



2023 BUDGET & THREE YEAR 2024 – 2026 **OPERATING PLAN**

10-YEAR **CAPITAL PLAN**

2023 BUDGET & 2024 - 2032
MULTI-YEAR PLAN

THREE-YEAR OPERATING PLAN

The purpose of the three-year operating plan is to provide an overview of the operating activities for the upcoming three years. This ensures that the Town is planning for future activities and services, along with being financially prepared for these future projects.

The three-year operating plan estimates future years' expenditures based on the 2023 budget year. Let's use insurance for example. We can expect a slight increase of



insurance premiums every year. Therefore, we might estimate a 3% increase to insurance premiums over the next three years. Another example is future grant funding. The Provincial government may have already announced what our funding will look like over the next three years. In this case, those funds will be incorporated into the appropriate annual budgets over the next three years.

Every year, Council reviews a line by line itemization of the budgets. Adding a three-year written operating plan to this ensures appropriate planning and budget balancing in future years, effectively promoting fiscal responsibility of the Town.

In the following pages, we have summarized the projected operating revenues and expenditures budgets for the next three years.

TOWN COUNCIL

Town Council is a group of seven elected officials (Mayor and six Councillors) whose responsibilities are outlined in the Municipal Government Act. A municipal election is held every four years. The current Council was elected in 2021.



Back Row: Anthony Oswald, Dave Sawatzky, Ty Assaf, Rod Klumph

Front Row: Dausen Kluin, Mayor Dave McKenzie, Don Smith

Town Council meets twice a month on the second and fourth Tuesdays. Their meetings begin at 5:30 p.m. and take place in the Town Council Chambers which is located in the Administration Building at 5014-50 Avenue in Barrhead.

The following Report outlines all the Budgeted Operating Revenues and Expenses for 2023 in summary form, along with the budgets for the 2024 to 2026 Operating Plan. This Plan will be reviewed by Council annually and amendments will be made as required.

Each Budget Details Report will list the Budgeted Revenues first, followed by the Budgeted Expenses, with a Total Net Operating Cost at the Bottom.

The following Reports do not include the Tangible Capital Asset Depreciation expenses. These are considered 'non-cash' expenses and are excluded for reporting of the cash operational costs in the various departments.

Budget Details - Mayor and Council

	2023	2024	2025	2026
Revenues				
Reimbursements	4,500	4,500	4,500	4,500
Total Revenues	4,500	4,500	4,500	4,500
Expenses				
Employer Costs, Insurance	13,680	14,000	14,420	14,740
Council Fees and Per diems	222,680	227,540	232,520	237,640
Training, Travel and Communications	43,160	43,180	43,200	43,220
Total Expenses	279,520	284,720	290,140	295,600
Total Net Operating Cost	(275,020)	(280,220)	(285,640)	(291,100)

Council revenues generally consist of Per Diem reimbursements paid to the Town for Council members to attend the specific organization's meeting. Expenses include Council Monthly Fees for all regular Council and committee meetings, Per Diems for any out of town meetings or events, Conference Expenses, Training and Development and other general travel expenses.



PROPERTY TAXES AND REQUISITIONS

For budgeting purposes, the property taxes from 2024 to 2026 have been prepared using the same estimated assessment values and tax rate information as when the 2023 property tax budgets were calculated. In addition, because Requisition amounts have not been determined for future years, those budgets have also remained at the same level for the future three years. These budgets will be adjusted during the appropriate year's budget deliberations.

Budget Details - Property Taxes

	2023	2024	2025	2026
Revenues				
Property Taxes - Residential	4,489,200	4,489,200	4,489,200	4,489,200
Property Taxes - Non-Residential	2,136,350	2,136,350	2,136,350	2,136,350
Property Taxes - Machinery & Equipment	30,570	30,570	30,570	30,570
Property Taxes - Farmland	1,510	1,510	1,510	1,510
Property Taxes - Linear	132,480	132,480	132,480	132,480
Property Taxes - Federal Grant In Lieu	6,570	6,570	6,570	6,570
Property Taxes - Provincial Grant In Lieu	87,300	87,300	87,300	87,300
Total Property Tax Revenues	6,883,980	6,883,980	6,883,980	6,883,980

Total Property Tax Revenues include ALL monies collected through property taxes. This includes the funds collected for the Aquatics Centre debenture in the amount of \$290,570, along with all Requisitions collected on behalf of other organizations.

Requisitions collected on behalf of the following organizations, in the amount \$1,584,470 in 2023, include:

Alberta School Foundation Fund (ASFF) – \$1,478,170

Barrhead & District Social Housing Association – \$62,120

Government of Alberta Designated Industrial Properties – \$530

Government of Alberta Grant In Lieu (Seniors Property Tax Adjustment Expense) – \$43,650

The above requisition amounts are estimates, as the actual amounts were not available when the 2023 budget was prepared.

Budget Details - Requisitions

	2023	2024	2025	2026
Expenses				
Requisitions	1,584,470	1,584,470	1,584,470	1,584,470
Total Expenses	1,584,470	1,584,470	1,584,470	1,584,470
Net Municipal Property Taxes	5,399,510	5,399,510	5,399,510	5,399,510
(Total Property Tax Revenue less Requisitions collected on behalf of Other organizations)				

In order to determine Net Municipal Property Taxes, the Requisition amounts are deducted from the Property Tax Revenues. Net Municipal Taxes are used to fund operational costs as well as provide funding towards the current year's Capital Projects and Reserves for Future Capital Projects.

FRANCHISE FEES

The total exempt property assessment for 2023 is approx. \$183,000,000 or 26.7% of the total assessment base. Exempt properties include schools, hospitals, seniors lodges, churches and Town and other municipally owned property. Though the Town still provides services and infrastructure to these entities, no property taxes are collected from them. The Town has franchise fee agreements in place with the power and natural gas suppliers which provides an alternate source of revenue.

Effective April 1, 2023, consumers pay a municipal franchise fee of 14% of the "transmission and distribution costs" portion of Fortis power billings, along with 18% of these same costs on Apex Utilities natural gas billings. These funds are then provided directly to the Town as operational revenues, with a portion being transferred to capital for future projects.

Budget Details - Franchise Fees

	2023	2024	2025	2026
Revenues				
Franchise Fees	1,000,000	1,035,000	1,040,000	1,050,000
Total Revenues	1,000,000	1,035,000	1,040,000	1,050,000
 Total Net Operating Cost	 1,000,000	 1,035,000	 1,040,000	 1,050,000

PENALTIES AND COSTS ON TAXES

Property tax penalties and costs include penalties that are applied to unpaid taxes, along with any other costs that may be directly applied to property taxes.

Budget Details - Penalties and Costs on Taxes

	2023	2024	2025	2026
Revenues				
Penalties and Costs on Taxes	35,000	35,000	35,000	35,000
Total Revenues	35,000	35,000	35,000	35,000
Total Net Operating Cost	35,000	35,000	35,000	35,000

RETURN ON INVESTMENTS

Monthly interest is earned through the Town's general bank account, along with any Term Deposit accounts the Town may have at any given time. A portion of these return on investments are transferred into capital reserves, while the majority is used to offset general operating expenditures.

Budget Details – Return on Investments

	2023	2024	2025	2026
Revenues				
Return on Investments	140,000	150,000	150,000	150,000
Total Revenues	140,000	150,000	150,000	150,000
Total Net Operating Cost	140,000	150,000	150,000	150,000

ADMINISTRATION AND COMPUTER

The Administration Department is responsible for ensuring that the Town operates within provincial legislation, local policies and bylaws. This department works out of the Town Administration Building, which also includes the Town Council Chambers and Committee Meeting Room. Administration is responsible for all municipal functions related to the assessments and property tax systems, the utility billing system for water, sewer and garbage services, business licensing, animal licensing, payables, receivables, record management of all financial budgets and reporting for the Town of Barrhead.

Budget Details - Administration and Computer

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	26,100	26,100	26,100	26,100
Rentals, Licenses, Permits, Reimbursements	49,360	49,380	49,480	49,480
Total Revenues	75,460	75,480	75,580	75,580
Expenses				
Salaries, Benefits, Employer Costs	722,090	735,130	748,660	762,310
Election Expenses	0	0	15,000	0
Training, Travel and Communications	49,000	52,780	52,580	54,410
Professional and Contracted Services	142,270	143,430	144,090	144,760
Insurance	6,800	7,140	7,500	7,880
Building and Equipment Maintenance	37,550	38,000	38,250	38,500
Materials and Supplies	43,610	43,810	44,010	44,210
Utilities	13,800	14,400	15,020	15,670
Computer Program (offset by revenue)	6,000	6,000	6,000	6,000
Bank Charges	2,200	2,200	2,200	2,200
Write-Offs	500	500	500	500
Additions to Operating Reserves	150	150	150	150
Total Expenses	1,023,970	1,043,540	1,073,960	1,076,590
Total Net Operating Cost	(948,510)	(968,060)	(998,380)	(1,001,010)

POLICING

The Royal Canadian Mounted Police (RCMP) enforce federal and provincial laws in the community. They operate out of the local RCMP Detachment. Their main focus is on crime prevention and investigation, maintaining peace and order, and making our residents feel safe and secure in the community. A portion of the RCMP policing costs are paid by the Town on an annual basis.

