

MEMORANDUM

To: Stettler Town Council
From: Administration
Date: December 13, 2022
Re: 2023 – 2025 Interim Operating Budget

2023-2025 proposed budget summary:

- Proposed **Municipal Tax - 4% increase** (\$240,362 Tax / \$27,375 Growth)
- Proposed **Water Rate - \$0.0777m³ Increase (\$2.8977)** (\$45,843)
- Proposed **Sewer Rate - \$0.25 increase (\$23.00)** (\$6,425)
- Proposed **Garbage Rate - \$0.25 Increase (\$24.00)** (\$6,720)
- Proposed **Recycling Rate - \$0.25 Increase (\$6.75)** (\$6,600)
- Proposed Financial Impact on Average Residential Customer (**municipal only**) – 3.11%

What is the result on “Available for Capital” from a proposed tax increase.....

2023 Interim Budget Summary													
Tax Percentage Scenarios (Available for Capital)													
Budget	2022 Water	\$2.82		2022 Sewer	\$22.75								
Assumptions:	2023 Water	\$2.8977		2023 Sewer	\$23.00								
	2024 Water	\$2.9143		2024 Sewer	\$23.25								
	2025 Water	\$2.9107		2025 Sewer	\$23.50								
	2022 Waste	\$23.75		2022 Recycle	\$6.50								
	2023 Waste	\$24.00		2023 Recycle	\$6.75								
	2024 Waste	\$24.25		2024 Recycle	\$7.00								
	2025 Waste	\$24.50		2025 Recycle	\$7.25								

2023 Tax Percentage (%) Increase	2021 Budget - Available for Capital	2022 Budget - Available for Capital	2023 Budget - Available for Capital	Difference - 2023 - 2022	2023 Budget - Total Tax Collected	2024 Budget - Total Tax Collected	2025 Budget - Total Tax Collected	2023 Budget - Sample Property Increase	2023 Budget - Sample Property Percentage (%)	2024 Budget - Available for Capital (based on 3% tax increase in 2024)	2025 Budget - Available for Capital (based on 3% tax increase in 2025)
0.0	\$743,463	\$699,571	\$411,756	-\$287,815	\$6,036,424	\$6,268,067	\$6,534,809	\$24.85	0.78%	\$631,123	\$746,757
0.5	\$743,463	\$699,571	\$441,801	-\$257,770	\$6,066,469	\$6,299,013	\$6,566,684	\$34.13	1.07%	\$662,070	\$778,632
1.0	\$743,463	\$699,571	\$471,846	-\$227,725	\$6,096,515	\$6,329,960	\$6,598,559	\$43.41	1.36%	\$693,017	\$810,507
1.5	\$743,463	\$699,571	\$501,891	-\$197,680	\$6,126,560	\$6,360,907	\$6,630,434	\$52.69	1.65%	\$723,964	\$842,382
2.0	\$743,463	\$699,571	\$531,936	-\$167,635	\$6,156,605	\$6,391,853	\$6,662,309	\$61.97	1.94%	\$754,911	\$874,257
2.5	\$743,463	\$699,571	\$561,981	-\$137,590	\$6,186,650	\$6,422,800	\$6,694,184	\$71.25	2.24%	\$785,858	\$906,132
3.0	\$743,463	\$699,571	\$592,026	-\$107,545	\$6,216,696	\$6,453,746	\$6,726,059	\$80.53	2.53%	\$816,805	\$938,007
3.5	\$743,463	\$699,571	\$622,071	-\$77,500	\$6,246,741	\$6,484,693	\$6,757,934	\$89.81	2.82%	\$847,752	\$969,882
4.0	\$743,463	\$699,571	\$652,118	-\$47,453	\$6,276,786	\$6,515,640	\$6,789,809	\$99.09	3.11%	\$878,696	\$1,001,757
4.5	\$743,463	\$699,571	\$682,163	-\$17,408	\$6,306,831	\$6,546,586	\$6,821,684	\$108.37	3.40%	\$909,643	\$1,033,632
5.0	\$743,463	\$699,571	\$712,208	\$12,637	\$6,336,877	\$6,577,533	\$6,853,559	\$117.65	3.69%	\$940,590	\$1,065,507
5.5	\$743,463	\$699,571	\$742,253	\$42,682	\$6,366,922	\$6,608,479	\$6,885,434	\$126.93	3.98%	\$971,537	\$1,097,382
6.0	\$743,463	\$699,571	\$772,298	\$72,727	\$6,396,967	\$6,639,426	\$6,917,309	\$136.21	4.27%	\$1,002,484	\$1,129,257
6.5	\$743,463	\$699,571	\$802,343	\$102,772	\$6,427,012	\$6,670,373	\$6,949,184	\$145.49	4.56%	\$1,033,431	\$1,161,132
7.0	\$743,463	\$699,571	\$832,388	\$132,817	\$6,457,057	\$6,701,319	\$6,981,059	\$154.77	4.86%	\$1,064,378	\$1,193,007
7.5	\$743,463	\$699,571	\$862,433	\$162,862	\$6,487,103	\$6,732,266	\$7,012,934	\$164.05	5.15%	\$1,095,325	\$1,224,882
8.0	\$743,463	\$699,571	\$892,478	\$192,907	\$6,517,148	\$6,763,212	\$7,044,809	\$173.33	5.44%	\$1,126,272	\$1,256,757
8.5	\$743,463	\$699,571	\$922,523	\$222,952	\$6,547,193	\$6,794,159	\$7,076,684	\$182.61	5.73%	\$1,157,219	\$1,288,632
9.0	\$743,463	\$699,571	\$952,568	\$252,997	\$6,577,238	\$6,825,106	\$7,108,559	\$191.89	6.02%	\$1,188,166	\$1,320,507
9.5	\$743,463	\$699,571	\$982,613	\$283,042	\$6,607,284	\$6,856,052	\$7,140,434	\$201.17	6.31%	\$1,219,113	\$1,352,382
10.0	\$743,463	\$699,571	\$1,012,658	\$313,087	\$6,637,329	\$6,886,999	\$7,172,309	\$210.45	6.60%	\$1,250,060	\$1,384,257

A snap shot of the 2023 Interim Budget.....

Town of Stettler						
2023 Major Budget Changes from 2022.						
4% - Tax Increase / Utility Increase to Water - \$0.0777(Town), Regional Water - \$0.1106 & \$0.0999, Sewer - \$0.25, Waste - \$0.25 and Recycling - \$0.25						
Revenues						
% Change	Difference from 2023 Budget to 2022 Budget	2023 Interim Operating Budget	2022 Operating Budget - May 2022 (not include \$1,108,000 Operating Capital Budget)	2021 Operating Budget - May 2021 (not include \$645,000 Operating Capital Budget)	2020 Post COVID (Tax Budget - May 2020)	
5.23%	\$1,000,905	\$20,132,194	\$19,131,289	\$18,850,681	\$18,240,375	
Expenses						
% Change	Difference from 2023 Budget to 2022 Budget	2023 Interim Operating Budget	2022 Operating Budget - May 2022 (not include \$1,108,000 Operating Capital Budget)	2021 Operating Budget - May 2021 (not include \$645,000 Operating Capital Budget)	2020 Post COVID - Tax Budget - May 2020	
5.69%	\$1,048,358	\$19,480,076	\$18,431,718	\$18,107,218	\$17,691,128	
Amount Available for Capital						
% Change	Difference from 2023 Budget to 2022 Budget	2023 Interim Operating Budget	2022 Operating Budget - May 2022 (not include \$1,103,000 Operating Capital Budget)	2021 Operating Budget - May 2021 (not include \$645,000 Operating Capital Budget)	2020 Post COVID - Tax Budget - May 2020	
-6.78%	-\$47,453	\$652,118	\$699,571	\$743,463	\$549,247	
2020 Post Covid (May 2020)						
Revenues	Difference (negative = loss)	2023	2022	2021	2020 Post Covid (May 2020)	
Taxes (Municipal)	\$266,098	\$6,276,786	\$6,010,688	\$5,992,775	\$5,946,200	
Alberta School Foundation Fund (ASF)	\$58,801	\$2,452,603	\$2,393,802	\$2,319,539	\$2,327,097	
RCMP (Transfer from Reserves)	\$250,000	\$250,000	\$0	\$0	\$0	
School Resource Officer (SRO)	\$21,446	\$104,802	\$83,356	\$28,917	\$0	
Water - Town	\$48,503	\$2,011,231	\$1,962,728	\$1,961,648	\$1,879,608	
Water - Regional	\$80,275	\$1,150,275	\$1,070,000	\$1,070,000	\$1,070,000	
Sewer	\$38,368	\$927,049	\$888,681	\$888,681	\$855,943	
Waste	\$8,145	\$645,120	\$636,975	\$634,980	\$623,438	
Recycling	\$6,990	\$178,200	\$171,210	\$170,664	\$168,870	
Franchise Fee (Gas)	\$151,030	\$1,216,030	\$1,065,000	\$1,002,950	\$936,000	
Franchise Fee (Power)	-\$41,000	\$764,000	\$805,000	\$727,000	\$712,000	
SRC - Tournament Fees	\$23,924	\$23,924	\$0	\$7,750	\$6,000	
SRC - Pool	\$12,500	\$271,500	\$259,000	\$188,950	\$142,375	
County - Recreation Agreement	\$12,800	\$452,400	\$439,600	\$431,500	\$431,500	
County - Fire Agreement	\$59,322	\$449,390	\$390,068	\$384,459	\$337,789	
Total Revenue Changes	\$997,202					
Expenses	Difference (negative = reduction)	2023	2022	2021	2020 Post Covid (May 2020)	
Labour	\$159,320	\$6,456,890	\$6,297,570	\$6,225,520	\$6,209,960	
RCMP Contract	\$332,353	\$1,419,564	\$1,087,211	\$1,080,481	\$956,072	
Natural Gas	\$105,800	\$342,716	\$236,916	\$201,464	\$185,396	
Promo - Town Life x 2 / Trade Show	\$5,500	\$30,500	\$25,000	\$25,000	\$25,000	
Power	-\$15,282	\$953,073	\$968,355	\$830,097	\$861,757	
Transportation - Safety Supplies	\$5,000	\$5,000	\$0	\$0	\$0	
Airport - Building Repairs	\$4,000	\$5,000	\$1,000	\$5,000	\$1,000	
Fire Fighter Services - Fire Hall - \$8,986 / Fire Equipment - \$6,625 / Fire Regional Unit - \$665	\$16,276	\$933,540	\$917,264	\$894,059	\$889,028	
Water Supply & Distribution - Repairs-\$14,000/Ins-\$8,934/Chemicals-\$17,500/UT-\$19,913/Small Equipment Capital-\$25,000/Membrane Replace-\$50,000/Water Meters-\$5000	\$139,949	\$3,234,380	\$3,094,431	\$3,078,025	\$3,095,880	
Facilities - Canada Day Fireworks - \$3,500/SRC Arena (UT, Ins, plant repairs)-\$69,462/Pool Facility (UT) - \$40,751/ Pool Programs (misc) - \$750	\$114,387	\$2,622,035	\$2,507,648	\$2,375,397	\$2,431,270	
SWMA Requisition	\$17,856	\$422,592	\$404,736	\$386,880	\$386,880	
Waste Collection	\$12,129	\$193,969	\$181,840	\$173,424	\$171,624	
Recycling Collection	\$7,398	\$117,867	\$110,469	\$105,243	\$104,521	
Stettler Public Library	\$1,649	\$251,766	\$250,117	\$238,492	\$250,182	
Stettler Museum	-\$8,000	\$34,000	\$42,000	\$34,000	\$34,000	
Total Expense Changes	\$898,335					

Administration considers a 4% property tax increase, \$0.0777 Town water and \$0.25 utility (sewer, waste & recycling) rate increases included in the 2023 Interim Operating Budget necessary given

the ongoing current economic conditions and future obligations required in our community as we move forward from COVID19 and the past 3 years of 0% increases. This three-year forecast reflects Administration and Council's intent to be fiscally responsible and accountable to its residents while still maintaining a strong, healthy and sustainable community.

The 2023 – 2025 Operating Budget enables Council to sustain the current high level of public services, facilities and utilities for all Stettler residents, as well as continue to renew existing infrastructure.

