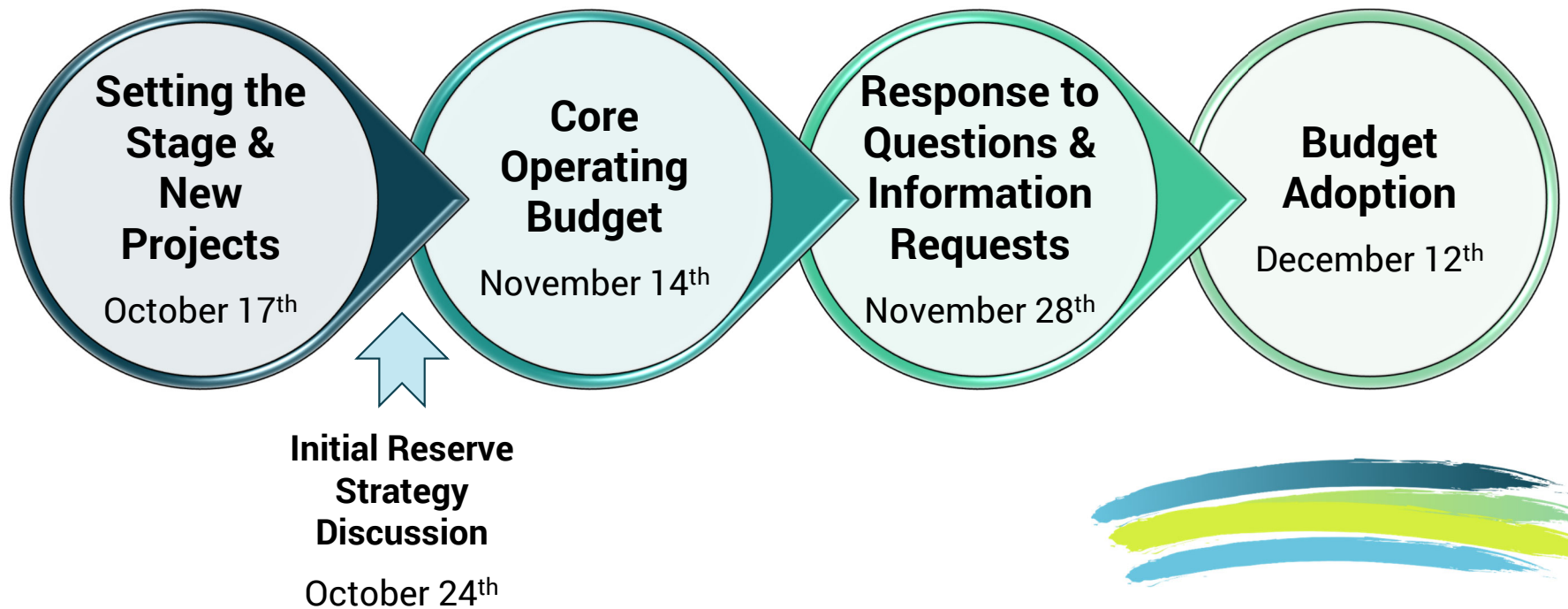


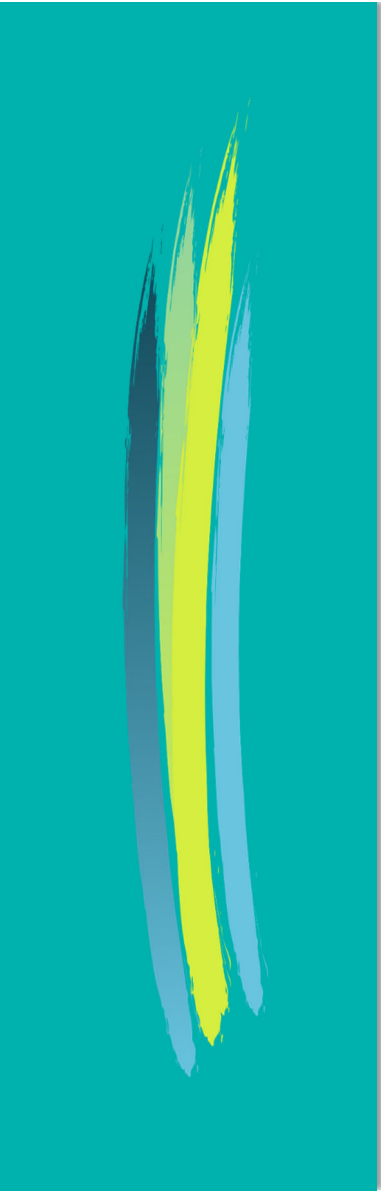
Budget 2024

Responses to Questions & Information
Requests



Budget 2024 Schedule





Agenda

Current State

Responses to Questions

Next Steps



CURRENT STATE



**RESPONSES TO
QUESTIONS**



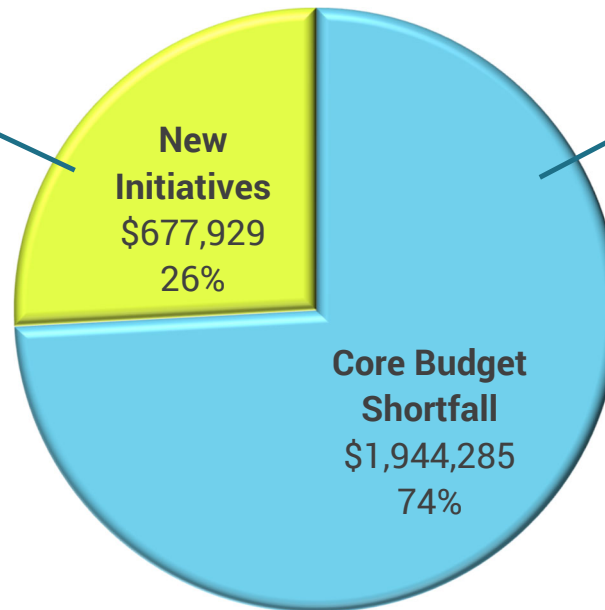
NEXT STEPS

Proposed Budget Summary as of November

14th Operational Shortfall = \$2,622,214

New Initiatives:

