)	(1,820,455)	(12,486,851)	(263,550)	(12,750,401)	(239,171)	(12,989,572)	(244,015)	(13,233,587)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(4,081,317)	(133,765)	(4,215,082)	-	(4,215,082)	-	(4,215,082)	-	(4,215,082)	-	(4,215,082)
Government Grants	(90,643)	39,625	(51,018)	-	(51,018)	-	(51,018)	-	(51,018)	-	(51,018)
Service Cost Recoveries	(7,700)	-	(7,700)	-	(7,700)	-	(7,700)	-	(7,700)	-	(7,700)
Sales of Services	(5,370,315)	(798,485)	(6,168,800)	(1,569,185)	(7,737,985)	-	(7,737,985)	-	(7,737,985)	-	(7,737,985)
Rentals and Leases	(1,502,181)	(7,515)	(1,509,696)	135,340	(1,374,356)	-	(1,374,356)	-	(1,374,356)	-	(1,374,356)
Other Revenue	(999,912)	-	(999,912)	-	(999,912)	-	(999,912)	-	(999,912)	-	(999,912)
Transfer from Own Funds	(5,618)	(720,985)	(726,603)	99,545	(627,058)	-	(627,058)	-	(627,058)	-	(627,058)
TOTAL REVENUE	(21,918,227)	(2,426,980)	(24,345,207)	(3,154,755)	(27,499,962)	(263,550)	(27,763,512)	(239,171)	(28,002,683)	(244,015)	(28,246,698)
EXPENSE											
Salaries, Wages & Benefits	10,039,424	2,385,948	12,425,372	3,069,746	15,495,118	211,272	15,706,390	-	15,706,390	-	15,706,390
Special Contracts	-	133,765	133,765	-	133,765	-	133,765	-	133,765	-	133,765
Service and Maintenance Contracts	5,238,272	(478,381)	4,759,891	95,130	4,855,021	21,998	4,877,019	22,518	4,899,537	23,040	4,922,577
Consulting and Professional Services	92,201	154,545	246,746	(99,545)	147,201	-	147,201	-	147,201	-	147,201
Regional Charges/Recoveries	4,081,317	-	4,081,317	-	4,081,317	-	4,081,317	-	4,081,317	-	4,081,317
Equipment and Vehicle Rental	129,441	(10,848)	118,593	2,648	121,241	1,144	122,385	1,155	123,540	1,167	124,707
Communication and Technology	63,717	(1,648)	62,069	107	62,176	-	62,176	-	62,176	-	62,176
Insurance	154,911	8,886	163,797	26,037	189,834	-	189,834	-	189,834	-	189,834
Materials and Supplies	499,321	25,673	524,994	31,174	556,168	-	556,168	-	556,168	-	556,168
Municipal Grants	386,025	100,000	486,025	-	486,025	-	486,025	-	486,025	-	486,025
Internal Charges & Recoveries	(24,181)	-	(24,181)	-	(24,181)	-	(24,181)	-	(24,181)	-	(24,181)
Transfer to Own Funds	368,937	75,000	443,937	-	443,937	-	443,937	-	443,937	-	443,937
Contribution to Capital	200,000	-	200,000	-	200,000	-	200,000	-	200,000	-	200,000
Other Supplies and Expense	688,842	34,040	722,882	29,458	752,340	29,136	781,476	215,498	996,974	219,808	1,216,782
TOTAL EXPENSE	21,918,227	2,426,980	24,345,207	3,154,755	27,499,962	263,550	27,763,512	239,171	28,002,683	244,015	28,246,698
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
GOVERNMENT GRANTS					
- Remove WCB Leisure Access budget	39,625	-	-	-	-
GOVERNMENT GRANTS	39,625	-	-	-	-
SALES OF SERVICES					
- ACUCC sales of services	(18,432)	(29,532)	-	-	-
- ACUCC program revenue	(138,036)	(370,058)	-	-	-
- ACUCC admissions revenue	(178,858)	(358,343)	-	-	-
- ACUCC waterpark admissions revenue	(539,663)	(887,756)	-	-	-
- AKC, ACA, outdoor pool budget adjustment	76,504	76,504	-	-	-
SALES OF SERVICES	(798,485)	(1,569,185)	-	-	-
RENTALS & LEASES					
- ACUCC rental revenue	(136,026)	(13,171)	-	-	-
- AKC, ACA, outdoor pool budget adjustment	148,511	148,511	-	-	-
RENTALS & LEASES	12,485	135,340	-	-	-
TRANSFER FROM OWN FUNDS					
- Establish budget for new facilities transition	(621,440)	-	-	-	-
TRANSFER FROM OWN FUNDS	(621,440)	-	-	-	-
REVENUE ADJUSTMENTS	(1,367,815)	(1,433,845)	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One more day in the year	17,499	-	-	-	-
- Steps and increments	35,018	-	-	-	-
- Auxiliary benefit load increase	27,153	-	-	-	-
- Remove WCB Leisure Access budget	(50,108)	-	-	-	-
- Contract increase	180,985	184,952	188,651	-	-
- ACUCC salaries	630,112	773,666	-	-	-
- ACUCC wages	1,929,871	2,580,053	-	-	-
- ACUCC reallocate exist. salaries/wages budget from AKCC	(109,723)	(109,723)	-	-	-
- ACUCC reallocate existing wages budget from ACA	(6,436)	(6,436)	-	-	-
- ACUCC reallocate previously approved salaries budget	(277,955)	(277,955)	-	-	-
- AKC, ACA, outdoor pool budget adjustment	(96,989)	(96,989)	-	-	-
SALARY, WAGES & BENEFITS	2,279,427	3,047,568	188,651	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Negotiated increase for Sportplex Contract	15,009	15,384	15,768	16,163	16,558
- LEC Waste Management budget from Facilities	25,000	-	-	-	-
- Insurance LEC	5,988	6,108	6,230	6,355	6,482
- Subsidy for Youth Soccer - Stadium use	33,333	66,667	-	-	-
- ACUCC contract expenses	10,287	18,174	-	-	-
- ACUCC reallocate existing contract budget	(540,795)	-	-	-	-
- AKC, ACA, outdoor pool budget adjustment	(11,203)	(11,203)	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	(462,381)	95,130	21,998	22,518	23,040
EQUIPMENT & VEHICLE RENTAL					
- Duplication of monthly vehicle budget at GPC in 2017	(12,474)	-	-	-	-
- Equipment increases - internal	1,121	1,133	1,144	1,155	1,167
- Operating Impact of TOL Capital Projects	505	1,515	-	-	-
EQUIPMENT & VEHICLE RENTAL	(10,848)	2,648	1,144	1,155	1,167
COMMUNICATION AND TECHNOLOGY					
- ACUCC printing costs	770	1,100	-	-	-
- ACUCC phone and internet	1,425	2,850	-	-	-
- AKC, ACA, outdoor pool budget adjustment	(3,843)	(3,843)	-	-	-
COMMUNICATION AND TECHNOLOGY	(1,648)	107	-	-	-
INSURANCE					
- ACUCC insurance	17,152	34,303	-	-	-
- AKC, ACA, outdoor pool budget adjustment	(8,266)	(8,266)	-	-	-
INSURANCE	8,886	26,037	-	-	-
MATERIALS & SUPPLIES					
- Remove WCB Leisure Access budget	(1,005)	-	-	-	-
- ACUCC materials & supplies	32,068	41,564	-	-	-
- AKC, ACA, outdoor pool budget adjustment	(10,390)	(10,390)	-	-	-
MATERIALS & SUPPLIES	20,673	31,174	-	-	-

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

	2018	2019	2020	2021	2022
TRANSFER TO RESERVES					
- Fitness Equipment Reserve - annual transfer	75,000	-	-	-	-
TRANSFER TO RESERVES	75,000	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Remove WCB Leisure Access budget	1,040	-	-	-	-
- Director's contingency budget reallocation corporate wide	(19,642)	-	-	-	-
- ACUCC bank charges	10,450	19,000	-	-	-
- ACUCC other fees	2,723	5,447	-	-	-
- ACUCC travel/vehicle allowance	2,737	5,474	-	-	-
- ACUCC conferences	625	1,250	-	-	-
- ACUCC memberships	100	200	-	-	-
- ACUCC subscriptions	1,334	2,450	-	-	-
- ACUCC training	100	200	-	-	-
- AKC, ACA, outdoor pool budget adjustment	(4,563)	(4,563)	-	-	-
OTHER SUPPLIES AND EXPENSES	(5,096)	29,458	-	-	-
FISCAL SERVICES	-	-	-	192,424	196,272
EXPENSE ADJUSTMENTS	1,904,013	3,232,122	211,793	216,097	220,479
NET NON-DISCRETIONARY ADJUSTMENTS	536,198	1,798,277	211,793	216,097	220,479

Township of Langley
FIVE YEAR OPERATING PLAN
RECREATION - DISCRETIONARY ADJUSTMENTS

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
RENTALS & LEASES					
- George Preston Extended Hours	(20,000)	-	-	-	-
RENTALS & LEASES	(20,000)	-	-	-	-
REVENUE ADJUSTMENTS	(20,000)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- George Preston extend Hours for Rec Attendant	65,192	-	-	-	-
- George Preston extend Hours for Arena Attendant	2,414	-	-	-	-
- contract increase on Discretionary Salary & Wages	-	1,352	1,379	-	-
SALARY, WAGES & BENEFITS	67,606	1,352	1,379	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- George Preston Extended Hours Operational Efficiencies	(16,000)	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	(16,000)	-	-	-	-
FISCAL SERVICES	-	-	-	1,407	1,435
EXPENSE ADJUSTMENTS	51,606	1,352	1,379	1,407	1,435
NET DISCRETIONARY ADJUSTMENTS	31,606	1,352	1,379	1,407	1,435

