



# Mackenzie County

## 2011 BUDGET

Approved by Council April 28, 2011

# Mackenzie County

## 2011 Budget

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# Mackenzie County

## 2011 Budget Highlights

### 1. MACKENZIE COUNTY – OVERVIEW

Mackenzie County remains the largest municipality in Alberta and carries specialized municipality status:

Mackenzie County area	7,761,580 hectares
Population	10,002
Number of Hamlets	3 (Fort Vermilion, La Crete, Zama)
Number of dwelling units	2,924
Total full time positions	62 (plus approximately 20 seasonal/temporary positions)
Length of roads	1,805 kilometers
Length of water mains	100.34 kilometers
Length of wastewater mains	58.38 kilometers
Length of stormwater drains	8.14 kilometers
Vehicles fleet (incl. fire equip.)	55 units (cost ≥ \$5,000/unit)
Equipment (incl. graders)	98 units (cost ≥ \$5,000/unit)
Buildings structures	71 units (cost ≥ \$5,000/unit)
Bridges (incl. culverts over 5 feet in diameter)	75 units (cost ≥ \$35,000/unit)

Mackenzie County Council approved the Four-Step Community Sustainability Plan in 2010. Since there is more emphasis being placed on sustainability, and due to continuing decline in the taxable assessment, and diminishing federal and provincial financial assistance to local governments, one of the Council's goals is carrying out the implementation of the approved sustainability plan in order to maintain and improve the County's sustainability. Some of the initiatives include undertaking a risk assessment, reviewing the area structure plans for all hamlets, reviewing and redrafting the long-term capital plan, actively working with the Alberta Provincial government and other northern Alberta municipalities and businesses on improving the northern transportation corridors.

## **2. BUDGET 2011 - OPERATING REVENUES**

### Taxes

The 2011 projected municipal tax revenue is \$22.3M which is 3% decrease from 2010. The decrease is due to the decrease in taxable assessment. The total property taxes for 2011 including school and senior requisitions are projected at \$29.5M. The 2011 taxable assessment is decreased by 2%; however, there is no increase in the mill rate for 2011. The municipal tax revenue represents 87% of the total operating revenues. Approximately 45% of municipal tax revenues derived from real property taxes, and 55% from liner property taxes.

### Self-Generating Revenues

The 2011 projected self-generated revenues are estimated at \$3,190,056. The 2011 water consumption rate is increased by 14% effective February 1, 2011. The self-generating revenues represent 10% of the total operating revenues.

### Provincial Operating Grants

The County is anticipating receiving the Resource Road Program, Bridge Program, FCSS Program, Summer Employment Program, Municipal Sustainability Initiative (Operating) grants.

The provincial operating grants represent 3% of the total operating revenue.

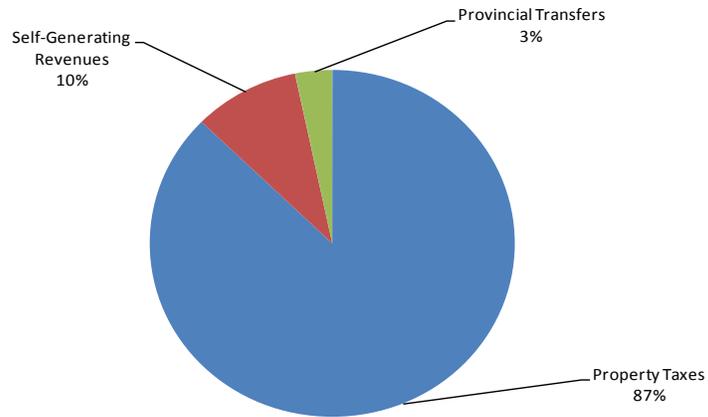
## **3. BUDGET 2011 - OPERATING EXPENDITURES**

2011 operating budget was prepared using the following assumptions:

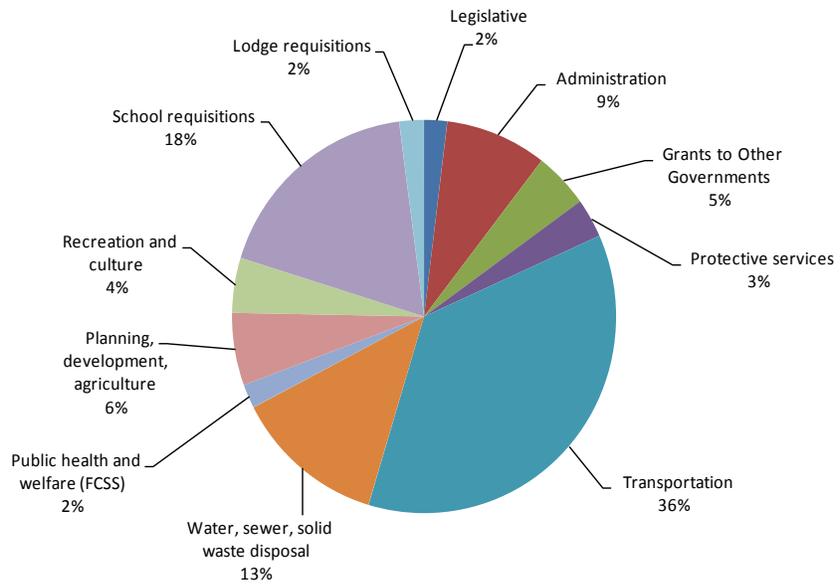
- a) Level of service remains status quo.
- b) Level of staff remains status quo.
- c) Wages & salaries for unionized staff are calculated at the negotiated increase as per the Collective Agreement.
- d) The Legislative Department budget reflects changes in honorariums as per the approved bylaw.
- e) Grants to local governments reflect the estimated amounts as per the signed agreements with the Towns of High Level and Rainbow Lake.
- f) Gravel crushing will be conducted for three-year supply.
- g) Grants to other organization budgets include amounts as approved by Council upon a review of individual requests. Mackenzie Regional Library Board received 2% increase in their grant and the local recreation boards received 2.5% increase. There is no increase in FCSS funding as there is no increase in the provincial FCSS funding to the County in 2011.

The total 2011 operating budget including depreciation of assets is estimated at \$35.5M with the depreciation being \$6.4M.

