



# 2021 O&M Budget

Consolidated  
O&M Budget

General Fund

Utility Fund

Land Fund

# General Fund

- ▶ The purpose of this Fund shall be to account for all financial activities of the Town which are not accounted for in another fund.
- ▶ The monies belonging to the Town shall be credited to this Fund, and where any such monies relate to a fund other than the General Fund, these shall be accounted for using Inter-fund accounts.
- ▶ The Revenues and Expenditures in the General Fund shall be made in accordance with the budget adopted for each fiscal year, pursuant to the *Cities, Towns, and Villages Act*.

# General Fund

- ▶ All Expenditures and Disbursements in the General Fund shall be made in accordance with the *Cities, Towns, and Villages Act*.
- ▶ All Revenues collected in the General Fund shall be deposited into the General Fund Bank Account, at a Bank approved by resolution of Council from time to time.
- ▶ Financial Statements shall be prepared annually for the General Fund and audited by an auditor appointed by Council.

# Utility Fund

- ▶ The purpose of this Fund shall be to account for all financial activities of the Town which pertain to the operations of the Town's Water and Sewer system. Water and sewer operations include all aspects of establishing, operating and maintaining buildings, equipment and works related to the supply and processing of potable water; distribution of potable water and the collection, treatment and disposal of sewage and storm water.
- ▶ The Revenues and Expenditures in the Utility Fund shall be made in accordance with the budget adopted for each fiscal year.

# Utility Fund

- ▶ All Expenditures and Disbursements in the Utility Fund shall be made in accordance with the *Cities, Towns and Villages Act*.
- ▶ All Revenues collected for the Utility Fund shall be deposited into the General Fund Bank Account, and accounted for in the Utility Fund using an Inter-fund account.
- ▶ Financial Statements shall be prepared annually for the Utility Fund and audited by an auditor appointed by Council.
- ▶ The Utility Fund is intended to be a self-liquidating fund, with the revenues being equal to or exceeding the expenditures in a fiscal year.

# Land Fund

- ▶ The purpose of this Fund shall be to account for all financial activities of the Town which pertain to the acquisition, development, disposal and rental of municipal land within the Town.
- ▶ The Revenues and Expenditures in the Land Development Fund shall be made in accordance with the budget adopted for each fiscal year.
- ▶ All Expenditures and Disbursements in the Land Development Fund shall be made in accordance with the *Cities, Towns, and Villages Act*.

# Land Fund

- ▶ All Revenues collected for the Land Development Fund shall be deposited into the General Fund Bank Account, and accounted for in the Land Development Fund using an Inter-fund account.
- ▶ Financial Statements shall be prepared annually for the Land Development Fund, and audited by an auditor appointed by Council.
- ▶ The Land Development Fund shall operate independently of the General Fund, with all expenditures being covered by revenues from land sales, leases and related charges.



# Assumptions

GNWT contribution funding based on updated 2021 figures provided by MACA for planning purposes.

Mayor and 7 Councillors honourarium budgeted at no net change.

Wage inflation included in salary figures per collective agreement. 3% vacancy rate included in budget.

Any net revenue over expense to be allocated to reserves to fund capital. \$1.5M reserve allocation currently included in budget.

O&M expenses contingent on revenues from third parties are fully budgeted and will be separately discussed.

No increases or decreases to core service level.

