



## TOWN OF PEACE RIVER

Approved 2020 Operating  
and Capital Budget

### 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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Prepared by the  
 Town of Peace River Corporate Services Department  
 9911 100 Street  
 PO Box 6600  
 Peace River, AB T8S 1S4  
**p** (780) 624-2574  
**f** (780) 624-4664

For more information contact:

Greg Towne, Director of Corporate Services and  
 Economic Development  
 at the above address,  
[gtowne@peaceriver.ca](mailto:gtowne@peaceriver.ca) or (780) 624-2574

or

Allan Schramm, Manager of Finance  
 at the above address,  
[aschramm@peaceriver.ca](mailto:aschramm@peaceriver.ca) or (780) 624-2574



# BUDGET MESSAGE

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## 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 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 2020 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 2020 operating budget by department. For comparison, the 2019 approved budget and 2019 projected actual amounts are presented alongside the

2020 figures. Following the departmental summaries is information on the town's revenues.

### Capital Budget

This section discusses the capital improvement plan and details the 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.

## BUDGET SUMMARY

The Approved 2020 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.

The 2020 budget was made more challenging as staff had to deal with the impacts of the Provincial budget. Affecting both the operating and capital budgets, reductions in Provincial funding are further straining limited revenue or funding options the Town is able to utilize. These impacts include:

- reduction in MSI funding totalling \$162,000, with a similar reduction expected in 2021,
- reduction in levies paid through grants in lieu of taxes program totalling \$61,600, with similar reduction in 2021,
- reduction in fine revenue of approximately \$21,000, as the Province is retaining a greater portion of processing and other fees,
- employment grants reductions totalling \$25,500.

Staff have incorporated these items within the budget and moderated departmental budgets to minimize tax rate impacts.

Details on the budget summary can be found on Table 1 on page 20.

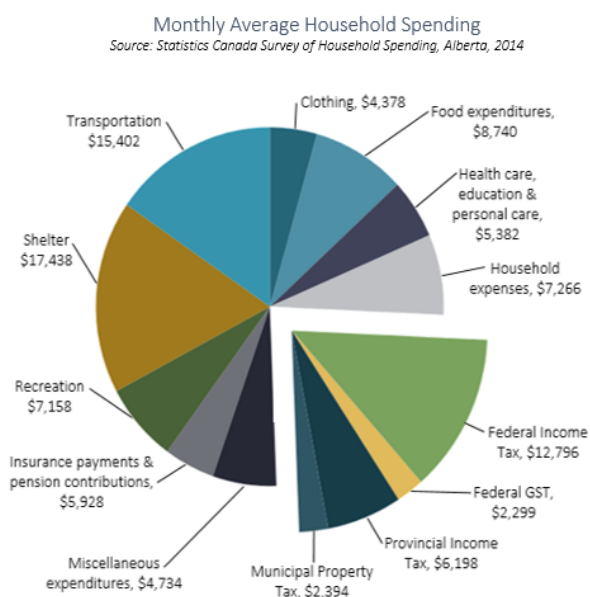
Because of this, there are fewer service level adjustments of requests than Council would typically see, as the prevailing economic and budgetary environment would make it difficult to entertain significant requests. Service level changes for 2020 include:

- the Chamber of Commerce's request for the new membership program,
- internally charging for fire protection services at the Peace River Regional Airport,
- two casual summer labourer positions for the public works department,
- funding for the ladder truck for the Fire Department,
- changes to pool and other recreation rates.
- adjustments to library funding.

These items are shown in detail on with Table 2 on page 22.

Based on the base budget amounts and approved service level adjustments, a tax revenue increase of \$371,360 will be required. This equates to an approximate increase of 3.3% to tax revenues.

In additional, Council has approved a 68 cents (or 12.6%) increase on water and wastewater rates, which is required to cover operational, maintenance, major repair and capital cost increases to the fund.





# BUDGET MESSAGE

## Capital Budget

The 2020 Capital Program includes 16 projects totalling \$7.699 million. A summary listing of the projects can be found in the table below:

Project	Amount
Hardware Replenishment	24,000
<b>Total Information Systems</b>	<b>24,000</b>
Front Line Fire Apparatus	1,400,000
Decontamination equipment	30,000
Commercial Washer/Extractor	20,000
<b>Total Protective Services</b>	<b>1,450,000</b>
Neighbourhood Renewal Prog.	1,800,000
Operations Heavy Equipment	270,000
Pavement Overlay Project	250,000
Sidewalk Replacement	75,000
Facility Security System Upgrades	36,000
Columbarium	40,500
Town Hall Cladding Upgrades	6,000
<b>Total Works &amp; Equipment</b>	<b>2,477,500</b>
Tractor/Toolcat	50,000
<b>Total Recreation &amp; Cultural</b>	<b>50,000</b>
Lift Station 4	32,000
Shaftesbury Sewer Main - Pt 1	3,240,000
STP Aeration Tank Cleaning	375,000
Meter Read Software	50,000
<b>Total Water &amp; Wastewater</b>	<b>3,697,000</b>
<b>Total Capital Program</b>	<b>7,698,500</b>

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 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.



# COMMUNITY PROFILE

## 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 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



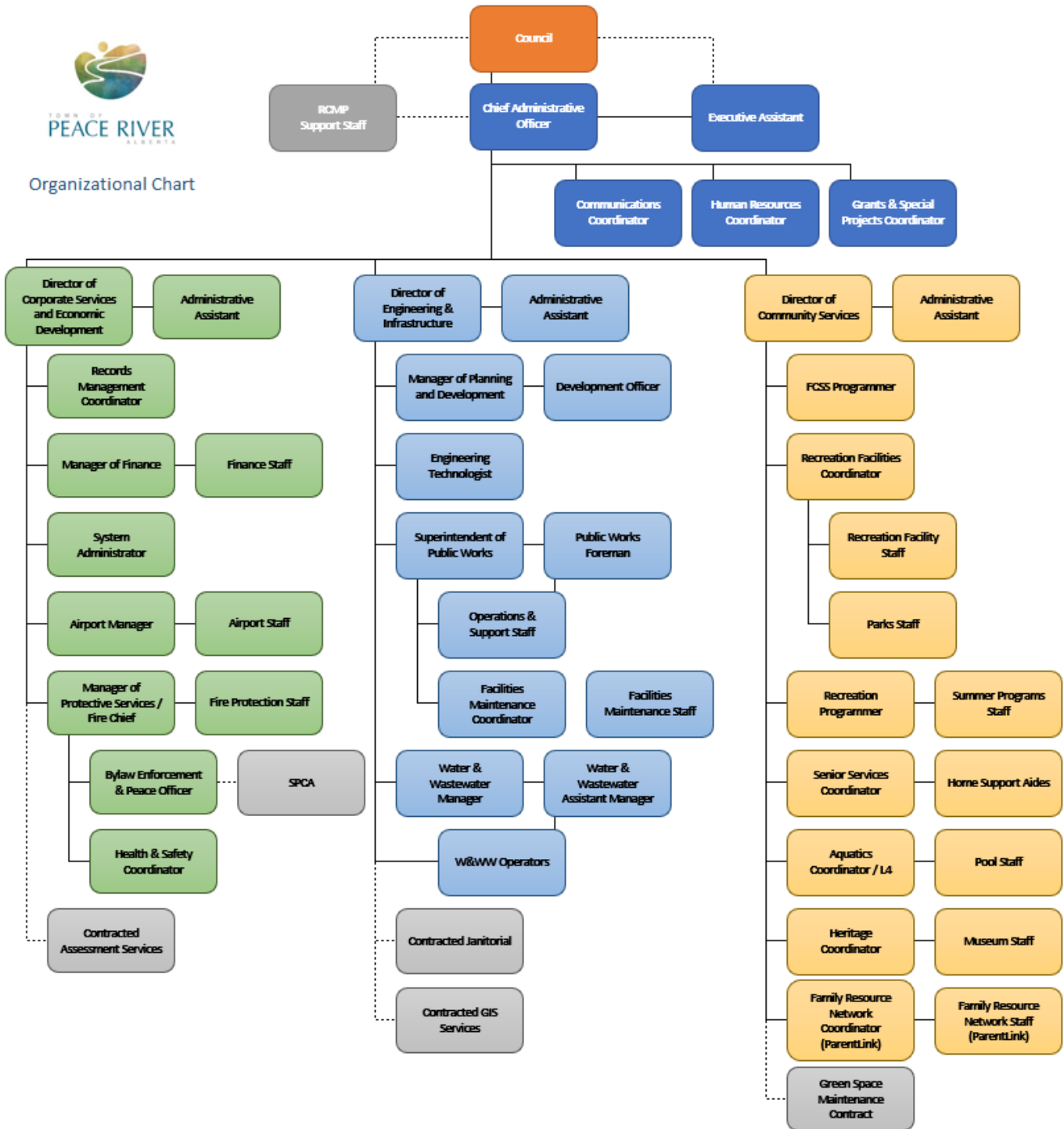
*Pictured from left: Councillor Needham, Councillor Schamehorn, Councillor Ford, Mayor Tarpey, Deputy Mayor Manzer, Councillor Downing, Councillor Good*

# 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 55+ Games Bid	Assist in development of bid and completing bid tour.	Downing
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
Emergency Advisory Committee	The Emergency Advisory Committee is responsible for reviewing the Municipal Emergency Plan and related programs on an annual basis.	Council
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
Mercer Public Advisory Committee	To develop a new Detailed Forest Management Plan for the two new Forest Management Agreement (FMA) areas.	Schamehorn
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 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
Peace Regional Subdivision and Development Appeal Board (PRSDAB)	Hear appeals with respect to decisions of the development and subdivision authority and render decisions based on the evidence presented.	Ford
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
Unightly Premises Appeal Board	Empowered to hear and determine appeals lodged against Clean Up Orders issued by an Enforcement Officer.	Council



# 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

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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 2020 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 \$1,042,257, 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

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- 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 2019

- Council workshop and goal setting, finalize Council priorities.

### July to September 2019

- 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 to November 2019

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

### December 2019

- 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 expected schedule of public meetings and budget deliberations prior to the budget being adopted by Council.

Monday, January 27, 2020 at 5:00pm

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

Monday, February 3, 2020 at 5:00pm

- Public input
- Budget review and deliberations

Monday, February 10, 2020 at 5:00pm

- Public input
- Budget review and deliberations

Monday, February 24, 2020 at 5:00pm

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

Monday, March 9, 2020 at 5:00pm

- Budget approval

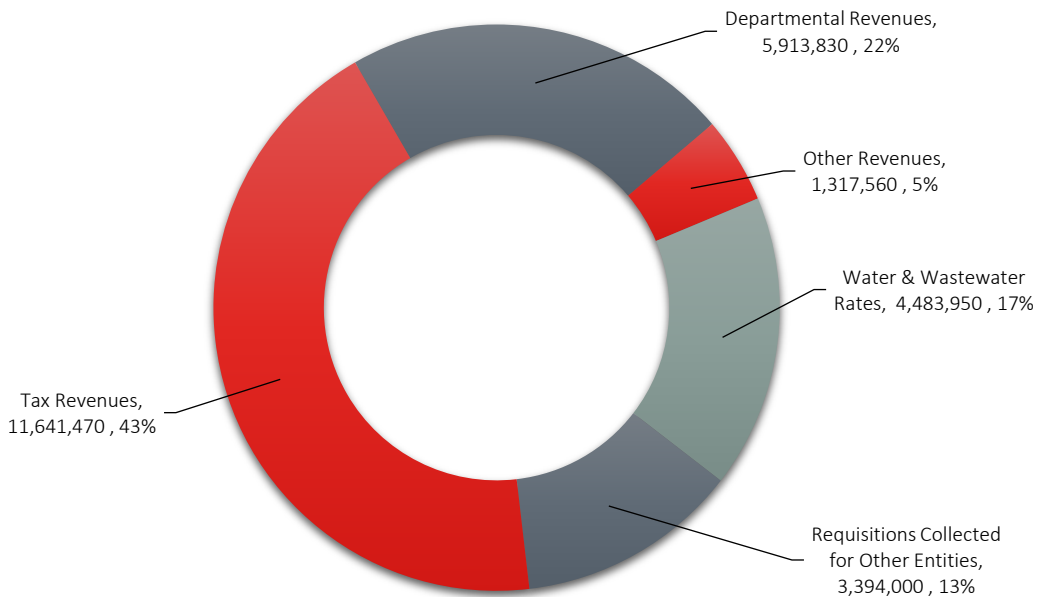


## SOURCES AND USES OF FUNDS

The total source of funds for the 2020 operating budget is \$26,750,810. 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.

Revenues are also shown in detail within their own section, starting on page 78.

### OPERATING FUNDING SOURCES

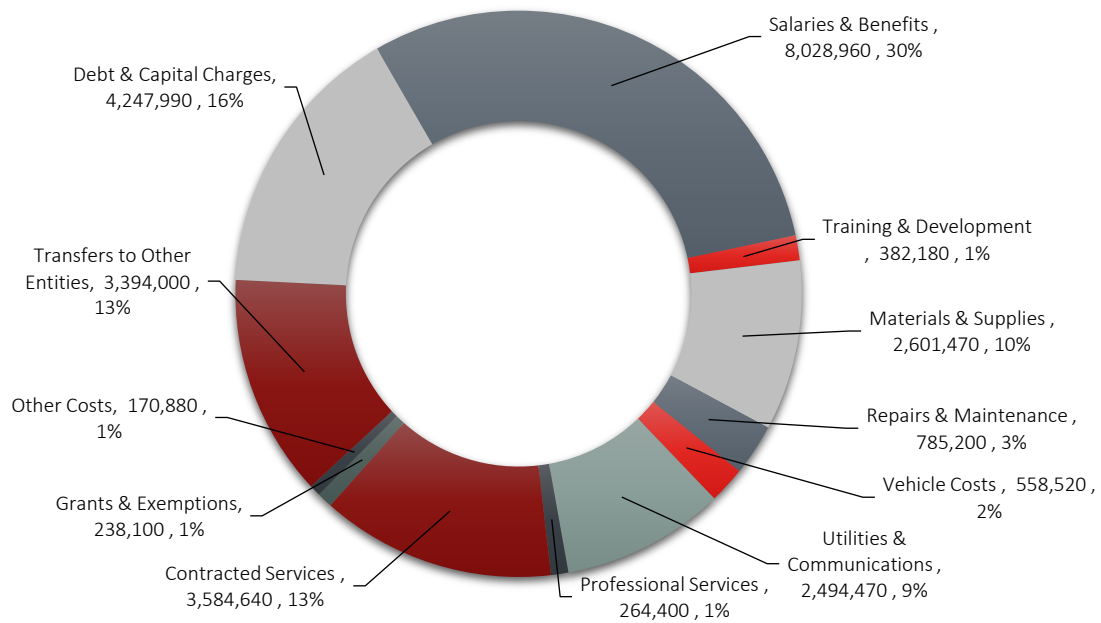


# BUDGET OVERVIEW

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The total uses of funds for the 2020 operating budget is \$26,750,810. 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 2020 Proposed Base Budget (the amount needed to maintain existing services) there is a budget deficit of \$279,460.

The first column (2020 Budget) shows the budget amounts including all the service level initiatives approved by Council. The base budget and service level initiatives changes require taxation revenue increase of \$371,360 or 3.3%. Factoring in market value or building changes to assessed properties within the Town, ratepayers would expect to see tax bill increases of around 3.1% on average.

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

### Consolidated Budget Summary

Table 1

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
Salaries & Benefits	8,028,960	44,070	7,984,890	7,594,870	7,471,870	434,090	5.7
Training & Development	382,180	-	382,180	332,570	308,670	49,610	14.9
Materials & Supplies	2,601,470	-	2,601,470	2,506,240	2,549,240	95,230	3.8
Repairs & Maintenance	785,200	-	785,200	860,390	762,690	(75,190)	(8.7)
Vehicle Costs	558,520	-	558,520	545,830	545,830	12,690	2.3
Utilities & Communications	2,494,470	-	2,494,470	2,400,290	2,390,690	94,180	3.9
Professional Services	264,400	-	264,400	320,800	322,000	(56,400)	(17.6)
Contracted Services	3,584,640	78,500	3,506,140	3,380,290	3,613,090	204,350	6.0
Grants & Exemptions	238,100	(5,500)	243,600	232,300	225,300	5,800	2.5
Other Costs	170,880	-	170,880	191,680	234,180	(20,800)	(10.9)
Transfers to Other Entities	3,394,000	-	3,394,000	3,330,450	3,330,450	63,550	1.9
<b>Operating Expenses</b>	<b>22,502,820</b>	<b>117,070</b>	<b>22,385,750</b>	<b>21,695,710</b>	<b>21,754,010</b>	<b>807,110</b>	<b>3.7</b>
Debt & Capital Charges	4,247,990	58,900	4,189,090	4,087,320	4,314,120	160,670	3.9
<b>Total Expenditures</b>	<b>26,750,810</b>	<b>175,970</b>	<b>26,574,840</b>	<b>25,783,030</b>	<b>26,068,130</b>	<b>967,780</b>	<b>3.8</b>
<b>Departmental Revenue</b>							
Activity Revenue	(10,404,590)	(93,990)	(10,310,600)	(9,850,310)	(9,880,610)	(554,280)	5.6
Requisitions Collected for Other Entities	(3,394,000)	-	(3,394,000)	(3,330,450)	(3,330,450)	(63,550)	1.9
<b>Total Department Revenue</b>	<b>(13,798,590)</b>	<b>(93,990)</b>	<b>(13,704,600)</b>	<b>(13,180,760)</b>	<b>(13,211,060)</b>	<b>(617,830)</b>	<b>4.7</b>
<b>Net Operating Expenditures</b>	<b>12,952,220</b>	<b>81,980</b>	<b>12,870,240</b>	<b>12,602,270</b>	<b>12,857,070</b>	<b>349,950</b>	<b>2.8</b>
Tax Revenue	(11,641,470)	(361,440)	(11,280,030)	(11,270,110)	(11,283,110)	(371,360)	3.3
Other Revenue	(1,310,750)	-	(1,310,750)	(1,332,160)	(1,298,160)	21,410	(1.6)
<b>Total Corporate Revenues</b>	<b>(12,952,220)</b>	<b>(361,440)</b>	<b>(12,590,780)</b>	<b>(12,602,270)</b>	<b>(12,581,270)</b>	<b>(349,950)</b>	<b>2.8</b>
<b>General Surplus/(Deficit)</b>	<b>-</b>	<b>279,460</b>	<b>(279,460)</b>	<b>-</b>	<b>(275,800)</b>		

# BUDGET OVERVIEW

## WATER AND WASTEWATER RATES

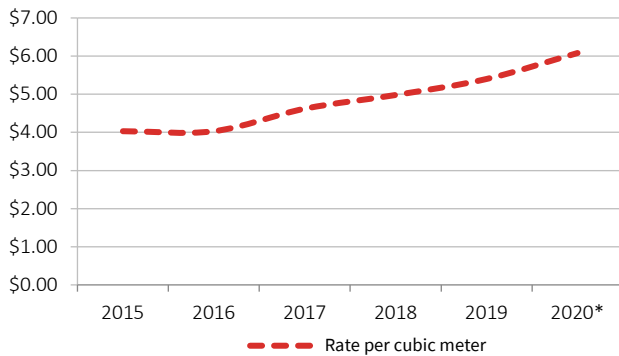
Water and wastewater operation provides for furnishing water and sanitary sewage disposal services to industrial, commercial and residential areas within the town and some surrounding areas.

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.



### Water Rate - Last Five Years



\* projected

For 2020, Council approved a rate increase of 68 cents per cubic meter or 12.6% on existing rates.

This increase is required to fund required water and wastewater operating (staffing, utility and maintenance costs) and capital projects in 2020 and beyond.

See pages 52-55 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 “Service Level Deliberation Items” presents those items which staff feel should receive consideration by Council, or those items which were referred to the budget process. During the review of the budget and during public consultations Council may receive additional requests for funding. Each of these potential new items will be reviewed in the context of the overall financial viability and Council direction. Some items will likely require further analysis and may have to be deferred on this basis. These initiatives will be reviewed during the next budget year to seek Council consent to continue for future years, or will be removed if a single year item.

These items are presented as “2020 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
<b>Expenses</b>					
Chamber of Commerce sponsorship	5,500	-	5,500	-	5,500
Fire protection - airport	-	73,000	73,000	(73,000)	-
Public Works casual labourers	44,070	-	44,070	-	44,070
Grants to Organizations	(5,500)	-	(5,500)	-	(5,500)
Capital funding - fire protection	58,900	-	58,900	-	58,900
<b>Revenues</b>					
Pool rate changes	(20,600)	-	(20,600)	-	(20,600)
Other recreation rates	(390)	-	(390)	-	(390)
<b>Total</b>	<b>81,980</b>	<b>73,000</b>	<b>154,980</b>	<b>(73,000)</b>	<b>81,980</b>



## BUDGET OVERVIEW

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### EXPLANATION OF SERVICE LEVEL INITIATIVES

#### Chamber of Commerce Sponsorship Program

The Peace River & District Chamber of Commerce is proposing a Community Partner membership for 2020.

Rather than Council deciding on Chamber items or events through Grants to Organization or ad-hoc requests, the Community Partnership membership captures the majority of the items that the Town participates in, plus other benefits such as promotional or advertising opportunities.

This amount was offset by a decrease in normal Grants to Organizations funding.

#### Fire Protection Peace River Regional Airport

For budgeting and accounting purposes, the Town plans to charge fire protection costs incurred at the Peace River Regional Airport and recovery them through the fire department.

This is part of a greater movement towards activity-based costing and allocation the financial impact of activities to determine the true cost of service provision. As is, there is no financial impact to the Town in 2020.

This is shown as a service level adjustment due to the cost impact to the airport, which receives other direct forms of funding in addition to Town taxes.

#### Public Works Casual Labourer Positions

In evaluating the Public Works staff levels required to deliver the current level of service and the corresponding supervision requirements, permanent staff adjustments were made in 2019 to 13 Operations staff (not including the Foreman and Superintendent). In evaluating the overall staff requirements during the evaluation process, it was identified that there would still be a shortfall in summer months of five staff which are the prime construction and maintenance periods for Public Works. Administration is proposing providing two staff for twenty-two weeks each to augment the Public Works permanent staff. The

estimated cost for this addition would be \$44,070 including wages and required employer contributions.

#### Capital Funding – Fire Protection

During budget deliberations, Council approved the purchase of a ladder truck for the fire department opposed to the standard pumper truck included in the proposed budget. The additional cost to do this is \$58,900 per year, and has been included in the 2020 budget.

#### Pool Rate Changes

Council received information and approved rate changes for the pool, increasing revenues by approximately \$20,600 in 2020.

#### Other Recreation Rates

During deliberations, Council approved 2.0% increases to other recreation items such as summer programs and field rentals, totalling \$390 in 2020.

# 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 3

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
Legislative	298,650	-	298,650	283,910	283,910	14,740	5.2
Administration	620,090	-	620,090	604,210	604,210	15,880	2.6
Corporate Services	496,220	-	496,220	467,050	458,550	29,170	6.2
Finance	472,520	-	472,520	463,960	451,960	8,560	1.8
Economic Development	111,570	5,500	106,070	53,310	53,310	58,260	109.3
Police Protection	2,049,990	-	2,049,990	2,056,960	2,068,260	(6,970)	(0.3)
Bylaw & Enforcement	96,700	-	96,700	142,330	131,830	(45,630)	(32.1)
Emergency Management	3,250	-	3,250	6,250	6,250	(3,000)	(48.0)
Community Peace Officer	173,510	-	173,510	123,120	123,120	50,390	40.9
Fire Administration	547,170	-	547,170	531,620	522,020	15,550	2.9
Fire Operations	261,990	-	261,990	218,670	218,670	43,320	19.8
Fire Halls	163,480	-	163,480	157,950	157,950	5,530	3.5
Airport Administration	566,490	73,000	493,490	523,890	523,890	42,600	8.1
Terminal	119,530	-	119,530	158,820	158,820	(39,290)	(24.7)
Airport Operations	236,520	-	236,520	226,230	266,230	10,290	4.5
Engineering & Infrastructure	218,200	-	218,200	216,190	219,990	2,010	0.9
Public Works Administration	140,670	-	140,670	139,050	139,050	1,620	1.2
Public Works Operations	2,579,250	44,070	2,535,180	2,347,110	2,352,510	232,140	9.9
Roads & Streets	351,690	-	351,690	342,050	342,050	9,640	2.8
Planning & Development	289,450	-	289,450	279,010	279,010	10,440	3.7
Waste Management	322,160	-	322,160	346,580	289,180	(24,420)	(7.0)
Water Administration	799,920	-	799,920	778,120	778,120	21,800	2.8
Water Treatment	817,740	-	817,740	784,360	752,460	33,380	4.3
Water Delivery	580,760	-	580,760	435,730	532,030	145,030	33.3
Sewer Administration	490,600	-	490,600	477,430	477,430	13,170	2.8
Sewer Treatment	291,520	-	291,520	310,680	264,280	(19,160)	(6.2)
Sewer Distribution	247,800	-	247,800	166,610	374,910	81,190	48.7
FCSS	232,860	-	232,860	230,480	230,480	2,380	1.0
Seniors	139,870	-	139,870	132,950	132,950	6,920	5.2
Youth & Family Programs	67,800	-	67,800	70,380	70,380	(2,580)	(3.7)
Family Resource Network	432,390	-	432,390	471,480	471,480	(39,090)	(8.3)
Community Development	83,710	-	83,710	213,550	193,550	(129,840)	(60.8)
Public Transportation	219,000	-	219,000	180,000	180,000	39,000	21.7
Public Health	24,000	-	24,000	25,000	25,000	(1,000)	(4.0)
Recreation Administration	303,190	-	303,190	248,570	248,570	54,620	22.0
Recreation Programs	115,430	-	115,430	102,030	102,030	13,400	13.1
Baytex Energy Centre - Common Costs	300,680	-	300,680	314,490	246,490	(13,810)	(4.4)
Arena	410,330	-	410,330	436,160	436,160	(25,830)	(5.9)
CNR Fieldhouse	116,660	-	116,660	117,200	117,200	(540)	(0.5)
Pool	962,020	-	962,020	893,780	916,480	68,240	7.6
Water Park	23,910	-	23,910	18,140	18,140	5,770	31.8
Playing Fields	40,380	-	40,380	44,110	37,110	(3,730)	(8.5)

## BUDGET OVERVIEW

Parks & Playgrounds	561,740	-	561,740	519,990	527,490	41,750	8.0
Trails	65,000	-	65,000	68,900	15,900	(3,900)	(5.7)
Ski Hill	84,430	-	84,430	73,440	73,440	10,990	15.0
Museum	363,110	-	363,110	365,030	365,030	(1,920)	(0.5)
Library	437,070	-	437,070	423,120	423,120	13,950	3.3
Town Hall	100,970	-	100,970	99,190	103,490	1,780	1.8
Athabasca Hall	34,850	-	34,850	77,150	77,150	(42,300)	(54.8)
N.A.R. Building	24,430	-	24,430	18,780	18,780	5,650	30.1
Log Cabin	5,990	-	5,990	6,410	6,410	(420)	(6.6)
Al Adair Center	18,970	-	18,970	8,930	8,930	10,040	112.4
Corporate Expenses	393,190	(5,500)	398,690	389,910	372,910	3,280	0.8
Taxation	199,400	-	199,400	174,720	174,720	24,680	14.1
Transfers to Other Entities	3,394,000	-	3,394,000	3,330,450	3,330,450	63,550	1.9
<b>Subtotal</b>	<b>22,502,820</b>	<b>117,070</b>	<b>22,385,750</b>	<b>21,695,540</b>	<b>21,753,840</b>	<b>807,280</b>	<b>3.7</b>
Debt & Capital	4,247,990	58,900	4,189,090	4,087,760	4,314,560	101,330	2.5
<b>Total</b>	<b>26,750,810</b>	<b>175,970</b>	<b>26,574,840</b>	<b>25,783,300</b>	<b>26,068,400</b>	<b>967,510</b>	<b>3.8</b>

# 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 4

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
Legislative	303,460	-	303,460	288,650	288,650	14,810	5.1
Administration	620,320	-	620,320	605,270	605,270	15,050	2.5
Corporate Services	497,740	-	497,740	468,450	459,950	29,290	6.3
Finance	470,040	-	470,040	461,410	449,410	8,630	1.9
Economic Development	58,830	5,500	53,330	54,390	54,390	4,440	8.2
Police Protection	1,551,240	-	1,551,240	1,537,960	1,541,060	13,280	0.9
Bylaw & Enforcement	30	-	30	15,390	42,390	(15,360)	(99.8)
Emergency Management	4,460	-	4,460	7,410	7,410	(2,950)	(39.8)
Community Peace Officer	91,410	-	91,410	38,020	38,020	53,390	140.4
Fire Administration	155,180	(73,000)	228,180	271,240	261,640	(116,060)	(42.8)
Fire Operations	320,890	58,900	261,990	218,670	218,670	102,220	46.7
Fire Halls	163,480	-	163,480	157,950	157,950	5,530	3.5
Airport Administration	38,440	73,000	(34,560)	(5,320)	(5,320)	43,760	(822.6)
Terminal	83,870	-	83,870	108,610	108,610	(24,740)	(22.8)
Airport Operations	76,450	-	76,450	95,470	135,470	(19,020)	(19.9)
Engineering & Infrastructure	220,620	-	220,620	218,510	222,310	2,110	1.0
Public Works Administration	18,560	-	18,560	6,500	6,500	12,060	185.5
Public Works Operations	3,856,530	44,070	3,812,460	3,688,500	3,693,900	168,030	4.6
Roads & Streets	338,590	-	338,590	330,550	330,550	8,040	2.4
Planning & Development	264,110	-	264,110	255,450	255,450	8,660	3.4
Waste Management	(116,740)	-	(116,740)	(87,720)	(145,120)	(29,020)	33.1
Water Administration	(1,854,400)	-	(1,854,400)	(1,587,180)	(1,547,180)	(267,220)	16.8
Water Treatment	817,740	-	817,740	784,360	752,460	33,380	4.3
Water Delivery	1,036,660	-	1,036,660	802,820	899,120	233,840	29.1
Sewer Administration	(1,024,490)	-	(1,024,490)	(953,510)	(893,510)	(70,980)	7.4
Sewer Treatment	291,520	-	291,520	310,680	264,280	(19,160)	(6.2)
Sewer Distribution	732,970	-	732,970	642,470	850,770	90,500	14.1
FCSS	(35,580)	-	(35,580)	(36,220)	(36,220)	640	(1.8)
Seniors	123,700	-	123,700	114,360	114,360	9,340	8.2
Youth & Family Programs	64,800	-	64,800	70,380	70,380	(5,580)	(7.9)
Family Resource Network	-	-	-	-	-	-	-
Community Development	67,810	-	67,810	74,650	54,650	(6,840)	(9.2)
Public Transportation	186,000	-	186,000	153,000	153,000	33,000	21.6
Public Health	24,000	-	24,000	25,000	25,000	(1,000)	(4.0)
Recreation Administration	234,320	-	234,320	181,420	181,420	52,900	29.2
Recreation Programs	32,000	(200)	32,200	17,090	17,090	14,910	87.2
Baytex Energy Centre - Common	843,480	-	843,480	926,890	858,890	(83,410)	(9.0)
Arena	105,980	-	105,980	130,960	130,960	(24,980)	(19.1)
CNR Fieldhouse	61,170	-	61,170	86,560	86,560	(25,390)	(29.3)
Pool	592,530	(20,600)	613,130	538,120	560,820	54,410	10.1
Water Park	23,910	-	23,910	18,140	18,140	5,770	31.8
Playing Fields	30,830	(190)	31,020	35,710	28,710	(4,880)	(13.7)
Parks & Playgrounds	526,730	-	526,730	475,690	483,190	51,040	10.7

## BUDGET OVERVIEW

Trails	65,000	-	65,000	68,900	15,900	(3,900)	(5.7)
Ski Hill	84,430	-	84,430	73,440	73,440	10,990	15.0
Museum	314,530	-	314,530	298,280	298,280	16,250	5.4
Library	490,170	-	490,170	476,370	476,370	13,800	2.9
Town Hall	107,010	-	107,010	105,000	109,300	2,010	1.9
Athabasca Hall	23,540	-	23,540	35,690	35,690	(12,150)	(34.0)
N.A.R. Building	24,430	-	24,430	18,680	18,680	5,750	30.8
Log Cabin	2,230	-	2,230	3,610	3,610	(1,380)	(38.2)
Al Adair Center	18,970	-	18,970	8,930	8,930	10,040	112.4
Corporate Expenses	(276,680)	(5,500)	(271,180)	(208,190)	(157,990)	(68,490)	32.9
Taxation	199,400	-	199,400	174,720	174,720	24,680	14.1
<b>Total</b>	<b>12,952,220</b>	<b>81,980</b>	<b>12,870,240</b>	<b>12,602,270</b>	<b>12,857,070</b>	<b>350,040</b>	<b>2.8</b>

# BUDGET OVERVIEW

## DESCRIPTION OF REVENUE AND EXPENDITURE TYPES

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.

