



AGENDA

Special Council Meeting

5:30 PM - Wednesday, December 15, 2021
HUB

Page

- 1.0 CALL TO ORDER**
 - 1.1 Conflict of Interest Declaration: Pecuniary and Non-pecuniary
- 2.0 ACCEPTANCE OF THE AGENDA**
 - 2.1 Special Council Meeting Agenda - December 15, 2021
- 3.0 ADOPTION OF PREVIOUS MINUTES**
- 4.0 BUSINESS ARISING FROM THE MINUTES**
- 5.0 DELEGATION BY APPOINTMENT**
- 6.0 PUBLIC HEARING**
- 7.0 BYLAWS & POLICIES**
- 8.0 NEW BUSINESS**
 - 8.1 2022 Budget Deliberations - K. Beauchamp
[Budget Deliberations](#)
- 9.0 DEPARTMENTAL REPORTS**
- 10.0 COUNCIL REPORTS**
- 11.0 CORRESPONDENCE**
- 12.0 INFORMATION ITEMS**
- 13.0 CLOSED MEETING**
 - 13.1 2022 Budget Deliberations - HR & Cyber Security (FOIPP Sections 18, 19, 25, 26, 27, 28, 29) - K. Beauchamp
- 14.0 ADJOURNMENT**

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AGENDA ITEM REPORT



Title: 2022 Budget Deliberations - K. Beauchamp
Report Type:
Report Author: Kyle Beauchamp
Meeting: Special Council Meeting - 15 Dec 2021
Department: Corporate Services
Reviewed by Kalen Hastings
Supervisor/Peer:

TOPICS:

Corporate Services:
Financial

OBJECTIVE:

The second of three scheduled meetings for 2022 budget deliberations.

PREVIOUS COUNCIL DIRECTION:

The first budget meeting (capital budget) was on December 8, 2021.

ANALYSIS:

The 2022-2024 operating budget will be presented to Council as part of this budget meeting.

FINANCIAL IMPACT:

Operating

Council will have to consider a rate adjustment for utility rates and property taxes.

1. Utility Rates - A utility rate increase is being proposed for 2022 and 2023 in order to fund the capital and operating requirements for the Aerated Lagoon Upgrade.

2. Municipal Taxes - There is currently a \$151,279 funding deficit as part of the draft operating budget presented to Council.

Both of these are subject to change based on Council's ultimate direction.

STAKEHOLDER ENGAGEMENT:

Further stakeholder engagement will be completed as part of the 2023 budget, in conjunction with development of Council's Strategic Plan.

DECISION OPTIONS:

No formal approval is requested as part of this budget meeting, as currently a draft budget is being presented. Formal approval of the operating budget will be brought back at a subsequent budget meeting.

1. Council can accept this report for information, and provide any further direction to Administration regarding the draft operating budget presented.

2. Council can make a motion regarding any of the items discussed should they wish; however, Administration is not requesting as such at this time.

RECOMMENDATION:

THAT Council accept the budget report as information.

STRATEGIC ALIGNMENT WITH COUNCIL STRATEGIC PLAN:



1. Focus on
Community Safety



2. Focus on Livability



3. Focus on Economic
Health



4. Focus on Good
Governance and
Corporate Excellence



5. Focus on
Responsible and
Responsive Growth

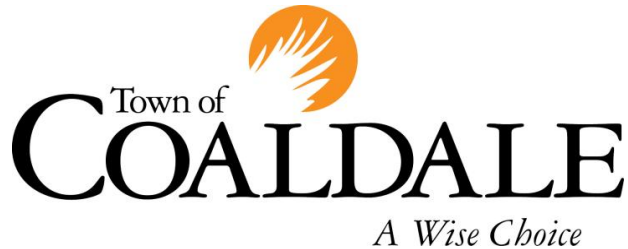
ATTACHMENTS:

[2022 Operating Budget Presentation](#)

[Appendix A - 2022-2024 Town of Coaldale Draft Operating Plan - Summary](#)

[Appendix B - 2022-2024 Town of Coaldale Draft Operating Plan - Detail](#)

2022 Budget Deliberations - December 15, 2022



Introduction – Purpose

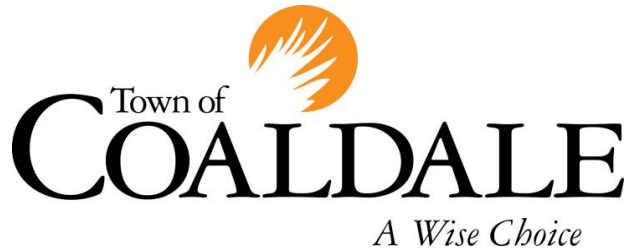
- **What is the intention of this budget meeting?**
 - To provide Council with an overview the Town’s current municipal revenue streams and rates (taxes, utilities, franchise fees), along with a comparison of similar-sized and neighboring municipalities.
 - A department by department overview as to how the operating budget is structured for the Town of Coaldale.
 - To provide Council with draft operating budget, and to highlight new requests that have been put forward for consideration.
 - No formal approval is required from Council this meeting. What is presented to Council at this time is a draft operating budget for review. Formal approval will be requested at a subsequent budget meeting.

Agenda

1. Municipal Revenue Rates – Comparison
2. Department Structure – Operating Budget
3. Budget Challenges
4. Draft Operating Budget
5. New Budget Requests
6. Summary

2022 Budget Deliberations

Part 1 – Municipal Revenue Rates



1. Municipal Revenue Rates – Comparison

- It is important for Council to review these rates annually – not only for the purpose of providing revenue for current year expenses, but to set aside additional funds for future capital requirements.
- There are three (3) main revenue sources from which Town Council can draw as part of the budgeting process.
- **1A - Municipal tax rates**
 - Note that the education requisition (Government of Alberta) and senior requisition (Green Acres) amounts are established outside of Town Council's control.
- **1B - Utility rates**
 - User pay system for municipal water, storm, sewer and waste collection. *Note: Coaldale has an expanded waste collection program that includes garbage, recycling and compost.*
- **1C - Franchise fees**
 - Local rates that municipalities collect from electricity and gas utility users.

1A. Municipal Property Taxes

- Municipal taxes are calculated by multiplying the assessed value of the property by the municipal tax rate. A tax rate of 9.51, for example, means that for every \$1000 of property value, you are taxed \$9.51. In other words, your property tax bill is determined by taking your total assessed property value (land and improvements) and multiplying it by 0.00951%.
- In order to get to this point, Council first has to approve an operating budget for the year, which will determine the amount of tax dollars required to balance the budget. Once property assessments are completed (in February / March of each), Council is then responsible for, and positioned to, establish the municipal tax rate to collect the taxes required to balance the expenses contained in the operating budget (in April / May of each year).
- While Council has authority over the budget and municipal tax rates and fees, property assessments are outside of Council's authority under the *Municipal Government Act* (MGA). The Town uses Benchmark Assessment for its property assessment needs.
- Municipal tax rates are generally split between residential and non-residential properties. Council should consider a tax strategy (split between residential and non-residential rates) when considering changes to the tax rate. Under the MGA, a municipality is allowed a maximum of a 5 to 1 (non-residential to residential) tax rate ratio. However, practically speaking, a ratio of 1.50 to 1 is generally more practical / feasible. However, this is ultimately up to Council's direction.

1A. Municipal Property Taxes

	Residential		Non-Residential		NR/Res Ratio
Lethbridge	8.7505	Lethbridge	21.3274	Edson	2.4549
Blackfalds	8.6045	Edson	14.9624	Lethbridge	2.4373
Dumheller	8.5822	Dumheller	14.0577	Fort Macleod	1.9601
Raymond	8.2117	Raymond	12.8500	Dumheller	1.6380
Coaldale	8.0628	Taber	12.5962	Taber	1.5696
Taber	8.0252	Fort Macleod	12.2070	Raymond	1.5648
Ponoka	7.7933	Blackfalds	10.7613	Ponoka	1.3051
Coalhurst	7.2684	Ponoka	10.1711	Coalhurst	1.2920
Innisfail	6.6088	Coaldale	9.9272	Blackfalds	1.2507
Fort Macleod	6.2278	Coalhurst	9.3908	Innisfail	1.2339
Edson	6.0950	Innisfail	8.1546	Coaldale	1.2312

1A. Municipal Property Taxes

- As part of this draft operating budget, Administration is projecting the following additional tax revenue from new assessment (growth and development and not a tax increase):
 - 2022 - \$140,000
 - 2023 - \$150,000
 - 2024 - \$150,000
- In the context of a change in the tax rate for Coaldale:
 - 1% residential tax increase = approximately \$73,000
 - \$8.01 annual increase for every \$100,000 in assessed value

 - 1% non-residential tax increase = approximately \$14,000
 - \$10.03 annual increase for every \$100,000 in assessed value

1B. Municipal Utilities

- Coaldale's current municipal utility rate structure is as follows (monthly fees):
 - Water – monthly flat - \$23.10
 - Water - consumption - \$1.093 per cubic metre
 - Sewer – monthly flat - \$15.70
 - Sewer – consumption - \$1.063 per cubic metre
 - Waste (recycling, compost, garbage) – monthly flat - \$29.50
 - Storm – monthly flat - \$7.95
- The combination of monthly flat fees and consumption will result in higher rates for those whose water consumption is higher.
- Utility rates within the Town were last adjusted in 2019.

1B. Municipal Utilities

	Average monthly cost - estimated water consumption of 20 cubic metres		Average monthly cost - estimated water consumption of 10 cubic metres	
No compost	Blackfalds	171.71	Blackfalds	144.01
No compost	Innisfail	169.00	Taber	109.97
	Ponoka	138.00	Innisfail	108.50
	Taber	130.17	Fort Macleod	107.83
	Coaldale	119.37	Ponoka	103.30
	Fort Macleod	117.83	Coaldale	97.81
No compost	Coalhurst	109.73	Coalhurst	97.23
No curbside compost	Edson	109.15	Dumheller	85.72
	Dumheller	106.42	Raymond	84.10
No compost	Lethbridge	96.49	Edson	83.25
No compost or curbside recycling	Raymond	93.70	Lethbridge	73.70

- 1% rate increase to the total utility bill = approximately \$47,000 in annual municipal revenue.
- 1% increase in utility rates equates to approximately \$1.09 increase in a resident's monthly utility bill, or \$13.08 per year.

1C. Franchise Fees

- Franchise fees are a municipal charge that is on a resident's electrical and natural gas utility bill. This is collected by the distributor (Fortis / Atco) and passed along to the municipality. This revenue can either increase through a change in rates, and/or a change in consumption (increased demand from need or growth – more homes).
- As part of the approval for the 2022 Operating Budget, the previous Town Council approved a 2% increase in the electrical and natural gas franchise fee rates effective January 1, 2022. The approval process for changing franchise fees does take multiple months, and is the reason why this was previously approved to be effective January 1, 2022.
- A 1% rate increase in electrical franchise fee = approximately \$48,000 in annual municipal revenue, an average yearly increase of approximately \$9.00 per household.
- A 1% rate increase in gas franchise fee = approximately \$22,000 in annual municipal revenue, an average yearly increase of approximately \$6.24 per household.
- With the 2022 rate increase that was approved by Council in 2021, the average household will see a combined yearly increase of \$30.48, or \$2.54 per month.

1C. Franchise Fees

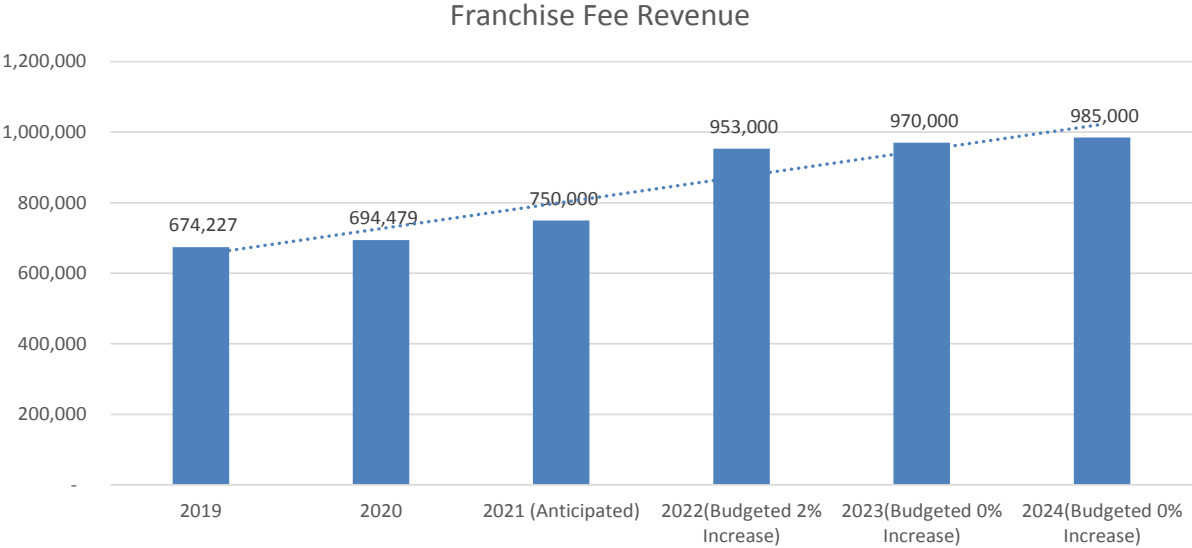
Electrical Franchise Fee Rates	
Town / City	01-Jan-22
Maximum Rate Allowable	20%
Blackfalds	20%
High River	20%
Taber	20%
Crowsnest Pass	16%
Raymond	16%
Brooks	13%
Coaldale	13%
Innisfail	9%
Coalhurst	5%
Edson	5%
Ponoka	Not listed, likely own electrical network
Lethbridge	

Natural Gas Franchise Fee Rates	
Town / City	01-Jan-21
Maximum Rate Allowable	35%
Blackfalds	35%
Lethbridge	27%
Crowsnest Pass	25%
Innisfail	23%
Taber	20%
Edson	20%
Ponoka	20%
Brooks	18%
Coaldale*	15%
High River	13%
Raymond	12%
Coalhurst	10%

* Coaldale's rate is effective January 1, 2021, cannot confirm if any of the others changes from 2021 to 2022 at this time.

- <https://www.auc.ab.ca/pages/rate-riders.aspx>

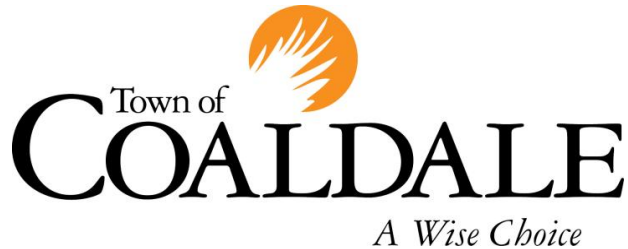
1C. Franchise Fees



- When determining how to meet revenue requirements for the operating budget, Council can consider a increase to the municipal franchise fee rates for 2023 or 2024.

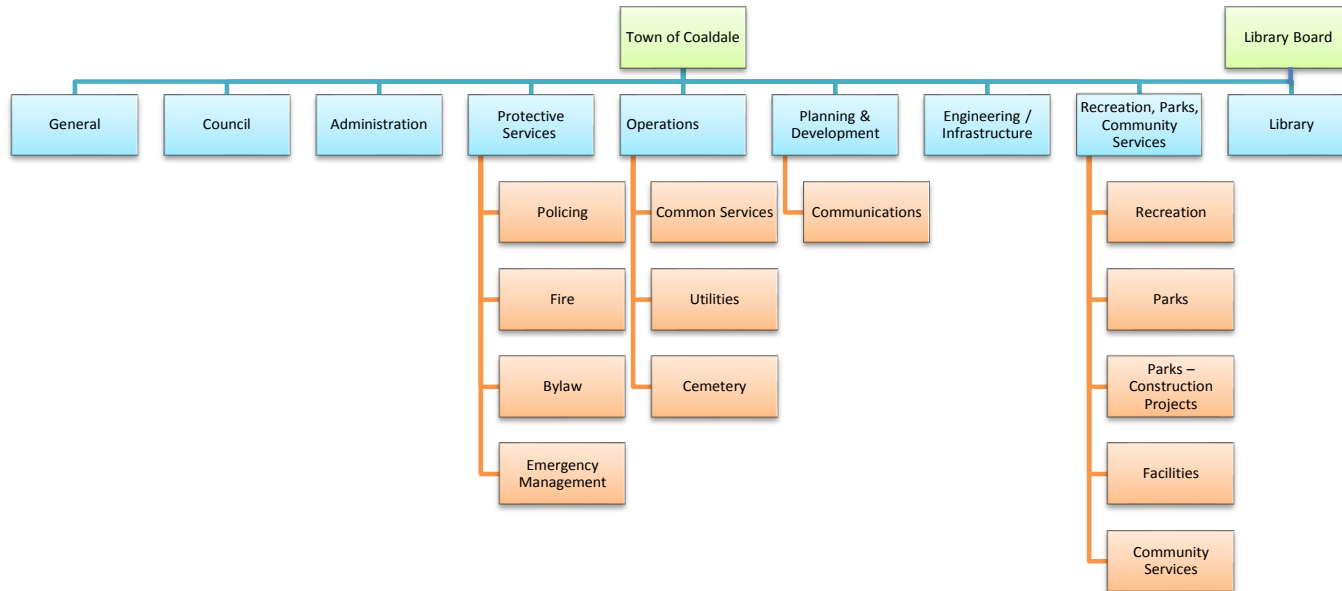
2022 Budget Deliberations

Part 2 – Draft Operating Budget



2. Department Structure – Operating Budget

- The following is to present an overview as to how the operating budget is broken out by department.



3. Budget Challenges

- MSI Operating Grant – Government of Alberta
 - The Town of Coaldale will receive approximately \$65,000 in grant funding through the MSI Operating program. This is reduced from previous levels of approximately \$265,000.
 - This \$200,000 decrease in funding will ultimately have to be made up through tax support from the municipal rate payers.
- Policing Costs
 - It has been well documented that the Town of Coaldale is currently the only municipality in Canada, with a population under 15,000, that is responsible for paying 100% of its RCMP policing cost. This is compared to the traditional 70 % (municipality) / 30 % (federal) cost sharing split with the Federal Government.
 - With an RCMP officer budget of \$1,532,000 (8.75 FTE), this represents an added yearly cost of approximately \$460,000 that must be paid by municipal rate payers.

3. Budget Challenges

- Interest Rates / Investment Income
 - Pre-covid, prime interest rates were 3.95%; subsequently, they were reduced to 2.45%. This reduction has had a significant impact on the Town's investment revenue. In 2019, this figure was budgeted at \$330,000, but has since been reduced to \$175,000 in 2021 and \$200,000 in 2022 (these figures exclude the interest from the \$10,000,000 recreation centre debenture that was invested).
 - Due to these challenges, the Town has explored a variety of strategic investment avenues in 2021. While we do anticipate this will help with maximizing the Town's investment revenue, there is a high degree of uncertainty as to when interest rates will return to a pre-covid levels.
 - \$110,000 (2022) and \$85,000 (2023) has been allocated from the Town's operational surplus in 2020 to help mitigate the anticipated reduction in investment income for these years, with hopefully increasing interest rates subsequent to this. This is essentially a tax rate stabilization that we have been planning for, to assist with the economic ramifications Covid-19 has had on the Town's operating budget.

3. Budget Challenges

- Municipal Borrowing
 - The Alberta Treasury Board has recently announced that interest rates related to municipal borrowing will increase by approximately 0.50% to 0.75% from previous levels.
 - These interest rate adjustments will result in increased financing costs for new municipal debentures, that will ultimately have to be funded by the municipal rate payer. An example of this would be higher financing costs related to the aerated lagoon upgrade debenture.
- Inflation
 - Inflationary pressures are expected to continue / increase into the future. Increasing construction and material prices, as well as cost of living (salaries and wages), poses a risk for increasing costs within the operating budget.
 - In order to mitigate / reduce these pressures, continual work related to reviewing existing contracts, supplies and services will be required to ensure Coaldale is getting the “best bang for buck”.

4. Draft Operating Budget

- As part of the draft operating budget presented, a review of tax and utility rates is being brought forward to Council for consideration.
- The draft operating budget being presented has been calculated based on the expected revenues the Town will receive, as well as the anticipated expenses required for the year.
- This budget however is subject to change, dependent on Council's direction for possible additions or subtractions required to balance the budget and / or an adjustment in service level.

4. Draft Operating Budget

- Utility Rates

- An increase in utility rates is being proposed for 2022 and 2023. This rate increase would fund the \$4,000,000 debenture for the Aerated Lagoon Capital project, as well as the added operational expenses for the project (1 additional full time staff member).
- The exact amount of the utility adjustment is dependent on the term of the debenture, 10 to 20 years. However, as part of this budget, Administration is recommending a 15 year debenture.

- Tax Rates

- Council will have to consider a proposed increase to the municipal tax rate in order to balance the budget. The exact level of a rate adjustment will be dependent on potential changes to the draft operating budget as Council desires.

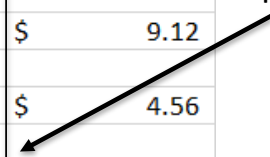
4. Operating Budget – Utility Rates

- As noted in the capital budget presentation, a \$4,000,000 debenture is required to complete the Aerated Lagoon Upgrades (sewer). As part of the operating cost related to this project, 1 additional full time staff member is required at an annual cost of approximately \$75,000.
- Three funding options are presented to Council. Either a 10, 15 or a 20 year debenture. The utility rate adjustment will be higher for a shorter term debenture, however this will result in lower financing costs over the life of the debenture, while also freeing up borrowing capacity for future needs.
- In the current draft budget, Administration is proposing a 15 year loan, however this can change dependent on Council's request / debt funding strategy.
- As part of the financing plan, the required utility rate adjustment is financed over a two year period. Thus after two years of rate adjustments, the loan and operating costs will be fully financed with no further rate increase required.

4. Draft Operating Budget – Utility Rates

Alberta Treasury Board			
Rate	2.780%	3.320%	3.500%
Debenture	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000
Term	10	15	20
Payment	467,345.06	340,717.78	279,776.72
Utility Operator	75,000.00	75,000.00	75,000.00
Total Cost / Year	542,345.06	415,717.78	354,776.72
Total Financing Cost	673,450.60	1,110,766.70	1,595,534.40
Financing Cost - %	17%	28%	40%
Total Monthly Increase Required	\$ 13.94	\$ 10.70	\$ 9.12
Monthly Increase Year 1	\$ 6.97	\$ 5.35	\$ 4.56
Monthly Increase Year 2	\$ 6.97	\$ 5.35	\$ 4.56
<p>Note the rates used in this calculation are the lending rates as of December 1, 2021 + 0.25% for potential market fluctuation based on when the loan is acquired (March 2022). However the actual lending rate at that time is unknown and this subject to change.</p>			

Current scenario in the draft operating budget



4. Draft Operating Budget – Municipal Taxes

- A summary of the operating budget is presented here – further detailed budget information is attached to this report.
- Additional tax funding required to balance the current draft budget

Costing Center	2022	2023	2024
☐ Revenues			
☑ Administration	156,500	117,500	130,500
☑ Council	1,500	1,500	1,500
☑ General	14,603,804	14,205,804	13,585,804
☑ Infrastructure & Engineering	160,000	-	-
☑ Library	112,500	102,500	102,500
☑ Operations	5,545,395	5,698,454	5,671,234
☑ Planning & Development	176,600	90,000	90,000
☑ Protective Services	1,503,850	1,427,500	1,434,500
☑ Recreation and Community Services	919,111	922,611	926,110
Total Revenues	23,179,260	22,565,869	21,942,148
Percent Increase		(2.72%)	(2.84%)
☐ Expenses			
☑ Administration	1,737,354	1,739,599	1,779,905
☑ Council	300,781	306,132	311,643
☑ General	4,382,085	3,779,917	3,082,417
☑ Infrastructure & Engineering	700,248	562,473	578,930
☑ Library	509,208	516,152	533,946
☑ Operations	7,543,243	7,824,396	7,851,337
☑ Planning & Development	997,114	937,278	955,473
☑ Protective Services	3,812,980	3,827,115	3,909,199
☑ Recreation and Community Services	3,347,526	3,423,430	3,463,239
Total Expenses	23,330,539	22,916,492	22,466,089
Percent Increase		(1.81%)	(2.00%)
Net Total	(151,279)	(350,623)	(523,941)

4. Draft Operating Budget – Municipal Taxes

Object	2022	2023	2024
☐ Revenues			
☑ 1-100 - Taxation	12,352,804	12,515,804	12,668,804
☑ 1-200 - Sales and User Charges	5,543,500	5,803,500	5,855,500
☑ 1-300 - Licences, Permits and Fees	178,000	178,000	178,000
☑ 1-400 - Interest, Penalties and Fines	629,000	629,000	629,000
☑ 1-500 - Long-term Contracts and Asset Returns	2,203,000	1,770,000	1,185,000
☑ 1-700 - Other Revenue	7,500	7,500	7,500
☑ 1-800 - Government Transfers Revenue	1,094,750	1,120,000	1,145,250
☑ 1-900 - Transfer from Reserves	1,170,706	542,065	273,094
Total Revenues	23,179,260	22,565,869	21,942,148
☐ Expenses			
☑ 2-100 - Salaries, Wages and Benefits	6,427,593	6,760,236	6,989,702
☑ 2-200 - Contracted and General Services	5,716,345	5,362,045	5,431,545
☑ 2-300 - Materials, Goods, Supplies and Utilities	3,109,055	3,133,305	3,134,555
☑ 2-400 - Bank Charges and Interest	5,750	5,750	5,750
☑ 2-500 - Interest on Long Term Debt	463,249	497,479	468,330
☑ 2-521 - Principal Debt Repayments	1,015,192	834,056	830,246
☑ 2-700 - Other Expenses	235,000	135,000	35,000
☑ 2-800 - Government Transfers Expense	3,306,687	3,537,371	3,464,901
☑ 2-900 - Transfer to Reserves	3,051,668	2,651,250	2,106,060
Total Expenses	23,330,539	22,916,492	22,466,089
Net Total	(151,279)	(350,623)	(523,941)

4. Draft Operating Budget – Municipal Taxes

	2022	2023	2024
Funding Required	\$151,279	\$199,344	\$173,318
Estimated Tax Increase	1.72%	2.19%	1.84%

- Tax adjustments for 2023 / 2024 do not have to be formally approved as they will be reviewed as part of each budget year. However, these are presented as part of the three year operating plan Council is required to pass under the MGA.

5. Budget Requests

- The following projects are either new or existing projects, where additional funds are being presented to Council for consideration. These are all currently included in the draft operating budget for 2022.
- Funding for new projects / services in the budget can either be funded through municipal reserves (Town's savings account), or through taxes (Town's chequing account).
- Generally one time or non-reoccurring expenses are funded through municipal reserves as to maintain stability in municipal taxes. NOTE: Should Council not approve an expense funded through reserves, it will have no impact in the funding required (taxes) to balance the budget.
- Expenses that are continual in nature or reoccurring are generally funded through annual municipal taxes. Should Council not approve an expense in this nature, it would reduce the funds required (taxes) to balance the budget.

5. Budget Requests

- 5A – Administration
- 5B – Emergency Services
- 5C – Operations
- 5D – Engineering
- 5E – Planning & Development
- 5F – Parks & Recreation
- 5G - Library

5A. Administration

- Records Management Project
 - The Town of Coaldale is currently undergoing a transition of our records management program. This includes moving the files from a traditional shared network/server platform, to an online platform via Microsoft Sharepoint. This transition is required to implement a properly managed records retention and disposition program.
 - In 2020, the Town developed a records taxonomy schedule which defines the retention for official Town of Coaldale documents and when they are to be scheduled for disposal.
 - In 2021, the Town has been working on transitioning the Corporate Services department over to Microsoft Sharepoint.
 - In order to extend this process in 2022 to other departments, contracted assistance will be required for the technical programming of the records management program, as the Town does not have the internal resources available to complete this task.

5A. Administration

- Records Management Project
 - Funding is requested in order to continue this project for the other departments within the Town of Coaldale.
 - A total budget of \$40,000 is requested from Council for 2022, of which this would be funded through the General Operating Reserve.
- Video-Time-Stamp – Council Meetings
 - As presented to Council at the December 13th Regular Council meeting, a total of \$6,500 (first year) and \$4,750 (subsequent years) is required from ta support to add this feature to the recorded Council meetings.

5B. Emergency Services

- Grate over concrete swale:
 - Total budgeted cost of \$20,000 – to be funded through the Firehall capital replacement reserve.
 - Due to the aggressive slope in the concrete, a steel grate over top of this would help reduce potential long-term damage to the vehicles / equipment crossing over.



5B. Emergency Services

- Kate Andrews Fire Academy Summer Internship Program:
 - Summer internship program for two students from the Kate Andrews Fire Academy (KAFA) to work part-time at the Coaldale Firehall.
 - \$6,000 in funds are requested for this yearly program – to be funded through tax support.

5B. Emergency Services

- **E-ticketing system for bylaw (required by Government of Alberta) - \$10,000 – yearly – tax support**
 - As part of the Town's photo radar program, the Government of Alberta is requiring municipalities to transition to an E-Ticketing system. This is a mandatory change to which the Town of Coaldale must continue with, in order to maintain the photo radar program.
- **Bylaw officer safety dispatch system - \$10,000 – yearly – tax support**
 - This program is operated through the Taber Police Department, through which the Town would pay a yearly fee. Bylaw officers would “check-in” to this dispatch system before responding to a call / complaint after hours. The officer is required to “check-in” after a certain period of time to ensure officer safety. If this does not occur, the dispatch system would proceed with designed procedures to check-in with the officer or provide additional support if required.

5B. Emergency Services – Fire Master Plan

- Objective:
 - To hire an experienced Consulting Firm to work with the Town of Coaldale’s Emergency Services, Planning and Development, and Infrastructure Departments to produce a Fire Master Plan (FMP) in 2022.
 - To use a collaborative and integrated approach to Town development planning; which considers the capital and operational costs of providing emergency services and service levels in comparison to the cost of infrastructure and development.
- Past Plans:
 - 2021 Coaldale & District Emergency Services Strategic Business Plan (BappBS:ES Project, K.McKeown)
 - 2018-2021 Coaldale and District Emergency Services Strategic Business Plan
 - 2001 County of Lethbridge Fire Master Plan (2000 Municipal Sponsorship Program)
- Current Situation:
 - The majority of the recently annexed area falls outside of the 10 Minute Response Time area of the Fire Department. It is essential for the Town of Coaldale to consider how to balance the growth needs of a flourishing community while still providing timely emergency response, and the requirements under the Alberta Building Code (AE) 2019.

5B. Emergency Services – Fire Master Plan

- If the total response time for fire service is greater than 10 minutes more the 10% of the time then it does have an effect on building code requirements:
 - Changes to spatial separation
 - Construction materials
 - Glazing limitations
 - Residential Sprinklers
- Drawbacks
 - Less density, higher infrastructure capital / operational costs, larger lots, less profitable developments, higher home prices.
- Benefits (Sprinklers)
 - Increased level of public safety, decreases fire losses (\$), reduced short to medium term needs for additional fire service staffing, facilities and equipment
- A total budget of \$50,000 is requested for this program, which would be funded through the general planning study reserve.

5C. Operations

- **Curb stop replacement program - \$10,000 – yearly – tax support**
 - Currently the Town does not have a curb stop replacement program. If a broken curb stop is discovered, these will be replaced based on the level of work required and urgency to repair.
 - Additional funds for the establishment of an annual replacement program will help with the replacement of aging infrastructure within the Town of Coaldale.
- **Alley replacement program - \$75,000 - yearly – reserves**
 - Currently the Town provides maintenance / grading to our alleys as required and based on priority, however this is generally a short-term solution. The introduction of an annual program would allow the Town to rebuild / replace approximately 5 alleys each year.
 - Currently, it is proposed that a program to be funded through reserves, however the eventual goal would be to fund this through tax support. This can occur in the future through additional tax funds or other operational efficiencies (cost savings identified).

5C. Operations

- Cottonwood storm pond dredging - \$35,000 – one-time project – reserves
 - Dredging of the Cottonwood storm pond is required to maintain the operational effectiveness of the pond. This will help remove the built up material from the bottom of the pond.
- Fire hydrant replacement program - \$48,000 – yearly – tax support
 - A fire hydrant replacement program is currently in place, however it has been funded through the Town's reserves in previous years. This request is to fund the program through tax support. The net result is a result for additional tax funds to fund this program, with the offset being additional funds allocated to the Town's capital reserves (since this program would not reduce future reserves).

5D. Engineering

- Water Reservoir Study
 - As identified in the Town's Infrastructure Master Plan (IMP), the current water reservoirs lack the capacity required to respond to Coaldale's future growth, development and fire capacity needs.
 - The estimated cost for this project in the IMP is noted as up to \$9 million. However, this is only a rough estimate to which further work and a study will be required before a budget can be finalized.
 - This is a high priority project that is likely a number of years out from completion based on the planning process needed for such a critical piece of infrastructure. Administration is requesting to proceed with an engineering study to begin planning for this project, to assist with the location of this infrastructure as well as contact with key project stakeholders, including the Water Commission and the City of Lethbridge.
 - A budget of \$50,000 is requested for this study, which would be funded through the Town's water reserve.