# Budget Forecast by Division

Responsibility Centre Director of Finance

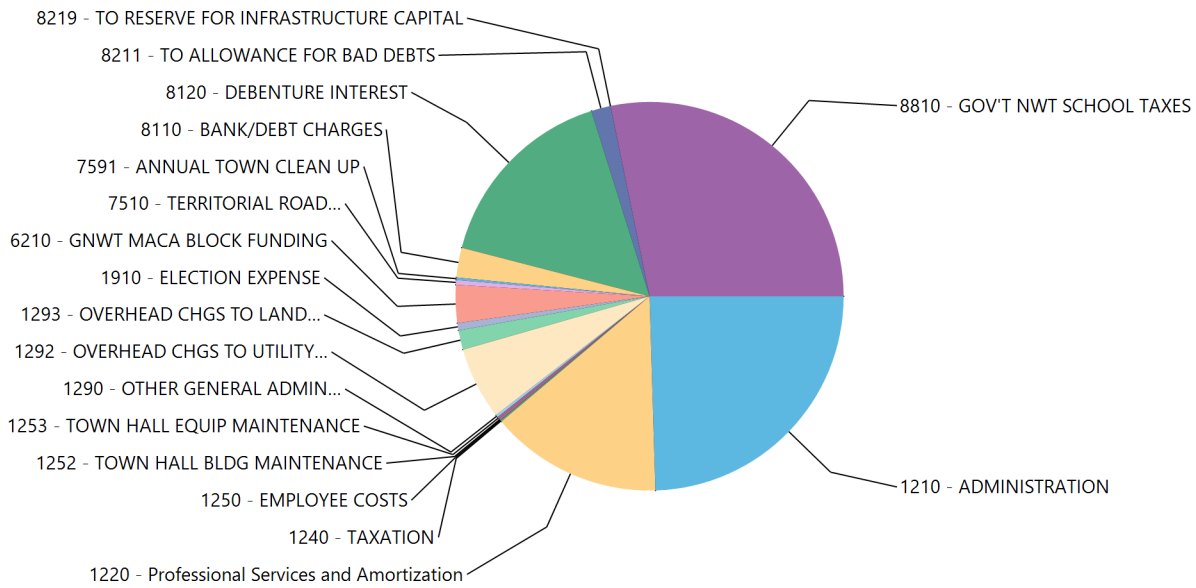
	2020 Budget	2021 Budget	Change	% Change
<b>Revenues</b>				
1100 - MUNICIPAL LEVIES ON PROPERTY	4,583,918	4,270,679	(313,239)	-6.83%
1202 - LOCAL IMPROVEMENTS - 1148 PAVING	0	20,405	20,405	100.00%
1253 - TOWN HALL EQUIP MAINTENANCE	(5,000)	0	5,000	-100.00%
2110 - FEDERAL GIL OF MUNICIPAL LEVIES	138,720	159,666	20,946	15.10%
2310 - TERRITORIAL GIL OF MUNICIPAL LEVIES	1,548,360	2,142,380	594,020	38.36%
2410 - NWTPC GIL OF MUNICIPAL LEVIES	38,250	43,183	4,933	12.90%
4100 - ADMIN TAXABLE COSTS RECOVERED	5,100	5,100	0	0.00%
4104 - TAX CERTIFICATES REVENUE	2,500	3,000	500	20.00%
5140 - MOTOR LIVERY LICENSE REVENUE	250	250	0	0.00%
5440 - FRANCHISE FEE REVENUE	333,000	340,000	7,000	2.10%
5510 - INTEREST ON INVESTMENTS	48,000	48,000	0	0.00%
5515 - GAS TAX INTEREST	0	0	0	0.00%
5516 - CPI INTEREST	0	0	0	0.00%
5520 - LAND SALES INTEREST & PENALTIES	20,000	20,000	0	0.00%
5610 - PROPERTY TAX PENALTIES REVENUE	175,000	175,000	0	0.00%
5720 - SENIOR/DISABLED MUNICIPAL TAX EXEMPTION	(160,000)	(190,000)	(30,000)	18.75%
5721 - SENIOR/DISABLED SCHOOL TAX EXEMPTION	(33,000)	(33,000)	0	0.00%
5920 - OTHER CONTRIBUTIONS REVENUE	20,000	0	(20,000)	-100.00%
6210 - GNWT MACA BLOCK FUNDING	2,215,000	2,538,000	323,000	14.58%
7510 - TERRITORIAL ROAD CONSTRUCTION GRANT	0	0	0	0.00%
7530 - TERRITORIAL RECREATION GRANTS REVENUE	39,400	39,400	0	0.00%
7591 - ANNUAL TOWN CLEAN UP	0	0	0	0.00%
7599 - TERRITORIAL MISC GRANTS REVENUE	43,000	43,000	0	0.00%
9810 - SCHOOL TAX LEVIES	700,000	700,000	0	0.00%
5120 - BUSINESS LICENSE REVENUE	52,000	60,000	8,000	15.38%
<b>Total Revenues</b>	<b>9,764,498</b>	<b>10,385,063</b>	<b>620,565</b>	<b>6.36%</b>
<b>Expenses</b>				
1210 - ADMINISTRATION	563,105	608,000	44,895	7.97%
1220 - Professional Services and Amortization	355,000	355,000	0	0.00%
1240 - TAXATION	3,000	3,000	0	0.00%
1250 - EMPLOYEE COSTS	0	(1,000)	(1,000)	100.00%
1252 - TOWN HALL BLDG MAINTENANCE	3,000	3,000	0	0.00%
1253 - TOWN HALL EQUIP MAINTENANCE	0	5,000	5,000	100.00%
1290 - OTHER GENERAL ADMIN SERVICES	5,000	5,000	0	0.00%
1292 - OVERHEAD CHGS TO UTILITY FUND	(150,000)	(150,000)	0	0.00%
1293 - OVERHEAD CHGS TO LAND FUND	(40,000)	(40,000)	0	0.00%
1910 - ELECTION EXPENSE	0	15,000	15,000	100.00%
6210 - GNWT MACA BLOCK FUNDING	78,000	78,000	0	0.00%
7510 - TERRITORIAL ROAD CONSTRUCTION GRANT	69,200	10,000	(59,200)	-85.55%
7591 - ANNUAL TOWN CLEAN UP	5,000	5,000	0	0.00%
8110 - BANK/DEBT CHARGES	129,000	61,500	(67,500)	-52.33%
8120 - DEBENTURE INTEREST	400,000	400,000	0	0.00%
8211 - TO ALLOWANCE FOR BAD DEBTS	40,000	40,000	0	0.00%
8219 - TO RESERVE FOR INFRASTRUCTURE CAPITAL	0	0	0	0.00%

# Budget Forecast by Division

Responsibility Centre Director of Finance

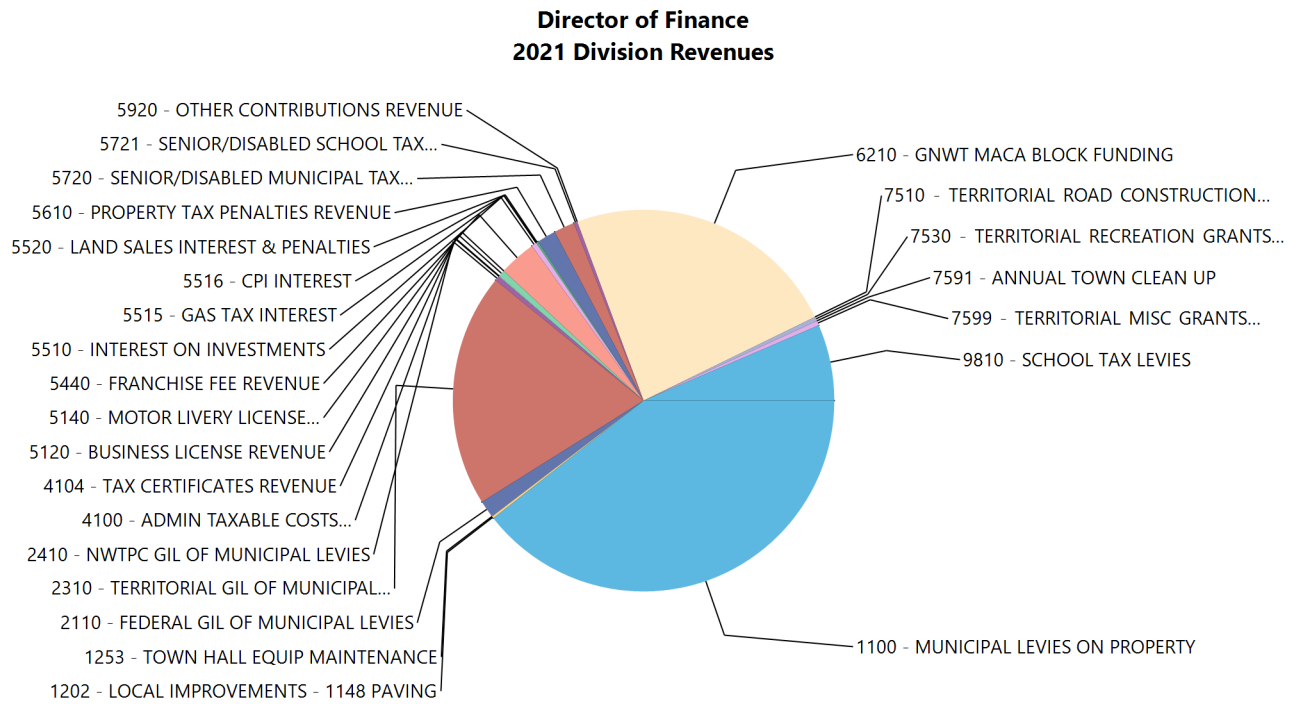
8810 - GOV'T NWT SCHOOL TAXES	700,000	700,000	0	0.00%
Total Expenses	2,160,305	2,097,500	(62,805)	-2.91%
<b>Net Total</b>	<b>7,604,193</b>	<b>8,287,563</b>	<b>683,370</b>	<b>4.68%</b>