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



#### 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



# BUDGET OVERVIEW

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## 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:	\$303,460
Net Budget Change (dollars):	\$14,810
Net Budget Change (percent):	5.1%
Annual Cost per Resident:	\$44.35

Portion of  
Town Expenditures  
(from Table 3)



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 5

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Legislative Services</b>							
Salaries & Benefits	216,220	-	216,220	189,760	189,760	26,460	13.9
Training & Development	53,560	-	53,560	60,000	60,000	(6,440)	(10.7)
Materials & Supplies	18,340	-	18,340	17,420	17,420	920	5.3
Utilities & Communications	5,530	-	5,530	8,730	8,730	(3,200)	(36.7)
Professional Services	5,000	-	5,000	8,000	8,000	(3,000)	(37.5)
<b>Total Legislative Services</b>	<b>298,650</b>	<b>-</b>	<b>298,650</b>	<b>283,910</b>	<b>283,910</b>	<b>14,740</b>	<b>5.2</b>
Departmental Revenues	-	-	-	-	-	-	-
<b>Net Operating Expenses</b>	<b>298,650</b>	<b>-</b>	<b>298,650</b>	<b>283,910</b>	<b>283,910</b>	<b>14,740</b>	<b>5.2</b>
Debt & Capital Charges	4,810	-	4,810	4,740	4,740	70	1.5
<b>Tax Levy Requirement</b>	<b>303,460</b>	<b>-</b>	<b>303,460</b>	<b>288,650</b>	<b>288,650</b>	<b>14,810</b>	<b>5.1</b>

# ADMINISTRATIVE SERVICES



## QUICK FACTS

Full Time Equivalent Positions:	5.0
Total Tax Levy Requirement:	\$620,320
Net Budget Change (dollars):	\$15,050
Net Budget Change (percent):	2.5%
Annual Cost per Resident:	\$90.66

Portion of  
Town Expenditures  
(from Table 3)



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 6

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Administrative Services</b>							
Salaries & Benefits	473,450	-	473,450	464,980	464,980	8,470	1.8
Training & Development	61,240	-	61,240	50,450	50,450	10,790	21.4
Materials & Supplies	81,960	-	81,960	75,370	75,370	6,590	8.7
Utilities & Communications	3,440	-	3,440	3,410	3,410	30	0.9
Professional Services	-	-	-	10,000	10,000	(10,000)	(100.0)
<b>Total Administrative Services</b>	<b>620,090</b>	<b>-</b>	<b>620,090</b>	<b>604,210</b>	<b>604,210</b>	<b>15,880</b>	<b>2.6</b>
Departmental Revenues	(4,000)	-	(4,000)	(3,000)	(3,000)	(1,000)	33.3
<b>Net Operating Expenses</b>	<b>616,090</b>	<b>-</b>	<b>616,090</b>	<b>601,210</b>	<b>601,210</b>	<b>14,880</b>	<b>2.5</b>
Debt & Capital Charges	4,230	-	4,230	4,060	4,060	170	4.2
<b>Tax Levy Requirement</b>	<b>620,320</b>	<b>-</b>	<b>620,320</b>	<b>605,270</b>	<b>605,270</b>	<b>15,050</b>	<b>2.5</b>



# CORPORATE SERVICES DEPARTMENT



## QUICK FACTS

Full Time Equivalent Positions:	10.0
Total Tax Levy Requirement:	\$1,026,610
Net Budget Change (dollars):	\$42,360
Net Budget Change (percent):	4.3%
Annual Cost per Resident:	\$150.05

Portion of  
Town Expenditures  
(from Table 3)



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 7

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Corporate Services</b>							
Salaries & Benefits	434,060	-	434,060	426,030	426,030	8,030	1.9
Training & Development	19,600	-	19,600	16,310	7,810	3,290	20.2
Materials & Supplies	38,730	-	38,730	21,130	21,130	17,600	83.3
Utilities & Communications	2,830	-	2,830	3,180	3,180	(350)	(11.0)
Contracted Services	1,000	-	1,000	400	400	600	150.0
<b>Total Corporate Services</b>	<b>496,220</b>	<b>-</b>	<b>496,220</b>	<b>467,050</b>	<b>458,550</b>	<b>29,170</b>	<b>6.2</b>
<b>Finance</b>							
Salaries & Benefits	380,210	-	380,210	376,690	376,690	3,520	0.9
Training & Development	6,210	-	6,210	6,660	2,660	(450)	(6.8)
Materials & Supplies	72,950	-	72,950	62,940	54,940	10,010	15.9
Utilities & Communications	990	-	990	1,870	1,870	(880)	(47.1)
Professional Services	9,000	-	9,000	10,500	10,500	(1,500)	(14.3)
Contracted Services	400	-	400	5,300	5,300	(4,900)	(92.5)
Other Costs	2,760	-	2,760	-	-	2,760	-
<b>Total Finance</b>	<b>472,520</b>	<b>-</b>	<b>472,520</b>	<b>463,960</b>	<b>451,960</b>	<b>8,560</b>	<b>1.8</b>
<b>Economic Development</b>							
Training & Development	400	-	400	750	750	(350)	(46.7)
Materials & Supplies	7,400	-	7,400	9,000	9,000	(1,600)	(17.8)
Professional Services	75,000	-	75,000	22,000	22,000	53,000	240.9
Contracted Services	28,770	5,500	23,270	21,560	21,560	7,210	33.4
<b>Total Economic Development</b>	<b>111,570</b>	<b>5,500</b>	<b>106,070</b>	<b>53,310</b>	<b>53,310</b>	<b>58,260</b>	<b>109.3</b>
<b>Total Corporate Services</b>	<b>1,080,310</b>	<b>5,500</b>	<b>1,074,810</b>	<b>984,320</b>	<b>963,820</b>	<b>95,990</b>	<b>9.8</b>
Departmental Revenues	(60,900)	-	(60,900)	(6,950)	(6,950)	(53,950)	776.3
<b>Net Operating Expenses</b>	<b>1,019,410</b>	<b>5,500</b>	<b>1,013,910</b>	<b>977,370</b>	<b>956,870</b>	<b>42,040</b>	<b>4.3</b>
Debt & Capital Charges	7,200	-	7,200	6,880	6,880	320	4.7
<b>Tax Levy Requirement</b>	<b>1,026,610</b>	<b>5,500</b>	<b>1,021,110</b>	<b>984,250</b>	<b>963,750</b>	<b>42,360</b>	<b>4.3</b>



QUICK FACTS	
Full Time Equivalent Positions:	3.0
Total Tax Levy Requirement:	\$1,551,240
Net Budget Change (dollars):	\$13,280
Net Budget Change (percent):	0.9%
Annual Cost per Resident:	\$226.72

Portion of  
Town Expenditures  
(from Table 3)



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 8

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Police Protection</b>							
Salaries & Benefits	229,090	-	229,090	227,560	227,560	1,530	0.7
Training & Development	600	-	600	800	800	(200)	(25.0)
Materials & Supplies	4,800	-	4,800	4,800	4,800	-	-
Contracted Services	1,802,000	-	1,802,000	1,807,100	1,818,400	(5,100)	(0.3)
Grants & Exemptions	13,500	-	13,500	16,700	16,700	(3,200)	(19.2)
<b>Total Police Protection</b>	<b>2,049,990</b>	<b>-</b>	<b>2,049,990</b>	<b>2,056,960</b>	<b>2,068,260</b>	<b>(6,970)</b>	<b>(0.3)</b>
Departmental Revenues	(498,750)	-	(498,750)	(519,000)	(527,200)	20,250	(3.9)
<b>Net Operating Expenses</b>	<b>1,551,240</b>	<b>-</b>	<b>1,551,240</b>	<b>1,537,960</b>	<b>1,541,060</b>	<b>13,280</b>	<b>0.9</b>
Debt & Capital Charges	-	-	-	-	-	-	-
<b>Tax Levy Requirement</b>	<b>1,551,240</b>	<b>-</b>	<b>1,551,240</b>	<b>1,537,960</b>	<b>1,541,060</b>	<b>13,280</b>	<b>0.9</b>



QUICK FACTS	
Full Time Equivalent Positions:	2.0
Total Tax Levy Requirement:	\$95,900
Net Budget Change (dollars):	\$35,080
Net Budget Change (percent):	57.7%
Annual Cost per Resident:	\$14.02

Portion of  
Town Expenditures  
(from Table 3)



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 9

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Bylaw Enforcement</b>							
Salaries & Benefits	52,040	-	52,040	89,210	78,710	(37,170)	(41.7)
Training & Development	100	-	100	600	600	(500)	(83.3)
Materials & Supplies	1,020	-	1,020	2,200	2,200	(1,180)	(53.6)
Vehicle Costs	-	-	-	3,900	3,900	(3,900)	(100.0)
Utilities & Communications	140	-	140	920	920	(780)	(84.8)
Contracted Services	43,400	-	43,400	45,500	45,500	(2,100)	(4.6)
<b>Total Bylaw Enforcement</b>	<b>96,700</b>	<b>-</b>	<b>96,700</b>	<b>142,330</b>	<b>131,830</b>	<b>(45,630)</b>	<b>(32.1)</b>
<b>Community Peace Officer</b>							
Salaries & Benefits	143,800	-	143,800	96,510	96,510	47,290	49.0
Training & Development	6,830	-	6,830	8,550	8,550	(1,720)	(20.1)
Materials & Supplies	4,320	-	4,320	11,090	11,090	(6,770)	(61.0)
Repairs & Maintenance	500	-	500	800	800	(300)	(37.5)
Vehicle Costs	12,190	-	12,190	5,100	5,100	7,090	139.0
Utilities & Communications	5,870	-	5,870	1,070	1,070	4,800	448.6
<b>Total Community Peace Officer</b>	<b>173,510</b>	<b>-</b>	<b>173,510</b>	<b>123,120</b>	<b>123,120</b>	<b>50,390</b>	<b>40.9</b>
<b>Emergency Management</b>							
Training & Development	2,500	-	2,500	-	-	2,500	-
Materials & Supplies	750	-	750	6,250	6,250	(5,500)	(88.0)
<b>Total Emergency Management</b>	<b>3,250</b>	<b>-</b>	<b>3,250</b>	<b>6,250</b>	<b>6,250</b>	<b>(3,000)</b>	<b>(48.0)</b>
<b>Total Other Protective Services</b>	<b>273,460</b>	<b>-</b>	<b>273,460</b>	<b>271,700</b>	<b>261,200</b>	<b>1,760</b>	<b>0.6</b>
Departmental Revenues	(193,050)	-	(193,050)	(225,770)	(188,270)	32,720	(14.5)
<b>Net Operating Expenses</b>	<b>80,410</b>	<b>-</b>	<b>80,410</b>	<b>45,930</b>	<b>72,930</b>	<b>34,480</b>	<b>75.1</b>
Debt & Capital Charges	15,490	-	15,490	14,890	14,890	600	4.0
<b>Tax Levy Requirement</b>	<b>95,900</b>	<b>-</b>	<b>95,900</b>	<b>60,820</b>	<b>87,820</b>	<b>35,080</b>	<b>57.7</b>



QUICK FACTS	
Full Time Equivalent Positions:	3.0 + 3.0 (casuals)
Total Tax Levy Requirement:	\$639,550
Net Budget Change (dollars):	\$64,690
Net Budget Change (percent):	10.0%
Annual Cost per Resident:	\$93.47

Portion of  
Town Expenditures  
(from Table 3)



“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 10

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Fire Administration</b>							
Salaries & Benefits	430,950	-	430,950	434,790	434,790	(3,840)	(0.9)
Training & Development	33,850	-	33,850	29,150	29,150	4,700	16.1
Materials & Supplies	16,520	-	16,520	9,170	9,170	7,350	80.2
Utilities & Communications	65,850	-	65,850	58,510	48,910	7,340	12.5
<b>Total Fire Administration</b>	<b>547,170</b>	<b>-</b>	<b>547,170</b>	<b>531,620</b>	<b>522,020</b>	<b>15,550</b>	<b>2.9</b>
<b>Fire Operations</b>							
Materials & Supplies	150,050	-	150,050	124,900	124,900	25,150	20.1
Repairs & Maintenance	18,550	-	18,550	13,550	13,550	5,000	36.9
Vehicle Costs	76,200	-	76,200	63,700	63,700	12,500	19.6
Utilities & Communications	7,590	-	7,590	6,920	6,920	670	9.7
Other Costs	9,600	-	9,600	9,600	9,600	-	-
<b>Total Fire Operations</b>	<b>261,990</b>	<b>-</b>	<b>261,990</b>	<b>218,670</b>	<b>218,670</b>	<b>43,320</b>	<b>19.8</b>
<b>Fire Halls</b>							
Materials & Supplies	6,240	-	6,240	5,700	5,700	540	9.5
Repairs & Maintenance	15,000	-	15,000	13,800	13,800	1,200	8.7
Utilities & Communications	34,240	-	34,240	30,450	30,450	3,790	12.4
Other Costs	108,000	-	108,000	108,000	108,000	-	-
<b>Total Fire Halls</b>	<b>163,480</b>	<b>-</b>	<b>163,480</b>	<b>157,950</b>	<b>157,950</b>	<b>5,530</b>	<b>3.5</b>
<b>Total Fire Protection</b>	<b>972,640</b>	<b>-</b>	<b>972,640</b>	<b>908,240</b>	<b>898,640</b>	<b>64,400</b>	<b>7.1</b>
Departmental Revenues	(526,920)	(73,000)	(453,920)	(394,340)	(394,340)	(59,580)	15.1
<b>Net Operating Expenses</b>	<b>445,720</b>	<b>(73,000)</b>	<b>518,720</b>	<b>513,900</b>	<b>504,300</b>	<b>4,820</b>	<b>0.9</b>
Debt & Capital Charges	193,830	58,900	134,930	133,960	133,960	59,870	44.7
<b>Tax Levy Requirement</b>	<b>639,550</b>	<b>(14,100)</b>	<b>653,650</b>	<b>647,860</b>	<b>638,260</b>	<b>64,690</b>	<b>10.0</b>



# PEACE RIVER REGIONAL AIRPORT

QUICK FACTS	
Full Time Equivalent Positions:	4.0
Total Tax Levy Requirement:	\$198,760
Net Budget Change (dollars):	-
Net Budget Change (percent):	-
Annual Cost per Resident:	\$29.05

Portion of  
Town Expenditures  
(from Table 3)



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.

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 2020, 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 11

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Airport Administration</b>							
Salaries & Benefits	430,080	-	430,080	454,650	454,650	(24,570)	(5.4)
Training & Development	10,750	-	10,750	16,800	16,800	(6,050)	(36.0)
Materials & Supplies	10,220	-	10,220	9,800	9,800	420	4.3
Vehicle Costs	3,800	-	3,800	9,700	9,700	(5,900)	(60.8)
Utilities & Communications	27,040	-	27,040	27,940	27,940	(900)	(3.2)
Professional Services	10,000	-	10,000	5,000	5,000	5,000	100.0
Contracted Services	74,600	73,000	1,600	-	-	74,600	-
<b>Total Airport Administration</b>	<b>566,490</b>	<b>73,000</b>	<b>493,490</b>	<b>523,890</b>	<b>523,890</b>	<b>42,600</b>	<b>8.1</b>
<b>Terminal</b>							
Materials & Supplies	6,480	-	6,480	12,000	12,000	(5,520)	(46.0)
Repairs & Maintenance	18,700	-	18,700	43,430	43,430	(24,730)	(56.9)
Utilities & Communications	84,050	-	84,050	86,890	86,890	(2,840)	(3.3)
Contracted Services	10,300	-	10,300	16,500	16,500	(6,200)	(37.6)
<b>Total Terminal</b>	<b>119,530</b>	<b>-</b>	<b>119,530</b>	<b>158,820</b>	<b>158,820</b>	<b>(39,290)</b>	<b>(24.7)</b>
<b>Airport Operations</b>							
Materials & Supplies	56,570	-	56,570	70,360	110,360	(13,790)	(19.6)
Repairs & Maintenance	34,300	-	34,300	18,900	18,900	15,400	81.5
Vehicle Costs	79,680	-	79,680	75,530	75,530	4,150	5.5
Utilities & Communications	54,220	-	54,220	48,840	48,840	5,380	11.0
Contracted Services	11,750	-	11,750	12,600	12,600	(850)	(6.7)
<b>Total Operations</b>	<b>236,520</b>	<b>-</b>	<b>236,520</b>	<b>226,230</b>	<b>266,230</b>	<b>10,290</b>	<b>4.5</b>
<b>Total Airport</b>	<b>922,540</b>	<b>73,000</b>	<b>849,540</b>	<b>908,940</b>	<b>948,940</b>	<b>13,600</b>	<b>1.5</b>
Departmental Revenues	(833,780)	-	(833,780)	(820,180)	(820,180)	(13,600)	1.7
<b>Net Operating Expenses</b>	<b>88,760</b>	<b>73,000</b>	<b>15,760</b>	<b>88,760</b>	<b>128,760</b>	<b>-</b>	<b>-</b>
Debt & Capital Charges	110,000	-	110,000	110,000	110,000	-	-
<b>Tax Levy Requirement</b>	<b>198,760</b>	<b>73,000</b>	<b>125,760</b>	<b>198,760</b>	<b>238,760</b>	<b>-</b>	<b>-</b>





## QUICK FACTS

Full Time Equivalent Positions:	3.0
Total Tax Levy Requirement:	\$220,620
Net Budget Change (dollars):	\$2,110
Net Budget Change (percent):	1.0%
Annual Cost per Resident:	\$32.24

Portion of  
Town Expenditures  
(from Table 3)



The Engineering & Infrastructure department is responsible for the administration and management of the Town's Public Works, Water and Wastewater Operations, Planning and Development, and Engineering divisions. They also manage infrastructure projects, solid waste management, cemetery operations and major facility maintenance.

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 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 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. In addition to technical support to other Departments, the Engineering section also provides approval and coordination of road closures, plan checks for the coordination of utility underground systems.



# ENGINEERING & INFRASTRUCTURE DEPARTMENT

## Engineering & Infrastructure

Table 12

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Engineering &amp; Infrastructure</b>							
Salaries & Benefits	151,370	-	151,370	150,920	150,920	450	0.3
Training & Development	27,280	-	27,280	20,350	14,950	6,930	34.1
Materials & Supplies	29,660	-	29,660	23,160	31,160	6,500	28.1
Utilities & Communications	1,990	-	1,990	2,160	2,160	(170)	(7.9)
Professional Services	6,000	-	6,000	18,000	19,200	(12,000)	(66.7)
Contracted Services	1,900	-	1,900	1,600	1,600	300	18.8
<b>Total Engineering &amp; Infrastructure</b>	<b>218,200</b>	<b>-</b>	<b>218,200</b>	<b>216,190</b>	<b>219,990</b>	<b>2,010</b>	<b>0.9</b>
Departmental Revenues	-	-	-	-	-	-	-
<b>Net Operating Expenses</b>	<b>218,200</b>	<b>-</b>	<b>218,200</b>	<b>216,190</b>	<b>219,990</b>	<b>2,010</b>	<b>0.9</b>
Debt & Capital Charges	2,420	-	2,420	2,320	2,320	100	4.3
<b>Tax Levy Requirement</b>	<b>220,620</b>	<b>-</b>	<b>220,620</b>	<b>218,510</b>	<b>222,310</b>	<b>2,110</b>	<b>1.0</b>



QUICK FACTS	
Full Time Equivalent Positions:	17.0
Total Tax Levy Requirement:	\$4,213,680
Net Budget Change (dollars):	\$188,130
Net Budget Change (percent):	4.7%
Annual Cost per Resident:	\$615.86

Portion of  
Town Expenditures  
(from Table 3)



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.

Lastly they provide fleet maintenance support to all Town vehicles and provide general labour for town maintenance activities, including solid waste removal of downtown waste receptacles.

In conjunction with Water /Wastewater Operations, the Department also provides maintenance of the Town's water distribution system, sanitary sewer collection systems 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.

# ENGINEERING & INFRASTRUCTURE DEPARTMENT

## Public Works

Table 13

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Public Works Administration</b>							
Salaries & Benefits	123,710	-	123,710	122,400	122,400	1,310	1.1
Training & Development	5,640	-	5,640	5,550	5,550	90	1.6
Materials & Supplies	9,000	-	9,000	8,930	8,930	70	0.8
Repairs & Maintenance	1,200	-	1,200	600	600	600	100.0
Utilities & Communications	1,120	-	1,120	1,570	1,570	(450)	(28.7)
<b>Total Public Works Administration</b>	<b>140,670</b>	<b>-</b>	<b>140,670</b>	<b>139,050</b>	<b>139,050</b>	<b>1,620</b>	<b>1.2</b>
<b>Public Works Operations</b>							
Salaries & Benefits	1,163,810	44,070	1,119,740	1,034,750	1,000,250	129,060	12.5
Training & Development	42,400	-	42,400	18,320	12,320	24,080	131.4
Materials & Supplies	192,720	-	192,720	161,440	208,140	31,280	19.4
Repairs & Maintenance	34,400	-	34,400	36,800	36,800	(2,400)	(6.5)
Vehicle Costs	302,970	-	302,970	293,950	293,950	9,020	3.1
Utilities & Communications	814,530	-	814,530	753,150	753,150	61,380	8.1
Contracted Services	19,900	-	19,900	38,500	37,700	(18,600)	(48.3)
Other Costs	8,520	-	8,520	10,200	10,200	(1,680)	(16.5)
<b>Total Public Works Operations</b>	<b>2,579,250</b>	<b>44,070</b>	<b>2,535,180</b>	<b>2,347,110</b>	<b>2,352,510</b>	<b>232,140</b>	<b>9.9</b>
<b>Roads &amp; Streets</b>							
Materials & Supplies	260,000	-	260,000	284,500	284,500	(24,500)	(8.6)
Utilities & Communications	5,690	-	5,690	6,550	6,550	(860)	(13.1)
Contracted Services	86,000	-	86,000	51,000	51,000	35,000	68.6
<b>Total Roads &amp; Streets</b>	<b>351,690</b>	<b>-</b>	<b>351,690</b>	<b>342,050</b>	<b>342,050</b>	<b>9,640</b>	<b>2.8</b>
<b>Total Public Works</b>	<b>3,071,610</b>	<b>44,070</b>	<b>3,027,540</b>	<b>2,828,210</b>	<b>2,833,610</b>	<b>243,400</b>	<b>8.6</b>
Departmental Revenues	(137,020)	-	(137,020)	(145,790)	(145,790)	8,770	(6.0)
<b>Net Operating Expenses</b>	<b>2,934,590</b>	<b>44,070</b>	<b>2,890,520</b>	<b>2,682,420</b>	<b>2,687,820</b>	<b>252,170</b>	<b>9.4</b>
Debt & Capital Charges	1,279,090	-	1,279,090	1,343,130	1,343,130	(64,040)	(4.8)
<b>Tax Levy Requirement</b>	<b>4,213,680</b>	<b>44,070</b>	<b>4,169,610</b>	<b>4,025,550</b>	<b>4,030,950</b>	<b>188,130</b>	<b>4.7</b>





# PLANNING & DEVELOPMENT

## QUICK FACTS

Full Time Equivalent Positions:	2.0
Total Tax Levy Requirement:	\$264,110
Net Budget Change (dollars):	\$8,660
Net Budget Change (percent):	3.4%
Annual Cost per Resident:	\$38.60

Portion of  
Town Expenditures  
(from Table 3)



Operated under 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.

building and development permits, in-house mapping services and zoning certificates.

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.

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,



# ENGINEERING & INFRASTRUCTURE DEPARTMENT

## Planning & Development

Table 14

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Planning &amp; Development</b>							
Salaries & Benefits	247,740	-	247,740	127,170	127,170	120,570	94.8
Training & Development	9,700	-	9,700	5,580	5,580	4,120	73.8
Materials & Supplies	15,230	-	15,230	14,710	14,710	520	3.5
Utilities & Communications	330	-	330	660	660	(330)	(50.0)
Professional Services	2,350	-	2,350	2,200	2,200	150	6.8
Contracted Services	14,100	-	14,100	128,690	128,690	(114,590)	(89.0)
<b>Total Planning &amp; Development</b>	<b>289,450</b>	<b>-</b>	<b>289,450</b>	<b>279,010</b>	<b>279,010</b>	<b>10,440</b>	<b>3.7</b>
Departmental Revenues	(27,150)	-	(27,150)	(25,300)	(25,300)	(1,850)	7.3
<b>Net Operating Expenses</b>	<b>262,300</b>	<b>-</b>	<b>262,300</b>	<b>253,710</b>	<b>253,710</b>	<b>8,590</b>	<b>3.4</b>
Debt & Capital Charges	1,810	-	1,810	1,740	1,740	70	4.0
<b>Tax Levy Requirement</b>	<b>264,110</b>	<b>-</b>	<b>264,110</b>	<b>255,450</b>	<b>255,450</b>	<b>8,660</b>	<b>3.4</b>



**QUICK FACTS**

Full Time Equivalent Positions:	-
Total Tax Levy Requirement:	(\$116,740)
Net Budget Change (dollars):	(\$29,020)
Net Budget Change (percent):	33.1%
Annual Cost per Resident:	n/a

Portion of  
Town Expenditures  
(from Table 3)



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 15

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Solid Waste Management</b>							
Materials & Supplies	59,000	-	59,000	51,700	43,300	7,300	14.1
Contracted Services	263,160	-	263,160	294,880	245,880	(31,720)	(10.8)
<b>Total Solid Waste Management</b>	<b>322,160</b>	-	<b>322,160</b>	<b>346,580</b>	<b>289,180</b>	<b>(24,420)</b>	<b>(7.0)</b>
Departmental Revenues	(438,900)	-	(438,900)	(434,300)	(434,300)	(4,600)	1.1
<b>Net Operating Expenses</b>	<b>(116,740)</b>	-	<b>(116,740)</b>	<b>(87,720)</b>	<b>(145,120)</b>	<b>(29,020)</b>	<b>33.1</b>
Debt & Capital Charges	-	-	-	-	-	-	-
<b>Tax Levy Requirement</b>	<b>(116,740)</b>	-	<b>(116,740)</b>	<b>(87,720)</b>	<b>(145,120)</b>	<b>(29,020)</b>	<b>33.1</b>



## 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 3)



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.

and Canadian drinking water guidelines to provide residents with clean and safe potable drinking water.

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 1.6 million cubic metres of treated water and treats approximately 1.1 million cubic metres of sanitary sewer wastewater.

