



APPROVED 2020 OPERATING BUDGET BY DIVISIONS

Staffing - Full Time Equivalents (FTE's)

Department - Division	2018 Budget	2019 Budget	2020 Approved Budget	Change	Comment	2019 Actual Count as at October 31, 2019
Executive	2.0	2.0	2.0	0.0		2.0
Community Services - Administration	3.0	2.0	2.0	0.0		0.0
Community Services - FCSS	2.6	4.6	4.6	0.0		4.6
Community Services - Community Support Admin	0.8	0.8	0.8	0.0		0.8
Community Services - Parent Link Centre	5.0	5.0	5.0	0.0		4.8
Community Services - Municipal Enforcement	0.0	0.0	0.0	0.0		0.0
Community Services - Protective Services	1.0	2.0	2.0	0.0		2.0
Community Services - Fire	23.1	22.5	22.1	(0.3)	2019 portion of retirement bridge	22.5
Community Services - RCMP	3.0	3.0	3.0	0.0		3.0
Community Services - Parks & Recreation	30.0	30.1	29.8	(0.3)	Parks & Rec restructuring	29.0
Financial Services	10.5	10.5	10.5	0.0		10.5
Corporate Services - Administration	1.0	1.0	1.0	0.0		1.0
Corporate Services - Legislative Services	2.0	2.0	2.0	0.0		2.0
Corporate Services - Communication	2.0	2.0	2.0	0.0		1.0
Corporate Services - Human Resources	5.0	5.0	5.0	0.0		5.0
Corporate Services - Health & Safety	1.0	1.0	1.0	0.0		1.0
Corporate Services - Information Technology	3.0	3.0	2.0	(1.0)	Shared Staffing contract with County Ended 2019	2.0
Corporate Services - Privacy & Records Management	1.0	1.0	1.0	0.0		1.0
Corporate Services - Corporate Properties & Risk Management	2.0	2.0	2.0	0.0		2.0
Parks Planning	1.0	1.0	1.0	0.0		1.0
Planning	6.0	6.0	6.0	0.0		6.0
EPO Admin	2.0	2.0	2.0	0.0		2.0
Engineering	4.0	3.0	3.0	0.0		3.0
Safety Codes	2.0	2.0	2.0	0.0		2.0
GIS/Mapping	2.0	1.0	1.0	0.0		0.0
Asset Management	0.0	1.0	1.0	0.0		0.0
Operations	14.3	14.4	14.7	0.2		14.3
Utilities	18.3	19.3	19.4	0.1		19.3
Total Permanent FTE's	147.4	149.0	147.7	(1.3)		141.8

Staffing - Full Time Equivalents (FTE's)

Department - Division	2018 Budget	2019 Budget	2020 Approved Budget	Change	Comment	2019 Actual Count as at October 31, 2019
Non-permanent FTE's						
Economic Development	2.0	1.5	1.5	0.0		0.8
Corporate Services - Legislative Services - Bylaw Administrator	0.0	0.8	0.3	(0.5)	Contract ends in 2020	0.8
Safety Codes - 2 permitters	0.5	0.0	0.0	0.0		0.0
Financial Services - Assessment	0.3	0.0	0.0	0.0		0.0
Financial Services - Accounting Services	0.0	0.8	0.4	(0.3)	Finance Intern contract ends 2020	1.0
Planning	0.8	1.0	0.3	(0.8)	Planning Intern contract ends 2020	1.0
Community Services - Community Development	2.3	0.7	0.6	(0.1)		0.7
FCSS - 0.5 FTE Comm Dev Worker	1.0	0.0	0.0	0.0		0.0
FCSS - 1.0 FTE Comm Dev Worker/Ec Dev	1.0	0.0	0.0	0.0	Position made permanent in 2019 budget	0.0
Renewal Staff	4.3	2.3	1.2	(1.1)	Temporary Recovery Staffing contracts end in 2020	2.0
Total Non-permanent FTE's	12.1	7.0	4.2	(2.8)		6.3
FTE Total:	159.5	155.9	151.9	(4.1)		148.0

Community Group Funding Requests

Community Group	2019 Budget	2020 Approved Budget	Change 2020 Approved Budget vs 2019 Budget	2020 Requested Funds	Change 2020 Requested Funds vs 2020 Approved Budget
HIGH RIVER LIBRARY	\$360,200	\$372,700	\$12,500	\$372,700	\$0
MUSEUM OF THE HIGHWOOD	\$144,200	\$149,300	\$5,100	\$149,300	\$0
HIGHWOOD MEMORIAL CENTRE	\$110,900	\$139,900	\$29,000	\$147,336	\$7,436
HIGH RIVER HANDIBUS TRANSPORT	\$21,600	\$22,400	\$800	\$22,400	\$0
HIGH RIVER REGIONAL AIRPORT	\$6,000	\$5,000	(\$1,000)	\$5,000	\$0
STARS FOUNDATION	\$14,200	\$14,800	\$600	\$14,800	\$0
COMMUNITY VITALITY FUND	\$40,000	\$40,000	\$0	\$40,000	\$0
COMMUNITY VITALITY FUND - Reserve Funding	\$0	\$30,000	\$30,000	\$30,000	\$0
LIGHTS & PARADE SOCIETY - (2019 Funded from CVAC)	\$30,000	\$30,000	\$0	\$53,949	\$23,949
D A R E WORKS SOCIETY	\$6,300	\$6,300	\$0	\$6,300	\$0
SHEPPARD FAMILY PARK SOCIETY	\$11,000	\$11,000	\$0	\$11,000	\$0
MUSEUM OF THE HIGHWOOD (VISITOR INFORMATION CENTRE)	\$30,000	\$30,000	\$0	\$30,000	\$0
			\$0		
Total:	\$774,400	\$851,400	\$77,000	\$852,785	\$31,385

2020 New Initiatives/Business Cases

2020 New Initiatives/Business Cases										
					Funding Sources					
					Overall	Tax	Grants/ Reserves			
					2020	2020	2020	Tax Impact	Additional Comments	Owner
	Department/Cost Centre	Funding Source	Council Priority	Project Description						
1	Engineering	Tax	X	NW Pedestrian Bridge Study	\$35,000	\$35,000		0.2%	Study to further refine the costing and project details to install a pedestrian bridge across the Highwood River on the Mercer/Beach Lands. Still to pursue additional \$35K funding from Donation	Khalid Mohammed
2	Operations	Tax		Facility Maintenance Materials	\$33,000	\$33,000		0.2%	Provide funding for additional supplies for building maintenance	Kevin Albert
3	Community Services	Tax		Signature Events Safety Support	\$35,000	\$35,000		0.2%	Provide traffic control and additional emergency services support for signature events	Janelle Kennedy
4	Operations	Tax		Museum Exterior Maintenance & Upgrades	\$8,000	\$8,000		0.0%	Replace damaged components of deck, fascia and exterior lighting	Kevin Albert
5	Operations	Utilities		Lead Sampling (AEP)	\$30,000		\$30,000	0.0%	Lead sampling within community for drinking water as mandated by AEP	Jason Craigie
Total: 2020 Proposed New Initiatives					\$141,000	\$111,000	\$30,000	0.6%		

2020 to 2023 Non-Regular Recurring Expenses

	Department/Cost Centre	Project Description	Project Cost	Frequency (Years)	Annual Funding	Next Occurrence	2020	2021	2022	2023
1	Human Resources	Collective Bargaining	\$10,000	3	\$3,400	2022	\$3,400	\$3,400	\$0	\$3,400
2	Human Resources	Compensation Review	\$24,000	3	\$8,000	2020	\$0	\$8,000	\$8,000	\$8,000
3	Human Resources	Compensation Review - Local Survey	\$2,000	2	\$1,000	2021	\$1,000	\$0	\$1,000	\$0
4	Health & Safety	Health & Safety Audit	\$3,000	3	\$1,000	2020	\$0	\$1,000	\$1,000	\$0
5	Engineering	Infrastructure Master Plan (IMP)	\$240,000	4	\$60,000	2020	\$0	\$60,000	\$60,000	\$60,000
6	Engineering	Off-Site Levy Bylaw Update	\$30,000	2	\$15,000	2021	\$15,000	\$0	\$15,000	\$0
7	Legislative Services (12-03)	Municipal Census	\$37,200	4	\$9,300	2023	\$9,300	\$9,300	\$9,300	\$0
8	Legislative Services (12-03)	Municipal Election	\$37,200	4	\$9,300	2021	\$9,300	\$0	\$9,300	\$9,300
9	Legislative Services (12-03)	FOIP Training (Manager & Coordinator)	\$3,000	5	\$600	2022	\$600	\$600	\$0	\$600
10	Legislative Services (12-03)	Council Renumeration Review	\$10,000	4	\$2,500	2021	\$2,500	\$0	\$2,500	\$2,500
11	Legislative Services (12-10)	Corporate FOIP Training	\$6,500	2	\$3,300	2021	\$3,300	\$0	\$3,300	\$0
12	Legislative Services (12-10)	FOIP Training (Coordinator)	\$1,500	5	\$300	2022	\$300	\$300	\$0	\$300
13	Legislative Services (11-00)	Strategic Planning	\$36,250	4	\$9,100	2022	\$9,100	\$9,100	\$0	\$9,100
14	Legislative Services (11-00)	Council Orientation	\$18,000	4	\$4,500	2021	\$4,500	\$0	\$4,500	\$4,500
15	Legislative Services (11-00)	Council Continuing Professional Development (Year 2)	\$12,000	4	\$3,000	2022	\$3,000	\$3,000	\$0	\$3,000
16	Legislative Services (11-00)	Council New Photographs	\$5,000	4	\$1,300	2021	\$1,300	\$0	\$1,300	\$1,300
17	Legislative Services (11-00)	Board & Committee Training	\$5,000	2	\$2,500	2021	\$2,500	\$0	\$2,500	\$0
18	Planning	Land Use Bylaw	\$150,000	10	\$15,000	2025	\$15,000	\$15,000	\$15,000	\$15,000
19	Planning	Municipal Development Plan (Town Plan)	\$100,000	5	\$20,000	2020	\$0	\$20,000	\$20,000	\$20,000
20	GIS	Orthophotography/Aerial Mapping	\$14,000	2	\$7,000	2021	\$7,000	\$0	\$7,000	\$0
21	Community Services	Recreation Master Plan	\$75,000	5	\$15,000	2021	\$15,000	\$0	\$15,000	\$15,000
22	Fire	Insurance Underwriters Study on fire department and water distribution system	\$15,000	10	\$1,500	2025	\$1,500	\$1,500	\$1,500	\$1,500
23	Fire	Bunker Gear Replacement	\$262,800	10	\$26,300	varies	\$0	\$0	\$0	\$0
24	Fire	Helmets Replacement	\$28,350	10	\$2,900	varies	\$735	\$0	\$0	\$0
25	Fire	Boots Replacement	\$36,000	10	\$3,600	varies	\$0	\$0	\$0	\$0
26	Fire	Coverall Replacements	\$20,400	10	\$2,100	varies	\$60	\$60	\$60	\$60
27	Fire	SCBA Mask Replacements	\$1,800	10	\$200	varies	\$20	\$20	\$20	\$20
28	Fire	Gloves Replacement	\$7,625	10	\$800	varies	\$0	\$0	\$0	\$0
29	Fire	Balaclava Replacement	\$14,400	10	\$1,500	varies	\$690	\$390	\$390	\$390
30	Fire	Aerial Inspection (After 2021 will be done on a 20 yr rotation)	\$20,000	2	\$10,000	2021	\$10,000	\$0	\$1,000	\$1,000
31	FCSS	Social Well-being Assessment	\$30,000	5	\$6,000	2022	\$6,000	\$6,000	\$0	\$6,000
32	Communications	Update on Website	\$50,000	4	\$12,500	2020	\$0	\$12,500	\$12,500	\$12,500
33	Operations - Roads	Bridge Inspection - Culverts	\$2,500	4	\$700	2023	\$700	\$700	\$700	\$0
34	Operations - Waste Water	Manhole Refurbishment	\$30,000	4	\$7,500	2022	\$7,500	\$7,500	\$0	\$7,500
					Total:		\$129,305	\$158,370	\$232,700	\$232,700