Grants	\$4,000
Human Resources	\$518,160
Software	\$11,569
Public Engagement	\$30,000
Ag Services	\$44,000
IT Contracts	\$70,000



Core Budget Shortfall:

\$28,069,264 (Total Revenues)
- \$30,013,549 (Total Expenses)
- \$1,944,285 Shortfall



Adjustments from November 14th to November 28th | Budget 2024

Shortfall as of November 14th	\$2,622,214
Increase bulk water revenues based on historical usage	(\$82,000)
IT contract support	(\$40,000)
ASB recommendations	\$274,800
Shortfall as of November 28th	\$2,775,014

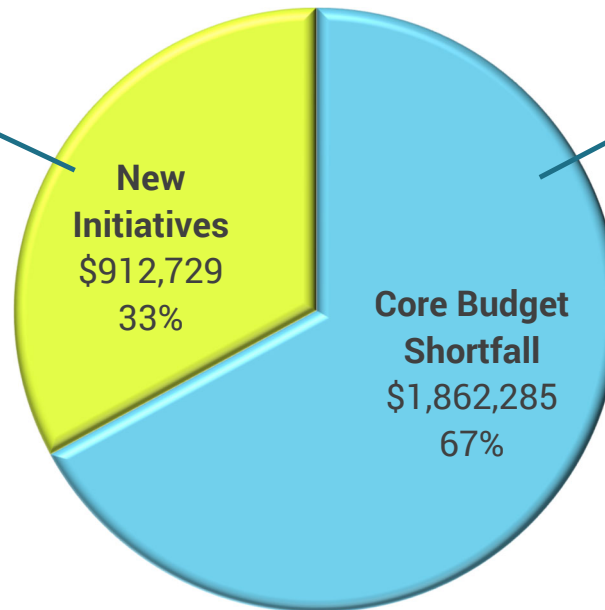


Proposed Budget Summary Current State

Operational Shortfall = \$2,775,014

New Initiatives:

Grants	\$4,000
Human Resources	\$518,160
Software	\$11,569
Public Engagement	\$30,000
Ag Services	\$319,000
IT Contracts	\$30,000



Core Budget Shortfall:

\$28,151,264 (Total Revenues)
- \$30,013,549 (Total Expenses)
- \$1,862,285 Shortfall





2023 Projects with 2024 Budget Requirements

Lead Department	Project Name	2023 Budget	2024 Costs	Future Project Costs	Recommended Funding Source
Transportation	Rural Road Construction	\$ 200,000	\$ 22,000	\$ 3,740,000	Roads Reserve
Transportation	BF 13477 (SW 18-33-23-W4M)	\$ 50,000	\$ 550,000		Roads Reserve
Total Costs		\$ 250,000	\$ 572,000	\$ 3,740,000	



Replacement of Existing Assets

Lead Department	Project Name	2024 Costs	Future Costs	2024 Operating Budget Impact	Recommended Funding Source
Ag Services, Parks & Cemeteries	Light-duty Pickup (U0417)	\$ 82,965			CEP Reserve
Ag Services, Parks & Cemeteries	Light-duty Pickup (U0517)	\$ 82,965			CEP Reserve
Ag Services, Parks & Cemeteries	Sub-compact Utility Tractor (P7220)	\$ 38,500			CEP Reserve
Ag Services, Parks & Cemeteries	Front Mount Mower, AWD (P7819)	\$ 59,797			CEP Reserve
Ag Services, Parks & Cemeteries	Zero-Turn Mower, Keivers (P7417)	\$ 57,698			CEP Reserve
Ag Services, Parks & Cemeteries	Informational Sign Replacement (HSC)	\$ 9,900			Parks Reserve
Ag Services, Parks & Cemeteries	Playground Replacement	\$ 33,000	\$ 132,000		Community Fundraising, Community Programs, and Parks Reserve
Corporate Services	IT Capital Plan Purchases	\$ 63,800			IT Reserve
Corporate Services	Council Room Video Wall	\$ 44,000			IT Reserve
Protective Services	Acme Tender Replacement	\$ 715,000	\$ 10,000		CEP Reserve
Transportation	Calcium Applicator/Water Truck (M3793)	\$ 330,000			CEP Reserve
Transportation	End Dump Gravel Trailer (G4416)	\$ 110,200			CEP Reserve



Replacement of Existing Assets cont'd

Lead Department	Project Name	2024 Costs	Future Costs	2024 Operating Budget Impact	Recommended Funding Source
Transportation	Heavy Duty 1-ton Pickup with dump box (M1214)	\$ 135,750			CEP Reserve
Transportation	Heavy Duty ³ / ₄ ton Pickup (G0115)	\$ 82,965			CEP Reserve
Transportation	Heavy Duty ³ / ₄ ton Pickup (M0317)	\$ 82,965			CEP Reserve
Transportation	Heavy Duty ³ / ₄ ton Pickup (M0717)	\$ 82,965			CEP Reserve
Transportation	Heavy Duty Pickup (O0214)	\$ 82,965			CEP Reserve
Transportation	Pup Trailer Gravel Dump Trailer (M4312)	\$ 87,500			CEP Reserve
Transportation	Rough Terrain Fork Lift (S5218)	\$ 197,800			CEP Reserve
Transportation	Tracked Dozer D5 (R5911)	\$ 640,137			CEP Reserve
Transportation	BF 70576 (SW 25-32-25 W4M)	\$ 847,000	\$ 55,000		CCBF Grant
Transportation	BF 70988 (NW-15-28-24-W4M)	\$ 66,000	\$ 440,000		Roads Reserve
Transportation	BF 72256 (SW 1-32-25-W4M)	\$ 715,000	\$ 55,000		CCBF Grant
Total Costs		\$ 4,648,872	\$ 692,000	-	