### 2011 Operating Budget - Revenues



### 2011 Operating Budget - Expenses



MACKENZIE COUNTY  
STATEMENT OF OPERATIONS - 2011 BUDGET (including depreciation)

	2009 Actual	2010 Actual	2010 Budget	2011 Budget	\$ Budget Change	% Budget Change
<b>OPERATIONAL REVENUES</b>						
Property taxes	32,448,614	30,562,572	30,590,788	29,537,662	(1,053,126)	-4%
User fees and sales of goods	1,939,122	1,969,856	2,022,398	2,278,969	256,571	11%
Government transfers	1,448,984	1,711,897	1,254,523	1,111,088	(143,435)	-13%
Investment income (operating)	230,586	288,412	250,000	250,000	-	0%
Penalties and costs on taxes	111,547	141,654	115,000	115,000	-	0%
Licenses, permits and fines	266,293	313,221	177,250	261,000	83,750	32%
Rentals	29,434	64,542	34,218	63,087	28,869	46%
Insurance proceeds	2,412	4,129	-	-	-	
Development levies	33,000	175,572	-	-	-	
Municipal reserve revenue	34,074	105,063	-	-	-	
Sale of non-TCA equipment	7,913	6,056	-	-	-	
Other	263,459	313,690	217,000	222,000	5,000	2%
<b>Total operating revenues</b>	<b>36,815,438</b>	<b>35,656,664</b>	<b>34,661,177</b>	<b>33,838,805</b>	<b>(822,371)</b>	<b>-2%</b>
<b>OPERATIONAL EXPENSES</b>						
Legislative	559,407	532,989	539,619	673,490	133,871	20%
Administration	2,291,302	2,695,552	2,614,197	2,963,554	349,357	12%
Grants to Other Governments	1,298,329	1,948,168	1,500,000	1,600,000	100,000	6%
Protective services	1,686,747	1,208,480	1,105,656	1,114,627	8,971	1%
Transportation	10,841,485	12,600,850	11,507,534	12,642,761	1,135,227	9%
Water, sewer, solid waste disposal	3,532,975	3,949,088	4,087,232	4,409,570	322,338	7%
Public health and welfare (FCSS)	583,771	594,579	635,053	681,367	46,314	7%
Planning, development, agriculture	1,907,330	1,859,884	2,217,045	2,074,589	(142,456)	-7%
Recreation and culture	1,388,576	1,423,201	1,467,530	1,568,317	100,787	6%
School requisitions	6,768,922	6,559,007	6,559,007	6,295,112	(263,895)	
Lodge requisitions	568,212	720,470	720,470	719,088	(1,382)	
Non-TCA projects	1,156,348	531,942	1,316,763	785,433	(531,330)	-68%
<b>Total operating expenses</b>	<b>32,583,406</b>	<b>34,624,210</b>	<b>34,270,106</b>	<b>35,527,907</b>	<b>1,257,801</b>	<b>4%</b>
<b>Excess (deficiency) before other</b>	<b>4,232,032</b>	<b>1,032,454</b>	<b>391,071</b>	<b>(1,689,102)</b>	<b>(2,080,173)</b>	<b>123%</b>
<b>CAPITAL REVENUES</b>						
Government transfers for capital	9,072,364	6,337,196	6,681,557	11,457,860	4,776,303	42%
Investment income (capital)	10,082	-	-	-	-	
Other revenue for capital	115,502	409,699	359,798	1,481,557	1,121,759	
Proceeds from sale of TCA assets	320,517	1,160,660	571,585	1,001,040	429,455	43%
	9,518,465	7,907,555	7,612,940	13,940,457	6,327,517	45%
<b>EXCESS (DEFICIENCY) - PSAB Model*</b>	<b>13,750,497</b>	<b>8,940,009</b>	<b>8,004,011</b>	<b>12,251,355</b>	<b>4,247,344</b>	<b>35%</b>
<b>Convert to local government model**</b>						
Remove non-cash transactions	6,125,091	6,917,067	6,061,556	5,416,045	(645,511)	-12%
Remove revenue for capital projects	(9,518,465)	(7,907,555)	(7,612,940)	(13,940,457)	(6,327,517)	45%
Long term debt principle	1,316,048	1,709,972	1,709,972	2,121,536	411,564	19%
Transfers to/from reserves	8,991,074	6,189,549	4,742,655	1,605,407	(3,137,248)	-195%
<b>EXCESS (DEFICIENCY) - LG Model</b>	<b>50,000</b>	<b>50,000</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0%</b>

\*Public Sector Accounting Board

\*\*Local Government - balanced budget by Municipal Government Act (Municipal Affairs)

Mackenzie County

2011 Budget

Statement of Change in Net Financial Asset/(Net Debt)

(Financial Assets less Financial Liabilities)

	2009 Actual	% change	2010 Actual	% change	2011 Budget
<b>Annual Surplus/(Deficit) (before capital)</b>	\$13,750,497	-35%	\$8,940,010	37%	\$12,251,355
Acquisition of tangible capital assets	(\$16,580,142)		(\$15,693,498)		(\$38,676,559)
Contributed assets	(\$19,230)		(\$334,140)		
Amortization of tangible capital assets	\$4,616,513		\$6,010,706		\$6,430,184
(Gain)/Loss on sale of tangible capital assets	\$343,331		(\$421,655)		
Proceeds on sale of tangible capital assets	\$320,517		\$1,160,660		\$1,001,040
Write-downs of tangible capital assets					
	(\$11,319,011)		(\$9,277,927)		(\$18,993,980)
Net of acquisition and consumption of supply inventories	\$844,729		\$167,357		(\$1,014,139)
Net of acquisition and use of prepaid expense	(\$43,331)		\$25,880		
	\$801,398		\$193,237		(\$1,014,139)
Increase/ (Decrease) in net financial assets	\$3,232,884		(\$144,680)		(\$20,008,119)
Net financial assets at beginning of year	\$1,539,885		\$4,772,769		\$4,628,089
Net financial assets/(net debt) at end of year	\$4,772,769		\$4,628,089		(\$15,380,030)

The government's net financial asset/net debt position is often called its "future revenue requirements" because this indicator provides a measure of the future revenue required to pay for past transactions and events. The government's change in net debt in the year is a measure of whether the revenues raised were sufficient to cover government spending. The spending in the year includes any capital spending to acquire new capital assets. It provides an indication of the affordability of additional spending. Although there are a few other sustainability indicators, a trend showing increases in net debt or reductions in net assets may not be sustainable.

