



2017 APPROVED OPERATING BUDGET

2017 Budget Index

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| 35 | 31-04 | Operations Administration | 69 | 74-02 | Culture Centre |

Staffing - Full Time Equivalents (FTE's)

| Department - Division | 2013 Budget | 2014 Budget | 2015 Budget | 2016 Budget | 2017 Budget | Comment |
|---|----------------|----------------|----------------|----------------|----------------|---|
| Executive | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | |
| Community Services - Administration | 2.0 | 2.0 | 2.0 | 3.0 | 3.0 | Senior Manager of Protective & Emergency Services |
| Community Services - FCSS | 3.3 | 3.3 | 3.3 | 3.3 | 3.1 | 0.3 FTE - Reallocation of position to CSA |
| Community Services - Community Support Admin | 0.0 | 0.0 | 0.0 | 0.0 | 0.3 | Reallocated from FCSS |
| Community Services - Parent Link Centre | 4.8 | 6.0 | 5.3 | 5.0 | 5.0 | |
| Community Services - Municipal Enforcement | 3.0 | 3.0 | 3.0 | 2.0 | 0.0 | Moved to Contract Services |
| Community Services - Emergency Management | 1.5 | 1.0 | 1.0 | 1.0 | 1.0 | |
| Community Services - Fire | 20.5 | 21.0 | 22.0 | 22.0 | 21.6 | Clean-up of FTE count and hours for PPCs |
| Community Services - RCMP | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | |
| Community Services - Parks & Recreation | 30.4 | 31.2 | 31.2 | 31.3 | 33.1 | |
| Financial Services | 10.0 | 10.2 | 10.0 | 9.0 | 9.0 | |
| Corporate Services - Administration | 1.0 | 1.0 | 1.0 | 2.0 | 1.0 | 1.0 FTE Eliminated for 2017 Budget |
| Corporate Services - Legislative Services | 3.0 | 3.0 | 3.0 | 3.5 | 2.0 | 1.5 FTE Eliminated for 2017 Budget |
| Corporate Services - Communication | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | Manager moved to Supervisor |
| Corporate Services - Human Resources | 6.0 | 5.0 | 5.0 | 5.0 | 5.3 | 0.3 FTE Payroll Support until Sept 2017 |
| Corporate Services - Health & Safety | 0.0 | 1.0 | 1.0 | 1.0 | 1.0 | |
| Corporate Services - Information Technology * | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | |
| Corporate Services - GIS/Mapping | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | |
| Corporate Services - Records Management | 2.0 | 1.0 | 1.0 | 1.0 | 1.0 | |
| Corporate Services - Corporate Properties | 1.0 | 1.0 | 1.0 | 2.0 | 2.0 | Manager moved to Supervisor |
| Economic Development | 3.6 | 2.8 | 2.8 | 2.9 | 2.1 | VIC Seasonal Staff to Museum |
| Parks Planning | 2.0 | 1.0 | 1.5 | 1.0 | 1.0 | |
| Heritage & Culture | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 | |
| Planning | 5.0 | 5.0 | 5.0 | 6.0 | 6.0 | |
| EPO Admin | 5.0 | 3.0 | 3.0 | 2.0 | 2.0 | |
| Engineering | 3.3 | 3.0 | 3.4 | 3.0 | 3.0 | |
| Safety Codes | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | |
| Operations | 15.5 | 16.0 | 16.2 | 15.6 | 14.4 | |
| Utilities | 20.8 | 20.0 | 19.2 | 18.6 | 18.8 | |
| Total Permanent FTE's | 158.7 | 155.5 | 154.7 | 154.2 | 149.7 | |
| Non-permanent FTE's | | | | | | |
| Safety Codes - 2 permitters | 0.0 | 0.0 | 0.0 | 2.0 | 2.0 | Contracted until March 2018 |
| Financial Services - Assessment | 0.0 | 0.0 | 0.0 | 1.0 | 0.8 | Contracted until September 2017 |
| FCSS - 0.5 FTE Comm Dev Worker (2 year) | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 | Contracted until December 2017 |
| FCSS - 1.0 FTE Comm Dev Worker/Ec Dev | 0.0 | 0.0 | 0.0 | 0.5 | 1.0 | Contracted until December 2018 |
| Other | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |
| Total Non-permanent FTE's | 0.0 | 0.0 | 0.0 | 4.5 | 4.8 | |
| FTE Total: | 158.7 | 155.5 | 154.7 | 158.7 | 154.5 | |
| * Shared staff with MD of Foothills | | | | | | |

Community Group Funding Requests

| Community Group | 2016 Funding | 2017 Draft Budget | 2017 Requests | Funding Change |
|-------------------------------|------------------|-------------------|------------------|-----------------|
| HIGH RIVER LIBRARY | \$318,500 | \$320,500 | \$400,800 | \$80,300 |
| MUSEUM OF THE HIGHWOOD | \$150,000 | \$151,000 | \$151,000 | \$0 |
| HIGHWOOD MEMORIAL CENTRE | \$90,000 | \$90,500 | \$100,000 | \$9,500 |
| HIGH RIVER REGIONAL AIRPORT | \$9,000 | \$9,000 | \$9,000 | \$0 |
| HIGH RIVER HANDIBUS TRANSPORT | \$19,500 | \$19,600 | \$19,600 | \$0 |
| STARS FOUNDATION | \$13,000 | \$13,000 | \$20,000 | \$7,000 |
| Total: | \$600,000 | \$603,600 | \$700,400 | \$96,800 |

Moved to Community Vitality Fund Application Process

| Community Group | 2017 Funding |
|---|-----------------|
| D A R E WORKS SOCIETY | \$5,800 |
| PARADES (Santa Claus, Little Britches) and EVENTS | \$15,000 |
| ALBERTA COWBOY POETRY ASSOCIATION | \$5,000 |
| HIGH RIVER BALLON EVENTS COMMITTEE | \$5,000 |
| OLLIE PETTERSON MEMORIAL BOXING DAY TOURNAMENT | \$3,800 |
| STRIVE FOUNDATION | \$0 |
| SHEPPARD FAMILY PARK | \$0 |
| Total: | \$34,600 |

2017 to 2021 Non-Regular Recurring Expenses

| | Department/Cost Centre | Project Description | Project Cost | Frequency (Years) | Annual Funding | Next Occurrence |
|----|------------------------|--|--------------|-------------------|------------------|-----------------|
| 1 | Human Resources | Collective Bargaining | \$30,000 | 5 | \$6,000 | 2021 |
| 2 | Human Resources | Compensation Review | \$30,000 | 3 | \$10,000 | 2017 |
| 3 | Health & Safety | Health & Safety Audit | \$3,000 | 3 | \$1,000 | 2017 |
| 4 | Engineering | Infrastructure Master Plan (IMP) | \$300,000 | 5 | \$60,000 | 2020 |
| 5 | Engineering | Off-Site Levy Bylaw Update | \$30,000 | 2 | \$15,000 | 2017 |
| 6 | Legislative Services | Municipal Census | \$42,000 | 3 | \$14,000 | 2018 |
| 7 | Legislative Services | Municipal Election & Council Orientation | \$40,000 | 4 | \$10,000 | 2017 |
| 8 | Planning | Land Use Bylaw | \$150,000 | 10 | \$15,000 | 2025 |
| 9 | Planning | Municipal Development Plan (Town Plan) | \$100,000 | 5 | \$20,000 | 2020 |
| 10 | Information Technology | Orthophotography/Aerial Mapping | \$14,000 | 2 | \$7,000 | 2017 |
| 11 | Community Services | Recreation Master Plan | \$75,000 | 5 | \$15,000 | 2020 |
| 12 | Community Services | Vital Signs Brief | \$10,000 | 2 | \$5,000 | 2017 |
| 13 | Community Services | Social Well-being Assessment | \$37,500 | 5 | \$7,500 | 2018 |
| 14 | Communications | Update on Website | \$100,000 | 5 | \$20,000 | 2021 |
| 15 | | | | | | |
| | | | | Total: | \$185,500 | |



Town of High River 2017 to 2020 Operating Budget Budget Summary - All Departments

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|-------------------|-------------------|-------------------|
| Revenue: | | | | | | |
| Tax Revenue | 12,395,600 | 12,275,600 | 12,955,400 | 13,388,000 | 13,790,000 | 14,203,000 |
| Sales of Goods & Services | 10,040,800 | 10,412,250 | 10,474,620 | 10,729,470 | 10,999,970 | 11,267,830 |
| Grants Received | 1,712,600 | 3,523,440 | 3,007,760 | 2,135,760 | 1,300,660 | 1,309,660 |
| Local Government Transfers | 780,000 | 840,000 | 930,000 | 937,500 | 945,000 | 952,500 |
| Other Revenue | 1,517,500 | 1,668,000 | 1,729,500 | 1,799,500 | 1,869,500 | 1,940,500 |
| Donations | 491,950 | 319,050 | 172,200 | 172,200 | 172,200 | 172,200 |
| Transfers from Local Boards and Agencies | - | - | - | - | - | - |
| Developer Agreements and Levies | - | - | - | - | - | - |
| Internal Transfers Revenue | 2,500 | - | - | - | - | - |
| Transfer From Reserves | 638,500 | 856,700 | 434,020 | 79,400 | 28,000 | 192,000 |
| Total Revenue: | 27,579,450 | 29,895,040 | 29,703,500 | 29,241,830 | 29,105,330 | 30,037,690 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | 13,340,400 | 14,904,900 | 14,625,450 | 13,855,970 | 13,276,940 | 13,219,070 |
| Training Conference Travel | 439,150 | 422,550 | 376,040 | 350,240 | 345,890 | 333,590 |
| Public Relations - Communications | 201,750 | 214,850 | 178,800 | 177,550 | 178,250 | 178,550 |
| Phone & Utilities | 1,566,500 | 1,496,850 | 1,620,400 | 1,669,600 | 1,704,750 | 1,740,550 |
| Insurance | 432,450 | 440,400 | 500,900 | 527,340 | 553,270 | 580,680 |
| Contracted Services and General Services | 6,298,300 | 7,329,940 | 6,806,570 | 6,264,710 | 5,894,890 | 6,289,950 |
| Materials | 1,380,750 | 1,473,200 | 1,437,440 | 1,411,340 | 1,437,290 | 1,486,490 |
| Other Expenses | 132,850 | 143,500 | 145,800 | 146,000 | 146,200 | 144,500 |
| Transfers to Local Boards and Agencies | 1,238,630 | 880,900 | 1,003,400 | 899,600 | 900,900 | 902,200 |
| Transfer To Reserves | 1,286,370 | 1,294,550 | 1,809,100 | 2,689,880 | 3,417,050 | 3,912,410 |
| Annexation Fee | 200,000 | - | - | 50,000 | 50,000 | 50,000 |
| Internal Transfers Expenses | - | - | - | - | - | - |
| Long Term Debt Principal | 731,100 | 932,700 | 864,700 | 890,200 | 916,600 | 943,700 |
| Long-Term Debt Interest | 331,200 | 360,700 | 334,900 | 309,400 | 283,300 | 256,000 |
| Total Expense (before Amortization) | 27,579,450 | 29,895,040 | 29,703,500 | 29,241,830 | 29,105,330 | 30,037,690 |
| Net Surplus (Deficit) Before Amortization | 0 | 0 | 0 | 0 | 0 | 0 |



Town of High River 2017 to 2020 Operating Budget Budget Summary - All Departments

Less: Amortization on Tangible Capital Assets
Net Surplus (Deficit)

| | | | | | |
|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | | | | | |
| 4,903,800 | 5,154,500 | 5,935,700 | 5,935,700 | 5,935,700 | 5,935,700 |
| (4,903,800) | (5,154,500) | (5,935,700) | (5,935,700) | (5,935,700) | (5,935,700) |

Revenue:

- 1) Tax Revenue - 2.6% Tax Increase - \$815,000 increase

Expenses:

- 1) Wages & Benefits -2.5% Staffing Vacancy Rate Assumed
 - 2) Wages & Benefits - No Cost of Living Adjustment (COLA) applied for 2017
 - 3) Training Conference & Travel - \$100,000 decrease
 - 4) Phone & Utilities - Carbon Tax - \$30,000 - 2017 & \$45,000 - 2018
 - 5) Insurance - 16% Increase \$70,000
 - 6) Contract Services - Decrease Due to One-Time Projects in 2016
 - 7) Transfer to Local Board & Agencies - \$90,000 increase due to one-time projects
 - 8) Transfer to Reserve - Infrastructure Reserve - \$800,000 increase
 - 9) Annexation - Southeast Annexation Fee - \$50,000 increase (2018 to 2021)
- * Included the increase to Contracted Services & Transfers from Reserves by \$30,000 approved by Council March 13, 2017



