



WESTLOCK COUNTY 2017 OPERATING BUDGET

Approved April 25, 2017



INDEX

Budget Summary	2
General Government	3
General Municipal Services	4
Loans to Other Agencies	5
Community Grants	6
Library Services	8
Requisitions	9
Contingency	10
FCSS	11
General Legislative Services	12
General Administrative Services	14
Facility Maintenance	15
Elections, Referendums & Census	16
Protective Services	17
Policing Services	18
Regulatory Services	20
Fire Services	21
Planning & Development	22
Transportation Services	24
Transportation Administration	25
Transportation Shop	27
Gravel Program	28
General Road Maintenance	29
Divisional Grading	30
Culvert Replacement Program	31
Bridge Program	32
Brush Control Program	33
Drainage Management	34
Signage Program	35
Dust Control-General & Residential	36
Hamlet Street Repair	37
Road Patching	38
Health & Safety	39
Airport	40
Utility Services - Water	41
Utility Services - Sewer	43
Agricultural Services	44
Weed & Pest Control	46
Solid Waste Services	47
Cemetery Services	48
Economic Development	49
Recreation Services	50

2017 OPERATING BUDGET SUMMARY AND COMPARATIVE BUDGET ANALYSIS

Function	Action	2016 Budget	2017 Budget	Variance from 2016 Budget	% Change
GENERAL GOVERNMENT	Revenue	(4,378,221)	(4,442,417)	(64,196)	
	Expenses	4,787,825	4,145,493	(642,332)	
	Net	409,604	(296,924)	(706,528)	-172.5%
GENERAL LEGISLATIVE SERVICES	Revenue	-	-	-	
	Expenses	368,285	382,694	14,409	
	Net	368,285	382,694	14,409	3.9%
ADMINISTRATION	Revenue	(78,300)	(68,650)	9,650	
	Expenses	1,926,593	1,690,029	(236,564)	
	Net	1,848,293	1,621,379	(226,914)	-12.3%
PROTECTIVE SERVICES	Revenue	(100,000)	(125,000)	(25,000)	
	Expenses	843,699	837,436	(6,263)	
	Net	743,699	712,436	(31,263)	-4.2%
PLANNING & DEVELOPMENT SERVICES	Revenue	(232,605)	(210,350)	22,255	
	Expenses	521,959	535,038	13,079	
	Net	289,354	324,688	35,334	12.2%
TRANSPORTATION SERVICES	Revenue	(3,424,730)	(2,659,840)	764,890	
	Expenses	8,905,298	8,481,076	(424,222)	
	Net	5,480,568	5,821,236	340,668	6.2%
HEALTH & SAFETY	Revenue	(17,333)	(17,000)	333	
	Expenses	33,500	152,616	119,116	
	Net	16,167	135,616	119,449	738.8%
AIRPORT	Revenue	(143,791)	(176,000)	(32,209)	
	Expenses	143,791	176,000	32,209	
	Net	-	-	-	0.0%
UTILITY SERVICES	Revenue	(651,649)	(708,219)	(56,570)	
	Expenses	663,551	721,690	58,139	
	Net	11,902	13,471	1,569	13.2%
AGRICULTURAL SERVICES	Revenue	(240,600)	(271,065)	(30,465)	
	Expenses	1,325,998	1,381,633	55,635	
	Net	1,085,398	1,110,568	25,170	2.3%
ECONOMIC DEVELOPMENT	Revenue	(73,851)	(128,110)	(54,259)	
	Expenses	92,500	143,210	50,710	
	Net	18,649	15,100	(3,549)	-19.0%
RECREATION SERVICES	Revenue	(116,500)	(111,900)	4,600	
	Expenses	633,529	731,805	98,276	
	Net	517,029	619,905	102,876	19.9%
TRANSFER TO CAPITAL	Revenue	-	-	-	
	Expenses	5,000	129,600	124,600	
	Net	5,000	129,600	124,600	0.0%
MUNICIPAL TAX LEVY	Revenue	(10,793,948)	(10,589,768)	204,180	
	Expenses	-	-	-	
	Net	(10,793,948)	(10,589,768)	204,180	-1.9%
TOTALS	Revenue	(20,251,528)	(19,508,319)	743,209	
	Expenses	20,251,528	19,508,319	(743,209)	
	Net	-	-	-	
(-SURPLUS / DEFICIT)			-		

General Municipal Services

Overview

General revenue flows through this department including interest revenue, penalties and MSI operating grant. Expenses include tax cancellations, interest expense and municipal contributions to the airport.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Municipal Property Taxes	(10,782,017)	(10,589,768)	192,249	-1.8%
Penalties	(137,000)	(151,000)	(14,000)	10.2%
Royalties	(128,600)	(100,000)	28,600	-22.2%
Returns on Investments	(147,125)	(100,875)	46,250	-31.4%
Rentals	(1,900)	-	1,900	-100.0%
Grants	(233,000)	(224,649)	8,351	-3.6%
Transfer from Reserves	-	(160,056)	(160,056)	0.0%
	<u>(11,429,642)</u>	<u>(11,326,348)</u>	<u>103,294</u>	<u>-0.9%</u>
EXPENSES				
Materials, Supplies & Utilities	-	6,500	6,500	0.0%
Interest & Bank Charges	-	13,500	13,500	0.0%
Other Expenses	-	65,000	65,000	0.0%
Transfer to Reserves	128,600	50,000	(78,600)	-61.1%
	<u>128,600</u>	<u>135,000</u>	<u>6,400</u>	<u>5.0%</u>
Net Tax Requirement	<u>(11,301,042)</u>	<u>(11,191,348)</u>	<u>109,694</u>	<u>-1.0%</u>

Analysis of Operating Budget

Royalties

- Conservative estimate as revenue is difficult to predict and varies year to year. 50% of the amount received is transferred to a reserve.

Interest & Bank Charges

- Moved to this area of the budget in 2017 from Administrative Services and increased budget reflective of historic actuals. Expenses are mainly point of sale fees (credit & debit card).

Loans to Other Agencies

Overview

Through Alberta Capital Finance Authority, Westlock County authorized the lending of funds to the Westlock Foundation and the Westlock Seed Cleaning Co-op. At December 31, 2016 the Westlock Foundation owes \$ 6,546,558.10 with semi-annual payments made through the County to ACFA in the amount of \$ 454,255.66. This loan matures in September of 2036. At December 31, 2016 the Westlock Seed Cleaning Co-op owes \$ 408,655.33, a combination of two separate loans with one maturing in September of 2022 and the other maturing in September of 2028. Total semi-annual payments made through the County to ACFA are \$54,057.42.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales to Other Governments	(508,313)	(508,313)	-	-
	(508,313)	(508,313)	-	-
EXPENSES				
Debenture Payments	508,313	508,313	-	-
	508,313	508,313	-	-
Net Tax Requirement	-	-	-	-

Analysis of Operating Budget

No changes expected in 2017.

Community Grants

Overview

Contributions to other Agencies: Parent Link, Stars, AB Trailnet Society, Hope Resource Centre, Scholarships, etc.

	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	-
EXPENSES				
Transfers to Local Boards & Agencies	26,344	33,580	7,236	27.47%
	26,344	33,580	7,236	27.47%
Net Tax Requirement	26,344	33,580	7,236	27.47%

Analysis of Operating Budget

	2016	2017
Parent Link	\$ 3,000	\$ 2,700
Hope Resource Centre	\$ 10,000	\$ 9,000
STARS	\$ 7,644	\$ 6,880
Scholarships	\$ 700	\$ 0
Alberta Trailnet Society	\$5,000	\$ 5,000
Westlock Tractor Museum	\$0	\$ 10,000

Analysis of Operating Budget

Alberta Trailnet Society amount remains the same as 2016 based on a previous commitment to the project. Other organization amounts are based on a 10% reduction. Addition of funding for Westlock Tractor Museum.

Library Services

Overview

Westlock County provides funding to both the Westlock Municipal Library and the Yellowhead Regional Library.