Summary of Assessment and Municipal Revenue by Category

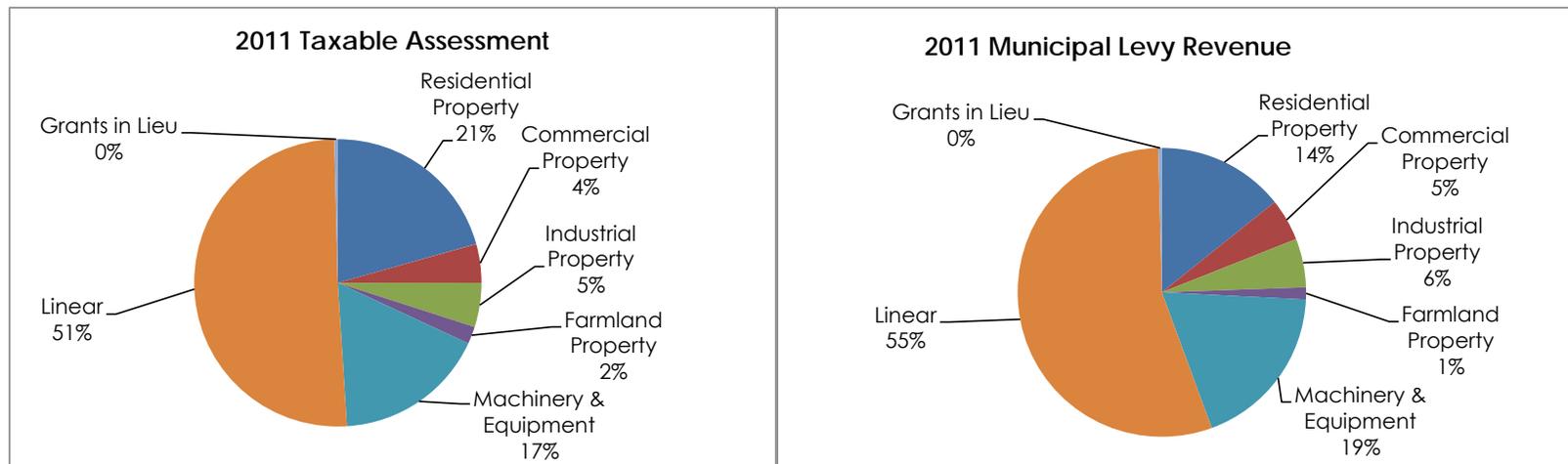
	2011 Assessment	% Change from 2010 Assessment	2010 Projected Municipal Tax Revenue	As % of Total Municipal Revenue
Residential Property	\$447,010,020	0.00%	\$3,172,877	14.25%
Commercial Property	\$94,179,130	5.48%	\$1,055,842	4.74%
Industrial Property	\$108,018,960	-5.19%	\$1,211,001	5.44%
Farmland Property	\$42,196,030	-0.01%	\$299,507	1.35%
Machinery & Equipment	\$369,620,160	-4.31%	\$4,143,812	18.62%
Linear	\$1,096,149,870	-5.33%	\$12,288,936	55.21%
Grants in Lieu	\$8,524,890	0.00%	\$86,212	0.39%
<b>Total</b>	<b>\$2,165,699,060</b>	<b>-2.47%</b>	<b>\$22,258,187</b>	
Tax exempt assessment	\$161,510,670	5.24%	\$0	
<b>Total</b>	<b>\$2,327,209,730</b>	<b>-1.97%</b>	<b>\$22,258,187</b>	

2010 mill rates: residential - 7.098 and non-residential - 11.211

The following revenues are calculated using 2010 mill rates:

2011 expected revenue (April/11)	\$22,258,187
2011 estimated revenue (January 14, 2011)	\$21,240,189
Additional revenue due to the decrease in assessment not as high as anticipated earlier	\$1,017,999

Please note that the County may experience some loss of municipal revenue due to assessment appeals and/or due to additional tax roll corrections.



Mackenzie County

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Code for 2011	Project Description	For CF Projects costs up to December 31, 2010	Total Estimated Cost	County Cost	External Funding				Internal Funding				
					FGTF Grant (previously NDCC)	MSI Grant	Other Grant	Other Grant or other external sources	Other Sources	Municipal Levy	Restricted Surplus (previous years)	RS-type*	Debenture

Administration Department

6-12-30-01-xxx	ZA-Distance Communication & Training		10,000	10,000						10,000			
6-12-30-02-xxx	FV Building Alarm System (CF)	0	13,128	13,128							13,128	IC-Adm	
6-12-30-03-xxx	La Crete Office Building (CF)	3,061,358	35,000	35,000							35,000	IC-Adm	
6-12-30-04-xxx	Zama Multi-Use Facility (CF)	3,031,416	15,000	15,000						15,000			
6-12-30-05-xxx	Virtual City Hall (CF)	15,585	4,415	4,415							4,415	IC-Adm	
6-12-30-06-xxx	ZA-Cornerstone Curbing		0	0						0			
6-12-30-07-xxx	Fort Vermilion Corporate Office (CF)	474,288	1,120,151	1,120,151							1,120,151	IC-Adm	
6-12-30-09-xxx	La Crete Library Building (CF)	1,950	3,050	3,050							3,050	IC-Adm	
6-12-30-10-xxx	Land Purchase in the Hamlet of Zama (CF)	0	140,000	140,000						70,000	70,000	IC-Adm	
6-12-30-11-xxx	FV-Records Management System		85,000	85,000						53,980	31,020	GOR	
6-12-30-13-xxx	LC-County Sign		20,000	20,000						20,000			
6-12-30-14-xxx	Handi-van replacement (La Crete)		83,000	83,000							83,000	ER	
6-12-30-15-xxx	Land Purchases from AB SRD		245,000	245,000							245,000	GCR	
6-12-30-16-xxx	Xerox Replacement (La Crete)		50,000	50,000						50,000			
<i>Total department 12</i>			1,823,744	1,823,744	0	0	0	0	0	218,980	1,604,764	0	0

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<b>Fire Department</b>													
6-23-30-01-xxx	LC-Jaws of Life Equipment		33,000	33,000							33,000	ER	
6-23-30-02-xxx	Tompkins Fire Hall Construction (CF)	83,681	482,850	482,850							482,850	ER & IC-FD	
6-23-30-03-xxx	LC-Paging System		24,370	24,370							24,370	ER	
6-23-30-04-xxx	LC-Trailer		6,600	6,600							6,600	ER	
6-23-30-05-xxx	LC-Furniture/Fixtures for Blue Hills Fire hall		40,000	40,000							40,000	ER	
6-23-30-06-xxx	LC - Fire Tanker		230,000	230,000							230,000	ER	
<i>Total department 23</i>			816,820	816,820	0	0	0	0	0	0	816,820	0	0
<b>Ambulance Services Department</b>													
			0	0									
<i>Total department 25</i>			0	0	0	0	0	0		0	0		0

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## Transportation Department

6-32-30-01-xxx	LC 98th Avenue - Urban Standard (CF)	3,654,991	25,000	25,000							25,000	IC-PW	
6-32-30-02-xxx	FV-550 Truck		56,781	56,781							56,781	V&E	
6-32-30-03-xxx	FV-Backhoe Buy Out		75,000	75,000							75,000	V&E	
6-32-30-04-xxx	FV-1 3/4 ton Crew Cab Trucks		35,000	35,000							35,000	V&E	
6-32-30-05-xxx	FV-Bobcat		38,272	7,752					30,520	7,752			
6-32-30-06-xxx	Grader Replacement		1,690,000	0		750,000			940,000				
6-32-30-07-xxx	FV-Sweeper for Wheel Loader		27,860	27,860							27,860	V&E	
6-32-30-08-xxx	FV-Oil Containment Tank		7,000	7,000							7,000	V&E	
6-32-30-09-xxx	FV-Front Plow for Unit 2252		6,300	6,300							6,300	V&E	
6-32-30-10-xxx	FV-Tractor		120,000	0		120,000							
6-32-30-11-xxx	North & South - Road Reconstruction & New Road Construction Requests		1,000,000	284,088	215,912	500,000					284,088	RR	
6-32-30-12-xxx	LC-Bobcat		38,272	7,752					30,520	7,752			
6-32-30-13-xxx	High Level East Drainage (CF)	78,730	570,065	570,065							570,065	IC-PW	
6-32-30-14-xxx	HL Rural - Reconstruction of TWP Rd 110-2 (4 miles) (CF)	88,701	61,299	61,299							61,299	IC-PW	
6-32-30-15-xxx	LC-Filter Cart		5,000	5,000							5,000	V&E	
6-32-30-16-xxx	LC 102 Str & 92 Ave curb, gutter & sidewalk (CF)	1,711,394	10,000	10,000							10,000	IC-PW	
6-32-30-17-xxx	LC-Mechanic Service Truck		70,000	70,000							70,000	V&E	
6-32-30-18-xxx	Zama Bears paw Crescent (CF)	511,261	30,633	30,633							30,633	IC-PW	
6-32-30-19-xxx	LC-Conveyor		38,000	38,000							38,000	V&E	