GENERAL

**General Government
Council
Library
Executive/Town Manager
Economic Development**



Town of High River 2017 to 2020 Operating Budget 00-01 General Government

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|---------------------------------|----------------------------|----------------------------|------------------------------|----------------------|----------------------|----------------------|
| Revenue: | | | | | | |
| Tax Revenue | \$ 12,395,600 | \$ 12,275,600 | \$ 12,955,400 | \$ 13,388,000 | \$ 13,790,000 | \$ 14,203,000 |
| Sales of Goods & Services | \$ 165,000 | \$ 135,000 | \$ 165,000 | \$ 165,000 | \$ 165,000 | \$ 165,000 |
| Grants Received | \$ 54,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| Other Revenue | \$ 1,483,000 | \$ 1,613,000 | \$ 1,638,000 | \$ 1,708,000 | \$ 1,778,000 | \$ 1,849,000 |
| Developer Agreements and Levies | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 14,097,600 | \$ 14,123,600 | \$ 14,858,400 | \$ 15,361,000 | \$ 15,883,000 | \$ 16,317,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ (340,000) | \$ (370,000) | \$ (360,000) | \$ (360,000) | \$ (360,000) | \$ (360,000) |
| Training Conference Travel | \$ - | \$ - | \$ (100,000) | \$ (100,000) | \$ (100,000) | \$ (100,000) |
| Phone & Utilities | \$ - | \$ (20,000) | \$ - | \$ - | \$ - | \$ - |
| Transfer To Reserves | \$ 1,146,770 | \$ 978,900 | \$ 1,210,600 | \$ 1,893,080 | \$ 2,478,640 | \$ 2,800,280 |
| Tax Requisitions | \$ 200,000 | \$ - | \$ - | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Total Expenses: | \$ 1,006,770 | \$ 588,900 | \$ 750,600 | \$ 1,483,080 | \$ 2,068,640 | \$ 2,390,280 |
| Net Total | \$ 13,090,830 | \$ 13,534,700 | \$ 14,107,800 | \$ 13,877,920 | \$ 13,764,360 | \$ 13,926,720 |

Revenue:

- 1) Tax Revenue - 2.6% - \$815,000 increase
- 2) Other Revenue - Franchise Fees (ATCO Gas & Fortis) - \$25,000 increase

Expenses:

- 1) Wages & Benefits - 2.5% Staffing Vacancy Rate
- 2) Training Conference Travel - \$100,000 for global non-usage
- 3) Transfer to Reserve - Infrastructure Reserve - \$500,000 increase
- 4) Annexation - Southeast Annexation Fee - \$50,000 increase (2018 to 2021)



Town of High River 2017 to 2020 Operating Budget 11-00 Council

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 273,400 | \$ 275,500 | \$ 279,700 | \$ 285,100 | \$ 290,600 | \$ 295,500 |
| Training Conference Travel | \$ 50,900 | \$ 42,600 | \$ 52,150 | \$ 45,400 | \$ 41,400 | \$ 41,400 |
| Public Relations - Communications | \$ 43,400 | \$ 39,200 | \$ 38,200 | \$ 38,200 | \$ 38,200 | \$ 38,200 |
| Phone & Utilities | \$ 5,700 | \$ 4,850 | \$ 4,500 | \$ 4,500 | \$ 4,500 | \$ 4,500 |
| Insurance | \$ 8,600 | \$ 6,500 | \$ 7,400 | \$ 7,800 | \$ 8,200 | \$ 8,600 |
| Contracted Services and General Services | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Materials | \$ 3,000 | \$ 3,000 | \$ 6,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Other Expenses | \$ 200 | \$ 200 | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| Transfers to Local Boards and Agencies | \$ 329,830 | \$ 302,100 | \$ 281,600 | \$ 271,600 | \$ 271,600 | \$ 2,716,000 |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 715,030 | \$ 673,950 | \$ 669,750 | \$ 655,800 | \$ 657,700 | \$ 663,000 |
| Net Total | \$ (715,030) | \$ (673,950) | \$ (669,750) | \$ (655,800) | \$ (657,700) | \$ (663,000) |

Expenses:

- 1) Training, Conference & Travel - New Councillor Training
- 2) Transfer to Local Boards & Agencies - \$20,000 moved to Community Development - Community Vitality Fund



Town of High River 2017 to 2020 Operating Budget 74-04 Library

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|---|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Expense: | | | | | | |
| Insurance | \$ 3,400 | \$ 3,700 | \$ 4,000 | \$ 4,200 | \$ 4,400 | \$ 4,600 |
| Transfers to Local Boards and Agencies | \$ 383,800 | \$ 393,800 | \$ 401,800 | \$ 403,000 | \$ 404,300 | \$ 405,600 |
| Amortization on Tangible Capital Assets | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 387,200 | \$ 397,500 | \$ 405,800 | \$ 407,200 | \$ 408,700 | \$ 410,200 |
| Net Total | \$ (387,200) | \$ (397,500) | \$ (405,800) | \$ (407,200) | \$ (408,700) | \$ (410,200) |



Town of High River 2017 to 2020 Operating Budget 12-02 Executive/Town Manager

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 314,000 | \$ 322,200 | \$ 298,120 | \$ 298,220 | \$ 298,320 | \$ 298,420 |
| Training Conference Travel | \$ 9,300 | \$ 7,800 | \$ 13,200 | \$ 13,200 | \$ 7,200 | \$ 7,200 |
| Public Relations - Communications | \$ 2,000 | \$ 2,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Phone & Utilities | \$ 2,250 | \$ 800 | \$ 900 | \$ 900 | \$ 900 | \$ 900 |
| Insurance | \$ 2,500 | \$ 1,900 | \$ 2,100 | \$ 2,200 | \$ 2,300 | \$ 2,400 |
| Contracted Services and General Services | \$ 12,000 | \$ 12,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Materials | \$ 1,500 | \$ 3,000 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| Other Expenses | \$ 600 | \$ 600 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 344,150 | \$ 350,300 | \$ 323,320 | \$ 323,520 | \$ 317,720 | \$ 317,920 |
| Net Total | \$ (344,150) | \$ (350,300) | \$ (323,320) | \$ (329,020) | \$ (317,720) | \$ (317,920) |



Town of High River 2017 to 2020 Operating Budget 61-05 Economic Development

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 179,000 | \$ 178,000 | \$ 179,000 | \$ 179,000 | \$ 179,000 | \$ 179,000 |
| Grants Received | \$ 1,400 | \$ 280,000 | \$ 455,000 | \$ 325,000 | \$ - | \$ - |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 180,400 | \$ 458,000 | \$ 634,000 | \$ 504,000 | \$ 179,000 | \$ 179,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 190,000 | \$ 195,600 | \$ 219,740 | \$ 219,840 | \$ 89,010 | \$ 21,340 |
| Training Conference Travel | \$ 8,450 | \$ 8,500 | \$ 5,550 | \$ 5,550 | \$ 5,550 | \$ 5,550 |
| Public Relations - Communications | \$ 44,150 | \$ 50,050 | \$ 16,300 | \$ 16,300 | \$ 16,300 | \$ 16,300 |
| Phone & Utilities | \$ 3,500 | \$ 2,250 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Insurance | \$ 3,300 | \$ 2,700 | \$ 3,100 | \$ 3,300 | \$ 3,500 | \$ 3,700 |
| Contracted Services and General Services | \$ 13,000 | \$ 296,000 | \$ 486,000 | \$ 356,000 | \$ 146,000 | \$ 223,000 |
| Materials | \$ 800 | \$ 600 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| Other Expenses | \$ 1,400 | \$ 1,500 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 1,500 |
| Transfers to Local Boards and Agencies | \$ - | \$ - | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 264,600 | \$ 557,200 | \$ 765,290 | \$ 635,590 | \$ 294,960 | \$ 303,990 |
| Net Total | \$ (84,200) | \$ (99,200) | \$ (131,290) | \$ (131,590) | \$ (115,960) | \$ (124,990) |

Revenue:

- 1) Grants Received - 2016 Long Term Recovery Grant unspent \$200,000

Expenses:

- 1) Contract Services - completion of 2016 projects from the LTR Grant \$200,000
- 2) Public Relations - Communications - reduction due to being transferred to Community Vitality Fund in Community Development \$35,000



FINANCE

Financial Services
Assessment Services



Town of High River 2017 to 2020 Operating Budget 12-01 Financial Services

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 |
| Other Revenue | \$ 500 | \$ 1,000 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| Total Revenue: | \$ 60,500 | \$ 61,000 | \$ 62,500 | \$ 62,500 | \$ 62,500 | \$ 62,500 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 733,900 | \$ 733,800 | \$ 756,150 | \$ 756,350 | \$ 756,550 | \$ 756,750 |
| Training Conference Travel | \$ 12,600 | \$ 18,600 | \$ 16,100 | \$ 14,600 | \$ 14,600 | \$ 14,600 |
| Public Relations - Communications | \$ 2,300 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| Phone & Utilities | \$ 4,800 | \$ 2,100 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Insurance | \$ 11,000 | \$ 6,500 | \$ 7,300 | \$ 7,700 | \$ 8,100 | \$ 8,500 |
| Contracted Services and General Services | \$ 23,700 | \$ 26,500 | \$ 31,500 | \$ 31,500 | \$ 31,500 | \$ 31,500 |
| Materials | \$ 33,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Other Expenses | \$ 28,600 | \$ 29,600 | \$ 29,600 | \$ 29,600 | \$ 29,600 | \$ 29,600 |
| Amortization on Tangible Capital Assets | \$ 274,000 | \$ 358,000 | \$ 108,000 | \$ 108,000 | \$ 108,000 | \$ 108,000 |
| Total Expenses: | \$ 1,123,900 | \$ 1,207,600 | \$ 985,150 | \$ 984,250 | \$ 984,850 | \$ 985,450 |
| Net Total | \$ (1,063,400) | \$ (1,146,600) | \$ (922,650) | \$ (921,750) | \$ (922,350) | \$ (922,950) |

Expenses:

- 1) Amortization - Reduction as transferred to Informtion Technology



Town of High River 2017 to 2020 Operating Budget 12-11 Assessment Services

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Transfer From Reserves | \$ - | \$ 71,600 | \$ 47,200 | \$ - | \$ - | \$ - |
| Total Revenue: | \$ - | \$ 71,600 | \$ 47,200 | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 226,900 | \$ 300,600 | \$ 276,720 | \$ 229,620 | \$ 229,720 | \$ 229,820 |
| Training Conference Travel | \$ 7,300 | \$ 6,500 | \$ 5,600 | \$ 5,600 | \$ 5,600 | \$ 5,600 |
| Public Relations - Communications | \$ 600 | \$ 600 | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| Phone & Utilities | \$ 1,200 | \$ 900 | \$ 700 | \$ 700 | \$ 700 | \$ 700 |
| Insurance | \$ 2,500 | \$ 1,900 | \$ 3,200 | \$ 3,400 | \$ 3,600 | \$ 3,800 |
| Contracted Services and General Services | \$ 800 | \$ 700 | \$ 700 | \$ 700 | \$ 700 | \$ 700 |
| Materials | \$ 600 | \$ 600 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| Other Expenses | \$ 3,800 | \$ 4,500 | \$ 4,200 | \$ 4,200 | \$ 4,200 | \$ 4,200 |
| Total Expenses: | \$ 243,700 | \$ 316,300 | \$ 291,920 | \$ 245,020 | \$ 245,320 | \$ 245,620 |
| Net Total | \$ (243,700) | \$ (244,700) | \$ (244,720) | \$ (245,020) | \$ (245,320) | \$ (245,620) |



CORPORATE SERVICES

Corporate Services Administration

Corporate Properties

Legislative Services

Records Management

Communications

Human Resources

Health & Safety

Information Technology (IT)

GIS/Mapping



Town of High River 2017 to 2020 Operating Budget 12-08 Corporate Services Admin

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|-----------------------------|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 173,700 | \$ 249,200 | \$ 174,760 | \$ 174,460 | \$ 174,760 | \$ 174,460 |
| Training Conference Travel | \$ 4,200 | \$ 2,800 | \$ 2,800 | \$ 2,800 | \$ 2,800 | \$ 2,800 |
| Phone & Utilities | \$ 1,600 | \$ 450 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| Insurance | \$ 2,500 | \$ 900 | \$ 1,100 | \$ 1,200 | \$ 1,300 | \$ 1,400 |
| Materials | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 182,500 | \$ 253,850 | \$ 179,760 | \$ 179,860 | \$ 179,960 | \$ 180,060 |
| Net Total | \$ (182,500) | \$ (253,850) | \$ (179,760) | \$ (179,860) | \$ (179,960) | \$ (180,060) |

Expenses:

- 1) Salary, Wages, and Benefits - Reduction due to reduction of one (1) FTE



Town of High River 2017 to 2020 Operating Budget 12-12 Corporate Properties

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 9,850 | \$ 21,550 | \$ 9,850 | \$ 9,850 | \$ 9,850 | \$ 9,850 |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 9,850 | \$ 21,550 | \$ 9,850 | \$ 9,850 | \$ 9,850 | \$ 9,850 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 126,300 | \$ 195,700 | \$ 160,440 | \$ 160,540 | \$ 160,640 | \$ 160,740 |
| Training Conference Travel | \$ 2,400 | \$ 2,600 | \$ 7,800 | \$ 7,800 | \$ 7,800 | \$ 7,800 |
| Public Relations - Communications | \$ 2,000 | \$ 3,000 | \$ 1,700 | \$ 1,700 | \$ 1,700 | \$ 1,700 |
| Phone & Utilities | \$ 45,900 | \$ 47,700 | \$ 55,100 | \$ 57,400 | \$ 58,500 | \$ 59,600 |
| Insurance | \$ 15,200 | \$ 15,700 | \$ 19,100 | \$ 20,200 | \$ 21,300 | \$ 22,400 |
| Contracted Services and General Services | \$ 273,800 | \$ 268,100 | \$ 296,350 | \$ 291,350 | \$ 281,350 | \$ 276,350 |
| Materials | \$ 1,000 | \$ 1,500 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Other Expenses | \$ 200 | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 250 |
| Transfer to Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Long Term Debt Principal | \$ 91,300 | \$ 258,300 | \$ 168,600 | \$ 171,700 | \$ 174,900 | \$ 178,100 |
| Long-Term Debt Interest | \$ 2,500 | \$ 33,300 | \$ 29,200 | \$ 26,100 | \$ 23,000 | \$ 19,700 |
| Amortization on Tangible Capital Assets | \$ - | \$ - | \$ 87,000 | \$ 87,000 | \$ 87,000 | \$ 87,000 |
| Total Expenses: | \$ 560,600 | \$ 826,150 | \$ 827,540 | \$ 826,040 | \$ 818,440 | \$ 815,640 |
| Net Total | \$ (550,750) | \$ (804,600) | \$ (817,690) | \$ (816,190) | \$ (808,590) | \$ (805,790) |

