



2022 BUDGET

Preliminary Budget Discussion

November 15, 2021



Agenda

- ▶ 2021 Budget Forecast
- ▶ Sources of Revenue
- ▶ Department Budgets
- ▶ Shared Services Requests
- ▶ 2022 Budget Summary
- ▶ Future Considerations
- ▶ Mill Rates
- ▶ Next Steps



2021 Budget Forecast

	2021 Budget	Forecast to Dec 31/21	Surplus (Deficit)	Source of Surplus (Deficit)			
				Tax Levy	Reserve	Grant	Capital
Council	290,528	228,950	61,578	61,578			
Administration	2,741,693	2,776,750	(35,057)	(194,726)		42,643	117,026
Financial Trans	2,555,436	2,555,436	-				
Public Safety	569,911	541,207	28,704	22,704	6,000		
Fire Protection	849,358	849,358	-	-			
Animal Control	10,750	10,600	150	150			
PW – Dir Office	3,678,846	3,356,641	322,205	89,158	157,500	50,000	25,547
PW – Grader Op	2,104,146	1,924,000	180,146	180,146			
PW – Road Const	2,858,203	2,560,326	297,877	-		297,877	
PW – Road Maint	9,002,795	8,690,578	312,217	110,506	201,711		
Water	65,000	65,000	-				
Sewage	54,985	37,700	17,285	17,285			
Waste Disposal	39,560	39,560	-				
FCSS	137,626	135,776	1,850	1,850			
CALP	147,338	147,338	-				
Planning & Dev't	407,740	367,388	40,352	38,318	(2,878)	4,912	
Agriculture	1,039,226	906,652	132,574	124,989		50,000	(42,415)
Rec & Parks	947,574	930,586	16,988	16,988			
Culture	253,711	251,396	2,315	2,315			
Total	27,754,426	26,375,242	1,379,184	471,261	362,333	445,432	100,158

2021 Budget Forecast (pg 2)

Explanations for Projected Surplus

Department	Amount	Explanation
Council	61,578	Less activity due to COVID restrictions
Administration	(194,726)	Deficit from corporate governance review and CAO severance offset by surplus in professional fees, repairs, supplies, and less activity due to COVID restrictions
Public Safety	22,854	Fewer legal fees
Public Works/Utilities	397,095	Bridge work not approved; fewer drainage expenses, less expense in grader operations, gravel cost lower due to contract rate, less dust control, fewer supplies & fuel
Planning & Development	38,318	MDP/LUB review not undertaken
Agriculture	124,989	Less activity due to COVID restrictions
FCSS/Rec/Culture	21,153	Fewer building repairs/supplies at campgrounds
	<hr/>	
	471,261	

Sources of Revenue

- ▶ Assessment Base
- ▶ Provincial & Federal Grants
- ▶ Claystone Waste Dividend & Good Neighbour Grant
- ▶ Reserves



Assessment Base

Assessment Class	Asst for 2021 Tax Year	Asst for 2022 Tax Year	Asst for 2023 Tax Year	Asst for 2024 Tax Year	Asst for 2025 Tax Year
Farmland	114,510,690	114,810,690	114,810,690	114,810,690	114,810,690
Residential	637,768,720	643,593,230	649,975,000	657,500,000	665,000,000
Non-Residential	114,121,360	114,683,960	111,483,000	110,000,000	100,000,000
Small Business	19,960,320	21,550,000	21,600,000	21,650,000	21,700,000
Linear	297,922,310	280,000,000	280,000,000	280,000,000	234,921,890
Machinery & Equipment	76,642,200	70,000,000	65,000,000	65,000,000	60,000,000
Grants-in-Lieu (Non-Residential)	1,522,310	1,526,320	1,526,320	1,526,320	1,526,320
TOTAL	1,262,447,910	1,246,164,200	1,244,395,010	1,250,487,010	1,197,958,900
Change from prior year		(16,283,710)	(1,769,190)	6,092,000	(52,528,110)

When the 2021 mill rates are applied to the assessment base for 2022, the amount of taxes that can be raised is \$13,391,950.

