



2022 Draft Operating Budget

SPECIAL COUNCIL MEETING

NOVEMBER 22-23 & DECEMBER 2, 2021

INDEX

• Strategic Plan - Budget Alignment	slide. 3
• Long-Term Tax Strategy	slide. 17
• 2022 Budget Challenges	slide. 19
• Inflation & COLA	slide. 26
• Wages & Contributions	slide. 29
• Worker's Compensation	slide. 33
• Insurance	slide. 34
• Utilities	slide. 35
• Postage & Copies	slide. 39
• Equipment Leases	slide. 40
• Council	slide. 41
• Corporate Services Division	slide. 43
• Community & Protective Services Division	slide. 47
• Operations & Engineering Division	slide. 52
• Utility Analysis	slide. 57
• Summary	slide. 62
• Division Departmental Appendices	slide. 65



OUR MISSION:

BUILDING A SAFE, BEAUTIFUL AND SUSTAINABLE COMMUNITY

OUR VALUES:

Integrity

- The Town of Redwater approaches governance with transparency, honesty and consideration of community values.

Responsibility

- The Town of Redwater provides high quality, efficient and effective service through commitment to ongoing improvement.

Cooperation

- The Town of Redwater works well with community groups, regional neighbors, and other levels of government.

Community

- The Town of Redwater strives toward having a safe, beautiful and sustainable home fostering a sense of community.

FOCUS AREA 1 – COMMUNITY BEAUTIFICATION

WE WILL ACTIVELY FOSTER TOWN BEAUTIFICATION EMBRACING THE TOWN'S HISTORY AND PRIDE IN COMMUNITY

- **WE WILL.....**
- Take action ensuring a well-groomed community.
- Consider opportunities to enhance the community identity.
- Focus on season wide beautification actioning appropriate activities and long-term strategies.
- Embrace community pride and resident involvement.
- Endeavour to work with the business community to enhance business beautification.
- Foster cooperation with community groups (celebrating our identity and preserving history)
- Seek out specific opportunities for community revitalization and develop plans of action.



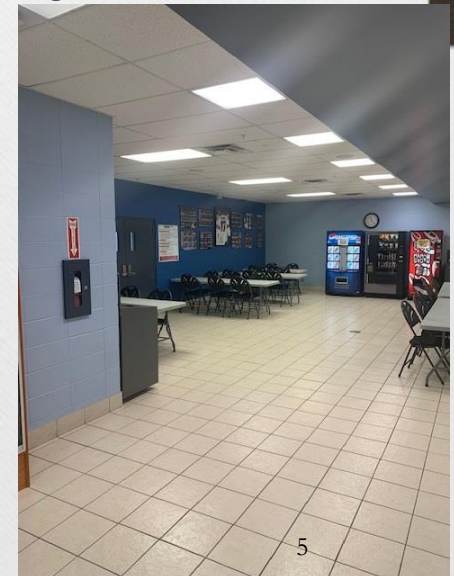
FOCUS AREA 1 – COMMUNITY BEAUTIFICATION

■ WE HAVE.....

- Increased planters and maintained flowers and green spaces
- Completed Walking Trail addition from Ochre Park School to Tim Hortons
- Installed some new street signs
- Increased Christmas lights
- Purchased new flags - Treaty 6 & Metis First Nations
- Enhanced weed control - arranged partnership with Sturgeon County for any future assignment
- Installed new garbage and recycle receptacles in parks
- Maintained Arboretum - tree gators, third party tree and shrub trimming
- Completed Derrick structural assessment and repairs
- Completed Pembina Place facelift with new coats of paint on walls and doors
- Installed inclusive/accessible swing in Centennial Park
- Revitalized Neighbourhood Block Party Policy
- Assisted Golf Course with funding for completing drainage project

2022 Budgeted Specific Projects

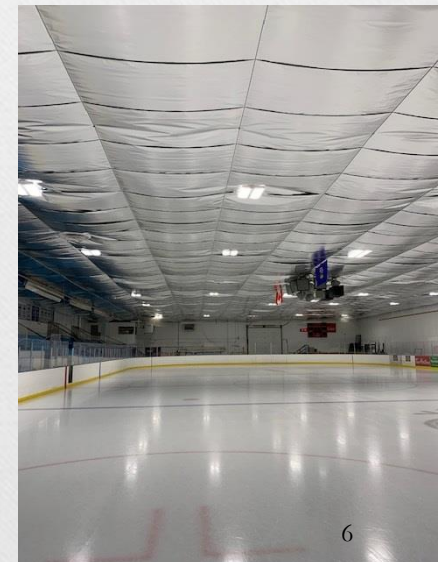
- Pave Pembina Place southside parking lot
- Relocation and placement of historical pump jack
- Rebuild of Golf Course flower bed



FOCUS AREA 2 – COMMUNITY SUSTAINABILITY

WE EMBRACE COMMUNITY SUSTAINABILITY FOCUSING ON WELL MAINTAINED AND PLANNED INFRASTRUCTURE, EFFECTIVE FINANCIAL STEWARDSHIP AND EXCELLENCE IN SERVICE DELIVERY

- **WE WILL.....**
- Continually review services and service levels to determine if they are sustainable and are meeting community needs.
- Endeavour to understand community needs vs wants.
- Prioritize long term planning focusing on infrastructure needs and financial constraints.
- Ensure we will strive for balanced service delivery serving the community as a whole.
- Take measures to understand what is affordable and achievable.
- Focus on a long term tax strategy to meet the community needs.
- Develop infrastructure strategies to protect and plan for the community's capital assets.



FOCUS AREA 2 – COMMUNITY SUSTAINABILITY

■ WE HAVE.....

- Completed new storm sewer project in 2021
- Completed condition Assessment of Water Reservoir (Pumping Station)
- Completed Gas Master Distribution System
- Completed Storm Drainage Report
- Roads, Sidewalk, sanitary replacement plans in place
- Completed extension of gas system to service Annexed customers
- Extended rental free period for Redwater Fitness Centre due to COVID impact
- Renegotiated and renewed Fire Service Agreement
- Completed Fire Hall roof and boiler replacement
- Completed Facility Asbestos Assessments
- Completed Service Request Program (New E-Service) Work Order for improved efficiency
- Installed new LED lighting, HVAC system and ice plant in Arena
- Installed shaler in both cold and warm floor arena slab to extend life of asset
- Installed new HVAC in curling arena
- Replaced DSP in Cultural Centre
- Completed roofing inspection for Pembina Place
- Completed Request for Proposal for garbage & recycle services



FOCUS AREA 2 – COMMUNITY SUSTAINABILITY

2022 Budgeted Specific Projects

- Condition Assessment Water Distribution System
- New tractor and snow blower for improved service delivery of snow clearing
- Pembina Place Fieldhouse proposal to expand community recreation options
- Continue road overlay and sidewalk replacement program
- Gas line replacement program begins
- Continue sewer liner program
- Begin water reservoir upgrades following condition assessment
- Continued involvement with Sturgeon Regional Emergency Management Partnership (SREMP)
- Long range capital plans assessed and continue to be updated annually



FOCUS AREA 3 – CONNECTED COMMUNITIES

WE EMBRACE CONNECTED COMMUNITIES BY WELCOMING PARTNERSHIPS, FOSTERING COMMUNICATION AND PURSUING HEALTHY PUBLIC ENGAGEMENT

- **WE WILL.....**
- Educate, engage and inform the public: be accountable.
- Be approachable to the public, neighbors, other levels of government.
- Celebrate success illustrating what we accomplish.
- Be transparent with residents on value for tax dollars highlighting what we do.
- Cooperate regionally and seek opportunity for mutual benefit.
- Foster and embrace partnerships with community groups.
- Embrace positive messaging through communications.
- Pursue healthy and productive relationships regionally.
- Foster positive and effective communication between governance and administrative levels.



FOCUS AREA 3 – CONNECTED COMMUNITIES

■ WE HAVE.....

- Conducted a survey and received feedback on REP program at Pembina Place
- Continued being a part of the RTG (Recreation Transition Group) for Recreation Cost Sharing Agreement
- Continued collaboration with Ag. Society for Discovery Days
- Continued collaboration with Redwater Hype
- Invested in new technology - Council live streamed meetings on You Tube, increased accountability
- Continued communication through newsletters, website and social media
- Continued tax brochure annually showing how tax dollars are spent for transparency
- Passed new policy for Council Salutation recognizing Treaty 6 and Metis First Nations
- Completed resident surveys
- Completed new improved website with fillable forms

2022 Budgeted Specific Projects

- Enhance communication
- Celebrate Town achievements
- Enhanced 2022 budget presentation
- Continue regional participation
- Enhance public participation opportunities



FOCUS AREA 4 – ECONOMIC GROWTH

**WE WILL PURSUE A HEALTHY ECONOMY FOCUSING ON OUR POTENTIAL IN
TOURISM, LOCAL BUSINESS PROMOTION AND GOVERNANCE
PARTNERSHIPS WITH BUSINESS**

- **WE WILL.....**
- Work toward economic and residential growth— through relationship building and marketing strategies.
- Focus on targeting business growth and attracting new business.
- Pursue the retention of existing business.
- Expand economic development ideas.
- Support tourism activities and strategies.
- Foster economic diversification.



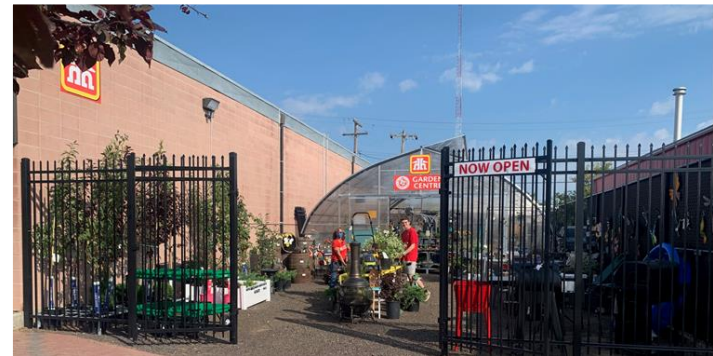
FOCUS AREA 4 – ECONOMIC GROWTH

■ WE HAVE.....

- Completed Developer Communication Event
- Attracted new commercial strip mall and associated businesses including health care
- Attracted new businesses attracted including cannabis stores and cards & collectibles
- Negotiated contract for third party vendor for concession
- Provided local business support through COVID – free business licences for in Town business, Derrick Dollars program to encourage shopping local
- Provided support for outdoor patios for restaurants - waiving fee for permit application and fast track permits
- Enhanced local business - new outdoor garden centre at Home Hardware
- Provided expansion of residential growth opportunities by amending the Land Use Bylaw to allow for smaller lots sizes to accommodate more affordable housing options
- Completed History Check App initiative

2022 Budgeted Specific Projects

- Combined Economic Development & Planning Officer roles
- Streamline processes
- Start to revisit Land Use Bylaw – simplify
- Continue business retention and attraction



FOCUS AREA 5 – GOOD GOVERNANCE

WE ACTIVELY PURSUE AND EMBRACE GOOD GOVERNANCE AND INTEGRITY BY BEING ACCOUNTABLE, RESPONSIBLE, TRANSPARENT, FOCUSING ON THE OVERALL GOOD OF THE COMMUNITY

- **WE WILL.....**
- Always be responsible and accountable.
- Embrace compliance with legislation.
- Consider all perspectives and make decisions for the overall good of the community.
- Foster good communication with the public, our neighbors and other levels of government.
- Pursue visionary thinking to foster the future for our community.
- Create a culture of positive commitments.
- Commit to statutory and strategic planning focusing on the maintenance of key planning documents and bylaws.
- Embrace a culture of mutual respect at all levels and focus on the development of productive relationships.



FOCUS AREA 5 – GOOD GOVERNANCE

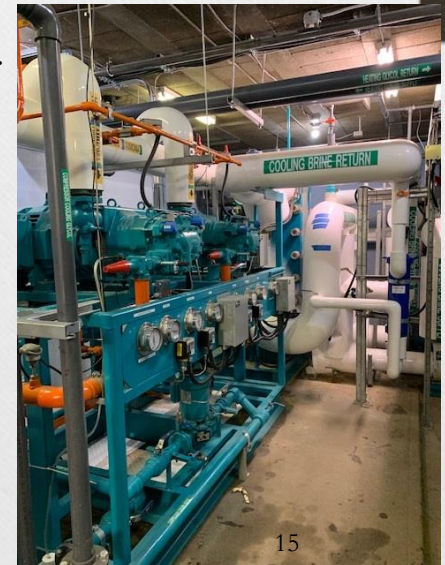
- **WE HAVE.....**
- Kept our community and staff safe through proactive measures to address COVID precautions in Town facilities
- Focused on safe ways to continue to provide services including recreation and programming through COVID
- Deferred tax penalties in 2020 and 2021 to later dates to assist ratepayers through COVID
- Provided zero budget increases for 2020 and 2021 to assist ratepayers through COVID
- Provided new Council orientation options
- Created efficiencies and improved accessibility with new Council agenda software
- Updated Procedural Bylaw to be more flexible through COVID for remote attendance by Council
- Completed asbestos inspections of Town facilities
- Continued being a part of the RTG (Recreation Transition Group) for Recreation Cost Sharing Agreement



FOCUS AREA 6 – SERVICE EXCELLENCE

WE PROACTIVELY CONSIDER SERVICE DELIVERY, FOCUSING ON DOING THE RIGHT THINGS WELL, UNDERSTANDING CORE VERSUS VALUE-ADDED SERVICES AND COMMUNICATING WHAT WE DO

- **WE WILL.....**
- Align financial resources with priority service requirements.
- Measure our performance ensuring service-level achievement.
- Strive for service excellence through the pursuit of innovation and best practices.
- Foster the well-being of staff promoting health and morale.
- Position ourselves to be an employer of choice and attract high quality staff.
- Promote ability through ongoing professional development.
- Continually plan for succession and embrace change.
- Recognize our staff for accomplishments and quality service delivery.



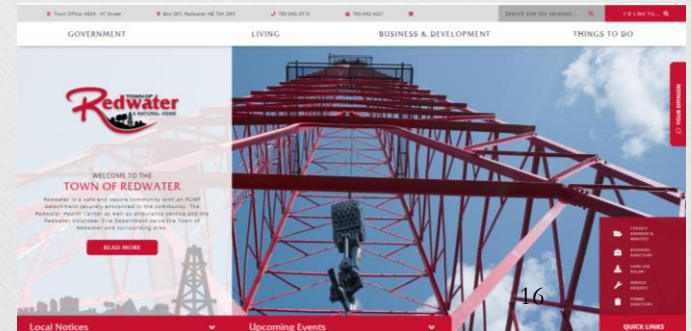
FOCUS AREA 6 – SERVICE EXCELLENCE

■ WE HAVE.....