Maintenance of Existing Assets

Lead Department	Project Name	2024 Costs	Future Costs	2024 Operating Budget Impact	Recommended Funding Source
Transportation	Major Bridge Maintenance	\$ 220,000			Roads Reserve
Facilities	Administration and FCSS Parking Lot Design, Assessment and Repair	\$ 22,000	\$ 330,000		Building Reserve
Facilities	Administration Protective Service Office Renovation	\$ 49,500			Building Reserve
Facilities	Public Works Renovations	\$ 82,500			Building Reserve and CCBF Grant
Facilities	Three Hills Transfer Station Improvements	\$ 44,000			CCBF Grant
Total Costs		\$ 418,000	\$ 330,000		



New Assets

Lead Department	Project Name	2024 Costs	Future Costs	2024 Operating Budget Impact	Recommended Funding Source
Ag Services, Parks & Cemeteries	Event/Market Space Development	\$ 38,500			Parks Reserve
Ag Services, Parks & Cemeteries	Horseshoe Canyon Shade Structures	\$ 13,900			Parks Reserve
Ag Services, Parks & Cemeteries	Horseshoe Canyon Interpretive Center/ Washroom	\$ 110,000	\$ 3,080,000		Revenue Stabilization Reserve
Facilities	Swalwell Site Fencing	\$ 44,000			Water Reserve
Protective Services	Fencing of Wimborne and Linden Towers	\$ 44,000			Buildings Capital Replacement
Protective Services	Burn Structure Addition	\$ 55,000			CCBF Grant
Total Costs		\$ 305,400	\$ 3,080,000		



Operating Projects

Lead Department	Project Name	2024 Costs	Future Costs	2024 Operating Budget Impact	Recommended Funding Source
Ag Services, Parks & Cemeteries	Growing Kneehill Event	\$ 66,000			Parks Reserve and Ticket Sales
Environmental Services	Utility Master Plan - Torrington	\$ 105,600			Water Reserve
Environmental Services	Concrete Crushing (Kneehill County Solid Waste Site)	\$ 55,000			Contingency Reserve
Facilities	PSD Maintenance Manager Enhancements	\$ 22,000	\$ 44,000		Buildings Capital Replacement
Transportation	Pavement Condition Assessment Report	\$ 110,000			Roads Reserve
Total Costs		\$ 358,600	\$ 44,000	-	