Consideration of this 2023 – 2025 Interim Operating Budget "Memorandum" alone affords Council a broad perspective highlighting an estimated **\$16,803,406** million or **86.26%** of the entire **\$19,480,076** million dollars in expenditures included in this budget:

Total Operational Budget Summary Memo	2019 Budget	2020 Pre Covid - Dec 2019	2020 Post Covid - May 2020	2021 Budget	2022 Budget	2023	Difference (2023 Budget - 2022 Budget)	2024	2025
Amount available for capital	\$1,076,350	\$1,025,427	\$549,247	\$743,463	\$699,571	\$652,118	-\$47,453	\$878,696	\$1,001,757
Minor capital in operations	\$567,530	\$534,300	\$578,300	\$584,300	\$582,200	\$644,300	\$62,100	\$625,000	\$628,600
Insurance	\$168,156	\$171,510	\$175,250	\$200,887	\$210,920	\$245,841	\$34,921	\$250,758	\$255,773
Community Partners	\$2,139,179	\$2,245,370	\$2,152,559	\$2,226,381	\$2,290,077	\$2,419,581	\$129,504	\$2,391,343	\$2,462,425
Salaries and benefits - 0.05% increase	\$5,784,230	\$6,209,960	\$6,209,960	\$6,225,520	\$6,297,570	\$6,456,890	\$159,320	\$6,433,700	\$6,464,840
Labour Contingency	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Electricity (rate/MWh 2018 - \$58.29, 2019 & 2020 - \$53.10, 2021, 2022 & 2023 - \$43.92 (decrease of \$15,282 due to use)	\$904,920	\$861,757	\$838,489	\$830,097	\$968,355	\$953,073	-\$15,282	\$1,013,380	\$1,032,848
Natural Gas - 2018-2022 -\$2.67 / 2023-2026 - \$5.46 / Carbon Tax - 2023-\$3.29 - 2022 - \$2.63 / 2023 Budget Difference = Commodity Cost increase - \$84,580 + Carbon Tax increase = \$21,220 = \$105,800	\$180,134	\$185,396	\$179,822	\$201,464	\$236,916	\$342,716	\$105,800	\$364,957	\$388,241
Electricity and natural gas contingency	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture debt servicing	\$760,003	\$691,596	\$691,596	\$694,400	\$666,213	\$653,360	-\$12,853	\$612,830	\$571,400
Policing Contract - RCMP salary increase	\$956,072	\$1,080,481	\$1,080,481	\$1,087,211	\$1,087,211	\$1,419,564	\$332,353	\$1,419,564	\$1,443,912
Assessment Contract - 2023 - parcel 3080	\$81,855	\$81,989	\$81,989	\$82,123	\$83,794	\$83,930	\$136	\$85,609	\$85,748
Bylaw enforcement contract	\$155,627	\$159,518	\$159,518	\$163,506	\$166,367	\$167,594	\$1,227	\$171,783	\$176,076
Garbage collection contract - 2023 - 4%	\$185,910	\$207,210	\$171,624	\$173,424	\$181,840	\$193,969	\$12,129	\$184,953	\$184,953
Recycling collection contract - 2023 - 4%	\$111,975	\$123,457	\$104,521	\$105,243	\$110,469	\$117,867	\$7,398	\$112,940	\$112,940
Operational Budget Summary	\$13,151,941	\$13,577,971	\$12,973,356	\$13,318,019	\$13,581,503	\$14,350,803	\$769,300	\$14,545,513	\$14,809,513
ASFF - 2% increase + growth	\$2,314,984	\$2,334,809	\$2,327,097	\$2,319,539	\$2,393,802	\$2,452,603	\$58,801	\$2,510,811	\$2,572,621
Total Operational Budget Summary Memo	\$15,466,925	\$15,912,780	\$15,300,453	\$15,637,558	\$15,975,305	\$16,803,406	\$828,101	\$17,056,324	\$17,382,134
Total Operational Budget Expenditures	\$17,677,384	\$17,927,471	\$17,691,128	\$18,107,218	\$18,380,558	\$19,480,076		\$19,585,111	\$19,765,480
	87.50%	88.76%	86.49%	86.36%	86.91%	86.26%		87.09%	87.94%

The 2023 – 2025 Interim Operating Budget continues to **invest** a substantial amount of internally generated funds (**2023 - \$652,118**) for normal capital projects on an annual basis. However, with the loss of the Basic Municipal Transportation Grant in 2022 (BMTG - \$357,120), administration remains cautious in the Town's ability to save for/invest in major capital equipment and infrastructure given the remaining multi-year federal and provincial grant programs (Municipal Sustainability Initiative (MSI) and Canada Building Communities Fund (CBCF – formally FGT). Also, with the global, national & provincial endemic economic policies uncertain, and the ongoing replacement vagueness of the current MSI program with the Local Government Fiscal Framework (LGFF) in 2024, the Town will continue to be challenged in its ability to address all the community's needs on a timely basis. 2023 will see new provincial leadership and an election.

A summary of the overall revenue and expenditure levels included in the three-year Interim Operating Budget 2023 – 2025 are as follows:

2014 - 2025 Operating Budget Summary													
	2014	2015	2016	2017	2018	2019	2020 Pre Covid - Dec 2019	2020 Post Covid - May 2020	2021 (May 2021)	2022	2023	2024	2025
Total Revenues	\$15,787,405	\$16,344,323	\$17,475,500	\$17,785,191	\$18,345,659	\$18,753,734	\$18,952,898	\$18,240,375	\$18,850,681	\$19,131,289	\$20,132,194	\$20,463,807	\$20,767,237
Total Expenditures *	\$14,817,975	\$15,421,559	\$16,184,230	\$16,801,224	\$17,318,754	\$17,677,384	\$17,927,471	\$17,691,128	\$18,107,218	\$18,431,718	\$19,480,076	\$19,585,111	\$19,765,480
Net Revenue Generated	\$969,430	\$922,764	\$1,291,270	\$983,967	\$1,026,905	\$1,076,350	\$1,025,427	\$549,247	\$743,463	\$699,571	\$652,118	\$878,696	\$1,001,757
Available for Capital													
Utility Source Capital	\$561,500	\$629,283	\$579,417	\$523,839	\$445,438	\$396,822	\$389,930	\$301,588	\$425,041	\$368,881	\$366,498	\$370,163	\$405,594
General Source Capital	\$407,930	\$293,481	\$711,854	\$460,128	\$581,467	\$679,528	\$635,497	\$247,659	\$318,422	\$330,690	\$285,620	\$508,533	\$596,163
Net Revenue Generated	\$969,430	\$922,764	\$1,291,271	\$983,967	\$1,026,905	\$1,076,350	\$1,025,427	\$549,247	\$743,463	\$699,571	\$652,118	\$878,696	\$1,001,757
Plus External Grants (pending)													
Basic Municipal Transportation Grant	\$344,880	\$344,880	\$344,880	\$344,880	\$357,120	\$357,120	\$357,120	\$357,120	\$357,120	\$0	\$0	\$0	\$0
Canada Building Communities Fund (FGTF)	\$325,631	\$301,327	\$309,892	\$310,904	\$328,277	\$672,579	\$346,344	\$340,465	\$696,912	\$356,384	\$356,679	\$356,679	\$356,679
MSI Operating - Police	\$54,446	\$54,445	\$53,284	\$52,513	\$53,680	\$54,199	\$53,391	\$52,856	\$52,448	\$52,448	\$52,448	\$52,448	\$52,448
MSI Capital	\$1,063,495	\$1,125,861	\$1,043,475	\$1,947,237	\$561,531	\$566,378	\$945,165	\$943,458	\$1,245,630	\$649,945	\$649,945	\$649,945	\$649,945
COVID-19 - MOST (Municipal Operating Support Transfer)									\$607,693				\$0
COVID-19 - MSP (Municipal Stimulus Program)									\$707,509				\$0
Total Grants	\$1,788,452	\$1,826,513	\$1,751,531	\$2,655,534	\$1,300,608	\$1,650,276	\$1,702,020	\$1,693,899	\$3,667,312	\$1,058,777	\$1,059,072	\$1,059,072	\$1,059,072
Total New Available Funds	\$2,757,882	\$2,749,277	\$3,042,802	\$3,639,501	\$2,327,513	\$2,726,626	\$2,727,447	\$2,243,146	\$4,410,775	\$1,758,348	\$1,711,190	\$1,937,768	\$2,060,829

* Other notable Maintenance Spending Allocations within the 2023-2025 Operating Budget

	2014	2015	2016	2017	2018	2019	2020 Post Covid - May 2020	2020 Pre Covid - Dec 2019	2021	2022	2023	2024	2025
Ongoing Annual Maintenance													
Water Meter Replacements	\$46,000	\$46,000	\$46,000	\$46,000	\$46,500	\$47,000	\$75,000	\$75,000	\$75,000	\$75,000	\$80,000	\$80,000	\$80,000
Sidewalk Replacements	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Gravel Road Oiling	\$27,000	\$27,500	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$27,500	\$27,500	\$27,500
Pathway Maintenance	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Fire Protective Clothing	\$57,300	\$57,300	\$57,300	\$57,300	\$57,300	\$59,000	\$60,800	\$60,800	\$62,600	\$65,000	\$67,600	\$70,300	\$72,400
Physician Recruitment	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
BOT Community Development	\$45,900	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000	\$0	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000
Land Development Reserve (LDR) / Lot Sales	\$116,110	\$102,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Economic Incentives	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Stettler Recreation Centre Annual Repairs	\$78,500	\$93,600	\$93,600	\$94,210	\$74,720	\$75,030	\$75,000	\$75,000	\$87,200	\$81,700	\$113,700	\$91,700	\$93,200
Water treatment Plant Annual Repairs	\$102,920	\$105,500	\$107,100	\$109,600	\$111,400	\$133,100	\$135,100	\$135,100	\$127,100	\$128,100	\$148,100	\$148,100	\$148,100
Computer Capital Replacement	\$26,900	\$26,900	\$26,900	\$26,900	\$26,900	\$26,900	\$26,900	\$26,900	\$26,900	\$26,900	\$26,900	\$26,900	\$26,900
Total Generated In/From Operations	\$608,130	\$610,350	\$507,400	\$510,510	\$543,320	\$567,530	\$534,300	\$578,300	\$584,300	\$582,200	\$644,300	\$625,000	\$628,600

Land Development

The Town of Stettler's Land Development portfolio has an approximate fair market value at December 31st, 2023 as estimated below:

Realized:

Land Development Reserve @ Dec. 31/22	\$1,106,622
Projected additions to Dec. 31/23	\$0.00
Projected deletions to Dec. 31/23	\$0.00
Total Land Development Reserve @ Dec 31/23	\$1,106,622

Unrealized:

Meadowlands – (68 acres undeveloped)	\$700,000
Meadowlands (5 lots unsold)	\$308,250 (\$61,650 per lot)

Emmerson (1 duplex lot unsold)	\$74,900	(\$74,900 per lot)
Emmerson (partially serviced 53 lots)	\$530,000	(@ \$10,000 per lot)
NE Industrial (128 acres undeveloped)	<u>\$1,280,000</u>	(@ \$10,000 per acre)
Net Fair Value	\$3,999,772	



Administration, being conservative, has not forecast any sales of our remaining serviced residential lots/undeveloped lands in 2023. Although Town lots are priced competitively, and with the implementation of various economic development policies (realtor incentives, tax incentives) by Council, local lot sales/home construction is being predominantly driven privately in Meadowlands by the Park and infill developments.

Normally the Town's unrealized Land Development properties, through relatively

consistent annual lot sales, would have provided this Interim Operating Budget with approximately \$54,580 towards Subdivision Administration departmental costs and a further \$40,000 (ROI like) contribution. However, with no forecasted municipal lot sales in 2023, the Operating Budget is now absorbing this combined \$94,580 revenue loss. Subdivision Administration will now be paid by other enhanced revenue sources included in this Budget.

In 2016 Council accepted that all future lot/land sale proceeds upon realization be transferred fully into the Land Development Reserve to mitigate the further erosion of this saving fund for future considerations.

This decision will help preserve the significant value of our (dormant for now) Land Development holdings. Down the road Administration believes that the Town will be in a better position to ultimately expend these funds on valued major infrastructure expansion, community projects/facilities, or to re-enter the land development environment, if necessary.

Community Program Partners

The 2023 – 2025 Interim Operating Budget includes continued funding for our community program partners and regional joint collaborative initiatives as follows:

Community Partners - 2023 Budget										
		2019	2020 (Pre Covid - Interim Budget - Dec 2019)	2020 (Post Covid - Tax Budget - May 2020)	2021 Budget	2022 Budget	2023 Budget	2023-2022 Difference	2024	2025
1	Family Community Support Services (FCSS-2017-Botha)	\$196,435	\$196,435	\$196,435	\$196,435	\$196,435	\$196,435	\$0	\$196,435	\$196,435
	Provincial Funding (80%) - \$157,148									
	Municipal Funding (20%) - \$39,287									
2	Museum (land purchase)	\$34,000	\$34,000	\$34,000	\$34,000	\$42,000	\$34,000	-\$8,000	\$34,000	\$34,000
3	Board of Trade (net) - BOT-Admin-\$7,370/BOT-Office-\$12,051/BOT-Brochure-\$1,250/BOT-Tourism(summer wages-\$11,750/BOT-Events-\$13,100	\$244,217	\$287,210	\$259,110	\$325,305	\$324,776	\$365,787	\$41,011	\$299,384	\$308,034
	Community Event - BOT	\$5,000	\$5,000	\$5,000	\$3,500	\$4,000	\$4,000		\$4,000	\$4,000
	Community Dev - Steel Wheel Stampede	\$10,000	\$0	\$0	\$0	\$0	\$0		\$0	\$0
	Community Dev - Adult Learning Council	\$3,000	\$3,000	\$0	\$3,000	\$3,000	\$3,000		\$3,000	\$3,000
	Community Dev - Taste of the Heartland	\$0	\$0	\$0	\$0	\$0	\$2,500		\$2,500	\$2,500
	Community Dev - Community Energy Improvement Program (CEIP) - Application Fee	\$0	\$0	\$0	\$0	\$0	\$14,172		\$0	\$0
	Community Dev (\$44,000 - Total)	\$31,000	\$41,000	\$0	\$41,000	\$41,000	\$24,328		\$38,500	\$38,500
4	Beautification - HBC (grant)	\$22,200	\$22,200	\$22,200	\$22,200	\$22,200	\$22,200	\$0	\$22,200	\$22,200
5	Stettler Public Library	\$245,702	\$250,182	\$250,182	\$238,492	\$250,117	\$251,766	\$1,649	\$254,175	\$258,654
6	Parkland Regional Library	\$49,104	\$50,890	\$50,890	\$50,890	\$50,890	\$52,080	\$1,190	\$51,907	\$52,946
7	Senior Handi Bus Society	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$25,000	\$25,000
8	Senior Housing Authority (estimated 3%)	\$331,307	\$347,873	\$350,318	\$368,112	\$372,673	\$383,853	\$11,180	\$403,046	\$423,198
9	Solid Waste Management (\$68+\$3=\$71-swma req/pop inc 5952)	\$386,880	\$404,736	\$386,880	\$386,880	\$404,736	\$422,592	\$17,856	\$440,448	\$458,304
10	Heartland Youth Centre (playground program)	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$50,000	\$50,000
11	Fire Protection (net) - Salary (admin/fire support) - \$105,030, Fire Hall (expenses) - \$8,986 = Town of Stettler 50% - \$57,008	\$465,511	\$491,751	\$486,451	\$444,812	\$464,943	\$522,759	\$57,816	\$521,055	\$539,454
13	Airport (net) - building repairs - \$4000, license - \$1200, Janitor Supplies - \$900 - UT - \$610	\$39,823	\$36,094	\$36,094	\$36,755	\$38,307	\$45,109	\$6,802	\$45,693	\$46,200
Total Community Partners		\$2,139,179	\$2,245,370	\$2,152,559	\$2,226,381	\$2,290,077	\$2,419,581	\$129,504	\$2,391,343	\$2,462,425
14	Education (ASFF) - 2% increase + growth	\$2,314,984	\$2,334,809	\$2,327,097	\$2,319,539	\$2,393,802	\$2,452,603	\$58,801	\$2,510,811	\$2,572,621
15	Recreation (net) - Revenue - \$43,124 (County - \$12,800, SRC Arena - \$18,971, Pool - \$12,500) / Expenses - \$231,589 (Canada Day Fireworks - \$3,500 / SRC Arena (salary, UT, Ins, repairs) - \$83,702 / Pool Facility (salary/UT) - \$70,941 / Pool Programs (salary) - \$38,440, Parks (salary) - \$14,910 / Ins - \$637 / UT-\$3,523 / Flowers \$4,000 / Materials(ball/soccer,tree,WSP) \$5,000 / Campground (janitor) - \$3,000 / Weed Control(contractor,chemical - \$3250)	\$2,202,951	\$2,480,729	\$2,793,829	\$2,552,269	\$2,646,399	\$2,834,864	\$188,465	\$2,817,507	\$2,834,437

Major Budget Impacts and Constraints

Cost of Labor

A significant share (**\$6,456,890 – 38.92%**) of the overall 2023 – 2025 Interim Operating Budget is committed to human resources. Town Council understands and appreciates that our most valuable resource is people: passionate, energetic, innovative employees who care equally about providing great service for municipal residents while working safe and effectively with others. Employees who are constantly striving to be the best they can be in the performance of their jobs and responsibilities. Senior Administration works hard at promoting a healthy, civil, respecting and appreciative culture in the workplace, and Council assists greatly in being a genuine champion for its employees.