Water and Wastewater staff also attend all water breaks to ensure isolation and disinfection procedures are completed in accordance with our water licence

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# WATER & WASTEWATER

## Water

Table 16

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Water Administration</b>							
Salaries & Benefits	727,630	-	727,630	695,220	695,220	32,410	4.7
Training & Development	17,950	-	17,950	17,950	17,950	-	-
Materials & Supplies	27,310	-	27,310	36,670	36,670	(9,360)	(25.5)
Utilities & Communications	27,030	-	27,030	28,280	28,280	(1,250)	(4.4)
<b>Total Water Administration</b>	<b>799,920</b>	<b>-</b>	<b>799,920</b>	<b>778,120</b>	<b>778,120</b>	<b>21,800</b>	<b>2.8</b>
<b>Water Treatment</b>							
Materials & Supplies	266,160	-	266,160	268,660	261,660	(2,500)	(0.9)
Repairs & Maintenance	150,100	-	150,100	167,600	128,200	(17,500)	(10.4)
Utilities & Communications	338,880	-	338,880	319,100	319,100	19,780	6.2
Professional Services	6,500	-	6,500	6,500	6,500	-	-
Contracted Services	56,100	-	56,100	22,500	37,000	33,600	149.3
<b>Total Water Treatment</b>	<b>817,740</b>	<b>-</b>	<b>817,740</b>	<b>784,360</b>	<b>752,460</b>	<b>33,380</b>	<b>4.3</b>
<b>Water Delivery</b>							
Materials & Supplies	251,600	-	251,600	183,000	199,000	68,600	37.5
Repairs & Maintenance	54,900	-	54,900	79,800	63,600	(24,900)	(31.2)
Vehicle Costs	37,180	-	37,180	38,410	38,410	(1,230)	(3.2)
Utilities & Communications	135,680	-	135,680	120,480	120,480	15,200	12.6
Contracted Services	94,200	-	94,200	9,240	105,740	84,960	919.5
Other Costs	7,200	-	7,200	4,800	4,800	2,400	50.0
<b>Total Water Delivery</b>	<b>580,760</b>	<b>-</b>	<b>580,760</b>	<b>435,730</b>	<b>532,030</b>	<b>145,030</b>	<b>33.3</b>
<b>Total Water</b>	<b>2,198,420</b>	<b>-</b>	<b>2,198,420</b>	<b>1,998,210</b>	<b>2,062,610</b>	<b>200,210</b>	<b>10.0</b>
Departmental Revenues	(2,897,340)	-	(2,897,340)	(2,608,320)	(2,568,320)	(289,020)	11.1
<b>Net Operating Expenses</b>	<b>(698,920)</b>	<b>-</b>	<b>(698,920)</b>	<b>(610,110)</b>	<b>(505,710)</b>	<b>(88,810)</b>	<b>14.6</b>
Debt & Capital Charges	698,920	-	698,920	610,110	610,110	88,810	14.6
<b>Tax Levy Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>104,400</b>	<b>-</b>	<b>-</b>



# WATER & WASTEWATER

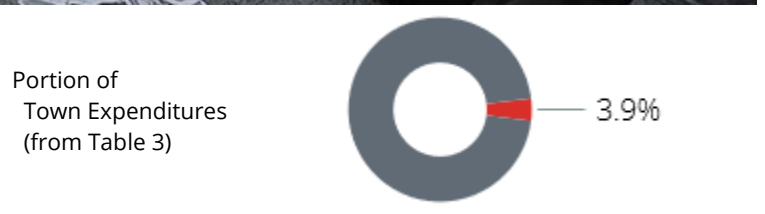
## Wastewater

Table 17

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Wastewater Administration</b>							
Salaries & Benefits	435,720	-	435,720	415,810	415,810	19,910	4.8
Training & Development	18,100	-	18,100	16,200	16,200	1,900	11.7
Materials & Supplies	17,060	-	17,060	28,440	28,440	(11,380)	(40.0)
Utilities & Communications	19,720	-	19,720	16,980	16,980	2,740	16.1
<b>Total Wastewater Administration</b>	<b>490,600</b>	<b>-</b>	<b>490,600</b>	<b>477,430</b>	<b>477,430</b>	<b>13,170</b>	<b>2.8</b>
<b>Wastewater Treatment</b>							
Materials & Supplies	70,160	-	70,160	64,160	64,160	6,000	9.4
Repairs & Maintenance	79,300	-	79,300	125,400	79,000	(46,100)	(36.8)
Utilities & Communications	139,060	-	139,060	121,120	121,120	17,940	14.8
Contracted Services	3,000	-	3,000	-	-	3,000	-
<b>Total Wastewater Treatment</b>	<b>291,520</b>	<b>-</b>	<b>291,520</b>	<b>310,680</b>	<b>264,280</b>	<b>(19,160)</b>	<b>(6.2)</b>
<b>Wastewater Collection</b>							
Materials & Supplies	79,800	-	79,800	16,600	16,600	63,200	380.7
Repairs & Maintenance	54,300	-	54,300	66,300	66,300	(12,000)	(18.1)
Vehicle Costs	11,200	-	11,200	14,740	14,740	(3,540)	(24.0)
Utilities & Communications	49,150	-	49,150	62,970	62,970	(13,820)	(21.9)
Contracted Services	53,350	-	53,350	6,000	214,300	47,350	789.2
<b>Total Wastewater Collection</b>	<b>247,800</b>	<b>-</b>	<b>247,800</b>	<b>166,610</b>	<b>374,910</b>	<b>81,190</b>	<b>48.7</b>
<b>Total Wastewater</b>	<b>1,029,920</b>	<b>-</b>	<b>1,029,920</b>	<b>954,720</b>	<b>1,116,620</b>	<b>75,200</b>	<b>7.9</b>
Departmental Revenues	(1,586,610)	-	(1,586,610)	(1,502,460)	(1,442,460)	(84,150)	5.6
<b>Net Operating Expenses</b>	<b>(556,690)</b>	<b>-</b>	<b>(556,690)</b>	<b>(547,740)</b>	<b>(325,840)</b>	<b>(8,950)</b>	<b>1.6</b>
Debt & Capital Charges	556,690	-	556,690	547,740	547,740	8,950	1.6
<b>Tax Levy Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>221,900</b>	<b>-</b>	<b>-</b>



QUICK FACTS	
Full Time Equivalent Positions:	10.1
Total Tax Levy Requirement:	\$152,920
Net Budget Change (dollars):	\$4,400
Net Budget Change (percent):	3.0%
Annual Cost per Resident:	\$22.32



### 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

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## Family & Youth Programs

Family and youth programs include parenting workshops, Lego Club Roots of Empathy programs, Home Alone program and other community programs and training.

## Volunteer Supports

Through the FCSS program, supports for volunteer engagement and recruitment are offered. A “Volunteer Hub” is available 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. 2020 programming will include Volunteer support workshops and resources to assist our not for profit clubs and organizations.

## Family Resource Network

Family Resource Network (formerly Peace Parent Link)

The Peace Parent Link program has been 100% funded through a grant from the Province of Alberta, Children’s Service. The Province provided notice that Parent Link Centres will no longer be funded after March 31, 2020.

A new model for family/child focused services has been posted for public bid, called Family Resource Networks. The Town of Peace River has submitted a proposal for operation of a Family Resource Network, to serve Peace River and region. Alberta Children’s Services is to make a decision on the funding by mid March and if successful, the program will operate from the Baytex Energy Centre starting April 1, 2020.

# COMMUNITY SERVICES DEPARTMENT

## Community Services Programs

Table 18

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Family &amp; Community Support Services</b>							
Salaries & Benefits	205,980	-	205,980	203,080	203,080	2,900	1.4
Training & Development	4,800	-	4,800	6,160	6,160	(1,360)	(22.1)
Materials & Supplies	18,240	-	18,240	17,190	17,190	1,050	6.1
Utilities & Communications	3,290	-	3,290	3,450	3,450	(160)	(4.6)
Professional Services	550	-	550	600	600	(50)	(8.3)
<b>Total Family &amp; Comm Support Services</b>	<b>232,860</b>	<b>-</b>	<b>232,860</b>	<b>230,480</b>	<b>230,480</b>	<b>2,380</b>	<b>1.0</b>
<b>Seniors Support Services</b>							
Salaries & Benefits	101,260	-	101,260	97,830	97,830	3,430	3.5
Training & Development	3,650	-	3,650	3,710	3,710	(60)	(1.6)
Materials & Supplies	28,350	-	28,350	26,150	26,150	2,200	8.4
Utilities & Communications	6,610	-	6,610	5,260	5,260	1,350	25.7
<b>Total Seniors Support Services</b>	<b>139,870</b>	<b>-</b>	<b>139,870</b>	<b>132,950</b>	<b>132,950</b>	<b>6,920</b>	<b>5.2</b>
<b>Family &amp; Youth Programs</b>							
Materials & Supplies	27,800	-	27,800	27,250	27,250	550	2.0
Utilities & Communications	-	-	-	3,130	3,130	(3,130)	(100.0)
Grants & Exemptions	40,000	-	40,000	40,000	40,000	-	-
<b>Total Family &amp; Youth Programs</b>	<b>67,800</b>	<b>-</b>	<b>67,800</b>	<b>70,380</b>	<b>70,380</b>	<b>(2,580)</b>	<b>(3.7)</b>
<b>Family Resource Network</b>							
Salaries & Benefits	352,320	-	352,320	351,720	351,720	600	0.2
Training & Development	18,000	-	18,000	19,440	19,440	(1,440)	(7.4)
Materials & Supplies	20,930	-	20,930	21,880	21,880	(950)	(4.3)
Utilities & Communications	1,140	-	1,140	9,800	9,800	(8,660)	(88.4)
Contracted Services	10,000	-	10,000	12,010	12,010	(2,010)	(16.7)
Other Costs	30,000	-	30,000	56,080	56,080	(26,080)	(46.5)
<b>Total Family Resource Network</b>	<b>432,390</b>	<b>-</b>	<b>432,390</b>	<b>471,480</b>	<b>471,480</b>	<b>(39,090)</b>	<b>(8.3)</b>
<b>Total Community Services Programs</b>	<b>872,920</b>	<b>-</b>	<b>872,920</b>	<b>905,290</b>	<b>905,290</b>	<b>(32,370)</b>	<b>(3.6)</b>
Departmental Revenues	(720,000)	-	(720,000)	(756,770)	(756,770)	36,770	(4.9)
<b>Net Operating Expenses</b>	<b>152,920</b>	<b>-</b>	<b>152,920</b>	<b>148,520</b>	<b>148,520</b>	<b>4,400</b>	<b>3.0</b>
Debt & Capital Charges	-	-	-	-	-	-	-
<b>Tax Levy Requirement</b>	<b>152,920</b>	<b>-</b>	<b>152,920</b>	<b>148,520</b>	<b>148,520</b>	<b>4,400</b>	<b>3.0</b>

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**QUICK FACTS**

Full Time Equivalent Positions:	-
Total Tax Levy Requirement:	\$277,810
Net Budget Change (dollars):	\$25,160
Net Budget Change (percent):	10.0%
Annual Cost per Resident:	\$40.60

Portion of  
Town Expenditures  
(from Table 3)



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 19

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Community Development</b>							
Materials & Supplies	83,710	-	83,710	213,550	193,550	(129,840)	(60.8)
<b>Total Community Development</b>	<b>83,710</b>	<b>-</b>	<b>83,710</b>	<b>213,550</b>	<b>193,550</b>	<b>(129,840)</b>	<b>(60.8)</b>
<b>Public Transportation</b>							
Materials & Supplies	219,000	-	219,000	180,000	180,000	39,000	21.7
<b>Total Public Transportation</b>	<b>219,000</b>	<b>-</b>	<b>219,000</b>	<b>180,000</b>	<b>180,000</b>	<b>39,000</b>	<b>21.7</b>
<b>Public Health</b>							
Materials & Supplies	24,000	-	24,000	25,000	25,000	(1,000)	(4.0)
<b>Total Public Health</b>	<b>24,000</b>	<b>-</b>	<b>24,000</b>	<b>25,000</b>	<b>25,000</b>	<b>(1,000)</b>	<b>(4.0)</b>
<b>Total Community Development</b>	<b>326,710</b>	<b>-</b>	<b>326,710</b>	<b>418,550</b>	<b>398,550</b>	<b>(91,840)</b>	<b>(21.9)</b>
Departmental Revenues	(48,900)	-	(48,900)	(165,900)	(165,900)	117,000	(70.5)
<b>Net Operating Expenses</b>	<b>277,810</b>	<b>-</b>	<b>277,810</b>	<b>252,650</b>	<b>232,650</b>	<b>25,160</b>	<b>10.0</b>
Debt & Capital Charges	-	-	-	-	-	-	-
<b>Tax Levy Requirement</b>	<b>277,810</b>	<b>-</b>	<b>277,810</b>	<b>252,650</b>	<b>232,650</b>	<b>25,160</b>	<b>10.0</b>



QUICK FACTS	
Full Time Equivalent Positions:	3.2
Total Tax Levy Requirement:	\$266,320
Net Budget Change (dollars):	\$67,810
Net Budget Change (percent):	34.2%
Annual Cost per Resident:	\$38.92

Portion of  
Town Expenditures  
(from Table 3)



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

During the summer the recreation section of the Community Services Department also organizes two summer day camps in July and August. One program is designed for youth from 10 to 14-years-old and focuses on outdoor activities. Summer Fun is for children six to 10-yearsold and features crafts, games, tours and recreationally based activities for children.

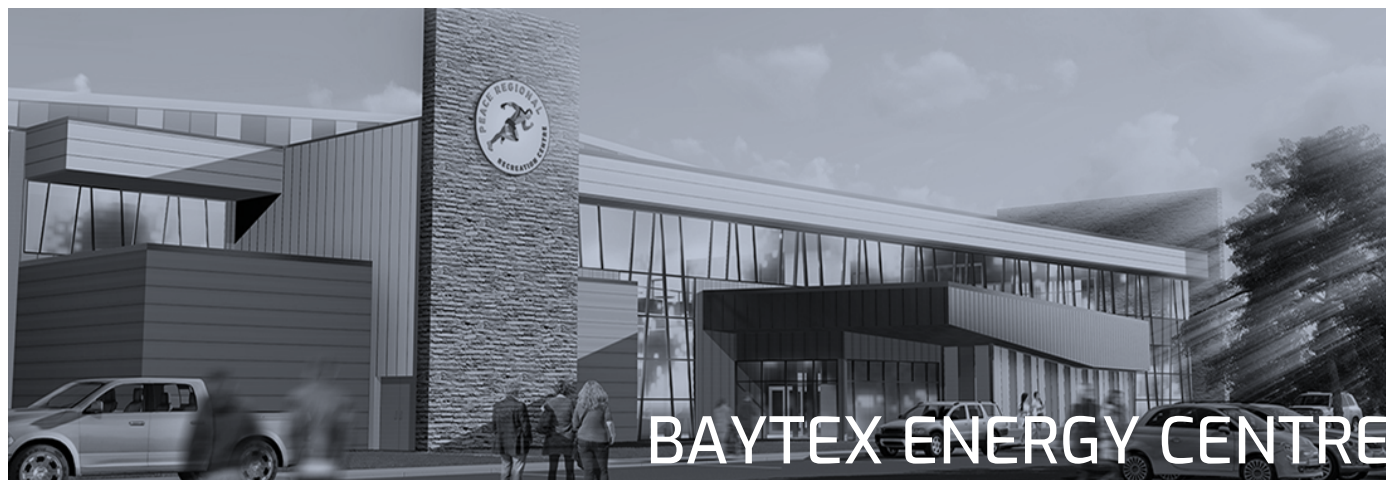
The 2020 budget will offer more recreation and sport programming through the new Baytex Energy Centre, including summer sport camps. Community events are provided throughout the year such as the Easter Eggstravaganza, Canada Day celebrations and the Christmas season ‘kick-off’ event – “Light up the Park.”

# COMMUNITY SERVICES DEPARTMENT

## Recreation Services

Table 20

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Recreation Administration</b>							
Salaries & Benefits	253,490	-	253,490	213,710	213,710	39,780	18.6
Training & Development	11,440	-	11,440	390	390	11,050	2,833.3
Materials & Supplies	23,790	-	23,790	14,990	14,990	8,800	58.7
Utilities & Communications	14,230	-	14,230	19,240	19,240	(5,010)	(26.0)
Contracted Services	240	-	240	240	240	-	-
<b>Total Recreation Administration</b>	<b>303,190</b>	<b>-</b>	<b>303,190</b>	<b>248,570</b>	<b>248,570</b>	<b>54,620</b>	<b>22.0</b>
<b>Recreation Programs</b>							
Salaries & Benefits	54,520	-	54,520	44,540	44,540	9,980	22.4
Training & Development	620	-	620	520	520	100	19.2
Materials & Supplies	57,760	-	57,760	52,720	52,720	5,040	9.6
Utilities & Communications	330	-	330	1,750	1,750	(1,420)	(81.1)
Grants & Exemptions	2,200	-	2,200	2,500	2,500	(300)	(12.0)
<b>Total Recreation Programs</b>	<b>115,430</b>	<b>-</b>	<b>115,430</b>	<b>102,030</b>	<b>102,030</b>	<b>13,400</b>	<b>13.1</b>
<b>Total Recreation Services</b>	<b>418,620</b>	<b>-</b>	<b>418,620</b>	<b>350,600</b>	<b>350,600</b>	<b>68,020</b>	<b>19.4</b>
Departmental Revenues	(154,720)	(200)	(154,520)	(154,410)	(154,410)	(310)	0.2
<b>Net Operating Expenses</b>	<b>263,900</b>	<b>(200)</b>	<b>264,100</b>	<b>196,190</b>	<b>196,190</b>	<b>67,710</b>	<b>34.5</b>
Debt & Capital Charges	2,420	-	2,420	2,320	2,320	100	4.3
<b>Tax Levy Requirement</b>	<b>266,320</b>	<b>(200)</b>	<b>266,520</b>	<b>198,510</b>	<b>198,510</b>	<b>67,810</b>	<b>34.2</b>



QUICK FACTS	
Full Time Equivalent Positions:	6.8
Total Tax Levy Requirement:	\$1,010,630
Net Budget Change (dollars):	(\$133,780)
Net Budget Change (percent):	(11.7%)
Annual Cost per Resident:	\$147.71

Portion of  
Town Expenditures  
(from Table 3)



The new Baytex Energy Centre opened October 2019!

The new facility offers:

- NHL Sized rink
- Field House – 3 courts
- Fitness Room (weights, fitness equipment)
- 3 lane walking track
- Indoor Children’s Playground
- Concession
- 3 Community Rooms
- Meeting Room

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.

Drop in programming is being offered for recreational sports such as Pickleball, basketball, and open court time for all ages. New leisure programs also includes family events; such as Skating with the Navigators and Family Day event.

The Canadian Natural Resources (CNR) Fieldhouse will offer opportunities for private rentals for birthday parties, drop in activities and tournaments for multiple sports. User groups are able to book time for leagues and club sports in basketball, volleyball, and pickleball. The walking track offers refuge from the cold in the

winter months and allow community members of all ages to enjoy walking indoors all year long.

Family Resource Network (formerly 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.

# COMMUNITY SERVICES DEPARTMENT

## Baytex Energy Centre

Table 20

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>BEC – Common Costs</b>							
Salaries & Benefits	167,820	-	167,820	190,170	112,170	(22,350)	(11.8)
Training & Development	100	-	100	-	-	100	-
Materials & Supplies	24,990	-	24,990	13,360	13,360	11,630	87.1
Repairs & Maintenance	19,400	-	19,400	16,920	16,920	2,480	14.7
Utilities & Communications	84,770	-	84,770	94,040	94,040	(9,270)	(9.9)
Contracted Services	3,600	-	3,600	-	-	3,600	-
<b>Total BEC – Common Costs</b>	<b>300,680</b>	<b>-</b>	<b>300,680</b>	<b>314,490</b>	<b>246,490</b>	<b>(13,810)</b>	<b>(4.4)</b>
<b>Arena</b>							
Salaries & Benefits	201,900	-	201,900	212,450	212,450	(10,550)	(5.0)
Training & Development	4,950	-	4,950	4,500	4,500	450	10.0
Materials & Supplies	18,340	-	18,340	25,150	25,150	(6,810)	(27.1)
Repairs & Maintenance	28,800	-	28,800	26,800	26,800	2,000	7.5
Vehicle Costs	23,300	-	23,300	28,200	28,200	(4,900)	(17.4)
Utilities & Communications	123,500	-	123,500	132,760	132,760	(9,260)	(7.0)
Contracted Services	9,540	-	9,540	6,300	6,300	3,240	51.4
<b>Total Arena</b>	<b>410,330</b>	<b>-</b>	<b>410,330</b>	<b>436,160</b>	<b>436,160</b>	<b>(25,830)</b>	<b>(5.9)</b>
<b>CNR Fieldhouse</b>							
Materials & Supplies	18,150	-	18,150	12,600	12,600	5,550	44.0
Repairs & Maintenance	9,000	-	9,000	11,400	11,400	(2,400)	(21.1)
Utilities & Communications	89,510	-	89,510	93,200	93,200	(3,690)	(4.0)
<b>Total CNR Fieldhouse</b>	<b>116,660</b>	<b>-</b>	<b>116,660</b>	<b>117,200</b>	<b>117,200</b>	<b>(540)</b>	<b>(0.5)</b>
<b>Total Baytex Energy Centre</b>	<b>827,670</b>	<b>-</b>	<b>827,670</b>	<b>867,850</b>	<b>799,850</b>	<b>(40,180)</b>	<b>(4.6)</b>
Departmental Revenues	(462,140)	-	(462,140)	(368,940)	(489,940)	(93,200)	25.3
<b>Net Operating Expenses</b>	<b>365,530</b>	<b>-</b>	<b>365,530</b>	<b>498,910</b>	<b>309,910</b>	<b>(133,380)</b>	<b>(26.7)</b>
Debt & Capital Charges	645,100	-	645,100	645,500	766,500	(400)	(0.1)
<b>Tax Levy Requirement</b>	<b>1,010,630</b>	<b>-</b>	<b>1,010,630</b>	<b>1,144,410</b>	<b>1,076,410</b>	<b>(133,780)</b>	<b>(11.7)</b>



**QUICK FACTS**

Full Time Equivalent Positions:	11.2
Total Tax Levy Requirement:	\$592,530
Net Budget Change (dollars):	\$54,410
Net Budget Change (percent):	10.1%
Annual Cost per Resident:	\$86.60

Portion of  
Town Expenditures  
(from Table 3)



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 2019, our visits were up to 65,362.

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 4676 individuals attended lessons throughout 2019. 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 8,661 school children were enrolled in swimming lessons or participated in a school swim in 2019.

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 22

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Peace Regional Pool</b>							
Salaries & Benefits	610,290	-	610,290	594,420	594,420	15,870	2.7
Training & Development	7,730	-	7,730	9,310	9,310	(1,580)	(17.0)
Materials & Supplies	88,250	-	88,250	93,460	116,160	(5,210)	(5.6)
Repairs & Maintenance	107,760	-	107,760	52,320	52,320	55,440	106.0
Utilities & Communications	135,290	-	135,290	131,880	131,880	3,410	2.6
Contracted Services	12,700	-	12,700	12,390	12,390	310	2.5
<b>Total Peace Regional Pool</b>	<b>962,020</b>	<b>-</b>	<b>962,020</b>	<b>893,780</b>	<b>916,480</b>	<b>68,240</b>	<b>7.6</b>
Departmental Revenues	(388,270)	(20,600)	(367,670)	(374,330)	(374,330)	(13,940)	3.7
<b>Net Operating Expenses</b>	<b>573,750</b>	<b>(20,600)</b>	<b>594,350</b>	<b>519,450</b>	<b>542,150</b>	<b>54,300</b>	<b>10.5</b>
Debt & Capital Charges	18,780	-	18,780	18,670	18,670	110	0.6
<b>Tax Levy Requirement</b>	<b>592,530</b>	<b>(20,600)</b>	<b>613,130</b>	<b>538,120</b>	<b>560,820</b>	<b>54,410</b>	<b>10.1</b>



# PARKS & OUTDOOR FACILITIES

## QUICK FACTS

Full Time Equivalent Positions:	1.5
Total Tax Levy Requirement:	\$730,900
Net Budget Change (dollars):	\$59,020
Net Budget Change (percent):	8.8%
Annual Cost per Resident:	\$106.83

Portion of  
Town Expenditures  
(from Table 3)



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 23

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Water Park</b>							
Materials & Supplies	3,600	-	3,600	1,450	1,450	2,150	148.3
Repairs & Maintenance	11,100	-	11,100	7,900	7,900	3,200	40.5
Utilities & Communications	7,210	-	7,210	6,490	6,490	720	11.1
Contracted Services	2,000	-	2,000	2,300	2,300	(300)	(13.0)
<b>Total Water Park</b>	<b>23,910</b>	<b>-</b>	<b>23,910</b>	<b>18,140</b>	<b>18,140</b>	<b>5,770</b>	<b>31.8</b>
<b>Playing Fields</b>							
Materials & Supplies	23,800	-	23,800	24,550	17,550	(750)	(3.1)
Repairs & Maintenance	4,550	-	4,550	4,000	4,000	550	13.8
Utilities & Communications	9,030	-	9,030	11,560	11,560	(2,530)	(21.9)
Contracted Services	3,000	-	3,000	4,000	4,000	(1,000)	(25.0)
<b>Total Playing Fields</b>	<b>40,380</b>	<b>-</b>	<b>40,380</b>	<b>44,110</b>	<b>37,110</b>	<b>(3,730)</b>	<b>(8.5)</b>
<b>Parks</b>							
Salaries & Benefits	138,530	-	138,530	79,360	79,360	59,170	74.6
Training & Development	1,500	-	1,500	-	-	1,500	-
Materials & Supplies	58,600	-	58,600	76,900	41,900	(18,300)	(23.8)
Repairs & Maintenance	6,200	-	6,200	5,700	5,700	500	8.8
Vehicle Costs	8,000	-	8,000	8,000	8,000	-	-
Utilities & Communications	20,910	-	20,910	18,130	18,130	2,780	15.3
Contracted Services	325,000	-	325,000	328,900	328,900	(3,900)	(1.2)
Other Costs	3,000	-	3,000	3,000	45,500	-	-
<b>Total Parks</b>	<b>561,740</b>	<b>-</b>	<b>561,740</b>	<b>519,990</b>	<b>527,490</b>	<b>41,750</b>	<b>8.0</b>
<b>Trails</b>							
Materials & Supplies	14,000	-	14,000	19,900	14,900	(5,900)	(29.6)
Repairs & Maintenance	1,000	-	1,000	1,000	1,000	-	-
Contracted Services	50,000	-	50,000	48,000	-	2,000	4.2
<b>Total Trails</b>	<b>65,000</b>	<b>-</b>	<b>65,000</b>	<b>68,900</b>	<b>15,900</b>	<b>(3,900)</b>	<b>(5.7)</b>
<b>Ski Hill</b>							
Repairs & Maintenance	58,500	-	58,500	48,500	48,500	10,000	20.6
Utilities & Communications	25,930	-	25,930	24,940	24,940	990	4.0
<b>Total Ski Hill</b>	<b>84,430</b>	<b>-</b>	<b>84,430</b>	<b>73,440</b>	<b>73,440</b>	<b>10,990</b>	<b>15.0</b>
<b>Total Parks &amp; Outdoor Facilities</b>	<b>775,460</b>	<b>-</b>	<b>775,460</b>	<b>724,580</b>	<b>672,080</b>	<b>50,880</b>	<b>7.0</b>
Departmental Revenues	(44,560)	(190)	(44,370)	(52,700)	(52,700)	8,140	(15.4)
<b>Net Operating Expenses</b>	<b>730,900</b>	<b>(190)</b>	<b>731,090</b>	<b>671,880</b>	<b>619,380</b>	<b>59,020</b>	<b>8.8</b>
Debt & Capital Charges	-	-	-	-	-	-	-
<b>Tax Levy Requirement</b>	<b>730,900</b>	<b>(190)</b>	<b>731,090</b>	<b>671,880</b>	<b>619,380</b>	<b>59,020</b>	<b>8.8</b>



QUICK FACTS	
Full Time Equivalent Positions:	5.5
Total Tax Levy Requirement:	\$314,530
Net Budget Change (dollars):	\$16,250
Net Budget Change (percent):	5.4%
Annual Cost per Resident:	\$45.97

Portion of  
Town Expenditures  
(from Table 3)



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 24

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Museum</b>							
Salaries & Benefits	301,470	-	301,470	299,650	299,650	1,820	0.6
Training & Development	11,900	-	11,900	13,020	13,020	(1,120)	(8.6)
Materials & Supplies	30,880	-	30,880	28,820	28,820	2,060	7.1
Repairs & Maintenance	4,310	-	4,310	8,160	8,160	(3,850)	(47.2)
Utilities & Communications	14,550	-	14,550	15,380	15,380	(830)	(5.4)
<b>Total Museum</b>	<b>363,110</b>	<b>-</b>	<b>363,110</b>	<b>365,030</b>	<b>365,030</b>	<b>(1,920)</b>	<b>(0.5)</b>
Departmental Revenues	(50,390)	-	(50,390)	(71,990)	(160,790)	21,600	(30.0)
<b>Net Operating Expenses</b>	<b>312,720</b>	<b>-</b>	<b>312,720</b>	<b>293,040</b>	<b>204,240</b>	<b>19,680</b>	<b>6.7</b>
Debt & Capital Charges	1,810	-	1,810	5,240	94,040	(3,430)	(65.5)
<b>Tax Levy Requirement</b>	<b>314,530</b>	<b>-</b>	<b>314,530</b>	<b>298,280</b>	<b>298,280</b>	<b>16,250</b>	<b>5.4</b>





QUICK FACTS	
Full Time Equivalent Positions:	n/a
Total Tax Levy Requirement:	\$490,170
Net Budget Change (dollars):	\$13,800
Net Budget Change (percent):	2.9%
Annual Cost per Resident:	\$71.64



**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 25

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Library Services</b>							
Repairs & Maintenance	17,730	-	17,730	9,950	9,950	7,780	78.2
Utilities & Communications	12,560	-	12,560	13,270	13,270	(710)	(5.4)
Contracted Services	406,780	-	406,780	399,900	399,900	6,880	1.7
<b>Total Library Services</b>	<b>437,070</b>	<b>-</b>	<b>437,070</b>	<b>423,120</b>	<b>423,120</b>	<b>13,950</b>	<b>3.3</b>
Departmental Revenues	(29,020)	-	(29,020)	(28,500)	(28,500)	(520)	1.8
<b>Net Operating Expenses</b>	<b>408,050</b>	<b>-</b>	<b>408,050</b>	<b>394,620</b>	<b>394,620</b>	<b>13,430</b>	<b>3.4</b>
Debt & Capital Charges	82,120	-	82,120	81,750	81,750	370	0.5
<b>Tax Levy Requirement</b>	<b>490,170</b>	<b>-</b>	<b>490,170</b>	<b>476,370</b>	<b>476,370</b>	<b>13,800</b>	<b>2.9</b>

# TOWN FACILITIES



## QUICK FACTS

Full Time Equivalent Positions:	-
Total Tax Levy Requirement:	\$176,180
Net Budget Change (dollars):	\$4,270
Net Budget Change (percent):	2.5%
Annual Cost per Resident:	\$25.75

Portion of  
Town Expenditures  
(from Table 3)



The Town maintains several facilities that supports programs or services provided by the Town. As they are not attributable to any one department, they are shown separately.

