



MACKENZIE COUNTY

2022

BUDGET

Approved January 17, 2022
with amendments to April 27, 2022



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

or

Byron Peters, Interim Chief Administrative Officer
phone: 780.927.3718
email: bpeters@mackenziecounty.com

INTRODUCTION

We are pleased to present the 2022 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 2022 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 where possible
- 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
- Incorporate User pay for some services

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:

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 2021 budgeting process, and taken into consideration during all strategic planning and budget planning processes.

BUDGET PROCESS AND GUIDELINES

Operating and Capital Budgets Approach and Guidelines

Through the operating and capital budgets, Council decides on the municipality’s priorities for the upcoming years by setting aside funds for each program or service. This important financial plan provides guidelines and directives to staff for the allocation of resources and the provision of services and infrastructure. The budget also determines the total amount of taxes to be levied to residents and businesses of the community for the budget year. The operating budget is a key tool used to achieve the municipality’s priorities. It allocates financial resources among departments as a means to implement business plans and achieve strategic goals. It is also the financial tool to deliver services and programs to the community and implement changes in existing service levels. The operating budget is always a balancing act between cost saving and delivering a wide range of services.

Annually, the operating and capital budgets are prepared. Input and direction are provided by Council and administration. Underlying assumptions used to determine the operating and capital budgets and forecasts are reviewed, analyzed and updated with the most current and relevant information available. This information is discussed and reviewed with Council. The budget is then presented to Council for review and deliberation. Following that, recommendations are presented to Council for final approval. Staff have prepared the 2021 budgets following the guidelines outlined in this report. As in previous years, the budget document will include a list of recommended options that Council may consider. In addition, Council may also consider other items which have not been incorporated into



this document (Council referrals, community requests, staff recommendations).

GUIDELINES DESIGNED TO PROVIDE THE LOWEST POSSIBLE TAX INCREASE

The budget will follow a rigorous budgetary process focused on containing costs and implementing best practices, with the goal of demonstrating leadership in financial management. The 2022 budget guidelines will continue to build on those core values, prudent processes and successful business practices. Council and management of Mackenzie County has always taken the management and stewardship of public funds very seriously. This will be accomplished in 2022 by placing greater emphasis on the following actions:

- Holding or reducing expenditures at 2021 levels unless cost pressures are documented
- Strict process evaluated funding requests
- Thorough multi-layered review process
- Adjusting various User Fees to targeted recovery level

Under these guidelines, departments will only be permitted to include very specific increases, typically related to predetermined agreements, contracts or Council approvals. There will be no across the board increase for inflation, with the exception of a 2% increase for fuel, gas and electricity. The objectives of the guidelines are to provide the lowest possible tax increase while maintaining our service levels.

BUDGET REVIEW PROCESS

Operating and Capital Budgets Undergo Multiple Layers of Review – Micro Level to Macro Level Reviews and Evaluation

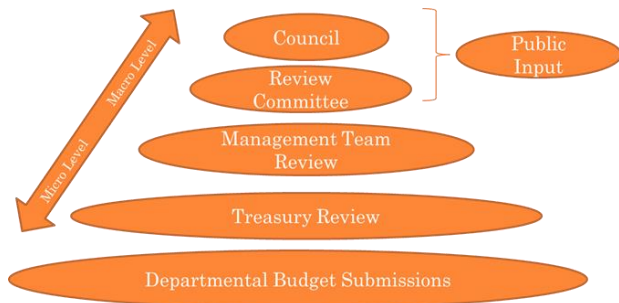
Departmental Review – Operating and Capital budget submissions are prepared by the respective department and are reviewed and approved by the Department Head before final submission.

Budgeting Department Review – Administration in cooperation with the relevant Department Head will review and analyze the operating and capital submissions for adherence to the guidelines. Once all submissions are received, budgets are

consolidated, a corporate review/analysis is 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 2021	Long Term Financial Plan Meeting Departments discuss respective 2022 Departmental Overview identifying cross-departmental initiatives. Budget templates and guidelines established and reviewed by Management.
October 2021	Departments prepare and submit respective 2022 Draft Operating Budget.

Early November 2021	Departments prepare and submit respective 2022 Draft Capital Budget.
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Date	Action Required
October 12, 2021	Council budget deliberations (One Time Projects & Operating Budget)
November 19, 2021	Council budget deliberations (Operating , Capital, Non Profit Budget requests)
December 7-8, 2021	Council budget deliberations (Operating & Capital Budgets)
December 16, 2021	50% Budget ratification of Operating by Council
January 17, 2022	Budget ratification of Operating & Capital by Council
April 27, 2022	Amended Final Budget ratification by Council

ORGANIZATION OF THE BUDGET BOOK

This budget document includes an Executive Summary Section, which provides an overview of the proposed 2022 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 2022 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

2022 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 2022 Operating and Capital Budgets.

Council developed the 2022 budget on a tax and user pay supported budget, while limiting the effect of service levels. User pay revenue increases assisted in offsetting the shortfall in revenue from tax levies, while not effecting the residential, and non-residential mill rates. This is a budget that looks at the now – it prioritizes maintaining essential services and programs and supports initiatives to help decrease the burden on our residents during these challenging times. It is also forward-thinking, ensuring our investments support community sustainability and quality of life today.

Expenditure shifts are mainly due to anticipated reduction in wages, engineering fees, fuel & gas costs, and contributions to reserves while budgeting for bad debt/write off of taxes, and a continued increase to the regravelling program, along with some contracted services.

Overall the County’s taxation expenditures after budget meeting amendments are proposed at \$35,054,848 which is an increase of \$706,851 compared to the 2020 budget. These shifts are mainly due to anticipated reduction in linear assessment, increase in residential growth, user pay revenues, and the regravelling program requiring additional funds to complete road maintenance. The County’s objective is to have a balanced budget of \$35,054,848.

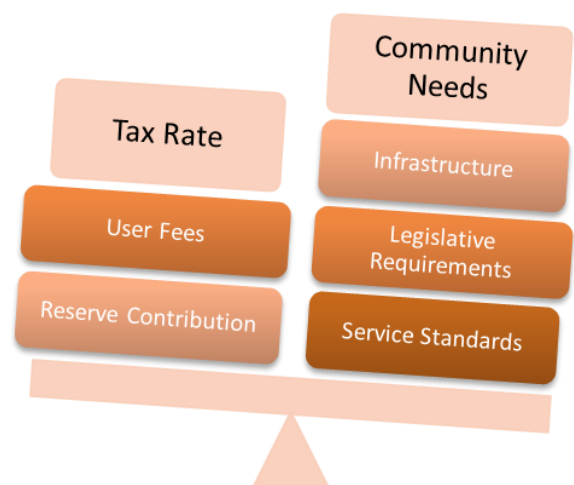
The County continues to be affected by many factors that put upward pressure on the budget. These include industry shutdowns, non payment of taxes, inflation, reductions in provincial/federal funding, escalating infrastructure renewal and maintenance

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:

- New Estimated Provincial Municipal Sustainability Initiative funding for operating has been released, and shows a minimal increase.
- The provinces recent changes to taxing Oil & Gas companies, or more specifically the Machinery & Equipment reductions has a negative impact on Municipal taxes.
- The future impact of the Carbon Tax has been budgeted as an expenditure of approximately \$104,000 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.
- Police costing model, where municipalities are responsible for funding a portion of the cost of Provincial Police Services.



OPERATING BUDGET OVERVIEW

The 2022 Proposed Operating Budget was prepared on the premise that the County will deliver the same level and quality of services approved in the 2020 Operating Budget. The increase in the base operating budget is \$706,851. This is comprised of a combination of negative and positive expenditure and revenue shifts including an increase in reserve allocations for future projects.

Exhibit 1: Revenue Changes included in the Operating Budget details the shifts and reasons driving these revenue changes. These revenue changes show an overall decrease of \$706,851. These changes are detailed in Exhibit 1 below.

Exhibit 2: Expenditure Changes Included in the Operating Budget details the shifts and reasons driving these changes. These expenditure changes show an overall decrease of \$706,851. The major changes are detailed in the notes explaining Exhibit 2 below.

Exhibit 1: Revenue Changes in the Operating Budget \$706,851

[100] Municipal Taxes has an overall estimated increase of \$655,575. Anticipated reduction in machinery & equipment, and linear assessment due to industry shutdown while taking into account growth at the current mill rate, and farmland minimum.

[420] Sale of Goods and Services has been decreased by \$30,861 to reflect an average user pay model for services such as dust control, waste management, and campground user fees.

[421] Water Metered has been increased by \$72,280 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 \$22,379 to reflect the growth forecast.

[840] Provincial Grants have decreased by \$1,188,742. The decrease is primarily for specific projects that were completed in 2021.

The 2018 Overland flooding, 2019 Chuckegg Creek Wildfire, and 2020 and 2021 Overland Flooding are reflected in each year respectively in both Expenses & Revenues, as the County funded expenses for these events and made grant applications under the Disaster Recovery Program for reimbursement.

[930/940] Contribution from Operating/Capital Reserves has increased by \$945,634. Included in the 2022 operating budget is funding for the gravel crushing program, and numerous one-time projects which are funded from reserve draws and or external grant funding. Reserve draws were approved to off set costs for 3 Planning & Development projects, and the gravel crushing in 2022, allocations to the gravel reclamation, roads, water / sewer, and municipal reserves.



