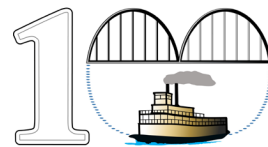




APPROVED 2019

OPERATING AND CAPITAL BUDGETS

PEACE RIVER



1919 - 2019

TOWN OF PEACE RIVER

Approved 2019 Operating
and Five Year Capital Budgets

OUR MISSION

Our mission is to provide excellent, efficient and effective delivery of public services for the economic, environmental, social and cultural well-being of our community.

OUR VISION

Our vision is that the Town of Peace River be the community of choice in the Peace Region.

BUDGET MESSAGE

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BUDGET MESSAGE

GUIDE TO THE BUDGET DOCUMENT

The primary purpose of this document is to provide Council and citizens with a comprehensive overview of the town's approved budget, town services and operations, and the resources that fund those services. This document first outlines the goals and issues involved in developing the budget. Then, it provides a discussion on the financial structure of the town with an overview of the town's various funds, where the money comes from and how it is spent. Details about the budget, forecasted revenue and appropriated expenditures follow, along with an in-depth look at town departments and programs. In addition to this document Town staff receives a detailed line item budget document to assist them throughout the year.

Introduction

The purpose of this section is to provide the reader with general information about the town's history and economy. The town's governance and organizational structures are also in this section.

Budget Guidelines

Budget guidelines gives readers information on the process used to create the budget, guiding principles and parameters in budget preparation and assumptions within the budget. A description of the funds used by the town are shown, guidelines and policies are summarized to assist readers, and the budget schedule and calendar are shown.

Budget Overview

Information in this section should give the reader an understanding about the services the town provides to our citizens and the costs incurred in the provision of those services. It includes the sources of funding that support the town's operations and capital needs and expenditures to provide services to residents. This section also contains summaries of the 2019 budget with base budget and Council adjustment information, explanations of Council adjustments and departmental and fund summaries.

Budget Detail

Presented in this section are summaries and details of the approved 2019 operating budget by department. For comparison, the 2018 approved budget and 2018 projected actual amounts are presented alongside the

2019 figures. Following the departmental summaries is information on the town's revenues.

Capital Budget

This section discusses the capital improvement plan and details the approved capital outlay and projects that are included in this budget. There is also information and forecasts on the town's long-term debt and funding sources for the capital program.



MESSAGE FROM THE MAYOR

Gentlepeople of Peace River,

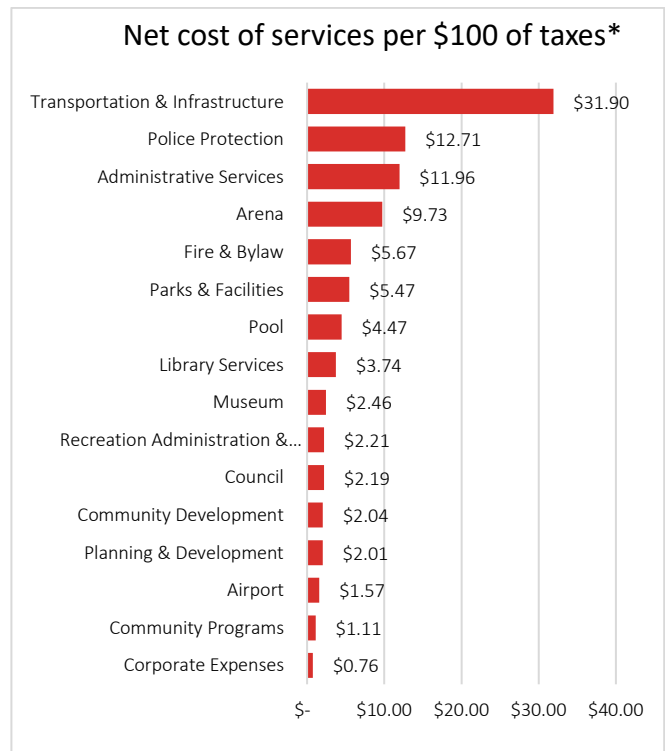
As a student of history, it is with some awe and trepidation that I present to you what by all accounts is the 100th budget in the history of the Town of Peace River.

In the century since the Town of Peace River came into existence the community has grown and changed in ways that would impress the Town's first Council. This year we will celebrate all that history through a number of events and initiatives unique to this year. New public art is planned this year to commemorate our century. A concert in June and a closing celebration in December will bring the community together and throughout the year we will be looking for ideas for items to put into a time capsule that will be sealed for 50 years. This is a historic year to be a part of this community.



I think we can fairly claim that our town, nestled in the hills of the Peace River Valley, is one of the prettiest towns in all of Alberta, if not the prettiest. But with our incredible natural beauty comes challenges. We live in the deepest valley outside of the Rocky Mountains and we are bisected by the largest and widest river in Alberta. Fifty percent of all the water in Alberta flows through the Peace River. Moving water up and down hills, building and maintaining roads on steep terrain, maintaining stable slopes, and keeping river ice and water at bay does cost money.

Nonetheless, this budget shows a modest 2.9% increase to property taxes which essentially helps us keep pace with inflation. For the average Peace Riverite, i.e. someone that owns a \$325,000 home, this works out to roughly an additional \$7 per month. This allows us to continue this Council's commitment to the Neighbourhood Renewal Program, snow clearing, street sweeping, pothole repair, improving citizen accessibility, library services, downtown beautification, parks, trails, playgrounds, a spray park, indoor swimming pool, an airport, a new recreational complex, a new medical centre, and, of course, fireworks celebrations. Please, see the chart below as to how your tax dollar is being spent.



*Note - water and garbage are not included, as these activities are funded via utility bills, not through taxation

BUDGET MESSAGE

By virtue of our geography, we can also fairly claim that we are the traditional meeting and the traditional marketplace for the region. Peace River is where people come, not only to do business, but also but also to recreate, to play, to dine, to connect with others. Peace River is what encourages people to move north and to help build community and to build Canada. 2019 may see a new opportunity for Peace River as the town enters mandated discussions with our neighbouring municipalities on funding for municipal services. The outcome of these discussions will hopefully provide financial clarity and recognize Peace River's role as the economic and commercial hub for the region solidly supporting the agricultural, industrial and resource activities of the area.

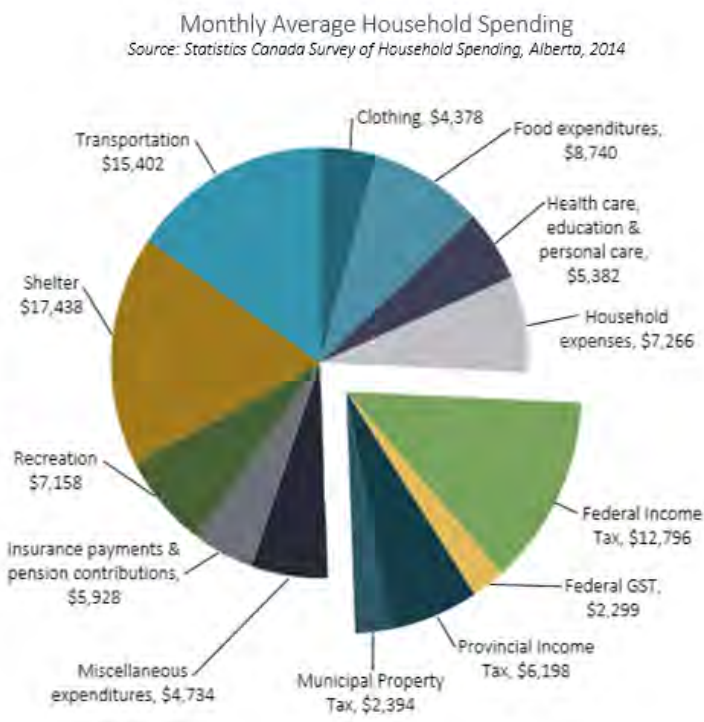
To help put municipal budgets in perspective, it is instructive to look at how much the average Alberta household spends its income on municipal taxes. Only about 2.4% goes towards municipal taxes. Put another way, only 10 cents out of every tax dollar goes to municipalities.

lighting, garbage pick-up, sewer, water, etc. It is reasonable to argue that of the 3 levels of government, the municipal level is the most important.

Yes, currently Alberta's economy is in a waning cycle. Our strategy has been to build infrastructure, because infrastructure catalyzes development. We not only prompted the provincial government to construct a second highway bridge – which is putting \$1 million back into our local economy every month – we are building a new recreational centre and new medical centre, economic activity that should help us push through the economic doldrums we find ourselves in. And there is more construction, more economic activity, lined up for the Peace Region. We are taking advantage of one of our strengths --- construction.

The 2019 budget continues to build on Council's efforts to improve the living and lifestyle conditions for Town property owners. I hope that the information presented within this budget supports our efforts to provide open and transparent government and invite you to ask any questions of myself, Council or Town administration.

Mayor Thomas Tarpey



Yet municipalities, like the Town of Peace River, are expected to and do provide the frontline services that Canadians depend on a daily – like roads, parks, trails, rinks, pools, museum and library services, street

BUDGET MESSAGE

BUDGET SUMMARY

The Approved 2019 Operating and Capital Budget continues with the framework, principles and foundation started in previous years to present a comprehensive financial plan and communication document to Council, ratepayers and residents of the Town of Peace River.

Management and staff have spent a significant amount of time preparing detailed work plans and budgets to ensure the efficient operation of the Town and the responsible utilization of taxes collected from ratepayers.



Overall, base budget, or amounts needed to maintain existing services, are increasing by \$194,000 compared to 2018 – the bulk of this amount being debt payments on the 99th Street Slide (approximately \$150,000) and wage settlements (approximately \$90,000) with staff. The difference are savings and revenue enhancements found throughout the budget.

Details on the budget summary can be found on Table 1 on page 22.

Further, Council has approved a handful of service level adjustments during their deliberations, including:

- increases to existing garbage fees to offset contracted cost increases,
- funding for Peace River's 100th Anniversary celebrations,
- funding for external organizations including the Women's Shelter and branch library,
- changes/additions to public works staffing levels,
- consideration of AFRRCS radio leasing in 2019, and

- operational and capital funding for the Peace Regional Recreation Centre.

These items are shown in detail on with Table 2 on page 24.

To offset these increases, Council approved a 3.0% increase in tax revenues collected by the Town. Factoring in other changes to assessments such as new construction, building additions or property sales, ratepayers should expect to see tax bill increases of around 2.9%, on average.

Council also approved a 42 cent increase in water rates which equates to a 8.4% rate increase. This amount is profoundly needed to fund water and wastewater projects which are projected to exceed \$16,009,500 over the next five years.

BUDGET MESSAGE

Capital Budget

The Approved 2019 Capital Program includes 18 projects totalling \$13.30 million. A summary listing of the projects can be found in the table below:

| Project | Amount |
|--|-------------------|
| Hardware Replenishment | 28,700 |
| Total Information Systems | 28,700 |
| FireCom Truck Headset Systems | 27,000 |
| HAZCAT Chemical Identifier Kit | 5,900 |
| Live Fire Training Dumpster Prop | 12,900 |
| Positive Pressure Ventilation Fans | 11,000 |
| Thermal Imaging Drone | 17,000 |
| Total Protective Services | 73,800 |
| Neighbourhood Renewal Prog. | 2,100,000 |
| Paving Equipment | 75,000 |
| Milling Equipment | 20,000 |
| Crosswalk Upgrades | 15,000 |
| Total Works & Equipment | 2,210,000 |
| Basement Remediation | 40,000 |
| Total Regional Airport | 40,000 |
| PRRC - Equipment & Furnishings | 1,454,100 |
| Parks Upgrades (Flagpoles) | 35,000 |
| Total Recreation & Cultural | 1,489,100 |
| Lift Station 4 | 1,006,350 |
| Shaftesbury Sewer Main - Pt 2 | 1,384,800 |
| Reservoir 365 Replacement | 6,805,600 |
| WTP Equipment | 188,500 |
| PRV Replacement | 75,000 |
| Total Water & Wastewater | 9,460,250 |
| Total Capital Program | 13,301,850 |

As mentioned before, the capital requirements facing the Town are significant and capacity needs to be built into tax rates and water rates to fund the capital improvement plan.



Looking Ahead

During priority workshops, Council has collectively identified key priorities to target during their term:

- manage the tax burden to property owners,
- improve efficiencies within the organization and continue and strengthen existing partnerships,
- improve recreation service delivery and infrastructure, and
- build capacity for operating and capital programs within the budget.

The approved budget meets all these objectives.

While preparing the budget, trying to create an accurate budget dealing with the true needs of the Town is proving difficult in this era of dwindling growth. Revenue options for municipalities are limited, and costs for municipalities tend to increase at a rate greater than typical CPI. As such, staff and Council will continue to face limited options to mitigate costs to ratepayers.

This budget document was created as a communication tool for the residents of Peace River. This document is the result of a significant amount of work by Council and staff, as many hours were spent identifying, developing and confirming goals, developing operating plans and prioritizing programs and projects.

TOWN PROFILE

Situated approximately 490 km northwest of Edmonton and 195 km northeast of Grande Prairie, the Town of Peace River is the second largest urban centre in northwestern Alberta and provides a full range of institutional, recreational, cultural and commercial services to the Peace region.

The Beaver people (Dunne-za) are the longest continuous occupants of the Peace River Country. By the late 18th century, the Woodland Cree (Kristineaux) people ventured west into the Beaver territory. They were one of the first nations to trade with European fur traders, such as Alexander Mackenzie, who represented the North West Company on his journey to the Pacific Ocean by way of the Peace River and Fort Fork (approximately) 15 miles southwest of what is now the Town of Peace River.

The Peace River was an essential highway for transporting passengers, furs, machinery, livestock, grain and lumber by various means – from the birch bark canoes of the Beaver, Cree and early explorers; to the scows and York boats of the Klondikers and traders; to the steamboats and gasoline-powered boats of the freighting companies and settlers.

The town site of Peace River Crossing/Landing was surveyed in 1908; incorporated as a village in 1914; and as a town in 1919. The name of the community was shortened to only Peace River by a dictum from Ottawa in 1916. In 1921, its population numbered 980. Population growth was slow until the latter half of the 20th century, at which time steady growth was experienced. (Source: Peace River Museum, Archives



and Mackenzie Centre 2010.) The current population of the town is 6,842.

Nestled within the majestic valley of the Peace River, the Town of Peace River enjoys one of the most beautiful outdoor settings in Alberta. The surrounding forests, streams, rivers and picturesque valley is the perfect setting for those looking for a place to raise a family or simply to enjoy life's natural pleasures. The Peace, Smoky and Heart Rivers converge near the Town and from surrounding outlooks and observation areas such as Sagitawa Lookout, Misery Mountain, and Kaufman Hill, where residents and visitors are treated to the outstanding scenic display of the 3 (three) rivers merging in the valley below. Easy access to major transportation routes has made the Town of Peace River a thriving regional trade and service centre to northwestern Alberta.

The Peace River economy is resource and agriculture based including, oil, natural gas, and forestry sectors. The Town has had the opportunity to take advantage of an abundance of established and potential energy reserves which fuel a thriving oil and gas industry, substantial forest reserves that feed a thriving forestry industry and fertile farmland that produces traditional grain crops (25% of Alberta's canola and 83% of the province's forage seed are produced in the region). The Daishowa-Marubeni International (now Mercer International Inc.) pulp mill and several resource extraction organizations, located in the rural areas, are major employers for the Town. Although Peace River's economy is recognized as a resource based community, it is important to note that the health, government, and education sectors are also major employers.

The transportation network within the Peace Region is vital to its survival and connects residents and industry to the rest of Alberta and North America. The highway system consists of high quality roadways that provide easy access to communities in the Peace Region and are vital to the shipment of goods to the north and south. The Town has the Province's only rail crossing over the Peace River, and is a vital link in the shipment of goods by rail. Air travel is also available via the Peace River Regional Airport.

ORGANIZATIONAL PROFILE

GOVERNANCE

The Council of the Town of Peace River is made up of a Mayor and 6 Councillors, all elected at large. "At large" means general area, that is, Peace River is not divided up into various geographic wards or ridings. Each councillor has a duty to represent and work for all residents and businesses in the town in a nonpartisan way. The most recent Municipal Election was held in autumn of 2017. Council's term runs for four years; the next election will be held in autumn of 2021.

The Peace River Council is responsible for setting public policy, approving the town's annual budget, entering agreements, providing executive leadership, making planning and development decisions, and adopting new codes and bylaws.

Town Officials

Mayor Tom Tarpey
Deputy Mayor Elaine Manzer
Councillor Johanna Downing
Councillor Orren Ford
Councillor Don Good
Councillor Colin Needham
Councillor Byron Schamehorn



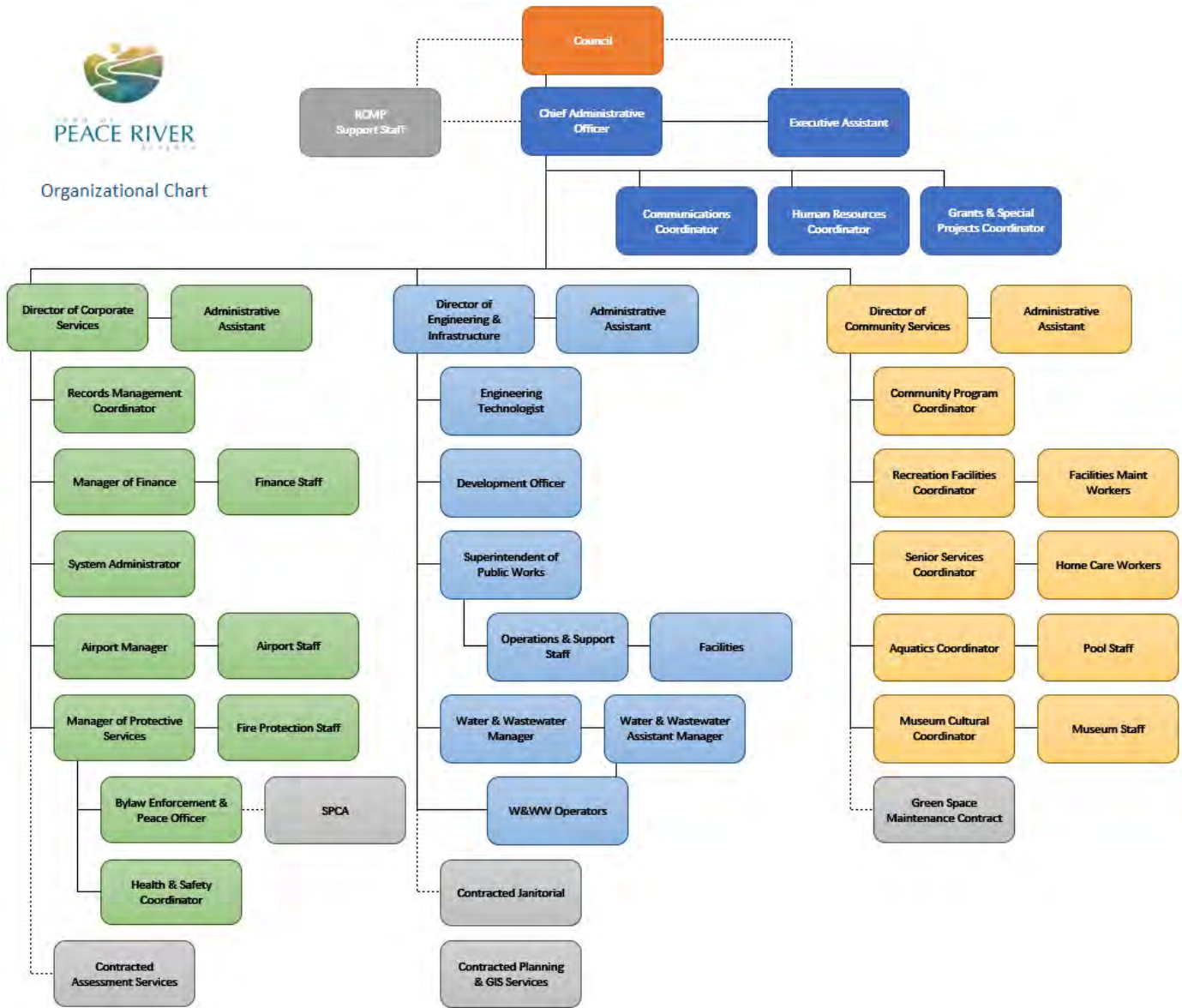
Pictured from left: Councillor Needham, Councillor Schamehorn, Councillor Ford, Mayor Tarpey, Deputy Mayor Manzer, Councillor Downing, Councillor Good

ORGANIZATIONAL PROFILE

ORGANIZATIONAL CHART



Organizational Chart



ORGANIZATIONAL PROFILE

COMMITTEES OF COUNCIL

Local boards, committees and external organizations are a key component of Council's governance model. There are a variety of boards and committees, each having different levels of association with the town. Councillors are expected to attend all meetings of the boards and committees they are members of and report back to Council the activities of these organizations.

Local boards are generally established by legislation and may have a member of Council on their board. They have authority to address their responsibilities as determined under the relevant legislation. An example of a local board would include the Peace River Municipal Library Board.

Affiliated boards and/or organizations are organizations are governed by legislation or are

provided for under the Municipal Government Act. Council may appoint one or more board members to the organizations and may provide funding through grants or service agreements. Otherwise, these organizations operate somewhat independently from the town. Examples are North Peace Housing Foundation or Peace Regional Waste Management Company.

Statutory committees are permitted or required by provincial legislation and perform functions as specified in the relevant legislation. Examples include the Municipal Planning Commission or Subdivision and Development Appeal Board.

Advisory committees provide advice and recommendations to Council as requested on areas within their mandates with no authority for decision making or independent actions. Comprised of citizens and members of Council, members are appointed by Council.

| Board or Committee | Description | Primary Representative(s) |
|--|--|-----------------------------|
| Ad-Hoc Medical Centre Committee | To discuss, promote and plan for the future of a new medical clinic that will serve the needs of the region. | Manzer |
| Assessment Review Board (Joint Regional) | Hear assessment complaints as the nature of the complaint may permit or require in respect of assessment complaints made by an assessed person of a Regional Partner Municipality. | n/a (community members) |
| AUMA Police Act Working Group | Conduct a comprehensive review of the Alberta Police Act and develop recommendations for amendments to improve policing services and community safety and recommend a new, more equitable funding model to the AUMA Board. | Needham |
| Community Advisory Committee for Gravel Pit Operations | To review, address and provide communication on all matters relating to sand and gravel extraction and processing in the M.D. of Peace No. 135 and its impact on the community. | Ford |
| Community Services Board | To advise council on recreational, cultural, and social services and activities for the benefit of the citizens of Peace River. | Ford |
| DMI Public Advisory Committee | To develop a new Detailed Forest Management Plan for the two new Forest Management Agreement (FMA) areas. | Schamehorn |
| Education and Joint Use Committee | Coordinate efforts for the use of town, school, and open facilities including separate and public systems in Peace River. | Manzer |
| Joint Advisory Committee (Northern Sunrise County) | Review recommended short and long-term facility and investment priorities in a regional context based on the principle of mutual benefit. | Manzer, Tarpey |
| Mackenzie Municipal Services Agency (MMSA) | Provide a full range of land use planning services to members | Manzer |
| Municipal Planning Commission (MPC) | Advise and assist council and various departments and agencies of Peace River with regard to orderly planning, development and land use within Peace River. | Downing, Manzer, Schamehorn |
| North Peace Housing Foundation | A management body established by Ministerial Order under the Alberta Housing Act to provide adequate and suitable housing for low and moderate-income families, senior citizens, the physically and mentally | Schamehorn |

ORGANIZATIONAL PROFILE

| Board or Committee | Description | Primary Representative(s) |
|---|---|---------------------------|
| | handicapped individuals who are unable to obtain adequate housing in the private market. | |
| Northern Alberta Elected Leaders (Northern Alberta Development Council) | The NADC champions the cause of Alberta's northern economies and communities by exploring opportunities for growth, and developing programs and services to facilitate this growth. | Tarpey |
| Northern Lake College Community Education Committee | To promote adult education, represent the needs of the community and ensure that community residents have access to education. | Manzer |
| Peace Library System | A partnership of 38 municipalities in the Peace Region providing library services through cooperation and sharing. | Manzer |
| Peace Region Economic Development Alliance - PREDA | PREDA is one of thirteen Regional Economic Development Alliances in Alberta addressing economic growth and long-term economic viability in the Peace Region. | Manzer |
| Peace Regional Airport Committee | To promote the Peace River Regional Airport viability and regionalization potential via business plan development, marketing and governance recommendations. Management of the Airport Funding Agreement. | Needham, Tarpey |
| Peace Regional Healthcare Attraction and Retention Committee | Work with AHS, the province and regional partners to recruit and retain healthcare practitioners to the region. | Manzer |
| Peace Regional RCMP Community Advisory Committee | Act in an advisory capacity to Council and Senior Officer in charge of the local RCMP. | Ford |
| Peace Regional Recreation Centre Project Team | This is an informational position that was established to allow a Councilor to attend the construction meetings of the PRRC Project Team as a liaison. This will allow for better communication to Council during the construction process. | Needham |
| Peace Regional Waste Management Company | Oversee the management and operation of the regional landfill located within Northern Sunrise County. | Manzer, Needham, Tarpey |
| Peace River Aboriginal Interagency Committee | Work towards common goals intended to strengthen the situation of Aboriginal children, families, and communities | Manzer |
| Peace River and District Chamber of Commerce | Promotion, advocacy, and enhancement of business interest and district. | Downing |
| Peace River Municipal Library Board | General management, regulation and control of the Peace River Municipal Library. | Downing |
| Peace River Museum, Archives & Mackenzie Board | Preservation and celebration of Peace River's heritage and in supporting the museum in its role as a place of community engagement. | Good |
| Peace Rural Fire Protection Area Advisory Committee | To make recommendations to the Council of each Municipality regarding the Peace Rural Fire Protection Area for Operation and capital budgets and delivery of fire protection services. | Ford, Schamehorn |
| Regional Recreation Facility Committee | To review existing work of the Baytex Energy Centre Rehabilitation Committee – Multiplex Concept, in conjunction with the preliminary design of the new arena to determine a final design plan. | Needham |
| Subdivision and Development Appeal Board (SDAB) | Hear appeals with respect to decisions of the development and subdivision authority and render decisions based on the evidence presented. | Ford, Needham, Tarpey |
| The Mighty Peace Watershed Alliance | Watershed Planning and Advisory Council created under Alberta's Water for Life strategy. | Manzer |
| Town of Peace River Centennial Committee | This committee will be responsible for the development of activities related to the celebration of the TOPR 100th Anniversary | Manzer |

BUDGET GUIDELINES

BUDGET GUIDELINES

The budget for the Town of Peace River is a comprehensive guide for the financial decision-making and operational management throughout the fiscal year. The budget is not only a financial plan but also a performance plan to assist in accomplishing the strategic goals set forth by Town Council. This section describes the policies and procedures that govern the preparation and implementation of the town budget as well as managing the short and long-term finances and investments of the town.

Departmental budgets are prepared and justified using two components - a continuation budget (Base Budget) and a proposed change or expansion budget (Service Level Adjustments.) The base budget includes inflationary increases and costs incurred by the town beyond normal inflation as well as expenditures where the town has made a legal or budgetary commitment. The inclusion of these costs in the base budget will allow the town to maintain the same high levels of service provided in the current year with similar operating funds. These costs include projects and infrastructure expenditures reflected in the annual Capital Improvements Plan which includes street resurfacing costs, vehicles, equipment, various specific capital projects and debt service payments for capital commitments. Other ongoing annual costs in the base budget includes wage settlements, employee and dependent health insurance, and numerous operating costs needed to provide daily services.

All other requests are defined as “proposed changes” during budget deliberations and shown as “Council adjustments” or “deliberation items” in the budget. These are budgeted in a separate column and categorized in a manner such that Council and residents can understand the various dynamics involved in making funding decisions. Dynamics include new services or changes to service levels which must be set by Council. Justifications for proposed changes are based on Council’s goals as well as individual departmental goals and objectives.

Also driving the services and budget process provided by the town are the strategic priorities and financial policies adopted by Council. These financial policies address revenues, cash management, expenditures,

debt and risk management, capital needs, and budgeting and management.

The following guidelines were paramount in budget preparation:

- keep tax rates competitive,
- mitigate negative future budget changes,
- maintain existing service level standards,
- include a proactive infrastructure funding plan into the base budget, and
- include the funding for the current year capital plan and present the five-year capital forecast.

BASIS OF BUDGETING

The budget is prepared on a basis generally consistent with Generally Accepted Accounting Principles (GAAP). The town’s funds consist of the General Fund, Capital Fund and Reserve Fund. Water and wastewater revenues and expenses are tracked within the General Fund and the rate is self-funded.



Governmental fund type budgets are developed using the modified accrual basis of accounting. Under the modified accrual basis revenues are estimated for the fiscal year if they are accrued (amounts can be determined and will be collected within the current period). Principal and interest on general long-term debt is budgeted as expenditures when due, whereas other expenditures are budgeted for based on the timing of receipt of the good or service.

Revenue forecasts are conservative in nature; known changes to assessment data (net of appeals) are incorporated as is, while other items are increased by very moderate amounts.

BUDGET GUIDELINES

Expenditure items are forecast based on known amounts, or based on projections or trends. Increases for anticipated unknown items are typically around 1% to 3%.

The following items list the parameters and factors staff incorporate in preparing the town budget:

- continue zero-based budgeting and outcome based budgeting format,
- incorporate policies into 2019 budget; identify non-dedicated fund balances, and define purpose or recommend usage alternatives,
- examine five year historical trending in all revenue and expenditure accounts,
- analyze and update financial policies and procedures,
- fund long term future obligations and designated reserve accounts,
- utilize debt levy stabilization account to offset increase in debt service,
- examine current and alternative revenue sources that promote long-term financial sustainability,
- examine water and wastewater fee structures,
- examine adequacy and equity of fees and revenues for services and programs,
- maximize provincial expenditure aids to offset tax levy,
- examine most cost effective way of providing service and conducting business,
- examine and, where applicable, reduce redundancies in service provisions,
- maintain preventative infrastructure maintenance program and Capital Improvements funding,
- examine additional energy efficiency initiatives to offset rising energy costs, and
- heightened awareness and promotion of recycling to provide sustainability and costs savings.

BUDGET REVIEW PROCESS

Each year, the Finance Department releases budget guidelines to provide guidance and assist in the development of the annual budget. The operating and capital budgets undergo multiple layers of review.

Departmental Review

Operating and Capital budget submissions are prepared by the respective department and are reviewed and approved by the Department Head before final submission.

Budgeting Department Review

The Finance Department in cooperation with the relevant Department Head will review and analyze the operating and capital submissions for adherence to the guidelines. Once all submissions are received, budgets are consolidated, a corporate review/analysis is conducted and the results are presented to the Management Team.

Management Team Review

The next step in the process is to present the draft operating and capital budgets to the Management Team for review and recommendation. The Management Team is comprised of a representative from all operating areas of the town. During this time, Management assesses the operating and capital budget prior to distribution to Council.

Council Review

All members of Council will review and vote on the recommended operating and capital budgets. Council holds the final approval of the budget and may amend the budgets prior to approval.



BUDGET GUIDELINES

FUND ACCOUNTING

The financial accounts for Peace River are organized on the basis of funds or account groups. In governmental accounting, a fund is a separate self-balancing set of accounts used to show operating results for a particular activity or activities.

For accounting and presentation purposes, the departmental and account structure mirror the ones prescribed by the Provincial Government through the Financial Reporting and Accounting Manual.

FUNDS

General Fund

This fund includes all municipal programs and services not accounted for in any other fund. This is the largest of the funds and the cost of the activities is recovered through municipal property taxes, user fees and other revenue sources. The General Fund also includes a provision for contributions to Reserves and Reserve Funds. For example, in an election year, election expenditures are financed by a transfer from the Election Reserve; conversely in non-election years contributions are made to the Election Reserve. Expenditures and revenues related to the provision of water & wastewater services are accounted for as part of the General Fund. Although water & wastewater activities are accounted for in this manner, staff manage the water & wastewater revenues and expenditures on a net basis with contributions and withdraws from the water & wastewater reserve being managed as not to impact on the general tax rate.

Water & wastewater revenues and expenses are tracked within the General Fund and the fund is self-funded, including net operating expenses, capital contributions and debt charges.

Capital Fund

The Capital Fund includes all expenditures and financing sources to acquire or contract town infrastructure such as roads, building, vehicles, computer information network, water & wastewater infrastructure, recreation facilities and parks improvements. The capital fund is maintained with two components: one for all general municipal assets and

the other reflects the transactions of the town's water and wastewater infrastructure needs.



Reserve Fund

A reserve is an appropriation from net revenue at the discretion of Council. The town does not apply interest earned to the specific reserves; it is reported as General Fund earnings.

A reserve fund is an allocation of accumulated net revenue. A reserve fund differs from a reserve in that reserve fund assets are segregated and restricted to meet the purpose of the reserve fund. There are two types of reserve funds: obligatory reserve funds and discretionary reserve funds. Obligatory reserve funds are created whenever statute requires. Discretionary reserve funds are established by Council to finance a future expenditure for which it has authority to spend.

BUDGET GUIDELINES

FISCAL GUIDELINES

Balanced Budget

The town is required under the Municipal Government Act not to plan for a deficit. To achieve this, the budget is prepared on a financial viable basis and is monitored and controlled to enhance the final year-end results to achieve a balanced budget. As such, all budgeted revenues must equal budgeted expenditures.

Replacement Funding

Separate funds exist for fleet and equipment replacement. Each cost center in the General and Water & Wastewater Fund contributes for future replacement of vehicles and equipment. The contribution is based on the projected replacement cost/anticipated useful life of the fleet.

When a vehicle is replaced, it must be disposed of to avoid adding to the fleet inventory and to avoid unnecessary maintenance and operation costs.

Reserves

Peace River maintains a General Fund “rainy day” reserve of approximately \$873,400, with the hopes of obtaining our goal of 15% (or \$3,338,000) of total fund expenditures by 2027.

Peace River also maintains targeted or allocated reserve funds. These reserves are earmarked for specific road, sidewalk, water & wastewater, recreation and equipment renewals.

Revenue

Peace River is conservative in revenue estimates. Revenues resulting from possible changes in laws or ordinances are not included in revenue estimates. Peace River avoids dependence on temporary revenue sources to fund recurring government services.

Accounting, Auditing and Financial Reporting Policies

An independent audit is performed annually. Peace River produces a Consolidated Annual Financial report in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Public Sector Accounting Board (PSAB).

Financial Planning

Peace River adopts an annual Capital Budget and four year forecast that plans for all improvements needed. Anticipated maintenance costs are included for all projects. The first five years of additional maintenance costs are combined with other data gathering techniques to project operating results for five years. This information is the basis for developing the next years budget.

Departmental Budgeting

For accounting and budgeting purposes, the town’s accounts are segregated by department or area of responsibility. There are many reasons to budget this way: it shows a reasonable approximation of revenues and expenses that are attributable to each department, it allows for transfers between departments and to allow for easier reporting to Provincial or Federal agencies or service partners.

Each department will have its own set of activity revenue and expenditure accounts with the intent of showing the Tax Levy Requirement (TLR) – the amount of taxes and other corporate revenues that are required to operate that department. Departments that have significant activity revenues – recreation or fire protection - will have a lower TLR than departments such as finance or public works. This isn’t to penalize any one department for their TLR but to provide additional information to Council and residents.



FISCAL AND ACCOUNTING POLICIES

The town has an extensive array of principles, practices and policies which govern the financial administration of the entity. The general financial objectives can be summarized as follows:

- Financial Viability – to maintain a financially viable municipality that can provide high quality services for our current and future ratepayers.
- Financial Management – to enhance the fiscal position of the town through sound financial management, both short-term and long-term.
- Financial Flexibility – to maintain financial flexibility to anticipate and meet changing economic conditions.
- Legislative Compliance – the town follows the legislative financial requirements of the Municipal Government Act. In addition the town meets or exceeds all policy statements of the Public Sector Accounting Board, which is governed by the Canadian Institute of Chartered Accountants.

The following provides an overview of the specific financial policies, controls and planning framework of the town. The town's fiscal period is January 1 to December 31.

Operating Budget Control Process

The town has policies in place to allow department's sufficient latitude to effectively manage programs and service delivery for which they are accountable. These policies establish financial accountability and spending authorities for budget allocations. The general accountabilities and allowable adjustments are as follows:

- Departmental services approved by Council are carried out within the department's net expenditure approvals, and that deviations from this policy are reported to and reviewed by the CAO or Council, as set out herein.
- Department Directors are accountable to the CAO and Council for their spending, revenue generation and service delivery performance against budget approvals. The Manager of Finance is to ensure that these variances are detailed in the "Financial Report" to Council.
- Revenues that are received beyond the level provided for in the budget shall not be spent or

committed without Council approval. At year-end, such remaining revenues become part of the town surplus unless specific approvals are sought to move monies into reserves.

- Reallocations between expenditure classifications (excluding salaries and benefits) that do not affect the net operating budget of a specific program may be made by a Department Director.
- The transfer of approved budgets requires the recommendation of the Department Head and concurrence of the CAO, prior to Council approval.
- All events (i.e. unforeseen grants, etc.) after the original adoption of the budget will be reported as a variance against budget.

Capital Budget Control Process

The following points highlight the capital budget control process:

- Council, in adopting the Capital Budget, has determined the sums required for each capital project listed in the Capital Budget. The Director of Finance certifies that funding for the capital projects in the Capital Budget are within the town's financial debt limit allowable by the Province of Alberta.
- All Capital Budgets and departmental reports to Council seeking authority for the release of funds and commencement of the capital project or amendments to the capital program must first be reviewed by the Finance Manager to ensure accuracy, financing sources and financial impact and then reviewed by the CAO before being submitted to Council for approval.
- The Director of Corporate Services as part of the annual capital budget submission reviews all prior years' capital budget approvals. This review forms part of the annual Capital Budget process.

Financial Planning Policies and Principles

The financial plan which covers both the operating and capital budgets for all funds, encompasses the following principles:

- Balanced Budget – the town is required under the Municipal Government Act not to plan for a deficit. To achieve this, the budget is prepared on a financial viable basis and is monitored and controlled to enhance the final year-end results to achieve a balanced budget. As such, all budgeted revenues must equal budgeted expenditures.

BUDGET GUIDELINES

- Long Range Perspective – all budgets are prepared with a long-term perspective to ensure affordability and equity to the ratepayers. As such, all programs and projects within the operating and capital budgets must be realistic.
- Proactive Asset Management – the infrastructure of the town is reviewed on an ongoing basis to assess its condition. Proactive maintenance and rehabilitation programs are then programmed into the budget process.
- Reserves and Reserve Funds shall be utilized by the town to assist in financial planning.
- The establishment of specific revenues to provide for tax rate stabilization, the replacement of infrastructure, facilities and future capital projects and to manage the debt financing needs of the town.
- Use of One-Time Revenue – these are not used to fund the base budget or ongoing program costs. In some cases they may be utilized to fund the start-up cost of a program; however, are generally earmarked for one-time expenditures and utilized to supplement the available capital program funding.
- Expenditures – in addition to the expenditure controls detailed above under the operating and capital budget control processes, monthly reports are prepared for management to monitor actual to planned results.
- Purchasing Policy – purchases for the town must be governed by the financial limits and procurement methods established under the town's Purchasing Policy.

Purchasing Practices and Principles

To ensure the most cost effective and cost efficient methods are used to purchase goods and services for the town in the manner approved by Council.

The town's purchasing decisions are made without favour or bias, that there is equal opportunity for qualified suppliers to bid on business, and that there is a high standard of financial stewardship.

All purchases for the town must be governed by the financial limits and procurement methods established under the town's Purchasing Policy.

The Town also approved a Local Preference within the Purchasing Policy, to allow for buy-local opportunities when considering purchasing evaluations.

Cash Management

The town makes every reasonable effort to control the town's cash needs, with a goal of maintaining adequate working capital, maximizing investment opportunities, internal borrowing and debt repayment acceleration. The reduction of service charges and other financing costs is also a goal of cash management.

Revenue and Expenditure Policies and Principles
Revenue Diversification – the town undertakes various reviews to ensure the non-tax base for the town is maximized. In terms of rates and fees, Council is informed during the budget process of the current cost recovery and adjustments made based on policy.

Debt Management

Council reviews the debt level and forecasted level as part of the capital budget review process. It is the goal of Council to ensure debt is fiscally managed. The practices and actions of Council ensure:

- a strong financial position is maintained,
- encourage planning and budgeting of future capital projects,
- limit and ensure debt is manageable from both a tax rate and user rate viewpoint, and
- debt service burden shall be significantly below the allowable Provincial Limit.

Tangible Capital Assets

The town complies with the Tangible Capital Asset requirements of the Public Sector Accounting board. The annual financial statements are prepared to reflect historical cost and amortization. The town will comply with the future requirements to integrate these financial statements requirements into its budgeting practices.

Basis of Accounting

The town prepares its financial information in accordance with the Generally Accepted Accounting Principles for local governments as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The town's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable

BUDGET GUIDELINES

as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing the town's budget.

BUDGET SCHEDULE

Summer 2018

- Council workshop and goal setting, finalize Council priorities.

July to September 2018

- Work with external service partners regarding budget parameters and pressures.
- Draft budget guidelines and parameters discussed among town staff.
- Update and distribute draft budget information and spreadsheets to department heads.

October 2018

- Meet with affected sub-committees and organizations.
- Capital project department requests due.
- Finalize budget priorities with Council.

November 2018

- Meet with affected sub-committees and organizations.
- Finalize operating and capital budgets.
- CAO approves budgets to be forwarded to Council.

BUDGET CALENDAR

The schedule below documents the schedule of public meetings and budget deliberations prior to the budget being adopted by Council.

Tuesday, November 13, 2018 at 5:00pm

- Operating and Capital Budget released
- Distribute to stakeholders and public
- Overview of Operating and Capital Budget

Monday, November 19, 2018 at 5:00pm

- Public input
- Budget review and deliberations

Monday, November 26, 2018 at 5:00pm

- Public input
- Budget review and deliberations

Monday, December 3, 2018 at 5:00pm

- Budget review and deliberations

Monday, December 10, 2018 at 5:00pm

- Budget review and deliberations
- End of deliberations, staff prepare final budget

Monday, January 14, 2018 at 5:00pm

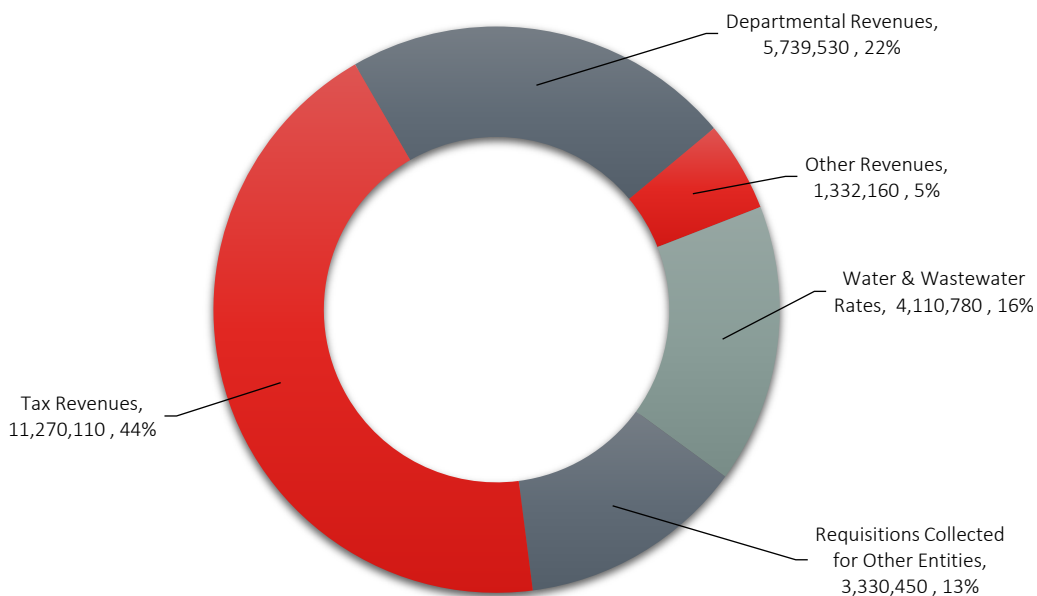
- Budget approval



SOURCES AND USES OF FUNDS

The total source of funds for the approved 2019 operating budget is \$25,783,030. This consists of new revenue and funds carried forward from the previous fiscal years. The revenue detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The adjacent chart shows the amount of funding sources by major category.