CURRENT STATE



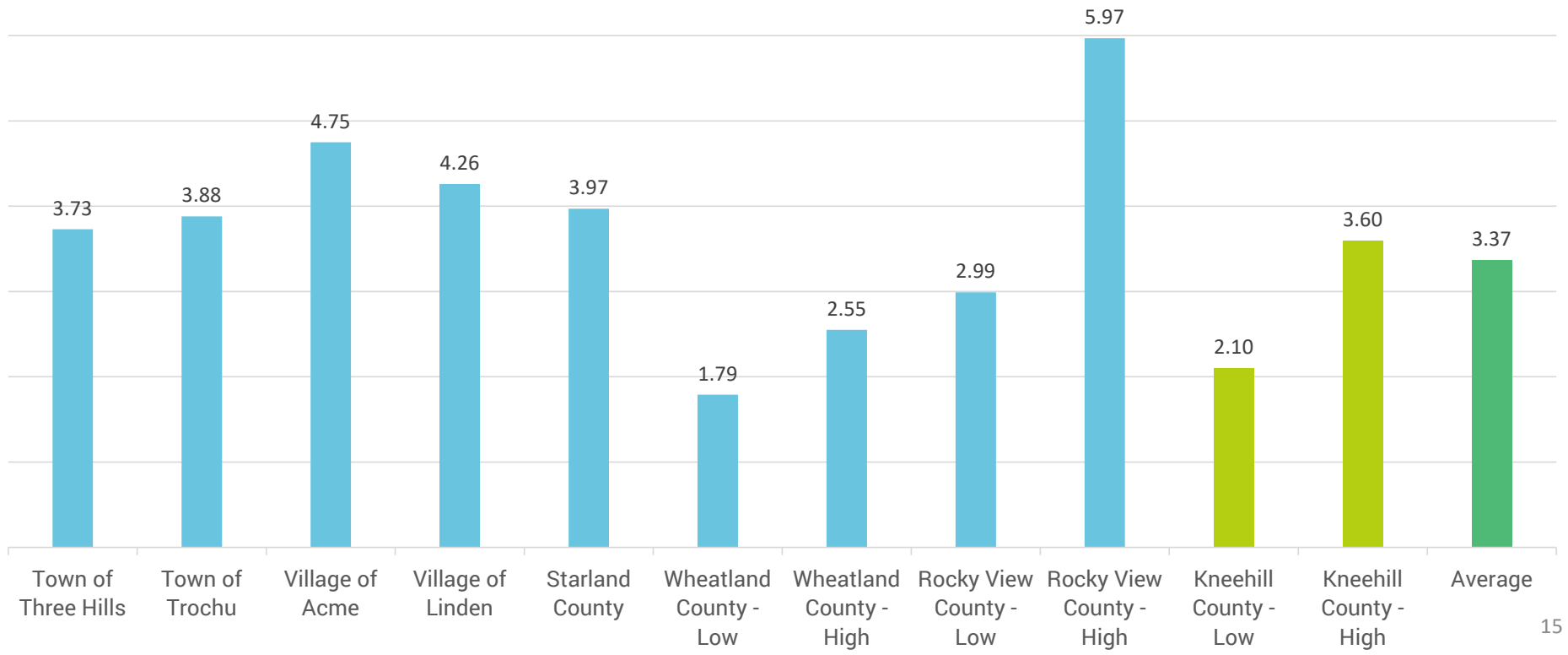
**RESPONSES TO
QUESTIONS**



NEXT STEPS

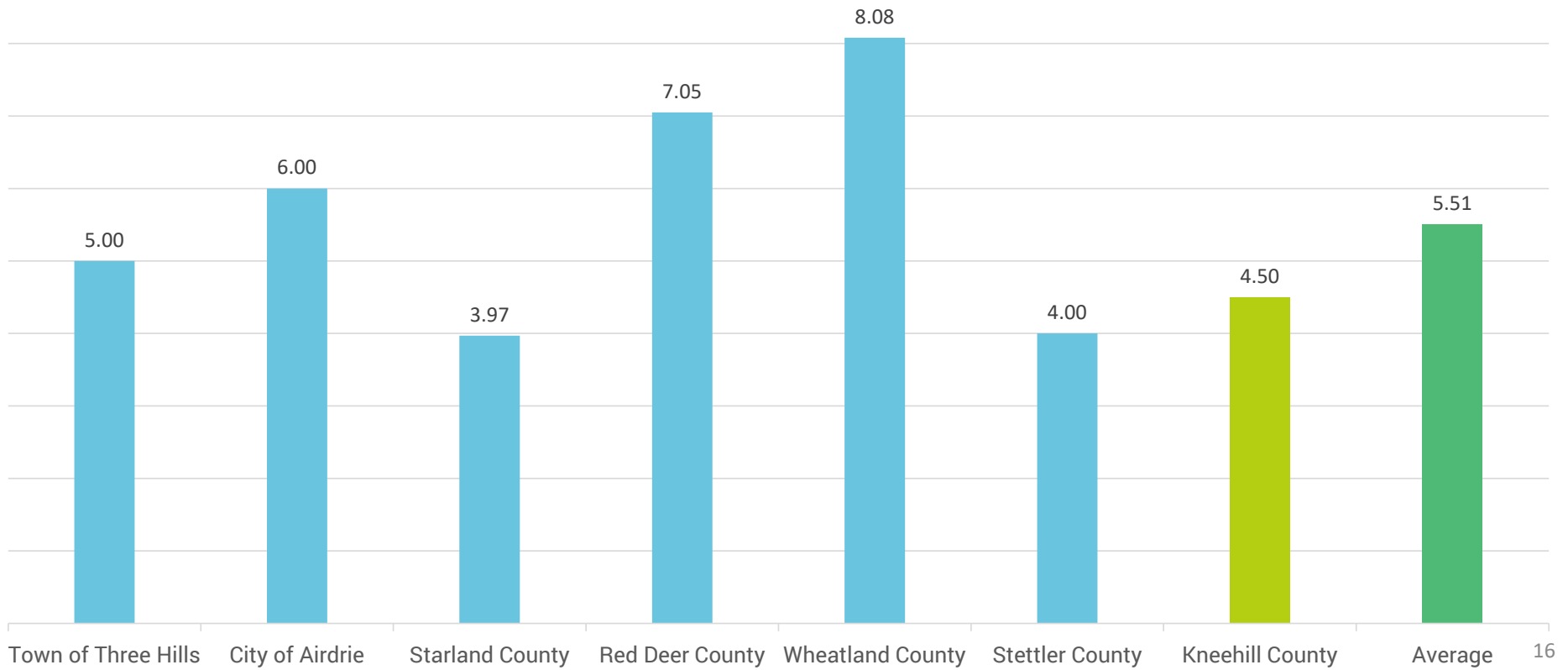
Comparison of Water Rates | Budget 2024

Per Cube Rate Water Distribution Systems