**Director of Finance  
2021 Expenses by Division**



# Budget Forecast by Division

Responsibility Centre Director of Finance

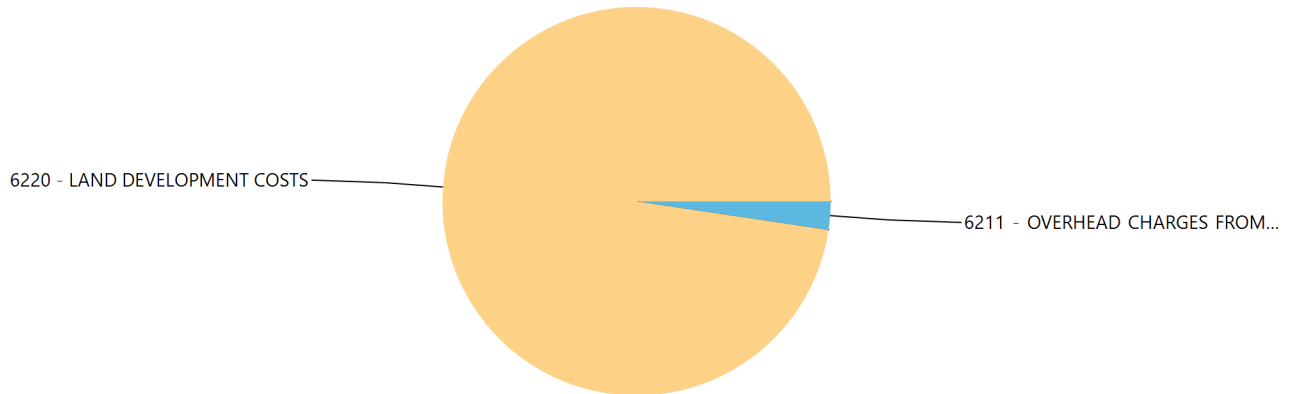


# Budget Forecast by Division

Responsibility Centre Land Fund/Land Development

	2020 Budget	2021 Budget	Change	% Change
Revenues				
4000 - LAND SALES	429,600	1,600,000	1,170,400	272.44%
4001 - LEASE FEES NON-TAXABLE RESIDENTIAL	330,000	330,000	0	0.00%
4002 - LEASE FEES TAXABLE COMMERCIAL/IND.	20,000	20,000	0	0.00%
5521 - LEASE FEES PENALTIES REVENUE	(200)	0	200	-100.00%
Total Revenues	779,400	1,950,000	1,170,600	150.19%
Expenses				
6211 - OVERHEAD CHARGES FROM GENERAL FUND	40,000	40,000	0	0.00%
6220 - LAND DEVELOPMENT COSTS	494,600	1,665,000	1,170,400	236.64%
Total Expenses	534,600	1,705,000	1,170,400	218.93%
<b>Net Total</b>	<b>244,800</b>	<b>245,000</b>	<b>200</b>	<b>178.16%</b>