Assessment Base (pg 1)

- ▶ County's assessment base for 2022 taxes will be lower than in 2021 by \approx \$16.2 million (1.3% decrease)
- ▶ This is a best estimate until assessment base finalized in March 2022. Estimate reflects:
 - Farmland assessment changes very little
 - Residential assessment increase reflects some growth
 - Shallow gas well assessment permanently reduced by 35%
 - More shut-in wells and assessment for low producing wells will be depreciated

Assessment Base (pg 2)

- AYMs for linear assessment will increase a minimal amount
- Functional depreciation factor applied to buildings and structures related to machinery and equipment assessment

Future Projections:

- No new well or pipeline assessment for the next 3 years due to Provincial Government policy to extend tax break to oil and gas industry
- With completion of assessment model review, assessment base could decrease as much as \$45 million (\$800,000 in taxes) in 2025

Provincial & Federal Grants

- ▶ **Municipal Sustainability Initiative (MSI) Operating**
 - Unconditional grant used for operating expenses
- ▶ **MSI Capital**
 - Conditional grant used for road construction and capital equipment purchases
- ▶ **Local Government Fiscal Framework**
 - Will replace MSI in 2024
 - Unknown level of funding (likely less than 2023)
- ▶ **Agricultural Service Board**
 - Unconditional grant used for operating expenses
- ▶ **Canada Community Building Fund (CCBF)**
 - Formerly Federal Gas Tax Fund
 - Conditional grant used for road construction

MSI Capital & CCBF Grants

2022 Source and Use of Funds		
	MSI Capital	CCBF
	2022	2022
Estimated Carry-Over	1,231,141	396,453
Funds to be received	1,085,155	339,708
Available to be spent	2,316,296	736,161
Expenditures		
Equipment	(341,841)	
Road construction	(810,934)	(441,841)
Gravelling	(598,558)	
Total Expenditures	(1,751,333)	(441,841)
Available for Future Years *	564,963	294,320

*Administration does NOT recommend that Council allocate the unused MSI Capital or CCBF in the 2022 budget. MSI Capital grant is set to expire in 2024 and funding levels are unknown in future years. Unspent funds may be needed to offset future grant reductions.

Claystone Waste Ltd Grants (pg 1)

- ▶ 2 components (Dividend and Good Neighbour Grant)
- ▶ Dividend
 - Source is Claystone surplus
 - Amount unknown until yearend audit and is not guaranteed
 - Projected dividend in 2022, 2023, 2024 is \$1,624,803 per year
 - Distributed to all Beaver Region municipalities via formula (1 / 3 distributed equally, 2 / 3 distributed based on population)

Claystone Waste Ltd Grants (pg 2)

- ▶ Good Neighbour Grant
 - Source is Claystone revenue
 - Recognizes perceived negative impact of landfill on surrounding communities
 - Amount based on tonnage
 - Rate is adjusted for inflation
 - Guaranteed (part of CWL annual budget)
 - New CWL policy increased grant by 250% in 2021
 - Distributed to Village of Ryley (66.66%) and Beaver County (33.3%)
 - County's share is \$94,261

Claystone Waste Ltd Grants (pg 3)

- ▶ County policy determines use of grants
 - NOT to be used for operations or recurring expenses
 - Dividend intended for strategic priorities, capacity building, economic development, quality of life projects
 - Intermunicipal or regional initiatives
 - Retire regional services commission debt
 - Community support grants
 - Waste collection bin charges in Ryley area

Claystone Waste Ltd Grants (pg 4)

- ▶ Historical use of grants include:
 - Infrastructure projects
 - Intermunicipal projects
 - Community support grants
 - Special projects
 - Stabilize mill rate



Claystone Waste Dividend & Good Neighbour Grant

2022 Source and Use of Funds	
Estimated Balance, December 31, 2021	1,978,913
Grant expected in 2022	1,719,064
Available for 2021	3,697,977
Budgeted Expenditures	
Community Support grants	(75,000)
CAO recruitment consultant	(50,000)
Drainage issues	(50,000)
Electronic filing system	(145,310)
Power sites at campgrounds	(50,000)
Septic system replacement at Nugget Lake campground	(200,000)
Waste bin program	(34,560)
Bridge repair/replacement	(150,000)
Total	(754,870)
Available for Future Years	2,943,107

Reserves

- ▶ County policy provides guidelines for
 - How reserves will be built up
 - What reserves can be used for
- ▶ 2020 audit F/S shows total reserve balance of \$28,533,463
- ▶ Reserves provide cash flow
- ▶ Reserve schedule shows reserves available in cash (\$9,577,508)