The Town of Barrhead owns the Detachment facility and is responsible for the maintenance, insurance, utilities, materials and supplies for the building. These costs are reimbursed by the RCMP through their leasing contract with the Town.

Budget Details - RCMP

	2023	2024	2025	2026
Revenues				
Building Rent, Reimbursements	45,800	47,160	48,570	50,050
Revenues from Operating Reserves	20,000	0	0	0
Total Revenues	65,800	47,160	48,570	50,050
Expenses				
Policing Costs, Contracted Services	193,450	284,070	284,340	284,610
Insurance	5,400	5,670	5,950	6,250
Building and Equipment Maintenance	5,900	5,900	5,900	5,900
Materials and Supplies	1,400	1,400	1,400	1,400
Utilities	19,000	19,830	20,690	21,600
Grant to Victim Services	1,000	1,000	1,000	1,000
Total Expenses	226,150	317,870	319,280	320,760
Total Net Operating Cost	(160,350)	(270,710)	(270,710)	(270,710)

Notes to Budget Details – Policing

- Town contributes towards RCMP Policing costs on an annual basis.

BARRHEAD REGIONAL FIRE SERVICES & EMERGENCY RESPONSE CENTRE

Barrhead Regional Fire Services and Emergency Response Centre are jointly operated by the Town of Barrhead and the County of Barrhead, with the Town being the Unit of Authority. Each municipality is responsible for paying for fire responses and ambulance assists within their jurisdiction. The department consists of three full-time positions: a Fire Chief, a Deputy Fire Chief and an Administrative Assistant. There are also currently 36 Volunteer Fire Fighters on the roster.

Budget Details - Barrhead Regional Fire Services

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	50,650	50,650	50,650	51,150
Rentals, Licenses, Permits	1,000	1,000	1,000	1,000
County of Barrhead - Operations, Response Fees, Guardians, Dispatch	526,080	538,920	535,790	554,950
Total Revenues	577,730	590,570	587,440	607,100
Expenses				
Salaries, Benefits, Employer Costs	379,920	390,770	399,770	409,010
Fire Fees and Guardians	207,390	212,060	215,600	219,200
Training, Travel and Communications	63,660	87,380	65,200	88,040
Professional and Contracted Services	88,750	86,750	86,750	86,750
Insurance	29,550	30,970	32,520	34,160
Building, Vehicle and Equipment Maintenance	66,100	51,100	51,100	51,100
Materials and Supplies	128,580	130,600	132,100	133,600
Total Expenses	963,950	989,630	983,040	1,021,860
Town of Barrhead - Operations, Response Fees, Dispatch	(386,220)	(399,060)	(395,600)	(414,760)

Notes to Budget Details – Barrhead Regional Fire Services

- Net operational cost is split 50%/50% between the Town and County of Barrhead.
- IFDIC International Conference attended every two years.
- The County also fully funds the County Fire Guardian pay and costs, along with hired equipment required at County fires.



The Emergency Response Centre houses operations, fire response vehicles and equipment, and the training resources for Barrhead Regional Fire Services department. The costs indicated below are for the operations and maintenance of the building.

Budget Details - Emergency Response Centre

	2023	2024	2025	2026
Revenues				
County of Barrhead - Operations	26,410	27,300	28,220	29,160
Total Revenues	26,410	27,300	28,220	29,160
Expenses				
Professional and Contracted Services	10,320	10,520	10,720	10,920
Insurance	9,100	9,560	10,050	10,550
Building and Equipment Maintenance	13,000	13,200	13,400	13,600
Materials and Supplies	2,500	2,500	2,500	2,500
Utilities	17,900	18,820	19,770	20,750
Total Expenses	52,820	54,600	56,440	58,320
 Town of Barrhead - Operations	 (26,410)	 (27,300)	 (28,220)	 (29,160)

Notes to Budget Details – Emergency Response Centre

- Net total operating cost is split 50%/50% between the Town and County of Barrhead.



The Town Fire/Town ERC budget is to identify the Town's direct costs for the provision of fire response services, operation of the Emergency Response Centre and funding requirements for current year and future years capital equipment and projects.

Budget Details - Town Fire/Town ERC

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	1,000	1,000	1,000	1,000
Total Revenues	1,000	1,000	1,000	1,000
Expenses				
Contribution to Regional Fire, ERC	386,220	399,060	395,600	414,760
Total Expenses	386,220	399,060	395,600	414,760
Total Net Operating Cost	(385,220)	(398,060)	(394,600)	(413,760)

Notes to Budget Details – Town Fire/Town ERC

- Town portion only of the Revenues and Expenses of Barrhead Regional Fire Services and Emergency Response Centre.

ENFORCEMENT SERVICES

The Enforcement Services Department plays an integral role in maintaining a safe community. There is one Community Peace Officer on staff. The Officer responds to various complaints such as noise offences, community standards compliance, animal control issues, unsightly property conditions, along with the enforcement of Traffic Safety and Municipal Bylaws. The Community Peace Officer operates out of the Town Administration Office. The Town of Barrhead participates in and complies with the Alberta Solicitor General's Peace Officer Program as an Authorized Employer.

Budget Details - Enforcement Services

	2023	2024	2025	2026
Revenues				
Fines Revenue	27,600	28,100	28,600	29,100
Total Revenues	27,600	28,100	28,600	29,100
Expenses				
Salaries, Benefits, Employer Costs	113,740	115,880	118,080	120,290
Training, Travel and Communications	6,650	6,680	6,710	6,740
Professional and Contracted Services	15,300	10,600	10,600	10,600
Insurance	3,500	3,680	3,860	4,050
Vehicle and Equipment Maintenance	4,300	4,300	4,300	4,300
Materials and Supplies	8,900	9,460	9,730	10,020
Total Expenses	152,390	150,600	153,280	156,000
Total Net Operating Cost	(124,790)	(122,500)	(124,680)	(126,900)

Notes to Budget Details – Enforcement Services

- Fines Revenue includes both municipal and provincial government fines.

DISASTER SERVICES, SAFETY & PUBLIC HEALTH

The Disaster Services Department ensures that in an emergency situation appropriate protocols are followed to ensure that the community is safe. Departmental training takes place to ensure staff members have the required qualifications to deal with a disaster in the community.

The Town of Barrhead promotes a safe and healthy community and workplace. In 2023, a half-time Safety Officer was appointed to ensure the Town is up to date on all required safety protocols, documents and legislation. There is currently a Joint Health and Safety Committee that meets quarterly to discuss any safety issues that may arise. Council has signed a Joint Health and Safety Policy to show their support for the importance of health and safety in the workplace.

Budget Details - Disaster Services, Safety & Public Health

	2023	2024	2025	2026
Revenues				
Miscellaneous Revenues	50	50	50	50
Provincial Grants	13,830	0	0	0
Revenues from Operating Reserves	8,000	0	0	0
Total Revenues	21,880	50	50	50
Expenses				
Salaries, Benefits, Employer Costs	67,810	68,590	69,790	71,000
Training, Travel and Communications	5,050	2,550	2,550	2,550
Professional and Contracted Services	8,000	0	0	0
Materials and Supplies	16,580	2,750	2,750	2,750
Total Expenses	97,440	73,890	75,090	76,300
Total Net Operating Cost	(75,560)	(73,840)	(75,040)	(76,250)

Notes to Budget Details – Disaster Services, Safety & Public Health

- Public Health Grant in 2023, offset by Expenses. This grant will not be received in future years.

PUBLIC WORKS

(includes Common Services and Roads)

The Public Works Department is responsible for underground infrastructure for the water, storm sewer, sanitary sewer systems and street maintenance, including street sweeping, road repairs, and sidewalk rehabilitation. The department also maintains all vehicles, equipment, fire hydrant flushing and infrastructure facilities.

Budget Details - Public Works (Includes Common Services & Roads)

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	20,500	21,500	22,500	22,500
WCB Rebates	5,000	10,000	10,000	10,000
Provincial Grants	76,460	76,460	76,460	76,460
Total Revenues	101,960	107,960	108,960	108,960
Expenses				
Salaries, Benefits, Employer Costs	877,420	892,590	907,760	923,460
Training, Travel and Communications	15,250	15,570	15,910	16,260
Professional and Contracted Services	31,560	31,720	32,020	32,220
Insurance	25,000	26,250	27,560	28,940
Building, Vehicle and Equipment Maintenance	303,500	303,500	303,500	303,500
Materials and Supplies	337,250	342,380	348,190	354,180
Utilities	244,450	256,380	268,900	282,040
Additions to Operating Reserves	2,500	5,000	5,000	5,000
Total Expenses	1,836,930	1,873,390	1,908,840	1,945,600
Total Net Operating Costs	(1,734,970)	(1,765,430)	(1,799,880)	(1,836,640)

Notes to Budget Details – Public Works (Includes Common Services & Roads)

- Provincial MSI Operating Grant Revenue estimated for future three years.
- Additions to Operating Reserve include WCB Reimbursements.

AIRPORT

The Barrhead Johnson Airport is owned by both the County of Barrhead and the Town of Barrhead, with the County being the Unit of Authority. The Airport total Revenues and Expenses Budget is listed in the County of Barrhead Financial Reports. The Town makes an annual contribution for 50% of the operational expenses and 50% of the capital purchases. The following tables itemizes the budget details for the Town's contribution only.

