


MACKENZIE COUNTY

BUDGET COUNCIL MEETING

**OCTOBER 30, 2019
10:00 AM**

FORT VERMILION COUNCIL
CHAMBERS

 780.927.3718

 www.mackenziecounty.com

 4511-46 Avenue, Fort Vermilion

 office@mackenziecounty.com



Mackenzie County

**MACKENZIE COUNTY
BUDGET COUNCIL MEETING**

**Wednesday, October 30, 2019
10:00 a.m.**

**Fort Vermilion Council Chambers
Fort Vermilion, Alberta**

AGENDA

				Page
CALL TO ORDER:	1.	a)	Call to Order	
AGENDA:	2.	a)	Adoption of Agenda	
ADOPTION OF PREVIOUS MINUTES:	3.	a)	None	
DELEGATIONS:	4.	a)	None	
TENDERS:	5.	a)	None	
PUBLIC HEARINGS:	6.	a)	None	
GENERAL REPORTS:	7.	a)	None	
AGRICULTURE SERVICES:	8.	a)	None	
COMMUNITY SERVICES:	9.	a)	None	
FINANCE:	10.	a)	Draft 2020 Operating Budget	5
		b)	Review 2019 One Time Projects – Carry Forwards	53
		c)	Town of High Level 2020 Capital Funding Request	57
		d)		
OPERATIONS:	11.	a)	None	
UTILITIES:	12.	a)	None	

- PLANNING & DEVELOPMENT:** 13. a) None
- ADMINISTRATION:** 14. a) None
- COUNCIL COMMITTEE REPORTS:** 15. a) None
- INFORMATION / CORRESPONDENCE:** 16. a) None
- CLOSED MEETING:** *Freedom of Information and Protection of Privacy Act Division 2, Part 1 Exceptions to Disclosure*
17. a)
- b)
- NOTICE OF MOTION:** 18. a)
- NEXT MEETING DATES:** a) Regular Council Meeting
November 5, 2019
10:00 a.m.
Fort Vermilion Council Chambers
- b) Budget Council Meeting (Non-Profit Groups)
November 5, 2019
5:00 p.m.
Fort Vermilion Council Chambers
- ADJOURNMENT:** 20. a) Adjournment



Mackenzie County

REQUEST FOR DECISION

Meeting:	Budget Council Meeting
Meeting Date:	October 30, 2019
Presented By:	Jennifer Batt, Interim Director of Finance
Title:	Draft 2020 Operating Budget

BACKGROUND / PROPOSAL:

Administration has drafted the 2020 Operating Budget for Councils review.

Included following in this draft budget is:

- Administration’s review of expenditures as recommended by Council
- 2019 One Time Projects being carried forward.– Fully funded , and will have no negative impact on the 2020 operating budget
- Tax Revenue estimated adjustment for reduction in linear, non-residential, and growth increase.
- Debenture Payments \$1,971,275
- Funding of Reserves \$3,578,241
- New Initiatives proposed
- Amendments/Reductions to Council Committees as per the Organizational Meeting

**Council approved committees for Agriculture and Planning & Development have been incorporated into the Council budget, and removed from the department budgets.*

Not Included in this draft budget:

- Regraveling program
**This item is to be brought to a future Council meeting for discussion, and review.*
- Cost sharing of the School Resource Officer
**Awaiting budget approvals from Fort Vermilion School Division*
- Town of High Level Capital requests
- Proposed One Time projects

Author: J. Batt Reviewed by: _____ CAO: _____

2019 Year to Date (YTD) Actuals do not include the costs associated to the Chuckegg Fire, with the exception of Wages & Honorariums. Most costs are anticipated to be recovered through the Disaster Recovery Program, or absorbed in the 2019 budget.

A copy of the Draft 2020 Operating Budget is attached.

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

SUSTAINABILITY PLAN:

COMMUNICATION/PUBLIC PARTICIPATION:

POLICY REFERENCES:

FIN022 Budget Development Policy

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

For review and discussion.

Author: J. Batt Reviewed by: _____ CAO: _____

MACKENZIE COUNTY

BUDGET 2020

Draft Presented October 30, 2019



Mackenzie County

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Prepared by:

Mackenzie County Administration & Staff
Box 640, 4511-46 Avenue
Fort Vermilion, AB T0H 1N0
www.mackenziecounty.com

For more information contact:

Jennifer Batt, Interim Director of Finance
phone: 780.927.3718
email: jbatt@mackenziecounty.com

or

Lenard Racher, Chief Administrative Officer
phone: 780.927.3718
email: lracher@mackenziecounty.com

INTRODUCTION

We are pleased to present the 2020 Operating and Capital Budgets on behalf of the residents and businesses of Mackenzie County. The budget is intended to serve as a policy document, financial plan, operations guide, and a communications device. Within the following pages is information regarding the County's Operating and Capital Budgets. In addition to the financial overviews, the budget document incorporates information on our community, financial policies, departmental business plans and much more. We hope you find it informative.

Our Vision is...

An enhanced quality of life, choices in community opportunities and healthy economic climate.

Our Mission is...

Through the effective use of resources, provide a reasonable and equitable level of service and endeavor to create a sustainable economic climate.

Our Organizational Values are...

Efficient, fiscally responsible organization that is sincere and approachable, treats people with respect and maintains a high degree of integrity.



BUDGET PHILOSOPHY – Vision and Values

Mackenzie County takes the management and stewardship of public funds seriously. For several years, the County's rigorous budgetary process has focused on containing costs and implementing best practices with the goal of demonstrating leadership in financial management. The 2020 Budget continues to build on these core values, prudent processes and successful business practices. The achievement of this vision and values has been a challenge given years of Provincial and Federal fiscal retrenchment.

The guiding principles in the preparation of this budget may be summarized as follows:

- Maintain existing service levels
- Improve customer service
- Keep tax rates competitive
- Incorporate a proactive infrastructure renewal plan
- Identify and incorporate efficiencies
- Ensure rates and fees for services are appropriate

COUNCIL DIRECTION

Municipal Council is the governing and legislative body for Mackenzie County, and their involvement in the budget process includes providing input and direction in the following ways:

- Establishing strategic statements such as visions and values
- Outlining Council priorities
- Providing direction to staff
- Through bylaws, financial policies, land use plans, master plans and long-term development and service plans and statements

Council is also responsible for the review and approval of the recommended operating and capital budgets.

BROADER PUBLIC INPUT

Mackenzie County is constantly reviewing and maintaining a variety of different studies and plans which guide the future direction of the County. These include:

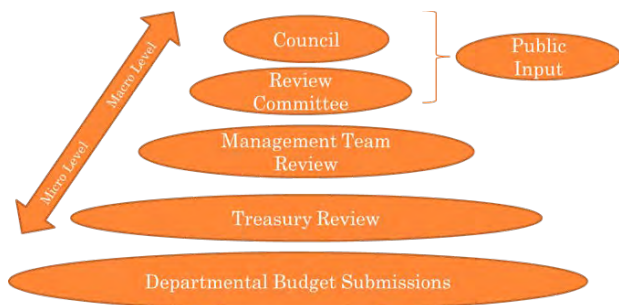
- Land Use Studies
- Roads Needs Assessment
- Planning Documents (Updates)
- Asset Management and Condition Studies
- Water and Wastewater Studies and
- Long Term Financial Plan

Each of these initiatives was used to guide the 2020 budgeting process, and taken into consideration during all strategic planning and budget planning processes.

conducted and the results are presented to the Management Team.

Management Team Review - The next step in the process is to present the draft operating and capital budgets to the Management Team for review and recommendation. The Management Team is comprised of a representative from all operating areas of the County. During this time, Management assesses the operating and capital budget issues, prioritizes requests.

Council Review – The budget is reviewed by Council. After considerable review and multiple requests for additional information, Council may refer the budgets back to Administration for further consideration, amend the proposal budget or make recommendations for approval. All members of Council will review and vote on the recommended operating and capital budgets.



BUDGET PROCESS TIMELINE

Operating and Capital Budgets Deliberation Schedule

Date	Action Required
September – October 2019	Long Term Financial Plan Meeting Departments discuss respective 2020 Departmental Overview identifying cross-departmental initiatives. Budget templates and guidelines established and reviewed by Management.
October 2019	Departments prepare and submit respective 2020 Draft Operating Budget.
Early November 2019	Departments prepare and submit respective 2020 Draft Capital Budget.

Date	Action Required
October 30, 2019	Council budget deliberations (Operating Budget)
November 5, 2019	Council budget deliberations (non-profit groups)
November 26, 2019	Council budget deliberations (Capital Budget)
December 11, and 18, 2019	Council budget deliberations (Operating & Capital Budgets)
December 18, 2019	If budget not ratified, Council approval of an interim operating budget is required
January 15, 2020	Budget ratification by Council

ORGANIZATION OF THE BUDGET BOOK

This budget document includes an Executive Summary Section, which provides an overview of the proposed 2020 Operating and Capital Budgets. The items included in the “Base” Operating Budget are detailed as well as the “New/Amended Service Initiative” proposals, which will be reviewed as part of the operating budget deliberations.

The 2020 Operating Budget is then presented in summary format by department. Expenditures by department, revenues by department, and net operating budget by department are provided separately. These summaries are followed by each department’s detailed budget.

Each Departmental Section is organized as follows:

- Department Introduction or Description
- Departmental Mission Statement (where applicable);
- Departmental Summary Budget – provides budget details by expenditure type (salaries, materials, services, etc.) and by service area (e.g. Administration, Fire, Planning, Public Works, etc.)
- Other supplementary information (if applicable)

EXECUTIVE SUMMARY

2020 OPERATING BUDGET HIGHLIGHTS – MEETING YOUR NEEDS

Mackenzie County’s track record of fiscal responsibility and providing value for the property tax dollar is once again reflected in the proposed 2020 Operating and Capital Budgets.

Overall the County’s taxation expenditures are proposed at \$33,045,417 which is a decrease of \$2,580,337 compared to the 2019 budget. The overall revenues of the County are \$32,161,920 which is a decrease of \$3,463,834 compared to 2019. These shifts are mainly due to anticipated reduction in linear assessment and the regravelling program which is being presented to Council at a meeting following this draft budget discussion.

The combined increase in the tax supported budget will require additional funding of \$883,497 if approved without adjustments.

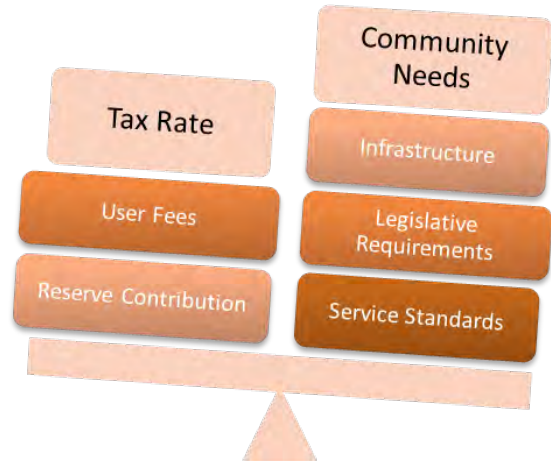
The County continues to be affected by many factors that put upward pressure on the budget. These include industry shutdowns, inflation, lack of provincial/federal funding, escalating infrastructure renewal and maintenance costs, changing legislative requirements and fuel/electrical utility cost pressures.

Provincial & Federal Fiscal Retrenchment & Impacts

The following are examples of additional challenges the County has managed as a direct result of fiscal retrenchment and policy impacts of the upper tier governments:

- Provincial Municipal Sustainability Initiative funding for operating funding has been reduced.
- The province has eliminated the requirement for social housing to pay property taxes.
- The unknown future impact of the Carbon Tax has been budgeted as an expenditure of approximately \$122,000 by the County on the goods (fuel, utilities, etc.) required for service delivery.

- Imposing service standards changes via legislation and regulations without any financial support.



OPERATING BUDGET OVERVIEW

The 2020 Proposed Operating Budget is prepared on the premise that the County will deliver the same level and quality of services approved in the 2019 Operating Budget. The increase in the base operating budget is \$883,497. This is comprised of a combination of negative and positive expenditure and revenue shifts.

Exhibit 1: Revenue Changes Included in the Base Operating Budget details the shifts and reasons driving these revenue changes. These revenue changes show an overall decrease of \$3,463,834. These changes are detailed in Exhibit 1 below.

Exhibit 2: Expenditure Changes Included in the Base Operating Budget details the shifts and reasons driving these changes. These expenditure changes show an overall decrease of \$2,580,337. The major changes are detailed in the notes explaining Exhibit 2 below.

Exhibit 1: Revenue Changes in the Base Operating Budget -\$3,468,384

[100] Municipal Taxes has an overall reduction of \$1,668,003. Anticipated reduction in linear assessment due to industry shutdown while taking into account growth at the current mill rate.

[421] Water Metered has been increased by \$59,494 to reflect three-year sales average and growth factor. New anticipated customers have been included in this calculation.

[422] Bulk Water Sales has been increased by \$19,036 to reflect a 2% growth forecast.

[530] Fines Revenues have been reduced due to the removal of the Peace Officer program.

During 2019 numerous one-time projects were undertaken which were funded from reserve draws and or external grant funding. This has the impact of showing a large revenue reduction which will be total

off-set by a similar expenditure reduction. These projects account for the majority of the overall revenue reduction.



[840] Provincial Grants have decreased by \$291,542. These reductions are for specific projects that will be completed with funding allocated in 2019 or will not be incurring expenditures in 2020. Items included are: FRIAA Grants \$301,520.

[930] Contribution from Operating Reserves has decreased by \$1,606,391. Items included are: Various One-Time Projects \$662,796; Irrigation District Study \$30,000; Surveying La Crete Walking Trails \$6,000; Wolf Bounty \$40,817; Northwest Species at Risk \$150,000; LC Future Water Supply Concept \$190,910; Inter-municipal Development Plan \$143,266.

Revenues by Object Code

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
OPERATING REVENUES						
100-Municipal Taxes	\$23,443,283	\$24,427,435	\$24,151,073	\$25,673,767	\$24,005,764	(\$1,668,003)
124-Frontage	\$103,557	\$113,315	\$73,576	\$99,450	\$99,450	\$0
261-Ice Bridge	\$130,000	\$145,780	\$120,000	\$140,000	\$140,000	\$0
420-Sales of goods and services	\$577,825	\$985,178	\$691,879	\$490,916	\$507,150	\$16,234
421-Sale of water - metered	\$3,075,611	\$3,112,411	\$2,485,336	\$3,076,120	\$3,135,614	\$59,494
422-Sale of water - bulk	\$998,789	\$1,023,187	\$792,815	\$980,682	\$999,718	\$19,036
424-Sale of land	\$8,000	\$12,520	\$0	\$10,000	\$10,000	\$0
510-Penalties on taxes	\$1,030,335	\$1,208,666	\$755,701	\$700,000	\$700,000	\$0
511-Penalties of AR and utilities	\$59,519	\$26,994	\$21,040	\$29,000	\$29,000	\$0
520-Licenses and permits	\$46,704	\$45,285	\$42,817	\$41,000	\$45,000	\$4,000
521-Offsite levy	\$21,851	\$25,866	\$9,826	\$20,000	\$20,000	\$0
522-Municipal reserve revenue	\$70,980	\$72,000	\$115,112	\$60,000	\$80,000	\$20,000
526-Safety code permits	\$241,453	\$200,000	\$165,018	\$225,000	\$200,000	(\$25,000)
525-Subdivision fees	\$30,350	\$41,075	\$63,125	\$35,000	\$50,000	\$15,000
530-Fines	\$22,685	\$18,386	\$6,687	\$30,000	\$20,000	(\$10,000)
531-Safety code fees	\$9,764	\$8,000	\$6,678	\$9,000	\$8,000	(\$1,000)
550-Interest revenue	\$450,340	\$722,659	\$455,679	\$500,000	\$500,000	\$0
551-Market value changes	-\$2,319	-\$117,184	\$0	\$0	\$0	\$0
560-Rental and lease revenue	\$127,969	\$134,599	\$68,956	\$136,455	\$145,793	\$9,338
570-Insurance proceeds	\$3,234	\$0	\$43,752	\$0	\$0	\$0
592-Well drilling revenue	\$0	\$134,134	\$0	\$25,000	\$15,000	(\$10,000)
597-Other revenue	\$124,614	\$193,524	\$32,125	\$56,000	\$66,000	\$10,000
598-Community aggregate levy	\$118,216	\$0	\$0	\$50,000	\$50,000	\$0
630-Sale of non-TCA equipment	\$261,914	\$134,188	\$3,255	\$0	\$0	\$0
790-Tradeshaw Revenues	\$23,248	\$25,783	\$10	\$0	\$0	\$0
830-Federal grants	\$0	\$0	\$0	\$0	\$0	\$0
840-Provincial grants	\$788,122	\$1,145,278	\$368,535	\$720,726	\$429,184	(\$291,542)
890-Gain (Loss) Penny Rounding	\$0	\$1	\$3	\$0	\$0	\$0
930-Contribution From Operating Reserves	\$0	\$2,236,040	\$68,535	\$2,487,638	\$881,247	(\$1,606,391)
940-Contribution From Capital	\$0	\$0	\$0	\$30,000	\$25,000	(\$5,000)
TOTAL REVENUE	\$31,766,045	\$36,075,120	\$30,541,533	\$35,625,754	\$32,161,920	(\$3,463,834)

