



PROPOSED **OPERATING & CAPITAL BUDGETS** 2024

November 2023

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Message from the Chief Administrative Officer

I am pleased to formally present the annual Operating and Capital Budget. The past year at Beaver County has been action-packed and full of a lot of change!

Last year, Council approved the Corporate Business Plan, which set forth 57 projects to be tackled over the next four years. I am proud to announce that the operational team aggressively moved the ball up the field this year. To date, we have successfully completed 26 of these projects, with another 18 actively underway. For a detailed overview of our operational achievements and ongoing projects, I invite you to explore the information provided throughout this document, but I'd like to highlight a few project milestones accomplished this year:

- ❖ Terra-Cem pilot project with Alberta Transportation (1.2kms on HWY 854)
- ❖ Agriculture Services and Campground services integrated into Infrastructure Division
- ❖ Whistle cessations in the Bruce and Lindbrook areas
- ❖ Communications Plan and Customer Service Policy
- ❖ Major upgrades to the County website
- ❖ Over 75 policies reviewed and amended, or created
- ❖ New budget software implemented and major financial restructuring
- ❖ New electronic document management software
- ❖ New economic development team, strategy, and action plan
- ❖ Feasibility analysis and next steps to develop Equity Industrial Park

This year marked a significant transformation in our budget process. To enhance transparency, we have restructured what was previously known as the "Administration" budget into distinct budgets for each department. As a result of this change, the budget display is now different, and you may notice that there will not be comparators for 2023. Looking forward, using our new budget software next year will allow us to effectively track and display the previous year changes for these newly organized budgets. This upgrade is a step towards greater clarity and accountability in our financial management.

The proposed 2024 budget continues to reflect Council's strategic outcomes and corporate goals. Reflecting recent policy revisions, it includes updated directives for Administration to enhance service delivery. Key additions involve adding boots-on-the-ground for public works and agriculture services. Additionally, we're focusing on refining our business processes. One of our major goals, alongside many others, for next year will be to gain a deeper understanding of the appropriate service level for urban outlets as they are uniquely different.

It has been a pleasure working alongside Council over the past year to reduce operational challenges, create efficiencies, and increase opportunities. I would like to thank my staff who work tirelessly, day in and day out, Council for their support and progressive thinking, and the public for your patience and input. Together, we can build and maintain a strong community for years to come.

Sincerely,

Kayleena Spiess

Budget Basics

Each year, municipalities are required to develop balanced budgets to allocate funding for service delivery. As the County is limited by the amount of resources available, the budget helps to determine investment in priority projects and services to maximize financial value and have the greatest impact on the community.

Beaver County's budget is a financial plan that defines how much money the municipality will generate and spend. It sets the level of service provided to residents and guides decisions for operations, planning, and asset development.

Beaver County Administration develops a budget each year to be approved by Council in support of service delivery—the budget highlights the needs of the County and identifies and allocates the financial resources required to address them, while making progress on Council's vision for the future.

This budget document outlines the steps involved in developing and finalizing the budget, and answers these specific questions:

- ❖ Where does funding come from?
- ❖ How does spending support community priorities?
- ❖ What services and benefits do residents receive for their tax dollars?
- ❖ How is the County progressing in achieving the community's vision for the future?
- ❖ What challenges must the budget address?

Section overview:

- ❖ **Strategic Guidance** - information about strategic planning, public engagement procedures, documents, legislation, and policies that guide budget development.
- ❖ **Serving Beaver County** - information about the types of services the County provides and the challenges it faces in doing so.
- ❖ **Delivering Quality Service** - budget information on sources of revenue, expenses understanding your tax bill, value provided for tax dollars and more.
- ❖ **Divisional Budgets** - information about specific divisions and departments including their operating successes, challenges, opportunities, and priorities.
- ❖ **Capital Budget Highlights** - information on capital projects, challenges, and priorities.
- ❖ **Fees, Rates & Charges** - updated fees and charges for various programs and services.



Strategic Guidance

Guided by Legislation

Alberta's Municipal Government Act (MGA) requires municipalities to prepare operating and capital budgets for each calendar year and to engage the public on financial matters. Budgets must include estimated revenues to fund estimated expenditures for operations and maintenance.

The purposes of municipalities, as defined in Section 3 of the MGA, are:

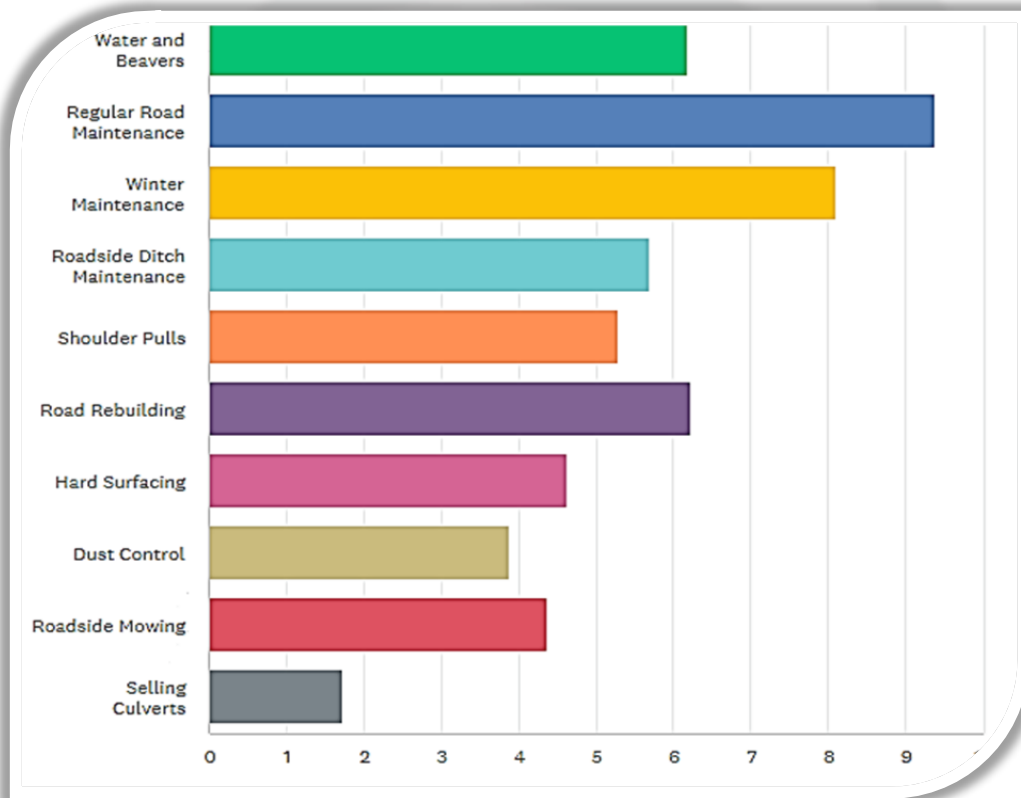
- (a) to provide good government,
 - i. to foster the well-being of the environment,
 - ii. to foster the economic development of the municipality,
- (b) to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality,
- (c) to develop and maintain safe and viable communities, and
- (d) to work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services.

Various other provincial and federal legislation influences County governance and operations. These include, but are not limited to:

- ❖ *Local Authorities Election Act*
- ❖ *Alberta Employment Standards*
- ❖ *Occupational Health and Safety Act*
- ❖ *Freedom of Information and Protection of Privacy Act*
- ❖ *Safety Codes Act*
- ❖ *Quality Management Plan (QMP) - Planning & Development / Fire Discipline*
- ❖ *Environmental Protection and Enhancement Act*
- ❖ *Species at Risk Act*
- ❖ *Weed Control Act*
- ❖ *Animal Health Act*
- ❖ *Agriculture Pests Act*
- ❖ *Agriculture Service Board Act*
- ❖ *Soil Conservation Act*
- ❖ *Public Sector Accounting Board*

Engaging the Community

Beaver County's budget process begins with community engagement. Public input on community needs and specific projects, policies and initiatives helps to shape Council's priorities and important budget decisions. In 2022, a study was completed to identify what County residents value.



Results of the study shaped the 2023, and now 2024 proposed budgets. Priorities identified are addressed, through the budget process, to ensure that programs and services are offered at an affordable rate, while keeping strategic investment and growth of the community in mind.

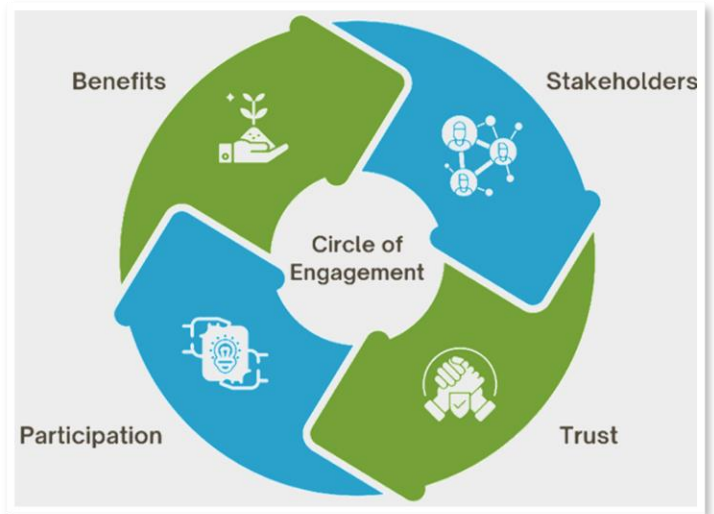
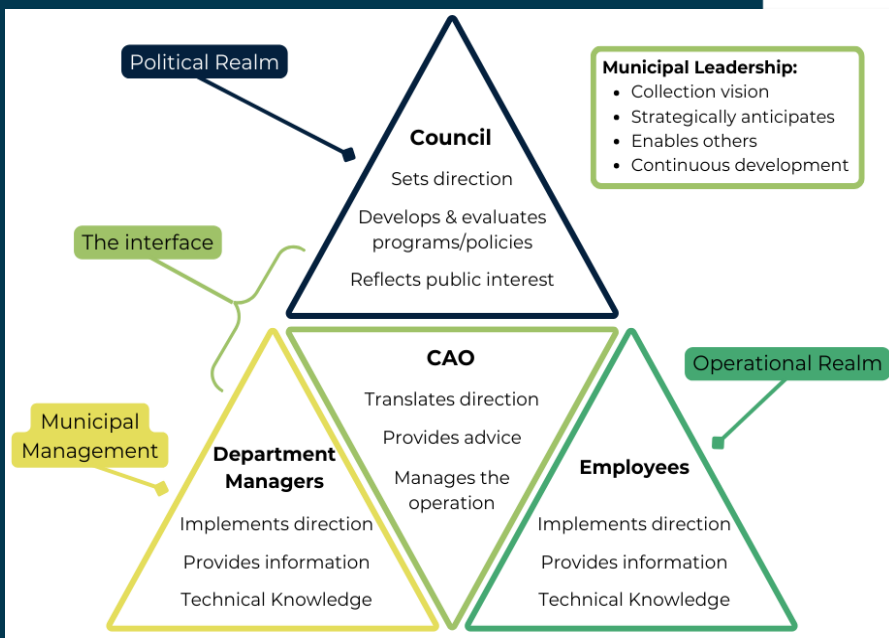


The County's budget process is one of continuous improvement and is enhanced each year. Community engagement is an ongoing cycle, and to monitor progress and shape future budgets, Council and staff will continue to provide opportunities for open communication to address public concerns and opinions, including:

- ❖ Open houses
- ❖ Surveys
- ❖ On-call support
- ❖ Service requests
- ❖ Various media platforms, such as the website, social media and mailouts.

Inclusive public participation practices keep Beaver County accountable and responsive to the needs of the community. Transparency is a core value of the budgeting process to allow public consultation to shape the financial plan.

A Place to Call Home – Planning the Future



The budgeting process is one of the most important activities the County undertakes. Implementing the budget and using it as a tool to achieve community priorities requires a framework of planning documents to guide the process. This framework includes:

- ❖ A community engagement study to capture community needs.
- ❖ The Strategic Plan to set the County's direction.
- ❖ The Corporate Business Plan to define the County's actions.
- ❖ The budget to allocate financial resources.

Public engagement assesses current conditions and community needs to inform Council's Strategic Plan, which enables Council to create a vision for the future. A Corporate Business Plan acts as a bridge between the strategic plan - the vision - and everyday operations, and the budget enables the resources required.

The Planning Framework

Beaver County Council adopted a Long-Term Strategic Plan at the end of 2022. The plan is the foundation to guide all County operations.

The Strategic Plan:

- ❖ Reflects community input and needs,
- ❖ identifies long-term, aspirational goals for the community, and
- ❖ sets the direction for Beaver County.

Council's Long-Term Strategic Goals:



Goal 1 Collaborative Partnerships



Goal 4 Sustainable Infrastructure



Goal 2 Excellent Service to Residents



Goal 5 Lifestyle Enhancement



Goal 3 Responsible Finance



Goal 6 Strong Leadership

The County's Corporate Business Plan was completed in late 2022 and many action items have already been completed or in progress. This plan establishes realistic, strategic goals aligned with the Long-Term Strategic Plan, operating on a 4-year cycle, and ensuring alignment between planning and budgeting to fulfill the Long-Term Strategic Plan's priorities.

The Corporate Business Plan:

- ❖ Connects business planning with budgeting to achieve strategic goals,
- ❖ Identifies short-term goals and clear focus to guide operations,
- ❖ Informs operating and capital budgets,
- ❖ Allows for regular review and updates with Council,
- ❖ Allows the County to measure its success through key performance indicators.



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A scenic view of a pond or lake at sunset. The sky is filled with soft, grey clouds, and the sun is low on the horizon, casting a warm, golden glow across the water. The water reflects the sky and the surrounding greenery. In the foreground, there are tall, green reeds and grasses, some of which are slightly out of focus. The background is a dense line of trees and bushes, also reflected in the water. The overall mood is peaceful and serene.

Serving Beaver County

Enhancing Quality of Life

County Services Enrich Lives Every Day

Municipalities develop and maintain the infrastructure and services that impact and enable the lives of citizens every day. Both “hard” and “soft” infrastructure contribute to the many aspects of life for residents, businesses, and visitors. Hard infrastructure refers to the large, physical assets necessary for society to function, such as roads and water infrastructure. Soft infrastructure refers to the institutions that support economic and social activity, such as the system of government, schools, law enforcement, and the economic system.

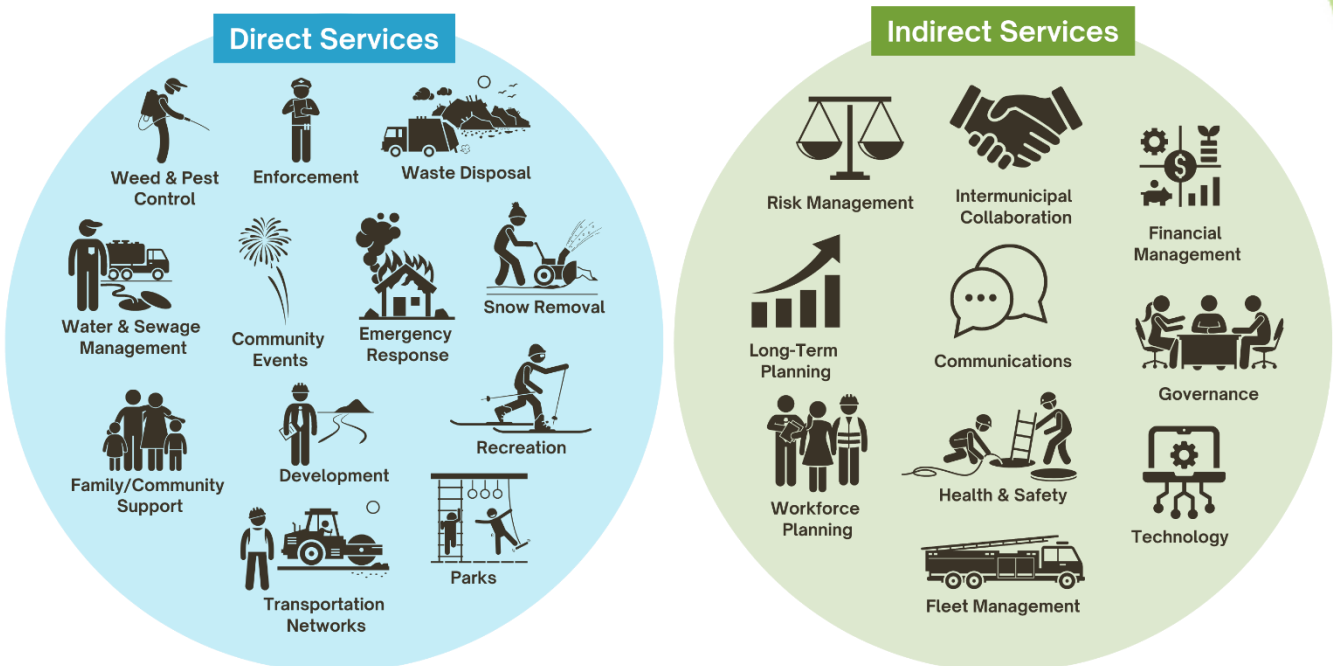
Through the budget process, municipalities must commit to balancing resource allocation to both hard and soft infrastructure to create attractive and sustainable communities. Beaver County’s budget supports adequate planning and coordination for hard and soft infrastructure in alignment with strategic goals and current service levels to meet the needs of the public into the future.