Budget Details - Airport

	2023	2024	2025	2026
Expenses				
Contribution to Airport - Town Portion	17,010	17,030	21,050	16,370
Total Expenses	17,010	17,030	21,050	16,370
Total Net Operating Cost	(17,010)	(17,030)	(21,050)	(16,370)

Notes to Budget Details – Airport

- Net cost is split 50%/50% between the Town and County of Barrhead.

STORM SEWER, WATER AND SANITARY SEWER

Storm Sewer infrastructure is an independent system that directs the flow of rainfall and surface water drainage directly into the catch basins along the road surface. Storm Sewer maintenance is performed by the Public Works Department to ensure that the storm sewer lines are running smoothly and clear of debris.

Budget Details - Storm Sewer

	2023	2024	2025	2026
Expenses				
Salaries, Benefits, Employer Costs	21,410	21,780	22,230	22,610
Repairs and Maintenance	5,000	5,000	5,000	5,000
Materials & Supplies	750	750	750	750
Total Expenses	27,160	27,530	27,980	28,360
Total Net Operating Cost	(27,160)	(27,530)	(27,980)	(28,360)

Water treatment, transmission and distribution operations are provided by the Town and contracted to the Barrhead Regional Water Commission. The Water System serves approximately 2,200 residential and non-residential properties within the Town. The Water Department compiles meter readings for the bi-monthly billings, issued to the utility customers, in accordance with Town Bylaws. These Bylaws govern the water distribution process within the Town, sets utility rates to cover operational costs and provides funding for capital infrastructure and equipment. The Water system is a self-supporting utility, which means revenues collected through utility billings will fund all operational expenses, including contributions towards current and future capital projects.

A Bulk Water system is located next to the Town Shop at 4406-62A Avenue. Companies can sign up for an account to access the system, or individuals can access the system using loonies and toonies.

Budget Details - Water (Includes Barrhead Regional Water Commission)

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	2,752,390	2,795,050	2,851,240	2,898,200
Rentals, Licenses, Permits	93,630	93,630	93,630	93,630
Provincial Grants	10,300	0	0	0
Total Revenues	2,856,320	2,888,680	2,944,870	2,991,830
Expenses				
Salaries, Benefits, Employer Costs	383,530	391,240	398,900	406,650
Training, Travel and Communications	33,760	34,250	34,690	35,140
Professional and Contracted Services	1,455,020	1,482,530	1,482,750	1,482,980
Insurance	91,000	95,550	100,340	105,340
Building, Vehicle and Equipment Maintenance	105,500	107,700	109,900	112,100
Materials, Supplies, Chemicals	151,350	154,180	157,020	159,870
Utilities	268,100	280,120	292,710	305,880
Write-Offs	1,000	1,000	1,000	1,000
Contribution to Capital	367,060	342,110	367,560	382,870
Total Expenses	2,856,320	2,888,680	2,944,870	2,991,830
Total Net Operating Cost	0	0	0	0

Notes to Budget Details – Water (Includes Barrhead Regional Water Commission)

- Barrhead Regional Water Commission reimburses the Town for all Water Plant operational expenses.
- Provincial Grant revenue is Alberta Community Partnership Grant for the Barrhead Regional Water Commission's Infrastructure Plan project.
- Contribution to Capital is for future water infrastructure in the Town of Barrhead.
- Water is considered a self-supporting utility; therefore, it nets to 0 every year.

The Sanitary Sewer infrastructure is an independent system for the transportation of sanitary sewer waste into the Town's wastewater treatment lagoon system.

The Sanitary Sewer system is a self-supporting utility, which means revenues collected through utility billings will fund all operational expenses, including contributions towards current and future capital projects.

Budget Details - Sanitary Sewer

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	665,750	672,750	683,250	690,250
Total Revenues	665,750	672,750	683,250	690,250
Expenses				
Salaries, Benefits, Employer Costs	111,650	113,650	115,680	117,800
Training, Travel and Communications	7,910	8,080	8,250	8,420
Professional and Contracted Services	1,960	1,960	1,960	1,960
Insurance	6,100	6,410	6,730	7,070
Building and Equipment Maintenance	84,000	84,000	84,000	84,000
Materials, Supplies, Chemicals	8,400	8,550	8,700	8,860
Utilities	105,600	110,770	116,190	121,880
Write-Offs	1,000	1,000	1,000	1,000
Contribution to Capital	339,130	338,330	340,740	339,260
Total Expenses	665,750	672,750	683,250	690,250
Total Net Operating Cost	0	0	0	0

Notes to Budget Details – Sanitary Sewer

- Contribution to Capital is for future sewer infrastructure in the Town of Barrhead.
- Sanitary Sewer is considered a self-supporting utility; therefore, it nets to 0 every year.



TRADE WASTE

Garbage collection services are provided by the Town of Barrhead. In 2022 the garbage pickup system was further streamlined with the purchase of a new Automated Garbage Pickup Truck. Residential front street pickup takes place once per week. Regular commercial pickup also takes place once per week. Larger commercial operations are able to make arrangements for multiple-day pickups, based on their specific operational needs. The Town provides the residential and non-residential roll out waste carts, and bins for the larger commercial garbage pickup.

Budget Details - Trade Waste

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	262,920	267,110	271,420	275,840
Total Revenues	262,920	267,110	271,420	275,840
Expenses				
Salaries, Benefits, Employer Costs	140,520	143,150	145,820	148,520
Training, Travel and Communications	2,750	2,770	2,800	2,830
Professional and Contracted Services	1,000	1,000	1,000	1,000
Insurance	4,200	4,410	4,630	4,860
Building, Vehicle and Equipment Maintenance	29,000	29,000	29,000	29,000
Materials and Supplies	35,450	36,780	38,170	39,630
Contribution to Capital	50,000	50,000	50,000	50,000
Total Expenses	262,920	267,110	271,420	275,840
Total Net Operating Cost	0	0	0	0

Notes to Budget Details – Trade Waste

- Funding for Trade Waste is collected through the Town's Bi-Monthly Utility Invoice.
- Contribution to Capital is for current and future waste pickup equipment.
- Trade Waste is considered a self-supporting utility; therefore, it nets to 0 every year.



LANDFILL

The Barrhead Regional Landfill is jointly operated by the Town of Barrhead and the County of Barrhead, with the Town being the Unit of Authority.

Budget Details - Landfill

	2023	2024	2025	2026
Revenues				
Town of Barrhead Contribution	85,040	84,190	84,180	84,280
Tipping Fees and General Revenue	110,800	117,300	122,300	127,300
County of Barrhead Contribution	85,040	84,190	84,180	84,280
Total Revenues	280,880	285,680	290,660	295,860
Expenses				
Salaries, Benefits, Employer Costs	121,930	124,930	128,050	131,220
Training, Travel and Communications	7,700	7,810	7,910	8,000
Professional and Contracted Services	72,500	72,500	72,500	72,500
Insurance	5,500	5,780	6,070	6,370
Building, Vehicle and Equipment Maintenance	18,000	18,000	18,000	18,000
Materials and Supplies	51,050	52,250	53,510	54,830
Utilities	4,200	4,410	4,620	4,940
Total Expenses	280,880	285,680	290,660	295,860
Total Net Operating Cost	0	0	0	0

Notes to Budget Details – Landfill

- Net operational cost is split 50%/50% between the Town and County of Barrhead.
- Town contribution for Landfill costs is collected through the Town's Bi-Monthly Utility Invoice

New Landfill budget is to record future landfill closure/post closure costs and to transfer land rental revenue to capital reserve for future capital projects.

Budget Details - New Landfill

	2023	2024	2025	2026
Revenues				
Rentals	4,500	4,500	4,500	4,500
Total Revenues	4,500	4,500	4,500	4,500
Expenses				
Landfill Closure/Post Close	30,430	30,430	30,430	30,430
Contribution to Capital	4,500	4,500	4,500	4,500
Total Expenses	34,930	34,930	34,930	34,930
Total Net Operating Costs	(30,430)	(30,430)	(30,430)	(30,430)

Notes to Budget Details – New Landfill

- Town portion of the Land Rental Revenue.
- Closure/Post Close expense for future landfill closure. Funds placed into a specified reserve.
- Contribution to Capital – Town funds for current and future years' capital projects.

RECYCLE

Recycle opportunities are available next to the Public Works Shop through several large, outdoor recycle bins. Recycle bins are also located at the Barrhead Regional Landfill to reduce waste volumes disposed of into the landfill. The Town processes recycled materials such as cardboard and newspaper with revenues received offsetting operational costs.

Budget Details - Recycle

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	229,040	233,000	237,000	239,000
Total Revenues	229,040	233,000	237,000	239,000
Expenses				
Salaries, Benefits, Employer Costs	171,190	174,400	177,730	181,070
Training, Travel and Communications	800	820	840	860
Insurance	2,400	2,520	2,650	2,780
Building, Vehicle and Equipment Maintenance	18,700	11,100	11,100	11,100
Materials and Supplies	12,000	12,350	12,720	13,110
Utilities	9,150	9,520	9,900	10,310
Contribution to Capital	14,800	22,290	22,060	19,770
Total Expenses	229,040	233,000	237,000	239,000
Total Net Operating Costs	0	0	0	0

Notes to Budget Details – Recycle

- Funding for Recycle operations is collected through the Town's Bi-Monthly Utility Invoice.
- Recycle is considered a self-supporting utility; therefore, it nets to 0 every year.
- Contribution to Capital – Town funds for current and future years' capital projects.