# TOWN FACILITIES

## Town Facilities

Table 26

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Town Hall</b>							
Materials & Supplies	19,840	-	19,840	15,840	15,840	4,000	25.3
Repairs & Maintenance	40,600	-	40,600	45,490	49,790	(4,890)	(10.7)
Utilities & Communications	39,330	-	39,330	35,460	35,460	3,870	10.9
Contracted Services	1,200	-	1,200	2,400	2,400	(1,200)	(50.0)
<b>Total Town Hall</b>	<b>100,970</b>	<b>-</b>	<b>100,970</b>	<b>99,190</b>	<b>103,490</b>	<b>1,780</b>	<b>1.8</b>
<b>Athabasca Hall</b>							
Training & Development	30	-	30	-	-	30	-
Materials & Supplies	3,540	-	3,540	3,180	3,180	360	11.3
Repairs & Maintenance	10,050	-	10,050	49,700	49,700	(39,650)	(79.8)
Utilities & Communications	21,230	-	21,230	20,970	20,970	260	1.2
Contracted Services	-	-	-	3,300	3,300	(3,300)	(100.0)
<b>Total Athabasca Hall</b>	<b>34,850</b>	<b>-</b>	<b>34,850</b>	<b>77,150</b>	<b>77,150</b>	<b>(42,300)</b>	<b>(54.8)</b>
<b>N.A.R. Building</b>							
Materials & Supplies	2,350	-	2,350	1,090	1,090	1,260	115.6
Repairs & Maintenance	3,450	-	3,450	3,650	3,650	(200)	(5.5)
Utilities & Communications	16,830	-	16,830	14,040	14,040	2,790	19.9
Other Costs	1,800	-	1,800	-	-	1,800	-
<b>Total N.A.R. Building</b>	<b>24,430</b>	<b>-</b>	<b>24,430</b>	<b>18,780</b>	<b>18,780</b>	<b>5,650</b>	<b>30.1</b>
<b>Log Cabin</b>							
Materials & Supplies	250	-	250	-	-	250	-
Repairs & Maintenance	1,000	-	1,000	1,200	1,200	(200)	(16.7)
Utilities & Communications	4,740	-	4,740	5,210	5,210	(470)	(9.0)
<b>Total Log Cabin</b>	<b>6,410</b>	<b>-</b>	<b>6,410</b>	<b>6,120</b>	<b>6,120</b>	<b>290</b>	<b>4.7</b>
<b>Al Adair Centre</b>							
Repairs & Maintenance	500	-	500	-	-	500	-
Utilities & Communications	18,470	-	18,470	8,930	8,930	9,540	106.8
<b>Total Al Adair Centre</b>	<b>18,970</b>	<b>-</b>	<b>18,970</b>	<b>8,930</b>	<b>8,930</b>	<b>10,040</b>	<b>112.4</b>
<b>Total Town Facilities</b>	<b>185,210</b>	<b>-</b>	<b>185,210</b>	<b>210,460</b>	<b>214,760</b>	<b>(25,250)</b>	<b>(12.0)</b>
Departmental Revenues	(15,070)	-	(15,070)	(44,360)	(44,360)	29,290	(66.0)
<b>Net Operating Expenses</b>	<b>170,140</b>	<b>-</b>	<b>170,140</b>	<b>166,100</b>	<b>170,400</b>	<b>4,040</b>	<b>2.4</b>
Debt & Capital Charges	6,040	-	6,040	5,810	5,810	230	4.0
<b>Tax Levy Requirement</b>	<b>176,180</b>	<b>-</b>	<b>176,180</b>	<b>171,910</b>	<b>176,210</b>	<b>4,270</b>	<b>2.5</b>



## QUICK FACTS

Full Time Equivalent Positions:	-
Total Tax Levy Requirement:	(\$77,280)
Net Budget Change (dollars):	(\$43,810)
Net Budget Change (percent):	130.9%
Annual Cost per Resident:	n/a

Portion of  
Town Expenditures  
(from Table 3)



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.

# CORPORATE EXPENSES

## Corporate Expenses

Table 27

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>General Government</b>							
Materials & Supplies	31,900	-	31,900	21,800	21,800	10,100	46.3
Vehicle Costs	4,000	-	4,000	4,600	4,600	(600)	(13.0)
Utilities & Communications	20,040	-	20,040	19,650	19,650	390	2.0
Professional Services	150,000	-	150,000	238,000	238,000	(88,000)	(37.0)
Contracted Services	126,750	-	126,750	30,360	30,360	96,390	317.5
Grants & Exemptions	60,500	(5,500)	66,000	75,500	58,500	(15,000)	(19.9)
<b>Total General Government</b>	<b>393,190</b>	<b>(5,500)</b>	<b>398,690</b>	<b>389,910</b>	<b>372,910</b>	<b>3,280</b>	<b>0.8</b>
<b>Taxation</b>							
Salaries & Benefits	1,500	-	1,500	1,500	1,500	-	-
Training & Development	750	-	750	1,500	1,500	(750)	(50.0)
Materials & Supplies	5,350	-	5,350	5,300	5,300	50	0.9
Contracted Services	69,900	-	69,900	68,820	68,820	1,080	1.6
Grants & Exemptions	121,900	-	121,900	97,600	97,600	24,300	24.9
<b>Total Taxation</b>	<b>199,400</b>	<b>-</b>	<b>199,400</b>	<b>174,720</b>	<b>174,720</b>	<b>24,680</b>	<b>14.1</b>
<b>Total Corporate Expenses</b>	<b>592,590</b>	<b>(5,500)</b>	<b>598,090</b>	<b>564,630</b>	<b>547,630</b>	<b>27,960</b>	<b>5.0</b>
Departmental Revenues	(1,287,100)	-	(1,287,100)	(1,147,000)	(1,096,800)	(140,100)	12.2
<b>Net Operating Expenses</b>	<b>(694,510)</b>	<b>(5,500)</b>	<b>(691,010)</b>	<b>(582,370)</b>	<b>(549,170)</b>	<b>(112,140)</b>	<b>19.3</b>
Debt & Capital Charges	617,230	-	617,230	548,900	565,900	68,330	12.4
<b>Tax Levy Requirement</b>	<b>(77,280)</b>	<b>(5,500)</b>	<b>(72,780)</b>	<b>(33,470)</b>	<b>16,730</b>	<b>(43,810)</b>	<b>130.9</b>

# REVENUES

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Revenues have been broken down into three categories; departmental revenues that can be allocated towards a specific department or activity (which reduces that department's Tax Levy Requirement), requisitions collected for other entities, and corporate revenues are considered general in nature. The tables below show a breakdown of the different revenue types.

## DEPARTMENTAL REVENUES

### Activity Revenues

Activity revenues are revenues that are a direct result of the operations of individual departments.

Recreation programs and planning fees are examples of activity revenues.

Most activity revenues are budgeted using trend analysis mixed with anticipated usage or uptake, and may be variable from year to year. Others, such as sewer taxes, are based on assessed data and are known when the budget is assembled.

### Grants

Grants are transfers from other levels of government or agencies, normally to cover shared or purchased services. Employment grants from federal and provincial agencies are also shown here.

Grants amounts are generally known during budgeting as they are negotiated amounts or based on prior year actuals.

### Revenues from Own Sources

Includes revenues or transfers controlled by the town and approved during the budget process.

## REQUISITIONS COLLECTED FOR OTHER ENTITIES

Funds collected for third-party organizations that have the ability to requisition property taxes on our residents, in this case for the North Peace Housing Foundation and for educational purposes.

## CORPORATE REVENUES

### Taxation

Taxation represents the largest source of revenue for the General Fund, providing nearly 43% of the operating revenue.

KCL Consulting is responsible for property assessments on behalf of the town. This physical assessment of the entire Town takes place over the span of five years, which is then broken down into a period of annual physical assessments. Each year, typically throughout the fall season, a property assessor comes and physically views 20 per cent in the town. Assessment rolls for the year are delivered to the town in the spring to allow for tax billing purposes. Allowances and contingencies for appeals and other changes to property values are estimated within the budget.

### Other Revenues

Includes revenues generated by the town through general operations, and cannot be allocated to any one department or activity, such as interest on outstanding taxes.

These revenues are estimated using historic data with future projections, and tend to be conservative in nature.



# REVENUES

## Departmental Revenues

Table 28

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Activity Revenues</b>							
Tax Certificates	(5,450)	-	(5,450)	(5,500)	(5,500)	50	(0.9)
Interest on Overdue Accounts	(262,000)	-	(262,000)	(297,900)	(257,700)	35,900	(12.1)
Licenses & Permits	(101,800)	-	(101,800)	(102,600)	(102,600)	800	(0.8)
Fines & Infractions	(208,750)	-	(208,750)	(223,900)	(186,400)	15,150	(6.8)
Fire Protection	(501,920)	(73,000)	(428,920)	(369,340)	(369,340)	(132,580)	35.9
Airport Operations	(72,800)	-	(72,800)	(88,650)	(88,650)	15,850	(17.9)
Airport Leases & Other	(321,930)	-	(321,930)	(307,170)	(307,170)	(14,760)	4.8
Solid Waste Fees	(438,900)	-	(438,900)	(434,300)	(434,300)	(4,600)	1.1
Planning Fees & Permits	(27,150)	-	(27,150)	(25,300)	(25,300)	(1,850)	7.3
Cemetery Revenues	(13,100)	-	(13,100)	(11,500)	(11,500)	(1,600)	13.9
Taxi Pass Program	(33,000)	-	(33,000)	(27,000)	(27,000)	(6,000)	22.2
Seniors Services	(16,170)	-	(16,170)	(18,590)	(18,590)	2,420	(13.0)
Recreation Programs	(10,200)	(200)	(10,000)	(9,000)	(9,000)	(1,200)	13.3
Baytex Energy Center Activities	(192,440)	-	(192,440)	(158,630)	(279,630)	(33,810)	21.3
Baytex Energy Centre Leases/Other	(198,880)	-	(198,880)	(140,880)	(140,880)	(58,000)	41.2
Pool	(265,200)	(20,600)	(244,600)	(253,790)	(253,790)	(11,410)	4.5
Sports & Ball Fields	(9,550)	(190)	(9,360)	(8,400)	(8,400)	(1,150)	13.7
Museum	(13,040)	-	(13,040)	(15,540)	(104,340)	2,500	(16.1)
Other Town Facilities	(15,070)	-	(15,070)	(14,360)	(14,360)	(710)	4.9
Sale of Services	(5,500)	-	(5,500)	(21,100)	(21,100)	15,600	(73.9)
Water - Sales	(2,827,570)	-	(2,827,570)	(2,516,130)	(2,456,130)	(311,440)	12.4
Water - Services	(32,480)	-	(32,480)	(26,300)	(46,300)	(6,180)	23.5
Sewer Charges	(1,537,790)	-	(1,537,790)	(1,444,720)	(1,384,720)	(93,070)	6.4
Miscellaneous	(47,700)	-	(47,700)	(53,400)	(51,600)	5,700	(10.7)
<b>Total Activity Revenue</b>	<b>(7,158,440)</b>	<b>(93,990)</b>	<b>(7,064,450)</b>	<b>(6,583,950)</b>	<b>(6,614,250)</b>	<b>(574,490)</b>	<b>8.7</b>
<b>Grants</b>							
<i>Federal Grants</i>							
Community Events	-	-	-	(36,500)	(36,500)	36,500	(100.0)
Employment	(20,220)	-	(20,220)	(38,200)	(38,200)	17,980	(47.1)
<i>Provincial Grants</i>							
FCSS	(183,450)	-	(183,450)	(183,460)	(183,460)	10	(0.0)
Policing	(355,000)	-	(355,000)	(355,000)	(355,000)	-	-
M.S.I. (Operating)	(60,300)	-	(60,300)	(61,600)	(61,600)	1,300	(2.1)
Family Resource Services	(432,390)	-	(432,390)	(471,480)	(471,480)	39,090	(8.3)
Cannabis Transition Program	-	-	-	(22,770)	(22,770)	22,770	(100.0)
Employment	-	-	-	(25,500)	(25,500)	25,500	(100.0)
<i>Municipal Contributions</i>							
General	(669,800)	-	(669,800)	(653,980)	(653,980)	(15,820)	2.4
Regional Airport	(439,050)	-	(439,050)	(424,360)	(424,360)	(14,690)	3.5
Recreation Facilities	(228,900)	-	(228,900)	(224,270)	(224,270)	(4,630)	2.1
Recreation Programs	(140,520)	-	(140,520)	(138,410)	(138,410)	(2,110)	1.5
Policing	(68,750)	-	(68,750)	(79,000)	(79,000)	10,250	(13.0)
FCSS Services	(84,990)	-	(84,990)	(83,240)	(83,240)	(1,750)	2.1
Museum	(21,130)	-	(21,130)	(22,250)	(22,250)	1,120	(5.0)
Library Services	(29,020)	-	(29,020)	(28,500)	(28,500)	(520)	1.8
<i>Other Grants</i>	(195,000)	-	(195,000)	-	-	(195,000)	-
<b>Total Grants</b>	<b>(2,928,520)</b>	<b>-</b>	<b>(2,928,520)</b>	<b>(2,848,520)</b>	<b>(2,848,520)</b>	<b>(80,000)</b>	<b>2.8</b>

## REVENUES

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Revenues from Own Sources</b>							
Transfers from Operating Reserve	(317,630)	-	(317,630)	(417,840)	(417,840)	100,210	(24.0)
<b>Total Departmental Revenues</b>	<b>(10,404,590)</b>	<b>(93,990)</b>	<b>(10,310,600)</b>	<b>(9,850,310)</b>	<b>(9,880,610)</b>	<b>(554,280)</b>	<b>5.6</b>

## Requisitions Collected for Other Entities

Table 29

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Requisitions Collected</b>							
Educational purposes	(2,954,000)	-	(2,954,000)	(2,898,850)	(2,898,850)	(55,150)	1.9
North Peace Housing Foundation	(440,000)	-	(440,000)	(431,600)	(431,600)	(8,400)	1.9
<b>Total Requisitions Collected</b>	<b>(3,394,000)</b>	<b>-</b>	<b>(3,394,000)</b>	<b>(3,330,450)</b>	<b>(3,330,450)</b>	<b>(63,550)</b>	<b>1.9</b>

## Corporate Revenues

Table 30

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Taxation</b>							
Residential Taxes	(6,388,200)	(204,080)	(6,184,120)	(6,167,220)	(6,184,220)	(220,980)	3.6
Commercial Taxes	(3,442,140)	(108,240)	(3,333,900)	(3,322,850)	(3,279,850)	(119,290)	3.6
Industrial Taxes	(1,300,230)	(41,540)	(1,258,690)	(1,229,910)	(1,258,710)	(70,320)	5.7
Farmland Taxes	(650)	-	(650)	(650)	(650)	-	-
Machinery & Equipment Taxes	(5,500)	-	(5,500)	(5,300)	(5,500)	(200)	3.8
Taxes - Utilities	(267,400)	-	(267,400)	(252,800)	(265,600)	(14,600)	5.8
Grants in Lieu of Taxes	(237,350)	(7,580)	(229,770)	(291,380)	(288,580)	54,030	(18.5)
<b>Total Taxation</b>	<b>(11,641,470)</b>	<b>(361,440)</b>	<b>(11,280,030)</b>	<b>(11,270,110)</b>	<b>(11,283,110)</b>	<b>(371,360)</b>	<b>3.3</b>
<b>Other Corporate Revenue</b>							
Power & Gas Franchises	(1,161,500)	-	(1,161,500)	(1,184,600)	(1,130,600)	23,100	(2.0)
Leases	(4,060)	-	(4,060)	(4,060)	(4,060)	-	-
Interest on Investments	(152,000)	-	(152,000)	(143,500)	(163,500)	(8,500)	5.9
<b>Total Other Corporate Revenue</b>	<b>(1,317,560)</b>	<b>-</b>	<b>(1,317,560)</b>	<b>(1,332,160)</b>	<b>(1,298,160)</b>	<b>14,600</b>	<b>(1.1)</b>
<b>Total Corporate Revenues</b>	<b>(12,952,220)</b>	<b>(361,440)</b>	<b>(12,590,780)</b>	<b>(12,602,270)</b>	<b>(12,581,270)</b>	<b>(349,950)</b>	<b>2.8</b>

# CAPITAL BUDGET

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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. Peace River is expected to receive approximately \$1,562,000 in 2020, a result of provincial budget impacts and approximately 10% less than prior years.
- 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

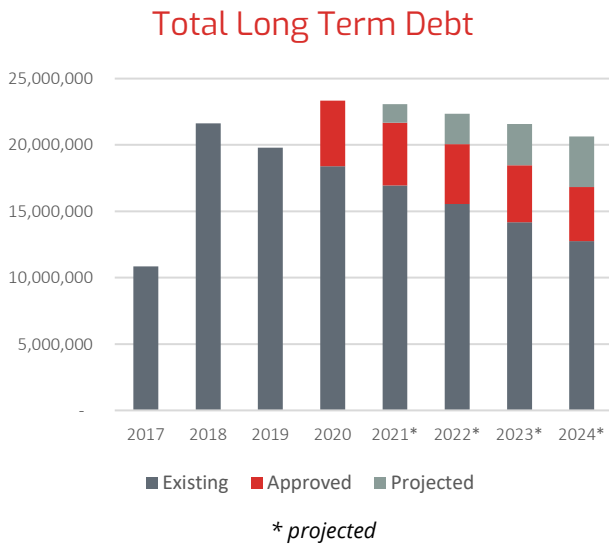
In preparing the CIP staff followed these guidelines concerning Town contributions.



# CAPITAL BUDGET

## LONG TERM DEBT

The total current debt obligations are \$19,787,192 (\$21,620,918 in 2018), 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 99<sup>th</sup> Street Slide. Existing debt is shown in dark blue.

Approved debt are debentures that have that have been approved by Council in 2019 and are awaiting the receipt of funds from the Alberta Capital Finance Authority. These total \$4,461,000 in water and sewer projects, including Reservoir 365 replacement and the Lift Station 4 and Shaftesbury Sewer Main Pt 2 projects. Approved debt is shown in red, and are putting significant pressure on water rates.

Projected debt is shown in grey. This includes the \$1,430,000 in debt required to fund the 2020 capital program (Table 31) plus projected debentures on \$1,000,000 from 2021 to 2024.

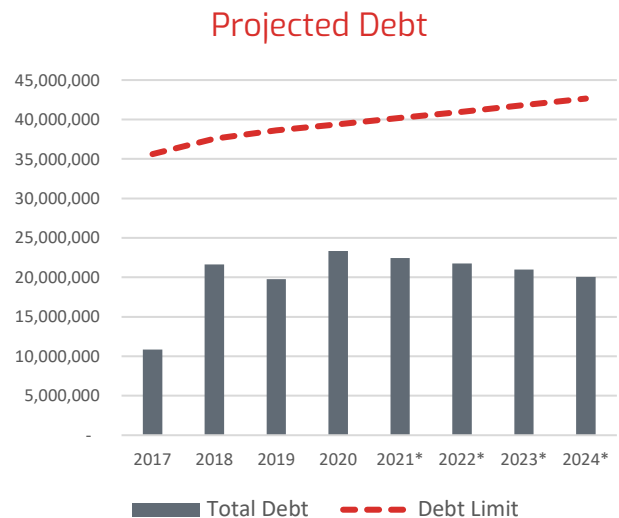
Water and wastewater projects will likely incur significant debt funding over next five years and are one reason for the increase in 2020.

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 59.2% by the end of 2020 (up from 51.9% in 2019). This will still provide the town with borrowing capacity, and the repayment of this debt has been built into the operating budget.



## 2020 CAPITAL BUDGET

The 2020 Capital Budget includes 16 projects totalling \$7,698,500. The projects incorporated in the CIP for 2020 have been classified by department or service area, and are shown in detail on Table 31 (page 86). Only projects that would commence in 2020 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 - \$24,000**

Replacement of town hardware and network infrastructure - town systems need to be replenished on a regular schedule to ensure adequate performance. Work for 2020 includes network components, storage solutions, wiring upgrades and system and peripheral upgrades.

### Fire Protection

#### **Front Line Fire Apparatus - \$1,400,000**

A new Fire Department pumping apparatus is required to replace the existing frontline response unit to maintain insurance rating for the Town. Council has approved the purchase of a ladder truck to ensure the protection of the Town.

#### **SCBA Decontamination Equipment - \$30,000**

Regular cleaning of PPE is important and helps reduce firefighters' long-term exposure to harmful contamination. This equipment will assist in the decontamination of self contained breathing apparatus (SCBA) and other items with hard surfaces.

#### **Commercial Washer/Extractor - \$20,000**

Contaminated protective gear exposes firefighters to potentially life-threatening chemicals, biological agents and particulate matter. If not dealt with properly,

soiled protective gear can also pass on contaminants to the public at large. The key to limiting a firefighter's exposure to such hazards is proper decontamination of soiled gear which can be laden with life-threatening chemicals, blood, body fluids or particulate matter after a fire, car accident or similar event.

### Works & Transportation Systems

#### **Neighbourhood Infrastructure Renewal Program - \$1,800,000**

In accordance with our Neighbourhood 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 we are in compliance with our strategic initiatives (1% of total infrastructure). Engineering to be completed in the year prior to construction.

- 2020 – 106th and 108th Avenues between 101st and 103rd Street
- 2021 - 94th and 95th Avenues between 96th and 98th Street
- 2022 – 99th Street between 105th Avenue and 112th Avenue
- 2023 – 84th Avenue between 94th Street and 98th Street
- 2024 – 85th Avenue between 94th Street and 98th Street

#### **Heavy Equipment - \$270,000**

This project is to replace our aging heavy Equipment Fleet. 2020 will see the replacement of a 1993 Front End Loader (FEL) with an equivalent model.

#### **Pavement Overlay - \$250,000**

This project is to provide paving overlay as part of the road asset maintenance program to extend the overall lifecycle of our existing paved roadway surfaces. Project includes milling, paving and selective replacement of concrete curb and gutter where required. The project also provides for selective correction of grade issues where required. Current paved surface lifecycle is 35 years with proper maintenance including crack sealing, pothole patching, and spray patching.

#### **Sidewalk Replacements - \$75,000**

Annual sidewalk replacement program. Based on 2.475km of annual replacement from 2018-2030 and



# CAPITAL BUDGET

lifecycle of 40 years. This project takes into consideration that NIR project will replace a minimum of 300m of sidewalk under that program. Pricing based on Alberta Transportation unit prices at \$264/m. Considers monolithic concrete sidewalk curb and gutter.



## Facility Security System Upgrades - \$36,000

This project is to replace the security system for the various facilities to standardize the system within the Town.

## Columbarium - \$40,500

This project is to provide a Columbarium for cremation remains which will reallocate space from cremation burials to standard burial plots.

## Town Hall Cladding - \$6,000

This project is to complete renovations for the Town Hall over the next 5 years.

Planned projects are:

- 2020 Cladding Upgrades
- 2021 Lighting Upgrades
- 2022 Council Chamber Upgrade
- 2023 Interior and Exterior Painting
- 2024 Mechanical and HVAC Upgrades

## Parks & Recreation Facilities

### Tractor/Toolcat - \$50,000

Purchase of a multi-use tractor for the Baytex Energy Centre to assist in sidewalk and parking lot clearing for both arena and pool facilities.

## Water & Wastewater Systems

### Lift Station #4 Replacement - \$32,000

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.

\$1,067,100 has already been approved in the 2018 and 2019 capital budgets, the \$32,000 is the amount required to finish the project.

### Shaftesbury Sewer Main Part 1 - \$3,240,000

This project is for the Shaftesbury Sanitary Sewer Trunk Main - part of the Building Canada SCF Project. This phase is from the new line installed in the Pines project to the southern phase boundary of the Citadel property. The initial Building Canada budget was \$1.8M for this phase.

### STP Aeration Tank Cleaning - \$375,000

This project is for cleaning the WWTP aeration tanks which are required every 10 years. The project will allow the cleaning and inspection of the tanks to insure integrity of the wall construction.

### Meter Read Software - \$50,000

This project is to expand the existing Neptune Radio system used for water meter logging and data transfer. The expansion will save on staff time used for collecting data logs for billing and resolving resident issues on water usage.

# CAPITAL BUDGET

## 2020 Capital Projects & Funding Sources

Table 31

	Total	General Capital Reserve	Water & Wastewater Capital Reserve	Neighbourhood Infrastructure Renewal	Off Site Levies	Federal Gas Tax	Small Communities Fund	Other Federal Funding	Municipal Sustainability Initiative	Other Provincial Funding	Other Municipal Funding	Other Funding	Debt
<b>Information Systems</b>													
Hardware Replenishment	24,000	24,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Information Systems</b>	<b>24,000</b>	<b>24,000</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Protective Services</b>													
Front Line Fire Apparatus	1,400,000	162,500	-	-	-	-	-	-	250,000	-	187,500	-	800,000
Decontamination equipment	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-
Commercial Washer/Extractor	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Protective Services</b>	<b>1,450,000</b>	<b>212,500</b>	-	-	-	-	-	-	<b>250,000</b>	-	<b>187,500</b>	-	<b>800,000</b>
<b>Works &amp; Equipment</b>													
Neighbourhood Renewal Prog.	1,800,000	-	-	900,000	-	275,000	-	-	625,000	-	-	-	-
Operations Heavy Equipment	270,000	45,000	-	-	-	-	-	-	200,000	-	-	25,000	-
Pavement Overlay Project	250,000	100,000	-	-	-	90,000	-	-	60,000	-	-	-	-
Sidewalk Replacement	75,000	35,000	-	-	40,000	-	-	-	-	-	-	-	-
Facility Security System Upgrades	36,000	36,000	-	-	-	-	-	-	-	-	-	-	-
Columbarium	40,500	40,500	-	-	-	-	-	-	-	-	-	-	-
Town Hall Cladding Upgrades	6,000	6,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Works &amp; Equipment</b>	<b>2,477,500</b>	<b>262,500</b>	-	<b>900,000</b>	<b>40,000</b>	<b>365,000</b>	-	-	<b>885,000</b>	-	-	<b>25,000</b>	-
<b>Recreation &amp; Cultural</b>													
Tractor/Toolcat	50,000	-	-	-	-	-	-	-	50,000	-	-	-	-
<b>Total Recreation &amp; Cultural</b>	<b>50,000</b>	-	-	-	-	-	-	-	<b>50,000</b>	-	-	-	-
<b>Water &amp; Wastewater</b>													
Lift Station 4	32,000	-	32,000	-	-	-	-	-	-	-	-	-	-
Shaftesbury Sewer Main - Pt 1	3,240,000	-	250,000	-	60,000	-	2,300,000	-	-	-	-	-	630,000
STP Aeration Tank Cleaning	375,000	-	-	-	-	-	-	-	375,000	-	-	-	-
Meter Read Software	50,000	-	50,000	-	-	-	-	-	-	-	-	-	-
<b>Total Water &amp; Wastewater</b>	<b>3,697,000</b>	-	<b>332,000</b>	-	<b>60,000</b>	-	<b>2,300,000</b>	-	<b>375,000</b>	-	-	-	<b>630,000</b>
<b>Total Capital Program</b>	<b>7,698,500</b>	<b>499,000</b>	<b>332,000</b>	<b>900,000</b>	<b>100,000</b>	<b>365,000</b>	<b>2,300,000</b>	-	<b>1,560,000</b>	-	<b>187,500</b>	<b>25,000</b>	<b>1,430,000</b>

## 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

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### **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.