Reserve Schedule

	Estimated Dec 31/20 Balance	Budgeted Transfers In	Budgeted Transfers Out	Estimated Dec 31/21 Balance
Administration & CPO *	2,278,688	1,034,444	(62,000)	3,251,132
Public Works	4,699,711	3,874,900	(4,609,159)	3,965,452
Water & Sewer	529,111	65,000	(5,000)	589,111
Planning & Industrial Parks	917,902		(23,000)	894,902
Agriculture	163,228	155,000	(275,000)	43,228
Recreation	118,657		(100,000)	18,657
Contingency	428,140	205,995		634,135
Legislated Reserves	180,891			180,891
Total	9,316,328	5,335,339	(5,074,159)	9,577,508
<i>Gravel Reclamation Fund **</i>	892,572		(286,000)	606,572

* Includes Claystone Waste and Clean Harbors grants

** The auditors classify the Gravel Reclamation Fund as a liability (accounts payable) and not as a reserve. The Gravel Reclamation Fund is excluded from the total amount of the reserves.

Department Budgets

- ▶ Comparison of 2022 vs 2021
- ▶ Explanation of Major Differences



Council

	<u>2022</u>	<u>2021</u>	<u>Change</u>
Expenses	\$356,400	\$290,528	\$65,872 (↑)
Revenue (all sources)	<u>(0)</u>	<u>(0)</u>	<u>(0)</u>
Tax Levy Requirement	\$356,400	\$290,528	\$65,872

Explanation of Major Differences

- Council remuneration, travel, and meals returned to pre-COVID level



Administration

	<u>2022</u>	<u>2021</u>	<u>Change</u>
Expenses	\$3,853,135	\$2,741,693	\$1,111,442 (↑)
Revenue (all sources)	<u>(2,294,596)</u>	<u>(1,160,138)</u>	<u>1,134,458 (↑)</u>
Tax Levy Requirement	\$1,558,539	\$1,581,555	(\$23,016)

Explanation of Major Differences

- Election expenses removed (\$23,000)
- Majority of Claystone grant revenue not spent in 2022 (\$964,194, so transferred to reserve (expense))
- Capital expenditures for 2021 (232k) included electronic filing system, website update, farmland polygons, A/V equipment and software, while in 2022 (100k) capital includes electronic filing system
- Rental and lease revenue was re-allocated to other departments (PBB)
- Revenue from tax penalties is expected to increase in 2022 (based on review of past history)
- Increased consulting costs for strategic planning and CAO recruitment

Major Financial Transactions

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$922,478	\$2,555,436	(\$1,632,958) (↓)
Revenue (all sources)	<u>(261,419)</u>	<u>(1,148,518)</u>	<u>(887,099) (↓)</u>
Tax Levy Requirement	\$661,059	\$1,406,918	(\$745,859)

Explanation of Major Differences

- Reduction in Allowance for Uncollectable Taxes (2021 = \$1,475,000 funded by CWL grant and taxes. 2022 calculation based on accounting principles rather than cash flow (500k), and improved tax collection rate (>90%))
- Business Incentive Grant – Year 2 for one business; Year 3 for one business reduction of 158k

Peace Officer & Animal Control

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$670,705	\$538,161	\$132,544 (↑)
Revenue (all sources)	<u>(157,400)</u>	<u>(98,400)</u>	<u>59,000 (↑)</u>
Tax Levy Requirement	\$513,305	\$439,761	\$73,544

Explanation of Major Differences

- Increase in legislated RCMP contract with the Province (\$70,000)
- 2021 included capital expense of \$18,000 (e-ticketing project).
2022 includes capital expense of \$52,000 (vehicle).
- Increase in revenue and transfer to reserve as the result of vehicle sale.

Regional Fire/Emergency Management

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$849,358	\$849,358	\$ 0
Revenue (all sources)	<u>(0)</u>	<u>(234,205)</u>	<u>(234,205) (↓)</u>
Tax Levy Requirement	\$849,358	\$615,153	\$234,205

Explanation of Major Differences

- Unaware of BESC yearend surplus to offset 2022 grant

PW Directors' Office

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$482,214	\$864,215	\$(382,001) (↓)
Revenue (all sources)	<u>(97,816)</u>	<u>(500,258)</u>	<u>(402,442)</u> (↓)
Tax Levy Requirement	\$384,398	\$363,957	\$20,441

Explanation of Major Differences

- Capital purchases in 2021 totaled \$450,000 (vehicles). 2022 capital purchases reduced to \$53,000 (vehicles).
- Increase in legal fees expected in 2022.