**Land Fund/Land Development  
2021 Expenses by Division**



# Budget Forecast by Division

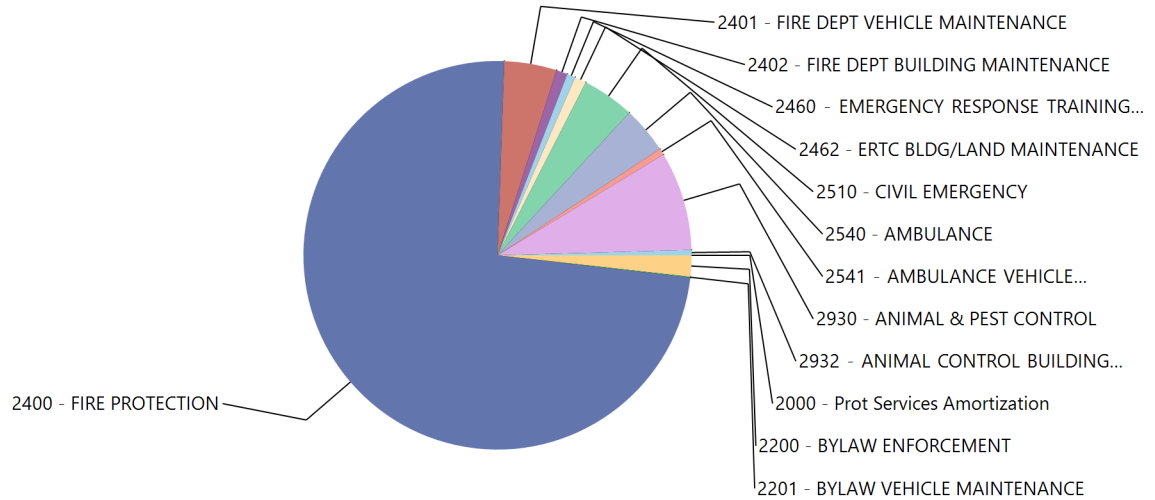
Responsibility Centre Prot Services

	<b>2020</b>	<b>2021</b>		
	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>% Change</b>
Expenses				
2000 - Prot Services Amortization	0	0	0	0.00%
2200 - BYLAW ENFORCEMENT	9,210	13,960	4,750	51.57%
2201 - BYLAW VEHICLE MAINTENANCE	0	600	600	100.00%
2400 - FIRE PROTECTION	498,954	583,220	84,266	16.89%
2401 - FIRE DEPT VEHICLE MAINTENANCE	34,550	34,550	0	0.00%
2402 - FIRE DEPT BUILDING MAINTENANCE	9,900	7,400	(2,500)	-25.25%
2460 - EMERGENCY RESPONSE TRAINING CEN	4,560	5,560	1,000	21.93%
2462 - ERTC BLDG/LAND MAINTENANCE	4,600	7,600	3,000	65.22%
2510 - CIVIL EMERGENCY	10,520	34,520	24,000	228.14%
2540 - AMBULANCE	49,400	30,952	(18,448)	-37.34%
2541 - AMBULANCE VEHICLE MAINTENANCE	4,600	4,200	(400)	-8.70%
2930 - ANIMAL & PEST CONTROL	61,300	65,170	3,870	6.31%
2932 - ANIMAL CONTROL BUILDING MAINTENANCE	3,500	3,500	0	0.00%
Total Expenses	691,094	791,232	100,138	14.49%
Revenues				
2200 - BYLAW ENFORCEMENT	0	20,000	20,000	100.00%
2400 - FIRE PROTECTION	(18,250)	30,000	48,250	-264.38%
2462 - ERTC BLDG/LAND MAINTENANCE	(5,000)	0	5,000	-100.00%
4246 - FIRE DEPARTMENT REVENUES	6,000	5,000	(1,000)	-16.67%
4254 - AMBULANCE OPERATING AGREEMENT	25,300	25,300	0	0.00%
4255 - AMBULANCE BILLING REVENUE	355,450	370,000	14,550	4.09%
4256 - AMBULANCE GRANTS	37,000	37,000	0	0.00%
Total Revenues	400,500	487,300	86,800	21.67%
<b>Net Total</b>	<b>(290,594)</b>	<b>(303,932)</b>	<b>(13,338)</b>	<b>17.13%</b>

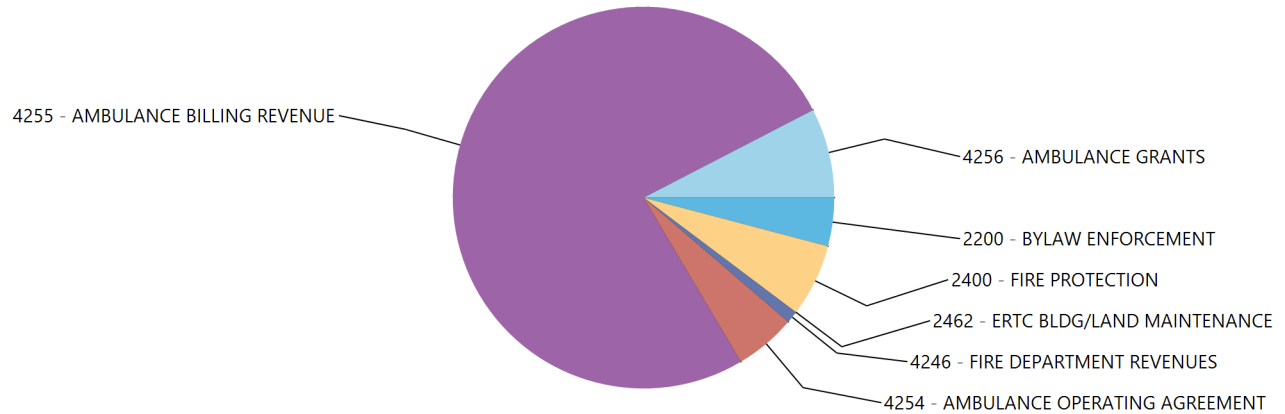
# Budget Forecast by Division

Responsibility Centre Prot Services

**Prot Services  
2021 Expenses by Division**



**Prot Services  
2021 Division Revenues**

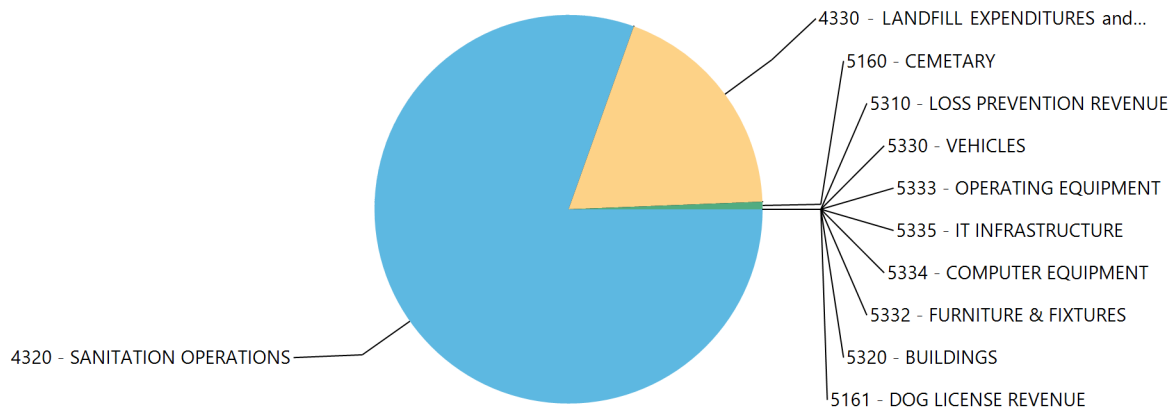


# Budget Forecast by Division

Responsibility Centre Environmental and Public Health

	2020 Budget	2021 Budget	Change	% Change
<b>Revenues</b>				
5310 - LOSS PREVENTION REVENUE	30,000	0	(30,000)	-100.00%
5161 - DOG LICENSE REVENUE	0	0	0	0.00%
5193 - CEMETARY BURIAL FEE REVENUE	10,000	5,000	(5,000)	-50.00%
<b>Total Revenues</b>	<b>40,000</b>	<b>5,000</b>	<b>(35,000)</b>	<b>-87.50%</b>
<b>Expenses</b>				
5310 - LOSS PREVENTION REVENUE	0	0	0	0.00%
4320 - SANITATION OPERATIONS	385,000	385,000	0	0.00%
4330 - LANDFILL EXPENDITURES and Amortization	89,300	90,500	1,200	1.34%
5160 - CEMETARY	23,000	3,000	(20,000)	-86.96%
5161 - DOG LICENSE REVENUE	0	0	0	0.00%
5320 - BUILDINGS	0	0	0	0.00%
5330 - VEHICLES	0	0	0	0.00%
5332 - FURNITURE & FIXTURES	0	0	0	0.00%
5333 - OPERATING EQUIPMENT	0	0	0	0.00%
5334 - COMPUTER EQUIPMENT	0	0	0	0.00%
5335 - IT INFRASTRUCTURE	0	0	0	0.00%
<b>Total Expenses</b>	<b>497,300</b>	<b>478,500</b>	<b>(18,800)</b>	<b>-3.78%</b>
<b>Net Total</b>	<b>(457,300)</b>	<b>(473,500)</b>	<b>(16,200)</b>	<b>-10.01%</b>

