

# MEMORANDUM

**To:** Stettler Town Council  
**From:** Administration  
**Date:** December 20, 2022  
**Re:** 2023 – 2025 Interim Operating Budget

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## Recommendation:

That the Town of Stettler Council adopt, per Section 242(2) of the *Municipal Government Act*, the Interim 2023 – 2025 Operating Budget, with the following 2023 budget estimates; Expenditures totaling \$19,481,076, Revenues totaling \$20,138,914 and Amount Available for Capital of \$657,838 for the year 2023 as an Interim Operating Budget for that part of 2023 prior to the Operating Budget being adopted by Council in May 2023.

## Background

Section 242 of the *Municipal Government Act (MGA)* requires Council to adopt an operating budget for each calendar year. Section 242 further states that a Council may adopt an interim operating budget for part of a calendar year. Since the Town's 2023 Operating Budget will not be adopted until May 2023, an interim operating budget is required to provide legal expenditure authority per Section 248 of the MGA.

The interim operating budget is not used to set definitive property tax rates; rather it is used as the authority to provide services, programs and overall corporate continuity. It is further used by Council to justify the setting all municipal utility rates for the subsequent year. An interim operating budget ceases to have any effect when the operating budget and tax/mill rate bylaw is adopted.

2023-2025 recommended budget summary from Council Budget Deliberations on December 13, 2022:

- Proposed **Municipal Tax - 4% increase** (\$240,362 Tax / \$27,375 Growth)
- Proposed **Water Rate - \$0.0777m<sup>3</sup> Increase (\$2.8977)** (\$45,843)
- Proposed **Sewer Rate - \$0.25 increase (\$23.00)** (\$6,425)
- Proposed **Garbage Rate - \$0.50 Increase (\$24.25)** (\$13,440)
- Proposed **Recycling Rate - \$0.25 Increase (\$6.75)** (\$6,600)
- Proposed Financial Impact on Average Residential Customer (**municipal only - \$102.09**) – **3.20%**

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 | \$24.25  | 2023 Recycle | \$6.75  |
|  | 2024 Waste | \$24.50  | 2024 Recycle | \$7.00  |
|  | 2025 Waste | \$24.75  | 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                           | \$417,476                           | -\$282,095               | \$6,036,424                       | \$6,268,067                       | \$6,534,809                       | \$27.85                                | 0.87%  | \$636,843  | \$752,477  |
| 0.5                              | \$743,463                           | \$699,571                           | \$447,521                           | -\$252,050               | \$6,066,469                       | \$6,299,013                       | \$6,566,684                       | \$37.13                                | 1.16%  | \$667,790  | \$784,352  |
| 1.0                              | \$743,463                           | \$699,571                           | \$477,566                           | -\$222,005               | \$6,096,515                       | \$6,329,960                       | \$6,598,559                       | \$46.41                                | 1.46%  | \$698,737  | \$816,227  |
| 1.5                              | \$743,463                           | \$699,571                           | \$507,611                           | -\$191,960               | \$6,126,560                       | \$6,360,907                       | \$6,630,434                       | \$55.69                                | 1.75%  | \$729,684  | \$848,102  |
| 2.0                              | \$743,463                           | \$699,571                           | \$537,656                           | -\$161,915               | \$6,156,605                       | \$6,391,853                       | \$6,662,309                       | \$64.97                                | 2.04%  | \$760,631  | \$879,977  |
| 2.5                              | \$743,463                           | \$699,571                           | \$567,701                           | -\$131,870               | \$6,186,650                       | \$6,422,800                       | \$6,694,184                       | \$74.25                                | 2.33%  | \$791,578  | \$911,852  |
| 3.0                              | \$743,463                           | \$699,571                           | \$597,746                           | -\$101,825               | \$6,216,696                       | \$6,453,746                       | \$6,726,059                       | \$83.53                                | 2.62%  | \$822,525  | \$943,727  |
| 3.5                              | \$743,463                           | \$699,571                           | \$627,791                           | -\$71,780                | \$6,246,741                       | \$6,484,693                       | \$6,757,934                       | \$92.81                                | 2.91%  | \$853,472  | \$975,602  |
| 4.0                              | \$743,463                           | \$699,571                           | \$657,838                           | -\$41,733                | \$6,276,786                       | \$6,515,640                       | \$6,789,809                       | \$102.09                               | 3.20%  | \$884,416  | \$1,007,477  |
| 4.5                              | \$743,463                           | \$699,571                           | \$687,883                           | -\$11,688                | \$6,306,831                       | \$6,546,586                       | \$6,821,684                       | \$111.37                               | 3.49%  | \$915,363  | \$1,039,352  |
| 5.0                              | \$743,463                           | \$699,571                           | \$717,928                           | \$18,357                 | \$6,336,877                       | \$6,577,533                       | \$6,853,559                       | \$120.65                               | 3.79%  | \$946,310  | \$1,071,227  |
| 5.5                              | \$743,463                           | \$699,571                           | \$747,973                           | \$48,402                 | \$6,366,922                       | \$6,608,479                       | \$6,885,434                       | \$129.93                               | 4.08%  | \$977,257  | \$1,103,102  |
| 6.0                              | \$743,463                           | \$699,571                           | \$778,018                           | \$78,447                 | \$6,396,967                       | \$6,639,426                       | \$6,917,309                       | \$139.21                               | 4.37%  | \$1,008,204  | \$1,134,977  |
| 6.5                              | \$743,463                           | \$699,571                           | \$808,063                           | \$108,492                | \$6,427,012                       | \$6,670,373                       | \$6,949,184                       | \$148.49                               | 4.66%  | \$1,039,151  | \$1,166,852  |
| 7.0                              | \$743,463                           | \$699,571                           | \$838,108                           | \$138,537                | \$6,457,057                       | \$6,701,319                       | \$6,981,059                       | \$157.77                               | 4.95%  | \$1,070,098  | \$1,198,727  |
| 7.5                              | \$743,463                           | \$699,571                           | \$868,153                           | \$168,582                | \$6,487,103                       | \$6,732,266                       | \$7,012,934                       | \$167.05                               | 5.24%  | \$1,101,045  | \$1,230,602  |
| 8.0                              | \$743,463                           | \$699,571                           | \$898,198                           | \$198,627                | \$6,517,148                       | \$6,763,212                       | \$7,044,809                       | \$176.33                               | 5.53%  | \$1,131,992  | \$1,262,477  |
| 8.5                              | \$743,463                           | \$699,571                           | \$928,243                           | \$228,672                | \$6,547,193                       | \$6,794,159                       | \$7,076,684                       | \$185.61                               | 5.82%  | \$1,162,939  | \$1,294,352  |
| 9.0                              | \$743,463                           | \$699,571                           | \$958,288                           | \$258,717                | \$6,577,238                       | \$6,825,106                       | \$7,108,559                       | \$194.89                               | 6.11%  | \$1,193,886  | \$1,326,227  |
| 9.5                              | \$743,463                           | \$699,571                           | \$988,333                           | \$288,762                | \$6,607,284                       | \$6,856,052                       | \$7,140,434                       | \$204.17                               | 6.41%  | \$1,224,833  | \$1,358,102  |
| 10.0                             | \$743,463                           | \$699,571                           | \$1,018,378                         | \$318,807                | \$6,637,329                       | \$6,886,999                       | \$7,172,309                       | \$213.45                               | 6.70%  | \$1,255,780  | \$1,389,977  |