Expenditures by Object Code

	2017 Actual	2018 Actual	2019 YTD Actual	2019 Budget	2020 Budget	\$ Variance 2019/20
OPERATING EXPENSES						
110-Wages and salaries	\$7,108,121	\$7,179,200	\$5,779,646	\$7,564,332	\$7,633,767	\$69,435
132-Benefits	\$1,377,797	\$1,516,032	\$1,102,480	\$1,574,472	\$1,558,519	(\$15,953)
136-WCB contributions	\$78,085	\$108,989	\$116,657	\$120,191	\$155,686	\$35,495
142-Recruiting	\$19,227	\$10,883	\$8,395	\$15,000	\$15,000	\$0
150-Isolation cost	\$92,184	\$92,765	\$68,770	\$100,800	\$100,800	\$0
151-Honoraria	\$579,179	\$599,382	\$810,830	\$705,300	\$659,860	(\$45,440)
211-Travel and subsistence	\$343,183	\$415,947	\$331,318	\$512,586	\$557,009	\$44,423
212-Promotional expense	\$71,341	\$72,863	\$16,324	\$50,500	\$48,000	(\$2,500)
214-Memberships & conference fees	\$130,382	\$132,007	\$118,385	\$165,345	\$152,270	(\$13,075)
215-Freight	\$93,365	\$90,659	\$68,303	\$138,450	\$100,450	(\$38,000)
216-Postage	\$53,504	\$47,753	\$41,262	\$56,050	\$46,050	(\$10,000)
217-Telephone	\$123,156	\$126,065	\$92,660	\$139,970	\$129,690	(\$10,280)
221-Advertising	\$72,961	\$70,327	\$59,755	\$79,500	\$80,100	\$600
223-Subscriptions and publications	\$7,630	\$11,028	\$7,611	\$13,250	\$7,750	(\$5,500)
231-Audit fee	\$75,600	\$126,700	\$105,400	\$90,000	\$90,000	\$0
232-Legal fee	\$109,152	\$61,672	\$49,923	\$85,000	\$85,000	\$0
233-Engineering consulting	\$56,742	\$157,878	\$48,125	\$213,000	\$212,000	(\$1,000)
235-Professional fee	\$1,582,817	\$1,579,335	\$271,677	\$505,040	\$451,600	(\$53,440)
236-Enhanced policing fee	\$150,067	\$160,550	\$176,590	\$320,600	\$331,600	\$11,000
239-Training and education	\$84,345	\$102,162	\$49,497	\$119,254	\$123,310	\$4,056
242-Computer programming	\$89,701	\$98,421	\$131,517	\$207,500	\$222,300	\$14,800
243-Waste Management	\$0	\$0	\$337,969	\$589,200	\$554,620	(\$34,580)
251-Repair & maintenance - bridges	\$75,406	\$42,000	\$0	\$44,500	\$44,500	\$0
252-Repair & maintenance - buildings	\$153,643	\$145,576	\$71,688	\$139,315	\$133,290	(\$6,025)
253-Repair & maintenance - equipment	\$344,519	\$359,457	\$363,467	\$416,985	\$379,410	(\$37,575)
255-Repair & maintenance - vehicles	\$119,764	\$113,779	\$49,097	\$104,500	\$94,500	(\$10,000)
258-Contracted Services	\$110,488	\$110,916	\$442,692	\$654,336	\$570,216	(\$86,520)
259-Repair & maintenance - structural	\$1,643,522	\$1,434,554	\$666,044	\$1,586,350	\$1,597,670	\$11,320
260-Roadside Mowing & Spraying	\$0	\$0	\$210,625	\$407,800	\$382,433	(\$25,367)
261-Ice bridge construction	\$131,094	\$130,000	\$109,730	\$120,000	\$130,000	\$10,000
262-Rental - building and land	\$28,746	\$36,349	\$48,650	\$66,200	\$65,650	(\$550)
263-Rental - vehicle and equipment	\$73,965	\$81,486	\$54,207	\$145,234	\$143,634	(\$1,600)
266-Communications	\$103,920	\$97,104	\$119,502	\$151,605	\$147,543	(\$4,062)
271-Licenses and permits	\$9,850	\$8,614	\$11,748	\$25,875	\$25,895	\$20

272-Damage claims	\$3,560	\$10,000	\$5,000	\$5,000	\$5,000	\$0
274-Insurance	\$398,646	\$379,969	\$332,750	\$397,800	\$397,800	\$0
342-Assessor fees	\$286,581	\$171,580	\$148,137	\$280,000	\$279,000	(\$1,000)
290-Election cost	\$12,372	\$0	\$0	\$3,000	\$3,000	\$0
511-Goods and supplies	\$1,107,408	\$838,884	\$660,803	\$919,209	\$944,661	\$25,452
515-Lab Testing Water/Sewer	\$0	\$0	\$27,635	\$45,250	\$45,250	\$0
521-Fuel and oil	\$817,731	\$955,836	\$347,555	\$1,009,274	\$1,015,770	\$6,496
531-Chemicals and salt	\$321,301	\$340,645	\$283,191	\$407,800	\$419,800	\$12,000
532-Dust control	\$545,077	\$884,612	\$550,697	\$802,000	\$802,000	\$0
533-Grader blades	\$214,340	\$152,405	\$7,070	\$152,000	\$148,000	(\$4,000)
534-Gravel (apply; supply and apply)	\$1,611,653	\$3,582,887	\$898,445	\$2,135,000	\$310,000	(\$1,825,000)
535-Gravel reclamation cost	\$0	\$0	\$0	\$0	\$0	\$0
543-Natural gas	\$88,256	\$112,382	\$78,816	\$122,175	\$124,619	\$2,444
544-Electrical power	\$668,089	\$660,892	\$483,635	\$706,545	\$720,676	\$14,131
550-Carbon Tax	\$73,658	\$98,467	\$45,152	\$122,000	\$122,000	\$0
710-Grants to local governments	\$1,336,499	\$1,769,328	\$1,319,686	\$2,330,249	\$1,320,186	(\$1,010,063)
735-Grants to other organizations	\$2,063,041	\$2,217,908	\$2,127,319	\$2,443,054	\$2,378,093	(\$64,961)
810-Interest and service charges	\$24,104	\$21,409	\$21,398	\$23,000	\$21,000	(\$2,000)
831-Interest - long term debt	\$510,030	\$472,419	\$226,269	\$623,034	\$432,994	(\$190,040)
832-Principle - Long term debt	\$1,691,602	\$1,926,262	\$1,006,101	\$1,632,479	\$1,538,280	(\$94,199)
762 - Contributed to Capital Projects	\$2,242,151	\$0	\$0	\$0	\$0	\$0
763-Contributed to Operating Reserve	\$13,350	\$2,062,144	\$0	\$499,977	\$769,450	\$269,473
764-Contributed to Capital Reserve	\$171,250	\$1,267,781	\$0	\$1,649,727	\$2,808,791	\$1,159,064
921-Bad Debt	\$49,552	\$471	\$19,475	\$250,000	\$350,000	\$100,000
922-Tax Cancellation/Writeoff	\$902,213	\$725,124	\$4,812	\$0	\$0	\$0
993-NBV of Disposed TCA Assets	(\$48,843)	\$360,816	\$0	\$0	\$0	\$0
994-Change in Inventory	\$239,593	\$0	\$157,507	\$0	\$0	\$0
One-Time projects	\$1,316,224	\$1,225,374	\$7,263,505	\$1,839,141	\$1,058,926	(\$780,215)
TOTAL	\$31,752,893	\$35,558,047	\$27,955,498	\$35,625,754	\$33,045,417	(\$2,580,337)

Exhibit 2: Expenditure Changes in the Base Operating Budget - \$2,580,337 Reduction

[110] [132] [136] Wages and Benefits have increased by \$77,977. There has been no provision wage negotiated settlements in this increase. The changes from the 2019 approval reflect the following: Approved position deletion of the Peace Officer and RCMP administrative support along with wage steps, other adjustments and benefit premiums account for the balance.

[151] Honoraria's have decreased by \$45,440 to reflect a reduction of Council approved and appointed Committees.

[211] Travel and Subsistence increase of \$44,423 reflects mileage payments related to reductions in the vehicle fleet and training locations.

[216] Postage decrease of \$10,000 reflects the anticipated rollout of ebilling for some utility ratepayers in 2020.

[235] Professional Fees are reduced by \$53,440 due to a reduction in consultant fees for administration, an increase in fire investigation fees and reclassification of some services. New expenditures codes were created in 2019 to better represent the nature of the expenditures. The new classification and related expenditure were reallocated - Water/Sewer \$32,040.

[242] Computer Programming increase of \$14,800 reflects the annualization of GIS licence fees of approximately \$48,000, as well as Munisight annual program fees of \$9,000 for the agricultural department.

[252] Repairs and Maintenance Buildings reflects a reduction of \$6,025 based on anticipated needs.

[258] Contract Services decrease of \$86,520 based on anticipated needs.

[259] Repair and Maintenance Structural reflects a small decrease of \$20,680.

[274] Insurance is anticipated to increase by 10% based on 2019 events province wide. Administration will be proposing some reduction in services, funding to assist in reducing these costs to allow for no shift.

[521] Fuel and Oil reflects an increase of \$6,496 based on a 2% inflation increase and mileage payments being reflected in the travel and subsistence budget.

[532] Dust Control reduction of \$263,00 based on expected overall program requirements.

[534] A regravelling cost of \$1,925,000 from the 2019 budget is not reflected in the draft 2020 budget as the regravelling program will be brought to a later Council meeting for decision.

[543] [544] Utilities (Natural Gas & Electricity) increase of approximately \$16,500 reflecting pricing for 2020.

[710] Grants to Local Governments is reduced for the cancellation of a 2017 project and completion of numerous 2018 and 2019 projects. The 2020 requests have not been included until approved by Council.

[735] Grants to Organizations reflects the same level of budget with the removal of emergent funding for the 2020 draft budget.

[831] [832] Interest & Principle on Debt is reduced by \$284,239.

[763] [764] Contributions to reserves are reflected at \$3,578,241 to assist with funding future capital expenditures as five financed projects were fully funded and the Highway 88 Connector came online. Included in these contributions are specific revenues that should be contributed to the reserves namely: Municipal Reserve Revenue \$80,000; Gravel Reclamation Reserve \$50,000; and Off-Site Levies totalling \$119,450. Refer to Exhibit 5 which shows the 2020 contributions to reserves.

[921] Bad Debt has increased by \$100,000 based on expected needs and analysis of aging schedules related to various account receivables/taxes outstanding.

Exhibit 3: One-Time Projects 2020 (not included in budget)

Historically the County has considered items during budget deliberations that have been identifiable, generally one-time projects. The 2020 requests have County funding project costs of \$312,625.

These amounts have not been incorporated in the revenue and expenditures presented above. A detailed listing by project is presented in the chart below.

Project Description	2020 Budget Request	Other Grant	Municipal Levy
Mackenzie County 25 th Anniversary	\$25,025	\$0	\$25,025
FV – Repair Shop Operations Fence	\$6,600	\$0	\$6,600
Aerial Imagery	\$100,000	\$0	\$100,000
Municipal Development Plan	\$175,000	\$0	\$175,000
LC – Tree Removal 99 Ave	\$6,000	\$0	\$6,000
Total	\$312,625	\$0	\$312,625

Projects Contingent on Grant Funding

Project Description	2020 Budget Request	Other Grant	Municipal Levy
FRIAA Mitigation Study – West LC & Machesis Lake	\$60,000	\$60,000	\$0
FV – Asset Management	\$125,000	\$50,000	\$75,000
Total	\$185,000	\$110,000	\$75,000

Total	\$497,625	\$110,000	\$387,625
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Exhibit 4: 2020 Proposed New/Amended Service Initiatives (included in budget)

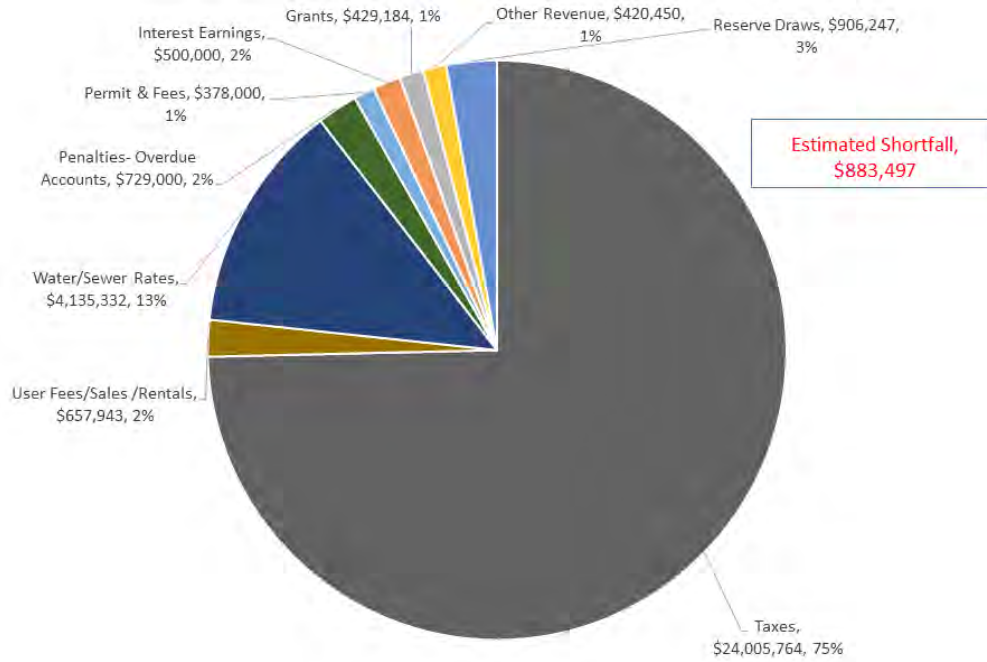
Departments demonstrated financial constraint by submitting a limited number of funding requests to enhance services, provide for higher service standards, or offer new programs which are included in the budget summaries presented above. The 2020 budget would be amended based on Council’s directive of these New Initiatives.

While all the initiatives proposed by staff address legitimate County concerns, Council will have the opportunity during the budget deliberations to amend, defer, or delete, any or all of the proposed items.

The following Exhibit 4 summarizes these requests and dollar impacts. These specific requests will be reviewed and considered during the budget deliberations.

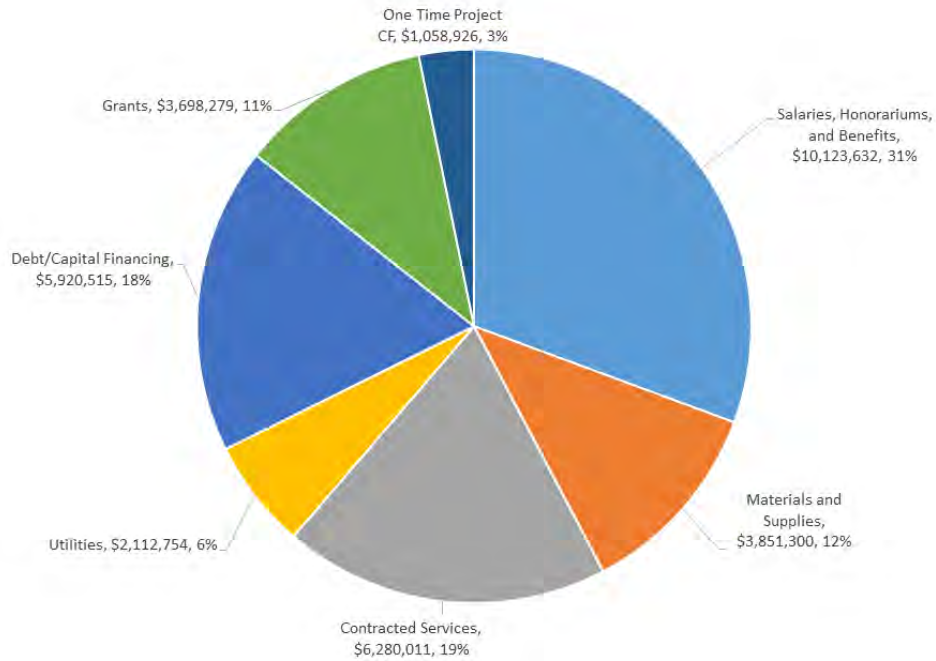
Project Description	2020 Budget Request
Lagoon Pond Odour Control – FV	\$12,500
Registered Apprentice Program RAP Student	\$11,000
Line Painting – FV	\$7,000
Line Painting – LC	\$15,000
Rural Road Repairs - LC	\$50,000
Spot Graveling	\$100,000
Total	\$195,500

Total Proposed Base Revenues - \$32,161,920



Revenue By Department	2017 Actual	2018 Actual	2019 YTD	2019	2020
	Total	Total	Actual	Budget	Budget
TAXES	\$23,443,283	\$24,427,435	\$24,151,073	\$25,673,767	\$24,005,764
Council	\$0	\$0	\$0	\$0	\$0
Administration	\$2,127,906	\$2,981,865	\$1,422,890	\$3,014,513	\$1,855,920
Fire Services	\$92,163	\$503,504	\$358,067	\$141,000	\$171,000
Ambulance	\$8,100	\$8,775	\$6,750	\$8,100	\$8,100
Enforcement Services	\$33,477	\$37,448	\$22,999	\$44,827	\$34,827
Public Works	\$523,186	\$2,633,340	\$314,804	\$702,299	\$323,100
Airports	\$34,350	\$36,150	\$32,995	\$147,285	\$47,692
Water Distribution	\$3,103,176	\$3,142,582	\$2,533,259	\$3,257,379	\$3,312,080
Sewer Disposal	\$1,137,187	\$1,139,117	\$824,490	\$1,154,796	\$1,177,169
Waste Management	\$87,889	\$86,575	\$66,561	\$86,250	\$85,050
Non Profit Organizations	\$296,682	\$232,647	\$234,147	\$354,573	\$298,682
Planning & Development	\$410,923	\$412,348	\$301,847	\$536,489	\$541,691
Agriculture	\$221,465	\$241,291	\$58,209	\$282,693	\$64,308
Subdivisions	\$108,580	\$124,520	\$168,547	\$105,000	\$140,000
Recreation Boards	\$0	\$3,933	\$0	\$25,877	\$4,237
Parks & Playgrounds	\$137,678	\$66,690	\$44,895	\$90,906	\$92,300
Tourism	\$0	\$0	\$0	\$0	\$0
Library	\$0	\$4,200	\$0	\$0	\$0
TOTAL REVENUES	\$31,766,045	\$36,082,420	\$30,541,533	\$35,625,754	\$32,161,920

