



# *Cypress County*

*Southeast Alberta's Playground*

**2022 BUDGET**

**2023-2024 PROJECTION**

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### **VISION**

*Cypress County is a Growing and diverse region recognized for its effective services, supportive business environment, and affordable, high-quality rural lifestyle*

### **MISSION**

*By providing leadership, fair and equitable governance, Cypress County will strive to provide municipal services to agriculture, hamlet, industrial, commercial and residential development, so long as development will be a positive contribution to the financial and or social well-being of the municipality*

### **STRATEGIC PRIORITIES**

#### **Goal 1: Cypress County fosters sound governance, leadership and accountability**

- 1.1 Identify and initiate in on-going long-term planning efforts
- 1.2 Source Funding Opportunities and partnerships for improved services
- 1.3 More consistent and transparent policy review

#### **Goal 2: Cypress County ensures infrastructure is effectively maintained, enhanced and evaluated**

- 2.1 Develop/ Review infrastructure Plans
- 2.2 Evaluate maintenance practices and future construction goals
- 2.3 Improve water reliability
- 2.4 Develop technology infrastructure
- 2.5 Maintain high quality community facilities

#### **Goal 3: Cypress County provides high quality , safe and affordable services and amenities**

- 3.1 Support hamlets in providing safe, affordable and friendly environment
- 3.2 Continue to provide effective planning, agricultural, public works and fire safety services
- 3.3 Maintain high quality roads and equipment
- 3.4 Promote a supportive environment for tourism, recreational and leisure opportunities
- 3.5 Improve water reliability

#### **Goal 4: Cypress County is recognized for its strong partnerships and community engagement**

- 4.1 Educate, inform and engage the public on County projects and initiatives
- 4.2 Enhance relationships/partnerships with neighboring communities in other areas
- 4.3 Expand collaboration with communities in other areas
- 4.4 Communication, branding, promotion

#### **Goal 5: Cypress County focuses on economic growth, sustainability and diversification**

- 5.1 Provide assistance, and support to our agricultural community and value-add agriculture opportunity
- 5.2 Develop commercial land for business growth and expansion
- 5.3 Promote County as destination for business growth and expansion
- 5.4 Explore land opportunities ( acquisition/residential)
- 5.5 Explore and promote tourism, heritage and cultural sustainability
- 5.6 Develop brand/ marketing strategy



## Budget Process

On an annual basis, Council considers a proposed operating budget and a five year Capital forecast with subsequent adoption of an operating and capital budget for the up coming year. Budget compilation involves council, department heads, and staff. The budget process takes into account current economic conditions, provincial policy changes and the service needs of the County.

As set by Council and administration, strategic priorities directly influence the budget process. The Operations budget is established to accomplish the desired service delivery needs of Cypress County while the Capital Budget considers purchases that will create a multi year benefit. The budget comes into effect on January 1 each year and must be approved prior to that date in order for administration to continue operations.

<b>July to September</b>	Department Heads and staff discuss budget items and gather information on costing
<b>September/October</b>	Administration presents Council with ideas for changes in service levels or additions to Tangible Capital Assets including five year plans for Vehicles and Equipment, Roads and Infrastructure, and Utilities are presented for Council consideration
<b>November</b>	Council is presented with the draft 2022-2024 Operating Budget for consideration
<b>December</b>	Council is presented with the draft 2022-2024 Operating Budget for approval
<b>Spring 2022</b>	Council approves Tax Rate Bylaw establishing tax rates for the 2022 fiscal year

After the budget is adopted by Council, expenses are controlled against the budget by formal purchasing policies and financial systems designed specifically to monitor budget variances. If Council approves additional expenditures during the year, the additional spending becomes an approved budget variance

### Balanced Budget

Under the Municipal Government Act, Cypress County is required to have a balanced budget. Expenditures may not exceed the total of revenues , transfers from restricted surplus, and proceeds from debt.

Financial performance is monitored through budget variance analysis on a functional level, which is available to management on a daily basis, as well as financial information packages which are provided to Council on a monthly basis.

### Service Levels

The 2022 Budget places priority on maintaining current levels for the majority of the services provided by the County and appropriate levels of re-investment in the County's infrastructure. Any increase or changes in service levels are proposed to Council prior to the draft budget and direction is provided by Council on whether changes in service levels are appropriate or not.

### Provincial Policy Changes

Recent policy changes at a Provincial level has created uncertainty at a municipal level. Council and Administration has given careful consideration to Policy change in the creation of the 2022 Budget. Work continues toward mandatory Intermunicipal collaboration objectives of the modernized Municipal Government Act. The County continues collaborating with other municipalities in the region discussing synergies in service delivery. Assessment policy is also a key driver in municipal revenues and stability. The County continues to participate in conversations to ensure that assessment process across the province remains fair and equitable for all parties involved. This is vital as it ensures the future of Cypress County is both predictable and sustainable.

## EXECUTIVE SUMMARY

The 2022 Budget along with projections for 2023-2024 has been built to provide the County with insight into the future as well as meet future obligations. The budget process is a reflection of accomplishments achieved over the past year and a strategic prioritization of what the County must achieve over the next year and beyond.

The County will continue to maintain services levels and prioritize needs as they become established. While the provincial government has committed to continued MSI operating funding, they have significantly reduced future year capital funding. Continued monitoring of both Provincial and Federal opportunities will help ease the burden on municipal rate payers, however both climates are changing with the amount of opportunities available. Updating infrastructure is a key priority with many aging assets that require renewal over the next several decades. Measurement of the next demographic will be key in providing facilities and opportunities for future generations. The Municipal Development Plan, Land Use Bylaw, and Recreation Plan will become key drivers in directing municipal investment.

Along with completion of the Water Master Plan, Cypress County was able to secure 916 acre/ft of water licence in recent years. This ensures that a stable water source can be maintained for future development as required. The Master Plan also considers the condition of Cypress County utility infrastructure and provides recommendations on where to best allocate resources. This information is being incorporated into the municipalities multi-year capital plan.

Cypress County continues to work with Regional partners in the delivery of services and opportunities for achieving synergies for all partners. Continued work on an Intermunicipal Collaboration Framework with neighboring municipalities is a key goal of both Council and Administration for 2022.

The 2022 budget with 2023-2024 projections continue to demonstrate fiscal responsibility by maintaining responsible budget principles and by planning, saving and preparing for future expenditures. Constant change is the new normal, therefore the County must be in a state of continued self evaluation and be prepared to transition into the complexities facing municipalities on a daily basis let alone the expectations over the next decade.

Leadership regularly reviews the operating successes and challenges of their respective departments. There is a continual focus on finding organizational efficiencies and how Cypress County could evolve. Directors will continue working within their departments to find the best utilization of resources and identify any capacity constraints that may be present.

As with any organization, Cypress County completes a variety of long term and strategic plans. These include the Water Master Plan, Road/Bridge Master Plan, and the Municipal Development Plan. It can be a challenge to co-ordinate and align these various plans ensuring that they each agree to the short- and long-term goals of the municipality. Cypress County has begun the process of adopting a formal Asset Management Plan. Asset management is a means of working through organizational concerns with a focus on maximizing value for stakeholders. This is done through aligning organizational objectives and strong leadership ensuring all staff understand how they contribute to those goals. Administration has applied for a Federal Grant that would see the County purchase an Asset Management Software. Significant progress is expected in 2022 on improving asset information and data tracking to aid in decision making.

2021 saw Cypress County execute a June 30th tax deadline for the first time. While this was initially adjusted in 2020, it was deferred to November 30 later that year due to the Covid-19 Pandemic. This change allowed for stronger alignment between cash inflows and outflows during the year. It is expected that approximately 90%-95% of the total outstanding taxes will be collected by the 2022 tax deadline. Cypress County also adopted a new 5 year rate plan in 2021 which sees the County move to the 20th percentile compared to other municipalities across Alberta. This change will generate an additional \$2-\$3 million in revenue for the 2022 year before seeing the benefit potentially decrease in following years due to provincial assessment regulation changes. This current year funding will be relied upon as reserves to ensure sufficient cashflow remains to service all required infrastructure needs.

The Cypress County Organization has gone above and beyond when it comes to following guidelines in the prevention of Corona Virus spread. The Coronavirus (COVID19) situation is constantly evolving and information continues to change and update. 2021 saw the municipality distribute significant funding to local organizations with a goal to offset lost revenues. Cypress County has implemented measures to ensure business continuity, safety of staff and residents, implemented programs such as "Go for Groceries", and supported community groups with one-time operating grants.

## Budget Summary

The Municipal Government Act requires Council to adopt a budget for each calendar year. In 2019, the MGA requires the adoption of a 3 Year Operating Plan and a 5 Year Capital Plan. Municipal governments are required by law to have balanced budgets. This means Current budgeted Revenue must be sufficient to support current budgeted expenditures.