Incremental changes include market adjustments, annual inflation and merit adjustments considered necessary to remain competitive. The inherent inflation factor built into past and future year labor budgets is as follows:

	(Jan 1)	AB CPI (Jan1)
2016	3%	2.1%
2017	3%	2.5%
2018	1.5%	1.4%
2019	1.5%	1.2%
2020	2.5%	1.1%
2021	0% Total 11.5%	4.7% (August 2021) Total 13%
2022	0.5%	6.2% (September 2022)
2023	0.5%	
2024	____% (subject to CUPE negotiations)	
2025	____% (subject to CUPE negotiations)	

The Town is a service provider and the provision of municipal services is enhanced by employing and maintaining a well-trained, experienced and dedicated team. Employees are considered our most valuable asset and the retention of knowledgeable staff is considered a very high priority within our organization.

The creation of new positions and/or salary grid changes must be approved by Council. A “Succession Planning Reserve Account” of \$300,000 was created in 2021 to assist with the ongoing Administration transitions within the organization over the coming years. Therefore, the Payroll contingency of \$50,000 has been eliminated for the 2023-2025. Historically an administrative contingency allocation was considered appropriate as the organization was experiencing some internal restructuring due to key retirements, as well ensuring some funds for seasonal emergent (enhanced) services. Conservative FTE/PT/OT employee costs are now better reflected with department labor budgets across the entire organization.

2016	\$50,000 (transferred to General Reserves)
2017	\$50,000 (transferred to General Reserves)
2018	\$50,000 (transferred to General Reserves)
2019	\$50,000 (transferred to General Reserves)
2020	\$0.00
2021	\$0.00
2022	\$0.00
2023	\$0.00
2024	\$0.00
2025	\$0.00

Salaries and benefits for employees are summarized below:

				Total Salary & Benefits Budget	General Salaries	41-42-43 Utilities Salaries	Utility % of Total Salaries & Benefits				
2014 Payroll Budget				4,814,270	3,662,480	1,151,790	23.92%				
2015 Payroll Budget				5,042,160	3,858,430	1,183,730	23.48%				
2016 Payroll Budget				5,231,370	4,005,360	1,226,010	23.44%				
2017 Payroll Budget				5,530,020	4,226,160	1,303,860	23.58%				
2018 Payroll Budget				5,717,710	4,432,770	1,284,940	22.47%				
2019 Payroll Budget				5,784,230	4,413,610	1,370,620	23.70%				
2020 Payroll Budget				6,209,960	4,841,990	1,367,970	22.03%				
2021 Payroll Budget				6,225,520	4,866,610	1,358,910	21.83%				
2022 Payroll Budget				6,297,570	4,938,660	1,358,910	21.58%				
2023 Changes											
Benefits	WCB Claims Experience			1,707							
	Equitable Life - (Dental / Ext Health)			(18,739)							
	LAPP			(3,223)							
Shop	Retirement of PT Mechanic			(60,358)							
Administration	Part Year CAO Transition			22,133							
	Part Year Director of Finance			72,845							
	Part Year Planning Officer			19,115							
	Succession Planning Reserve (CAO & Asst. CAO - Sept to Dec)			(134,939)							
Fire	Fire (Administration and Fire Support)			96,619							
Pool	Additional Coverage as per swimmer to guard ratio			24,040							
BOT	BOT Project Manager (Grid Increase)			2,966							
COLA (0.05%)	COLA - \$26,236 / Merit (21 EE) - \$77,521 / Staff Apprec - \$23,950 / Benefit Volume Changes - \$9,447			137,154							
	2023 Payroll Budget			6,456,890	5,114,040	1,342,850	20.80%				
	2022 - 1.16%			2.53%	159,320						
	2024 Payroll Budget (est 0% - subject to CUPE Neg)			6,433,700	(23,190)	-0.36%					
	2025 Payroll Budget (est 0% - subject to CUPE Neg)			6,464,840	31,140	0.48%					
Total Municipal Expenses											
		2016	2017	2018	2019	2020 (may)	2021	2022	2023	2024	2025
Total GL Expense		\$16,184,230	\$16,801,224	\$17,318,754	\$17,677,384	\$17,691,128	\$18,107,218	\$18,380,558	\$19,480,076	\$19,585,111	\$19,765,480
Less ASFF & Senior & DIP		-\$2,501,331	-\$2,511,755	-\$2,572,301	-\$2,746,995	-\$2,676,754	-\$2,684,629	-\$2,766,475	-\$2,836,456	-\$2,913,857	-\$2,995,819
Less LDR Transfer		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less MSI Operating		-\$54,446	-\$53,284	-\$52,513	-\$53,680	-\$52,856	-\$52,448	-\$52,448	-\$52,448	-\$52,448	-\$52,448
Total Municipal Expenses		\$13,628,453	\$14,236,185	\$14,693,940	\$14,876,709	\$14,961,518	\$15,370,141	\$15,561,635	\$16,591,172	\$16,618,806	\$16,717,213
Salaries and Benefits											
Year	Salaries & Benefits	Change	Municipal Budget	%							
2016	\$5,231,370	\$189,210	\$13,628,453	38.39%							
2017	\$5,530,020	\$298,650	\$14,236,185	38.84%							
2018	\$5,717,710	\$187,690	\$14,693,940	38.91%							
2019	\$5,784,230	\$66,520	\$14,876,709	38.88%							
2020	\$6,209,960	\$425,730	\$14,961,518	41.51%							
2021	\$6,225,520	\$15,560	\$15,370,141	40.50%							
2022	\$6,297,570	\$72,050	\$15,561,635	40.47%							
2023	\$6,456,890	\$159,320	\$16,591,172	38.92%							
2024	\$6,433,700	-\$23,190	\$16,618,806	38.71%							
2025	\$6,464,840	\$31,140	\$16,717,213	38.67%							

Cost of Electricity and Natural Gas

The Town will consume approximately **4937 mWh** (4,937,000 kWh) of electricity in 2023 (**2022 - 4999 mWh**) at the contracted rate with CAPITAL POWER of \$43.92 per mWh (3 years: 2021-2023). The difference in mWh is the overall estimated usage at the campground. A summary of the Electrical Rate paid by the Town of Stettler is as follows:

- 2013 - 2018 - \$58.29 mWh – ENMAX / 2019 - 2020 - \$53.10 mWh - ENMAX
- **2021 - 2023 - \$43.92 mWh** – CAPITAL POWER / 2024 – 2026 - \$52.85 mWh – CAPITAL POWER

The Town's energy contractor Energy Associates International (EAI) was integral in procuring our future retail electricity requirements in 2013 - 2026. They're fees are \$3 per mWh (approximately \$14,400 annually which is included in the commodity cost).

Combining both commodity retail fees (CAPITAL POWER & EAI **\$247,445 - 26%**) with wire service provider charges (ATCO **\$705,628 – 74%**), the 2023 Interim Operating Budget includes **\$953,073** (**2022 - \$968,355 - decrease of -\$15,282 / -1.58%**) for electricity. In 2023 the wire services provider charges of \$705,628 includes the following: distribution costs - \$625,237 / local access fee \$72,714, and rate rider cost \$7,677. Approximately **74%** (or **\$704,918**) of the Town's entire cost of electricity is attributed to the following three types of consumption: WTP 19.6% (**\$186,588**), the SRC 23.7% (**\$225,869**), and Street Lights 30.7% (**\$292,461**).

In addition, the Town will consume approximately **27,164 GJ** of natural gas in 2023 (**25,185 in 2022 – update estimated SRC usage**) at the contracted rate with ACCESS Gas of \$5.46/GJ + UFG (Unaccounted for Gas lost through the distribution system) + applicable administration fees per GJ (4-year 2023 – 2026 - Hybrid Purchase (75% equivalent of weather normalized volumes) plus the EAI fee of \$0.30 per GJ. A summary of the Natural Gas Rate paid by the Town of Stettler is as follows:

- 2013 - 2018 - \$3.75/GJ – Access Gas
- 2018 – 2022 - \$2.67/GJ – Access Gas
- **2023 - 2026 - \$5.46/GJ – Access Gas**

The 2023 Interim Operating Budget includes **\$342,716** (**2022 - \$236,916 increase of \$105,800 / 44.7%**) for natural gas. The Provincial Carbon Tax has been repealed effective June 1, 2019; however, the Town of Stettler will be subject to the Federal Carbon Tax as follows:

- Carbon tax levy (\$/GJ) – Jan 2020 - \$1.05 / April 2020 - \$1.58 / April 2021 - \$2.10 / **April 2022 - \$2.63 / April 2023 - \$3.29 / April 24 - \$4.05 / April 2026 - \$5.57 / April 2027 - \$6.33 / April 2028 - \$7.08 / April 2029 - \$7.84 / April 2030 - \$8.60**

The 2023 Interim Budget foresees an increase of the Federal Carbon Tax in Alberta to \$3.29/GJ in April 2023 till April 1, 2024 then \$4.05/GJ till April 1, 2026 from the 2022 rate of \$2.63/GJ. As such there is an increase in the Carbon Tax cost in 2023 of **\$21,220** (\$82,198 - \$60,978 = 34.80%). The Federal Carbon Tax currently makes up approximately **24%** (**\$82,198**), Commodity charges **46%** (**\$159,361**) and Transportation / Local Access Fee **30%** (**\$101,157**) of the Total \$342,716

Given provincial uncertainty, as well as confidence in the budget estimates, Administration has eliminated the \$30,000 utility contingency in the 2023 – 2025 Interim Operating Budget.

Of note, the Town has included “Affiliated Sites” in both of our long-term utility supply contracts with CAPITAL POWER & ACCESS GAS. These external community organizations benefit by realizing the same rates as the Town, while being responsible for their own bills. These sites include:

- Stettler Regional Board of Trade and Community Development
- Stettler Curling Club
- Stettler Community Support Centre (FCSS)
- Royal Canadian Legion
- Stettler Regional Child Care Centre

- Superfluity
- Summer Village of White Sands
- Stettler Museum (added 2016)
- Stettler Golf Course (added 2019-2020)

Franchise Agreements

The AltaGas Franchise Agreement was also renegotiated in 2015. This reflects a change in the franchise fee from 18% to 30%, **2023 – \$1,216,030** (2022 - \$1,065,000 - \$151,030 - increase). The difference is based on an increase in Delivery Revenues, not retail revenues.

The ATCO Electric Franchise Agreement was also renegotiated in 2017. This reflects a change in the franchise fee from 6.1% to 11.1%. **2023 – \$764,000** (2022 - \$805,000 = -\$41,000 decrease due to lower estimated distribution revenue from ATCO). Franchise Fees are calculated upon the estimated distribution component of customer bills and not upon the retail (consumption) component.

What is a “franchise agreement”?

Pursuant to section 45(1) of the Municipal Government Act (the “MGA”), council may grant the right to a person to provide a utility service in all or part of the municipality, for not more than 20 years. Such an agreement is generally referred to as a “franchise agreement”.

What specific requirements in the MGA apply to franchise agreements?

Section 45(3) of the MGA states that before a franchise agreement is entered into, amended or renewed, it must be advertised and approved by the Alberta Utilities Commission (the “Commission”). Most applications for approval of a franchise agreement for the distribution of electricity and natural gas are based on a standard template agreement, negotiated between municipalities and utilities, and approved by the Commission.

As per section 47 of the MGA, a franchise agreement that is not renewed remains in effect until terminated by either party, which requires six months’ notice and approval of the Commission. If notice of termination is provided, the municipality has the right to purchase the rights, systems and works of the public utility, with any disagreement as to the terms of the purchase being resolved by the Commission.

What is a “franchise fee”?

A franchise fee is a fee charged by the municipality in exchange for the granting of the right to provide the utility service in the municipality and for the ability to place distribution facilities on municipally-owned lands. The municipality is largely responsible for establishing the level of the franchise fee through the franchise agreement; however, the Commission must ultimately approve the franchise agreement and the franchise fee established.

How are franchise fees calculated, charged and remitted?

For electrical and natural gas distribution companies, franchise fees are typically calculated as a percentage of the total distribution charges on a customer’s bill. They are currently capped at 20% for electricity, and 35% for natural gas. For stability, franchise fees are typically not tied to the price of the commodity (electricity or natural gas).

The distribution company collects the franchise fee from its customers, through a line item on the customer’s bill typically labelled the “Municipal Franchise Fee” or “Local Access Fee”. The distribution company then remits the franchise fee to the municipality in accordance with the terms of the franchise agreement.

Debenture Debt

Debenture Debt outstanding at the start of 2023 will be approximately \$4 million. Included in this debt are borrowings for local improvement purposes of which \$1.164 million is being repaid through frontage levies on abutting properties. Therefore, these local improvement borrowings will be paid 100% by benefiting property owners and have no operating budget impacts.

