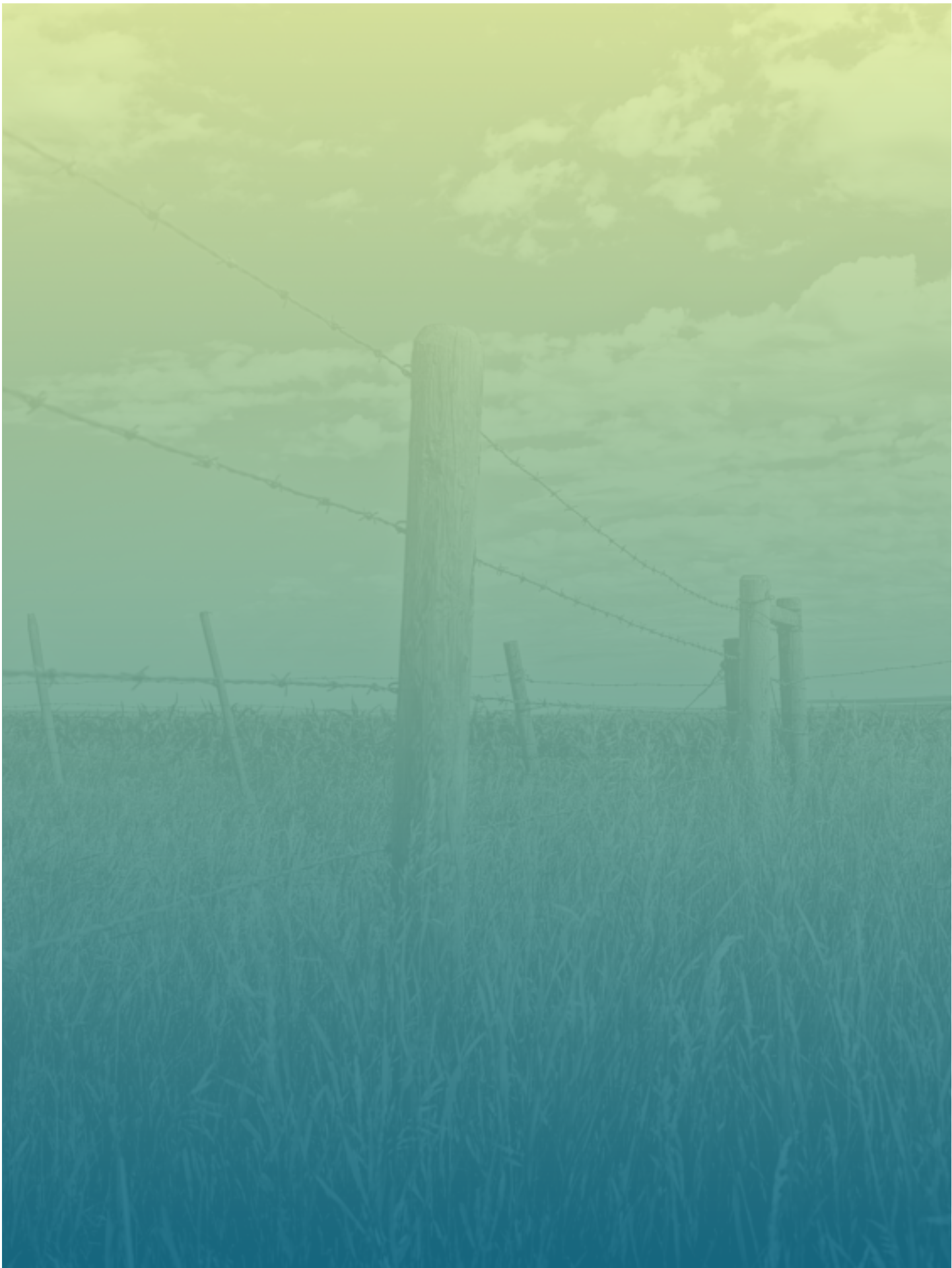




2024

Budget Book





# Table of Contents

GFOA Budget Award page	i
Contact Page	ii
	<b>Introduction</b>
Reader's Guide	<b>1</b>
Message from the Reeve	<b>3</b>
Council and Committees	<b>4</b>
Strategic Plan	<b>9</b>
Budget Guidelines	<b>11</b>
Further Mitigation Strategies	<b>12</b>
Budget Process	<b>13</b>
	<b>Budget Overview</b>
Executive Summary	<b>14</b>
Multi-year Overview	<b>17</b>
Fund Structure	<b>19</b>
Fund Summary	<b>20</b>
Operating Project Overview	<b>21</b>
2024 Capital Projects	<b>22</b>
Comprehensive Financial and Accounting Policies	<b>24</b>
Long-Term Financial Plan	<b>28</b>
Community Profile	<b>33</b>
	<b>Departmental Budgets</b>
Organizational Chart and Staffing Summary	<b>37</b>
Operating Budget by Department	<b>38</b>
<i>Council</i>	<b>39</b>
<i>Corporate Items</i>	<b>41</b>
<i>Office of the CAO, Legislative Services, &amp; Communications</i>	<b>44</b>
<i>Corporate Services</i>	<b>50</b>
Information Technology	<b>51</b>
Human Resources	<b>53</b>
Financial Services	<b>55</b>
<i>Infrastructure</i>	<b>58</b>
Transportation	<b>59</b>
Environmental Services	<b>65</b>
<i>Community Services</i>	<b>70</b>
Facilities	<b>71</b>
Economic Development	<b>74</b>
Protective Services	<b>77</b>
Planning & Development	<b>84</b>
Agricultural Services, Parks, & Cemeteries	<b>87</b>
	<b>Operating Projects</b>
2024 Operating Projects	<b>95</b>
	<b>Capital Budget</b>
Capital Budget Projects	<b>98</b>
	<b>Supplemental Information</b>
Proposed to Adopted Budget	<b>107</b>
Reserve Funds	<b>110</b>
Debt	<b>112</b>
Glossary	<b>113</b>



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Kneehill County  
Alberta**

For the Fiscal Year Beginning

**January 01, 2023**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to **Kneehill County**, Alberta, for its annual Budget for the fiscal year beginning **January 1, 2023**. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. The County believes the current Budget continues to conform to program requirements, and administration is submitting it to GFOA to determine its eligibility for the fiscal year beginning **January 1, 2024**.

**Prepared by:**

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# Reader's Guide

The 2024 Budget Book includes information beyond the financial budget reports and schedules presented when Council adopts the budget. It is developed by administration to tell the story of the budget and its process. This book includes a broad range of financial, departmental, and supplemental information, as well as schedules reflecting the 2024 Operating and Capital Budgets.

## The 2024 budget book includes:

- **Council and Committees** overview of Council members, committees each member sits on, as well as projects and training completed in 2023.

## Introduction and Background Section which includes:

- An outline of the **County's Strategic Plan** provides a summary of the strategic plan, which is the overarching driver of the budget process.
- **Budget Guidelines and Process** the budget guidelines include the mitigating measures which were taken during the budget process to minimize tax rate increases and the process outlines the steps taken throughout the budget development process.
- **Executive Summary** provides a condensed explanation of the adopted 2024 Operating and Capital Budgets.
- **Comprehensive Financial and Accounting Policies** section to highlight the pertinent policies which are followed by administration on a day-to-day basis, and which are followed during the budget process.

- **Long-Term Financial Plan** to highlight that the budget is approved on an annual basis, but that there are significant long-term implications which factor into the process of the budget and administration's recommendations.

- **Community Profile** which provides insight into the environment in which the County operates.

## Departmental Budgets for each department and major function within the County.

Each section focuses on the significant achievements in the department during the 2023 year, highlights the direction and goals for 2024, performance metrics for the department, and outlines each specific departmental budget.

## Individual departmental sections include:

- **Council** overview of the budget related to Council.
- **Corporate Items** which represent costs related to programming not specific to one department and which are budgeted at a broad corporate level.
- **Office of the CAO** which includes costs related to legislative services and communications.
- **Corporate Services** which includes human resources, information technology, and financial services.



- **Infrastructure** which includes:
  - **Transportation** which represents all costs related to the road network.
  - **Environmental Services** includes costs related to water, wastewater, and solid waste management.
- **Community Services** which includes:
  - **Facilities Maintenance**
  - **Economic Development**
  - **Protective Services**
  - **Planning & Development**
  - **Agricultural Services, Parks, and Cemeteries**
- **Operating Projects** outlining one-time initiatives and projects approved within the 2024 operating budget.
- **Capital Budget** which outlines capital projects and their funding sources for the 2024 year.
- **Proposed to Adjusted Budget** section outlines the proposed budget brought forward by administration and the adjustments adopted by Council during the budget deliberations.
- **Reserves** which outlines the County's reserve funds including budgeted contributions and budgeted draws from reserves.
- **Debt** which outlines the debt limits the County operates within.
- **Glossary** to clearly describe various acronyms and budget terms used within this book.



# Message from the Reeve



On behalf of Council, we are pleased to present the 2024 Budget to our residents and stakeholders. This key document outlines our financial plan for the year, covering both day-to-day operations and big picture expenses, reflecting Council's core values and principles of good governance.

Our decision-making throughout the budget process was based on a few important principles:

1. **Council's Strategic Plan:** Ensuring all decisions contribute to the long-term vision and prosperity of the County.
2. **Consistency in Service Delivery:** Maintaining the quality and accessibility of our services.
3. **Enhancing Customer Service:** Improving interactions between Council, staff, and our residents, ensuring efficiency and a positive experience.
4. **Balanced Taxation:** Striving to maintain competitive tax rates, balancing the need for adequate revenue with the economic realities faced by our residents.
5. **Infrastructure Renewal and Maintenance:** Recognizing the importance of robust infrastructure and taking a proactive approach to its renewal and maintenance.
6. **Operating Efficiency:** Seeking innovative ways to enhance the efficiency of our operations.
7. **Fair Pricing for Services:** Ensuring our fees and rates for services reflect cost without imposing undue financial burdens.

During budget discussions, Council faced several challenges, including slow growth in new funding, increased expenses due to inflation and supply chain issues, and limited support from higher levels of government. Despite these obstacles, there are notable positives to share. Our effective tax collection strategies and prudent financial management have enabled us to avoid borrowing, and we've successfully built robust reserves to secure our future needs.

Looking ahead, Council is focused on balancing our challenges with our successes, helping our communities flourish, and building a future that's prosperous and sustainable to everyone.

-Reeve Ken King



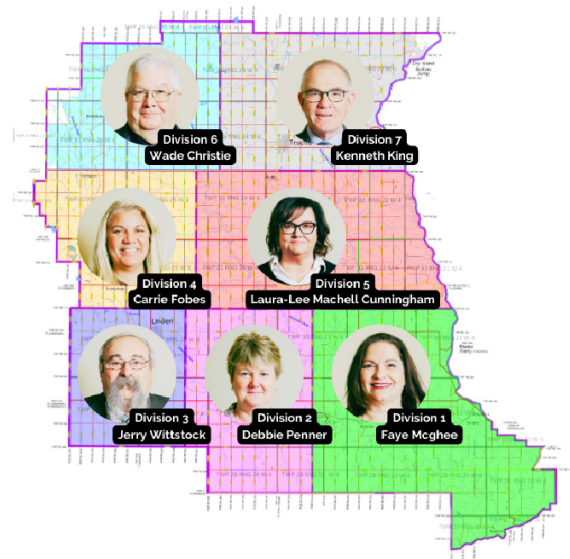
# Council and Committees

Council is responsible for setting direction, establishing organizational priorities, approving policies, and allocating resources through the annual budget approval process.

The geographic area encompassed by Kneehill County consists of seven electoral divisions which are each represented by one elected Councillor, who must reside within the Division. Councillors serve for a period of four years. The new term of Council commenced on October 26, 2021.

The title for the Chief Elected Official for Kneehill County is "Reeve". That individual is elected by Council during the Organizational Meeting following the local election and on an annual basis thereafter. In addition to the election of the Reeve and Deputy Reeve, appointments to a variety of Council committees also occur during the annual organizational meeting, and those appointments are outlined on the following pages.

Members of Council must vote on all matters being considered by Council unless they have a clear conflict of interest on a particular matter being dealt with. Regular meetings of Council are held the second and fourth Tuesday of every month with the schedule subject to ratification by Council during the annual Organizational Meeting.



# Council and Committees



**Reeve Ken King**  
*(Division 7, Reeve)*

- Kneehill Emergency Management Advisory Committee
- Central Rural Municipalities of Alberta Executive
- Kneehill Medical Services Retention & Recruitment Committee
- Kneehill Regional Family & Community Support Services Board
- Municipal Planning Commission
- ALL Intermunicipal Committees



**Councillor Faye McGhee**  
*(Division 1)*

- Committee of the Whole
- Central Alberta Economic Partnership (CAEP)
- Kneehill Regional Partnership
- Municipal Planning Commission

## **Intermunicipal Committees**

- Drumheller/Kneehill County (IDP/ICF)
- Starland County/Kneehill County (ICF)
- Wheatland County/Kneehill County (ICF)



**Councillor Debbie Penner**  
*(Division 2)*

- Committee of the Whole
- Agricultural Service Board
- Drumheller & District Solid Waste Management Association
- Municipal Planning Commission

## **Intermunicipal Committees**

- Acme/Kneehill County (IDP/ICF)
- Carbon/Kneehill County (IDP/ICF)
- Linden/Kneehill County (IDP/ICF)



**Deputy Reeve Jerry Wittstock**  
*(Division 3)*

- Committee of the Whole
- Agricultural Service Board
- Aqua 7 Water Services Commission
- Municipal Planning Commission
- Red Deer River Municipal Users Group

## **Intermunicipal Committees**

- Red Deer County/Kneehill County (IDP/ICF)
- Starland County/Kneehill County (IDP)
- Stettler County/Kneehill County (IDP/ICF)
- Three Hills/Kneehill County (ICF)

# Council and Committees



**Councillor Carrie Fobes**  
*(Division 4)*

- Committee of the Whole
- Agricultural Service Board
- Kneehill Housing Corporation
- Marigold Library System
- Municipal Planning Commission

### **Intermunicipal Committees**

- Mountain View County/Kneehill County (IDP/ICF)
- Trochu/Kneehill County (IDP/ICF)



**Councillor Laura Lee Machell-Cunningham**  
*(Division 5)*

- Committee of the Whole
- Police Advisory Committee
- Kneehill Housing Corporation
- Municipal Planning Commission

### **Intermunicipal Committees**

- Three Hills/Kneehill County (IDP/ICF)
- Trochu/Kneehill County (ICF)



**Councillor Wade Christie**  
*(Division 6)*

- Committee of the Whole
- Agricultural Service Board
- Community Futures Wildrose
- Municipal Planning Commission

### **Intermunicipal Committees**

- Red Deer County/Kneehill County (IDP/ICF)
- Mountain View County/Kneehill County (ICF)
- Trochu/Kneehill County (ICF)
- Wheatland County/Kneehill County (IDP)



# Council and Committees

In 2023 Council engaged in multiple training events, worked collaboratively with regional partners, and lobbied stakeholders on matter that directly impact the residents of Kneehill County.

## Council Training

- Privacy Dos and Don'ts for Elected Officials
- Planning for Elected Officials
- Elected Official Education Program - Council's Role in Service Delivery
- Elected Official Education Program - Regional Partnership and Collaboration
- Elected Official Education Program - Corporate Planning & Finance
- Elected Official Education Program - Asset Management training Course

## Regional Partnership Projects

### Kneehill Regional Partnership Committee Projects

- Broadband
- Recreation Promotion
- Regional Fire Safety Codes
- Regional Recreation Study

## Lobbying Efforts

- To secure funding in the 2024 provincial budget to initiate a study on implementing additional on-stream storage solutions for the Red Deer River
- Health Care Delivery & Service
- Trochu Seniors Supportive Living Facility Project
- Support to provincial government with pause placed on renewable electricity generation projects over 1 megawatt

## Fall RMA

- Met with RCMP "K" Division to discuss shortage of RCMP in rural Alberta & rural crime.

## Spring RMA

- Transportation Minister Devin Dreesen discussed Bridge File 06893 on Highway 587
- Minister of Environment & Protected Areas Rebecca Schulz discussed concerns regarding renewable energy developments



# Council and Committees

## Sponsorships and Grants

Maximizing quality of life for Kneehill County ratepayers and ensuring the continued support of our community remains a high priority for Council. In 2023 Council supported the community through the provision of multiple grants and sponsorships, and a continued public education.

## Recreation Community Arts and Culture Events

- 11 organizations totaling \$8,550

## Community Grants to Non-Profit Organizations

- 13 groups totaling \$51,988

## Supporting Our Youth

### Scholarship Award

- 2 awards totaling \$4,000

### Youth Sports Team Sponsorships

- 8 groups totaling \$3,400

## Community Supports

- Alberta Junior Achievement Program \$3,000/yr
- STARS Air Ambulance \$3,000/yr
- Three Hills Airport \$25,000
- Kneehill Regional Family & Community Support Services - Expansion of the Family Wellness Program to address the increased demand \$13,335
- Three Hills Health Initiative Fundraiser - Winter Wonderland Gala \$5,000
- Torrington Arena \$30,000
- Recreation Funding for Urbans \$288,060
- Funding to support Torrington Arena Zamboni Rental \$12,500
- Kneehill Historical Museum enhancements \$25,000
- Acme Alumni new gymnasium \$100,000

## Rural Community Halls

- 9 Community Halls totaling \$27,451

## Public Engagement

### Ratepayer Events

- Division 4 & 6 - May 31, 2023
- Division 5 - April 24, 2023
- Renewable Energy & Development - June 12, 2023
- Wimborne Ratepayer Evening - June 29, 2023
- Swalwell Ratepayer Evening - June 21, 2023

### Governance

As the governing body of Kneehill County, Council regularly updates bylaws and policies to ensure compliance with legislation and alignment with best practices.

### Bylaws

- Repealed over 371 bylaws
- Ratified 22 bylaws

### Policies

Council continues to review policies in a four-year cycle. In 2023 Council reviewed 11 policies and created 4 new policies which include:

- Urban invitation to RMA
- Fire Level of Service
- Rural Community Hall Capital Grant
- Rural Resident Connections Grant

## 2024 Direction and Priorities

- Continue to work regionally to enhance service delivery for residents
- Forward Strategic Plan Initiative
- Continue to adapt to cost pressures

# Strategic Plan 2022-2025

Council's 2022-2025 Strategic Plan was developed with the assistance of a facilitator, ensuring that discussions were inclusive, objectives were met, and the resulting plan reflected the collective vision of Council for the County. The process included:

## **Defining Objectives and Scope:**

- The purpose of the strategic planning process was clearly articulated.
- The scope of the plan was defined, outlining what it covered, and the specific outcomes expected.

## **Engaging Stakeholders:**

- Key stakeholders, including elected officials and municipal staff, were identified.
- Diverse representation was ensured to capture a broad range of perspectives.

## **Plan Development:**

- The strategic planning process was introduced.
- Goals, timelines, and expectations were clearly communicated.

## **SWOT Analysis:**

- A SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) was conducted to assess the then-current state of the municipality.
- This analysis was used to identify internal and external factors that informed the strategic plan.

## **Vision, Mission, and Values Development:**

- Discussions were facilitated to define a compelling vision for the municipality's future.
- A mission statement was developed to articulate the municipality's purpose and values.

## **Goal Setting:**

- Goals were collaboratively established.

## **Review and Finalization:**

- A thorough review of the draft plan was conducted with key stakeholders.
- Feedback was incorporated, and necessary adjustments were made for finalization.

## **Approval and Adoption:**

- The finalized plan was presented to Council for approval.

## **Actioning of the Plan:**

- Direct links between project and their alignment with strategic goals.
- Continued discussion with Council regarding strategic goals and implementation are ongoing.



# Strategic Plan 2022-2025

## Vision

At the intersection of history and opportunity, Kneehill County is a forward-looking community that celebrates its rural roots.

## Mission

A rural community that embraces its agricultural lifestyle and an economically diverse future.



### High Quality Infrastructure

Build and maintain infrastructure that meets the ongoing needs of the County's residents and businesses.



### Quality of Life

Maximize quality of life for people who choose to live in Kneehill County.



### Economic Resilience

Build a robust and adaptable economy.



### Effective Leadership

Provide effective, respectful and efficient leadership.

## Values

**Innovation:** We focus on the future by seeking out new and creative solutions, and support entrepreneurship in our community.

**Integrity:** We do what we say we will do.

**Resilience:** We help our community withstand challenges and adapt in the face of adversity.

**Openness:** We engage stakeholders, respect all opinions, and keep our community informed of the decisions we make.

**Tradition:** We uphold and promote the unique agricultural history of Kneehill County.



# Budget Guidelines

The Operating and Capital Budgets are one of the most significant policies approved by Council in any given year. The budget provides administration with authority to carry out initiatives and services approved by Council. Many factors are taken into consideration, and staff across all departments are involved in the process.

## Council Direction

During the 2024 Operating and Capital Budget process, administration drafted a set of budget guidelines which were adopted by Council at the May 30, 2023 Council meeting. The following sections outline the process and guidelines which were previously discussed, and adopted, by Council.

## Purpose of Budget Guidelines

Through the operating and capital budgets, Council decides on the County's priorities for the upcoming year(s) by setting aside funds for each program or service. The budget is a financial plan which provides guidelines and directives to staff for the allocation of resources and the provision of services and infrastructure. The budget also determines the total amount of taxes to be levied to residents and businesses of the community for the budget year. The operating budget is a key tool used to achieve the municipality's priorities. It allocates financial resources among departments as a means to implement business plans and achieve Council's strategic goals. It is also the financial tool to deliver services and programs to the community and implement changes in existing service levels.

Annually, the operating and capital budgets are prepared following a similar preparation, review, approval, and communication process. Public input is received at Committee meetings and ideas and comments are provided by residents from various forums. Underlying assumptions used to determine the operating and capital budgets and forecasts are reviewed, analyzed, and updated with the most current and relevant information available. The budget is then presented to the Committee of the Whole for review and deliberation. Following that, recommendations are presented to Council for final approval. Staff have prepared the 2024 budgets following the guidelines adopted by Council.

## Background and Analysis

The budget continues to follow a rigorous budgetary process that is focused on containing costs and implementing best practices with the goal of demonstrating leadership in financial management. The 2024 budget continues to build on these core values, prudent processes, and successful business practices.

## The guiding principles in the preparation of this budget may be summarized as follows:

- Advancement of Council's Strategic Plan
- Maintain existing service levels
- Improve customer service
- Keep tax rates competitive
- Incorporate a proactive infrastructure renewal plan
- Identify and incorporate efficiencies
- Ensure rates and fees for services are appropriate





# Further Mitigating Strategies



Accept/Reject  
Projects/Service Initiatives.



Tax Rate Change/  
Reserve Draws



Service Reduction/Deferral



Combination of Measures  
Including Total Tax Rate and Tax Ratio

## Efficiencies/Cost Savings

Throughout the 2024 budget process, staff critically evaluated department budgets and processes as a means to find savings, cost efficiencies and increased revenues.

User fees are established by the municipality in order to recover the costs of providing programs and services from the specific individuals using the programs and services. In order to mitigate property tax increases the County will be proactive in ensuring that the programs and services provided by the County reflect Council recommended cost recovery levels.

## Base Budget, New Initiatives and One-Time Project Presentation

The core 2024 Operating Budget was prepared on the premise that the County will deliver the same level and quality of services approved for in the 2023 Operating Budget. In addition to the base operating budget changes detailed, staff put forward proposed new initiatives and one-time projects for Council's consideration.

## Capital Budget

The 2024 Capital Budget was prepared using the most current approved capital forecast as a starting point. The capital budget includes projects related to the County's infrastructure renewal and replacement requirements. Administration aggressively seeks out and leverages provincial and federal funding opportunities.