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

| 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 - \$0.50 and Recycling - \$0.25 |  |                               |   |   |   |  |
| <b>Revenues</b>   |  |                               |   |   |   |  |
| % 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) |  |
| 5.27%   | \$1,007,625                                | \$20,138,914                  | \$19,131,289  | \$18,850,681  | \$18,240,375                            |  |
| <b>Expenses</b>   |  |                               |   |   |   |  |
| % 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%   | \$1,049,358                                | \$19,481,076                  | \$18,431,718  | \$18,107,218  | \$17,691,128                            |  |
| <b>Amount Available for Capital</b>   |  |                               |   |   |   |  |
| % 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 |  |
| -5.97%  | -\$41,733                                  | \$657,838                     | \$699,571   | \$743,463   | \$549,247                               |  |

  

|  | 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                                | \$14,865                     | \$651,840   | \$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                  |
|  | <b>Total Revenue Changes</b>         | <b>\$1,003,922</b>           |             |             |             |                            |

  

|  | 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  | -\$7,000                          | \$35,000    | \$42,000    | \$34,000    | \$34,000                   |
|  | <b>Total Expense Changes</b>   | <b>\$899,335</b>                  |             |             |             |                            |

Administration considers a 4% property tax increase, \$0.0777 Town water and \$0.25 sewer, \$0.50 waste & \$0.25 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 **\$16,810,126** million or **86.29%** of the entire **\$19,481,076** 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           | \$657,838           | -\$41,733                              | \$884,416           | \$1,007,477         |
| 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         | \$2,420,581         | \$130,504                              | \$2,392,343         | \$2,463,425         |
| 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                 |
| Debtenture 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           |
| <b>Operational Budget Summary</b>   | <b>\$13,151,941</b> | <b>\$13,577,971</b>       | <b>\$12,973,356</b>        | <b>\$13,318,019</b> | <b>\$13,581,503</b> | <b>\$14,357,523</b> | <b>\$776,020</b>                       | <b>\$14,552,233</b> | <b>\$14,816,233</b> |
| 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         |
| <b>Total Operational Budget Summary Memo</b>  | <b>\$15,466,925</b> | <b>\$15,912,780</b>       | <b>\$15,300,453</b>        | <b>\$15,637,558</b> | <b>\$15,975,305</b> | <b>\$16,810,126</b> | <b>\$834,821</b>                       | <b>\$17,063,044</b> | <b>\$17,388,854</b> |
| <b>Total Operational Budget Expenditures</b>  | <b>\$17,677,384</b> | <b>\$17,927,471</b>       | <b>\$17,691,128</b>        | <b>\$18,107,218</b> | <b>\$18,380,558</b> | <b>\$19,481,076</b> |  | <b>\$19,585,111</b> | <b>\$19,765,480</b> |
|   | 87.50%              | 88.76%                    | 86.49%                     | 86.36%              | 86.91%              | 86.29%              |  | 87.12%              | 87.98%              |

