

May 31st, 2022

Town of White City
Box 220 Station Main
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White City, Saskatchewan
S4L 5B1

RE: Town of White City—RM of Edenwold Annexation Restated Financial Impact Assessment

Enclosed is the new restated financial impact assessment (“FIA”) of the Town of White City’s proposed annexation. The analysis was originally undertaken in 2017/2018, with an addendum issued in 2020. The addendum updated certain data elements such as the capital plan to reflect 2018 and 2019 actuals but retained other aspects such as the original review period and “base year” for key inputs.

Given the time that has elapsed since the original FIA and addendum, this new restated FIA updates and amends assumptions, base data, and other key information and, therefore, supersedes and replaces all information contained in previous FIA’s. In so doing, this new restated FIA ensures the Saskatchewan Municipal Board (“SMB”) has information that reflects current realities, current assumptions, and is in alignment with the Growth Study prepared by ISL Engineering and Land Services (“ISL”) in 2022.

As it pertains to this restated FIA in general:

- The restated FIA review period is 24-years (2024-2047) in alignment with the annexation time frame reflected in the Growth Study.

As it pertains to the analysis of impact on the Town of White City (“Town”):

- The Town’s annexation capital plan and capital financing plan are in alignment with the new review period and reflect current master plans/capital plans, up-to-date cost estimates, up-to-date construction timing, etc.

- The Town's existing debt and payment schedule is current up to the most recent year-end (end-2021).
- The Town's base mill rate reflects the proposed mill rates for 2022. Similarly, the Town's base tax charges for developed and undeveloped properties reflect proposed charges for 2022.
- The assessment forecast is underpinned by actual assessment values for 2022.
- The land staging plan aligns with the Growth Study prepared by ISL in 2022.
- The forecast tax impacts and debt impacts on the Town reflect all current data and assumptions. Both remain within viable thresholds. As a result, the overall conclusion of this restated FIA (as it pertains to the Town of White City) remains the same as the FIA and Addendum undertaken in 2017 and 2020 respectively—the annexation is viable and sustainable as discussed in *Section 11* and *Section 12*.

As it pertains to the analysis of impact on the RM of Edenwold ("RM"):

- From 2017 up to the time of writing of this restated FIA (early 2022), the RM was unable to provide the financial information necessary to support this financial impact assessment. Accordingly, this report draws from other available sources (e.g., published RM budget details for 2021, RM website, SAMA assessment, internal Town estimates, etc.).
- The RM's mill rates reflect the uniform and adjusted mill rates for 2022.
- Annual impacts on the RM stemming from the proposed annexation are included in *Section 13*. These include forecast taxes lost, other revenues lost, and expenses shed. Similarly, one-time impacts on the RM stemming from the proposed annexation are also included in *Section 15*. These include development levies and servicing fees, cash-in-lieu-, stranded debts, stranded liabilities, and other considerations.
- The recommended financial compensation and transfer of funds as it pertains to the

proposed annexation is included in *Section 13*.

As it pertains to the impact on annexation area landowners:

- The tax impact on annexation area landowners reflects the forecast mill rates in the Town and the RM in 2024. This is discussed further in *Section 14*.

Respectfully,



Greg Weiss
President



Final Report
Town of White City/RM of Edenwold
Annexation Financial Impact Assessment

May 2022

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2 DOCUMENT INFORMATION

2.1 Revision History

Version Number	Revision Date	Description
4.0	May 31 st 2022	Restated FIA. CORVUS Business Advisors. FINAL.

2.2 Acronyms and Terms

Acronym or Term	Explanation
CPI	Consumer Price Index
GS	ISL 2022 Growth Study
FIA	New Restated Financial Impact Assessment
Initiating Municipality	The municipality initiating the annexation application and receiving the annexation lands
ISL	ISL Engineering and Land Services
Responding Municipality	The municipality whose lands are being annexed
RM	RM of Edenwold
SAMA	Saskatchewan Assessment Management Agency
SMB	Saskatchewan Municipal Board
TCA	Tangible Capital Asset
Town	Town of White City
WCRM158	WCRM158 Wastewater Management Authority
WWTF	Wastewater Treatment Facility

3 EXECUTIVE SUMMARY

We would like to thank Council and staff from the Town of White City (“Town”) for their input into this report. This report analyzes the financial impacts associated with growth within the current Town boundary and the proposed annexation area for a 24-year period from **2024 – 2047** (it is assumed that annexation will be effective in 2024). This analysis, as it pertains to the Town, includes the costs, recoveries, assessment, and tax impacts associated with the combined area of the current Town and the proposed annexation area. This analysis also considers impacts on the RM of Edenwold (“RM”) and annexation area landowners.

This analysis is supported by a comprehensive capital infrastructure plan for core infrastructure (i.e., transportation, water, sewer, and drainage) that includes growth and life-cycle requirements, a capital infrastructure plan for non-core infrastructure (i.e., fire, recreation, transit, etc.) that includes growth and life-cycle requirements, an operating plan (revenues and expenditures) for all departments, and an assessment forecast both in boundary as well as in the proposed annexation area. These elements have been assembled to determine the financial impact of urban growth identified in the Growth Study prepared by ISL Engineering and Land Services (“ISL”) in 2022. The Growth Study contains the population projections, land requirements, land use classifications, and development staging forecast, all of which are foundational to this financial impact assessment.

The capital investment required to support growth over the 24-year review period is **\$161.7 million** in current dollars or **\$245.6 million** in the year of construction.¹ Total tax requirements are forecast to increase from **\$5.8 million in 2024** to **\$37.1 million in 2047**. Taxable assessment for the Town and proposed annexation area is forecast to increase from **\$1.25 billion in 2024** to **\$5.37 billion in 2047**. The resulting tax changes over the 24-year review period are outlined in the table below. Though municipalities frequently implement tax increases greater than 3% for a single year or short periods of

¹ Including the 2 “stub” years prior to annexation from 2022-2023, the total capital expenditures are **\$166.2 million** in current dollars or **\$250.3 million** in the year of construction.

time, increases greater than 3% for long periods are generally more difficult to sustain. Accordingly, for this analysis a “sustainability threshold” of 3% was established for each 3-year period.² As highlighted in *Section 11.3*, forecast tax increases in each 3-year period stay below the sustainability threshold.

*Table 1 – Forecast Tax Changes*³

Period	Forecast Tax Changes
2024 to 2026	1.00% per year
2027 to 2029	1.90% per year
2030 to 2032	2.95% per year
2033 to 2035	2.95% per year
2036 to 2038	2.95% per year
2039 to 2041	1.00% per year
2042 to 2044	1.00% per year
2045 to 2047	0.25% per year

As highlighted in *Section 11.4*, the tax impacts on the Town shown above are predicated on the transfer of developed commercial and industrial lands in the annexation area concurrent with the transfer of developed residential lands in the annexation area. If the proposed annexation occurs but developed commercial and industrial lands are not included in the transfer (i.e., only developed residential lands are included), it is estimated the Town will see an additional mill rate increase of ~10% in Years 1 and 2.⁴ In other words, developed residential lands in the annexation area are financially dependent on developed non-residential lands in the annexation area and, therefore, it is

² In addition to the political challenges of perpetual tax increases beyond 3%, the 3% sustainability threshold also aligns with the average CPI increase in Saskatchewan from 1978 to 2020 which was ~3%.

³ Forecast tax increases apply to both mill rates and base tax charges.

⁴ To examine this scenario, the commercial and industrial assessment stemming from the proposed annexation area was removed the analysis.

important that transfer of developed residential lands be undertaken together with transfer of developed non-residential lands.

As highlighted in *Section 12*, the debt limit is anticipated to peak at approximately **89% in 2028** and decrease to approximately **24% in 2047**. The debt remains within acceptable levels during the 24-year review period.

As outlined in *Section 13*, the annual financial gain to the RM stemming from the proposed annexation is **\$1,491,917** and the one-time financial gain to the RM is **\$5,869,044**.

As outlined in *Section 13*, all municipal assets situated in the proposed annexation area should be transferred to the Town, with the exception of water and sanitary sewer assets owned and operated by the RM (the RM will continue to operate the water and sewer utility for existing developed areas in the annexation area), and certain buildings owned by the RM (e.g., municipal office, fire hall, public works yard).

As highlighted in *Section 14*, annexation area landowners are not impacted by annexation because the Town is requesting that annexation area landowners: (1) retain their tax classification as they exist today (e.g., exempt will remain exempt), and (2) be taxed at the Town's effective mill rate or RM's effective mill rate, whichever is lower in a given tax year. This guarantee will continue for a period of 10 years in the absence of a "triggering event" such as subdivision, development, etc. For landowners in the annexation area this approach will result in them paying taxes equivalent to what/how they pay today.

4 INTRODUCTION

4.1 Methodology

There are several ways to assess the financial impact of annexation on the initiating municipality (i.e., the municipality doing the annexing). One scenario can be compared to another (e.g., comparing the forecast tax impact without annexation vs. the forecast tax impact with annexation). Another approach is to examine the reasonableness of a single scenario against a minimum standard (e.g., comparing the forecast tax impact with annexation to a sustainability threshold).

In our view, analyses that rely on “with-without” comparisons are less meaningful. For example, it might be determined that the average annual tax increase over 24 years without annexation is 10% and with annexation is 8%. By this measure annexation might be deemed positive, even though long-term tax increases of 8% year-after-year are likely not sustainable. Further, analyses that rely on “with-without” comparisons are less realistic because the “without” scenario relies on an artificial splitting of capital infrastructure costs that are not possible (e.g., it is not possible to split a physical asset such as a building). Further, the “without” scenario fails to account for the eventuality that new residents stemming from population increases have to be housed somewhere regardless of the methodology.

In our view, there is more value in assessing annexation financial impact by forecasting the tax impact with annexation and comparing it to a “sustainability threshold”. Once the annexation is determined to be financially sustainable or unsustainable, all other analyses of scenarios without annexation are moot—the annexation is financially viable or it is not. The sustainability threshold used in this report is discussed further in *Section 11.3*.

This financial impact assessment (“FIA”) is based on a pro forma analysis intended to provide the reader with insight into the future—it is forward looking. Inflation is a valid forward-looking assumption because it impacts municipal capital costs, operating costs, and recoveries. Accordingly, this pro forma analysis includes inflation of 3% except

where noted.⁵ The results provide future insight into mill rates, debt, and other key indicators of the Town’s financial position post-annexation. By utilizing inflation adjusted dollars (as opposed to “constant” dollars like many economic analyses), results are presented in a “language” that is more familiar to municipal decision makers.

4.2 Approach

This report analyzes the financial impacts associated with growth within the current Town boundary and the proposed annexation area for a 24-year period (i.e., this analysis includes costs, recoveries, assessment, and tax impacts associated with the combined area of the current Town and the proposed annexation area). The 24-year review period commences in 2024 (i.e., it is assumed that the annexation hearing, SMB review and decision, and transfer process will take 16 months to complete from late-2022 to end-2023).

In developing the capital and operating plans that will be required to support an expanded service area (i.e., the current Town as well as the proposed annexation lands), the Town has taken a comprehensive and detailed approach to determine the nature of future services and associated costs and recoveries.⁶ That said, this analysis reflects a generic plan and is not a budget or a reflection of approved policy changes—as with all annexations, the capital and operating assumptions outlined in the FIA will ultimately require future budget and policy review/approval by the Council of the day.

4.3 Conservative Assumptions

The analyses of financial impact on the RM contained in *Section 13* and the analysis of impact on annexation area landowners contained in *Section 14* reflect a realistic “as-is” situation. In other words, these analyses seek to avoid over- or under-estimates thereby

⁵ The average CPI increase in Saskatchewan from 1978 to 2020 was ~3%. In recent years, inflation trended below 3%. In 2022 and 2023, inflation is forecast to be higher than 3%. But over the long term, inflation trends toward the average.

⁶ For ease of analysis, development of capital and operating plans reflect generic classifications and categories (e.g., Town budget items have been placed into these generic classifications and categories).

achieving realistic and reasonable conclusions.

In contrast, the analysis of financial impact on the Town uses conservative assumptions purposefully—in several instances costs are over-estimated and revenues are under-estimated. Overly conservative assumptions serve to “stress” the annexation plan thereby providing additional assurances to the Saskatchewan Municipal Board (“SMB”) that the Town has a plan with suitable rigor to withstand changing circumstances. With respect to the assessment of financial impact on the Town, the following conservative assumptions underpin this FIA:

- The growth in assessment market value is assumed to decrease from 3.75% to 2.00% over the review period, with an overall average of just **2.97%**. This is significantly lower than the Town’s historic assessment values which increased by an average of 5.5% per year from 2011 to 2021. Should future assessment market values increase beyond an average of 2.97%, the tax impacts on the Town reflected in this report will decrease, all other things being equal.
- The analysis herein includes a large contingency growing from \$500,000 in Year 1 to \$3,000,000 in Year 24—**\$38.3 million** over the 24-year review period.⁷ The annual contingency amounts have been applied more heavily in the second half of the review period recognizing that capital plan variance and inflation impacts grow over time. This contingency enables the Town to address additional capital projects or additional services or operating costs either not contemplated within the Town’s annexation plans or added as a result of changing circumstances. This contingency is in addition to the contingency built into various engineering costs estimates contained within the Town’s master plans and capital plans. Should this contingency not be required to the extent it has been included in the Town’s projected costs, the tax impacts on the Town reflected in this report will decrease, all other things being equal.

⁷ While many FIA’s are developed and approved without consideration of contingencies, it is prudent to include a contingency equivalent to 5-10% of future (inflated) capital costs. The contingency included herein is equivalent to approximately 16% of future capital costs.

- The base rate used to calculate municipal revenue sharing grants available to the Town is assumed to remain constant over the 24-year review period. If the base rate increases in the future, then the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.
- Future operating expenditures are assumed to increase at pace greater than future revenues.⁸ If future operating revenues increase at a pace similar to operating expenditures, then the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.
- Though there is a case to be made whereby a portion of certain infrastructure costs (which benefit residents in the RM) should be allocated to the RM, for the analysis herein no RM contributions have been earmarked to finance any capital expenditures over the 24-year review period. If any costs are allocated to the RM in the future, then the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.
- Though there will likely be capital projects for which the Town will be eligible to access ear-marked/conditional grant funding (e.g., Federal Infrastructure Investing in Canada Plan), for the analysis herein no conditional grants have been included in the capital financing plan, unless already approved. If the Town is successful in accessing these other sources of capital funding, then the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.
- Though there will be opportunity to expand the Town's municipal debt limit when it eventually becomes a city, the review of debt limits herein is based on regulations as they apply to towns. Should the Town's debt limit be expanded in the future when it becomes a city, the debt impacts reflected in this report will decrease, all other things being equal.

⁸ Operating expenditures are forecast to increase 12.4 times. Operating revenues are forecast to increase 10.9 times.

5 LAND REQUIREMENTS, POPULATION, TARGETED LANDS, AND STAGING

5.1 Land Requirements

The Town's land requirements identified by ISL in the 2022 Growth Study ("GS") is comprised of:

- Lands required to facilitate growth of the current Town, both within boundary and in the proposal annexation area.
- The addition of certain developed lands in the RM such as Emerald Park, Aspen Links Golf Course, Escott/Deneve Estates, Meadow Ridge Estates, Park Meadow Estates, Prairie View Business Park, Great Plains Industrial Park (East), Great Plains Industrial Park (South), and Great Plains Industrial Park (West).
 - In addition to these developed lands in the RM, land requirements also include additional land in the annexation area required to facilitate growth of these developed lands.

The land staging plan contained in the GS is foundational to various elements of this report (e.g., capital plan, assessment forecast, etc.).

5.2 Population, Targeted Lands, and Staging

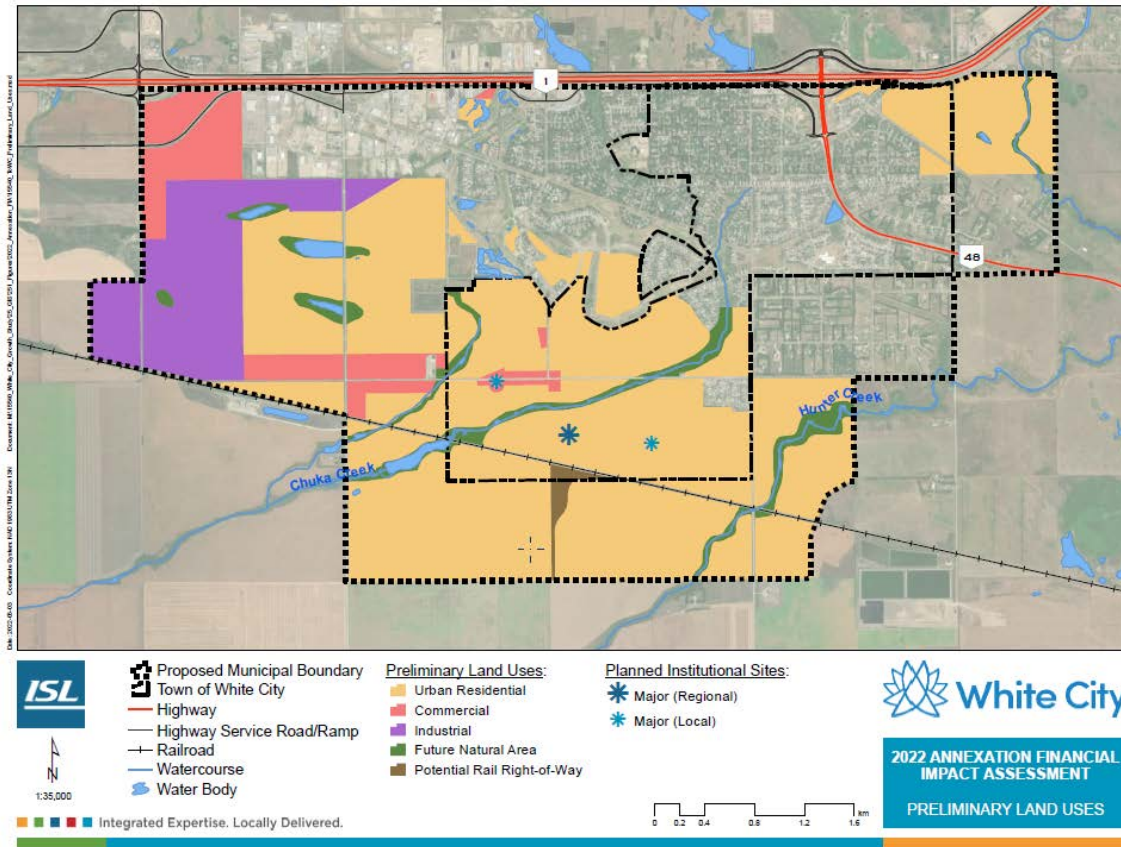
In addition to the proposed annexation lands, the GS describes how undeveloped lands within the Town's current boundary and in the proposed annexation area are anticipated to develop (see land use concept in *Map 1* below). The GS also describes when these lands are anticipated to develop (see development staging concept in *Map 2* below).

The population forecast contained in the GS and outlined in *Appendix A – Population Growth and Land Staging* is used as a point of reference for the capital plan (*Section 6*). And the annual growth rates stemming from the population forecast are used, in part, to determine future operating expenditures and revenues (*Section 8* and *Section 9*).

Similarly, the assessment forecast (*Section 10*) was developed with reference to the

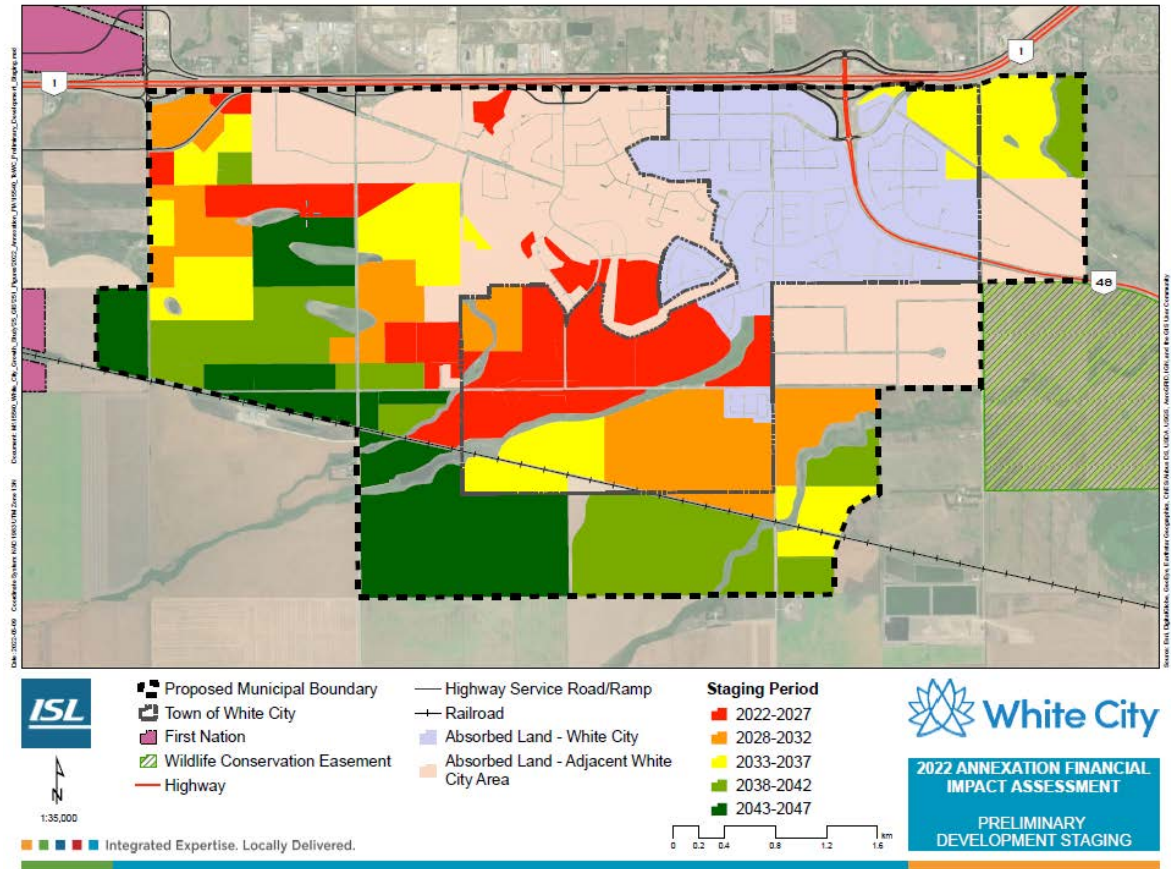
type of land development and timing of land development reflected in the land use concept and development staging concept prepared by ISL and outlined in *Appendix A – Population Growth and Land Staging*.

Map 1 – Proposed Annexation Area Land Use Map⁹



⁹ Source: GS prepared by ISL 2022. This land use map is conceptual only, not approved Town policy.

Map 2 – Proposed Annexation Area Staging Map¹⁰



¹⁰ Source: GS prepared by ISL 2022. This land staging map is conceptual only, not approved Town policy.

6 CAPITAL PLAN

The Town of White City has undertaken a review of the infrastructure required to support future growth of the community, including the proposed annexation lands. Capital infrastructure investment for the expanded urban community over the 24-year review period is **\$161.7 million** in current dollars or **\$245.6 million** in the year of construction, as summarized in the table below.¹¹ Additional capital infrastructure cost details and construction timing are included in *Appendix B – Capital Plan Details*. Capital projects include those required to support growth as well as lifecycle projects (i.e., rehabilitation and replacement). Capital infrastructure costs are reflected in year of construction dollars based upon 2022 construction prices and escalated 3% per annum to the date of construction.¹² Should actual construction/purchase costs be less than the inflated costs contained herein, then the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.

Table 2 – Capital Plan Summary

Expenditure Area	\$	%
Administration	\$ 895,256	0.4%
Buildings	\$ 620,669	0.3%
Equipment	\$ 10,205,022	4.2%
Fire	\$ 6,723,752	2.7%
Recreation & Culture	\$ 102,225,883	41.6%
Roads	\$ 43,171,504	17.6%
Sanitary	\$ 24,254,077	9.9%
Stormwater	\$ 2,434,247	1.0%
Water	\$ 55,101,245	22.4%
Total	\$ 245,631,655	100.0%

As described in *Section 4.3*, the analysis herein includes a large contingency growing

¹¹ Including the 2 “stub” years prior to annexation from 2022-2023, the total capital expenditures are **\$166.2 million** in current dollars or **\$250.3 million** in the year of construction.

¹² The average CPI increase in Saskatchewan from 1978 to 2020 was ~3%. In recent years, inflation trended below 3%. In 2022 and 2023, inflation is forecast to be higher than 3%. But over the long term, inflation trends toward the average.

from \$500,000 in Year 1 to \$3,000,000 in Year 24—**\$38.3 million** over the 24-year review period.¹³ The annual contingency amounts have been applied more heavily in the second half of the review period recognizing that capital plan variance and inflation impacts grow over time. This contingency enables the Town to address additional capital projects or additional services or operating costs either not contemplated within the Town’s annexation plans or added as a result of changing circumstances. This contingency is in addition to the contingency built into various engineering costs estimates contained within the Town’s master plans and capital plans. Should this contingency not be required to the extent it has been included in the Town’s projected costs, the tax impacts on the Town reflected in this report will decrease, all other things being equal.

¹³ While many FIA’s are developed and approved without consideration of contingencies, it is prudent to include a contingency equivalent to 5-10% of future (inflated) capital costs. The contingency included herein is equivalent to approximately 16% of future capital costs.

7 CAPITAL PLAN FINANCING

Capital plan financing totals **\$245.6 million** over the 24-year period. Financing is grouped into 6 broad categories: (1) tax levy (pay-as-you-go), (2) debt, (3) reserves, (4) offsite levies (i.e., development levies and servicing agreement fees), (5) third party contributions, and (6) grants (see tables below). In some cases, financing methods are specific (e.g., offsite levies), in other cases the financing methods can be used interchangeably (e.g., general grant programs). Capital financing requirements coincide with the timing of infrastructure construction, and the timing of infrastructure construction is predicated on population and land staging identified by in the GS, as well as consideration for the financial capacity of the municipality. Additional capital financing details are included in *Appendix C - Capital Plan Financing Details*.

Table 3 – Capital Financing Plan by Source

Source of Financing	\$	%
Pay-As-You-Go (Tax Levy)	\$ 5,497,428	2.2%
Debt	\$ 40,589,436	16.5%
Reserves	\$ 1,770,465	0.7%
Offsite Levies	\$ 146,504,586	59.6%
Third Party Contributions	\$ 5,611,219	2.3%
Grants	\$ 45,658,521	18.6%
Total	\$ 245,631,655	100.0%

Table 4 – Capital Financing Plan by Expenditure Area

Expenditure Area	Total	Pay-as-you-go (Tax Levy)	Debt	Reserves	Offsite Levies	Third Party Contributions	Grants
Administration	\$ 895,256	\$ 184,481	\$ 15,126	\$ 67,530	\$ -	\$ -	\$ 628,119
Buildings	\$ 620,669	\$ -	\$ 475,000	\$ -	\$ -	\$ -	\$ 145,669
Equipment	\$ 10,205,022	\$ 1,219,307	\$ 1,253,242	\$ 976,336	\$ -	\$ -	\$ 6,756,137
Fire	\$ 6,723,752	\$ 500,000	\$ 2,568,836	\$ -	\$ -	\$ -	\$ 3,654,916
Police	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Recreation & Culture	\$ 102,225,883	\$ 1,183,640	\$ 26,955,752	\$ 726,599	\$ 54,517,450	\$ 5,611,219	\$ 13,231,223
Roads	\$ 43,171,504	\$ 1,160,000	\$ 3,801,145	\$ -	\$ 24,042,333	\$ -	\$ 14,168,026
Sanitary	\$ 24,254,077	\$ 750,000	\$ 3,916,173	\$ -	\$ 16,238,900	\$ -	\$ 3,349,004
Stormwater	\$ 2,434,247	\$ -	\$ -	\$ -	\$ 2,318,320	\$ -	\$ 115,927
Water	\$ 55,101,245	\$ 500,000	\$ 1,604,162	\$ -	\$ 49,387,583	\$ -	\$ 3,609,500
Total	\$ 245,631,655	\$ 5,497,428	\$ 40,589,436	\$ 1,770,465	\$ 146,504,586	\$ 5,611,219	\$ 45,658,521

Tax Levy (Pay-As-You-Go)

A pay-as-you-go strategy is sometimes established by municipalities for recurring capital requirements (e.g., replacement of equipment). In so doing, the municipality foregoes the need to finance these capital requirements by debt. For the analysis herein, \$250,000 in pay-as-you-go financing was made available each year of the review period for a total of \$6.0 million. Of this amount, **\$5.5 million**, or 2.2% of total financing, is earmarked to finance various capital expenditures over the 24-year capital plan. The unused balance of \$500,000 is akin to additional contingency funding available to the Town in 2047.

Debt Financing

Debt financing is generally used for large capital undertakings that are not financed through other means. For the analysis herein, most debt is assumed to be issued with a 20-year term and interest at 1.80% compounded semi-annually (3.60% annual rate).^{14, 15} Municipal borrowing limits are controlled by legislation as discussed in *Section 12*. The timing of new debt over the 24-year capital plan is summarized in the table below. A total of **\$40.6 million** in debt financing, or 16.5% of total financing, is earmarked to finance various capital expenditures over the 24-year capital plan.

Table 5 – Timing of Debt Financing

Period			\$
2024	to	2028	9,370,256
2029	to	2033	10,152,595
2034	to	2038	2,757,926
2039	to	2043	18,028,658
2044	to	2047	280,000
		Total	40,589,436

¹⁴ This rate is consistent with recent borrowing rates incurred by the Town.

¹⁵ Equipment financing via debt is assumed to be issued for 10 years.

Reserves

Reserves are comprised of the Town's general reserve, utility reserve, and asset renewal reserve balances on-hand at end-2021. A total of **\$1.8 million** in reserve financing, or 0.7% of total financing, is earmarked to finance various capital expenditures over the 24-year capital plan.

Offsite Levies

Developer financing relates to funds that are obtained from developers via development levies, servicing agreement fees, and other development charges. Developer financing is used to finance various roads, water, sewer, drainage, and recreation offsite infrastructure. A total of **\$146.5 million** in offsite levies, or 59.6% of total financing, is earmarked to finance various capital expenditures over the 24-year capital plan.

Third Party Contributions

Third party financing relates to funds that are received from neighbouring municipalities or other third parties in support of construction of joint use facilities. A total of **\$5.6 million** in third party financing, or 2.3% of total financing, is earmarked to finance various capital expenditures over the 24-year capital plan. This financing stems from third party contributions to the future recreation center. Though there is likely a case to be made whereby a portion of certain infrastructure costs should be allocated to the RM (because development/residents in the RM benefit from the infrastructure), for the analysis herein no RM contributions have been earmarked to finance any capital expenditures over the 24-year capital plan. If any infrastructure costs are allocated to the RM in the future, then the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.

Grants

Capital grants include the Municipal Revenue Sharing Grant and the Canada Community Building Grant (formerly the Federal Gas Tax Grant). The Municipal Revenue Sharing Grant is based on the 2022 budget and a per capita grant rate of \$224.35 plus a base amount of \$2,025. In 2024 (when the proposed annexation is assumed to commence), the additional population from the proposed annexation area is

included and the per capita grant rate is reduced to \$199.88 (the 2021-2022 City rate). The grant rate is maintained throughout the 24-year review period. If the per capita grant rate increases in the future, then the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.

The Canada Community Building Grant is based on the 2022 budget and grows only with population during the 24-year review period including the additional population from the proposed annexation area in 2024. The grant rate is maintained throughout the 24-year review period. If the per capita grant rate increases in the future, then the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.

Though there will likely be projects for which the Town is eligible to access earmarked/conditional funding (e.g., Federal Infrastructure Investing in Canada Plan), for the analysis herein no other special grants have been included in the capital financing plan. If the Town is successful in accessing these other sources of capital funding in the future, then the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.