## Asset Management Plan

Staff continue to work through the development and implementation of an asset management plan which will enable the County to make more informed, and educated, decisions related to investment in asset repairs, rehabilitation, and replacement. Once completed, this plan will ensure the County is compliant with the guidelines identified by the Government of Alberta in the "Guide for Municipal Asset Management Plans" and therefore, the County will be eligible to participate in future provincial and federal grant funding programs. This work will form the basis for developing policies and structuring future capital and operating budgets.

# Budget Process

The budget schedule outlines the process followed during the development of the Budget. Several layers of review are undertaken prior to Council deliberations on the proposed Operating and Capital Budgets. Council is consulted on various items which arise during the process, specifically items which are new initiatives or one-time projects.

Date	Task
<b>July 11 - August 11, 2023</b>	Budget managers work on their departmental budgets.
<b>August 11, 2023</b>	Operating Budget Summaries due.
<b>August 17, 2023</b>	Project Sheets due.
<b>August - October, 2023</b>	Consolidation of the budget by finance and discussions with management across the organization and development of the budget book.
<b>October 17, 2023</b>	Setting the Stage and Proposed Projects presentation to Council.
<b>November 14, 2023</b>	Presentation of the Core Operating Budget to Council.
<b>November 28, 2023</b>	Responses to Questions and Council discussions.
<b>December 12, 2023</b>	Budget adoption.
<b>Ongoing</b>	Monitoring of budget to actuals.

## Budget Amendments

Once Council adopts the budget, administration continues to monitor and respond to potential announcements from both the provincial and federal government levels which have the potential to impact planned revenues and expenditures. In addition, the County receives the assessment updates in early 2024; if unanticipated fluctuations arise, administration brings that information forward for Council discussion.

Administration recognizes that unforeseen events can develop during the year which require amendments to the adopted budget. Some small amendments can be accommodated through reallocations from one general ledger account to another. However, where additional funding is required, administration must bring forward to Council the request, including the proposed funding source, for approval. These initiatives are first vetted through the Finance Department.

# Executive Summary

## Budget Overview

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Licenses & Permits	(99,100)	(89,100)	10,000
Operating Grants	(463,302)	(506,647)	(43,345)
Other Revenue	(60,000)	(85,000)	(25,000)
Sale of Goods & Services	(1,461,350)	(1,713,974)	(252,624)
Sales to Other Governments	(131,753)	(132,370)	(617)
Rental Income	(140,404)	(140,700)	(296)
Penalties & Fines	(121,000)	(92,000)	29,000
Property Taxes	(24,474,002)	(25,696,347)	(1,222,345)
Special Taxes & Frontage	(339,749)	(293,587)	46,162
Return on Investments	(766,784)	(766,784)	-
Transfer from Reserves	(932,000)	(880,904)	51,096
Capital Equipment Plan Sales	(100,000)	(100,000)	-
<b>Total Revenues</b>	<b>(29,089,444)</b>	<b>(30,497,413)</b>	<b>(1,407,969)</b>
<b>Expenses</b>			
Contract and General Services	3,170,536	3,622,594	452,058
Materials, Goods, Supplies, & Utilities	3,835,936	4,509,479	673,543
Salaries, Wages & Benefits	10,239,050	10,516,141	277,091
Provision for Allowances	250,000	100,000	(150,000)
Purchases from Other Governments	749,498	746,220	(3,278)
Transfer to Other Governments	650,528	660,419	9,891
Transfer to Individuals & Organizations	288,900	310,450	21,550
Transfer to Local Boards & Agencies	120,852	120,852	-
Contributions to Reserves	8,352,144	8,832,158	480,014
Non TCA Operating Projects	732,000	364,100	(367,900)
Gravel (Inventory) Projects	700,000	715,000	15,000
<b>Total Expenses</b>	<b>29,089,444</b>	<b>30,497,413</b>	<b>1,407,969</b>
<b>Net</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Executive Summary

## Budget Overview

The following is a summary of Kneehill County's 2024 Core Operating and Capital Budgets. The purpose of this document is to provide an overview of these budgets to both Council and ratepayers about the planned operations of the County, and the services those plans will provide.



An explanation of each item and the fluctuations in budgeted revenues and expenditures are outlined in the following pages:

### Revenue Summary

**Licenses and Permits** includes development of safety code permits. The decrease relates to safety code permits.

**Operating Grants** includes provincial LFGG, and Agricultural Services grant funding. The increase relates to new agreements with the province which provide for additional grant funding for Agricultural Services.

**Other Revenue** represents water access agreements within Transportation, and miscellaneous revenues under Environmental Services. The increase relates to water access agreements.

**Sales of Goods and Services** includes revenues related to water lines, bulk water stations, tax notifications, dust control, oilfield inspections, snowplowing, fire inspection fees, subdivision fees, custom spraying, weed inspections, park fees, and campgrounds. The increase in this item represents additional revenues from dust control, water lines, bulk water stations, and campgrounds.

**Sales to Other Governments** includes management fees paid to the County, and service agreements with neighbouring municipalities. The increase relates to existing service contracts.

**Rental Income** represents income received from properties rented to external parties. The increase relates to existing contracts.

**Penalties and Fines** includes penalties and fines related to taxes, utility billings, and enforcement services. The decrease relates to decreased penalty revenue related to new programs for tax payment agreements and the tax penalty structure.

# Executive Summary

## Budget Overview

**Property Taxes** represents the total amount of taxes to be levied in the budget year. Council reviewed existing tax rates and adjusted taxation revenue; accordingly, these adjustments were made with the primary consideration being the impact on individual ratepayers.

**Special Taxes and Frontages** represents a special tax levy related to taxable parcels of land with water connections, and the Trochu recreation levy. The expiry of one levy has resulted in a decrease in this revenue.

**Return on Investment** includes budgeted investment returns. The decrease is in line with reserve strategies for long-term financial sustainability.

**Transfer from Reserves** in 2024 this includes a \$516,804 draw from reserves to balance the budget.

**Capital Equipment Plan Sales** revenues related to Capital Equipment Plan Sales are returned to the Capital Equipment Reserve with an offsetting contribution to reserves.

### Expense Summary

**Contract & General Services** includes items such as legal fees, engineering fees, software licensing, the assessment contract, training and development, audit fees, freight, equipment rental, contracted maintenance and repairs, insurance, recycling programming, garbage collection, alarm monitoring, public land mowing, and advertising. The increase relates to professional fees, contracted repairs and maintenance, and insurance, as well as increased service levels related to weed control.

**Materials, Good, Supplies, and Utilities** represents items such as fuel, utilities, printing and stationary, small tools, maintenance shop supplies, equipment repair parts, road maintenance supplies, water for resale, and weed control chemicals. The increase relates to road maintenance supplies, maintenance shop supplies, equipment repair parts, water for resale, utilities, and general supplies across various departments, as well as an increase to service levels related to weed control.

**Salaries, Wages and Benefits** includes all costs associated with all employees of the County, as well as remuneration of Council. The increase includes allocations for eligible merit increases and to maintain salaries at market levels as set by Council; as well as costs related to benefits and government contributions, including 2 new positions within the Transportation Department.

**Provision for Allowances** represents an allocation for the write-off of noncollectable taxes. This item was reduced based on trending of our tax collection ratio.

**Purchases from Other Governments** includes land title fees, solid waste collection, the operation of water lines, and a payment to the province for policing costs. The decrease relates to commission requisitions.

**Transfer to Other Governments** represents recreation payments to urban municipalities, and fire agreements with urban municipalities. The increase relates to existing contracts.

**Transfer to Individuals and Organizations** includes programming which supports rural community halls, youth sponsorships, community grants to non-profits, scholarship awards, and other various Council programs. The increase in this item relates to community grant programs.

**Transfer to Local Boards & Agencies** includes payments to FCSS and the Marigold Library System.

**Contributions to Reserves** represents reserve contributions to fund long-term infrastructure needs across the organization. The increase relates to contributions for capital equipment which reflects substantial price increases due to the current economic environment, and increased contributions to fund future gravel purchases.

**Non-TCA Operating Projects** represents one-time initiatives and varies year-to-year depending on Council approved projects. Further details can be found in the Operating Project section of this book.

**Gravel (Inventory) Projects** represents the annual gravel crushing costs to provide gravel for the road network. The variance relates to increased contract costs for this service.

# Multi-year Overview

Trends in the Operating Budget can be identified by comparing multiple years against each other. The schedule on the following page outlines 2022, 2023, and 2024 Budgets.

A few fluctuations to note include:

**Operating Grants** - relates to increases in provincial grant funding.

**Sales of Goods & Services** - primarily relates to water usage and rates, and dust control.

**Property Taxes** - increases required to continue to fund existing service levels while ensuring competitive tax rates.

**Special Taxes and Frontages** - decreases due to the expiration of existing frontage agreements.

**Return on Investments** - increased in 2023, and maintained levels in 2024, revenues over-and-above budget are intended to fund reserves.



**Contract & General Supplies** - the increase primarily relates to inflationary costs, and additional agricultural programming.

**Materials, Goods, Supplies, and Utilities** - the increase primarily relates to inflationary costs, and additional agricultural programming.

**Salaries, Wages, and Benefits** - a few additional staff have been added to support service levels and Council's Strategic Plan.

**Provision for Allowances** - significant improvement on tax collection rates have allowed for a reduction in this line item.

**Contributions to Reserves** - these increases reflect inflationary impacts on the maintenance of infrastructure and proactive planning for the future.



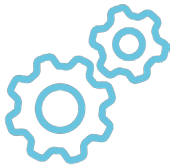
# Multi-year Overview

	2022 Budget	2023 Budget	2024 Budget
<b>Revenues</b>			
Licenses & Permits	(88,100)	(99,100)	(89,100)
Operating Grants	(314,861)	(463,302)	(506,647)
Other Revenue	(115,000)	(60,000)	(85,000)
Sale of Goods & Services	(1,387,750)	(1,461,350)	(1,713,974)
Sales to Other Governments	(145,478)	(131,753)	(132,370)
Rental Income	(145,846)	(140,404)	(140,700)
Penalties & Fines	(125,000)	(121,000)	(92,000)
Property Taxes	(24,011,496)	(24,474,002)	(25,696,347)
Special Taxes & Frontage	(331,374)	(339,749)	(293,587)
Return on Investments	(527,800)	(766,784)	(766,784)
Transfer from Reserves	(849,600)	(932,000)	(880,904)
Capital Equipment Plan Sales	(100,000)	(100,000)	(100,000)
<b>Total Revenues</b>	<b>(28,142,305)</b>	<b>(29,089,444)</b>	<b>(30,497,413)</b>
<b>Expenses</b>			
Contract and General Services	3,141,153	3,170,536	3,622,594
Materials, Goods, Supplies, & Utilities	3,768,410	3,835,936	4,509,479
Salaries, Wages & Benefits	9,700,295	10,239,050	10,516,141
Provision for Allowances	1,000,000	250,000	100,000
Purchases from Other Governments	580,064	749,498	746,220
Transfer to Other Governments	637,364	650,528	660,419
Transfer to Individuals & Organizations	309,104	288,900	310,450
Transfer to Local Boards & Agencies	120,852	120,852	120,852
Contributions to Reserves	7,335,463	8,352,144	8,832,158
Non TCA Operating Projects	557,800	732,000	364,100
Gravel (Inventory) Projects	991,800	700,000	715,000
<b>Total Expenses</b>	<b>28,142,305</b>	<b>29,089,444</b>	<b>30,497,413</b>
<b>Net</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Fund Structure

Kneehill County has three different fund categories for the purposes of financial reporting. These include Operating, Capital, and Reserves. Each fund has specific intended uses, and the annual audit reviews for compliance with the intended use of each fund.

Funds are budgeted using the modified accrual approach, which combines full accrual accounting with cash accounting. This means that most revenues are recognized as they become available and measurable, and most expenses are recognized when the obligations or liability is incurred.



## **Operating Fund**

The Operating Fund accounts for the majority of County programs and services. Most of these funds are raised through municipal property taxes. The Operating Fund also incorporates provisions for reserve contributions to support capital projects and may include draws from reserves to fund operational initiatives, specifically one-time projects.



## **Capital Fund**

The Capital Fund accounts for the financing for all tangible capital asset purchases, as well as the cost of constructing municipal infrastructure including capital equipment purchases, roads, bridges, buildings, water and wastewater infrastructure, parks and recreation, and emergency communications towers.



## **Reserve Fund**

The Reserve Fund represents funds which have been set aside to finance future expenditures, provide stability to tax rates, and to fund unanticipated items as they arise.



# Fund Summary

<b>Consolidated Fund Balance Summary for 2024</b>			
	<b>Operating Fund</b>	<b>Capital Fund</b>	<b>Reserve Fund</b>
<b>Opening Balance</b>	-	-	57,211,878
<b>Revenues</b>			
Taxes	25,696,347	-	-
Sales and User Charges	1,713,974	-	-
Government Grants	506,647	-	-
Other Revenues	1,699,541	-	-
Transfers from Reserve Fund	880,904	4,260,272	-
Transfers from Operating Fund	-	-	8,832,158
<i>Total Revenues</i>	30,497,413	4,260,272	8,832,158
<b>Expenses</b>			
Contracted and General Services	3,622,594	-	-
Materials, Goods, and Utilities	4,509,479	-	-
Salaries, Wages, and Benefits	10,516,141	-	-
Gravel Projects	715,000	-	-
Other Expenses	1,937,941	-	-
Transfers to Reserves	8,832,158	-	-
Operating Projects	364,100	-	-
Transfers to Operating Fund	-	-	880,904
Transfers to Capital Fund	-	-	4,260,272
Capital Projects	-	4,260,272	-
<i>Total Expenses</i>	30,497,413	4,260,272	5,141,176
<b>Ending Balance</b>	-	-	60,902,860

# Operating Project Overview

This section highlights the items included within the Operating Budget under the line Operating Projects. A summary of each project can be found in the specific section of this book.

2024 Operating Projects			
Lead Department	Project Name	2024 Cost	Funding Source
Ag Services, Parks, and Cemeteries	Growing Kneehill Event	66,000	Parks Reserve and Ticket Sales
Environmental Services	Hamlet Infrastructure Master Plan - Torrington	105,600	Water Reserve
Environmental Services	Concrete Crushing	55,000	Contingency Reserve
Environmental Services	WaterCAD Implementation Costs	5,500	Water Reserve
Facilities	PSD Maintenance Manager Enhancements	22,000	Buildings Capital Replacement
Transportation	Pavement Condition Assessment Report	110,000	Roads Reserve

# 2024 Capital Projects

The Capital Budget provides funding for the continued maintenance of infrastructure in the County. These initiatives have long-term benefits to the County and are considered outside of the day-to-day Operating Budget.

Projects put forth ensure critical infrastructure is maintained. Details of projects and their funding sources can be found in the Capital Budget section of this book.

Project Name	Type	2024 Cost	Future Capital Costs	Funding Source
Rural Road Construction	Maintenance of Existing Asset	\$22,000	\$3,740,000	Roads Reserve
BF 13477 (SW 18-33-23-W4)	Maintenance of Existing Asset	\$550,000	-	Roads Reserve
Major Bridge Maintenance	Maintenance of Existing Asset	\$220,000	-	Roads Reserve
Administration & FCSS Parking Lot Design, Assessment, & Repair	Maintenance of Existing Asset	\$22,000	\$330,000	Buildings Reserve
Administration Protective Services Office Renovation	Maintenance of Existing Asset	\$49,500	-	Buildings Reserve
Public Works Renovations	Maintenance of Existing Asset	\$82,500	-	Buildings Reserve & CCBF Grant
Three Hills Transfer Station Improvements	Maintenance of Existing Asset	\$44,000	-	CCBF Grant
Event/Market Space Development	New Asset	\$38,500	-	Parks Reserve
Horseshoe Canyon Shade Structure	New Asset	\$13,900	-	Parks Reserve
Horseshoe Canyon Interpretive Center/Washroom	New Asset	\$110,000	\$3,080,000	Revenue Stabilization Reserve
Swalwell Site Fencing	New Asset	\$44,000	-	Water Reserve
Fencing of Wimborne & Linden Towers	New Asset	\$44,000	-	Buildings Capital Replacement
Burn Structure Addition	New Asset	\$55,000	-	CCBF Grant

# 2024 Capital Projects

Project Name	Type	2024 Cost	Future Capital Costs	Funding Source
Light Duty Pickup	Replacement of Existing Asset	\$82,965	-	CEP Reserve
Light Duty Pickup	Replacement of Existing Asset	\$82,965	-	CEP Reserve
Sub-compact Utility Tractor	Replacement of Existing Asset	\$38,500	-	CEP Reserve
Front Mount Mower, AWD	Replacement of Existing Asset	\$59,797	-	CEP Reserve
Informational Sign Replacement	Replacement of Existing Asset	\$9,900	-	Parks Reserve
Playground Replacement	Replacement of Existing Asset	\$33,000	\$132,000	Community Fundraising/ Parks Reserve
Zero-turn Mower	Replacement of Existing Asset	\$57,698		CEP Reserve
IT Capital Plan Purchases	Replacement of Existing Asset	\$63,800		IT Reserve
Council Room Video Wall	Replacement of Existing Asset	\$44,000		IT Reserve
Acme Tender Replacement	Replacement of Existing Asset	\$715,000	\$10,000	CEP Reserve
Calcium Applicator/Water Truck	Replacement of Existing Asset	\$330,000	-	CEP Reserve
End Dump Gravel Trailer	Replacement of Existing Asset	\$110,200		CEP Reserve
Heavy Duty 1-ton Pickup	Replacement of Existing Asset	\$135,750	-	CEP Reserve
Heavy Duty 3/4-ton Pickup	Replacement of Existing Asset	\$82,965		CEP Reserve
Heavy Duty 3/4-ton Pickup	Replacement of Existing Asset	\$82,965		CEP Reserve
Heavy Duty 3/4-ton Pickup	Replacement of Existing Asset	\$82,965		CEP Reserve
Heavy Duty Pickup	Replacement of Existing Asset	\$82,965		CEP Reserve
Pup Trailer Gravel Dump Trailer	Replacement of Existing Asset	\$87,500	-	CEP Reserve
Rough Terrain Fork Lift	Replacement of Existing Asset	\$197,800		CEP Reserve
Tracked Dozer D5	Replacement of Existing Asset	\$640,137		CEP Reserve
BF 70576 (SW 25-32-25-W4)	Replacement of Existing Asset	\$847,000	\$55,000	Road Reserve
BF 70988 (NW 15-28-24-W4)	Replacement of Existing Asset	\$66,000	\$440,000	Road Reserve
BF 72256 (SW 1-32-25-W4)	Replacement of Existing Asset	\$715,000	\$55,000	Road Reserve
<b>Totals</b>		<b>\$5,944,272</b>	<b>\$7,842,000</b>	

# Comprehensive Financial and Accounting Policies

## Summary of Financial Policies

The County has an extensive array of principles, practices, and policies, which govern the financial administration of the County. The general financial objectives can be summarized as follows:

**Financial Viability** - To maintain a financially viable County that can provide high quality services for current and future ratepayers.

**Financial Management** - To enhance the fiscal position of the County through sound financial management, both short-term and long-term.

**Financial Flexibility** - To maintain financial flexibility to anticipate and meet changing economic conditions.

**Legislative Compliance** - The County follows the legislative financial requirements of the Municipal Government Act and Regulations. In addition, the County meets or exceeds all policy statements of the Public Sector Accounting Board, which is governed by the Canadian Institute of Chartered Accountants. The following provides an overview of the specific financial policies, controls, and planning framework of the County. The County's fiscal period is January 1 to December 31.



**Operating Budget Control Policies** - The County has policies in place to allow departments sufficient latitude to effectively manage programs and service delivery for which they are accountable. These policies establish financial accountability and spending authorities for budget allocations. The general accountabilities and allowable adjustments are as follows:

- Departmental services approved by Council are carried out within the department's net expenditure approvals, and deviations from this policy are reported to and reviewed by the CAO or Council.
- Department Directors and staff with budget approvals are accountable to the CAO and Council for their spending, revenue generation, and service delivery performance, against budget approvals. The Director of Corporate Services is to ensure that these variances are detailed in the reports to Council, which are provided quarterly.
- Revenues that are received beyond the level provided for in the budget shall not be spent or committed without Council approval. At year-end, such remaining revenues become part of the County's surplus unless specific approvals are sought to move monies into reserves.
- Reallocations between expenditure classifications (excluding salaries and benefits) that do not affect the net operating budget of a specific program may be requested from Council.
- The transfer of approved budgets require the recommendation of the Director and concurrence of the CAO, prior to Council approval.
- All events (i.e., unforeseen grants, etc.) after the original adoption of the budget will be reported as a variance against budget.

# Comprehensive Financial and Accounting Policies

## Capital Budget Control Process

The following points highlight the Capital Budget control process:

- **Council**, in adopting the Capital Budget, has determined the funds required for each capital project listed in the Capital Budget. The Director of Corporate Services certifies that funding for the capital projects in the Capital Budget are within the County's financial debt limit allowable by the Province of Alberta.

All Capital Budgets and departmental reports to Council seeking authority for the release of funds and commencement of the capital project or amendments to the capital program must first be reviewed by the Director of Corporate Services to ensure accuracy, financing sources and financial impact. They are then reviewed by the CAO before being submitted to Council for approval.

- **The Director of Corporate Services**, as part of the annual Capital Budget submission, reviews all prior years' Capital Budget approvals. This review forms part of the annual Capital Budget process.
- **The CAO** is to ensure that the Director of Corporate Services reports at least quarterly to Council on all approved capital projects.

## Financial Planning Policies and Principles

The financial plan, which covers both the Operating and Capital Budgets for all funds, encompasses the following principles:

- **Balanced Budget** - The County is required under the Municipal Government Act to not plan for a deficit. To achieve this, the budget is prepared on a financially viable basis and is monitored and controlled to enhance the final year-end results to achieve a balanced budget. As such, all budgeted revenues must equal budgeted expenditures.
- **Long Range Perspective** - All budgets are prepared with a long-term perspective to ensure affordability and equity to the ratepayers. As such, all programs and projects within the Operating and Capital Budgets must be realistic.
- **User Pay** - The County has a practice to ensure that services identifiable to specific users are charged to them (either through user charges or specific area rates) to the extent approved by Council.
- **Proactive Asset Management** - The infrastructure of the County is reviewed on an ongoing basis to assess its condition. Proactive maintenance and rehabilitation programs are then programmed into the budget process.
- **Reserves and Reserve Funds** - Shall be utilized by the County to assist in financial planning.
- **Specific Revenues** - The establishment of specific revenues to provide for tax rate stabilization, the replacement of infrastructure, facilities, future capital projects, and to manage the debt financing needs of the County.

# Comprehensive Financial and Accounting Policies

## Purchasing Practices and Principles

- To ensure the most cost-effective and cost-efficient methods are used to purchase goods and services for the County in the manner approved by Council.
- The County's purchasing decisions are made without favour or bias, provide equal opportunity for qualified suppliers to bid on business, and set a high standard of financial stewardship.
- All purchases for the County must be governed by the financial limits and procurement methods established under the County's Purchasing and Procurement Policy.

## Cash Management

The County makes every reasonable effort to control the County's cash needs, with a goal of maintaining adequate working capital, maximizing investment opportunities, internal borrowing, and debt repayment acceleration. The reduction of service charges and other financing costs is also a goal of cash management.

## Internal Borrowing

Where beneficial and practical, the County will maximize the benefit of internal borrowing. The rate charged and credit on borrowed funds is determined by Council through recommendations by administration. Current borrowing and investment rates would be included in the recommendation to Council.