Township of Langley
FIVE YEAR OPERATING PLAN

Art Culture and Community Initiatives - NON-DISCRETIONARY ADJUSTMENTS

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
SPECIAL LEVIES/GRANTS-IN-LIEU					
- Fraser Valley Regional Library	(133,765)	-	-	-	-
SPECIAL LEVIES/GRANTS-IN-LIEU	(133,765)	-	-	-	-
TRANSFER FROM OWN FUNDS					
- Establish budget for special events consulting	(99,545)	99,545	-	-	-
TRANSFER FROM OWN FUNDS	(99,545)	99,545	-	-	-
REVENUE ADJUSTMENTS	(233,310)	99,545	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One more day in the year	3,345	-	-	-	-
- Steps and increments	14,700	-	-	-	-
- Auxiliary benefit load increase	849	-	-	-	-
- Contract increase	20,021	20,826	21,242	-	-
SALARY, WAGES & BENEFITS	38,915	20,826	21,242	-	-
SPECIAL CONTRACT (i.e. RCMP, etc.)					
- Fraser Valley Regional Library	133,765	-	-	-	-
SPECIAL CONTRACT (i.e. RCMP, etc.)	133,765	-	-	-	-
CONSULTING AND LEGAL SERVICES					
- Establish base budgets for ACCI (consulting)	49,000	-	-	-	-
- Establish budget for special events consulting	99,545	(99,545)	-	-	-
- Establish base budgets for ACCI (legal)	6,000	-	-	-	-
CONSULTING AND LEGAL SERVICES	154,545	(99,545)	-	-	-
MATERIALS & SUPPLIES					
- Establish base budgets for ACCI (materials & supplies)	5,000	-	-	-	-
MATERIALS & SUPPLIES	5,000	-	-	-	-
EXTERNAL UNIDENTIFIED	-	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Establish base budgets for ACCI (conferences)	2,000	-	-	-	-
- Establish base budgets for ACCI (memberships)	1,600	-	-	-	-
- Establish base budgets for ACCI (travel & meals)	2,500	-	-	-	-
- Establish base budgets for ACCI (training)	3,000	-	-	-	-
- Establish base budgets for ACCI (volunteer programs)	900	-	-	-	-
- Establish base budgets for ACCI (artists/professional fees)	-	-	25,000	-	-
- Murrayville Library Lease	4,136	-	4,136	-	-
- Director's contingency budget reallocation corporate wide	25,000	-	-	-	-
OTHER SUPPLIES AND EXPENSES	39,136	-	29,136	-	-
FISCAL SERVICES	-	-	-	21,667	22,101
EXPENSE ADJUSTMENTS	371,361	(78,719)	50,378	21,667	22,101
NET NON-DISCRETIONARY ADJUSTMENTS	138,051	20,826	50,378	21,667	22,101

Township of Langley
 FIVE YEAR OPERATING PLAN

Art Culture and Community Initiatives - DISCRETIONARY ADJUSTMENTS

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
REVENUE ADJUSTMENTS	-	-	-	-	-
EXPENSE					
MUNICIPAL GRANTS					
- Gateway of Hope	100,000	-	-	-	-
MUNICIPAL GRANTS	100,000	-	-	-	-
EXPENSE ADJUSTMENTS	100,000	-	-	-	-
NET DISCRETIONARY ADJUSTMENTS	100,000	-	-	-	-

**TOWNSHIP OF LANGLEY
FACILITY MAINTENANCE
2018-2022 OPERATING BUDGET**

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
TAX REVENUE											
Property Tax Base			(9,437,616)		(10,710,265)		(11,514,596)		(11,673,844)		(11,820,933)
Property Tax from New Growth		(283,128)	(283,128)	(214,205)	(214,205)	(230,292)	(230,292)	(233,477)	(233,477)	(236,419)	(236,419)
Property Tax Change		(989,521)	(989,521)	(590,126)	(590,126)	71,045	71,045	86,388	86,388	86,419	86,419
	(9,437,616)	(1,272,649)	(10,710,265)	(804,331)	(11,514,596)	(159,247)	(11,673,844)	(147,089)	(11,820,933)	(150,000)	(11,970,933)
NON-TAX REVENUE											
Service Cost Recoveries	-	6,276	6,276	(828)	5,448	(742)	4,706	(763)	3,943	(784)	3,159
Service Cost Sharing	(142,970)	-	(142,970)	-	(142,970)	-	(142,970)	-	(142,970)	-	(142,970)
Other Revenue	(606,225)	-	(606,225)	-	(606,225)	-	(606,225)	-	(606,225)	-	(606,225)
Transfer from Own Funds	-	(527,512)	(527,512)	-	(527,512)	-	(527,512)	-	(527,512)	-	(527,512)
TOTAL REVENUE	(10,186,811)	(1,793,885)	(11,980,696)	(805,159)	(12,785,855)	(159,989)	(12,945,845)	(147,852)	(13,093,697)	(150,784)	(13,244,481)
EXPENSE											
Salaries, Wages & Benefits	3,019,287	599,921	3,619,208	167,981	3,787,189	64,248	3,851,438	-	3,851,438	-	3,851,438
Service and Maintenance Contracts	2,327,635	568,907	2,896,542	213,232	3,109,774	15,410	3,125,184	420	3,125,604	428	3,126,032
Fuel	17,550	(11,150)	6,400	400	6,800	-	6,800	-	6,800	-	6,800
Equipment and Vehicle Rental	211,174	8,054	219,228	8,747	227,975	2,154	230,129	2,175	232,304	2,197	234,501
Communication and Technology	5,140	(800)	4,340	-	4,340	-	4,340	-	4,340	-	4,340
Materials and Supplies	759,312	51,517	810,829	12,898	823,727	-	823,727	-	823,727	-	823,727
Utility User Fees	2,453,256	123,793	2,577,049	105,321	2,682,370	53,177	2,735,547	54,724	2,790,271	56,316	2,846,587
Debt Principal and Interest	-	209,430	209,430	271,580	481,010	-	481,010	-	481,010	-	481,010
Internal Charges & Recoveries	88,965	(91,725)	(2,760)	-	(2,760)	-	(2,760)	-	(2,760)	-	(2,760)
Transfer to Own Funds	50,000	25,000	75,000	25,000	100,000	25,000	125,000	25,000	150,000	25,000	175,000
Contribution to Capital	1,074,600	170,000	1,244,600	-	1,244,600	-	1,244,600	-	1,244,600	-	1,244,600
Other Supplies and Expense	179,892	140,938	320,830	-	320,830	-	320,830	65,533	386,363	66,843	453,206
TOTAL EXPENSE	10,186,811	1,793,885	11,980,696	805,159	12,785,855	159,989	12,945,845	147,852	13,093,697	150,784	13,244,481
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
SERVICE COST RECOVERIES					
- Remove RCMP - Civic Third Floor recoveries	25,262	-	-	-	-
- RCMP Cost sharing on asset maintenance	(19,120)	-	-	-	-
- RCMP Cost sharing on Vehicle Charges & Utilities	134	(828)	(742)	(763)	(784)
SERVICE COST RECOVERIES	6,276	(828)	(742)	(763)	(784)
TRANSFER FROM OWN FUNDS					
- Establish budget for new facilities transition	(527,512)	-	-	-	-
TRANSFER FROM OWN FUNDS	(527,512)	-	-	-	-
REVENUE ADJUSTMENTS	(521,236)	(828)	(742)	(763)	(784)
EXPENSE					
SALARY, WAGES & BENEFITS					
- Increase by one day to 261 working days	6,839	-	-	-	-
- Increments & Steps	(14,401)	-	-	-	-
- Increase of Auxiliary benefits	7,414	-	-	-	-
- Contact Increases	60,953	61,589	62,821	-	-
- Transfer from Parks Operations for Building Maint.	32,000	-	-	-	-
- GPC Sportbox	5,000	-	-	-	-
- ACUCC Salaries & Wages	609,296	289,299	-	-	-
- Reduction of AKC, ACA	-	(184,306)	-	-	-
- AKC, ACA, outdoor pool budget adjustment	(177,152)	-	-	-	-
SALARY, WAGES & BENEFITS	529,949	166,582	62,821	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Increasing service contract costs	100,000	125,000	75,000	-	-
- Increased grounds maintenance costs	50,000	20,794	410	420	428
- Annual budget for facility assessment program	40,000	35,000	-	-	-
- Duct cleaning of HVAC Systems	100,000	-	(60,000)	-	-
- LEC Waste management to TFSE	(25,000)	-	-	-	-
- FH6 Maintenance until Air handling unit replaced	20,000	-	-	-	-
- GPC Sportbox	2,500	-	-	-	-
- RCMP Asset Maintenance	80,000	-	-	-	-
- Parks Building Maintenance	168,000	-	-	-	-
- Remove RCMP 3rd floor contract services	(5,354)	-	-	-	-
- AKC, ACA, outdoor pool budget adjustment	(53,482)	-	-	-	-
- ACUCC Contract Services	76,243	32,438	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	552,907	213,232	15,410	420	428
FUEL					
- Diesel	500	-	-	-	-
- Gasoline	500	-	-	-	-
- Propane	(12,550)	-	-	-	-
- AKC, ACA, outdoor pool budget adjustment	(4,200)	-	-	-	-
- ACUCC Propane	600	400	-	-	-
FUEL	(15,150)	400	-	-	-
EQUIPMENT & VEHICLE RENTAL					
- Hourly Vehicle Charges	1,164	1,174	1,185	1,197	1,209
- Monthly Vehicle Charges	951	959	969	978	988
- ACUCC Vehicle Charges	16,763	6,614	-	-	-
- AKC, ACA, outdoor pool budget adjustment	(10,824)	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	8,054	8,747	2,154	2,175	2,197
COMMUNICATION AND TECHNOLOGY					
- Remove RCMP 3rd Floor phone charges	(800)	-	-	-	-
COMMUNICATION AND TECHNOLOGY	(800)	-	-	-	-
MATERIALS & SUPPLIES					
- GPC Sportbox	2,500	-	-	-	-
- AKC, ACA, outdoor pool budget adjustment	(56,772)	-	-	-	-
- ACUCC Materials & supplies	105,789	12,898	-	-	-
MATERIALS & SUPPLIES	51,517	12,898	-	-	-

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

	2018	2019	2020	2021	2022
UTILITY USER FEES					
- Excess Electricity budget to Water/Sewer/Fiscal	(129,489)	-	-	-	-
- Water & Sewer charges increase to actuals	54,389	4,541	4,813	4,909	5,007
- Excess natural gas budget to Fiscal	(86,319)	-	-	-	-
- Remove RCMP 3rd floor electricity	(6,178)	-	-	-	-
- Increase on electricity		54,516	48,364	49,815	51,309
- AKC, ACA, outdoor pool budget adjustment	(73,951)	-	-	-	-
- ACUCC Electricity	126,558	26,244	-	-	-
- ACUCC Natural Gas	81,718	10,978	-	-	-
- ACUCC Water & Sewer Charges	27,065	9,042	-	-	-
UTILITY USER FEES	(6,207)	105,321	53,177	54,724	56,316
DEBT PRINCIPAL AND INTEREST					
- Debt Provision - Railways & Facilities Principal and Inter	209,430	271,580	-	-	-
DEBT PRINCIPAL AND INTEREST	209,430	271,580	-	-	-
INTERNAL CHARGES & RECOVERIES					
- RCMP 3rd Floor rent	(91,725)	-	-	-	-
INTERNAL CHARGES & RECOVERIES	(91,725)	-	-	-	-
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					
- RCMP Asset Maintenance	(80,000)	-	-	-	-
CONTRIBUTION TO CAPITAL	(80,000)	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Consolidate Director's contingencies	(18,981)	-	-	-	-
- AKC, ACA, outdoor pool budget adjustment	(1,500)	-	-	-	-
OTHER SUPPLIES AND EXPENSES	(20,481)	-	-	-	-
FISCAL SERVICES	161,419	-	-	64,077	65,358
EXPENSE ADJUSTMENTS	1,323,913	803,760	158,562	146,396	149,299
NET NON-DISCRETIONARY ADJUSTMENTS	802,677	802,932	157,820	145,633	148,515