In accordance with the Town's 2021 Audited Financial Statements the Town's maximum debt limit per provincial legislation is approximately \$24 million. The 2023 Interim Operating Budget includes annual debt servicing costs as follows:

Beginning Year	Total Debentures
2016	\$6,969,966.00
2017 *LI*	\$6,979,181.00
2018	\$6,502,626.00
2019	\$6,004,089.82
2020	\$5,482,521.43
2021	\$5,004,358.85
2022	\$4,504,844.98
2023	\$4,016,316.98
2024	
2025	

	Utilities	General	Total	
Principle	\$288,580.00	\$214,050.00	\$502,630.00	2021 Financial Statement
Interest	\$95,000.00	\$55,730.00	\$150,730.00	Maximum Allowed
Total	\$383,580.00	\$269,780.00	\$653,360.00	\$3,307,409.00

2023 Debenture List												
#	Dep	Description	Bylaw	Int Rate	Begin	End	Years	Beginning Balance - 2022/12/31	Principle	Interest	Total Principle + Interest	Ending Balance - 2023/12/31
86	41	2002 WTP	1863-02	5.875	2004	2023	20	\$7,074.31	\$7,074.31	\$415.60	\$7,489.91	\$0.00
87	32	2002 Paving	1862-02	5.875	2004	2023	20	\$16,277.97	\$16,277.97	\$956.22	\$17,234.19	\$0.00
88	41	2003 WTP	1871-03	5.625	2004	2023	20	\$16,009.25	\$16,009.25	\$900.61	\$16,909.86	\$0.00
89	41	2004 WTP	1871-03	4.923	2005	2024	20	\$5,581.19	\$2,722.82	\$241.66	\$2,964.48	\$2,858.37
90	42	2004 East Industrial Sewer (LI)	1889-04	4.923	2005	2024	20	\$72,160.79	\$35,203.10	\$3,124.48	\$38,327.58	\$36,957.69
93	73	2006 Leisure Centre	1927-06	4.699	2007	2026	20	\$371,311.08	\$86,463.98	\$16,443.96	\$102,907.94	\$284,847.10
94	32	2006 Paving (LI)	1940-06	4.365	2007	2026	20	\$82,281.51	\$19,257.80	\$3,383.70	\$22,641.50	\$63,023.71
95	12	2010 Town Office	1926-06	4.252	2010	2030	20	\$470,715.69	\$54,518.36	\$19,441.40	\$73,959.76	\$416,197.33
96	41	2011 WTP	1970-08	4.269	2011	2031	20	\$1,295,775.03	\$129,425.27	\$53,949.93	\$183,375.20	\$1,166,349.76
97	42	2011 Lagoon	1998-10	4.269	2011	2031	20	\$364,851.53	\$36,442.31	\$15,190.69	\$51,633.00	\$328,409.22
98	42	2011 Lagoon Storage Cells	1999-10	4.269	2011	2031	20	\$304,190.30	\$30,383.30	\$12,665.04	\$43,048.34	\$273,807.00
99	32	2011 Sidewalk - 51st - (LI)	2016-11	3.145	2011	2031	20	\$11,684.80	\$1,142.27	\$358.57	\$1,500.84	\$10,542.53
101	41/42	2013 Water/Sewer - 44ave (LI)	2035-12	3.033	2013	2033	20	\$191,544.00	\$15,746.76	\$5,691.02	\$21,437.78	\$175,797.24
102	41/42	2013 Water/Sewer - 50st (LI)	2036-12	3.033	2013	2033	20	\$114,135.11	\$9,383.01	\$3,391.11	\$12,774.12	\$104,752.10
103	32	2016 Paving 50ave (LI)	2071-15	2.831	2016	2035	20	\$255,651.24	\$16,521.63	\$7,121.37	\$23,643.00	\$239,129.61
104	41/42	2016 Water/Sewer - 52ave (LI)	2072-15	2.831	2016	2035	20	\$95,696.78	\$6,184.47	\$2,665.71	\$8,850.18	\$89,512.31
105	32	2017 Paving Wilfort SD - (LI)	2078-16	3.058	2017	2036	20	\$341,376.40	\$19,869.58	\$10,288.54	\$30,158.12	\$321,506.82
Total - Debenture List								\$4,016,316.98	\$502,626.19	\$156,229.61	\$658,855.80	\$3,513,690.79
Total Rounding + Interest Timing - from AMFC									\$3.85	-\$5,499.64	-\$5,495.79	
Total - 2023 Debenture Budget - From AMFC									\$502,630	\$150,730	\$653,360	

County of Stettler Revenue Contributions included in the Interim Operating Budget

	2019	2020 (Pre Covid - Interim Budget - Dec 2019)	2020 (Post Covid - Tax Budget - May 2020)	2021	2022	2023	2024	2025
County of Stettler Contributions								
Fire Department (Joint 50% / County Honorarium - 100%)	\$176,998	\$191,774	\$185,924	\$232,779	\$239,913	\$249,620	\$255,957	\$261,658
Regional Fire Chief / Deputy / 3rd Officer (50%)	\$148,580	\$151,865	\$151,865	\$151,680	\$150,155	\$199,770	\$198,955	\$199,275
RCMP - Community Resource Officer (25%)	\$28,690	\$0	\$0	\$0	\$44,156	\$64,871	\$65,850	\$65,850
Airport Operations	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
Recreation Cost Sharing (originally \$513,300 - 2015)	\$470,980	\$431,500	\$431,500	\$431,500	\$439,600	\$452,400	\$457,000	\$461,500
Stettler Board of Trade (funding on project by project basis)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total County of Stettler Contributions	\$829,748	\$779,639	\$773,789	\$820,459	\$878,324	\$971,161	\$982,262	\$992,783

County of Stettler Equitable Recreation Cost Sharing Contribution:

The 2023 Interim Operating Budget includes \$452,400 (2022 - \$439,600 - \$12,800) in recreation support from the County of Stettler. The Administrative assumptions incorporated are as follows:

PLS Revenue: \$452,400

PLS Expenditures:

Transfer to SRC Capital Reserve -Town \$173,600

(represents 65% of \$4M deemed debt)

Transfer to SRC Capital Reserve -County \$93,300

(represents 35% of \$4M deemed debt)

\$266,900

Remains as net operational support \$67,100

(to support property tax mitigation)

Remains as new net operational support **\$118,400**

(enhances available for Capital Budget)

\$185,500

The availability of these new funds is welcome and certainly helps to soften the budgetary impacts of the proposed 4% property tax increase.

	Assessment	Agreement %	% (\$) Amount	Town of Stettler Budget	Actual Paid by County of Stettler	Assessment Diff	Budget Diff	% Diff	Capital (35% \$93,300) + (65% \$173,600)	Available for Capital	Operating
2015	1,619,422,100	0.03170%	\$513,356.81	\$513,300.00	\$513,451.54	0	0	0.00%	\$266,900	\$118,400	\$128,000
2016	1,564,948,030	0.03170%	\$496,088.53	\$496,000.00	\$495,612.29	-54,474,070	-17,300	-3.37%	\$266,900	\$118,400	\$110,700
2017	1,486,850,730	0.03170%	\$471,331.68	\$471,500.00	\$471,008.25	-78,097,300	-24,500	-4.94%	\$266,900	\$118,400	\$86,200
2018	1,497,109,550	0.03170%	\$474,583.73	\$474,000.00	\$473,521.29	10,258,820	2,500	0.53%	\$266,900	\$118,400	\$88,700
2019	1,487,837,630	0.03170%	\$471,644.53	\$471,600.00	\$470,979.71	-9,271,920	-2,400	-0.51%	\$266,900	\$118,400	\$86,300
2020	1,361,294,500	0.03170%	\$431,530.36	\$431,500.00	\$430,433.44	-126,543,130	-40,100	-8.50%	\$266,900	\$118,400	\$46,200
2021	1,373,106,660	0.03170%	\$435,274.81	\$431,500.00	\$434,292.69	11,812,160	0	0.00%	\$266,900	\$118,400	\$46,200
2022	1,413,266,990	0.03170%	\$448,005.64	\$439,600.00		40,160,330	8,100	1.88%	\$266,900	\$118,400	\$54,300
2023	1,427,399,660	0.03170%	\$452,485.69	\$452,400.00		14,132,670	12,800	2.91%	\$266,900	\$118,400	\$67,100
2024	1,441,673,656	0.03170%	\$457,010.55	\$457,000.00		14,273,997	4,600	1.02%	\$266,900	\$118,400	\$71,700
2025	1,456,090,393	0.03170%	\$461,580.65	\$461,500.00		14,416,737	4,500	0.98%	\$266,900	\$118,400	\$76,200

Family and Community Support Services (FCSS)

The Town will continue to fund the maximum 20% share (\$39,287) to access the maximum 80% available funding from the Provincial Government (\$157,148). Total FCSS contribution including provincial funding is \$196,435 in 2023.

Miscellaneous 2023 Budget impacts

- Fire Agreements with Villages (50% Town share) will generate \$31,421
 - 2023 - \$110.25/lot - 2022 - \$105.00/lot - \$29,925 = \$1496 – 5% increase (Town)
- AE Kennedy rental income to increase by \$934 to \$206,234 (2022 - \$205,300)

- Current agreement expires 2023 (current negotiations)
- Ambulance Station rental income will generate \$20,100.
- Library rental income \$42,000.
- Physician recruitment included at \$1,500 per year. (Decrease of \$21,000 from 2019)
- Minor Sport Associations within Town facilities continues to be subsidized at 50%.
- Seniors Centre (HUB) - \$21,750 income (includes \$6,000 casino funding)/ \$13,280 expense

Property Assessment and Taxation

Property Assessment Growth Estimates due to New Construction

Growth in our assessment base, due to new construction, is expected to generate additional municipal revenues as follows:

• 2016	\$8.8 million	\$67,315	
• 2017	\$3 million	\$23,223	
• 2018	\$2.7 million	\$18,763	
• 2019	\$3.2 million	\$25,980	
• 2020	\$3.4 million	\$28,290	
• 2021	\$3.9 million	\$29,865	
• 2022	\$3 million	\$23,532	
• 2023	\$3.5 million	\$27,375	(Res - \$2,000,000 - \$13,672) / (Non-res - \$1,500,000 - \$13,703)
• 2024	\$7.0 million	\$50,550	(Res - \$6,000,000 - \$41,400) / (Non-res - \$1,000,000 - \$9,150)
• 2025	\$11.0 million	\$78,700	(Res - \$10,000,000 - \$69,500) / (non-res - \$1,000,000 - \$9,200)

This new revenue from property taxation growth is welcome and vital to fund the budget challenges associated with sustainability and the ongoing challenges of the Alberta economy.

Municipal Property Taxation

Municipal governments have few tools available to finance budgetary pressures. Property taxes are the primary and most substantial revenue source available. The three-year Operating Budget proposes the following municipal property tax increases to offset rising costs, yet remaining mindful of today's economic challenges.

	<u>Res/N-Res</u>	<u>New Tax \$ Generated</u>	<u>Each 1% equals</u>
2025	3% & 3%	\$195,469	\$65,156
2024	3% & 3%	\$188,304	\$62,768
2023	4% & 4%	\$240,362	\$60,090
2022	0% & 0%	\$0	\$59,935
2021	0% & 0%	\$0	\$59,505
2020	0% & -1%	-\$22,496	\$59,347 (COVID19)
2019	2% & 2%	\$112,730	\$56,365
2018	2% & 2%	\$110,003	\$55,003
2017	2% & 2%	\$107,484	\$53,742
2016	2% & 2%	\$105,380	\$51,978
2015	3% & 3%	\$149,247	\$49,750
2014	3% & 4%	\$143,440	\$47,110
2013	3% & 3%	\$129,403	\$45,740
2012	3% & 3%	\$122,980	\$40,993
2011	3% & 3%	\$118,170	\$39,390
2010	1% & 2%	\$50,500	\$38,360
2009	.45% & 2.9%	\$45,660	\$37,167
2008	5.41% & 8.45%	\$213,585	
2007	5% & 10%	\$194,062	

2006 8% \$215,750

Historical "Municipal" new property tax revenue generation, including the approved tax increase and new growth:

2022	\$6,009,049	+\$41,616	0.69%	(0% residential / 0% non-residential)
2021	\$5,967,433	+\$16,926	0.28%	(0% residential / 0% non-residential)
2020	\$5,950,507	+\$16,949	0.29%	(0% residential / -1% non-residential)
2019	\$5,933,558	+\$151,304	2.6%	
2018	\$5,782,254	+\$137,033	2.4%	
2017	\$5,645,221	+\$126,857	2.3%	
2016	\$5,518,364	+\$181,244	3.4%	
2015	\$5,337,120	+\$224,547	4.4%	
2014	\$5,112,573	+\$270,245	5.6%	
2013	\$4,842,328	+\$403,747	9.1%	
2012	\$4,438,581	+\$224,337	5.3%	
2011	\$4,099,128	+\$159,729	3.9%	
	\$115,116	+\$115,116	-	Annexed Properties
2010	\$3,939,399	+\$105,589	2.7%	
2009	\$3,833,810	+\$117,858	3%	
2008	\$3,715,952	+\$362,792	11%	
2007	\$3,353,160	+\$352,551	12%	
2006	\$3,000,609	+\$308,537	11%	
2005	\$2,692,072	+\$177,009	7%	
2004	\$2,515,063	+\$97,883	4%	
2003	\$2,417,181	+\$101,837	4%	

Municipal Utility Services

Water Services:

A summary of the projected water rates included in the 2023 - 2025 Interim Operating Budget is as follows:

Summary of Water Rates							
Year	Rate	Difference	Flate Rate / Month	Botha / m3	Hwy12-21 / m3	SMRWSC / m3	True-up / Estimate
2005	\$0.9000		\$10.00	\$0.9000	\$0.0000	\$0.0000	
2006	\$0.9900	\$0.09	\$10.00	\$0.9900	\$0.8365	\$0.0000	True-up
2007	\$1.0808	\$0.09	\$10.00	\$1.0808	\$1.0955	\$0.0000	True-up
2008	\$1.1717	\$0.09	\$10.00	\$1.1717	\$1.0862	\$0.0000	True-up
2009	\$1.7000	\$0.53	\$10.00	\$1.5500	\$1.0500	\$1.0200	True-up
2010	\$1.7700	\$0.07	\$10.00	\$2.0000	\$1.1800	\$1.2400	True-up
2011	\$2.0100	\$0.24	\$10.00	\$2.0500	\$1.2590	\$1.2880	True-up
2012	\$2.2900	\$0.28	\$10.00	\$2.0670	\$1.3840	\$1.4130	True-up
2013	\$2.5200	\$0.23	\$10.00	\$2.1000	\$1.3200	\$1.3500	True-up
2014	\$2.5900	\$0.07	\$10.00	\$2.1334	\$1.3228	\$1.3673	True-up
2015	\$2.7200	\$0.13	\$10.00	\$2.2272	\$1.3144	\$1.3543	True-up
2016	\$2.7300	\$0.01	\$10.00	\$2.2378	\$1.3429	\$1.3816	True-up
2017	\$2.7800	\$0.05	\$10.00	\$2.2320	\$1.3215	\$1.3617	True-up
2018	\$2.7900	\$0.01	\$10.00	\$0.0000	\$1.3900	\$1.4214	True-up
2019	\$2.8000	\$0.01	\$10.00	\$0.0000	\$1.3356	\$1.3681	True-up
2020	\$2.8200	\$0.02	\$10.00	\$0.0000	\$1.3960	\$1.4420	True-up
2021	\$2.8200	\$0.00	\$10.00	\$0.0000	\$1.3964	\$1.4421	True-up
2022	\$2.8200	\$0.00	\$10.00	\$0.0000	\$1.3960	\$1.4420	Budget
2023	\$2.8977	\$0.0777	\$10.00	\$0.0000	\$1.4959	\$1.5526	Budget
2024	\$2.9143	\$0.0166	\$10.00	\$0.0000	\$1.5046	\$1.5611	Budget
2025	\$2.9107	-\$0.0036	\$10.00	\$0.0000	\$1.5133	\$1.5700	Budget

For a typical Stettler residential customer using 17 m³ per month, water costs are projected to change by the following amounts:

- 2014 + \$1.19 per month or \$14.28 per year
- 2015 + \$2.21 per month or \$26.52 per year
- 2016 + \$0.17 per month or \$2.04 per year
- 2017 + \$0.85 per month or \$10.20 per year

2018	+ \$0.17 per month or \$2.04 per year
2019	+ \$0.17 per month or \$2.04 per year
2020	+ \$0.34 per month or \$4.08 per year
2021	+ \$0.00 per month or \$0.00 per year
2022	+ \$0.00 per month or \$0.00 per year (\$2.82 per cubic meter)
2023	+ \$1.32 per month or \$15.84 per year (\$2.8977 per cubic meter)
2024	+ \$0.2822 per month or \$3.39 per year (\$2.9143 per cubic meter)
2025	- \$0.0612 per month or \$0.73 per year (\$2.9107 per cubic meter)

The water rates model originally prepared by Campbell Ryder and Associates has been updated for 2022 – 2023 estimates as included in this Budget. Administration has updated the Water Model to 2032.

The model allocates budgeted cash expenditures among all internal and external consumer groupings using various sharing mechanisms. The model does not allow for debenture debt repayments (both principal & interest) or capital expenditures however does allow for net depreciation of capital and for a rate of return on net capitalized assets at **8.300%**, actual debt at ACFA borrowing rate – 3.39% (20 year), and deemed debt at a hybrid rate of 4.500%.

The following is a summary of the gross expenditures being forecast in the rate model:

Total Operational Budget Summary	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Expenditures (per Town Budget)	\$2,743,105	\$2,794,070	\$2,829,677	\$2,816,041	\$3,033,843	\$3,095,880	\$3,092,209	\$3,094,431	\$3,234,380	\$3,236,026	\$3,241,269
minus - Non Cash Items (Debt, ROE)	-\$511,030	-\$501,780	-\$491,580	-\$488,400	-\$476,520	-\$471,440	-\$461,360	-\$446,170	-\$438,080	-\$404,020	-\$391,980
Total Cash Operating Expenditures	\$2,232,075	\$2,292,290	\$2,338,097	\$2,327,641	\$2,557,323	\$2,624,440	\$2,630,849	\$2,648,261	\$2,796,300	\$2,832,006	\$2,849,289
Net Depreciation	\$300,791	\$288,038	\$300,215	\$297,241	\$299,040	\$298,358	\$300,468	\$293,011	\$293,680	\$289,737	\$294,737
Return on Assets	\$271,000	\$260,000	\$250,000	\$240,000	\$235,000	\$230,000	\$220,000	\$210,000	\$202,000	\$192,000	\$183,000
Return on Debt	\$215,661	\$202,117	\$193,460	\$186,518	\$178,773	\$170,608	\$166,875	\$162,426	\$157,059	\$149,993	\$142,881
Total Gross Cost Allocated in Water Model	\$3,019,527	\$3,042,445	\$3,081,772	\$3,051,400	\$3,270,136	\$3,323,406	\$3,318,192	\$3,313,698	\$3,449,039	\$3,463,736	\$3,469,907

The consumption estimates projected in the water model and used to calculate customer rates are as follows:

	Actual m³ Dec 31, 2021	m³ 2023	m³ 2024	m³ 2025
In-Town Customers (Ave 2507)	643,696 44%	700,000 48.0%	700,000 48.0%	700,000 48.0%
Highway 12/21 Customers	256,588	250,000	250,000	250,000
SMRWSC Customers	<u>563,409</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>
Total Out-of-Town Customers	819,997 56.0%	750,000 52.0%	750,000 52.0%	750,000 52.0%

With the dissolution of Botha, becoming part of the County of Stettler on September 1, 2017, the consumption for Botha in the water model has been included in the consumption for SWRWSC for 2018 onwards. For simplicity purposes the model does not assume any new growth either in Town or from external customers.

The additions of New Norway and Duhamel have also been included in the consumption amounts for Hwy 12/21 Regional Water Commission. Soon Mirror and Edberg (end of 2022) will also be added to the Commission as funding has been allocated from the Provincial Government for regional water lines to be completed.

Our water treatment plant is currently producing at around 1/2 capacity which is considered an uneconomic production level. The good news is that production costs are not directly proportional to higher volumes, therefore higher consumption (in the longer term) should eventually result in more attractive rates. Staffing is a significant cost component that would only marginally increase with substantially higher consumption levels.

Members of Council should be reminded that the rates determined for out-of-town agencies represent their wholesale cost of purchasing water from the Town. Each must individually add their own distribution, maintenance and administration component costs before determining their price to their ultimate customer.

Utilizing a proven "Water Model" is an approved mechanism for calculating water rates to customers outside your boundaries, and is defensible to the Alberta Energy & Utilities Board.

Water Conclusion:

The 2023 - 2025 Interim Operating Budget generates within the Municipal Water Utility the following annual "Cash" contributions towards water capital and other general municipal operations:

	\$2.72 m ³	\$2.73 m ³	\$2.78 m ³	\$2.79 m ³	\$2.80 m ³	\$2.82 m ³	\$2.82 m ³	\$2.82 m ³	\$2.8977 m ³	\$2.9143 m ³	\$2.9107 m ³
Annual Contributions	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Administration Services Recovery	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Debtenture Payments	\$234,030	\$235,780	\$235,580	\$242,400	\$235,520	\$235,440	\$235,360	\$230,170	\$230,080	\$206,020	\$202,980
Water Meter Replacement Capital	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000	\$75,000	\$75,000	\$75,000	\$80,000	\$80,000	\$80,000
Return on Investment to General (in lieu of Franchise Fee & 30% of 40% Equity)	\$271,000	\$260,000	\$250,000	\$240,000	\$235,000	\$230,000	\$220,000	\$210,000	\$202,000	\$192,000	\$183,000
Available for Water Capital (in lieu of depreciation)	\$255,725	\$208,632	\$202,716	\$176,314	\$94,969	-\$63,562	\$69,333	\$54,007	\$38,916	\$103,420	\$98,177

Option: Any change to In-Town consumption rates will further increase or decrease the amount available for water capital purpose: For example, each \$0.01 per m³ rate increase/decrease results in an annual water revenue budget projection change of \$5,902 based on 590,000 m³ (plus commercial sewer revenue by an additional \$1,160).

Of note, the \$10 per month flat fee currently recovers 40% (\$300,840 / \$748,207) of the combined Water Billing (\$97,000) and Water Transmission (\$651,207) expenses in the 2023 Operational Budget totaling \$748,207. The remaining 60% of these costs are recovered through In-Town volume consumption rates.

The logic behind incorporating a monthly fixed rate fee is to share equitably amongst all customers those component costs that are considered predominantly fixed and not variable. Our current benchmark is to recover 40% to 50% of the billing and transmission component costs through the equal fixed fee. For comparison purposes, if our benchmark was increased to 100%, this would no longer be considered equitable as the residential class (with the most customers) would then be charged for 85% of these costs. Conversely if our bench mark was set to zero our variable water rate would increase to \$3.3989 and this would not be equitable to larger consuming commercial customers.

However, Council should be mindful that any change to the fixed component will generally affect the smallest consumers the most. For illustrative purposes a \$1 per month fixed increase generates \$30,084 in additional revenue, this is equivalent to a \$0.2370 m³ volume rate increase on a small household consuming 5 m³ per month, verses only a \$0.0592 m³ increase to an average household using 20 m³ per month.

- $\$0.2370 \times 5 \text{ m}^3 \times 12 \text{ months} = \14.22
- $\$0.0592 \times 20\text{m}^3 \times 12 \text{ months} = \14.21

Option: A \$1.00 per month change in the fixed component rate will generate \$30,084 in additional revenue. At \$11 per month the Town would then recover an estimated 44.23% (\$330,924 / \$748,207) of the Billing and transmission costs.

Year	Rate / Month	Increase / Month
2013	\$18.00	
2014	\$19.00	\$1.00
2015	\$21.00	\$2.00
2016	\$21.50	\$0.50
2017	\$22.00	\$0.50
2018	\$22.25	\$0.25
2019	\$22.50	\$0.25
2020	\$22.75	\$0.25
2021	\$22.75	\$0.00
2022	\$22.75	\$0.00
2023	\$23.00	\$0.25
2024	\$23.25	\$0.25
2025	\$23.50	\$0.25

Sanitary Sewer Services:

Historically residential flat monthly sewer rates were as follows. Commercial sewer rates are calculated at 40% (Industry Standard - On average 40% of home water use is from the toilet, Canadian Mortgage and Housing) of the monthly water consumption charge or **\$23.00 (2023 proposed rate)** per month, whichever is the greater. Therefore, as water rates increase, commercial properties using more than approximately **19.61 m³** of water per month will pay more for sewage disposal as well.

The 2023 – 2025 Interim Operating Budget proposes three (3) consecutive year \$0.25/month increases in the flat rate for residential customers. Each \$0.05 increase from the **2023 proposed rate of \$23.00** would generate an additional \$1,285 from residential customers while the \$0.01 per m³ proposed water rate increase will generate an additional \$1,160 in sewer revenues from commercial properties.

The following is a summary the 2023 sewer revenue forecast by class of customer:

	#		2022 Water Consumption		2023 Sewer Revenue	
Commercial Properties	387	15.3%	275,000 m ³	46.6%	\$336,133	36.3%
Residential Properties:	<u>2141</u>	84.7%	<u>315,000 m³</u>	53.4%	<u>\$590,916</u>	63.7%
	2528		590,000 m ³		\$927,049	(\$888,681 2022)

A summary of net revenue generated (for capital) within the 2023 – 2025 Interim Operating Budget from municipal sewer utility services is as follows:

	@\$21.00	@\$21.50	@\$22.00	@\$22.25	@\$22.50	@\$22.75	@\$22.75	@\$22.75	@\$23.00	@\$23.25	@\$23.50
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Total Available for Capital Funding	\$260,370	\$262,889	\$224,218	\$193,937	\$226,583	\$263,356	\$243,836	\$229,281	\$263,759	\$268,458	\$309,301

As a result, the 2023 Interim Operating Budget proposes a \$0.25 increase in the monthly residential sewer rate to \$23.00 per month.

Option: each \$0.05 residential rate change from the proposed 2023 rate of \$23.00 per month flat residential sewer charge will impact the budget by \$1,285 per year.

**Garbage Collection/Landfill Services and Recycling:
Garbage Collection (Weekly)**

Year	Rate / Month	Increase / Month
2013	\$18.00	
2014	\$19.00	\$1.00
2015	\$21.00	\$2.00
2016	\$22.50	\$1.50
2017	\$23.00	\$0.50
2018	\$23.25	\$0.25
2019	\$23.50	\$0.25
2020	\$23.75	\$0.25
2021	\$23.75	\$0.00
2022	\$23.75	\$0.00
2023	\$24.00	\$0.25
2024	\$24.25	\$0.25
2025	\$24.50	\$0.25

Historically residential flat garbage collection fees were as follows. Each \$0.05 increase from the **2023 proposed rate of \$24.00** would generate an additional \$1,344 from residential customers.

The proposed \$0.25/month increase in 2023 will generate \$6,720 in new revenue. This will offset 20.3% of the total cost increase in 2023 of \$33,056 (\$6,720 / \$33,056). The amount available for capital will decrease by \$23,187.

Stettler Waste Management Association (SWMA) Per Capita

Year	Rate / Month	Increase / Month
2013	\$43.00	
2014	\$46.00	\$3.00
2015	\$52.00	\$6.00
2016	\$58.00	\$6.00
2017	\$61.00	\$3.00
2018	\$62.00	\$1.00
2019	\$65.00	\$3.00
2020	\$65.00	\$0.00
2021	\$65.00	\$0.00
2022	\$68.00	\$3.00
2023	\$71.00	\$3.00
2024	\$74.00	\$3.00
2025	\$77.00	\$3.00

The 2023 Interim Operating Budget also anticipates an \$3.00 increase to the SWMA per Capital to \$71.00 (\$68.00 in 2022) **Increase +\$17,856**. (\$3.00 x 5952). Projected increases in 2024/2025 will erode available for capital.

The Town of Stettler is currently under a 5-year contract with C&S Disposal for Residential collection of garbage (weekly), composting (bin locations) and recycling (bi-weekly) services. The 2023 Budget includes a 4% - \$19,528 increase. The current contract stipulates a 2% increase in 2023, however current inflation rates (September 2022) are 6.2% and administration believes a 4% increase is more in line with current economic conditions, given the cost of

diesel fuel. An amendment should be made to the existing contract to include "2% or cost of living (October) whichever is greater."

