

Appendix A

CEMETERIES MODEL

25 YEAR PLAN

In '000

Recommendation to Council

Increase Fees 4% & Mill Rate Pays for Maintenance Shop Upgrades (2025/2026), Admin Building (2029/2030)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenues	1,580	1,809	1,716	1,787	1,861	1,939	2,022	2,108	2,197	2,291	2,389	2,491	2,598
Revised Revenues (10% contingency)			1,545	1,608	1,675	1,745	1,819	1,897	1,978	2,062	2,150	2,242	2,339
<i>Revenue Growth</i>			4.10%	4.10%	4.10%	4.20%	4.20%	4.20%	4.30%	4.30%	4.30%	4.30%	4.30%
Expenses													
Operating	1,316	1,335	1,367	1,393	1,419	1,446	1,473	1,501	1,530	1,559	1,589	1,700	1,733
Overhead			45	43	45	47	48	51	53	55	57	60	62
Operating Surplus (Deficit)	263	474	305	352	397	447	500	556	615	677	743	731	803
Capital	200	1,240	761	535	174	524	251	222	447	361	497	447	251
Total Cemetery Cost	1,516	2,575	2,128	1,927	1,593	1,970	1,724	1,724	1,977	1,920	2,086	2,148	1,984
Cemetery Reserve													
Beginning Balance	250	306	-395	-852	-1,035	-812	-889	-640	-306	-139	177	423	707
Transfer to the reserve	263	539	305	352	397	447	500	556	615	677	743	731	803
Planned Capital Funding	208	1,240	761	535	174	524	251	222	447	361	497	447	251
Ending Balance	306	-395	-852	-1,035	-812	-889	-640	-306	-139	177	423	707	1,260

CEMETERIES MODEL

25 YEAR PLAN

In '000

Option 1 - Current Status

Increase Fees 4% & Cemeteries Pays for all Capital Projects

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenues	1,580	1,809	1,716	1,787	1,861	1,939	2,022	2,108	2,197	2,291	2,389	2,491	2,598
Revised Revenues (10% contingency)			1,545	1,608	1,675	1,745	1,819	1,897	1,978	2,062	2,150	2,242	2,339
<i>Revenue Growth</i>			4.10%	4.10%	4.10%	4.20%	4.20%	4.20%	4.30%	4.30%	4.30%	4.30%	4.30%
Expenses													
Operating	1,316	1,335	1,367	1,393	1,419	1,446	1,473	1,501	1,530	1,559	1,589	1,700	1,733
Overhead			45	43	45	47	48	51	53	55	57	60	62
Operating Surplus (Deficit)	263	474	305	352	397	447	500	556	615	677	743	731	803
Capital	200	1,240	761	535	174	594	951	222	447	611	2,997	447	251
Total Cemetery Cost	1,516	2,575	2,128	1,927	1,593	2,040	2,424	1,724	1,977	2,170	4,585	2,148	1,984
Cemetery Reserve													
Beginning Balance	250	306	-395	-852	-1,035	-812	-959	-1,410	-1,076	-909	-843	-3,096	-2,812
Transfer to the reserve	263	539	305	352	397	447	500	556	615	677	743	731	803
Planned Capital Funding	208	1,240	761	535	174	594	951	222	447	611	2,997	447	251
Ending Balance	306	-395	-852	-1,035	-812	-959	-1,410	-1,076	-909	-843	-3,096	-2,812	-2,260

CEMETERIES MODEL

25 YEAR PLAN

In '000

Option 2 - Increase Fees 8%

Increase Fees 8% & Cemeteries Pays for all Capital Projects

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenues	1,580	1,809	1,774	1,910	2,057	2,218	2,392	2,581	2,784	3,005	3,244	3,502	3,782
Revised Revenues (10% contingency)		1,484	1,597	1,719	1,852	1,996	2,153	2,323	2,506	2,705	2,919	3,152	3,403
<i>Revenue Growth</i>			8.00%	7.70%	7.70%	7.80%	7.80%	7.90%	7.90%	7.90%	7.90%	8.00%	8.00%
Expenses													
Operating	1,316	1,335	1,367	1,393	1,419	1,446	1,473	1,501	1,530	1,559	1,589	1,700	1,733
Overhead			45	44	48	51	55	60	65	70	75	81	88
Operating Surplus (Deficit)	263	474	362	473	591	721	863	1,019	1,190	1,376	1,580	1,721	1,961
Capital	200	1,240	761	535	174	594	951	222	447	611	2,997	447	251
Total Cemetery Cost	1,516	2,575	2,128	1,927	1,593	2,040	2,424	1,724	1,977	2,170	4,585	2,148	1,984
Cemetery Reserve													
Beginning Balance	250	306	-395	-794	-855	-438	-311	-399	398	1,141	1,907	490	1,763
Transfer to the reserve	263	539	362	473	591	721	863	1,019	1,190	1,376	1,580	1,721	1,961
Planned Capital Funding	208	1,240	761	535	174	594	951	222	447	611	2,997	447	251
Ending Balance	306	-395	-794	-855	-438	-311	-399	398	1,141	1,907	490	1,763	3,474

Key Assumptions:

- Annual operating expense growth rate of 2% each year
- Capital projects assumed 1.035 inflation each year
- Capital cost increase of 3%