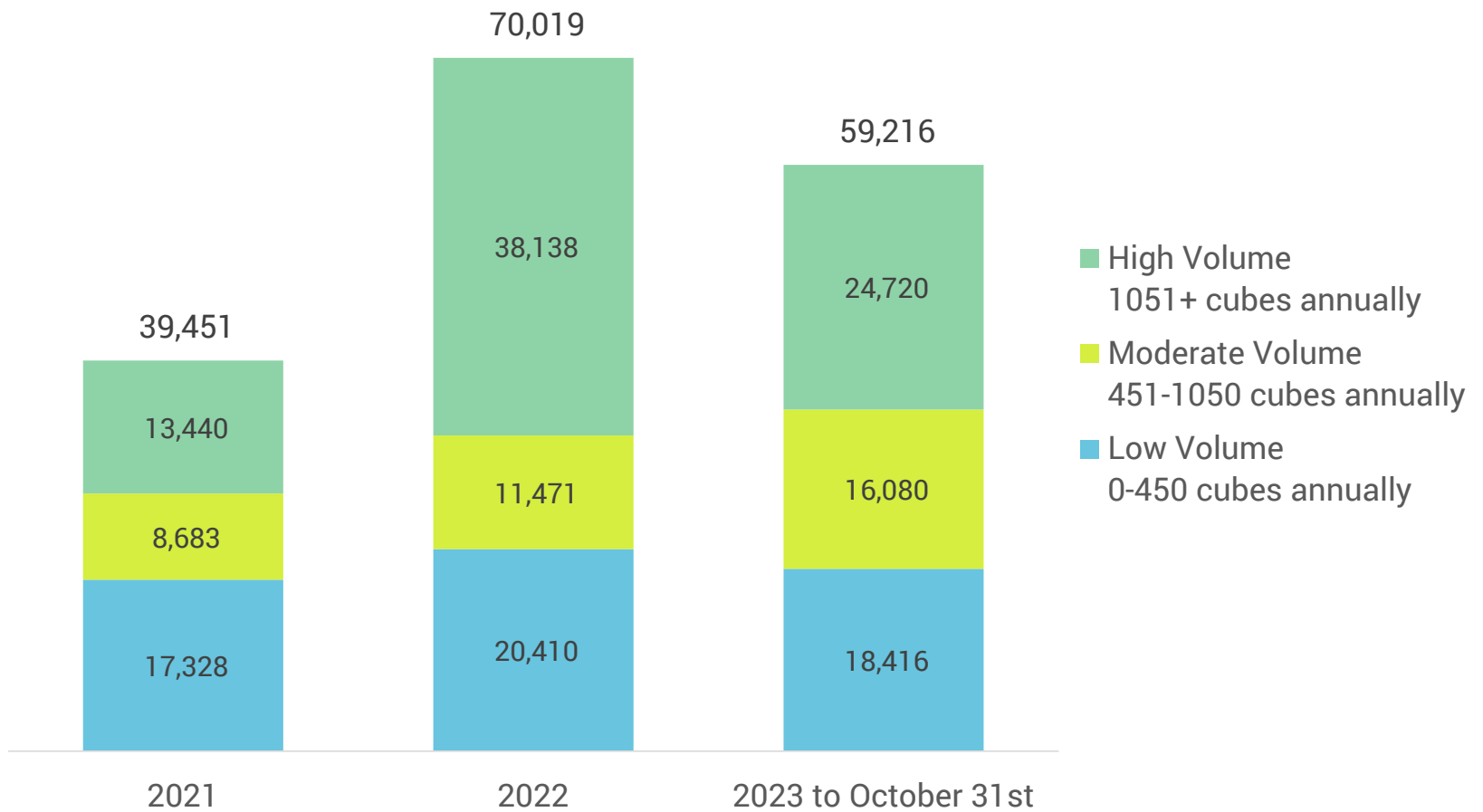


Comparison of Water Rates | Budget 2024

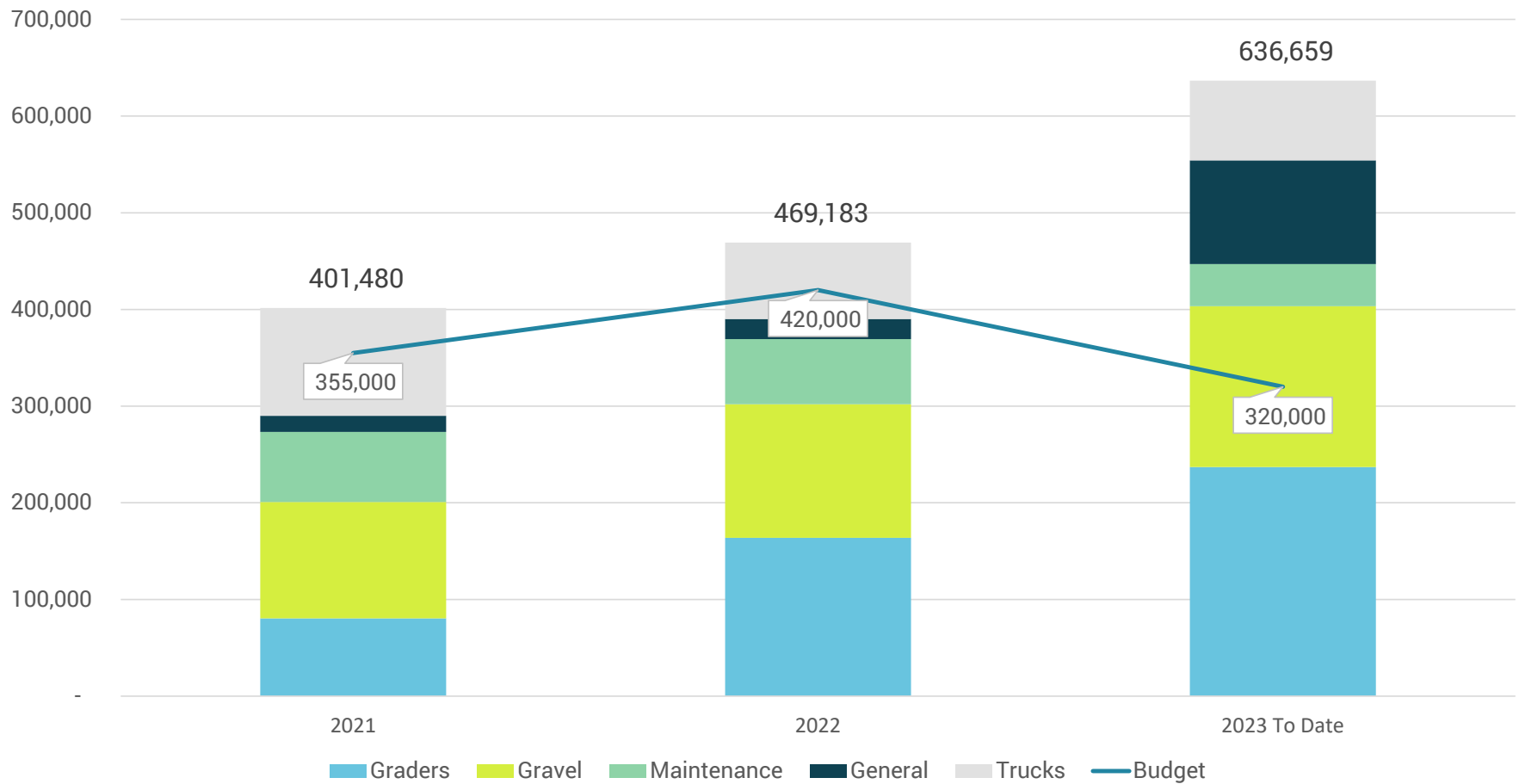
Bulk Water



Bulk Water Usage History in Cubes | Budget 2024



Shop Supplies Increase | Budget 2024