Total Proposed Base Expenditures – 33,045,417



Expenditures By Department	2017 Actual	2018 Actual	2019 YTD	2019	2020
	Total	Total	Actual	Budget	Budget
Council	\$687,754	\$768,764	\$573,070	\$928,077	\$986,927
Administration	\$7,345,340	\$10,766,786	\$4,780,520	\$9,253,593	\$6,237,492
Fire Services	\$820,213	\$840,493	\$7,723,163	\$861,200	\$821,064
Ambulance	\$7,931	\$2,832	\$4,591	\$5,000	\$5,000
Enforcement Services	\$452,789	\$531,131	\$377,887	\$661,485	\$589,806
Public Works	\$13,219,205	\$13,075,788	\$7,009,020	\$12,499,402	\$12,077,631
Airports	\$235,702	\$233,423	\$197,546	\$389,852	\$314,364
Water Distribution	\$2,193,591	\$2,445,970	\$1,738,076	\$2,885,837	\$3,312,081
Sewer Disposal	\$676,079	\$795,835	\$484,615	\$854,319	\$1,177,168
Waste Management	\$744,243	\$795,419	\$477,884	\$812,186	\$749,272
Non Profit Organizations	\$792,049	\$815,913	\$829,950	\$980,649	\$941,488
Planning & Development	\$1,061,709	\$1,151,596	\$863,860	\$1,381,748	\$1,401,300
Agriculture	\$1,425,956	\$1,130,548	\$1,022,635	\$1,661,243	\$1,943,619
Subdivisions	\$161,016	\$331,914	\$289,330	\$437,441	\$452,803
Recreation Boards	\$958,874	\$1,175,650	\$1,013,785	\$1,216,979	\$1,198,039
Parks & Playgrounds	\$696,274	\$411,485	\$281,520	\$493,098	\$534,719
Tourism	\$34,680	\$36,250	\$10,713	\$38,250	\$37,250
Library	\$239,491	\$248,250	\$259,832	\$265,395	\$265,395
TOTAL EXPENDITURES	\$31,752,893	\$35,558,047	\$27,937,998	\$35,625,754	\$33,045,417

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
Revenues:	Total	Total	Actual	Budget	Budget	2019/20
Taxes	\$23,443,283	\$24,427,435	\$24,151,073	\$25,673,767	\$24,005,764	(\$1,668,003)
User Fees/Sales /Rentals	\$733,629	\$1,150,845	\$764,654	\$631,371	\$657,943	\$26,572
Water/Sewer Rates	\$4,074,399	\$4,135,598	\$3,278,151	\$4,056,802	\$4,135,332	\$78,530
Penalties- Overdue Accounts	\$1,089,854	\$1,235,660	\$776,741	\$729,000	\$729,000	\$0
Permit & Fees	\$394,743	\$361,075	\$379,541	\$366,000	\$378,000	\$12,000
Interest Earnings	\$450,340	\$722,659	\$455,679	\$500,000	\$500,000	\$0
Grants	\$788,122	\$1,145,278	\$368,535	\$720,726	\$429,184	(\$291,542)
Other Revenue	\$548,225	\$645,944	\$286,224	\$430,450	\$420,450	(\$10,000)
Reserve Draws	\$0	\$2,236,040	\$68,535	\$2,519,338	\$906,247	(\$1,611,391)
Total Revenues	\$31,522,596	\$36,060,534	\$30,529,133	\$35,627,454	\$32,161,920	(\$3,463,834)

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
Expenditures:	Total	Total	Actual	Budget	Budget	2019/20
Salaries and Benefits	\$9,268,377	\$9,527,428	\$7,872,751	\$10,080,095	\$10,123,632	\$43,537
Materials and Supplies	\$4,719,184	\$6,788,701	\$3,116,581	\$5,666,944	\$3,851,300	(\$1,815,644)
Contracted Services	\$5,506,464	\$5,268,418	\$3,744,603	\$6,488,090	\$6,280,011	(\$208,079)
Utilities	\$1,757,104	\$1,933,464	\$1,040,228	\$2,099,964	\$2,112,754	\$12,790
Debt/Capital Financing	\$5,564,705	\$7,021,376	\$1,435,562	\$4,678,217	\$5,920,515	\$1,242,298
Grants	\$3,399,539	\$3,987,236	\$3,170,661	\$4,773,303	\$3,698,279	(\$1,075,024)
Non-TCA	\$1,316,224	\$1,225,374	\$7,263,505	\$1,839,141	\$1,058,926	(\$780,215)
Total Expenditures	\$31,531,596	\$35,751,997	\$27,643,891	\$35,625,754	\$33,045,417	(\$2,580,337)
ESTIMATED 2019 SHORTFALL					(883,497)	(883,497)

COMPREHENSIVE FISCAL AND ACCOUNTING POLICIES

SUMMARY

The Municipality has an extensive array of principles, practices and policies, which govern the financial administration of the entity. The general financial objectives can be summarized as follows:

Financial Viability – To maintain a financially viable municipality that can provide high quality services for our current and future ratepayers.

Financial Management – To enhance the fiscal position of the municipality through sound financial management, both short-term and long-term.

Financial Flexibility – To maintain financial flexibility to anticipate and meet changing economic conditions.

Legislative Compliance – The municipality follows the legislative financial requirements of the *Municipal Government Act and Regulations*. In addition the municipality meets or exceeds all policy statements of the Public Sector Accounting Board, which is governed by the Canadian Institute of Chartered Accountants.

The following provides an overview of the specific financial policies, controls and planning framework of the municipality. The County’s fiscal period is January 1 to December 31. In the absence of specific policies “best practices” are followed.

OPERATING BUDGET CONTROL PROCESS

The County has in place policies in order to allow department’s sufficient latitude to effectively manage programs and service delivery for which they are accountable. These policies establish financial accountability and spending authorities for budget allocations. The general accountabilities and allowable adjustments are as follows:

- Departmental services approved by Council are carried out within the department’s net expenditure approvals, and that deviations

from this policy are reported to and reviewed by the CAO or Council, as set out herein.

- Department Directors are accountable to the CAO and Council for their spending, revenue generation and service delivery performance against budget approvals. The Director of Finance reports on variances monthly/quarterly to Council.
- Revenues that are received beyond the level provided for in the budget shall not be spent or committed without Council approval. At year-end, such remaining revenues become part of the County surplus unless specific approvals are sought to move monies into reserves.
- The transfer of approved budgets requires the recommendation of the Department Head and concurrence of the CAO, prior to Council approval.

CAPITAL BUDGET CONTROL PROCESS

The following points highlight the capital budget control process:

- Council, in adopting the Capital Budget, has determined the sums required for each Capital Project listed in the Capital Budget. The Director of Finance certifies that funding for the Capital Projects in the Capital Budget are within the County’s financial debt limit allowable by the Province of Alberta.
- All Capital Budgets and departmental reports to Council seeking authority for the release of funds and commencement of the capital project or amendments to the capital program must first be reviewed by the Director of Finance to ensure accuracy, financing sources and financial impact and then reviewed by the CAO before being submitted to Council for approval.
- The Interim Director of Finance as part of the annual capital budget submission reviews all prior years’ capital budget approvals. This review forms part of the annual Capital Budget process. *Note that the capital budget is not included in this draft budget document.*

FINANCIAL PLANNING POLICIES AND PRINCIPLES

The financial plan which covers both the operating and capital budgets for all funds, encompasses the following principles:

- Balance Budget – The Municipality is required under the *Municipal Government Act* not to plan for a deficit. To achieve this, the budget is prepared on a financial viable basis and is monitored and controlled to enhance the final year-end results to achieve a balanced budget. As such, all budgeted revenues must equal budgeted expenditures.
- Long Range Perspective – All budgets are prepared with a long-term perspective to ensure affordability and equity to the ratepayers. As such, all programs and projects within the operating and capital budgets must be realistic.
- User Pay – The Municipality has a practice to ensure that services that are identifiable to specific users are charged to them (either through user charges or specific area rates) instead of levying a general tax to all property owners.
- Proactive Asset Management – The infrastructure of the Municipality is reviewed on an ongoing basis to assess its condition. Proactive maintenance and rehabilitation programs are then programmed into the budget process.
- Reserves and Reserve Funds shall be utilized by the Municipality to assist in financial planning.
- The establishment of specific reserves to provide for tax rate stabilization, the replacement of infrastructure, facilities and future capital projects and to manage the debt financing needs of the County.

PURCHASING PRACTICES AND PRINCIPLES

- To ensure the most cost effective and cost efficient methods are used to purchase goods and services for the County in the manner approved by Council.
- The County's purchasing decisions are made without favour or bias, that there is equal opportunity for qualified suppliers to bid on

business, and that there is a high standard of financial stewardship.

- All purchases for the Municipality must be governed by the financial limits and procurement methods established under the Municipality's Procurement Policy.

CASH MANAGEMENT

The County makes every reasonable effort to control the County's cash needs, with a goal of maintaining adequate working capital, maximizing investment opportunities, internal borrowing and debt repayment acceleration. The reduction of service charges and other financing costs is also a goal of cash management.

INTERNAL BORROWING

Where beneficial and practical the County will maximize the benefit of internal borrowing. The rate charged and credit on borrowed funds shall be set at a rate above the prime rate charged at the major banks at the time the borrowing occurs.

REVENUE AND EXPENDITURE POLICIES AND PRINCIPLES

- Revenue Diversification – The Municipality undertakes various reviews to ensure the non-tax base for the Municipality is maximized. In terms of rates and fees, Council is informed during the budget process of the current cost recovery and adjustments are made based on policy.
- Use of One-Time Revenue – These are not used to fund the base budget or ongoing program costs. In some cases, they may be utilized to fund the start up cost of a program; however, are generally earmarked for one-time expenditures and utilized to supplement the available capital program funding.
- Expenditures – In addition to the expenditure controls detailed above under the operating and capital budget control processes, monthly reports are prepared for management to monitor actual to planned results.

- Purchasing Policy – Purchases for the Municipality must be governed by the financial limits and procurement methods established by the Municipality.

DEBT MANAGEMENT

Council reviews the debt level and forecasted level as part of the capital budget review process. It is the goal of Council to ensure debt is fiscally managed and is significantly below the allowable Provincial Government authorized debt limit of 1.5 times of own source revenues; with the debt service limit not exceeding 0.25 times own source revenues. In comparison to other municipal units the County has a relatively low total debt burden. The practices and actions of Council ensure:

- A strong financial position is maintained
- Encourage planning and budgeting of future capital projects
- Limit and ensure debt is manageable from both a tax rate and user rate viewpoint
- Debt service burden shall be significantly below the allowable Provincial Limit (See Debt Section of this document).

INVESTMENT POLICY

This policy applies to the investment of all funds of the County. It is the goal of the County to seek the highest investment return with the maximum security, while meeting the cash needs of the County. Staff must operate within the boundaries of applicable legislation.

TANGIBLE CAPITAL ASSETS

The County complies with the Tangible Capital Asset requirements of the Public Sector Accounting board. The annual financial statements are prepared to reflect historical cost and amortization. The County will comply with any future requirements to integrate these financial statements requirements into its budgeting practices.

BASIS OF ACCOUNTING

The County prepares its financial information in accordance with the Generally Accepted Accounting

Principles for local governments as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants and prescribed practices issued by the Ministry of Housing and Municipal Affairs. The County's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing the County's budget.



MUNICIPAL FUNDS

The Municipality's resources and operations are separated into various funds. Each fund is a separate fiscal and accounting entity organized by their intended purpose. They are separated to comply with legal, finance and governance requirements. In municipal financial operations, monies raised or supplied for one purpose cannot be used for any other purpose. Legal restrictions and contractual agreements prevent it from being used or diverted to any other use. Fund accounting shows that the money has been used for its intended purpose. The County's external auditors audit all funds annually. Although all funds are segregated, the County also prepares Consolidated Financial Statements in accordance with requirements of the Public Sector

Accounting Board of the Canadian Institute of Chartered Accountants. The following funds are used for budgeting and management report.

General Fund – This fund includes all municipal programs and services not accounted for in any other fund. This is the largest of the funds and the cost of the activities is recovered through municipal property taxes, user fees and other revenue sources. The General Fund also includes a provision for contributions to Reserves and Reserve Funds. Expenditures and revenues related to the provision of water and sewer services are accounted for as part of the General Fund. Although water and sewer activities are accounted for in this manner, staff are recommending that the sewer revenues/expenditures be managed on a net basis, including required contributions to fund infrastructure renewal.

Capital Fund – The Capital Fund includes all expenditures and financing sources to acquire or contract city infrastructure such as roads, building, vehicles, computer information network, recreation facilities, parks improvement, fire services and other fleet vehicles. The Capital Fund is maintained with two components: one for all general municipal assets and the other reflects the transactions of the County water and wastewater infrastructure needs.

Reserve/Reserve Fund – A reserve is an appropriation from net revenue at the discretion of Council. The County does not apply interest earned to the specific reserves; it is reported as General Fund earnings. A schedule detailing the contributions and withdrawals from the reserves is presented latter in this document.

Exhibit 5: 2020 Contributions to Reserves (as per Policy)

Reserve	Minimal Contribution
Roads Reserve (4)	\$500,000
Vehicle & Equipment/ Emergency Services Reserve (6)	\$250,000
Recreation & Parks Reserve (8)	\$50,000
Surface Water Management Reserve (9)	\$500,000
Gravel Crushing Reserve (14)	\$500,000
Street Light Replacement Reserve (19)	\$253,750
Grants to Other Organizations Reserve (20)	\$20,000
Total	\$2,073,750

Contributions to Reserves as per Revenues/Policies

Reserve	Minimal Contribution
Municipal Reserve (10)	\$80,000
Water/Sewer Surplus (2020 Operating) (13)	\$1,255,041
Off Site Levy Reserve (3)	\$119,450
Gravel Reclamation Reserve (5)	\$50,000
Total	\$1,504,491

Total Contributions to Reserves in 2020	\$3,578,241
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LONG-TERM FINANCIAL PLAN

The development of a Long-Term Financial Plan (LTFP) continues to be a key project and priority for administration. The need for a LTFP to develop such a financial plan is driven by numerous factors including: fiscal flexibility, the desire to maintain service standards, increased cost pressures, reserve levels, Federal/Provincial downloading and new fiscal planning requirements under the *Municipal Government Act MGA*.

The ongoing financial challenges of the past and future, define the financial framework which the municipality must work and continue to succeed in the future. The LTFP is intended as a roadmap only. Future Council's and administrations will be able to refine this road map over time. Each year the LTFP is used to influence the operating and capital budget guidelines and inputs into the annual budget process.

The framework of the LTFP which staff are currently compiling includes the following:

- *Setting the Stage* - gives an overview of the financial realities of the past and those influencing the future.
- *Current Financial Position*- provides an assessment of the County's current financial position and comparators against other municipalities. A set of indicators are used to highlight the financial strengths of the organization, as well as identifying items that require attention.
- *Looking Ahead (Operating)* - provides an outward look (3 years), to predict the future financial position. Its goal is to determine the extent of fiscal pressures, in the near future, given what is known today about the cost of providing services, future revenues, infrastructure growth and renewal needs, and the influence of key financial realities.
- *Looking Ahead (Capital)* - provides as assessment of the capital investment required over the next 5 to 20 year time horizon. Specific detail is paid to determining the financial

resources that will be required to undertake the forecasted investments.

- *Conclusions & Next Steps* - provides concluding comments and details as to how the plan can be incorporated into the financial planning framework for the Municipality.



As a result of the LTFP process, staff will continue to focus on the following during 2020:

- Completing the LTFP and Asset Framework
- Ensure County service levels are appropriate and respond to changing needs.
- Ensure user fees are reviewed on a regular schedule.
- Reviewing capital contributions and off-site levy requirements.
- Explore new revenue sources.

The LTFP is intended to be updated regularly and is influenced by numerous other long term plans and policy documents.

GOVERNANCE PROFILE

Council is the governing and legislative body for Mackenzie County. Council is responsible for establishing priorities, policy direction, monitoring and valuating the implementation of programs, and authorizing revenue collection and expenditures.

Council is currently composed of ten electoral areas called wards. Each ward has a Councillor that has been elected by citizens within his/her ward boundaries. Each Council member serves a four-year term. The elected Council then elects a Reeve and Deputy Reeve from within, on an annual basis at their Organizational Meeting. The current term began in 2017 and expires late October 2021.

