



# MACKENZIE COUNTY



# BUDGET 2024

Approved January 11, 2024  
with amendments up to April 8, 2024



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# INTRODUCTION

We are pleased to present the 2024 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 2024 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:

- 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 2024 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 2024 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 2024 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 2024 by placing greater emphasis on the following actions:

- Holding or reducing expenditures at 2023 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 insurance, 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
<b>August – October 2023</b>	Long Term Financial Plan Meeting Departments discuss respective 2024 Departmental Overview identifying cross-departmental initiatives. Budget templates and guidelines established and reviewed by Management.
<b>October 2023</b>	Departments prepare and submit respective 2024 Draft Operating Budget.
<b>October 30, 2023</b>	Council Budget Workshop.
<b>Early November 2023</b>	Departments prepare and submit respective 2024 Draft Capital Budget.

Date	Action Required
<b>October 31, 2023</b>	Council budget deliberations (One Time Projects & Operating Budget)
<b>November 21-22, 2023</b>	Council budget deliberations (Operating , Capital, Non Profit Budget requests)
<b>December 6, 2023</b>	Council budget deliberations (Operating , Capital, Non Profit Budget requests)
<b>December 12, 2023</b>	Budget ratification of Operating & Capital by Council
<b>April 8, 2024</b>	Final Budget ratification by Council
<b>April 8, 2024</b>	2024 Tax Rate Bylaw Approved

**ORGANIZATION OF THE BUDGET BOOK**

This budget document includes an Executive Summary Section, which provides an overview of the proposed 2024 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 2024 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)

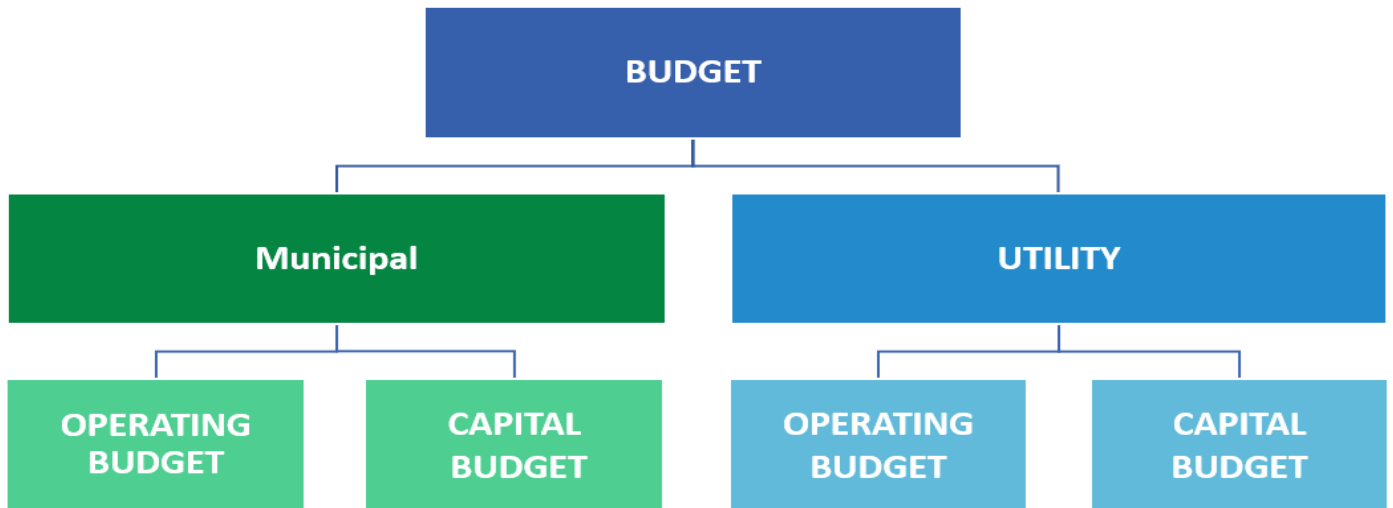
# OPERATING BUDGET OVERVIEW

## THE BUDGET CYCLE

There are many components to the municipal budget cycle. Council sets their strategic plan, which then guides the long-term business plans.



The budget process is always ongoing, with Council and administration looking for new and innovative ways to cut costs in the ever-changing environment, while still delivering service levels requested by rate payers.



The municipal budget is primarily funded through taxes collected by the municipality. This budget is further divided into two sections:

**Operating Budget:** the municipal operating budget accounts for the day-to-day operations of the organization including salaries and materials. Revenues collected from user fees (i.e. waste, utility, campground fees) are also captured in this budget. Grants that have been received for some operational projects are included in the operating budget.

**Capital Budget:** This is the annual plan for the purchase and financing of the County’s capital assets. Capital assets include roads & infrastructure, land, buildings, and equipment.

The utility service being offered by the County refers to potable & raw water sales, fire services, campground fees, and waste management services which is **funded through user fees**.

### OPERATING ITEMS



FIRE



MAINTENANCE  
ON BUILDINGS



WASTE  
COLLECTION



STAFFING



NOT FOR PROFIT  
GRANT FUNDING



PUBLIC  
WORKS

### CAPITAL ITEMS



VEHICLE &  
EQUIPMENT



BRIDGE  
MAINTENANCE



ROADS



WATER &  
SEWER

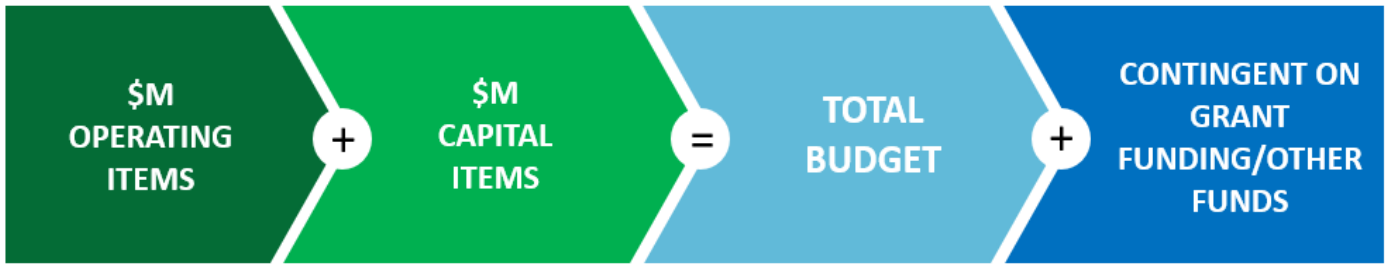


PARKS &  
TRAILS



EMERGENCY  
SERVICES

**2024 MACKENZIE COUNTY BUDGET**



Operating items are what the municipality requires to operate, and deliver service levels to ratepayers on a daily basis.

Capital items are things such as new or rehabilitated roads, equipment(graders), water/sewer infrastructure, parks and campgrounds etc.

Contingent on grant funding/other funding are capital items that council has approved, but can only go forward once a secondary source of funding has been confirmed or granted.

**\$326,905**

Average 2023 assessment of a residential lot (excluding vacant) in Mackenzie County.

For the average Mackenzie County home – assessed at \$326,905 in 2023 – the annual tax bill **would increase by \$173** from \$3,017 to \$3,190.

A breakdown of taxes collected is shown below:

<b>\$2,335</b>	Municipal Tax
<b>\$795</b>	Education Requisitions
<b>\$60</b>	Lodge Requisition
<b>\$3,190</b>	Total Tax Bill

Over the past few years of budget deliberations, Council has tried diligently not to negatively impact the residential MIL rate, and has been working towards a user pay model to reduce the overall tax burden on all residents.

The County did not increase the residential tax rate for the 2024 budget year. The assessment value on a property may have changed based on inflationary rate.

School and Lodge requisitions are provincially mandated to be collected by each municipality, and remitted to the education and lodge authority requisitioning.

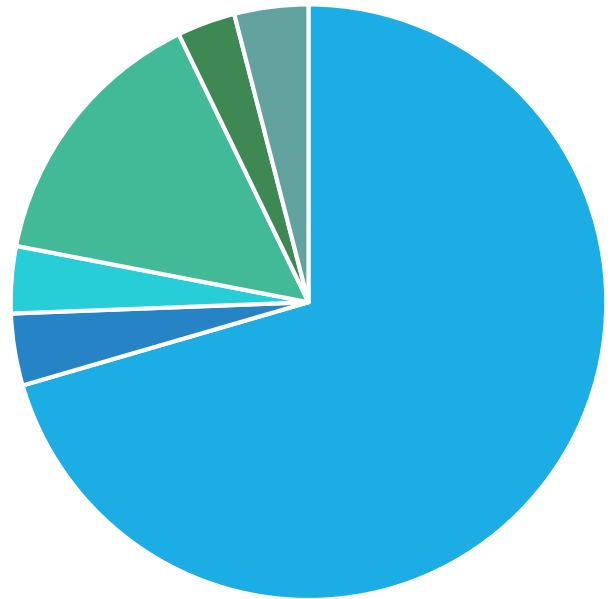


## 2024 MUNICIPAL OPERATING BUDGET

Mackenzie County **2024 operating budget has increased by \$3,306,415**, to support inflationary costs to deliver existing service levels, while allocating funding to reserves to fund future infrastructure maintenance and needs, all while supporting a growing municipality.

### Where does the money come from?

<b>70%</b>	Property Taxes	<b>3%</b>	User Fee & Sales of Goods
<b>4%</b>	Grants	<b>4%</b>	Tax Penalties & Interest
<b>15%</b>	Other Revenue	<b>4%</b>	Government Transfers



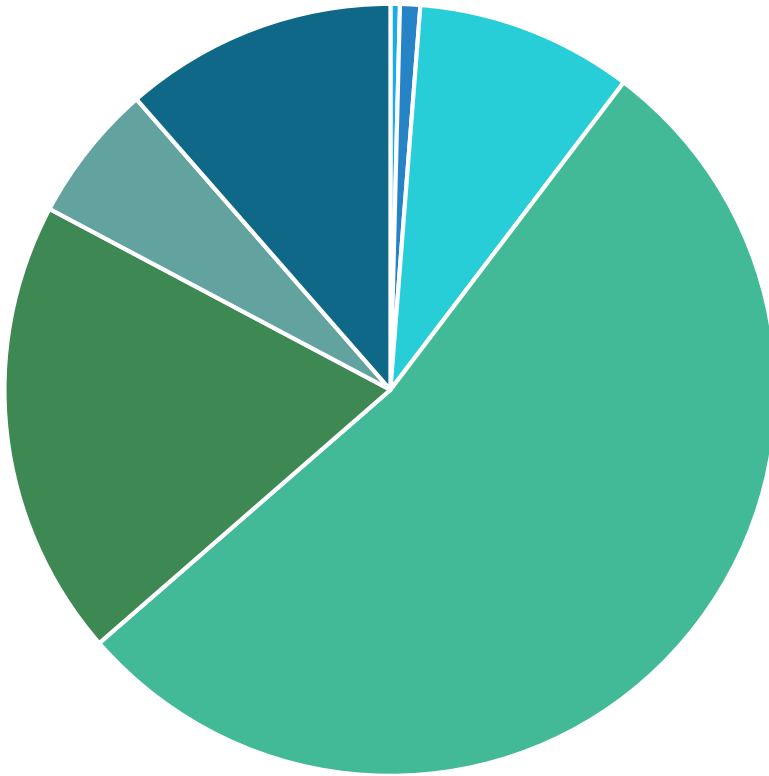
### Where does the money go?

Funding is used to support multiple facets of the community, including road maintenance, fire services, water/sewer infrastructure, and parks & playgrounds. Funding is also used to support administrative functions such as information technology services, financial services, and Council.