Expenses:

- 1) Salary, Wages, and Benefits - Reduction due to change in position from Manager to Supervisor



Town of High River 2017 to 2020 Operating Budget 12-03 Legislative Services

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ 18,000 | \$ 30,000 | \$ - | \$ - |
| Total Revenue: | \$ - | \$ - | \$ 18,000 | \$ 30,000 | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 277,900 | \$ 315,600 | \$ 182,620 | \$ 182,720 | \$ 182,820 | \$ 182,920 |
| Training Conference Travel | \$ 4,750 | \$ 5,750 | \$ 6,520 | \$ 6,520 | \$ 6,520 | \$ 6,520 |
| Public Relations - Communications | \$ 1,500 | \$ 1,300 | \$ 1,700 | \$ 1,700 | \$ 1,700 | \$ 1,700 |
| Phone & Utilities | \$ 1,950 | \$ 750 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| Insurance | \$ 3,700 | \$ 3,300 | \$ 2,100 | \$ 2,200 | \$ 2,300 | \$ 2,400 |
| Contracted Services and General Services | \$ 18,300 | \$ 81,300 | \$ 41,300 | \$ 56,300 | \$ 16,300 | \$ 16,300 |
| Materials | \$ 25,000 | \$ 15,000 | \$ 20,200 | \$ 18,000 | \$ 18,000 | \$ 18,000 |
| Other Expenses | \$ 17,000 | \$ 17,200 | \$ 17,400 | \$ 17,400 | \$ 17,400 | \$ 17,400 |
| Transfer To Reserves | \$ - | \$ 16,000 | \$ 10,000 | \$ 6,000 | \$ 16,000 | \$ 16,000 |
| Total Expenses: | \$ 350,100 | \$ 456,200 | \$ 282,440 | \$ 295,440 | \$ 269,640 | \$ 269,840 |
| Net Total | \$ (350,100) | \$ (456,200) | \$ (264,440) | \$ (265,440) | \$ (269,640) | \$ (269,840) |

Expenses:

- 1) Salary, Wages, and Benefits - Reduction due to change in positions 3.5 FTE to 2 FTE



Town of High River 2017 to 2020 Operating Budget 12-10 Records Management

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|--------------------|--------------------|--------------------|
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 79,600 | \$ 83,200 | \$ 83,490 | \$ 83,490 | \$ 83,490 | \$ 83,490 |
| Training Conference Travel | \$ 2,550 | \$ 2,550 | \$ 4,950 | \$ 2,950 | \$ 2,950 | \$ 2,950 |
| Public Relations - Communications | \$ - | \$ - | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Phone & Utilities | \$ 300 | \$ 400 | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| Insurance | \$ 1,200 | \$ 900 | \$ 1,100 | \$ 1,200 | \$ 1,300 | \$ 1,400 |
| Contracted Services and General Services | \$ 22,000 | \$ 12,000 | \$ 9,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Materials | \$ 1,000 | \$ 800 | \$ 1,200 | \$ 800 | \$ 800 | \$ 800 |
| Total Expenses: | \$ 106,650 | \$ 99,850 | \$ 100,340 | \$ 99,040 | \$ 99,140 | \$ 99,240 |
| Net Total | \$ (106,650) | \$ (99,850) | \$ (100,340) | \$ (99,040) | \$ (99,140) | \$ (99,240) |



Town of High River 2017 to 2020 Operating Budget 12-04 Communications

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ 3,500 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 3,500 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 199,900 | \$ 162,500 | \$ 160,550 | \$ 2,606,500 | \$ 160,750 | \$ 160,850 |
| Training Conference Travel | \$ 3,600 | \$ 3,600 | \$ 3,600 | \$ 3,600 | \$ 3,600 | \$ 3,600 |
| Public Relations - Communications | \$ 38,400 | \$ 43,600 | \$ 41,500 | \$ 41,500 | \$ 41,500 | \$ 41,500 |
| Phone & Utilities | \$ 2,800 | \$ 900 | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Insurance | \$ 2,600 | \$ 2,100 | \$ 2,240 | \$ 2,350 | \$ 2,460 | \$ 2,570 |
| Contracted Services and General Services | \$ 2,750 | \$ 21,000 | \$ 54,500 | \$ 14,500 | \$ 14,500 | \$ 14,500 |
| Materials | \$ 500 | \$ 750 | \$ 2,250 | \$ 2,250 | \$ 2,250 | \$ 2,250 |
| Other Expenses | \$ 14,700 | \$ 13,750 | \$ 16,400 | \$ 16,400 | \$ 16,400 | \$ 15,000 |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ 15,000 | \$ 25,000 | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 265,250 | \$ 248,200 | \$ 281,440 | \$ 261,650 | \$ 261,860 | \$ 260,670 |
| Net Total | \$ (261,750) | \$ (248,200) | \$ (281,440) | \$ (261,650) | \$ (261,860) | \$ (260,670) |



Town of High River 2017 to 2020 Operating Budget 12-06 Human Resources

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 5,000 | \$ 1,800 | \$ 1,800 | \$ 1,800 | \$ 1,800 | \$ 1,800 |
| Transfer From Reserves | \$ - | \$ - | \$ 17,000 | \$ - | \$ 1,000 | \$ - |
| Total Revenue: | \$ 5,000 | \$ 1,800 | \$ 18,800 | \$ 1,800 | \$ 2,800 | \$ 1,800 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 497,800 | \$ 492,100 | \$ 523,680 | \$ 496,580 | \$ 496,780 | \$ 496,980 |
| Training Conference Travel | \$ 67,600 | \$ 70,550 | \$ 94,250 | \$ 74,000 | \$ 79,000 | \$ 67,000 |
| Public Relations - Communications | \$ 2,500 | \$ 2,500 | \$ 4,500 | \$ 4,500 | \$ 4,500 | \$ 4,500 |
| Phone & Utilities | \$ 3,100 | \$ 1,200 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Insurance | \$ 4,900 | \$ 4,700 | \$ 5,800 | \$ 6,100 | \$ 6,400 | \$ 6,700 |
| Contracted Services and General Services | \$ 33,000 | \$ 47,200 | \$ 79,900 | \$ 49,200 | \$ 53,200 | \$ 63,200 |
| Materials | \$ 7,200 | \$ 7,700 | \$ 7,700 | \$ 7,700 | \$ 7,700 | \$ 7,700 |
| Other Expenses | \$ 2,300 | \$ 2,600 | \$ 3,100 | \$ 3,100 | \$ 3,100 | \$ 3,100 |
| Transfer To Reserves | \$ - | \$ - | \$ 2,000 | \$ 11,000 | \$ 10,000 | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 618,400 | \$ 628,550 | \$ 721,930 | \$ 658,180 | \$ 667,680 | \$ 666,180 |
| Net Total | \$ (613,400) | \$ (626,750) | \$ (703,130) | \$ (656,380) | \$ (664,880) | \$ (664,380) |

Expenses:

- 1) Salary, Wages, and Benefits - Increase due to additional coverage to payroll support



Town of High River 2017 to 2020 Operating Budget 12-05 Health & Safety

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|--------------------|--------------------|--------------------|
| Revenue: | | | | | | |
| Other Revenue | \$ 20,000 | \$ 40,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| Transfer From Reserves | \$ - | \$ - | \$ 2,000 | \$ - | \$ - | \$ 2,000 |
| Total Revenue: | \$ 20,000 | \$ 40,000 | \$ 77,000 | \$ 75,000 | \$ 75,000 | \$ 77,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 117,200 | \$ 118,300 | \$ 118,120 | \$ 118,120 | \$ 118,120 | \$ 118,120 |
| Training Conference Travel | \$ 8,900 | \$ 10,100 | \$ 8,950 | \$ 9,350 | \$ 8,950 | \$ 9,350 |
| Phone & Utilities | \$ 900 | \$ 450 | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Insurance | \$ 1,200 | \$ 900 | \$ 1,100 | \$ 1,200 | \$ 1,300 | \$ 1,400 |
| Contracted Services and General Services | \$ 4,000 | \$ 6,000 | \$ 9,000 | \$ 6,000 | \$ 6,000 | \$ 9,000 |
| Materials | \$ 27,050 | \$ 10,500 | \$ 9,000 | \$ 9,000 | \$ 9,000 | \$ 9,000 |
| Other Expenses | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ 1,000 | \$ 1,000 | \$ - |
| Total Expenses: | \$ 159,550 | \$ 146,550 | \$ 146,870 | \$ 145,370 | \$ 145,070 | \$ 147,570 |
| Net Total | \$ (139,550) | \$ (106,550) | \$ (69,870) | \$ (70,370) | \$ (70,070) | \$ (70,570) |

Revenue:

- 1) Other Revenue - \$35,000 increase due to WCB surplus and PIR Rebate



Town of High River 2017 to 2020 Operating Budget 12-09 Information Technology

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 206,500 | \$ 170,600 | \$ 172,100 | \$ 173,670 | \$ 175,300 | \$ 175,600 |
| Grants Received | \$ - | \$ 7,500 | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ 25,000 | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 206,500 | \$ 203,100 | \$ 172,100 | \$ 173,670 | \$ 175,300 | \$ 175,600 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 392,400 | \$ 328,200 | \$ 343,780 | \$ 343,880 | \$ 343,980 | \$ 344,080 |
| Training Conference Travel | \$ 14,200 | \$ 15,200 | \$ 15,200 | \$ 15,200 | \$ 15,200 | \$ 15,200 |
| Phone & Utilities | \$ 5,850 | \$ 3,300 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Insurance | \$ 3,700 | \$ 2,800 | \$ 4,550 | \$ 4,800 | \$ 5,100 | \$ 5,350 |
| Contracted Services and General Services | \$ 386,300 | \$ 299,400 | \$ 365,700 | \$ 310,050 | \$ 310,000 | \$ 312,150 |
| Materials | \$ 15,000 | \$ 60,750 | \$ 23,250 | \$ 25,750 | \$ 27,500 | \$ 19,500 |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ - | \$ - | \$ 159,000 | \$ 159,000 | \$ 159,000 | \$ 159,000 |
| Total Expenses: | \$ 817,450 | \$ 709,650 | \$ 915,480 | \$ 862,680 | \$ 864,780 | \$ 859,280 |
| Net Total | \$ (610,950) | \$ (506,550) | \$ (743,380) | \$ (689,010) | \$ (689,480) | \$ (683,680) |

Expenses:

- 1) Amortization - Increase as transferred from Finance



Town of High River 2017 to 2020 Operating Budget 12-13 GIS/Mapping

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ 7,000 | \$ - | \$ 7,000 | \$ - |
| Total Revenue: | \$ - | \$ - | \$ 7,000 | \$ - | \$ 7,000 | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 184,700 | \$ 189,300 | \$ 192,410 | \$ 192,510 | \$ 192,610 | \$ 192,710 |
| Training Conference Travel | \$ 5,300 | \$ 8,400 | \$ 8,400 | \$ 8,400 | \$ 8,400 | \$ 8,400 |
| Phone & Utilities | \$ 600 | \$ 400 | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Insurance | \$ 2,500 | \$ 1,900 | \$ 2,100 | \$ 2,200 | \$ 2,300 | \$ 2,400 |
| Contracted Services and General Services | \$ 13,200 | \$ 1,200 | \$ 18,700 | \$ 4,700 | \$ 18,700 | \$ 4,700 |
| Materials | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer To Reserves | \$ - | \$ 7,000 | \$ - | \$ 7,000 | \$ - | \$ 7,000 |
| Total Expenses: | \$ 211,300 | \$ 213,200 | \$ 227,010 | \$ 220,210 | \$ 227,410 | \$ 220,610 |
| Net Total | \$ (211,300) | \$ (213,200) | \$ (220,010) | \$ (220,210) | \$ (220,410) | \$ (220,610) |



ENGINEERING/PLANNING

**EPO Administration
Engineering
Safety Codes/Permitting
Planning
Parks Planning
Heritage & Culture
Operations Administration
Building/Facilities Maintenance
Fleet
Streets
Storm Water
Solid Waste
Recycling
Water Distribution
Water Plant
Waste Water Collection
Waste Water Plant**



Town of High River 2017 to 2020 Operating Budget 12-07 EPO Administration

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 331,000 | \$ 258,400 | \$ 279,470 | \$ 262,640 | \$ 262,740 | \$ 262,840 |
| Training Conference Travel | \$ 19,200 | \$ 9,700 | \$ 5,700 | \$ 5,700 | \$ 5,700 | \$ 5,700 |
| Public Relations - Communications | \$ 800 | \$ 800 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Phone & Utilities | \$ 900 | \$ 1,200 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| Insurance | \$ 3,700 | \$ 1,900 | \$ 3,200 | \$ 3,400 | \$ 3,600 | \$ 3,800 |
| Contracted Services and General Services | \$ 25,000 | \$ 40,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Materials | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Other Expenses | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 381,400 | \$ 312,800 | \$ 305,270 | \$ 288,640 | \$ 288,940 | \$ 289,240 |
| Net Total | \$ (381,400) | \$ (312,800) | \$ (305,270) | \$ (288,640) | \$ (288,940) | \$ (289,240) |