The 2023 – 2025 Interim Operating Budget continues to **invest** a substantial amount of internally generated funds (**2023 - \$657,838**) 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<br>Covid - Dec | 2020 Post<br>Covid - May | 2021<br>(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       | \$20,138,914       | \$20,470,527       | \$20,773,957       |
| 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       | \$19,481,076       | \$19,586,111       | \$19,766,480       |
| <b>Net Revenue Generated</b>                           | <b>\$969,430</b>   | <b>\$922,764</b>   | <b>\$1,291,270</b> | <b>\$983,967</b>   | <b>\$1,026,905</b> | <b>\$1,076,350</b> | <b>\$1,025,427</b>      | <b>\$549,247</b>         | <b>\$743,463</b>   | <b>\$699,571</b>   | <b>\$657,838</b>   | <b>\$884,416</b>   | <b>\$1,007,477</b> |
| <b>Available for Capital</b>                           |                    |                    |                    |                    |                    |                    |                         |                          |                    |                    |                    |                    |                    |
| Utility Source Capital                                 | \$561,500          | \$629,283          | \$579,417          | \$523,839          | \$445,438          | \$396,822          | \$389,930               | \$301,588                | \$425,041          | \$368,881          | \$373,218          | \$376,883          | \$412,314          |
| General Source Capital                                 | \$407,930          | \$293,481          | \$711,854          | \$460,128          | \$581,467          | \$679,528          | \$635,497               | \$247,659                | \$318,422          | \$330,690          | \$284,620          | \$507,533          | \$595,163          |
| <b>Net Revenue Generated</b>                           | <b>\$969,430</b>   | <b>\$922,764</b>   | <b>\$1,291,271</b> | <b>\$983,967</b>   | <b>\$1,026,905</b> | <b>\$1,076,350</b> | <b>\$1,025,427</b>      | <b>\$549,247</b>         | <b>\$743,463</b>   | <b>\$699,571</b>   | <b>\$657,838</b>   | <b>\$884,416</b>   | <b>\$1,007,477</b> |
| <b>Plus External Grants (pending)</b>                  |                    |                    |                    |                    |                    |                    |                         |                          |                    |                    |                    |                    |                    |
| 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                |
| <b>Total Grants</b>                                    | <b>\$1,788,452</b> | <b>\$1,826,513</b> | <b>\$1,751,531</b> | <b>\$2,655,534</b> | <b>\$1,300,608</b> | <b>\$1,650,276</b> | <b>\$1,702,020</b>      | <b>\$1,693,899</b>       | <b>\$3,667,312</b> | <b>\$1,058,777</b> | <b>\$1,059,072</b> | <b>\$1,059,072</b> | <b>\$1,059,072</b> |
| <b>Total New Available Funds</b>                       | <b>\$2,757,882</b> | <b>\$2,749,277</b> | <b>\$3,042,802</b> | <b>\$3,639,501</b> | <b>\$2,327,513</b> | <b>\$2,726,626</b> | <b>\$2,727,447</b>      | <b>\$2,243,146</b>       | <b>\$4,410,775</b> | <b>\$1,758,348</b> | <b>\$1,716,910</b> | <b>\$1,943,488</b> | <b>\$2,066,549</b> |

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

|  | 2014             | 2015             | 2016             | 2017             | 2018             | 2019             | 2020 Post<br>Covid - May | 2020 Pre<br>Covid - Dec | 2021             | 2022             | 2023             | 2024             | 2025             |
|--|------------------|------------------|------------------|------------------|------------------|------------------|--------------------------|-------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Ongoing Annual Maintenance</b>          |                  |                  |                  |                  |                  |                  |                          |                         |                  |                  |                  |                  |                  |
| 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         |
| <b>Total Generated In/From Operations</b>  | <b>\$608,130</b> | <b>\$610,350</b> | <b>\$507,400</b> | <b>\$510,510</b> | <b>\$543,320</b> | <b>\$567,530</b> | <b>\$534,300</b>         | <b>\$578,300</b>        | <b>\$584,300</b> | <b>\$582,200</b> | <b>\$644,300</b> | <b>\$625,000</b> | <b>\$628,600</b> |



## Land Development

The Town of Stettler's Land Development portfolio has an approximate fair market value at December 31<sup>st</sup>, 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          | <u>\$0.00</u> |
| 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) |
| <b>Net Fair Value</b>                 | <b>\$3,999,772</b> |                       |