## Revenue and Expenditure Policies and Procedures

- **Revenue Diversification** - The County undertakes various reviews to ensure the non-tax base for the County is maximized. In terms of rates and fees, Council is informed periodically during the budget process, or throughout the year, of the current cost recovery levels and adjustments are made based on policy. These adjustments are consolidated within the County's Master Rates Bylaw.
- **Use of One-Time Revenue** - These are not used to fund the base budget or ongoing program costs. In some cases, they may be utilized to fund the start-up cost of a program; however, they are generally earmarked for one-time expenditures and utilized to supplement the available capital program funding.
- **Expenditures** - In addition to the expenditure controls detailed above under the Operating and Capital Budget control processes, monthly reports are prepared for management to monitor actual to planned results.

## Debt Management

Council reviews the debt level and capital forecasts as part of the Capital Budget review process. It is the goal of Council to ensure debt is fiscally managed and is significantly below the allowable provincial government authorized level. Section 276(2) of the Municipal Government Act required that the debt limit be detailed in the annual financial statements. The debt limit is calculated at 1.5 times sole source revenue of the County and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs.

## The practices and action of Council ensure:

- A strong financial position is maintained.
- Planning and budgeting of future capital projects.
- Debts are manageable from both a tax rate and user rate viewpoint.
- Debt service burden shall be significantly below the allowable provincial limit.

# Comprehensive Financial and Accounting Policies

## Investment Policy

This policy applies to the investment of all funds of the County. It is the goal of the County to seek the highest investment return with the maximum security, while meeting the cash needs of the County. Staff must operate within the boundaries of applicable legislation such as the Municipal Government Act Section 250.

## Tangible Capital Assets

The County complies with the Tangible Capital Asset requirements of the Public Sector Accounting Board. The annual financial statements are prepared to reflect historical cost and amortization. The County is in full compliance with the requirements to integrate these impacts into the financial statements.

## Basis of Accounting

The County prepares its financial information in accordance with the Generally Accepted Accounting Principles for Local Governments as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants and in accordance with the Municipal Government Act. The County's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing the County's budget.

## Municipal Funds

The County's resources and operations are separated into various funds for internal reporting purposes. They are separated to comply with legal, financial, and governance requirements. In municipal financial operations, monies raised or supplied for one purpose cannot be used for any other purpose. Legal restrictions and contractual agreements prevent it from being used or diverted to any other use. The County's external auditors audit the financial statements of the County annually.

Although all accounting transactions are segregated, the County prepares Consolidated Financial Statements in accordance with requirements of the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The following funds are used for budgeting and management report:

## General Fund

This fund includes all municipal programs and services not accounted for in any other fund. This is the largest of the funds and the cost of the activities is recovered through municipal property taxes, user fees and other revenue sources. The General Fund also includes a provision for contributions to Reserves and Reserve Funds. For example, in an election year, election expenditures are financed by a transfer from the Election Reserve; conversely in non-election years, contributions are made to the Election Reserve.

## Capital Fund

The Capital Fund includes all expenditures and financing sources to acquire or contract County infrastructure such as roads, buildings, vehicles, fire apparatus, other fleet equipment, the computer information network, and parks improvement. The balance in the Capital Fund as of January 1 represents unexpended capital funding.

## Reserve Fund

A reserve is an appropriation from net revenue at the discretion of Council. The County does not apply interest earned to the specific reserves; it is reported as General Fund earnings. A reserve fund is an allocation of accumulated net revenue. A reserve fund differs from a reserve in that the reserve fund assets are segregated and restricted to meet the purpose of the reserve fund.

## There are two types of reserve funds:

Obligatory Reserve Funds and Discretionary Reserve Funds. Obligatory Reserve Funds are created whenever statute requires it. Discretionary Reserve Funds are established by Council to finance a future expenditure or classification of infrastructure.



# Long-Term Financial Plan

## Current Requirements - Municipal Government Act

**Section 283** of the Municipal Government Act requires the preparation of both an Operating and Capital Forecast for the County.

**The Operating Forecast** must include the current fiscal period and at a minimum be forecasted out for three (3) years. It should reflect the anticipated financial operations (both revenues and expenditures) over the period.

**The Capital Forecast** must include the current fiscal period and at a minimum be forecasted out five (5) years. Both the Operating and Capital Forecasts must be reviewed and updated by Council on an annual basis.

These plans and forecasts are not required under the provincial regulations to be fully funded when Council reviews them annually. The Operating Forecast could be presented in either a surplus or deficit position. Similarly, the Capital Forecast can reflect an unfinanced position.

## Best Practice - Future State

The development of a Long-Term Financial Plan (LTFP) is acknowledged and identified as a key project for administration. The need for a LTFP became increasingly apparent due to numerous factors including reduced fiscal flexibility, increased cost pressures, loss of assessment due to the provincial assessment model, potential of declining reserve levels, and decreased federal/provincial capital funding.

The ongoing financial challenges of the past and future define the financial framework which the County must work with for continued success in the future. The LTFP is intended as a road map only. Future Councils and administrations will be able to refine this road map over time. Each year the LTFP is used to influence the Operating and Capital Budget guidelines and inputs into the annual budget process.

## Intent

These forecasts are not budgets, and do not provide administration with the authority to spend the forecasted funds. However, they are intended to provide Council with a forward-looking view of the upcoming financial challenges and opportunities facing the municipality.



# Long-Term Financial Plan

## 2025 - 2027 Operating Forecast

The Operating Forecast provides a forward-looking view of upcoming financial considerations which will be addressed in future budget deliberations. The forecast represents the anticipated revenues and expenditures associated with providing the same levels of service as have been included in the 2024 Operating Budget.

Based on existing service levels, there are forecasted deficits in each of the next three (3) years. The MGA allows forecasts to present a deficit, but these deficits must be addressed during the budget process, as the MGA requires municipalities to adopt balanced budgets. Council will have several options to guide administration to close the forecasted deficits including tax rate increases, service level adjustments, and new revenue sources in the form of user fees.

Over the next three years there is a cumulative forecasted shortfall of approximately \$2.6 million on the Operating Forecast. If no mitigating measures are undertaken the required tax rate adjustment would be approximately 8.4% over fiscal 2025 to 2027 (3 budget years).



# Long-Term Financial Plan

## Revenue Fluctuations

Significant fluctuations noted in the forecast include:

Category	Variance	Description
Sales of Goods & Services	6.1%	Increases in bulk water and water distribution system revenues, as well as in dust control, and oilfield inspections.
Sales to Other Governments	35.2%	Primarily relates to agreements with urban municipalities for the provision of enforcement services.
Special Taxes and Frontages	-79.4%	Relates to the expiration of water frontage agreements related to original water system implementation.

## Expenditure Fluctuations

Significant fluctuations noted in the forecast include:

Category	Variance	Description
Contract & General Services	2.5%	Includes increases for expenditures such as: insurance, major maintenance, IT contracts, and advertising and PR.
Materials, Goods, Supplies, & Utilities	11.5%	Includes increases for expenditures such as: fuel, equipment repair parts, water for resale, road maintenance supplies, and utilities.
Salaries, Wages, & Benefits	10.7%	A flat percentage increase has been applied annually to this item based on the average increase over the past four budget cycles. This represents an anticipation that this item will increase, however detailed analysis of salaries will be presented within each annual budget cycle.
Contributions to Reserves	8.2%	Represents additional reserve contributions to fund infrastructure.

# Long-Term Financial Plan

	2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast
<b>Revenues</b>				
Licenses and Permits	(89,100)	(89,100)	(89,100)	(89,100)
Operating Grants	(506,647)	(506,647)	(506,647)	(506,647)
Other Revenue	(85,000)	(85,000)	(85,000)	(85,000)
Sale of Goods and Services	(1,713,974)	(1,747,312)	(1,782,179)	(1,818,551)
Sales to Other Governments	(132,370)	(178,000)	(178,500)	(179,000)
Rental Income	(140,700)	(141,000)	(141,500)	(142,000)
Penalties and Fines	(92,000)	(92,000)	(93,000)	(93,000)
Property Taxes	(25,696,347)	(25,696,346)	(25,696,346)	(25,696,346)
Special Taxes and Frontage	(293,587)	(245,059)	(164,644)	(60,314)
Return on Investments	(766,784)	(766,784)	(766,784)	(766,784)
Transfer from Reserves	(880,904)	(880,904)	(880,904)	(880,904)
Capital Equipment Plan Sales	(100,000)	(100,000)	(100,000)	(100,000)
<b>Total Revenues</b>	<b>(30,497,413)</b>	<b>(30,528,152)</b>	<b>(30,484,604)</b>	<b>(30,417,646)</b>
<b>Expenses</b>				
Contract and General Services	3,622,594	3,647,787	3,690,407	3,711,752
Materials, Goods, Supplies, and Utilities	4,509,479	4,684,461	4,847,145	5,025,663
Salaries, Wages and Benefits	10,516,141	10,879,240	11,254,974	11,643,784
Provision for Allowances	100,000	100,000	100,000	100,000
Purchases from Other Governments	746,220	767,042	767,042	767,042
Transfer to Other Governments	660,419	665,386	670,386	675,386
Transfer to Individuals and Organizations	310,450	305,450	305,450	305,450
Transfer to Local Boards and Agencies	120,852	120,852	120,852	120,852
Contributions to Reserves	8,832,158	9,413,532	9,495,512	9,554,577
Non TCA Operating Projects	364,100	364,100	364,100	364,100
Gravel (Inventory) Projects	715,000	715,000	715,000	715,000
<b>Total Expenses</b>	<b>30,497,413</b>	<b>31,662,850</b>	<b>32,330,868</b>	<b>32,983,606</b>
<b>Net</b>	<b>-</b>	<b>1,134,698</b>	<b>1,846,264</b>	<b>2,565,960</b>

# Long-Term Financial Plan

## 2025-2029 Capital Forecast

This section represents forecasted items that may be considered by Council in future budget cycles. There are five categories of projects represented on this appendix:

Replacement of Existing Assets which represents the replacement of assets which have reached the end of their useful life and are required to maintain existing service levels.

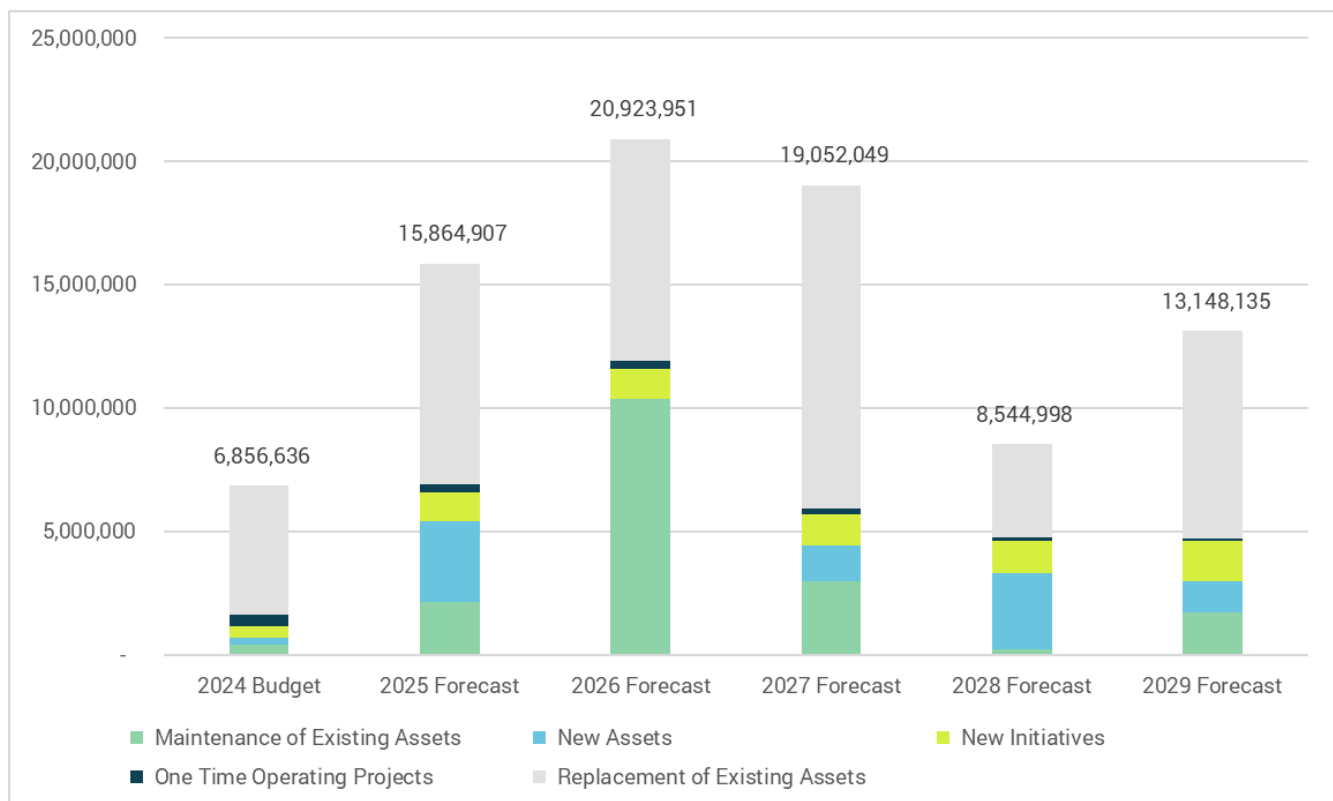
Maintenance of Existing Assets which represents maintenance of assets which are required to maintain existing service levels but are not, or will not be, performing as required.

New Assets represent new assets which do not currently exist within the County's asset base but will be requested to maintain service levels.

One Time Operating Projects represent items which are not capital in nature, but either ensure administration is able to maintain existing service levels and/or facilitate and progress Council's strategic plan.

New Initiatives which represent new programming which, if approved, would be included in the core operating budget in future years. This includes new staffing requests, as well as changes to service levels or financial strategies.

Total forecasted projects are as summarized:



# Community Profile

## About Kneehill County

Situated in the heart of central Alberta, Kneehill County is a progressive rural municipality comprised of approximately 814,653 acres of land and a population of 4,992<sup>W</sup> residents.

Within the Kneehill County landscape lies the Towns of Three Hills and Trochu, Villages of Acme, Carbon, and Linden, and the Hamlets of Huxley, Swalwell, Torrington, and Wimborne. The residential neighbourhoods of Hesketh and Sunnyslope round out the remainder of the region. The trade area consists of over 11,000 people with Three Hills providing the primary service centre.

Kneehill County's central locality provides residents and businesses with convenient access to larger centers while still maintaining the rural quality of life that makes country living so attractive.

## Estimated driving distances from Three Hills (located centrally in the County) are as follows:

- 132 km** to Calgary
- 69 km** to Olds
- 101 km** to Red Deer
- 106 km** to Stettler
- 63 km** to Drumheller
- 87 km** to Strathmore

Primary access to the region is provided via the Highway 21 and Highway 27 corridors, CN Rail, and the Three Hills Municipal Airport. Calgary, Red Deer, Stettler, Strathmore, and Drumheller can all be accessed within an hour's drive of the County. In recent years, the region has seen an influx of individuals and families leaving the hustle and bustle of the city to call the County and its surrounding municipalities home.

## Local Industry

Today, agriculture remains the backbone of the local economy. Located at the centre of a high-volume grain and beef production area, the region is ideally situated to grow its footprint in agricultural product processing. Based on the raw materials produced in the region, sophisticated food or plant processing operations, including growing niche categories of specialized food, products, composites, or medicines/supplements have been identified as a strong growth indicator.

Oilfield and manufacturing remain steady in the region and have developed clusters around the primary urban centers.



# Community Profile

## Tourism & Recreation

Kneehill County borders the Tyrrell Museum in Drumheller and Rosebud Theatre in Wheatland County, which both play a large part in the tourism of the region. The ongoing development of Horseshoe Canyon has cemented Kneehill County's reputation as a tourism destination, bringing visitors from all over southern Alberta to enjoy the breathtaking landscapes, hiking, and eco-experience.

Tourist highlights include:

- Keiver's Lake Campground
- Dry Island Buffalo Jump
- Horseshoe Canyon
- Orkney Viewpoint
- Kirk's Alpaca Farm
- Good Knights Medieval Encampment
- Bleriot Ferry
- Torrington Gopher Hole Museum

The Towns and Villages in the area provide many recreational opportunities, including indoor and outdoor swimming pools, indoor and outdoor skating rinks, walking and biking trails, ball diamonds, campgrounds, curling rinks, parks, and playgrounds.

Golf courses in the area include Three Hills, Trochu, and Acme.

There are several annual events and other attractions in the area, including:

- Three Hills' popular Cruise Weekend and Drag Races
- Linden's Agricultural Show and Sports Day
- Carbon's Sports Day and Octoberfest
- Trochu's "World's Largest Golf Tee"
- Acme's Sports Day
- Community parades and celebrations





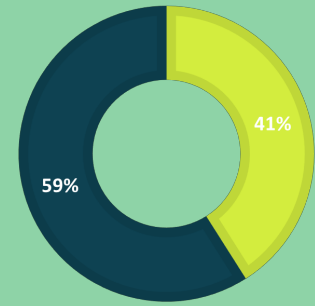
Median Household  
Income  
**\$91,000**



**Population**  
**4,992**

**WORKER CLASSES**

■ Self Employed ■ Employees



**2023  
Development Stats**

Building Permits Issued: 43  
Building Permits  
Construction Value:  
**\$15,455,857**  
Development Permits  
Issued: 69  
Development Permit Value:  
**\$19,655,935**

**Land Parcels**

Farmland: 5,737  
Non-residential: 431  
Improved Residential: 1,857

Median  
Age **42**

**2023 Key Infrastructure  
Investments:**

\$2.8 million for  
scheduled Capital Equipment  
replacements necessary to  
maintain roads, water systems,  
protective services, and parks.

\$2.4 million for road  
network projects including the  
replacement and maintenance  
of bridges, and rural road  
reconstructions.

\$620,000 for  
maintenance and upgrades to  
various County owned facilities  
and park sites.

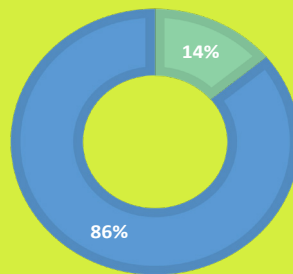
\$364,100 in one-time  
projects to support operations,  
including progression in asset  
management, and asset  
condition assessments.



**200+  
Businesses**

**TOTAL HOUSEHOLDS**

■ Rented ■ Owned

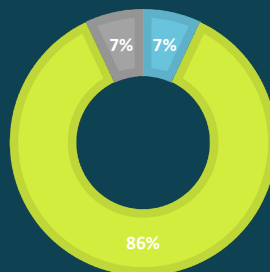


**Top Industries Based on  
Employment:**

1. Agriculture
2. Health Care & Social Assistance
3. Construction
4. Retail Trade
5. Transportation
6. Oil & Gas Extraction

**PROPERTY TAX ASSESSMENT**

■ Residential ■ Non-Residential ■ Farmland



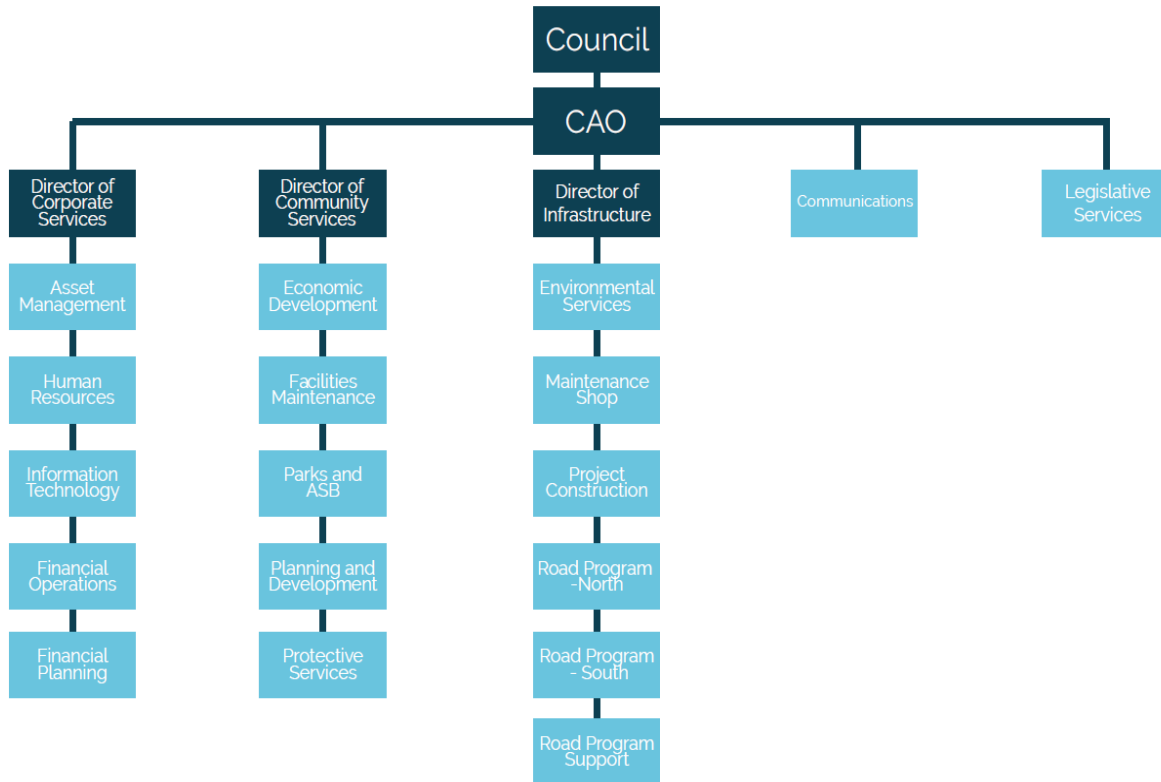


A photograph of a Kneehill County sign in a field, overlaid with a green tint. The sign features the county's logo and the text 'Kneehill COUNTY' and 'Badlands Photography'.

# Departmental Summaries

Significant Achievements  
Department Objectives  
Performance Metrics  
Operating Budget

# Organizational Chart and Staffing Summary



	2022	2023	2024	Change
CAO and Resource Support	4	4	4	-
Infrastructure	40	42.5	44.5	2
Community Services	18	18.5	18.5	-
Corporate Services	14	15	15	-
<b>Total Permanent Staff</b>	<b>76</b>	<b>80</b>	<b>82</b>	<b>2</b>
Seasonal Staff	23	22	19	-3

Specific numbers of employees under each major segment of the organization are listed in the table above.

From 2022 to 2023 the total employees budgeted to be employed by the County increased by four, as a result of the addition of an Asset Manager under Corporate Services, and a role to be shared between Transportation and Agricultural Services. The remaining two is recognition of positions that were vacant within Infrastructure in 2022 and have since been occupied.

In 2024 the total employees budgeted to be employed by the County increased by two, as a result of the addition of two positions within the Transportation Department. Seasonal staff were reduced by three within the Transportation Department, partially due to historical trending in the availability of seasonal hires, and partially in recognition of the addition of new full time positions.

# Operating Budget by Department

This table reflects the Operating Budget segmented by departments, whereas the Executive Summary outlines the Operating Budget by function. Detailed Departmental Budgets by function can be found in the corresponding section of this book.