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
REVENUE ADJUSTMENTS	-	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- George Preston Extended Hours	69,972	1,399	1,427	-	-
SALARY, WAGES & BENEFITS	69,972	1,399	1,427	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- George Preston Extended Hours	16,000	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	16,000	-	-	-	-
FUEL					
- George Preston Extended Hours	4,000	-	-	-	-
FUEL	4,000	-	-	-	-
UTILITY USER FEES					
- George Preston Extended Hours	130,000	-	-	-	-
UTILITY USER FEES	130,000	-	-	-	-
CONTRIBUTION TO CAPITAL					
- Increase Contribution to Capital	250,000	-	-	-	-
CONTRIBUTION TO CAPITAL	250,000	-	-	-	-
FISCAL SERVICES	-	-	-	1,456	1,485
EXPENSE ADJUSTMENTS	469,972	1,399	1,427	1,456	1,485
NET DISCRETIONARY ADJUSTMENTS	469,972	1,399	1,427	1,456	1,485

TOWNSHIP OF LANGLEY

GENERAL GOVERNMENT (Includes Corp. Admin., Airport, Human Resources, Finance, Community Development & Fiscal)

2018-2022 OPERATING BUDGET

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
TAX REVENUE											
Property Tax Base		-	(19,044,764)	-	(17,851,138)	-	(18,179,142)	-	(20,849,553)	-	(23,866,475)
Property Tax from New Growth		(571,343)	(571,343)	(358,081)	(358,081)	(364,792)	(364,792)	(418,224)	(418,224)	(478,587)	(478,587)
Property Tax Change		1,764,969	1,764,969	30,077	30,077	(2,305,620)	(2,305,620)	(2,598,697)	(2,598,697)	(2,801,216)	(2,801,216)
	(19,044,764)	1,193,626	(17,851,138)	(328,004)	(18,179,142)	(2,670,411)	(20,849,553)	(3,016,921)	(23,866,475)	(3,279,804)	(27,146,278)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(4,470,967)	-	(4,470,967)	-	(4,470,967)	-	(4,470,967)	-	(4,470,967)	-	(4,470,967)
Government Grants	(205,000)	-	(205,000)	-	(205,000)	-	(205,000)	-	(205,000)	-	(205,000)
Service Cost Recoveries	(127,847)	-	(127,847)	-	(127,847)	-	(127,847)	-	(127,847)	-	(127,847)
Sales of Services	(1,169,035)	44,800	(1,124,235)	-	(1,124,235)	-	(1,124,235)	-	(1,124,235)	-	(1,124,235)
Rentals and Leases	(1,299,200)	33,000	(1,266,200)	-	(1,266,200)	-	(1,266,200)	-	(1,266,200)	-	(1,266,200)
Permit and License Fees	(5,366,963)	(1,150,700)	(6,517,663)	-	(6,517,663)	-	(6,517,663)	-	(6,517,663)	-	(6,517,663)
Development Revenue	(1,590,597)	(1,103,000)	(2,693,597)	-	(2,693,597)	-	(2,693,597)	-	(2,693,597)	-	(2,693,597)
Investment Income	(1,650,601)	-	(1,650,601)	-	(1,650,601)	-	(1,650,601)	-	(1,650,601)	-	(1,650,601)
Other Revenue	5,010,499	(135,000)	4,875,499	-	4,875,499	-	4,875,499	-	4,875,499	-	4,875,499
Internal Recoveries	(4,893,102)	(274,105)	(5,167,207)	(166,252)	(5,333,459)	(246,697)	(5,580,156)	(225,389)	(5,805,545)	(236,716)	(6,042,261)
Transfer from Own Funds	(80,000)	(355,730)	(435,730)	(8,504)	(444,234)	(8,616)	(452,850)	(8,790)	(461,640)	(8,968)	(470,608)
External Unidentified Revenue	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)
TOTAL REVENUE	(35,137,577)	(1,747,109)	(36,884,686)	(502,760)	(37,387,446)	(2,925,724)	(40,313,170)	(3,251,100)	(43,564,271)	(3,525,488)	(47,089,758)
EXPENSE											
Salaries, Wages & Benefits	20,876,878	930,228	21,807,106	462,559	22,269,665	471,109	22,740,774	35,000	22,775,774	35,000	22,810,774
Service and Maintenance Contracts	1,626,200	64,034	1,690,234	7,683	1,697,917	6,037	1,703,954	6,110	1,710,064	6,962	1,717,026
Consulting and Professional Services	1,289,266	306,050	1,595,316	51,071	1,646,387	51,092	1,697,479	51,114	1,748,594	51,137	1,799,730
Fuel	682,621	(57,621)	625,000	300	625,300	566	625,866	838	626,704	1,114	627,818
Equipment and Vehicle Rental	245,160	8,800	253,960	13,232	267,192	479	267,671	484	268,155	488	268,643
Communication and Technology	2,346,064	72,948	2,419,012	7,000	2,426,012	7,500	2,433,512	7,800	2,441,312	8,200	2,449,512
Insurance	1,097,151	-	1,097,151	-	1,097,151	-	1,097,151	-	1,097,151	-	1,097,151
Materials and Supplies	708,983	(49,292)	659,691	-	659,691	-	659,691	-	659,691	-	659,691
Utility User Fees	24,219	(40,400)	(16,181)	915	(15,266)	839	(14,427)	886	(13,541)	935	(12,606)
Municipal Grants	205,000	-	205,000	-	205,000	-	205,000	-	205,000	-	205,000
Debt Principal and Interest	64,098	-	64,098	-	64,098	-	64,098	-	64,098	-	64,098
Internal Charges & Recoveries	(71,500)	10,000	(61,500)	-	(61,500)	-	(61,500)	-	(61,500)	-	(61,500)
Transfer to Own Funds	3,024,261	(68,000)	2,956,261	-	2,956,261	1,358,102	4,314,363	1,674,036	5,988,399	1,967,924	7,956,323
Contribution to Capital	818,000	70,000	888,000	(70,000)	818,000	1,000,000	1,818,000	1,000,000	2,818,000	1,000,000	3,818,000
External Unidentified	250,000	-	250,000	-	250,000	-	250,000	-	250,000	-	250,000
Other Supplies and Expense	1,951,176	500,362	2,451,538	30,000	2,481,538	30,000	2,511,538	474,832	2,986,370	453,728	3,440,098
TOTAL EXPENSE	35,137,577	1,747,109	36,884,686	502,760	37,387,446	2,925,724	40,313,170	3,251,100	43,564,271	3,525,488	47,089,758
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

**TOWNSHIP OF LANGLEY
CORPORATE ADMINISTRATION
2018-2022 OPERATING BUDGET**

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
TAX REVENUE											
Property Tax Base		-	(12,199,802)	-	(12,811,742)	-	(13,057,187)	-	(13,292,024)	-	(13,530,662)
Property Tax from New Growth		(365,994)	(365,994)	(257,293)	(257,293)	(262,353)	(262,353)	(267,074)	(267,074)	(271,871)	(271,871)
Property Tax Change		(245,946)	(245,946)	11,848	11,848	27,516	27,516	28,436	28,436	28,486	28,486
	(12,199,802)	(611,940)	(12,811,742)	(245,445)	(13,057,187)	(234,837)	(13,292,024)	(238,638)	(13,530,662)	(243,385)	(13,774,047)
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	(889,425)	44,800	(844,625)	-	(844,625)	-	(844,625)	-	(844,625)	-	(844,625)
Rentals and Leases	(1,299,200)	33,000	(1,266,200)	-	(1,266,200)	-	(1,266,200)	-	(1,266,200)	-	(1,266,200)
Permit and License Fees	(3,200)	-	(3,200)	-	(3,200)	-	(3,200)	-	(3,200)	-	(3,200)
Other Revenue	(1,084,728)	15,000	(1,069,728)	-	(1,069,728)	-	(1,069,728)	-	(1,069,728)	-	(1,069,728)
Transfer from Own Funds	-	(215,730)	(215,730)	(8,504)	(224,234)	(8,616)	(232,850)	(8,790)	(241,640)	(8,968)	(250,608)
TOTAL REVENUE	(15,685,355)	(734,870)	(16,420,225)	(253,949)	(16,674,174)	(243,453)	(16,917,627)	(247,428)	(17,165,055)	(252,353)	(17,417,408)
EXPENSE											
Salaries, Wages & Benefits	8,429,904	447,145	8,877,049	175,170	9,052,219	178,673	9,230,892	-	9,230,892	-	9,230,892
Service and Maintenance Contracts	1,134,733	52,982	1,187,715	7,683	1,195,398	6,037	1,201,435	6,110	1,207,545	6,962	1,214,507
Consulting and Professional Services	586,499	305,000	891,499	50,000	941,499	50,000	991,499	50,000	1,041,499	50,000	1,091,499
Fuel	667,000	(55,000)	612,000	40	612,040	41	612,081	42	612,123	42	612,165
Equipment and Vehicle Rental	40,126	4,655	44,781	13,164	57,945	410	58,355	414	58,769	418	59,187
Communication and Technology	2,283,099	78,588	2,361,687	7,000	2,368,687	7,500	2,376,187	7,800	2,383,987	8,200	2,392,187
Insurance	20,000	-	20,000	-	20,000	-	20,000	-	20,000	-	20,000
Materials and Supplies	439,758	(34,000)	405,758	-	405,758	-	405,758	-	405,758	-	405,758
Utility User Fees	23,033	(40,400)	(17,367)	892	(16,475)	792	(15,683)	815	(14,868)	840	(14,028)
Municipal Grants	205,000	-	205,000	-	205,000	-	205,000	-	205,000	-	205,000
Transfer to Own Funds	11,583	(68,000)	(56,417)	-	(56,417)	-	(56,417)	-	(56,417)	-	(56,417)
Contribution to Capital	818,000	-	818,000	-	818,000	-	818,000	-	818,000	-	818,000
Other Supplies and Expense	1,026,620	43,900	1,070,520	-	1,070,520	-	1,070,520	182,247	1,252,767	185,891	1,438,658
TOTAL EXPENSE	15,685,355	734,870	16,420,225	253,949	16,674,174	243,453	16,917,627	247,428	17,165,055	252,353	17,417,408
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
RENTALS & LEASES					
- Remove Bedford House Revenue	53,000	-	-	-	-
RENTALS & LEASES	53,000	-	-	-	-
OTHER REVENUE					
- Reduce Film Revenue (for Reserve)	15,000				
OTHER REVENUE	15,000	-	-	-	-
TRANSFER FROM OWN FUNDS					
- Election 2018 from Reserves	(161,000)	-	-	-	-
TRANSFER FROM OWN FUNDS	(161,000)	-	-	-	-
REVENUE ADJUSTMENTS	(93,000)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One more day in the year	29,430				
- Steps and increments	79,305				
- Auxiliary benefit load increase	1,013				
- Contract increase	161,665	164,903	168,201		
SALARY, WAGES & BENEFITS	271,413	164,903	168,201	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Youth Family services contract	9,793	7,683	6,037	6,110	6,962
SERVICE AND MAINTENANCE CONTRACTS	9,793	7,683	6,037	6,110	6,962
CONSULTING AND LEGAL SERVICES					
- Election 2018 from Reserves (\$161K from Reserves)	215,000	-	-	-	-
- Consulting services budget increase	20,000	-	-	-	-
- Legal fees budget increase	50,000	50,000	50,000	50,000	50,000
- Security Auditing	20,000	-	-	-	-
CONSULTING AND LEGAL SERVICES	305,000	50,000	50,000	50,000	50,000
EQUIPMENT & VEHICLE RENTAL					
- Equipment increases	267	270	273	276	278
EQUIPMENT & VEHICLE RENTAL	267	270	273	276	278
COMMUNICATION AND TECHNOLOGY					
- Tempest IntelliSearch annual fees transfer from Taxes	2,288	-	-	-	-
- Tempest eDeferment annual fees transfer from Taxes	4,100	-	-	-	-
- Contractual increases for software	39,000	7,000	7,500	7,800	8,200
- Contractual increases for hardware	23,500	-	-	-	-
- Budget increase for phone costs	9,400	-	-	-	-
COMMUNICATION AND TECHNOLOGY	78,288	7,000	7,500	7,800	8,200
UTILITY USER FEES					
- Move excess budget in Gas to Fiscal	(8,440)	-	-	-	-
- Increase to electricity		460	408	420	433
- Reduction in budget for materials	(31,960)	-	-	-	-
UTILITY USER FEES	(40,400)	460	408	420	433
TRANSFER TO RESERVES					
- Remove Bedford House revenue transfer to land reserve	(53,000)	-	-	-	-
- Reduce Transfer to Film Revenue	(15,000)	-	-	-	-
TRANSFER TO RESERVES	(68,000)	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Director's contingency budget reallocation corporate wide	7,800	-	-	-	-
- Budget increase for travel expenses	5,810	-	-	-	-
- Budget increase for conference expenses	12,000	-	-	-	-
- Budget increase for membership expenses	6,000	-	-	-	-
- Budget increase for subscription expenses	2,250	-	-	-	-
- Budget increase for freight expenses	500	-	-	-	-
OTHER SUPPLIES AND EXPENSES	34,360	-	-	-	-
FISCAL SERVICES	8,440	-	-	171,565	174,996
EXPENSE ADJUSTMENTS	599,161	230,316	232,419	236,171	240,869
NET NON-DISCRETIONARY ADJUSTMENTS	506,161	230,316	232,419	236,171	240,869