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6-32-30-20-xxx	Fort Vermilion River Road Reconstruction (CF)	1,130,974	10,000	10,000							10,000	IC-PW	
6-32-30-21-xxx	LC-Truck		35,000	35,000							35,000	V&E	
6-32-30-22-xxx	LC-100th Avenue (West of ATB Financial)		1,000,000	71,676		743,344		184,980			71,676	RR	
6-32-30-23-xxx	Road Construction Request (CF)	183,924	66,076	66,076							66,076	IC-PW	
6-32-30-24-xxx	LC-Recreation Centre Storm Sewers		100,000	0		100,000							
6-32-30-25-xxx	LC-Pressure Washer		14,700	14,700							14,700	V&E	
6-32-30-27-xxx	Zama - Truck Box Sander (CF)	0	15,000	15,000							15,000	IC-PW	
6-32-30-28-xxx	Zama - Water Tank (CF)	3,684	3,995	3,995							3,995	IC-PW	
6-32-30-29-xxx	Apache Road - Pull Out Area (CF)	0	50,000	50,000							50,000	IC-PW	
6-32-30-30-xxx	LC-Cold Storage Shed/Tool Crib		70,000	70,000							70,000	V&E	
6-32-30-31-xxx	LC-PW Shop Fence		29,520	29,520							29,520	RR	
6-32-30-32-xxx	ZA-Paving Cornerstone Parking Lot		305,840	85,840		220,000					85,840	RR	
6-32-30-33-xxx	ZA-Hamlet Entrance Beautification Project		10,000	10,000					10,000				
6-32-30-34-xxx	ZA-Grass Seeder and Disc Unit		11,274	11,274							11,274	V&E	
6-32-30-35-xxx	ZA-Vehicle (PW)		35,000	35,000							35,000	V&E	
6-32-30-36-xxx	ZA-Mower		17,730	17,730							17,730	V&E	

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6-32-30-71-xxx	Rocky Lane Road Reconstruction (CF)	289,210	10,790	10,790							10,790	IC-PW	
6-32-30-75-xxx	AJA Friesen Road Reconstruction (CF)	971,751	189,168	167,472			21,696			2,410	165,062	IC-PW	
6-32-30-78-xxx	LC 100th Ave Reconstruction - CAMRIF (BCF) (CF)	1,350,070	10,000	10,000							10,000	IC-PW	
6-32-30-79-xxx	RV Park Road (La Crete) (CF)	0	120,000	120,000							120,000	IC-PW	
6-32-30-80-xxx	Zama Access Road (Paving)		6,000,000	3,000,000			3,000,000						3,000,000
6-32-30-81-xxx	Highway 88 Connector (Paving)		18,000,000	12,400,000			4,500,000	1,100,000					12,400,000
6-32-30-82-xxx	Grader Shelter Insulation and Gas Heating (Rocky Lane)		18,000	18,000						18,000			
6-32-30-83-xxx	FV Doors for the Storage Shed		8,000	8,000						8,000			
<i>Total department 32</i>			\$30,034,575	\$17,577,603	\$215,912	\$2,433,344	\$7,521,696	\$1,284,980	\$1,001,040	\$53,914	\$2,123,689	\$0	\$15,400,000

Airport Department

6-33-30-01-xxx	La Crete Airport (CF)	2,642,916	50,000	50,000							50,000	GCR	
6-33-30-02-xxx	Fort Vermilion Airport (CF)	1,344,632	35,000	35,000							35,000	GCR	
6-33-30-03-xxx	Zama Airport (Helipad) (CF)	0	200,000	200,000							200,000	IC-ARP	
<i>Total department 33</i>			285,000	285,000	0	0	0	0	0	0	285,000		0

NOTE: FV airport proposed project included costs associated with constructing taxi-ways (\$440,000); these funds are being set aside until further research is undertaken and a council policy is established regarding taxi-ways and approaches to private businesses.

\*GOR-General Operating Reserve; ER-Emergency Services Reserve; V&E-Vehicle&Equipment Reserve; RR-Road Reserve; PR-Parks Reserve; Gr.R-Grants to Other Organizations Reserve; DR-Drainage Reserve; GCR-General Capital Reserve; WUR- Water Upgrading Reserve; "IC" - incomplete capital

Code for 2011	Project Description	For CF Projects costs up to December 31, 2010	Total Estimated Cost	County Cost	External Funding				Internal Funding				
					FGTF Grant (previously NDCC)	MSI Grant	Other Grant	Other Grant or other external sources	Other Sources	Municipal Levy	Restricted Surplus (previous years)	RS-type*	Debenture
<b>Water Treatment &amp; Distribution Department</b>													
6-41-30-01-xxx	FV-Computrol Card Reader		10,000	0	10,000								
6-41-30-02-xxx	Zama Water Treatment Plant (CF)	13,489,974	29,377	29,377							29,377	WUR	
6-41-30-03-xxx	FV-Master Meter Update		30,000	0	30,000								
6-41-30-04-xxx	FV WTP - Lab Renovation & Equipment (CF)	3,723	12,277	12,277							12,277	WUR	
6-41-30-05-xxx	FV WTP - Upgrades (CF)	0	30,000	30,000							30,000	WUR	
6-41-30-06-xxx	ZA-Master Meter Update		20,000	0	20,000								
6-41-30-07-xxx	Raw Water Truck Fill - Zama (CF)	0	100,000	0	100,000								
6-41-30-08-xxx	ZA-Computrol Card Reader		11,500	0	11,500								
6-41-30-09-xxx	ZA-Distribution Pump		130,000	39,572	90,428						39,572	WUR	
6-41-30-10-xxx	LC-Hydrant Replace Program		100,000	0	100,000								
6-41-30-11-xxx	LC-Filter Media		140,000	0	140,000								
6-41-30-15-xxx	FV WTP - Capacity & Expansion Assessment		50,000	50,000							50,000	GCR	
6-41-30-13-xxx	FV WTP - Filter Media Replacement (CF)	0	0	0							0		
6-41-30-16-xxx	Rural Water - Phase I (CF)	752,764	2,768,205	2,768,205						44,607	543,434	WUR	2,180,164
<i>Total department 41</i>			3,431,359	2,929,431	501,928	0	0	0	0	44,607	704,660	0	2,180,164