5D. Engineering

- West Coaldale Transportation Study - \$50,000 – one time – reserves
 - Previously approved by Council at the November 8th, 2021 Regular Council Meeting

5E. Planning & Development

Mainstreet Supplies

- The Town has a current budget of \$2,500, to which is it requested to increase this to \$10,000. This increase would be funded through tax support.
- The Town has just invested \$3.5 million into the Main Street's public spaces, and another \$6.4 million in Civic Square
- To ensure ongoing success with the revitalization of the area, smaller items will need to be purchased over the next several years, such as moveable furniture, temporary patio supplies, items that support area-specific endeavors such as pop-up markets (farmers markets, for instance), and the replacement/enhancement of items such as wayfinding signage and other area-supportive elements
- While these types of supplies could be expected to be purchased by businesses, many examples from other successful downtowns shows financial expectation on businesses is a barrier to the success of the downtown

5E. Planning & Development

Inter-Municipal Development Plan

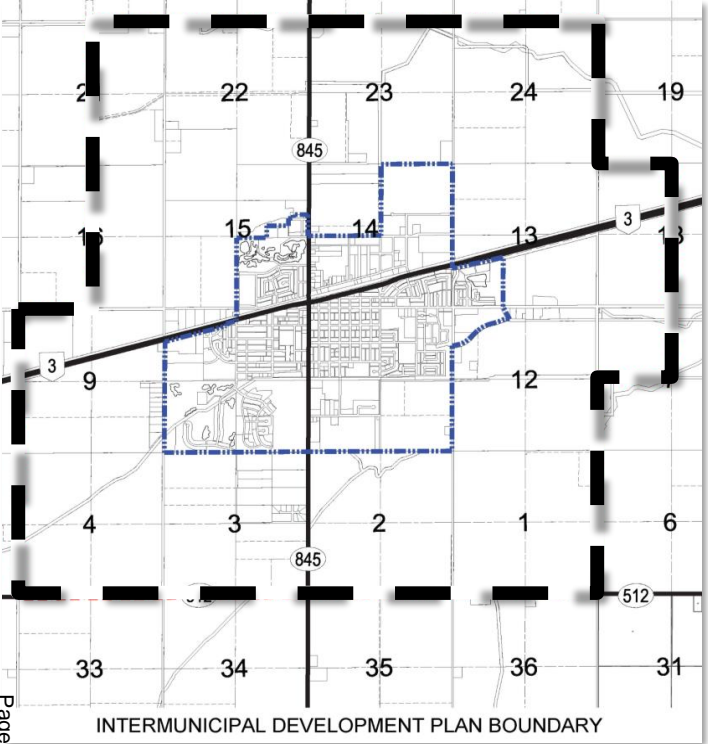
- A total budget of \$15,000 is requested, to which this would be funded through the Town's general planning reserve.
- Why is this important?
 - The IDP was amended in a minor way (adjust boundaries, SSRP alignment) right after the 2018 annexation
 - Lethbridge County administration has informed Town administration their desire to do a 'deeper dive' into the IDP
 - This is beneficial, especially at the front end of a new term, because it allows both Councils and the Intermunicipal Committee members specifically, to gain familiarity with the Plan, and for the Town and County residents, businesses, and organizations in the IDP area to dialogue and confirm shared values, areas of concern, opportunities for collaboration, and other matters typically covered in an IDP
 - The County has also identified a need to align the IDP with a number of points agreed to in the Memorandum of Understanding signed by the Town and County leading up to the annexation

5E. Planning & Development

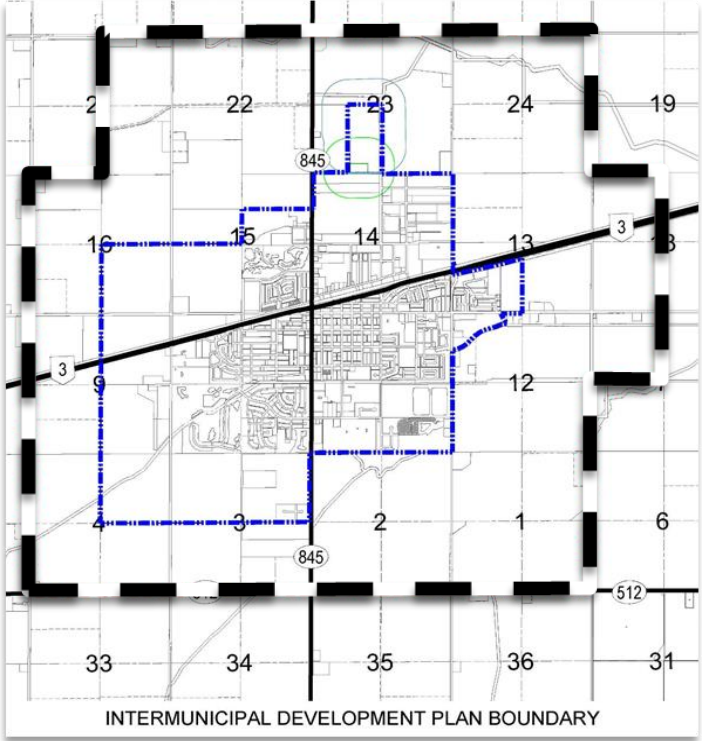
Inter-Municipal Development Plan

- Who does the work?
 - As with all other IDPs in the Southern Alberta region, this would be a collaboration between the Town, County, and the County's planning advisors at the Oldman River Regional Services Commission (ORRSC)

Before 2018 – Town area is approximately 8 KM squared, with an IDP area of 32.27 KM squared.



After 2018 – Town area is approximately 14 KM squared, with an IDP area of 28 KM squared.



5E. Planning & Development

North Coaldale Industrial ASP

- A total budget of \$25,000 is requested, to which this would be funded through the Town's NE Industrial Park reserve.
- As a note, this project is currently listed as \$50,000 in the Town's draft budget (fund reduced subsequent to completion). The net result of the adjustment is a \$25,000 decrease in contracted services and a \$25,000 increase in the Town's NE Industrial Park Reserve. This has no effect on the current budget deficit.
- Why is this important?
 - The Town is essentially out of industrial land in the current area
 - The ¼ in question has been identified for industrial growth for several years, but not planned out
 - The model funding is being requested for is based on a partnership with a private development group, who is planning about ½ of the quarter-section
 - The Town collaborating with the development group means:
 - *A more cohesive, consistent plan for the whole quarter-section*
 - *Securing a vision and development concept for the quarter rather than just a part of the quarter*
 - *Efficiencies and confidence in the technical aspects; infrastructure and servicing concept, road alignments and lot layouts*
 - *Greater certainty for the 5 private landowners that represent the remainder of the quarter-section*



5E. Planning & Development

North Coaldale Industrial ASP

- How does the partnership work and who pays for what?
 - The Town would enter into a partnership with the developer's consultants, to plan the approximate 80 acres NOT owned by the development group
 - The Town would cover the costs of planning the other 80 acres initially
 - Through back-end fees at subdivision and/or development, the current or future owners of the other 80 acres pay for the planning work associated with their properties
 - In this model, the Town acts as the 'banker' for the up front costs of the planning work, and collects the funds at the back-end

5F. Parks & Recreation

- Staff Addition – 1 FTE
 - The greenspace maintained by the Town of Coaldale has slowly increased over the past number of years. Currently the Town maintains:
 - 120 acres of manicured greenspace
 - 10 playground structures
 - 8 sports courts
 - The additional staff member requested will provide additional resources for the Town to maintain and keep up with the increasing demand on the parks department.
 - This new position would be a split between parks and recreation throughout the year.
 - If approved by Council, the cost for this position would be partially offset by the reduction of one seasonal recreation (winter) position.
 - A total of \$55,000 is requested to fund this position through annual tax support.

5F. Parks & Recreation

- **Pathways & trails maintenance program - \$5,000 – yearly – tax support**
 - With the expansion of the pathways & trails throughout the Town of Coaldale over the past number of years, a annual maintenance program will help maintain the useful life of this asset.
- **Mountain bike park maintenance - \$10,000 – yearly – tax support**
 - Requested for annual supplies, materials and services for the annual maintenance of this newly constructed asset within the Town.

5G. Library

- Alcove Renovation
 - \$10,000 requested to enclose the area with plexiglass and a door.
 - Outcomes will provide greater flexibility for the room area, and more privacy for those using the area.
 - This project was approved in 2021, however it is requested that the funding be carried over to 2022 to complete. This would be funded through the Library capital reserve.



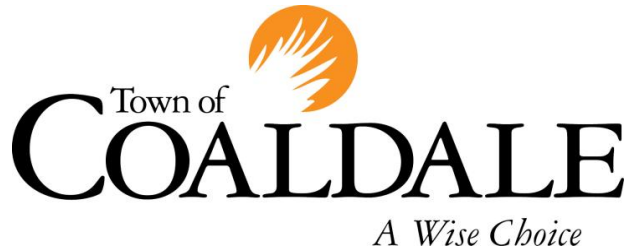
6. Summary

- Is there any information from this report discussed or not discussed that Council would like further information on?
- Are there any additional budget requests for Council?
- Any follow-up questions from the December 8th, 2021 capital budget presentation?

6. Summary

- The next (final) budget meeting is scheduled for December 20, 2021. Under the MGA, Council must pass a three year operating plan and a five year capital plan before the end of the year.
- Does Council have enough information to pass an operating and capital budget, which was tentatively scheduled to take place at the December 20th Budget Meeting. Is there any further direction Council wishes to provide to staff with respect to capital projects, or the operating budget?
- If Council requires further information before passing a budget, Council can pass an interim budget on December 20th. Further budget deliberations and a budget amendment can be reviewed by Council in the new year.

Conclusion - 2022 Budget Deliberations – December 15, 2022



Operating Object Summary 2022-2024 Town of Coaldale

Object	2021	2022	Increase (Decrease) 2022 vs 2021	2023	2024
1-100 - Taxation	12,209,803	12,352,804	143,001	12,515,804	12,668,804
1-200 - Sales and User Charges	5,202,903	5,543,500	340,597	5,803,500	5,855,500
1-300 - Licences, Permits and Fees	139,827	178,000	38,173	178,000	178,000
1-400 - Interest, Penalties and Fines	592,000	629,000	37,000	629,000	629,000
1-500 - Long-term Contracts and Asset Returns	2,186,000	2,203,000	17,000	1,770,000	1,185,000
1-700 - Other Revenue	6,500	7,500	1,000	7,500	7,500
1-800 - Government Transfers Revenue	1,254,670	1,094,750	(159,920)	1,120,000	1,145,250
1-900 - Transfer from Reserves	1,230,613	1,170,706	(59,907)	542,065	273,094
Total Revenues	22,822,316	23,179,260	356,944	22,565,869	21,942,148
2-100 - Salaries, Wages and Benefits	6,100,053	6,427,593	327,540	6,760,236	6,989,702
2-200 - Contracted and General Services	5,647,707	5,716,345	68,638	5,362,045	5,431,545
2-300 - Materials, Goods, Supplies and Utilities	3,184,125	3,109,055	(75,070)	3,133,305	3,134,555
2-400 - Bank Charges and Interest	3,500	5,750	2,250	5,750	5,750
2-500 - Interest on Long Term Debt	444,580	463,249	18,669	497,479	468,330
2-521 - Principal Debt Repayments	960,115	1,015,192	55,077	834,056	830,246
2-700 - Other Expenses	40,000	235,000	195,000	135,000	35,000
2-800 - Government Transfers Expense	3,286,611	3,306,687	20,076	3,537,371	3,464,901
2-900 - Transfer to Reserves	3,155,625	3,051,668	(103,957)	2,651,250	2,106,060
Total Expenses	22,822,316	23,330,539	508,223	22,916,492	22,466,089
Net Total	-	(151,279)	(151,279)	(350,623)	(523,941)

Town of Coaldale 2022 - 2024 Operating Plan

Object	2021	2022	Increase (Decrease) - 2022 vs 2021	2023	2024
1-100-00-Residential Taxes	9,964,779	9,916,402	(48,377)	10,076,402	10,226,402
1-100-01-Residential Taxes Annex		189,336	189,336	189,336	189,336
1-101-00-Commercial Taxes	715,522	715,522	-	715,522	715,522
1-101-01-Commercial Taxes Annex		26,828	26,828	26,828	26,828
1-102-00-Industrial Taxes	1,006,175	978,426	(27,749)	978,426	978,426
1-103-00-Farmland Taxes	10,834	838	(9,996)	838	838
1-103-01-Farmland Taxes Annex		9,996	9,996	9,996	9,996
1-105-00-Linear Taxes	128,493	128,456	(37)	128,456	128,456
1-110-00-Recreation Levy	384,000	387,000	3,000	390,000	393,000
Total 1-100 - Taxation	12,209,803	12,352,804	143,001	12,515,804	12,668,804
1-200-00-General Sales & Services	119,575	93,000	(26,575)	93,000	93,000
1-201-00-Programs	55,000	70,000	15,000	70,000	70,000
1-202-00-Rentals & Leases	226,700	263,500	36,800	264,000	264,500
1-205-00-Department Sales (1)	87,400	83,000	(4,400)	84,000	85,000
1-206-00-Department Sales (2)	13,000	14,000	1,000	14,000	14,000
1-207-00-Department Sales (3)	13,000	13,000	-	13,000	13,000
1-210-00-Basic	2,972,985	3,207,000	234,015	3,448,000	3,481,000
1-211-00-Consumption	1,621,243	1,700,000	78,757	1,717,500	1,735,000
1-212-00-Bulk	94,000	100,000	6,000	100,000	100,000
Total 1-200 - Sales and User Charges	5,202,903	5,543,500	340,597	5,803,500	5,855,500
1-300-00-Tax Certificates	9,000	10,000	1,000	10,000	10,000
1-305-00-Business Licences	55,000	65,000	10,000	65,000	65,000
1-306-00-Animal Licences		13,000	13,000	13,000	13,000
1-310-00-Safety Code Permits	46,500	50,000	3,500	50,000	50,000
1-315-00-Development Fees	29,327	40,000	10,673	40,000	40,000
Total 1-300 - Licences, Permits and Fees	139,827	178,000	38,173	178,000	178,000
1-400-00-Interest & Penalties	118,500	119,000	500	119,000	119,000
1-401-00-Overdue Charges	8,500	5,000	(3,500)	5,000	5,000
1-410-00-Highway & Traffic Fines	460,000	500,000	40,000	500,000	500,000
1-411-00-Bylaw Fines	5,000	5,000	-	5,000	5,000
Total 1-400 - Interest, Penalties and Fines	592,000	629,000	37,000	629,000	629,000
1-500-00-Return on Investments	275,000	200,000	(75,000)	200,000	200,000
1-505-00-Franchise Fees	710,000	953,000	243,000	970,000	985,000
1-590-00-Gain On Land Inv Sales	1,201,000	1,050,000	(151,000)	600,000	-
Total 1-500 - Long-term Contracts and Asset Returns	2,186,000	2,203,000	17,000	1,770,000	1,185,000
1-700-00-Donations	3,500	4,000	500	4,000	4,000
1-701-00-Rebates	3,000	3,500	500	3,500	3,500
Total 1-700 - Other Revenue	6,500	7,500	1,000	7,500	7,500
1-890-00-Trfs from Federal Govt	6,000	6,500	500	6,500	6,500
1-891-00-Trfs from Prov Govt	700,298	476,500	(223,798)	476,500	476,500
1-892-00-Trfs from Other Lcl Govt	535,872	599,000	63,128	624,000	649,000
1-893-00-Trfs from Lcl Bds & Agcs	12,500	12,750	250	13,000	13,250
Total 1-800 - Government Transfers Revenue	1,254,670	1,094,750	(159,920)	1,120,000	1,145,250
1-995-00-Trfs from Operating Reserves	695,332	465,450	(229,882)	91,500	18,500
1-996-00-Trfs from Capital Reserves	535,281	705,256	169,975	450,565	254,594
Total 1-900 - Transfer from Reserves	1,230,613	1,170,706	(59,907)	542,065	273,094
Total Revenues	22,822,316	23,179,260	356,944	22,565,869	21,942,148
2-120-00-Perm Salaries & Wages	4,342,002	4,684,815	342,813	4,953,149	5,135,652
2-121-00-Part Time & Casual Wages	149,420	67,452	(81,968)	70,527	73,742
2-122-00-Seasonal Wages	300,182	287,168	(13,014)	296,066	304,909
2-125-00-Council Salaries	157,998	158,908	910	163,676	168,582
2-126-00-Council Fees & Per Diems	15,000	15,000	-	15,000	15,000
2-130-00-Benefits	1,091,436	1,168,421	76,985	1,214,133	1,242,845
2-131-00-WCB	31,975	33,789	1,814	35,645	36,932
2-132-00-Technology Allowance	8,400	8,400	-	8,400	8,400
2-133-00-Tool Allowance	3,640	3,640	-	3,640	3,640

Town of Coaldale 2022 - 2024 Operating Plan

Total 2-100 - Salaries, Wages and Benefits	6,100,053	6,427,593	327,540	6,760,236	6,989,702
2-220-00-Advertising	25,900	28,800	2,900	28,800	28,800
2-221-00-Printing & Design	21,320	20,000	(1,320)	20,000	20,000
2-222-00-Postage & Freight	60,190	59,550	(640)	59,550	59,550
2-223-00-Telecommunications	67,900	70,120	2,220	70,120	70,120
2-224-00-Travel & Accommodations	77,500	71,050	(6,450)	71,050	71,050
2-225-00-Conferences	41,225	42,725	1,500	42,725	42,725
2-226-00-Subs & Memberships	60,425	67,700	7,275	67,700	67,700
2-227-00-Training & Education	123,350	122,150	(1,200)	122,150	122,150
2-228-00-Licences & Permits	8,915	10,500	1,585	10,500	10,500
2-229-00-Accounting & Audit Fees	22,000	25,000	3,000	22,000	23,000
2-230-00-Assessment & Inspections	150,305	154,600	4,295	156,500	170,500
2-231-00-IT Services	158,750	178,000	19,250	170,650	170,650
2-232-00-Professional Fees	170,000	170,000	-	170,000	170,000
2-233-00-Other Professional Fees	401,375	435,500	34,125	120,500	120,500
2-234-00-Contracted Services	1,797,604	1,879,450	81,846	1,844,450	1,856,950
2-235-00-Cleaning	135,165	108,850	(26,315)	108,850	108,850
2-236-00-Building Repairs	89,000	86,750	(2,250)	86,750	86,750
2-237-00-Equipment & Vehicle RM	100,560	57,100	(43,460)	57,100	57,100
2-238-00-Road Repairs	-	25,000	25,000	5,000	5,000
2-240-00-Rentals	119,475	107,500	(11,975)	86,650	86,650
2-241-00-Insurance Premiums	180,000	190,000	10,000	200,000	210,000
2-245-00-Department Expense	1,836,748	1,806,000	(30,748)	1,841,000	1,873,000
Total 2-200 - Contracted and General Services	5,647,707	5,716,345	68,638	5,362,045	5,431,545
2-320-00-Programming	96,890	96,890	-	96,890	69,890
2-321-00-Media Materials	6,200	6,200	-	6,200	6,200
2-322-00-Promotional	103,285	69,550	(33,735)	69,550	69,550
2-323-00-Food & Refreshments	35,000	24,500	(10,500)	24,500	24,500
2-324-00-Staff Apprn & Long Serv	24,000	23,000	(1,000)	23,000	23,000
2-325-00-Office & Stationery	64,005	51,915	(12,090)	51,915	51,915
2-326-00-IT Software	216,860	204,200	(12,660)	202,950	203,200
2-327-00-IT Equipment & Supplies	67,000	62,800	(4,200)	62,800	62,800
2-328-00-Equipment & Furnishings	99,175	65,750	(27,425)	63,250	63,250
2-329-00-First Aid, Safety & PPE	51,535	50,500	(1,035)	50,500	50,500
2-330-00-Janitorial Supplies	38,315	35,300	(3,015)	35,300	35,300
2-331-00-Uniforms	23,520	19,500	(4,020)	19,500	19,500
2-332-00-Chemicals	60,285	60,800	515	60,800	60,800
2-333-00-Construction Materials	137,000	151,000	14,000	156,000	161,000
2-334-00-Fuel & Oil	131,000	120,000	(11,000)	120,000	120,000
2-335-00-Parts & Accessories	321,205	320,000	(1,205)	320,000	320,000
2-336-00-Shop Supplies	-	5,000	5,000	5,000	5,000
2-337-00-Tools	21,850	25,150	3,300	25,150	25,150
2-338-00-Natural Gas	100,000	100,000	-	105,000	110,000
2-339-00-Power	650,000	650,000	-	660,000	670,000
2-340-00-Water	812,000	832,000	20,000	837,000	842,000
2-341-00-Municipal Utilities	87,000	100,000	13,000	103,000	106,000
2-345-00-Water Meters	44,000	35,000	(9,000)	35,000	35,000
Total 2-300 - Materials, Goods, Supplies and Utilities	3,184,125	3,109,055	(75,070)	3,133,305	3,134,555
2-420-00-Bank Charges & Interest	3,500	5,750	2,250	5,750	5,750
Total 2-400 - Bank Charges and Interest	3,500	5,750	2,250	5,750	5,750
2-520-00-Interest on LT Debt	444,580	463,249	18,669	497,479	468,330
Total 2-500 - Interest on Long Term Debt	444,580	463,249	18,669	497,479	468,330
2-521-00-LT Debt Principal	960,115	1,015,192	55,077	834,056	830,246
Total 2-521 - Principal Debt Repayments	960,115	1,015,192	55,077	834,056	830,246
2-730-00-Taxes Write-off	40,000	35,000	(5,000)	35,000	35,000
2-790-00-Other Expenditures	-	200,000	200,000	100,000	-
Total 2-700 - Other Expenses	40,000	235,000	195,000	135,000	35,000
2-820-00-ASFF Payments	2,501,667	2,501,667	-	2,501,667	2,501,667
2-821-00-Separate School Req	340,000	340,000	-	340,000	340,000

Town of Coaldale 2022 - 2024 Operating Plan

2-822-00-Seniors Foundation Req	155,750	155,750	-	155,750	155,750
2-823-00-FCSS Payments	66,750	70,000	3,250	72,500	75,000
2-892-00-Trfs to Other Lcl Govt	23,921	27,670	3,749	253,454	175,484
2-893-00-Trfs to Lcl Bds & Agcs	198,523	211,600	13,077	214,000	217,000
Total 2-800 - Government Transfers Expense	3,286,611	3,306,687	20,076	3,537,371	3,464,901
2-996-00-Trfs to Capital Reserves	3,155,625	3,051,668	(103,957)	2,651,250	2,106,060
Total 2-900 - Transfer to Reserves	3,155,625	3,051,668	(103,957)	2,651,250	2,106,060
Total Expenses	22,822,316	23,330,539	508,223	22,916,492	22,466,089
Net Total	-	(151,279)	(151,279)	(350,623)	(523,941)

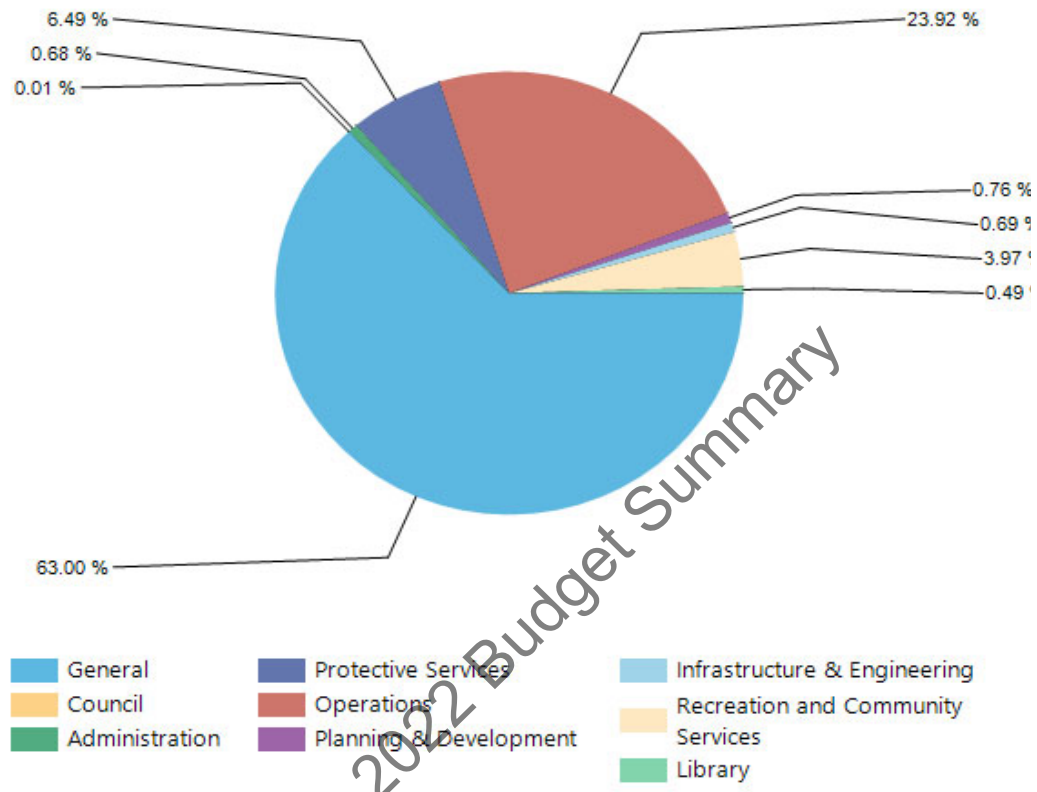
DRAFT - 2022 Budget Summary

3 Year Operating Budget Summary

Costing Center	2022	2023	2024
Administration	156,500	117,500	130,500
Council	1,500	1,500	1,500
General	14,603,804	14,205,804	13,585,804
Infrastructure & Engineering	160,000	-	-
Library	112,500	102,500	102,500
Operations	5,545,395	5,698,454	5,671,234
Planning & Development	176,600	90,000	90,000
Protective Services	1,503,850	1,427,500	1,434,500
Recreation and Community Services	919,111	922,611	926,110
Total Revenues	23,179,260	22,565,869	21,942,148
Percent Increase		(2.72%)	(2.84%)
Administration	1,737,354	1,739,599	1,779,905
Council	300,781	306,132	311,643
General	4,382,085	3,779,917	3,082,417
Infrastructure & Engineering	700,248	562,473	578,930
Library	509,208	516,152	533,946
Operations	7,543,243	7,824,396	7,851,337
Planning & Development	997,114	937,278	955,473
Protective Services	3,812,980	3,827,115	3,909,199
Recreation and Community Services	3,347,526	3,423,430	3,463,239
Total Expenses	23,330,530	22,916,492	22,466,089
Percent Increase		(1.81%)	(2.00%)
Net Total	(151,279)	(350,623)	(523,941)

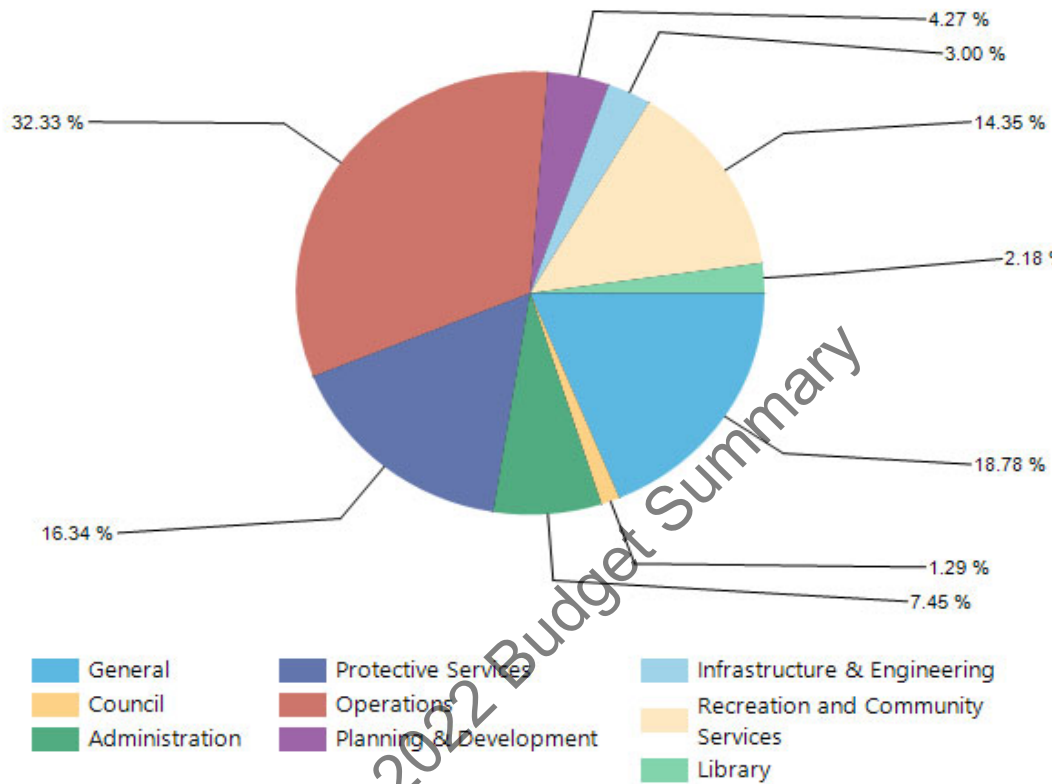
DRAFT - 2022 Budget Summary

Operating Budget by Division - Revenue - 2022



Description	Value	Percent
General	14,603,804	63.00%
Council	1,500	0.01%
Administration	156,500	0.68%
Protective Services	1,503,850	6.49%
Operations	5,545,395	23.92%
Planning & Development	176,600	0.76%
Infrastructure & Engineering	160,000	0.69%
Recreation and Community Services	919,111	3.97%
Library	112,500	0.49%
	23,179,260	

Operating Budget by Division - Expenses - 2022



Description	Value	Percent
General	4,382,085	18.78%
Council	300,781	1.29%
Administration	1,737,354	7.45%
Protective Services	3,812,980	16.34%
Operations	7,543,243	32.33%
Planning & Development	997,114	4.27%
Infrastructure & Engineering	700,248	3.00%
Recreation and Community Services	3,347,526	14.35%
Library	509,208	2.18%
	23,330,539	

Operating Budget By Department - 2022

	Expenses	Revenues	Net Tax Support
00-00 - General	4,382,085	14,603,804	10,221,719
11-00 - Council	300,781	1,500	(299,281)
12-00 - Administration	1,737,354	156,500	(1,580,854)
21-00 - Police	1,881,166	469,500	(1,411,666)
22-00 - Bylaw	505,783	495,350	(10,433)
23-00 - Fire	1,335,992	499,000	(836,992)
24-00 - Emergency Management	90,039	40,000	(50,039)
31-00 - Common Services	368,779	500	(368,279)
32-00 - Fleet	779,427	-	(779,427)
33-00 - Roads	1,898,028	371,475	(1,526,553)
34-10 - Water	1,830,857	2,111,250	280,393
34-20 - Sewer	1,164,006	1,499,500	335,494
34-30 - Garbage	870,819	1,142,000	271,181
34-40 - Storm	558,264	392,670	(165,594)
65-00 - Parks - Construction Projects	292,943	-	(292,943)
35-00 - Cemetery	73,063	28,000	(45,063)
41-00 - Planning & Development	817,317	176,600	(640,717)
42-00 - Communications	179,797	-	(179,797)
51-00 - Infrastructure	700,248	160,000	(540,248)
61-00 - Recreation General	179,576	-	(179,576)
61-10 - Pool	244,434	70,000	(174,434)
61-20 - Arena	350,925	161,500	(189,425)
61-30 - Curling Rink	64,100	29,000	(35,100)
61-40 - Tot Lot	70,785	-	(70,785)
61-50 - Rec Centre	605,111	555,111	(50,000)
62-00 - Facilities General	115,307	-	(115,307)
62-10 - Community Centre	49,000	20,000	(29,000)
62-20 - Community Hub	70,399	40,000	(30,399)
62-30 - Museum	90,800	6,000	(84,800)
62-40 - Picnic Shelter	30,900	12,000	(18,900)
62-50 - Seniors Centre	29,000	-	(29,000)
63-00 - Parks General	708,956	20,500	(688,456)
64-00 - Community - Services	445,290	5,000	(440,290)
71-00 - Library	509,208	112,500	(396,708)
Total	23,330,539	23,179,260	(151,279)

Multiple Costing Center Summary

General

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-100-00-Residential Taxes	Decreased	0.49 %	9,964,779	9,916,402
1-100-01-Residential Taxes Annex	New this year		-	189,336
1-101-00-Commercial Taxes	Unchanged	0.00 %	715,522	715,522
1-101-01-Commercial Taxes Annex	New this year		-	26,828
1-102-00-Industrial Taxes	Decreased	2.76 %	1,006,175	978,426
1-103-00-Farmland Taxes	Decreased	92.27 %	10,834	838
1-103-01-Farmland Taxes Annex	New this year		-	9,996
1-105-00-Linear Taxes	Decreased	0.03 %	128,493	128,456
1-200-00-General Sales & Services	Unchanged	0.00 %	15,000	15,000
1-400-00-Interest & Penalties	Unchanged	0.00 %	110,000	110,000
1-500-00-Return on Investments	Increased	14.29 %	175,000	200,000
1-505-00-Franchise Fees	Increased	34.23 %	710,000	953,000
1-510-00-Developer/Offsite Levies	Not used this year		625,000	-
1-590-00-Gain On Land Inv Sales	Increased	82.29 %	576,000	1,050,000
1-701-00-Rebates	Not used this year		3,000	-
1-995-00-Trfs from Operating Rsvs	Decreased	49.21 %	216,558	110,000
1-996-00-Trfs from Capital Rsvs	New this year		-	200,000
Total Revenues		2.44 %	14,256,361	14,603,804
Expenses				
2-730-00-Taxes Write-off	Decreased	33.33 %	15,000	10,000
2-790-00-Other Expenditures	New this year		-	200,000
2-820-00-ASFF Payments	Unchanged	0.00 %	2,501,667	2,501,667
2-821-00-Separate School Req	Unchanged	0.00 %	340,000	340,000
2-822-00-Seniors Foundation Req	Unchanged	0.00 %	155,750	155,750
2-823-00-FCSS Payments	Increased	4.87 %	66,750	70,000
2-996-00-Trfs to Capital Rsvs	Decreased	11.87 %	1,253,500	1,104,668
Total Expenses		1.14 %	4,332,667	4,382,085