A total of **\$45.7 million** in grants, or 18.6% of total financing, has been earmarked to finance various capital expenditures over the 24-year capital plan.

8 OPERATING EXPENDITURES

The operating plan defines the programs and services that will be provided to residents over for the 24-year review period (both in boundary and in the proposed annexation area), operating and maintenance costs associated with supporting community infrastructure, debt repayment and other financial charges applicable to capital and other investments, pay-as-you-go direct capital allocations, and contingencies. The total operating expenditures increase from **\$11.1 million in 2024** to **\$76.4 million in 2047**. A summary of the operating plan is outlined in the table below and described in the sections that follow. Additional operating plan details are included in *Appendix D – Operating Plan Details*.

Table 6 – Forecast Operating Expenditures

	1	2	3	4	5
	2024	2025	2026	2027	2028
Program Expenditures	\$ 9,387,339	\$ 11,458,727	\$ 12,621,997	\$ 13,726,003	\$ 14,921,488
Existing Debentures	\$ 649,005	\$ 649,089	\$ 652,508	\$ 653,646	\$ 657,304
New Debentures	\$ 303,602	\$ 595,647	\$ 595,647	\$ 618,820	\$ 795,359
Transfer To Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Capital Allocation	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Contingency	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Total Expenditures	\$ 11,089,946	\$ 13,453,462	\$ 14,620,151	\$ 15,748,469	\$ 17,124,151

	6	7	8	9	10
	2029	2030	2031	2032	2033
Program Expenditures	\$ 16,680,554	\$ 18,092,987	\$ 19,705,958	\$ 21,413,047	\$ 23,198,997
Existing Debentures	\$ 652,416	\$ 564,277	\$ 566,900	\$ 570,011	\$ 571,491
New Debentures	\$ 864,491	\$ 898,499	\$ 1,089,804	\$ 1,150,496	\$ 1,516,942
Transfer To Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Capital Allocation	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Contingency	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,500,000
Total Expenditures	\$ 18,947,461	\$ 20,805,763	\$ 22,612,662	\$ 24,383,554	\$ 27,037,430

	11	12	13	14	15
	2034	2035	2036	2037	2038
Program Expenditures	\$ 25,365,325	\$ 27,571,581	\$ 30,786,945	\$ 33,145,151	\$ 35,697,283
Existing Debentures	\$ 573,968	\$ 577,026	\$ 579,498	\$ 582,964	\$ 585,649
New Debentures	\$ 1,599,709	\$ 1,768,376	\$ 1,768,376	\$ 1,768,376	\$ 1,768,376
Transfer To Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Capital Allocation	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Contingency	\$ 1,500,000	\$ 1,500,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Total Expenditures	\$ 29,289,002	\$ 31,666,983	\$ 35,134,819	\$ 37,496,491	\$ 40,051,309

	16	17	18	19	20
	2039	2040	2041	2042	2043
Program Expenditures	\$ 38,444,383	\$ 41,934,475	\$ 45,222,576	\$ 48,615,983	\$ 52,258,148
Existing Debentures	\$ 256,569	\$ -	\$ -	\$ -	\$ -
New Debentures	\$ 1,806,160	\$ 2,996,896	\$ 3,005,365	\$ 2,871,279	\$ 2,894,214
Transfer To Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Capital Allocation	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Contingency	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,500,000	\$ 2,500,000
Total Expenditures	\$ 42,757,113	\$ 47,181,371	\$ 50,477,941	\$ 54,237,262	\$ 57,902,362

	21	22	23	24
	2044	2045	2046	2047
Program Expenditures	\$ 56,819,416	\$ 61,087,500	\$ 65,698,844	\$ 70,829,760
Existing Debentures	\$ -	\$ -	\$ -	\$ -
New Debentures	\$ 2,724,698	\$ 2,314,453	\$ 2,314,453	\$ 2,291,280
Transfer To Reserves	\$ -	\$ -	\$ -	\$ -
Direct Capital Allocation	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Contingency	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Total Expenditures	\$ 62,294,114	\$ 66,651,953	\$ 71,263,297	\$ 76,371,040

8.1 Program Expenditures

Program expenditures were determined for all areas of municipal operations: administration, bylaw, recreation & culture, council & legislative services, economic development, engineering and public works, fire services, planning & development, RCMP, transit, solid waste management, water, and sewer. These program expenditures also contemplate new services which will be required as the community grows. Program expenditures, which make up the bulk of total operating expenditures, increase from **\$9.4 million in 2024** to **\$70.8 million in 2047**. Additional expenditure details and related staff increases are included in *Appendix D – Operating Plan Details*.

Except where noted, base program expenditures are inflated 3% per annum to reflect future program expenditures. Should actual program expenditures be less than the inflated costs used herein, then the tax and debt impacts on the Town reflected in this report will decrease, all other things being equal.

8.2 Existing Debts

In addition to program expenditures, operating costs include the principal and interest costs associated with existing debts as shown in the table below. The existing debt

forecast uses the 2022 opening debt balance as a start point. The 2022 opening balance is comprised of three loans: (1) the Gravity Sewer Phase 2 and 3 loan, (2) the Sewer Pumping Stations 1 and 2 and Betteridge Road loan, and (3) the WCRM158/Wastewater Treatment Facility Expansion (“WCRM158-WWTF”) loan. All other debts are discussed in *Section 8.3 (New Debts)*. Principal and interest costs associated with existing debts decrease from **\$0.5 million in 2022 to \$0 in 2039**.

Table 7 – Existing Debt Payments^{16, 17}

	2022	2023
Opening Debt Balance	\$ 7,693,511	\$ 7,476,331
Principal Payment	\$ 217,179	\$ 225,490
Interest	\$ 272,207	\$ 263,897
Annuity Payment	\$ 489,386	\$ 489,387
Ending Balance	\$ 7,476,331	\$ 7,250,841

	1	2	3	4	5
	2024	2025	2026	2027	2028
Opening Debt Balance	\$ 7,250,841	\$ 6,855,867	\$ 6,445,226	\$ 6,015,727	\$ 5,568,166
Principal Payment	\$ 394,974	\$ 410,641	\$ 429,500	\$ 447,561	\$ 466,834
Interest	\$ 254,031	\$ 238,448	\$ 223,008	\$ 206,085	\$ 190,470
Annuity Payment	\$ 649,005	\$ 649,089	\$ 652,508	\$ 653,646	\$ 657,304
Ending Balance	\$ 6,855,867	\$ 6,445,226	\$ 6,015,727	\$ 5,568,166	\$ 5,101,332

¹⁶ The annuity payment fluctuates from year to year due to the nature of the existing loans and their differing retirement dates. The annuity payment for Gravity Sewer Phase 2 and 3 loan is approximately \$95,065 until repayment in 2029. The annuity payment for the Sewer Pumping Stations 1 and 2 and Betteridge Road loan is approximately \$256,000 until repayment in 2039. The annuity payment for WCRM158-WWTF loan fluctuates—in early years it is comprised of interest payments only, in later years principal payments are included in the annuity until repayment in 2038.

¹⁷ A small remnant balance of \$4,733 in 2039 is assumed to be repaid in 2039.

	6	7	8	9	10
	2029	2030	2031	2032	2033
Opening Debt Balance	\$ 5,101,332	\$ 4,620,733	\$ 4,209,733	\$ 3,781,733	\$ 3,335,733
Principal Payment	\$ 480,599	\$ 411,000	\$ 428,000	\$ 446,000	\$ 463,000
Interest	\$ 171,817	\$ 153,277	\$ 138,900	\$ 124,011	\$ 108,491
Annuity Payment	\$ 652,416	\$ 564,277	\$ 566,900	\$ 570,011	\$ 571,491
Ending Balance	\$ 4,620,733	\$ 4,209,733	\$ 3,781,733	\$ 3,335,733	\$ 2,872,733

	11	12	13	14	15
	2034	2035	2036	2037	2038
Opening Debt Balance	\$ 2,872,733	\$ 2,390,733	\$ 1,888,733	\$ 1,366,733	\$ 822,733
Principal Payment	\$ 482,000	\$ 502,000	\$ 522,000	\$ 544,000	\$ 566,000
Interest	\$ 91,968	\$ 75,026	\$ 57,498	\$ 38,964	\$ 19,649
Annuity Payment	\$ 573,968	\$ 577,026	\$ 579,498	\$ 582,964	\$ 585,649
Ending Balance	\$ 2,390,733	\$ 1,888,733	\$ 1,366,733	\$ 822,733	\$ 256,733

	16	17	18	19	20
	2039	2040	2041	2042	2043
Opening Debt Balance	\$ 256,733	\$ -	\$ -	\$ -	\$ -
Principal Payment	\$ 252,000				
Interest	\$ 4,569				
Annuity Payment	\$ 256,569	\$ -	\$ -	\$ -	\$ -
Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -

	21	22	23	24
	2044	2045	2046	2047
Opening Debt Balance	\$ -	\$ -	\$ -	\$ -
Principal Payment				
Interest				
Annuity Payment	\$ -	\$ -	\$ -	\$ -
Ending Balance	\$ -	\$ -	\$ -	\$ -

8.3 New Debts

In addition to program expenditures and existing debts, operating costs include the principal and interest costs associated with capital items financed by way of new debt, as shown in the table below. Most debts are assumed to be issued for a 20-year term

with interest rate of 1.80% semi-annually (3.60% annual rate).^{18, 19} Principal and interest costs associated with new debts increase from **\$134,086 in 2022** to **\$2.3 million in 2047**.

Table 8 – Forecast New Debenture Payments and Balances

Year	Principal	Interest	Total	Closing Balance
2022	\$ 66,277	\$ 67,809	\$ 134,086	\$ 1,833,723
2023	\$ 68,684	\$ 65,401	\$ 134,086	\$ 1,765,039
2024	\$ 154,969	\$ 148,633	\$ 303,602	\$ 4,012,118
2025	\$ 304,952	\$ 290,694	\$ 595,647	\$ 7,845,446
2026	\$ 316,030	\$ 279,617	\$ 595,647	\$ 7,529,416
2027	\$ 338,963	\$ 279,857	\$ 618,820	\$ 7,518,817
2028	\$ 438,537	\$ 356,822	\$ 795,359	\$ 9,581,843
2029	\$ 489,604	\$ 374,887	\$ 864,491	\$ 10,045,243
2030	\$ 525,856	\$ 372,643	\$ 898,499	\$ 9,955,626
2031	\$ 639,517	\$ 450,287	\$ 1,089,804	\$ 12,026,905
2032	\$ 692,746	\$ 457,749	\$ 1,150,496	\$ 12,194,158
2033	\$ 899,040	\$ 617,903	\$ 1,516,942	\$ 16,487,675
2034	\$ 972,607	\$ 627,102	\$ 1,599,709	\$ 16,687,868
2035	\$ 1,120,543	\$ 647,833	\$ 1,768,376	\$ 17,152,451
2036	\$ 1,161,246	\$ 607,130	\$ 1,768,376	\$ 15,991,205
2037	\$ 1,203,427	\$ 564,949	\$ 1,768,376	\$ 14,787,778
2038	\$ 1,247,140	\$ 521,236	\$ 1,768,376	\$ 13,540,637
2039	\$ 1,308,771	\$ 497,389	\$ 1,806,160	\$ 12,831,866
2040	\$ 1,940,849	\$ 1,056,047	\$ 2,996,896	\$ 27,874,675
2041	\$ 2,015,534	\$ 989,830	\$ 3,005,365	\$ 25,979,141
2042	\$ 1,953,454	\$ 917,825	\$ 2,871,279	\$ 24,025,687
2043	\$ 2,035,748	\$ 858,466	\$ 2,894,214	\$ 22,314,939
2044	\$ 1,938,653	\$ 786,046	\$ 2,724,698	\$ 20,376,286
2045	\$ 1,584,965	\$ 729,489	\$ 2,314,453	\$ 19,071,322
2046	\$ 1,642,537	\$ 671,917	\$ 2,314,453	\$ 17,428,785
2047	\$ 1,678,819	\$ 612,462	\$ 2,291,280	\$ 15,749,967

8.4 Direct Capital Allocation

As described in *Section 7*, the operating costs include a direct capital allocation of \$250,000 for pay-as-you-go financing in each year of the review period—**\$6.0 million**

¹⁸ Equipment financing via debt is assumed to be issued for 10 years.

¹⁹ This rate is consistent with recent borrowing rates incurred by the Town.

over the 24-year review period. Of this amount, \$5.5 million is earmarked to finance various capital expenditures. The unused balance of \$500,000 is akin to additional contingency funding available to the Town in 2047.

8.5 Contingency

As described in *Section 4.3*, the analysis herein includes a large contingency growing from \$500,000 in Year 1 to \$3,000,000 in Year 24—**\$38.3 million** over the 24-year review period.²⁰ The annual contingency amounts are applied more heavily in the second half of the review period recognizing that capital plan variance and inflation impacts grow over time. This contingency enables the Town to address additional capital projects or additional services or operating costs either not contemplated within the Town’s annexation plans or added as a result of changing circumstances. This contingency is in addition to the contingency built into various engineering costs estimates contained within the Town’s master plans and capital plans. Should this contingency not be required to the extent it has been included in the Town’s projected costs, the tax impacts on the Town reflected in this report will decrease, all other things being equal.

²⁰ While many FIA’s are developed and approved without consideration of contingencies, it is prudent to include a contingency equivalent to 5-10% of future (inflated) capital costs. The contingency included herein is equivalent to approximately 16% of future capital costs.

9 OPERATING REVENUES AND RECOVERIES

Program revenues and recoveries are included for all areas of municipal operations: administration, bylaw, recreation & culture, council & legislative services, economic development, engineering and public works, fire services, planning & development, RCMP, transit, solid waste management, water, and sewer. Revenues and recoveries are forecast to increase from **\$5.3 million in 2024** to **\$39.2 million in 2047**, as shown in the table below. Additional program revenue details are included in *Appendix D – Operating Plan Details*.

Table 9 – Forecast Program Revenues and Recoveries

	1	2	3	4	5
	2024	2025	2026	2027	2028
Program and Non-program Revenue	\$ 5,258,776	\$ 5,881,404	\$ 6,437,198	\$ 6,969,298	\$ 7,554,998

	6	7	8	9	10
	2029	2030	2031	2032	2033
Program and Non-program Revenue	\$ 8,229,796	\$ 8,947,651	\$ 9,759,804	\$ 10,657,575	\$ 11,615,864

	11	12	13	14	15
	2034	2035	2036	2037	2038
Program and Non-program Revenue	\$ 12,673,842	\$ 13,803,555	\$ 15,045,785	\$ 16,377,192	\$ 17,846,809

	16	17	18	19	20
	2039	2040	2041	2042	2043
Program and Non-program Revenue	\$ 19,459,074	\$ 21,218,584	\$ 23,163,317	\$ 25,247,197	\$ 27,524,605

	21	22	23	24
	2044	2045	2046	2047
Program and Non-program Revenue	\$ 30,047,380	\$ 32,805,242	\$ 35,840,209	\$ 39,222,675

10 ASSESSMENT

Assessment is comprised of 4 elements: (1) Town base assessment, (2) Proposed annexation area base assessment, (3) Town assessment growth, and (4) Proposed annexation area assessment growth.

10.1 Town Base Assessment

For the analysis herein, details from the Town’s 2021 mill rate return form the base. The total taxable assessment is **\$561.5 million** as shown in the table below.

Table 10 – Town Base Assessment²¹

Description	Taxable Assessment
Agricultural	\$ 1,165,750
Commercial	\$ 5,427,675
Industrial	\$ -
Residential - Low Density	\$ 550,909,440
Residential - High Density	\$ 4,009,920
	<u>\$ 561,512,785</u>

10.2 Proposed Annexation Area Base Assessment

For the analysis herein, details from the Saskatchewan Assessment Management Agency (SAMA) 2022 database were used to establish the assessment base in the proposed annexation area. The total taxable assessment in the proposed annexation area is **\$469.7 million**, as shown in the table below.²²

²¹ Taxable assessment is based on 55% of agriculture assessment, 85% of commercial and industrial assessment, and 80% of residential assessment.

²² Non-residential assessment in the proposed annexation area is allocated to either the commercial or industrial classification based on the prorata share of land area in the RM. This allocation was undertaken to facilitate alignment with the development staging plan which separates commercial and industrial development. Though from a tax perspective, there is no impact as both commercial and industrial assessment are treated similarly in both the RM and Town (i.e., same mill rate).

Table 11 – Proposed Annexation Area Assessment Base²³

Description	Taxable Assessment
Agricultural	\$ 4,818,385
Commercial	\$ 17,759,292
Industrial	\$ 160,740,198
Country Residential	\$ 47,638,720
Residential	\$ 238,786,880
	\$ 469,743,475

10.3 Assessment Growth

The residential land growth, commercial land growth, industrial land growth, and institutional land growth assumptions discussed in *Section 5* and described in detail in the GS have been applied to the existing assessment categories to forecast assessment growth.

It is assumed that residential growth in the proposed annexation area will mirror growth in the Town. However, it is assumed that commercial and industrial growth in the proposed annexation area will mirror growth in the proposed annexation area, because there is very little commercial assessment and no industrial assessment currently in the Town. To enable forecast development, existing agriculture assessment in the Town and proposed annexation area are gradually reduced over the 24-year review period (from **\$1.2 million to \$0** in the Town; from **\$4.8 million to \$0** in the proposed annexation area).

Though there is opportunity to take advantage of assessment growth stemming from market value increases thereby reducing the overall tax impact, the analysis herein uses a conservative approach to strengthen the resilience of the FIA. The growth in assessment market value decreases from 3.75% to 2.00% over the review period, with

²³ Taxable assessment is based on 55% of agriculture assessment, 85% of commercial and industrial assessment, and 80% of residential and country residential assessment.

an overall average of just **2.9%**.²⁴ This is significantly lower than the Town's historic assessment values which increased by an average of **5.5%** per year from 2011 to 2021.²⁵ Should future assessment market values increase beyond an average of 2.9%, then the tax impacts on the Town reflected in this report will decrease, all other things being equal.

Taxable assessment is anticipated to grow from **\$1.25 billion in 2024** to **\$5.37 billion in 2047**, as shown in the table below. Additional assessment details are included in *Appendix E – Assessment Growth Details*.

Table 12 – Forecast Assessment Growth

	1	2	3	4	5
	2024	2025	2026	2027	2028
Existing Town	\$ 604,326,801	\$ 626,887,053	\$ 650,295,500	\$ 674,583,949	\$ 699,785,402
Town Growth	\$ 92,290,697	\$ 144,449,229	\$ 193,117,166	\$ 238,235,248	\$ 281,854,154
Existing Annexation Area	\$ 505,266,658	\$ 523,792,549	\$ 543,022,195	\$ 562,981,988	\$ 583,699,307
Annexation Area Growth	\$ 48,823,711	\$ 83,497,206	\$ 115,797,707	\$ 145,684,541	\$ 184,219,550
Total	\$ 1,250,709,890	\$ 1,378,628,061	\$ 1,502,234,595	\$ 1,621,487,752	\$ 1,749,560,441

	6	7	8	9	10
	2029	2030	2031	2032	2033
Existing Town	\$ 722,439,830	\$ 745,832,422	\$ 769,987,167	\$ 794,928,836	\$ 820,683,004
Town Growth	\$ 328,023,432	\$ 378,254,918	\$ 432,440,057	\$ 490,681,125	\$ 545,369,466
Existing Annexation Area	\$ 602,303,337	\$ 621,519,828	\$ 641,368,685	\$ 661,870,460	\$ 683,046,372
Annexation Area Growth	\$ 225,494,371	\$ 270,553,180	\$ 319,289,572	\$ 371,798,069	\$ 435,956,912
Total	\$ 1,878,262,999	\$ 2,016,162,378	\$ 2,163,087,512	\$ 2,319,280,522	\$ 2,485,057,787

²⁴ Market value rate increases have been applied in declining fashion similar to population growth projections which tend to decrease as communities get larger. 2024-2028: 3.75% per year, 2029-2033: 3.25% per year, 2034-2038: 3.00% per year, 2039-2043: 2.50% per year, 2044-2047: 2.00% per year.

²⁵ Town assessment values increased from ~\$155.7 million in 2011 to ~\$561.5 million in 2021. Of the increase, \$329.5 million stems from population growth. The balance stems from increases in market values and equates to a 5.5% increase per year. These results include the impact of the global Covid-19 pandemic—a significant one-time event without which would likely have resulted in even greater market value increases.

	11	12	13	14	15
	2034	2035	2036	2037	2038
Existing Town	\$ 845,225,972	\$ 870,506,977	\$ 896,548,161	\$ 923,372,330	\$ 951,002,972
Town Growth	\$ 601,795,666	\$ 660,734,527	\$ 714,384,394	\$ 735,815,926	\$ 757,890,404
Existing Annexation Area	\$ 703,217,340	\$ 724,000,666	\$ 745,414,718	\$ 767,478,420	\$ 790,211,260
Annexation Area Growth	\$ 502,890,611	\$ 572,934,384	\$ 654,087,108	\$ 775,210,909	\$ 905,260,456
Total	\$ 2,653,131,624	\$ 2,828,178,589	\$ 3,010,436,418	\$ 3,201,879,621	\$ 3,404,367,130

	16	17	18	19	20
	2039	2040	2041	2042	2043
Existing Town	\$ 974,711,015	\$ 999,013,217	\$ 1,023,924,431	\$ 1,049,459,883	\$ 1,075,635,178
Town Growth	\$ 776,837,664	\$ 796,258,606	\$ 816,165,071	\$ 836,569,198	\$ 857,483,428
Existing Annexation Area	\$ 809,689,484	\$ 829,660,687	\$ 850,137,193	\$ 871,131,635	\$ 892,656,961
Annexation Area Growth	\$ 1,038,525,631	\$ 1,178,095,144	\$ 1,323,765,526	\$ 1,475,351,820	\$ 1,633,946,298
Total	\$ 3,599,765,833	\$ 3,803,029,694	\$ 4,013,994,263	\$ 4,232,514,578	\$ 4,459,723,908

	2041	2042	2043	2044	2045
Existing Town	\$ 818,998,710	\$ 827,952,503	\$ 837,005,369	\$ 846,158,398	\$ 855,412,692
Town Growth	\$ 892,261,019	\$ 902,075,890	\$ 911,998,725	\$ 922,030,711	\$ 932,173,049
Existing Annexation Area	\$ 651,197,056	\$ 658,171,047	\$ 665,223,746	\$ 672,356,018	\$ 679,568,738
Annexation Area Growth	\$ 1,521,675,095	\$ 1,613,334,958	\$ 1,706,827,215	\$ 1,802,181,088	\$ 1,853,091,733
Total	\$ 3,884,133,921	\$ 4,001,536,440	\$ 4,121,057,098	\$ 4,242,728,259	\$ 4,320,248,257

	21	22	23	24
	2044	2045	2046	2047
Existing Town	\$ 1,097,088,429	\$ 1,119,030,197	\$ 1,141,410,801	\$ 1,164,239,017
Town Growth	\$ 874,633,096	\$ 892,125,758	\$ 909,968,273	\$ 928,167,639
Existing Annexation Area	\$ 910,264,362	\$ 928,469,649	\$ 947,039,042	\$ 965,979,823
Annexation Area Growth	\$ 1,792,002,637	\$ 1,957,169,114	\$ 2,129,375,903	\$ 2,309,201,011
Total	\$ 4,673,990,568	\$ 4,896,796,764	\$ 5,127,796,066	\$ 5,367,589,537

11 TAX LEVY IMPACTS

11.1 Tax Requirements

Municipal tax requirements are comprised of the following items: non-program revenues plus program revenues, less program expenditures, less existing debenture payments, less new debenture payments, less direct capital allocations/pay-as-you-go, and less contingencies.

Total municipal tax requirements for the Town are outlined in the table below. Tax requirements are anticipated to grow from **\$5.8 million in 2024** to **\$37.1 million in 2047**.

Table 13 – Tax Requirements

	1	2	3	4	5
	2024	2025	2026	2027	2028
Program and Non-program Revenue	\$ 5,258,776	\$ 5,881,404	\$ 6,437,198	\$ 6,969,298	\$ 7,554,998
Total Revenues	\$ 5,258,776	\$ 5,881,404	\$ 6,437,198	\$ 6,969,298	\$ 7,554,998
Program Expenditures	\$ 9,387,339	\$ 11,458,727	\$ 12,621,997	\$ 13,726,003	\$ 14,921,488
Existing Debentures	\$ 649,005	\$ 649,089	\$ 652,508	\$ 653,646	\$ 657,304
New Debentures	\$ 303,602	\$ 595,647	\$ 595,647	\$ 618,820	\$ 795,359
Transfer To Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Capital Allocation	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Contingency	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Total Expenditures	\$ 11,089,946	\$ 13,453,462	\$ 14,620,151	\$ 15,748,469	\$ 17,124,151
Municipal Tax Levy Requirement	\$ 5,831,169	\$ 7,572,058	\$ 8,182,954	\$ 8,779,170	\$ 9,569,153

	6	7	8	9	10
	2029	2030	2031	2032	2033
Program and Non-program Revenue	\$ 8,229,796	\$ 8,947,651	\$ 9,759,804	\$ 10,657,575	\$ 11,615,864
Total Revenues	\$ 8,229,796	\$ 8,947,651	\$ 9,759,804	\$ 10,657,575	\$ 11,615,864
Program Expenditures	\$ 16,680,554	\$ 18,092,987	\$ 19,705,958	\$ 21,413,047	\$ 23,198,997
Existing Debentures	\$ 652,416	\$ 564,277	\$ 566,900	\$ 570,011	\$ 571,491
New Debentures	\$ 864,491	\$ 898,499	\$ 1,089,804	\$ 1,150,496	\$ 1,516,942
Transfer To Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Capital Allocation	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Contingency	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,500,000
Total Expenditures	\$ 18,947,461	\$ 20,805,763	\$ 22,612,662	\$ 24,383,554	\$ 27,037,430
Municipal Tax Levy Requirement	\$ 10,717,666	\$ 11,858,112	\$ 12,852,859	\$ 13,725,979	\$ 15,421,566

	11	12	13	14	15
	2034	2035	2036	2037	2038
Program and Non-program Revenue	\$ 12,673,842	\$ 13,803,555	\$ 15,045,785	\$ 16,377,192	\$ 17,846,809
Total Revenues	\$ 12,673,842	\$ 13,803,555	\$ 15,045,785	\$ 16,377,192	\$ 17,846,809
Program Expenditures	\$ 25,365,325	\$ 27,571,581	\$ 30,786,945	\$ 33,145,151	\$ 35,697,283
Existing Debentures	\$ 573,968	\$ 577,026	\$ 579,498	\$ 582,964	\$ 585,649
New Debentures	\$ 1,599,709	\$ 1,768,376	\$ 1,768,376	\$ 1,768,376	\$ 1,768,376
Transfer To Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Capital Allocation	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Contingency	\$ 1,500,000	\$ 1,500,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Total Expenditures	\$ 29,289,002	\$ 31,666,983	\$ 35,134,819	\$ 37,496,491	\$ 40,051,309
Municipal Tax Levy Requirement	\$ 16,615,160	\$ 17,863,428	\$ 20,089,034	\$ 21,119,300	\$ 22,204,500

	16	17	18	19	20
	2039	2040	2041	2042	2043
Program and Non-program Revenue	\$ 19,459,074	\$ 21,218,584	\$ 23,163,317	\$ 25,247,197	\$ 27,524,605
Total Revenues	\$ 19,459,074	\$ 21,218,584	\$ 23,163,317	\$ 25,247,197	\$ 27,524,605
Program Expenditures	\$ 38,444,383	\$ 41,934,475	\$ 45,222,576	\$ 48,615,983	\$ 52,258,148
Existing Debentures	\$ 256,569	\$ -	\$ -	\$ -	\$ -
New Debentures	\$ 1,806,160	\$ 2,996,896	\$ 3,005,365	\$ 2,871,279	\$ 2,894,214
Transfer To Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Capital Allocation	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Contingency	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,500,000	\$ 2,500,000
Total Expenditures	\$ 42,757,113	\$ 47,181,371	\$ 50,477,941	\$ 54,237,262	\$ 57,902,362
Municipal Tax Levy Requirement	\$ 23,298,039	\$ 25,962,787	\$ 27,314,624	\$ 28,990,065	\$ 30,377,757

	21	22	23	24
	2044	2045	2046	2047
Program and Non-program Revenue	\$ 30,047,380	\$ 32,805,242	\$ 35,840,209	\$ 39,222,675
Total Revenues	\$ 30,047,380	\$ 32,805,242	\$ 35,840,209	\$ 39,222,675
Program Expenditures	\$ 56,819,416	\$ 61,087,500	\$ 65,698,844	\$ 70,829,760
Existing Debentures	\$ -	\$ -	\$ -	\$ -
New Debentures	\$ 2,724,698	\$ 2,314,453	\$ 2,314,453	\$ 2,291,280
Transfer To Reserves	\$ -	\$ -	\$ -	\$ -
Direct Capital Allocation	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Contingency	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Total Expenditures	\$ 62,294,114	\$ 66,651,953	\$ 71,263,297	\$ 76,371,040
Municipal Tax Levy Requirement	\$ 32,246,734	\$ 33,846,712	\$ 35,423,089	\$ 37,148,366

11.2 Existing Tax Rates

The 2022 tax rates (referred to as mill rates) for the Town and RM are outlined in the tables below. These rates were used as the start point for forecasting tax changes over the 24-year review period.

Table 14 – Town 2022 Uniform Mill Rate^{26, 27}

Agricultural	4.0563
Commercial	4.0563
Industrial	4.0563
Residential - Low Density	4.0563
Residential - High Density	4.0563

Table 15 – RM 2022 Mill Rates^{28, 29}

	Uniform Mill Rate	Mill Rate Factor	Mill Rate
Agricultural	4.8348	0.975	4.7139
Commercial	4.8348	0.95	4.5931
Industrial	4.8348	0.95	4.5931
Country Residential	4.8348	1.05	5.0765
Residential	4.8348	1.05	5.0765

11.3 Tax Levy Impact

For the Town, taxes post-annexation are forecast to increase over the 24-year review period as shown in the table below.^{30, 31}

²⁶ The Town also charges a base tax to properties. In 2022 the base tax was \$990 for developed properties and \$710 for undeveloped properties. Base taxes are included in forecast tax revenues.

²⁷ The Town offers an early repayment discount of 15%. This discount has been applied to 80% of taxpayers, in alignment with historical tax reductions.

²⁸ The RM also charges for waste collection. In 2022 the waste collection charge was \$163.07 without composting and \$178.55 with composting. Waste collection charges are included in forecast tax revenues.

²⁹ The RM offers an early repayment discount of 5%. This discount has been applied to 60% of taxpayers.

³⁰ Rates are “smoothed” over 3-year periods (i.e., accumulated tax surpluses/deficits (if any) are applied to balances in the following year).

³¹ To calculate base taxes for future growth, commercial properties are assumed to be 0.5 acre, and industrial properties are assumed to be 1.0 acre.

Table 16 – Forecast Tax Changes

Period	Forecast Tax Changes
2024 to 2026	1.00% per year
2027 to 2029	1.90% per year
2030 to 2032	2.95% per year
2033 to 2035	2.95% per year
2036 to 2038	2.95% per year
2039 to 2041	1.00% per year
2042 to 2044	1.00% per year
2045 to 2047	0.25% per year

Though municipalities frequently implement tax increases greater than 3% for a single year or short periods of time, increases greater than 3% for long periods are generally not common. Accordingly, for this analysis a “sustainability threshold” of 3% was established for each 3-year period.³² As highlighted in the table above, forecast tax increases in each 3-year period stay below the sustainability threshold.