Expenses:

- 1) Contract Services - reduced - external contractors



Town of High River 2017 to 2020 Operating Budget 31-01 Engineering

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grants Received | \$ - | \$ 12,000 | \$ - | \$ - | \$ - | \$ - |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ 15,000 | \$ - | \$ 15,000 | \$ 180,000 |
| Total Revenue: | \$ - | \$ 12,000 | \$ 15,000 | \$ - | \$ 15,000 | \$ 180,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 435,400 | \$ 401,300 | \$ 387,810 | \$ 387,910 | \$ 388,010 | \$ 388,110 |
| Training Conference Travel | \$ 11,500 | \$ 10,500 | \$ 10,100 | \$ 10,100 | \$ 10,100 | \$ 10,100 |
| Public Relations - Communications | \$ 1,500 | \$ 1,500 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Phone & Utilities | \$ 4,900 | \$ 1,200 | \$ 1,800 | \$ 1,800 | \$ 1,800 | \$ 1,800 |
| Insurance | \$ 4,200 | \$ 2,800 | \$ 14,300 | \$ 15,100 | \$ 15,900 | \$ 16,700 |
| Contracted Services and General Services | \$ 165,000 | \$ 190,000 | \$ 158,000 | \$ 125,000 | \$ 155,000 | \$ 425,000 |
| Materials | \$ 6,300 | \$ 5,500 | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 3,500 |
| Other Expenses | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| Transfer To Reserves | \$ - | \$ - | \$ 60,000 | \$ 75,000 | \$ 60,000 | \$ 15,000 |
| Amortization on Tangible Capital Assets | \$ 25,000 | \$ 26,000 | \$ 27,000 | \$ 27,000 | \$ 27,000 | \$ 27,000 |
| Total Expenses: | \$ 654,100 | \$ 639,100 | \$ 663,810 | \$ 646,710 | \$ 662,610 | \$ 948,510 |
| Net Total | \$ (654,100) | \$ (627,100) | \$ (648,810) | \$ (646,710) | \$ (647,610) | \$ (768,510) |

Expenses:

- 1) Contract Services - reduced - non-regular projects in 2016, Infrastructure Master Plan Update



Town of High River 2017 to 2020 Operating Budget 31-02 Safety Codes/Permitting

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|-------------------|-------------------|-------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 562,000 | \$ 525,000 | \$ 502,000 | \$ 512,000 | \$ 512,000 | \$ 512,000 |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ 140,000 | \$ 90,200 | \$ 60,400 | \$ 29,400 | \$ - | \$ - |
| Total Revenue: | \$ 702,000 | \$ 615,200 | \$ 615,200 | \$ 512,000 | \$ 512,000 | \$ 512,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 155,100 | \$ 253,900 | \$ 276,900 | \$ 192,120 | \$ 163,940 | \$ 164,040 |
| Training Conference Travel | \$ 3,300 | \$ 3,550 | \$ 3,750 | \$ 3,750 | \$ 3,750 | \$ 3,750 |
| Phone & Utilities | \$ 1,200 | \$ 900 | \$ 900 | \$ 900 | \$ 900 | \$ 900 |
| Insurance | \$ 2,500 | \$ 1,900 | \$ 4,200 | \$ 4,400 | \$ 4,600 | \$ 4,800 |
| Contracted Services and General Services | \$ 510,000 | \$ 300,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 |
| Materials | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 674,100 | \$ 562,250 | \$ 537,750 | \$ 453,170 | \$ 425,190 | \$ 425,490 |
| Net Total | \$ 27,900 | \$ 52,950 | \$ 24,600 | \$ 88,230 | \$ 86,810 | \$ 86,510 |

Revenues:

- 1) Sales of Goods & Services - reduction of permits

Expenses:

- 1) Contract Services - Reduction of permit inspections



Town of High River 2017 to 2020 Operating Budget 61-01 Planning

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 66,500 | \$ 89,500 | \$ 67,500 | \$ 67,500 | \$ 67,500 | \$ 67,500 |
| Grants Received | \$ - | \$ 150,000 | \$ - | \$ - | \$ - | \$ - |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ 55,000 | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 66,500 | \$ 239,500 | \$ 122,500 | \$ 67,500 | \$ 67,500 | \$ 67,500 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 370,000 | \$ 587,100 | \$ 597,190 | \$ 597,390 | \$ 597,590 | \$ 597,790 |
| Training Conference Travel | \$ 16,250 | \$ 16,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Public Relations - Communications | \$ 11,000 | \$ 8,500 | \$ 8,500 | \$ 8,500 | \$ 8,500 | \$ 8,500 |
| Phone & Utilities | \$ 2,450 | \$ 1,350 | \$ 1,200 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| Insurance | \$ 6,100 | \$ 5,600 | \$ 6,300 | \$ 6,600 | \$ 6,900 | \$ 7,200 |
| Contracted Services and General Services | \$ 11,900 | \$ 188,000 | \$ 88,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Materials | \$ 5,000 | \$ 5,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Other Expenses | \$ 800 | \$ 1,700 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| Transfer To Reserves | \$ - | \$ - | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Amortization on Tangible Capital Assets | \$ 5,800 | \$ 5,800 | \$ 1,300 | \$ 1,300 | \$ 1,300 | \$ 1,300 |
| Total Expenses: | \$ 429,300 | \$ 819,050 | \$ 751,090 | \$ 676,590 | \$ 677,090 | \$ 677,590 |
| Net Total | \$ (362,800) | \$ (579,550) | \$ (628,590) | \$ (609,090) | \$ (609,590) | \$ (610,090) |

Revenues:

- 1) Sales of Goods & Services - reduction of rezoning permits, subdivision fees

Expenses:

- 1) Contract Services - Reduction due to non-regular expense of LUB Review
- 2) Transfer To Reserves - Annual contribution for non-recurring expenses



Town of High River 2017 to 2020 Operating Budget 61-04 Parks Planning

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 137,500 | \$ 105,000 | \$ 104,760 | \$ 104,760 | \$ 104,760 | \$ 1,047,606 |
| Training Conference Travel | \$ 2,600 | \$ 2,600 | \$ 3,900 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Public Relations - Communications | \$ 2,700 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Phone & Utilities | \$ 1,200 | \$ 450 | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Insurance | \$ 2,500 | \$ 1,900 | \$ 3,600 | \$ 3,830 | \$ 4,060 | \$ 4,300 |
| Contracted Services and General Services | \$ - | \$ - | \$ 10,500 | \$ 50,500 | \$ 10,500 | \$ 10,500 |
| Materials | \$ 800 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Other Expenses | \$ 400 | \$ 400 | \$ 100 | \$ 100 | \$ 100 | \$ 100 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 147,700 | \$ 112,350 | \$ 125,260 | \$ 166,590 | \$ 126,820 | \$ 127,060 |
| Net Total | \$ (147,700) | \$ (112,350) | \$ (125,260) | \$ (166,590) | \$ (126,820) | \$ (127,060) |

Expenses:

- 1) Contract Services - increase due to Heritage & Culture Expenses are included



Town of High River 2017 to 2020 Operating Budget 61-06 Heritage & Culture

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|------------------|------------------|------------------|
| Revenue: | | | | | | |
| Grants Received | \$ 20,000 | \$ 117,190 | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ - | \$ 80,000 | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ 63,000 | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 20,000 | \$ 260,190 | \$ - | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Training Conference Travel | \$ 3,400 | \$ 2,400 | \$ - | \$ - | \$ - | \$ - |
| Public Relations - Communications | \$ 1,100 | \$ 1,100 | \$ - | \$ - | \$ - | \$ - |
| Phone & Utilities | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Insurance | \$ 3,200 | \$ 2,300 | \$ - | \$ - | \$ - | \$ - |
| Contracted Services and General Services | \$ 33,000 | \$ 261,690 | \$ - | \$ - | \$ - | \$ - |
| Materials | \$ 2,000 | \$ 1,000 | \$ - | \$ - | \$ - | \$ - |
| Other Expenses | \$ 600 | \$ 600 | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 43,300 | \$ 269,090 | \$ - | \$ - | \$ - | \$ - |
| Net Total | \$ (23,300) | \$ (8,900) | \$ - | \$ - | \$ - | \$ - |



Town of High River 2017 to 2020 Operating Budget 31-04 Operations Administration

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 84,200 | \$ 75,500 | \$ 77,430 | \$ 77,430 | \$ 77,430 | \$ 77,430 |
| Training Conference Travel | \$ 5,000 | \$ 5,000 | \$ 5,600 | \$ 5,600 | \$ 5,600 | \$ 5,600 |
| Public Relations - Communications | \$ 500 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Phone & Utilities | \$ 900 | \$ 750 | \$ 1,100 | \$ 1,100 | \$ 1,100 | \$ 1,100 |
| Insurance | \$ 1,500 | \$ 900 | \$ 1,100 | \$ 1,200 | \$ 1,300 | \$ 1,400 |
| Contracted Services and General Services | \$ 15,300 | \$ 12,850 | \$ 10,350 | \$ 10,350 | \$ 10,350 | \$ 10,350 |
| Materials | \$ 23,700 | \$ 22,700 | \$ 23,300 | \$ 23,300 | \$ 23,300 | \$ 23,300 |
| Other Expenses | \$ 2,900 | \$ 2,800 | \$ 2,900 | \$ 2,900 | \$ 2,900 | \$ 2,900 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 134,000 | \$ 121,500 | \$ 122,780 | \$ 122,880 | \$ 122,980 | \$ 123,080 |
| Net Total | \$ (134,000) | \$ (121,500) | \$ (122,780) | \$ (122,880) | \$ (122,980) | \$ (123,080) |



Town of High River 2017 to 2020 Operating Budget 31-03 Building/Facilities Maintenance

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ 6,500 | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ - | \$ 6,500 | \$ - | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 195,900 | \$ 199,200 | \$ 198,240 | \$ 198,340 | \$ 198,440 | \$ 198,540 |
| Training Conference Travel | \$ 3,200 | \$ 3,000 | \$ 2,500 | \$ 2,650 | \$ 2,800 | \$ 2,950 |
| Public Relations - Communications | \$ - | \$ - | \$ 150 | \$ 150 | \$ 150 | \$ 150 |
| Phone & Utilities | \$ 1,550 | \$ 900 | \$ 700 | \$ 700 | \$ 700 | \$ 700 |
| Insurance | \$ 2,700 | \$ 2,000 | \$ 2,300 | \$ 2,400 | \$ 2,500 | \$ 2,600 |
| Contracted Services and General Services | \$ 55,000 | \$ 55,000 | \$ 55,000 | \$ 57,500 | \$ 60,000 | \$ 62,500 |
| Materials | \$ 44,500 | \$ 36,600 | \$ 28,800 | \$ 29,500 | \$ 30,700 | \$ 31,900 |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 302,850 | \$ 296,700 | \$ 287,690 | \$ 291,240 | \$ 295,290 | \$ 299,340 |
| Net Total | \$ (302,850) | \$ (290,200) | \$ (287,690) | \$ (291,240) | \$ (295,290) | \$ (299,340) |



Town of High River 2017 to 2020 Operating Budget 31-00 Fleet

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 219,100 | \$ 197,400 | \$ 197,670 | \$ 297,770 | \$ 197,870 | \$ 197,970 |
| Training Conference Travel | \$ 2,800 | \$ 2,800 | \$ 1,500 | \$ 1,600 | \$ 1,700 | \$ 1,800 |
| Public Relations - Communications | \$ - | \$ 500 | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Phone & Utilities | \$ 33,800 | \$ 38,500 | \$ 30,700 | \$ 32,300 | \$ 32,800 | \$ 33,300 |
| Insurance | \$ 53,700 | \$ 67,500 | \$ 76,800 | \$ 80,900 | \$ 85,000 | \$ 89,100 |
| Contracted Services and General Services | \$ 27,800 | \$ 32,200 | \$ 28,500 | \$ 30,600 | \$ 32,700 | \$ 34,800 |
| Materials | \$ 291,900 | \$ 270,000 | \$ 281,500 | \$ 279,400 | \$ 291,300 | \$ 303,200 |
| Other Expenses | \$ 1,700 | \$ 1,900 | \$ 4,250 | \$ 4,400 | \$ 4,550 | \$ 4,700 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ 92,000 | \$ 125,000 | \$ 163,000 | \$ 163,000 | \$ 163,000 | \$ 163,000 |
| Total Expenses: | \$ 722,800 | \$ 735,800 | \$ 784,320 | \$ 790,370 | \$ 809,320 | \$ 828,270 |
| Net Total | \$ (722,800) | \$ (735,800) | \$ (784,320) | \$ (790,370) | \$ (809,320) | \$ (828,270) |