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
SALES OF SERVICES					
- Airport Tie Down Fee	(4,000)				
- Airport Visitor Parking Fee	(1,000)				
- Airport Hydro Usage Fee	(200)				
- Jet A Fuel Sales	70,000				
- AVGAS Fuel Sales	(20,000)				
SALES OF SERVICES	44,800	-	-	-	-
RENTALS & LEASES					
- Lease Revenue	(20,000)	-	-	-	-
RENTALS & LEASES	(20,000)	-	-	-	-
TRANSFER FROM OWN FUNDS					
- Airport Transfer From Reserve to fund Operations	(54,730)	(8,504)	(8,616)	(8,790)	(8,968)
TRANSFER FROM OWN FUNDS	(54,730)	(8,504)	(8,616)	(8,790)	(8,968)
REVENUE ADJUSTMENTS	(29,930)	(8,504)	(8,616)	(8,790)	(8,968)
EXPENSE					
SALARY, WAGES & BENEFITS					
- One more day in the year	1,414	-	-	-	-
- Steps and increments	48,052	-	-	-	-
- Auxiliary benefit load increase	20	-	-	-	-
- Contract increase	7,709	7,896	8,054	-	-
SALARY, WAGES & BENEFITS	57,195	7,896	8,054	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Snow Removal	2,000	-	-	-	-
- Miscellaneous contract services	189	-	-	-	-
- Line Painting	22,000	-	-	-	-
- Paving/Crack Sealing	5,000	-	-	-	-
- Fencing	2,000	-	-	-	-
- Ground Side Mowing and Landscaping	9,000	-	-	-	-
- Jet A system repairs	1,500	-	-	-	-
- AVGAS - System repairs	1,500	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	43,189	-	-	-	-
FUEL					
- Jet A Fuel purchase	(60,000)	-	-	-	-
- AVGAS fuel purchase	5,000	-	-	-	-
- Fuel for Maintenance Equipment and Truck	-	40	41	42	42
FUEL	(55,000)	40	41	42	42
EQUIPMENT & VEHICLE RENTAL					
- Monthly vehicle	129	130	131	132	134
- Hourly vehicle	6	6	6	6	6
- Operating Impact of TOL Capital Programs	4,253	12,758	-	-	-
EQUIPMENT & VEHICLE RENTAL	4,388	12,894	137	138	140
COMMUNICATION AND TECHNOLOGY					
- Internet	300	-	-	-	-
COMMUNICATION AND TECHNOLOGY	300	-	-	-	-
MATERIALS & SUPPLIES					
- Materials and Supplies	(8,000)	-	-	-	-
- Jet A - System Materials/Supplies	(13,000)	-	-	-	-
- AVGAS - System materials and supplies	(13,000)	-	-	-	-
MATERIALS & SUPPLIES	(34,000)	-	-	-	-
UTILITY USER FEES					
- Increase to electricity	-	432	384	395	407
UTILITY USER FEES	-	432	384	395	407
OTHER SUPPLIES AND EXPENSES					
- Conference	1,000	-	-	-	-
- Advertising	100	-	-	-	-
OTHER SUPPLIES AND EXPENSES	1,100	-	-	-	-
FISCAL SERVICES	-	-	-	8,215	8,379
EXPENSE ADJUSTMENTS	17,172	21,262	8,616	8,790	8,968
NET NON-DISCRETIONARY ADJUSTMENTS	(12,758)	12,758	-	-	-

Township of Langley
 FIVE YEAR OPERATING PLAN
 AIRPORT - DISCRETIONARY ADJUSTMENTS

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
REVENUE ADJUSTMENTS	-	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Support Clerk (3 days per week)	33,180	-	-	-	-
- Maintenance & Fueler	85,357	-	-	-	-
- contract increase on Discretionary Salary & Wages	-	2,371	2,418	-	-
SALARY, WAGES & BENEFITS	118,537	2,371	2,418	-	-
FISCAL SERVICES	-	-	-	2,467	2,516
EXPENSE ADJUSTMENTS	118,537	2,371	2,418	2,467	2,516
NET DISCRETIONARY ADJUSTMENTS	118,537	2,371	2,418	2,467	2,516

**TOWNSHIP OF LANGLEY
HUMAN RESOURCES
2018-2022 OPERATING BUDGET**

	2017	2018	2018	2019	2019	2020	2020	2021	2021	2022	2022
	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET
	(Base)										
TAX REVENUE											
Property Tax Base			(1,568,951)		(1,663,792)		(1,725,516)		(1,787,874)		(1,850,880)
Property Tax from New Growth		(47,069)	(47,069)	(33,276)	(33,276)	(34,510)	(34,510)	(35,757)	(35,757)	(37,018)	(37,018)
Property Tax Change		(47,772)	(47,772)	(28,448)	(28,448)	(27,848)	(27,848)	(27,249)	(27,249)	3,352	3,352
	(1,568,951)	(94,841)	(1,663,792)	(61,724)	(1,725,516)	(62,358)	(1,787,874)	(63,006)	(1,850,880)	(33,666)	(1,884,546)
NON-TAX REVENUE											
Service Cost Recoveries	(87,527)	-	(87,527)	-	(87,527)	-	(87,527)	-	(87,527)	-	(87,527)
Sales of Services	(7,000)	-	(7,000)	-	(7,000)	-	(7,000)	-	(7,000)	-	(7,000)
Other Revenue	(209,027)	-	(209,027)	-	(209,027)	-	(209,027)	-	(209,027)	-	(209,027)
Internal Recoveries	-	(10,000)	(10,000)	-	(10,000)	-	(10,000)	-	(10,000)	-	(10,000)
TOTAL REVENUE	(1,872,505)	(104,841)	(1,977,346)	(61,724)	(2,039,070)	(62,358)	(2,101,428)	(63,006)	(2,164,434)	(33,666)	(2,198,100)
EXPENSE											
Salaries, Wages & Benefits	1,536,356	49,841	1,586,197	31,724	1,617,921	32,358	1,650,279	-	1,650,279	-	1,650,279
Service and Maintenance Contracts	300	-	300	-	300	-	300	-	300	-	300
Consulting and Professional Services	192,685	-	192,685	-	192,685	-	192,685	-	192,685	-	192,685
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	(70,000)	10,000	(60,000)	-	(60,000)	-	(60,000)	-	(60,000)	-	(60,000)
Other Supplies and Expense	88,564	45,000	133,564	30,000	163,564	30,000	193,564	63,006	256,570	33,666	290,236
TOTAL EXPENSE	1,872,505	104,841	1,977,346	61,724	2,039,070	62,358	2,101,428	63,006	2,164,434	33,666	2,198,100
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
INTERNAL RECOVERIES					
- 2017 for HR Wellness Recovery, correct object code	(10,000)	-	-	-	-
INTERNAL RECOVERIES	(10,000)	-	-	-	-
REVENUE ADJUSTMENTS	(10,000)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One more day in the year	4,834	-	-	-	-
- Steps and increments	12,732	-	-	-	-
- Auxiliary benefit load increase	1,260	-	-	-	-
- Contract increase	31,015	31,724	32,358	-	-
SALARY, WAGES & BENEFITS	49,841	31,724	32,358	-	-
INTERNAL CHARGES & RECOVERIES					
- 2017 for HR Wellness Recovery, correct object code	10,000	-	-	-	-
INTERNAL CHARGES & RECOVERIES	10,000	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Exempt Manager certification program	20,000	30,000	30,000	30,000	-
- Director's contingency budget reallocation corporate wide	25,000	-	-	-	-
OTHER SUPPLIES AND EXPENSES	45,000	30,000	30,000	30,000	-
FISCAL SERVICES	-	-	-	33,006	33,666
EXPENSE ADJUSTMENTS	104,841	61,724	62,358	63,006	33,666
NET NON-DISCRETIONARY ADJUSTMENTS	94,841	61,724	62,358	63,006	33,666

