

## OVERALL CONSOLIDATED BUDGET

	2019 Budget	2019 Projections	2020 Budget	2021 Budget	2022 Budget
<b>OPERATING REVENUE</b>					
Net Taxation	47,050,338	47,634,421	45,325,961	45,268,152	45,246,260
Fines	382,350	382,350	409,700	409,700	415,000
Government Transfers	1,471,670	1,113,282	1,182,815	467,241	408,291
Investment income	277,000	427,000	477,000	477,000	477,000
Licenses and Permits	878,100	903,100	878,100	878,100	878,100
Penalties and File Notification	255,000	694,440	255,000	255,000	255,000
Sales and User Charges	5,978,648	6,840,929	6,221,595	7,994,831	6,287,171
Water, Sanitary and Storm	3,670,127	3,436,006	3,697,388	3,803,309	3,925,117
<b>TOTAL OPERATING REVENUE</b>	<b>59,963,233</b>	<b>61,431,528</b>	<b>58,447,559</b>	<b>59,553,333</b>	<b>57,891,939</b>
<b>OPERATING EXPENSE</b>					
<b>Community &amp; Protective Services:</b>					
Community, Parks, Recreation & Transit	6,195,936	5,292,667	6,436,880	6,194,810	6,287,621
Fire, Protective Services and Emergency Management	2,613,997	2,581,802	2,832,658	2,773,387	3,064,558
Patrol Services	1,232,188	1,236,453	1,313,620	1,331,910	1,349,594
<b>Corporate Services:</b>					
Administration & Facilities	1,197,407	1,193,199	1,174,082	1,210,339	1,226,057
Assessment, Land Management & Big Bend Airport	1,193,278	972,332	1,183,074	1,205,727	1,266,950
Communications	490,477	481,727	470,561	488,600	503,367
Customer Service, Finance & Risk Management	1,478,711	1,439,411	1,544,764	1,569,998	1,590,697
GIS, IT and Records Mgmt.	1,785,422	1,738,201	2,106,775	1,931,343	2,122,748
Human Resources	722,983	645,977	695,878	620,307	647,396
<b>General Governance:</b>					
Council	712,002	695,073	728,567	738,567	738,567
Chief Administrative Officer & Legislative Services	924,941	843,091	926,760	967,391	940,837
<b>Operations Services:</b>					
Administration, Infrastructure & Road Maintenance	19,674,972	19,387,414	19,583,297	19,457,023	19,427,714
Agriculture Services	2,401,564	2,148,060	2,336,668	2,026,074	1,995,482
Utilities (Water, Sanitary & Storm)	3,629,433	3,567,205	3,829,259	3,745,394	3,885,181
Waste Management	2,660,220	2,861,100	2,940,199	2,957,550	2,996,539
<b>Planning &amp; Development Services:</b>					
Planning & Development and Subdivision Appeal Board	2,232,945	2,187,027	2,181,059	2,163,342	2,193,497
Economic Development	775,745	752,955	636,989	564,758	570,369
Land Development	129,480	132,280	107,260	47,320	48,643
Red Deer Airport	903,981	904,000	2,145,000	1,870,000	2,425,000
Safety Code Services	504,355	494,100	519,531	525,108	530,224
Contingency	342,528	-	700,000	700,000	700,000
<b>TOTAL OPERATING EXPENSE</b>	<b>51,802,565</b>	<b>49,554,074</b>	<b>54,392,881</b>	<b>53,088,948</b>	<b>54,511,041</b>
<b>OPERATING EXCESS/ (SHORTFALL) REVENUE OVER EXPENSE</b>	<b>8,160,668</b>	<b>11,877,454</b>	<b>4,054,678</b>	<b>6,464,385</b>	<b>3,380,898</b>
<b>CAPITAL</b>					
Government Transfers	6,754,655	6,883,662	7,165,000	5,650,000	4,950,000
Off-site Levies (Collected)	-	184,106	-	-	-
Expenditures	(28,711,219)	(27,330,775)	(32,333,937)	(29,373,230)	(22,117,388)
Cost Recovery	60,243	100,243	50,000	2,392,500	1,650,000
<b>CHANGE IN FUND BALANCE</b>	<b>(13,735,653)</b>	<b>(8,285,310)</b>	<b>(21,064,259)</b>	<b>(14,866,345)</b>	<b>(12,136,490)</b>
Off-site Levies (Transfer to collect in future)	4,292,298	4,968,509	8,931,114	3,329,778	303,000
Transfer (to) from Reserve	9,443,354	3,316,802	12,133,145	11,536,567	11,833,490
	-	-	-	-	-
<b>Memo:</b>					
Annual Depreciation Expense	32,000,000	32,000,000	32,000,000	32,000,000	32,000,000
Contributed Assets	1,000,000	78,460	1,000,000	1,000,000	1,000,000