- Completed Staff Satisfaction Survey
- Updated Staff Recognition Policy for “Town Champions”
- Provided staff training session on recognising Psychological Harassment and Bullying in the Workplace
- Completed new website and online fillable forms
- Completed Spring and fall resident surveys
- Restructured Community Services, putting specialized persons in more suitable positions (Rec Facility Admin and Parks and Facilities Team Lead)
- Restructured Administration Assistant to full time for improved customer service and office support

2022 Budgeted Specific Projects

- Proposal for enhanced benefit options in 2022 budget for improved morale and employee health – health spending account
- Proposal for COLA and merit increases returning in 2022 budget
- Restructure planned for combined role of Economic Development/Development Officer for improved service levels
- Restored investment in Council and staff professional development



LONG-TERM TAX STRATEGY

- Primary budget factors to be addressed for long-term tax strategy include:
 - Inflation
 - Growth
 - Service level changes
 - Maintenance of infrastructure
- 3 main “streams” for tax strategy:
 - Operating (includes inflation, growth, service level changes)
 - Capital plans
 - Reserve replenishment plans



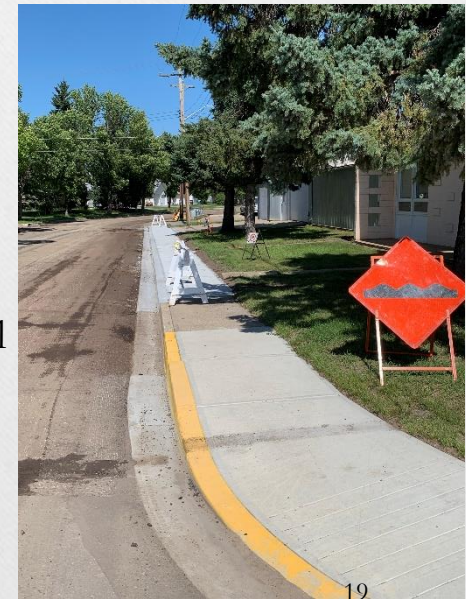
LONG-TERM TAX STRATEGY

- Administration recommends a 4% per year Long-Term Tax Strategy plan for council to consider
- This could include:
 - 2% increases for the Operating stream
 - 1% increases for the Capital Plan stream
 - 1% increases for the Reserve Replenishment stream
- This plan can still be fluid, allowing for increases to be shifted around between the streams based on needs as they evolve year by year

Town of Redwater Tax Strategy						
Tax Strategy Allocation %	2023	2024	2025	2026	2027	5 Year Total Cumulative Estimate
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
General Operation's Tax Dollar %	2.00%	2.00%	2.00%	2.00%	2.00%	10.00%
Reserve Replenishment Tax Dollar %	1.00%	1.00%	1.00%	1.00%	1.00%	5.00%
Capital Maintnance Tax Dollar %	1.00%	1.00%	1.00%	1.00%	1.00%	5.00%
Tax / Utility Rate Stabilization Tax Dollar %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Tax Dollar % Increase	4.00%	4.00%	4.00%	4.00%	4.00%	20.00%

2022 BUDGET CHALLENGES/DRIVERS

- Recovery from two years of zero budget increases due to COVID
- Returning to “normal” service levels, reinstatement of items reduced due to COVID i.e. fully operational pool and programs
- Rising inflation for cost of goods and services
- Provincial download of Policing costs - \$89k budgeted for 2022 (increase of \$22k from 2021)
- Aging infrastructure – continued costs of assessments of assets
- Long range reductions from Province for MSI Capital Grant; future funding strategies within taxation to compensate for reductions coming
- Fixing staff salary grid and restructure of Organization Chart with return of merit and COLA
- Eliminating some contractor positions for improved efficiency and customer service
- Restructure of garbage and recycle fees related to new GFL contract proposal:
 - opportunity to increase service level if desired by Council



2022 ASSET MANAGEMENT STRATEGIES

- \$6,250 for reserve for future replacement of Fire Pumper Truck
- \$8,000 for future walking trail development
- \$40,000 asset management strategy fund from taxes, develop long term goal as Provincial grants are annually being reduced
- \$99,600 utility capital investment collected from monthly utility bills
- \$70,000 potential “dividend” to municipality from garbage rate restructure – to be discussed alongside opportunities for increased service potential with new garbage contract
- \$100,000 from new Recreation agreement (\$50,000 County/\$50,000 Town)





2022

- Budgeted Operating Revenue:
\$8,495,367
- Budgeted Operating Expenses:
\$8,491,367
- **Municipal Taxation : \$3,189,791**

2021

- Budgeted Operating Revenue:
\$8,127,415
- Budgeted Operating Expenses:
\$8,127,415
- Municipal Taxation: \$3,044,698

\$145,093 (4.77%) Increase over 2021 budget

MUNICIPAL SERVICE EQUATION

- Municipalities are in the “quality of life” **business** providing value for taxes, rates, fees and charges.
- Hundreds of critical and quality of life services are delivered each day and are supported by **capital assets**.



FUNDING ASSUMPTIONS INCLUDED IN 2022 BUDGET

GRANTS

- Municipal Sustainability Initiative Operating Grant – confirmed by Province to remain at same level for 2022 & 2023 - allocated towards Fire and Disaster Services
- FCSS grants remain at current level
- Federal Summer Jobs – included for seasonal positions in Public Works, Parks & Summer Programs

FORTIS FRANCHISE FEE / UTILITIES

- Allocated to offset new Pembina Place Debenture and balance to offset Police expenses from Province – proposal to bring forward 3% increase starting in April (total 8% fee)
- Utility Rate Bylaw restructure for garbage and recycle rates
- Increase of gas and water variable rate by 5 cents each

TAX REBATE

2020 – ELIGIBILITY

- Eligible Residential Assessment: \$128,800
 - Total Municipal Rebate Eligible: \$1,200

2021 – ELIGIBILITY

- Eligible Residential Assessment: \$476,200
 - Total Municipal Rebate Eligible: \$4,632

2022 – PROJECTED ELIGIBILITY

- Projected Eligible Residential Assessment: \$0



Confirmed by Town Assessor nothing will qualify in 2022 for Tax Rebate

2022 ESTIMATED MUNICIPAL TAX DOLLAR COMPARISON OF VALUE FOR AVERAGE 2021 ASSESSMENT \$194,200

Municipal Services \$164/month (compared to \$157/month in 2021)

- Arena & Curling Facilities
- Bylaw Services
- Community Beautification
- Community Cultural Centre
- Community & Family Programs
- Economic Development & Promotion
- Emergency & Disaster Recovery
- Family & Community Support Services
- Fire Response & Prevention
- Museum & Library Facilities
- Pool, Parks & Recreation Facilities
- Road & Sidewalk Maintenance
- Street Lights
- Street Sweeping and Snow Removal



In Comparison - Other Services **Monthly** (Statistics Canada 2019 * most recent data)

- Transportation \$1061
- Food purchased from stores \$628
- Recreation \$385
- Clothing & accessories \$279
- Health care \$232
- Restaurants \$231
- Communications \$222
- Alcoholic beverages & tobacco products \$149
- Education \$141

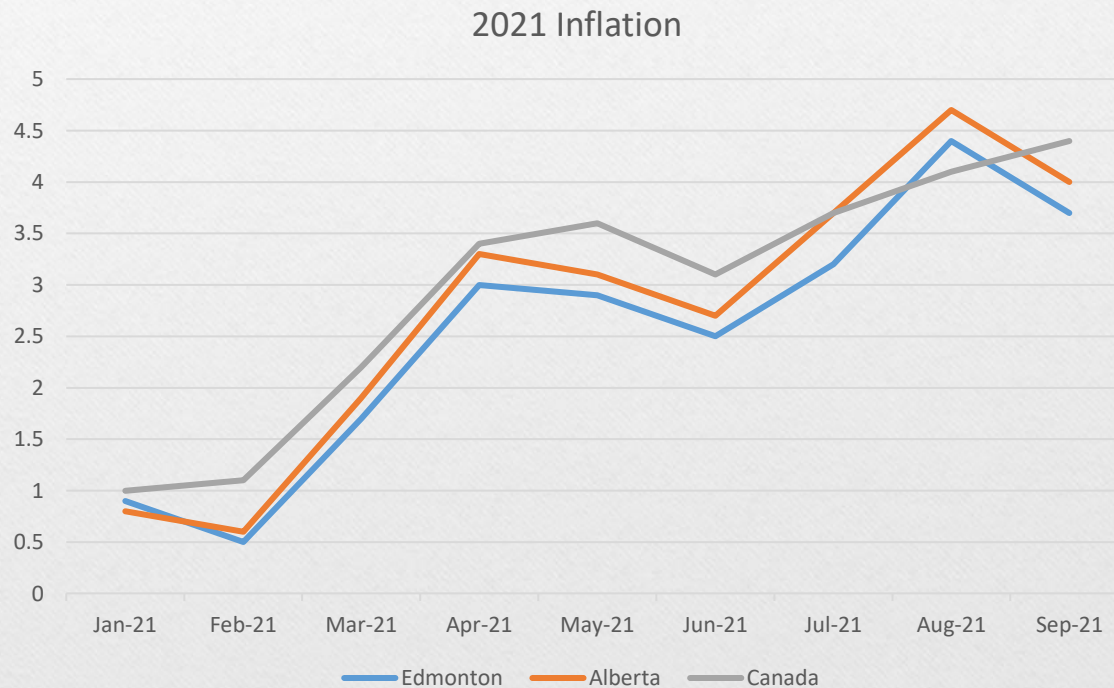
Monthly tax increase for average ratepayer \$7/month
New proposed garbage rate strategy potentially could save \$5.55/month for utility user

INFLATION

Edmonton Economic forecast for September 2021 shows inflation as:

- Edmonton 3.7%
- Alberta 4%
- Canada 4.4%

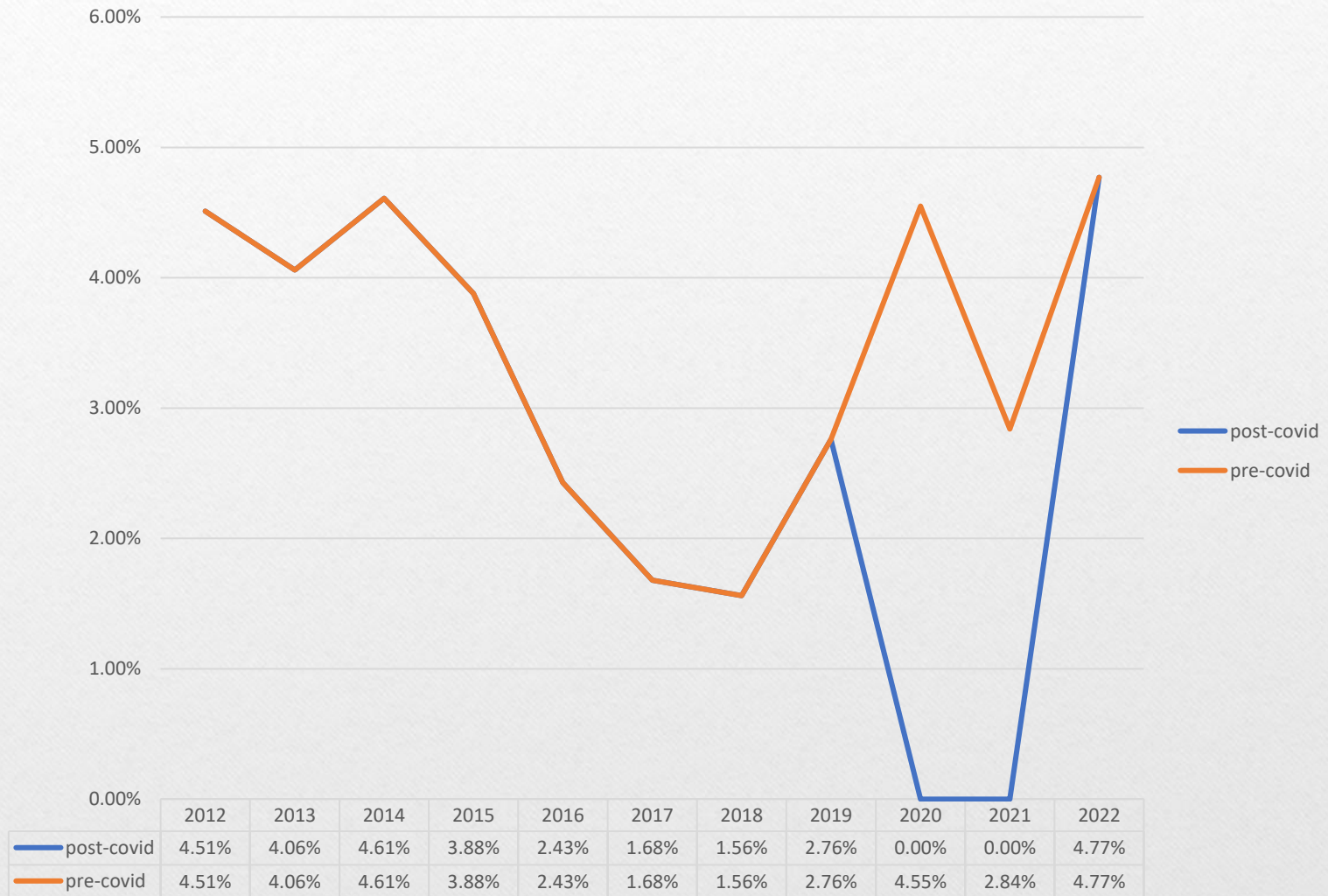
Per Budget Development Policy 319 – “The most recent local key economic indicators available each year will be utilized for the annual budget from Edmonton.com”



COST OF LIVING COMPARABLES

	2022 Budget	2021	2020
Redwater Staff	4%	0%	1.5%
Redwater Council	4%	0%	1.5%
Bon Accord	1.5%	1.5%	1.5%
Gibbons	4%	1.5%	1.5%
Legal	2%	0%	1.3%
Morinville	TBA%	0%	2.0%
Sturgeon	0.75%	0%	2.37%

REDWATER BUDGET INCREASES



WAGES & CONTRIBUTIONS

FOR 2022, PROJECTED WAGES WILL REPRESENT 26.8% OF TOTAL OPERATING EXPENSES, A DECREASE FROM 27.1% 2021 ORIGINAL BUDGET.

- Projected total wages: \$2,272,999
- 2021 Budgeted Wages:
 - Original budget: \$2,184,995 – increase of \$88,004
 - Amended budget \$2,103,142 – increase of \$169,857
- Structural changes in 2022:
 - Elimination of OH&S Contractor position – saving \$55,250
 - Elimination of Development Officer Contractor position – saving \$35,000
 - Combined Ec Dev & Dev Officer role, OH&S duties shared out between departments
- With current inflation fluctuating rapidly due to COVID, the following is included in the budget:
 - Employee Cost of living adjustment of 4%
 - Employee compensation adjustments related to service excellence
 - Council Cost of living adjustment of 4%

WAGES & CONTRIBUTIONS

FOR 2022, PROJECTED CONTRIBUTIONS WILL REPRESENT 5.7% OF TOTAL OPERATING EXPENSES, AN INCREASE FROM 5.3% 2020 ORIGINAL BUDGET.

- Projected contributions : \$481,525
 - 2021 Budgeted Contributions:
 - Original budget: \$425,607 – increase of \$55,918
 - Amended budget \$428,934 – increase of \$52,591
 - Projected contribution changes include:
 - Addition of staff positions that replace contracted from 2021
 - Cost of living adjustments and staff merit increases budgeted for 2022
 - Enhancement of benefit plan with addition of Health Spending Account
 - Health benefit rate adjustments based on historical changes
 - Dental remained at \$107.01 (family)
 - Health from \$294.93 to \$306.28 (family) – 3.85% (average)
 - EAP & Life –no change
 - LAPP rate reduction for 2022:
 - Below YMPE 8.45%
 - Above YMPE 12.80%
- YMPE – *Yearly Maximum Pensionable Earnings*

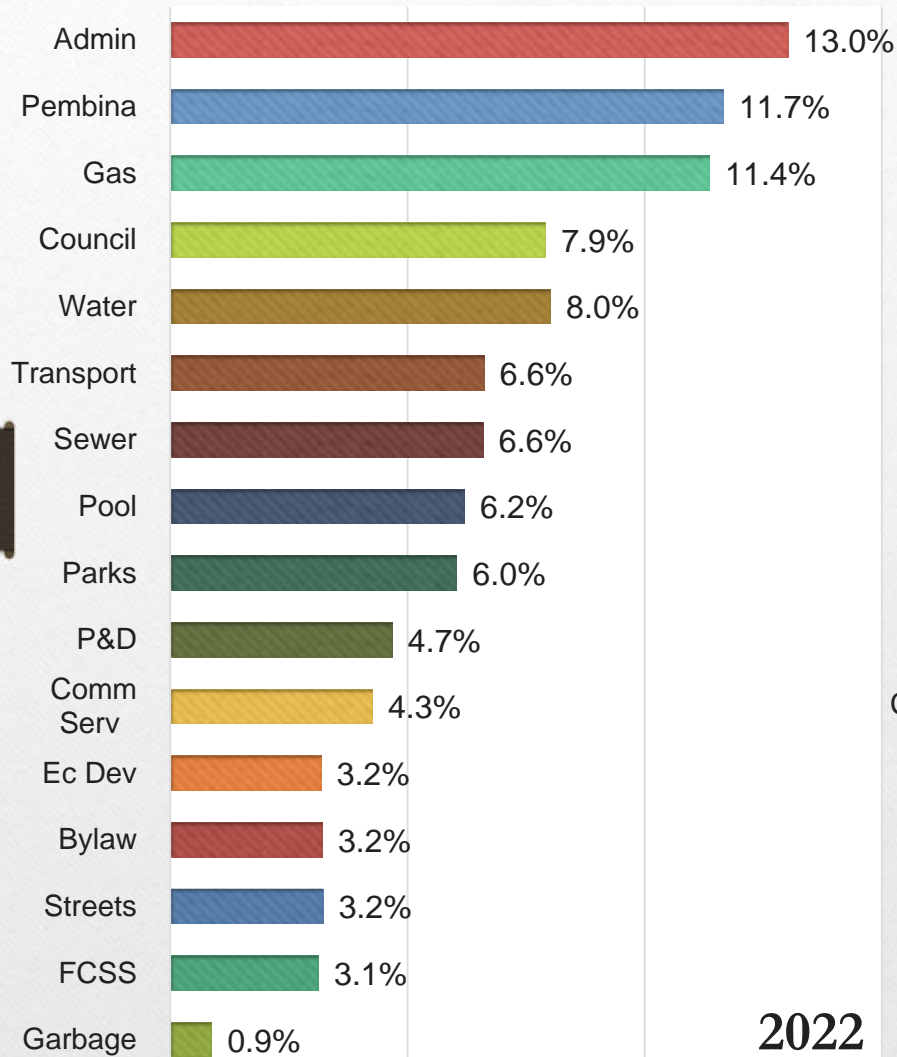
WAGES & CONTRIBUTIONS

- Departmental allocations have been amended to reflect true costs within each department:
 - Economic Dev Officer and Development Officer role combined and distributions split between departments – increased efficiencies
 - Recreation Facility Administrator position replacing Recreation & Parks Supervisor, minor changes to distributions – improved focus facility operations
- Bearing in mind the major changes structurally, 2022 will see the return of:
 - Ec Dev Officer/Dev Officer combined role
 - Pool Summer Staff (reduced in 2021 budget as expected to remain closed)
 - Seasonal Parks & Summer Programs