11.4 Residential Land Dependence on Non-residential Land

Tax impacts on the Town shown above are predicated on the transfer of developed commercial and industrial lands in the annexation area concurrent with the transfer of developed residential lands in the annexation area. If the proposed annexation occurs but developed commercial and industrial lands are not included in the transfer (i.e., only developed residential lands are included), it is estimated the Town will see an additional mill rate increase of ~10% in Year 1 and Year 2.³³ Further, examination of the RM’s

³² In addition to the political challenges of perpetual tax increases greater than 3%, the 3% sustainability threshold also aligns with the average CPI increase in Saskatchewan from 1978 to 2020 which was ~3%.

³³ To examine this scenario, the financial assumptions contained herein (i.e., capital plan, operating plan, etc.) were maintained except for assessment—commercial and industrial assessment stemming from the proposed annexation area was removed.

budget confirms that the RM (like many municipalities) is currently using tax revenues from developed non-residential lands to offset operating program costs in developed residential areas. If developed lands in the proposed annexation area are transferred to the Town by way of annexation but non-residential lands are not, then in the future a portion of tax revenues collected by the RM from non-residential lands in the RM should rightly be transferred to the Town to maintain tax rates at the same low level that developed residential lands in the proposed annexation area currently benefit from. In other words, developed residential lands in the annexation area are financially dependent on developed non-residential lands in the annexation area and, therefore, it is important that transfer of developed residential lands be undertaken together with transfer of developed non-residential lands.

12 BORROWING CAPACITY IMPACTS

Section 161 of the Municipalities Act and related Regulation No. M-36.1 set out the debt limits of a municipality (see *Appendix F – Debt Limits*). The table below outlines the impact of the proposed annexation on the Town’s debt limit as established by legislation and related regulation. The debt limit is anticipated to peak at approximately **89% in 2028** and decrease to approximately **24% in 2047**.³⁴ The debt remains within acceptable levels during the 24-year review period.

Though there will be opportunity to expand the Town’s municipal debt limit when it eventually becomes a city, the review of debt limits herein is based on regulations as they apply to towns. Should the Town’s debt limits be expanded in the future when it becomes a city, the debt impacts reflected in this report will decrease, all other things being equal.

Table 17 – Forecast Debt Limit Impacts

Description	1	2	3	4	5
	2024	2025	2026	2027	2028
Total Revenue	\$ 12,005,552	\$ 13,393,122	\$ 14,697,310	\$ 16,013,748	\$ 17,452,236
Less:					
Unconditional Grants	\$ 703,623	\$ 1,196,881	\$ 1,472,593	\$ 1,472,593	\$ 1,472,593
Conditional Grants	\$ 364,123	\$ 527,597	\$ 576,273	\$ 618,635	\$ 655,154
Grants in Lieu	\$ 2,044	\$ 2,106	\$ 2,169	\$ 2,234	\$ 2,301
Eligible Revenue	\$ 10,935,761	\$ 11,666,538	\$ 12,646,276	\$ 13,920,286	\$ 15,322,188
Debt Limit	\$ 10,277,163	\$ 10,935,761	\$ 11,666,538	\$ 12,646,276	\$ 13,920,286
Debt Limit Adjustment for Increase Approvals	\$ 16,494,000	\$ 16,494,000	\$ 16,494,000	\$ 16,494,000	\$ 16,494,000
Total Outstanding Debt	\$ 10,867,985	\$ 14,290,672	\$ 13,545,143	\$ 13,086,984	\$ 14,683,176
% of Debt Limit	65.89%	86.64%	82.12%	79.34%	89.02%

³⁴ The debt limit has been adjusted for increases already approved by the SMB to facilitate advances to the WCRM158 in support wastewater capacity expansion.

Description	6 2029	7 2030	8 2031	9 2032	10 2033
Total Revenue	\$ 19,014,269	\$ 20,775,823	\$ 22,726,199	\$ 24,863,288	\$ 27,169,632
Less:					
Unconditional Grants	\$ 1,902,429	\$ 1,902,429	\$ 1,902,429	\$ 2,287,370	\$ 2,287,370
Conditional Grants	\$ 692,762	\$ 731,611	\$ 771,816	\$ 813,062	\$ 855,238
Grants in Lieu	\$ 2,370	\$ 2,441	\$ 2,514	\$ 2,590	\$ 2,667
Eligible Revenue	\$ 16,416,709	\$ 18,139,343	\$ 20,049,439	\$ 21,760,266	\$ 24,024,356
Debt Limit	\$ 15,322,188	\$ 16,416,709	\$ 18,139,343	\$ 20,049,439	\$ 21,760,266
Debt Limit Adjustment for Increase Approvals	\$ 16,494,000	\$ 16,494,000	\$ 18,139,343	\$ 20,049,439	\$ 21,760,266
Total Outstanding Debt	\$ 14,665,976	\$ 14,165,359	\$ 15,808,638	\$ 15,529,892	\$ 19,360,409
% of Debt Limit	88.92%	85.88%	87.15%	77.46%	88.97%

Description	11 2034	12 2035	13 2036	14 2037	15 2038
Total Revenue	\$ 28,858,979	\$ 31,442,630	\$ 34,243,942	\$ 37,258,912	\$ 40,554,816
Less:					
Unconditional Grants	\$ 2,287,370	\$ 2,704,176	\$ 2,704,176	\$ 2,704,176	\$ 3,126,968
Conditional Grants	\$ 898,269	\$ 941,606	\$ 984,745	\$ 1,027,691	\$ 1,071,090
Grants in Lieu	\$ 2,747	\$ 2,830	\$ 2,915	\$ 3,002	\$ 3,092
Eligible Revenue	\$ 25,670,592	\$ 27,794,018	\$ 30,552,107	\$ 33,524,043	\$ 36,353,666
Debt Limit	\$ 24,024,356	\$ 25,670,592	\$ 27,794,018	\$ 30,552,107	\$ 33,524,043
Debt Limit Adjustment for Increase Approvals	\$ 24,024,356	\$ 25,670,592	\$ 27,794,018	\$ 30,552,107	\$ 33,524,043
Total Outstanding Debt	\$ 19,078,602	\$ 19,041,184	\$ 17,357,938	\$ 15,610,511	\$ 13,797,371
% of Debt Limit	79.41%	74.18%	62.45%	51.09%	41.16%

Description	16 2039	17 2040	18 2041	19 2042	20 2043
Total Revenue	\$ 43,581,891	\$ 46,823,531	\$ 50,317,774	\$ 54,018,754	\$ 57,989,908
Less:					
Unconditional Grants	\$ 3,126,968	\$ 3,126,968	\$ 3,556,609	\$ 3,556,609	\$ 3,556,609
Conditional Grants	\$ 1,115,470	\$ 1,160,438	\$ 1,205,657	\$ 1,250,986	\$ 1,296,301
Grants in Lieu	\$ 3,185	\$ 3,281	\$ 3,379	\$ 3,480	\$ 3,585
Eligible Revenue	\$ 39,336,268	\$ 42,532,845	\$ 45,552,129	\$ 49,207,678	\$ 53,133,414
Debt Limit	\$ 36,353,666	\$ 39,336,268	\$ 42,532,845	\$ 45,552,129	\$ 49,207,678
Debt Limit Adjustment for Increase Approvals	\$ 36,353,666	\$ 39,336,268	\$ 42,532,845	\$ 45,552,129	\$ 49,207,678
Total Outstanding Debt	\$ 12,836,600	\$ 27,879,409	\$ 25,983,875	\$ 24,030,421	\$ 22,319,673
% of Debt Limit	35.31%	70.87%	61.09%	52.75%	45.36%

	21	22	23	24
Description	2044	2045	2046	2047
Total Revenue	\$ 62,169,153	\$ 66,411,067	\$ 70,983,623	\$ 75,961,360
Less:				
Unconditional Grants	\$ 3,991,802	\$ 3,991,802	\$ 3,991,802	\$ 4,430,606
Conditional Grants	\$ 1,341,894	\$ 1,388,077	\$ 1,434,911	\$ 1,482,306
Grants in Lieu	\$ 3,692	\$ 3,803	\$ 3,917	\$ 4,035
Eligible Revenue	\$ 56,831,765	\$ 61,027,386	\$ 65,552,993	\$ 70,044,413
Debt Limit	\$ 53,133,414	\$ 56,831,765	\$ 61,027,386	\$ 65,552,993
Debt Limit Adjustment for Increase Approvals	\$ 53,133,414	\$ 56,831,765	\$ 61,027,386	\$ 65,552,993
Total Outstanding Debt	\$ 20,381,020	\$ 19,076,055	\$ 17,433,519	\$ 15,754,700
% of Debt Limit	38.36%	33.57%	28.57%	24.03%

13 IMPACT ON RM

This section quantifies the financial impact of the proposed annexation on the RM of Edenwold and resulting compensation that should be transferred either from the Town to the RM, or from the RM to the Town.

13.1 Methodology and Scope

Introduction

There are examples of boundary alteration in Saskatchewan where the municipality doing the annexing (the “initiating municipality”) agreed to pay significant financial compensation to the municipality whose lands were being annexed (the “responding municipality”) and over long periods of time. But these examples occurred several years ago prior to the establishment of provincial guiding principles for compensation. Further, even without the establishment of guiding principles for compensation, the fact that these settlements occurred does not mean that they reflected the actual financial impact on the responding municipality or an appropriate impact period.

As a result of these historical examples, some responding municipalities believe that annexations represent an opportunity to extract a large financial sum from the initiating municipality thereby creating a financial windfall for the responding municipality. This is not correct. During annexations, land ownership is not changing but rather merely changing jurisdiction of governance and, therefore, financial compensation from the initiating municipality to the responding municipality should only occur in circumstances where the responding municipality suffers financial impact, and then only for a period of time necessary to mitigate the impact.

To ensure compensation frameworks are appropriate, fair, and equitable, in 2015 the Province of Saskatchewan created principles for guiding the determination of annexation

financial compensation settlements.^{35, 36} The concept of “net” financial impact underpins several of the Saskatchewan principles. In other words, financial compensation can flow to either municipality, depending on the circumstances and the net impact suffered or enjoyed by the responding municipality. And in situations where there is no financial impact on either municipality, no financial compensation is required.

Financial Compensation Defined

To determine financial compensation, net financial impact is usually considered from the perspective of the responding municipality (i.e., the RM). Negative financial impact reflects a loss and indicates that a payment from the initiating municipality to the responding municipality is appropriate. Positive financial impact reflects a gain and indicates that a payment from the responding municipality to the initiating municipality is appropriate.

Financial compensation is determined as follows:

$$\text{Total Financial Compensation} = (\text{Annual Financial Impact} \times \text{Compensation Period}) \\ \pm \text{One-time Financial Impacts}$$

Annual Financial Impacts and One-time Financial Impacts are determined as follows:

$$(1) \text{ Annual Financial Impact} = \text{Taxes Lost} + \text{Other Revenues Lost} - \text{Operating Expenses Saved} - \text{Capital Expenses Saved}$$

- *The calculation of annual impacts over a “compensation period” is intended to provide the impacted municipality with suitable time to change course thereby mitigating the impact. Accordingly, the duration of the compensation period is dependent on the magnitude of the annual financial impacts.*

³⁵ Principles for Financial Settlements Between Municipalities for Boundary Alterations (Annexation), <https://www.saskatchewan.ca/government/municipal-administration/community-planning-land-use-and-development/municipal-status-and-boundary-changes/annexation#principles-for-financial-settlements-between-municipalities-for-boundary-alterations>, 2015.

(2) *One-time Financial Impacts = Net Assets Transferred + Assets with Stranded Debt – Stranded Liabilities – Levies and Service Agreement Charges Collected – Cash-in-lieu Collected +/- Other Considerations*

Lack of Information From the RM

Ideally, financial impacts are determined using information provided by the responding municipality (i.e., the RM), particularly as it pertains to one-time impacts. As mentioned previously, the RM was unable to provide information to support this analysis.³⁷ Accordingly, the analysis of impact on the RM draws information from other available sources (e.g., published RM budget details, SAMA assessments, internal Town estimates, etc.) as described below.

13.2 Annual Financial Impacts

Introduction

Some municipalities believe that annual financial impacts are based solely on taxes lost. This is not correct. As described in Principle #4 of the *Saskatchewan Principles for Financial Settlement*, while it is true that a municipality's tax revenue is reduced when its overall land base is reduced, the municipality's expenditures are also reduced (e.g., roads in the annexation area no longer require sanding or plowing by the RM, recreation facilities in the annexation area no longer require maintenance or rehabilitation by the RM, etc.). To establish a complete picture of the annual financial impacts of annexation on the responding municipality, both revenues and expenditures associated with annexation lands should be considered.

Annual financial impacts are determined by allocating the RM's revenues and expenditures to: (a) the annexation area, or (b) the remainder of the RM, or (c) split between the annexation area and the remainder of the RM. With respect to item (c), the

³⁶ Though Alberta has yet to codify its principles, decisions in several contested annexations in Alberta over the past decade utilized many of the same principles now codified in Saskatchewan.

³⁷ In addition to informal requests from Town staff in 2018 and 2019, the Town's legal counsel made formal requests for information from the RM in August 2020, March 2022, and April 2022. The RM's only response came in the form of a short letter May 19th, 2022, but the information included in the letter was mostly incomplete or missing altogether.

analysis herein primarily uses two factors to split revenues and expenditures: “% of taxable assessment” and “% of population”, as shown in the table below. For example, items allocated using the “taxable assessment” factor are split 37.5% to the annexation area and 62.5% to the remainder of the RM. Items allocated using the “population” factor are split 44.3% to the annexation area and 55.7% to the remainder of the RM. Budget allocation details are summarized in *Appendix G – Allocation of RM Revenues and Expenditures*.

Table 18 – Allocation Criteria^{38, 39, 40}

	RM	Annexation Area	Annexation Area %
Taxable Assessment	\$ 1,251,475,395	\$ 469,743,475	37.5%
Population	4,466	1,980	44.3%

Taxes Lost

The proposed annexation area is forecast to generate taxes of approximately **\$2.3 million** in 2024, as shown in the table below.⁴¹ This tax loss is calculated based on the 2021 budget of the RM of Edenwold.⁴² Allocation details are summarized in *Appendix G – Allocation of RM Revenue and Expenditures*.

Table 19 – Taxes Lost (2024)

	2021 (Actual)	2024 (Forecast)
Municipal Taxes Gained (Lost)	-\$2,105,723	-\$2,300,981

³⁸ The RM’s taxable assessment and the annexation area’s taxable assessment are based on SAMA 2022 data.

³⁹ The RM’s population is based on 2022 census data, not including under coverage. The annexation area population is based on 2022 data.

⁴⁰ The accuracy of these allocation factors was validated during the Town’s comparison of tax rates in the RM and Town which determined that the taxes in the annexation area totaled ~\$2.3 million, virtually the same amount as the taxes generated using the allocation factors.

⁴¹ Inflation of 3% per annum is applied to base data to forecast taxes lost in 2024.

⁴² The RM’s 2021 budget was used as the base as it was the most recent available at the time of writing in early 2022. Though the RM’s 2022 budget is now available it is inconsequential because all impacts herein are inflated forward to 2024 (the year annexation is anticipated to commence).

Note: the approach used herein to estimate taxes lost is favourable for the RM because the tax loss has not been adjusted to reflect the tax subsidy that is built into the RM's water and sewer rates. In 2021, the RM's water and sewer utility revenues were \$1.2 million while expenses were \$2.5 million, as shown in the table below. The net loss of \$1.2 million was financed via other municipal sources such as taxes and/or reserves (reserves are also created from taxes). In other words, the RM's water and sewer charges are artificially low and subsidized by municipal taxes. As highlighted elsewhere in this report, post-annexation the RM will continue to provide water and sewer services to its existing customers (and collect water and sewer revenues). Accordingly, it would have been appropriate to deduct any tax subsidies to the utility from the overall calculation of tax loss to the RM. The RM's utility losses and utility rates are discussed further in *Section 14*.

Table 20 – Utility Losses

RM Water and Sewer Utility	2021
Revenues	\$1,248,480
Expenditures	\$2,478,300
Net Gain (Loss)	-\$1,229,820

Other Revenues Lost

In addition to taxes, the transfer of the proposed annexation lands from the RM to the Town will result in a loss of other revenues⁴³ of approximately **\$0.8 million** in 2024, as shown in the table below.⁴⁴ Allocation details are summarized in *Appendix G – Allocation of RM Revenues and Expenditures*.

Table 21 – Other Revenues Lost (2024)

	2021 (Actual)	2024 (Forecast)
Other Revenue Gained (Lost)	-\$705,306	-\$770,707

⁴³ Includes revenues other than taxes such as sale of supplies, rentals, fees and charges, development levies, etc.

⁴⁴ Inflation of 3% per annum is applied to base data to forecast other revenues lost in 2024.

Operating Expenditure Savings

In addition to taxes and other revenues lost, the transfer of the proposed annexation lands from the RM to the Town will result in a reduction in operating expenditures of approximately **\$2.7 million** in 2024, as shown in the table below.⁴⁵ This reduction in expenses stems from a reduction in service requirements (e.g., roads in the annexation area no longer require sanding or plowing by the RM, recreation facilities in the annexation area no longer require maintenance or rehabilitation by the RM, etc.). Allocation details are summarized in *Appendix G – Allocation of RM Revenue and Expenditures*.

Table 22 – Operating Expenditure Savings (2024)

	2021 (Actual)	2024 (Forecast)
Operating Expenditures Shed (Added)	\$2,425,554	\$2,650,468

Capital Expenditure Savings

In addition to operating expenditure savings, the transfer of the proposed annexation lands from the RM to the Town will result in a reduction in capital expenditures⁴⁶ of approximately **\$1.9 million** in 2024, as shown in the table below.⁴⁷ Allocation details are summarized in *Appendix G – Allocation of RM Revenue and Expenditures*.

Table 23 – Capital Expenditures Savings (2024)

	2021 (Actual)	2024 (Forecast)
Total Non Utility Capital Expenditures Shed (Added)	\$1,750,790	\$1,913,136

Net Annual Impact

Based on estimated taxes lost, other revenues lost, operating expenditure savings, and

⁴⁵ Inflation of 3% per annum is applied to base data to forecast operating expenditure savings in 2024.

⁴⁶ Water and sewer capital expenditures are not included as the RM will retain the utilities post-annexation.

⁴⁷ Capital expenditures can vary from year-to-year, so a 3-year trailing average is used to establish the base data. Inflation of 3% per annum is applied to base data to forecast capital expenditure savings in 2024.

capital expenditure savings, the impact of annexation on the RM is a net gain of approximately **\$1.5 million** per annum in 2024.

Table 24 – Net Impact of Annexation on RM (2024)

	2021 (Actual)	2024 (Forecast)
Municipal Taxes Gained (Lost)	-\$2,105,723	-\$2,300,981
Other Revenue Gained (Lost)	-\$705,306	-\$770,707
Operating Expenditures Shed (Added)	\$2,425,554	\$2,650,468
Net Operating Gain (Loss)	-\$385,475	-\$421,219
Total Non Utility Capital Expenditures Shed (Added)	\$1,750,790	\$1,913,136
Total Gain (Loss)	\$1,365,315	\$1,491,917

For the RM to mitigate net operating losses, it will need to take steps to streamline programs and services and rationalize equipment and staffing levels. In this regard, the Town has indicated that it is prepared to take on certain equipment and municipal staff from the RM to facilitate delivery of services in the annexation area, thereby enabling the RM to mitigate net operating losses quickly while minimizing employee impacts.

Impact Period

Some municipalities believe that compensation stemming from annual financial impacts should continue in perpetuity or for many years. This is not correct. The purpose of compensation over a number of years is to provide the impacted municipality with a reasonable amount of time to “alter course” thereby mitigating annual financial impacts (e.g., reduce staff costs, reduce equipment and program costs, etc.). In most boundary alteration circumstances a municipality can take the steps necessary to overcome financial impacts within a relatively short period of time—usually less than 5 years. A substantial annual financial impact might take longer to absorb (e.g., 5 years) whereas a smaller annual financial impact might be mitigated in a relatively short period of time

(e.g., 1 year).⁴⁸

In this annexation, there is no loss to the RM and, therefore, an impact period has not been applied. As demonstrated above, given the nature of the developed lands involved, annexation will result in a net gain for the RM of **\$1.5 million** per annum starting in 2024. Stated another way, annexation will result in an average mill rate reduction of **1.7%**, as shown in the table below.

*Table 25 – Net Mill Rate Impact of Annexation on RM (2024)*⁴⁹

	Assessment	Municipal Taxation	Average Millrate	Average Millrate Impact	Average Millrate Impact (%)
2024 Without Annexation	1,367,520,954	6,130,198	4.48271		
2024 With Annexation	869,170,101	3,829,218	4.40560	-0.07711	-1.7%

13.3 One-time Financial Impacts

Unlike annual impacts which occur over a period of time, one-time items have an impact only at the time of annexation and so no impact period is applicable. One-time impacts are comprised of system acquired net assets transferred, assets with stranded debt, stranded liabilities, levies and service agreement charges, cash-in-lieu, and other considerations. Each of these elements is discussed in the sections below.

Assets To Be Transferred

Before commenting on the value of assets transferred it is important to clarify which annexation area assets currently owned by the RM are being transferred to the Town and which are not.

The following assets in the annexation area should be transferred to the Town:

- All streets, roads, lanes, trails, paths, alleys or road allowances as well as

⁴⁸ As noted in *Section 13.1*, there are examples of boundary alteration in Saskatchewan where initiating municipalities have agreed to pay significant financial compensation to responding municipalities and over long periods of time. But these examples do not mean that these settlements in any way reflect the actual financial impact or an appropriate impact period.

⁴⁹ The RM's 2024 assessment is based on actual 2021 assessment inflated 3% per year.

fixtures or appurtenances on those facilities such as signs, traffic control devices, street lights, street trees and so on.⁵⁰

- All stormwater collection, conveyance, and retention systems and related appurtenances, and municipal lands used for stormwater management purposes.
- All recreation and parks facilities and related appurtenances, and municipal lands used for recreation and parks purposes.

The following assets in the annexation area should remain with the RM:

- RM owned buildings including the municipal office, fire hall⁵¹, WTP, Emerald Park lagoons, and public work yard, as indicated on *Map 3* below.⁵²
- Water utility infrastructure such as water treatment facilities, water transmission facilities, reservoirs, water distribution facilities, and water administration and billing infrastructure.⁵³
 - In so doing, the RM will continue to provide water services to existing customers (and new customers) within existing serviced areas in Emerald

⁵⁰ This specifically refers to roads owned by the RM. Of course, roads owned by the Province (e.g., service roads and other roads adjacent to Highway 1) will continue to be owned by the Province.

⁵¹ Fire services in Emerald Park are provided by the Town of White City via its existing fire hall and via a Fire Services Agreement with the RM. The cost of this service to the RM is ~\$127,000 in 2022. It is not clear why the RM is investing in a new fire hall which is redundant or if the new hall is being constructed to urban standards. Nonetheless, post annexation the Town will provide fire services to Emerald Park (and other the annexation areas) from its existing facilities just as it is doing currently. The RM will retain the fire hall as a base from which to provide fire services to other areas beyond the annexation area.

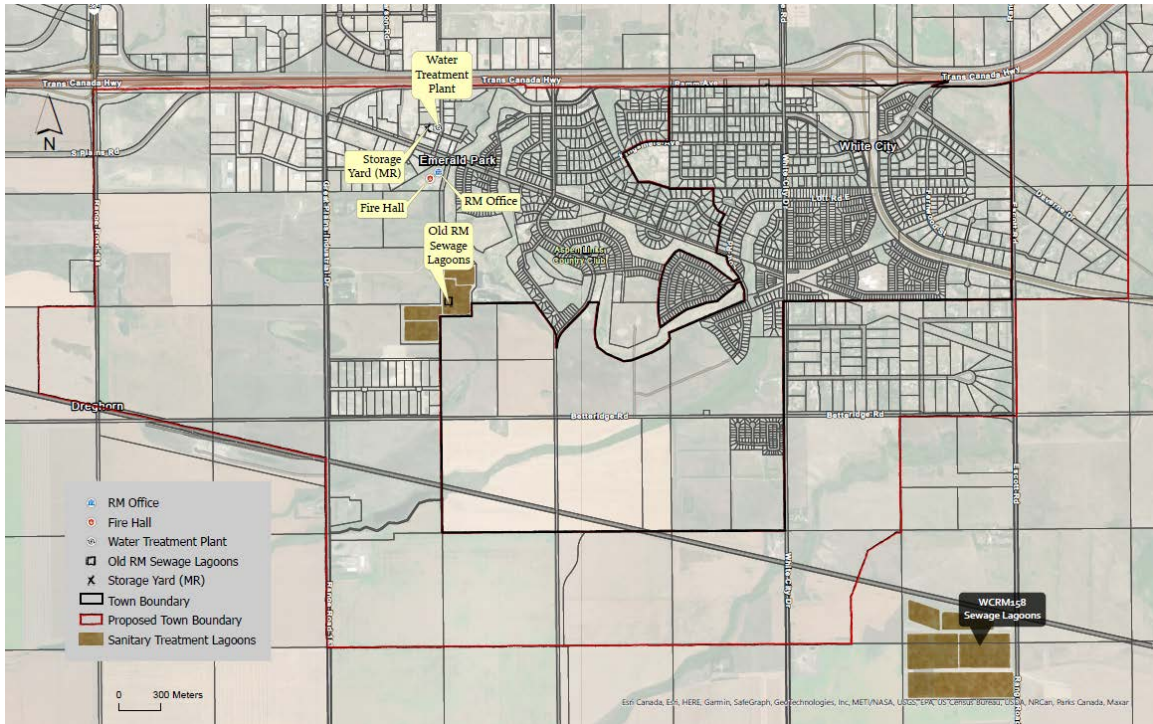
⁵² The RM should pay municipal taxes for buildings they continue to own within Town boundaries post annexation unless an exemption is requested by the RM and granted by the Town.

⁵³ The transfer of utility infrastructure and operations is a complex undertaking that requires cooperation and commitment from both the initiating and responding municipalities. The RM is contesting this annexation and, as such, has not met with the Town to discuss, negotiate, or plan any aspect of the annexation. Accordingly, there has been no opportunity to discuss or plan the transfer of utility infrastructure and operations. For example, the RM's WTP serves lands within the annexation (e.g., Emerald Park) as well as lands beyond the annexation area. For this reason, the Town's annexation application assumes the RM will maintain utility infrastructure and operations and, moving forward, the RM will act as a third-party utility provider within certain annexation areas. Examples of this approach can be found in many municipal jurisdictions across Canada. If it is the RM's preference to transfer the water and sewer utilities to the Town, the RM and Town can enter into transfer discussions post-annexation.

Park, Great Plains Industrial Park (East), Great Plains Industrial Park (West), and Prairie View Business Park), as shown on *Map 4* below. Water services for newly developed areas/customers in the remainder of annexation area will be provided by the Town unless the Town and RM agree that service delivery via the RM's existing water system makes more sense. Note: the Town currently provides, and will continue to provide, water to Jameson Estates (in the RM but outside the annexation area) and Meadow Ridge Estates (inside the annexation area); and the developer of Meadow Ridge Estates is in the process of transferring the water line it constructed to the Town.

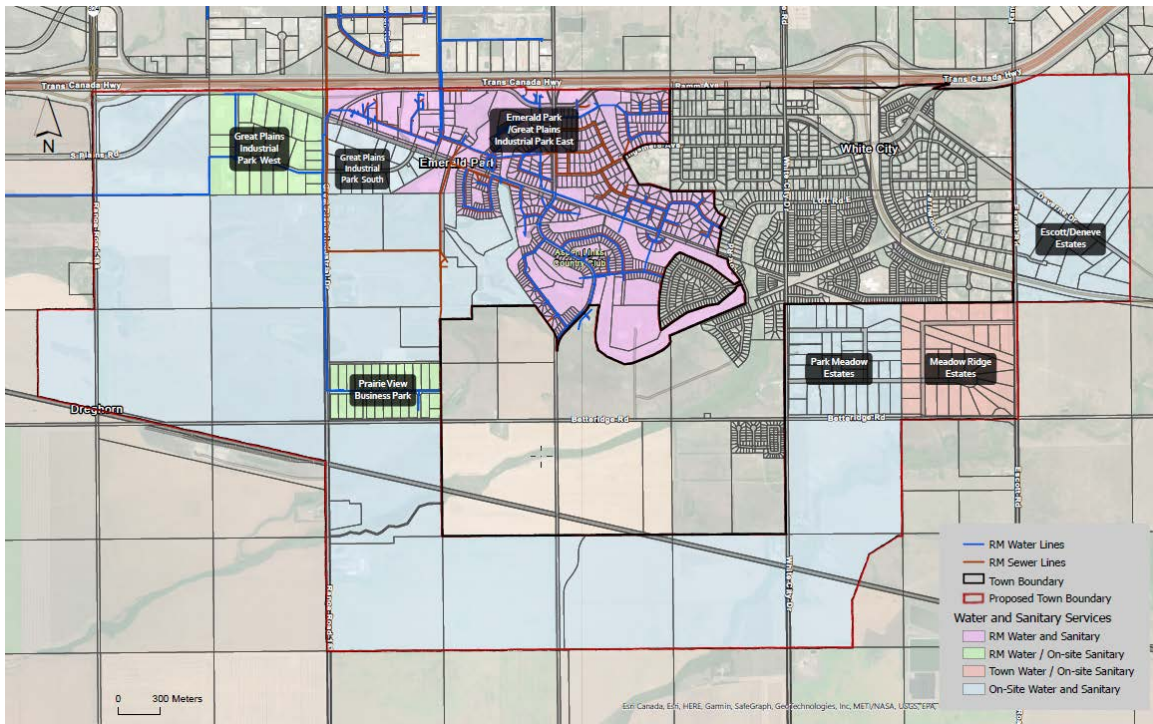
- Sewer utility infrastructure such as sewer collection facilities, sewer transmission facilities (to the Emerald Park lagoons), lift stations, and sewer administration and billing infrastructure.⁵³
 - In so doing, the RM will continue to provide sewer services to existing customers (and new customers) within existing serviced areas in Emerald Park, and Great Plains Industrial Park (East), as shown on *Map 4* below. Sewer services for newly developed areas/customers in the annexation area will be provided by the Town unless the Town and RM agree that service delivery via the RM's existing sewer system makes more sense. Note: sewage transmission (from the Emerald Park sewage lagoons) and sewage treatment facilities will continue to be owned and operated by WCRM158. Also, the RM will continue to be responsible for the ongoing liability and costs associated with decommissioning and reclamation of the Emerald Park sewage lagoons, and transition to a stormwater drainage facility (see Stranded Liabilities further below).

Map 3 – RM Buildings/Facilities in the Annexation Area⁵⁴



⁵⁴ Source: Town of White City, 2022.

Map 4 – Current Water and Sewer Service Delivery in the Annexation Area⁵⁵



Net Assets Transferred

Some municipalities believe that financial compensation should include the net book value of all transferred assets. This is not correct. As described in Principle #4 of the *Saskatchewan Principles for Financial Settlement*: “*infrastructure compensation should consider multiple factors, including: utility, condition, tangible capital asset register value, depreciation, engineering condition assessments, sources of original funding, outstanding debt and/or loans related to the annexed infrastructure, investment in other RM infrastructure in support of imminent development in the annexed area, etc.*”.

Two important implications stem from Principle #4. First, as it pertains to the “*sources of original funding*”, the value of assets transferred should only consider those assets funded by the municipality (i.e., system acquired assets). Those assets “*contributed*” to the municipality by way of developer contributions, grants, donations, etc. are excluded

⁵⁵ Source: Town of White City, 2022.

because the municipality has not paid for these assets. Second, the value of an asset should consider its overall condition and, if necessary, the cost to bring the asset up to urban standard.⁵⁶ Accordingly, the value of assets transferred is calculated as follows:

Value of Asset Transferred = Net Book Value or Asset Condition Valuation (Whichever is Lower) of System Acquired Assets – Current Cost to Bring All Assets Up to Urban Standard

As it pertains to assets to be transferred during annexations (e.g., roads, utility systems, etc.), it is rare that they result in compensation because they are often funded by developers, grants, and the like (i.e., they are usually “contributed” assets). In any event, the RM has not provided a condition assessment, depreciation values, sources of funding, outstanding debts, or any other information as it pertains to assets transferred. The net value of assets transferred is **\$0**.