<b>3%</b>	Legislative	<b>3%</b>	Planning & Development Projects & Infrastructure
<b>15%</b>	Administration	<b>1%</b>	Agriculture & Veterinary
<b>6%</b>	Grants to Other Governments	<b>5%</b>	Recreation & Culture
<b>4%</b>	Protective Services	<b>7%</b>	Public Health & Welfare (FCSS)
<b>15%</b>	Water, Sewer & Solid Waste Disposal	<b>1%</b>	One Time Projects
<b>36%</b>	Transportation	<b>5%</b>	

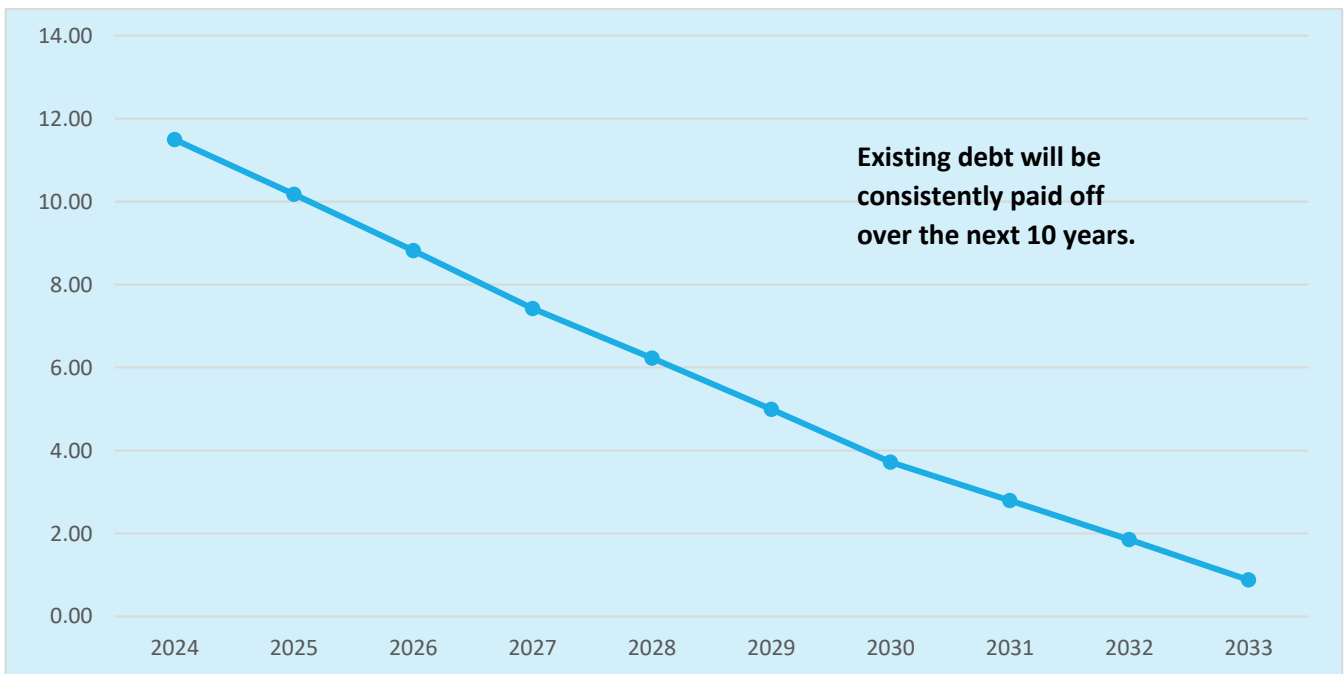
**CURRENT DEBT LEVELS**

The County continues to pay down its debt, as illustrated in the graph below.



The County currently has debt to assist in infrastructure funding of **just under \$11.5 million** for various projects.

- 0.4%** Zama Tower Road Sewer (2007)
- 0.8%** La Crete Lift Station (2010)
- 9.1%** Highway 88 Connector (2012)
- 53.3%** Highway 88 Connector (2013)
- 19.2%** Highway 88 Connector (2020)
- 5.8%** North Storm Pond "A" (2021)
- 11.4%** PLS 140031 South of High Level Lands (2023)



## 2024 MUNICIPAL CAPITAL BUDGET

Mackenzie County's 2024 **proposed capital projects are estimated at \$6,497,266**. These are new projects that will require new funding sources.

### Where does the money come from?

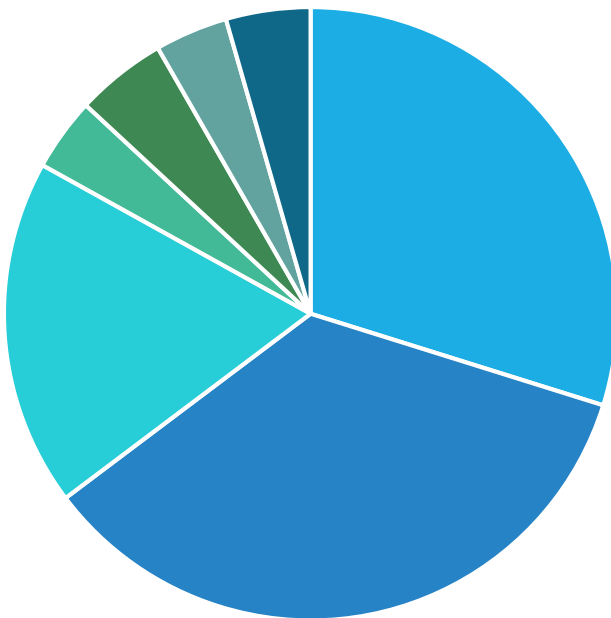
The County's capital projects are funded through a combination of municipal reserves, grants, 50/50 donation contributions, and the buy-back value of equipment to purchase new equipment (other sources).

- 42%** Grants: Municipal Sustainability Initiative & Local Government Fiscal Framework
- 10%** Grants: Canada Community Building Fund
- 33%** Reserves
- 15%** Other Sources (Non-Grant)



### Where does the money go?

The County's capital budget will be spent to support multiple facets of the communities, including road maintenance, parks and playground upgrades, and on improving several other various infrastructure assets.



- 30%** Roads
- 35%** Machinery & Equipment
- 18%** Water/Sewer
- 4%** Administration
- 5%** Fire
- 4%** Agriculture
- 4%** Recreation & Parks

# EXECUTIVE SUMMARY

## 2024 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 2024 Operating and Capital Budgets.

Council continued in developing the 2024 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, and into the future

Expenditure shifts are mainly due to anticipated changes in wages due to the union ratification, legal and engineering fees, and contributions to reserves with a large increase in budgeting for bad debt/write off of taxes. Gravel reclamation costs have been included in this year’s operating budget, and was funded from previous years allocations to the Gravel Reclamation Reserve.

Overall the County’s expenditures after budget meeting amendments are proposed at \$40,651,154 which is an increase of \$3,306,414 compared to the 2023 budget. These shifts are mainly due to an increase in residential growth, while anticipating a reduction in linear assessment, and farmland mill rate increase. The user pay revenues, along with the interest rates on investment revenue of reserve funds offset by expenditures the County’s objective is to have a balanced budget of \$40,651,154.

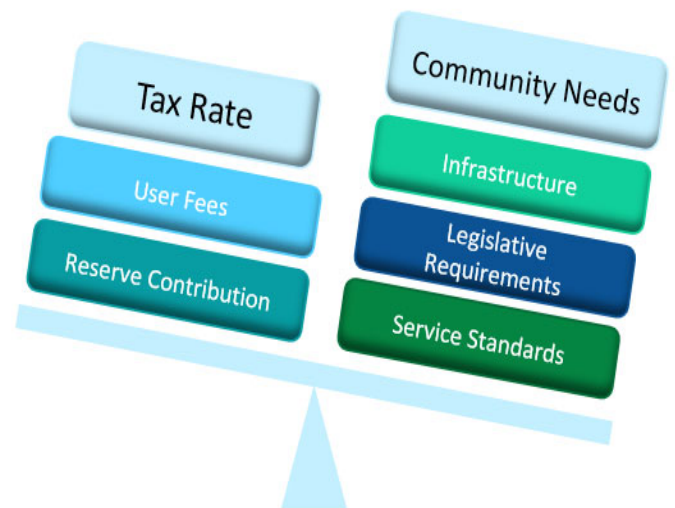
The County continues to be affected by many factors that put upward pressure on the budget. These include industry shutdowns, non-payment of taxes,

inflation, reductions in provincial/federal funding, escalating infrastructure renewal and maintenance costs, changing legislative requirements and gas and electrical utility cost pressures, along with the Carbon Tax.

## 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 Provincial Local Government Fiscal Framework funding (formerly Municipal Sustainability Initiative MSI) for operating has been released, and shows no increase.
- The impact of the Carbon Tax has been budgeted as an expenditure of approximately \$240,000 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 has increased, where municipalities are responsible for funding a portion of the cost of Provincial Police Services.



## OPERATING BUDGET OVERVIEW

The 2024 Approved Operating Budget was prepared on the premise that the County will deliver the same level and quality of services approved in the 2023 Operating Budget. The increase in the base operating budget is \$3,306,415. 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 increase of \$3,306,415. 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 increase of \$3,306,415. The major changes are detailed in the notes explaining Exhibit 2 below.

### **Exhibit 1: Revenue Changes in the Operating Budget \$3,306,415**

[100] Municipal Taxes has an overall increase of \$1,812,967. Along with the residential growth, the municipality also sustained a non-residential decrease in assessment. No residential or non-residential mill rate increase was approved. Through budget development, Council reviewed service levels and it was identified that as farmland assessments are Provincially regulated, and at a substantially lower assessment rate than market value, it was identified that farmland was not paying their share for services provided, and approved a mill rate increase to farmland only.

[420] Sale of Goods and Services have remained stationary 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 \$217,003 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 \$63,751 to reflect the growth forecast.

[510] Penalties on Taxes has been decreased by \$50,000 to reflect anticipated collection of taxes.

[550] Interest Revenue has been increased by \$925,000 to reflect current, and future anticipated interest rates for invested funds.

[840] Provincial Grants have increased by \$160,740. The increase is all associated to the County being designated as the Forest Capita of Canada, and grant funding of \$280,000 being received from the Forest Resource Improvement Association of Alberta (FRIAA).

[909] Other Source Grants shows an increase of \$333,355. The increase is all associated to the County supporting the Northwest Species at Risk financial accounting.

[930/940] Contribution from Operating/Capital Reserves are utilized in the 2024 operating budget to fund various operational needs, and one time projects. This decreased by \$144,937 compared to 2023. Included in the 2023 operating budget was funding for numerous one-time projects which have concluded and are not required in the 2024 budget.

Current allocations from reserves are required to fund various Operating, Capital and One Time projects to be completed in 2024.



Revenues by Object Code

	2021 Actual	2022 Actual	2023 YTD*	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>OPERATING REVENUES</b>						
100-Municipal Taxes	\$23,676,633	\$24,293,305	\$26,811,034	\$26,842,350	\$28,655,317	\$1,812,967
124-Frontage	\$26,932	\$40,286	\$49,167	\$35,000	\$38,713	\$3,713
261-Ice Bridge	\$120,000	\$135,000	\$135,000	\$130,000	\$135,000	\$5,000
420-Sales of goods and services	\$898,402	\$914,177	\$1,799,352	\$1,084,586	\$1,083,116	(\$1,470)
421-Sale of water - metered	\$3,553,735	\$3,562,354	\$3,178,392	\$3,861,992	\$4,078,995	\$217,003
422-Sale of water - bulk	\$962,702	\$1,012,634	\$930,290	\$951,093	\$1,014,844	\$63,751
424-Sale of land	\$33,328	\$0	\$0	\$10,000	\$10,000	\$0
510-Penalties on taxes	\$720,214	\$257,208	\$171,513	\$300,000	\$250,000	(\$50,000)
511-Penalties of AR and utilities	\$26,280	\$29,267	\$26,338	\$25,000	\$32,000	\$7,000
520-Licenses and permits	\$54,820	\$53,445	\$69,286	\$54,000	\$54,000	\$0
521-Offsite levy	\$358,744	\$181,910	\$128,991	\$20,000	\$20,000	\$0
522-Municipal reserve revenue	\$271,084	\$100,213	\$37,118	\$80,000	\$50,000	(\$30,000)
526-Safety code permits	\$395,308	\$247,372	\$450,151	\$350,000	\$350,000	\$0
525-Subdivision fees	\$103,777	\$66,224	\$59,782	\$125,000	\$125,000	\$0
530-Fines	\$9,688	\$8,512	\$19,240	\$9,000	\$15,000	\$6,000
531-Safety code fees	\$17,780	\$10,695	\$14,883	\$12,000	\$12,000	\$0
550-Interest revenue	\$240,793	\$971,306	\$1,086,221	\$425,000	\$1,350,000	\$925,000
551-Market value changes	(\$3,361)	-\$79,569	\$84,464	\$0	\$0	\$0
560-Rental and lease revenue	\$204,626	\$190,420	\$147,533	\$203,367	\$201,660	(\$1,707)
570-Insurance proceeds	\$22,799	\$0	\$0	\$0	\$0	\$0
597-Other revenue	\$37,357	\$26,887	\$26,338	\$25,000	\$25,000	\$0
598-Community aggregate levy	\$111,686	\$120,959	\$0	\$85,000	\$85,000	\$0
630-Sale of non-TCA equipment	(\$12,485)	-\$22,986	\$1,610	\$500	\$500	\$0
830-Federal grants	\$31,500	\$0	\$0	\$0	\$0	\$0
840-Provincial grants	\$7,873,774	\$9,280,115	\$495,830	\$973,704	\$1,134,444	\$160,740
909- Other Sources-Grants	\$108,822	\$350,545	\$80,153	\$118,963	\$452,318	\$333,355
930-Contribution From Operating Reserves	\$1,346,230	\$1,937,930	\$0	\$1,521,240	\$1,407,002	(\$114,238)
940-Contribution From Capital	\$4,380	\$406,021	\$0	\$101,944	\$71,245	(\$30,699)
<b>TOTAL REVENUE</b>	<b>\$41,195,549</b>	<b>\$44,094,230</b>	<b>\$35,802,686</b>	<b>\$37,344,739</b>	<b>\$40,651,154</b>	<b>\$3,306,415</b>

## Exhibit 2: Expenditure Changes in the Operating Budget \$3,306,415 Increase

[110] [132] [136] Wages and Benefits had an increase of \$330,209. The changes primarily reflect the increase in the Alberta Union of Provincial Employees agreement, and approved organization chart amendments, and other adjustments and benefit premiums account for the balance.

[151] Honoraria's have increased by \$112,654 to reflect Council approved and appointed Committees, and Fire Fighter Honorarium averages.

[211] Travel and Subsistence increased by \$28,508 which reflects changes to Council and administrations ability to attend workshops, training and conferences.

[214] Membership & Conferences increased by \$19,777 which reflects changes to Council and administrations ability to attend workshops, training and conferences.

[236] Enhanced Policing increased by \$71,066 which reflects the County's latest increased funding requirement for the Provincial Police Funding Model.