Revenues by Object Code

	2019 Actual	2020 Actual	2021 YTD	2021	2022	\$ Variance
	Total	Total	Total	Budget	Budget	2021 /22
OPERATING REVENUES						
100-Municipal Taxes	\$25,701,057	\$23,617,379	\$23,680,360	\$23,702,505	\$24,358,080	\$655,575
124-Frontage	\$73,576	(\$2,224)	\$37,385	\$99,450	\$99,450	\$0
261-Ice Bridge	\$120,000	\$130,000	\$120,000	\$140,000	\$140,000	\$0
420-Sales of goods and services	\$1,273,937	\$801,414	\$892,473	\$1,036,581	\$1,005,720	(\$30,861)
421-Sale of water - metered	\$3,444,088	\$3,396,053	\$2,900,631	\$3,457,395	\$3,529,675	\$72,280
422-Sale of water - bulk	\$907,778	\$862,607	\$867,700	\$915,229	\$937,608	\$22,379
424-Sale of land	\$0	\$556	\$32,978	\$10,000	\$10,000	\$0
510-Penalties on taxes	\$1,062,787	\$1,074,843	\$611,800	\$500,000	\$700,000	\$200,000
511-Penalties of AR and utilities	\$29,435	\$23,822	\$20,693	\$29,000	\$21,000	(\$8,000)
520-Licenses and permits	\$45,328	\$59,045	\$52,022	\$45,000	\$55,000	\$10,000
521-Offsite levy	\$40,482	\$80,967	\$362,702	\$20,000	\$20,000	\$0
522-Municipal reserve revenue	\$138,985	\$245,377	\$256,050	\$80,000	\$150,000	\$70,000
526-Safety code permits	\$200,599	\$332,055	\$327,668	\$200,000	\$300,000	\$100,000
525-Subdivision fees	\$71,060	\$52,249	\$97,222	\$60,000	\$75,000	\$15,000
530-Fines	\$6,987	\$6,825	\$8,368	\$5,000	\$9,000	\$4,000
531-Safety code fees	\$8,136	\$17,765	\$15,185	\$8,000	\$8,000	\$0
550-Interest revenue	\$606,352	\$357,803	\$136,449	\$500,000	\$325,000	(\$175,000)
551-Market value changes	-\$17,137	\$15,602	\$0	\$0	\$0	\$0
560-Rental and lease revenue	\$171,499	\$180,134	\$133,184	\$153,703	\$174,127	\$20,424
570-Insurance proceeds	\$0	\$4,120	\$0	\$0	\$0	\$0
597-Other revenue	\$52,285	\$24,411	\$24,702	\$65,000	\$28,662	(\$36,338)
598-Community aggregate levy	\$45,182	\$109,834	\$0	\$50,000	\$85,000	\$35,000
630-Sale of non-TCA equipment	-\$471,827	-\$107,227	\$28,881	\$0	\$0	\$0
830-Federal grants	\$51,500	\$10,490	\$0	\$0	\$0	\$0
840-Provincial grants	\$7,869,190	\$8,693,567	\$419,817	\$1,841,095	\$652,353	(\$1,188,742)
890-Gain (Loss) Penny Rounding	\$4	\$2	\$0	\$0	\$0	\$0
909- Other Sources-Grants	\$55,584	\$586,741	\$0	\$15,000	\$15,000	\$0
930-Contribution From Operating Reserves	\$577,194	\$281,270	\$0	\$1,410,539	\$2,356,173	\$945,634
940-Contribution From Capital	\$14,940	\$5,697	\$0	\$4,500	\$0	(\$4,500)
TOTAL REVENUE	\$42,079,001	\$40,861,177	\$31,026,270	\$34,347,997	\$35,054,848	\$706,851

Exhibit 2: Expenditure Changes in the Operating Budget \$706,851 Increase

[110] [132] [136] Wages and Benefits had an increase of \$190,397. The changes from the 2022 approval reflect the following: Approved position additions to summer staffing, public works, and operations while ensuring service levels, and other adjustments and benefit premiums account for the balance.

[151] Honoraria's have decreased by \$43,000 to reflect a reduction of Council approved and appointed Committees.

[211] Travel and Subsistence decreased by \$53,700 which reflects a reduction of Council and administration conference costs due to COVID 19 anticipated reductions.

[216] Postage decrease of \$7,500 reflects the reduction in postage required for various collections, and utility billings.

[235] Professional Fees are reduced by \$132,500 due to a reduction in consultant fees for administration and Council.

[239] Training and Education increased by \$6,155 which reflects courses/workshops available online to administration.

[252] Repairs and Maintenance Buildings reflects a small decrease of \$12,500 based on anticipated repairs identified for 2022.

[258] Contract Services decreased by \$305,252 based on anticipated road repairs that can be completed by internal staffing.

[259] Repair and Maintenance Structural reflects an increase of \$234,500 due to additional culverts, and repairs identified to maintain infrastructure.

[274] Insurance increased by \$127,799 based on multiple natural disaster events province wide.

[521] Fuel and Oil reflects a very small decrease of \$1,980 based on staffing, actual averages, and use of Contracted Services being reflected in the budget.

[534] Gravel Regraveling cost, and gravel crushing fees are included within this budget. Gravel crushing is undertaken every 3 years, and funded primarily

from reserve funding that is allocated on a yearly basis when able.

[543] [544] Utilities (Natural Gas & Electricity) increase of approximately \$5,766 reflecting pricing for 2021.

[710] Grants to Local Governments increased by \$22,983 due to anticipated mutual aid agreement.

[735] Grants to Organizations increased slightly by \$6,055 due in large part to anticipated increase in utility costs.

[831] [832] Interest & Principle on Debt is reduced by \$28,615 as projects funded by debenture were fully funded.

[763] [764] Contributions to reserves are reflected at \$2,407,959 to assist with funding future operating & capital expenditures. Included in these contributions are specific revenues that should be contributed to the reserves namely: Municipal Reserve Revenue; Gravel Reclamation Reserve; and Off-Site Levies totalling, Water/Sewer Reserve, and Road Reserve. Refer to Exhibit 5 which shows the 2022 contributions/draws to/from reserves.

[921] Bad Debt has been budgeted for \$1,500,000 the same amount as 2021. The municipality has entered into multiple large dollar tax payment agreements in 2021, and early 2022, however based on anticipated needs and analysis of aging schedules related to various taxes outstanding, to ensure fiscal responsibility, this bad debt amount is best practice.

[One Time Projects] One Time Projects are projects that are identified as a one time cost. There was minimal new projects approved in the 2022 budget. Only projects that would assist with growth, and required to be completed were approved.

Expenditures by Object Code

	2019 Actual	2020 Actual	2021 YTD	2021	2022	\$ Variance
	Total	Total	Total	Budget	Budget	2021 /22
OPERATING EXPENSES						
110-Wages and salaries	\$7,755,114	\$6,692,824	\$4,606,559	\$6,526,443	\$6,770,291	\$243,848
132-Benefits	\$1,456,733	\$1,283,183	\$1,012,809	\$1,410,406	\$1,319,040	(\$91,366)
136-WCB contributions	\$152,797	\$127,940	\$54,542	\$89,478	\$127,393	\$37,915
142-Recruiting	\$9,348	\$4,588	\$11,164	\$15,000	\$15,000	\$0
150-Isolation cost	\$81,031	\$49,154	\$31,957	\$43,200	\$43,200	\$0
151-Honoraria	\$948,208	\$553,572	\$441,249	\$630,360	\$587,360	(\$43,000)
211-Travel and subsistence	\$415,372	\$229,044	\$112,159	\$390,314	\$336,614	(\$53,700)
212-Promotional expense	\$42,603	\$21,024	\$8,762	\$39,500	\$36,000	(\$3,500)
214-Memberships & conference fees	\$140,118	\$62,899	\$45,107	\$129,212	\$129,977	\$765
215-Freight	\$92,889	\$76,427	\$58,384	\$99,850	\$98,450	(\$1,400)
216-Postage	\$61,487	\$49,743	\$44,988	\$69,550	\$62,050	(\$7,500)
217-Telephone	\$129,249	\$119,864	\$94,868	\$124,920	\$118,420	(\$6,500)
221-Advertising	\$63,204	\$65,991	\$63,401	\$76,900	\$77,400	\$500
223-Subscriptions and publications	\$7,397	\$11,219	\$8,392	\$15,250	\$12,600	(\$2,650)
231-Audit fee	\$141,400	\$87,800	\$123,000	\$90,000	\$115,000	\$25,000
232-Legal fee	\$80,209	\$61,773	\$117,986	\$80,000	\$100,000	\$20,000
233-Engineering consulting	\$109,133	\$94,306	\$145,034	\$194,500	\$192,000	(\$2,500)
235-Professional fee	\$441,276	\$404,079	\$159,726	\$348,200	\$215,700	(\$132,500)
236-Enhanced policing fee	\$278,290	\$38,050	\$277,512	\$398,236	\$531,924	\$133,688
239-Training and education	\$86,948	\$26,833	\$33,096	\$95,185	\$101,340	\$6,155
242-Computer programming	\$241,233	\$208,973	\$65,021	\$220,137	\$214,675	(\$5,462)
243-Waste Management	\$520,554	\$539,273	\$318,654	\$554,800	\$531,800	(\$23,000)
251-Repair & maintenance - bridges	\$0	\$18,201	\$26,438	\$44,500	\$159,500	\$115,000
252-Repair & maintenance - buildings	\$120,192	\$147,859	\$76,801	\$168,140	\$155,640	(\$12,500)
253-Repair & maintenance - equipment	\$522,860	\$415,833	\$228,510	\$361,450	\$409,950	\$48,500
255-Repair & maintenance - vehicles	\$90,043	\$82,622	\$88,308	\$91,000	\$102,400	\$11,400
258-Contracted Services	\$561,967	\$1,157,214	\$632,306	\$1,081,554	\$776,302	(\$305,252)
259-Repair & maintenance - structural	\$947,700	\$1,198,785	\$750,245	\$1,301,200	\$1,535,700	\$234,500
260-Roadside Mowing & Spraying	\$284,344	\$310,769	\$296,729	\$396,000	\$368,733	(\$27,267)
261-Ice bridge construction	\$145,741	\$82,194	\$111,224	\$120,000	\$125,000	\$5,000
262-Rental - building and land	\$67,500	\$75,500	\$48,469	\$65,850	\$64,650	(\$1,200)
263-Rental - vehicle and equipment	\$73,061	\$75,172	\$37,177	\$139,734	\$104,530	(\$35,204)
266-Communications	\$141,022	\$143,471	\$115,930	\$155,272	\$155,992	\$720
271-Licenses and permits	\$11,609	\$6,050	\$7,815	\$25,545	\$23,000	(\$2,545)
272-Damage claims	\$5,000	\$0	\$0	\$5,000	\$0	(\$5,000)
274-Insurance	\$413,677	\$574,759	\$464,265	\$462,735	\$590,534	\$127,799