**TOWNSHIP OF LANGLEY
FINANCE
2018-2022 OPERATING BUDGET**

	2017	2018	2018	2019	2019	2020	2020	2021	2021	2022	2022
	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET
	(Base)										
Property Tax Base			(3,845,182)		(3,935,571)		(4,001,582)		(4,068,912)		(4,137,589)
Property Tax from New Growth		(115,355)	(115,355)	(78,711)	(78,711)	(80,032)	(80,032)	(81,378)	(81,378)	(82,752)	(82,752)
Property Tax Change		24,966	24,966	12,700	12,700	12,701	12,701	12,702	12,702	12,703	12,703
	(3,845,182)	(90,389)	(3,935,571)	(66,011)	(4,001,582)	(67,330)	(4,068,912)	(68,676)	(4,137,589)	(70,049)	(4,207,637)
Service Cost Recoveries	(2,200)	-	(2,200)	-	(2,200)	-	(2,200)	-	(2,200)	-	(2,200)
Sales of Services	(181,531)	-	(181,531)	-	(181,531)	-	(181,531)	-	(181,531)	-	(181,531)
Investment Income	(105,001)	-	(105,001)	-	(105,001)	-	(105,001)	-	(105,001)	-	(105,001)
Other Revenue	(350,150)	-	(350,150)	-	(350,150)	-	(350,150)	-	(350,150)	-	(350,150)
TOTAL REVENUE	(4,484,064)	(90,389)	(4,574,453)	(66,011)	(4,640,464)	(67,330)	(4,707,794)	(68,676)	(4,776,471)	(70,049)	(4,846,519)
EXPENSE											
Salaries, Wages & Benefits	3,150,067	90,511	3,240,578	64,872	3,305,450	66,169	3,371,619	-	3,371,619	-	3,371,619
Service and Maintenance Contracts	51,538	-	51,538	-	51,538	-	51,538	-	51,538	-	51,538
Consulting and Professional Services	90,516	1,050	91,566	1,071	92,637	1,092	93,729	1,114	94,844	1,137	95,980
Equipment and Vehicle Rental	6,760	68	6,828	68	6,896	69	6,965	70	7,035	70	7,105
Communication and Technology	12,018	(6,388)	5,630	-	5,630	-	5,630	-	5,630	-	5,630
Insurance	1,077,151	-	1,077,151	-	1,077,151	-	1,077,151	-	1,077,151	-	1,077,151
Materials and Supplies	38,253	-	38,253	-	38,253	-	38,253	-	38,253	-	38,253
Internal Charges & Recoveries	(1,500)	-	(1,500)	-	(1,500)	-	(1,500)	-	(1,500)	-	(1,500)
Other Supplies and Expense	59,261	5,148	64,409	-	64,409	-	64,409	67,492	131,901	68,842	200,743
TOTAL EXPENSE	4,484,064	90,389	4,574,453	66,011	4,640,464	67,330	4,707,794	68,676	4,776,471	70,049	4,846,519
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
REVENUE ADJUSTMENTS	-	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One more day in the year	11,261	-	-	-	-
- Steps and increments	14,843	-	-	-	-
- Auxiliary benefit load increase	821	-	-	-	-
- Contract increase	63,586	64,872	66,169	-	-
SALARY, WAGES & BENEFITS	90,511	64,872	66,169	-	-
CONSULTING AND LEGAL SERVICES					
- Audit Fee - Annual Increase	1,050	1,071	1,092	1,114	1,137
CONSULTING AND LEGAL SERVICES	1,050	1,071	1,092	1,114	1,137
EQUIPMENT & VEHICLE RENTAL					
- Equipment increases	68	68	69	70	70
EQUIPMENT & VEHICLE RENTAL	68	68	69	70	70
COMMUNICATION AND TECHNOLOGY					
- Tempest IntelliSearch annual fees transfer to IT	(2,288)	-	-	-	-
- Tempest deferment annual fees transfer to IT	(4,100)	-	-	-	-
COMMUNICATION AND TECHNOLOGY	(6,388)	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Director's contingency budget reallocation corporate wide	5,148	-	-	-	-
OTHER SUPPLIES AND EXPENSES	5,148	-	-	-	-
FISCAL SERVICES	-	-	-	67,492	68,842
EXPENSE ADJUSTMENTS	90,389	66,011	67,330	68,676	70,049
NET NON-DISCRETIONARY ADJUSTMENTS	90,389	66,011	67,330	68,676	70,049

**TOWNSHIP OF LANGLEY
COMMUNITY DEVELOPMENT
2018-2022 OPERATING BUDGET**

	2017 BUDGET (Base)	2018 Change	2018 BUDGET	2019 Change	2019 BUDGET	2020 Change	2020 BUDGET	2021 Change	2021 BUDGET	2022 Change	2022 BUDGET
TAX REVENUE											
Property Tax Base			(1,948,219)		68,472		(17,604)		(177,085)		(340,039)
Property Tax from New Growth		(58,447)	(58,447)	1,369	1,369	(352)	(352)	(3,542)	(3,542)	(6,801)	(6,801)
Property Tax Change		2,075,138	2,075,138	(87,445)	(87,445)	(159,129)	(159,129)	(159,412)	(159,412)	(159,695)	(159,695)
	(1,948,219)	2,016,691	68,472	(86,076)	(17,604)	(159,481)	(177,085)	(162,954)	(340,039)	(166,496)	(506,535)
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	(5,333,963)	(1,150,700)	(6,484,663)	-	(6,484,663)	-	(6,484,663)	-	(6,484,663)	-	(6,484,663)
Development Revenue	(1,590,597)	(1,103,000)	(2,693,597)	-	(2,693,597)	-	(2,693,597)	-	(2,693,597)	-	(2,693,597)
Other Revenue	(157,464)	(150,000)	(307,464)	-	(307,464)	-	(307,464)	-	(307,464)	-	(307,464)
Transfer from Own Funds	(80,000)	-	(80,000)	-	(80,000)	-	(80,000)	-	(80,000)	-	(80,000)
TOTAL REVENUE	(9,183,942)	(387,009)	(9,570,951)	(86,076)	(9,657,027)	(159,481)	(9,816,508)	(162,954)	(9,979,462)	(166,496)	(10,145,958)
EXPENSE											
Salaries, Wages & Benefits	7,481,906	307,731	7,789,637	155,793	7,945,430	158,909	8,104,339	-	8,104,339	-	8,104,339
Service and Maintenance Contracts	439,629	11,052	450,681	-	450,681	-	450,681	-	450,681	-	450,681
Consulting and Professional Services	387,122	-	387,122	-	387,122	-	387,122	-	387,122	-	387,122
Fuel	15,621	(2,621)	13,000	260	13,260	525	13,785	796	14,581	1,072	15,653
Equipment and Vehicle Rental	198,274	4,077	202,351	-	202,351	-	202,351	-	202,351	-	202,351
Communication and Technology	37,837	748	38,585	-	38,585	-	38,585	-	38,585	-	38,585
Materials and Supplies	119,482	(15,292)	104,190	-	104,190	-	104,190	-	104,190	-	104,190
Utility User Fees	1,186	-	1,186	23	1,209	47	1,256	71	1,327	95	1,422
Transfer to Own Funds	295,227	-	295,227	-	295,227	-	295,227	-	295,227	-	295,227
Contribution to Capital	-	70,000	70,000	(70,000)	-	-	-	-	-	-	-
Other Supplies and Expense	207,658	11,314	218,972	-	218,972	-	218,972	162,087	381,059	165,329	546,388
TOTAL EXPENSE	9,183,942	387,009	9,570,951	86,076	9,657,027	159,481	9,816,508	162,954	9,979,462	166,496	10,145,958
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
PERMIT & LICENSE FEES					
- Increase in Permit & License Fees	(368,000)				
PERMIT & LICENSE FEES	(368,000)	-	-	-	-
DEVELOPMENT REVENUE					
- Increase in Development Revenue	(378,000)				
DEVELOPMENT REVENUE	(378,000)	-	-	-	-
OTHER REVENUE					
- Bylaw Revenue	(150,000)				
OTHER REVENUE	(150,000)	-	-	-	-
REVENUE ADJUSTMENTS	(896,000)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- One more day in the year	26,168	-	-	-	-
- Contract Increase	152,744	155,793	158,909	-	-
- additional budget required for 2016, 2017 for 2016-2020 contract	5,966	-	-	-	-
- New Bylaw officer from 2017, Annualization	40,363	-	-	-	-
- Social Planner hired in 2017 at amount greater than budget	31,610	-	-	-	-
- Increments and Step Increase	50,213	-	-	-	-
- Auxiliary benefit load increase	667	-	-	-	-
SALARY, WAGES & BENEFITS	307,731	155,793	158,909	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- LAP contract increase	7,052	-	-	-	-
- Turbidity Testing - reallocate budget to Contract from Materials	4,000	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	11,052	-	-	-	-
FUEL					
- Gasoline	(2,621)	260	525	796	1,072
FUEL	(2,621)	260	525	796	1,072
EQUIPMENT & VEHICLE RENTAL					
- Bylaw Enforcement Officer, Annualize Vehicle Rental for new	4,077	-	-	-	-
EQUIPMENT & VEHICLE RENTAL	4,077	-	-	-	-
COMMUNICATION AND TECHNOLOGY					
- Annualize expenses for approved 2017 positions	748	-	-	-	-
COMMUNICATION AND TECHNOLOGY	748	-	-	-	-
MATERIALS & SUPPLIES					
- Printer replacements and supplies	2,000	-	-	-	-
- Annualize expenses for approved 2017 positions	(13,292)	-	-	-	-
- Turbidity Testing - reallocate budget to Contract from Materials	(4,000)	-	-	-	-
MATERIALS & SUPPLIES	(15,292)	-	-	-	-
UTILITY USER FEES					
- Water/Sewer 2019-2022 increase	-	23	47	71	95
UTILITY USER FEES	-	23	47	71	95
CONTRIBUTION TO CAPITAL					
- One time contribution to capital for parking improvement	70,000	(70,000)	-	-	-
CONTRIBUTION TO CAPITAL	70,000	(70,000)	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Annualize expenses for approved 2017 positions	375	-	-	-	-
- Realign Director Contingencies	10,939	-	-	-	-
OTHER SUPPLIES AND EXPENSES	11,314	-	-	-	-
FISCAL SERVICES	-	-	-	162,087	165,329
EXPENSE ADJUSTMENTS	387,009	86,076	159,481	162,954	166,496
NET NON-DISCRETIONARY ADJUSTMENTS	(508,991)	86,076	159,481	162,954	166,496

