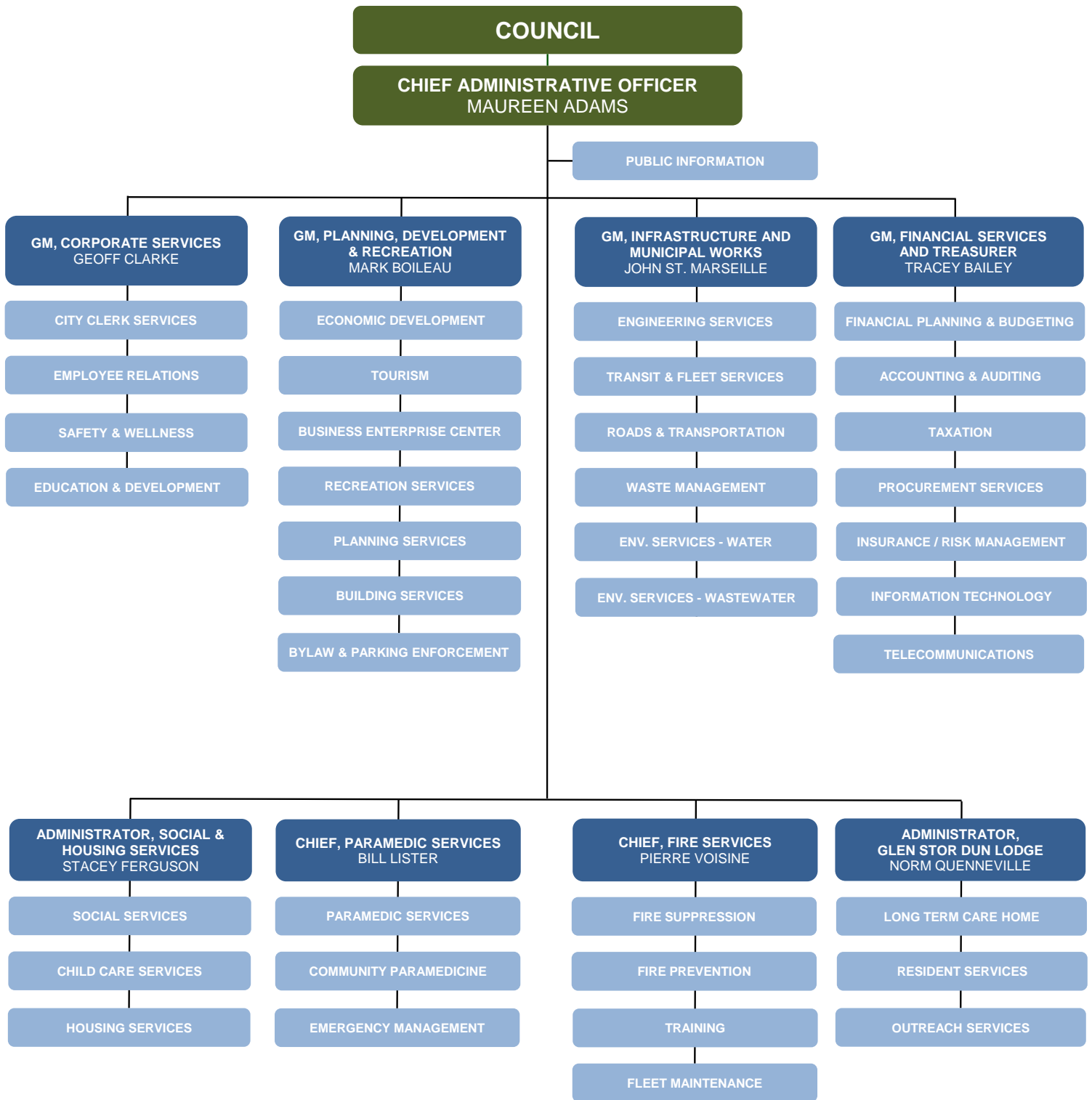


Organizational Chart - Leadership



CITY OF CORNWALL - General Taxation

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$56,860,860	\$51,315,337	\$58,536,684	\$60,732,908	\$2,196,224	3.75%
Purchase of Goods	\$8,783,216	\$7,549,852	\$8,885,715	\$9,152,398	\$266,683	3.00%
Services and Rents	\$27,822,362	\$25,318,638	\$34,031,652	\$33,029,246	(\$1,002,406)	(2.95%)
Financing LTD Principal & Interest	\$2,575,743	\$2,624,544	\$3,567,063	\$3,887,311	\$320,248	8.98%
Insurance	\$1,120,557	\$759,199	\$956,424	\$894,392	(\$62,032)	(6.49%)
Financial and Transfers	<u>\$52,041,677</u>	<u>\$40,755,843</u>	<u>\$50,568,013</u>	<u>\$50,734,985</u>	<u>\$166,972</u>	<u>0.33%</u>
Subtotal	\$149,204,415	\$128,323,413	\$156,545,551	\$158,431,240	\$1,885,689	1.20%
REVENUE						
Payments in Lieu & Supplementary & Growth	\$2,755,167	\$1,935,554	\$1,954,205	\$2,358,600	\$404,395	20.69%
Provincial and Federal Grants	\$63,813,721	\$53,376,544	\$70,129,779	\$69,072,722	(\$1,057,057)	(1.51%)
Other Municipalities	\$7,496,784	\$6,536,544	\$7,210,043	\$7,792,322	\$582,279	8.08%
Fees, Service Charges, & Misc Revenue	\$18,626,223	\$15,830,693	\$17,576,292	\$18,267,287	\$690,995	3.93%
Internal Revenue	\$6,224,393	\$5,018,419	\$6,948,655	\$6,460,720	(\$487,935)	(7.02%)
Contribution from Reserves	<u>\$2,410,333</u>	<u>\$659,067</u>	<u>\$1,820,860</u>	<u>\$1,836,508</u>	<u>\$15,648</u>	<u>0.86%</u>
Subtotal	<u>\$101,326,621</u>	<u>\$83,356,821</u>	<u>\$105,639,834</u>	<u>\$105,788,159</u>	<u>\$148,325</u>	<u>0.14%</u>
