



## Parkland County 2010 to 2012 Municipal Operating and Capital Budget Overview

### Budget Process Overview

Once again Council will review a three year municipal budget proposal. This provides Council with a longer term view of the County's service levels, their related costs and their impact on the taxpayer.

The budget process began in June and culminated with Administration meeting for a full day retreat on October 15, 2009. Council then reviewed the proposed budget on November 12 and 13<sup>th</sup> and as a result of these deliberations further adjustments (revenue and expenditure) were made to the budget to achieve a net budgetary impact to the average residential taxpayer of **1.86%** of their total tax bill and **2.37%** for a non-residential taxpayer. The calculation of this percentage increase is based on sample property assessments. Further analysis of these estimates will be provided later in this overview.

Administration recognizes that 2010 is a year of transition. Economic times are difficult for Parkland residents. A number of fiscal decisions were made to bridge this budget to 2011 and 2012 when economic times should improve and new power plant assessment should be available. Reserve (Restricted Surplus) transfers have been reduced in a number of areas and additional transfers from reserve (restricted surplus) have been included in other areas. These transfers to/from restricted surplus have been reinstated or removed in the 2011 and 2012 budgets when the economy should improve and assessment values will increase to provide the ability to add these transfers to restricted surplus back into the budget or remove transfers from restricted surplus from the budget whatever the case may be.

Any new additions to Human Resources were also scrutinized and a number of requested positions are not included in this budget. This approach was taken to again bridge this budget into 2011 and 2012 when the resources should be available to again look at adding these positions.

Along with Council's direction to maintain levels of service, Administration received the following Operating and Capital budget parameters:

- All budgets are to be prepared using the County's Strategic Plan as a guide.
- All requisition costs will be recovered directly from applicable tax revenues the County's operating budget will not be used to subsidize or cushion other requisition increases. Requisition increases will stand alone on their own merits.

- Levels of service are to be reviewed in all areas and the budgets set are to be based on outputs/results produced for the dollars provided.
- The rate of inflation to be applied to general expenditures is to be based on the individual product price indexes or municipal price indexes that are available for applicable products and services. For example the Statistics Canada Producer Price Index for various products shows that the cost of lumber and other wood products has increased by 2.6% April 2008 to April 2009, printing and publishing 4.9%, machinery and equipment 7.7% and so on. The Consumer Price Index in Alberta for April 2009 shows an all items decrease of .7%.
- All user fees are to be reviewed and adjusted as needed as part of the budget process.
- Continue to develop funding for the County's future capital needs through appropriate reserve transfers.
- Parkland County will maintain appropriate reserve balances as determined by Council through its reserve policy and planning.
- The budget will allocate an appropriate level of funds to reserves in order to maintain services throughout economic cycles.
- Capital budgets are to be prepared using a priority setting process to determine what projects are of a High, Medium, or Low priority.
- All capital items must conform to the County's new Capitalization Policy.
- All new tax revenue obtained from new growth in assessment shall be used to maintain current levels of service in all areas of the budget.
- The tax rate will continue to be adjusted to provide a reasonable split of taxation between residential and non-residential taxation.
- The budget should reflect estimates for both revenue and expenditures through an objective, analytical process utilizing trends, best judgments and statistical analysis where appropriate. Estimates are to be conservative particularly on the revenue side.

## 2010 to 2012 Municipal Budget Summary

The following chart summarizes the 2010 to 2012 Municipal Budget Revenues, Expenditures by major department/function and Municipal Tax Levy:

PARKLAND COUNTY MUNICIPAL BUDGET 2010 TO 2012								
2-Dec-09								
<u>REVENUES</u>								
DEPARTMENT			2009 BUDGET	2010 BUDGET	\$ CHANGE	% CHANGE	2011 BUDGET	2012 BUDGET
LEGISLATIVE			-	131,800	131,800	0%	-	-
GENERAL SERVICES			130,500	138,500	8,000	6%	128,500	43,500
CORPORATE SERVICES			518,822	430,276	(88,546)	-17%	340,890	272,719
COMMUNITY SERVICES			5,275,018	6,264,084	989,066	19%	4,329,825	5,008,857
INFRASTRUCTURE SERVICES			18,080,920	23,497,625	5,416,705	30%	14,380,411	8,391,021
OTHER			17,161,394	2,022,597	(15,138,797)	-88%	2,181,659	2,968,421
	<b>TOTAL REVENUE</b>		<b>41,166,654</b>	<b>32,484,882</b>	<b>(8,681,772)</b>	<b>-21%</b>	<b>21,361,285</b>	<b>16,684,518</b>
<u>EXPENDITURES</u>								
DEPARTMENT			2009 BUDGET	2010 BUDGET	\$ CHANGE	% CHANGE	2011 BUDGET	2012 BUDGET
LEGISLATIVE			819,908	995,760	175,852	21%	828,509	834,505
GENERAL SERVICES			1,566,116	1,666,316	100,200	6%	1,883,714	1,947,077
CORPORATE SERVICES			5,416,361	5,653,496	237,135	4%	5,964,047	6,178,471
COMMUNITY SERVICES			11,710,667	14,106,556	2,395,889	20%	13,615,471	20,703,182
INFRASTRUCTURE SERVICES			53,740,584	50,794,317	(2,946,267)	-5%	44,619,949	39,373,651
OTHER			17,455,045	2,104,349	(15,350,696)	-88%	3,358,261	3,286,826
	<b>TOTAL EXPENDITURE</b>		<b>90,708,681</b>	<b>75,320,794</b>	<b>(15,387,887)</b>	<b>-17%</b>	<b>70,269,952</b>	<b>72,323,711</b>
	<b>SUBTRACT DEPRECIATION &amp; OTHER LEVIES</b>		<b>(21,043,375)</b>	<b>(12,731,531)</b>			<b>(13,781,461)</b>	<b>(13,951,378)</b>
	<b>MUNICIPAL TAX LEVY</b>		<b>28,498,652</b>	<b>30,104,381</b>	<b>1,605,729</b>	<b>5.63%</b>	<b>35,127,206</b>	<b>41,687,815</b>