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers</b>					
Property taxes	23,858,674	26,077,880	9.30%	28,308,711	28,668,391
Special levies	409,242	265,000	-35.25%	-	-
User fees and sale of goods	2,735,868	2,861,918	4.61%	2,916,506	2,972,200
Government Transfers - Operating	502,218	510,218	1.59%	350,218	350,218
Penalties	94,740	105,000	10.83%	100,000	80,000
Investment Income	1,883,552	1,850,000	-1.78%	1,887,000	1,924,740
Licenses, permits, fines	160,000	126,125	-21.17%	128,648	131,220
Funded portion of Internal Transfers	3,031,057	2,974,100	-1.88%	2,980,919	2,988,929
Other revenue	905,386	425,444	-53.01%	433,953	442,632
	33,580,737	35,195,685	4.81%	37,105,955	37,558,330
<b>Expenses</b>					
Council & Legislative Administration	542,087	530,005	-2.23%	540,605	551,417
Assessment	4,769,557	3,924,076	-17.73%	3,981,229	4,040,591
Fire fighting services and prevention	473,675	468,332	-1.13%	477,699	487,253
Emergency & disaster management	1,751,705	1,785,513	1.93%	1,832,163	1,853,331
Municipal Services (MS, Bylaw, & H&S)	345,692	358,739	3.77%	349,314	350,200
Planning	821,991	857,146	4.28%	902,473	951,526
FCSS	1,114,783	975,083	-12.53%	994,585	1,014,476
Agriculture	275,594	273,473	-0.77%	278,912	284,461
Economic Development	659,995	634,096	-3.92%	646,778	659,713
Recreation	165,923	183,985	10.89%	187,625	191,337
Parks & Campgrounds	890,571	933,441	4.81%	648,224	661,189
Library	164,547	165,986	0.87%	169,306	172,692
Public Works - Roads & Hamlet Maintenance	101,500	148,000	45.81%	150,960	153,979
Fleet	13,209,621	12,629,391	-4.39%	12,882,142	13,139,954
Water supply and distribution	3,031,057	2,974,100	-1.88%	2,980,919	2,988,929
Wastewater treatment and disposal	4,268,006	4,334,258	1.55%	4,420,943	4,509,362
Waste management	563,098	569,069	1.06%	576,106	583,284
	814,872	873,764	7.23%	891,239	909,064
	33,964,274	32,618,457	-3.96%	32,911,222	33,502,757
<b>Excess (deficiency) of revenues over expenses from operations</b>	- 383,537	2,577,228		4,194,733	4,055,573
<b>Capital &amp; Reserve Activity</b>					
Transfer from reserves - Capital	7,756,555	8,769,849	13.06%		
Government transfers (Grants) - Capital	13,890,000	11,006,350	-20.76%		
Transfers to current year capital projects	19,540,000	7,551,550	-61.35%		
Transfers to reserves	8,801,614	14,364,183	63.20%		
<b>Excess (deficiency) of revenues and transfers over expenditures and transfers</b>	- 7,078,596	437,694		4,194,733	4,055,573

## Revenues

**Net Municipal property tax** include all property taxes less requisitions of the Alberta School Foundation, Designated Industrial Properties, and Cypress View Foundation. Property taxes are levied to properties within the County based on an assessment value of the property multiplied by a mill rate approved by Council each year. Property taxes continue to be the most significant source of revenue for the County. To reflect a move to the 20th percentile (of all tax rates in the Province) for all property classes, the Municipal mill rates are set to increase 6% for farmland, 0% for residential, 8% for small business and 12.8% for non-residential. This is the second year of the 5 year transition to bring the County to the 20th percentile. The small business adjustment is required to maintain the legislated 75% threshold of the municipal Non-residential rate.

**Special levies** include local improvements. Local improvement taxes will vary depending on the local improvement projects being completed in any given year and are expected to decrease annually as balances owing decrease.

**User fees and sale of Goods** include fees based on usage. Fees are charge for a variety of goods and services such as water and wastewater, dust abatement , custom work, weed control, equipment rental, campground fees as well as for the provision of bylaw enforcement and protective services to other municipalities and government agencies within the region.

**Government transfers** include various grants received from other levels of government used to support operating activities and Capital Purchases. Significant operating grants include agricultural grants and MSI operating funds. Capital grants may only be recognized when the funds are expended for the project they are meant for.

**Penalties** are related to late payment received on taxable assessed property and utility charges.

**Investment income** are revenues generated from interest earned on general investments as well as loans extended to organizations within the County

**License, Permits and fines** are related to the permitting process for development as well as animal control.

**Transfers from Reserve** are transfers from County savings for the purpose of completing capital projects or other designated uses for restricted funds.

**Other Revenues** are a capture for any other sources of revenue the County may have from the lease of land to well drilling tax.

#### Revenue Notes

- The assessment of Designated Industrial Property has been contracted back to Cypress County by the Province of Alberta.
- Property Tax revenues are expected to increase due to an increase in tax rates for 2020, but could decrease in following years due to the provincial Assessment Model Review expected in 2025.
- Utility revenue is the greatest source of user based income for Cypress County. Rates and total recovery are to be reviewed for the 2022 operating year.

## Expenses

**Salaries Wages and benefits** include the regular payments made by the County to its salaried and hourly employees. The category also includes pension costs, employment insurance, WCB and insurance premiums for the various benefit programs provided by the County. In addition to including a provision for merit increases, the final budget include a 2.1% cost of living increase for both salaried and hourly employees.

**Contracted and General Services** include expenditures for a variety of items such as assessment, legal, audit, engineering as well as general services such as training, insurance, phone and advertising

**Purchase from other Governments** include payments made to other local government for the provision of services such as recreation, fire suppression and water and sewer.

**Materials, goods, supplies and utilities** include a variety of items such as fuel, oil, gravel, salt and sand, IT supplies, offices supplies and utilities.

**Grants to Individuals/ Organizations** are transfers made to recreation boards, library and other municipal organizations offering a service within the borders of the County. Family Community and Support Services would be one of the largest beneficiaries and is partially supported through Provincial grants administered by the County.

**Transfers to Capital Fund** is the amount of that the County has invested in Tangible Capital Assets over the year and is a transition from the Statement of Operations to the Statement of Financial Position.

**Transfers to Reserve** is an annual transfer to Reserves to fund future purchases of Tangible Acquisitions or mitigate future liabilities. Annual funding of reserves is important in stabilizing future taxation without creating large variances from year to year.

**Long term Debt** is the annual interest payment made on debentures used for the purpose of funding large capital projects.

**Amortization** includes the estimated reduction in the value of the County's tangible capital assets for the year. Annual amortization makes up a portion of the transfers to reserve to replace assets at the end of their useful life. Upon transfer those funds become restricted for the purpose they are meant for.

**Expenditures**

Overall, Cypress County's expense budget has decreased 4.12% from 2021. Apart from the many smaller increases and decreases in expenditures are the following significant changes expected for 2022:

- 2022 sees a significant decrease in the Administration budget due to a reduction in contracted services and tax penalty write offs
- The 2021 Planning budget included significant funds to complete the MDP/LUB review which have been removed for the 2022 year.
- Public works 2022 budget decreased significantly due to the new operating model requiring less contracted services.
- Increase in transfers to reserve is a result of the increased tax revenue and reduction in total expenses.



**Reserve Funds Summary**

Reserves are one component of the County's accumulated surplus. Accumulated surplus represents the County's net worth or the net resources available to provide future needs. Reserves identify surplus funds for a specified future purpose as set by Council. The County establishes specific reserve funds to provide for emergent financial needs, stabilize tax rates, set aside funds for the replacement of equipment, machinery, vehicles, infrastructure and facilities and minimize the financing needs of the County. Reserve funds offer liquidity which enhances the County's flexibility in addressing operating and capital requirements.

A summary of the 2021 budgeted activity, ending reserve fund balances and the purpose for each fund is summarized below

**Reserve Funds**

	2022, Opening	Contributions	Withdrawals	2022, Ending
STABILIZATION FUND	43,443,879			43,443,879
DRAINAGE & INTERNET RESERVE	270,992			270,992
WATER & SEWER FUND	11,065,890	3,094,676	(2,170,000)	11,990,566
OFFSITE/IN FILL LEVIES	1,190,181	295,444		1,485,625
BUILDINGS FUND	4,351,690			4,351,690
ADMINISTRATION EQUIPMENT FUND	908,740	225,460	(149,100)	985,100
VEHICLES, MACHINERY & EQUIPMENT FUND	6,315,747	1,879,027	(2,883,000)	5,311,774
LAND, RECREATION & COMMUNITY DEVELOPMENT FUND	-	2,000,000		2,000,000
LANDFILL FUND	520,886			520,886
CASH IN LIEU FUND	883,344			883,344
FIRE VEHICLE & EQUIPMENT FUND	2,893,835	571,317	(480,000)	2,985,152
RECREATION FUND	1,406,592	294,240	(275,000)	1,425,832
DEBENTURE SINKING FUND	7,020,771		(794,199)	6,226,572
ACCELERATED REHABILITATION FUND	11,741,687	3,754,019	(2,018,550)	13,477,156
COMMUNITY AGGREGATE PAYMENT LEVY	560,212	250,000		810,212
GRAVEL & AGGREGATE FUND		1,500,000		1,500,000
ASSET RETIREMENT OBLIGATION (RECLAMATION LIABILITY)	4,500,000	500,000		5,000,000
<b>Total Reserve Funds</b>	<b>97,074,447</b>	<b>14,364,183</b>	<b>(8,769,849)</b>	<b>102,668,780</b>

**Stabilization Fund**

Established to provide for unanticipated expenditures of a non-recurring nature and/or meet unexpected increases in costs, or a drastic reduction in tax assessment revenue.

**Water & Sewer Fund**

Established to fund the rehabilitation or replacement costs of existing County water and sewer infrastructure when it reaches the end of its useful life. This fund helps meet the County's goal of limiting borrowing for replacing existing infrastructure. Funding is provided through an annual transfer.

**Offsite/In Fill Levies**

Established by Bylaw under Section 648 of the MGA, for undeveloped lands in hamlets to pay for part of the capital cost of providing water and sewer services. Funding is collected when the undeveloped lands is to be developed or subdivided as per rates set out by Bylaw.

**Buildings Fund**

Established to provide funds for the rehabilitation or replacement costs of existing County buildings, recreational facilities, and parks when they reach the end of their useful lives. Funding is provided through an annual transfer.

**Administrative Equipment Fund**

Established to provide funds for the rehabilitation or replacement costs of existing County administrative equipment when they reach the end of their useful lives. Funding is provided through an annual transfer.

**Vehicles, Machinery & Equipment Fund**

Established to provide funds for the scheduled replacement of existing vehicles, machinery, equipment and fire vehicles, when they reach the end of their useful lives. Funding is provided through an annual transfer based on the Capital Equipment Plan.

**Land Fund**

Established to fund future land acquisitions by Cypress County. This fund can be utilized to acquire general land or land requiring rehabilitation within Cypress County.