Town of High River 2020 to 2023 Operating Budget

Overall Budget Summary

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at September 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2020 FMS	Change Proposed 2020 Budget vs FMS	2021 Plan	2022 Plan	2023 Plan
Revenue:												
01) Tax Revenue	13,607,000	13,643,120	14,440,000	14,434,040	14,922,630	482,630	3.34%	15,480,000	(557,370)	16,650,000	17,920,000	19,280,000
02) Sales of Goods & Services	10,827,120	11,058,533	11,013,040	8,202,024	10,881,630	(131,410)	-1.19%	11,418,800	(537,170)	11,067,920	11,275,590	11,470,540
03) Grants Received	3,075,330	30,050,218	2,002,960	9,382,506	1,961,140	(41,820)	-2.09%	1,539,430	421,710	1,429,450	1,309,500	1,314,450
04) Local Government Transfers	866,500	926,094	884,500	396,831	1,005,200	120,700	13.65%	896,000	109,200	1,056,200	1,120,800	1,110,000
05) Other Revenue	1,791,100	3,478,559	2,659,720	2,667,248	2,827,100	167,380	6.29%	2,734,330	92,770	2,749,700	2,725,700	2,498,100
06) Donations	708,540	1,407,128	577,450	283,356	476,750	(100,700)	-17.44%	470,850	5,900	266,270	266,270	265,770
08) Developer Agreements and Levies	0	785,940	1,000,000	0	0	(1,000,000)	-100.00%	1,000,000	(1,000,000)	0	0	0
09) Internal Transfers Revenue	0	977,570	0	750,809	0	0		0	0	0	0	0
10) Transfer From Reserves	529,340	1,382,503	573,550	99,000	694,540	120,990	21.09%	393,970	300,570	183,340	314,540	72,520
Total Revenue	31,404,930	63,709,665	33,151,220	36,215,815	32,768,990	(382,230)	-1.15%	33,933,380	(1,164,390)	33,402,880	34,932,400	36,011,380
Expense:												
01) Salary, Wages, and Benefits	14,947,940	14,638,455	14,748,130	10,481,293	14,881,250	133,120	0.90%	15,086,380	(205,130)	14,985,970	15,320,670	15,491,800
02) Training Conference Travel	434,900	467,218	472,870	364,849	461,690	(11,180)	-2.36%	443,900	17,790	462,550	445,930	433,310
03) Public Relations - Communications	392,670	227,342	334,190	104,141	244,820	(89,370)	-26.74%	242,740	2,080	175,670	156,320	156,770
04) Phone & Utilities	1,511,500	1,716,058	1,573,880	1,340,627	1,766,000	192,120	12.21%	1,622,620	143,380	1,780,680	1,803,080	1,823,980
05) Insurance	573,920	508,158	529,610	495,864	529,410	(200)	-0.04%	565,420	(36,010)	548,950	569,230	590,580
06) Contracted Services and General Services	7,208,140	3,658,785	6,995,250	4,681,444	7,290,600	295,350	4.22%	6,903,130	387,470	6,719,040	6,886,080	6,725,580
07) Materials	1,612,340	1,562,712	1,394,500	773,976	1,448,020	53,520	3.84%	1,361,080	86,940	1,429,090	1,444,810	1,375,850
08) Other Expenses	144,550	268,799	148,750	114,972	140,800	(7,950)	-5.34%	148,000	(7,200)	143,200	145,100	147,300
09) Transfers to Local Boards and Agencies	962,190	1,134,624	1,186,240	1,060,594	1,362,800	176,560	14.88%	1,208,900	153,900	1,062,300	1,064,800	1,079,700
10) Transfer To Reserves	2,387,180	6,189,390	4,506,870	3,453,656	3,443,920	(1,062,950)	-23.59%	5,090,280	(1,646,360)	4,860,730	4,896,670	6,993,910
11) Tax Requisitions	0	0	0	0	0	0		0	0	35,000	0	0
12) Internal Transfers Expenses	0	977,570	0	750,809	0	0		0	0	0	0	0
13) Long Term Debt Principal	914,460	913,346	963,810	813,771	943,700	(20,110)	-2.09%	992,250	(48,550)	971,780	1,000,720	1,023,490
14) Long-Term Debt Interest	315,140	312,349	297,120	181,152	255,980	(41,140)	-13.85%	268,680	(12,700)	227,920	198,990	169,110
99) Uncategorized Expenses	0	0	0	0	0	0		0	0	0	0	0
Total Expense Before Amortization	31,404,930	32,574,806	33,151,220	24,617,149	32,768,990	(382,230)	(0)	33,933,380	(1,164,390)	33,402,880	33,932,400	36,011,380
Surplus (Deficit)	0	31,134,858	0	11,598,667	0	0	0	0	(0)	0	1,000,000	0
15) Amortization on Tangible Capital Assets	6,286,450	6,735,296	6,587,800	(200)	6,731,300	143,500	2.18%	6,591,800	139,500	6,732,800	7,034,300	7,036,300
Total Expenses After Amortization	37,691,380	39,310,102	39,739,020	24,616,949	39,500,290	(238,730)	-35.77%	40,525,180	(1,024,890)	40,135,680	40,966,700	43,047,680
Net Total	(6,286,450)	24,399,562	(6,587,800)	11,598,867	(6,731,300)	143,500	34.62%	(6,591,800)	(139,500)	(6,732,800)	(6,034,300)	(7,036,300)



Town of High River 2020 to 2023 Operating Budget

Overall Budget Summary

2018 Budget	2018 Actual	2019 Budget	2019 Actual as at September 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2020 FMS	Change Proposed 2020 Budget vs FMS	2021 Plan	2022 Plan	2023 Plan
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Revenue:

- 1) Tax Revenue - overall tax increase of \$483K (2.8%)
- 2) Sales of Goods & Services - Decrease of \$131K mainly due to the cancellation of the Broadband project in 2019 of \$116K
- 3) Grant Revenue - \$42K Decrease due to recovery grants ending in 2019/2020
- 4) Local Government Transfers - Increase of \$120K due to additional services that the County will be contributing to in the Share Services agreement
- 5) Other Revenue - Increase of \$167K due mainly to full year at revised rates for Franchise and Concession fees \$ 106K and interest investment income increase \$70K.
- 6) Donations - Decrease of \$102K due to Red Cross grants from disaster recovery funding ending in 2019
- 7) Developer Agreements and Levies - Decrease of \$1M due to offsite levies
- 8) Transfer from Reserve -\$120K increase due to non-regular expenses in 2020 being funded & one time 2020 new initiatives being funded

Expenses:

- 1) Salary & Wages - Overall net increase of \$113K due to decrease in renewal positions, change in staff as retirements of long term staff, and new hires hired at lower rates than the long term staff were at, 1% COLA & Step increases \$244K, decrease in renewal \$131K additional cost on Contractors to employees \$52K
- 2) Training Conference Travel - Overall net decrease of \$12K, due to reduction in corporate training
- 3) Public Relations - decrease of \$89K due to economic development completion of LTRS of years 2 & 3 funding expenditures
- 4) Phone & Utilities - increase of \$192K due to power and gas consumption estimate
- 5) Contract Services - increase of \$260K mainly due to RCMP Retro Payment \$ 154K (2016 - 2019), cyclical non recurring expenditures \$60K, Snow clearing \$25K, additional funding for building maintenance \$55K
- 6) Transfer to Local Boards & Agencies - increase of \$177K mainly due United Way Funds of \$200K being spent
- 7) Transfer to Reserves -\$1M decrease due to increase of reduction in offsite levies

2020 Approved Operating Budget Summary by Department

		2019 Budget			2020 Approved Budget			Change 2019 vs 2020	% Change	Comments
Department/Division *	Acct. Reference	Revenue	Expenses	Surplus/ (Deficit)	Revenue	Expenses	Surplus/ (Deficit)			
1	COMMUNITY SERVICES									
1 RCMP	21-00	654,200	2,352,180	-1,697,980	804,620	2,484,560	-1,679,940	-18,040	-1.1%	Increase due to Union negotiation 2.5% (\$123K) offset by transfer from Reserves \$176K and lower provincial fines (\$30K) for (\$23K)
2 Fire	23-00	661,800	2,955,620	-2,293,820	681,220	3,059,970	-2,378,750	84,930	3.7%	Increase in amortization based on 2018 actuals \$90K
3 Protective Services	24-00	0	365,020	-365,020	4,550	413,580	-409,030	44,010	12.1%	
4 Disaster Flood Services	24-01	0	0	0	0	0	0	0	0	
5 Municipal Enforcement	26-03	169,930	496,200	-326,270	127,730	491,520	-363,790	37,520	11.5%	Reduction in transfers from reserves (\$75K), offset by increased provincial fines \$38K
6 FCSS	51-01	447,410	598,620	-151,210	446,910	630,860	-183,950	32,740	21.7%	Increase in Salary and wages due to correction on pay band \$28K and COLA + 2020 Steps
7 Community Development	51-02	551,750	621,750	-70,000	633,650	673,650	-40,000	-30,000	-42.9%	
8 Community Support Services Admin	51-03	0	105,470	-105,470	0	106,930	-106,930	1,460	1.4%	
9 Parent Link Centre	51-04	450,160	558,130	-107,970	450,540	574,040	-123,500	15,530	14.4%	Increase in Contracted Services - due to Provincial mandated Audits requirement, Drive for the Link program \$10K and Salary & Wage STEP & COLA \$6K
10 United Way	51-08	0	0	0	0	0	0	0	0	
11 Cemetery	56-00	65,000	73,450	-8,450	72,700	78,850	-6,150	-2,300	-27.2%	
12 Secondary Suites Program	67-02	0	0	0	0	0	0	0	0	
13 Affordable Housing	67-07	292,470	385,470	-93,000	280,550	373,550	-93,000	0	0.0%	
14 Recreation Complex	72-01	240,000	1,606,710	-1,366,710	207,500	1,834,140	-1,626,640	259,930	19.0%	Increase in salary & wage \$30K due to re-organization of Parks & Recreation, increase in power consumption \$48K, increase in amortization based on 2018 actuals \$127K
15 Arena	72-02	265,970	395,760	-129,790	285,190	366,160	-80,970	-48,820	-37.6%	Decrease in salary & wage \$11K due to re-organization of Parks & Recreation, decrease contract services \$7K & materials for 2019 one time costs \$13K
16 Aquatics	72-03	245,000	810,110	-565,110	312,700	806,310	-493,610	-71,500	-12.7%	Increase in revenue from the proposed new shared services agreement.
17 Recreation Programs	72-05	159,500	457,930	-298,430	171,600	494,420	-322,820	24,390	8.2%	
18 Parks	72-06	63,100	1,095,920	-1,032,820	26,600	982,700	-956,100	-76,720	-7.4%	Decrease in salary & wage \$90K due to re-organization of Parks & Recreation, decrease contract services \$21K & materials for one time costs \$7K