### Comments:

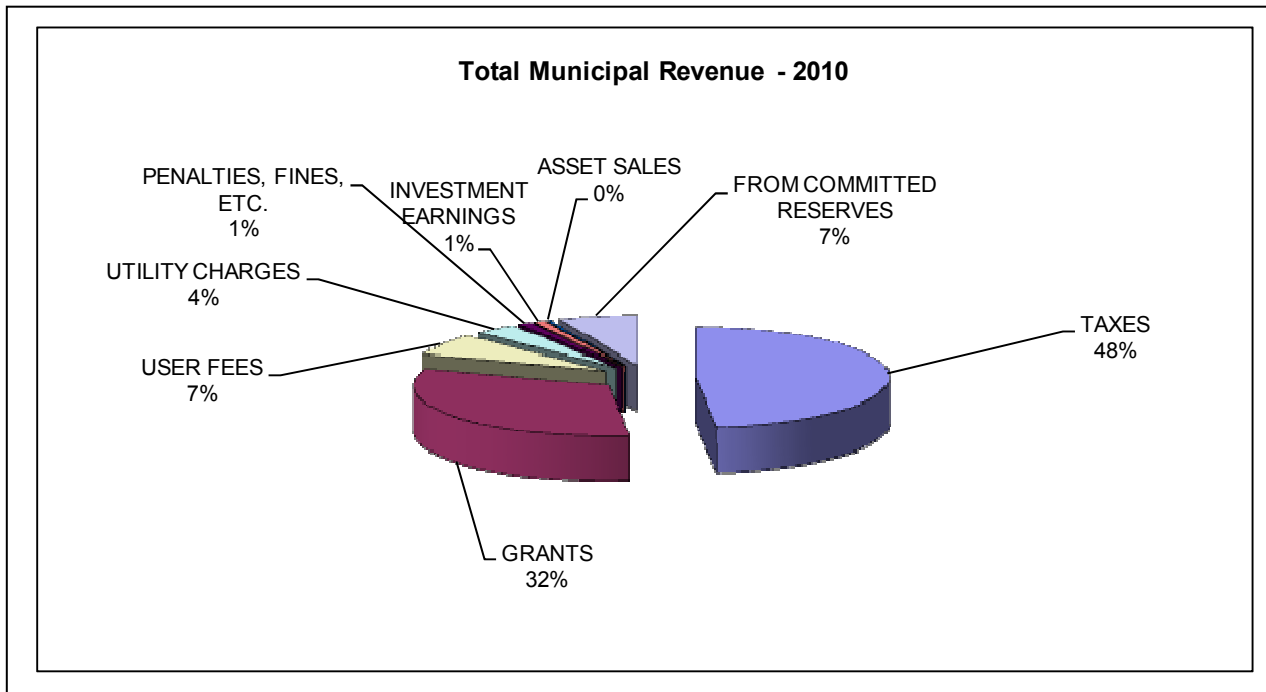
The foregoing chart shows that Parkland County's total 2010 revenue from sources other than taxation is **\$32,484,882** with 2010 operating and capital expenditures being **\$75,320,794**. The resulting net Municipal Tax Levy is **\$30,104,381**. The amounts subtracted to arrive at the municipal tax levy are as follows:

- Depreciation - \$12,202,275
- Tri-Leisure Facility - \$429,256
- Capital Region Board - \$100,000

Depreciation is subtracted from the net municipal tax levy because at the present time Parkland County is not fully funding depreciation. The Tri-Leisure Centre and Capital Region Board are separate levies and not part of the Municipal tax levy.

Net municipal taxation requirement in 2009 was **\$28,498,652**. The 2010 budget requires an increase in net taxation of **\$1,605,729** over 2009 or **5.63%**. This difference also takes into account the final amount of reduction in ambulance service costs.

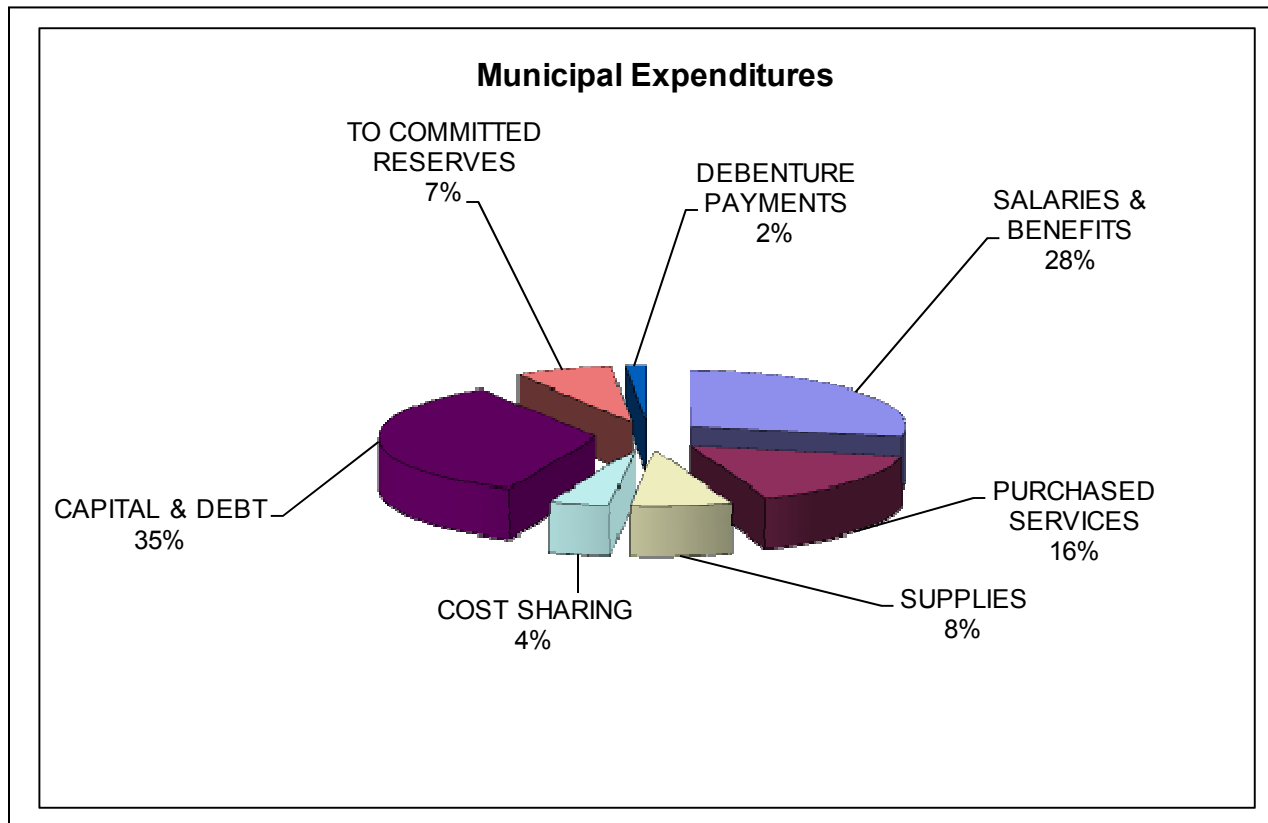
**Operating Revenue by Type:**



**2010 Significant Revenue Budget Highlights:**

1. Operating Grant Funding from the Municipal Sustainability Program has been included in the 2010 to 2012 budgets. The County receives **\$534,000** each year until 2016.
2. Ambulance Grant funding from the Province in the amount of **\$159,420** is removed from the budget as the Province has taken over ambulance services.