FAMILY AND COMMUNITY SUPPORT SERVICES

Family and Community Support Services (FCSS) is an integral part of our community, providing much needed assistance and support to several people and families. FCSS receives funding from the Town and County, as well as the Provincial Government.

Budget Details - Family & Community Support Services

	2023	2024	2025	2026
Revenues				
County of Barrhead Contribution	75,500	75,500	75,500	75,500
Provincial Grants	315,420	315,420	315,420	315,420
Total Revenues	390,920	390,920	390,920	390,920
Expenses				
Contribution to FCSS	466,420	466,420	466,420	466,420
Total Expenses	466,420	466,420	466,420	466,420
 Town of Barrhead Contribution	 (75,500)	 (75,500)	 (75,500)	 (75,500)

Notes to Budget Details – Family and Community Support Services (FCSS)

- The Town and the County each contribute the same amount of funding on an annual basis. In 2023 it is \$75,500, which has also been estimated for the future three years.
- The Contribution to FCSS expense is for payment of the Town, County and Provincial Government funding directly to FCSS.

PLANNING AND DEVELOPMENT

The Planning and Development Department provides a variety of services to businesses and residents and is responsible for ensuring compliance with a variety of provincial and municipal mandated procedures, bylaws and regulations.

The Planning and Development Department receives direction from, and provides administrative support to, the Municipal Planning Commission (MPC) and the Subdivision and Development Appeal Board (SDAB).

The Planning and Development Department maintains Bylaws and the GIS system, approves Business Licenses and Development Permits and works closely with the Municipal Planners. The Department reviews and makes recommendations on Area Structure Plans, Redevelopment Plans, the Land Use Bylaw and Municipal Development Plan. They complete all mapping for Town departments, along with overseeing the sales and land transfers of Beaver Brook lots.

Budget Details - Planning, Development and Subdivision

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	2,000	2,000	2,000	2,000
Licenses and Permits	3,500	3,500	3,500	3,500
Revenues from Operating Reserves	15,000	0	0	0
Total Revenues	20,500	5,500	5,500	5,500
Expenses				
Salaries, Benefits, Employer Costs	73,130	74,550	76,000	77,450
Training, Travel and Communications	8,100	8,100	8,100	8,100
Professional and Contracted Services	51,500	37,000	37,500	38,000
Materials and Supplies	3,500	3,500	3,500	3,500
Total Expenses	136,230	123,150	125,100	127,050
Total Net Operating Cost	(115,730)	(117,650)	(119,600)	(121,550)

Notes to Budget Details – Planning, Development and Subdivision

- Professional and Contracted Services Expense include GIS program, Land Surveys, Appraisals and Consulting.

COMMUNICATIONS

The Communications Department coordinates the maintenance of the Town's social media networks, including Facebook, Twitter and Instagram, with a combined audience of over 3,000 followers.

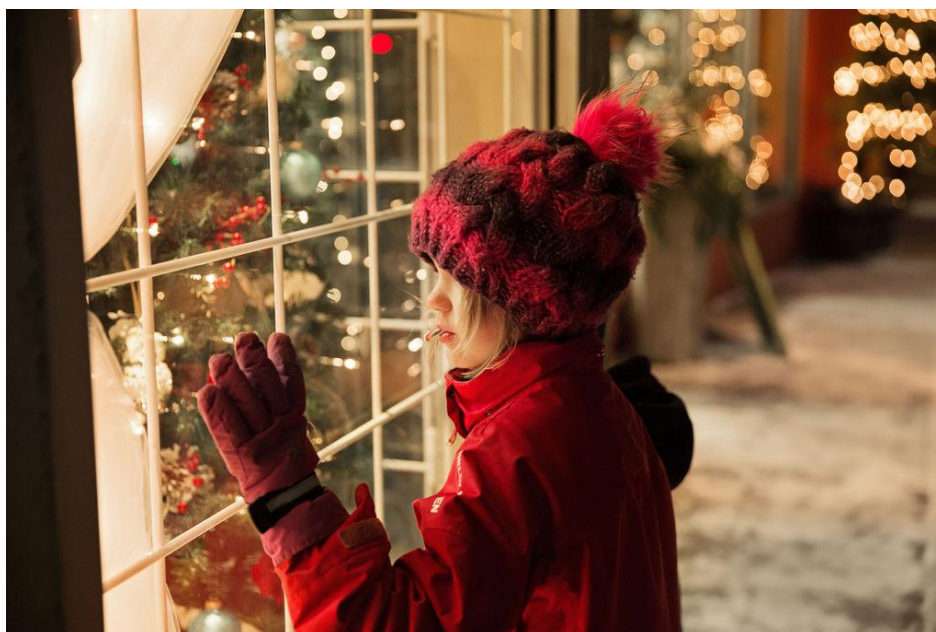
The Department is responsible for development and maintenance of the Town's website and implementation of Council's rebranding project. The Department coordinates the communication of special events, service disruptions and advertising within the community.

Budget Details - Communications

	2023	2024	2025	2026
Revenues				
Revenues from Operating Reserves	5,000	0	0	0
Total Revenues	5,000	0	0	0
Expenses				
Salaries, Benefits and Employer Costs	113,470	115,610	117,780	120,010
Training, Travel and Communications	13,700	13,740	13,780	13,820
Professional and Contracted Services	1,550	1,600	1,650	1,700
Materials and Supplies	39,750	19,750	19,750	19,750
Total Expenses	168,470	150,700	152,960	155,280
Total Net Operating Cost	(163,470)	(150,700)	(152,960)	(155,280)

Notes to Budget Details – Communications

- Materials and Supplies includes Rebranding supplies in 2023.



PARKS AND RECREATION

The Parks and Recreation Department promotes personal health, increased quality of life and assists in a sense of community pride and ownership. The Department operates the Arena and Aquatics Centre utilized by the various user groups for hockey, figure skating, and swim club. These facilities are used for public skate, swimming lessons and other programs which have been developed to encourage personal health and fitness and provide fun activities for people of all ages.

This Department maintains the Parks, Sportsgrounds, Walking Trail, Town owned Cemeteries and the green spaces within the Town.

The Recreation Department is also responsible for the Curling Rink and Bowling Alley facilities. By way of agreements, these facilities are operated by local sports associations.

Annual funding provided by the County of Barrhead assists with the operational costs of the Arena, Aquatics Centre, Curling Rink and the Youth Summer Programs.

Budget Details - Cemetery

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	12,900	12,900	12,900	12,900
Reimbursements	3,000	3,000	3,000	3,000
Total Revenues	15,900	15,900	15,900	15,900
Expenses				
Salaries, Benefits and Employer Costs	20,490	20,690	21,030	21,360
Insurance	250	260	270	280
Maintenance	8,000	18,000	8,000	18,000
Materials and Supplies	2,500	2,500	2,500	2,500
Additions to Operating Reserves	2,000	2,000	2,000	2,000
Total Expenses	33,240	43,450	33,800	44,140
Total Net Operating Cost	(17,340)	(27,550)	(17,900)	(28,240)

Notes to Budget Details – Cemetery

- Concrete Runners – \$10,000, every two years under Maintenance

Budget Details - Recreation Administration

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	26,000	26,500	26,500	27,000
Rentals	10,000	10,000	10,000	10,000
County of Barrhead Contribution	25,000	25,000	25,000	25,000
Federal Grants	2,500	2,500	2,500	2,500
Total Revenues	63,500	64,000	64,000	64,500
Expenses				
Salaries, Benefits, Employer Costs	272,350	276,880	281,510	286,230
Training, Travel and Communications	17,900	17,070	17,250	17,440
Professional and Contracted Services	23,660	20,200	20,200	20,200
Insurance	3,450	3,570	3,700	3,840
Equipment Maintenance	5,020	5,500	5,800	6,000
Materials and Supplies	40,210	40,510	40,810	41,210
Write-Offs	100	100	100	100
Total Expenses	362,690	363,830	369,370	375,020
Total Net Operating Cost	(299,190)	(299,830)	(305,370)	(310,520)

Notes to Budget Details – Recreation Administration

- County of Barrhead contribution towards Summer Youth Program - \$25,000.

Budget Details - Arena

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	250	250	250	250
Franchise Fees, Rentals, Licenses, Permits	250,600	257,600	259,600	264,300
Receivable from Local Government	155,000	155,000	155,000	155,000
Total Revenues	405,850	412,850	414,850	419,550
Expenses				
Salaries and Benefits	325,500	329,700	335,630	341,660
Training, Travel and Communications	14,750	15,000	15,260	15,540
Professional and Contracted Services	360	360	360	360
Insurance	32,500	34,100	35,780	37,540
Building, Vehicle and Equipment Maintenance	67,100	64,400	65,400	66,400
Materials, Supplies, Chemicals	33,600	33,900	34,220	34,550
Utilities	141,400	148,020	154,960	162,230
Additions to Operating Reserves	2,500	2,500	2,500	2,500
Contribution to Capital	50,000	50,000	50,000	50,000
Total Expenses	667,710	677,980	694,110	710,780
Total Net Operating Cost	(261,860)	(265,130)	(279,260)	(291,230)

Notes to Budget Details – Arena

- County of Barrhead contribution toward Arena Operations - \$155,000.
- Contribution to capital is for current and future capital reserves and projects.