2020 Approved Operating Budget Summary by Department

		2019 Budget			2020 Approved Budget			Change 2019 vs 2020	% Change	Comments	
Department/Division *	Acct. Reference	Revenue	Expenses	Surplus/ (Deficit)	Revenue	Expenses	Surplus/ (Deficit)				
19	Comm Services Admin	72-09	0	255,200	-255,200	0	260,560	-260,560	5,360	2.1%	
20	Spray Park	72-10	2,500	56,410	-53,910	0	35,900	-35,900	-18,010	-33.4%	Decrease in salary & wage due \$24K to re-organization of Parks & Recreation, increase phone & utilities \$4K due to water costs
21	Concession	72-12	0	0	0	0	0	0	0		
22	Field House	72-13	205,600	1,098,660	-893,060	212,650	1,122,720	-910,070	17,010	1.9%	Increase in sales of goods & services based on 3 year trend analysis \$7K, increase in salary & wage due to reorganiation of Parks & Recreation \$19K with COLA & Steps
23	Culture Centre Administration	74-02	5,000	22,050	-17,050	6,000	23,720	-17,720	670	3.9%	
Community Services Total			4,479,390	14,310,660	-9,831,270	4,724,710	14,814,140	-10,089,430	258,160	2.6%	
2	GENERAL GOVERNMENT		0	0	0	0	0				
24	General Government	00-01	18,607,620	3,045,050	15,562,570	18,161,230	1,951,790	16,209,440	646,870	4.2%	
3	CORPORATE SERVICES										
25	Legislative Admin	12-03	31,500	304,010	-272,510	32,000	306,450	-274,450	1,940	0.7%	Reduction in salary & wages due to the reclassificaiton of positions at lower rates \$27K, reduction in transfer to reserves \$25K due to revaluation of costs for the update to website
26	Communications	12-04	0	325,340	-325,340	37,500	317,340	-279,840	-45,500	-14.0%	
27	Privacy & Records Management	12-10	2,200	100,590	-98,390	200	106,080	-105,880	7,490	7.6%	
28	Human Resources - Safety	12-05	0	148,010	-148,010	2,000	149,890	-147,890	-120	-0.1%	
29	Human Resources	12-06	17,600	680,050	-662,450	32,500	695,570	-663,070	620	0.1%	
30	Corporate Services Admin	12-08	0	186,430	-186,430	0	197,530	-197,530	11,100	6.0%	Increase due to change in level of services and contract with the County being terminated in 2019 \$65K
31	Information Services	12-09	165,000	1,050,300	-885,300	0	954,720	-954,720	69,420	7.8%	
32	Corporate Properties & Risk Management	12-12	9,820	830,410	-820,590	11,910	856,980	-845,070	24,480	3.0%	
Corporate Services Total			226,120	3,625,140	-3,399,020	116,110	3,584,560	-3,468,450	69,430	2.0%	
			0	0	0	0	0				
4	COUNCIL										
33	Council	11-00	2,500	461,840	-459,340	0	458,700	-458,700	-640	-0.1%	
Council Total											
5	ENGINEERING, PLANNING & OPERATIONS (EPO)										
34	EPO Admin	12-07	0	289,680	-289,680	0	293,710	-293,710	4,030	1.4%	
35	Renewal	24-02	350,240	350,240	0	278,560	278,560	0	0		Increase in amortization based on 2018 amounts \$34K
36	Fleet	31-00	0	908,860	-908,860	0	939,030	-939,030	30,170	3.3%	

2020 Approved Operating Budget Summary by Department

		2019 Budget			2020 Approved Budget			Change 2019 vs 2020	% Change	Comments
Department/Division *	Acct. Reference	Revenue	Expenses	Surplus/ (Deficit)	Revenue	Expenses	Surplus/ (Deficit)			
37 Engineering	31-01	27,000	468,460	-441,460	15,000	469,500	-454,500	13,040	3.0%	Decrease in revenue due to loss of Summer Temporary Employment Program (STEP) \$12K, lower transfers to reserves due to cyclical projects \$45K
38 Safety Codes	31-02	358,000	326,500	31,500	207,000	282,100	-75,100	106,600	338.4%	Net increase due to reduction in permit revenue of \$151K based on trend analysis with offset by lower contract services due to fewer inspections \$50K
39 Building Maintenance	31-03	30,000	396,760	-366,760	30,000	465,120	-435,120	68,360	18.6%	Increase in contract services due to additional building being maintained (Memorial Centre) \$20K
40 Operation Admin	31-04	0	125,560	-125,560	0	128,810	-128,810	3,250	2.6%	
41 Roads	32-00	25,000	4,015,000	-3,990,000	0	4,101,810	-4,101,810	111,810	2.8%	Increase in Salary & Wage due to COLA & Steps \$ 32K, Contract services due to snow clearing \$20K and increase in power consumption \$25K
42 Storm Water	37-00	207,000	1,119,000	-912,000	221,000	1,054,280	-833,280	-78,720	-8.6%	Decrease in amortization based on 2018 actuals \$79K
43 Water Distribution	41-01	4,584,500	2,308,770	2,275,730	4,657,500	2,406,930	2,250,570	25,160	1.1%	Increase in revenue due to 1% inflationary increase of \$73K offset by increase in Salary & Wage \$26K due to COLA & Step increases, and increase transfer to reserves due to reducing the utility diversion \$258K
44 Water Plant	41-02	0	710,730	-710,730	30,000	796,570	-766,570	55,840	7.9%	Increase in expenditures for Salary & Wage \$19K due to COLA & Steps, increase in power \$15K, and increase in insurance \$21K
45 Waste Water Collection	42-01	2,484,400	1,439,370	1,045,030	2,655,600	1,602,310	1,053,290	-8,260	-0.8%	Increase in revenue due to 1% inflationary increase \$171K offset by increase in Salary & Wage \$9K due to COLA & Step increases, increase transfer to reserves due to reducing the utility diversion \$191K and an increase to amortization based on 2018 actuals \$64K
46 Waste Water Plant	42-02	49,700	629,730	-580,030	51,500	734,790	-683,290	103,260	17.8%	Increase in expenditures for Salary & Wage \$17K due to COLA & Steps, increase in power \$49K, increase in insurance \$7K and an increase in contract services due to Foothills Regional Commission Charges \$31K
47 Solid Waste	43-00	660,250	605,280	54,970	685,300	628,230	57,070	-2,100	3.8%	

2020 Approved Operating Budget Summary by Department

		2019 Budget			2020 Approved Budget			Change 2019 vs 2020	% Change	Comments
Department/Division *	Acct. Reference	Revenue	Expenses	Surplus/ (Deficit)	Revenue	Expenses	Surplus/ (Deficit)			
48 Recycling	43-01	259,000	313,970	-54,970	291,000	348,070	-57,070	2,100	3.8%	
49 Planning Administration	61-01	94,570	774,170	-679,600	152,880	831,470	-678,590	-1,010	-0.1%	
50 Parks Planning	61-04	105,000	239,130	-134,130	30,000	166,080	-136,080	1,950	1.5%	
51 GIS	12-13	7,000	133,380	-126,380	0	112,790	-112,790	-13,590	-10.8%	Decrease in Salary & Wages due to reclassification of position \$9K
52 Asset Management	31-05	0	204,290	-204,290	0	195,510	-195,510	-8,780	-4.3%	
EPO Total		9,241,660	15,358,880	-6,117,220	9,305,340	15,835,670	-6,530,330	413,110	6.8%	
		0	0	0	0	0	0			
6 EXECUTIVE										
53 CAO Office	12-02	0	315,870	-315,870	0	354,160	-354,160	38,290	12.1%	Increase in Salary & Wage and training due to new staffing requirements \$10K, increase in contract services for Service Level Review \$20K
54 Economic Development	61-05	235,000	481,130	-246,130	355,000	603,960	-248,960	2,830	1.1%	
55 Economic Development - Broadband	61-07	258,630	258,630	0	0	0	0	0		
Executive Total		493,630	1,055,630	-562,000	355,000	958,120	-603,120	41,120	7.3%	
7 FINANCIAL SERVICES										
		0	0		0	0				
56 Accounting Services	12-01	100,300	1,157,680	-1,057,380	88,700	1,137,030	-1,048,330	-9,050	-0.9%	Decrease in grants received due to one year internship grant \$17K, increase in salary & wages due to COLA & Step \$9K, decrease in training conference and travel and materials due to one year internship costs \$10K
57 Assessment Services	12-11	0	252,690	-252,690	0	266,660	-266,660	13,970	5.5%	Increase in salary and wages due to step correction and 1% COLA & Steps \$11K
Financial Services Total		100,300	1,410,370	-1,310,070	88,700	1,403,690	-1,314,990	4,920	0.4%	
		0	0		0	0				
8 LIBRARY										
	74-04	0	471,450	-471,450	17,900	493,620	-475,720	4,270	0.9%	
GRAND TOTAL		33,151,220	39,739,020	-6,587,800	32,768,990	39,500,290	-6,731,300	143,500	2.2%	



2020 Budget Operating Grants

<i>Grants Name</i>	<i>Amount</i>	<i>Cost Centre</i>
1 MSI Operating	\$ 100,000	00-01 General Government
2 Alberta Community Partnership (ACPO) - Finance Intern	\$ 13,200	12-01 Accounting Services
3 Police Officer Grant (POG)	\$ 100,000	23-00 RCMP
4 Municipal Policing Assistance Grant (MPAG)	\$ 312,420	23-00 RCMP
5 Emergency Management Preparedness Program (EMPP)	\$ 4,550	24-00 Protective Services
6 Staffing grant	\$ 273,220	24-02 Renewal
7 Alberta Human Services - Annual Grant	\$ 339,500	51-01 FCSS
FCSS Resource Grant - Calgary & Area Child and Family		
8 Services	\$ 34,110	51-01 FCSS
9 Volunteer Alberta	\$ 300	51-01 FCSS
10 Alberta Human Services - Annual Grant	\$ 384,970	51-04 Parent Link Centre
Calgary & Area Child and Family Services - extended		
11 hours Clareholm & Nanton	\$ 23,150	51-04 Parent Link Centre
Alberta Community Partnership (ACPO) - Planning		
12 Intern	\$ 5,380	61-01 Planning Admin
13 Long Term Recovery Grant	\$ 350,000	61-05 Economic Development
14 Canada Summer Jobs (CSJ) - Federal	\$ 15,000	72-05 Recreation Programs
Total Operating Grants	\$ 1,955,800	
<u>OTHER LOCAL GOVERNMENTS</u>		
1 Foothills County	\$ 68,500	51-01 FCSS
2 Town of Okotoks	\$ 16,000	51-04 Parent Link Centre
3 Foothills County	\$ 12,500	51-04 Parent Link Centre
Total -Other Local Government	\$ 97,000	