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Council	-	-	-
Corporate Items	(26,459,500)	(27,618,649)	(1,159,149)
Office of CAO	-	-	-
Corporate Services	(200,000)	-	200,000
Transportation	(313,500)	(455,000)	(141,500)
Environmental	(1,567,885)	(1,787,547)	(219,662)
Facilities	-	(22,000)	(22,000)
Economic Development	(10,000)	-	10,000
Enforcement	(39,000)	(39,000)	-
Fire	(85,757)	(61,670)	24,087
Disaster	-	-	-
Planning	(118,700)	(104,100)	14,600
ASB	(185,402)	(294,747)	(109,345)
Parks	(101,900)	(106,900)	(5,000)
Cemetery	(7,800)	(7,800)	-
<b>Total Revenues</b>	<b>(29,089,444)</b>	<b>(30,497,413)</b>	<b>(1,407,969)</b>
<b>Expenses</b>			
Council	1,152,702	1,185,031	32,329
Corporate Items	6,465,679	5,980,890	(484,789)
Office of CAO	741,545	773,136	31,591
Corporate Services	2,541,044	2,403,688	(137,356)
Transportation	9,307,570	10,653,213	1,345,643
Environmental	3,214,733	3,288,141	73,408
Facilities	396,874	441,819	44,945
Economic Development	245,423	235,765	(9,658)
Enforcement	1,257,449	1,261,815	4,366
Fire	1,473,534	1,499,587	26,053
Disaster	31,824	40,228	8,404
Planning	572,378	618,885	46,507
ASB	848,801	1,232,928	384,127
Parks	770,297	813,492	43,195
Cemetery	69,591	68,795	(796)
<b>Total Expenses</b>	<b>29,089,444</b>	<b>30,497,413</b>	<b>1,407,969</b>
<b>Net</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Council

## Council

# Operating Budget

	2023 Budget	2024 Budget	Variance
<b>Expenses</b>			
Contract & General Services	191,100	196,300	5,200
Materials, Goods, Supplies, & Utilities	7,200	7,200	-
Salaries, Wages & Benefits	388,842	402,359	13,517
Transfer to Other Governments	288,060	289,122	1,062
Transfer to Individuals & Organizations	262,400	274,950	12,550
Contributions to Reserves	15,100	15,100	-
<b>Total Expenses</b>	<b>1,152,702</b>	<b>1,185,031</b>	<b>32,329</b>
<b>Net</b>	<b>1,152,702</b>	<b>1,185,031</b>	<b>32,329</b>

The Council segment of the budget provides for the direct costs of operating Council and a variety of committees, as well as specific Council programs. Council is responsible for setting direction, establishing organizational priorities, approving policies, and allocating resources through the annual budget approval process.

### Expenses

**Contract and General Supplies** this item includes costs relating to Council training and development, memberships, IT related software licensing costs, as well as professional contracts which supports Council. The increase relates to training and development.

**Materials, Goods, Supplies, & Utilities** includes office materials and other items required to support Council.

**Salaries, Wages, and Benefits** includes core Council salaries, per diems, benefits, and all government contributions related to Council.

**Transfer to Other Governments** this item represents recreation payments to urban municipalities. The increase relates to contracted payment amounts.

**Transfer to Individuals & Organizations** includes Council programming which supports rural community halls, youth sponsorships, community grants to non-profits, scholarship awards, and other various Council programs. The increase in this item relates to community grant programs.

**Contributions to Reserves** represents a contribution to the IT Reserve to fund IT equipment related to Councillors and Council Chambers.



# Corporate Items

## Corporate Items

# Operating Budget

The Corporate Items section of the Operating Budget is comprised of several elements which have not been identified within specific departments. Expenditures and revenues in this classification generally pertain to the municipal operations as a whole or the benefits are shared across the entire County. Additional details are provided below.

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Operating Grants	(290,400)	(290,400)	-
Sale of Goods & Services	(25,050)	(24,050)	1,000
Rental Income	(90,000)	(90,000)	-
Penalties & Fines	(105,000)	(76,000)	29,000
Property Taxes	(24,474,002)	(25,696,347)	(1,222,345)
Special Taxes & Frontage	(58,264)	(58,264)	-
Return on Investments	(766,784)	(766,784)	-
Transfer from Reserves	(550,000)	(516,804)	33,196
Capital Equipment Plan Sales	(100,000)	(100,000)	-
<b>Total Revenues</b>	<b>(26,459,500)</b>	<b>(27,618,649)</b>	<b>(1,159,149)</b>
<b>Expenses</b>			
Contract & General Services	284,563	281,995	(2,568)
Materials, Goods, Supplies, & Utilities	14,200	30,479	16,279
Provision for Allowances	250,000	100,000	(150,000)
Transfer to Other Governments	108,264	108,264	-
Transfer to Local Boards & Agencies	120,852	120,852	-
Contributions to Reserves	5,337,800	5,339,300	1,500
Non TCA Operating Projects	350,000	-	(350,000)
<b>Total Expenses</b>	<b>6,465,679</b>	<b>5,980,890</b>	<b>(484,789)</b>
<b>Net</b>	<b>(19,993,821)</b>	<b>(21,637,759)</b>	<b>(1,643,938)</b>

## Corporate Items

# Operating Budget

### Revenues

**Operating Grants** represents provincial LGFF funding.

**Sale of Goods & Services** relates to tax searches and certificates and tax notification fees. The decrease relates to searches and certificates in line with historical actuals.

**Rental Income** denotes income received from properties owned by the County and rented to external parties.

**Penalties & Fines** applies to income related to penalties and fines on property taxes. The decrease relates to anticipated decreased penalty revenue related to new programs for tax payment agreements and the tax penalty structure.

**Property Taxes** Council reviewed existing tax rates and adjusted taxation revenue; accordingly, these adjustments were made with the primary consideration being the impact on individual ratepayers.

**Special Taxes & Frontage** represents the Trochu recreation contribution which is levied to tax parcels within a specified area of the County.

**Return on Investments** includes budgeted investment returns.

**Transfer from Reserves** in 2023 included \$350,000 in funding for one-time initiatives as well as a \$200,000 draw from reserves to balance the budget. In 2024 this amount includes a draw of \$516,804 to balance the budget.

**Capital Equipment Plan Sales** are revenues related to Capital Equipment Plan sales that are returned to the Capital Equipment Reserve with an offsetting contribution to reserves.

### Expenses

**Contract and General Supplies** incorporates items for which there is a corporate pool of funding. This includes legal expenses, annual software licensing for software utilized by multiple departments, administrative costs which support multiple departments, and the contract with the County's assessors. The decrease relates to the assessment contract.

**Materials, Goods, Supplies, & Utilities** includes items for which there is a corporate pool of funding, encompassing printing and stationary, fuel for administrative vehicles, staff programming, and utilities for buildings which support multiple departments. The increase relates to utilities on administrative buildings, and staff programming.

**Provision for Allowances** decreased in line with recent trends in the collection of taxes.

**Transfer to Other Governments** relates to payments to other governments as per existing agreements.

**Transfer to Local Boards & Agencies** includes payments to FCSS and the Marigold Library System.

**Contributions to Reserves** represents reserve contributions to fund long-term infrastructure needs across the organization. The increase relates to Capital Equipment contributions for vehicles used to support various departments.

**Non-TCA Operating Projects** represents one-time initiatives and varies year-to-year depending on Council approved projects.





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# Office of the CAO, Legislative Services, & Communications

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# Office of the CAO, Legislative Services, and Communications

**The Chief Administrative Officer (CAO)** is Council's principal advisor on matters of policy and is responsible to Council for the efficient administration of all County services and programs. The three Division Heads (Directors) are responsible to the CAO for the efficient and effective operation of their respective departments.

The CAO provides leadership and direction and is responsible for the co-ordination of information with all departments while ensuring that the policies and direction of Council are effectively implemented. In addition to three Division Directors, the functions and resources of Legislative Services and Communications report directly to the CAO.

**Legislative Services's** main function is to support the CAO in the administration of legislated responsibilities as set out in the various provincial statutes. This includes, but is not limited to, working with and assisting the CAO in the preparing and posting of agendas, preparing and posting minutes and bylaws, and maintaining a record of Council and Committee proceedings. Overseeing and administering the municipal election process every four years is also a responsibility of this unit.

Legislative Services portrays a positive corporate image by providing internal and external clients with an efficient, accurate and pleasant service in a manner which sets the County apart in making every enquirer feel welcome and fulfilled. This is achieved by providing Council secretariat functions for Council and the organization, maintaining the corporate records management system, and providing administrative and technical support to the CAO and Council.

**Communications** is a key function of the County, involving elected officials and employees at all levels. To support this priority, the Communications Department strives to provide the County residents and stakeholders with clear, honest, transparent information and seeks opportunities to ensure County residents are consulted with on important decisions. Communications also works to promote and inform residents and stakeholders of the County's current projects, procedures, services, and successes. The department utilizes a variety of mediums to provide clear, consistent messaging, including website, social media, newspaper, and video.

## MISSION STATEMENT

To assist Council in ensuring policies adopted and decisions made by Council are the most effective in moving the County forward in a sustainable and financially prudent manner.

In addition, the CAO shall provide Council information, legislative advice and guidance while ensuring quality service is provided to Council, staff, and the ratepayers.



# Office of the CAO, Legislative Services, & Communications

## 2023 Significant Achievements

Published four ratepayer newsletters, including digital versions online.

Hosted two ratepayer evenings with attendance of 178 total (70 in Swalwell, 108 in Wimborne).

Implemented business reply mail for surveys etc.

Implemented Notify Me, a free notification service for water customers through our CivicPlus website (47 sign-ups in 2023).

Reformatted Council Highlights document to make it more engaging for residents to read.

Implemented AI programs to help improve communications.

Completed a 22-week "Weed of the Week" noxious weed campaign, in conjunction with Ag Services.

Assisted Kneehill County departments with communications plans, campaigns, and initiatives.

Continued weekly "County Corner" full page ad in the Three Hills Capital (50 weeks).

Conducted a review of the Grant Program to align it more effectively with the strategic priorities set up in County's Strategic Plan.

Created digital workflow processes within the County (Accounts Payable Digitization Project update, database update, contact listing, credit card reconciliation, etc.).

Coordinated the Record Management for the County.

Conducted a preliminary review of ward boundaries to gauge the extent of changes that Council intends to pursue in 2024.

Coordinated the County's Freedom of Information and Protection of Privacy Program.

Provided recording secretary support to the external committees of the Kneehill Regional Partnership Committee and the Kneehill Medical Services Retention & Recruitment Task force.

Hosted engagement sessions for Division 5 and Divisions 4 & 6.

Continued Council orientation and training process including Privacy Dos and Don'ts for Elected Officials, and Planning for Elected Officials.

Implemented a meeting software program that automates the entire meeting life-cycle for administration and Council.

Organized meeting with Minister of Municipal Affairs and Transportation Minister at the Spring Rural Municipalities Conference in March.

# Office of the CAO, Legislative Services, & Communications

## Department Objectives

Department Objective	Description	Strategic Goal of Council	Anticipated Completion Date
Enhancing ratepayer communications and engagement.	Proactive engagement regarding upcoming plans and projects.	Effective Leadership	Q4
Complete a Ward Boundary Review.	The review will encompass the Hamlet of Torrington, which is composed of Division 4 and 6.	Effective Leadership	Q4
Complete a Candidate Guide and Nomination Package for the 2025 Election.	Nomination period for the 2025 election begins on January 1, 2025, so all information and nomination packages need to be available by this date.	Effective Leadership	Q4
Successfully implement and promote new grant programs to support community initiatives and organizations.	In 2023, Council conducted a comprehensive review of our grant policies, resulting in the introduction of two entirely new grant programs and significant improvements to an existing one.	Effective Leadership	Q4
Host a Municipal Intern from the Alberta Municipal Affairs Internship Program.	If chosen in December 2023, the County plans to initiate a Municipal Internship Program. This program will span 18 months and is scheduled to commence in May 2024. Throughout their tenure with the municipality, the intern will be engaged in various municipal departments, providing assistance and acquiring knowledge and skills. Funding in the form of grants will be allocated to help cover the costs associated with this program.	Effective Leadership	Q4
Establish payment gateways through Laserfiche and third party.	Our goal is to enhance payment processes by enabling safe and secure payment submissions from customers directly through Laserfiche forms. This will significantly reduce the challenges associated with making payments to the County. Examples where this could be used are crossing agreements, event RSVPs, dust control, snow removal etc.	Effective Leadership	Q1
Continue creating workflows for the organization through Laserfiche to streamline processes.	Continue to create workflows for departments to increase efficiencies.	Effective Leadership	Q4
Implement Meeting Software Program to Internal Committee Meetings.	Intended to reduce staff time preparing for meetings which will improve the timeliness of the distribution of information packages.	Effective Leadership	Q4
Continue to implement communications strategies to reach our residents and ratepayers as clearly and efficiently as possible.	Continuous monitoring and improvements to communications.	Quality of Life	Q4

# Office of the CAO, Legislative Services, & Communications

## Performance Metrics

Performance Metric	Unit of Measure	Strategic Goal of Council	2021 Data	2022 Data	2023 Data
Total attendance at public meetings (new metric).	#	Quality of Life	NA	NA	NA
Total attendance at ratepayer engagement evenings.	#	Effective Leadership	NA	148	178
Resident satisfaction with public meetings (new metric).	%	Effective Leadership	NA	NA	NA
Resident satisfaction with ratepayer engagement evenings (new metric).	%	Effective Leadership	NA	NA	NA
Number of website hits.	#	Quality of Life	NA	155,537	64,876*
Social media followers.	#	Effective Leadership	2467	2814	3019*
Social media interactions.	#	Effective Leadership	NA	512	2370 YouTube views, 1927 Facebook, 628 Instagram, 425 Twitter*
Time spent preparing Council information packages.	#	Effective Leadership	NA	120 hours	NA

\* data available as of September 30th, 2023

# Office of the CAO, Legislative Services, & Communications

## Operating Budget

	2023 Budget	2024 Budget	Variance
<b>Expenses</b>			
Contract & General Services	107,025	112,435	5,410
Materials, Goods, Supplies, & Utilities	20,100	31,500	11,400
Salaries, Wages & Benefits	614,420	629,201	14,781
<b>Total Expenses</b>	<b>741,545</b>	<b>773,136</b>	<b>31,591</b>
<b>Net</b>	<b>741,545</b>	<b>773,136</b>	<b>31,591</b>

### Expenses

**Contract & General Services** includes costs related to advertising and public relations, and training and development. The increase relates to several small adjustments to public relations and programs for staff operated by the CAO's office.

**Materials, Good, Supplies, & Utilities** includes advertising printing and stationary costs, and other office materials required to support the department. The increase in this item relates to printing and stationary costs within Communications.

**Salaries, Wages, & Benefits** includes costs for staff which contribute to this department, including core salaries, government contributions, and benefits. The increase includes allocations for eligible merit increases and to maintain salaries at market levels as set by Council; as well as costs related to benefits and government contributions.





# Corporate Services

# Corporate Services: Information Technology

The Information Technology Unit is responsible for all aspects of the County's information technology infrastructure. This unit supports the numerous business applications that enables the technical functions required to meet operational needs and is responsible for ensuring a secure and reliable network that connects IT Infrastructure at numerous sites throughout the County. The IT Infrastructure managed by this unit provides users with access to essential software tools that streamline processes and services, integrated databases that house and protect extensive data collections across the corporation; communication devices that facilitate effective communication; and websites that extend electronic information access and online services to staff and citizens.

The unit, through its Geographic Information Services (GIS), also supports that management of County infrastructure and assets through the visualization of data. This function supports the organization through improving operational analysis that informs day-to-day decisions and long-term planning and is utilized primarily by operational units such as Roads, and Water & Wastewater, as well as supports other units including Planning & Development and Property Taxation.

## 2023 Significant Achievements

Cross-train for minor IT issues so they can be handled by support staff.

Enhance Customer Service Delivery Model.

Increase staff training on Corporate Systems (i.e. GP and Teams).

Adopt the utilization of Cloud Desktops for all units.

Further increase live streaming of Council-related meetings.

Support the implementation and functionality of eScribe.

Increased network security with deployment of new network hardware.

Increase security with the deployment of password management software.



## Information Technology

# Department Objectives

Department Objective	Description	Strategic Goal of Council	Anticipated Completion Date
Awarding and completion of IT Master Plan.	Use outside consultant to create an IT Master Plan that IT will use as a guide for department uses including software, purchasing, and best practices.	Effective Leadership	Q4
Upgrade Council Chamber with new display technology.	Purchase LED panels to replace the aging video wall in Council Chambers.	Effective Leadership	Q2
Complete Customer Service Knowledge Base (Kneehillpedia).	Finish FAQ and training manuals for all Kneehill County information.	Effective Leadership	Q3
Deploy Intune Device Management.	Deploy Intune Device Management to create the ability to monitor and track County owned cellular devices.	Effective Leadership	Q2
Cybersecurity exercises and training for all staff.	Use Sophos phishing emails to train staff on what to look out for with phishing/spear phishing attacks.	Effective Leadership	Q2
Provide technical support for implementation of Corporate Systems (HRIS and enhancement of Citywide).	Work with Central Square on HRIS MyWay implementation and Public Sector Digest on Citywide upgrades.	Effective Leadership	Q2
Explore new model for IT support requests to ensure effective resource management and business.	Look into the use of Citywide to track IT services.	Effective Leadership	Q1

## Performance Metrics

Performance Metric	Unit of Measure	Strategic Goal of Council	2021 Data	2022 Data	2023 Data
Percentage of security failures (new program launch).	%	Effective Leadership	1	0	0
Backup Success Rate.	%	High Quality Infrastructure	100	100	100
Amount of digitized forms.	%	Effective Leadership	27	33	NA

# Corporate Services: Human Resources

The County's Human Resources Unit is responsible for the provision of human resources, payroll, and health and safety functions for all full-time, part-time, and contract staffing within the corporation. Development and support of broad human resource initiatives and ensuring compliance with various employment laws and regulations also fall under the purview of this unit. The Human Resources Unit fosters a positive, productive, safe, and respectful work environment for all employees and provides resources and tools that support staff development and job satisfaction.

## 2023 Significant Achievements

Health & Safety Audit complete with a passing score of 92%.
Hosted second "All Staff Day".
Completion of 2023 Market Evaluation. (External)
Payroll Process Review completed and implementation initiated.
Commenced the development of a Strategic Corporate Learning & Development Strategy.
Identification and awarding of HRIS system.
Enhancement to Staff Performance Evaluations.
Increased Youth Engagement through attendance at 3 career fairs.
Commenced development of Job Matrix and Job Description updating, continuing into 2024.
Formal approval of HR related Administrative Directives.



## Human Resources

# Department Objectives

Department Objective	Description	Strategic Goal of Council	Anticipated Completion Date
Implementation & operationalization of HRIS system.	Implementation of payroll system upgrade and broader HRIS system. Includes technical upgrades as well as extensive change management strategies (i.e. training).	Effective Leadership	Q3
Complete the annual Health & Safety Audit (external).	Educate and support our staff in all matters of safety to help ensure compliance.	Effective Leadership	Q4
Advance the development and implementation of a Strategic Corporate Learning & Development Strategy.	This will build structure learning and development for our employees in all positions. This training can help us remain competitive by investing in our workforce for stronger services today and in the future.	Effective Leadership	Q3
Complete the development of a job matrix and finalize job description updates.	Will provide greater clarity between employee classifications & the associated roles & responsibilities. It also helps identify possible growth and development opportunities that support succession planning efforts.	Effective Leadership	Q4
Continue youth engagement that highlights Kneehill County as a career choice (i.e. career fairs).	This will allow for us to market our brand and continue to attract new talent for all levels of employment, within our own boundaries, as well as further out.	Effective Leadership	Q4
Enhance the application submission process for employment opportunities.	Transition from email submissions to a digital platform that allows for centralization of applications and automatic status updates for applications.	Effective Leadership	Q2
Update the County's Health & Safety Manual.	Refresh of Health & Safety Manual to ensure it reflects current standards and best practices.	Effective Leadership	Q3
Enhance Return to Work Program.	Enhancements are intended to support affected employees in engaging in the workplace & providing senior leadership with increased data that supports data-based strategic direction & programs.	Effective Leadership	Q4

## Performance Metrics

Performance Metric	Unit of Measure	Strategic Goal of Council	2021 Data	2022 Data	2023 Data
Annual WCB Rebate.	%	Effective Leadership	\$19,663	\$19,180	\$23,000 (est)
Maintaining CORE.		Effective Leadership	Yes	Yes	Yes
H&S Incidents.	#	Effective Leadership	34	45	50
Passing Health & Safety Audit.	%	Effective Leadership	86	88	92
Retain 50th percentile compensation retention.	%	Effective Leadership	50th	50th	50th
Performance evaluations complete	%	Effective Leadership	95	76	NA
Succession planning.	#	Effective Leadership	3	3	7

# Corporate Services: Financial Services

The Financial Services Unit is responsible for all financial aspects of the County's operations and ensuring compliance with auditing, accounting and legislative standards, including maintaining and implementing strong internal controls, facilitating the development of annual operating and capital budgets and regular financial reporting on both budgets and projects, and planning and managing the annual financial audit function. The team facilitates accounts receivables and payables functions; ensures long-term financial planning is undertaken in all service areas to maximize service delivery; safeguards the assets of the organization and manages risk; ensures the County's investment portfolio is managed in a manner that maximizes return on investments; purchasing and procurement practices are managed effectively; manages the County's insurance portfolio; oversees all matters related to the billing and monitoring of property taxes and utilities; and exercises the proper management of County funds.

## 2023 Significant Achievements

Received the GFOA "Distinguished Budget Presentation Award" for the 3rd year.

Completion of a favourable Financial Audit for the 2022 year.

Initiated the assessment of Asset Retirement Obligations (ARO) in alignment with Public Sector Accounting Standard (for the 2023 year).

Presentation of 2024 Budget, for Council consideration, prior to 2023 year end.

Development of Budget Book by internal resources.

Financial Policies updated (Acceptable Methods of Payment, etc.).

Increased digitization of internal forms and processes that support operational efficiency.

Presentation of a Preliminary Reserve Strategy that supports long-term financial sustainability and greater transparency.

Implementation of Tax Arrears Payment Plan to support residential ratepayers who have fallen into arrears with their property tax payments.

Adaptations to Tax Penalty Structure that supports increase tax collection rates for residential property owners and reduced administrative time allocation.

Advanced the establishment of a Procurement Policy.

Restructuring of Finance Team to more effectively support operational needs.

## Financial Services

# Department Objectives

Department Objective	Description	Strategic Goal of Council	Anticipated Completion Date
Completion of a Favourable Financial Audit for the 2023 year.	Administration is required to undergo a financial audit every year.	Effective Leadership	Q2
Updating of Financial Policies (as required).	Administration brings all policies to Council for review on a 4-year cycle. A number of Financial Policies are due for Council review and those will come forward to Council in 2024 for review and updating, as required.	Effective Leadership	Q4
Receive the GFOA "Distinguished Budget Presentation Award".	This is an internationally acknowledged award designed to ensure the budget document presents a full picture of the annual budget.	Effective Leadership	Q3
Bring a 2025 Budget forward for Council's consideration.	Administration aims to bring forward an annual budget for Council's consideration at the end of each year, ensuring adoption.	Effective Leadership	Q4
Establish required structures & processes that support successful implementation of the Procurement Policy.	Updates to the Procurement Policy will ensure efficient payment processes.	Effective Leadership	Q2
Complete Asset Manager recruitment & commence development of an Asset Management Plan.	The asset manager will develop asset management plan which supports long-term financial sustainability.	Effective Leadership	Q2
Continued development of robust reserve strategy (contingent on Asset Management progression).	Will ensure long-term financial sustainability for the County and its asset base.	Effective Leadership	Q4
Exploration of options for an enhanced budget management system.	Would increase the information value for managers and Council.	Effective Leadership	Q3
Commence the progression from physical cheque payments to Electronic Funds Transfer (EFT) for Accounts Payable vendors.	This will ensure prompt payment to vendors.	Effective Leadership	Q3

## Performance Metrics

Performance Metric	Unit of Measure	Strategic Goal of Council	2021 Data	2022 Data	2023 Data
Tax collection ratio.	%	Effective Leadership	87%	92%	NA
Total percentage of tax notices sent electronically.	%	Effective Leadership	11%	14%	18%
Total number of customers on tax preauthorized payment plan.	#	Effective Leadership	299	335	359

# Corporate Services Budget

This budget represents the budget for the three functions under Corporate Services.