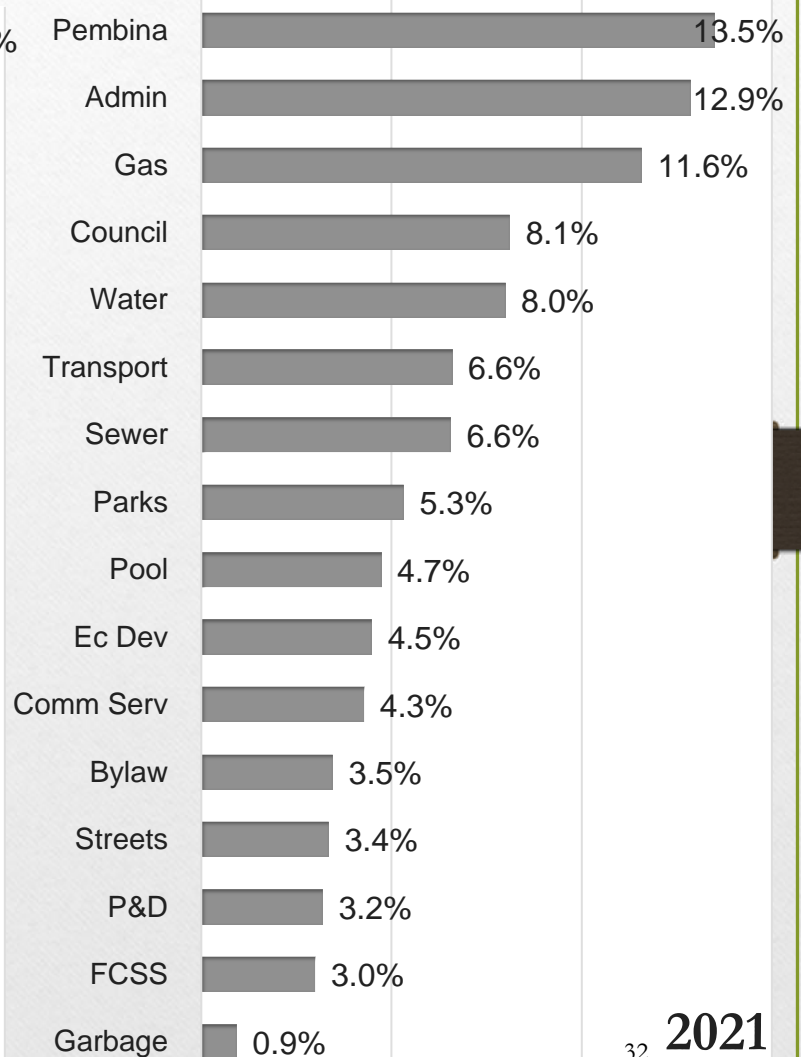
STRATEGIC ALIGNMENT – SERVICE EXCELLENCE

- Measure our performance ensuring service-level achievement
- Position ourselves to be an employer of choice and attract high quality staff
- Continually plan for succession and embrace change
- Recognize our staff for accomplishments and quality service delivery
- Foster the well-being of staff promoting health and morale

WAGES & CONTRIBUTIONS



2022

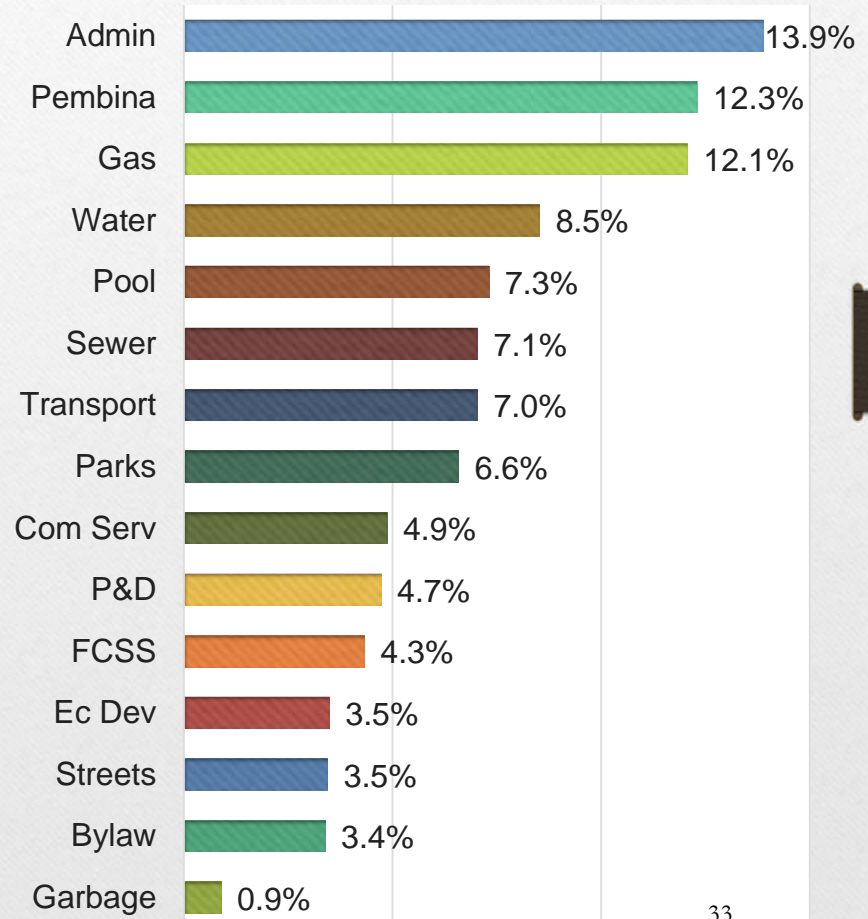


2021

WORKER'S COMPENSATION COVERAGE

FOR 2022, PROJECTED WCB PREMIUMS WILL REPRESENT 0.41% OF TOTAL OPERATING EXPENSES, UP \$5,994 FROM 2021

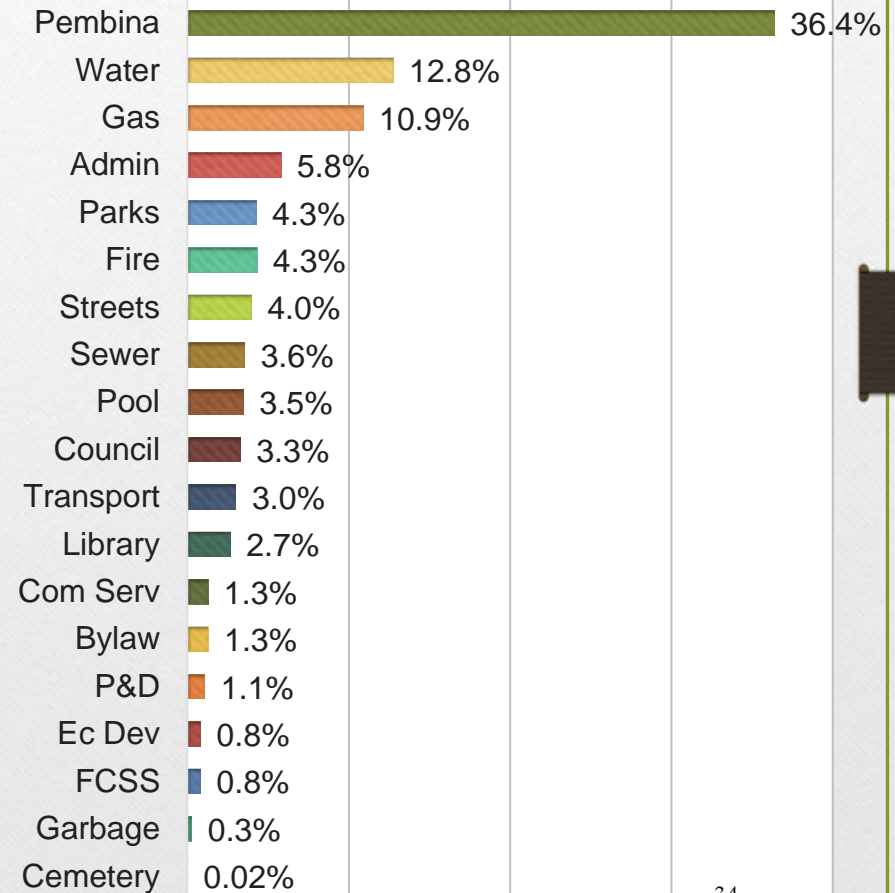
- Projected WCB premium is \$34,472
 - Budgeted 2021 WCB premium was \$28,478
- Premiums are based on:
 - Projected industry rate of \$1.60/\$100 of earnings, \$1.33/100 previous
 - Core & Partners in Injury Reduction discounts of 5% of industry rate currently included
- Projected premiums are distributed based on the % of overall salaries in each department
- Premiums for contractors, volunteers, and “experiences” are allocated departmentally where possible



INSURANCE

FOR 2022, PROJECTED INSURANCE PREMIUMS WILL REPRESENT 1.59% OF TOTAL OPERATING EXPENSES, UP \$3,026 FROM 2021.

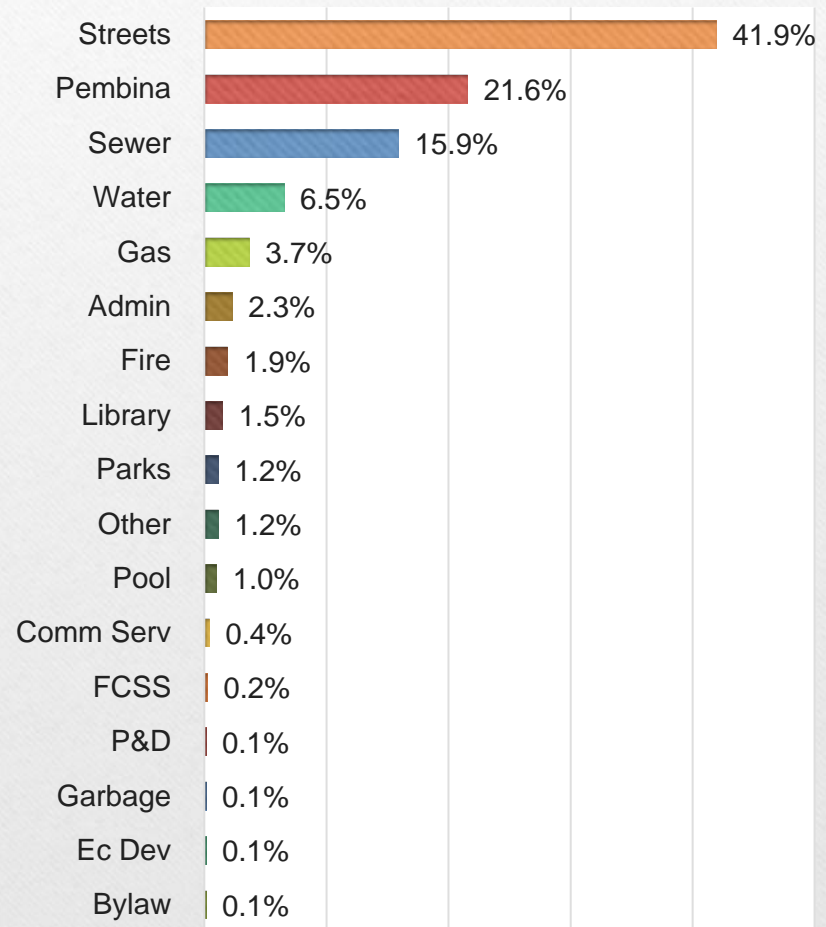
- Projected insurance premiums are \$134,744
 - Budgeted 2021 premiums were \$131,718
 - 2021 Actual premiums totalled \$121,754
- AMSC predicts increases of 5-10%, 10% has been budgeted:
 - Vehicle, Mobile Equipment, Property & Liability 10% increase
 - Group Accident stated no increase
 - AON Gas 10%



POWER CHARGES

FOR 2022, PROJECTED POWER CHARGES WILL REPRESENT 3.97% OF TOTAL OPERATING EXPENSES, DOWN \$6,377 FROM 2021

- Projected power charges are \$337,195 (street lights account for 41.9% of this)
 - Budgeted 2020 power charges were \$343,572
- Rates adjusted by 3 year average price increase
- In addition, usage increased for higher consumption areas, such as Pembina Place & Street Lights

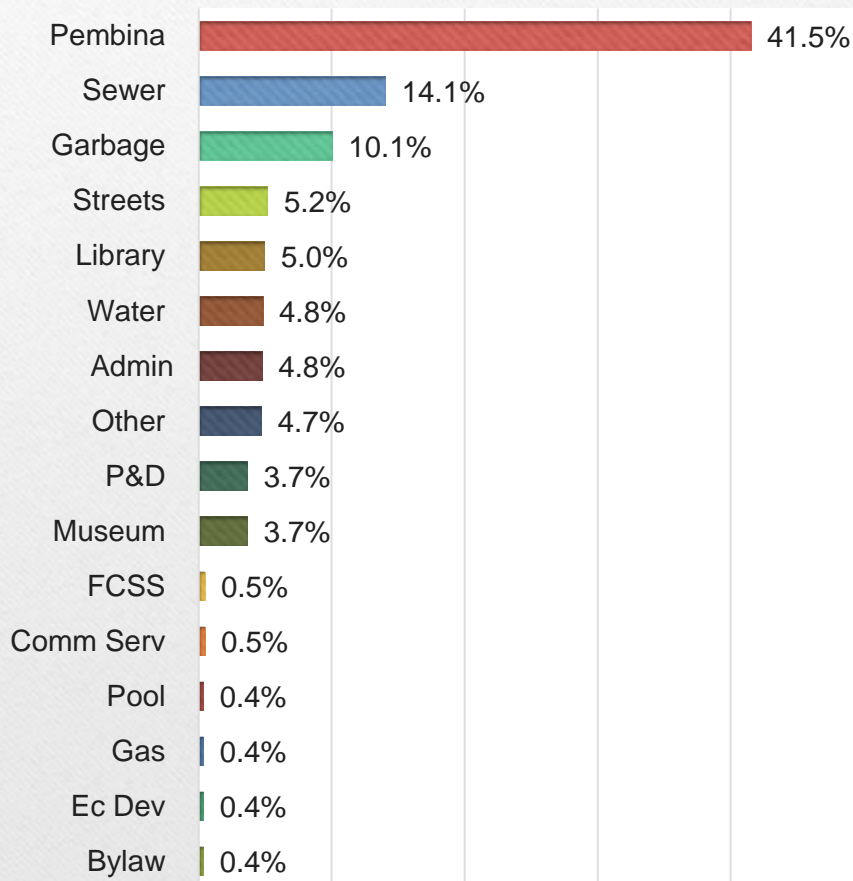


** Other represents some power charges that are re-billed or are paid on behalf of third parties (discussed at department level)*

GAS, WATER & SEWER

FOR 2022, PROJECTED GAS, WATER, AND SEWER COSTS REPRESENT 1.1% OF TOTAL OPERATING EXPENSES, UP \$11,974 FROM 2021.