[252] Repairs and Maintenance Buildings reflects an increase of \$36,289 based on anticipated repairs identified for 2024.

[258] Contract Services decreased by \$38,939 based on anticipated road repairs that can be completed by internal staffing.

[259] Repair and Maintenance Structural reflects a decrease of \$202,900 due to road repairs, and additional culverts currently inventoried to maintain infrastructure.

[274] Insurance decreased by \$63,539 based on multiple natural disaster events province wide.

[511] Goods and Supplies reflects an increase of \$46,172 based on inflationary increases, actual averages being reflected in the budget.

[535] Gravel Reclamation This increase to budget of \$320,000 is to adhere to provincial reclamation requirements of gravel pits utilized by the County.

[543] [544] Utilities (Natural Gas & Electricity) decrease of approximately \$100,121 reflecting

agreements entered into and their anticipated impacts in 2024.

[710] Grants to Local Governments has no change as there have been no changes to the mutual aid agreements in place with the Town of High level and Rainbow Lake.

[735] Grants to Organizations increased by \$114,477 due in large part to anticipated increase in utility costs, and operational planning.

[831] [832] Interest & Principle on Debt has increased by \$169,919 reflecting the payments for the High Level Lands purchase, funded by debenture.

[763] [764] Contributions to reserves are reflected at \$976,316 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 6 which shows the 2024 contributions/draws to/from reserves.

[921] Bad Debt has been budgeted for \$1,855,000 a substantial increase of \$850,000. The municipality has entered into multiple large dollar tax payment agreements in 2021, and 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 were minimal new projects approved in the 2024 budget. Only projects that would assist with growth, some funded solely by grants of donations, and required to be completed were approved.



Expenditures by Object Code

	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>OPERATING EXPENSES</b>						
110-Wages and salaries	\$6,666,942	\$6,617,436	\$5,106,231	\$7,383,659	<b>\$7,632,984</b>	\$249,326
132-Benefits	\$1,207,646	\$1,203,687	\$1,076,518	\$1,582,330	<b>\$1,660,483</b>	\$78,154
136-WCB contributions	\$76,293	\$99,542	\$34,074	\$84,904	<b>\$87,632</b>	\$2,729
142-Recruiting	\$15,274	\$2,874	\$0	\$15,000	<b>\$15,000</b>	\$0
150-Isolation cost	\$41,649	\$47,638	\$22,264	\$57,600	<b>\$43,200</b>	(\$14,400)
151-Honoraria	\$605,143	\$576,246	\$495,518	\$615,761	<b>\$728,415</b>	\$112,654
211-Travel and subsistence	\$180,952	\$254,971	\$176,884	\$389,038	<b>\$417,546</b>	\$28,508
212-Promotional expense	\$26,583	\$26,610	\$23,523	\$43,000	<b>\$72,000</b>	\$29,000
214-Memberships & conference fees	\$60,911	\$95,118	\$107,222	\$144,656	<b>\$164,433</b>	\$19,777
215-Freight	\$89,033	\$120,007	\$93,355	\$127,950	<b>\$122,450</b>	(\$5,500)
216-Postage	\$52,906	\$59,568	\$41,605	\$52,000	<b>\$52,000</b>	\$0
217-Telephone	\$121,976	\$124,814	\$95,358	\$119,930	<b>\$104,858</b>	(\$15,072)
221-Advertising	\$65,356	\$69,075	\$75,670	\$80,100	<b>\$99,775</b>	\$19,675
223-Subscriptions and publications	\$8,888	\$10,278	\$1,917	\$11,700	<b>\$13,020</b>	\$1,320
231-Audit fee	\$147,000	\$128,500	\$105,500	\$120,000	<b>\$120,000</b>	\$0
232-Legal fee	\$151,117	\$57,001	\$128,319	\$85,000	<b>\$285,000</b>	\$200,000
233-Engineering consulting	\$279,291	\$238,666	\$50,124	\$217,000	<b>\$227,000</b>	\$10,000
235-Professional fee	\$202,012	\$178,028	\$207,256	\$219,100	<b>\$239,700</b>	\$20,600
236-Police Funding	\$596,850	\$531,924	\$112,815	\$780,501	<b>\$851,567</b>	\$71,066
239-Training and education	\$46,588	\$59,907	\$19,673	\$85,938	<b>\$90,445</b>	\$4,505
242-Computer programming	\$191,070	\$115,143	\$119,378	\$228,655	<b>\$241,023</b>	\$12,368
243-Waste Management	\$426,899	\$483,652	\$336,931	\$462,067	<b>\$462,864</b>	\$797
251-Repair & maintenance - bridges	\$35,237	\$109,365	\$15,238	\$159,500	<b>\$159,500</b>	\$0
252-Repair & maintenance - buildings	\$171,919	\$169,249	\$129,140	\$139,850	<b>\$176,140</b>	\$36,289
253-Repair & maintenance - equipment	\$398,277	\$490,222	\$305,110	\$471,550	<b>\$429,370</b>	(\$42,180)
255-Repair & maintenance - vehicles	\$109,764	\$102,076	\$71,590	\$117,300	<b>\$117,300</b>	\$0
258-Contracted Services	\$904,382	\$946,891	\$513,982	\$762,152	<b>\$723,213</b>	(\$38,939)
259-Repair & maintenance - structural	\$1,019,055	\$1,203,522	\$1,157,315	\$2,072,000	<b>\$1,869,100</b>	(\$202,900)
260-Roadside Mowing & Spraying	\$338,967	\$390,103	\$362,579	\$465,801	<b>\$468,444</b>	\$2,643
261-Ice bridge construction	\$111,645	\$154,803	\$82,458	\$125,000	<b>\$127,000</b>	\$2,000
262-Rental - building and land	\$64,369	\$54,525	\$64,160	\$67,100	<b>\$70,400</b>	\$3,300



<b>263-Rental - vehicle and equipment</b>	\$69,945	\$96,580	\$17,449	\$66,253	<b>\$50,288</b>	(\$15,965)
<b>266-Communications</b>	\$135,355	\$129,311	\$106,238	\$155,967	<b>\$169,937</b>	\$13,970
<b>271-Licenses and permits</b>	\$9,213	\$11,194	\$26,804	\$15,300	<b>\$25,200</b>	\$9,900
<b>272-Damage claims</b>	\$355	\$8,875	\$13,500	\$0	<b>\$0</b>	\$0
<b>274-Insurance</b>	\$567,089	\$632,300	\$506,826	\$705,431	<b>\$641,892</b>	(\$63,539)
<b>342-Assessor fees</b>	\$220,088	\$225,237	\$155,031	\$247,820	<b>\$237,000</b>	(\$10,820)
<b>290-Election cost</b>	\$16,197	\$0	\$0	\$3,000	<b>\$3,000</b>	\$0
<b>511-Goods and supplies</b>	\$790,496	\$1,042,046	\$892,542	\$1,211,062	<b>\$1,257,234</b>	\$46,172
<b>515-Lab Testing Water/Sewer</b>	\$45,675	\$43,545	\$45,500	\$52,000	<b>\$55,500</b>	\$3,500
<b>521-Fuel and oil</b>	\$691,400	\$1,101,109	\$752,038	\$1,162,604	<b>\$1,125,687</b>	(\$36,917)
<b>530-Oil dust control</b>	\$0	\$0	\$91,546	\$100,000	<b>\$100,000</b>	\$0
<b>531-Chemicals and salt</b>	\$387,761	\$384,104	\$288,424	\$428,800	<b>\$445,300</b>	\$16,500
<b>532-Calcium dust control</b>	\$675,998	\$941,956	\$130,098	\$130,000	<b>\$193,000</b>	\$63,000
<b>533-Grader blades</b>	\$149,989	\$146,415	\$150,870	\$143,000	<b>\$150,000</b>	\$7,000
<b>534-Gravel (apply; supply and apply)</b>	\$4,354,767	\$5,121,260	\$1,221,769	\$1,767,084	<b>\$1,698,000</b>	(\$69,084)
<b>535-Gravel reclamation cost:</b>	\$0	\$0	\$2,548	\$50,000	<b>\$370,000</b>	\$320,000
<b>543-Natural gas</b>	\$124,159	\$159,743	\$119,686	\$202,061	<b>\$182,564</b>	(\$19,497)
<b>544-Electrical power</b>	\$664,479	\$746,568	\$549,743	\$878,157	<b>\$797,533</b>	(\$80,624)
<b>550-Carbon Tax</b>	\$107,216	\$148,752	\$139,846	\$200,000	<b>\$240,000</b>	\$40,000
<b>710-Grants to local governments</b>	\$2,585,852	\$2,250,000	\$1,250,000	\$2,250,000	<b>\$2,250,000</b>	\$0
<b>735-Grants to other organizations</b>	\$1,965,625	\$2,352,336	\$2,275,412	\$2,390,744	<b>\$2,505,221</b>	\$114,477
<b>763/764-Contributed to Reserves</b>	\$7,748,602	\$2,547,060	\$0	\$4,371,489	<b>\$5,347,805</b>	\$976,316
<b>810-Interest and service charges</b>	\$22,720	\$23,605	\$21,198	\$22,360	<b>\$22,360</b>	\$0
<b>831-Interest - long term debt</b>	\$388,712	\$362,400	\$170,212	\$333,735	<b>\$368,759</b>	\$35,024
<b>832-Principle - Long term debt</b>	\$1,361,746	\$1,356,458	\$874,571	\$1,183,120	<b>\$1,318,015</b>	\$134,895
<b>921-922-Bad Debt/Tax Cancellation/Write-off</b>	\$578,265	\$586,732	\$89,922	\$1,005,000	<b>\$1,855,000</b>	\$850,000
<b>994-Change in Inventory</b>	(\$7,895)	(\$1,845,709)	\$0	(\$467,084)	<b>(\$612,489)</b>	(\$145,405)
<b>One Time projects</b>	\$6,391,567	\$9,340,092	\$869,552	\$1,450,694	<b>\$1,982,485</b>	\$531,791
<b>TOTAL</b>	<b>\$44,459,366</b>	<b>\$42,633,409</b>	<b>\$21,893,032</b>	<b>\$37,344,739</b>	<b>\$40,651,154</b>	<b>\$3,306,414</b>

**Exhibit 3: One-Time Projects 2024**

Historically the County has considered items during budget deliberations that have been identified as one-time projects. As Council was very budget conscious in 2024, minimal new One - Time Projects were approved. Some projects which were previously funded, and not completed in 2023 were approved to be carried forward to ensure completion.

While the County must collect municipal taxes to fund essential services like 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 2024 operating budget.

The following Exhibit 4 summarizes these requests.

**Exhibit 4:**

Project Description	2024 Budget	Reserve	Grant	Municipal Levy
FV & LC Fire Department Extractor Washers	\$23,000	\$23,000	-	-
Wildfire Management Plan	\$80,000	-	\$80,000	-
2024 Mackenzie County Census	\$220,000	\$220,000	-	-
Housing Needs Assessment	\$120,000	-	-	\$120,000
Recreation Board Projects	\$46,401	\$41,401	\$5,000	-
<b>Total</b>	<b>\$489,401</b>	<b>\$284,401</b>	<b>\$85,000</b>	<b>\$120,000</b>

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

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: 2024 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 2024 budget would be amended based on Council’s directive of these New Initiatives.

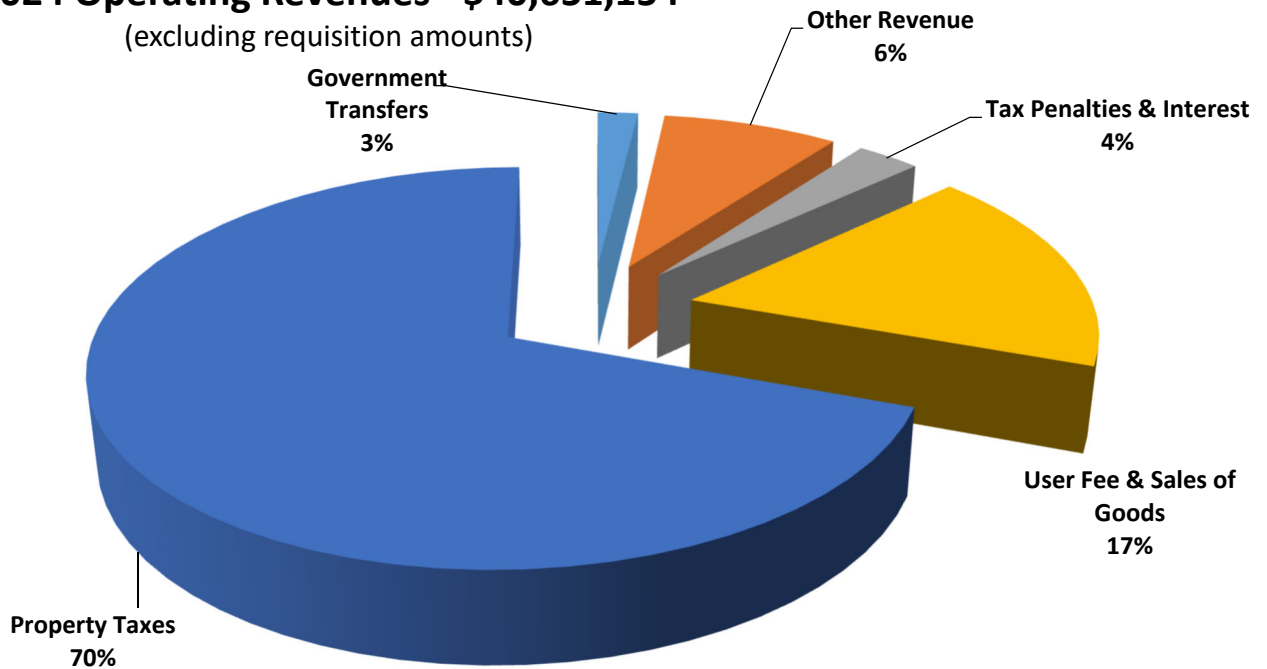


While all the initiatives proposed by administration address legitimate County concerns, Council has the opportunity during budget deliberations to amend, defer, or delete, any or all of the proposed items.