Arguably, this is a favourable conclusion for the RM as a thorough examination of the condition of all assets transferred (e.g., roads, ditches, signage, crossings, stormwater systems, recreation facilities, etc.) could determine that the Town will be required to incur significant rehabilitation costs associated with transferred assets that are below urban standard.

Let us assume that the RM has provided the information necessary to value system acquired assets and commissioned a detailed condition assessment of all assets (the RM has not provided this information but let us assume that it has). In this case, it would still be our position that the net value of assets transferred is \$0. The rationale for this position stems from perhaps the most compelling argument regarding asset transfers that is not contained in the *Saskatchewan Principles for Financial Settlement*—the system acquired assets being transferred from the RM to the Town were created for the benefit of, and funded by taxes generated from, landowners in the annexation area.

⁵⁶ Condition assessments should be undertaken by an independent third party on behalf of the responding municipality and validated by the initiating municipality.

During annexations where the land transferred is comprised primarily of agricultural land, system acquired asset valuation can potentially take on greater prominence because the tax base is usually small; and, so the cost of system acquired infrastructure in the annexation area has likely been funded (in part) by taxes from beyond the annexation area. However, in this case the annexation area contains developed lands with an established tax base. So, the taxes from the annexation area would have funded all system acquired infrastructure in the annexation area (and likely infrastructure beyond the annexation area as well). In this case, attempting to seek compensation for a system acquired asset would result in annexation area landowners paying twice—once when the asset was constructed/purchased, and a second time upon transfer of the asset to the new governing jurisdiction (i.e., the Town). In other words, attempting to compensate the RM for system acquired assets would result in a “double charge” to annexation area landowners. This would not be fair or equitable.

Assets With Stranded Debt

For those assets transferred where the responding municipality continues to hold payment obligations (e.g., an ongoing debenture), these debts are referred to as “stranded debts”. In these circumstances, the debts held by the responding municipality should also be transferred to the initiating municipality as new owner of the asset, assuming the condition valuation of the asset is greater than the outstanding debt. Clearly, transferring a debt obligation for an asset that has no value would not be fair or equitable; so, if the value of the debt is greater than the condition valuation of the asset, then the net amount should be transferred. In other words, the portion of the debt that is greater than the condition valuation of the asset should remain with the responding municipality.

Stranded debts are calculated as follows:

Assets with Stranded Debt = Outstanding principal on transferred asset debts held by the RM (assuming condition valuation of the asset is greater than outstanding debt)

The RM’s 2020 Financial Statement (the most recent at the time of writing) indicates that

the net book value of all tangible capital assets (“TCA”) is \$42.3 million.^{57, 58} Of this amount, “transportation services” assets (e.g., roads) make up the largest component at \$21.7 million (51% of all TCA values), and water and sewer assets make up \$17.0 million (40% of all TCA values). The 2020 Financial Statement also indicates that there is \$5.7 million of debt associated with the TCA assets,⁵⁹ but it is not known from which specific assets this debt stems from, or whether these assets/debts are located in the annexation area. However, commentary within the RM’s *2018 Water and Sewer Works Rate Policy* provides additional insight. The policy document identifies over \$7 million of water and sewer debt,⁶⁰ so it is reasonable to assume that the \$5.7 million of debt associated with the TCA assets reflected in the 2020 Financial Statement is associated with water and sewer assets which are remaining with the RM.

Though the RM has not provided any stranded debt information that is complete*, it is believed that the RM holds no assets with stranded debt in the annexation area other than utility related debt. As utility services in the annexation area are remaining with the RM, the value of stranded debt transferable to the Town is **\$0**.

**Note: in its letter dated May 19th, 2022, the RM made reference to a \$810,000 loan associated with a road but provided no information as to which road the loan pertains to, the terms of the loan, the payment schedule, principal outstanding, financing details which indicate whether the debt is associated with offsite infrastructure front-ending, or a condition valuation of the road.*

Stranded Liabilities

Stranded liabilities represent future costs that will be incurred by the responding municipality to satisfy remediation, reclamation, and other rectification requirements stemming from “nuisance” lands/assets that are being transferred to the initiating

⁵⁷ RM of Edenwold, 2020 Financial Statement, Page 27.

⁵⁸ The tangible capital asset register is a listing of all assets owned by the municipality. The register typically includes: a description of the asset, the year the asset was constructed/purchased, the original value, the economic “life” of the asset, depreciation accumulated to date, and net book value.

⁵⁹ RM of Edenwold, 2020 Financial Statement, Page 28.

⁶⁰ RM of Edenwold, Water and Sewer Works Rate Policy and Capital Investment Strategy, 2018, Page 3.

municipality (e.g., reclamation of a land fill or gravel pit owned by the responding municipality and being transferred to the initiating municipality). In these circumstances, the responding municipality must satisfy its obligations prior to the lands/assets being transferred. Stranded liabilities are calculated as follows:

$$\text{Stranded Liability} = \text{Present Value of (Future remediation cost X \% of remediation liability created to date (i.e., RM\%))}$$

In its letter of May 19th, 2022, the RM indicated there are no stranded liabilities in the annexation area. However, the Town believes there are 2 significant liabilities in the annexation area for which the RM is responsible:

- (1) Decommissioning Emerald Park Sewage Lagoons. It is believed the RM began decommissioning the lagoons situated in Emerald Park in 2019, however the Town has been unable to ascertain the status of the lagoons from the RM. Further, the Town has not received confirmation from the Water Security Agency or the Ministry of Environment that the lagoons are decommissioned, and its associated development buffer restriction has been reduced or eliminated. A recent visual inspection of the lagoons by Town staff indicates that the decommissioning is not complete. Sewer assets will remain with the RM post-annexation, and so for this annexation it should be made clear that any existing and/or future liability/costs associated with the Emerald Park sewage lagoons should remain the sole responsibility of the RM.

- (2) Emerald Park Drainage Issues. The stormwater drainage system in Emerald Park is inadequate and this results in regular downstream flooding issues. The RM completed a drainage study and the 2020 Municipal Action Plan identified the need for redevelopment of the Emerald Park Lagoon into a stormwater retention pond.⁶¹ However, the cost of these mitigation projects is not known. For this annexation, it should be made clear that any existing and/or future liability/costs associated with mitigation of Emerald Park drainage issues should

⁶¹ 2020 Municipal Action Plan, Item #43.

remain the sole responsibility of the RM.

Assuming the decommissioning of the Emerald Park sewage lagoons is complete prior to annexation being finalized, and assuming the drainage issues in Emerald Park are rectified prior to annexation being finalized, then the value of stranded liabilities is **\$0**. However, if it is determined that decommissioning of the Emerald Park sewage lagoons is not complete prior to annexation, it should be made clear that this ongoing liability/cost will remain the sole responsibility of the RM as sewer assets are remaining with the RM. Further, the RM should provide a plan to the Town on the timing of completing outstanding remediation required on this facility and, ultimately, confirmation of completion to the Water Security Agency and the Ministry of Environment. Likewise, if the drainage issues in Emerald Park are not rectified prior to annexation, or there are other nuisance lands in the annexation area that are discovered post-annexation, then the RM should remain the sole responsible party for these liabilities/costs post-annexation.

Local Improvement Taxpayer Obligations

A local improvement charge is a fixed annual charge levied against a specific property for a specific period of time by a municipality that amortizes the capital costs of local improvements (such as sidewalks, lanes, lighting etc.) which are considered more beneficial to the property owner or local area than to the municipality at large. Where annexation area landowners hold a local improvement obligation on their properties, the local improvement tax obligation should be transferred to the initiating municipality.

The Town is aware that the RM recently proposed a local improvement for certain lands within the Great Plains Industrial Park (South). If this local improvement proceeds, then it should be transferred to the Town as the new governing jurisdiction. However, because the project proposes to construct water and sewer infrastructure, the Town would remit the fees collected from landowners back to the RM because the RM is retaining operations and maintenance responsibilities for water and sewer utility systems in existing developed areas in the annexation area.

The RM indicates there are no local improvements in the annexation area*. However, it is believed there is one proposed local improvement taxpayer obligations in the Great Plains Industrial Park (South). If it proceeds, it should be transferred to the Town concurrent with annexation. And if it is determined post-annexation that there are other local taxpayer obligations in the annexation area, then likewise they should be transferred to the Town.

* RM's letter to the Town, May 19th, 2022, Page 2.

Development Levies and Servicing Agreement Charges

All development levies and servicing agreement charges collected from developers in the annexation area are connected to the land.⁶² In other words, these fees and charges are “designated use funds” that were collected by the RM for the sole purpose to pay for roads, drainage systems, recreations facilities, etc. in the areas from which they were collected.

Though the RM was unable to provide any information pertaining to development levies and servicing agreement charges collected⁶³, the Town believes there are several recent developments for which the RM collected (or will collect) **\$4.8 million** in development levies and/or servicing agreement charges, as summarized in the table and map below.⁶⁴ Further, the Town is not aware of any related offsite infrastructure facilities constructed by the RM in the annexation area from which these levies and charges were collected—construction of offsite facilities will become the responsibility of the Town.

⁶² Development levies and servicing agreement charges do not include water or sewer levies as the RM will retain and operate water and sewer systems for existing developed areas post-annexation.

⁶³ RM letter to the Town, May 19th, 2022, Page 2.

⁶⁴ There may be other past developments from which the RM collected levies and charges, but these are not known to the Town. The Town has focused its analysis on recent developments in the annexation area for which information was available.

Table 27 – Development Levies and Services Agreement Charges^{65, 66}

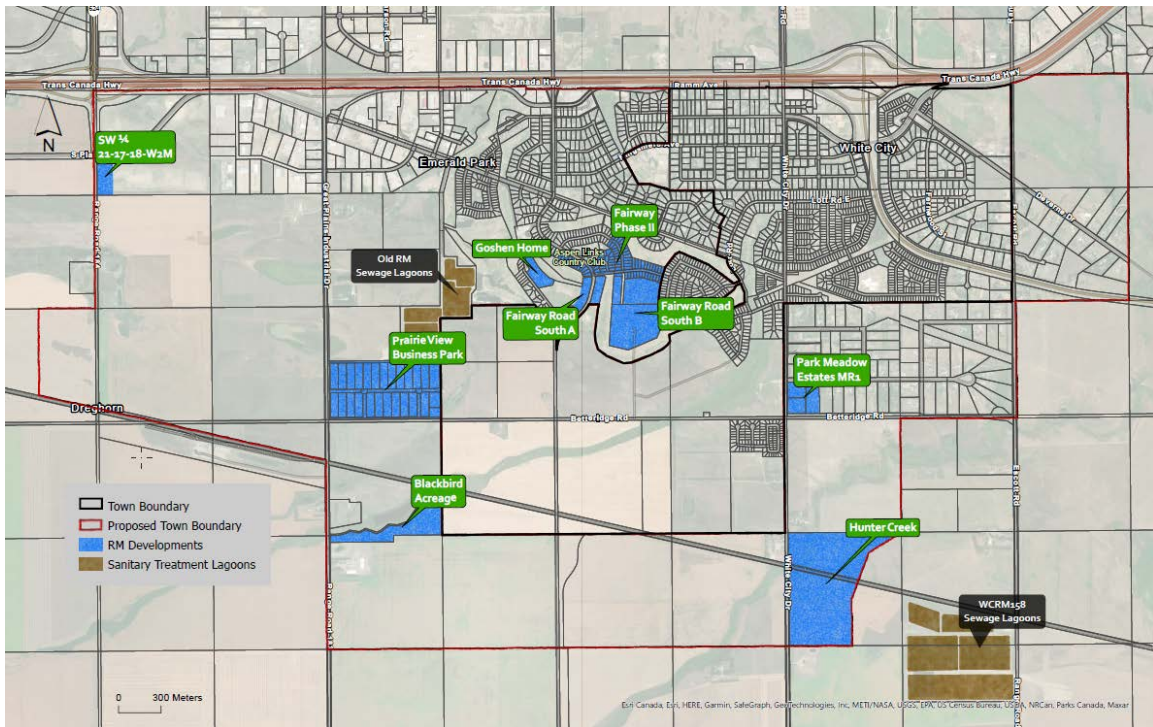
	Description	Developer	Development Type	Number of Lots/Units	Road Fees (Per Lot)	Drainage Fees (Per Lot)	Servicing Agreement Fees (Per Lot)	Miscellaneous Fees (Per Lot)	Total Fees (Per Lot)
1	Prairie View Business Park	BC Lands	Mixed	25			\$ 8,000		\$ 8,000
2	Fairway Phase II	Great Plains Leaseholds	Residential	79	\$ 2,840	\$ 925	\$ 8,000	\$ 5,450	\$ 17,215
3	Goshen Home	Great Plains Leaseholds	Residential	80	\$ 1,420	\$ 463	\$ 4,000	\$ 2,725	\$ 8,608
4	Park Meadow Estates			3					\$ -
5	Blackbird Residential Area	Blackbird Ventures	Country Residential	1			\$ 6,410		\$ 6,410
6	Fairway Road South A	Great Plains Leaseholds	Residential	22	\$ 2,840	\$ 925	\$ 9,215	\$ 5,450	\$ 18,430
7	Fairway Road South B	Great Plains Leaseholds	Residential	118	\$ 2,840	\$ 925	\$ 9,215	\$ 5,450	\$ 18,430
8	SW ¼ 21-17-18-W2M	Tell Properties Ltd.	Commercial	1	\$ 2,840	\$ 925	\$ 9,215	\$ 5,450	\$ 18,430
9	Hunter Creek	Bergen	Residential	154	\$ -	\$ -	\$ 9,215	\$ 5,451	\$ 14,666

	Description	Developer	Total Fees
1	Prairie View Business Park	BC Lands	\$ 200,000
2	Fairway Phase II	Great Plains Leaseholds	\$ 1,359,985
3	Goshen Home	Great Plains Leaseholds	\$ 688,600
4	Park Meadow Estates		\$ -
5	Blackbird Residential Area	Blackbird Ventures	\$ 6,410
6	Fairway Road South A	Great Plains Leaseholds	\$ 405,460
7	Fairway Road South B	Great Plains Leaseholds	\$ 2,174,740
8	SW ¼ 21-17-18-W2M	Tell Properties Ltd.	\$ 18,430
9	Hunter Creek	Bergen	\$ 2,258,564
			\$ 4,853,625

⁶⁵ Source: Town of White City, 2022. The Town estimates are based on servicing agreement details published with the Information Service Corporation (ISC) where available. For developments not published with the ISC, Town estimates are based on subdivision approvals, number of lots, and the RM 2018 Development Levy and Servicing Agreement Fee Policy, or the draft servicing agreement.

⁶⁶ Items 1-5 were previously approved by the RM. Items 6-9 are anticipated to be approved prior to annexation commencement in 2024.

Map 5 – Recent/Ongoing Developments in the RM



Logically, **\$4,853,625** should be transferred from the RM to the Town to support construction of future offsite infrastructure in the annexation area. To be clear, this transfer does not impact the RM financially because these funds are “designated use” funds paid (or to be paid) by developers that can only be used to construct infrastructure in the annexation area that forms part of the development levy/servicing agreement rates. The RM should also provide the Town with all supporting documents which identify what capital projects were included in the levy rates. And if it is determined post-annexation that there were additional funds collected from developers in the annexation area, then these additional funds should likewise be transferred to the Town.

Cash-In-Lieu of Municipal Reserves

All cash collected by the RM from developers in the annexation area in-lieu of municipal reserve dedications are connected to the land. In other words, cash collected in-lieu are

“designated use funds” to be used for the sole purpose to: (1) purchase land to be dedicated for public use, (2) develop public parks and public recreation facilities on existing public reserves, municipal reserves or environmental reserves within the municipality or within any other municipality, (3) upgrade or replace existing public parks or public recreation facilities on existing public reserves, municipal reserves or environmental reserves within the municipality or within any other municipality, and (4) develop public parks and public recreation facilities on lands owned by a specified public authority.⁶⁷

Though the RM is unable to provide any information pertaining to cash collected in-lieu⁶⁸, the Town believes there are several recent developments for which the RM collected (or will collect) **\$1.0 million** of cash-in-lieu of reserve dedications from developers in the annexation area, as summarized in the table below. Further, the Town is not aware of any related land purchases, or park construction, or rehabilitation projects undertaken by the RM in the annexation area from which this cash-in-lieu was collected—investments of this nature will become the responsibility of the Town.

⁶⁷ Saskatchewan Dedicated Lands Handbook, 2021, Page 11.

⁶⁸ RM letter to the Town, May 19th, 2022, Page 2.

Table 28 – Cash-in-lieu of Reserve Dedication^{69, 70}

	Description	Developer	Cash-in-Lieu of Municipal Reserve Dedication
1	Prairie View Business Park	BC Lands	\$ 27,680
2	Fairway Phase II	Great Plains Leaseholds	Exempt
3	Goshen Home	Great Plains Leaseholds	Exempt
4	Park Meadow Estates		\$ 839,000
5	Blackbird Residential Area	Blackbird Ventures	\$ 10,000
6	Fairway Road South A	Great Plains Leaseholds	Dedicated
7	Fairway Road South B	Great Plains Leaseholds	Dedicated
8	SW ¼ 21-17-18-W2M	Tell Properties Ltd.	\$ 138,739
9	Hunter Creek	Bergen	Dedicated
			\$ 1,015,419

Logically, **\$1,015,419** should be transferred from the RM to the Town. To be clear, this transfer does not impact the RM financially because these funds are “designated use” funds paid (or to be paid) by developers that can only be used to purchase land, develop public parks and public recreation facilities, and upgrade or replace existing public parks or public recreation facilities. And if it is determined post-annexation that there was additional cash-in-lieu collected from developers in the annexation area, then these additional funds should likewise be transferred to the Town.

Ongoing Development Agreements

All ongoing development agreements in the annexation area (i.e., agreements where the municipality has not yet issued a Construction Completion Certificate and Final

⁶⁹ Source: Town of White City, 2022. The Town estimates are based on servicing agreement details published with the Information Service Corporation (ISC) where available. For developments not published with the ISC, Town estimates are based on subdivision approvals, number of lots, and the RM 2018 Development Levy and Servicing Agreement Fee Policy, or the draft servicing agreement.

⁷⁰ Items 1-5 were previously approved by the RM. Items 6-9 are anticipated to be approved prior to annexation commencement in 2024.

Acceptance Certificate) should be transferred to the Town. Likewise, letters of credit, performance bonds, and other warranties provided by developers to the RM should be reassigned to the Town.

Though the RM is unable to provide this information*, it is believed that the RM holds development agreements and related commitments such as letters of credit from the developers summarized in *Table 27* above. These agreements, letters of credit, etc. should be transferred/reassigned to the Town. And if it is determined post-annexation that there are other agreements in the annexation area, then those items should likewise be transferred/reassigned to the Town.

* RM's letter to the Town, May 19th, 2022, Page 2.

Donations and Earmarked Grants for Future Assets

All earmarked grants and donations collected for future annexation area infrastructure and currently held by the RM (or due to the RM) should be transferred to the Town.

It is believed that the RM does not hold any earmarked grants or donations for future assets in the annexation area, and this was validated by the RM*. If it is determined post-annexation that there are such funds, then these should be transferred to the Town.

* RM's letter to the Town, May 19th, 2022, Page 2.

Rental Agreements

Where the RM holds a rental agreement on lands transferred in the annexation agreement (e.g., easement), the rental agreement should be re-assigned to the Town.

It is believed that the RM does not hold any rental agreements in the annexation area, and this was validated by the RM*. If it is determined post-annexation that there are agreements in the annexation area, then these should be transferred to the Town.

* RM's letter to the Town, May 19th, 2022, Page 2.

Summary of One-Time Financial Impacts

Together, total one-time financial impacts are:

Total One-time Impacts of (\$5,869,044) = Net Assets Transferred of \$0 + Stranded Debts of \$0 – Stranded Liabilities of \$0 – Levies and Service Agreement Charges Collected of \$4,853,625 – Cash-in-lieu Collected of \$1,015,419 +/- Other Considerations of \$0

13.4 Total Financial Impact

Total financial impact of annexation on the RM is:

- (1) Annual Financial Gain = **\$1,491,917**
- (2) One-time Financial Gains = **\$5,869,044**

13.5 Transfer of Equipment and Employees

As outlined in *Section 13.2*, the transfer of lands in the annexation area from the RM to the Town (particularly the transfer of developed lands) will result in the RM shedding significant expenditures. The reduction in expenditures will likely be accompanied by a rationalization and optimization of equipment and staffing requirements. In this regard, the RM and the Town should work together during the transition period to identify and facilitate the transfer of equipment and/or staff from the RM to the Town that will enable the smooth transition of service delivery in the annexation area from one municipality to the other and mitigate the impact of annexation on employees of the RM.

14 IMPACT ON ANNEXATION AREA LANDOWNERS

Tax Impacts

As part of its application, the Town is requesting that annexation area landowners be provided tax protection thereby eliminating tax impacts. Specifically, the Town is requesting that, for a period of 10 years post-annexation, annexation area landowners will benefit by: (1) retaining their tax classification as they exist today (e.g., exempt will remain exempt), and (2) being taxed at the Town’s effective mill rate or RM’s effective mill rate, whichever is lower in a given tax year.⁷¹ Comparison of effective mill rates will utilize the rules summarized in *Appendix H – Comparison of Future Town and RM Tax Rates and Triggering Events*. This guarantee will continue in the absence of a “triggering event” such as subdivision, development, etc. which are also defined in *Appendix H – Comparison of Future Town and RM Tax Rates and Triggering Events*.

RM Water and Sewer Utility Rates

As highlighted in *Section 13.3*, post-annexation the RM will continue to provide water services (and collect water revenues) to/from existing customers and new customers within existing serviced areas in Emerald Park, Prairie View Business Park, Great Plains Industrial Park (East), and Great Plains Industrial Park West).⁷² Similarly, the RM will continue to provide sewer services (and collect water revenues) to/from existing customers and new customers within existing serviced areas in Emerald Park, and Great Plains Industrial Park (East).⁷³ As such, existing annexation area residents residing within these specific areas will pay water and sewer rate as determined by the service provider—the RM.

⁷¹ It is anticipated that the RM’s effective mill rate over the 10-year period will be lower than the Town’s effective mill rate. Therefore, it is anticipated that annexation area landowners will pay taxes based on the RM’s current mill rates (adjusted for inflation).

⁷² Water services for newly developed areas/customers in the remainder of annexation area will be provided by the Town unless the Town and RM agree that service delivery via the RM’s existing water system makes more sense.

⁷³ Sewer services for newly developed areas/customers in the remainder of annexation area will be provided by the Town unless the Town and RM agree that service delivery via the RM’s existing sewer system makes more sense.

Regardless of whether annexation proceeds or not, it appears that residents receiving water and sewer service from the RM will face higher utility rates in the future. This is articulated in the RM’s 2018 *Water and Sewer Works Rate Policy and Capital Investment Strategy*, which states “*It is Council’s intention to increase the water and sewer rates sufficiently to reverse the trend where reserve funds have supplemented yearly operating costs rather than future capital and infrastructure costs*”.

The need for rate increases in the RM is further validated by the RM’s 2021 budget which indicates that water and sewer utility revenues were \$1.2 million while expenditures were \$2.5 million, as shown in the table below. The net loss of \$1.2 million was financed via other municipal sources such as taxes or reserves (reserves are also created from taxes).

Table 29 – RM Utility Losses

RM Water and Sewer Utility	2021
Revenues	\$1,248,480
Expenditures	\$2,478,300
Net Gain (Loss)	-\$1,229,820

15 CONCLUSION

The proposed annexation is financially sustainable for the Town of White City. As demonstrated in *Section 11.3*, tax increases post-annexation remain below the 3% for the entire 24-year review period:

*Table 30 – Forecast Tax Changes*⁷⁴

Period	Forecast Tax Changes
2024 to 2026	1.00% per year
2027 to 2029	1.90% per year
2030 to 2032	2.95% per year
2033 to 2035	2.95% per year
2036 to 2038	2.95% per year
2039 to 2041	1.00% per year
2042 to 2044	1.00% per year
2045 to 2047	0.25% per year

As outlined in *Section 12*, the debt limit is anticipated to peak at approximately **89% in 2028** and decrease to approximately **24% in 2047**. The debt remains within acceptable levels during the 24-year review period.

As outlined in *Section 13*, the annual financial gain to the RM stemming from the proposed annexation is **\$1,491,917** and the one-time financial gain to the RM is **\$5,869,044**.

As highlighted in *Section 14*, annexation area landowners are not impacted by annexation because the Town is requesting that annexation area landowners: (1) retain their tax classification as they exist today (e.g., exempt will remain exempt), and (2) be

⁷⁴ Forecast tax increases apply to both mill rates and base tax charges.

taxed at the Town's effective mill rate or RM's effective mill rate, whichever is lower in a given tax year. This guarantee will continue for a 10-year period in the absence of a "triggering event" such as subdivision, development, etc. Annexation area landowners may see increases in utility rates charged by the RM, but this increase will occur whether annexation proceeds or not.

As highlighted in *Section 11.4*, developed residential lands in the annexation area are financially dependent on developed non-residential lands in the annexation area and, therefore, it is important that transfer of developed residential lands be undertaken together with transfer of developed non-residential lands.

APPENDIX A – POPULATION GROWTH AND LAND STAGING

The population forecast contained in the GS is used to determine future operating expenditures and revenues (*Sections 8 and 9*).

Year	Town			Annexation Area			Total Closing
	Opening	Growth	Closing	Opening	Growth	Closing	
2022	4,008	60	4,068	1,980	26.0	2,006	6,074
2023	4,068	321	4,389	2,006	138	2,144	6,533
2024	4,389	583	4,973	2,144	251	2,395	7,367
2025	4,973	583	5,556	2,395	251	2,645	8,201
2026	5,556	499	6,055	2,645	214	2,860	8,915
2027	6,055	422	6,477	2,860	181	3,041	9,518
2028	6,477	434	6,911	3,041	186	3,227	10,138
2029	6,911	449	7,360	3,227	193	3,420	10,780
2030	7,360	465	7,824	3,420	200	3,620	11,444
2031	7,824	476	8,300	3,620	205	3,824	12,125
2032	8,300	487	8,787	3,824	209	4,033	12,820
2033	8,787	496	9,283	4,033	213	4,246	13,529
2034	9,283	498	9,781	4,246	214	4,460	14,241
2035	9,781	493	10,274	4,460	212	4,672	14,946
2036	10,274	489	10,763	4,672	210	4,882	15,644
2037	10,763	492	11,255	4,882	211	5,093	16,348
2038	11,255	503	11,758	5,093	216	5,309	17,067
2039	11,758	508	12,266	5,309	218	5,528	17,794
2040	12,266	509	12,775	5,528	219	5,746	18,522
2041	12,775	508	13,284	5,746	218	5,965	19,248
2042	13,284	506	13,789	5,965	217	6,182	19,971
2043	13,789	507	14,296	6,182	218	6,399	20,695
2044	14,296	512	14,808	6,399	220	6,619	21,427
2045	14,808	517	15,325	6,619	222	6,841	22,166
2046	15,325	522	15,847	6,841	224	7,066	22,912
2047	15,847	528	16,375	7,066	227	7,292	23,667

This land staging forecast, which stems from the GS, is used to develop the assessment forecast contained in *Section 10*.