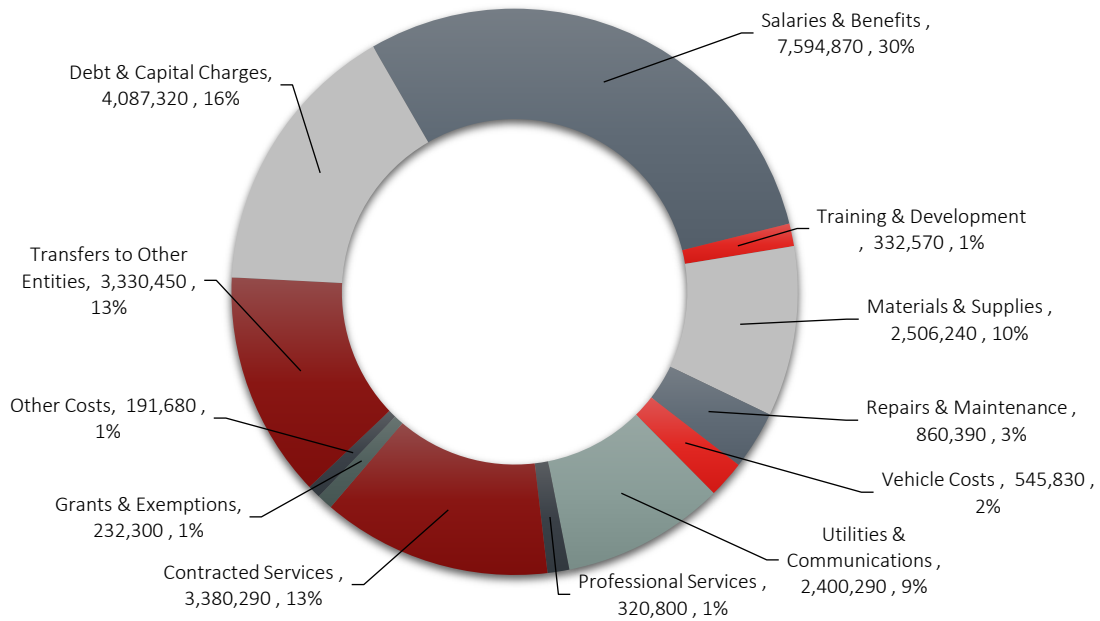
OPERATING FUNDING SOURCES



BUDGET OVERVIEW

The total uses of funds for the approved 2019 operating budget is \$25,783,030. The adjacent chart shows the amount of sources by cost component.

OPERATING EXPENSES BY COST COMPONENT



BUDGET OVERVIEW

CONSOLIDATED BUDGET SUMMARY

The Consolidated Budget Summary shows the expenditures and revenues of the Town by component type and the budget position of the General Fund. Under the 2019 Proposed Base Budget (the amount needed to maintain existing services) there is a budget deficit of \$194,000.

Council then approved service level initiatives which can be found on Table 2.

The first column (2019 Approved Budget) shows the budget amounts including all the service level initiatives approved by Council. The base budget and service level changes require taxation revenue increases of \$325,560, or 3.0%. Factoring in market value or building changes to assessed properties within the Town, ratepayers would expect to see tax bill increases of around 2.9% on average.

Consolidated Budget Summary

Table 1

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Salaries & Benefits | 7,594,870 | 249,110 | 7,345,760 | 7,119,730 | 7,065,230 | 475,140 | 6.7 |
| Training & Development | 332,570 | 3,800 | 328,770 | 306,730 | 300,730 | 25,840 | 8.4 |
| Materials & Supplies | 2,506,240 | 167,930 | 2,338,310 | 2,367,350 | 2,353,550 | 138,890 | 5.9 |
| Repairs & Maintenance | 860,390 | 44,300 | 816,090 | 862,340 | 840,640 | (1,950) | (0.2) |
| Vehicle Costs | 545,830 | 17,600 | 528,230 | 508,670 | 508,670 | 37,160 | 7.3 |
| Utilities & Communications | 2,400,290 | 140,490 | 2,259,800 | 2,226,970 | 2,217,670 | 173,320 | 7.8 |
| Professional Services | 320,800 | - | 320,800 | 296,900 | 326,900 | 23,900 | 8.0 |
| Contracted Services | 3,380,290 | 18,600 | 3,361,690 | 3,346,410 | 3,437,010 | 33,880 | 1.0 |
| Grants & Exemptions | 232,300 | 17,000 | 215,300 | 210,000 | 210,000 | 22,300 | 10.6 |
| Other Costs | 191,680 | - | 191,680 | 191,060 | 191,060 | 620 | 0.3 |
| Transfers to Other Entities | 3,330,450 | - | 3,330,450 | 3,262,330 | 3,262,330 | 68,120 | 2.1 |
| Operating Expenses | 21,695,710 | 658,830 | 21,036,880 | 20,698,490 | 20,713,790 | 997,220 | 4.8 |
| Debt & Capital Charges | 4,087,320 | (356,100) | 4,443,420 | 4,228,630 | 4,718,980 | (141,310) | (3.3) |
| Total Expenditures | 25,783,030 | 302,730 | 25,480,300 | 24,927,120 | 25,432,770 | 855,910 | 3.4 |
| Departmental Revenue | | | | | | | |
| Activity Revenue | (9,850,310) | (206,540) | (9,626,770) | (9,366,740) | (9,789,590) | (483,570) | 5.2 |
| Requisitions Collected for Other Entities | (3,330,450) | - | (3,330,450) | (3,262,330) | (3,262,330) | (68,120) | 2.1 |
| Total Department Revenue | (13,180,760) | (206,540) | (12,957,220) | (12,629,070) | (13,051,920) | (551,690) | 4.4 |
| Net Operating Expenditures | 12,602,270 | 96,190 | 12,506,080 | 12,298,050 | 12,380,850 | 304,220 | 2.5 |
| Tax Revenue | (11,270,110) | (290,190) | (10,979,920) | (10,944,550) | (10,944,550) | (325,560) | 3.0 |
| Other Revenue | (1,332,160) | - | (1,332,160) | (1,353,500) | (1,353,500) | 21,340 | (1.6) |
| Total Corporate Revenues | (12,602,270) | (290,190) | (12,312,080) | (12,298,050) | (12,298,050) | (304,220) | 2.5 |
| General Surplus/(Deficit) | - | 194,000 | (194,000) | - | (82,800) | | |

BUDGET OVERVIEW

WATER AND WASTEWATER RATES

Water and wastewater operation provides for furnishing water and sanitary sewage disposal services to industrial, commercial and residential areas within the town and some surrounding areas.

The water & wastewater fund receives its revenues mostly from user fees, with users receiving a monthly bill based on actual consumption. Other revenues consist of bulk water sales, sewer dumping charges, interest on outstanding bills and other miscellaneous items.

For budget purposes, water & wastewater activities are accounted for separately than general fund accounts.

For 2019, Council have approved a rate increase of 42 cents or 8.4% on existing rates.

This increase is required to fund required water and wastewater operating (staffing, utility and maintenance costs) and capital projects in 2019 and beyond. Expected capital projects total \$16,009,500 over the next five years, and capacity to fund these projects need to be built into the rate.

See pages 74-77 for more information on water and wastewater details.



BUDGET OVERVIEW

SERVICE LEVEL INITIATIVES

Specific new initiatives or service level adjustments have been included in the budget.

These specific items are summarized in Table 2. The items in this table “Summary of Deliberation Items”

presents those items which were approved by Council during budget deliberations.

These items are presented as “2019 Deliberation Items” on the departmental tables.

Summary of Deliberation Items

Table 2

| | Service Level Adjustment | New Program or Service | Subtotal | Less Revenue Offset | Service Level Changes |
|-----------------------------------|--------------------------|------------------------|----------------|---------------------|-----------------------|
| Revenues | | | | | |
| Solid waste collection fees | (43,400) | - | (43,400) | - | (43,400) |
| Expenses | | | | | |
| Peace River 100 | - | 115,000 | 115,000 | (115,000) | - |
| Indigenous Framework/Outreach | - | 11,350 | 11,350 | - | 11,350 |
| Women’s Shelter | - | 17,000 | 17,000 | - | 17,000 |
| AFRRCS Radios | 26,500 | - | 26,500 | - | 26,500 |
| Public Works staffing adjustments | 77,050 | - | 77,050 | - | 77,050 |
| Peace Regional Recreation Centre | 43,130 | - | 43,130 | (84,640) | (41,510) |
| Library funding | 12,700 | - | 12,700 | - | 12,700 |
| Total | 115,980 | 143,350 | 259,330 | (199,640) | 59,690 |

Breakdown – Budget change for the Peace Regional Recreation Centre

Table 3

| | Year to year budget change |
|--|----------------------------|
| Expenses | |
| Reduction in reserve contribution | (1,000,000) |
| Long-term debt charges | 643,900 |
| Operating cost changes | |
| Staffing | 173,510 |
| Materials, supplies, repairs & maintenance | 85,380 |
| Utilities, communications & insurance | 113,040 |
| Other costs | 27,300 |
| Changes (increases) in expenses | 43,130 |
| Revenues | |
| Change in revenues (naming rights, leases, usage, etc) | (84,640) |
| Changes (increases) in revenues | (84,640) |
| Net impact to operating budget | (41,510) |

EXPLANATION OF SERVICE LEVEL INITIATIVES

Solid Waste Collection Fees

For 2019, staff have proposed and Council accepted a two dollar increase in monthly garbage and recycling collection fees, from \$15 to \$17 per month.

There are a couple reasons for the proposed increase. First, contracted waste charges are increasing – these are known changes that were submitted as part of GFL’s RFP submission. Also, GFL has requested that (some) carbon levy costs imposed by the province be passed on to the town, similar to fuel surcharges levied by courier or delivery companies. Finally, the town has not changed its rates in several years, despite improvements such as recycling pickup and wheeled bins.

Peace River 100th Anniversary

In 2019, the Town of Peace River will be celebrating the 100th anniversary as an incorporated Town. A community committee has been created to develop a year long plan of activities and events.

The Town has received a Federal grant; Building Community through Arts and Heritage Grant, in the amount of \$36,500 to fund and support the events and activities that are being planned by the Centennial Committee. Planned project expenses are estimated in the range of \$90,000 to \$100,000, which requires a budgeted amount beyond the grant revenue. Total event costs are budgeted at \$115,000.

The balance of the funds – \$78,500 – are proposed to come from the rate stabilization reserve to avoid spikes to the tax rate.



Indigenous Framework and Outreach

As a strategic plan initiative, the Town is working with a subcommittee of the Peace River Aboriginal Interagency Committee to develop a Strategic Framework that will outline the Town’s outreach activities and strategies with the Indigenous population of Peace River. The Framework will also address the Town’s activities related to the Truth and Reconciliation Calls to Action.

The budgeted amount provides for a celebration on June 21st National Indigenous Day in honour of the official flag raising of the Treaty 8 and Metis Flags.



Peace River Regional Women’s Shelter Society Funding

The Peace River Regional Women’s Shelter Society has received funding to consider a \$1.2 million expansion to their existing building.

The proposed Second Stage housing units will give clients time (3 to 24 month) to re-build and become strong before moving into their own home. The shelter will provide support networks and help them make connections with the different services that are available to them.

The project will add 5,600 square feet to the building with an upgraded kitchen, a fully accessible Emergency Shelter suite, 6 offices, meeting/conference room, additional bathrooms and laundry.

BUDGET OVERVIEW

The Peace River Regional Women's Shelter Society is soliciting surrounding countys, the Town of Peace River, and community to raise \$350,000.

The amount for the town within the approved budget is a \$50,000 commitment over three years, or \$17,000 in 2019.

Alberta First Responders Radio Communications System (AFRRCS) radios

Replacement of Fire Department radios with P25 trunking capable radios that will access the new Alberta First Responders Radio Communication System installed by the Government of Alberta. This system provides superior radio reception and coverage abilities and is/will be used by all RCMP/EMS and other Fire Departments.

Staff propose leasing radios at an annual budgeted cost of \$26,500 rather than purchase through the capital budget, which is committed to other projects. Approving for 2019 will allow the department to coordinate purchasing with County of Northern Lights detachments within some type of group purchase.

Public Works – Staff Adjustments and Fixed Staff Allocations

In evaluating the Public Works staff levels required to deliver the current level of service and the corresponding supervision requirements, it was established there was a need for additional Public Works staff.

The current Public Works staffing level 16 staff is:

- 1 Superintendent;
- 1 Administrative Assistant;
- 1 Facilities Maintenance Supervisor;
- 1 Facilities Maintenance Worker; and
- 11 Equipment Operators/Labourers + 1 allocated to Community Services.

The requested change is for 17 Public Works positions and that a fixed allocation be established as follows:

- 1 Superintendent;
- 1 Administrative Assistant;
- 1 Foreman;
- 2 Machine Operator 3 Leads;

- 2 Machine Operator 3;
- 4 Machine Operator 2;
- 1 Machine Operator 1;
- 1 Machine Operator 1 allocated to Community Services;
- 2 Labourers 3;
- 1 Facilities Maintenance Supervisor; and
- 1 Facilities Maintenance Worker.

The changes to the Public Works organization has an all-in cost (wages, benefits, training, communication and other miscellaneous costs) of \$77,050.



Peace Regional Recreation Centre Staffing and Operational Budget

The new multiplex will require additional staff and resources to operate the many components of the facility. A receptionist will greet all visitors and assist with their recreational bookings and purchases. Janitorial staff will maintain the appearance of the facility during major events. Programming will be developed utilizing the fieldhouse and child play space. The fieldhouse will offer opportunities for private rentals for birthday parties, drop in activities and tournaments for multiple sports. User groups will be able to book time for leagues and club sports in basketball, volleyball, badminton and pickleball. The walking track will offer a refuge from the cold in the winter months and allow community members of all ages to enjoy walking indoors all year long.

BUDGET OVERVIEW

Peace Parent Link will be leasing 2 of the 3 community rooms on the second floor, which will enhance the services offered at the facility in addition to improved community access to this provincial award-winning Early Childhood Development program.

The Fitness Centre and Concession are being offered for lease through a public request for proposal process to be determined in early 2019.

Operational expenses will be budgeted within the allocation of funds that is already being collected for the purposes of the construction of the facility. In 2019 these funds will now be used to cover the cost of debt repayment and operational expenses of utilities, staffing and general facility supplies.

Peace River Regional Library

The Library has experienced increased expense related to the minimum wage increase and the changes to Holiday Pay under the Alberta Labour Standards. These funding pressures have been chipping away at their human resources, while trying to maintain and improve service levels with fewer and fewer staff. To continue offering excellent service, the Library needs to make sure they are recruiting and retaining the best talent for our library. An increase of 3.7% (\$12,700) will enable the Library to better support several key positions so that they can best serve the community.

BUDGET OVERVIEW

EXPENDITURES BY DEPARTMENT

Total Expenditures by Department show the total departmental costs without any revenue offsets. Debt charges or contribution to other funds are shown as their own line item.

Expenditures by Department

Table 4

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Legislative | 283,910 | - | 283,910 | 266,940 | 266,940 | 16,970 | 6.4 |
| Administration | 604,210 | - | 604,210 | 589,500 | 589,500 | 14,710 | 2.5 |
| Corporate Services | 467,050 | - | 467,050 | 461,540 | 461,540 | 5,510 | 1.2 |
| Finance | 463,960 | - | 463,960 | 449,470 | 449,470 | 14,490 | 3.2 |
| Economic Development | 53,310 | - | 53,310 | 57,660 | 57,660 | (4,350) | (7.5) |
| Police Protection | 2,056,960 | - | 2,056,960 | 2,103,080 | 2,103,080 | (46,120) | (2.2) |
| Bylaw & Enforcement | 142,330 | - | 142,330 | 141,040 | 141,040 | 1,290 | 0.9 |
| Emergency Management | 6,250 | - | 6,250 | 12,000 | 12,000 | (5,750) | (47.9) |
| Community Peace Officer | 123,120 | - | 123,120 | 98,870 | 98,870 | 24,250 | 24.5 |
| Fire Administration | 531,620 | 26,500 | 505,120 | 497,370 | 484,870 | 34,250 | 6.9 |
| Fire Operations | 218,670 | - | 218,670 | 203,990 | 203,990 | 14,680 | 7.2 |
| Fire Halls | 157,950 | - | 157,950 | 157,750 | 157,750 | 200 | 0.1 |
| Airport Administration | 523,890 | - | 523,890 | 524,210 | 524,210 | (320) | (0.1) |
| Terminal | 158,820 | - | 158,820 | 171,530 | 171,530 | (12,710) | (7.4) |
| Airport Operations | 227,210 | - | 227,210 | 211,390 | 211,390 | 15,820 | 7.5 |
| Engineering & Infrastructure | 216,190 | - | 216,190 | 195,020 | 193,020 | 21,170 | 10.9 |
| Public Works Administration | 139,050 | - | 139,050 | 143,710 | 143,710 | (4,660) | (3.2) |
| Public Works Operations | 2,347,110 | 77,050 | 2,270,060 | 2,276,140 | 2,260,540 | 70,970 | 3.1 |
| Roads & Streets | 342,050 | - | 342,050 | 291,560 | 291,560 | 50,490 | 17.3 |
| Planning & Development | 279,010 | - | 279,010 | 271,560 | 271,560 | 7,450 | 2.7 |
| Waste Management | 346,580 | - | 346,580 | 304,880 | 341,780 | 41,700 | 13.7 |
| FCSS | 230,480 | - | 230,480 | 207,540 | 200,540 | 22,940 | 11.1 |
| Seniors | 132,950 | - | 132,950 | 131,300 | 131,300 | 1,650 | 1.3 |
| Youth & Family Programs | 70,380 | - | 70,380 | 82,150 | 82,150 | (11,770) | (14.3) |
| Parentlink | 471,480 | - | 471,480 | 464,270 | 464,270 | 7,210 | 1.6 |
| Community Development | 213,550 | 126,350 | 87,200 | 88,250 | 88,250 | 125,300 | 142.0 |
| Public Transportation | 180,000 | - | 180,000 | 178,500 | 178,500 | 1,500 | 0.8 |
| Public Health | 25,000 | - | 25,000 | 24,000 | 24,000 | 1,000 | 4.2 |
| Recreation Administration | 257,500 | - | 257,500 | 330,310 | 320,310 | (72,810) | (22.0) |
| Recreation Programs | 102,030 | - | 102,030 | 92,190 | 92,190 | 9,840 | 10.7 |
| Multiplex | 867,850 | 399,230 | 468,620 | 522,090 | 497,090 | 345,760 | 66.2 |
| Pool | 893,780 | - | 893,780 | 901,870 | 901,870 | (8,090) | (0.9) |
| Water Park | 18,140 | - | 18,140 | 29,030 | 29,030 | (10,890) | (37.5) |
| Playing Fields | 44,110 | - | 44,110 | 46,890 | 46,890 | (2,780) | (5.9) |
| Parks & Playgrounds | 519,990 | - | 519,990 | 469,900 | 451,200 | 50,090 | 10.7 |
| Trails | 68,900 | - | 68,900 | 111,260 | 111,260 | (42,360) | (38.1) |
| Ski Hill | 73,440 | - | 73,440 | 78,170 | 86,470 | (4,730) | (6.1) |
| Museum | 365,030 | - | 365,030 | 362,670 | 362,670 | 2,360 | 0.7 |
| Library | 423,120 | 12,700 | 410,420 | 410,180 | 410,180 | 12,940 | 3.2 |
| Water Administration | 778,120 | - | 778,120 | 714,160 | 714,160 | 63,960 | 9.0 |
| Water Treatment | 784,360 | - | 784,360 | 713,330 | 695,630 | 71,030 | 10.0 |
| Water Delivery | 435,730 | - | 435,730 | 395,520 | 498,120 | 40,210 | 10.2 |

BUDGET OVERVIEW

| | | | | | | | |
|-----------------------------|-------------------|----------------|-------------------|-------------------|-------------------|----------------|------------|
| Sewer Administration | 477,430 | - | 477,430 | 465,440 | 461,440 | 11,990 | 2.6 |
| Sewer Treatment | 310,680 | - | 310,680 | 323,130 | 303,130 | (12,450) | (3.9) |
| Sewer Distribution | 166,610 | - | 166,610 | 134,060 | 134,060 | 32,550 | 24.3 |
| Corporate Expenses | 389,910 | 17,000 | 372,910 | 354,170 | 384,170 | 35,740 | 10.1 |
| Taxation | 174,720 | - | 174,720 | 170,600 | 170,600 | 4,120 | 2.4 |
| Town Hall | 98,380 | - | 98,380 | 101,770 | 101,770 | (3,390) | (3.3) |
| Other Facilities | 102,340 | - | 102,340 | 104,200 | 74,200 | (1,860) | (1.8) |
| Transfers to Other Entities | 3,330,450 | - | 3,262,330 | 3,262,330 | 3,262,330 | 68,120 | 2.1 |
| Subtotal | 21,695,710 | 658,830 | 20,968,760 | 20,698,490 | 20,713,790 | 997,220 | 4.8 |
| Debt & Capital | 4,087,320 | (356,100) | 4,443,420 | 4,228,630 | 4,748,980 | (141,310) | (3.3) |
| Total | 25,783,030 | 302,730 | 25,412,180 | 24,927,120 | 25,462,770 | 855,910 | 3.4 |

BUDGET OVERVIEW

NET EXPENDITURES BY DEPARTMENT

Net Expenditures by Department show total expenses less an activity revenue attributable to that department.

Net Expenditures by Department

Table 5

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Legislative | 288,650 | - | 288,650 | 271,560 | 271,560 | 17,090 | 6.3 |
| Administration | 605,270 | - | 605,270 | 588,280 | 588,280 | 16,990 | 2.9 |
| Corporate Services | 468,450 | - | 468,450 | 462,240 | 462,240 | 6,210 | 1.3 |
| Finance | 461,410 | - | 461,410 | 444,670 | 444,670 | 16,740 | 3.8 |
| Economic Development | 54,390 | - | 54,390 | 57,660 | 57,660 | (3,270) | (5.7) |
| Police Protection | 1,537,960 | - | 1,537,960 | 1,574,280 | 1,574,280 | (36,320) | (2.3) |
| Bylaw & Enforcement | 50,890 | - | 50,890 | 45,720 | 45,720 | 5,170 | 11.3 |
| Emergency Management | 7,410 | - | 7,410 | 13,080 | 13,080 | (5,670) | (43.3) |
| Community Peace Officer | 2,520 | - | 2,520 | 8,170 | 8,170 | (5,650) | (69.2) |
| Fire Administration | 271,240 | 26,500 | 244,740 | 202,460 | 189,960 | 68,780 | 34.0 |
| Fire Operations | 218,670 | - | 218,670 | 203,990 | 203,990 | 14,680 | 7.2 |
| Fire Halls | 157,950 | - | 157,950 | 157,750 | 157,750 | 200 | 0.1 |
| Airport Administration | (5,320) | - | (5,320) | (19,410) | (19,410) | 14,090 | (72.6) |
| Terminal | 108,610 | - | 108,610 | 108,320 | 108,320 | 290 | 0.3 |
| Airport Operations | 95,470 | - | 95,470 | 105,370 | 105,370 | (9,900) | (9.4) |
| Engineering & Infrastructure | 218,510 | - | 218,510 | 197,180 | 195,180 | 21,330 | 10.8 |
| Public Works Administration | 6,500 | - | 6,500 | 6,470 | 6,470 | 30 | 0.5 |
| Public Works Operations | 3,251,290 | 77,050 | 3,174,240 | 3,181,180 | 3,165,580 | 70,110 | 2.2 |
| Roads & Streets | 767,760 | - | 767,760 | 565,860 | 565,860 | 201,900 | 35.7 |
| Planning & Development | 255,450 | - | 255,450 | 254,270 | 254,270 | 1,180 | 0.5 |
| Waste Management | (87,720) | (43,400) | (44,320) | (86,620) | (49,720) | (1,100) | 1.3 |
| FCSS | (36,220) | - | (36,220) | (49,580) | (56,580) | 13,360 | (26.9) |
| Seniors | 114,360 | - | 114,360 | 106,220 | 106,220 | 8,140 | 7.7 |
| Youth & Family Programs | 70,380 | - | 70,380 | 81,150 | 81,150 | (10,770) | (13.3) |
| Parentlink | - | - | - | - | - | - | - |
| Community Development | 74,650 | 47,850 | 26,800 | 65,750 | 65,750 | 8,900 | 13.5 |
| Public Transportation | 153,000 | - | 153,000 | 159,350 | 159,350 | (6,350) | (4.0) |
| Public Health | 25,000 | - | 25,000 | 24,000 | 24,000 | 1,000 | 4.2 |
| Recreation Administration | 190,350 | - | 190,350 | 266,990 | 256,990 | (76,640) | (28.7) |
| Recreation Programs | 17,090 | - | 17,090 | 6,270 | 6,270 | 10,820 | 172.6 |
| Multiplex | 1,143,970 | (41,510) | 1,185,480 | 1,205,160 | 1,180,160 | (61,190) | (5.1) |
| Pool | 538,120 | - | 538,120 | 553,720 | 553,720 | (15,600) | (2.8) |
| Water Park | 18,140 | - | 18,140 | 29,030 | 29,030 | (10,890) | (37.5) |
| Playing Fields | 35,710 | - | 35,710 | 36,420 | 36,420 | (710) | (1.9) |
| Parks & Playgrounds | 475,690 | - | 475,690 | 422,180 | 408,480 | 53,510 | 12.7 |
| Trails | 68,900 | - | 68,900 | 111,260 | 111,260 | (42,360) | (38.1) |
| Ski Hill | 73,440 | - | 73,440 | 78,170 | 86,470 | (4,730) | (6.1) |
| Museum | 298,280 | - | 298,280 | 304,530 | 304,530 | (6,250) | (2.1) |
| Library | 476,370 | 12,700 | 463,670 | 463,440 | 463,440 | 12,930 | 2.8 |
| Water Administration | (1,587,180) | - | (1,587,180) | (1,476,450) | (1,476,450) | (110,730) | 7.5 |
| Water Treatment | 784,360 | - | 784,360 | 713,330 | 708,130 | 71,030 | 10.0 |
| Water Delivery | 802,820 | - | 802,820 | 763,120 | 865,720 | 39,700 | 5.2 |
| Sewer Administration | (953,510) | - | (953,510) | (985,090) | (989,090) | 31,580 | (3.2) |

BUDGET OVERVIEW

| | | | | | | | |
|--------------------|-------------------|---------------|-------------------|-------------------|-------------------|----------------|------------|
| Sewer Treatment | 310,680 | - | 310,680 | 323,130 | 303,130 | (12,450) | (3.9) |
| Sewer Distribution | 642,830 | - | 642,830 | 519,960 | 539,960 | 122,870 | 23.6 |
| Corporate Expenses | (208,190) | 17,000 | (225,190) | (277,140) | (247,140) | 68,950 | (24.9) |
| Taxation | 174,720 | - | 174,720 | 170,600 | 170,600 | 4,120 | 2.4 |
| Town Hall | 104,190 | - | 104,190 | 107,170 | 107,170 | (2,980) | (2.8) |
| Other Facilities | 57,980 | - | 57,980 | 90,880 | 90,880 | (32,900) | (36.2) |
| Total | 12,602,270 | 96,190 | 12,505,100 | 12,156,050 | 12,238,850 | 446,220 | 3.7 |

BUDGET OVERVIEW

DESCRIPTION OF REVENUE AND EXPENDITURE TYPES

residents, in this case for the North Peace Housing Foundation and for educational purposes.

To assist the reader, these descriptions explain the categories shown in the departmental and summary tables.

REVENUES

Departmental Revenue

Departmental revenue includes revenues that can be directly attributable to the activities of a department or program. These revenues are broken down into three categories:

- revenue that is generated due to the actions of the department. Examples of activity revenue are water & wastewater connection charges and fees, planning fees and recreation revenues for day camps or programs,
- revenues that includes grants from third parties that are allocated to specific programs or activities; examples of grants are funding for protective services or recreation programs, and
- revenue that cannot be generally categorized within other revenues but attributable to a specific department. This includes the water & wastewater rate or internal allocations.

Tax Revenue

Taxation is the major source of revenue for the town. Tax rates to be applied to the various property classes are determined by the total tax levy requirement and the allocation by class of the assessed current market values of real property within the town. This category includes general levies, payments in lieu of taxes and local improvement rates.

Other Corporate Revenue

Includes revenues that cannot be generally attributable to any one department or activity. Examples of other corporate revenue include interest revenue, equalization grants, utility dividends and other general grants or miscellaneous income.

Requisitions Collected for Other Entities

Funds collected for third-party organizations that have the ability to requisition property taxes on our

BUDGET OVERVIEW

EXPENDITURES

Salaries & Benefits

Remuneration for salary, benefit and honorarium expenses.

Training & Development

Expenses consist of mileage claims, meeting costs, training, conferences and memberships.

Materials & Supplies

Includes most general purchases including office supplies and equipment, hardware & software, tools and equipment, along with other miscellaneous items.

Repairs & Maintenance

Refers to repairs and maintenance costs associated with building or larger pieces of equipment, such as pumps or building components.

Vehicle Costs

Fuel, repairs, maintenance and insurance costs relating to vehicles and smaller or mobile pieces of equipment.

Utilities & Communications

Telephone, building utility costs (gas, electricity, water and sewer) and insurance costs are shown here.

Professional Services

Includes services such as legal, audit and banking charges. Also includes consultant fees.

Contracted Services

Services that are contracted out by the town (policing, animal control) or professional services (electrical or mechanical contractors.)

Grants & Exemptions

Grants paid to other organizations and tax exemptions provided through policy and bylaw.

Debt & Capital Charges

Includes principal and interest charges for long term debt, contributions to reserves or contributions to the capital program.

Other Costs

Include miscellaneous costs or items such as leases.



LEGISLATIVE SERVICES

QUICK FACTS

| | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | - |
| Total Tax Levy Requirement: | \$288,650 |
| Net Budget Change (dollars): | \$17,090 |
| Net Budget Change (percent): | 6.3% |
| Annual Cost per Resident: | \$42.19 |

Portion of
Town Expenditures
(from Table 4)



Town Council is the legislative and policy-making body of the Town government and represents the residents of Peace River.

The council is the governing body of the municipal corporation and the custodian of its powers, both legislative and administrative. The Municipal Government Act provides that councils can only exercise the powers of the municipal corporation in the proper form, either by bylaw or resolution.

The Mayor and six councillors are elected for a four-year term. The Mayor is elected at large and the Deputy Mayor appointed for a one-year term at the organizational meeting from the councillors elected at large.

Overall the Council functions are:

- Support and enhancement of Town policies;
- Providing for compliance with and implementation of policy;
- Public relations and communications;
- Overall financial management stability;
- Ensure compliance with all legal requirements,
- Appoint advisory committees and commissions;
- Participate in various county or regional intergovernmental relationships;

- Serve as “ombudsman” to help address constituent complaints and problems: and
- Setting the overall tone, attitude, vision and strategic direction for the organization.

LEGISLATIVE SERVICES

Legislative Services

Table 6

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|-----------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Legislative Services | | | | | | | |
| Salaries & Benefits | 189,760 | - | 189,760 | 170,760 | 170,760 | 19,000 | 11.1 |
| Training & Development | 60,000 | - | 60,000 | 53,640 | 53,640 | 6,360 | 11.9 |
| Materials & Supplies | 17,420 | - | 17,420 | 30,290 | 30,290 | (12,870) | (42.5) |
| Utilities & Communications | 8,730 | - | 8,730 | 3,250 | 3,250 | 5,480 | 168.6 |
| Professional Services | 8,000 | - | 8,000 | 9,000 | 9,000 | (1,000) | (11.1) |
| Total Legislative Services | 283,910 | - | 283,910 | 266,940 | 266,940 | 16,970 | 6.4 |
| Departmental Revenues | - | - | - | - | - | - | - |
| Net Operating Expenses | 283,910 | - | 283,910 | 266,940 | 266,940 | 16,970 | 6.4 |
| Debt & Capital Charges | 4,740 | - | 4,740 | 4,620 | 4,620 | 120 | 2.6 |
| Tax Levy Requirement | 288,650 | - | 288,650 | 271,560 | 271,560 | 17,090 | 6.3 |



QUICK FACTS

| | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | 5.0 |
| Total Tax Levy Requirement: | \$605,270 |
| Net Budget Change (dollars): | \$16,990 |
| Net Budget Change (percent): | 2.9% |
| Annual Cost per Resident: | \$88.46 |

Portion of
Town Expenditures
(from Table 4)



The Chief Administrative Officer (CAO) is the head of the Administrative Department. The Chief Administrative Officer is appointed by Council and is responsible for leading, planning, organizing and directing the administration of the Town of Peace River toward the fulfillment of the goals, objectives and policies as determined by the Council.

communications, human resources and grants/special projects coordinators.

The Chief Administrator Officer coordinates the day-to-day activities of the Town, introduces new methods and procedures among Town departments and apprises the Mayor and Council on operational results. Administration Services also provides support services to the Town's departments in the form of:

- Personnel management;
- Record keeping of actions taken by Council and other official bodies of the town;
- Maintenance of Bylaws and Policies;
- Agenda preparation for Council meetings;
- Apply for grants to fund Town projects;
- Facilitate annual review of the Strategic Work Plan; and
- Maintain the Town's website, Twitter and Facebook communication accounts.

For budgeting and reporting purposes, Administration includes the Office of the CAO along with the

ADMINISTRATIVE SERVICES

Administrative Services

Table 7

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|--------------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Administrative Services | | | | | | | |
| Salaries & Benefits | 464,980 | - | 464,980 | 460,840 | 460,840 | 4,140 | 0.9 |
| Training & Development | 50,450 | - | 50,450 | 43,010 | 43,010 | 7,440 | 17.3 |
| Materials & Supplies | 75,370 | - | 75,370 | 81,250 | 81,250 | (5,880) | (7.2) |
| Utilities & Communications | 3,410 | - | 3,410 | 4,400 | 4,400 | (990) | (22.5) |
| Professional Services | 10,000 | - | 10,000 | - | - | 10,000 | - |
| Total Administrative Services | 604,210 | - | 604,210 | 589,500 | 589,500 | 14,710 | 2.5 |
| Departmental Revenues | (3,000) | - | (3,000) | (5,000) | (5,000) | 2,000 | (40.0) |
| Net Operating Expenses | 601,210 | - | 601,210 | 584,500 | 584,500 | 16,710 | 2.9 |
| Debt & Capital Charges | 4,060 | - | 4,060 | 3,780 | 3,780 | 280 | 7.4 |
| Tax Levy Requirement | 605,270 | - | 605,270 | 588,280 | 588,280 | 16,990 | 2.9 |

CORPORATE SERVICES DEPARTMENT



QUICK FACTS

| | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | 10.0 |
| Total Tax Levy Requirement: | \$984,250 |
| Net Budget Change (dollars): | \$19,680 |
| Net Budget Change (percent): | 2.0% |
| Annual Cost per Resident: | \$143.85 |

Portion of
Town Expenditures
(from Table 4)



The department's role is to provide a variety of services to Council, residents, other town departments, and other government agencies.

For budget and reporting purposes, information technology, records management and health & safety is shown within the Corporate Services section.

The Finance division acts as the financial advisor for Council, the CAO, and the various town departments. They coordinate the annual budget process for all civic funds, prepare and maintain the resultant accounting records, and prepare regular financial statements and summaries throughout the year as required. Other activities include paying all town bills and collecting any monies owed to the town.

The service divisions included in this section are accounting, budgeting, accounts payable, and accounts receivable, payroll and taxation.

The primary role of Economic Development is to support the organization in the areas of Marketing (Business Retention and Expansion, Investment Readiness/Attraction and Partnership Marketing) and Entrepreneurship and Small Business Assistance.

CORPORATE SERVICES DEPARTMENT

Corporate Services

Table 8

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|-----------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Corporate Services | | | | | | | |
| Salaries & Benefits | 426,030 | - | 426,030 | 421,190 | 421,190 | 4,840 | 1.1 |
| Training & Development | 16,310 | - | 16,310 | 12,060 | 12,060 | 4,250 | 35.2 |
| Materials & Supplies | 21,130 | - | 21,130 | 24,150 | 24,150 | (3,020) | (12.5) |
| Utilities & Communications | 3,180 | - | 3,180 | 3,140 | 3,140 | 40 | 1.3 |
| Contracted Services | 400 | - | 400 | 1,000 | 1,000 | (600) | (60.0) |
| Total Corporate Services | 467,050 | - | 467,050 | 461,540 | 461,540 | 5,510 | 1.2 |
| Finance | | | | | | | |
| Salaries & Benefits | 376,690 | - | 376,690 | 369,790 | 369,790 | 6,900 | 1.9 |
| Training & Development | 6,660 | - | 6,660 | 5,930 | 5,930 | 730 | 12.3 |
| Materials & Supplies | 62,940 | - | 62,940 | 55,090 | 55,090 | 7,850 | 14.2 |
| Utilities & Communications | 1,870 | - | 1,870 | 2,960 | 2,960 | (1,090) | (36.8) |
| Professional Services | 10,500 | - | 10,500 | 15,400 | 15,400 | (4,900) | (31.8) |
| Contracted Services | 5,300 | - | 5,300 | 300 | 300 | 5,000 | 1,666.7 |
| Total Finance | 463,960 | - | 463,960 | 449,470 | 449,470 | 14,490 | 3.2 |
| Economic Development | | | | | | | |
| Training & Development | 750 | - | 750 | 1,800 | 1,800 | (1,050) | (58.3) |
| Materials & Supplies | 9,000 | - | 9,000 | 19,300 | 19,300 | (10,300) | (53.4) |
| Professional Services | 22,000 | - | 22,000 | 15,000 | 15,000 | 7,000 | 46.7 |
| Contracted Services | 21,560 | - | 21,560 | 21,560 | 21,560 | - | - |
| Total Economic Development | 53,310 | - | 53,310 | 57,660 | 57,660 | (4,350) | (7.5) |
| Total Corporate Services | 984,320 | - | 984,320 | 968,670 | 968,670 | 15,650 | 1.6 |
| Departmental Revenues | (6,950) | - | (6,950) | (10,500) | (10,500) | 3,550 | (33.8) |
| Net Operating Expenses | 977,370 | - | 977,370 | 958,170 | 958,170 | 19,200 | 2.0 |
| Debt & Capital Charges | 6,880 | - | 6,880 | 6,400 | 6,400 | 480 | 7.5 |
| Tax Levy Requirement | 984,250 | - | 984,250 | 964,570 | 964,570 | 19,680 | 2.0 |



| QUICK FACTS | |
|---------------------------------|-------------|
| Full Time Equivalent Positions: | 3.0 |
| Total Tax Levy Requirement: | \$1,537,960 |
| Net Budget Change (dollars): | (\$36,320) |
| Net Budget Change (percent): | (2.3%) |
| Annual Cost per Resident: | \$224.78 |

Portion of
Town Expenditures
(from Table 4)



Police Protection provides for the safety and welfare of the residents of Peace River by participating in the RCMP detachment that serves the town and outlying areas.

Under the agreement with the RCMP, the Town provides three support personnel for the detachment along with paying for twelve RCMP positions.

The Town of Peace River is the only municipality within 200 kilometres that is required to pay for policing services. Since communities less than 5,000 people have the cost covered by the provincial government, this is an amount that must be recouped through taxes that other municipalities do not have to do.

CORPORATE SERVICES DEPARTMENT

Police Protection

Table 9

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|--------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Police Protection | | | | | | | |
| Salaries & Benefits | 227,560 | - | 227,560 | 225,720 | 225,720 | 1,840 | 0.8 |
| Training & Development | 800 | - | 800 | 2,000 | 2,000 | (1,200) | (60.0) |
| Materials & Supplies | 4,800 | - | 4,800 | 4,960 | 4,960 | (160) | (3.2) |
| Contracted Services | 1,807,100 | - | 1,807,100 | 1,856,900 | 1,856,900 | (49,800) | (2.7) |
| Grants & Exemptions | 16,700 | - | 16,700 | 13,500 | 13,500 | 3,200 | 23.7 |
| Total Police Protection | 2,056,960 | - | 2,056,960 | 2,103,080 | 2,103,080 | (46,120) | (2.2) |
| Departmental Revenues | (519,000) | - | (519,000) | (528,800) | (528,800) | 9,800 | (1.9) |
| Net Operating Expenses | 1,537,960 | - | 1,537,960 | 1,574,280 | 1,574,280 | (36,320) | (2.3) |
| Debt & Capital Charges | - | - | - | - | - | - | - |
| Tax Levy Requirement | 1,537,960 | - | 1,537,960 | 1,574,280 | 1,574,280 | (36,320) | (2.3) |



| QUICK FACTS | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | 2.0 |
| Total Tax Levy Requirement: | \$60,820 |
| Net Budget Change (dollars): | (\$6,150) |
| Net Budget Change (percent): | (9.2%) |
| Annual Cost per Resident: | \$8.89 |

Portion of
Town Expenditures
(from Table 4)



The Bylaw Department is responsible for the enforcement of bylaws passed by Council for the Town of Peace River. Bylaw Enforcement is committed to serve, protect and provide a desired quality of life for citizens and visitors to the Town of Peace River through education to raise awareness of community standards, and enforcement of Town Bylaws to ensure timely compliance with a professional, unbiased approach.

Business licence and associated revenues are also represented here.

Bylaws are a law, regulation or rules of a local government such as a town, municipal district or county. The Municipal Government Act (Section 7) authorizes Council to establish these bylaws.

Community Peace Officers provides municipal enforcement for the Town, working to ensure compliance with bylaws and investigate incoming complaints. Compliance checks include but are not limited to seatbelt checks and commercial vehicle inspections. Spot enforcement operations are also conducted in high-traffic or problem areas in the Town.

Other protective services include accounts relating to Emergency Management (EMO), animal control and building and fire inspection services.

CORPORATE SERVICES DEPARTMENT

Other Protective Services

Table 10

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|--|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Bylaw Enforcement | | | | | | | |
| Salaries & Benefits | 89,210 | - | 89,210 | 86,090 | 86,090 | 3,120 | 3.6 |
| Training & Development | 600 | - | 600 | 600 | 600 | - | - |
| Materials & Supplies | 2,200 | - | 2,200 | 2,720 | 2,720 | (520) | (19.1) |
| Repairs & Supplies | - | - | - | 500 | 500 | (500) | (100.0) |
| Vehicle Costs | 3,900 | - | 3,900 | 4,280 | 4,280 | (380) | (8.9) |
| Utilities & Communications | 920 | - | 920 | 1,350 | 1,350 | (430) | (31.9) |
| Contracted Services | 45,500 | - | 45,500 | 45,500 | 45,500 | - | - |
| Total Bylaw Enforcement | 142,330 | - | 142,330 | 141,040 | 141,040 | 1,290 | 0.9 |
| Community Peace Officer | | | | | | | |
| Salaries & Benefits | 96,510 | - | 96,510 | 82,600 | 82,600 | 13,910 | 16.8 |
| Training & Development | 8,550 | - | 8,550 | 4,500 | 4,500 | 4,050 | 90.0 |
| Materials & Supplies | 11,090 | - | 11,090 | 5,350 | 5,350 | 240 | 107.3 |
| Vehicle Costs | 5,100 | - | 5,100 | 4,920 | 4,920 | 180 | 3.7 |
| Utilities & Communications | 1,070 | - | 1,070 | 1,500 | 1,500 | (430) | (28.7) |
| Total Community Peace Officer | 123,120 | - | 123,120 | 98,870 | 98,870 | 24,550 | 24.5 |
| Emergency Management | | | | | | | |
| Training & Development | - | - | - | 5,000 | 5,000 | (5,000) | (100.0) |
| Materials & Supplies | 6,250 | - | 6,250 | 7,000 | 7,000 | (750) | (10.7) |
| Total Emergency Management | 6,250 | - | 6,250 | 12,000 | 12,000 | (5,750) | (47.9) |
| Total Other Protective Services | 271,700 | - | 271,700 | 251,910 | 251,910 | 19,790 | 7.9 |
| Departmental Revenues | (225,770) | - | (225,770) | (197,900) | (197,900) | (27,870) | 14.1 |
| Net Operating Expenses | 45,930 | - | 46,930 | 54,010 | 54,010 | (8,080) | (15.0) |
| Debt & Capital Charges | 14,890 | - | 14,890 | 12,960 | 12,960 | 1,930 | 14.9 |
| Tax Levy Requirement | 60,820 | - | 60,820 | 66,970 | 66,970 | (6,150) | (9.2) |



| QUICK FACTS | |
|---------------------------------|---------------------|
| Full Time Equivalent Positions: | 3.0 + 2.9 (casuals) |
| Total Tax Levy Requirement: | \$647,860 |
| Net Budget Change (dollars): | \$83,660 |
| Net Budget Change (percent): | 14.8% |
| Annual Cost per Resident: | \$94.69 |

Portion of
Town Expenditures
(from Table 4)



“Pride, Professionalism, Skill, and Integrity.”

Department History

Founded in 1914, Peace River’s first firefighters used buckets, lanterns, axes, ropes and ladders to protect the settlement. Rev. Holmes offered the bell from the Shaftsberry Mission as the warning bell.

The department’s first test was September 13, 1915 when five businesses were destroyed.

The mural on our hose tower was done in 1991 by Dan Sawatzky of Chemainus, B.C. The Hose Tower images came from three old Black and White photos in the museum’s collection and has been clear-coated to protect it from the elements (environmental and man-made). Inscribed on the mural: In honour of the men and women of the Peace River Fire Department, past, present and future who have dedicated their time to making Peace River a safer place to live.