Total Revenues

**2024 Operating Revenues - \$40,651,154**

(excluding requisition amounts)



	2021 Actual	2022 Actual	2023 YTD**	2023 Budget	2024***
<b>TAXES</b>	<b>\$23,676,633</b>	<b>\$24,293,305</b>	<b>\$26,811,034</b>	<b>\$26,842,350</b>	<b>\$28,655,317</b>
Administration	\$7,583,698	\$10,869,656	\$1,475,903	\$1,917,930	\$3,112,654
Fire Services	\$1,488,194	\$171,831	\$652,652	\$156,000	\$192,030
Ambulance	\$35,100	\$37,125	\$37,125	\$40,500	\$40,500
Safety & Enforcement Services	\$3,751	\$22,339	\$30,767	\$22,827	\$28,827
Public Works	\$1,183,669	\$2,340,968	\$820,728	\$723,560	\$1,039,432
Airports	\$178,266	\$86,163	\$51,246	\$142,269	\$88,929
Water Distribution	\$3,843,135	\$3,681,193	\$3,325,166	\$3,898,408	\$4,184,847
Sewer Disposal	\$1,175,788	\$1,188,535	\$1,008,891	\$1,273,519	\$1,217,014
Waste Management	\$243,679	\$243,748	\$325,056	\$439,290	\$439,520
Non Profit Organizations	\$303,794	\$299,872	\$308,763	\$311,283	\$312,123
Planning & Subdivision Development	\$1,167,894	\$562,537	\$653,200	\$1,096,023	\$1,001,337
Agriculture	\$180,305	\$208,425	\$262,871	\$308,064	\$256,064
Projects & Infrastructure*	\$0	\$0	\$0	\$0	\$0
Recreation Boards	\$7,797	\$23,001	\$0	\$49,156	\$5,000
Parks & Playgrounds	\$123,847	\$65,532	\$39,284	\$103,560	\$57,560
Library	\$0	\$0	\$0	\$20,000	\$20,000
<b>TOTAL REVENUES</b>	<b>\$41,195,549</b>	<b>\$44,094,230</b>	<b>\$35,802,686</b>	<b>\$37,344,739</b>	<b>\$40,651,154</b>

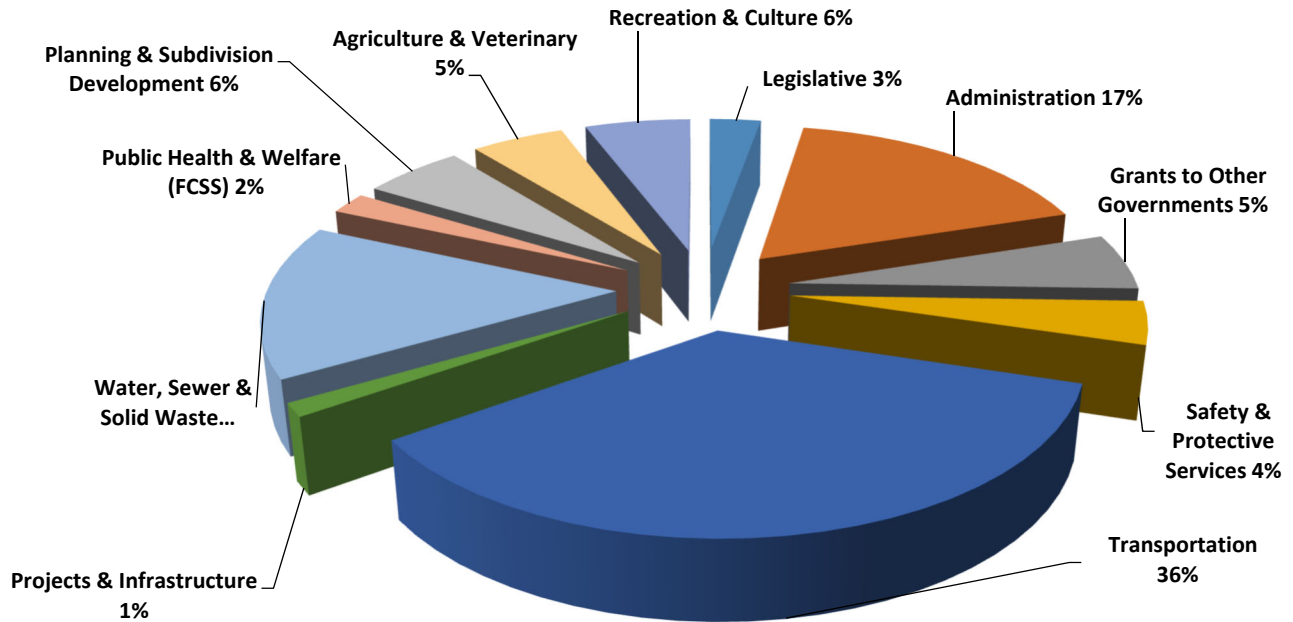
\* Included in Planning & Development in 2021-2023

\*\*As of 2023-10-31

\*\*\*As of 2024-04-08

**Total Expenditures**

**2024 Operating Expenses - \$40,651,154**



	2021 Actual	2022 Actual	2023 YTD	2023 Budget	2024 Budget
<b>Council</b>	\$705,978	\$829,482	\$584,483	\$960,256	\$1,148,197
<b>Administration</b>	\$16,985,229	\$14,996,397	\$4,564,662	\$8,022,560	\$9,359,637
<b>Fire Services</b>	\$354,007	\$469,944	\$637,035	\$776,862	\$782,147
<b>Ambulance</b>	\$7,201	\$7,039	\$5,379	\$11,599	\$10,000
<b>Safety &amp; Enforcement Services</b>	\$630,273	\$579,131	\$157,591	\$844,669	\$920,173
<b>Public Works</b>	\$14,728,752	\$14,439,181	\$7,821,031	\$13,010,868	\$14,365,543
<b>Airports</b>	\$154,058	\$181,466	\$163,806	\$298,156	\$323,962
<b>Water Distribution</b>	\$2,969,148	\$3,344,748	\$1,895,877	\$3,867,785	\$4,184,846
<b>Sewer Disposal</b>	\$1,133,234	\$1,098,706	\$438,235	\$1,279,979	\$1,217,014
<b>Waste Management</b>	\$693,500	\$739,477	\$551,486	\$791,355	\$748,301
<b>Non Profit Organizations</b>	\$739,751	\$816,647	\$826,737	\$914,410	\$865,552
<b>Planning &amp; Subdivision Development</b>	\$1,744,429	\$1,597,582	\$1,162,807	\$2,136,927	\$1,721,389
<b>Agriculture</b>	\$1,854,198	\$1,494,095	\$1,308,662	\$2,337,227	\$2,090,751
<b>Projects &amp; Infrastructure*</b>	\$0	\$0	\$0	\$0	\$537,646
<b>Recreation Boards</b>	\$1,114,086	\$1,347,289	\$1,147,827	\$1,287,424	\$1,505,511
<b>Parks &amp; Playgrounds</b>	\$404,247	\$407,269	\$330,330	\$490,427	\$505,145
<b>Tourism</b>	\$1,645	\$22,545	\$38,076	\$28,500	\$68,275
<b>Library</b>	\$239,628	\$262,410	\$259,008	\$285,735	\$297,065
<b>TOTAL EXPENDITURES</b>	<b>\$44,459,366</b>	<b>\$42,633,409</b>	<b>\$21,893,032</b>	<b>\$37,344,739</b>	<b>\$40,651,154</b>

\* Included in Planning & Development in 2021-2023

Disaster Recovery Program

\*\*As of 2023-10-31

\*\*\*As of 2024-04-08

	2021 Actual	2022 Actual	2023 YTD*	2023	2024	\$ Variance
<b>Revenues</b>	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Budget</b>	<b>Budget</b>	<b>2023/24</b>
Taxes	\$23,676,633	\$24,293,305	\$26,811,034	\$26,842,350	\$28,655,317	\$1,812,967
User Fees/Sales /Rentals	\$1,103,028	\$1,104,597	\$1,946,885	\$1,287,953	\$1,284,776	(\$3,177)
Water/Sewer Rates	\$4,516,437	\$4,574,988	\$4,108,682	\$4,813,085	\$5,093,839	\$280,754
Penalties- Overdue Accounts	\$746,494	\$286,475	\$197,851	\$325,000	\$282,000	(\$43,000)
Permit & Fees	\$571,685	\$377,736	\$594,102	\$541,000	\$541,000	\$0
Interest Earnings	\$237,432	\$891,737	\$1,170,685	\$425,000	\$1,350,000	\$925,000
Grants	\$8,014,096	\$9,630,660	\$575,983	\$1,092,667	\$1,586,762	\$494,095
Other Revenue	\$979,134	\$590,781	\$397,464	\$394,500	\$379,213	(\$15,287)
Reserve Draws	\$1,350,610	\$2,343,951	\$0	\$1,623,184	\$1,478,247	(\$144,937)
<b>Total Revenues</b>	<b>\$41,195,549</b>	<b>\$44,094,230</b>	<b>\$35,802,686</b>	<b>\$37,344,739</b>	<b>\$40,651,154</b>	<b>\$3,306,415</b>
<b>Expenditures</b>	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 YTD</b>	<b>2023</b>	<b>2024</b>	<b>\$ Variance</b>
	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Budget</b>	<b>Budget</b>	<b>2023/24</b>
Salaries and Benefits	\$8,612,947	\$8,547,423	\$6,734,605	\$9,739,254	\$10,167,715	\$428,463
Materials and Supplies	\$7,089,599	\$6,600,749	\$3,434,476	\$4,478,899	\$4,506,737	\$27,836
Contracted Services	\$6,004,502	\$6,385,568	\$4,513,865	\$7,506,692	\$7,506,415	(\$278)
Utilities	\$1,709,228	\$2,280,986	\$1,656,671	\$2,562,752	\$2,450,642	(\$112,110)
Debt/Capital Financing	\$10,100,045	\$4,876,255	\$1,158,451	\$6,965,704	\$9,281,939	\$2,316,235
Grants	\$4,551,477	\$4,602,336	\$3,525,412	\$4,640,744	\$4,755,221	\$114,477
One Time Projects	\$6,391,567	\$9,340,092	\$869,552	\$1,450,694	\$1,982,485	\$531,791
<b>Total Expenditures</b>	<b>\$44,459,366</b>	<b>\$42,633,409</b>	<b>\$21,893,032</b>	<b>\$37,344,739</b>	<b>\$40,651,154</b>	<b>\$3,306,415</b>
Amortization	\$10,250,146	\$9,978,821	\$10,155,386	\$9,978,821	\$10,155,386	\$176,565



# 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 County infrastructure such as roads, building, vehicles, computer information network, recreation facilities, parks improvement, fire services and other fleet vehicles.

**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 as Exhibit 5 & Exhibit 6 in this document.

Funding allocation to reserves can assist in funding projects that have a large expenditure investment, and as to not negatively impact one years taxation mil rate, Council may choose to allocate funding over numerous year to complete these operational or capital projects.

**Exhibit 5: 2024 Draws from Reserves to fund Operational Expenditures**

Reserve	Draw
Gravel Reclamation Reserve	\$370,000
General Operating Reserve	\$200,000
One Time Projects – Various Reserves	\$908,247

**Total Contributions from Reserves \$1,478,247**

**Exhibit 6: 2024 Contributions to Reserves (Policy)**

Reserve	Minimal Contribution
Bridge Reserve (21)	\$400,000
Grants to Other Organizations (20)	\$20,000
Gravel Crushing Reserve (14)	\$950,000
Gravel Reclamation Reserve (5)	\$85,000
Municipal Reserve (10)	\$50,000
Off Site Levy Reserve (3)	\$50,000
Recreation & Parks Reserve (8)	\$50,000
Recreation Reserve – Fort Vermilion (22)	\$20,000
Recreation Reserve – La Crete (23)	\$50,000
Recreation Reserve – Zama (24)	\$20,000
Road Reserve (4)	\$804,706
Street Light Replacement Reserve (19)	\$253,750
Surface Water Management Reserve (9)	\$ 500,000
Tompkins Improvement Area (27)	\$20,000
Vehicle & Equipment Reserve (6)	\$250,000
Vehicle & Equipment/Emergency Services – Fort Vermilion (25)	\$50,000
Vehicle & Equipment/Emergency Services – La Crete (26)	\$50,000
Water/Sewer Surplus (2024) (13)	\$1,724,349

**Total Contributions to Reserves \$5,347,805**



# 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 council and staff are currently updating 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 2024:

- 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.

# 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 Richardson Pioneer and Simply Grain. 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 West Fraser in Rural High Level, La Crete Sawmills in La Crete, and Tolko Industries in High Level.

