



# 2024-2027 BUDGET



**YVETTE CASSIDY, CAO**  
**JANUARY 11, 2024**

## Our Region

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Nestled between the eastern banks of the Red Deer River and the western banks of the Battle River lies the County of Stettler. Spanning approximately one million acres, this area is a blend of farm and pasture land. It features a network of 2777 kilometers of roads that connect its communities and people. The county is home to roughly 5,666 residents, spread over 4,050 square kilometers. Within its boundaries are six hamlets: Botha, Byemoor, Endiang, Erskine, Gadsby, and Nevis, along with Red Willow. Additionally, there are various acreage subdivisions and communities, such as Rochon Sands Heights, Buffalo Lake Meadows, Buffalo Sands, Buffalo View Estates, and Scenic Sands, located along the picturesque southern shore of Buffalo Lake. The county maintains close and collaborative relationships with neighboring villages, including Big Valley and Donalda, as well as the Summer Villages of Rochon Sands and White Sands. This collaboration often leads to joint opportunities and shared services.

The people of Stettler County, known for their helping hands and generous spirit, are considered the region's most valuable asset.



## Our Council

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The County of Stettler No. 6 is comprised of seven wards, each represented by a councillor, elected at large by the ward residents. They govern our municipality for a 4-year term in accordance with the powers granted under the Municipal Government Act.

The County of Stettler's annual Strategic Plan establishes the key priorities for the region. The accompanying budget represents the council's dedication to transforming these priorities into tangible outcomes. This budget is crafted with the community's expectations for customer-

oriented services in mind, while also addressing the challenges posed by inflation, which has impacted the cost of service-delivery.

### The Budget Cycle

We compile a four-year financial plan for operations and sanction a six-year strategy for capital investments, a process that evolves over the entire year.



## Understanding your municipal taxes

A homeowner with a property valued at \$580,000 will face an annual tax bill around \$4,646.00:

- \$2,264.00 allocated to external entities such as the Provincial Government, Town of Stettler, Stettler Waste Management Authority, and Seniors Housing.
- \$2,382.00 dedicated to funding municipal services in 2024, which breaks down to about \$198.50 per month.

<b>County Taxes</b>	<b>Amounts on your tax bill levied and kept by the County of Stettler to provide services</b>	
	Home Assessed at \$580,000	\$2,343.00
	County Recreation Requisition (To fund recreation programs and facilities in the County of Stettler)	\$39.00
	<b>Total Municipal Taxes</b>	<b>\$2,382.00</b>
<b>Requisitions</b>	<b>Amounts on your tax bill, collected by the County but paid out to other parties</b>	
	Policing Funding Model (paid to the province)	\$170.00
	Solid Waste Requisition (paid to Stettler Waste Management Authority)	\$183.00
	Town Recreation (paid to the Town of Stettler to support shared use recreation facilities in the Town)	\$186.00
	Education Requisition (paid to the Province to fund K-12 education)	\$1,463.00
	Stettler Housing Requisition (paid to support Seniors and Affordable Housing in our region)	\$262.00
	<b>Total Requisitioned Taxes</b>	<b>\$2,264.00</b>
	<b>Total Taxes Paid</b>	<b>\$4,646.00</b>

## What you receive for your taxes

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### Community Health and Safety

- Protective Services
  - Bylaw Enforcement
  - Traffic Safety Act and Regulations – Speeding, Signs, Equipment, Cargo Securement, Documentation
  - Monitor heavy equipment traffic
  - Road Bans
  - Overweight Permits
  - Rural Crime Committee
- Stettler District Ambulance: Advanced Life Support (ALS) ambulance service
  - Staffing 2 Ambulances /24 hours per day/7 days per week
  - Paramedics
- Stettler Regional Emergency Management Agency: Trained and on-call staff 24/7 managing and leading our regional agency in the event of natural disaster or regional emergency situations.
  - Director and 2 Deputy Directors of Emergency Management
  - County staff trained to assist and fill all positions alongside regional partners
- Stettler Regional Fire Department
  - Regional Stations and Equipment also maintained in Big Valley, Donalda and Byemoor
  - Fire Protection
  - Emergency Rescue
- STARS per capita funding

### Community Growth, Investment and Sustainability

- Agricultural Services
  - Weed and Pest Control
    - Roadside mowing and weed control along County roads
    - Weed identification and control
    - Monitoring and weed control along Red Deer River within our borders
    - Beaver Dam removal
  - Equipment Rentals
  - Shelterbelt Planning
  - Advocacy for farmers and ranchers

- Educational workshops and seminars
  - Developing and implementing policy and programs for the environment and farming
- Mapping and GIS Services
  - Collection, maintenance and distribution of our County's geographic data
  - Rural Addressing
- Planning Services
  - Maintaining the Land Use Bylaw and Municipal Development Plan
  - Subdivision of Lands
  - Development Permitting
  - Orderly long-range planning for future development
  - Inter-municipal Development Planning
- Stettler Library and Parkland Regional Library Services
  - Membership, Access and Services
- Parks, Playgrounds and Sports Fields
- Recreation Funding
  - Recreation Special Project Funding to enhance community facilities and or programs serving the needs of our rural population outside of Town boundaries
  - Performing Arts for Schools Program
  - Stettler Recreation Centre funding support
  - Regional Recreation Board – supervises and advises Council on recreation matters
- Access to County maintained pathways and recreational lands
- Representation and advocacy and \*funding on the following committees:
  - \*Battle River Research Group (research and testing for local growers)
  - Buffalo Lake Intermunicipal Development Plan Steering Committee
  - Buffalo Lake Management Team
  - Central Alberta Rural Municipalities of Alberta Director's Committee (rural advocacy)
  - County of Stettler Housing Authority (Seniors Housing)
  - Intermunicipal Development Plan Committee
  - \*Parkland Regional Library Board
  - \*Stettler Library Board
  - \*Physician Recruitment and Retention Committee (bringing health care professionals to support our community)
  - Red Deer River Municipal Users Group (maintaining water quality in the Red Deer River system)

- Rural Crime Prevention
- Shirley McClellan Regional Water Services Commission
- \*Stettler Airport Committee
- Economic Development/Stettler Board of Trade
- \*Stettler District Ambulance Association
- \*Stettler & District Family and Community Support Services
- Stettler Health Services Foundation & Stettler Hospital Committee
- Stettler Regional Fire Department Advisory Committee
- \*Stettler Seed Cleaning Plant No. 1 Ltd.
- \*Stettler Town and Country Museum
- Stettler Waste Management Authority

### **Corporate Services**

- Budgeting
- Financial Reporting
- Capital Asset Tracking
- Inquiries and directing inquiries
- Tax payment collections and remittances
- Accounting Services for 4 companies: County, Stettler Waste Management, Shirley McClellan Regional Water Services Commission and Stettler District Ambulance Association
- Records Management

### **Operations and Utilities**

- Snow Plowing
  - County roads
  - Keeping Runways Open/Clear of Snow at Stettler Airport
  - Hamlets
  - County facilities
  - Opening driveways for those signed up to the program
- Road Graveling and Grading
- Road maintenance and repairs (2,777 km of gravel roads)
- Bridge Monitoring and Replacement (73 Bridges in the County of Stettler)
- Brushing
- Signs
- Mapping and GIS Services
- Rural Water Service and SMRWSC service
- Five Truck Fill Water Stations
- Three Agricultural-Use Tank Loader Stations (Seasonally Operational)

- Lagoon Operations and Maintenance
  - Erskine
  - Byemoor
  - Endiang
  - Botha
  - Gadsby
  - Red Willow
- Stettler Waste Management
  - Regional Landfill and 8 Transfer Stations
  - Recycling Bins
  - Take it or Leave it Recycling Centre
  - Toxic Recycling
  - Partner Program with Diabetes Canada (Blue Bins)

## **Budget Highlights**

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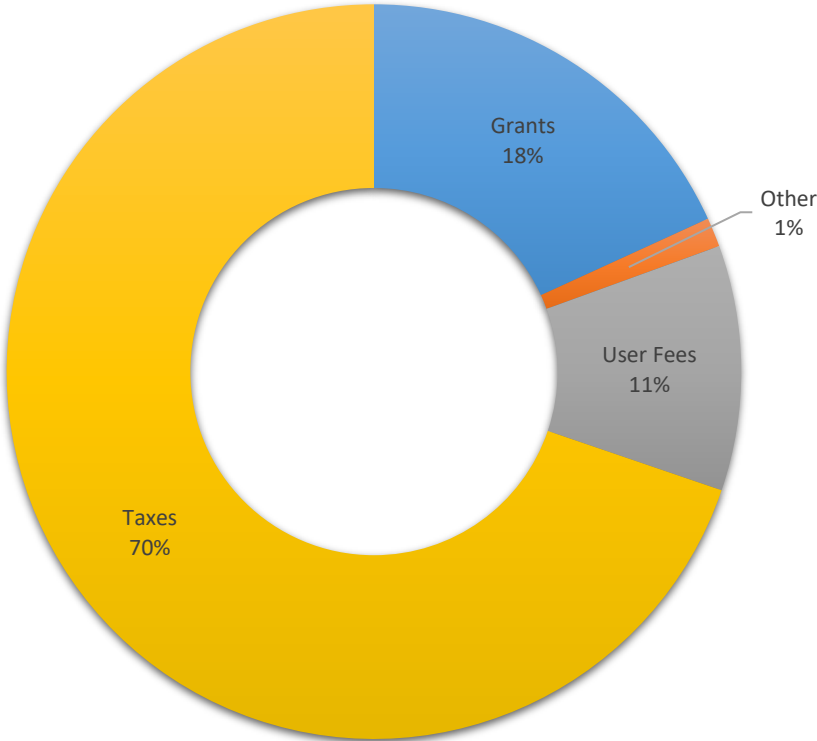
This budget proposes a 3% tax rate increase in 2024 for residential, non-residential and Machinery and Equipment (M&E) and a 5% tax increase for Farmland.