Year No.	Year	Residential (Without Institutional)					Commercial (Without Institutional)					Industrial					Combined Residential and Commercial Institutional									
		Total Land Req'd (ac)	Opening White City Lands Avail. (ac)	White City Lands Consumed (ac)	Closing White City Lands Avail. (ac)	Opening Annex. Lands Avail. (ac)	Annex. Lands Consumed (ac)	Total Land Req'd (ac)	Opening White City Lands Avail. (ac)	White City Lands Consumed (ac)	Closing White City Lands Avail. (ac)	Opening Annex. Lands Avail. (ac)	Annex. Lands Consumed (ac)	Total Land Req'd (ac)	Opening White City Lands Avail. (ac)	White City Lands Consumed (ac)	Closing White City Lands Avail. (ac)	Opening Annex. Lands Avail. (ac)	Annex. Lands Consumed (ac)	Total Land Req'd (ac)	Opening White City Lands Avail. (ac)	White City Lands Consumed (ac)	Closing White City Lands Avail. (ac)	Opening Annex. Lands Avail. (ac)	Annex. Lands Consumed (ac)	
	2022	11.1	789.1	7.8	781.4		3.3	1.3	20.4	1.3	19.1		0.0	2.0	0.0	0.0	0.0	0.0	0.6	41.7	0.4	41.3	2.3	38.9	85.4	0.2
	2023	59.2	781.4	41.5	739.9	1,615.0	17.8	6.9	19.1	6.9	12.2	248.9	0.0	10.7	0.0	0.0	0.0	408.4	10.7	3.3	41.3	2.3	38.9	85.2	1.0	
1	2024	107.5	739.9	75.3	664.7	1,597.2	32.3	12.5	12.2		0.3	248.9	0.5	19.4	0.0	0.0	0.0	397.7	19.4	6.0	38.9	4.2	34.8	84.3	1.8	
2	2025	107.5	664.7	75.3	589.4	1,565.0	32.3	12.5	0.3	0.0	0.3	248.3		19.4	0.0	0.0	0.0	378.3	19.4	6.0	34.8	4.2	30.6	82.5	1.8	
3	2026	92.0	589.4	64.4	525.0	1,532.7	27.6	10.7	0.3	0.0	0.3	235.8	10.7	16.7	0.0	0.0	0.0	358.8	16.7	5.1	30.6	3.6	27.0	80.7	1.5	
4	2027	77.7	525.0	54.4	470.6	1,505.1	23.3	9.0	0.3	0.0	0.3	225.2	9.0	14.1	0.0	0.0	0.0	342.2	14.1	4.3	27.0	3.0	23.9	79.1	1.3	
5	2028	80.0	470.6	48.0	422.6	1,481.8	32.0	9.3	0.3	0.0	0.3	216.1	9.3	14.5	0.0	0.0	0.0	328.1	14.5	4.5	23.9	2.7	21.2	77.8	1.8	
6	2029	82.7	422.6	49.6	373.0	1,449.8	33.1	9.6	0.3	0.0	0.3	206.9	9.6	15.0	0.0	0.0	0.0	313.7	15.0	4.6	21.2	2.8	18.5	76.0	1.8	
7	2030	85.6	373.0	51.4	321.7	1,416.8	34.2	9.9	0.3	0.0	0.3	197.3	9.9	15.5	0.0	0.0	0.0	298.7	15.5	4.8	18.5	2.9	15.6	74.2	1.9	
8	2031	87.8	321.7	52.7	269.0	1,382.5	35.1	10.2	0.3	0.0	0.3	187.3	10.2	15.9	0.0	0.0	0.0	283.2	15.9	4.9	15.6	2.9	12.7	72.3	2.0	
9	2032	89.7	269.0	53.8	215.2	1,347.4	35.9	10.4	0.3	0.0	0.3	177.2	10.4	16.2	0.0	0.0	0.0	267.3	16.2	5.0	12.7	3.0	9.7	70.3	2.0	
10	2033	91.4	215.2	45.7	169.5	1,311.5	45.7	10.6	0.3	0.0	0.3	166.7	10.6	16.5	0.0	0.0	0.0	251.1	16.5	5.1	9.7	2.5	7.1	68.3	2.5	
11	2034	91.7	169.5	45.9	123.6	1,265.9	45.9	10.6	0.3	0.0	0.3	156.1	10.6	16.6	0.0	0.0	0.0	234.6	16.6	5.1	7.1	2.6	4.6	65.8	2.6	
12	2035	90.9	123.6	45.4	78.2	1,220.0	45.4	10.5	0.3	0.0	0.3	145.5	10.5	16.4	0.0	0.0	0.0	218.0	16.4	5.1	4.6	2.5	2.0	63.2	2.5	
13	2036	90.0	78.2	36.5	41.7	1,174.5	53.5	10.4	0.3	0.0	0.3	134.9	10.4	16.3	0.0	0.0	0.0	201.5	16.3	5.0	2.0	2.0	0.0	60.7	3.0	
14	2037	90.7	41.7	0.0	41.7	1,121.0	90.7	10.5	0.3	0.0	0.3	124.5	10.5	16.4	0.0	0.0	0.0	185.2	16.4	5.1	0.0	0.0	0.0	57.7	5.1	
15	2038	92.7	41.7	0.0	41.7	1,030.3	92.7	10.8	0.3	0.0	0.3	114.0	10.8	16.8	0.0	0.0	0.0	168.8	16.8	5.2	0.0	0.0	0.0	52.6	5.2	
16	2039	93.7	41.7	0.0	41.7	937.6	93.7	10.9	0.3	0.0	0.3	103.2	10.9	16.9	0.0	0.0	0.0	152.1	16.9	5.2	0.0	0.0	0.0	47.5	5.2	
17	2040	93.8	41.7	0.0	41.7	843.9	93.8	10.9	0.3	0.0	0.3	92.3	10.9	17.0	0.0	0.0	0.0	135.1	17.0	5.2	0.0	0.0	0.0	42.2	5.2	
18	2041	93.7	41.7	0.0	41.7	750.1	93.7	10.9	0.3	0.0	0.3	81.5	10.9	16.9	0.0	0.0	0.0	118.1	16.9	5.2	0.0	0.0	0.0	37.0	5.2	
19	2042	93.2	41.7	0.0	41.7	656.4	93.2	10.8	0.3	0.0	0.3	70.6	10.8	16.9	0.0	0.0	0.0	101.2	16.9	5.2	0.0	0.0	0.0	31.8	5.2	
20	2043	93.4	41.7	0.0	41.7	563.3	93.4	10.8	0.3	0.0	0.3	59.8	10.8	16.9	0.0	0.0	0.0	84.3	16.9	5.2	0.0	0.0	0.0	26.6	5.2	
21	2044	94.3	41.7	0.0	41.7	469.9	94.3	10.9	0.3	0.0	0.3	48.9	10.9	17.1	0.0	0.0	0.0	67.4	17.1	5.3	0.0	0.0	0.0	21.4	5.3	
22	2045	95.3	41.7	0.0	41.7	375.6	95.3	11.1	0.3	0.0	0.3	38.0	11.1	17.3	0.0	0.0	0.0	50.4	17.3	5.3	0.0	0.0	0.0	16.1	5.3	
23	2046	96.2	41.7	0.0	41.7	280.3	96.2	11.2	0.3	0.0	0.3	26.9	11.2	17.4	0.0	0.0	0.0	33.1	17.4	5.4	0.0	0.0	0.0	10.8	5.4	
24	2047	97.3	41.7	0.0	41.7	184.1	97.3	11.3	0.3	0.0	0.3	15.8	11.3	17.6	0.0	0.0	0.0	15.7	17.6	5.4	0.0	0.0	0.0	5.4	5.4	

APPENDIX B – CAPITAL PLAN DETAILS

The capital projects shown below include the 2 “stub years” from 2022 to 2023. Accordingly, the totals are greater than the 24-year totals from 2024-2047 shown in *Section 6*.⁷⁵

Description	Year	Future Cost
200 Sq.Ft. Compound - behind SaskTel bldg	2022	\$ 11,845
PW29 Front-end Loader/Back Hoe	2022	\$ 154,500
PW20 Woods - Mower Pull Type (2017) - Replacement	2022	\$ 36,050
2002 Chevrolet 1500 Replacement	2022	\$ 30,900
Chevrolet Fire Chief Truck Replacement	2022	\$ 30,900
R39 Sport Field Maintenance	2022	\$ 10,300
Advance to WCRM158	2022	\$ 3,800,000
Garden of Eden Drainage	2022	\$ 25,235
Water Meter Replacement Program	2022	\$ 10,300
G1 Software Upgrades - Financial System, Tax System, etc.	2023	\$ 159,135
PW26 Truck/Plow	2023	\$ 80,628
PW9 3-Ton Truck 2013 - Replacement	2023	\$ 84,872
PW22 Zero Turn - \$31.5K/Unit (3 Units) - Replacement	2023	\$ 100,255
35 Ton Mini Excavator Replacement	2023	\$ 53,045
2016 New Holland 108" Snow Blower - Replacement	2023	\$ 11,139
2008 Schulte HX100 12 foot mower - Replacement	2023	\$ 28,114

⁷⁵ Projects with similar names and costs reflect apportionment to different municipal areas and/or staging across multiple years.

P6 Strategic Plan Update	2024	\$ 65,564
Pole Shed for Equip Storage	2024	\$ 57,915
PW10 1-Ton Truck 2016 - Replacement	2024	\$ 45,895
PW15 Boom Mower	2024	\$ 30,596
PW8 Forman Truck - Tonne Truck - New	2024	\$ 81,955
PW21 Mower w/ Bagging System - Replacement - 5 Years	2024	\$ 32,782
PW12 60 HP Massey Tractor - Replacement	2024	\$ 74,305
F14 Water Safety Boat	2024	\$ 16,391
F7 Ambulance Unit	2024	\$ 92,882
F4 Natural Gas Generator	2024	\$ 54,636
Fire Fighter Training Grounds	2024	\$ 81,955
R23 Zero Turn (2014) - Trade Every 8 Years	2024	\$ 45,895
R26 Pathway Installation & Rehabilitation	2024	\$ 152,982
R28 Conversation Areas	2024	\$ 136,591
R29 Community Centre Upgrades	2024	\$ 49,173
R31 Utility Vehicle (2015)	2024	\$ 30,596
R43 Splash Park Renovations	2024	\$ 437,091
R12 Benches, Refuse Bins - New (2024-2025)	2024	\$ 20,762
R25 Utility Vehicle (2015) - Trade Every 8 Years	2024	\$ 81,955
R27 Pathway Lighting (2024-2025)	2024	\$ 5,464
R30 Park Beautification - Garden Club (2024-2025)	2024	\$ 13,659
R35 Trail Improvement Program (2024-2025)	2024	\$ 392,835
R39 Sport Field Maintenance Incl AA (2024-2025)	2024	\$ 27,318
R8 Tennis Court Upgrades	2024	\$ 60,100
R9 Ball Diamond Maintenance Equipment	2024	\$ 32,782
Outdoor Rink Rehabilitation	2024	\$ 43,709
T16 Road Replacement incl Annex Area (2022-2025)	2024	\$ 1,180,145
S10 Sanitary Lifecycle and Maintenance (2024-2025)	2024	\$ 409,773
W14 Water Lifecycle and Maintenance (2024-2025)	2024	\$ 409,773
W2 Water Distribution System Upgrade - Phase II	2024	\$ 1,738,716
W3 Water Distribution System Upgrade - Phase III	2024	\$ 1,738,716

G3 Server Replacement	2025	\$ 11,255
P4 New OCP & Zoning Bylaw	2025	\$ 56,275
G4 Town Centre Office	2025	\$ 562,754
PW19 Wood Chipper (John Deer Engine) - Replacement	2025	\$ 104,672
PW27 Grader	2025	\$ 337,653
PW31 Bylaw Vehicle	2025	\$ 112,551
PW7 Manager of Public Works Truck - New	2025	\$ 33,765
Line Painter - Replacement	2025	\$ 13,506
2014 Crack Pro - Replacement	2025	\$ 101,296
2017 Western UTV Sander - Replacement	2025	\$ 7,316
2015 Dodge Ram 2500 - Replacement	2025	\$ 76,535
F5 Fire Hall Expansion	2025	\$ 1,125,509
R13 Benches, Refuse Bins - Replacement	2025	\$ 16,883
R14 Playground Equipment	2025	\$ 225,102
R20 TransCanada Trail Pathway	2025	\$ 224,125
R36 Off-Leash Dog Park	2025	\$ 45,020
R7 Parks, Recreation and Culture Studies (2)	2025	\$ 225,102
R32 Digital Board	2025	\$ 90,041
Emerald Ridge Elementary School Sportsfield	2025	\$ 118,178
T19 Intersection - Hwy 48 and Gregory Ave	2025	\$ 433,321
T1 - Betteridge Road (Phase I) - to Viterra Rd	2025	\$ 4,365,849
Advance to Wastewater Management Authority 2	2025	\$ 5,000,000
M4 Town Centre Lake Project - Excavation	2025	\$ 1,182,153
M8 450mm Stormwater System for Town Center	2025	\$ 1,136,167
D1 Drainage Study	2026	\$ 115,927
PW20 Woods - Mower Pull Type (2017) - Replacement	2027	\$ 41,792
2002 Chevrolet 1500 Replacement	2027	\$ 35,822
Chevrolet Fire Chief Truck Replacement	2027	\$ 35,822
R16 Outdoor Ice Rink - Warm-Up Shelter - 2nd Sheet at 10000 Population	2027	\$ 417,918
W6 SaskWater Potential New Well or Twinning Line	2027	\$ 4,720,089
W10 Water Distribution Pumps Replacement	2027	\$ 202,989
M10 Website Redesign (2028)	2028	\$ 184,481
PW22 Zero Turn - \$31.5K/Unit (3 Units) - Replacement	2028	\$ 116,223
F12 Tanker One Replacement	2028	\$ 737,924
F13 Ladder One Replacement	2028	\$ 1,598,836
R42 Outdoor Rink 2nd Sheet	2028	\$ 319,767
R12 Benches, Refuse Bins - New (2026-2030)	2028	\$ 46,735
R13 Benches, Refuse Bins - Replacement (2026-2030)	2028	\$ 18,448
R14 Playground Equipment (2026-2030)	2028	\$ 245,975
R27 Pathway Lighting (2026-2030)	2028	\$ 12,299
R30 Park Beautification - Garden Club (2026-2030)	2028	\$ 30,747
R35 Trail Improvement Program (2026-2030)	2028	\$ 884,279
R39 Sport Field Maintenance Incl AA (2026-2030)	2028	\$ 61,494
R41 Cenotaph Memorial	2028	\$ 122,987
R8 Tennis Court Upgrades (2026-2030)	2028	\$ 67,643
T18 Kennedy Road Upgrade	2028	\$ 245,975

PW21 Mower w/ Bagging System - Replacement - 10 Years	2029	\$ 38,003
R9 Ball Diamond Maintenance Equipment (2026-2030)	2029	\$ 38,003
T5 Gregory Avenue Upgrade	2029	\$ 847,618
T16 Road Replacement incl Annex Area (2026-2030)	2029	\$ 1,710,140
S10 Sanitary Lifecycle and Maintenance (2026-2030)	2029	\$ 950,078
W5 Looping for Northeast Highway Commercial and Residential Areas	2029	\$ 3,059,250
W14 Water Lifecycle and Maintenance (2026-2030)	2029	\$ 950,078

G3 Server Replacement	2030	\$ 13,048
P5 OCP & Zoning Bylaw Renewal	2030	\$ 65,239
P6 Strategic Plan Update	2030	\$ 78,286
PW23 Utility Vehicle (Kabota) - Replacement - 10 Years	2030	\$ 39,143
PW24 Utility Vehicle (John Deer) - Replacement - 10 Years	2030	\$ 39,143
PW31 Bylaw Vehicle	2030	\$ 65,239
PW31 Bylaw Vehicle Replacement	2030	\$ 130,477
2015 Dodge Ram 2500 - Replacement	2030	\$ 88,725
T8 Fernwood Street - Fernwood Bay - Aspen Place - Willow Bay - Fernwood Place Replace	2030	\$ 913,341
T3 Betteridge Road Upgrade to Hwy 48 (include culverts)	2030	\$ 1,891,921
W4 Treated Water Reservoir - Town Centre	2030	\$ 6,523,866

PW25 Truck/Plow - Replacement	2031	\$ 69,884
PW27 Grader - Replacement	2031	\$ 403,175
R5 Indoor Joint Use Facilities - Town / PVSD - Gyms, Track, Meeting Rooms etc..	2031	\$ 13,035,989
T6 Traffic Study	2031	\$ 67,196
S8 Sewage Pumping Station	2031	\$ 873,546

PW29 Front-end Loader/Back Hoe - Replacement	2032	\$ 207,635
PW30 Dump Truck - Replacement	2032	\$ 311,453
PW10 1-Ton Truck 2016 - Replacement	2032	\$ 58,138
PW20 Woods - Mower Pull Type (2017) - Replacement	2032	\$ 48,448
PW12 60 HP Massey Tractor - Replacement	2032	\$ 94,128
2002 Chevrolet 1500 Replacement	2032	\$ 41,527
F11 Pumper Two	2032	\$ 830,540
F15 Air Compressor Replacement	2032	\$ 41,527
Chevrolet Fire Chief Truck Replacement	2032	\$ 41,527
T7 Kingsmere Ave - Ridgedale and Hummingbird Bays Replacement	2032	\$ 1,868,716

PW26 Truck/Plow - Replacement	2033	\$	108,358
PW9 3-Ton Truck 2013 - Replacement	2033	\$	114,061
PW22 Zero Turn - \$31.5K/Unit (3 Units) - Replacement	2033	\$	134,734
35 Ton Mini Excavator Replacement	2033	\$	71,288
2016 New Holland 108" Snow Blower - Replacement	2033	\$	14,970
2008 Schulte HX100 12 foot mower - Replacement	2033	\$	37,783
F16 Turn Out Washer	2033	\$	28,515
R44 New Ball Diamonds	2033	\$	2,138,641
R4 Aquatics Facility	2033	\$	13,829,881
R12 Benches, Refuse Bins - New (2031-2035)	2033	\$	54,179
R13 Benches, Refuse Bins - Replacement (2031-2035)	2033	\$	21,386
R14 Playground Equipment (2031-2035)	2033	\$	285,152
R27 Pathway Lighting (2031-2035)	2033	\$	14,258
R30 Park Beautification - Garden Club (2031-2035)	2033	\$	35,644
R35 Trail Improvement Program (2031-2035)	2033	\$	1,025,122
R39 Sport Field Maintenance Incl AA (2031-2035)	2033	\$	71,288
R8 Tennis Court Upgrades (2031-2035)	2033	\$	78,417
T4 White City Drive - Future Upgrade	2033	\$	5,870,780
S7 200mm Forcemain	2033	\$	4,277,283
S5 Northeast Highway Commercial and Residential Areas Lift Station	2033	\$	1,025,122

R9 Ball Diamond Maintenance Equipment (2031-2035)	2034	\$	44,056
T16 Road Replacement incl Annex Area (2031-2035)	2034	\$	1,982,521
S10 Sanitary Lifecycle and Maintenance (2031-2035)	2034	\$	1,101,400
W14 Water Lifecycle and Maintenance (2031-2035)	2034	\$	1,101,400

G3 Server Replacement	2035	\$	15,126
PW21 Mower w/ Bagging System - Replacement - 15 Years	2035	\$	45,378
PW23 Utility Vehicle (Kabota) - Replacement - 15 Years	2035	\$	45,378
PW24 Utility Vehicle (John Deer) - Replacement - 15 Years	2035	\$	45,378
PW16 New Satellite Public Works Yard	2035	\$	1,512,590
PW18 Outdoor Zamboni Replacement (2035)	2035	\$	90,755
PW31 Bylaw Vehicle Replacement	2035	\$	226,888
Line Painter - Replacement	2035	\$	18,151
2014 Crack Pro - Replacement	2035	\$	136,133
PW19 Wood Chipper (John Deer Engine) - Replacement	2035	\$	140,671
2017 Western UTV Sander - Replacement	2035	\$	9,832
2015 Dodge Ram 2500 - Replacement	2035	\$	102,856
T9 Federal Drive - Confederation - Capitol Place Replacement	2035	\$	1,058,813
Additional Wastewater Treatment Capacity (15,000-23,000)	2035	\$	7,562,949

P5 OCP & Zoning Bylaw Renewal	2036	\$	77,898
P6 Strategic Plan Update	2036	\$	93,478
F8 Ambulance Unit Replacement	2036	\$	155,797

PW20 Woods - Mower Pull Type (2017) - Replacement	2037	\$	56,165
2002 Chevrolet 1500 Replacement	2037	\$	48,141
Chevrolet Fire Chief Truck Replacement	2037	\$	48,141
T10 Meadow Road - Brier Gate - Fernwood Street (Weatland Portion) Replacement	2037	\$	1,283,765

PW22 Zero Turn - \$31.5K/Unit (3 Units) - Replacement	2038	\$	156,194
F9 Rescue Unit Replacement	2038	\$	661,139
R12 Benches, Refuse Bins - New (2036-2040)	2038	\$	62,808
R13 Benches, Refuse Bins - Replacement (2036-2040)	2038	\$	24,793
R14 Playground Equipment (2036-2040)	2038	\$	330,570
R27 Pathway Lighting (2036-2040)	2038	\$	16,528
R30 Park Beautification - Garden Club (2036-2040)	2038	\$	41,321
R35 Trail Improvement Program (2036-2040)	2038	\$	1,188,397
R39 Sport Field Maintenance Incl AA (2036-2040)	2038	\$	82,642
R8 Tennis Court Upgrades (2036-2040)	2038	\$	90,907
T2 Betteridge Road Extension to Hwy 1	2038	\$	7,397,114
T11 Paradise Circle Replacement	2038	\$	181,813
R9 Ball Diamond Maintenance Equipment (2036-2040)	2039	\$	51,073
T16 Road Replacement incl Annex Area (2036-2040)	2039	\$	2,298,285
S10 Sanitary Lifecycle and Maintenance (2036-2040)	2039	\$	1,276,825
W14 Water Lifecycle and Maintenance (2036-2040)	2039	\$	1,276,825
G3 Server Replacement	2040	\$	17,535
P5 OCP & Zoning Bylaw Renewal	2040	\$	87,675
PW21 Mower w/ Bagging System - Replacement - 20 Years	2040	\$	52,605
PW23 Utility Vehicle (Kabota) - Replacement - 20 Years	2040	\$	52,605
PW24 Utility Vehicle (John Deer) - Replacement - 20 Years	2040	\$	52,605
PW31 Bylaw Vehicle	2040	\$	87,675
PW31 Bylaw Vehicle Replacement	2040	\$	263,026
PW12 60 HP Massey Tractor - Replacement	2040	\$	119,238
2015 Dodge Ram 2500 - Replacement	2040	\$	119,238
F10 Pumper One Replacement	2040	\$	1,052,104
R2 Sports Complex - Soccer, Football, Cricket, Disc Golf, Tennis. Phase build	2040	\$	56,112,194
T12 All Fairway Roads - McKenzie Pointe Replacement	2040	\$	1,052,104
S2 Elimination of Lift Station # 6	2040	\$	252,505
PW25 Truck/Plow - Replacement	2041	\$	93,918
R1 Relocation of Existing Community Centre	2041	\$	6,321,389
R19 Splash Park BBQ Gazebo Replacement	2041	\$	90,306
W12 Additional Treatment Capacity	2041	\$	18,061,112
W13 Additional Raw Water Capacity	2041	\$	13,545,834
PW27 Grader - Replacement	2042	\$	558,088
PW29 Front-end Loader/Back Hoe - Replacement	2042	\$	279,044
PW30 Dump Truck - Replacement	2042	\$	418,566
PW20 Woods - Mower Pull Type (2017) - Replacement	2042	\$	65,110
2002 Chevrolet 1500 Replacement	2042	\$	55,809
Chevrolet Fire Chief Truck Replacement	2042	\$	55,809
T13 Gregory Avenue West - Lipsett Street - Galloway Street - Rosewood Bay Replacement	2042	\$	1,209,191

PW26 Truck/Plow - Replacement	2043	\$	145,624
PW10 1-Ton Truck 2016 - Replacement	2043	\$	80,476
PW11 6070 New Holland Tractor/Snow Blower - Replacement	2043	\$	574,831
PW9 3-Ton Truck 2013 - Replacement	2043	\$	153,288
35 Ton Mini Excavator Replacement	2043	\$	95,805
PW22 Zero Turn - \$31.5K/Unit (3 Units) - Replacement	2043	\$	181,072
2016 New Holland 108" Snow Blower - Replacement	2043	\$	20,119
2008 Schulte HX100 12 foot mower - Replacement	2043	\$	50,777
R38 Annexation Area - Soccer Field - Soccer Centre	2043	\$	249,093
R12 Benches, Refuse Bins - New (2041-2045)	2043	\$	72,812
R13 Benches, Refuse Bins - Replacement (2041-2045)	2043	\$	28,742
R14 Playground Equipment (2041-2045)	2043	\$	383,221
R27 Pathway Lighting (2041-2045)	2043	\$	19,161
R30 Park Beautification - Garden Club (2041-2045)	2043	\$	47,903
R35 Trail Improvement Program (2041-2045)	2043	\$	1,377,678
R39 Sport Field Maintenance Incl AA (2041-2045)	2043	\$	95,805
R8 Tennis Court Upgrades (2041-2045)	2043	\$	105,386
R9 Ball Diamond Maintenance Equipment (2041-2045)	2043	\$	57,483
T17 Viterra Rd South to Town Bdry	2043	\$	2,989,755
T14 Lott Road East - Bower Drive - Emerald Hill Drive - All Bays in BWI Replacement	2044	\$	1,578,869
Line Painter - Replacement	2045	\$	24,394
2014 Crack Pro - Replacement	2045	\$	182,951
PW19 Wood Chipper (John Deer Engine) - Replacement	2045	\$	189,050
2017 Western UTV Sander - Replacement	2045	\$	13,213
2015 Dodge Ram 2500 - Replacement	2045	\$	138,230
T16 Road Replacement incl Annex Area (2041-2045)	2045	\$	2,744,272
S10 Sanitary Lifecycle and Maintenance (2041-2045)	2045	\$	1,524,596
W14 Water Lifecycle and Maintenance (2041-2045)	2045	\$	1,524,596
W9 Water Distribution Pumps Replacement	2045	\$	248,001
G3 Server Replacement	2047	\$	21,566
P5 OCP & Zoning Bylaw Renewal	2047	\$	107,830
2002 Chevrolet 1500 Replacement	2047	\$	64,698
PW20 Woods - Mower Pull Type (2017) - Replacement	2047	\$	75,481
Chevrolet Fire Chief Truck Replacement	2047	\$	64,698

APPENDIX C – CAPITAL PLAN FINANCING DETAILS

The tables below summarize the capital financing plan by expenditure area and source of financing over the 24-year review period.

Administration

Administration	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,564
2025	\$ -	\$ -	\$ 67,530	\$ -	\$ -	\$ -
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2028	\$ 184,481	\$ -	\$ -	\$ -	\$ -	\$ -
2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 156,573
2031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2032	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2034	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2035	\$ -	\$ 15,126	\$ -	\$ -	\$ -	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 171,376
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,210
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 129,396
	\$ 184,481	\$ 15,126	\$ 67,530	\$ -	\$ -	\$ 628,119

Buildings

Buildings	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,915
2025	\$ -	\$ 475,000	\$ -	\$ -	\$ -	\$ 87,754
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2032	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2034	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ 475,000	\$ -	\$ -	\$ -	\$ 145,669

Equipment

Equipment	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2024	\$ -	\$ -	\$ 189,042	\$ -	\$ -	\$ 76,491
2025	\$ -	\$ -	\$ 787,294	\$ -	\$ -	\$ -
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2027	\$ 77,614	\$ -	\$ -	\$ -	\$ -	\$ -
2028	\$ 116,223	\$ -	\$ -	\$ -	\$ -	\$ -
2029	\$ -	\$ 38,003	\$ -	\$ -	\$ -	\$ -
2030	\$ 258,345	\$ 65,239	\$ -	\$ -	\$ -	\$ 39,143
2031	\$ 69,884	\$ -	\$ -	\$ -	\$ -	\$ 403,175
2032	\$ 242,241	\$ -	\$ -	\$ -	\$ -	\$ 519,088
2033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 481,194
2034	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2035	\$ 250,000	\$ 1,150,000	\$ -	\$ -	\$ -	\$ 974,010
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 104,306
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 156,194
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 746,992
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,918
2042	\$ 205,000	\$ -	\$ -	\$ -	\$ -	\$ 1,171,617
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,301,992
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 547,838
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,179
	\$ 1,219,307	\$ 1,253,242	\$ 976,336	\$ -	\$ -	\$ 6,756,137

Fire

Fire	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 245,864
2025	\$ 250,000	\$ 820,000	\$ -	\$ -	\$ -	\$ 55,509
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,822
2028	\$ -	\$ 1,598,836	\$ -	\$ -	\$ -	\$ 737,924
2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2032	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 913,594
2033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,515
2034	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 155,797
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,141
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 661,139
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2040	\$ 250,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 652,104
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,809
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 64,698
	\$ 500,000	\$ 2,568,836	\$ -	\$ -	\$ -	\$ 3,654,916

Police

Police	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2032	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2034	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Recreation & Culture⁷⁶

Recreation & Culture	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2024	\$ 250,000	\$ 402,358	\$ 726,599	\$ 30,596	\$ -	\$ 121,359
2025	\$ -	\$ 343,280	\$ -	\$ -	\$ -	\$ 601,171
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2027	\$ -	\$ 125,375	\$ -	\$ 292,543	\$ -	\$ -
2028	\$ 388,640	\$ 902,727	\$ -	\$ 223,837	\$ -	\$ 295,170
2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,003
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2031	\$ -	\$ 2,710,797	\$ -	\$ 9,125,192	\$ -	\$ 1,200,000
2032	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2033	\$ -	\$ 5,192,557	\$ -	\$ 11,177,965	\$ -	\$ 1,183,446
2034	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,056
2035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,837,966
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,073
2040	\$ -	\$ 16,833,658	\$ -	\$ 33,667,316	\$ 5,611,219	\$ -
2041	\$ 250,000	\$ 120,000	\$ -	\$ -	\$ -	\$ 6,041,695
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2043	\$ 295,000	\$ 325,000	\$ -	\$ -	\$ -	\$ 1,817,284
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 1,183,640	\$ 26,955,752	\$ 726,599	\$ 54,517,450	\$ 5,611,219	\$ 13,231,223

⁷⁶ The Town might choose to front-end certain future offsite levy projects via debt, but that would require approval to increase the Town's debt limit. In the meantime, projects are assumed to be 100% levy financed.

Roads

Roads	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2024	\$ -	\$ 1,180,145	\$ -	\$ -	\$ -	\$ -
2025	\$ -	\$ -	\$ -	\$ 4,799,170	\$ -	\$ -
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2028	\$ -	\$ -	\$ -	\$ 245,975	\$ -	\$ -
2029	\$ -	\$ -	\$ -	\$ 847,618	\$ -	\$ 1,710,140
2030	\$ -	\$ 371,000	\$ -	\$ 1,891,921	\$ -	\$ 542,341
2031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,196
2032	\$ 160,000	\$ 860,000	\$ -	\$ -	\$ -	\$ 848,716
2033	\$ -	\$ -	\$ -	\$ 5,870,780	\$ -	\$ -
2034	\$ -	\$ 370,000	\$ -	\$ -	\$ -	\$ 1,612,521
2035	\$ -	\$ 420,000	\$ -	\$ -	\$ -	\$ 638,813
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,283,765
2038	\$ -	\$ -	\$ -	\$ 7,397,114	\$ -	\$ 181,813
2039	\$ 1,000,000	\$ 600,000	\$ -	\$ -	\$ -	\$ 698,285
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,052,104
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,209,191
2043	\$ -	\$ -	\$ -	\$ 2,989,755	\$ -	\$ -
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,578,869
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,744,272
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 1,160,000	\$ 3,801,145	\$ -	\$ 24,042,333	\$ -	\$ 14,168,026

Sanitary^{77, 78}

Sanitary	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2024	\$ -	\$ 409,773	\$ -	\$ -	\$ -	\$ -
2025	\$ -	\$ 2,500,000	\$ -	\$ 2,500,000	\$ -	\$ -
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2029	\$ 250,000	\$ 525,000	\$ -	\$ -	\$ -	\$ 175,078
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2031	\$ -	\$ -	\$ -	\$ 873,546	\$ -	\$ -
2032	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2033	\$ -	\$ -	\$ -	\$ 5,302,405	\$ -	\$ -
2034	\$ -	\$ 201,400	\$ -	\$ -	\$ -	\$ 900,000
2035	\$ -	\$ -	\$ -	\$ 7,562,949	\$ -	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,276,825
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 252,505
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ 500,000	\$ 280,000	\$ -	\$ -	\$ -	\$ 744,596
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 750,000	\$ 3,916,173	\$ -	\$ 16,238,900	\$ -	\$ 3,349,004

⁷⁷ Though costs associated with advances to WCRM158 in 2025 will be paid for via offsite levies, 50% of the cost is reflected as debt in alignment with the Town's decision to front-end this cost. Similarly, though costs associated with advances to WCRM158 in 2022 will be paid for via offsite levies, 50% of the cost is reflected as debt (not shown in the table above).

⁷⁸ The Town might choose to front-end certain future offsite levy projects via debt, but that would require approval to increase the Town's debt limit. In the meantime, projects are assumed to be 100% levy financed.

Stormwater

Stormwater	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2025	\$ -	\$ -	\$ -	\$ 2,318,320	\$ -	\$ -
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 115,927
2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2032	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2034	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2041	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ 2,318,320	\$ -	\$ 115,927

Water

Water	Tax Levy (Pay-as-you-go)	Debentures	Reserves	Offsite Levies	Third Party Contributions	Grants
2024	\$ -	\$ 409,773	\$ -	\$ 3,477,432	\$ -	\$ -
2025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2026	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2027	\$ -	\$ 202,989	\$ -	\$ 4,720,089	\$ -	\$ -
2028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2029	\$ -	\$ 390,000	\$ -	\$ 3,059,250	\$ -	\$ 560,078
2030	\$ -	\$ -	\$ -	\$ 6,523,866	\$ -	\$ -
2031	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2032	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2034	\$ 500,000	\$ 601,400	\$ -	\$ -	\$ -	\$ -
2035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2039	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,276,825
2040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2041	\$ -	\$ -	\$ -	\$ 31,606,946	\$ -	\$ -
2042	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,772,597
2046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 500,000	\$ 1,604,162	\$ -	\$ 49,387,583	\$ -	\$ 3,609,500

APPENDIX D – OPERATING PLAN DETAILS

The Town’s 2022 budget was used as the base budget for this analysis.