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
PERMIT & LICENSE FEES					
- Increase in Permit & License Fees	(782,700)	-	-	-	-
PERMIT & LICENSE FEES	(782,700)	-	-	-	-
DEVELOPMENT REVENUE					
- Increase in Development Revenue	(725,000)	-	-	-	-
DEVELOPMENT REVENUE	(725,000)	-	-	-	-
REVENUE ADJUSTMENTS	(1,507,700)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Soil Bylaw RFT	80,000				
- Soil Bylaw Seasonal	(80,000)				
SALARY, WAGES & BENEFITS	-	-	-	-	-
EXPENSE ADJUSTMENTS	-	-	-	-	-
NET DISCRETIONARY ADJUSTMENTS	(1,507,700)	-	-	-	-

TOWNSHIP OF LANGLEY
FISCAL
2018-2022 OPERATING BUDGET

	2017	2018	2018	2019	2019	2020	2020	2021	2021	2022	2022
	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET	Change	BUDGET
	(Base)										
TAX REVENUE											
Property Tax Base			517,390		491,495		622,747		(1,523,658)		(4,007,305)
Property Tax from New Growth		15,522	15,522	9,830	9,830	12,455	12,455	(30,473)	(30,473)	(80,146)	(80,146)
Property Tax Change		(41,417)	(41,417)	121,422	121,422	(2,158,860)	(2,158,860)	(2,453,174)	(2,453,174)	(2,686,062)	(2,686,062)
	517,390	(25,895)	491,495	131,252	622,747	(2,146,405)	(1,523,658)	(2,483,647)	(4,007,305)	(2,766,208)	(6,773,513)
NON-TAX REVENUE											
Special Levies/Grants-In-Lieu	(4,470,967)	-	(4,470,967)	-	(4,470,967)	-	(4,470,967)	-	(4,470,967)	-	(4,470,967)
Sales of Services	(51,500)	-	(51,500)	-	(51,500)	-	(51,500)	-	(51,500)	-	(51,500)
Permit and License Fees	(29,800)	-	(29,800)	-	(29,800)	-	(29,800)	-	(29,800)	-	(29,800)
Investment Income	(1,545,600)	-	(1,545,600)	-	(1,545,600)	-	(1,545,600)	-	(1,545,600)	-	(1,545,600)
Other Revenue	6,811,868	-	6,811,868	-	6,811,868	-	6,811,868	-	6,811,868	-	6,811,868
Internal Recoveries	(4,893,102)	(264,105)	(5,157,207)	(166,252)	(5,323,459)	(246,697)	(5,570,156)	(225,389)	(5,795,545)	(236,716)	(6,032,261)
Transfer from Own Funds	-	(140,000)	(140,000)	-	(140,000)	-	(140,000)	-	(140,000)	-	(140,000)
External Unidentified Revenue	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)	-	(250,000)
TOTAL REVENUE	(3,911,711)	(430,000)	(4,341,711)	(35,000)	(4,376,711)	(2,393,102)	(6,769,813)	(2,709,036)	(9,478,849)	(3,002,924)	(12,481,773)
EXPENSE											
Salaries, Wages & Benefits	278,645	35,000	313,645	35,000	348,645	35,000	383,645	35,000	418,645	35,000	453,645
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	2,717,451	-	2,717,451	-	2,717,451	1,358,102	4,075,553	1,674,036	5,749,589	1,967,924	7,717,513
Contribution to Capital	-	-	-	-	-	1,000,000	1,000,000	1,000,000	2,000,000	1,000,000	3,000,000
External Unidentified	250,000	-	250,000	-	250,000	-	250,000	-	250,000	-	250,000
Other Supplies and Expense	569,073	395,000	964,073	-	964,073	-	964,073	-	964,073	-	964,073
TOTAL EXPENSE	3,911,711	430,000	4,341,711	35,000	4,376,711	2,393,102	6,769,813	2,709,036	9,478,849	3,002,924	12,481,773
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-

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

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
INTERNAL RECOVERIES					
- Administrative Overhead	(264,105)	(166,252)	(246,697)	(225,389)	(236,716)
INTERNAL RECOVERIES	(264,105)	(166,252)	(246,697)	(225,389)	(236,716)
TRANSFER FROM OWN FUNDS					
- Transfer from ASO Dental and Extended Reserve	(140,000)				
TRANSFER FROM OWN FUNDS	(140,000)	-	-	-	-
REVENUE ADJUSTMENTS	(404,105)	(166,252)	(246,697)	(225,389)	(236,716)
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
OTHER SUPPLIES AND EXPENSES					
- ASO Dental and Extended Health contingency	140,000	-	-	-	-
OTHER SUPPLIES AND EXPENSES	140,000	-	-	-	-
FISCAL SERVICES	255,000	-	-	-	-
EXPENSE ADJUSTMENTS	430,000	35,000	35,000	35,000	35,000
NET NON-DISCRETIONARY ADJUSTMENTS	25,895	(131,252)	(211,697)	(190,389)	(201,716)

Township of Langley
 FIVE YEAR OPERATING PLAN
 FISCAL - DISCRETIONARY ADJUSTMENTS

	2018	2019	2020	2021	2022
REVENUE (Non-Tax)					
REVENUE ADJUSTMENTS	-	-	-	-	-
EXPENSE					
TRANSFER TO RESERVES					
- Transfer to Reserves	-	-	1,358,102	1,674,036	1,967,924
TRANSFER TO RESERVES	-	-	1,358,102	1,674,036	1,967,924
Contribution to Capital	-	-			
- Contribution to Capital	-	-	1,000,000	1,000,000	1,000,000
Contribution to Capital	-	-	1,000,000	1,000,000	1,000,000
EXPENSE ADJUSTMENTS	-	-	2,358,102	2,674,036	2,967,924
NET DISCRETIONARY ADJUSTMENTS	-	-	2,358,102	2,674,036	2,967,924

**TOWNSHIP OF LANGLEY
WATER UTILITY
2018-2022 OPERATING BUDGET**

	2017 BUDGET (Base)	2018 Change	2018 Budget	2019 Change	2019 Budget	2020 Change	2020 Budget	2021 Change	2021 Budget	2022 Change	2022 Budget
RATES REVENUE											
Utility Levies		(675,000)	(20,022,886)	-	(20,672,682)	-	(21,396,085)		(22,145,885)	-	(22,921,877)
Estimated New Growth		(400,458)	(400,458)	(413,454)	(413,454)	(427,922)	(427,922)	(442,918)	(442,918)	(458,438)	(458,438)
Utility Levy increase		(249,338)	(249,338)	(309,949)	(309,949)	(321,878)	(321,878)	(333,074)	(333,074)	(343,227)	(343,227)
	(19,347,886)	(1,324,796)	(20,672,682)	(723,403)	(21,396,085)	(749,800)	(22,145,885)	(775,992)	(22,921,877)	(801,665)	(23,723,541)
NON-RATES REVENUE											
Sales of Services	(792,501)	(31,825)	(824,326)	-	(824,326)	-	(824,326)	-	(824,326)	-	(824,326)
Investment Income	(100,000)	-	(100,000)	-	(100,000)	-	(100,000)	-	(100,000)	-	(100,000)
Debt Repayment Contributions	(77,579)	(145,639)	(223,218)	(523,895)	(747,113)	-	(747,113)	64,979	(682,134)	-	(682,134)
Transfer from Own Funds	(208,209)	-	(208,209)	-	(208,209)	-	(208,209)	-	(208,209)	-	(208,209)
External Unidentified Revenue	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)
TOTAL REVENUE	(20,676,175)	(1,502,260)	(22,178,435)	(1,247,298)	(23,425,733)	(749,800)	(24,175,533)	(711,013)	(24,886,546)	(801,665)	(25,688,210)
EXPENSE											
Salaries, Wages & Benefits	3,740,727	215,700	3,956,427	120,687	4,077,114	87,122	4,164,236	14,844	4,179,080	-	4,179,080
Service and Maintenance Contracts	1,530,180	35,890	1,566,070	11,767	1,577,837	2,797	1,580,634	5,074	1,585,708	1,518	1,587,225
Consulting and Professional Services	114,996	-	114,996	-	114,996	-	114,996	-	114,996	-	114,996
Regional Charges/Recoveries	6,935,144	-	6,935,144	277,406	7,212,550	640,293	7,852,843	906,983	8,759,826	1,001,334	9,761,160
Fuel	-	4,100	4,100	82	4,182	84	4,266	85	4,351	87	4,438
Equipment and Vehicle Rental	568,662	12,225	580,887	7,534	588,421	5,910	594,331	6,120	600,451	5,937	606,388
Communication and Technology	66,471	(245)	66,226	50	66,276	25	66,301	50	66,351	50	66,401
Insurance	15,052	-	15,052	-	15,052	-	15,052	-	15,052	-	15,052
Materials and Supplies	525,811	16,782	542,593	16,406	558,999	1,800	560,799	4,788	565,587	-	565,587
Utility User Fees	668,483	(3,303)	665,180	38,731	703,911	20,638	724,549	21,404	745,953	21,801	767,754
Debt Principal and Interest	3,694,395	(548,379)	3,146,016	967,329	4,113,345	-	4,113,345	(64,979)	4,048,366	-	4,048,366
Internal Charges & Recoveries	1,233,539	7,664	1,241,203	5,300	1,246,503	62,760	1,309,263	80,735	1,389,998	89,756	1,479,754
Transfer to Own Funds	510,666	1,759,904	2,270,570	(198,764)	2,071,806	(71,719)	2,000,087	(347,911)	1,652,176	(404,046)	1,248,130
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	141,015	1,922	142,937	770	143,707	90	143,797	83,820	227,617	85,228	312,845
TOTAL EXPENSE	20,676,175	1,502,260	22,178,435	1,247,298	23,425,733	749,800	24,175,533	711,013	24,886,546	801,665	25,688,210
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-
Estimated New Growth Rate			2.00%		2.00%		2.00%		2.00%		2.00%
User Rate Increase			1.25%		1.50%		1.50%		1.50%		1.50%
Approximate value of a 1% Utility Increase			200,200		206,700		214,000		221,500		229,200