Budget 2024 includes an Operations Budget of \$29,842,262 and a capital budget of \$5,740,497.

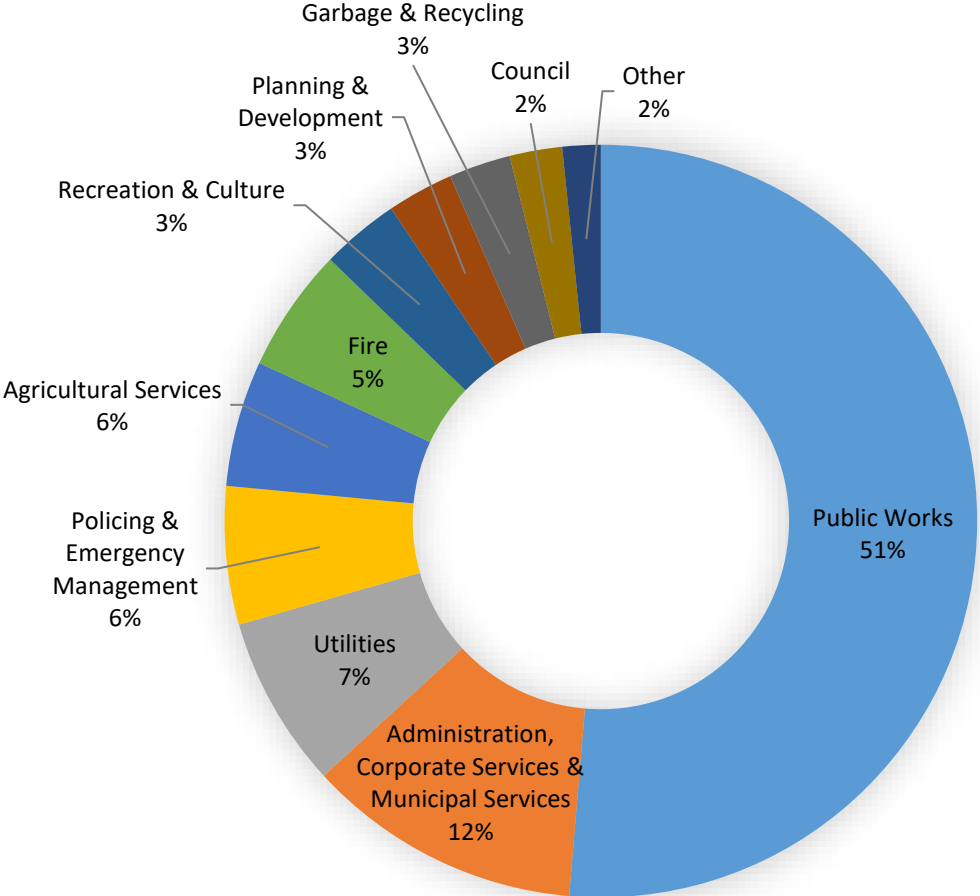


# Where the money comes from

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# Where the money goes



## Executive Summary

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As the Chief Administrative Officer for the County of Stettler, I am proud to introduce the proposed budget for 2024-2027, inviting public feedback and Council review. This proposal includes a detailed four-year operating budget and a strategic six-year capital plan.

Our ongoing challenge lies in sustaining our current service levels amidst significant inflation and dwindling revenue streams, while responsibly managing our capital assets to ensure the County's long-term viability.

There's significant interest in the Alberta Government's revision of the Local Government Fiscal Framework (LGFF), set to replace the Municipal Sustainable Initiative Funding in 2024. We are hopeful that this new formula will continue to support the distinct needs of rural Alberta.

In recent years, traditional revenue sources have become less reliable, particularly in the oil and gas sector, where taxation revenues have not rebounded to previous levels. Our county has been proactive in pursuing receivables from this industry. Notably, the Alberta Government's 35% assessment relief for shallow gas wells, introduced in 2019, has been extended until the Assessment Model Review is complete and the regulated assessment models for wells are updated. The property tax exemption for new wells and pipelines, established in 2020, will end after the 2024 municipal tax year.

Given the challenges of rapid inflation and decreased funding, our budget strategy has shifted towards maintenance. We aim to leverage grant funding effectively to sustain and develop our communities and are prepared to maximize opportunities presented by other government levels.

We are also focusing on future planning, setting aside funds for capital purchases and projects. Our workforce, deeply integrated into our community, is our strength. We invest in their development, cross-training, and education to maintain a versatile and skilled team, ready to adapt to changing municipal needs. With the revival of oil and gas industries, our workforce strategy adapts, preparing for project-specific roles and maximizing grant-funded projects.

Looking forward, our priorities include:

- Enhancing road infrastructure and maintenance.
- Expanding rural waterlines to ensure access to clean, potable water for residents struggling to maintain homes and operations.
- Strengthening bylaw enforcement for community safety.
- Supporting the agricultural sector with improved weed and pest control and continuing our equipment lending program.

## *Breaking down the budget*

In the current economic climate, everyone is grappling with the effects of soaring inflation. The rising costs of heating homes, fueling vehicles, and buying groceries are strikingly evident. The County of Stettler is similarly affected, facing increased expenses in heating public buildings, fueling graders, mowers, and other equipment, and procuring materials to meet our community's needs.

This year's budget mirrors these rising costs, compounded by a sustained decrease in oil and gas tax revenues and diminished provincial and federal grants and funding. The budget embodies our unwavering commitment to prudent financial management. We are diligently planning and setting aside resources for future capital investments, seizing opportunities to enhance our purchasing efficiency.

Providing for our community involves delivering effective services and carefully planning financially sustainable projects within our financial constraints. It also means preparing for the future needs of our community and future generations.

Earlier this year, through a series of Public Engagement events and online, we sought input from our citizens on their tax dollar allocation preferences. The feedback highlighted priorities like road maintenance and gravel, fire services and support, recycling and waste management, agricultural support, and bylaw enforcement.

Our pledge is to continue offering efficient, high-quality services while saving for future needs and aligning our objectives with our fiscal realities.

In budget planning, the County assesses projected expenditures required to maintain services and infrastructure and identifies revenue sources to meet these costs. Once these assessments are made, staff develop a budget for Council's consideration, categorizing it into operating and capital components.

The proposed budget aims to strike a balance between the pressures of inflation and the necessity of capital replacement.

### **Operating budget**

The operating budget represents the expenses involved in sustaining our existing municipal services. It encompasses the anticipated daily operational costs required to keep the municipality functioning effectively. This part of the budget is dedicated to delivering key everyday services such as rural water supply, snow removal, drainage maintenance, as well as road repairs, gravelling, and grading.

## Capital budget

The capital budget is centered on strategic, long-term investments in infrastructure, crucial for the County's efficient, effective, and economical operation. This segment of the budget is allocated for significant one-time expenditures, which are investments in our community's future. These include the development and upkeep of roads, utilities like water, wastewater, and stormwater systems, as well as the acquisition of new technology, vehicles, and equipment.

## Balancing the budget

The objective of the Council and Administration is to either sustain or enhance services, with a forward-looking approach to anticipate and prepare for our future requirements.