## Operating Expenditures by Type:



## 2010 Significant Budget Highlights:

1. The net cost of ambulance services for 2010 will be zero down from **\$226,070** budgeted in 2009.
2. Salary and Benefit costs for 2010 are budgeted to increase by **\$925,000**. There are **3.00 less** positions contained in this draft of the 2010 budget compared to 2009. See the Human Resources Position Plan on page 17 for details of new proposed positions.
3. The Cost of Living adjustment is budgeted **2.5%** for 2010 **4.0%** for 2011 and **4.0%** for 2012.

## Depreciation:

According to new accounting standards all municipalities must now record depreciation of their assets. Depreciation in the 2010 to 2012 budget is now allocated to all departments that have assets attributed to their areas. Depreciation is intended to provide municipalities with information on the current condition of their assets. Municipal Affairs has stated that municipalities have a choice to fund the amount of depreciation they record in their books each year or not. So far Parkland County has taken the position to not fully fund depreciation. However, it should be noted that throughout the budget in some departments there are amounts called Transfers to Restricted Surplus (used to be called Transfers to Reserves) and as well all of the County's replacement plans account for the declining value of assets through annual transfers to restricted surplus (reserves). These transfer amounts

are more than depreciation because they are based on replacement value compared to funding the depreciated value of an asset based on historical cost.

Therefore, an analysis of all of these transfer and depreciation accounting entries is required to ensure that Parkland is not “double accounting” for depreciation in the form of a transfer to restricted surplus. This analysis will be done prior to final approval of the budget in the spring. This analysis will provide Parkland with information on how much of the depreciation is in fact funded and how much is not and in turn help the County to better plan for the future replacement of assets.

**Assessment and Taxation:**

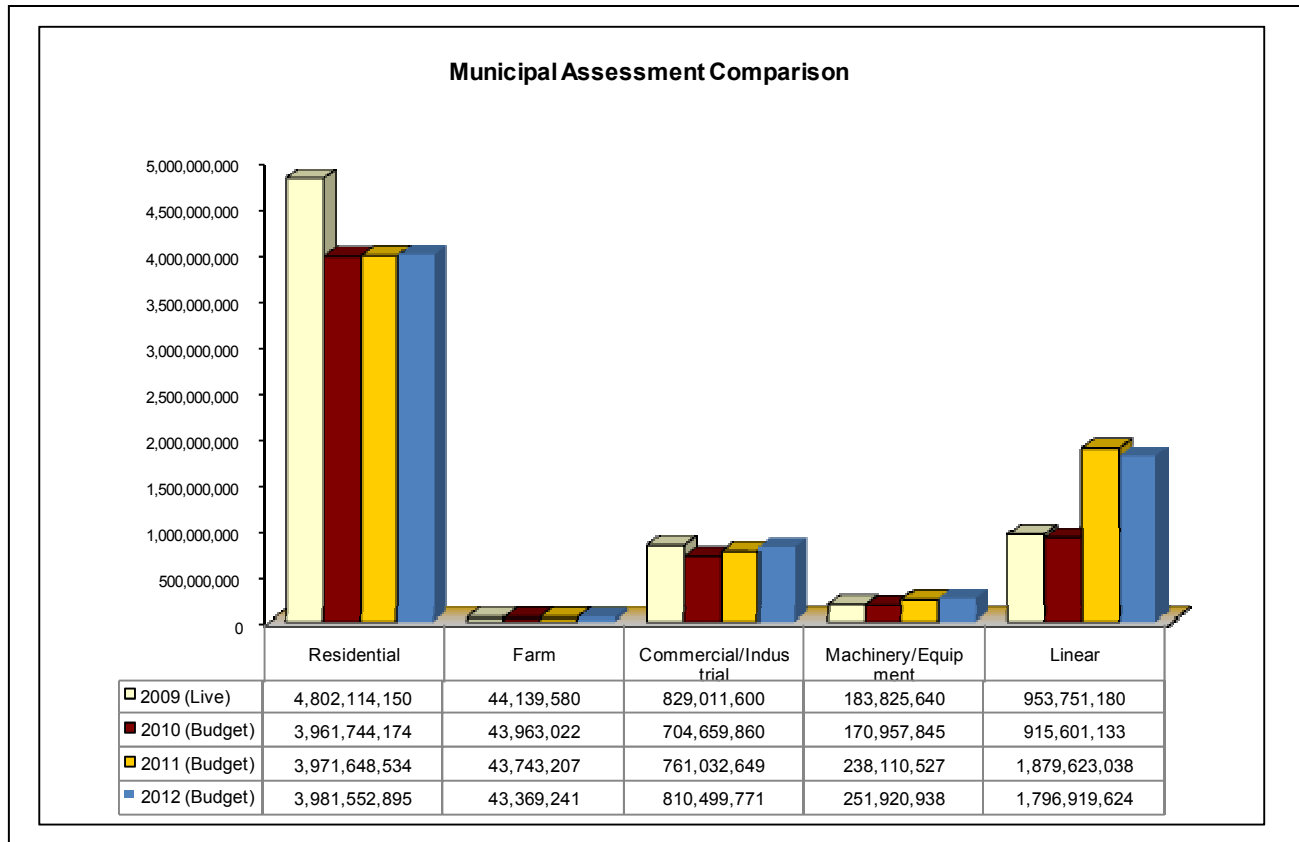
The following chart summarizes the County’s total assessment by major category from 2009 actual to Projections for 2010 to 2012.