	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	-
EXPENSES				
Transfers to Local Boards & Agencies	165,856	165,856	-	0.00%
	165,856	165,856	-	0.00%
Net Tax Requirement	165,856	165,856	-	0.00%

Analysis of Operating Budget

Yellowhead Regional Library (\$33,856) is based on a per capita rate of \$4.30 which is the same rate as 2016. The 2016 Federal census population numbers are not available until spring of 2017. Budget amount allows for some growth.

Westlock Library budget request is for \$134,000 which is an increase of \$2,000 from 2016. Their budget is included on the following page. The Town of Westlock and Westlock County contribute equal amounts to the operation of the Library.

For the County, based on the 2011 population of 7,644, the proposed 2017 per capita rate is \$17.53.

The 2017 budget remains at the 2016 funding.

Our 2017 Budget

Grant Revenue	2014	2015	2016	2017
Grants: Operational				
Municipal Operating (AB Gov't)	64,713.00	64,713.00	69,200.00	76,500.00
Municipal Operating (County)	127,500.00	130,050.00	132,000.00	134,000.00
Municipal Operating (Town)	127,500.00	130,050.00	132,000.00	134,000.00
YRL Operating (Clyde)	2,687.00	2,687.00	2,700.00	2,700.00
Grants: Payroll Subsidy				
STEP Grant	0	0	3,000.00	3,500.00
CSJ Grant	2,300.00	2,300.00	2,400.00	2,000.00
Total Grant Revenue	324,700.00	329,800.00	341,300.00	352,700.00

Operational Revenue	2014	2015	2016	2017
Donations	5,500.00	4,500.00	3,500.00	3,500.00
Fees	20,550.00	24,500.00	23,550.00	23,300.00
Marketing	1,000.00	500.00	350.00	100.00
Penalties	6,100.00	6,400.00	6,600.00	6,900.00
Total Operational Revenue	33,150.00	35,900.00	34,000.00	33,800.00

Total Revenue	357,850.00	365,750.00	375,300.00	386,500.00
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Expense Disbursements	2014	2015	2016	2017
Board	4,000.00	4,000.00	3,500.00	4,200.00
Collections	29,700.00	27,200.00	30,000.00	30,900.00
Facility	40,100.00	48,600.00	50,500.00	48,000.00
Capital Project Purchasing Reserve	-	4,000.00	3,000.00	-3,000.00
Operational Contingency Fund				2,000.00
Operations	17,350.00	19,800.00	17,850.00	17,850.00
Professional	8,000.00	8,500.00	9,000.00	10,000.00
Programs	5,250.00	4,700.00	5,500.00	4,750.00
Staff Training	7,000.00	6,000.00	6,300.00	6,800.00
Payroll	243,643.00	244,835.00	249,332.00	258,800.00
Total Expense	355,043.00	363,635.00	371,982.00	386,300.00

Total Revenue	357,850.00	365,750.00	375,300.00	386,500.00
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Net - Surplus / (Deficit)	2,807.00	2,115.00	3,318.00	200.00
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School & Foundation Requisition

Overview

On behalf of the Alberta School Foundation Funds and the Westlock Foundation, Westlock County collects taxes and forwards the full amount the these entities.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Taxation	(3,222,283)	(3,197,524)	24,759	-0.77%
	(3,222,283)	(3,197,524)	24,759	(0)
EXPENSES				
Transfers to Other Governments	2,677,596	2,669,178	(8,418)	-0.31%
Transfers to Local Boards & Agencies	544,687	528,346	(16,341)	-3.00%
	3,222,283	3,197,524	(16,341)	-3.00%
 Net Tax Requirement	 -	 -	 8,418	 0.00%

Analysis of Operating Budget

Minimal change to the school requisition from previous year.

Homeland Housing (formerly Westlock Foundation) requisition is less than the 2016 amount.

Contingency

Overview

As per policy # 5.13, an operating contingency will be included in each annual budget in order to provide a source of funds for unanticipated expenditures within the budget year. 2.5% of each annual budget will be set aside accordingly. If at the end of any year an unexpended amount remains in the fund, the remaining amount will be set aside as a dedicated reserve for a determined purpose, allowed to become part of the annual operating surplus, reallocated or included in the following year's budget.

	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	-
	-	-	-	-
EXPENSES				
Contracted & General Services	615,220	50,000	(565,220)	-91.87%
	615,220	50,000	(565,220)	-91.87%
Net Tax Requirement	615,220	50,000	(565,220)	-91.87%

Analysis of Operating Budget

Reduction of contingency amount below 2.5% per Council policy.

Family and Community Support Services

Overview

Westlock Family and Community Support Services offers support through various programs in the community. The funding is split between the province and partnering municipalities with 80% funding from the province and 20% from the partners. Of that 20%, Westlock County is responsible for 55.37% based on equalized assessment.

	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	-
EXPENSES				
Transfers to Local Boards & Agencies	53,818	55,220	1,402	2.61%
	53,818	55,220	1,402	2.61%
Net Tax Requirement	53,818	55,220	1,402	2.61%

Analysis of Operating Budget

Minimal change expected and the 2017 budget provides a small amount for any changes.

General Legislative Services

Overview

County Council is elected to represent the citizens of Westlock County. The main roles and responsibilities are to establish the general direction of the County by way of evaluating existing operational programs, establishing and reviewing operational policies and bylaws and to authorize annual operating and capital budgets. The Chief Administrative Officer is the sole employee reporting to Council. In addition to these general responsibilities for the County, the elected officials are also appointed to various internal Committees as well as external committees and autonomous organizations.

	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	0.0%
EXPENSES				
Salaries, Wages & Benefits	298,861	296,770	(2,091)	-0.7%
Contracted & General Services	69,424	85,924	16,500	23.8%
	<u>368,285</u>	<u>382,694</u>	<u>14,409</u>	<u>23.1%</u>
Total Tax Requirements	<u>368,285</u>	<u>382,694</u>	<u>14,409</u>	<u>3.9%</u>

Analysis of Operating Budget

Salaries, Wages & Benefits

- As per Policy #5.02, budget includes an increase of 0.5% which is the September 2016 Alberta CPI.
- Within the same policy, in the fourth year of a Sitting Council's term of office, the Local Planning Commission will undertake a comprehensive compensation comparison review study and report back to Council by May 1.

Contracted & General Services

- Mileage & subsistence (\$28,000) decrease of \$7,000 to better reflect historic actuals.
- Telephone (\$8,400) – As per Policy #5.02, Council is provided with a \$100 / month communication allowance to cover household phone, cell phone and internet expenses.
- Membership / Association Fees (\$12,000) – this expense was previously included in General Administration. Includes AAMDC, FCM, AUMA and Mayors & Reeves.
- Conventions (\$10,500) – decrease from \$16,500 to better reflect historic actuals.
- Insurance (\$4,524) – As per Policy #5.02, Councillors are reimbursed for vehicle insurance coverage in the amount of \$500. Also includes Council insurance policy through Jubilee Insurance.
- Special Events (\$5,500) – this expense was previously included in General Administration and includes items for Council sponsored events such as parades and other community events that could occur.