## Income/Expense

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
<b>00 - General</b>					
<b>Revenue</b>					
Taxes	\$19,749,005.00	\$20,201,699.00	\$19,757,084.00	\$19,757,084.00	\$19,757,084.00
Penalties/Fines	\$100,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00
Investments	\$175,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
<b>Revenue Total</b>	<b>\$20,024,005.00</b>	<b>\$20,441,699.00</b>	<b>\$19,997,084.00</b>	<b>\$19,997,084.00</b>	<b>\$19,997,084.00</b>
<b>Expense</b>					
Goods and Supplies	-\$5,000.00	-\$5,000.00	-\$5,000.00	-\$5,000.00	-\$5,000.00
Taxes	-\$4,686,981.00	-\$4,686,981.00	-\$4,686,981.00	-\$4,686,981.00	-\$4,686,981.00
<b>Expense Total</b>	<b>-\$4,691,981.00</b>	<b>-\$4,691,981.00</b>	<b>-\$4,691,981.00</b>	<b>-\$4,691,981.00</b>	<b>-\$4,691,981.00</b>
<b>00 - General Total</b>	<b>\$15,332,024.00</b>	<b>\$15,749,718.00</b>	<b>\$15,305,103.00</b>	<b>\$15,305,103.00</b>	<b>\$15,305,103.00</b>
<b>11 - Council</b>					
<b>Expense</b>					
Contract and General Services	-\$138,200.00	-\$168,700.00	-\$161,700.00	-\$166,000.00	-\$169,000.00
Goods and Supplies	-\$14,500.00	-\$5,500.00	-\$14,500.00	-\$5,500.00	-\$5,500.00
Labour	-\$288,000.00	-\$296,800.00	-\$306,300.00	-\$314,900.00	-\$327,100.00
<b>Expense Total</b>	<b>-\$440,700.00</b>	<b>-\$471,000.00</b>	<b>-\$482,500.00</b>	<b>-\$486,400.00</b>	<b>-\$501,600.00</b>
<b>11 - Council Total</b>	<b>-\$440,700.00</b>	<b>-\$471,000.00</b>	<b>-\$482,500.00</b>	<b>-\$486,400.00</b>	<b>-\$501,600.00</b>
<b>12 - Administration</b>					
<b>Revenue</b>					
Grants	\$15,757.00	\$0.00	\$0.00	\$0.00	\$0.00

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Service and Sales	\$450,673.00	\$436,798.00	\$444,798.00	\$452,798.00	\$460,798.00
Other	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00
<b>Revenue Total</b>	<b>\$469,930.00</b>	<b>\$440,298.00</b>	<b>\$448,298.00</b>	<b>\$456,298.00</b>	<b>\$464,298.00</b>
<b>Expense</b>					
Contract and General Services	-\$968,750.00	-\$995,950.00	-\$1,006,000.00	-\$962,900.00	-\$982,800.00
Goods and Supplies	-\$195,757.00	-\$188,000.00	-\$183,500.00	-\$186,000.00	-\$190,500.00
Labour	-\$1,593,700.00	-\$1,707,400.00	-\$1,758,700.00	-\$1,811,400.00	-\$1,883,800.00
Transfers to other Government	-\$60,000.00	-\$200.00	-\$200.00	-\$200.00	-\$200.00
Interest Expense	-\$17,000.00	-\$18,000.00	-\$19,000.00	-\$20,000.00	-\$21,000.00
Depreciation Expense	-\$73,000.00	-\$73,000.00	-\$73,000.00	-\$73,000.00	-\$73,000.00
Capital	-\$20,000.00	\$0.00	-\$62,000.00	\$0.00	\$0.00
<b>Expense Total</b>	<b>-\$2,928,207.00</b>	<b>-\$2,982,550.00</b>	<b>-\$3,102,400.00</b>	<b>-\$3,053,500.00</b>	<b>-\$3,151,300.00</b>
<b>12 - Administration Total</b>	<b>-\$2,458,277.00</b>	<b>-\$2,542,252.00</b>	<b>-\$2,654,102.00</b>	<b>-\$2,597,202.00</b>	<b>-\$2,687,002.00</b>
<b>23 - Fire</b>					
<b>Revenue</b>					
Grants	\$252,422.00	\$252,422.00	\$0.00	\$0.00	\$0.00
Service and Sales	\$133,171.00	\$130,533.00	\$131,144.00	\$131,767.00	\$132,403.00
<b>Revenue Total</b>	<b>\$385,593.00</b>	<b>\$382,955.00</b>	<b>\$131,144.00</b>	<b>\$131,767.00</b>	<b>\$132,403.00</b>
<b>Expense</b>					
Contract and General Services	-\$181,349.00	-\$185,878.00	-\$185,878.00	-\$185,878.00	-\$185,878.00
Goods and Supplies	-\$708,202.00	-\$698,175.00	-\$590,175.00	-\$588,175.00	-\$607,375.00
Labour	-\$135,220.00	-\$112,000.00	-\$112,000.00	-\$112,000.00	-\$112,000.00
Depreciation Expense	-\$210,000.00	-\$210,000.00	-\$210,000.00	-\$210,000.00	-\$210,000.00
Capital	-\$947,000.00	-\$500,000.00	-\$405,000.00	-\$405,000.00	-\$405,000.00
<b>Expense Total</b>	<b>-\$2,181,771.00</b>	<b>-\$1,706,053.00</b>	<b>-\$1,503,053.00</b>	<b>-\$1,501,053.00</b>	<b>-\$1,520,253.00</b>
<b>23 - Fire Total</b>	<b>-\$1,796,178.00</b>	<b>-\$1,323,098.00</b>	<b>-\$1,371,909.00</b>	<b>-\$1,369,286.00</b>	<b>-\$1,387,850.00</b>
<b>24 - Emergency Management</b>					
<b>Revenue</b>					
Service and Sales	\$50,000.00	\$95,000.00	\$95,000.00	\$95,000.00	\$95,000.00
<b>Revenue Total</b>	<b>\$50,000.00</b>	<b>\$95,000.00</b>	<b>\$95,000.00</b>	<b>\$95,000.00</b>	<b>\$95,000.00</b>

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
<b>Expense</b>					
Contract and General Services	-\$12,000.00	-\$42,000.00	-\$12,000.00	-\$12,000.00	-\$12,000.00
Goods and Supplies	-\$10,000.00	-\$10,500.00	-\$11,000.00	-\$11,500.00	-\$11,500.00
Labour	-\$92,800.00	-\$102,300.00	-\$105,400.00	-\$108,600.00	-\$112,800.00
<b>Expense Total</b>	<b>-\$114,800.00</b>	<b>-\$154,800.00</b>	<b>-\$128,400.00</b>	<b>-\$132,100.00</b>	<b>-\$136,300.00</b>
<b>24 - Emergency Management Total</b>	<b>-\$64,800.00</b>	<b>-\$59,800.00</b>	<b>-\$33,400.00</b>	<b>-\$37,100.00</b>	<b>-\$41,300.00</b>

<b>26 - Protective Services</b>					
<b>Revenue</b>					
Service and Sales	\$8,500.00	\$18,500.00	\$8,500.00	\$9,000.00	\$9,000.00
Penalties/Fines	\$36,000.00	\$36,000.00	\$36,000.00	\$36,000.00	\$36,000.00
<b>Revenue Total</b>	<b>\$44,500.00</b>	<b>\$54,500.00</b>	<b>\$44,500.00</b>	<b>\$45,000.00</b>	<b>\$45,000.00</b>
<b>Expense</b>					
Contract and General Services	-\$553,600.00	-\$572,403.00	-\$554,735.00	-\$556,425.00	-\$557,425.00
Goods and Supplies	-\$72,500.00	-\$65,500.00	-\$71,500.00	-\$72,500.00	-\$73,500.00
Labour	-\$439,000.00	-\$471,700.00	-\$485,900.00	-\$500,500.00	-\$520,500.00
Transfers to other Government	-\$10,000.00	-\$10,000.00	-\$10,000.00	-\$10,000.00	-\$10,000.00
Depreciation Expense	-\$17,000.00	-\$17,000.00	-\$17,000.00	-\$17,000.00	-\$17,000.00
Other Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Capital	-\$94,605.00	-\$115,000.00	\$0.00	-\$105,000.00	\$0.00
<b>Expense Total</b>	<b>-\$1,186,705.00</b>	<b>-\$1,251,603.00</b>	<b>-\$1,139,135.00</b>	<b>-\$1,261,425.00</b>	<b>-\$1,178,425.00</b>
<b>26 - Protective Services Total</b>	<b>-\$1,142,205.00</b>	<b>-\$1,197,103.00</b>	<b>-\$1,094,635.00</b>	<b>-\$1,216,425.00</b>	<b>-\$1,133,425.00</b>

<b>32 - Transportation Services</b>					
<b>Revenue</b>					
Grants	\$2,903,201.00	\$2,820,143.00	\$2,047,660.00	\$1,637,746.00	\$1,637,746.00
Service and Sales	\$614,550.00	\$803,550.00	\$681,050.00	\$737,550.00	\$398,550.00
Investments	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Revenue Total</b>	<b>\$3,517,751.00</b>	<b>\$3,623,693.00</b>	<b>\$2,728,710.00</b>	<b>\$2,375,296.00</b>	<b>\$2,036,296.00</b>
<b>Expense</b>					