Budget Details - Aquatics Centre

	2023	2024	2025	2026
Revenues				
Sale of Goods and Services	309,250	321,250	331,750	341,250
Aquatics Centre Rental	10,000	10,000	10,000	10,000
County of Barrhead Contribution	155,000	155,000	155,000	155,000
Revenues from Operating Reserves	2,500	0	0	0
Total Revenues	476,750	486,250	496,750	506,250
Expenses				
Salaries, Benefits, Employer Costs	824,530	830,480	836,550	843,270
Training, Travel and Communications	27,520	29,370	29,730	30,110
Professional and Contracted Services	18,300	16,300	16,300	16,300
Insurance	38,000	39,900	41,900	44,000
Building and Equipment Maintenance	31,500	32,000	32,500	33,000
Materials, Supplies, Chemicals	72,750	73,750	74,750	75,750
Utilities	244,300	256,330	268,960	282,210
Bank Charges	3,500	3,500	3,500	3,500
Contribution to Capital	50,000	50,000	50,000	50,000
Total Expenses	1,310,400	1,331,630	1,354,190	1,378,140
Total Net Operating Cost	(833,650)	(845,380)	(857,440)	(871,890)
Note: Debenture Payment	290,570	290,570	290,570	290,570
(Funded by separate property tax rate, not part of the Total Net Operational Costs)				

Notes to Budget Details – Aquatics Centre

- County of Barrhead contribution toward Aquatic Centre Operations - \$155,000.
- Contribution to capital is for current and future capital reserves and projects.



Budget Details - Parks

	2023	2024	2025	2026
Revenues				
Rentals, Reimbursements	10,300	10,300	10,300	10,300
County of Barrhead Contribution	4,000	4,000	4,000	4,000
Provincial Grants	76,460	76,460	76,460	76,460
Revenues from Operating Reserves	5,650	0	0	0
Total Revenues	96,410	90,760	90,760	90,760
Expenses				
Salaries, Benefits, Employer Costs	165,700	167,670	170,240	172,720
Training, Travel and Communications	6,810	6,810	6,810	6,810
Professional and Contracted Services	10,000	10,000	10,000	10,000
Insurance	6,850	7,190	7,550	7,930
Building, Vehicle and Equipment Maintenance	76,300	93,300	76,300	79,300
Materials and Supplies	24,500	25,100	25,730	26,390
Utilities	8,650	9,070	9,510	9,970
Total Expenses	298,810	319,140	306,140	313,120
Total Net Operating Cost	(202,400)	(228,380)	(215,380)	(222,360)

Notes to Budget Details – Parks

- Provincial MSI Operating Grant Revenue estimated for future three years.
- 2024 Maintenance includes tree pruning - \$14,000
- County of Barrhead contribution toward Weed Control Program, Communities in Bloom



Budget Details - Sportsground

	2023	2024	2025	2026
Expenses				
Salaries, Benefits, Employer Costs	36,430	37,000	37,570	38,230
Training and Travel	320	320	320	320
Professional and Contracted Services	2,600	2,600	2,600	2,600
Insurance	6,800	7,140	7,500	7,880
Building and Equipment Maintenance	8,000	8,000	16,000	8,000
Materials and Supplies	2,000	2,000	2,000	2,000
Utilities	3,700	3,840	3,980	4,140
Total Expenses	59,850	60,900	69,970	63,170
Total Net Operating Cost	(59,850)	(60,900)	(69,970)	(63,170)

Notes to Budget Details – Sportsground

- 2025 Maintenance includes shale purchase of \$8,000

Budget Details - Rotary Park

	2023	2024	2025	2026
Revenues				
Campsite Rentals	20,000	20,000	20,000	20,000
Total Revenues	20,000	20,000	20,000	20,000
Expenses				
Professional and Contracted Services	500	500	500	500
Materials and Supplies	2,000	2,000	2,000	2,000
Utilities	4,500	4,730	4,970	5,220
Total Expenses	7,000	7,230	7,470	7,720
Total Net Operating Cost	13,000	12,770	12,530	12,280

Budget Details - Bowling Alley

	2023	2024	2025	2026
Revenues				
Insurance Reimbursement	3,600	3,780	3,970	4,170
Total Revenues	3,600	3,780	3,970	4,170
Expenses				
Insurance	3,600	3,780	3,970	4,170
Building and Equipment Maintenance	4,000	4,000	4,000	4,000
Utilities	1,000	1,030	1,060	1,090
Total Expenses	8,600	8,810	9,030	9,260
Total Net Operating Cost	(5,000)	(5,030)	(5,060)	(5,090)

Budget Details - Curling Rink

	2023	2024	2025	2026
Revenues				
Rentals	250	250	250	250
County of Barrhead Contribution	13,680	13,680	13,680	13,680
Total Revenues	13,930	13,930	13,930	13,930
Expenses				
Salaries, Benefits, Employer Costs	3,910	3,980	4,040	4,130
Insurance	7,300	7,670	8,050	8,450
Building and Equipment Maintenance	15,000	15,000	15,000	15,000
Materials and Supplies	2,000	2,000	2,000	2,000
Utilities	6,250	6,500	6,750	7,010
Total Expenses	34,460	35,150	35,840	36,590
Total Net Operating Cost	(20,530)	(21,220)	(21,910)	(22,660)

Notes to Budget Details – Curling Rink

- County of Barrhead contribution toward Curling Rink Operations \$13,680.

Budget Details - Walking Trail

	2023	2024	2025	2026
Revenues				
Revenues from Operating Reserves	10,000	0	0	0
Total Revenues	10,000	0	0	0
Expenses				
Salaries, Benefits, Employer Costs	4,390	4,460	4,540	4,620
Maintenance	49,500	49,500	49,500	49,500
Total Expenses	53,890	53,960	54,040	54,120
Total Net Operating Cost	(43,890)	(53,960)	(54,040)	(54,120)

Budget Details - Museum

	2023	2024	2025	2026
Expenses				
Utilities	530	550	570	590
Total Expenses	530	550	570	590
Total Net Operating Cost	(530)	(550)	(570)	(590)

Budget Details - Tourism

	2023	2024	2025	2026
Revenues				
General Revenues	7,500	0	0	0
Total Revenues	7,500	0	0	0
Expenses				
Salaries, Benefits, Employer Costs	40,630	41,150	41,850	42,610
Promotional Materials, Advertising	69,500	69,500	69,500	69,500
General and Vehicle Maintenance	15,000	10,000	10,000	10,000
Materials and Supplies	14,750	14,750	14,750	14,750
Grants to Organizations	19,300	19,300	19,300	19,300
Total Expenses	159,180	154,700	155,400	156,160
Total Net Operating Costs	(151,680)	(154,700)	(155,400)	(156,160)

Notes to Budget Details – Tourism

- Advertising includes Better In Barrhead Advertising.



TWINNING

Barrhead is currently twinned with Tokoro, Kitami City Japan, Drouin Australia and Chapala Jalisco Mexico. Operational costs of Twinning are split equally between the Town of Barrhead and the County of Barrhead, with the Town being the Unit of Authority.

The Barrhead and District Twinning Committee arranges homestays, plans events and welcomes delegations from Tokoro, Kitami City, Japan with the continued friendship between our countries. A commemorative park has been developed at the south entrance to the Town of Barrhead.

Budget Details - Twinning

	2023	2024	2025	2026
Revenues				
County of Barrhead Contribution	3,900	3,900	3,900	3,900
Total Revenues	3,900	3,900	3,900	3,900
Expenses				
Training, Travel and Communications	1,800	1,800	1,800	1,800
Materials and Supplies	5,000	4,500	4,500	4,500
Mileage/Rentals	1,000	1,500	1,500	1,500
Total Expenses	7,800	7,800	7,800	7,800
Town of Barrhead Contribution	(3,900)	(3,900)	(3,900)	(3,900)

Notes to Budget Details – Twinning

- Net cost is split 50%/50% between the Town and County of Barrhead.



LIBRARY

The Town of Barrhead contributes funding to the Barrhead Public Library and the Yellowhead Regional Library annually, on a per capita basis.

Budget Details - Library

	2023	2024	2025	2026
Expenses				
Contribution to Library	122,620	125,740	126,160	126,590
Total Expenses	122,620	125,740	126,160	126,590
Total Net Operating Cost	(122,620)	(125,740)	(126,160)	(126,590)

Notes to Budget Details – Library

- In 2023, the Town contribution to the Barrhead Public Library is \$22.30 per capita, plus utility assistance of approx. \$5,750, for a total of \$102,086. Slight increases have been estimated for the future three years.
- Contribution to Yellowhead Regional Library is \$4.54 per capita, for a total of \$20,534. Slight increases have been estimated for the future three years.

OTHER

Contingency and Underlevies are budgets in a 'General' category.

Budget Details - Contingency & Underlevies

	2023	2024	2025	2026
Revenues				
Revenues from Operating Reserves	43,650	43,650	43,650	43,650
Total Revenues	43,650	43,650	43,650	43,650
Expenses				
Underlevies - Expenses	2,500	0	0	0
Contribution to Capital	45,000	50,000	50,000	50,000
Total Expenses	47,500	50,000	50,000	50,000
Total Net Operating Cost	(3,850)	(6,350)	(6,350)	(6,350)

Notes to Budget Details – Other

- Revenues from Operating Reserves are to offset the reduction of the Grant In Lieu portion of the property taxes paid by the Provincial Government.
- Underlevies are calculated on the requisition portion of unpaid property taxes in the previous taxation year and are collected in the current taxation year.
- Contribution to capital is for current and future capital reserves and projects.