Subject to future funding



Town of High River 2020 to 2023 Operating Budget

Expenses Summary - Salary & Wage Category

Expense:	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast	Comments
											COLA 1% & Steps
Community Services	6,071,730	6,100,333	6,230,920	4,282,266	6,290,170	59,250	0.95%	6,448,490	6,634,550	6,638,560	
2100 - 2100 - Protective Services	2,583,970	2,624,982	2,806,250	2,155,157	2,826,120	19,870	0.71%	2,876,620	2,923,560	2,862,080	
5100 - 5100 - Community Support Services	1,010,500	919,724	963,320	632,984	992,150	28,830	2.99%	983,020	1,005,900	1,021,790	One position reclassified within Community Development
5600 - 5600 - Cemetery	34,270	24,025	41,900	17,116	41,080	(820)	-1.96%	42,910	44,690	45,840	
7100 - 7100 - Comm Serv Admin	377,000	477,811	232,200	947	237,760	5,560	2.39%	249,470	260,500	270,450	
7200 - 7200 - Parks & Recreation	2,065,990	2,053,790	2,187,250	1,476,061	2,193,060	5,810	0.27%	2,296,470	2,399,900	2,438,400	Parks & Recreation Restructuring
	6,071,730	6,100,333	6,230,920	4,282,266	6,290,170	59,250	0.95%	6,448,490	6,634,550	6,638,560	
Corporate Services	1,708,790	1,695,069	1,792,570	1,234,264	1,765,730	(26,840)	-1.50%	1,815,180	1,869,340	1,914,440	
1200 - 1208 - Corp Serv Admin	170,840	170,640	178,690	120,901	188,510	9,820	5.50%	197,610	205,740	207,820	
1203 - 1203 - Legislative Services	251,370	247,803	269,610	201,922	292,250	22,640	8.40%	287,990	301,870	316,430	One temporary position ending in 2020
1204 - 1204 - Communications	199,670	178,578	216,650	119,864	191,230	(25,420)	-11.73%	200,630	210,330	219,790	Reclassification of one position
1206 - 1206 - Human Resources	613,490	624,723	629,460	442,877	658,090	28,630	4.55%	680,120	689,880	698,700	
1209 - 1209 - Information Services	308,470	306,023	325,140	224,367	250,910	(74,230)	-22.83%	257,400	264,020	267,820	County contract ended 2019, elimination of 1 FTE
1212 - 1212 - Corporate Properties	164,950	167,304	173,020	124,332	184,740	11,720	6.77%	191,430	197,500	203,880	
	1,708,790	1,695,069	1,792,570	1,234,264	1,765,730	(26,840)	-1.50%	1,815,180	1,869,340	1,914,440	
Council	285,300	257,292	326,500	214,824	329,400	2,900	0.89%	332,600	336,000	339,400	
1100 - 1100 - Council	285,300	257,292	326,500	214,824	329,400	2,900	0.89%	332,600	336,000	339,400	
	285,300	257,292	326,500	214,824	329,400	2,900	0.89%	332,600	336,000	339,400	
EPO (Engineering/Planning/Operations)	1,949,750	1,713,089	1,778,040	1,199,697	1,759,670	(18,370)	-1.03%	1,789,190	1,834,710	1,874,600	
1207 - 1207 - EPO Admin	273,550	261,642	276,120	193,513	280,690	4,570	1.66%	283,770	286,820	289,890	
3101 - 3101 - Engineering	892,610	747,951	692,600	459,553	688,730	(3,870)	-0.56%	718,410	746,620	771,870	New Hires at lower rate
6100 - 6100 - Planning	673,960	596,035	698,420	471,844	677,720	(20,700)	-2.96%	673,220	686,280	696,620	Planning Intern position ends in 2020
6104 - 6104 - Parks Planning	109,630	107,461	110,900	74,787	112,530	1,630	1.47%	113,790	114,990	116,220	
	1,949,750	1,713,089	1,778,040	1,199,697	1,759,670	(18,370)	-1.03%	1,789,190	1,834,710	1,874,600	
Executive	521,570	490,615	482,290	294,451	508,510	26,220	5.44%	373,760	326,740	330,190	
1202 - 1202 - Executive Admin	302,900	301,158	302,340	256,982	315,230	12,890	4.26%	322,160	326,740	330,190	
6105 - 6105 - Economic Development	218,670	189,457	179,950	37,469	193,280	13,330	7.41%	51,600	0	0	0 Reclassification of one position
	521,570	490,615	482,290	294,451	508,510	26,220	5.44%	373,760	326,740	330,190	



Town of High River 2020 to 2023 Operating Budget

Expenses Summary - Salary & Wage Category

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast	Comments
Financial Services	1,129,720	1,134,893	1,204,500	855,623	1,218,500	14,000	1.16%	1,222,430	1,248,240	1,263,620	
1201 - 1201 - Accounting Services	885,100	866,156	967,480	681,102	969,180	1,700	0.18%	960,890	977,380	989,780	Finance Intern position ends in 2020
1211 - 1211 - Assessment Services	244,620	268,736	237,020	174,521	249,320	12,300	5.19%	261,540	270,860	273,840	Correction of Step
	1,129,720	1,134,893	1,204,500	855,623	1,218,500	14,000	1.16%	1,222,430	1,248,240	1,263,620	
General Government	(395,000)	0	(350,000)	0	(305,000)	45,000	-12.86%	(310,000)	(315,000)	(315,000)	
1000 - 1000 - General Government	(395,000)	0	(350,000)	0	(305,000)	45,000	-12.86%	(310,000)	(315,000)	(315,000)	Reduction in Vacancy Credit
	(395,000)	0	(350,000)	0	(305,000)	45,000	-12.86%	(310,000)	(315,000)	(315,000)	
Operational Services	2,879,340	2,928,080	3,069,720	2,201,726	3,216,430	146,710	4.78%	3,314,320	3,386,090	3,445,990	
3100 - 3100 - Operations Admin	79,030	103,775	82,200	78,124	83,240	1,040	1.27%	84,190	85,120	86,060	
3200 - 3200 - Roads & Streets	692,800	613,431	673,930	488,722	709,370	35,440	5.26%	729,490	741,360	751,150	
3700 - 3700 - Fleet, Facilities & Equipment	415,070	472,885	546,010	401,984	567,820	21,810	3.99%	589,130	607,020	622,100	
4100 - 4100 - Utilities	1,692,440	1,737,989	1,767,580	1,232,897	1,856,000	88,420	5.00%	1,911,510	1,952,590	1,986,680	
	2,879,340	2,928,080	3,069,720	2,201,726	3,216,430	146,710	4.78%	3,314,320	3,386,090	3,445,990	
Renewal Office	796,240	319,085	228,590	198,442	97,840	(130,750)	-57.20%	0	0	0	
2402 - 2402 - Renewal Office	796,240	319,085	228,590	198,442	97,840	(130,750)	-57.20%	0	0	0	0 Reduction in # of positions
	796,240	319,085	228,590	198,442	97,840	(130,750)	-57.20%	0	0	0	
Total Expense	14,947,440	14,638,455	14,763,130	10,481,293	14,881,250	118,120	0.80%	14,985,970	15,320,670	15,491,800	
Net Total	(14,947,440)	(14,638,455)	(14,763,130)	(10,481,293)	(14,881,250)	118,120	-0.80%	(14,985,970)	(15,320,670)	(15,491,800)	



Town of High River 2020 to 2023 Operating Budget

Expenses Summary - Training Category

Expense:	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast	Comments
Community Services	155,220	173,830	177,740	138,217	182,660	4,920	2.77%	177,320	177,880	178,800	
2100 - 2100 - Protective Services	67,120	58,126	95,570	57,743	94,310	(1,260)	-1.32%	89,670	90,030	90,350	
5100 - 5100 - Community Support Services	23,500	61,426	22,800	45,814	23,200	400	1.75%	22,500	22,500	22,500	
7100 - 7100 - Comm Serv Admin	8,800	1,123	4,400	0	4,400	0	0.00%	4,400	4,400	4,400	
7200 - 7200 - Parks & Recreation	55,800	53,155	54,970	34,661	60,750	5,780	10.51%	60,750	60,950	61,550	Increased training for recertifications
	155,220	173,830	177,740	138,217	182,660	4,920	2.77%	177,320	177,880	178,800	
Corporate Services	168,840	127,021	145,970	88,767	134,420	(11,550)	-7.91%	122,220	119,170	116,220	
1200 - 1208 - Corp Serv Admin	6,050	6,603	5,650	1,350	6,950	1,300	23.01%	5,650	5,650	5,650	
1203 - 1203 - Legislative Services	22,340	34,340	24,470	5,975	29,120	4,650	19.00%	29,620	22,170	23,620	
1204 - 1204 - Communications	3,600	2,413	7,500	666	4,800	(2,700)	-36.00%	4,800	4,800	4,800	New Hires training program lower than previous staff
1206 - 1206 - Human Resources	109,350	58,105	84,250	61,362	67,450	(16,800)	-19.94%	60,050	60,450	60,050	Corporate training carry over from previous years completed
1209 - 1209 - Information Services	15,200	11,310	15,200	11,574	13,200	(2,000)	-13.16%	13,200	13,200	13,200	Reduction in staff
1212 - 1212 - Corporate Properties	12,300	14,250	8,900	7,841	12,900	4,000	44.94%	8,900	12,900	8,900	Bi annual training
	168,840	127,021	145,970	88,767	134,420	(11,550)	-7.91%	122,220	119,170	116,220	
Council	69,870	47,286	60,970	33,705	55,470	(5,500)	-9.02%	77,470	67,470	60,470	
1100 - 1100 - Council	69,870	47,286	60,970	33,705	55,470	(5,500)	-9.02%	77,470	67,470	60,470	Corporate training carry over from previous years completed
	69,870	47,286	60,970	33,705	55,470	(5,500)	-9.02%	77,470	67,470	60,470	
EPO (Engineering/Planning/Operations)	46,000	37,296	47,450	28,508	46,950	(500)	-1.05%	45,450	45,450	45,450	
1207 - 1207 - EPO Admin	4,750	1,175	4,750	860	4,750	0	0.00%	4,750	4,750	4,750	
3101 - 3101 - Engineering	21,250	16,298	22,200	13,624	21,700	(500)	-2.25%	21,700	21,700	21,700	
6100 - 6100 - Planning	15,000	15,523	16,500	12,230	16,500	0	0.00%	15,000	15,000	15,000	
6104 - 6104 - Parks Planning	5,000	4,301	4,000	1,795	4,000	0	0.00%	4,000	4,000	4,000	
	46,000	37,296	47,450	28,508	46,950	(500)	-1.05%	45,450	45,450	45,450	
Executive	22,250	19,491	11,380	29,605	15,080	3,700	32.51%	15,080	9,500	9,500	
1202 - 1202 - Executive Admin	16,700	13,877	5,800	29,271	9,500	3,700	63.79%	9,500	9,500	9,500	New Hire training requirements
6105 - 6105 - Economic Development	5,550	5,614	5,580	334	5,580	0	0.00%	5,580	0	0	
	22,250	19,491	11,380	29,605	15,080	3,700	32.51%	15,080	9,500	9,500	



Town of High River 2020 to 2023 Operating Budget

Expenses Summary - Training Category

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast	Comments
Financial Services	30,780	29,756	34,070	20,740	30,020	(4,050)	-11.89%	27,620	28,770	24,870	
1201 - 1201 - Accounting Services	24,180	27,500	27,000	16,906	22,950	(4,050)	-15.00%	20,650	21,750	17,800	Reduction in staff
1211 - 1211 - Assessment Services	6,600	2,256	7,070	3,835	7,070	0	0.00%	6,970	7,020	7,070	
	30,780	29,756	34,070	20,740	30,020	(4,050)	-11.89%	27,620	28,770	24,870	
General Government	(100,000)	0	(50,000)	0	(50,000)	0	0.00%	(50,000)	(50,000)	(50,000)	
1000 - 1000 - General Government	(100,000)	0	(50,000)	0	(50,000)	0	0.00%	(50,000)	(50,000)	(50,000)	
	(100,000)	0	(50,000)	0	(50,000)	0	0.00%	(50,000)	(50,000)	(50,000)	
Operational Services	41,940	30,776	45,290	22,153	47,090	1,800	3.97%	47,390	47,690	48,000	
3100 - 3100 - Operations Admin	5,100	4,630	5,100	3,120	4,600	(500)	-9.80%	4,600	4,600	4,600	
3200 - 3200 - Roads & Streets	5,150	2,075	5,150	5,046	6,800	1,650	32.04%	6,800	6,800	6,800	
3700 - 3700 - Fleet, Facilities & Equipment	4,000	2,591	5,000	1,952	5,500	500	10.00%	5,500	5,500	5,500	
4100 - 4100 - Utilities	27,690	21,480	30,040	12,035	30,190	150	0.50%	30,490	30,790	31,100	
	41,940	30,776	45,290	22,153	47,090	1,800	3.97%	47,390	47,690	48,000	
Renewal Office	0	1,761	0	3,152	0	0		0	0	0	
2402 - 2402 - Renewal Office	0	1,761	0	3,152	0	0		0	0	0	
	0	1,761	0	3,152	0	0		0	0	0	
Total Expense	434,900	467,218	472,870	364,849	461,690	(11,180)	-2.36%	462,550	445,930	433,310	
Net Total	(434,900)	(467,218)	(472,870)	(364,849)	(461,690)	(11,180)	2.36%	(462,550)	(445,930)	(433,310)	