- Projected Town gas, water, and sewer are \$90,741
 - 2021 budgeted figures were \$78,767
- Costs are based on average annual consumption at the following rates:
 - Gas, projected average – \$6.28/GJ (includes \$2.15 variable charge) \$5.07 PY
 - Water budgeted rate - \$3.2601/m³ (includes \$1.45 variable charge) \$3.126 PY
 - Sewer unchanged at 45% of water
 - Gas, Carbon Tax levy – at Federal Tax rates

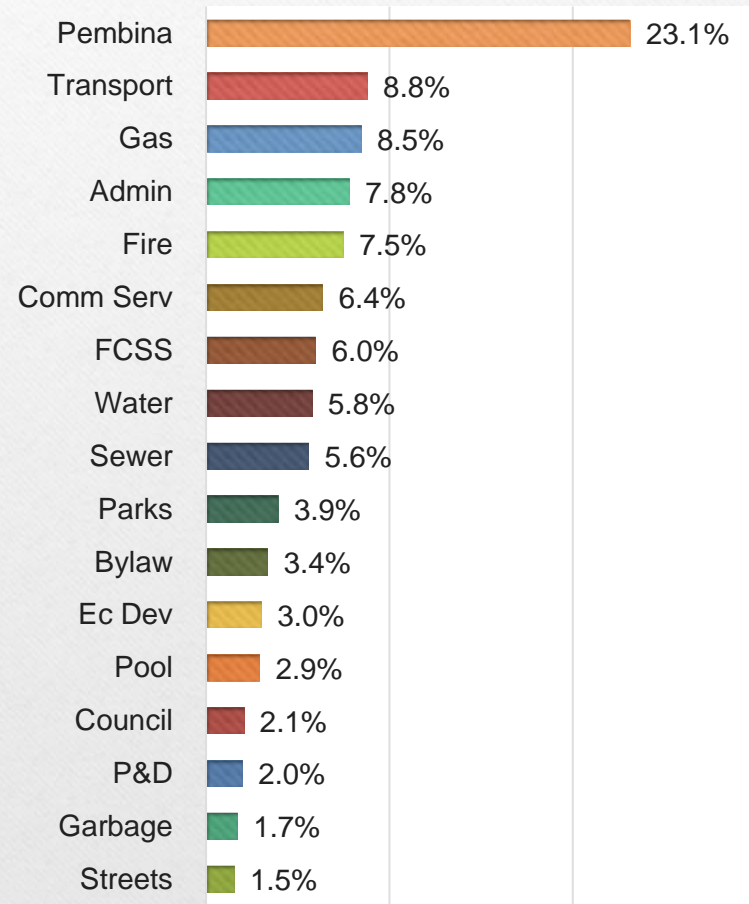


* Other represents some charges that are re-billed or are paid on behalf of third parties (discussed at department level)³⁶

DATA & COMMUNICATIONS

FOR 2022, PROJECTED PHONE AND INTERNET COSTS REPRESENT 0.35% OF TOTAL OPERATING EXPENSES, UP \$1,429 FROM 2021

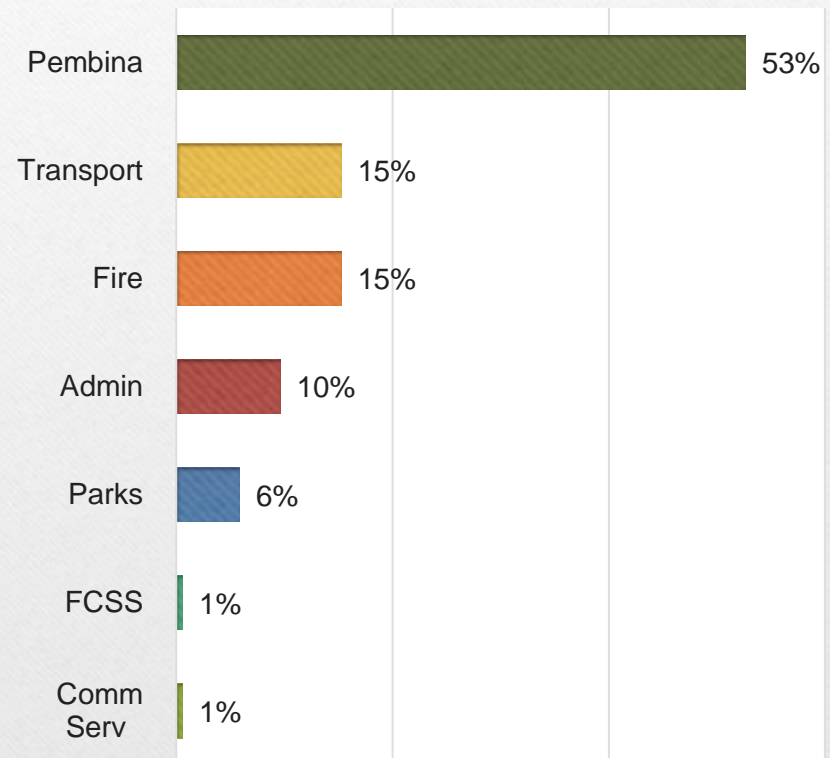
- Projected costs for land lines, cell phones, and internet access is \$29,578
 - 2021 Budgeted costs were \$28,149
- Landline contract - projected 2.5% increase based on historic increases
- New Cellphone & Internet contracts established in 2017:
 - Monthly service rates set in contract
 - Increases based on usage changes
- No major changes to Data & Communications



GARBAGE & RECYCLING

FOR 2022, PROJECTED GARBAGE AND RECYCLING COSTS WILL REPRESENT 0.07% OF THE TOTAL OPERATING EXPENSES, UP \$21 FROM 2021

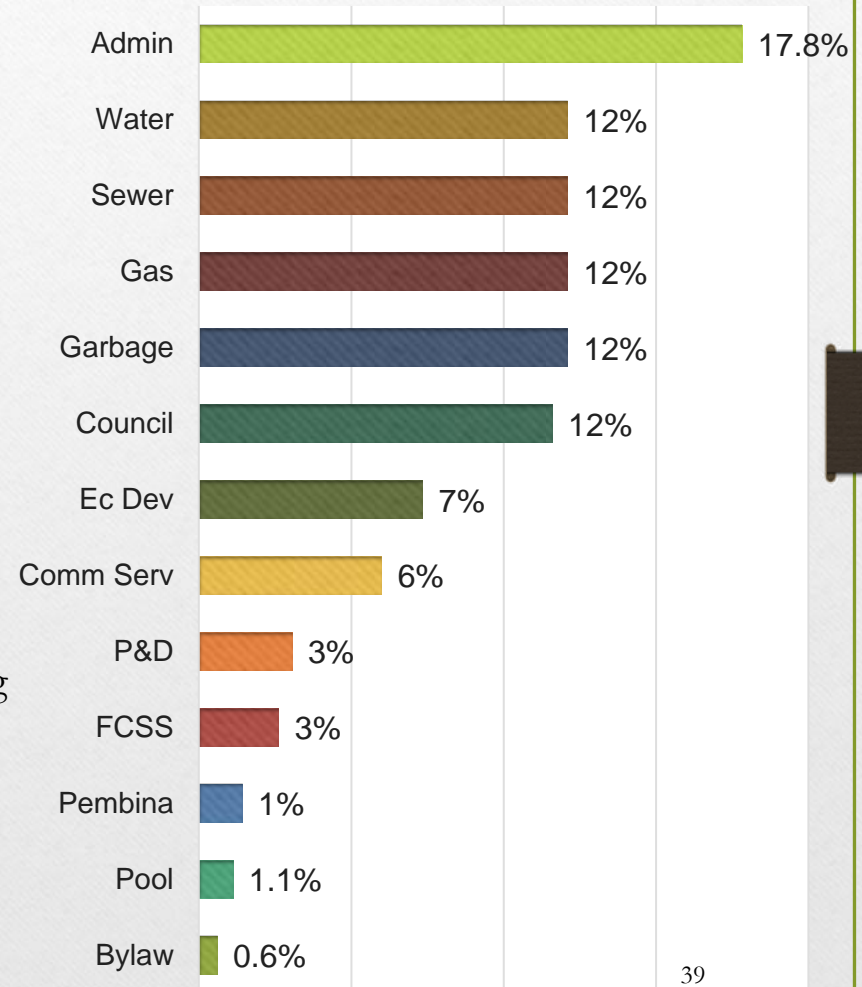
- Projected 2022 garbage and recycling charges are \$5,562
- 2021 Budgeted costs were \$5,541
- Contract rate increase with GFL for garbage & recycling pickup set at 2% per year
- No changes expected to service locations



POSTAGE & COPIES

FOR 2022, PROJECTED POSTAGE AND COPYING COSTS WILL REPRESENT 0.35% OF OPERATING EXPENSES, UP \$8 FROM 2021

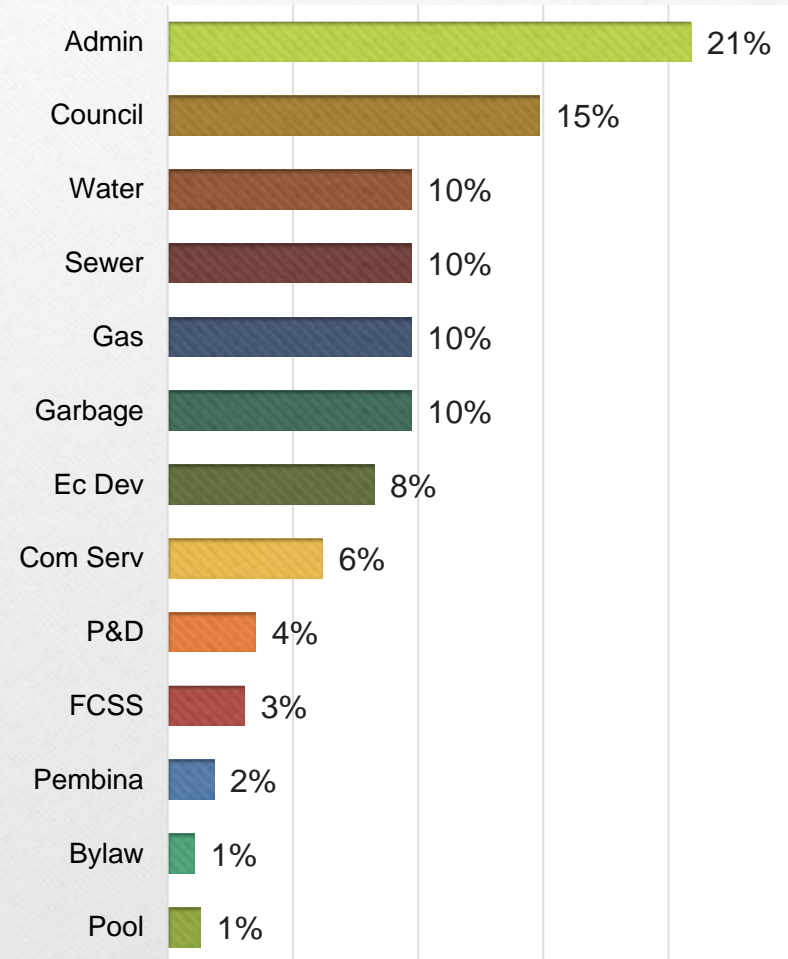
- Projected postage and copying costs are \$28,106
 - 2020 Budgeted costs were \$28,098
- Trend of copying seems to have levelled
- Postage rates increase
 - standard letter mail remains 92¢
 - incentive lettermail to 87¢ from 83¢
- Costs are allocated departmentally according to historical usage



EQUIPMENT LEASES

FOR 2022, PROJECTED EQUIPMENT LEASE COSTS WILL REPRESENT 0.25% OF OPERATING EXPENSES, NO CHANGE FROM 2021

- Projected equipment lease costs are \$21,266
 - 2021 Budgeted costs were \$21,266
- Leases renegotiated in 2019, these include:
 - Three Xerox copiers
 - Folder Stuffer lease
 - Postage & mailing machine (no change)
- No major changes to Equipment Leases



COUNCIL DIVISION

Expenses:	\$	\$	\$	Note
STAFFING - WAGES & CONTRIBUTIONS	218,856	205,402	13,454	1
STAFFING COSTS - TRAINING & OTHER	48,150	23,785	24,365	2
INSURANCE	4,429	4,378	51	3
GOODS & SUPPLIES	3,530	14,606	(11,076)	4
POSTAGE & COPIES	3,260	3,349	(89)	
UTILITIES	611	663	(52)	
OTHER – PROGRAMS/EVENTS	5,850	5,675	175	
Total Expense	289,595	262,767	26,828	

COUNCIL DIVISION

Note	Comments
1	COLA increases, increased forecasted costs for benefits due to new council members
2	Professional Development increases for new Council – tied to good governance strategy
3	Slight increases to WCB rates and insurance rate forecasts
4	Computer replacements completed in 2021, council electronic devices purchased in 2021

STRATEGIC ALIGNMENT – GOOD GOVERNANCE

- Always be responsible and accountable – educated and trained Councillors
- Embrace compliance with legislation – MGA, Emergency Management
- Make decisions for the overall good of the community – strategic planning to pursue vision for the future of the community
- Foster good communication with the public, our neighbours and other levels of government
- Create a culture of positive commitments
- Commit to maintaining key planning documents and bylaws – through Council meetings
- Embrace a culture of mutual respect at all levels and focus on the development of productive relationships – company culture, positive healthy employees, low staff turnover



CORPORATE SERVICES DIVISION

FINANCIAL SERVICES

INFORMATION & TECHNOLOGY

HUMAN RESOURCES

LEGISLATIVE AND LEGAL SERVICES

RECORDS MANAGEMENT

CORPORATE PLANNING

CORPORATE SERVICES DIVISION

Revenue:	\$	\$	\$	Note
MUNICIPAL TAXATION	3,189,791	3,044,698	145,093	1
USER FEES	193,969	159,218	31,751	2
Total Revenue	3,383,760	3,203,916	179,844	
Expenses:				
TAXATION (REBATE & CONTINGENCY)	64,992	4,000	60,992	3
STAFFING - WAGES & CONTRIBUTIONS	360,064	325,918	34,146	4
STAFFING COSTS - TRAINING & OTHER	36,315	29,770	6,545	5
PROFESSIONAL FEES	178,263	216,696	(38,433)	6
LEASES	4,447	4,447	0	
INSURANCE	12,617	11,060	1,557	7
GOODS & SUPPLIES	33,560	25,460	8,110	8
POSTAGE & COPIES	5,010	5,049	(39)	
REPAIRS & MAINTENANCE	34,992	30,710	4,282	9
UTILITIES	14,933	15,017	(84)	
OTHER - FINANCE CHARGES / DEBENTURES	4,006	5,120	(1,114)	10
AMORTIZATION	24,865	24,962	(97)	
Total Expense	774,064	698,209	75,855	

CORPORATE SERVICES DIVISION

Note	Comments
1	Increase in tax revenue based on current draft operating budget
2	Increased tax penalty & recovery revenue to be more in line with actuals, slight increase to forecasted investment income
3	Added contingency code for one-time items that will be allocated out to departments once final budget passed
4	Compensation strategies related to service excellence, restructuring, offset by savings in professional fees
5	Professional development tied to service excellence added back into budget that were removed in 2021
6	Removed contracted OH&S officer costs, removed election expenses
7	Slight increases to WCB rates and insurance rate forecasts
8	Computer replacements, increase tax notification & recovery costs (offset by revenues above), TVs to replace projectors
9	Added duct cleaning (5-year rotation), other small inflationary increases
10	Allocated Moneris costs to appropriate departments resulting in reduced costs for Admin department

CORPORATE SERVICES DIVISION

STRATEGIC ALIGNMENT – COMMUNITY SUSTAINABILITY

- Review service levels to determine if sustainable/infrastructure strategies/planning for capital assets – through budget process and long term capital plans
- Focus on long term tax strategy to meet community needs – budget/long term plans/Strategic Plans
- Endeavour to understand community needs vs wants – community engagement, communication, surveys

STRATEGIC ALIGNMENT – CONNECTED COMMUNITIES

- Educate, engage and inform public – community engagement, website, social media, communications
- Be transparent on value for tax dollars – brochures, detailed budget presentations and public documents
- Cooperate regionally – review and collaborate on regional contracts and initiatives
- Embrace positive messaging through communication means

STRATEGIC ALIGNMENT – GOOD GOVERNANCE

- Be responsible and accountable – Council agendas and meetings
- Embrace compliance with legislation – MGA, FOIP
- Strategic planning and maintaining documents, bylaws and policies

STRATEGIC ALIGNMENT – SERVICE EXCELLENCE

- Promote ability through ongoing professional development – staff training
- Align financial resources with priority service requirements – staff restructure
- Strive for service excellence through pursuit of innovation and best practice – enhanced cyber security, replacement of projectors in meeting rooms

COMMUNITY & PROTECTIVE SERVICES DIVISION



FAMILY AND COMMUNITY SERVICES

RECREATION SERVICES AND EVENTS

PROTECTIVE SERVICES LIAISON – FIRE & POLICE

BYLAW SERVICES

PARKS AND OPEN SPACE SERVICES

CULTURE SERVICES LIAISON– LIBRARY & MUSEUM

CEMETERY

COMMUNITY & PROTECTIVE SERVICES DIVISION

Revenue:	\$	\$	\$	Note
USER FEES	355,755	317,287	38,488	1
RESERVE TRANSFER	23,000	68,500	(45,500)	2
GRANTS	452,433	531,434	(79,001)	3
Total Revenue	831,208	917,221	(86,013)	
Expenses:				
STAFFING - WAGES & CONTRIBUTIONS	954,171	868,286	85,885	4
STAFFING COSTS - TRAINING & OTHER	35,565	33,728	1,837	5
PROFESSIONAL FEES	253,464	245,672	7,792	6
LEASES	2,875	2,875	0	
INSURANCE	86,846	79,952	6,894	7
GOODS & SUPPLIES	86,205	95,820	(9,615)	8
POSTAGE & COPIES	3,311	3,367	(56)	
REPAIRS & MAINTENANCE	125,645	170,569	(44,924)	9
VEHICLE EXPENSE	17,000	17,800	(800)	
UTILITIES	181,004	176,220	4,784	10
OTHER - FINANCE CHARGES / DEBENTURES	397,368	397,420	(52)	
OTHER – PROGRAMS/EVENTS	73,662	71,398	2,264	11
OTHER – LIBRARY & COMMUNITY GRANTS	71,525	68,775	2,750	12
RESERVE TRANSFERS	124,650	153,900	(29,250)	13
AMORTIZATION	353,355	355,047	(1,692)	
Total Expense	2,766,646	2,740,829	25,817	