**Sewer Disposal Department**

6-42-30-01-xxx	ZA-Lift Station Pumps		600,000			600,000							
6-42-30-02-xxx	ZA-S-Curve Sewer Services (East Side)		50,000	50,000							50,000	GCR	
6-42-30-05-xxx	North Point Subdivision Lift station	3,600	632,400	372,602				259,798			372,602	IC-SWR	
<i>Total department 42</i>			1,282,400	422,602	0	600,000	0	259,798	0	0	422,602	0	0

\*GOR-General Operating Reserve; ER-Emergency Services Reserve; V&E-Vehicle&Equipment Reserve; RR-Road Reserve; PR-Parks Reserve; Gr.R-Grants to Other Organizations Reserve; DR-Drainage Reserve; GCR-General Capital Reserve; WUR- Water Upgrading Reserve; "IC" - incomplete capital

Code for 2011	Project Description	For CF Projects costs up to December 31, 2010	Total Estimated Cost	County Cost	External Funding				Internal Funding				
					FGTF Grant (previously NDCC)	MSI Grant	Other Grant	Other Grant or other external sources	Other Sources	Municipal Levy	Restricted Surplus (previous years)	RS-type*	Debenture
<b>Solid Waste Disposal</b>													
6-43-30-01-xxx	1 - 40 yd bin and 2 - 30 yd bins		24,674	24,674							24,674	GCR	
6-43-30-02-xxx	Land Purchase (NW 11-104-17-W5) (Tompkins Waste Transfer Station)		39,000	39,000							39,000	GCR	
<i>Total department 43</i>			63,674	63,674	0	0	0	0	0	0	63,674		0
<b>Planning &amp; Development Department</b>													
6-61-30-01-xxx	LC-Plotter		7,200	7,200						7,200			
<i>Total department 61</i>			7,200	7,200	0	0	0	0		7,200	0		0
<b>Agricultural Services Department</b>													
6-63-30-52-xxx	Blue Hills Drainage Study (CF)	0	10,105	10,105							10,105	DR	
<i>Total department 63</i>			10,105	10,105	0	0	0	0		0	10,105		0
<b>Subdivision Department</b>													
6-66-30-01-xxx	ZA-Residential Subdivision		75,000	75,000							75,000	GCR	
<i>Total department 66</i>			75,000	75,000	0	0	0	0		0	75,000		0
<b>Recreation Department</b>													
6-71-30-01-xxx	Fort Vermilion Arena - Dressing Rooms (CF)	267,850	7,180	7,180							7,180	FV-RR	
6-71-30-02-xxx	Fort Vermilion Recreation Board (CF)	16,581	39,419	39,419							39,419	Gr.R & FV-RR	
6-71-30-03-xxx	La Crete Recreation Board (CF)	61,358	88,642	88,642							88,642	Gr.R. & LC-RR	
6-71-30-04-xxx	La Crete Ball Park (CF)	0	123,518	61,759				61,759			61,759	LC-RR	
6-71-30-05-xxx	FV Walking Trail		48,184	28,184				20,000			28,184	FVWTR	
6-71-30-06-xxx	Zama Recreation Board (CF)	0	96,000	96,000							96,000	Gr.R & Z-RR	
<i>Total department 71</i>			402,943	321,184	0	0	0	81,759	0	0	321,184	0	0

\*GOR-General Operating Reserve; ER-Emergency Services Reserve; V&E-Vehicle&Equipment Reserve; RR-Road Reserve; PR-Parks Reserve; Gr.R-Grants to Other Organizations Reserve; DR-Drainage Reserve; GCR-General Capital Reserve; WUR- Water Upgrading Reserve; "IC" - incomplete capital

Code for 2011	Project Description	For CF Projects costs up to December 31, 2010	Total Estimated Cost	County Cost	External Funding				Internal Funding				
					FGTF Grant (previously NDCC)	MSI Grant	Other Grant	Other Grant or other external sources	Other Sources	Municipal Levy	Restricted Surplus (previous years)	RS-type*	Debenture

**Parks & Playgrounds Department**

6-72-30-01-xxx	ZA-Park Landscaping		10,000	10,000							10,000	PR	
6-72-30-02-xxx	LC-La Crete Walking Trails Overlay		70,400	70,400							70,400	PR	
6-72-30-03-xxx	Water Spray Park (Fort Vermilion) (CF)	0	80,000	40,000				40,000			40,000	IC-R	
6-72-30-04-xxx	Wadlin Lake Beach Construction		44,710	44,710							44,710	PR	
6-72-30-05-xxx	Zama Community Park Expansion (CF)	334,276	9,825	9,825							9,825	IC-R	
6-72-30-06-xxx	Wadlin Lake Site Development		0	0							0	PR	
6-72-30-07-xxx	LC-Bobcat Tool cat		45,000	45,000							45,000	V&E	
6-72-30-08-xxx	Wadlin Lake Concrete Toilet		0	0							0	PR	
6-72-30-09-xxx	LC-Lawn Mower		19,494	19,494							19,494	V&E	
6-72-30-10-xxx	LC-Dump Trailer		11,000	11,000							11,000	PR	
6-72-30-11-xxx	FV - Mackenzie Park - Basketball Concrete Pad		21,000	21,000							21,000	PR	
6-72-30-12-xxx	Wadlin Playground Additions		0	0							0	PR	
6-72-30-13-xxx	LC-LC Arena Swing Set		5,000	5,000							5,000	PR	
6-72-30-14-xxx	RV Dump - Hutch Lake (CF)	0	6,600	6,600							6,600	IC-R	
6-72-30-15-xxx	La Crete - Water Spray Park (CF)	0	60,000	60,000							60,000	IC-R	
6-72-30-16-xxx	LC-LC Hill Park Concrete Toilet		18,320	18,320							18,320	PR	
6-72-30-17-xxx	LC-108 Street Park Fence & Lighting		16,850	16,850							16,850	PR	
6-72-30-18-xxx	Machesis Lake-Caretaker Site Expansion		5,000	5,000							5,000	PR	
6-72-30-19-xxx	Gate at Machesis Lake		0	0							0	PR	
6-72-30-20-xxx	Hutch Lake - Stairs		20,540	20,540							20,540	PR	
<i>Total department 72</i>			443,739	403,739	0	0	0	40,000	0	0	403,739	0	0

<b>TOTAL 2011 Capital Projects</b>	<b>38,676,559</b>	<b>24,736,102</b>	<b>717,840</b>	<b>3,033,344</b>	<b>7,521,696</b>	<b>1,666,537</b>	<b>1,001,040</b>	<b>324,701</b>	<b>6,831,237</b>	<b>0</b>	<b>17,580,164</b>
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Mackenzie County