Town of High River 2020 to 2023 Operating Budget

Expenses Summary - Public Relations - Communications Category

Expense:	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast	Comments
Community Services	54,150	42,209	46,920	24,659	44,700	(2,220)	-4.73%	40,500	40,900	40,800	
2100 - 2100 - Protective Services	6,800	8,553	6,300	1,822	7,550	1,250	19.84%	7,550	7,550	7,050	
5100 - 5100 - Community Support Services	18,200	9,033	11,650	3,256	9,400	(2,250)	-19.31%	5,400	5,400	5,400	
7100 - 7100 - Comm Serv Admin	500	1,723	500	0	500	0	0.00%	500	500	500	
7200 - 7200 - Parks & Recreation	28,650	22,900	28,470	19,580	27,250	(1,220)	-4.29%	27,050	27,450	27,850	
	54,150	42,209	46,920	24,659	44,700	(2,220)	-4.73%	40,500	40,900	40,800	
Corporate Services	47,950	33,699	53,650	31,773	53,150	(500)	-0.93%	58,150	53,150	53,650	
1200 - 1208 - Corp Serv Admin	200	264	200	21	200	0	0.00%	200	200	200	
1203 - 1203 - Legislative Services	1,300	1,000	7,200	7,810	2,200	(5,000)	-69.44%	7,200	2,200	2,700	
1204 - 1204 - Communications	37,250	28,414	37,250	20,639	40,250	3,000	8.05%	40,250	40,250	40,250	
1206 - 1206 - Human Resources	7,500	3,837	6,500	2,502	8,000	1,500	23.08%	8,000	8,000	8,000	
1209 - 1209 - Information Services	0	74	0	0	0	0		0	0	0	
1212 - 1212 - Corporate Properties	1,700	110	2,500	801	2,500	0	0.00%	2,500	2,500	2,500	
	47,950	33,699	53,650	31,773	53,150	(500)	-0.93%	58,150	53,150	53,650	
Council	37,920	17,426	37,920	9,064	37,920	0	0.00%	42,920	37,920	37,920	
1100 - 1100 - Council	37,920	17,426	37,920	9,064	37,920	0	0.00%	42,920	37,920	37,920	
	37,920	17,426	37,920	9,064	37,920	0	0.00%	42,920	37,920	37,920	
EPO (Engineering/Planning/Operations)	10,300	9,618	8,800	2,999	8,250	(550)	-6.25%	8,250	8,250	8,250	
1207 - 1207 - EPO Admin	750	498	750	36	500	(250)	-33.33%	500	500	500	
3101 - 3101 - Engineering	1,750	3,005	1,250	1,795	1,250	0	0.00%	1,250	1,250	1,250	
6100 - 6100 - Planning	6,300	5,685	6,300	1,026	6,000	(300)	-4.76%	6,000	6,000	6,000	
6104 - 6104 - Parks Planning	1,500	431	500	143	500	0	0.00%	500	500	500	
	10,300	9,618	8,800	2,999	8,250	(550)	-6.25%	8,250	8,250	8,250	
Executive	232,300	72,805	176,000	27,987	87,500	(88,500)	-50.28%	12,500	2,500	2,500	
1202 - 1202 - Executive Admin	1,000	1,779	1,000	135	2,500	1,500	150.00%	2,500	2,500	2,500	
6105 - 6105 - Economic Development	231,300	71,025	175,000	27,851	85,000	(90,000)	-51.43%	10,000	0	0	0 Reduction due to Long Term Recovery funding program ending in 2020, reclassification into Contract Services
	232,300	72,805	176,000	27,987	87,500	(88,500)	-50.28%	12,500	2,500	2,500	



Town of High River 2020 to 2023 Operating Budget

Expenses Summary - Public Relations - Communications Category

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast	Comments
Financial Services	2,200	3,300	3,100	3,689	4,800	1,700	54.84%	4,800	5,000	5,000	
1201 - 1201 - Accounting Services	2,000	2,714	2,600	3,318	4,300	1,700	65.38%	4,300	4,500	4,500	
1211 - 1211 - Assessment Services	200	586	500	371	500	0	0.00%	500	500	500	
	2,200	3,300	3,100	3,689	4,800	1,700	54.84%	4,800	5,000	5,000	
Operational Services	7,850	4,712	7,800	3,970	8,500	700	8.97%	8,550	8,600	8,650	
3100 - 3100 - Operations Admin	2,000	2,980	2,000	1,859	2,300	300	15.00%	2,300	2,300	2,300	
3200 - 3200 - Roads & Streets	850	560	850	498	950	100	11.76%	950	950	950	
3700 - 3700 - Fleet, Facilities & Equipment	550	440	550	155	550	0	0.00%	550	550	550	
4100 - 4100 - Utilities	4,450	732	4,400	1,458	4,700	300	6.82%	4,750	4,800	4,850	
	7,850	4,712	7,800	3,970	8,500	700	8.97%	8,550	8,600	8,650	
Renewal Office	0	43,573	0	0	0	0		0	0	0	
2402 - 2402 - Renewal Office	0	43,573	0	0	0	0		0	0	0	
	0	43,573	0	0	0	0		0	0	0	
Total Expense	392,670	227,342	334,190	104,141	244,820	(89,370)	-26.74%	175,670	156,320	156,770	
Net Total	(392,670)	(227,342)	(334,190)	(104,141)	(244,820)	(89,370)	26.74%	(175,670)	(156,320)	(156,770)	



Town of High River 2020 to 2023 Operating Budget

Expenses Summary - Phone & Utilities Category

Expense:	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast	Comments
Community Services	495,850	572,202	516,700	439,496	600,900	84,200	16.30%	605,300	607,300	615,800	
2100 - 2100 - Protective Services	67,700	78,312	78,200	54,641	87,480	9,280	11.87%	85,180	76,080	76,880	Increase in power consumption
5100 - 5100 - Community Support Services	43,800	40,334	40,980	31,334	46,750	5,770	14.08%	48,050	49,550	50,250	Increase in power consumption
5600 - 5600 - Cemetery	1,300	1,155	1,150	917	1,160	10	0.87%	1,160	1,260	1,260	
7100 - 7100 - Comm Serv Admin	500	813	600	267	400	(200)	-33.33%	400	400	400	
7200 - 7200 - Parks & Recreation	382,550	451,588	395,770	352,337	465,110	69,340	17.52%	470,510	480,010	487,010	Increase in power consumption
	495,850	572,202	516,700	439,496	600,900	84,200	16.30%	605,300	607,300	615,800	
Corporate Services	52,550	53,305	50,990	39,859	55,180	4,190	8.22%	55,080	55,980	56,480	
1200 - 1208 - Corp Serv Admin	500	509	590	302	570	(20)	-3.39%	570	570	570	
1203 - 1203 - Legislative Services	750	714	820	454	860	40	4.88%	860	860	860	
1204 - 1204 - Communications	400	612	800	556	1,060	260	32.50%	1,060	1,060	1,060	
1206 - 1206 - Human Resources	1,300	1,434	1,550	1,084	1,720	170	10.97%	1,720	1,720	1,720	
1209 - 1209 - Information Services	7,000	3,856	6,000	4,041	1,600	(4,400)	-73.33%	1,600	1,600	1,600	Reclassification on Mobile phone replacement from Phones to Materials
1212 - 1212 - Corporate Properties	42,600	46,180	41,230	33,422	49,370	8,140	19.74%	49,270	50,170	50,670	Increase in power consumption
	52,550	53,305	50,990	39,859	55,180	4,190	8.22%	55,080	55,980	56,480	
Council	4,350	5,316	5,700	5,190	5,760	60	1.05%	5,760	5,760	5,760	
1100 - 1100 - Council	4,350	5,316	5,700	5,190	5,760	60	1.05%	5,760	5,760	5,760	
	4,350	5,316	5,700	5,190	5,760	60	1.05%	5,760	5,760	5,760	
EPO (Engineering/Planning/Operations)	4,600	3,936	3,880	2,664	4,190	310	7.99%	4,190	4,190	4,190	
1207 - 1207 - EPO Admin	400	287	560	178	270	(290)	-51.79%	270	270	270	
3101 - 3101 - Engineering	2,400	1,884	1,280	1,423	1,920	640	50.00%	1,920	1,920	1,920	
6100 - 6100 - Planning	1,200	1,047	1,200	534	800	(400)	-33.33%	800	800	800	
6104 - 6104 - Parks Planning	600	718	840	529	1,200	360	42.86%	1,200	1,200	1,200	
	4,600	3,936	3,880	2,664	4,190	310	7.99%	4,190	4,190	4,190	
Executive	2,000	1,708	1,980	1,325	2,180	200	10.10%	2,180	2,180	2,180	
1202 - 1202 - Executive Admin	500	230	480	237	680	200	41.67%	680	680	680	
6105 - 6105 - Economic Development	1,500	1,478	1,500	1,088	1,500	0	0.00%	1,500	1,500	1,500	
	2,000	1,708	1,980	1,325	2,180	200	10.10%	2,180	2,180	2,180	



Town of High River 2020 to 2023 Operating Budget

Expenses Summary - Phone & Utilities Category

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast	Comments
Financial Services	3,200	2,696	3,300	2,090	3,120	(180)	-5.45%	3,120	3,120	3,220	
1201 - 1201 - Accounting Services	2,500	2,200	2,700	1,681	2,300	(400)	-14.81%	2,300	2,300	2,400	
1211 - 1211 - Assessment Services	700	496	600	410	820	220	36.67%	820	820	820	
	3,200	2,696	3,300	2,090	3,120	(180)	-5.45%	3,120	3,120	3,220	
General Government	0	0	0	0	0	0		0	0	0	
1000 - 1000 - General Government	0	0	0	0	0	0		0	0	0	
	0	0	0	0	0	0		0	0	0	
Operational Services	948,850	1,075,986	990,680	849,528	1,093,950	103,270	10.42%	1,105,050	1,124,550	1,136,350	
3100 - 3100 - Operations Admin	1,000	631	510	349	520	10	1.96%	520	520	520	
3200 - 3200 - Roads & Streets	450,100	509,975	492,230	413,624	517,150	24,920	5.06%	522,150	532,150	538,150	Increase in power consumption
3700 - 3700 - Fleet, Facilities & Equipment	31,900	37,426	31,600	27,722	40,000	8,400	26.58%	40,500	41,100	41,500	Increase in power consumption
4100 - 4100 - Utilities	465,850	527,954	466,340	407,833	536,280	69,940	15.00%	541,880	550,780	556,180	Increase in power & water consumption
	948,850	1,075,986	990,680	849,528	1,093,950	103,270	10.42%	1,105,050	1,124,550	1,136,350	
Renewal Office	100	909	650	475	720	70	10.77%	0	0	0	
2402 - 2402 - Renewal Office	100	909	650	475	720	70	10.77%	0	0	0	
	100	909	650	475	720	70	10.77%	0	0	0	
Total Expense	1,511,500	1,716,058	1,573,880	1,340,627	1,766,000	192,120	12.21%	1,780,680	1,803,080	1,823,980	
Net Total	(1,511,500)	(1,716,058)	(1,573,880)	(1,340,627)	(1,766,000)	192,120	-12.21%	(1,780,680)	(1,803,080)	(1,823,980)	