General Administrative Services

Overview

Overall management required primarily to administer the municipality and operate the Municipal Office. Activities include central office operations, customer service, A/R and A/P, assessment & taxation, budgeting and financial management and reporting, information technology services, payment and collection for all services provided by the County, payroll and HR, sale of information, pins, maps, etc. In contributing to the achievement of this objective, the CAO's Office and the Corporate Services Department focus on policy development and review, bylaw administration, financial stewardship, enhanced customer service, improved communications both internally with staff and Council, and externally with the public at large.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales and User Charges	(77,500)	(56,800)	20,700	-26.7%
Returns on Investments	(800)	(1,850)	(1,050)	131.3%
Transfer from Reserves	-	(10,000)	(10,000)	0.0%
	<u>(78,300)</u>	<u>(68,650)</u>	<u>9,650</u>	<u>-12.3%</u>
EXPENSES				
Salaries, Wages & Benefits	1,178,756	903,331	(275,425)	-23.4%
Contracted & General Services	573,517	557,840	(15,677)	-3%
Purchase from Other Governments	5,661	6,000	339	6%
Materials, Supplies & Utilities	39,800	63,000	23,200	58%
Provision for Allowances	-	2,000	2,000	0.0%
Interest & Bank Charges		10,200	10,200	0.0%
Other Expenses	4,650	-	(4,650)	-100%
Transfer to Reserves	10,000	29,400	19,400	194%
	<u>1,812,384</u>	<u>1,571,771</u>	<u>(240,613)</u>	<u>-13.3%</u>
 Net Tax Requirement	 <u>1,734,084</u>	 <u>1,503,121</u>	 <u>(230,963)</u>	 <u>-13.3%</u>

Analysis of Operating Budget

Sales & User Charges

- Elimination of budget item relating to insurance proceeds (\$12,000) as this is not revenue to the County but recovery of costs associated with damages on insurance claims.
- Administrative Services provided to the Waste Commission and airport reduced from \$48,000 to \$30,000.

Salaries, Wages & Benefits

- The 2016 budget included an additional amount to cover interim employment contracts. This amount has been removed from the 2017 budget.

Contracted & General Services

- Legal Services reduced by \$12,500 as well reallocated a total of \$37,500 to other departments to reflect more accurate costing in departments.
- Includes new funds for union negotiator (\$30,000) and meeting & records management software (\$12,000).
- Reallocation of membership fees (\$12,000) to General Legislative Services.
- Other contracted services such as assessment, audit, IT services and insurance include anticipated inflationary increases.

Purchases from Other Governments

- This is for services provided by the province for linear assessments and includes a minimal increase.

Materials, Supplies & Utilities

- Includes computer replacements (\$20,000) with some funding transferred from reserves (\$10,000).
- Increase on costs of printing maps of \$3,200.

Interest & Bank Charges

- Reallocated from Elections (formerly titled Other Administrative Services) and increased by \$3,500 to reflect historic actual amounts.

Facility Maintenance

Overview

This area includes costs for the general upkeep and maintenance of the Administration building including utilities, janitorial and repairs and maintenance.

	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	
	-	-	-	
EXPENSES				
Contracted & General Services	38,700	42,700	4,000	10.3%
Materials, Supplies & Utilities	30,000	27,500	(2,500)	-8.3%
Transfer to Reserves	21,808	21,808	-	0.0%
	90,508	92,008	1,500	1.7%

Analysis of Operating Budget

Materials, Supplies & Utilities

- This amount is all utilities and has been adjusted to reflect historic actuals and pending carbon tax increases.

Contracted Services

- More maintenance required with an aging building and some preventive maintenance planned.

Elections, Referendums & Census

Overview

Westlock County is partitioned into seven electoral areas called divisions. Each division has a Councillor that is elected by vote-eligible citizens within the divisional boundaries. The Reeve and Deputy Reeve are elected from within Council on an annual basis. Each Councillor serves a four-year term. This portion of the budget is solely committed to election costs; referendum costs, should Council chose or be compelled by petition to hold a referendum; and census costs, should Council chose to conduct their own census of the municipality.

	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	
	-	-	-	
EXPENSES				
Contracted & General Services	16,500	26,250	9,750	59%
Interest & Bank Charges	7,200	-	(7,200)	-100%
	<u>23,700</u>	<u>26,250</u>	<u>2,550</u>	<u>10.8%</u>
Net Tax Requirement	<u>23,700</u>	<u>26,250</u>	<u>2,550</u>	<u>10.8%</u>

Analysis of Operating Budget

Contracted Services

- The 2016 budget included Special Services (\$5,000) that is reallocated to Legislative Services in 2017.
- There is a municipal election in 2017 and the budget includes elections costs of \$23,750 and plebiscite costs of \$2,500.

Interest and Bank Charges

- The 2016 budget included Interest & Bank Charges (\$7,200) that is reallocated to Administrative Services in 2017.

Policing Services

Overview

Enhanced Police Office Position contract with RCMP. (Terminating as of July 31, 2017)

	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	
	-	-	-	
EXPENSES				
Contracted & General Services	154,000	91,525	(62,475)	-40.6%
	154,000	91,525	(62,475)	-40.6%
Net Tax Requirement	154,000	91,525	(62,475)	-40.6%

Analysis of Operating Budget

Budget based on 7 months of costs as contract is terminated as of July 31, 2017.

Regulatory Services

Overview

Reporting to the Manager of Protective Services, the Community Peace Officer 1 (CPO) role is to provide awareness and enforcement of Westlock County Bylaws and Provincial Statutes as per policies and procedures of Westlock County. The CPO role is expected to support a safe and pleasant community through Community involvement, positive visibility in the community and public relations. Support is also provided to Development Services in permit compliance monitoring and serving of orders.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales to Other Governments	(7,000)	(5,000)	2,000	-28.6%
Fines	(23,000)	(30,000)	(7,000)	30.4%
	<u>(30,000)</u>	<u>(35,000)</u>	<u>(5,000)</u>	<u>16.7%</u>
EXPENSES				
Salaries, Wages & Benefits	87,316	91,705	4,389	5.0%
Contracted & General Services	15,500	39,500	24,000	154.8%
Materials, Supplies & Utilities	18,770	14,500	(4,270)	-22.7%
Transfer to Reserves	12,000	12,000	-	0.0%
	<u>133,586</u>	<u>157,705</u>	<u>24,119</u>	<u>18.1%</u>
Net Tax Requirement	<u>103,586</u>	<u>122,705</u>	<u>19,119</u>	<u>18.5%</u>

Analysis of Operating Budget

Fine Revenue

- Increased to \$30,000 based on historic actuals.

Contracted Services

- Includes legal fees of \$20,000 reallocated from Administrative Services.

Fire Protection Services

Overview

The Westlock County Fire Departments exists to enhance the quality of life within our community by providing innovative protection and safety to life, property and the environment. To manage and provide a professional organization that accomplishes our mission through prevention, emergency response services, education and training.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales and User Charges	(70,000)	(90,000)	(20,000)	28.6%
	(70,000)	(90,000)	(20,000)	28.6%
EXPENSES				
Salaries, Wages & Benefits	121,095	129,505	8,410	6.9%
Contracted & General Services	155,100	221,500	66,400	42.8%
Materials, Supplies & Utilities	141,100	141,060	(40)	0.0%
Internal Equipment Charges	-	-		
Transfers to Local Boards & Agencies	37,300	33,000	(4,300)	-11.5%
Debenture Payments	14,018	15,640	1,622	11.6%
Transfer to Reserves	87,500	47,500	(40,000)	-45.7%
	556,113	588,205	32,092	5.8%
Net Tax Requirement	486,113	498,205	12,092	2.5%

SUMMARY BY DEPARTMENT

	2016	2017	Dollar Change	Percent Change
Revenue - General	(70,000)	(90,000)	(20,000)	28.57%
Expenses - General	340,513	363,145	22,632	6.65%
	270,513	273,145	2,632	1.0%
PW Westlock County Fire Department	6,000	8,500	2,500	41.67%
Fawcett Fire Department	29,700	29,900	200	0.67%
Jarvie Fire Department	23,900	35,300	11,400	47.70%
Pickardville Fire Department	38,000	35,460	(2,540)	-6.68%
Busby Fire Department	40,500	42,100	1,600	3.95%
Clyde Fire Department	22,000	18,700	(3,300)	-15.00%
Westlock Rural Fire Department	45,300	42,800	(2,500)	-5.52%
Fire Guardian	10,200	12,300	2,100	20.59%
Net Tax Requirement	486,113	498,205	12,092	2.5%

Fire Protection Services

Analysis of Operating Budget

Contracted Services

- Addition to the 2017 budget for purchase of FirePro software (\$25,000)
- Reallocation of legal fees from Administrative Services (\$2,500)
- Addition of FRIAA FireSmart Program (\$5,000)
- Addition of budget funds for Disaster Services of \$20,000 with the intention of transferring unspent funds to reserves.