### **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

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## APPENDIX II · ABBREVIATIONS

**AFRRCS**

Alberta First Responders Radio Communications System

**AMSC**

Alberta Municipal Services Corporation

**BEC**

Baytex Energy Centre

**CAO**

Chief Administrative Officer

**CIP**

Capital Investment Plan

**CNL**

County of Northern Lights

**CNR (Fieldhouse)**

Canadian Natural Resources

**CPI**

Consumer Price Index (Alberta)

**CPP**

Canada Pension Plan

**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

**PREDAA**

Peace Region Economic Development Alliance

**PRFD**

Peace River Fire Department

**PRRA**

Peace River Regional Airport

**PRRC**

Peace Regional Recreation Centre

# APPENDICES

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**R & M**

Repairs & maintenance

**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 · 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.

### Staffing Complement

Table 31

	Approved FTE 2020	Approved FTE 2019
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)	3.0	2.9
Bylaw Enforcement	0.0	1.0
Community Peace Officer	2.0	1.0
Engineering & Infrastructure	3.0	3.0
Public Works Administration	2.0	2.0
Public Works Operations	13.9	13.0
Facilities Maintenance	2.0	2.0
Planning & Development	2.0	1.0
Airport	4.0	4.0
Water & Wastewater	7.0	7.0
FCSS	2.4	2.4
Home Support	1.7	1.7
Family Resource Network	6.2	6.2
Recreation Administration	2.5	2.0
Recreation Programs	1.5	1.2
Baytex Energy Centre	6.0	6.8
Pool	11.2	11.2
Parks & Playgrounds	2.1	1.5
Museum	5.5	5.5
<b>Total</b>	<b>99.0</b>	<b>96.4</b>

### Details of Changes - Staffing

Table 32

	2020
<b>Fire Protection</b>	
Casual Firefighters	0.1
<b>Other Protective Services</b>	
Bylaw Enforcement	(1.0)
Community Peace Officer	1.0
<b>Public Works Operations</b>	
Casual Labourers	0.9
<b>Planning &amp; Development</b>	
Mgr of Planning & Development	1.0
<b>Recreation Administration</b>	
Recreation Programmer*	0.5
<b>Recreation Programs</b>	
Summer Programs	0.3
<b>Baytex Energy Centre</b>	
Recreation Programmer*	(0.5)
Recreation Facilities*	(0.6)
Guest Services Reception (casual)	(0.1)
Fieldhouse Attendant	0.4
<b>Parks &amp; Playgrounds</b>	
Recreation Facilities*	0.6
<b>Total</b>	<b>2.6</b>

\* these positions are allocations between various departments and have no impact on staffing level changes.

## APPENDIX IV · THREE YEAR OPERATING BUDGET

In addition to the 2020 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 major or scheduled repairs on infrastructure 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 – 0.5% to 2.2%
- Airport landings/movements – 0.8%
- Facility revenues (pool, arena, museum) – 0.7% to 1.6%

### Expenses

- Salaries – 1.8% - this includes potential future wage settlements and increases in actual staffing levels. Benefits are increasing at a slightly lower percent.
- Contracted or consulting services – 2.2% to 3.6%
- Training and development – 2.7%
- Utilities – 1.7% to 3.2%
- Vehicle costs – 3.4%
- Insurance – 2.2%
- Materials, equipment and supplies – 1.2% to 4.2%
- Contributions to reserves – start at 4.9%
- Building costs – 1.8% to 4.3%

### 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, the next municipal election will be in 2021 and was included in that years' budget, then removed for 2022.
- Known revenue of expenditure items. For example, revenue and expenditure assumptions relating to the Baytex Energy Centre 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 33

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
Council	298,650	302,490	3,840	1.3	308,070	5,580	1.9
Administration	1,700,400	1,743,830	43,430	2.6	1,784,550	40,720	2.4
Protective Services	3,296,090	3,381,170	85,080	2.6	3,467,600	86,430	2.6
Engineering & Transportation	3,901,420	4,176,720	275,300	7.1	4,384,960	208,240	5.3
Regional Airport	922,540	930,470	7,930	0.9	972,930	42,460	4.6
Water & Wastewater	3,228,340	3,381,250	152,910	4.7	3,519,150	137,900	4.3
Community Development	326,710	342,070	15,360	4.7	379,700	37,630	11.5
Community Programs	872,920	872,060	(860)	(0.1)	879,450	7,390	0.8
Recreation Programs & Facilities	2,983,770	3,156,500	172,730	5.8	3,256,510	100,010	3.4
Cultural	800,180	814,540	14,360	1.8	837,250	22,710	2.8
Corporate Expenses	777,800	787,120	9,320	1.2	813,000	25,880	3.3
Requisitions to Other Organizations	3,394,000	3,468,670	74,670	2.2	3,534,570	65,900	1.9
<b>Operating Expenses</b>	<b>22,502,820</b>	<b>23,356,890</b>	<b>854,070</b>	<b>3.8</b>	<b>24,137,740</b>	<b>780,850</b>	<b>3.5</b>
Debt & Capital Charges	4,247,990	4,553,690	305,700	7.2	4,872,950	319,260	7.5
<b>Total Expenditures</b>	<b>26,750,810</b>	<b>27,910,580</b>	<b>1,159,770</b>	<b>4.3</b>	<b>29,010,690</b>	<b>1,100,110</b>	<b>4.1</b>
Departmental Revenue	(10,404,590)	(10,936,530)	(531,940)	5.1	(11,456,070)	(519,540)	5.0
Requisitions Collected for Other Entities	(3,394,000)	(3,468,670)	(74,670)	2.2	(3,534,570)	(65,900)	1.9
<b>Net Operating Expenditures</b>	<b>12,952,220</b>	<b>13,505,380</b>	<b>553,160</b>	<b>4.3</b>	<b>14,020,050</b>	<b>514,670</b>	<b>4.0</b>
Tax Revenue	(11,641,470)	(11,830,240)	(188,770)	1.6	(12,143,890)	(313,650)	2.7
Other Revenue	(1,310,750)	(1,675,140)	(364,390)	27.8	(1,876,160)	(201,020)	15.3
<b>Total Corporate Revenues</b>	<b>(12,952,220)</b>	<b>(13,505,380)</b>	<b>(553,160)</b>	<b>4.3</b>	<b>(14,020,050)</b>	<b>(514,670)</b>	<b>4.0</b>
<b>General Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Based on these forecasts, in 2021 net operating expenditures (departmental revenues less total expenses) are projected to increase by 4.3% and in 2021 increase by 4.0% in 2022. To potentially fund these increases, tax revenues could increase by 1.6% in 2021 and 2.7% in 2022. 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 ongoing Intermunicipal Collaborative Frameworks being negotiated between the Town and adjacent municipalities in 2019 and 2020.

## APPENDICES

### Summary by Component • Three Year Operating Budget Forecast

Table 34

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
Salaries & Benefits	8,028,960	8,282,090	253,130	3.2	8,473,480	191,390	2.4
Training & Development	382,180	408,220	26,040	6.8	422,840	14,620	3.8
Materials & Supplies	2,601,470	2,748,420	146,950	5.6	2,859,020	110,600	4.3
Repairs & Maintenance	785,200	882,790	97,590	12.4	951,460	68,670	8.7
Vehicle Costs	558,520	630,360	71,840	12.9	700,990	70,630	12.6
Utilities & Communications	2,494,470	2,514,430	19,960	0.8	2,582,890	68,460	2.7
Professional Services	264,400	256,320	(8,080)	(3.1)	274,450	18,130	6.9
Contracted Services	3,584,640	3,733,840	149,200	4.2	3,904,210	170,370	4.8
Grants & Exemptions	238,100	259,990	21,890	9.2	259,990	-	-
Other Costs	170,880	171,760	880	0.5	173,840	2,080	1.2
Requisitions to Other Organizations	3,394,000	3,468,670	74,670	2.2	3,534,570	65,900	1.9
<b>Total Operating Expenses</b>	<b>22,502,820</b>	<b>23,356,890</b>	<b>854,070</b>	<b>3.8</b>	<b>24,137,740</b>	<b>780,850</b>	<b>3.5</b>
Departmental Revenue	(10,404,590)	(10,936,530)	(531,940)	5.1	(11,456,070)	(519,540)	5.0
Requisitions Collected for Other Entities	(3,394,000)	(3,468,670)	(74,670)	2.2	(3,534,570)	(65,900)	1.9
<b>Net Operating Expenditures</b>	<b>8,704,230</b>	<b>12,420,360</b>	<b>322,130</b>	<b>3.7</b>	<b>12,681,670</b>	<b>261,310</b>	<b>3.0</b>
Debt & Capital Charges	4,247,990	4,553,690	305,700	7.2	4,872,950	319,260	7.5
<b>Tax Levy Requirement</b>	<b>12,952,220</b>	<b>16,974,050</b>	<b>627,830</b>	<b>4.8</b>	<b>17,554,620</b>	<b>580,570</b>	<b>4.5</b>

### Council • Three Year Operating Budget Forecast

Table 35

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
<b>Council</b>							
Salaries & Benefits	216,220	220,110	3,890	1.8	224,290	4,180	1.9
Training & Development	53,560	52,970	(590)	(1.1)	53,870	900	1.7
Materials & Supplies	18,340	18,430	90	0.5	18,630	200	1.1
Utilities & Communications	5,530	5,590	60	1.1	5,660	70	1.3
Professional Services	5,000	5,390	390	7.8	5,620	230	4.6
<b>Total Operating Expenses</b>	<b>298,650</b>	<b>302,490</b>	<b>3,840</b>	<b>1.3</b>	<b>308,070</b>	<b>5,580</b>	<b>1.9</b>
Departmental Revenue	-	-	-	-	-	-	-
<b>Net Operating Expenditures</b>	<b>298,650</b>	<b>302,490</b>	<b>3,840</b>	<b>1.3</b>	<b>308,070</b>	<b>5,580</b>	<b>1.9</b>
Debt & Capital Charges	4,810	5,050	240	5.0	5,400	350	7.3
<b>Tax Levy Requirement</b>	<b>303,460</b>	<b>307,540</b>	<b>4,080</b>	<b>1.3</b>	<b>313,470</b>	<b>5,930</b>	<b>2.0</b>



## APPENDICES

### Administrative Services • Three Year Operating Budget Forecast

Table 36

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
<b>Administrative Services</b>							
Salaries & Benefits	1,287,720	1,312,190	24,470	1.9	1,336,500	24,310	1.9
Training & Development	87,450	89,950	2,500	2.9	94,100	4,150	4.7
Materials & Supplies	201,040	212,360	11,320	5.6	221,850	9,490	4.7
Utilities & Communications	7,260	7,330	70	1.0	7,720	390	5.4
Professional Services	84,000	87,530	3,530	4.2	89,280	1,750	2.1
Contracted Services	30,170	31,680	1,510	5.0	32,250	570	1.9
<b>Total Operating Expenses</b>	<b>1,700,400</b>	<b>1,743,830</b>	<b>43,430</b>	<b>2.6</b>	<b>1,784,550</b>	<b>40,720</b>	<b>2.4</b>
Departmental Revenue	(64,900)	(67,560)	(2,660)	4.1	(68,300)	(740)	1.1
<b>Net Operating Expenditures</b>	<b>1,635,500</b>	<b>1,676,270</b>	<b>40,770</b>	<b>2.5</b>	<b>1,716,250</b>	<b>39,980</b>	<b>2.4</b>
Debt & Capital Charges	11,430	12,460	1,030	9.0	14,580	2,120	18.5
<b>Tax Levy Requirement</b>	<b>1,646,930</b>	<b>1,688,730</b>	<b>41,800</b>	<b>2.5</b>	<b>1,730,830</b>	<b>42,100</b>	<b>2.6</b>

### Protective Services • Three Year Operating Budget Forecast

Table 37

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
<b>Protective Services</b>							
Salaries & Benefits	855,880	882,330	26,450	3.1	898,610	16,280	1.9
Training & Development	43,880	45,940	2,060	4.7	47,930	1,990	4.5
Materials & Supplies	183,700	190,900	7,200	3.9	194,410	3,510	1.9
Repairs & Maintenance	34,050	36,720	2,670	7.8	38,270	1,550	4.6
Vehicle Costs	88,390	87,870	(520)	(0.6)	91,730	3,860	4.4
Utilities & Communications	113,690	127,930	14,240	12.5	130,360	2,430	2.1
Contracted Services	1,845,400	1,876,030	30,630	1.7	1,932,840	56,810	3.1
Grants & Exemptions	13,500	13,500	-	-	13,500	-	-
Other Costs	117,600	119,950	2,350	2.0	119,950	-	-
<b>Total Operating Expenses</b>	<b>3,296,090</b>	<b>3,381,170</b>	<b>85,080</b>	<b>2.6</b>	<b>3,467,600</b>	<b>86,430</b>	<b>2.6</b>
Departmental Revenue	(1,218,720)	(1,240,660)	(21,940)	1.8	(1,271,680)	(31,020)	2.5
<b>Net Operating Expenditures</b>	<b>2,077,370</b>	<b>2,140,510</b>	<b>63,140</b>	<b>3.0</b>	<b>2,195,920</b>	<b>55,410</b>	<b>2.7</b>
Debt & Capital Charges	209,320	218,740	9,420	4.5	242,800	24,060	11.5
<b>Tax Levy Requirement</b>	<b>2,286,690</b>	<b>2,359,250</b>	<b>72,560</b>	<b>3.2</b>	<b>2,438,720</b>	<b>79,470</b>	<b>3.5</b>

## APPENDICES

### Engineering & Transportation Services · Three Year Operating Budget Forecast

Table 38

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
<b>Engineering &amp; Transportation Services</b>							
Salaries & Benefits	1,686,630	1,782,970	96,340	5.7	1,860,400	77,430	4.6
Training & Development	85,020	89,550	4,530	5.3	92,400	2,850	3.4
Materials & Supplies	565,610	602,820	37,210	6.6	639,640	36,820	6.5
Repairs & Maintenance	35,600	38,700	3,100	8.7	41,830	3,130	8.8
Vehicle Costs	302,970	353,870	50,900	16.8	401,290	47,420	15.7
Utilities & Communications	823,660	841,080	17,420	2.1	855,250	14,170	1.7
Professional Services	8,350	14,350	6,000	71.9	18,900	4,550	54.5
Contracted Services	385,060	444,860	59,800	15.5	465,880	21,020	5.5
Other Costs	8,520	8,520	-	-	9,370	850	10.0
<b>Total Operating Expenses</b>	<b>3,901,420</b>	<b>4,176,720</b>	<b>275,300</b>	<b>7.1</b>	<b>4,384,960</b>	<b>208,240</b>	<b>5.3</b>
Departmental Revenue	(603,070)	(627,800)	(24,730)	4.1	(646,630)	(18,830)	3.1
<b>Net Operating Expenditures</b>	<b>3,298,350</b>	<b>3,548,920</b>	<b>250,570</b>	<b>7.6</b>	<b>3,738,330</b>	<b>189,410</b>	<b>5.7</b>
Debt & Capital Charges	1,283,320	1,348,770	65,450	5.1	1,375,750	26,980	2.1
<b>Tax Levy Requirement</b>	<b>4,581,670</b>	<b>4,897,690</b>	<b>316,020</b>	<b>6.9</b>	<b>5,114,080</b>	<b>216,390</b>	<b>4.7</b>

### Regional Airport · Three Year Operating Budget Forecast

Table 39

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
<b>Regional Airport</b>							
Salaries & Benefits	430,080	432,660	2,580	0.6	440,880	8,220	1.9
Training & Development	10,750	12,490	1,740	16.2	12,860	370	3.4
Materials & Supplies	73,270	78,840	5,570	7.6	81,990	3,150	4.3
Repairs & Maintenance	53,000	55,230	2,230	4.2	55,780	550	1.0
Vehicle Costs	83,480	84,980	1,500	1.8	89,140	4,160	5.0
Utilities & Communications	165,310	163,490	(1,820)	(1.1)	165,940	2,450	1.5
Professional Services	10,000	10,000	-	-	15,000	5,000	50.0
Contracted Services	96,650	92,780	(3,870)	(4.0)	111,340	18,560	19.2
<b>Total Operating Expenses</b>	<b>922,540</b>	<b>930,470</b>	<b>7,930</b>	<b>0.9</b>	<b>972,930</b>	<b>42,460</b>	<b>4.6</b>
Departmental Revenue	(833,780)	(841,710)	(7,930)	1.0	(884,170)	(42,460)	5.1
<b>Net Operating Expenditures</b>	<b>88,760</b>	<b>88,760</b>	<b>-</b>	<b>-</b>	<b>88,760</b>	<b>-</b>	<b>-</b>
Debt & Capital Charges	110,000	110,000	-	-	110,000	-	-
<b>Tax Levy Requirement</b>	<b>198,760</b>	<b>198,760</b>	<b>-</b>	<b>-</b>	<b>198,760</b>	<b>-</b>	<b>-</b>

## APPENDICES

### Water & Wastewater · Three Year Operating Budget Forecast

Table 40

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
<b>Water &amp; Wastewater</b>							
Salaries & Benefits	1,163,350	1,176,140	12,790	1.1	1,196,140	20,000	1.7
Training & Development	36,050	39,280	3,230	9.0	41,640	2,360	6.5
Materials & Supplies	712,090	759,670	47,580	6.7	753,540	(6,130)	(0.9)
Repairs & Maintenance	338,600	401,860	63,260	18.7	444,330	42,470	12.5
Vehicle Costs	48,380	56,300	7,920	16.4	62,000	5,700	11.8
Utilities & Communications	709,520	688,380	(21,140)	(3.0)	716,940	28,560	4.0
Professional Services	6,500	6,500	-	-	6,500	-	-
Contracted Services	206,650	245,920	39,270	19.0	290,860	44,940	21.7
Other Costs	7,200	7,200	-	-	7,200	-	-
<b>Total Operating Expenses</b>	<b>3,228,340</b>	<b>3,381,250</b>	<b>152,910</b>	<b>4.7</b>	<b>3,519,150</b>	<b>137,900</b>	<b>4.3</b>
Departmental Revenue	(4,483,950)	(4,805,110)	(321,160)	7.2	(5,112,450)	(307,340)	6.9
<b>Net Operating Expenditures</b>	<b>(1,255,610)</b>	<b>(1,423,860)</b>	<b>(168,250)</b>	<b>13.4</b>	<b>(1,593,300)</b>	<b>(169,440)</b>	<b>13.5</b>
Debt & Capital Charges	1,255,610	1,423,860	168,250	13.4	1,593,300	169,440	13.5
<b>Tax Levy Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Community Development · Three Year Operating Budget Forecast

Table 41

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
<b>Community Development</b>							
Materials & Supplies	326,710	342,070	15,360	4.7	379,700	37,630	11.5
<b>Total Operating Expenses</b>	<b>326,710</b>	<b>342,070</b>	<b>15,360</b>	<b>4.7</b>	<b>379,700</b>	<b>37,630</b>	<b>11.5</b>
Departmental Revenue	(48,900)	(50,320)	(1,420)	2.9	(53,840)	(3,520)	7.2
<b>Net Operating Expenditures</b>	<b>277,810</b>	<b>291,750</b>	<b>13,940</b>	<b>5.0</b>	<b>325,860</b>	<b>34,110</b>	<b>12.3</b>
Debt & Capital Charges	-	-	-	-	-	-	-
<b>Tax Levy Requirement</b>	<b>277,810</b>	<b>291,750</b>	<b>13,940</b>	<b>5.0</b>	<b>325,860</b>	<b>34,110</b>	<b>12.3</b>

## APPENDICES

### Community Programs · Three Year Operating Budget Forecast

Table 42

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
<b>Community Programs</b>							
Salaries & Benefits	659,560	662,200	2,640	0.4	668,820	6,620	1.0
Training & Development	26,450	26,900	450	1.7	27,440	540	2.0
Materials & Supplies	95,320	91,030	(4,290)	(4.5)	89,210	(1,820)	(1.9)
Repairs & Maintenance	-	-	-	-	-	-	-
Utilities & Communications	11,040	11,480	440	4.0	12,030	550	5.0
Professional Services	550	550	-	-	550	-	-
Contracted Services	10,000	11,400	1,400	14.0	11,730	330	3.3
Grants & Exemptions	40,000	40,000	-	-	40,000	-	-
Other Costs	30,000	28,500	(1,500)	(5.0)	29,670	1,170	3.9
<b>Total Operating Expenses</b>	<b>872,920</b>	<b>872,060</b>	<b>(860)</b>	<b>(0.1)</b>	<b>879,450</b>	<b>7,390</b>	<b>0.8</b>
Departmental Revenue	(720,000)	(722,880)	(2,880)	0.4	(735,170)	(12,290)	1.7
<b>Net Operating Expenditures</b>	<b>152,920</b>	<b>149,180</b>	<b>(3,740)</b>	<b>(2.4)</b>	<b>144,280</b>	<b>(4,900)</b>	<b>(3.2)</b>
Debt & Capital Charges	-	-	-	-	-	-	-
<b>Tax Levy Requirement</b>	<b>152,920</b>	<b>149,180</b>	<b>(3,740)</b>	<b>(2.4)</b>	<b>144,280</b>	<b>(4,900)</b>	<b>(3.2)</b>

### Recreation Programs & Facilities · Three Year Operating Budget Forecast

Table 43

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
<b>Recreation Programs &amp; Facilities</b>							
Salaries & Benefits	1,426,550	1,506,900	80,350	5.6	1,536,670	29,770	2.0
Training & Development	26,340	37,200	10,860	41.2	36,920	(280)	(0.8)
Materials & Supplies	331,280	356,770	25,490	7.7	379,510	22,740	6.4
Repairs & Maintenance	246,310	265,390	19,080	7.7	274,710	9,320	3.5
Vehicle Costs	31,300	42,620	11,320	36.2	51,210	8,590	20.2
Utilities & Communications	510,710	524,730	14,020	2.7	535,850	11,120	2.1
Contracted Services	406,080	417,690	11,610	2.9	436,440	18,750	4.5
Grants & Exemptions	2,200	2,200	-	-	2,200	-	-
Other Costs	3,000	3,000	-	-	3,000	-	-
<b>Total Operating Expenses</b>	<b>2,983,770</b>	<b>3,156,500</b>	<b>172,730</b>	<b>5.8</b>	<b>3,256,510</b>	<b>100,010</b>	<b>3.2</b>
Departmental Revenue	(1,049,690)	(1,099,030)	(49,340)	4.7	(1,122,110)	(23,080)	2.1
<b>Net Operating Expenditures</b>	<b>1,934,080</b>	<b>2,057,470</b>	<b>123,390</b>	<b>6.4</b>	<b>2,134,400</b>	<b>76,930</b>	<b>3.7</b>
Debt & Capital Charges	666,300	695,620	29,320	4.4	758,230	62,610	9.0
<b>Tax Levy Requirement</b>	<b>2,600,380</b>	<b>2,753,090</b>	<b>152,710</b>	<b>5.9</b>	<b>2,892,630</b>	<b>139,540</b>	<b>5.1</b>

## APPENDICES

### Cultural · Three Year Operating Budget Forecast

Table 44

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
<b>Cultural</b>							
Salaries & Benefits	301,470	305,090	3,620	1.2	309,670	4,580	1.5
Training & Development	11,900	12,480	580	4.9	12,600	120	1.0
Materials & Supplies	30,880	27,170	(3,710)	(12.0)	27,690	520	1.7
Repairs & Maintenance	22,040	35,410	13,370	60.7	45,080	9,670	43.9
Utilities & Communications	27,110	27,610	500	1.8	29,330	1,720	6.3
Contracted Services	406,780	406,780	-	-	412,880	6,100	1.5
<b>Total Operating Expenses</b>	<b>800,180</b>	<b>814,540</b>	<b>14,360</b>	<b>1.8</b>	<b>837,250</b>	<b>22,710</b>	<b>2.8</b>
Departmental Revenue	(79,410)	(81,630)	(2,220)	2.8	(84,900)	(3,270)	4.1
<b>Net Operating Expenditures</b>	<b>720,770</b>	<b>732,910</b>	<b>12,140</b>	<b>1.7</b>	<b>752,350</b>	<b>19,440</b>	<b>2.7</b>
Debt & Capital Charges	83,930	87,870	3,940	4.7	92,260	4,390	5.2
<b>Tax Levy Requirement</b>	<b>804,700</b>	<b>820,780</b>	<b>16,080</b>	<b>2.0</b>	<b>844,610</b>	<b>23,830</b>	<b>3.0</b>

### Corporate Expenses · Three Year Operating Budget Forecast

Table 45

	2020 Budget	2021 Forecast	Budget Change (\$)	Budget Change (%)	2022 Forecast	Budget Change (\$)	Budget Change (%)
<b>Corporate Expenses</b>							
Salaries & Benefits	1,500	1,500	-	-	1,500	-	-
Training & Development	780	1,460	680	87.2	3,080	1,620	207.7
Materials & Supplies	63,230	68,360	5,130	8.1	72,850	4,490	7.1
Repairs & Maintenance	55,600	49,480	(6,120)	(11.0)	51,460	1,980	3.6
Vehicle Costs	4,000	4,720	720	18.0	5,620	900	22.5
Utilities & Communications	120,640	116,810	(3,830)	(3.2)	123,810	7,000	5.8
Professional Services	150,000	132,000	(18,000)	(12.0)	138,600	6,600	4.4
Contracted Services	197,850	206,700	8,850	4.5	209,990	3,290	1.7
Grants & Exemptions	182,400	204,290	21,890	12.0	204,290	-	-
<b>Total Operating Expenses</b>	<b>777,800</b>	<b>787,120</b>	<b>9,320</b>	<b>1.2</b>	<b>813,000</b>	<b>25,880</b>	<b>3.3</b>
Departmental Revenue	(1,302,170)	(1,399,830)	(97,660)	7.5	(1,476,820)	(76,990)	5.9
<b>Net Operating Expenditures</b>	<b>(524,370)</b>	<b>(612,710)</b>	<b>(88,340)</b>	<b>16.8</b>	<b>(663,820)</b>	<b>(51,110)</b>	<b>9.7</b>
Debt & Capital Charges	623,270	651,320	28,050	4.5	680,630	29,310	4.7
<b>Tax Levy Requirement</b>	<b>98,900</b>	<b>38,610</b>	<b>(60,290)</b>	<b>(61.0)</b>	<b>16,810</b>	<b>(21,800)</b>	<b>(22.0)</b>

# APPENDICES

## APPENDIX V · CHART OF ACCOUNTS

### Chart of Accounts – Revenues

Table 46

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>General Municipal</b>							
11110 - Residential Taxes	(6,388,200)	(204,080)	(6,184,120)	(6,167,220)	(6,184,220)	(220,980)	3.6
11120 - Commercial Taxes	(3,442,140)	(108,240)	(3,333,900)	(3,322,850)	(3,279,850)	(119,290)	3.6
11130 - Industrial Taxes	(1,300,230)	(41,540)	(1,258,690)	(1,229,910)	(1,258,710)	(70,320)	5.7
11140 - Farmland Taxes	(650)	-	(650)	(650)	(650)	-	-
11150 - Machinery & Equipment Taxes	(5,500)	-	(5,500)	(5,300)	(5,500)	(200)	3.8
11305 - Levy - Education - Residential & Farmland	(2,954,000)	-	(2,954,000)	(2,898,850)	(2,898,850)	(55,150)	1.9
11325 - Levy - North Peace Housing	(440,000)	-	(440,000)	(431,600)	(431,600)	(8,400)	1.9
11475 - Power, Pipe & Cablevision	(267,400)	-	(267,400)	(252,800)	(265,600)	(14,600)	5.8
11505 - Gilt - Federal Properties	(53,580)	(1,710)	(51,870)	(51,970)	(51,970)	(1,610)	3.1
11515 - Gilt - Provincial Properties	(183,770)	(5,870)	(177,900)	(239,410)	(239,410)	55,640	(23.2)
12005 - Sale Of Services	(17,500)	-	(17,500)	(17,500)	(17,500)	-	-
12410 - Leases	(4,060)	-	(4,060)	(4,060)	(4,060)	-	-
12505 - Power & Gas Franchises	(1,161,500)	-	(1,161,500)	(1,184,600)	(1,130,600)	23,100	(2.0)
12990 - Miscellaneous Revenue	(20,000)	-	(20,000)	(20,000)	(20,000)	-	-
13410 - Interest On Outstanding Receivables	(262,000)	-	(262,000)	(297,900)	(257,700)	35,900	(12.1)
14100 - Conditional Grants - Municipal	(864,800)	-	(864,800)	(653,980)	(653,980)	(210,820)	32.2
15100 - Interest On Investments	(152,000)	-	(152,000)	(143,500)	(163,500)	(8,500)	5.9
18100 - Transfer From Operating Reserve	(42,500)	-	(42,500)	(68,020)	(68,020)	25,520	(37.5)
<b>General Government</b>							
12990 - Miscellaneous Revenue	(10,000)	-	(10,000)	(18,000)	(8,000)	8,000	(44.4)
14350 - Unconditional Grants - Provincial	(60,300)	-	(60,300)	(61,600)	(61,600)	1,300	(2.1)
17250 - Insurance Proceeds	(10,000)	-	(10,000)	(10,000)	(10,000)	-	-
<b>Information Systems</b>							
12005 - Sale Of Services	(1,500)	-	(1,500)	(1,500)	(1,500)	-	-
<b>Finance</b>							
12205 - Tax Certificates	(5,500)	-	(5,500)	(5,450)	(5,450)	(50)	0.9
<b>Human Resources</b>							
12990 - Miscellaneous Revenue	(4,000)	-	(4,000)	(3,000)	(3,000)	(1,000)	33.3
<b>RCMP/Police - Administration</b>							
13525 - Court Fines	(75,000)	-	(75,000)	(85,000)	(85,000)	10,000	(11.8)
14050 - Conditional Grants - Provincial	(355,000)	-	(355,000)	(355,000)	(355,000)	-	-
14100 - Conditional Grants - Municipal	(68,750)	-	(68,750)	(79,000)	(87,200)	10,250	(13.0)
<b>Bylaw Enforcement</b>							
13530 - Parking Fines	(750)	-	(750)	(500)	(500)	(250)	50.0
13540 - Other Fines	(6,000)	-	(6,000)	(7,000)	(7,000)	1,000	(14.3)
<b>Community Peace Officer</b>							
12005 - Sale Of Services	-	-	-	(4,000)	(4,000)	4,000	(100.0)
13540 - Other Fines	(102,000)	-	(102,000)	(106,400)	(68,900)	4,400	(4.1)
14050 - Conditional Grants - Provincial	-	-	-	(22,770)	(22,770)	22,770	(100.0)
<b>Fire Protection - Admin</b>							
12005 - Sale Of Services	(73,000)	(73,000)	-	-	-	(73,000)	
12190 - Recovered Costs	(55,000)	-	(55,000)	(30,000)	(30,000)	(25,000)	83.3
12990 - Miscellaneous Revenue	(25,000)	-	(25,000)	(25,000)	(25,000)	-	-
14100 - Conditional Grants - Municipal	(373,920)	-	(373,920)	(339,340)	(339,340)	(34,580)	10.2
<b>Other Protective Services - Admin</b>							
12005 - Sale Of Services	-	-	-	(3,000)	(3,000)	3,000	(100.0)
13110 - Business Licenses	(81,000)	-	(81,000)	(81,500)	(81,500)	500	(0.6)
13112 - Business Licenses	(2,200)	-	(2,200)	-	-	(2,200)	-
13140 - Permits - Taxi Drivers	(400)	-	(400)	(200)	(200)	(200)	100.0