**Landfill Fund**

Established to fund the replacement cost of existing transfer site containers when they reach the end of their useful lives and purchase of land for waste sites. Funding is provided through an annual transfer.

**Cash in lieu Fund (Money in place of municipal reserve)**

Established by Bylaw under Section 667(1) of the MGA, in which money is required to be provided in place of dedicating land as municipal reserve. Funding is collected from the owner of a parcel of land that is subject to a proposed subdivision as per rates set out by Bylaw. Cash in lieu funds can be used for a public park, public recreation area, or school authority purposes.

**Recreation Fund**

Established to assist community organizations with capital projects and major maintenance projects of County owned buildings. Funding is provided through an annual transfer.

**Debenture Sinking Fund**

Established to provide a source of funding to meet future principle obligations on \$12,000,000 debenture. This reserve is reduced annual by the amount of principle payments until expiry in 2029.

**Accelerated Rehabilitation Fund**

Established to provide another source of funding for rehabilitation and increase annual Public Works projects without increasing tax rates. Funding is provided by Council motion and the annual budget process.

**Community Aggregate Payment Levy**

Established to accumulate and set aside income earned via the Community Aggregate Payment Levy (CAP). These funds are restricted based on Provincial CAP levy guidelines and are subject to future Council direction.

**Asset Retirement Obligation/Reclamation Liability**

Established to fund any decommissioning costs of County owned or affiliated assets. This could include land requiring remediation due to contamination from gravel pits, landfill activity, or any other type of remediation work needed. Funding within this account is to be estimated off of future potential liabilities based on currently held County assets.

## Projected 2022 Contributions to Private Organizations

The County is cognisant of the many special interest groups within the County borders that contribute to the Community through Family Community Support services, Emergency Services, Economic Development, Agriculture, and Recreation opportunities. Where and when possible, the County supports these groups through gifts in kind as well as monetary support. The County believes each organization provides benefits to the residents and contributes to the overall well-being of residents and the community as a whole.

Organization	Description	2022
<b>Family &amp; Community Support Services (FCSS)</b>		
Medicine Hat Family Services	Annual contribution	24,400.00
Prairies Rose School Division No. 8	Family School Liaison Worker	175,000.00
McMan Youth Family and Community Association	Family development/youth work	6,250.00
<b>Total 2022 FCSS</b>		<b>205,650.00</b>

\*FCSS consists 80% Provincial Grant with an additional 20% contribution from Cypress County

<b>Emergency Services and Community Donations</b>		
HALO - Southern Alberta Medic Alert Society	Annual Contribution	250,000.00
SEASAR	Annual Contribution	5,000.00
Medicine Hat and District Food Bank (Root Cellar)	Annual contribution	34,620.00
<b>Total 2022 Emergency Services &amp; Community Donations</b>		<b>255,000.00</b>

<b>Economic Development &amp; Memberships</b>		
Canadian Badlands	Annual Levi	4,290.00
Highway 3 Twinning Development Association	Membership	2,700.00
Verge-Economic Development Alliance	\$6.50 per resident Annual Membership	65,000.00
Palliser Economic Partnership[p	Membership	9,600.00
<b>Total 2022 Economic Development &amp; Memberships</b>		<b>81,590.00</b>

<b>Ag Contributions to community</b>		
Farm Safety Centre	Farm Safety Presentations	500.00
Milk River Watershed Council of Canada	Youth Range Days/Sponsorship	500.00
Alberta Farm Fresh Producers Association	Conference	500.00
4H District	Sponsorship	500.00
ASB Bursary	Education Bursary	2,000.00
Aberta Invasive Species Council		1,000.00
Farm Animal Care		2,000.00
Farming Smarter	Lethbridge Conference	3,000.00
Medicine Hat Stampede 4-H Team Grooming		750.00
Women's Grazing School		200.00
Youth Range Days		500.00
Other Requests		1,000.00
<b>Total 2022 AG contributions</b>		<b>12,450.00</b>

<b>Recreation Funding (Rec 2 Policy)</b>		
Elkwater Community Association	2022 includes Capital Grant-Water Softener	
Schuler Skating Club	2022 Operating & Small Project Grant	3,000.00
Clearwater Community Association	2022 Operating & Small Project Grant	7,500.00
Desert Blume homeowners Association	2022 Operating & Small Project Grant	7,500.00
Diamond Jubilee Recreation Centre	2022 Operating & Small Project Grant	2,500.00
Dunmore Community Association	2022 Operating & Small Project Grant	12,000.00
Dunmore Equestrian Society	2022 Operating & Small Project Grant	2,000.00
Hilda & Community Association	2022 Operating & Small Project Grant	27,000.00
Irvine & District New Horizons Senior Club	2022 Operating & Small Project Grant	2,500.00
Jenner Hall Committee	2022 Operating & Small Project Grant	2,500.00
Jenner Parent Council	Small program	500.00
Longfellow Community Association	2022 Operating & Small Project Grant	2,500.00
Ralston Recreation Council	2022 Operating & Small Project Grant	8,000.00
Schuler Community Association	2022 Operating & Small Project Grant	7,000.00
Schuler Community Curling Club	2022 Operating & Small Project Grant	10,000.00
Seven Persons and District Community Association	2022 Operating & Small Project Grant	28,000.00
Suffield Community Association	2022 Operating & Small Project Grant	26,000.00
Table Rock Roping Association	2022 Operating & Small Project Grant	2,500.00
Twenty Mile Post Historical Society	2022 Operating & Small Project Grant	7,500.00
Veinerville Community Association	2022 Operating & Small Project Grant	10,000.00
Walsh & District Community Association	2022 Operating & Small Project Grant	12,000.00
Irvine & District Ag Society	2022 Operating & Small Project Grant	2,000.00
Irvine and District Ag Society	Cypress County subsidy to Irvine Sports Plex	75,000.00
<b>Total 2022 Recreation</b>		<b>257,500.00</b>

<b>Total 2022 Municipal Contributions</b>	<b>812,190.00</b>
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# LEGISLATIVE SERVICES

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## Legislative (Council)

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
	-	-	0.00%	-	-
<b>Expenditures and Transfers by Object</b>					
Salaries, wages, and benefits	381,287	396,505	3.99%	404,435	412,524
Materials, goods, supplies, and utilities	1,000	1,500	50.00%	1,530	1,561
Travel, training, & subsistence	96,000	72,000	-25.00%	73,440	74,909
Contracted and general services	63,800	60,000	-5.96%	61,200	62,424
	542,087	530,005	-2.23%	540,605	551,417
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	(542,087)	(530,005)	-2.23%	(540,605)	(551,417)

**SERVICES AND PROGRAMS PROVIDED**

The Council and Committees section provides for the direct costs of operating Council and a variety of committees. Council is responsible for providing direction, establishing organization priorities, approving policies, and allocating resources through the annual budget process.

The geographic area encompassed by Cypress County consists of 9 electoral wards which are represented by one elected Councillor who must reside within each ward.

The title for the Chief Elected Official for the 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 number of Council committees also occurs during the annual Organizational Meeting. By virtue of their election as a Councillor, each member of Council also serves as a Fire Guardian and is a Commissioner for Oaths.

Attendance at Council meetings is required unless otherwise excused. Members of Council must also vote on all matters being considered by Council unless they have a pecuniary interest. Council meetings are held twice per month.

**2021 Key Accomplishments**

- Council has been heavily involved with the Intermunicipal Collaboration Framework Process
- The Reeve & Council was significantly involved in discussion around the Assessment Model Review resulting in the adoption of a new 5 year Tax Rate Methodology
- Long term visioning for Sustainable County taxation that is equitable for all assessment classes and establishing appropriate levels of taxation for all sectors throughout the County.

**2022 Key Priorities**

- Continued focus on resolving shared services within the Elkwater Hamlet
- Support the implementation of the new Municipal Development Plan & Land Use Bylaw
- Update the Strategic Plan and County Vision to align with current and future priorities
- Establishment of 5 year operational and 10 year capital plans
- Support Administration in the development of a formal Asset Management Plan

**2021/22 Significant Variances**

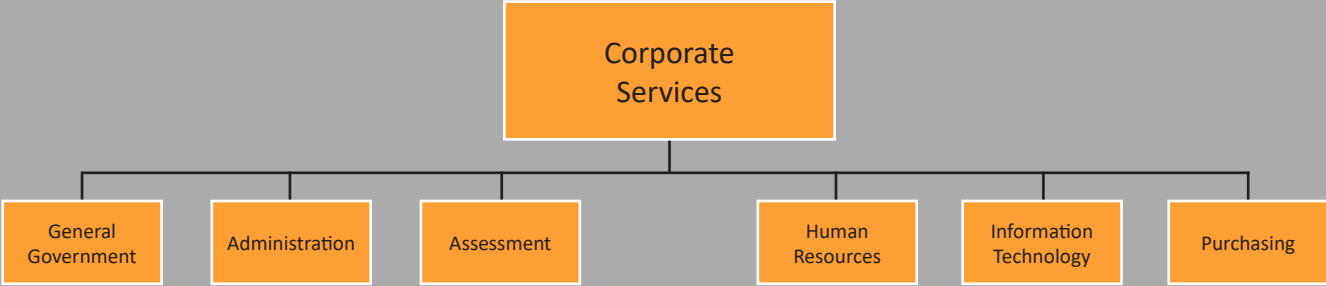
- Council wages have been adjusted to align with historical actual costs. Slight increase is due to participation in committees
- Introduction of new councillors and training costs were included in budget 2021 creating a small decrease in 2022
- 2022 Contract Services includes \$20,000 for hiring an external contractor to facilitate the development of a new Strategic Plan





# CORPORATE SERVICES

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General Government

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
Property Taxes	23,858,674	26,077,880	9.30%	28,308,711	28,668,391
Special levies	409,242	265,000	-35.25%		
User fees and sale of goods	101,500	110,000	8.37%	112,750	115,569
Government Transfers	160,000	160,000	0.00%		
Penalties	94,740	105,000	10.83%	100,000	80,000
Investment Income	1,883,552	1,850,000	-1.78%	1,887,000	1,924,740
Loans Provided - Interest	563,086	130,000	0.00%	132,600	135,252
	27,070,794	28,697,880	6.01%	30,541,061	30,923,952
<b>Expenditures and Transfers by Object</b>					
	-	-		-	-
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	<b>27,070,794</b>	<b>28,697,880</b>	<b>6.01%</b>	<b>30,541,061</b>	<b>30,923,952</b>

**SERVICES AND PROGRAMS PROVIDED**

The County collects taxes to operate County operations as well as taxes on behalf of the province and other organization in the form of requisitions. Net municipal taxes are accounted for under the General Government function. This does not include requisitions for Public and Separate School Boards, Designated Industrial Properties or the Cypress View Foundation.