SUMMARY TOTALS

The following reports summarize the 2023 operating budget, plus the 3-year operating plans for 2024 to 2026.

The Net Operating Costs – By Department are the total expenses less total revenues from all sources, with the net amount showing as a surplus or deficit in that department. In 2023 the Total Operating Budget was adopted with a surplus of \$10,520.00.

The deficits shown in the future 3 years, for 2024 to 2026, are “preliminary deficits” at this time. A few of the impacts are related to estimated inflationary adjustments in expenses, as well as the additional expense related to the Town contributing towards policing costs.

Preliminary deficits would be adjusted during the annual review of all budget line items, incorporating property assessment changes for new construction or market value adjustments, establishing levels of service, service fee rates and charges, funding required from Town reserves, grant funding sources and the municipal property tax rates.

After the budgetary reviews are completed, and prior to approval and adoption by Council, the future “current” years’ budget is balanced and would not be in a deficit position.

Net Operating Costs - By Department

Department	2023	2024	2025	2026
Mayor & Council	-275,020	-280,220	-285,640	-291,100
Property Taxes	6,883,980	6,883,980	6,883,980	6,883,980
Requisitions	-1,584,470	-1,584,470	-1,584,470	-1,584,470
Aquatic Centre Debenture	-290,570	-290,570	-290,570	-290,570
Franchise Fees	1,000,000	1,035,000	1,040,000	1,050,000
Penalties & Costs On Taxes	35,000	35,000	35,000	35,000
Return on Investments	140,000	150,000	150,000	150,000
Administration & Computer	-948,510	-968,060	-998,380	-1,001,010
Policing /RCMP	-160,350	-270,710	-270,710	-270,710
Emergency Response Centre	-26,410	-27,300	-28,220	-29,160
Town Fire/Town ERC Costs	-385,220	-398,060	-394,600	-413,760
Bylaw Enforcement	-124,790	-122,500	-124,680	-126,900
Disaster Services, Safety, Public Health	-75,560	-73,840	-75,040	-76,250
Common Services & Roads	-1,734,970	-1,765,430	-1,799,880	-1,836,640
Airport	-17,010	-17,030	-21,050	-16,370
Storm Sewer	27,160	-27,530	-27,980	28,360
Water & Barrhead Regional Water Comm.	0	0	0	0
Sanitary Sewer	0	0	0	0
Trade Waste	0	0	0	0
Landfill	0	0	0	0
New Landfill	-30,430	-30,430	-30,430	-30,430
Recycle	0	0	0	0
Family & Community Support Services	-75,500	-75,500	-75,500	-75,500
Planning & Development	-115,730	-117,650	-119,600	-121,550
Communications	-163,470	-150,700	-152,960	-155,280
Cemetery	-17,340	-27,550	-17,900	-28,240
Recreation Administration	-299,190	-299,830	-305,370	-310,520
Arena	-261,860	-265,130	-279,260	-291,230
Aquatic Centre	-833,650	-845,380	-857,440	-871,890
Parks	-202,400	-228,380	-215,380	-222,360
Sportsground	-59,850	-60,900	-69,970	-63,170
Rotary Park	13,000	12,770	12,530	12,280
Bowling Alley	-5,000	-5,030	-5,060	-5,090
Curling Rink	-20,530	-21,220	-21,910	-22,660
Walking Trail	-43,890	-53,960	-54,040	-54,120
Museum	-530	-550	-570	-590
Tourism	-151,680	-154,700	-155,400	-156,160
Twinning	-3,900	-3,900	-3,900	-3,900
Library	-122,620	-125,740	-126,160	-126,590
Contingency & Underlevies	<u>-3,850</u>	<u>-6,350</u>	<u>-6,350</u>	<u>-6,350</u>
Total Net Operating Cost Surplus/ (Deficit)	10,520	-181,870	-276,910	-379,670

The Operating Costs – By Category shows the approved and adopted 2023 Total Operating Budget and the 2024 to 2026 Operating Budget Plan with the details sorted by category such as Property Taxes, Sales of Goods and Services, Salaries, Benefits, Employer Costs, Insurance, Utilities, etc.

Operating Costs - By Category

	2023	2024	2025	2026
Revenues				
Property Taxes	6,883,980	6,883,980	6,883,980	6,883,980
Sale of Goods and Services	4,463,790	4,534,250	4,620,740	4,691,720
Franchise Fees, Rentals, Licenses, Permits	1,815,990	1,874,050	1,888,250	1,910,130
Town and County Contributions	1,455,830	1,481,550	1,475,870	1,515,230
Federal Grants	2,500	2,500	2,500	2,500
Provincial Grants	492,470	468,340	468,340	468,340
Revenues from Operating Reserves	109,800	43,650	43,650	43,650
Total Revenues	15,224,360	15,288,320	15,383,330	15,515,550
Expenses				
Salaries, Benefits, Employer Costs	5,005,420	5,088,280	5,173,630	5,260,970
Council Fees and Per diems	222,680	227,540	247,520	237,640
Fire Fees and Guardians	207,390	212,060	215,600	219,200
Training, Travel and Communications	396,090	423,580	403,190	429,910
Professional and Contracted Services	2,128,600	2,213,640	2,215,840	2,217,960
Insurance	287,300	301,550	316,580	332,340
Building, Vehicle and Equipment Maintenance	969,970	970,500	955,950	965,300
Materials, Supplies, Chemicals	1,040,380	1,022,020	1,038,060	1,054,610
Utilities	1,092,530	1,144,320	1,198,560	1,255,530
Rentals, Purchase Program	7,000	7,500	7,500	7,500
Contribution to Regional Fire, Emergency Response Centre, Airport, FCSS, Library	992,270	1,008,250	1,009,230	1,024,140
Grants to Organizations	20,300	20,300	20,300	20,300
Debenture Payments, Bank Charges	296,270	296,270	296,270	296,270
Requisitions	1,584,470	1,584,470	1,584,470	1,584,470
Write-Offs	2,600	2,600	2,600	2,600
Landfill Closure/Post Close	30,430	30,430	30,430	30,430
Underlevies - Expenses	2,500	0	0	0
Additions to Operating Reserves	7,150	9,650	9,650	9,650
Contribution to Capital	920,490	907,230	934,860	946,400
Total Expenses	15,213,840	15,470,190	15,660,240	15,895,220
Total Net Operating Cost Surplus/(Deficit)	10,520	-181,870	-276,910	-379,670

MULTI-YEAR CAPITAL PLAN

The Multi-Year Capital Plan provides an overview of the long-range plans of the various proposed capital projects to be undertaken by the Town. The Town is responsible for significant infrastructure related to the water, sanitary sewer and storm sewer transmission and distribution systems throughout the Town.

The Town maintains the main sewer lift station, two smaller lift stations, the wastewater treatment lagoons, water pressure reducing stations and the water reservoir storage system in the industrial park.



Within the Town we have a number of recreation facilities such as the arena, aquatic centre, splash park, playgrounds, parks and sportsgrounds, to name a few.

Between the facilities, equipment and infrastructure that the Town takes care of, many of these projects require a significant capital investment as most are very expensive to maintain, upgrade or eventually replace.

The multi-year capital plan is reviewed every year by Council to determine the projects to be undertaken, and the funding required in order to complete them, whether from capital reserve funds, provincial, federal or other grant sources, municipal taxes or partnerships with other entities. Projects shift from year to year based on the need or situation.

In the following pages, the budgets for the proposed capital projects up to 2032 have been identified.

MULTI-YEAR CAPITAL PLAN - 2023 Budget and 2024 to 2032 Plan

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Capital Expenses										
12 Administration										
1201-Admin - 0001 - Council, Committee, Admin. - Computer Equip.	30,000	30,000	70,000	40,000	30,000	30,000	80,000	40,000	40,000	40,000
1201-Admin - 0004 - Telephone System Upgrades		12,000								
1201-Admin - 0006 - Administration Office Windows	3,000									
1201-Admin - 0007 - Administration Security Doors	20,000									
Total: 12 Administration	53,000	42,000	70,000	40,000	30,000	30,000	80,000	40,000	40,000	40,000
23 Fire & ERC										
2301-Fire - 0001 - 2019 Dodge - Command 1 Truck (2030)								125,000		
2301-Fire - 0002 - 2014 Dodge - Command 2 Truck (2023)	125,000									
2301-Fire - 0003 - 2006 Freightliner - Engine 33 (2025)			800,000							
2301-Fire - 0004 - 2021 Fort Garry Fire Engine - Engine 37 (2040)										800,000
2301-Fire - 0006 - 2008 Freightliner Fire Truck - Tender 34 (2032)										350,000
2301-Fire - 0008 - 2020 RAT 1 (2030)								250,000		
2301-Fire - 0009 - 2012 Polaris Side By Side - Wildland 1 (2024)		40,000								
2301-Fire - 0010 - 2007 Pierce Platform - Tower 6 (2027)					1,750,000					
2301-Fire - 0011 - AFRACS Radios (3)	20,000									
2301-Fire - 9990 - Contribution to Other Capital Function	5,950									
2303-ERC - 0002 - ERC - Training Facility	11,900									
2303-ERC - 0006 - ERC - Roofing								80,000		
Total: 23 Fire & ERC	162,850	40,000	800,000		1,750,000			455,000		1,150,000
26 Enforcement										
2601-Enforcement - 0002 - New Vehicle (2027)					65,000					
Total: 26 Enforcement					65,000					