Town of High River 2020 to 2023 Operating Budget

Expenses Summary - Contract Services Category

Expense:	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast	Comments
Community Services	3,728,670	4,053,399	4,046,600	2,462,658	4,071,700	25,100	0.62%	3,931,550	3,894,730	3,983,030	
2100 - 2100 - Protective Services	2,436,110	2,523,500	2,682,800	1,745,458	2,872,170	189,370	7.06%	2,694,000	2,701,900	2,785,900	Increase in RCMP union retro (2016 - 2019)
5100 - 5100 - Community Support Services	570,800	548,500	538,200	276,912	445,010	(93,190)	-17.32%	394,510	401,510	397,510	Decrease due to CRC grant ending in June 2020
5600 - 5600 - Cemetery	28,800	13,039	24,000	12,410	30,700	6,700	27.92%	26,000	26,800	32,500	
7100 - 7100 - Comm Serv Admin	0	378	0	2,611	0	0		75,000	0	0	
7200 - 7200 - Parks & Recreation	692,960	967,981	801,600	425,268	723,820	(77,780)	-9.70%	742,040	764,520	767,120	Decrease due to reclassificaiton from Contract Services to Materials
	3,728,670	4,053,399	4,046,600	2,462,658	4,071,700	25,100	0.62%	3,931,550	3,894,730	3,983,030	
Corporate Services	769,850	648,074	837,650	540,670	884,000	46,350	5.53%	817,500	798,150	830,250	
1200 - 1208 - Corp Serv Admin	0	20,811	0	0	0	0		0	0	0	
1203 - 1203 - Legislative Services	76,400	27,861	56,250	72,282	37,250	(19,000)	-33.78%	57,250	27,250	27,250	2019 Municipal Census
1204 - 1204 - Communications	20,500	15,489	20,500	73,640	72,500	52,000	253.66%	27,500	27,500	27,500	Update to Municipal Website
1206 - 1206 - Human Resources	71,300	42,937	64,800	19,687	74,800	10,000	15.43%	31,800	39,500	68,800	Compensation review
1209 - 1209 - Information Services	384,750	366,205	532,000	294,562	533,850	1,850	0.35%	535,350	538,300	541,100	Increase software support fees
1212 - 1212 - Corporate Properties	216,900	174,770	162,100	80,498	165,600	3,500	2.16%	165,600	165,600	165,600	
	769,850	648,074	835,650	540,670	884,000	48,350	5.79%	817,500	798,150	830,250	
Council	35,000	53,615	0	7,310	0	0		0	36,000	0	
1100 - 1100 - Council	35,000	53,615	0	7,310	0	0		0	36,000	0	
	35,000	53,615	0	7,310	0	0	#DIV/0!	0	36,000	0	
EPO (Engineering/Planning/Operations)	414,300	315,308	452,100	130,547	448,100	(4,000)	-0.88%	287,100	513,100	287,100	
1207 - 1207 - EPO Admin	12,500	(7,689)	5,000	0	5,000	0	0.00%	5,000	5,000	5,000	
3101 - 3101 - Engineering	363,200	244,509	321,100	100,098	292,100	(29,000)	-9.03%	261,100	487,100	261,100	Reduction in Safety Code Permit Inspections based on trend analysis
6100 - 6100 - Planning	6,000	10,252	6,000	10,784	106,000	100,000	1666.67%	6,000	6,000	6,000	Town Plan
6104 - 6104 - Parks Planning	32,600	68,236	120,000	19,665	45,000	(75,000)	-62.50%	15,000	15,000	15,000	2019 Open Space Plan
	414,300	315,308	452,100	130,547	448,100	(4,000)	-0.88%	287,100	513,100	287,100	
Executive	501,420	407,896	279,400	41,622	302,000	22,600	8.09%	150,490	221,000	222,000	
1202 - 1202 - Executive Admin	2,500	2,604	2,000	4,722	22,000	20,000	1000.00%	2,000	2,000	2,000	Service Level Review
6105 - 6105 - Economic Development	498,920	405,292	277,400	36,900	280,000	2,600	0.94%	148,490	219,000	220,000	
	501,420	407,896	279,400	41,622	302,000	22,600	8.09%	150,490	221,000	222,000	



Town of High River 2020 to 2023 Operating Budget

Expenses Summary - Contract Services Category

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast	Comments
Financial Services	67,700	58,263	37,900	47,998	43,750	5,850	15.44%	43,850	43,950	44,150	
1201 - 1201 - Accounting Services	55,000	48,458	37,200	45,991	42,300	5,100	13.71%	42,400	42,500	42,700	Software enhancements (Serenic(Bellamy)/Questica)
1211 - 1211 - Assessment Services	12,700	9,805	700	2,007	1,450	750	107.14%	1,450	1,450	1,450	
	67,700	58,263	37,900	47,998	43,750	5,850	15.44%	43,850	43,950	44,150	
General Government	0	0	0	0	5,000	5,000		5,000	5,000	5,000	
1000 - 1000 - General Government	0	0	0	0	5,000	5,000		5,000	5,000	5,000	Unplanned expenditures for HR Airport
	0	0	0	0	5,000	5,000	#DIV/0!	5,000	5,000	5,000	
Library	1,200	1,391	1,200	792	1,200	0	0.00%	1,200	1,200	1,200	
7404 - 7404 - Library	1,200	1,391	1,200	792	1,200	0	0.00%	1,200	1,200	1,200	
	1,200	1,391	1,200	792	1,200	0	0.00%	1,200	1,200	1,200	
Operational Services	1,350,000	1,766,527	1,224,900	792,333	1,354,850	129,950	10.61%	1,362,350	1,372,950	1,352,850	
3100 - 3100 - Operations Admin	10,950	9,911	10,950	5,420	11,350	400	3.65%	11,350	11,350	11,350	
3200 - 3200 - Roads & Streets	263,000	674,846	275,500	178,842	289,200	13,700	4.97%	292,200	295,200	298,200	Increase in snow clearing costs
3700 - 3700 - Fleet, Facilities & Equipment	81,600	123,894	84,700	75,224	104,900	20,200	23.85%	105,050	105,200	105,350	Increase costs for building maintenance for the Memorial Centre
4100 - 4100 - Utilities	994,450	957,877	853,750	532,846	949,400	95,650	11.20%	953,750	961,200	937,950	Landfill Costs
	1,350,000	1,766,527	1,224,900	792,333	1,354,850	129,950	10.61%	1,362,350	1,372,950	1,352,850	
Renewal Office	340,000	(3,645,687)	120,000	657,514	180,000	60,000	50.00%	120,000	0	0	
2402 - 2402 - Renewal Office	340,000	(3,645,687)	120,000	657,514	180,000	60,000	50.00%	120,000	0	0	0 Reallocation from Salary and Wage to Contract Services for Renewal Program
	340,000	(3,645,687)	120,000	657,514	180,000	0	(180,000)	120,000	0	0	
Total Expense	7,208,140	3,658,785	6,999,750	4,681,444	7,290,600	290,850	(7,244,100)	6,719,040	6,886,080	6,725,580	
Net Total	(7,208,140)	(3,658,785)	(6,999,750)	(4,681,444)	(7,290,600)	290,850	7,244,100	(6,719,040)	(6,886,080)	(6,725,580)	



COMMUNITY SERVICES

Community Services Administration

RCMP

Fire Services

Municipal Enforcement

Protective Services

Disaster Services



COMMUNITY SERVICES

COMMUNITY SUPPORT SERVICES

Family & Community Support Services (FCSS)

Community Development (FCSS)

Community Support Services Admin

Parent Link Centre

United Way Community Funding

Affordable Housing

Culture Centre



COMMUNITY SERVICES

PARKS & RECREATION

Recreation Complex

Arena

Aquatics

Field House

Food Concession

Recreation Programs

Parks

Spray Park

Cemetery



Town of High River 2020 to 2023 Operating Budget

Budget Summary - Community Services

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
Revenue:										
02) Sales of Goods & Services	1,522,070	1,612,226	1,597,270	1,197,720	1,631,720	34,450	2.16%	1,650,610	1,676,580	1,694,430
03) Grants Received	1,223,160	1,686,504	1,203,850	815,079	1,214,000	10,150	0.84%	1,209,450	1,209,500	1,214,450
04) Local Government Transfers	866,500	926,094	884,500	396,831	966,300	81,800	9.25%	977,000	999,900	986,400
05) Other Revenue	8,600	11,308	8,600	6,428	0	(8,600)	-100.00%	0	0	0
06) Donations	690,540	1,345,387	577,450	299,806	476,750	(100,700)	-17.44%	266,270	266,270	265,770
09) Internal Transfers Revenue	0	1,935	0	1,200	0	0		0	0	0
10) Transfer From Reserves	112,920	344,648	207,720	0	435,940	228,220	109.87%	99,890	45,240	17,720
Total Revenue	4,423,790	5,928,102	4,479,390	2,717,064	4,724,710	245,320	5.48%	4,203,220	4,197,490	4,178,770
Expense:										
01) Salary, Wages, and Benefits	6,071,730	6,100,333	6,215,920	4,282,266	6,290,170	74,250	1.19%	6,448,490	6,634,550	6,638,560
02) Training Conference Travel	155,220	173,830	177,740	138,217	182,660	4,920	2.77%	177,320	177,880	178,800
03) Public Relations - Communications	54,150	42,209	46,920	24,659	44,700	(2,220)	-4.73%	40,500	40,900	40,800
04) Phone & Utilities	495,850	572,202	516,700	439,496	600,900	84,200	16.30%	605,300	607,300	615,800
05) Insurance	238,070	217,897	232,340	207,063	229,730	(2,610)	-1.12%	238,120	246,910	256,120
06) Contracted Services and General Services	3,728,670	4,053,399	4,044,100	2,462,658	4,071,700	27,600	0.68%	3,931,550	3,894,730	3,983,030
07) Materials	825,740	599,497	625,000	322,312	636,920	11,920	1.91%	617,140	637,910	619,100
08) Other Expenses	39,900	76,393	46,650	30,081	48,500	1,850	3.97%	50,700	52,900	55,100
09) Transfers to Local Boards and Agencies	205,000	389,715	322,240	203,025	489,600	167,360	51.94%	200,000	200,000	200,000
10) Transfer To Reserves	89,000	258,324	134,250	66,450	76,650	(57,600)	-42.91%	47,650	59,180	57,800
12) Internal Transfers Expenses	0	7,338	0	6,080	0	0		0	0	0
13) Long Term Debt Principal	517,500	517,466	532,500	511,889	547,960	15,460	2.90%	563,930	580,360	590,200
14) Long-Term Debt Interest	216,300	212,409	201,300	130,833	185,850	(15,450)	-7.68%	169,910	153,490	136,550
Total Expense Before Amortation	12,637,130	13,221,012	13,095,660	8,825,027	13,405,340	309,680	2.36%	13,090,610	13,286,110	13,371,860
Surplus (Deficit)	(8,213,340)	(7,292,910)	(8,616,270)	(6,107,963)	(8,680,630)	(64,360)	0.75%	(8,887,390)	(9,088,620)	(9,193,090)
15) Amortization on Tangible Capital Assets	1,264,350	1,415,561	1,215,000	(200)	1,408,800	193,800	15.95%	1,408,800	1,708,800	1,708,800
Total Expense After Amortization	13,901,480	14,636,573	14,310,660	8,824,827	14,814,140	503,480	3.52%	14,499,410	14,994,910	15,080,660
Net Total	(9,477,690)	(8,708,471)	(9,831,270)	(6,107,763)	(10,089,430)	258,160	-2.63%	(10,296,190)	(10,797,420)	(10,901,890)



Town of High River 2020 to 2023 Operating Budget

Budget Summary - Community Services

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
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- Revenue:**
- 1) Sales of Goods & Services - increase due \$28K to Provincial Fine Revenue for additional traffic enforcement tickets
 - 2) Grant Revenue - increase of \$5K mainly due to Emergency Preparedness Program grant approval
 - 3) Local Government Transfers - increase of \$96K due to shared services agreement with the County
 - 4) Donations - decrease of \$110K mainly due to Red Cross grants from disaster are ending in 2019
 - 5) Transfer from Reserve - increase of \$176K for RCMP retro payment 2016 - 2019 and United Way funds receive from a private donor in 2019 \$200K

- Expenses:**
- 1) Salary & Wages - decrease due to restructuring in parks and recreation \$50K offset with COLA and Steps
 - 2) Phone & Utilities - increase of \$84K mainly due to power consumption
 - 3) Contract Services - increase of \$30K mainly due to settlement of RCMP union rate increase of \$123K
 - 4) Transfer to Local Boards and Agencies - \$200K payments made on behalf of bequestment in 2018 to United Way
 - 5) Transfer to Reserves - decrease of \$58K mainly due to one time cost of \$70K for Municipal Enforcement of changing from CPO2s to CPO1s
 - 6) Amortization - increase of \$194K due to increase capital expenditures, based on 2018 actuals