	Original Tender - Nov 2019	2020	2021	2022 - Contract (Budget)	2022 - Contract - to July 1, 2022	2022 - CPI - after July 1, 2022	2023 - Contract	2023 - CPI in 2022	2023 - CPI	2024 - Contract	2024 - CPI	2024 - CPI in 2022
Garbage Collection:		addition of 13 Tower Rd		2% rate increase	2% rate increase	7.10%	2% rate increase	2.00%	4.00%	2% rate increase	2.00%	2.00%
Rate per unit:	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.10	\$ 5.10	\$ 5.36	\$ 5.20	\$ 5.46	\$ 5.57	\$ 5.30	\$ 5.68	\$ 5.57
# of Months:	12	12	12	12	6	6	12	12	12	12	12	12
# of Units:	2185	2198	2228	2235	2235	2235	2240	2240	2240	2245	2245	2245
Budget estimate:	\$ 131,100.00	\$ 131,880.00	\$ 133,680.00	\$ 136,782.00	\$ 68,391.00	\$ 71,810.55	\$ 139,776.00	\$ 146,821.25	\$ 149,700.10	\$ 142,782.00	\$ 153,034.93	\$ 150,091.95
Municipal Waste Bins - 14 Bins												
Rate per bin/mo.	\$ 130.00	\$ 130.00	\$ 130.00	\$ 132.60	\$ 132.60	\$ 139.23	\$ 135.25	\$ 142.01	\$ 144.80	\$ 137.96	\$ 147.70	\$ 144.85
# of Months:	12	12	12	12	6	6	12	12	12	12	12	12
Budget estimate:	\$ 21,840.00	\$ 21,840.00	\$ 21,840.00	\$ 22,276.80	\$ 11,138.40	\$ 11,695.32	\$ 22,722.00	\$ 23,858.45	\$ 24,326.27	\$ 23,177.28	\$ 24,812.79	\$ 24,335.62
Municipal Recycling per week												
Rate per bin/mo.	\$ 4.62	\$ 4.62	\$ 4.62	\$ 4.71	\$ 4.71	\$ 4.95	\$ 4.80	\$ 5.05	\$ 5.15	\$ 4.90	\$ 5.25	\$ 5.15
# of Months:	12	12	12	12	6	6	12	12	12	12	12	12
Budget estimate:	\$ 240.24	\$ 240.24	\$ 240.24	\$ 244.92	\$ 122.46	\$ 128.65	\$ 249.60	\$ 262.44	\$ 267.59	\$ 254.76	\$ 272.94	\$ 267.69
Total Contracted Garbage Collection:	\$ 153,180.24	\$ 153,960.24	\$ 155,760.24	\$ 159,303.72	\$ 79,651.86	\$ 83,634.52	\$ 162,747.60	\$ 170,942.14	\$ 174,293.95	\$ 166,214.04	\$ 178,120.66	\$ 174,695.27
	2020	2020	2021	2022	2022	2022	2023	2023	2022	2024	2022	2023
Composting Collection -												
Unit price	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.24	\$ 12.24	\$ 12.85	\$ 12.48	\$ 13.11	\$ 13.37	\$ 12.73	\$ 13.63	\$ 13.37
# of Pick-up Days / year: (Tuesdays & Thursdays April 1 to November 11)	64	64	64	64	26	38	64	64	64	64	64	64
# of bins:	23	23	23	23	23	23	23	23	23	23	23	23
Pro Rated Budget Estimate	\$ 17,664.00	\$ 17,664.00	\$ 17,664.00	\$ 18,017.28	\$ 7,319.52	\$ 11,232.65	\$ 18,370.56	\$ 19,296.51	\$ 19,674.87	\$ 18,738.56	\$ 20,068.37	\$ 19,682.44
Year Contract Budget Estimate	\$ 28,704.00	\$ 28,704.00	\$ 28,704.00	\$ 29,278.08	\$ 29,278.08	\$ 30,741.98	\$ 29,852.16	\$ 31,356.82	\$ 31,971.66	\$ 30,450.12	\$ 32,611.10	\$ 31,983.96
	2020	2020	2021	2022	2022	2022	2023	2023	2022	2024	2022	2023
Recycling Collection:												
Unit Price	\$ 1.85	\$ 1.85	\$ 1.85	\$ 1.89	\$ 1.89	\$ 1.98	\$ 1.93	\$ 2.02	\$ 2.06	\$ 1.97	\$ 2.10	\$ 2.06
Rate per Month: (Weekly)	\$ 5.89	\$ 6.04	\$ 6.19	\$ 6.19	\$ 6.35	\$ 6.63	\$ 6.51	\$ 6.77	\$ 6.90	\$ 6.67	\$ 7.04	\$ 6.90
# of Months:	12	12	12	12	6	6	12	12	12	12	12	12
# of Units:	2160	2173	2188	2195	2195	2195	2200	2200	2200	2205	2205	2205
Budget Estimate: (Bi-weekly)	\$ 103,896.00	\$ 104,521.30	\$ 105,242.80	\$ 107,862.30	\$ 53,931.15	\$ 56,537.82	\$ 110,396.00	\$ 115,599.88	\$ 117,866.55	\$ 112,940.10	\$ 120,497.12	\$ 118,179.86
Budget Estimate: (Weekly)	\$ 152,781.83	\$ 157,543.89	\$ 162,397.18	\$ 163,117.37	\$ 83,597.65	\$ 87,349.35	\$ 171,765.57	\$ 178,598.59	\$ 182,100.52	\$ 176,459.84	\$ 186,164.67	\$ 182,584.58
Total Yearly Budget - All	\$ 285,780.24	\$ 287,185.54	\$ 289,707.04	\$ 296,444.10	\$ 162,861.09	\$ 170,914.32	\$ 302,995.76	\$ 317,898.85	\$ 324,132.16	\$ 309,604.26	\$ 331,228.88	\$ 324,859.09
Total Yearly Budget - pro-rated Composting	\$ 274,740.24	\$ 276,145.54	\$ 278,667.04	\$ 285,183.30	\$ 140,902.53	\$ 151,404.99	\$ 291,514.16	\$ 305,838.54	\$ 311,835.37	\$ 297,892.70	\$ 318,686.15	\$ 312,557.57
				\$ 6,516.26	\$ 7,124.22	\$ 292,307.52		\$ 13,531.02	\$ 19,527.85	\$ 1,352,353.69	\$ 6,850.78	\$ 6,719.03
						\$ 13,640.48				Total Contract - with addition of tower road		

The 2023 Interim Operating Budget proposes a \$0.25 increase to the monthly residential garbage rate to \$24.00 per month.

A summary of net revenue generated in the 2023 – 2025 Interim Operating Budget from municipal garbage utility services as well as projected rate changes is as follows:

	@\$21.00	@\$22.50	@\$23.00	@\$23.25	@\$23.50	@\$23.75	@\$23.75	@\$23.75	@\$24.00	@\$24.25	@\$24.50
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Net Landfill and Garbage Operations											
Total Available for Capital Funding	\$86,789	\$88,686	\$82,767	\$56,677	\$55,605	\$55,158	\$75,945	\$58,092	\$34,905	\$19,839	\$8,610
# of Users	2,170	2,175	2,180	2,185	2,190	2,190	2,228	2,235	2,240	2,240	2,240

Recycling (Bi-weekly)

Year	Rate / Month	Increase / Month
2013	\$6.00	
2014	\$6.00	\$0.00
2015	\$6.00	\$0.00
2016	\$6.00	\$0.00
2017	\$6.25	\$0.25
2018	\$6.25	\$0.00
2019	\$6.50	\$0.25
2020	\$6.50	\$0.00
2021	\$6.50	\$0.00
2022	\$6.50	\$0.00
2023	\$6.75	\$0.25
2024	\$7.00	\$0.25
2025	\$7.25	\$0.25

Historically residential flat recycling collection fees were as follows. Each \$0.05 increase from the **2023 proposed rate of \$6.75** would generate an additional \$1,320 from residential customers.

The proposed \$0.25/month increase in 2023 will generate \$6,600 in new revenue. This will offset 57.0% of the total cost increase in 2023 of \$11,573 (\$6,600 / \$11,573). The amount available for capital will decrease by \$4,583.

A summary of net revenue generated in the 2023 – 2025 Interim Operating Budget from municipal recycling / composting utility services as well as projected rate changes is as follows:

	@\$6.00	@\$6.00	@\$6.25	@\$6.25	@\$6.50	@\$6.50	@\$6.50	@\$6.50	@\$6.75	@\$7.00	@\$7.25
Recycling /Composting Operations	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Total Available for Capital Funding	\$26,399	\$19,210	\$20,280	\$18,510	\$19,665	\$46,636	\$35,927	\$33,501	\$28,918	\$32,445	\$39,005
# of Users	2,135	2,145	2,150	2,160	2,160	2,160	2,188	2,195	2,200	2,200	2,200

These net contributions to the overall amount available for capital are based upon maintaining the same levels of service for both programs:

- Curbside residential garbage collection on a weekly basis.
- Curbside residential recycling collection on a bi-weekly basis.

Option: Each \$0.05 change in monthly residential garbage collection rates will impact the budget by +/- \$1,344 annually.

Option: Each \$0.05 change in monthly residential recycling collection rates will impact the budget by +/- \$1,320 annually.

2022 – 2025 Operating Budget Conclusion Sample Property Summary

	2019	2020	2021	2022	2023	2023	Diff
Assessment	\$265,140	\$265,140	\$265,140	\$265,140		\$265,140	
4% Tax (interim) 2023	\$1,837.63	\$1,856.01	\$1,856.01	\$1,856.01		\$1,930.25	\$74.24
Water Rate per Cubic Meter Based on 17 M3 per Month - (2017 - \$2.78 / 2018 - \$2.79 / 2019 - \$2.80 / 2020 - \$2.82 / 2021 - \$2.82 / 2022 - \$2.82 / 2023 - \$2.8977)	\$571.20	\$575.28	\$575.28	\$575.28	\$2.8977 x 17m3 x 12	\$591.13	\$15.85
Water Fixed Rate - \$10.00 per Month	\$120.00	\$120.00	\$120.00	\$120.00	\$10 x 12	\$120.00	\$0.00
Sewer Fixed Rate per Month - (2017 = \$22.00 / 2018 = \$22.25 / 2019 = \$22.50 / 2020 = \$22.75 / 2021 - \$22.75 / 2022 - \$22.75 / 2023 - \$23.00)	\$270.00	\$273.00	\$273.00	\$273.00	\$23.00 x 12	\$276.00	\$3.00
Garbage Fixed Rate per Month - (2017 = \$23.00 / 2018 = \$23.25 / 2019 = \$23.50 / 2020 - \$23.75 / 2021 - \$23.75 / 2022 - \$23.75 / 2023 - \$24.00)	\$282.00	\$285.00	\$285.00	\$285.00	\$24.00 x 12	\$288.00	\$3.00
Recycling Fixed Rate - (2017 - \$6.25 / 2018 - \$6.25 / 2019 - \$6.50 / 2020 = \$6.50 / 2021 - 6.50 / 2022 - \$6.50 / 2023 - \$6.75)	\$78.00	\$78.00	\$78.00	\$78.00	\$6.75 x 12	\$81.00	\$3.00
Total	\$3,158.83	\$3,187.29	\$3,187.29	\$3,187.29		\$3,286.38	\$99.09
	\$90.44	\$28.46	\$0.00			\$99.09	
Overall Percentage Change	2.95%	0.90%	0.00%	0.00%			3.11%

Alternative 2023 Incremental Financial Impacts on the Budget and on the Average Residential Customer:

Incremental Financial Impact on Customer/ Property Owner:

Impact on Interim Budget

Proposed Municipal Tax increase of 4%	+\$240,362
Each 1% Municipal Tax Increase	+\$60,090
Proposed Water Rate increase of \$0.0777m³ (\$2.8977 - \$2.82)	+\$45,843
Each \$0.01 Water Rate increase per month	+\$5,902
Generates automatic commercial Sewer Revenue	+\$1,160
Each \$1 fixed Water Rate increase per month = \$12/year	+\$30,084
Proposed Sewer Rate increase of \$0.25 (\$23.00)	+\$6,425
Each \$0.05 fixed Sewer Rate increase per month = \$0.60/year/res	+\$1,285
Proposed Garbage Rate increase of \$0.25 (\$24.00)	+\$6,720
Each \$0.05 fixed Garbage Rate increase per month = \$0.60 per year	+\$1,344
Proposed Recycling Rate increase of \$0.25 (\$6.75)	+\$6,600
Each \$0.05 fixed Recycling Rate increase per month = \$0.60 per year	+\$1,320