Budget 5 Year Forecast

Multiple Costing Center Summary

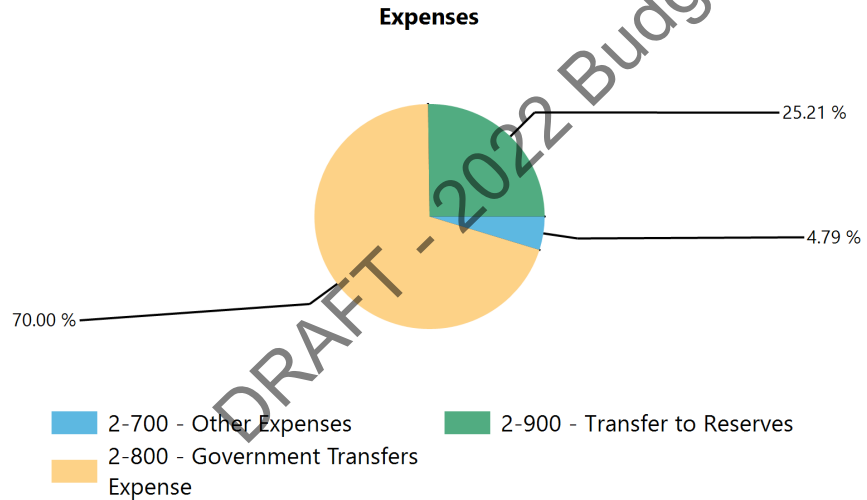
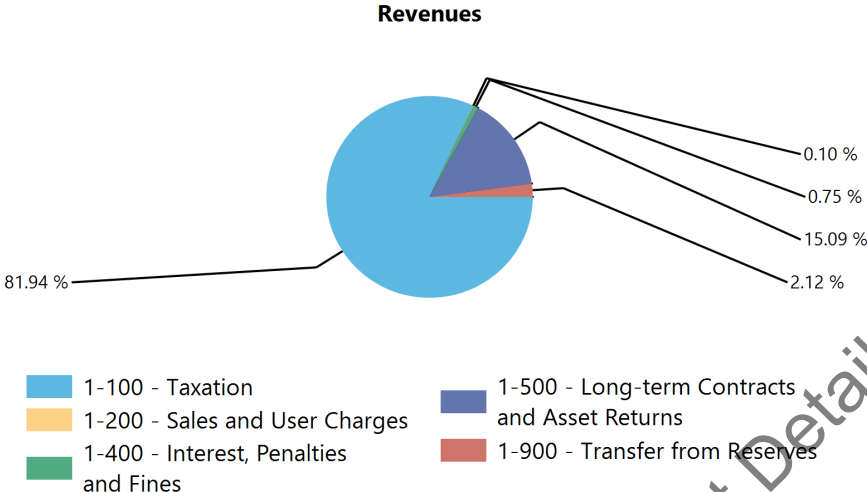
General

	2022	2023	2024	2025	2026
Revenues					
1-100-00-Residential Taxes	9,916,402	10,076,402	10,226,402	-	-
1-100-01-Residential Taxes Annex	189,336	189,336	189,336	-	-
1-101-00-Commercial Taxes	715,522	715,522	715,522	-	-
1-101-01-Commercial Taxes Annex	26,828	26,828	26,828	-	-
1-102-00-Industrial Taxes	978,426	978,426	978,426	-	-
1-103-00-Farmland Taxes	838	838	838	-	-
1-103-01-Farmland Taxes Annex	9,996	9,996	9,996	-	-
1-105-00-Linear Taxes	128,456	128,456	128,456	-	-
1-200-00-General Sales & Services	15,000	15,000	15,000	-	-
1-400-00-Interest & Penalties	110,000	110,000	110,000	-	-
1-500-00-Return on Investments	200,000	200,000	200,000	-	-
1-505-00-Franchise Fees	953,000	970,000	985,000	-	-
1-590-00-Gain On Land Inv Sales	1,050,000	600,000	-	-	-
1-995-00-Trfs from Operating Rsvs	110,000	85,000	-	-	-
1-996-00-Trfs from Capital Rsvs	200,000	100,000	-	-	-
Total Revenues	14,603,804	14,205,804	13,585,804	-	-
% Increase		(2.73%)	(4.36%)	(100.00%)	0.00%
Expenses					
2-730-00-Taxes Write-off	10,000	10,000	10,000	-	-
2-790-00-Other Expenditures	200,000	100,000	-	-	-
2-820-00-ASFF Payments	2,501,667	2,501,667	2,501,667	-	-
2-821-00-Separate School Req	340,000	340,000	340,000	-	-
2-822-00-Seniors Foundation Req	155,750	155,750	155,750	-	-
2-823-00-FCSS Payments	70,000	72,500	75,000	-	-
2-996-00-Trfs to Capital Rsvs	1,104,668	600,000	-	-	-
Total Expenses	4,382,085	3,779,917	3,082,417	-	-
% Increase		(13.74%)	(18.45%)	(100.00%)	0.00%
Net Total	10,221,719	10,425,887	10,503,387	-	-

Budget Pie Charts

Multiple Costing Center Summary

General



Multiple Costing Center Summary

Council

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-205-00-Department Sales (1)	Unchanged	0.00 %	1,500	1,500
1-995-00-Trfs from Operating Rsvs	Not used this year		30,000	-
Total Revenues		95.24 %	31,500	1,500
Expenses				
2-125-00-Council Salaries	Increased	0.58 %	157,998	158,908
2-126-00-Council Fees & Per Diems	Unchanged	0.00 %	15,000	15,000
2-130-00-Benefits	Increased	18.52 %	34,119	40,439
2-131-00-WCB	Increased	1.27 %	1,021	1,034
2-132-00-Technology Allowance	Unchanged	0.00 %	8,400	8,400
2-220-00-Advertising	Decreased	14.29 %	3,500	3,000
2-221-00-Printing & Design	Unchanged	0.00 %	1,000	1,000
2-224-00-Travel & Accommodations	Unchanged	0.00 %	8,000	8,000
2-225-00-Conferences	Unchanged	0.00 %	4,000	4,000
2-226-00-Subs & Memberships	Increased	9.09 %	27,500	30,000
2-227-00-Training & Education	Increased	200.00 %	5,000	15,000
2-232-00-Professional Fees	Not used this year		2,000	-
2-233-00-Other Professional Fees	Not used this year		35,000	-
2-241-00-Insurance Premiums	Unchanged	0.00 %	2,000	2,000
2-322-00-Promotional	Unchanged	0.00 %	10,000	10,000
2-323-00-Food & Refreshments	Decreased	20.00 %	5,000	4,000
Total Expenses		5.87 %	319,538	300,781

Budget 5 Year Forecast

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

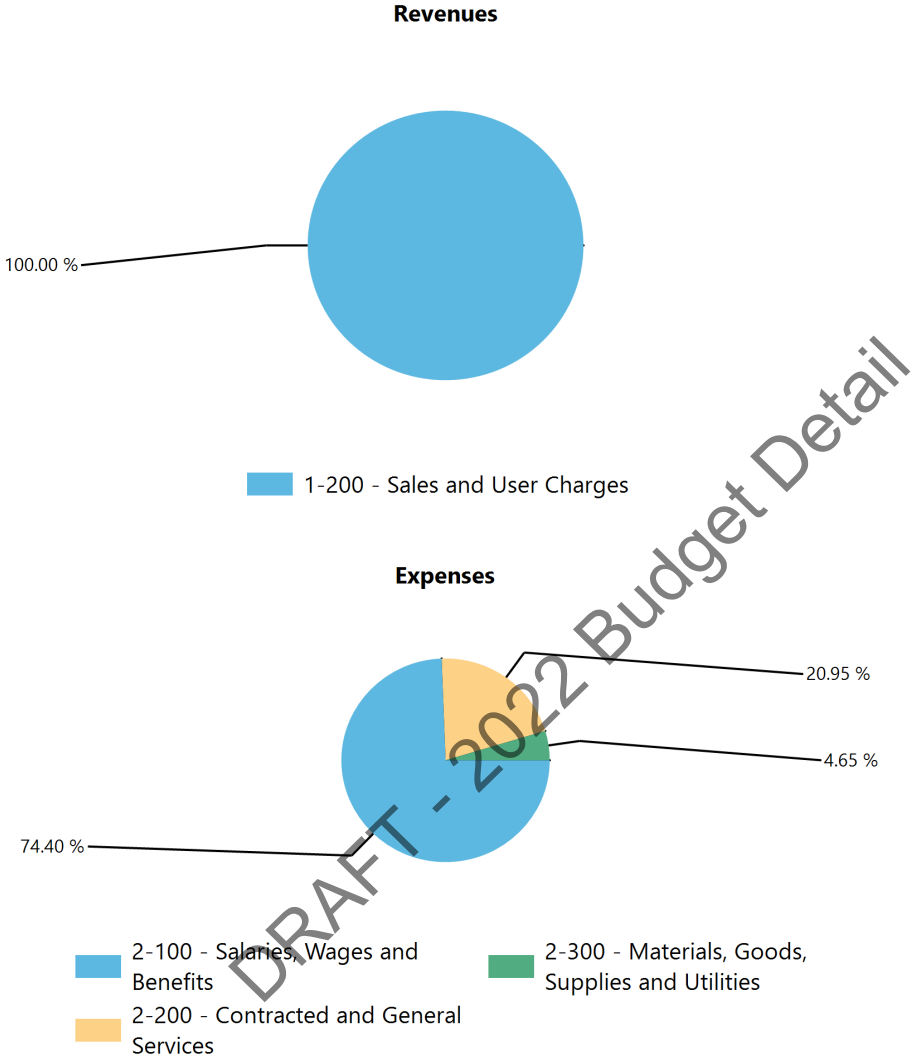
Council

	2022	2023	2024	2025	2026
Revenues					
1-205-00-Department Sales (1)	1,500	1,500	1,500	-	-
Total Revenues	1,500	1,500	1,500	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-125-00-Council Salaries	158,908	163,676	168,582	-	-
2-126-00-Council Fees & Per Diems	15,000	15,000	15,000	-	-
2-130-00-Benefits	40,439	40,891	41,360	-	-
2-131-00-WCB	1,034	1,065	1,096	-	-
2-132-00-Technology Allowance	8,400	8,400	8,400	-	-
2-220-00-Advertising	3,000	3,000	3,000	-	-
2-221-00-Printing & Design	1,000	1,000	1,000	-	-
2-224-00-Travel & Accommodations	8,000	8,000	8,000	-	-
2-225-00-Conferences	4,000	4,000	4,000	-	-
2-226-00-Subs & Memberships	30,000	30,000	30,000	-	-
2-227-00-Training & Education	15,000	15,000	15,000	-	-
2-241-00-Insurance Premiums	2,000	2,100	2,205	-	-
2-322-00-Promotional	10,000	10,000	10,000	-	-
2-323-00-Food & Refreshments	4,000	4,000	4,000	-	-
Total Expenses	300,781	306,132	311,643	-	-
% Increase		1.78%	1.80%	(100.00%)	0.00%
Net Total	(299,281)	(304,632)	(310,143)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Council



Multiple Costing Center Summary

Administration

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-200-00-General Sales & Services	Decreased	50.00 %	4,000	2,000
1-205-00-Department Sales (1)	Increased	0.33 %	29,900	30,000
1-300-00-Tax Certificates	Increased	11.11 %	9,000	10,000
1-305-00-Business Licences	Not used this year		55,000	-
1-701-00-Rebates	New this year		-	3,000
1-891-00-Trfs from Prov Govt	Decreased	38.10 %	105,000	65,000
1-995-00-Trfs from Operating Rsvs	Decreased	4.91 %	48,900	46,500
Total Revenues		37.85 %	251,800	156,500
Expenses				
2-120-00-Perm Salaries & Wages	Increased	5.19 %	611,985	643,737
2-121-00-Part Time & Casual Wages	Not used this year		26,966	-
2-130-00-Benefits	Decreased	2.00 %	147,948	144,983
2-131-00-WCB	Increased	1.38 %	4,127	4,184
2-220-00-Advertising	Increased	150.00 %	1,000	2,500
2-221-00-Printing & Design	Unchanged	0.00 %	8,000	8,000
2-222-00-Postage & Freight	Decreased	14.29 %	17,500	15,000
2-223-00-Telecommunications	Decreased	8.33 %	18,000	16,500
2-224-00-Travel & Accommodations	Decreased	20.00 %	12,500	10,000
2-225-00-Conferences	Unchanged	0.00 %	6,500	6,500
2-226-00-Subs & Memberships	Unchanged	0.00 %	6,500	6,500
2-227-00-Training & Education	Decreased	20.00 %	20,000	16,000
2-229-00-Accounting & Audit Fees	Increased	28.21 %	19,500	25,000
2-230-00-Assessment & Inspections	Increased	0.94 %	116,500	117,600
2-231-00-IT Services	Increased	0.56 %	90,000	90,500
2-232-00-Professional Fees	Unchanged	0.00 %	150,000	150,000
2-233-00-Other Professional Fees	Increased	1.55 %	96,500	98,000
2-234-00-Contracted Services	Increased	8.94 %	8,950	9,750
2-235-00-Cleaning	Increased	8.04 %	21,150	22,850
2-236-00-Building Repairs	Increased	150.00 %	2,000	5,000
2-237-00-Equipment & Vehicle RM	Unchanged	0.00 %	1,200	1,200
2-240-00-Rentals	Decreased	12.80 %	16,400	14,300
2-241-00-Insurance Premiums	Unchanged	0.00 %	4,000	4,000
2-245-00-Department Expense	Increased	6.28 %	41,400	44,000
2-322-00-Promotional	Not used this year		2,500	-
2-323-00-Food & Refreshments	Decreased	24.24 %	6,600	5,000
2-324-00-Staff Apprn & Long Serv	Decreased	5.88 %	17,000	16,000
2-325-00-Office & Stationery	Decreased	11.83 %	23,250	20,500
2-326-00-IT Software	Decreased	3.38 %	170,250	164,500
2-327-00-IT Equipment & Supplies	Unchanged	0.00 %	50,000	50,000
2-328-00-Equipment & Furnishings	Unchanged	0.00 %	5,000	5,000

Multiple Costing Center Summary

Administration

Object	Changes	Percent Change	2021 Amount	2022 Amount
2-330-00-Janitorial Supplies	Decreased	25.53 %	4,700	3,500
2-338-00-Natural Gas	Increased	15.38 %	2,600	3,000
2-339-00-Power	Decreased	20.00 %	10,000	8,000
2-341-00-Municipal Utilities	Increased	45.83 %	1,200	1,750
2-420-00-Bank Charges & Interest	Increased	33.33 %	3,000	4,000
2-893-00-Trfs to Lcl Bds & Agcs	Not used this year		42,000	-
Total Expenses		2.76 %	1,786,726	1,737,354

Budget 5 Year Forecast

	2022	2023	2024	2025	2026
Revenues					
1-200-00-General Sales & Services	2,000	2,000	2,000	-	-
1-205-00-Department Sales (1)	30,000	31,000	32,000	-	-
1-300-00-Tax Certificates	10,000	10,000	10,000	-	-
1-701-00-Rebates	3,000	3,000	3,000	-	-
1-891-00-Trfs from Prov Govt	65,000	65,000	65,000	-	-
1-995-00-Trfs from Operating Rsvs	46,500	6,500	18,500	-	-
Total Revenues	156,500	117,500	130,500	-	-
% Increase		(24.92%)	11.06%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	643,737	682,288	703,354	-	-
2-130-00-Benefits	144,983	149,384	151,821	-	-
2-131-00-WCB	4,184	4,435	4,570	-	-
2-220-00-Advertising	2,500	2,500	2,500	-	-
2-221-00-Printing & Design	8,000	8,000	8,000	-	-
2-222-00-Postage & Freight	15,000	15,000	15,000	-	-
2-223-00-Telecommunications	16,500	16,500	16,500	-	-
2-224-00-Travel & Accommodations	10,000	10,000	10,000	-	-
2-225-00-Conferences	6,500	6,500	6,500	-	-
2-226-00-Subs & Memberships	6,500	6,500	6,500	-	-
2-227-00-Training & Education	16,000	16,000	16,000	-	-
2-229-00-Accounting & Audit Fees	25,000	22,000	23,000	-	-
2-230-00-Assessment & Inspections	117,600	119,500	133,500	-	-
2-231-00-IT Services	90,500	90,500	90,500	-	-
2-232-00-Professional Fees	150,000	150,000	150,000	-	-
2-233-00-Other Professional Fees	98,000	58,000	58,000	-	-
2-234-00-Contracted Services	9,750	9,750	9,750	-	-
2-235-00-Cleaning	22,850	22,850	22,850	-	-
2-236-00-Building Repairs	5,000	5,000	5,000	-	-
2-237-00-Equipment & Vehicle RM	1,200	1,200	1,200	-	-

Multiple Costing Center Summary

Administration

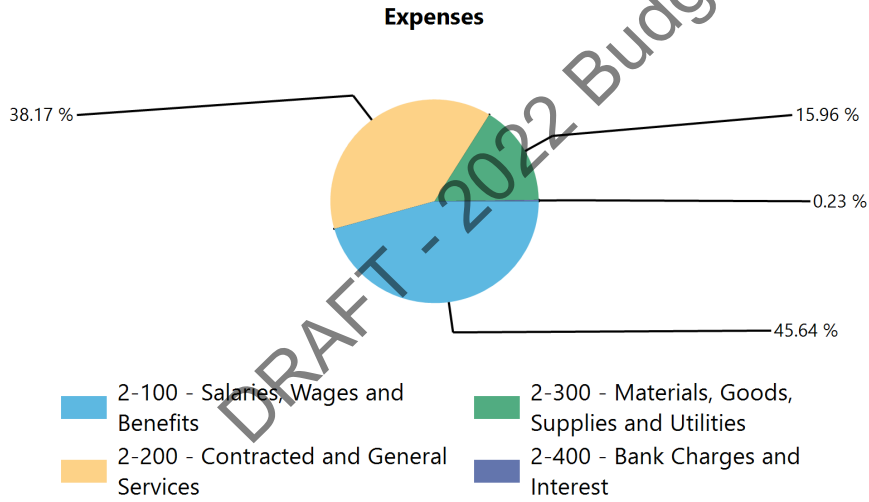
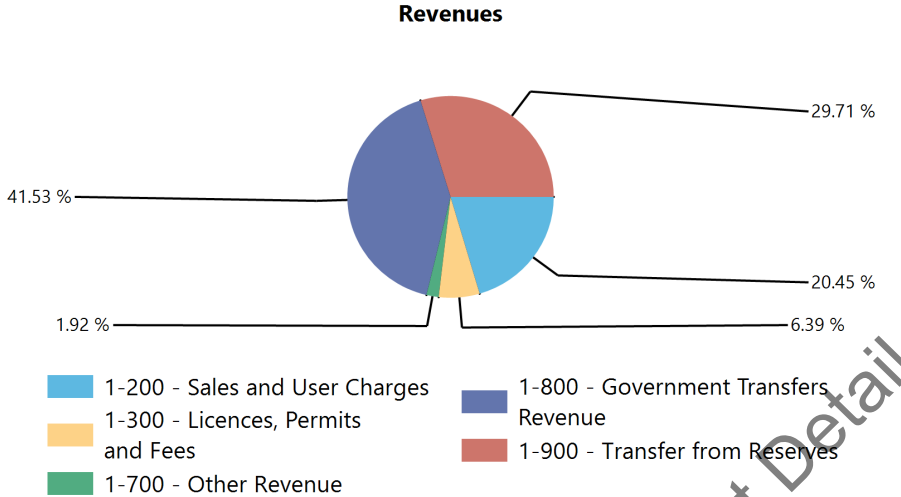
	2022	2023	2024	2025	2026
2-240-00-Rentals	14,300	14,300	14,300	-	-
2-241-00-Insurance Premiums	4,000	4,200	4,410	-	-
2-245-00-Department Expense	44,000	45,000	46,000	-	-
2-323-00-Food & Refreshments	5,000	5,000	5,000	-	-
2-324-00-Staff Apprn & Long Serv	16,000	16,000	16,000	-	-
2-325-00-Office & Stationery	20,500	20,500	20,500	-	-
2-326-00-IT Software	164,500	163,000	163,000	-	-
2-327-00-IT Equipment & Supplies	50,000	50,000	50,000	-	-
2-328-00-Equipment & Furnishings	5,000	5,000	5,000	-	-
2-330-00-Janitorial Supplies	3,500	3,500	3,500	-	-
2-338-00-Natural Gas	3,000	3,150	3,307	-	-
2-339-00-Power	8,000	8,240	8,487	-	-
2-341-00-Municipal Utilities	1,750	1,802	1,856	-	-
2-420-00-Bank Charges & Interest	4,000	4,000	4,000	-	-
Total Expenses	1,737,354	1,739,599	1,779,905	-	-
% Increase		0.13%	2.32%	(100.00%)	0.00%
Net Total	(1,580,854)	(1,622,099)	(1,649,405)	-	-

Budget Pie Charts

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Administration



Multiple Costing Center Summary

Police

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-410-00-Highway & Traffic Fines	Decreased	33.33 %	150,000	100,000
1-891-00-Trfs from Prov Govt	Decreased	0.01 %	369,528	369,500
Total Revenues		9.63 %	519,528	469,500
Expenses				
2-120-00-Perm Salaries & Wages	Decreased	15.72 %	221,034	186,288
2-130-00-Benefits	Decreased	14.11 %	54,334	46,668
2-131-00-WCB	Decreased	15.27 %	1,428	1,210
2-221-00-Printing & Design	Not used this year		2,000	-
2-223-00-Telecommunications	Not used this year		700	-
2-224-00-Travel & Accommodations	Not used this year		2,000	-
2-225-00-Conferences	Not used this year		1,000	-
2-226-00-Subs & Memberships	Not used this year		100	-
2-235-00-Cleaning	Not used this year		2,500	-
2-241-00-Insurance Premiums	Not used this year		2,000	-
2-245-00-Department Expense	Increased	2.28 %	1,610,348	1,647,000
2-323-00-Food & Refreshments	Not used this year		500	-
2-341-00-Municipal Utilities	Not used this year		500	-
2-996-00-Trfs to Capital Rsvs	Not used this year		200,000	-
Total Expenses		10.35 %	2,098,444	1,881,166

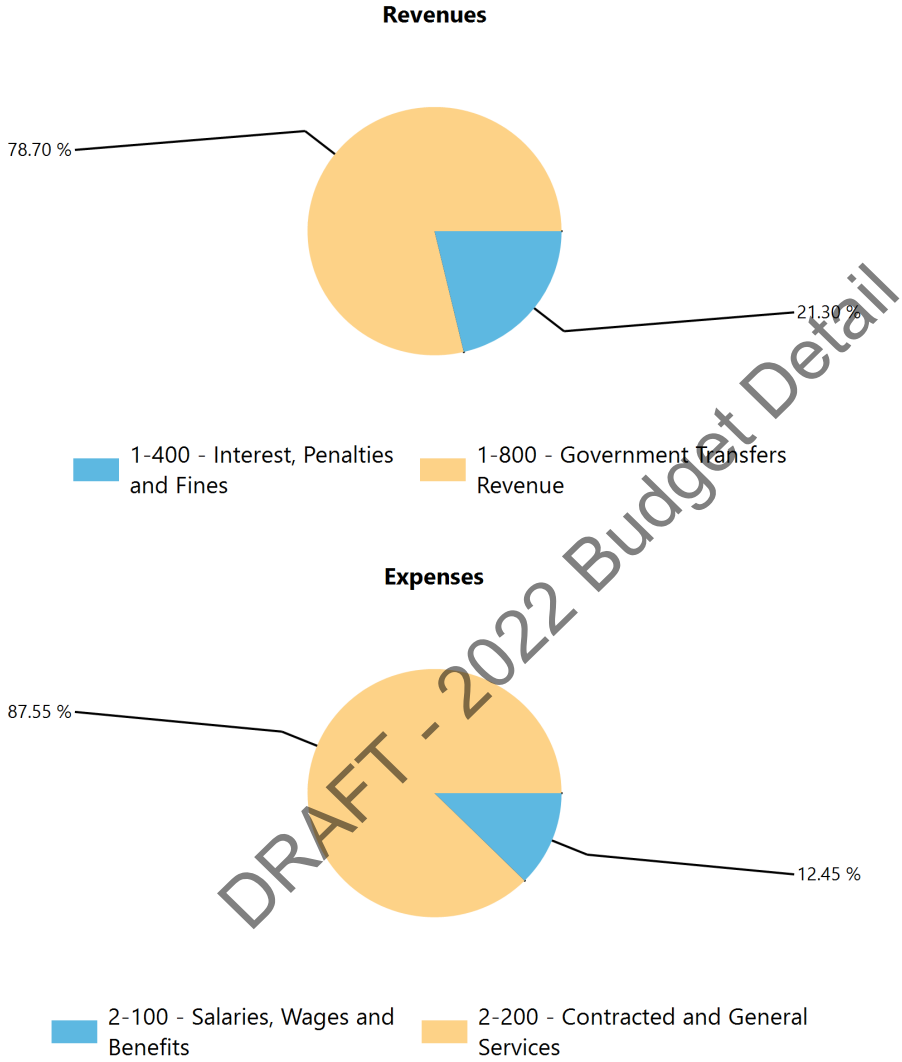
Budget 5 Year Forecast

	2022	2023	2024	2025	2026
Revenues					
1-410-00-Highway & Traffic Fines	100,000	100,000	100,000	-	-
1-891-00-Trfs from Prov Govt	369,500	369,500	369,500	-	-
Total Revenues	469,500	469,500	469,500	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	186,288	194,402	202,872	-	-
2-130-00-Benefits	46,668	47,793	49,092	-	-
2-131-00-WCB	1,210	1,264	1,318	-	-
2-245-00-Department Expense	1,647,000	1,681,000	1,712,000	-	-
Total Expenses	1,881,166	1,924,459	1,965,282	-	-
% Increase		2.30%	2.12%	(100.00%)	0.00%
Net Total	(1,411,666)	(1,454,959)	(1,495,782)	-	-

Multiple Costing Center Summary

Police

Budget Pie Charts



Multiple Costing Center Summary

Bylaw

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-200-00-General Sales & Services	Not used this year		10,000	-
1-305-00-Business Licences	New this year		-	65,000
1-306-00-Animal Licences	New this year		-	13,000
1-410-00-Highway & Traffic Fines	Increased	29.03 %	310,000	400,000
1-411-00-Bylaw Fines	Unchanged	0.00 %	5,000	5,000
1-995-00-Trfs from Operating Rsvs	New this year		-	12,350
Total Revenues		52.42 %	325,000	495,350
Expenses				
2-120-00-Perm Salaries & Wages	Increased	6.47 %	224,147	238,650
2-121-00-Part Time & Casual Wages	Decreased	24.40 %	41,176	31,129
2-130-00-Benefits	Increased	6.85 %	56,532	60,402
2-131-00-WCB	Increased	2.22 %	1,714	1,752
2-220-00-Advertising	Unchanged	0.00 %	2,000	2,000
2-222-00-Postage & Freight	Increased	9.09 %	5,500	6,000
2-223-00-Telecommunications	Increased	50.00 %	4,000	6,000
2-224-00-Travel & Accommodations	Increased	50.00 %	2,000	3,000
2-225-00-Conferences	Increased	100.00 %	1,500	3,000
2-226-00-Subs & Memberships	Increased	200.00 %	1,000	3,000
2-227-00-Training & Education	Unchanged	0.00 %	5,000	5,000
2-231-00-IT Services	Increased	920.00 %	2,500	25,500
2-232-00-Professional Fees	Not used this year		3,000	-
2-234-00-Contracted Services	Increased	113.45 %	17,100	36,500
2-235-00-Cleaning	Decreased	10.34 %	2,900	2,600
2-237-00-Equipment & Vehicle RM	Increased	11.11 %	1,800	2,000
2-240-00-Rentals	Increased	3.25 %	30,750	31,750
2-241-00-Insurance Premiums	Unchanged	0.00 %	5,000	5,000
2-325-00-Office & Stationery	Unchanged	0.00 %	4,000	4,000
2-326-00-IT Software	Decreased	72.44 %	12,700	3,500
2-327-00-IT Equipment & Supplies	Not used this year		2,400	-
2-328-00-Equipment & Furnishings	Increased	650.00 %	1,000	7,500
2-329-00-First Aid, Safety & PPE	Not used this year		500	-
2-331-00-Uniforms	Increased	20.00 %	2,500	3,000
2-334-00-Fuel & Oil	Decreased	20.00 %	7,500	6,000
2-335-00-Parts & Accessories	Increased	250.00 %	1,000	3,500
2-337-00-Tools	Not used this year		700	-
2-996-00-Trfs to Capital Rsvs	Decreased	40.00 %	25,000	15,000
Total Expenses		8.79 %	464,919	505,783

Budget 5 Year Forecast

Multiple Costing Center Summary

Bylaw

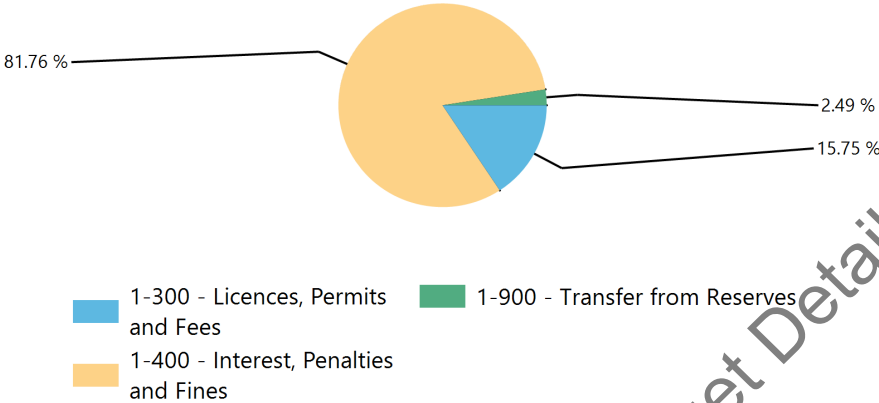
	2022	2023	2024	2025	2026
Revenues					
1-305-00-Business Licences	65,000	65,000	65,000	-	-
1-306-00-Animal Licences	13,000	13,000	13,000	-	-
1-410-00-Highway & Traffic Fines	400,000	400,000	400,000	-	-
1-411-00-Bylaw Fines	5,000	5,000	5,000	-	-
1-995-00-Trfs from Operating Rsvs	12,350	-	-	-	-
Total Revenues	495,350	483,000	483,000	-	-
% Increase		(2.49%)	0.00%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	238,650	251,481	262,156	-	-
2-121-00-Part Time & Casual Wages	31,129	32,714	34,376	-	-
2-130-00-Benefits	60,402	62,577	64,400	-	-
2-131-00-WCB	1,752	1,848	1,927	-	-
2-220-00-Advertising	2,000	2,000	2,000	-	-
2-222-00-Postage & Freight	6,000	6,000	6,000	-	-
2-223-00-Telecommunications	6,000	6,000	6,000	-	-
2-224-00-Travel & Accommodations	3,000	3,000	3,000	-	-
2-225-00-Conferences	3,000	3,000	3,000	-	-
2-226-00-Subs & Memberships	3,000	3,000	3,000	-	-
2-227-00-Training & Education	5,000	5,000	5,000	-	-
2-231-00-IT Services	25,500	18,150	18,150	-	-
2-234-00-Contracted Services	36,500	34,000	34,000	-	-
2-235-00-Cleaning	2,600	2,600	2,600	-	-
2-237-00-Equipment & Vehicle RM	2,000	2,000	2,000	-	-
2-240-00-Rentals	31,750	32,500	32,500	-	-
2-241-00-Insurance Premiums	5,000	5,200	5,500	-	-
2-325-00-Office & Stationery	4,000	4,000	4,000	-	-
2-326-00-IT Software	3,500	3,500	3,500	-	-
2-328-00-Equipment & Furnishings	7,500	5,000	5,000	-	-
2-331-00-Uniforms	3,000	3,000	3,000	-	-
2-334-00-Fuel & Oil	6,000	6,000	6,000	-	-
2-335-00-Parts & Accessories	3,500	3,500	3,500	-	-
2-996-00-Trfs to Capital Rsvs	15,000	15,375	15,760	-	-
Total Expenses	505,783	511,445	526,369	-	-
% Increase		1.12%	2.92%	(100.00%)	0.00%
Net Total	(10,433)	(28,445)	(43,369)	-	-