342-Assessor fees	\$219,352	\$221,328	\$148,639	\$279,000	\$282,502	\$3,502
290-Election cost	\$0	\$0	\$13,872	\$15,000	\$3,000	(\$12,000)
511-Goods and supplies	\$1,131,036	\$898,911	\$674,356	\$937,534	\$963,313	\$25,779
515-Lab Testing Water/Sewer	\$43,782	\$41,816	\$26,106	\$43,500	\$50,500	\$7,000
521-Fuel and oil	\$730,153	\$595,069	\$537,532	\$647,680	\$645,700	(\$1,980)
531-Chemicals and salt	\$338,452	\$436,241	\$261,391	\$424,800	\$456,800	\$32,000
532-Dust control	\$550,724	\$480,559	\$675,998	\$575,000	\$890,000	\$315,000
533-Grader blades	\$76,482	\$142,048	\$149,989	\$143,000	\$143,000	\$0
534-Gravel (apply; supply and apply)	\$1,211,510	\$551,199	\$1,774,862	\$1,806,634	\$3,320,000	\$1,513,366
543-Natural gas	\$103,161	\$111,262	\$97,030	\$122,247	\$128,013	\$5,766
544-Electrical power	\$656,154	\$662,523	\$559,087	\$717,093	\$717,093	\$0
550-Carbon Tax	\$45,285	\$71,966	\$78,974	\$72,000	\$104,000	\$32,000
710-Grants to local governments	\$1,385,766	\$1,793,917	\$1,521,650	\$2,227,017	\$2,250,000	\$22,983
735-Grants to other organizations	\$2,346,833	\$2,108,278	\$1,809,267	\$2,302,092	\$2,308,147	\$6,055
763/764-Contributed to Reserves	\$3,238,326	\$3,347,133	\$0	\$2,578,424	\$2,407,959	(\$170,465)
810-Interest and service charges	\$26,984	\$24,827	\$19,285	\$21,000	\$22,360	\$1,360
831-Interest - long term debt	\$421,139	\$426,794	\$233,632	\$389,989	\$366,662	(\$23,327)
832-Principle - Long term debt	\$1,632,479	\$1,538,281	\$950,908	\$1,361,746	\$1,356,458	(\$5,288)
921-Bad Debt	\$4,092,837	\$1,673,586	\$78,071	\$1,500,000	\$1,500,000	\$0
One Time projects	\$10,085,394	\$6,011,414	\$2,542,253	\$2,124,820	\$831,173	(\$1,293,647)
TOTAL	\$44,975,158	\$36,234,140	\$22,871,487	\$34,347,997	\$35,054,848	\$706,851



Exhibit 3: One-Time Projects 2021

Historically the County has considered items during budget deliberations that have been identified as one-time projects. As Council was very budget conscious in 2022, minimal new One - Time Projects were approved, including some projects that were not completed in 2021 which were already funded, were approved to be carried forward to ensure completion.

Project Description	2022 Budget Request	Reserve
Atlas Landing Disposition	\$25,000	\$25,000
LC – Storm Water Plan	\$151,000	\$151,000
La Crete Area Structure Plan	\$150,000	\$150,000
Total	\$326,000	\$326,000

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

Exhibit 4: 2022 New/Amended Fees for Service Initiatives

Departments demonstrated financial constraint by submitting a limited number of funding requests to maintain service levels, funding sources, or offer new programs which are included in the budget summaries presented above. The 2022 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 has the opportunity during budget deliberations to amend, defer, or delete, any or all of the proposed items.

While the County must collect municipal taxes to fund essential services like fire, waste management, road maintenance, and water supply, Council continues to request administration review, and identify areas to reflect more of a user pay model. Any approved new/amended fees for service initiatives have been incorporated into the 2022 operating budget.

The following Exhibit 4 summarizes these requests.

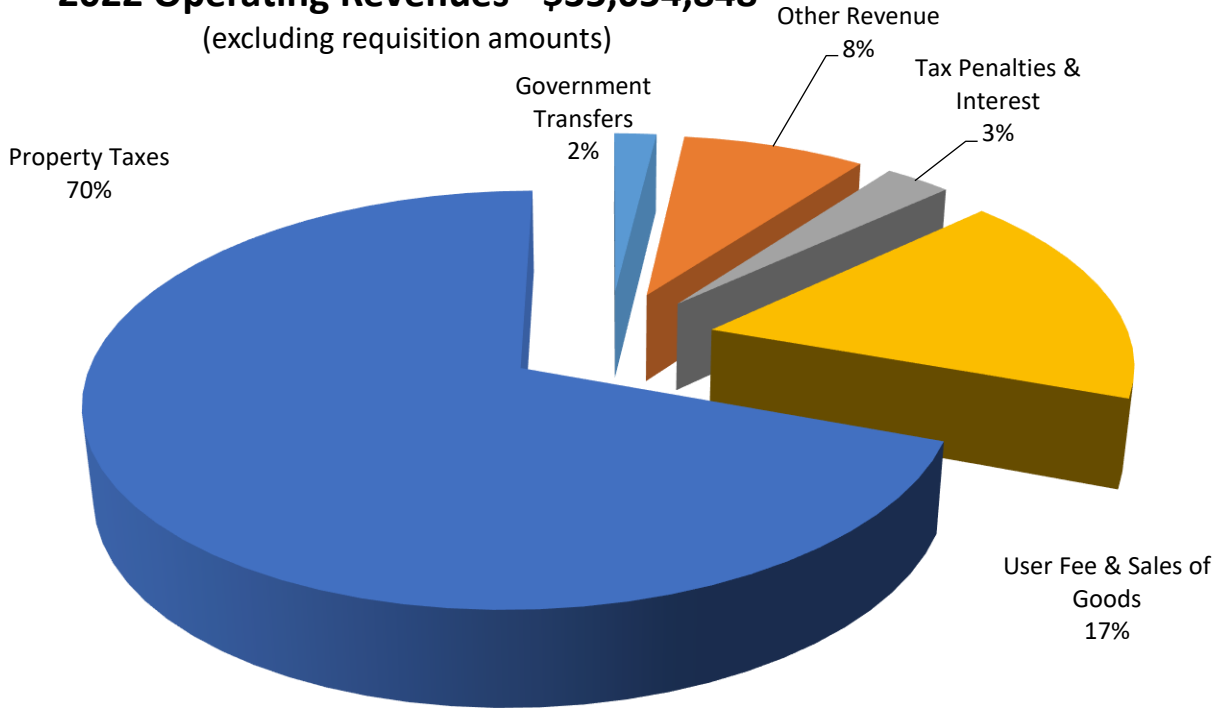
Description
User Pay Model – Dust Control, Snow plow services, Sidewalk Maintenance, Waste Management, Campground Fees
Fire Services Fees
Planning & Development Fees
Minimum Tax Rate - Farmland



Total Revenues

2022 Operating Revenues - \$35,054,848

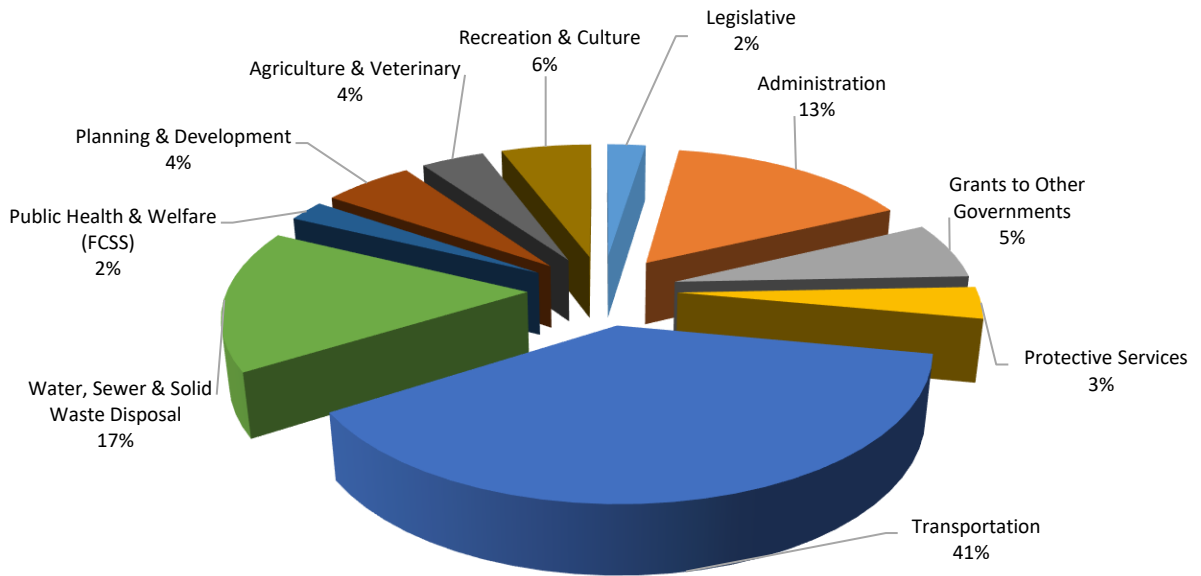
(excluding requisition amounts)



	2019 Actual	2020 Actual	2021 YTD	2021	2022
	Total	Total	Total	Budget	Budget
TAXES	\$25,701,057	\$23,617,379	\$23,680,360	\$23,702,505	\$24,358,080
Administration	\$9,365,155	\$8,702,726	\$1,116,214	\$2,929,225	\$1,392,852
Fire Services	\$1,321,869	\$2,295,684	\$142,422	\$179,500	\$203,900
Ambulance	\$8,100	\$8,100	\$28,350	\$29,025	\$40,500
Enforcement Services	\$21,689	\$20,662	\$23,343	\$19,827	\$23,827
Public Works	-\$189,361	\$169,993	\$242,087	\$465,895	\$2,234,532
Airports	\$123,572	\$53,689	\$25,001	\$100,048	\$94,750
Water Distribution	\$3,323,265	\$3,376,546	\$3,327,803	\$3,548,107	\$3,647,806
Sewer Disposal	\$1,170,469	\$1,158,860	\$916,127	\$1,185,811	\$1,158,407
Waste Management	\$98,946	\$101,996	\$197,827	\$572,755	\$297,000
Non Profit Organizations	\$328,800	\$340,732	\$249,014	\$298,682	\$312,344
Planning & Development	\$421,127	\$456,607	\$428,555	\$561,947	\$739,385
Agriculture	\$245,264	\$161,123	\$180,272	\$195,715	\$201,065
Subdivisions	\$200,645	\$297,892	\$372,760	\$150,000	\$235,000
Recreation Boards	\$27,323	\$21,782	\$0	\$8,187	\$0
Parks & Playgrounds	\$45,414	\$77,407	\$96,149	\$111,300	\$115,400
TOTAL REVENUES	\$42,213,334	\$40,861,175	\$31,026,285	\$34,058,529	\$35,054,848

Total Expenditures

2022 Operating Expenses - \$35,054,848



	2019 Actual	2020 Actual	2021 YTD	2021	2022
	Total	Total	Total	Budget	Budget
Council	\$794,428	\$709,258	\$877,289	\$876,891	\$853,682
Administration	\$21,161,130	\$15,311,079	\$8,452,506	\$8,871,365	\$7,684,950
Fire Services	\$1,153,240	\$589,930	\$806,832	\$761,082	\$652,891
Ambulance	\$8,418	\$5,621	\$5,000	\$7,687	\$10,434
Enforcement Services	\$546,477	\$207,347	\$555,005	\$489,371	\$586,939
Public Works	\$11,439,133	\$8,983,897	\$12,532,961	\$11,081,072	\$13,093,672
Airports	\$285,206	\$264,857	\$355,233	\$314,660	\$292,396
Water Distribution	\$2,490,450	\$2,925,969	\$3,251,124	\$3,407,602	\$3,647,806
Sewer Disposal	\$800,526	\$1,115,777	\$1,138,915	\$1,155,891	\$1,158,407
Waste Management	\$737,904	\$816,250	\$754,993	\$775,841	\$810,103
Non Profit Organizations	\$886,102	\$791,618	\$1,043,303	\$797,848	\$836,847
Planning & Development	\$1,332,958	\$1,393,425	\$1,732,703	\$1,453,448	\$1,526,697
Agriculture Subdivisions	\$1,321,463	\$1,298,307	\$1,964,402	\$1,575,197	\$1,409,344
Recreation Boards	\$544,983	\$286,179	\$473,552	\$496,931	\$478,677
Parks & Playgrounds	\$1,239,946	\$1,199,415	\$1,250,419	\$1,241,221	\$1,228,795
Tourism	\$363,909	\$423,710	\$499,996	\$448,613	\$487,957
Library	\$25,379	\$21,661	\$37,250	\$39,250	\$28,500
TOTAL EXPENDITURES	\$45,396,190	\$36,605,079	\$35,997,589	\$34,058,529	\$35,054,848
Disaster Recovery Program					