MULTI-YEAR CAPITAL PLAN - 2023 Budget and 2024 to 2032 Plan

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Capital Expenses										
31 Public Works										
3101-Common - 0001 - Asphalt Recycler (2024)		165,000								
3101-Common - 0002 - Concrete -Town Yard	25,000									
3101-Common - 0003 - Snowblower Unit (2027)					150,000					
3101-Common - 0004 - Cold Storage - Bldg. Addition			20,000							
3101-Common - 0006 - Backhoe (2030)								160,000		
3101-Common - 0007 - Loader (2024)		250,000								
3101-Common - 0009 - Sweeper (2035)										350,000
3101-Common - 0010 - Tandem Gravel Truck (2024)		160,000								
3101-Common - 0011 - Flat Deck Truck (2024), 1/2 Ton Future		66,000		60,000		60,000		60,000		60,000
3101-Common - 0013 - Overhead Crane (2029)							100,000			
3101-Common - 0014 - Concrete Crushing/Stock Piles (2025)			100,000							
3101-Common - 0016 - Skid Steer (2027)					54,000					
3101-Common - 0020 - Welder/Trailer (2031)									17,000	
3101-Common - 0021 - Bomag Packer (2032)										35,000
3101-Common - 0023 - Tractor (2028)						78,000				
3101-Common - 0024 - Generator (2035)										68,000
3101-Common - 0026 - Air Compressor (2029)							19,000			
3101-Common - 0027 - Articulated Manlift (2029)							102,000			
3101-Common - 0028 - Forklift (2030)								42,000		
3101-Common - 9996 - Add to Reserve		55,000	55,000	60,000	60,000	60,000	60,000	65,000	65,000	65,000
3101-Common - 9997 - Add Int. to Reserve	6,593	7,200	7,400	8,500	9,700	10,500	12,000	14,000	15,000	15,000
3201-Roads - 0001 - Parking (Downtown)		42,000								

MULTI-YEAR CAPITAL PLAN - 2023 Budget and 2024 to 2032 Plan

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Capital Expenses										
3201-Roads - 0002 - Sidewalk (New)	30,000	60,000	90,000	60,000	90,000	60,000	90,000	65,000	65,000	90,000
3201-Roads - 0003 - Streetlights - 8 LED (57 Ave 2024)		25,000		28,000						
3201-Roads - 0004 - 61 Avenue - 43 - 47 Street (2030)								800,000		
3201-Roads - 0005 - Mehden Road Asphalt, Base Work (pt local improvement) - 2026				300,000						
3201-Roads - 0007 - Town Commercial Land Development (Debenture)		2,500,000								
3201-Roads - 0008 - 57 Avenue, 48 Street - 46 Street				650,000						
3201-Roads - 0009 - Future Street Program	10,000									
3201-Roads - 0014 - 49A Street (2024)	60,000	1,121,000								
3201-Roads - 0015 - 51 Ave, 47 Street to Hwy 33) (2027)					648,000					
3201-Roads - 0020 - 47 Street, 51 - 53 Avenue (2027)					864,000					
3201-Roads - 0021 - 48 Street, 51-52 Avenue (2027)					864,000					
3201-Roads - 0023 - 43 Street, 53-61 Avenue (2033)										1,500,000
3201-Roads - 0026 - 59 Avenue/43 Street Access (2026)				55,000						
3201-Roads - 0027 - Beaver Brook 50 Ave/West Boundary Access (2027)							45,000			
3201-Roads - 0029 - 53 Avenue Overlay (2023)	150,000									
3201-Roads - 0030 - 50 Avenue, 58 to 60 Street Overlay	150,000									
3201-Roads - 9998 - Add to Reserves		60,000	70,000	70,000	70,000	70,000	70,000	80,000	80,000	80,000
3701-Storm - 0001 - 57 Avenue, 48 Street to 46 Street (2024)				185,000						
3701-Storm - 0002 - 61 Avenue - 43 Street (2024)								200,000		
3701-Storm - 0006 - 49A Street (2024)		327,100								
3701-Storm - 0007 - 51 Avenue (2024)		189,000								
3701-Storm - 0008 - 47 Street (2027)					252,000					
3701-Storm - 0009 - 53 Street (2033)										126,000
3701-Storm - 0010 - 48 Street (2024)		252,000								

MULTI-YEAR CAPITAL PLAN - 2023 Budget and 2024 to 2032 Plan

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Capital Expenses										
3701-Storm - 0011 - 48 Street (52-53 Ave) 2030								126,000		
3701-Storm - 0012 - 43 Street (43-61 Ave) 2033										150,000
Total: 31 Public Works	431,593	5,279,300	342,400	1,476,500	3,061,700	338,500	498,000	1,612,000	242,000	2,539,000
3301 Airport										
3301-Airport - 9998 - Add to Reserves			5,000		6,000		6,000		6,000	
Total: 3301 Airport			5,000		6,000		6,000		6,000	
41 Water, Sewer, Storm, Garbage										
4101-Water - 0002 - Bulk Water System (From 2022)	85,000									
4101-Water - 0003 - 48A Street Water to Property Owners (part local improvement)		150,000								
4101-Water - 0004 - Reservoir Ind. Pk. Eng, pump sys. - Engineering	50,000									
4101-Water - 0006 - 61 Avenue - 43 Street (2030)								150,000		
4101-Water - 0008 - 49A Street (2024)		467,200								
4101-Water - 0009 - 51 Avenue (2024)		270,000								
4101-Water - 0010 - 47 Street (2027)					360,000					
4101-Water - 0011 - 53 Street (2033)										180,000
4101-Water - 0012 - 57 Avenue, 46-48 Street (2024)				135,000						
4101-Water - 0013 - 48 Street (51-52 Ave) 2024		360,000								
4101-Water - 0014 - 48 Street (52-53 Ave) 2030								180,000		
4101-Water - 0016 - Industrial Park Reservoir Roof	35,000									
4101-Water - 9998 - Add to Reserves	367,060	342,110	367,560	382,870	388,000	403,000	453,000	503,000	513,000	523,000
4101-Water - 9999 - Add Int. to Reserves	10,000	20,000	25,000	29,000	30,000	32,000	34,000	35,500	36,000	36,500
Total: 4101 Water	547,060	1,609,310	392,560	546,870	778,000	435,000	487,000	868,500	549,000	739,500

MULTI-YEAR CAPITAL PLAN - 2023 Budget and 2024 to 2032 Plan

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Capital Expenses										
4201 Sewer										
4201-Sewer - 0002 - Fencing Lagoon Area (over 6 yrs to 2025)		30,000	30,000							
4201-Sewer - 0003 - Lagoon - Berm Rehab.	10,000									
4201-Sewer - 0004 - RV Dumping Station				100,000						
4201-Sewer - 0005 - 61 Avenue - 43 Street (2030)								100,000		
4201-Sewer - 0009 - Sewer Vacuum Truck (Replace Unit 53 Sewer Trk)		665,000								
4201-Sewer - 0010 - Waste Water Plant (Lagoon) Upgrades	350,000	150,000								
4201-Sewer - 0011 - Desludge Cell # 1 (2026) - Every 7 Years				150,000						150,000
4201-Sewer - 0012 - Desludge Cell #3			550,000							
4201-Sewer - 0015 - 49A Street (2024)		420,700								
4201-Sewer - 0016 - 51 Avenue (2024)		243,000								
4201-Sewer - 0017 - 47 Street (2027)					324,000					
4201-Sewer - 0018 - 53 Street (2033)										162,000
4201-Sewer - 0019 - 57 Avenue (46-48 Street) 2024				150,000						
4201-Sewer - 0020 - 48 Street (51-52 Ave) 2024		324,000								
4201-Sewer - 0021 - 48 Street (52-53 Ave) 2030								162,000		
4201-Sewer - 0022 - 43 Street (53-61 Ave) 2033										100,000
4201-Sewer - 0024 - Main Lift Station Pump Rebuild	30,000									
4201-Sewer - 0026 - Main Lift Station Grinder (2025)			200,000							
4201-Sewer - 0028 - MCC Pump Control Panel	20,000									
4201-Sewer - 9998 - Add to Reserve	339,130	338,330	340,740	339,260	350,000	400,000	425,000	450,000	475,000	490,000
4201-Sewer - 9999 - Add Int. to Reserves	11,407	14,010	14,990	15,610	16,180	17,070	17,870	18,320	19,000	19,500
Total: 4201 Sewer	760,537	2,185,040	1,135,730	754,870	690,180	417,070	442,870	730,320	494,000	921,500