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Contract and					
General Services	-\$1,081,850.00	-\$1,547,350.00	-\$1,469,275.00	-\$1,532,775.00	-\$1,111,775.00
Goods and Supplies	-\$4,322,876.00	-\$4,532,950.00	-\$4,025,050.00	-\$4,020,850.00	-\$3,897,850.00
Labour	-\$4,589,300.00	-\$4,416,600.00	-\$4,549,100.00	-\$4,685,700.00	-\$4,873,200.00
Interest Expense	-\$237,205.00	-\$195,893.00	-\$186,275.00	-\$176,397.00	-\$166,252.00
Depreciation					
Expense	-\$2,750,000.00	-\$2,750,000.00	-\$2,750,000.00	-\$2,750,000.00	-\$2,750,000.00
Capital	-\$2,719,000.00	-\$3,656,060.00	-\$1,820,270.00	-\$2,317,000.00	-\$2,294,500.00
	-	-	-	-	-
<b>Expense Total</b>	<b>\$15,700,231.00</b>	<b>\$17,098,853.00</b>	<b>\$14,799,970.00</b>	<b>\$15,482,722.00</b>	<b>\$15,093,577.00</b>
<b>32 - Transportation</b>	-	-	-	-	-
<b>Services Total</b>	<b>\$12,182,480.00</b>	<b>\$13,475,160.00</b>	<b>\$12,071,260.00</b>	<b>\$13,107,426.00</b>	<b>\$13,057,281.00</b>
<b>33 - Airport</b>					
<b>Expense</b>					
Transfers to other					
Government	-\$4,500.00	-\$254,500.00	-\$4,500.00	-\$4,500.00	-\$4,500.00
<b>Expense Total</b>	<b>-\$4,500.00</b>	<b>-\$254,500.00</b>	<b>-\$4,500.00</b>	<b>-\$4,500.00</b>	<b>-\$4,500.00</b>
<b>33 - Airport Total</b>	<b>-\$4,500.00</b>	<b>-\$254,500.00</b>	<b>-\$4,500.00</b>	<b>-\$4,500.00</b>	<b>-\$4,500.00</b>
<b>41 - Water Distribution</b>					
<b>Revenue</b>					
Grants	\$1,319,058.00	\$395,937.00	\$395,937.00	\$395,937.00	\$395,937.00
Service and Sales	\$549,500.00	\$655,000.00	\$662,000.00	\$683,000.00	\$684,000.00
<b>Revenue Total</b>	<b>\$1,868,558.00</b>	<b>\$1,050,937.00</b>	<b>\$1,057,937.00</b>	<b>\$1,078,937.00</b>	<b>\$1,079,937.00</b>
<b>Expense</b>					
Contract and					
General Services	-\$481,500.00	-\$499,660.00	-\$512,060.00	-\$519,360.00	-\$540,900.00
Goods and Supplies	-\$75,750.00	-\$77,350.00	-\$80,850.00	-\$80,850.00	-\$80,850.00
Labour	-\$286,700.00	-\$304,000.00	-\$313,200.00	-\$322,500.00	-\$335,500.00
Transfers to other					
Government	-\$140,000.00	-\$140,000.00	-\$140,000.00	-\$140,000.00	-\$140,000.00
Depreciation					
Expense	-\$240,000.00	-\$240,000.00	-\$240,000.00	-\$240,000.00	-\$240,000.00
Capital	-\$1,523,358.00	-\$671,437.00	-\$673,437.00	-\$270,000.00	-\$248,500.00
<b>Expense Total</b>	<b>-\$2,747,308.00</b>	<b>-\$1,932,447.00</b>	<b>-\$1,959,547.00</b>	<b>-\$1,572,710.00</b>	<b>-\$1,585,750.00</b>
<b>41 - Water Distribution</b>					
<b>Total</b>	<b>-\$878,750.00</b>	<b>-\$881,510.00</b>	<b>-\$901,610.00</b>	<b>-\$493,773.00</b>	<b>-\$505,813.00</b>

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
<b>42 - Sanitary Services</b>					
<b>Revenue</b>					
Grants	\$1,272,650.00	\$0.00	\$438,488.00	\$438,488.00	\$0.00
Service and Sales	\$102,370.00	\$102,370.00	\$100,700.00	\$100,700.00	\$100,700.00
Sales	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
<b>Revenue Total</b>	<b>\$1,395,020.00</b>	<b>\$122,370.00</b>	<b>\$559,188.00</b>	<b>\$559,188.00</b>	<b>\$120,700.00</b>
<b>Expense</b>					
Contract and					
General Services	-\$220,640.00	-\$208,050.00	-\$236,480.00	-\$220,100.00	-\$190,335.00
Goods and Supplies	-\$63,750.00	-\$76,850.00	-\$70,350.00	-\$70,350.00	-\$70,350.00
Labour	-\$286,700.00	-\$304,000.00	-\$313,200.00	-\$322,500.00	-\$335,500.00
Depreciation					
Expense	-\$205,000.00	-\$205,000.00	-\$205,000.00	-\$205,000.00	-\$205,000.00
Capital	-\$1,728,650.00	-\$417,000.00	-\$37,500.00	-\$38,000.00	-\$38,500.00
<b>Expense Total</b>	<b>-\$2,504,740.00</b>	<b>-\$1,210,900.00</b>	<b>-\$862,530.00</b>	<b>-\$855,950.00</b>	<b>-\$839,685.00</b>
<b>42 - Sanitary Services</b>					
<b>Total</b>	<b>-\$1,109,720.00</b>	<b>-\$1,088,530.00</b>	<b>-\$303,342.00</b>	<b>-\$296,762.00</b>	<b>-\$718,985.00</b>
<b>43 - Garbage Collection &amp; Disposal</b>					
<b>Expense</b>					
Goods and Supplies	-\$85,000.00	-\$86,000.00	-\$87,000.00	-\$88,000.00	-\$89,000.00
Transfers to other					
Government	-\$402,683.00	-\$468,862.00	-\$509,940.00	-\$549,602.00	-\$583,598.00
<b>Expense Total</b>	<b>-\$487,683.00</b>	<b>-\$554,862.00</b>	<b>-\$596,940.00</b>	<b>-\$637,602.00</b>	<b>-\$672,598.00</b>
<b>43 - Garbage Collection &amp; Disposal Total</b>					
	<b>-\$487,683.00</b>	<b>-\$554,862.00</b>	<b>-\$596,940.00</b>	<b>-\$637,602.00</b>	<b>-\$672,598.00</b>
<b>51 - Family &amp; Community Support Services</b>					
<b>Revenue</b>					
Grants	\$172,715.00	\$180,487.00	\$180,487.00	\$180,487.00	\$180,487.00
<b>Revenue Total</b>	<b>\$172,715.00</b>	<b>\$180,487.00</b>	<b>\$180,487.00</b>	<b>\$180,487.00</b>	<b>\$180,487.00</b>
<b>Expense</b>					
Contract and					
General Services	-\$1,000.00	-\$1,000.00	-\$1,000.00	-\$1,000.00	-\$1,000.00
Labour	-\$2,550.00	-\$2,550.00	-\$2,550.00	-\$2,550.00	-\$2,550.00