General Government



Town of High River 2020 to 2023 Operating Budget

Budget Summary - General Government

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
Revenue:										
01) Tax Revenue	13,607,000	13,643,120	14,440,000	14,436,027	14,922,630	482,630	3.34%	16,650,000	17,920,000	19,280,000
02) Sales of Goods & Services	347,000	336,958	347,000	292,887	312,000	(35,000)	-10.09%	322,000	332,000	344,000
03) Grants Received	100,000	98,863	100,000	99,468	100,000	0	0.00%	100,000	100,000	100,000
05) Other Revenue	1,757,000	2,976,413	2,650,620	2,877,866	2,826,600	175,980	6.64%	2,749,200	2,725,200	2,497,600
08) Developer Agreements and Levies	0	785,940	1,000,000	0	0	(1,000,000)	-100.00%	0	0	0
10) Transfer From Reserves	0	0	70,000	70,000	0	(70,000)	-100.00%	0	0	0
Total Revenue	15,811,000	17,841,294	18,607,620	17,776,248	18,161,230	(446,390)	-2.40%	19,821,200	21,077,200	22,221,600
Expense:										
01) Salary, Wages, and Benefits	(395,000)	0	(350,000)	0	(305,000)	45,000	-12.86%	(310,000)	(315,000)	(315,000)
02) Training Conference Travel	(100,000)	0	(50,000)	180	(50,000)	0	0.00%	(50,000)	(50,000)	(50,000)
04) Phone & Utilities	0	0	0	0	0	0		0	0	0
06) Contracted Services and General Services	0	0	0	0	5,000	5,000		5,000	5,000	5,000
09) Transfers to Local Boards and Agencies	0	0	390,200	383,778	384,700	(5,500)	-1.41%	366,000	359,500	365,200
10) Transfer To Reserves	1,408,880	3,589,035	3,054,850	2,054,850	1,917,090	(1,137,760)	-37.24%	2,834,090	3,295,430	3,940,730
11) Tax Requisitions	0	0	0	0	0	0		35,000	0	0
Total Expense	913,880	3,589,035	3,045,050	2,438,808	1,951,790	(1,093,260)	-35.90%	2,880,090	3,294,930	3,945,930
Net Total	14,897,120	14,252,259	15,562,570	15,337,440	16,209,440	646,870	4.16%	16,941,110	17,782,270	18,275,670

Revenues:

- 1) Tax Revenue - Increase of \$483K due to tax rate increase
- 2) Sales of Goods & Services - Decrease of \$35K due to decrease in tax penalties based on trend analysis.
- 3) Other Revenue - Increase of \$176K due to investment income
- 4) Developer Agreements and Levies - Decrease of \$1M due to the economy and no projections for development in 2020.
- 5) Transfer from Reserves - Decrease of \$70K due to one time funding for the HGCC



Town of High River 2020 to 2023 Operating Budget

Budget Summary - General Government

2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
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Expenses:

- 1) Salary & Wages - Increase of \$45K due to the reduction on vacancy credit
- 2) Contract Services - Increase of \$5K due to costs for HR Regional Airport.
- 3) Transfers to Local Boards and Agencies - Decrease of \$31K mainly due to the one time funding of \$70K to HGCC offset by the 2020 allocations to community groups with the 2019 municipal censuses population and 1% inflationary costs
- 4) Transfer to Reserves - Decrease of \$1.1M mainly due to no transfers for offsite levies \$1M in 2020 budget



CORPORATE SERVICES

Corporate Services Administration

Corporate Properties

Legislative Services

Privacy & Records Management

Communications

Human Resources

Health & Safety

Information Services



Town of High River 2020 to 2023 Operating Budget

Budget Summary - Corporate Services

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
Revenue:										
02) Sales of Goods & Services	186,850	188,416	177,420	118,274	12,510	(164,910)	-92.95%	12,510	12,510	12,510
05) Other Revenue	25,000	0	0	7,395	0	0		0	0	0
10) Transfer From Reserves	67,000	168,125	48,700	29,000	103,600	54,900	112.73%	31,200	5,600	28,000
Total Revenue	278,850	356,541	226,120	154,669	116,110	(110,010)	-48.65%	43,710	18,110	40,510
Expense:										
01) Salary, Wages, and Benefits	1,708,790	1,695,069	1,792,570	1,234,264	1,765,730	(26,840)	-1.50%	1,815,180	1,869,340	1,914,440
02) Training Conference Travel	168,840	127,021	145,970	88,767	134,420	(11,550)	-7.91%	122,220	119,170	116,220
03) Public Relations - Communications	47,950	33,699	53,650	31,773	53,150	(500)	-0.93%	58,150	53,150	53,650
04) Phone & Utilities	52,550	53,305	50,990	39,859	55,180	4,190	8.22%	55,080	55,980	56,480
05) Insurance	50,450	38,043	47,250	39,842	47,750	500	1.06%	49,290	50,710	52,290
06) Contracted Services and General Services	769,850	648,074	835,650	540,670	884,000	48,350	5.79%	817,500	798,150	830,250
07) Materials	59,800	205,205	66,250	31,160	61,550	(4,700)	-7.09%	63,050	61,050	63,050
08) Other Expenses	23,500	19,692	24,250	12,128	14,250	(10,000)	-41.24%	14,350	14,650	14,650
10) Transfer To Reserves	65,700	93,700	48,700	46,700	28,700	(20,000)	-41.07%	37,100	45,900	38,600
12) Internal Transfers Expenses	0	160	0	85	0	0	0.00%	0	0	0
13) Long Term Debt Principal	171,700	171,729	174,900	174,894	178,100	3,200	1.83%	181,400	184,750	188,150
14) Long-Term Debt Interest	26,100	25,190	22,960	15,986	19,730	(3,230)	-14.07%	16,440	13,100	9,690
Total Expense Before Amortation	3,145,230	3,110,726	3,263,140	2,256,129	3,242,560	(20,580)	-0.63%	3,229,760	3,265,950	3,337,470
Surplus (Deficit)	(2,866,380)	(2,754,185)	(3,037,020)	(2,101,460)	(3,126,450)	(89,430)	2.94%	(3,186,050)	(3,247,840)	(3,296,960)
15) Amortization on Tangible Capital Assets	295,300	339,749	362,000	0	342,000	(20,000)	-5.52%	342,000	342,000	342,000
Total Expense After Amortization	3,440,530	3,450,474	3,625,140	2,256,129	3,584,560	(40,580)	-1.12%	3,571,760	3,607,950	3,679,470
Net Total	(3,161,680)	(3,093,933)	(3,399,020)	(2,101,460)	(3,468,450)	69,430	-2.04%	(3,528,050)	(3,589,840)	(3,638,960)

Revenue:

- 1) Sales of Goods & Services - decrease of \$165K due to change in level of service with the County for Information Services
- 2) Transfer from Reserve - increase due to non-regular expenses in 2020 being funded



Town of High River 2020 to 2023 Operating Budget

Budget Summary - Corporate Services

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
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Expenses:

- 1) Salary & Wages - \$27K decrease due change in level of services for Information Services offset by COLA and steps
- 2) Training - decrease of \$12K mainly due to global corporate leadership training
- 3) Contract Services - increase of \$50K due to updates to the municipal website
- 5) Materials - decrease of \$5K due to census
- 6) Transfer to Reserve - decrease due to non-regular expenses in 2020 being funded
- 7) Amortization - increase of \$20K due to increase in assets, based on 2018 actuals





Town of High River 2020 to 2023 Operating Budget

Budget Summary - Council

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
Revenue:										
05) Other Revenue	0	0	0	1,094	0	0		0	0	0
10) Transfer From Reserves	26,400	0	2,500	0	0	(2,500)		19,750	36,200	2,500
Total Revenue	26,400	0	2,500	1,094	0	(2,500)		19,750	36,200	2,500
Expense:										
01) Salary, Wages, and Benefits	285,300	257,292	326,500	236,988	329,400	2,900	1.13%	332,600	336,000	339,400
02) Training Conference Travel	69,870	47,286	60,970	38,604	55,470	(5,500)	-11.63%	77,470	67,470	60,470
03) Public Relations - Communications	37,920	17,426	37,920	9,338	37,920	0	0.00%	42,920	37,920	37,920
04) Phone & Utilities	4,350	5,316	5,700	5,319	5,760	60	1.13%	5,760	5,760	5,760
05) Insurance	7,900	7,328	7,100	7,026	6,800	(300)	-4.09%	6,900	7,000	7,100
06) Contracted Services and General Services	35,000	53,615	0	7,310	0	0	0.00%	0	36,000	0
07) Materials	5,500	1,728	3,300	610	3,000	(300)	-17.36%	4,500	3,250	3,000
08) Other Expenses	0	0	0	0	0	0		0	0	0
09) Transfers to Local Boards and Agencies	298,690	286,390	0	0	0	0	0.00%	0	0	0
10) Transfer To Reserves	0	14,500	20,350	20,350	20,350	0	0.00%	12,100	8,250	17,850
Total Expense	744,530	690,879	461,840	325,545	458,700	(3,140)	-0.45%	482,250	501,650	471,500
Net Total	(718,130)	(690,879)	(459,340)	(324,451)	(458,700)	640	-0.09%	(462,500)	(465,450)	(469,000)

Revenues:

- 1) Transfer from Reserves - Decrease of \$3K due to cyclical training (every 2 years)

Expenses:

- 1) Salary & Wages - Increase of \$3K due to 1% COLA.
- 2) Training Conference & Travel - Decrease of 6K due to changing of cyclical training requirements



ENGINEERING/PLANNING/OPERATIONS

EPO Administration

Engineering

Safety Codes

Planning

Parks Planning

Operations Administration

GIS/Mapping

Asset Management

Building/Facilities Maintenance

Fleet

Renewal

Streets



ENGINEERING/PLANNING/OPERATIONS

UTILITIES

Storm Water

Solid Waste

Recycling

Water Distribution

Water Plant

Waste Water Collection

Waste Water Plant



Town of High River 2020 to 2023 Operating Budget

Budget Summary - EPO

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
Revenue:										
02) Sales of Goods & Services	8,711,200	8,820,524	8,700,350	6,544,890	8,845,400	145,050	1.67%	9,002,800	9,174,500	9,339,600
03) Grants Received	1,172,170	28,250,915	439,310	8,467,959	283,940	(155,370)	-35.37%	77,380	12,000	12,000
04) Local Government Transfers	0	0	0	0	21,000	0		42,800	65,200	66,000
05) Other Revenue	0	472,273	0	69,083	0	0		0	0	0
06) Donations	18,000	35,791	0	0	0	0		0	0	0
08) Developer Agreements and Levies	0	0	0	0	0	0		0	0	0
09) Internal Transfers Revenue	0	975,635	0	749,609	0	0		0	0	0
10) Transfer From Reserves	129,500	636,557	102,000	0	155,000	53,000	51.96%	275,000	22,000	21,000
Total Revenue	10,030,870	39,191,694	9,241,660	15,831,541	9,305,340	42,680	18.26%	9,397,980	9,273,700	9,438,600
Expense:										
01) Salary, Wages, and Benefits	5,625,330	4,960,254	5,076,350	3,599,865	5,073,940	(2,410)	-0.05%	5,103,510	5,220,800	5,320,590
02) Training Conference Travel	87,940	69,834	92,740	53,814	94,040	1,300	1.40%	92,840	93,140	93,450
03) Public Relations - Communications	18,150	57,904	16,600	6,969	16,750	150	0.90%	16,800	16,850	16,900
04) Phone & Utilities	953,550	1,080,830	995,210	852,667	1,098,860	103,650	10.41%	1,109,240	1,128,740	1,140,540
05) Insurance	257,750	226,486	224,470	217,174	219,710	(4,760)	-2.12%	228,550	237,820	247,550
06) Contracted Services and General Services	2,104,300	(1,563,852)	1,797,000	1,580,394	1,982,950	185,950	10.35%	1,769,450	1,886,050	1,639,950
07) Materials	697,400	738,687	674,050	407,203	726,650	52,600	7.80%	723,500	723,000	671,100
08) Other Expenses	31,100	127,440	32,400	40,978	29,600	(2,800)	-8.64%	29,600	29,600	29,600
10) Transfer To Reserves	823,600	2,211,600	1,243,720	1,240,306	1,396,130	152,410	12.25%	1,924,790	2,482,910	2,933,990
12) Internal Transfers Expenses	0	970,072	0	0	0	0		0	0	0
13) Long Term Debt Principal	201,000	201,041	209,200	103,551	217,640	8,440	4.03%	226,450	235,610	245,140
14) Long-Term Debt Interest	67,000	66,616	58,840	27,784	50,400	(8,440)	-14.34%	41,570	32,400	22,870
Total Expense Before Amortation	10,867,120	9,146,912	10,420,580	8,130,705	10,906,670	486,090	4.66%	11,266,300	12,086,920	12,361,680
Surplus (Deficit)	(836,250)	30,044,782	(1,178,920)	7,700,837	(1,601,330)	443,410	13.60%	(1,868,320)	(2,813,220)	(2,923,080)
15) Amortization on Tangible Capital Assets	4,633,800	4,928,978	4,938,300	0	4,929,000	(9,300)	-0.19%	4,930,500	4,932,000	4,934,000
Total Expense After Amortization	15,500,920	14,075,890	15,358,880	8,130,705	15,835,670	476,790	3.10%	16,196,800	17,018,920	17,295,680
Net Total	(5,470,050)	25,115,804	(6,117,220)	7,700,837	(6,530,330)	413,110	-6.75%	(6,798,820)	(7,745,220)	(7,857,080)