Understanding Service Delivery

Each day, Beaver County citizens enjoy the benefits of their tax dollars—through access to safe roads and clean water, waste collection and recycling, environmental and agriculture services, and more. The County provides everything from support for community events and programming, to snow removal, road maintenance, and pest control.

These services that citizens can see clearly in their daily lives are referred to as direct services, and are enabled by the less visible, but equally as important, indirect services. Direct services cannot be delivered without the delivery of indirect services, which include things such as information technology and communications, support for Council meetings and committees, the development of bylaws and policies, contributions to regional partnerships, management of human and financial resources, and the maintenance of the vehicles and equipment.



Regional Collaboration

Opportunities for regional collaboration are growing and evolving, which has allowed Beaver County to participate more in important initiatives, share critical knowledge and resources, attract investment, and find efficiencies. Through positive relationship building and capacity development, the County has earned strong connections with its regional partners. Councils and Chief Administrative Officers are meeting more regularly to address issues and explore opportunities for shared services and mutual-aid agreements.

Shared service agreements are progressive, and the County has many mutual agreements for services such as recreation, enforcement services, public works and more. Currently, the County has four urban regional partners including:

Relationships with other entities are evolving as well into a progressive state. Other municipalities and agencies include:

- ❖ Beaver Emergency Services Commission (BESC)
- ❖ Beaver Foundation – senior housing
- ❖ Highway 14 Regional Water Services Commission
- ❖ Claystone Waste Services – solid waste management
- ❖ Clean Harbors
- ❖ Family and Community Support Services
- ❖ Minburn County
- ❖ MD of Wainwright
- ❖ Camrose County
- ❖ Flagstaff County
- ❖ Strathcona County
- ❖ Lamont County
- ❖ Leduc County



Organizational Highlights and Trends

The County is committed to continuous improvement to maintain sustainable service delivery while addressing the challenges it faces. The County conducted a Corporate Governance Review in 2021 and successfully completed the recommendations by 2023. Since 2022, the organization has been hard at work creating positive changes and mitigating challenges.

Restructuring the Organization

Administration has continued to modify the organizational resources and structure in order to deliver services as effectively as possible. Some of these changes are outlined in “Resourcing Effectively”.

Improving Human Resources and Culture

Administration continues to move forward in improving staff wellbeing and engagement. The County strives to minimize negative workplace experiences from internal and external influences. A major milestone was achieved this year, as the County completed a review that examined the union and non-union compensation as well all personnel policies. Following the review, Council accepted the Human Resources Strategy for information along with the recommendations presented. Thirty-six policies were either amended, added or removed in order to streamline the human resources process.

Attracting and Retaining Employees

The County continues to face challenges in attracting well-qualified candidates for professional business roles and trade positions. Though Administration always looks for local talent first, that is not always easy in a small municipality. When young talent is retained, the County often loses employees to bigger entities. This trend continues to affect many rural municipalities. The Human Resources Strategy recommended incentives that could make the County a more attractive workplace and Administration is currently exploring these options.

Communicating Effectively

Over the course of the year, the County has made a few significant improvements in the communication department. First, the County successfully recruited the appropriate talent and created a focussed mandate. Second, major updates to the County website have been completed increasing relevant content and navigation streamlining. Website content will continue to be updated regularly to ensure accurate information is available to the public. Consistent updates on social media channels will continue and improvement is still ongoing across all the social media platforms the County uses. The County continues in its partnership with the Chronicle newspaper as a main source of print communication. Third, the department successfully completed a Communication Plan and Customer Service Policy to help guide the organization as we move forward.

Enhanced Direction Setting

Changes in leadership can introduce inconsistencies in direction setting. Council and Administration established the 2023-2026 Corporate Plan, aligning it with the long-term Strategic Plan. This document provides clear guidance for Executive Leadership and operational teams. Already this year, Administration has successfully completed 26 action items and 18 are in progress out of a total of 57.

Regional Collaboration

Increased co-operation between municipal leaders within the region allows our communities to continue to explore cost-sharing of services and strategies for progress. However, regional collaboration does come with challenges as each organization has its own autonomy. This year, some of the urban municipalities of the area have experienced changes in leadership which has delayed or added strain to some partnerships. The County will continue to work collaboratively with all of its partners to drive the region forward.

Advancing Economic Development

The County continues to face the possibility of changes to non-residential assessment and shifts in grant funding. The economic development function did not exist in the organization until 2022 and has already started making significant moves to drive this forward. In 2023, the County completed a Economic Development Plan and a feasibility analysis of Equity Industrial Park

Council Advocacy Efforts

Changes to provincial politics creates delays in advocacy. However, Council and MLA Lovely have been exceptionally instrumental in securing meetings with many Provincial Ministers to advocate on Beaver County's behalf. Council plans to continue this work into the future and is actively advocating for:

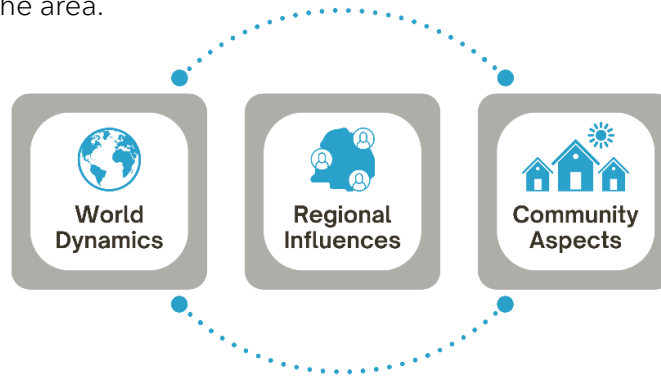
- ❖ Rural crime reduction
- ❖ Police funding model /staffing shortages
- ❖ Emergency management planning
- ❖ Funding for agriculture services and rural extension programs
- ❖ Funding for schools and extension programs, ceasing rural school closures
- ❖ Rural economic development opportunities
- ❖ Secondary water supply for potable water and economic development
- ❖ Support for rural healthcare - doctor / staffing shortages, nurse practitioner program, emergency room closures
- ❖ Linear assessment model review and grant funding
- ❖ Senior housing solutions
- ❖ Library and FCSS funding



Delivering Quality Service

The Informed Budget Process

Municipal budgets are complex and influenced by a wide number of factors. Beaver County is impacted by world dynamics, regional conditions, and local community aspects. When planning for the budget, Beaver County Administration must examine these factors that bring challenges and opportunities to the area.



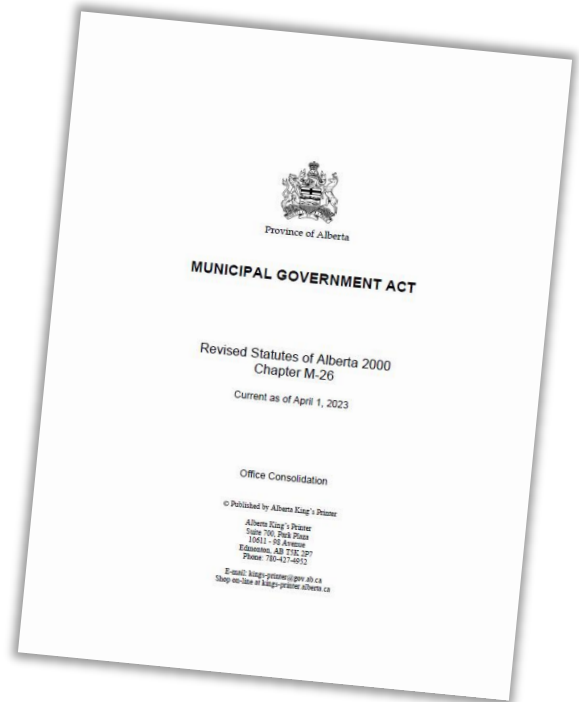
Outside influences will determine costs and revenue availability, such as inflation rates shaped by world events, the country's overall economy and dollar value, and changes to provincial legislation and funding structures. Local level conditions, such as population, tax assessment, and community demands, inform budget priorities.

Examples of Influences that Shape Municipal Budgets

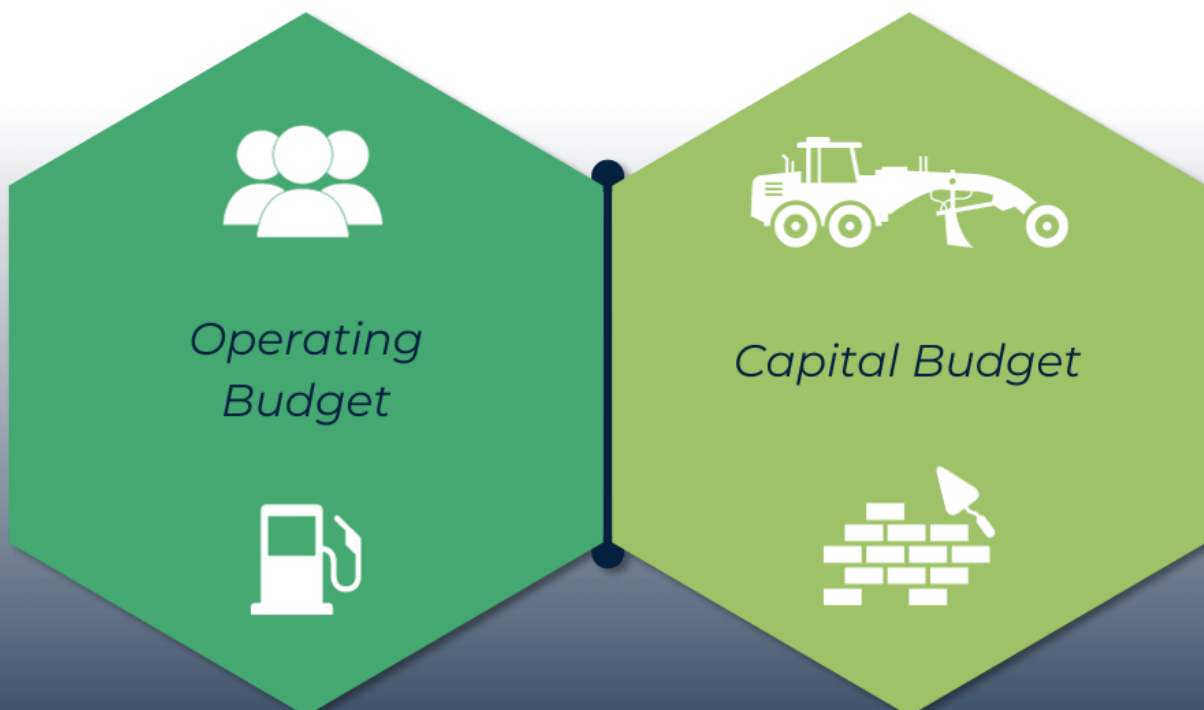
Population <ul style="list-style-type: none"> • Increase/decrease in population • Demographics - age factors for consumer spending, senior housing, youth recreation etc. 	Capital Assets <ul style="list-style-type: none"> • Includes growth/maintenance of roads, sewer, water, sidewalks, parks, machinery, facilities • Development and service threshold • Asset management • Land requirements 	Social Concerns <ul style="list-style-type: none"> • Rural Crime • Financial hardship • Addictions • Domestic violence • Abuse
Community Demands <ul style="list-style-type: none"> • Increase service delivery • New services • Low tax rate • Community events 	Resource Availability <ul style="list-style-type: none"> • Tax split - residential/linear etc. • Tax projection (5 year minimum) • Utilities, fees, rates & charges (current/growth) • Grants, reserves, debt capacity 	Operational Costs <ul style="list-style-type: none"> • Development growth = volume for services delivery • Inflation - salaries, fuel, materials/supplies etc. • Service growth = added costs (salaries, utilities etc.)
Technology <ul style="list-style-type: none"> • Constant need to remain current • Increased costs - equipment, training etc. • Efficiencies - easier access, paperless, organization, real-time results 	Political/Organizational Culture <ul style="list-style-type: none"> • Elections - constant change • Leadership/management changeover • Strategic direction • Workforce planning 	Environmental Issues <ul style="list-style-type: none"> • Climate change/resiliency • Added costs - comply with environmental legislation • Reduce ecological footprint • Disaster preparedness/mitigation

The Municipal Government Act (MGA) mandates municipalities to produce a 3-year operating budget and a 5-year capital budget. The County captures this requirement with a combined 5 Year Financial Plan including both operating and capital components. The financial plan is a forecast of the future and includes many predictions. The annual budget allows the County to streamline the forecasted budget into a more informed and accurate budget.

The Operating Budget covers the day-to-day expenses required to deliver services to residents. These costs are recurring year after year and include items such as wages and personnel costs, office supplies and utilities, contracted services, and maintenance and repair costs. The operating budget pays for municipal services like weed and pest control, drainage, road and campground maintenance, and more.



The County's Capital Budget funds capital maintenance and replacement of infrastructure that supports municipal service delivery. This includes long-term investment in facilities, roads, vehicles and equipment, and technology.

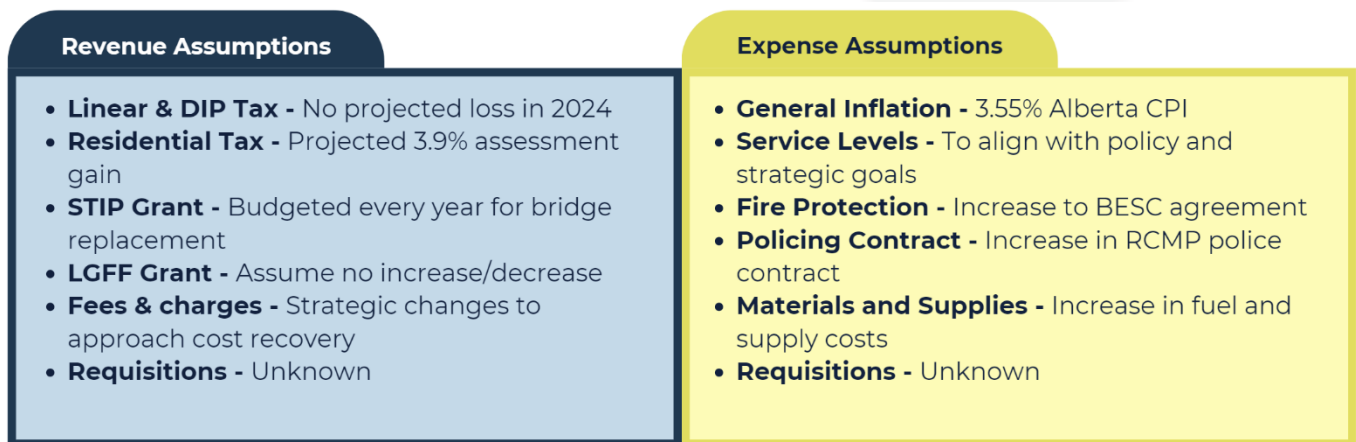


Budget Development & Assumptions

Given the many factors that affect fluctuating costs and revenues, municipalities must plan their budgets while many market conditions are uncertain. This includes budgeting for things like changes in fuel costs, inflation, and increases in insurance. It means that, as part of the budget process, municipalities forecast an estimate of what costs and revenues they anticipate in the budget year. It is a best practice to budget for the worst scenario to ensure service levels and citizens are supported. However, this means that in the years that the worst-case scenario does not occur, the municipality will experience a budget surplus, which would be added to reserves or reallocated to priority projects.

Once forecasts are complete, Administration must compare forecasted revenues and forecasted expenses to define what's known as "the gap". This amount represents the value that the County needs to generate to maintain current service levels.

Example of Anticipated Revenue and Expenses



The Cost of Doing Business

The management of municipal finances can be compared to managing a household's finances. While municipalities operate on a much larger scale, the process is similar.

During the budget process, Administration must balance projected expenses with projected revenue. However, just like your household, there are many fixed expenses with cost fluctuations that are beyond the municipality's control. Things like inflation, increased responsibilities downloaded by the provincial government, and shared service agreements are fixed costs that must be accounted for.

Household Expenses

Mortgage Payment
Home Insurance
Health Benefits
Taxes
Internet/Cable Bills
Loans/Lease Payments
Vehicle Insurance
Bank Service Fees
Life/Disability Payments
Utilities

Municipal Expenses

Debt/Interest Payments
Property Insurance
Employee Health Benefits
Requisitions
Telecommunications Bills
Rental/Lease Payments
Vehicle Insurance
Bank Service Fees
Salaries & Wages
Utilities

According to our projections, the major increases in the budget are primarily due to a significant increase in fixed costs including:

- ❖ Equipment Purchasing – inflation since last year.
- ❖ Materials and supplies - inflation due to supply and demand
- ❖ BESC Shared Service Agreement - unknown increase for 2024.

Understanding Municipal Taxation

Taxes are calculated based on the assessed value of a property multiplied by the tax mill rate category the property is zoned for.