Multiple Costing Center Summary

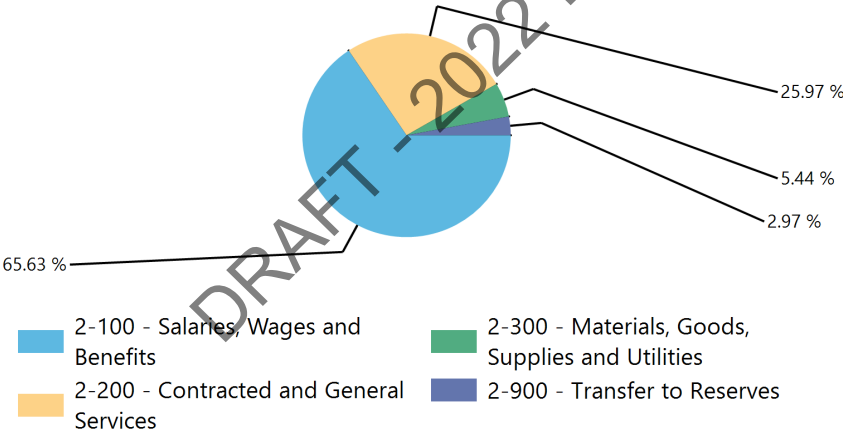
Bylaw

Budget Pie Charts

Revenues



Expenses



DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Fire

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-200-00-General Sales & Services	Decreased	20.00 %	40,000	32,000
1-700-00-Donations	Increased	100.00 %	500	1,000
1-892-00-Trfs from Other Lcl Govt	Increased	9.39 %	362,000	396,000
1-995-00-Trfs from Operating Rsvs	Increased	525.00 %	8,000	50,000
1-996-00-Trfs from Capital Rsvs	New this year		-	20,000
Total Revenues		21.56 %	410,500	499,000
Expenses				
2-120-00-Perm Salaries & Wages	Increased	33.49 %	326,740	436,179
2-121-00-Part Time & Casual Wages	New this year		-	5,964
2-130-00-Benefits	Increased	35.14 %	72,895	98,507
2-131-00-WCB	Increased	36.19 %	2,111	2,875
2-220-00-Advertising	Decreased	28.57 %	700	500
2-221-00-Printing & Design	Increased	20.97 %	620	750
2-222-00-Postage & Freight	Increased	127.27 %	440	1,000
2-223-00-Telecommunications	Increased	12.50 %	4,000	4,500
2-224-00-Travel & Accommodations	Unchanged	0.00 %	5,000	5,000
2-225-00-Conferences	Unchanged	0.00 %	2,500	2,500
2-226-00-Subs & Memberships	Increased	17.65 %	8,500	10,000
2-227-00-Training & Education	Unchanged	0.00 %	38,000	38,000
2-228-00-Licences & Permits	Decreased	0.55 %	4,525	4,500
2-229-00-Accounting & Audit Fees	Not used this year		2,500	-
2-230-00-Assessment & Inspections	Decreased	3.85 %	2,600	2,500
2-233-00-Other Professional Fees	Increased	816.67 %	6,000	55,000
2-234-00-Contracted Services	Increased	4.21 %	35,600	37,100
2-235-00-Cleaning	Decreased	32.67 %	15,000	10,100
2-236-00-Building Repairs	Decreased	9.09 %	11,000	10,000
2-237-00-Equipment & Vehicle RM	Decreased	1.96 %	30,600	30,000
2-238-00-Road Repairs	New this year		-	20,000
2-240-00-Rentals	Increased	33.33 %	750	1,000
2-241-00-Insurance Premiums	Increased	3.13 %	32,000	33,000
2-245-00-Department Expense	Decreased	37.84 %	185,000	115,000
2-323-00-Food & Refreshments	Decreased	6.25 %	3,200	3,000
2-324-00-Staff Apprn & Long Serv	Unchanged	0.00 %	7,000	7,000
2-325-00-Office & Stationery	Decreased	1.61 %	5,590	5,500
2-326-00-IT Software	Decreased	0.11 %	8,710	8,700
2-327-00-IT Equipment & Supplies	Unchanged	0.00 %	500	500
2-328-00-Equipment & Furnishings	Decreased	61.63 %	13,030	5,000
2-329-00-First Aid, Safety & PPE	Increased	1.30 %	34,550	35,000
2-330-00-Janitorial Supplies	Unchanged	0.00 %	1,700	1,700
2-331-00-Uniforms	Unchanged	0.00 %	7,200	7,200

Multiple Costing Center Summary

Fire

Object	Changes	Percent Change	2021 Amount	2022 Amount
2-332-00-Chemicals	Not used this year		370	-
2-334-00-Fuel & Oil	Decreased	17.65 %	17,000	14,000
2-335-00-Parts & Accessories	Unchanged	0.00 %	14,500	14,500
2-337-00-Tools	Unchanged	0.00 %	6,000	6,000
2-338-00-Natural Gas	Increased	11.11 %	8,100	9,000
2-339-00-Power	Increased	20.00 %	15,000	18,000
2-341-00-Municipal Utilities	Increased	566.67 %	1,500	10,000
2-520-00-Interest on LT Debt	Decreased	1.98 %	55,668	54,568
2-521-00-LT Debt Principal	Increased	2.76 %	47,049	48,349
2-730-00-Taxes Write-off	Unchanged	0.00 %	25,000	25,000
2-892-00-Trfs to Other Lcl Govt	Not used this year		7,977	-
2-996-00-Trfs to Capital Rsvs	Increased	20.87 %	115,000	139,000
Total Expenses		13.05 %	1,181,725	1,335,992

Budget 5 Year Forecast

	2022	2023	2024	2025	2026
Revenues					
1-200-00-General Sales & Services	32,000	32,000	32,000	-	-
1-700-00-Donations	1,000	1,000	1,000	-	-
1-892-00-Trfs from Other Lcl Govt	396,000	402,000	409,000	-	-
1-995-00-Trfs from Operating Rsvs	50,000	-	-	-	-
1-996-00-Trfs from Capital Rsvs	20,000	-	-	-	-
Total Revenues	499,000	435,000	442,000	-	-
% Increase		(12.83%)	1.61%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	436,179	458,565	474,445	-	-
2-121-00-Part Time & Casual Wages	5,964	6,143	6,327	-	-
2-130-00-Benefits	98,507	101,966	104,434	-	-
2-131-00-WCB	2,875	3,021	3,124	-	-
2-220-00-Advertising	500	500	500	-	-
2-221-00-Printing & Design	750	750	750	-	-
2-222-00-Postage & Freight	1,000	1,000	1,000	-	-
2-223-00-Telecommunications	4,500	4,500	4,500	-	-
2-224-00-Travel & Accommodations	5,000	5,000	5,000	-	-
2-225-00-Conferences	2,500	2,500	2,500	-	-
2-226-00-Subs & Memberships	10,000	10,000	10,000	-	-
2-227-00-Training & Education	38,000	38,000	38,000	-	-
2-228-00-Licences & Permits	4,500	4,500	4,500	-	-
2-230-00-Assessment & Inspections	2,500	2,500	2,500	-	-
2-233-00-Other Professional Fees	55,000	5,000	5,000	-	-

Multiple Costing Center Summary

Fire

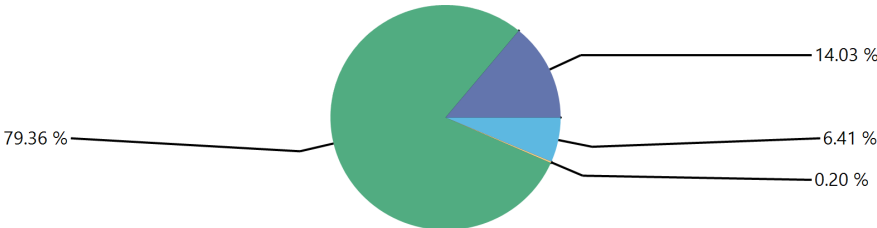
	2022	2023	2024	2025	2026
2-234-00-Contracted Services	37,100	37,100	37,100	-	-
2-235-00-Cleaning	10,100	10,100	10,100	-	-
2-236-00-Building Repairs	10,000	10,000	10,000	-	-
2-237-00-Equipment & Vehicle RM	30,000	30,000	30,000	-	-
2-238-00-Road Repairs	20,000	-	-	-	-
2-240-00-Rentals	1,000	1,000	1,000	-	-
2-241-00-Insurance Premiums	33,000	34,650	36,283	-	-
2-245-00-Department Expense	115,000	115,000	115,000	-	-
2-323-00-Food & Refreshments	3,000	3,000	3,000	-	-
2-324-00-Staff Apprn & Long Serv	7,000	7,000	7,000	-	-
2-325-00-Office & Stationery	5,500	5,500	5,500	-	-
2-326-00-IT Software	8,700	8,700	8,700	-	-
2-327-00-IT Equipment & Supplies	500	500	500	-	-
2-328-00-Equipment & Furnishings	5,000	5,000	5,000	-	-
2-329-00-First Aid, Safety & PPE	35,000	35,000	35,000	-	-
2-330-00-Janitorial Supplies	1,700	1,700	1,700	-	-
2-331-00-Uniforms	7,200	7,200	7,200	-	-
2-334-00-Fuel & Oil	14,000	14,000	14,000	-	-
2-335-00-Parts & Accessories	14,500	14,500	14,500	-	-
2-337-00-Tools	6,000	6,000	6,000	-	-
2-338-00-Natural Gas	9,000	9,450	9,922	-	-
2-339-00-Power	18,000	18,540	19,000	-	-
2-341-00-Municipal Utilities	10,000	10,300	10,609	-	-
2-520-00-Interest on LT Debt	54,568	53,042	51,679	-	-
2-521-00-LT Debt Principal	48,349	49,675	51,039	-	-
2-730-00-Taxes Write-off	25,000	25,000	25,000	-	-
2-996-00-Trfs to Capital Rsvs	139,000	141,875	144,820	-	-
Total Expenses	1,335,992	1,297,777	1,322,232	-	-
% Increase		(2.86%)	1.88%	(100.00%)	0.00%
Net Total	(836,992)	(862,777)	(880,232)	-	-

Budget Pie Charts

Multiple Costing Center Summary

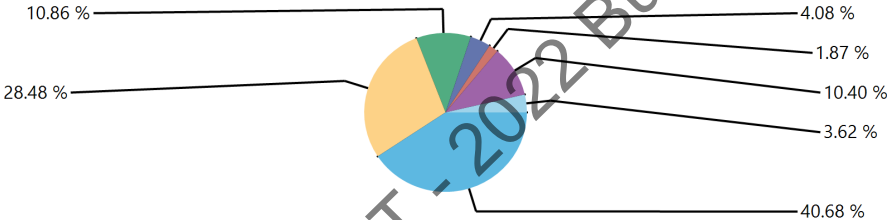
Fire

Revenues



- 1-200 - Sales and User Charges
- 1-800 - Government Transfers Revenue
- 1-700 - Other Revenue
- 1-900 - Transfer from Reserves

Expenses



- 2-100 - Salaries, Wages and Benefits
- 2-500 - Interest on Long Term Debt
- 2-200 - Contracted and General Services
- 2-700 - Other Expenses
- 2-300 - Materials, Goods, Supplies and Utilities
- 2-900 - Transfer to Reserves
- 2-521 - Principal Debt Repayments

Multiple Costing Center Summary

Emergency Management

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-892-00-Trfs from Other Lcl Govt	Unchanged	0.00 %	40,000	40,000
Total Revenues		0.00 %	40,000	40,000
Expenses				
2-120-00-Perm Salaries & Wages	Decreased	27.89 %	67,926	48,980
2-130-00-Benefits	Decreased	30.39 %	15,430	10,741
2-131-00-WCB	Decreased	27.40 %	438	318
2-220-00-Advertising	Unchanged	0.00 %	500	500
2-221-00-Printing & Design	Decreased	11.76 %	1,700	1,500
2-222-00-Postage & Freight	Not used this year		275	-
2-223-00-Telecommunications	Decreased	12.09 %	9,100	8,000
2-224-00-Travel & Accommodations	Decreased	25.00 %	2,000	1,500
2-225-00-Conferences	Unchanged	0.00 %	2,000	2,000
2-227-00-Training & Education	Decreased	35.35 %	9,000	6,000
2-233-00-Other Professional Fees	Not used this year		5,000	-
2-234-00-Contracted Services	Unchanged	0.00 %	1,500	1,500
2-240-00-Rentals	New this year		-	1,000
2-241-00-Insurance Premiums	Increased	150.00 %	800	2,000
2-323-00-Food & Refreshments	Decreased	60.00 %	2,500	1,000
2-325-00-Office & Stationery	Decreased	43.82 %	4,450	2,500
2-328-00-Equipment & Furnishings	Increased	4.17 %	2,400	2,500
Total Expenses		27.98 %	125,019	90,039

Budget 5 Year Forecast

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

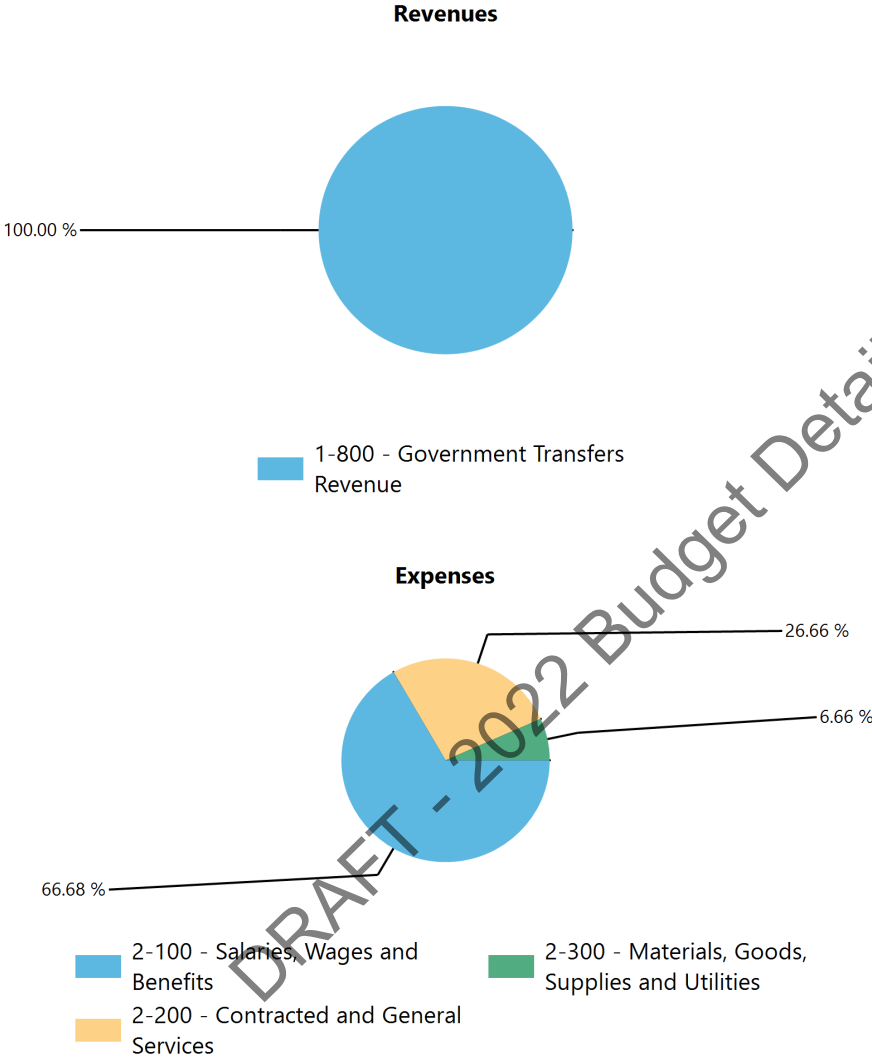
Emergency Management

	2022	2023	2024	2025	2026
Revenues					
1-892-00-Trfs from Other Lcl Govt	40,000	40,000	40,000	-	-
Total Revenues	40,000	40,000	40,000	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	48,980	51,826	53,361	-	-
2-130-00-Benefits	10,741	11,171	11,403	-	-
2-131-00-WCB	318	337	347	-	-
2-220-00-Advertising	500	500	500	-	-
2-221-00-Printing & Design	1,500	1,500	1,500	-	-
2-223-00-Telecommunications	8,000	8,000	8,000	-	-
2-224-00-Travel & Accommodations	1,500	1,500	1,500	-	-
2-225-00-Conferences	2,000	2,000	2,000	-	-
2-227-00-Training & Education	6,000	6,000	6,000	-	-
2-234-00-Contracted Services	1,500	1,500	1,500	-	-
2-240-00-Rentals	1,000	1,000	1,000	-	-
2-241-00-Insurance Premiums	2,000	2,100	2,205	-	-
2-323-00-Food & Refreshments	1,000	1,000	1,000	-	-
2-325-00-Office & Stationery	2,500	2,500	2,500	-	-
2-328-00-Equipment & Furnishings	2,500	2,500	2,500	-	-
Total Expenses	90,039	93,434	95,316	-	-
% Increase		3.77%	2.01%	(100.00%)	0.00%
Net Total	(50,039)	(53,434)	(55,316)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Emergency Management



Multiple Costing Center Summary

Common Services

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-701-00-Rebates	New this year		-	500
1-995-00-Trfs from Operating Rsvs	Not used this year		137,474	-
Total Revenues		99.64 %	137,474	500
Expenses				
2-120-00-Perm Salaries & Wages	Increased	3.68 %	123,699	128,257
2-130-00-Benefits	Increased	1.74 %	28,065	28,552
2-131-00-WCB	Increased	4.12 %	801	834
2-222-00-Postage & Freight	Decreased	21.57 %	1,275	1,000
2-223-00-Telecommunications	Increased	43.75 %	8,000	11,500
2-224-00-Travel & Accommodations	Unchanged	0.00 %	5,500	5,500
2-225-00-Conferences	Unchanged	0.00 %	3,500	3,500
2-226-00-Subs & Memberships	Unchanged	0.00 %	2,000	2,000
2-227-00-Training & Education	Decreased	6.54 %	10,700	10,000
2-228-00-Licences & Permits	Increased	67.29 %	2,690	4,500
2-230-00-Assessment & Inspections	Unchanged	0.00 %	3,000	3,000
2-234-00-Contracted Services	Decreased	95.20 %	104,134	5,000
2-235-00-Cleaning	Decreased	11.17 %	20,600	18,300
2-236-00-Building Repairs	Increased	66.67 %	3,000	5,000
2-237-00-Equipment & Vehicle RM	Increased	0.72 %	1,390	1,400
2-240-00-Rentals	Decreased	16.85 %	4,630	3,850
2-241-00-Insurance Premiums	Unchanged	0.00 %	4,000	4,000
2-322-00-Promotional	Decreased	46.15 %	65,000	35,000
2-323-00-Food & Refreshments	Decreased	33.33 %	3,000	2,000
2-325-00-Office & Stationery	Increased	1.01 %	4,950	5,000
2-326-00-IT Software	Increased	20.00 %	5,000	6,000
2-327-00-IT Equipment & Supplies	Not used this year		900	-
2-328-00-Equipment & Furnishings	Decreased	33.24 %	7,490	5,000
2-329-00-First Aid, Safety & PPE	Increased	45.24 %	6,885	10,000
2-330-00-Janitorial Supplies	Decreased	4.46 %	7,850	7,500
2-331-00-Uniforms	Decreased	20.00 %	1,250	1,000
2-332-00-Chemicals	Unchanged	0.00 %	800	800
2-335-00-Parts & Accessories	Decreased	73.64 %	11,380	3,000
2-337-00-Tools	Decreased	6.02 %	1,330	1,250
2-338-00-Natural Gas	Decreased	1.41 %	7,100	7,000
2-339-00-Power	Decreased	25.71 %	17,500	13,000
2-341-00-Municipal Utilities	Unchanged	0.00 %	1,500	1,500
2-520-00-Interest on LT Debt	Decreased	17.62 %	1,629	1,342
2-521-00-LT Debt Principal	Increased	3.64 %	7,906	8,194
2-996-00-Trfs to Capital Rsvs	Unchanged	0.00 %	25,000	25,000
Total Expenses		26.75 %	503,454	368,779

Multiple Costing Center Summary

Common Services

Budget 5 Year Forecast

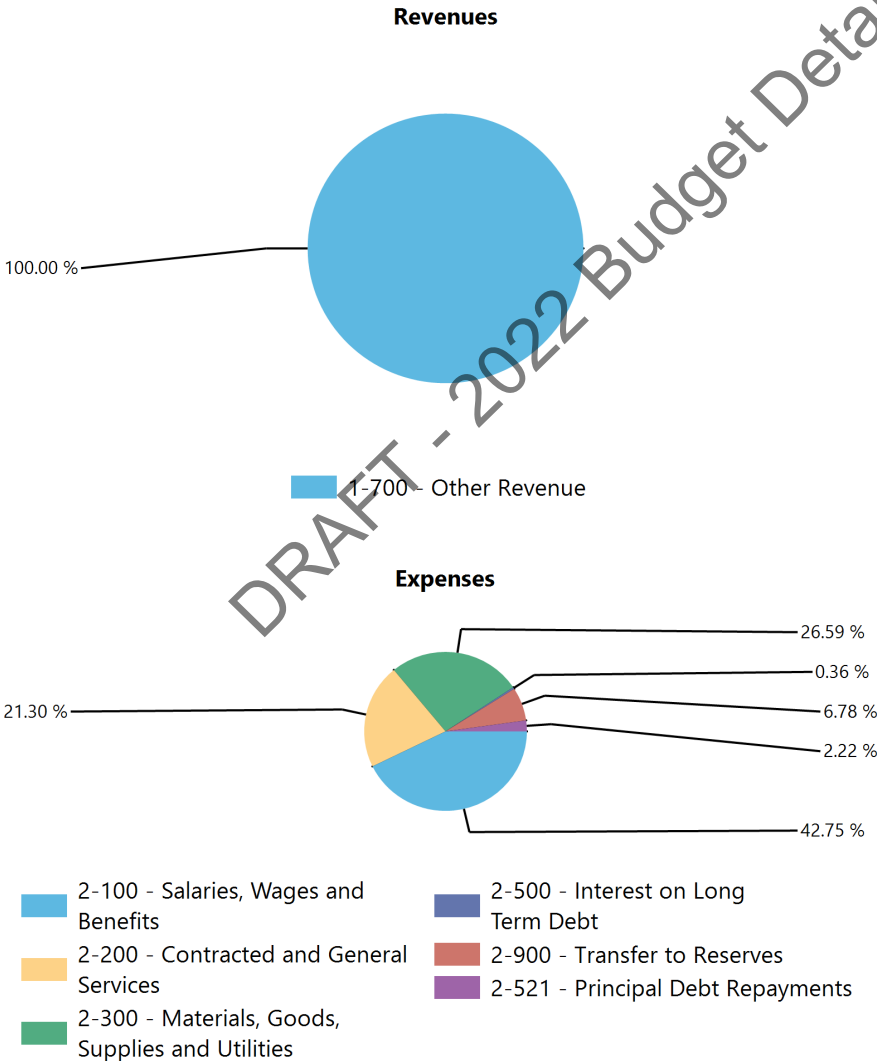
	2022	2023	2024	2025	2026
Revenues					
1-701-00-Rebates	500	500	500	-	-
Total Revenues	500	500	500	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	128,257	133,517	137,518	-	-
2-130-00-Benefits	28,552	29,345	29,946	-	-
2-131-00-WCB	834	868	893	-	-
2-222-00-Postage & Freight	1,000	1,000	1,000	-	-
2-223-00-Telecommunications	11,500	11,500	11,500	-	-
2-224-00-Travel & Accommodations	5,500	5,500	5,500	-	-
2-225-00-Conferences	3,500	3,500	3,500	-	-
2-226-00-Subs & Memberships	2,000	2,000	2,000	-	-
2-227-00-Training & Education	10,000	10,000	10,000	-	-
2-228-00-Licences & Permits	4,500	4,500	4,500	-	-
2-230-00-Assessment & Inspections	3,000	3,000	3,000	-	-
2-234-00-Contracted Services	5,000	5,000	5,000	-	-
2-235-00-Cleaning	18,300	18,300	18,300	-	-
2-236-00-Building Repairs	5,000	5,000	5,000	-	-
2-237-00-Equipment & Vehicle RM	1,400	1,400	1,400	-	-
2-240-00-Rentals	3,850	3,850	3,850	-	-
2-241-00-Insurance Premiums	4,000	4,200	4,410	-	-
2-322-00-Promotional	35,000	35,000	35,000	-	-
2-323-00-Food & Refreshments	2,000	2,000	2,000	-	-
2-325-00-Office & Stationery	5,000	5,000	5,000	-	-
2-326-00-IT Software	6,000	6,000	6,000	-	-
2-328-00-Equipment & Furnishings	5,000	5,000	5,000	-	-
2-329-00-First Aid, Safety & PPE	10,000	10,000	10,000	-	-
2-330-00-Janitorial Supplies	7,500	7,500	7,500	-	-
2-331-00-Uniforms	1,000	1,000	1,000	-	-
2-332-00-Chemicals	800	800	800	-	-
2-335-00-Parts & Accessories	3,000	3,000	3,000	-	-
2-337-00-Tools	1,250	1,250	1,250	-	-
2-338-00-Natural Gas	7,000	7,350	7,717	-	-
2-339-00-Power	13,000	13,390	13,500	-	-
2-341-00-Municipal Utilities	1,500	1,545	1,591	-	-
2-520-00-Interest on LT Debt	1,342	1,045	736	-	-
2-521-00-LT Debt Principal	8,194	8,491	8,799	-	-

Multiple Costing Center Summary

Common Services

	2022	2023	2024	2025	2026
2-996-00-Trfs to Capital Rsvs	25,000	25,625	26,300	-	-
Total Expenses	368,779	376,476	382,510	-	-
% Increase		2.09%	1.60%	(100.00%)	0.00%
Net Total	(368,279)	(375,976)	(382,010)	-	-

Budget Pie Charts



Multiple Costing Center Summary

Fleet

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Expenses				
2-120-00-Perm Salaries & Wages	Increased	3.19 %	175,099	180,685
2-130-00-Benefits	Increased	1.94 %	40,331	41,115
2-131-00-WCB	Increased	3.80 %	1,131	1,174
2-133-00-Tool Allowance	Unchanged	0.00 %	3,640	3,640
2-222-00-Postage & Freight	Unchanged	0.00 %	1,500	1,500
2-223-00-Telecommunications	Increased	25.00 %	600	750
2-224-00-Travel & Accommodations	Unchanged	0.00 %	2,000	2,000
2-226-00-Subs & Memberships	Decreased	20.00 %	2,500	2,000
2-227-00-Training & Education	Decreased	20.00 %	5,000	4,000
2-228-00-Licences & Permits	Decreased	11.76 %	1,700	1,500
2-230-00-Assessment & Inspections	Increased	40.45 %	5,340	7,500
2-237-00-Equipment & Vehicle RM	Unchanged	0.00 %	10,000	10,000
2-240-00-Rentals	Increased	44.23 %	1,040	1,500
2-241-00-Insurance Premiums	Increased	2.22 %	22,500	23,000
2-325-00-Office & Stationery	Decreased	50.00 %	1,000	500
2-326-00-IT Software	Increased	200.00 %	1,000	3,000
2-327-00-IT Equipment & Supplies	Unchanged	0.00 %	9,000	9,000
2-331-00-Uniforms	Unchanged	0.00 %	600	600
2-334-00-Fuel & Oil	Decreased	4.76 %	105,000	100,000
2-335-00-Parts & Accessories	Unchanged	0.00 %	105,000	105,000
2-336-00-Shop Supplies	New this year		-	5,000
2-337-00-Tools	Increased	4.82 %	2,385	2,500
2-520-00-Interest on LT Debt	Decreased	29.12 %	8,204	5,815
2-521-00-LT Debt Principal	Increased	4.33 %	55,258	57,648
2-996-00-Trfs to Capital Rsvs	Increased	110.00 %	100,000	210,000
Total Expenses		18.13 %	659,828	779,427

Budget 5 Year Forecast

Multiple Costing Center Summary

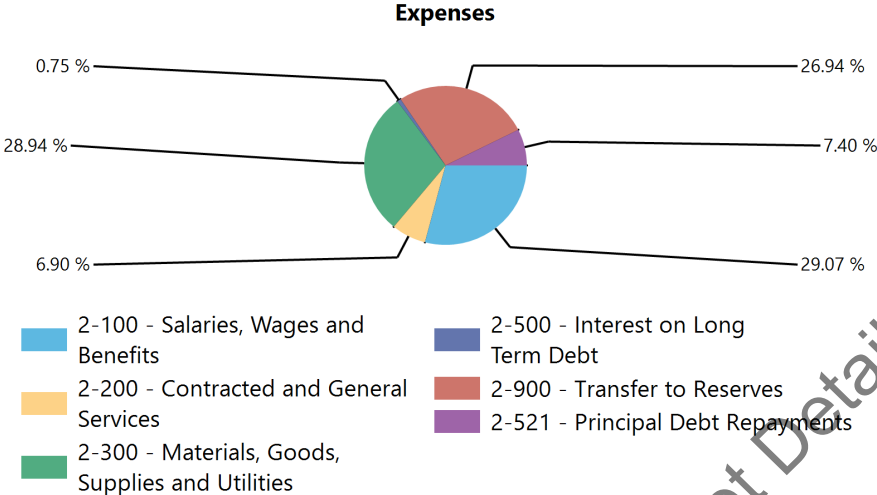
Fleet

	2022	2023	2024	2025	2026
Expenses					
2-120-00-Perm Salaries & Wages	180,685	188,313	195,549	-	-
2-130-00-Benefits	41,115	42,256	43,338	-	-
2-131-00-WCB	1,174	1,224	1,272	-	-
2-133-00-Tool Allowance	3,640	3,640	3,640	-	-
2-222-00-Postage & Freight	1,500	1,500	1,500	-	-
2-223-00-Telecommunications	750	750	750	-	-
2-224-00-Travel & Accommodations	2,000	2,000	2,000	-	-
2-226-00-Subs & Memberships	2,000	2,000	2,000	-	-
2-227-00-Training & Education	4,000	4,000	4,000	-	-
2-228-00-Licences & Permits	1,500	1,500	1,500	-	-
2-230-00-Assessment & Inspections	7,500	7,500	7,500	-	-
2-237-00-Equipment & Vehicle RM	10,000	10,000	10,000	-	-
2-240-00-Rentals	1,500	1,500	1,500	-	-
2-241-00-Insurance Premiums	23,000	23,500	25,357	-	-
2-325-00-Office & Stationery	500	500	500	-	-
2-326-00-IT Software	3,000	3,000	3,000	-	-
2-327-00-IT Equipment & Supplies	9,000	9,000	9,000	-	-
2-331-00-Uniforms	600	600	600	-	-
2-334-00-Fuel & Oil	100,000	100,000	100,000	-	-
2-335-00-Parts & Accessories	105,000	105,000	105,000	-	-
2-336-00-Shop Supplies	5,000	5,000	5,000	-	-
2-337-00-Tools	2,500	2,500	2,500	-	-
2-520-00-Interest on LT Debt	5,815	3,326	1,102	-	-
2-521-00-LT Debt Principal	57,648	60,222	29,492	-	-
2-996-00-Trfs to Capital Rsvs	210,000	215,250	220,600	-	-
Total Expenses	779,427	794,081	776,700	-	-
% Increase		1.88%	(2.19%)	(100.00%)	0.00%
Net Total	(779,427)	(794,081)	(776,700)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Fleet



DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Roads

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-891-00-Trfs from Prov Govt	Not used this year		95,000	-
1-996-00-Trfs from Capital Rsvs	Increased	25.33 %	296,388	371,475
Total Revenues		5.09 %	391,388	371,475
Expenses				
2-120-00-Perm Salaries & Wages	Increased	9.75 %	366,981	402,774
2-122-00-Seasonal Wages	Increased	2.43 %	57,242	58,632
2-130-00-Benefits	Increased	13.12 %	89,347	101,068
2-131-00-WCB	Increased	9.56 %	2,740	3,002
2-222-00-Postage & Freight	Not used this year		1,000	-
2-223-00-Telecommunications	Unchanged	0.00 %	3,500	3,500
2-224-00-Travel & Accommodations	Unchanged	0.00 %	2,000	2,000
2-225-00-Conferences	Unchanged	0.00 %	1,000	1,000
2-226-00-Subs & Memberships	Increased	35.33 %	750	1,000
2-234-00-Contracted Services	Increased	27.64 %	299,675	382,500
2-240-00-Rentals	Increased	2.93 %	6,315	6,500
2-241-00-Insurance Premiums	Increased	5.26 %	13,300	14,000
2-328-00-Equipment & Furnishings	Not used this year		600	-
2-329-00-First Aid, Safety & PPE	Not used this year		4,200	-
2-331-00-Uniforms	Decreased	39.76 %	3,320	2,000
2-332-00-Chemicals	Unchanged	0.00 %	8,000	8,000
2-333-00-Construction Materials	Increased	4.60 %	87,000	91,000
2-335-00-Parts & Accessories	Increased	2.34 %	17,100	17,500
2-337-00-Tools	Unchanged	0.00 %	6,400	6,400
2-339-00-Power	Increased	12.62 %	257,500	290,000
2-520-00-Interest on LT Debt	Decreased	56.64 %	12,130	5,259
2-521-00-LT Debt Principal	Increased	2.29 %	304,910	311,893
2-996-00-Trfs to Capital Rsvs	Increased	90.00 %	100,000	190,000
Total Expenses		15.38 %	1,645,010	1,898,028