Revenues	2019	2020	2021 YTD	2021	2022	\$ Variance
	Actual	Actual			2022	
	Total	Total	Total	Budget	Budget	2021 /22
Taxes	\$25,701,057	\$23,617,379	\$23,680,360	\$23,702,505	\$24,358,080	\$655,575
User Fees/Sales /Rentals	\$1,445,436	\$981,548	\$1,025,657	\$1,190,284	\$1,179,847	(\$10,437)
Water/Sewer Rates	\$4,351,866	\$4,258,660	\$3,768,331	\$4,372,624	\$4,467,283	\$94,659
Penalties- Overdue Accounts	\$1,092,222	\$1,098,665	\$632,493	\$529,000	\$721,000	\$192,000
Permit & Fees	\$325,123	\$461,114	\$492,097	\$313,000	\$438,000	\$125,000
Interest Earnings	\$589,215	\$373,405	\$136,449	\$500,000	\$325,000	(\$175,000)
Grants	\$7,976,274	\$9,290,798	\$419,817	\$1,856,095	\$667,353	(\$1,188,742)
Other Revenue	\$5,674	\$492,641	\$871,067	\$469,450	\$542,112	\$72,662
Reserve Draws	\$592,134	\$286,967	\$0	\$1,415,039	\$2,356,173	\$941,134
Total Revenues	\$42,079,001	\$40,861,177	\$31,026,270	\$34,347,997	\$35,054,848	\$706,851

Expenditures	2019	2020	2021 YTD	2021	2022	\$ Variance
	Actual	Actual			2022	
	Total	Total	Total	Budget	Budget	2021 /22
Salaries and Benefits	\$10,403,231	\$8,711,261	\$6,158,280	\$8,714,887	\$8,862,284	\$147,397
Materials and Supplies	\$4,459,455	\$3,261,111	\$3,989,777	\$5,037,866	\$6,845,219	\$1,807,353
Contracted Services	\$5,218,712	\$5,776,854	\$4,200,873	\$6,406,216	\$6,591,357	\$185,141
Utilities	\$1,664,002	\$1,560,684	\$1,367,491	\$1,683,940	\$1,713,226	\$29,286
Debt/Capital Financing	\$9,411,765	\$7,010,621	\$1,281,896	\$5,851,159	\$5,653,439	(\$197,720)
Grants	\$3,732,599	\$3,902,195	\$3,330,916	\$4,529,109	\$4,558,147	\$29,038
One Time Projects	\$10,085,394	\$6,011,414	\$2,542,253	\$2,124,820	\$831,176	(\$1,293,644)
Total Expenditures	\$44,975,158	\$36,234,140	\$22,871,487	\$34,347,997	\$35,054,848	\$706,851
Estimated 2022 Shortfall				\$0	\$0	
Ammortization	\$9,967,967	\$10,146,271		\$10,146,271	\$10,250,393	



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.
- 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.

- The 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.

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: 2022 Contributions to Reserves (Policy)

Reserve	Minimal Contribution
Municipal Reserve (10)	\$150,000
Water/Sewer Surplus (2022 Operating) (13)	\$1,441,619
Off Site Levy Reserve (3)	\$119,450
Gravel Reclamation Reserve (5)	\$50,000
Road Reserve (4)	\$383,228
Total Contributions to Reserves	\$2,144,297

Exhibit 6: 2022 Draws from Reserves to fund Operational Expenditures

Reserve	Draw
General Operating Reserve	\$115,000
Gravel Crushing Reserve	\$1,500,000
Municipal Reserve	\$301,000
Total Contributions from Reserves	\$1,916,000

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:

Darrell Derksen, Ward 2 (Buffalo Head)

Peter Braun, Ward 3 (La Crete)

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

Ernest Peters, Ward 5 (Blumenort)

Gary Smith, Ward 6 (Fort Vermilion Rural)

Cameron Cardinal, Ward 7 (Fort Vermilion)

Jacquie 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: Walter Sarapuk, Peter Braun, Lisa Wardley, Jacquie Bateman, Gary Smith

Front Row: Darrell Derksen, Josh Knelsen, David Driedger, Cameron Cardinal

Missing: Ernest Peters

There are 15 internal boards and committees currently in place. 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

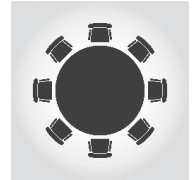
- Agricultural Appeal Board
- Agricultural Service Board
- Assessment Review Board
- Committee of the Whole
- Community Services Committee
- Community Streetscape Committees—Fort Vermilion and La Crete
- Emergency Advisory Committee
- Indigenous Liaison Committee
- Inter-Municipal Planning Commission
- Inter-Municipal Subdivision & Development Appeal Board
- Mackenzie County Library Board
- Municipal Planning Commission
- Northwest Alberta Regional Emergency Advisory Committee
- Subdivision & Development Appeal Board

Ad-Hoc Committees

- Inter-Municipal Agreement Committee with Rural Municipalities
- Inter-Municipal Agreement Committee, Town of High Level

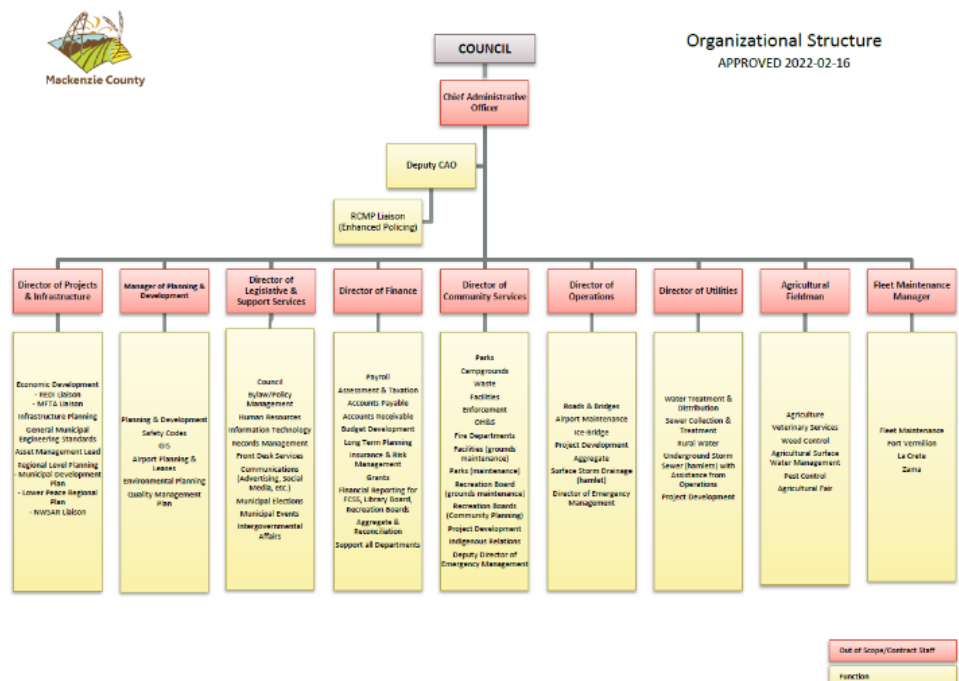
External Boards/Committees

- Boreal Housing Foundation
- 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
- Mackenzie Applied Research Association (MARA)
- Mackenzie Frontier Tourist Association (MFTA)
- Mackenzie Regional Community Policing Society (VSU)
- Mackenzie Regional Waste Management Commission
- Mighty Peace Watershed Alliance
- Northern Lakes College CEC – Fort Vermilion & High Level
- Northwest Species at Risk (NWSAR)
- Recreation Boards – Fort Vermilion, La Crete, Zama
- Regional Economic Development Initiative (REDI)
- Veterinary Services Inc. (VSI)
- Water North Coalition (WNC)



Organizational Structure

As shown in the organizational chart 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 to the right.



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 in La Crete, Norbord in Rural High Level 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 west 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 50 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 Approved Budget

	2019 Actual	2020 Actual	2021 YTD	2021	2022	
	Total	Total	Total	Budget	Budget	
Expenditures:						
Salaries and Benefits	\$529,477	\$526,463	\$384,406	\$516,224	\$529,515	\$13,291
Materials and Supplies	\$234,101	\$159,274	\$96,129	\$320,173	\$290,673	(\$29,500)
Contracted Services	\$23,747	\$16,423	\$12,911	\$32,794	\$25,794	(\$7,000)
Utilities	\$7,103	\$7,098	\$5,491	\$7,700	\$7,700	\$0
Total Expenditures	\$794,428	\$709,258	\$498,936	\$876,891	\$853,682	(\$23,209)



Mackenzie County

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 50% of 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 Approved Budget

	2019 Actual	2020 Actual	2021 YTD	2021	2022	
	Total	Total	Total	Budget	Budget	
Revenues:						
User Fees/Sales /Rentals	\$135,336	\$495,170	\$320,825	\$77,200	\$85,350	\$8,150
Penalties- Overdue Accounts	\$1,073,438	\$1,085,622	\$618,118	\$509,000	\$709,000	\$200,000
Interest Earnings	\$589,215	\$373,405	\$136,449	\$500,000	\$325,000	(\$175,000)
Grants	\$373,548	\$6,324,172	\$26,896	\$1,277,537	\$98,502	(\$1,179,035)
Other Revenue	\$172,058	\$133,594	\$13,927	\$115,000	\$100,000	(\$15,000)
Reserve Draws	\$294,651	\$183,537	\$0	\$629,988	\$75,000	(\$554,988)
Total Revenues	\$2,638,246	\$8,595,500	\$1,116,214	\$3,108,725	\$1,392,852	(\$1,715,873)
Expenditures:						
Salaries and Benefits	\$2,578,148	\$2,206,087	\$1,652,264	\$2,235,525	\$2,203,306	(\$32,219)
Materials and Supplies	\$484,865	\$464,173	\$307,489	\$443,248	\$412,903	(\$30,345)
Contracted Services	\$740,348	\$762,378	\$623,341	\$872,808	\$839,517	(\$33,291)
Utilities	\$140,760	\$139,577	\$129,945	\$152,092	\$163,774	\$11,682
Debt/Capital Financing	\$6,504,442	\$4,575,422	\$97,242	\$2,047,444	\$2,037,818	(\$9,626)
Grants	\$1,385,766	\$1,793,917	\$1,521,650	\$2,227,017	\$2,250,000	\$22,983
One Time Projects	\$534,169	\$5,726,522	\$1,676,576	\$1,425,923	\$125,000	(\$1,300,923)
Total Expenditures	\$12,368,498	\$15,668,076	\$6,008,506	\$9,404,057	\$8,032,318	(\$1,371,739)