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Transfers to other Government	-\$240,894.00	-\$250,609.00	-\$250,609.00	-\$250,609.00	-\$250,609.00
<b>Expense Total</b>	<b>-\$244,444.00</b>	<b>-\$254,159.00</b>	<b>-\$254,159.00</b>	<b>-\$254,159.00</b>	<b>-\$254,159.00</b>
<b>51 - Family &amp; Community Support Services Total</b>					
	<b>-\$71,729.00</b>	<b>-\$73,672.00</b>	<b>-\$73,672.00</b>	<b>-\$73,672.00</b>	<b>-\$73,672.00</b>
<b>56 - Cemeteries</b>					
<b>Expense</b>					
Contract and General Services	-\$15,000.00	-\$15,000.00	-\$15,000.00	-\$15,000.00	-\$15,000.00
<b>Expense Total</b>	<b>-\$15,000.00</b>	<b>-\$15,000.00</b>	<b>-\$15,000.00</b>	<b>-\$15,000.00</b>	<b>-\$15,000.00</b>
<b>56 - Cemeteries Total</b>	<b>-\$15,000.00</b>	<b>-\$15,000.00</b>	<b>-\$15,000.00</b>	<b>-\$15,000.00</b>	<b>-\$15,000.00</b>
<b>62 - Agricultural Services</b>					
<b>Revenue</b>					
Grants	\$138,907.00	\$138,907.00	\$138,907.00	\$138,907.00	\$138,907.00
Service and Sales	\$83,460.00	\$78,360.00	\$78,360.00	\$80,660.00	\$134,660.00
<b>Revenue Total</b>	<b>\$222,367.00</b>	<b>\$217,267.00</b>	<b>\$217,267.00</b>	<b>\$219,567.00</b>	<b>\$273,567.00</b>
<b>Expense</b>					
Contract and General Services	-\$130,000.00	-\$97,000.00	-\$91,000.00	-\$98,050.00	-\$98,550.00
Goods and Supplies	-\$421,279.00	-\$425,000.00	-\$428,500.00	-\$419,700.00	-\$419,700.00
Labour	-\$482,700.00	-\$439,600.00	-\$452,800.00	-\$466,500.00	-\$485,200.00
Transfer to Reserves	\$0.00	\$0.00	\$0.00	-\$68,000.00	-\$68,000.00
Transfers to other Government	-\$3,000.00	-\$3,000.00	-\$3,000.00	-\$3,000.00	-\$3,000.00
Depreciation Expense	-\$35,000.00	-\$35,000.00	-\$35,000.00	-\$35,000.00	-\$35,000.00
Capital	-\$245,000.00	-\$381,000.00	-\$75,000.00	-\$20,000.00	-\$37,000.00
<b>Expense Total</b>	<b>-\$1,316,979.00</b>	<b>-\$1,380,600.00</b>	<b>-\$1,085,300.00</b>	<b>-\$1,110,250.00</b>	<b>-\$1,146,450.00</b>
<b>62 - Agricultural Services Total</b>	<b>-\$1,094,612.00</b>	<b>-\$1,163,333.00</b>	<b>-\$868,033.00</b>	<b>-\$890,683.00</b>	<b>-\$872,883.00</b>
<b>66 - Planning &amp; Development</b>					
<b>Revenue</b>					
Grants	\$75,000.00	\$0.00	\$0.00	\$0.00	\$0.00

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Service and Sales	\$37,400.00	\$44,650.00	\$44,600.00	\$44,650.00	\$43,300.00
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Revenue Total</b>	<b>\$112,400.00</b>	<b>\$44,650.00</b>	<b>\$44,600.00</b>	<b>\$44,650.00</b>	<b>\$43,300.00</b>
<b>Expense</b>					
Contract and General Services	-\$48,200.00	-\$53,800.00	-\$53,800.00	-\$41,800.00	-\$41,800.00
Goods and Supplies	-\$249,200.00	-\$140,200.00	-\$140,450.00	-\$142,700.00	-\$143,000.00
Labour	-\$504,100.00	-\$446,400.00	-\$455,200.00	-\$473,400.00	-\$487,100.00
Transfers to other Government	-\$200.00	\$0.00	\$0.00	\$0.00	\$0.00
Depreciation Expense	-\$7,500.00	-\$7,500.00	-\$7,500.00	-\$7,500.00	-\$7,500.00
<b>Expense Total</b>	<b>-\$809,200.00</b>	<b>-\$647,900.00</b>	<b>-\$656,950.00</b>	<b>-\$665,400.00</b>	<b>-\$679,400.00</b>
<b>66 - Planning &amp; Development Total</b>	<b>-\$696,800.00</b>	<b>-\$603,250.00</b>	<b>-\$612,350.00</b>	<b>-\$620,750.00</b>	<b>-\$636,100.00</b>
<b>71 - Recreation</b>					
<b>Revenue</b>					
Grants	\$150,000.00	\$150,000.00	\$150,000.00	\$0.00	\$0.00
Service and Sales	\$14,248.00	\$14,248.00	\$14,248.00	\$14,248.00	\$14,300.00
Other	\$5,000.00	\$5,500.00	\$6,000.00	\$5,700.00	\$6,000.00
<b>Revenue Total</b>	<b>\$169,248.00</b>	<b>\$169,748.00</b>	<b>\$170,248.00</b>	<b>\$19,948.00</b>	<b>\$20,300.00</b>
<b>Expense</b>					
Contract and General Services	-\$7,250.00	-\$7,250.00	-\$7,750.00	-\$7,750.00	-\$8,250.00
Goods and Supplies	-\$6,200.00	-\$8,000.00	-\$8,100.00	-\$8,700.00	-\$8,800.00
Labour	-\$37,100.00	-\$39,000.00	-\$40,100.00	-\$41,300.00	-\$43,300.00
Transfers to other Government	-\$672,924.00	-\$672,924.00	-\$672,924.00	-\$672,924.00	-\$673,424.00
<b>Expense Total</b>	<b>-\$723,474.00</b>	<b>-\$727,174.00</b>	<b>-\$728,874.00</b>	<b>-\$730,674.00</b>	<b>-\$733,774.00</b>
<b>71 - Recreation Total</b>	<b>-\$554,226.00</b>	<b>-\$557,426.00</b>	<b>-\$558,626.00</b>	<b>-\$710,726.00</b>	<b>-\$713,474.00</b>
<b>74 - Culture - Library &amp; Museum</b>					
<b>Revenue</b>					
Grants	\$102,422.00	\$102,422.00	\$0.00	\$0.00	\$0.00
<b>Revenue Total</b>	<b>\$102,422.00</b>	<b>\$102,422.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Expense</b>					

	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Contract and General Services	-\$1,500.00	-\$1,500.00	-\$1,500.00	-\$1,500.00	-\$1,500.00
Labour	-\$12,200.00	-\$12,200.00	-\$12,200.00	-\$12,200.00	-\$12,200.00
Transfers to other Government	-\$230,176.00	-\$234,677.00	-\$238,080.00	-\$243,952.00	-\$250,406.00
<b>Expense Total</b>	<b>-\$243,876.00</b>	<b>-\$248,377.00</b>	<b>-\$251,780.00</b>	<b>-\$257,652.00</b>	<b>-\$264,106.00</b>
<b>74 - Culture - Library &amp; Museum Total</b>	<b>-\$141,454.00</b>	<b>-\$145,955.00</b>	<b>-\$251,780.00</b>	<b>-\$257,652.00</b>	<b>-\$264,106.00</b>
<b>Grand Total</b>	<b>-\$7,807,090.00</b>	<b>-\$8,656,733.00</b>	<b>-\$6,588,556.00</b>	<b>-\$7,509,856.00</b>	<b>-\$7,980,486.00</b>

## Cash Flow

	2023 Revised	2024 Proposed	2025 Proposed	2026 Proposed	2027 Proposed
<b>Net Income (Loss)</b>	<b>(\$7,807,090.00)</b>	<b>(\$8,656,733.00)</b>	<b>(\$6,588,556.00)</b>	<b>(\$7,509,856.00)</b>	<b>(\$7,980,486.00)</b>
<b>Amortization Adjustments</b>					
Admin Amortization	\$73,000.00	\$73,000.00	\$73,000.00	\$73,000.00	\$73,000.00
Fire Amortization	\$210,000.00	\$210,000.00	\$210,000.00	\$210,000.00	\$210,000.00
Protective Services Amortization	\$17,000.00	\$17,000.00	\$17,000.00	\$17,000.00	\$17,000.00
Transportation Amortization	\$2,750,000.00	\$2,750,000.00	\$2,750,000.00	\$2,750,000.00	\$2,750,000.00
Water Amortization	\$240,000.00	\$240,000.00	\$240,000.00	\$240,000.00	\$240,000.00
Sewer Amortization	\$205,000.00	\$205,000.00	\$205,000.00	\$205,000.00	\$205,000.00
Ag Services Amortization	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00
Planning Amortization	\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00
<b>Total Amortization</b>	<b>\$3,537,500.00</b>	<b>\$3,537,500.00</b>	<b>\$3,537,500.00</b>	<b>\$3,537,500.00</b>	<b>\$3,537,500.00</b>
	<b>(\$4,269,590.00)</b>	<b>(\$5,119,233.00)</b>	<b>(\$3,051,056.00)</b>	<b>(\$3,972,356.00)</b>	<b>(\$4,442,986.00)</b>
<b>Long Term Debt Principal</b>					
Transportation (graders - ACFA)	(\$334,798.00)	\$0.00	\$0.00	\$0.00	\$0.00
Transportation (gravel - ACFA)	(\$124,224.00)	(\$127,890.00)	(\$131,665.00)	(\$135,551.00)	(\$139,552.00)
Transportation (gravel - ACFA)	(\$224,849.00)	(\$230,548.00)	(\$236,392.00)	(\$242,385.00)	(\$248,529.00)
Grader Financing - TBF - 4	\$1,186,000.00	\$2,617,060.00			
Transportation (graders - TBF)	(\$200,000.00)	(\$482,382.00)	(\$964,766.00)	(\$964,766.00)	(\$482,382.00)