<u>LIVE ASSESSMENT</u>	<u>2009 (Live)</u>	<u>2010(Budget)</u>	<u>%Change</u>	<u>2011 (Budget)</u>	<u>%Change</u>	<u>2012 (Budget)</u>	<u>%Change</u>
Residential	4,802,114,150	<b>3,961,744,174</b>	-17%	3,971,648,534	0.25%	3,981,552,895	0.25%
Farm	44,139,580	<b>43,963,022</b>	0%	43,743,207	-0.50%	43,369,241	-0.85%
Commercial/Industrial	829,011,600	<b>704,659,860</b>	-15%	761,032,649	8.00%	810,499,771	6.50%
Machinery/Equipment	183,825,640	<b>170,957,845</b>	-7%	238,110,527	39.28%	251,920,938	5.80%
Linear	953,751,180	<b>915,601,133</b>	-4%	1,879,623,038	105.29%	1,796,919,624	-4.40%
	6,812,842,150	<b>5,796,926,034</b>	-15%	6,894,157,955	18.93%	6,884,262,469	-0.14%

**Comments:**

The above chart shows that the County’s assessment is projected to shrink from **\$6.8B** in 2009 to **\$5.8B** in 2010. This is a **15%** decrease in assessment value. Total **new growth** is projected to be **\$64.7M**. The new TransAlta power plant is projected to come on stream partially in 2011 and into 2012.

The following chart further illustrates the County’s assessment value trends broken down into major categories:



**Comments:**

The foregoing chart illustrates the following points:

- Assessment is projected to decline by 15% overall.
- Residential growth has levelled off with market values declining overall.
- Farmland assessment continues to shrink due to the growth in residential development.
- Linear assessment will see significant growth in 2011 into 2012.

**Municipal Tax Requirement:**

No change is proposed to the percentage allocation of tax rates and taxation between residential and non residential tax rates for 2010 which was 54%/46% in 2009, meaning that 54% of the total municipal tax levy is funded by residential tax revenue and 46% of the municipal tax levy is funded by non-residential tax revenue. To compare this percentage split in tax revenue to prior years the following chart illustrates how the split in tax revenue has changed:

<u>Years</u>	<u>% Split</u>	
	<u>Residential</u>	<u>Non-Residential</u>
2005	75%	25%
2006	72%	28%
2007	70%	30%
2008	62%	38%
2009	54%	46%
2010	54%	46%

**Municipal Taxation:**

The following chart illustrates the impact of this budget on an average taxpayer:

<u>PROPERTY TAX - Estimate</u>	<u>\$ 400,000</u>	<u>340,000</u>		
	<u>2009 (Live)</u>	<u>2010 (Budget)</u>	<u>%Change</u>	<u>\$ Change</u>
Municipal	\$ 1,341.44	\$ 1,397.76	4.20%	\$ 56.32
Tri Leisure	\$ 20.36	\$ 19.93	-2.11%	\$ (0.43)
Ambulance	\$ 13.27	\$ -	-100.00%	\$ (13.27)
Meridian Foundation	\$ 14.92	\$ 14.88	-0.24%	\$ (0.04)
Capital Region Board	\$ 4.72	\$ 4.64	-1.63%	\$ (0.08)
School	\$ 884.88	\$ 884.88	0.00%	\$ -
<b>Total</b>	<b>\$ 2,279.59</b>	<b>\$ 2,322.10</b>	<b>1.86%</b>	<b>\$ 42.51</b>

<u>PROPERTY TAX - Estimate</u>	<u>\$ 1,000,000</u>	<u>\$ 850,000.00</u>		
	<u>2009 (Live)</u>	<u>2010 (Budget)</u>	<u>%Change</u>	<u>\$ Change</u>
Municipal	\$ 6,210.30	\$ 6,471.11	4.20%	\$ 260.81
Tri Leisure	\$ 94.30	\$ 92.27	-2.15%	\$ (2.03)
Ambulance	\$ 33.18	\$ -	-100.00%	\$ (33.18)
Meridian Foundation	\$ 37.30	\$ 37.21	-0.24%	\$ (0.09)
Capital Region Board	\$ 21.80	\$ 21.50	0.00%	\$ (0.30)
School	\$ 3,101.90	\$ 3,101.90	0.00%	\$ -
<b>Total</b>	<b>\$ 9,498.78</b>	<b>\$ 9,723.99</b>	<b>2.37%</b>	<b>\$ 225.21</b>

**\*Note:** The estimates of assessment value are based on a market value decline of 15% from 2009 to 2010 from \$400,000 to \$340,000 for a residential property and \$1,000,000 to \$850,000 for a non-residential property.

**Residential**

The total property tax increase shown in the above example of a \$340,000 residential property is \$42.51 (\$3.54 per month).

**Non-Residential**

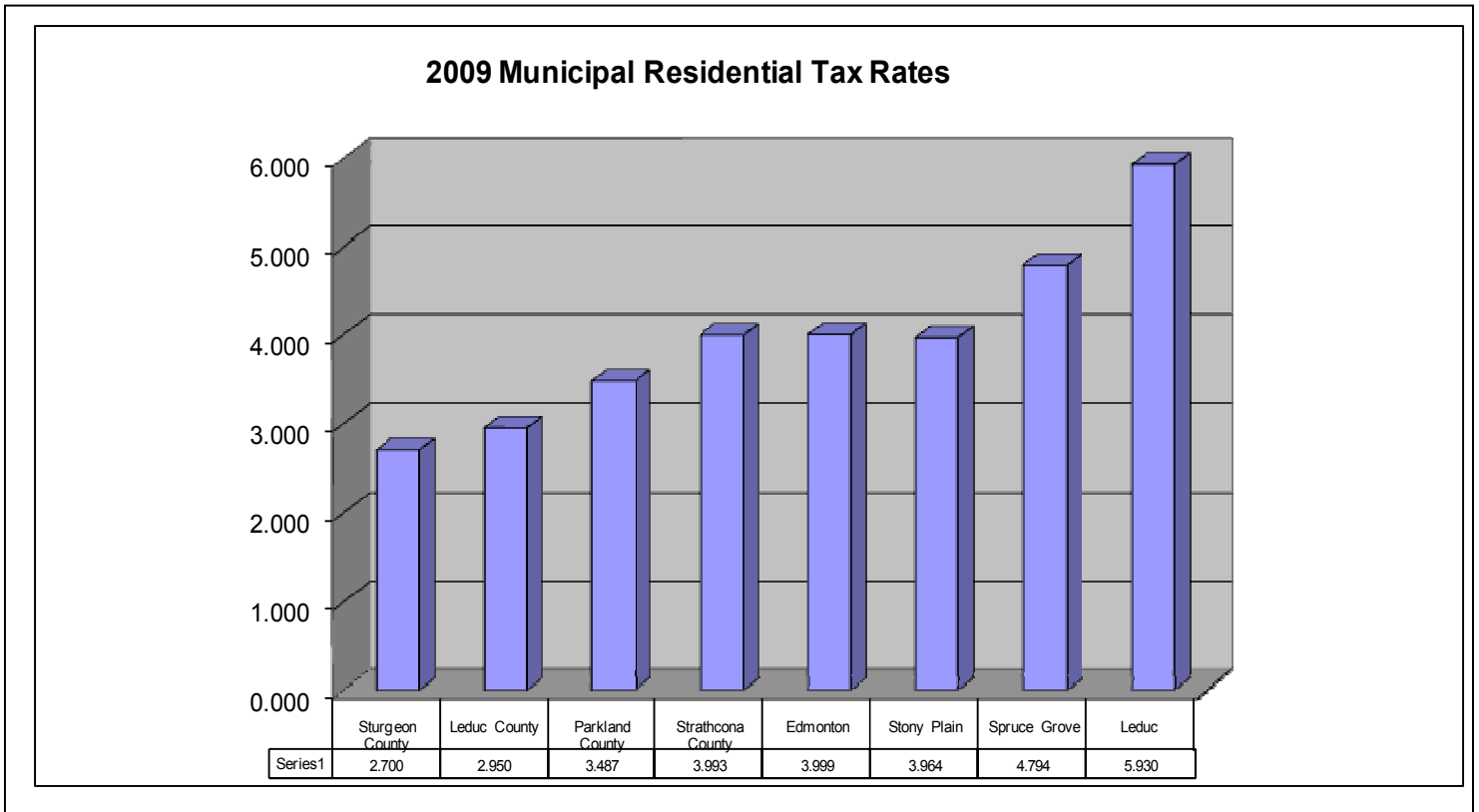
The total property net tax increase shown in the above example of an \$850,000 non-residential property is \$225.21 (\$18.77 per month).