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

	2018	2019	2020	2021	2022
REVENUE (Non-Rates)					
SALES OF SERVICES					
- Secondary Suite increase	(19,000)	-	-	-	-
SALES OF SERVICES	(19,000)	-	-	-	-
DEBT REPAYMENT CONTRIBUTIONS					
- Debt MFA-3950 Issue 73 mature Dec 1,2020	12,600	-	-	64,979	-
- Internal Debt 64 Ave & 224 LAS P&I	(158,239)	-	-	-	-
- Jericho 72 ave @ 204 st repayment		(523,895)	-	-	-
DEBT REPAYMENT CONTRIBUTIONS	(145,639)	(523,895)	-	64,979	-
REVENUE ADJUSTMENTS	(164,639)	(523,895)	-	64,979	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Step/Increment Increase (Decrease)	4,522	-	-	-	-
- One extra day in the year	4,571	-	-	-	-
- Contract increase	83,349	77,951	80,341	-	-
- Aux benefit rate increase	262	-	-	-	-
- Airport Groundside Infrastructure Op Impact	2,688	-	-	-	-
- Operating Impact from Development Capital Works	20,917	-	-	-	-
- Operating Impact from Capital Construction	40,506	41,558	5,580	14,844	-
SALARY, WAGES & BENEFITS	156,815	119,509	85,921	14,844	-
SERVICE AND MAINTENANCE CONTRACTS					
- 80 Ave Watermain Extension OP Impact 2017 was in transportation	9,550	-	-	-	-
- Mowing Contract	204	208	212	216	220
- Surrey Dispatching Contract	200	205	210	215	221
- Airport Groundside Infrastructure Op Impact	630	-	-	-	-
- Operating Impact from Development Capital Works	5,060	-	-	-	-
- Operating Impact from ToL Capital Construction	(19,754)	10,354	1,350	3,592	-
- Corrosive Investigation Program	40,000	1,000	1,025	1,051	1,077
SERVICE AND MAINTENANCE CONTRACTS	35,890	11,767	2,797	5,074	1,518
REGIONAL DISTRICT CHARGES					
- Water Purchases	-	277,406	640,293	906,983	1,001,334
REGIONAL DISTRICT CHARGES	-	277,406	640,293	906,983	1,001,334
FUEL					
- Diesel	4,000	80	82	83	85
- Gasoline	100	2	2	2	2
FUEL	4,100	82	84	85	87
EQUIPMENT & VEHICLE RENTALS					
- Vehicle & Equipment Monthly Unit Rental	2,965	1,016	1,026	1,037	1,048
- Vehicle & Equipment Hourly Unit Rental	4,039	4,080	4,120	4,163	4,201
- Hired Equipment	661	668	674	681	688
- Airport Groundside Infrastructure Op Impact	42	-	-	-	-
- Operating Impact from Development Capital Works	338	-	-	-	-
- Operating Impact of ToL Capital Construction	4,180	1,570	90	239	-
- Pressure Reducing Valve Station: 58 Ave at 216 Street	-	200	-	-	-
EQUIPMENT & VEHICLE RENTALS	12,225	7,534	5,910	6,120	5,937
COMMUNICATION AND TECHNOLOGY					
- Metro Vancouver Geospatial	(245)	50	25	50	50
COMMUNICATION AND TECHNOLOGY	(245)	50	25	50	50
MATERIALS & SUPPLIES					
- Airport Groundside Infrastructure Op Impact	840	-	-	-	-
- Operating Impact from Development Capital Works	6,747	-	-	-	-
- Operating Impact from ToL Capital Construction	9,195	12,406	1,800	4,788	-
- Pressure Reducing Valve Station: 58 Ave at 216 Street	-	4,000	-	-	-
MATERIALS & SUPPLIES	16,782	16,406	1,800	4,788	-
UTILITY USER FEES					
- Electricity	(5,100)	23,161	20,548	21,165	21,801
- Natural Gas	1,000	-	-	-	-
- Operating Impact from Development Capital Works	337	-	-	-	-
- Operating Impact from ToL Capital Construction	460	15,570	90	239	-
- Pressure Reducing Valve Station: 58 Ave at 216 Street	-	200	-	-	-
UTILITY USER FEES	(3,303)	38,731	20,638	21,404	21,801

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

	2018	2019	2020	2021	2022
DEBT PRINCIPAL AND INTEREST					
- Bylaw 3950 Issue #73 Mature Dec 1, 2020 P&I	-	-	-	(64,979)	-
- Bylaw 4919 Issue #141 East Langley P&I	(571,061)	-	-	-	-
- Bylaw 4920 Issue #141 Maple Ridge Pump Station P&I	(121,759)	-	-	-	-
- External Debt 64 Ave & 224 LAS P&I	158,239	-	-	-	-
- Debt provision Internal for Jericho 72 ave at 204 st		967,329	-	-	-
- Bylaw 4921 labonte Crescent Watermain	(13,798)	-	-	-	-
DEBT PRINCIPAL AND INTEREST	(548,379)	967,329	-	(64,979)	-
INTERNAL CHARGES & RECOVERIES					
- Administrative overhead	(6,046)	4,863	62,319	80,289	89,306
- Small Equipment Replacement Contribution	13,710	437	441	446	450
INTERNAL CHARGES & RECOVERIES	7,664	5,300	62,760	80,735	89,756
TRANSFER TO RESERVES					
- Debt Servicing payment reduction transferred to Cap Wks Res	692,820	-	-	-	-
- Transfer to Water Capital Works Reserve	1,067,084	(198,764)	(71,719)	(347,911)	(404,046)
-	-	-	-	-	-
TRANSFER TO RESERVES	1,759,904	(198,764)	(71,719)	(347,911)	(404,046)
OTHER SUPPLIES AND EXPENSES					
- Operating Impact from Development Capital Works	337	-	-	-	-
- Operating Impact from ToL Capital Construction	460	570	90	239	-
- Director Contingency	1,125	-	-	-	-
- Pressure Reducing Valve Station: 58 Ave at 216 Street	-	200	-	-	-
OTHER SUPPLIES AND EXPENSES	1,922	770	90	239	-
FISCAL SERVICES	-	-	-	82,356	84,003
TOTAL EXPENSE ADJUSTMENTS	1,443,375	1,246,120	748,599	709,788	800,440
TOTAL NET NON-DISCRETIONARY ADJUSTMENTS	1,278,736	722,225	748,599	774,767	800,440

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

	2018	2019	2020	2021	2022
REVENUE (Non-Rates)					
SALES OF SERVICES					
- Water and Sewer Equipment Operator Iva - Recoverable work	(12,825)	-	-	-	-
SALES OF SERVICES	(12,825)	-	-	-	-
REVENUE ADJUSTMENTS	(12,825)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Infrastructure Asset Technician (1/5 split)	16,400	-	-	-	-
- Water and Sewer Construction Crew - Equipment Operator - TFT	(19,002)	-	-	-	-
- Water and Sewer Construction Crew - Equipment Operator - RFT	61,487	-	-	-	-
- Contract increase on Discretionary Salary & Wages	-	1,178	1,201	-	-
SALARY, WAGES & BENEFITS	58,885	1,178	1,201	-	-
FISCAL SERVICES	-	-	-	1,225	1,225
TOTAL EXPENSE ADJUSTMENTS	58,885	1,178	1,201	1,225	1,225
TOTAL NET DISCRETIONARY ADJUSTMENTS	46,060	1,178	1,201	1,225	1,225

**TOWNSHIP OF LANGLEY
SEWER UTILITY
2018-2022 OPERATING BUDGET**

	2017 BUDGET (Base)	2018 Change	2018 Budget	2019 Change	2019 Budget	2020 Change	2020 Budget	2021 Change	2021 Budget	2022 Change	2022 Budget
RATES REVENUE											
Utility Levies		(500,000)	(14,707,433)	-	(15,420,869)	-	(16,420,779)	-	(17,406,700)	-	(18,418,529)
Estimated New Growth		(294,149)	(294,149)	(308,417)	(308,417)	(328,416)	(328,416)	(348,134)	(348,134)	(368,371)	(368,371)
Utility Levy increase		(419,287)	(419,287)	(691,493)	(691,493)	(657,505)	(657,505)	(663,695)	(663,695)	(318,186)	(318,186)
	(14,207,433)	(1,213,436)	(15,420,869)	(999,910)	(16,420,779)	(985,921)	(17,406,700)	(1,011,829)	(18,418,529)	(686,557)	(19,105,085)
NON-RATES REVENUE											
Sales of Services	(338,318)	(24,125)	(362,443)	-	(362,443)	-	(362,443)	-	(362,443)	-	(362,443)
Investment Income	(135,000)	-	(135,000)	-	(135,000)	-	(135,000)	-	(135,000)	-	(135,000)
External Unidentified Revenue	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)
TOTAL REVENUE	(14,830,751)	(1,237,561)	(16,068,312)	(999,910)	(17,068,222)	(985,921)	(18,054,143)	(1,011,829)	(19,065,972)	(686,557)	(19,752,528)
EXPENSE											
Salaries, Wages & Benefits	2,233,266	91,087	2,324,353	96,905	2,421,258	49,318	2,470,576	-	2,470,576	-	2,470,576
Service and Maintenance Contracts	648,535	2,407	650,942	19,860	670,802	562	671,364	215	671,579	221	671,799
Consulting and Professional Services	112,607	-	112,607	-	112,607	-	112,607	-	112,607	-	112,607
Regional Charges/Recoveries	6,741,622	829,469	7,571,091	998,808	8,569,899	862,095	9,431,994	896,844	10,328,838	572,754	10,901,592
Fuel	8,481	-	8,481	170	8,651	173	8,824	177	9,001	181	9,182
Equipment and Vehicle Rental	339,720	(18)	339,702	4,250	343,952	3,443	347,395	3,462	350,857	3,501	354,358
Communication and Technology	29,739	(245)	29,494	50	29,544	25	29,569	50	29,619	50	29,669
Insurance	15,057	-	15,057	-	15,057	-	15,057	-	15,057	-	15,057
Materials and Supplies	554,404	6,541	560,945	12,818	573,763	230	573,993	-	573,993	-	573,993
Utility User Fees	145,562	15,524	161,086	6,140	167,226	4,689	171,915	4,829	176,744	4,974	181,718
Debt Principal and Interest	667,944	-	667,944	-	667,944	-	667,944	-	667,944	-	667,944
Internal Charges & Recoveries	837,687	76,467	914,154	51,408	965,562	65,355	1,030,917	56,840	1,087,757	54,476	1,142,233
Transfer to Own Funds	1,975,116	216,237	2,191,353	(191,353)	2,000,000	-	2,000,000	-	2,000,000	-	2,000,000
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	127,615	92	127,707	854	128,561	31	128,592	49,412	178,004	50,400	228,404
TOTAL EXPENSE	14,830,751	1,237,561	16,068,312	999,910	17,068,222	985,921	18,054,143	1,011,829	19,065,972	686,557	19,752,528
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-
Estimated New Growth Rate			2.00%		2.00%		2.00%		2.00%		2.00%
User Rate Increase			2.85%		4.48%		4.00%		3.81%		1.73%
Approximate value of a 1% Utility Increase			147,100		154,200		164,200		174,100		184,200