Water, Sewer, Garbage & Recycling									
Net Budget Impacts									
	2019	2020 Post COVID - May 2020	2020 Pre COVID - Dec 2019	2021	2022	2023	2024	2025	
	\$10/month plus 590,000 m ³ 300,000 Res / 290,000 NRes 2089 Res / 372 Nres (units)	\$10/month plus 590,000 m ³ 300,000 Res / 290,000 NRes 2105 Res / 370 Nres (units)	\$10/month plus 590,000 m ³ 300,000 Res / 290,000 NRes 2105 Res / 370 Nres (units)	\$10/month plus 590,000 m ³ 300,000 Res / 290,000 NRes 2106 Res / 370 Nres (units)	\$10/month plus 590,000 m ³ 300,000 Res / 290,000 NRes 2110 Res / 375 Nres (units)	\$10/month plus 590,000 m ³ 300,000 Res / 290,000 NRes 2120 Res / 387 Nres (units)	\$10/month plus 590,000 m ³ 300,000 Res / 290,000 NRes 2120 Res / 387 Nres (units)	\$10/month plus 590,000 m ³ 300,000 Res / 290,000 NRes 2120 Res / 387 Nres (units)	\$10/month plus 590,000 m ³ 300,000 Res / 290,000 NRes 2120 Res / 387 Nres (units)
	\$2.8000 m³	\$2.8200m³	\$2.8200m³	\$2.8200m³	\$2.8200 m³	\$2.9328 m³	\$2.9495 m³	\$2.9495 m³	
Revenue - Water	\$ 3,128,812	\$ 3,032,318	\$ 3,147,098	\$ 3,147,358	\$ 3,148,438	\$ 3,273,296	\$ 3,289,519	\$ 3,294,019	
Expenditures - Water	\$ 3,033,843	\$ 3,095,880	\$ 3,095,880	\$ 3,078,025	\$ 3,094,431	\$ 3,234,380	\$ 3,236,026	\$ 3,241,269	
Net Budget Impact	\$ 94,969	\$ (63,562)	\$ 51,218	\$ 69,333	\$ 54,007	\$ 38,916	\$ 53,493	\$ 52,750	
Net Depreciation, not included	\$ 299,040	\$ 298,358	\$ 298,358	\$ 300,468	\$ 293,011	\$ 297,329	\$ 293,386	\$ 293,386	
Debtenture Principal, included	\$ 148,220	\$ 154,780	\$ 154,780	\$ 161,640	\$ 163,700	\$ 170,890	\$ 154,000	\$ 157,450	
Plus R.O.I. Included in Exp.	\$ 235,000	\$ 230,000	\$ 230,000	\$ 220,000	\$ 210,000	\$ 200,000	\$ 200,000	\$ 200,000	
Debtenture Interest, included in Exp.	\$ 87,300	\$ 80,660	\$ 80,660	\$ 73,720	\$ 66,470	\$ 59,190	\$ 52,020	\$ 45,530	
	2019 2057 (units)	2020 2057 (units)	2020 2057 (units)	2021 2057 (units)	2022 2057 (units)	2023 2141 (units)	2024 2141 (units)	2025 2141 (units)	
	\$22.50/month	\$22.75/month	\$22.75/month	\$22.75/month	\$22.75/month	\$23.00/month	\$23.25/month	\$23.50/month	
Revenue - Sewer	\$ 941,490	\$ 905,963	\$ 950,675	\$ 950,701	\$ 950,701	\$ 989,069	\$ 995,492	\$ 1,001,915	
Expenditures - Sewer	\$ 714,907	\$ 642,607	\$ 642,607	\$ 706,865	\$ 727,420	\$ 725,310	\$ 731,106	\$ 696,686	
Net Budget Impact	\$ 226,583	\$ 263,356	\$ 308,068	\$ 243,836	\$ 223,281	\$ 263,759	\$ 264,386	\$ 305,229	
Debtenture Princ & Int	\$ 226,280	\$ 160,940	\$ 160,940	\$ 160,900	\$ 160,860	\$ 153,500	\$ 153,470	\$ 115,160	
	2019 2187 (units)	2020 2187 (units)	2020 2187 (units)	2021 2228 (units)	2022 2235 (units)	2023 2240 (units)	2024 2240 (units)	2025 2240 (units)	
	\$23.50/month	\$23.75/month	\$23.75/month	\$23.75/month	\$23.75/month	\$24.00/month	\$24.25/month	\$24.50/month	
Revenue - Garbage	\$ 648,725	\$ 655,790	\$ 655,790	\$ 666,125	\$ 668,602	\$ 678,471	\$ 685,718	\$ 692,975	
Expenditures - Garbage	\$ 593,120	\$ 600,632	\$ 642,566	\$ 590,180	\$ 610,510	\$ 643,566	\$ 665,879	\$ 684,365	
Net Budget Impact	\$ 55,605	\$ 55,158	\$ 13,224	\$ 75,945	\$ 58,092	\$ 34,905	\$ 19,839	\$ 8,610	
	2019 2160 (units)	2020 2160 (units)	2020 2160 (units)	2021 2188 (units)	2022 2195 (units)	2023 2200 (units)	2024 2200 (units)	2025 2200 (units)	
	\$6.50/month	\$6.50/month	\$6.50/month	\$6.50/month	\$6.50/month	\$6.75/month	\$7.00/month	@ \$7.25/month	
Revenue - Recycling	\$ 168,480	\$ 168,870	\$ 168,870	\$ 170,664	\$ 171,210	\$ 178,200	\$ 184,800	\$ 191,400	
Expenditures - Recycling/Compost	\$ 148,815	\$ 122,234	\$ 151,450	\$ 134,737	\$ 137,709	\$ 149,282	\$ 152,355	\$ 152,395	
Net Budget Impact	\$ 19,665	\$ 46,636	\$ 17,420	\$ 35,927	\$ 33,501	\$ 28,918	\$ 32,445	\$ 39,005	
Combined Net Budget Impact:	\$ 396,822	\$ 301,588	\$ 389,930	\$ 425,041	\$ 368,881	\$ 366,498	\$ 370,163	\$ 405,594	
	\$ 679,528	\$ 247,659	\$ 635,497	\$ 318,422	\$ 330,690	\$ 285,620	\$ 508,533	\$ 596,163	
	\$ 1,076,350	\$ 549,247	\$ 1,025,427	\$ 743,463	\$ 699,571	\$ 652,118	\$ 878,696	\$ 1,001,757	
1/2% Municipal Tax Increase		\$ 30,045							
\$.01 increase in Municipal Water		\$ 5,902							
\$.1 increase in Flat Fee Municipal WATER		\$ 30,084							
\$.01 increase in Municipal Water (COM SEWER)		\$ 1,160							
\$.05 increase in Flat Fee Municipal SEWER		\$ 1,285							
\$.05 increase in Flat Fee Municipal GARBAGE		\$ 1,344							
\$.05 increase in Flat Fee Municipal RECYCLING		\$ 1,320							

2023 Budget Summary

Revenue	2019 Budget	2020 Pre Covid Interim Budget - December 2019	2020 Post Covid - May 2020 (pre capital budget)	2021 Operating Budget May 2021 (not included \$645,000 Operating Capital Budget)	2022 Interim Operating Budget (no operating capital budget)	2023 Interim Operating Budget (no operating capital budget)	Variance	%	Notes
Administration	\$315,332	\$317,333	\$317,333	\$280,020.00	\$272,020.00	\$272,020.00	\$0.00	0.00%	
Inter Dept Utility Transfer - \$250,000)									
Police	\$563,249	\$565,466	\$520,024	\$495,308.00	\$548,804.00	\$820,866.00	\$272,062.00	54.93%	Trans from RCMP Res - \$250,000
Traffic Fines - Budget - \$60,000									
Provincial Grant - \$347,616									
Community Resource Program - \$104,802 (Clearview - \$40,000 / County - \$64,802) / 2022 - \$83,856 Total									
Fire	\$389,354	\$408,427	\$402,577	\$449,247.00	\$452,321.00	\$515,811.00	\$63,490.00	14.13%	County Partner Inc - \$59,322
Disaster Services	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00	\$0.00		
Bylaw Enforcement	\$110,150	\$109,950	\$109,950	\$109,950.00	\$109,950.00	\$113,700.00	\$3,750.00	3.41%	Business Lic # inc
Business Licenses Budget - 2023 - \$90,000 - 2022 - \$86,250 = \$3,750 /Animal License Budget \$21,700									
Roads, Streets, Walks, Lights	\$270,515	\$64,535	\$64,535	\$63,800.00	\$64,535.00	\$64,535.00	\$0.00	0.00%	
Airport	\$10,880	\$10,880	\$10,880	\$10,880.00	\$10,880.00	\$10,880.00	\$0.00	0.00%	
Drainage	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	
Water Supply & Distribution	\$3,135,812	\$3,147,098	\$3,032,318	\$3,147,358.00	\$3,148,438.00	\$3,273,296.00	\$124,858.00	3.97%	
Metered sale of water - 2023 - \$2,011,231 - \$1,962,728 = \$48,503									
Metered out of Town - 2023 - \$1,150,275 - 2022 - \$1,070,000 = \$80,275									
Bulk water (Budget - \$40,000)									
Sewer	\$941,490	\$950,675	\$905,963	\$950,701.00	\$950,701.00	\$989,069.00	\$38,368.00	4.04%	
Sewer Service Charges - 2023 - \$927,049 - 2022 - \$888,681 = \$38,368									
Garbage Collection & Disposal	\$817,205	\$824,660	\$824,660	\$836,789.00	\$839,812.00	\$856,671.00	\$16,859.00	2.01%	haul rebate - \$26.351 (2022-\$24,627)
Residential Garbage Revenue - 2023 - \$645,120 - 2022 - \$636,975 = \$8,145									
Recycling Revenue - 2023 - \$178,200 - 2022 - \$171,210 = \$6,990									
FCSS	\$157,148	\$157,148	\$157,148	\$157,148.00	\$157,148.00	\$157,148.00	\$0.00	0.00%	
Cemetery	\$23,600	\$23,600	\$23,600	\$23,600.00	\$23,600.00	\$23,600.00	\$0.00	0.00%	
Planning & Development	\$69,500	\$44,500	\$34,100	\$44,500.00	\$44,500.00	\$44,500.00	\$0.00	0.00%	
Building Permits (Budget - \$30,000)									
Economic Development - BOT	\$197,050	\$222,920	\$149,585	\$232,125.00	\$137,420.00	\$142,170.00	\$4,750.00	2.05%	Shop Stettler, Trade Show, SWS Lunch
Subdivision Land	\$2,000	\$2,000	\$200	\$2,000.00	\$2,000.00	\$500.00	-\$1,500.00	-75.00%	Subdivision Fees
Land, Housing & Rentals	\$283,095	\$273,780	\$273,780	\$282,015.00	\$278,580.00	\$279,514.00	\$934.00	0.33%	
AE Kennedy Health Unit - \$206,234 (2023 new agreement)									
Ambulance Station - \$20,100									
SRC - Library - Budget - \$42,000									
Recreation - General	\$3,520	\$3,000	\$3,000	\$3,000.00	\$3,000.00	\$3,000.00	\$0.00	0.00%	
Recreation Programs	\$22,200	\$24,460	\$3,500	\$22,700.00	\$26,190.00	\$25,418.00	-\$772.00	-3.40%	Ball / Soccer / storage rentals
Facilities	\$1,192,700	\$1,088,705	\$848,805	\$952,732.00	\$1,009,465.00	\$1,054,336.00	\$44,871.00	4.71%	County / Pool / SRC Revenue
Community Hall	\$53,000	\$40,000	\$20,000	\$30,000.00	\$40,000.00	\$40,000.00	\$0.00	0.00%	rental increase
Senior's Center	\$17,400	\$22,875	\$14,437	\$20,875.00	\$22,875.00	\$21,750.00	-\$1,125.00	-5.39%	Seniors dropin fee usage increase
Parks	\$115,650	\$100,650	\$50,650	\$115,650.00	\$120,650.00	\$120,800.00	\$150.00	0.13%	
Lions Campground - Budget - \$120,000									
Operating Contingency	\$0	\$0	\$100,146	\$4,529.00	\$11,899.00	\$0.00	-\$11,899.00	0.00%	
Taxes / Penalties	\$8,746,825	\$8,704,836	\$8,527,784	\$8,677,404.00	\$8,778,101.00	\$9,114,180.00	\$336,079.00	3.87%	Tax - \$266,098 / ASFF & Senior - \$69,981
Other Revenue	\$1,717,000	\$1,845,400	\$1,845,400	\$1,938,350.00	\$2,078,400.00	\$2,188,430.00	\$110,030.00	5.68%	
Franchise Fee - GAS (\$1,216,030 - \$1,065,000 = \$151,030									
Franchise Fee - ELECTRIC (\$764,000 - \$805,000 = (-41,000))									
Return on Investments (Budget - \$140,000)									
Total Revenue	\$19,154,675	\$18,952,898	\$18,240,375	\$18,850,681.00	\$19,131,289.00	\$20,132,194.00	\$1,000,905.00	5.23%	