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

Finally, the County offers an unparalleled recreational wilderness experience. Many of the areas lakes are accessible year round either by plane, atvs, or skidoos during the winter. Residents and visitors can enjoy with family and friends, or by various local guides 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. 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, Apache, and Paramount Resources are some of the many that have had holdings in the area.

# 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 2021 and expires late October 2025.

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:

Dale Wiebe, 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)

Eileen Morris, Ward 9 (High Level Rural)

Lisa Wardley, Ward 10 (Zama)

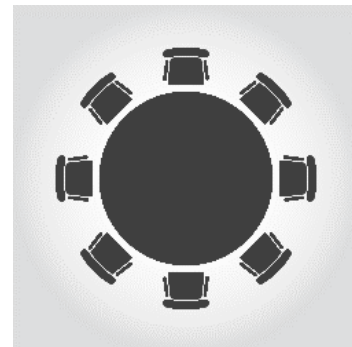
In addition to regular duties, members of Council serve on several boards and committees. These boards and committees can be internal (created by Council for a specific reason) or external (where the County has been invited by an outside organization to participate). Members of Council represent the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

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

There are 13 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 25 external boards and committees, including 1 Ad Hoc committee.

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
- Emergency Advisory Committee
- Flood Recovery Steering Committee
- Indigenous Liaison Committee
- Inter-Municipal Planning Commission
- Inter-Municipal Subdivision & Development Appeal Board
- Mackenzie County Library Board
- Municipal Planning Commission
- Subdivision & Development Appeal Board

**Ad-Hoc Committees**

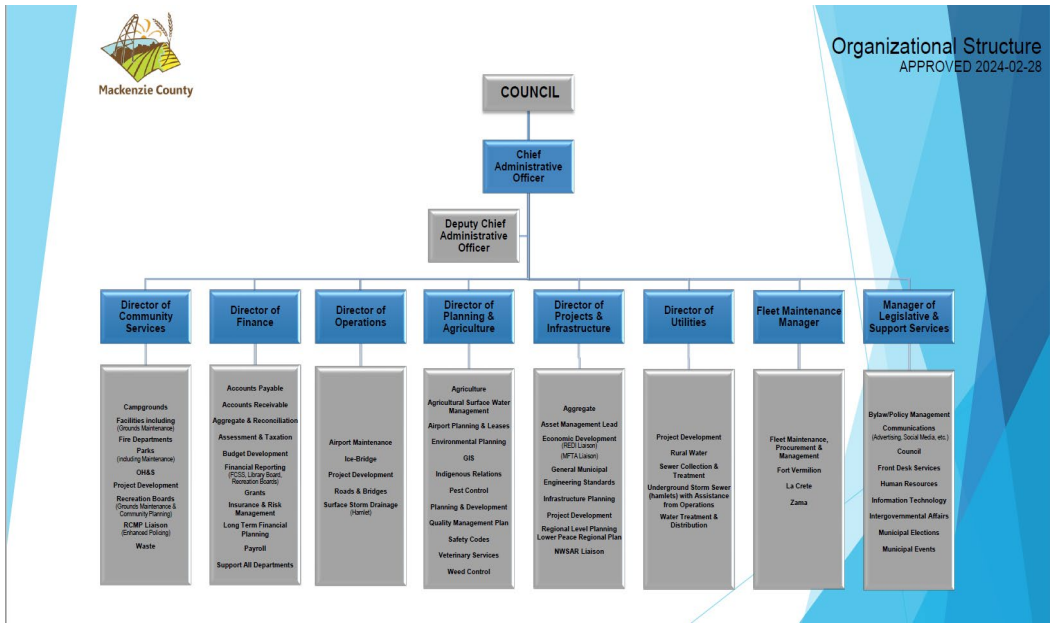
- Janelle’s Park

**External Boards/Committees**

- Boreal Housing Foundation
- Community Futures Northwest
- FCSS-Fort Vermilion, La Crete & Zama
- Hay Zama 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)
- Rural Health Professions Action Plan (RhPAP)
- Northern Lights Forest Education Society
- Upper Hay Forest Public Advisory
- 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.



# COUNCIL

## Council Approved Budget

	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Expenditures:</b>						
<b>Salaries and Benefits</b>	\$520,965	\$566,713	\$380,497	\$585,724	\$732,315	\$146,591
<b>Materials and Supplies</b>	\$160,462	\$239,007	\$185,439	\$338,223	\$379,573	\$41,350
<b>Contracted Services</b>	\$17,118	\$16,448	\$13,213	\$28,609	\$28,609	\$0
<b>Utilities</b>	\$7,433	\$7,314	\$5,334	\$7,700	\$7,700	\$0
<b>Total Expenditures</b>	<b>\$705,978</b>	<b>\$829,482</b>	<b>\$584,483</b>	<b>\$960,256</b>	<b>\$1,148,197</b>	<b>\$187,941</b>



# 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 revenue, and approved 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. Currently these properties are paid at 50% of the taxable levy, with taxed minimums set at a maximum of \$100.

### Interest on Investments

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

### Penalties 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**

	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Revenues:</b>						
<b>User Fees/Sales /Rentals</b>	\$52,662	\$127,487	\$75,177	\$117,300	\$107,900	(\$9,400)
<b>Penalties- Overdue Accounts</b>	\$727,860	\$265,138	\$181,156	\$313,000	\$270,000	(\$43,000)
<b>Interest Earnings</b>	\$237,432	\$891,737	\$1,170,685	\$425,000	\$1,350,000	\$925,000
<b>Grants</b>	\$5,538,747	\$9,079,154	\$23,820	\$255,333	\$794,288	\$538,955
<b>Other Revenue</b>	\$135,681	\$121,595	\$25,065	\$110,500	\$110,500	\$0
<b>Reserve Draws</b>	\$891,317	\$384,545	\$0	\$696,797	\$479,966	(\$216,831)
<b>Total Revenues</b>	<b>\$7,583,698</b>	<b>\$10,869,656</b>	<b>\$1,475,903</b>	<b>\$1,917,930</b>	<b>\$3,112,654</b>	<b>\$1,194,724</b>
<b>Expenditures:</b>						
<b>Salaries and Benefits</b>	\$2,189,359	\$2,011,601	\$1,649,570	\$2,515,422	\$2,249,031	(\$266,391)
<b>Materials and Supplies</b>	\$441,499	\$347,283	\$327,617	\$434,130	\$451,384	\$17,254
<b>Contracted Services</b>	\$940,298	\$786,854	\$665,021	\$757,209	\$954,787	\$197,578
<b>Utilities</b>	\$155,097	\$188,166	\$145,946	\$205,797	\$204,264	(\$1,533)
<b>Debt/Capital Financing</b>	\$5,155,618	\$982,955	\$110,202	\$1,415,489	\$2,175,917	\$760,428
<b>Grants</b>	\$2,585,852	\$2,250,000	\$1,250,000	\$2,250,000	\$2,250,000	\$0
<b>One Time Projects</b>	\$5,517,506	\$8,429,538	\$416,306	\$444,513	\$1,074,254	\$629,741
<b>Amortization</b>	\$347,368	\$322,004	\$321,824	\$322,004	\$321,824	(\$180)
<b>Total Expenditures</b>	<b>\$17,332,597</b>	<b>\$15,318,401</b>	<b>\$4,886,486</b>	<b>\$8,344,564</b>	<b>\$9,681,461</b>	<b>\$1,336,897</b>



# FIRE DEPARTMENT

## INTRODUCTION

Mackenzie County operates four fire stations located in Fort Vermilion, La Crete, Tompkins Landing 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—38 active members
- Fort Vermilion—21 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.
- **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**

	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 YTD</b>	<b>2023</b>	<b>2024</b>	<b>\$ Variance</b>
	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Budget</b>	<b>Budget</b>	<b>2023/24</b>
<b>Revenues:</b>						
<b>User Fees/Sales /Rentals</b>	\$205,187	\$171,831	\$652,652	\$126,000	\$156,000	\$30,000
<b>Grants</b>	\$1,283,008	\$0	\$0	\$15,000	\$13,030	(\$1,970)
<b>Other Revenue</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Reserve Draws</b>	\$0	\$0	\$0	\$15,000	\$23,000	\$8,000
<b>Total Revenues</b>	<b>\$1,488,194</b>	<b>\$171,831</b>	<b>\$652,652</b>	<b>\$156,000</b>	<b>\$192,030</b>	<b>\$36,030</b>
<b>Expenditures:</b>						
<b>Salaries and Benefits</b>	\$187,027	\$118,206	\$197,455	\$140,329	\$158,044	\$17,715
<b>Materials and Supplies</b>	(\$95,361)	\$81,609	\$63,527	\$185,794	\$193,094	\$7,300
<b>Contracted Services</b>	\$187,021	\$182,905	\$143,292	\$224,723	\$227,400	\$2,677
<b>Utilities</b>	\$75,320	\$87,224	\$64,060	\$96,016	\$80,609	(\$15,407)
<b>Debt/Capital Financing</b>	\$0	\$0	\$0	\$100,000	\$100,000	\$0
<b>Grants</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>One Time Projects</b>	\$0	\$0	\$168,701	\$30,000	\$23,000	(\$7,000)
<b>Amortization</b>	\$202,001	\$195,023	\$212,639	\$195,023	\$212,639	\$17,616
<b>Total Expenditures</b>	<b>\$556,008</b>	<b>\$664,967</b>	<b>\$849,674</b>	<b>\$971,885</b>	<b>\$994,786</b>	<b>\$22,901</b>

# SAFETY & ENFORCEMENT

## POLICE FUNDING MODEL (RCMP)

Providing adequate and effective policing services in the province of Alberta is the responsibility of the provincial government under the Police Act.

The police funding model (PFM) takes the total cost of frontline officers and redistributes a portion of those costs to municipalities who receive the services of the Provincial Police Service (RCMP).

The new PFM requires those communities that have not previously paid for frontline policing to begin contributing a portion of the costs. Mackenzie County's funding requirement is \$851,567 in the 2024 budget year.

## ENHANCED POLICING PROGRAM (EPP)

“As part of overall efforts to address police resourcing needs in rural Alberta, all Enhanced Policing Position (EPP) Option 1 agreements in existence last fall were terminated as of April 1, 2020. The Government of Alberta has now absorbed the cost of these *full-time policing* positions starting on that date.

As a result of this decision, municipalities that had these EPP Option 1 agreements retain the additional resource, but they are no longer paying for that resource. “

“Municipalities still receive the services of the prior resource in the same way and purpose as they did prior to the enactment of the Police Funding Regulation, until expiry of the Police Funding Regulations on March 31<sup>st</sup>, 2025.

## BYLAW ENFORCEMENT

The County Bylaw Enforcement is a shared function with multiple Directors. 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.

## 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 came 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 2024 Budget to ensure that these requirements are met.

**Enforcement Approved Budget**

	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Revenues:</b>						
<b>User Fees/Sales /Rentals</b>	\$13,827	\$13,827	\$11,527	\$13,827	\$13,827	\$0
<b>Other Revenue</b>	(\$10,076)	\$8,512	\$19,240	\$9,000	\$15,000	\$6,000
<b>Reserve Draws</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$3,751</b>	<b>\$22,339</b>	<b>\$30,767</b>	<b>\$22,827</b>	<b>\$28,827</b>	<b>\$6,000</b>

<b>Expenditures:</b>						
<b>Salaries and Benefits</b>	\$15,942	\$16,880	\$13,700	\$18,010	\$18,515	\$505
<b>Materials and Supplies</b>	\$8,687	\$10,869	\$7,100	\$13,500	\$16,500	\$3,000
<b>Contracted Services</b>	\$604,245	\$549,359	\$135,664	\$809,291	\$882,742	\$73,451
<b>Utilities</b>	\$1,399	\$2,023	\$1,127	\$3,868	\$2,416	(\$1,452)
<b>Debt/Capital Financing</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>One Time Projects</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Amortization</b>	\$565	\$6,404	\$6,404	\$6,404	\$6,404	\$0
<b>Total Expenditures</b>	<b>\$630,838</b>	<b>\$585,535</b>	<b>\$163,995</b>	<b>\$851,073</b>	<b>\$926,577</b>	<b>\$75,504</b>



# 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, gravel hauling, culvert repair/installation, sidewalks, Hamlet snow removal, and road signage.
- Winter control and annual maintenance for 2,369 +/- 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, including bridge maintenance.
- 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**

	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 YTD</b>	<b>2023</b>	<b>2024</b>	<b>\$ Variance</b>
	<b>Total</b>	<b>Total</b>	<b>Total</b>	<b>Budget</b>	<b>Budget</b>	<b>2023/24</b>
<b>Revenues:</b>						
<b>User Fees/Sales /Rentals</b>	\$130,523	\$260,222	\$652,948	\$266,036	\$261,036	(\$5,000)
<b>Grants</b>	\$732,391	\$85,535	\$0	\$242,524	\$242,524	\$0
<b>Other Revenue</b>	\$168,566	\$169,452	\$167,780	\$165,000	\$165,872	\$872
<b>Reserve Draws</b>	\$152,189	\$1,825,759	\$0	\$50,000	\$370,000	\$320,000
<b>Total Revenues</b>	<b>\$1,183,669</b>	<b>\$2,340,968</b>	<b>\$820,728</b>	<b>\$723,560</b>	<b>\$1,039,432</b>	<b>\$315,872</b>
<b>Expenditures:</b>						
<b>Salaries and Benefits</b>	\$3,051,838	\$3,224,145	\$2,381,659	\$3,579,708	\$3,938,893	\$359,185
<b>Materials and Supplies</b>	\$5,848,001	\$6,916,292	\$2,092,982	\$2,863,473	\$3,286,730	\$423,257
<b>Contracted Services</b>	\$1,783,747	\$1,842,878	\$1,477,561	\$2,520,188	\$2,291,746	(\$228,442)
<b>Utilities</b>	\$977,821	\$1,413,088	\$822,692	\$1,551,077	\$1,542,450	(\$8,627)
<b>Debt/Capital Financing</b>	\$2,498,851	\$243,692	\$799,601	\$2,496,422	\$3,305,724	\$809,302
<b>One Time Projects</b>	\$568,494	\$799,086	\$20,680	\$0	\$0	\$0
<b>Amortization</b>	\$6,709,150	\$6,309,770	\$6,401,883	\$6,309,770	\$6,401,883	\$92,113
<b>Total Expenditures</b>	<b>\$21,437,902</b>	<b>\$20,748,951</b>	<b>\$13,997,058</b>	<b>\$19,320,638</b>	<b>\$20,767,426</b>	<b>\$1,446,788</b>

# AIRPORTS

Mackenzie County operates two airports within the County. The 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 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 2024.