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Transfer from Reserves	(200,000)	-	200,000
<b>Total Revenues</b>	<b>(200,000)</b>	<b>-</b>	<b>200,000</b>
<b>Expenses</b>			
Contract & General Services	639,440	696,540	57,100
Materials, Goods, Supplies, & Utilities	191,425	178,801	(12,624)
Salaries, Wages & Benefits	1,475,289	1,493,176	17,887
Purchases from Other Governments	1,500	1,500	-
Contributions to Reserves	33,390	33,671	281
Non TCA Operating Projects	200,000	-	(200,000)
<b>Total Expenses</b>	<b>2,541,044</b>	<b>2,403,688</b>	<b>(137,356)</b>
<b>Net</b>	<b>2,341,044</b>	<b>2,403,688</b>	<b>62,644</b>

## Revenues

**Transfer from Reserves** represents funding for one-time initiatives and varies year-to-year depending on Council approved projects.

## Expenses

**Contract & General Services** includes costs related to training and development including corporate safety training, annual financial audit fees, and other contracted services which support corporate services functions. The increase relates to IT service contracts, and annual audit fees.

**Materials, Goods, Supplies, and Utilities** includes tools, equipment, and supplies which support all corporate services functions. The decrease primarily relates to decreased printing and stationary costs.

**Salaries, Wages, and Benefits** includes costs for staff which contribute to this department, including core salaries, government contributions, and benefits.

**Purchases from Other Governments** represents land title fees.

**Contributions to Reserves** represents a contribution to the IT Reserve to fund IT equipment purchases.

**Non-TCA Operating Projects** represents one-time initiatives and varies year-to-year depending on Council approved projects.



# Infrastructure

# Transportation

The Transportation Department strives to provide the best possible level of municipal services for all County road users by ensuring County infrastructure (roads, bridges, culverts etc.) are in sufficient condition and meet municipal and provincial regulations.

The Transportation Department includes the road maintenance program, project construction, and the maintenance shop, and is responsible for various services that include:

## Graveling of Roads

To ensure a safe and reliable road network, the County typically gravels a roadway every two to seven years. The re-graveling program targets approximately 400 miles per year, at the rate of 400 tonnes/mile (depending on road width).

## Grading of Roads

The County has 10 grader divisions; each division covers approximately 111 - 124 miles of roadway. Gravel roads within each division are bladed to a minimum of six rotations per year. Policy #13-2, Transportation Grader/Gravel Services, outlines a list of priorities for summer and winter maintenance. The graders are also utilized in the application of dust control on County roads as well as performing lane grading and snow clearing for ratepayers who have requested and entered into a Private Snowplowing and Grading Agreement.

## Dust Control

To improve the quality of life in the County, dust abatement agents such as Calcium Chloride and Spec Crude are available to be applied on rural roads for citizens who have applied for this service. The rates for dust abatement are set on an annual basis by Council and can be found in the County's Master Rates Bylaw.

## Bridges

The Transportation Department is responsible for the management of all 214 bridges and bridge-sized culverts located on County controlled roads. This responsibility includes analyzing each structure's needs and arranging for corrective actions to occur at appropriate times.

## Culvert and Ditch Maintenance

The purpose of culvert and ditch cleaning is to maintain the flow of water and to protect the integrity of the road sub-grade. Culverts will be assessed and replaced depending on the condition. The Transportation Department also uses the bridge replacement plan and Alberta Transportation's Bridge Inspection and Maintenance (BIM) System as a tool to identify when culvert structures need to be replaced.

## Brushing

Removal of trees and brush from roadside ditches is vital for the safety of the traveling public. Many problems include reduced sight distance at intersections, reduced visibility of traffic signs and wildlife, snow drifting, reduced drainage, and dust clouds created by traffic caused by trees or brush growing into the road allowance.

## Signage

All road signs are placed according to Canadian Traffic Control Device Standards. They include potential hazards so drivers can take appropriate action to stay safe.

## Industry

Throughout the year, various requests from industry are directed to the Transportation Department. Transportation ensures appropriate agreements and permits are in place (crossing agreements, crossing applications, approach applications, encroachment permits, industry/commercial dust control applications, land agreements, temporary water agreements).

The County also has a Road Inspector that assesses the road conditions where industry activity is taking place. The Road Inspector makes sure industry has the appropriate agreements in place and the agreement standards have been met. The County utilizes Roadata, a contracted service which issues permits, road use agreements, and overweight movement approvals on County roadways.



# Transportation

## 2023 Significant Achievements

Asphalt overlay of RR 25-1 (Gorr Road) from Highway 583 to Highway 27 which included widening of the top surface to 9.0 metres.

Seal coating on RR 24-0 (PBI Road) and RR 23-4 (Airport Road).

Major bridge sized culvert replacement near Swalwell.

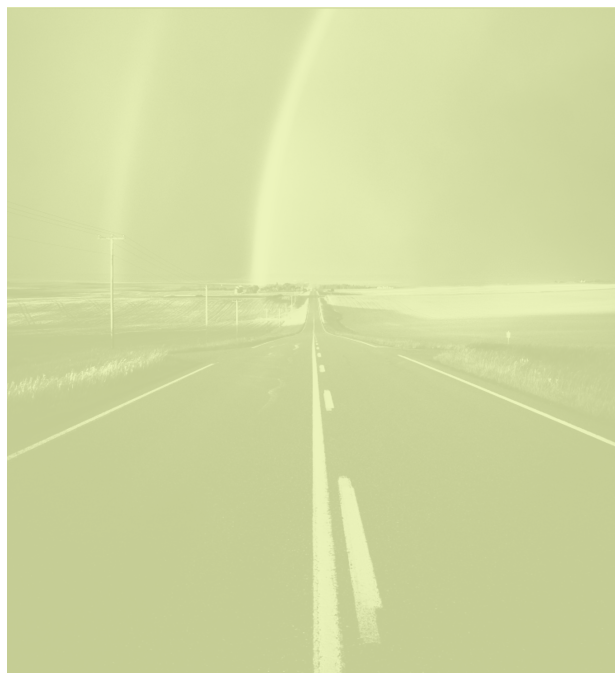
Specialized grader training taken by three County operators.

Completed annual crushing of 85,234 cubic metres of gravel aggregate.

Completed BF 6948, SE-1-30-25-W4, construction.

Completed major maintenance on one major and two standard bridges. BF 895, SW-6-24-26-W4; BF 2170, SW-29-33-26-W4; and BF 1876, NW-10-30-25-W4.

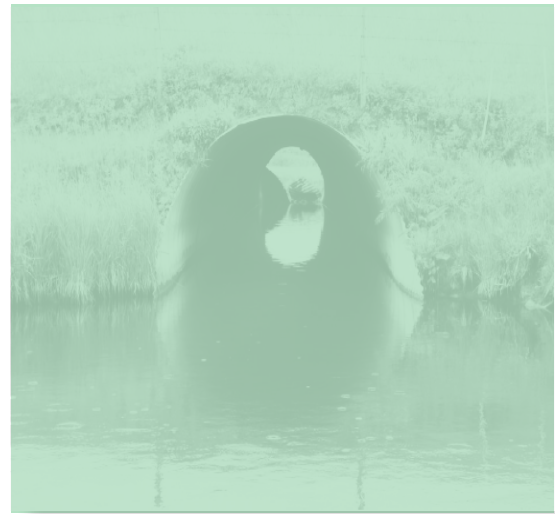
Completed Gorr Road overlay project.



# Transportation

## Department Objective

Department Objective	Description	Strategic Goal of Council	Anticipated Completion Date
Paved road condition assessment.	This study will provide Kneehill County with information regarding the current condition of County maintained ACP and chip sealed roads. The study will provide analysis on road structures, surface conditions, rutting measurements, oil content & strength, and potentially provide overlay design options.	High Quality Infrastructure	Q3
Hamlet Master Plan - Torrington.	The intent of the project is to identify the current status of infrastructure (roads, water, and sewer) within the hamlet and provide a strategic replacement strategy.	High Quality Infrastructure	Q4
Continue annual gravel crushing program.	This ensures the County has adequate supply of gravel to maintain the road network.	High Quality Infrastructure	Q3
BF 13477 culvert replacement (NW-18-33-23-W4).	Replacement of existing BF culvert to improve road condition.	High Quality Infrastructure	Q3
Complete major bridge maintenance.	Complete major repairs to bridges to extend the life-cycle and maintain no weight restrictions.	High Quality Infrastructure	Q3
Replacement of BF 70576 & 72256	Replacement of bridge-sized culverts which will allow for unrestricted width travel for the agricultural and energy industries.	High Quality Infrastructure	Q2



# Transportation

## Performance Metrics

Performance Metric	Unit of Measure	Strategic Goal of Council	2021 Data	2022 Data	2023 Data
Total number of grader hours.	#	High Quality Infrastructure	14,046	13,741	10,541
Total number of work orders completed in the shop.	#	Effective Leadership	1005	1222	951
Split between preventative work orders and reactive work orders.	#	Effective Leadership	477 scheduled, 558 unscheduled	491 scheduled, 731 unscheduled	346 scheduled, 605 unscheduled
Total miles of road graveled.	#	High Quality Infrastructure	NA	415	466
Metres of calcium dust control applied.	km	Quality of Life	NA	10,577	13,795
Metres of spec crude dust control applied.	km	Quality of Life	NA	2125	1275
Number of Roaddata permits issued.	#	High Quality Infrastructure	NA	977	578
Number of ratepayer initiated transportation service requests.	#	Effective Leadership	NA	225	126
Number of Road Use Agreements issued.	#	Economic Resilience	NA	233	148



# Transportation Operating Budget

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Other Revenue	(50,000)	(75,000)	(25,000)
Sale of Goods & Services	(147,500)	(184,000)	(36,500)
Rental Income	(31,000)	(31,000)	-
Transfer from Reserves	(85,000)	(165,000)	(80,000)
<b>Total Revenues</b>	<b>(313,500)</b>	<b>(455,000)</b>	<b>(141,500)</b>
<b>Expenses</b>			
Contract & General Services	587,103	660,220	73,117
Materials, Goods, Supplies, & Utilities	2,130,000	2,606,726	476,726
Salaries, Wages & Benefits	4,065,828	4,290,210	224,382
Contributions to Reserves	1,739,639	2,216,057	476,418
Non TCA Operating Projects	85,000	165,000	80,000
Gravel (Inventory) Projects	700,000	715,000	15,000
<b>Total Expenses</b>	<b>9,307,570</b>	<b>10,653,213</b>	<b>1,345,643</b>
<b>Net</b>	<b>8,994,070</b>	<b>10,198,213</b>	<b>1,204,143</b>



# Transportation

## Operating Budget

### Revenues

**Other Revenue** represents water access agreements related to oil and gas activities. The increase is in line with 2023 actuals for this revenue source.

**Sales of Goods & Services** includes dust control fees, oilfield inspections, approaches and crossing fees, and snowplowing revenues.

**Rental Income** represents income related to land rentals.

**Transfer from Reserves** this line represents funding for one-time initiatives and varies year-to-year depending on Council approved projects.

### Expenses

**Contract & General Services** includes costs related to engineering, freight, training and development, equipment rental, contracted major maintenance and repairs, insurance, and IT related costs for the department. The increase relates to increased costs to IT costs for new staff, as well as contracted services, freight, and engineering..

**Materials, Goods, Supplies, and Utilities** includes supplies for the road network including shop supplies, parts for equipment repairs, fuel, grader blades, road maintenance materials, dust control materials, culverts, signs, and utilities. The increase relates to inflationary costs in all areas of this department.

**Salaries, Wages, & Benefits** includes all costs for staff which contribute to this department, including core salaries, government contributions and benefits. The increase includes allocations for eligible merit increases and to maintain salaries at market levels as set by Council, including two new full-time positions, and costs related to benefits and government contributions.

**Contributions to Reserves** represents contributions to the IT, Capital Equipment Plan, and Gravel Reserves. The variance relates to contributions for capital equipment which reflects substantial price increases in equipment due to the current economic environment, and increased contributions to fund future gravel purchases.

**Non-TCA Operating Projects** represents one-time initiatives and varies year-to-year depending on Council approved projects.

**Gravel (Inventory) Projects** represents the annual gravel crushing costs to provide gravel for the road network. The variance relates to increased contract costs for this service.

# Environmental Services

The Environmental Services Department consists of water, wastewater, and solid waste. The department employs 6 full-time and 4 part-time employees; a Manager, a Water and Wastewater Foreman, 3 Utility Operators, 1 Landfill Operator, and 4 Transfer Site Attendants. The Environmental Services Department is contracted to the Aqua 7 Regional Water Commission to operate and maintain a pump house, reservoir, and 90km transmission line, which distributes water to several surrounding communities.

A big aspect of the operation of the Environmental Services Department is interaction with the citizens of the County, whether that be connecting to a new water service, responding to water or wastewater concerns, or a welcoming smile and a helpful hand at the transfer sites.

The Environmental Services Department oversees approximately 900km of water mains, 13km of wastewater mains, 4 wastewater lagoons, 13 water systems, 9 pump houses, 4 transfer sites, and 1 class III residential landfill. Operations of the department are directed by the Code of Practices as required under the Alberta Environment and Parks Registrations.

Utility Operators ensure that the delivery of potable water meets all guidelines enforced by the Province of Alberta as well as the Canadian guidelines. This includes regular water testing, weekly bacteriological samples, trihalomethane testing, repairing waterline breaks, maintaining equipment essential to water delivery, and protecting infrastructure by responding to Alberta First Call. Operator certification in water treatment, water distribution, wastewater collection, and water treatment are a requirement of this position, achieved through written examination and maintained by earning CEUs (continuing educational units) by attending and completing industry-related courses, seminars, or conferences.

Transfer Site Attendants ensure that solid waste is disposed of in a safe and efficient manner and promote the use of all recycling options available at each site. The attendants are required to screen material to deem it acceptable for disposal at the particular site and inform users of other options for disposal if required. The Class III Landfill is operated under a Code of Practice issued by the Province of Alberta and must adhere to the guidelines and regulations within the document resulting in the attendants having to monitor what is disposed of,



# Environmental Services

## 2023 Significant Achievements

Three Hills East water system assessment findings and public engagement.

Huxley Wastewater Assessment Study and community engagement on the project being undertaken.

Co-ordinated the completion of a Flushing Program Study on behalf of Aqua 7 Regional Water Commission.

Engaged in the completion of a Fluoride Reduction Study for the Hamlet of Wimborne.

Water main flushing in the Hamlets of Huxley, Swalwell, and Torrington.

Sewer main flushing in the Hamlets of Wimborne, Torrington, and Swalwell completed as part of the annual maintenance.

Water reservoirs in the Hamlets of Huxley and Wimborne cleaned and inspected.



## Environmental Services

# Departmental Objectives

Department Objective	Description	Strategic Goal of Council	Anticipated Completion Date
Water reservoirs inspection and cleaning.	Reservoirs are cleaned and inspected on a rotational basis. These regular cleanings and inspections help to extend the useful life of the assets as well as being an effective tool to help maintain the quality of water delivered to our residents.	High Quality Infrastructure	Q4
Hamlet of Torrington Assessment.	To better understand the dynamics of the hamlet and identify areas that may need to be addressed.	High Quality Infrastructure	Q3
Implementation of WaterCAD Software.	A software program that will represent our water systems and will be used to optimize the operations of these systems.	High Quality Infrastructure	Q1/Q2
Concrete crushing.	Crush the stockpiled concrete on site. To be used for internal projects.	High Quality Infrastructure	Q3

## Performance Metrics

Performance Metric	Unit of Measure	Strategic Goal of Council	2021 Data	2022 Data	2023 Data
Number of pick-ups of plastic recycling.	#	Quality of Life	0	5	6
Number of boil water advisories.	#	Quality of Life	0	1	0
New meter installations.	#	Quality of Life	32	13	15
Number of water line distribution repairs.	#	High Quality Infrastructure	4	3	5
Number of ratepayer initiated utility service tickets.	#	Quality of Life	101	74	102



# Environmental Services Operating Budget

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Other Revenue	(10,000)	(10,000)	-
Sale of Goods & Services	(1,137,400)	(1,354,124)	(216,724)
Sales to Other Governments	(72,000)	(72,000)	-
Penalties & Fines	(5,000)	(5,000)	-
Special Taxes & Frontage	(281,485)	(235,323)	46,162
Transfer from Reserves	(62,000)	(111,100)	(49,100)
<b>Total Revenues</b>	<b>(1,567,885)</b>	<b>(1,787,547)</b>	<b>(219,662)</b>
<b>Expenses</b>			
Contract & General Services	274,266	322,585	48,319
Materials, Goods, Supplies, & Utilities	1,117,461	1,170,969	53,508
Salaries, Wages & Benefits	1,061,714	1,036,346	(25,368)
Purchases from Other Governments	268,820	265,542	(3,278)
Contributions to Reserves	430,472	381,599	(48,873)
Non TCA Operating Projects	62,000	111,100	49,100
<b>Total Expenses</b>	<b>3,214,733</b>	<b>3,288,141</b>	<b>73,408</b>
<b>Net</b>	<b>1,646,848</b>	<b>1,500,594</b>	<b>(146,254)</b>



# Environmental Services

## Operating Budget

### Revenues

**Other Revenue** relates to miscellaneous revenue for the department.

**Sales of Goods & Services** primarily represents revenues from water lines and bulk water stations. It also includes smaller amounts for waste collection, and scrap metal sales. The increase relates to water sale revenues based on historical trending and rate increases.

**Sale to Other Governments** includes management fees paid by Aqua 7.

**Penalties and Fines** represents penalties and fines related to utility billing

**Special Taxes and Frontage** represents a special tax levy related to taxable parcels of land with water connections. The expiry of one levy has resulted in a decrease in this revenue.

**Transfer from Reserves** represents funding for one-time initiatives and varies year-to-year depending on Council approved projects.

### Expenses

**Contract & General Services** includes insurance, costs related to training and development, IT software costs, recycling programming, transfer site operations, and contracted garbage collections. The increase relates to contracted engineering services, water modeling software fees, and training and development for new staff.

**Materials, Goods, Supplies, and Utilities** includes the cost of water purchased for resale, fuel, utilities at water distribution sites, and parts related to the upkeep of the department. The increase primarily relates to water for resale for which there are associated increased revenues. Supply costs have also increased.

**Salaries, Wages, & Benefits** includes all costs for staff which contribute to this department, including core salaries, government contributions and benefits. The decrease includes adjustments for staff at new grid levels, allocations for eligible merit increases and to maintain salaries at market levels as set by Council: as well as costs related to benefits and government contributions.

**Purchases from Other Governments** includes the payments related to the collection of solid waste as well as the operation of water lines. The decrease relates to commission requisitions.

**Contributions to Reserves** represents contributions to the IT and Capital Equipment Plan Reserves, as well as contributions related to special tax levies related to properties with water connections. The decrease in this item is related to the expiry of water frontage agreements. This is offset by contributions for capital equipment which reflect price increases due to the current economic environment.

**Non-TCA Operating Projects** represents one-time initiatives and varies year-to-year depending on Council approved projects.

A photograph of a child playing on a playground structure, overlaid with a semi-transparent green filter. The child is standing on a platform with circular perforations, reaching up to touch the vertical bars of the structure. The background shows trees and a building. Two dark blue horizontal bars are positioned above and below the text.

# Community Services

*Photo Credit: Badlands Photography*

# Facilities

The Kneehill County Facilities Department maintains buildings related to our operations. With 33 facilities and 45 serviced structures, we assure compliance with regulatory authorities in the serviceability of our facilities to ensure that operations can effectively deliver services. The Facilities department operates mainly on a breakdown/maintenance model and responds to the needs and concerns of staff and tenants as they arise. We also utilize a maintenance management program to focus resources on selective, preventative maintenance items, keeping costly reactionary maintenance to a minimum.

Facilities utilizes the expertise of contractors to ensure the delivery of maintenance requirements and renovations are managed efficiently and in a fiscally responsible manner. Other responsibilities include building and structural inspections, facility safety inspections, facility certification and permitting, energy audits, maintaining fuel depots, facility snow removal, configuring and installing office equipment, RGMA ice plant operation, utility demand logging, and invoicing. Above all, fostering a welcoming, safe, and practical environment for staff and tenants in all Kneehill County Facilities.

2023 Significant Achievements
PSD Maintenance Manager Implementation.
Facilities service delivery review.
FCSS HVAC Project.
Zero facility down-time.
Tenant satisfaction levels remain high.
Implemented communication and management tool, utilizing Teams, Laserfiche, PSD & eScribe.

## Facilities

# Department Objectives

Department Objective	Description	Strategic Goal of Council	Anticipated Completion Date
Work order development and implementation.	PSD CityWide.	Economic Resilience	Q4
Inventory Management Strategy.	PSD CityWide.	Economic Resilience	Q4
Successful completion of Capital Projects.	Scope development, RFP, construction oversight, commissioning.	Effective Leadership	Q4
Fostering a welcoming, safe, and practical environment.	Customer Service.	Quality of Life	Q4
Training and development.	Create a Facilities staff development plan.	Effective Leadership	Q4
Facilities Condition Assessment.	Assess the condition of 11 facilities per year for 3 years (33 total).	High Quality Infrastructure	Q4

# Performance Metrics

Performance Metric	Unit of Measure	Strategic Goal of Council	2021 Data	2022 Data	2023 Data
Capital Projects completed on time.	%	High Quality Infrastructure	100%	90%	50%
Maintenance orders received.	#	High Quality Infrastructure	NA	NA	NA
Maintenance orders processed.	#	High Quality Infrastructure	NA	NA	NA
Emergency Calls.	#	High Quality Infrastructure	85	62	52
Facility down-time.	#	High Quality Infrastructure	0	0	0

## Facilities

# Operating Budget

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Transfer from Reserves	-	(22,000)	(22,000)
<b>Total Revenues</b>	-	(22,000)	(22,000)
<b>Expenses</b>			
Contract & General Services	146,700	152,400	5,700
Materials, Goods, Supplies, & Utilities	10,000	15,000	5,000
Salaries, Wages & Benefits	226,879	238,073	11,194
Contributions to Reserves	13,295	14,346	1,051
Non TCA Operating Projects	-	22,000	22,000
<b>Total Expenses</b>	396,874	441,819	44,945
<b>Net</b>	396,874	419,819	22,945

### Revenues

**Transfer from Reserves** represents funding for one-time initiatives and varies year-to-year depending on Council approved projects.

### Expenses

**Contract & General Supplies** includes security alarm monitoring costs, and maintenance supply costs related to buildings. The increase relates to repairs and maintenance.

**Materials, Good, Supplies, & Utilities** includes small consumables used by the department. The increase relates to small tools and equipment.

**Salaries, Wages, & Benefits** includes all costs for staff which contribute to this department, including core salaries, government contributions, and benefits. This increase includes allocations for eligible merit increases and to maintain salaries at market levels as set by Council; as well as costs related to benefits and government contributions.

**Contributions to Reserves** represents contributions to the Capital Equipment Plan Reserve. The increase relates to contributions for capital equipment which reflects substantial price increases due to the current economic environment.

**Non-TCA Operating Projects** represents one-time initiatives and varies year-to-year depending on Council approved projects.

# Economic Development

The main goal of the Economic Development Department is to improve the economic wellbeing of the County in alignment with Council's Strategic Plan. The County's Economic Development Officer (EDO) reports to the Director of Community Services and is responsible for facilitating, promoting, and ensuring community and economic development initiatives are in place to enhance growth and sustainability within the community.

Further, the EDO works as a liaison between businesses, government, and support organizations to build connections, navigate processes, share funding programs, and disseminate information. Utilizing Council's existing planning documents as a road map, the EDO is tasked with creating a business climate for the County that is both profitable and sustainable while ensuring that Council's vision and priorities are respected and preserved.

## 2023 Significant Achievements

Held the Growing Kneehill event.

Conducted a Business Retention & Expansion Survey.

Partnering with Community Futures on a regional workforce labour project.

Partnering with Travel Alberta and Travel Drumheller on a Provincial Destination Plan.