Expense	2019 Budget	2020 Pre Covid Interim Budget - December 2019	2020 Post Covid - May 2020 (pre capital budget)	2021 Operating Budget May 2021 (not included \$645,000 Operating Capital Budget)	2022 Interim Operating Budget (no operating capital budget)	2023 Interim Operating Budget (no operating capital budget)	Variance	%	Notes
Council & Legislative	\$209,100	\$221,300	\$208,300	\$221,630.00	\$222,640.00	\$223,450.00	\$810.00	0.37%	
Council Honorarium (Budget - \$154,450 - \$153,640 = \$810)									
Council per diem - Budget - \$27,000									
Council travel & subsistence - Budget - \$22,000									
Council membership Conferences (Budget - \$16,000)									
Administration	\$1,160,197	\$1,215,838	\$1,230,121	\$1,294,932.00	\$1,116,978.00	\$1,155,298.00	\$38,320.00	2.96%	Salary-\$13,530 /Ins-\$16,164 /Ut-\$3,034 /Town Life - \$3,500 /Promo - \$3000
Police	\$1,266,458	\$1,140,831	\$1,140,831	\$1,264,942.00	\$1,277,089.00	\$1,609,639.00	\$332,550.00	26.29%	
RCMP - Contract Billings (2023 Budget - \$1,419,564 / 2022 Budget - \$1,087,211 = \$332,353)									
Fire	\$854,865	\$900,178	\$889,028	\$894,059.00	\$917,264.00	\$1,038,570.00	\$121,306.00	13.57%	Fire Fighter Services (salary) - \$105,030 / Fire Hall - \$8,986 / Fire Equipment - \$6,625 / Fire Regional Unit - \$665
Disaster Services	\$20,218	\$20,068	\$32,068	\$33,080.00	\$33,530.00	\$34,534.00	\$1,004.00	3.04%	County Emergency Contract
Bylaw Enforcement	\$181,377	\$185,808	\$185,808	\$192,716.00	\$196,777.00	\$192,954.00	-\$3,823.00	-1.98%	
Common Services	\$146,230	\$150,597	\$150,597	\$156,733.00	\$282,530.00	\$272,111.00	-\$10,419.00	-6.65%	Salary - (-12,750)
Roads, Streets, Walks, Lights	\$2,099,381	\$1,903,345	\$1,903,345	\$1,932,829.00	\$1,949,578.00	\$1,967,254.00	\$17,676.00	0.91%	General Increases
Airport	\$50,703	\$46,974	\$46,974	\$47,635.00	\$49,187.00	\$55,989.00	\$6,802.00	14.28%	Repairs-\$4000/Lic-\$1200/UT-\$742
Water Supply & Distribution	\$3,040,843	\$3,095,880	\$3,095,880	\$3,078,025.00	\$3,094,431.00	\$3,234,380.00	\$139,949.00	4.55%	Repairs-\$14,000/Ins-\$8,934/Chemicals-\$17,500/UT-\$19,913/Small Equipment Capital-\$25,000/Membrane Replace-\$50,000/Water Meters-\$5000
Sewer	\$714,907	\$642,607	\$642,607	\$706,865.00	\$727,420.00	\$725,310.00	-\$2,110.00	-0.30%	
Garbage Collection & Disposal	\$741,935	\$794,016	\$722,866	\$724,917.00	\$748,219.00	\$792,848.00	\$44,629.00	6.16%	Contract Hauling-\$14,990/Composting-\$1,568/Recycling-\$10,005/SWMA Req-\$17,856
FCCS	\$196,435	\$196,435	\$196,435	\$196,435.00	\$196,435.00	\$196,435.00	\$0.00	0.00%	
Cemetery	\$81,428	\$64,668	\$64,668	\$65,790.00	\$64,290.00	\$65,160.00	\$870.00	1.32%	
Planning & Development	\$386,605	\$380,225	\$342,725	\$330,035.00	\$416,270.00	\$421,260.00	\$4,990.00	1.51%	Computer Software Support -\$4,000
Comm Services -Handi Bus	\$25,000	\$25,000	\$25,000	\$25,000.00	\$25,000.00	\$25,000.00	\$0.00	0.00%	
Economic Development	\$585,067	\$633,150	\$532,150	\$679,030.00	\$587,646.00	\$633,077.00	\$45,431.00	6.69%	BOT-Admin-\$7,370/BOT-Office-\$12,051/BOT-Brochure-\$1,250/BOT-Tourism(summer wages-\$11,750/BOT-Events-\$13,100
Subdivison Land	\$53,920	\$55,270	\$55,270	\$55,820.00	\$56,620.00	\$54,580.00	-\$2,040.00	-3.65%	
Land, Housing & Rentals	\$57,460	\$43,900	\$43,900	\$44,890.00	\$44,760.00	\$45,603.00	\$843.00	1.88%	
Recreation - General	\$136,160	\$138,775	\$138,775	\$151,470.00	\$146,025.00	\$147,690.00	\$1,665.00	1.10%	
Recreation Programs	\$80,480	\$82,280	\$82,280	\$84,740.00	\$81,320.00	\$81,300.00	-\$20.00	-0.02%	
Facilities	\$2,268,823	\$2,459,512	\$2,431,270	\$2,375,397.00	\$2,507,648.00	\$2,704,155.00	\$196,507.00	8.27%	Canada Day Fireworks - \$3,500/SRC Arena (salary, UT, Ins, repairs)-\$83,702/Pool Facility (salary/UT) - \$70,941/ Pool Programs (salary)-\$38,440
Culture	\$338,846	\$345,812	\$345,812	\$334,162.00	\$354,497.00	\$349,356.00	-\$5,141.00	-1.54%	
Parkland Regional Library - \$52,080 - \$50,890 = \$1,190									
Stettler Public Library - \$251,766 - \$250,117 = \$1,649									
Stettler Museum- \$34,000 - \$42,000 = (-\$8,000)									
Community Hall	\$122,459	\$104,029	\$104,029	\$107,546.00	\$107,397.00	\$107,299.00	-\$98.00	-0.09%	
Senior's Center	\$13,990	\$13,310	\$13,310	\$13,330.00	\$13,280.00	\$13,280.00	\$0.00	0.00%	
Parks	\$653,443	\$614,051	\$618,745	\$630,581.00	\$658,412.00	\$697,088.00	\$38,676.00	6.13%	Parks (salary)- \$14,910/Ins-\$637/UT-\$3,523/Flowers\$4,000/Materials(ball/soccer,tree,WSP)-\$5,000/Campground(janitor)-\$3,000/Weed Control(contract,chemical-\$3250)
Operating Contingency	-\$155,000	-\$230,000	-\$230,000	-\$220,000.00	-\$210,000.00	-\$200,000.00	\$10,000.00	-4.55%	
WTP gross recovery - (\$200,000) (JE made at end of year prior to Audit)									
Available for Capital from 2023 Operating Budget for 2023 Capital Budget - \$599,637 (Water \$86,659 + Utility \$320,889 (sewer, waste, recycling) + Total Available for Capital - \$192,089) = \$599,637									
Requisitions	\$2,746,995	\$2,683,612	\$2,678,334	\$2,684,629.00	\$2,766,475.00	\$2,836,456.00	\$69,981.00	2.61%	
ASFF - \$2,265,888 - \$2,225,053 = \$40,835									
ASFF Separate School - \$186,715 - \$168,749 = \$17,966									
County of Stettler Senior Lodges - \$383,853 - \$372,673 = \$11,180									
Total Expense	\$18,078,325.00	\$17,927,471.00	\$17,691,128.00	\$18,107,218.00	\$18,431,718.00	\$19,480,076.00	\$1,048,358.00	5.69%	
Surplus / Deficit	\$1,076,350.00	\$1,025,427.00	\$549,247.00	\$743,463.00	\$699,571.00	\$652,118.00	-\$47,453.00		

Municipal Utility Comparison Summary

20.00 m³	Totals		Water			Sanitary Sewer			Waste			Year Bylaw Updated	Population		
Municipality	Typical User /month	Typical User per year	Minimum or Fixed Charge /month	/m³	Water Total /month	Minimum or Fixed Charge /month	/m³	Sanitary Sewer Total /month	Storm Sewer /month	General Admin Fee	Solid Waste /month	Recycling /month	Yard Waste (Composting) /month		
Mean:	\$139.26	\$1,671.06	\$25.19	\$2.55	\$71.78	\$19.39	\$1.81	\$43.14	\$5.08	\$3.90	\$20.86	\$5.78	\$2.90		6,941
Median (46):	\$138.36	\$1,660.32	\$23.18	\$2.74	\$72.25	\$19.75	\$1.65	\$41.90	\$5.25	\$4.70	\$20.00	\$5.50	\$2.90		5,252
Bonnyville	\$80.78	\$969.36	\$12.88	\$1.92	\$51.28		\$0.64	\$12.80			\$13.16	\$3.54		2022	5,417
Delburne	\$91.58	\$1,098.96	\$28.35	\$1.45	\$57.35	\$13.50		\$13.50			\$16.00	\$4.73		2022	892
St. Paul	\$94.76	\$1,137.12	\$14.38	\$1.60	\$46.38	\$8.38	\$1.20	\$32.38			\$13.50	\$2.50		2022	5,827
Crowsnest Pass	\$97.03	\$1,164.36	\$34.54		\$34.54	\$34.54		\$34.54			\$24.81	\$3.14		2021	5,565
Bawlf	\$101.80	\$1,221.60	\$51.30		\$51.30	\$32.00		\$32.00			\$13.00	\$5.50		2021	422
Sedgewick	\$103.13	\$1,237.56	\$13.63	\$1.77	\$35.40	\$35.06		\$35.06			\$32.67			2022	811
Vegreville	\$103.17	\$1,238.04	\$5.50	\$3.34	\$72.30	\$4.70	\$0.39	\$5.87	\$6.00	\$5.00	\$7.00	\$7.00		2022	5,708
Big Valley	\$107.50	\$1,290.00	\$25.00	\$2.70	\$79.00	\$20.00		\$20.00			\$8.50			2021	346
Banff	\$113.50	\$1,362.00	\$5.35	\$1.02	\$25.75	\$16.87	\$2.54	\$67.67			\$20.08			2022	7,851
Drumheller	\$114.11	\$1,369.34	\$17.06	\$2.17	\$60.53	\$14.16	\$2.28	\$50.58				\$3.00		2022	7,982
Stettler 2022	\$119.40	\$1,432.80	\$10.00	\$2.82	\$66.40	\$22.75		\$22.75			\$23.75	\$6.50		2022	5,952
Barrhead	\$119.24	\$1,430.88	\$30.00	\$2.37	\$77.40	\$10.50	\$0.83	\$27.09			\$14.75			2022	4,579
Red Deer	\$121.40	\$1,456.80	\$16.25	\$1.61	\$48.45	\$19.75	\$1.65	\$49.45			\$19.00	\$4.50		2022	100,418
Stettler	\$121.70	\$1,460.45	\$10.00	\$2.90	\$67.95	\$23.00		\$23.00			\$24.00	\$6.75		2023	5,952
Veteran	\$126.00	\$1,512.00	\$15.00	\$3.65	\$88.00	\$14.00		\$14.00			\$24.00			2021	207
Donalda	\$131.00	\$1,572.00	\$25.00	\$3.60	\$97.00	\$11.00		\$11.00			\$23.00			2022	219
Redcliff	\$129.47	\$1,553.64	\$45.58	\$1.06	\$66.78	\$38.25		\$38.25			\$24.44			2022	5,600
Trochu	\$132.15	\$1,585.80	\$15.00	\$3.62	\$87.40	\$5.00	\$0.80	\$21.00			\$19.25	\$4.50		2022	1,058
Rocky Mtn. House	\$126.70	\$1,520.40	\$29.75	\$1.64	\$62.55	\$14.15	\$1.50	\$44.15			\$20.00			2022	6,635
Hanna	\$134.80	\$1,617.60	\$27.50	\$2.94	\$86.30	\$15.00	\$0.30	\$21.00			\$27.50			2022	2,559
Killam	\$135.50	\$1,626.00	\$22.50	\$1.85	\$59.50	\$22.07	\$0.72	\$36.47			\$34.00			2022	989
Jasper	\$135.92	\$1,631.07	\$20.67	\$0.70	\$34.67	\$12.67	\$2.20	\$56.67			\$28.67	\$15.92		2022	5,236
Camrose	\$137.92	\$1,655.04	\$27.74	\$2.02	\$68.14	\$27.77	\$0.90	\$45.77			\$15.21	\$6.00	\$2.80	2022	18,742
Ponoka	\$138.80	\$1,665.60	\$19.94	\$2.78	\$75.54	\$22.07	\$0.72	\$36.47			\$20.12	\$6.67		2022	7,229
Carstairs	\$139.52	\$1,674.24	\$14.00	\$2.91	\$72.20		\$1.75	\$43.32			\$24.00			2022	4,077
Slave Lake	\$140.63	\$1,687.56	\$30.03	\$1.80	\$66.03	\$24.11	\$1.45	\$53.11			\$15.05	\$6.44		2020	6,651
Westlock	\$141.06	\$1,692.72	\$23.85	\$3.03	\$84.45	\$7.59	\$0.91	\$25.77	\$3.00	\$2.00	\$25.84			2022	5,101
Didsbury	\$141.25	\$1,695.00	\$18.65	\$3.60	\$90.65	\$9.10	\$1.10	\$31.10			\$12.50	\$4.00	\$3.00	2021	5,268
Drayton Valley	\$143.20	\$1,718.40	\$20.50	\$2.20	\$64.50		\$2.75	\$55.00		\$4.70	\$19.00			2022	7,235
Sylvan Lake	\$133.49	\$1,601.88	\$38.67	\$0.85	\$38.67	\$24.82	\$2.75	\$68.82			\$19.50	\$6.50		2022	14,816
Castor	\$144.05	\$1,728.56	\$70.00	\$3.30	\$91.05	\$30.00		\$30.00			\$23.00			2021	929
Coronation	\$145.00	\$1,740.00	\$49.00	\$3.00	\$109.00	\$20.50		\$20.50			\$15.50			2021	940
Consort	\$149.41	\$1,792.93	\$42.25	\$4.69	\$109.41	\$12.00		\$12.00			\$28.00			2022	729
Three Hills	\$155.65	\$1,867.80	\$17.75	\$3.48	\$87.35	\$22.20	\$0.98	\$41.80			\$18.50	\$8.00		2022	3,212
Devon	\$154.46	\$1,853.52	\$13.46	\$1.55	\$44.46	\$35.00	\$1.85	\$72.00	\$8.00		\$30.00			2022	6,578
Peace River	\$156.08	\$1,872.96	\$30.88	\$3.16	\$94.08	\$26.75	\$2.15	\$43.00			\$19.00			2022	6,842
Penhold	\$161.75	\$1,941.00	\$17.30	\$1.46	\$46.50	\$14.75	\$3.65	\$87.75	\$5.50		\$22.00			2022	3,277
Wainwright	\$162.63	\$1,951.56	\$19.00	\$4.01	\$99.20	\$19.75	\$1.00	\$37.75	\$5.00		\$14.50	\$6.18		2022	6,270
Bowden	\$164.00	\$1,968.00	\$10.00	\$3.00	\$70.00	\$10.00	\$3.10	\$72.00			\$11.00	\$11.00		2022	1,240
Bashaw	\$169.45	\$2,033.40	\$30.00	\$3.69	\$103.80	\$20.00		\$51.90			\$13.75			2022	830
Innisfail	\$174.20	\$2,090.40	\$10.00	\$2.71	\$64.20	\$10.00	\$3.60	\$82.00	\$3.00		\$20.00	\$5.00		2022	7,847
Vermilion	\$176.33	\$2,115.96	\$36.72	\$3.56	\$107.92	\$11.32	\$1.76	\$46.52			\$18.80	\$3.09		2022	4,084
Blackfalds	\$177.27	\$2,127.24	\$28.22	\$2.77	\$83.62	\$14.88	\$3.12	\$64.80			\$28.85			2021	9,328
Lacombe	\$180.26	\$2,163.12	\$28.57	\$2.63	\$81.17	\$21.35	\$2.82	\$66.47			\$32.62			2022	13,057
Daysland	\$190.38	\$2,284.56	\$46.83	\$2.00	\$86.83	\$42.55	\$1.00	\$62.55			\$38.00	\$3.00		2021	824
Alix	\$200.18	\$2,402.16	\$37.50	\$3.15	\$100.50	\$26.25	\$2.25	\$71.25			\$22.50	\$5.93		2022	734
Olds	\$207.53	\$2,490.36	\$12.83	\$2.99	\$72.63	\$18.40	\$4.61	\$110.60			\$24.30			2022	9,184
Legend:															
population 4000-8000															
pop'n and regional comparable															
regional comparables															