## Airports Approved Budget

	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Revenues:</b>						
<b>User Fees/Sales /Rentals</b>	\$177,968	\$86,163	\$51,246	\$94,562	\$77,130	(\$17,432)
<b>Reserve Draws</b>	\$298	\$0	\$0	\$47,707	\$11,799	(\$35,908)
<b>Other Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$178,266</b>	<b>\$86,163</b>	<b>\$51,246</b>	<b>\$142,269</b>	<b>\$88,929</b>	<b>(\$53,340)</b>
<b>Expenditures:</b>						
<b>Salaries and Benefits</b>	\$38,127	\$22,711	\$107	\$31,691	\$43,725	\$12,034
<b>Materials and Supplies</b>	\$8,593	\$53,166	\$9,534	\$28,300	\$40,100	\$11,800
<b>Contracted Services</b>	\$100,946	\$57,873	\$88,584	\$145,179	\$175,461	\$30,282
<b>Utilities</b>	\$32,758	\$40,870	\$30,322	\$45,279	\$52,877	\$7,598
<b>Debt/Capital Financing</b>	(\$26,664)	\$6,846	\$0	\$0	\$0	\$0
<b>One Time Projects</b>	\$298	\$0	\$35,259	\$47,707	\$11,799	(\$35,908)
<b>Amortization</b>	\$196,006	\$197,221	\$204,016	\$197,221	\$204,016	\$6,795
<b>Total Expenditures</b>	<b>\$350,064</b>	<b>\$378,687</b>	<b>\$367,822</b>	<b>\$495,377</b>	<b>\$527,978</b>	<b>\$32,601</b>





# UTILITIES – WATER & SEWER

## INTRODUCTION

The Mackenzie County water and sewage systems are managed 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 water mains, 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 Abmunis 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 utilities. 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	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Revenues:</b>						
<b>Water Fees</b>	\$3,362,950	\$3,391,754	\$3,112,160	\$3,539,566	\$3,882,126	\$342,560
<b>User Fees/Sales /Rentals</b>	\$84,550	\$70,176	\$60,419	\$69,000	\$69,000	\$0
<b>Penalties- Overdue Accounts</b>	\$18,634	\$21,337	\$16,695	\$12,000	\$12,000	\$0
<b>Grants</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Revenue</b>	\$375,050	\$185,688	\$135,892	\$20,000	\$22,540	\$2,540
<b>Reserve Draws</b>	\$1,951	\$12,238	\$0	\$257,842	\$199,181	(\$58,661)
<b>Total Revenues</b>	<b>\$3,843,135</b>	<b>\$3,681,193</b>	<b>\$3,325,166</b>	<b>\$3,898,408</b>	<b>\$4,184,847</b>	<b>\$286,439</b>

<b>Expenditures:</b>						
<b>Salaries and Benefits</b>	\$580,576	\$621,061	\$490,871	\$701,573	\$844,449	\$142,876
<b>Materials and Supplies</b>	\$432,682	\$486,652	\$378,936	\$611,190	\$637,740	\$26,550
<b>Contracted Services</b>	\$414,307	\$494,313	\$462,117	\$598,254	\$491,193	(\$107,061)
<b>Utilities</b>	\$381,451	\$441,493	\$303,695	\$543,829	\$450,224	(\$93,605)
<b>Debt/Capital Financing</b>	\$1,158,182	\$1,288,991	\$223,927	\$1,155,097	\$1,562,060	\$406,963
<b>One Time Projects</b>	\$1,951	\$12,238	\$36,331	\$257,842	\$199,180	(\$58,662)
<b>Amortization</b>	\$1,405,945	\$1,410,469	\$1,446,068	\$1,410,469	\$1,446,068	\$35,599
<b>Total Expenditures</b>	<b>\$4,375,094</b>	<b>\$4,755,217</b>	<b>\$3,341,945</b>	<b>\$5,278,254</b>	<b>\$5,630,914</b>	<b>\$352,660</b>

Sewer	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Revenues:</b>						
<b>Sewer Fees</b>	\$1,153,487	\$1,183,234	\$996,522	\$1,273,519	\$1,211,713	(\$61,806)
<b>User Fees/Sales /Rentals</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Revenue</b>	\$5,301	\$5,301	\$12,369	\$0	\$5,301	\$5,301
<b>Reserve Draws</b>	\$17,000	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$1,175,788</b>	<b>\$1,188,535</b>	<b>\$1,008,891</b>	<b>\$1,273,519</b>	<b>\$1,217,014</b>	<b>(\$56,505)</b>

<b>Expenditures:</b>						
<b>Salaries and Benefits</b>	\$436,536	\$376,405	\$304,578	\$434,279	\$500,213	\$65,934
<b>Materials and Supplies</b>	\$39,188	\$41,132	\$40,415	\$50,750	\$50,750	\$0
<b>Contracted Services</b>	\$181,832	\$240,178	\$50,643	\$184,148	\$202,104	\$17,956
<b>Utilities</b>	\$28,507	\$35,316	\$21,344	\$40,550	\$39,558	(\$992)
<b>Debt/Capital Financing</b>	\$430,171	\$405,675	\$21,255	\$570,252	\$424,389	(\$145,863)
<b>One Time Projects</b>	\$17,000	\$0	\$0	\$0	\$0	\$0
<b>Amortization</b>	\$698,464	\$698,464	\$698,464	\$698,464	\$698,464	\$0
<b>Total Expenditures</b>	<b>\$1,831,698</b>	<b>\$1,797,170</b>	<b>\$1,136,699</b>	<b>\$1,978,443</b>	<b>\$1,915,478</b>	<b>(\$62,965)</b>

# WASTE MANAGEMENT

Mackenzie County operates a total of seven (7) transfer stations located in the hamlets of Fort Vermilion, La Crete, and Zama and 4 rural transfer stations at various locations across the municipality. Each transfer stations are available to residents for the disposal of household, and yard waste for a minimal fee.

Caretakers are utilized to manage the day-to-day operations at each of the waste transfer stations.

The County has contracts for the hauling of residential and commercial waste from the transfer stations, 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.

Fort Vermilion and La Crete have residential curbside pick up that operates on a cost recovery fee for service basis.

Effective April 2023, rural residents became responsible for the container fees, and the disposal/tipping fees for disposal at the landfill.

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, and advertised dates.



## Waste Management Approved Budget

	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Revenues:</b>						
<b>Grants</b>	\$303,794	\$298,682	\$308,763	\$308,763	\$312,123	\$3,360
<b>Other Revenue</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Reserve Draws</b>	\$0	\$1,190	\$0	\$2,520	\$0	(\$2,520)
<b>Total Revenues</b>	<b>\$303,794</b>	<b>\$299,872</b>	<b>\$308,763</b>	<b>\$311,283</b>	<b>\$312,123</b>	<b>\$840</b>
<b>Expenditures:</b>						
<b>Salaries and Benefits</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Contracted Services</b>	\$3,075	\$1,727	\$375	\$0	\$48	\$48
<b>Grants</b>	\$736,676	\$814,920	\$826,362	\$894,410	\$845,504	(\$48,906)
<b>Debt/Capital Financing</b>	\$0	\$0	\$0	\$20,000	\$20,000	\$0
<b>Total Expenditures</b>	<b>\$739,751</b>	<b>\$816,647</b>	<b>\$826,737</b>	<b>\$914,410</b>	<b>\$865,552</b>	<b>(\$48,858)</b>

# PLANNING & SUBDIVISION DEVELOPMENT

## INTRODUCTION – PLANNING SERVICES

The Planning Department 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 and subdivision approvals process, along with providing planning advice and recommendations to the Municipal Planning Commission and the Inter-municipal Planning Commission. Staff conducts 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.

Planning & Development, and Subdivisions were allocated individual budgets in previous years. As this department looks after municipal planning, development, and subdivisions, the 2024 budget has amalgamated these two budgets into one budget to reflect overall services provided.

Also included in previous years Planning & Development budgets was the Projects & Infrastructure services. This department had been allocated its own budget in 2024, and reflected within this document.

The 2024 budget was developed with the understanding that there will be some permits associated with the redevelopment of the Hamlet of Fort Vermilion due to the Peace River Ice Jam.

## 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.

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## 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.

**Planning & Subdivision Development Approved Budget**

	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Revenues:</b>						
<b>User Fees/Sales /Rentals</b>	\$33,215	\$38,970	\$25,070	\$23,000	\$23,000	\$0
<b>Permits &amp; Fees</b>	\$568,505	\$372,872	\$591,012	\$537,000	\$537,000	\$0
<b>Grants</b>	\$12,250	\$0	\$0	\$55,800	\$43,550	(\$12,250)
<b>Other Revenue</b>	\$304,612	\$100,233	\$37,118	\$90,000	\$60,000	(\$30,000)
<b>Reserve Draws</b>	\$249,313	\$50,462	\$0	\$390,223	\$337,787	(\$52,436)
<b>Total Revenues</b>	<b>\$1,167,894</b>	<b>\$562,537</b>	<b>\$653,200</b>	<b>\$1,096,023</b>	<b>\$1,001,337</b>	<b>(\$94,686)</b>
<b>Expenditures:</b>						
<b>Salaries and Benefits</b>	\$1,017,753	\$1,028,656	\$873,152	\$1,112,963	\$809,885	(\$303,078)
<b>Materials and Supplies</b>	\$36,859	\$44,173	\$31,514	\$49,760	\$42,900	(\$6,860)
<b>Contracted Services</b>	\$424,821	\$469,927	\$218,275	\$443,735	\$377,285	(\$66,450)
<b>Grants</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Utilities</b>	\$3,432	\$4,364	\$5,853	\$4,446	\$9,982	\$5,536
<b>Debt/Capital Financing</b>	\$0	\$0	\$0	\$80,000	\$50,000	(\$30,000)
<b>One Time Projects</b>	\$261,563	\$50,462	\$34,013	\$446,023	\$431,337	(\$14,686)
<b>Amortization</b>	\$11,998	\$10,783	\$18,565	\$10,783	\$18,565	\$7,782
<b>Total Expenditures</b>	<b>\$1,756,427</b>	<b>\$1,608,365</b>	<b>\$1,181,372</b>	<b>\$2,147,710</b>	<b>\$1,739,954</b>	<b>(\$407,756)</b>



# AGRICULTURE

The Agricultural department provides services assisting ratepayers within Mackenzie County with beaver control, 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. 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*. Mackenzie County’s ASB consists of two municipally appointed Councillors and three municipally appointed members at large.

The ASB has an updated strategic plan that is updated on a regular basis, with the main goals being:

- Promote sustainable agricultural policies and practices.
- Promoting and supporting agricultural businesses.
- Appropriate land uses and preservation of agricultural lands within Mackenzie County and continual agricultural expansion.
- Surface Water Management.
- Advocate for retention of industry professionals and public education.

The County provides a veterinary subsidy through Veterinary Services Incorporated. The County also provides an operating grant to the local veterinarian to assist in maintaining veterinary services in the region. The Agricultural Service Board Terms of Reference includes reviewing of Veterinarian service levels, and community identified needs.