"Tax levy" refers to the overall tax amount gathered from taxation categories by the municipality. These categories include:

- ❖ Improved Residential – Hamlets
- ❖ Acreage Residential – subdivisions/acreages
- ❖ Farmland/Agriculture
- ❖ Small Business
- ❖ Machinery & Equipment
- ❖ Linear—pipelines, wells, pipe, cable, power, telecom, and railway
- ❖ Designated Industrial Properties

Increases in the overall tax levy rate, or "tax increase", is a budget term that is widely misinterpreted. For example, if the tax rate increases but the assessed value of properties is decreasing, the overall tax levy pool available to the municipality as revenue will drop if the tax rate does not compensate for the decrease in assessment.

Comparative Example of Tax Generation to Cost of Service Delivery

To paint a picture, the following breakdown shows approximately how much tax levy is generated per tax increase, which is based on an average assessment value.

Tax Generation <i>(to overall Tax Levy Pool)</i>	Cost to Provide Service
1% tax rate increase = \$140,000 added	2-miles Re-Chip = \$120,000
3% tax rate increase = \$430,000 added	2-miles Terra-Cem = \$600,000
5% tax rate increase = \$700,000 added	1 Grader = \$700,000
10% tax rate increase = \$1,430,000 added	500 miles of gravelling = \$2,500,000

County's Financial Trends

Overall, Beaver County is in a healthy financial position. From a financial planning perspective, money has been put away in reserve to allow for fluctuations in revenue or expenses. Minor incremental tax rate increases over time, minimize major impacts to rate payers when economic changes occur. The County continuously works towards minimizing financial obstacles.

Predicting Assessment

Predicting assessment is always a challenge since the economy can change rapidly year to year depending on global economics, policy, and legislative changes. Although the County's assessment increased significantly from last year, the spike is almost solely attributed to inflation driving property values up. In terms of assessment growth, the County is still trending down for non-residential, consistent for farmland and up for residential.

Depending on Grants

Conditional grants are the second highest source of revenue and is the most unpredictable. A shift in politics can quickly change how many grants are available and how much is provided to local governments. The Local Government Fiscal Framework (LGFF) funding formula still remains unclear. Municipalities across Alberta are expected to know more at the end of 2023. One-time grants continue to be unpredictable and inconsistent including the Strategic Transportation Infrastructure Program (STIP) used to replace bridges. However, the County will be receiving a new grant from the industry partner Clean Harbors to assist with service delivery enhancement and economic development.

Diversifying Economic Development

For almost two decades, there were no dedicated resources to focus on expanding, attracting, and promoting growth in the County. Economic development is a slow-burning service function as the rewards are not reaped immediately. It takes time and consistency before the benefits add to the tax levy. As mentioned earlier, the economic development department has made strong steps forward for long-term job creation, tax valuation growth, and business expansion. It involves thorough planning, networking, marketing, and strategizing.

Increasing Inflationary Costs

The cost of doing business continues to be on the rise, particularly, vehicle and equipment procurement costs. Materials and supplies such as fuel, lumber and steel products continue to increase. Similarly, to your household, the County is also impacted by insurance and utility increases from third party providers as they increase rates.

Minimizing Debt

The County's debt limit continues to remain low. The only outstanding debenture is for senior housing (approx. \$2.5M). The allowable debt limit is \$29.4M.

Understanding Reserves

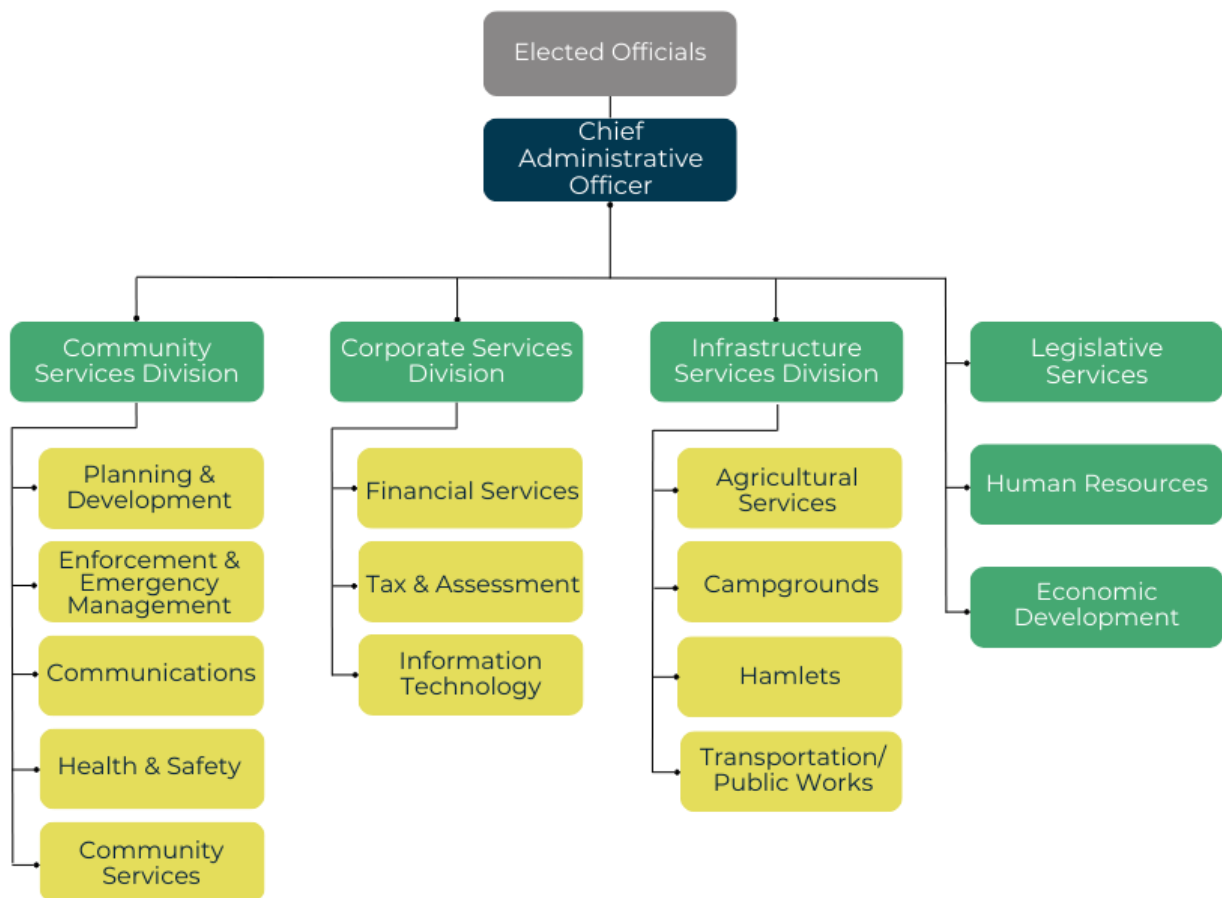
The County has worked diligently to ensure our reserves remain at healthy thresholds in accordance with policy. In fact, some of the reserves are well-over the threshold and should be utilized toward improving the service delivery. Therefore, as part of the 2024 budget, Administration is recommending that some new projects and initiatives be funded by reserves.

Resourcing Effectively

The resources available to Beaver County's Administration determine how specific programs and services are delivered. The term "resources" generally refers to the labour required to do work. Labour can be split into in-house staffing and contractors.

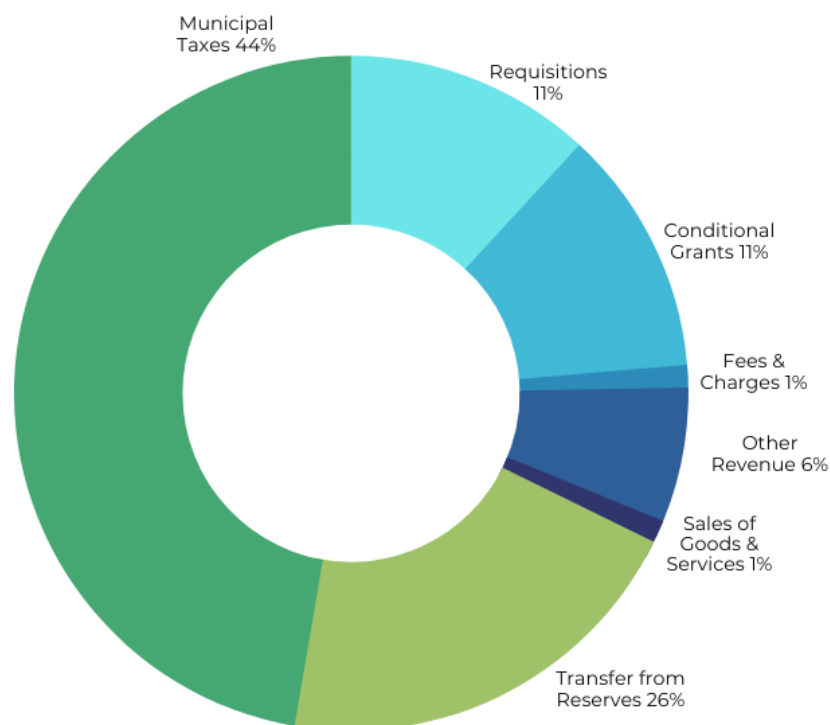
Both are necessary to keep moving the municipality forward. Typically, staff resources are best suited for the "regular" operational functions and customer service that occurs daily. Staff are committed and dedicated to their jobs and bring long-term investment and capacity to the County. Contractors are usually best suited for projects or specialized work. Since the County delivers an array of varied services, the internal staff capacity can't possibly be experts in all areas. This is where specialized contracts become very important to achieve priorities.

Since Administration underwent an internal re-organization in 2022, additional changes have been made to organization's operations. Agriculture Services and Campgrounds have been moved from the Community Services Division to the Infrastructure Services Division. This change has improved communication, supervision, training and coverage with the Transportation / Public Works department. The organization will always be evolving to ensure the County continues to provide services and programs effectively.



Where the Money Comes From

Revenue generation is consistently a challenge for municipalities. Beaver County commits to balancing the needs of the community against the resources and funding sources available to maximize the value of service delivery. The County receives its revenue from the various sources listed below.

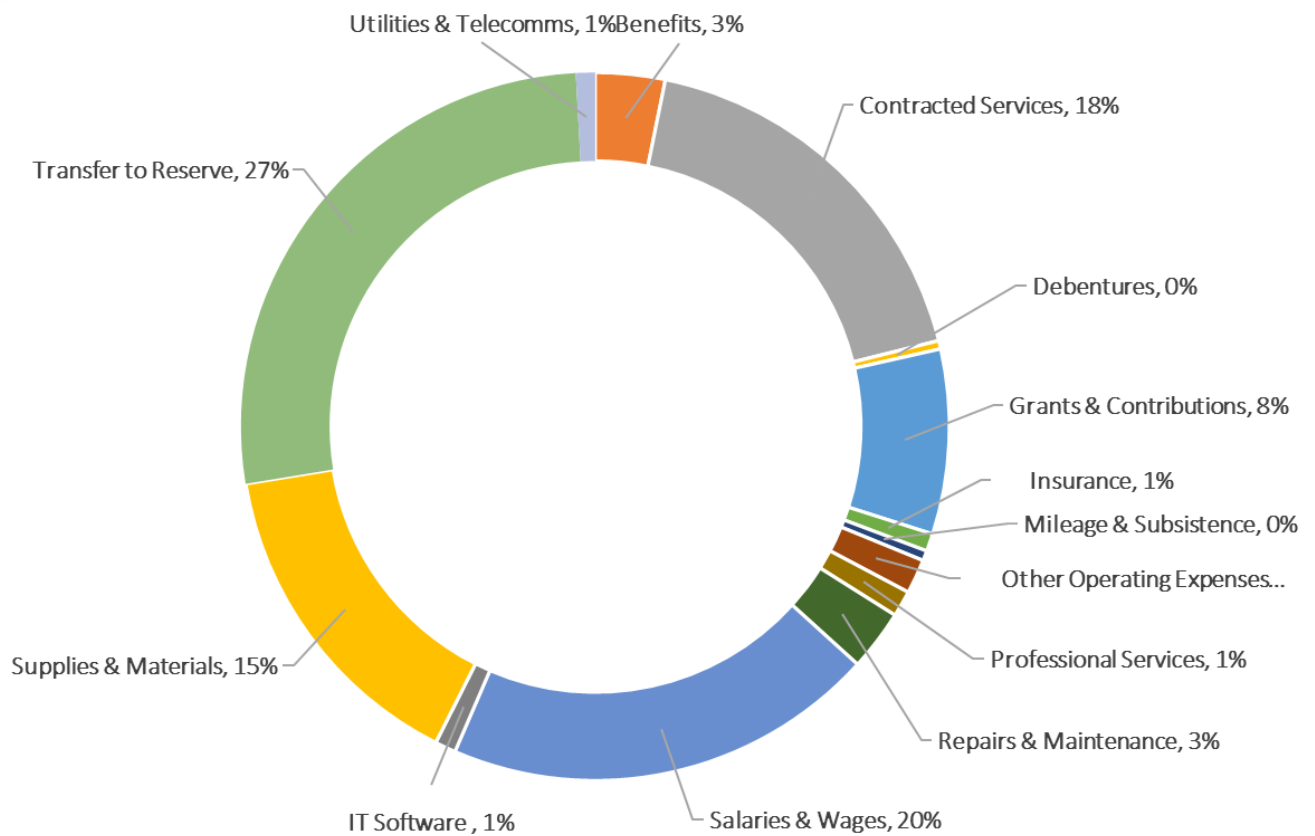


- ❖ Conditional grants – Agriculture Service Board and Local Government Fiscal Framework.
- ❖ Debentures – Money collected for debenture paid on behalf of the Beaver Foundation.
- ❖ Fees and charges – Tax penalties, peace officer fines, and other penalties.
- ❖ Municipal tax – Local improvement taxes (hamlets), drilling tax, and property taxes.
- ❖ Requisitions revenue (provincial) – Designated industrial, schools and senior housing (although this is a revenue, requisitions are directly paid out as an expense).
- ❖ Sales of goods and services – Campground revenue, dust control, permits, etc.
- ❖ Transfers from reserves – funds set aside for future expenditures.
- ❖ Other revenue – Interest earned, sale of assets.

Where the Money Goes

Operating Expenses – Directly Related to Business Operations

Operating expenses support the delivery of programs and services. With many factors affecting the global market, the cost of products and supplies continues to rise—this is known as inflation. Beaver County's 2024 inflation rate is budgeted for 3.9%.



Other Operating Expenses above includes advertising, printing, rentals, leases, permits, training, and development.

Understanding Your Tax Bill

Property taxes are the major source of revenue to fund the municipal budget shortfall. The 2024 proposed budget is recommending a **2% municipal tax increase**. However, your tax bill combines the municipal property tax, emergency fire and management (BESC), and provincial policing.



Based on an average assessment of \$316,000, the average residential property owner will pay approximately \$132 per month including BESC and policing.



Based on an average assessment of \$21,000 the average farmland property owner will pay approximately \$32 per month including BESC and policing.

The Value of Property Tax Contributions

It can be difficult for citizens to understand the value they receive from their property tax contributions for the many services provided by a municipality. To put it into perspective, the average household will spend \$132 per month on taxes – compared to other household expenses, this brings significant value for your dollar.

Monthly properties taxes, which include:

- Road construction & maintenance
- Bylaw Enforcement
- Fire, Police and Emergency Services
- Maintenance of parks & campgrounds
- Family & community supports
- Flood, dust, and weed control
- Snow and ice control
- and more...

Equivalent to...