**Environmental and Public Health  
2021 Expenses by Division**

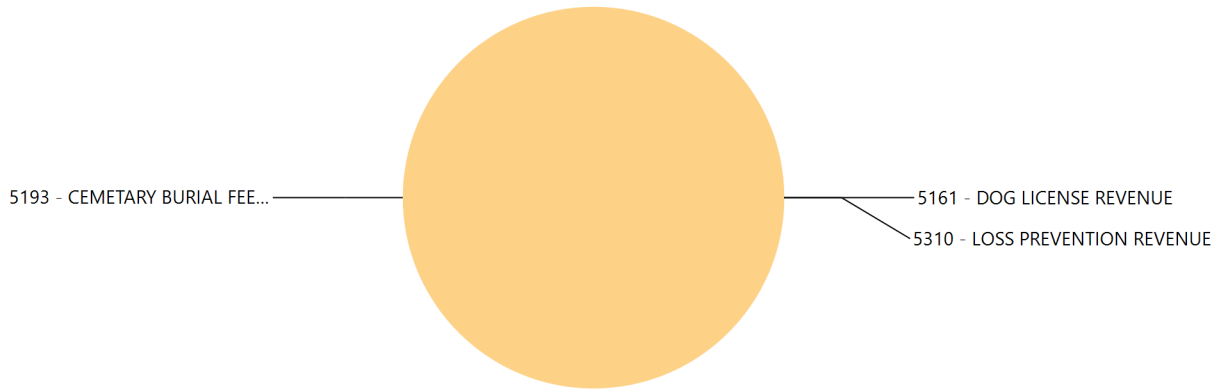




# Budget Forecast by Division

Responsibility Centre Environmental and Public Health

## Environmental and Public Health 2021 Division Revenues

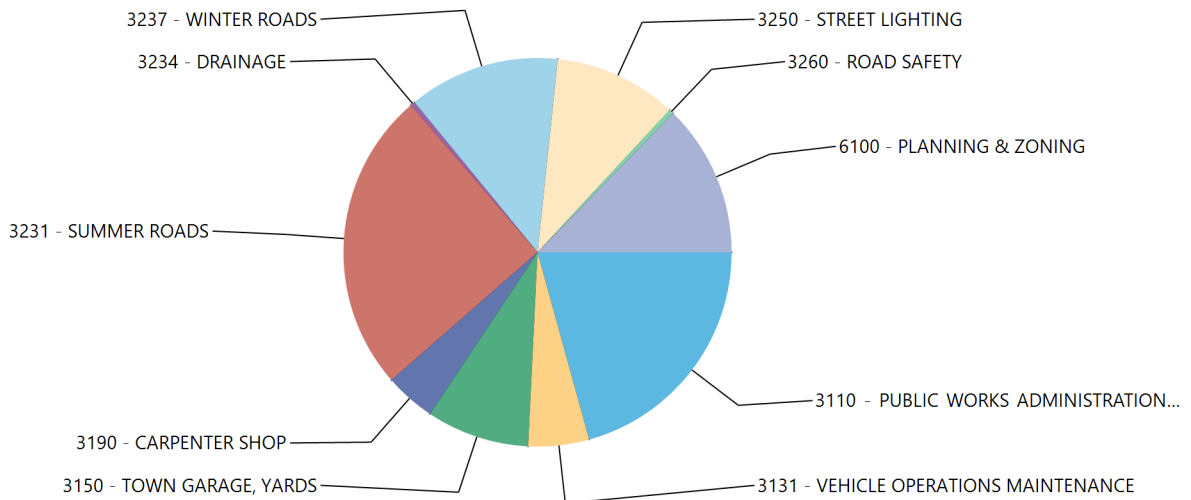


# Budget Forecast by Division

Responsibility Centre Transport and Public Works

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Expenses</b>				
3110 - PUBLIC WORKS ADMINISTRATION and Amortization	581,968	564,980	(16,988)	-2.92%
3131 - VEHICLE OPERATIONS MAINTENANCE	108,000	138,000	30,000	27.78%
3150 - TOWN GARAGE, YARDS	227,598	234,000	6,402	2.81%
3190 - CARPENTER SHOP	104,663	115,000	10,337	9.88%
3231 - SUMMER ROADS	734,841	685,000	(49,841)	-6.78%
3234 - DRAINAGE	10,000	10,000	0	0.00%
3237 - WINTER ROADS	319,626	344,000	24,374	7.63%
3250 - STREET LIGHTING	270,000	280,000	10,000	3.70%
3260 - ROAD SAFETY	15,000	10,000	(5,000)	-33.33%
6100 - PLANNING & ZONING	230,600	346,500	115,900	50.26%
<b>Total Expenses</b>	<b>2,602,296</b>	<b>2,727,480</b>	<b>125,184</b>	<b>4.81%</b>
<b>Revenues</b>				
5171 - DEVELOPMENT PERMITS NON-TAXABLE REVENUE	5,000	5,000	0	0.00%
5172 - BUILDING PERMIT NON-TAXABLE REVENUE	30,000	50,000	20,000	66.67%
<b>Total Revenues</b>	<b>35,000</b>	<b>55,000</b>	<b>20,000</b>	<b>57.14%</b>
<b>Net Total</b>	<b>(2,567,296)</b>	<b>(2,672,480)</b>	<b>(105,184)</b>	<b>5.51%</b>

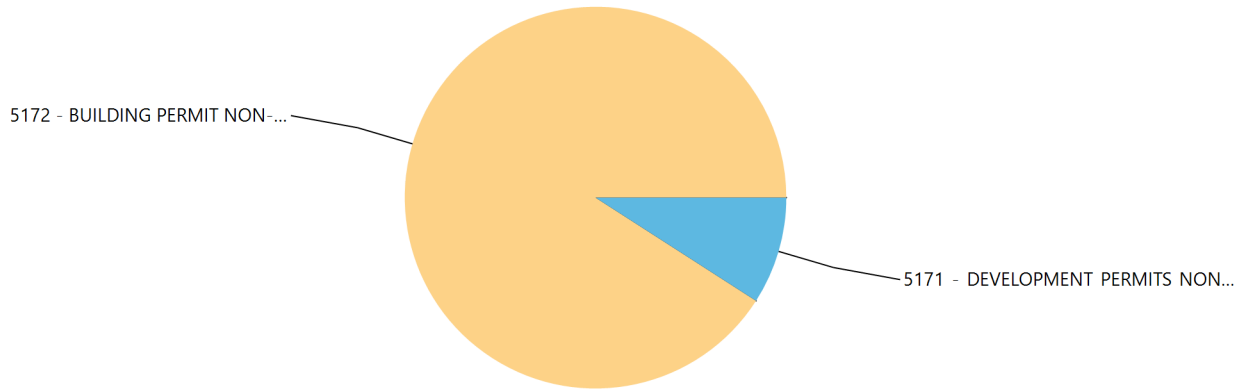
**Transport and Public Works  
2021 Expenses by Division**