PW Grader Operations

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$4,125,146	\$3,115,146	\$1,010,000 (↑)
Revenue (all sources)	<u>(1,047,000)</u>	<u>(547,000)</u>	<u>500,000</u> (↑)
Tax Levy Requirement	\$3,078,146	\$2,568,146	\$510,000

Explanation of Major Differences

- Capital purchases increased from 1 grader in 2021 to 3 graders in 2022 (2 funded from tax levy, 1 funded from reserve/MSI).
- Decrease in equipment repair costs

PW Road Construction

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$1,852,775	\$3,328,203	\$(1,475,428) (↓)
Revenue (all sources) *	<u>(1,852,775)</u>	<u>(2,858,203)</u>	<u>(1,005,428) (↓)</u>
Tax Levy Requirement	\$ 0	\$ 470,000	(\$470,000)

Explanation of Major Differences

- Reduction in expenses due to one time projects of shoulder pulls (701K) and east end road construction (330k)
- Reduction also due to fewer miles (2) of terracem to be completed
- Addition of new program re-chip (250k)
- Reduction in capital expenses from 1 grader to no purchases

* ***NOTE: Road construction is funded entirely by grants (MSI and CCBF). Refer to MSI Capital and CCBF slide.***



PW Road Maintenance

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$9,849,988	\$10,243,167	\$(393,179) (↓)
Revenue (all sources)	<u>(5,690,894)</u>	<u>(5,914,302)</u>	<u>(223,408) (↓)</u>
Tax Levy Requirement	\$4,159,094	\$4,328,865	(\$169,771)

Explanation of Major Differences

- Reduction in gravel supply expense (250k) due to lower unit cost.
- Reclamation of gravel pit completed in 2021.
- Expected increase in fuel costs for the 2022 year (50K).
- Expected increase in dust control program (55K).
- Increase in culvert expense (50k) for the 2022 year
- Capital purchases in 2021 (475k) for backhoe and plowtruck; and in 2022 (698k) purchases included highway tractor and several vehicles.
- Reduction in transfer to reserve (679K) due to completion of reclamation work

PW Road Maintenance

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$9,849,988	\$10,243,167	\$(393,179) (↓)
Revenue (all sources)	<u>(5,690,894)</u>	<u>(5,914,302)</u>	<u>(223,408) (↓)</u>
Tax Levy Requirement	\$4,159,094	\$4,328,865	(\$169,771)

Internal Gravel Haul (new program)

- Change in method of gravel haul (employees vs contract) (-\$744,500)
- Manpower for hauling gravel (+\$279,037)
- Expected repairs on gravel trucks (+\$100,000)
- Fuel for gravel hauling (+\$200,000)
- Transfer to reserve for replacement gravel trucks (+\$100,000)
- One-time purchase of gravel trucks (\$1,000,000 funded from reserve)

West End Truck Fill

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$65,000	\$65,000	\$0
Revenue (all sources)	<u>(65,000)</u>	<u>(65,000)</u>	<u>0</u>
Tax Levy Requirement	\$ 0	\$ 0	\$0



Hamlet Sewage Systems

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$55,001	\$54,985	\$16 (↑)
Revenue (all sources)	<u>(22,169)</u>	<u>(22,169)</u>	<u>0</u>
Tax Levy Requirement	\$32,832	\$32,816	\$16

Waste Management

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$39,560	\$39,560	\$0
Revenue (all sources)	<u>(38,860)</u>	<u>(38,860)</u>	<u>0</u>
Tax Levy Requirement	\$ 700	\$ 700	\$0

Social Support & Adult Literacy

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$285,098	\$284,964	\$134 (↑)
Revenue (all sources)	<u>(147,472)</u>	<u>(147,338)</u>	<u>134 (↑)</u>
Tax Levy Requirement	\$137,626	\$137,626	\$0