Other expenses:

- Monthly family cell phone bill
- Monthly cable and internet bill
- Dinner and a movie for a family of 4
- A new pair of shoes
- 1.5 tanks of fuel for an SUV

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2024 **PROPOSED MUNICIPAL BUDGET**

2024 Proposed Municipal Budget

	2023 Budget	2024 Budget	\$ Change	Notes
Operating Revenue				
Conditional Grants	1,848,846	794,619	(1,054,227)	1
Fees & Charges	202,300	221,000	18,700	2
Other Revenue	934,825	2,100,580	1,165,755	3
Sales of Goods & Services	882,136	236,849	(645,287)	4
Transfers from Reserves	4,865,799	5,565,510	699,711	5
Debentures Interest	261,419	102,253	(159,166)	6
Total Operating Revenue	8,995,325	9,020,811	25,486	
Operating Expenses				
Advertising & Printing	74,237	113,237	39,000	7
Benefits	865,307	839,661	(25,646)	8
Contracted Services	1,731,838	1,878,244	146,406	9
Debentures	261,419	102,253	(159,166)	10
Grants & Contributions	2,276,036	2,286,399	10,363	
Insurance	198,315	208,408	10,093	11
Mileage & Subsistence	93,500	123,210	29,710	12
Other Operating Expenses	73,799	98,250	24,451	13
Other Transfers	100,000	100,000	-	
Professional Services	294,000	321,050	27,050	14
Rentals/ Leases/ Permits	39,770	20,020	(19,750)	15
Repairs & Maintenance	820,750	627,500	(193,250)	16
Salaries & Wages	4,845,222	5,304,080	458,858	17
IT Software	250,200	256,781	6,581	
Supplies & Materials	3,876,700	3,850,875	(25,825)	18
Telecommunications	78,118	65,321	(12,797)	19
Training & Development	142,700	121,905	(20,795)	20
Transfer to Reserve	6,505,332	7,201,795	696,463	21
Utilities	174,200	170,500	(3,700)	
Total Operating Expense	22,701,443	23,689,490	988,047	
Net Operational Tax Levy	13,706,118	14,668,679	962,561	
Capital Revenue				
Conditional Grants	2,752,803	3,220,000	467,197	22
Transfers from Reserves	1,689,472	6,305,000	4,615,528	23
Sales of Goods & Services	-	155,000	155,000	
Total Capital Revenue	4,442,275	9,680,000	5,237,725	
Capital Expenses				
Capital Purchases	3,213,000	6,388,000	3,175,000	24
Road Construction	3,223,581	5,072,987	1,849,406	25
Total Capital Expenses	6,436,581	11,460,987	5,024,406	
Net Capital Tax Levy	1,994,306	1,780,987	(213,319)	
Total Tax Levy	15,700,424	16,449,666	749,242	Levy Increase

2024 Proposed Municipal Budget Notes

- Note 1:** Grants for Claystone Waste Limited (CWL) have been included in construction (capital). Agricultural Service Board (ASB) grant increase of \$42,340. Local Government Fiscal Framework (LGFF) operating decrease planned of \$205,000 as double received in 2023 for Municipal Sustainability Initiative (MSI). LGFF capital decrease as MSI deferred revenue used in 2023. Interest rates increased significantly in 2023 and revenue was underestimated in prior year.
- Note 2:** Added dust control fees and moved tax penalty revenue to other revenue.
- Note 3:** Sale of fixed assets (3 graders) moved from sale of goods to other revenue for 2024.
- Note 4:** Increase in transfers to fund additional capital projects.
- Note 5:** Grader (\$660,000) moved to reserve and for purchase next year.
- Note 6:** Debenture interest is recorded in 2024 and 2023 full amount of debt payment was recorded.
- Note 7:** Promotional materials for Economic Development not previously budgeted (\$10,000). Increase in Chronicle contract.
- Note 8:** Budgeted closer to actuals based on positions within Questica.
- Note 9:** Increase in Terra-Cem miles from 6.69 to over 10 miles.
- Note 10:** Debenture interest payment from Beaver Foundation.
- Note 11:** Insurance rate increase of 5%.
- Note 12:** Business development increase (\$20,000) and mileage increase closer to reflect actuals.
- Note 13:** Campground software fee increase (\$3,000), special events increase (\$3,000), postage expense (\$15,750).
- Note 14:** Additional legal fees for planning & development files (\$20,000).
- Note 15:** Removal of rental for ASB event (\$11,000).
- Note 16:** Repairs & Maintenance software maintenance agreements moved to information Technology budget.
- Note 17:** Additional department resources based on corporate plan (reviewed in Salary budget). Budget restructuring of positions across the organization.
- Note 18:** Budgeting closer to actuals.
- Note 19:** Phone allowances budgeted based on actuals and aligned tied to specific positions.
- Note 20:** Training and development budgeted to actuals.
- Note 21:** Increase in interest revenue to reserve per policy (\$915,000 increase). Removed contingency (\$205,000) and levy stabilization (\$207,187). Added campground (\$200,000).
- Note 22:** CWL grant revenue increase allocation to construction.
- Note 23:** Reclaimer (\$1,300,000), Grader from 2023 (\$660,000), ERP system (\$266,000), Campground (\$200,000), Enterprise vehicle replacement (\$230,000), Woodchipper and mower (\$70,000), Equipment list in Questica, (\$174,000), Bridges (\$850,000), and Building improvements (\$205,000), Road construction (\$671,000).
- Note 24:** See capital project and funding sources tab.
- Note 25:** Increase in Terra-Cem miles for 2024. Slight increase in costs over 2023 for 3.5 extra miles.

Budget Recommendations and Considerations

During the budget review process, there are many solutions that can be utilized to balance the budget. Administration is confident in anticipating 3.9% assessment growth (not built into the overall budget chart on the previous page), which could add over \$400,000 of additional revenue. Therefore, the true **budget shortfall is approximately \$300,000**. Council has a blend of options to consider for balancing the municipal budget. See below:


Option 1 (preferred)	2% municipal tax increase
Option 2	1.5% municipal tax increase + approx. \$90,000 from reserve
Option 3	1% municipal tax increase + approx. \$160,000 from reserve
Option 4	Reductions from service delivery (as directed)

Note: These options do not include increases to BESC and Provincial Policing which are calculated on top of the municipal portion.

Five-Year Financial Plan

The Five-Year Financial Plan is a forecasting tool to plan for future activities. The longer the plan stretches, the more uncertainty and assumptions exist. However, Administration is always examining options for future budgets. Other financial strategies include:

- ❖ Increasing the mill rate ratio to 5:1 (the max difference from highest to lowest rate).
- ❖ Change Investment Policy—Allocate first \$200,000 towards operating budget.
- ❖ Service delivery changes - direction from Council
- ❖ Changes to priority projects - direction from Council
- ❖ Increase to user fees - directed from Council.



2024 **PROPOSED DIVISIONAL OPERATING BUDGETS**

Infrastructure Services

Community Services

Corporate Services

Office of the CAO

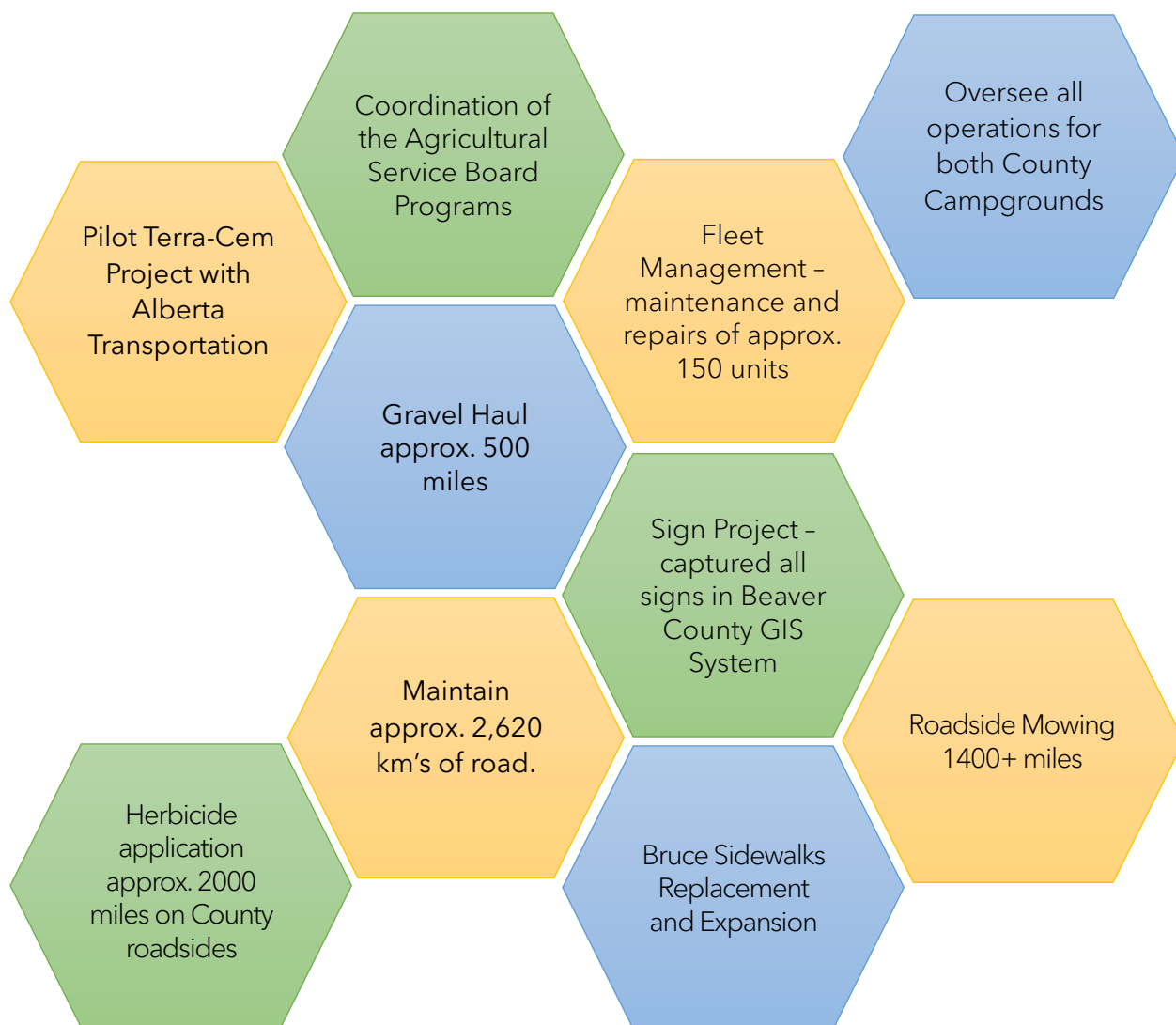
Infrastructure Services

Agriculture Services

Campgrounds

Transportation/Public Works

Hamlets



Agriculture Services Core Functions

Administration

- ❖ Liaise with the Agricultural Service Board and Council
- ❖ Partner with producers, government agencies and the public
- ❖ Educational programming partnerships
- ❖ Contract Management
- ❖ Policy and program development
- ❖ Ensure that all applicable provincial statutes are administered.

Agriculture Extensions

- ❖ Environmentally sustainable programming – farm calls, workshops, extension activities, environmental farm plans and SCAP funding
- ❖ Follow-up on soil erosion concerns
- ❖ Provide funding support to external agriculture and watershed organizations.

Vegetation Management

- ❖ Provide mowing services on County-owned properties and hamlet lots.
- ❖ Provide mowing services for the enforcement of unsightly properties.
- ❖ Conduct brush control along 500 miles of roadside ditches, 314 Intersections, and approx. 300-yard site approaches.

Overland Drainage

- ❖ Investigate and follow-up on drainage concerns.
- ❖ Maintenance of flow control structures and 16 active License to Divert Water permits.
- ❖ Control of beavers on County properties and road allowances.
- ❖ Over 100 beavers trapped.
- ❖ Beaver Control Incentive - approx. 100 tails submitted.

Pest Management

- ❖ Clubroot Surveillance Program – completed approx. 180 field surveys.
- ❖ Alberta Agriculture Surveys – 35 Grasshopper, 9 Wheat Head, and 6 weeks of Bertha Army Worms.
- ❖ Respond to Coyote predation, rat & wild boar sightings, and skunk trap inquiries.
- ❖ Pest control at County campgrounds
- ❖ Education of agricultural pests

Weed Inspection and Control

- ❖ Conduct herbicide applications along 2000 miles of roadside ditches and over 40 Custom applications on both County and private land.
- ❖ Complete 90+ weed inspections.
- ❖ Weed Notice enforcement.
- ❖ Education and awareness on weed concerns.

Advancing Quality of Life

Agriculture Services

Serving you better

Weed Control Program

Each year, the County works proactively with landowners to ensure that both the County and its residents are fulfilling their duties under the *Weed Control Act*. This is done by annually completing approximately 90 weed inspections, provide public awareness and education of invasive plant species, apply herbicides to 2000 miles of roadside ditches, and conduct around 40 Custom Spray jobs on both public and private properties.

Partnership with External Organizations

For several years, the County has maintained productive relationships with various other organizations. Some of these organizations include the Battle River Research Group, Beaver Hills Biosphere, Alberta Invasive Species Council, Alberta Conservation Association, and the Alberta Association of Agricultural Fieldmen. Going forward, the aim is to foster these relationships and help maintain the programs and services they provide.

Coordination of Service Delivery with Transportation and Infrastructure

During the past season, the Agricultural Services division switched from the oversight of Community Services to Infrastructure Services. Operationally, Infrastructure and Ag have always worked closely to ensure efficient service deliveries to the County's residents. However, the merging of Agriculture and Infrastructure has streamlined service delivery in several areas including mowing, brush control, land flood control, and campground maintenance.

Addressing Challenges

Reduction in Staff and Staff Recruitment

The reduction in staff has been a major ongoing challenge for the Agriculture Services division. As staffing numbers have progressively decreased in the last 5 years, many of the desired service levels have remained the same. The department is becoming progressively "stretched thin" and is often struggling to maintain service delivery.

Two examples:

- ❖ The Agricultural Services division has historically been administered by two Agricultural Fieldmen. With recent changes to operational leadership, there is only one Agricultural Fieldman administering the programs. This has caused a "bottleneck" in service delivery and has put unnecessary strain on both staff and division leadership.
- ❖ The spot spray truck used to run full-time from June to the middle of September. During this time, the spot-spray truck provided roadside brush control across 3 divisions. However, in recent years (with staffing numbers low), it has only operated part-time. Therefore, not all service areas are being completed and some have been left for several years without activity. Ultimately, the other programs have also suffered as existing staff try to undertake the extra work.

Staff recruitment for seasonal positions has also been a major challenge. Although the intention was to operate with 5 seasonal employees in 2023, there was a last-minute change in staffing at the beginning of the season. Due to the timing of this change, we were unable to onboard a full crew for 2023.

Aging/Obsolete Equipment

Much of the Tech Equipment, used for Herbicide Application Records and Weed Inspections, is beginning to show its age, and has reduced functionality.

In 2023, Agriculture Services undertook the mowing/maintenance of the County-owned lots in the Hamlet of Bruce. Unfortunately, the lawn tractor used to undertake other mowing tasks, it is not efficient for mowing large turf areas.

The Woodchipper, used for tree removal clean-up along roadways and on county-owned properties, is nearing the end of its service at nearly 20 years old, and needs replacement to address both operational and safety concerns.

Opportunities for improvement

Increase service of Vegetation Management

Although the department has been struggling to increase staffing levels, the County does have a selection of vegetation control equipment and expertise that can be utilized to increase delivery of vegetation management services. With adequate staffing levels re-established, the County could increase the delivery of many of the programs including brush control, custom applications, and weed & pest inspections.

Increased Involvement in Extension Activities

Extension events, such as workshops and information sessions, are an important aspect of the Agriculture Service Board program. However, in recent years, due to the lack of staff capacity, there has been very few workshops hosted by the County.

Priorities for 2024

Management of Vegetation Programs and Staff Recruitment

In 2024, the department is hopeful that more staff can be recruited to the seasonal crew. Ideally, five Seasonal Crew Members are needed to complete the Roadside Weeds,

Brush, and Custom herbicide applications, as well as support the Weed & Pest Inspection programs.

The focus in the 2024 Vegetation Management Program, will be to increase and re-establish roadside brush spraying services. As staffing numbers have reduced, brush spraying service has suffered the most from lack of capacity.

Continued Support and Expansion of Pest Program

Moving into 2024, the department will continue the monitoring of Bertha Army Worms, Grasshoppers, and Clubroot within Beaver County. These programs are administered by the Alberta Government, and the County has supported these programs continuously for many years. Monitoring of these pests helps to protect the agriculture sector through the early detection of pests and the restriction of their spread.

In 2023, the County undertook an additional survey from the Alberta Government known as the Wheat Head Surveys. This program is designed to monitor for various crop diseases including Fusarium, Aster Yellows, Ergot, and Flag smut. As directed, 9 surveys in total were completed and it is planned to include this survey in the 2024 Pest Monitoring program.

Coordination of Service Delivery with Infrastructure

Although there are many successes to acknowledge in regard to the merger of Infrastructure and Agriculture, there is still a need to familiarize both parties with the functions and duties of the other. Over the next year, the department looks forward to working with Infrastructure to broaden their understanding and involvement in the delivery of Agricultural Services.

Operating Budget - Agricultural Services

	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Conditional Grants	193,907	186,247	(7,660)	
Other Revenue	-	-	-	
Sales of Goods & Services	4,000	6,000	2,000	
Transfer from Reserve	200,000	272,500	72,500	1
Total Revenue	397,907	464,747	66,840	
Expenses				
Advertising & Printing	500	-	(500)	
Benefits	75,880	51,016	(24,864)	
Contracted Services	331,500	333,000	1,500	
Grants & Contributions	50,250	53,250	3,000	2
Insurance	11,806	11,500	(306)	
Mileage & Subsistence	7,000	10,500	3,500	
Professional Services	2,000	1,500	(500)	
Rentals/ Leases/ Permits	11,000	3,250	(7,750)	3
Repairs & Maintenance	51,700	50,000	(1,700)	
Salaries & Wages	441,892	378,732	(63,160)	4
IT Software	-	-	-	
Supplies & Materials	181,200	195,000	13,800	5
Telecommunications	3,060	888	(2,172)	
Training & Development	10,000	8,500	(1,500)	
Transfer to Reserve	75,000	70,000	(5,000)	
Utilities	7,500	7,500	-	
Total Expense	1,260,288	1,174,636	- 85,652	
Net Tax Levy	862,381	709,889	- 152,492	

Note 1: \$200,000 Water management study, and \$70,000 woodchipper and mower.

Note 2: Seed cleaning plant and grants.