Transfer to Reserves

- In 2016 budget this amount was transferred for disaster services and in 2017 this amount has been added to contracted services and any surplus will be transferred to reserves at year end.

Planning & Development Services

Overview

To administer all aspects of rural development planning, land administration and interpretation of the County's Land Use Bylaw and Municipal Development Plan, establishing corporate direction by formulating creative solutions to strategic challenges in planning, development and enforcement services. The deliverance of professional and knowledgeable advice, ensuring customers receive friendly, accurate and efficient service, the goal is to provide the highest positive experience for all parties. The acceptance and processing of all development, subdivision and rezone applications and enforcement of the Land Use Bylaw and Municipal Development Plan. Thorough administration of the processing of all safety code permits, strong secretarial support for both planning and protective services. Management of Rural Addressing, main contact for all GIS/AVL concerns.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Licenses & Permits	(200,900)	(203,350)	(2,450)	1.2%
Transfer from Reserves	(31,705)	(7,000)	24,705	-77.9%
	<u>(232,605)</u>	<u>(210,350)</u>	22,255	-76.7%
EXPENSES				
Salaries, Wages & Benefits	281,439	330,843	49,404	17.6%
Contracted & General Services	239,020	202,695	(36,325)	-15.2%
Materials, Supplies & Utilities	1,500	1,500	-	0.0%
	<u>521,959</u>	<u>535,038</u>	13,079	2.4%
 Net Tax Requirement	 <u>289,354</u>	 <u>324,688</u>	 35,334	 -74.3%

Analysis of Operating Budget

Transfer from Reserves

- The 2016 budget was carryforward to fund Land Use Bylaw (LUB) update. The 2017 budget is carryforward funds to complete surveying at Long Island Lake.

Salaries, Wages & Benefits

- This area includes per diems for Municipal Planning Committee and Subdivision Appeal Board
- The 2017 budget reflects salary adjustments and increases per contract.

Contracted Services

- Reallocation of legal fees (\$15,000) from Administrative Services.
- The 2017 budget has an increase for Safety Codes contract of \$18,650 to reflect increased historic actuals.
- Reduction (\$66,475) of costs associated with other software licenses and some costs transferred to the rejuvenated safety program.

Transportation Services

Overview

The Westlock County Transportation Services strives to provide the best to residents and visitors through the delivery of responsive, efficient, and high quality public services

Transportation Services - Total			Dollar	Percent
	2016	2017	Change	Change
REVENUE				
Sales and User Charges	(248,400)	(209,840)	38,560	-15.5%
Internal Equipment Charges	(1,000,500)	(850,000)	150,500	-15.0%
Grants	(1,925,830)	(1,600,000)	325,830	-16.9%
	<u>(3,174,730)</u>	<u>(2,659,840)</u>	<u>514,890</u>	<u>-16.2%</u>
EXPENSES				
Salaries, Wages & Benefits	2,470,027	2,600,948	130,921	5.3%
Contracted & General Services	2,291,000	1,438,000	(853,000)	-37.2%
Materials, Supplies & Utilities	2,185,103	2,525,500	340,397	15.6%
Internal Equipment Charges	410,000	465,000	55,000	13.4%
Debt Payments	1,062,668	965,129	(97,539)	-9.2%
Transfer to Reserves	486,500	486,500	-	0.0%
	<u>8,905,298</u>	<u>8,481,076</u>	<u>(424,222)</u>	<u>-4.8%</u>
Net Tax Requirement	<u>5,730,568</u>	<u>5,821,236</u>	<u>90,668</u>	<u>1.6%</u>

Analysis of Operating Budget

Salaries & Benefits

- Amounts included within the different business units vary from 2016 based on expected work plans.

The following pages provide analysis of changes to the budget from 2016 to 2017 specific to the business unit.

Transportation – Administration

Overview

The Westlock County Transportation Services strives to provide the best to residents and visitors through the delivery of responsive, efficient, and high quality public services. General administration includes all aspects of administering current County transportation services.

Transportation - Administration	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales and User Charges	(111,100)	(14,000)	97,100	-87.40%
Internal Equipment Charges	(837,000)	(470,000)	367,000	-43.8%
	<u>(948,100)</u>	<u>(484,000)</u>	<u>464,100</u>	<u>-49.0%</u>
EXPENSES				
Salaries, Wages & Benefits	577,679	529,223	(48,456)	-8.4%
Contracted & General Services	396,000	139,500	(256,500)	-64.8%
Materials, Supplies & Utilities	12,000	11,000	(1,000)	-8.3%
Debenture Payments	978,492	881,129	(97,363)	-10.0%
Transfer to Reserves	452,500	452,500	-	-
	<u>2,416,671</u>	<u>2,013,351</u>	<u>(403,320)</u>	<u>-16.7%</u>
 Net Tax Requirement	 <u>1,468,571</u>	 <u>1,529,351</u>	 <u>60,780</u>	 <u>4.1%</u>

Analysis of Operating Budget

Sales and User Charges

- The 2016 budget included an over-inflated amount for custom work totaling \$100,000 which was a significant increase from previous years' budgets. The result is an inflated revenue that is not attainable and impacted the tax levy required to balance the budget. The 2017 budget has been reduced to a historic amount of \$2,000.

Internal Equipment Charges

- Internal charges are a method of distributing costs to the department that uses a service provided by another department. Typically, these amounts net to zero and have no impact to the tax levy. In past budgets, the offsetting costs were not specifically identified in all departments. Some costs have been identified in 2017 budget however further work needs to be done to specifically identify the balance.

- The 2016 budget included a significant increase in this revenue from previous years however no offsetting expenses were added. The result is an inflated revenue that is not attainable and impacted the tax levy required to balance the budget.

Contracted Services

- The 2016 budget included engineering fees of \$250,000 and this amount has been reduced to \$25,000 in 2017.
- The 2016 budget included \$42,500 for leased trucks. This did not occur in 2016 and has been removed from the 2017 budget.

Transportation Shop

Overview

Westlock County owns and maintains an extensive fleet of equipment in order to provide services to Westlock County. The shop strives for timely and cost effective maintenance in order to minimize downtime of equipment. All maintenance costs are recorded and tracked and used to make short term and long term equipment replacement strategies.

Transportation Shop	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales and User Charges	(37,300)	(32,000)	5,300	-14.2%
Internal Equipment Charges	(163,500)	(380,000)	(216,500)	132.4%
	<u>(200,800)</u>	<u>(412,000)</u>	<u>(211,200)</u>	<u>105.2%</u>
EXPENSES				
Salaries, Wages & Benefits	252,356	260,765	8,409	3.3%
Contracted & General Services	71,500	51,500	(20,000)	-28.0%
Materials, Supplies & Utilities	366,000	355,000	(11,000)	-3.0%
Debenture Payments	84,176	84,000	(176)	-0.2%
Transfer to Reserves	34,000	34,000	-	-
	<u>808,032</u>	<u>785,265</u>	<u>(22,767)</u>	<u>-2.8%</u>
Net Tax Requirement	<u>607,232</u>	<u>373,265</u>	<u>(233,967)</u>	<u>-38.5%</u>

Analysis of Operating Budget

Internal Equipment Charges

- Internal charges are a method of distributing costs to the department that uses a service provided by another department. Typically, these amounts net to zero and have no impact to the tax levy. In past budgets, the offsetting costs were not specifically identified in all departments. Some costs have been identified in 2017 budget however further work needs to be done to specifically identify the balance.

Gravel Program

Overview

The Westlock County gravel program represents the commitment of Westlock County Council to provide a safe and reliable road network within Westlock County. The biggest component of the gravel program is the 3 year rotational gravelling of County roads. The goal of the program is that every municipally controlled gravel road will receive gravel once every three years. This is to ensure County infrastructure is kept to an acceptable standard. Gravelling maps will be created and shared with Council and the public so that everyone has full knowledge of which roads will be receiving gravel in which years. The gravel being used in 2017 will meet or exceed Alberta Transportation specifications for 3/4 and 1-1/4 inch road crush.