Town of High River 2020 to 2023 Operating Budget

Budget Summary - EPO

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
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Revenue:

- 1) Sales of Goods & Services - increase of \$145K mainly due to utility rate inflationary increase offset with building permits reduction \$151K
- 2) Grant Revenue - decrease of \$155K mainly due to renewal funding for disaster recovery coming to an end 2019/2020 \$127K, Internships \$22
- 3) Transfer from Reserve - increase due to non-regular expenses in 2020 being funded

Expenses:

- 1) Phone & Utilities - increase of 104K due to the comprehensive review of both power and natural gas
- 2) Contract Services - increase of \$186k mainly due to cyclical projects, Town Plan \$100K, Offsite Levy Bylaw update \$30K, NW Pedestrian Bridge study offset with reductions due to completion of long term recovery funding projects nearing completion in 2019 \$60K, Safety codes inspections \$50K
- 4) Materials - increase of \$53K due to heavy truck/equipment parts and vehicles as our fleet is aging and the approval of building maintenance 2020 new initiative for supplies for repairs to our facilities
- 5) Transfer to Reserves - increase of \$152K due funding of utility reserves
- 6) Amortization - increase of \$9K based on actuals in 2018



EXECUTIVE

CAO Office

Economic Development

Broadband - Prior Years Budget



Town of High River 2020 to 2023 Operating Budget

Budget Summary - Executive

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
Revenue:										
02) Sales of Goods & Services	0	19,088	121,000	10,127	5,000	(116,000)		5,000	5,000	5,000
03) Grants Received	580,000	13,936	230,000	0	350,000	120,000	52.17%	0	0	0
06) Donations	580,000	13,936	230,000	(16,450)	0	(230,000)		0	0	0
10) Transfer From Reserves	0	25,950	0	0	0	0		0	0	0
Total Revenue	738,920	216,262	493,630	(6,323)	355,000	(138,630)	-28.08%	5,000	5,000	5,000
Expense:										
01) Salary, Wages, and Benefits	521,570	490,615	482,290	294,451	508,510	26,220	5.44%	373,760	326,740	330,190
02) Training Conference Travel	22,250	19,491	11,380	29,605	15,080	3,700	32.51%	15,080	9,500	9,500
03) Public Relations - Communications	232,300	72,805	176,000	27,987	87,500	(88,500)	-50.28%	12,500	2,500	2,500
04) Phone & Utilities	2,000	1,708	1,980	1,325	2,180	200	10.10%	2,180	2,180	2,180
05) Insurance	4,600	3,956	4,000	3,784	3,500	(500)	-12.50%	3,500	3,500	3,500
06) Contracted Services and General Services	501,420	407,896	279,400	41,622	302,000	22,600	8.09%	150,490	221,000	222,000
07) Materials	3,300	2,829	3,300	846	3,300	0	0.00%	3,300	2,000	2,000
08) Other Expenses	1,500	75	1,050	17	1,050	0	0.00%	1,050	250	250
09) Transfers to Local Boards and Agencies	30,000	30,000	30,000	30,000	30,000	0	0.00%	30,000	30,000	30,000
10) Transfer To Reserves	0	19,230	5,000	4,000	5,000	0		5,000	5,000	5,000
12) Internal Transfers Expenses	0	0	0	0	0	0		0	0	0
13) Long Term Debt Principal	24,260	23,110	47,210	23,438	0	(47,210)	-100.00%	0	0	0
14) Long-Term Debt Interest	5,740	8,134	14,020	6,548	0	(14,020)	-100.00%	0	0	0
Total Expense Before Amortization	1,348,940	1,079,850	1,055,630	463,623	958,120	(97,510)	-9.24%	596,860	602,670	607,120
Surplus (Deficit)	(610,020)	(863,588)	(562,000)	(469,946)	(603,120)	41,120	-7.32%	(591,860)	(597,670)	(602,120)
15) Amortization on Tangible Capital Assets	0	0	0	0	0	0		0	0	0
Total Expense After Amortization	1,348,940	1,079,850	1,055,630	463,623	958,120	(97,510)	-9.24%	596,860	602,670	607,120
Net Total	(610,020)	(863,588)	(562,000)	(469,946)	(603,120)	41,120	-7.32%	(591,860)	(597,670)	(602,120)

Revenue:

- 1) Sales of Goods & Services - decrease of \$116K due to broadband project being cancelled in 2019
- 2) Grant Revenue - increase of \$120K mainly due to recovery grants ending in 2019/2020, long term grant funding was 2 years in 2018 and final year in 2019
- 3) Donations - decrease of \$230K due to funding from 2013 flood finalized in 2019



Town of High River 2020 to 2023 Operating Budget

Budget Summary - Executive

2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
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Expenses:

- 1) Salary & Wages - increase \$26K in change in staffing requirements
- 2) Training Conference Travel - increase of \$4K in leadership training requirements
- 3) Public Relations - decrease of \$89K mainly due to economic development completion of Long Term Recovering of years 2 & 3 funding expenditures
- 4) Contract Services - increase of \$23K due to service level review of \$20K
- 5) Long Term Debt Principal - decrease due to a cancellation of debenture payments as debenture was paid in 2019
- 6) Long Term Debt Interest - decrease due to a cancellation of debenture payments which was paid in 2019



FINANCIAL SERVICES

Accounting Services
Assessment Services



Town of High River 2020 to 2023 Operating Budget

Budget Summary - Financial Services

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
Revenue:										
02) Sales of Goods & Services	60,000	81,321	70,000	50,241	75,000	5,000	7.14%	75,000	75,000	75,000
03) Grants Received	0	0	29,800	0	13,200	(16,600)		0	0	0
05) Other Revenue	500	18,565	500	12,030	500	0	0.00%	500	500	500
10) Transfer From Reserves	500	18,565	500	0	0	(500)	-100.00%	0	0	0
Total Revenue	95,100	175,772	100,300	62,271	88,700	(11,600)	-11.57%	75,500	75,500	75,500
Expense:										
01) Salary, Wages, and Benefits	1,129,720	1,134,893	1,204,500	855,623	1,218,500	14,000	1.16%	1,222,430	1,248,240	1,263,620
02) Training Conference Travel	30,780	29,756	34,070	20,740	30,020	(4,050)	-11.89%	27,620	28,770	24,870
03) Public Relations - Communications	2,200	3,300	3,100	3,689	4,800	1,700	54.84%	4,800	5,000	5,000
04) Phone & Utilities	3,200	2,696	3,300	2,090	3,120	(180)	-5.45%	3,120	3,120	3,220
05) Insurance	10,700	10,534	10,500	9,838	10,500	0	0.00%	10,600	10,700	10,800
06) Contracted Services and General Services	67,700	58,263	37,900	47,998	43,750	5,850	15.44%	43,850	43,950	44,150
07) Materials	20,600	14,767	22,600	12,129	16,600	(6,000)	-26.55%	17,600	17,600	17,600
08) Other Expenses	48,550	45,199	44,400	32,162	47,400	3,000	6.76%	47,500	47,700	47,700
10) Transfer To Reserves	0	3,000	0	0	0	0	0.00%	0	0	0
Total Expense Before Amortation	1,313,450	1,299,408	1,360,370	984,270	1,374,690	14,320	1.05%	1,377,520	1,405,080	1,416,960
Surplus (Deficit)	(1,218,350)	(1,123,636)	(1,260,070)	(921,999)	(1,285,990)	(25,920)	2.06%	(1,302,020)	(1,329,580)	(1,341,460)
15) Amortization on Tangible Capital Assets	71,000	28,519	50,000	0	29,000	(21,000)	-42.00%	29,000	29,000	29,000
Total Expense After Amortization	1,384,450	1,327,927	1,410,370	984,270	1,403,690	(6,680)	-0.47%	1,406,520	1,434,080	1,445,960
Net Total	(1,289,350)	(1,152,155)	(1,310,070)	(921,999)	(1,314,990)	4,920	-0.38%	(1,331,020)	(1,358,580)	(1,370,460)

Revenue:

- 1) Sales of Goods & Services - increase of \$5K in tax certificates based on trend analysis
- 2) Grants Received - decrease of \$17K due to Municipal Internship - Finance staff (one year) - 75% was receive in 2019 and 25% in 2020



Town of High River 2020 to 2023 Operating Budget

Budget Summary - Financial Services

2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
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Expenses:

- 1) Salary & Wages - Increase of \$14K due to 1% COLA & Step increases
- 2) Training Conference Travel - decrease of \$4K due to training plans for Municipal Intern
- 3) Contract Services - Increase of \$6k due to software enhancements
- 4) Materials - Decrease of \$6K, due to cost saving measures on photocopier printing costs have decreased on new printer
- 5) Other Expenses - Increase of \$3K in bank fees based on trend analysis
- 6) Amortization - Decrease of \$21K based on 2017 actuals



LIBRARY



Town of High River 2020 to 2023 Operating Budget

Budget Summary - Library

	2018 Budget	2018 Actual	2019 Budget	2019 Actual as at Sept 30	2020 Approved Budget	Budget Change 2019 vs 2020	% Change	2021 Forecast	2022 Forecast	2023 Forecast
Revenue:										
04) Local Government Transfers	0	0	0	0	17,900	17,900		36,400	55,700	57,600
Total Revenue	0	0	0	0	17,900	17,900		36,400	55,700	57,600
Expense:										
05) Insurance	4,450	3,915	3,950	11,085	11,420	7,470	189.11%	11,990	12,590	13,220
06) Contracted Services and General Services	1,200	1,391	1,200	891	1,200	0	0.00%	1,200	1,200	1,200
09) Transfers to Local Boards and Agencies	428,500	428,519	443,800	443,792	458,500	14,700	3.31%	466,300	475,300	484,500
15) Amortization on Tangible Capital Assets	22,000	22,490	22,500	0	22,500	0	0.00%	22,500	22,500	22,500
Total Expense	456,150	456,315	471,450	455,768	493,620	22,170	4.70%	501,990	511,590	521,420
Net Total	(456,150)	(456,315)	(471,450)	(455,768)	(475,720)	4,270	-0.91%	(465,590)	(455,890)	(463,820)

Expenses:

- 1) Insurance - Increase of \$7K due to insurance valuations between property and inland marine (equipment)
- 2) Transfers to Local Boards and Agencies - Increase of \$15K due to adjustment in the per capita rate with the 2019 municipal census data (population)