A Provincial grant to assist in the operations of the Agricultural Service Boards, 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

	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Revenues:</b>						
<b>User Fees/Sales /Rentals</b>	\$36,398	\$19,766	\$41,479	\$35,878	\$43,303	\$7,425
<b>Grants</b>	\$143,907	\$167,289	\$221,392	\$215,247	\$176,247	(\$39,000)
<b>Reserve Draws</b>	\$0	\$21,370	\$0	\$56,939	\$36,514	(\$20,425)
<b>Total Revenues</b>	<b>\$180,305</b>	<b>\$208,425</b>	<b>\$262,871</b>	<b>\$308,064</b>	<b>\$256,064</b>	<b>(\$52,000)</b>
<b>Expenditures:</b>						
<b>Salaries and Benefits</b>	\$327,400	\$361,509	\$295,964	\$434,411	\$339,495	(\$94,916)
<b>Materials and Supplies</b>	\$122,599	\$113,171	\$189,435	\$242,768	\$161,550	(\$81,218)
<b>Contracted Services</b>	\$553,394	\$834,630	\$605,271	\$891,282	\$882,949	(\$8,333)
<b>Utilities</b>	\$19,077	\$28,272	\$11,631	\$26,227	\$25,243	(\$984)
<b>Debt/Capital Financing</b>	\$729,728	(\$13,780)	\$0	\$500,000	\$500,000	\$0
<b>Grants</b>	\$102,000	\$136,910	\$148,391	\$155,000	\$145,000	(\$10,000)
<b>One Time Projects</b>	\$0	\$33,382	\$57,970	\$87,539	\$36,514	(\$51,025)
<b>Amortization</b>	\$46,113	\$40,206	\$39,446	\$40,206	\$39,446	(\$760)
<b>Total Expenditures</b>	<b>\$1,900,311</b>	<b>\$1,534,301</b>	<b>\$1,348,108</b>	<b>\$2,377,433</b>	<b>\$2,130,197</b>	<b>(\$247,236)</b>

# PROJECTS & INFRASTRUCTURE

## INTRODUCTION – PROJECTS & INFRASTRUCTURE

The Projects & Infrastructure department is responsible for the following services:

- The lead for Asset Management, which includes data collection for Catalis formerly Munisight, an asset management program. Assisting other departments in asset management decisions and data collection.
- Economic development, as a REDI and MFTA liaison working towards promoting economic growth in the region.
- Ensuring aggregate supply for future projects and Public Works Operations requirements for road maintenance.
- Project lead on larger scale projects.
- Assist other department with larger scale capital and operational projects.

Projects & Infrastructure operational budget has been included in previous years Planning & Development budgets. Projects & Infrastructure has been allocated its own budget in 2024, and reflected within this document.

## Projects & Infrastructure Approved Budget

	2024	\$ Variance
	Budget	2023/24
<b>Revenues:</b>		
<b>Grants</b>	\$0	\$0
<b>Other Revenue</b>	\$0	\$0
<b>Reserve Draws</b>	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenditures:</b>		
<b>Salaries and Benefits</b>	\$329,096	\$329,096
<b>Materials and Supplies</b>	\$14,320	\$14,320
<b>Contracted Services</b>	\$73,250	\$73,250
<b>Utilities</b>	\$980	\$980
<b>One Time Projects</b>	\$120,000	\$120,000
<b>Total Expenditures</b>	<b>\$537,646</b>	<b>\$537,646</b>



# PARKS & RECREATION

## INTRODUCTION

The 2024 Budget submission for Parks and Recreation supports the vision and goals of the Community Services Committee, and Council direction.

## PARKS AND CAMPGROUNDS

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.

Mackenzie County is committed to provide opportunities for all residents to participate in an active and healthy lifestyle.

Mackenzie County maintains:

- Twelve (12) parks
- Four (4) campgrounds

while ensuring that they are open to all users, and maintaining a continued level of service.

Three (3) municipal campgrounds employ seasonal caretakers on site during the summer months.

The 2024 budget ensures that the parks and campgrounds maintain the same level of service that was provided during the 2023 year.

## Parks & Recreation Approved Budget

	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Revenues:</b>						
<b>User Fees/Sales /Rentals</b>	\$99,092	\$40,146	\$39,284	\$73,560	\$57,560	(\$16,000)
<b>Other Revenue</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Reserve Draws</b>	\$24,755	\$25,386	\$0	\$30,000	\$0	(\$30,000)
<b>Total Revenues</b>	<b>\$123,847</b>	<b>\$65,532</b>	<b>\$39,284</b>	<b>\$103,560</b>	<b>\$57,560</b>	<b>(\$46,000)</b>
<b>Expenditures:</b>						
<b>Salaries and Benefits</b>	\$170,323	\$137,706	\$106,805	\$114,953	\$132,045	\$17,092
<b>Materials and Supplies</b>	\$22,298	\$29,813	\$22,761	\$38,920	\$39,520	\$600
<b>Contracted Services</b>	\$181,869	\$215,732	\$169,997	\$249,018	\$257,145	\$8,127
<b>Utilities</b>	\$4,433	\$6,912	\$3,397	\$7,536	\$6,435	(\$1,101)
<b>Debt/Capital Financing</b>	\$569	\$1,720	\$0	\$50,000	\$50,000	\$0
<b>One Time Projects</b>	\$24,755	\$15,386	\$27,370	\$30,000	\$20,000	(\$10,000)
<b>Amortization</b>	\$113,638	\$113,327	\$121,432	\$113,327	\$121,432	\$8,105
<b>Total Expenditures</b>	<b>\$517,885</b>	<b>\$520,596</b>	<b>\$451,762</b>	<b>\$603,754</b>	<b>\$626,577</b>	<b>\$22,823</b>



# 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 2024 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, an increase in the operating costs was included in the 2024 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 reviews grant applications received, and 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**

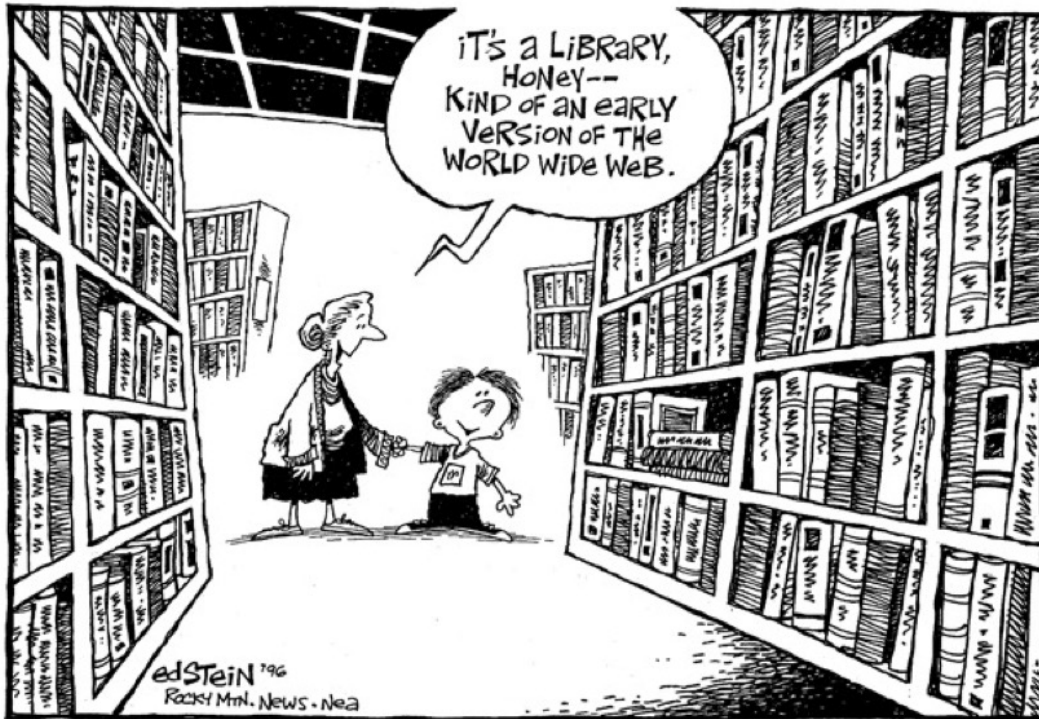
RECREATION BOARDS	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Revenues:</b>						
Other Revenue	\$0	\$0	\$0	\$0	\$5,000	\$5,000
Reserve Draws	\$7,797	\$23,001	\$0	\$49,156	\$0	(\$49,156)
<b>Total Revenues</b>	<b>\$7,797</b>	<b>\$23,001</b>	<b>\$0</b>	<b>\$49,156</b>	<b>\$5,000</b>	<b>(\$44,156)</b>
<b>Expenditures:</b>						
Materials and Supplies	\$0	\$24,934	\$0	\$0	\$0	\$0
Contracted Services	\$78,520	\$68,143	\$54,678	\$91,102	\$93,835	\$2,733
Utilities	\$80	\$0	\$0	\$0	\$0	\$0
Debt/Capital Financing	\$145,354	\$113,071	\$0	\$60,000	\$110,000	\$50,000
Grants	\$890,132	\$1,141,141	\$1,045,227	\$1,079,252	\$1,255,275	\$176,023
One Time Projects	\$0	\$0	\$47,922	\$57,070	\$46,401	(\$10,669)
Amortization	\$486,433	\$644,710	\$655,958	\$644,710	\$655,958	\$11,248
<b>Total Expenditures</b>	<b>\$1,600,519</b>	<b>\$1,991,999</b>	<b>\$1,803,785</b>	<b>\$1,932,134</b>	<b>\$2,161,469</b>	<b>\$229,335</b>

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

Family & Community Support Services, and All Not-For Profit Organizations	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Revenues:</b>						
Grants	\$303,794	\$298,682	\$308,763	\$308,763	\$312,123	\$3,360
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Draws	\$0	\$1,190	\$0	\$2,520	\$0	(\$2,520)
<b>Total Revenues</b>	<b>\$303,794</b>	<b>\$299,872</b>	<b>\$308,763</b>	<b>\$311,283</b>	<b>\$312,123</b>	<b>\$840</b>
<b>Expenditures:</b>						
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$3,075	\$1,727	\$375	\$0	\$48	\$48
Grants	\$736,676	\$814,920	\$826,362	\$894,410	\$845,504	(\$48,906)
Debt/Capital Financing	\$0	\$0	\$0	\$20,000	\$20,000	\$0
<b>Total Expenditures</b>	<b>\$739,751</b>	<b>\$816,647</b>	<b>\$826,737</b>	<b>\$914,410</b>	<b>\$865,552</b>	<b>(\$48,858)</b>

**Mackenzie Library Board Approved Budget**

Library	2021 Actual	2022 Actual	2023 YTD	2023	2024	\$ Variance
	Total	Total	Total	Budget	Budget	2023/24
<b>Revenues:</b>						
Reserve Draws	\$0	\$0	\$0	\$20,000	\$20,000	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$0</b>
<b>Expenditures:</b>						
Contracted Services	\$2,811	\$3,045	\$3,576	\$3,653	\$17,622	\$13,969
Grants	\$236,817	\$259,365	\$255,432	\$262,082	\$259,442	(\$2,640)
One Time Projects	\$0	\$0	\$0	\$20,000	\$20,000	\$0
<b>Total Expenditures</b>	<b>\$239,628</b>	<b>\$262,410</b>	<b>\$259,008</b>	<b>\$285,735</b>	<b>\$297,064</b>	<b>\$11,329</b>



# 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.

Capital Projects go through 4 phases prior to being incorporated into the general operations of the municipality:

- **Concept:** This is the first phase of a project where a project is presented to council that will significantly improve infrastructure.
- **Development Design:** During this phase of the approved project, drawings and cost estimates are developed. The goal and objectives of a project are identified to maximize service delivery in facilities and infrastructure.
- **Detailed Design:** During this phase, the concepts and design ideas are further developed and refined into detailed plans and specifications. Engineering analysis may ensure the feasibility of the project, safety and compliance with codes and regulations. This phase happens before a project is tendered and lays the foundation for successful project execution.
- **Build:** Includes construction and implementation of a project. It involves managing resources, coordinating contractors and suppliers, conducting inspections and ensuring the project is completed within schedules and budget.

The County is always updating, and developing a Long-Term Financial Plan that will detail capital expenditures for the next 5 and future 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.



<b>One Time Operations Budget</b>	
Recreational Dispositions	\$59,966
Forest Capital of Canada (2023)	\$290,000
Northwest Species at Risk (2023)	\$441,538
FRIAA- Wildfire Mitigation Plan (2024)	\$80,000
2024 Mackenzie County Census	\$220,000
FV - Extractor Washer (2024)	\$11,500
LC - Extractor Washer (2024)	\$11,500
Airport Master Plan (CF 2016)	\$11,799
LC -La Crete Future Water Supply Concept (2018)	\$139,160
Water Diversion License Review	\$18,775
Waterline East of La Crete - Engineering (2023)	\$41,245
Municipal Development Plan	\$54,118
LC - Atlas Landing Dispositions (2022)	\$17,292
LC - Storm Water Plan (2022)	\$120,327
La Crete Area Structure Plan (2022)	\$150,000
Outdoor Recreation and Tourism Plan (2023)	\$89,600
Irrigation District Feasibility Study	\$30,000
2024 Mackzie County Agricultural Fair & Tradeshow	\$6,514
Housing Needs Assessment (2024)	\$120,000
FV - Splash Park maintenance/upgrades (2024)	\$10,000
LC - Brine & Glycol Filters on new ice plant (2024)	\$7,457
LC - Brine Pump VFD supply & Install (2024)	\$6,944
ZA - Fish Pond Project (2024)	\$22,000
FV Fishing Opportunities (MARA, Tompkins Twin Ponds) (2023)	\$20,000
LC Library - Building Extension Engineering	\$20,000
<b>TOTAL:</b>	<b>\$1,999,736</b>
<b>One Time Projects FUNDING SOURCES</b>	
<b>Other Grants/Sources</b>	<b>\$860,088</b>
<b>Municipal Reserves</b>	<b>\$908,247</b>
<b>Municipal Levy</b>	<b>\$231,401</b>
<b>TOTAL:</b>	<b>\$1,999,736</b>