Capital Equipment Plan | Budget 2024

Input Considerations

Determine replacement cost based on price trending

Set anticipated life cycle based on historical data

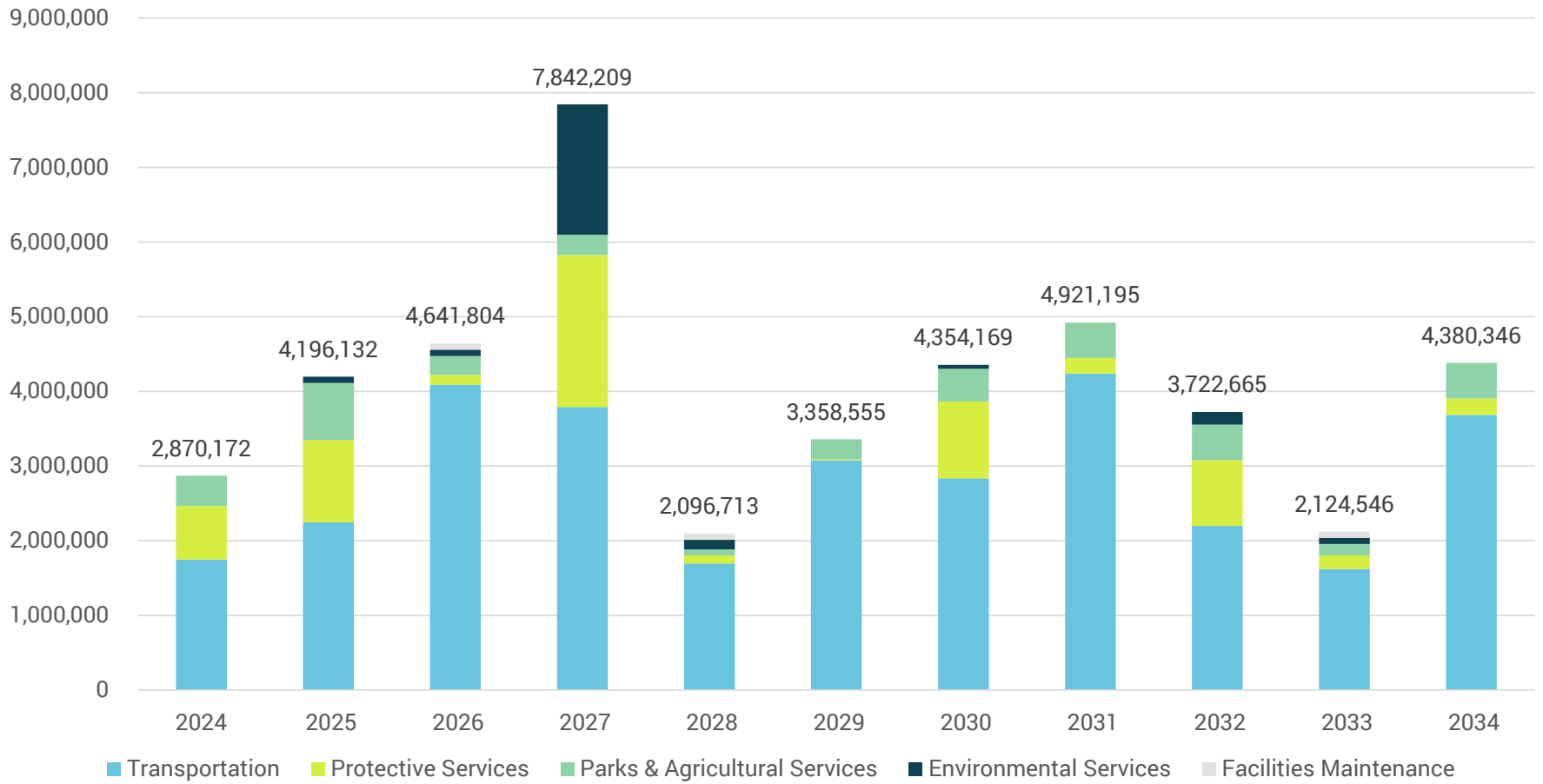