Firefighting & Emergency Response

Peace River Fire Department is our first line of defense against fires or other emergencies in town. The department trains regularly and is able to provide a number of protective services including technical rescues, river and swift water rescue, hazardous material response and many others.

Public Education & Outreach

By working with the public the fire department helps to protect residents and minimize the risk of fires in the community. The fire department works with local schools and agencies to provide education and also to assist in planning and prepping for emergency situations. By planning and educating we’re able to help keep Peace River safe.

Inspection Services

New builds and renovations require a fire inspection, which is required to prevent fires and save lives. Fire Inspectors are responsible for making sure buildings adhere to the Alberta Fire Code and properties are well maintained. The Fire Inspector enforces the Alberta Fire Code ensuring hazards are identified and removed. The Fire Inspector also educates owners and occupants of the buildings in the area about the importance of fire safety.

In cases where the Bylaw and/or the Alberta Fire Code is violated, legal action is initiated. There is the possibility of a fine levied against the owner or business.

CORPORATE SERVICES DEPARTMENT

Fire Protection

Table 11

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|----------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Fire Administration | | | | | | | |
| Salaries & Benefits | 434,790 | - | 434,790 | 429,010 | 416,510 | 5,780 | 1.3 |
| Training & Development | 29,150 | - | 29,150 | 28,500 | 28,500 | 650 | 2.3 |
| Materials & Supplies | 9,170 | - | 9,170 | 8,520 | 8,520 | 650 | 7.6 |
| Utilities & Communications | 58,510 | 26,500 | 32,010 | 31,340 | 31,340 | 27,170 | 86.7 |
| Total Fire Administration | 531,620 | 26,500 | 505,120 | 497,370 | 484,870 | 34,250 | 6.9 |
| Fire Operations | | | | | | | |
| Materials & Supplies | 124,900 | - | 124,900 | 114,550 | 114,550 | 10,350 | 9.0 |
| Repairs & Maintenance | 13,550 | - | 13,550 | 12,600 | 12,600 | 950 | 7.5 |
| Vehicle Costs | 63,700 | - | 63,700 | 60,500 | 60,500 | 3,200 | 5.3 |
| Utilities & Communications | 6,920 | - | 6,920 | 6,740 | 6,740 | 180 | 2.7 |
| Other Costs | 9,600 | - | 9,600 | 9,600 | 9,600 | - | - |
| Total Fire Operations | 218,670 | - | 218,670 | 203,990 | 203,990 | 14,680 | 7.2 |
| Fire Halls | | | | | | | |
| Materials & Supplies | 5,700 | - | 5,700 | 5,000 | 5,000 | 700 | 14.0 |
| Repairs & Maintenance | 13,800 | - | 13,800 | 15,500 | 15,500 | (1,700) | (11.0) |
| Utilities & Communications | 30,450 | - | 30,450 | 29,250 | 29,250 | 1,200 | 4.1 |
| Other Costs | 108,000 | - | 108,000 | 108,000 | 108,000 | - | - |
| Total Fire Halls | 157,950 | - | 157,950 | 157,750 | 157,750 | 200 | 0.1 |
| Total Fire Protection | 908,240 | 26,500 | 881,740 | 859,110 | 846,610 | 49,130 | 5.7 |
| Departmental Revenues | (394,340) | - | (394,340) | (423,400) | (423,400) | 29,060 | (6.9) |
| Net Operating Expenses | 513,900 | 26,500 | 487,400 | 435,710 | 423,210 | 78,190 | 17.9 |
| Debt & Capital Charges | 133,960 | - | 133,960 | 128,490 | 128,490 | 5,470 | 4.3 |
| Tax Levy Requirement | 647,860 | 26,500 | 621,360 | 564,200 | 551,700 | 83,660 | 14.8 |



PEACE RIVER REGIONAL AIRPORT

QUICK FACTS

| | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | 4.0 |
| Total Tax Levy Requirement: | \$199,740 |
| Net Budget Change (dollars): | \$5,460 |
| Net Budget Change (percent): | 2.8% |
| Annual Cost per Resident: | \$29.19 |

Portion of
Town Expenditures
(from Table 4)



The Peace River Regional Airport (PRRA) spans over 250 acres of land including ravines, marshes, farmland and the airport infrastructure itself. Infrastructure consists of one 5,000' by 150' runway, 3 taxiways and one apron. The runway is capable of supporting Boeing 737 aircraft.

Scheduled flights to and from the Peace River Regional Airport are provided by Northern Air Charter. These flights service Whitecourt, Edmonton and Calgary. Air ambulance services are delivered by CanWest Air which have two aircraft based at the PRRA. Other users include Alberta Environment and Parks, who have a seasonal camp on both the groundside and airside of the airport. Small private aircraft are becoming more common at the field.

The airport terminal building spans an impressive 21,000 square feet. Housed within the terminal is the airport managers office, vehicle rental agency, scheduled flight check in counter, waiting room, meeting room, café and a NavCanada control tower. This tower provides air traffic services for not only the Peace River Regional Airport but also Dawson Creek and evening support for Fort McMurray.

There are currently 4 full time employees performing duties at the PRRA including the airport manager and

assistant airport manager. Due to the very nature of the business airport staff are on call 24 hours a day, 7 days a week. During winter months staff is on site 7 days a week with the exception of statutory holidays. Due to air ambulance operations the PRRA requires more around the clock care than a typical field of its size.

Starting in 2017 and continuing in 2019, the town receives funding from the Town of Grimshaw, Municipal District of Peace No. 135, County of Northern Lights and Northern Sunrise County. The participating municipalities contribute to the net cost of the airport based on prescribed allocations.

CORPORATE SERVICES DEPARTMENT

Peace River Regional Airport

Table 12

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|-------------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Airport Administration | | | | | | | |
| Salaries & Benefits | 454,650 | - | 454,650 | 438,980 | 438,980 | 15,670 | 3.6 |
| Training & Development | 16,800 | - | 16,800 | 23,250 | 23,250 | (6,450) | (27.7) |
| Materials & Supplies | 9,800 | - | 9,800 | 13,050 | 13,050 | (3,250) | (24.9) |
| Vehicle Costs | 9,700 | - | 9,700 | 10,900 | 10,900 | (1,200) | (11.0) |
| Utilities & Communications | 27,940 | - | 27,940 | 33,030 | 33,030 | (5,090) | (15.4) |
| Professional Services | 5,000 | - | 5,000 | 2,000 | 2,000 | 3,000 | 150.0 |
| Contracted Services | - | - | - | 3,000 | 3,000 | (3,000) | (100.0) |
| Total Airport Administration | 523,890 | - | 523,890 | 524,210 | 524,210 | (320) | (0.1) |
| Terminal | | | | | | | |
| Materials & Supplies | 12,000 | - | 12,000 | 8,700 | 8,700 | 3,300 | 37.9 |
| Repairs & Maintenance | 41,050 | - | 41,050 | 58,400 | 58,400 | (17,350) | (29.7) |
| Utilities & Communications | 89,270 | - | 89,270 | 84,180 | 84,180 | 5,090 | 6.0 |
| Contracted Services | 16,500 | - | 16,500 | 20,250 | 20,250 | (3,750) | (18.5) |
| Total Terminal | 158,820 | - | 158,820 | 171,530 | 171,530 | (12,710) | (7.4) |
| Airport Operations | | | | | | | |
| Materials & Supplies | 70,360 | - | 70,360 | 71,200 | 71,200 | (840) | (1.2) |
| Repairs & Maintenance | 18,900 | - | 18,900 | 36,800 | 36,800 | (17,900) | (48.6) |
| Vehicle Costs | 75,530 | - | 75,530 | 55,800 | 55,800 | 19,730 | 35.4 |
| Utilities & Communications | 49,820 | - | 49,820 | 45,090 | 45,090 | 4,730 | 10.5 |
| Contracted Services | 12,600 | - | 12,600 | 2,500 | 2,500 | 10,100 | 404.0 |
| Total Operations | 227,210 | - | 227,210 | 211,390 | 211,390 | 15,820 | 7.5 |
| Total Airport | 909,920 | - | 909,920 | 907,130 | 907,130 | 2,790 | 0.3 |
| Departmental Revenues | (820,180) | - | (820,180) | (822,850) | (1,280,700) | 2,670 | (0.3) |
| Net Operating Expenses | 89,740 | - | 89,740 | 84,280 | (373,570) | 5,460 | 6.5 |
| Debt & Capital Charges | 110,000 | - | 110,000 | 110,000 | 567,850 | - | - |
| Tax Levy Requirement | 199,740 | - | 199,740 | 194,280 | 194,280 | 5,460 | 2.8 |



QUICK FACTS

| | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | 3.0 |
| Total Tax Levy Requirement: | \$218,510 |
| Net Budget Change (dollars): | \$21,330 |
| Net Budget Change (percent): | 10.8% |
| Annual Cost per Resident: | \$31.94 |

Portion of
Town Expenditures
(from Table 4)



The Engineering & Infrastructure department is responsible for the administration and management of the town's public works, water and wastewater operations and engineering divisions. They are also manage infrastructure projects, solid waste management, cemetery operations and major facility maintenance.

The Engineering section also provides approval and coordination of road closures, and also the coordination of utility underground systems.

The department coordinates the design, tendering and construction of the town's infrastructure from small maintenance projects to large multimillion dollar capital projects. The department typically engages external engineering consultants and contractors for the design and construction of larger projects.

The department also retains external assistance in maintaining its Geographical Information System (GIS) which includes facility mapping and asset management of the Town's road, water & wastewater system infrastructure. The Town currently provides public access to this system for the benefit of residents and commercial businesses.

The department also coordinates with Federal and Provincial counterparts in the delivery of Federal and Provincial capital projects and services. This includes coordination for the new second bridge project being constructed by Alberta Transportation.

ENGINEERING & INFRASTRUCTURE DEPARTMENT

Engineering & Infrastructure

Table 13

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Engineering & Infrastructure | | | | | | | |
| Salaries & Benefits | 150,920 | - | 150,920 | 143,170 | 143,170 | 7,750 | 5.4 |
| Training & Development | 20,350 | - | 20,350 | 17,770 | 15,770 | 2,580 | 14.5 |
| Materials & Supplies | 23,160 | - | 23,160 | 23,890 | 23,890 | (730) | (3.1) |
| Utilities & Communications | 2,160 | - | 2,160 | 3,100 | 3,100 | (940) | (30.3) |
| Professional Services | 18,000 | - | 18,000 | 6,000 | 6,000 | 12,000 | 200.0 |
| Contracted Services | 1,600 | - | 1,600 | 1,090 | 1,090 | 510 | 46.8 |
| Total Engineering & Infrastructure | 216,190 | - | 216,190 | 195,020 | 193,020 | 21,170 | 10.9 |
| Departmental Revenues | - | - | - | - | - | - | - |
| Net Operating Expenses | 216,190 | - | 216,190 | 195,020 | 193,020 | 21,170 | 10.9 |
| Debt & Capital Charges | 2,320 | - | 2,320 | 2,160 | 2,160 | 160 | 7.4 |
| Tax Levy Requirement | 218,510 | - | 218,510 | 197,180 | 195,180 | 21,330 | 10.8 |



| QUICK FACTS | |
|---------------------------------|-------------|
| Full Time Equivalent Positions: | 17.0 |
| Total Tax Levy Requirement: | \$4,025,550 |
| Net Budget Change (dollars): | \$272,040 |
| Net Budget Change (percent): | 7.2% |
| Annual Cost per Resident: | \$588.36 |

Portion of
Town Expenditures
(from Table 4)



Public Works is responsible for the upkeep of transportation infrastructure, consisting of 85km of paved road surface with another 14km of maintained gravel roads. These responsibilities also include:

- Road maintenance;
- Snow removal;
- Street and downtown sidewalk sweeping;
- Pothole repair and asphalt patching;
- Street signage; and
- Sidewalk/curb repair.

The department also provides maintenance of the Town's water distribution system, sanitary sewer system and storm sewer system. This includes repair of water main breaks and closure of storm gates during river freezeup and breakup. Public works maintains fire hydrants and pressure reducing valves as part of the water distribution system.

Public Works is also responsible for base building facilities maintenance support for the Town's 14 structures. Minor renovations for facilities are completed in house and any trade support is contracted out. They also provide general labour for town maintenance activities including solid waste removal of downtown waste receptacles.

ENGINEERING & INFRASTRUCTURE DEPARTMENT

Public Works

Table 14

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|--|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Public Works Administration | | | | | | | |
| Salaries & Benefits | 122,400 | - | 122,400 | 128,240 | 128,240 | (5,840) | (4.6) |
| Training & Development | 5,550 | - | 5,550 | 4,900 | 4,900 | 650 | 13.3 |
| Materials & Supplies | 8,930 | - | 8,930 | 7,790 | 7,790 | 1,140 | 14.6 |
| Repairs & Maintenance | 600 | - | 600 | - | - | 600 | - |
| Utilities & Communications | 1,570 | - | 1,570 | 2,780 | 2,780 | (1,210) | (43.5) |
| Total Public Works Administration | 139,050 | - | 139,050 | 143,710 | 143,710 | (4,660) | (3.2) |
| Public Works Operations | | | | | | | |
| Salaries & Benefits | 1,034,750 | 75,600 | 959,150 | 961,390 | 961,390 | 73,360 | 7.6 |
| Training & Development | 18,320 | - | 18,320 | 9,600 | 9,600 | 8,720 | 90.8 |
| Materials & Supplies | 161,440 | 500 | 160,940 | 189,790 | 189,790 | (28,350) | (14.9) |
| Repairs & Maintenance | 36,800 | - | 36,800 | 36,300 | 36,300 | 500 | 1.4 |
| Vehicle Costs | 293,950 | - | 293,950 | 284,900 | 284,900 | 9,050 | 3.2 |
| Utilities & Communications | 753,150 | 950 | 752,200 | 734,360 | 742,760 | 18,790 | 2.6 |
| Professional Services | - | - | - | 5,000 | 5,000 | (5,000) | (100.0) |
| Contracted Services | 38,500 | - | 38,500 | 43,100 | 19,100 | (4,600) | (10.7) |
| Other Costs | 10,200 | - | 10,200 | 11,700 | 11,700 | (1,500) | (12.8) |
| Total Public Works Operations | 2,347,110 | 77,050 | 2,270,060 | 2,276,140 | 2,260,540 | 70,970 | 3.1 |
| Roads & Streets | | | | | | | |
| Materials & Supplies | 284,500 | - | 284,500 | 239,000 | 239,000 | 45,500 | 19.0 |
| Utilities & Communications | 6,550 | - | 6,550 | 4,560 | 4,560 | 1,990 | 43.6 |
| Contracted Services | 51,000 | - | 51,000 | 48,000 | 48,000 | 3,000 | 6.3 |
| Total Roads & Streets | 342,050 | - | 342,050 | 291,560 | 291,560 | 50,490 | 17.3 |
| Total Public Works | 2,828,210 | 77,050 | 2,751,160 | 2,711,410 | 2,695,810 | 116,800 | 4.3 |
| Departmental Revenues | (145,790) | - | (145,790) | (149,260) | (149,260) | 3,470 | (2.3) |
| Net Operating Expenses | 2,682,420 | 77,050 | 2,605,370 | 2,562,150 | 2,546,550 | 121,270 | 4.7 |
| Debt & Capital Charges | 1,343,130 | - | 1,343,130 | 1,191,360 | 1,191,360 | 151,770 | 12.7 |
| Tax Levy Requirement | 4,025,550 | 77,050 | 3,948,500 | 3,753,510 | 3,737,910 | 272,040 | 7.2 |



PLANNING & DEVELOPMENT

QUICK FACTS

| | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | 1.0 |
| Total Tax Levy Requirement: | \$255,450 |
| Net Budget Change (dollars): | \$1,180 |
| Net Budget Change (percent): | 0.5% |
| Annual Cost per Resident: | \$37.34 |

Portion of
Town Expenditures
(from Table 4)



Operated out of the Town's Engineering & Infrastructure Department, Planning and Development play a central role in land use planning and community development within the Town of Peace River. Planning & Development works to ensure that development takes place in an organized, well-planned way, and in compliance with all provincial and municipal legislation, while also maintaining and enhancing the natural and man-made environments that contribute to a high quality-of-life. Planning & Development manage strategic planning initiatives, development approvals and land matters in the Town, based on the Town's needs and Council's corporate vision.

The department manages all aspects of planning and development including preparation of long-range plans, preparing bylaw amendments as required, processing of rezoning applications, development agreement applications, subdivision applications, building and development permits, in-house mapping services and zoning certificates.

The Planning & Development Department works closely with the Mackenzie Municipal Services Agency in delivering planning services to the Town.

The purpose of the Planning & Development Department is to ensure that the environmental, social, and fiscal effects of development proceed in a responsible fashion. The main duties of the department are to manage development and advise Council, its Committees, and other Town Departments on issues related to the development of the community.

ENGINEERING & INFRASTRUCTURE DEPARTMENT

Planning & Development

Table 15

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Planning & Development | | | | | | | |
| Salaries & Benefits | 127,170 | - | 127,170 | 125,700 | 125,700 | 1,470 | 1.2 |
| Training & Development | 5,580 | - | 5,580 | 4,410 | 4,410 | 1,170 | 26.5 |
| Materials & Supplies | 14,710 | - | 14,710 | 13,510 | 13,510 | 1,200 | 8.9 |
| Utilities & Communications | 660 | - | 660 | 990 | 990 | (330) | (33.3) |
| Professional Services | 2,200 | - | 2,200 | 2,000 | 2,000 | 200 | 10.0 |
| Contracted Services | 128,690 | - | 128,690 | 124,950 | 124,950 | 3,740 | 3.0 |
| Total Planning & Development | 279,010 | - | 279,010 | 271,560 | 271,560 | 7,450 | 2.7 |
| Departmental Revenues | (25,300) | - | (25,300) | (18,910) | (18,910) | (6,390) | 33.8 |
| Net Operating Expenses | 253,710 | - | 253,710 | 252,650 | 252,650 | 1,060 | 0.4 |
| Debt & Capital Charges | 1,740 | - | 1,740 | 1,620 | 1,620 | 120 | 7.4 |
| Tax Levy Requirement | 255,450 | - | 255,450 | 254,270 | 254,270 | 1,180 | 0.5 |



SOLID WASTE MANAGEMENT

QUICK FACTS

| | |
|---------------------------------|------------|
| Full Time Equivalent Positions: | - |
| Total Tax Levy Requirement: | (\$87,720) |
| Net Budget Change (dollars): | (\$1,100) |
| Net Budget Change (percent): | 1.3% |
| Annual Cost per Resident: | n/a |

Portion of
Town Expenditures
(from Table 4)



Note about tax impact: Properties are charged solid waste and recycling fees through utility billings and not via general taxation. While the sub-department shows that revenues exceed expenditures, the town does not allocate municipal expenses (such as some staffing, Council, communications or other costs) towards solid waste; if that was done, the service would likely be cost neutral.

Residential waste and recycling pickup and disposal services in Peace River are contracted to Green For Life (GFL) Environmental. Residential properties have waste and recycling pickup once per week.

Both services are handled by one company; residential waste is taken to the Peace Regional Landfill and recyclables are taken to GFL's processing facility in Edmonton. In Peace River, about 2.5 tons of recycling are collected each week taken to Grande Prairie where it is then bailed together with recycled material collected from around the region, and sent onto Edmonton where it's sorted at a GFL processing facility.

ENGINEERING & INFRASTRUCTURE DEPARTMENT

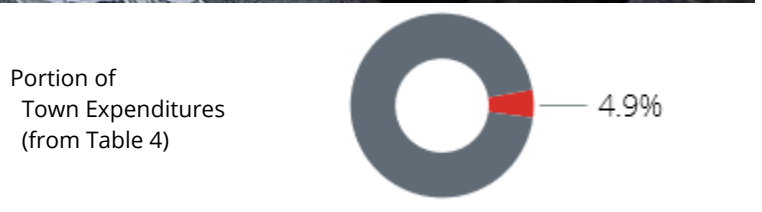
Solid Waste Management

Table 16

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|-------------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Solid Waste Management | | | | | | | |
| Materials & Supplies | 51,700 | - | 51,700 | 53,800 | 53,800 | (2,100) | (3.9) |
| Contracted Services | 294,880 | - | 294,880 | 251,080 | 287,980 | 43,800 | 17.4 |
| Total Solid Waste Management | 346,580 | - | 346,580 | 304,880 | 341,780 | 41,700 | 13.7 |
| Departmental Revenues | (434,300) | (43,400) | (390,900) | (391,500) | (391,500) | (42,800) | 10.9 |
| Net Operating Expenses | (87,720) | (43,400) | (44,320) | (86,620) | (49,720) | (1,100) | 1.3 |
| Debt & Capital Charges | - | - | - | - | - | - | - |
| Tax Levy Requirement | (87,720) | (43,400) | (44,320) | (86,620) | (49,720) | (1,100) | 1.3 |



| QUICK FACTS | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | 10.1 |
| Total Tax Levy Requirement: | \$148,520 |
| Net Budget Change (dollars): | \$10,730 |
| Net Budget Change (percent): | 7.8% |
| Annual Cost per Resident: | \$21.68 |



Family and Community Support Services

Family and Community Support Services (FCSS) provides programming that is designed to deliver social programs that “...are preventive in nature and are provided at the earliest opportunity in order to promote and enhance well-being among individuals, families and communities.”

Peace River FCSS provides free prevention based family and youth programming and free community events that help promote the importance of family relationships. FCSS also provides links to other organizations that might provide further prevention based opportunities to the public.

FCSS is an 80/20 funding partnership between municipalities or Metis settlements, and the province, provided through the FCSS Act and Regulation.

Local FCSS programs depend on community resources, often involving volunteers in both the management and delivery of their programs. They work in partnership with other service providers in the community to try to prevent the need for intervention and rehabilitation services, by offering services which help to strengthen individuals in their everyday lives.

The principle is based on a belief that self help contributes to a sense of integrity, self-worth and

independence, and a “people helping people” approach to improving an individual’s quality of life and build their capacity to prevent and or deal with crisis situations should they arise.

Senior Support Services

The Community Services Department provides programs designed for our senior population. The Home support program provides in home light housekeeping services. This service strives to assist seniors to maintain independence while living in their homes for as long as possible. In addition, they offer a Meals on Wheels program. Meals on Wheels is dedicated to supporting your health, well-being and independence. They work with an enthusiastic team of volunteers to prepare, package, and deliver nutritious, wholesome, home-style meals to anyone who qualifies for temporary or long-term meal assistance. Meals are prepared and delivered to the clients home throughout Peace River, once per week.

COMMUNITY SERVICES DEPARTMENT

Family & Youth Programs

Family and youth programs include parenting workshops, Active Playtime, Roots of Empathy programs and other community programs and training.

Volunteer Supports

Services were expanded to include a Volunteer Coordinator in 2017. This position has launched the “Volunteer Hub” on the Town website, to assist local clubs and organization to connect with volunteers. A Volunteer Award program was created to recognize our exceptional volunteers. 2019 programming will include Volunteer support workshops and resources to assist our not for profit clubs and organizations.

Peace Parent Link

Peace Parent Link provides services to families with children 0 to 16. They offer many interactive play programs where parents are invited to come and explore with their children aged 0 to 6, in a safe, clean and age appropriate centre. When programs are not running, the centre is available to parents/caregivers for drop-in play. They also offer outreach programs in surrounding communities and through the Triple P program they offer parenting support for caregivers parenting all ages.

The Parent Link program is 100% grant funded through the Provincial Government.

COMMUNITY SERVICES DEPARTMENT

Community Services Programs

Table 17

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Family & Community Support Services | | | | | | | |
| Salaries & Benefits | 203,080 | - | 203,080 | 184,000 | 177,000 | 19,080 | 10.4 |
| Training & Development | 6,160 | - | 6,160 | 6,260 | 6,260 | (100) | (1.6) |
| Materials & Supplies | 17,190 | - | 17,190 | 13,530 | 13,530 | 3,660 | 27.1 |
| Utilities & Communications | 3,450 | - | 3,450 | 3,250 | 3,250 | 200 | 6.2 |
| Professional Services | 600 | - | 600 | 500 | 500 | 100 | 20.0 |
| Total Family & Comm Support Services | 230,480 | - | 230,480 | 207,540 | 200,540 | 22,940 | 11.1 |
| Seniors Support Services | | | | | | | |
| Salaries & Benefits | 97,830 | - | 97,830 | 94,130 | 94,130 | 3,700 | 3.9 |
| Training & Development | 3,710 | - | 3,710 | 3,710 | 3,710 | - | - |
| Materials & Supplies | 26,150 | - | 26,150 | 26,140 | 26,140 | 10 | 0.0 |
| Utilities & Communications | 5,260 | - | 5,260 | 7,320 | 7,320 | (2,060) | (28.1) |
| Total Seniors Support Services | 132,950 | - | 132,950 | 131,300 | 131,300 | 1,650 | 1.3 |
| Family & Youth Programs | | | | | | | |
| Materials & Supplies | 27,250 | - | 27,250 | 38,900 | 38,900 | (11,650) | (29.9) |
| Utilities & Communications | 3,130 | - | 3,130 | 3,250 | 3,250 | (120) | (3.7) |
| Grants & Exemptions | 40,000 | - | 40,000 | 40,000 | 40,000 | - | - |
| Total Family & Youth Programs | 70,380 | - | 70,380 | 82,150 | 82,150 | (11,770) | (14.3) |
| Peace Parent Link | | | | | | | |
| Salaries & Benefits | 351,720 | - | 351,720 | 319,340 | 319,340 | 32,380 | 10.1 |
| Training & Development | 19,440 | - | 19,440 | 19,000 | 19,000 | 440 | 2.3 |
| Materials & Supplies | 21,880 | - | 21,880 | 50,410 | 50,410 | (28,530) | (56.6) |
| Repairs & Maintenance | 550 | - | 550 | 1,500 | 1,500 | (950) | (63.3) |
| Utilities & Communications | 9,800 | - | 9,800 | 11,960 | 11,960 | (2,160) | (18.1) |
| Contracted Services | 12,010 | - | 12,010 | 10,000 | 10,000 | 2,010 | 20.1 |
| Other Costs | 56,080 | - | 56,080 | 52,060 | 52,060 | 4,020 | 7.7 |
| Total Peace Parent Link | 471,480 | - | 471,480 | 464,270 | 464,270 | 7,210 | 1.6 |
| Total Community Services Programs | 905,290 | - | 905,290 | 885,260 | 878,260 | 20,030 | 2.3 |
| Departmental Revenues | (756,770) | - | (756,770) | (747,470) | (747,470) | (9,300) | 1.2 |
| Net Operating Expenses | 148,520 | - | 148,520 | 137,790 | 130,790 | 10,730 | 7.8 |
| Debt & Capital Charges | - | - | - | - | - | - | - |
| Tax Levy Requirement | 148,520 | - | 148,520 | 137,790 | 130,790 | 10,730 | 7.8 |

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| QUICK FACTS | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | - |
| Total Tax Levy Requirement: | \$252,650 |
| Net Budget Change (dollars): | \$3,550 |
| Net Budget Change (percent): | 1.4% |
| Annual Cost per Resident: | \$36.93 |

Portion of
Town Expenditures
(from Table 4)



Community development includes community programs, downtown beautification along with transportation and public health initiatives.

Downtown beautification has been a priority of Council. The implementation of a beautification plan has included new garbage cans, benches and bike racks. Public art will continue in 2019 with another new mural.

This budget includes the Taxi Pass program, which offers a form of transportation support to eligible clients. The program serves over 200 clients and provides over 20,000 rides a year, with clients receiving an 85% subsidy for each ride.

COMMUNITY SERVICES DEPARTMENT

Community Development

Table 18

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|------------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Community Development | | | | | | | |
| Materials & Supplies | 213,550 | 126,350 | 87,200 | 88,250 | 88,250 | 125,300 | 142.0 |
| Total Community Development | 213,550 | 126,350 | 87,200 | 88,250 | 88,250 | 125,300 | 142.0 |
| Public Transportation | | | | | | | |
| Materials & Supplies | 180,000 | - | 180,000 | 178,500 | 178,500 | 1,500 | 0.8 |
| Total Public Transportation | 180,000 | - | 180,000 | 178,500 | 178,500 | 1,500 | 0.8 |
| Public Health | | | | | | | |
| Materials & Supplies | 25,000 | - | 25,000 | 24,000 | 24,000 | 1,000 | 4.2 |
| Total Public Health | 25,000 | - | 25,000 | 24,000 | 24,000 | 1,000 | 4.2 |
| Total Community Development | 418,550 | 126,350 | 292,200 | 290,750 | 290,750 | 127,800 | 44.0 |
| Departmental Revenues | (165,900) | (78,500) | (87,400) | (41,650) | (41,650) | (124,250) | 298.3 |
| Net Operating Expenses | 252,650 | 47,850 | 204,800 | 249,100 | 249,100 | 3,550 | 1.4 |
| Debt & Capital Charges | - | - | - | - | - | - | - |
| Tax Levy Requirement | 252,650 | 47,850 | 204,800 | 249,100 | 249,100 | 3,550 | 1.4 |



| QUICK FACTS | |
|---------------------------------|------------|
| Full Time Equivalent Positions: | 3.2 |
| Total Tax Levy Requirement: | \$207,440 |
| Net Budget Change (dollars): | (\$65,820) |
| Net Budget Change (percent): | (24.1%) |
| Annual Cost per Resident: | \$30.12 |

Portion of
Town Expenditures
(from Table 4)



The Recreation Department is responsible for overseeing and managing the recreation facilities of the town and for providing recreation programming.

During the summer the parks and recreation section of the Community Services Department also organizes two summer day camps in July and August. Extreme Adventures is an adventure-based program for youth from 10 to 16-years-old and focuses on outdoor activities. Summer Fun is for children six to 10-years-old and features crafts, games, tours and recreationally based activities for children.

Community events are provided throughout the year such as the Easter Eggstravaganza, Canada Day celebrations and the Christmas season ‘kick-off’ event – “Light up the Park.”

COMMUNITY SERVICES DEPARTMENT

Recreation Services

Table 19

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|--|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Recreation Administration | | | | | | | |
| Salaries & Benefits | 213,710 | - | 213,710 | 251,330 | 251,330 | (37,620) | (15.0) |
| Training & Development | 390 | - | 390 | 6,950 | 6,950 | (6,560) | (94.4) |
| Materials & Supplies | 14,990 | - | 14,990 | 40,060 | 30,060 | (25,070) | (62.6) |
| Utilities & Communications | 28,170 | - | 28,170 | 31,970 | 31,970 | (3,800) | (11.9) |
| Contracted Services | 240 | - | 240 | - | - | 240 | - |
| Total Recreation Administration | 257,500 | - | 257,500 | 330,310 | 320,310 | (72,810) | (22.0) |
| Recreation Programs | | | | | | | |
| Salaries & Benefits | 44,530 | - | 44,530 | 45,070 | 45,070 | (540) | (1.2) |
| Training & Development | 520 | - | 520 | 320 | 320 | 200 | 62.5 |
| Materials & Supplies | 52,730 | - | 52,730 | 43,450 | 43,450 | 9,280 | 21.4 |
| Utilities & Communications | 1,750 | - | 1,750 | 850 | 850 | 900 | 105.9 |
| Grants & Exemptions | 2,500 | - | 2,500 | 2,500 | 2,500 | - | - |
| Total Recreation Programs | 102,030 | - | 102,030 | 92,190 | 92,190 | 9,840 | 10.7 |
| Total Recreation Services | 359,530 | - | 359,530 | 422,500 | 412,500 | (62,970) | (14.9) |
| Departmental Revenues | (154,410) | - | (154,410) | (151,400) | (151,400) | (3,010) | 2.0 |
| Net Operating Expenses | 205,120 | - | 205,120 | 271,100 | 261,100 | (65,980) | (24.3) |
| Debt & Capital Charges | 2,320 | - | 2,320 | 2,160 | 2,160 | 160 | 7.4 |
| Tax Levy Requirement | 207,440 | - | 207,440 | 273,260 | 263,260 | (65,820) | (24.1) |



PEACE REGIONAL RECREATION CENTRE

QUICK FACTS

| | |
|---------------------------------|-------------|
| Full Time Equivalent Positions: | 6.8 |
| Total Tax Levy Requirement: | \$1,143,970 |
| Net Budget Change (dollars): | (\$61,190) |
| Net Budget Change (percent): | (5.1%) |
| Annual Cost per Resident: | \$167.20 |

Portion of
Town Expenditures
(from Table 4)



The new Peace Regional Recreation Centre will officially open in 2019.

Major components within the design plan include the following:

- 1 NHL Sized rink
- 8 large dressing rooms
- Main floor and second floor viewing area with 900 seating capacity.
- Field House – 3 courts.
- Fitness Room (weights, fitness equipment)
- 3 lane walking track
- Indoor Children’s Playground.
- Concession
- 3 community Rooms
- Meeting Room
- Administration space

The multiplex concept will expand the user base for the facility beyond “ice users”, thus enhancing recreation and fitness options to all ages of the region.

Programming will be developed utilizing the fieldhouse and child play space. The fieldhouse will offer opportunities for private rentals for birthday parties, drop in activities and tournaments for multiple sports. User groups will be able to book time for leagues and

club sports in basketball, volleyball, badminton and pickleball.

The walking track will offer a refuge from the cold in the winter months and allow community members of all ages to enjoy walking indoors all year long.

Peace Parent Link will be leasing 2 of the 3 community rooms on the second floor, which will enhance the services offered at the facility in addition to improved community access to this provincial award-winning Early Childhood Development program.

Operational expenses will be budgeted within the allocation of funds that is already being collected for the purposes of the construction of the facility. In 2019 these funds will now be used to cover the cost of debt repayment and operational expenses of utilities, staffing and general facility supplies.

COMMUNITY SERVICES DEPARTMENT

Peace Regional Recreation Centre

Table 20

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Peace Regional Recreation Centre | | | | | | | |
| Salaries & Benefits | 402,620 | 173,510 | 229,110 | 229,040 | 204,040 | 173,580 | 75.8 |
| Training & Development | 4,500 | 3,800 | 700 | 3,400 | 3,400 | 1,100 | 32.4 |
| Materials & Supplies | 51,110 | 41,080 | 10,030 | 18,180 | 18,180 | 32,930 | 181.1 |
| Repairs & Maintenance | 55,120 | 44,300 | 10,820 | 49,180 | 49,180 | 5,940 | 12.1 |
| Vehicle Costs | 28,200 | 17,600 | 10,600 | 25,640 | 25,640 | 2,560 | 10.0 |
| Utilities & Communications | 320,000 | 113,040 | 206,960 | 192,350 | 192,350 | 127,650 | 66.4 |
| Contracted Services | 6,300 | 5,900 | 400 | 4,300 | 4,300 | 2,000 | 46.5 |
| Total Peace Regional Rec Centre | 867,850 | 399,230 | 468,620 | 522,090 | 497,090 | 345,760 | 66.2 |
| Departmental Revenues | (368,940) | (84,640) | (284,300) | (318,010) | (318,010) | (50,930) | 16.0 |
| Net Operating Expenses | 498,910 | 314,590 | 184,320 | 204,080 | 179,080 | 294,830 | 144.5 |
| Debt & Capital Charges | 645,060 | (356,100) | 1,001,160 | 1,001,080 | 1,001,080 | (356,020) | (35.6) |
| Tax Levy Requirement | 1,143,970 | (41,510) | 1,185,480 | 1,205,160 | 1,180,160 | (61,190) | (5.1) |



QUICK FACTS

| | |
|---------------------------------|------------|
| Full Time Equivalent Positions: | 11.2 |
| Total Tax Levy Requirement: | \$538,120 |
| Net Budget Change (dollars): | (\$15,600) |
| Net Budget Change (percent): | (2.8%) |
| Annual Cost per Resident: | \$78.65 |

Portion of
Town Expenditures
(from Table 4)



The Peace Regional Pool is one of the most popular facilities in Peace River among visitors and residents alike. Over 60,000 visitors come to the pool on an annual basis. In 2017, our visits peaked 68907!

This fabulous facility was built and opened to the public in June 1989. The Pool has many attractions that cater to our wide range of visitors, from a water slide for our more adventurous user to a steam room and hot tub for those that like to take it easy.

In addition to its physical features, the pool hosts a full range of programming options, from Aqua Aerobics to Senior/Adult classes.

A main mandate of the Pool is to provide courses and classes to the community focused on water safety education, fitness and enjoyment in the water for all ages. The Pool offers annually:

- Standard First Aid Courses
- Health Care Provider First Aid Courses
- Child Care First Aid Courses
- Babysitting Courses
- Aqua Aerobics classes
- Junior Lifeguard Club
- Adult Swim Club
- Bronze Medallion Courses
- Bronze Cross Courses

Other programs include lessons for all ages, 6 months to 99+. Summer, after school and Saturday lessons are offered to the community with over 680 individuals attending lessons throughout 2017. The Pool has a significant and successful partnership with the local schools, offering Red Cross School Swimming Lessons to help improve skills, fitness and prevent injury. Over 840 school children were enrolled in swimming lessons in 2017.

Two swim clubs utilize the facility hosting swim meets and weekly practices. The Wahoos Swim Club operates from October to April and the summer Porpoise Swim Club operates May through August.

COMMUNITY SERVICES DEPARTMENT

Peace Regional Pool

Table 21

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|----------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Peace Regional Pool | | | | | | | |
| Salaries & Benefits | 594,420 | - | 594,420 | 588,300 | 588,300 | 6,120 | 1.0 |
| Training & Development | 9,310 | - | 9,310 | 7,150 | 7,150 | 2,160 | 30.2 |
| Materials & Supplies | 93,460 | - | 93,460 | 91,030 | 91,030 | 2,430 | 2.7 |
| Repairs & Maintenance | 52,320 | - | 52,320 | 77,010 | 77,010 | (24,690) | (32.1) |
| Utilities & Communications | 131,880 | - | 131,880 | 127,480 | 127,480 | 4,400 | 3.5 |
| Contracted Services | 12,390 | - | 12,390 | 10,900 | 10,900 | 1,490 | 13.7 |
| Total Peace Regional Pool | 893,780 | - | 893,780 | 901,870 | 901,870 | (8,090) | (0.9) |
| Departmental Revenues | (374,330) | - | (374,330) | (366,650) | (366,650) | (7,680) | 2.1 |
| Net Operating Expenses | 519,450 | - | 519,450 | 535,220 | 535,220 | (15,770) | (2.9) |
| Debt & Capital Charges | 18,670 | - | 18,670 | 18,500 | 18,500 | 170 | 0.9 |
| Tax Levy Requirement | 538,120 | - | 538,120 | 553,720 | 553,720 | (15,600) | (2.8) |



PARKS & OUTDOOR FACILITIES

| QUICK FACTS | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | 1.5 |
| Total Tax Levy Requirement: | \$671,880 |
| Net Budget Change (dollars): | (\$5,180) |
| Net Budget Change (percent): | (0.8%) |
| Annual Cost per Resident: | \$98.20 |

Portion of
Town Expenditures
(from Table 4)



In Peace River, parks and recreation facilities fall under the auspices of the Community Services Department. With 17 kilometers of walking trails and 22 hectares of green space there is a lot to oversee and maintain. The department handles all recreational activity focusing on facilities like the Baytex Energy Centre and Peace Regional Pool, as well as two sledding hills, during the winter months. In the spring and summer that attention turns to the eight different ball diamonds in town, six sports fields, four tennis courts, 13 playgrounds, two larger events parks (12 Foot Davis and Riverfront Park), as well as an off-leash dog park and a spray park. The Town stays in bloom with 65 hanging baskets downtown and over 7,000 bedding plants, all of which are watered three times a week.

- Curtis Marshall Skatepark
- Walking Trail System
- 2 Events Parks
- Water Play Park
- Various green spaces, including 2 toboggan hills and a dog off leash area

The town also financially supports Misery Mountain Ski Hill, paying for utility, insurance and some repair costs to the chair lift.

Indoor Facilities:

- Peace Regional Pool
- Peace Regional Recreation Centre

Outdoor Facilities:

- 7 Slo-pitch/Fastball Diamonds
- 1 Baseball Diamond
- 6 Sports Fields (4 soccer, 2 football) – 4 of which are part of the School Joint Use Agreement
- Newly refurbished – Lower West Peace Tennis and Pickleball Courts
- 12 Playgrounds
- 4 Outdoor Skating Rinks

COMMUNITY SERVICES DEPARTMENT

Parks & Outdoor Facilities

Table 22

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Water Park | | | | | | | |
| Materials & Supplies | 1,450 | - | 1,450 | 5,900 | 5,900 | (4,450) | (75.4) |
| Repairs & Maintenance | 7,900 | - | 7,900 | 13,400 | 13,400 | (5,500) | (41.0) |
| Utilities & Communications | 6,490 | - | 6,490 | 7,430 | 7,430 | (940) | (12.7) |
| Contracted Services | 2,300 | - | 2,300 | 2,300 | 2,300 | - | - |
| Total Water Park | 18,140 | - | 18,140 | 29,030 | 29,030 | (10,890) | (37.5) |
| Playing Fields | | | | | | | |
| Materials & Supplies | 24,550 | - | 24,550 | 25,150 | 25,150 | (600) | (2.4) |
| Repairs & Maintenance | 4,000 | - | 4,000 | 3,000 | 3,000 | 1,000 | 33.3 |
| Utilities & Communications | 11,560 | - | 11,560 | 13,740 | 13,740 | (2,180) | (15.9) |
| Contracted Services | 4,000 | - | 4,000 | 5,000 | 5,000 | (1,000) | (20.0) |
| Total Playing Fields | 44,110 | - | 44,110 | 46,890 | 46,890 | (2,780) | (5.9) |
| Parks | | | | | | | |
| Salaries & Benefits | 79,360 | - | 79,360 | 65,580 | 55,580 | 13,780 | 21.0 |
| Training & Development | - | - | - | 600 | 600 | (600) | (100.0) |
| Materials & Supplies | 76,900 | - | 76,900 | 66,960 | 58,260 | 9,940 | 14.8 |
| Repairs & Maintenance | 5,700 | - | 5,700 | 5,700 | 5,700 | - | - |
| Vehicle Costs | 8,000 | - | 8,000 | 4,000 | 4,000 | 4,000 | 100.0 |
| Utilities & Communications | 18,130 | - | 18,130 | 23,560 | 23,560 | (5,430) | (23.0) |
| Contracted Services | 328,900 | - | 328,900 | 300,500 | 300,500 | 28,400 | 9.5 |
| Other Costs | 3,000 | - | 3,000 | 3,000 | 3,000 | - | - |
| Total Parks | 519,990 | - | 519,990 | 469,900 | 451,200 | 50,090 | 10.7 |
| Trails | | | | | | | |
| Materials & Supplies | 19,900 | - | 19,900 | 36,260 | 36,260 | (16,360) | (45.1) |
| Repairs & Maintenance | 1,000 | - | 1,000 | 4,000 | 4,000 | (3,000) | (75.0) |
| Contracted Services | 48,000 | - | 48,000 | 71,000 | 71,000 | (23,000) | (32.4) |
| Total Trails | 68,900 | - | 68,900 | 111,260 | 111,260 | (42,360) | (38.1) |
| Ski Hill | | | | | | | |
| Repairs & Maintenance | 48,500 | - | 48,500 | 53,500 | 61,800 | (5,000) | (9.3) |
| Utilities & Communications | 24,940 | - | 24,940 | 24,670 | 24,670 | 270 | 1.1 |
| Total Ski Hill | 73,440 | - | 73,440 | 78,170 | 86,470 | (4,730) | (6.1) |
| Total Parks & Outdoor Facilities | 724,580 | - | 724,580 | 735,250 | 724,850 | (10,670) | (1.5) |
| Departmental Revenues | (52,700) | - | (52,700) | (58,190) | (53,190) | 5,490 | (9.4) |
| Net Operating Expenses | 671,880 | - | 671,880 | 677,060 | 671,660 | (5,180) | (0.8) |
| Debt & Capital Charges | - | - | - | - | - | - | - |
| Tax Levy Requirement | 671,880 | - | 671,880 | 677,060 | 671,660 | (5,180) | (0.8) |



| QUICK FACTS | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | 5.5 |
| Total Tax Levy Requirement: | \$298,280 |
| Net Budget Change (dollars): | (\$6,250) |
| Net Budget Change (percent): | 2.1% |
| Annual Cost per Resident: | \$43.60 |

Portion of
Town Expenditures
(from Table 4)



The Peace River Centennial Museum was opened in 1967 as part of the Town’s celebrations of Canada’s Centennial. The Sir Alexander Mackenzie Historical Society, the Town of Peace River, and the Women’s Institute were instrumental in establishing the site and collection of the museum.

The Town of Peace River took over ownership of the museum in 2003. The facility was expanded in 2004 and 2006. The name changed to the Peace River Museum, Archives and Mackenzie Centre in 2007.