**Municipal Tax Rate Comparison**

Administration has carried out a review of regional residential and non-residential 2008 tax rates (mill rates). The following charts are used to illustrate the results of this review:

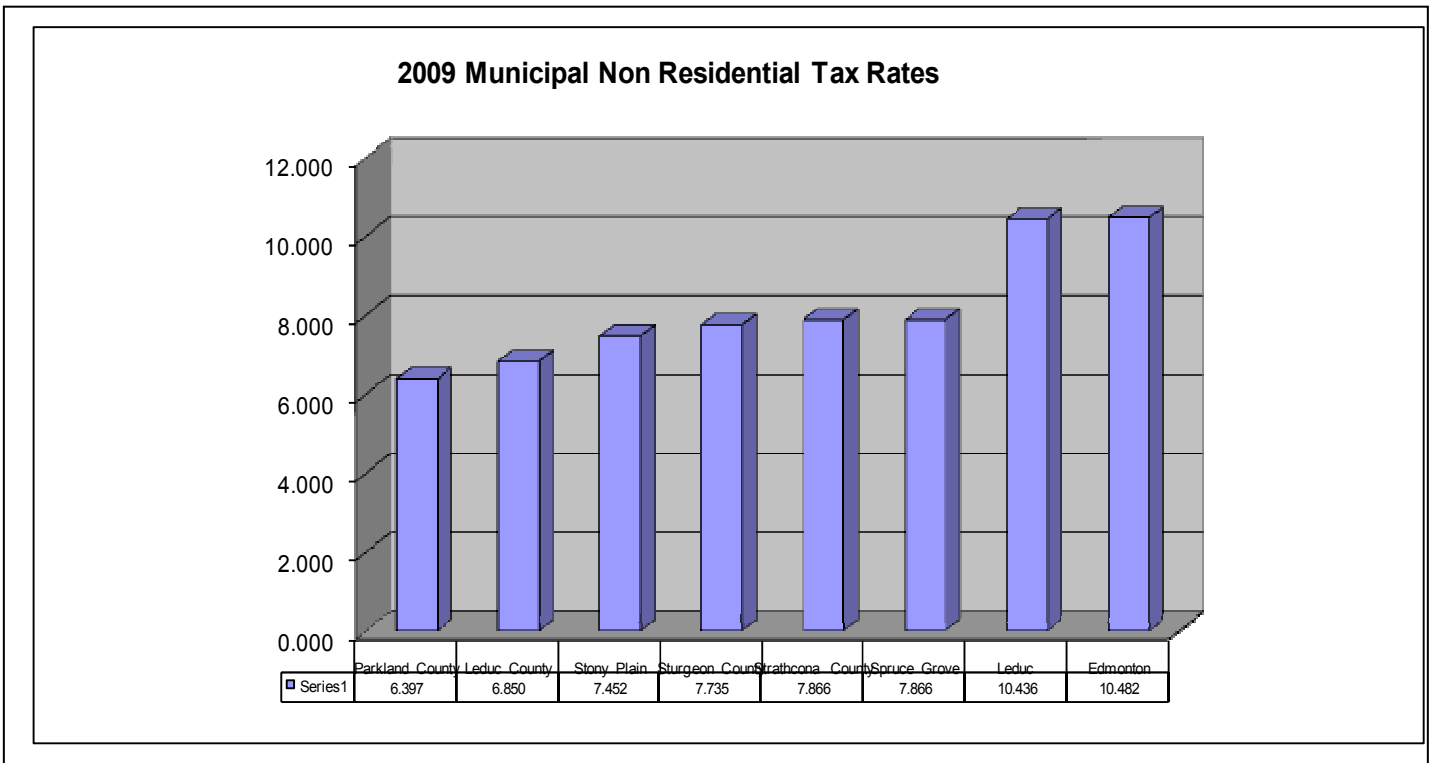
**Capital Region Tax Rate (Mill Rate) Comparison Residential:**



**Comments:**

In the region Parkland County's Residential Tax Rate of 3.487 is the third lowest of surveyed municipalities.