Program Revenues and Recoveries

	1	2	3	4	5
	2024	2025	2026	2027	2028
Administration	\$ 1,367,771	\$ 1,375,714	\$ 1,383,895	\$ 1,392,322	\$ 1,401,002
Bylaw	\$ 1,273	\$ 1,311	\$ 1,351	\$ 1,391	\$ 1,433
Community Services	\$ 181,409	\$ 186,851	\$ 192,456	\$ 198,230	\$ 204,177
Council	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering	\$ 48,817	\$ 50,282	\$ 51,790	\$ 53,344	\$ 54,944
Fire Services	\$ 23,721	\$ 24,433	\$ 25,166	\$ 25,920	\$ 26,698
Planning	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 25,389	\$ 44,745	\$ 50,440	\$ 55,880	\$ 61,880
Transportation	\$ -	\$ 32,782	\$ 33,765	\$ 34,778	\$ 35,822
Sewer	\$ 1,455,312	\$ 1,678,982	\$ 1,893,848	\$ 2,099,060	\$ 2,325,439
Solid Waste Management	\$ 84,795	\$ 97,827	\$ 110,346	\$ 122,303	\$ 135,493
Water	\$ 2,070,290	\$ 2,388,478	\$ 2,694,140	\$ 2,986,070	\$ 3,308,111
Total Revenues & Recoveries	\$ 5,258,776	\$ 5,881,404	\$ 6,437,198	\$ 6,969,298	\$ 7,554,998

	6	7	8	9	10
	2029	2030	2031	2032	2033
Administration	\$ 1,409,942	\$ 1,419,150	\$ 1,428,635	\$ 1,438,404	\$ 1,448,466
Bylaw	\$ 26,073	\$ 26,856	\$ 27,661	\$ 28,491	\$ 29,346
Community Services	\$ 210,302	\$ 216,611	\$ 223,110	\$ 256,681	\$ 264,382
Council	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering	\$ 56,593	\$ 58,290	\$ 60,039	\$ 61,840	\$ 63,696
Fire Services	\$ 27,499	\$ 28,324	\$ 29,174	\$ 30,049	\$ 30,950
Planning	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 68,523	\$ 75,898	\$ 84,038	\$ 93,009	\$ 102,887
Transportation	\$ 39,971	\$ 41,170	\$ 63,608	\$ 65,516	\$ 67,481
Sewer	\$ 2,576,100	\$ 2,854,416	\$ 3,161,646	\$ 3,500,259	\$ 3,873,145
Solid Waste Management	\$ 150,098	\$ 166,314	\$ 184,215	\$ 203,945	\$ 225,671
Water	\$ 3,664,695	\$ 4,060,621	\$ 4,497,678	\$ 4,979,381	\$ 5,509,840
Total Revenues & Recoveries	\$ 8,229,796	\$ 8,947,651	\$ 9,759,804	\$ 10,657,575	\$ 11,615,864

	11	12	13	14	15
	2034	2035	2036	2037	2038
Administration	\$ 1,458,830	\$ 1,469,505	\$ 1,480,500	\$ 1,491,825	\$ 1,503,490
Bylaw	\$ 44,484	\$ 45,818	\$ 47,193	\$ 48,609	\$ 50,067
Community Services	\$ 272,313	\$ 280,483	\$ 288,897	\$ 297,564	\$ 306,491
Council	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering	\$ 65,606	\$ 67,575	\$ 69,602	\$ 71,690	\$ 73,841
Fire Services	\$ 31,879	\$ 32,835	\$ 33,820	\$ 34,835	\$ 35,880
Planning	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 113,660	\$ 127,656	\$ 140,480	\$ 154,510	\$ 170,017
Transportation	\$ 69,506	\$ 71,591	\$ 98,318	\$ 101,268	\$ 104,306
Sewer	\$ 4,279,825	\$ 4,719,405	\$ 5,194,600	\$ 5,714,552	\$ 6,289,287
Solid Waste Management	\$ 249,367	\$ 274,979	\$ 302,667	\$ 332,962	\$ 366,449
Water	\$ 6,088,372	\$ 6,713,708	\$ 7,389,708	\$ 8,129,378	\$ 8,946,982
Total Revenues & Recoveries	\$ 12,673,842	\$ 13,803,555	\$ 15,045,785	\$ 16,377,192	\$ 17,846,809

	16	17	18	19	20
	2039	2040	2041	2042	2043
Administration	\$ 1,515,504	\$ 1,527,880	\$ 1,540,626	\$ 1,553,755	\$ 1,567,277
Bylaw	\$ 51,569	\$ 53,116	\$ 54,709	\$ 56,351	\$ 58,041
Community Services	\$ 315,686	\$ 325,156	\$ 334,911	\$ 344,958	\$ 355,307
Council	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering	\$ 76,056	\$ 78,337	\$ 80,688	\$ 83,108	\$ 85,601
Fire Services	\$ 36,956	\$ 38,065	\$ 39,207	\$ 40,383	\$ 41,595
Planning	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ 187,049	\$ 205,655	\$ 225,937	\$ 248,002	\$ 272,137
Transportation	\$ 107,435	\$ 110,658	\$ 142,472	\$ 146,747	\$ 151,149
Sewer	\$ 6,920,565	\$ 7,610,209	\$ 8,361,991	\$ 9,179,910	\$ 10,074,608
Solid Waste Management	\$ 403,231	\$ 443,414	\$ 487,217	\$ 534,873	\$ 587,003
Water	\$ 9,845,022	\$ 10,826,093	\$ 11,895,559	\$ 13,059,110	\$ 14,331,885
Total Revenues & Recoveries	\$ 19,459,074	\$ 21,218,584	\$ 23,163,317	\$ 25,247,197	\$ 27,524,605

	21	22	23	24
	2044	2045	2046	2047
Administration	\$ 1,581,206	\$ 1,595,552	\$ 1,610,328	\$ 1,625,548
Bylaw	\$ 78,943	\$ 81,312	\$ 83,751	\$ 86,264
Community Services	\$ 365,966	\$ 376,945	\$ 388,254	\$ 399,901
Council	\$ -	\$ -	\$ -	\$ -
Economic Development	\$ -	\$ -	\$ -	\$ -
Engineering	\$ 88,169	\$ 90,815	\$ 93,539	\$ 96,345
Fire Services	\$ 42,843	\$ 44,128	\$ 45,452	\$ 46,815
Planning	\$ -	\$ -	\$ -	\$ -
Police	\$ 298,694	\$ 327,966	\$ 360,207	\$ 395,805
Transportation	\$ 155,683	\$ 160,354	\$ 165,165	\$ 204,143
Sewer	\$ 11,059,105	\$ 12,144,340	\$ 13,339,638	\$ 14,659,488
Solid Waste Management	\$ 644,366	\$ 707,598	\$ 777,242	\$ 854,144
Water	\$ 15,732,405	\$ 17,276,233	\$ 18,976,634	\$ 20,854,220
Total Revenues & Recoveries	\$ 30,047,380	\$ 32,805,242	\$ 35,840,209	\$ 39,222,675

Program Expenditures

	1	2	3	4	5
	2024	2025	2026	2027	2028
Administration	\$ 2,137,960	\$ 2,328,299	\$ 2,509,422	\$ 2,681,447	\$ 2,864,499
Bylaw	\$ 137,761	\$ 157,956	\$ 176,857	\$ 194,475	\$ 213,369
Community Services	\$ 1,215,066	\$ 1,350,956	\$ 1,479,163	\$ 1,599,764	\$ 1,728,607
Council	\$ 395,606	\$ 407,474	\$ 419,698	\$ 432,289	\$ 445,258
Economic Development	\$ -	\$ 163,909	\$ 168,826	\$ 173,891	\$ 179,108
Engineering	\$ 1,289,029	\$ 1,702,729	\$ 1,901,559	\$ 2,089,222	\$ 2,292,852
Fire Services	\$ 288,923	\$ 319,548	\$ 329,135	\$ 339,009	\$ 349,179
Planning	\$ 658,451	\$ 744,688	\$ 825,650	\$ 901,385	\$ 982,482
Police	\$ 250,783	\$ 444,252	\$ 501,105	\$ 555,403	\$ 615,302
Transportation	\$ -	\$ 131,127	\$ 135,061	\$ 139,113	\$ 143,286
Sewer	\$ 709,856	\$ 813,915	\$ 911,308	\$ 1,002,092	\$ 1,099,448
Solid Waste Management	\$ 381,822	\$ 676,381	\$ 762,941	\$ 845,611	\$ 936,808
Water	\$ 1,922,082	\$ 2,217,492	\$ 2,501,272	\$ 2,772,303	\$ 3,071,290
Total Program Expenditures	\$ 9,387,339	\$ 11,458,727	\$ 12,621,997	\$ 13,726,003	\$ 14,921,488

	6	7	8	9	10
	2029	2030	2031	2032	2033
Administration	\$ 3,059,654	\$ 3,267,940	\$ 3,489,009	\$ 3,723,136	\$ 3,970,703
Bylaw	\$ 681,959	\$ 702,418	\$ 723,491	\$ 745,195	\$ 767,551
Community Services	\$ 1,866,524	\$ 2,014,312	\$ 2,171,683	\$ 2,392,594	\$ 2,571,432
Council	\$ 458,615	\$ 472,374	\$ 486,545	\$ 501,141	\$ 516,176
Economic Development	\$ 184,481	\$ 190,016	\$ 195,716	\$ 201,587	\$ 207,635
Engineering	\$ 2,514,469	\$ 2,756,167	\$ 3,018,175	\$ 3,301,666	\$ 3,608,061
Fire Services	\$ 359,654	\$ 370,444	\$ 381,557	\$ 393,004	\$ 404,794
Planning	\$ 1,069,495	\$ 1,162,952	\$ 1,262,655	\$ 1,368,735	\$ 1,481,377
Police	\$ 681,626	\$ 755,268	\$ 836,559	\$ 926,155	\$ 1,024,819
Transportation	\$ 159,884	\$ 164,680	\$ 254,431	\$ 262,064	\$ 269,926
Sewer	\$ 1,204,058	\$ 1,316,580	\$ 1,436,763	\$ 1,564,766	\$ 1,700,816
Solid Waste Management	\$ 1,037,787	\$ 1,149,908	\$ 1,273,676	\$ 1,410,087	\$ 1,560,305
Water	\$ 3,402,347	\$ 3,769,930	\$ 4,175,699	\$ 4,622,917	\$ 5,115,402
Total Program Expenditures	\$ 16,680,554	\$ 18,092,987	\$ 19,705,958	\$ 21,413,047	\$ 23,198,997

	11	12	13	14	15
	2034	2035	2036	2037	2038
Administration	\$ 4,230,341	\$ 4,500,643	\$ 4,781,972	\$ 5,077,290	\$ 5,389,385
Bylaw	\$ 1,046,145	\$ 1,077,530	\$ 1,109,856	\$ 1,143,151	\$ 1,177,446
Community Services	\$ 2,759,294	\$ 2,955,058	\$ 3,158,993	\$ 3,373,419	\$ 3,600,516
Council	\$ 531,661	\$ 694,464	\$ 715,298	\$ 736,757	\$ 758,860
Economic Development	\$ 213,864	\$ 220,280	\$ 226,888	\$ 233,695	\$ 240,706
Engineering	\$ 3,936,141	\$ 4,284,492	\$ 4,654,448	\$ 5,051,833	\$ 5,482,696
Fire Services	\$ 416,938	\$ 429,446	\$ 1,391,235	\$ 1,432,972	\$ 1,475,961
Planning	\$ 1,599,844	\$ 1,723,381	\$ 1,852,161	\$ 1,987,727	\$ 2,131,531
Police	\$ 1,132,425	\$ 1,272,262	\$ 1,400,365	\$ 1,540,534	\$ 1,695,472
Transportation	\$ 278,023	\$ 286,364	\$ 393,273	\$ 405,072	\$ 417,224
Sewer	\$ 1,843,994	\$ 1,993,352	\$ 2,149,105	\$ 2,313,169	\$ 2,487,348
Solid Waste Management	\$ 1,724,137	\$ 1,901,222	\$ 2,092,656	\$ 2,302,119	\$ 2,533,653
Water	\$ 5,652,518	\$ 6,233,087	\$ 6,860,694	\$ 7,547,413	\$ 8,306,486
Total Program Expenditures	\$ 25,365,325	\$ 27,571,581	\$ 30,786,945	\$ 33,145,151	\$ 35,697,283

	16	17	18	19	20
	2039	2040	2041	2042	2043
Administration	\$ 5,717,397	\$ 6,060,550	\$ 6,418,801	\$ 6,792,129	\$ 7,182,472
Bylaw	\$ 1,212,769	\$ 1,249,152	\$ 1,286,627	\$ 1,325,226	\$ 1,364,982
Community Services	\$ 3,839,590	\$ 4,636,518	\$ 4,923,408	\$ 5,222,531	\$ 5,535,499
Council	\$ 781,625	\$ 805,074	\$ 829,226	\$ 854,103	\$ 879,726
Economic Development	\$ 247,927	\$ 255,365	\$ 263,026	\$ 270,917	\$ 279,044
Engineering	\$ 5,947,089	\$ 6,445,150	\$ 6,978,334	\$ 7,548,208	\$ 8,160,441
Fire Services	\$ 1,520,240	\$ 1,565,847	\$ 1,612,823	\$ 1,661,207	\$ 1,711,044
Planning	\$ 2,283,102	\$ 2,442,014	\$ 2,608,222	\$ 2,781,698	\$ 2,963,442
Police	\$ 1,865,652	\$ 2,051,567	\$ 2,254,233	\$ 2,474,729	\$ 2,715,922
Transportation	\$ 429,740	\$ 442,633	\$ 569,889	\$ 586,986	\$ 604,596
Sewer	\$ 2,671,050	\$ 2,863,740	\$ 3,065,360	\$ 3,275,869	\$ 3,496,507
Solid Waste Management	\$ 2,787,964	\$ 3,065,789	\$ 3,368,646	\$ 3,698,146	\$ 4,058,577
Water	\$ 9,140,238	\$ 10,051,076	\$ 11,043,981	\$ 12,124,235	\$ 13,305,896
Total Program Expenditures	\$ 38,444,383	\$ 41,934,475	\$ 45,222,576	\$ 48,615,983	\$ 52,258,148

	21	22	23	24
	2044	2045	2046	2047
Administration	\$ 7,592,032	\$ 8,021,953	\$ 8,472,654	\$ 8,945,588
Bylaw	\$ 1,749,393	\$ 1,801,875	\$ 1,855,931	\$ 1,911,609
Community Services	\$ 5,864,143	\$ 6,209,412	\$ 6,571,640	\$ 6,952,034
Council	\$ 906,118	\$ 933,302	\$ 961,301	\$ 990,140
Economic Development	\$ 574,831	\$ 592,076	\$ 609,838	\$ 628,133
Engineering	\$ 8,821,850	\$ 9,537,644	\$ 10,311,844	\$ 11,151,310
Fire Services	\$ 1,762,375	\$ 1,815,246	\$ 1,869,704	\$ 1,925,795
Planning	\$ 3,154,592	\$ 3,355,731	\$ 3,567,056	\$ 3,789,311
Police	\$ 2,981,324	\$ 3,273,882	\$ 3,596,112	\$ 3,951,918
Transportation	\$ 622,734	\$ 641,416	\$ 660,658	\$ 816,573
Sewer	\$ 3,728,686	\$ 3,973,126	\$ 4,230,068	\$ 4,500,433
Solid Waste Management	\$ 4,455,184	\$ 4,892,373	\$ 5,373,901	\$ 5,905,606
Water	\$ 14,606,155	\$ 16,039,463	\$ 17,618,136	\$ 19,361,310
Total Program Expenditures	\$ 56,819,416	\$ 61,087,500	\$ 65,698,844	\$ 70,829,760

Staff Changes

The tables below summarize the forecast staff changes, expressed in full time equivalents (FTEs), that are used to support the municipal operations from 2024 to 2047.

Area	2024		2025		2026		2027		2028	
	New	Total	New	Total	New	Total	New	Total	New	Total
Administration	5.38	13.31	1.51	14.82	1.29	16.11	1.09	17.20	1.12	18.32
Bylaw	0.29	0.72	0.08	0.81	0.07	0.88	0.06	0.94	0.06	1.00
Community Services	2.55	6.30	0.71	7.02	0.61	7.63	0.52	8.14	0.53	8.67
Council	-	-	-	-	-	-	-	-	-	-
Economic Development	-	-	1.00	1.00	-	1.00	-	1.00	-	1.00
Engineering	3.87	9.58	1.08	10.66	0.93	11.59	0.78	12.38	0.81	13.18
Fire Services	-	0.88	0.12	1.00	-	1.00	-	1.00	-	1.00
Planning	2.20	5.43	0.62	6.05	0.53	6.57	0.44	7.02	0.46	7.48
Police	-	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-
Sewer	0.32	2.81	0.32	3.13	0.27	3.40	0.23	3.63	0.24	3.87
Solid Waste Management	-	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-	-
Total	14.61	39.04	5.44	44.48	3.70	48.18	3.12	51.30	3.21	54.52

Area	2029		2030		2031		2032		2033	
	New	Total	New	Total	New	Total	New	Total	New	Total
Administration	1.16	19.48	1.20	20.68	1.23	21.91	1.26	23.16	1.28	24.44
Bylaw	2.06	3.06	-	3.06	-	3.06	-	3.06	-	3.06
Community Services	0.55	9.22	0.57	9.79	0.58	10.37	0.60	10.97	0.61	11.57
Council	-	-	-	-	-	-	-	-	-	-
Economic Development	-	1.00	-	1.00	-	1.00	-	1.00	-	1.00
Engineering	0.83	14.02	0.86	14.88	0.89	15.77	0.90	16.67	0.92	17.59
Fire Services	-	1.00	-	1.00	-	1.00	-	1.00	-	1.00
Planning	0.47	7.95	0.49	8.44	0.50	8.94	0.51	9.45	0.52	9.98
Police	-	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-
Sewer	0.24	4.11	0.25	4.37	0.26	4.63	0.27	4.89	0.27	5.16
Solid Waste Management	-	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-	-
Total	5.32	59.84	3.37	63.21	3.46	66.67	3.53	70.21	3.60	73.81

Area	2034		2035		2036		2037		2038	
	New	Total	New	Total	New	Total	New	Total	New	Total
Administration	1.29	25.73	1.27	27.00	1.26	28.27	1.27	29.54	1.30	30.84
Bylaw	1.00	4.06	-	4.06	-	4.06	-	4.06	-	4.06
Community Services	0.61	12.18	0.60	12.79	0.60	13.38	0.60	13.99	0.62	14.60
Council	-	-	-	-	-	-	-	-	-	-
Economic Development	-	1.00	-	1.00	-	1.00	-	1.00	-	1.00
Engineering	0.93	18.52	0.92	19.44	0.91	20.34	0.92	21.26	0.93	22.19
Fire Services	-	1.00	-	1.00	3.00	4.00	-	4.00	-	4.00
Planning	0.52	10.50	0.52	11.02	0.52	11.54	0.52	12.06	0.53	12.59
Police	-	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-
Sewer	0.27	5.43	0.27	5.70	0.27	5.97	0.27	6.24	0.27	6.51
Solid Waste Management	-	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-	-
Total	4.62	78.43	3.58	82.01	6.55	88.56	3.58	92.13	3.65	95.79

Area	2039		2040		2041		2042		2043	
	New	Total	New	Total	New	Total	New	Total	New	Total
Administration	1.31	32.15	1.32	33.46	1.31	34.78	1.31	36.08	1.31	37.39
Bylaw	-	4.06	-	4.06	-	4.06	-	4.06	-	4.06
Community Services	0.62	15.22	1.62	16.84	0.66	17.51	0.66	18.16	0.66	18.82
Council	-	-	-	-	-	-	-	-	-	-
Economic Development	-	1.00	-	1.00	-	1.00	-	1.00	-	1.00
Engineering	0.94	23.14	0.95	24.09	0.94	25.03	0.94	25.97	0.94	26.91
Fire Services	-	4.00	-	4.00	-	4.00	-	4.00	-	4.00
Planning	0.54	13.12	0.54	13.66	0.54	14.19	0.53	14.73	0.53	15.26
Police	-	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-
Sewer	0.28	6.79	0.28	7.07	0.28	7.34	0.28	7.62	0.28	7.89
Solid Waste Management	-	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-	-
Total	3.69	99.48	4.70	104.18	3.73	107.91	3.71	111.62	3.72	115.34

Area	2044		2045		2046		2047	
	New	Total	New	Total	New	Total	New	Total
Administration	1.32	38.71	1.34	40.05	1.35	41.40	1.36	42.76
Bylaw	1.00	5.06	-	5.06	-	5.06	-	5.06
Community Services	0.67	19.49	0.67	20.16	0.68	20.84	0.69	21.52
Council	-	-	-	-	-	-	-	-
Economic Development	1.00	2.00	-	2.00	-	2.00	-	2.00
Engineering	0.95	27.86	0.96	28.82	0.97	29.80	0.98	30.78
Fire Services	-	4.00	-	4.00	-	4.00	-	4.00
Planning	0.54	15.80	0.55	16.35	0.55	16.90	0.56	17.45
Police	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Sewer	0.28	8.17	0.28	8.46	0.28	8.74	0.29	9.03
Solid Waste Management	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-
Total	5.76	121.10	3.80	124.90	3.83	128.73	3.87	132.60

APPENDIX E – ASSESSMENT GROWTH DETAILS

Town Base Assessment Forecast

	1	2	3	4	5
	2024	2025	2026	2027	2028
Agricultural	\$ 1,165,750	\$ 1,107,463	\$ 1,049,175	\$ 990,888	\$ 932,600
Commercial	\$ 5,842,383	\$ 6,061,473	\$ 6,288,778	\$ 6,524,607	\$ 6,769,280
Industrial	\$ -	\$ -	\$ -	\$ -	\$ -
Residential - Low Density	\$ 593,002,364	\$ 615,239,953	\$ 638,311,451	\$ 662,248,131	\$ 687,082,436
Residential - High Density	\$ 4,316,303	\$ 4,478,164	\$ 4,646,095	\$ 4,820,324	\$ 5,001,086
	\$ 604,326,801	\$ 626,887,053	\$ 650,295,500	\$ 674,583,949	\$ 699,785,402

	6	7	8	9	10
	2029	2030	2031	2032	2033
Agricultural	\$ 874,313	\$ 816,025	\$ 757,738	\$ 699,450	\$ 641,163
Commercial	\$ 6,989,281	\$ 7,216,433	\$ 7,450,967	\$ 7,693,124	\$ 7,943,150
Industrial	\$ -	\$ -	\$ -	\$ -	\$ -
Residential - Low Density	\$ 709,412,615	\$ 732,468,525	\$ 756,273,752	\$ 780,852,649	\$ 806,230,360
Residential - High Density	\$ 5,163,622	\$ 5,331,439	\$ 5,504,711	\$ 5,683,614	\$ 5,868,332
	\$ 722,439,830	\$ 745,832,422	\$ 769,987,167	\$ 794,928,836	\$ 820,683,004

	11	12	13	14	15
	2034	2035	2036	2037	2038
Agricultural	\$ 582,875	\$ 524,588	\$ 466,300	\$ 408,013	\$ 349,725
Commercial	\$ 8,181,445	\$ 8,426,888	\$ 8,679,695	\$ 8,940,085	\$ 9,208,288
Industrial	\$ -	\$ -	\$ -	\$ -	\$ -
Residential - Low Density	\$ 830,417,271	\$ 855,329,789	\$ 880,989,682	\$ 907,419,373	\$ 934,641,954
Residential - High Density	\$ 6,044,381	\$ 6,225,713	\$ 6,412,484	\$ 6,604,859	\$ 6,803,005
	\$ 845,225,972	\$ 870,506,977	\$ 896,548,161	\$ 923,372,330	\$ 951,002,972

	16	17	18	19	20
	2039	2040	2041	2042	2043
Agricultural	\$ 291,438	\$ 233,150	\$ 174,863	\$ 116,575	\$ 58,287
Commercial	\$ 9,438,495	\$ 9,674,458	\$ 9,916,319	\$ 10,164,227	\$ 10,418,333
Industrial	\$ -	\$ -	\$ -	\$ -	\$ -
Residential - Low Density	\$ 958,008,003	\$ 981,958,203	\$ 1,006,507,158	\$ 1,031,669,837	\$ 1,057,461,583
Residential - High Density	\$ 6,973,080	\$ 7,147,407	\$ 7,326,092	\$ 7,509,244	\$ 7,696,975
	\$ 974,711,015	\$ 999,013,217	\$ 1,023,924,431	\$ 1,049,459,883	\$ 1,075,635,178

	21	22	23	24
	2044	2045	2046	2047
Agricultural	-\$ 0	\$ -	\$ -	\$ -
Commercial	\$ 10,626,699	\$ 10,839,233	\$ 11,056,018	\$ 11,277,138
Industrial	\$ -	\$ -	\$ -	\$ -
Residential - Low Density	\$ 1,078,610,815	\$ 1,100,183,031	\$ 1,122,186,692	\$ 1,144,630,425
Residential - High Density	\$ 7,850,915	\$ 8,007,933	\$ 8,168,092	\$ 8,331,454
	\$ 1,097,088,429	\$ 1,119,030,197	\$ 1,141,410,801	\$ 1,164,239,017

Town Assessment Growth Forecast

	1	2	3	4	5
	2024	2025	2026	2027	2028
Agricultural	\$ -	\$ -	\$ -	\$ -	\$ -
Commercial	\$ 14,655,063	\$ 15,204,628	\$ 15,774,801	\$ 16,366,356	\$ 16,980,094
Industrial	\$ -	\$ -	\$ -	\$ -	\$ -
Residential	\$ 77,635,634	\$ 129,244,602	\$ 177,342,365	\$ 221,868,891	\$ 264,874,059
	\$ 92,290,697	\$ 144,449,229	\$ 193,117,166	\$ 238,235,248	\$ 281,854,154

	6	7	8	9	10
	2029	2030	2031	2032	2033
Agricultural	\$ -	\$ -	\$ -	\$ -	\$ -
Commercial	\$ 17,531,948	\$ 18,101,736	\$ 18,690,042	\$ 19,297,469	\$ 19,924,636
Industrial	\$ -	\$ -	\$ -	\$ -	\$ -
Residential	\$ 310,491,485	\$ 360,153,182	\$ 413,750,015	\$ 471,383,656	\$ 525,444,829
	\$ 328,023,432	\$ 378,254,918	\$ 432,440,057	\$ 490,681,125	\$ 545,369,466

	11	12	13	14	15
	2034	2035	2036	2037	2038
Agricultural	\$ -	\$ -	\$ -	\$ -	\$ -
Commercial	\$ 20,522,375	\$ 21,138,047	\$ 21,772,188	\$ 22,425,354	\$ 23,098,114
Industrial	\$ -	\$ -	\$ -	\$ -	\$ -
Residential	\$ 581,273,291	\$ 639,596,480	\$ 692,612,206	\$ 713,390,572	\$ 734,792,290
	\$ 601,795,666	\$ 660,734,527	\$ 714,384,394	\$ 735,815,926	\$ 757,890,404

	16	17	18	19	20
	2039	2040	2041	2042	2043
Agricultural	\$ -	\$ -	\$ -	\$ -	\$ -
Commercial	\$ 23,675,567	\$ 24,267,456	\$ 24,874,143	\$ 25,495,996	\$ 26,133,396
Industrial	\$ -	\$ -	\$ -	\$ -	\$ -
Residential	\$ 753,162,097	\$ 771,991,149	\$ 791,290,928	\$ 811,073,201	\$ 831,350,031
	\$ 776,837,664	\$ 796,258,606	\$ 816,165,071	\$ 836,569,198	\$ 857,483,428

	21	22	23	24
	2044	2045	2046	2047
Agricultural	\$ -	\$ -	\$ -	\$ -
Commercial	\$ 26,656,064	\$ 27,189,186	\$ 27,732,969	\$ 28,287,629
Industrial	\$ -	\$ -	\$ -	\$ -
Residential	\$ 847,977,032	\$ 864,936,572	\$ 882,235,304	\$ 899,880,010
	\$ 874,633,096	\$ 892,125,758	\$ 909,968,273	\$ 928,167,639

Proposed Annexation Area Base Assessment Forecast

	1	2	3	4	5
	2024	2025	2026	2027	2028
Agricultural	\$ 4,818,385	\$ 4,577,466	\$ 4,336,547	\$ 4,095,627	\$ 3,854,708
Commercial	\$ 19,116,213	\$ 19,833,071	\$ 20,576,811	\$ 21,348,442	\$ 22,149,008
Industrial	\$ 173,021,754	\$ 179,510,069	\$ 186,241,697	\$ 193,225,761	\$ 200,471,727
Country Residential	\$ 51,278,616	\$ 53,201,564	\$ 55,196,623	\$ 57,266,496	\$ 59,413,990
Residential	\$ 257,031,690	\$ 266,670,378	\$ 276,670,518	\$ 287,045,662	\$ 297,809,874
	\$ 505,266,658	\$ 523,792,549	\$ 543,022,195	\$ 562,981,988	\$ 583,699,307

	6	7	8	9	10
	2029	2030	2031	2032	2033
Agricultural	\$ 3,613,789	\$ 3,372,870	\$ 3,131,950	\$ 2,891,031	\$ 2,650,112
Commercial	\$ 22,868,851	\$ 23,612,088	\$ 24,379,481	\$ 25,171,815	\$ 25,989,898
Industrial	\$ 206,987,058	\$ 213,714,137	\$ 220,659,847	\$ 227,831,292	\$ 235,235,809
Country Residential	\$ 61,344,944	\$ 63,338,655	\$ 65,397,161	\$ 67,522,569	\$ 69,717,053
Residential	\$ 307,488,695	\$ 317,482,078	\$ 327,800,245	\$ 338,453,753	\$ 349,453,500
	\$ 602,303,337	\$ 621,519,828	\$ 641,368,685	\$ 661,870,460	\$ 683,046,372

	11	12	13	14	15
	2034	2035	2036	2037	2038
Agricultural	\$ 2,409,193	\$ 2,168,273	\$ 1,927,354	\$ 1,686,435	\$ 1,445,516
Commercial	\$ 26,769,595	\$ 27,572,683	\$ 28,399,864	\$ 29,251,860	\$ 30,129,415
Industrial	\$ 242,292,883	\$ 249,561,669	\$ 257,048,520	\$ 264,759,975	\$ 272,702,774
Country Residential	\$ 71,808,564	\$ 73,962,821	\$ 76,181,706	\$ 78,467,157	\$ 80,821,172
Residential	\$ 359,937,105	\$ 370,735,219	\$ 381,857,275	\$ 393,312,993	\$ 405,112,383
	\$ 703,217,340	\$ 724,000,666	\$ 745,414,718	\$ 767,478,420	\$ 790,211,260

	16	17	18	19	20
	2039	2040	2041	2042	2043
Agricultural	\$ 1,204,596	\$ 963,677	\$ 722,758	\$ 481,838	\$ 240,919
Commercial	\$ 30,882,651	\$ 31,654,717	\$ 32,446,085	\$ 33,257,237	\$ 34,088,668
Industrial	\$ 279,520,344	\$ 286,508,352	\$ 293,671,061	\$ 301,012,838	\$ 308,538,159
Country Residential	\$ 82,841,701	\$ 84,912,743	\$ 87,035,562	\$ 89,211,451	\$ 91,441,737
Residential	\$ 415,240,193	\$ 425,621,198	\$ 436,261,727	\$ 447,168,271	\$ 458,347,477
	\$ 809,689,484	\$ 829,660,687	\$ 850,137,193	\$ 871,131,635	\$ 892,656,961

	21	22	23	24
	2044	2045	2046	2047
Agricultural	-\$ 0	\$ -	\$ -	\$ -
Commercial	\$ 34,770,442	\$ 35,465,850	\$ 36,175,167	\$ 36,898,671
Industrial	\$ 314,708,922	\$ 321,003,100	\$ 327,423,162	\$ 333,971,625
Country Residential	\$ 93,270,572	\$ 95,135,983	\$ 97,038,703	\$ 98,979,477
Residential	\$ 467,514,427	\$ 476,864,716	\$ 486,402,010	\$ 496,130,050
	\$ 910,264,362	\$ 928,469,649	\$ 947,039,042	\$ 965,979,823

Proposed Annexation Area Assessment Growth Forecast

	1	2	3	4	5
	2024	2025	2026	2027	2028
Agricultural	\$ -	\$ -	\$ -	\$ -	\$ -
Commercial	\$ 93,995	\$ 2,373,986	\$ 4,484,867	\$ 6,423,645	\$ 8,556,191
Industrial	\$ 15,457,301	\$ 25,732,677	\$ 35,308,970	\$ 44,174,228	\$ 53,887,552
Residential	\$ 33,272,415	\$ 55,390,544	\$ 76,003,871	\$ 95,086,668	\$ 121,775,807
	\$ 48,823,711	\$ 83,497,206	\$ 115,797,707	\$ 145,684,541	\$ 184,219,550

	6	7	8	9	10
	2029	2030	2031	2032	2033
Agricultural	\$ -	\$ -	\$ -	\$ -	\$ -
Commercial	\$ 10,852,669	\$ 13,363,493	\$ 16,082,509	\$ 19,015,053	\$ 22,168,489
Industrial	\$ 64,235,501	\$ 75,514,802	\$ 87,699,841	\$ 100,813,966	\$ 114,889,175
Residential	\$ 150,406,200	\$ 181,674,884	\$ 215,507,221	\$ 251,969,050	\$ 298,899,248
	\$ 225,494,371	\$ 270,553,180	\$ 319,289,572	\$ 371,798,069	\$ 435,956,912

	11	12	13	14	15
	2034	2035	2036	2037	2038
Agricultural	\$ -	\$ -	\$ -	\$ -	\$ -
Commercial	\$ 25,455,635	\$ 28,895,052	\$ 32,492,105	\$ 36,300,610	\$ 40,371,115
Industrial	\$ 129,503,634	\$ 144,785,060	\$ 160,756,854	\$ 177,648,788	\$ 195,676,743
Residential	\$ 347,931,342	\$ 399,254,273	\$ 460,838,149	\$ 561,261,510	\$ 669,212,599
	\$ 502,890,611	\$ 572,934,384	\$ 654,087,108	\$ 775,210,909	\$ 905,260,456

	16	17	18	19	20
	2039	2040	2041	2042	2043
Agricultural	\$ -	\$ -	\$ -	\$ -	\$ -
Commercial	\$ 44,469,098	\$ 48,752,523	\$ 53,215,947	\$ 57,854,446	\$ 62,698,764
Industrial	\$ 213,723,808	\$ 232,575,527	\$ 252,209,081	\$ 272,603,887	\$ 293,891,269
Residential	\$ 780,332,725	\$ 896,767,094	\$ 1,018,340,498	\$ 1,144,893,487	\$ 1,277,356,265
	\$ 1,038,525,631	\$ 1,178,095,144	\$ 1,323,765,526	\$ 1,475,351,820	\$ 1,633,946,298

	21	22	23	24
	2044	2045	2046	2047
Agricultural	\$ -	\$ -	\$ -	\$ -
Commercial	\$ 67,453,065	\$ 72,412,702	\$ 77,575,861	\$ 82,958,820
Industrial	\$ 314,677,381	\$ 336,348,781	\$ 358,897,963	\$ 382,394,470
Residential	\$ 1,409,872,191	\$ 1,548,407,631	\$ 1,692,902,078	\$ 1,843,847,721
	\$ 1,792,002,637	\$ 1,957,169,114	\$ 2,129,375,903	\$ 2,309,201,011

APPENDIX F – DEBT LIMITS

The following excerpts from the Municipalities Act and Regulation M-36.1 describe the limits on municipal debt in Saskatchewan.