COMMUNITY & PROTECTIVE SERVICES DIVISION

Note	Comments
1	Increased user fees revenue forecasted for 2022 due to reduced COVID restrictions
2	Reserve transfer set aside for Debenture repayment in 2021 removed
3	MOST grant received in 2021, Canada Summer Jobs grant for 2022 added
4	Compensation strategies tied to service excellence, restructuring, offset by savings in professional fees
5	Addition of professional development in 2022 that were not cancelled in 2021 due to COVID
6	Increased advertising for Pembina Place marketing plan, additional engineering assessments
7	Slight increases to WCB rates and insurance rate forecasts
8	Removed concession supplies purchases, small increases in various departments
9	Derrick repairs completed in 2021, small projects in Pembina Place including Golf Club Flooring, admin desk for arena
10	Inflationary increases
11	Slight increases for programs/events in 2022 that were cancelled due to COVID in 2021
12	Inflationary increase forecasted for Library grant
13	One time reserve transfer for future fire truck replacement removed

COMMUNITY & PROTECTIVE SERVICES DIVISION

STRATEGIC ALIGNMENT – COMMUNITY BEAUTIFICATION

- Foster cooperation & embrace partnerships with community groups – Lions Club, Ride for Hunger, Golf Club, Museum, Seniors Transportation, Ag. Society, Library
- Embrace community pride and resident involvement – Block Parties, Town wide cleanup
- Ensure a well groomed community – green spaces & flowers, Community Standards Bylaw
- Enhance community identity & preserving history – placement of pump jack
- Focus on seasonal beautification – flowers, Christmas lights, flags
- Embrace community pride & resident involvement – We've Noticed Campaign, Community Planting Bee
- Opportunities for community revitalization – rebuild of Golf flower bed
- Replacement of Golf Club flooring with Town reserves – beautify facility

STRATEGIC ALIGNMENT – COMMUNITY SUSTAINABILITY

- Balanced service delivery for the community as a whole
- Continue to review service levels to meet community needs – programs & events
- Endeavour to understand community needs v's wants – expanding facility recreational offerings in the capital budget
- Take measures to understand what is affordable and achievable & develop infrastructure strategies to protect and plan assets – reserve transfer strategies, increase Fortis Franchise Fee
- Review service levels to determine sustainably and meeting community needs – third party provider providing concession services at Pembina Place

COMMUNITY & PROTECTIVE SERVICES DIVISION

STRATEGIC ALIGNMENT – CONNECTED COMMUNITIES & GOOD GOVERNANCE

- Celebrate success – Volunteer Appreciation, Seniors Week, Kris Kringle
- Embrace community group partnerships – Pioneer Club, local schools, Library, Museum
- Cooperate Regionally & seek opportunities/pursue healthy regional relationships - new Recreation Funding Agreement achieved with County
- Pursue visionary thinking to foster the community future – Arena upgrades completed and staffing restructures for improved service delivery
- Be responsible and accountable – REP program and COVID safe measures
- Cooperate regionally for mutual benefit – SREMP & Compliance with Emergency Management Legislation
- Staff professional development – ensure cross section of staff training in Emergency Management
- Cooperate regionally for mutual benefit – Fire Services Agreement

OPERATIONS AND ENGINEERING DIVISION



TRANSPORTATION SERVICES

UTILITY SERVICES

INFRASTRUCTURE & ENGINEERING

PLANNING & ENGINEERING

CAPITAL PLANNING & CONSTRUCTION

ECONOMIC DEVELOPMENT & TOURSIM

OPERATIONS & ENGINEERING DIVISION

Revenue:	\$	\$	\$	Note
USER FEES	3,249,942	3,018,518	231,424	1
RESERVE TRANSFER	60,813	10,000	50,813	2
GRANTS	12,600	19,300	(6,700)	3
Total Revenue	3,323,355	3,047,818	275,537	
Expenses:				
STAFFING - WAGES & CONTRIBUTIONS	1,232,427	1,132,469	99,958	4
STAFFING COSTS - TRAINING & OTHER	26,181	25,128	1,053	5
PROFESSIONAL FEES	355,984	554,032	(198,048)	6
LEASES	10,785	10,785	0	
INSURANCE	65,325	64,807	518	7
GOODS & SUPPLIES	65,582	88,180	(22,598)	8
POSTAGE & COPIES	16,525	16,333	192	
REPAIRS & MAINTENANCE	286,968	283,363	3,605	9
VEHICLE EXPENSE	68,400	69,000	(600)	
UTILITIES	261,788	259,858	1,930	10
OTHER - FINANCE CHARGES / DEBENTURES	155,363	155,207	156	
OTHER – PROGRAMS/EVENTS	47,820	39,245	8,575	11
OTHER – UTILITY SUPPLY PURCHASE	1,323,490	1,049,086	274,404	12
RESERVE TRANSFERS	169,600	99,666	69,934	13
AMORTIZATION	782,825	779,058	3,767	
Total Expense	4,869,063	4,626,217	242,846	

OPERATIONS & ENGINEERING DIVISION

Note	Comments
1	Forecasted sales for utilities increased due to increased rates offset by increased purchase costs
2	Reserve transfers for projects, including Geotech investigation for sewer system, water system condition assessment
3	Addition of Canada Summer Jobs grants, removed DRP funding grant received in 2021
4	Compensation strategies related to service excellence, restructuring, offset by savings in professional fees
5	Added back professional development for Dev Officer/Env Dev Officer staff position
6	Contract for Development Officer removed, removed contract for OH&S officer, garbage & recycling contract rates reduced
7	Slight increases to WCB rates and insurance rate forecasts
8	RMO station access road gravel replaced 2021, sign across for Burger Baron postponed
9	Bridge inspection added for 2022 rotation, motorized door for shop added for 2022
10	Inflationary increases
11	Trade shows, mayor's breakfast added back into budget, other small inflationary increases
12	Increases due to increased costs for utility supply rates from wholesalers
13	Increased reserve transfer for new garbage rate strategy

OPERATIONS & ENGINEERING DIVISION

STRATEGIC ALIGNMENT – COMMUNITY BEAUTIFICATION & SUSTAINABILITY

- Well-groomed community – maintenance of roads & ditches, tree trimming weed spraying
- Season wide beautification – install seasonal displays – flower baskets, flags, Christmas decorations
- Develop infrastructure strategies to protect & plan for capital assets
- Continually review service levels to determine sustainability:
 - Annual gravel, road maintenance, snow removal etc.
 - Street sweeping contracted out v's maintaining capital asset
- Community needs v's wants – review capital and maintenance needs annually
- Infrastructure strategies – Bobcat annual trade in program
- Innovation & best practice – capital plan includes tractor & snow blower for enhanced snow removal service delivery
- Prioritize long term planning focusing on infrastructure needs and financial constraints – increases to variable gas & water rates. Bracing for reduction of Provincial funding through grants
- Understand community wants v's needs/understand what is affordable & achievable - opportunity to extend organics pickup at time of contract renewal by reducing the above cost savings and extending service levels – Council feedback?

OPERATIONS & ENGINEERING DIVISION

STRATEGIC ALIGNMENT – ECONOMIC GROWTH & CONNECTED COMMUNITIES

- Collaboration with Sturgeon County for bulk water agreement
- Economic & residential growth – attendance at tradeshow, advertising, community events
- Pursue retention of existing business – business visitations, community events (Golf, Mayors breakfast, business mixer)
- Support tourism – continue with Go East publication
- Foster & embrace partnerships with community groups – Golf Tournament proceeds donation
- Pursue healthy & productive relationships regionally – community events (breakfast, golf tournament, business mixer)

STRATEGIC ALIGNMENT – SERVICE EXCELLENCE & GOOD GOVERNANCE

- Foster staff well-being by promoting health & morale – shop hygiene testing completed 2021
 - Recognize our staff for accomplishments – continuation of Public Works Week
- Return to a staffed Development Officer position (shared with Ec Dev) from contracted services allows for:
- Alignment resources with priority service requirements
 - Service excellence through best practices
 - Consideration of all perspectives and make decisions for the overall good of the community
 - Continuation of review of service levels to ensure meeting community needs

Utility Rate Analysis - Included in 2022 Budget	Water	Sewer inc. lagoon	Garbage	Gas	Total
Projected Purchases - units	187,279			226,667	
Projected Sales - units	168,746	@45%		219,401	
Variable Rate - purchase	\$ 1.8101				
Variable rate - markup	\$ 1.45			\$ 2.15	
Sales	550,128	230,228		1,422,981	2,203,337
Bulk Sales	44,318	(1)		-	44,317
Purchases	338,994			984,496	1,323,490
Construction Water	1,600				1,600
Operating Margin	257,052	230,228	-	438,485	925,764
Monthly Fixed Charges	188,640	184,500	74,760	236,736	684,636
Garbage Charges			128,016		128,016
Recycling Charges			31,608		31,608
Connection Fees	6,920			6,010	12,930
Penalties	8,592			9,080	17,672
Other Revenue	35,720	31,100	4,450	32,500	103,770
Other Revenue	239,872	215,600	238,834	284,326	978,632
Total Operating Revenue	496,924	445,828	238,834	722,811	1,904,396
Total Administrative Operating Costs	397,943	355,363	35,588	415,195	1,204,089
Total System Operating Costs	52,788	42,438	120,327	77,905	293,458
Expenses	450,731	397,801	155,915	493,100	1,497,547
Transfer to Reserves	31,440	24,600	80,680	32,880	169,600
					-
NET PROFIT/(DEFICIT)	14,753	23,427	2,239	196,831	57,237,249

NEW GARBAGE FEE STRATEGY

- Instead of “flow through” rate in Utility Rate Bylaw proposal to change to a fixed fee for GFL residential garbage and recycle pick up
- Allows for future tax minimization strategy to be implemented by providing a “dividend” back to the Town reserves for future investment in infrastructure and services
- With Provincial grants reducing alternate strategies must be sought to diversify funding opportunities for Town and less reliance on grants

Service	Current Resident Rates 2021	Proposed Bylaw Rate 2022	Resident Monthly saving
Garbage	\$10.39	\$8.00	(\$2.39)
Organics	\$5.55	\$4.00	(\$1.55)
Recycling	\$4.61	\$3.00	(\$1.61)
Total	\$20.55	\$15.00	(\$5.55)

STRATEGIC ALIGNMENT – COMMUNITY SUSTAINABILITY

- Develop strategies to protect & plan for capital assets
- Understand community wants v's needs/understand what is affordable & achievable - opportunity to extend organics pickup at time of contract renewal by reducing the above cost savings and extending service levels – Council feedback?

UTILITY RATE ANALYSIS

- Note: all departments operating at or greater than cost recovery basis – best practice
- Minimal increases to water and gas variable rates proposed to ensure community sustainability
- Water Service Charges
 - Increase of Variable – from \$1.40/m³ to \$1.45/m³
 - Fixed & UCI - \$15/mo
- Sewer Service Charges
 - Variable – 45% of water charge
 - Fixed & UCI - \$15/mo
- Garbage Service Charges
 - Fixed & UCI - \$7/mo
 - New fee structure to allow for savings for residents and tax minimization strategy for future
 - Does Council wish to expand current garbage and recycle pick up structure?
- Gas Service Charges
 - Increase of Variable – from \$2.10/GJ to \$2.15/GJ
 - Fixed & UCI - \$18 resi/\$36 commercial

Annual Cost to Average Residential

Annual Town Water Variable - 5 cent increase	\$ 19.10
Annual Town Gas Variable - 5 cent increase	\$ 4.71
Total Average Annual Increase	<u>\$ 23.81</u>

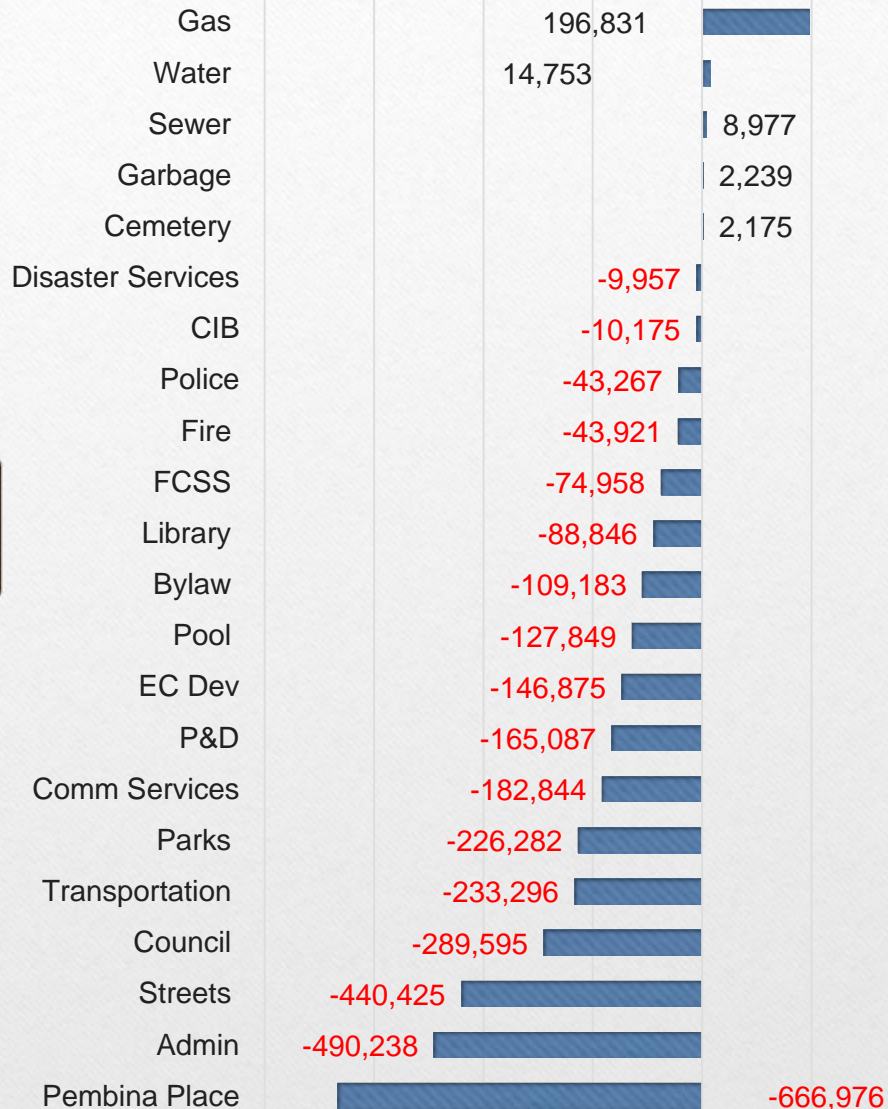
CURRENT UTILITY COMPARISONS – WATER/SEWER/GARBAGE

	Redwater	Bon Accord	Gibbons	Thorhild	Smoky Lake	Morinville	
Water						@ Service Capacity	
Monthly Service Charge - Residential	15	11	22.75	24	35	5/8"	22.12
Monthly Service Charge - Commercial	15	16	27.75	24	@Meter Size	3/4"	31.87
					5/8" - \$50	1"	56.66
					3/4" - \$80	1 1/2"	127.48
	(Included in MSC)					2"	226.62
Capital Rate Rider - (\$/month)	2.50			\$4.00		3"	509.93
Commodity price per m³:	3.1375	3.30	1.74	3.034	3.42	2.74	
Sewer						@ Service Capacity	
Monthly Service Charge - Residential	15	11	22.75	14	15	5/8"	21.24
Monthly Service Charge - Commercial	15	16	42.75	25	29	3/4"	30.58
						1"	54.38
	(Included in MSC)					1 1/2"	122.39
Capital Rate Rider - (\$/month)	1					2"	217.55
						3"	489.39
"Commodity" price (per m³ of water):	1.7375	2.92	1.36	2.17	0.60	1.36	
Comm/Ind	1.7375	2.87	1.36	2.17			
	45% of water consumed	100% of water consumed	100% of water consumed	40% of water consumed			
Garbage, Recycling, & Org.				(Gar only)	(Gar only)		
Monthly Service Charge - Residential	27.55	23.89	23.50	11.6	25.50	20.99	
	(Included in MSC)						
Capital Rate Rider - (\$/month)	1					60	