They strive to fulfill their Artefact Collections Mandate “to collect, preserve and make publicly accessible tangible objects that are considered to be significant to, and representative of, the human and natural history of the Town of Peace River and Shaftesbury Settlement.”

Equally important is the Archival Collections Mandate to: “collect, preserve and make publicly accessible the documentary history of the Town of Peace River and the North Peace Region. To this end, we will accept material from within the following municipalities: Town of Peace River, County of Northern Lights, County of Northern Sunrise, Clear Hills County, Municipal District of Peace and Municipal District of Fairview.”

COMMUNITY SERVICES DEPARTMENT

Museum

Table 23

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|-------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Museum | | | | | | | |
| Salaries & Benefits | 299,650 | - | 299,650 | 297,760 | 297,760 | 1,890 | 0.6 |
| Training & Development | 13,020 | - | 13,020 | 9,650 | 9,650 | 3,370 | 34.9 |
| Materials & Supplies | 28,820 | - | 28,820 | 28,750 | 28,750 | 70 | 0.2 |
| Repairs & Maintenance | 8,160 | - | 8,160 | 9,860 | 9,860 | (1,700) | (17.2) |
| Utilities & Communications | 15,380 | - | 15,380 | 16,650 | 16,650 | (1,270) | (7.6) |
| Total Museum | 365,030 | - | 365,030 | 362,670 | 362,670 | 2,360 | 0.7 |
| Departmental Revenues | (71,990) | - | (71,990) | (63,360) | (63,360) | (8,630) | 13.6 |
| Net Operating Expenses | 293,040 | - | 293,040 | 299,310 | 299,310 | (6,270) | (2.1) |
| Debt & Capital Charges | 5,240 | - | 5,240 | 5,220 | 5,220 | 20 | 0.4 |
| Tax Levy Requirement | 298,280 | - | 298,280 | 304,530 | 304,530 | (6,250) | (2.1) |



| QUICK FACTS | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | n/a |
| Total Tax Levy Requirement: | \$476,370 |
| Net Budget Change (dollars): | \$12,390 |
| Net Budget Change (percent): | 2.8% |
| Annual Cost per Resident: | \$69.62 |

Portion of
Town Expenditures
(from Table 4)



Mission Statement

"To engage, stimulate, and connect the community by providing access to resources, tools, and opportunities."

Vision Statement

"Our Library is a highly-utilized, welcoming, and accessible community gathering space, which inspires lifelong learning and creativity."

History

The first library in Peace River was established by the IODE in 1934, funded through a profit of \$90.00 raised by a production of the operetta "Oh Doctor" at the Boyd Theatre. The profit raised through several performances enabled the library to acquire shelves and books. Norman Soars was appointed librarian and the library was housed in the Town Hall. During the following years the library was manned entirely by volunteer staff.

Many fine books were donated, some of which depicted the trials of the pioneers in the North Country of Peace River. Until 1959, the library was designated a Community Library which limited the funds available to it. That year the taxpayers were petitioned to change the designation to Municipal Library thus enabling the library to claim more funds from both provincial and

local governments. A move into the newly renovated Town Hall gave the library a much needed boost as did the custodianship of Mr. Ken Bowen and Mrs. Eve Whitmey. In 1982 the library moved into the vacant Health Unit building, its current location.

Activity

The library is a busy place. Most recent information shows they have over 48,000 in-person visits annually and have a collection of over 32,000 items. In 2017, they loaned out 57,272 physical items and over 9,000 e-resource materials.

The library hosts numerous programs, with an average of 27 programs each month. Recent numbers show these programs were attended by 30 teens, 165 adults, and 227 children.

They have new art exhibits each month and events in the gallery bring in people who may or may not otherwise use the library. Meetings in one of the library's two meeting rooms bring in people from around the region. Tourists, workers, regional residents, and students come in to access the computers or free Wi-Fi, read magazines and newspapers.

COMMUNITY SERVICES DEPARTMENT

Library Services

Table 24

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|-------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Library Services | | | | | | | |
| Repairs & Maintenance | 9,950 | - | 9,950 | 9,900 | 9,900 | 50 | 0.5 |
| Utilities & Communications | 13,270 | - | 13,270 | 13,400 | 13,400 | (130) | (1.0) |
| Contracted Services | 399,900 | 12,700 | 387,200 | 386,880 | 386,880 | 13,020 | 3.4 |
| Total Library Services | 423,120 | 12,700 | 410,420 | 410,180 | 410,180 | 12,940 | 3.2 |
| Departmental Revenues | (28,500) | - | (28,500) | (27,700) | (27,700) | (800) | 2.9 |
| Net Operating Expenses | 394,620 | 12,700 | 381,920 | 382,480 | 382,480 | 12,140 | 3.2 |
| Debt & Capital Charges | 81,750 | - | 81,750 | 80,960 | 80,960 | 790 | 1.0 |
| Tax Levy Requirement | 476,370 | 12,700 | 463,670 | 463,440 | 463,440 | 12,930 | 2.8 |



QUICK FACTS

| | |
|---------------------------------|-----|
| Full Time Equivalent Positions: | 7.0 |
| Total Tax Levy Requirement: | n/a |
| Net Budget Change (dollars): | n/a |
| Net Budget Change (percent): | n/a |
| Annual Cost per Resident: | n/a |

Portion of
Town Expenditures
(from Table 4)



Seven Water/Wastewater Operations staff operates to provide safe drinking water and the collection of sanitary sewer wastewater effluent. They operate and maintain the following facilities:

- Water Treatment Plant located on Shaftesbury Trail;
- Water Treatment Plant located at the airport;
- Four water reservoirs;
- Two water pressure booster stations;
- One bulk water transfer station;
- Wastewater Treatment Plant located north of Good Shepard School;
- Biosolids and Drying Bed and Leachate Pond located on Weberville Road;
- Six sanitary sewer system lift stations; and
- Sanitary sewage lagoon at the airport.

The water and wastewater staff also maintain residential and commercial water meters, aquaflo devices, and water bleed devices. During an average year the Town provides approximately 1.35 million cubic metres of treated water and treats approximately 1.1 million cubic metres of sanitary sewer wastewater.

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WATER & WASTEWATER

Water

Table 25

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|-----------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Water Administration | | | | | | | |
| Salaries & Benefits | 695,220 | - | 695,220 | 618,270 | 618,270 | 76,950 | 12.4 |
| Training & Development | 17,950 | - | 17,950 | 18,200 | 18,200 | (250) | (1.4) |
| Materials & Supplies | 36,670 | - | 36,670 | 45,910 | 45,910 | (9,240) | (20.1) |
| Utilities & Communications | 28,280 | - | 28,280 | 26,680 | 26,680 | 1,600 | 6.0 |
| Contracted Services | - | - | - | 5,100 | 5,100 | (5,100) | (100.0) |
| Total Water Administration | 778,120 | - | 778,120 | 714,160 | 714,160 | 63,960 | 9.0 |
| Water Treatment | | | | | | | |
| Materials & Supplies | 268,660 | - | 268,660 | 261,260 | 261,260 | 7,400 | 2.8 |
| Repairs & Maintenance | 167,600 | - | 167,600 | 110,700 | 110,700 | 56,900 | 51.4 |
| Utilities & Communications | 319,100 | - | 319,100 | 311,870 | 294,170 | 7,230 | 2.3 |
| Professional Services | 6,500 | - | 6,500 | 6,500 | 6,500 | - | - |
| Contracted Services | 22,500 | - | 22,500 | 23,000 | 23,000 | (500) | (2.2) |
| Total Water Treatment | 784,360 | - | 784,360 | 713,330 | 695,630 | 71,030 | 10.0 |
| Water Delivery | | | | | | | |
| Materials & Supplies | 183,000 | - | 183,000 | 148,250 | 173,150 | 34,750 | 23.4 |
| Repairs & Maintenance | 79,800 | - | 79,800 | 70,440 | 70,440 | 9,360 | 13.3 |
| Vehicle Costs | 38,410 | - | 38,410 | 29,880 | 29,880 | 8,530 | 28.5 |
| Utilities & Communications | 120,480 | - | 120,480 | 124,050 | 124,050 | (3,570) | (2.9) |
| Professional Services | - | - | - | 7,500 | 7,500 | (7,500) | (100.0) |
| Contracted Services | 9,240 | - | 9,240 | 9,200 | 86,900 | 40 | 0.4 |
| Other Costs | 4,800 | - | 4,800 | 6,200 | 6,200 | (1,400) | (22.6) |
| Total Water Delivery | 435,730 | - | 435,730 | 395,520 | 498,120 | 40,210 | 10.2 |
| Total Water | 1,998,210 | - | 1,998,210 | 1,823,010 | 1,907,910 | 175,200 | 9.6 |
| Departmental Revenues | (2,608,320) | - | (2,608,320) | (2,469,800) | (2,469,800) | (138,520) | 5.6 |
| Net Operating Expenses | (610,110) | - | (610,110) | (646,790) | (561,890) | 36,680 | (5.7) |
| Debt & Capital Charges | 610,110 | - | 610,110 | 646,790 | 659,290 | (36,680) | (5.7) |
| Tax Levy Requirement | - | - | - | - | 97,400 | - | - |

WATER & WASTEWATER

Wastewater

Table 26

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|--|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Wastewater Administration | | | | | | | |
| Salaries & Benefits | 415,810 | - | 415,810 | 381,930 | 381,930 | 33,880 | 8.9 |
| Training & Development | 16,200 | - | 16,200 | 14,520 | 10,520 | 1,680 | 11.6 |
| Materials & Supplies | 28,440 | - | 28,440 | 32,820 | 32,820 | (4,380) | (13.3) |
| Utilities & Communications | 16,980 | - | 16,980 | 18,170 | 18,170 | (1,190) | (6.5) |
| Professional Services | - | - | - | 18,000 | 18,000 | (18,000) | (100.0) |
| Total Wastewater Administration | 477,430 | - | 477,430 | 465,440 | 461,440 | 11,990 | 2.6 |
| Wastewater Treatment | | | | | | | |
| Materials & Supplies | 64,160 | - | 64,160 | 51,800 | 31,800 | 12,360 | 23.9 |
| Repairs & Maintenance | 125,400 | - | 125,400 | 161,200 | 161,200 | (35,800) | (22.2) |
| Utilities & Communications | 121,120 | - | 121,120 | 110,130 | 110,130 | 10,990 | 10.0 |
| Total Wastewater Treatment | 310,680 | - | 310,680 | 323,130 | 303,130 | (12,450) | (3.9) |
| Wastewater Collection | | | | | | | |
| Materials & Supplies | 16,600 | - | 16,600 | 21,500 | 21,500 | (4,900) | (22.8) |
| Repairs & Maintenance | 66,300 | - | 66,300 | 27,800 | 27,800 | 38,500 | 138.5 |
| Vehicle Costs | 14,740 | - | 14,740 | 23,450 | 23,450 | (8,710) | (37.1) |
| Utilities & Communications | 62,970 | - | 62,970 | 61,310 | 61,310 | 1,660 | 2.7 |
| Contracted Services | 6,000 | - | 6,000 | - | - | 6,000 | - |
| Total Wastewater Collection | 166,610 | - | 166,610 | 134,060 | 134,060 | 32,550 | 24.3 |
| Total Wastewater | 954,720 | - | 954,720 | 922,630 | 898,630 | 32,090 | 3.5 |
| Departmental Revenues | (1,502,460) | - | (1,502,460) | (1,385,470) | (1,385,470) | (116,990) | 8.4 |
| Net Operating Expenses | (547,740) | - | (547,740) | (462,840) | (486,840) | (84,900) | 18.3 |
| Debt & Capital Charges | 547,740 | - | 547,740 | 462,840 | 482,840 | 84,900 | 18.3 |
| Tax Levy Requirement | - | - | - | - | (4,000) | - | - |



| QUICK FACTS | |
|---------------------------------|-----------|
| Full Time Equivalent Positions: | - |
| Total Tax Levy Requirement: | \$128,700 |
| Net Budget Change (dollars): | \$37,190 |
| Net Budget Change (percent): | 40.6% |
| Annual Cost per Resident: | \$18.81 |

Portion of
Town Expenditures
(from Table 4)



The Corporate Expenses section of the operating budget is comprised of several elements which have not been identified within specific departments. Expenditures and revenues in this classification generally pertain to town operations as a whole or the benefits are shared across the entire Town.

General Government are costs that support the general operations of the town, including audit, legal, general liability insurance, grants to organizations and general communication costs. Revenues consist of interest charged on outstanding accounts, investment income, transfers from reserves or general contributions from other municipalities.

Taxation services include the cost for contracted assessment services, property bill preparation and mailing costs, and property tax exemptions as allowed under the Municipal Government Act.

Facilities and their associated costs are also shown here.

CORPORATE EXPENSES

Corporate Expenses

Table 27

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| General Government | | | | | | | |
| Materials & Supplies | 21,800 | - | 21,800 | 26,000 | 26,000 | (4,200) | (16.2) |
| Vehicle Costs | 4,600 | - | 4,600 | 4,400 | 4,400 | 200 | 4.5 |
| Utilities & Communications | 19,650 | - | 19,650 | 25,070 | 25,070 | (5,420) | (21.6) |
| Professional Services | 238,000 | - | 238,000 | 210,000 | 240,000 | 28,000 | 13.3 |
| Contracted Services | 30,360 | - | 30,360 | 30,200 | 30,200 | 160 | 0.5 |
| Grants & Exemptions | 75,500 | 17,000 | 58,500 | 58,500 | 58,500 | 17,000 | 29.1 |
| Total General Government | 389,910 | 17,000 | 372,910 | 354,170 | 384,170 | 35,740 | 10.1 |
| Taxation | | | | | | | |
| Salaries & Benefits | 1,500 | - | 1,500 | 1,500 | 1,500 | - | - |
| Training & Development | 1,500 | - | 1,500 | - | - | 1,500 | - |
| Materials & Supplies | 5,300 | - | 5,300 | 5,100 | 5,100 | 200 | 3.9 |
| Contracted Services | 68,820 | - | 68,820 | 68,500 | 68,500 | 320 | 0.5 |
| Grants & Exemptions | 97,600 | - | 97,600 | 95,500 | 95,500 | 2,100 | 2.2 |
| Total Taxation | 174,720 | - | 174,720 | 170,600 | 170,600 | 4,120 | 2.4 |
| Town Hall | | | | | | | |
| Materials & Supplies | 15,840 | - | 15,840 | 15,500 | 15,500 | 340 | 2.2 |
| Repairs & Maintenance | 48,040 | - | 48,040 | 52,200 | 52,200 | (4,160) | (8.0) |
| Utilities & Communications | 32,100 | - | 32,100 | 33,770 | 33,770 | (1,670) | (4.9) |
| Contracted Services | 2,400 | - | 2,400 | 300 | 300 | 2,100 | 700.0 |
| Total Town Hall | 98,380 | - | 98,380 | 101,770 | 101,770 | (3,390) | (3.3) |
| Athabasca Hall | | | | | | | |
| Materials & Supplies | 3,180 | - | 3,180 | 3,180 | 3,180 | - | - |
| Repairs & Maintenance | 49,700 | - | 49,700 | 44,300 | 14,300 | 5,400 | 12.2 |
| Utilities & Communications | 20,970 | - | 20,970 | 23,190 | 23,190 | (2,220) | (9.6) |
| Contracted Services | 3,300 | - | 3,300 | - | - | 3,300 | - |
| Total Athabasca Hall | 77,150 | - | 77,150 | 70,670 | 40,670 | 6,480 | 9.2 |
| N.A.R. Building | | | | | | | |
| Materials & Supplies | 1,090 | - | 1,090 | 1,650 | 1,650 | (560) | (33.9) |
| Repairs & Maintenance | 3,650 | - | 3,650 | 7,350 | 7,350 | (3,700) | (50.3) |
| Utilities & Communications | 14,040 | - | 14,040 | 17,910 | 17,910 | (3,870) | (21.6) |
| Total N.A.R. Building | 18,780 | - | 18,780 | 27,410 | 27,410 | (8,630) | (31.5) |
| Log Cabin | | | | | | | |
| Repairs & Maintenance | 1,200 | - | 1,200 | 1,200 | 1,200 | - | - |
| Utilities & Communications | 5,210 | - | 5,210 | 4,920 | 4,920 | 290 | 5.9 |
| Total Log Cabin | 6,410 | - | 6,410 | 6,120 | 6,120 | 290 | 4.7 |
| Total Corporate Expenses | 765,350 | 17,000 | 748,350 | 730,740 | 730,740 | 34,610 | 4.7 |
| Departmental Revenues | (1,191,360) | - | (1,191,360) | (1,188,920) | (1,188,920) | (2,440) | 0.2 |
| Net Operating Expenses | (426,010) | 17,000 | (443,010) | (458,180) | (458,180) | 32,170 | (7.0) |
| Debt & Capital Charges | 554,710 | - | 554,710 | 549,690 | 579,690 | 5,020 | 0.9 |
| Tax Levy Requirement | 128,700 | 17,000 | 111,780 | 91,510 | 121,510 | 37,190 | 40.6 |

CAPITAL BUDGET

The purpose of the capital improvement plan is to forecast and match projected revenues and major capital needs over a five-year period. Capital planning is an important management tool that strengthens the linkages between community infrastructure needs and the financial capacity of the town.

The Town of Peace River faces the challenge of meeting the needs of its residents for public services and facilities with increasing costs and relatively fixed revenues. To be able to effectively set project priorities, the town prepares a Capital Improvement Plan (CIP.)

CAPITAL IMPROVEMENT PLANNING

A Capital Improvement Plan is the preparation and updating of a schedule of public works projects and related equipment to be built or purchased by the Town within a period of five years. It covers the entire range of public facility and service requirements. The CIP lists all future projects along with cost estimates and the anticipated means of financing each project.

Capital improvements are public improvements involving the expenditure of public funds, over and above normal annual operating expenses, for the purchase, construction or replacement of specific physical facilities or assets of the community. Examples include, but are not limited to:

- the construction of bicycle & pedestrian pathways,
- parks improvements,
- the renovation of community owned buildings,
- the purchase of land,
- vehicle or equipment purchases,
- construction of water and sewage treatment facilities,
- extension of water and sanitary sewer lines,
- and others.

The town defines capital expenditures as any expenditure of major value that recurs irregularly, results in the acquisition of a fixed asset, and has a useful life greater than one (1) year.

The first year in the plan is referred to as the “capital budget” and includes those projects scheduled to be funded in the upcoming fiscal year. The succeeding years’ schedule of projects make up the Capital

Improvements Plan and serve as a mechanism for tracking and planning for future needs.

Benefits of a Capital Improvement Plan

The CIP is updated annually in order to fine-tune the capital budget to reflect changing economic conditions and to reflect the need for additional projects or adjust the priority of projects as necessary.

The capital improvement plan is simply that – a plan. As such, projects are subject to change based on new or shifting service needs, special financing opportunities, emergency needs, or other directives or priorities established by Council. Because priorities can change, projects included in outward planning years are not guaranteed for funding.

The Peace River CIP achieves five major objectives as a component of the Town’s budget and financial planning process:

- Helps the town rationally and intelligently plan for the repair, replacement, and acquisition of capital items that are necessary in providing high quality services to the citizens of Peace River.
- Assists in fiscal planning by forecasting capital demands together with future revenues and expenditures (as part of the financial plan).
- Insures better coordination, evaluation, and planning of projects to serve the community and its needs.
- The CIP, together with the Financial Plan, serves as a guide to decision-making for Council, the CAO, and employees.
- The systematic and comprehensive analysis of capital needs increases the probability of making rational (and correct) budgetary judgments since improvements are identified, prioritized, and matched to the projected fiscal resources of the town.

CAPITAL BUDGET

CAPITAL IMPROVEMENT PLAN FUNDING

The capital improvement plan has been prioritized and projected based on need and the expected levels of funding available to fund the plan. The town's contributions to the CIP can be defined within three categories:

- Funded from operations – projects are partially or fully funded through the current year's operating budget.
- Funded from reserves – projects are partially or fully funded through capital reserves. Capital reserves balances can be funded through contributions from the operating budget, contributions from developers (ie off site levies) or by the sale of capital assets.
- Debt – projects are partially or fully funded through the use of long term debt.

Contributions from other governments or organizations can also fund the capital program and include the following categories:

- Federal Gas Tax - currently provides \$365,700 annually in federal funding to invest in eligible municipal infrastructure, such as water, wastewater and transportation projects.
- Municipal Sustainability Initiative - helps support local infrastructure priorities and build strong, safe and resilient communities. Municipal Affairs has allocated approximately \$7.6 billion to municipalities since the program launched in 2007. Peace River receives \$1,736,000 in 2018.
- Other Federal Funding – includes conditional funding from federal grants or government agencies, such as Small Community Fund.
- Other Provincial Funding – includes conditional funding from programs offered through provincial departments; examples would be the Alberta Community Resiliency Program (ACRP) or the Alberta Municipal Water/Wastewater Partnership (AMWWP)/ Water for Life program.

- Other Revenue – includes funding from other municipalities, third parties or development charges

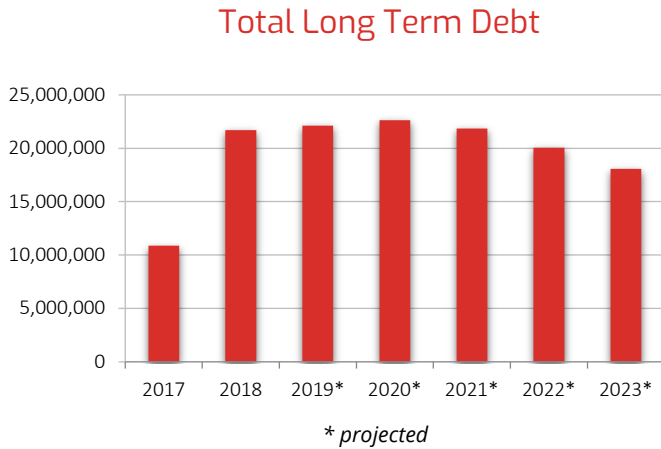
In preparing the CIP staff followed these guidelines concerning Town contributions.



CAPITAL BUDGET

LONG TERM DEBT

The total current debt obligations are \$21,682,144 (\$10,888,729 in 2017), as illustrated in the chart below.



The increase in 2018 is the debenture of the Peace Regional Recreation Centre, with debt funding of \$9.45 million being incurred by the town, plus the debenture required for the 99th Street Slide.

Both of these amounts and corresponding debt payments were planned for and incorporated into the general tax rate without putting significant pressures on the rates.

Water and wastewater projects will likely incur significant debt funding over the same period. An estimated \$3.2 million in debt requirements are projected over the balance of the five-year plan. This funding is putting significant pressure on water rates, and are one reason for the proposed increase in 2019.

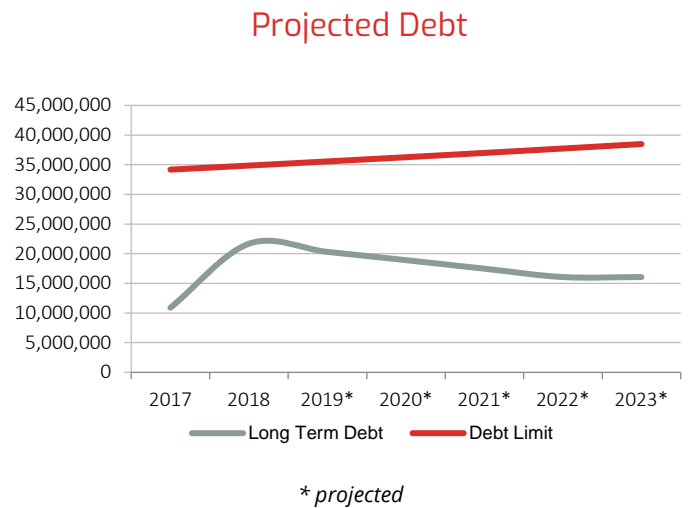
Future years capital expenditures have been planned to strive to avoid significant increases in tax rate and water rates. With the withdrawal of Federal and Provincial funds from infrastructure programs, which have been mainly cost shared, rate increases may be required to fund the required rehabilitation needs. The forecasted debt to be outstanding is illustrated in the following chart.

The movement towards funding capital projects through the tax rate will stabilize our reliance on debt

and leave the town in good financial shape while providing flexibility to fund future projects.

PROJECTED DEBT

Based on projections, the town’s debt limit should rise to approximately 62.2% by the end of 2018 (up from 30.7% in 2017). This will still provide the town with borrowing capacity, and the repayment of this debt has been built into the operating budget.



APPROVED 2019 CAPITAL BUDGET

The Approved 2019 Capital Budget includes 18 projects totalling \$13,301,850. The projects incorporated in the CIP for 2019 have been classified by department or service area, and are shown in detail on Table 28 (page 82). Only projects that would commence in 2019 have detailed project information.

The projects have been classified on the basis of the predominate department to indicate what the impact would be on the tax rate or water & wastewater for the town. This classification also allows the reader to gain a clearer understanding of each of the major capital expenditure envelopes, the source of financing, specific pressures and impacts on the users due to rate increases in the general tax rate or specific user fees.

Information Technology

Hardware Replenishment - \$28,700

Replacement of town hardware and network infrastructure - town systems need to be replenished on a regular schedule to ensure adequate performance. Work for 2019 includes network components, wiring upgrades and system and peripheral replacements including the town's large format plotter.

Fire Protection

FireCom Truck Headset Systems - \$27,000

Responding in and working around Fire Trucks can be very noisy which can lead to difficulties with communication and possible hearing damage. The use of noise cancelling headsets that also feature wireless communications and Listen-Through technology have been proven to increase firefighter safety and operational efficiency.

Wireless headsets allow communication in the Truck cab while responding to an incident, above the noise of the engine and siren, and clearer communication with dispatch. Once on scene, orders can be clearly conveyed, and the pump operator can hear and communicate above the loud noise from the pump. Listen-Through technology allows for hearing outside noise and conversations without removing the

headsets, aiding the firefighter in situational awareness. Wireless headsets have also been a proven asset in training of driver and pump operators or any other training involving loud equipment. Cost includes a 5-set unit for Engine 8 and Hazmat 1, a 2-set unit for Tender 1, and 2 extra headsets for Marine 1.

HAZCAT Chemical Identifier Kit - \$5,900

The PRFD currently has equipment which can reliably detect and identify unknown gaseous products. However, they have extremely limited capabilities to detect and identify unknown liquid and solid products. The HAZCAT is a fast and cost-effective system which would provide the required capabilities.

The HAZCAT would allow the PRFD to efficiently detect and identify unknown liquid and solid products at HAZMAT incidents which would decrease operation length and area downtimes, which would decrease the associated cost. The HAZCAT would also increase Firefighter safety when attending these incidents.

Live Fire Training Dumpster Prop - \$12,900

Dumpster fires are one of the most common emergency fire calls. These fires can also be deceptively hazardous due to the unknown and varied contents of the dumpster. This prop would enhance PRFD's training abilities by allowing us to realistically and safely train to extinguish dumpster fires. They currently do not possess these capabilities.

The NFPA 1001 "Standard for Fire Fighter Professional Qualifications" has established a set of Job Performance Requirements (JPRs) which students must demonstrate to obtain certification. This prop would allow firefighters to meet NFPA 1001 JPR 5.3.8 for exterior fire attack on materials in a container.

This prop is engineered to operate with their existing System 64 propane fuelled Live Fire Training System.

Positive Pressure Ventilation Fans - \$11,000

The Fire Department is looking to purchase two (2) powerful battery-operated fans that have several applications for fire operations

- Positive Pressure Ventilation (PPV) – at the initial stages of a structure fire, these fans can be used at the point of entry for firefighters to clear a path through the smoke and make conditions more

CAPITAL BUDGET

tenable to assist firefighters in reaching the source of the fire.

- At the latter stages of the structure fire, these fans can be used to clear the smoke and toxic gases from the structure to allow for entry of other personnel.
- These fans would also be effective at clearing light smoke and/or gases in a building caused by minor incidents such as burnt food, or Carbon Monoxide from a faulty furnace.

Thermal Imaging Drone - \$17,000

Airborne Thermal Imaging has many applications in Firefighting Operations as well as other Town department functions.

The ability to “see through” smoke allows the operator to track personnel on large fire scenes as well as identify fire locations, monitor roof conditions, guide water application for efficient fire operations and identify hot spots in wildland and structure fires. These characteristics greatly enhance Firefighter safety on scenes. Airborne Video and Thermal Imaging can also be used to assist with Fire Cause investigations, locate people in Search & Rescue operations and have many applications for other town departments such as Public Works, Planning, and Facility Maintenance

Works & Transportation Systems

Neighbourhood Infrastructure Renewal Program - \$2,100,000

In accordance with the Neighborhood Infrastructure Renewal project initiative this project will aim at replacing existing water, sanitary and storm sewer, roads and sidewalks not covered under other projects to ensure that the town is in compliance with our strategic initiatives (1% of total infrastructure) This project was started in 2018, and 2019 would see the completion of the remainder of phase 1 and phase 2 on the east side of Town, South of Heart River. This project also includes funding for streetlight replacements in the project areas.

Paving Equipment - \$75,000

In 2018, the town expended \$100,000 in contracted paving to repair road infrastructure due to water breaks and other larger pavement breaks that could not be repaired with cold mix asphalt. This project

would purchase a small tracked mini paver unit that would allow Public Works to pave widths of 0.6m up to 2.0m wide, and thicknesses of 15mm to 125mm. The project would allow the use of in-house labour for small paving projects in July/August that would normally be deferred to September due to contractor availability.

Milling Equipment - \$20,000

In conjunction with the purchase of a small paving machine, a milling (cold planer) attachment will be required so that roadway structure that is being refurbished can be prepared properly. The attachment being considered would attach to a skid steer or similar equipment and could mill up to a 1.2m width and up to 150mm in depth. The project would allow the use of in house labour for small paving projects in July/August that would normally be deferred to September due to contractor availability.



Crosswalk Upgrades - \$15,000

This project would see the purchase of electronic crosswalk notification devices for key crosswalks in the North end of Peace River. The equipment is solar powered and consists of LED beacons to provide enhanced safety for residents at these crosswalk locations.

Regional Airport

Basement Remediation - \$40,000

Clean up of spill area in the crawlspace of the airport, along with mold abatement caused by infiltrating

CAPITAL BUDGET

water. Foundation work at the airport is projected for future budget years.

Parks & Recreation Facilities

Peace Regional Recreation Centre Equipment & Furnishings - \$1,454,100

The furnishing and other components towards the completion of the Peace Regional Recreation Centre Project. This amount aligns with the grant request put forward to the federal and provincial governments.

Parks Upgrades – Flagpoles - \$35,000

As an initiative of the Truth and Reconciliation subcommittee of PRAIC, in 2019 the Town will be installing permanent flag poles at the corner of 98 St. near River Front Park to display the Treaty 8 and Metis flags.

Water & Wastewater Systems

Lift Station #4 Replacement - \$1,006,350

This project is for the Replacement of Lift Station No. 4 located in Lower West Peace as part of the Building Canada SCF Project and is Phase 5 of the Building Canada Water and Sewer Projects. Building Canada budget was \$1.06M for this phase. The lift station capacity is dependent on also completing the Shaftesbury Sewer Part 2 project and will not only provide vertical lift of the system from Lower West Peace and Shaftesbury, but also force main capacity required to get the sanitary sewer flow to the Pines area.



Shaftesbury Sewer Main Part 2 - \$1,384,800

This project is for the replacement of Shaftesbury Sanitary Sewer Trunk Main (Part 2) to the south end of lower West Peace as part of the Building Canada SCF Project, and is Phase 7 of the Building Canada Water

and Sewer Projects. The 2018 CIP contained \$120,000 for engineering and planning work – this amount is to complete the construction of the project.

Reservoir 365 Upgrade - \$6,805,600

This project is a phased project for the replacement of Reservoir 365, Booster Station, Emergency Generation and Fire Pumps. With the 2017 water model review, the Reservoir capacity has been revised from 3000 m³ to 1200m³ with additional capacity shifted to other facilities in future years. The booster pumps are still required as are emergency backup generation and fire pumps to achieve full fire flow. The Engineering for the original project was tendered in 2017, and it was readily apparent that approved budget was insufficient to execute the project. The project engineering was subsequently retendered in 2018 in anticipation of a April 2019 tender and a start to project construction in Spring/Summer 2019. The project will see use of the existing playground area beside the existing reservoir and constructing a new playground area south of the reservoir in 2020.

Water Treatment Plant Equipment - \$188,500

This project is to repair/replace existing treatment skids, replacement of level sensors, replace sulfuric acid tanks and jib crane for pumps. The existing chemical treatment skids are not functioning properly, and the sulfuric acid tanks are larger than required for this plant. The jib crane will allow safe removal to access filters on the clarifier pumps. This is part of a carryover project of the water treatment plant equipment project for 2017 and deferred to 2019.

Pressure Reducing Valve (PRV) Replacement - \$75,000

This project is to replace isolation water valve and pressure reducing valve (PRV) components on the water system located in downtown Peace River on 100 Avenue and 100 Street. The existing components are currently not functioning correctly and require replacement to allow proper system pressures, and the ability to isolate the water main in the event of a water break in the downtown area.

CAPITAL BUDGET

Approved 2019 Capital Projects & Funding Sources - Year 1

Table 28

| | Total | General Capital Reserve | Water & Wastewater Capital Reserve | Neighbourhood Infrastructure Renewal | Recreation Facilities | Off Site Levies | Federal Gas Tax | Small Communities Fund | Other Federal Funding | Municipal Sustainability Initiative | Other Provincial Funding | Other Municipal Funding | Other Funding | Debt |
|--|-------------------|-------------------------|------------------------------------|--------------------------------------|-----------------------|-----------------|-----------------|------------------------|-----------------------|-------------------------------------|--------------------------|-------------------------|---------------|------------------|
| Information Systems | | | | | | | | | | | | | | |
| Hardware Replenishment | 28,700 | 28,700 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Information Systems | 28,700 | 28,700 | - | - | - | - | - | - | - | - | - | - | - | - |
| Protective Services | | | | | | | | | | | | | | |
| FireCom Truck Headset Systems | 27,000 | 27,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| HAZCAT Chemical Identifier Kit | 5,900 | 5,900 | - | - | - | - | - | - | - | - | - | - | - | - |
| Live Fire Training Dumpster Prop | 12,900 | 12,900 | - | - | - | - | - | - | - | - | - | - | - | - |
| Positive Pressure Ventilation Fans | 11,000 | 11,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Thermal Imaging Drone | 17,000 | 17,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Protective Services | 73,800 | 73,800 | - | - | - | - | - | - | - | - | - | - | - | - |
| Works & Equipment | | | | | | | | | | | | | | |
| Neighbourhood Renewal Prog. | 2,100,000 | - | - | 1,050,000 | - | - | 200,000 | - | - | 850,000 | - | - | - | - |
| Paving Equipment | 75,000 | 25,000 | - | - | - | - | - | - | - | 50,000 | - | - | - | - |
| Milling Equipment | 20,000 | 5,000 | - | - | - | - | - | - | - | 15,000 | - | - | - | - |
| Crosswalk Upgrades | 15,000 | 5,000 | - | - | - | - | 10,000 | - | - | - | - | - | - | - |
| Total Works & Equipment | 2,210,000 | 35,000 | - | 1,050,000 | - | - | 210,000 | - | - | 915,000 | - | - | - | - |
| Regional Airport | | | | | | | | | | | | | | |
| Basement Remediation | 40,000 | 16,400 | - | - | - | - | - | - | - | - | - | 23,600 | - | - |
| Total Regional Airport | 40,000 | 16,400 | - | - | - | - | - | - | - | - | - | 23,600 | - | - |
| Recreation & Cultural | | | | | | | | | | | | | | |
| PRRC - Equipment & Furnishings | 1,454,100 | - | - | - | 387,800 | - | - | - | 581,600 | 484,700 | - | - | - | - |
| Parks Upgrades (Flagpoles) | 35,000 | 35,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Recreation & Cultural | 1,489,100 | 35,000 | - | - | 387,800 | - | - | - | 581,600 | 484,700 | - | - | - | - |
| Water & Wastewater | | | | | | | | | | | | | | |
| Lift Station 4 | 1,006,350 | - | 35,450 | - | - | - | - | 670,900 | - | 135,000 | - | - | - | 165,000 |
| Shaftesbury Sewer Main - Pt 2 | 1,384,800 | - | 61,600 | - | - | - | - | 923,200 | - | 200,000 | - | - | - | 200,000 |
| Reservoir 365 Replacement | 6,805,600 | - | - | - | - | - | - | - | 2,688,200 | - | 2,688,200 | - | - | 1,429,200 |
| WTP Equipment | 188,500 | - | 28,500 | - | - | 45,000 | 115,000 | - | - | - | - | - | - | - |
| PRV Replacement | 75,000 | - | 10,000 | - | - | 25,000 | 40,000 | - | - | - | - | - | - | - |
| Total Water & Wastewater | 9,460,250 | - | 135,550 | - | - | 70,000 | 155,000 | 1,594,100 | 2,688,200 | 335,000 | 2,688,200 | - | - | 1,794,200 |
| Total Capital Program | 13,301,850 | 188,900 | 135,550 | 1,050,000 | 387,800 | 70,000 | 365,000 | 1,594,100 | 3,269,800 | 1,734,700 | 2,688,200 | 23,600 | - | 1,794,200 |

CAPITAL BUDGET

Approved 2020 Capital Projects & Funding Sources - Year 2

Table 29

| | Total | General Capital Reserve | Water & Wastewater Capital Reserve | Neighbourhood Infrastructure Renewal | Recreation Facilities | Off Site Levies | Federal Gas Tax | Small Communities Fund | Other Federal Funding | Municipal Sustainability Initiative | Other Provincial Funding | Other Municipal Funding | Other Funding | Debt |
|--|------------------|-------------------------|------------------------------------|--------------------------------------|-----------------------|-----------------|-----------------|------------------------|-----------------------|-------------------------------------|--------------------------|-------------------------|----------------|----------------|
| Information Systems | | | | | | | | | | | | | | |
| Hardware Replenishment | 26,400 | 26,400 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Information Systems | 26,400 | 26,400 | - | - | - | - | - | - | - | - | - | - | - | - |
| Protective Services | | | | | | | | | | | | | | |
| Front Line Fire Apparatus | 1,350,000 | 150,000 | - | - | - | - | - | - | - | - | - | - | 750,000 | 450,000 |
| Total Protective Services | 1,350,000 | 150,000 | - | - | - | - | - | - | - | - | - | - | 750,000 | 450,000 |
| Works & Equipment | | | | | | | | | | | | | | |
| Neighbourhood Renewal Prog | 2,100,000 | - | - | 1,050,000 | - | - | 200,000 | - | - | 850,000 | - | - | - | - |
| Operations Fleet Vehicles | 45,000 | 45,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Operations Heavy Equipment | 180,000 | 180,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Pavement Overlay Project | 275,000 | - | - | - | - | - | 50,000 | - | - | - | - | - | - | 225,000 |
| Sand and Salt Shed | 1,050,000 | 225,000 | - | - | - | - | - | - | - | 250,000 | - | - | - | 575,000 |
| Sidewalk Replacement | 200,000 | 100,000 | - | - | - | - | - | - | - | - | - | - | - | 100,000 |
| Columbarium | 40,000 | - | - | - | - | - | - | - | - | - | - | - | - | 40,000 |
| Pat's Creek Ph II | 385,000 | 38,500 | - | - | - | - | - | - | - | - | 346,500 | - | - | - |
| Total Works & Equipment | 4,275,000 | 588,500 | - | 1,050,000 | - | - | 250,000 | - | - | 1,100,000 | 346,500 | - | - | 940,000 |
| Regional Airport | | | | | | | | | | | | | | |
| Terminal - HVAC Upgrades | 130,000 | 52,000 | - | - | - | - | - | - | - | - | - | 78,000 | - | - |
| Vehicle Replacement | 40,000 | 16,000 | - | - | - | - | - | - | - | - | - | 24,000 | - | - |
| Total Regional Airport | 170,000 | 68,000 | - | - | - | - | - | - | - | - | - | 102,000 | - | - |
| Recreation & Cultural | | | | | | | | | | | | | | |
| 12 Foot Davis Events Park* | 750,000 | - | - | - | - | - | - | - | - | - | - | - | 750,000 | - |
| Shaftesbury Pedestrian Trail | 1,020,000 | - | - | - | - | - | - | - | 454,000 | 300,000 | - | - | 66,000 | 200,000 |
| Museum - HVAC Upgrades | 28,500 | 28,500 | - | - | - | - | - | - | - | - | - | - | - | - |
| Shaftesbury Park Upgrade | 100,000 | 50,000 | - | - | - | - | - | - | 50,000 | - | - | - | - | - |
| Fleet Vehicles | 47,000 | 47,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Recreation & Cultural | 1,945,500 | 125,500 | - | - | - | - | - | - | 454,000 | 350,000 | - | - | 816,000 | 200,000 |
| Water & Wastewater | | | | | | | | | | | | | | |
| Fleet Vehicles | 45,000 | - | 45,000 | - | - | - | - | - | - | - | - | - | - | - |
| Lift Station 5 Upgrade | 1,839,750 | - | 39,750 | - | - | - | 50,000 | 1,325,000 | - | 225,000 | - | - | - | 200,000 |
| Facility Security System Upgrades | 152,100 | - | 27,100 | - | - | - | - | - | - | - | - | - | - | 125,000 |
| SCADA System | 56,800 | - | 26,800 | - | - | 30,000 | - | - | - | - | - | - | - | - |
| STP Aeration Tank Cleaning | 367,000 | - | 55,000 | - | - | 70,000 | 62,000 | - | - | - | - | - | - | 180,000 |

CAPITAL BUDGET

| | | | | | | | | | | | | | | |
|-------------------------------------|-------------------|----------------|----------------|------------------|---|----------------|----------------|------------------|----------------|------------------|----------------|----------------|------------------|------------------|
| Meter Read Software | 50,000 | - | 50,000 | - | - | - | - | - | - | - | - | - | - | - |
| Total Water & Wastewater | 2,510,650 | - | 243,650 | - | - | 100,000 | 112,000 | 1,325,000 | - | 225,000 | - | - | - | 505,000 |
| Total Capital Program | 10,277,550 | 958,400 | 243,650 | 1,050,000 | - | 100,000 | 362,000 | 1,325,000 | 454,000 | 1,675,000 | 346,500 | 102,000 | 1,566,000 | 2,095,000 |

CAPITAL BUDGET

Approved 2021 Capital Projects & Funding Sources - Year 3

Table 30

| | Total | General Capital Reserve | Water & Wastewater Capital Reserve | Neighbourhood Infrastructure Renewal | Recreation Facilities | Off Site Levies | Federal Gas Tax | Small Communities Fund | Other Federal Funding | Municipal Sustainability Initiative | Other Provincial Funding | Other Municipal Funding | Other Funding | Debt |
|--|------------------|-------------------------|------------------------------------|--------------------------------------|-----------------------|-----------------|-----------------|------------------------|-----------------------|-------------------------------------|--------------------------|-------------------------|---------------|------------------|
| Information Systems | | | | | | | | | | | | | | |
| Hardware Replenishment | 34,000 | 34,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Information Systems | 34,000 | 34,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Protective Services | | | | | | | | | | | | | | |
| Burn Chamber (Replacement) | 41,200 | 41,200 | - | - | - | - | - | - | - | - | - | - | - | - |
| Light Rescue Truck | 225,000 | 100,000 | - | - | - | - | - | - | - | - | - | - | - | 125,000 |
| Total Protective Services | 266,200 | 141,200 | - | - | - | - | - | - | - | - | - | - | - | 125,000 |
| Works & Equipment | | | | | | | | | | | | | | |
| Neighbourhood Renewal Prog. | 2,100,000 | - | - | 1,050,000 | - | - | 200,000 | - | - | 850,000 | - | - | - | - |
| Operations Fleet Vehicles | 90,000 | - | - | - | - | - | - | - | - | 90,000 | - | - | - | - |
| Operations Heavy Equipment | 220,000 | - | - | - | - | - | - | - | - | 220,000 | - | - | - | - |
| Pavement Overlay Project | 350,000 | 40,000 | - | - | - | - | - | - | - | 110,000 | - | - | - | 200,000 |
| Sidewalk Replacement | 195,000 | 30,000 | - | - | - | 50,000 | 15,000 | - | - | 100,000 | - | - | - | - |
| Total Works & Equipment | 2,955,000 | 70,000 | - | 1,050,000 | - | 50,000 | 215,000 | - | - | 1,370,000 | - | - | - | 200,000 |
| Regional Airport | | | | | | | | | | | | | | |
| Sewer Lagoon Upgrades | 100,000 | 40,000 | - | - | - | - | - | - | - | - | - | 60,000 | - | - |
| Terminal Foundation Repairs | 120,000 | 48,000 | - | - | - | - | - | - | - | - | - | 72,000 | - | - |
| Total Regional Airport | 220,000 | 88,000 | - | - | - | - | - | - | - | - | - | 132,000 | - | - |
| Recreation & Cultural | | | | | | | | | | | | | | |
| Water Park Upgrades | 150,000 | 50,000 | - | - | - | - | - | - | - | 100,000 | - | - | - | - |
| Trail System Upgrades | 65,000 | 15,000 | - | - | - | - | 50,000 | - | - | - | - | - | - | - |
| Total Recreation & Cultural | 215,000 | 65,000 | - | - | - | - | 50,000 | - | - | 100,000 | - | - | - | - |
| Water & Wastewater | | | | | | | | | | | | | | |
| Shaftesbury Sewer Main - Pt 1 | 1,437,600 | - | - | - | - | - | - | 958,400 | - | - | - | - | - | 479,200 |
| Sanitary Sewer Lining Project | 280,000 | - | 30,000 | - | - | - | - | - | - | 100,000 | - | - | - | 150,000 |
| STP Clarifier Repairs | 457,000 | - | 112,000 | - | - | 45,000 | 100,000 | - | - | 100,000 | - | - | - | 100,000 |
| Total Water & Wastewater | 2,174,600 | - | 142,000 | - | - | 45,000 | 100,000 | 958,400 | - | 200,000 | - | - | - | 729,200 |
| Total Capital Program | 5,864,800 | 398,200 | 142,000 | 1,050,000 | - | 95,000 | 365,000 | 958,400 | - | 1,670,000 | - | 132,000 | - | 1,054,200 |