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—33+ active members
- Fort Vermilion—13+ active members
- Zama—7 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 200+ 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 Approved Budget

	2019 Actual	2020 Actual	2021 YTD	2021	2022	\$ Variance
	Total	Total	Total	Budget	Budget	2021 /22
Revenues:						
User Fees/Sales /Rentals	\$840,043	\$43,862	\$142,422	\$149,500	\$173,900	\$24,400
Grants	\$6,794,857	\$2,255,886	\$0	\$15,000	\$15,000	\$0
Other Revenue	\$0	(\$2,032)	\$0	\$0	\$0	\$0
Reserve Draws	\$0	\$0	\$0	\$15,000	\$15,000	\$0
Total Revenues	\$7,634,900	\$2,297,716	\$142,422	\$179,500	\$203,900	\$24,400
Expenditures:						
Salaries and Benefits	\$564,726	\$205,407	\$134,520	\$239,091	\$165,125	(\$73,966)
Materials and Supplies	\$249,235	\$107,756	\$70,400	\$172,245	\$170,274	(\$1,971)
Contracted Services	\$234,018	\$205,378	\$143,396	\$241,739	\$212,179	(\$29,560)
Utilities	\$85,265	\$71,393	\$56,712	\$78,007	\$75,313	(\$2,694)
Debt/Capital Financing	\$182,085	\$200,510	\$0	\$200,510	\$202,247	\$1,738
Grants	\$0	\$0	\$0	\$0	\$0	\$0
One Time Projects	\$9,173,463	\$0	\$0	\$30,000	\$30,000	\$0
Total Expenditures	\$10,488,792	\$790,444	\$405,027	\$961,592	\$855,138	(\$106,453)

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

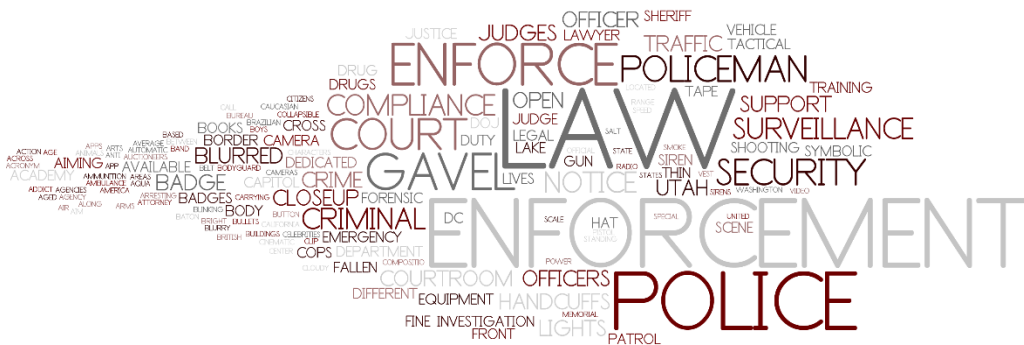
The Enforcement Services budget includes expenditures for safety training of employees. Safety courses vary by job requirements, below are some of the general safety courses required:

- 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 Approved Budget

	2019 Actual	2020 Actual	2021 YTD Total	2021 Budget	2022 Budget	\$ Variance 2021 /22
Revenues:						
User Fees/Sales /Rentals	\$14,702	\$13,837	\$12,675	\$14,827	\$14,827	\$0
Other Revenue	\$6,987	\$6,825	\$10,668	\$5,000	\$9,000	\$4,000
Reserve Draws	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$21,689	\$20,662	\$23,343	\$19,827	\$23,827	\$4,000
Expenditures:						
Salaries and Benefits	\$201,347	\$137,946	\$11,917	\$36,146	\$17,775	(\$18,371)
Materials and Supplies	\$48,665	\$18,515	\$8,565	\$39,850	\$18,800	(\$21,050)
Contracted Services	\$289,166	\$47,989	\$283,666	\$411,675	\$548,664	\$136,989
Utilities	\$6,321	\$2,898	\$978	\$1,700	\$1,700	\$0
Debt/Capital Financing	\$3,909	\$3,909	\$0	\$3,909	\$565	(\$3,344)
One Time Projects	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$549,408	\$211,257	\$305,126	\$493,280	\$587,504	\$94,224

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 2,078 +/- 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 17 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 Approved Budget

	2019 Actual	2020 Actual	2021 YTD	2021	2022	\$ Variance
	Total	Total	Total	Budget	Budget	2021 /22
Revenues:						
User Fees/Sales /Rentals	\$113,953	\$84,434	\$78,024	\$119,476	\$295,570	\$176,094
Grants	\$148,698	\$186,961	\$0	\$118,719	\$121,262	\$2,543
Other Revenue	(\$244,855)	\$2,398	\$164,063	\$221,100	\$221,100	\$0
Reserve Draws	\$209,170	\$0	\$0	\$101,567	\$1,596,600	\$1,495,033
Total Revenues	\$226,966	\$273,793	\$242,087	\$560,862	\$2,234,532	\$1,673,670
Expenditures:						
Salaries and Benefits	\$3,695,911	\$3,009,927	\$2,053,685	\$2,932,547	\$3,178,240	\$245,693
Materials and Supplies	\$2,508,017	\$1,711,742	\$2,961,109	\$3,413,156	\$4,635,589	\$1,222,433
Contracted Services	\$1,406,490	\$1,876,527	\$1,276,492	\$1,967,817	\$2,013,837	\$46,020
Utilities	\$953,959	\$850,116	\$705,490	\$900,035	\$948,066	\$48,031
Debt/Capital Financing	\$9,031,153	\$7,641,611	\$918,171	\$8,463,568	\$8,994,775	\$531,207
One Time Projects	\$209,170	\$0	\$627,226	\$6,600	\$6,600	\$0
Total Expenditures	\$17,804,700	\$15,089,923	\$8,542,173	\$17,683,723	\$19,777,107	\$2,093,384

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 was unable to be completed due to the Peace River ice Jam flood, and has been carried forward to 2022.

Airports Approved Budget

	2019 Actual	2020 Actual	2021 YTD Total	2021 Budget	2022 Budget	\$ Variance 2021 /22
Revenues:						
User Fees/Sales /Rentals	\$103,986	\$27,572	\$25,001	\$37,043	\$62,042	\$24,999
Reserve Draws	\$19,585	\$22,269	\$0	\$63,005	\$32,708	(\$30,297)
Other Revenues	\$0	\$3,848	\$0	\$0	\$0	\$0
Total Revenues	\$123,571	\$53,689	\$25,001	\$100,048	\$94,750	(\$5,298)
Expenditures:						
Salaries and Benefits	\$70,245	\$48,956	\$30,019	\$41,433	\$47,635	\$6,202
Materials and Supplies	\$14,289	\$22,003	\$8,593	\$28,500	\$28,300	(\$200)
Contracted Services	\$150,793	\$148,944	\$78,755	\$150,688	\$151,832	\$1,144
Utilities	\$27,210	\$28,768	\$27,524	\$31,034	\$31,921	\$887
Debt/Capital Financing	\$199,088	\$189,923	\$0	\$196,006	\$196,006	\$0
One Time Projects	\$19,585	\$22,269	\$0	\$63,005	\$32,708	(\$30,297)
Total Expenditures	\$481,211	\$460,863	\$144,891	\$510,666	\$488,402	(\$22,264)



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 Approved Budget

Water	2019	2020	2021 YTD	2021	2022	\$
	Actual	Actual		Budget	Budget	Variance
	Total	Total	Total	Budget	Budget	2021 /22
Revenues:						
Water/Sewer Fees	\$3,197,619	\$3,120,542	\$2,864,572	\$3,231,626	\$3,321,276	\$89,650
User Fees/Sales /Rentals	\$49,412	\$77,115	\$68,029	\$68,500	\$68,500	\$0
Penalties- Overdue Accounts	\$18,784	\$13,043	\$14,389	\$20,000	\$12,000	(\$8,000)
Grants	\$4,392	\$73,500	\$0	\$0	\$0	\$0
Other Revenue	\$47,182	\$91,001	\$380,813	\$25,950	\$25,950	\$0
Reserve Draws	\$5,877	\$1,345	\$0	\$202,031	\$220,080	\$18,049
Total Revenues	\$3,323,266	\$3,376,546	\$3,327,803	\$3,548,107	\$3,647,806	\$99,699
Expenditures:						
Salaries and Benefits	\$700,627	\$671,107	\$425,875	\$665,166	\$659,215	(\$5,951)
Materials and Supplies	\$452,941	\$399,881	\$323,344	\$535,930	\$592,820	\$56,890
Contracted Services	\$426,742	\$365,943	\$244,615	\$416,877	\$470,019	\$53,142
Utilities	\$357,082	\$361,892	\$309,561	\$424,303	\$412,797	-\$11,506
Debt/Capital Financing	\$2,023,811	\$2,609,587	\$130,540	\$2,647,084	\$2,698,820	\$51,736
One Time Projects	\$5,877	\$1,345	\$1,951	\$202,031	\$220,080	\$18,049
Total Expenditures	\$3,967,080	\$4,409,755	\$1,435,886	\$4,891,391	\$5,053,751	\$162,360

Sewer	2019	2020	2021 YTD	2021	2022	\$
	Actual	Actual		Budget	Budget	Variance
	Total	Total	Total	Budget	Budget	2021 /22
Revenues:						
Water/Sewer Fees	\$1,154,247	\$1,138,118	\$903,759	\$1,140,998	\$1,146,007	\$5,009
User Fees/Sales /Rentals	\$45	\$15	\$0	\$0	\$0	\$0
Other Revenue	\$16,178	\$12,369	\$12,369	\$12,400	\$12,400	\$0
Reserve Draws	\$0	\$8,358	\$0	\$32,413	\$0	(\$32,413)
Total Revenues	\$1,170,470	\$1,158,860	\$916,127	\$1,185,811	\$1,158,407	(\$27,404)
Expenditures:						
Salaries and Benefits	\$442,403	\$448,873	\$258,291	\$439,378	\$439,016	(\$362)
Materials and Supplies	\$27,929	\$41,915	\$25,620	\$51,600	\$49,750	(\$1,850)
Contracted Services	\$116,135	\$206,855	\$148,055	\$171,350	\$232,561	\$61,211
Utilities	\$30,365	\$28,846	\$23,503	\$30,845	\$31,237	\$392
Debt/Capital Financing	\$885,448	\$1,082,685	\$22,205	\$1,132,057	\$1,104,307	(\$27,751)
One Time Projects	\$0	\$8,358	\$17,000	\$32,413	\$0	(\$32,413)
Total Expenditures	\$1,502,280	\$1,817,532	\$494,675	\$1,857,643	\$1,856,871	(\$773)

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 for disposal at the landfill.