# Budget Forecast by Division

Responsibility Centre Transport and Public Works

**Transport and Public Works  
2021 Division Revenues**



# Budget Forecast by Division

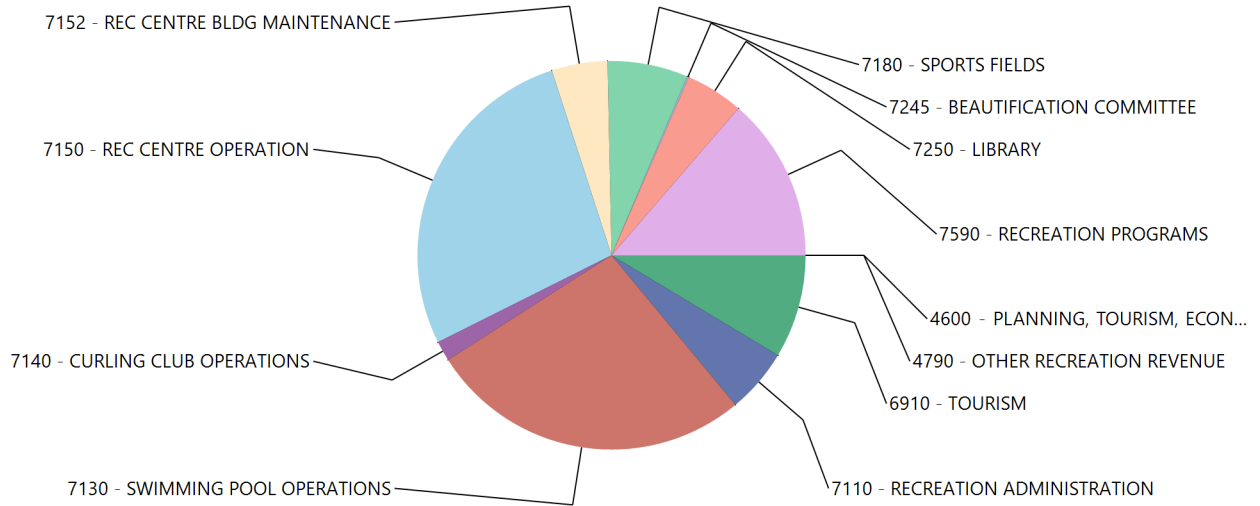
Responsibility Centre Recreation and Community Services

	2020 Budget	2021 Budget	Change	% Change
<b>Revenues</b>				
4600 - PLANNING, TOURISM, ECON DEV REVENUES	110,000	80,400	(29,600)	-26.91%
6910 - TOURISM	0	0	0	0.00%
4730 - SWIMMING POOL LESSONS NON-TAXABLE	20,000	20,000	0	0.00%
4731 - SWIMMING POOL LESSONS TAXABLE	5,000	5,000	0	0.00%
4733 - SWIMMING POOL TICKETS REVENUE	50,000	50,000	0	0.00%
4734 - SWIMMING POOL HOURLY RENTAL	7,500	5,000	(2,500)	-33.33%
4737 - SWIMMING POOL GRANTS	10,000	10,000	0	0.00%
4740 - CURLING CLUB RENTAL REVENUE	50,000	36,000	(14,000)	-28.00%
4750 - SCHEDULED ICE RENTAL	175,500	140,000	(35,500)	-20.23%
4753 - ROLLER SKATING REVENUE	5,500	2,500	(3,000)	-54.55%
4754 - ADVERTISING REVENUE	50,000	50,000	0	0.00%
4755 - CONCESSION REVENUE	16,800	16,800	0	0.00%
4756 - DANCE HALL RENTAL REVENUE	30,000	10,000	(20,000)	-66.67%
4759 - PROGRAMS REVENUE	50,000	20,000	(30,000)	-60.00%
4780 - BALLPARK RENTAL REVENUE	13,000	13,000	0	0.00%
4790 - OTHER RECREATION REVENUE	297,500	226,000	(71,500)	-24.03%
5130 - LOTTERY LICENSE REVENUE	25,000	25,000	0	0.00%
7110 - RECREATION ADMINISTRATION	60,000	60,000	0	0.00%
7590 - RECREATION PROGRAMS	0	0	0	0.00%
<b>Total Revenues</b>	<b>975,800</b>	<b>769,700</b>	<b>(206,100)</b>	<b>-21.12%</b>
<b>Expenses</b>				
4600 - PLANNING, TOURISM, ECON DEV REVENUES	0	0	0	0.00%
6910 - TOURISM	284,948	293,800	8,852	3.11%
4790 - OTHER RECREATION REVENUE	0	0	0	0.00%
7110 - RECREATION ADMINISTRATION	177,495	183,600	6,105	3.44%
7130 - SWIMMING POOL OPERATIONS	903,718	920,850	17,132	1.90%
7140 - CURLING CLUB OPERATIONS	57,000	57,000	0	0.00%
7150 - REC CENTRE OPERATION	923,991	935,500	11,509	1.25%
7152 - REC CENTRE BLDG MAINTENANCE	176,000	159,000	(17,000)	-9.66%
7180 - SPORTS FIELDS	258,600	229,000	(29,600)	-11.45%
7245 - BEAUTIFICATION COMMITTEE	5,000	5,000	0	0.00%
7250 - LIBRARY	165,000	165,000	0	0.00%
7590 - RECREATION PROGRAMS	445,962	466,000	20,038	4.49%
<b>Total Expenses</b>	<b>3,397,714</b>	<b>3,414,750</b>	<b>17,036</b>	<b>0.50%</b>
<b>Net Total</b>	<b>(2,421,914)</b>	<b>(2,645,050)</b>	<b>(223,136)</b>	<b>-4.32%</b>