Planning & Economic Development

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$277,756	\$407,741	(\$129,985) (↓)
Revenue (all sources)	<u>(167,972)</u>	<u>(241,116)</u>	<u>(73,144)</u> (↓)
Tax Levy Requirement	\$109,784	\$166,625	(\$56,841)

Explanation of Major Differences

- Expect increased revenue from safety codes permit application fees (economic recovery)
- Decrease in capital expenses from 2021 (144k) for land and lot servicing; in 2022 (18k) for lot servicing
- Re-allocation of lease revenue (PBB)
- ICF grant to partially fund MDP/LUB review
- EIP improvements completed

Agriculture

<u>Changes</u>	<u>2022</u>	<u>2021</u>	
Expenses	\$1,287,498	\$961,185	\$326,313 (↑)
Revenue (all sources)	<u>(563,007)</u>	<u>(266,600)</u>	<u>296,407 (↑)</u>
Tax Levy Requirement	\$ 724,491	\$694,585	\$ 29,906

Explanation of Major Differences

- Thomas Lake study 50% complete in 2021. Balance to be completed in 2022.
- Capital purchases in 2022 included 3 1-ton and 2 ½-ton vehicles. No purchases in prior year. Funding from reserve
- Reduction in service level in roadside mulching program

Recreation, Parks & Culture

	<u>2022</u>	<u>2021</u>	<u>Changes</u>
Expenses	\$1,356,903	\$1,201,285	\$155,618 (↑)
Revenue (all sources)	<u>(702,500)</u>	<u>(514,819)</u>	<u>187,681 (↑)</u>
Tax Levy Requirement	\$ 654,403	\$ 686,466	(\$32,063)

Explanation of Major Differences

- Expect increased revenue at both campgrounds
- Increase in contracts and supplies for running campgrounds New capital projects in 2022 are power sites at both campgrounds and replacement of septic system at Nugget Lake
- Extra grants paid out in 2021 (Covid) not expected to be repeated in 2022



Shared Services Requests Tofield Recreation

- ▶ Operated by Town of Tofield
- ▶ Includes community hall, soccer fields, and ball diamonds

	Total Deficit	Town Share	County Share
2021 Deficit	94,700	35,626	59,074
2022 Deficit	94,600	35,589	59,011
Decrease	(100)	(37)	(63)

Shared Services Requests Tofield Recreation

- ▶ Operated by Tofield Ag Society
- ▶ Includes hockey and skating arena

	GoA Grant	Town Share	County Share
2021 Grant	43,000	16,177	26,823
2022 Grant	44,000	16,553	27,447
Increase	1,000	376	624

Shared Services Requests

Ryley Recreation

- ▶ Operated by Village of Ryley
- ▶ Includes community hall, curling rink, outdoor skating rink, and ball diamonds

	Total Deficit	Town Share	County Share
2021 Deficit *	48,575	25,584	22,991
2022 Deficit	74,701	39,326	35,375
Increase	26,126	13,742	12,384

* The 2021 budget was based on the 2018 actual because no budget estimates had been received by the County.

Shared Services Requests

Ryley Recreation

- ▶ Operated by Beaver Heritage and Ag Society
- ▶ Includes swimming pool

	GoA Grant	Town Share	County Share
2021 Grant	29,580	15,580	14,000
2022 Grant	29,580	15,580	14,000
Change	-	-	-

* The recreation budget from Ryley has not yet been received, so County budget reflects no change

Shared Services Requests

Holden Recreation

- ▶ Operated by Village of Holden
- ▶ Includes community hall, splash parks, outdoor skating rink, soccer fields, and ball diamonds

	Total Deficit	Town Share	County Share
2021 Deficit	30,240	8,352	21,888
2022 Deficit *	30,240	8,352	21,888
Change	-	-	-

* The recreation budget from Holden has not yet been received, so County budget reflects no change

Shared Services Requests Holden Recreation

- ▶ Operated by Holden Ag Society
- ▶ Includes the Complex

	GoA Grant	Town Share	County Share
2021 Grant	24,670	6,813	17,857
2022 Grant *	24,670	6,813	17,857
Change	-	-	-

* The recreation budget from Holden Ag Society has not yet been received, so County budget reflects no change

Shared Services Requests

Viking Recreation

- ▶ Operated by Town of Viking
- ▶ Includes skate parks, soccer fields, ball diamonds, and the Carena

	Total Deficit	Town Share	County Share
2021 Deficit	258,373	127,998	130,375
2022 Deficit	311,150	154,144	157,006
Increase	52,777	26,146	26,631

The 2022 increase is due to the Carena portion of the budget. In 2021 (and prior years) the County limited funding for the Carena to \$100,000.