Mackenzie County's political and administrative decision-making structure includes: Council, the standing and advisory committees of Council, operating and support departments, various agencies, and special purpose authorities. The members of Council are:

Reeve

Josh Knelsen, Ward 1 (Blue Hills/Tompkins)

Deputy Reeve:

Walter Sarapuk, Ward 8 (Rocky Lane)

Councillors:

Anthony Peters, Ward 2 (Buffalo Head)

Peter Braun, Ward 3 (La Crete)

David Driedger, Ward 4 (La Crete/La Crete Rural)

Ernest Peters, Ward 5 (Blumenort)

Eric Jorgensen, Ward 6 (Fort Vermilion Rural)

Cameron Cardinal, Ward 7 (Fort Vermilion)

Jacque Bateman, Ward 9 (High Level Rural)

Lisa Wardley, Ward 10 (Zama)

In addition to regular duties, members of Council serve on several boards and committees. These boards and committees can be internal (created by Council for a specific reason) or external (where the County has been invited by an outside organization to participate). Members of Council represent the interests of the municipality while serving on these

boards and committees, and report back to the rest of Council.



Back Row: Anthony Peters, Ernest Peters, David Driedger, Jacque Bateman, Lisa Wardley
Front Row: Walter Sarapuk, Cameron Cardinal, Josh Knelsen, Eric Jorgensen, Peter F. Braun

Council currently has approximately 18 internal boards and committees. Meeting frequency and the number of Council appointees depends on the committee's terms of reference. Generally the Reeve serves as ex-officio (appointed by position) on all County boards and committees. Council also participates on approximately 20 external boards and committees.

Council appoints Members-at-Large to various boards and committees depending on the committee terms of reference, either in an advisory capacity or as the result of statutory requirements. Some of these include the Municipal Planning Commission, Mackenzie County Library Board, Appeal Boards and the Boreal Housing Foundation. Advertisements are placed in September of each year for available positions with appointments being made at the annual Organizational Meeting in October.

The term of the appointment is usually for a one year period, however can vary by Committee. Each committee, at its first meeting, determines the schedule of meetings.

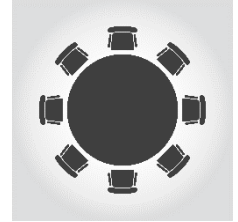
Below is a list of the current boards and committees on which Councillors sit. Some Committees are more active than others.

Internal Boards/Committees

- Agricultural Appeal Board
- Agricultural Service Board
- Assessment Review Board
- Boreal Housing Foundation
- Community Services Committee
- Community Streetscape Committees—Fort Vermilion and La Crete
- Emergency Advisory Committee
- Finance Committee
- Indigenous Liaison Committee
- Inter-Municipal Planning Commission
- Inter-Municipal Subdivision & Development Appeal Board
- Land Stewardship Committee
- Mackenzie County Library Board
- Municipal Planning Commission
- Northwest Alberta Regional Emergency Advisory Committee
- Public Works Committee
- Subdivision & Development Appeal Board
- Tompkins Crossing Committee

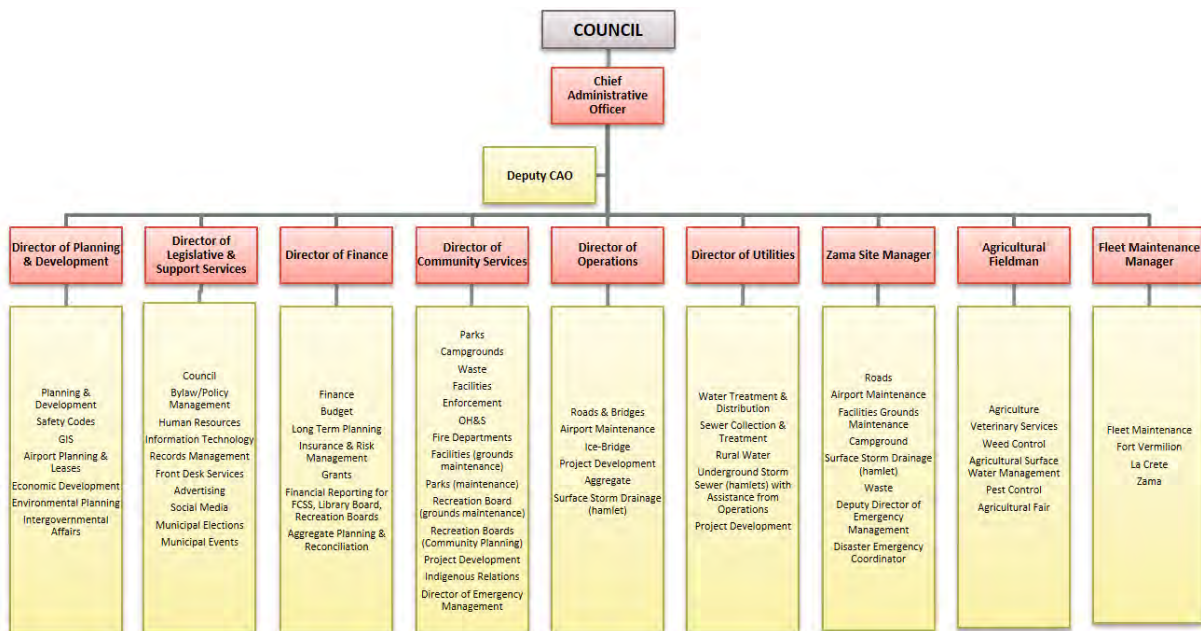
External Boards/Committees

- Boreal Housing Foundation
- Caribou Mountains Wildland Advisory Committee
- Community Futures Northwest
- FCSS-Fort Vermilion, La Crete & Zama
- Hay Zama Committee
- High Level Forests Public Advisory Committee
- High Level Recreation Facility Task Force
- Indigenous Joint Mutual Aid Committee
- La Crete Community Adult Learning Council
- Local Recreation Boards
- Mackenzie Applied Research Association (MARA)
- Mackenzie Regional Community Policing Society (VSU)
- Mackenzie Regional Waste Management Commission
- Mighty Peace Watershed Alliance
- Northern Lakes College CEC – Fort Vermilion & High Level
- Northern Transportation Advisory Bureau (NTAB)
- Northwest Species at Risk (NWSAR)
- Regional Economic Development Initiative (REDI)
- Veterinary Services Inc. (VSI)
- Water North Coalition (WNC)



As depicted in the organizational chart below the head of the administrative structure is the Chief Administrative Officer (CAO). All Directors and Managers report to the CAO and are each

responsible for a service unit. These units and their functional duties are illustrated below.



COMMUNITY PROFILE

Located in the northwestern corner of the province 800 kilometers from Edmonton, with the corporate office located in Fort Vermilion, and sub-offices in High Level, La Crete, and Zama City. The County comprises 12 per cent of Alberta's entire landmass, at just over 80,000 square kilometres it is larger than the province of New Brunswick.

The County offers a mix of flat arable land with boreal forest, thus accounting for active agriculture, forestry, and tourism industries. Oil and gas also play a significant role in the area's economy. It is largely responsible for the establishment and growth of three of the area's five main communities, being High Level, Zama City, and Rainbow Lake. Fort Vermilion and La Crete are more driven by forestry and agriculture.

Mackenzie County holds 36% of the Peace Region's natural gas reserves, and 80% of its light-medium crude oil reserves.

There are many active grain farmers in the area, with the two main grain buyers being Agricore (located in High Level) and P & H Grain (located in La Crete). La Crete boasts the largest United Farmers of Alberta retail outlet in Alberta, giving just one indication of how active the local agriculture industry is.

Because the County has a rich natural resource base, this provides a stable work environment. For example, many farmers take jobs with local sawmills during the winter months to supplement their income.

There are several sawmills within the County, the largest being La Crete Sawmills and Ridgeview Mills in La Crete, and Tolko Industries in High Level.

The County believes that, given the high level of primary resource activity in the area, they offer tremendous potential for value-added industry. They will endeavor to assist any new business interested in locating to the area.

Finally, the County offers an unparalleled recreational wilderness experience. Many of the areas lakes are only accessible by pontoon plane, thus account for several local guiding and outfitting businesses.

COMMUNITIES AT A GLANCE

Municipal Council is the governing and legislative body for Mackenzie County, and their involvement in the budget process includes providing input and direction in the following ways:

Hamlet of Fort Vermilion

The Hamlet of Fort Vermilion was founded in 1788 as a post for the North West Company, this picturesque community stretches for six kilometres along the southern banks of the Mighty Peace River.



During the early years riverboats were a way of life and Fort Vermilion's riverbanks bustled with these stately vessels. Labourers manually pulled goods up the Vermilion Chutes and reloaded them onto riverboats to continue on their way. The grand entrance of the railway in High Level and Fort Chipewan divided the North and ended the river trading system. In 1952 the M.B. Watson Lake made the final commercial run to Fort Vermilion, bringing the riverboat era to an end.

Aboriginal people, represented by two major language groups, the Dene and the Cree, were the first to inhabit the area. With the onset of the fur trade in the late 1700's the aboriginal way of life changed and outside goods were offered in trade for furs, hides and provisions from the natives.

The province of Alberta was formed in 1905. The thriving trade and settlement at Fort Vermilion influenced the political decision to strike the northern boundary of Alberta at 60 degrees north latitude. In 1974 the bridge across the Peace River was opened and the region changed forever. There was no longer a need for the ferry in summer and ice

bridge in winter to link Fort Vermilion with people and services across the river.

The community has preserved many of the old original buildings, including a Hudson's Bay trading post and office and a trappers shack. The 1923 dove-tailed log St. Germain House is now the Visitor Information Centre. The Lean To Museum and Archives, built in 1995, features exhibits depicting historical life in Fort Vermilion with artifacts dating back as far as the late 1700's.

Fort Vermilion has a handsome modern hospital overlooking the Peace River Valley. This was the first facility to service the entire municipality. The Bicentennial Park is situated along the Mighty Peace River and features a monument and time capsule from the 1988 celebration. The site of the old Roman Catholic mission hospital has been replaced by an all service RV Park, and a nine-hole grass greens golf course in Fort Vermilion features the last of the historic log mission buildings now serving as the Club House.

The Fort Vermilion Nature Trail is an easy hike along the river shore through a mostly forested area promising an incredible view of the Peace River. The trail is marked by signs on each end and is accessible from River Road.

Hamlet of La Crete

The Hamlet of La Crete is a Mennonite community started in the mid 30's and is the agricultural center of the County. Settlers chose this area because they realized the potential for farmland in the surrounding area. At first there were only a handful of families migrating to the La Crete area, but family members quickly followed strengthening the family values that are still upheld today. By 1939, over 200 Mennonites from Saskatchewan, Manitoba, and Mexico, had settled in the area. The majority of these settlers were Old Colony Mennonites, who cleared their own land for farming, established their own churches and schools, many of which are still in use today.



La Crete is situated in the northwest corner of Alberta and lies at the north base of the beautiful Buffalo Head Hills. A few miles to the east lays the Mighty Peace River, in all its roaring splendor and peaceful serenity. Besides the scenic hills and majestic river, La Crete is also surrounded by forests, lakes and lush farmland. La Crete's location provides unlimited opportunities for adventures such as water sports, hunting, camping, fishing, snowmobiling and many more.

La Crete has a unique Mennonite heritage and you won't want to miss the Mennonite Heritage Village, where history comes to life in the many original buildings that were settled in. Despite vast growth in recent years, La Crete remains a friendly, family oriented community with a strong sense of pride in their heritage and has developed into a unique bilingual community with German and English as the two dominant languages

Hamlet of Zama City

The Hamlet of Zama is the oil center of the north and has a very active community spirit. The community of Zama along with Zama Lake were named after a Dene Tha' Chief, whose name was Zamba. Previously known as Zama Lake, Zama and now Zama City, Zama is still a Hamlet within the Mackenzie County. We have that 'small-town' atmosphere that offers security and safety to our citizens and children.



Zama City is located smack-dab in the middle of one of the largest known oil and gas fields in Alberta. Residents are here because of this industry and are all involved somehow or another in the oil and gas profession.

Zama has been in existence for well over 35 years. Legend states that it was initially called 'Cameron Corner' named after the first company that set up on the main street in town. Zama and its citizens are mainly dependent on the major oil companies in the area. We've had our share of them too, Hudson Bay, Dome, Amoco, Coenerco, Pennzoil, Gulf, Phillips and Apache are some of the many that have had holdings in the area.

COUNCIL

Council Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Expenditures:						
Salaries and Benefits	\$406,832	\$479,268	\$350,801	\$572,277	\$559,689	(\$12,588)
Materials and Supplies	\$245,200	\$255,008	\$145,477	\$302,000	\$371,738	\$69,738
Contracted Services	\$26,236	\$27,046	\$15,635	\$46,100	\$47,800	\$0
Utilities	\$9,485	\$7,442	\$4,525	\$7,700	\$7,700	\$0
Total Expenditures	\$687,754	\$768,764	\$516,438	\$928,077	\$986,927	\$57,150

ADMINISTRATION

INTRODUCTION

The Administration Department provides leadership and direction and is responsible for the co-ordination of information with all departments while ensuring that the policies of Council are effectively implemented. The Chief Administrative Officer is Council's principal advisor on matters of policy and is responsible to Council for the efficient administration of all County activities. All Department Heads are responsible to the Chief Administrative Officer for the efficient operation of their respective departments.

MISSION STATEMENT

To assist Council in ensuring policies adopted and decisions made by Council are the most effective in moving the County forward in a positive and sustainable manner.

This mission statement is accomplished by:

- Providing information, advice and a high level of customer service to Council, staff and the general public.
- Ensuring the records of the County are maintained as required under policy and legislation.
- Presenting information to Council in the form of agendas, minutes, by-laws and agreements.
- Responding to public queries and information about programs and services, building awareness about municipal services, establishes links with the community and media.
- Managing the provision of human resources to the corporation.
- Providing the overall strategic direction for the provision of information technology and services.
- Ensuring the financial affairs of the County meet the objectives of Council and comply with all legislative requirements.

The Administration budget also includes several elements which have not been identified within specific departments. Expenditures and revenues in

this classification generally pertain to the Municipal operations as a whole or the benefits are shared across the entire Municipality. Additional details are provided below.

CORPORATE EXPENDITURES

This section pertains to the general operations of the County as a whole. This classification includes items such as:

- Insurance administration (broker and adjusters fees). Insurance coverage premiums are charged to specific departments.
- Legal, auditing and other professional services.
- Service charges relating to banking and payroll administration.
- Tax write-offs.
- Contributions to area municipalities under inter-municipal sharing and collaborative agreements.

CORPORATE REVENUES

Tax Levy

Property taxation is a major source of revenue for the County. To determine the tax levy for a property, the property's assessment value is multiplied by tax rate for its property class.

Grants-In-Lieu-of Taxes

Although property owned and occupied by the government and government entities is not subject to taxation, they are liable for payments-in-lieu-of taxes, generally at the equivalent tax rates.

Interest on Investments

Interest earned on bank deposits, investments, and loans through cash management policy and strategy.

Interest on Taxes

This source of revenue is resulting from the late payment of property taxes. These penalties are imposed in accordance with provincial legislation and Council policy.

Administration Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
User Fees/Sales /Rentals	\$82,614	\$92,822	\$74,817	\$70,800	\$77,200	\$6,400
Penalties- Overdue Accounts	\$1,033,628	\$1,219,074	\$763,429	\$709,000	\$709,000	\$0
Interest Earnings	\$450,340	\$722,659	\$455,679	\$500,000	\$500,000	\$0
Grants	\$114,040	\$605,019	\$30,804	\$0	\$48,502	\$48,502
Other Revenue	\$203,759	\$327,705	\$30,626	\$130,000	\$130,000	\$0
Reserve Draws	\$0	\$0	\$64,535	\$1,604,713	\$391,218	(\$1,213,495)
Total Revenues	\$1,884,379	\$2,967,279	\$1,419,890	\$3,014,513	\$1,855,920	(\$1,158,593)
Expenditures:						
Salaries and Benefits	\$2,399,815	\$2,410,264	\$1,883,692	\$2,373,379	\$2,426,819	\$53,440
Materials and Supplies	\$423,985	\$414,087	\$373,987	\$475,032	\$459,371	(\$15,661)
Contracted Services	\$900,998	\$661,906	\$540,170	\$874,549	\$850,754	(\$23,795)
Utilities	\$169,626	\$142,459	\$102,337	\$165,751	\$159,694	(\$6,057)
Debt/Capital Financing	\$1,514,842	\$4,835,376	\$244,500	\$2,276,390	\$629,450	(\$1,646,940)
Grants	\$1,336,499	\$1,769,328	\$1,319,686	\$2,325,249	\$1,320,186	(\$1,005,063)
One-Time Projects	\$599,575	\$533,366	\$316,147	\$765,643	\$391,218	(\$374,425)
Total Expenditures	\$7,345,340	\$10,766,786	\$4,780,520	\$9,255,993	\$6,237,492	(\$3,018,501)

FIRE DEPARTMENT

INTRODUCTION

Mackenzie County operates four fire stations located in Tompkins Landing, La Crete, Fort Vermilion, and Zama. High Level rural residents are served by the Town of High Level fire department under a Regional Service Sharing Agreement.

Members on the various fire departments are volunteers and are paid an honorarium by the County. The membership numbers are:

- La Crete/Tompkins—40+ active members
- Fort Vermilion—20+ active members
- Zama—8 active members

MISSION STATEMENT

Striving to attain excellence through continuous improvement, in order to save lives, preserve property and protect the environment.