	2023 Revised	2024 Proposed	2025 Proposed	2026 Proposed	2027 Proposed
<b>Total Long Term Debt</b>					
<b>Principal</b>	<b>\$302,129.00</b>	<b>\$1,776,240.00</b>	<b>(\$1,332,823.00)</b>	<b>(\$1,342,702.00)</b>	<b>(\$870,463.00)</b>
	<b>(\$3,967,461.00)</b>	<b>(\$3,342,993.00)</b>	<b>(\$4,383,879.00)</b>	<b>(\$5,315,058.00)</b>	<b>(\$5,313,449.00)</b>
<b>Receivable Adjustments</b>					
Debenture - new receivables	(\$50,000.00)	(\$50,000.00)	(\$50,000.00)	(\$50,000.00)	(\$50,000.00)
Debenture - principal	\$42,800.00	\$42,800.00	\$42,800.00	\$42,800.00	\$42,800.00
<b>Total Receivable Adjustments</b>	<b>(\$7,200.00)</b>	<b>(\$7,200.00)</b>	<b>(\$7,200.00)</b>	<b>(\$7,200.00)</b>	<b>(\$7,200.00)</b>
<b>Inventory Adjustments</b>					
Gravel	\$1,060,000.00	\$1,250,000.00	\$1,220,000.00	\$1,050,000.00	\$1,000,000.00
Gravel Crushing		(\$600,000.00)	(\$1,100,000.00)	(\$1,100,000.00)	(\$1,100,000.00)
<b>Total Inventory Adjustments</b>	<b>\$1,060,000.00</b>	<b>\$650,000.00</b>	<b>\$120,000.00</b>	<b>(\$50,000.00)</b>	<b>(\$100,000.00)</b>
<b>Cash shortfall</b>	<b>(\$2,914,661.00)</b>	<b>(\$2,700,193.00)</b>	<b>(\$4,271,079.00)</b>	<b>(\$5,372,258.00)</b>	<b>(\$5,420,649.00)</b>
<b>Commitments from Reserves</b>					
Administration	\$1,063,000.00	\$1,945,000.00			
Administration Surplus - prior years	\$600,000.00	\$250,000.00			
Ag Services	\$247,679.00	\$245,000.00			
Bridges	\$329,250.00				
Fire	\$681,000.00				
Protective Services	\$94,605.00	\$100,000.00		\$105,000.00	\$105,000.00
Utilities	\$426,300.00	\$100,000.00			
Transportation	\$37,000.00	\$80,000.00			
Gravel		\$600,000.00			
Digital Services			\$30,000.00		
Rural Development Funding	\$100,000.00	\$15,000.00			
Buffalo Lake MR Reserve					
Stars Funding and Rural develop	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
Recreation	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
<b>Total Commitments from Reserves</b>	<b>\$3,648,834.00</b>	<b>\$3,405,000.00</b>	<b>\$100,000.00</b>	<b>\$175,000.00</b>	<b>\$175,000.00</b>
	<b>\$734,173.00</b>	<b>\$704,807.00</b>	<b>(\$4,171,079.00)</b>	<b>(\$5,197,258.00)</b>	<b>(\$5,245,649.00)</b>
<b>Commitments to Reserves</b>					
Administration	\$0.00	(\$50,000.00)	(\$50,000.00)	(\$50,000.00)	(\$50,000.00)
Protective Services	(\$52,500.00)	(\$52,500.00)	(\$55,000.00)	(\$55,000.00)	(\$55,000.00)
Digital Services	(\$25,000.00)	(\$25,000.00)	(\$25,000.00)	(\$25,000.00)	(\$25,000.00)

	2023 Revised	2024 Proposed	2025 Proposed	2026 Proposed	2027 Proposed
Fire	(\$125,000.00)				
Bridges	(\$130,000.00)	(\$130,000.00)	(\$130,000.00)	(\$130,000.00)	(\$130,000.00)
Gravel	(\$110,000.00)	(\$110,000.00)	(\$110,000.00)	(\$110,000.00)	(\$110,000.00)
Doctor Recruitment	(\$40,000.00)	(\$40,000.00)	(\$40,000.00)	(\$40,000.00)	(\$40,000.00)
Ag Services		(\$40,000.00)	(\$40,000.00)	(\$40,000.00)	(\$40,000.00)
Transportation	(\$150,000.00)	(\$150,000.00)			
County Special Projects	(\$50,000.00)	(\$50,000.00)	(\$50,000.00)	(\$50,000.00)	(\$50,000.00)
Recreation	(\$50,000.00)	(\$50,000.00)	(\$50,000.00)	(\$50,000.00)	(\$50,000.00)
<b>Total Commitments to Reserves</b>	<b>(\$732,500.00)</b>	<b>(\$697,500.00)</b>	<b>(\$550,000.00)</b>	<b>(\$550,000.00)</b>	<b>(\$550,000.00)</b>
<b>Cash surplus (shortfall)</b>	<b>\$1,673.00</b>	<b>\$7,307.00</b>	<b>(\$4,721,079.00)</b>	<b>(\$5,747,258.00)</b>	<b>(\$5,795,649.00)</b>

## 6 Year Capital Plan

Capital Plan Department / Description	Year					
	2024	2025	2026	2027	2028	2029
<b>Administration</b>						
Photocopier		\$32,000.00				
Network upgrades		\$30,000.00			\$30,000.00	
<b>Administration Total</b>		<b>\$62,000.00</b>			<b>\$30,000.00</b>	
<b>Ag Services</b>						
Pickup Truck					\$70,000.00	
Side by Side RTV	\$32,000.00					
3/4 ton pickup (replace 278)		\$75,000.00				
Replace A-06			\$20,000.00			
Replace A-37 5th wheel flat deck				\$25,000.00		
Replace A-35				\$12,000.00		
Spray system with GPS	\$14,000.00					
Roadside Spray System (2nd truck)	\$90,000.00					
Spray truck (carry forward)	\$245,000.00					
<b>Ag Services Total</b>	<b>\$381,000.00</b>	<b>\$75,000.00</b>	<b>\$20,000.00</b>	<b>\$37,000.00</b>	<b>\$70,000.00</b>	
<b>Fire</b>						
Replacement Tender 15 reserve		\$225,000.00	\$225,000.00	\$225,000.00	\$225,000.00	

Capital Plan Department / Description	Year					
	2024	2025	2026	2027	2028	2029
Replacement Engine 11 reserve		\$180,000.00	\$180,000.00	\$180,000.00	\$180,000.00	
Wildland interface engine (Pump and Roll)	\$500,000.00					
<b>Fire Total</b>	<b>\$500,000.00</b>	<b>\$405,000.00</b>	<b>\$405,000.00</b>	<b>\$405,000.00</b>	<b>\$405,000.00</b>	
<b>Protective Services</b>						
Patrol Vehicle	\$100,000.00		\$105,000.00		\$110,000.00	
Speed Trailer	\$15,000.00					
<b>Protective Services Total</b>	<b>\$115,000.00</b>		<b>\$105,000.00</b>		<b>\$110,000.00</b>	
<b>Sewer</b>						
Botha reline sewer	\$150,000.00					
Above ground sewer lift package plant	\$60,000.00					
Sewer replacement - Botha	\$20,000.00					
Red Willow lagoon drainage	\$100,000.00					
Buffalo View Sewer Pump system	\$25,000.00					
Buffalo Sands sewer pump system	\$25,000.00					
<b>Sewer Total</b>	<b>\$380,000.00</b>					
<b>Transportation</b>						
Grader			\$1,200,000.00	\$1,400,000.00	\$1,300,000.00	\$1,400,000.00
Gravel Truck & Pup Trailer		\$325,000.00	\$325,000.00			
Parks Mower			\$35,000.00			
Pickup Truck	\$201,000.00	\$207,000.00	\$145,000.00	\$69,500.00	\$210,000.00	
Plow/Sander Unit	\$28,000.00	\$30,000.00		\$350,000.00	\$375,000.00	
Welding Truck & Welder		\$75,000.00				
Crewcab Deck Truck		\$95,000.00				
Regular cab 5500 deck/plow truck		\$65,000.00				
Crewcab 5500 deck/plow truck			\$100,000.00			
Water truck (used)	\$110,000.00			\$125,000.00		