CAPITAL BUDGET

Approved 2022 Capital Projects & Funding Sources · Year 4

Table 31

| | Total | General Capital Reserve | Water & Wastewater Capital Reserve | Neighbourhood Infrastructure Renewal | Recreation Facilities | Off Site Levies | Federal Gas Tax | Small Communities Fund | Other Federal Funding | Municipal Sustainability Initiative | Other Provincial Funding | Other Municipal Funding | Other Funding | Debt |
|--|------------------|-------------------------|------------------------------------|--------------------------------------|-----------------------|-----------------|-----------------|------------------------|-----------------------|-------------------------------------|--------------------------|-------------------------|---------------|----------------|
| Information Systems | | | | | | | | | | | | | | |
| Hardware Replenishment | 25,600 | 25,600 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Information Systems | 25,600 | 25,600 | - | - | - | - | - | - | - | - | - | - | - | - |
| Works & Equipment | | | | | | | | | | | | | | |
| Neighbourhood Renewal Prog. | 1,750,000 | - | - | 875,000 | - | - | 175,000 | - | - | 700,000 | - | - | - | - |
| Operations Fleet Vehicles | 48,000 | 48,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Operations Heavy Equipment | 200,000 | 25,000 | - | - | - | - | - | - | - | 175,000 | - | - | - | - |
| Pavement Overlay Project | 400,000 | 100,000 | - | - | - | - | - | - | - | 300,000 | - | - | - | - |
| Sidewalk Replacement | 200,000 | 50,000 | - | - | - | 50,000 | - | - | - | - | - | - | - | 100,000 |
| Total Works & Equipment | 2,598,000 | 223,000 | - | 875,000 | - | 50,000 | 175,000 | - | - | 1,175,000 | - | - | - | 100,000 |
| Regional Airport | | | | | | | | | | | | | | |
| Shop Parking and Yard | 150,000 | 60,000 | - | - | - | - | - | - | - | - | - | 90,000 | - | - |
| Total Regional Airport | 150,000 | 60,000 | - | - | - | - | - | - | - | - | - | 90,000 | - | - |
| Recreation & Cultural | | | | | | | | | | | | | | |
| Pool - Retile Pool Basin | 100,000 | 100,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Trail System Upgrades | 100,000 | 10,000 | - | - | - | - | 45,000 | - | - | 45,000 | - | - | - | - |
| Fleet Vehicles | 38,500 | - | - | - | - | - | - | - | - | 38,500 | - | - | - | - |
| Total Recreation & Cultural | 238,500 | 110,000 | - | - | - | - | 45,000 | - | - | 83,500 | - | - | - | - |
| Water & Wastewater | | | | | | | | | | | | | | |
| Fleet Vehicles | 45,000 | - | 45,000 | - | - | - | - | - | - | - | - | - | - | - |
| Sanitary Sewer Lining Project | 288,000 | - | 38,000 | - | - | 50,000 | - | - | - | 200,000 | - | - | - | - |
| Sewer Line Replacements | 250,000 | - | 25,000 | - | - | - | 100,000 | - | - | 125,000 | - | - | - | - |
| Reservoir Upgrades | 150,000 | - | 25,000 | - | - | - | 50,000 | - | - | 75,000 | - | - | - | - |
| Total Water & Wastewater | 733,000 | - | 133,000 | - | - | 50,000 | 150,000 | - | - | 400,000 | - | - | - | - |
| Total Capital Program | 3,745,100 | 418,600 | 133,000 | 875,000 | - | 100,000 | 370,000 | - | - | 1,658,500 | - | 90,000 | - | 100,000 |

CAPITAL BUDGET

Approved 2023 Capital Projects & Funding Sources · Year 5

Table 32

| | Total | General Capital Reserve | Water & Wastewater Capital Reserve | Neighbourhood Infrastructure Renewal | Recreation Facilities | Off Site Levies | Federal Gas Tax | Small Communities Fund | Other Federal Funding | Municipal Sustainability Initiative | Other Provincial Funding | Other Municipal Funding | Other Funding | Debt |
|-------------------------------------|------------------|-------------------------|------------------------------------|--------------------------------------|-----------------------|-----------------|-----------------|------------------------|-----------------------|-------------------------------------|--------------------------|-------------------------|---------------|----------------|
| Information Systems | | | | | | | | | | | | | | |
| Hardware Replenishment | 30,000 | 30,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Information Systems | 30,000 | 30,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Protective Services | | | | | | | | | | | | | | |
| Command Truck | 68,000 | 68,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Protective Services | 68,000 | 68,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Works & Equipment | | | | | | | | | | | | | | |
| Neighbourhood Renewal Prog. | 1,750,000 | - | - | 875,000 | - | - | 175,000 | - | - | 700,000 | - | - | - | - |
| Operations Fleet Vehicles | 48,000 | 48,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Operations Heavy Equipment | 250,000 | 50,000 | - | - | - | - | - | - | - | 200,000 | - | - | - | - |
| Pavement Overlay Project | 400,000 | 50,000 | - | - | - | - | 50,000 | - | - | 200,000 | - | - | - | 100,000 |
| Sidewalk Replacement | 200,000 | 75,000 | - | - | - | 75,000 | - | - | - | 50,000 | - | - | - | - |
| Total Works & Equipment | 2,648,000 | 223,000 | - | 875,000 | - | 75,000 | 225,000 | - | - | 1,150,000 | - | - | - | 100,000 |
| Regional Airport | | | | | | | | | | | | | | |
| Elevator Upgrades/Repairs | 160,000 | 64,000 | - | - | - | - | - | - | - | - | - | 96,000 | - | - |
| Total Regional Airport | 160,000 | 64,000 | - | - | - | - | - | - | - | - | - | 96,000 | - | - |
| Water & Wastewater | | | | | | | | | | | | | | |
| Sanitary Sewer Lining Project | 296,000 | - | 121,000 | - | - | - | - | - | - | 175,000 | - | - | - | - |
| Water Line Replacements | 450,000 | - | 50,000 | - | - | - | 150,000 | - | - | 150,000 | - | - | - | 100,000 |
| Sewer Line Replacements | 225,000 | - | 25,000 | - | - | - | - | - | - | 100,000 | - | - | - | 100,000 |
| Reservoir Upgrades | 160,000 | - | 35,000 | - | - | 25,000 | - | - | - | 100,000 | - | - | - | - |
| Total Water & Wastewater | 1,131,000 | - | 231,000 | - | - | 25,000 | 150,000 | - | - | 525,000 | - | - | - | 200,000 |
| Total Capital Program | 4,037,000 | 385,000 | 231,000 | 875,000 | - | 100,000 | 375,000 | - | - | 1,675,000 | - | 96,000 | - | 300,000 |

CAPITAL BUDGET

Approved Five Year Funding Forecast

Table 33

| | Total | General Capital Reserve | Water & Wastewater Capital Reserve | Neighbourhood Infrastructure Renewal | Recreation Facilities | Off Site Levies | Federal Gas Tax | Small Communities Fund | Other Federal Funding | Municipal Sustainability Initiative | Other Provincial Funding | Other Municipal Funding | Other Funding | Debt |
|------------------------------------|-------------------|-------------------------|------------------------------------|--------------------------------------|-----------------------|------------------|-----------------|------------------------|-----------------------|-------------------------------------|--------------------------|-------------------------|----------------|------------------|
| Information Systems | | | | | | | | | | | | | | |
| Hardware Replenishment | 144,700 | 144,700 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Information Systems | 144,700 | 144,700 | - | - | - | - | - | - | - | - | - | - | - | - |
| Protective Services | | | | | | | | | | | | | | |
| FireCom Truck Headset Systems | 27,000 | 27,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| HAZCAT Chemical Identifier Kit | 5,900 | 5,900 | - | - | - | - | - | - | - | - | - | - | - | - |
| Live Fire Training Dumpster Prop | 12,900 | 12,900 | - | - | - | - | - | - | - | - | - | - | - | - |
| Positive Pressure Ventilation Fans | 11,000 | 11,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Thermal Imaging Drone | 17,000 | 17,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Front Line Fire Apparatus | 1,350,000 | 150,000 | - | - | - | - | - | - | - | - | - | - | 750,000 | 450,000 |
| Burn Chamber (Replacement) | 41,200 | 41,200 | - | - | - | - | - | - | - | - | - | - | - | - |
| Light Rescue Truck | 225,000 | 100,000 | - | - | - | - | - | - | - | - | - | - | - | 125,000 |
| Command Truck | 68,000 | 68,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Protective Services | 1,758,000 | 433,000 | - | - | - | - | - | - | - | - | - | - | 750,000 | 575,000 |
| Works & Equipment | | | | | | | | | | | | | | |
| Neighbourhood Renewal Prog. | 9,800,000 | - | - | 4,900,000 | - | - | 950,000 | - | - | 3,950,000 | - | - | - | - |
| Paving Equipment | 75,000 | 25,000 | - | - | - | - | - | - | - | 50,000 | - | - | - | - |
| Milling Equipment | 20,000 | 5,000 | - | - | - | - | - | - | - | 15,000 | - | - | - | - |
| Crosswalk Upgrades | 15,000 | 5,000 | - | - | - | - | 10,000 | - | - | - | - | - | - | - |
| Operations Fleet Vehicles | 231,000 | 141,000 | - | - | - | - | - | - | - | 90,000 | - | - | - | - |
| Operations Heavy Equipment | 850,000 | 255,000 | - | - | - | - | - | - | - | 595,000 | - | - | - | - |
| Pavement Overlay Project | 1,425,000 | 190,000 | - | - | - | - | 100,000 | - | - | 610,000 | - | - | - | 525,000 |
| Sand and Salt Shed | 1,050,000 | 225,000 | - | - | - | - | - | - | - | 250,000 | - | - | - | 575,000 |
| Sidewalk Replacement | 795,000 | 255,000 | - | - | - | 175,000 | 15,000 | - | - | 150,000 | - | - | - | 200,000 |
| Columbarium | 40,000 | - | - | - | - | - | - | - | - | - | - | - | - | 40,000 |
| Pat's Creek Ph II | 385,000 | 38,500 | - | - | - | - | - | - | - | - | 346,500 | - | - | - |
| Total Works & Equipment | 14,686,000 | 1,139,500 | - | 4,900,000 | - 175,000 | 1,075,000 | - | - | - | 5,710,000 | 346,500 | - | - | 1,340,000 |
| Regional Airport | | | | | | | | | | | | | | |
| Terminal - HVAC Upgrades | 130,000 | 52,000 | - | - | - | - | - | - | - | - | - | 78,000 | - | - |
| Vehicle Replacement | 40,000 | 16,000 | - | - | - | - | - | - | - | - | - | 24,000 | - | - |
| Shop Parking and Yard | 150,000 | 60,000 | - | - | - | - | - | - | - | - | - | 90,000 | - | - |
| Sewer Lagoon Upgrades | 100,000 | 40,000 | - | - | - | - | - | - | - | - | - | 60,000 | - | - |
| Terminal Foundation Repairs | 120,000 | 48,000 | - | - | - | - | - | - | - | - | - | 72,000 | - | - |
| Elevator Upgrades/Repairs | 160,000 | 64,000 | - | - | - | - | - | - | - | - | - | 96,000 | - | - |
| Basement Remediation | 40,000 | 16,400 | - | - | - | - | - | - | - | - | - | 23,600 | - | - |

CAPITAL BUDGET

| | | | | | | | | | | | | | | |
|--|-------------------|------------------|----------------|------------------|----------------|----------------|------------------|------------------|------------------|------------------|------------------|----------------|------------------|------------------|
| Total Regional Airport | 740,000 | 296,400 | - | - | - | - | - | - | - | - | - | 443,600 | - | - |
| Recreation & Cultural | | | | | | | | | | | | | | |
| PRRC - Equipment & Furnishings | 1,454,100 | - | - | - | 387,800 | - | - | - | 581,600 | 484,700 | - | - | - | - |
| 12 Foot Davis Events Park* | 750,000 | - | - | - | - | - | - | - | - | - | - | - | 750,000 | - |
| Shaftesbury Pedestrian Trail | 1,020,000 | - | - | - | - | - | - | - | 454,000 | 300,000 | - | - | 66,000 | 200,000 |
| Museum - HVAC Upgrades | 28,500 | 28,500 | - | - | - | - | - | - | - | - | - | - | - | - |
| Pool - Retile Pool Basin | 100,000 | 100,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Shaftesbury Park Upgrade | 100,000 | 50,000 | - | - | - | - | - | - | - | 50,000 | - | - | - | - |
| Water Park Upgrades | 150,000 | 50,000 | - | - | - | - | - | - | - | 100,000 | - | - | - | - |
| Trail System Upgrades | 165,000 | 25,000 | - | - | - | 95,000 | - | - | - | 45,000 | - | - | - | - |
| Parks Upgrades (Flagpoles) | 35,000 | 35,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Vehicles | 85,500 | 47,000 | - | - | - | - | - | - | - | 38,500 | - | - | - | - |
| Total Recreation & Cultural | 3,888,100 | 335,500 | - | - | 387,800 | - | 95,000 | - | 1,035,600 | 1,018,200 | - | - | 816,000 | 200,000 |
| Water & Wastewater | | | | | | | | | | | | | | |
| Fleet Vehicles | 90,000 | - | 90,000 | - | - | - | - | - | - | - | - | - | - | - |
| Lift Station 4 | 1,006,350 | - | 35,450 | - | - | - | - | 670,900 | - | 135,000 | - | - | - | 165,000 |
| Shaftesbury Sewer Main - Pt 1 | 1,437,600 | - | - | - | - | - | - | 958,400 | - | - | - | - | - | 479,200 |
| Shaftesbury Sewer Main - Pt 2 | 1,384,800 | - | 61,600 | - | - | - | - | 923,200 | - | 200,000 | - | - | - | 200,000 |
| Lift Station 5 Upgrade | 1,839,750 | - | 39,750 | - | - | 50,000 | 1,325,000 | - | - | 225,000 | - | - | - | 200,000 |
| Reservoir 365 Replacement | 6,805,600 | - | - | - | - | - | - | - | 2,688,200 | - | 2,688,200 | - | - | 1,429,200 |
| Sanitary Sewer Lining Project | 864,000 | - | 189,000 | - | 50,000 | - | - | - | - | 475,000 | - | - | - | 150,000 |
| Facility Security System Upgrades | 152,100 | - | 27,100 | - | - | - | - | - | - | - | - | - | - | 125,000 |
| WTP Equipment | 188,500 | - | 28,500 | - | 45,000 | 115,000 | - | - | - | - | - | - | - | - |
| SCADA System | 56,800 | - | 26,800 | - | 30,000 | - | - | - | - | - | - | - | - | - |
| PRV Replacement | 75,000 | - | 10,000 | - | 25,000 | 40,000 | - | - | - | - | - | - | - | - |
| STP Clarifier Repairs | 457,000 | - | 112,000 | - | 45,000 | 100,000 | - | - | - | 100,000 | - | - | - | 100,000 |
| STP Aeration Tank Cleaning | 367,000 | - | 55,000 | - | 70,000 | 62,000 | - | - | - | - | - | - | - | 180,000 |
| Meter Read Software | 50,000 | - | 50,000 | - | - | - | - | - | - | - | - | - | - | - |
| Water Line Replacements | 450,000 | - | 50,000 | - | - | 150,000 | - | - | - | 150,000 | - | - | - | 100,000 |
| Sewer Line Replacements | 475,000 | - | 50,000 | - | - | 100,000 | - | - | - | 225,000 | - | - | - | 100,000 |
| Reservoir Upgrades | 310,000 | - | 60,000 | - | 25,000 | 50,000 | - | - | - | 175,000 | - | - | - | - |
| Total Water & Wastewater | 16,009,500 | - | 885,200 | - | - | 290,000 | 667,000 | 3,877,500 | 2,688,200 | 1,685,000 | 2,688,200 | - | - | 3,228,400 |
| Total Capital Program | 37,226,300 | 2,349,100 | 885,200 | 4,900,000 | 387,800 | 465,000 | 1,837,000 | 3,877,500 | 3,723,800 | 8,413,200 | 3,034,700 | 443,600 | 1,566,000 | 5,343,400 |

CAPITAL BUDGET

Approved Five Year Funding Forecast

Table 34

| | Total | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|-------------------|------------------|------------------|------------------|------------------|------------------|
| Information Systems | | | | | | |
| Hardware Replenishment | 144,700 | 28,700 | 26,400 | 34,000 | 25,600 | 30,000 |
| Total Information Systems | 144,700 | 28,700 | 26,400 | 34,000 | 25,600 | 30,000 |
| Protective Services | | | | | | |
| FireCom Truck Headset Systems | 27,000 | 27,000 | - | - | - | - |
| HAZCAT Chemical Identifier Kit | 5,900 | 5,900 | - | - | - | - |
| Live Fire Training Dumpster Prop | 12,900 | 12,900 | - | - | - | - |
| Positive Pressure Ventilation Fans | 11,000 | 11,000 | - | - | - | - |
| Thermal Imaging Drone | 17,000 | 17,000 | - | - | - | - |
| Front Line Fire Apparatus | 1,350,000 | - | 1,350,000 | - | - | - |
| Burn Chamber (Replacement) | 41,200 | - | - | 41,200 | - | - |
| Light Rescue Truck | 225,000 | - | - | 225,000 | - | - |
| Command Truck | 68,000 | - | - | - | - | 68,000 |
| Total Protective Services | 1,758,000 | 73,800 | 1,350,000 | 266,200 | - | 68,000 |
| Works & Equipment | | | | | | |
| Neighbourhood Renewal Prog. | 9,800,000 | 2,100,000 | 2,100,000 | 2,100,000 | 1,750,000 | 1,750,000 |
| Paving Equipment | 75,000 | 75,000 | - | - | - | - |
| Milling Equipment | 20,000 | 20,000 | - | - | - | - |
| Crosswalk Upgrades | 15,000 | 15,000 | - | - | - | - |
| Operations Fleet Vehicles | 231,000 | - | 45,000 | 90,000 | 48,000 | 48,000 |
| Operations Heavy Equipment | 850,000 | - | 180,000 | 220,000 | 200,000 | 250,000 |
| Pavement Overlay Project | 1,425,000 | - | 275,000 | 350,000 | 400,000 | 400,000 |
| Sand and Salt Shed | 1,050,000 | - | 1,050,000 | - | - | - |
| Sidewalk Replacement | 795,000 | - | 200,000 | 195,000 | 200,000 | 200,000 |
| Columbarium | 40,000 | - | 40,000 | - | - | - |
| Pat's Creek Ph II | 385,000 | - | 385,000 | - | - | - |
| Total Works & Equipment | 14,686,000 | 2,210,000 | 4,275,000 | 2,955,000 | 2,598,000 | 2,648,000 |
| Regional Airport | | | | | | |
| Terminal - HVAC Upgrades | 130,000 | - | 130,000 | - | - | - |
| Vehicle Replacement | 40,000 | - | 40,000 | - | - | - |
| Shop Parking and Yard | 150,000 | - | - | - | 150,000 | - |
| Sewer Lagoon Upgrades | 100,000 | - | - | 100,000 | - | - |
| Terminal Foundation Repairs | 120,000 | - | - | 120,000 | - | - |
| Elevator Upgrades/Repairs | 160,000 | - | - | - | - | 160,000 |
| Basement Remediation | 40,000 | 40,000 | - | - | - | - |
| Total Regional Airport | 740,000 | 40,000 | 170,000 | 220,000 | 150,000 | 160,000 |
| Recreation & Cultural | | | | | | |
| PRRC - Equipment & Furnishings | 1,454,100 | 1,454,100 | - | - | - | - |
| 12 Foot Davis Events Park* | 750,000 | - | 750,000 | - | - | - |
| Shaftsbury Pedestrian Trail | 1,020,000 | - | 1,020,000 | - | - | - |
| Museum - HVAC Upgrades | 28,500 | - | 28,500 | - | - | - |
| Pool - Retile Pool Basin | 100,000 | - | - | - | 100,000 | - |
| Shaftsbury Park Upgrade | 100,000 | - | 100,000 | - | - | - |
| Water Park Upgrades | 150,000 | - | - | 150,000 | - | - |
| Trail System Upgrades | 165,000 | - | - | 65,000 | 100,000 | - |
| Parks Upgrades (Flagpoles) | 35,000 | 35,000 | - | - | - | - |
| Fleet Vehicles | 85,500 | - | 47,000 | - | 38,500 | - |
| Total Recreation & Cultural | 3,888,100 | 1,489,100 | 1,945,500 | 215,000 | 238,500 | - |
| Water & Wastewater | | | | | | |
| Fleet Vehicles | 90,000 | - | 45,000 | - | 45,000 | - |
| Lift Station 4 | 1,006,350 | 1,006,350 | - | - | - | - |
| Shaftsbury Sewer Main - Pt 1 | 1,437,600 | - | - | 1,437,600 | - | - |
| Shaftsbury Sewer Main - Pt 2 | 1,384,800 | 1,384,800 | - | - | - | - |
| Lift Station 5 Upgrade | 1,839,750 | - | 1,839,750 | - | - | - |

CAPITAL BUDGET

| | | | | | | |
|-------------------------------------|-------------------|-------------------|-------------------|------------------|------------------|------------------|
| Reservoir 365 Replacement | 6,805,600 | 6,805,600 | - | - | - | - |
| Sanitary Sewer Lining Project | 864,000 | - | - | 280,000 | 288,000 | 296,000 |
| Facility Security System Upgrades | 152,100 | - | 152,100 | - | - | - |
| WTP Equipment | 188,500 | 188,500 | - | - | - | - |
| SCADA System | 56,800 | - | 56,800 | - | - | - |
| PRV Replacement | 75,000 | 75,000 | - | - | - | - |
| STP Clarifier Repairs | 457,000 | - | - | 457,000 | - | - |
| STP Aeration Tank Cleaning | 367,000 | - | 367,000 | - | - | - |
| Meter Read Software | 50,000 | - | 50,000 | - | - | - |
| Water Line Replacements | 450,000 | - | - | - | - | 450,000 |
| fc Sewer Line Replacements | 475,000 | - | - | - | 250,000 | 225,000 |
| Reservoir Upgrades | 310,000 | - | - | - | 150,000 | 160,000 |
| Total Water & Wastewater | 16,009,500 | 9,460,250 | 2,510,650 | 2,174,600 | 733,000 | 1,131,000 |
| Total Capital Program | 37,226,300 | 13,301,850 | 10,277,550 | 5,864,800 | 3,745,100 | 4,037,000 |

APPENDIX I · GLOSSARY

The annual budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the annual budget document in understanding these terms, a budget glossary has been included in the document.

ACCRUAL ACCOUNTING

The town's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing the town's budget.

APPROVED BUDGET

The final budget passed by Council, which will govern the operations and reporting during the fiscal year.

ASSESSMENT

A value established by the town's assessors for real property for use as a basis of levying property taxes for municipal purposes.

ASSETS

All property, both tangible and intangible, owned by an entity.

AUDIT

A comprehensive examination of the manner in which the town's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the town's appropriations.

BALANCED BUDGET

A plan of financial operation where total revenues match total expenditures. It is a requirement of the town to approve a balanced budget annually.

BASE BUDGET

Budget resources that are required to maintain service at the level provided in the previous year's budget.

BUDGET

A financial plan for a specified period of time (year) that matches with all planned revenues and expenditures with various town services.

BUDGET CALENDAR

The schedule of key dates or milestones which the town departments follow in the preparation, adoption and administration of the budget.

BUDGET MESSAGE

The opening section of the budget which provides Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years and the views and recommendations of the Manager of Finance.

BUDGET RESOLUTION

The official enactment by Council establishing the legal authority for the town to obligate and expend resources.

CAPITAL BUDGET

A plan of approved capital expenditures to be incurred in the current year and over a period of subsequent future years (long term), identifying each capital project and the method of financing.

CAPITAL PROJECT

Projects, which purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or infrastructure.

CHARGE FOR SERVICE

User charge for services provided by the town.

CONTINGENCY ACCOUNT

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

DEBT

A financial obligation resulting from the borrowing of money. Debts of governments include bonds, notes, and land contracts.

APPENDICES

DEBT SERVICE

Amount necessary for the payment of principal, interest, and related costs of the general long-term debt of the town.

DEFICIT

The excess of an entity's liabilities over its assets (see Fund Balance). The excess of expenditures or expenses over revenues during a single accounting period.

DEPARTMENT

A major administrative subset of the town which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department is often comprised of several divisions.

ENCUMBRANCE

The commitment of appropriated funds to purchase an item for service. To encumber funds means to set aside or commit funds for a future expenditure.

EXPENDITURE

Use of financial resource for current operating expenses, debt service, capital outlay, and intergovernmental transfers.

FIXED ASSETS

Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FULL TIME EQUIVALENT POSITION

A measure to account for all staffing dollars in terms of their value as a staffing unit. For example two (2) half-time positions would equate to one (1) FTE.

FUND

An accounting entity with a self-balancing set of accounts containing its own assets, liabilities and fund balance. A fund is established for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

FUND BALANCE

The difference between revenues and expenditures. The beginning fund balance represents the residual funds brought forward from the previous year (ending balance).

GENERAL FUND

The general fund is the general accounting fund of the town. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES

Criteria used by auditors to determine if financial statements are fairly presented.

GRANT

A monetary contribution by one governmental unit or other organization to another. Typically, these contributions are made to local governments by the Provincial and Federal Governments.

GRANTS IN LIEU OF TAXES

A contribution by benefactors of town services who are tax exempt, i.e. government agencies, certain utilities, who chose or must pay a "tax equivalent amount".

INFLATION

A rise in price levels caused by economic activity.

INFRASTRUCTURE

The facilities and assets employed by the town to deliver services. These facilities and assets are numerous and are not limited to roads, water & wastewater, buildings and vehicles.

INTERGOVERNMENTAL REVENUE

Revenue received from another government in the form grants and shared revenues.

INTERMUNICIPAL COLLABORATION FRAMEWORKS

Municipalities are required to have collaboration frameworks that specify what and how services are funded and delivered by April 1, 2020.

INTERMUNICIPAL DEVELOPMENT PLAN

A plan developed jointly by two or more neighbouring municipalities to manage decision-making for an area of land in close proximity to the shared boundary.

APPENDICES

INVESTMENT INCOME

Interest and dividend income received from investments and cash balances.

LIABILITY

Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date.

LINE ITEM

A basis for distinguishing types of revenues and expenditures.

MISCELLANEOUS REVENUES

Revenues which are not required to be accounted for elsewhere.

PROGRAM

A group of activities, operations or organizational units directed to attain specific objectives and are accounted for as such.

PUBLIC SECTOR ACCOUNTING BOARD (PSAB)

The subcommittee of the Canadian Institute of Chartered Accountants which provides recommendations and issues pronouncements to enhance the financial reporting information of public sector bodies.

PURCHASED SERVICES

Services rendered to the town by private firms, individuals, or other government agencies. Examples include equipment maintenance, janitorial services, and professional services.

RESERVED FUND BALANCE

For governmental funds and expendable trust funds, the portion of fund balance that is not available for appropriation because it is either legally restricted (e.g., encumbrances) or not spendable (e.g., long-term receivables).

RETAINED EARNINGS

Net income and losses of all prior periods adjusted for transfers and amounts of depreciation charged to contributed capital.

REVENUE

Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

SALARIES & BENEFITS

Items of expenditure in the operating budget for salaries and wages paid for services performed by town employees.

TAXES

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

TAX LEVY

The total amount to be raised by general property taxes for operating and debt services purposes.

TAX LEVY REQUIREMENT (TLR)

This represents the total gross expenditures required with consideration given to non-taxation revenues including all non-taxation revenue sources. The gross expenditure minus the non-tax revenue sources represents the impact on the tax rate. If the impact results in a positive number, additional pressures would result on the tax rate; conversely, a negative number shows the initiative has a positive impact on the tax rate.

TAX RATE

The rate levied on each real property according to assessed property value and property class. In Alberta, the amount is levied for each \$1,000 of valuation.

TRAINING & DEVELOPMENT

Items of expenditure for travel and training costs incurred by the town on behalf of employees. These include mileage, meals, conferences, conventions and other travel.

UNIFORM ASSESSMENT

The total of the taxable property assessment plus the value of grants it receives from special property tax arrangements. One measure of a municipality's financial health is its own-source revenue base as represented by the total uniform assessment.

APPENDICES

USER CHARGE/FEE

The payment for direct receipt of a public service by the party benefiting from the service.

WATER & WASTEWATER FUND

The water & wastewater fund tracks water and wastewater revenues and expenses; this is done within the general fund but is segregated with its own discreet accounts. As industrial and institutional users are significant users and funders of the system, expenses of the fund are kept separate of the general fund for billing purposes.

APPENDICES

APPENDIX II · ABBREVIATIONS

AFRRCS

Alberta First Responders Radio Communications System

AMSC

Alberta Municipal Services Corporation

CAO

Chief Administrative Officer

CIP

Capital Investment Plan

CPP

Canada Pension Plan

CNL

County of Northern Lights

CPI

Consumer Price Index (Alberta)

EI

Employment Insurance

EMO

Emergency Management Operations

FTE

Full time equivalent

GAAP

Generally Accepted Accounting Principals

GILT

Grants In Lieu of Taxes

GIS

Geographical Information System

GST

Goods and Services Tax

ICF

Intermunicipal Collaboration Frameworks

IDP

Intermunicipal Development Plan

IT

Information Technology

KM

Kilometre

LAPP

Local Authorities Pension Plan

LIC

Local Improvement Charge

LIDAR

Light Detection and Ranging

MD

Municipal District

MOU

Memorandum of Understanding

NAR

Northern Alberta Railway

NSC

Northern Sunrise County

PRED

Peace Region Economic Development Alliance

PRFD

Peace River Fire Department

PRRA

Peace River Regional Airport

PRRC

Peace Regional Recreation Centre

PRV

Pressure Reducing Valve

R & M

Repairs & maintenance

APPENDICES

PSAB

Public Sector Accounting Board

SCBA

Self Contained Breathing Apparatus

STP

Sewer Treatment Plant

TLR

Tax Levy Requirement

VFD

Variable Frequency Drive

WTP

Water Treatment Plant

WWTP

Wastewater Treatment Plant

APPENDICES

APPENDIX III · APPROVED STAFFING

Approved staffing is expressed in terms of full time equivalents of FTE's. One FTE is equal to 1,950 or 2,080 hours per year, depending on the position. FTE's may consist of full time, part time, temporary, seasonal and casual positions.

Approved Staffing Complement

Table 35

| | Approved FTE 2019 | Approved FTE 2018 |
|------------------------------|----------------------|----------------------|
| Administration | 5.0 | 5.0* |
| Corporate Services | 5.0 | 5.0 |
| Finance | 5.0 | 5.0 |
| Police Protection | 3.0 | 3.0 |
| Fire Administration | 3.0 | 3.0 |
| Firefighting (Casuals) | 2.9 | 2.9 |
| Bylaw Enforcement | 1.0 | 1.0 |
| Community Peace Officer | 1.0 | 1.0 |
| Engineering & Infrastructure | 3.0 | 3.0 |
| Public Works Administration | 2.0 | 2.0 |
| Public Works Operations | 13.0 | 12.0 |
| Facilities Maintenance | 2.0 | 2.0 |
| Planning & Development | 1.0 | 1.0 |
| Airport | 4.0 | 4.0 |
| Water & Wastewater | 7.0 | 7.0* |
| FCSS | 2.4 | 2.2 |
| Home Support | 1.7 | 1.7 |
| Parent Link | 6.2 | 6.5 |
| Recreation Administration | 2.0 | 2.5 |
| Recreation Programs | 1.2 | 1.3 |
| Peace Regional Rec Centre | 6.8 | 3.4 |
| Pool | 11.2 | 11.2 |
| Parks & Playgrounds | 1.5 | 1.5 |
| Museum | 5.5 | 5.5 |
| Total | 95.0 | 91.7 |

* positions approved by Council during the 2018 fiscal year.

Details of Changes - Staffing

Table 36

| | 2019 |
|--|------------|
| Public Works | |
| Foreman | 1.0 |
| Machine Operator 1 | (1.0) |
| Labourer 3 | 1.0 |
| FCSS | |
| Coordinator (re-allocation) | 0.2 |
| Recreation | |
| Programmer (re-allocation) | (0.5) |
| Summer Students | (0.1) |
| Parent Link | |
| Program Facilitator | (0.3) |
| Peace Regional Recreation Centre* | |
| Guest Services | 1.0 |
| Guest Services (casual) | 1.3 |
| Program Facilitator | 0.7 |
| Facilities (casual) | 0.4 |
| Total | 3.3 |

* funds have been incorporated into the operating budget to allow for positional changes at the new Peace Regional Recreation Centre; however, actual positions will be approved by Council prior to the facility opening.

APPENDIX IV · THREE YEAR OPERATING BUDGET

In addition to the 2019 budget, the Town of Peace River forecasts a full three year operating budget.

The three year budget forecast is for presentation and planning purposes and includes known or reasonably anticipated revenue and expenditure items – for example, costs for the new regional multiplex, expected to begin operations in 2019, are included in the forecast.

By preparing a three year budget forecast, Council and staff are able to plan and prepare for upcoming expenditures, identify revenue gaps and fully comprehend the impacts of current decisions on future years.

Generally, revenue and expenditure types are projected into future years by increasing by a fixed percent. Examples of these amounts are:

Revenues

- Sale of town services – 0.7% to 2.0%
- Airport landings/movements – 1.2%
- Facility revenues (pool, arena, museum) – 0.5% to 2.0%

Expenses

- Salaries – 2.3% - this includes potential future wage settlements and increases in actual staffing levels. Benefits are increasing at a slightly lower percent.
- Contracted or consulting services – 2.5% to 3.5%
- Training and development – 2.5%
- Utilities – 0.5% to 2.0%
- Vehicle costs – 3.0%
- Insurance – 2.7%
- Materials, equipment and supplies – 1.8% to 4.0%
- Contributions to reserves – start at 6.5%
- Building costs – 1.9% to 3.5%

Basis of Forecasting

The three year budget forecast is prepared by projecting all accounts based on reasonably assumed percentage increases.

Staff then review and make adjustments for known costs or other changes to these percentage increases. Example of these include:

- Removing single year initiatives from the budget. For example, Council will like approve \$115,000 for Peace River 100 celebrations in 2019. This amount was removed in 2020.
- Known revenue of expenditure items. For example, revenue and expenditure assumptions relating to the new regional multiplex have been included.
- Potential or likely revenue or expenditure items. Examples include incremental expenditure increases for downtown beautification or some expenditure decreases for contracted services in the Engineering department.

It is important to note that these are forecasts only and used for planning purposes. Council approves its single year budget, including gross expenditures and tax requisition amounts, annually and is not bound by these projections.

The tables in this section are grouped by functions – i.e. Protective Services includes police, fire and bylaw enforcement while Recreation includes recreation administration, programs, arena, pool, parks and other facilities.

APPENDICES

Summary by Department · Three Year operating Budget Forecast

Table 37

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|---------------------|--------------------------|-------------------------|---------------------|--------------------------|-------------------------|
| Council | 283,910 | 291,310 | 7,400 | 2.6 | 297,870 | 6,560 | 2.3 |
| Administration | 1,588,530 | 1,628,980 | 40,450 | 2.5 | 1,672,740 | 43,760 | 2.8 |
| Protective Services | 3,236,900 | 3,288,550 | 51,650 | 1.6 | 3,360,820 | 72,270 | 2.2 |
| Engineering & Transportation | 3,669,990 | 3,749,010 | 79,020 | 2.2 | 3,871,920 | 122,910 | 3.3 |
| Regional Airport | 909,920 | 915,430 | 5,510 | 0.6 | 940,540 | 25,110 | 2.8 |
| Water & Wastewater | 2,952,930 | 3,011,230 | 58,300 | 2.0 | 3,056,040 | 44,810 | 1.5 |
| Community Development | 418,550 | 315,170 | (103,380) | (24.7) | 322,100 | 6,930 | 1.7 |
| Community Programs | 905,290 | 928,260 | 22,970 | 2.5 | 947,370 | 19,110 | 2.1 |
| Recreation Programs & Facilities | 2,845,740 | 2,982,300 | 136,560 | 4.8 | 3,073,980 | 91,680 | 3.2 |
| Cultural | 788,150 | 791,190 | 3,040 | 0.4 | 811,300 | 20,110 | 2.6 |
| Corporate Expenses | 765,350 | 783,510 | 18,160 | 2.4 | 751,000 | (32,510) | (4.2) |
| Requisitions to Other Organizations | 3,330,450 | 3,400,390 | 69,940 | 2.1 | 3,471,800 | 71,410 | 2.1 |
| Operating Expenses | 21,695,710 | 22,085,330 | 389,620 | 1.8 | 22,577,480 | 492,150 | 2.3 |
| Debt & Capital Charges | 4,087,320 | 4,303,610 | 216,290 | 5.3 | 4,681,850 | 378,240 | 9.3 |
| Total Expenditures | 25,783,030 | 26,388,940 | 605,910 | 2.4 | 27,259,330 | 870,390 | 3.4 |
| Departmental Revenue | (9,850,310) | (10,215,510) | (365,200) | 3.7 | (10,630,750) | (415,240) | 4.2 |
| Requisitions Collected for Other Entities | (3,330,450) | (3,400,390) | (69,940) | 2.1 | (3,471,800) | (71,410) | 2.1 |
| Net Operating Expenditures | 12,602,270 | 12,773,040 | 170,770 | 1.4 | 13,156,780 | 383,740 | 3.0 |
| Tax Revenue | (11,270,110) | (11,411,570) | (141,460) | 1.3 | (11,754,470) | (342,900) | 3.0 |
| Other Revenue | (1,332,160) | (1,361,470) | (29,310) | 2.2 | (1,402,310) | (40,840) | 3.1 |
| Total Corporate Revenues | (12,602,270) | (12,773,040) | (170,770) | 1.4 | (13,156,780) | (383,740) | 3.0 |
| General Surplus/(Deficit) | - | - | - | - | - | - | - |

Based on these forecasts, in 2020 net operating expenditures (departmental revenues less total expenses) are projected to increase by 1.4% and in 2021 increase by 3.0%. To potentially fund these increases, tax revenues could increase by 1.3% in 2020 and 3.0% in 2021. Projected increases to required tax revenue are forecasts only could be mitigated by Council by constraining expenses or through alternative revenue sources, reducing impacts to ratepayers.

These projections do not include unknown or undeterminable revenue sources; one example are the upcoming Intermunicipal Collaborative Frameworks to be negotiated between the Town and adjacent municipalities in 2019 and 2020.