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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
13145 - Business License - Taxi Companies	(700)	-	(700)	(400)	(400)	(300)	75.0
<b>Operations Administration</b>							
12005 - Sale Of Services	(4,000)	-	(4,000)	-	-	(4,000)	
12190 - Recovered Costs	-	-	-	(15,000)	(15,000)	15,000	(100.0)
12440 - Parking Stall	-	-	-	(600)	(600)	600	(100.0)
12990 - Miscellaneous Revenue	-	-	-	(1,000)	(1,000)	1,000	(100.0)
18100 - Transfer From Operating Reserve	(119,920)	-	(119,920)	(117,690)	(117,690)	(2,230)	1.9
<b>Airport - Administration</b>							
12005 - Sale Of Services	(500)	-	(500)	(750)	(750)	250	(33.3)
12100 - Service Fees - Landing - Scheduled	(45,500)	-	(45,500)	(53,900)	(53,900)	8,400	(15.6)
12110 - A.O.F. - Scheduled	(20,400)	-	(20,400)	(25,500)	(25,500)	5,100	(20.0)
12140 - Aircraft Parking	(5,400)	-	(5,400)	(5,300)	(5,300)	(100)	1.9
12990 - Miscellaneous Revenue	(1,000)	-	(1,000)	(3,200)	(3,200)	2,200	(68.8)
14100 - Conditional Grants - Municipal	(439,050)	-	(439,050)	(424,360)	(424,360)	(14,690)	3.5
18100 - Transfer From Operating Reserve	(126,200)	-	(126,200)	(126,200)	(126,200)	-	-
<b>Airport - Terminal</b>							
12280 - Recoverable Costs - Utilities	(6,300)	-	(6,300)	(12,600)	(12,600)	6,300	(50.0)
12410 - Leases	(20,160)	-	(20,160)	(26,160)	(26,160)	6,000	(22.9)
12650 - Concessions - Advertising	(1,300)	-	(1,300)	-	-	(1,300)	
12660 - Concessions - Pay Station	-	-	-	(1,500)	(1,500)	1,500	(100.0)
12665 - Concessions - Vending Machines	-	-	-	(100)	(100)	100	(100.0)
12670 - Concessions - Rental Agencies	(7,900)	-	(7,900)	(9,850)	(9,850)	1,950	(19.8)
<b>Airport - Airside</b>							
12410 - Leases	(119,340)	-	(119,340)	(78,800)	(78,800)	(40,540)	51.4
12465 - Agricultural Land	(1,800)	-	(1,800)	(2,000)	(2,000)	200	(10.0)
12655 - Concessions - Fuel	(15,130)	-	(15,130)	(26,160)	(26,160)	11,030	(42.2)
<b>Airport - Groundside</b>							
12410 - Leases	(23,800)	-	(23,800)	(23,800)	(23,800)	-	-
<b>Public Transportation</b>							
12290 - Taxi Passes	(33,000)	-	(33,000)	(27,000)	(27,000)	(6,000)	22.2
<b>Water - Administration</b>							
12720 - Sales - Metered Water	(2,695,600)	-	(2,695,600)	(2,388,240)	(2,328,240)	(307,360)	12.9
12722 - Sales - Bulk Water	(131,970)	-	(131,970)	(127,890)	(147,890)	(4,080)	3.2
12730 - Service Charges	(10,000)	-	(10,000)	(9,600)	(9,600)	(400)	4.2
13410 - Interest On Outstanding Receivables	(22,480)	-	(22,480)	(16,700)	(16,700)	(5,780)	34.6
18100 - Transfer From Operating Reserve	(37,290)	-	(37,290)	(65,890)	(65,890)	28,600	(43.4)
<b>Wastewater - Administration</b>							
12750 - Wastewater Charges	(1,537,790)	-	(1,537,790)	(1,442,720)	(1,382,720)	(95,070)	6.6
12755 - WWTP Dumping Charges	-	-	-	(2,000)	(2,000)	2,000	(100.0)
18100 - Transfer From Operating Reserve	(48,820)	-	(48,820)	(57,740)	(57,740)	8,920	(15.4)
<b>Solid Waste Management</b>							
12800 - Waste Management Charges	(438,600)	-	(438,600)	(434,000)	(434,000)	(4,600)	1.1
12805 - Garbage Tags	(300)	-	(300)	(300)	(300)	-	-
<b>FCSS - Administration</b>							
14050 - Conditional Grants - Provincial	(183,450)	-	(183,450)	(183,460)	(183,460)	10	(0.0)
14100 - Conditional Grants - Municipal	(84,990)	-	(84,990)	(83,240)	(83,240)	(1,750)	2.1
<b>Seniors</b>							
12005 - Sale Of Services	(6,440)	-	(6,440)	(6,890)	(6,890)	450	(6.5)
12990 - Miscellaneous Revenue	(9,730)	-	(9,730)	(11,700)	(11,700)	1,970	(16.8)
<b>Community Development</b>							
12990 - Miscellaneous Revenue	(3,000)	-	(3,000)	-	-	(3,000)	-
<b>Community Development - Misc</b>							
12990 - Miscellaneous Revenue	(700)	-	(700)	(1,400)	(1,400)	700	(50.0)
14005 - Conditional Grants - Federal	-	-	-	(36,500)	(36,500)	36,500	(100.0)
14050 - Conditional Grants - Provincial	-	-	-	(22,500)	(22,500)	22,500	(100.0)
18100 - Transfer From Operating Reserve	(15,200)	-	(15,200)	(78,500)	(78,500)	63,300	(80.6)

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Family Resource Network</b>							
14050 - Conditional Grants - Provincial	(432,390)	-	(432,390)	(471,480)	(471,480)	39,090	(8.3)
<b>Cemetery</b>							
12035 - Cemetery	(13,100)	-	(13,100)	(11,500)	(11,500)	(1,600)	13.9
<b>Planning &amp; Development</b>							
12050 - Planning Fees	(7,310)	-	(7,310)	-	-	(7,310)	
12052 - Encroachment Agreements	(3,080)	-	(3,080)	(3,080)	(3,080)	-	-
12054 - Development Permits	(3,260)	-	(3,260)	(3,000)	(3,000)	(260)	8.7
12990 - Miscellaneous Revenue	-	-	-	(3,220)	(3,220)	3,220	(100.0)
13030 - Building Permits	(13,500)	-	(13,500)	(16,000)	(16,000)	2,500	(15.6)
<b>Economic Dev. – Admin</b>							
18100 - Transfer From Operating Reserve	(53,900)	-	(53,900)	-	-	(53,900)	-
<b>Recreation – Administration</b>							
14100 - Conditional Grants - Municipal	(70,080)	-	(70,080)	(68,310)	(68,310)	(1,770)	2.6
<b>Recreation – Programs</b>							
12310 - Program Revenue	(10,200)	(200)	(10,000)	(9,000)	(9,000)	(1,200)	13.3
14005 - Conditional Grants - Federal	(4,000)	-	(4,000)	(4,000)	(4,000)	-	-
14050 - Conditional Grants - Provincial	-	-	-	(3,000)	(3,000)	3,000	(100.0)
14100 - Conditional Grants - Municipal	(70,440)	-	(70,440)	(70,100)	(70,100)	(340)	0.5
<b>Baytex Energy Centre – Common</b>							
12310 - Program Revenue	(100)	-	(100)	-	-	(100)	
12410 - Leases	(33,000)	-	(33,000)	(16,500)	(16,500)	(16,500)	100.0
12990 - Miscellaneous Revenue	(20,000)	-	(20,000)	(15,000)	(136,000)	(5,000)	33.3
<b>Arena</b>							
12370 - Arena Revenue	(167,980)	-	(167,980)	(158,090)	(158,090)	(9,890)	6.3
12990 - Miscellaneous Revenue	(65,550)	-	(65,550)	(79,280)	(79,280)	13,730	(17.3)
14100 - Conditional Grants - Municipal	(70,820)	-	(70,820)	(69,430)	(69,430)	(1,390)	2.0
<b>CNR Fieldhouse</b>							
12310 - Program Revenue	(4,730)	-	(4,730)	-	-	(4,730)	
12420 - Rental	(19,630)	-	(19,630)	(540)	(540)	(19,090)	3,535.2
12990 - Miscellaneous Revenue	(31,130)	-	(31,130)	(30,100)	(30,100)	(1,030)	3.4
<b>Fitness Center</b>							
12410 - Leases	(49,200)	-	(49,200)	-	-	(49,200)	
<b>Pool</b>							
12215 - Sale of Goods - Taxable	(10,200)	-	(10,200)	(10,670)	(10,670)	470	(4.4)
12375 - Pool Revenue - Taxable	(201,000)	(20,600)	(180,400)	(188,640)	(188,640)	(12,360)	6.6
12377 - Pool Revenue - Non Taxable	(54,000)	-	(54,000)	(54,480)	(54,480)	480	(0.9)
14100 - Conditional Grants - Municipal	(123,070)	-	(123,070)	(120,540)	(120,540)	(2,530)	2.1
<b>Sports Fields</b>							
12420 - Rental	(3,990)	(80)	(3,910)	(3,380)	(3,380)	(610)	18.0
<b>Ball Fields</b>							
12380 - Ball Diamond Revenue	(5,560)	(110)	(5,450)	(5,020)	(5,020)	(540)	10.8
<b>Parks</b>							
14100 - Conditional Grants - Municipal	(35,010)	-	(35,010)	(34,300)	(34,300)	(710)	2.1
14150 - Conditional Grants - Other	-	-	-	(10,000)	(10,000)	10,000	(100.0)
<b>Museum</b>							
12060 - Donations	(5,300)	-	(5,300)	(7,000)	(7,000)	1,700	(24.3)
12085 - Heritage Fees	(240)	-	(240)	(240)	(240)	-	-
12215 - Sale of Goods - Taxable	(5,000)	-	(5,000)	(4,800)	(4,800)	(200)	4.2
12310 - Program Revenue	(2,500)	-	(2,500)	(3,500)	(3,500)	1,000	(28.6)
14005 - Conditional Grants - Federal	(16,220)	-	(16,220)	(34,200)	(34,200)	17,980	(52.6)
14100 - Conditional Grants - Municipal	(21,130)	-	(21,130)	(22,250)	(22,250)	1,120	(5.0)
12990 - Miscellaneous Revenue	-	-	-	-	(88,800)	-	-
<b>Library</b>							
14100 - Conditional Grants - Municipal	(29,020)	-	(29,020)	(28,500)	(28,500)	(520)	1.8
<b>Athabasca Hall</b>							

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
12420 - Rental	(11,310)	-	(11,310)	(11,460)	(11,460)	150	(1.3)
18100 - Transfer From Operating Reserve	-	-	-	(30,000)	(30,000)	30,000	(100.0)
<b>N.A.R. Building</b>							
12060 - Donations	-	-	-	(100)	(100)	100	(100.0)
<b>Log Cabin</b>							
12420 - Rental	(3,760)	-	(3,760)	(2,800)	(2,800)	(960)	34.3

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## Chart of Accounts – Expenses

Table 47

	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>General Municipal</b>							
25300 - Requisition - ASFF Res/Farm	2,394,620	-	2,394,620	2,340,000	2,340,000	54,620	2.3
25303 - Requisition - Sep Res/Farm	559,380	-	559,380	559,380	559,380	-	-
25400 - Requisition - NPHF	440,000	-	440,000	431,600	431,600	8,400	1.9
<b>Legislative Services</b>							
21300 - CPP / EI	9,150	-	9,150	7,620	7,620	1,530	20.1
21305 - AMSC Benefits	5,380	-	5,380	5,280	5,280	100	1.9
21400 - Health Care Spending Account	3,000	-	3,000	3,000	3,000	-	-
21425 - Honorariums	198,690	-	198,690	173,860	173,860	24,830	14.3
22070 - Consultant Fees	5,000	-	5,000	8,000	8,000	(3,000)	(37.5)
23025 - Travel (Mileage)	6,720	-	6,720	3,780	3,780	2,940	77.8
23040 - Training & Development	36,950	-	36,950	46,870	46,870	(9,920)	(21.2)
23055 - Memberships & Publications	9,890	-	9,890	9,350	9,350	540	5.8
23100 - Communications	2,210	-	2,210	5,600	5,600	(3,390)	(60.5)
23115 - Advertising	1,140	-	1,140	1,140	1,140	-	-
23120 - Promotional	4,200	-	4,200	5,000	5,000	(800)	(16.0)
23125 - Meeting Expenses	8,100	-	8,100	8,100	8,100	-	-
23240 - Materials & Supplies	-	-	-	150	150	(150)	(100.0)
23255 - Office Supplies	3,700	-	3,700	2,060	2,060	1,640	79.6
23280 - Software	1,200	-	1,200	970	970	230	23.7
23400 - Insurance	3,320	-	3,320	3,130	3,130	190	6.1
28300 - Contribution to Operating Reserve	3,000	-	3,000	3,000	3,000	-	-
28305 - Contribution to Capital Reserve	1,810	-	1,810	1,740	1,740	70	4.0
<b>General Government</b>							
22050 - Audit Fees	46,000	-	46,000	40,000	40,000	6,000	15.0
22060 - Legal Fees	104,000	-	104,000	198,000	198,000	(94,000)	(47.5)
22200 - Contracted Services	100,000	-	100,000	3,360	3,360	96,640	2,876.2
23100 - Communications	6,410	-	6,410	8,860	8,860	(2,450)	(27.7)
23250 - Office Equipment	13,000	-	13,000	8,500	8,500	4,500	52.9
23255 - Office Supplies	1,500	-	1,500	2,000	2,000	(500)	(25.0)
23280 - Software	13,700	-	13,700	9,800	9,800	3,900	39.8
23300 - Vehicle Costs	4,000	-	4,000	4,600	4,600	(600)	(13.0)
23400 - Insurance	13,630	-	13,630	10,790	10,790	2,840	26.3
25100 - Grants to Organizations	66,000	-	66,000	75,500	58,500	(9,500)	(12.6)
25200 - Transfers to Other Governments	26,750	-	26,750	27,000	27,000	(250)	(0.9)
28105 - Bank Charges	3,700	-	3,700	1,500	1,500	2,200	146.7
28300 - Contribution to Operating Reserve	50,000	-	50,000	50,000	50,000	-	-
28305 - Contribution to Capital Reserve	567,230	-	567,230	498,900	515,900	68,330	13.7
<b>Administration</b>							
21010 - Salaries	387,380	-	387,380	380,050	380,050	7,330	1.9
21300 - CPP / EI	16,380	-	16,380	15,830	15,830	550	3.5
21305 - AMSC Benefits	12,510	-	12,510	12,410	12,410	100	0.8
21310 - LAPP Expense	49,870	-	49,870	48,700	48,700	1,170	2.4
21315 - Workers Compensation	5,060	-	5,060	4,990	4,990	70	1.4
21400 - Health Care Spending Account	1,500	-	1,500	1,500	1,500	-	-
23025 - Travel (Mileage)	6,000	-	6,000	6,000	6,000	-	-
23040 - Training & Development	20,100	-	20,100	12,630	12,630	7,470	59.1
23055 - Memberships & Publications	3,320	-	3,320	4,230	4,230	(910)	(21.5)
23100 - Communications	2,410	-	2,410	2,160	2,160	250	11.6
23125 - Meeting Expenses	1,800	-	1,800	1,800	1,800	-	-
23255 - Office Supplies	2,980	-	2,980	1,850	1,850	1,130	61.1
23280 - Software	1,530	-	1,530	1,300	1,300	230	17.7
28305 - Contribution to Capital Reserve	1,810	-	1,810	1,740	1,740	70	4.0

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
<b>Corporate Services</b>							
21010 - Salaries	211,700	-	211,700	208,750	208,750	2,950	1.4
21300 - CPP / EI	9,540	-	9,540	9,180	9,180	360	3.9
21305 - AMSC Benefits	7,330	-	7,330	7,280	7,280	50	0.7
21310 - LAPP Expense	26,490	-	26,490	26,040	26,040	450	1.7
21315 - Workers Compensation	2,920	-	2,920	2,880	2,880	40	1.4
21400 - Health Care Spending Account	2,250	-	2,250	2,250	2,250	-	-
22200 - Contracted Services	1,000	-	1,000	400	400	600	150.0
23025 - Travel (Mileage)	600	-	600	600	600	-	-
23040 - Training & Development	2,500	-	2,500	2,400	2,400	100	4.2
23055 - Memberships & Publications	660	-	660	660	660	-	-
23100 - Communications	1,200	-	1,200	1,570	1,570	(370)	(23.6)
23115 - Advertising	250	-	250	300	300	(50)	(16.7)
23255 - Office Supplies	8,350	-	8,350	3,330	3,330	5,020	150.8
23280 - Software	1,670	-	1,670	1,630	1,630	40	2.5
28305 - Contribution to Capital Reserve	1,810	-	1,810	1,740	1,740	70	4.0
<b>Information Systems</b>							
21010 - Salaries	80,330	-	80,330	77,720	77,720	2,610	3.4
21300 - CPP / EI	4,280	-	4,280	4,130	4,130	150	3.6
21305 - AMSC Benefits	3,100	-	3,100	3,070	3,070	30	1.0
21310 - LAPP Expense	8,850	-	8,850	8,490	8,490	360	4.2
21315 - Workers Compensation	1,430	-	1,430	1,380	1,380	50	3.6
21400 - Health Care Spending Account	750	-	750	750	750	-	-
23025 - Travel (Mileage)	400	-	400	1,000	1,000	(600)	(60.0)
23040 - Training & Development	500	-	500	750	750	(250)	(33.3)
23100 - Communications	760	-	760	690	690	70	10.1
23255 - Office Supplies	500	-	500	1,000	1,000	(500)	(50.0)
23275 - Hardware	5,000	-	5,000	5,000	5,000	-	-
23280 - Software	7,750	-	7,750	7,270	7,270	480	6.6
28305 - Contribution to Capital Reserve	1,210	-	1,210	1,160	1,160	50	4.3
<b>Communications</b>							
21400 - Health Care Spending Account	-	-	-	750	750	(750)	(100.0)
23040 - Training & Development	2,150	-	2,150	-	-	2,150	
23055 - Memberships & Publications	580	-	580	670	670	(90)	(13.4)
23100 - Communications	870	-	870	920	920	(50)	(5.4)
23115 - Advertising	16,140	-	16,140	15,300	15,300	840	5.5
23120 - Promotional	3,930	-	3,930	3,300	3,300	630	19.1
23240 - Materials & Supplies	5,700	-	5,700	700	700	5,000	714.3
23280 - Software	1,640	-	1,640	1,490	1,490	150	10.1
28305 - Contribution to Capital Reserve	1,210	-	1,210	1,160	1,160	50	4.3
<b>Finance</b>							
21010 - Salaries	309,640	-	309,640	306,440	306,440	3,200	1.0
21300 - CPP / EI	16,170	-	16,170	15,650	15,650	520	3.3
21305 - AMSC Benefits	12,290	-	12,290	12,230	12,230	60	0.5
21310 - LAPP Expense	33,420	-	33,420	32,970	32,970	450	1.4
21315 - Workers Compensation	4,940	-	4,940	4,900	4,900	40	0.8
21400 - Health Care Spending Account	3,750	-	3,750	4,500	4,500	(750)	(16.7)
22070 - Consultant Fees	9,000	-	9,000	10,500	2,500	(1,500)	(14.3)
22200 - Contracted Services	400	-	400	5,300	5,300	(4,900)	(92.5)
23040 - Training & Development	5,850	-	5,850	6,300	1,800	(450)	(7.1)
23055 - Memberships & Publications	360	-	360	360	360	-	-
23100 - Communications	990	-	990	1,870	1,870	(880)	(47.1)
23105 - Postage	12,000	-	12,000	12,000	12,000	-	-
23115 - Advertising	1,400	-	1,400	1,400	1,400	-	-
23255 - Office Supplies	17,600	-	17,600	9,420	9,420	8,180	86.8
23280 - Software	41,950	-	41,950	40,120	40,120	1,830	4.6

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
23480 - Lease Costs	2,760	-	2,760	-	-	2,760	
28305 - Contribution to Capital Reserve	3,020	-	3,020	2,900	2,900	120	4.1
<b>Human Resources</b>							
21400 - Health Care Spending Account	750	-	750	750	750	-	-
21405 - Health Care Spending Acct Admin Costs	8,750	-	8,750	10,800	10,800	(2,050)	(19.0)
21415 - Staff Appreciation	12,840	-	12,840	10,820	10,820	2,020	18.7
22070 - Consultant Fees	-	-	-	10,000	10,000	(10,000)	(100.0)
23025 - Travel (Mileage)	120	-	120	240	240	(120)	(50.0)
23040 - Training & Development	11,850	-	11,850	9,550	9,550	2,300	24.1
23055 - Memberships & Publications	17,120	-	17,120	17,130	17,130	(10)	(0.1)
23100 - Communications	160	-	160	330	330	(170)	(51.5)
23115 - Advertising	6,750	-	6,750	6,500	6,500	250	3.8
23240 - Materials & Supplies	700	-	700	700	700	-	-
23255 - Office Supplies	760	-	760	190	190	570	300.0
23280 - Software	9,160	-	9,160	12,940	12,940	(3,780)	(29.2)
23990 - Miscellaneous Expenses	9,280	-	9,280	7,680	7,680	1,600	20.8
28305 - Contribution to Capital Reserve	1,210	-	1,210	1,160	1,160	50	4.3
<b>Taxation</b>							
21425 - Honorariums	1,500	-	1,500	1,500	1,500	-	-
22200 - Contracted Services	69,900	-	69,900	68,820	68,820	1,080	1.6
23040 - Training & Development	750	-	750	1,500	1,500	(750)	(50.0)
23105 - Postage	3,500	-	3,500	3,500	3,500	-	-
23115 - Advertising	500	-	500	300	300	200	66.7
23125 - Meeting Expenses	250	-	250	300	300	(50)	(16.7)
23255 - Office Supplies	1,100	-	1,100	1,200	1,200	(100)	(8.3)
28120 - Tax Exemptions	121,900	-	121,900	97,600	97,600	24,300	24.9
<b>Health and Safety</b>							
21010 - Salaries	61,020	-	61,020	60,280	60,280	740	1.2
21300 - CPP / EI	3,280	-	3,280	3,170	3,170	110	3.5
21305 - AMSC Benefits	2,360	-	2,360	2,350	2,350	10	0.4
21310 - LAPP Expense	6,580	-	6,580	6,470	6,470	110	1.7
21315 - Workers Compensation	1,100	-	1,100	1,090	1,090	10	0.9
21400 - Health Care Spending Account	750	-	750	750	750	-	-
23025 - Travel (Mileage)	400	-	400	600	600	(200)	(33.3)
23040 - Training & Development	8,190	-	8,190	10,300	2,300	(2,110)	(20.5)
23100 - Communications	870	-	870	920	920	(50)	(5.4)
23240 - Materials & Supplies	500	-	500	500	500	-	-
23255 - Office Supplies	550	-	550	250	250	300	120.0
23280 - Software	12,560	-	12,560	250	250	12,310	4,924.0
23990 - Miscellaneous Expenses	1,600	-	1,600	1,600	1,600	-	-
<b>Town Hall</b>							
22200 - Contracted Services	1,200	-	1,200	2,400	2,400	(1,200)	(50.0)
23100 - Communications	1,780	-	1,780	1,930	1,930	(150)	(7.8)
23200 - R & M - Building	14,200	-	14,200	16,690	4,190	(2,490)	(14.9)
23205 - R & M - Equipment	7,800	-	7,800	4,800	4,800	3,000	62.5
23220 - Janitorial	18,600	-	18,600	24,000	19,900	(5,400)	(22.5)
23260 - Facility Supplies	3,000	-	3,000	5,400	5,400	(2,400)	(44.4)
23400 - Insurance	11,590	-	11,590	7,280	7,280	4,310	59.2
23430 - Waste Disposal	3,000	-	3,000	1,440	1,440	1,560	108.3
23910 - L.I.C. Charges	13,840	-	13,840	9,000	29,900	4,840	53.8
24100 - Utilities - Gas	6,040	-	6,040	7,850	7,850	(1,810)	(23.1)
24105 - Utilities - Power	18,120	-	18,120	17,050	17,050	1,070	6.3
24110 - Utilities - Water	1,200	-	1,200	900	900	300	33.3
24115 - Utilities - Sewer	600	-	600	450	450	150	33.3
28305 - Contribution to Capital Reserve	6,040	-	6,040	5,810	5,810	230	4.0
<b>RCMP/Police - Administration</b>							



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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
21010 - Salaries	184,290	-	184,290	182,460	182,460	1,830	1.0
21020 - Overtime	-	-	-	1,200	1,200	(1,200)	(100.0)
21300 - CPP / EI	12,140	-	12,140	11,570	11,570	570	4.9
21305 - AMSC Benefits	8,460	-	8,460	8,420	8,420	40	0.5
21310 - LAPP Expense	18,500	-	18,500	18,240	18,240	260	1.4
21315 - Workers Compensation	3,450	-	3,450	3,420	3,420	30	0.9
21400 - Health Care Spending Account	2,250	-	2,250	2,250	2,250	-	-
23025 - Travel (Mileage)	-	-	-	200	200	(200)	(100.0)
23040 - Training & Development	600	-	600	600	600	-	-
25100 - Grants to Organizations	13,500	-	13,500	16,700	28,000	(3,200)	(19.2)
<b>RCMP/Police - Operations</b>							
22200 - Contracted Services	1,802,000	-	1,802,000	1,807,100	1,807,100	(5,100)	(0.3)
23280 - Software	4,800	-	4,800	4,800	4,800	-	-
<b>Bylaw Enforcement</b>							
21010 - Salaries	42,450	-	42,450	72,390	72,390	(29,940)	(41.4)
21300 - CPP / EI	2,250	-	2,250	4,160	4,160	(1,910)	(45.9)
21305 - AMSC Benefits	1,630	-	1,630	3,020	3,020	(1,390)	(46.0)
21310 - LAPP Expense	4,950	-	4,950	7,570	7,570	(2,620)	(34.6)
21315 - Workers Compensation	760	-	760	1,320	1,320	(560)	(42.4)
21400 - Health Care Spending Account	-	-	-	750	750	(750)	(100.0)
22200 - Contracted Services	500	-	500	500	500	-	-
23040 - Training & Development	-	-	-	500	500	(500)	(100.0)
23055 - Memberships & Publications	100	-	100	100	100	-	-
23100 - Communications	140	-	140	920	920	(780)	(84.8)
23115 - Advertising	500	-	500	500	500	-	-
23240 - Materials & Supplies	400	-	400	1,200	1,200	(800)	(66.7)
23255 - Office Supplies	-	-	-	250	250	(250)	(100.0)
23280 - Software	120	-	120	250	250	(130)	(52.0)
23300 - Vehicle Costs	-	-	-	3,900	3,900	(3,900)	(100.0)
28305 - Contribution to Capital Reserve	1,210	-	1,210	1,160	1,160	50	4.3
<b>Bylaw - Animals</b>							
22200 - Contracted Services	42,900	-	42,900	45,000	45,000	(2,100)	(4.7)
<b>Community Peace Officer</b>							
21010 - Salaries	116,720	-	116,720	78,670	70,050	38,050	48.4
21300 - CPP / EI	6,350	-	6,350	4,160	3,700	2,190	52.6
21305 - AMSC Benefits	4,560	-	4,560	3,070	2,730	1,490	48.5
21310 - LAPP Expense	12,530	-	12,530	8,430	7,510	4,100	48.6
21315 - Workers Compensation	2,140	-	2,140	1,430	1,270	710	49.7
21400 - Health Care Spending Account	1,500	-	1,500	750	750	750	100.0
23025 - Travel (Mileage)	3,000	-	3,000	3,000	3,000	-	-
23040 - Training & Development	3,300	-	3,300	5,200	5,200	(1,900)	(36.5)
23055 - Memberships & Publications	530	-	530	350	350	180	51.4
23100 - Communications	5,870	-	5,870	1,070	1,070	4,800	448.6
23205 - R & M - Equipment	500	-	500	800	800	(300)	(37.5)
23240 - Materials & Supplies	1,500	-	1,500	1,200	1,200	300	25.0
23255 - Office Supplies	500	-	500	250	250	250	100.0
23280 - Software	2,320	-	2,320	4,140	4,140	(1,820)	(44.0)
23300 - Vehicle Costs	12,190	-	12,190	5,100	5,100	7,090	139.0
23600 - Program Costs	-	-	-	5,500	5,500	(5,500)	(100.0)
28305 - Contribution to Capital Reserve	13,070	-	13,070	12,570	12,570	500	4.0
<b>Fire Protection - Admin</b>							
21010 - Salaries	369,850	-	369,850	372,520	372,520	(2,670)	(0.7)
21300 - CPP / EI	15,610	-	15,610	14,830	14,830	780	5.3
21305 - AMSC Benefits	8,810	-	8,810	8,900	8,900	(90)	(1.0)
21310 - LAPP Expense	28,200	-	28,200	29,950	29,950	(1,750)	(5.8)
21315 - Workers Compensation	6,230	-	6,230	6,340	6,340	(110)	(1.7)