Municipalities Act: Division 5

Debt limit

161 The debt limit for a municipality is the total amount of the municipality's own source revenues for the preceding year.

Limitations on borrowings and loan guarantees

162(1) Unless the borrowing is approved by the Saskatchewan Municipal Board, no municipality shall borrow money if the borrowing:

- (a) will cause the municipality to exceed its debt limit;*
- (b) is not repayable within three years after the borrowing is made; or*
- (c) is to be secured by the issue of debentures of the municipality.*

(1.1) Clause (1)(b) does not apply if the Saskatchewan Municipal Board has determined the municipality's debt limit pursuant to subsection 161(2).

(2) Unless approved by the Saskatchewan Municipal Board, no municipality shall lend money or guarantee the repayment of a loan if making the loan or guarantee would cause the municipality to exceed its debt limit.

(3) In making a decision in relation to this section, the Saskatchewan Municipal Board shall consider and take into account the factors set out in subsection 23(2) of The Municipal Board Act.

Approval of Saskatchewan Municipal Board

163(1) A council may apply to the Saskatchewan Municipal Board for authorization of a proposed debt for which approval of the board is required by submitting:

(a) a certified copy of a resolution requesting authorization; or

(b) a certified copy of a bylaw to incur the debt that has received first reading.

(2) If the Saskatchewan Municipal Board authorizes the council to pass a bylaw to incur the debt, the council may pass the bylaw subject to any conditions imposed by the board.

(3) A council shall forward the bylaw passed pursuant to subsection (2) to the Saskatchewan Municipal Board.

(4) On receipt of the bylaw pursuant to subsection (2), the Saskatchewan Municipal Board:

(a) may approve the bylaw; and

(b) if it approves the bylaw, shall advise the council of the approval in writing.

(5) Notwithstanding any defect or irregularity in substance or in form in the proceedings before the passing of a bylaw to incur a debt or in the bylaw itself, the Saskatchewan Municipal Board may grant its approval if, in its opinion, the provisions of the Act pursuant to the authority of which the bylaw is assumed to be passed have been substantially complied with.

(6) Every bylaw approved by the Saskatchewan Municipal Board and every security issued or to be issued in conformity with the bylaw, is valid and binding on the municipality and on the land and buildings liable to the rate imposed by or pursuant to the authority of the bylaw, and neither the validity of the bylaw nor that of any security is open to question in any court on any ground whatsoever.

(7) The chairperson of the Saskatchewan Municipal Board or the chairperson's

designate shall sign and seal any debenture that is issued or that may be issued pursuant to the authority of a bylaw approved pursuant to this section.

(8) The signing pursuant to subsection (7) is conclusive proof that:

(a) the debenture is valid and legally issued; and

(b) the bylaw pursuant to the authority of which the debenture is issued has been approved in accordance with this section.

Regulation M-36.1

Budget re calculation of operating deficit

38.1 For the purposes of clause 156(1)(f) of the Act, “the amount of any operating deficit incurred in the previous financial year” means, if the total actual revenues and transfers of the municipality in the previous financial year are less than the total actual expenditures and transfers of the municipality for that same year, the amount needed to recover the unfunded portion of that deficit.

Own source revenues

38.2 For the purposes of Division 5 of Part IX of the Act, “own source revenues” means, with respect to a municipality, the following revenues for a year:

(a) municipal property taxes levied by the municipality pursuant to clause 283(2)(a) of the Act; and

(b) fees, charges and any other revenues generated from a municipality's ordinary operations that the Saskatchewan Municipal Board considers appropriate to be included to establish a municipality's debt limit.

Debt Limit

38.3(1) For the purposes of subsection 161(2) of the Act, a municipality may apply to the Saskatchewan Municipal Board to establish a debt limit if the council is of the opinion

that the municipality requires a debt limit that is different from that set out in section 161 of the Act in order to respond to existing and future needs of the municipality.

(2) A council that intends to apply to the Saskatchewan Municipal Board pursuant to subsection (1) shall provide public notice in accordance with section 128 of the Act of its intention to apply for a debt limit that specifies:

(a) the amount of the debt limit that it is requesting; and

(b) the reason for requesting a debt limit that is different from that set out in section 161 of the Act.

(3) The application pursuant to subsection (1) must be:

*(a) in the form and manner determined by the Saskatchewan Municipal Board;
and*

(b) accompanied by a certified copy of the resolution of council authorizing the application.

(4) When establishing or changing the debt limit for a municipality, the Saskatchewan Municipal Board may:

(a) take into account the factors set out in subsection 23(2) of The Municipal Board Act; and

(b) after consulting with the municipality, establish a debt limit that is the same as or different from the debt limit that was requested by the municipality.

APPENDIX G – ALLOCATION OF RM REVENUES AND EXPENDITURES

The appendix summarizes how the RM’s 2021 revenues and expenditures are allocated to: (a) the annexation area solely, (b) the remainder of the RM solely, or (c) split between the annexation area and the remainder of the RM based on allocation factors.⁷⁹

Allocation of Revenues

	2021 Budget	Allocation Method	RM	Annexation Area
REVENUES				
TAXATION				
Municipal Taxes				
410-110-100 - General Municipal Levy	6,000,000.00	Assessment	\$3,747,890	\$2,252,110
410-120-100 -Abatements and Adjustments	-220,000.00	Assessment	-\$137,423	-\$82,577
410-130-100 - Discount on Municipal Tax- Property	-170,000.00	Assessment	-\$106,190	-\$63,810
	5,610,000.00			
Trailer License Fees				
410-300-100 - Trailer License Fees		RM	\$0	\$0
	0.00			
Penalties on Tax Arrears				
410-400-210 - Penalty on Mun Taxes Arrears - Prope1	120,000.00	Assessment	\$74,958	\$45,042
	120,000.00			
Local Improvement Levy				
410-500-102 - Local Improvement- Crawford Developer	36,000.00	RM	\$36,000	\$0
	36,000.00			
Special Municipal Levy				
410-600-110 - Sanitation Levy - Emerald Park	82,000.00	RM	\$82,000	\$0
410-600-150 - Sanitation Levy - CR Subdivisions	48,000.00	RM	\$48,000	\$0
410-600-600 - ASA - Park Meadows & Meadow Ridge	68,640.00	RM	\$68,640	\$0
	198,640.00			
TOTAL TAXATION:	5,964,640.00		\$3,813,874	\$2,150,766

⁷⁹ Prior to allocating revenues and expenditures, the budget is “normalized” by removing non-cash items such as transfers from reserves (transfers to and from reserves are discretionary), and amortization (amortization is a non-cash item). Capital expenditures are also removed from the budget, and those applicable to the annexation area are added back (as summarized *Section 13.2*).

FEES AND CHARGES				
Custom Work				
420-100-100 - F&C -TS - Custom Work	18,000.00	Population	\$10,020	\$7,980
420-100-120 - F&C -TS - Custom Work- Dust Contra	80,000.00	Population	\$44,532	\$35,468
420-100-130 - F&C -GG - Custom Work - Tax Enforce	8,000.00	Population	\$4,453	\$3,547
	106,000.00			
Sale of Supplies and Gravel				
420-200-100 - F&C -TS - Transgas Mitigation Paymer	2,700.00	Population	\$1,503	\$1,197
420-200-300 - F&C -GG - Sale of R.M. Maps	1,000.00	Population	\$557	\$443
420-200-305 - F&C - GG - Postage on Map			\$0	\$0
420-200-400 - F&C -EH - Sale of Pest Control Produc	2,500.00	RM	\$2,500	\$0
420-200-405 - F&C-EH&W - Garbage Cart - EmPk	400.00	Annexation Area	\$0	\$400
420-200-410 - F&C-EH&W- Garbage Cart - Subdivisic	300.00	RM	\$300	\$0
420-200-415 - F&C-EH&W- Recycle Cart- EmPk	200.00	Annexation Area	\$0	\$200
420-200-420 - F&C-EH&W- Recycle Cart - Subdivisio	300.00	RM	\$300	\$0
420-200-425 - F&C - EH&W - Compost Subdivision	100.00	RM	\$100	\$0
420-200-435 - F&C - EH&W - Compost Emerald Park		Annexation Area	\$0	\$0
420-200-510 - F&C -GG - Legal & Court Costs Order		RM	\$0	\$0
420-200-950 - F&C TS -Sale of Gravel/Sandfropsoil/(18,000.00	Population	\$10,020	\$7,980
	25,500.00			
Rentals				
420-300-110 - F&C -EH - Rentals - Eqmt - Tree Planti	200.00	Population	\$111	\$89
420-300-130 - F&C - Rentals - Site Rental	6,300.00	Population	\$3,507	\$2,793
	6,500.00			
Policing and Fire Fees				
420-400-110 - F&C - PS - Policing Fines	40,000.00	Population	\$22,266	\$17,734
420-400-112 - F&C - PS - Bylaw Fines Crawford Esta	500.00	RM	\$500	\$0
420-400-114 - F&C - PS - Bylaw Fines Emerald Park		Annexation Area	\$0	\$0
420-400-115 - F&C - PS - Court Clerk Services	500.00	Population	\$278	\$222
420-400-120 - F&C - PS - RM Lajord CSO Contract	20,000.00	RM	\$20,000	\$0
420-400-130 - F&C - PS - Balgonie CSO Contract	34,000.00	RM	\$34,000	\$0
420-400-140 - F&C - PS - Pilot Buutte CSO Contract	34,000.00	RM	\$34,000	\$0
420-400-145 - F&C - PS - McLean CSO Contract	3,900.00	RM	\$3,900	\$0
420-400-300 - F&C - PS- Fire Fees - Mutual Aid	1,000.00	Population	\$557	\$443
	133,900.00			
Recreation Fees				
Recreation Centre Fees				
420-500-600 - F&C -RC - Rec Fees - Soccor Field	400.00	Population	222.66	177.34
420-500-650 - F&C -RC - Legacy Bench/Table	2,000.00	Population	\$1,113	\$887
	2,000.00			
	2,000.00			
Licenses and Permits				
420-700-200 - F&C -GG - Licenses - Business	2,000.00	Assessment	\$1,249	\$751
420-710-100 - F&C -PD - Permits Building Inspectionr	160,000.00	Population	\$89,064	\$70,936
420-710-200 - F&C - PD - Permit Temp Sign	200.00	Population	\$111	\$89
	162,200.00			
Other				
Tax Certificate				
420-800-100 - F&C -GG - Tax Certificate	4,400.00	Assessment	\$2,748	\$1,652
	4,400.00			
General Office Services Provided				
420-800-200 - F&C -GG - General Office Services	5,000.00	Population	\$2,783	\$2,217
420-800-220 - F&C -GG - Appeal Fees	2,000.00	Population	\$1,113	\$887
420-800-230 - F&C -GG - Advertising	12,000.00	Population	\$6,680	\$5,320
	19,000.00			
Other				
420-910-200 - F&C -GG - Other Revenue Crawford E	300.00	RM	\$300	\$0
420-910-300 - F&C - GG - Balgonie Admin Building	78,250.00	Non-Cash	\$0	\$0
420-910-400 - F&C - GG - Events Reimbursement	5,000.00	Assessment	\$3,123	\$1,877
	83,550.00			
	106,950.00			
TOTAL FEES AND CHARGES:	543,050.00			

MAINTENANCE AND DEVELOPMENT CHARGES				
Road Maintenance and Restoration Agreements				
430-100-100 - M&D -TS - Road Maintenance Fees	60,000.00	Roads	\$56,703	\$3,297
430-100-110- M&D -TS - Overweight Permits	70,000.00	Roads	\$66,154	\$3,846
430-100-120- M&D -TS - Excavation fees - Gravel	70,000.00	RM	\$70,000	\$0
	200,000.00			
Development Charges				
430-200-100 - M&D -PD - Development Charges	300,000.00	Population	\$166,995	\$133,005
430-200-150 - M&D -PD - Development Permits	14,000.00	Population	\$7,793	\$6,207
430-200-200 - M&D -PD - Zoning Memorandums	500.00	Population	\$278	\$222
430-200-250 - M&D - PD - Rezoning Applications	3,000.00	Population	\$1,670	\$1,330
430-200-260 - M&D - PD - Developer - Engineering	60,000.00	Population	\$33,399	\$26,601
	377,500.00			
Public Reserve				
430-300-100 - M&D - PD - Municipal Reserve	40,000.00	Non-Cash	\$0	\$0
	40,000.00			
TOTAL MAINTENANCE AND DEVELOPMENT	617,500.00			

	2021 Budget	Allocation Method	RM	Annexation Area
UTILITIES				
Water				
440-100-100 - Water- Water Supply Agreement	20,000.00	RM	\$20,000	\$0
440-110-100 - Water - Water Sales	500,000.00	RM	\$500,000	\$0
440-120-150 - Water Infrastructure Levy	44,000.00	RM	\$44,000	\$0
440-130-100 - Water- Pump House Sales	42,200.00	RM	\$42,200	\$0
440-140-100 - Water- Connection Fees	4,000.00	RM	\$4,000	\$0
440-140-150 - Water - Ranch Ehrlo Maint Contract	3,000.00	RM	\$3,000	\$0
440-140-160 - Water- Jameson Maint Contract	200.00	RM	\$200	\$0
440-140-200-Water- Engineering Refund	4,000.00	RM	\$4,000	\$0
440-140-300 - Water- Back Flow Valves	3,800.00	RM	\$3,800	\$0
440-140-400 - Water- Water Meter and Reader	5,000.00	RM	\$5,000	\$0
440-160-400 - Water- Fines- Late Fees	2,000.00	RM	\$2,000	\$0
440-190-700 - Water - Misc	1,000.00	RM	\$1,000	\$0
440-190-800 - Water- Utility Construction - Water Re		RM	\$0	\$0
	629,200.00			
Sewer				
440-220-100 - Sewer- Charges	300,000.00	RM	\$300,000	\$0
440-220-150 - Sewer Infrastructure Levy	140,000.00	RM	\$140,000	\$0
440-220-200 - Sewer - Engineering		RM	\$0	\$0
440-220-300 - Sewer - Misc	800.00	RM	\$800	\$0
440-240-100 - Sewer- Connection Fees	10,000.00	RM	\$10,000	\$0
440-400-100 - Sewer-WCRM158 Wastewater Ag FE	25,000.00	RM	\$25,000	\$0
440-400-150 - Sewer- Wastewater Auth - Maint Con	30,000.00	RM	\$30,000	\$0
440-400-250 - Sewer - WCRM Fee Distribution	113,480.00	RM	\$113,480	\$0
	619,280.00			
TOTAL UTILITIES:	1,248,480.00			

Unconditional Transfers				
450-110-100 - Unconditional - (Revenue Sharing) (Road Portion)	724,600.00	Roads		
450-120-100 - Unconditional - Organized Hamlet	9,300.00	RM	\$684,787	\$39,813
	733,900.00		\$9,300	\$0
TOTAL UNCONDITIONAL TRANSFERS:	733,900.00			
CONDITIONAL GRANTS				
Federal				
450-200-070 - Conditional - Federal - Gas Tax/New D	265,000.00	Population	\$147,512	\$117,488
450-200-100 - Conditional - Federal - Can Summer J	7,200.00	Population	\$4,008	\$3,192
450-240-100 - Conditional - Federal - FCM	50,000.00	Population	\$27,833	\$22,167
450-240-110 - Conditional-Federal-Safe Restart Prog		Population	\$0	\$0
450-240-150 - Conditional - Prov - Sask Lotteries	8,400.00	Population	\$4,676	\$3,724
450-240-160 - Cond - Prov - MEEP New Backup Well		Population	\$0	\$0
450-240-161 - Cond - Prov - MEEP Water Well Upgra	40,000.00	RM	\$40,000	\$0
450-240-162 - Cond - Prov - MEEP Fire Hall		Population	\$0	\$0
450-240-163 - Cond - Prov - MEEP Gravel Crushing		Population	\$0	\$0
450-240-164 - Cond - Prov - MEEP Strategic Plan De		Population	\$0	\$0
450-240-165 - Cond - Prov - MEEP EP Street Paving	50,000.00	Annexation Area	\$0	\$50,000
450-240-166 - Cond - Prov - MEEP GP Street Paving		Population	\$0	\$0
450-240-167 - Cond-Prov-MEEP Office/Fire Parking L	50,000.00	Population	\$27,833	\$22,167
450-240-168 - Cond - Prov - MEEP Bridge Rehabilitat		Population	\$0	\$0
450-240-169 - Cond - Prov - MEEP Comm Compost		Population	\$0	\$0
450-240-170 - Cond - Prov - MEEP Pedestrian Crossi		Population	\$0	\$0
	470,600.00			
Provincial				
450-330-100 - Conditional - Prov-Designate Road-CT	12,900.00	Roads	\$12,191	\$709
450-330-150 - Conditional - Provincial - OD Route	53,400.00	Roads	\$50,466	\$2,934
450-330-155 - Conditional - Prov-OD Route Dust Con	25,000.00	Roads	\$23,626	\$1,374
450-330-165 - Conditional - Prov - SGI Safety Grant	25,000.00	Roads	\$23,626	\$1,374
450-330-175 - Condition-Prov-Grid 2190 SKPower 2.	290,000.00	Roads	\$274,066	\$15,934
	406,300.00			
Local				
450-410-100- Conditional - Local - SARM Rat Progra	11,600.00	RM	\$11,600	\$0
450-420-100 - Conditional - Local - Weed Control	22,800.00	RM	\$22,800	\$0
450-440-100 - Conditional - Local - SUMA Recycling	25,000.00	Population	\$13,916	\$11,084
450-440-110 - Conditional-Local-SUMA Targeted Sec		Population		
450-450-100 - Conditional - Local - SARM Beaver Prf	200.00	RM	\$200	\$0
450-460-100 - Conditional - Local - Fire Truck	2,500.00	Population	\$1,392	\$1,108
	62,100.00			
TOTAL CONDITIONAL GRANTS:	939,000.00			

GRANTS IN LIEU OF TAXES				
Federal				
450-500-070 - GIL - Federal - RCMP	28,000.00	Annexation Area	\$0	\$28,000
	28,000.00			
Provincial				
450-600-200 - GIL - Prov - Her Majesty	1,400.00	Annexation Area	\$0	\$1,400
450-650-100 - GIL- Prov- Sask Tel	26,000.00	RM	\$26,000	\$0
	27,400.00			
Local				
450-730-100 - GIL- Local - Treaty Land	19,000.00	RM	\$19,000	\$0
450-790-100 GIL-Local - TLE Specific Claims	3,500.00	RM	\$3,500	\$0
	22,500.00			
TOTAL GRANTS IN LIEU OF TAXES:	77,900.00			
CAPITAL ASSET PROCEEDS				
460-120-200 - CA- Sale of Equipment	20,000.00	Capital	\$0	\$0
460-200-330 - GG - Sale of Tax Title Property		RM	\$0	\$0
	20,000.00			
TOTAL CAPITAL ASSET PROCEEDS:	20,000.00			
INVESTMENT INCOME AND COMMISSIONS				
Investment and Income Revenue				
470-100-100 - Interest Revenue	200,000.00	RM	\$200,000	\$0
470-130-100 - Commission Revenue	1,500.00	RM	\$1,500	\$0
	201,500.00			
TOTAL INVESTMENT INCOME AND COMMIS:	201,500.00			
OTHER REVENUES				
Other Revenue				
480-150-100 - Donations	500.00	RM	\$500	\$0
	500.00			
TOTAL OTHER REVENUES:	500.00			
			\$3,583,716	\$660,264
TOTAL REVENUES:	10,346,470.00		\$7,397,591	\$2,811,029

Allocation of Expenses

	2021 Budget	Allocation Method	RM	Annexation Area
EXPENDITURES GENERAL GOVERNMENT SERVICES				
Wages & Benefits				
Wages				
510-110-110 - GG - Council Mtgs & Miles	50,000.00	Population	\$27,833	\$22,167
510-110-140 - GG - Council - Committee & Miles	65,000.00	Population	\$36,182	\$28,818
510-110-230 - GG - Salaries - Administrator	162,600.00	Population	\$90,511	\$72,089
510-110-330 - GG - Salaries - Assistant	349,800.00	Population	\$194,716	\$155,084
	627,400.00			
Benefits				
510-120-110 - GG - Council - Benefits WCB/H & D/S/.	20,500.00	Population	\$11,411	\$9,089
510-120-111 - GG - Council - Benefits - CPP	2,500.00	Population	\$1,392	\$1,108
	23,000.00			
510-130-230 - GG -Admin - Benfts-H&Dent/Dis/LTD/t	33,000.00	Population	\$18,369	\$14,631
510-130-231 - GG -Admin - Benefits - CPP	31,900.00	Population	\$17,757	\$14,143
510-130-232 - GG -Admin - Benefits - EI	9,900.00	Population	\$5,511	\$4,389
510-130-233 - GG - Admin - Benefits - MEPP	31,600.00	Population	\$17,590	\$14,010
510-130-234 - GG - Admin - Benefits - WCB	6,600.00	Population	\$3,674	\$2,926
	136,000.00			
	763,400.00			
Professional/Contract Services				
510-200-110 - GG - Cont. - Legal	75,000.00	Population	\$41,749	\$33,251
510-200-120 - GG - Cont - Dispute Resolution	4,000.00	Population	\$2,227	\$1,773
510-200-130 - GG - Cont. -Audit/Accounting	30,000.00	Population	\$16,700	\$13,300
510-200-150 - GG - Cont. -Assessment- SAMA	70,000.00	Assessment	\$43,725	\$26,275
510-200-170 - GG - Cont. - Advertising	5,000.00	Population	\$2,783	\$2,217
510-200-200 - GG - Cont. - Printing RM Maps	5,000.00	Population	\$2,783	\$2,217
510-210-150 - GG - Council - All Conv/Travel/Meals	10,000.00	RM	\$10,000	\$0
510-210-162 - GG - Reeve - Office Supervision Miles		Population	\$0	\$0
510-210-170 - GG -Admin. - Training, Travel & Meals	3,000.00	Population	\$1,670	\$1,330
510-230-100 - GG - Cont. - Insurance - General & Bor	40,000.00	Population	\$22,266	\$17,734
510-240-100 - GG - Cont. - Memberships & Subscript	16,000.00	Population	\$8,906	\$7,094
510-250-100 - GG - Cont. - Communication Consultar	100,000.00	Population	\$55,665	\$44,335
510-250-160 - GG - Cont - Empl Recruitment Consult	5,600.00	Population	\$3,117	\$2,483
510-250-170 - GG - Cont - Strategic Plan Consultant	56,500.00	Population	\$31,451	\$25,049
510-250-175 - GG - Cont-Annexation Support/Consul	70,000.00	Population	\$38,966	\$31,034
510-250-180 - GG - Cont - IT Support/Consultant	10,000.00	Population	\$5,567	\$4,433
510-250-185 - GG - Cont - Sector Plan/Consultant	50,400.00	Population	\$28,055	\$22,345
510-260-100 - GG - Cont. - Tax Enforcement/Collecti	300.00	Population	\$167	\$133
510-280-100 - GG-Cont-Copier/Equip/Software/Postag	33,000.00	Population	\$18,369	\$14,631
510-280-130 - GG - Cont. - ISC	4,000.00	Population	\$2,227	\$1,773
510-290-100 - GG - Cont. - Bank Charges	4,000.00	Population	\$2,227	\$1,773
	591,800.00			

Utilities				
510-300-120- GG - Utility- Power/Gas EPark Office	7,800.00	RM	\$7,800	\$0
510-300-140- GG - Utility- Telephone, cell phone	14,000.00	Population	\$7,793	\$6,207
	21,800.00			
Maintenance, Material and Supplies				
510-400-110 - GG - Maint. - Stationery	15,000.00	Population	\$8,350	\$6,650
510-410-140- GG - Maint.- Office Equipt (under\$5,00	35,000.00	Population	\$19,483	\$15,517
510-410-160 - GG - Maint. - Postage	26,000.00	Population	\$14,473	\$11,527
510-410-180- GG - Maint. - Office Supplies	8,000.00	Population	\$4,453	\$3,547
510-450-100- GG - Maint. - Elections		RM	\$0	\$0
510-490-100- GG - Maint. - Office Maint/Admin Bldg	20,000.00	RM	\$20,000	\$0
	104,000.00			
Grants and Contributions				
510-500-110 - GG - Grants and Contributions	1,000.00	Population	\$557	\$443
	1,000.00			
Capital Expenditures				
510-600-112 - GG -Purchase CapAsset Office Site Co	10,000.00	Capital	\$0	\$0
510-600-115 - GG Purchase of Cap Assets- Parking L		Capital	\$0	\$0
510-600-120 - GG - Purchase of Cap Assets - Buildin,		Capital	\$0	\$0
510-600-122 - GG Purchase Cap Asset-Office landsc		Capital	\$0	\$0
510-600-299 - GG - Amort - Bldgs/Impr & Eng Structu	4,000.00	Non-Cash	\$0	\$0
510-600-599- GG -Amort- Office & Information Tee	3,000.00	Non-Cash	\$0	\$0
	17,000.00			
Allowance for Uncollectibles				
510-800-110 - GG - Allowance for Uncollectibles	50,000.00	Population	\$27,833	\$22,167
	50,000.00			
Other				
510-900-110 - GG - Other- Sundry	2,000.00	Population	\$1,113	\$887
510-900-125 - GG - Communication Projects	17,000.00	Population	\$9,463	\$7,537
	19,000.00			
TOTAL GENERAL GOVERNMENT SERVICES	1,568,000.00			

PROTECTIVE SERVICES				
POLICE PROTECTION				
Wages and Benefits				
520-110-120 - PS - Police - Salary	145,000.00	Population	\$80,714	\$64,286
520-130-230 - PS - Police - Benefits	31,900.00	Population	\$17,757	\$14,143
520-130-234 - PS - Police - WCB	1,500.00	Population	\$835	\$665
	178,400.00			
Professional/Contractual Services				
520-210-11 O - PS - Police - RCMP Contracted Service	218,000.00	Population	\$121,350	\$96,650
520-210-120 - PS - Police - Crawford Estates	6,000.00	RM	\$6,000	\$0
520-210-122 - PS - Police - Emerald Park		Annexation Area	\$0	\$0
520-260-100 - PS - Police - Crime Stoppers/SaskTip	200.00	Population	\$111	\$89
	224,200.00			
Capital Expenditures				
520-600-190 - PS - Police - Purchase of Cap Assets	12,200.00	Capital	\$0	\$0
520-600-300 - PS - Police - Amort - Vehicle & Equip't	4,000.00	Non-Cash	\$0	\$0
	16,200.00			
Other				
520-900-120 - PS - Police - Office Supplies	1,000.00	Population	\$557	\$443
520-900-130 - PS - Police - Equipment/Uniforms	6,000.00	Population	\$3,340	\$2,660
520-900-140 - PS - Police - Phone	4,500.00	Population	\$2,505	\$1,995
520-900-150 - PS - Police - Fuel	10,000.00	Population	\$5,567	\$4,433
520-900-155 - PS - Police - City of P.A.- Dispatch	24,600.00	Population	\$13,694	\$10,906
520-900-160 - PS - Police - Training/Travel/Meals	1,000.00	Population	\$557	\$443
520-900-170 - PS - Police - Sundry	1,000.00	Population	\$557	\$443
520-900-180 - PS - Police - Equipment Repair	5,000.00	Population	\$2,783	\$2,217
520-900-185 - PS - Police - Insurance/Truck Licence	3,000.00	Population	\$1,670	\$1,330
520-910-11 O - PS - Police - Bylaw Enforcement	10,000.00	Population	\$5,567	\$4,433
520-910-120 - PS - Bylaw Court Fines	2,000.00	Population	\$1,113	\$887
	68,100.00			
TOTAL POLICE PROTECTION:	486,900.00			

FIRE PROTECTION				
Professional/Contractual Services				
525-210-11 O - PS - Fire - Contracted Services	256,700.00	Population	\$142,892	\$113,808
525-210-112 - PS - Fire - Contracted Engineering	10,000.00	Population	\$5,567	\$4,433
525-210-115 - PS - Fire - Crawford Estates	3,300.00	RM	\$3,300	\$0
525-210-122 - PS - Fire - Emerald Park		Annexation Area	\$0	\$0
525-210-200 - PS - Fire - Fire Truck Maintenance	10,000.00	Population	\$5,567	\$4,433
525-260-110 - PS - Fire Hall Insurance	2,000.00	Population	\$1,113	\$887
	282,000.00			
Utilities				
525-360-100 - PS - Fire Hall Utilities	1,000.00	Population	\$557	\$443
	1,000.00			
Maintenance, Materials and Supplies				
525-460-100 - PS - Fire Hall -Maint Materials Supplie	17,000.00	Population	\$9,463	\$7,537
	17,000.00			
Grants and Contributions				
525-520-110 - PS - Fire - Grants - STARS	3,000.00	Population	\$1,670	\$1,330
525-520-115 - PS - Fire-Grants-STARS-Crawford Esti	100.00	RM	\$100	\$0
525-520-122 - PS - Fire- Grants-STARS - Emerald Pa		Annexation Area	\$0	\$0
525-520-125 - PS - Fire -Donation - Firefighter Assoc	500.00	Population	\$278	\$222
	3,600.00			
Capital Expenditures				
525-600-140 - PS - Fire - Pur of Cap Assets - Equip	245,000.00	Capital	\$0	\$0
525-600-145 - PS - Fire - Purch Cap Assets - Fire Ha	1,800,000.00	Capital	\$0	\$0
525-600-300 - PS - Fire - Amort - Mach & Equip't	3,500.00	Non-Cash	\$0	\$0
	2,048,500.00			
Other				
525-920-120 - PS - Fire - 911 - City of PA-Dispatch	6,000.00	Population	\$3,340	\$2,660
525-920-125 - PS - Fire - Mutual Aid & EMO	1,000.00	Annexation Area	\$0	\$1,000
	7,000.00			
TOTAL FIRE PROTECTION:	2,359,100.00			
TOTAL PROTECTIVE SERVICES:	2,846,000.00			