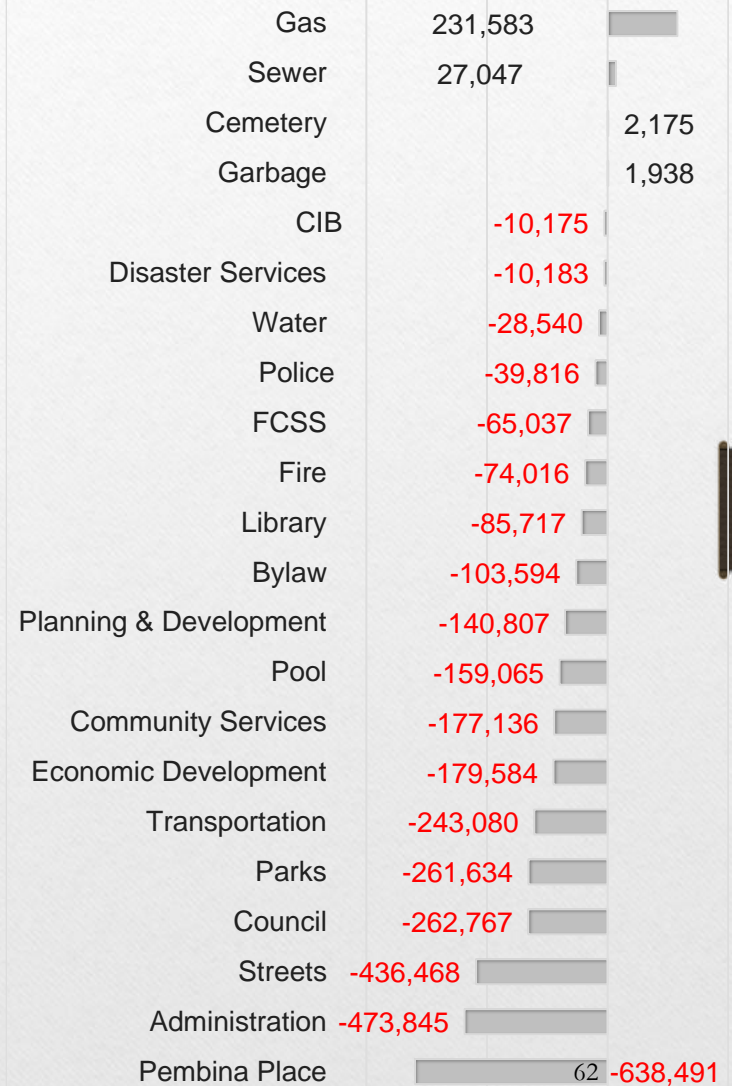
CURRENT UTILITY COMPARISONS - GAS

	Redwater	Coronado	Thorhild	Smoky Lake		APEX	ATCO North
Gas							
Monthly Service Charge - standard meter	18	28	27	25		48.21	30.78
Monthly Service Charge - over 425 meter	36	-	-	60			
Commodity Price per GJ:							
Wholesale	3.64	3.64	1.62	1.9			
Gas Loss Surcharge							
Variable Reserve Rider				0.4			
Total \$/GJ (excluding purchase price)	5.74	3.64	2.01	2.30		3.306	3.454
	(Included in MSC)						
Capital Rate Rider - (\$/month)	2.50		4.00				

2022



2021





2022

- Budgeted Operating Revenue:
\$8,495,367
- Budgeted Operating Expenses:
\$8,491,367
- **Municipal Taxation : \$3,189,791**

2021

- Budgeted Operating Revenue:
\$8,127,415
- Budgeted Operating Expenses:
\$8,127,415
- Municipal Taxation: \$3,044,698

\$145,093 (4.77%) Increase over 2021 budget



Questions

DEPARTMENT APPENDICES



COUNCIL &
CORPORATE SERVICES
DIVISION DEPTS.



COMMUNITY &
PROTECTIVE SERVICES
DIVISION DEPTS.



OPERATIONS &
ENGINEERING
DIVISION DEPTS.

COUNCIL - EXPENSES

	\$ 2022	\$ 2021	\$ Change
Mileage & Subsistence \$	15,755	\$ 5,045	\$ 10,710
Conferences & Seminars \$	32,395	\$ 18,740	\$ 13,655
Public Relations \$	5,850	\$ 5,675	\$ 175
Membership \$	1,750	\$ 1,750	\$ -
Goods & Supplies \$	3,530	\$ 14,606	-\$ 11,076
Total Expense \$	59,280	\$ 45,816	\$ 13,464

- Note: All departmental summary sheets exclude those object costs already covered in preceding summaries (wages, insurance, utilities, postage, leases)
- Mileage & Conferences – reinstated to “pre COVID” levels and increased for new Councillor training
 - Includes AUMA (all Council), FCSS x 2 Councillors, FCM x 3 Councillors, CPA x 2 Councillors, AIHA Stakeholder Event, Council Strategic Planning session & other educational workshop opportunities
- Goods & Supplies – reduced - new electronic devices for new Council in 2021

STRATEGIC ALIGNMENT – GOOD GOVERNANCE

- Educated and trained Councillors
- Compliance with legislation through training
- Strategic Planning Session to pursue vision for the future of the community

ADMINISTRATION - REVENUE

	\$ 2022		\$ 2021		\$ Change
Rents & Leases \$	10,469	\$	10,218	\$	251
Goods & Services \$	19,500	\$	11,750	\$	7,750
Business Licences \$	8,500	\$	4,500	\$	4,000
Tax Penalty \$	120,000	\$	100,000	\$	20,000
Reserve Transfer \$	-	\$	-	\$	-
Provincial Grants \$	-	\$	-	\$	-
Other Grants \$	-	\$	-	\$	-
NSF Fees \$	750	\$	500	\$	250
Investment Interest \$	34,750	\$	32,250	\$	2,500
Total Revenue \$	193,969	\$	159,218	\$	34,751

- Goods & Services – tax notification and tax recovery appraisal costs moved in line with actuals, also reflected in expenses
- Business Licences – reinstatement of charging for in-Town licences
- Tax Penalty – projection based on current outstanding taxes
- Investment Interest – increase for higher predicted bank balances

ADMINISTRATION – EXPENSE

	\$ 2022		\$ 2021	\$ Change
Training \$	6,975	\$	6,150	\$ 825
Mileage & Subsistence \$	7,600	\$	5,645	\$ 1,955
Conferences \$	16,640	\$	12,875	\$ 3,765
Advertising \$	5,310	\$	3,810	\$ 1,500
Election Expenses \$	-	\$	10,900	-\$ 10,900
Hospitality & Entertaining \$	5,100	\$	5,100	\$ -
Membership \$	7,310	\$	8,065	-\$ 755
Audit \$	32,800	\$	31,800	\$ 1,000
General Consulting \$	23,000	\$	51,416	-\$ 28,416
Assessment \$	32,720	\$	32,320	\$ 400
Contracted Services \$	2,300	\$	5,390	-\$ 3,090
Computer Support Services \$	74,823	\$	72,995	\$ 1,828
Goods & Supplies \$	30,060	\$	21,960	\$ 8,100
Cleaning \$	26,892	\$	26,610	\$ 282
Office Supply \$	3,500	\$	3,500	\$ -
Equipment Maintenance \$	500	\$	500	\$ -
Building Repairs & Maintenance \$	7,600	\$	3,600	\$ 4,000
Finance Charges \$	4,006	\$	5,120	-\$ 1,114
Total Expense \$	287,136	\$	307,756	-\$ 20,620

ADMINISTRATION – EXPENSE

- Training & Conferences – reinstated to pre-COVID levels & new staff training
- Advertising – addition of media release writing support
- Election – not in 2022!
- Consultancy - Reduced due to restructure and elimination of contracted OHS position
- Contracted Services: asbestos assessment completed in 2021
- Computer Support: enhanced cyber security
- Goods & Supplies - new computers & increase for tax notification & recovery fees (as noted in revenue), plus addition of TV replacements for projectors in meeting rooms

■ Repairs & Maintenance – duct cleaning for complex

STRATEGIC ALIGNMENT – SERVICE EXCELLENCE

- Promote ability through ongoing professional development – staff training
- Align financial resources with priority service requirements – staff restructure
- Strive for service excellence through pursuit of innovation and best practice – enhanced cyber security, replacement of projectors in meeting rooms

FCSS- REVENUE

		\$ 2022	\$ 2021	\$ Change
Programs	\$	590	\$ 590	\$ -
Provincial Grants	\$	64,000	\$ 64,000	\$ -
Other Grants	\$	1,500	\$ 1,500	\$ -
<hr/>				
Total Revenue	\$	66,090	\$ 66,090	\$ -

- Programs – Babysitter Safety, Community Connections Workshop Series & SafeTALK
- Provincial Grant – no change
- Other Grants – Volunteer Alberta, Family Day & Kris Kringle sponsorship

FCSS- EXPENSE

	\$ 2022		\$ 2021	\$ Change
Training \$	1,950	\$	1,375	\$ 575
Mileage & Subsistence \$	2,540	\$	2,540	\$ -
Conferences \$	2,625	\$	2,625	\$ -
Advertising \$	3,200	\$	2,900	\$ 300
Membership \$	620	\$	620	\$ -
Computer Support Services \$	1,620	\$	1,468	\$ 152
Volunteer Appreciation \$	6,600	\$	6,100	\$ 500
Community Development Programs \$	2,750	\$	2,750	\$ -
Counselling \$	1,000	\$	1,000	\$ -
Child/Youth Programs \$	7,020	\$	7,020	\$ -
Adult/Family Programs \$	4,400	\$	3,700	\$ 700
Seniors Programs \$	5,100	\$	5,100	\$ -
Kris Kringle \$	4,400	\$	4,100	\$ 300
Goods & Supplies \$	3,725	\$	3,445	\$ 280
Total Expense \$	47,550	\$	44,743	\$ 2,807

FCSS- EXPENSE

- Volunteer Appreciation – increase options for event
- Child/Youth Programs- includes Youth Action Club, Leaders in Training and other support programs
- Senior's Programs:
 - Includes Seniors Week, Generations United Program with Ochre Park School/local senior's (encourages local senior's to volunteer to engage in activities with students).
 - Continued support of annual programming grant to Pioneer Club \$1,500

STRATEGIC ALIGNMENT – COMMUNITY SUSTAINABILITY, CONNECTED COMMUNITIES

- Providing services to meeting community needs
- Balanced service delivery for the community as a whole
- Celebrate success – Volunteer Appreciation, Seniors Week, Kris Kringle
- Foster and embrace community group partnerships – Pioneer Club, local schools

COMMUNITY SERVICES - REVENUE

	\$ 2022	\$ 2021	\$ Change
Summer Programs \$	5,300	\$ 5,300	\$ -
Programs \$	4,410	\$ 4,410	\$ -
Program Subsidy \$	500	\$ 500	\$ -
Transfer from Reserve \$	1,500	\$ 1,500	\$ -
Federal Grants \$	4,500	\$ 4,500	\$ -
Provincial Grants \$	-	\$ -	\$ -
Sponsorship \$	2,000	\$ 2,500	-\$ 500
Total Revenue \$	18,210	\$ 18,710	-\$ 500

- Program Subsidy – to pursue more donations / co-fund with reserve
- Federal Grant – to apply for Summer Jobs Grant (Summer Program Coordinator & Assistant)

COMMUNITY SERVICES - EXPENSE

	\$ 2022		\$ 2021	\$ Change
Training \$	2,685	\$	3,285	-\$ 600
Board Honorariums \$	2,000	\$	2,000	\$ -
Mileage & Subsistence \$	1,820	\$	2,045	-\$ 225
Conferences \$	2,550	\$	1,945	\$ 605
Advertising \$	5,170	\$	5,170	\$ -
Special Events \$	-	\$	-	\$ -
Membership \$	245	\$	335	-\$ 90
General Consulting \$	7,000	\$	20,417	-\$ 13,417
Contracted Services \$	350	\$	300	\$ 50
Computer Support Services \$	3,755	\$	3,378	\$ 377
Community Development \$	-	\$	-	\$ -
Child/Youth Programs \$	9,010	\$	9,010	\$ -
Adult/Family Programs \$	3,200	\$	3,200	\$ -
Seniors Programs \$	3,270	\$	2,859	\$ 411
Program Subsidy \$	2,000	\$	2,000	\$ -
Discovery Days \$	9,250	\$	9,105	\$ 145
Goods & Supplies \$	4,415	\$	3,845	\$ 570
Grants to Organizations \$	2,500	\$	2,100	\$ 400
Museum \$	13,862	\$	13,654	\$ 208
Total Expense \$	73,082	\$	84,648	-\$ 11,566

COMMUNITY SERVICES - EXPENSE

- General Consulting – reduction due to restructure of OHS position from contract
- Child/Youth Programs – summer programs, Town wide cleanup, Home Alone and skating programs
- Seniors Programs – funding support for seniors bus (insurance, power, inspection)
- Discovery Days – continued donation to the Ag. Society for fireworks of \$8,000
- Grants to Organizations :
 - Food Bank, Ride for Hunger toilet rental, Lions Club
 - Addition of funds for Community Block Parties
 - Museum – continued assistance with insurance, building maintenance, utilities and tourism grant

STRATEGIC ALIGNMENT – COMMUNITY BEAUTIFICATION & CONNECTED COMMUNITIES

- Foster cooperation with community groups – Lions Club, Ride for Hunger, Golf Club, Museum, Seniors Transportation, Ag. Society
- Embrace community pride and resident involvement – Block Parties, Town wide cleanup
- Foster & embrace partnerships with community groups

LIBRARY – REVENUE & EXPENSE

	\$ 2022		\$ 2021	\$ Change
Membership \$	10,737	\$	10,737	\$ -
Building Maintenance \$	3,000	\$	3,095	-\$ 95
Municipal Grant \$	71,525	\$	68,775	\$ 2,750
Total Expense \$	97,303	\$	94,196	\$ 3,107

- Membership – no notification of increase to Northern Lights Library System
- Municipal Grant – 4% inflationary increase

STRATEGIC ALIGNMENT – COMMUNITY BEAUTIFICATION & SUSTAINABILITY & CONNECTED COMMUNITIES

- Foster cooperation with community groups
- Ensure we will strive for balanced service delivery serving the community as a whole
- Foster & embrace partnerships with community groups

2022 COMMUNITY SUPPORT-OPERATING

- Redwater Fitness Centre – extension of rent free period. Approx. annual value \$18,000
- Food Bank – in kind facility space provided since 2016 & \$500 for insurance
- Library – rent free space, plus total 2022 budget \$88,846 including \$71,525 operating grant
- Museum – rent free space, plus \$13,862 includes insurance, utilities & tourism grant
- Seniors Transportation - \$3,270 for seniors bus costs (including power costs)
- Ag. Society – Discovery Days fireworks \$8,000
- Pioneer Club - \$1,500 for seniors programming
- Ochre Park School:
 - \$1,100 Generations United
 - \$300 Town Wide Clean-up

2022 COMMUNITY SUPPORT-OPERATING

- Redwater School - Town Wide Clean-up \$500
- Youth Action Club - \$2,000
- Lions Club - \$100 Garage Sale
- General Community Service Grant fund - \$600
- Ride for Hunger - \$900 portable toilets and in-kind donations
- Community Block Parties - \$400
- Economic Development – Golf Tournament budgeted proceeds \$5,000 – project to be determined by Council

PARKS - REVENUE

	\$ 2022		\$ 2021	\$ Change
Campground Rental \$	3,500	\$	6,500	-\$ 3,000
Reserve Transfer \$	-	\$	-	\$ -
Federal Grants \$	4,500	\$	-	\$ 4,500
Provincial Grants \$	-	\$	-	\$ -
Total Revenue \$	8,000	\$	6,500	\$ 1,500

- Campground rental – moved in line with recent reduced usage due to COVID
- Federal Grants – to apply for Canada Summer Jobs Program, we have been successful for past 2 years

PARKS - EXPENSE

	\$ 2022		\$ 2021	\$ Change
Training \$	1,525	\$	720	\$ 805
Mileage & Subsistence \$	376	\$	401	-\$ 25
Conferences \$	1,300	\$	766	\$ 534
Advertising \$	650	\$	500	\$ 150
Membership \$	300	\$	220	\$ 80
Goods & Supplies \$	16,030	\$	13,770	\$ 2,260
Equipment Expense \$	8,000	\$	8,000	\$ -
Repairs & Maintenance \$	17,500	\$	83,000	-\$ 65,500
Grants to Other Organizations \$	-	\$	-	\$ -
Transfer to Reserve \$	8,000	\$	8,000	\$ -
Total Expense \$	53,681	\$	115,377	-\$ 61,696

PARKS - EXPENSE

- Goods & Services – increase for enhanced weed & pest control, general hardware and equipment
- Repairs & Maintenance:
 - Derrick repairs completed 2021
 - Placement of pump jack included for 2022 at \$7,000
- Reserve Transfer - continue contribution for walking trails

STRATEGIC ALIGNMENT – COMMUNITY BEAUTIFICATION & SUSTAINABILITY

- Ensure a well groomed community
- Enhance community identity & preserving history – placement of pump jack
- Continue to review service levels to meet community needs

BEAUTIFICATION – REVENUE & EXPENSE

	\$ 2022	\$ 2021	\$ Change
Other Revenue	\$ 625	\$ 625	\$ -
Total Revenue	\$ 625	\$ 625	\$ -
Advertising	\$ 150	\$ 150	\$ -
Other Programs	\$ 625	\$ 625	\$ -
Goods & Supplies	\$ 325	\$ 325	\$ -
Specialized Supplies-Beautification	\$ 9,700	\$ 9,700	\$ -
Total Expense	\$ 10,800	\$ 10,800	\$ -