Set anticipated end value based on historical information

Calculate annual replacement funding contribution

Assess need for replacement

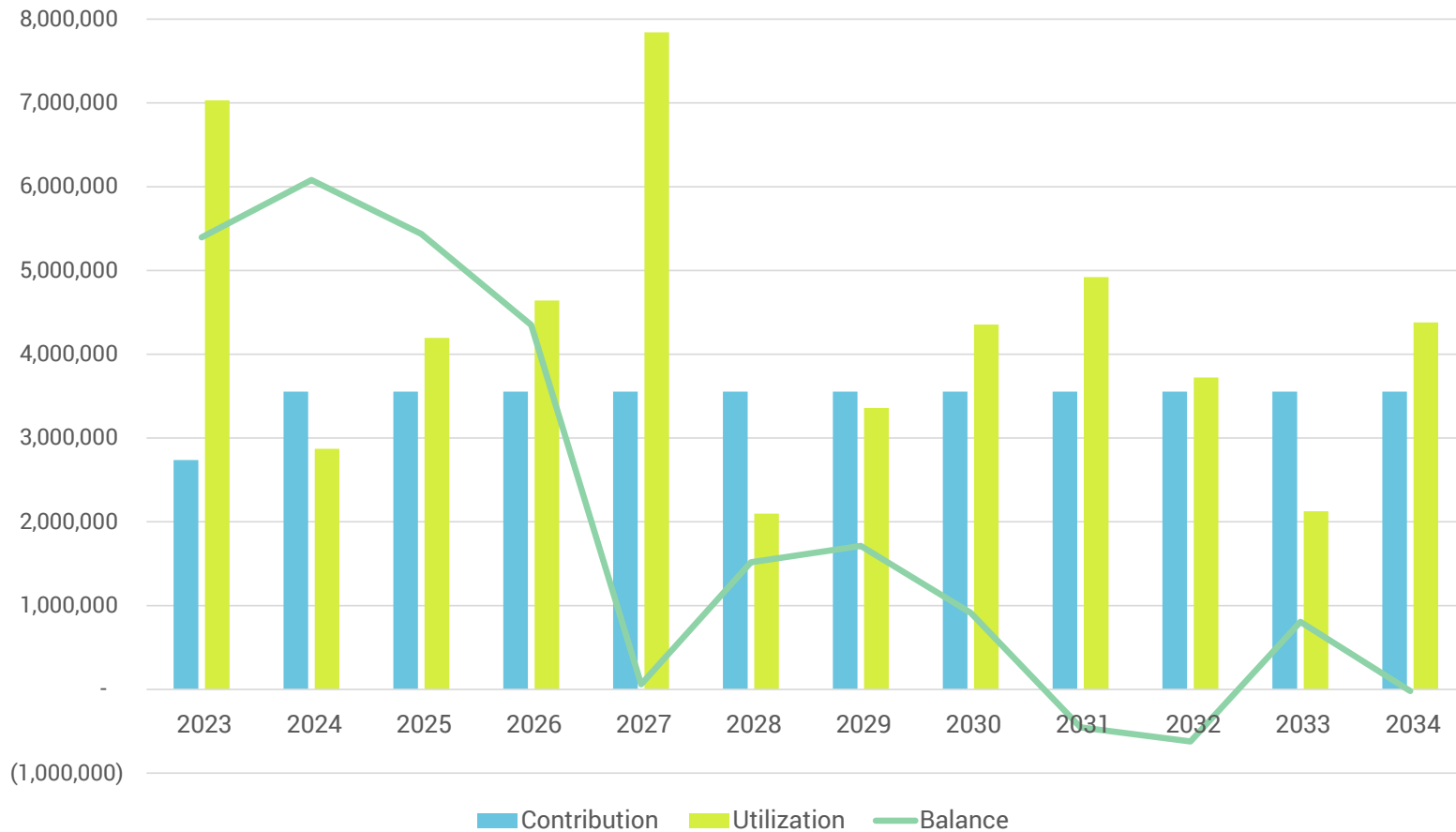
Capital Equipment Plan cont. | Budget 2024