Shared Services Requests

Viking Recreation

- ▶ Operated by Viking Ag Society
- ▶ Includes community hall

	GoA Grant	Town Share	County Share
2021 Grant	29,726	14,726	15,000
2022 Grant *	29,726	14,726	15,000
Change	-	-	-

* The recreation budget from Viking Ag Society has not yet been received, so County budget reflects no change

Shared Services Requests Library

▶ Tofield Library

	Total Deficit	Town Share	County Share
2021	174,152	65,516	108,636
2022	172,071	64,733	107,338
Decrease	(2,081)	(783)	(1,298)

Shared Services Requests Library

▶ McPherson (Ryley) Library

	Total Deficit	Town Share	County Share
2021	40,754	21,465	19,289
2022	52,998	27,914	25,084
Increase	12,244	6,449	5,795

The major increase is due to manpower for an increase in hours of operation (i.e. salaries)

Shared Services Requests Library

▶ Holden Library

	Total Deficit	Town Share	County Share
2021	23,758	6,562	17,196
2022	21,540	5,949	15,591
Decrease	(2,218)	(613)	(1,605)

Shared Services Requests Library

▶ Viking Library

	Total Deficit	Town Share	County Share
2021	68,960	36,328	32,632
2022	68,814	36,251	32,563
Decrease	(146)	(77)	(69)

2022 Budget Summary

Service	Gross Expense 2022	Operating Revenue 2022	Reserve Revenue 2022	Grants & Other Revenue 2022	Tax Levy 2022	2021 Forecast	2021 Gross Expense	2021 Tax Levy	Gross Expense 2022-2021	Tax Levy 2022-2021
Council	356,400				356,400	228,950	290,528	290,528	65,872	65,872
Administration	3,578,706	519,086	10,000	1,471,081	1,578,539	2,776,750	2,741,693	1,581,555	837,013	-3,016
Major Financial	922,478	261,419			661,059	2,555,436	2,555,436	1,406,918	-1,632,958	-745,859
Public Safety	659,955	105,400	52,000		502,555	541,207	527,411	429,011	132,544	73,544
Fire Protection	849,358				849,358	849,358	849,358	615,153	0	234,205
Animal Control	10,750				10,750	10,600	10,750	10,750	0	0
PW (Dir Office)	482,214	44,816	53,000		384,398	3,356,641	864,215	363,957	-382,000	20,442
PW (Graders)	4,125,146	547,000	333,159	166,841	3,078,146	1,924,000	3,115,146	2,568,146	1,010,000	510,000
PW (Rd Const)	1,852,775			1,852,775	0	2,560,326	3,328,203	470,000	-1,475,428	-470,000
PW (Rd Maint)	9,849,988	358,336	4,509,000	823,558	4,159,094	8,690,578	10,243,167	4,328,865	-393,179	-169,771
Water	65,000	65,000			0	65,000	65,000	0	0	0
Sewer	55,001	17,169	5,000		32,832	37,700	54,985	32,816	16	16
Waste Mgt	39,560	4,300		34,560	700	39,560	39,560	700	0	0
FCSS	137,626				137,626	135,776	137,626	137,626	0	0
CALP	147,472			147,472	0	147,338	147,338	0	134	0
Plan & Dev't	277,755	112,001	23,000	32,971	109,783	367,388	407,740	166,624	-129,985	-56,841
Agriculture	1,287,498	94,100	275,000	193,907	724,491	906,652	961,185	694,585	326,313	29,906
Rec & Parks	1,100,250	350,000	100,000	25,000	400,250	930,586	947,574	435,255	152,676	-35,005
Culture	256,584	2,500			254,084	251,396	253,711	251,211	2,873	2,873
Grand Total	26,054,516	2,481,127	5,360,159	4,973,165	13,240,065	26,375,242	27,540,626	13,783,700	-1,486,109	-543,634

2022 Budget Summary (pg 2)

- ▶ Budgeted tax levy requirement decreased
 - Require \$543,565 less in taxes to fund budget
- ▶ Assessment base decreased \$16.2 million
 - Equivalent of \$391,680 less in taxes
- ▶ Net difference is surplus of \$151,885