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           | \$35,000           | -\$7,000             | \$35,000           | \$35,000           |
| 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           |
| <b>Total Community Partners</b>               |  | <b>\$2,139,179</b> | <b>\$2,245,370</b>                           | <b>\$2,152,559</b>                        | <b>\$2,226,381</b> | <b>\$2,290,077</b> | <b>\$2,420,581</b> | <b>\$130,504</b>     | <b>\$2,392,343</b> | <b>\$2,463,425</b> |
| 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        |
| <b>County of Stettler Contributions</b>       |  |                    |  |   |                    |                    |                    |                      |                    |                    |
|   |  | 2019               | 2020 (Pre Covid - Interim Budget - Dec 2019) | 2020 (Post Covid - Tax Budget - May 2020) | 2021               | 2022               | 2023               | 2024                 | 2025               |                    |
|   | 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                |                    |
| <b>Total County of Stettler Contributions</b> |  | <b>\$829,748</b>   | <b>\$779,639</b>                             | <b>\$773,789</b>                          | <b>\$820,459</b>   | <b>\$878,324</b>   | <b>\$971,161</b>   | <b>\$982,262</b>     | <b>\$992,783</b>   |                    |



## 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)        |
| <b>2023</b> | <b>0.5%</b>                         |                              |
| 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                                     |
| <b>2023</b> | <b>\$0.00</b>                              |
| 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%       |              |              |              |              |              |
| <b>2023 Changes</b>      |                          |   |                                |                  |                             |  |              |              |              |              |              |              |
|                          | 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   |                                | <b>6,456,890</b> | 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        |
| <b>2023</b>    | <b>\$4,016,316.98</b> |
| 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    |       |                                 |         |          |       |      |       |                                | <b>\$502,630</b> | <b>\$150,730</b> | <b>\$653,360</b>           |                             |



## County of Stettler Revenue Contributions included in the Interim Operating Budget

| County of Stettler Contributions                              | 2019             | 2020 (Pre Covid - Interim Budget - Dec 2019) | 2020 (Post Covid - Tax Budget - May 2020) | 2021             | 2022             | 2023             | 2024             | 2025             |
|---|------------------|--|---|------------------|------------------|------------------|------------------|------------------|
| 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              |
| <b>Total County of Stettler Contributions</b>                 | <b>\$829,748</b> | <b>\$779,639</b>                             | <b>\$773,789</b>                          | <b>\$820,459</b> | <b>\$878,324</b> | <b>\$971,161</b> | <b>\$982,262</b> | <b>\$992,783</b> |

### 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 | <u>\$93,300</u>  | (represents 35% of \$4M deemed debt)    |
|   | <b>\$266,900</b> |   |
| Remains as net operational support      | \$67,100         | (to support property tax mitigation)    |
| Remains as new net operational support  | <u>\$118,400</u> | (enhances available for Capital Budget) |
|   | <b>\$185,500</b> |   |

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        |   |
| • <b>2023</b> | <b>\$3.5 million</b> | <b>\$27,375</b> | (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 \$<br/>Generated</u> | <u>Each<br/>1% equals</u> |
|-------------|--------------------|---------------------------------|---------------------------|
| 2025        | 3% & 3%            | \$195,469                       | \$65,156                  |
| 2024        | 3% & 3%            | \$188,304                       | \$62,768                  |
| <b>2023</b> | <b>4% &amp; 4%</b> | <b>\$240,362</b>                | <b>\$60,090</b>           |
| 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 m<sup>3</sup> 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)           |
| <b>2023</b> | <b>+ \$1.32 per month or \$15.84 per year (\$2.8977 per cubic meter)</b> |
| 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         |
| <b>Total Cash Operating Expenditures</b>         | <b>\$2,232,075</b> | <b>\$2,292,290</b> | <b>\$2,338,097</b> | <b>\$2,327,641</b> | <b>\$2,557,323</b> | <b>\$2,624,440</b> | <b>\$2,630,849</b> | <b>\$2,648,261</b> | <b>\$2,796,300</b> | <b>\$2,832,006</b> | <b>\$2,849,289</b> |
| 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          |
| <b>Total Gross Cost Allocated in Water Model</b> | <b>\$3,019,527</b> | <b>\$3,042,445</b> | <b>\$3,081,772</b> | <b>\$3,051,400</b> | <b>\$3,270,136</b> | <b>\$3,323,406</b> | <b>\$3,318,192</b> | <b>\$3,313,698</b> | <b>\$3,449,039</b> | <b>\$3,463,736</b> | <b>\$3,469,907</b> |

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

|                              | <b>Actual m<sup>3</sup><br/>Dec 31, 2021</b> | <b>m<sup>3</sup><br/>2023</b> | <b>m<sup>3</sup><br/>2024</b> | <b>m<sup>3</sup><br/>2025</b> |
|------------------------------|--|-------------------------------|-------------------------------|-------------------------------|
| In-Town Customers (Ave 2507) | 643,696<br><b>44%</b>                        | 700,000<br><b>48.0%</b>       | 700,000<br><b>48.0%</b>       | 700,000<br><b>48.0%</b>       |
| 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<br><b>56.0%</b>                      | 750,000<br><b>52.0%</b>       | 750,000<br><b>52.0%</b>       | 750,000<br><b>52.0%</b>       |