General Municipal Revenues include taxes, investment income, Lease Revenue, including road allowances and any other revenues that are deemed collectable by County Bylaws and Policies. Revenues which are a direct result of a specific function such as utilities are recorded in the corresponding

Cypress County has some of the lowest mill rates in the Province. Below are comparisons for residential and non-residentia

While the above is a reflection of the taxes collected by and for the operation of the Municipality, The County is also responsible for collecting taxes from requisitioning bodies. The following requisitions are estimated to be collected and remitted by Cypress County for the 2022 year

	2021	2022	
- School Requisition	\$ 15,330,887	\$ 15,637,505	2.00%
- Cypress view Foundation Requisition (Seniors)	\$ 486,700	\$ 497,164	2.15%
	<u>\$ 15,817,587</u>	<u>\$ 16,134,669</u>	

**2021/22 Significant Variances**

- Property Taxes increase in 2022 as Cypress County has entered year 2 of a 5 years plan to move to the 20th percentile in Alberta
- Special levies & Interest on Loans Provided has decreased as this is reflective of the interest portion on outstanding loans and local improvements only
- Government transfer for operations remain consistent as the Province of Alberta has committed to maintain MSI operating funds

## Administration

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
Transfers from Reserve	699,640	149,100	-78.69%	152,082	155,124
Funded Portion of Internal Transfers			0.00%		
User fees and sale of goods	30,000	25,000	-16.67%	25,500	26,010
	729,640	174,100	-76.14%	177,582	181,134
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	1,666,799	1,486,450	-10.82%	1,516,179	1,546,503
Contracted and general services	1,583,640	1,334,665	-15.72%	1,361,358	1,388,585
Materials, goods, supplies, and utilities	1,143,118	735,262	-35.68%	749,967	764,967
Travel, training, & subsistence	25,000	45,000	80.00%	45,900	46,818
Depreciation	338,000	304,699	-9.85%	289,464	274,991
Funded portion of internal transfers	13,000	18,000	38.46%	18,360	18,727
	4,769,557	3,924,076	-17.73%	3,981,229	4,040,591
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	<b>(4,039,917)</b>	<b>(3,749,976)</b>	<b>-7.18%</b>	<b>(3,803,647)</b>	<b>(3,859,457)</b>

## SERVICES AND PROGRAMS PROVIDED

The CAO's office is Councils direct link to Administration. The CAO is responsible for co-ordination of Council meeting agendas, providing recommendations on matters that Council requires direction on, assisting council in the Strategic Planning Process, initiating actions necessary for the implementation of strategic priorities that have been set by council and other corporate initiatives such as service delivery, assessment and service standards.

Cypress County Administration oversees the Financial, Information Technology, Administration of Facilities, Human Resources, Purchasing, and Capital Replacement Plans. Through the CAO's office Administration provides Strategic Guidance to legislative officials and direction in collaborative efforts with neighboring municipalities. Administration monitors Policies to ensure they are inline with the strategic direction set by Council.

The Corporate Services office is responsible for overall management of financial affairs of the County including:

- Budgeting, accounting, audit and Financial Reporting
- Cash management of approx. \$95 million dollars in investments to provide maximum returns and additional income to the County.
- Accounts Payable & Receivable Processing
- Payroll Processing as well as annual reporting to different government bodies
- Managing an insurance program that sustains the Municipalities ability to deliver services to the community and limits overall risk
- Managing long-term debt which is typically coordinated with the Alberta Treasury ( formerly Alberta Capital Finance Authority)
- Grant management - researching available Provincial and Federal grants, in coordination with other departments within the organization to ensure eligible projects are funded in the most efficient matter.
- Finance is also responsible for annual expenditure reports to funding agencies.

## 2021 Key Accomplishments

- Development and implementation of a digital accounts payable workflow
- Co-ordination with various departments to consider the alignment of multiple municipal plans (Recreation, Water, etc.)
- Participation in the development of Cypress County's Asset Management Plan

## 2022 Key Priorities

- Development of Cypress County Land & property listing with a community map of property held for sale
- Greater documentation of infrastructure and asset details along with long term forecasting
- Review various policies and procedures to ensure risk is properly mitigated for all County stakeholders
- Review both the equipment and job costing process to ensure proper information is available for management decision making

## 2021/22 Significant Variances

- Overall salaries have decreased due to realignment of the Organizational Chart. Budget 2022 includes a cost of living adjustment of 2.1%

- Budget 2021 included a significant allowance for the write off of tax penalties; Budget 2022 includes an allowance for provincial assessment complaints
- Travel & training has increased due to the removal of Covid-19 restrictions

Assessment

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
User fees and sale of goods	150,000	150,000	0.00%	150,000	150,000
	150,000	150,000	0.00%	150,000	150,000
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	390,106	398,082	2.04%	406,044	414,165
Contracted and general services	63,000	50,000	-20.63%	51,000	52,020
Materials, goods, supplies, and utilities	5,569	5,250	-5.73%	5,355	5,462
Travel, training, & subsistence	15,000	15,000	0.00%	15,300	15,606
Funded portion of Internal Transfers			0.00%	0	0
	473,675	468,332	-1.13%	477,699	487,253
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	<b>(323,675)</b>	<b>(318,332)</b>	<b>-1.65%</b>	<b>(327,699)</b>	<b>(337,253)</b>

SERVICES AND PROGRAMS PROVIDED

Property Assessment - Assessment Services determines property values for residential, farmland and commercial properties. In 2018, industrial properties became the responsibility of the province which contracted back the County to perform the work on their behalf. Assessment Services continues to prepare industrial assessments through a contractual obligation for the 2021 Assessment year. The County co-ordinates receiving values from the province for linear properties. Property values are determined on an annual basis and each residential property is specifically reviewed on a five-year rotation. Assessment services prepares communicates and defends equitable assessments.

2021 Key Accomplishments

- Participate and review proposed assessment changes and tax legislation, and the municipal impact as a senior member of the Provincial Assessors Assoc.
- Implement new tax assessment notices and communicate the new process to rate-payers.
- Developed and implemented a "Request for Information" structure to collect information and continue operations through Covid-19

2022 Key Priorities

- Continue to participate and guide development concepts relating to the Provincial Assessment Model Review
- Complete approximately 4,500 home and property inspections
- Provide resident focused service and seek educational opportunities with rate payers to increase public transparency and trust

2021/22 Significant Variances

- Decrease in Contract Services fees as Cypress County has made an effort to complete all work in house



# EMERGENCY MANAGEMENT

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**Emergency Management**

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
Funded Portion of Internal Transfers	-	-	0.00%	-	-
User fees and sale of goods	-	-	0.00%	-	-
Fines Issued	-	-	0.00%	-	-
	-	-	0.00%	-	-
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	6,692	18,739	180.02%	19,114	19,496
Contracted and general services	6,000	5,000	-16.67%	5,100	5,202
Travel, training, & subsistence	15,000	25,000	66.67%	15,000	15,300
Materials, goods, supplies and utilities	-	-	0.00%	-	-
Purchases from other government	18,000	5,000	-72.22%	5,100	5,202
Grants to Individuals/Organizations	300,000	305,000	1.67%	305,000	305,000
Funded portion of Internal Transfers	-	-	0.00%	-	-
	345,692	358,739	3.77%	349,314	350,200
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	(345,692)	(358,739)	3.77%	(349,314)	(350,200)

**SERVICES AND PROGRAMS PROVIDED**

**Emergency Management** - When an emergency occurs, it is important to have professional staff trained and properly equipped to go to the aid of persons and property in need. The Director of Emergency Management maintains an Emergency Plan which is shared with regional partners. Staff and Council members are trained to ensure the County can act as a cohesive group and deal with emergencies as they arise. The local Emergency/Disaster Plan is mandatory part of the larger Provincial and Federal /government Plans. Emergency Management is part of the Incident Command System (ICS) for the Province of Alberta. The County has numerous employees that are trained in various levels of the ICS system and work with other local government agencies to implement the Regional Emergency Management Plan during times of emergent events.