**Capital Region Tax Rate (Mill Rate) Comparison Non-Residential:**



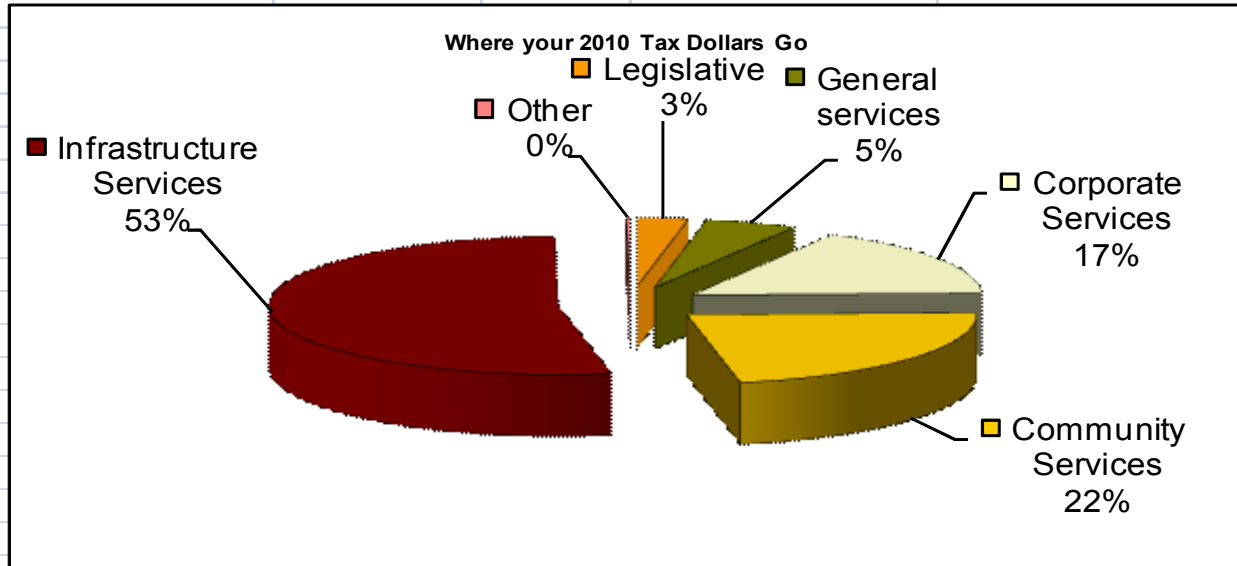
**Comments:**

Parkland County's Non- Residential tax rate of **6.397** is the lowest in the capital region. Currently the tax rate split is at **54%/46%** Residential/Non-Residential.

**Services Provided Through Taxation:**

The following chart shows the cost of various services to a residential property with an assessment value of \$340,000 and a non-residential property with a value of \$850,000.

**PARKLAND COUNTY**  
**SERVICES PROVIDED FOR THROUGH TAXATION**  
**2010**



Municipal Services	Taxes Levied	% Total	Residential Taxes based on \$340,000 Assessment	Non-Residential Taxes based on \$850,000 Assessment
Legislative	863,960	2.87%	66.64	279.07
General services	1,559,466	5.18%	120.29	503.72
Corporate Services	5,026,282	16.70%	387.70	1,623.54
Community Services	6,773,080	22.50%	522.44	2,187.77
Infrastructure Services	15,944,858	52.97%	1,229.91	5,150.34
Other	(63,265)	-0.21%	(4.88)	(20.44)
	<b>\$ 30,104,381</b>	<b>100.00%</b>	<b>\$ 2,322.10</b>	<b>\$ 9,723.99</b>

- Legislative:** Includes Council and Elections
- General Services:** Includes Executive Administration and Economic Development and Communications
- Corporate Services:** Includes Finance, Legislative, Human Resources, Assessment, Information Systems & Purchasing
- Community Services:** Includes Planning, Fire, ECC, Patrol, Bylaw Enforcement, Recreation & Parks, Emergency Manager
- Infrastructure Services:** Includes Engineering, Drainage, Public Works, Fleet, Facilities, Agriculture, Road Mtce., Utilities
- Other:** Includes General Office Operations & General Municipal

**\*Does Not Include Tri-Leisure Centre and Capital Region costs.**

**Capital Budget:**

The 2010 Capital Budget contains \$21,893,531 in expenditures. Projects can be broken down into the following categories:

<b>Parkland County 2010 Capital Budget Summary</b>	
<b>Asset</b>	<b>Cost</b>
Office Equipment & Software	300,505
Machinery & Equipment	1,683,189
Vehicles	245,000
Roads	11,536,237
Land & Buildings	4,648,600
Utilities Infrastructure	3,480,000
<b>Total Cost of Projects</b>	<b>21,893,531</b>
<b>Capital Budget Sources of Funding:</b>	<b>Funding</b>
Taxation	1,640,252
Grants	17,549,021
Other Sources	533,151
Reserves	2,171,107
<b>Total Funding for Projects</b>	<b>21,893,531</b>

Details of the Capital Budget can be found under the Capital Budget Tab in your binder.

**Debenture Debt Analysis:**

**Tax Supported Debt:**

<b><u>DEBENTURE DETAILS</u></b>					<b><u>2010 PAYMENT DETAILS</u></b>				
<b><u>Debenture Description</u></b>	<b><u>Rate</u></b>	<b><u>Term</u></b>	<b><u>Original</u></b>		<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>	<b><u>Owing at Dec. 31, 2010</u></b>	
			<b><u>Principal</u></b>	<b><u>Maturity</u></b>					
Entwistle Pump House Upgrade	10.625%	25	38,815	Feb. 15, 2013	2,993.51	1,489.71	4,483.22	11,027.28	
Family Leisure Centre	5.875%	20	2,500,000	Dec. 3, 2021	108,752.55	107,002.28	215,754.83	1,712,562.82	
CSB/PAA Renovation	5.500%	15	700,000	Nov 17, 2018	43,072.18	26,665.74	69,737.92	441,759.42	
Hayes West	1.777%	3	694,000	Sep. 15, 2012	227,252.97	11,327.27	238,580.24	466,747.03	
			\$ 3,932,815		\$ 382,071	\$ 146,485	\$ 528,556	\$ 2,632,097	