<b>2024 Capital Budget</b>	
<b>Administration Department</b>	
LC - 100 Street Plan (2020)	\$28,375
FV - Flood Mitigation (2021)	\$1,250,909
FV-Interim Housing Project (2022)	\$193,639
Land Purchase - South of High Level Lands PLS140031 (2022/2023)	\$1,325,020
ZA - Backup Generator - office	\$50,000
Fuel Tanks	\$200,000
<b>Fire Department</b>	
LC - Squad overland truck	\$100,000
Emergency Management Equipment	\$200,000
LC - Jaws of Life	\$11,500
<b>Transportation Department</b>	
Gravel Reserve (CF 2014)	\$17,714
OR01 New Road Infrastructure Endeavour to Assist (2020)	\$500,000
30 m Right of way for road widening - various locations (2021)	\$99,943
Washout & Culvert Upgrades (2021)	\$118,984
BF 78209 NW 17 105 14 W5M - Teepee Creek (2022)	\$572,331
AWD 160M Graders X3 (2023)	\$2,103,759
98 street/98 avenue Asphalt (2023)	\$900,000
113 Street Asphalt - North Rgd RD 154/155 - ENGINEERING ONLY (2023)	\$50,000
109 Ave traffic lights (2023)	\$238,129
Bridge File 76278 Engineering (2023)	\$50,000
Bridge File 81336 Engineering (2023)	\$40,000
Bridge Maintenance (2023)	\$514,825
LC - 101 St/109 Ave Intersection Upgrade (2023)	\$6,463
LC- Crosswalk 100st/94 ave (2023)	\$22,751
Attachment -Rotary Mower - LC	\$55,000
Replacement Trucks x 3	\$198,000
Graders x 2	\$1,420,000
Plow/Sander Truck- FV	\$115,000
Wheel loader -LC	\$440,000
LC Gravel Trailer (Wagon)	\$40,000
Rebuild RGE RD 20-0 S of HWY 35 (.5 mile) - Angle Road	\$418,000
91 street intersection upgrade	\$250,000
Rebuild TWP RD 110-4 from RGE RD 19-3 to 19-0 (3 miles) Heliport	\$550,000
94 Ave W of 113 Street Pavement	\$300,000
109 ave & 113 Street Pavement	\$120,000
RR 150 Road (Hwy 697 - Twp 1064)	\$50,000
Rebuild TWP RD 108-1 E of HWY 88 (2 miles) - (600m in 2024, balance In future years)	\$250,000
<b>Airports</b>	
FV -Airport - Lighting Upgrade (2022)	\$41,922

<b>2024 Capital Budget cont.</b>	
<b>Water Treatment &amp; Distribution Department</b>	
LC - Well Number 4 (2016)	\$412,852
FV - Frozen Water Services Repairs (River Road) (2015)	\$16,607
Blue Hills Water Distribution	\$200,000
Waterline East of La Crete	\$805,000
FV Truckfill Backup Generator	\$185,350
LC - North Sanitary Trunk Sewer	\$9,970,433
LC - North Storm-Pond A (2021)	\$103,032
FV - Sewer Upgrades (2022)	\$585,733
<b>Agriculture</b>	
Rebuild TWP RD 109-0 E from RGE RD 15-5 to RGE RD 15-1 (5 miles)	\$250,000
<b>Recreation</b>	
FV- Outdoor Rink Repairs (2020)	\$14,000
LC - Northern Lights Recreation Center New Arena (2021)	\$45,991
FV - Main lobby epoxy floor (2022)	\$8,400
FV - Roof leak exploration and repair (2022)	\$8,813
FV - Generator Hook up	\$75,000
LC - Generator Hook up	\$52,500
LC - Brine Pump on old ice plant	\$14,751
LC - Old ice plant compressor overhaul	\$14,485
LC - Re-route plumbing on old ice plant	\$15,000
ZA - Laundry Facility	\$12,000
Zama Park Campground - Camprground Beautification	\$65,000
Olympia Motor Overhaul (2024)	\$6,230
Hot Water Tank (2024)	\$9,450
<b>Parks &amp; Playgrounds Department</b>	
Zama Campground - Major Improvements	\$25,000
FV - Streetscape (CF 2017)	\$124,641
Streetscape - La Crete	\$25,291
New Hamlet Park - 112 St. LC (2021)	\$8,685
FV - Streetscape Second dock project (2021)	\$7,284
Wadlin Lake Campground - Major Improvements (2022)	\$26,604
Hutch Lake Campground - Major Improvements (2022)	\$48,698
Bridge Campground - Major Improvements (2022)	\$100,000
Hamlet Park Development (2022+2024)	\$133,000
Janelles Park Development (2023)	\$50,000
Wadlin Lake Campground - Pickleball (2023)	\$11,929
La Crete Walking Trail 109 ave to 113 street (2023)	\$40,771
Machesis Lake Campground Improvements (2023+2024)	\$80,000
<b>TOTAL:</b>	<b>\$26,394,793</b>

**2024 Capital Budget FUNDING SOURCES**

<b>CCBF &amp; MSI &amp; LGFF</b>	\$5,918,031
<b>Other Grants/Sources</b>	\$3,941,250
<b>Municipal Reserves</b>	\$7,235,495
<b>Borrowing Debenture</b>	\$9,300,020
<b>TOTAL:</b>	<b>\$26,394,796</b>

**CONTINGENT ON GRANT / OTHER SOURCE FUNDING**

ZC - Access Pave (PH V) (CF 2014)	\$6,000,000
ZA - Sewage Forcemain (2018)	\$1,085,000
FV - New Hockey Boards and Glass with Protective Netting	\$199,500
FV - Fitness Centre Expansion	\$99,000
FV - Baseball Netting	\$75,000
Eleske Road Soft Spot Repair RGE RD 16-2 S of HWY 58 (2 miles)	\$83,750
Upgrade FV & LC SCADA. FV PLC	\$541,000
Bridge File 76278	\$700,000
Bridge File 75060	\$500,000
Bridge File 81336	\$250,000
LC - Skate Park	\$100,000
FV - Bleachers (50/50)	\$32,640
FV - Lighting Upgrade (50/50)	\$30,000
Wadlin Lake Campground - Major Improvements	\$50,000
Hutch Lake Campground - Major Improvements	\$75,000
<b>TOTAL:</b>	<b>\$9,820,890</b>

**FUNDING SOURCES**

<b>Other Grants/Sources</b>	\$5,884,841
<b>Municipal Reserves</b>	\$936,049
<b>Borrowing Debenture</b>	\$3,000,000
<b>TOTAL:</b>	<b>\$9,820,890</b>



# DEBT OUTSTANDING

## CURRENT DEBT OUTSTANDING

The total current debt outstanding for Mackenzie County forecasted as at December 31, 2023 is \$11,494,409. Payments for the next 5 fiscal years and thereafter are as follows:

Year	Principal	Interest	Total
2024	\$1,318,014	\$368,759	\$1,686,773
2025	\$1,355,975	\$330,797	\$1,686,773
2026	\$1,395,219	\$291,554	\$1,686,773
2027	\$1,201,253	\$251,616	\$1,452,869
“2028 to maturity”	\$6,223,949	\$704,235	\$6,928,184

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, 2023 Outstanding
Zama Tower Road Sewer: Due 2027, 4.501%	\$49,502
Highway 88 Connector: Due 2029, 2%	\$2,347,838
La Crete Sewer Lift Station: Due 2030, 4.124%	\$112,862
Highway #88 Connector: Due 2032, 2.942%	\$1,197,015
Highway #88 Connector: Due 2033, 3.623%	\$7,354,487
North Storm Pond “A” – Hamlet of La Crete Project: Due 2026, 1.12%	\$680,498
PLS 140031-South of HL Lands Project: Due 2023, 5.170%	\$1,699,170
<b>Total Current Debt Outstanding:</b>	<b>\$13,441,372</b>

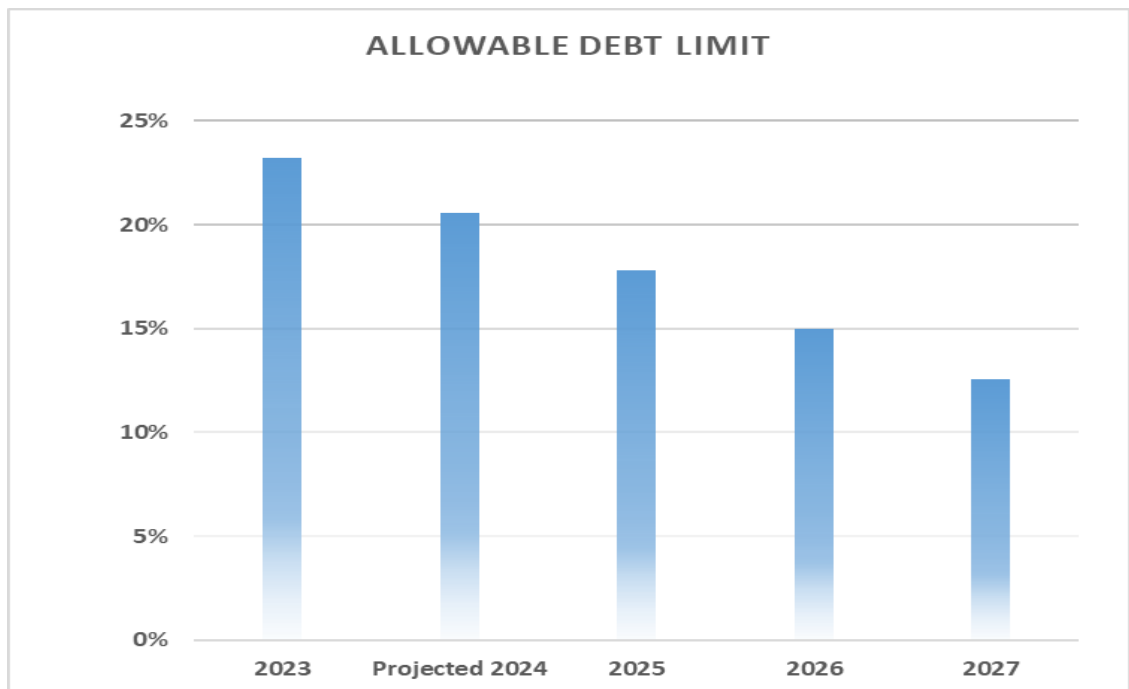
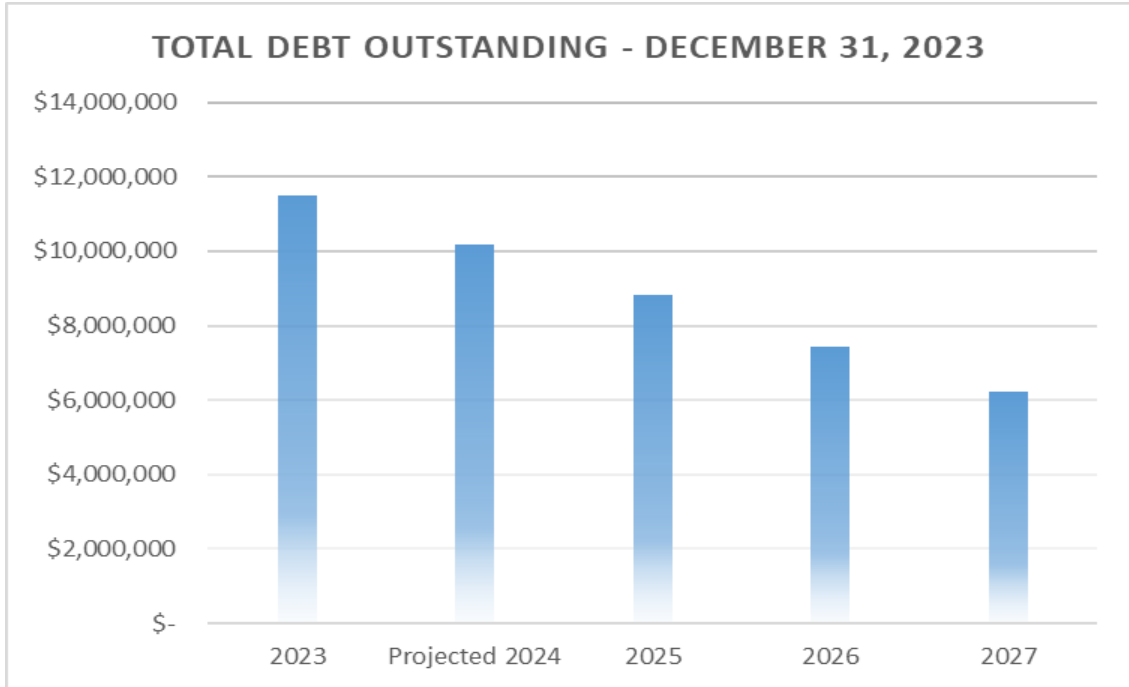
The forecasted debt to be outstanding is illustrated in the chart titled Total Debt Outstanding December 31<sup>st</sup>. This chart compares the debt obligations of the past, present and future.

Based on the 2024 budget deliberations and development of the future capital forecast, \$8 million dollars in borrowing was approved towards the La Crete North Sanitary Sewer project to assist in future growth development, and collected back through off site levies at time of development. Any new borrowing approved is not included in the following charts until borrowing is undertaken through bylaw. Additional debt may be assumed by the County, and his 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 2023 financial statements note a higher debt limit allowed, however includes funding provided for under the mitigations and disaster recovery funding. Council and administration have calculated the debt limit not including these one time funding projects, and the County’s debt limit is 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.