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
21400 - Health Care Spending Account	2,250	-	2,250	2,250	2,250	-	-
23025 - Travel (Mileage)	750	-	750	1,200	1,200	(450)	(37.5)
23040 - Training & Development	31,750	-	31,750	26,600	26,600	5,150	19.4
23055 - Memberships & Publications	1,350	-	1,350	1,350	1,350	-	-
23100 - Communications	65,850	-	65,850	58,510	48,910	7,340	12.5
23105 - Postage	-	-	-	120	120	(120)	(100.0)
23115 - Advertising	3,800	-	3,800	3,970	3,970	(170)	(4.3)
23250 - Office Equipment	600	-	600	1,300	1,300	(700)	(53.8)
23255 - Office Supplies	2,580	-	2,580	3,020	3,020	(440)	(14.6)
23280 - Software	9,540	-	9,540	760	760	8,780	1,155.3
28305 - Contribution to Capital Reserve	134,930	-	134,930	133,960	133,960	970	0.7
<b>Fire Protection - Operations</b>							
23100 - Communications	720	-	720	1,780	1,780	(1,060)	(59.6)
23205 - R & M - Equipment	18,550	-	18,550	13,550	13,550	5,000	36.9
23240 - Materials & Supplies	88,000	-	88,000	83,500	83,500	4,500	5.4
23300 - Vehicle Costs	76,200	-	76,200	63,700	63,700	12,500	19.6
23400 - Insurance	6,870	-	6,870	5,140	5,140	1,730	33.7
23430 - Waste Disposal	1,050	-	1,050	1,400	1,400	(350)	(25.0)
23460 - Contracted Equipment	6,000	-	6,000	10,000	10,000	(4,000)	(40.0)
23480 - Lease Costs	9,600	-	9,600	9,600	9,600	-	-
23990 - Miscellaneous Expenses	55,000	-	55,000	30,000	30,000	25,000	83.3
<b>Fire Protection - Fire Hall</b>							
23100 - Communications	4,440	-	4,440	-	-	4,440	
23200 - R & M - Building	15,000	-	15,000	13,800	13,800	1,200	8.7
23260 - Facility Supplies	1,740	-	1,740	1,200	1,200	540	45.0
23400 - Insurance	3,060	-	3,060	1,930	1,930	1,130	58.5
23430 - Waste Disposal	4,500	-	4,500	4,500	4,500	-	-
23480 - Lease Costs	108,000	-	108,000	108,000	108,000	-	-
24100 - Utilities - Gas	7,960	-	7,960	10,010	10,010	(2,050)	(20.5)
24105 - Utilities - Power	17,280	-	17,280	16,410	16,410	870	5.3
24110 - Utilities - Water	1,000	-	1,000	1,400	1,400	(400)	(28.6)
24115 - Utilities - Sewer	500	-	500	700	700	(200)	(28.6)
<b>Emergency Management</b>							
23040 - Training & Development	2,500	-	2,500	-	-	2,500	
23240 - Materials & Supplies	750	-	750	1,250	1,250	(500)	(40.0)
23460 - Contracted Equipment	-	-	-	5,000	5,000	(5,000)	(100.0)
28305 - Contribution to Capital Reserve	1,210	-	1,210	1,160	1,160	50	4.3
<b>Engineering Administration</b>							
21010 - Salaries	107,050	-	107,050	105,520	105,520	1,530	1.4
21300 - CPP / EI	8,860	-	8,860	8,590	8,590	270	3.1
21305 - AMSC Benefits	6,780	-	6,780	6,720	6,720	60	0.9
21310 - LAPP Expense	23,770	-	23,770	23,010	23,010	760	3.3
21315 - Workers Compensation	2,660	-	2,660	2,580	2,580	80	3.1
21400 - Health Care Spending Account	2,250	-	2,250	4,500	4,500	(2,250)	(50.0)
21420 - Car Allowances	400	-	400	400	400	-	-
22070 - Consultant Fees	6,000	-	6,000	18,000	5,000	(12,000)	(66.7)
22200 - Contracted Services	1,900	-	1,900	1,600	1,600	300	18.8
23025 - Travel (Mileage)	4,800	-	4,800	8,400	8,400	(3,600)	(42.9)
23040 - Training & Development	12,200	-	12,200	9,600	4,200	2,600	27.1
23055 - Memberships & Publications	2,280	-	2,280	2,350	2,350	(70)	(3.0)
23100 - Communications	1,990	-	1,990	2,160	2,160	(170)	(7.9)
23105 - Postage	360	-	360	300	300	60	20.0
23115 - Advertising	1,200	-	1,200	1,400	1,400	(200)	(14.3)
23240 - Materials & Supplies	3,600	-	3,600	3,200	17,400	400	12.5
23250 - Office Equipment	600	-	600	1,200	1,200	(600)	(50.0)
23255 - Office Supplies	2,910	-	2,910	1,940	1,940	970	50.0

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
23280 - Software	20,190	-	20,190	14,520	22,520	5,670	39.0
23990 - Miscellaneous Expenses	400	-	400	200	200	200	100.0
28305 - Contribution to Capital Reserve	2,420	-	2,420	2,320	2,320	100	4.3
<b>Operations Administration</b>							
21010 - Salaries	99,180	-	99,180	98,200	79,930	980	1.0
21300 - CPP / EI	5,320	-	5,320	5,170	4,210	150	2.9
21305 - AMSC Benefits	4,200	-	4,200	4,170	3,390	30	0.7
21310 - LAPP Expense	11,960	-	11,960	11,810	9,610	150	1.3
21315 - Workers Compensation	1,550	-	1,550	1,550	1,260	-	-
21400 - Health Care Spending Account	1,500	-	1,500	1,500	1,500	-	-
21415 - Staff Appreciation	300	-	300	300	300	-	-
22200 - Contracted Services	-	-	-	-	22,300	-	-
23040 - Training & Development	4,700	-	4,700	4,600	4,600	100	2.2
23055 - Memberships & Publications	940	-	940	950	950	(10)	(1.1)
23100 - Communications	1,120	-	1,120	1,570	1,570	(450)	(28.7)
23105 - Postage	2,400	-	2,400	2,640	2,640	(240)	(9.1)
23115 - Advertising	600	-	600	400	400	200	50.0
23200 - R & M - Building	1,200	-	1,200	600	600	600	100.0
23240 - Materials & Supplies	600	-	600	840	840	(240)	(28.6)
23250 - Office Equipment	600	-	600	600	600	-	-
23255 - Office Supplies	2,400	-	2,400	3,210	3,210	(810)	(25.2)
23260 - Facility Supplies	1,200	-	1,200	600	600	600	100.0
23280 - Software	900	-	900	340	340	560	164.7
28305 - Contribution to Capital Reserve	1,810	-	1,810	1,740	1,740	70	4.0
<b>Operations</b>							
21010 - Salaries	719,610	40,730	678,880	622,370	622,370	97,240	15.6
21020 - Overtime	57,030	-	57,030	48,760	48,760	8,270	17.0
21025 - Shift Differential	720	-	720	180	180	540	300.0
21035 - Standby / Oncall	32,370	-	32,370	29,130	29,130	3,240	11.1
21300 - CPP / EI	49,000	2,580	46,420	41,330	41,330	7,670	18.6
21305 - AMSC Benefits	32,500	-	32,500	29,820	29,820	2,680	9.0
21310 - LAPP Expense	78,760	-	78,760	71,780	71,780	6,980	9.7
21315 - Workers Compensation	16,570	760	15,990	14,380	14,380	2,190	15.2
21400 - Health Care Spending Account	7,500	-	7,500	9,000	9,000	(1,500)	(16.7)
21415 - Staff Appreciation	500	-	500	-	-	500	-
22200 - Contracted Services	9,900	-	9,900	11,400	11,400	(1,500)	(13.2)
23040 - Training & Development	37,900	-	37,900	12,100	6,100	25,800	213.2
23055 - Memberships & Publications	500	-	500	500	500	-	-
23100 - Communications	19,520	-	19,520	21,030	21,030	(1,510)	(7.2)
23105 - Postage	3,840	-	3,840	3,840	3,840	-	-
23200 - R & M - Building	18,800	-	18,800	16,400	23,400	2,400	14.6
23205 - R & M - Equipment	8,600	-	8,600	12,400	12,400	(3,800)	(30.6)
23220 - Janitorial	6,000	-	6,000	7,200	7,200	(1,200)	(16.7)
23240 - Materials & Supplies	111,000	-	111,000	82,800	93,300	28,200	34.1
23250 - Office Equipment	2,500	-	2,500	-	-	2,500	-
23255 - Office Supplies	900	-	900	690	690	210	30.4
23260 - Facility Supplies	23,400	-	23,400	21,000	21,000	2,400	11.4
23280 - Software	1,440	-	1,440	1,670	1,670	(230)	(13.8)
23300 - Vehicle Costs	294,250	-	294,250	280,100	303,300	14,150	5.1
23400 - Insurance	14,840	-	14,840	12,000	12,000	2,840	23.7
23430 - Waste Disposal	6,000	-	6,000	8,400	8,400	(2,400)	(28.6)
23460 - Contracted Equipment	5,100	-	5,100	5,000	5,000	100	2.0
23480 - Lease Costs	8,520	-	8,520	10,200	10,200	(1,680)	(16.5)
24100 - Utilities - Gas	17,790	-	17,790	14,070	14,070	3,720	26.4
24105 - Utilities - Power	33,710	-	33,710	27,380	27,380	6,330	23.1
24110 - Utilities - Water	9,600	-	9,600	7,640	7,640	1,960	25.7

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
24115 - Utilities - Sewer	1,500	-	1,500	1,300	1,300	200	15.4
24140 - Street Lighting	715,990	-	715,990	668,400	668,400	47,590	7.1
28305 - Contribution to Capital Reserve	845,420	-	845,420	845,620	845,620	(200)	(0.0)
29060 - Interest on L.T. Debt	5,230	-	5,230	4,020	4,020	1,210	30.1
29130 - Principal on L.T. Debt	68,580	-	68,580	64,880	64,880	3,700	5.7
<b>Roads</b>							
22200 - Contracted Services	86,000	-	86,000	51,000	51,000	35,000	68.6
23240 - Materials & Supplies	157,000	-	157,000	131,500	155,500	25,500	19.4
23430 - Waste Disposal	3,000	-	3,000	3,000	3,000	-	-
23460 - Contracted Equipment	100,000	-	100,000	150,000	150,000	(50,000)	(33.3)
24105 - Utilities - Power	5,690	-	5,690	6,550	6,550	(860)	(13.1)
29060 - Interest on L.T. Debt	94,430	-	94,430	126,400	126,400	(31,970)	(25.3)
29130 - Principal on L.T. Debt	262,410	-	262,410	299,310	299,310	(36,900)	(12.3)
<b>Facilities</b>							
21010 - Salaries	134,850	-	134,850	133,520	124,870	1,330	1.0
21020 - Overtime	2,970	-	2,970	3,000	2,300	(30)	(1.0)
21300 - CPP / EI	8,190	-	8,190	7,920	7,370	270	3.4
21305 - AMSC Benefits	5,740	-	5,740	5,710	3,820	30	0.5
21310 - LAPP Expense	13,990	-	13,990	13,810	13,600	180	1.3
21315 - Workers Compensation	2,510	-	2,510	2,540	2,540	(30)	(1.2)
21400 - Health Care Spending Account	1,500	-	1,500	1,500	1,500	-	-
22200 - Contracted Services	4,500	-	4,500	24,600	500	(20,100)	(81.7)
23040 - Training & Development	3,700	-	3,700	5,520	5,520	(1,820)	(33.0)
23055 - Memberships & Publications	300	-	300	200	200	100	50.0
23100 - Communications	1,580	-	1,580	1,330	1,330	250	18.8
23240 - Materials & Supplies	600	-	600	1,800	1,800	(1,200)	(66.7)
23275 - Hardware	1,200	-	1,200	-	-	1,200	-
23280 - Software	240	-	240	340	340	(100)	(29.4)
23300 - Vehicle Costs	8,720	-	8,720	13,850	13,850	(5,130)	(37.0)
28305 - Contribution to Capital Reserve	1,210	-	1,210	1,160	1,160	50	4.3
<b>Airport - Administration</b>							
21010 - Salaries	312,250	-	312,250	350,170	350,170	(37,920)	(10.8)
21020 - Overtime	11,840	-	11,840	10,130	10,130	1,710	16.9
21035 - Standby / Oncall	33,000	-	33,000	16,980	16,980	16,020	94.3
21300 - CPP / EI	17,520	-	17,520	16,920	16,920	600	3.5
21305 - AMSC Benefits	12,540	-	12,540	12,830	12,830	(290)	(2.3)
21310 - LAPP Expense	33,360	-	33,360	38,600	38,600	(5,240)	(13.6)
21315 - Workers Compensation	6,570	-	6,570	6,020	6,020	550	9.1
21400 - Health Care Spending Account	3,000	-	3,000	3,000	3,000	-	-
22060 - Legal Fees	10,000	-	10,000	5,000	5,000	5,000	100.0
22200 - Contracted Services	74,600	73,000	1,600	-	-	74,600	-
23025 - Travel (Mileage)	200	-	200	250	250	(50)	(20.0)
23040 - Training & Development	8,850	-	8,850	14,600	14,600	(5,750)	(39.4)
23055 - Memberships & Publications	1,700	-	1,700	1,950	1,950	(250)	(12.8)
23100 - Communications	6,300	-	6,300	5,840	5,840	460	7.9
23115 - Advertising	500	-	500	400	400	100	25.0
23125 - Meeting Expenses	600	-	600	600	600	-	-
23255 - Office Supplies	1,480	-	1,480	1,010	1,010	470	46.5
23280 - Software	7,240	-	7,240	7,270	7,270	(30)	(0.4)
23300 - Vehicle Costs	3,800	-	3,800	9,700	9,700	(5,900)	(60.8)
23400 - Insurance	20,740	-	20,740	22,100	22,100	(1,360)	(6.2)
28105 - Bank Charges	400	-	400	520	520	(120)	(23.1)
28305 - Contribution to Capital Reserve	110,000	-	110,000	110,000	110,000	-	-
<b>Terminal</b>							
22200 - Contracted Services	10,300	-	10,300	16,500	16,500	(6,200)	(37.6)
23100 - Communications	890	-	890	2,890	2,890	(2,000)	(69.2)

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
23200 - R & M - Building	6,200	-	6,200	12,880	12,880	(6,680)	(51.9)
23220 - Janitorial	12,500	-	12,500	30,550	30,550	(18,050)	(59.1)
23260 - Facility Supplies	1,200	-	1,200	6,000	6,000	(4,800)	(80.0)
23400 - Insurance	25,750	-	25,750	23,560	23,560	2,190	9.3
23430 - Waste Disposal	5,280	-	5,280	6,000	6,000	(720)	(12.0)
24100 - Utilities - Gas	13,910	-	13,910	17,260	17,260	(3,350)	(19.4)
24105 - Utilities - Power	40,000	-	40,000	39,680	39,680	320	0.8
24110 - Utilities - Water	3,500	-	3,500	3,500	3,500	-	-
<b>Airside</b>							
22200 - Contracted Services	6,000	-	6,000	7,000	7,000	(1,000)	(14.3)
23100 - Communications	820	-	820	620	620	200	32.3
23200 - R & M - Building	1,000	-	1,000	600	600	400	66.7
23205 - R & M - Equipment	6,500	-	6,500	9,000	9,000	(2,500)	(27.8)
23240 - Materials & Supplies	40,240	-	40,240	50,500	90,500	(10,260)	(20.3)
23300 - Vehicle Costs	79,680	-	79,680	74,100	74,100	5,580	7.5
24105 - Utilities - Power	22,930	-	22,930	22,530	22,530	400	1.8
<b>Groundside</b>							
22200 - Contracted Services	2,500	-	2,500	3,000	3,000	(500)	(16.7)
23205 - R & M - Equipment	20,000	-	20,000	2,700	2,700	17,300	640.7
23240 - Materials & Supplies	3,000	-	3,000	3,400	3,400	(400)	(11.8)
23300 - Vehicle Costs	-	-	-	1,430	1,430	(1,430)	(100.0)
24100 - Utilities - Gas	2,440	-	2,440	-	-	2,440	
24105 - Utilities - Power	10,340	-	10,340	7,440	7,440	2,900	39.0
<b>Shop</b>							
22200 - Contracted Services	3,250	-	3,250	2,600	2,600	650	25.0
23200 - R & M - Building	6,800	-	6,800	6,600	6,600	200	3.0
23260 - Facility Supplies	8,050	-	8,050	11,060	11,060	(3,010)	(27.2)
23400 - Insurance	3,950	-	3,950	2,580	2,580	1,370	53.1
23430 - Waste Disposal	5,280	-	5,280	5,400	5,400	(120)	(2.2)
24100 - Utilities - Gas	7,960	-	7,960	9,230	9,230	(1,270)	(13.8)
24105 - Utilities - Power	5,780	-	5,780	6,440	6,440	(660)	(10.2)
Public Transportation							
23630 - Taxi Program Costs	219,000	-	219,000	180,000	180,000	39,000	21.7
<b>Storm Sewers</b>							
22200 - Contracted Services	5,500	-	5,500	2,500	2,500	3,000	120.0
23205 - R & M - Equipment	1,000	-	1,000	800	800	200	25.0
23240 - Materials & Supplies	29,000	-	29,000	26,200	8,200	2,800	10.7
<b>Water - Administration</b>							
21010 - Salaries	532,390	-	532,390	515,060	515,060	17,330	3.4
21020 - Overtime	22,770	-	22,770	23,810	23,810	(1,040)	(4.4)
21025 - Shift Differential	100	-	100	70	70	30	42.9
21030 - Weekend Premium	6,390	-	6,390	1,980	1,980	4,410	222.7
21035 - Standby / Oncall	30,250	-	30,250	22,970	22,970	7,280	31.7
21300 - CPP / EI	30,300	-	30,300	29,070	29,070	1,230	4.2
21305 - AMSC Benefits	22,260	-	22,260	21,890	21,890	370	1.7
21310 - LAPP Expense	67,320	-	67,320	64,680	64,680	2,640	4.1
21315 - Workers Compensation	10,600	-	10,600	10,440	10,440	160	1.5
21400 - Health Care Spending Account	5,250	-	5,250	5,250	5,250	-	-
23025 - Travel (Mileage)	4,800	-	4,800	4,800	4,800	-	-
23040 - Training & Development	12,400	-	12,400	12,400	12,400	-	-
23055 - Memberships & Publications	750	-	750	750	750	-	-
23100 - Communications	23,870	-	23,870	25,150	25,150	(1,280)	(5.1)
23105 - Postage	15,600	-	15,600	12,960	12,960	2,640	20.4
23115 - Advertising	1,500	-	1,500	1,500	1,500	-	-
23240 - Materials & Supplies	1,000	-	1,000	1,000	1,000	-	-
23255 - Office Supplies	7,050	-	7,050	6,680	6,680	370	5.5

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
23275 - Hardware	1,500	-	1,500	1,500	1,500	-	-
23280 - Software	660	-	660	13,030	13,030	(12,370)	(94.9)
23400 - Insurance	3,160	-	3,160	3,130	3,130	30	1.0
28305 - Contribution to Capital Reserve	243,020	-	243,020	243,020	243,020	-	-
<b>Water Treatment Plant</b>							
22070 - Consultant Fees	6,500	-	6,500	6,500	6,500	-	-
22200 - Contracted Services	56,100	-	56,100	22,500	8,000	33,600	149.3
23100 - Communications	2,830	-	2,830	2,410	2,410	420	17.4
23115 - Advertising	500	-	500	500	500	-	-
23200 - R & M - Building	33,000	-	33,000	53,500	41,000	(20,500)	(38.3)
23205 - R & M - Equipment	109,900	-	109,900	106,900	104,000	3,000	2.8
23220 - Janitorial	7,200	-	7,200	7,200	7,200	-	-
23240 - Materials & Supplies	5,900	-	5,900	6,500	13,500	(600)	(9.2)
23260 - Facility Supplies	15,000	-	15,000	14,000	14,000	1,000	7.1
23400 - Insurance	39,070	-	39,070	25,450	25,450	13,620	53.5
23410 - Testing	18,000	-	18,000	20,900	20,900	(2,900)	(13.9)
23430 - Waste Disposal	2,160	-	2,160	2,160	2,160	-	-
23440 - Chemicals	223,400	-	223,400	223,400	216,400	-	-
23460 - Contracted Equipment	1,200	-	1,200	1,200	1,200	-	-
24100 - Utilities - Gas	42,020	-	42,020	47,840	47,840	(5,820)	(12.2)
24105 - Utilities - Power	253,880	-	253,880	242,320	242,320	11,560	4.8
24110 - Utilities - Water	720	-	720	720	720	-	-
24115 - Utilities - Sewer	360	-	360	360	360	-	-
<b>Water Trans. &amp; Dist.</b>							
22200 - Contracted Services	57,200	-	57,200	9,240	119,740	47,960	519.0
23100 - Communications	3,900	-	3,900	390	390	3,510	900.0
23200 - R & M - Building	2,400	-	2,400	600	600	1,800	300.0
23205 - R & M - Equipment	6,000	-	6,000	4,500	4,500	1,500	33.3
23240 - Materials & Supplies	183,200	-	183,200	153,400	168,400	29,800	19.4
23300 - Vehicle Costs	37,180	-	37,180	38,410	38,410	(1,230)	(3.2)
23400 - Insurance	8,170	-	8,170	11,520	11,520	(3,350)	(29.1)
23410 - Testing	6,000	-	6,000	8,400	8,400	(2,400)	(28.6)
23450 - Meters	31,200	-	31,200	17,000	33,000	14,200	83.5
23460 - Contracted Equipment	30,000	-	30,000	3,000	3,000	27,000	900.0
23480 - Lease Costs	7,200	-	7,200	4,800	4,800	2,400	50.0
29060 - Interest on L.T. Debt	91,130	-	91,130	99,990	99,990	(8,860)	(8.9)
29130 - Principal on L.T. Debt	264,310	-	264,310	267,100	267,100	(2,790)	(1.0)
<b>Water Reservoirs</b>							
22200 - Contracted Services	37,000	-	37,000	-	(31,000)	37,000	
23100 - Communications	3,550	-	3,550	-	-	3,550	
23200 - R & M - Building	11,500	-	11,500	38,500	38,500	(27,000)	(70.1)
23205 - R & M - Equipment	35,000	-	35,000	36,200	20,000	(1,200)	(3.3)
23240 - Materials & Supplies	1,200	-	1,200	1,200	1,200	-	-
23400 - Insurance	27,460	-	27,460	17,840	17,840	9,620	53.9
24100 - Utilities - Gas	7,440	-	7,440	8,360	8,360	(920)	(11.0)
24105 - Utilities - Power	85,160	-	85,160	82,370	82,370	2,790	3.4
29060 - Interest on L.T. Debt	55,940	-	55,940	-	-	55,940	
29130 - Principal on L.T. Debt	44,520	-	44,520	-	-	44,520	
<b>Wastewater - Administration</b>							
21010 - Salaries	323,030	-	323,030	311,590	311,590	11,440	3.7
21020 - Overtime	13,630	-	13,630	13,820	13,820	(190)	(1.4)
21025 - Shift Differential	80	-	80	50	50	30	60.0
21030 - Weekend Premium	3,090	-	3,090	960	960	2,130	221.9
21035 - Standby / Oncall	16,300	-	16,300	12,780	12,780	3,520	27.5
21300 - CPP / EI	18,750	-	18,750	17,910	17,910	840	4.7
21305 - AMSC Benefits	13,720	-	13,720	13,440	13,440	280	2.1



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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
21310 - LAPP Expense	40,670	-	40,670	38,970	38,970	1,700	4.4
21315 - Workers Compensation	6,450	-	6,450	6,290	6,290	160	2.5
23025 - Travel (Mileage)	-	-	-	900	900	(900)	(100.0)
23040 - Training & Development	17,200	-	17,200	14,400	14,400	2,800	19.4
23055 - Memberships & Publications	900	-	900	900	900	-	-
23100 - Communications	10,230	-	10,230	7,580	7,580	2,650	35.0
23105 - Postage	14,400	-	14,400	13,200	13,200	1,200	9.1
23115 - Advertising	500	-	500	500	500	-	-
23240 - Materials & Supplies	300	-	300	300	300	-	-
23275 - Hardware	1,500	-	1,500	1,500	1,500	-	-
23280 - Software	360	-	360	12,940	12,940	(12,580)	(97.2)
23400 - Insurance	9,490	-	9,490	9,400	9,400	90	1.0
28305 - Contribution to Capital Reserve	71,520	-	71,520	71,520	71,520	-	-
<b>Wastewater Treatment Plant</b>							
22200 - Contracted Services	3,000	-	3,000	-	-	3,000	
23100 - Communications	2,740	-	2,740	1,930	1,930	810	42.0
23200 - R & M - Building	18,500	-	18,500	30,500	30,500	(12,000)	(39.3)
23205 - R & M - Equipment	56,000	-	56,000	88,900	42,500	(32,900)	(37.0)
23220 - Janitorial	4,800	-	4,800	6,000	6,000	(1,200)	(20.0)
23240 - Materials & Supplies	18,000	-	18,000	12,000	12,000	6,000	50.0
23400 - Insurance	26,990	-	26,990	17,500	17,500	9,490	54.2
23430 - Waste Disposal	2,160	-	2,160	2,160	2,160	-	-
23440 - Chemicals	33,000	-	33,000	33,000	33,000	-	-
23460 - Contracted Equipment	17,000	-	17,000	17,000	17,000	-	-
24100 - Utilities - Gas	12,360	-	12,360	11,830	11,830	530	4.5
24105 - Utilities - Power	83,770	-	83,770	76,700	76,700	7,070	9.2
24110 - Utilities - Water	13,200	-	13,200	13,160	13,160	40	0.3
<b>Wastewater Distribution</b>							
22200 - Contracted Services	32,000	-	32,000	-	90,400	32,000	
23205 - R & M - Equipment	6,000	-	6,000	3,000	3,000	3,000	100.0
23240 - Materials & Supplies	54,000	-	54,000	7,400	125,300	46,600	629.7
23300 - Vehicle Costs	11,200	-	11,200	14,740	14,740	(3,540)	(24.0)
23400 - Insurance	1,970	-	1,970	1,840	1,840	130	7.1
23460 - Contracted Equipment	20,000	-	20,000	4,000	4,000	16,000	400.0
29060 - Interest on L.T. Debt	120,380	-	120,380	128,330	128,330	(7,950)	(6.2)
29130 - Principal on L.T. Debt	364,790	-	364,790	347,890	347,890	16,900	4.9
<b>Lift Stations</b>							
22200 - Contracted Services	21,350	-	21,350	6,000	6,000	15,350	255.8
23100 - Communications	4,610	-	4,610	20,060	20,060	(15,450)	(77.0)
23200 - R & M - Building	8,300	-	8,300	8,300	8,300	-	-
23205 - R & M - Equipment	40,000	-	40,000	55,000	55,000	(15,000)	(27.3)
23240 - Materials & Supplies	1,800	-	1,800	1,200	1,200	600	50.0
23400 - Insurance	3,890	-	3,890	2,880	2,880	1,010	35.1
23460 - Contracted Equipment	4,000	-	4,000	4,000	4,000	-	-
24100 - Utilities - Gas	3,690	-	3,690	2,480	2,480	1,210	48.8
24105 - Utilities - Power	34,990	-	34,990	35,350	35,350	(360)	(1.0)
<b>Waste Mgmt - Administration</b>							
22200 - Contracted Services	263,160	-	263,160	294,880	245,880	(31,720)	(10.8)
23115 - Advertising	1,500	-	1,500	1,000	1,000	500	50.0
23120 - Promotional	600	-	600	600	600	-	-
23240 - Materials & Supplies	600	-	600	600	600	-	-
23430 - Waste Disposal	40,800	-	40,800	36,000	36,000	4,800	13.3
23600 - Program Costs	15,500	-	15,500	13,500	5,100	2,000	14.8
<b>FCSS - Administration</b>							
21010 - Salaries	166,250	-	166,250	168,590	168,590	(2,340)	(1.4)
21300 - CPP / EI	9,090	-	9,090	8,990	8,990	100	1.1