**2021 Key Accomplishments**

- Cypress County has committed to supporting HALO for the next three years while also making a financial contribution to SEASAR

**2022 Key Priorities**

- Focus on internal development and training
- Continue participation in regional emergency management response team

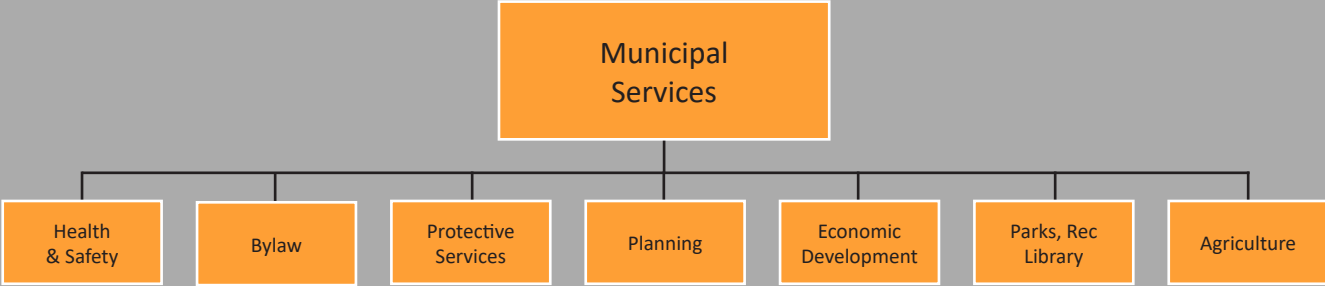
**2021/22 Significant Variances**

- 2022 includes additional training expense with hopes of completing a table top exercise



# MUNICIPAL SERVICES

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## Municipal Services (Municipal Services, Bylaw, and Health & Safety)

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
Funded Portion of Internal Transfers	-		0.00%	0	0
User fees and sale of goods	500	500	0.00%	510	520
Fines Issued	60,000	30,000	-50.00%	30,600	31,212
	60,500	30,500	-49.59%	31,110	31,732
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	409,570	412,041	0.60%	420,282	428,687
Contracted and general services	30,685	32,450	5.75%	33,099	33,761
Materials, goods, supplies and utilities	16,200	13,450	-16.98%	13,719	13,993
Travel, training, & subsistence	22,500	20,500	-8.89%	20,910	21,328
Purchases from other government	316,636	352,305	11.26%	387,536	426,289
Grants to Individuals/Organizations	-	-	0.00%	0	0
Funded portion of Internal Transfers	26,400	26,400	0.00%	26,928	27,467
	821,991	857,146	4.28%	902,473	951,526
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	(761,491)	(826,646)	8.56%	(871,363)	(919,793)

### SERVICES AND PROGRAMS PROVIDED

Municipal Services Administration, Bylaw Enforcement, Health & Safety, and RCMP enhanced police officer

Municipal Services Administration, Bylaw Enforcement, Health & Safety, RCMP enhanced police officer. The Municipal Services Director is the key personnel in delivering services to the public at large. This role facilitates the delivery of Family Community Support Services, guides the delivery of Economic Development & Tourism, and is heavily involved in representing the County through the Intermunicipal Collaboration Framework. Additionally, the Administrator provides guidance to the Municipal Services management team.

Health & Safety oversees the Corporate safety management System which is dedicated to ensuring a safe and healthy environment, which minimizes workplace incidents. Safety personnel work with staff at all levels to ensure the County's safety directives and safe work behaviors meet the organization's expectations and comply with Alberta Occupational Health and Safety legislative requirements and maintain the organizations Certificate of Recognition.

#### 2021 Health & Safety Key Accomplishments

- Audiometric hearing tests were completed for all staff in the summer of 2021
- Completion of annual audit/inspections of all County playgrounds
- Members from the Health and Safety Committee completed specialized training to meet new Occupational Health and Safety requirements.
- COR Audit was completed in Summer/Fall of 2021

#### 2022 Health & Safety Key Priorities

- Continue working toward completion of Advanced Certificate in Leadership program if COVID-19 permits.
- Identify and provide ongoing safety training for all employees as needed. (First aid, WHMIS, TDG, Transportation Safety Training, Flagging, Ground Disturbance, etc.)
- Complete the 2022 operations year without any serious injuries or illnesses

### **Bylaw Enforcement**

Overall services include public safety, protection of infrastructure and crime prevention/public education. The Peace Officer conducts regular patrols on both provincial highways and county road, responds to emergency situations as well as enforces municipal bylaws and selected provincial statutes. Operational practices include routine patrols in the hamlets and within the County as well as respond to public complaints and officer observed offences. Enforcement may be in the form of a verbal warning, written warning, order, notice or violation ticket.

### **2021 Bylaw Key Accomplishments**

- Cypress County Peace Officers continued to serve as the President of the Alberta Municipal Enforcement Association (AMEA)
- Peace Officer continued to process of distributing small gift cards when witnessing positive behavior in the community
- Increased relationship with local and regional RCMP

### **2021 Bylaw Key Priorities**

- Continue with face-to-face opportunities within County Hamlets to ensure residents are familiar with the Community Peace Officer

**RCMP Enhanced Police Officer (County Mountie)** also patrols the County ensuring a police presence in the communities of the County. The County Mountie also conducts visits to schools within the County educating youth on lawful and safe practices. The officer is well received within the Community and helps bring a sense of safe and friendly environments throughout the County's hamlets. The Province introduced a Rural policing model funded by municipalities.

### **2021/22 Significant variances**

- Purchases from other government are expected to increase due to the Policing model introduced by the Province.

## Fire Services

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
User fees and sale of goods	115,000	115,000	0.00%	117,300	119,646
Government Transfers				-	-
	115,000	115,000	0.00%	117,300	119,646
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	496,488	481,117	-3.10%	490,739	500,554
Contracted and general services	102,075	125,800	23.24%	128,316	130,882
Materials, goods, supplies and utilities	184,450	207,450	12.47%	211,599	215,831
Travel, training, & subsistence	84,000	80,000	-4.76%	81,600	83,232
Purchases from other government	293,350	299,154	1.98%	305,137	311,240
Grants to Individuals/Organizations	45,000	45,000	0.00%	45,900	46,818
Depreciation	371,342	371,992	0.18%	386,872	379,134
Funded portion of Internal Transfers	175,000	175,000	0.00%	182,000	185,640
	1,751,705	1,785,513	1.93%	1,832,163	1,853,331
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	(1,636,705)	(1,670,513)	2.07%	(1,714,863)	(1,733,685)

**SERVICES AND PROGRAMS PROVIDED**

The County has well trained and coordinated fire suppression crew that are equipped with modern equipment and personal protective equipment (PPE). Fire Suppression training sessions for volunteer firefighters through in-house practices and grant funded National Fire Prevention Association (NFPA) training. The County is committed to providing quality training, modern equipment, and current quality standards PPE to ensure the safety of the volunteer firefighters who are the backbone of this service.

Approximately 120 dedicated volunteer firefighters support the eight stations which respond to motor vehicle collisions, water rescue, fires of all types, hazardous materials responses, alarm calls and medical co-response. The County also has an agreement with Jenner and CFB Suffield, as well as mutual aid agreements with neighboring municipalities. An agreement with the City of Medicine Hat provides response within an eight-kilometre region of the City of Medicine Hat municipal boundaries. An agreement is in place with Foothills Regional Emergency Service Commission for 9-1-1 Dispatch services. Volunteers provide a valuable service. There is a significant cost savings associated with having volunteer staff compared to a full-time service. A nominal amount is provided to volunteer staff for the service they provide.

**2021 Key Accomplishments**

- Executed a fire services agreement with Alberta Environment and Parks for the area within the Cypress Hills Provincial Park boundary.
- Purchases completed with Grant funding from Pembina, every station within Cypress County has a Thermal imaging camera to detect hot areas on the fire ground
- NFPA firefighter training has been completed with this year's recruits, this is 1001 level I and II, along with Haz-mat training as well. Joint training with Redcliff.
- On going fit testing for mask, 3 individuals trained to do fit testing.

**2022 Key Priorities**

- Enhance radio equipment for compatibility between AFFRACS and the Legacy system.
- Continue to provide a quality training program for the firefighters and to enhance the chief officers/duty officer program.
- Add speciality equipment (Grain Rescue Equipment) and to add this to the Level of Service for the County Fire Stations.
- Review fire station equipment and assign equipment to stations that will utilise this equipment to the highest potential.

**2021/22 Significant variances**

- Fire response revenue is expected to remain stable as costs are often invoiced to AB Transportation for their collection
- Increase in contracted and general services is consistent with prior year actual costs; No additional services expected to be required in 2022
- Training and travel costs are expected to resume in 2022 as pandemic restrictions begin to relax
- \$5,000 contribution to individual stations has been maintained for the 2022 year. This enables stations to buy department specific clothing, goods or provide community support



## Planning Services

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
Licenses and permits	100,000	96,125	-3.88%	98,048	100,008
User fees and sale of goods	10,000	10,000	0.00%	10,000	10,000
Other Revenue	342,300	295,444	-13.69%	301,353	307,380
	452,300	401,569	-11.22%	409,400	417,388
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	610,483	580,039	-4.99%	591,640	603,473
Contracted and general services	129,000	76,600	-40.62%	78,132	79,695
Materials, goods, supplies and utilities	1,000	1,000	0.00%	1,020	1,040
Travel, training, & subsistence	15,000	15,000	0.00%	15,300	15,606
Transfers to Reserves	352,300	295,444	-16.14%	301,353	307,380
Funded portion of Internal Transfers	7,000	7,000	0.00%	7,140	7,283
	1,114,783	975,083	-12.53%	994,585	1,014,476
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	(662,483)	(573,514)	-13.43%	(585,184)	(597,088)

### SERVICES AND PROGRAMS PROVIDED

The Planning and Development Department is in place to assist and direct landowners with development, as regulated under provincial MGA regulations, the land use Bylaw and statutory plans. The department helps people with development and construction permits, land use amendments, subdivision applications, road allowance closures and other matters that relate to land development.

### DEVELOPMENT PERMITS

The primary function of the department is to process, issue and manage Development permits. Development is categorized into four types: residential, non-residential, home occupation and signs. Residential permits include dwelling, additions, decks and accessory buildings (sheds, garages). Non-residential permits apply to commercial and industrial development, including new buildings, additions and accessory buildings associated with that development. Home occupation permits apply to landowners operating a business from their dwelling. Signs apply to developers who are wanting to market for an intended use.

### SUBDIVISION

Land that is proposed for subdivision in the County requires review and approval from the Municipal Planning Commission (MPC) before a title for the new parcel can be registered at Land Titles. MPC is made up of 3 Councillors and 3 members at large.