Becoming a firefighter requires a considerable commitment and availability. Some of the expectations and duties of a member are as follows:

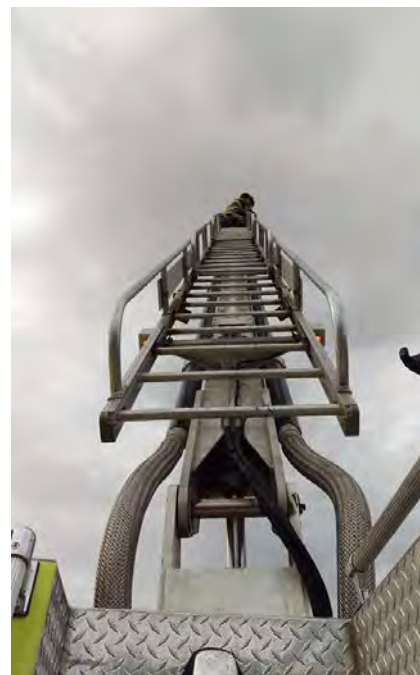
- Attend training nights in order to maintain and build skills
- Obtain appropriate fire/emergency training as per the National Fire Protection Association (NFPA)
- Make an effort to attend as many drill nights and emergency calls as possible
- Respond to emergency calls, not only within the County, but also those in other fire districts as defined in mutual aid agreements
- Be on voluntary call
- Be a team player
- Help maintain an organized and neat station, as well as keep equipment clean

We strive to ensure protection from the adverse effects of fires, sudden medical emergencies or exposure to dangerous conditions that may threaten lives or property. We manage these threats using a wide variety of programs varying from prevention to response, delivered in a safe and professional manner.



Our firefighters respond to an average of 250 calls annually consisting of:

- **Fire responses:** structural, vehicle, wildland and others.
- **Motor vehicle accident responses:** extrication of victims, stabilizing victims and removing them from the vehicles, protecting the scene and traffic control, containment of spills.
- **Medical responses:** respond to assist EMS with a wide variety of life threatening emergencies
- **Other responses** not included in the above: carbon monoxide activations, natural gas leaks, fire alarm activations, hazardous material incidents, burning complaints, unknown odors, public assistance, Mutual Aid assistance to partners.



Fire Department Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
User Fees/Sales /Rentals	\$92,163	\$495,654	\$358,067	\$111,000	\$121,000	\$10,000
Grants	\$0	\$0	\$0	\$15,000	\$25,000	\$10,000
Other Revenue	\$0	\$550	\$0	\$0	\$0	\$0
Reserve Draws	\$0	\$0	\$0	\$15,000	\$25,000	\$10,000
Total Revenues	\$92,163	\$496,204	\$358,067	\$141,000	\$171,000	\$30,000
Expenditures:						
Salaries and Benefits	\$248,679	\$236,708	\$530,153	\$266,589	\$268,527	\$1,938
Materials and Supplies	\$308,807	\$226,805	\$114,657	\$243,229	\$213,509	(\$29,720)
Contracted Services	\$200,261	\$280,508	\$157,556	\$213,595	\$208,609	(\$4,986)
Utilities	\$66,267	\$72,918	\$50,202	\$82,787	\$80,419	(\$2,368)
Debt/Capital Financing	(\$3,800)	\$165,935	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$5,000	\$0	-\$5,000
One-Time Projects	\$0	\$23,554	\$6,870,594	\$50,000	\$50,000	\$0
Total Expenditures	\$820,213	\$1,006,428	\$7,723,163	\$861,200	\$821,064	(\$40,136)

ENFORCEMENT

BYLAW ENFORCEMENT

The County employs one Bylaw Enforcement Officer. Bylaw Enforcement Officers are responsible for

- Enforcing County Bylaws.
- Responding to noise complaints.
- Respond to and investigating complaints.
- Urban dog control.
- Any other matters identified by municipal bylaw.

ENHANCED POLICING PROGRAM

Mackenzie County Council supports the Royal Canadian Mounted Police (RCMP) Enhanced Policing Program. The program currently includes two enhanced police officers. One position is designated as the School Resource Officer and the other position is designated to general duty policing services in the community of La Crete.

School Resource Officer

This position is a joint initiative with the Fort Vermilion School Division. The School Resource Officer is present in schools and delivers education and training to students, as well as participates in various school events.

Community Policing

This position provides general duty policing services in the community of La Crete. This includes traffic enforcement, enforcement of the Gaming and Liquor Act, Environmental Protection and Enhancement Act of Alberta, and assist in emergency planning. This position also currently provides a service at the La

Crete County Office, one afternoon per week, for criminal record checks, accident reporting, etc.

The role of the Enhanced Policing members does not include service in regulatory control or licenses of municipal bylaws.

SAFETY

The Enforcement Services budget includes expenditures for safety training of employees. Safety courses vary by job requirements, below are some of the general safety courses required:

- First aid
- Chainsaw safety
- Operator training
- Confined space entry
- W.H.M.I.S.



EMERGENCY MANAGEMENT

The Local Authority Emergency Management Regulation comes into force on January 1, 2020. These regulations indicate specific timelines to ensure that elected officials, Directors of Emergency Management, and municipal staff, who have been assigned responsibilities respecting the implementation of the emergency plan, have completed their required training and exercise requirements. Funds are included in the 2020 Budget to ensure that these requirements are met.



Enforcement Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
User Fees/Sales /Rentals	\$10,792	\$14,062	\$12,312	\$14,827	\$14,827	\$0
Other Revenue	\$22,685	\$18,386	\$6,687	\$30,000	\$20,000	(\$10,000)
Reserve Draws	\$0	\$5,000	\$4,000	\$0	\$0	\$0
Total Revenues	\$33,477	\$37,448	\$22,999	\$44,827	\$34,827	(\$10,000)
Expenditures:						
Salaries and Benefits	\$232,355	\$272,819	\$152,669	\$232,485	\$177,720	(\$54,765)
Materials and Supplies	\$33,141	\$45,624	\$35,046	\$71,800	\$48,300	(\$23,500)
Contracted Services	\$172,104	\$193,595	\$185,483	\$334,300	\$342,900	\$8,600
Utilities	\$13,874	\$15,094	\$4,689	\$22,900	\$20,886	(\$2,014)
Debt/Capital Financing	\$1,315	\$6,687	\$0	\$0	\$0	\$0
One-Time Projects	\$0	\$3,999	\$0	\$0	\$0	\$0
Total Expenditures	\$452,789	\$537,818	\$377,887	\$661,485	\$589,806	(\$71,679)

PUBLIC WORKS & FLEET MAINTENANCE

Public Works (Operations)

The Public Works department is responsible for the following services:

- The maintenance and operation of the road network which includes the road surface, drainage system, sidewalks, boulevard trees, and signage.
- Operators maintain and/or install culverts, signage, gravel hauling and mowing.
- Winter control and annual maintenance for over 2,000 km of gravel roads. Operation of 9 graders averaging 260 km per grader of roads. Maintaining urban streets and sidewalks, snow and ice control.
- Summer maintenance of parks and campgrounds. Installation and removal of docks. Supply of firewood to parks and campgrounds.
- Ground maintenance of all 177 public parks and other open recreation areas directly administered by the County.
- The administration of contracts for the engineering and construction projects. Overseeing the Ice-Bridge contract including construction and maintenance.

Fleet Maintenance

Fleet Maintenance operates two licensed and one non-licensed inspection facilities and is responsible for the following services:

- The C-VIP inspections, preventative maintenance and repairs of all vehicles and equipment in all Departments.
- Planning for vehicle and equipment replacement.
- Maintenance of garbage bins and Freon removal at all Waste Transfer Stations.
- Maintenance of equipment at all recreation facilities.
- Maintenance of community buses.



Public Works and Fleet Maintenance Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
User Fees/Sales /Rentals	\$103,125	\$127,050	\$99,569	\$106,000	\$102,000	(\$4,000)
Grants	\$197,105	\$122,753	\$0	\$112,630	\$0	(\$112,630)
Other Revenue	\$222,956	\$227,596	\$215,235	\$221,100	\$221,100	\$0
Reserve Draws	\$0	\$2,155,941	\$0	\$262,569	\$0	(\$262,569)
Total Revenues	\$523,186	\$2,633,340	\$314,804	\$702,299	\$323,100	(\$379,199)
Expenditures:						
Salaries and Benefits	\$3,579,143	\$3,644,942	\$2,862,357	\$3,833,245	\$3,858,291	\$25,046
Materials and Supplies	\$3,110,437	\$5,143,500	\$1,896,256	\$3,735,850	\$1,883,165	(\$1,852,685)
Contracted Services	\$1,900,709	\$1,767,370	\$998,188	\$2,038,915	\$2,048,071	\$9,156
Utilities	\$1,045,764	\$1,201,932	\$570,511	\$1,281,993	\$1,298,639	\$16,646
Debt/Capital Financing	\$3,020,600	\$1,053,800	\$681,708	\$1,346,830	\$2,948,786	\$1,601,956
One-Time Projects	\$562,552	\$264,244	\$0	\$262,569	\$40,679	(\$221,890)
Total Expenditures	\$13,219,205	\$13,075,788	\$7,009,020	\$12,499,402	\$12,077,631	(\$421,771)

AIRPORTS

Mackenzie County operates two airports within the County. The newly named Fort Vermilion airport “Wop May Memorial Airport” is a base for Alberta Health Services air ambulance medical transport.



Fort Vermilion and La Crete airports are equipped with an Automated Weather Observing System (AWOS), which is to assist

pilots in detecting weather changes that may affect their landing.

Fort Vermilion and La Crete are open all year round. Sources of revenue for the Fort Vermilion and La Crete airports is by leasing space for aircraft storage, and entering into agreements for fuel flowage rates.

One of the one-time projects requests for 2019 was to develop airport operational/safety manuals as required by NAV Canada and Transport Canada. This project has been carried forward to 2020.

Airports Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
User Fees/Sales /Rentals	\$34,350	\$36,150	\$32,995	\$41,620	\$47,692	\$6,072
Reserve Draws	\$0	\$0	\$0	\$105,665	\$0	(\$105,665)
Total Revenues	\$34,350	\$36,150	\$32,995	\$147,285	\$47,692	(\$99,593)
Expenditures:						
Salaries and Benefits	\$54,115	\$59,620	\$55,712	\$63,431	\$63,299	(\$132)
Materials and Supplies	\$24,439	\$21,092	\$7,155	\$28,200	\$28,200	\$0
Contracted Services	\$68,236	\$123,925	\$115,811	\$162,130	\$161,830	(\$300)
Utilities	\$26,896	\$28,786	\$18,868	\$30,426	\$31,035	\$609
Debt/Capital Financing	\$46,287	\$0	\$0	\$0	\$0	\$0
One-Time Projects	\$15,729	\$0	\$0	\$105,665	\$30,000	(\$75,665)
Total Expenditures	\$235,702	\$233,423	\$197,546	\$389,852	\$314,364	(\$75,488)

UTILITIES – WATER & SEWER

INTRODUCTION

The Mackenzie County water and sewage systems in strict accordance with Provincial regulations. Our primary responsibility is to provide safe, reliable drinking water. We also provide efficient water and sewer services to our customers. Areas of responsibility include watermains, water services, water meters, fire hydrants.

The County is also responsible for the sanitary sewer system which includes the sanitary sewer mains, various sewage pumping station as well as the sewage treatment lagoons. We provide excellent customer service and also coordinate infrastructure capital projects.

The success of the County hinges on efficient and effective coordination and consistency of our service delivery while still ensuring that our infrastructure is maintained and renewed.



MISSION STATEMENT

Mackenzie County is committed to comply with all applicable legislation and regulatory requirements, as it pertains to drinking water quality, to supply consumers with safe drinking water and is committed to the maintenance and continual improvement of the systems, operations and standards.

This means we will strive to achieve these goals through the implementation of the management system comprised of policies, procedures, instructions and forms that demonstrate risk based treatment process evaluation, staff competency, open communications, appropriate contingency/incident response measures and response to consumers' concerns in a timely manner.

The drinking water system's owners and supervisor/managers and the employees who are directly involved in the supply of drinking water, share responsibilities of implementing, maintaining and contributing to the continual improvement of the system.

FEE FOR SERVICE

The trend across the province and nationally, driven by user pay models and the upper tier governments requirements to receive grants funding, is that municipalities move towards full cost accounting and rate setting for water and sewer.

Provincial associations such as AUMA and the Alberta Water Association have issued the following policy statements pertaining to full cost pricing and accounting:

We will partner with the Government of Alberta to support municipalities in adopting full cost accounting and implementing water pricing that will:

- Educate users on the true cost of the water resources they are consuming, thereby providing a financial incentive to conserve and use more efficiently;
- Provide enough revenue to cover the full costs of providing water and wastewater services including maintaining and replacing infrastructure and implementing water conservation and source water protection measures; and,
- Provide financial reporting on water and wastewater utility functions separate from general revenues.

The Government of Alberta is placing greater emphasis on long-term financial planning for water and sewer utilizes. The trend is for greater funding preference for municipalities that have implemented or are working towards full metering, water conservation, efficiency, and productivity planning, asset management and full cost accounting.

Utilities – Water & Sewer Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
WATER						
Revenues:						
Water/Sewer Fees	\$2,953,740	\$3,012,658	\$2,469,884	\$2,938,177	\$2,994,334	\$56,157
User Fees/Sales /Rentals	\$65,413	\$57,310	\$33,762	\$64,000	\$64,000	\$0
Penalties- Overdue Accounts	\$56,227	\$16,586	\$13,312	\$20,000	\$20,000	\$0
Other Revenue	\$27,796	\$42,335	\$16,301	\$25,950	\$25,950	\$0
Reserve Draws	\$0	\$13,693	\$0	\$209,252	\$207,796	(\$1,456)
Total Revenues	\$3,103,176	\$3,142,582	\$2,533,259	\$3,257,379	\$3,312,080	\$54,701
Expenditures:						
Salaries and Benefits	\$610,639	\$689,713	\$528,674	\$760,440	\$723,775	(\$36,665)
Materials and Supplies	\$261,344	\$355,320	\$302,225	\$424,480	\$481,020	\$56,540
Contracted Services	\$336,929	\$337,155	\$304,915	\$405,890	\$343,350	-\$62,540
Utilities	\$361,000	\$394,900	\$244,688	\$414,188	\$424,302	\$10,114
Debt/Capital Financing	\$569,016	\$646,100	\$356,117	\$671,587	\$1,131,838	\$460,251
One-Time Projects	\$54,662	\$22,782	\$1,457	\$209,252	\$207,796	(\$1,456)
Total Expenditures	\$2,193,591	\$2,445,970	\$1,738,076	\$2,885,837	\$3,312,081	\$426,244

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
SEWER						
Revenues:						
Water/Sewer Fees	\$1,120,660	\$1,122,940	\$808,267	\$1,118,625	\$1,140,998	\$22,373
User Fees/Sales /Rentals	\$350	\$0	\$45	\$0	\$0	\$0
Other Revenue	\$16,178	\$16,177	\$16,178	\$12,400	\$12,400	\$0
Reserve Draws	\$0	\$0	\$0	\$23,771	\$23,771	\$0
Total Revenues	\$1,137,187	\$1,139,117	\$824,490	\$1,154,796	\$1,177,169	\$22,373
Expenditures:						
Salaries and Benefits	\$337,803	\$405,162	\$335,077	\$441,939	\$471,652	\$29,713
Materials and Supplies	\$24,895	\$18,500	\$26,413	\$39,100	\$51,600	\$12,500
Contracted Services	\$88,488	\$126,945	\$63,863	\$151,750	\$184,750	\$33,000
Utilities	\$25,943	\$28,800	\$22,313	\$30,241	\$30,846	\$605
Debt/Capital Financing	\$198,951	\$155,200	\$36,949	\$167,518	\$414,549	\$247,031
One-Time Projects	\$0	\$61,229	\$0	\$23,771	\$23,771	\$0
Total Expenditures	\$676,079	\$795,835	\$484,615	\$854,319	\$1,177,168	\$322,849

WASTE MANAGEMENT

Mackenzie County operates seven (7) transfer stations at various locations across the municipality. Caretakers are utilized to manage the day-to-day operations at the waste transfer.

The County has contracts for the hauling of residential and commercial waste from the transfer stations, and residential pick up within the County. All waste is hauled to the Mackenzie Regional Landfill which is operated by the Mackenzie Regional Waste Management Commission.

A variety of the waste transfer stations have recycle centers for reusable items, electronics, tires, batteries, chemical jugs, steel, and household metals such as fridges, stoves, washers and dryers. All waste transfer stations, and the Mackenzie Regional Landfill are available to all users for the disposal of household waste

Rural residents have the option of entering into an agreement with a contractor for the hauling of waste from their residents. Rural residents are responsible

for the container fees, and the County pays the tipping fees.

The hamlets of Fort Vermilion, La Crete, and Zama have transfer stations available to residents at no cost for the disposal of household waste.

La Crete has residential curbside pick up that operates on a cost recovery fee for service basis.

Assisting in the reduce reuse recycle message, the County runs a hamlet residential yard clean up/treasure hunt each spring. This allows residents to place their recyclable material at curbside allowing treasure hunters to reuse some items, reducing the impact on the landfill. After the treasure hunt, municipal employees will pick up yard waste, electronics, and items not claimed during the treasure hunt that are placed at the curbside for disposal.