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 user fees were amended for residential curbside pick up that operates on a cost recovery fee for service basis.

Assisting residents in the new fees, Council approved the disposal of yard waste items such as trees, branches, and leaves at approved waste transfer stations at no cost during approved dates.

Waste Management Approved Budget

	2019 Actual	2020 Actual	2021 YTD Total	2021 Budget	2022 Budget	\$ Variance 2021 /22
Revenues:						
User Fees/Sales /Rentals	\$93,987	\$101,995	\$197,827	\$562,505	\$297,000	(\$265,505)
Other Revenue	\$2,480	\$0	\$0	\$0	\$0	\$0
Reserve Draws	\$0	\$0	\$0	\$10,250	\$0	(\$10,250)
Total Revenues	\$96,467	\$101,995	\$197,827	\$572,755	\$297,000	(\$275,755)
Expenditures:						
Salaries and Benefits	\$19,613	\$18,752	\$60,301	\$19,055	\$70,236	\$51,181
Materials and Supplies	\$7,449	\$4,408	\$10,430	\$4,000	\$2,900	(\$1,100)
Contracted Services	\$686,707	\$773,100	\$430,207	\$727,377	\$715,097	(\$12,280)
Utilities	\$24,136	\$19,993	\$17,669	\$25,409	\$20,510	(\$4,899)
Debt/Capital Financing	\$18,779	\$19,237	\$113	\$19,237	\$21,497	\$2,260
One Time Projects	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$756,684	\$835,490	\$518,720	\$795,078	\$830,240	\$35,162

PLANNING & DEVELOPMENT

INTRODUCTION – PLANNING SERVICES

The Planning Section is responsible for the distribution of information and advice to Council, landowners, the general public and to the development industry with respect to community and land use planning. The department administers the County’s Municipal Development Plan and Land Use Bylaw, the development approvals process, and provides planning advice and recommendations to the Municipal Planning Commission and the Inter-municipal Planning Commission. Staff conduct research into a variety of land use planning matters including changing Provincial policy and emerging issues affecting a broad range of economic, environmental and social factors that contribute to the community.

The 2022 budget was developed with the understanding that there may be some permits associated with the redevelopment of the Hamlet of Fort Vermilion due to the Peace River Ice Jam, and did not associate future revenues, as an endeavour to assist.

MISSION

- Provide timely assistance to Council, the public and private agencies concerned with the development of the County.
- Provide the public and developers with high levels of customer service and education in respect of the County’s planning context.
- Provide guidance and direction based on best practice in making the County a more liveable and sustainable community.
- Take into account the financial status of the County when considering future development so that a balance between residential and commercial-industrial assessment may be achieved and maintained.

INTRODUCTION – SAFETY CODE INSPECTIONS

Safety code inspections are undertaken by a third party vendor on a fee for service basis. In addition to

providing internal support as well as external services to the public through the following service areas:

- Processing and issuing permits to construct and demolish.
- Conducting site inspections.
- Issuing Orders and notices of violations in accordance with the Safety Codes Act.
- Examination of plans and specifications for compliance with the Safety Codes Act, Land Use Bylaw, Subdivision Agreements, and other regulations.
- Enforcing the Safety Codes Act.



MISSION STATEMENT

Our ongoing goal is to provide quality, efficient and effective levels of service to Council, residents on a continuing basis. We continually seek out new ways to improve the delivery of the services we provide while maintaining an accountable and cost effective service that meets the legislation set within the Municipal Government Act.

INTRODUCTION – ECONOMIC DEVELOPMENT SERVICES

Staff will continue to work on the promotion of new economic activities, sustainable growth, and support of existing business and industry. Working with local community groups, organizations and businesses, along with other partners. The main goal is to strengthen the local economy and ensure community needs are addressed.

Planning & Development Approved Budget

	2019 Actual	2020 Actual	2021 YTD	2021	2022	\$ Variance
	Total	Total	Total	Budget	Budget	2021 /22
Revenues:						
User Fees/Sales /Rentals	\$26,147	\$15,591	\$22,837	\$16,000	\$19,000	\$3,000
Permits & Fees	\$249,360	\$405,599	\$405,719	\$248,000	\$358,000	\$110,000
Grants	\$127,154	(\$14,360)	\$0	\$12,250	\$0	(\$12,250)
Other Revenue	\$9,400	\$100	\$0	\$0	\$0	\$0
Reserve Draws	\$9,065	\$49,676	\$0	\$285,698	\$362,385	\$76,687
Total Revenues	\$421,126	\$456,606	\$428,555	\$561,948	\$739,385	\$177,437
Expenditures:						
Salaries and Benefits	\$656,109	\$647,385	\$478,288	\$722,036	\$824,217	\$102,181
Materials and Supplies	\$84,644	\$54,758	\$20,269	\$22,890	\$31,380	\$8,490
Contracted Services	\$494,916	\$470,877	\$229,006	\$404,494	\$305,135	(\$99,359)
Grants	\$17,500	\$0	\$0	\$0	\$0	\$0
Utilities	\$5,063	\$1,726	\$2,470	\$6,080	\$3,580	(\$2,500)
Debt/Capital Financing	\$17,453	\$11,998	\$0	\$11,998	\$11,998	\$0
One Time Projects	\$74,729	\$218,679	\$194,745	\$297,948	\$362,385	\$64,437
Total Expenditures	\$1,350,414	\$1,405,423	\$924,779	\$1,465,446	\$1,538,695	\$73,249

Subdivision Approved Budget

	2019 Actual	2020 Actual	2021 YTD	2021	2022	\$ Variance
	Total	Total	Total	Budget	Budget	2021 /22
Revenues:						
Permits & Fees	\$200,645	\$297,336	\$339,582	\$140,000	\$225,000	\$85,000
Other Revenue	\$0	\$556	\$33,178	\$10,000	\$10,000	\$0
Total Revenues	\$200,645	\$297,892	\$372,760	\$150,000	\$235,000	\$85,000
Expenditures:						
Salaries and Benefits	\$356,137	\$235,010	\$289,908	\$355,571	\$255,892	(\$99,679)
Materials and Supplies	\$12,445	\$4,049	\$1,225	\$8,400	\$9,425	\$1,025
Contracted Services	\$36,559	\$46,434	\$50,693	\$52,000	\$62,400	\$10,400
Utilities (Fuel/Electrify/Natural Gas)	\$857	\$686	\$514	\$960	\$960	\$0
Debt/Capital Financing	\$138,985	\$0	\$0	\$80,000	\$150,000	\$70,000
Total Expenditures	\$544,983	\$286,179	\$342,341	\$496,931	\$478,677	(\$18,254)

AGRICULTURE

The Agricultural department provides services assisting ratepayers within Mackenzie County with beaver and surface water management concerns, roadside mowing and spraying, 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 Approved Budget

	2019 Actual	2020 Actual	2021 YTD Total	2021 Budget	2022 Budget	\$ Variance 2021 /22
Revenues:						
User Fees/Sales /Rentals	\$19,976	\$37,216	\$36,365	\$31,808	\$37,158	\$5,350
Grants	\$228,943	\$123,907	\$143,907	\$133,907	\$133,907	\$0
Reserve Draws	(\$3,655)	\$0	\$0	\$30,000	\$30,000	\$0
Total Revenues	\$245,264	\$161,123	\$180,272	\$195,715	\$201,065	\$5,350
Expenditures:						
Salaries and Benefits	\$387,259	\$357,846	\$259,042	\$381,325	\$302,655	(\$78,670)
Materials and Supplies	121,324.80	94,905.00	114,664.32	173,710.00	121,210.00	(\$52,500)
Contracted Services	\$566,993	\$712,096	\$480,754	\$819,522	\$794,219	(\$25,303)
Utilities	\$21,912	\$15,365	\$14,765	\$22,140	\$12,760	(\$9,380)
Debt/Capital Financing	\$61,027	\$40,965	\$0	\$49,551	\$46,113	(\$3,438)
Grants	\$156,048	\$126,678	\$102,000	\$148,500	\$148,500	\$0
One Time Projects	\$41,079	\$0	\$0	\$30,000	\$30,000	\$0
Total Expenditures	\$1,355,643	\$1,347,855	\$971,225	\$1,624,748	\$1,455,457	(\$169,291)

PARKS & RECREATION

INTRODUCTION

The 2022 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 2022 budget ensures that the parks and campgrounds maintain the same level of service that was provided during the 2021 year.

In 2021 the Community Services administration continues to work on obtaining 10 year plans with Alberta Agriculture, Forestry and Rural Economic department for the Hutch Lake campground, La Crete Ferry Campground and Wadlin Lake campground.

Council understands supporting community parks, campgrounds, and open space for residents in Mackenzie County is very important, and are working towards expanding, and developing additional areas of interest.



Parks & Recreation Approved Budget

	2019 Actual	2020 Actual	2021 YTD	2021 Budget	2022 Budget	\$ Variance 2021 /22
	Total	Total	Total	Budget	Budget	
Revenues:						
User Fees/Sales /Rentals	\$44,462	\$80,197	\$96,149	\$89,400	\$91,000	\$1,600
Other Revenue	\$953	(\$1,395)	\$0	\$0	\$0	\$0
Reserve Draws	\$0	\$0	\$0	\$36,900	\$24,400	(\$12,500)
Total Revenues	\$45,415	\$78,802	\$96,149	\$126,300	\$115,400	(\$10,900)
Expenditures:						
Salaries and Benefits	\$201,229	\$197,502	\$119,765	\$131,390	\$169,457	\$38,067
Materials and Supplies	\$51,920	\$26,883	\$21,332	\$62,870	\$52,220	(\$10,650)
Contracted Services	\$128,866	\$205,958	\$139,819	\$228,818	\$238,972	\$10,154
Utilities	\$3,969	\$3,767	\$3,784	\$3,635	\$2,908	(\$727)
Debt/Capital Financing	\$92,580	\$104,596	\$0	\$114,995	\$113,638	(\$1,357)
One Time Projects	\$0	\$0	\$24,755	\$36,900	\$24,400	(\$12,500)
Total Expenditures	\$478,564	\$538,706	\$309,455	\$578,608	\$601,595	\$22,987

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 approved 2022 operating budget includes funding that was provided to Family and Community Support Services (FCSS), Recreation Boards, and numerous other non-profit organizations, including the Library Board, and to assist with cemetery maintenance .