- Other Revenue & Programs / Advertising – continue with rain barrel & composter program
- Goods & Supplies – continue with We've Noticed Cards
- Beautification Supplies – rebuild of Golf Course flower bed

STRATEGIC ALIGNMENT – COMMUNITY BEAUTIFICATION

- Ensure a well groomed community
- Focus on seasonal beautification
- Embrace community pride & resident involvement – We've Noticed Campaign, Community Planting Bee
- Opportunities for community revitalization – rebuild of Golf flower bed

PEMBINA PLACE - REVENUE

	\$ 2022	\$ 2021	\$ Change
Facility Rentals \$	15,100	\$ 15,100	\$ -
Ice Rentals \$	65,000	\$ 50,000	\$ 15,000
Other Revenue \$	114,680	\$ 68,400	\$ 46,280
Transfer from Reserves \$	17,000	\$ 67,000	-\$ 50,000
Municipal Grants \$	265,856	\$ 261,624	\$ 4,232
Provincial Grants \$	-	\$ 89,000	-\$ 89,000
Donations/Sponsorships \$	18,000	\$ 12,460	\$ 5,540
Concession Sales \$	-	\$ 30,000	-\$ 30,000
Cultural Centre Rentals \$	12,565	\$ 24,518	-\$ 11,953
Total Revenue \$	508,201	\$ 618,102	-\$ 109,901

PEMBINA PLACE - REVENUE

- Facility Rentals – included Community Golf Club rental fee \$7,500
- Ice Rental – cautious with COVID impact on rentals
- Other Revenue – Fortis Franchise Fee to partially cover new Debenture payment. Proposal to increase from April 1 to 8% from 5%
- Reserve Transfer – 2021 was to support first debenture payment, 2022 is from facility reserve to fund new flooring for Golf Club area
- Municipal Grant – Sturgeon County Recreation Agreement inflationary increase (this grant is allocated to Pembina 75% and Pool 25%)
- Provincial Grant – Municipal Operating Support Transfer (MOST) Grant for COVID impact on rentals received in 2021
- Donations/Sponsorship - \$10,000 target for naming rights (transferred to reserves in expenses), increase in sponsorships received and predicted for arena boards, outdoor rink and dressing rooms
- Concession – now operated by third party
- Cultural Centre Revenue – cautious with COVID impact on rentals

PEMBINA PLACE - EXPENSE

	\$ 2022	\$ 2021	\$ Change
Training \$	3,140	\$ 2,295	\$ 845
Mileage & Subsistence \$	1,173	\$ 1,533	-\$ 360
Conferences \$	1,300	\$ 766	\$ 534
Advertising \$	10,445	\$ 2,270	\$ 8,175
Membership \$	355	\$ 255	\$ 100
General Consulting \$	5,000	\$ 3,000	\$ 2,000
Contracted Services \$	35,915	\$ 42,670	-\$ 6,755
Computer Support Services \$	6,800	\$ 6,603	\$ 197
Goods & Supplies \$	16,120	\$ 14,110	\$ 2,010
Cleaning \$	8,600	\$ 11,050	-\$ 2,450
OH&S Supplies \$	3,200	\$ 1,500	\$ 1,700
General Office Supply \$	2,000	\$ 800	\$ 1,200
Vehicle Expense \$	1,500	\$ 1,500	\$ -
Equipment Repairs & Maintenance \$	17,800	\$ 22,800	-\$ 5,000
Building Repairs & Maintenance \$	53,745	\$ 29,744	\$ 24,001
Debenture Principle & Interest \$	397,368	\$ 397,420	-\$ 52
Concession Supplies \$	2,750	\$ 22,475	-\$ 19,725
Event Services Supplies \$	1,250	\$ 1,250	\$ -
Transfer to Reserves \$	110,000	\$ 110,000	\$ -
Total Expense \$	678,461	\$ 672,041	\$ 6,420

PEMBINA PLACE - EXPENSE

- Advertising – increased for facility marketing plan including attending Bridal Expo and subscription to facility advertising for wedding websites
- Consulting – increase for potential engineering assessments
- Contracted Services – asbestos assessment completed in 2021
- Goods & Supplies – increase for potential facility supply replacements
- Cleaning – reduced in line with actuals
- OHS & General Office supply – new fire extinguisher signage & AED pad replacements required, ergonomic office supply
- Equipment Repair – shaler maintenance in 2021, ice edger to be replaced in 2022
- Building Repairs & Maintenance: replace Golf Club flooring (funded by reserve), restructure of administration desk for enhanced customer service & visibility
- Concession – minimal supply, now ran by third party
- Transfer to Reserve – New recreation agreement \$50,000 contribution by County & Town plus potential \$10,000 transfer for naming rights (see revenue)
- Debentures:
 - Arena HVAC & Ice Plant – matures 2045
 - Change rooms - matures 2025
 - Phase III – matures 2026
 - Cultural Centre – matures 2025

PEMBINA PLACE

STRATEGIC ALIGNMENT – COMMUNITY BEAUTIFICATION & SUSTAINABILITY

- Replacement of Golf Club flooring with Town reserves – beautify facility
- Review service levels to determine sustainably and meeting community needs – third party provider providing concession services
- Endeavour to understand community needs v's wants – expanding facility recreational offerings in the capital budget
- Take measures to understand what is affordable and achievable & develop infrastructure strategies to protect and plan assets – reserve transfer strategies, increase Fortis Franchise Fee

STRATEGIC ALIGNMENT – CONNECTED COMMUNITIES & GOOD GOVERNANCE

- Cooperate Regionally & seek opportunities/pursue healthy regional relationships - new Recreation Funding Agreement achieved with County
- Pursue visionary thinking to foster the community future – Arena upgrades completed and staffing restructures for improved service delivery
- Be responsible and accountable – REP program and COVID safe measures

POOL – REVENUE & EXPENSE

	\$ 2022	\$ 2021	\$ Change
Sales \$	38,000	\$ 38,000	\$ -
Transfer from Reserves \$	4,500	\$ -	\$ 4,500
Grants from Municipal Governments \$	71,952	\$ 70,541	\$ 1,411
Donations & Sponsorship \$	3,000	\$ 4,500	-\$ 1,500
Total Revenue \$	117,452	\$ 113,041	\$ 4,411
Training \$	3,785	\$ 4,995	-\$ 1,210
Mileage & Subsistence \$	1,236	\$ 961	\$ 275
Conferences \$	2,100	\$ 1,566	\$ 534
Advertising \$	2,250	\$ 2,250	\$ -
Membership \$	780	\$ 530	\$ 250
Consulting \$	1,000	\$ -	\$ 1,000
Contracted Services \$	-	\$ 3,310	-\$ 3,310
Computer Support \$	1,080	\$ 979	\$ 101
Child/Youth Programs \$	1,800	\$ 1,800	\$ -
Adult Programs \$	-	\$ -	\$ -
Goods & Supplies \$	6,800	\$ 6,010	\$ 790
Specialized Supplies – Chemicals \$	10,000	\$ 11,000	-\$ 1,000
OH&S Supplies \$	1,030	\$ 1,080	-\$ 50
Building Maintenance \$	16,980	\$ 13,480	\$ 3,500
Total Expense \$	48,841	\$ 47,961	\$ 880

POOL – REVENUE & EXPENSE

Revenues

- Sales & Sponsorship – returning to pre-COVID levels
- Reserve Transfer – fund pool pump & lighting
- Grants – inflationary increase, portion of Sturgeon County Recreation Grant (25%)

Expenses

- Training – pool ops course in 2021 for parks & facility staff
- Consulting – engineering/automated aquatics if required
- Contracted Services – asbestos assessment completed 2021
- Building Maintenance: upgrade of lighting and circulation pump (covered by reserves)

STRATEGIC ALIGNMENT – COMMUNITY SUSTAINABILITY, CONNECTED COMMUNITIES

- Review service levels to determine sustainably and meeting community needs
- Take measures to understand what is affordable and achievable & develop infrastructure strategies to protect and plan assets – reserve transfer strategies
- Cooperate Regionally & seek opportunities/pursue healthy regional relationships - new Recreation Funding Agreement achieved with County

POLICE – REVENUE & EXPENSE

	\$ 2022	\$ 2021	\$ Change
Other Revenue \$	45,298	\$ 26,655	\$ 18,643
Total Revenue \$	45,298	\$ 26,655	\$ 18,643
Contracted Services \$	88,565	\$ 66,471	\$ 22,094
Total Expense \$	88,565	\$ 66,471	\$ 22,094

- Policing costs – provided by the Province on an increasing scale over the coming years
- Proportion of Fortis Franchise Fee applied for these projected costs, increased by 3% in budget to 8% from April 1 2022 to accommodate increase in costs from Province

STRATEGIC ALIGNMENT – GOOD GOVERNANCE

- Consider all perspectives and make decisions for the overall good of the community – increase of Franchise Fee

DISASTER SERVICES – REVENUE & EXPENSE

	\$ 2022	\$ 2021	\$ Change
Provincial Grant \$	5,625	\$ 5,804	-\$ 179
Total Revenue \$	5,625	\$ 5,804	-\$ 179
Training \$	1,350	\$ 1,350	\$ -
Mileage & Subsistence \$	800	\$ 1,250	-\$ 450
Membership \$	2,345	\$ 2,300	\$ 45
General Consulting \$	8,912	\$ 8,912	\$ -
Goods & Supplies \$	2,175	\$ 2,175	\$ -
Total Expense \$	15,582	\$ 15,987	-\$ 405

- Provincial Grant – MSI Operating Grant (confirmed to remain at same level for 2022 & 2023)
- General Consulting – portion of shared Sturgeon Regional Emergency Contract

STRATEGIC ALIGNMENT – CONNECTED COMMUNITIES, GOOD GOVERNANCE & SERVICE EXCELLENCE

- Cooperate regionally for mutual benefit – SREMP
- Compliance with Emergency Management Legislation
- Staff professional development – ensure cross section of staff training in Emergency Management

FIRE - REVENUE

	\$ 2022	\$ 2021	\$ Change
Sales \$	10,250	\$ 10,250	\$ -
Transfer from Reserves \$	-	\$ -	\$ -
Municipal Grant \$	12,000	\$ 11,255	\$ 745
Provincial Grant \$	22,500	\$ 23,210	-\$ 710
Total Revenue \$	44,750	\$ 44,715	\$ 35

- Municipal Grant – as per contract rate for housing County equipment in Town building
- Provincial Grant – MSI Operating Grant (confirmed to remain at same level for 2022 & 2023)

FIRE - EXPENSE

	\$ 2022	\$ 2021	\$ Change
Contracted Services \$	40,880	\$ 44,793	-\$ 3,913
Dispatch Services \$	4,375	\$ 4,270	\$ 105
Computer Support Services \$	-	\$ -	\$ -
Goods & Supplies \$	600	\$ 600	\$ -
Vehicle Expense \$	4,000	\$ 4,700	-\$ 700
Building Maintenance \$	8,020	\$ 7,400	\$ 620
Transfer to Reserve \$	6,250	\$ 35,500	-\$ 29,250
Total Expense \$	88,671	\$ 118,731	-\$ 30,060

- Contracted Services – per Sturgeon County contract, asbestos assessment of Fire Hall completed in 2021
- Transfer to Reserves: based on policy (Sales – Vehicle Expense). 2021 budget could accommodate larger transfer for future equipment. To look at transferring more from potential 2021 surplus due to budget constraints

STRATEGIC ALIGNMENT – CONNECTED COMMUNITIES

- Cooperate regionally for mutual benefit – Fire Services Agreement

BYLAW – REVENUE & EXPENSE

	\$ 2022	\$ 2021	\$ Change
Lifetime Dog Licences \$	1,000	\$ 1,000	\$ -
Annual Dog Licences \$	700	\$ 700	\$ -
Community Standards Fines \$	2,000	\$ 2,000	\$ -
Dog Control Fines \$	1,200	\$ 1,200	\$ -
Garbage Fines \$	-	\$ -	\$ -
Traffic Control Fines \$	200	\$ 200	\$ -
Other \$	-	\$ -	\$ -
Total Revenue \$	5,100	\$ 5,100	\$ -
Training \$	650	\$ 650	\$ -
Mileage & Subsistence \$	560	\$ 560	\$ -
Conferences \$	2,100	\$ 2,100	\$ -
Advertising \$	810	\$ 810	\$ -
Membership \$	75	\$ 75	\$ -
Legal Costs \$	7,000	\$ 7,000	\$ -
Computer Support Services \$	1,080	\$ 979	\$ 101
Goods & Supplies \$	4,660	\$ 2,310	\$ 2,350
Vehicle Expense \$	3,500	\$ 3,600	-\$ 100
Total Expense \$	20,435	\$ 18,084	\$ 2,351

BYLAW

- No major changes, continued training & level of service
- Goods & Supplies – new computer

STRATEGIC ALIGNMENT – COMMUNITY BEAUTIFICATION, COMMUNITY SUSTAINABILITY, GOOD GOVERNANCE & SERVICE EXCELLENCE

- Ensure a well-groomed community – Community Standards Bylaw
- Work with the business community to enhance beautification
- Ensure service sustainable and meeting community needs
- Consider all perspectives and make decisions for the overall good of the community
- Align resources with priority service requirements

CEMETERY – REVENUE & EXPENSE

	\$ 2022	\$ 2021	\$ Change
Cemetery Fees \$	3,000	\$ 3,000	\$ -
Perpetual Care \$	400	\$ 400	\$ -
Total Revenue	\$ 3,400	\$ 3,400	\$ -
Goods & Supplies \$	800	\$ 800	\$ -
Transfer to Reserve \$	400	\$ 400	\$ -
Total Expense	\$ 1,200	\$ 1,200	\$ -

- No major changes

TRANSPORTATION

	\$ 2022	\$ 2021	\$ Change
Goods & Services \$	500	\$ 500	\$ -
Provincial Grants \$	12,600	\$ -	\$ 12,600
Total Revenue \$	13,100	\$ 500	\$ 12,600
Training \$	2,160	\$ 2,340	-\$ 180
Mileage & Subsistence \$	1,135	\$ 1,410	-\$ 275
Conferences \$	3,075	\$ 3,215	-\$ 140
Advertising \$	500	\$ 700	-\$ 200
Membership \$	1,095	\$ 1,185	-\$ 90
General Consulting \$	7,000	\$ 20,417	-\$ 13,417
Contracted Services \$	-	\$ 2,500	-\$ 2,500
Computer Support Services \$	11,050	\$ 10,762	\$ 288
Rail Crossings \$	3,852	\$ 3,852	\$ -
Goods & Supplies \$	14,138	\$ 14,917	-\$ 779
Vehicle Expense \$	5,900	\$ 5,500	\$ 400
Building Repairs & Maintenance \$	3,500	\$ -	\$ 3,500
Total Expense \$	53,405	\$ 66,798	-\$ 13,393

TRANSPORTATION

- Revenue – Canada Summer Jobs Grant – summer positions
- Consulting – elimination of OHS consultant position in restructure
- Contracted Services – industrial hygiene testing at shop completed 2021
- Building Repairs – motorized shop door

STRATEGIC ALIGNMENT – COMMUNITY SUSTAINABILITY & SERVICE EXCELLENCE

- Continually review service levels to determine sustainability – continue with summer students
- Develop infrastructure strategies to protect & plan for capital assets
- Foster staff well-being by promoting health & morale – shop hygiene testing completed 2021
- Recognize our staff for accomplishments – continuation of Public Works Week

STREETS – REVENUE & EXPENSE

	\$ 2022		\$ 2021		\$ Change
General Sales \$	5,225	\$	5,225	\$	-
Sale of Fixed Asset \$	56,650	\$	56,458	\$	192
Transfer from Reserve \$	4,543	\$	-	\$	4,543
Total Revenue \$	66,418	\$	61,683	\$	4,735
Advertising \$	400	\$	400	\$	-
Contracted Services \$	2,000	\$	-	\$	2,000
Goods & Supplies \$	4,038	\$	4,470	-\$	432
Equipment Expense \$	46,500	\$	47,500	-\$	1,000
Street Maintenance \$	151,343	\$	149,288	\$	2,055
Contributions to Capital \$	60,650	\$	60,458	\$	192
Debenture Interest & Principle \$	-	\$	-	\$	-
Total Expense \$	264,931	\$	262,116	\$	2,815

- Contracted Services – potential engineering requirements
- Equipment Maintenance – bobcat tires purchased in 2021
- Street Maintenance – bridge inspection

STREETS

STRATEGIC ALIGNMENT – COMMUNITY BEAUTIFICATION & SUSTAINABILITY & SERVICE EXCELLENCE

- Well-groomed community – maintenance of roads, tree trimming weed spraying
- Season wide beautification – seasonal displays – flower baskets, flags, Christmas decorations
- Continually review service levels to determine sustainability:
 - Annual gravel, road maintenance, snow removal etc.
 - Street sweeping contracted out v's maintaining capital asset
- Community needs v's wants – review capital and maintenance needs annually
- Infrastructure strategies – Bobcat annual trade in program
- Innovation & best practice – capital plan includes tractor & snow blower for enhanced snow removal service delivery