MULTI-YEAR CAPITAL PLAN - 2023 Budget and 2024 to 2032 Plan

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Capital Expenses										
4301 Trade Waste										
4301-Tradewaste - 0001 - Replace Truck Chassis/Heil Compac (2030) Automated								450,000		
4301-Tradewaste - 0003 - Truck Chassis/Heil Compac (2026) - With Curotto Can					425,000					
4301-Tradewaste - 9998 - Add to Reserves	50,000	50,000	50,000	50,000	60,000	60,000	60,000	60,000	60,000	65,000
4301-Tradewaste - 9999 - Add Int. to Reserves	2,000	3,000	3,000	3,500	3,500	3,750	4,000	5,200	5,500	6,000
Total: 4301 Trade Waste	52,000	53,000	53,000	53,500	488,500	63,750	64,000	515,200	65,500	71,000
4302 Landfill										
4302-Landfill - 0001 - Site Survey/Reporting (2026)				30,000						
4302-Landfill - 0003 - Compactor 816F2 (2031)									425,000	
4302-Landfill - 0004 - 2005 963 Track Loader (2023)	660,000									
4302-Landfill - 0005 - Equipment Storage/Recycle Building (2035)										500,000
4302-Landfill - 0006 - Recycle Oil Shed (2035)										20,000
4302-Landfill - 0007 - Recycle Paint Shed (2035)										5,000
4302-Landfill - 0008 - Chemical Shed (2035)										40,000
4302-Landfill - 0009 - Operator Building (2035)										80,000
4302-Landfill - 0012 - Hooklift Unit (2024)		85,000								
4302-Landfill - 0013 - Non-Compliance Rehab	30,000									
4302-Landfill - 0014 - Netting		18,000								
4302-Landfill - 9998 - Add to Reserves	4,500	14,500	19,500	19,500	19,500	19,500	24,500	24,500	24,500	25,000
Total: 4302 Landfill	694,500	117,500	19,500	49,500	19,500	19,500	24,500	24,500	449,500	670,000
4303 Recycle										
4303-Recycle - 0001 - Compactor (2028)						90,000				
4303-Recycle - 0002 - Shredder (2035)										15,000

MULTI-YEAR CAPITAL PLAN - 2023 Budget and 2024 to 2032 Plan

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Capital Expenses										
4303-Recycle - 0003 - Baler (2035)										25,000
4303-Recycle - 9998 - Add to Reserve	14,800	22,290	22,060	19,770	19,000	19,500	20,000	21,000	21,500	22,000
Total: 4303 Recycle	14,800	22,290	22,060	19,770	19,000	109,500	20,000	21,000	21,500	62,000
62 Communications										
6201-Commun - 9990 - Contribution to Other Capital Function	132,500									
Total: 62 Communications	132,500									
72 Rec and Culture										
5601-Cemetery - 0002 - Fencing Around Unmarked Plots	10,000									
7201-Recreation - 0005 - Blue Heron Statue		60,000								
7202-Arena - 0001 - Zamboni		170,000								
7202-Arena - 0004 - Dehumidifier				150,000						
7202-Arena - 0007 - Concrete Behind Arena	27,000	100,000								
7202-Arena - 0009 - Rubber Floor Dress/Hallway (2029)							120,000			
7202-Arena - 0011 - Rink Boards - Zamboni Area (2024, 2029)		34,000					200,000			
7202-Arena - 0012 - Godberson Rotary Room Flooring/Sports Floor (2024)		40,000								
7202-Arena - 0015 - Ice Edger (2027)					10,000					
7202-Arena - 0016 - Ice Plant Retrofit	100,000									
7202-Arena - 0018 - Concession Equipment (Coolers)		35,000								
7202-Arena - 0019 - Player Bench Flooring (2029)							80,000			
7202-Arena - 0025 - Outdoor Rink Cover		1,250,000								
7202-Arena - 9998 - Add to Reserves	50,000	52,000	52,000	52,000	52,000	55,000	55,000	55,000	55,000	56,000
7202-Arena Building - 9997 - Add Int. to Reserves	1,000	2,000	2,000	2,000	2,000	2,500	2,500	2,500	2,500	2,500
7202-Arena Zamboni - 9999 - Add Int. To Reserves	1,000	1,000	1,000	1,100	1,100	1,100	1,100	1,100	1,100	1,100

MULTI-YEAR CAPITAL PLAN - 2023 Budget and 2024 to 2032 Plan

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Capital Expenses										
7203-Pool - 0002 - Aquatic Stairs		9,000								
7203-Pool - 0009 - Dive Blocks (2024)		12,000								
7203-Pool - 0010 - Drain Covers (every 10 years)					15,400					
7203-Pool - 0012 - Sound System			35,000							
7203-Pool - 0014 - Lobby Party Room		10,000								
7203-Pool - 0018 - Pool Wibbit			5,000							
7203-Pool - 0019 - Pool Circulation Pumps	60,000									
7203-Pool - 0021 - Security Cameras		16,000								
7203-Pool - 0022 - Floor Scrubber	10,000									
7203-Pool - 0023 - Water Features	8,000	8,000	8,000							
7203-Pool - 0024 - Keyless Entry to Building	7,000									
7203-Pool - 9998 - Add to Reserve	50,000	52,000	52,000	52,000	52,000	55,000	55,000	55,000	55,000	56,000
7203-Pool - 9999 - Add Interest to Reserve	5,000	6,000	6,000	7,000	7,000	7,000	7,000	7,000	7,000	8,000
7204-Parks - 0001 - 1 Ton Tilt Deck Truck (Used)		45,000								
7204-Parks - 0002 - 1 New 1/2 Ton	57,000		60,000		60,000		60,000		60,000	
7204-Parks - 0003 - Playground Equipment - Lion's Park (2025)			120,000							
7204-Parks - 0006 - John Deere 997 Zero Turn (4 Mowers, Rotate Replacements)	31,500		27,500		28,000		28,500		29,000	
7204-Parks - 0007 - Off-Leash Dog Park - Agility Equipment		9,100								
7204-Parks - 0009 - 2013 Gator Trade In (Bobcat Style)			105,000							
7204-Parks - 0011 - All Wheels Park Flush Toilet		100,000								
7204-Parks - 0012 - Trailer - Flat Deck	4,000									
7204-Parks - 0013 - Skid Steere (2029)							54,000			
7204-Parks - 0014 - Community Garden - fencing, soil, toilet, etc.	20,000									
7204-Parks - 0015 - Lions Park Walking Trail (2024)		125,000								

MULTI-YEAR CAPITAL PLAN - 2023 Budget and 2024 to 2032 Plan

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Capital Expenses										
7204-Parks - 0016 - Garbage Cans With Lids (Downtown)				20,000						
7204-Parks - 0021 - Denthor Park - Walking Trail (2024)		100,000								
7204-Parks - 0026 - Labrynth	10,000	10,000	10,000							
7204-Parks - 0027 - Musical Playground	50,000									
7204-Parks - 9998 - Add to Reserve		33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	35,000
7204-Parks - 9999 - Add Int. to Reserve	1,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
7205-Sportsground - 0002 - All-Wheels Park	100,000	75,000	50,000							
7205-Sportsground - 0004 - Toilet Building Upgrades							20,000			
7205-Sportsground - 0005 - Splash Park Module	8,500									
7205-Sportsground - 0010 - Pickleball Court (2025)			350,000							
7205-Sportsground - 0012 - Tennis Court Posts		13,000								
7205-Sportsground - 0013 - Splash Park Rubber Asphalt			150,000							
7205-Sportsground - 9998 - Add to Reserve		20,000	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
7205-Sportsground - 9999 - Add Int. to Reserve	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
7207-Bowling Alley - 0002 - Building Additions, Facility Upgrades		250,000								
7207-Bowling Alley - 9998 - Add to Reserve		20,000	20,000	25,000	25,000	25,000	25,000	30,000	30,000	30,000
7209-Curling Rink - 0006 - Kitchen Flooring, Insulate Hot & Cold Water (Low Priority)				50,000						
7209-Curling Rink - 0007 - Fire Alarm System (2025)			150,000							
7209-Curling Rink - 0008 - Compressor Overhaul			20,000							
7209-Curling Rink - 9998 - Add to Reserve		20,000	20,000	25,000	25,000	25,000	25,000	30,000	30,000	30,000
7210-Walking Trail - 0001 - Solar Pathway Lights/Boardwalk	35,000									
7210-Walking Trail - 0002 - Boardwalk Observation Decks	115,000									
7210-Walking Trail - 9998 - Add to Reserve		8,300	8,300	8,300	8,300	8,300	8,300	8,400	8,400	8,400
Total: 7201 Recreation Administration	764,000	2,690,400	1,309,800	460,400	353,800	246,900	809,400	257,000	346,000	262,000

MULTI-YEAR CAPITAL PLAN - 2023 Budget and 2024 to 2032 Plan

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Capital Expenses										
7401 Tourism										
7401-Tourism - 0001 - Downtown/Industrial Enhancements (5 Year Plan)	15,000	15,000	15,000							
7401-Tourism - 0004 - Art Sculptures		75,000								
7401-Tourism - 0005 -Heron Island Upgrades	27,500									
Total: 7401 Tourism	42,500	90,000	15,000							
9701 Other										
9701-General - 9990 - Transfer to Other Function	145,000									
9701-General - 9998 - Add to Reserves	45,000		60,000		80,000		90,000		90,000	
9701-General - 9999 - Add Int. to Reserves	9,000	17,000	17,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
9702-Offsite - 9998 - Add to Reserves	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total: 9701 Other	209,000	27,000	87,000	28,000	108,000	28,000	118,000	28,000	118,000	28,000
Total Capital Expenses	<u>3,864,340</u>	<u>12,155,840</u>	<u>4,252,050</u>	<u>3,429,410</u>	<u>7,369,680</u>	<u>1,688,220</u>	<u>2,549,770</u>	<u>4,551,520</u>	<u>2,331,500</u>	<u>6,483,000</u>