Below is a list of funding streams that the County provides to some of the many organizations it supports:

- Funding towards the provision of FCSS programs and activities.
- 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. With the addition of the Ice Rink Arena to the La Crete Recreation complex, a minimal increase in operating costs were included in the 2022 operating budget.
- 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 grant funding to various Senior service providers, Agricultural Societies, and recreational providers.

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 Approved Budget

RECREATION BOARDS	2019	2020	2021 YTD	2021	2022	\$ Variance
	Actual	Actual				
	Total	Total	Total	Budget	Budget	2021 /22
Revenues:						
Reserve Draws	\$27,323	\$21,782	\$0	\$8,187	\$0	(\$8,187)
Total Revenues	\$27,323	\$21,782	\$0	\$8,187	\$0	(\$8,187)
Expenditures:						
Materials and Supplies	\$28,143	\$36,790	\$0	\$0	\$0	\$0
Contracted Services	\$0	\$13,629	\$66,311	\$0	\$54,383	\$54,383
Utilities	\$0	\$0	\$93	\$0	\$0	\$0
Debt/Capital Financing	\$631,408	\$633,408	\$113,624	\$633,408	\$600,057	(\$33,351)
Grants	\$1,038,589	\$940,303	\$823,657	\$1,095,330	\$1,060,788	(\$34,542)
One Time Projects	\$27,322	\$34,241	\$0	\$0	\$0	\$0
Total Expenditures	\$1,725,462	\$1,658,371	\$1,003,686	\$1,728,738	\$1,715,228	(\$13,510)

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

Family and Community Support Services & All Not for Profit Groups	2019	2020	2021 YTD	2021	2022	\$ Variance
	Actual	Actual				
	Total	Total	Total	Budget	Budget	2021 /22
Revenues:						
Grants	\$298,682	\$340,732	\$249,014	\$298,682	\$298,682	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$13,662	\$13,662
Reserve Draws	\$30,118	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$328,800	\$340,732	\$249,014	\$298,682	\$312,344	\$13,662
Expenditures:						
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$14,393	\$7,724	\$2,411	\$1,645	\$47	(\$1,598)
Grants	\$871,709	\$783,894	\$649,668	\$796,203	\$836,800	\$40,597
Debt/Capital Financing	\$0	\$0	\$0	\$0	\$13,662	\$13,662
Total Expenditures	\$886,102	\$791,618	\$652,078	\$797,848	\$850,509	\$52,661

Mackenzie Library Board Approved Budget

Library	2019	2020	2021 YTD	2021	2022	\$ Variance
	Actual	Actual				
	Total	Total	Total	Budget	Budget	2021 /22
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures:						
Contracted Services	\$1,551	\$3,376	\$2,811	\$2,500	\$4,692	\$2,192
Grants	\$262,987	\$257,403	\$233,942	\$262,059	\$262,059	\$0
Total Expenditures	\$264,538	\$260,779	\$236,753	\$264,559	\$266,751	\$2,192

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 updating, and 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 continue presenting options to Council to ensure adequate financial capacity and flexibility is in place to support the long-term plan.

Exhibit 7 – 2022 Approved Capital Projects

MACKENZIE COUNTY													
TCA Projects 2022 INCLUDING CARRY FORWARDS													
Project Description	TOTAL PROJECT BUDGET	2022 BUDGET	TOTAL COSTS	2022 COSTS	2022 REMAINING BUDGET	External Funding				Internal Funding			
						CCBF Grant	MSI Grant	Other Grant	Other Sources (non-grant)	Municipal levy	RS-type	Restricted Surplus (previous years)	Debenture
(12) - Administration Department													
LC - 100 Street Plan	65,000	65,000	19,590	19,590	45,410						GCR	65,000	
FV - Flood Mitigation (2021)	15,359,219	11,063,372	4,670,785	374,937	10,688,434			10,281,519	171,929		GCR/GOR	609,924	
Council Chambers Windows (2021)	8,700	8,700	6,918	6,918	1,782						GCR	8,700	
FC - Photocopier (2022)	72,500	72,500	6,100	6,100	66,400	62,500			10,000				
Zama Building - Air Conditioning & Heating (2022)	107,000	107,000	-	-	107,000	79,000					GCR	28,000	
Total department 12	15,612,419	11,316,572	4,703,392	407,545	10,909,027	141,500	-	10,281,519	181,929	-	-	711,624	-
(23) - Fire Department													
FV - Training Facility (CF 2017)	20,000	1,733	18,267	-	1,733				383		GCR	1,350	
LC - Air Compressor - Bottle Filling Station (2022)	87,000	87,000	-	-	87,000	87,000							
Total department 23	107,000	88,733	18,267	-	88,733	87,000	-	-	383	-	-	1,350	-
(32) - Transportation Department													
Gravel Reserve (CF 2014)	150,000	92,357	59,092	1,449	90,908						RDR	92,357	
LC - 9 Street Lights - 94 Ave 106 St to Pioneer Drive (See Note 1)	75,000	75,000	-	-	75,000		75,000						
OR01 New Road Infrastructure Endeavour to Assist	1,165,986	500,000	675,623	9,637	490,363						GCR/RDR	500,000	
30 m Right of way for road widening - various locations (2021)	200,000	194,209	86,041	80,251	113,959						RDR	194,209	
Rebuild TWP Rd 1044 (1 mile) (2021)	300,000	273,663	26,338	-	273,663			273,663					
Washout & Culvert Upgrades (2021)	800,000	409,372	395,653	5,025	404,347			109,372			RR	300,000	
LC - 109 Avenue Widening (2021)	45,000	20,584	29,394	4,978	15,606						GCR	20,584	
AWD 160M Graders X3 (2021)	1,714,101	1,714,101	-	-	1,714,101		1,039,101		675,000				
FV - Office truck (2022)	50,000	50,000	50,026	50,026	(26)	48,000			2,000				
LC - Office truck (2022)	50,000	50,000	50,026	50,026	(26)	48,000			2,000				
FV - Zero Turn (2022)	21,500	21,500	-	-	21,500	15,000			6,500				
Truck - Director of Utilities (2022)	42,000	42,000	-	-	42,000	42,000							
10" pump x 2 (2022)	180,000	180,000	138,230	138,230	41,770						GCR	180,000	
TWP RD 1050 (27 baseline) 2 miles (2022)	700,000	700,000	-	-	700,000		700,000						
113 Avenue Reshape & Shoulder Pull (2022)	100,000	100,000	-	-	100,000	100,000							
Zama Pavement Repair (2022)	1,000,000	1,000,000	-	-	1,000,000		1,000,000						
La Crete North Access - Intersection upgrade (2022)	1,000,000	1,000,000	-	-	1,000,000		600,000		400,000				
BF 78209 NW 17 105 14 W5M - Teepee Creek (2022)	550,000	550,000	7,315	7,315	542,685	550,000							
Range Road 154 - In 108-15 (2022)	350,000	350,000	-	-	350,000		350,000						
Rebuild 2 miles Heliport Road (Twp 1102 - Rge Rd 184-190) (2022)	250,000	250,000	-	-	250,000		250,000						
Machesis Lake - Road Rebuild and section Repairs (2022)	100,000	100,000	-	-	100,000	29,846	70,154						
Blue Hills - Road Rebuild and section Repairs (2022)	125,000	125,000	-	-	125,000	125,000							
Rebuild Fox Lake Road (2 miles) - spot repair (2022)	85,000	85,000	-	-	85,000	85,000							
Roller Packer (2022)	40,000	40,000	40,000	40,000	-						V&E	40,000	
LC - RR 181 Culvert Replacement (2022)	198,275	198,275	198,275	198,275	-						RR	198,275	
Electrical Vehicle Charging Stations (2022)	179,010	179,010	-	-	179,010			179,010					
Total department 32	9,470,872	8,300,070	1,756,014	585,212	7,714,858	1,042,846	4,467,290	179,010	1,085,500	-	-	1,525,425	-
Airports													
FV - Airport - Lighting Upgrade (2016)	260,000	260,000	-	-	260,000						GOR/GCR	260,000	
FV - Spray Insulation & Radiant Heat Pole Building (2022)	50,000	50,000	-	-	50,000	50,000							
Total department 33	310,000	310,000	-	-	310,000	50,000	-	-	-	-	-	260,000	-