Town of High River 2017 to 2020 Operating Budget 32-00 Streets

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|-----------------------|-----------------------|-----------------------|
| Revenue: | | | | | | |
| Grants Received | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 719,300 | \$ 718,000 | \$ 730,330 | \$ 730,630 | \$ 730,930 | \$ 731,230 |
| Training Conference Travel | \$ 4,600 | \$ 4,600 | \$ 4,900 | \$ 4,900 | \$ 4,900 | \$ 4,900 |
| Public Relations - Communications | \$ 1,000 | \$ 1,000 | \$ 850 | \$ 900 | \$ 900 | \$ 900 |
| Phone & Utilities | \$ 480,900 | \$ 500,400 | \$ 505,500 | \$ 518,200 | \$ 531,200 | \$ 544,500 |
| Insurance | \$ 10,100 | \$ 8,300 | \$ 9,200 | \$ 9,700 | \$ 10,200 | \$ 10,700 |
| Contracted Services and General Services | \$ 210,000 | \$ 206,100 | \$ 259,600 | \$ 254,600 | \$ 235,200 | \$ 235,200 |
| Materials | \$ 86,200 | \$ 97,000 | \$ 72,800 | \$ 72,800 | \$ 72,800 | \$ 72,800 |
| Other Expenses | \$ 500 | \$ 600 | \$ 1,200 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Long Term Debt Principal | \$ 178,500 | \$ 185,700 | \$ 193,200 | \$ 201,000 | \$ 209,200 | \$ 217,600 |
| Long-Term Debt Interest | \$ 89,500 | \$ 82,300 | \$ 74,800 | \$ 67,000 | \$ 59,000 | \$ 50,400 |
| Amortization on Tangible Capital Assets | \$ 1,990,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 |
| Total Expenses: | \$ 3,770,600 | \$ 3,804,000 | \$ 3,867,380 | \$ 3,875,930 | \$ 3,870,530 | \$ 3,884,430 |
| Net Total | \$ (3,770,600) | \$ (3,804,000) | \$ (3,867,380) | \$ (3,875,930) | \$ (3,870,530) | \$ (3,884,430) |

Expenses:

- 1) Contract Services - increase due to Transit Pilot (OnIT) project
- 2) Contract Services - increase due to guard rail annual maintenance, lighting maintenance along sidewalks
- 3) Materials - decrease due to efficiencies in product purchasing



Town of High River 2017 to 2020 Operating Budget 37-00 Storm Water

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 150,000 | \$ 168,000 | \$ 188,000 | \$ 194,000 | \$ 200,000 | \$ 206,000 |
| Grants Received | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 150,000 | \$ 168,000 | \$ 188,000 | \$ 194,000 | \$ 200,000 | \$ 206,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 150,900 | \$ 126,800 | \$ 105,040 | \$ 105,040 | \$ 105,040 | \$ 105,040 |
| Training Conference Travel | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,050 | \$ 2,100 | \$ 2,150 |
| Public Relations - Communications | \$ - | \$ 500 | \$ - | \$ - | \$ - | \$ - |
| Phone & Utilities | \$ 9,000 | \$ 13,800 | \$ 23,900 | \$ 24,500 | \$ 25,100 | \$ 25,700 |
| Insurance | \$ 2,100 | \$ 1,200 | \$ 1,200 | \$ 1,300 | \$ 1,400 | \$ 1,500 |
| Contracted Services and General Services | \$ 55,000 | \$ 55,000 | \$ 70,100 | \$ 73,200 | \$ 64,300 | \$ 67,400 |
| Materials | \$ 6,900 | \$ 7,200 | \$ 20,700 | \$ 13,950 | \$ 14,200 | \$ 14,450 |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ 306,000 | \$ 318,000 | \$ 637,000 | \$ 637,000 | \$ 637,000 | \$ 637,000 |
| Total Expenses: | \$ 531,900 | \$ 524,500 | \$ 859,940 | \$ 857,040 | \$ 849,140 | \$ 853,240 |
| Net Total | \$ (381,900) | \$ (356,500) | \$ (671,940) | \$ (663,040) | \$ (649,140) | \$ (647,240) |

Revenue:

- 1) Sales of Goods & Services - Increase of 3% in utility revenue

Expenses:

- 1) Phone & Utilities - Increase based on actuals
- 2) Contract Services - Increase due to annual dike inspections, water sampling for odor control
- 3) Materials - Increase due to fountain ponds maintenance
- 4) Amortization - Increase due to Dikes (50 year - amortization)



Town of High River 2017 to 2020 Operating Budget 43-00 Solid Waste

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|-------------------|-------------------|-------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 561,000 | \$ 565,000 | \$ 602,000 | \$ 620,000 | \$ 638,000 | \$ 657,000 |
| Total Revenue: | \$ 561,000 | \$ 565,000 | \$ 602,000 | \$ 620,000 | \$ 638,000 | \$ 657,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 168,600 | \$ 156,700 | \$ 187,260 | \$ 187,360 | \$ 187,460 | \$ 187,560 |
| Training Conference Travel | \$ 1,300 | \$ 1,300 | \$ 1,300 | \$ 1,300 | \$ 1,300 | \$ 1,300 |
| Public Relations - Communications | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Phone & Utilities | \$ 650 | \$ 450 | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| Insurance | \$ 2,500 | \$ 2,200 | \$ 2,600 | \$ 2,700 | \$ 2,800 | \$ 2,900 |
| Contracted Services and General Services | \$ 240,500 | \$ 275,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 |
| Materials | \$ 12,500 | \$ 12,500 | \$ 13,000 | \$ 13,000 | \$ 13,000 | \$ 13,000 |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ 184,000 | \$ 165,000 | \$ 165,000 | \$ 165,000 | \$ 165,000 | \$ 165,000 |
| Total Expenses: | \$ 610,550 | \$ 613,650 | \$ 619,860 | \$ 620,060 | \$ 620,260 | \$ 620,460 |
| Net Total | \$ (49,550) | \$ (48,650) | \$ (17,860) | \$ (60) | \$ 17,740 | \$ 36,540 |

Expenses:

- 1) Contract Services - Reduction due to landfill monitoring environmental requirement



Town of High River 2017 to 2020 Operating Budget 43-01 Recycling

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|--------------------|--------------------|--------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 193,000 | \$ 216,000 | \$ 238,500 | \$ 244,500 | \$ 252,500 | \$ 259,500 |
| Total Revenue: | \$ 193,000 | \$ 216,000 | \$ 238,500 | \$ 244,500 | \$ 252,500 | \$ 259,500 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 167,200 | \$ 159,100 | \$ 170,240 | \$ 170,340 | \$ 170,440 | \$ 170,540 |
| Training Conference Travel | \$ 1,300 | \$ 1,550 | \$ 1,550 | \$ 1,550 | \$ 1,550 | \$ 1,550 |
| Public Relations - Communications | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Phone & Utilities | \$ 650 | \$ 200 | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| Insurance | \$ 2,950 | \$ 2,300 | \$ 3,450 | \$ 3,600 | \$ 3,760 | \$ 3,920 |
| Contracted Services and General Services | \$ 103,500 | \$ 100,700 | \$ 101,400 | \$ 101,400 | \$ 101,400 | \$ 101,400 |
| Materials | \$ 2,200 | \$ 2,250 | \$ 2,250 | \$ 2,250 | \$ 2,250 | \$ 2,250 |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 278,300 | \$ 266,600 | \$ 279,590 | \$ 279,840 | \$ 280,110 | \$ 280,360 |
| Net Total | \$ (85,300) | \$ (50,600) | \$ (41,090) | \$ (35,340) | \$ (27,600) | \$ (20,860) |

Revenue:

- 1) Sales of Goods & Services - Increase of 3% in utility revenue



Town of High River 2017 to 2020 Operating Budget 41-01 Water Distribution

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 3,905,000 | \$ 4,103,000 | \$ 4,011,000 | \$ 4,117,000 | \$ 4,242,000 | \$ 4,368,000 |
| Grants Received | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ 60,000 | \$ 30,000 | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 3,905,000 | \$ 4,163,000 | \$ 4,041,000 | \$ 4,117,000 | \$ 4,242,000 | \$ 4,368,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 478,400 | \$ 521,400 | \$ 369,290 | \$ 369,390 | \$ 369,490 | \$ 369,590 |
| Training Conference Travel | \$ 5,400 | \$ 6,600 | \$ 7,000 | \$ 7,250 | \$ 7,500 | \$ 7,750 |
| Public Relations - Communications | \$ 900 | \$ 1,100 | \$ 1,400 | \$ 1,400 | \$ 1,550 | \$ 1,550 |
| Phone & Utilities | \$ 12,050 | \$ 11,700 | \$ 13,200 | \$ 13,200 | \$ 13,250 | \$ 13,250 |
| Insurance | \$ 7,600 | \$ 5,300 | \$ 5,100 | \$ 5,330 | \$ 5,550 | \$ 5,800 |
| Contracted Services and General Services | \$ 54,500 | \$ 116,600 | \$ 104,700 | \$ 74,500 | \$ 76,300 | \$ 78,100 |
| Materials | \$ 72,700 | \$ 85,300 | \$ 82,500 | \$ 85,150 | \$ 87,800 | \$ 90,450 |
| Other Expenses | \$ 9,700 | \$ 9,000 | \$ 9,000 | \$ 9,050 | \$ 9,100 | \$ 9,150 |
| Transfer To Reserves | \$ - | \$ 137,800 | \$ 237,140 | \$ 311,420 | \$ 407,440 | \$ 509,180 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ 576,000 | \$ 565,000 | \$ 647,000 | \$ 647,000 | \$ 647,000 | \$ 647,000 |
| Total Expenses: | \$ 1,217,250 | \$ 1,459,800 | \$ 1,476,330 | \$ 1,523,690 | \$ 1,624,980 | \$ 1,731,820 |
| Net Total | \$ 2,687,750 | \$ 2,703,200 | \$ 2,564,670 | \$ 2,593,310 | \$ 2,617,020 | \$ 2,636,180 |

Revenue:

1) Sales of Goods & Services - Reduction due to Loss of Mazeppa Gas Plant - \$75,000

Expenses:

1) Transfer to Reserves - Increase due to increase to Water Infrastructure Reserve



Town of High River 2017 to 2020 Operating Budget 41-02 Water Plant

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 138,800 | \$ 126,500 | \$ 152,820 | \$ 152,820 | \$ 152,820 | \$ 152,820 |
| Training Conference Travel | \$ 4,500 | \$ 4,700 | \$ 4,700 | \$ 4,700 | \$ 4,700 | \$ 4,700 |
| Public Relations - Communications | \$ 500 | \$ 500 | \$ 650 | \$ 650 | \$ 650 | \$ 650 |
| Phone & Utilities | \$ 204,000 | \$ 208,200 | \$ 208,300 | \$ 214,400 | \$ 219,500 | \$ 224,700 |
| Insurance | \$ 34,500 | \$ 39,100 | \$ 42,100 | \$ 44,700 | \$ 46,800 | \$ 48,900 |
| Contracted Services and General Services | \$ 69,500 | \$ 73,300 | \$ 65,600 | \$ 66,400 | \$ 67,200 | \$ 67,800 |
| Materials | \$ 46,300 | \$ 63,900 | \$ 62,700 | \$ 65,300 | \$ 67,900 | \$ 70,000 |
| Other Expenses | \$ 5,400 | \$ 6,400 | \$ 4,400 | \$ 4,400 | \$ 4,400 | \$ 4,400 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 503,500 | \$ 522,600 | \$ 541,270 | \$ 553,370 | \$ 563,970 | \$ 573,970 |
| Net Total | \$ (503,500) | \$ (522,600) | \$ (541,270) | \$ (553,370) | \$ (563,970) | \$ (573,970) |



Town of High River 2017 to 2020 Operating Budget 42-01 Waste Water Collection

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 2,247,000 | \$ 2,384,000 | \$ 2,536,000 | \$ 2,612,000 | \$ 2,689,000 | \$ 2,770,000 |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 2,247,000 | \$ 2,384,000 | \$ 2,536,000 | \$ 2,612,000 | \$ 2,689,000 | \$ 2,770,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 479,500 | \$ 505,800 | \$ 486,710 | \$ 486,910 | \$ 487,110 | \$ 487,310 |
| Training Conference Travel | \$ 5,250 | \$ 6,300 | \$ 6,600 | \$ 6,850 | \$ 7,100 | \$ 7,350 |
| Public Relations - Communications | \$ 500 | \$ 600 | \$ 900 | \$ 950 | \$ 1,000 | \$ 1,050 |
| Phone & Utilities | \$ 1,300 | \$ 1,600 | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Insurance | \$ 7,500 | \$ 5,000 | \$ 6,800 | \$ 6,100 | \$ 6,400 | \$ 6,700 |
| Contracted Services and General Services | \$ 54,500 | \$ 60,600 | \$ 58,000 | \$ 60,000 | \$ 63,000 | \$ 66,000 |
| Materials | \$ 25,400 | \$ 27,300 | \$ 27,500 | \$ 28,650 | \$ 29,800 | \$ 30,950 |
| Other Expenses | \$ 4,800 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Transfer To Reserves | \$ - | \$ 106,600 | \$ 182,040 | \$ 237,880 | \$ 285,000 | \$ 329,120 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ 480,000 | \$ 485,000 | \$ 555,000 | \$ 555,000 | \$ 555,000 | \$ 555,000 |
| Total Expenses: | \$ 1,058,750 | \$ 1,206,800 | \$ 1,331,950 | \$ 1,390,740 | \$ 1,442,810 | \$ 1,491,880 |
| Net Total | \$ 1,188,250 | \$ 1,177,200 | \$ 1,204,050 | \$ 1,221,260 | \$ 1,246,190 | \$ 1,278,120 |

Revenue:

- 1) Sales of Goods & Services - Increase of 3% in utility revenue

Expenses:

- 1) Transfer to Reserves - Increase due to increase to Waster Water Infrastructure Reserve