Waste Management Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
User Fees/Sales /Rentals	\$81,000	\$84,400	\$66,561	\$86,250	\$85,050	(\$1,200)
Other Revenue	\$6,889	\$2,175	\$0	\$0	\$0	\$0
Reserve Draws	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$87,889	\$86,575	\$66,561	\$86,250	\$85,050	(\$1,200)
Expenditures:						
Salaries and Benefits	\$36,154	\$16,582	\$12,961	\$17,064	\$17,249	\$185
Materials and Supplies	\$7,007	\$6,547	\$3,364	\$7,800	\$7,800	\$0
Contracted Services	\$639,356	\$729,016	\$446,291	\$762,411	\$698,814	(\$63,597)
Utilities	\$22,697	\$23,724	\$15,268	\$24,911	\$25,409	\$498
Debt/Capital Financing	\$32,327	\$0	\$0	\$0	\$0	\$0
One-Time Projects	\$6,702	\$19,550	\$0	\$0	\$0	\$0
Total Expenditures	\$744,243	\$795,419	\$477,884	\$812,186	\$749,272	(\$62,914)

Planning & Development Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
User Fees/Sales /Rentals	\$116,838	\$115,000	\$24,453	\$9,600	\$22,866	\$13,266
Permits & Fees	\$294,085	\$249,075	\$210,994	\$271,000	\$248,000	(\$23,000)
Grants	\$0	\$0	\$57,000	\$84,064	\$57,000	(\$27,064)
Other Revenue	\$0	\$0	\$0	\$1,000	\$1,000	\$0
Reserve Draws	\$0	\$48,273	\$0	\$170,825	\$212,825	\$42,000
Total Revenues	\$410,923	\$412,348	\$292,447	\$536,489	\$541,691	\$5,202
Expenditures:						
Salaries and Benefits	\$614,679	\$528,160	\$463,707	\$620,569	\$672,625	\$52,056
Materials and Supplies	\$55,358	\$54,650	\$59,983	\$72,550	\$71,100	(\$1,450)
Contracted Services	\$238,433	\$276,233	\$309,178	\$347,650	\$381,150	\$33,500
Grants	\$0	\$0	\$17,500	\$17,500	\$0	(\$17,500)
Utilities	\$11,361	\$11,354	\$3,274	\$11,590	\$6,600	(\$4,990)
Debt/Capital Financing	\$88,645	\$0	\$0	\$0	\$0	\$0
One-Time Projects	\$53,232	\$281,199	\$27,719	\$311,889	\$269,825	(\$42,064)
Total Expenditures	\$1,061,709	\$1,151,596	\$881,360	\$1,381,748	\$1,401,300	\$19,552

Subdivision Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
Permits & Fees	\$100,580	\$112,000	\$168,547	\$95,000	\$130,000	\$35,000
Other Revenue	\$8,000	\$12,520	\$0	\$10,000	\$10,000	\$0
Total Revenues	\$108,580	\$124,520	\$168,547	\$105,000	\$140,000	\$35,000
Expenditures:						
Salaries and Benefits	\$133,115	\$290,348	\$247,517	\$318,141	\$327,278	\$9,137
Materials and Supplies	\$870	\$5,150	\$8,302	\$12,100	\$11,825	(\$275)
Contracted Services	\$26,179	\$35,538	\$32,826	\$35,000	\$33,000	(\$2,000)
Utilities (Fuel/Electrify/Natural Gas)	\$852	\$878	\$686	\$2,200	\$700	(\$1,500)
Debt/Capital Financing	\$0	\$0	\$0	\$70,000	\$80,000	\$10,000
Total Expenditures	\$161,016	\$331,914	\$289,330	\$437,441	\$452,803	\$15,362

AGRICULTURE

The Agricultural department provides services assisting ratepayers within Mackenzie County with beaver and surface water management concerns, roadside mowing and spraying, wolf depredation, and noxious weed inspection.

While following the County's Policies and Bylaws, the Agricultural department also has to follow the mandates of the *Alberta Agricultural Service Board Act*, therefore an Agricultural Service Board was established. Mackenzie County's Agricultural Service Board consists of two municipally appointed Councillors and three municipally appointed members at large.

Agricultural Service Boards are responsible for administering and enforcing the following provincial agricultural related act; *Weed Control Act*, *Agriculture Pest Act*, *Soil Conservation Act*, *Livestock Disease Act*, and the *Alberta Agricultural Service Board Act*.

The Agricultural Service Board has a business plan that is updated on a regular basis, with the main goals being:

- Encourage development of new value-added agricultural farms and agri-businesses.
- Promote sustainable agricultural policies and practices.
- Strong internal policies and programs to support responsible agricultural land development.
- Appropriate land uses within the County.
- Assisting with agricultural land expansion planning.
- Wolf depredation.
- Noxious weed management.
- Administering the Shelter Belt Program.

The Agricultural Service Board works closely and provides financial assistance to Mackenzie Applied Research Association (MARA), and provides a veterinary subsidy through Veterinary Services Incorporated. The Agricultural Service Board also assists in maintaining veterinary services in the region by providing an operating grant to the local veterinarian.

Providing water pump rentals to ratepayers and renting County owned land for agricultural use are the main funding provided to this department.

Agriculture Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
User Fees/Sales /Rentals	\$43,169	\$52,932	\$11,625	\$34,268	\$34,308	\$40
Grants	\$178,296	\$183,359	\$46,584	\$210,350	\$0	(\$210,350)
Reserve Draws	\$0	\$5,000	\$0	\$38,075	\$30,000	(\$8,075)
Total Revenues	\$221,465	\$241,291	\$58,209	\$282,693	\$64,308	(\$218,385)
Expenditures:						
Salaries and Benefits	\$272,942	\$281,573	\$283,080	\$397,629	\$371,244	(\$26,385)
Materials and Supplies	\$132,779	\$164,303	\$103,558	\$157,379	\$134,552	(\$22,827)
Contracted Services	\$757,627	\$532,336	\$469,081	\$864,700	\$733,183	(\$131,517)
Utilities	\$13,785	\$20,178	\$6,822	\$20,960	\$22,140	\$1,180
Debt/Capital Financing	\$123,399	\$0	\$0	\$0	\$500,000	\$500,000
Grants	\$134,423	\$131,000	\$141,048	\$147,500	\$152,500	\$5,000
One-Time Projects	\$0	\$10,159	\$28,046	\$73,075	\$30,000	(\$43,075)
Total Expenditures	\$1,434,956	\$1,139,548	\$1,031,635	\$1,661,243	\$1,943,619	\$282,376

PARKS & RECREATION

INTRODUCTION

The 2020 Budget submission for Parks and Recreation supports the vision and goals of the Community Services Committee, and Council direction.

PARKS AND CAMPGROUNDS

Mackenzie County is committed to provide opportunities for all residents to participate in an active and healthy lifestyle that benefits the mind and body.

- Mackenzie County maintains twelve (12) parks and four (4) campgrounds, while ensuring that they are open to all users, and maintaining a continued level of service.
- Three (3) campgrounds employ seasonal caretakers on site during the summer months.

BUDGET

The 2020 budget ensures that the parks and campgrounds maintain the same level of service that was provided during the 2019 year.

In 2020 the Community Services administration continues to work on obtaining 10 year plans with Alberta Environment & Parks for the Hutch Lake campground, La Crete Ferry Campground and Wadlin Lake campground.



Parks & Recreation Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
User Fees/Sales /Rentals	\$95,715	\$66,690	\$43,698	\$84,906	\$80,900	(\$4,006)
Other Revenue	\$41,963	\$0	\$1,197	\$0	\$0	\$0
Reserve Draws	\$0	\$0	\$0	\$6,000	\$11,400	\$5,400
Total Revenues	\$137,678	\$66,690	\$44,895	\$90,906	\$92,300	\$1,394
Expenditures:						
Salaries and Benefits	\$328,322	\$192,091	\$146,173	\$182,907	\$185,464	\$2,557
Materials and Supplies	\$55,224	\$42,866	\$29,446	\$60,174	\$51,870	(\$8,304)
Contracted Services	\$141,341	\$171,351	\$100,371	\$234,300	\$231,600	(\$2,700)
Utilities	\$3,338	\$5,177	\$2,866	\$4,317	\$4,385	\$68
Debt/Capital Financing	\$150,972	\$0	\$2,664	\$0	\$50,000	\$50,000
One Time Projects	\$17,077	\$0	\$0	\$11,400	\$11,400	\$0
Total Expenditures	\$696,274	\$411,485	\$281,520	\$493,098	\$534,719	\$41,621

GRANTS TO OTHER ORGANIZATIONS & MACKENZIE LIBRARY BOARD

GRANTS TO OTHER ORGANIZATIONS

Mackenzie County Council recognizes the value of volunteers and the non-profit groups operating within the region. Grants are available to Non Profit groups, with an application deadline of mid-October each year. The 2019 operating and capital budget includes funding that was provided to Family and Community Support Services (FCSS), Recreation Boards, and numerous other non-profit organizations.

Below is a list of funding streams that the County provides to some of the organization:

- Funding towards the provision of FCSS programs and activities.
- Operating and capital grants for Fort Vermilion, La Crete and Zama Recreation Boards, including utilities and insurance.
- Operating agreements with the La Crete Agricultural Society whereby the County pays all conventional utilities for the
- La Crete Heritage Centre.
- The County pays all utilities for the Fort Vermilion Community & Cultural Complex which hosts the Fort Vermilion
- Agricultural Society.
- A cemetery maintenance grant of \$600 annually.
- The County provides operating and capital funding to the Fort Vermilion, La Crete, and Zama Recreation Boards. The recreational boards operate the County-owned facilities and provide a range of programs and activities to local residents and visitors.

MACKENZIE LIBRARY BOARD

The Library is a vital part of our municipality and continues to flourish as a strong member and active partner within the community. The Library Board looks forward to continuing a strong and cooperative relationship with the County and Council.



The Library Board seeks to meet the informational, educational, recreational and cultural interests and needs of our community by providing timely access to print and non-print resources appropriate to those needs. The Public Library seeks to encourage and facilitate reading, literacy and lifelong learning by supplying resources in a variety of formats designed to interest, inform and enlighten.

The Public Library seeks to provide the highest quality service and to organize and display the collection for easy, open access by all.

Recreation Boards Proposed Budget

	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
RECREATION BOARDS	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
Reserve Draws	\$0	\$3,933	\$0	\$25,877	\$4,237	(\$21,640)
Total Revenues	\$0	\$3,933	\$0	\$25,877	\$4,237	(\$21,640)
Expenditures:						
Materials and Supplies	\$2,017	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$0	\$0	\$0	\$4,600	\$4,600	\$0
Utilities	\$0	\$0	\$0	\$0	\$0	\$0
Debt/Capital Financing	\$52,448	\$145,950	\$113,624	\$145,892	\$145,892	(\$0)
Grants	\$897,713	\$1,024,408	\$880,619	\$1,040,610	\$1,043,310	\$2,700
One-Time Projects	\$6,696	\$5,292	\$19,542	\$25,877	\$4,237	(\$21,640)
Total Expenditures	\$958,874	\$1,175,650	\$1,013,785	\$1,216,979	\$1,198,039	(\$18,940)

Family & Community Support Services & Not for Profit Groups Proposed Budget

Family and Community Support Services & All Not for Profit Groups	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
Grants	\$298,682	\$234,147	\$234,147	\$298,682	\$298,682	\$0
Other Revenue	(\$2,000)	(\$1,500)	\$0	\$0	\$0	\$0
Reserve Draws	\$0	\$0	\$0	\$55,891	\$0	(\$55,891)
Total Revenues	\$296,682	\$232,647	\$234,147	\$354,573	\$298,682	(\$55,891)
Expenditures:						
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$1,635	\$163	\$643	\$7,100	\$2,100	(\$5,000)
Grants	\$790,414	\$815,750	\$829,308	\$973,549	\$919,388	(\$54,161)
Debt/Capital Financing	\$0	\$0	\$0	\$0	\$20,000	\$20,000
Total Expenditures	\$792,049	\$815,913	\$829,950	\$980,649	\$941,488	(\$39,161)

Mackenzie Library Board Proposed Budget

Library	2017 Actual	2018 Actual	2019 YTD	2019	2020	\$ Variance
	Total	Total	Actual	Budget	Budget	2019/20
Revenues:						
Reserve Draws	\$0	\$4,200	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$4,200	\$0	\$0	\$0	\$0
Expenditures:						
Contracted Services	\$0	\$2,500	\$0	\$2,500	\$2,500	\$0
Grants	\$239,491	\$245,750	\$0	\$262,895	\$262,895	\$0
Total Expenditures	\$239,491	\$248,250	\$0	\$265,395	\$265,395	\$0

CAPITAL BUDGET

INTRODUCTION

The Capital Budget is a long-term, multi-year plan that is updated and refined on an annual basis. This plan reflects the need to invest in our infrastructure as the County grows and the existing infrastructure ages. Along with these factors, the withdrawal of Provincial and Federal capital allocations has created a significant financial challenge for the Mackenzie County. The need to prepare long-term infrastructure renewal plans, at the same time plan for growth, which is supported by prudent financial planning, is a major undertaking.

OVERVIEW OF CAPITAL BUDGET PREPARATION

In addition to being a planning tool, the Capital Budget and Forecast is a very important financial tool. By identifying and quantifying our renewal and growth needs we are able to determine the existing financial capacity and financial implications of the County undertaking the desired plan. The use of long term financial planning ensures that service levels are maintained and our assets are in a good state of repair without negative impact or significant tax or rate increases in any particular year.

The guiding principles that staff employ in the development of the Capital Budget and Forecast may be summarized as follows:

- Focus on the renewal needs of existing assets
- Focus on the needs of the community
- Achieve optimum benefit from the use of taxpayer’s dollars
- Increase the efficiency of our program delivery

CAPITAL BUDGET INPUTS

The graphic below illustrates the hierarchy of information which leads to the County’s overall vision and impacts capital investment decisions.



The County is currently developing a Long-Term Financial Plan that will detail capital expenditures for the next 5 years. As noted in the Introduction section of this document, any potential operating impacts of significant non-recurring projects have been considered in the plan. Staff will be presenting options to Council to ensure adequate financial capacity and flexibility is in place to support the long-term plan.

PRESENTATION OF THE CAPITAL BUDGET AND FORECAST

The 2020 will be presented to Council during the budget deliberations. The 5-year plan will be considered by Council over the next few months. The 2020 projects will be presented under separate cover.

DEBIT OUTSTANDING

CURRENT DEBT OUTSTANDING

The total current debt outstanding for the Mackenzie County forecasted as at December 31, 2019 is \$11,009,406. Payments for the next 5 fiscal years and thereafter are as follows:

Year	Principal	Interest	Total
2020	\$1,538,281	\$514,016	\$2,052,297
2021	\$1,361,746	\$471,783	\$1,833,529
2022	\$1,141,345	\$411,034	\$1,552,379
2023	\$965,591	\$432,994	\$1,398,585
2024	\$994,733	\$319,774	\$1,314,507

These annual principal and interest payments required to service the long-term liabilities of the County are well within the annual debt repayment limit prescribed by the *MGA and Regulations* of the Province of Alberta.

The current debt outstanding for the Mackenzie County is made up of the following obligations:

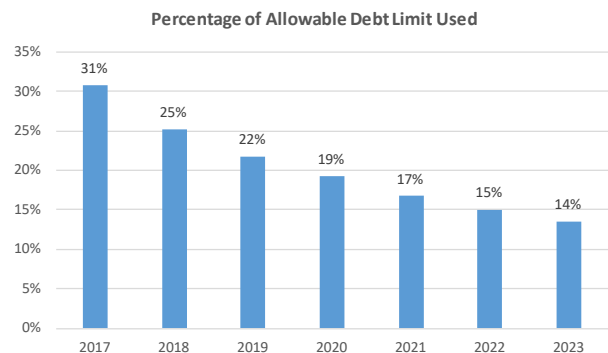
Details	Dec 31, 2019 Outstanding
FV Corporate Offices: Due 2020, 3.377%	\$86,796
Rural Water Line: Due 2021, 3.564%	\$378,068
La Crete Sewer Lift Station: Due 2030, 4.124%	\$141,430
Highway #88 Connector: Due 2031, 2.942%	\$1,428,189
Highway #88 Connector: Due 2033, 3.623%	\$8,020,167
FV Arena Ice Plant: Due 2022, 1.471%	\$157,839
Range Road 180: Due 2022, 1.471%	\$198,572
Township Road 1020: Due 2022, 1.471%	\$254,580
LC Arena Dressing Room/Lobby: Due 2022, 2.270%	\$254,580
Zama Tower Road Sewer: Due 2027, 4.501%	\$89,185
Total Current Debt Outstanding:	\$11,009,406

The forecasted debt to be outstanding is illustrated in the chart titled Total Debt Outstanding December 31st. This chart compares the debt obligations of the past, present and future.

Based on the 2019 budget deliberations and development of the future capital forecast additional debt will be assumed by the County. This chart will be impacted by the future decisions of Council.

The allowable Annual Repayment Limit respecting long-term debt and financial obligations is set by the Provincial Government. The maximum allowable limit is set at 1.5 of revenues and the debt services limit is 0.25% of revenues.

The County's debt limit will be in the \$50 million range for the next few years. Based on this limit the allowable percentage used is presented in the chart below Percentage of Allowable Debt Limit Used.



GLOSSARY

Accounting Principles

Generally Accepted Accounting Principles that apply specifically to the process of developing estimates and budgets and the reporting of results for financial documents.

Accrual Accounting

The Municipality's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing the Municipality's budget.

Allowance

A provision for an expected loss or reduction in the value of an asset, so as to reduce the reported value of the asset to a value which reflects its estimated realizable value. Examples of an allowance are: Allowance for Doubtful Accounts, Allowance for Uncollectable Taxes.

Approved Budget

The final budget passed by Council, which will govern the operations and reporting during the fiscal year.