**User Pay Debt:**

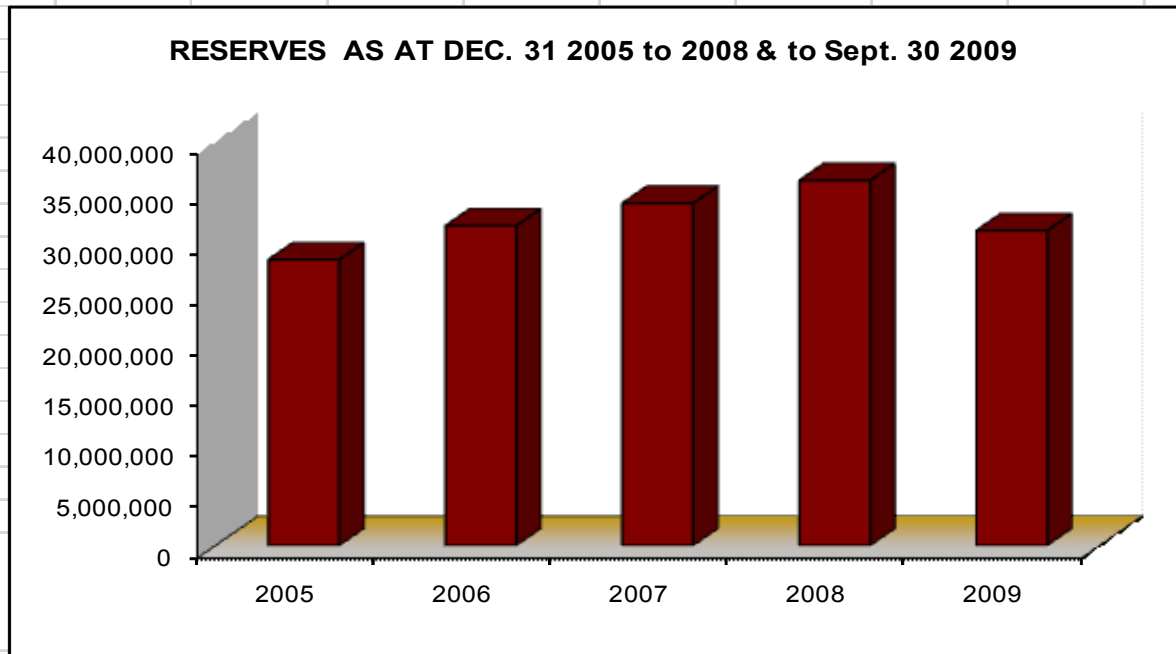
<b><u>DEBENTURE DETAILS</u></b>					<b><u>2010 PAYMENT DETAILS</u></b>						<b><u>Owing at Dec. 31, 2010</u></b>
<b><u>Debenture Description</u></b>	<b><u>Rate</u></b>	<b><u>Term</u></b>	<b><u>Original</u></b>		<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>	<b><u>Source</u></b>	<b><u>Paydowns</u></b>	<b><u>Dec. 31, 2010</u></b>	
			<b><u>Principal</u></b>	<b><u>Maturity</u></b>							
Acheson Sewer System	9.000%	20	771,624	Sep. 01, 2015	50,401.71	34,127.00	84,528.71	LI		328,787.20	
Acheson Water System	8.500%	20	450,000	Nov. 15, 2015	29,146.73	18,405.21	47,551.94	UT		187,385.14	
Glowing Embers Ext.	7.875%	20	114,000	Jan. 15, 2016	6,766.72	4,736.63	11,503.35	LI		53,380.85	
County Centre Trunkline	6.625%	20	130,708	Aug. 01, 2017	7,171.43	4,809.16	11,980.59	LI		65,419.61	
Duffield Sewer System	6.625%	20	218,000	Aug. 01, 2017	11,960.84	8,020.94	19,981.78	LI		109,109.88	
Hunter's Extension	6.625%	14	174,504	Sep. 15, 2017	11,676.80	7,830.45	19,507.25	LI		106,518.68	
Duffield Hook Ups	6.375%	20	160,000	Oct. 15, 2017	8,769.14	5,608.03	14,377.17	LI		79,199.97	
Parkland Village Sewer Main	5.875%	20	449,275	Aug. 03, 2019	21,907.78	16,865.51	38,773.29	LI		265,164.70	
Parkland Industrial	6.250%	18	309,421	Feb. 15, 2021	8,731.09	9,341.31	18,072.40	LI		140,729.81	
Entwistle Wastewater Upgrade	6.250%	20	150,000	Nov. 01, 2021	6,446.88	6,897.46	13,344.34	UT		103,912.44	
Parkland Village Water Main	6.000%	20	307,831	Aug. 15, 2022	12,582.75	14,255.36	26,838.11	LI		225,006.51	
Big Lake Extension	5.750%	20	800,000	Dec. 02, 2022	33,038.66	35,300.14	68,338.80	UT		580,876.77	
Big Lake Extension	5.750%	20	81,700	Oct. 1, 2023	3,190.61	3,788.49	6,979.10	UT		62,696.11	
Acheson Water Expansion **	4.923%	20	846,200	Dec 15, 2024	32,692.80	34,289.64	66,982.44	UT		671,900.26	
** semi annual payments			\$4,963,262		244,483.94	204,275.33	448,759.27		-	2,980,087.93	

**Restricted Surplus (Reserves):**

Restricted surplus funding is critical for the future replacement of assets and to provide funds for emergency situations.

**PARKLAND COUNTY**

**5 YEAR COMPARISON OF COMMITTED RESERVES**



Committed reserves are funds set aside for specific purposes to fund future operating and capital needs.

Committed reserves are also required to provide cash flow for the period between January and June in which the County is progressing through its budget year but has not yet collected taxes (other than those received through the installment plan) for that calendar year. The reduction in reserve balance in 2009 is due to a significant gravel land purchase. Over time these funds will be paid back to the reserves.

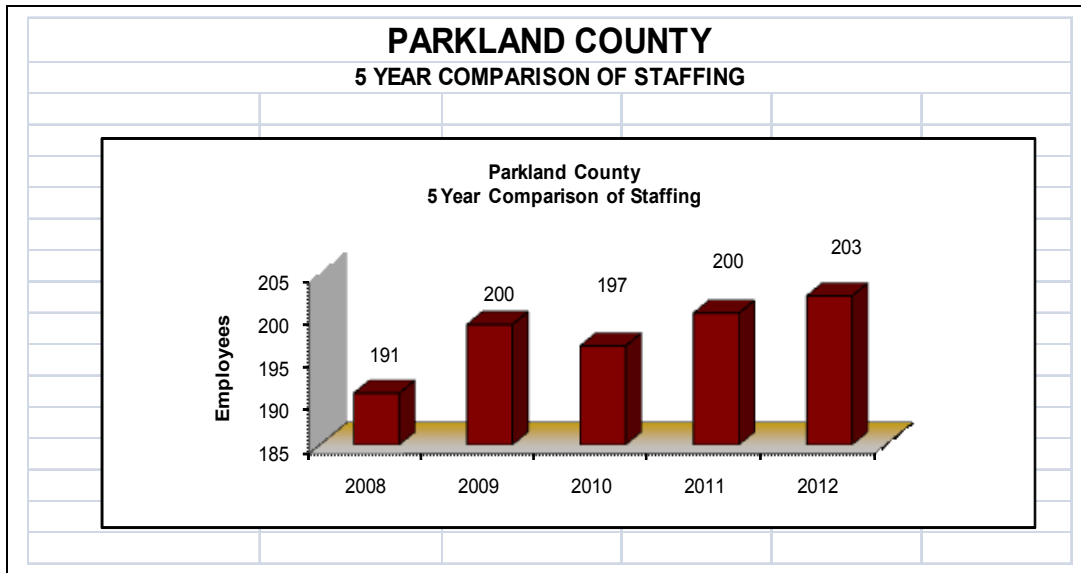
A current detailed listing of Restricted Surpluses is provided as an appendix to this report for your reference.