Gravel Program	2016	2017	Dollar Change	Percent Change
REVENUE				
Grants	(1,925,830)	(1,600,000)	325,830	-16.9%
	<u>(1,925,830)</u>	<u>(1,600,000)</u>	<u>325,830</u>	<u>-16.9%</u>
EXPENSES				
Salaries, Wages & Benefits	155,079	-	(155,079)	-100.0%
Contracted & General Services	1,352,000	697,000	(655,000)	-48.4%
Materials, Supplies & Utilities	476,103	1,003,500	527,397	110.8%
Internal Equipment Charges	90,000	100,000	10,000	11.1%
	<u>2,073,182</u>	<u>1,800,500</u>	<u>(272,682)</u>	<u>-13.2%</u>
 Net Tax Requirement	 <u>147,352</u>	 <u>200,500</u>	 <u>53,148</u>	 <u>36.1%</u>

Analysis of Operating Budget

Grants

- In 2016, additional grant money was approved for transportation projects. One of the two projects did not qualify for grant funding as it did not meet the minimum grant requirements.

Salaries & Benefits

- The 2016 budget included salaries for stockpiling gravel. The costs for stockpiling gravel is an inventory cost and do not impact the expenses until the gravel is used.
- The 2017 budget does not include any amount. These amounts have been distributed among the other transportation business units.

Contracted Services

- In 2017, gravel hauling will be from 5 pits distributed throughout the county resulting in significant savings of \$600,000 on the cost of hauling.

Materials

- The 2016 budget included a total of \$426,103 for gravel usage for county roads and resource roads. The 2017 budget has been increased to \$950,000 which is based on an average application of 150 tonnes per km of road.

General Road Maintenance

Overview

General road maintenance captures all repairs and services to County controlled roads that are not covered by other defined programs in the County budget. Items include things such as street level lighting for hamlets, sand and salt materials for the County's paved road surfaces.

General Road Maintenance	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	0.0%
	-	-	-	0.0%
EXPENSES				
Salaries, Wages & Benefits	306,189	420,638	114,449	37.4%
Contracted & General Services	335,000	303,000	(32,000)	-9.6%
Materials, Supplies & Utilities	433,000	328,000	(105,000)	-24.2%
Internal Equipment Charges	1,000	-	(1,000)	0.0%
	<u>1,075,189</u>	<u>1,051,638</u>	<u>(23,551)</u>	<u>-2.2%</u>
Net Tax Requirement	<u>1,075,189</u>	<u>1,051,638</u>	<u>(23,551)</u>	<u>-2.2%</u>

Analysis of Operating Budget

Salaries, Wages & Benefits

- Increased allocation based on historic actuals.

Contracted & General Services

- Reduced hired services from \$100,000 to \$35,000 as most work is completed in house.

Materials, Supplies & Utilities

- Reduction of fuel costs of \$110,000 based on historic actuals.

Divisional Graders

Overview

Divisional graders and the people who operate them are the life blood of the County road network. Westlock County is divided into 11 grader beats with each beat consisting of approximately 110 miles of road. Westlock County has established policy 8.01 which sets out the standards and priorities for road grading and maintenance within the County. Public Works strives to align work with this policy.

Divisional Graders	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	0.0%
	-	-	-	0.0%
EXPENSES				
Salaries, Wages & Benefits	831,869	1,126,996	295,127	35.5%
Contracted & General Services	15,000	100,000	85,000	566.7%
Materials, Supplies & Utilities	460,000	460,000	-	0.0%
	1,306,869	1,686,996	380,127	29.1%
Net Tax Requirement	1,306,869	1,686,996	380,127	29.1%

Analysis of Operating Budget

Salaries, Wages & Benefits

- The 2017 includes 100% of grader operators which is the same number of operators in 2016. Previous year's budget may have distributed part of these salaries to other areas in the transportation budget.

Culvert Replacement Program

Overview

Westlock County budgets each year to remove and replace worn out and damaged culverts to protect County infrastructure from the damaging effects of water to gravel roads. Public requests for culvert replacements will be inspected and prioritized based on budget and resource availability. Utility One Call locates are preformed prior to work beginning. County personnel will deliver the material on site and County equipment will be used to complete the projects. Construction project summaries are completed for each job detailing resources used and costs associated with materials.

Culvert Replacement Program	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	0.0%
	-	-	-	0.0%
EXPENSES				
Salaries, Wages & Benefits	9,342	8,892	(450)	-4.8%
Contracted & General Services	25,000	15,000	(10,000)	-40.0%
Materials, Supplies & Utilities	38,000	43,000	5,000	13.2%
Internal Equipment Charges	25,000	25,000	-	0.0%
	97,342	91,892	(5,450)	-5.6%
Net Tax Requirement	97,342	91,892	(5,450)	-5.6%

Analysis of Operating Budget

No material differences.

Bridge Program

Overview

Westlock County has 208 bridges under its care and control. The County is responsible for the maintenance, repairs, upgrade, and eventual replacement of these bridge structures. The regular bridge inspection cycle is about 57 months. Based on the number of the bridges and inspection cycle, each and every year the County needs to inspect around 30-40 bridges. This year there are 34 bridges we have completed inspection. Based on the inspection, the low rated bridges specially rated on 2 require replacement and bridges rated 3 to 4 require repairs to extend the service life. Due to the budget constraints, some of the bridges which is rated as 2 are also repaired immediately for the public safety.

Bridge Program	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	0.0%
	-	-	-	0.0%
EXPENSES				
Salaries, Wages & Benefits	175,777	51,297	(124,480)	-70.8%
Contracted & General Services	22,500	27,000	4,500	20.0%
Materials, Supplies & Utilities	15,000	10,000	(5,000)	-33.3%
Internal Equipment Charges	5,000	5,000	-	0.0%
	<u>218,277</u>	<u>93,297</u>	<u>(124,980)</u>	<u>-57.3%</u>
Net Tax Requirement	<u>218,277</u>	<u>93,297</u>	<u>(124,980)</u>	<u>-57.3%</u>

Analysis of Operating Budget

Salaries, Wages & Benefits

- Reallocation to other areas within Transportation Services.

Brush Control Program

Overview

Roadside brushing is conducted annually to remove trees and brush growth along County roads to improve sightlines for increased safety of the road network. Brushing also has side benefits including improved drainage in County ditches and aesthetics of the County. Requests are prioritized based on project severity as well as budget and resource availability. The County utilizes a combination of mechanical removal with a track hoe and brush attachment, County bulldozers, and a hand slashing crew.

Brush Control Program	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	0.0%
	-	-	-	0.0%
EXPENSES				
Salaries, Wages & Benefits	273	23,939	23,666	8668.8%
Contracted & General Services	-	-	-	0.0%
Materials, Supplies & Utilities	3,000	10,000	7,000	233.3%
Internal Equipment Charges	50,000	50,000	-	0.0%
	53,273	83,939	30,666	57.6%
Net Tax Requirement	53,273	83,939	30,666	57.6%

Analysis of Operating Budget

No material changes.

Drainage Management

Overview

Water management includes all aspects of ensuring County owned ditches are maintained so they do not impede water flow. Natural drainage courses cannot be modified without Alberta Environment review and approval. Requests from the public will be inspected and prioritized based on budget and resource availability. Drainage management projects typically take place between June 1st and October 1st depending on weather.

Drainage Management	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	0.0%
	-	-	-	0.0%
EXPENSES				
Salaries, Wages & Benefits	132,157	147,052	14,895	11.3%
Contracted & General Services	-	-	-	0.0%
Internal Equipment Charges	100,000	200,000	100,000	0.0%
	<u>232,157</u>	<u>347,052</u>	<u>114,895</u>	<u>49.5%</u>
Net Tax Requirement	<u>232,157</u>	<u>347,052</u>	<u>114,895</u>	<u>49.5%</u>

Analysis of Operating Budget

Internal Equipment Charges

- Anticipated to complete more work in this area.