2011 BUDGET DRAFT - Cash Requirement (decision worksheet)

	2010 Budget	% change	2011 Budget	
<b>Operating Cash Requirement</b>				
Operating Cost (excluding non-cash items and capital debt interest expense)	\$19,100,610	14%	\$21,755,825	Schedule A-2
Non-TCA - Operating Costs (Non-TCA Projects List)	\$1,316,763	-40%	\$785,433	
Less: Other Operating Revenue (excluding municipal tax levy)	(\$4,334,610)	5%	(\$4,566,417)	Schedule A-1
Anticipated draw from prior year accumulated surplus - restricted (for Non-TCA projects)	(\$211,514)	53%	(\$324,295)	(1)
<b>Tax levy for operations</b>	<b>\$15,871,249</b>	<b>11%</b>	<b>\$17,650,546</b>	
<b>Capital Cash Requirements</b>				
Capital costs (2011 TCA Project List + 2010 CF TCA requiring additional funding)	\$24,118,414	60%	\$38,676,559	
Capital debt interest	\$456,697	22%	\$556,404	
Capital debt principle	\$1,709,972	24%	\$2,121,536	
Less:	\$0			
Capital revenue - grants	(\$6,681,522)	71%	(\$11,457,860)	Schedule B
Other capital revenue (community, developer's contributions; contributed assets)	(\$409,798)	262%	(\$1,481,557)	
Proceeds on disposal of assets	(\$1,067,585)	-6%	(\$1,001,040)	Schedule D
Proceeds from new debentures	(\$3,726,766)	372%	(\$17,580,164)	Schedule E
Anticipated draw from prior year accumulated surplus - restricted	(\$9,634,574)	-29%	(\$6,831,237)	(2)
Anticipated draw from prior year accumulated surplus - unrestricted	\$0			
<b>Tax levy for capital</b>	<b>\$4,764,838</b>	<b>-37%</b>	<b>\$3,002,641</b>	
<b>Minimum Tax Levy</b>	<b>\$20,636,087</b>	<b>0%</b>	<b>\$20,653,187</b>	
<b>Future Financial Plans</b>				
Contributions to Reserves as per Policies	\$1,915,000		\$1,605,000	Schedule C
Contributions to Reserves (2009 - disposal of LC PW Shop)	\$496,000			
<b>Tax levy for future financial plans</b>	<b>\$2,411,000</b>	<b>-33%</b>	<b>\$1,605,000</b>	(3)
<b>Total Tax Levy</b>	<b>\$23,047,087</b>	<b>-3%</b>	<b>\$22,258,187</b>	
<b>Net budgeted cash draw on accumulated surplus accounts</b>	<b>(\$7,435,088)</b>	<b>-25%</b>	<b>(\$5,550,532)</b>	(1) + (2) + (3)
<b>OTHER:</b>				
Restricted surplus (reserves), beginning of year	\$15,910,230		\$15,526,272	
Restricted surplus (reserves), ending of year (2010 - actual; 2011 - estimated)	\$15,526,272		\$9,975,740	
20% of the total allowable debt limit (the benchmark that was set by Council in respect to reserves)	\$8,446,471		\$8,639,653	
<b>Total budgeted operating and capital costs (excluding non-cash items)</b>	<b>\$46,702,457</b>	<b>37%</b>	<b>\$63,895,757</b>	

	Legislative and Administration	Protective Services	Transportation and Airport	Utilities	Planning & Development	Agricultural & Veterinary	Recreation & Cultural	TOTAL
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**Schedule A-1: Operating Revenues (excluding municipal taxes, and excluding school and lodge requisitions)**

Sale of Goods & Services	31,500	10,000	37,584	2,175,172	205,400	6,813	16,500	2,482,969
Interest Revenue	250,000							250,000
Provincial Grants - operating	61,578		754,837			60,000	234,673	1,111,088
Other Revenue including frontage	163,500	48,824	356,214	124,904	22,000	6,918		722,360
<b>Total Revenues</b>	<b>506,578</b>	<b>58,824</b>	<b>1,148,635</b>	<b>2,300,076</b>	<b>227,400</b>	<b>73,731</b>	<b>251,173</b>	<b>4,566,417</b>

**Schedule A-2: General Operating Expenses (excluding school and lodge requisitions, and excluding debenture principal payments)**

Wages & Salaries, Benefits, WCB, Recruiting, Honorariums	1,955,405	142,440	2,720,539	1,079,577	338,095	197,526	165,988	6,599,569
Contracted and General Services	1,051,676	638,470	1,846,051	916,688	277,110	975,464	240,186	5,945,645
Materials & Supplies, Fuel & Oil, Chemicals & Salt	143,700	103,815	3,529,766	265,425	16,500	114,650	96,020	4,269,876
Utilities (Gas, Power)	63,700	33,400	181,500	320,200	1,300			600,100
Grants to local governments	1,600,000							1,600,000
Grants to other organizations	50,000					35,500	1,551,996	1,637,496
Capital debt interest	112,803		49,772	393,829				556,404
Net Book Value of disposed TCA								0
Amortization	176,760	190,502	4,315,133	1,433,851	7,098	111,345	195,495	6,430,184
Other	83,000	6,000						89,000
<b>Total expenses excl. non-TCA projects</b>	<b>5,237,044</b>	<b>1,114,627</b>	<b>12,642,761</b>	<b>4,409,570</b>	<b>640,103</b>	<b>1,434,485</b>	<b>2,249,684</b>	<b>27,728,274</b>
Non-TCA projects	192,356	47,475	77,146	92,602	250,000	10,000	115,854	785,433
<b>Total expenses incl. non-TCA projects</b>	<b>5,429,400</b>	<b>1,162,102</b>	<b>12,719,907</b>	<b>4,502,172</b>	<b>890,103</b>	<b>1,444,485</b>	<b>2,365,538</b>	<b>28,513,707</b>

**Non-cash items included in the above:**

Estimated gravel inventory change at YE 2011	0	0	-1,014,139	0	0	0	0	-1,014,139
Net Book Value of disposed TCA	0	0	0	0	0	0	0	0
Amortization	176,760	190,502	4,315,133	1,433,851	7,098	111,345	195,495	6,430,184
<b>Total operational expenses excluding non-cash items and capital debt interest</b>	<b>4,947,481</b>	<b>924,125</b>	<b>9,291,995</b>	<b>2,581,890</b>	<b>633,005</b>	<b>1,323,140</b>	<b>2,054,189</b>	<b>21,755,825</b>

Mackenzie County  
 2011 Budget  
 Capital Grant Revenues (for TCA projects)

Schedule B

	Grant funding deferred from prior year	New 2011 Funding	Total Capital Grant Revenue
Provincial Capital Grants - AMIP	\$21,696		\$21,696
Provincial Capital Grants - FGTF	\$160,428	\$557,412	\$717,840
Provincial Capital Grants - SIP		\$184,980	\$184,980
Provincial Capital Grants - MSI (Capital)	\$152,294	\$2,881,050	\$3,033,344
Provincial Capital Grants - Resource Road Program		\$3,000,000	\$3,000,000
Federal Capital Grants - P3 Canada		\$4,500,000	\$4,500,000
<b>Total Capital Revenues</b>	<b>\$334,418</b>	<b>\$11,123,442</b>	<b>\$11,457,860</b>

Mackenzie County

Schedule C

2011 Budget

Contributions to Reserves as per established Policies

Reserves	Minimal contribution
Emergency - Fire Department	\$150,000
Emergency - Tompkins Fire Department	\$50,000
Roads	\$500,000
Vehicle & Equipment	\$485,000
Drainage	\$250,000
Parks & Playgrounds	\$50,000
Recreation Boards - Capital	\$120,000
Other Community Grants	\$0
<b>Total</b>	<b>\$1,605,000</b>

(1)

(1) Please note that in 2008,2009 & 2010 Council chose to set aside \$120,000 for the three recreation boards towards various capital and non-capital improvements of the County recreational facilities. Finance Committee administered use of these funds based on the individual requests. In preparation for this budget presentation, administration assumed the same practice may be followed in 2010.