Budget 5 Year Forecast

Multiple Costing Center Summary

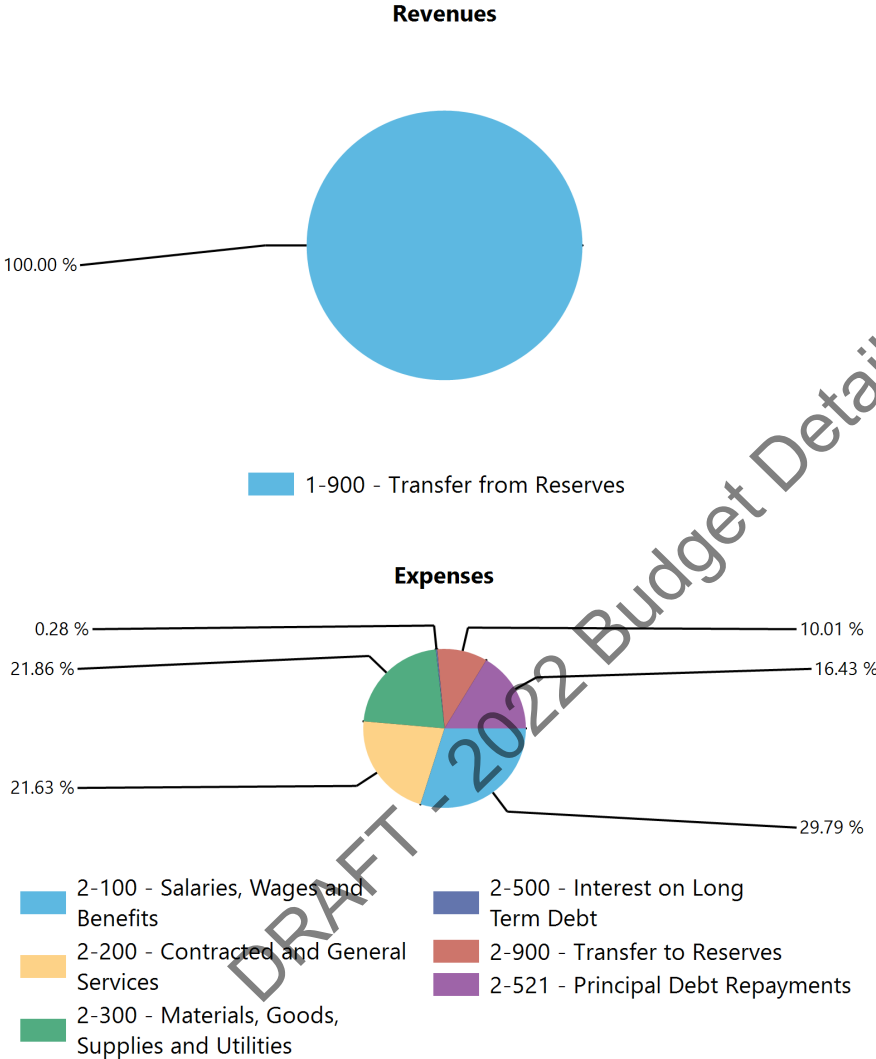
Roads

	2022	2023	2024	2025	2026
Revenues					
1-996-00-Trfs from Capital Rsvs	371,475	75,000	75,000	-	-
Total Revenues	371,475	75,000	75,000	-	-
% Increase		(79.81%)	0.00%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	402,774	422,449	441,690	-	-
2-122-00-Seasonal Wages	58,632	60,391	62,201	-	-
2-130-00-Benefits	101,068	104,191	107,257	-	-
2-131-00-WCB	3,002	3,142	3,274	-	-
2-223-00-Telecommunications	3,500	3,500	3,500	-	-
2-224-00-Travel & Accommodations	2,000	2,000	2,000	-	-
2-225-00-Conferences	1,000	1,000	1,000	-	-
2-226-00-Subs & Memberships	1,000	1,000	1,000	-	-
2-234-00-Contracted Services	382,500	382,500	382,500	-	-
2-240-00-Rentals	6,500	6,500	6,500	-	-
2-241-00-Insurance Premiums	14,000	14,550	14,805	-	-
2-331-00-Uniforms	2,000	2,000	2,000	-	-
2-332-00-Chemicals	8,000	8,000	8,000	-	-
2-333-00-Construction Materials	91,000	96,000	101,000	-	-
2-335-00-Parts & Accessories	17,500	17,500	17,500	-	-
2-337-00-Tools	6,400	6,400	6,400	-	-
2-339-00-Power	290,000	295,000	298,555	-	-
2-520-00-Interest on LT Debt	5,259	-	-	-	-
2-521-00-LT Debt Principal	311,893	-	-	-	-
2-996-00-Trfs to Capital Rsvs	190,000	190,000	190,000	-	-
Total Expenses	1,898,028	1,616,123	1,649,182	-	-
% Increase		(14.85%)	2.05%	(100.00%)	0.00%
Net Total	(1,526,553)	(1,541,123)	(1,574,182)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Roads



Multiple Costing Center Summary

Water

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-200-00-General Sales & Services	Decreased	4.19 %	20,875	20,000
1-205-00-Department Sales (1)	Unchanged	0.00 %	35,000	35,000
1-210-00-Basic	Increased	1.10 %	905,000	915,000
1-211-00-Consumption	Increased	3.76 %	987,883	1,025,000
1-212-00-Bulk	Increased	6.38 %	94,000	100,000
1-400-00-Interest & Penalties	Increased	12.50 %	4,000	4,500
1-893-00-Trfs from Lcl Bds & Agcs	Increased	6.82 %	11,000	11,750
Total Revenues		2.60 %	2,057,758	2,111,250
Expenses				
2-120-00-Perm Salaries & Wages	Increased	27.37 %	151,424	192,872
2-122-00-Seasonal Wages	Increased	0.39 %	5,958	5,981
2-130-00-Benefits	Increased	32.85 %	34,070	45,261
2-131-00-WCB	Increased	27.01 %	1,018	1,293
2-222-00-Postage & Freight	Decreased	29.41 %	8,500	6,000
2-223-00-Telecommunications	Decreased	14.29 %	3,500	3,000
2-224-00-Travel & Accommodations	Decreased	9.09 %	5,500	5,000
2-225-00-Conferences	Unchanged	0.00 %	2,000	2,000
2-226-00-Subs & Memberships	Increased	33.33 %	750	1,000
2-227-00-Training & Education	Decreased	38.46 %	6,500	4,000
2-230-00-Assessment & Inspections	Unchanged	0.00 %	2,500	2,500
2-233-00-Other Professional Fees	Not used this year		2,375	-
2-234-00-Contracted Services	Increased	64.52 %	90,870	149,500
2-236-00-Building Repairs	Increased	900.00 %	1,000	10,000
2-237-00-Equipment & Vehicle RM	Not used this year		8,800	-
2-240-00-Rentals	Increased	49.25 %	1,340	2,000
2-241-00-Insurance Premiums	Increased	2.22 %	22,500	23,000
2-325-00-Office & Stationery	Decreased	72.97 %	1,850	500
2-326-00-IT Software	Unchanged	0.00 %	3,000	3,000
2-327-00-IT Equipment & Supplies	Not used this year		900	-
2-328-00-Equipment & Furnishings	Increased	7.91 %	695	750
2-331-00-Uniforms	Unchanged	0.00 %	1,200	1,200
2-332-00-Chemicals	Increased	155.59 %	1,565	4,000
2-335-00-Parts & Accessories	Unchanged	0.00 %	28,000	28,000
2-337-00-Tools	Increased	6.54 %	3,285	3,500
2-338-00-Natural Gas	Decreased	44.44 %	18,000	10,000
2-339-00-Power	Unchanged	0.00 %	45,000	45,000
2-340-00-Water	Increased	2.50 %	800,000	820,000
2-341-00-Municipal Utilities	Increased	11.11 %	1,350	1,500
2-345-00-Water Meters	Decreased	20.45 %	44,000	35,000
2-996-00-Trfs to Capital Rsvs	Increased	30.77 %	325,000	425,000
Total Expenses		12.85 %	1,622,450	1,830,857

Multiple Costing Center Summary

Water

Budget 5 Year Forecast

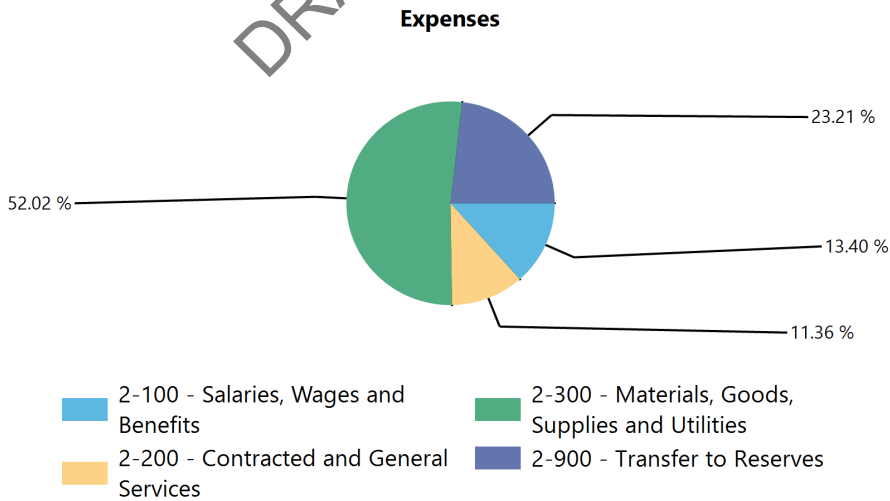
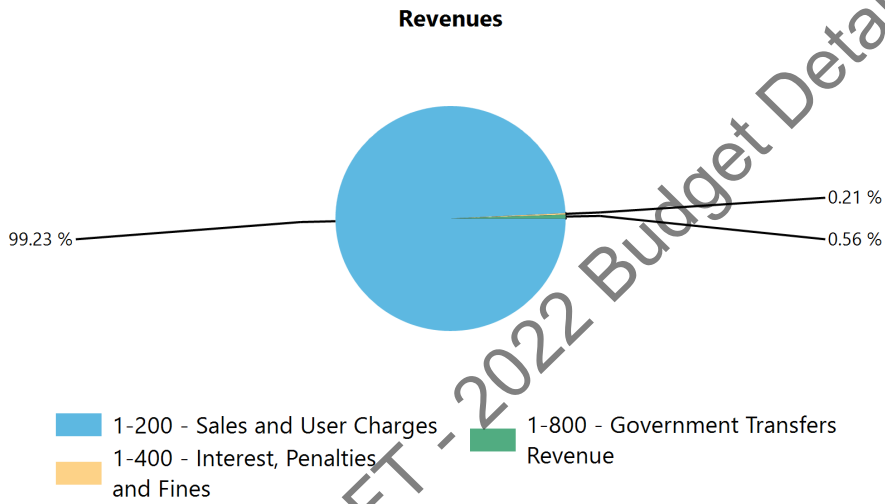
	2022	2023	2024	2025	2026
Revenues					
1-200-00-General Sales & Services	20,000	20,000	20,000	-	-
1-205-00-Department Sales (1)	35,000	35,000	35,000	-	-
1-210-00-Basic	915,000	925,000	935,000	-	-
1-211-00-Consumption	1,025,000	1,030,000	1,035,000	-	-
1-212-00-Bulk	100,000	100,000	100,000	-	-
1-400-00-Interest & Penalties	4,500	4,500	4,500	-	-
1-893-00-Trfs from Lcl Bds & Agcs	11,750	12,000	12,250	-	-
Total Revenues	2,111,250	2,126,500	2,141,750	-	-
% Increase		0.72%	0.72%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	192,872	200,586	207,433	-	-
2-122-00-Seasonal Wages	5,981	6,286	6,474	-	-
2-130-00-Benefits	45,261	46,475	47,530	-	-
2-131-00-WCB	1,293	1,344	1,390	-	-
2-222-00-Postage & Freight	6,000	6,000	6,000	-	-
2-223-00-Telecommunications	3,000	3,000	3,000	-	-
2-224-00-Travel & Accommodations	5,000	5,000	5,000	-	-
2-225-00-Conferences	2,000	2,000	2,000	-	-
2-226-00-Subs & Memberships	1,000	1,000	1,000	-	-
2-227-00-Training & Education	4,000	4,000	4,000	-	-
2-230-00-Assessment & Inspections	2,500	2,500	2,500	-	-
2-234-00-Contracted Services	149,500	154,500	159,500	-	-
2-236-00-Building Repairs	10,000	10,000	10,000	-	-
2-240-00-Rentals	2,000	2,000	2,000	-	-
2-241-00-Insurance Premiums	23,000	23,500	24,000	-	-
2-325-00-Office & Stationery	500	500	500	-	-
2-326-00-IT Software	3,000	3,000	3,000	-	-
2-328-00-Equipment & Furnishings	750	750	750	-	-
2-331-00-Uniforms	1,200	1,200	1,200	-	-
2-332-00-Chemicals	4,000	4,000	4,000	-	-
2-335-00-Parts & Accessories	28,000	28,000	28,000	-	-
2-337-00-Tools	3,500	3,500	3,500	-	-
2-338-00-Natural Gas	10,000	10,500	11,025	-	-
2-339-00-Power	45,000	45,000	47,500	-	-
2-340-00-Water	820,000	825,000	830,000	-	-
2-341-00-Municipal Utilities	1,500	1,545	1,591	-	-
2-345-00-Water Meters	35,000	35,000	35,000	-	-

Multiple Costing Center Summary

Water

	2022	2023	2024	2025	2026
2-996-00-Trfs to Capital Rsvs	425,000	500,000	525,000	-	-
Total Expenses	1,830,857	1,926,186	1,972,893	-	-
% Increase		5.21%	2.42%	(100.00%)	0.00%
Net Total	280,393	200,314	168,857	-	-

Budget Pie Charts



Multiple Costing Center Summary

Sewer

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-210-00-Basic	Increased	34.80 %	609,801	822,000
1-211-00-Consumption	Increased	6.57 %	633,360	675,000
1-400-00-Interest & Penalties	Unchanged	0.00 %	2,500	2,500
Total Revenues		20.38 %	1,245,661	1,499,500
Expenses				
2-120-00-Perm Salaries & Wages	Increased	25.99 %	151,424	190,781
2-122-00-Seasonal Wages	Increased	0.40 %	5,958	5,982
2-130-00-Benefits	Increased	28.84 %	34,070	43,895
2-131-00-WCB	Increased	26.13 %	1,014	1,279
2-222-00-Postage & Freight	Decreased	25.00 %	8,000	6,000
2-223-00-Telecommunications	Increased	13.64 %	1,100	1,250
2-230-00-Assessment & Inspections	Unchanged	0.00 %	10,000	10,000
2-234-00-Contracted Services	Increased	1.07 %	280,500	283,500
2-236-00-Building Repairs	New this year		-	10,000
2-237-00-Equipment & Vehicle RM	Not used this year		4,000	-
2-240-00-Rentals	Not used this year		1,000	-
2-241-00-Insurance Premiums	Increased	2.48 %	12,100	12,400
2-325-00-Office & Stationery	Decreased	72.22 %	1,800	500
2-328-00-Equipment & Furnishings	Not used this year		5,000	-
2-329-00-First Aid, Safety & PPE	Not used this year		250	-
2-332-00-Chemicals	Decreased	31.97 %	7,350	5,000
2-334-00-Fuel & Oil	Not used this year		1,500	-
2-335-00-Parts & Accessories	Unchanged	0.00 %	13,500	13,500
2-337-00-Tools	Unchanged	0.00 %	1,000	1,000
2-338-00-Natural Gas	Decreased	23.08 %	13,000	10,000
2-339-00-Power	Decreased	6.12 %	122,500	115,000
2-520-00-Interest on LT Debt	Increased	543.04 %	11,967	76,953
2-521-00-LT Debt Principal	Increased	488.00 %	21,593	126,966
2-996-00-Trfs to Capital Rsvs	Decreased	25.60 %	336,000	250,000
Total Expenses		11.43 %	1,044,626	1,164,006

Budget 5 Year Forecast

Multiple Costing Center Summary

Sewer

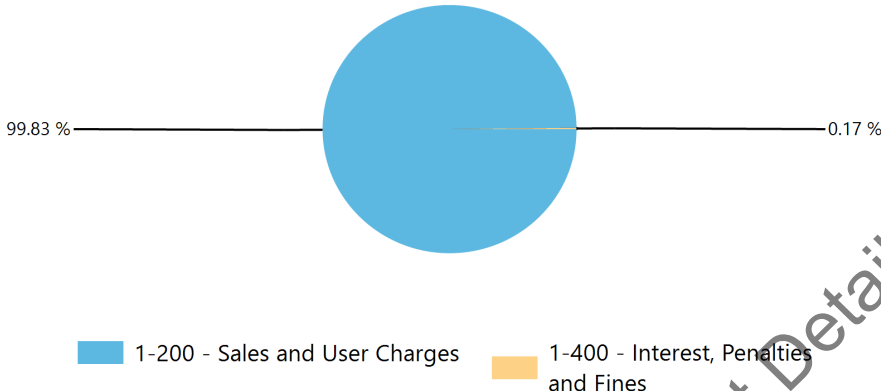
	2022	2023	2024	2025	2026
Revenues					
1-210-00-Basic	822,000	1,040,000	1,050,000	-	-
1-211-00-Consumption	675,000	687,500	700,000	-	-
1-400-00-Interest & Penalties	2,500	2,500	2,500	-	-
Total Revenues	1,499,500	1,730,000	1,752,500	-	-
% Increase		15.37%	1.30%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	190,781	232,955	241,698	-	-
2-122-00-Seasonal Wages	5,982	6,286	6,474	-	-
2-130-00-Benefits	43,895	55,037	56,389	-	-
2-131-00-WCB	1,279	1,555	1,613	-	-
2-222-00-Postage & Freight	6,000	6,000	6,000	-	-
2-223-00-Telecommunications	1,250	1,250	1,250	-	-
2-230-00-Assessment & Inspections	10,000	10,000	10,000	-	-
2-234-00-Contracted Services	283,500	286,000	288,500	-	-
2-236-00-Building Repairs	10,000	10,000	10,000	-	-
2-241-00-Insurance Premiums	12,400	15,000	16,000	-	-
2-325-00-Office & Stationery	500	500	500	-	-
2-332-00-Chemicals	5,000	5,000	5,000	-	-
2-335-00-Parts & Accessories	13,500	13,500	13,500	-	-
2-337-00-Tools	1,000	1,000	1,000	-	-
2-338-00-Natural Gas	10,000	10,500	11,025	-	-
2-339-00-Power	115,000	115,000	115,000	-	-
2-520-00-Interest on LT Debt	76,953	136,667	127,957	-	-
2-521-00-LT Debt Principal	126,966	237,611	246,321	-	-
2-996-00-Trfs to Capital Rsvs	250,000	255,000	260,000	-	-
Total Expenses	1,164,006	1,398,861	1,418,227	-	-
% Increase		20.18%	1.38%	(100.00%)	0.00%
Net Total	335,494	331,139	334,273	-	-

Budget Pie Charts

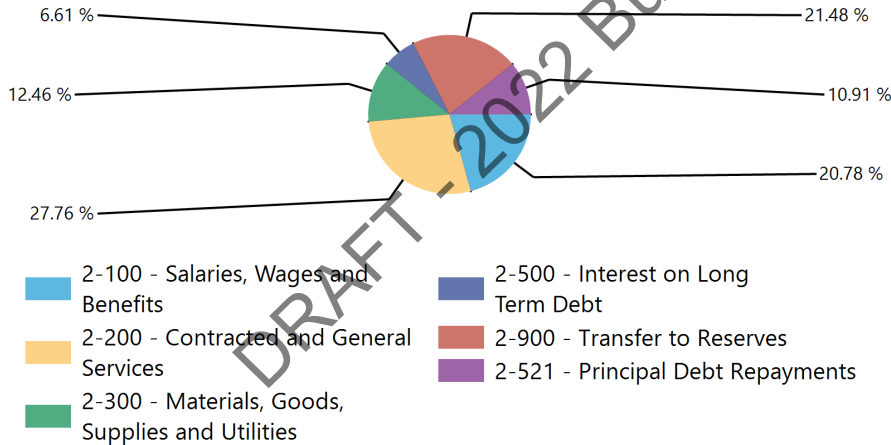
Multiple Costing Center Summary

Sewer

Revenues



Expenses



DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Garbage

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-210-00-Basic	Increased	0.80 %	1,130,925	1,140,000
1-400-00-Interest & Penalties	Unchanged	0.00 %	2,000	2,000
Total Revenues		0.80 %	1,132,925	1,142,000
Expenses				
2-120-00-Perm Salaries & Wages	Decreased	8.34 %	40,627	37,239
2-130-00-Benefits	Decreased	7.11 %	9,514	8,838
2-131-00-WCB	Decreased	7.63 %	262	242
2-222-00-Postage & Freight	Decreased	20.00 %	7,500	6,000
2-234-00-Contracted Services	Increased	4.50 %	735,860	769,000
2-237-00-Equipment & Vehicle RM	Not used this year		2,500	-
2-241-00-Insurance Premiums	Increased	185.71 %	700	2,000
2-325-00-Office & Stationery	Decreased	42.86 %	1,750	1,000
2-326-00-IT Software	Increased	4.84 %	6,200	6,500
2-328-00-Equipment & Furnishings	Not used this year		12,500	-
2-996-00-Trfs to Capital Rsvs	Increased	60.00 %	25,000	40,000
Total Expenses		3.37 %	842,413	870,819

Budget 5 Year Forecast

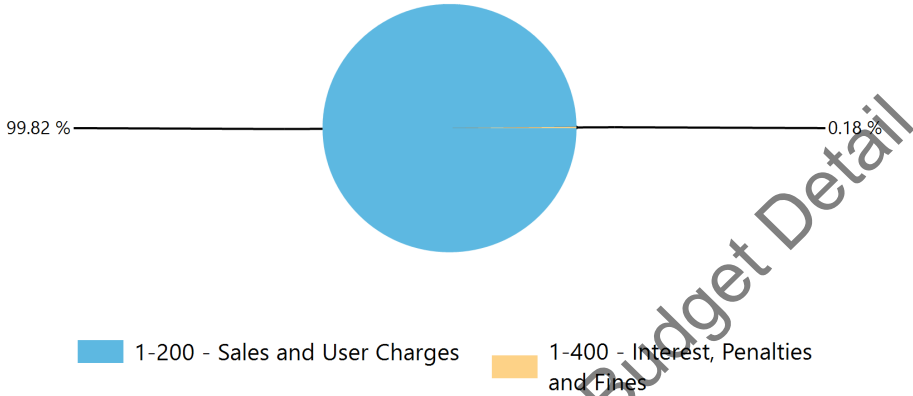
	2022	2023	2024	2025	2026
Revenues					
1-210-00-Basic	1,140,000	1,150,000	1,160,000	-	-
1-400-00-Interest & Penalties	2,000	2,000	2,000	-	-
Total Revenues	1,142,000	1,152,000	1,162,000	-	-
% Increase		0.88%	0.87%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	37,239	39,258	40,708	-	-
2-130-00-Benefits	8,838	9,148	9,372	-	-
2-131-00-WCB	242	255	265	-	-
2-222-00-Postage & Freight	6,000	6,000	6,000	-	-
2-234-00-Contracted Services	769,000	774,000	779,000	-	-
2-241-00-Insurance Premiums	2,000	2,100	2,205	-	-
2-325-00-Office & Stationery	1,000	1,000	1,000	-	-
2-326-00-IT Software	6,500	6,750	7,000	-	-
2-996-00-Trfs to Capital Rsvs	40,000	40,000	40,000	-	-
Total Expenses	870,819	878,511	885,550	-	-
% Increase		0.88%	0.80%	(100.00%)	0.00%
Net Total	271,181	273,489	276,450	-	-

Multiple Costing Center Summary

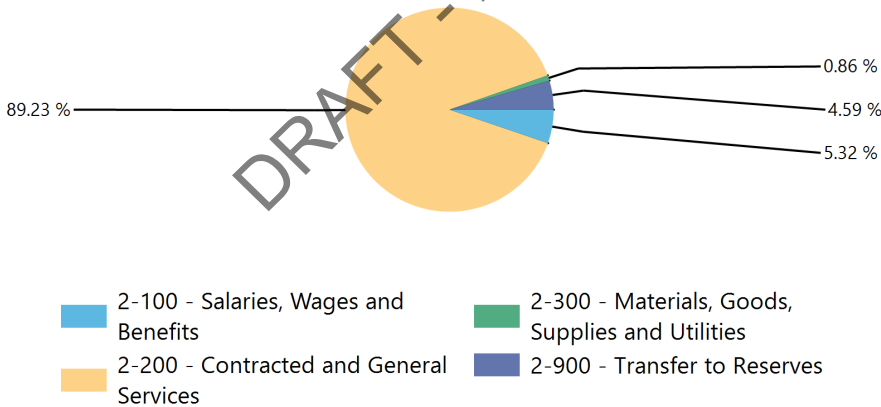
Garbage

Budget Pie Charts

Revenues



Expenses



DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Storm

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-210-00-Basic	Increased	0.84 %	327,259	330,000
1-996-00-Trfs from Capital Rsvs	Increased	74.35 %	35,944	62,670
Total Revenues		8.11 %	363,203	392,670
Expenses				
2-120-00-Perm Salaries & Wages	Decreased	28.97 %	93,056	66,097
2-122-00-Seasonal Wages	Increased	0.40 %	2,979	2,991
2-130-00-Benefits	Decreased	26.13 %	21,040	15,542
2-131-00-WCB	Decreased	27.74 %	620	448
2-222-00-Postage & Freight	New this year		-	6,000
2-223-00-Telecommunications	Unchanged	0.00 %	1,000	1,000
2-234-00-Contracted Services	Increased	113.15 %	32,700	69,700
2-237-00-Equipment & Vehicle RM	Not used this year		20,000	-
2-240-00-Rentals	Decreased	50.00 %	20,000	10,000
2-241-00-Insurance Premiums	Increased	11.11 %	3,600	4,000
2-335-00-Parts & Accessories	Increased	33.33 %	15,000	20,000
2-338-00-Natural Gas	New this year		-	1,000
2-339-00-Power	Increased	100.00 %	5,000	10,000
2-340-00-Water	Unchanged	0.00 %	6,000	6,000
2-520-00-Interest on LT Debt	Decreased	11.24 %	35,559	31,563
2-521-00-LT Debt Principal	Increased	6.42 %	62,255	66,253
2-892-00-Trfs to Other Lcl Govt	Increased	73.54 %	15,944	27,670
2-996-00-Trfs to Capital Rsvs	Decreased	2.22 %	225,000	220,000
Total Expenses		0.27 %	559,753	558,264

Budget 5 Year Forecast

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

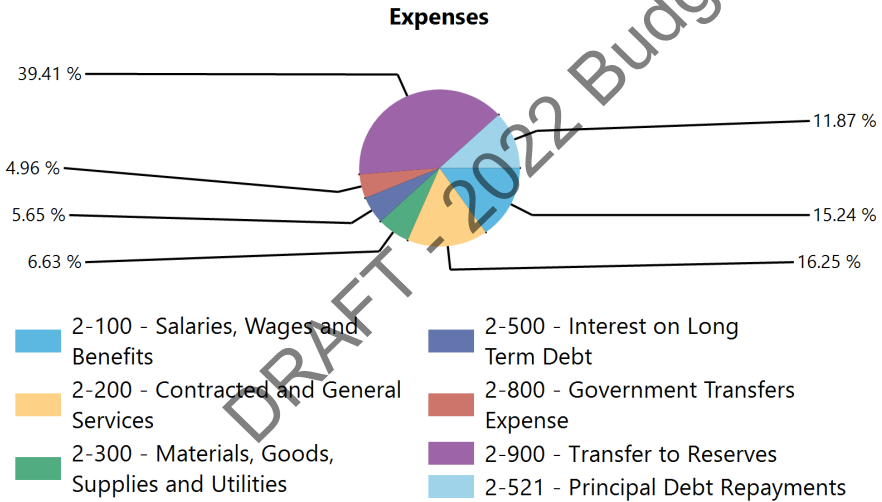
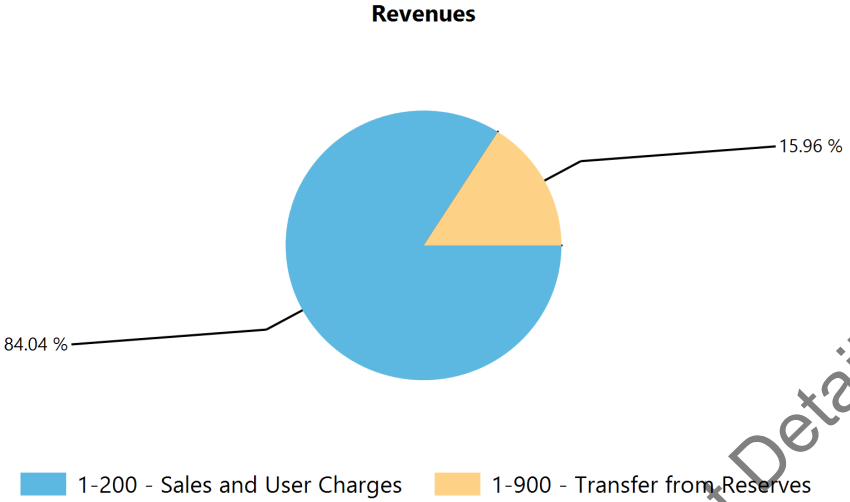
Storm

	2022	2023	2024	2025	2026
Revenues					
1-210-00-Basic	330,000	333,000	336,000	-	-
1-996-00-Trfs from Capital Rsvs	62,670	253,454	175,484	-	-
Total Revenues	392,670	586,454	511,484	-	-
% Increase		49.35%	(12.78%)	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	66,097	69,214	71,460	-	-
2-122-00-Seasonal Wages	2,991	3,142	3,237	-	-
2-130-00-Benefits	15,542	16,034	16,388	-	-
2-131-00-WCB	448	470	487	-	-
2-222-00-Postage & Freight	6,000	6,000	6,000	-	-
2-223-00-Telecommunications	1,000	1,000	1,000	-	-
2-234-00-Contracted Services	69,700	34,700	34,700	-	-
2-240-00-Rentals	10,000	10,000	10,000	-	-
2-241-00-Insurance Premiums	4,000	4,200	4,410	-	-
2-335-00-Parts & Accessories	20,000	20,000	20,000	-	-
2-338-00-Natural Gas	1,000	1,050	1,102	-	-
2-339-00-Power	10,000	10,300	10,609	-	-
2-340-00-Water	6,000	6,000	6,000	-	-
2-520-00-Interest on LT Debt	31,563	27,388	22,948	-	-
2-521-00-LT Debt Principal	66,253	70,428	74,867	-	-
2-892-00-Trfs to Other Lcl Govt	27,670	253,454	175,484	-	-
2-996-00-Trfs to Capital Rsvs	220,000	225,000	230,000	-	-
Total Expenses	558,264	758,380	688,692	-	-
% Increase		35.85%	(9.19%)	(100.00%)	0.00%
Net Total	(165,594)	(171,926)	(177,208)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Storm



DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Cemetery

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-205-00-Department Sales (1)	Unchanged	0.00 %	10,000	10,000
1-206-00-Department Sales (2)	Increased	25.00 %	4,000	5,000
1-207-00-Department Sales (3)	Unchanged	0.00 %	13,000	13,000
Total Revenues		3.70 %	27,000	28,000
Expenses				
2-120-00-Perm Salaries & Wages	Increased	2.82 %	28,507	29,311
2-130-00-Benefits	Increased	1.08 %	6,492	6,562
2-131-00-WCB	Increased	3.26 %	184	190
2-241-00-Insurance Premiums	Increased	233.33 %	600	2,000
2-335-00-Parts & Accessories	Unchanged	0.00 %	6,000	6,000
2-337-00-Tools	Not used this year		250	-
2-341-00-Municipal Utilities	Unchanged	0.00 %	4,000	4,000
2-996-00-Trfs to Capital Rsvs	Increased	2.46 %	24,400	25,000
Total Expenses		3.73 %	70,433	73,063

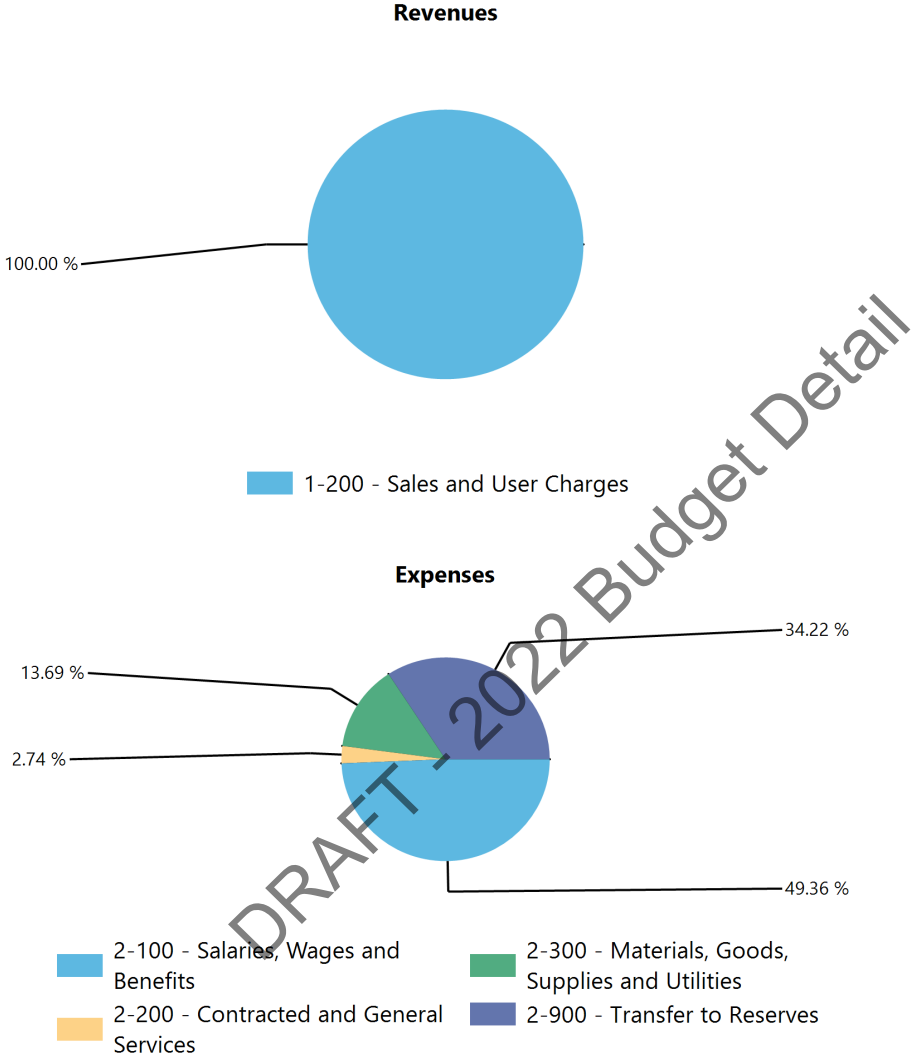
Budget 5 Year Forecast

	2022	2023	2024	2025	2026
Revenues					
1-205-00-Department Sales (1)	10,000	10,000	10,000	-	-
1-206-00-Department Sales (2)	5,000	5,000	5,000	-	-
1-207-00-Department Sales (3)	13,000	13,000	13,000	-	-
Total Revenues	28,000	28,000	28,000	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	29,311	31,035	31,965	-	-
2-130-00-Benefits	6,562	6,822	6,962	-	-
2-131-00-WCB	190	201	208	-	-
2-241-00-Insurance Premiums	2,000	2,100	2,205	-	-
2-335-00-Parts & Accessories	6,000	6,000	6,000	-	-
2-341-00-Municipal Utilities	4,000	4,120	4,243	-	-
2-996-00-Trfs to Capital Rsvs	25,000	25,500	26,000	-	-
Total Expenses	73,063	75,778	77,583	-	-
% Increase		3.72%	2.38%	(100.00%)	0.00%
Net Total	(45,063)	(47,778)	(49,583)	-	-