Signage Program

Overview

Signage along County controlled roads is inspected and replaced as required. Information on signs comes from several sources including the public, grader operators, other County staff, and County Councillors. Traffic control signs (stop, yield etc.) are critical to the travelling public and signs that require replacement or reinstallation are actioned immediately. Other signs (Township and Range Road) are typically repaired or replaced within 24 hours depending on material availability. An inventory and accounting of all signs is completed in an ongoing basis.

Signage Program	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	0.0%
	-	-	-	0.0%
EXPENSES				
Salaries, Wages & Benefits	4,388	3,420	(968)	-22.1%
Materials, Supplies & Utilities	13,500	13,000	(500)	0.0%
Internal Equipment Charges	-	-	-	0.0%
	17,888	16,420	(1,468)	-8.2%
Net Tax Requirement	17,888	16,420	(1,468)	-8.2%

Analysis of Operating Budget

No material changes.

Dust Control – General & Residential

Overview

Dust control is an important service provided in Westlock County. It is important for the safety of the road users and it is important for the health and safety of the residents who live along the roads, especially the high use roads. Westlock County has developed policy 8.07 which covers all aspects of dust control within the County.

Dust Control - General & Residential	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales and User Charges	(100,000)	(163,840)	(63,840)	0.0%
	<u>(100,000)</u>	<u>(163,840)</u>	<u>(63,840)</u>	<u>0.0%</u>
EXPENSES				
Salaries, Wages & Benefits	4,372	6,840	2,468	56.4%
Materials, Supplies & Utilities	198,500	157,000	(41,500)	0.0%
Internal Equipment Charges	14,000	10,000	(4,000)	0.0%
	<u>216,872</u>	<u>173,840</u>	<u>(43,032)</u>	<u>-19.8%</u>
 Net Tax Requirement	 <u>116,872</u>	 <u>10,000</u>	 <u>(106,872)</u>	 <u>-91.4%</u>

Analysis of Operating Budget

Sales and User Charges

- Increased revenue to recover 100% of costs for general dust control with the exception of 3 km of road fronting the landfill.

Materials, supplies & Utilities

- The 2016 budget included \$40,000 of materials for the crack seal program. This work is budgeted within the Hamlet Streets Program.

Hamlet Street Repair

Overview

Westlock County maintains streets in 7 hamlets by way of supplying equipment and manpower to grade, re-work and apply oil dust suppressant to roads within the hamlets. Line painting, crack sealing and other maintenance work on paved surfaces in the County is covered in this budget area.

Hamlet Street Repair	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	0.0%
	-	-	-	0.0%
EXPENSES				
Salaries, Wages & Benefits	4,606	6,156	1,550	33.6%
Contracted & General Services	74,000	105,000	31,000	41.9%
Materials, Supplies & Utilities	70,000	60,000	(10,000)	-14.3%
Internal Equipment Charges	25,000	25,000	-	0.0%
	<u>173,606</u>	<u>196,156</u>	<u>22,550</u>	<u>13.0%</u>
Net Tax Requirement	<u>173,606</u>	<u>196,156</u>	<u>22,550</u>	<u>13.0%</u>

Analysis of Operating Budget

Contracted Services

- Increase from \$69,000 to \$100,000 for crack sealing and line painting by contracted work.

Materials

- No change in amounts for cold mix and oil.
- Reduction from \$25,000 to \$15,000 for gravel.

Road Patching

Overview

Westlock County annually budgets for road repairs and patching. These patches are applied to gravel roads to address infrastructure deficiencies in between the rotational gravelling program. Patching and road repairs can include sub-grade removal and repair, grading and reapplication of gravel. The intent is to repair and maintain smaller sections of roads throughout the County. Road patching does not take the place of the annual capital shoulder pull projects.

Road Patching Maintenance	2016	2017	Dollar Change	Percent Change
REVENUE				
None	-	-	-	0.0%
	-	-	-	0.0%
EXPENSES				
Salaries, Wages & Benefits	15,940	15,731	(209)	-1.3%
Contracted & General Services	-	-	-	0.0%
Materials, Supplies & Utilities	100,000	75,000	(25,000)	-25.0%
Internal Equipment Charges	100,000	50,000	(50,000)	0.0%
	215,940	140,731	(75,209)	-34.8%
Net Tax Requirement	215,940	140,731	(75,209)	-34.8%

Analysis of Operating Budget

Overall reduction of budget to reflect historic costs.

Health & Safety

Overview

The role of the Health and Safety department is to introduce the Health and Safety Program to all employees within Westlock County. The department strives to develop and maintain a superior program that allows the county to receive a Certificate of Recognition and to ensure all levels of the organization understand their health and safety responsibilities.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales to Other Governments	(17,333)	(17,000)	333	-1.9%
	<u>(17,333)</u>	<u>(17,000)</u>	<u>333</u>	<u>-1.9%</u>
EXPENSES				
Salaries, Wages & Benefits	-	40,781	40,781	0.0%
Contracted & General Services	27,500	89,635	62,135	225.9%
Materials, Supplies & Utilities	5,000	15,800	10,800	216.0%
Transfer to Reserves	1,000	6,400	5,400	540.0%
	<u>33,500</u>	<u>152,616</u>	<u>119,116</u>	<u>355.6%</u>
Net Tax Requirement	<u>16,167</u>	<u>135,616</u>	<u>119,449</u>	<u>738.8%</u>

Analysis of Operating Budget

Salaries & benefits

- Partial allocation of existing position to Health & Safety Program.

Airport

Overview

Westlock County maintains the Westlock airport in joint cooperation with the Town of Westlock and a third party contractor who is responsible for the day to day operation. Westlock County and the Town of Westlock have an agreement to December 31, 2017 for the funding and operations of the airport.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Taxation	(67,391)	(89,000)	(21,609)	32.1%
Sales to Other Governments	(15,000)	(28,000)	(13,000)	86.7%
Sales and User Charges	(55,000)	(55,000)	-	0.0%
Rentals	(6,400)	(4,000)	2,400	-37.5%
	<u>(143,791)</u>	<u>(176,000)</u>	<u>(32,209)</u>	<u>22.4%</u>
EXPENSES				
Contracted & General Services	48,500	66,200	17,700	36.5%
Materials, Goods, Supplies & Utilities	61,500	49,000	(12,500)	-20.3%
Interest & Bank Charges	100	2,000	1,900	1900.0%
Other Expenses	12,000	12,000	-	0.0%
Transfer to Reserves	21,691	46,800	25,109	115.8%
	<u>143,791</u>	<u>176,000</u>	<u>32,209</u>	<u>22.4%</u>
Net Tax Requirement	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>

Analysis of Operating Budget

Taxation

- Includes County's matching contribution of \$28,000 plus municipal portion of property taxes levied on airport property.

Sales to Other Governments

- Town of Westlock's contribution to the operations of the airport.

Rentals

- The 2016 & 2017 budget includes rental income from 80 acres of farmland.

Contracted Services

- Full year of contract for airport manager.
- Minor adjustments to insurance, travel & equipment rentals based on historic actuals.

Materials, Supplies & Utilities

- Some material costs reduced as supplied by airport manager. Utility costs reflect an increase due to anticipated carbon tax.

Interest & Bank Charges

- Bank fees for point of sale (POS) costs have been adjusted to reflect actual.

Transfer to Reserve

- Per agreement, any surplus funds are to be transferred to the Airport reserve.