ECONOMIC DEVELOPMENT - REVENUE

	\$ 2022		\$ 2021		\$ Change
Special Events \$	16,200	\$	16,200	\$	-
Community Events \$	3,000	\$	-	\$	3,000
Other Revenue \$	2,000	\$	6,350	-\$	4,350
Transfer From Reserve \$	-	\$	-	\$	-
Total Revenue \$	21,200	\$	22,550	-\$	1,350

- Special Events – Golf Tournament (tournament proceeds recipient to be determined)
- Community Events – Mayor’s Breakfast reinstated post COVID
- Other Revenue – potential sponsorship to offset costs of trailer advertising update. Replacement of sign by Burger Baron postponed until 2023

ECONOMIC DEVELOPMENT - EXPENSE

	\$ 2022		\$ 2021	\$ Change
Training \$	1,000	\$	1,400	-\$ 400
Mileage & Subsistence \$	2,475	\$	2,475	\$ -
Conferences \$	2,900	\$	2,900	\$ -
Advertising \$	11,470	\$	16,470	-\$ 5,000
Promotions \$	8,310	\$	10,810	-\$ 2,500
Tourism \$	3,600	\$	2,335	\$ 1,265
Special Events \$	16,200	\$	16,200	\$ -
Tradeshows \$	4,140	\$	-	\$ 4,140
Membership \$	1,090	\$	1,320	-\$ 230
General Consulting \$	-	\$	-	\$ -
Computer Support Services \$	1,320	\$	1,239	\$ 81
Community Events \$	5,670	\$	-	\$ 5,670
Business Events \$	6,900	\$	6,900	\$ -
Goods & Supplies \$	600	\$	11,535	-\$ 10,935
Clothing \$	3,000	\$	3,000	\$ -
General Office Supply \$	500	\$	250	\$ 250
Sponsorship \$	3,000	\$	3,000	\$ -
Transfer to Reserve \$	-	\$	-	\$ -
Total Expense \$	72,175	\$	79,834	-\$ 7,659

ECONOMIC DEVELOPMENT EXPENSE

- Due to COVID/staff structure – some 2021 projects did not occur and have carried forward to 2022. Some major projects deferred to 2023 for new staff transition
- Advertising - design update of trailer advertisement – reduced cost predicted
- Promotions – reduction from Town COVID Incentive Program
- Tourism – full year of subscription for Local Intel Business
- Tradeshows – reinstated
- Community Events - Mayors Breakfast reinstated
- Goods & Supplies – update of sign across from Burger Baron postponed to 2023
- Sponsorship – continued AIHA Silver Sponsorship

STRATEGIC ALIGNMENT – ECONOMIC GROWTH & CONNECTED COMMUNITIES

- Economic & residential growth – attendance at tradeshows, advertising, community events
- Pursue retention of existing business – business visitations, community events (Golf, Mayors breakfast, business mixer)
- Support tourism – continue with Go East publication
- Foster & embrace partnerships with community groups – Golf Tournament proceeds donation
- Pursue healthy & productive relationships regionally – community events (breakfast, golf tournament, business mixer)

PLANNING & DEVELOPMENT REVENUE

	\$ 2022	\$ 2021	\$ Change
Permits & Applications \$	9,200	\$ 9,200	\$ -
Transfer from Reserves \$	-	\$ 10,000	-\$ 10,000
Total Revenue \$	9,200	\$ 19,200	-\$ 10,000

- Permits & Applications:
 - Static revenue for permits
- Reserve – to offset some costs for MDP/LUB refresh – project moved to 2023

PLANNING & DEVELOPMENT EXPENSE

	\$ 2022		\$ 2021	\$ Change
Training \$	1,000	\$	-	\$ 1,000
Mileage & Subsistence \$	850	\$	-	\$ 850
Conferences \$	1,750	\$	-	\$ 1,750
Advertising \$	2,040	\$	2,440	-\$ 400
Membership \$	225	\$	-	\$ 225
Legal \$	7,500	\$	10,000	-\$ 2,500
Engineering \$	5,000	\$	5,000	\$ -
General Consulting \$	10,300	\$	67,300	-\$ 57,000
Computer Support Services \$	8,560	\$	8,463	\$ 97
Goods & Supplies \$	1,500	\$	1,500	\$ -
Total Expense \$	38,725	\$	94,703	-\$ 55,978

PLANNING & DEVELOPMENT EXPENSE

- Some projects moved to 2023 due to new staff member transition (shared with Economic Development), moving away from contracted service
- Training & Conferences – reinstated as now staff position instead of contractor to provide increase of service level for patrons
- Legal & Engineering – reduced based on actual historical spending, most costs billable to developers
- General Consulting:
 - Reduction in Municipal Planning Service consultancy as now staffed position
 - Completion of Municipal Development Plan/Land - Use Bylaw refresh – moved to 2023

STRATEGIC ALIGNMENT – SERVICE EXCELLENCE, GOOD GOVERNANCE & COMMUNITY SUSTAINABILITY

Return to a staffed position from contracted allows for:

- Alignment resources with priority service requirements
- Service excellence through best practices
- Consideration of all perspectives and make decisions for the overall good of the community
- Continuation of review of service levels to ensure meeting community needs

GAS - REVENUE

	\$ 2022	\$ 2021	\$ Change
Gas Sales \$	1,422,981	\$ 1,182,157	\$ 240,824
Service Charges \$	203,856	\$ 203,856	\$ -
Connection Fees \$	6,010	\$ 7,515	-\$ 1,505
General Sales \$	24,800	\$ 29,800	-\$ 5,000
Penalties \$	9,080	\$ 8,766	\$ 314
Utility Capital Investment \$	32,880	\$ 32,880	\$ -
Reserve Transfer \$	7,700	\$ -	\$ 7,700
Total Revenue \$	1,707,307	\$ 1,464,974	\$ 242,333

- Gas Sales:
 - Gas Alberta increased rate average of \$4.13 per GJ vs \$2.77 in 2021 budget
 - Gas variable increase of 5 cents to \$2.15
 - No change to service charge \$15.50 or capital investment charge of \$2.50
- General Sales:
 - Projecting 5 residential and 2 commercial installations
 - Gas Alberta shareholder gains included at \$15k – received \$15k in 2017/18, \$43k in 2019 & \$14k in 2020 & 2021
- Reserve transfer for URW legal costs & land purchase – Reg station by ESSO

GAS - EXPENSE

	\$ 2022		\$ 2021	\$ Change
Training \$	1,480	\$	3,290	-\$ 1,810
Mileage & Subsistence \$	755	\$	760	-\$ 5
Conferences \$	3,175	\$	3,495	-\$ 320
Advertising \$	670	\$	670	\$ -
Membership \$	14,580	\$	14,000	\$ 580
Consulting \$	7,700	\$	4,500	\$ 3,200
Contracted Services \$	14,775	\$	14,775	\$ -
Computer Support Services \$	8,250	\$	7,650	\$ 600
Rail Crossings \$	150	\$	150	\$ -
Gas Supply Purchase \$	984,496	\$	728,738	\$ 255,758
Goods & Supplies \$	22,730	\$	28,464	-\$ 5,734
Office Supply \$	600	\$	600	\$ -
Vehicle Expense \$	5,000	\$	5,000	\$ -
Equipment Repair \$	2,000	\$	2,000	\$ -
System Maintenance \$	21,600	\$	21,600	\$ -
Gas Meters \$	31,425	\$	30,425	\$ 1,000
Transfer to Reserves \$	32,880	\$	33,186	-\$ 306
Total Expense \$	1,152,266	\$	899,303	\$ 252,963

GAS EXPENSE

- Training – reduced, fusion certificates/RMO training completed 2021
- Consulting – Utility Right of Way registration cost
- Gas Supply – increase of Gas projected cost – see revenue note
- Goods & Supplies – reduced, gravel for access road to RMO station completed in 2021
- Gas Meters – approx. 180 meters to change in 2022
- Transfer to Reserves:
 - \$2.50 monthly fee collected via utility bill service charge

STRATEGIC ALIGNMENT – COMMUNITY SUSTAINABILITY, ECONOMIC GROWTH & SERVICE EXCELLENCE

- Prioritize long term planning focusing on infrastructure needs and financial constraints – increases to variable gas rate. Bracing for reduction of Provincial funding through grants
- Economic & residential growth – expansion of gas lines by 25% in 2021 to annexed area
- Align financial resources with priority service requirements

WATER - REVENUE

	\$ 2022	\$ 2021	\$ Change
Water Sales \$	550,128	\$ 521,682	\$ 28,446
Bulk Sales \$	44,318	\$ 28,131	\$ 16,187
Service Charges \$	157,200	\$ 156,000	\$ 1,200
Connection Fees \$	6,920	\$ 8,597	-\$ 1,677
Construction Water Sales \$	1,600	\$ 2,400	-\$ 800
General Sales \$	1,600	\$ 2,000	-\$ 400
Penalties \$	8,592	\$ 8,440	\$ 152
Utility Capital Investment \$	31,440	\$ 31,200	\$ 240
Reserve Transfer \$	34,120	\$ -	\$ 34,120
Total Revenue \$	835,918	\$ 758,450	\$ 77,468

- Water Sales:
 - No formal confirmation on new CRNWSC rate yet. Budget projected increase to \$1.8101 from \$1.726 m³
 - Increase of Town Variable rate by 5 cents to \$1.45
- Bulk Sales – bulk fill station contract mark up rate, based on actuals
- Service charge remains at \$12.50 and Capital Investment charge remains at \$2.50
- Reserve Transfer

WATER - EXPENSE

	\$ 2022		\$ 2021	\$ Change
Training \$	1,180	\$	889	\$ 291
Mileage & Subsistence \$	350	\$	350	\$ -
Conferences \$	683	\$	683	\$ -
Advertising \$	670	\$	670	\$ -
Membership \$	240	\$	240	\$ -
General Consulting \$	34,120	\$	35,000	-\$ 880
Contracted Services \$	11,350	\$	5,100	\$ 6,250
Computer Support Services \$	8,250	\$	7,650	\$ 600
Rail Crossings \$	150	\$	150	\$ -
Water Supply Purchase \$	338,994	\$	320,348	\$ 18,646
Toilet Rebate Program \$	500	\$	500	\$ -
Goods & Supplies \$	3,538	\$	12,972	-\$ 9,434
Office Supply \$	600	\$	600	\$ -
Vehicle Expense \$	5,500	\$	5,500	\$ -
Distribution Maint. \$	34,700	\$	39,650	-\$ 4,950
Meters & Hydrants \$	12,900	\$	12,900	\$ -
Building Repair & Maintenance \$	1,500	\$	-	\$ 1,500
Debenture Interest & Principle \$	59,136	\$	59,159	-\$ 23
Transfer to Reserve \$	31,440	\$	31,200	\$ 240
Total Expense \$	545,801	\$	533,561	\$ 12,240₁

WATER EXPENSE

- Consulting – water distribution condition assessment in 2022 (2021 – reservoir assessment completed)
- Contracted Services – increased cost for larger area of reservoir to be cleaned
- Water Supply – increased in line with actuals, higher usage of bulk station
- Goods & Supplies – supply for painting of building in 2021, new code now set up for general building maintenance
- Maintenance – reservoir pump maintenance in 2021, capital replacement items scheduled for 2022
- Debenture – water lines, matures 2030
- Transfer to Reserves – \$2.50 monthly fee collected via utility bill service charge

STRATEGIC ALIGNMENT – COMMUNITY SUSTAINABILITY, CONNECTED COMMUNITIES & SERVICE EXCELLENCE

- Prioritize long term planning focusing on infrastructure needs and financial constraints – increases to variable water rate, water distribution assessment
- Collaboration with Sturgeon County for bulk water agreement
- Align financial resources with priority service requirements

SEWER - REVENUE

	\$ 2022	\$ 2021	\$ Change
Sewage Services \$	230,228	\$ 218,324	\$ 11,904
Service Charges \$	159,900	\$ 159,900	\$ -
Goods & Supplies \$	700	\$ 700	\$ -
Utility Capital Investment \$	24,600	\$ 24,600	\$ -
Reserve Transfer \$	14,450	\$ -	\$ 14,450
Federal Grant \$	-	\$ 19,300	-\$ 19,300
Lagoon Sales \$	1,500	\$ 1,500	\$ -
Total Revenue \$	431,378	\$ 424,324	\$ 7,054

- Sewage Services – based on 45% of water volume sales (for the 93% of customers that are connected to Town sewer system)
- No change to Service \$13.00 or Capital Investment Charge \$1.00 or \$1.00 Capital Investment Charge for Storm Sewer
- Reserve Transfer – to cover Geotech investigation, lift station heater & panel repair – funded by utility reserve collected monthly by utility users
- Federal Grant – DRP funding for storm drainage costs in 2021
- Lagoon - costs to Golf Club included at \$1,500

SEWER - EXPENSE

	\$ 2022		\$ 2021	\$ Change
Training \$	1,180	\$	888	\$ 292
Mileage & Subsistence \$	350	\$	350	\$ -
Conferences \$	683	\$	683	\$ -
Advertising \$	670	\$	670	\$ -
Membership \$	240	\$	240	\$ -
Contracted Services \$	33,070	\$	24,750	\$ 8,320
Computer Support Services \$	3,000	\$	2,800	\$ 200
Rail Crossing \$	1,800	\$	1,800	\$ -
Goods & Supplies \$	12,638	\$	8,172	\$ 4,466
Office Supply \$	600	\$	600	\$ -
Vehicle Expense \$	5,500	\$	5,500	\$ -
Infrastructure Maintenance \$	22,000	\$	22,000	\$ -
Debenture Interest & Principle \$	35,577	\$	35,590	-\$ 13
Lagoon Maintenance \$	6,000	\$	5,500	\$ 500
Transfer to Reserve \$	24,600	\$	24,600	\$ -
Storm Sewer – Contracted Services \$	19,300	\$	19,300	\$ -
Total Expense \$	167,208	\$	153,443	\$ 13,765

SEWER EXPENSE

- Contracted Services – increase for Geotech investigation, lift station heater & panel repairs (funded by reserves)
- Goods & Supplies – 5 x new manhole covers
- Infrastructure Maintenance: sewer flushing & cameraing – 3-year rotation started in 2020. Industrial Park and Downtown continue annually
- Debentures - 2010 Storm Sewer, matures 2030
- Storm Sewer – continue with ditch grading and cleaning & cleaning of storm sewer catch basins & culverts
- Transfer to Reserves – no change to \$2.00 monthly fee collected via utility bill service charge which includes Storm Sewer rate at \$1.00

STRATEGIC ALIGNMENT – COMMUNITY BEAUTIFICATION, SUSTAINABILITY, & SERVICE EXCELLENCE

- Ensure a well groomed community – ditch maintenance and cleaning
- Develop strategies to protect & plan for capital assets
- Align financial resources with priority service requirements

GARBAGE - REVENUE

	\$ 2022	\$ 2021	\$ Change
Roseridge Overages \$	4,200	\$ 1,884	\$ 2,316
Service Charges \$	64,080	\$ 64,080	\$ -
Garbage Charges \$	128,016	\$ 170,820	-\$ 42,804
Recycling Charges \$	31,608	\$ 48,423	-\$ 16,815
Utility Capital Investment \$	10,680	\$ 10,680	\$ -
Transfer Station Other \$	250	\$ 250	\$ -
Total Revenue \$	238,834	\$ 296,137	-\$ 57,303

- No change to Service & Capital Investment Charge of \$6.00 and \$1.00
- Garbage & Recycle Charges:
 - New GFL contract rates from 2021 RFP
 - New garbage strategy and structure proposed for future tax minimization strategy. Allow for potential of reserve increases of reserves for future infrastructure investment, with Provincial grants being depleted for infrastructure

GARBAGE - EXPENSE

	\$ 2022		\$ 2021	\$ Change
Advertising \$	270	\$	270	\$ -
Garbage Contract \$	65,909	\$	170,820	-\$ 104,911
Computer Support Services \$	3,000	\$	2,800	\$ 200
Roseridge Tipping Charges \$	35,453	\$	39,556	-\$ 4,103
Recycling Services \$	18,965	\$	48,423	-\$ 29,458
Goods & Supplies \$	-	\$	-	\$ -
Office Supply \$	600	\$	600	\$ -
Transfer Station \$	-	\$	-	\$ -
Transfer to Reserve \$	80,680	\$	10,680	\$ 70,000
Total Expense \$	204,877	\$	273,149	-\$ 68,272

- Garbage & Recycle – reflects new GFL contract and proposed bylaw changes – new rates will reflect monthly savings for residents as well as Town tax minimization strategy for the future and increase in dividend back to the Town
- Tipping Charges – Roseridge predict a 2% increase in waste tipping and 0% for organics. 2021 was hard to predict the minimum fee impact at transfer station, moved in line with actuals
- Transfer to Reserves – from \$1.00 monthly fee collected via utility bill service charge (no change)