Town of High River 2017 to 2020 Operating Budget 42-02 Waste Water Plant

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 53,500 | \$ 53,500 | \$ 53,500 | \$ 53,500 | \$ 53,500 | \$ 53,500 |
| Grants Received | \$ - | \$ - | \$ 40,000 | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ 400,000 | \$ 400,000 | \$ 40,000 | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 453,500 | \$ 453,500 | \$ 93,500 | \$ 53,500 | \$ 53,500 | \$ 53,500 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 93,600 | \$ 90,400 | \$ 156,530 | \$ 156,530 | \$ 156,530 | \$ 156,530 |
| Training Conference Travel | \$ 4,500 | \$ 4,700 | \$ 4,700 | \$ 4,700 | \$ 4,700 | \$ 4,700 |
| Public Relations - Communications | \$ 500 | \$ 500 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| Phone & Utilities | \$ 223,800 | \$ 210,800 | \$ 252,600 | \$ 259,800 | \$ 266,000 | \$ 272,300 |
| Insurance | \$ 35,900 | \$ 41,700 | \$ 44,700 | \$ 47,300 | \$ 49,400 | \$ 52,000 |
| Contracted Services and General Services | \$ 595,800 | \$ 573,000 | \$ 189,600 | \$ 146,100 | \$ 147,600 | \$ 123,000 |
| Materials | \$ 10,000 | \$ 32,000 | \$ 20,000 | \$ 10,000 | \$ 10,000 | \$ 46,000 |
| Other Expenses | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 965,100 | \$ 954,100 | \$ 669,730 | \$ 626,030 | \$ 635,830 | \$ 656,130 |
| Net Total | \$ (511,600) | \$ (500,600) | \$ (576,230) | \$ (572,530) | \$ (582,330) | \$ (602,630) |

Expenses:

- 1) Phone & Utilities - Increase based on actuals



COMMUNITY SERVICES

Community Services Administration

Police/RCMP

Fire Services

Municipal Protection/Bylaw Services

Emergency Management

Disaster Response

Family & Community Support Services (FCSS)

Community Development (FCSS)

Community Support Services Admin

Parent Link Centre

United Way Community Funding

Secondary Suites Program

Affordable Housing Program

Recreation Complex

Arena

Aquatics

Field House

Food Concession

Recreation Programs

Parks

Cemetery

Spray Park

Culture Centre



Town of High River 2017 to 2020 Operating Budget 72-09 Community Services Administration

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Transfer From Reserves | \$ 65,000 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 65,000 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 214,800 | \$ 344,600 | \$ 384,860 | \$ 384,960 | \$ 385,060 | \$ 385,160 |
| Training Conference Travel | \$ 7,900 | \$ 7,600 | \$ 7,600 | \$ 7,600 | \$ 7,600 | \$ 7,600 |
| Public Relations - Communications | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Phone & Utilities | \$ 1,500 | \$ 850 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Insurance | \$ 2,500 | \$ 2,800 | \$ 3,200 | \$ 3,400 | \$ 3,600 | \$ 3,800 |
| Contracted Services and General Services | \$ 65,000 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Materials | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Transfer To Reserves | \$ - | \$ - | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 293,700 | \$ 357,850 | \$ 413,160 | \$ 413,460 | \$ 413,760 | \$ 414,060 |
| Net Total | \$ (228,700) | \$ (357,850) | \$ (413,160) | \$ (413,460) | \$ (413,760) | \$ (414,060) |

Expenses:

- 1) Transfer To Reserves - Annual contribution for non-regular expenses



Town of High River 2017 to 2020 Operating Budget 21-00 Police/RCMP

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|-----------------------|-----------------------|-----------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 285,000 | \$ 297,000 | \$ 312,000 | \$ 315,000 | \$ 319,000 | \$ 322,000 |
| Grants Received | \$ 403,400 | \$ 403,400 | \$ 403,400 | \$ 403,400 | \$ 403,400 | \$ 403,400 |
| Total Revenue: | \$ 688,400 | \$ 700,400 | \$ 715,400 | \$ 718,400 | \$ 722,400 | \$ 725,400 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 223,200 | \$ 232,700 | \$ 233,810 | \$ 233,910 | \$ 234,010 | \$ 234,110 |
| Training Conference Travel | \$ 6,100 | \$ 3,100 | \$ 5,800 | \$ 5,800 | \$ 5,800 | \$ 5,800 |
| Public Relations - Communications | \$ - | \$ - | \$ 750 | \$ 750 | \$ 750 | \$ 750 |
| Phone & Utilities | \$ 31,400 | \$ 28,900 | \$ 26,300 | \$ 27,400 | \$ 28,000 | \$ 28,600 |
| Insurance | \$ 14,200 | \$ 14,800 | \$ 17,200 | \$ 17,900 | \$ 19,100 | \$ 19,800 |
| Contracted Services and General Services | \$ 1,765,000 | \$ 1,876,300 | \$ 1,982,300 | \$ 2,027,300 | \$ 2,072,300 | \$ 2,120,800 |
| Materials | \$ 5,000 | \$ 7,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Other Expenses | \$ 100 | \$ 100 | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ 48,000 | \$ 48,000 | \$ 48,000 | \$ 48,000 | \$ 48,000 | \$ 48,000 |
| Total Expenses: | \$ 2,093,000 | \$ 2,210,900 | \$ 2,319,160 | \$ 2,366,060 | \$ 2,412,960 | \$ 2,462,860 |
| Net Total | \$ (1,404,600) | \$ (1,510,500) | \$ (1,603,760) | \$ (1,647,660) | \$ (1,690,560) | \$ (1,737,460) |

Expenses:

1) Contract Services - RCMP 17 Members Total - 16 RCMP Members budgeted/1 Member budgeted as vacant



Town of High River 2017 to 2020 Operating Budget 23-00 Fire Services

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|-----------------------|-----------------------|-----------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 46,500 | \$ 61,500 | \$ 51,800 | \$ 51,800 | \$ 51,800 | \$ 51,800 |
| Grants Received | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Local Government Transfers | \$ 535,000 | \$ 590,000 | \$ 645,000 | \$ 650,000 | \$ 655,000 | \$ 660,000 |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 581,500 | \$ 651,500 | \$ 696,800 | \$ 701,800 | \$ 706,800 | \$ 711,800 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 1,933,000 | \$ 2,099,600 | \$ 2,086,750 | \$ 2,090,800 | \$ 2,091,500 | \$ 2,092,200 |
| Training Conference Travel | \$ 66,500 | \$ 54,500 | \$ 56,820 | \$ 56,820 | \$ 56,920 | \$ 56,920 |
| Public Relations - Communications | \$ 2,600 | \$ 2,000 | \$ 3,300 | \$ 3,300 | \$ 3,300 | \$ 3,300 |
| Phone & Utilities | \$ 35,400 | \$ 31,700 | \$ 26,100 | \$ 27,100 | \$ 27,600 | \$ 28,100 |
| Insurance | \$ 66,000 | \$ 67,500 | \$ 74,700 | \$ 78,800 | \$ 82,000 | \$ 86,300 |
| Contracted Services and General Services | \$ 177,600 | \$ 175,500 | \$ 160,950 | \$ 159,200 | \$ 160,200 | \$ 160,200 |
| Materials | \$ 88,600 | \$ 95,600 | \$ 102,150 | \$ 100,050 | \$ 101,050 | \$ 101,050 |
| Other Expenses | \$ 4,000 | \$ 3,500 | \$ 4,350 | \$ 4,350 | \$ 4,350 | \$ 4,350 |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ 205,000 | \$ 205,000 | \$ 206,000 | \$ 206,000 | \$ 206,000 | \$ 206,000 |
| Total Expenses: | \$ 2,578,700 | \$ 2,734,900 | \$ 2,721,120 | \$ 2,726,420 | \$ 2,732,920 | \$ 2,738,420 |
| Net Total | \$ (1,997,200) | \$ (2,083,400) | \$ (2,024,320) | \$ (2,024,620) | \$ (2,026,120) | \$ (2,026,620) |

Revenue:

- 1) Local Government Transfers - Increase due to MD Shared Services Agreement



Town of High River 2017 to 2020 Operating Budget 26-03 Municipal Enforcement

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 33,500 | \$ 33,500 | \$ 33,500 | \$ 33,500 | \$ 33,500 | \$ 33,500 |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 33,500 | \$ 33,500 | \$ 33,500 | \$ 33,500 | \$ 33,500 | \$ 33,500 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 264,800 | \$ 181,500 | \$ - | \$ - | \$ - | \$ - |
| Training Conference Travel | \$ 7,300 | \$ 7,300 | \$ 7,300 | \$ 7,300 | \$ 7,300 | \$ 7,300 |
| Public Relations - Communications | \$ 1,500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Phone & Utilities | \$ 3,900 | \$ 4,600 | \$ 2,400 | \$ 2,400 | \$ 2,400 | \$ 2,400 |
| Insurance | \$ 3,700 | \$ 4,800 | \$ 4,300 | \$ 4,510 | \$ 4,730 | \$ 4,950 |
| Contracted Services and General Services | \$ 34,500 | \$ 34,500 | \$ 302,200 | \$ 258,500 | \$ 265,000 | \$ 271,800 |
| Materials | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ - | \$ 3,800 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Total Expenses: | \$ 327,700 | \$ 249,000 | \$ 333,700 | \$ 290,210 | \$ 296,930 | \$ 303,950 |
| Net Total | \$ (294,200) | \$ (215,500) | \$ (250,200) | \$ (256,710) | \$ (263,430) | \$ (270,450) |



Town of High River 2017 to 2020 Operating Budget 24-00 Emergency Management

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grants Received | \$ 10,000 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| Local Government Transfers | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 10,000 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ - | \$ 105,500 | \$ 115,590 | \$ 115,590 | \$ 115,590 | \$ 115,590 |
| Training Conference Travel | \$ 5,900 | \$ 7,550 | \$ 5,700 | \$ 6,550 | \$ 5,900 | \$ 2,550 |
| Public Relations - Communications | \$ 10,500 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Phone & Utilities | \$ 7,450 | \$ 11,850 | \$ 9,700 | \$ 9,800 | \$ 9,900 | \$ 10,000 |
| Insurance | \$ 1,200 | \$ 900 | \$ 1,300 | \$ 1,410 | \$ 1,520 | \$ 1,630 |
| Contracted Services and General Services | \$ 130,000 | \$ 23,300 | \$ 25,800 | \$ 31,000 | \$ 31,000 | \$ 21,000 |
| Materials | \$ 6,000 | \$ 6,500 | \$ 5,500 | \$ 5,500 | \$ 5,500 | \$ 5,500 |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ 4,600 | \$ 8,500 | \$ 80,000 | \$ 80,000 | \$ 80,000 | \$ 80,000 |
| Total Expenses: | \$ 165,650 | \$ 172,100 | \$ 251,590 | \$ 257,850 | \$ 257,410 | \$ 244,270 |
| Net Total | \$ (155,650) | \$ (164,600) | \$ (244,090) | \$ (250,350) | \$ (249,910) | \$ (236,770) |

Expenses:

- 1) Amortization on Tangible Capital Assets - Increase due to Emergency Alarm System



Town of High River 2017 to 2020 Operating Budget 24-01 Disaster Response

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|------------------|------------------|------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grants Received | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Training Conference Travel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Phone & Utilities | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Contracted Services and General Services | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Materials | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |



Town of High River 2017 to 2020 Operating Budget 51-01 Family & Community Support Services (FCSS)

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|--------------------|-------------------|-------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 5,000 | \$ 7,000 | \$ 9,000 | \$ 9,500 | \$ 10,000 | \$ 10,000 |
| Grants Received | \$ 268,400 | \$ 328,450 | \$ 399,210 | \$ 399,210 | \$ 374,210 | \$ 374,210 |
| Local Government Transfers | \$ 30,000 | \$ 30,000 | \$ 62,500 | \$ 62,500 | \$ 62,500 | \$ 62,500 |
| Donations | \$ 20,200 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ 30,000 | \$ 10,000 | \$ 5,000 | \$ 10,000 | \$ 5,000 | \$ 10,000 |
| Total Revenue: | \$ 353,600 | \$ 375,450 | \$ 475,710 | \$ 481,210 | \$ 451,710 | \$ 456,710 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 295,700 | \$ 340,200 | \$ 366,180 | \$ 296,360 | \$ 231,240 | \$ 231,240 |
| Training Conference Travel | \$ 3,900 | \$ 4,100 | \$ 7,000 | \$ 7,000 | \$ 7,000 | \$ 7,000 |
| Public Relations - Communications | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 3,500 |
| Phone & Utilities | \$ 8,600 | \$ 2,600 | \$ 3,100 | \$ 3,200 | \$ 3,300 | \$ 3,400 |
| Insurance | \$ 5,600 | \$ 3,500 | \$ 5,360 | \$ 5,600 | \$ 5,870 | \$ 6,130 |
| Contracted Services and General Services | \$ 119,800 | \$ 100,200 | \$ 83,200 | \$ 88,200 | \$ 83,200 | \$ 88,200 |
| Materials | \$ 20,500 | \$ 17,000 | \$ 17,000 | \$ 17,000 | \$ 17,000 | \$ 17,000 |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfers to Local Boards and Agencies | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 |
| Transfer To Reserves | \$ 10,000 | \$ 1,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Long Term Debt Principal | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Long-Term Debt Interest | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ 33,000 | \$ 33,000 | \$ 32,000 | \$ 32,000 | \$ 32,000 | \$ 32,000 |
| Total Expenses: | \$ 560,600 | \$ 565,100 | \$ 585,340 | \$ 520,860 | \$ 451,110 | \$ 456,570 |
| Net Total | \$ (207,000) | \$ (189,650) | \$ (109,630) | \$ (39,650) | \$ 600 | \$ 140 |