Utility Services – Water

Overview

This department is responsible for the operations and maintenance of the water distribution and treatment systems within the hamlets, subdivisions and individual connections. Strict government standards must be followed in order to provide a safe and high quality potable water to our residents. Daily, monthly and annual monitoring and testing is done to ensure we meet all drinking water guidelines. Upgrades are continuously being done in order to comply with AEP regulations as well as ensure infrastructure integrity. We are keeping abreast of new technology in order to have proper asset management, maintenance control (SCADA) as well as accurate billing of services. There is ongoing training in order to maintain qualified and reliable operators.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Taxation - Special Levy	(111,562)	(66,872)	44,690	-40.1%
Taxation - Frontage	(6,120)	(6,120)	-	0.0%
Sales to Other Governments	(20,000)	(22,000)	(2,000)	10.0%
Sales and User Charges	(413,826)	(466,310)	(52,484)	12.7%
Penalties	(1,750)	(1,850)	(100)	5.7%
	<u>(553,258)</u>	<u>(563,152)</u>	<u>(9,894)</u>	<u>1.8%</u>
EXPENSES				
Salaries, Wages & Benefits	169,143	220,930	51,787	30.6%
Contracted & General Services	140,977	81,452	(59,525)	-42.2%
Materials, Supplies & Utilities	162,200	179,270	17,070	10.5%
Transfer to Capital - Special Levy	-	66,500	66,500	0.0%
Transfer to Reserves	15,000	15,000	-	0.0%
	<u>487,320</u>	<u>563,152</u>	<u>75,832</u>	<u>15.6%</u>
Net Tax Requirement	<u>(65,938)</u>	<u>(0)</u>	<u>65,938</u>	<u>-100.0%</u>

Analysis of Operating Budget

Sales & User Charges

- Increase in rates to cover increased costs for the purchase of water and operating costs.

Materials, Supplies & Utilities

- Includes purchase of water for resale.

Utility Services – Sewer

Overview

We provide operations and maintenance of the sewer treatment and collection systems within the hamlets. Strict government standards must be followed in order to provide a safe and high quality effluent to be discharged into the environment. Monitoring and testing is done to ensure we meet all government guidelines. Upgrades are continuously being done in order to comply with AEP regulations as well as ensure infrastructure integrity. Keeping up with new technology allows us to have proper asset management and maintenance controls. There is ongoing training in order to maintain qualified and reliable operators.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Taxation - Special Levy	-	(44,690)		
Sales and User Charges	(67,600)	(80,348)	(12,748)	18.9%
	(67,600)	(125,038)	(12,748)	18.9%
EXPENSES				
Salaries, Wages & Benefits	112,763	98,408	(14,355)	-12.7%
Contracted & General Services	6,968	16,880	9,912	142.3%
Materials, Supplies & Utilities	7,600	9,750	2,150	28.3%
Transfer to Reserves	5,200	-	(5,200)	-100.0%
	132,531	125,038	(7,493)	-5.7%
Net Tax Requirement	64,931	-	(20,241)	-31.2%

Analysis of Operating Budget

Rate increases generate minimal additional revenue. Some additional amounts have been included in contracted services and materials for minor repairs to the system throughout the year.

Utility Services – Industrial Park

Overview

We provide operations and maintenance of the water and sewer system within the Westlock County Industrial Park. Strict government standards must be followed in order to provide a safe and high quality potable water and proper disposal of sewage effluent. Monitoring and testing is done to ensure we meet all government guidelines. Upgrades are continuously being done in order to comply with AEP regulations as well as ensure infrastructure integrity. Keeping up with new technology allows us to have proper asset management and maintenance controls. There is ongoing training in order to maintain qualified and reliable operators. At this time potable water is hauled to the industrial park by a contractor and redistributed. Sewage effluent is removed via vacuum trucks and a subsidy is given back to the customer to help offset costs. It will be very difficult to attain cost recovery unless upgrades to the water and sewer infrastructure is done. Engineering for design and placement of a water supply line has been completed. Currently we are paying \$10/m³ for water and charging \$3.90. We receive approx. \$2,900 for sewer services and subsidize approx. \$10,000 towards disposal.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Taxation - Special Levy & Frontage	(2,625)	(2,625)	-	0.0%
Sales and User Charges	(28,166)	(17,354)	10,812	-38.4%
Penalties	-	(50)	(50)	0.0%
	<u>(30,791)</u>	<u>(20,029)</u>	<u>10,762</u>	<u>-35.0%</u>
EXPENSES				
Contracted & General Services	16,200	6,200	(10,000)	-61.7%
Materials, Supplies & Utilities	27,500	27,300	(200)	-0.7%
Transfer to Capital - Special Levy	-	-	-	0.0%
Transfer to Reserves	-	-	-	0.0%
	<u>43,700</u>	<u>33,500</u>	<u>(10,200)</u>	<u>-23.3%</u>
Net Tax Requirement	<u>12,909</u>	<u>13,471</u>	<u>562</u>	<u>4.4%</u>

Analysis of Operating Budget

Capital budget includes a water supply line at the industrial park.

Agricultural Services - General

Overview

Agricultural Services is an environmentally responsible, progressive and proactive department actively sharing and practicing the art of agriculture with our farming and rural residents. The ASB mission is to instill pride and confidence through a partnership of trust and respect among all residents. Timely delivery of services, innovation and diligence coupled with current and accurate information for all aspects of agriculture and land stewardship in a friendly professional manner. Provision, development, promotion and delivery of quality programming and services. Promote, enhance and protect viable and sustainable agriculture and rural living.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales and User Charges	(23,000)	(19,300)	3,700	-16.1%
Grants	(168,000)	(168,000)	-	0.0%
	<u>(191,000)</u>	<u>(187,300)</u>	3,700	-1.9%
EXPENSES				
Salaries, Wages & Benefits	257,600	317,544	59,944	23.3%
Contracted & General Services	54,400	51,000	(3,400)	-6.3%
Materials, Supplies & Utilities	56,000	58,275	2,275	4.1%
Transfer to Reserves	34,900	34,900	-	0.0%
	<u>402,900</u>	<u>461,719</u>	58,819	14.6%
Net Tax Requirement	<u>211,900</u>	<u>274,419</u>	62,519	29.5%

Analysis of Operating Budget

The 2017 budget includes a change in the method for weed control. Financial impacts are shown on the following page.

Agricultural Services – Weed & Pest Control

Overview

Overall management and administration required to provide the Agriculture Service Board with environmentally responsible, profitable, and progressive community programs. Activities include vegetation management to support the protection of agricultural lands, rural landscapes, hamlets and subdivisions from invasive weed pressures for roadside right of ways, weed inspections, prohibited noxious weed spraying, Tansy Incentive program, bridge spraying, brush spraying, mowing program, seeding right of ways, pesticide container pick up weed identification services. Pest control services support the protection of agricultural lands, provides education and awareness opportunities which enhance customer service; the programs are designed to educate, create awareness, minimize yield loss and limit spread of pest. In contributing to the achievement of these programs licensed and legislated training is provided to administration. Timely delivery of services is paramount to achieve confidence among our residents for the protection and viability of agriculture and rural living. Through innovation and diligence, we wish to provide a sense of practicality in the delivery of programs and services. Current and accurate information for all aspects of agriculture and land stewardship in a friendly professional manner, with the highest standards of honesty, integrity and accountability.

Provide a reliable and efficient weed and pest programs which support the protection of agricultural lands, rural landscape, hamlets and area subdivisions from invasive populations.

To provide the public with education and awareness, promote and facilitate weed and pest awareness and control options and act as a resource agent on invasive issues.

	2016	2017	Dollar Change	Percent Change
EXPENSES				
Salaries, Wages & Benefits	37,458	50,623	13,165	35.1%
Contracted & General Services	128,600	83,600	(45,000)	-35.0%
Materials, Supplies & Utilities	182,400	184,300	1,900	1.0%
	<u>348,458</u>	<u>318,523</u>	<u>(29,935)</u>	<u>-8.6%</u>

Analysis of Operating Budget

Purchase of a skid mount spray system is designed to provide a full complement of in-house spraying services to meet the needs of the municipality and provide a proactive weed control service. This is a more cost effective method of weed control.

The total operating costs for this program of \$37,000 are included in the 2017 budget for an additional operator, supplies and lease of a truck. There are cost savings from contracted spraying costs of \$57,000. Included in the capital budget is a skid mount spray system for \$40,000.

This program is expected to provide a more efficient and effective method of weed control.