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 <sup>3</sup> | \$2.73 m <sup>3</sup> | \$2.78 m <sup>3</sup> | \$2.79 m <sup>3</sup> | \$2.80 m <sup>3</sup> | \$2.82 m <sup>3</sup> | \$2.82 m <sup>3</sup> | \$2.82 m <sup>3</sup> | \$2.8977 m <sup>3</sup> | \$2.9143 m <sup>3</sup> | \$2.9107 m <sup>3</sup> |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|-------------------------|-------------------------|
| 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<br>(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<br>(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 m<sup>3</sup> rate increase/decrease results in an annual water revenue budget projection change of \$5,902 based on 590,000 m<sup>3</sup> (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 m<sup>3</sup> volume rate increase on a small household consuming 5 m<sup>3</sup> per month, verses only a \$0.0592 m<sup>3</sup> increase to an average household using 20 m<sup>3</sup> per month.

- \$0.2370 x 5 m<sup>3</sup> x 12 months = \$14.22
- \$0.0592 x 20m<sup>3</sup> x 12 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           |
| <b>2023</b> | <b>\$23.00</b> | <b>\$0.25</b>    |
| 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 m<sup>3</sup>** 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 m<sup>3</sup> 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 <sup>3</sup>       | 46.6%        | \$336,133          | 36.3%                   |
| Residential Properties: | <u>2141</u> | <u>84.7%</u> | <u>315,000 m<sup>3</sup></u> | <u>53.4%</u> | <u>\$590,916</u>   | <u>63.7%</u>            |
|                         | 2528        |              | 590,000 m <sup>3</sup>       |              | \$927,049          | <b>(\$888,681 2022)</b> |

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:

| 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           |
| <b>2023</b> | <b>\$24.25</b> | <b>\$0.50</b>    |
| 2024        | \$24.50        | \$0.25           |
| 2025        | \$24.75        | \$0.25           |

### Garbage Collection (Weekly)

Historically residential flat garbage collection fees were as follows. Each \$0.05 increase from the **2023 proposed rate of \$24.25** would generate an additional \$1,344 from residential customers.

The proposed \$0.25/month increase in 2023 will generate \$13,440 in new revenue. This will offset 40.6% of the total cost increase in 2023 of \$33,056 (\$13,440 / \$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           |
| <b>2023</b> | <b>\$71.00</b> | <b>\$3.00</b>    |
| 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."