Capital Plan Department / Description	Year					
	2024	2025	2026	2027	2028	2029
Highway Tractor (gravel and equipment haul)			\$300,000.00			
Equipment Trailer		\$125,000.00				
Gravel truck and pup trailer				\$350,000.00		
Plow Truck Tarp Shed		\$85,000.00				
Fuel tank yard		\$20,000.00				
Survey receivers		\$25,000.00				
Parks Mower - trailer			\$22,000.00			
Signs truck/picker			\$65,000.00			
140 Grader	\$1,187,760.00					
160 Grader	\$1,429,300.00					
14M Grader		\$893,270.00				
Gravel truck/pup					\$400,000.00	
Hoe					\$1,000,000.00	
Carlisle Estates	\$700,000.00					
<b>Transportation Total</b>	<b>\$3,656,060.00</b>	<b>\$1,820,270.00</b>	<b>\$2,317,000.00</b>	<b>\$2,294,500.00</b>	<b>\$1,885,000.00</b>	<b>\$2,800,000.00</b>
<b>Utilities</b>						
Pickup Truck	\$74,000.00	\$75,000.00	\$76,000.00	\$77,000.00	\$78,000.00	\$79,000.00
<b>Utilities Total</b>	<b>\$74,000.00</b>	<b>\$75,000.00</b>	<b>\$76,000.00</b>	<b>\$77,000.00</b>	<b>\$78,000.00</b>	<b>\$79,000.00</b>
<b>Water</b>						
Regional Waterline Expansion	\$395,937.00	\$395,937.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00
Endiang water mains	\$85,000.00	\$85,000.00				
CL 17 Analyzer (replacement)	\$20,000.00	\$20,000.00	\$22,000.00	\$10,000.00		
Water line to Byemoor School		\$35,000.00				
Buffalo Sands distribution pump			\$10,000.00			
Botha rural and main valves	\$25,000.00					
Botha meter station	\$8,500.00					
Reserve for future repairs	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00		
<b>Water Total</b>	<b>\$634,437.00</b>	<b>\$635,937.00</b>	<b>\$232,000.00</b>	<b>\$210,000.00</b>	<b>\$100,000.00</b>	<b>\$100,000.00</b>
<b>Grand Total</b>	<b>\$5,740,497.00</b>	<b>\$3,073,207.00</b>	<b>\$3,155,000.00</b>	<b>\$3,023,500.00</b>	<b>\$2,678,000.00</b>	<b>\$2,979,000.00</b>

## **Administration**

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As we approach 2024, Administration remains focused on maintaining our core operations and continuing to provide support to other departments, all while seeking new opportunities for growth and improvement. Our budget plan for the upcoming year is structured around key strategic initiatives, projects, and capital investments, as well as long-term savings goals.

### **Strategic Plans and Objectives**

We will ensure the continued operation of our department, maintaining current service levels and efficiency. Our staff levels will remain constant, with a continued emphasis on supporting other departments as we have effectively done in the past. We continue to bolster our Fire Protection services through our new Joint Regional Fire Agreement with the Town of Stettler, as well as the addition of a joint Manager of Regional Fire Services, and a County of Stettler Fire Chief.

A significant piece of our strategy involves exploring additional grant opportunities to enhance our resources and capabilities.

### **Key Projects**

- A primary focus will be on earmarking reserves specifically for future network upgrades, ensuring our technological infrastructure remains up-to-date and effective.

### **Capital Expenditures**

- We will carry over the investment in the postage machine to future years, aligning with our long-term asset management strategy.

### **Future Capital Savings**

Alongside saving for network upgrades, another major area of focus will be on doctor recruitment, an essential step towards enhancing community health services. We aim to strategically earmark reserves to support these initiatives.

### **Current and Emerging Issues**

We are committed to working on developing additional reserve strategies to bolster our department's capacity and effectiveness.

*Our budget is a balanced blend of operational consistency, strategic project planning, prudent capital management, and forward-thinking savings goals. We are dedicated to advancing capabilities while preparing for future challenges and opportunities.*

## **Operations**

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As we embark on a new year, Operations is poised to align its plans for 2024 with the Council's primary strategic priorities. Our focus is multifaceted.

### **Strategic Plans and Objectives**

We aim to not only retain but also build strong teams within the larger operational department. A key part of our strategy involves elevating the level and standards of tasks and certifications within Operations and Utilities.

We will continue to bolster operational efficiency through cross-functional training, enhancing our staff's versatility and allowing them to work across departments. Another priority is to improve response times when assisting ratepayers and foster increased participation in Agricultural services events and workshops. Additionally, defining and updating clear role profiles for staff is also on our agenda.

### **Key Projects for 2024**

We have several important projects lined up for the year. These include the completion of Carlisle Estates pavement and Botha and Gadsby infrastructure repairs and replacements.

Our gravel program targets crushing and spreading an estimated 300 miles. Other significant projects include the contract completion of stairs for public access at the Buffalo View Estates Marina, the installation of two parks (one in Erskine and another in a yet-to-be-determined location), Boehlke Pond rejuvenation and development, brushing projects, bridge grant applications, and regional waterline grants for waterline extensions. The Collins Pit Gravel application and crushing, as well as the Red Willow Lagoon project, are also on our list.

### **Capital Purchases**

Our capital expenditure plan includes significant investments in machinery and vehicles. This includes the purchase Graders (140's, 160's and a 14M), replacement pickup trucks, a plow/sander unit, and a used water truck. In Utilities, we plan to replace a ½ ton pickup truck. We will purchase a spray truck for Agricultural services, roadside spray systems, a side-by-side RTV, and a spray system GPS.

### **Future Capital Savings**

Looking ahead, we are planning to reduce our grader fleet and sell older machinery.

### **Current and Emerging Issues**

This budget takes into consideration several urgent issues. These include support to the Village of Big Valley, potential wildfire events due to low moisture levels and a lack of snowfall, and other pressing concerns.

*Our department's budget for 2024 is a comprehensive plan that balances immediate operational needs with long-term strategic goals, ensuring we are well-positioned to meet the challenges and opportunities of the years ahead.*

## **Agricultural Services**

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As we prepare for 2024, our department is focusing on a comprehensive strategy to enhance our environmental management and infrastructure. Our plans for the year are designed to address both immediate and long-term needs, ensuring sustainable development and maintenance of our County's natural and built environments.

### **Strategic Plans and Objectives**

Our primary goal is to conduct roadside spraying in the southern third of the County, continuing our efforts in vegetation management.

We plan to continue the removal of large brush, building upon the control measures implemented two years ago. Completion of the pathway at the lake is also on our agenda, especially since the drought delayed the planting of all the planned trees.

### **Key Projects**

Our department will focus on priority area weed control, specifically targeting Absinthe Wormwood.

We will control Common Buckthorn north of Boss Hill, and advance weed control along the Red Deer River.

Another significant project is the reclamation of gravel pits, ensuring environmental restoration and sustainable use of these areas.

### **Capital Purchases**

We plan to finalize the purchase of the remainder of the roadside spray truck. A replacement for our side-by-side with a spray system is also scheduled, aligning with our commitment to maintaining effective and efficient environmental management tools.

### **Future Capital Savings**

Looking ahead, we are planning for the replacement of two pickup trucks, one of which was transferred to the fire department in 2023, and the other sold.

*This budget is a reflection of our commitment to environmental stewardship and infrastructure maintenance. It encompasses a blend of ongoing projects and new initiatives, all geared towards enhancing the quality and sustainability of our County's natural and built environments.*

## Utilities

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As we embark on the year 2024, our department is dedicated to continuing the delivery of exceptional services to our consumers, maintaining and upgrading our infrastructure, and ensuring the sustainability of our water and waste management systems.

Our budget plan for 2024 is structured to support these objectives, with a focus on both ongoing operations and forward-looking projects.

### Strategic Plans and Objectives

We aim to maintain our high standard of service-delivery to all consumers. Our focus will include follow-up actions after inspections, such as hydrant flushing, fire hydrant repair, manhole repair, and main valve repair.

Initiating the replacement of aging water meters is on our agenda. We will continue our Nitrification management program and main line inspections, addressing any issues that arise.

The installation of anodes on all flush hydrants is planned.

Updating our Emergency Response Plan, Standard Operating Procedures, Drinking Water Safety Plan, and reviewing the Code of Practice/Standards and Guidelines for water and wastewater, as well as the Potable Water Act, is a priority.

### Key Projects

- Upgrades to the PLC systems in Buffalo Sands and Endiang.
- Expansion of the regional water line.
- Water main replacement in Endiang.
- Repair/replacement of flush hydrants in rural areas and installations at Buffalo View Estates and Buffalo Sands.
- Completion of the Botha Meter Station piping replacement.
- Installation of a new distribution Mag Meter for Buffalo Sands.
- Replacement of two more CL17 Chlorine analyzers.
- Purchase of a new pickup truck.
- Relocation of the fence line at Byemoor Lagoon.
- Installation of pump and rail systems in sewage holding tanks at Buffalo Sands and Buffalo View Estates.
- The Red Willow drainage ditch project.

### Capital Purchases

- A new pickup truck (50/50 split).
- Endiang water main replacement and regional waterline expansion.

- PLC upgrades at Endiang and Buffalo Sands.
- Completion of the Botha Meter Station piping.
- Replacement of two CL17 Chlorine analyzers.
- Allocation of \$100,000 into reserves for repairs and maintenance.
- Flush hydrant installation at Buffalo View Estates (Island View Close).
- New distribution Mag Meter at Buffalo Sands.
- Red Willow drainage ditch project.
- Fence line relocation around Byemoor lagoon for maintenance.