APPENDICES

Summary by Component · Three Year Operating Budget Forecast

Table 38

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------|--------------------------|-------------------------|-------------------|--------------------------|-------------------------|
| Salaries & Benefits | 7,594,870 | 7,795,610 | 200,740 | 2.6 | 7,983,860 | 188,250 | 2.5 |
| Training & Development | 332,570 | 344,460 | 11,890 | 3.6 | 350,960 | 6,500 | 2.0 |
| Materials & Supplies | 2,506,240 | 2,489,730 | (16,510) | (0.7) | 2,585,700 | 95,970 | 3.8 |
| Repairs & Maintenance | 860,390 | 920,890 | 60,500 | 7.0 | 963,050 | 42,160 | 4.9 |
| Vehicle Costs | 545,830 | 565,680 | 19,850 | 3.6 | 590,200 | 24,520 | 4.5 |
| Utilities & Communications | 2,400,290 | 2,373,010 | (27,280) | (1.1) | 2,414,150 | 41,140 | 1.7 |
| Professional Services | 320,800 | 336,600 | 15,800 | 4.9 | 296,460 | (40,140) | (12.5) |
| Contracted Services | 3,380,290 | 3,452,730 | 72,440 | 2.1 | 3,520,380 | 67,650 | 2.0 |
| Grants & Exemptions | 232,300 | 232,300 | - | - | 232,300 | - | - |
| Other Costs | 191,680 | 173,930 | (17,750) | (9.3) | 168,620 | (5,310) | (2.8) |
| Requisitions to Other Organizations | 3,330,450 | 3,400,390 | 69,940 | 2.1 | 3,471,800 | 71,410 | 2.1 |
| Total Operating Expenses | 21,695,710 | 22,085,330 | 389,620 | 1.8 | 22,577,480 | 492,150 | 2.3 |
| Departmental Revenue | (9,850,310) | (10,215,510) | (365,200) | 3.7 | (10,630,750) | (415,240) | 4.2 |
| Requisitions Collected for Other Entities | (3,330,450) | (3,400,390) | (69,940) | 2.1 | (3,471,800) | (71,410) | 2.1 |
| Net Operating Expenditures | 8,514,950 | 11,869,820 | 24,420 | 0.3 | 11,946,730 | 76,910 | 0.9 |
| Debt & Capital Charges | 4,087,320 | 4,303,610 | 216,290 | 5.3 | 4,681,850 | 378,240 | 9.3 |
| Tax Levy Requirement | 12,602,270 | 16,173,430 | 240,710 | 1.9 | 16,628,580 | 455,150 | 3.6 |

Council · Three Year Operating Budget Forecast

Table 39

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|-----------------------------------|----------------------------|------------------|--------------------------|-------------------------|------------------|--------------------------|-------------------------|
| Council | | | | | | | |
| Salaries & Benefits | 189,760 | 193,930 | 4,170 | 2.2 | 198,580 | 4,650 | 2.5 |
| Training & Development | 60,000 | 62,460 | 2,460 | 4.1 | 63,460 | 1,000 | 1.7 |
| Materials & Supplies | 17,420 | 17,980 | 560 | 3.2 | 18,450 | 470 | 2.7 |
| Utilities & Communications | 8,730 | 8,700 | (30) | (0.3) | 8,840 | 140 | 1.6 |
| Professional Services | 8,000 | 8,240 | 240 | 3.0 | 8,540 | 300 | 3.8 |
| Total Operating Expenses | 283,910 | 291,310 | 7,400 | 2.6 | 297,870 | 6,560 | 2.3 |
| Departmental Revenue | - | - | - | - | - | - | - |
| Net Operating Expenditures | 283,910 | 291,310 | 7,400 | 2.6 | 297,870 | 6,560 | 2.3 |
| Debt & Capital Charges | 4,740 | 5,050 | 310 | 6.5 | 5,380 | 330 | 7.0 |
| Tax Levy Requirement | 288,650 | 296,360 | 7,710 | 2.7 | 303,250 | 6,890 | 2.4 |

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Administrative Services · Three Year Operating Budget Forecast

Table 40

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|-----------------------------------|----------------------------|------------------|--------------------------|-------------------------|------------------|--------------------------|-------------------------|
| Administrative Services | | | | | | | |
| Salaries & Benefits | 1,267,700 | 1,295,590 | 27,890 | 2.2 | 1,326,690 | 31,100 | 2.5 |
| Training & Development | 74,170 | 76,870 | 2,700 | 3.6 | 78,100 | 1,230 | 1.7 |
| Materials & Supplies | 168,440 | 173,830 | 5,390 | 3.2 | 181,930 | 8,100 | 4.8 |
| Utilities & Communications | 8,460 | 8,320 | (140) | (1.7) | 8,500 | 180 | 2.1 |
| Professional Services | 42,500 | 43,780 | 1,280 | 3.0 | 45,710 | 1,930 | 4.5 |
| Contracted Services | 27,260 | 30,590 | 3,330 | 12.2 | 31,810 | 1,220 | 4.5 |
| Total Operating Expenses | 1,588,530 | 1,628,980 | 40,450 | 2.5 | 1,672,740 | 43,760 | 2.8 |
| Departmental Revenue | (9,950) | (10,800) | (850) | 8.5 | (11,570) | (770) | 7.7 |
| Net Operating Expenditures | 1,578,580 | 1,618,180 | 39,600 | 2.5 | 1,661,170 | 42,990 | 2.7 |
| Debt & Capital Charges | 10,940 | 11,650 | 710 | 6.5 | 12,410 | 760 | 6.9 |
| Tax Levy Requirement | 1,589,520 | 1,629,830 | 40,310 | 2.5 | 1,673,580 | 43,750 | 2.8 |

Protective Services · Three Year Operating Budget Forecast

Table 41

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|-----------------------------------|----------------------------|------------------|--------------------------|-------------------------|------------------|--------------------------|-------------------------|
| Protective Services | | | | | | | |
| Salaries & Benefits | 848,070 | 866,740 | 18,670 | 2.2 | 887,540 | 20,800 | 2.5 |
| Training & Development | 39,100 | 41,760 | 2,660 | 6.8 | 43,310 | 1,550 | 4.0 |
| Materials & Supplies | 164,110 | 169,030 | 4,920 | 3.0 | 175,600 | 6,570 | 4.0 |
| Repairs & Maintenance | 28,150 | 32,170 | 4,020 | 14.3 | 35,850 | 3,680 | 13.1 |
| Vehicle Costs | 72,700 | 81,250 | 8,550 | 11.8 | 86,190 | 4,940 | 6.8 |
| Utilities & Communications | 97,870 | 98,160 | 290 | 0.3 | 96,100 | (2,060) | (2.1) |
| Contracted Services | 1,852,600 | 1,885,130 | 32,530 | 1.8 | 1,921,920 | 36,790 | 2.0 |
| Grants & Exemptions | 16,700 | 16,700 | - | - | 16,700 | - | - |
| Other Costs | 117,600 | 97,610 | (19,990) | (17.0) | 97,610 | - | - |
| Total Operating Expenses | 3,236,900 | 3,288,550 | 51,650 | 1.6 | 3,360,820 | 72,270 | 2.2 |
| Departmental Revenue | (1,139,110) | (1,163,030) | (23,920) | 2.1 | (1,174,660) | (11,630) | 1.0 |
| Net Operating Expenditures | 2,097,790 | 2,125,520 | 27,730 | 1.3 | 2,186,160 | 60,640 | 2.9 |
| Debt & Capital Charges | 148,850 | 158,530 | 9,680 | 6.5 | 168,830 | 10,300 | 6.9 |
| Tax Levy Requirement | 2,246,640 | 2,284,050 | 37,410 | 1.7 | 2,354,990 | 70,940 | 3.2 |

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Engineering & Transportation Services · Three Year Operating Budget Forecast

Table 42

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|--|----------------------------|------------------|--------------------------|-------------------------|------------------|--------------------------|-------------------------|
| Engineering & Transportation Services | | | | | | | |
| Salaries & Benefits | 1,435,240 | 1,466,820 | 31,580 | 2.2 | 1,502,020 | 35,200 | 2.5 |
| Training & Development | 49,800 | 48,530 | (1,270) | (2.6) | 48,940 | 410 | 0.8 |
| Materials & Supplies | 544,440 | 566,990 | 22,550 | 4.1 | 608,710 | 41,720 | 7.7 |
| Repairs & Maintenance | 37,400 | 40,650 | 3,250 | 8.7 | 43,940 | 3,290 | 8.8 |
| Vehicle Costs | 293,950 | 293,950 | - | - | 306,000 | 12,050 | 4.1 |
| Utilities & Communications | 764,090 | 766,980 | 2,890 | 0.4 | 780,020 | 13,040 | 1.7 |
| Professional Services | 20,200 | 20,200 | - | - | 21,730 | 1,530 | 7.6 |
| Contracted Services | 514,670 | 534,690 | 20,020 | 3.9 | 550,360 | 15,670 | 3.0 |
| Other Costs | 10,200 | 10,200 | - | - | 10,200 | - | - |
| Total Operating Expenses | 3,669,990 | 3,749,010 | 79,020 | 2.2 | 3,871,920 | 122,910 | 3.3 |
| Departmental Revenue | (605,390) | (648,370) | (42,980) | 7.1 | (674,950) | (26,580) | 4.4 |
| Net Operating Expenditures | 3,064,600 | 3,100,640 | 36,040 | 1.2 | 3,196,970 | 96,330 | 3.1 |
| Debt & Capital Charges | 1,347,190 | 1,355,270 | 8,080 | 0.6 | 1,363,400 | 8,130 | 0.6 |
| Tax Levy Requirement | 4,411,790 | 4,455,910 | 44,120 | 1.0 | 4,560,370 | 104,460 | 2.4 |

Regional Airport · Three Year Operating Budget Forecast

Table 43

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|-----------------------------------|----------------------------|------------------|--------------------------|-------------------------|------------------|--------------------------|-------------------------|
| Regional Airport | | | | | | | |
| Salaries & Benefits | 454,650 | 464,200 | 9,550 | 2.1 | 475,340 | 11,140 | 2.5 |
| Training & Development | 16,800 | 16,800 | - | - | 16,970 | 170 | 1.0 |
| Materials & Supplies | 92,160 | 88,660 | (3,500) | (3.8) | 91,320 | 2,660 | 2.9 |
| Repairs & Maintenance | 59,950 | 61,570 | 1,620 | 2.7 | 65,020 | 3,450 | 5.8 |
| Vehicle Costs | 85,230 | 88,810 | 3,580 | 4.2 | 92,100 | 3,290 | 3.9 |
| Utilities & Communications | 167,030 | 160,850 | (6,180) | (3.7) | 164,070 | 3,220 | 1.9 |
| Professional Services | 5,000 | 5,000 | - | - | 5,000 | - | - |
| Contracted Services | 29,100 | 29,540 | 440 | 1.5 | 30,720 | 1,180 | 4.1 |
| Total Operating Expenses | 909,920 | 915,430 | 5,510 | 0.6 | 940,540 | 25,110 | 2.8 |
| Departmental Revenue | (820,180) | (831,660) | (11,480) | 1.4 | (848,290) | (16,630) | 2.0 |
| Net Operating Expenditures | 89,740 | 83,770 | (5,970) | (6.7) | 92,250 | 8,480 | 9.4 |
| Debt & Capital Charges | 110,000 | 110,000 | - | - | 110,000 | - | - |
| Tax Levy Requirement | 199,740 | 193,770 | (5,970) | (3.0) | 202,250 | 8,480 | 4.2 |

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Water & Wastewater · Three Year Operating Budget Forecast

Table 44

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|-----------------------------------|----------------------------|--------------------|--------------------------|-------------------------|--------------------|--------------------------|-------------------------|
| Water & Wastewater | | | | | | | |
| Salaries & Benefits | 1,111,030 | 1,136,170 | 25,140 | 2.3 | 1,164,150 | 27,980 | 2.5 |
| Training & Development | 34,150 | 34,870 | 720 | 2.1 | 34,870 | - | - |
| Materials & Supplies | 597,530 | 617,550 | 20,020 | 3.4 | 610,050 | (7,500) | (1.3) |
| Repairs & Maintenance | 439,100 | 465,300 | 26,200 | 6.0 | 474,410 | 9,110 | 2.1 |
| Vehicle Costs | 53,150 | 53,740 | 590 | 1.1 | 56,370 | 2,630 | 4.9 |
| Utilities & Communications | 668,930 | 654,560 | (14,370) | (2.1) | 666,070 | 11,510 | 1.7 |
| Professional Services | 6,500 | 6,500 | - | - | 6,500 | - | - |
| Contracted Services | 37,740 | 37,740 | - | - | 38,820 | 1,080 | 2.9 |
| Other Costs | 4,800 | 4,800 | - | - | 4,800 | - | - |
| Total Operating Expenses | 2,952,930 | 3,011,230 | 58,300 | 2.0 | 3,056,040 | 44,810 | 1.5 |
| Departmental Revenue | (4,110,780) | (4,386,200) | (275,420) | 6.7 | (4,653,760) | (267,560) | 6.5 |
| Net Operating Expenditures | (1,157,850) | (1,374,970) | (217,120) | 18.8 | (1,597,720) | (222,750) | 19.2 |
| Debt & Capital Charges | 1,157,850 | 1,374,970 | 217,120 | 18.8 | 1,597,720 | 222,750 | 19.2 |
| Tax Levy Requirement | - | - | - | - | - | - | - |

Community Development · Three Year Operating Budget Forecast

Table 45

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|-----------------------------------|----------------------------|------------------|--------------------------|-------------------------|------------------|--------------------------|-------------------------|
| Community Development | | | | | | | |
| Materials & Supplies | 418,550 | 315,170 | (103,380) | (24.7) | 322,100 | 6,930 | 1.7 |
| Total Operating Expenses | 418,550 | 315,170 | (103,380) | (24.7) | 322,100 | 6,930 | 1.7 |
| Departmental Revenue | (165,900) | (58,400) | 107,500 | (64.8) | (61,610) | (3,210) | 1.9 |
| Net Operating Expenditures | 252,650 | 256,770 | 4,120 | 1.6 | 260,490 | 3,720 | 1.5 |
| Debt & Capital Charges | - | - | - | - | - | - | - |
| Tax Levy Requirement | 252,650 | 256,770 | 4,120 | 1.6 | 260,490 | 3,720 | 1.5 |

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Community Programs · Three Year Operating Budget Forecast

Table 46

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|-----------------------------------|----------------------------|------------------|--------------------------|-------------------------|------------------|--------------------------|-------------------------|
| Community Programs | | | | | | | |
| Salaries & Benefits | 652,630 | 666,990 | 14,360 | 2.2 | 684,330 | 17,340 | 2.7 |
| Training & Development | 29,310 | 28,110 | (1,200) | (4.1) | 28,870 | 760 | 2.6 |
| Materials & Supplies | 92,470 | 99,780 | 7,310 | 7.9 | 103,870 | 4,090 | 4.4 |
| Repairs & Maintenance | 550 | 550 | - | - | 550 | - | - |
| Utilities & Communications | 21,640 | 21,900 | 260 | 1.2 | 23,630 | 1,730 | 8.0 |
| Professional Services | 600 | 600 | - | - | 600 | - | - |
| Contracted Services | 12,010 | 12,010 | - | - | 12,510 | 500 | 4.2 |
| Grants & Exemptions | 40,000 | 40,000 | - | - | 40,000 | - | - |
| Other Costs | 56,080 | 58,320 | 2,240 | 4.0 | 53,010 | (5,310) | (9.5) |
| Total Operating Expenses | 905,290 | 928,260 | 22,970 | 2.5 | 947,370 | 19,110 | 2.1 |
| Departmental Revenue | (756,770) | (774,930) | (18,160) | 2.4 | (792,750) | (17,820) | 2.4 |
| Net Operating Expenditures | 148,520 | 153,330 | 4,810 | 3.2 | 154,620 | 1,290 | 0.9 |
| Debt & Capital Charges | - | - | - | - | - | - | - |
| Tax Levy Requirement | 148,520 | 153,330 | 4,810 | 3.2 | 154,620 | 1,290 | 0.9 |

Recreation Programs & Facilities · Three Year Operating Budget Forecast

Table 47

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|------------------|--------------------------|-------------------------|------------------|--------------------------|-------------------------|
| Recreation Programs & Facilities | | | | | | | |
| Salaries & Benefits | 1,334,640 | 1,412,110 | 77,470 | 5.8 | 1,446,610 | 34,500 | 2.4 |
| Training & Development | 14,720 | 18,720 | 4,000 | 27.2 | 19,290 | 570 | 3.0 |
| Materials & Supplies | 335,090 | 357,190 | 22,100 | 6.6 | 386,710 | 29,520 | 8.3 |
| Repairs & Maintenance | 174,540 | 196,260 | 21,720 | 12.4 | 210,480 | 14,220 | 7.2 |
| Vehicle Costs | 36,200 | 42,930 | 6,730 | 18.6 | 44,490 | 1,560 | 3.6 |
| Utilities & Communications | 542,920 | 533,540 | (9,380) | (1.7) | 544,290 | 10,750 | 2.0 |
| Contracted Services | 402,130 | 416,050 | 13,920 | 3.5 | 416,610 | 560 | 0.1 |
| Grants & Exemptions | 2,500 | 2,500 | - | - | 2,500 | - | - |
| Other Costs | 3,000 | 3,000 | - | - | 3,000 | - | - |
| Total Operating Expenses | 2,845,740 | 2,982,300 | 136,560 | 4.8 | 3,073,980 | 91,680 | 3.1 |
| Departmental Revenue | (950,380) | (1,017,860) | (67,480) | 7.1 | (1,064,680) | (46,820) | 4.6 |
| Net Operating Expenditures | 1,895,360 | 1,964,440 | 69,080 | 3.6 | 2,009,300 | 44,860 | 2.3 |
| Debt & Capital Charges | 666,050 | 678,040 | 11,990 | 1.8 | 772,970 | 94,930 | 14.0 |
| Tax Levy Requirement | 2,561,410 | 2,642,480 | 81,070 | 3.2 | 2,782,270 | 139,790 | 5.3 |

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Cultural · Three Year Operating Budget Forecast

Table 48

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|-----------------------------------|----------------------------|------------------|--------------------------|-------------------------|------------------|--------------------------|-------------------------|
| Cultural | | | | | | | |
| Salaries & Benefits | 299,650 | 291,560 | (8,090) | (2.7) | 297,100 | 5,540 | 1.8 |
| Training & Development | 13,020 | 14,390 | 1,370 | 10.5 | 14,970 | 580 | 4.5 |
| Materials & Supplies | 28,820 | 33,460 | 4,640 | 16.1 | 34,870 | 1,410 | 4.9 |
| Repairs & Maintenance | 18,110 | 23,850 | 5,740 | 31.7 | 27,330 | 3,480 | 19.2 |
| Utilities & Communications | 28,650 | 28,030 | (620) | (2.2) | 28,730 | 700 | 2.4 |
| Contracted Services | 399,900 | 399,900 | - | - | 408,300 | 8,400 | 2.1 |
| Total Operating Expenses | 788,150 | 791,190 | 3,040 | 0.4 | 811,300 | 20,110 | 2.6 |
| Departmental Revenue | (100,490) | (104,310) | (3,820) | 3.8 | (105,350) | (1,040) | 1.0 |
| Net Operating Expenditures | 687,660 | 686,880 | (780) | (0.1) | 705,950 | 19,070 | 2.8 |
| Debt & Capital Charges | 86,990 | 92,560 | 5,570 | 6.4 | 99,960 | 7,400 | 8.5 |
| Tax Levy Requirement | 774,650 | 779,440 | 4,790 | 0.6 | 805,910 | 26,470 | 3.4 |

Corporate Expenses · Three Year Operating Budget Forecast

Table 49

| | 2019 Approved Budget | 2020 Forecast | Budget Change (\$) | Budget Change (%) | 2021 Forecast | Budget Change (\$) | Budget Change (%) |
|-----------------------------------|----------------------------|------------------|--------------------------|-------------------------|------------------|--------------------------|-------------------------|
| Corporate Expenses | | | | | | | |
| Salaries & Benefits | 1,500 | 1,500 | - | - | 1,500 | - | - |
| Training & Development | 1,500 | 1,950 | 450 | 30.0 | 2,180 | 230 | 15.3 |
| Materials & Supplies | 47,210 | 50,090 | 2,880 | 6.1 | 52,090 | 2,000 | 4.2 |
| Repairs & Maintenance | 102,590 | 100,540 | (2,050) | (2.0) | 105,470 | 4,930 | 4.8 |
| Vehicle Costs | 4,600 | 5,000 | 400 | 8.7 | 5,050 | 50 | 1.1 |
| Utilities & Communications | 91,970 | 91,970 | - | - | 93,900 | 1,930 | 2.1 |
| Professional Services | 238,000 | 252,280 | 14,280 | 6.0 | 208,380 | (43,900) | (18.4) |
| Contracted Services | 104,880 | 107,080 | 2,200 | 2.1 | 109,330 | 2,250 | 2.1 |
| Grants & Exemptions | 173,100 | 173,100 | - | - | 173,100 | - | - |
| Total Operating Expenses | 765,350 | 783,510 | 18,160 | 2.4 | 751,000 | (32,510) | (4.2) |
| Departmental Revenue | (1,191,360) | (1,219,950) | (28,590) | 2.4 | (1,243,130) | (23,180) | 1.9 |
| Net Operating Expenditures | (426,010) | (436,440) | (10,430) | 2.4 | (492,130) | (55,690) | 13.1 |
| Debt & Capital Charges | 554,710 | 517,540 | (37,170) | (6.7) | 551,180 | 33,640 | 6.1 |
| Tax Levy Requirement | 128,700 | 81,100 | (47,600) | (37.0) | 59,050 | (22,050) | (17.1) |

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APPENDIX V · CHART OF ACCOUNTS

Chart of Accounts – Revenues

Table 50

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| General Municipal | | | | | | | |
| 11110 - Residential Taxes | (6,166,690) | (162,520) | (6,004,700) | (6,002,460) | (6,002,460) | (164,230) | 2.7 |
| 11120 - Commercial Taxes | (3,323,380) | (87,580) | (3,235,800) | (3,255,230) | (3,255,230) | (68,150) | 2.1 |
| 11130 - Industrial Taxes | (1,229,910) | (32,410) | (1,197,500) | (1,178,310) | (1,178,310) | (51,600) | 4.4 |
| 11140 - Farmland Taxes | (650) | - | (650) | (600) | (600) | (50) | 8.3 |
| 11150 - Machinery & Equipment Taxes | (5,300) | - | (5,300) | (5,200) | (5,200) | (100) | 1.9 |
| 11305 - Levy - Education - Residential & Farmland | (2,898,850) | - | (2,898,850) | (2,839,250) | (2,839,250) | (59,600) | 2.1 |
| 11325 - Levy - North Peace Housing | (431,600) | - | (431,600) | (423,080) | (423,080) | (8,520) | 2.0 |
| 11475 - Power, Pipe & Cablevision | (252,800) | - | (252,800) | (231,850) | (231,850) | (20,950) | 9.0 |
| 11505 - Gilt - Federal Properties | (51,970) | (1,370) | (50,600) | (49,000) | (49,000) | (2,970) | 6.1 |
| 11515 - Gilt - Provincial Properties | (239,410) | (6,310) | (233,100) | (221,900) | (221,900) | (17,510) | 7.9 |
| 12005 - Sale of Services | (17,500) | - | (17,500) | - | - | (17,500) | - |
| 12410 - Leases | (4,060) | - | (4,060) | (4,100) | (4,100) | 40 | (1.0) |
| 12505 - Power & Gas Franchises | (1,184,600) | - | (1,184,600) | (1,200,400) | (1,200,400) | 15,800 | (1.3) |
| 12990 - Miscellaneous Revenue | (20,000) | - | (20,000) | - | - | (20,000) | - |
| 13410 - Interest on Outstanding Receivables | (297,900) | - | (297,900) | (322,800) | (322,800) | 24,900 | (7.7) |
| 14100 - Conditional Grants - Municipal | (653,980) | - | (653,980) | (647,000) | (647,000) | (6,980) | 1.1 |
| 15100 - Interest on Investments | (143,500) | - | (143,500) | (149,000) | (149,000) | 5,500 | (3.7) |
| 18100 - Transfer from Operating Reserve | (68,020) | - | (68,020) | (114,800) | (114,800) | 46,780 | (40.7) |
| General Government | | | | | | | |
| 12190 - Recovered Costs | - | - | - | (2,000) | (2,000) | 2,000 | (100.0) |
| 12990 - Miscellaneous Revenue | (18,000) | - | (18,000) | (18,000) | (18,000) | - | - |
| 14350 - Unconditional Grants - Provincial | (61,600) | - | (61,600) | (61,000) | (61,000) | (600) | 1.0 |
| 17250 - Insurance Proceeds | (10,000) | - | (10,000) | (10,000) | (10,000) | - | - |
| Information Systems | | | | | | | |
| 12005 - Sale of Services | (1,500) | - | (1,500) | (2,000) | (2,000) | 500 | (25.0) |
| Finance | | | | | | | |
| 12205 - Tax Certificates | (5,450) | - | (5,450) | (7,500) | (7,500) | 2,050 | (27.3) |
| Human Resources | | | | | | | |
| 12990 - Miscellaneous Revenue | (3,000) | - | (3,000) | (5,000) | (5,000) | 2,000 | (40.0) |
| RCMP/Police - Administration | | | | | | | |
| 13525 - Court Fines | (85,000) | - | (85,000) | (96,000) | (96,000) | 11,000 | (11.5) |
| 14050 - Conditional Grants - Provincial | (355,000) | - | (355,000) | (353,800) | (353,800) | (1,200) | 0.3 |
| 14100 - Conditional Grants - Municipal | (79,000) | - | (79,000) | (79,000) | (79,000) | - | - |
| Bylaw Enforcement | | | | | | | |
| 13530 - Parking Fines | (500) | - | (500) | (600) | (600) | 100 | (16.7) |
| 13540 - Other Fines | (7,000) | - | (7,000) | (1,000) | (1,000) | (6,000) | 600.0 |
| Community Peace Officer | | | | | | | |
| 12005 - Sale of Services | (4,000) | - | (4,000) | - | - | (4,000) | - |
| 13540 - Other Fines | (106,400) | - | (106,400) | (103,500) | (103,500) | (2,900) | 2.8 |
| Fire Protection - Admin | | | | | | | |
| 12190 - Recovered Costs | (30,000) | - | (30,000) | (30,000) | (30,000) | - | - |
| 12990 - Miscellaneous Revenue | (25,000) | - | (25,000) | (5,000) | (5,000) | (20,000) | 400.0 |
| 14100 - Conditional Grants - Municipal | (339,340) | - | (339,340) | (388,400) | (388,400) | 49,060 | (12.6) |
| Other Protective Services - Admin | | | | | | | |
| 12005 - Sale of Services | (3,000) | - | (3,000) | (4,500) | (4,500) | 1,500 | (33.3) |
| 13110 - Business Licenses | (81,500) | - | (81,500) | (84,700) | (84,700) | 3,200 | (3.8) |
| 13112 - Business Licenses | - | - | - | (2,400) | (2,400) | 2,400 | (100.0) |
| 13140 - Permits - Taxi Drivers | (200) | - | (200) | (500) | (500) | 300 | (60.0) |
| 13145 - Business License - Taxi Companies | (400) | - | (400) | (700) | (700) | 300 | (42.9) |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Operations Administration | | | | | | | |
| 12005 - Sale of Services | - | - | - | (1,560) | (1,560) | 1,560 | (100.0) |
| 12190 - Recovered Costs | (15,000) | - | (15,000) | (16,000) | (16,000) | 1,000 | (6.3) |
| 12440 - Parking | (600) | - | (600) | (600) | (600) | - | - |
| 12990 - Miscellaneous Revenue | (1,000) | - | (1,000) | (3,000) | (3,000) | 2,000 | (66.7) |
| 18100 - Transfer from Operating Reserve | (117,690) | - | (117,690) | (117,700) | (117,700) | 10 | (0.0) |
| Airport - Administration | | | | | | | |
| 12005 - Sale of Services | (750) | - | (750) | (3,000) | (3,000) | 2,250 | (75.0) |
| 12100 - Landing Fees | (53,900) | - | (53,900) | (58,290) | (58,290) | 4,390 | (7.5) |
| 12110 - Airport Operation Fees | (25,500) | - | (25,500) | (62,500) | (62,500) | 37,000 | (59.2) |
| 12140 - Aircraft Parking | (5,300) | - | (5,300) | (7,710) | (7,710) | 2,410 | (31.3) |
| 12990 - Miscellaneous Revenue | (3,200) | - | (3,200) | (8,000) | (8,000) | 4,800 | (60.0) |
| 14005 - Conditional Grants - Federal | - | - | - | - | (457,850) | - | - |
| 14100 - Conditional Grants - Municipal | (424,360) | - | (424,360) | (414,120) | (414,120) | (10,240) | 2.5 |
| 18100 - Transfer from Operating Reserve | (126,200) | - | (126,200) | (100,000) | (100,000) | (26,200) | 26.2 |
| Airport - Terminal | | | | | | | |
| 12280 - Recoverable Costs - Utilities | (12,600) | - | (12,600) | (12,600) | (12,600) | - | - |
| 12410 - Leases | (26,160) | - | (26,160) | (30,960) | (30,960) | 4,800 | (15.5) |
| 12650 - Concessions - Advertising | - | - | - | (3,600) | (3,600) | 3,600 | (100.0) |
| 12660 - Concessions - Pay Station | (1,500) | - | (1,500) | (6,000) | (6,000) | 4,500 | (75.0) |
| 12665 - Concessions - Vending Machines | (100) | - | (100) | (200) | (200) | 100 | (50.0) |
| 12670 - Concessions - Rental Agencies | (9,850) | - | (9,850) | (9,850) | (9,850) | - | - |
| Airport - Airside | | | | | | | |
| 12410 - Leases | (78,800) | - | (78,800) | (61,820) | (61,820) | (16,980) | 27.5 |
| 12465 - Agricultural Land | (2,000) | - | (2,000) | (2,500) | (2,500) | 500 | (20.0) |
| 12655 - Concessions - Fuel | (26,160) | - | (26,160) | (15,500) | (15,500) | (10,660) | 68.8 |
| Airport - Groundside | | | | | | | |
| 12410 - Leases | (23,800) | - | (23,800) | (26,200) | (26,200) | 2,400 | (9.2) |
| Public Transportation | | | | | | | |
| 12290 - Taxi Passes | (19,000) | - | (19,000) | (19,150) | (19,150) | - | (0.8) |
| Water - Administration | | | | | | | |
| 12005 - Sale of Services | - | - | - | (1,000) | (1,000) | 1,000 | (100.0) |
| 12720 - Sales - Metered Water | (2,388,240) | - | (2,388,240) | (2,274,240) | (2,274,240) | (114,000) | 5.0 |
| 12722 - Sales - Bulk Water | (127,890) | - | (127,890) | (103,360) | (103,360) | (24,530) | 23.7 |
| 12730 - Service Charges | (9,600) | - | (9,600) | (8,000) | (8,000) | (1,600) | 20.0 |
| 12990 - Miscellaneous Revenue | - | - | - | (3,000) | (3,000) | 3,000 | (100.0) |
| 13410 - Interest on Outstanding Receivables | (16,700) | - | (16,700) | (14,600) | (14,600) | (2,100) | 14.4 |
| 18100 - Transfer from Operating Reserve | (65,890) | - | (65,890) | (65,600) | (65,600) | (290) | 0.4 |
| Wastewater - Administration | | | | | | | |
| 12750 - Wastewater Charges | (1,442,720) | - | (1,442,720) | (1,323,170) | (1,323,170) | (119,550) | 9.0 |
| 12755 - Wastewater Dumping Charges | (2,000) | - | (2,000) | (4,500) | (4,500) | 2,500 | (55.6) |
| 18100 - Transfer from Operating Reserve | (57,740) | - | (57,740) | (199,800) | (199,800) | 142,060 | (71.1) |
| Solid Waste Management | | | | | | | |
| 12800 - Waste Management Charges | (434,000) | (43,400) | (390,600) | (391,500) | (391,500) | (42,500) | 10.9 |
| 12805 - Garbage Tags | (300) | - | (300) | - | - | (300) | - |
| FCSS - Administration | | | | | | | |
| 14050 - Conditional Grants - Provincial | (183,460) | - | (183,460) | (183,400) | (183,400) | (60) | 0.0 |
| 14100 - Conditional Grants - Municipal | (83,240) | - | (83,240) | (73,720) | (73,720) | (9,520) | 12.9 |
| Seniors | | | | | | | |
| 12005 - Sale of Services | (6,890) | - | (6,890) | (12,000) | (12,000) | 5,110 | (42.6) |
| 12990 - Miscellaneous Revenue | (11,700) | - | (11,700) | (13,080) | (13,080) | 1,380 | (10.6) |
| Community Development | | | | | | | |
| 12990 - Miscellaneous Revenue | - | - | - | (1,000) | (1,000) | 1,000 | (100.0) |
| Community Development - Misc | | | | | | | |
| 12990 - Miscellaneous Revenue | (1,400) | - | (1,400) | - | - | (1,400) | - |
| 14005 - Conditional Grants - Federal | (36,500) | (36,500) | - | - | - | (36,500) | - |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 14050 - Conditional Grants - Provincial | (22,500) | - | (22,500) | (22,500) | (22,500) | - | - |
| 18100 - Transfer from Operating Reserve | (78,500) | (78,500) | - | - | - | (78,500) | - |
| Parent Link | | | | | | | |
| 12990 - Miscellaneous Revenue | - | - | - | (2,000) | (2,000) | 2,000 | (100.0) |
| 14050 - Conditional Grants - Provincial | (471,480) | - | (471,480) | (462,270) | (462,270) | (9,210) | 2.0 |
| Cemetery | | | | | | | |
| 12035 - Cemetery | (11,500) | - | (11,500) | (10,400) | (10,400) | (1,100) | 10.6 |
| Planning & Development | | | | | | | |
| 12052 - Encroachment Agreements | (3,080) | - | (3,080) | (3,060) | (3,060) | (20) | 0.7 |
| 12054 - Development Permits | (3,000) | - | (3,000) | (3,000) | (3,000) | - | - |
| 12990 - Miscellaneous Revenue | (3,220) | - | (3,220) | (2,650) | (2,650) | (570) | 21.5 |
| 13030 - Building Permits | (16,000) | - | (16,000) | (10,200) | (10,200) | (5,800) | 56.9 |
| Economic Dev. – Admin | | | | | | | |
| 12310 - Program Revenue | - | - | - | (1,000) | (1,000) | 1,000 | (100.0) |
| Recreation – Administration | | | | | | | |
| 14100 - Conditional Grants - Municipal | (68,310) | - | (68,310) | (64,400) | (64,400) | (3,910) | 6.1 |
| Recreation – Programs | | | | | | | |
| 12310 - Program Revenue | (9,000) | - | (9,000) | (14,900) | (9,900) | 5,900 | (39.6) |
| 14005 - Conditional Grants - Federal | (4,000) | - | (4,000) | (4,400) | (4,400) | 400 | (9.1) |
| 14050 - Conditional Grants - Provincial | (3,000) | - | (3,000) | (2,400) | (2,400) | (600) | 25.0 |
| 14100 - Conditional Grants - Municipal | (70,100) | - | (70,100) | (65,300) | (65,300) | (4,800) | 7.4 |
| Arena | | | | | | | |
| 12370 - Arena Revenue | (172,570) | - | (172,570) | (183,790) | (183,790) | 11,220 | (6.1) |
| 12990 - Miscellaneous Revenue | (64,800) | (22,500) | (42,300) | (66,620) | (66,620) | 1,820 | (2.7) |
| 14100 - Conditional Grants - Municipal | (69,430) | - | (69,430) | (67,600) | (67,600) | (1,830) | 2.7 |
| Pool | | | | | | | |
| 12215 - Sale of Goods - Taxable | (10,670) | - | (10,670) | (11,000) | (11,000) | 330 | (3.0) |
| 12375 - Pool Revenue - Taxable | (188,640) | - | (188,640) | (183,800) | (183,800) | (4,840) | 2.6 |
| 12377 - Pool Revenue - Non Taxable | (54,480) | - | (54,480) | (54,500) | (54,500) | 20 | (0.0) |
| 14100 - Conditional Grants - Municipal | (120,540) | - | (120,540) | (117,350) | (117,350) | (3,190) | 2.7 |
| Sports Fields | | | | | | | |
| 12420 – Rental | (3,380) | - | (3,380) | (3,620) | (3,620) | 240 | (6.6) |
| Ball Fields | | | | | | | |
| 12380 - Ball Diamond Revenue | (5,020) | - | (5,020) | (6,850) | (6,850) | 1,830 | (26.7) |
| Parks | | | | | | | |
| 12190 - Recovered Costs | - | - | - | (6,800) | (6,800) | 6,800 | (100.0) |
| 14100 - Conditional Grants - Municipal | (34,300) | - | (34,300) | (33,420) | (33,420) | (880) | 2.6 |
| 14150 - Conditional Grants - Other | (10,000) | - | (10,000) | (7,500) | (7,500) | (2,500) | 33.3 |
| Multiplex Common (New) | | | | | | | |
| 12410 – Leases | (16,500) | (16,500) | - | - | - | (16,500) | - |
| 12990 - Miscellaneous Revenue | (15,000) | (15,000) | - | - | - | (15,000) | - |
| Field House (New) | | | | | | | |
| 12420 – Rental | (540) | (540) | - | - | - | (540) | - |
| 12990 - Miscellaneous Revenue | (30,100) | (30,100) | - | - | - | (30,100) | - |
| Museum | | | | | | | |
| 12060 - Donations | (7,000) | - | (7,000) | (5,600) | (5,600) | (1,400) | 25.0 |
| 12085 - Heritage Fees | (240) | - | (240) | (360) | (360) | 120 | (33.3) |
| 12215 - Sale of Goods - Taxable | (4,800) | - | (4,800) | (7,200) | (7,200) | 2,400 | (33.3) |
| 12310 - Program Revenue | (3,500) | - | (3,500) | (3,000) | (3,000) | (500) | 16.7 |
| 14005 - Conditional Grants - Federal | (34,200) | - | (34,200) | (25,500) | (25,500) | (8,700) | 34.1 |
| 14100 - Conditional Grants - Municipal | (22,250) | - | (22,250) | (21,700) | (21,700) | (550) | 2.5 |
| Library | | | | | | | |
| 14100 - Conditional Grants - Municipal | (28,500) | - | (28,500) | (27,700) | (27,700) | (800) | 2.9 |
| Athabasca Hall | | | | | | | |
| 12420 – Rental | (11,460) | - | (11,460) | (10,070) | (10,070) | (1,390) | 13.8 |
| 18100 - Transfer from Operating Reserve | (30,000) | - | (30,000) | - | - | (30,000) | - |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| N.A.R. Building | | | | | | | |
| 12060 - Donations | (100) | - | (100) | (250) | (250) | 150 | (60.0) |
| Log Cabin | | | | | | | |
| 12420 - Rental | (2,800) | - | (2,800) | (3,000) | (3,000) | 200 | (6.7) |

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Chart of Accounts – Expenses