Multiple Costing Center Summary

Cemetery

Budget Pie Charts



Multiple Costing Center Summary

Planning & Development

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-310-00-Safety Code Permits	Increased	7.53 %	46,500	50,000
1-315-00-Development Fees	Increased	36.39 %	29,327	40,000
1-891-00-Trfs from Prov Govt	Not used this year		64,000	-
1-995-00-Trfs from Operating Rsvs	Increased	59.19 %	54,400	86,600
1-996-00-Trfs from Capital Rsvs	Not used this year		90,349	-
Total Revenues		37.94 %	284,576	176,600
Expenses				
2-120-00-Perm Salaries & Wages	Decreased	10.48 %	340,986	305,247
2-130-00-Benefits	Decreased	14.47 %	80,042	68,458
2-131-00-WCB	Decreased	9.94 %	2,203	1,984
2-220-00-Advertising	Increased	27.91 %	8,600	11,000
2-221-00-Printing & Design	Increased	450.00 %	500	2,750
2-222-00-Postage & Freight	Increased	42.86 %	3,500	5,000
2-223-00-Telecommunications	Increased	28.89 %	2,250	2,900
2-224-00-Travel & Accommodations	Decreased	23.08 %	6,500	5,000
2-225-00-Conferences	Increased	14.29 %	3,500	4,000
2-226-00-Subs & Memberships	Unchanged	0.00 %	2,500	2,500
2-227-00-Training & Education	Unchanged	0.00 %	5,000	5,000
2-231-00-IT Services	Increased	12.00 %	50,000	56,000
2-232-00-Professional Fees	Increased	33.33 %	15,000	20,000
2-233-00-Other Professional Fees	Increased	82.80 %	46,500	85,000
2-234-00-Contracted Services	Decreased	33.33 %	7,500	5,000
2-240-00-Rentals	Increased	50.00 %	14,400	21,600
2-241-00-Insurance Premiums	Unchanged	0.00 %	4,000	4,000
2-322-00-Promotional	Unchanged	0.00 %	7,500	7,500
2-323-00-Food & Refreshments	Decreased	50.00 %	2,000	1,000
2-325-00-Office & Stationery	Decreased	36.17 %	2,350	1,500
2-328-00-Equipment & Furnishings	Decreased	75.00 %	10,000	2,500
2-331-00-Uniforms	Not used this year		200	-
2-520-00-Interest on LT Debt	Decreased	41.89 %	55,031	31,977
2-521-00-LT Debt Principal	Decreased	46.51 %	144,694	77,401
2-893-00-Trfs to Lcl Bds & Agcs	Not used this year		4,000	-
2-996-00-Trfs to Capital Rsvs	Decreased	0.48 %	90,435	90,000
Total Expenses		10.11 %	909,191	817,317

Budget 5 Year Forecast

Multiple Costing Center Summary

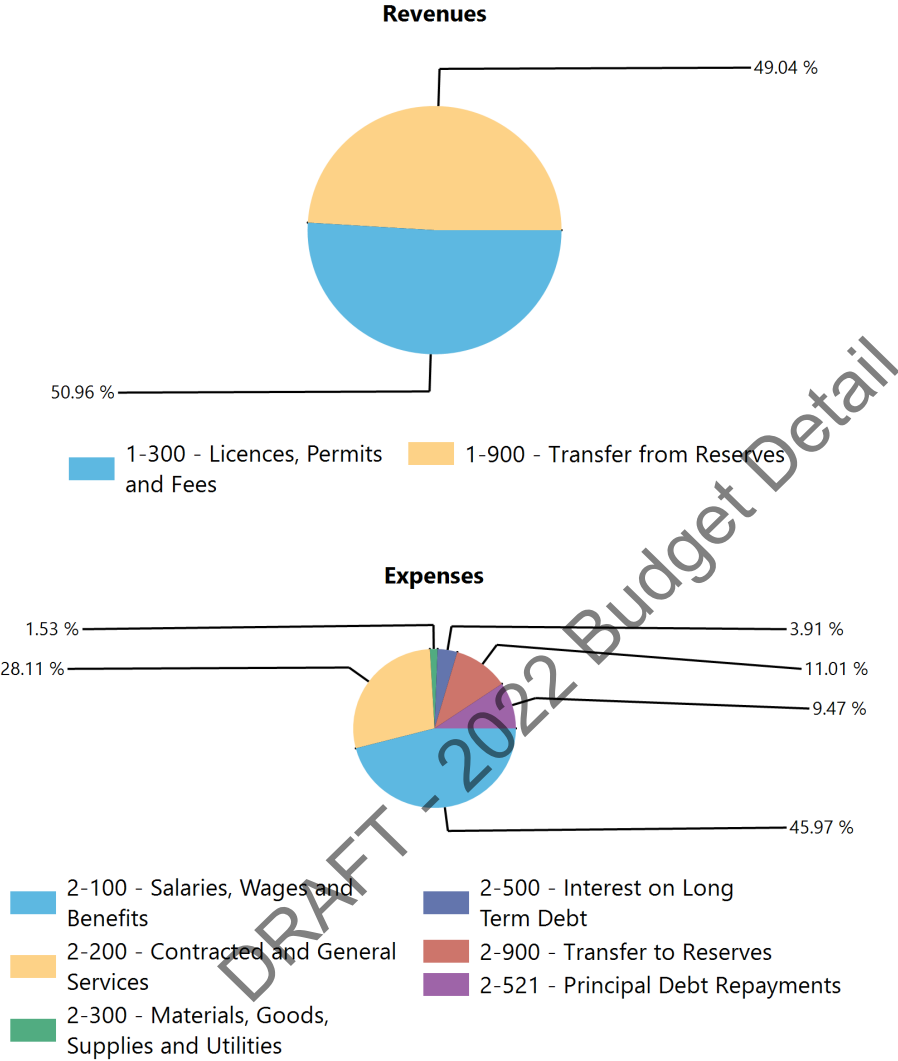
Planning & Development

	2022	2023	2024	2025	2026
Revenues					
1-310-00-Safety Code Permits	50,000	50,000	50,000	-	-
1-315-00-Development Fees	40,000	40,000	40,000	-	-
1-995-00-Trfs from Operating Rsvs	86,600	-	-	-	-
Total Revenues	176,600	90,000	90,000	-	-
% Increase		(49.04%)	0.00%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	305,247	322,840	334,101	-	-
2-130-00-Benefits	68,458	71,139	72,849	-	-
2-131-00-WCB	1,984	2,098	2,171	-	-
2-220-00-Advertising	11,000	11,000	11,000	-	-
2-221-00-Printing & Design	2,750	2,750	2,750	-	-
2-222-00-Postage & Freight	5,000	5,000	5,000	-	-
2-223-00-Telecommunications	2,900	2,900	2,900	-	-
2-224-00-Travel & Accommodations	5,000	5,000	5,000	-	-
2-225-00-Conferences	4,000	4,000	4,000	-	-
2-226-00-Subs & Memberships	2,500	2,500	2,500	-	-
2-227-00-Training & Education	5,000	5,000	5,000	-	-
2-231-00-IT Services	56,000	56,000	56,000	-	-
2-232-00-Professional Fees	20,000	20,000	20,000	-	-
2-233-00-Other Professional Fees	85,000	20,000	20,000	-	-
2-234-00-Contracted Services	5,000	5,000	5,000	-	-
2-240-00-Rentals	21,600	-	-	-	-
2-241-00-Insurance Premiums	4,000	4,200	4,410	-	-
2-322-00-Promotional	7,500	7,500	7,500	-	-
2-323-00-Food & Refreshments	1,000	1,000	1,000	-	-
2-325-00-Office & Stationery	1,500	1,500	1,500	-	-
2-328-00-Equipment & Furnishings	2,500	2,500	2,500	-	-
2-520-00-Interest on LT Debt	31,977	28,935	25,767	-	-
2-521-00-LT Debt Principal	77,401	80,445	83,611	-	-
2-996-00-Trfs to Capital Rsvs	90,000	90,000	90,000	-	-
Total Expenses	817,317	751,307	764,559	-	-
% Increase		(8.08%)	1.76%	(100.00%)	0.00%
Net Total	(640,717)	(661,307)	(674,559)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Planning & Development



Multiple Costing Center Summary

Communications

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Expenses				
2-120-00-Perm Salaries & Wages	Increased	195.93 %	32,578	96,407
2-130-00-Benefits	Increased	156.40 %	8,878	22,763
2-131-00-WCB	Increased	198.57 %	210	627
2-220-00-Advertising	Decreased	5.88 %	8,500	8,000
2-221-00-Printing & Design	Unchanged	0.00 %	3,000	3,000
2-222-00-Postage & Freight	Increased	233.33 %	1,500	5,000
2-223-00-Telecommunications	Increased	100.00 %	750	1,500
2-224-00-Travel & Accommodations	Increased	100.00 %	1,000	2,000
2-225-00-Conferences	Increased	150.00 %	1,000	2,500
2-227-00-Training & Education	Unchanged	0.00 %	2,000	2,000
2-231-00-IT Services	Decreased	4.00 %	6,250	6,000
2-234-00-Contracted Services	Decreased	60.00 %	50,000	20,000
2-323-00-Food & Refreshments	Decreased	33.33 %	750	500
2-325-00-Office & Stationery	Unchanged	0.00 %	500	500
2-326-00-IT Software	Decreased	10.00 %	10,000	9,000
Total Expenses		41.67 %	126,916	179,797

Budget 5 Year Forecast

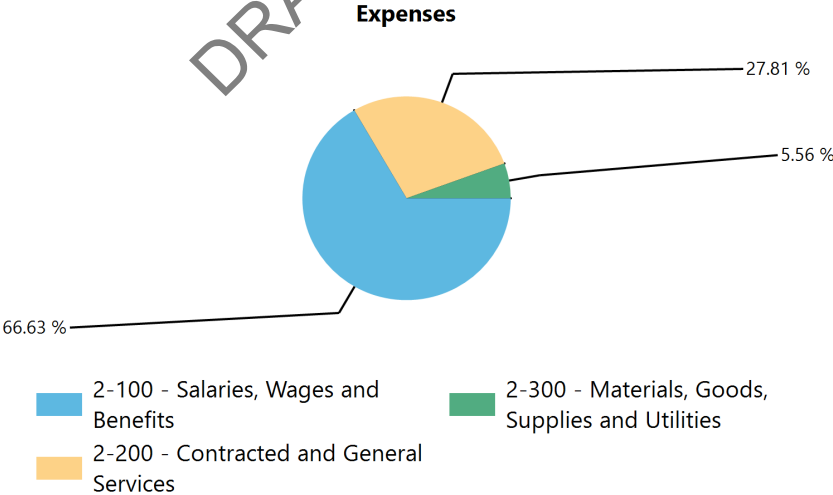
DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Communications

	2022	2023	2024	2025	2026
Expenses					
2-120-00-Perm Salaries & Wages	96,407	101,762	106,022	-	-
2-130-00-Benefits	22,763	23,548	24,203	-	-
2-131-00-WCB	627	661	689	-	-
2-220-00-Advertising	8,000	8,000	8,000	-	-
2-221-00-Printing & Design	3,000	3,000	3,000	-	-
2-222-00-Postage & Freight	5,000	5,000	5,000	-	-
2-223-00-Telecommunications	1,500	1,500	1,500	-	-
2-224-00-Travel & Accommodations	2,000	2,000	2,000	-	-
2-225-00-Conferences	2,500	2,500	2,500	-	-
2-227-00-Training & Education	2,000	2,000	2,000	-	-
2-231-00-IT Services	6,000	6,000	6,000	-	-
2-234-00-Contracted Services	20,000	20,000	20,000	-	-
2-323-00-Food & Refreshments	500	500	500	-	-
2-325-00-Office & Stationery	500	500	500	-	-
2-326-00-IT Software	9,000	9,000	9,000	-	-
Total Expenses	179,797	185,971	190,914	-	-
% Increase		3.43%	2.66%	(100.00%)	0.00%
Net Total	(179,797)	(185,971)	(190,914)	-	-

Budget Pie Charts



Multiple Costing Center Summary

Infrastructure

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-891-00-Trfs from Prov Govt	Not used this year		25,000	-
1-995-00-Trfs from Operating Rsvs	Increased	18.52 %	135,000	160,000
1-996-00-Trfs from Capital Rsvs	Not used this year		50,000	-
Total Revenues		23.81 %	210,000	160,000
Expenses				
2-120-00-Perm Salaries & Wages	Increased	3.96 %	364,381	378,813
2-130-00-Benefits	Increased	4.40 %	84,238	87,943
2-131-00-WCB	Increased	4.59 %	2,354	2,462
2-223-00-Telecommunications	Decreased	4.00 %	3,000	2,880
2-224-00-Travel & Accommodations	Decreased	20.00 %	7,500	6,000
2-225-00-Conferences	Unchanged	0.00 %	3,500	3,500
2-226-00-Subs & Memberships	Increased	33.33 %	3,000	4,000
2-227-00-Training & Education	Unchanged	0.00 %	4,000	4,000
2-231-00-IT Services	Not used this year		10,000	-
2-233-00-Other Professional Fees	Decreased	5.95 %	210,000	197,500
2-234-00-Contracted Services	Increased	4.17 %	960	1,000
2-240-00-Rentals	Unchanged	0.00 %	3,850	3,850
2-241-00-Insurance Premiums	Increased	2.56 %	3,900	4,000
2-323-00-Food & Refreshments	Decreased	33.33 %	750	500
2-325-00-Office & Stationery	Decreased	33.33 %	1,500	1,000
2-331-00-Uniforms	Increased	33.33 %	600	800
2-337-00-Tools	New this year		-	2,000
Total Expenses		0.47 %	703,533	700,248

Budget 5 Year Forecast

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Infrastructure

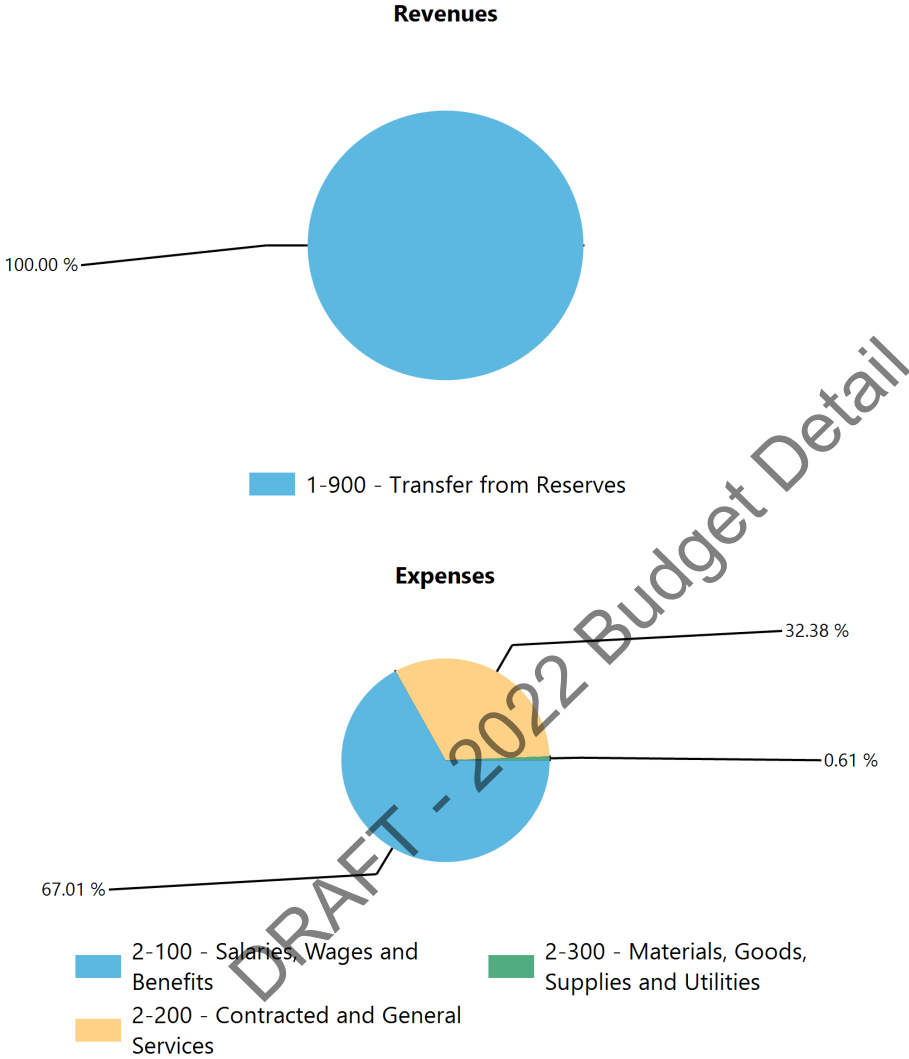
	2022	2023	2024	2025	2026
Revenues					
1-995-00-Trfs from Operating Rsvs	160,000	-	-	-	-
Total Revenues	160,000	-	-	-	-
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	378,813	397,740	411,730	-	-
2-130-00-Benefits	87,943	90,917	93,084	-	-
2-131-00-WCB	2,462	2,586	2,676	-	-
2-223-00-Telecommunications	2,880	2,880	2,880	-	-
2-224-00-Travel & Accommodations	6,000	6,000	6,000	-	-
2-225-00-Conferences	3,500	3,500	3,500	-	-
2-226-00-Subs & Memberships	4,000	4,000	4,000	-	-
2-227-00-Training & Education	4,000	4,000	4,000	-	-
2-233-00-Other Professional Fees	197,500	37,500	37,500	-	-
2-234-00-Contracted Services	1,000	1,000	1,000	-	-
2-240-00-Rentals	3,850	3,850	3,850	-	-
2-241-00-Insurance Premiums	4,000	4,200	4,410	-	-
2-323-00-Food & Refreshments	500	500	500	-	-
2-325-00-Office & Stationery	1,000	1,000	1,000	-	-
2-331-00-Uniforms	800	800	800	-	-
2-337-00-Tools	2,000	2,000	2,000	-	-
Total Expenses	700,248	562,473	578,930	-	-
% Increase		(19.68%)	2.93%	(100.00%)	0.00%
Net Total	(540,248)	(562,473)	(578,930)	-	-

DRAFT - 2022 Budget Detail

Budget Pie Charts

Multiple Costing Center Summary

Infrastructure



Multiple Costing Center Summary

Recreation General

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Expenses				
2-120-00-Perm Salaries & Wages	Increased	1.79 %	125,424	127,673
2-130-00-Benefits	Increased	7.07 %	28,167	30,159
2-131-00-WCB	Increased	2.22 %	811	829
2-222-00-Postage & Freight	Decreased	75.00 %	2,000	500
2-223-00-Telecommunications	Increased	44.00 %	1,000	1,440
2-224-00-Travel & Accommodations	Increased	25.00 %	4,000	5,000
2-225-00-Conferences	Increased	16.67 %	3,000	3,500
2-226-00-Subs & Memberships	Decreased	11.00 %	2,500	2,225
2-227-00-Training & Education	Increased	50.00 %	4,000	6,000
2-323-00-Food & Refreshments	Decreased	25.00 %	1,000	750
2-325-00-Office & Stationery	Decreased	25.00 %	2,000	1,500
Total Expenses		3.26 %	173,902	179,576

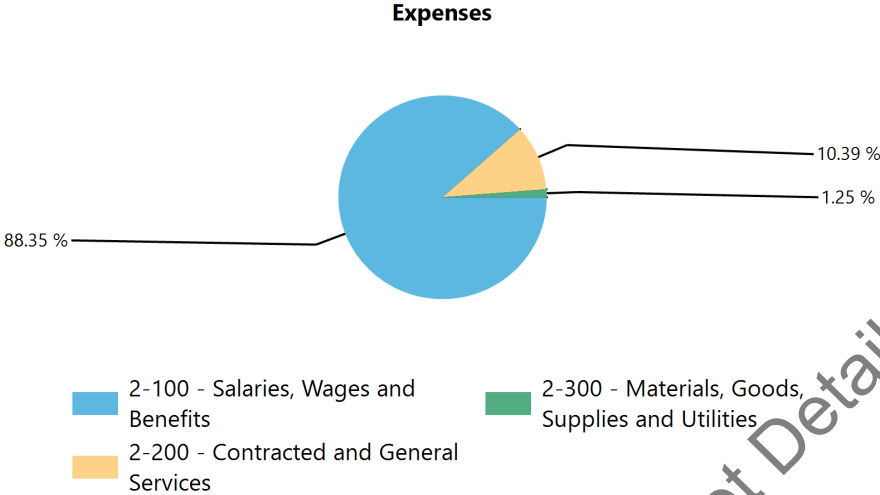
Budget 5 Year Forecast

	2022	2023	2024	2025	2026
Expenses					
2-120-00-Perm Salaries & Wages	127,673	134,269	139,117	-	-
2-130-00-Benefits	30,159	31,086	31,734	-	-
2-131-00-WCB	829	873	904	-	-
2-222-00-Postage & Freight	500	500	500	-	-
2-223-00-Telecommunications	1,440	1,440	1,440	-	-
2-224-00-Travel & Accommodations	5,000	5,000	5,000	-	-
2-225-00-Conferences	3,500	3,500	3,500	-	-
2-226-00-Subs & Memberships	2,225	2,225	2,225	-	-
2-227-00-Training & Education	6,000	6,000	6,000	-	-
2-323-00-Food & Refreshments	750	750	750	-	-
2-325-00-Office & Stationery	1,500	1,500	1,500	-	-
Total Expenses	179,576	187,143	192,670	-	-
% Increase		4.21%	2.95%	(100.00%)	0.00%
Net Total	(179,576)	(187,143)	(192,670)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Recreation General



DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Pool

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-200-00-General Sales & Services	Not used this year		2,000	-
1-201-00-Programs	Increased	27.27 %	55,000	70,000
1-995-00-Trfs from Operating Rsvs	Not used this year		15,000	-
Total Revenues		2.78 %	72,000	70,000
Expenses				
2-120-00-Perm Salaries & Wages	Increased	27.47 %	50,220	64,013
2-122-00-Seasonal Wages	Increased	2.43 %	78,033	79,927
2-130-00-Benefits	Increased	18.04 %	21,441	25,309
2-131-00-WCB	Increased	12.79 %	829	935
2-220-00-Advertising	Not used this year		350	-
2-222-00-Postage & Freight	Decreased	64.29 %	700	250
2-226-00-Subs & Memberships	Increased	233.33 %	150	500
2-234-00-Contracted Services	Increased	2.27 %	4,400	4,500
2-236-00-Building Repairs	Increased	22.22 %	4,500	5,500
2-241-00-Insurance Premiums	Increased	1.85 %	5,400	5,500
2-320-00-Programming	Unchanged	0.00 %	500	500
2-323-00-Food & Refreshments	Decreased	60.00 %	2,500	1,000
2-325-00-Office & Stationery	Decreased	4.76 %	2,100	2,000
2-328-00-Equipment & Furnishings	Unchanged	0.00 %	500	500
2-329-00-First Aid, Safety & PPE	Increased	233.33 %	150	500
2-330-00-Janitorial Supplies	Increased	25.00 %	2,400	3,000
2-331-00-Uniforms	Increased	25.00 %	400	500
2-332-00-Chemicals	Decreased	7.89 %	7,600	7,000
2-335-00-Parts & Accessories	Unchanged	0.00 %	1,500	1,500
2-338-00-Natural Gas	Decreased	50.00 %	6,000	3,000
2-339-00-Power	Decreased	20.00 %	22,500	18,000
2-341-00-Municipal Utilities	Unchanged	0.00 %	5,000	5,000
2-420-00-Bank Charges & Interest	New this year		-	500
2-996-00-Trfs to Capital Rsvs	Decreased	1.96 %	15,300	15,000
Total Expenses		5.15 %	232,473	244,434

Budget 5 Year Forecast

Multiple Costing Center Summary

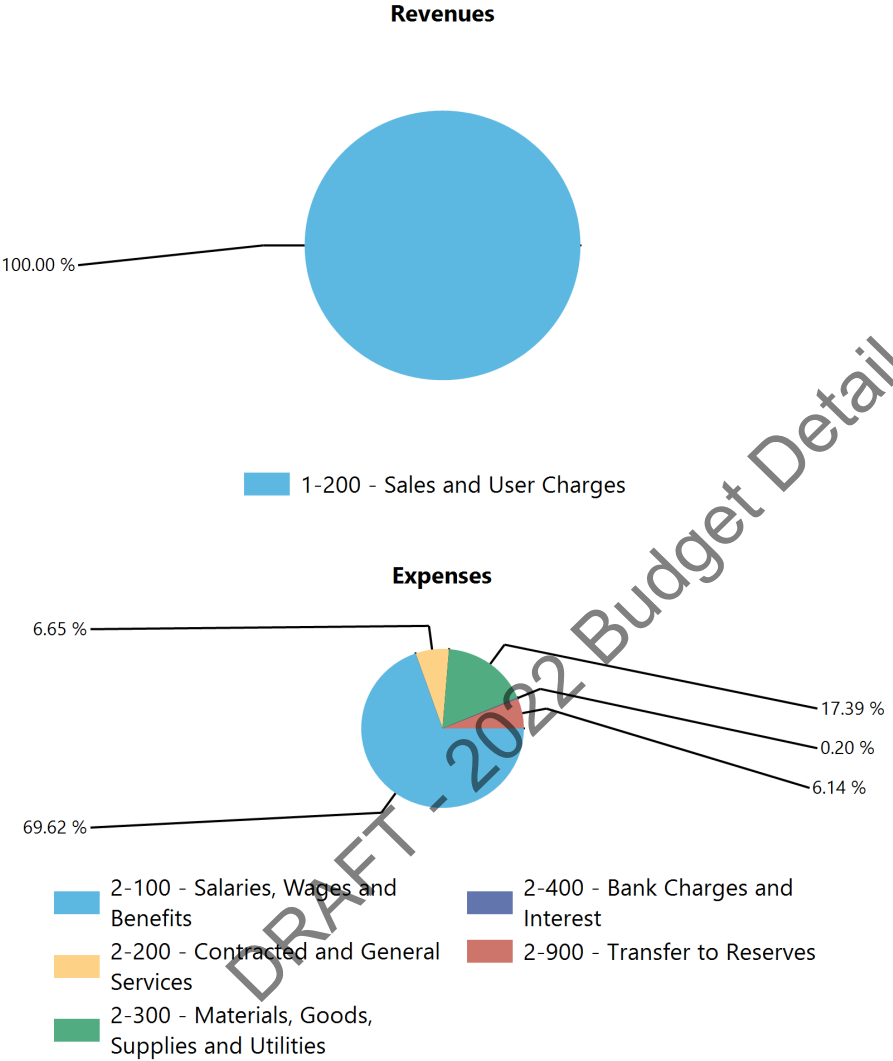
Pool

	2022	2023	2024	2025	2026
Revenues					
1-201-00-Programs	70,000	70,000	70,000	-	-
Total Revenues	70,000	70,000	70,000	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	64,013	52,324	54,324	-	-
2-122-00-Seasonal Wages	79,927	82,326	84,793	-	-
2-130-00-Benefits	25,309	22,347	22,921	-	-
2-131-00-WCB	935	876	904	-	-
2-222-00-Postage & Freight	250	250	250	-	-
2-226-00-Subs & Memberships	500	500	500	-	-
2-234-00-Contracted Services	4,500	4,500	4,500	-	-
2-236-00-Building Repairs	5,500	5,500	5,500	-	-
2-241-00-Insurance Premiums	5,500	5,700	6,000	-	-
2-320-00-Programming	500	500	500	-	-
2-323-00-Food & Refreshments	1,000	1,000	1,000	-	-
2-325-00-Office & Stationery	2,000	2,000	2,000	-	-
2-328-00-Equipment & Furnishings	500	500	500	-	-
2-329-00-First Aid, Safety & PPE	500	500	500	-	-
2-330-00-Janitorial Supplies	3,000	3,000	3,000	-	-
2-331-00-Uniforms	500	500	500	-	-
2-332-00-Chemicals	7,000	7,000	7,000	-	-
2-335-00-Parts & Accessories	1,500	1,500	1,500	-	-
2-338-00-Natural Gas	3,000	3,150	3,307	-	-
2-339-00-Power	18,000	18,540	18,600	-	-
2-341-00-Municipal Utilities	5,000	5,150	5,304	-	-
2-420-00-Bank Charges & Interest	500	500	500	-	-
2-996-00-Trfs to Capital Rsvs	15,000	15,375	15,770	-	-
Total Expenses	244,434	233,538	239,673	-	-
% Increase		(4.46%)	2.63%	(100.00%)	0.00%
Net Total	(174,434)	(163,538)	(169,673)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Pool



Multiple Costing Center Summary

Arena

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-202-00-Rentals & Leases	Increased	21.21 %	132,000	160,000
1-700-00-Donations	Unchanged	0.00 %	1,500	1,500
1-995-00-Trfs from Operating Rsvs	Not used this year		33,000	-
Total Revenues		3.00 %	166,500	161,500
Expenses				
2-120-00-Perm Salaries & Wages	Increased	34.39 %	91,654	123,178
2-122-00-Seasonal Wages	Decreased	56.59 %	39,926	17,333
2-130-00-Benefits	Increased	19.06 %	26,962	32,101
2-131-00-WCB	Increased	7.29 %	851	913
2-222-00-Postage & Freight	Decreased	44.44 %	450	250
2-230-00-Assessment & Inspections	Decreased	3.03 %	4,125	4,000
2-234-00-Contracted Services	Unchanged	0.00 %	1,200	1,200
2-236-00-Building Repairs	Increased	25.00 %	8,000	10,000
2-237-00-Equipment & Vehicle RM	Decreased	2.78 %	7,200	7,000
2-241-00-Insurance Premiums	Increased	6.67 %	7,500	8,000
2-328-00-Equipment & Furnishings	Increased	17.65 %	8,500	10,000
2-330-00-Janitorial Supplies	Increased	1.04 %	8,165	8,250
2-331-00-Uniforms	Unchanged	0.00 %	1,200	1,200
2-335-00-Parts & Accessories	Decreased	33.33 %	15,000	10,000
2-337-00-Tools	Increased	400.00 %	500	2,500
2-338-00-Natural Gas	Increased	150.00 %	10,000	25,000
2-339-00-Power	Decreased	13.79 %	58,000	50,000
2-341-00-Municipal Utilities	Increased	33.33 %	7,500	10,000
2-520-00-Interest on LT Debt	Not used this year		112	-
2-521-00-LT Debt Principal	Not used this year		6,471	-
2-996-00-Trfs to Capital Rsvs	Decreased	1.96 %	30,600	30,000
Total Expenses		5.09 %	333,916	350,925