Assessment

A value established by the Municipal Assessor for real property for use as a basis of levying property taxes for municipal purposes.

Assets

All properties, both tangible and intangible, owned by an entity.

Base Budget

Budget resources that are required to maintain service at the level provided in the previous year's budget.

Budget

A financial plan for a specified period of time (fiscal year) that matches all planned revenues and

expenditures for the provision of various municipal programs and services, approved by Council.

Budget Document

The official written statement prepared by administration, which presents the proposed budget for the fiscal year to Council.

Budget Message

A general discussion of the proposed budget presented in writing as part of the budgeted document. The budget message explains principal budget issues and highlights against the background of financial experience in recent years and presents recommendations made by senior administration, for the consideration of Council.

Budget Principles

Propositions employed in the operating and capital budget development, control and reporting.

Capital Budget

A plan of proposed capital expenditures to be incurred in the current year and over a period of subsequent future years [long term], identifying each capital project and the method of financing.

Capital Projects

Projects, which purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or infrastructure.

Current Taxes

Taxes that are levied and payment due within the fiscal year.

Debenture Debt

The payment of interest and repayment of principle to holders of the Municipality's debt instruments, used to finance capital projects.

Debt Limit

The total outstanding debt service charges incurred by the Municipality. This can be expressed as the Council Policy limit or the allowable Provincial Government Limit.

Deficit

The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.

Department

A basic organizational unit of the Municipality, which is functionally unique in its delivery of services.

Estimated Revenue

The amount of projected revenue to be collected during the fiscal year. The amount of revenue budgeted is the amount approved by Council.

Expenditure

Acquired goods and services.

External Boards

Boards or external bodies which are not consolidated in the Municipality's financial reporting. Council may have representation on the bodies but they are not under the control of the Council.

Fiscal Policy

Actions adopted to achieve a financial outcome.

Fiscal Year

The twelve-month accounting period for recording financial transactions. The County's fiscal year is January 1 to December 31.

Full Time Equivalent Position (FTE)

A measure to account for all staffing dollars in terms of their value as a staffing unit. For example two (2) half-time positions would equate to one (1) FTE.

Fund

A set of interrelated accounts to record revenues and expenses associated with a specific purpose. A fund has its own revenues, expenditures, assets, liabilities and equity.

Fund Balance

A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds, over cumulative expenditures and other uses of funds.

Generally Accepted Accounting Principles (GAAP)

Recognized uniform principles, standards, and guidelines for financial accounting and reporting. GAAP encompasses the conventions and rules that define accepted accounting principles at a particular time.

**Grant**

A monetary contribution by one governmental unit or other organization to another. Typically, these contributions are made to local governments by the Provincial and Federal Governments.

Inflation

A rise in price levels caused by economic activity.

Infrastructure

The facilities and assets employed by the Municipality to deliver services. These facilities and assets are numerous and are not limited to: roads, sewers, water plants, buildings and vehicles.

Investment Income

Interest and dividend income received from investments and cash balances.

Long Term Debt

Borrowing to finance capital projects having a maturity of more than one year after the date of issue.

Net-Tax Levy (Impact)

This represents the total gross expenditures required with consideration given to non-taxation revenues including all non-taxation revenue sources. The gross expenditure minus the non-tax revenue sources represents the impact on the tax rate. If the impact results in a positive number, additional pressures would result on the tax rate; conversely, a negative number shows the initiative has a positive impact on the tax rate.

Object Code

A revenue or expenditure category used consistently across the municipality to provide more detailed

analysis and reporting of revenues and/or expenditures. For example, grants, building permits, miscellaneous licenses, fees, rentals, taxation, personnel services, materials, purchased services and supplies.

Offsite Levy

Monies collected and earmarked for a specific purpose. Generally related to new infrastructure required to support growth.

One-Time Project

A plan of proposed one-time projects that do not meet the definition of an asset and are anticipated to be completed during the current year. Included within the operating budget.

Operating (Current) Budget

The budget containing allocations for such expenditures as salaries and wages, materials and supplies, utilities, and insurance to provide basic government programs and services for the current fiscal year.

Payments in Lieu of Taxes (PIL's)

Payments in lieu of taxes received from other governments which are exempt from the payment of property taxes.

Program

A group of activities, operations or organizational units directed to attain specific objectives and are accounted for as such.

Public Sector Accounting Board (PSAB)

The subcommittee of the Canadian Institute of Chartered Accountants which provides recommendations and issues pronouncements to enhance the financial reporting information of public sector bodies.

Surplus

The excess that exists when expenditures at fiscal yearend are lower than had been budgeted for or revenues are higher. Surpluses are required to be applied fully in the following year's operating budget to reduce amounts raised through taxation, unless allocated to a reserve by Council.

Reserves

An allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets.

Reserve Fund

Assets segregated and restricted to meet the purpose of the reserve fund. They may be:

Obligatory – created whenever a statute requires revenues received for special purpose to be segregated.

Discretionary – created whenever a municipal council wishes to earmark revenues to finance a future project for which it has authority to spend money.

Revenue

Funds that a government entity receives as income. It includes such items as property tax payments, fees for specific services, receipts from other governments, fines, grants and interest income.

Tax Levy

The total amount to be raised by property taxes for operating and debt service purposes specified in the annual Tax Levy by-Law.

Tax Rate

The rate levied on each real property according to assessed property value and property class.

User Fees

A fee levied for services or use of municipal property on an individual or groups of individuals benefiting from service.



Mackenzie County

REQUEST FOR DECISION

Meeting:	Budget Council Meeting
Meeting Date:	October 30, 2019
Presented By:	Jennifer Batt, Interim Director of Finance
Title:	Review 2019 One Time Projects – Carry Forwards

BACKGROUND / PROPOSAL:

Attached is the 2019 One Time (previously called Non-TCA) projects that administration is recommending be completed, or carried forward.

All projects recommended to be carried forward require no additional funding with the exception of the La Crete Future Utility Servicing Plan and the Asset Management project. The La Crete Future Utility Servicing Plan request is awaiting confirmation of costs prior to additional funds request, while the Asset Management project additional funds is included in the 2020 One Time project list under contingent on grant funding.

These lists will be combined as the 2020 One Time project lists once approved by Council.

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

SUSTAINABILITY PLAN:

COMMUNICATION/PUBLIC PARTICIPATION:

Author: J. Batt Reviewed by: _____ CAO: _____

POLICY REFERENCES:

RECOMMENDED ACTION:

Simple Majority

Requires 2/3

Requires Unanimous

For review and discussion.

Author: _____ Reviewed by: _____ CAO: _____

MACKENZIE COUNTY

One Time Projects 2019 INCLUDING CARRY FORWARDS

Project Description	TOTAL PROJECT BUDGET	2019 BUDGET	TOTAL COSTS	2019 COSTS as of October 23, 2019	2019 REMAINING BUDGET	Internal Funding			Notes	COMPLETE	CARRY FORWARD
						restricted Surplus (previous years)	RS-type	Debenture			
(12) - Administration Department											
Wolf bounty (CF 2016)	125,000	40,817	\$102,095	17,912	\$22,905	40,817	GOR				X
Caribou/Industry Protection Strategy (CF 2016)	405,356	50,000	\$405,378	50,023	-\$23	50,000	GOR			X	
Cumulative Effects Assessment Study (CF 2017)	270,000	178,306	91,694.17	-	\$178,306	70,000	GOR				X
FV - Asset Management (2018)	45,000	45,000	-	-	\$45,000	45,000	GOR		Requesting Additional Funds to assist with 5 year capital plan and asset management		X
FR/IAA Firesmart Program(Hutch Lake & Zama)	301,520	301,520	249,012	249,012	\$52,508					X	
Northwest Species at Risk Committee (3 yr)	150,000	150,000	-	-	\$150,000	150,000	GOR				X
Total department 12	1,296,876	765,643	848,180	316,947	448,696	355,817	-				
(23) - Fire Department											
FV - Fire Dept Training Props (2018)	30,000	30,000	-	-	30,000	15,000	GOR				X
LC - Fire Dept Training Props	20,000	20,000	-	-	20,000						X
Total department 23	50,000	50,000	-	-	50,000	15,000	-				
(32) - Public Works											
ZA - Aspen Drive Ditch Repair (CF 2016)	60,000	54,600	5,400	-	54,600	54,600	GOR			X	
LC & FV - Road Disposition - Survey Work (CF 2014)	50,000	40,679	9,321	-	40,679	40,679	GOR				X
Assumption Hill Improvement (ditching) (CF 2014)	20,000	17,290	2,710	-	17,290	17,290	GOR			X	
Zama Road Frost Heaves	150,000	150,000	-	-	150,000	150,000	GOR			X	
Total department 32	280,000	262,569	17,431	-	262,569	262,569					
(33) - Airport											
Airport Master Plan (CF 2016)	75,000	66,496	8,504	-	66,496	66,496	GOR			X	
FV Airport Development (CF 2016)	16,382	9,169	7,213	-	9,169	9,169	GOR			X	
Airport Operations/Safety Manuals	30,000	30,000	-	-	30,000	30,000	GOR				X
Total department 33	121,382	105,666	15,716	-	105,666	105,665					
(41) - Water											
LC -La Crete Future Water Supply Concept (2018)	200,000	190,910	9,090	-	190,910	190,910	GOR				X
Water Diversion License Review	35,000	18,342	18,114	1,457	16,885	18,342	GOR				X
Total department 41	235,000	209,252	27,204	1,457	207,795	209,252					
(42) - Sewer											
LC - Future Utility Servicing Plan (2018)	85,000	23,771	61,229	-	23,771	23,771	GOR		Additional funds may be required. Awaiting quote		X
Total department 42	85,000	23,771	61,229	-	23,771	23,771	-				

MACKENZIE COUNTY

One Time Projects 2019 INCLUDING CARRY FORWARDS

Project Description	TOTAL PROJECT BUDGET	2019 BUDGET	TOTAL COSTS	2019 COSTS as of October 23, 2019	2019 REMAINING BUDGET	Internal Funding			Notes	COMPLETE	CARRY FORWARD
						restricted Surplus (previous years)	RS-type	Debtenture			
(61) - Planning & Development Department											
Infrastructure Master Plans (CF 2016)	240,800	12,559	228,241	-	12,559	12,559	GOR				X
Natural Disaster Mitigation Program (CF 2017)	105,000	42,064	90,655	27,719	14,345	15,000	GCR			X	
Seven (7) Intermunicipal Development Plan and Intermunicipal Collaborative Framework (2018)	150,000	143,266	6,734	-	143,266	143,266	GOR				X
Economic Development Investment Attraction Marketing Packages	114,000	114,000	-	-	114,000						X
Total department 61	609,800	311,889	325,630	27,719	284,170	170,825	-	-			
(63) - Agricultural Services Department											
Dell Tough Book and software (2018)	20,500	8,075	21,425	9,000	(925)	8,075	GOR			X	
Irrigation District Feasibility Study	30,000	30,000	-	-	30,000	30,000	GOR				X
Total department 63	50,500	38,075	21,425	9,000	29,075	38,075		-			
(71) - Recreation											
ZA - Hall Electrical Upgrades (CF 2015/2016)	31,887	3,482	28,405	-	3,482	3,482	RB-ZA		Awaiting response from the Recreation Boards		X
LC - 2 Sets of Mini Nets & Portable Boards (2018)	8,500	8,500	7,745	7,745	755	8,500	GOR		Awaiting response from the Recreation Boards		X
LC - Operational Over Spends	13,895	13,895	11,797	11,797	2,098	13,895	RB-LC/GOO/GOR		Budgeted GST and estimated costs. Should be returned to reserve	X	
Total department 71	54,282	25,877	47,947	19,542	6,335	25,877	-	-			
(72) - Parks											
LC Walking Trail	6,000	6,000	-	-	6,000	6,000	GOR				X
La Crete Walking Trail LOC	2,400	2,400	-	-	2,400						X
Wadlin lake Phase 2 Campground Expansion Development Plan	3,000	3,000	-	-	3,000						X
Total department 72	11,400	11,400	-	-	11,400	6,000	-	-			
TOTAL 2019 Non-Capital Projects	2,794,240	1,804,143	1,364,761	374,665	1,429,478	1,212,851	-	-			1,804,141
Requested Carry Forward "One Time Projects"					1,041,014						



Mackenzie County

REQUEST FOR DECISION

Meeting:	Budget Council Meeting
Meeting Date:	October 30, 2019
Presented By:	Jennifer Batt, Interim Director of Finance
Title:	Town of High Level 2020 Capital Funding Request

BACKGROUND / PROPOSAL:

Mackenzie County has a Regional Service Sharing Agreement with the Town of High Level, and within this agreement, the County may approve the Town of High Level's proposed Capital projects for the next year's budget, which is to be partially funded by the County as follows:

Department	Funding
Airport	30%
Community Service	20%
Fire	50%

Included in the agreement, the County is to notify the Town by December 1st, of which projects will be funded. Attached is the Town of High Level's Capital requests, and future Capital plan.

Administration also received notice that two projects that were approved and budgeted in 2019 were cancelled by the Town. See attached letter.

Notice was also received that a project that was approved in 2017, and funded by the General Operating Reserve in 2019 as a carry forward project was also cancelled. See attached letter.

OPTIONS & BENEFITS:

Review attached requests for approval, and funding.

Author: J. Batt Reviewed by: _____ CAO: _____

COSTS & SOURCE OF FUNDING:

2020 Operating Budget

SUSTAINABILITY PLAN:

COMMUNICATION/PUBLIC PARTICIPATION:

Administration to notify the Town of High Level which project have been approved for funding the agreements deadline of December 1, 2019.

POLICY REFERENCES:

Regional Service Sharing Agreement with the Town of High Level

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

For review and discussion.

Author: J. Batt Reviewed by: _____ CAO: _____



Town of High Level
 10511 – 103 Street
 High Level, AB T0H 1Z0
 Canada

Telephone: 780-926-2201
 Facsimile: 780-926-2899
 town@highlevel.ca
 www.highlevel.ca

October 15, 2019

Attention: Len Racher
 Chief Administrative Officer
 Mackenzie County
 4511-46 Avenue
 Box 640
 Fort Vermilion AB T0H 1N0

Re: 2020 Capital Contribution

Dear Mr. Racher,

This correspondence is to provide an overview of the Town of High Level's 2020 Capital Projects as per the Regional Service Sharing Agreement (RSSA).

Under the current RSSA, the County contributes the following percentages of capital expenditures:

- Airport – 30%
- Fire Services – 50%
- Recreation – 20%

Below is a summary of the capital projects included in the Town's tentative 2020 capital budget:

Category	Project	Budget	Capital Contribution
Airport	Plow Truck/Sander	\$ 325,000	\$ 23,100
Airport	Airport Truck	50,000	15,000
Fire Services	Engine 2 Replacement	480,000	240,000
Fire Services	Fire Training Area Classroom	45,000	15,000
Fire Services	Washer/Extractor Replacement	20,000	10,000
Recreation	Multiuse Facilities – Design and Concept	650,000	130,000
Recreation	Community Park Upgrade – Design and Site Preparation	60,000	12,000
Recreation – Museum	Museum Front Entrance and Parking Lot	100,000	20,000
Recreation – Pool	Aquatic Hot Tub Boiler Replacement	15,000	3,000
		\$ 1,745,000	\$ 468,100

The project description and justification of each project is detailed below:

i. Airport: Plow Truck/Sander

This project is for the replacement of the 2000 International Plow Truck. This unit has a front mount plow and sander for runway and apron snow removal operations. The truck is also set up to pull the 14-foot sweeper and is the main unit used for all runway-clearing activities. It is nearing 20 years old and currently has 71,000 km and 6,488 hrs. Because of the age of the unit and parts availability, these type of repairs weigh heavy towards the consideration for

replacement. The new plow truck and sander will provide reliable equipment to maintain the airport infrastructure, ensuring we have safe and accessible airport.

This project is dependent on approval of Airports Capital Assistance Program (ACAP) funding. The Town expects \$248,000 of ACAP funding for this type of project and has calculated the County's portion as 30% of the remainder of the project.

ii. *Airport: Airport Truck*

This capital project request is for the replacement of the Airport Manager vehicle with a 4x4 pickup, equipped with a radio and safety equipment. The airport fleet consists of three vehicles: one for maintenance operations, one for airstrip inspections, and one for the Airport Manager. The Airport Manager vehicle is used by the manager, as well as operators, as required for administrative duties, travel, and airside operations. The new vehicle will provide safer access to airside operations and will require less repairs than the current vehicle.

iii. *Fire Services: Engine 2 Replacement*

This project is to replace Engine 2 as per Resolution #269-19. This is a key piece of apparatus for the department. This unit serves the Town in many ways. First, the unit is a required vehicle under our Wildfire Suppression Plan. It also serves as a structural engine in structural fires and will be used for deployment. It should be noted that the loaner truck from the Northern Sunrise County was critical to operations during the Chuckegg Creek Wildfire.

The Town had previously sent a justification letter to the County dated May 8, 2019 as it was known at that time that this equipment would be required. The County has given the Town permission to use 50% of the proceeds of the replaced vehicle that was sold - \$62,900 – toward the purchase of the replacement. Therefore, the proceeds amount can be deducted from the above-stated capital contribution. The Town is anticipating a net amount due from the County of \$177,100.

iv. *Fire Training Area Classroom*

This will provide water, sewer, power, and gas to a building donated for the training facility allowing it to be turned into a site classroom with washrooms. The facility was donated locally from Chateh and the department has determined that turning it into a site classroom is the best option for the building. This will also provide longevity to the building and allow it to enhance the training facility for courses and programs. It will also provide washrooms for health and safety requirements.