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
21305 - AMSC Benefits	8,300	-	8,300	5,690	5,690	2,610	45.9
21310 - LAPP Expense	17,530	-	17,530	14,950	14,950	2,580	17.3
21315 - Workers Compensation	2,560	-	2,560	2,610	2,610	(50)	(1.9)
21400 - Health Care Spending Account	2,250	-	2,250	2,250	2,250	-	-
22050 - Audit Fees	550	-	550	600	600	(50)	(8.3)
23025 - Travel (Mileage)	250	-	250	630	630	(380)	(60.3)
23040 - Training & Development	3,700	-	3,700	3,950	3,950	(250)	(6.3)
23055 - Memberships & Publications	850	-	850	1,580	1,580	(730)	(46.2)
23100 - Communications	1,370	-	1,370	1,570	1,570	(200)	(12.7)
23105 - Postage	-	-	-	2,160	2,160	(2,160)	(100.0)
23115 - Advertising	7,220	-	7,220	5,910	5,910	1,310	22.2
23240 - Materials & Supplies	320	-	320	1,880	1,880	(1,560)	(83.0)
23255 - Office Supplies	6,680	-	6,680	4,320	4,320	2,360	54.6
23280 - Software	4,020	-	4,020	2,920	2,920	1,100	37.7
23400 - Insurance	1,920	-	1,920	1,880	1,880	40	2.1
<b>Seniors</b>							
21010 - Salaries	86,770	-	86,770	84,450	84,450	2,320	2.7
21300 - CPP / EI	5,820	-	5,820	5,580	5,580	240	4.3
21305 - AMSC Benefits	1,670	-	1,670	1,660	1,660	10	0.6
21310 - LAPP Expense	4,640	-	4,640	4,570	4,570	70	1.5
21315 - Workers Compensation	1,610	-	1,610	1,570	1,570	40	2.5
21400 - Health Care Spending Account	750	-	750	-	-	750	-
23025 - Travel (Mileage)	840	-	840	800	800	40	5.0
23040 - Training & Development	2,810	-	2,810	2,810	2,810	-	-
23055 - Memberships & Publications	-	-	-	100	100	(100)	(100.0)
23100 - Communications	160	-	160	330	330	(170)	(51.5)
23240 - Materials & Supplies	22,450	-	22,450	20,300	20,300	2,150	10.6
23280 - Software	300	-	300	250	250	50	20.0
23400 - Insurance	3,450	-	3,450	3,730	3,730	(280)	(7.5)
23990 - Miscellaneous Expenses	5,600	-	5,600	5,600	5,600	-	-
24110 - Utilities - Water	2,000	-	2,000	800	800	1,200	150.0
24115 - Utilities - Sewer	1,000	-	1,000	400	400	600	150.0
<b>Family</b>							
23600 - Program Costs	2,850	-	2,850	2,850	2,850	-	-
<b>Youth &amp; Children</b>							
23600 - Program Costs	12,800	-	12,800	12,750	12,750	50	0.4
<b>Community Development</b>							
23240 - Materials & Supplies	2,000	-	2,000	1,500	1,500	500	33.3
23400 - Insurance	-	-	-	3,130	3,130	(3,130)	(100.0)
23600 - Program Costs	10,150	-	10,150	10,150	10,150	-	-
25100 - Grants to Organizations	40,000	-	40,000	40,000	40,000	-	-
<b>Community Development - Misc</b>							
23240 - Materials & Supplies	68,660	-	68,660	75,200	75,200	(6,540)	(8.7)
23460 - Contracted Equipment	4,500	-	4,500	1,500	1,500	3,000	200.0
23600 - Program Costs	-	-	-	10,500	10,500	(10,500)	(100.0)
23990 - Miscellaneous Expenses	10,550	-	10,550	126,350	106,350	(115,800)	(91.7)
<b>Family Service Network</b>							
21010 - Salaries	319,480	-	319,480	316,310	316,310	3,170	1.0
21300 - CPP / EI	21,850	-	21,850	21,390	21,390	460	2.2
21305 - AMSC Benefits	550	-	550	680	680	(130)	(19.1)
21315 - Workers Compensation	5,940	-	5,940	7,340	7,340	(1,400)	(19.1)
21400 - Health Care Spending Account	4,500	-	4,500	6,000	6,000	(1,500)	(25.0)
22200 - Contracted Services	10,000	-	10,000	12,010	12,010	(2,010)	(16.7)
23025 - Travel (Mileage)	15,000	-	15,000	16,440	16,440	(1,440)	(8.8)
23040 - Training & Development	3,000	-	3,000	3,000	3,000	-	-
23100 - Communications	1,140	-	1,140	6,920	6,920	(5,780)	(83.5)

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
23115 - Advertising	1,500	-	1,500	1,450	1,450	50	3.4
23200 - R & M - Building	-	-	-	550	550	(550)	(100.0)
23240 - Materials & Supplies	3,000	-	3,000	5,390	5,390	(2,390)	(44.3)
23255 - Office Supplies	4,250	-	4,250	4,500	4,500	(250)	(5.6)
23260 - Facility Supplies	500	-	500	1,000	1,000	(500)	(50.0)
23280 - Software	1,680	-	1,680	1,540	1,540	140	9.1
23400 - Insurance	-	-	-	1,740	1,740	(1,740)	(100.0)
23480 - Lease Costs	30,000	-	30,000	56,080	56,080	(26,080)	(46.5)
23600 - Program Costs	10,000	-	10,000	8,000	8,000	2,000	25.0
24105 - Utilities - Power	-	-	-	1,140	1,140	(1,140)	(100.0)
<b>Cemetery</b>							
23240 - Materials & Supplies	6,400	-	6,400	9,100	9,100	(2,700)	(29.7)
23460 - Contracted Equipment	600	-	600	600	600	-	-
<b>Health Services</b>							
23600 - Program Costs	24,000	-	24,000	25,000	25,000	(1,000)	(4.0)
<b>Planning &amp; Development</b>							
21010 - Salaries	202,450	-	202,450	103,270	103,270	99,180	96.0
21300 - CPP / EI	9,070	-	9,070	4,810	4,810	4,260	88.6
21305 - AMSC Benefits	6,870	-	6,870	3,730	3,730	3,140	84.2
21310 - LAPP Expense	24,200	-	24,200	12,800	12,800	11,400	89.1
21315 - Workers Compensation	3,650	-	3,650	1,810	1,810	1,840	101.7
21400 - Health Care Spending Account	1,500	-	1,500	750	750	750	100.0
22060 - Legal Fees	650	-	650	500	500	150	30.0
22070 - Consultant Fees	1,700	-	1,700	1,700	1,700	-	-
22200 - Contracted Services	30,100	-	30,100	128,690	128,690	(98,590)	(76.6)
23025 - Travel (Mileage)	1,500	-	1,500	1,500	1,500	-	-
23040 - Training & Development	6,850	-	6,850	3,950	3,950	2,900	73.4
23055 - Memberships & Publications	1,350	-	1,350	130	130	1,220	938.5
23100 - Communications	330	-	330	660	660	(330)	(50.0)
23105 - Postage	150	-	150	150	150	-	-
23115 - Advertising	1,500	-	1,500	2,500	2,500	(1,000)	(40.0)
23125 - Meeting Expenses	2,050	-	2,050	260	260	1,790	688.5
23240 - Materials & Supplies	3,420	-	3,420	3,750	3,750	(330)	(8.8)
23255 - Office Supplies	600	-	600	600	600	-	-
23280 - Software	7,510	-	7,510	7,450	7,450	60	0.8
28305 - Contribution to Capital Reserve	1,810	-	1,810	1,740	1,740	70	4.0
<b>Economic Dev. - Admin</b>							
22070 - Consultant Fees	75,000	-	75,000	22,000	22,000	53,000	240.9
22200 - Contracted Services	28,770	5,500	23,270	21,560	21,560	7,210	33.4
23025 - Travel (Mileage)	400	-	400	750	750	(350)	(46.7)
23115 - Advertising	1,400	-	1,400	2,000	2,000	(600)	(30.0)
23600 - Program Costs	6,000	-	6,000	7,000	7,000	(1,000)	(14.3)
28305 - Contribution to Capital Reserve	1,160	-	1,160	1,080	1,080	80	7.4
<b>Recreation - Administration</b>							
21010 - Salaries	207,390	-	207,390	174,700	174,700	32,690	18.7
21300 - CPP / EI	10,120	-	10,120	7,720	7,720	2,400	31.1
21305 - AMSC Benefits	7,520	-	7,520	6,070	6,070	1,450	23.9
21310 - LAPP Expense	24,390	-	24,390	21,000	21,000	3,390	16.1
21315 - Workers Compensation	3,320	-	3,320	2,720	2,720	600	22.1
21400 - Health Care Spending Account	750	-	750	1,500	1,500	(750)	(50.0)
22200 - Contracted Services	240	-	240	240	240	-	-
23025 - Travel (Mileage)	200	-	200	-	-	200	
23040 - Training & Development	4,850	-	4,850	-	-	4,850	
23055 - Memberships & Publications	6,390	-	6,390	390	390	6,000	1,538.5
23100 - Communications	1,750	-	1,750	1,250	1,250	500	40.0
23105 - Postage	-	-	-	990	990	(990)	(100.0)

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
23115 - Advertising	8,540	-	8,540	5,510	5,510	3,030	55.0
23125 - Meeting Expenses	200	-	200	150	150	50	33.3
23240 - Materials & Supplies	480	-	480	300	300	180	60.0
23255 - Office Supplies	4,610	-	4,610	7,250	7,250	(2,640)	(36.4)
23280 - Software	1,110	-	1,110	790	790	320	40.5
23400 - Insurance	12,480	-	12,480	26,920	26,920	(14,440)	(53.6)
23990 - Miscellaneous Expenses	8,850	-	8,850	-	-	8,850	
28305 - Contribution to Capital Reserve	1,210	-	1,210	1,160	1,160	50	4.3
<b>Recreation - Programs</b>							
21010 - Salaries	51,090	-	51,090	41,480	41,480	9,610	23.2
21300 - CPP / EI	2,500	-	2,500	2,290	2,290	210	9.2
21315 - Workers Compensation	930	-	930	770	770	160	20.8
23025 - Travel (Mileage)	120	-	120	120	120	-	-
23040 - Training & Development	500	-	500	400	400	100	25.0
23100 - Communications	330	-	330	1,750	1,750	(1,420)	(81.1)
23240 - Materials & Supplies	14,100	-	14,100	10,600	10,600	3,500	33.0
23255 - Office Supplies	3,500	-	3,500	300	300	3,200	1,066.7
23280 - Software	1,670	-	1,670	2,830	2,830	(1,160)	(41.0)
23600 - Program Costs	38,490	-	38,490	38,990	38,990	(500)	(1.3)
25100 - Grants to Organizations	2,200	-	2,200	2,500	2,500	(300)	(12.0)
28305 - Contribution to Capital Reserve	1,210	-	1,210	1,160	1,160	50	4.3
<b>Pool</b>							
21010 - Salaries	518,390	-	518,390	513,340	513,340	5,050	1.0
21020 - Overtime	18,690	-	18,690	18,510	18,510	180	1.0
21025 - Shift Differential	150	-	150	-	-	150	
21030 - Weekend Premium	1,200	-	1,200	-	-	1,200	
21300 - CPP / EI	35,080	-	35,080	34,080	34,080	1,000	2.9
21305 - AMSC Benefits	8,830	-	8,830	3,880	3,880	4,950	127.6
21310 - LAPP Expense	14,960	-	14,960	14,720	14,720	240	1.6
21315 - Workers Compensation	9,990	-	9,990	9,890	9,890	100	1.0
21400 - Health Care Spending Account	3,000	-	3,000	-	-	3,000	
22200 - Contracted Services	12,700	-	12,700	12,390	12,390	310	2.5
23025 - Travel (Mileage)	2,300	-	2,300	2,200	2,200	100	4.5
23040 - Training & Development	4,740	-	4,740	7,010	7,010	(2,270)	(32.4)
23055 - Memberships & Publications	690	-	690	100	100	590	590.0
23100 - Communications	4,510	-	4,510	6,730	6,730	(2,220)	(33.0)
23105 - Postage	-	-	-	50	50	(50)	(100.0)
23115 - Advertising	490	-	490	700	700	(210)	(30.0)
23200 - R & M - Building	26,950	-	26,950	7,850	7,850	19,100	243.3
23205 - R & M - Equipment	74,050	-	74,050	37,870	60,570	36,180	95.5
23220 - Janitorial	6,760	-	6,760	6,600	6,600	160	2.4
23240 - Materials & Supplies	-	-	-	450	450	(450)	(100.0)
23250 - Office Equipment	700	-	700	1,950	1,950	(1,250)	(64.1)
23255 - Office Supplies	3,020	-	3,020	2,630	2,630	390	14.8
23260 - Facility Supplies	13,080	-	13,080	12,140	12,140	940	7.7
23280 - Software	1,190	-	1,190	5,900	5,900	(4,710)	(79.8)
23400 - Insurance	20,070	-	20,070	13,820	13,820	6,250	45.2
23430 - Waste Disposal	4,560	-	4,560	3,230	3,230	1,330	41.2
23440 - Chemicals	44,100	-	44,100	43,900	43,900	200	0.5
23460 - Contracted Equipment	200	-	200	200	200	-	-
23600 - Program Costs	12,100	-	12,100	13,100	13,100	(1,000)	(7.6)
23980 - Merchandise Purchased for Resale	6,020	-	6,020	7,610	7,610	(1,590)	(20.9)
24100 - Utilities - Gas	36,670	-	36,670	40,050	40,050	(3,380)	(8.4)
24105 - Utilities - Power	53,040	-	53,040	50,280	50,280	2,760	5.5
24110 - Utilities - Water	14,000	-	14,000	14,000	14,000	-	-
24115 - Utilities - Sewer	7,000	-	7,000	7,000	7,000	-	-

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
28105 - Bank Charges	2,790	-	2,790	1,600	1,600	1,190	74.4
28305 - Contribution to Capital Reserve	3,020	-	3,020	2,900	2,900	120	4.1
29060 - Interest on L.T. Debt	4,900	-	4,900	5,220	5,220	(320)	(6.1)
29130 - Principal on L.T. Debt	10,860	-	10,860	10,550	10,550	310	2.9
<b>Water Park</b>							
22200 - Contracted Services	2,000	-	2,000	2,300	2,300	(300)	(13.0)
23100 - Communications	890	-	890	-	-	890	
23200 - R & M - Building	1,000	-	1,000	800	800	200	25.0
23205 - R & M - Equipment	10,100	-	10,100	7,100	7,100	3,000	42.3
23240 - Materials & Supplies	3,600	-	3,600	1,450	1,450	2,150	148.3
23400 - Insurance	1,240	-	1,240	1,200	1,200	40	3.3
24100 - Utilities - Gas	710	-	710	820	820	(110)	(13.4)
24105 - Utilities - Power	3,390	-	3,390	3,270	3,270	120	3.7
24110 - Utilities - Water	980	-	980	1,200	1,200	(220)	(18.3)
<b>Sports Fields</b>							
23205 - R & M - Equipment	3,300	-	3,300	3,200	3,200	100	3.1
23240 - Materials & Supplies	10,400	-	10,400	10,400	10,400	-	-
24110 - Utilities - Water	5,000	-	5,000	7,900	7,900	(2,900)	(36.7)
<b>Ball Fields</b>							
22200 - Contracted Services	3,000	-	3,000	4,000	4,000	(1,000)	(25.0)
23205 - R & M - Equipment	500	-	500	800	800	(300)	(37.5)
23220 - Janitorial	750	-	750	-	-	750	
23240 - Materials & Supplies	13,400	-	13,400	14,150	7,150	(750)	(5.3)
23400 - Insurance	960	-	960	1,030	1,030	(70)	(6.8)
24105 - Utilities - Power	2,070	-	2,070	2,430	2,430	(360)	(14.8)
24110 - Utilities - Water	1,000	-	1,000	200	200	800	400.0
<b>Parks</b>							
21010 - Salaries	115,670	-	115,670	68,620	68,620	47,050	68.6
21020 - Overtime	4,910	-	4,910	4,900	4,900	10	0.2
21025 - Shift Differential	480	-	480	-	-	480	
21030 - Weekend Premium	390	-	390	-	-	390	
21300 - CPP / EI	8,050	-	8,050	4,520	4,520	3,530	78.1
21305 - AMSC Benefits	2,390	-	2,390	-	-	2,390	
21310 - LAPP Expense	4,380	-	4,380	-	-	4,380	
21315 - Workers Compensation	2,260	-	2,260	1,320	1,320	940	71.2
22200 - Contracted Services	325,000	-	325,000	328,900	328,900	(3,900)	(1.2)
23040 - Training & Development	1,500	-	1,500	-	-	1,500	
23100 - Communications	-	-	-	410	410	(410)	(100.0)
23115 - Advertising	400	-	400	400	400	-	-
23205 - R & M - Equipment	5,200	-	5,200	5,200	5,200	-	-
23220 - Janitorial	1,000	-	1,000	500	500	500	100.0
23240 - Materials & Supplies	58,200	-	58,200	76,500	41,500	(18,300)	(23.9)
23300 - Vehicle Costs	8,000	-	8,000	8,000	8,000	-	-
23400 - Insurance	4,790	-	4,790	6,670	6,670	(1,880)	(28.2)
23480 - Lease Costs	3,000	-	3,000	3,000	3,000	-	-
24100 - Utilities - Gas	950	-	950	1,030	1,030	(80)	(7.8)
24105 - Utilities - Power	7,170	-	7,170	7,350	7,350	(180)	(2.4)
24110 - Utilities - Water	8,000	-	8,000	2,670	2,670	5,330	199.6
28305 - Contribution to Capital Reserve	-	-	-	-	42,500	-	-
<b>Trails</b>							
22200 - Contracted Services	50,000	-	50,000	48,000	-	2,000	4.2
23205 - R & M - Equipment	1,000	-	1,000	1,000	1,000	-	-
23240 - Materials & Supplies	14,000	-	14,000	19,900	14,900	(5,900)	(29.6)
<b>Ski Hill</b>							
23205 - R & M - Equipment	58,500	-	58,500	48,500	48,500	10,000	20.6
23400 - Insurance	12,990	-	12,990	14,700	14,700	(1,710)	(11.6)

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
24105 - Utilities - Power	10,940	-	10,940	10,240	10,240	700	6.8
24110 - Utilities - Water	2,000	-	2,000	-	-	2,000	
<b>Baytex Energy Centre – Common Costs</b>							
21010 - Salaries	140,900	-	140,900	142,700	77,990	(1,800)	(1.3)
21020 - Overtime	1,000	-	1,000	600	330	400	66.7
21300 - CPP / EI	9,250	-	9,250	9,420	5,150	(170)	(1.8)
21305 - AMSC Benefits	4,170	-	4,170	8,060	4,410	(3,890)	(48.3)
21310 - LAPP Expense	8,360	-	8,360	8,590	4,690	(230)	(2.7)
21315 - Workers Compensation	2,640	-	2,640	2,640	1,440	-	-
21400 - Health Care Spending Account	1,500	-	1,500	1,500	1,500	-	-
22200 - Contracted Services	3,600	-	3,600	-	-	3,600	
23055 - Memberships & Publications	100	-	100	-	-	100	
23100 - Communications	3,520	-	3,520	3,840	3,840	(320)	(8.3)
23115 - Advertising	4,800	-	4,800	850	850	3,950	464.7
23200 - R & M - Building	10,600	-	10,600	8,900	8,900	1,700	19.1
23205 - R & M - Equipment	5,500	-	5,500	3,000	3,000	2,500	83.3
23240 - Materials & Supplies	5,950	-	5,950	600	600	5,350	891.7
23255 - Office Supplies	3,530	-	3,530	1,800	1,800	1,730	96.1
23260 - Facility Supplies	150	-	150	1,600	1,600	(1,450)	(90.6)
23280 - Software	6,740	-	6,740	3,480	3,480	3,260	93.7
23400 - Insurance	14,390	-	14,390	36,500	36,500	(22,110)	(60.6)
23600 - Program Costs	700	-	700	-	-	700	
24100 - Utilities - Gas	17,430	-	17,430	-	-	17,430	
24105 - Utilities - Power	29,050	-	29,050	-	-	29,050	
24110 - Utilities - Water	2,800	-	2,800	-	-	2,800	
24115 - Utilities - Sewer	1,400	-	1,400	-	-	1,400	
28105 - Bank Charges	3,120	-	3,120	-	-	3,120	
28305 - Contribution to Capital Reserve	1,210	-	1,210	1,160	122,160	50	4.3
29060 - Interest on L.T. Debt	289,410	-	289,410	300,530	300,530	(11,120)	(3.7)
29130 - Principal on L.T. Debt	354,480	-	354,480	343,370	343,370	11,110	3.2
<b>Arena</b>							
21010 - Salaries	160,150	-	160,150	178,360	178,360	(18,210)	(10.2)
21020 - Overtime	6,140	-	6,140	8,560	8,560	(2,420)	(28.3)
21025 - Shift Differential	1,170	-	1,170	1,630	1,630	(460)	(28.2)
21030 - Weekend Premium	960	-	960	1,340	1,340	(380)	(28.4)
21300 - CPP / EI	11,520	-	11,520	12,580	12,580	(1,060)	(8.4)
21305 - AMSC Benefits	5,850	-	5,850	8,210	8,210	(2,360)	(28.7)
21310 - LAPP Expense	10,730	-	10,730	14,900	14,900	(4,170)	(28.0)
21315 - Workers Compensation	3,130	-	3,130	3,530	3,530	(400)	(11.3)
21400 - Health Care Spending Account	2,250	-	2,250	-	-	2,250	
22200 - Contracted Services	9,540	-	9,540	6,300	6,300	3,240	51.4
23025 - Travel (Mileage)	-	-	-	800	800	(800)	(100.0)
23040 - Training & Development	4,000	-	4,000	3,000	3,000	1,000	33.3
23055 - Memberships & Publications	950	-	950	700	700	250	35.7
23100 - Communications	3,310	-	3,310	4,590	4,590	(1,280)	(27.9)
23115 - Advertising	500	-	500	1,000	1,000	(500)	(50.0)
23200 - R & M - Building	15,900	-	15,900	25,700	25,700	(9,800)	(38.1)
23205 - R & M - Equipment	12,900	-	12,900	6,120	6,120	6,780	110.8
23240 - Materials & Supplies	7,500	-	7,500	7,100	7,100	400	5.6
23255 - Office Supplies	300	-	300	800	800	(500)	(62.5)
23260 - Facility Supplies	7,700	-	7,700	16,900	16,900	(9,200)	(54.4)
23275 - Hardware	-	-	-	1,500	1,500	(1,500)	(100.0)
23280 - Software	540	-	540	3,880	3,880	(3,340)	(86.1)
23300 - Vehicle Costs	23,300	-	23,300	28,200	28,200	(4,900)	(17.4)
23400 - Insurance	23,020	-	23,020	43,300	43,300	(20,280)	(46.8)
23460 - Contracted Equipment	1,500	-	1,500	4,000	4,000	(2,500)	(62.5)



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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
23600 - Program Costs	300	-	300	-	-	300	
24100 - Utilities - Gas	17,430	-	17,430	68,030	68,030	(50,600)	(74.4)
24105 - Utilities - Power	62,940	-	62,940	155,160	155,160	(92,220)	(59.4)
24110 - Utilities - Water	12,600	-	12,600	5,580	5,580	7,020	125.8
24115 - Utilities - Sewer	4,200	-	4,200	3,000	3,000	1,200	40.0
25100 - Grants to Organizations	-	-	-	-	10,000	-	-
<b>CNR Field House</b>							
23200 - R & M - Building	4,800	-	4,800	7,800	7,800	(3,000)	(38.5)
23205 - R & M - Equipment	4,200	-	4,200	3,600	3,600	600	16.7
23240 - Materials & Supplies	11,700	-	11,700	1,500	1,500	10,200	680.0
23260 - Facility Supplies	1,500	-	1,500	3,600	3,600	(2,100)	(58.3)
23400 - Insurance	17,270	-	17,270	-	-	17,270	
23600 - Program Costs	4,950	-	4,950	2,500	2,500	2,450	98.0
24100 - Utilities - Gas	47,930	-	47,930	-	-	47,930	
24105 - Utilities - Power	21,790	-	21,790	-	-	21,790	
24110 - Utilities - Water	1,680	-	1,680	-	-	1,680	
24115 - Utilities - Sewer	840	-	840	-	-	840	
<b>Fitness Center</b>							
23200 - R & M - Building	1,000	-	1,000	-	-	1,000	
23205 - R & M - Equipment	2,300	-	2,300	-	-	2,300	
23400 - Insurance	2,880	-	2,880	-	-	2,880	
24100 - Utilities - Gas	4,360	-	4,360	-	-	4,360	
24105 - Utilities - Power	7,260	-	7,260	-	-	7,260	
24110 - Utilities - Water	1,120	-	1,120	-	-	1,120	
24115 - Utilities - Sewer	560	-	560	-	-	560	
<b>Museum</b>							
21010 - Salaries	255,240	-	255,240	253,900	253,900	1,340	0.5
21300 - CPP / EI	16,710	-	16,710	16,710	16,710	-	-
21305 - AMSC Benefits	6,640	-	6,640	6,580	6,580	60	0.9
21310 - LAPP Expense	15,880	-	15,880	15,480	15,480	400	2.6
21315 - Workers Compensation	4,750	-	4,750	4,730	4,730	20	0.4
21400 - Health Care Spending Account	2,250	-	2,250	2,250	2,250	-	-
23025 - Travel (Mileage)	3,000	-	3,000	3,000	3,000	-	-
23040 - Training & Development	7,460	-	7,460	8,550	8,550	(1,090)	(12.7)
23055 - Memberships & Publications	1,440	-	1,440	1,470	1,470	(30)	(2.0)
23100 - Communications	4,020	-	4,020	5,170	5,170	(1,150)	(22.2)
23115 - Advertising	2,300	-	2,300	2,190	2,190	110	5.0
23200 - R & M - Building	3,200	-	3,200	4,160	4,160	(960)	(23.1)
23205 - R & M - Equipment	1,110	-	1,110	4,000	4,000	(2,890)	(72.3)
23240 - Materials & Supplies	7,920	-	7,920	4,980	4,980	2,940	59.0
23255 - Office Supplies	1,600	-	1,600	2,640	2,640	(1,040)	(39.4)
23260 - Facility Supplies	1,430	-	1,430	1,200	1,200	230	19.2
23280 - Software	3,490	-	3,490	3,310	3,310	180	5.4
23400 - Insurance	5,670	-	5,670	5,520	5,520	150	2.7
23600 - Program Costs	8,300	-	8,300	8,500	8,500	(200)	(2.4)
23980 - Merchandise Purchased for Resale	5,000	-	5,000	6,000	6,000	(1,000)	(16.7)
24100 - Utilities - Gas	1,690	-	1,690	1,880	1,880	(190)	(10.1)
24105 - Utilities - Power	2,940	-	2,940	2,810	2,810	130	4.6
24110 - Utilities - Water	150	-	150	-	-	150	
24115 - Utilities - Sewer	80	-	80	-	-	80	
28105 - Bank Charges	840	-	840	-	-	840	
28305 - Contribution to Capital Reserve	1,810	-	1,810	5,240	94,040	(3,430)	(65.5)
<b>Library</b>							
22200 - Contracted Services	406,780	(12,000)	418,780	399,900	399,900	6,880	1.7
23100 - Communications	1,250	-	1,250	2,290	2,290	(1,040)	(45.4)
23200 - R & M - Building	12,730	-	12,730	9,950	9,950	2,780	27.9

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	2020 Budget	2020 Deliberation Items	2020 Proposed Base Budget	2019 Approved Budget	2019 Projected Actual	Budget Change (\$)	Budget Change (%)
23205 - R & M - Equipment	5,000	-	5,000	-	-	5,000	
23400 - Insurance	11,310	-	11,310	10,980	10,980	330	3.0
29060 - Interest on L.T. Debt	32,710	-	32,710	32,310	32,310	400	1.2
29130 - Principal on L.T. Debt	49,410	-	49,410	49,440	49,440	(30)	(0.1)
<b>Athabasca Hall</b>							
22200 - Contracted Services	-	-	-	3,300	3,300	(3,300)	(100.0)
23055 - Memberships & Publications	30	-	30	-	-	30	
23100 - Communications	1,250	-	1,250	1,320	1,320	(70)	(5.3)
23200 - R & M - Building	8,750	-	8,750	47,800	47,800	(39,050)	(81.7)
23205 - R & M - Equipment	1,300	-	1,300	1,900	1,900	(600)	(31.6)
23260 - Facility Supplies	1,500	-	1,500	1,500	1,500	-	-
23400 - Insurance	6,800	-	6,800	7,800	7,800	(1,000)	(12.8)
23430 - Waste Disposal	2,040	-	2,040	1,680	1,680	360	21.4
24100 - Utilities - Gas	5,860	-	5,860	6,450	6,450	(590)	(9.1)
24105 - Utilities - Power	6,030	-	6,030	5,040	5,040	990	19.6
24110 - Utilities - Water	860	-	860	240	240	620	258.3
24115 - Utilities - Sewer	430	-	430	120	120	310	258.3
<b>N.A.R. Building</b>							
23100 - Communications	6,920	-	6,920	4,480	4,480	2,440	54.5
23200 - R & M - Building	3,450	-	3,450	3,650	3,650	(200)	(5.5)
23240 - Materials & Supplies	2,350	-	2,350	1,090	1,090	1,260	115.6
23400 - Insurance	2,110	-	2,110	2,400	2,400	(290)	(12.1)
23480 - Lease Costs	1,800	-	1,800	-	-	1,800	
24100 - Utilities - Gas	2,370	-	2,370	2,560	2,560	(190)	(7.4)
24105 - Utilities - Power	2,130	-	2,130	1,900	1,900	230	12.1
24110 - Utilities - Water	2,200	-	2,200	1,800	1,800	400	22.2
24115 - Utilities - Sewer	1,100	-	1,100	900	900	200	22.2
<b>Log Cabin</b>							
23100 - Communications	360	-	360	1,320	1,320	(960)	(72.7)
23200 - R & M - Building	1,000	-	1,000	1,200	1,200	(200)	(16.7)
23240 - Materials & Supplies	250	-	250	-	-	250	
23400 - Insurance	760	-	760	730	730	30	4.1
24100 - Utilities - Gas	1,170	-	1,170	1,260	1,260	(90)	(7.1)
24105 - Utilities - Power	1,970	-	1,970	1,750	1,750	220	12.6
24110 - Utilities - Water	320	-	320	100	100	220	220.0
24115 - Utilities - Sewer	160	-	160	50	50	110	220.0
<b>Al Adair Rec Centre</b>							
23200 - R & M - Building	500	-	500	-	-	500	
23400 - Insurance	9,110	-	9,110	-	-	9,110	
24100 - Utilities - Gas	3,800	-	3,800	-	-	3,800	
24105 - Utilities - Power	4,480	-	4,480	-	-	4,480	
24110 - Utilities - Water	720	-	720	-	-	720	
24115 - Utilities - Sewer	360	-	360	-	-	360	