OPERATING SUBTOTAL	<u>\$47,877,794</u>	<u>\$44,966,592</u>	<u>\$50,905,717</u>	<u>\$52,643,081</u>	<u>\$1,737,364</u>	<u>3.41%</u>
Police Services	<u>\$18,370,873</u>	<u>\$16,544,232</u>	<u>\$18,669,114</u>	<u>\$19,041,436</u>	<u>\$372,322</u>	<u>1.99%</u>
NET OPERATING COST (TAXATION)	<u>\$66,248,667</u>	<u>\$61,510,824</u>	<u>\$69,574,831</u>	<u>\$71,684,517</u>	<u>\$2,109,686</u>	<u>3.03%</u>
CAPITAL						
Gross Capital	\$1,134,088	\$1,586,850	\$17,481,900	\$22,282,000	\$4,800,100	27.46%
Capital Funding	\$0	\$0	(\$15,895,050)	(\$20,607,500)	(\$4,712,450)	29.65%
NET CAPITAL COST (TAXATION)	<u>\$1,134,088</u>	<u>\$1,586,850</u>	<u>\$1,586,850</u>	<u>\$1,674,500</u>	<u>\$87,650</u>	<u>5.52%</u>
TOTAL OPERATING AND CAPITAL (SUPPORTED BY TAXATION)	<u>\$67,382,755</u>	<u>\$63,097,674</u>	<u>\$71,161,681</u>	<u>\$73,359,017</u>	<u>\$2,197,336</u>	<u>3.09%</u>

Long Term Financial Plan (LTFP)

	Budget	-----FORECAST-----			
	2018	2019	2020	2021	2022
Net Operating Budget	61,293,583	62,784,976	63,896,270	65,129,468	66,705,601
change \$		1,491,393	1,111,294	1,233,198	1,576,133
change %		2.43%	1.77%	1.93%	2.42%
Debt Payments	3,567,063	3,887,311	4,684,873	5,959,231	6,705,688
Net to/from Reserves	4,714,185	5,012,230	5,473,355	5,976,904	6,526,779
Total Net Operating	69,574,831	71,684,517	74,054,498	77,065,603	79,938,068
Total Net Capital	1,586,850	1,674,500	2,800,000	3,585,000	3,320,000
Total Levy	71,161,681	73,359,017	76,854,498	80,650,603	83,258,068
Net Levy Change \$		2,197,336	3,495,481	3,796,105	2,607,465
Net Levy Change %		3.09%	4.76%	4.94%	3.23%