Revenue:

- 1) Grant - Increase due to Funding Agreement with Province
- 2) Local Grant Transfers - Increase due to MD contribution for additional staff hired to assist with program

Expenses:

- 1) Salary, Wages - Decrease due to transfer portion of S&W transferred to Community Support Services Admin
- 2) Contract Services - Decrease due transfer of seniors transportation to Community Support Services Admin
- 3) Transfer to Reserves - Increase for non-regular expenditures (Social Well Being Study)



Town of High River 2017 to 2020 Operating Budget 51-02 Community Development (FCSS)

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|--------------------|--------------------|--------------------|
| Revenue: | | | | | | |
| Grants Received | \$ 375,500 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ 212,550 | \$ 9,250 | \$ 9,000 | \$ 9,000 | \$ 9,000 | \$ 9,000 |
| Internal Transfers Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ 86,500 | \$ 66,500 | \$ 10,000 | \$ - | \$ - |
| Total Revenue: | \$ 588,050 | \$ 95,750 | \$ 75,500 | \$ 19,000 | \$ 9,000 | \$ 9,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 135,000 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Training Conference Travel | \$ 2,100 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Public Relations - Communications | \$ 1,500 | \$ - | \$ 2,500 | \$ - | \$ - | \$ - |
| Phone & Utilities | \$ 1,000 | \$ 1,600 | \$ - | \$ - | \$ - | \$ - |
| Insurance | \$ 100 | \$ 100 | \$ - | \$ - | \$ - | \$ - |
| Contracted Services and General Services | \$ 186,350 | \$ 69,300 | \$ 28,500 | \$ 9,000 | \$ - | \$ - |
| Materials | \$ 22,000 | \$ 24,750 | \$ 24,500 | \$ 10,000 | \$ 9,000 | \$ 9,000 |
| Transfers to Local Boards and Agencies | \$ 240,000 | \$ - | \$ 80,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 588,050 | \$ 95,750 | \$ 135,500 | \$ 79,000 | \$ 69,000 | \$ 69,000 |
| Net Total | \$ - | \$ - | \$ (60,000) | \$ (60,000) | \$ (60,000) | \$ (60,000) |

Revenue:

- 1) Transfer from Reserves - Decrease due to Resiliancy Fund completion in 2017

Expenses:

- 1) Contract Services - Decrease due to Counselling Centre completed 2016
- 2) Transfer to Local Boards and Agencies - Increase to Grants paid out - Community Vitality Fund



Town of High River 2017 to 2020 Operating Budget 51-03 Community Support Services Admin

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|--------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ - | \$ - | \$ 87,020 | \$ 87,020 | \$ 87,020 | \$ 87,020 |
| Insurance | \$ - | \$ - | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| Contracted Services and General Services | \$ - | \$ - | \$ 12,000 | \$ 12,500 | \$ 13,000 | \$ 13,500 |
| Total Expenses: | \$ - | \$ - | \$ 99,320 | \$ 99,820 | \$ 100,320 | \$ 100,820 |
| Net Total | \$ - | \$ - | \$ (99,320) | \$ (99,820) | \$ (100,320) | \$ (100,820) |

Expenses:

- 1) Salary, Wages - Reallocated from FCSS
- 2) Contract Services - Reallocated from FCSS
- 3) Insurance - Reallocated from FCSS



Town of High River 2017 to 2020 Operating Budget 51-04 Parent Link Centre

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|--------------------|--------------------|--------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 500 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grants Received | \$ 419,900 | \$ 406,800 | \$ 400,550 | \$ 400,550 | \$ 400,550 | \$ 409,550 |
| Local Government Transfers | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Donations | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Transfer From Reserves | \$ - | \$ 9,100 | \$ 5,920 | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 455,400 | \$ 450,900 | \$ 441,470 | \$ 435,550 | \$ 435,550 | \$ 444,550 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 400,300 | \$ 386,900 | \$ 356,440 | \$ 356,640 | \$ 356,840 | \$ 357,040 |
| Training Conference Travel | \$ 12,800 | \$ 13,800 | \$ 14,300 | \$ 14,800 | \$ 14,800 | \$ 15,300 |
| Public Relations - Communications | \$ 800 | \$ 1,000 | \$ 1,500 | \$ 1,500 | \$ 1,750 | \$ 1,750 |
| Phone & Utilities | \$ 6,600 | \$ 4,500 | \$ 3,600 | \$ 3,700 | \$ 3,800 | \$ 3,900 |
| Insurance | \$ 7,400 | \$ 5,300 | \$ 7,800 | \$ 8,200 | \$ 8,600 | \$ 9,000 |
| Contracted Services and General Services | \$ 83,400 | \$ 90,200 | \$ 85,820 | \$ 79,900 | \$ 79,900 | \$ 79,900 |
| Materials | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 541,300 | \$ 531,700 | \$ 499,460 | \$ 494,740 | \$ 495,690 | \$ 496,890 |
| Net Total | \$ (85,900) | \$ (80,800) | \$ (57,990) | \$ (59,190) | \$ (60,140) | \$ (52,340) |



Town of High River 2017 to 2020 Operating Budget 51-08 United Way Community Funding

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|------------------|------------------|------------------|
| Revenue: | | | | | | |
| Grants Received | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ 139,200 | \$ 133,800 | \$ 75,200 | \$ 75,200 | \$ 75,200 | \$ 75,200 |
| Transfers from Local Boards and Agencies | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 139,200 | \$ 133,800 | \$ 75,200 | \$ 75,200 | \$ 75,200 | \$ 75,200 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Public Relations - Communications | \$ 200 | \$ 8,000 | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| Contracted Services and General Services | \$ 54,000 | \$ 46,800 | \$ - | \$ - | \$ - | \$ - |
| Materials | \$ 10,000 | \$ 4,000 | \$ - | \$ - | \$ - | \$ - |
| Transfers to Local Boards and Agencies | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 139,200 | \$ 133,800 | \$ 75,200 | \$ 75,200 | \$ 75,200 | \$ 75,200 |
| Net Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |



Town of High River 2017 to 2020 Operating Budget 67-02 Secondary Suites Program

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|------------------|------------------|------------------|
| Revenue: | | | | | | |
| Grants Received | \$ 150,000 | \$ 50,000 | \$ 75,000 | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 150,000 | \$ 50,000 | \$ 75,000 | \$ - | \$ - | \$ - |
| Expense: | | | | | | |
| Transfers to Local Boards and Agencies | \$ 150,000 | \$ 50,000 | \$ 75,000 | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 150,000 | \$ 50,000 | \$ 75,000 | \$ - | \$ - | \$ - |
| Net Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |



Town of High River 2017 to 2020 Operating Budget 67-07 Affordable Housing Program

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|--------------------|--------------------|--------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 284,750 | \$ 290,600 | \$ 287,470 | \$ 294,650 | \$ 302,120 | \$ 309,580 |
| Transfer From Reserves | \$ - | \$ 3,000 | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 284,750 | \$ 293,600 | \$ 287,470 | \$ 294,650 | \$ 302,120 | \$ 309,580 |
| Expense: | | | | | | |
| Training Conference Travel | \$ - | \$ - | \$ 250 | \$ 250 | \$ 250 | \$ 250 |
| Public Relations - Communications | \$ - | \$ - | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Phone & Utilities | \$ - | \$ - | \$ 27,900 | \$ 27,900 | \$ 27,900 | \$ 27,900 |
| Insurance | \$ 8,000 | \$ 9,000 | \$ 9,700 | \$ 10,500 | \$ 11,000 | \$ 11,500 |
| Contracted Services and General Services | \$ 118,900 | \$ 146,150 | \$ 97,800 | \$ 97,800 | \$ 97,800 | \$ 97,800 |
| Materials | \$ - | \$ - | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| Other Expenses | \$ - | \$ - | \$ 3,900 | \$ 3,900 | \$ 3,900 | \$ 3,900 |
| Transfer To Reserves | \$ 69,000 | \$ 16,250 | \$ 23,320 | \$ 29,500 | \$ 35,970 | \$ 41,830 |
| Long Term Debt Principal | \$ 32,900 | \$ 48,600 | \$ 50,800 | \$ 53,100 | \$ 55,500 | \$ 58,000 |
| Long-Term Debt Interest | \$ 56,000 | \$ 73,600 | \$ 71,400 | \$ 69,100 | \$ 66,700 | \$ 64,300 |
| Amortization on Tangible Capital Assets | \$ 107,000 | \$ 107,000 | \$ 93,000 | \$ 93,000 | \$ 93,000 | \$ 93,000 |
| Total Expenses: | \$ 391,800 | \$ 400,600 | \$ 379,170 | \$ 386,150 | \$ 393,120 | \$ 399,580 |
| Net Total | \$ (107,050) | \$ (107,000) | \$ (91,700) | \$ (91,500) | \$ (91,000) | \$ (90,000) |

Expenses:

1) Contract Management of Affordable Housing has changed effective December 31, 2016



Town of High River 2017 to 2020 Operating Budget 72-01 Recreation Complex

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|-----------------------|-----------------------|-----------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 35,500 | \$ 31,800 | \$ 33,900 | \$ 35,000 | \$ 36,100 | \$ 37,700 |
| Grants Received | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Local Government Transfers | \$ 190,000 | \$ 195,000 | \$ 197,500 | \$ 200,000 | \$ 202,500 | \$ 205,000 |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 225,500 | \$ 226,800 | \$ 231,400 | \$ 235,000 | \$ 238,600 | \$ 242,700 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 257,400 | \$ 283,300 | \$ 331,750 | \$ 331,850 | \$ 331,950 | \$ 332,050 |
| Training Conference Travel | \$ 4,900 | \$ 3,900 | \$ 10,100 | \$ 10,350 | \$ 10,350 | \$ 10,900 |
| Public Relations - Communications | \$ 2,000 | \$ 2,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Phone & Utilities | \$ 326,200 | \$ 286,500 | \$ 311,400 | \$ 323,900 | \$ 329,200 | \$ 334,600 |
| Insurance | \$ 33,400 | \$ 40,700 | \$ 42,900 | \$ 45,100 | \$ 47,300 | \$ 49,500 |
| Contracted Services and General Services | \$ 34,000 | \$ 25,500 | \$ 26,200 | \$ 26,200 | \$ 26,200 | \$ 26,200 |
| Materials | \$ 43,000 | \$ 43,000 | \$ 46,340 | \$ 46,340 | \$ 46,340 | \$ 46,340 |
| Other Expenses | \$ 29,900 | \$ 29,900 | \$ 30,450 | \$ 30,450 | \$ 30,450 | \$ 30,450 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ 404,000 | \$ 530,000 | \$ 593,000 | \$ 593,000 | \$ 593,000 | \$ 593,000 |
| Total Expenses: | \$ 1,134,800 | \$ 1,244,800 | \$ 1,395,140 | \$ 1,410,190 | \$ 1,417,790 | \$ 1,426,040 |
| Net Total | \$ (909,300) | \$ (1,018,000) | \$ (1,163,740) | \$ (1,175,190) | \$ (1,179,190) | \$ (1,183,340) |

Expenses:

- 1) Salary, Wages - Increase due to reallocation of wages from recreation programming
- 2) Training Conference Travel - Increase due to staffing reallocation
- 3) Phone & Utilities - Increase based on actuals
- 4) Amortization on Tangible Capital Assets - Increase based on actuals



Town of High River 2017 to 2020 Operating Budget 72-02 Arena

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|--------------------|--------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 237,300 | \$ 242,500 | \$ 251,200 | \$ 257,500 | \$ 263,500 | \$ 269,800 |
| Grants Received | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Transfer From Reserves | \$ - | \$ 31,800 | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 240,300 | \$ 277,300 | \$ 254,200 | \$ 260,500 | \$ 266,500 | \$ 272,800 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 213,300 | \$ 189,900 | \$ 199,270 | \$ 199,370 | \$ 199,470 | \$ 199,570 |
| Training Conference Travel | \$ 3,500 | \$ 3,500 | \$ 8,500 | \$ 9,300 | \$ 10,100 | \$ 10,900 |
| Public Relations - Communications | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Phone & Utilities | \$ 650 | \$ 900 | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Insurance | \$ 4,500 | \$ 4,000 | \$ 4,100 | \$ 4,300 | \$ 4,500 | \$ 4,700 |
| Contracted Services and General Services | \$ 52,000 | \$ 91,800 | \$ 62,000 | \$ 87,000 | \$ 77,000 | \$ 77,000 |
| Materials | \$ 31,500 | \$ 32,000 | \$ 72,000 | \$ 72,250 | \$ 72,500 | \$ 72,750 |
| Other Expenses | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 306,450 | \$ 323,100 | \$ 347,270 | \$ 373,620 | \$ 364,970 | \$ 366,320 |
| Net Total | \$ (66,150) | \$ (45,800) | \$ (93,070) | \$ (113,120) | \$ (98,470) | \$ (93,520) |

Expenses:

- 1) Contract Services - Increase in future years due to annual maintenance to ice plant compressors