Note 3: Special events budget reduced from \$10,000 in 2023 to \$2,500 in 2024.

Note 4: Budgeting based on 2023 actuals data.

Note 5: Increase in chemical prices for 2024.

Campgrounds Core Functions

- ❖ Manage Campground contractors.
- ❖ Manage online campground reservations.
- ❖ Complete or arrange for repairs work as needed.
- ❖ Liaison with Alberta Health Services for concession, water testing, and lake conditions.
- ❖ Liaison with Royal Astronomical Society.

In June 2023, Infrastructure underwent expansion to encompass Agricultural Services and Campgrounds within its portfolio. The Infrastructure Team is enthusiastic about this strategic enlargement and has diligently collaborated to devise a range of innovative enhancements for the campgrounds.

Advancing Quality of Life

Campgrounds

Addressing Challenges

The campground service area has had some challenges. First, the reporting structure was moved to the Infrastructure Services Division mid-year. Second, visitation to Camp Lake declined. The feedback received relates the decline in numbers to lake water quality, lack of cell and Wi-Fi service as well as full serviced sites. Administration is investigating options in all these areas for improvements to be implemented in 2024.

Opportunities for Improvement

The focus in 2023 was stepping in mid-season and understanding the current operations and keeping them going for the season. In the off season all areas will be reviewed, and changes made where necessary prior to the 2024 season.

Priorities for 2024

Administration is exploring options for campground improvements, including:

- ❖ Additional full-service sites
- ❖ Lake quality improvement at Camp Lake
- ❖ Playground replacements – the current ones are very near the end of their life cycle.
- ❖ Power upgrade options at Camp Lake
- ❖ Repurposing some of the current less used sites into something more attractive such as larger sites or possible seasonal sites
- ❖ Replacing end of life items including outhouses, benches, trash cans, fire pits, fences, sheds
- ❖ Addressing water issues to prevent mid-season potable water restrictions.
- ❖ Removal of dead trees and replacements at both campgrounds
- ❖ Exploring ideas to utilize unused spaces.
- ❖ Update showers to remove coin operated system replacing with a timed system.
- ❖ Maintenance of beach area at camp lake
- ❖ Investigating possible improved Wi-Fi systems and cell service
- ❖ Reservation system upgrade

Operating Budget - Campgrounds

Campgrounds	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Conditional Grants	200,000	-	(200,000)	1
Sales of Goods & Services	320,000	265,000	(55,000)	2
Total Revenue	520,000	265,000	(255,000)	
Expenses				
Advertising & Printing	4,000	4,000	-	
Benefits	28,124	-	(28,124)	
Contracted Services	172,400	151,500	(20,900)	3
Grants & Contributions	627,123	-	(627,123)	4
Insurance	1,700	1,700	-	
Other Operating Expenses	14,000	17,000	3,000	
Repairs & Maintenance	-	-	-	
Salaries & Wages	140,619	-	(140,619)	5
Supplies & Materials	15,000	5,000	(10,000)	6
Telecommunications	4,700	4,500	(200)	
Utilities	57,600	48,000	(9,600)	7
Transfer to Reserve	-	200,000	200,000	8
Total Expense	1,065,266	431,700	- 633,566	
Net Tax Levy	545,266	166,700	- 378,566	

Note 1: No grant expected in 2024.

Note 2: Budgeting campground revenue based on 2023 actuals.

Note 3: Campground contracts are based on 2023 actuals and are lower than the previous year.

Note 4: Grants moved to Recreation and Culture.

Note 5: Salaries and wages moved to Infrastructure due to budget restructuring.

Note 6: Computer and sand budgeted in 2023 (\$10,000) and not required in 2024.

Note 7: Utilities were budgeted higher than required in 2023 based on actuals. Adjusted down for 2024.

Note 8: Transfers to each campground reserve for future enhancements/upgrades.

Transportation & Public Works Core Functions

Administration	Culverts/Drainage	Gravel Program
<ul style="list-style-type: none"> ❖ Contract management ❖ Budget and capital purchase planning ❖ Long term road planning ❖ Equipment and supply procurement ❖ Project organization and coordination ❖ Issue utility crossings and agreements ❖ Staff and daily operations management ❖ Road Use Agreements ❖ Approach Inspections 	<ul style="list-style-type: none"> ❖ Approx 50 replace/installs ❖ Numerous cleanouts ❖ Numerous dams removed ❖ Designed new culvert grates in house ❖ In house droning for assessment and proactive purposes 	<ul style="list-style-type: none"> ❖ Crushed 145,000 tonnes in 2023 ❖ In house gravel testing ❖ In house gravel hauling ❖ Approx 500 miles of gravelling ❖ Development of long-term gravel supply ❖ Utilized grader mounted gravel reclaimer to recover gravel from ditches and shape edges of roads eliminating eavestrough
Fleet Management	Road Construction	Road Maintenance
<ul style="list-style-type: none"> ❖ Approximately 150 vehicles/equipment require maintenance and repairs including: ❖ Light trucks, Tandems and Highway Tractors ❖ Graders ❖ Backhoes & Trackhoe ❖ Tractors ❖ Packers ❖ Dozer (in house engine replacement in 2023) ❖ Loaders ❖ Reclaimer ❖ Skid steer ❖ Trailers ❖ Snowplows ❖ Many small misc. items such as pumps etc. 	<ul style="list-style-type: none"> ❖ 7 miles of new Terra-Cem ❖ Pilot Terra-Cem project with AB Transportation ❖ 5 miles of fogging ❖ 8 miles of re-chipping ❖ 1 mile of Terra-Cem repairs ❖ 10 miles of shoulder pulls 	<ul style="list-style-type: none"> ❖ Approx. 2,620 kms of road maintained year-round ❖ 12 Grader Patrols ❖ 165 dust controls applied ❖ Intersection dust controls ❖ Private driveway snow clearing including free seniors ❖ Patching and repairs ❖ Road sign repairs and replacements ❖ Completed approx. 1400 miles of roadside mowing utilizing grader operators and the grader mounted mowers ❖ Roadside mulching for sightlines and encroachments

Advancing Quality of Life

Transportation & Public Works

Serving you better

Gravel Haul Program

This is the second year of the in-house Gravel Haul Program. With a few administrative adjustments, the program has excelled this year and is on target to complete approximately 500 miles by mid November. The program has been very efficient, Administration is extremely happy with the results.

Roadside Mowing Program

Approximately 1,400 miles were mowed with the two grader mounted mowers. An average of 100 miles per patrol were completed with the exception of the west end, which was completed twice. Feedback from both residents and staff was excellent.

Terra-Cem Projects

- ❖ 7 miles of Terra-Cem was completed this year bringing the total to 50 miles of Terra-Cem roads throughout the County.
- ❖ A Terra-Cem Pilot Project with Alberta Transportation on secondary highway 854 was completed with excellent results. Droning of the construction was done to enable production of a video for educational purposes.
- ❖ 8 miles of re-chipping completed to maintain existing Terra-Cem roads.
- ❖ 1 mile of repairs to fix existing Terra-Cem roads.
- ❖ 5 miles of Fogging completed which is used to lengthen the life of Terra-Cem.

Dust Control

Dust Control at intersections was brought back in 2023 with good feedback from operators and residents. This application

helps to firm up the road and mitigate washboard. The County will continue this program in 2024.

Integrated Road Plan

A 5-year Integrated Road Plan has been developed in 2023, using Council guidelines of increasing the Terra-Cem Program to 10 miles per year. The team focused on roads that would provide connectivity with neighbouring Counties. As well as roads that would funnel traffic to main highways, creating a more efficient system for residents. Council passed the 5-year plan in the fall of 2023.

Spilstead Road

Long time culvert dips on Spilstead Road were repaired this year with good results. A pavement overlay is planned for 2024 to bring the road ban percentage up to 90% matching the neighbouring counties of Camrose and Strathcona allowing for through traffic.

Culverts/Water/Drainage Management

In 2023, a new member was added to the crew responsible for water management and drainage issues. The streamlining of this position allowed the department to make internal adjustments and streamline workload scheduling. The crew is now able to deliver a proactive approach by determining solutions, completing calls and access agreements ahead of time and eliminating down time.

Road Use Agreements

Road Use Agreements have been moved to the Transportation department for approvals and monitoring. The policy will be revised in 2024.

Blanket Agreements

Blanket agreements with various utility companies that operate in the County has created equality and consistency.

Sign Project

Every sign in the County has been inventoried and stored in the GIS system. Condition ratings and photo location for tracking purposes will ensure proactive maintenance and liability protection.

Addressing Challenges

Long-Term Gravel Supply

The County has been investigating potential sources for long-term supply. A potential site has been located. The County is working with engineers and completing test holes to determine quantity and quality.

Procurement of Vehicles, Equipment & Parts

Although there is improvement in supply, shortages and price increases continue. Back ordered parts has delayed equipment repairs resulting in project postponements.

Bridges

For years the County has been relying solely on grants for bridge work and have been denied funding year after year from the STIP fund. There are approximately 190 bridge structures that need significant maintenance. The County has taken proactive steps by incorporating maintenance and repair costs for bridges in 2024. Four bridges have been submitted to the Bridge Grant Program for 2024, emphasizing the County's concern about the aging infrastructure in this region and the need for funding to facilitate essential repairs and rebuilds.

Gravel Crushing/Reclamation

Crushing and reclamation operations in the County pit have encountered an unexpected halt due to the discovery of a large volume of material than initially anticipated and reaching the crushing threshold. The contract was

amended in 2023. Administration is now waiting for a response from Alberta Transportation to determine next steps.

Asset management

The asset management project was put on hold due to technology and resource limitations. Administration will re-visit this action in 2024 and create a project plan.

Vehicle Management System

The County's efforts to find a system for the shop and fleet has been temporarily paused. This decision is primarily driven by the pending selection of a new ERP software solution. The County aims to confirm that the chosen ERP software aligns seamlessly with the needs of the shop and fleet functions. The expectation is that the ERP software selection process will be concluded in 2024. Following this, the County will assess the inclusion of a suitable management system. This approach is taken to ensure that the systems are compatible and efficient.

Fleet Maintenance

The public works shop is kept quite busy with the maintenance of the entire fleet, which consists of about 150 units. Currently, this work is done by the shop manager and two mechanics.

Aging Road Infrastructure

Managing the escalating demands posed by today's larger farm equipment and increased traffic on county bridges and roads is a unique challenge.

Operational Team Locations

The Infrastructure Division, with the addition of Agriculture Services, is now spread across three different locations. This dispersion has introduced several operational challenges including scheduling, finding space to accommodate the team, and maintenance of team cohesion. The division has been diligently working to foster a united and collaborative team and is actively seeking to minimize internal separation.

Opportunities for Improvement

Sand/Salt Shed

The construction of a new sand and salt shed has been delayed due to cost considerations. However, it is crucial to note that the existing facility is approaching the end of its operational life. As such, there is an impending need to address this issue in the near future.

Bridge Inspector

The county is considering the training of an existing staff member for the role of a Bridge Inspector. This strategic move aims to proactively address potential issues and enhance comprehension of regulatory requirements. Therefore, allowing optimization of budget allocation for effective solutions across the approximately 190 bridge structures within the county.

Public Works Staffing

Administration is considering additional resources that will assist with covering for absent staff, assisting with specialized tasks such as grader operation, gravel haul, gravel loading, gravel reclaimer, aiding construction crew, drainage crew, facilitating heavy snowfall removal, supporting special projects, equipment logistics, and various other responsibilities as required by both the Manager of Transportation and Transportation Shop Manager. This strategic move is aimed at enhancing efficiency.

Asset Management

The County recognizes the pressing need to address asset management. The County will be exploring new options to move forward with this project in an efficient manner.

Priorities for 2024

- ❖ Corporate Asset Management Schedule - planning for the future of all assets in the county.
- ❖ 10-year Integrated Road Management schedule
- ❖ Increased resources for coverage
- ❖ Long term gravel supply options
- ❖ Succession planning and
- ❖ Transportation Shop office area improvements



- Camp Lake Park and Campground

Operating Budget - Infrastructure Overall

Infrastructure Overall	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Conditional Grants	2,864,591	2,634,000	(230,591)	1
Fees & Charges	20,000	20,000	-	
Other Revenue	545,895	580,000	34,105	2
Sales of Goods & Services	365,321	158,229	(207,092)	3
Transfers from Reserves	5,209,240	5,648,010	438,770	4
Total Revenue	9,005,047	9,040,239	35,192	
Expenses				
Advertising & Printing	1,000	1,000	-	
Benefits	430,577	377,067	(53,510)	
Contracted Services	4,988,710	5,101,115	112,405	5
Insurance	162,927	172,300	9,373	6
Mileage & Subsistence	6,000	10,000	4,000	
Other Operating Expenses	-	-	-	
Professional Services	166,000	167,000	1,000	
Rentals/ Leases/ Permits	6,100	8,600	2,500	
Repairs & Maintenance	691,000	672,000	(19,000)	7
Salaries & Wages	2,470,256	2,452,459	(17,797)	
Software Maintenance Agreeer	11,000	-	(11,000)	8
Supplies & Materials	2,178,450	2,270,100	91,650	9
Telecommunications	21,988	10,202	(11,786)	10
Training & Development	-	-	-	
Transfer to Reserve	5,735,082	5,420,000	(315,082)	11
Utilities	67,000	77,000	10,000	12
Total Expense	16,936,090	16,738,843	-	197,247
Net Tax Levy	7,931,043	7,698,604	-	232,439

Note 1: MSI operating reduced this year by \$205,000 as double payment in 2023.

Note 2: Gain on sale from graders.

Note 3: Dust control and sale of vehicles predicted to be lower in 2024.

Note 4: Transfers to cover gravel, road projects, Jackson pit reclamation, bridges, building improvements, a grader, one reclaimer, vehicle replacements, future grader shed.

Note 5: Expense increase due to more road construction projects per 5 year road plan.

Note 6: Insurance expected to increase 5% from 2023.

Note 7: Budgeting closer to actuals and account streamlining.

Note 8: MRF work order management system moved to Information Technology.

Note 9: Increase in gravel supplies for road construction.

Note 10: Reduction to phone service due to new Voice Over Internet Protocol (VOIP).

Note 11: \$4,460,000 for crushing and gravelling, trade-in of 3 graders to reserve (per policy), \$200,000 savings for new grader shed.

Note 12: Increase in utility costs due to inflation and budgeted based on actuals.

Note 13: Construction not included as they are capital costs.

Operating Budget - Infrastructure Resources

Infrastructure Resources	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Fees & Charges	20,000	20,000	-	
Other Revenue	5,995	5,995	-	
Sales of Goods & Services	32,321	30,229	(2,092)	
Total Revenue	58,316	56,224	(2,092)	
Expenses				
Advertising & Printing	1,000	1,000	-	
Benefits	59,944	52,258	(7,686)	
Mileage & Subsistence	3,000	7,500	4,500	
Other Operating Expenses	-	-	-	
Professional Services	45,000	45,000	-	
Rentals/ Leases/ Permits	-	-	-	
Repairs & Maintenance	1,000	-	(1,000)	
Salaries & Wages	287,721	319,996	32,275	1
IT Software	11,000	-	(11,000)	2
Supplies & Materials	15,650	15,100	(550)	
Telecommunications	1,968	2,732	764	
Training & Development	6,400	6,105	(295)	
Transfer to Reserve	-	-	-	
Utilities	17,000	17,000	-	
Total Expense	449,683	466,691	17,008	
Net Tax Levy	391,367	410,467	19,100	

Note 1: Staff allocation changed from 2023.

Note 2: MRF work order management moved to Information Technology.

Operating Budget - Gravel Operations

Gravel Operations	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Other Revenue	361,000	580,000	219,000	1
Sales of Goods & Services	8,000	128,000	120,000	2
Total Revenue	369,000	708,000	339,000	
Expenses				
Benefits	223,461	171,298	(52,163)	
Insurance	8,825	9,300	475	
Mileage & Subsistence	3,000	2,000	(1,000)	
Contracted Services	30,000	30,000	-	
Rentals/ Leases/ Permits	-	-	-	
Repairs & Maintenance	115,000	120,000	5,000	
Salaries & Wages	1,088,054	1,022,040	(66,014)	3
Supplies & Materials	528,000	686,000	158,000	4
Telecommunications	9,360	6,500	(2,860)	
Training & Development	-	-	-	
Transfer to Reserve	361,000	780,000	419,000	5
Utilities	50,000	60,000	10,000	6
Total Expense	2,416,700	2,887,138	470,438	
Net Tax Levy	2,047,700	2,179,138	131,438	

Note 1: Sale of proceeds from three graders.

Note 2: Grading snowplowing and dust control fees allocated from public works sub-departments.

Note 3: Budgeted closer to actuals based on both current year and previous year analysis.

Note 4: Overall supplies not increasing except for inflation. Increase of \$69,000 for gravel for road construction.

Note 5: Gain on sale of graders to equipment reserve per policy (\$580,000) and additional transfer for salt/sand shed (\$200,000).

Note 6: Increase in utility costs due to inflation and budgeted based on actuals.