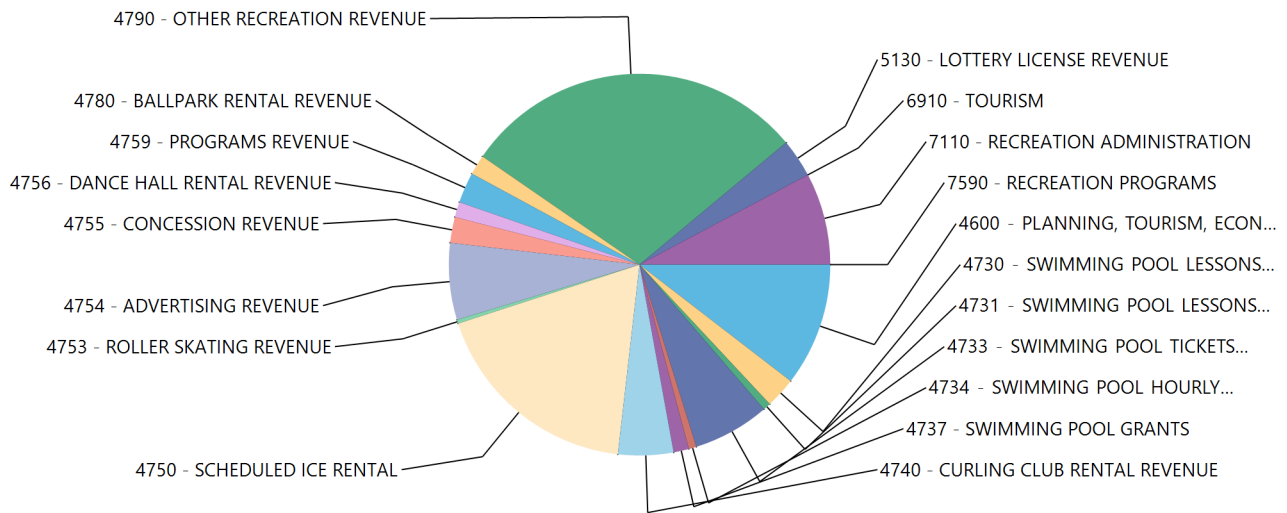
# Budget Forecast by Division

Responsibility Centre Recreation and Community Services

**Recreation and Community Services  
2021 Expenses by Division**



**Recreation and Community Services  
2021 Division Revenues**

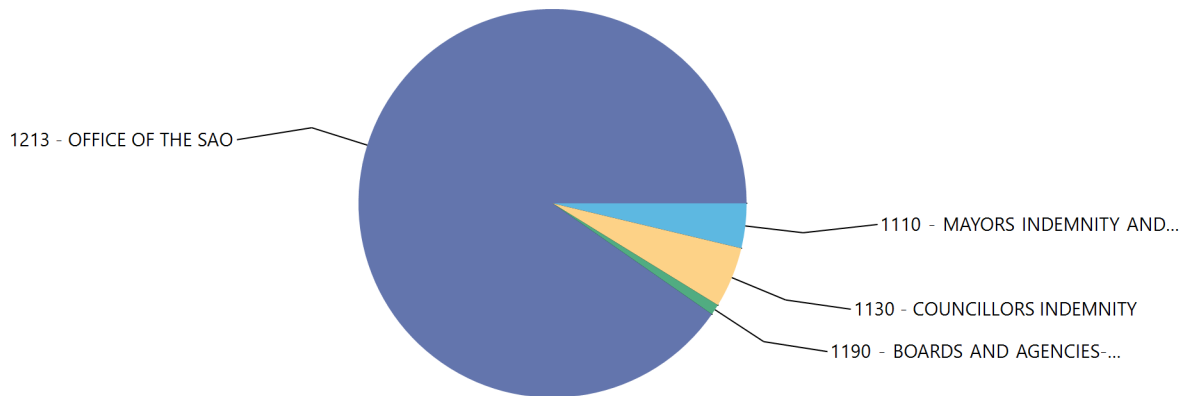


# Budget Forecast by Division

Responsibility Centre SAO

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>Change</b>	<b>% Change</b>
Expenses				
1110 - MAYORS INDEMNITY AND ALLOWANCES	63,507	58,507	(5,000)	-7.87%
1130 - COUNCILLORS INDEMNITY	79,545	79,545	0	0.00%
1190 - BOARDS AND AGENCIES-INDEMNITIES	14,000	14,000	0	0.00%
1213 - OFFICE OF THE SAO	1,519,649	1,420,500	(99,149)	-6.52%
Total Expenses	1,676,701	1,572,552	(104,149)	-6.21%
Revenues				
1213 - OFFICE OF THE SAO	0	0	0	0.00%
Total Revenues	0	0	0	0.00%
<b>Net Total</b>	<b>(1,676,701)</b>	<b>(1,572,552)</b>	<b>104,149</b>	<b>-6.21%</b>

**SAO**  
**2021 Expenses by Division**

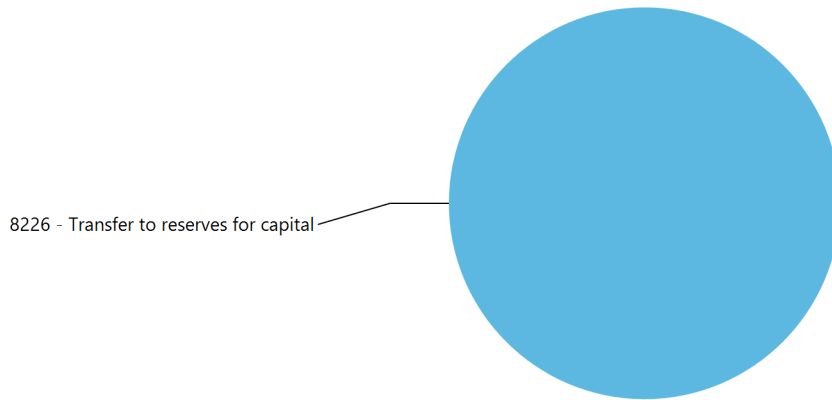


# Budget Forecast by Division

Responsibility Centre Transfer to Capital

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>Change</b>	<b>% Change</b>
Expenses				
8226 - Transfer to reserves for capital	0	1,500,000	1,500,000	100.00%
Total Expenses	0	1,500,000	1,500,000	100.00%
<b>Net Total</b>	<b>0</b>	<b>(1,500,000)</b>	<b>(1,500,000)</b>	<b>100.00%</b>