Working on a new Economic Development Plan.



## Economic Development

# Department Objectives

Department Objective	Description	Strategic Goal of Council	Anticipated Completion Date
Grow Economic Activity in Kneehill County.	Identify and generate potential business investment leads while fostering an economic environment where local businesses can grow, while maintaining resilience to external market and environmental forces.	Economic Resilience	Q4
Tourism Review.	Tourism helps boost economic growth, increases the revenue base, creates mass employment, and enhances the development of small & medium sized enterprises in the region.	Economic Resilience	Q4
Maximize the quality of life for people who choose to live in Kneehill County.	Promote and sustain Kneehill County's unique rural lifestyle, continue to be responsive to the needs of youth within the County, and attract new citizens while retaining existing residents.	Economic Resilience	Q4
Ensure that Kneehill County remains fiscally sustainable and resilient to external events.	Develop and fund a reserves strategy for the County to be involved in Business Continuity Planning. Utilize the findings from the Business Retention and Expansion portion of the Economic Development Plan to ensure businesses within the County are sustainable and resilient.	Economic Resilience	Q4

# Performance Metrics

Performance Metric	Unit of Measure	Strategic Goal of Council	2021 Data	2022 Data	2023 Data
Number of new businesses.	#	Economic Resilience	NA	NA	NA
Number of business license renewals.	#	Economic Resilience	NA	NA	NA
Unemployment rate.	%	Economic Resilience	NA	NA	NA
Number of jobs in municipality.	#	Economic Resilience	NA	NA	NA
Quality of Life Index.	#	Quality of Life	NA	NA	NA



# Economic Development

## Operating Budget

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Transfer from Reserves	(10,000)	-	10,000
<b>Total Revenues</b>	<b>(10,000)</b>	<b>-</b>	<b>10,000</b>
<b>Expenses</b>			
Contract & General Services	89,490	108,200	18,710
Salaries, Wages & Benefits	145,933	127,565	(18,368)
Non TCA Operating Projects	10,000	-	(10,000)
<b>Total Expenses</b>	<b>245,423</b>	<b>235,765</b>	<b>(9,658)</b>
<b>Net</b>	<b>235,423</b>	<b>235,765</b>	<b>342</b>

### Revenues

**Transfer from Reserves** represents funding for one-time initiatives and varies year-to-year depending on Council approved projects.

### Expenses

**Contract & General Services** represents training and development, advertising, Explore Kneehill, and a budget for externally contracted services.

**Salaries, Wages, & Benefits** includes all costs for staff which contribute to this department, including core salaries, government contributions, and benefits. The decrease includes adjustments for staff at new grid levels, allocations for eligible merit increases and to maintain salaries at market levels as set by Council; as well as costs related to benefits and government contributions.

**Non-TCA Operating Projects** represents one-time initiatives and varies year-to-year depending on Council approved projects.

# Protective Services

The Protective Services Department is composed of Enforcement Services, Fire Services, and Emergency Management Services. The purpose of the Protective Services Department is to promote standards, build community capacity, and protect the safety and welfare of the County's residents within the community to improve the quality of life. This occurs because of the dedication of the County staff members, collaboration with the region's municipalities (Acme, Carbon, Linden, Three Hills, and Trochu), and with other agencies such as RCMP, schools, and FCSS. The Protective Services Department serves through innovation and partnerships.

## 2023 Significant Achievements

Ordered the joint purchase Engine for the Three Hills Fire Hall, including spec collaboration meetings with the Three Hills Fire Department.

Held the Regional Kneehill Emergency Management Advisory Meeting, as well as five Agency Meetings throughout the region.

Completed the Radio/Fire Communications Project.

Completed the Kneehill Regional Partnership Project: Fire Level of Service Policies throughout the region, including the acceptance of our own policy. Met with Fire representatives on a collaboration path forward.

Continued collaboration with schools to offer school resource programs, including bike rodeos.

Speed map project completed in collaboration with GIS Coordinator and Transportation Department, aligning with the Traffic Safety Bylaw.

Maintained contracts with area urbans for bylaw enforcement services.

Deployment of two staff members, who are part of the Central Regional All Hazards Incident Management Team, to the Buck Creek Wildfires in Brazeau County.

## Protective Services

# Department Objectives

Department Objective	Description	Strategic Goal of Council	Anticipated Completion Date
Fire Level of Service Strategy Development.	Following the acceptance of the Kneehill County Fire Level of Service Policy, a strategy is to be created based also on the recommendations by consultant. Long-term strategy development of where we see fire services in 5, 10, 15 years. This also includes firefighter recruitment and training. Collaboration with other municipalities.	Quality of Life	Q4
Peace Officer Level of Service review and strategy.	Complete an internal level of service review for Council priorities, and with other internal departments in long-term planning to support a sustainable service.	Quality of Life	Q4
ICF Fire Sub Agreement.	To be reviewed and renewed with Acme, Carbon, Linden, Trochu, and Three Hills. Possibly Drumheller review agreement.	Effective Leadership	Q4
Municipal Enforcement Contract.	To be reviewed and renewed with Acme, Carbon, Linden, Trochu, and Three Hills.	Effective Leadership	Q4
Animal Services Contract.	To be reviewed and renewed, research of other options.	Quality of Life	Q2
911 Dispatch Contract.	Request for services on behalf of region, current contract with Red Deer 911 expires in 2024.	Quality of Life	Q4



# Protective Services

## Performance Metrics

Performance Metric	Unit of Measure	Strategic Goal of Council	2021 Data	2022 Data	2023 Data
Fire Strategy to be in draft.	#	Quality of Life	0	1	1
Number of firefighters trained, under new plan.	#	Quality of Life	12	12	6
Firefighter recruitment drive.	#	Quality of Life	120	125	123
Research and plan for fire apparatus replacement.	#	Quality of Life	4	4	1
Radio tower disposals or re-allocation.	#	High Quality Infrastructure	4	4	1
Fire Standard Operating Guidelines.	#	Effective Leadership	10	15	20
Number of CPTED Investigations completed.	#	Quality of Life	5	10	2
Number of community related events, including schools, attendance.	#	Quality of Life	10	25	27
Number of positive tickets issued.	#	Quality of Life	13	9	5
Traffic Safety Plan creation, targeted patrol areas completed.	#	Quality of Life	5	13	38
Increase in external agencies attending our KREMA meetings.	#	Quality of Life	1	1	4
Increase in emergency preparedness education posts, opportunities.	#	Quality of Life	4	10	8

# Protective Services : Enforcement

## Operating Budget

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Sale of Goods & Services	(2,000)	(2,000)	-
Sales to Other Governments	(26,000)	(26,000)	-
Penalties & Fines	(11,000)	(11,000)	-
<b>Total Revenues</b>	<b>(39,000)</b>	<b>(39,000)</b>	<b>-</b>
<b>Expenses</b>			
Contract & General Services	89,781	87,337	(2,444)
Materials, Goods, Supplies, & Utilities	39,250	41,000	1,750
Salaries, Wages & Benefits	598,740	595,450	(3,290)
Purchases from Other Governments	479,178	479,178	-
Contributions to Reserves	50,500	58,850	8,350
<b>Total Expenses</b>	<b>1,257,449</b>	<b>1,261,815</b>	<b>4,366</b>
<b>Net</b>	<b>1,218,449</b>	<b>1,222,815</b>	<b>4,366</b>

### Revenues

**Sale of Goods & Services** represents revenues received on programs which are paid for by the County and reimbursed by other groups.

**Sales to Other Governments** relates to on-call revenues for enforcement services.

**Penalties & Fines** relates to enforcement penalties and fines.

### Expenses

**Contract & General Services** contains costs related to insurance, maintenance of enforcement vehicles, training and development, the animal services contract, and IT software costs. The decrease is in line with historical actuals for IT service contracts.

**Materials, Goods, Supplies, and Utilities** contains costs related to insurance, maintenance of enforcement vehicles, training and development, the animal services contract, and IT software costs. The increase relates to general goods and supplies.

**Salaries, Wages, & Benefits** include all costs for staff which contributed to this department, including core salaries, government contributions and benefits. The decrease includes adjustments for staff at new grid levels, allocations for eligible merit increases and to maintain salaries at market levels as set by Council; as well as costs related to benefits and government contributions.

**Purchases from Other Governments** represents the payment to the province for policing costs.

**Contributions to Reserves** represents contributions to the IT and Capital Equipment Plan Reserves. The increase relates to contributions for capital equipment which reflects substantial price increases due to the current economic environment.

# Protective Services : Fire Operating Budget

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Licenses & Permits	(100)	(100)	-
Sale of Goods & Services	(7,500)	(7,500)	-
Sales to Other Governments	(33,753)	(34,370)	(617)
Rental Income	(19,404)	(19,700)	(296)
Transfer from Reserves	(25,000)	-	25,000
<b>Total Revenues</b>	<b>(85,757)</b>	<b>(61,670)</b>	<b>24,087</b>
<b>Expenses</b>			
Contract & General Services	232,450	248,117	15,667
Materials, Goods, Supplies, & Utilities	40,900	44,509	3,609
Salaries, Wages & Benefits	325,842	333,527	7,685
Transfer to Other Governments	254,204	263,033	8,829
Transfer to Individuals & Organizations	20,000	25,000	5,000
Contributions to Reserves	575,138	585,401	10,263
Non TCA Operating Projects	25,000	-	(25,000)
<b>Total Expenses</b>	<b>1,473,534</b>	<b>1,499,587</b>	<b>26,053</b>
<b>Net</b>	<b>1,387,777</b>	<b>1,437,917</b>	<b>50,140</b>



# Protective Services : Fire

## Operating Budget

### Revenues

**Licenses & Permits** includes permit fees.

**Sale of Goods & Services** includes inspection fee and call revenues.

**Sales to Other Governments** represents reimbursements by neighbouring municipalities for services as per existing agreements. The increase relates to dispatch fee reimbursements.

**Rental Income** includes rental for equipment on County owned towers and rental of the Trochu Fire Hall. The increase relates to existing contracts.

**Transfer to Reserves** represents funding for one-time initiatives and varies year-to-year depending on Council approved projects.

### Expenses

**Contract & General Services** contains costs related to insurance, dispatch services, training and development, contracted repairs and maintenance, and reimbursable expenses which have a corresponding revenue. The increase relates to professional contracts, insurance, and contracted repairs and maintenance.

**Materials, Goods, Supplies, and Utilities** includes goods and supplies, fuel, and equipment maintenance costs.

**Salaries, Wages, & Benefits** include all costs for staff which contributed to this department, including core salaries, government contributions and benefits. The increase includes allocations for eligible merit increases and to maintain salaries at market levels as set by Council; as well as costs related to benefits and government contributions.

**Transfer to Other Governments** represents payments as per existing contracts. The increase relates to existing contract agreements.

**Transfer to Individuals and Organizations** represents the County's portion of repair and maintenance fees which are paid to other parties as per existing agreements. The increase is in line with historical actuals.

**Contributions to Reserves** represents contributions to the IT and Capital Equipment Plan Reserves. The increase relates to contributions for capital equipment which reflects price increases due to the current economic environment.

**Non-TCA Operating Projects** represents one-time initiatives and varies year-to-year depending on Council approved projects.

# Protective Services : Disaster Operating Budget

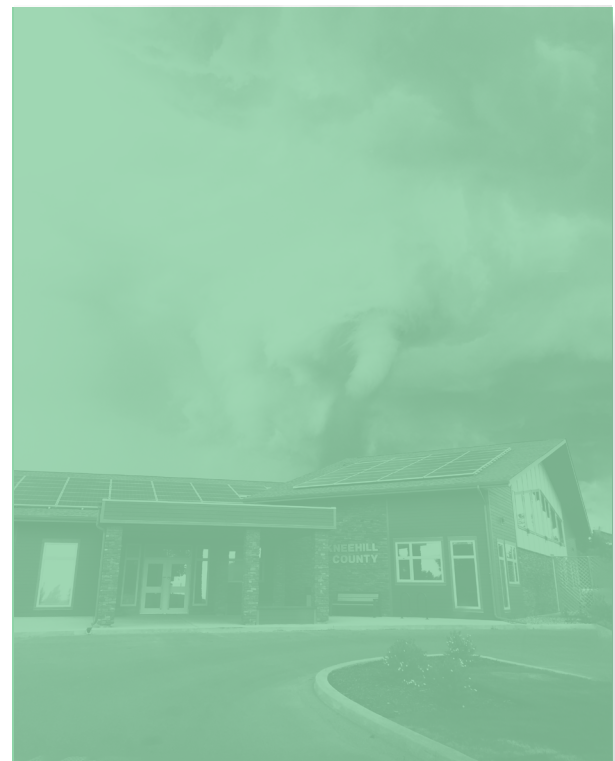
	2023 Budget	2024 Budget	Variance
<b>Expenses</b>			
Contract & General Services	10,400	13,000	2,600
Materials, Goods, Supplies, & Utilities	5,000	10,000	5,000
Salaries, Wages & Benefits	16,424	17,228	804
<b>Total Expenses</b>	<b>31,824</b>	<b>40,228</b>	<b>8,404</b>
<b>Net</b>	<b>31,824</b>	<b>40,228</b>	<b>8,404</b>

## Expenses

**Contract & General Services** relates to training and development. The increase relates to professional contracts.

**Materials, Goods, Supplies, & Utilities** includes equipment repair costs as well as general goods and supplies for the department. The increase relates to planned functional training exercises.

**Salaries, Wages, & Benefits** includes costs for staff which contribute to this department, including core salaries, government contributions, and benefits. The increase includes allocations for eligible merit increases and to maintain salaries at market levels as set by Council: as well as costs related to benefits and government contributions.





# Planning & Development

The Planning & Development Department strives to work with landowners and developers to create a positive and clear process when handling development or safety code permits. In going through this process, the Planning & Development Department seeks to balance rural land uses, natural environment, and economic prosperity using innovative and sound planning concepts and expertise. This helps to ensure that the County provides a safe and vibrant community for families.

The Planning & Development Department develops bylaws and policies for Council's approval on land use and development; evaluates land use applications, development permits, subdivision applications, and any other planning applications submitted by residents/developers. This enables the department to make recommendations that align with County plans and bylaws.

## Safety Code Services

The County has been accredited since 2000 to issue safety code permits in order to meet the legislated requirements (building, electrical, plumbing & gas, private sewage, etc.). The Planning & Development Department works with a third-party contractor who is responsible to ensure all inspections are completed and any deficiencies are addressed. This helps protect the safety of the County's residents and workers.

## 2023 Significant Achievements

Municipal Development Plan Review.

Created six working groups for the MDP review and two large public consultations.

Land Use Bylaw 1808 amendment specific to the renewable energy sections of the bylaw (Bylaw 188g is the amending bylaw).

Continued to monitor trends to support other amendments to the Land Use Bylaw when reviewed.

Stakeholder Education (ratepayer newsletter, Council RFDs, public engagements, working groups, etc.).

Planning to review the Trochu Inter-municipal Development Plan.

Participated in court activities for Saddle Up Estates and Badlands Motorsports Resort.

Completed service level review.

Hosted an information session for Renewable Energy and created accompanying fact sheets.

Participated in the AUC process for Three Hills Solar.

## Planning & Development

# Department Objectives

Department Objective	Description	Strategic Goal of Council	Anticipated Completion Date
Continue public engagements for MDP.	Will host 2 more public sessions prior to drafting the bylaw.	Effective Leadership	Q1
Continue with one more round of working group sessions.	Working group sessions will help develop the priorities for the MDP.	Effective Leadership	Q1
Draft MDP based on feedback to present to Council.	Will create a draft document based on feedback from the public and working group to present back to Council.	Effective Leadership	Q2
Will determine if a Land Use Bylaw Review is required to align with the new MDP.	Administration will review the LUB to determine if any sections need to be amended to ensure alignment with the revised MDP.	Effective Leadership	Q4
Review Inter-municipal Development Plans.	Administration will set up a timeline for review of 5 IDPs in order.	Effective Leadership	Q4
Internal Training.	The Planning Department will schedule some internal training sessions.	Effective Leadership	Q4
Will determine level of public engagement Council would like for Land Use Bylaw Review.	The Planning Department will propose some engagement options for Council to consider.	Effective Leadership	Q4

## Performance Metrics

Performance Metric	Unit of Measure	Strategic Goal of Council	2021 Data	2022 Data	2023 Data*
Total number of development permits issued..	#	Economic Resilience	88	87	61
Total number of safety code permits issued.	#	Economic Resilience	310	243	210
Construction value of building permits.	\$	Economic Resilience	\$10,799,692	\$15,455,857	\$9,342,652
Construction value of development permits.	\$	Economic Resilience	\$15,794,414	\$19,655,935	\$11,525,945
Total permit revenue.	\$	Economic Resilience	\$64,230	\$94,168	\$88,044
Enforcement Incidents.	#	Quality of Life	10	6	3

\*data available as of September 30th, 2023

# Planning & Development

## Operating Budget

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Licenses & Permits	(99,000)	(89,000)	10,000
Sale of Goods & Services	(19,700)	(15,100)	4,600
<b>Total Revenues</b>	<b>(118,700)</b>	<b>(104,100)</b>	<b>14,600</b>
<b>Expenses</b>			
Contract & General Services	72,410	98,892	26,482
Materials, Goods, Supplies, & Utilities	2,000	7,000	5,000
Salaries, Wages & Benefits	495,143	510,168	15,025
Contributions to Reserves	2,825	2,825	-
<b>Total Expenses</b>	<b>572,378</b>	<b>618,885</b>	<b>46,507</b>
<b>Net</b>	<b>453,678</b>	<b>514,785</b>	<b>61,107</b>

### Revenues

**Licenses & Permits** includes development and safety code permits. The decrease relates to safety code permits.

**Sales of Goods & Services** contains revenues related to map sales, compliance certificates, subdivision and rezoning fees, and appeal fees.

### Expenses

**Contract & General Services** includes safety code fees, IT software costs, and training and development. The increase relates to safety codes inspection services, as well as funding for additional community engagement.

**Materials, Goods, Supplies, and Utilities** includes printing and stationary costs for the department. The increase relates to supply costs.

**Salaries, Wages, & Benefits** include all costs for staff which contributed to this department, including core salaries, government contributions and benefits. The increase includes allocations for eligible merit increases and to maintain salaries at market levels as set by Council; as well as costs related to benefits and government contributions.

**Contributions to Reserves** represents contributions to the IT Reserve.

# Agricultural Services, Parks, & Cemeteries

## Agricultural Services

The Ag Services Department works in conjunction with the Ag Service Board, which operates under the authority of the Agricultural Service Board Act and as such has powers delegated to it by the provincial government for enforcement of the following Act: The Weed Control Act, the Soil Conservation Act, the Agricultural Pests Act, the Animal Health Act, and all other agriculture-related legislation. In carrying out the legislated requirements of these acts, and to assist agricultural producers in the County, several programs have been created over the years to help address agricultural trends or issues of the day.

## Parks

The Parks Department maintains and beautifies public green spaces, playgrounds, and campgrounds, and ensures that these spaces are maintained in a way that provides opportunities for connections with nature and the environment, active and passive leisure, social connections, and enjoyment that enhances the quality of life of the County's residents and visitors to the area.

## Cemeteries

The County Cemeteries Department maintains and beautifies all County owned and operated cemeteries as well as provides maintenance for four privately operated locations, ensuring these sites are safe for staff and visitors and that they meet all requirements as set through the Cemeteries Act.



# Agricultural Services, Parks, & Cemeteries

## 2023 Significant Achievements

Delivery of 2023 Growing Kneehill County Market & Long Table Dinner.

Sprayed 898km, which represents 1/3 of the County's maintained road network (excludes dirt trails/roads), as part of the annual Roadside Weed Control Program.

Completed Bertha Armyworm, Clubroot, Grasshopper, Fusarium, and Blackleg Surveys.

Mowed 2470 ditch miles as part of the Roadside Mowing Program.

Completed 2 rounds of urban weed inspections for 9 municipalities (Three Hills, Trochu, Carbon, Acme, Linden, Torrington, Wimborne, Huxley, and Swalwell).

Completed 3rd season of Horseshoe Canyon Paid Parking Pilot Project.

Installed shade structure frames at Horseshoe Canyon.

Repaired rock landscaping on center boulevard at administration building parking lot.

Collaborated with Alberta Public Lands to implement chemical and mechanical control of Common Tansy at Dry Island Buffalo Jump.

Mapped 392 invasive plant locations in various stages of control.

Completed 11 Ag Connection email newsletters by year's end.

Completed mowing maintenance of all cemeteries on schedule. (13 County owned and 4 contracted.)

Completed inspection for all 5 County playgrounds on schedule. (Keiver's Lake, Swalwell, Huxley, Torrington, and Wimborne.)

Marked 29 cemetery plots for burials or memorial placements.

Assisted with 6 Water Well Decommissioning Projects.

Participated in 17 extension events with 563 total attendees from 15 events (two events to be completed by year's end).

Implemented, hired, and trained a new role, Ag & Transportation Operator.

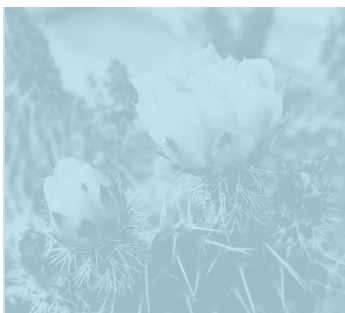
Installed new campground signs at Torrington, Braconnier, and Swalwell Campgrounds.

Built a new fence at Horseshoe Canyon to reduce off-trail use related erosion.

# Agricultural Services, Parks, & Cemeteries

## Department Objectives

Department Objective	Description	Strategic Goal of Council	Anticipated Completion Date
Maintain and care for Kneehill County cemeteries as per provincial Cemeteries Act and Kneehill County Cemetery Policy.	This will include mowing and site maintenance throughout the season as well as continued repairs to monuments requiring it, as budget allows.	High Quality Infrastructure	Q4
Provide safe & well maintained parks, campgrounds, and public spaces for Kneehill County residents & visitors.	This will include completing necessary inspections, preventative maintenance, site clean-up and servicing, tree work, mowing, and small improvements as needed throughout the season.	High Quality Infrastructure	Q4
Develop and deliver innovative ASB Extension & Land Care programming that focuses on ensuring quality agricultural products.	This will include the delivery of all workshops, events, programs, and resources for producers and residents as outlined in the 2023-2025 ASB Business Plan.	Quality of Life	Q4
Carry out provincially legislated agricultural duties and responsibilities, as well as those directives requested by ASB and Council.	This includes all programming related to vegetation management, soil conservation, and provincial pest inspections.	Economic Resilience	Q4
Develop a strategy for Horseshoe Canyon Facility implementation including concept design and funding feasibility study.	Develop and stat an implementation strategy for a facility at Horseshoe Canyon, including posting and accepting RFPs for the concept design and funding feasibility study for the space.	Economic Resilience	Q4
Enact a strategy for replacement of aged playground equipment in hamlets.	Implement a multi-year project to replace the aged playground equipment and increase accessibility in hamlets by partnering with community groups and industry.	High Quality Infrastructure	Q4
Complete roadside weed control for the central third of the County.	Utilize chemical and mechanical methods for controlling invasive species.	Economic Resilience	Q4
Provide closure on weed inspection cases through effective control options.	Utilize public education along with weed notices and enforcement for effective control of invasive species cases.	Economic Resilience	Q4



## Agricultural Services, Parks, & Cemeteries

# Performance Metrics

Performance Metric	Unit of Measure	Strategic Goal of Council	2021 Data	2022 Data	2023 Data
Canola fields surveyed for Clubroot.	#	Economic Resilience	1299	1137	1198
Number of farm plan assists.	#	Economic Resilience	9	7	9
Road km completed as part of the roadside spraying South 1/3 of County.	km	High Quality Infrastructure	900	758	898
County-owned cemeteries maintained and mowed on schedule.	%	Quality of Life	100	100	100
Events hosted.	#	Quality of Life	9	7	15
Event attendees.	#	Quality of Life	501	874	563
Acres spot sprayed.	#	Economic Resilience	45	26	82
Informational ads distributed.	#	Quality of Life	45	52	NA
Riparian Area Restoration Projects.	#	Quality of Life	1	1	0
Water wells decommissioned.	#	Quality of Life	4	4	4
Keiver's Lake Campground overnight bookings.	#	Quality of Life	2257	1911	1917
Torrington Campground overnight bookings.	#	Quality of Life	17	15	17
Swalwell Dam Campground overnight bookings.	#	Quality of Life	115	55	47
Braconnier Dam Campground overnight bookings.	#	Quality of Life	116	102	123
Playgrounds inspected.	%	Quality of Life	100	100	100
Public lands mowed on schedule (150+ acres, 50 sites total).	%	Quality of Life	100	100	100
Paid vehicles at Horseshoe Canyon.	#	Quality of Life	7696	7608	101,78

# Agricultural Services

## Operating Budget

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Operating Grants	(172,902)	(216,247)	(43,345)
Sale of Goods & Services	(12,500)	(12,500)	-
Transfer from Reserves	-	(66,000)	(66,000)
<b>Total Revenues</b>	<b>(185,402)</b>	<b>(294,747)</b>	<b>(109,345)</b>
<b>Expenses</b>			
Contract & General Services	281,335	462,045	180,710
Materials, Goods, Supplies, & Utilities	159,100	258,100	99,000
Salaries, Wages & Benefits	332,541	366,211	33,670
Transfer to Individuals & Organizations	6,500	6,500	-
Contributions to Reserves	69,325	74,072	4,747
Non TCA Operating Projects	-	66,000	66,000
<b>Total Expenses</b>	<b>848,801</b>	<b>1,232,928</b>	<b>384,127</b>
<b>Net</b>	<b>663,399</b>	<b>938,181</b>	<b>274,782</b>

### Revenues

**Operating Grants** represents provincial grant funding. The increase relates to new agreements with the province which provide for additional grant funding.