The High Level Fire Department is contributing \$15,000 of their donations to this capital project. The Town has calculated the County's portion as 50% of the remainder of the project.

v. *Washer/Extractor Replacement*

This project is to replace the current washer/extractor in the Fire Hall. This unit is used to wash bunker gear. The current unit is 16 years old and has seen several breakdowns over the past year. The outer seal had to be epoxied together to get it into service this spring. It is the intention to dispose of the old unit. It is critical that we are able to wash bunker gear effectively to ensure that health of our firefighters.

vi. *Recreation - Multiuse Facilities – Design and Concept*

This project is to prepare the engineering and architectural design and concept for the proposed Regional Emergency Response Facility/Fieldhouse and Arena Replacement projects. This would take the projects from a concept to a construction tender ready state.

The Regional Emergency Registration Centre/Fieldhouse will provide a facility to organize evacuees from neighbouring communities or allow the community of High Level to shelter-in-place, while the Fieldhouse will provide much needed recreational expansion in the community. The arena replacement project will allow the Town to prepare for the construction of a new arena complex.

vii. Community Park Upgrade – Design and Site Preparation

This project would be to complete a new design and prepare for construction of an updated Community Park. The focus is correcting the ball diamond, ensuring adequate parking, ensuring space for the dog park, and adding washrooms and a gazebo. There are currently two ball diamonds on site. One is a legal size baseball diamond and the other one is not sport-specific due to the dog park reducing its size. Tri-Council has proposed hosting summer games, which would require us to have legal size diamonds. The current ball organizations in town are the Little League and Slo Pitch League, neither of which can play legal games on the current baseball diamond.

There will be softball diamonds available for the current leagues and tournaments, as well as increased service levels by having the convenience of washrooms and a gazebo. There will also be adequate parking for the increased capacity of the park.

viii. Recreation – Museum: Museum Front Entrance and Parking Lot

This project consists of overlaying the front parking lot of the Museum with asphalt, replacing the curbing in the front parking lot, and constructing a cement accessibility ramp to the front doors. The Museum parking lot and curbing are crumbling. This has been identified as a safety concern as the parking lot has multiple cracking, crumbling, and sink hole defects that cause tripping hazards. Esthetically, the area looks unmaintained and uncared for. The curbing is used as a barrier to protect the grass from vehicles. Currently, we do not have a proper ramp for ease of accessibility to enter the facility, which limits our visitors.

This capital project will eliminate trip hazards in the parking lot, which will increase the safety of staff and visitors. It will also make the facility accessible for more visitors.

ix. Recreation – Pool: Aquatic Hot Tub Boiler Replacement

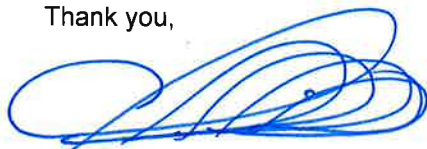
This project is to replace the hot tub boiler at the Aquatic Centre. The hot tub boiler is leaking and starting to fail. A contractor has evaluated the leak and has concluded that it cannot be repaired. The chlorine in the water corrodes some of the mechanics of the boiler. These corroded parts are not replaceable or repairable. The leaking boiler requires Aquatic Centre staff to fill the hot tub with fresh water more frequently which increases the cost to treat and heat the water.

Town Council has reviewed the capital items presented in this letter during preliminary budget discussions. The Town will notify the County if there are any changes to the scope or costs of the above-noted projects during the budget approval.

Please note that Paragraph 2a of the Amending Agreement RSSA dated February 6, 2014 indicates that the Town must provide three (3) year capital plans to Mackenzie County each year. Council has directed Administration to provide Mackenzie County with the Town's draft ten (10) year capital plan. The draft 2020-2029 capital plan has been included with this correspondence in lieu of the requested three (3) year capital plan.

We appreciate Mackenzie County's ongoing support and contributions to capital projects. Please contact the Director of Finance, Carolyn Zenko at 780-821-4002 if you have any questions regarding this letter.

Thank you,



Clark McAskile
Chief Administrative Officer

TOWN OF HIGH LEVEL CAPITAL PLAN 2020 - 2029 (DRAFT)

					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
No.	Program	Department	Function	Description	Total									
ADMINISTRATION														
	West Exterior Door - Accessibility Upgrades	Operations	Admin Building		20,000	20,000								
	Building Fire Alarm	Operations	Admin Building		35,000	35,000								
	Backup Generator & Transfer Switch	Operations	Admin Building		160,000		160,000							
	Town Hall Server Upgrade	Administration	Information Technology		90,000	45,000				45,000				
					305,000	100,000	160,000	-	-	-	45,000	-	-	-
PROTECTIVE SERVICES														
	Brush 1 Replacement (previously Pump 4)	Protective Services	Fire	1FDXW47SOYEB21276	300,000			300,000						
	Brush 2 Replacement	Protective Services	Fire		75,000			75,000						
	Engine 2 Replacement (previously Pump 2)	Protective Services	Fire		480,000	480,000								
	Rescue 1 Replacement	Protective Services	Fire	4S7XT2B90BC0712393	750,000						750,000			
	Squad 1 Replacement	Protective Services	Fire		75,000		75,000							
	Squad 2 Replacement	Protective Services	Fire		90,000					90,000				
	Squad 3 Replacement	Protective Services	Fire	1FTFW1EV4AFB51716	150,000		75,000					75,000		
	Tender 1 Replacement	Protective Services	Fire		400,000			400,000						
	Air Compressor Replacement	Protective Services	Fire		75,000							75,000		
	Fire Training Area Classroom	Protective Services	Fire		45,000	45,000								
	Phase 1 Live Fire Trainer Replacement	Protective Services	Fire		70,000			70,000						
	Phase 5 Tower Addition	Protective Services	Fire		75,000		75,000							
	SCBA Harness Replacement	Protective Services	Fire		360,000			180,000					180,000	
	Storage Building for Trailers and Equipment	Protective Services	Fire		200,000		200,000							
	Washer / Extractor Replacement	Protective Services	Fire		20,000	20,000								
	Unit HL01 Vehicle Replacement	Protective Services	Bylaw	2017 Dodge Durango	150,000		75,000					75,000		
	Unit HL02 Vehicle Replacement	Protective Services	Bylaw	2014 Chevrolet Tahoe	150,000		75,000						75,000	
					3,465,000	545,000	225,000	350,000	555,000	470,000	90,000	750,000	225,000	255,000
COMMUNITY SERVICES														
	AK Colour Replacement	Community Services	Pool		15,000								15,000	
	Aquatic Hot Tub Boiler Replacement	Community Services	Pool		15,000	15,000								
	Basin and Deck Resurfacing	Community Services	Pool		75,000			75,000						
	Pool Deck Lighting	Community Services	Pool		75,000		75,000							
	Sound System	Community Services	Pool		20,000		20,000							
	Curling Hall Upgrade	Community Services	Arena		25,000		25,000							
	Digital Sign	Community Services	Arena		50,000		50,000							
	Community Park Upgrade - Design and Site Prep	Community Services	Parks		60,000	60,000								

TOWN OF HIGH LEVEL CAPITAL PLAN 2020 - 2029 (DRAFT)

No.	Program	Department	Function	Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	Community Park Upgrade - Construction	Community Services	Parks		250,000		250,000								
	Museum Front Entrance and Parking Lot	Community Services	Museum		100,000	100,000									
	Outdoor Program Area	Community Services	Museum		250,000					250,000					
	Pave Parking Lot	Community Services	Museum		100,000		100,000								
	RV Sanitary Dump	Community Services	Museum		70,000	70,000									
	Arena and Aquatic Centre Upgrades	Community Services	Recreation		10,000,000		10,000,000								
	Multiuse Facilities - Design and Concept	Community Services	Recreation		650,000	650,000									
	Regional Emergency Response Facility	Community Services	Recreation		20,000,000		20,000,000								
					31,755,000	895,000	30,495,000	25,000	-	75,000	250,000	-	-	15,000	-
OPERATIONS															
	1990 Ford Water Truck	Operations	Equipment	1FDPF83K3LVA33409	150,000					150,000					
	1998 KUBOTA Tractor	Operations	Equipment	M540-62042120701	60,000			60,000							
	2007 Sterling HydroVac	Operations	Equipment	2FZHATDC17AW65433	700,000	700,000									
	2008 International Tandem - Snow Truck 7500	Operations	Equipment	1HTWNAZT28J696397	160,000		160,000								
	2008 John Deere Mower Wide Path	Operations	Equipment	CH4020T207116	70,000			70,000							
	2008 Tenco Snowblower	Operations	Equipment	9377	180,000		180,000								
	2009 GMC Street Sweeper	Operations	Equipment	1GDM7F1B89F410602	375,000						375,000				
	2009 Holder Sidewalk Tractor	Operations	Equipment	202002680	280,000	140,000							140,000		
	2011 International Tandem - Snow Truck 7500	Operations	Equipment	1HTWNAZT9BJ377568	160,000		160,000								
	2012 TORO 3280 Mower Unit	Operations	Equipment	312000277	50,000		25,000							25,000	
	2012 TORO 3280 Mower Unit	Operations	Equipment	312000225	50,000		25,000							25,000	
	2015 Freightliner Sanding Truck	Operations	Equipment	1FVAG5CY3FHGJ6419	225,000					225,000					
	1997 Ford F-350	Operations	Fleet	1FDJF37HVEA87284	120,000		60,000						60,000		
	1999 GMC Sierra	Operations	Fleet	1GTEC14V2XE536924	40,000					40,000					
	2002 Ford F-250	Operations	Fleet	1FTNW21L72EC33906	50,000					50,000					
	2002 Chevrolet Regular Cab Maint Dept	Operations	Fleet	1GCEC14W62Z297551	100,000	50,000						50,000			
	2003 Chevrolet 1500 Silverado	Operations	Fleet	1GCEC14X14Z125469	40,000					40,000					
	2007 Chevrolet 1500 Silverado	Operations	Fleet	1GCEC14V57E113724	80,000	40,000						40,000			
	2008 Dodge Reg Cab 4 x 4 2500	Operations	Fleet	3D7KS26D08G208868	110,000		55,000						55,000		
	2010 GMC Sierra 2500 4 x 4	Operations	Fleet	1GT3K0BG2AF109799	80,000			40,000						40,000	
	2010 Chevrolet 1500 Silverado	Operations	Fleet	1GCPCPEX9AZ169158	80,000			40,000						40,000	
	2010 Chevrolet 1500 Silverado	Operations	Fleet	1GCPCPEX9AZ160427	80,000			40,000						40,000	
	2011 Dodge Ram 1500 4 x 4	Operations	Fleet	1D7RV1GT2BS591833	55,000				55,000						
	2011 Dodge Ram 1500 4 x 4	Operations	Fleet	1D7RV1GP5BS675910	55,000				55,000						

TOWN OF HIGH LEVEL CAPITAL PLAN 2020 - 2029 (DRAFT)

No.	Program	Department	Function	Description	Total											
						2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
	2011 Chrysler Caravan	Operations	Fleet	2D4RN4DG5BR600743	90,000		45,000					45,000				
	2014 Ford F-550 Service Truck	Operations	Fleet	1FDUF5HY0EEA142338	80,000					80,000						
	2015 Dodge Ram 3500 Sewer Van	Operations	Fleet	3C6URVJG9FE515022	70,000						70,000					
	2017 Dodge Ram 3500	Operations	Fleet	3C7WRBJ6HG500696	55,000							55,000				
	2017 Ford Explorer	Operations	Fleet	1FM5K8D81HGC49727	55,000					55,000						
	Sidewalk Replacement and Repair	Operations	Sidewalks	Repair Infrastructure	1,250,000	350,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Walking Trail Extensions - Phase 1	Operations	Sidewalks	Repair Infrastructure	30,000	30,000										
	92 Street and 114 Avenue Repair	Operations	Streets and Roads	Repair Infrastructure	1,500,000			1,500,000								
	Gateway Boulevard Accesses	Operations	Streets and Roads	New Infrastructure	550,000	550,000										
	Street Milling and Paving Gas Tax	Operations	Streets and Roads	Repair Infrastructure	2,000,000			500,000	500,000		500,000			500,000		
	Streetscape Remaining Downtown	Operations	Streets and Roads	Repair Infrastructure	7,500,000		1,500,000	1,500,000		1,500,000			1,500,000			1,500,000
	Highway 35 and Resource Road Remediation Design	Operations	Streets and Roads	Repair Infrastructure	100,000	100,000										
	Water Meter Battery Replacement 1400 units	Utilities	Water Meter System	Repair Infrastructure	70,000		70,000									
	Downtown Sewer Upgrades	Utilities	Sewer Infrastructure	Repair Infrastructure	575,000	75,000	250,000	250,000								
	Downtown Water Upgrades	Utilities	Water Infrastructure	Repair Infrastructure	875,000	75,000	350,000	450,000								
	Fire Pumping System Upgrades	Utilities	WTP	Improve Supply	750,000		750,000									
	GAC System Replacement - Membrane	Utilities	WTP	Repair Infrastructure	3,000,000			3,000,000								
	General Sewer Lining and Repair	Utilities	Sewer Infrastructure	Repair Infrastructure	1,435,000		35,000		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	General Water Main Upgrades	Utilities	Water Infrastructure	Repair Infrastructure	1,785,000		35,000		250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
	Lift Station 1 Replacement - Phase 3	Utilities	Sewer Lift Stations	Repair Infrastructure	800,000	800,000										
	Water and Sewer CAD Mapping	Utilities	Asset Management	Planning Process	120,000	60,000	60,000									
	Industrial Water Line Loop	Utilities	WTP	Repair Infrastructure	300,000		300,000									
	Sewage Lagoon	Utilities	Sewer Infrastructure	New Infrastructure	15,100,000		100,000	15,000,000								
	Inspection Truck Replacement	Operations	Airport		50,000	50,000										
	Loader Replacement	Operations	Airport		325,000			325,000								
	Plow Truck/Sander	Operations	Airport		325,000	325,000										
	Airport LPV Survey	Operations	Airport		40,000	40,000										
	Apron Extension	Operations	Airport		1,000,000			1,000,000								
	Land Acquisition	Operations	Airport		300,000				300,000							
					43,480,000	3,385,000	3,920,000	22,585,000	2,290,000	1,635,000	2,475,000	1,615,000	2,305,000	1,220,000	2,050,000	
TOTAL					79,005,000	4,925,000	34,800,000	22,960,000	2,845,000	2,180,000	2,860,000	2,365,000	2,530,000	1,490,000	2,050,000	



Town of High Level
10511 – 103 Street
High Level, AB T0H 1Z0
Canada

Telephone: 780-926-2201
Facsimile: 780-926-2899
town@highlevel.ca
www.highlevel.ca

October 23, 2019

Attention: Len Racher
Chief Administrative Officer
Mackenzie County
4511-46 Avenue
Box 640
Fort Vermilion AB T0H 1N0

Re: 2019 Capital Contribution – Council Resolution 352-19

Dear Mr. Racher,

This correspondence is to update Mackenzie County on the Town's 2019 capital projects. Council Resolution 352-19 reads "THAT Council cancel two projects from the 2019 Capital Budget: Project 593 – Arena Boards – and Project 594 – Washroom and Change Room Upgrade". Below is a summary of the two cancelled projects and the corresponding 2019 contributions that the Town had initially sent to the County:

Category	Project	Budget	Capital Contribution
Recreation - Arena	Arena Boards	\$ 250,000	\$ 50,000
Recreation - Arena	Washroom and Change Room Upgrade	75,000	15,000
		<u>\$ 325,000</u>	<u>\$ 65,000</u>

Council has indefinitely postponed these two projects because of an arena engineering report that was received mid-year. Considering the engineer's findings, it is Council's intention to construct a new building in the coming years instead of repairing a building that has a limited number of years remaining. These changes are being included in the 2020-2029 Capital Plan. The initial design stages of the upcoming project have been included in the 2020 Capital Budget County contribution request letter dated October 15, 2019.

The total 2019 capital contribution request made to the County on October 12, 2018 totalled \$151,000. The two Airport projects included in the request were not included on the Town's final 2019 Capital Budget, which reduced the total request to \$134,500. The most recent project cancellations reduces the budgeted 2019 capital contribution from the County further to \$69,500.

Please contact me if you have any questions regarding this letter.

Thank you,

Clark McAskile
Chief Administrative Officer



Town of High Level
10511 – 103 Street
High Level, AB T0H 1Z0
Canada

Telephone: 780-926-2201
Facsimile: 780-926-2899
town@highlevel.ca
www.highlevel.ca

October 29, 2019

Attention: Jennifer Batt
Interim Director of Finance
Mackenzie County
4511-46 Avenue
Box 640
Fort Vermilion AB T0H 1N0

Re: 2017 Capital Contribution Update

Dear Ms. Batt,

This correspondence is to provide an update for the below project included on the Town of High Level 2017 Capital Project notification letter dated October 14, 2016:

Department	Project	Budget	County Contribution
Community Services	Sports Complex Expansion	\$ 4,000,000	\$ 800,000

The letter sent to the County was a draft 2017 Capital Budget list. The above project was included in the letter, but did not make the 2017 Town Capital Budget. The Town will not request the \$800,000 funding for this specific project in the future, as it is not an outstanding project. Please remove it from your outstanding project list.

We appreciate Mackenzie County's ongoing support and contributions to capital projects. Please contact me at 780-821-4002 if you have any questions regarding this letter.

Thank you,

Carolyn Zenko
Director of Finance