| Contracted Garbage Collection Costs & Recycling Collectio                       |                               |                      | C&S Disposal - 5 year Contract - Jan 1, 2020 - Dec 31, 2024 |                             |                                      |                                       |                      |                      |                             |  |
|---|-------------------------------|----------------------|---|-----------------------------|--------------------------------------|---------------------------------------|----------------------|----------------------|-----------------------------|--|
|   | Original Tender<br>- Nov 2019 | 2020                 | 2021  | 2022 - Contract<br>(Budget) | 2022 - Contract -<br>to July 1, 2022 | 2022 - CPI -<br>after July 1,<br>2022 | 2023 - CPI           | 2024 - Contract      | 2025 - CPI<br>(no contract) |  |
| <b>Garbage Collection:</b>  | addition of 13 Tower Rd       |                      |   | 2% rate increase            | 2% rate increase                     | 7.10%                                 | 4.00%                | 2.00%                | 2.00%                       |  |
| Rate per unit:  | \$ 5.00                       | \$ 5.00              | \$ 5.00   | \$ 5.10                     | \$ 5.10                              | \$ 5.36                               | \$ 5.57              | \$ 5.68              | \$ 5.79                     |  |
| # of Months:  | 12                            | 12                   | 12  | 12                          | 6                                    | 6                                     | 12                   | 12                   | 12                          |  |
| # of Units:   | 2185                          | 2198                 | 2228  | 2235                        | 2235                                 | 2235                                  | 2240                 | 2245                 | 2245                        |  |
| Budget estimate:  | \$ 131,100.00                 | \$ 131,880.00        | \$ 133,680.00   | \$ 136,782.00               | \$ 68,391.00                         | \$ 71,810.55                          | \$ 149,700.10        | \$ 153,034.93        | \$ 156,095.63               |  |
| <b>Municipal Waste Bins - 14 Bins</b>   |                               |                      |   |                             |                                      |                                       |                      |                      |                             |  |
| Rate per bin/mo.  | \$ 130.00                     | \$ 130.00            | \$ 130.00   | \$ 132.60                   | \$ 132.60                            | \$ 139.23                             | \$ 144.80            | \$ 147.70            | \$ 150.65                   |  |
| # of Months:  | 12                            | 12                   | 12  | 12                          | 6                                    | 6                                     | 12                   | 12                   | 12                          |  |
| Budget estimate:  | \$ 21,840.00                  | \$ 21,840.00         | \$ 21,840.00  | \$ 22,276.80                | \$ 11,138.40                         | \$ 11,695.32                          | \$ 24,326.27         | \$ 24,812.79         | \$ 25,309.05                |  |
| <b>Municipal Recycling per week</b>   |                               |                      |   |                             |                                      |                                       |                      |                      |                             |  |
| Rate per bin/mo.  | \$ 4.62                       | \$ 4.62              | \$ 4.62   | \$ 4.71                     | \$ 4.71                              | \$ 4.95                               | \$ 5.15              | \$ 5.25              | \$ 5.35                     |  |
| # of Months:  | 12                            | 12                   | 12  | 12                          | 6                                    | 6                                     | 12                   | 12                   | 12                          |  |
| Budget estimate:  | \$ 240.24                     | \$ 240.24            | \$ 240.24   | \$ 244.92                   | \$ 122.46                            | \$ 128.65                             | \$ 267.59            | \$ 272.94            | \$ 278.40                   |  |
| <b>Total Contracted Garbage Collection:</b>                                     | <b>\$ 153,180.24</b>          | <b>\$ 153,960.24</b> | <b>\$ 155,760.24</b>  | <b>\$ 159,303.72</b>        | <b>\$ 79,651.86</b>                  | <b>\$ 83,634.52</b>                   | <b>\$ 174,293.95</b> | <b>\$ 178,120.66</b> | <b>\$ 181,683.08</b>        |  |
|   | 2020                          | 2020                 | 2021  | 2022                        | 2022                                 | 2022                                  | 2023                 | 2024                 | 2024                        |  |
| <b>Composting Collection -</b>  |                               |                      |   |                             |                                      |                                       |                      |                      |                             |  |
| Unit price  | \$ 12.00                      | \$ 12.00             | \$ 12.00  | \$ 12.24                    | \$ 12.24                             | \$ 12.85                              | \$ 13.37             | \$ 13.63             | \$ 13.91                    |  |
| # of Pick-up Days / year:<br>(Tuesdays & Thursdays - April 1<br>to November 11) | 64                            | 64                   | 64  | 64                          | 26                                   | 38                                    | 64                   | 64                   | 64                          |  |
| # of bins:  | 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                          | \$ 19,674.87         | \$ 20,068.37         | \$ 20,469.73                |  |
| Year Contract Budget Estimate   | \$ 28,704.00                  | \$ 28,704.00         | \$ 28,704.00  | \$ 29,278.08                | \$ 29,278.08                         | \$ 30,741.98                          | \$ 31,971.66         | \$ 32,611.10         | \$ 33,263.32                |  |
|   | 2020                          | 2020                 | 2021  | 2022                        | 2022                                 | 2022                                  | 2023                 | 2024                 | 2024                        |  |
| <b>Recycling Collection:</b>  |                               |                      |   |                             |                                      |                                       |                      |                      |                             |  |
| Unit Price  | \$ 1.85                       | \$ 1.85              | \$ 1.85   | \$ 1.89                     | \$ 1.89                              | \$ 1.98                               | \$ 2.06              | \$ 2.10              | \$ 2.14                     |  |
| Rate per Month: (Weekly)  | \$ 5.89                       | \$ 6.04              | \$ 6.19   | \$ 6.19                     | \$ 6.35                              | \$ 6.63                               | \$ 6.90              | \$ 7.04              | \$ 7.18                     |  |
| # of Months:  | 12                            | 12                   | 12  | 12                          | 6                                    | 6                                     | 12                   | 12                   | 12                          |  |
| # of Units:   | 2160                          | 2173                 | 2188  | 2195                        | 2195                                 | 2195                                  | 2200                 | 2205                 | 2205                        |  |
| Budget Estimate: (Bi-weekly)  | \$ 103,896.00                 | \$ 104,521.30        | \$ 105,242.80   | \$ 107,862.30               | \$ 53,931.15                         | \$ 56,537.82                          | \$ 117,866.55        | \$ 120,497.12        | \$ 122,907.06               |  |
| Budget Estimate: (Weekly)   | \$ 152,781.83                 | \$ 157,543.89        | \$ 162,597.18   | \$ 163,117.37               | \$ 83,597.65                         | \$ 87,349.35                          | \$ 182,100.52        | \$ 186,164.67        | \$ 189,887.97               |  |
| Total Yearly Budget - All   | \$ 285,780.24                 | \$ 287,185.54        | \$ 289,707.04   | \$ 296,444.10               | \$ 162,861.09                        | \$ 170,914.32                         | \$ 324,132.16        | \$ 331,228.88        | \$ 337,853.45               |  |
| Total Yearly Budget - pro-rated<br>Composting                                   | \$ 274,740.24                 | \$ 276,145.54        | \$ 278,667.04   | \$ 285,183.30               | \$ 140,902.53                        | \$ 151,404.99                         | \$ 311,835.37        | \$ 318,686.15        | \$ 325,059.87               |  |
|   |                               |                      |   | \$ 6,516.26                 | \$ 7,124.22                          | \$ 292,307.52                         | \$ 19,527.85         | \$ 6,850.78          | \$ 6,373.72                 |  |
|   |                               |                      |   |                             |                                      | \$ 13,640.48                          |                      |                      |                             |  |