## Transfer to Capital 2021 Expenses by Division

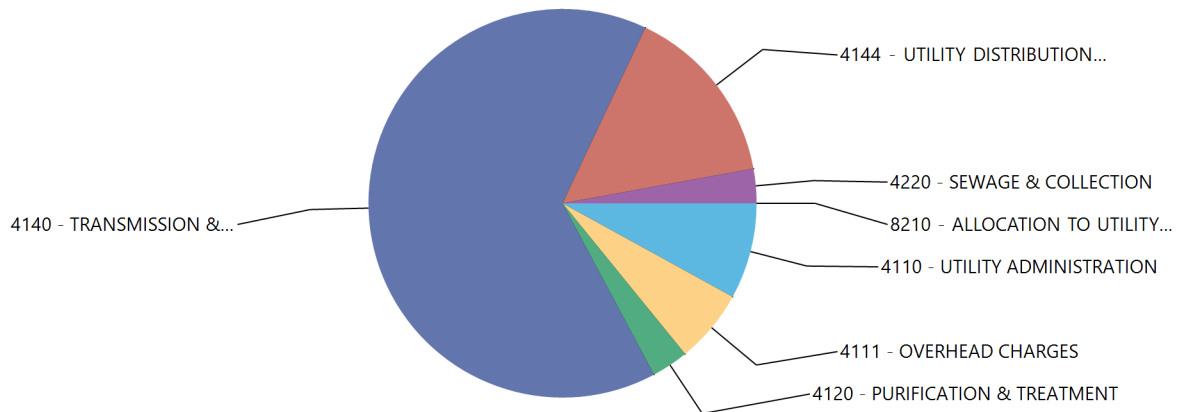


# Budget Forecast by Division

Responsibility Centre Transport and Public Works - UTILITY

	2020 Budget	2021 Budget	Change	% Change
Revenues				
4400 - Utility sales	1,995,000	2,045,000	50,000	2.51%
4401 - Utility subsidy	1,050,000	1,050,000	0	0.00%
<b>Total Revenues</b>	<b>3,045,000</b>	<b>3,095,000</b>	<b>50,000</b>	<b>1.64%</b>
Expenses				
4110 - UTILITY ADMINISTRATION	194,183	195,700	1,517	0.78%
4111 - OVERHEAD CHARGES	150,000	150,000	0	0.00%
4120 - PURIFICATION & TREATMENT	60,000	75,000	15,000	25.00%
4140 - TRANSMISSION & DISTRIBUTION	1,556,500	1,587,000	30,500	1.96%
4144 - UTILITY DISTRIBUTION MAINTENANCE	366,883	370,000	3,117	0.85%
4220 - SEWAGE & COLLECTION	70,000	70,000	0	0.00%
8210 - ALLOCATION TO UTILITY RESERVE FUND	0	0	0	0.00%
<b>Total Expenses</b>	<b>2,397,566</b>	<b>2,447,700</b>	<b>50,134</b>	<b>2.09%</b>
<b>Net Total</b>	<b>647,434</b>	<b>647,300</b>	<b>(134)</b>	<b>1.84%</b>

**Transport and Public Works - UTILITY  
2021 Expenses by Division**

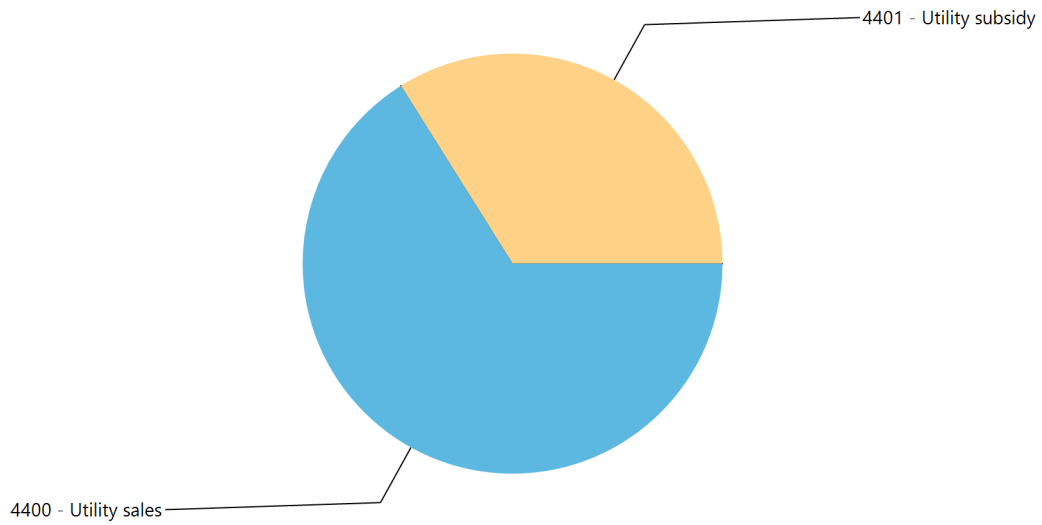




# Budget Forecast by Division

Responsibility Centre Transport and Public Works - UTILITY

**Transport and Public Works - UTILITY  
2021 Division Revenues**



<b>Division</b>	<b>Summary</b>	<b>2021</b>
<input type="checkbox"/> Revenues		
<input type="checkbox"/> Director of Finance		10,385,063
<input type="checkbox"/> Environmental and Public Health		5,000
<input type="checkbox"/> Land Fund/Land Development		1,950,000
<input type="checkbox"/> Prot Services		487,300
<input type="checkbox"/> Recreation		769,700
<input type="checkbox"/> SAO		-
<input type="checkbox"/> Transport and Public Works		55,000
<input type="checkbox"/> Transport and Public Works - UTILITY		3,095,000
Total Revenues		16,747,063
Percent Increase		
<input type="checkbox"/> Expenses		
<input type="checkbox"/> Director of Finance		2,097,500
<input type="checkbox"/> Environmental and Public Health		478,500
<input type="checkbox"/> Land Fund/Land Development		1,705,000
<input type="checkbox"/> Prot Services		791,232
<input type="checkbox"/> Recreation		3,414,750
<input type="checkbox"/> SAO		1,572,552
<input type="checkbox"/> Transfer to Capital		1,500,000
<input type="checkbox"/> Transport and Public Works		2,727,480
<input type="checkbox"/> Transport and Public Works - UTILITY		2,447,700
Total Expenses		16,734,714
Percent Increase		
<b>Net Total</b>		<b>12,349</b>