Budget 5 Year Forecast

Multiple Costing Center Summary

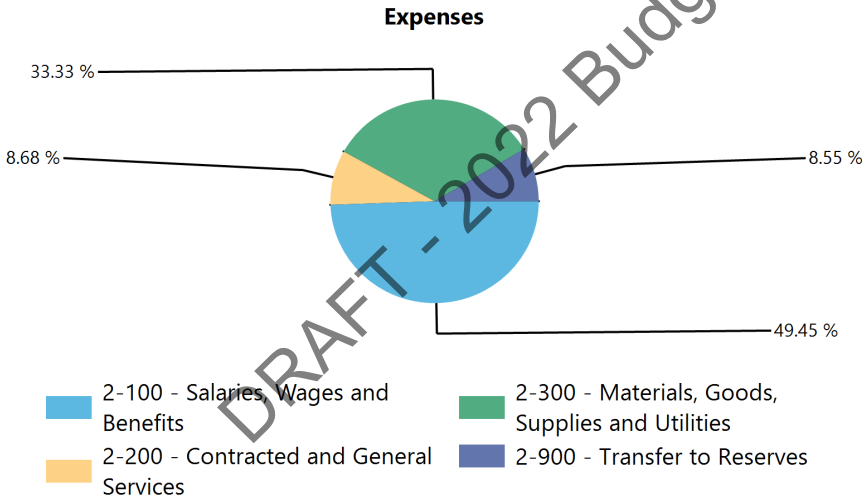
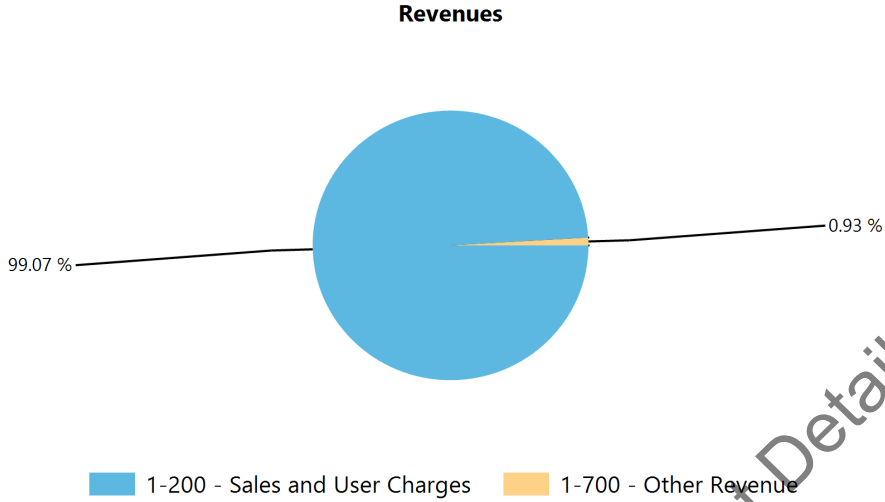
Arena

	2022	2023	2024	2025	2026
Revenues					
1-202-00-Rentals & Leases	160,000	160,000	160,000	-	-
1-700-00-Donations	1,500	1,500	1,500	-	-
Total Revenues	161,500	161,500	161,500	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	123,178	128,537	133,433	-	-
2-122-00-Seasonal Wages	17,333	17,823	18,327	-	-
2-130-00-Benefits	32,101	32,920	33,666	-	-
2-131-00-WCB	913	953	984	-	-
2-222-00-Postage & Freight	250	250	250	-	-
2-230-00-Assessment & Inspections	4,000	4,000	4,000	-	-
2-234-00-Contracted Services	1,200	1,200	1,200	-	-
2-236-00-Building Repairs	10,000	10,000	10,000	-	-
2-237-00-Equipment & Vehicle RM	7,000	7,000	7,000	-	-
2-241-00-Insurance Premiums	8,000	8,400	8,820	-	-
2-328-00-Equipment & Furnishings	10,000	10,000	10,000	-	-
2-330-00-Janitorial Supplies	8,250	8,250	8,250	-	-
2-331-00-Uniforms	1,200	1,200	1,200	-	-
2-335-00-Parts & Accessories	10,000	10,000	10,000	-	-
2-337-00-Tools	2,500	2,500	2,500	-	-
2-338-00-Natural Gas	25,000	26,250	27,562	-	-
2-339-00-Power	50,000	50,600	51,000	-	-
2-341-00-Municipal Utilities	10,000	10,300	10,609	-	-
2-996-00-Trfs to Capital Rsvs	30,000	30,750	31,750	-	-
Total Expenses	350,925	360,933	370,551	-	-
% Increase		2.85%	2.66%	(100.00%)	0.00%
Net Total	(189,425)	(199,433)	(209,051)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Arena



DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Curling Rink

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-202-00-Rentals & Leases	Increased	1.75 %	28,500	29,000
1-996-00-Trfs from Capital Rsvs	Not used this year		10,000	-
Total Revenues		24.68 %	38,500	29,000
Expenses				
2-234-00-Contracted Services	Decreased	82.21 %	11,240	2,000
2-235-00-Cleaning	Unchanged	0.00 %	1,500	1,500
2-236-00-Building Repairs	Unchanged	0.00 %	9,000	9,000
2-241-00-Insurance Premiums	Increased	1.82 %	5,500	5,600
2-330-00-Janitorial Supplies	Not used this year		175	-
2-335-00-Parts & Accessories	Not used this year		750	-
2-338-00-Natural Gas	Decreased	18.70 %	12,300	10,000
2-339-00-Power	Decreased	13.04 %	23,000	20,000
2-341-00-Municipal Utilities	Increased	35.33 %	750	1,000
2-996-00-Trfs to Capital Rsvs	Decreased	1.96 %	15,300	15,000
Total Expenses		19.39 %	79,515	64,100

Budget 5 Year Forecast

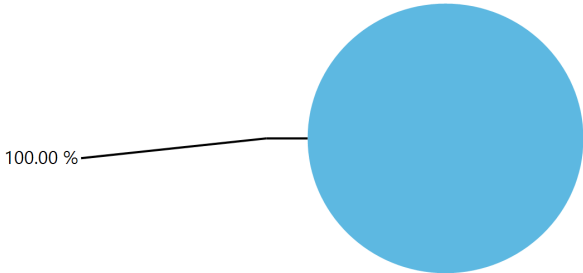
	2022	2023	2024	2025	2026
Revenues					
1-202-00-Rentals & Leases	29,000	29,500	30,000	-	-
Total Revenues	29,000	29,500	30,000	-	-
% Increase		1.72%	1.69%	(100.00%)	0.00%
Expenses					
2-234-00-Contracted Services	2,000	2,000	2,000	-	-
2-235-00-Cleaning	1,500	1,500	1,500	-	-
2-236-00-Building Repairs	9,000	9,000	9,000	-	-
2-241-00-Insurance Premiums	5,600	6,000	6,200	-	-
2-338-00-Natural Gas	10,000	10,500	11,025	-	-
2-339-00-Power	20,000	20,600	21,600	-	-
2-341-00-Municipal Utilities	1,000	1,030	1,060	-	-
2-996-00-Trfs to Capital Rsvs	15,000	15,375	15,760	-	-
Total Expenses	64,100	66,005	68,145	-	-
% Increase		2.97%	3.24%	(100.00%)	0.00%
Net Total	(35,100)	(36,505)	(38,145)	-	-

Multiple Costing Center Summary

Curling Rink

Budget Pie Charts

Revenues



1-200 - Sales and User Charges

Expenses



2-200 - Contracted and General Services
2-300 - Materials, Goods, Supplies and Utilities
2-900 - Transfer to Reserves

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Tot Lot

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-996-00-Trfs from Capital Rsvs	Not used this year		7,000	-
Total Revenues			7,000	-
Expenses				
2-120-00-Perm Salaries & Wages	Increased	1.19 %	9,165	9,274
2-122-00-Seasonal Wages	Increased	2.43 %	7,043	7,214
2-130-00-Benefits	Increased	4.38 %	3,056	3,190
2-131-00-WCB	Increased	1.90 %	105	107
2-237-00-Equipment & Vehicle RM	Decreased	72.22 %	9,000	2,500
2-241-00-Insurance Premiums	Increased	17.65 %	1,700	2,000
2-323-00-Food & Refreshments	Not used this year		600	-
2-330-00-Janitorial Supplies	Not used this year		500	-
2-332-00-Chemicals	Increased	30.43 %	4,600	6,000
2-335-00-Parts & Accessories	Increased	66.67 %	1,500	2,500
2-339-00-Power	Increased	50.00 %	2,000	3,000
2-341-00-Municipal Utilities	Decreased	13.04 %	23,000	20,000
2-996-00-Trfs to Capital Rsvs	Decreased	1.96 %	15,300	15,000
Total Expenses		8.75 %	77,569	70,785

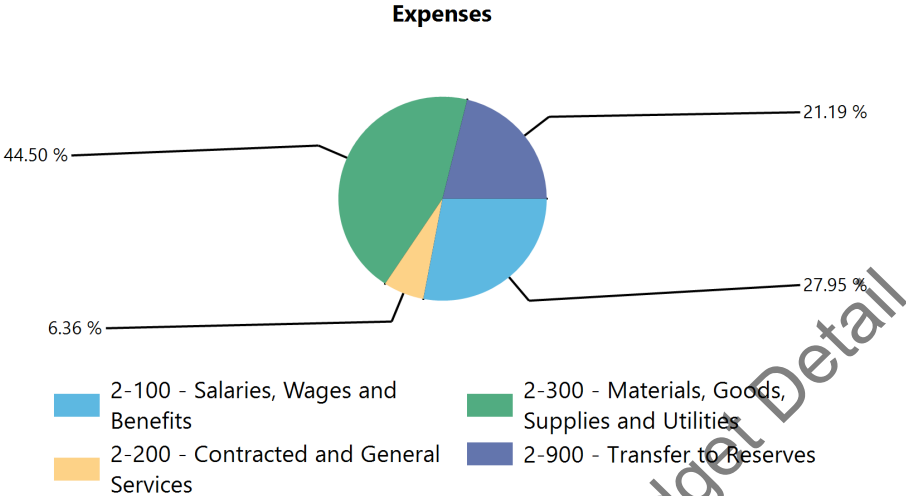
Budget 5 Year Forecast

	2022	2023	2024	2025	2026
Expenses					
2-120-00-Perm Salaries & Wages	9,274	9,668	10,007	-	-
2-122-00-Seasonal Wages	7,214	7,431	7,653	-	-
2-130-00-Benefits	3,190	3,272	3,344	-	-
2-131-00-WCB	107	111	116	-	-
2-237-00-Equipment & Vehicle RM	2,500	2,500	2,500	-	-
2-241-00-Insurance Premiums	2,000	2,100	2,205	-	-
2-332-00-Chemicals	6,000	6,000	6,000	-	-
2-335-00-Parts & Accessories	2,500	2,500	2,500	-	-
2-339-00-Power	3,000	3,090	3,182	-	-
2-341-00-Municipal Utilities	20,000	20,600	21,218	-	-
2-996-00-Trfs to Capital Rsvs	15,000	15,375	15,760	-	-
Total Expenses	70,785	72,647	74,485	-	-
% Increase		2.63%	2.53%	(100.00%)	0.00%
Net Total	(70,785)	(72,647)	(74,485)	-	-

Multiple Costing Center Summary

Tot Lot

Budget Pie Charts



Multiple Costing Center Summary

Rec Centre

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-110-00-Recreation Levy	Increased	0.78 %	384,000	387,000
1-500-00-Return on Investments	Not used this year		100,000	-
1-892-00-Trfs from Other Lcl Govt	Increased	38.95 %	91,400	127,000
1-996-00-Trfs from Capital Rsvs	New this year		-	41,111
Total Revenues		3.53 %	575,400	555,111
Expenses				
2-520-00-Interest on LT Debt	Decreased	3.06 %	261,000	253,026
2-521-00-LT Debt Principal	Increased	2.74 %	291,110	299,085
2-996-00-Trfs to Capital Rsvs	Decreased	27.68 %	73,290	53,000
Total Expenses		3.24 %	625,400	605,111

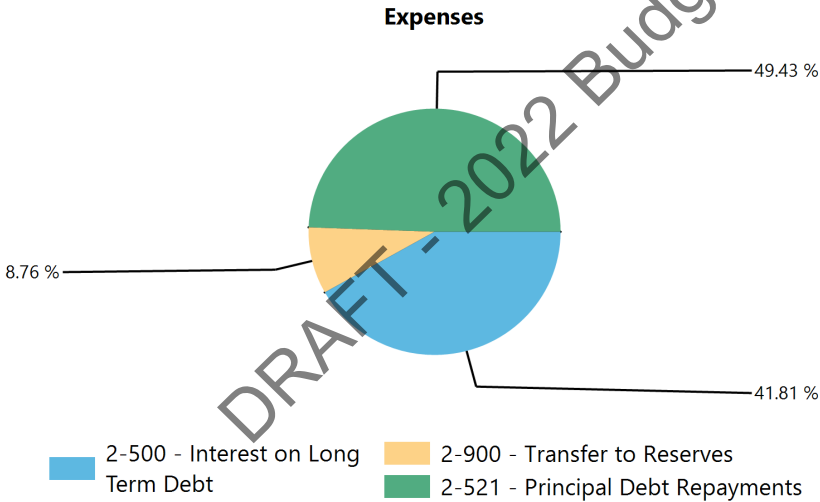
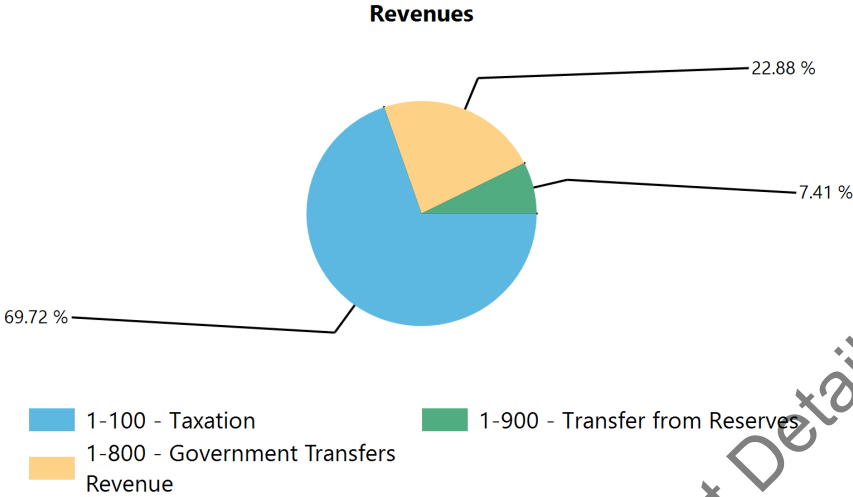
Budget 5 Year Forecast

	2022	2023	2024	2025	2026
Revenues					
1-110-00-Recreation Levy	387,000	390,000	393,000	-	-
1-892-00-Trfs from Other Lcl Govt	127,000	146,000	164,000	-	-
1-996-00-Trfs from Capital Rsvs	41,111	22,111	4,110	-	-
Total Revenues	555,111	558,111	561,110	-	-
% Increase		0.54%	0.54%	(100.00%)	0.00%
Expenses					
2-520-00-Interest on LT Debt	253,026	244,878	236,507	-	-
2-521-00-LT Debt Principal	299,085	307,233	315,603	-	-
2-996-00-Trfs to Capital Rsvs	53,000	56,000	59,000	-	-
Total Expenses	605,111	608,111	611,110	-	-
% Increase		0.50%	0.49%	(100.00%)	0.00%
Net Total	(50,000)	(50,000)	(50,000)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Rec Centre



DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Facilities General

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-995-00-Trfs from Operating Rsvs	Not used this year		10,000	-
Total Revenues			10,000	-
Expenses				
2-120-00-Perm Salaries & Wages	Decreased	17.05 %	53,177	44,112
2-130-00-Benefits	Decreased	16.86 %	11,316	9,408
2-131-00-WCB	Decreased	16.33 %	343	287
2-223-00-Telecommunications	Not used this year		700	-
2-224-00-Travel & Accommodations	Not used this year		1,000	-
2-225-00-Conferences	Not used this year		1,000	-
2-226-00-Subs & Memberships	Unchanged	0.00 %	1,000	1,000
2-227-00-Training & Education	Not used this year		2,000	-
2-234-00-Contracted Services	Decreased	14.29 %	70,000	60,000
2-235-00-Cleaning	Not used this year		10,000	-
2-325-00-Office & Stationery	Not used this year		1,000	-
2-331-00-Uniforms	Unchanged	0.00 %	500	500
Total Expenses		24.16 %	152,036	115,307

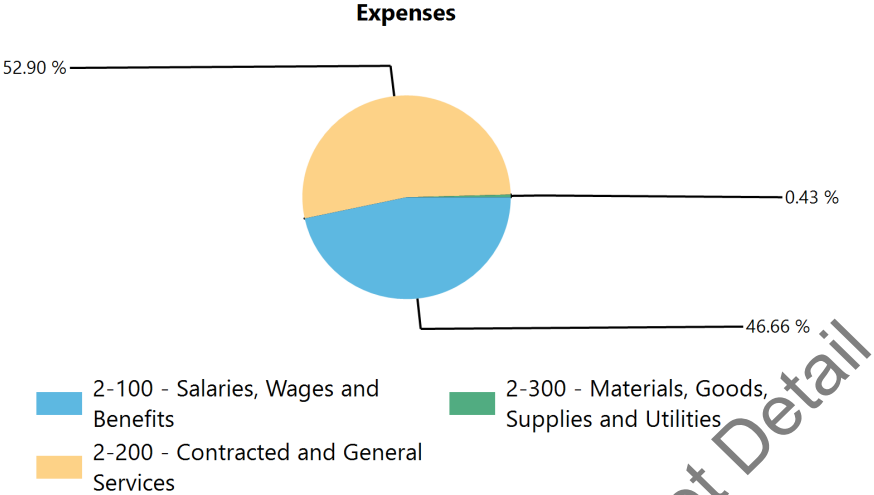
Budget 5 Year Forecast

	2022	2023	2024	2025	2026
Expenses					
2-120-00-Perm Salaries & Wages	44,112	46,552	48,252	-	-
2-130-00-Benefits	9,408	9,775	10,032	-	-
2-131-00-WCB	287	302	314	-	-
2-226-00-Subs & Memberships	1,000	1,000	1,000	-	-
2-234-00-Contracted Services	60,000	60,000	60,000	-	-
2-331-00-Uniforms	500	500	500	-	-
Total Expenses	115,307	118,129	120,098	-	-
% Increase		2.45%	1.67%	(100.00%)	0.00%
Net Total	(115,307)	(118,129)	(120,098)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Facilities General



DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Community Centre

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-202-00-Rentals & Leases	Increased	2.56 %	19,500	20,000
1-995-00-Trfs from Operating Rsvs	Not used this year		5,500	-
1-996-00-Trfs from Capital Rsvs	Not used this year		35,000	-
Total Revenues		66.67 %	60,000	20,000
Expenses				
2-234-00-Contracted Services	Not used this year		1,000	-
2-235-00-Cleaning	Decreased	9.09 %	5,500	5,000
2-236-00-Building Repairs	Decreased	89.47 %	38,000	4,000
2-241-00-Insurance Premiums	Unchanged	0.00 %	3,000	3,000
2-328-00-Equipment & Furnishings	Unchanged	0.00 %	4,000	4,000
2-330-00-Janitorial Supplies	Unchanged	0.00 %	2,500	2,500
2-335-00-Parts & Accessories	Decreased	16.67 %	3,000	2,500
2-338-00-Natural Gas	Decreased	6.25 %	3,200	3,000
2-339-00-Power	Decreased	20.00 %	10,000	8,000
2-341-00-Municipal Utilities	Unchanged	0.00 %	2,000	2,000
2-996-00-Trfs to Capital Rsvs	Decreased	1.96 %	15,300	15,000
Total Expenses		44.00 %	87,500	49,000

Budget 5 Year Forecast

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Community Centre

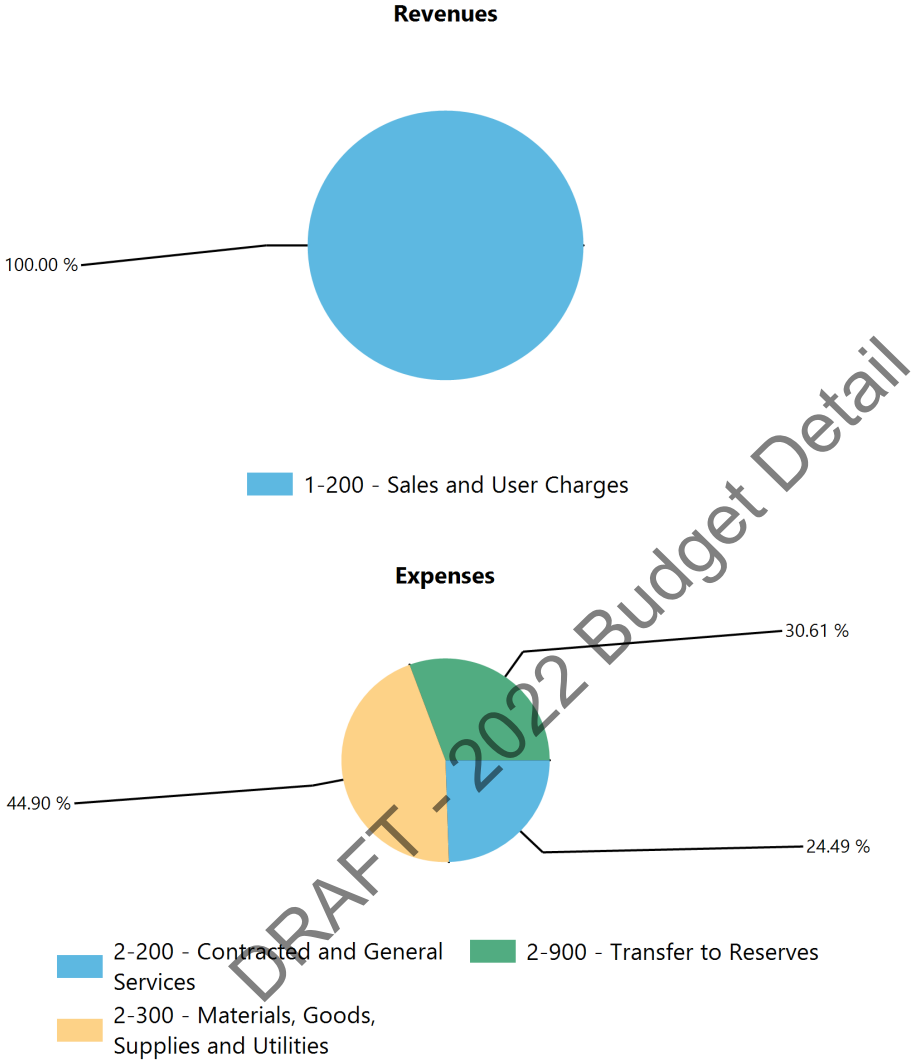
	2022	2023	2024	2025	2026
Revenues					
1-202-00-Rentals & Leases	20,000	20,000	20,000	-	-
Total Revenues	20,000	20,000	20,000	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-235-00-Cleaning	5,000	5,000	5,000	-	-
2-236-00-Building Repairs	4,000	4,000	4,000	-	-
2-241-00-Insurance Premiums	3,000	3,200	3,500	-	-
2-328-00-Equipment & Furnishings	4,000	4,000	4,000	-	-
2-330-00-Janitorial Supplies	2,500	2,500	2,500	-	-
2-335-00-Parts & Accessories	2,500	2,500	2,500	-	-
2-338-00-Natural Gas	3,000	3,150	3,307	-	-
2-339-00-Power	8,000	8,240	8,487	-	-
2-341-00-Municipal Utilities	2,000	2,060	2,121	-	-
2-996-00-Trfs to Capital Rsvs	15,000	15,375	15,760	-	-
Total Expenses	49,000	50,025	51,175	-	-
% Increase		2.09%	2.30%	(100.00%)	0.00%
Net Total	(29,000)	(30,025)	(31,175)	-	-

Budget Pie Charts

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Community Centre



Multiple Costing Center Summary

Community Hub

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-200-00-General Sales & Services	Decreased	1.64 %	12,200	12,000
1-202-00-Rentals & Leases	Increased	23.35 %	22,700	28,000
Total Revenues		14.61 %	34,900	40,000
Expenses				
2-235-00-Cleaning	Decreased	28.00 %	12,500	9,000
2-236-00-Building Repairs	New this year		-	4,000
2-237-00-Equipment & Vehicle RM	Not used this year		850	-
2-241-00-Insurance Premiums	Unchanged	0.00 %	2,000	2,000
2-330-00-Janitorial Supplies	Decreased	48.75 %	4,390	2,250
2-335-00-Parts & Accessories	Increased	200.00 %	500	1,500
2-338-00-Natural Gas	Increased	7.14 %	2,800	3,000
2-339-00-Power	Decreased	33.33 %	15,000	10,000
2-341-00-Municipal Utilities	Increased	50.00 %	1,000	1,500
2-520-00-Interest on LT Debt	Decreased	16.28 %	3,280	2,746
2-521-00-LT Debt Principal	Increased	2.83 %	18,869	19,403
2-996-00-Trfs to Capital Rsvs	Decreased	1.96 %	15,300	15,000
Total Expenses		7.96 %	76,489	70,399

Budget 5 Year Forecast

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Community Hub

	2022	2023	2024	2025	2026
Revenues					
1-200-00-General Sales & Services	12,000	12,000	12,000	-	-
1-202-00-Rentals & Leases	28,000	28,000	28,000	-	-
Total Revenues	40,000	40,000	40,000	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-235-00-Cleaning	9,000	9,000	9,000	-	-
2-236-00-Building Repairs	4,000	4,000	4,000	-	-
2-241-00-Insurance Premiums	2,000	2,100	2,205	-	-
2-330-00-Janitorial Supplies	2,250	2,250	2,250	-	-
2-335-00-Parts & Accessories	1,500	1,500	1,500	-	-
2-338-00-Natural Gas	3,000	3,150	3,307	-	-
2-339-00-Power	10,000	10,000	10,609	-	-
2-341-00-Municipal Utilities	1,500	1,545	1,591	-	-
2-520-00-Interest on LT Debt	2,746	2,198	1,634	-	-
2-521-00-LT Debt Principal	19,403	19,951	20,514	-	-
2-996-00-Trfs to Capital Rsvs	15,000	15,375	15,760	-	-
Total Expenses	70,399	71,069	72,370	-	-
% Increase		0.95%	1.83%	(100.00%)	0.00%
Net Total	(30,399)	(31,069)	(32,370)	-	-

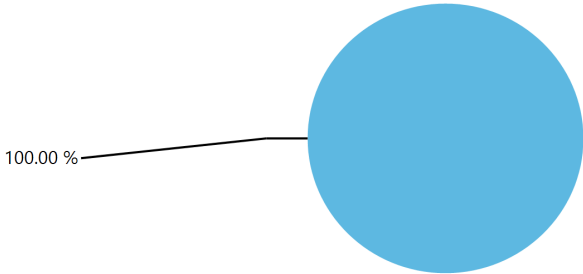
Budget Pie Charts

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

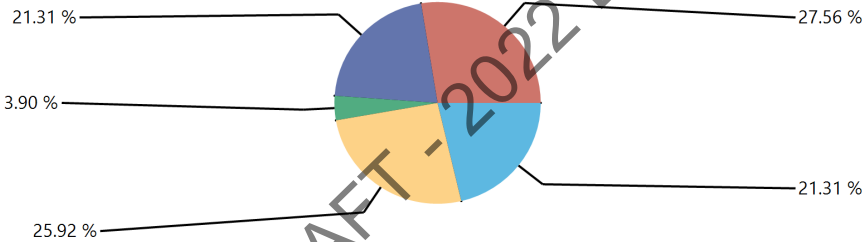
Community Hub

Revenues



1-200 - Sales and User Charges

Expenses



2-200 - Contracted and General Services	2-500 - Interest on Long Term Debt
2-300 - Materials, Goods, Supplies and Utilities	2-900 - Transfer to Reserves
	2-521 - Principal Debt Repayments

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Museum

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-202-00-Rentals & Leases	Increased	9.09 %	5,500	6,000
1-995-00-Trfs from Operating Rsvs	Not used this year		1,500	-
Total Revenues		14.29 %	7,000	6,000
Expenses				
2-223-00-Telecommunications	Not used this year		800	-
2-230-00-Assessment & Inspections	Increased	45.99 %	2,740	4,000
2-235-00-Cleaning	Decreased	25.00 %	12,000	9,000
2-236-00-Building Repairs	Unchanged	0.00 %	10,000	10,000
2-241-00-Insurance Premiums	Increased	11.11 %	3,600	4,000
2-330-00-Janitorial Supplies	Unchanged	0.00 %	2,300	2,300
2-335-00-Parts & Accessories	Decreased	37.50 %	4,000	2,500
2-338-00-Natural Gas	Unchanged	0.00 %	4,000	4,000
2-339-00-Power	Decreased	20.00 %	10,000	8,000
2-341-00-Municipal Utilities	Unchanged	0.00 %	2,000	2,000
2-893-00-Trfs to Lcl Bds & Agcs	Unchanged	0.00 %	30,000	30,000
2-996-00-Trfs to Capital Rsvs	Decreased	1.96 %	15,300	15,000
Total Expenses		6.14 %	96,740	90,800

Budget 5 Year Forecast

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Museum

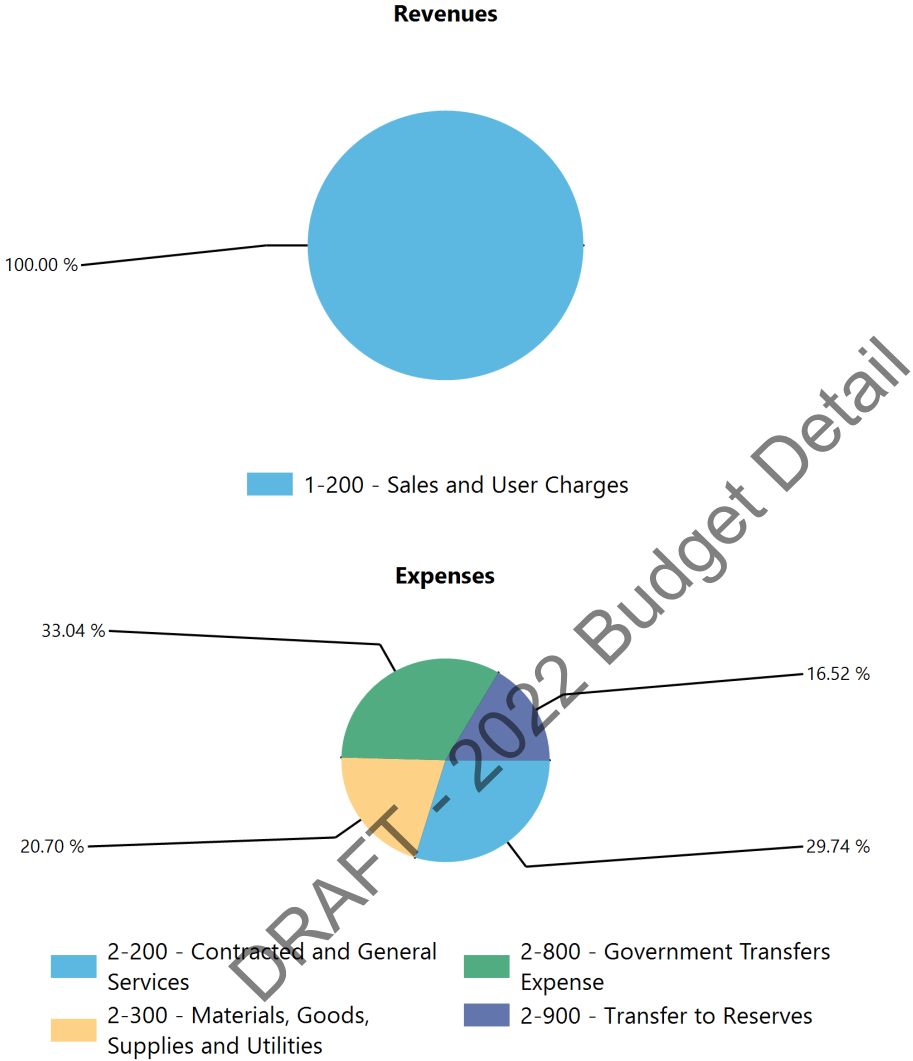
	2022	2023	2024	2025	2026
Revenues					
1-202-00-Rentals & Leases	6,000	6,000	6,000	-	-
Total Revenues	6,000	6,000	6,000	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-230-00-Assessment & Inspections	4,000	4,000	4,000	-	-
2-235-00-Cleaning	9,000	9,000	9,000	-	-
2-236-00-Building Repairs	10,000	10,000	10,000	-	-
2-241-00-Insurance Premiums	4,000	4,200	4,410	-	-
2-330-00-Janitorial Supplies	2,300	2,300	2,300	-	-
2-335-00-Parts & Accessories	2,500	2,500	2,500	-	-
2-338-00-Natural Gas	4,000	4,200	4,410	-	-
2-339-00-Power	8,000	8,240	8,487	-	-
2-341-00-Municipal Utilities	2,000	2,060	2,121	-	-
2-893-00-Trfs to Lcl Bds & Agcs	30,000	30,000	30,000	-	-
2-996-00-Trfs to Capital Rsvs	15,000	15,375	15,760	-	-
Total Expenses	90,800	91,875	92,988	-	-
% Increase		1.18%	1.21%	(100.00%)	0.00%
Net Total	(84,800)	(85,875)	(86,988)	-	-

Budget Pie Charts

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Museum



Multiple Costing Center Summary

Picnic Shelter

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-202-00-Rentals & Leases	Increased	20.00 %	10,000	12,000
Total Revenues		20.00 %	10,000	12,000
Expenses				
2-223-00-Telecommunications	Decreased	10.00 %	1,000	900
2-234-00-Contracted Services	Increased	233.33 %	300	1,000
2-235-00-Cleaning	Unchanged	0.00 %	2,500	2,500
2-236-00-Building Repairs	Increased	50.00 %	1,000	1,500
2-237-00-Equipment & Vehicle RM	Not used this year		500	-
2-241-00-Insurance Premiums	Increased	400.00 %	400	2,000
2-328-00-Equipment & Furnishings	Not used this year		2,000	-
2-330-00-Janitorial Supplies	Unchanged	0.00 %	1,500	1,500
2-335-00-Parts & Accessories	Unchanged	0.00 %	1,000	1,000
2-338-00-Natural Gas	Unchanged	0.00 %	1,000	1,000
2-339-00-Power	Decreased	25.00 %	4,000	3,000
2-341-00-Municipal Utilities	Increased	25.00 %	1,200	1,500
2-996-00-Trfs to Capital Rsvs	Decreased	50.98 %	30,600	15,000
Total Expenses		34.26 %	47,000	30,900