### 2021 Key Accomplishments

- Adoption of County of Newell/Cypress County IDP
- Amendments completed for Cypress County Design Guidelines
- Significant work completed on the Cypress County Municipal Development Plan & Land Use Bylaw

### 2022 Key Priorities

- Adoption of the Land Use Bylaw – consultation and amendments
- Intermunicipal Development Plan with County of Forty Mile No. 8 (delayed in 2021 until statutory plan review completed)
- Irvine Stormwater Management Plan – subsidiary to Irvine Area Structure Plan
- Seven Persons Stormwater Management Plan – subsidiary to Seven Persons Area Structure Plan
- Review of Bylaws and Policies – Review and Amend the Addressing Bylaw, bring forward Proposed Policy for Telecommunication Facilities

### 2021/22 Significant variances

- Wages & compensation have decreased slightly as these funds have been allocated to contract services for completion of the MDP/LUB
- 2021 included \$80,000 in contract services for the MDP/LUB
- Transfers to reserves are intended to equal total "Other Revenue" as this represents various offsite levies collected in the subdivision & development process

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

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
Government Transfers	185,311	185,311	0.00%	185,311	185,311
	185,311	185,311	0.00%	185,311	185,311
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	3,346	3,370	0.72%	3,437	3,506
Contracted and general services	5,989	3,983	-33.49%	4,063	4,144
Travel, training, & subsistence	-	1,500		1,500	1,500
Grants to Individuals/Organizations	266,259	264,620	-0.62%	269,912	275,311
	275,594	273,473	-0.77%	278,912	284,461
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	(90,283)	(88,162)	-2.35%	(93,601)	(99,150)

**SERVICES AND PROGRAMS PROVIDED**

Family and Community Support Services (FCSS) are locally driven preventative, social initiatives that enhance the well being of children, families, individuals, and communities. Partnering with a number of local agencies, counseling and skill building is offered to students, adults, and families. Partners include, but are not limited to McMann Youth, Family & Community Services, Medicine Hat family services, the family school liaison workers in the Prairie Rose School Division, Early Childhood Coalition, and Sexual Assault Response Committee. In order to ensure FCSS costs are fully funded, Cypress County is required to commit an additional 25% of the total grant funds received from its own sources.

The program also provides transportation to citizens which have mobility issues by providing special transit through City taxi services and monthly financial contributions to the local district food bank. Contributions to the regional food bank are intended provide support for the benefit received by County residents.

**2021 Key Accomplishments**

- Councillor Michelle McKenzie was elected to represent the South Region on the Provincial FCSSAA Board
- Cypress County continued support of the School Liaison Worker in partnership with Prairie Rose School Division
- Funds carried forward from prior years were successfully distributed and utilized for various community projects

**2022 Key Priorities**

- Host a workshop to assist in dealing with grief and service for seniors (dementia or promote activity).
- The FCSS coordinator will be attending the annual Directors Conference.
- Create a succession plan for the County's FCSS program.

**2021/22 Significant variances**

- No significant variances expected in the overall FCSS budget from prior years

**Agricultural Services (ASB)**

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
User fees and sale of goods	66,000	34,000	-48.48%	34,680	35,374
Government Transfers	156,907	164,907	5.10%	164,907	164,907
Other revenue	-	-	-	-	0
	222,907	198,907	-10.77%	199,587	200,281
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	407,270	423,171	3.90%	431,634	440,267
Contracted and general services	37,500	34,600	-7.73%	35,292	35,998
Materials, goods, supplies and utilities	91,950	51,250	-44.26%	52,275	53,321
Travel, training, & subsistence	18,625	23,625	26.85%	24,098	24,579
Grants to Individuals/Organizations	12,450	12,450	0.00%	12,699	12,953
Funded portion of Internal Transfers	92,200	89,000	-3.47%	90,780	92,596
	659,995	634,096	-3.92%	646,778	659,713
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	<b>(437,088)</b>	<b>(435,189)</b>	<b>-0.43%</b>	<b>(447,191)</b>	<b>(459,433)</b>

**SERVICES AND PROGRAMS PROVIDED**

**WEED INSPECTION & CONTROL**

Maintaining a viable agricultural land base is the ultimate goal behind monitoring and controlling noxious and prohibited noxious weeds within the 3.3 million acres that make up the County. Through this program, partially funded through the Agricultural Service Board grant, the County encourages landowners and leaseholders to reduce the impact of regulated weeds on the lands they manage.

Under the Weed Control Act, the ASB must ensure that noxious weeds are controlled and that prohibited noxious weeds are destroyed. Significant time is invested spraying weeds on County owned property, roads, and rights of way. In 2021, 2 dedicated Weed Inspectors performed inspections on 285 quarters of land. A total of 385 acres were sprayed for invasive weeds. 316 acres of Noxious weeds and 67 acres of prohibited noxious weeds. Weed infestations are mapped and recorded. Weed Inspectors share best management farming practices with producers to reduce the impact of weeds in the County.

**PEST INSPECTION**

Monitoring for pests under the Agricultural Pests Act is completed through surveys and submitted to Alberta Agricultural. Inspections are also performed in response to reports from ratepayers. Rat, gopher, coyote control, skunk and insect monitoring is included. Staff investigates all rat sightings and where an infestation is confirmed, control measures are put in place to keep Alberta rat free. There hasn't been a rat infestation in the rat control zone in Cypress County for many years. When gopher infestation occurs, the ASB offers education on proper gopher control methods, recommends practice changes to the landowner, and provides control options regulated by Federal and Provincial governments. Skunk samples are submitted for rabies testing to help keep rabies out of Alberta.

Educational materials are provided to ratepayers and industry partners on the damaging effects pests can have on producers as well as best management practices to mitigate infestations. Communication is the key with meetings being held as needed and fielding several calls on the subject.

**SOIL CONSERVATION PROGRAMS**

ASB administers the Soil Conservation Act within the County. It is our duty to keep the soil in the field that it belongs too. This program has been encouraging the adoption of zero and minimal till farming which has drastically reduced the time commitment required in this area. No till seed drills are available for rent to support no till farming and permanent cover.

**OTHER AWARDS**

ASB nominates a farm family for the Calgary Stampede Farm Family awards each year. This program is well received by the nominees and helps create a positive image for the hard-working farmers in our region. This family receives further recognition at the Medicine Hat Stampede, as the Cypress County Farm Family of the year.

ASB administers a bursary program to encourage local high school students to choose a career in agriculture and a 4-H Grant to financially assist Southeast Alberta district 4-H clubs.

ASB provides financial support to Farming Smarter to provide applied research and agriculturally related extension in the County through the Cypress Conference.

**AG RECYCLING**

The ASB, in partnership with CleanFarms, offers grain bag and twine recycling to producers. The program keeps these ag plastics out of the landfills and from being burnt on the farms.

**2021 Agriculture Accomplishments**

- Completed roadside spraying for Canada Thistle in the Dunmore, Bowmanton, Schuler and Hilda areas.
- Approximately 1/3 of County roadsides were sprayed in the 2021 season.
- Both Hay buster seed drills were operational and used by 38 producers and seeded 1,996 Acres in 2021.
- The new Ag Shield land roller was delivered and used in May. Both land rollers have used by 14 producers to roll 1,083 acres.
- Spray units: 3 RTV's and 2 two-ton trucks, are equipped with MRF software & tablets for mapping invasive species and providing the County with the availability to track data from year to year.
- Pest inspectors carry ID badges as per legislative requirements that identify the inspector as licensed to complete specified inspections.

**2022 Key Priorities**

- As per the Weed Control Act, the Agriculture Department will continue its noxious and prohibited noxious weeds program throughout the County.
- 2% Liquid Strychnine will no longer be available for sale. The County's stock has been sold out.
- Rental equipment to be promoted and used by more producers.
- Encourage and promote Ag recycling.
- Improve cost tracking for specific Agricultural programs & initiatives

**2021/22 Significant variances**

- Both County sales & supplies are expected to decrease approximately \$40,000 due to strychnine being discontinued to Canada

## Tourism and Economic Development

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
	-	-	0.00%	-	-
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	25,261	41,285	63.43%	42,111	42,953
Contracted and general services	24,200	36,700	51.65%	37,434	38,183
Materials, goods, supplies and utilities	30,150	20,000	-33.67%	20,400	20,808
Travel, training, & subsistence	2,000	2,000	0.00%	2,000	2,000
Grants to Individuals/Organizations	84,312	84,000	-0.37%	85,680	87,394
	165,923	183,985	10.89%	187,625	191,337
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	(165,923)	(183,985)	10.89%	(187,625)	(191,337)

### SERVICES AND PROGRAMS PROVIDED

#### Tourism

The County has memberships to Canadian Badlands, Ports-to-Plains Alliance, Entre-Corp whose primary focus is to foster the development of tourism and economic growth within Cypress County and/or Southeast Alberta. By participating in these organizations, Cypress County hopes that there will be an increase of economic development in the County, such as generation of employment through business retention and expansion and to encourage tourism by becoming a tourist destination region.

Places to visit in the region include Cypress Hills Interprovincial Park, Red Rock Coulee, the Prairie Memories Museum, Constable Graburn Memorial Cairn, Red Coat Trail and many fishing destinations. The South Saskatchewan River Flows through the County enabling kayak enthusiasts to take advantage of the natural currents flowing east.