### **Future Capital Savings**

Setting aside \$100,000 in reserves for repairs and maintenance is a priority as well as reserving funds for waterline expansions and truck replacements. Additionally, planning for an above-ground sewer lift station at Erskine.

Allocating funds for replacing sewage holding tanks at Buffalo View Estates has been flagged as a priority. And finally, considering a waterline to Buffalo Sands, potentially supported by grants, to address well issues.

### **Current and Emerging Issues**

The budget addresses the Red Willow lagoon drainage ditch and rural water expansion as key topics and emerging issues.

*The 2024 budget for Water and Waste Management is a comprehensive plan that balances immediate operational needs with long-term strategic investments, ensuring our infrastructure remains current and responsive to the community's needs.*

### **Protective Services**

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Our department is committed to enhancing the safety and well-being of the County of Stettler through a series of strategic initiatives and investments. Our plans and projects for the coming year are designed to address current challenges while laying the groundwork for future improvements.

### **Strategic Plans and Objectives**

Our department will continue to focus on patrolling areas with heightened break-and-enter rates. Additionally, we will resume the 'Coffee with a Cop' sessions in collaboration with the Stettler RCMP, including seminars on Crime Prevention Through Environmental Design (CPTED).

We're also planning to intensify our commercial vehicle enforcement and host regional Commercial Vehicle Safety Checks. Our ongoing commitment includes safeguarding the County

of Stettler’s road infrastructure and spearheading initiatives for disaster prevention, mitigation, response, and recovery under the Stettler Regional Emergency Management Agency.

### **Key Projects**

One of our major goals is to acquire a traffic monitoring trailer, which will play a crucial role in curbing speeding-related issues in rural areas, hamlets and around the lake. We also aim to organize a regional Full Scale Emergency Management Exercise with our partners to test the effectiveness of our Emergency Response Plans and ensure interoperability. Moreover, we are seeking grant funding for an Emergency Management portable office trailer, which can serve as a temporary field command post, staging area office, or Emergency Social Services utilization.

### **Capital Purchases**

Our department plans to purchase a new protective services vehicle to replace an older one. Subject to approval, we also intend to acquire a speed monitoring trailer.

### **Future Capital Savings**

Looking ahead, we are preparing and saving for the replacement of aging, high mileage vehicles in 2026.

### **Current and Emerging Issues**

While there are no specific hot topics addressed in this budget, our planned activities and investments are geared towards proactive management and improvement of safety and emergency services in the County of Stettler.

*The 2024 budget for our department is a proactive and strategic plan that aims to enhance public safety, foster community engagement, and ensure a robust and responsive emergency management system for our region.*

### **Recreation and Insurance**

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Recreation remains an important part of the County of Stettler’s budget and priorities. Our goal is to support recreation through programs, facilities and organizations, fostering deep community bonds and ensuring our small communities remain viable. We aim to make our recreational facilities more accessible and user-friendly.

In addition to recreation, this department plays a critical role in managing the various risks and liabilities a municipality faces.

### **Strategic Plans and Objectives**

Our department will continue to review and update policies surrounding recreation funding.

We will review and establish a policy on dissolving non-profits the need for a policy on this matter was identified in 2023 and we expect further need for this policy in the future.

We will continue our review facility use, needs, infrastructure plans and funding estimates.

### **Key Projects**

We're focusing the Hartshorn sign project, on updating and replacing this historic information board on Highway 589 in Ward 1, Byemoor-Endiang.

We will be revising policies to further enhance our recreational services.

We will continue to conduct playground inspections.

A key priority on the Insurance side of our business, is reviewing and ensuring all insurance policies are current and comprehensive, covering all aspects of our department's evolving operations. We handle claims and manage litigation as well as ensure compliance while maintaining regulatory oversight and risk management. We will continue to budget and manage costs for insurance premiums.

To improve transparency and efficiency, we are renumbering our units (vehicles and equipment). This includes updating names and fleet numbers to ensure clarity for all stakeholders.

Our 2024 projects largely mirror our departmental plans.

We'll continue to collaborate with outside agencies, focusing on wellness programs, cultural events, and advisory committees including Stettler Wellness, Stettler Culture Days in alignment with Alberta Culture Days, Stettler Adult Learning Centre, and the Performing Arts Centre Advisory Committee.

### **Current and Emerging Issues**

We're committed to assisting viable facilities stay up-to-date and operational through our Operational Assistance Program and ensuring equitable access to funding and use for all groups.

Municipal Sustainable Initiative (MSI) funding, now Local Government Fiscal Framework (LGFF), funding levels remain unchanged. We do not anticipate any significant impact on our budget.

*This budget outline reflects our commitment to maintaining and improving our department's services in a fiscally responsible manner, planning for today and preparing for tomorrow's needs.*

## **Planning & Development**

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As we step into 2024, our Planning Department is geared up with a clear and focused agenda, aimed at effectively managing and developing our community's landscape. Our plans are carefully crafted to ensure we meet the growing and evolving needs of our region. This year's budget reflects our commitment to these goals, outlining our operational strategies, key projects, and areas of interest that will shape our approach in the upcoming year.

### **Strategic Plans and Objectives**

Our primary function will continue to be the efficient and timely processing of development permits, subdivision, and Land Use Bylaw amendment applications, as and when they arise.

We are dedicated to providing prompt and accurate responses to inquiries regarding planning regulations and the development and use of properties.

A crucial part of our role will involve the enforcement of planning requirements, ensuring compliance and maintaining the integrity of our community's development.

### **Key Projects**

A major focus will be the review of the Municipal Development Plan (MDP) and the Land Use Bylaw (LUB), crucial for guiding future growth and development.

We are currently engaged in Intermunicipal Development Planning (IDP) with the Town of Stettler, a collaborative effort to harmonize regional development.

Another significant project is the development of Road Plans for the South Shore Growth Node, which is vital for sustainable growth in this developing and expanding area.

### **Future Capital Savings**

- We are closely monitoring the Alberta Utilities Commission's new regulations on alternative energy plants, including solar and wind, which have significant implications for local and regional planning.
- Developments in data processing centers present new opportunities and challenges that we intend to address.
- We will be keeping abreast of changing regulations concerning sand and gravel pits, ensuring our practices align with the latest standards.
- Planning for public access at Buffalo Lake is also a key area of interest, balancing environmental conservation with community recreation needs.

*The 2024 budget for Planning Department is a roadmap for managing growth and development in our community, with a keen eye on new opportunities and regulatory changes. Our*

*commitment is to a sustainable, well-planned future for our region, ensuring that we continue to thrive and evolve.*

## **Stettler Regional Fire Department**

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The County and Town signed a modernized Joint Fire Services Agreement on December 18, 2023. This new agreement introduces a clear definition of the roles and responsibilities shared between the municipalities and the fire department staff, ensuring an efficient and effective response to the evolving needs of our region.

### **Strategic Plans and Objectives**

2024 will see the decentralization of many responsibilities go into effect, formerly managed by a single partner. It will also see the hiring of a County of Stettler Fire Chief, dedicated to supporting our rural stations in Byemoor, Big Valley and Donalda.

A policy review will establish equipment priorities and levels of service for fire service.

We will work to improve volunteer attraction and retention strategies alongside our community partners.

We will plan for long-range reserve contributions.

We will investigate firefighting capabilities in the Erskine/South Shore region of Buffalo Lake.

In 2023, we recruited a new regional fire manager for the Town and County, who began working January 1, 2024. We are currently in the recruitment process to hire a County of Stettler Fire Chief to work alongside the Town of Stettler Fire Chief, reporting to our new Manager of Regional Fire Services.

### **Capital Purchases**

- Vehicle replacements for the County of Stettler include two Brush Rapid Attack Trucks (BRATs)— one for Station 2-Byemoor and one for Station 3-Donalda, as we continue to enhance firefighting capabilities and resources for our rural communities to support fighting wildfires.
- We will be responsible for 50% of the cost of providing a response unit for the Manager of the Regional Fire Services
- We will provide a response vehicle to the County of Stettler Fire Chief

The Town of Stettler is responsible for funding 50% of the vehicle for the Manager of our Regional Fire Services as well as for the Town of Stettler Fire Chief.

## **Future Capital Savings**

The financial operations review will provide an opportunity and establish future capital savings plans for our Joint Regional Fire Service.

*We remain confident that the Town and County of Stettler will be able to continue to provide top-tier fire protection services to our communities always ensuring the safety and well-being of all residents in the Town and County. This new agreement adds additional resources that will enhance our fire services, meeting our commitment to high quality service while fostering a vibrant and safe environment for all who live, work, visit and play in our region.*