Budget 5 Year Forecast

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Picnic Shelter

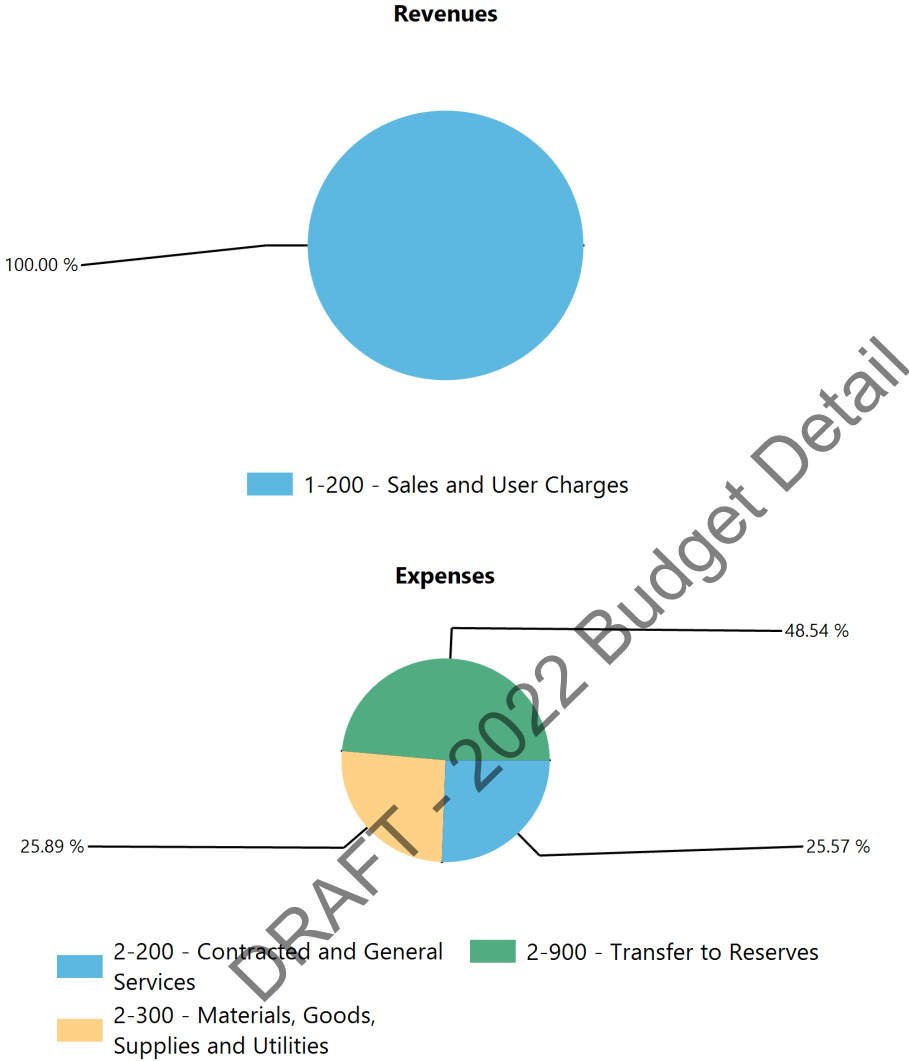
	2022	2023	2024	2025	2026
Revenues					
1-202-00-Rentals & Leases	12,000	12,000	12,000	-	-
Total Revenues	12,000	12,000	12,000	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-223-00-Telecommunications	900	900	900	-	-
2-234-00-Contracted Services	1,000	1,000	1,000	-	-
2-235-00-Cleaning	2,500	2,500	2,500	-	-
2-236-00-Building Repairs	1,500	1,500	1,500	-	-
2-241-00-Insurance Premiums	2,000	2,100	2,205	-	-
2-330-00-Janitorial Supplies	1,500	1,500	1,500	-	-
2-335-00-Parts & Accessories	1,000	1,000	1,000	-	-
2-338-00-Natural Gas	1,000	1,050	1,102	-	-
2-339-00-Power	3,000	3,090	3,182	-	-
2-341-00-Municipal Utilities	1,500	1,545	1,591	-	-
2-996-00-Trfs to Capital Rsvs	15,000	15,375	15,760	-	-
Total Expenses	30,900	31,560	32,240	-	-
% Increase		2.14%	2.15%	(100.00%)	0.00%
Net Total	(18,900)	(19,560)	(20,240)	-	-

Budget Pie Charts

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Picnic Shelter



Multiple Costing Center Summary

Seniors Centre

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Expenses				
2-234-00-Contracted Services	Not used this year		100	-
2-236-00-Building Repairs	Decreased	33.33 %	1,500	1,000
2-241-00-Insurance Premiums	Increased	100.00 %	1,000	2,000
2-328-00-Equipment & Furnishings	Increased	66.67 %	1,500	2,500
2-335-00-Parts & Accessories	Unchanged	0.00 %	1,000	1,000
2-338-00-Natural Gas	Increased	20.00 %	2,500	3,000
2-339-00-Power	Decreased	25.00 %	4,000	3,000
2-341-00-Municipal Utilities	Increased	50.00 %	1,000	1,500
2-996-00-Trfs to Capital Rsvs	Increased	50.00 %	10,000	15,000
Total Expenses		28.32 %	22,600	29,000

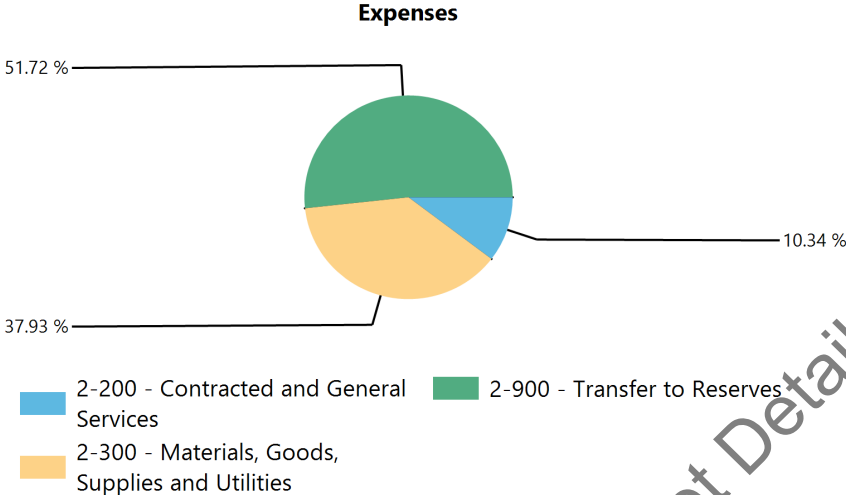
Budget 5 Year Forecast

	2022	2023	2024	2025	2026
Expenses					
2-236-00-Building Repairs	1,000	1,000	1,000	-	-
2-241-00-Insurance Premiums	2,000	2,100	2,205	-	-
2-328-00-Equipment & Furnishings	2,500	2,500	2,500	-	-
2-335-00-Parts & Accessories	1,000	1,000	1,000	-	-
2-338-00-Natural Gas	3,000	3,150	3,307	-	-
2-339-00-Power	3,000	3,290	3,182	-	-
2-341-00-Municipal Utilities	1,500	1,545	1,591	-	-
2-996-00-Trfs to Capital Rsvs	15,000	15,375	15,750	-	-
Total Expenses	29,000	29,960	30,535	-	-
% Increase		3.31%	1.92%	(100.00%)	0.00%
Net Total	(29,000)	(29,960)	(30,535)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Seniors Centre



DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Parks General

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-200-00-General Sales & Services	Increased	25.00 %	4,000	5,000
1-205-00-Department Sales (1)	Decreased	40.91 %	11,000	6,500
1-206-00-Department Sales (2)	Unchanged	0.00 %	9,000	9,000
Total Revenues		14.58 %	24,000	20,500
Expenses				
2-120-00-Perm Salaries & Wages	Increased	17.68 %	178,466	210,014
2-122-00-Seasonal Wages	Increased	2.43 %	62,857	64,385
2-130-00-Benefits	Increased	18.47 %	48,534	57,523
2-131-00-WCB	Increased	14.51 %	1,558	1,784
2-223-00-Telecommunications	Not used this year		700	-
2-224-00-Travel & Accommodations	Unchanged	0.00 %	2,000	2,000
2-225-00-Conferences	Unchanged	0.00 %	2,000	2,000
2-226-00-Subs & Memberships	Increased	7.14 %	700	750
2-227-00-Training & Education	Unchanged	0.00 %	4,000	4,000
2-230-00-Assessment & Inspections	Unchanged	0.00 %	3,500	3,500
2-234-00-Contracted Services	Decreased	3.91 %	29,140	28,000
2-237-00-Equipment & Vehicle RM	Increased	10.13 %	2,270	2,500
2-238-00-Road Repairs	New this year		-	5,000
2-240-00-Rentals	Decreased	54.13 %	16,350	7,500
2-241-00-Insurance Premiums	Increased	6.67 %	7,500	8,000
2-328-00-Equipment & Furnishings	Increased	16.19 %	12,910	15,000
2-329-00-First Aid, Safety & PPE	Unchanged	0.00 %	5,000	5,000
2-330-00-Janitorial Supplies	Increased	79.64 %	835	1,500
2-331-00-Uniforms	Increased	42.86 %	1,050	1,500
2-332-00-Chemicals	Unchanged	0.00 %	30,000	30,000
2-333-00-Construction Materials	New this year		-	10,000
2-335-00-Parts & Accessories	Increased	6.25 %	80,000	85,000
2-338-00-Natural Gas	Decreased	27.54 %	6,900	5,000
2-339-00-Power	Unchanged	0.00 %	18,000	18,000
2-340-00-Water	Unchanged	0.00 %	6,000	6,000
2-341-00-Municipal Utilities	Increased	9.38 %	32,000	35,000
2-996-00-Trfs to Capital Rsvs	Increased	81.82 %	55,000	100,000
Total Expenses		16.74 %	607,290	708,956

Budget 5 Year Forecast

Multiple Costing Center Summary

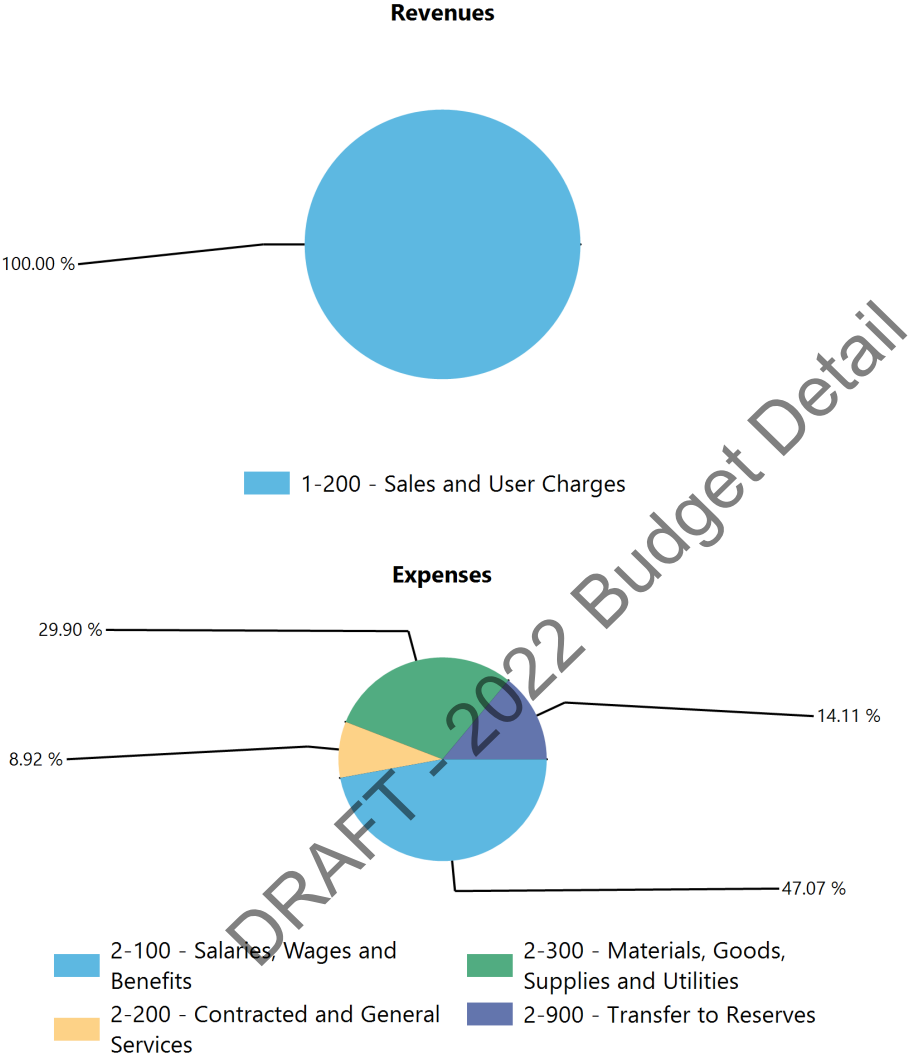
Parks General

	2022	2023	2024	2025	2026
Revenues					
1-200-00-General Sales & Services	5,000	5,000	5,000	-	-
1-205-00-Department Sales (1)	6,500	6,500	6,500	-	-
1-206-00-Department Sales (2)	9,000	9,000	9,000	-	-
Total Revenues	20,500	20,500	20,500	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	210,014	219,270	226,764	-	-
2-122-00-Seasonal Wages	64,385	66,317	68,305	-	-
2-130-00-Benefits	57,523	58,938	60,102	-	-
2-131-00-WCB	1,784	1,855	1,919	-	-
2-224-00-Travel & Accommodations	2,000	2,000	2,000	-	-
2-225-00-Conferences	2,000	2,000	2,000	-	-
2-226-00-Subs & Memberships	750	750	750	-	-
2-227-00-Training & Education	4,000	4,000	4,000	-	-
2-230-00-Assessment & Inspections	3,500	3,500	3,500	-	-
2-234-00-Contracted Services	28,000	28,000	28,000	-	-
2-237-00-Equipment & Vehicle RM	2,500	2,500	2,500	-	-
2-238-00-Road Repairs	5,000	5,000	5,000	-	-
2-240-00-Rentals	7,500	7,500	7,500	-	-
2-241-00-Insurance Premiums	8,000	8,400	8,820	-	-
2-328-00-Equipment & Furnishings	15,000	15,000	15,000	-	-
2-329-00-First Aid, Safety & PPE	5,000	5,000	5,000	-	-
2-330-00-Janitorial Supplies	1,500	1,500	1,500	-	-
2-331-00-Uniforms	1,500	1,500	1,500	-	-
2-332-00-Chemicals	30,000	30,000	30,000	-	-
2-333-00-Construction Materials	10,000	10,000	10,000	-	-
2-335-00-Parts & Accessories	85,000	85,000	85,000	-	-
2-338-00-Natural Gas	5,000	5,250	5,512	-	-
2-339-00-Power	18,000	18,540	18,600	-	-
2-340-00-Water	6,000	6,000	6,000	-	-
2-341-00-Municipal Utilities	35,000	36,050	37,048	-	-
2-996-00-Trfs to Capital Rsvs	100,000	102,500	105,000	-	-
Total Expenses	708,956	726,370	741,320	-	-
% Increase		2.46%	2.06%	(100.00%)	0.00%
Net Total	(688,456)	(705,870)	(720,820)	-	-

Multiple Costing Center Summary

Parks General

Budget Pie Charts



Multiple Costing Center Summary

Community - Services

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-200-00-General Sales & Services	Decreased	56.25 %	8,000	3,500
1-700-00-Donations	Unchanged	0.00 %	1,500	1,500
1-892-00-Trfs from Other Lcl Govt	Not used this year		6,185	-
Total Revenues		68.12 %	15,685	5,000
Expenses				
2-120-00-Perm Salaries & Wages	Increased	2.66 %	171,078	175,633
2-122-00-Seasonal Wages	Increased	2.43 %	15,042	15,407
2-130-00-Benefits	Increased	1.70 %	41,356	42,059
2-131-00-WCB	Increased	3.24 %	1,202	1,241
2-220-00-Advertising	Increased	100.00 %	500	1,000
2-221-00-Printing & Design	Decreased	33.33 %	4,500	3,000
2-222-00-Postage & Freight	Not used this year		500	-
2-223-00-Telecommunications	Unchanged	0.00 %	800	800
2-224-00-Travel & Accommodations	Decreased	25.00 %	4,000	3,000
2-225-00-Conferences	Decreased	25.00 %	2,000	1,500
2-226-00-Subs & Memberships	Decreased	5.88 %	850	800
2-227-00-Training & Education	Unchanged	0.00 %	2,000	2,000
2-234-00-Contracted Services	Not used this year		2,300	-
2-240-00-Rentals	Unchanged	0.00 %	500	500
2-241-00-Insurance Premiums	Increased	2.94 %	3,400	3,500
2-320-00-Programming	Unchanged	0.00 %	94,300	94,300
2-322-00-Promotional	Decreased	7.67 %	16,300	15,050
2-323-00-Food & Refreshments	Decreased	13.79 %	5,800	5,000
2-325-00-Office & Stationery	Decreased	25.00 %	2,000	1,500
2-328-00-Equipment & Furnishings	Unchanged	0.00 %	1,500	1,500
2-331-00-Uniforms	Not used this year		3,500	-
2-420-00-Bank Charges & Interest	New this year		-	500
2-893-00-Trfs to Lcl Bds & Agcs	Increased	234.45 %	23,023	77,000
Total Expenses		12.32 %	396,451	445,290

Budget 5 Year Forecast

Multiple Costing Center Summary

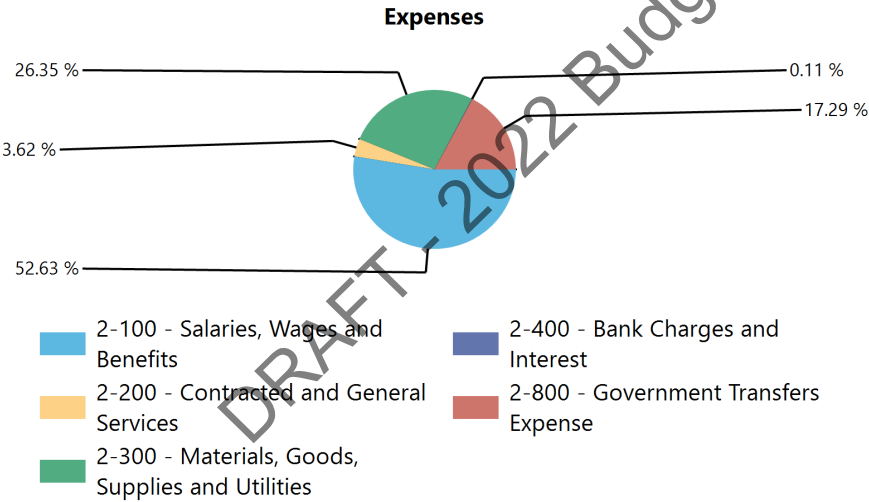
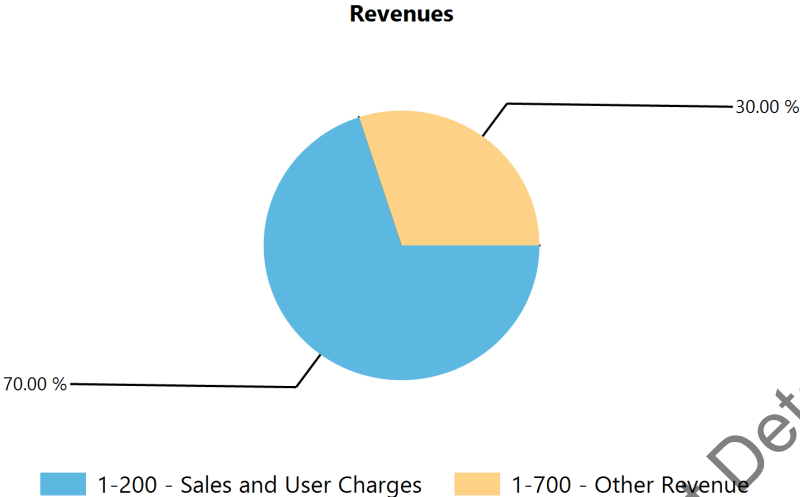
Community - Services

	2022	2023	2024	2025	2026
Revenues					
1-200-00-General Sales & Services	3,500	3,500	3,500	-	-
1-700-00-Donations	1,500	1,500	1,500	-	-
Total Revenues	5,000	5,000	5,000	-	-
% Increase		0.00%	0.00%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	175,633	198,986	204,920	-	-
2-122-00-Seasonal Wages	15,407	15,869	16,345	-	-
2-130-00-Benefits	42,059	47,158	48,143	-	-
2-131-00-WCB	1,241	1,396	1,437	-	-
2-220-00-Advertising	1,000	1,000	1,000	-	-
2-221-00-Printing & Design	3,000	3,000	3,000	-	-
2-223-00-Telecommunications	800	800	800	-	-
2-224-00-Travel & Accommodations	3,000	3,000	3,000	-	-
2-225-00-Conferences	1,500	1,500	1,500	-	-
2-226-00-Subs & Memberships	800	800	800	-	-
2-227-00-Training & Education	2,000	2,000	2,000	-	-
2-240-00-Rentals	500	500	500	-	-
2-241-00-Insurance Premiums	3,500	3,600	4,000	-	-
2-320-00-Programming	94,300	94,300	67,300	-	-
2-322-00-Promotional	15,050	15,050	15,050	-	-
2-323-00-Food & Refreshments	5,000	5,000	5,000	-	-
2-325-00-Office & Stationery	1,500	1,500	1,500	-	-
2-328-00-Equipment & Furnishings	1,500	1,500	1,500	-	-
2-420-00-Bank Charges & Interest	500	500	500	-	-
2-893-00-Trfs to Lcl Bds & Agcs	77,000	77,000	77,000	-	-
Total Expenses	445,290	474,459	455,295	-	-
% Increase		6.55%	(4.04%)	(100.00%)	0.00%
Net Total	(440,290)	(469,459)	(450,295)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Community - Services



DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Parks - Construction Projects

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Expenses				
2-120-00-Perm Salaries & Wages	Decreased	9.10 %	186,424	169,458
2-122-00-Seasonal Wages	Increased	16.59 %	25,144	29,316
2-130-00-Benefits	Decreased	6.93 %	44,460	41,377
2-131-00-WCB	Decreased	5.49 %	1,367	1,292
2-223-00-Telecommunications	Increased	25.00 %	1,200	1,500
2-333-00-Construction Materials	Unchanged	0.00 %	50,000	50,000
Total Expenses		5.07 %	308,595	292,943

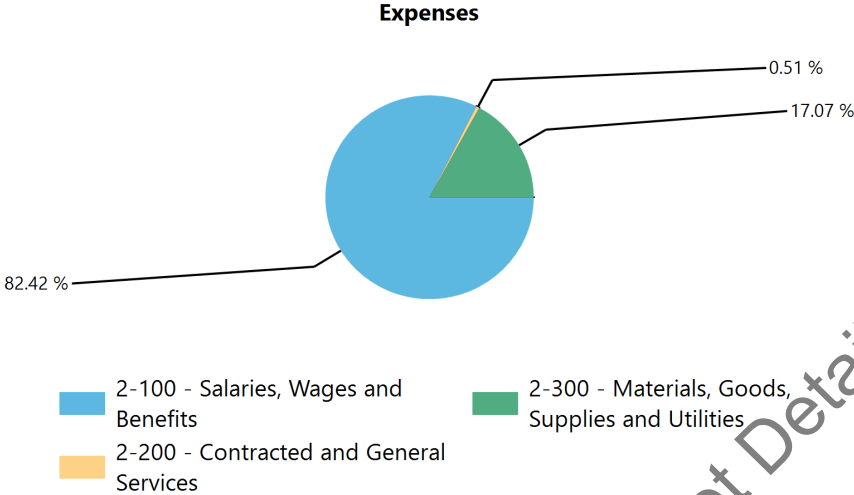
Budget 5 Year Forecast

	2022	2023	2024	2025	2026
Expenses					
2-120-00-Perm Salaries & Wages	169,458	176,099	182,984	-	-
2-122-00-Seasonal Wages	29,316	30,195	31,100	-	-
2-130-00-Benefits	41,377	42,472	43,609	-	-
2-131-00-WCB	1,292	1,340	1,391	-	-
2-223-00-Telecommunications	1,500	1,500	1,500	-	-
2-333-00-Construction Materials	50,000	50,000	50,000	-	-
Total Expenses	292,943	301,606	310,584	-	-
% Increase		2.96%	2.98%	(100.00%)	0.00%
Net Total	(292,943)	(301,606)	(310,584)	-	-

Budget Pie Charts

Multiple Costing Center Summary

Parks - Construction Projects



DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

Library

Budget Prior Year Comparison

Object	Changes	Percent Change	2021 Amount	2022 Amount
Revenues				
1-200-00-General Sales & Services	Unchanged	0.00 %	3,500	3,500
1-202-00-Rentals & Leases	Unchanged	0.00 %	8,500	8,500
1-401-00-Overdue Charges	Decreased	41.18 %	8,500	5,000
1-890-00-Trfs from Federal Govt	Increased	8.33 %	6,000	6,500
1-891-00-Trfs from Prov Govt	Increased	0.55 %	41,770	42,000
1-892-00-Trfs from Other Lcl Govt	Decreased	0.79 %	36,287	36,000
1-893-00-Trfs from Lcl Bds & Agcs	Decreased	33.33 %	1,500	1,000
1-996-00-Trfs from Capital Rsvs	Decreased	5.66 %	10,600	10,000
Total Revenues		3.56 %	116,657	112,500
Expenses				
2-120-00-Perm Salaries & Wages	Increased	27.82 %	155,800	199,143
2-121-00-Part Time & Casual Wages	Decreased	62.65 %	81,278	30,359
2-130-00-Benefits	Increased	15.90 %	48,779	55,558
2-131-00-WCB	Decreased	2.61 %	1,533	1,493
2-220-00-Advertising	Increased	20.00 %	250	300
2-222-00-Postage & Freight	Unchanged	0.00 %	50	50
2-223-00-Telecommunications	Unchanged	0.00 %	2,200	2,200
2-224-00-Travel & Accommodations	Increased	21.00 %	5,000	6,050
2-225-00-Conferences	Unchanged	0.00 %	1,225	1,225
2-226-00-Subs & Memberships	Increased	240.00 %	125	425
2-227-00-Training & Education	Unchanged	0.00 %	1,150	1,150
2-234-00-Contracted Services	Increased	0.99 %	12,575	12,700
2-235-00-Cleaning	Decreased	3.50 %	29,015	28,000
2-236-00-Building Repairs	New this year		-	1,750
2-237-00-Equipment & Vehicle RM	Increased	11.11 %	450	500
2-240-00-Rentals	Unchanged	0.00 %	2,150	2,150
2-241-00-Insurance Premiums	Unchanged	0.00 %	6,000	6,000
2-320-00-Programming	Unchanged	0.00 %	2,090	2,090
2-321-00-Media Materials	Unchanged	0.00 %	6,200	6,200
2-322-00-Promotional	Increased	0.76 %	1,985	2,000
2-323-00-Food & Refreshments	Decreased	6.25 %	800	750
2-325-00-Office & Stationery	Unchanged	0.00 %	3,915	3,915
2-327-00-IT Equipment & Supplies	Unchanged	0.00 %	3,300	3,300
2-328-00-Equipment & Furnishings	Decreased	12.09 %	4,550	4,000
2-330-00-Janitorial Supplies	Unchanged	0.00 %	1,300	1,300
2-335-00-Parts & Accessories	Increased	1.69 %	1,475	1,500
2-338-00-Natural Gas	Increased	20.00 %	2,500	3,000
2-339-00-Power	Decreased	9.09 %	11,000	10,000
2-341-00-Municipal Utilities	Increased	16.67 %	1,500	1,750
2-420-00-Bank Charges & Interest	Increased	50.00 %	500	750

Multiple Costing Center Summary

Library

Object	Changes	Percent Change	2021 Amount	2022 Amount
2-893-00-Trfs to Lcl Bds & Agcs	Increased	5.13 %	99,500	104,600
2-996-00-Trfs to Capital Rsvs	Decreased	25.00 %	20,000	15,000
Total Expenses		0.20 %	508,195	509,208

Budget 5 Year Forecast

	2022	2023	2024	2025	2026
Revenues					
1-200-00-General Sales & Services	3,500	3,500	3,500	-	-
1-202-00-Rentals & Leases	8,500	8,500	8,500	-	-
1-401-00-Overdue Charges	5,000	5,000	5,000	-	-
1-890-00-Trfs from Federal Govt	6,500	6,500	6,500	-	-
1-891-00-Trfs from Prov Govt	42,000	42,000	42,000	-	-
1-892-00-Trfs from Other Lcl Govt	36,000	36,000	36,000	-	-
1-893-00-Trfs from Lcl Bds & Agcs	1,000	1,000	1,000	-	-
1-996-00-Trfs from Capital Rsvs	10,000	-	-	-	-
Total Revenues	112,500	102,500	102,500	-	-
% Increase		(8.89%)	0.00%	(100.00%)	0.00%
Expenses					
2-120-00-Perm Salaries & Wages	199,143	209,213	219,789	-	-
2-121-00-Part Time & Casual Wages	30,359	31,670	33,039	-	-
2-130-00-Benefits	55,558	57,471	59,466	-	-
2-131-00-WCB	1,493	1,565	1,643	-	-
2-220-00-Advertising	300	300	300	-	-
2-222-00-Postage & Freight	50	50	50	-	-
2-223-00-Telecommunications	2,200	2,200	2,200	-	-
2-224-00-Travel & Accommodations	6,050	6,050	6,050	-	-
2-225-00-Conferences	1,225	1,225	1,225	-	-
2-226-00-Subs & Memberships	425	425	425	-	-
2-227-00-Training & Education	1,150	1,150	1,150	-	-
2-234-00-Contracted Services	12,700	2,700	2,700	-	-
2-235-00-Cleaning	28,000	28,000	28,000	-	-
2-236-00-Building Repairs	1,750	1,750	1,750	-	-
2-237-00-Equipment & Vehicle RM	500	500	500	-	-
2-240-00-Rentals	2,150	2,150	2,150	-	-
2-241-00-Insurance Premiums	6,000	6,300	6,615	-	-
2-320-00-Programming	2,090	2,090	2,090	-	-
2-321-00-Media Materials	6,200	6,200	6,200	-	-
2-322-00-Promotional	2,000	2,000	2,000	-	-
2-323-00-Food & Refreshments	750	750	750	-	-
2-325-00-Office & Stationery	3,915	3,915	3,915	-	-

Multiple Costing Center Summary

Library

	2022	2023	2024	2025	2026
2-327-00-IT Equipment & Supplies	3,300	3,300	3,300	-	-
2-328-00-Equipment & Furnishings	4,000	4,000	4,000	-	-
2-330-00-Janitorial Supplies	1,300	1,300	1,300	-	-
2-335-00-Parts & Accessories	1,500	1,500	1,500	-	-
2-338-00-Natural Gas	3,000	3,150	3,063	-	-
2-339-00-Power	10,000	10,300	10,420	-	-
2-341-00-Municipal Utilities	1,750	1,803	1,856	-	-
2-420-00-Bank Charges & Interest	750	750	750	-	-
2-893-00-Trfs to Lcl Bds & Agcs	104,600	107,000	110,000	-	-
2-996-00-Trfs to Capital Rsvs	15,000	15,375	15,750	-	-
Total Expenses	509,208	516,152	533,946	-	-
% Increase		1.36%	3.45%	(100.00%)	0.00%
Net Total	(396,708)	(413,652)	(431,446)	-	-

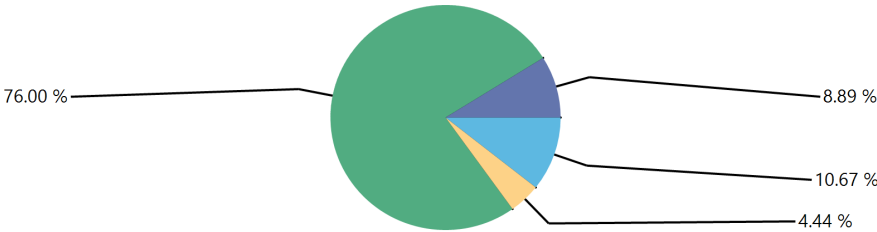
Budget Pie Charts

DRAFT - 2022 Budget Detail

Multiple Costing Center Summary

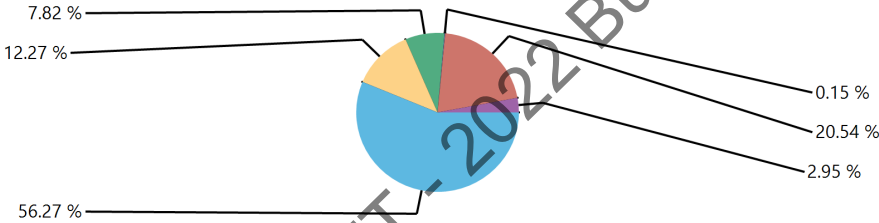
Library

Revenues



- 1-200 - Sales and User Charges
- 1-400 - Interest, Penalties and Fines
- 1-800 - Government Transfers Revenue
- 1-900 - Transfer from Reserves

Expenses



- 2-100 - Salaries, Wages and Benefits
- 2-200 - Contracted and General Services
- 2-300 - Materials, Goods, Supplies and Utilities
- 2-400 - Bank Charges and Interest
- 2-800 - Government Transfers Expense
- 2-900 - Transfer to Reserves

DRAFT - 2022 Budget Detail