1. Schedule of repayments of long term debt interest and principle as of December 31, 2010

	Principal \$	Interest \$	Total \$
to be paid in 2011	1,940,539	432,757	2,373,296
to be paid in 2012	1,939,336	350,903	2,290,239
to be paid in 2013	1,562,434	270,228	1,832,662
To be paid in 2014	1,455,894	211,521	1,667,415
To be paid in 2015	1,011,803	160,911	1,172,715
To be paid in 2016 to maturity	3,639,795	390,458	4,030,253
	<b>11,549,801</b>	<b>1,816,779</b>	<b>13,366,580</b>

Note: This schedule does not include any new debentures in 2011 (see section 4 below)

2. Debt limit calculation

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by Alberta Regulation 255/00 for the County be disclosed as follows:

	2010 \$	2009 \$	2008 \$
Total debt limit, on December 31	43,198,265	44,232,579	44,590,298
Total debt (principal on loans and loan guarantees), on December 31	11,549,801	11,713,171	8,590,716
Amount by which debt limit exceeds debt	31,648,464	32,519,408	35,999,582
Limit on debt service, in fiscal year	7,199,711	7,372,097	7,431,716
Service on debt in fiscal year (are interest & principal payments)	2,373,296	2,166,669	1,638,477
Amount by which debt servicing limit exceeds debt servicing	4,826,415	5,205,428	5,793,239

The debt limit is calculated at 1.5 times the revenue of the County (as defined in Alberta Regulation 255/00) and the debt service limit is calculated at 0.25 time such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities that could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the County. Rather, the financial statements must be interpreted as a whole.

3. To be borrowed in 2011

Project description	Amount to be borrowed	Bylaw
Rural Water Line	2,180,164	Bylaw 772/10
Zama Access Road	3,000,000	Bylaw to be established
Highway 88 Connector Paving	12,400,000	Bylaw to be established
Budgeted additions	17,580,164	
Total long term debt estimated at the end of 2011	27,097,731 (reflects 2011 payments)	
<b>Borrowing limit as set by the County's Budget Policy</b>	<b>17,279,306 (is 40% of \$43,198,265)</b>	

NOTE: The 2011 borrowing will bring the County's long term debt to 62.7% of the allowable debt limit, whereas Council's current policy is not to exceed 40% of the allowable debt limit.

Mackenzie County

2011 Budget

Contributions to Reserves as per established Policies

Name	Estimated Ending Balance (December 31, 2010)	To be used for 2010 CF projects	To be used for 2011 projects	Transfer from Operating to Reserve	Transfer from Reserves to Operating	Transfer to Capital Fund	Interfund Transfers	Estimated Ending Balance (December 31, 2011)
<b>Operating Fund Reserve</b>								
Operating Fund Reserve	3,068,953		(31,020)					3,037,933
Operating Fund Reserve - incomplete Non-TCA	454,230	(304,575)	(19,720)					129,935
Reserve-Off Site Levy - Water	800,613							800,613
Grants to Other Organizations Reserve	188,919		(293,000)	120,000			182,893	198,812
Reserve-Development	183,585							183,585
Recreation-Parks Reserve	199,821		(222,820)	50,000				27,001
Subdivisions Reserve	197,473							197,473
Gravel Reclamation Reserves	22,377							22,377
Municipal Reserve	174,930							174,930
Gravel Crushing Reserve	83,309							83,309
	<b>5,374,210</b>	<b>(304,575)</b>	<b>(566,560)</b>	<b>170,000</b>	<b>-</b>	<b>-</b>	<b>182,893</b>	<b>4,855,968</b>
<b>Capital Fund Reserve</b>								
Incomplete Capital - Recreation	345,591	(116,425)						229,166
Incomplete Capital - Admin	1,250,651	(1,245,744)						4,907
Incomplete Capital - Fire Department	204,211						(204,211)	0
Incomplete Capital - Ambulance	346,818							346,818
Incomplete Capital - Enforcement	123							123
Incomplete Capital - Airport	203,015	(200,000)						3,015
Incomplete Capital - Sewer	35,000						(35,000)	-
Agriculture - Reserve	50,000							50,000
Recreation Reserve - Zama	52,148						(52,148)	(0)
Recreation Reserve - La Crete	65,401						(65,401)	0
Reserve-Roads(General)	1,033,828		(471,124)	500,000				1,062,704
Water Treatment Plant Reserve	410,104							410,104
Incomplete Capital - Sewer	330,881	(372,602)					35,000	(6,721)
Incomplete Capital - Development	45,146							45,146
Recreation Reserve - Fort Vermilion	65,344						(65,344)	(0)
Drainage Reserve	438,473	(10,105)		250,000				678,368
Walking Trails - Fort Vermilion	33,729		(28,184)					5,545
Walking Trails - LaCrete	20,000							20,000
Incomplete Capital - Public Works	1,382,341	(1,147,920)						234,421
Reserve - Water Upgrading	857,925	(615,088)	(39,572)					203,265
Reserve-Waste	3,332							3,332
General Capital Reserve	1,131,801		(568,674)					563,127
Vehicle Replacement Reserve	1,225,681		(569,139)	485,000				1,141,542
Reserves - Garbage Projects(incomplete capital)	8,500							8,500
Emergency Services Reserves	612,018	(482,850)	(416,970)	200,000			204,211	116,409
	<b>10,152,062</b>	<b>(4,190,734)</b>	<b>(2,093,663)</b>	<b>1,435,000</b>	<b>-</b>	<b>-</b>	<b>(182,893)</b>	<b>5,119,772</b>
<b>TOTAL RESERVES</b>	<b>15,526,272</b>	<b>(4,495,309)</b>	<b>(2,660,223)</b>	<b>1,605,000</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>9,975,740</b>

from cash requirement:	(7,155,532)	9,975,740
from TCA & non-TCA lists	7,155,532	
in balance	-	0

NOTE: The County's current policy states that the level of reserves be at 20% of the allowable debt limit. The projected December 31, 2011 balance is at 22% of the 2010 allowable debt limit.