#### 2021 Key Accomplishments

- The County officially adopted "Southeast Alberta's Playground" under its branding efforts
- Created a promotional video for Cypress County as a tourist destination.
- Continue to work with regional organization to promote Southeast Alberta regional destination guide.
- Cypress County assumed the operation of the Walsh Visitor Centre

#### 2022 Key Priorities

- Continue operation of the Walsh Visitor Centre and expand local displays
- Development of additional promotional videos and material focused on economic development regions

#### 2021/22 Significant variances

- No significant changes in operation of the park facilities are expected

Recreation

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
User fees and sale of goods	700	700	0.00%	714	728
Government Transfers	110,000		-100.00%	-	0
Transfer (Reserves)			0.00%	-	0
	110,700	700	0.00%	714	728
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	11,947	12,274	2.74%	12,519	12,770
Contracted and general services	23,000	253,500	1002.17%	258,570	263,741
Travel, training, & subsistence	2,000	1,000			
Purchases from other government	212,240	212,240			
Grants to Individuals/Organizations	555,440	369,240	-33.52%	376,625	384,157
Depreciation	84,687	84,687			
Funded portion of Internal Transfers	1,257	500	-60.22%	510	520
	890,571	933,441	4.81%	648,224	661,189
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	(779,871)	(932,741)	19.60%	(647,510)	(660,460)

**SERVICES AND PROGRAMS PROVIDED**

Recreation services within Cypress County are provided through various agreements. They include joint agreements between the County, Town of Redcliff and City of Medicine Hat and situations where recreation funds are allocated to various recreation service providers and community organizations. Funding allocated for recreation is \$40 per capita with the Recreation Board approving the allocation of funds for recreation or community facilities which can be utilized to offset operating and capital costs for these facilities. Additionally, a seasonal Summer Games Coordinator is hired annually to assist in the coordination of Cypress County residents participating in the Southern Alberta Summer Games.

Each Hamlet boast one or more facilities that can be rented out by the public for social events, sporting events or facilities for hosting Public Forums. The Hamlet facilities can also be found on the County website.

**COMMUNITY FACILITIES**

In most cases around the County, recreation and community facilities are operated and maintained by third parties. This includes Community Halls, Arenas, and Curling Rinks. The County ensures, for insurance reasons, that gas burning appliances are inspected annually to ensure public safety.

**2021 Key Accomplishments**

- Administration has begun the implementation process of the Recreation Master Plan and focus on key Council Priorities.
- Significant funding was distributed to community organizations to subsidize lost revenue due to Covid-19

**2022 Key Priorities**

- Farther review and implementation of the Recreation Master Plan
- Establish funding of \$1 million annually to the Recreation Reserve allowing for future projects to be completed

**2021/22 Significant variances**

- Budget 2022 includes \$200,000 to complete initial design and preliminary engineering work surrounding the potential Irvine Campground

## Parks &amp; Campgrounds

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
User fees and sale of goods	81,000	78,000	-3.70%	79,560	81,151
Government Transfers	-	-	0.00%	-	0
	81,000	78,000	0.00%	79,560	81,151
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	26,317	26,435	0.45%	26,964	27,503
Contracted and general services	48,000	49,000	2.08%	49,980	50,980
Materials, goods, supplies and utilities	43,600	43,500	-0.23%	44,370	45,257
Depreciation	38,630	39,051	0.00%	39,832	40,629
Funded portion of Internal Transfers	8,000	8,000	0.00%	8,160	8,323
	164,547	165,986	0.87%	169,306	172,692
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	(83,547)	(87,986)	5.31%	(89,746)	(91,541)

## SERVICES AND PROGRAMS PROVIDED

## SANDY POINT CAMPGROUND

The park has been in operation since the early 1980's. It is located 100 kilometers northeast of Medicine Hat on Highway 41 along the South Saskatchewan River. The park has pull-through sites, a playground, non-potable water, toilets, fire pits with free firewood, and a day use area.

## CAVAN LAKE CAMPGROUND

The park has been a popular uncontrolled local fishing and boating area since the early 1950's. The County took over the operation of the campground in the mid 1990's. It is located 18 kilometers east of Medicine Hat on Highway 1, then 5.5 kilometers south on Range Road 40. Cavan Lake is an irrigation reservoir supplied with water from spring runoff out of the Cypress Hills. The park has 78 sites with 30 amp power service, fire pits with free firewood, a playground, and horseshoe pits, toilets (no Sani-dump), non-potable water, and a day-use area. Seasonal users occupy approximately 60% of the sites.

## 2021 Key Accomplishments

- Upgrades were completed to add power to additional stalls at Cavan Lake

## 2022 Key Priorities

- Focus on maintaining parks and complete various minor upgrades
- Review potential for various upgrades at Sandy Point Park

## 2021/22 Significant variances

- No significant changes in operation of the park facilities are expected

Libraries

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
	-	-	-	-	-
<b>Expenditures and Transfers by Object</b>					
Grants to Individuals/Organizations	99,000	110,000	11.11%	112,200	114,444
Contracted services	2,500	38,000	1420.00%	38,760	39,535
	101,500	148,000	45.81%	150,960	153,979
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	(101,500)	(148,000)	45.81%	(150,960)	(153,979)

SERVICES AND PROGRAMS PROVIDED

Library services throughout Cypress County are provided through the Cypress County Library Board and Shortgrass Library System, a not-for-profit entity whose Board members are appointed by each member municipality. The Board consists of twelve trustees who have the key role of providing advice on policy and other matters in order to increase the effectiveness and efficiency of the library system operation. The Governing Legislation that applies to the operation of the Board is the Libraries Act. The Shortgrass Library System includes the Irvine Library and the Graham library in Ralston. The Shortgrass Library System provides quality library support services to members.

2021/22 Significant variances

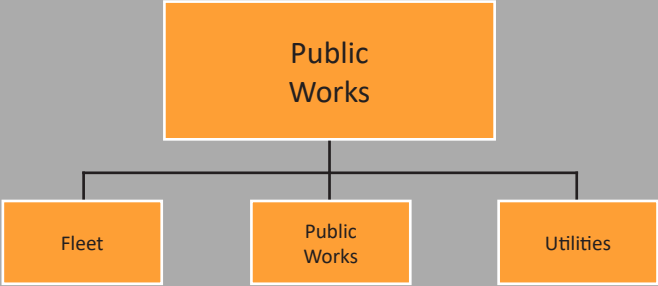
- In 2022, Cypress County will now contribute all required funds directly to the Cypress County Library Board. The Library Board is required to submit an annual budget to County Administration in November each year identifying their expected costs and is then responsible to distribute funds as presented.





# PUBLIC WORKS

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Fleet & Maintenance

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
Funded portion of Internal Transfers	3,031,057	2,974,100	-1.88%	2,980,919	2,988,929
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	397,657	350,759	-11.79%	357,774	364,930
Contracted and general services	375,400	370,777	-1.23%	378,193	385,756
Materials, goods, supplies and utilities	865,000	930,000	7.51%	948,600	967,572
Travel, training, & subsistence	1,000	4,000	300.00%	4,080	4,162
Depreciation	1,390,000	1,316,564	-5.28%	1,290,233	1,264,428
Funded portion of Internal Transfers	2,000	2,000	0.00%	2,040	2,081
	3,031,057	2,974,100	-1.88%	2,980,919	2,988,929
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	-	-	0.00%	-	-

SERVICES AND PROGRAMS PROVIDED

The Fleet Services Department provides servicing and repairs to small engines, light duty fleet trucks, and heavy duty fleet trucks and equipment. Small Engines includes weed trimmers, chainsaws, water pumps, fire equipment and other miscellaneous equipment. Light Duty Fleet Trucks are classified as mid-size to full-size trucks with the purpose to transport operators and laborers to and from job sites. Heavy Duty Fleet Trucks and Equipment trucks range in size from 3 Ton to 6 tons and equipment for hauling and transporting materials and construction equipment. During the spring, summer and fall season, the primary purpose of heavy duty fleet trucks is to transport aggregates from resource pits and stockpiles to road surfaces. In winter, these same trucks are equipped with plows, salt, and sanding equipment.

Preventative Maintenance and Repairs

Fleet services provides preventative maintenance and repairs to small engines and equipment, light and heavy duty trucks, and heavy equipment and attachments. Servicing and Repairs may be contracted out when service capacity is not available, or the expertise of the manufacturer is required.

Vehicle Inspections

Fleet Services is responsible for maintaining all commercial vehicle files, conducting commercial vehicle inspections (CVIP's) including administering warranties and recalls. Preventative maintenance of all fleet and equipment is key in keeping the fleet operational and maintaining low repair costs.

Fabrication

Fabrication services are provided where necessary. This may include the fabrication of racking systems and/or attachments for field use where engineering is not required. Where engineering is required for fabrication the work is outsourced.

2022 Key Priorities

- Break down costs by department and unit type to gain a stronger understanding of total operational costs
- Consider unit utilization to ensure maximum value is provided for County stakeholders

2021/22 Significant variances

- Materials increased for 2022 reflective of market increases due to the limited supply of input products

## Consolidated Public Works

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
Special Levies				-	0
User fees and sale of goods	105,000	270,000	157.14%	275,400	280,908
Government Transfers			0.00%	-	0
Transfers (Reserves)			0.00%	-	0
	105,000	270,000	157.14%	275,400	280,908
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	3,002,758	3,269,581	8.89%	3,334,973	3,401,672
Contracted and general services	2,759,000	2,006,500	-27.27%	2,046,630	2,087,563
Materials, goods, supplies and utilities	1,797,000	1,709,750	-4.86%	1,743,945	1,778,824
Travel, training, & subsistence	16,350	16,350	0.00%	16,841	17,346
Depreciation	3,041,826	3,092,523	1.67%	3,154,373	3,217,461
Funded portion of Internal Transfers	2,592,687	2,534,687	-2.24%	2,585,381	2,637,088
	13,209,621	12,629,391	-4.39%	12,882,142	13,139,954
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	<b>(13,104,621)</b>	<b>(12,359,391)</b>	<b>0.00%</b>	<b>(12,606,742)</b>	<b>(12,859,046)</b>

## SERVICES AND PROGRAMS PROVIDED

## GRAVEL ROADS

The County owns and operates numerous resource pits throughout the County. Contract Operators and Trucks transport aggregates from resource pits to stockpiles, including the distribution of aggregates directly to gravel road surfaces.