Agricultural Services – Environmental & Extension Services

Overview

Agricultural Services strives to provide educational opportunities for our residents while continuing to foster and develop relationships with like-minded organizations. To develop, promote and deliver environmentally sustainable programming for all county residents. A four member partnership has been created to deliver environmental programming and provides information and leadership on environmentally sustainable initiatives for agricultural land and the rural landscape. Actively promote and coordinate the Westlock Community Garden. Promote and provide Tree Makers Shelterbelt program for county residents. To partner with GRO for extension and research services within our municipality. Provide in-house weed, pest and disease identification services.

	2016	2017	Dollar Change	Percent Change
EXPENSES				
Contracted & General Services	9,000	9,000	-	0.0%
	9,000	9,000	-	0.0%

Analysis of Operating Budget

No changes.

Solid Waste Services

Overview

Solid Waste Services manages and operates 4 Transfer Sites: Vimy, Busby, Pibroch and Jarvie. Each Transfer Site is open 1 day/week during the winter months and 1day/week in summer with the exception of Jarvie opening for 2 days/week. Waste is collected from residential permit holders; household waste collected in bins is transferred to the Regional Landfill, household recycling is collected by contracted service, all other waste is collected and recycled by contractors. One operator is hired for all transfer sites, all maintenance is provided in-house. Westlock County hamlets have bi-weekly garbage collection services provided by a contractor.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales and User Charges	(46,600)	(77,765)	(31,165)	66.9%
	(46,600)	(77,765)	(31,165)	66.9%
EXPENSES				
Salaries, Wages & Benefits	70,640	99,292	28,652	40.6%
Contracted & General Services	217,200	206,800	(10,400)	-4.8%
Materials, Supplies & Utilities	9,500	12,000	2,500	26.3%
Transfers to Local Boards & Agencies	256,800	256,800	-	0.0%
Transfer to Reserves	9,000	9,000	-	0.0%
	563,140	583,892	20,752	3.7%
Net Tax Requirement	516,540	506,127	(10,413)	-2.0%

Analysis of Operating Budget

The 2017 budget includes a change to the delivery of recycling services. The capital budget includes the purchase of 2 recycling trailers that will be used at the transfer stations. The operating budget includes costs of \$23,000 for wages for transporting the trailers and contract cost for unloading at regional landfill. There is cost savings of \$32,320 from the current recycling contract.

This program is expected to provide a more efficient and effective method of providing the recycling program.

Cemetery Services

Overview

Cemetery Service is responsible for ensuring policy and procedure is maintained in the administration, operation and maintenance of the cemeteries within Westlock County. Of all the cemeteries located within Westlock County, Agricultural Services is directly responsible for the administration, maintenance and plot marking for the Tawatinaw Cemetery. Indirectly, Agriculture Services oversees the administration of all other cemeteries within the County which are maintained by local community member caretakers. Over-seeing this process Agriculture Services is committed to treating people with dignity, respect and compassion throughout the entire process.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales and User Charges	(3,000)	(6,000)	(3,000)	100.0%
	(3,000)	(6,000)	(3,000)	100.0%
EXPENSES				
Contracted & General Services	3,500	3,500	-	0.0%
Materials, Supplies & Utilities	2,000	2,000	-	0.0%
Transfer to Reserves	3,000	3,000	-	0.0%
	8,500	8,500	-	0.0%
Net Tax Requirement	5,500	2,500	(3,000)	-54.5%

Analysis of Operating Budget

Cemetery bylaw will be reviewed in 2017 with expected increases to the revenue generated from plot sales.

Economic Development

Overview

Covers economic development initiatives and programs, advertising, marketing and brochures. Community Project Enhancement Fund grants and the Community Clean-Up and Mowing Grants. Physician recruitment and retention program.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales and User Charges	-	(50)	(50)	-
Transfer from Reserves	-	(47,000)	(47,000)	-
	-	(47,050)	(47,050)	-
EXPENSES				
Contracted & General Services	32,500	51,000	18,500	56.9%
Materials, Supplies & Utilities	2,000	5,000	3,000	150.0%
Transfers to Other Governments	10,000	10,000	-	0.0%
Transfers to Local Boards & Agencies	45,000	68,500	23,500	52.2%
	89,500	134,500	45,000	50.3%
Net Tax Requirement	89,500	87,450	(2,050)	-2.3%

Analysis of Operating Budget

Upgrade Westlock County website for content as well as the ability to be mobile friendly for \$17,000 with funding from carryforward reserve.

Refurbish highway welcome signs for a total cost of \$20,000 with funding from the Economic Development Reserve.

Continuation of the Community Project Enhancement Fund for \$50,000.

Historically, the County has provided funding in the amount of \$18,500 for community cleanup and mowing grants. This amount was removed from the 2016 budget. The 2017 reinstates this amount.

Industrial Park

Overview

Management and services of the Industrial Park south of the Town.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Rentals	(73,851)	(81,060)	(7,209)	9.8%
	<u>(73,851)</u>	<u>(81,060)</u>	<u>(7,209)</u>	<u>9.8%</u>
EXPENSES				
Contracted & General Services	3,000	8,710	5,710	190.3%
	<u>3,000</u>	<u>8,710</u>	<u>5,710</u>	<u>190.3%</u>
Net Tax Requirement	<u>(70,851)</u>	<u>(72,350)</u>	<u>(1,499)</u>	<u>2.1%</u>

Analysis of Operating Budget

Revenue is from the rental of an industrial park lot in the amount of \$73,850.

Additional revenue is received from Telus for the lease of land which hosts a tower.

Within Contracted Services, is the rental fee paid to Telus for using the tower for communication equipment. This cost was previously shown in the Fire Services budget but has been moved to this area to net against the revenue.

Recreation Services

Overview

Management of County Facilities, Long Island Lake Municipal Campground, Rainbow Park, \$10 Campground, Echo Lake Campground, Spruce Island Quad Park, Tawatinaw Ski Hill. Includes park maintenance, campground caretaker contract, day use camping and firewood sales. Contribution to Town of Westlock for recreation costs.

	2016	2017	Dollar Change	Percent Change
REVENUE				
Sales and User Charges	(116,500)	(96,900)	19,600	-16.8%
Rentals	-	-	-	0.0%
Transfer from Reserves	-	(15,000)	(15,000)	0.0%
	<u>(116,500)</u>	<u>(111,900)</u>	<u>19,600</u>	<u>-16.8%</u>
EXPENSES				
Salaries, Wages & Benefits	15,879	23,012	7,133	44.9%
Contracted & General Services	123,675	176,700	53,025	42.9%
Materials, Supplies & Utilities	11,750	49,450	37,700	320.9%
Transfers to Other Governments	309,582	310,000	418	0.1%
Debenture Payments	172,643	172,643	-	0.0%
	<u>633,529</u>	<u>731,805</u>	<u>98,276</u>	<u>15.5%</u>
Net Tax Requirement	<u>517,029</u>	<u>619,905</u>	<u>117,876</u>	<u>22.8%</u>

Analysis of Operating Budget

Revenue

- Decrease in sales & user charges (\$18,000) is due to the change in management of the Tawatinaw Ski Hill.

Materials Supplies & Utilities

- Costs resulting from purchase of Rainbow Park including initial purchase, upgrades to ensure safe use of park. Also includes new dock at Echo Lake.

Summary of Major Recreation Areas

	2016	2017	Dollar Change	Percent Change
<u>Long Island Lake</u>				
Revenue	(98,500)	(96,900)	1,600	-1.6%
Expenses	83,250	87,950	4,700	5.6%
Net Tax Requirement	(15,250)	(8,950)	6,300	-41.3%
<u>Tawatinaw Ski Hill</u>				
Revenue	(18,000)	-	18,000	-100.0%
Expenses	203,143	258,143	55,000	27.1%
Net Tax Requirement	185,143	258,143	73,000	39.4%
<u>Rainbow Park</u>				
Revenue	-	(15,000)	(15,000)	0.0%
Expenses	1,500	27,500	26,000	1733.3%
Net Tax Requirement	1,500	12,500	11,000	733.3%