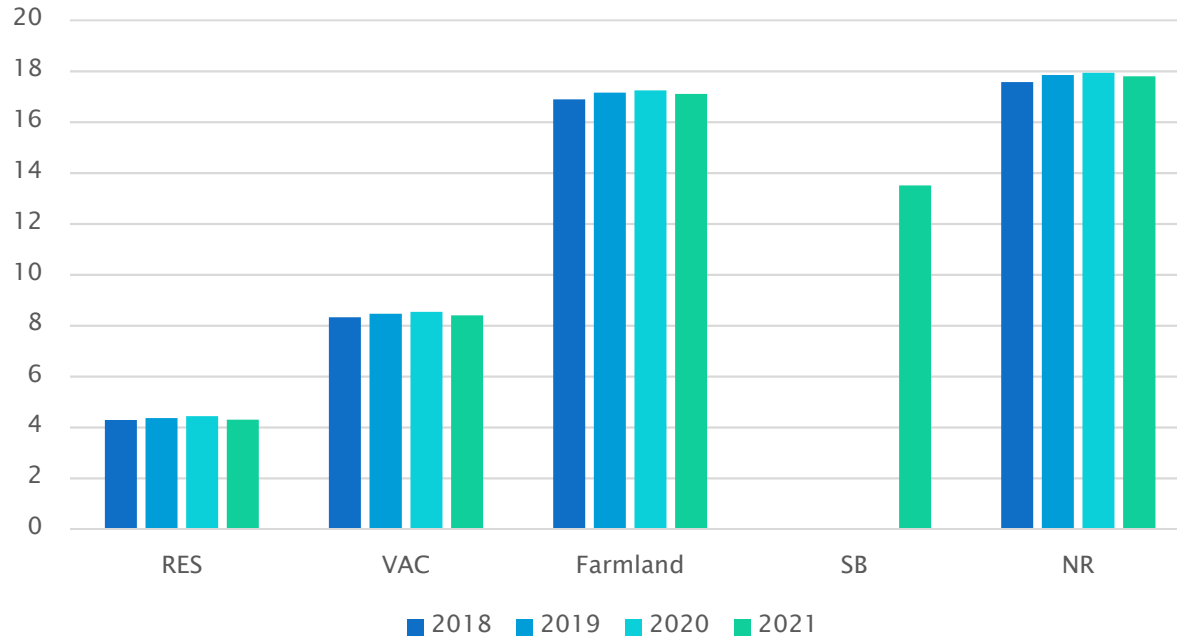
Future Considerations

- ▶ Strategic Plan initiatives
- ▶ Corporate Governance Review recommendations
- ▶ Local Government Fiscal Framework replacing MSI Capital (unknown funding)
- ▶ Assessment model review
- ▶ Priority based budgeting
- ▶ COLA and salary grid review
- ▶ Union collective agreement
- ▶ Potential service level adjustments (pending public participation initiatives)
- ▶ Lindbrook Estates drainage issue
- ▶ Long-range road construction plan
- ▶ Tofield Arena Upgrade grant request (others?)

Mill Rates

- ▶ Assessment x mill rate / 1000 = \$taxes
- ▶ Total mill rate has 4 components:
 - Municipal mill rate (general + BESC + Provincial policing)
 - ASFF (school)
 - Beaver Foundation (seniors housing)
 - DIP (Provincial assessment)
- ▶ Municipal mill rate is determined by Council
- ▶ Other mill rates are imposed by legislation
- ▶ MGA restricts difference between non-residential and residential mill rates to no greater than 5:1 ratio. County ratio is 4.13:1.

History of Mill Rate Changes



For period of 2018–2021:

Residential mill rate increased 0.3%

Vacant residential mill rate increased 0.9%

Farmland mill rate increased 1.3%

Non-residential mill rate increased 1.3%

NEW small business mill rate = 25% less than non-residential

NEXT STEPS

- ▶ Changes to the budget for 1st draft
- ▶ 1st draft budget presented at December 3rd Council meeting
- ▶ Interim budget presented at December 17th Council meeting for approval
- ▶ 5-year financial plan presented at December 17th Council meeting for acceptance
- ▶ Further budget discussions/final budget approval in early 2022