**Human Resources Strategy and Position Plan**

A Human Resource Strategic Plan has been developed and is provided as a part of the Human Resource Business Plan.

**Human Resources Position Plan**

The following chart provides a five year comparison of Full Time Equivalent (FTE) staffing:



**Comments:**

This draft of the 2010 operating budget contains a net overall reduction of (3.00) FTE positions.

The following charts provide a summary of proposed 2010 position changes:

**Position Summary:**

<b>Human Resources - 2009 (FTE)</b>	<b>199.51</b>
<b>Changes to Human Resources - 2010:</b>	
<b>Executive Administration</b>	
Special Projects Coordinator	(1.00)
<b>Economic Development &amp; Tourism</b>	
Secretary	0.25
<b>Communications</b>	
Secretary	0.25
<b>Purchasing</b>	
Administration Support	0.50
<b>Fire Services</b>	
Fire Services Officer	1.00
<b>ECC</b>	
Emergency Communications Operators	(4.00)
<b>Total Change - 2010</b>	<b>(3.00)</b>
<b>Human Resources - 2010 (FTE)</b>	<b>196.51</b>

**Position Summary continued:**

<b><u>Changes to Human Resources - 2011:</u></b>		
<b><u>Executive Administration</u></b>		
Intelligent Community Coordinator		1.00
<b><u>Economic Development &amp; Tourism</u></b>		
Tourism Coordinator		0.40
<b><u>Finance</u></b>		
Administrative Assistant		0.40
<b><u>Planning</u></b>		
Planning officer		1.00
<b><u>Fire</u></b>		
Fire services Officers		1.00
<b>Total Change - 2011</b>		<b>3.80</b>
<b><u>Human Resources - 2011(FTE)</u></b>		<b>200.71</b>
<b><u>Changes in Human Resources - 2012:</u></b>		
<b><u>Planning &amp; Development</u></b>		
Development Officer		1.00
<b><u>Patrol</u></b>		
Peace Officer		1.00
<b>Total Change - 2012</b>		<b>2.00</b>
<b><u>Human Resources - 2012(FTE)</u></b>		<b>202.71</b>



**Appendix - 1 Restricted Surplus**

<b>PARKLAND COUNTY RESTRICTED SURPLUS As at September 30, 2009</b>							
<u>OPERATING RESTRICTED SURPLUS</u>	<u>BALANCE Jan. 1, '09</u>	<u>OPERATING STATEMENT TRANSFERS TO</u>	<u>TRANSFERS FROM</u>	<u>CAPITAL STATEMENT TRANSFERS TO</u>	<u>TRANSFERS FROM</u>	<u>BALANCE Sep. 30, '09</u>	<u>CEILING AS PER POLICY</u>
Future Operating:							
Future operating	1,175,691	102,201	71,512	0	30,917	1,175,463	
Utilities operations	1,250,917	395,792	38,293	0	66,528	1,541,888	
	<u>2,426,608</u>	<u>497,993</u>	<u>109,806</u>	<u>0</u>	<u>97,445</u>	<u>2,717,351</u>	
Early Retirement Incentive	156,134	26,250	0	0	0	182,384	500,000
Investment Stabilization	499,329	0	0	0	0	499,329	500,000
Winter Maintenance	1,000,000	0	0	0	0	1,000,000	1,000,000
Granular Aggregates	1,051,179	63,693	54,362	0	0	1,060,510	2,000,000
Contingency:							
Contingency	3,372,840	0	0	0	2,500,000	872,840	
Acheson sewer oversizing	-339,833	0	0	0	0	-339,833	
CSB re HDS sale	-365,000	0	0	0	0	-365,000	
CSB renovation	-93,412	70,059	0	0	0	-23,353	
	<u>2,574,595</u>	<u>70,059</u>	<u>0</u>	<u>0</u>	<u>2,500,000</u>	<u>144,654</u>	<u>4,000,000</u>
Working Capital	5,000,000	0	0	0	2,500,000	2,500,000	5,000,000
Future Road Projects	1,689,610	164,423	35,000	0	7,096	1,811,937	
Disaster Reserve	338,598	0	0	0	0	338,598	500,000
Benefit Premium Stabilization	86,690	0	0	0	0	86,690	75,000
Water Management	758,867	0	57,350	0	0	701,516	
Facilities Maintenance *	1,509,688	115,281	51,506	0	12,122	1,561,342	
Gravel Fee Licensing	1,665,000	446,054	45,075	0	628,578	1,437,401	
Total Operating	<u>18,756,297</u>	<u>1,383,753</u>	<u>353,099</u>	<u>0</u>	<u>5,745,241</u>	<u>14,041,711</u>	
<b><u>CAPITAL RESTRICTED SURPLUS</u></b>							
Future Capital	1,027,781	0	5,460	0	0	1,022,321	
Future Capital - Entwistle	112,231	0	0	0	0	112,231	
Information Technology	281,037	26,250	13,546	0	32,408	261,333	
Waste Management	2,123,258	259,904	0	0	57,122	2,326,040	3,000,000
Environmental	200,000	75,000	0	0	0	275,000	700,000
Office Systems*	822,678	189,745	44,632	0	91,173	876,618	
Equipment Replacement *	1,080,213	5,214	0	951,345	845,715	1,191,057	
County Facilities *	4,396,351	769,101	111	0	0	5,165,340	6,000,000
Municipal Park Reserve	3,465,349	102,258	13,199	0	0	3,554,408	
Parks Reserve - Entwistle	5,570	0	0	0	0	5,570	
Fire Facilities	623,757	0	0	0	0	623,757	2,000,000
Protective Services Equip Rep.*	127,330	58,511	4,365	0	21,440	160,036	
Fire Services Equip Rep.*	127,507	102,588	66,306	0	44,148	119,641	
Survey Equipment Replacement	10,000	7,720	0	0	0	17,720	
Recreation Facility *	2,267,634	45,756	847,036	0	0	1,466,354	4,000,000
Total Capital	<u>16,670,696</u>	<u>1,642,047</u>	<u>994,655</u>	<u>951,345</u>	<u>1,092,006</u>	<u>17,177,428</u>	
<b>Total Reserves</b>	<b><u>35,426,994</u></b>	<b><u>3,025,800</u></b>	<b><u>1,347,754</u></b>	<b><u>951,345</u></b>	<b><u>6,837,247</u></b>	<b><u>31,219,139</u></b>	