**MACKENZIE COUNTY**

**Summary of 2011 Grants to Other Organizations (NPOs)**

Summary of grants:	2011 Approved	2011 Requested	2010	2009	2008	2007	2006	2005
Mackenzie County Library Board	186,756	183,094	183,094	163,477	155,692	149,704	145,295	133,665
Recreation Boards	860,898	2,104,048	723,376	721,188	602,570	544,500	640,732	561,931
FCSS	293,341	366,355	293,341	287,591	285,098	276,414	272,800	266,828
Grants to other organizations	383,000	815,327	334,500	267,855	324,454	195,507	145,715	502,050
	<b>1,723,996</b>	<b>3,468,825</b>	<b>1,534,311</b>	<b>1,440,111</b>	<b>1,367,814</b>	<b>1,166,125</b>	<b>1,204,542</b>	<b>1,464,474</b>

Specification of requests by location:

Location	Recreation Boards	FCSS	Mackenzie County Library Board	Other Grants	Total
3 Recreation Boards - Capital	172,000				172,000
Fort Vermilion	222,455	117,227		61,000	400,681
La Crete	349,735	169,089		125,000	643,825
Zama	116,709	7,025		8,000	131,733
High Level				27,500	27,500
Rocky Lane				72,000	72,000
Library			186,756		186,756
Other (Regional)				86,000	86,000
Cemeteries				3,500	3,500
	<b>860,898</b>	<b>293,341</b>	<b>186,756</b>	<b>383,000</b>	<b>1,723,996</b>

Mackenzie County  
2011 Budget - Grants to Other Non-Profit  
Organizations

Organization	Operating or Capital	Current Service Provisions	Request an increase due to	Funding will maintain the existing services provision	2011 approved	2011 requested	2010
FV Agricultural Society - Heritage Centre	Operating	Heritage Museum	No Increase Request	Yes	25,000	30,000	30,000
FV Area Board of Trade	Operating/ Capital	Economic development	Economical Promotion and Community Enhancement	Yes	12,000	40,000	15,000
FV Senior Club	Operating	Seniors services	No Increase Request	Yes	4,000	4,000	4,000
FV Walking Trails			No Increase Request	Will expand the existing trail	10,000	20,000	20,000
FV Friends of the Old Bay House Society	Capital	Heritage preservation	Restoration of the Old Bay House (No Increase Request)	NA	10,000	30,000	
FV Coalition Far Northwest Alberta Brighter Futures Society	Capital	Pre-school program for families at risk in FV and its immediate surroundings.	Sidewalk and Driveway	No - renewing the sidewalk and driveway will make it easier to maintain and used more safely by staff children and parents		15,290	
FV Royal Canadian Legion, Branch 243							4,000
HL Agricultural Exhibition Association - Fencing	Capital	Rodeo events	Repair and Build Fencing at Mosquito Creek Rodeo Grounds	Yes	5,000	10,000	
HL - Northwest Regional Fetal Alcohol Spectrum Disorder Society		Provides support to youth who are at risk.	Expand Mackenzie Youth Program	Will enhance and expand the Mackenzie Youth Program to serve more youth in the area		35,200	
HL Rural Community Hall	Capital	Community events	Replace Furnaces/Landscape Fabric & Gravel Exterior	Yes	12,500	35,790	
	Operating	Community Hall		Yes	10,000	15,000	
LC Area Chamber of Commerce		Promoting and improving local businesses, empowering individuals as well as helping individuals finding employment, and developing better citizenship in the community.	No real reason for increase	Yes	23,000	30,000	25,000
LC Tourism Society (funding in previous years through LC Area Chamber of Commerce)	Operating	Promoting tourism	Tourism Guide	New activity - an up-to-date guide and make it easier for tourists that come to the community.		20,000	

Organization	Operating or Capital	Current Service Provisions	Request an increase due to	Funding will maintain the existing services provision	2011 approved	2011 requested	2010
LC Area Chamber of Commerce & LC Agriculture Society - Jubilee Celebration Event	Operating	Economic development; employment assistance	Jubilee Celebration Event	One time event - will mark 75 years celebration for community, hold a 2-3 day event with entertainment and exhibition.	5,000	25,000	
LC Agricultural Society - Mennonite Heritage Village	Capital	Heritage preservation	Surveillance Cameras/Paint buildings/Sea Can/Museum gate/Blinds for windows	New	10,000	40,500	20,000
	Operating	Heritage preservation	Museum Project Manager (wages)	New	35,000	75,000	35,000
		Community events	Request that the County continues paying the utilities and insurance for the LC Heritage Centre	Yes - will allow for continuing services from the Centre	30,000	30,000	30,000
LC Field of Dreams Stampede Committee (Rodeo)		Rodeo events			5,000	50,000	
LC Rodeo Ground		Rodeo events					1,500
LC Youth Activity Centre	Operating	Youth activities	Programming Funding	Update facility materials and increase programming would promote more community involvement and enhance the workspace for the youth.		15,000	
LC Ferry Campground Society	Operating	Recreation	Camp Attendant/Generator/Gravel for road maintenance	New services		57,000	
	Capital	Recreation	Boat Dock/Fire Pits/Lights/Picnic Tables/Signage/Site Dev./Generator/Outhouses	New services - a capital grant was already committed from 2010 budget		40,000	
LC Meals for Seniors	Operating	Provides a hot noon meal and social interaction for the residents of the La Crete Altenheim	No increase requested	Yes - ongoing operation	4,000	4,000	4,000
LC Seniors Inn (drop-in centre)	Operating	Seniors services	No increase requested	Yes - ongoing operation	3,000	3,000	3,000
LC Walking Trails				Will expand the existing trail	10,000	20,000	20,000
Métis Local #74 - to be redirected to FV Recr. Board							5,500

Organization	Operating or Capital	Current Service Provisions	Request an increase due to	Funding will maintain the existing services provision	2011 approved	2011 requested	2010
Mackenzie Regional Community Policing Society - Victim Support Unit	Operating	Provide service to victims of crime or tragedy.	general operating, provide more training and provide more services and more collaborative programming throughout the community, also used to oversee, develop implement and maintain our quality of service to Mackenzie County.	Yes - will maintain the ongoing operation	10,000	40,000	10,000
Rocky Lane Agricultural Society (in the past granted via FV Rec.Board)	Capital	Agricultural programs, cross country ski trails, ski rental facility, riding arena, community centre	Flooring (files and labor)	Will allow for finishing the Community Centre in Rocky Lane	10,000	10,000	25,000
	Operating		No increase requested	Yes - will maintain the ongoing operation	12,000	12,000	12,000
	Capital	Rocky Lane Public School Agricultural Program (3-year commitment)			50,000		
ZA Chamber of Commerce		Economic development; communities in bloom	No increase requested		8,000	10,000	10,000
SCA Int'l - Eagle's Nest Bible Camp	Capital	Religion, bible camp, activities for disadvantage youth	Swimming Pool upgrades, rewire swimming pool they do not meet compliance		5,000	9,047	7,500
REDI		Regional economic development			25,000	25,000	25,000
Mackenzie Tourism (DMO)					20,000		
High School Bursaries		Bursary program			25,000	25,000	25,000
Cemeteries		Cemeteries maintenance	\$500 per cemetery as per policy		3,500	3,500	3,500
Miscellaneous		Small requests during a year			1,000	1,000	1,000
					<b>383,000</b>	<b>780,327</b>	<b>334,500</b>
<b>Total per Grants to Other Organizations Policy</b>					<b>328,500</b>	<b>725,827</b>	<b>280,000</b>