Town of High River 2017 to 2020 Operating Budget 72-03 Aquatics

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 271,000 | \$ 267,500 | \$ 207,000 | \$ 211,000 | \$ 214,000 | \$ 217,000 |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 271,000 | \$ 267,500 | \$ 207,000 | \$ 211,000 | \$ 214,000 | \$ 217,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 553,100 | \$ 484,200 | \$ 541,120 | \$ 541,420 | \$ 541,720 | \$ 542,120 |
| Training Conference Travel | \$ 4,300 | \$ 6,050 | \$ 6,950 | \$ 6,950 | \$ 6,950 | \$ 6,950 |
| Public Relations - Communications | \$ 1,500 | \$ 1,650 | \$ 6,500 | \$ 6,750 | \$ 7,000 | \$ 7,250 |
| Phone & Utilities | \$ 950 | \$ 200 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| Insurance | \$ 10,700 | \$ 8,200 | \$ 11,800 | \$ 12,400 | \$ 13,000 | \$ 13,700 |
| Contracted Services and General Services | \$ 15,000 | \$ 20,000 | \$ 33,500 | \$ 33,500 | \$ 33,500 | \$ 33,500 |
| Materials | \$ 84,000 | \$ 92,600 | \$ 104,300 | \$ 104,300 | \$ 104,300 | \$ 104,300 |
| Other Expenses | \$ 500 | \$ 500 | \$ 100 | \$ 100 | \$ 100 | \$ 100 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 670,050 | \$ 613,400 | \$ 704,870 | \$ 706,020 | \$ 707,170 | \$ 708,520 |
| Net Total | \$ (399,050) | \$ (345,900) | \$ (497,870) | \$ (495,020) | \$ (493,170) | \$ (491,520) |

Revenue:

- 1) Sales of Goods & Services - Decrease in registration in swimming lessons

Expenses:

- 1) Salary, Wages - Increase due to transfer of Spray Park wages transferred to create efficiencies on monitoring of spray park
- 2) Contract Services - Increase due to reflect actuals of maintenance of pool
- 3) Materials - Increase due to reflect actuals



Town of High River 2017 to 2020 Operating Budget 72-13 Field House

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 93,800 | \$ 98,600 | \$ 104,400 | \$ 108,600 | \$ 116,400 | \$ 123,600 |
| Grants Received | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ 35,000 | \$ 66,000 | \$ 66,000 | \$ 66,000 | \$ 66,000 | \$ 66,000 |
| Transfer from Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 128,800 | \$ 164,600 | \$ 170,400 | \$ 174,600 | \$ 182,400 | \$ 189,600 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 154,400 | \$ 122,700 | \$ 191,560 | \$ 191,660 | \$ 191,760 | \$ 191,860 |
| Public Relations - Communications | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Phone & Utilities | \$ 48,900 | \$ 39,700 | \$ 46,500 | \$ 48,700 | \$ 49,700 | \$ 50,700 |
| Insurance | \$ 2,300 | \$ 2,300 | \$ 2,400 | \$ 2,500 | \$ 2,600 | \$ 2,700 |
| Contracted Services and General Services | \$ 10,000 | \$ 10,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Materials | \$ 33,000 | \$ 29,000 | \$ 40,000 | \$ 41,700 | \$ 43,400 | \$ 45,100 |
| Transfer To Reserves | \$ - | \$ 31,000 | \$ 31,000 | \$ 31,000 | \$ 31,000 | \$ 31,000 |
| Long Term Debt Principal | \$ 428,400 | \$ 440,100 | \$ 452,100 | \$ 464,400 | \$ 477,000 | \$ 490,000 |
| Long-Term Debt Interest | \$ 183,200 | \$ 171,500 | \$ 159,500 | \$ 147,200 | \$ 134,600 | \$ 121,600 |
| Amortization on Tangible Capital Assets | \$ - | \$ - | \$ 156,000 | \$ 156,000 | \$ 156,000 | \$ 156,000 |
| Total Expenses: | \$ 860,700 | \$ 846,800 | \$ 1,094,560 | \$ 1,098,660 | \$ 1,101,560 | \$ 1,104,460 |
| Net Total | \$ (731,900) | \$ (682,200) | \$ (924,160) | \$ (924,060) | \$ (919,160) | \$ (914,860) |

Expenses:

- 1) Salary, Wages - Under budgeted in 2016
- 2) Materials - Increase due to true reflection of Field House costs from recreation complex
- 3) Amortization on Tangible Capital Assets - Increase based on actuals



Town of High River 2017 to 2020 Operating Budget 72-12 Food Concession

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|--------------------|--------------------|--------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 173,000 | \$ 187,000 | \$ 168,000 | \$ 173,000 | \$ 178,000 | \$ 178,000 |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Revenue | \$ 2,500 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 175,500 | \$ 187,000 | \$ 168,000 | \$ 173,000 | \$ 178,000 | \$ 178,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 104,800 | \$ 114,800 | \$ 117,360 | \$ 117,460 | \$ 117,560 | \$ 117,660 |
| Training Conference Travel | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Public Relations - Communications | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| Phone & Utilities | \$ 950 | \$ 450 | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| Insurance | \$ 3,200 | \$ 2,500 | \$ 2,100 | \$ 2,200 | \$ 2,300 | \$ 2,400 |
| Contracted Services and General Services | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Materials | \$ 90,000 | \$ 99,000 | \$ 79,600 | \$ 83,000 | \$ 85,500 | \$ 85,500 |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfers to Local Boards and Agencies | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfer Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 202,750 | \$ 220,550 | \$ 203,060 | \$ 206,660 | \$ 209,360 | \$ 209,560 |
| Net Total | \$ (27,250) | \$ (33,550) | \$ (35,060) | \$ (33,660) | \$ (31,360) | \$ (31,560) |



Town of High River 2017 to 2020 Operating Budget 72-05 Recreation Programs

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 149,200 | \$ 161,200 | \$ 161,000 | \$ 161,000 | \$ 161,000 | \$ 161,000 |
| Grants Received | \$ 10,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Local Government Transfers | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Donations | \$ 72,000 | \$ 17,000 | \$ 9,000 | \$ 9,000 | \$ 9,000 | \$ 9,000 |
| Internal Transfers Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 231,200 | \$ 193,200 | \$ 185,000 | \$ 185,000 | \$ 185,000 | \$ 185,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 317,600 | \$ 338,800 | \$ 315,010 | \$ 315,110 | \$ 315,210 | \$ 315,310 |
| Training Conference Travel | \$ 11,300 | \$ 11,300 | \$ 14,350 | \$ 14,350 | \$ 14,350 | \$ 14,350 |
| Public Relations - Communications | \$ 16,000 | \$ 18,400 | \$ 18,400 | \$ 19,200 | \$ 19,200 | \$ 19,200 |
| Phone & Utilities | \$ 3,200 | \$ 2,750 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| Insurance | \$ 5,600 | \$ 4,400 | \$ 5,000 | \$ 5,300 | \$ 5,600 | \$ 5,900 |
| Contracted Services and General Services | \$ 57,600 | \$ 72,350 | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 |
| Materials | \$ 19,000 | \$ 19,000 | \$ 21,500 | \$ 21,500 | \$ 21,500 | \$ 21,500 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 430,300 | \$ 467,000 | \$ 444,860 | \$ 446,060 | \$ 446,460 | \$ 446,860 |
| Net Total | \$ (199,100) | \$ (273,800) | \$ (259,860) | \$ (261,060) | \$ (261,460) | \$ (261,860) |

Expenses:

- 1) Salary, Wages - Derease due to reallocation of wages to recreaton complex



Town of High River 2017 to 2020 Operating Budget 72-06 Parks

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|-----------------------|-----------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Grants Received | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Revenue | \$ 14,000 | \$ 14,000 | \$ 14,000 | \$ 14,000 | \$ 14,000 | \$ 14,000 |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer From Reserves | \$ - | \$ - | \$ 15,000 | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 20,000 | \$ 20,000 | \$ 35,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 432,100 | \$ 421,200 | \$ 485,590 | \$ 485,790 | \$ 485,990 | \$ 486,190 |
| Training Conference Travel | \$ 3,800 | \$ 3,800 | \$ 4,800 | \$ 4,800 | \$ 4,800 | \$ 4,800 |
| Public Relations - Communications | \$ 1,000 | \$ 2,150 | \$ 1,900 | \$ 1,900 | \$ 1,900 | \$ 1,900 |
| Phone & Utilities | \$ 14,600 | \$ 22,300 | \$ 30,000 | \$ 31,000 | \$ 31,600 | \$ 32,200 |
| Insurance | \$ 9,200 | \$ 10,300 | \$ 13,200 | \$ 13,800 | \$ 14,500 | \$ 15,500 |
| Contracted Services and General Services | \$ 328,500 | \$ 397,600 | \$ 396,500 | \$ 382,460 | \$ 370,690 | \$ 376,900 |
| Materials | \$ 117,300 | \$ 141,800 | \$ 112,300 | \$ 112,300 | \$ 112,300 | \$ 112,300 |
| Other Expenses | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 906,800 | \$ 999,450 | \$ 1,044,590 | \$ 1,032,350 | \$ 1,022,080 | \$ 1,030,090 |
| Net Total | \$ (886,800) | \$ (979,450) | \$ (1,009,590) | \$ (1,012,350) | \$ (1,002,080) | \$ 1,010,090 |



Town of High River 2017 to 2020 Operating Budget 56-00 Cemetery

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|--------------------|--------------------|--------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 40,000 | \$ 40,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 |
| Total Revenue: | \$ 40,000 | \$ 40,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 16,000 | \$ 25,000 | \$ 23,270 | \$ 23,270 | \$ 23,270 | \$ 232,770 |
| Phone & Utilities | \$ 1,500 | \$ 1,600 | \$ 1,800 | \$ 1,900 | \$ 2,000 | \$ 2,100 |
| Insurance | \$ 300 | \$ 400 | \$ 400 | \$ 410 | \$ 420 | \$ 430 |
| Contracted Services and General Services | \$ 22,500 | \$ 23,500 | \$ 33,000 | \$ 28,800 | \$ 29,500 | \$ 35,400 |
| Materials | \$ 1,300 | \$ 1,300 | \$ 1,300 | \$ 1,300 | \$ 1,300 | \$ 1,300 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ 1,400 | \$ 1,400 | \$ 1,400 | \$ 1,400 | \$ 1,400 | \$ 1,400 |
| Uncategorized Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 43,000 | \$ 53,200 | \$ 61,170 | \$ 57,080 | \$ 57,890 | \$ 63,900 |
| Net Total | \$ (3,000) | \$ (13,200) | \$ (16,170) | \$ (12,080) | \$ (12,890) | \$ (18,900) |



Town of High River 2017 to 2020 Operating Budget 72-10 Spray Park

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|-------------------|-------------------|-------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 12,400 | \$ 13,100 | \$ 13,100 | \$ 13,100 | \$ 13,100 | \$ 13,100 |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Internal Transfers Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 12,400 | \$ 13,100 | \$ 13,100 | \$ 13,100 | \$ 13,100 | \$ 13,100 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 32,600 | \$ 34,700 | \$ - | \$ - | \$ - | \$ - |
| Training Conference Travel | \$ 200 | \$ 200 | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| Public Relations - Communications | \$ 500 | \$ 500 | \$ 500 | \$ 600 | \$ 600 | \$ 600 |
| Phone & Utilities | \$ 5,100 | \$ 5,100 | \$ 5,500 | \$ 5,700 | \$ 5,900 | \$ 6,100 |
| Insurance | \$ 800 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Contracted Services and General Services | \$ 3,000 | \$ 3,500 | \$ 3,600 | \$ 3,700 | \$ 3,800 | \$ 3,800 |
| Materials | \$ 5,500 | \$ 5,700 | \$ 5,700 | \$ 5,700 | \$ 5,700 | \$ 5,700 |
| Other Expenses | \$ 50 | \$ 200 | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| Internal Transfers Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Expenses: | \$ 47,750 | \$ 49,900 | \$ 15,700 | \$ 16,100 | \$ 16,400 | \$ 16,600 |
| Net Total | \$ (35,350) | \$ (36,800) | \$ (2,600) | \$ (3,000) | \$ (3,300) | \$ (3,500) |

Expenses:

- 1) Salary, Wages - Decrease due to transfer of wages transferred to Aquatics to create efficiencies on monitoring spray park



Town of High River 2017 to 2020 Operating Budget 74-02 Culture Centre

| | 2015 Approved Budget | 2016 Approved Budget | 2017 Approved Budget * | 2018 Forecast | 2019 Forecast | 2020 Forecast |
|--|----------------------------|----------------------------|------------------------------|---------------------|---------------------|---------------------|
| Revenue: | | | | | | |
| Sales of Goods & Services | \$ 4,000 | \$ 4,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Donations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenue: | \$ 4,000 | \$ 4,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Expense: | | | | | | |
| Salary, Wages, and Benefits | \$ 20,100 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Phone & Utilities | \$ 8,900 | \$ 8,500 | \$ 7,100 | \$ 7,500 | \$ 7,600 | \$ 7,700 |
| Insurance | \$ 1,700 | \$ 1,900 | \$ 1,900 | \$ 2,100 | \$ 2,300 | \$ 2,500 |
| Contracted Services and General Services | \$ 9,000 | \$ 9,000 | \$ 8,200 | \$ 8,200 | \$ 9,000 | \$ 9,500 |
| Materials | \$ - | \$ - | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| Other Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer To Reserves | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization on Tangible Capital Assets | \$ 168,000 | \$ 170,000 | \$ 172,000 | \$ 172,000 | \$ 172,000 | \$ 172,000 |
| Total Expenses: | \$ 207,700 | \$ 189,400 | \$ 189,500 | \$ 190,100 | \$ 191,200 | \$ 192,000 |
| Net Total | \$ (203,700) | \$ (185,400) | \$ (184,500) | \$ (185,100) | \$ (186,200) | \$ (187,000) |