Operating Budget - Construction

Construction	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Conditional Grants	2,408,045	2,429,000	20,955	1
Transfers from Reserves	661,230	2,071,000	1,409,770	2
Total Revenue	3,069,275	4,500,000	1,430,725	
Expenses				
Benefits	26,055	19,513	(6,542)	
Contracted Services	2,815,000	4,500,000	1,685,000	3
Insurance	9,000	10,000	1,000	
Rentals/ Leases/ Permits	1,000	2,500	1,500	
Repairs & Maintenance	95,000	122,000	27,000	4
Salaries & Wages	151,526	131,692	(19,834)	
Supplies & Materials	151,000	287,000	136,000	5
Telecommunications	-	282	282	
Training & Development	-	-	-	
Transfer to Reserve	624,187	-	(624,187)	6
Total Expense	3,872,768	5,072,987	1,200,219	
Net Tax Levy	803,493	572,987	- 230,506	7

Note 1: Slight increase in grants – Claystone Waste Ltd \$1,325,000, LGFF Capital \$754,000, and Canada Community Building Fund \$350,000. See also grant revenue table.

Note 2: Road construction is largely funded by grants. \$571,000 used from road project reserve.

Note 3: Increase in contracted services to account for more Terra-Cem miles and \$1,500,000 for pavement overlays.

Note 4: Repairs and maintenance costs reflect the increase in Terra-Cem miles for 2024.

Note 5: Overall supplies for road construction (capital) increasing. Fuel costs and supplies will increase with more projects.

Note 6: Transfer to reserves for other strategic priorities in 2024.

Operating Budget - Road Maintenance

Road Maintenance	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Conditional Grants	456,546	546,000	89,454	1
Other Revenue	178,900	-	(178,900)	
Sales of Goods & Services	325,000	170,229	(154,771)	2
Transfers from Reserves	4,548,010	5,181,010	633,000	3
Total Revenue	5,508,456	5,897,239	388,783	
Expenses				
Benefits	114,717	133,998	19,281	
Contracted Services	588,710	510,010	(78,700)	4
Insurance	145,102	153,000	7,898	
Mileage & Subsistence	-	500	500	
Professional Services	121,000	122,000	1,000	
Rentals/ Leases/ Permits	5,100	6,100	1,000	
Repairs & Maintenance	480,000	430,000	(50,000)	5
Salaries & Wages	942,955	978,731	35,776	6
Supplies & Materials	3,038,800	2,837,000	(201,800)	7
Telecommunications	10,660	688	(9,972)	8
Training & Development	-	-	-	
Transfer to Reserve	4,749,895	4,640,000	(109,895)	9
Total Expense	10,196,939	9,812,027	- 384,912	
Net Tax Levy	4,688,483	3,914,788	- 773,695	

Note 1: Increase due to additional grants.

Note 2: Road and dust control fees (\$140,000) and Goods and Services Infrastructure (\$30,229).

Note 3: Gravel and crushing (\$4,255,000), Enterprise vehicles (\$230,000), Gravel Truck replacement (\$100,000), Gravel Haul replacement (\$174,000), Jackson Pit reclamation (\$422,010).

Note 4: 2023 Whistle cessations budgeted (\$64,700), nothing allocated in 2024. Sidewalk replacement in 2023 completed (\$50,000).

Note 5: Contract repairs (\$50,000) moved to contract services.

Note 6: Additional equipment operator and budget closer to actuals based on 2023 analysis.

Note 7: Supplies and materials have not increased but reallocated to actual sub-departments.

Note 8: No longer require phone lines due to VOIP. Only cell phones included.

Note 9: Gravel and crushing, gravel trailer replacement, gravel truck replacement, future pavement overlays, vehicle replacement, salt and sand shed.

Operating Budget - Waste

Not included in Infrastructure Overall Budget

Waste	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Conditional Grants	17,000	30,600	13,600	1
Fees & Charges	4,300	4,600	300	
Total Revenue	21,300	35,200	13,900	
Expenses				
Contracted Services	29,400	35,200	5,800	2
Total Expense	29,400	35,200	5,800	
Net Tax Levy	8,100	- -	8,100	

Note 1: Additional funding from Claystone Good Neighbour Grant for waste bins (\$20,600) and dust control (\$17,000)

Note 2: Dust control costs would be offsetting the grant revenue allocated for dust control per policy.

Hamlets (Utilities) Core Functions

Sewer Systems	Roads	One Calls
<ul style="list-style-type: none"> ❖ Provide sewer utility to the hamlets of Bruce and Kinsella ❖ Flush sewer systems every second year ❖ Lagoon maintenance ❖ Four staff who have their Wastewater Licence for monitoring of the sewer systems. 	<ul style="list-style-type: none"> ❖ Provide snow clearing and road maintenance to the hamlets of Bruce and Kinsella 	<ul style="list-style-type: none"> ❖ Provide in house location of utilities within the hamlets in response to the Alberta One Call System

Advancing Quality of Life

Utilities

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Bruce Lift Station

Computer upgrades were completed at the Bruce Sewer Lift Station to modernize the system which was approximately fifteen years old.

Bruce Sidewalks

A combination of new and repaired sidewalks for a total of 1.5 blocks were completed this year.

Bruce Terra-Cem

The portions of 1st and 2nd avenues along with Queen street that are Terra-Cemmed received fogging this year to lengthen the life of those roads.

Kinsella Lift Station

The Kinsella Sewer Lift Station is in dire need of rebuilding, however the cost of this is substantial. A grant program has been identified that could help supplement the project costs potentially allowing for completion in 2024.

Priorities for 2024

Lagoons

Exploring solutions to extend the lifespan of our lagoons, aiming for more efficient waste breakdown to reduce the frequency of cleanouts.

Maintenance

Conducting research on products and systems to enhance preventative maintenance.

Level of Service

Research and develop to determine the appropriate level of service for hamlets that addresses community concerns will begin in 2024.

Operating Budget -Hamlets

Water	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Sales of Goods & Services	70,000	100,800	30,800	1
Total Revenue	70,000	100,800	30,800	
Expenses				
Transfer to Reserve	70,000	100,800	5,000	2
Total Expense	70,000	100,800	5,000	
Net Tax Levy	-	-	-	25,800


Note 1: Revenue based on actual forecast.

Note 2: Transfers match the revenue received to pay West End Truck Fill loan.

Sewer	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Sales of Goods & Services	24,000	25,000	1,000	
Total Revenue	24,000	25,000	1,000	
Expenses				
Benefits	4,274	3,569	(705)	
Contracted Services	12,000	10,000	(2,000)	
Insurance	925	1,000	75	
Repairs & Maintenance	-	-	-	
Salaries & Wages	21,369	21,293	(76)	
Supplies & Materials	29,350	1,500	(27,850)	1
Utilities	10,100	9,000	(1,100)	
Transfers to Reserve	-	100,000	100,000	2
Total Expense	78,018	146,362	68,344	
Net Tax Levy	54,018	121,362	67,344	

Note 1: \$7,000 for pump and removal of \$20,000 for Bruce computer upgrade completed.

Note 2: Sewer pipe replacement in Kinsella and Bruce as pipe infrastructure is aging.



2024 **PROPOSED DIVISIONAL OPERATING BUDGETS**

Infrastructure Services

Community Services

Corporate Services

Office of the CAO

Community Services



The Community Services division collaboratively strives to improve the quality of life for the citizens of Beaver County. Division highlights include...



Communications Core Functions

External Communication & Engagement	Digital Presence & Information Dissemination	Internal Communications
<ul style="list-style-type: none"> ❖ Public Relations ❖ Crisis Communication ❖ Media Relations ❖ Social Media Management ❖ Marketing ❖ Publications ❖ Community Engagement 	<ul style="list-style-type: none"> ❖ Social Media Management ❖ Website Management ❖ Content Creation ❖ Branding ❖ Public Relations 	<ul style="list-style-type: none"> ❖ Internal Communications ❖ Employee Engagement

Advancing Quality of Life

Communications

Serving you better

Communications Resource

One of the recommendations of the Corporate Governance Review suggested that the County determine resources to improve communications both externally and internally. The County was able to fill a much-needed communications position in the spring of 2023.

Chronicle Partnership

In 2023, the County assumed responsibility for designing and formatting the County-funded section in the Chronicle. Additionally, Administration is actively working on establishing a regional partnership with the Chronicle to expand advertising space, aiming to enhance regional communication.

Website Improvements

The website was revamped, including a redesign, content audit, and navigation enhancements to create a more user-friendly experience.

E-mail Newsletter

An e-mail newsletter has been introduced to enable more efficient communication with those subscribed. Anyone can sign up to receive weekly County updates.

Communications Plan & Policy

A Communications Plan and Policy has been created to establish guidelines for when, how, and what the County communicates.

Customer Service Policy

The Customer Service Policy and internal guidelines were developed and will be implemented by the end of 2023.

Addressing Challenges

Social Media Management

With multiple social media platforms, it is a challenge to keep up with posting and monitoring across all of them. In 2024, we aim to streamline this process by implementing a social media management tool. This will

enhance our engagement through this channel.

Website development

The County has had to work through various challenges regarding website development and hosting. As the County looks to increase communication with residents there is an increased need to ensure accessibility and functionality.

Opportunities for Improvement

Increased Social Media Presence

Utilizing a Social Media Management tool will enhance the County's engagement through this channel.

Delivering on Priorities in 2024

Branding

Brand guidelines will be developed to maintain visual consistency across the organization. Additionally, we'll be introducing templates for both external and internal documents to ensure a unified and professional look.

Plan and Policy Review

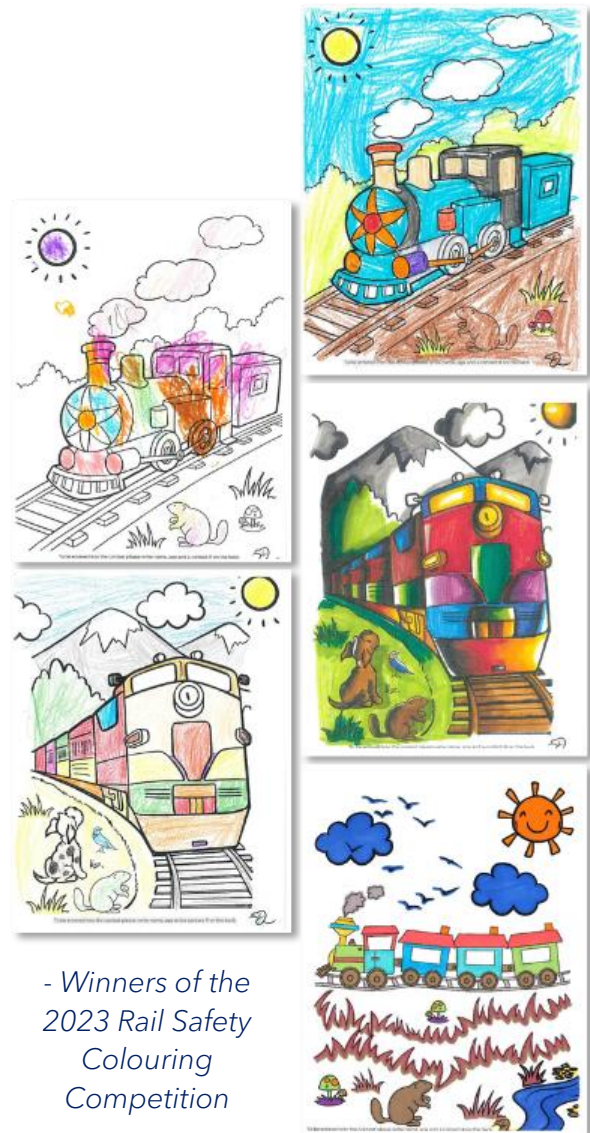
Review of implementation of the Communications Plan, Policy, and Customer Service Policy will be completed internally on a semi-annual basis to ensure that objectives are being met.

Email Newsletter

The County will strive to increase the number of subscribers to expand the ability for the County to deliver information to the public swiftly.

Community Engagement Process

Administration will research and develop a community-focused process for public participation in policy matters. This process aims to consider both County and Community needs for more inclusive and comprehensive decision-making.



- Winners of the
2023 Rail Safety
Colouring
Competition

Operating Budget - Communications

Communications	2023 Budget	2024 Budget	\$ Change	Notes
Expenses				
Benefits	-	18,169	18,169	
Advertising and Promo	-	87,500	87,500	1
Department Resources	-	105,170	105,170	
Special Events	-	3,000	3,000	
Supplies	-	2,500	2,500	
Total Expense	-	216,339	216,339	
Net Tax Levy	-	216,339	216,339	

Note 1: Advertising and promotion moved from Administration budget. Chronicle advertising increased (\$16,900).

Community Services Core Functions

Community Organizations	Scholarships	Rural Living
❖ Collaborating with diverse community organizations for grant applications	❖ Offering support for scholarship and landowner opportunity applications	❖ Exploring methods to improve rural community living.

Advancing Quality of Life

Community Services

Serving you better

Relationship with CN

Administration initiated monthly meetings with CN engineering and public relations departments to increase communication and address items of mutual concern.

Building Relationships with School Boards

Regular meetings with school trustees and representatives have been re-initiated to strengthen communication channels.

Community Engagement

The County actively engages in local community events annually, taking part in five parades.

Event Calendar

A new community events calendar has been introduced on the website to help promote and share local events.

Community Adult Learning Program (CALP)

Beaver County is the host of the CALP program.

Addressing Challenges

Relationship with CN

Navigating communication within a large organization can sometimes be complex, and it might not always effectively meet the identified needs.

Events

Information received from community organizations regarding events does not always come in a timely manner, or with complete information. This means administration struggle to ensure that all event information is updated and current in the website Event Calendar.

Opportunities for Improvement

Community Events

Work on internal process for event preparation and distinguish between the types of events that the County attends - Council invited vs. community event.

Grants & Scholarships

Creation of a 'Community Opportunities' brochure that highlights available funding that the County provides.

Delivering on Priorities in 2024

Building Relationships with School Boards

Continue to build on existing relationships with local School Boards.

County Living Strategy

The development of an Urban/Rural Living Strategy through a regional approach could encourage growth and attraction to the community. The County has the opportunity to focus on its rural living advantages by partnering with County businesses and positioning itself to concentrate efforts on marketing and promotion of its industrial parks.

Viability Study of Hamlets and Subdivisions

There is a need to review existing services within the hamlets and subdivisions, to ensure that the County is cost effectively delivering services to meet the needs of the residents in the area.

Events

Attendance at Community events is an important part of supporting the local communities and their initiatives. To do this more efficiently, there is a need to streamline internal procedures for event preparation and attendance.

Water Management Strategy

Work with Council to identify priorities for water management and begin the process of developing a strategy.



- Council and members of Administration attended Holden Farmers Day

Operating Budget - Community Services

Family Community Support Services	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
N/A			-	
Total Revenue	-	-	-	
Expenses				
Benefits	-	-	-	
Grants & Contributions	136,260	145,489	9,229	1
Salaries & Wages	1,800	1,500	(300)	
Total Expense	138,060	146,989	8,929	
Net Tax Levy	138,060	146,989	8,929	

Note 1: Increase in Viking FCSS for 2024.

Recreation & Culture	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Sales of Goods & Services	2,500	-	(2,500)	1
Transfer from Reserve		200,000	200,000	2
Total Revenue	2,500	-	(2,500)	
Expenses				
Salaries and Wages		17,204	17,204	
Contracted Services	5,000	-	(5,000)	
Grants & Contributions	262,411	1,067,026	804,615	3
Insurance	1,842	2,000	158	
Telecommunications	-	111	111	
Benefits	-	2,943	2,943	
Total Expense	269,253	1,089,284	802,827	
Net Tax Levy	266,753	1,089,284	805,327	

Note 1: Holden Paragon Theatre revenue unknown in 2024.

Note 2: Tofield Arena was funded through a combination of Claystone Grant and Claystone Reserve. \$300,000 was paid in 2022 and the remaining \$200,000 is funded from Claystone reserve will be paid in 2024.

Note 3: All shared service payments and grants moved from Campgrounds (formerly Parks and Rec). See grant listing under grant statement tab.

Enforcement & Emergency Management Core Functions

General Administration	Emergency Management	Municipal Bylaw Enforcement
<ul style="list-style-type: none">❖ Oversee the bylaw contract and ensure reporting is completed.	<ul style="list-style-type: none">❖ Collaborates with Beaver Emergency Services Commission (BESC)❖ Participate in regional emergency management planning and preparedness.	<ul style="list-style-type: none">❖ Land Use Bylaw compliance❖ Unsightly Premises Bylaw compliance and other relevant planning legislation or regulations❖ Animal Control Bylaw❖ Noise Bylaw

Advancing Quality of Life

Enforcement and Emergency Management

Serving you better

Regional Emergency Management Plan

Beaver Emergency Services Commission (BESC) has completed the Regional Emergency Management Plan. Significant strides have been taken in training County staff in ICS 100, 200 & 300, as well as actively involving them in planning exercises.

Bylaw Enforcement Contract

A contract has been established with a Bylaw Enforcement Officer who serves the entire County.

Addressing Challenges

Emergency Management Communications

Ensuring consistent communication between the Beaver Emergency Services Commission and participating municipalities during both incidents and non-emergent periods has posed challenges. It is anticipated that these challenges will be addressed more effectively

with the new Regional Emergency Management Plan in the future.