TRANSPORTATION SERVICES MAINTENANCE				
Wages & Benefits				
Wages				
530-110-110 - TS - Maint. - Council Supervision	30,000.00	Population	\$16,700	\$13,300
530-110-112 - TS - Maint - Salaries - Emerald Park		Annexation Area	\$0	\$0
530-110-120- TS - Maint. - Salaries- Rural PWM	462,000.00	Roads	\$436,615	\$25,385
530-110-130 - TS - Maint - Salaries - EmPk	90,000.00	Annexation Area	\$0	\$90,000
	582,000.00			
Benefits				
530-120-115 - TS-Maint-EMPARK-H&D/LTD/GrUSAF	15,500.00	Annexation Area	\$0	\$15,500
530-120-116 - TS-Maint- EMPARK-Benefits- WCB	3,500.00	Annexation Area	\$0	\$3,500
530-120-120 - TS-Maint- RURAL H&D/LTO/GrUSAR	23,000.00	Roads	\$21,736	\$1,264
530-120-121 - TS - Maint. - Benefits - CPP	28,400.00	Population	\$15,809	\$12,591
530-120-122 - TS - Maint. - Benefits - EI	11,000.00	Population	\$6,123	\$4,877
530-120-123 - TS - Maint. - Benefits - MEPP	46,000.00	Population	\$25,606	\$20,394
530-120-124- TS - Maint.-RURAL- Benefits - WCB	6,000.00	Roads	\$5,670	\$330
530-120-125 - TS - Maint-Benefits- Rural Vsn/FWear	1,500.00	Roads	\$1,418	\$82
530-120-126 - TS - Maint.-Benefits-EmPark Vsn/FWe	1,100.00	Annexation Area	\$0	\$1,100
	136,000.00			
	718,000.00			
Professional/Contractual Services				
530-200-110 - TS-Maint Contract-Engining-Roads-Gn	10,000.00	Roads	\$9,451	\$549
530-200-111 - TS - Maint - Cont - Asset Management	30,000.00	Population	\$16,700	\$13,300
530-200-112 - TS - Maint - Eng - Paved Roads/Street	10,000.00	Population	\$5,567	\$4,433
530-200-115 - TS - Maint - Contract Drainage Eng	30,000.00	Area	\$29,434	\$566
530-200-125 - TS - Maint - Contract EmPark Enginee1	4,000.00	Annexation Area	\$0	\$4,000
530-200-130 - TS - Maint. - Contract- GFI system	8,000.00	Population	\$4,453	\$3,547
530-210-100 - TS - Maint. - Contract- Dust Control	120,000.00	Roads	\$113,407	\$6,593
530-210-105 - TS - Maint-Contract-Surfacing Repairs-	40,000.00	Roads	\$37,802	\$2,198
530-210-110 - TS- Maint-Cont-Surfacing-Emerald Pa	5,000.00	Annexation Area	\$0	\$5,000
530-210-120 - TS -Maint- Contract-CP/CN Rail Cross	12,000.00	Population	\$6,680	\$5,320
530-210-121 - TS - Maint - SSR Rail Crossiings		Population	\$0	\$0
530-210-125 - TS - Maint. - Contract- Gravel Hauling	50,000.00	Roads	\$47,253	\$2,747
530-210-140 - TS-Maint-Contract-Gravel Road Repai	12,000.00	Roads	\$11,341	\$659
530-210-142 - TS - Maint - Contract- Road Repairs -	10,000.00	Roads	\$9,451	\$549
530-240-100 - TS - Maint. - Advertising	500.00	Population	\$278	\$222
530-250-100 - TS - Maint-Employee Travel/Traing/Me	4,000.00	Population	\$2,227	\$1,773
530-250-110 - TS - Maint. - Council Supervision Miles	3,000.00	Population	\$1,670	\$1,330
530-250-112 - TS - Maint -EmPark Travel/Traing/Mec	2,500.00	Annexation Area	\$0	\$2,500
530-260-100- TS - Maint. - InsuranceNehicle Reg.	36,000.00	Population	\$20,039	\$15,961
530-280-200 - TS - Maint. - Rentals/Leases - Grader		Population	\$0	\$0
530-280-215 - TS - Maint.-Sweeper Rental-EP	3,000.00	Population	\$1,670	\$1,330
530-280-220 - TS - Maint - Sweeper Rental-Subdivisi	1,600.00	Population	\$891	\$709
530-290-100 - TS - Maint. - Bobcat Lease	8,000.00	Population	\$4,453	\$3,547
	399,600.00			

Utilities				
530-300-110 - TS - Maint. - Utility - Heat - RM Shop	6,500.00	RM	\$6,500	\$0
530-300-112 - TS-Maint-Utility-Heat-Emerald Park Sh	2,000.00	Annexation Area	\$0	\$2,000
530-300-120 - TS - Maint. - Utility- Power- RM Shop	10,000.00	RM	\$10,000	\$0
530-300-122 - TS_Maint-Utility-Power Emerald Park	2,000.00	Annexation Area	\$0	\$2,000
530-300-130 - TS-Maint-Utility-Water/Loraas/Sep-RM	1,200.00	RM	\$1,200	\$0
530-300-132 - TS_Maint-Utility-Water/loraas/Sep-EP	1,200.00	Annexation Area	\$0	\$1,200
530-300-140 - TS-Maint-Utility-Phones/internet-RM SI	6,600.00	RM	\$6,600	\$0
530-300-142 - TS-Maint-Utility-Phones/internet- EP Sh,	3,300.00	Annexation Area	\$0	\$3,300
530-310-100 - TS - Maint. - Utility - Street Lights	20,000.00	Area	\$19,622	\$378
530-310-110 - TS- Maint-Utility Mission Sign lighting	500.00	RM	\$500	\$0
530-310-111 - TS- Maint-Utility Rock Pt Sign lighting		RM	\$0	\$0
530-310-112 - TS-Utility Street Lights Emerald Park	24,000.00	Annexation Area	\$0	\$24,000
530-310-200 - TS-Utility Streetlights-Crawford Estate	700.00	RM	\$700	\$0
	78,000.00			
Maintenance, Materials & Supplies				
530-410-112 - TS-Maint-Shop Supply&Small Tools EF	13,000.00	Population	\$7,236	\$5,764
530-410-120 - TS - Maint. - Shop Supplies Rural Sho1	22,000.00	Population	\$12,246	\$9,754
530-410-130 - TS - Maint. - Small Tools Rural Shop	5,000.00	Population	\$2,783	\$2,217
530-420-130 - TS - Maint - Rural Shop Maint Repairs	2,500.00	Population	\$1,392	\$1,108
530-420-132 - TS - Maint - EP Shop Main Repairs	7,000.00	Annexation Area	\$0	\$7,000
530-425-110 - TS - Maint. - Oil & Fuel Rural Shop	200,000.00	Population	\$111,330	\$88,670
530-425-112 - TS - Maint. - Oil & Gas - EP Shop	32,000.00	Annexation Area	\$0	\$32,000
530-430-120 - TS - Maint. - Machine - Blades	50,000.00	Population	\$27,833	\$22,167
530-430-125 - TS - Maint. - Machine - Tires	10,000.00	Population	\$5,567	\$4,433
530-430-127 - TS- Maint - EmPk Tires	5,000.00	Annexation Area	\$0	\$5,000
530-430-130 - TS - Maint. - Machinery Repairs	100,000.00	Population	\$55,665	\$44,335
530-430-132 - TS-Maint-Machinery Repairs-Emerald I	21,000.00	Annexation Area	\$0	\$21,000
530-440-100 - TS - Maint. - Gravel/Sand	300,000.00	Population	\$166,995	\$133,005
530-440-112 - TS-Maint-Gravel/Sand Emerald Park	2,000.00	Annexation Area	\$0	\$2,000
530-450-100 - TS - Maint. - Culverts	15,000.00	Population	\$8,350	\$6,650
530-450-120 - TS - Maint - Drainage Contractors	10,000.00	Population	\$5,567	\$4,433
530-450-130 - TS- Maint- Emerald Park Drainage Stu	25,000.00	Capital	\$0	\$0
530-450-140 - TS- Maint-PB Creek Drainage Study&I	10,000.00	Capital	\$0	\$0
530-450-145 - TS - Maint - Bridlewood Drainage	1,000.00	Capital	\$0	\$0
530-450-148 - TS-Maint-Drainage Spr Creek Storm O		Capital	\$0	\$0
530-450-150 - TS - Maint - Woods Crescent Drainage		Capital	\$0	\$0
530-450-151 - TS-Maint-Drainage- BoggyCreek Rock	10,000.00	Capital	\$0	\$0
530-470-100 - TS - Maint. - Road/Street Signs	10,000.00	Population	\$5,567	\$4,433
530-470-110 - TS - Maint - Road/Street Signs-EP	6,000.00	Annexation Area	\$0	\$6,000
530-480-100 - TS - Maint - Traffic Signs/Signals	25,000.00	Population	\$13,916	\$11,084
530-480-110 - TS -Maint-Traffic Signs/Signals-Crawfo	500.00	RM	\$500	\$0
530-490-110 - TS - Maint. - Misc - Crawford Estates	1,000.00	RM	\$1,000	\$0
530-490-120 - TS - Maint. - Bridge Repairs	10,000.00	Population	\$5,567	\$4,433
	893,000.00			
Capital Expenditures				
530-600-140 - TS- Purchase of Cap Assets - Equipm	320,000.00	Capital	\$0	\$0
530-600-150 - TS -Purchase CapAssets/Eqmt- Emerl,	180,000.00	Capital	\$0	\$0
530-600-299 - TS - Maint. - Amert - Bldgs/Impr&Eng	1,800.00	Non-Cash	\$0	\$0
530-600-399 - TS - Maint. - Amert - Machinery & Eqm	28,000.00	Non-Cash	\$0	\$0
530-600-499 - TS - Maint. - Amert - Vehicles	3,000.00	Non-Cash	\$0	\$0
530-600-699 - TS - Maint. - Amert - Infrastructure	55,000.00	Non-Cash	\$0	\$0
	587,800.00			
Other				
530-900-110 - TS - Maint. - ROW/Crop damage	2,000.00	Population	\$1,113	\$887
530-900-120 - TS - Maint. - Other- Fence/Grass See<	10,000.00	Population	\$5,567	\$4,433
530-900-125 - TS - Maint. - Mowing (NuisanceBylaw)	10,000.00	Population	\$5,567	\$4,433
530-900-130 - TS - Maint- Sundry	5,000.00	Population	\$2,783	\$2,217
530-900-132 - TS - Maint - Sundry - Emerald Park	2,500.00	Annexation Area	\$0	\$2,500
	29,500.00			
TOTAL MAINTENANCE:	2,705,900.00			

CONSTRUCTION				
Maintenance, Materials & Supplies				
535-450-100 - TS - Const. - Culverts/Drainage		Population	\$0	\$0
535-470-100 - TS - Const. - Road/Street Signs		Population	\$0	\$0
	0.00			
Grants and Contributions				
535-510-100 - TS-Const-EP/GP 202 Paving Loan Pri	190,200.00	Roads	\$179,749	\$10,451
535-510-200 - TS-Const-EP/GP 2020 Paving Loan - I	22,800.00	Roads	\$21,547	\$1,253
	213,000.00			
Capital Expenditures				
535-600-155 - TS - Construction - Bridges	190,000.00	Capital	\$0	\$0
535-600-185 - TS-Const Rd - Industrial Dr W extensio		Capital	\$0	\$0
535-600-186 - TS - Const St - Emerald Place		Capital	\$0	\$0
535-600-187 - TS - Const St - Topaz Place		Capital	\$0	\$0
535-600-188 - TS - Const St - Sapphire Place		Capital	\$0	\$0
535-600-189 - TS - Const St - Crystal Place		Capital	\$0	\$0
535-600-190 - TS - Const St - Garnet Place		Capital	\$0	\$0
535-600-191 - TS - Const St - Percival Drive		Capital	\$0	\$0
535-600-192 - TS - Const St - McLeod Road		Capital	\$0	\$0
535-600-193 - TS - Const St - EP RD-Fairway to WA		Capital	\$0	\$0
535-600-194 - TS - Const Rd-Clay Cap 2190 4mi-Sof	200,000.00	Capital	\$0	\$0
535-600-195 - TS-Const Rd-Clay Cap 2190 2.25mi-S	290,000.00	Capital	\$0	\$0
	680,000.00			
TOTAL CONSTRUCTION:	893,000.00			
TOTAL TRANSPORTATION SERVICES:	3,598,900.00			

ENVIRONMENTAL SERVICES				
Professional/Contractual Services				
540-200-110 - EH&W - Cont. - Waste - Subdivisions	62,000.00	Population	\$34,512	\$27,488
540-200-112 - EH&W- Cont - Waste -EmeraldPark	95,000.00	Annexation Area	\$0	\$95,000
540-200-114 - EH & W - Cont. Waste - Rural	500.00	RM	\$500	\$0
540-210-100 - EH&W - Cont. - Pest Control	26,000.00	Area	\$25,509	\$491
540-210-122 - EH&W - Cont Pest Control - Emerald F	4,000.00	Annexation Area	\$0	\$4,000
540-210-200 - EH&W- Cont-Weed Control-Inspctr &E	50,000.00	Population	\$27,833	\$22,167
540-210-210 - EH&W - Cont. - Weed Control - Crawfc	1,400.00	RM	\$1,400	\$0
540-210-300 - EH&W- Cont. - Recycle Subdivisions	26,000.00	Population	\$14,473	\$11,527
540-210-312- EH&W- Cont- Recycle - EmeraldPark	47,000.00	Annexation Area	\$0	\$47,000
540-210-314- EH&W - Cont. - Recycle Rural	4,000.00	RM	\$4,000	\$0
540-250-200 - EH&W - Cont. - Pound Fees		Population	\$0	\$0
540-260-100 - EH&W-Cont-Household Hazardous W	10,000.00	Population	\$5,567	\$4,433
	325,900.00			
Maintenance, Materials and Supplies				
540-420-100 - EH&W - Maint. - Pest Control Supplies	20,000.00	Population	\$11,133	\$8,867
540-420-115 - EH&W - Maint. - Pest Control - Crawfo	400.00	RM	\$400	\$0
540-430-100 - EH&W - Maint. - Weed Control Supplie	15,000.00	Population	\$8,350	\$6,650
	35,400.00			
TOTAL ENVIRONMENTAL SERVICES:	361,300.00			

PLANNING AND DEVELOPMENT SERVICES				
Wages and Benefits				
560-110-110 - P&D - Salaries Planners	258,550.00	Population	\$143,922	\$114,628
560-120-110 - P&D- Benefits	55,060.00	Population	\$30,649	\$24,411
560-120-124 - P&D - WCB	3,800.00	Population	\$2,115	\$1,685
	317,410.00			
Professional/Contractual Services				
560-200-105 - P&D - Contract- Bldg Inspections	147,000.00	Population	\$81,828	\$65,172
560-200-110 - P&D - Cont. - Consultant/Student	45,000.00	Population	\$25,049	\$19,951
560-200-120 - P&D - Cont. - Engineering Reviews	40,000.00	Population	\$22,266	\$17,734
560-200-122 - P&D - Cont - Appraisals	5,000.00	Population	\$2,783	\$2,217
560-200-130 - P&D - Cont. - Development Appeal Bo;	2,000.00	Population	\$1,113	\$887
560-200-150 - P&D - Cont. - Legal	21,000.00	Population	\$11,690	\$9,310
560-210-100 - P&D - Cont. -Advertising	15,750.00	Population	\$8,767	\$6,983
560-220-100 - P&D - Cont. - Equipment & Software	5,000.00	Population	\$2,783	\$2,217
560-230-100 - P&D - Cont. - Supplies	5,000.00	Population	\$2,783	\$2,217
560-240-100 - P&D - Cont. - Membershipsfraining/Ti	4,000.00	Population	\$2,227	\$1,773
	289,750.00			
Utilities				
560-300-165 - P&D-Utility-ASA-Pk Meadow/Meadow	132,000.00	Population	\$73,478	\$58,522
	132,000.00			
Maintenance, Materials and Supplies				
560-410-130 - P&D - Supplies - Signage	3,000.00	Population	\$1,670	\$1,330
	3,000.00			
Grants and Contributions				
560-520-100 - P&D-Econ Dev & Recovery Plan-Gree	20,000.00	Population	\$11,133	\$8,867
	20,000.00			
Other				
560-900-110 - P&D - Other	1,000.00	Population	\$557	\$443
	1,000.00			
TOTAL PLANNING AND DEVELOPMENT SERVICES	763,160.00			

RECREATION AND CULTURAL SERVICES				
Professional/Contractual Services				
570-290-100 - R&C - Cont. - Library Requisition	50,000.00	Population	\$27,833	\$22,167
570-290-110 - R&C-Cont - Library Req - Crawfords	900.00	RM	\$900	\$0
570-290-112 - R&C - Cont - Library - Emerald Park		Annexation Area	\$0	\$0
570-290-114 - R&C - Cont-Library-BAL Library Upgra		Population	\$0	\$0
	50,900.00			
Utilities - Power				
570-310-140 - R&C - Utility- Power- Soccer Field	5,000.00	Population	\$2,783	\$2,217
570-310-145 - R&C - Utility- Septic Soccer Facility	600.00	Population	\$334	\$266
570-310-147 - R&C - Utility - Internet Soccer Facility	1,000.00	Population	\$557	\$443
	6,600.00			
Maintenance, Materials and Supplies				
570-420-140 - R&C - Pickleballfennis Court	5,000.00	Population	\$2,783	\$2,217
570-420-160 - R&C - Community Events	7,000.00	Population	\$3,897	\$3,103
570-420-190 - R&C - Park Maintenance Emerald Par	35,000.00	Annexation Area	\$0	\$35,000
570-420-195 - R&C - Pathway Lights Maintenance	20,000.00	Population	\$11,133	\$8,867
570-430-120 - R&C - Bldg Mat/Supply - Soccer Facilit	2,000.00	Population	\$1,113	\$887
	69,000.00			
Grants and Contributions				
570-500-110 - R&C - Grants - Rec Grant & SK Lotteri	72,400.00	Population	\$40,301	\$32,099
570-500-115 - R&C - Rec Grants - Crawford Estates	1,500.00	RM	\$1,500	\$0
570-500-122 - R&C - Grants - Rec Grants - Emerald F		Annexation Area	\$0	\$0
570-500-130 - R&C - Grants - Donations/Sponsorship	5,000.00	Population	\$2,783	\$2,217
570-500-135 - R&C - Events		Population	\$0	\$0
570-500-150 - R&C - Legacy Bench Program	3,400.00	Population	\$1,893	\$1,507
	82,300.00			
Capital Expenditures				
570-600-110 - R&C - Cap Assets-Pathway Paving	30,000.00	Capital	\$0	\$0
570-600-115 - R&C- Cap Asset-Pathway Construct		Capital	\$0	\$0
570-600-130 - R&C-Cap Assets-EP Pathway Lights	75,000.00	Capital	\$0	\$0
570-600-140 - R&C - Cap Asset- Kuzmicz Soccer Bldg	2,000.00	Capital	\$0	\$0
570-600-150 - R&C - Cap Assets- Dog Park	50,000.00	Capital	\$0	\$0
570-600-160 - R&C - Cap Assets - Rec Facility		Capital	\$0	\$0
570-600-165 - R&C - Cap Assets - Office MR Site	25,000.00	Capital	\$0	\$0
570-600-170 - R&C-CA-Pickleball/Tennis Court Refur	55,000.00	Capital	\$0	\$0
570-600-199 - R&C -Amort- Land Improvements	2,500.00	Non-Cash	\$0	\$0
570-600-399 - R&C - Amort - Machinery & Equipment	6,800.00	Non-Cash	\$0	\$0
	246,300.00			
TOTAL RECREATION AND CULTURAL SERVICES	455,100.00			

UTILITIES				
WATER				
Wages and Benefits				
580-110-110 - UT - Water - Salaries WH	60,000.00	RM	\$60,000	\$0
580-120-110 - UT - Water- Benefits	14,000.00	RM	\$14,000	\$0
	74,000.00			
Professional/Contractual Services				
580-220-110- UT-Water-Engineering W/S GP Exter		RM	\$0	\$0
580-220-120 - UT- Water-Engineering W/S EP Serv F		RM	\$0	\$0
580-230-100 - UT - Water - Travel, Meals & Subsister	1,000.00	RM	\$1,000	\$0
580-250-100 - UT - Water - Memberships/Subscriptio1	500.00	RM	\$500	\$0
580-260-100 - UT - Water - Conference/fraining	4,000.00	RM	\$4,000	\$0
580-285-140 - UT - Water- Cont. Repairs - W.T.P.	34,000.00	RM	\$34,000	\$0
580-285-150 - UT - Water - Cont. Repairs - Line Rep	20,000.00	RM	\$20,000	\$0
580-285-151 - UT - Water - North Water Res - Repair		RM	\$0	\$0
580-285-160 - UT - Water- Other	1,000.00	RM	\$1,000	\$0
580-290-100 - UT - Water - Laboratory Testing	2,000.00	RM	\$2,000	\$0
580-295-100 - UT-Water- Wade/Chris/Mitch Contract	8,000.00	RM	\$8,000	\$0
	70,500.00			
Utilities				
580-300-110 - UT - Water - Heat	5,000.00	RM	\$5,000	\$0
580-300-120 - UT - Water - Power	40,000.00	RM	\$40,000	\$0
580-300-140 - UT - Water- Telephone/cell phone	3,800.00	RM	\$3,800	\$0
	48,800.00			
Maintenance, Materials and Supplies				
580-410-100 - UT - Water - Office Supplies	1,000.00	RM	\$1,000	\$0
580-430-100 - UT - Water - Materials & Supplies	10,000.00	RM	\$10,000	\$0
580-430-130 - UT - Water - Matis & Supply - WTP	10,000.00	RM	\$10,000	\$0
580-440-110 - UT - Water- Small Tools & Equipment	2,000.00	RM	\$2,000	\$0
580-450-100 - UT - Water - Chemicals	20,400.00	RM	\$20,400	\$0
	43,400.00			
Grants and Contributions				
580-510-100 - UT - Water Well - Debenture Prine.	30,900.00	RM	\$30,900	\$0
580-510-200 - UT - Water Well - Debenture Int.	7,100.00	RM	\$7,100	\$0
580-520-100 - UT - Water Line - Debenture Prine.	131,600.00	RM	\$131,600	\$0
580-520-200 - UT - Water Line - Debenture Int.	30,200.00	RM	\$30,200	\$0
	199,800.00			
Capital Expenditures				
580-600-130- UT-Water-Cap Assets-Wattermeters/v;	1,200.00	Capital	\$0	\$0
580-600-133 - UT - Water - Meter reading equipment	14,000.00	Capital	\$0	\$0
580-600-135 - UT-Water-GP utility extension constru	60,000.00	Capital	\$0	\$0
580-600-140 - UT - Water- RM Well	140,000.00	Capital	\$0	\$0
580-600-145 - UT - Water- North Water Reservoir		Capital	\$0	\$0
580-600-150 - UT- Water - Water Tr Plant Exp		Capital	\$0	\$0
580-600-155 - UT- Water - Ironworkers Waterline	25,000.00	Capital	\$0	\$0
580-600-165 - UT - Water - Metz waterline reconstruct	5,000.00	Capital	\$0	\$0
580-600-170 - UT - Water- Tank Fill Station @EP		Capital	\$0	\$0
580-600-180 - UT - Water- Firehall Utilities extension	100,000.00	Capital	\$0	\$0
	345,200.00			
TOTAL WATER:	781,700.00			

SEWER				
Wages and Benefits				
585-110-110 - UT - Sewer - Salaries WH	60,000.00	RM	\$60,000	\$0
585-120-110 - UT - Sewer - Benefits	600.00	RM	\$600	\$0
	60,600.00			
Professional/Contractual Services				
585-200-120 - UT - Sewer - Engineering - RM misc	1,000.00	RM	\$1,000	\$0
585-220-110 - UT - Sewer Engineering	2,500.00	RM	\$2,500	\$0
585-220-120 - UT- Sewer Engineering W/S EP Serv F	1,000.00	RM	\$1,000	\$0
585-220-130 - UT-Sewer-Eng-Hutchence Rd W/S Ext		RM	\$0	\$0
585-230-100 - UT - Sewer - Travel/training/meals	1,000.00	RM	\$1,000	\$0
585-250-100 - UT - Sewer - Memberships/Subscriptio	200.00	RM	\$200	\$0
585-260-100- UT- Sewer- Conference Fees	500.00	RM	\$500	\$0
585-270-100 - UT - Sewer- Cont Septic Pumpout Fee	1,000.00	RM	\$1,000	\$0
585-285-110 - UT - Sewer - Cont Repairs - Lift Stator	53,000.00	RM	\$53,000	\$0
585-285-120 - UT - Sewer- Cont Repairs - Line Repa	8,000.00	RM	\$8,000	\$0
585-285-12.5 - UT - Sewer - Cont Sewer Line Flushin	20,000.00	RM	\$20,000	\$0
585-285-140 - UT - Sewer- Equipment Repairs	2,000.00	RM	\$2,000	\$0
585-290-100 - UT - Sewer - LabTesting/Eff Report	500.00	RM	\$500	\$0
585-290-200 - UT-Sewer - Wade/Chris/Mitch Contrac	8,000.00	RM	\$8,000	\$0
	98,700.00			
Utilities				
585-300-120 - UT - Sewer- Power	6,500.00	RM	\$6,500	\$0
585-300-140 - UT - Sewer- Telephone/cell phone	1,500.00	RM	\$1,500	\$0
585-300-150 - UT - Sewer- WCRM Auth Operating E	550,000.00	RM	\$550,000	\$0
585-300-160 - UT - Sewer - WCRM Fees collected- P		RM	\$0	\$0
	558,000.00			
Maintenance, Materials and Supplies				
585-440-100 - UT - Sewer - Shop Supplies	500.00	RM	\$500	\$0
585-450-100 - UT - Sewer- Chemicals	5,600.00	RM	\$5,600	\$0
585-450-150 - UT - Sewer- Lagoon Decommision	50,000.00	RM	\$50,000	\$0
585-460-100 - UT - Sewer- WWAuth Repairs/Mainter	2,000.00	RM	\$2,000	\$0
	58,100.00			
Grants and Contributions				
585-510-100 - UT - Sewer - WCRM158 - Debenture F	474,700.00	RM	\$474,700	\$0
585-510-200 - UT - Sewer - WCRM158 - Debenture -	12,700.00	RM	\$12,700	\$0
585-550-100 - UT-Sewer- Phase2 WCRM158-Deben1	222,800.00	RM	\$222,800	\$0
585-550-200 - UT-Sewer- Phase2 WCRM158-Deben1	96,700.00	RM	\$96,700	\$0
	806,900.00			
Capital Expenditures				
585-600-135 - UT-Sewer-GP Utility extension constru,	25,000.00	Capital	\$0	\$0
585-600-134 - UT - Sewer - Spruce Creek Lift Station	45,000.00	Capital	\$0	\$0
585-600-140 - UT - Sewer - WCRM158 Wastewater A		Capital	\$0	\$0
585-600-399 - UT - W & S - Amort - Machinery & Eqrr	5,300.00	Non-Cash	\$0	\$0
585-600-699 - UT - W & S - Amert - Infrastructure	39,000.00	Non-Cash	\$0	\$0
	114,300.00			
TOTAL SEWER:	1,696,600.00			
TOTAL UTILITIES:	2,478,300.00			
TOTAL EXPENDITURES:	12,070,760.00		\$5,543,906	\$2,425,554

APPENDIX H – COMPARISON OF FUTURE TOWN AND RM TAX RATES & TRIGGERING EVENTS

Comparison Of Future Town and RM Tax Rates

When comparing the future Town and RM effective mill rates to determine which is lower, the following will apply:

- Effective mill rates will be calculated and compared for each property class (i.e., residential, commercial, agricultural, country residential) and applied uniformly to annexation area properties within that class.
- Effective mill rates in the Town will be based on the Town’s uniform mill rate in a given year plus the equivalent mill rate for base (developed properties) taxes.⁸⁰
 - Equivalent mill rate for Town base (developed properties) taxes = base developed rate in a given year X number of developed properties within pre-annexation Town boundaries / taxable assessment within pre-annexation Town boundaries X 1000.
- Effective mill rates in the RM will be based on the 2022 uniform mill rate of 4.8348 (plus 3% inflation per year),⁸¹ adjusted using mill rate factors (as exists in 2022)⁸², plus the equivalent mill rate for waste collection (without composting).⁸³
 - Equivalent mill rate for RM waste collection (without composting) = 2022 waste collection (without composting) rate (plus inflation of 3% per year) X number of without composting properties in annexation area in 2022 / taxable assessment in the annexation area in a given year X 1000.

⁸⁰ The majority of properties in the annexation area are developed.

⁸¹ Use of the RM’s future mill rate in a given year would not be appropriate given the changing cost base of the RM post-annexation. The comparison of the RM’s future mill rate (using the 2022 rate adjusted for inflation) is simple, efficient, and equitable.

⁸² The RM’s 2022 Mill Rate Adjustment Factors are: Residential 1.05, Commercial 0.95, Agricultural 0.975, and Country Residential 1.05.

⁸³ The majority of properties in the annexation area pay a waste collection charge without composting.

- When the RM effective mill rate is lower, an early tax payment discount of 5% will apply (equivalent to the RM's 2022 early tax payment discount). When the Town's effective mill rate rate is lower, an early tax payment discount equivalent to the Town's discount-of-the-day will apply.⁸⁴

Triggering Events

The tax protection for a parcel of land within the area annexed shall be removed or altered as follows:

1. In a case where the tax payable on a parcel of land at the time of annexation is reduced or eliminated by way of a statutory agreement or exemption, the reduction in tax payable or exemption shall be altered or removed in accordance with any change in the eligibility for such exemption. For example:
 - a. An exemption arising pursuant to s. 292 of The Municipalities Act will end at such time as the exemption would otherwise end pursuant to s. 300(1) of that Act;
 - b. An exemption arising pursuant to s. 293 (a) – (d) will end at such time as the buildings or improvements would cease to qualify for exemption pursuant to s. 300(1) if they were located within a rural municipality;
 - c. An exemption arising pursuant to s. 293(e) will increase, decrease or end to the same extent as the exemption would increase, decrease or end if the parcel were located within a rural municipality, but outside the boundaries of an organized hamlet, a hamlet or a special service area;
 - d. An exemption arising pursuant to s. 295(a) of The Municipalities Act will end at the end of the taxation year in which annexation occurs; and
 - e. An exemption arising pursuant to s. 295(b) of The Municipalities Act will end at then end of the term of the agreement with the owner or occupant.

⁸⁴ The Town's current discount for early tax payment is 15%.

2. In all cases where:

- a. Subdivision of the parcel occurs by way of a registered plan of subdivision or by way of subdividing instrument or any other method. Notwithstanding the foregoing, tax protection shall not be removed where:
 - i. The subdivision occurs by way of a feature plan which does not create a new parcel where the purpose of the feature plan is to create only an easement for a purpose other than for access to other lands;
 - ii. The subdivision creates a first parcel out from a previously unsubdivided quarter section that is in use for agricultural purposes at the time of subdivision; or
 - iii. The subdivision is for the purpose of accommodating road widening, creating to or adding to municipal reserve, environmental reserve or a utility parcel, or any similar purpose at the request of the Town or by Her Majesty.
- b. The parcel, not previously having been connected to the water and/or sewer utility, is connected at the request of the owner; or
- c. The parcel or a portion thereof is rezoned at the request of the landowner.