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

	2018	2019	2020	2021	2022
REVENUE (Non-Rates)					
SALES OF SERVICES					
- Secondary Suite Program	(22,700)	-	-	-	-
SALES OF SERVICES	(22,700)	-	-	-	-
REVENUE ADJUSTMENTS	(22,700)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Step/Increment	4,923	-	-	-	-
- One extra day in the year	3,260	-	-	-	-
- Contract increase	51,516	45,982	47,910	-	-
- AUX benefit rate increase	233	-	-	-	-
- Airport Groundside Infrastructure Op Impact	640	-	-	-	-
- Operating Impact from Development Capital Works	5,089	-	-	-	-
- Operating Impact from ToL Capital Construction	186	50,418	903	-	-
SALARY, WAGES & BENEFITS	65,847	96,400	48,813	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Surrey Dispatching Contract- 2018-2022	200	205	210	215	221
- Airport Groundside Infrastructure Op Impact	150	-	-	-	-
- Operating Impact from Development Capital Works	1,984	-	-	-	-
- Operating Impact from ToL Capital Construction	73	19,655	352	-	-
SERVICE AND MAINTENANCE CONTRACTS	2,407	19,860	562	215	221
REGIONAL DISTRICT CHARGES					
- Greater Vancouver Sewer and Drainage District Levy	814,027	998,808	862,095	896,844	572,754
- City of Langley Effluent Transmission	15,442	-	-	-	-
REGIONAL DISTRICT CHARGES	829,469	998,808	862,095	896,844	572,754
FUEL					
- Diesel	-	170	173	177	181
FUEL	-	170	173	177	181
EQUIPMENT & VEHICLE RENTALS					
- Vehicle & Equipment Monthly Unit Rental	2,406	451	455	460	465
- Vehicle & Equipment Hourly Unit Rental	(3,701)	1,753	1,771	1,788	1,810
- Hired Equipment	1,178	1,191	1,202	1,214	1,226
- Airport Groundside Infrastructure Op Impact	10	-	-	-	-
- Operating Impact from Development Capital Works	86	-	-	-	-
- Operating Impact from ToL Capital Construction	3	855	15	-	-
EQUIPMENT & VEHICLE RENTALS	(18)	4,250	3,443	3,462	3,501
COMMUNICATION AND TECHNOLOGY					
- Metro Vancouver Geospatial	(245)	50	25	50	50
COMMUNICATION AND TECHNOLOGY	(245)	50	25	50	50
MATERIALS & SUPPLIES					
- Airport Groundside Infrastructure Op Impact	200	-	-	-	-
- Operating Impact from Development Capital Works	1,294	-	-	-	-
- Operating Impact from ToL Capital Construction	5,047	12,818	230	-	-
MATERIALS & SUPPLIES	6,541	12,818	230	-	-
UTILITY USER FEES					
- Electricity	5,438	5,285	4,689	4,829	4,974
- Operating Impact from Development Capital Works	86	-	-	-	-
- Operating Impact from ToL Capital Construction	10,000	855	-	-	-
UTILITY USER FEES	15,524	6,140	4,689	4,829	4,974
INTERNAL CHARGES & RECOVERIES					
- Small Equipment Replacement Contribution	13,710	437	441	446	450
- Administrative overhead	62,757	50,971	64,914	56,394	54,026
INTERNAL CHARGES & RECOVERIES	76,467	51,408	65,355	56,840	54,476
TRANSFER TO RESERVES					
- Increase in Transfer to Sewer Capital Works Reserve	216,237	(191,353)	-	-	-
TRANSFER TO RESERVES	216,237	(191,353)	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Operating Impact from Development Capital Works	86	-	-	-	-
- Operating Impact from ToL Capital Construction	6	854	31	-	-
OTHER SUPPLIES AND EXPENSES	92	854	31	-	-
FISCAL SERVICES	-	-	-	48,887	49,864
TOTAL EXPENSE ADJUSTMENTS	1,212,321	999,405	985,416	1,011,304	686,021
TOTAL NET NON-DISCRETIONARY ADJUSTMENTS	1,189,621	999,405	985,416	1,011,304	686,021

Township of Langley
FIVE YEAR OPERATING PLAN
SEWER - DISCRETIONARY ADJUSTMENTS

	2018	2019	2020	2021	2022
REVENUE (Non-Rates)					
SALES OF SERVICES					
- Water and Sewer Equipment Operator Iva - Recoverable work	(1,425)	-	-	-	-
SALES OF SERVICES	(1,425)	-	-	-	-
REVENUE ADJUSTMENTS	(1,425)	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Infrastructure Asset Technician (1/5 split)	16,400	-	-	-	-
- Water and Sewer Construction Crew - Equipment Operator - TFT	(4,750)	-	-	-	-
- Water and Sewer Construction Crew - Equipment Operator - RFT	13,590	-	-	-	-
- Contract increase on Discretionary Salary & Wages	-	505	505	-	-
SALARY, WAGES & BENEFITS	25,240	505	505	-	-
FISCAL SERVICES	-	-	-	525	536
TOTAL EXPENSE ADJUSTMENTS	25,240	505	505	525	536
TOTAL NET DISCRETIONARY ADJUSTMENTS	23,815	505	505	525	536

**TOWNSHIP OF LANGLEY
SOLID WASTE UTILITY
2018-2022 OPERATING BUDGET**

	2017 BUDGET (Base)	2018 Changes	2018 Budget	2019 Changes	2019 Budget	2020 Changes	2020 Budget	2021 Changes	2021 Budget	2022 Changes	2022 Budget
RATES REVENUE											
Utility Levies	(6,700,533)	-	(6,700,533)		(6,834,574)		(7,073,735)		(7,321,090)		(7,577,431)
Estimated New Growth		(134,011)	(134,011)	(136,691)	(136,691)	(141,475)	(141,475)	(146,422)	(146,422)	(151,549)	(151,549)
Utility Levy increase	-	(30)	(30)	(102,470)	(102,470)	(105,880)	(105,880)	(109,919)	(109,919)	(113,855)	(113,855)
	(6,700,533)	(134,041)	(6,834,574)	(239,161)	(7,073,735)	(247,355)	(7,321,090)	(256,341)	(7,577,431)	(265,404)	(7,842,835)
NON-RATES REVENUE											
Sales of Services	(58,269)	39,347	(18,922)	-	(18,922)	-	(18,922)	-	(18,922)	-	(18,922)
Investment Income	(40,000)	-	(40,000)	-	(40,000)	-	(40,000)	-	(40,000)	-	(40,000)
External Unidentified Revenue	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)	-	(150,000)
TOTAL REVENUE	(6,948,802)	(94,694)	(7,043,496)	(239,161)	(7,282,657)	(247,355)	(7,530,012)	(256,341)	(7,786,353)	(265,404)	(8,051,757)
EXPENSE											
Salaries, Wages & Benefits	698,713	(61,409)	637,304	12,746	650,050	13,001	663,051	-	663,051	-	663,051
Service and Maintenance Contracts	4,934,336	417,567	5,351,903	198,232	5,550,135	198,232	5,748,367	198,232	5,946,599	198,232	6,144,831
Consulting and Professional Services	20,000	-	20,000	-	20,000	-	20,000	-	20,000	-	20,000
Equipment and Vehicle Rental	17,451	215	17,666	216	17,882	219	18,101	220	18,321	224	18,545
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	-	103,802	-	103,802	-	103,802	-	103,802	-	103,802
Internal Charges & Recoveries	383,075	10,869	393,944	5,027	398,971	7,903	406,874	8,768	415,642	13,252	428,894
Transfer to Own Funds	610,382	(315,548)	294,834	22,940	317,774	28,000	345,774	35,860	381,634	40,170	421,804
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	29,383	(7,000)	22,383	-	22,383	-	22,383	13,261	35,644	13,526	49,170
TOTAL EXPENSE	6,948,802	94,694	7,043,496	239,161	7,282,657	247,355	7,530,012	256,341	7,786,353	265,404	8,051,757
SHORTFALL/(SURPLUS)	-	-	-	-	-	-	-	-	-	-	-
Estimated New Growth Rate			2.00%		2.00%		2.00%		2.00%		2.00%
User Rate Increase (Decrease)			0.00%		1.50%		1.50%		1.50%		1.50%
Approximate value of a 1% Utility Increase			67,000		68,300		70,700		73,200		75,800

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

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
REVENUE (Non-Rates)					
SALES OF SERVICES					
- Cart Management - Exchange/Pickup/Additional Cart Fee	48,847	-	-	-	-
- Extra Waste Stickers	(9,500)	-	-	-	-
SALES OF SERVICES	39,347	-	-	-	-
REVENUE ADJUSTMENTS	39,347	-	-	-	-
EXPENSE					
SALARY, WAGES & BENEFITS					
- Step/Increment	529	-	-	-	-
- One extra day in the year	2,102	-	-	-	-
- Contract increase	15,758	12,746	13,001	-	-
- AUX benefit rate increase	161	-	-	-	-
- Temporary position to be reversed 1 yr funding only	(79,959)	-	-	-	-
SALARY, WAGES & BENEFITS	(61,409)	12,746	13,001	-	-
SERVICE AND MAINTENANCE CONTRACTS					
- Waste Collection	(15,318)	63,749	63,749	63,749	63,749
- Waste Disposal	64,157	37,350	37,350	37,350	37,350
- Organics Collection	92,779	63,263	63,263	63,263	63,263
- Organics Processing	251,971	29,189	29,189	29,189	29,189
- Cart Management - Exchange/Pickup/Additional Cart Fee	(851)	-	-	-	-
- Waste Collection - Large Pickup Item/Mattresses	28,921	4,681	4,681	4,681	4,681
- New Resident Cart Delivery	(1,092)	-	-	-	-
- Langley Reuses	(3,000)	-	-	-	-
SERVICE AND MAINTENANCE CONTRACTS	417,567	198,232	198,232	198,232	198,232
EQUIPMENT & VEHICLE RENTALS					
- Vehicle & Equipment Monthly Unit Rental	127	128	129	130	132
- Vehicle & Equipment Hourly Unit Rental	88	88	90	90	92
EQUIPMENT & VEHICLE RENTALS	215	216	219	220	224
INTERNAL CHARGES & RECOVERIES					
- Administrative overhead	10,869	5,027	7,903	8,768	13,252
INTERNAL CHARGES & RECOVERIES	10,869	5,027	7,903	8,768	13,252
TRANSFER TO RESERVES					
- Transfer to/(from) Solid Waste Surplus	(315,548)	22,940	28,000	35,860	40,170
TRANSFER TO RESERVES	(315,548)	22,940	28,000	35,860	40,170
CONTRIBUTION TO CAPITAL					
- Contribution to Capital - Annual Equipment Replacement	50,000	-	-	-	-
CONTRIBUTION TO CAPITAL	50,000	-	-	-	-
OTHER SUPPLIES AND EXPENSES					
- Langley Reuses	(7,000)	-	-	-	-
OTHER SUPPLIES AND EXPENSES	(7,000)	-	-	-	-
FISCAL SERVICES	-	-	-	13,261	13,526
TOTAL EXPENSE ADJUSTMENTS	94,694	239,161	247,355	256,341	265,404
TOTAL NET NON-DISCRETIONARY ADJUSTMENTS	134,041	239,161	247,355	256,341	265,404