Bylaw Enforcement

The contracted Bylaw Enforcement Officer is only part-time and not in-house therefore is not always able to respond as quickly as residents would like. This means that there is more administration time required to relay incoming concerns.

Animal control calls are on the rise across the province and there are no current viable long-term solutions that address resident needs.

Opportunities for improvement

Regional Bylaw Enforcement

Explore Regional Bylaw Enforcement Services or mutual aid/rural aid service with neighbouring municipalities.

Rural Subdivision Fire Protection

Explore options for rural subdivision fire protection including partnerships with neighbouring municipalities and BESC.

Delivering on Priorities in 2024

Emergency Management Training

Continue to ensure municipal staff are trained and prepared to respond in the event of an emergency.



Operating Budget - Enforcement & Emergency Management

Police & Bylaw Enforcement	2023 Budget	2024 Budget	\$ Change	Notes
Fees & Charges	8,000	8,000	-	1
Sales of Goods & Services	-	-	-	
Total Revenue	8,000	8,000	-	
Expenses				
Benefits	-	-	-	
Contracted Services	639,131	484,000	(155,131)	2
Insurance	-	-	-	
Mileage & Subsistence	-	-	-	
Other Operating Expenses	-	-	-	
Professional Fees	20,000	10,000	(10,000)	3
Repairs & Maintenance	-	-	-	
Department Resources	114,732	-	(114,732)	4
Supplies & Materials	-	-	-	
Telecommunications	-	-	-	
Training & Development	-	-	-	
Transfer to Reserve	-	-	-	
Total Expense	773,863	494,000	- 279,863	
Net Tax Levy	765,863	486,000	- 279,863	

Note 1: Policing fines \$8,000, no change from 2023.

Note 2: Facility security contract in 2023 (\$200,000).

Note 3: Legal fees for enforcement.

Note 4: Removal of position from budget.

Beaver Emergency Services Commission	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Reserve	-	-	-	1
Total Revenue	-	-	-	
Expenses				
Grants & Contributions	1,028,981	1,028,981	-	2
Total Expense	1,028,981	1,028,981	-	
Net Tax Levy	1,028,981	1,028,981	-	

Note 1: BESC surplus removed.

Note 2: Based on 2023 budget. Unknown increase expected in 2024 requisition.

Health & Safety Core Functions

Corporate Health & Safety Program	Training and Preparedness	Data Management & Improvement
<ul style="list-style-type: none"> ❖ Health and safety policies and procedures. ❖ Monitoring workplace conditions to meet safety regulations. ❖ Managing and reporting workplace incidents, injuries, and near-misses. ❖ Ensuring compliance with all health and safety legislation. ❖ COR Audit 	<ul style="list-style-type: none"> ❖ Health & safety training. ❖ Emergency response plans. ❖ Conducting drills and exercises to ensure employees are ready for various emergencies. ❖ Maintaining workplace safety equipment. ❖ Identifying and mitigating workplace hazards. ❖ Promoting a culture of safety and well-being among staff. 	<ul style="list-style-type: none"> ❖ Collecting and analyzing internal health and safety data. ❖ Identifying areas for improvement. ❖ Developing strategies to enhance workplace safety. ❖ Reviewing and updating safety policies. ❖ Encouraging employees to provide feedback for improvements.

Advancing Quality of Life

Health & Safety

Serving you better

COR Audit

The County is proud to announce that it passed its COR safety audit in 2023, achieving a score of 91%. Having a dedicated H&S position ensured that all program elements were being completed in a timely manner with follow-up as needed.

Health & Safety Program

The alignment of the program has been improved, along with reporting procedures and follow-up. Increased communication of program elements has been beneficial in ensuring increased employee participation.

Security Upgrades

Security upgrades to County facilities took place in 2023 to address gaps within the

existing system and to ensure adequate protection of county resources.

Opportunities for Improvement

Security Upgrades

Monitor the security system to ensure that the upgrades are meeting the needs of the County and make modifications as necessary.

Delivering on Priorities in 2024

Security System

Implement an internal policy that outlines the use of the security system.

H&S Culture

Continue to build a strong and positive organizational culture regarding H&S through increased communication and program updates to address changing needs.

Planning & Development Core Functions

Planning Administration	Land Use Compliance	Planning Services
<ul style="list-style-type: none"> ❖ Provide information to ratepayers, ❖ MDP/LUB/IDP review amendments, ❖ Manage safety codes contract/audit services. 	<ul style="list-style-type: none"> ❖ Investigate complaints, ❖ Enforce Development conditions. 	<ul style="list-style-type: none"> ❖ Development permits ❖ Subdivision approvals ❖ Compliance certificates ❖ Zoning amendments ❖ Road closures/lease ❖ Land leases

Advancing Quality of Life

Planning and Development

Serving you better

MDP/LUB

The Land Use Bylaw (LUB)/Municipal Development Plan (MDP) Amendment Project was reactivated in 2023 with increased public engagement. The final documents will be presented to Council for approval after public feedback has been reviewed.

Intermunicipal Subdivision and Development Appeal Board (ISDAB)

The County is proud to be the managing partner for the ISDAB, which hears appeals of subdivision and development decisions for the County and in the towns and villages within the County. Costs for the Board are shared among all municipalities.

Addressing Challenges

MDP/LUB Project Challenges

Public concerns over land use planning in the Province, and Canada, have been a challenge. The County has had to navigate ways of communicating the proposed changes to the public so that concerns are addressed effectively.

Delivering on Priorities in 2024

Land Use Bylaw (LUB) and Municipal Development Plan (MDP) amendments

The updated LUB and MDP will encourage value-added development and streamline development processes for residents and businesses. It is anticipated that these documents will be finalized with Council in the first quarter of 2024.

Operating Budget - Planning & Development

Planning & Development	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Conditional Grants	100,000	-	(100,000)	1
Fees & Charges	28,000	28,000	-	
Other	72,120	65,000	(7,120)	
Sales of Goods & Services	18,959	19,500	541	2
Transfer from Reserve	37,789	-	(37,789)	3
Total Revenue	256,868	112,500	(144,368)	
Expenses				
Advertising & Promotions	5,000	-	(5,000)	
Benefits	16,119	17,577	1,458	
Contracted Services	44,000	43,000	(1,000)	
Grants & Contributions	-	-	-	
Insurance	-	-	-	
Mileage & Subsistence	2,100	805	(1,295)	
Other Operating Expenses	28,710	30,500	1,790	4
Professional Services	85,000	30,000	(55,000)	5
Rentals/ Leases/ Permits	1,350	1,350	-	
Repairs & Maintenance	-	-	-	
Department Resources	92,287	109,372	17,085	
Supplies & Materials	500	100	(400)	
Telecommunications	780	555	(225)	
Training & Development	1,000	-	(1,000)	
Transfer to Reserve	-	-	-	
Utilities	7,000	2,000	(5,000)	6
Total Expense	283,846	235,259	- 48,587	
Net Tax Levy	26,978	122,759	95,781	

Note 1: Claystone Waste Dividend used to fund the Economic Development Plan in 2023.


Note 2: Lease Revenue is being budgeted closer to actuals based on the allocation to departments.

Note 3: No reserve transfers planned for 2024.

Note 4: Shared tax for Viking Industrial Park, slight increase for 2024 based on 2023 actuals.

Note 5: Economic Development legal fees moved to Economic Development and Legislative Services.

Note 6: Budgeting closer to actuals.



2024 **PROPOSED DIVISIONAL OPERATING BUDGETS**

Infrastructure Services

Community Services

Corporate Services

Office of the CAO

Corporate Services

Core Functions

Accounting Services

- ❖ Debentures
- ❖ Investments
- ❖ A/R and A/P
- ❖ Utility billing
- ❖ Tangible Capital Assets
- ❖ Payroll, benefits and pension services
- ❖ Financial reporting
- ❖ Year-end audit liaison

Financial Services

- ❖ Operating and capital budgeting
- ❖ Reserve management
- ❖ Financial analyses and forecasting
- ❖ Long-range financial planning

Information Technology Services

- ❖ Liaison w/ IT contractor – hardware procurement, server management/back-up, advanced help desk function
- ❖ Basic IT helpdesk functions
- ❖ IT software procurement

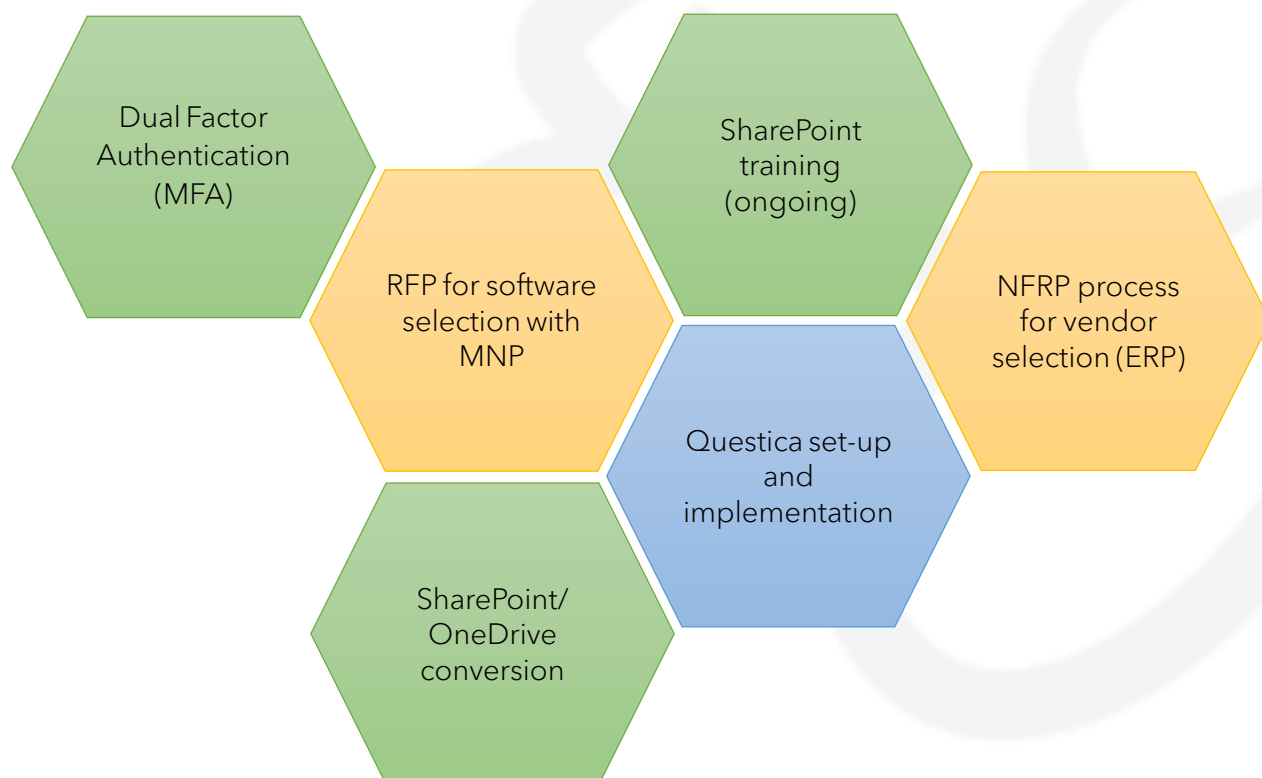
Service Management

- ❖ Customer service
- ❖ Corporate financial support
- ❖ Financial policy development
- ❖ Support and training on financial software

Tax and Assessment

- ❖ Tax notices, collection, and recovery
- ❖ Tax installment payment plan
- ❖ Annual inspections
- ❖ New property assessments
- ❖ Designated Industrial Property Assessments

2023 Projects Summary



Advancing Quality of Life

Corporate Services

Serving you better

Corporate Services Team

Under new leadership, the Corporate Services Team has begun to increase efficiencies and cohesiveness. The Team has introduced Teams/SharePoint to Beaver County staff with the goals of reducing duplicate work, a central storage filing structure, and reducing the need for paper supplies. In addition, the Corporate Services Team is undertaking a modernization of our existing ERP system to streamline processes. The Team is also looking to the future in succession planning within our team.

Records Management

With the implementation of dual factor authentication and Teams, County files are now more secure than ever. Beaver County will eventually outgrow the need for a server

in the IT room to store data. This will free up some funds to spend elsewhere on strategic priorities.

Successful Audit

The audit for 2022 Financial Statements was clean and no items were reported in the management letter.

Asset Retirement Obligation

With the 2023 Financial Statements, Beaver County is now required to report our Asset Retirement Obligation (ARO). Work has been done previously to determine the amount to record. This amount will show up on the audited 2023 Financial Statements. Audit files will be moved online for the 2024 year-end as Corporate Services begins digitalizing their file storage.

Budget Software Implementation

Questica budgeting software was selected and implemented for the 2024 budget preparation. The 2024 budget preparation will involve the first phase of this project which includes a clean-up of our existing chart of accounts, new departments based on the corporate plan, a three-year operating budget and a five-year capital budget plan. For the second phase and the 2025 budget preparation, we will use more tools in Questica as well as the 'promote' feature. With two years of data, the budgeting process will become more efficient with the ability to report on multiple years of data in one application.

Addressing Challenges

MSI grant changes to LGFF

Local Government Fiscal Framework (LGFF) will be replacing the MSI program in 2024. It is not known what this means for Beaver County. Assumptions have been made that status quo will be followed for the 2024 budget.

Inflationary Pressures

Inflation affecting labour and materials. The County is experiencing a 3.5-4% inflationary environment this calendar year. In looking at the financial environment going forward, this inflationary pressure should level off a bit in 2025 and beyond.

Insurance

Insurance costs have been jumping yearly by a minimum of 5%. The good news for Beaver County is that our GIC investments are returning over 5% which offsets this inflation.

Staffing

Many staff in the Corporate Services division have been with the County for a number of years. Training and retention are a priority in

the next few years to plan for knowledge retention and succession planning.

Enterprise Resource Planning (ERP) System

The ERP system selection and implementation will be a large project which will involve many staff hours in addition to a large time span. If a phased approach is chosen, the ERP implementation could span multiple years. This would work better for staff buy-in and help avoid staff burnout.

Opportunities for improvement

Records Management

With Teams/SharePoint, there is an opportunity to create digital documents for all backup and file storage. The new ERP system will also have document attachment capability so that there is one 'truth' that houses all information.

As everything will soon be cloud based, we may not require an in-house server going forward. This could save Beaver County 30,000 every 6-8 years.

Staffing

Cross-training and succession planning is an opportunity to keep and grow talent within the organization.

Strategic Financial Support

Higher analytics for Beaver County as needs arise. A modern ERP system along with Questica should allow us to report with less effort than our current system. This will save staff time to allow us to focus on other projects and efficiencies.

Financial Planning

Creating a long-term financial plan including use of reserve funds.

In-House IT

In-house IT staff would help with projects and day-to-day IT issues.

Delivering on Priorities in 2024

Records Management

Digitising Corporate Services files/ processes.

Software

ERP system modernization. The negotiated request for proposal process has been initiated by Beaver County. The original plan is to select an ERP vendor by February 2024 with the intent on beginning implementation starting May 2024. This project will require significant resources. Staff hours will be required for data integration, general ledger creation, and the creation of new forms.

Records Retention

Records retention project will be put on hold until after our ERP modernization project is complete. Corporate Services does not have the staff available for this project running in tandem with the ERP project.

Operating Budget - Corporate Services

Financial Services	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Other revenue	-	102,253	102,253	1
Total Revenue	-	102,253	102,253	
Expenses				
Benefits	-	55,257	55,257	
Mileage & Subsistence	-	2,000	2,000	
Professional Services	-	65,550	65,550	2
Rentals/ Leases/ Permits	-	500	500	
Contracted Services	-	33,640	33,640	3
Repairs & Maintenance	-	27,500	27,500	4
Salaries & Wages	-	330,509	330,509	
Taxes	-	14,500	14,500	5
Insurance	-	29,000	29,000	6
Telecommunications	-	21,776	21,776	7
Supplies and Materials	-	61,500	61,500	8
Transfer to Reserve	-	1,310,995	1,310,995	9
Allowance for doubtful accounts	-	100,000	100,000	10
Utilities	-	27,000	27,000	11
Interest and bank charges	-	107,753	107,753	12
Total Expense	-	2,187,480	2,187,480	
Net Tax Levy	-	2,187,480	2,187,480	

Note 1: Interest revenue from Beaver Foundation loan payment.

Note 2: Increase for audit and legal fees.

Note 3: Increase for caretaking contract and paper shredding.

Note 4: Equipment, vehicle and building repairs for service centre building.

Note 5: Taxes paid to Holden Drainage District.

Note 6: Insurance increase anticipated at 5%.

Note 7: Phone system, supernet and cellphone allowance increase.

Note 8: Computers, laptops, IT equipment, fuel for admin vehicles and building supplies.

Note 9: Interest income as per policy, IT server, aerial photos, photocopiers, farm polygon and islet lake stabilization levy.

Note 10: Allowance for doubtful unpaid accounts.