Table 51

| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| General Municipal | | | | | | | |
| 25300 - Requisition - ASFF Res/Farm | 2,340,000 | - | 2,340,000 | 2,291,400 | 2,291,400 | 48,600 | 2.1 |
| 25303 - Requisition - Sep Res/Farm | 559,380 | - | 559,380 | 547,850 | 547,850 | 11,530 | 2.1 |
| 25400 - Requisition - NPHF | 431,600 | - | 431,600 | 423,080 | 423,080 | 8,520 | 2.0 |
| Legislative Services | | | | | | | |
| 21300 - CPP / EI | 7,620 | - | 7,620 | 6,510 | 6,510 | 1,110 | 17.1 |
| 21305 - AMSC Benefits | 5,280 | - | 5,280 | 5,200 | 5,200 | 80 | 1.5 |
| 21400 - Health Care Spending Account | 3,000 | - | 3,000 | 3,000 | 3,000 | - | - |
| 21425 - Honorariums | 173,860 | - | 173,860 | 156,050 | 156,050 | 17,810 | 11.4 |
| 22070 - Consultant Fees | 8,000 | - | 8,000 | 9,000 | 9,000 | (1,000) | (11.1) |
| 23025 - Travel (Mileage) | 3,780 | - | 3,780 | 4,440 | 4,440 | (660) | (14.9) |
| 23040 - Training & Development | 46,870 | - | 46,870 | 39,300 | 39,300 | 7,570 | 19.3 |
| 23055 - Memberships & Publications | 9,350 | - | 9,350 | 9,900 | 9,900 | (550) | (5.6) |
| 23100 - Communications | 5,600 | - | 5,600 | - | - | 5,600 | - |
| 23115 - Advertising | 1,140 | - | 1,140 | 2,000 | 2,000 | (860) | (43.0) |
| 23120 - Promotional | 5,000 | - | 5,000 | 7,520 | 7,520 | (2,520) | (33.5) |
| 23125 - Meeting Expenses | 8,100 | - | 8,100 | 8,540 | 8,540 | (440) | (5.2) |
| 23240 - Materials & Supplies | 150 | - | 150 | 300 | 300 | (150) | (50.0) |
| 23255 - Office Supplies | 2,060 | - | 2,060 | 10,660 | 10,660 | (8,600) | (80.7) |
| 23280 - Software | 970 | - | 970 | 1,270 | 1,270 | (300) | (23.6) |
| 23400 - Insurance | 3,130 | - | 3,130 | 3,250 | 3,250 | (120) | (3.7) |
| 28300 - Contribution to Operating Reserve | 3,000 | - | 3,000 | 3,000 | 3,000 | - | - |
| 28305 - Contribution to Capital Reserve | 1,740 | - | 1,740 | 1,620 | 1,620 | 120 | 7.4 |
| General Government | | | | | | | |
| 22050 - Audit Fees | 40,000 | - | 40,000 | 45,000 | 45,000 | (5,000) | (11.1) |
| 22060 - Legal Fees | 198,000 | - | 198,000 | 165,000 | 195,000 | 33,000 | 20.0 |
| 22200 - Contracted Services | 3,360 | - | 3,360 | 3,300 | 3,300 | 60 | 1.8 |
| 23100 - Communications | 8,860 | - | 8,860 | 13,850 | 13,850 | (4,990) | (36.0) |
| 23250 - Office Equipment | 8,500 | - | 8,500 | 14,500 | 14,500 | (6,000) | (41.4) |
| 23255 - Office Supplies | 2,000 | - | 2,000 | 1,900 | 1,900 | 100 | 5.3 |
| 23280 - Software | 9,800 | - | 9,800 | 8,100 | 8,100 | 1,700 | 21.0 |
| 23300 - Vehicle Costs | 4,600 | - | 4,600 | 4,400 | 4,400 | 200 | 4.5 |
| 23400 - Insurance | 10,790 | - | 10,790 | 11,220 | 11,220 | (430) | (3.8) |
| 25100 - Grants to Organizations | 75,500 | 17,000 | 58,500 | 58,500 | 58,500 | 17,000 | 29.1 |
| 25200 - Transfers to Other Governments | 27,000 | - | 27,000 | 26,900 | 26,900 | 100 | 0.4 |
| 28105 - Bank Charges | 1,500 | - | 1,500 | 1,500 | 1,500 | - | - |
| 28300 - Contribution to Operating Reserve | 50,000 | - | 50,000 | 50,000 | 80,000 | - | - |
| 28305 - Contribution to Capital Reserve | 498,900 | - | 498,900 | 494,290 | 494,290 | 4,610 | 0.9 |
| Administration | | | | | | | |
| 21010 - Salaries | 380,050 | - | 380,050 | 370,760 | 370,760 | 9,290 | 2.5 |
| 21300 - CPP / EI | 15,830 | - | 15,830 | 15,180 | 15,180 | 650 | 4.3 |
| 21305 - AMSC Benefits | 12,410 | - | 12,410 | 12,330 | 12,330 | 80 | 0.6 |
| 21310 - LAPP Expense | 48,700 | - | 48,700 | 54,710 | 54,710 | (6,010) | (11.0) |
| 21315 - Workers Compensation | 4,990 | - | 4,990 | 4,760 | 4,760 | 230 | 4.8 |
| 21400 - Health Care Spending Account | 1,500 | - | 1,500 | 1,500 | 1,500 | - | - |
| 23025 - Travel (Mileage) | 6,000 | - | 6,000 | 2,100 | 2,100 | 3,900 | 185.7 |
| 23040 - Training & Development | 12,630 | - | 12,630 | 14,820 | 14,820 | (2,190) | (14.8) |
| 23055 - Memberships & Publications | 4,230 | - | 4,230 | 1,400 | 1,400 | 2,830 | 202.1 |
| 23100 - Communications | 2,160 | - | 2,160 | 2,610 | 2,610 | (450) | (17.2) |
| 23115 - Advertising | - | - | - | 1,200 | 1,200 | (1,200) | (100.0) |
| 23125 - Meeting Expenses | 1,800 | - | 1,800 | 2,000 | 2,000 | (200) | (10.0) |
| 23255 - Office Supplies | 1,850 | - | 1,850 | 1,910 | 1,910 | (60) | (3.1) |
| 23280 - Software | 1,300 | - | 1,300 | 1,050 | 1,050 | 250 | 23.8 |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 28305 - Contribution to Capital Reserve | 1,740 | - | 1,740 | 1,620 | 1,620 | 120 | 7.4 |
| Corporate Services | | | | | | | |
| 21010 - Salaries | 208,750 | - | 208,750 | 204,660 | 204,660 | 4,090 | 2.0 |
| 21300 - CPP / EI | 9,180 | - | 9,180 | 8,890 | 8,890 | 290 | 3.3 |
| 21305 - AMSC Benefits | 7,280 | - | 7,280 | 7,240 | 7,240 | 40 | 0.6 |
| 21310 - LAPP Expense | 26,040 | - | 26,040 | 29,450 | 29,450 | (3,410) | (11.6) |
| 21315 - Workers Compensation | 2,880 | - | 2,880 | 2,790 | 2,790 | 90 | 3.2 |
| 21400 - Health Care Spending Account | 2,250 | - | 2,250 | 2,250 | 2,250 | - | - |
| 22200 - Contracted Services | 400 | - | 400 | 600 | 600 | (200) | (33.3) |
| 23025 - Travel (Mileage) | 600 | - | 600 | 600 | 600 | - | - |
| 23040 - Training & Development | 2,400 | - | 2,400 | 3,400 | 3,400 | (1,000) | (29.4) |
| 23055 - Memberships & Publications | 660 | - | 660 | 560 | 560 | 100 | 17.9 |
| 23100 - Communications | 1,570 | - | 1,570 | 2,290 | 2,290 | (720) | (31.4) |
| 23115 - Advertising | 300 | - | 300 | 400 | 400 | (100) | (25.0) |
| 23255 - Office Supplies | 3,330 | - | 3,330 | 3,780 | 3,780 | (450) | (11.9) |
| 23280 - Software | 1,630 | - | 1,630 | 1,480 | 1,480 | 150 | 10.1 |
| 28305 - Contribution to Capital Reserve | 1,740 | - | 1,740 | 1,620 | 1,620 | 120 | 7.4 |
| Information Systems | | | | | | | |
| 21010 - Salaries | 77,720 | - | 77,720 | 76,200 | 76,200 | 1,520 | 2.0 |
| 21300 - CPP / EI | 4,130 | - | 4,130 | 3,970 | 3,970 | 160 | 4.0 |
| 21305 - AMSC Benefits | 3,070 | - | 3,070 | 3,050 | 3,050 | 20 | 0.7 |
| 21310 - LAPP Expense | 8,490 | - | 8,490 | 9,480 | 9,480 | (990) | (10.4) |
| 21315 - Workers Compensation | 1,380 | - | 1,380 | 1,320 | 1,320 | 60 | 4.5 |
| 21400 - Health Care Spending Account | 750 | - | 750 | 750 | 750 | - | - |
| 22200 - Contracted Services | - | - | - | 400 | 400 | (400) | (100.0) |
| 23025 - Travel (Mileage) | 1,000 | - | 1,000 | 1,500 | 1,500 | (500) | (33.3) |
| 23040 - Training & Development | 750 | - | 750 | 1,200 | 1,200 | (450) | (37.5) |
| 23100 - Communications | 690 | - | 690 | 850 | 850 | (160) | (18.8) |
| 23255 - Office Supplies | 1,000 | - | 1,000 | 500 | 500 | 500 | 100.0 |
| 23275 - Hardware | 5,000 | - | 5,000 | 5,000 | 5,000 | - | - |
| 23280 - Software | 7,270 | - | 7,270 | 12,990 | 12,990 | (5,720) | (44.0) |
| 28305 - Contribution to Capital Reserve | 1,160 | - | 1,160 | 1,080 | 1,080 | 80 | 7.4 |
| Communications | | | | | | | |
| 21400 - Health Care Spending Account | 750 | - | 750 | 800 | 800 | (50) | (6.3) |
| 23040 - Training & Development | - | - | - | 150 | 150 | (150) | (100.0) |
| 23055 - Memberships & Publications | 670 | - | 670 | 450 | 450 | 220 | 48.9 |
| 23100 - Communications | 920 | - | 920 | 1,300 | 1,300 | (380) | (29.2) |
| 23115 - Advertising | 15,300 | - | 15,300 | 18,670 | 18,670 | (3,370) | (18.1) |
| 23120 - Promotional | 3,300 | - | 3,300 | 2,660 | 2,660 | 640 | 24.1 |
| 23240 - Materials & Supplies | 700 | - | 700 | 230 | 230 | 470 | 204.3 |
| 23280 - Software | 1,490 | - | 1,490 | 1,410 | 1,410 | 80 | 5.7 |
| 28305 - Contribution to Capital Reserve | 1,160 | - | 1,160 | 1,080 | 1,080 | 80 | 7.4 |
| Finance | | | | | | | |
| 21010 - Salaries | 306,440 | - | 306,440 | 297,070 | 297,070 | 9,370 | 3.2 |
| 21300 - CPP / EI | 15,650 | - | 15,650 | 15,150 | 15,150 | 500 | 3.3 |
| 21305 - AMSC Benefits | 12,230 | - | 12,230 | 12,140 | 12,140 | 90 | 0.7 |
| 21310 - LAPP Expense | 32,970 | - | 32,970 | 36,250 | 36,250 | (3,280) | (9.0) |
| 21315 - Workers Compensation | 4,900 | - | 4,900 | 4,680 | 4,680 | 220 | 4.7 |
| 21400 - Health Care Spending Account | 4,500 | - | 4,500 | 4,500 | 4,500 | - | - |
| 22070 - Consultant Fees | 10,500 | - | 10,500 | 15,400 | 15,400 | (4,900) | (31.8) |
| 22200 - Contracted Services | 5,300 | - | 5,300 | 300 | 300 | 5,000 | 1,666.7 |
| 23025 - Travel (Mileage) | - | - | - | 200 | 200 | (200) | (100.0) |
| 23040 - Training & Development | 6,300 | - | 6,300 | 5,400 | 5,400 | 900 | 16.7 |
| 23055 - Memberships & Publications | 360 | - | 360 | 330 | 330 | 30 | 9.1 |
| 23100 - Communications | 1,870 | - | 1,870 | 2,960 | 2,960 | (1,090) | (36.8) |
| 23105 - Postage | 12,000 | - | 12,000 | 7,800 | 7,800 | 4,200 | 53.8 |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 23115 - Advertising | 1,400 | - | 1,400 | 3,040 | 3,040 | (1,640) | (53.9) |
| 23255 - Office Supplies | 9,420 | - | 9,420 | 4,370 | 4,370 | 5,050 | 115.6 |
| 23280 - Software | 40,120 | - | 40,120 | 39,880 | 39,880 | 240 | 0.6 |
| 28305 - Contribution to Capital Reserve | 2,900 | - | 2,900 | 2,700 | 2,700 | 200 | 7.4 |
| Human Resources | | | | | | | |
| 21400 - Health Care Spending Account | 750 | - | 750 | 800 | 800 | (50) | (6.3) |
| 21405 - Health Care Spending Acct Admin Costs | 10,800 | - | 10,800 | 10,540 | 10,540 | 260 | 2.5 |
| 21415 - Staff Appreciation | 10,820 | - | 10,820 | 9,280 | 9,280 | 1,540 | 16.6 |
| 22070 - Consultant Fees | 10,000 | - | 10,000 | - | - | 10,000 | - |
| 23025 - Travel (Mileage) | 240 | - | 240 | 500 | 500 | (260) | (52.0) |
| 23040 - Training & Development | 9,550 | - | 9,550 | 7,250 | 7,250 | 2,300 | 31.7 |
| 23055 - Memberships & Publications | 17,130 | - | 17,130 | 16,340 | 16,340 | 790 | 4.8 |
| 23100 - Communications | 330 | - | 330 | 490 | 490 | (160) | (32.7) |
| 23115 - Advertising | 6,500 | - | 6,500 | 5,900 | 5,900 | 600 | 10.2 |
| 23240 - Materials & Supplies | 700 | - | 700 | 600 | 600 | 100 | 16.7 |
| 23255 - Office Supplies | 190 | - | 190 | 390 | 390 | (200) | (51.3) |
| 23280 - Software | 12,940 | - | 12,940 | 12,850 | 12,850 | 90 | 0.7 |
| 23600 - Program Costs | - | - | - | 1,100 | 1,100 | (1,100) | (100.0) |
| 23990 - Miscellaneous Expenses | 7,680 | - | 7,680 | 11,460 | 11,460 | (3,780) | (33.0) |
| 28305 - Contribution to Capital Reserve | 1,160 | - | 1,160 | 1,080 | 1,080 | 80 | 7.4 |
| Taxation | | | | | | | |
| 21425 - Honorariums | 1,500 | - | 1,500 | 1,500 | 1,500 | - | - |
| 22200 - Contracted Services | 68,820 | - | 68,820 | 68,500 | 68,500 | 320 | 0.5 |
| 23040 - Training & Development | 1,500 | - | 1,500 | - | - | 1,500 | - |
| 23105 - Postage | 3,500 | - | 3,500 | 3,000 | 3,000 | 500 | 16.7 |
| 23115 - Advertising | 300 | - | 300 | 600 | 600 | (300) | (50.0) |
| 23125 - Meeting Expenses | 300 | - | 300 | 500 | 500 | (200) | (40.0) |
| 23255 - Office Supplies | 1,200 | - | 1,200 | 1,000 | 1,000 | 200 | 20.0 |
| 28120 - Tax Exemptions | 97,600 | - | 97,600 | 95,500 | 95,500 | 2,100 | 2.2 |
| Health and Safety | | | | | | | |
| 21010 - Salaries | 60,280 | - | 60,280 | 57,870 | 47,240 | 2,410 | 4.2 |
| 21300 - CPP / EI | 3,170 | - | 3,170 | 3,040 | 2,600 | 130 | 4.3 |
| 21305 - AMSC Benefits | 2,350 | - | 2,350 | 2,210 | 1,940 | 140 | 6.3 |
| 21310 - LAPP Expense | 6,470 | - | 6,470 | 7,010 | 6,050 | (540) | (7.7) |
| 21315 - Workers Compensation | 1,090 | - | 1,090 | 1,010 | 810 | 80 | 7.9 |
| 21400 - Health Care Spending Account | 750 | - | 750 | - | - | 750 | - |
| 23025 - Travel (Mileage) | 600 | - | 600 | - | - | 600 | - |
| 23040 - Training & Development | 10,300 | - | 10,300 | 4,800 | 4,800 | 5,500 | 114.6 |
| 23100 - Communications | 920 | - | 920 | - | - | 920 | - |
| 23240 - Materials & Supplies | 500 | - | 500 | - | - | 500 | - |
| 23255 - Office Supplies | 250 | - | 250 | - | - | 250 | - |
| 23280 - Software | 250 | - | 250 | - | - | 250 | - |
| 23990 - Miscellaneous Expenses | 1,600 | - | 1,600 | - | - | 1,600 | - |
| Town Hall | | | | | | | |
| 22200 - Contracted Services | 2,400 | - | 2,400 | 300 | 300 | 2,100 | 700.0 |
| 23100 - Communications | 1,930 | - | 1,930 | - | - | 1,930 | - |
| 23200 - R & M - Building | 19,240 | - | 19,240 | 25,800 | 25,800 | (6,560) | (25.4) |
| 23205 - R & M - Equipment | 4,800 | - | 4,800 | - | - | 4,800 | - |
| 23220 - Janitorial | 30,000 | - | 30,000 | 26,400 | 26,400 | 3,600 | 13.6 |
| 23260 - Facility Supplies | 5,400 | - | 5,400 | 5,000 | 5,000 | 400 | 8.0 |
| 23400 - Insurance | 7,280 | - | 7,280 | 8,070 | 8,070 | (790) | (9.8) |
| 23430 - Waste Disposal | 1,440 | - | 1,440 | 1,500 | 1,500 | (60) | (4.0) |
| 23910 - L.I.C. Charges | 9,000 | - | 9,000 | 9,000 | 9,000 | - | - |
| 24100 - Utilities - Gas | 7,850 | - | 7,850 | 7,960 | 7,960 | (110) | (1.4) |
| 24105 - Utilities - Power | 17,520 | - | 17,520 | 16,240 | 16,240 | 1,280 | 7.9 |
| 24110 - Utilities - Water | 900 | - | 900 | 1,000 | 1,000 | (100) | (10.0) |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 24115 - Utilities - Sewer | 450 | - | 450 | 500 | 500 | (50) | (10.0) |
| 28305 - Contribution to Capital Reserve | 5,810 | - | 5,810 | 5,400 | 5,400 | 410 | 7.6 |
| RCMP/Police - Administration | | | | | | | |
| 21010 - Salaries | 182,460 | - | 182,460 | 178,880 | 178,880 | 3,580 | 2.0 |
| 21020 - Overtime | 1,200 | - | 1,200 | 1,200 | 1,200 | - | - |
| 21300 - CPP / EI | 11,570 | - | 11,570 | 11,310 | 11,310 | 260 | 2.3 |
| 21305 - AMSC Benefits | 8,420 | - | 8,420 | 8,390 | 8,390 | 30 | 0.4 |
| 21310 - LAPP Expense | 18,240 | - | 18,240 | 20,430 | 20,430 | (2,190) | (10.7) |
| 21315 - Workers Compensation | 3,420 | - | 3,420 | 3,260 | 3,260 | 160 | 4.9 |
| 21400 - Health Care Spending Account | 2,250 | - | 2,250 | 2,250 | 2,250 | - | - |
| 23025 - Travel (Mileage) | 200 | - | 200 | 500 | 500 | (300) | (60.0) |
| 23040 - Training & Development | 600 | - | 600 | 1,500 | 1,500 | (900) | (60.0) |
| 23280 - Software | - | - | - | 160 | 160 | (160) | (100.0) |
| 25100 - Grants to Organizations | 16,700 | - | 16,700 | 13,500 | 13,500 | 3,200 | 23.7 |
| RCMP/Police - Operations | | | | | | | |
| 22200 - Contracted Services | 1,807,100 | - | 1,807,100 | 1,856,900 | 1,856,900 | (49,800) | (2.7) |
| 23280 - Software | 4,800 | - | 4,800 | 4,800 | 4,800 | - | - |
| Bylaw Enforcement | | | | | | | |
| 21010 - Salaries | 72,390 | - | 72,390 | 69,460 | 69,460 | 2,930 | 4.2 |
| 21300 - CPP / EI | 4,160 | - | 4,160 | 4,100 | 4,100 | 60 | 1.5 |
| 21305 - AMSC Benefits | 3,020 | - | 3,020 | 2,890 | 2,890 | 130 | 4.5 |
| 21310 - LAPP Expense | 7,570 | - | 7,570 | 7,690 | 7,690 | (120) | (1.6) |
| 21315 - Workers Compensation | 1,320 | - | 1,320 | 1,200 | 1,200 | 120 | 10.0 |
| 21400 - Health Care Spending Account | 750 | - | 750 | 750 | 750 | - | - |
| 22200 - Contracted Services | 500 | - | 500 | 300 | 300 | 200 | 66.7 |
| 23040 - Training & Development | 500 | - | 500 | 500 | 500 | - | - |
| 23055 - Memberships & Publications | 100 | - | 100 | 50 | 50 | 50 | 100.0 |
| 23100 - Communications | 920 | - | 920 | 1,350 | 1,350 | (430) | (31.9) |
| 23115 - Advertising | 500 | - | 500 | 100 | 100 | 400 | 400.0 |
| 23205 - R & M - Equipment | - | - | - | 500 | 500 | (500) | (100.0) |
| 23240 - Materials & Supplies | 1,200 | - | 1,200 | 2,300 | 2,300 | (1,100) | (47.8) |
| 23255 - Office Supplies | 250 | - | 250 | - | - | 250 | - |
| 23275 - Hardware | - | - | - | 200 | 200 | (200) | (100.0) |
| 23280 - Software | 250 | - | 250 | 370 | 370 | (120) | (32.4) |
| 23300 - Vehicle Costs | 3,900 | - | 3,900 | 4,280 | 4,280 | (380) | (8.9) |
| 28305 - Contribution to Capital Reserve | 1,160 | - | 1,160 | 1,080 | 1,080 | 80 | 7.4 |
| Animal Control | | | | | | | |
| 22200 - Contracted Services | 45,000 | - | 45,000 | 45,000 | 45,000 | - | - |
| Community Peace Officer | | | | | | | |
| 21010 - Salaries | 78,670 | - | 78,670 | 66,800 | 66,800 | 11,870 | 17.8 |
| 21300 - CPP / EI | 4,160 | - | 4,160 | 3,490 | 3,490 | 670 | 19.2 |
| 21305 - AMSC Benefits | 3,070 | - | 3,070 | 2,890 | 2,890 | 180 | 6.2 |
| 21310 - LAPP Expense | 8,430 | - | 8,430 | 7,310 | 7,310 | 1,120 | 15.3 |
| 21315 - Workers Compensation | 1,430 | - | 1,430 | 1,360 | 1,360 | 70 | 5.1 |
| 21400 - Health Care Spending Account | 750 | - | 750 | 750 | 750 | - | - |
| 23025 - Travel (Mileage) | 3,000 | - | 3,000 | 800 | 800 | 2,200 | 275.0 |
| 23040 - Training & Development | 5,200 | - | 5,200 | 3,700 | 3,700 | 1,500 | 40.5 |
| 23055 - Memberships & Publications | 350 | - | 350 | 250 | 250 | 100 | 40.0 |
| 23100 - Communications | 1,070 | - | 1,070 | 1,500 | 1,500 | (430) | (28.7) |
| 23205 - R & M - Equipment | 800 | - | 800 | - | - | 800 | - |
| 23240 - Materials & Supplies | 1,200 | - | 1,200 | 1,200 | 1,200 | - | - |
| 23255 - Office Supplies | 250 | - | 250 | - | - | 250 | - |
| 23280 - Software | 4,140 | - | 4,140 | 3,900 | 3,900 | 240 | 6.2 |
| 23300 - Vehicle Costs | 5,100 | - | 5,100 | 4,920 | 4,920 | 180 | 3.7 |
| 28305 - Contribution to Capital Reserve | 12,570 | - | 12,570 | 10,800 | 10,800 | 1,770 | 16.4 |
| Fire Protection - Admin | | | | | | | |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 21010 - Salaries | 372,520 | - | 372,520 | 362,680 | 362,680 | 9,840 | 2.7 |
| 21300 - CPP / EI | 14,830 | - | 14,830 | 14,840 | 14,840 | (10) | (0.1) |
| 21305 - AMSC Benefits | 8,900 | - | 8,900 | 9,180 | 9,180 | (280) | (3.1) |
| 21310 - LAPP Expense | 29,950 | - | 29,950 | 32,640 | 32,640 | (2,690) | (8.2) |
| 21315 - Workers Compensation | 6,340 | - | 6,340 | 6,670 | 6,670 | (330) | (4.9) |
| 21400 - Health Care Spending Account | 2,250 | - | 2,250 | 3,000 | 3,000 | (750) | (25.0) |
| 23025 - Travel (Mileage) | 1,200 | - | 1,200 | 1,500 | 1,500 | (300) | (20.0) |
| 23040 - Training & Development | 26,600 | - | 26,600 | 25,800 | 25,800 | 800 | 3.1 |
| 23055 - Memberships & Publications | 1,350 | - | 1,350 | 1,200 | 1,200 | 150 | 12.5 |
| 23100 - Communications | 58,510 | 26,500 | 32,010 | 31,340 | 31,340 | 27,170 | 86.7 |
| 23105 - Postage | 120 | - | 120 | 250 | 250 | (130) | (52.0) |
| 23115 - Advertising | 3,970 | - | 3,970 | 2,600 | 2,600 | 1,370 | 52.7 |
| 23250 - Office Equipment | 1,300 | - | 1,300 | 2,000 | 2,000 | (700) | (35.0) |
| 23255 - Office Supplies | 3,020 | - | 3,020 | 2,960 | 2,960 | 60 | 2.0 |
| 23280 - Software | 760 | - | 760 | 710 | 710 | 50 | 7.0 |
| 28305 - Contribution to Capital Reserve | 133,960 | - | 133,960 | 128,490 | 128,490 | 5,470 | 4.3 |
| Fire Protection - Operations | | | | | | | |
| 23100 - Communications | 1,780 | - | 1,780 | 1,440 | 1,440 | 340 | 23.6 |
| 23205 - R & M - Equipment | 13,550 | - | 13,550 | 12,600 | 12,600 | 950 | 7.5 |
| 23240 - Materials & Supplies | 83,500 | - | 83,500 | 73,150 | 73,150 | 10,350 | 14.1 |
| 23300 - Vehicle Costs | 63,700 | - | 63,700 | 60,500 | 60,500 | 3,200 | 5.3 |
| 23400 - Insurance | 5,140 | - | 5,140 | 5,300 | 5,300 | (160) | (3.0) |
| 23430 - Waste Disposal | 1,400 | - | 1,400 | 1,400 | 1,400 | - | - |
| 23460 - Contracted Equipment | 10,000 | - | 10,000 | 10,000 | 10,000 | - | - |
| 23480 - Lease Costs | 9,600 | - | 9,600 | 9,600 | 9,600 | - | - |
| 23990 - Miscellaneous Expenses | 30,000 | - | 30,000 | 30,000 | 30,000 | - | - |
| Fire Protection - Fire Hall | | | | | | | |
| 23200 - R & M - Building | 13,800 | - | 13,800 | 15,500 | 15,500 | (1,700) | (11.0) |
| 23260 - Facility Supplies | 1,200 | - | 1,200 | 1,000 | 1,000 | 200 | 20.0 |
| 23400 - Insurance | 1,930 | - | 1,930 | 2,150 | 2,150 | (220) | (10.2) |
| 23430 - Waste Disposal | 4,500 | - | 4,500 | 4,000 | 4,000 | 500 | 12.5 |
| 23480 - Lease Costs | 108,000 | - | 108,000 | 108,000 | 108,000 | - | - |
| 24100 - Utilities - Gas | 10,010 | - | 10,010 | 11,150 | 11,150 | (1,140) | (10.2) |
| 24105 - Utilities - Power | 16,710 | - | 16,710 | 14,900 | 14,900 | 1,810 | 12.1 |
| 24110 - Utilities - Water | 1,400 | - | 1,400 | 700 | 700 | 700 | 100.0 |
| 24115 - Utilities - Sewer | 700 | - | 700 | 350 | 350 | 350 | 100.0 |
| Emergency Management | | | | | | | |
| 23040 - Training & Development | - | - | - | 5,000 | 5,000 | (5,000) | (100.0) |
| 23240 - Materials & Supplies | 1,250 | - | 1,250 | 2,000 | 2,000 | (750) | (37.5) |
| 23460 - Contracted Equipment | 5,000 | - | 5,000 | 5,000 | 5,000 | - | - |
| 28305 - Contribution to Capital Reserve | 1,160 | - | 1,160 | 1,080 | 1,080 | 80 | 7.4 |
| Engineering Administration | | | | | | | |
| 21010 - Salaries | 105,520 | - | 105,520 | 114,080 | 114,080 | (8,560) | (7.5) |
| 21300 - CPP / EI | 8,590 | - | 8,590 | 4,730 | 4,730 | 3,860 | 81.6 |
| 21305 - AMSC Benefits | 6,720 | - | 6,720 | 3,950 | 3,950 | 2,770 | 70.1 |
| 21310 - LAPP Expense | 23,010 | - | 23,010 | 16,660 | 16,660 | 6,350 | 38.1 |
| 21315 - Workers Compensation | 2,580 | - | 2,580 | 1,500 | 1,500 | 1,080 | 72.0 |
| 21400 - Health Care Spending Account | 4,500 | - | 4,500 | 2,250 | 2,250 | 2,250 | 100.0 |
| 21415 - Staff Appreciation | 200 | - | 200 | - | - | 200 | - |
| 21420 - Car Allowances | 400 | - | 400 | - | - | 400 | - |
| 22070 - Consultant Fees | 18,000 | - | 18,000 | 6,000 | 6,000 | 12,000 | 200.0 |
| 22200 - Contracted Services | 1,600 | - | 1,600 | 1,090 | 1,090 | 510 | 46.8 |
| 23025 - Travel (Mileage) | 8,400 | - | 8,400 | 7,200 | 7,200 | 1,200 | 16.7 |
| 23040 - Training & Development | 9,600 | - | 9,600 | 7,620 | 5,620 | 1,980 | 26.0 |
| 23055 - Memberships & Publications | 2,350 | - | 2,350 | 2,950 | 2,950 | (600) | (20.3) |
| 23100 - Communications | 2,160 | - | 2,160 | 3,100 | 3,100 | (940) | (30.3) |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 23105 - Postage | 300 | - | 300 | 360 | 360 | (60) | (16.7) |
| 23115 - Advertising | 1,400 | - | 1,400 | 2,800 | 2,800 | (1,400) | (50.0) |
| 23240 - Materials & Supplies | 3,200 | - | 3,200 | 3,400 | 3,400 | (200) | (5.9) |
| 23250 - Office Equipment | 1,200 | - | 1,200 | 2,400 | 2,400 | (1,200) | (50.0) |
| 23255 - Office Supplies | 1,940 | - | 1,940 | 1,540 | 1,540 | 400 | 26.0 |
| 23280 - Software | 14,520 | - | 14,520 | 13,390 | 13,390 | 1,130 | 8.4 |
| 28305 - Contribution to Capital Reserve | 2,320 | - | 2,320 | 2,160 | 2,160 | 160 | 7.4 |
| Operations Administration | | | | | | | |
| 21010 - Salaries | 98,200 | - | 98,200 | 103,210 | 103,210 | (5,010) | (4.9) |
| 21300 - CPP / EI | 5,170 | - | 5,170 | 5,100 | 5,100 | 70 | 1.4 |
| 21305 - AMSC Benefits | 4,170 | - | 4,170 | 3,970 | 3,970 | 200 | 5.0 |
| 21310 - LAPP Expense | 11,810 | - | 11,810 | 12,950 | 12,950 | (1,140) | (8.8) |
| 21315 - Workers Compensation | 1,550 | - | 1,550 | 1,510 | 1,510 | 40 | 2.6 |
| 21400 - Health Care Spending Account | 1,500 | - | 1,500 | 1,500 | 1,500 | - | - |
| 21415 - Staff Appreciation | 300 | - | 300 | - | - | 300 | - |
| 23040 - Training & Development | 4,600 | - | 4,600 | 4,000 | 4,000 | 600 | 15.0 |
| 23055 - Memberships & Publications | 950 | - | 950 | 900 | 900 | 50 | 5.6 |
| 23100 - Communications | 1,570 | - | 1,570 | 2,780 | 2,780 | (1,210) | (43.5) |
| 23105 - Postage | 2,640 | - | 2,640 | 2,740 | 2,740 | (100) | (3.6) |
| 23115 - Advertising | 400 | - | 400 | - | - | 400 | - |
| 23200 - R & M - Building | 600 | - | 600 | - | - | 600 | - |
| 23240 - Materials & Supplies | 840 | - | 840 | 690 | 690 | 150 | 21.7 |
| 23250 - Office Equipment | 600 | - | 600 | 600 | 600 | - | - |
| 23255 - Office Supplies | 3,210 | - | 3,210 | 3,290 | 3,290 | (80) | (2.4) |
| 23260 - Facility Supplies | 600 | - | 600 | - | - | 600 | - |
| 23280 - Software | 340 | - | 340 | 470 | 470 | (130) | (27.7) |
| 28305 - Contribution to Capital Reserve | 1,740 | - | 1,740 | 1,620 | 1,620 | 120 | 7.4 |
| Operations | | | | | | | |
| 21010 - Salaries | 622,370 | 57,170 | 565,200 | 572,270 | 572,270 | 50,100 | 8.8 |
| 21020 - Overtime | 48,760 | 4,410 | 44,350 | 45,420 | 45,420 | 3,340 | 7.4 |
| 21025 - Shift Differential | 180 | - | 180 | 170 | 170 | 10 | 5.9 |
| 21035 - Standby / Oncall | 29,130 | 1,040 | 28,090 | 28,220 | 28,220 | 910 | 3.2 |
| 21300 - CPP / EI | 41,330 | 3,760 | 37,570 | 32,650 | 32,650 | 8,680 | 26.6 |
| 21305 - AMSC Benefits | 29,820 | 2,750 | 27,070 | 24,360 | 24,360 | 5,460 | 22.4 |
| 21310 - LAPP Expense | 71,780 | 5,320 | 66,460 | 64,240 | 64,240 | 7,540 | 11.7 |
| 21315 - Workers Compensation | 14,380 | 1,150 | 13,230 | 11,290 | 11,290 | 3,090 | 27.4 |
| 21400 - Health Care Spending Account | 9,000 | - | 9,000 | 9,000 | 9,000 | - | - |
| 22200 - Contracted Services | 11,400 | - | 11,400 | 7,600 | 7,600 | 3,800 | 50.0 |
| 23025 - Travel (Mileage) | - | - | - | 100 | 100 | (100) | (100.0) |
| 23040 - Training & Development | 12,100 | - | 12,100 | 6,200 | 6,200 | 5,900 | 95.2 |
| 23055 - Memberships & Publications | 500 | - | 500 | - | - | 500 | - |
| 23100 - Communications | 21,030 | 950 | 20,080 | 21,780 | 21,780 | (750) | (3.4) |
| 23105 - Postage | 3,840 | - | 3,840 | 240 | 240 | 3,600 | 1,500.0 |
| 23200 - R & M - Building | 16,400 | - | 16,400 | 18,000 | 18,000 | (1,600) | (8.9) |
| 23205 - R & M - Equipment | 12,400 | - | 12,400 | 11,500 | 11,500 | 900 | 7.8 |
| 23220 - Janitorial | 7,200 | - | 7,200 | 6,000 | 6,000 | 1,200 | 20.0 |
| 23240 - Materials & Supplies | 82,800 | 500 | 82,300 | 125,260 | 125,260 | (42,460) | (33.9) |
| 23255 - Office Supplies | 690 | - | 690 | 510 | 510 | 180 | 35.3 |
| 23260 - Facility Supplies | 21,000 | - | 21,000 | 21,640 | 21,640 | (640) | (3.0) |
| 23280 - Software | 1,670 | - | 1,670 | 1,840 | 1,840 | (170) | (9.2) |
| 23300 - Vehicle Costs | 280,100 | - | 280,100 | 273,500 | 273,500 | 6,600 | 2.4 |
| 23400 - Insurance | 12,000 | - | 12,000 | 12,990 | 12,990 | (990) | (7.6) |
| 23430 - Waste Disposal | 8,400 | - | 8,400 | 8,400 | 8,400 | - | - |
| 23460 - Contracted Equipment | 5,000 | - | 5,000 | - | - | 5,000 | - |
| 23480 - Lease Costs | 10,200 | - | 10,200 | 11,700 | 11,700 | (1,500) | (12.8) |
| 23900 - Discount of Prepaid L.I.C. | - | - | - | 8,600 | 8,600 | (8,600) | (100.0) |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 24100 - Utilities - Gas | 14,070 | - | 14,070 | 9,100 | 9,100 | 4,970 | 54.6 |
| 24105 - Utilities - Power | 28,270 | - | 28,270 | 25,730 | 34,130 | 2,540 | 9.9 |
| 24110 - Utilities - Water | 7,640 | - | 7,640 | 11,900 | 11,900 | (4,260) | (35.8) |
| 24115 - Utilities - Sewer | 1,300 | - | 1,300 | 800 | 800 | 500 | 62.5 |
| 24140 - Street Lighting | 668,400 | - | 668,400 | 650,400 | 650,400 | 18,000 | 2.8 |
| 28305 - Contribution to Capital Reserve | 845,620 | - | 845,620 | 845,460 | 845,460 | 160 | 0.0 |
| 29060 - Interest on L.T. Debt | 4,020 | - | 4,020 | 5,100 | 5,100 | (1,080) | (21.2) |
| 29130 - Principal on L.T. Debt | 64,880 | - | 64,880 | 63,800 | 63,800 | 1,080 | 1.7 |
| Roads & Transportation | | | | | | | |
| 22200 - Contracted Services | 51,000 | - | 51,000 | 48,000 | 48,000 | 3,000 | 6.3 |
| 23240 - Materials & Supplies | 131,500 | - | 131,500 | 71,000 | 71,000 | 60,500 | 85.2 |
| 23430 - Waste Disposal | 3,000 | - | 3,000 | 3,000 | 3,000 | - | - |
| 23460 - Contracted Equipment | 150,000 | - | 150,000 | 165,000 | 165,000 | (15,000) | (9.1) |
| 24105 - Utilities - Power | 6,550 | - | 6,550 | 4,560 | 4,560 | 1,990 | 43.6 |
| 29060 - Interest on L.T. Debt | 126,400 | - | 126,400 | 74,900 | 74,900 | 51,500 | 68.8 |
| 29130 - Principal on L.T. Debt | 299,310 | - | 299,310 | 199,400 | 199,400 | 99,910 | 50.1 |
| Facility Maintenance | | | | | | | |
| 21010 - Salaries | 133,520 | - | 133,520 | 133,370 | 133,370 | 150 | 0.1 |
| 21020 - Overtime | 3,000 | - | 3,000 | 6,000 | 6,000 | (3,000) | (50.0) |
| 21300 - CPP / EI | 7,920 | - | 7,920 | 7,780 | 7,780 | 140 | 1.8 |
| 21305 - AMSC Benefits | 5,710 | - | 5,710 | 5,870 | 5,870 | (160) | (2.7) |
| 21310 - LAPP Expense | 13,810 | - | 13,810 | 16,710 | 16,710 | (2,900) | (17.4) |
| 21315 - Workers Compensation | 2,540 | - | 2,540 | 2,540 | 2,540 | - | - |
| 21400 - Health Care Spending Account | 1,500 | - | 1,500 | 1,500 | 1,500 | - | - |
| 22200 - Contracted Services | 24,600 | - | 24,600 | 33,000 | 9,000 | (8,400) | (25.5) |
| 23040 - Training & Development | 5,520 | - | 5,520 | 3,300 | 3,300 | 2,220 | 67.3 |
| 23055 - Memberships & Publications | 200 | - | 200 | - | - | 200 | - |
| 23100 - Communications | 1,330 | - | 1,330 | 1,660 | 1,660 | (330) | (19.9) |
| 23240 - Materials & Supplies | 1,800 | - | 1,800 | 1,200 | 1,200 | 600 | 50.0 |
| 23280 - Software | 340 | - | 340 | 400 | 400 | (60) | (15.0) |
| 23300 - Vehicle Costs | 13,850 | - | 13,850 | 11,400 | 11,400 | 2,450 | 21.5 |
| 28305 - Contribution to Capital Reserve | 1,160 | - | 1,160 | 1,080 | 1,080 | 80 | 7.4 |
| Airport - Administration | | | | | | | |
| 21010 - Salaries | 350,170 | - | 350,170 | 341,040 | 341,040 | 9,130 | 2.7 |
| 21020 - Overtime | 10,130 | - | 10,130 | 4,250 | 4,250 | 5,880 | 138.4 |
| 21035 - Standby / Oncall | 16,980 | - | 16,980 | 13,780 | 13,780 | 3,200 | 23.2 |
| 21300 - CPP / EI | 16,920 | - | 16,920 | 16,260 | 16,260 | 660 | 4.1 |
| 21305 - AMSC Benefits | 12,830 | - | 12,830 | 12,740 | 12,740 | 90 | 0.7 |
| 21310 - LAPP Expense | 38,600 | - | 38,600 | 42,330 | 42,330 | (3,730) | (8.8) |
| 21315 - Workers Compensation | 6,020 | - | 6,020 | 5,580 | 5,580 | 440 | 7.9 |
| 21400 - Health Care Spending Account | 3,000 | - | 3,000 | 3,000 | 3,000 | - | - |
| 22060 - Legal Fees | 5,000 | - | 5,000 | 2,000 | 2,000 | 3,000 | 150.0 |
| 22200 - Contracted Services | - | - | - | 3,000 | 3,000 | (3,000) | (100.0) |
| 23025 - Travel (Mileage) | 250 | - | 250 | 250 | 250 | - | - |
| 23040 - Training & Development | 14,600 | - | 14,600 | 21,050 | 21,050 | (6,450) | (30.6) |
| 23055 - Memberships & Publications | 1,950 | - | 1,950 | 1,950 | 1,950 | - | - |
| 23100 - Communications | 5,840 | - | 5,840 | 10,130 | 10,130 | (4,290) | (42.3) |
| 23105 - Postage | - | - | - | 360 | 360 | (360) | (100.0) |
| 23115 - Advertising | 400 | - | 400 | 900 | 900 | (500) | (55.6) |
| 23125 - Meeting Expenses | 600 | - | 600 | 600 | 600 | - | - |
| 23240 - Materials & Supplies | - | - | - | 600 | 600 | (600) | (100.0) |
| 23250 - Office Equipment | - | - | - | 2,400 | 2,400 | (2,400) | (100.0) |
| 23255 - Office Supplies | 1,010 | - | 1,010 | 560 | 560 | 450 | 80.4 |
| 23280 - Software | 7,270 | - | 7,270 | 7,130 | 7,130 | 140 | 2.0 |
| 23300 - Vehicle Costs | 9,700 | - | 9,700 | 10,900 | 10,900 | (1,200) | (11.0) |
| 23400 - Insurance | 22,100 | - | 22,100 | 22,900 | 22,900 | (800) | (3.5) |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 23990 - Miscellaneous Expenses | - | - | - | 500 | 500 | (500) | (100.0) |
| 28105 - Bank Charges | 520 | - | 520 | - | - | 520 | - |
| 28305 - Contribution to Capital Reserve | 110,000 | - | 110,000 | 110,000 | 567,850 | - | - |
| Terminal | | | | | | | |
| 22200 - Contracted Services | 16,500 | - | 16,500 | 20,250 | 20,250 | (3,750) | (18.5) |
| 23100 - Communications | 2,890 | - | 2,890 | - | - | 2,890 | - |
| 23200 - R & M - Building | 10,500 | - | 10,500 | 22,400 | 22,400 | (11,900) | (53.1) |
| 23220 - Janitorial | 30,550 | - | 30,550 | 36,000 | 36,000 | (5,450) | (15.1) |
| 23240 - Materials & Supplies | - | - | - | 1,500 | 1,500 | (1,500) | (100.0) |
| 23260 - Facility Supplies | 6,000 | - | 6,000 | 4,200 | 4,200 | 1,800 | 42.9 |
| 23400 - Insurance | 23,560 | - | 23,560 | 26,100 | 26,100 | (2,540) | (9.7) |
| 23430 - Waste Disposal | 6,000 | - | 6,000 | 3,000 | 3,000 | 3,000 | 100.0 |
| 24100 - Utilities - Gas | 17,260 | - | 17,260 | 19,600 | 19,600 | (2,340) | (11.9) |
| 24105 - Utilities - Power | 42,060 | - | 42,060 | 34,980 | 34,980 | 7,080 | 20.2 |
| 24110 - Utilities - Water | 3,500 | - | 3,500 | 3,500 | 3,500 | - | - |
| Airside | | | | | | | |
| 22200 - Contracted Services | 7,000 | - | 7,000 | - | - | 7,000 | - |
| 23100 - Communications | 620 | - | 620 | 700 | 700 | (80) | (11.4) |
| 23200 - R & M - Building | 600 | - | 600 | 17,600 | 17,600 | (17,000) | (96.6) |
| 23205 - R & M - Equipment | 9,000 | - | 9,000 | 12,400 | 12,400 | (3,400) | (27.4) |
| 23240 - Materials & Supplies | 50,500 | - | 50,500 | 42,600 | 42,600 | 7,900 | 18.5 |
| 23300 - Vehicle Costs | 74,100 | - | 74,100 | 54,300 | 54,300 | 19,800 | 36.5 |
| 23460 - Contracted Equipment | - | - | - | 3,600 | 3,600 | (3,600) | (100.0) |
| 24105 - Utilities - Power | 23,510 | - | 23,510 | 20,700 | 20,700 | 2,810 | 13.6 |
| Groundside | | | | | | | |
| 22200 - Contracted Services | 3,000 | - | 3,000 | - | - | 3,000 | - |
| 23205 - R & M - Equipment | 2,700 | - | 2,700 | 2,400 | 2,400 | 300 | 12.5 |
| 23240 - Materials & Supplies | 3,400 | - | 3,400 | 8,500 | 8,500 | (5,100) | (60.0) |
| 23300 - Vehicle Costs | 1,430 | - | 1,430 | 1,500 | 1,500 | (70) | (4.7) |
| 23460 - Contracted Equipment | - | - | - | 3,100 | 3,100 | (3,100) | (100.0) |
| 24105 - Utilities - Power | 7,440 | - | 7,440 | 6,600 | 6,600 | 840 | 12.7 |
| Airport Shop | | | | | | | |
| 22200 - Contracted Services | 2,600 | - | 2,600 | 2,500 | 2,500 | 100 | 4.0 |
| 23200 - R & M - Building | 6,600 | - | 6,600 | 4,400 | 4,400 | 2,200 | 50.0 |
| 23240 - Materials & Supplies | - | - | - | 3,600 | 3,600 | (3,600) | (100.0) |
| 23260 - Facility Supplies | 11,060 | - | 11,060 | 6,800 | 6,800 | 4,260 | 62.6 |
| 23400 - Insurance | 2,580 | - | 2,580 | 2,860 | 2,860 | (280) | (9.8) |
| 23430 - Waste Disposal | 5,400 | - | 5,400 | 3,000 | 3,000 | 2,400 | 80.0 |
| 24100 - Utilities - Gas | 9,230 | - | 9,230 | 8,600 | 8,600 | 630 | 7.3 |
| 24105 - Utilities - Power | 6,440 | - | 6,440 | 5,630 | 5,630 | 810 | 14.4 |
| Public Transportation | | | | | | | |
| 23630 - Taxi Program Costs | 178,500 | - | 178,500 | 178,500 | 178,500 | - | - |
| Storm Sewers | | | | | | | |
| 22070 - Consultant Fees | - | - | - | 5,000 | 5,000 | (5,000) | (100.0) |
| 22200 - Contracted Services | 2,500 | - | 2,500 | 2,500 | 2,500 | - | - |
| 23205 - R & M - Equipment | 800 | - | 800 | 800 | 800 | - | - |
| 23240 - Materials & Supplies | 26,200 | - | 26,200 | 13,000 | 13,000 | 13,200 | 101.5 |
| Water - Administration | | | | | | | |
| 21010 - Salaries | 515,060 | - | 515,060 | 469,790 | 469,790 | 45,270 | 9.6 |
| 21020 - Overtime | 23,810 | - | 23,810 | 18,560 | 18,560 | 5,250 | 28.3 |
| 21025 - Shift Differential | 70 | - | 70 | 60 | 60 | 10 | 16.7 |
| 21030 - Weekend Premium | 1,980 | - | 1,980 | 1,390 | 1,390 | 590 | 42.4 |
| 21035 - Standby / Oncall | 22,970 | - | 22,970 | 17,100 | 17,100 | 5,870 | 34.3 |
| 21300 - CPP / EI | 29,070 | - | 29,070 | 22,740 | 22,740 | 6,330 | 27.8 |
| 21305 - AMSC Benefits | 21,890 | - | 21,890 | 17,740 | 17,740 | 4,150 | 23.4 |
| 21310 - LAPP Expense | 64,680 | - | 64,680 | 58,600 | 58,600 | 6,080 | 10.4 |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|--|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 21315 - Workers Compensation | 10,440 | - | 10,440 | 7,790 | 7,790 | 2,650 | 34.0 |
| 21400 - Health Care Spending Account | 5,250 | - | 5,250 | 4,500 | 4,500 | 750 | 16.7 |
| 22200 - Contracted Services | - | - | - | 5,100 | 5,100 | (5,100) | (100.0) |
| 23025 - Travel (Mileage) | 4,800 | - | 4,800 | 1,100 | 1,100 | 3,700 | 336.4 |
| 23040 - Training & Development | 12,400 | - | 12,400 | 16,200 | 16,200 | (3,800) | (23.5) |
| 23055 - Memberships & Publications | 750 | - | 750 | 900 | 900 | (150) | (16.7) |
| 23100 - Communications | 25,150 | - | 25,150 | 23,430 | 23,430 | 1,720 | 7.3 |
| 23105 - Postage | 12,960 | - | 12,960 | 12,600 | 12,600 | 360 | 2.9 |
| 23115 - Advertising | 1,500 | - | 1,500 | 1,500 | 1,500 | - | - |
| 23240 - Materials & Supplies | 1,000 | - | 1,000 | 2,300 | 2,300 | (1,300) | (56.5) |
| 23255 - Office Supplies | 6,680 | - | 6,680 | 9,290 | 9,290 | (2,610) | (28.1) |
| 23275 - Hardware | 1,500 | - | 1,500 | - | - | 1,500 | - |
| 23280 - Software | 13,030 | - | 13,030 | 13,220 | 13,220 | (190) | (1.4) |
| 23400 - Insurance | 3,130 | - | 3,130 | 3,250 | 3,250 | (120) | (3.7) |
| 23900 - Discount of Prepaid L.I.C. | - | - | - | 7,000 | 7,000 | (7,000) | (100.0) |
| 28305 - Contribution to Capital Reserve | 243,020 | - | 243,020 | 279,190 | 291,690 | (36,170) | (13.0) |
| Water Treatment Plant | | | | | | | |
| 22070 - Consultant Fees | 6,500 | - | 6,500 | 6,500 | 6,500 | - | - |
| 22200 - Contracted Services | 22,500 | - | 22,500 | 23,000 | 23,000 | (500) | (2.2) |
| 23100 - Communications | 2,410 | - | 2,410 | 5,280 | 5,280 | (2,870) | (54.4) |
| 23115 - Advertising | 500 | - | 500 | - | - | 500 | - |
| 23200 - R & M - Building | 53,500 | - | 53,500 | 42,000 | 42,000 | 11,500 | 27.4 |
| 23205 - R & M - Equipment | 106,900 | - | 106,900 | 61,500 | 61,500 | 45,400 | 73.8 |
| 23220 - Janitorial | 7,200 | - | 7,200 | 7,200 | 7,200 | - | - |
| 23240 - Materials & Supplies | 6,500 | - | 6,500 | 14,000 | 14,000 | (7,500) | (53.6) |
| 23260 - Facility Supplies | 14,000 | - | 14,000 | 23,000 | 23,000 | (9,000) | (39.1) |
| 23400 - Insurance | 25,450 | - | 25,450 | 28,190 | 28,190 | (2,740) | (9.7) |
| 23410 - Testing | 20,900 | - | 20,900 | 20,900 | 20,900 | - | - |
| 23430 - Waste Disposal | 2,160 | - | 2,160 | 2,160 | 2,160 | - | - |
| 23440 - Chemicals | 223,400 | - | 223,400 | 200,000 | 200,000 | 23,400 | 11.7 |
| 23460 - Contracted Equipment | 1,200 | - | 1,200 | 1,200 | 1,200 | - | - |
| 24100 - Utilities - Gas | 47,840 | - | 47,840 | 64,680 | 64,680 | (16,840) | (26.0) |
| 24105 - Utilities - Power | 242,320 | - | 242,320 | 213,420 | 195,720 | 28,900 | 13.5 |
| 24110 - Utilities - Water | 720 | - | 720 | 200 | 200 | 520 | 260.0 |
| 24115 - Utilities - Sewer | 360 | - | 360 | 100 | 100 | 260 | 260.0 |
| Water Transmission & Distribution | | | | | | | |
| 22070 - Consultant Fees | - | - | - | 7,500 | 7,500 | (7,500) | (100.0) |
| 22200 - Contracted Services | 9,240 | - | 9,240 | 9,200 | 86,900 | 40 | 0.4 |
| 23100 - Communications | 390 | - | 390 | 1,920 | 1,920 | (1,530) | (79.7) |
| 23200 - R & M - Building | 600 | - | 600 | 240 | 240 | 360 | 150.0 |
| 23205 - R & M - Equipment | 4,500 | - | 4,500 | 6,000 | 6,000 | (1,500) | (25.0) |
| 23240 - Materials & Supplies | 153,400 | - | 153,400 | 116,100 | 141,000 | 37,300 | 32.1 |
| 23300 - Vehicle Costs | 38,410 | - | 38,410 | 29,880 | 29,880 | 8,530 | 28.5 |
| 23400 - Insurance | 11,520 | - | 11,520 | 12,690 | 12,690 | (1,170) | (9.2) |
| 23410 - Testing | 8,400 | - | 8,400 | 8,400 | 8,400 | - | - |
| 23450 - Meters | 17,000 | - | 17,000 | 17,000 | 17,000 | - | - |
| 23460 - Contracted Equipment | 3,000 | - | 3,000 | 6,000 | 6,000 | (3,000) | (50.0) |
| 23480 - Lease Costs | 4,800 | - | 4,800 | 6,200 | 6,200 | (1,400) | (22.6) |
| 29060 - Interest on L.T. Debt | 99,990 | - | 99,990 | 108,600 | 108,600 | (8,610) | (7.9) |
| 29130 - Principal on L.T. Debt | 267,100 | - | 267,100 | 259,000 | 259,000 | 8,100 | 3.1 |
| Water Reservoirs | | | | | | | |
| 23100 - Communications | - | - | - | 3,840 | 3,840 | (3,840) | (100.0) |
| 23200 - R & M - Building | 38,500 | - | 38,500 | 30,400 | 30,400 | 8,100 | 26.6 |
| 23205 - R & M - Equipment | 36,200 | - | 36,200 | 33,800 | 33,800 | 2,400 | 7.1 |
| 23240 - Materials & Supplies | 1,200 | - | 1,200 | 750 | 750 | 450 | 60.0 |
| 23400 - Insurance | 17,840 | - | 17,840 | 19,740 | 19,740 | (1,900) | (9.6) |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 24100 - Utilities - Gas | 8,360 | - | 8,360 | 11,410 | 11,410 | (3,050) | (26.7) |
| 24105 - Utilities - Power | 82,370 | - | 82,370 | 74,450 | 74,450 | 7,920 | 10.6 |
| Wastewater - Administration | | | | | | | |
| 21010 - Salaries | 311,590 | - | 311,590 | 292,630 | 292,630 | 18,960 | 6.5 |
| 21020 - Overtime | 13,820 | - | 13,820 | 11,420 | 11,420 | 2,400 | 21.0 |
| 21025 - Shift Differential | 50 | - | 50 | 50 | 50 | - | - |
| 21030 - Weekend Premium | 960 | - | 960 | 700 | 700 | 260 | 37.1 |
| 21035 - Standby / Oncall | 12,780 | - | 12,780 | 9,880 | 9,880 | 2,900 | 29.4 |
| 21300 - CPP / EI | 17,910 | - | 17,910 | 14,580 | 14,580 | 3,330 | 22.8 |
| 21305 - AMSC Benefits | 13,440 | - | 13,440 | 11,310 | 11,310 | 2,130 | 18.8 |
| 21310 - LAPP Expense | 38,970 | - | 38,970 | 36,440 | 36,440 | 2,530 | 6.9 |
| 21315 - Workers Compensation | 6,290 | - | 6,290 | 4,920 | 4,920 | 1,370 | 27.8 |
| 22070 - Consultant Fees | - | - | - | 18,000 | 18,000 | (18,000) | (100.0) |
| 23025 - Travel (Mileage) | 900 | - | 900 | 240 | 240 | 660 | 275.0 |
| 23040 - Training & Development | 14,400 | - | 14,400 | 13,300 | 9,300 | 1,100 | 8.3 |
| 23055 - Memberships & Publications | 900 | - | 900 | 980 | 980 | (80) | (8.2) |
| 23100 - Communications | 7,580 | - | 7,580 | 8,410 | 8,410 | (830) | (9.9) |
| 23105 - Postage | 13,200 | - | 13,200 | 12,600 | 12,600 | 600 | 4.8 |
| 23115 - Advertising | 500 | - | 500 | 1,000 | 1,000 | (500) | (50.0) |
| 23240 - Materials & Supplies | 300 | - | 300 | 300 | 300 | - | - |
| 23275 - Hardware | 1,500 | - | 1,500 | 1,500 | 1,500 | - | - |
| 23280 - Software | 12,940 | - | 12,940 | 13,220 | 13,220 | (280) | (2.1) |
| 23400 - Insurance | 9,400 | - | 9,400 | 9,760 | 9,760 | (360) | (3.7) |
| 23900 - Discount of Prepaid L.I.C. | - | - | - | 4,200 | 4,200 | (4,200) | (100.0) |
| 28305 - Contribution to Capital Reserve | 71,520 | - | 71,520 | 218,940 | 238,940 | (147,420) | (67.3) |
| Wastewater Treatment Plant | | | | | | | |
| 23100 - Communications | 1,930 | - | 1,930 | 5,280 | 5,280 | (3,350) | (63.4) |
| 23200 - R & M - Building | 30,500 | - | 30,500 | 69,000 | 49,000 | (38,500) | (55.8) |
| 23205 - R & M - Equipment | 88,900 | - | 88,900 | 85,900 | 85,900 | 3,000 | 3.5 |
| 23220 - Janitorial | 6,000 | - | 6,000 | 6,300 | 6,300 | (300) | (4.8) |
| 23240 - Materials & Supplies | 12,000 | - | 12,000 | 19,500 | 19,500 | (7,500) | (38.5) |
| 23400 - Insurance | 17,500 | - | 17,500 | 19,280 | 19,280 | (1,780) | (9.2) |
| 23430 - Waste Disposal | 2,160 | - | 2,160 | 1,300 | 1,300 | 860 | 66.2 |
| 23440 - Chemicals | 33,000 | - | 33,000 | 31,000 | 31,000 | 2,000 | 6.5 |
| 23460 - Contracted Equipment | 17,000 | - | 17,000 | - | - | 17,000 | - |
| 24100 - Utilities - Gas | 11,830 | - | 11,830 | 16,700 | 16,700 | (4,870) | (29.2) |
| 24105 - Utilities - Power | 76,700 | - | 76,700 | 54,870 | 54,870 | 21,830 | 39.8 |
| 24110 - Utilities - Water | 13,160 | - | 13,160 | 14,000 | 14,000 | (840) | (6.0) |
| Wastewater Distribution | | | | | | | |
| 23205 - R & M - Equipment | 3,000 | - | 3,000 | 9,000 | 9,000 | (6,000) | (66.7) |
| 23240 - Materials & Supplies | 7,400 | - | 7,400 | 10,800 | 10,800 | (3,400) | (31.5) |
| 23300 - Vehicle Costs | 14,740 | - | 14,740 | 23,450 | 23,450 | (8,710) | (37.1) |
| 23400 - Insurance | 1,840 | - | 1,840 | 1,920 | 1,920 | (80) | (4.2) |
| 23460 - Contracted Equipment | 4,000 | - | 4,000 | 3,000 | 3,000 | 1,000 | 33.3 |
| 29060 - Interest on L.T. Debt | 128,330 | - | 128,330 | 113,300 | 113,300 | 15,030 | 13.3 |
| 29130 - Principal on L.T. Debt | 347,890 | - | 347,890 | 272,600 | 272,600 | 75,290 | 27.6 |
| Lift Stations | | | | | | | |
| 22200 - Contracted Services | 6,000 | - | 6,000 | - | - | 6,000 | - |
| 23100 - Communications | 20,060 | - | 20,060 | 20,520 | 20,520 | (460) | (2.2) |
| 23200 - R & M - Building | 8,300 | - | 8,300 | 8,300 | 8,300 | - | - |
| 23205 - R & M - Equipment | 55,000 | - | 55,000 | 10,500 | 10,500 | 44,500 | 423.8 |
| 23240 - Materials & Supplies | 1,200 | - | 1,200 | 5,200 | 5,200 | (4,000) | (76.9) |
| 23400 - Insurance | 2,880 | - | 2,880 | 3,070 | 3,070 | (190) | (6.2) |
| 23460 - Contracted Equipment | 4,000 | - | 4,000 | 2,500 | 2,500 | 1,500 | 60.0 |
| 24100 - Utilities - Gas | 2,660 | - | 2,660 | 4,200 | 4,200 | (1,540) | (36.7) |
| 24105 - Utilities - Power | 35,530 | - | 35,530 | 31,600 | 31,600 | 3,930 | 12.4 |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|--------------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Solid Waste Management | | | | | | | |
| 22200 - Contracted Services | 294,880 | - | 294,880 | 251,080 | 287,980 | 43,800 | 17.4 |
| 23115 - Advertising | 1,000 | - | 1,000 | 1,000 | 1,000 | - | - |
| 23120 - Promotional | 600 | - | 600 | 600 | 600 | - | - |
| 23240 - Materials & Supplies | 600 | - | 600 | 600 | 600 | - | - |
| 23430 - Waste Disposal | 36,000 | - | 36,000 | 39,800 | 39,800 | (3,800) | (9.5) |
| 23460 - Contracted Equipment | - | - | - | 1,800 | 1,800 | (1,800) | (100.0) |
| 23600 - Program Costs | 13,500 | - | 13,500 | 10,000 | 10,000 | 3,500 | 35.0 |
| FCSS - Administration | | | | | | | |
| 21010 - Salaries | 168,590 | - | 168,590 | 150,810 | 145,000 | 17,780 | 11.8 |
| 21300 - CPP / EI | 8,990 | - | 8,990 | 7,470 | 7,180 | 1,520 | 20.3 |
| 21305 - AMSC Benefits | 5,690 | - | 5,690 | 4,450 | 4,280 | 1,240 | 27.9 |
| 21310 - LAPP Expense | 14,950 | - | 14,950 | 16,730 | 16,090 | (1,780) | (10.6) |
| 21315 - Workers Compensation | 2,610 | - | 2,610 | 2,290 | 2,200 | 320 | 14.0 |
| 21400 - Health Care Spending Account | 2,250 | - | 2,250 | 2,250 | 2,250 | - | - |
| 22050 - Audit Fees | 600 | - | 600 | 500 | 500 | 100 | 20.0 |
| 23025 - Travel (Mileage) | 630 | - | 630 | 630 | 630 | - | - |
| 23040 - Training & Development | 3,950 | - | 3,950 | 3,950 | 3,950 | - | - |
| 23055 - Memberships & Publications | 1,580 | - | 1,580 | 1,680 | 1,680 | (100) | (6.0) |
| 23100 - Communications | 1,570 | - | 1,570 | 1,300 | 1,300 | 270 | 20.8 |
| 23105 - Postage | 2,160 | - | 2,160 | 1,500 | 1,500 | 660 | 44.0 |
| 23115 - Advertising | 5,910 | - | 5,910 | 5,910 | 5,910 | - | - |
| 23240 - Materials & Supplies | 1,880 | - | 1,880 | 1,900 | 1,900 | (20) | (1.1) |
| 23255 - Office Supplies | 4,320 | - | 4,320 | 3,590 | 3,590 | 730 | 20.3 |
| 23280 - Software | 2,920 | - | 2,920 | 630 | 630 | 2,290 | 363.5 |
| 23400 - Insurance | 1,880 | - | 1,880 | 1,950 | 1,950 | (70) | (3.6) |
| Seniors | | | | | | | |
| 21010 - Salaries | 84,450 | - | 84,450 | 79,830 | 79,830 | 4,620 | 5.8 |
| 21300 - CPP / EI | 5,580 | - | 5,580 | 5,290 | 5,290 | 290 | 5.5 |
| 21305 - AMSC Benefits | 1,660 | - | 1,660 | 1,650 | 1,650 | 10 | 0.6 |
| 21310 - LAPP Expense | 4,570 | - | 4,570 | 5,160 | 5,160 | (590) | (11.4) |
| 21315 - Workers Compensation | 1,570 | - | 1,570 | 1,450 | 1,450 | 120 | 8.3 |
| 21400 - Health Care Spending Account | - | - | - | 750 | 750 | (750) | (100.0) |
| 23025 - Travel (Mileage) | 800 | - | 800 | 800 | 800 | - | - |
| 23040 - Training & Development | 2,810 | - | 2,810 | 2,810 | 2,810 | - | - |
| 23055 - Memberships & Publications | 100 | - | 100 | 100 | 100 | - | - |
| 23100 - Communications | 330 | - | 330 | 490 | 490 | (160) | (32.7) |
| 23240 - Materials & Supplies | 20,300 | - | 20,300 | 20,300 | 20,300 | - | - |
| 23280 - Software | 250 | - | 250 | 240 | 240 | 10 | 4.2 |
| 23400 - Insurance | 3,730 | - | 3,730 | 4,130 | 4,130 | (400) | (9.7) |
| 23990 - Miscellaneous Expenses | 5,600 | - | 5,600 | 5,600 | 5,600 | - | - |
| 24110 - Utilities - Water | 800 | - | 800 | 1,800 | 1,800 | (1,000) | (55.6) |
| 24115 - Utilities - Sewer | 400 | - | 400 | 900 | 900 | (500) | (55.6) |
| Family | | | | | | | |
| 23600 - Program Costs | 2,850 | - | 2,850 | 2,850 | 2,850 | - | - |
| Youth & Children | | | | | | | |
| 23600 - Program Costs | 12,750 | - | 12,750 | 21,650 | 21,650 | (8,900) | (41.1) |
| Community Development | | | | | | | |
| 23240 - Materials & Supplies | 1,500 | - | 1,500 | 2,500 | 2,500 | (1,000) | (40.0) |
| 23400 - Insurance | 3,130 | - | 3,130 | 3,250 | 3,250 | (120) | (3.7) |
| 23600 - Program Costs | 10,150 | - | 10,150 | 11,900 | 11,900 | (1,750) | (14.7) |
| 25100 - Grants to Organizations | 40,000 | - | 40,000 | 40,000 | 40,000 | - | - |
| Community Development - Misc | | | | | | | |
| 23240 - Materials & Supplies | 75,200 | - | 75,200 | 76,250 | 76,250 | (1,050) | (1.4) |
| 23460 - Contracted Equipment | 1,500 | - | 1,500 | 1,500 | 1,500 | - | - |
| 23600 - Program Costs | 10,500 | - | 10,500 | 10,500 | 10,500 | - | - |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 23990 - Miscellaneous Expenses | 126,350 | | 126,350 | - | - | 126,350 | - |
| Parent Link | | | | | | | |
| 21010 - Salaries | 316,310 | - | 316,310 | 287,790 | 287,790 | 28,520 | 9.9 |
| 21300 - CPP / EI | 21,390 | - | 21,390 | 24,170 | 24,170 | (2,780) | (11.5) |
| 21305 - AMSC Benefits | 680 | - | 680 | 880 | 880 | (200) | (22.7) |
| 21315 - Workers Compensation | 7,340 | - | 7,340 | 6,500 | 6,500 | 840 | 12.9 |
| 21400 - Health Care Spending Account | 6,000 | - | 6,000 | - | - | 6,000 | - |
| 22200 - Contracted Services | 12,010 | - | 12,010 | 10,000 | 10,000 | 2,010 | 20.1 |
| 23025 - Travel (Mileage) | 16,440 | - | 16,440 | 15,500 | 15,500 | 940 | 6.1 |
| 23040 - Training & Development | 3,000 | - | 3,000 | 3,300 | 3,300 | (300) | (9.1) |
| 23055 - Memberships & Publications | - | - | - | 200 | 200 | (200) | (100.0) |
| 23100 - Communications | 6,920 | - | 6,920 | 7,920 | 7,920 | (1,000) | (12.6) |
| 23115 - Advertising | 1,450 | - | 1,450 | 1,600 | 1,600 | (150) | (9.4) |
| 23200 - R & M - Building | 550 | - | 550 | 1,500 | 1,500 | (950) | (63.3) |
| 23240 - Materials & Supplies | 5,390 | - | 5,390 | 15,000 | 15,000 | (9,610) | (64.1) |
| 23255 - Office Supplies | 4,500 | - | 4,500 | 2,000 | 2,000 | 2,500 | 125.0 |
| 23260 - Facility Supplies | 1,000 | - | 1,000 | 1,000 | 1,000 | - | - |
| 23280 - Software | 1,540 | - | 1,540 | 2,330 | 2,330 | (790) | (33.9) |
| 23400 - Insurance | 1,740 | - | 1,740 | 1,840 | 1,840 | (100) | (5.4) |
| 23480 - Lease Costs | 56,080 | - | 56,080 | 52,060 | 52,060 | 4,020 | 7.7 |
| 23600 - Program Costs | 8,000 | - | 8,000 | 8,100 | 8,100 | (100) | (1.2) |
| 23990 - Miscellaneous Expenses | - | - | - | 20,380 | 20,380 | (20,380) | (100.0) |
| 24105 - Utilities - Power | 1,140 | - | 1,140 | 2,200 | 2,200 | (1,060) | (48.2) |
| Cemetery | | | | | | | |
| 23240 - Materials & Supplies | 9,100 | - | 9,100 | 8,700 | 8,700 | 400 | 4.6 |
| 23460 - Contracted Equipment | 600 | - | 600 | - | - | 600 | - |
| Health Services | | | | | | | |
| 23600 - Program Costs | 25,000 | - | 25,000 | 24,000 | 24,000 | 1,000 | 4.2 |
| Planning & Development | | | | | | | |
| 21010 - Salaries | 103,270 | - | 103,270 | 101,750 | 101,750 | 1,520 | 1.5 |
| 21300 - CPP / EI | 4,810 | - | 4,810 | 4,520 | 4,520 | 290 | 6.4 |
| 21305 - AMSC Benefits | 3,730 | - | 3,730 | 3,620 | 3,620 | 110 | 3.0 |
| 21310 - LAPP Expense | 12,800 | - | 12,800 | 13,360 | 13,360 | (560) | (4.2) |
| 21315 - Workers Compensation | 1,810 | - | 1,810 | 1,700 | 1,700 | 110 | 6.5 |
| 21400 - Health Care Spending Account | 750 | - | 750 | 750 | 750 | - | - |
| 22060 - Legal Fees | 500 | - | 500 | 500 | 500 | - | - |
| 22070 - Consultant Fees | 1,700 | - | 1,700 | 1,500 | 1,500 | 200 | 13.3 |
| 22200 - Contracted Services | 128,690 | - | 128,690 | 124,950 | 124,950 | 3,740 | 3.0 |
| 23025 - Travel (Mileage) | 1,500 | - | 1,500 | 300 | 300 | 1,200 | 400.0 |
| 23040 - Training & Development | 3,950 | - | 3,950 | 3,980 | 3,980 | (30) | (0.8) |
| 23055 - Memberships & Publications | 130 | - | 130 | 130 | 130 | - | - |
| 23100 - Communications | 660 | - | 660 | 990 | 990 | (330) | (33.3) |
| 23105 - Postage | 150 | - | 150 | 200 | 200 | (50) | (25.0) |
| 23115 - Advertising | 2,500 | - | 2,500 | 2,500 | 2,500 | - | - |
| 23125 - Meeting Expenses | 260 | - | 260 | 200 | 200 | 60 | 30.0 |
| 23240 - Materials & Supplies | 3,750 | - | 3,750 | 3,260 | 3,260 | 490 | 15.0 |
| 23255 - Office Supplies | 600 | - | 600 | - | - | 600 | - |
| 23280 - Software | 7,450 | - | 7,450 | 7,350 | 7,350 | 100 | 1.4 |
| 28305 - Contribution to Capital Reserve | 1,740 | - | 1,740 | 1,620 | 1,620 | 120 | 7.4 |
| Economic Development | | | | | | | |
| 22070 - Consultant Fees | 22,000 | - | 22,000 | 15,000 | 15,000 | 7,000 | 46.7 |
| 22200 - Contracted Services | 21,560 | - | 21,560 | 21,560 | 21,560 | - | - |
| 23025 - Travel (Mileage) | 750 | - | 750 | 1,800 | 1,800 | (1,050) | (58.3) |
| 23115 - Advertising | 2,000 | - | 2,000 | 4,800 | 4,800 | (2,800) | (58.3) |
| 23600 - Program Costs | 7,000 | - | 7,000 | 14,500 | 14,500 | (7,500) | (51.7) |
| 28305 - Contribution to Capital Reserve | 1,080 | - | 1,080 | 1,000 | 1,000 | 80 | 8.0 |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| Recreation - Administration | | | | | | | |
| 21010 - Salaries | 174,700 | - | 174,700 | 203,290 | 203,290 | (28,590) | (14.1) |
| 21300 - CPP / EI | 7,720 | - | 7,720 | 9,320 | 9,320 | (1,600) | (17.2) |
| 21305 - AMSC Benefits | 6,070 | - | 6,070 | 7,460 | 7,460 | (1,390) | (18.6) |
| 21310 - LAPP Expense | 21,000 | - | 21,000 | 27,270 | 27,270 | (6,270) | (23.0) |
| 21315 - Workers Compensation | 2,720 | - | 2,720 | 3,240 | 3,240 | (520) | (16.0) |
| 21400 - Health Care Spending Account | 1,500 | - | 1,500 | 750 | 750 | 750 | 100.0 |
| 22200 - Contracted Services | 240 | - | 240 | - | - | 240 | - |
| 23025 - Travel (Mileage) | - | - | - | 500 | 500 | (500) | (100.0) |
| 23040 - Training & Development | - | - | - | 4,650 | 4,650 | (4,650) | (100.0) |
| 23055 - Memberships & Publications | 390 | - | 390 | 1,800 | 1,800 | (1,410) | (78.3) |
| 23100 - Communications | 1,250 | - | 1,250 | 2,290 | 2,290 | (1,040) | (45.4) |
| 23105 - Postage | 990 | - | 990 | 1,500 | 1,500 | (510) | (34.0) |
| 23115 - Advertising | 5,510 | - | 5,510 | 7,520 | 7,520 | (2,010) | (26.7) |
| 23125 - Meeting Expenses | 150 | - | 150 | 200 | 200 | (50) | (25.0) |
| 23240 - Materials & Supplies | 300 | - | 300 | - | - | 300 | - |
| 23255 - Office Supplies | 7,250 | - | 7,250 | 5,190 | 5,190 | 2,060 | 39.7 |
| 23280 - Software | 790 | - | 790 | 25,650 | 15,650 | (24,860) | (96.9) |
| 23400 - Insurance | 26,920 | - | 26,920 | 29,680 | 29,680 | (2,760) | (9.3) |
| 28305 - Contribution to Capital Reserve | 1,160 | - | 1,160 | 1,080 | 1,080 | 80 | 7.4 |
| Recreation - Programs | | | | | | | |
| 21010 - Salaries | 41,480 | - | 41,480 | 42,260 | 42,260 | (780) | (1.8) |
| 21300 - CPP / EI | 2,280 | - | 2,280 | 2,050 | 2,050 | 230 | 11.2 |
| 21315 - Workers Compensation | 770 | - | 770 | 760 | 760 | 10 | 1.3 |
| 23025 - Travel (Mileage) | 120 | - | 120 | 120 | 120 | - | - |
| 23040 - Training & Development | 400 | - | 400 | 200 | 200 | 200 | 100.0 |
| 23100 - Communications | 1,750 | - | 1,750 | 850 | 850 | 900 | 105.9 |
| 23240 - Materials & Supplies | 10,600 | - | 10,600 | 13,500 | 13,500 | (2,900) | (21.5) |
| 23255 - Office Supplies | 300 | - | 300 | 300 | 300 | - | - |
| 23280 - Software | 2,830 | - | 2,830 | 1,650 | 1,650 | 1,180 | 71.5 |
| 23600 - Program Costs | 39,000 | - | 39,000 | 28,000 | 28,000 | 11,000 | 39.3 |
| 25100 - Grants to Organizations | 2,500 | - | 2,500 | 2,500 | 2,500 | - | - |
| 28305 - Contribution to Capital Reserve | 1,160 | - | 1,160 | 1,080 | 1,080 | 80 | 7.4 |
| Arena | | | | | | | |
| 21010 - Salaries | 178,360 | - | 178,360 | 174,820 | 155,540 | 3,540 | 2.0 |
| 21020 - Overtime | 8,560 | - | 8,560 | 8,390 | 7,470 | 170 | 2.0 |
| 21025 - Shift Differential | 1,630 | - | 1,630 | 1,590 | 1,410 | 40 | 2.5 |
| 21030 - Weekend Premium | 1,340 | - | 1,340 | 1,310 | 1,170 | 30 | 2.3 |
| 21300 - CPP / EI | 12,580 | - | 12,580 | 12,340 | 10,980 | 240 | 1.9 |
| 21305 - AMSC Benefits | 8,210 | - | 8,210 | 8,180 | 7,280 | 30 | 0.4 |
| 21310 - LAPP Expense | 14,900 | - | 14,900 | 16,790 | 14,940 | (1,890) | (11.3) |
| 21315 - Workers Compensation | 3,530 | - | 3,530 | 3,370 | 3,000 | 160 | 4.7 |
| 21400 - Health Care Spending Account | - | - | - | 2,250 | 2,250 | (2,250) | (100.0) |
| 22200 - Contracted Services | 6,300 | - | 6,300 | 4,300 | 4,300 | 2,000 | 46.5 |
| 23025 - Travel (Mileage) | 800 | - | 800 | - | - | 800 | - |
| 23040 - Training & Development | 3,000 | - | 3,000 | 2,900 | 2,900 | 100 | 3.4 |
| 23055 - Memberships & Publications | 700 | - | 700 | 500 | 500 | 200 | 40.0 |
| 23100 - Communications | 4,590 | - | 4,590 | 4,730 | 4,730 | (140) | (3.0) |
| 23115 - Advertising | 1,000 | - | 1,000 | 1,100 | 1,100 | (100) | (9.1) |
| 23200 - R & M - Building | 25,700 | - | 25,700 | 32,500 | 32,500 | (6,800) | (20.9) |
| 23205 - R & M - Equipment | 6,120 | - | 6,120 | 16,680 | 16,680 | (10,560) | (63.3) |
| 23240 - Materials & Supplies | 7,100 | - | 7,100 | 3,850 | 3,850 | 3,250 | 84.4 |
| 23255 - Office Supplies | 800 | - | 800 | 150 | 150 | 650 | 433.3 |
| 23260 - Facility Supplies | 16,900 | 8,400 | 8,500 | 9,500 | 9,500 | 7,400 | 77.9 |
| 23275 - Hardware | 1,500 | - | 1,500 | - | - | 1,500 | - |
| 23280 - Software | 3,880 | - | 3,880 | 480 | 480 | 3,400 | 708.3 |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|--|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 23300 - Vehicle Costs | 28,200 | 4,750 | 23,450 | 25,640 | 25,640 | 2,560 | 10.0 |
| 23400 - Insurance | 43,300 | 18,760 | 24,540 | 47,370 | 47,370 | (4,070) | (8.6) |
| 23430 - Waste Disposal | - | - | - | 1,700 | 1,700 | (1,700) | (100.0) |
| 23460 - Contracted Equipment | 4,000 | - | 4,000 | 1,400 | 1,400 | 2,600 | 185.7 |
| 24100 - Utilities - Gas | 68,030 | 32,960 | 35,070 | 42,800 | 42,800 | 25,230 | 58.9 |
| 24105 - Utilities - Power | 159,090 | 81,280 | 77,810 | 72,600 | 72,600 | 86,490 | 119.1 |
| 24110 - Utilities - Water | 5,580 | - | 5,580 | 17,800 | 17,800 | (12,220) | (68.7) |
| 24115 - Utilities - Sewer | 3,000 | - | 3,000 | 7,050 | 7,050 | (4,050) | (57.4) |
| 28305 - Contribution to Capital Reserve | 1,160 | (1,000,000) | 1,001,160 | 1,001,080 | 1,001,080 | (999,920) | (99.9) |
| Pool | | | | | | | |
| 21010 - Salaries | 513,340 | - | 513,340 | 503,450 | 503,450 | 9,890 | 2.0 |
| 21020 - Overtime | 18,510 | - | 18,510 | 18,140 | 18,140 | 370 | 2.0 |
| 21025 - Shift Differential | - | - | - | 300 | 300 | (300) | (100.0) |
| 21030 - Weekend Premium | - | - | - | 720 | 720 | (720) | (100.0) |
| 21300 - CPP / EI | 34,080 | - | 34,080 | 33,320 | 33,320 | 760 | 2.3 |
| 21305 - AMSC Benefits | 3,880 | - | 3,880 | 3,870 | 3,870 | 10 | 0.3 |
| 21310 - LAPP Expense | 14,720 | - | 14,720 | 16,810 | 16,810 | (2,090) | (12.4) |
| 21315 - Workers Compensation | 9,890 | - | 9,890 | 9,440 | 9,440 | 450 | 4.8 |
| 21400 - Health Care Spending Account | - | - | - | 2,250 | 2,250 | (2,250) | (100.0) |
| 22200 - Contracted Services | 12,390 | - | 12,390 | 10,900 | 10,900 | 1,490 | 13.7 |
| 23025 - Travel (Mileage) | 2,200 | - | 2,200 | 870 | 870 | 1,330 | 152.9 |
| 23040 - Training & Development | 7,010 | - | 7,010 | 6,180 | 6,180 | 830 | 13.4 |
| 23055 - Memberships & Publications | 100 | - | 100 | 100 | 100 | - | - |
| 23100 - Communications | 6,730 | - | 6,730 | 6,180 | 6,180 | 550 | 8.9 |
| 23105 - Postage | 50 | - | 50 | - | - | 50 | - |
| 23115 - Advertising | 700 | - | 700 | 1,240 | 1,240 | (540) | (43.5) |
| 23200 - R & M - Building | 7,850 | - | 7,850 | 23,600 | 23,600 | (15,750) | (66.7) |
| 23205 - R & M - Equipment | 37,870 | - | 37,870 | 50,770 | 50,770 | (12,900) | (25.4) |
| 23220 - Janitorial | 6,600 | - | 6,600 | 2,640 | 2,640 | 3,960 | 150.0 |
| 23240 - Materials & Supplies | 450 | - | 450 | - | - | 450 | - |
| 23250 - Office Equipment | 1,950 | - | 1,950 | 400 | 400 | 1,550 | 387.5 |
| 23255 - Office Supplies | 2,630 | - | 2,630 | 3,550 | 3,550 | (920) | (25.9) |
| 23260 - Facility Supplies | 12,140 | - | 12,140 | 17,510 | 17,510 | (5,370) | (30.7) |
| 23280 - Software | 5,900 | - | 5,900 | 1,030 | 1,030 | 4,870 | 472.8 |
| 23400 - Insurance | 13,820 | - | 13,820 | 15,110 | 15,110 | (1,290) | (8.5) |
| 23430 - Waste Disposal | 3,230 | - | 3,230 | 1,820 | 1,820 | 1,410 | 77.5 |
| 23440 - Chemicals | 43,900 | - | 43,900 | 39,300 | 39,300 | 4,600 | 11.7 |
| 23460 - Contracted Equipment | 200 | - | 200 | 300 | 300 | (100) | (33.3) |
| 23600 - Program Costs | 13,100 | - | 13,100 | 15,930 | 15,930 | (2,830) | (17.8) |
| 23980 - Merchandise Purchased for Resale | 7,610 | - | 7,610 | 7,650 | 7,650 | (40) | (0.5) |
| 23990 - Miscellaneous Expenses | - | - | - | 100 | 100 | (100) | (100.0) |
| 24100 - Utilities - Gas | 40,050 | - | 40,050 | 42,910 | 42,910 | (2,860) | (6.7) |
| 24105 - Utilities - Power | 52,830 | - | 52,830 | 43,580 | 43,580 | 9,250 | 21.2 |
| 24110 - Utilities - Water | 14,000 | - | 14,000 | 13,600 | 13,600 | 400 | 2.9 |
| 24115 - Utilities - Sewer | 7,000 | - | 7,000 | 6,100 | 6,100 | 900 | 14.8 |
| 28105 - Bank Charges | 1,600 | - | 1,600 | 2,200 | 2,200 | (600) | (27.3) |
| 28305 - Contribution to Capital Reserve | 2,900 | - | 2,900 | 2,700 | 2,700 | 200 | 7.4 |
| 29060 - Interest on L.T. Debt | 5,220 | - | 5,220 | 5,500 | 5,500 | (280) | (5.1) |
| 29130 - Principal on L.T. Debt | 10,550 | - | 10,550 | 10,300 | 10,300 | 250 | 2.4 |
| Water Park | | | | | | | |
| 22200 - Contracted Services | 2,300 | - | 2,300 | 2,300 | 2,300 | - | - |
| 23200 - R & M - Building | 800 | - | 800 | 800 | 800 | - | - |
| 23205 - R & M - Equipment | 7,100 | - | 7,100 | 12,600 | 12,600 | (5,500) | (43.7) |
| 23240 - Materials & Supplies | 1,450 | - | 1,450 | 5,900 | 5,900 | (4,450) | (75.4) |
| 23400 - Insurance | 1,200 | - | 1,200 | 1,330 | 1,330 | (130) | (9.8) |
| 24100 - Utilities - Gas | 820 | - | 820 | 890 | 890 | (70) | (7.9) |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|--------------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 24105 - Utilities - Power | 3,270 | - | 3,270 | 3,210 | 3,210 | 60 | 1.9 |
| 24110 - Utilities - Water | 1,200 | - | 1,200 | 2,000 | 2,000 | (800) | (40.0) |
| Sports Fields | | | | | | | |
| 22200 - Contracted Services | - | - | - | 5,000 | 5,000 | (5,000) | (100.0) |
| 23205 - R & M - Equipment | 3,200 | - | 3,200 | 3,000 | 3,000 | 200 | 6.7 |
| 23240 - Materials & Supplies | 10,400 | - | 10,400 | 9,400 | 9,400 | 1,000 | 10.6 |
| 24110 - Utilities - Water | 7,900 | - | 7,900 | 9,500 | 9,500 | (1,600) | (16.8) |
| Ball Fields | | | | | | | |
| 22200 - Contracted Services | 4,000 | - | 4,000 | - | - | 4,000 | - |
| 23205 - R & M - Equipment | 800 | - | 800 | - | - | 800 | - |
| 23240 - Materials & Supplies | 14,150 | - | 14,150 | 15,750 | 15,750 | (1,600) | (10.2) |
| 23400 - Insurance | 1,030 | - | 1,030 | 1,140 | 1,140 | (110) | (9.6) |
| 24105 - Utilities - Power | 2,430 | - | 2,430 | 2,850 | 2,850 | (420) | (14.7) |
| 24110 - Utilities - Water | 200 | - | 200 | 250 | 250 | (50) | (20.0) |
| Parks | | | | | | | |
| 21010 - Salaries | 68,620 | - | 68,620 | 58,750 | 49,790 | 9,870 | 16.8 |
| 21020 - Overtime | 4,900 | - | 4,900 | 2,000 | 1,700 | 2,900 | 145.0 |
| 21300 - CPP / EI | 4,520 | - | 4,520 | 3,730 | 3,160 | 790 | 21.2 |
| 21315 - Workers Compensation | 1,320 | - | 1,320 | 1,100 | 930 | 220 | 20.0 |
| 22200 - Contracted Services | 328,900 | - | 328,900 | 300,500 | 300,500 | 28,400 | 9.5 |
| 23040 - Training & Development | - | - | - | 600 | 600 | (600) | (100.0) |
| 23100 - Communications | 410 | - | 410 | 360 | 360 | 50 | 13.9 |
| 23115 - Advertising | 400 | - | 400 | 400 | 400 | - | - |
| 23205 - R & M - Equipment | 5,200 | - | 5,200 | 5,200 | 5,200 | - | - |
| 23220 - Janitorial | 500 | - | 500 | 500 | 500 | - | - |
| 23240 - Materials & Supplies | 76,500 | - | 76,500 | 66,400 | 57,700 | 10,100 | 15.2 |
| 23280 - Software | - | - | - | 160 | 160 | (160) | (100.0) |
| 23300 - Vehicle Costs | 8,000 | - | 8,000 | 4,000 | 4,000 | 4,000 | 100.0 |
| 23400 - Insurance | 6,670 | - | 6,670 | 7,170 | 7,170 | (500) | (7.0) |
| 23480 - Lease Costs | 3,000 | - | 3,000 | 3,000 | 3,000 | - | - |
| 24100 - Utilities - Gas | 1,030 | - | 1,030 | 1,370 | 1,370 | (340) | (24.8) |
| 24105 - Utilities - Power | 7,350 | - | 7,350 | 7,560 | 7,560 | (210) | (2.8) |
| 24110 - Utilities - Water | 2,670 | - | 2,670 | 7,100 | 7,100 | (4,430) | (62.4) |
| Trails | | | | | | | |
| 22200 - Contracted Services | 48,000 | - | 48,000 | 71,000 | 71,000 | (23,000) | (32.4) |
| 23205 - R & M - Equipment | 1,000 | - | 1,000 | 4,000 | 4,000 | (3,000) | (75.0) |
| 23240 - Materials & Supplies | 19,900 | - | 19,900 | 36,260 | 36,260 | (16,360) | (45.1) |
| Ski Hill | | | | | | | |
| 23205 - R & M - Equipment | 48,500 | - | 48,500 | 53,500 | 61,800 | (5,000) | (9.3) |
| 23400 - Insurance | 14,700 | - | 14,700 | 16,150 | 16,150 | (1,450) | (9.0) |
| 24105 - Utilities - Power | 10,240 | - | 10,240 | 8,520 | 8,520 | 1,720 | 20.2 |
| Multiplex Common | | | | | | | |
| 21010 - Salaries | 142,700 | 142,700 | - | - | - | 142,700 | - |
| 21020 - Overtime | 600 | 600 | - | - | - | 600 | - |
| 21300 - CPP / EI | 9,420 | 9,420 | - | - | - | 9,420 | - |
| 21305 - AMSC Benefits | 8,060 | 8,060 | - | - | - | 8,060 | - |
| 21310 - LAPP Expense | 8,590 | 8,590 | - | - | - | 8,590 | - |
| 21315 - Workers Compensation | 2,640 | 2,640 | - | - | - | 2,640 | - |
| 21400 - Health Care Spending Account | 1,500 | 1,500 | - | - | - | 1,500 | - |
| 23100 - Communications | 3,840 | 3,840 | - | - | - | 3,840 | - |
| 23115 - Advertising | 850 | 850 | - | - | - | 850 | - |
| 23200 - R & M - Building | 8,900 | 8,900 | - | - | - | 8,900 | - |
| 23205 - R & M - Equipment | 3,000 | 3,000 | - | - | - | 3,000 | - |
| 23240 - Materials & Supplies | 600 | 600 | - | - | - | 600 | - |
| 23255 - Office Supplies | 1,800 | 1,800 | - | - | - | 1,800 | - |
| 23260 - Facility Supplies | 1,600 | 1,600 | - | - | - | 1,600 | - |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|---|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| 23280 - Software | 3,480 | 3,480 | - | - | - | 3,480 | - |
| 23400 - Insurance | 36,500 | 36,500 | - | - | - | 36,500 | - |
| 29060 - Interest on L.T. Debt | 300,530 | 300,530 | - | - | - | 300,530 | - |
| 29130 - Principal on L.T. Debt | 343,370 | 343,370 | - | - | - | 343,370 | - |
| Field House | | | | | | | |
| 23200 - R & M - Building | 7,800 | 7,800 | - | - | - | 7,800 | - |
| 23205 - R & M - Equipment | 3,600 | 3,600 | - | - | - | 3,600 | - |
| 23240 - Materials & Supplies | 1,500 | 1,500 | - | - | - | 1,500 | - |
| 23260 - Facility Supplies | 3,600 | 3,600 | - | - | - | 3,600 | - |
| 23600 - Program Costs | 2,500 | 2,500 | - | - | - | 2,500 | - |
| Museum | | | | | | | |
| 21010 - Salaries | 253,900 | - | 253,900 | 250,140 | 250,140 | 3,760 | 1.5 |
| 21300 - CPP / EI | 16,710 | - | 16,710 | 16,110 | 16,110 | 600 | 3.7 |
| 21305 - AMSC Benefits | 6,580 | - | 6,580 | 6,550 | 6,550 | 30 | 0.5 |
| 21310 - LAPP Expense | 15,480 | - | 15,480 | 17,430 | 17,430 | (1,950) | (11.2) |
| 21315 - Workers Compensation | 4,730 | - | 4,730 | 4,530 | 4,530 | 200 | 4.4 |
| 21400 - Health Care Spending Account | 2,250 | - | 2,250 | 3,000 | 3,000 | (750) | (25.0) |
| 23025 - Travel (Mileage) | 3,000 | - | 3,000 | 600 | 600 | 2,400 | 400.0 |
| 23040 - Training & Development | 8,550 | - | 8,550 | 6,350 | 6,350 | 2,200 | 34.6 |
| 23055 - Memberships & Publications | 1,470 | - | 1,470 | 2,700 | 2,700 | (1,230) | (45.6) |
| 23100 - Communications | 5,170 | - | 5,170 | 5,320 | 5,320 | (150) | (2.8) |
| 23115 - Advertising | 2,190 | - | 2,190 | 2,880 | 2,880 | (690) | (24.0) |
| 23200 - R & M - Building | 4,160 | - | 4,160 | 9,500 | 9,500 | (5,340) | (56.2) |
| 23205 - R & M - Equipment | 4,000 | - | 4,000 | 360 | 360 | 3,640 | 1,011.1 |
| 23240 - Materials & Supplies | 4,980 | - | 4,980 | 7,760 | 7,760 | (2,780) | (35.8) |
| 23255 - Office Supplies | 2,640 | - | 2,640 | 1,980 | 1,980 | 660 | 33.3 |
| 23260 - Facility Supplies | 1,200 | - | 1,200 | 1,200 | 1,200 | - | - |
| 23280 - Software | 3,310 | - | 3,310 | 2,430 | 2,430 | 880 | 36.2 |
| 23400 - Insurance | 5,520 | - | 5,520 | 6,030 | 6,030 | (510) | (8.5) |
| 23600 - Program Costs | 8,500 | - | 8,500 | 8,000 | 8,000 | 500 | 6.3 |
| 23980 - Merchandise Purchased for Resale | 6,000 | - | 6,000 | 4,500 | 4,500 | 1,500 | 33.3 |
| 24100 - Utilities - Gas | 1,880 | - | 1,880 | 2,200 | 2,200 | (320) | (14.5) |
| 24105 - Utilities - Power | 2,810 | - | 2,810 | 2,800 | 2,800 | 10 | 0.4 |
| 24110 - Utilities - Water | - | - | - | 200 | 200 | (200) | (100.0) |
| 24115 - Utilities - Sewer | - | - | - | 100 | 100 | (100) | (100.0) |
| 28300 - Contribution to Operating Reserve | - | - | - | 2,100 | 2,100 | (2,100) | (100.0) |
| 28305 - Contribution to Capital Reserve | 5,240 | - | 5,240 | 3,120 | 3,120 | 2,120 | 67.9 |
| Library | | | | | | | |
| 22200 - Contracted Services | 399,900 | 12,700 | 387,200 | 386,880 | 386,880 | 13,020 | 3.4 |
| 23100 - Communications | 2,290 | - | 2,290 | 1,320 | 1,320 | 970 | 73.5 |
| 23200 - R & M - Building | 9,950 | - | 9,950 | 9,900 | 9,900 | 50 | 0.5 |
| 23400 - Insurance | 10,980 | - | 10,980 | 12,080 | 12,080 | (1,100) | (9.1) |
| 29060 - Interest on L.T. Debt | 32,310 | - | 32,310 | 33,100 | 33,100 | (790) | (2.4) |
| 29130 - Principal on L.T. Debt | 49,440 | - | 49,440 | 47,860 | 47,860 | 1,580 | 3.3 |
| Athabasca Hall | | | | | | | |
| 22200 - Contracted Services | 3,300 | - | 3,300 | - | - | 3,300 | - |
| 23100 - Communications | 1,320 | - | 1,320 | 1,320 | 1,320 | - | - |
| 23200 - R & M - Building | 47,800 | - | 47,800 | 43,200 | 13,200 | 4,600 | 10.6 |
| 23205 - R & M - Equipment | 1,900 | - | 1,900 | 1,100 | 1,100 | 800 | 72.7 |
| 23260 - Facility Supplies | 1,500 | - | 1,500 | 1,500 | 1,500 | - | - |
| 23400 - Insurance | 7,800 | - | 7,800 | 8,630 | 8,630 | (830) | (9.6) |
| 23430 - Waste Disposal | 1,680 | - | 1,680 | 1,680 | 1,680 | - | - |
| 24100 - Utilities - Gas | 6,450 | - | 6,450 | 7,300 | 7,300 | (850) | (11.6) |
| 24105 - Utilities - Power | 5,040 | - | 5,040 | 5,400 | 5,400 | (360) | (6.7) |
| 24110 - Utilities - Water | 240 | - | 240 | 360 | 360 | (120) | (33.3) |
| 24115 - Utilities - Sewer | 120 | - | 120 | 180 | 180 | (60) | (33.3) |