**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 | @\$24.25 | @\$24.50 | @\$24.75 |
|-------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Net Landfill and Garbage Operations | 2015     | 2016     | 2017     | 2018     | 2019     | 2020     | 2021     | 2022     | 2023     | 2024     | 2025     |
| Total Available for Capital Funding | \$86,789 | \$88,686 | \$82,767 | \$56,677 | \$55,605 | \$55,158 | \$75,945 | \$58,092 | \$41,625 | \$26,559 | \$15,330 |
| # 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           |
| <b>2023</b> | <b>\$6.75</b> | <b>\$0.25</b>    |
| 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.**

## 2023 – 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  |          |
| <b>4% Tax (interim) 2023</b>  | \$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 - \$24.25)                   | \$282.00   | \$285.00   | \$285.00   | \$285.00   | \$24.25 x 12         | \$291.00   | \$6.00   |
| 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   |
| <b>Total</b>  | \$3,158.83 | \$3,187.29 | \$3,187.29 | \$3,187.29 |                      | \$3,289.38 | \$102.09 |
|   | \$90.44    | \$28.46    | \$0.00     |            |                      | \$102.09   |          |
| <b>Overall Percentage Change</b>  | 2.95%      | 0.90%      | 0.00%      | 0.00%      |                      |            | 3.20%    |



# 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 **\$0.0777m<sup>3</sup>** (\$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 **\$0.50** (\$24.25) +\$13,440  
 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 <sup>3</sup><br>300,000 Res / 290,000 NRes<br>2089 Res / 372 Nres (units) | \$10/month plus 590,000 m <sup>3</sup><br>300,000 Res / 290,000 NRes<br>2105 Res / 370 Nres (units) | \$10/month plus 590,000 m <sup>3</sup><br>300,000 Res / 290,000 NRes<br>2105 Res / 370 Nres (units) | \$10/month plus 590,000 m <sup>3</sup><br>300,000 Res / 290,000 NRes<br>2106 Res / 370 Nres (units) | \$10/month plus 590,000 m <sup>3</sup><br>300,000 Res / 290,000 NRes<br>2110 Res / 375 Nres (units) | \$10/month plus 590,000 m <sup>3</sup><br>300,000 Res / 290,000 NRes<br>2120 Res / 387 Nres (units) | \$10/month plus 590,000 m <sup>3</sup><br>300,000 Res / 290,000 NRes<br>2120 Res / 387 Nres (units) | \$10/month plus 590,000 m <sup>3</sup><br>300,000 Res / 290,000 NRes<br>2120 Res / 387 Nres (units) |  |
| 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  |  |
| Debenture 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  |  |
| Debenture Interest, included in Exp.                 | \$ 87,300   | \$ 80,660   | \$ 80,660   | \$ 73,720   | \$ 66,470   | \$ 59,190   | \$ 52,020   | \$ 45,530   |  |

  

|                       | 2019<br>2057 (units) | 2020<br>2057 (units) | 2020<br>2057 (units) | 2021<br>2057 (units) | 2022<br>2057 (units) | 2023<br>2141 (units) | 2024<br>2141 (units) | 2025<br>2141 (units) |  |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--|
| 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           |  |
| Debenture Princ & Int | \$ 226,280           | \$ 160,940           | \$ 160,940           | \$ 160,900           | \$ 160,860           | \$ 153,500           | \$ 153,470           | \$ 115,160           |  |

  

|                        | 2019<br>2187 (units) | 2020<br>2187 (units) | 2020<br>2187 (units) | 2021<br>2228 (units) | 2022<br>2235 (units) | 2023<br>2240 (units) | 2024<br>2240 (units) | 2025<br>2240 (units) |  |
|------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--|
| Revenue - Garbage      | \$ 648,725           | \$ 655,790           | \$ 655,790           | \$ 666,125           | \$ 668,602           | \$ 685,191           | \$ 692,438           | \$ 699,695           |  |
| 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            | \$ 41,625            | \$ 26,559            | \$ 15,330            |  |

  

|                                  | 2019<br>2160 (units) | 2020<br>2160 (units) | 2020<br>2160 (units) | 2021<br>2188 (units) | 2022<br>2195 (units) | 2023<br>2200 (units) | 2024<br>2200 (units) | 2025<br>2200 (units) |  |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--|
| 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            |  |

  

|                                    |              |            |              |            |            |            |            |              |  |
|------------------------------------|--------------|------------|--------------|------------|------------|------------|------------|--------------|--|
| <b>Combined Net Budget Impact:</b> | \$ 396,822   | \$ 301,588 | \$ 389,930   | \$ 425,041 | \$ 368,881 | \$ 373,218 | \$ 376,883 | \$ 412,314   |  |
|                                    | \$ 679,528   | \$ 247,659 | \$ 635,497   | \$ 318,422 | \$ 330,690 | \$ 284,620 | \$ 507,533 | \$ 595,163   |  |
|                                    | \$ 1,076,350 | \$ 549,247 | \$ 1,025,427 | \$ 743,463 | \$ 699,571 | \$ 657,838 | \$ 884,416 | \$ 1,007,477 |  |