Note 11: Utilities for administration building.

Note 12: Bank charges for operations and interest on Beaver Foundation loan.

Operating Budget - Corporate Services

Tax & Assessment	2023 Budget	2024 Budget	\$ Change	Notes
Expenses				
Benefits	-	33,567	33,567	
Mileage & Subsistence	-	1,600	1,600	
Professional Service	-	2,000	2,000	
Contracted Services	-	5,750	5,750	1
Cancellation of Taxes	-	11,000	11,000	
Salaries & Wages	-	211,335	211,335	
Telecommunications	-	825	825	
Postage and Freight	-	15,000	15,000	4
Total Expense	-	281,077	281,077	
Net Tax Levy	-	281,077	281,077	

Note 1: Farmland polygon maintenance and assessor dues.

Note 2: Mailing of tax notices and office mail.


Information Technology	2023 Budget	2024 Budget	\$ Change	Notes
Expenses				
Department Resources	-	103,000	103,000	
Benefits	-	17,039	17,039	
Contracted Services	-	59,764	59,764	1
Supplies and Materials	-	25,000	25,000	2
Software	-	256,781	256,781	3
Telecommunications	-	1,200	1,200	
Total Expense	-	342,745	462,784	
Net Tax Levy	-	342,745	462,784	

Note 1: Information Technology support contract.

Note 2: Laptops, IT equipment replacement.

Note 3: Includes all yearly software subscriptions.

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2024 **PROPOSED DIVISIONAL OPERATING BUDGETS**

Infrastructure Services

Community Services

Corporate Services

Office of the CAO

Office of the Chief Administrative Officer (CAO)

Core Functions

Executive Team

- ❖ Executive Leadership Team mentorship
- ❖ Corporate project management
- ❖ Workforce culture & development
- ❖ Regional partnerships
- ❖ Council advisory role

Legislative Services

- ❖ Council support
- ❖ Meeting support
- ❖ Policy & bylaw development
- ❖ Records management
- ❖ Elections
- ❖ Subdivision and Development Appeal Board support
- ❖ Assessment Review Board support
- ❖ FOIP training & administration

Human Resources

- ❖ Recruiting & onboarding
- ❖ Succession planning
- ❖ Training & professional development
- ❖ Performance development & conflict resolution
- ❖ Collective bargaining
- ❖ Compensation & benefits
- ❖ Job descriptions

Corporate Planning

- ❖ Strategic planning
- ❖ Corporate planning
- ❖ Business planning & priority alignment
- ❖ Project management

Economic Development

- ❖ Business Attraction and Retention
- ❖ Entrepreneurship and Innovation Support
- ❖ Economic Diversification
- ❖ Partnership Building

Advancing Quality of Life

Office of the CAO

Serving you better

Governance and Priorities Committee

The Governance and Priorities Committee continues to enhance the decision-making process through its review of critical policies, bylaws, and emerging issues. Committee meetings enable a thorough review of information needed to make informed decisions.

Regional CAO Meetings

Regularly scheduled meetings among the CAO's of Beaver County, the Towns of Tofield and Viking, and the Villages of Ryley and Holden serve as a platform to address shared community needs, explore potential cost-sharing initiatives, and strategically plan for collective progress. These meetings significantly bolster intermunicipal collaboration within the region.

Mentorship for Senior Leadership

A mentorship system supports the General Manager positions. The Executive Leadership Team focuses on leading business units in alignment with corporate goals and strategies. With senior leadership guiding the organization at this level, the CAO has more capacity to power a forward-thinking vision for the County.

Economic Development

An Economic Development Advisory Committee (EDAC) was established in 2023, consisting of 2 Councillors and up to 6 public-at-large members. One of the Committee's first tasks was to implement action items from the Economic Development Plan. The 2024 budget

includes funds for the Committee to move forward with implementing the strategies.

Equity Industrial Park (EIP) Feasibility Overview

The EIP Feasibility Overview was developed by Administration to facilitate decision-making regarding the park's future. Council recently approved funding to update the EIP Area Structure Plan in 2024, as well as a wetlands review, geotechnical/environmental reports, and development of a levy model for servicing.

Communications

A communications survey with the public was completed in Spring 2023. Administration immediately acted on the results and launched an e-newsletter, for residents to receive County news in their inboxes. Council recently approved an External Communications Plan and Policy which outline Council's core values ensure that County citizens feel heard and are treated fairly, and for Council and administration to be accessible and transparent (within the restrictions of privacy legislation).

Corporate Priority Planning

Administration worked diligently in 2023 to complete Year 1 projects identified in the 2023-2026 Corporate Business Plan. Progress is shown in the Strategic Guidance section of this document.

Council Advocacy

After the 2023 Provincial Government election in May, Council actively engaged with more than ten MLAs and Cabinet Ministers to discuss its strategic plan, future economic development, and specific issues. Council prioritizes consistent visits to strengthen relationships with different Government departments and their key staff members.

Council values its relationships with the local school boards and the regional service boards and will strive to meet with each on issues of common interest.

Addressing challenges

Organizational Transition

Since the corporate review, the organization has undergone many changes, including culture adjustments and restructuring of positions. These transitions can be hard on employees, and not everyone adjusts quickly. Restructuring the workforce has created efficiencies but has also identified some gaps within the organization. The focus now will be on allocating resources to ensure the organization has a stronger workforce and the required level of resources for sustainable services.

A Changing Workplace Culture

It was identified that there is a significant gap between Public Works employees who primarily work outside the office and those who work inside in the office, which is not unusual. Administration continues to work on closing this gap. County staff engaged in a large team building event in the summer and an event is also planned for the winter. Regular staff meetings focus on specific topics for discussion to grow and develop the workforce.

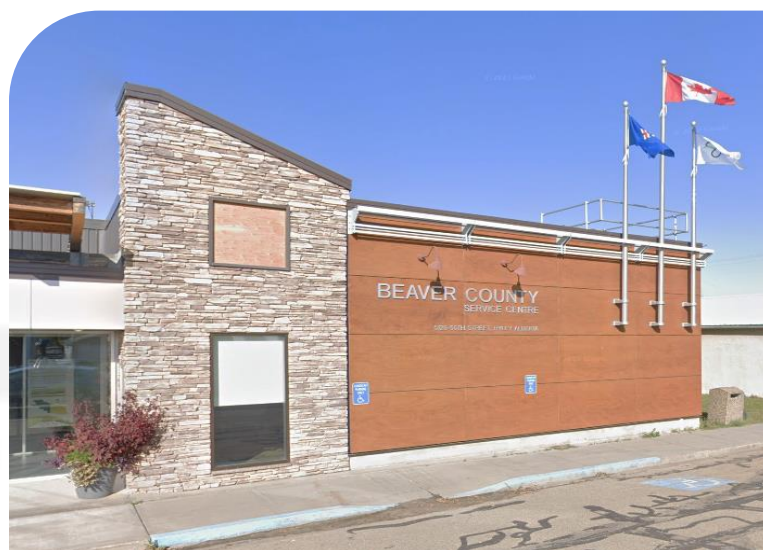
Staff Attraction and Retention

Several administrative functions are not adequately staffed. However, Administration is having a difficult time retaining qualified candidates willing to live rural or commute to a rural office location. With the resurgence of the oil and gas industry, the County is now in competition with a larger pool of employers for staff.

Opportunities for improvement

Data Tracking and Information Sharing

The County needs a solution to track trends and analyze data to be more efficient in operations. Tracking data will also allow Administration to have more information to create better policies for Council's decision-making process. Tracking would enable the County to utilize data to share, build relationships and trust, and enhance communication with Council and the public.



- Beaver County Service Centre, Ryley

Succession Planning and Cross Training

Succession planning and cross training will be critical in preparing the County for future change and ensuring that strong leaders are in place. While building staff capacity in an understaffed environment can be difficult, Administration recognizes succession planning and cross training as a critical step to fostering sustainable service delivery. In 2023, Council approved two key policies to facilitate performance development and recruit qualified staff. The 2024 budget includes resources to begin succession planning.

Delivering on Priorities in 2024

Records Management

Examining the County's records management process will improve practices and progress the organization toward modern electronic records management. Moving towards web-based records management software would allow the County to access records from anywhere at any time and increase productivity. Electronic files also allow Administration to keep historical documents, improve organization and save on storage space. Records management is a large project and administration has just touched the surface. This project will require dedicated resources to implement in a timely manner, likely following the Corporate Services Team's Enterprise Resource Planning (ERP) project.

Corporate Project Management and Targets

In 2023, the CAO set annual targets through the Corporate Plan. Departments can now balance their regular work with corporate priorities in a manageable manner. This type of corporate project management allows the County to achieve Council's goals and move the community forward while balancing

workloads. Administration has already completed many tasks in the plan and continue to work through them.

Policy Review Project

The County's policy review is well underway and on target. Over 75 policies were reviewed or newly developed, with the majority being the human resources policies. Already, this is bringing direction to the organization and streamlining various processes. Work will continue at a steady pace with roughly 67 more policies to be reviewed in 2024.

Bylaw Review Project

All the County's bylaws have been inventoried and assessed for relevance. A large number of redundant bylaws were repealed in 2023. In 2024, the balance of bylaws will be reviewed and prioritized for review and amendment, if necessary.

Workforce Development

In 2024, the County will be resourcing for the human resources function in order to implement the recommendations from the Human Resources Strategy Review, assist senior management with staff performance development and succession planning.

Operating Budget - Office of the CAO

Department Resources	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Conditional Grants	560,658	-	(560,658)	1
Debentures	-	-	-	2
Fees & Charges	110,000	112,000	2,000	
Other Revenue	516,100	1,402,033	885,933	3
Sales of Goods & Services	21,956	17,420	(4,536)	
Transfers from Reserves	-	-	-	
Total Revenue	1,208,714	1,531,453	322,739	
Expenses				
Advertising & Printing	50,000	-	(50,000)	4
Benefits	305,056	199,626	(105,430)	5
Contracted Services	38,940	64,145	25,205	6
Debentures	-	-	-	
Grants & Contributions	150,201	-	(150,201)	7
Insurance	25,500	-	(25,500)	8
Mileage & Subsistence	15,000	10,305	(4,695)	
Other Operating Expenses	44,089	-	(44,089)	9
Professional Services	303,000	15,000	(288,000)	10
Rentals/ Leases/ Permits	3,000	-	(3,000)	
Repairs & Maintenance	287,750	-	(287,750)	11
Salaries & Wages	1,438,168	1,181,686	(256,482)	12
IT Software	-	-	-	
Supplies & Materials	84,500	-	(84,500)	13
Telecommunications	29,780	8,075	(21,705)	14
Training & Development	60,000	-	(60,000)	15
Transfer to Reserve	584,000	-	(584,000)	16
Utilities	25,000	-	(25,000)	17
Total Expense	3,443,984	1,478,838	- 1,965,146	
Net Tax Levy	2,235,270	- 52,615	- 2,287,885	

Notes on next page.

2024 Proposed Office of the CAO Budget Notes

- Note 1:** Grants allocated to other departments per grant statement tab.
- Note 2:** Debenture interest revenue and expense moved to Financial Services.
- Note 3:** Increasing rate of return on investments from \$350,000 to \$1,265,000.
- Note 4:** Advertising and printing moved to Communications and has increased due to budget restructuring.
- Note 5:** Various salaries moved to other departments based on budget restructuring.
- Note 6:** \$32,500 budgeted for building repairs and increase for dues and fees.
- Note 7:** Community grants moved to Culture, full grant listing under grant statement tab.
- Note 8:** Insurance moved to Financial Services.
- Note 9:** Operating expenses moved to corresponding departments based on corporate plan.
- Note 10:** Audit fees, accounting software costs moved to Financial Services. Reduction for consulting fees for HR review project which is now complete. Professional fees for legislative services.
- Note 11:** IT support and software moved to Information Technology.
- Note 12:** Various salaries moved to other departments based on budget restructuring.
- Note 13:** Supplies and materials moved to other departments based on budget restructuring.
- Note 14:** Telecommunications allocated by staff member to respective department.
- Note 15:** Training and development moved to Human Resources.
- Note 16:** Investment income transfer moved to Financial Services.
- Note 17:** Utilities moved to Financial Services.

Operating Budget - Office of the CAO Continued

Economic Development	2023 Budget	2024 Budget	\$ Change	Notes
Revenue				
Transfers from Reserve	-	150,000	150,000	1
Total Revenue	-	150,000	150,000	
Expenses				
Benefits	-	13,751	13,751	
Advertising and Promotic	-	10,000	10,000	2
Contracted Services	-	150,000	150,000	3
Travel and Subsistence	-	20,000	20,000	4
Professional Fees	-	10,000	10,000	5
Department Resources	-	90,000	90,000	
Dues and Fees	-	5,000	5,000	6
Total Expense	-	298,751	298,751	
Net Tax Levy	-	298,751	298,751	

Note 1: \$150,000 of the original \$200,000 approved by Council for projects in 2023

Note 2: Economic Development Advisory Committee expenses (new committee).

Note 3: Levy model introduction, wetland report and geo-tech reports for Equity Industrial Park.

Note 4: Mileage and travel expenses for marketing / awareness campaigns.

Note 5: Increase anticipated for legal fees on offers to purchase.

Note 6: Conference registration for EDAC.

Human Resources	2023 Budget	2024 Budget	\$ Change	Notes
Expenses				
Benefits	-	18,873	18,873	
Advertising and Promotion	-	5,000	5,000	1
Rental Expense	-	5,000	5,000	2
Professional Fees	-	20,000	20,000	3
Department Resources	-	120,800	120,800	
Training & Development	-	39,700	39,700	4
Telecommunications	-	444	444	
Special Events	-	12,000	12,000	5
Total Expense	-	221,817	221,817	
Net Tax Levy	-	221,817	221,817	

Note 1: Recruiting costs.

Note 2: Rental expenses for team building activities.

Note 3: Legal fees moved from Administration budget and dispersed into respected departments.

Note 4: All professional development costs moved to Human Resources budget.

Note 5: Employee recognition program and team building events.

Operating Budget - Elected Officials

		2023 Budget	2024 Budget	\$ Change	Notes
Revenue					
	N/A	-	-	-	
Total Revenue		-	-	-	
Expenses					
Benefits		42,700	43,600	900	
Mileage & Subsistence		55,500	62,600	7,100	1
Salaries & Wages		215,000	209,000	(6,000)	2
Supplies & Materials		2,000	3,975	1,975	
Telecommunications		9,150	9,150	-	
Training & Development		17,500	25,585	8,085	
Total Expense		341,850	353,910	12,060	
Net Tax Levy		341,850	353,910	12,060	

Note 1: Budgeting closer to actuals based on analysis of 2023. Increase in travel for additional committees and functions.

Note 2: Budgeting closer to actuals based on analysis and planned 2024 meetings.

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2024 **PROPOSED CAPITAL BUDGET**

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Department Project ID and Name	Total Project Cost	Funding Source						Net Tax Contribution
		LGFF	CCBF	Claystone Dividend	Claystone Reserve	Municipal Reserve	Other	
Financial Services								
ERP System	300,000					266,000	34,000	-
Sub-Total Financial Service	300,000	-	-	-	-	266,000	34,000	-
Agriculture								
Wood chipper and mower	70,000					70,000		-
Sub-Total Agriculture Services	70,000	-	-	-	-	70,000	-	-
Recreation & Parks								
Camp Lake Electrical Upgrades and outhouse	337,500					200,000	95,000	42,500
Black Nugget outhouse, boiler and general	62,500						60,000	2,500
Sub-Total Recreation & Parks	400,000	-	-	-	-	200,000	155,000	45,000
Infrastructure - Road Construction								
Terra-Cem - 10.67 Miles)	2,832,987	716,987	350,000	1,325,000	-	441,000		-
Rechip (6 Miles)	360,000	37,013			-	230,000		92,987
Fogging (10 miles)	180,000				-			180,000
Shoulder Pull Program	200,000			-				200,000
Bridge Maintenance/Replacement	1,300,000					850,000	450,000	-
Pavement Overlays	1,500,000					1,500,000		
Infrastructure - vehicles and equipment								
Note 1 Vehicles	230,000					230,000		-
Note 2 Maintenance equipment	235,000	61,000				174,000		-
Note 3 Gravel Haul replacement	280,000	280,000						-
Reclaimer	1,300,000					1,300,000		-
Patrol Graders	2,068,000					805,000		1,263,000
Infrastructure - Buildings								
Note 4 Building improvements	205,000					205,000		-
Sub-total Transportation & Utilities	10,690,987	1,095,000	350,000	1,325,000	-	5,735,000	450,000	1,735,987
Total Capital Spending	11,460,987	1,095,000	350,000	1,325,000	-	6,271,000	639,000	1,780,987

Note 1: Light truck replacement.

Note 2: 1T cab chassis (\$75,000), Backhoe trailer replace (\$110,000), Snow plow repairs (\$35,000), Misc equipment (\$15,000).

Note 3: Highway Tractor Trailer replacement (\$220,000), Travel Trailer refurbish (\$60,000).

Note 4: Air exchange for welding bay (\$150,000), Fence at Viking (\$40,000), Doors (\$5,000), Shop roof (\$10,000).