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| | 2019 Approved Budget | 2019 Deliberation Items | 2019 Proposed Base Budget | 2018 Approved Budget | 2018 Projected Actual | Budget Change (\$) | Budget Change (%) |
|------------------------------|----------------------------|-------------------------------|------------------------------|----------------------------|-----------------------------|--------------------------|-------------------------|
| N.A.R. Building | | | | | | | |
| 23100 - Communications | 4,480 | - | 4,480 | 4,270 | 4,270 | 210 | 4.9 |
| 23200 - R & M - Building | 3,650 | - | 3,650 | 7,000 | 7,000 | (3,350) | (47.9) |
| 23205 - R & M - Equipment | - | - | - | 350 | 350 | (350) | (100.0) |
| 23240 - Materials & Supplies | 1,090 | - | 1,090 | 1,650 | 1,650 | (560) | (33.9) |
| 23400 - Insurance | 2,400 | - | 2,400 | 2,660 | 2,660 | (260) | (9.8) |
| 23480 - Lease Costs | - | - | - | 500 | 500 | (500) | (100.0) |
| 24100 - Utilities - Gas | 2,560 | - | 2,560 | 2,940 | 2,940 | (380) | (12.9) |
| 24105 - Utilities - Power | 1,900 | - | 1,900 | 2,040 | 2,040 | (140) | (6.9) |
| 24110 - Utilities - Water | 1,800 | - | 1,800 | 4,000 | 4,000 | (2,200) | (55.0) |
| 24115 - Utilities - Sewer | 900 | - | 900 | 2,000 | 2,000 | (1,100) | (55.0) |
| Log Cabin | | | | | | | |
| 23100 - Communications | 1,320 | - | 1,320 | 360 | 360 | 960 | 266.7 |
| 23200 - R & M - Building | 1,200 | - | 1,200 | 1,200 | 1,200 | - | - |
| 23400 - Insurance | 730 | - | 730 | 810 | 810 | (80) | (9.9) |
| 24100 - Utilities - Gas | 1,260 | - | 1,260 | 1,600 | 1,600 | (340) | (21.3) |
| 24105 - Utilities - Power | 1,750 | - | 1,750 | 1,700 | 1,700 | 50 | 2.9 |
| 24110 - Utilities - Water | 100 | - | 100 | 300 | 300 | (200) | (66.7) |
| 24115 - Utilities - Sewer | 50 | - | 50 | 150 | 150 | (100) | (66.7) |