  

|  |           |
|--|-----------|
| 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  | \$863,391.00  | \$23,579.00           | 2.82%        | haul rebate - \$26.351 (2022-\$24,627)     |
| Residential Garbage Revenue - 2023 - \$651,840 - 2022 - \$636,975 = \$14,865                              |                     |   |   |  |   |   |                       |              |  |
| 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)  |                     |   |   |  |   |   |                       |              |  |
| <b>Total Revenue</b>  | <b>\$19,154,675</b> | <b>\$18,952,898</b>                           | <b>\$18,240,375</b>                             | <b>\$18,850,681.00</b>   | <b>\$19,131,289.00</b>                                      | <b>\$20,138,914.00</b>                                      | <b>\$1,007,625.00</b> | <b>5.27%</b> |  |

| 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-\$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  | \$350,356.00  | -\$4,141.00           | -1.24%       |  |
| Parkland Regional Library - \$52,080 - \$50,890 = \$1,190   |                        |   |   |  |   |   |                       |              |  |
| Stettler Public Library - \$251,766 - \$250,117 = \$1,649   |                        |   |   |  |   |   |                       |              |  |
| Stettler Museum- \$35,000 - \$42,000 = (-\$7,000)   |                        |   |   |  |   |   |                       |              |  |
| 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((contractor,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 - \$657,838 (Water \$38,916 + Utility \$334,302 (sewer, waste, recycling) + Total Available for Capital - \$284,620) = \$657,838 |                        |   |   |  |   |   |                       |              |  |
| 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   |                        |   |   |  |   |   |                       |              |  |
| <b>Total Expense</b>  | <b>\$18,078,325.00</b> | <b>\$17,927,471.00</b>                        | <b>\$17,691,128.00</b>                          | <b>\$18,107,218.00</b>   | <b>\$18,431,718.00</b>                                      | <b>\$19,481,076.00</b>                                      | <b>\$1,049,358.00</b> | <b>5.69%</b> |  |
| <b>Surplus / Deficit</b>  | <b>\$1,076,350.00</b>  | <b>\$1,025,427.00</b>                         | <b>\$549,247.00</b>                             | <b>\$743,463.00</b>  | <b>\$699,571.00</b>   | <b>\$657,838.00</b>   | <b>-\$41,733.00</b>   |              |  |

# 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 |                    |            |
| <b>Mean:</b>                  | \$139.26            | \$1,671.17            | \$24.76                        | \$2.56 | \$71.54            | \$19.67                        | \$1.84 | \$43.04                     | \$5.08             | \$3.90            | \$21.07            | \$5.81           | \$2.90                         |                    | 6,971      |
| <b>Median (46):</b>           | \$138.36            | \$1,660.32            | \$21.58                        | \$2.78 | \$71.10            | \$19.75                        | \$1.70 | \$41.90                     | \$5.25             | \$4.70            | \$20.08            | \$5.72           | \$2.90                         |                    | 5,343      |
| 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               | 5,665      |
| 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            | \$1,362.04            | \$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      |
| Barrhead                      | \$119.24            | \$1,430.88            | \$30.00                        | \$2.37 | \$77.40            | \$10.50                        | \$0.83 | \$27.09                     |                    |                   | \$14.75            |                  |                                | 2022               | 4,679      |
| Stettler 2022                 | \$119.40            | \$1,432.80            | \$10.00                        | \$2.82 | \$66.40            | \$22.75                        |        | \$22.75                     |                    |                   | \$23.75            | \$6.50           |                                | 2022               | 5,952      |
| 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                      | \$121.95            | \$1,463.45            | \$10.00                        | \$2.90 | \$67.95            | \$23.00                        |        | \$23.00                     |                    |                   | \$24.25            | \$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        |
| 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      |
| Redcliff                      | \$129.47            | \$1,553.64            | \$45.58                        | \$1.06 | \$66.78            | \$38.25                        |        | \$38.25                     |                    |                   | \$24.44            |                  |                                | 2022               | 5,800      |
| Donalda                       | \$131.00            | \$1,572.00            | \$25.00                        | \$3.60 | \$97.00            | \$11.00                        |        | \$11.00                     |                    |                   | \$23.00            |                  |                                | 2022               | 219        |
| 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      |
| 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     |
| 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            | \$20.00                        | \$1.10 | \$42.00                     |                    |                   | \$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      |
| 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        |
| 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      |
| 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      |
| 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      |
| <b>Legend:</b>                |                     |                       |                                |        |                    |                                |        |                             |                    |                   |                    |                  |                                |                    |            |
| population 4000-8000          |                     |                       |                                |        |                    |                                |        |                             |                    |                   |                    |                  |                                |                    |            |
| pop'n and regional comparable |                     |                       |                                |        |                    |                                |        |                             |                    |                   |                    |                  |                                |                    |            |
| regional comparables          |                     |                       |                                |        |                    |                                |        |                             |                    |                   |                    |                  |                                |                    |            |