MACKENZIE COUNTY

TCA Projects 2022 INCLUDING CARRY FORWARDS

Project Description	TOTAL PROJECT BUDGET	2022 BUDGET	TOTAL COSTS	2022 COSTS	2022 REMAINING BUDGET	External Funding				Internal Funding			
						CCBF Grant	MSI Grant	Other Grant	Other Sources (non-grant)	Municipal levy	RS-type	Restricted Surplus (previous years)	Debenure
(41) - Water Treatment & Distribution Department													
LC - Well Number 4 (CF 2016)	1,348,966	977,697	402,466	31,197	946,500			491,835			GCR	485,863	
ZA - Water Treatment Plant Upgrading (CF 2017)	1,153,569	879,324	452,904	178,659	700,665			486,837			RWTR/WTRSWR	392,487	
FV - Frozen Water Services Repairs (River Road) (CF 2015)	280,700	20,443	260,257	-	20,443						RWTR	20,443	
LC - Waterline Bluehills (CF 2015)	833,250	690,722	142,528	-	690,722			690,722					
FV - Rural Water Supply North of the Peace River (2018)	420,000	166,251	253,749	-	166,251						GOR	166,252	
FV - Rural Truck Fill Pump Install (2021)	324,500	273,614	157,779	106,893	166,721			263,614			WTRSWR	10,000	
LC-North Waterline Oversizing (2021)	200,000	200,000	200,000	200,000	-						WTRSWR	200,000	
LC-North Sanitary Trunk Sewer (2021)	280,000	233,654	113,586	67,240	166,414						GOR	233,654	
LC - Motor Starters (2022)	90,000	90,000	1,625	1,625	88,376						WTRSWR	90,000	
Water line Relocation (2022)	45,000	45,000	-	-	45,000						WTRSWR	45,000	
LC - East Waterline Oversizing SE 10-106-15-W5M (2022)	75,000	75,000	-	-	75,000						WTRSWR	75,000	
Total department 41	5,050,985	3,651,705	1,984,894	585,614	3,066,091	-	954,336	978,672	-	-	-	1,718,699	-
(42) - Sewer Disposal Department													
LC - North Storm-Pond A (2021)	1,190,000	775,790	522,290	108,080	667,710						WTRSWR	90,000	685,790
FV - Sewer Upgrades (2022)	1,226,000	1,226,000	-	-	1,226,000			1,226,000					
Total department 42	2,416,000	2,001,790	522,290	108,080	1,893,710	-	-	1,226,000	-	-	-	90,000	685,790
(61) - Planning & Development													
LC Drainage Ditch NE 8-106-15-W5M (2021)	15,000	4,475	10,525	-	4,475						GCR	4,475	
GIS Computer (2022)	7,500	7,500	-	-	7,500	7,500							
Plotter (2022)	13,000	13,000	-	-	13,000								
Total department 61	35,500	24,975	10,525	-	24,975	20,500	-	-	-	-	-	4,475	-
(63) - Agriculture													
HL - Rural Drainage - Phase II & Phase III (CF 2014/2015)	1,181,000	38,019	1,142,981	-	38,019						SWMR	38,019	
Total department 63	1,181,000	38,019	1,142,981	-	38,019	-	-	-	-	-	-	38,019	-
(71) - Recreation													
FV - Overhead Door Replacement/Completion of Hockey Netting	16,000	3,100	12,900	-	3,100						RB-FV	3,100	
FV - Outdoor Rink Repairs	14,000	14,000	-	-	14,000						RB-FV	14,000	
FV - Purchase Outhouses for Rodeo Grounds	10,000	10,000	-	-	10,000						RB-FV/GOR/GCR	10,000	
LC - Tennis Court, Basketball Pickle Ball Court (2021)	304,080	141,215	306,680	143,815	(2,600)		68,121		73,095				
LC - Northern Lights Recreation Center New Arena (2021)	5,389,274	1,196,059	4,675,449	482,234	713,825				1,196,059				
FV - Community Hall Air Conditioning (2022)	50,000	50,000	-	-	50,000	50,000							
FV - Main lobby epoxy floor (2022)	8,400	8,400	-	-	8,400	8,400							
FV - Roof leak exploration and repair (2022)	15,000	15,000	-	-	15,000	15,000							
LC - Ball Diamond Water Line (2022)	6,000	6,000	-	-	6,000	6,000							
LC - 3 new industrial snowblowers for outdoor rinks (2022)	18,000	18,000	-	-	18,000	18,000							
LC - New beach volleyball court (2022)	10,000	10,000	-	-	10,000	10,000							
LC - Replace concrete pad by shop door (2022)	7,500	7,500	-	-	7,500	7,500							
ZA - Plexiglass Window in Park Shelter (2022)	17,000	17,000	-	-	17,000	17,000							
ZA - Cabin Utilities Development - \$120,000 - County share \$20,000 (2022)	20,000	20,000	-	-	20,000	20,000							
LC - Electric Zamboni for Outdoor Rinks (2022)	176,500	176,500	-	-	176,500			50,000	126,500				
Total department 71	6,061,754	1,692,774	4,995,029	626,049	1,066,725	151,900	68,121	50,000	1,395,654	-	-	27,100	-

MACKENZIE COUNTY													
TCA Projects 2022 INCLUDING CARRY FORWARDS													
Project Description	TOTAL PROJECT BUDGET	2022 BUDGET	TOTAL COSTS	2022 COSTS	2022 REMAINING BUDGET	External Funding				Internal Funding			
						CCBF Grant	MSI Grant	Other Grant	Other Sources (non-grant)	Municipal levy	RS-type	Restricted Surplus (previous years)	Debenure
(72) - Parks & Playgrounds Department													
Hutch Lake Campground Improvements (CF 2017)	112,000	2,228	109,772	-	2,228						MR	2,228	
River Search & Rescue Access Plan - Atlas & Tompkins Landing Boat Launch & FV Bridge Campground	92,000	22,671	72,406	3,077	19,594						GOR	22,671	
Vanguard Subdivision Playground Equipment	30,000	3,685	26,315	-	3,685						MR	3,685	
Wadlin Lake Dock Piling Improvements - Firewood Compound	13,000	10,045	2,955	-	10,045						GCR	10,045	
Jubilee Park Walkway	10,000	10,000	-	-	10,000						GOR	10,000	
FV - Streetscape (CF 2017)	125,000	86,641	38,359	-	86,641						GOR/GCR	86,641	
Streetscape - La Crete	50,000	29,291	20,709	-	29,291						GOR/GCR	29,291	
New Hamlet Park (2021)	38,000	8,685	29,315	-	8,685						MR	8,685	
Water Well at Jubilee Park (2021)	17,955	17,955	-	-	17,955	17,955							
FV - Streetscape Second dock project (2021)	25,394	25,394	-	-	25,394						GCR/GOR	25,394	
Wadlin Lake Campground - Major Improvements (2022)	50,000	50,000	-	-	50,000						RP	50,000	
Hutch Lake Campground - Major Improvements (2022)	50,000	50,000	-	-	50,000						RP	50,000	
Bridge Campground - Major Improvements (2022)	100,000	100,000	-	-	100,000						RP	100,000	
Machesis Lake Campground (2022)	30,000	30,000	-	-	30,000						RP	30,000	
Zama Campground - Major Improvements (2022)	20,000	20,000	-	-	20,000						RP	20,000	
Hamlet Park Development (2022)	75,000	75,000	-	-	75,000						MR	75,000	
Total department 72	838,349	541,594	299,832	3,077	538,517	17,955	-	-	-	-	-	523,640	-
TOTAL 2022 Capital Projects	41,083,879	27,966,231	15,433,223	2,315,576	25,650,655	1,511,701	5,489,747	12,715,201	2,663,466	-	-	4,900,332	685,790
Contingent on Grant Funding													
ZC - Access Pave (PH V) (CF 2014)	6,000,000	6,000,000	-	-	6,000,000			3,000,000					3,000,000
ZA - Sewage Forcemain (2018)	1,085,000	1,085,000	-	-	1,085,000			1,085,000					-
288m asphalt upgrade 91 st	130,000	130,000	-	-	130,000						RR	130,000	
Carry Forward Contingent on Grant Funding- Total	7,085,000	7,085,000	-	-	7,085,000	-	-	4,085,000	-	-	-	-	3,000,000
2022 Contingent on Grant Funding													
FV - New Hockey Boards and Glass with Protective Netting	199,500								99,750		GCR	99,750	
FV - Fitness Centre Expansion	99,000								49,500		GCR	49,500	
FV - Baseball Netting	75,000								37,500		GCR	37,500	
LC - Wheel Chair Lift	50,000								25,000		GCR	25,000	
2022 Contingent on Grant Funding- Total	423,500								211,750			211,750	
Total of Contingent Funding	7,508,500	7,085,000	-	-	7,085,000	-	-	4,085,000	211,750	-	-	211,750	3,000,000

DEBT OUTSTANDING

CURRENT DEBT OUTSTANDING

The total current debt outstanding for Mackenzie County forecasted as at December 31, 2021 is \$13,848,013. Payments for the next 5 fiscal years and thereafter are as follows:

Year	Principal	Interest	Total
2022	\$1,141,345	\$354,942	\$1,496,287
2023	\$965,591	\$324,432	\$1,290,023
2024	\$994,733	\$295,290	\$1,290,023
2025	\$1,024,813	\$265,210	\$1,290,023
"2026 to maturity"	\$7,493,648	\$988,009	\$8,481,657

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, 2021 Outstanding
La Crete Sewer Lift Station: Due 2030, 4.124%	\$145,108
Highway #88 Connector: Due 2031, 2.942%	\$1,463,018
Highway #88 Connector: Due 2033, 3.623%	\$8,825,384
FV Arena Ice Plant: Due 2022, 1.471%	\$32,268
Range Road 180: Due 2022, 1.471%	\$40,595
Township Road 1020: Due 2022, 1.471%	\$52,045
LC Arena Dressing Room/Lobby: Due 2022, 2.270%	\$81,356
Zama Tower Road Sewer: Due 2027, 4.501%	\$77,788
Highway 88 Connector: Due 2029, 2%	\$3,130,451
Total Current Debt Outstanding:	\$13,848,013

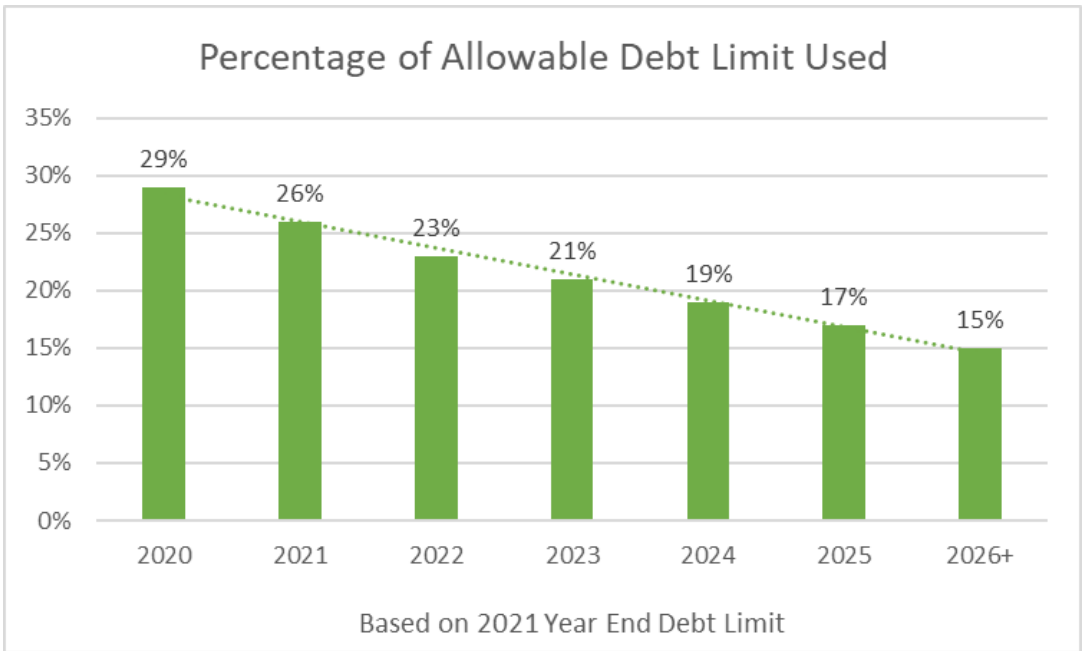
The forecasted debt to be outstanding is illustrated in the chart titled Total Debt Outstanding December 31st. This chart compares the debt obligations of the past, present and future.

Based on the 2022 budget deliberations and development of the future capital forecast additional debt may 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 \$49+ 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.