**Sales of Goods & Services** includes revenues related to weed inspection fees and custom spraying fees.

**Transfer from Reserves** represents funding for one-time initiatives and varies year-to-year depending on Council approved projects.

### Expenses

**Contract & General Services** contains ASB board member fees, training and development, advertising, insurance, IT software costs, land care programming, and the public land mowing contract. The increase relates to training and development and increased service levels related to weed control.

**Materials, Goods, Supplies, and Utilities** relates to weed control chemicals, fuel, and other supplies for the department. The increase relates to chemical costs related to increased weed control service levels.

**Salaries, Wages, & Benefits** includes all costs for staff which contributed to this department, including core salaries, government contributions and benefits. The increase includes allocations for eligible merit increases and to maintain salaries at market levels as set by Council, including additional seasonal support; as well as costs related to benefits and government contributions.

**Transfer to Individuals & Organizations** contains County support for local programs.

**Contributions to Reserves** represents contributions to the IT and Capital Equipment Plan Reserves. The increase relates to contributions for capital equipment which reflects substantial price increase .

**Non-TCA Operating Projects** represents one-time initiatives and varies year-to-year depending on Council approved projects.



## Parks

# Operating Budget

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Sale of Goods & Services	(101,900)	(106,900)	(5,000)
<b>Total Revenues</b>	<b>(101,900)</b>	<b>(106,900)</b>	<b>(5,000)</b>
<b>Expenses</b>			
Contract & General Services	157,472	175,526	18,054
Materials, Goods, Supplies, & Utilities	96,800	105,695	8,895
Salaries, Wages & Benefits	431,365	421,332	(10,033)
Contributions to Reserves	84,660	110,939	26,279
<b>Total Expenses</b>	<b>770,297</b>	<b>813,492</b>	<b>43,195</b>
<b>Net</b>	<b>668,397</b>	<b>706,592</b>	<b>38,195</b>

### Revenues

**Sales of Goods & Services** includes revenues related to campgrounds, and Horseshoe Canyon park fees. The increase relates to campground revenues.

### Expenses

**Contract & General Services** contains training and development, insurance, campground maintenance fees, and IT software costs. The increase relates to insurance and grounds maintenance costs.

**Materials, Goods, Supplies, and Utilities** includes fuel, utilities at park sites, and general supplies for parks sites. The increase relates to general supplies and utilities.

**Salaries, Wages, & Benefits** includes all costs for staff which contributed to this department, including core salaries, government contributions and benefits. The decrease includes adjustments for existing seasonal support, allocations for eligible merit increases, and allocations to maintain salaries at market levels as set by Council; as well as costs related to benefits and government contributions.

**Contributions to Reserves** represents contributions to the IT and Capital Equipment Plan Reserves. The increase relates to contributions for capital equipment which reflects substantial price increase.

## Cemeteries

# Operating Budget

	2023 Budget	2024 Budget	Variance
<b>Revenues</b>			
Sale of Goods & Services	(7,800)	(7,800)	-
<b>Total Revenues</b>	<b>(7,800)</b>	<b>(7,800)</b>	<b>-</b>
<b>Expenses</b>			
Contract & General Services	7,000	7,000	-
Materials, Goods, Supplies, & Utilities	2,500	2,500	-
Salaries, Wages & Benefits	60,091	55,295	(4,796)
Transfer to Individuals & Organizations	-	4,000	4,000
<b>Total Expenses</b>	<b>69,591</b>	<b>68,795</b>	<b>(796)</b>
<b>Net</b>	<b>61,791</b>	<b>60,995</b>	<b>(796)</b>

### Revenues

**Sales of Goods & Services** represents the sale of plots within County owned cemeteries.

### Expenses

**Contract & General Services** relates to contracted grounds maintenance, and IT software costs.

**Materials, Goods, Supplies, and Utilities** includes general supplies for the department.

**Salaries, Wages, & Benefits** includes all costs for staff which contributed to this department, including core salaries, government contributions and benefits. The decrease includes adjustments for existing seasonal support, allocations for eligible merit increases, and allocations to maintain salaries at market levels as set by Council; as well as costs related to benefits and government contributions.

**Transfer to Individuals and Organizations** represents a community grant for cemetery maintenance which is a new program for 2024.



Operating  
Projects

# Operating Projects Overview

There are several one-time Operating Projects included in the 2024 Budget, all of which are summarized in the table below with additional information on the following page.

Lead Department	Project Name	2024 Project Costs	Future Project Costs	2024 Operating Budget Impact
Ag Services, Parks & Cemeteries	Growing Kneehill Event	66,000		
Environmental Services	Hamlet Infrastructure Master Plan - Torrington	105,600		
Environmental Services	Concrete Crushing (Kneehill County Solid Waste Site)	55,000		
Environmental Services	WaterCAD Implementation Costs	5,500	5,500	11,569
Facilities	PSD Maintenance Manager Enhancements	22,000	44,000	
Transportation	Pavement Condition Assessment Report	110,000		
<b>Total Costs</b>		<b>364,100</b>	<b>49,500</b>	<b>11,569</b>



# 2024 Operating Projects

## **Growing Kneehill \$66,000**

The annual Growing Kneehill Event in its existing model includes the Long Table Dinner and Country Market. This event is ongoing through the scope and format change as per Council's direction. The overall intended purpose is celebration and promotion of the Ag industry in Kneehill County.

## **Hamlet Infrastructure Master Plan - Torrington \$105,600**

This project builds upon the Hamlet study that was completed in 2016, and would include an in-depth analysis of road surface conditions, sidewalk assessments, and drainage issues in Torrington to ensure any proposed repairs have been taken into account.

## **Concrete Crushing \$55,000**

Concrete has accumulated at the Kneehill County Solid Waste Site over the years from both residents and County departments. A contractor would be hired to crush this concrete, at which point the new 2" gravel would be stockpiled on site for various uses.

## **WaterCAD Implementation Costs \$5,500**

This software will allow for quick analysis, design, and optimization of our water distribution systems from fire flow and water quality analysis, to energy cost management and pump modeling.

## **PSD Maintenance Manager Enhancements \$22,000**

This initiative was started in 2023 and is a multi-year project, the continuation of which will allow for data collection and system enhancements of the work order system. This information will aid in data retention and entry of our many facility assets.

## **Pavement Condition Assessment \$110,000**

This study will provide Kneehill County with information regarding the current condition of County maintained ACP and chip sealed roads. The study will provide analysis on road structures, surface conditions, rutting measurements, oil content, and strength and potentially provide overlay design options.



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# Capital Budget

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# Capital Budget Overview

The Capital Budget is a long-term, multi-year plan which is updated and refined on an annual basis. This plan reflects the need to invest in infrastructure as the County grows and the existing infrastructure ages. Along with these factors the withdrawal of provincial and federal capital allocations has created a significant financial challenge for the County. The need to prepare long-term infrastructure renewal plans which is supported by prudent financial planning is a major undertaking.



## **Overview of the Preparation of the Capital Budget**

In addition to being a planning tool, the Capital Budget and Forecast is a very important financial tool. By identifying and quantifying renewal and growth needs, the County can determine the existing financial capacity and financial implications of the County undertaking the desired plan. The use of long-term financial planning ensures that service levels are maintained, and the County's assets are in good state of repair without negative impact or significant tax rate increases in any particular year.

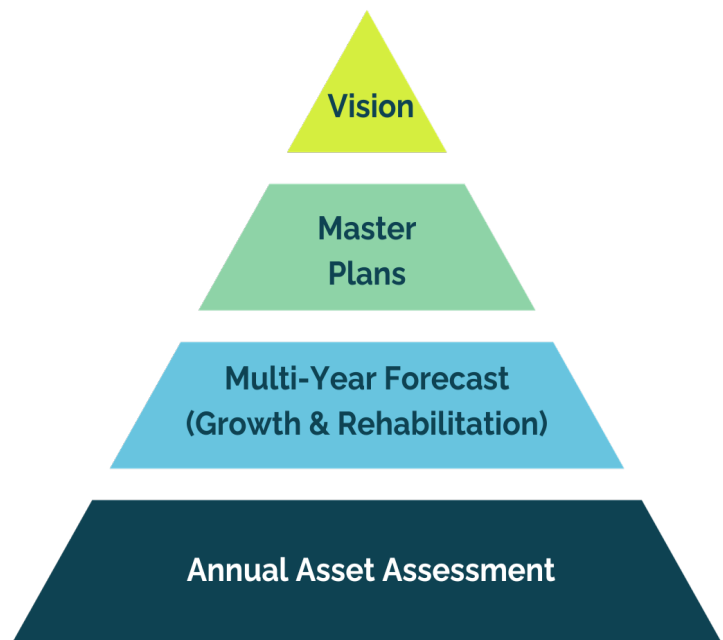
The guiding principles which staff employ in the development of the Capital Budget and Forecast may be summarized as follows:

- Focus on the renewal needs of existing assets
- Focus on the needs of the community
- Achieve optimum benefit from the use of taxpayer's dollars
- Increase the efficiency of program delivery
- Communicating the Capital Plan and priorities, thus reducing community pressure to fund projects of lower priority.

# Capital Budget Inputs

The graphic to the right illustrates the hierarchy of information which leads to the County's overall vision and impacts capital investment decisions.

The County is working to develop a Long-Term Financial Plan that details capital expenditures for the next 15-25 years. As noted in the Long-Term Financial Plan section of this budget document, any potential operating impacts or significant non-recurring projects are considered in the plan.



## **Presentation of the Capital Budget and Forecast**

The County presents a capital investment plan annually to County. In addition to the items detailed in this document, staff may bring forward additional items during the year. However, all projects require Council approval prior to them being undertaken. There is no commitment to fund future years unless Council has specifically approved the funding for these projects.

In addition, if projects in the current year are contingent on various external funding sources, and funding for these contingent projects is not forthcoming, the projects may be deferred, amended, or canceled.

Over time priorities may change or external funding may be available, which may result in Council amending or adjusting the projects in the capital forecast plan.



# 2024 Capital Projects

## 2023 Projects with 2024 Budget Requirements

Project Name	Type	2024 Cost	Future Capital Costs	Funding Source
Rural Road Construction	Maintenance of Existing Asset	\$22,000	\$3,740,000	Roads Reserve
BF 13477 (SW 18-33-23-W4)	Maintenance of Existing Asset	\$550,000	-	Road Reserve
<b>Totals</b>		<b>\$572,000</b>	<b>\$3,740,000</b>	

### Rural Road Construction \$22,000

Based on the Rural Road Study update in 2023, this would consist of the reconstruction of approximately 4 miles of gravel roads, including engineering, surveying, and landowner negotiations.

### Bridge File 13477 (SW 18-33-23-W4) \$550,000

Replacement of the existing twin bridge culverts; current structural rating is 22.2% with severe floor perforations.



# 2024 Capital Projects

## Replacement of Existing Assets

Project Name	Type	2024 Cost	Future Capital Costs	Funding Source
Light Duty Pickup	Replacement of Existing Asset	\$82,965	-	CEP Reserve
Light Duty Pickup	Replacement of Existing Asset	\$82,965	-	CEP Reserve
Sub-compact Utility Tractor	Replacement of Existing Asset	\$38,500	-	CEP Reserve
Front Mount Mower, AWD	Replacement of Existing Asset	\$59,797	-	CEP Reserve
Informational Sign Replacement	Replacement of Existing Asset	\$9,900	-	Parks Reserve
Playground Replacement	Replacement of Existing Asset	\$33,000	\$132,000	Community Fundraising/ Parks Reserve
Zero-turn Mower	Replacement of Existing Asset	\$57,698	-	CEP Reserve
IT Capital Plan Purchases	Replacement of Existing Asset	\$63,800	-	IT Reserve
Council Room Video Wall	Replacement of Existing Asset	\$44,000	-	IT Reserve
Acme Tender Replacement	Replacement of Existing Asset	\$715,000	\$10,000	CEP Reserve
Calcium Applicator/Water Truck	Replacement of Existing Asset	\$330,000	-	CEP Reserve
End Dump Gravel Trailer	Replacement of Existing Asset	\$110,200	-	CEP Reserve
Heavy Duty 1-ton Pickup	Replacement of Existing Asset	\$135,750	-	CEP Reserve
Heavy Duty 3/4-ton Pickup	Replacement of Existing Asset	\$82,965	-	CEP Reserve
Heavy Duty 3/4-ton Pickup	Replacement of Existing Asset	\$82,965	-	CEP Reserve
Heavy Duty 3/4-ton Pickup	Replacement of Existing Asset	\$82,965	-	CEP Reserve
Heavy Duty Pickup	Replacement of Existing Asset	\$82,965	-	CEP Reserve
Pup Trailer Gravel Dump Trailer	Replacement of Existing Asset	\$87,500	-	CEP Reserve
Rough Terrain Fork Lift	Replacement of Existing Asset	\$197,800	-	CEP Reserve
Tracked Dozer D5	Replacement of Existing Asset	\$640,137	-	CEP Reserve
BF 70576 (SW 25-32-25-W4)	Replacement of Existing Asset	\$847,000	\$55,000	Road Reserve
BF 70988 (NW 15-28-24-W4)	Replacement of Existing Asset	\$66,000	\$440,000	Road Reserve
BF 72256 (SW 1-32-25-W4)	Replacement of Existing Asset	\$715,000	\$55,000	Road Reserve
<b>Totals</b>		<b>\$4,648,872</b>	<b>\$692,000</b>	

# 2024 Capital Projects

## **Light Duty Pickup (U0417) \$82,965**

This is a scheduled replacement of a 1/2 pickup per CEP life cycle policies.

## **Light Duty Pickup (U0517) \$82,965**

This is a scheduled replacement of a 1/2 pickup per CEP life cycle policies.

## **Sub-compact Utility Tractor \$38,500**

This is a scheduled replacement of the sub-compact tractor with loader per CEP life cycle policies.

## **AWD Front Mount Mower \$59,797**

This is a scheduled replacement of an all-wheel drive front mount mower as per CEP life cycle policies.

## **Informational Sign Replacement \$9,900**

The current signage at Horseshoe Canyon is outdated; the replacement would include a HSC trail map and local destination information.

## **Playground Replacement \$33,000**

The Torrington Playground is nearing the end of its lifespan and will need to be replaced with equipment in line with safety and inclusive considerations.

## **Zero-turn Mower \$57,698**

This is a scheduled replacement of a zero-turn mower with 48" deck as per CEP life cycle policies.

## **IT Capital Plan Purchases \$63,800**

There are 7 laptops slated for replacement in 2024 according to the County's IT Capital Plan. This item also includes replacement of the wide format map printer and the computer in Council Chambers.

## **Council Room Video Wall \$44,000**

The video wall in Council Chambers is due for replacement in 2024, and the existing infrastructure is no longer manufactured in its current form. The 9 individual screens will be replaced with 1 single screen for enhanced viewing.

## **Acme Tender Replacement \$715,000**

Purchase of replacement Acme Tender as per the ICF Fire Sub Agreement with the Village of Acme. The Tender is 100% owned by Kneehill County, and is on the Capital Equipment Plan for replacement in 2025. Following administration discussions the entire amount is being budgeted in 2024, not just the deposit.

## **Calcium Applicator/Water Truck \$330,000**

This is an early replacement of a triaxle water/calcium trailer. The current unit is degrading quicker than originally estimated due to corrosive nature of calcium brine. This unit would be used for the dust control program as well as a water hauling/applicator truck for County projects.

## **End Dump Gravel Trailer \$110,200**

This is a scheduled replacement of a triaxle end dump gravel trailer as per CEP life cycle policies.

## **Heavy Duty 1-ton Pickup with dump box \$135,750**

This is a scheduled replacement of a 1-ton pickup with plow mount and dump box per CEP life cycle policies. Current fleet rebates also allow for better discounts on 3/4 ton to 5-ton trucks from manufacturers.

## **Heavy Duty 3/4-ton Pickup (G0115) \$82,965**

This is a scheduled replacement of a 1/2-ton pickup as per CEP life cycle policies. The switch to a 3/4-ton from a 1/2-ton is a safety/cargo capacity consideration, as well as utilizing fleet discounts from manufacturers.

## **Heavy Duty 3/4-ton Pickup (M0317) \$82,965**

This is a scheduled replacement of a 1/2-ton pickup as per CEP life cycle policies. The switch to a 3/4-ton from a 1/2-ton is a safety/cargo capacity consideration, as well as utilizing fleet discounts from manufacturers.

## **Heavy Duty 3/4-ton Pickup (M0717) \$82,965**

This is a scheduled replacement of a 1/2-ton pickup as per CEP life cycle policies. The switch to a 3/4-ton from a 1/2-ton is a safety/cargo capacity consideration, as well as utilizing fleet discounts from manufacturers.

## **Heavy Duty Pickup (O0214) \$82,965**

This is a scheduled replacement of a 1/2-ton pickup as per CEP life cycle policies. The switch to a 3/4-ton from a 1/2-ton is a safety/cargo capacity consideration, as well as utilizing fleet discounts from manufacturers.

## **Pup Trailer Gravel Dump Trailer \$87,500**

This is a scheduled replacement of a tandem pup gravel dump trailer as per CEP life cycle policies. The new unit will increase cargo capacity to improve productivity.

# Capital Projects

## **Rough Terrain Forklift \$197,800**

This is a scheduled replacement of a telehandler/ forklift as per CEP life cycle policies. The switch from the existing telehandler to a rough terrain forklift will bring back the level of service from prior to purchasing the telehandler. The new forklift will also help to increase productivity and improve safety.

## **Tracker Dozer \$640,137**

This is an unscheduled replacement ahead of CEP policies. The switch from a D7 to a D5 dozer will fit more within the planned usage of the unit and will make hauling safer and more in-line with the limits of County equipment.

## **Bridge File 70576 (SW 25-32-25-W4) \$847,000**

Bridge currently has a low structural rating of 44.4%. The engineering and construction of a culvert liner and boring an overflow pipe will allow for replacement of the bridge file without affecting the road top and will maintain high quality infrastructure.

## **Bridge File 70988 (NW 15-28-24-W4) \$66,000**

Bridge File currently has structural rating of 22.2% and will need an engineered design plan for replacement.

## **Bridge File 72256 (SW 1-32-25-W4) \$715,000**

A culvert line needs to be engineered and constructed in order to replace the bridge file without affecting the road top.



# 2024 Capital Projects

## Maintenance of Existing Assets

Project Name	Type	2024 Cost	Future Capital Costs	Funding Source
Major Bridge Maintenance	Maintenance of Existing Asset	\$220,000	-	Roads Reserve
Administration & FCSS Parking Lot Design, Assessment, & Repair	Maintenance of Existing Asset	\$22,000	\$330,000	Buildings Reserve
Administration Protective Services Office Renovation	Maintenance of Existing Asset	\$49,500	-	Buildings Reserve
Public Works Renovations	Maintenance of Existing Asset	\$82,500	-	Buildings Reserve & CCBF Grant
Three Hills Transfer Station Improvements	Maintenance of Existing Asset	\$44,000	-	CCBF Grant
<b>Totals</b>		<b>\$418,000</b>	<b>\$330,000</b>	

### Major Bridge Maintenance \$220,000

This project will provide assessment and repairs to multiple bridge structures in order to increase life expectancy, adding upwards of 10 years to the lifespan of our infrastructure.

### Administration & FCSS Parking Lot Design, Assessment, & Repair \$22,000

Both the FCSS and Administration buildings require drainage and traffic flow assessments, as well as engineering to verify code compliance.

### Administration Protective Services Office Renovation \$49,500

Due to the confidential nature of the Peace Officer's work, the cubicles will be changed to an office, and insulated for sound.

### Public Works Renovation \$82,500

Several replacements are required due to obsolete technology and safety concerns, including eavestrough corrosion and removal of the shop elevator.

### Three Hills Transfer Station Improvements \$44,000

The swing gate requires replacement due to damage related to impact & collisions. The Ag Recycling drop off will no longer be utilized for chemical jugs so this area will be converted to a covered structure and used for other potential recycling options.

# 2024 Capital Projects

## New Assets

Project Name	Type	2024 Cost	Future Capital Costs	Funding Source
Event/Market Space Development	New Asset	\$38,500	-	Parks Reserve
Horseshoe Canyon Shade Structure	New Asset	\$13,900	-	Parks Reserve
Horseshoe Canyon Interpretive Center/Washroom	New Asset	\$110,000	\$3,080,000	Revenue Stabilization Reserve
Swalwell Site Fencing	New Asset	\$44,000	-	Water Reserve
Fencing of Wimborne & Linden Towers	New Asset	\$44,000	-	Buildings Capital Replacement
Burn Structure Addition	New Asset	\$55,000	-	CCBF Grant
<b>Totals</b>		<b>\$305,400</b>	<b>\$3,740,000</b>	

### Event/Market Space Development \$38,500

This project would include leveling the area for an outdoor market space and installing electrical service.

### Horseshoe Canyon Shade Structure \$13,900

This is a continuation of shade structure installation at Horseshoe Canyon.

### Horseshoe Canyon Interpretive Center/Washroom \$110,000

Includes building a facility to house washrooms, retail opportunities, and interpretive displays related to the canyon, as well as promoting the local area.

### Swalwell Site Fencing \$44,000

Install fencing and gates around the Swalwell Pumphouse/Reservoir to increase security. These updates are in line with regulations from Alberta Environment.