Annual Projected Replacements

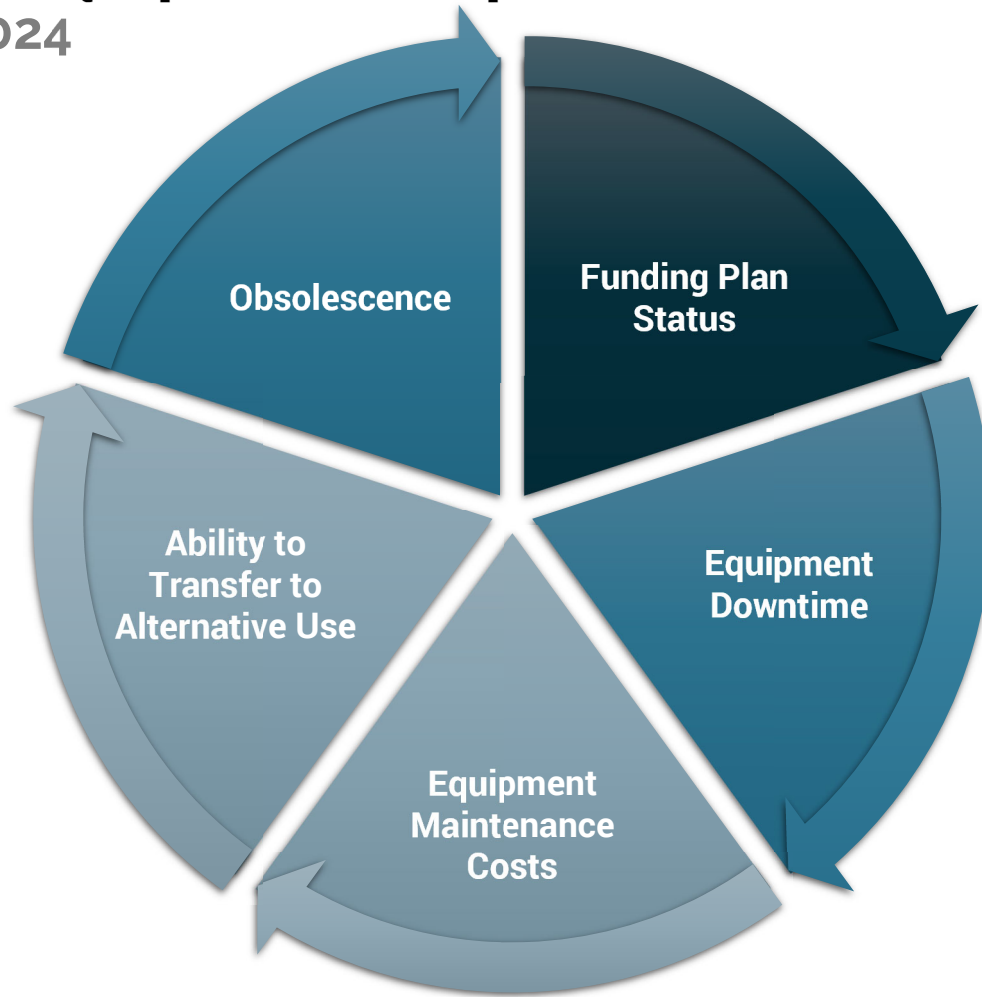


Capital Equipment Plan cont. | Budget 2024

Projected Contributions, Draws and Reserve Balance




Capital Equipment Replacement Considerations | Budget 2024




History of Pavement Assessment Project |

Budget 2024

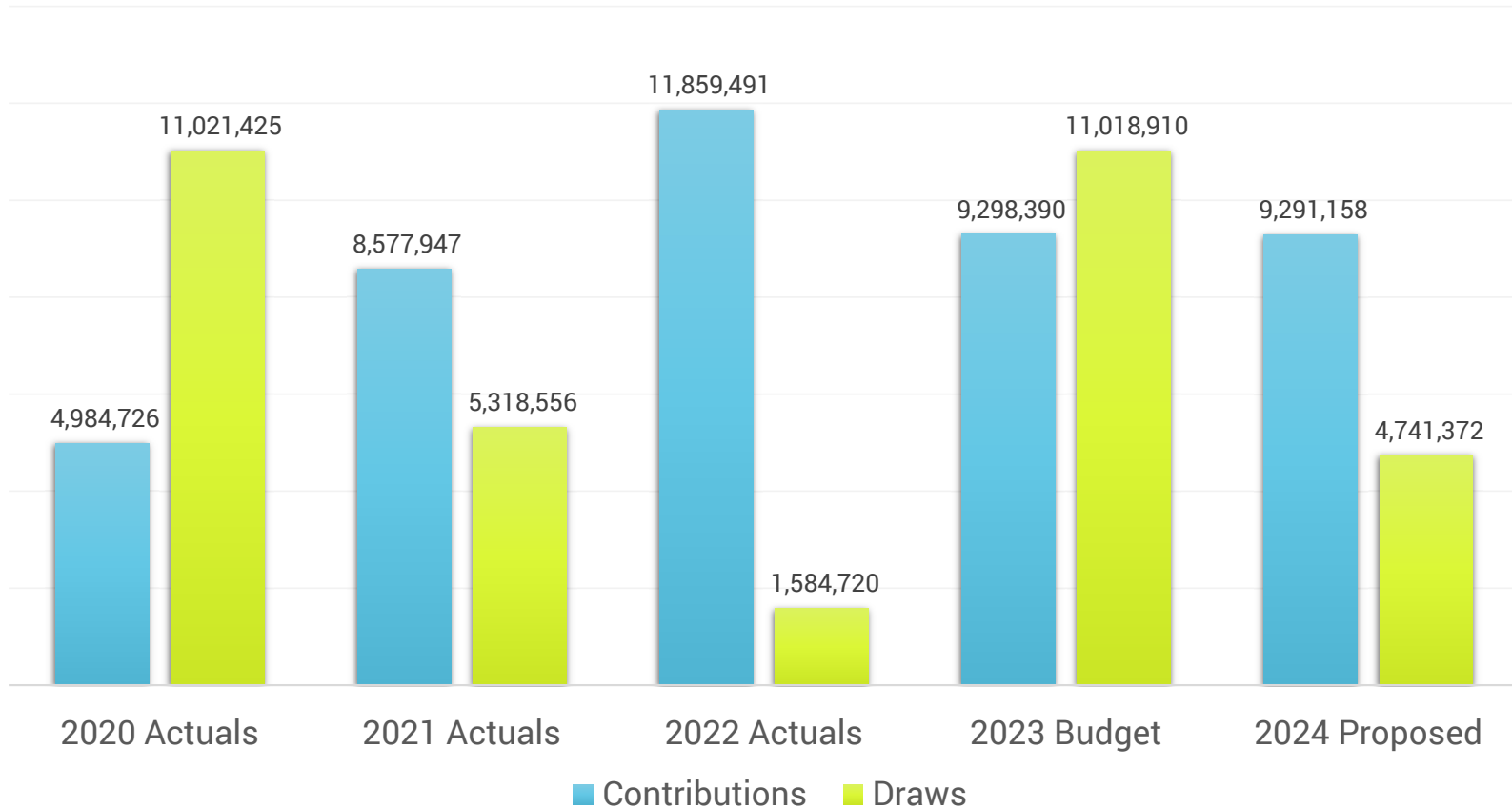
- 
- A pavement assessment has never been conducted in the past

- 
- Project will include physical condition assessments

- 
- Will inform future decisions on road bans, overlay schedules, and alternative surfaces to identify cost saving opportunities



History of Reserve Contributions & Draws | Budget 2024



Properties Impacted by Minimum Tax Levels | Budget 2024

Tax Class	At \$125	At \$150	At \$175	At \$200
Residential – Hamlets	103	107	122	133
Residential – Other	25	35	37	37
Non- Residential & Farm	815	978	1,161	1,365
Total	943	1,120	1,320	1,535

Budget Impact	\$0	\$23,575	\$47,150	\$70,725
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Planning for Expiration of Special Levies |

Budget 2024

No formalized strategy currently in place

Various options on the table including new special levies

Planning will be associated with a future water rate review and consideration for subsidy levels



New Initiatives Needs vs. Wants | Budget 2024

Project	Cost	Priority Level
Contracted IT Support	\$30,000	High
WaterCAD Software	\$11,569	High
Shop Position	\$108,968	High
Ag Services Seasonal Support	\$44,071	Moderate
Equipment Operator	\$81,156	Moderate
Protective Services Admin Support	\$94,968	Moderate / Low
Cemetery Community Grant	\$4,000	Low
Environmental Technician	\$144,927	Low
Enhanced Public Engagement	\$30,000	Low
Roadside Weed Control	\$363,070	Council direction required



CURRENT STATE



RESPONSES TO
QUESTIONS



NEXT STEPS

Council Consideration Points | Budget 2024

Project Approvals

- Confirmation of approval in principle of proposed projects
- Confirmation of proposed funding source(s)

Investment Revenue

- Delay transition of reallocating investment revenues from operating budget to reserve funding source
- Revenues over budget will still be transferred to reserves
- Reduction of shortfall by up to \$163,984



Council Consideration Points cont. | Budget 2024

Capital Equipment Plan Contribution

- Phase increase in capital equipment plan contributions over two years
- Reduction of shortfall by \$459,000 (50% reduction of increase)

Deferral of New Initiatives

- Reduction of shortfall dependant on decisions made by Council



Council Consideration Points cont'd | Budget 2024

Alternative Options

- Service level discussions
- Closed session discussions
- Water rates
- Minimum tax rate
- Tax rates
- Draws from Revenue Stabilization reserve