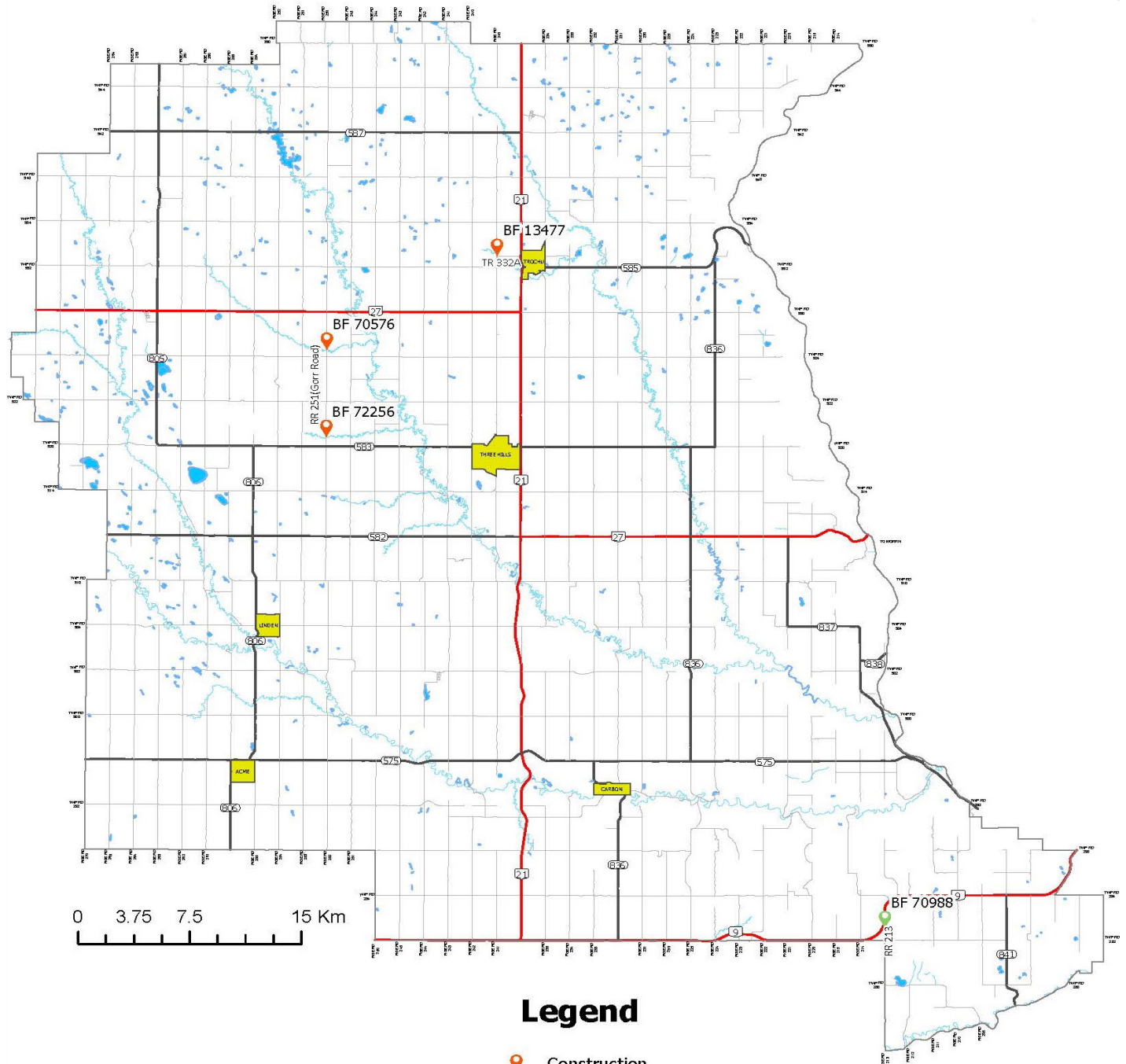
### Fencing of Wimborne & Linden Towers \$44,000

Install fencing around the Wimborne and Linden Towers to decrease the opportunities for crime. The towers are no longer used for fire services but do serve as Transportation repeaters.

### Burn Structure Addition \$55,000

Purchase and install a second-floor extension at the Burn Structure in Trochu to allow for an essential skill to be taught and completed at our firefighter training centre.

# Capital Projects



## Legend

- 📍 Construction
- 📍 Design

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Project Name : KC\_0105

# Proposed to Adopted Budget

The initial proposed Operating Budget presented to Council consisted of a shortfall of \$2,094,285.

Throughout budget deliberations a variety of strategies were discussed to close the shortfall, and several adjustments were subsequently made in order to balance the budget in line with MGA requirements.

The strategies discussed to bridge the shortfall focused around five key priorities:

1. Ensuring financial sustainability for the organization while also mitigating future spikes in taxes.
2. Ensuring tax rates are in line with those of our municipal comparators who have environmental factors, challenges, services, and levels of service comparable to the County.
3. Retaining existing levels of service for ratepayers.
4. Ensuring budget adjustments align with historical trends, projected future growth, and/or global financial forecasts.
5. Supporting industrial attraction efforts that have the potential to increase the non-residential tax base while also maintaining sustained minimal tax increases.

In consideration of the key priorities, the following adjustments were incorporated into the budget in order to bring it to a balanced position:

**Operating Projects** were added to the budget; these represent one-time projects which are funded through reserves, and do not impact the bottom-line shortfall of the operating budget.

**Administrative Adjustments** based on updated trending for high volume purchases by industry, administration increased the budget for bulk water revenues.

**Increase Return on Investments** the initial proposed budget included a decrease of return on investments in order to transition investment revenues from an operating budget funding mechanism to a reserve funding mechanism. In light of the budget shortfall, Council opted to delay this transition and maintain investment returns at 2023 levels for the 2024 budget.

**Proposed New Initiatives** various new initiatives were proposed for inclusion in the 2024 budget. Council opted to defer, or amend, some of these initiatives in light of the shortfall.

**Reserve Contribution Adjustment** Council opted to defer a portion of the proposed increase in reserve contributions related to inflationary increases on equipment and vehicle costs.

**Provision for Allowances** this item was decreased in line with recent trends in the collection of taxes.

**Water Rate Adjustments** with consideration for the cost recovery ratio of the County's water systems, as well as comparative rates for neighbouring municipalities, an increase of \$0.25 per cube of water was applied to both water distribution systems, and bulk water stations. In addition, a \$1 increase to the monthly fee related to water distribution systems was also implemented.



# Proposed to Adopted Budget

**Property Tax Adjustment** subsequent to the previously noted adjustments, Council reviewed existing tax rates and adjusted taxation revenue; accordingly, these adjustments were made with the primary consideration being the impact on individual ratepayers.

**Reserve Draw to Balance Budget** in light of consideration of the budget impact to ratepayers, Council determined a draw from the Revenue Stabilization reserve was appropriate to balance the budget.

The noted adjustments resulted in a balanced budget.

<b>Proposed to Adopted Budget Adjustments</b>	
Initial Core Budget Shortfall	2,094,285
<b>Adjustments to Balance Budget</b>	
Operating Projects	364,100
Operating Project Funding	(364,100)
Administrative Adjustments	(82,000)
Increase Return on Investments	(163,984)
Proposed New Initiatives	912,729
Deferred and Amended New Initiatives	(333,965)
Reserve Contribution Adjustment	(459,000)
Provision for Allowances	(150,000)
Water Rate Adjustments	(78,916)
Property Tax Adjustment	(1,222,345)
Reserve Draw to Balance Budget	(516,804)
<b>Balance</b>	<b>-</b>

# Proposed to Adopted Budget

	2024 Proposed Core Budget	Budget Amendments	2024 Budget
<b>Revenues</b>			
Licenses & Permits	(89,100)	-	(89,100)
Operating Grants	(506,647)	-	(506,647)
Other Revenue	(85,000)	-	(85,000)
Sale of Goods & Services	(1,553,058)	(160,916)	(1,713,974)
Sales to Other Governments	(132,370)	-	(132,370)
Rental Income	(140,700)	-	(140,700)
Penalties & Fines	(92,000)	-	(92,000)
Property Taxes	(24,474,002)	(1,222,345)	(25,696,347)
Special Taxes & Frontage	(293,587)	-	(293,587)
Return on Investments	(602,800)	(163,984)	(766,784)
Transfer from Reserves	-	(880,904)	(880,904)
Capital Equipment Plan Sales	(100,000)	-	(100,000)
<b>Total Revenues</b>	<b>(28,069,264)</b>	<b>(2,428,149)</b>	<b>(30,497,413)</b>
<b>Expenses</b>			
Contract and General Services	3,385,305	237,289	3,622,594
Materials, Goods, Supplies, & Utilities	4,400,479	109,000	4,509,479
Salaries, Wages & Benefits	10,287,666	228,475	10,516,141
Provision for Allowances	250,000	(150,000)	100,000
Purchases from Other Governments	746,220	-	746,220
Transfer to Other Governments	660,419	-	660,419
Transfer to Individuals & Organizations	306,450	4,000	310,450
Transfer to Local Boards & Agencies	120,852	-	120,852
Contributions to Reserves	9,291,158	(459,000)	8,832,158
Non TCA Operating Projects	-	364,100	364,100
Gravel (Inventory) Projects	715,000	-	715,000
<b>Total Expenses</b>	<b>30,163,549</b>	<b>333,864</b>	<b>30,497,413</b>
<b>Net</b>	<b>2,094,285</b>	<b>(2,094,285)</b>	<b>-</b>

# Reserve Funds

The County's reserves are funds which are set aside for specific departments, projects, and initiatives. These funds are generally held within their associated reserve until such time when a suitable project or initiative is approved by Council. The County has both Operating and Capital Reserve Funds, as well as a Water Service Area Fund which has specific requirements for budgeted draws because it is collected through a special tax levy.



The County's projected opening balances for Reserve Funds as of December 31, 2023 are provided in the included table.

Contributions and draws through both the Operating and Capital Budgets are included in the schedule to detail projected balances available for future uses.

**Operating Budget** contributions to reserves have been allocated in the Operating Budget and include contributions related to Capital Equipment Plan purchases, Building Capital Replacements, and IT purchases. Operating draws relate to one-time projects.

**Capital Budget** draws related to approved capital projects, capital equipment purchases and IT purchases, none of which are included within the core Operating Budget.

# 2024 Reserve Continuity

Reserve	2024 Projected Opening Balance	Operating Budget		Capital Budget	2024 Available Balance
		2024 Core Budget Contributions	2024 Draws One-Time or New Initiatives	2024 Draws	
IT	249,924	79,647	-	(107,800)	221,771
Transitional Funds	636,112	-	-	-	636,112
Capital Equipment Replacement	5,395,678	3,094,888	-	(2,870,172)	5,620,394
Disaster Recovery	686,024	150,000	-	-	836,024
Buildings Capital Replacement	1,757,204	481,500	(22,000)	(154,000)	2,062,704
Gravel	2,349,528	350,000	-	-	2,699,528
Roads	20,038,178	2,890,800	(110,000)	(858,000)	21,960,978
Bridges	189,880	600,000	-	-	789,880
Infrastructure	1,700,000	850,000	-	-	2,550,000
Water	4,527,358	335,323	(111,100)	(44,000)	4,707,581
Water Service Area	5,870,638	-	-	-	5,870,638
Environmental	1,950,541	-	-	-	1,950,541
Municipal	142,679	-	-	-	142,679
Parks	802,999	-	(66,000)	(72,300)	664,699
Contingency	1,255,846	-	(55,000)	(44,000)	1,156,846
Hamlet Infrastructure	3,305,609	-	-	-	3,305,609
Revenue Stabilization	6,353,680	-	(516,804)	(110,000)	5,726,876
<b>Total</b>	<b>57,211,878</b>	<b>8,832,158</b>	<b>(880,904)</b>	<b>(4,260,272)</b>	<b>60,902,860</b>

# Debt

Section 276(2) of the Municipal Government Act has specific guidelines regarding the amount of debt a municipality is able to hold; these limits are defined by Alberta Regulation 255/100. This debt limit is intended to ensure that municipalities continue to operate with a going concern for the ratepayers residing within its borders.

The debt limit is calculated at 1.5 times the core revenue of the County, and the debt service limit is calculated at 0.25 times the core revenue of the County. Incurring debt, or interest expenses, beyond these limitations requires approval by the Minister of Municipal Affairs, and would need to be disclosed in the County's audited financial statements.

The County currently has no outstanding debt related to its core operations, and the preliminary five-year capital forecast does not currently project a reliance on debt financing. However, Council has authorized a loan guarantee for the Trochu Housing Corporation related to plans to build a new senior's facility in Trochu. This guarantee is not yet in place and is dependent on approval of grant funding for the project. The funding would be utilized during the building of the project, and the debt would be repaid upon completion of the build.

The most recent debt limits, as presented on the County's audited financial statements, are summarized below:

	2020	2021	2022
Total Debt Limit	41,188,489	42,776,535	45,123,659
Loan Guarantee	-	20,000,000	20,000,000
Outstanding Debt	-	-	-
<b>Debt Limit Available</b>	41,188,489	22,776,533	25,123,659
Debt Servicing Limit	6,864,748	7,129,423	7,520,610
Debt Servicing Utilized	-	-	-
Debt Servicing Limit Available	6,864,748	7,129,423	7,520,610
<b>Current Outstanding Debt</b>	-	-	-

# Glossary

## Commonly Used Abbreviations

**ASB** - Agricultural Services Board

**CAO** - Chief Administrative Officer

**FCSS** - Family & Community Support Services

**FTE** - Full Time Equivalent

**GAAP** - Generally Accepted Accounting Principles

**MDP** - Municipal Development Plan

**MGA** - Municipal Government Act

**MSO** - Municipal Sustainability Initiative

**PSAB** - Public Sector Accounting Board

**TCA** - Tangible Capital Assets

## Accounting Principles

Generally Accepted Accounting Principles that apply specifically to the process of developing estimates and budgets and the reporting of results for financial documents.

## Accrual Accounting

The approach to preparing financial statements that uses the adjusting process to recognize revenues when earned and expenses when incurred, not when cash is paid or received. The County's sources of financing and expenditures are recorded using the accrual basis of accounting. This is also the basis for developing the County's Budget.

## Agricultural Service Board (ASB)

The ASB acts as an advisory body to Council and develops agricultural policies to meet the needs of the County.

## Alberta Environmentally Sustainable Agriculture (AESAs)

Provides support for integrated environmental planning, technology transfer and extension activities, and farm resource management by farmers and ranchers. Eligible projects include those that promote the reduction of impacts from agricultural production practices on soil, water, biodiversity, and air resources.

## Alberta Municipal Infrastructure Program (AMIP)

This program provides financial assistance to municipalities to develop capital municipal infrastructure to maintain or enhance economic, social, and cultural opportunity and well-being, while protecting and improving the quality of our environment.

## Alberta Municipalities

This is the organization which represents urban municipalities (cities, towns, and villages) in Alberta. They advocate for rural municipalities at a provincial and federal level. It also plays an important role in education and information sharing for members.

## Alberta School Foundation Fund (ASFF)

To ensure the separate accounting of education property tax funding, the Alberta Government established the Alberta School Foundation Fund (ASFF) in 1994. This fund makes certain that all education property tax is accounted for separately from general revenues.

## Allowance

A provision for an expected loss or reduction in the value of an asset, so as to reduce the reported value of the asset to a value which reflects its estimated realizable value. Examples of an allowance are Allowance for Doubtful Accounts, and Allowance for Uncollectable Taxes.

## Approved Budget

The final Budget passed by Council, which will govern the operations and reporting during the fiscal year.

## Area Structure Plan (ASP)

A statutory document which is passed by bylaw. An ASP pertains to a specific area within the County which outlines specific development regulations for that area. The ASP must be consistent with the County's Municipal Development Plan.

## Assessment

A value established by the Municipal Assessor for real property for use as a basis of levying property taxes for municipal purposes.

## Assets

All properties, both tangible and intangible, owned by an entity.

## Base Budget

Budget resources that are required to maintain service at the level provided in the previous year's Budget.

## Budget

A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures for the provision of various municipal programs and services, approved by Council.

**Budget Document**

The official written statement prepared by administration, which presents the Budget for the fiscal year to Council.

**Budget Message**

A general discussion of the Budget presented in writing as part of the budget document. The budget message explains principle budget issues and highlights against the background of financial experience in recent years and presents recommendations made by senior administration, for the consideration of Committee and Council.

**Budget Principles**

Propositions employed in budget development, control, and reporting.

**Capital Budget**

A plan of capital expenditures to be incurred in the current year and over a period of subsequent future years identifying each capital project and the method of financing.

**Capital Equipment Plan (CEP)**

A formal plan which tracks all vehicles and major equipment and funds the replacement of these assets based on estimated useful life and actual condition at the time of the estimated replacement year.

**Capital Expenditure**

Money spent to acquire or upgrade physical assets including transportation infrastructure, land, and buildings.

**Capital Projects**

Projects, which purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or infrastructure.

**Chief Administrative Officer (CAO)**

- a) is the administrative head of the County.
- b) ensures that policies and programs are implemented.
- c) advises and informs Council on the operation and affairs of the County.
- d) performs the duties and functions and exercises the powers assigned to a Chief Administrative Officer by the Municipal Government Act and other enactments or assigned by Council.

**Current Taxes**

Taxes that are levied and payment due within the fiscal year.

**Debt**

The payment of interest and repayment of principle to holders of the County's debt instruments, used to finance capital projects.

**Debt Limit**

The total outstanding debt service charges incurred by the County. This can be expressed as the Council Policy limit or the allowable Provincial Government Limit.

**Deficit**

The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.

**Department**

A basic organizational unit of the County, which is functionally unique in its delivery of services.

**Drumheller & District Solid Waste Management Association (DDSWMA)**

The DDSWMA is a regional landfill located in Drumheller, Alberta. The DDSWMA operates as its own entity. Each member County, Municipality, and Town has a representative on the DDSWMA Board of Directors. Kneehill County is a member of the Board and contracts the services of DDSWMA.

**Expenditure**

Acquired goods and services.

**External Boards**

Local boards which are consolidated in the County's financial reporting. These boards are under the control of Council.

**Family & Community Support Services (FCSS)**

A partnership year) that matches all planned revenues and expenditures for the provision of various municipal programs and services, approved by Council.

**Fiscal Policy**

Actions adopted to achieve a financial outcome.

**Fiscal Year**

The twelve-month accounting period for recording financial transactions. Kneehill County's fiscal year is January 1 to December 31.

**Full Time Equivalent Position (FTE)**

A measure to account for all staffing dollars in terms of their value as a staffing unit. For example, two (2) half-time positions would equate to one (1) FTE.

**Fund**

A set of interrelated accounts to record revenues and expenses associated with a specific purpose. A fund has its own revenues, expenditures, assets, liabilities, and equity.

**Fund Balance**

A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds, over cumulative expenditures, and other uses of funds.

**General Fund**

The general fund is the general accounting fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.

**Generally Accepted Accounting Principles (GAAP)**

Recognized uniform principles, standards, and guidelines for financial accounting and reporting. GAAP encompasses the conventions and rules that define accepted accounting principles at a particular time.

**Geographic Information Systems (GIS)**

A computerized mapping system that captures, stores, analyzes, manages, and presents data that refers to or is linked to a location.

**Grant**

A monetary contribution by one governmental unit or other organization to another. Typically, these contributions are made to local governments by the Provincial and Federal Governments,

**Grants in Lieu of Taxes/Payment in Lieu of Taxes**

A contribution in lieu of taxes made by agencies that would otherwise be exempt to local taxation through legislation. Payments in lieu of taxes are made in recognition of the services received by municipalities and are remitted based on policy rather than legislation.

**Inflation**

A rise in price levels caused by economic activity.

**Information Technologies (IT)**

The department and personnel responsible for solving the technology needs of the organization, from project planning through to implementation. This scope includes needs analysis, selection, installation, management, and support of all software and hardware systems..

**Infrastructure**

The facilities and assets employed by the County to deliver services. These facilities and assets are numerous and are not limited to roads, sewers, water plants, buildings, and vehicles.

**Investment Income**

Interest and dividend income received from investments and cash balances.

**Kneehill Housing Corporation (KHC)**

Kneehill Housing Corporation (originally Kneehill Housing Foundation) was established in 1960 to build and operate Golden Hills Lodge in Three Hills, Alberta. Kneehill Housing Corporation was established as a management body under the Alberta Housing Act effective January 1, 1996. A non-profit organization operating and regulated by the Alberta Housing Act. KHC operates seniors' lodges, seniors' self-contained apartments and family and community housing.

**Land Use Bylaw (LUB)**

A Land Use Bylaw is required to be passed by every municipality in Alberta. The LUB may prohibit or regulate and control the use and development of land and buildings within a municipality.

**Long-Term Debt**

Borrowing to finance capital projects having a maturity of more than one year after the date of issue.

**Municipal Development Plan (MDP)**

A Municipal Development Plan is a statutory document which addresses future land uses and development patterns, including transportation and municipal services and facilities.

**Mill Rate**

The property tax rate which is based on the valuation of property. The rate is expressed in "mills", where one mill is one-tenth of a cent (\$0.001). Mill rates are set by each taxing authority to raise the revenue required by their budget.



**Modified Accrual**

A hybrid accounting approach that recognized revenue as it is earned, measurable, and available and recognized most expenditures when the liability is incurred; except for certain expenditures that are recognized when used (inventory), due (debt servicing), or when they impact the current outflows (compensated absences).

**Municipal Sustainability Initiative (MSI)**

The Province of Alberta's ten-year funding commitment to assist municipalities in meeting growth-related challenges and enhancing long-term sustainability.

**Net-Tax Levy (Impact)**

This represents the total gross expenditures required with consideration given to non-taxation revenues including all non-taxation revenue sources. The gross expenditure minus the non-tax revenue sources represents the impact on the tax rate. If the impact results in a positive number, additional pressures would result on the tax rate; conversely, a negative number shows the initiative has a positive impact on the tax rate.

**Object Code**

A revenue or expenditure category used consistently across the County to provide more detailed analysis and reporting of revenues and/or expenditures. For example, grants, building permits, miscellaneous licenses, fees, rentals, taxation, personnel services, materials, purchased services and supplies.

**Operating (Current) Budget**

The Budget containing allocations for such expenditures as salaries and wages, materials and supplies, utilities, and insurance to provide basic government programs and services for the current fiscal year.

**Payments in Lieu of Taxes (PILs)**

Payments in lieu of taxes received from other governments which are exempt from the payment of property taxes.

**Program**

A group of activities, operations, or organizational units directed to attain specific objectives and are accounted for as such.

**Public Sector Accounting Board (PSAB)**

The subcommittee of the Canadian Institute of Chartered Accountants which provides recommendations and issues pronouncements to enhance the financial reporting information of public sector bodies. The Board that regulates accounting principles and practices for all government levels across Canada.

**Reserve**

A specified amount of funds set aside to meet future or unanticipated expenses.

**Reserve Fund**

Assets segregated and restricted to meet the purpose of the reserve fund. They may be:

**Obligatory** - created whenever a statute requires revenues received for special purpose to be segregated.

**Discretionary** - created whenever a municipal council wishes to earmark revenues to finance a future project for which it has authority to spend money.

**Revenue**

Funds that a government entity receives as income. It includes such items as property tax payments, fees for specific services, receipts from other governments, fines, grants, and interest income.

**Rural Municipalities of Alberta (RMA)**

This is the organization which represents rural municipalities (Municipal Districts and Counties) in Alberta. They advocate for rural municipalities at a provincial and federal level. It also plays an important role in education and information sharing for members.

**Surplus**

The excess that exists when expenditures at fiscal year end are lower than had budgeted for or revenues are higher. Surpluses are required to be applied fully in the following year's Operating Budget to reduce amounts raised through taxation, unless allocated to a reserve by Council.

**Tangible Capital Assets (TCA)**

Tangible capital assets are non-financial assets having physical substance that:

- a) are held for use in the production or supply of goods and services for rental to others, for administrative purposes or for the development, construction, maintenance, or repair of other tangible capital assets
- b) have useful economic lives extending beyond an accounting period
- c) are used on a continuing basis, and
- d) are not for resale in the ordinary course of operations

**Tax Levy**

The total amount to be raised by property taxes for operating and debt service purposes specified in the annual Tax Levy bylaw.

**Tax Rate**

The rate levied on each real property according to assessed property value and property class.