Crushing of resources is planned and carried out by retaining a crushing operator. By managing aggregates in this manner, the County is able to address 600 kilometers of County gravel surfaced road annually, keeping the program manageable in size based on available resources, equipment, and labour. This ensures road surfaces are addressed regularly based on classification, criticality and on a manageable plan promoting conservation of resource for future use. Currently, there are approximately 2,071 Km of gravel roads within the County. Management of gravel roads are by grading, mowing, and snow and ice control. Total gravel inventory at the beginning of 2022 is projected to be approximately 154,000 Tonnes.

## HARD SURFACE (PAVED &amp; OILED ROADS)

The County has nearly 118 kilometers of paved surface roads and 283 Km of oiled surface roads. Paved road surfaces require regular annual maintenance to ensure the safety of the motoring public, as well as preservation of paved surfaces to maximize the original investment. Annual crack sealing is performed to ensure moisture does not enter the road base prematurely degrading the road surface which can escalate annual maintenance costs. Pothole repairs are limited due the average proactive age of the pavement. Typically, potholes become more frequent as pavement ages and where preventative maintenance such as crack sealing is not administered. Line painting is completed annually and serves as a communications device to motorists of the road. Line painting of County paved roads meets Alberta Transportation specifications.

Paved surfaces require less maintenance than gravel surfaces in the spring, summer, and fall seasons. During the winter season paved surfaces require more attention as higher motor vehicle speeds and reduced traction due to the smooth paved surface require plowing and sanding for snow and ice control. Management of Hard Surface (Paved Roads, Oiled Roads) are sustained by the Oiling Program, road stabilization on hills, crack sealing and snow and ice control.

## INFRASTRUCTURE (BRIDGES,CULVERTS, SIGNAGE, TEXAS GATES)

The County has the responsibility for the maintenance and replacement of 198 bridges and bridge size culverts throughout the region. In recent years, municipalities have the sole responsibility for annual inspections and found deficiency repairs. The County carries out repair work with in-house staff except where a professional or specialized service is required. For bridge replacements, a professional engineering firm is retained for engineering, contract, and construction management of the project.

Road signage is another very important component, communicating the rules of the road to motorists. Regulatory, warning, and information signage are present on each and every gravel road surface. Maintaining these are a priority in ensuring the motorist is aware in advance of upcoming road changes and hazards. In addition to these types of signs, County staff will temporarily erect construction signage as warning devices to motorists where road maintenance and repair work is in progress.

## HAMLETS (INCLUDING STREET LIGHTING)

The County has a responsibility for the upkeep and maintenance of Hamlet streets and infrastructure. With nine hamlets within the County borders, Cypress realizes the uniqueness of each hamlet and has strategic direction for the promotion, potential and maintenance of each hamlet. Growth opportunities have been identified for hamlets closer to urban centers.

**Public Works**

The next two pages are meant as support the Consolidated Public Works Statement. These two pages provide a breakdown of the core activities performed by Public Works operations department.

**General & Administration**

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
Special Levies				-	0
User fees and sale of goods	105,000	270,000	157.14%	275,400	280,908
Government Transfers			0.00%	-	0
Transfers (Reserves)			0.00%	-	0
	105,000	270,000	157.14%	275,400	280,908
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	360,976	525,623	45.61%	536,135	546,858
Contracted and general services	61,500	76,000	23.58%	77,520	79,070
Materials, goods, supplies and utilities	8,000	43,500	443.75%	44,370	45,257
Travel, training, & subsistence	16,350	16,350	0.00%	16,677	17,011
Depreciation	3,041,826	3,092,523	1.67%	3,154,373	3,217,461
Funded portion of Internal Transfers	5,380	5,380	0.00%	5,488	5,597
	3,494,032	3,759,376	7.59%	3,834,564	3,911,255

**Gravel Roads**

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	1,624,980	1,705,286	4.94%	1,739,392	1,774,180
Contracted and general services	1,660,000	1,057,000	-36.33%	1,078,140	1,099,703
Materials, goods, supplies and utilities	637,000	616,500	-3.22%	628,830	641,407
Funded portion of Internal Transfers	1,808,716	1,768,716	-2.21%	1,804,090	1,840,172
	5,730,696	5,147,502	-10.18%	5,250,452	5,355,461

**2021 Key Accomplishments**

- Significant work completed on the combined Aggregate study in coordination the County of 40 Mile
- TWP 120 has been resurfaced and completed under budget and near 100% grant funded
- Dunmore Light installation is complete and operational
- Significant operational changes occurred with the transition of many staff to 10 hour days on an 8 on, 6 off schedule
- Purchase of a new Loader, Excavator, and Pneumatic Packer have all been completed and are currently in operations
- BF9004 has been completed while 5 other bridge/culvert files are still in progress
- RR11 rehab work has been completed utilizing MSP funding

**2022 Key Priorities**

- Complete work on the Old TransCanada Highway from Hwy 524 to RR65
- Implementation of a small culvert rehabilitation strategy utilizing new equipment acquired in 2021
- Complete Black & White Rehabilitation project (Phase 1)
- Consider the possibility of an extension of 2nd Avenue to the Dunmore Equestrian Centre

**2021/22 Significant variances**

- Decrease in Gravel Roads - Contract Services is reflective of the utilization of internal resources to accomplish these tasks
- Increase in wages is due to the addition of internal staff to complete the change to the 8 & 6 Rotational schedules

Public Works

Hard Surface Roads

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	814,075	830,923	2.07%	847,541	864,492
Contracted and general services	588,500	555,000	-5.69%	566,100	577,422
Materials, goods, supplies and utilities	936,000	863,000	-7.80%	880,260	897,865
Funded portion of Internal Transfers	579,000	579,000	0.00%	590,580	602,392
	2,917,575	2,827,923	-3.07%	2,884,481	2,942,171

Infrastructure

	Budget	2022 Budget	% Change	Projection	Projection
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	143,502	148,259	3.31%	151,224	154,249
Contracted and general services	256,000	156,000	-39.06%	159,120	162,302
Materials, goods, supplies and utilities	69,000	64,000	-7.25%	65,280	66,586
Funded portion of Internal Transfers	147,500	127,500	-13.56%	130,050	132,651
	616,002	495,759	-19.52%	505,674	515,788

Hamlets

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	59,225	59,490	0.45%	60,680	61,893
Contracted and general services	193,000	162,500	-15.80%	165,750	169,065
Materials, goods, supplies and utilities	147,000	122,750	-16.50%	125,205	127,709
Funded portion of Internal Transfers	52,091	54,091	3.84%	55,173	56,276
	451,316	398,831	-11.63%	406,808	414,944

## Water

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b><u>Revenues and Transfers by Object</u></b>					
Special Levies				-	0
User fees and sale of goods	1,583,668	1,583,668	0.00%	1,615,341	1,647,648
Transfer (Reserves)	-	-		-	0
	1,583,668	1,583,668	0.00%	1,615,341	1,647,648
<b><u>Expenditures and Transfers by Object</u></b>					
Salaries, wages and benefits	719,033	721,330	0.32%	735,757	750,472
Contracted and general services	283,087	335,087	18.37%	341,789	348,625
Materials, goods, supplies and utilities	240,900	247,200	2.62%	252,144	257,187
Travel, training, & subsistence	11,000	11,000	0.00%	11,220	11,444
Purchases from other government	845,000	853,448	1.00%	870,517	887,927
Interest on long-term debt	213,903	192,016	-10.23%	195,856	199,773
Depreciation	1,820,083	1,839,177	1.05%	1,875,961	1,913,480
Transfer to Reserve	95,000	95,000	0.00%	96,900	98,838
Funded portion of Internal Transfers	40,000	40,000	0.00%	40,800	41,616
	4,268,006	4,334,258	1.55%	4,420,943	4,509,362
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	<b>(2,684,338)</b>	<b>(2,750,590)</b>	<b>2.47%</b>	<b>(2,805,602)</b>	<b>(2,861,714)</b>

**SERVICES AND PROGRAMS PROVIDED**

Potable water is available in all County hamlets and County staff oversee the day-to-day operations of water treatment and distribution. Water for Dunmore, Desert Blume, Seven Persons, Veinerville, Walsh and Irvine originates from the South Saskatchewan River and is delivered to the County from the City of Medicine Hat.

Water for Hilda and Schuler also comes from the South Saskatchewan River and is delivered as raw water from the Hilda Water Pipeline Co-op. The treatment plant in Hilda serves both hamlets. A similar arrangement is found in Suffield, where water is delivered from CFB Suffield.

**2021 Key Accomplishments**

- Seven Persons Booster & Plant Upgrades completed
- Water Master Plan has been completed and is being incorporated into operational plans

**2022 Key Priorities**

- Continue to maintain high quality water services for Cypress County residents
- Establish long term demand projections for all County Hamlets
- Development of a new 5 year utility rate and recovery plan
- Complete Dunmore fire suppression study and begin on steps to accomplish this goal

**2021/22 Significant variances**

- Revenue has been maintained and will be adjusted based on the long term utility recovery plan
- Purchases from other government includes Water acquired from the City of Medicine hat

Sewer

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
Special Levies	-	-	-	-	0
User fees and sale of goods	401,220	401,220	0.00%	409,244	417,429
	401,220	401,220	-	409,244	417,429
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	50,877	52,048	2.30%	53,089	54,151
Contracted and general services	112,500	115,500	2.67%	117,810	120,166
Materials, goods, supplies and utilities	182,500	184,300	0.99%	187,986	191,746
Interest on long-term debt			0.00%	-	0
Depreciation	217,221	217,221	0.00%	217,221	217,221
Funded portion of Internal Transfers			0.00%	-	0
	563,098	569,069	1.06%	576,106	583,284
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	(161,878)	(167,849)	0.00%	(166,862)	(165,854)

SERVICES AND PROGRAMS PROVIDED

Sanitary sewer systems operate in all hamlets except Walsh and Dunmore. These systems use a lagoon treatment system with aerobic and anaerobic cells, evaporation ponds, followed by discharge of treated effluent into the natural water system. County staff oversee the day-to-day operations of sanitary sewer collection and treatment.

2021 Key Accomplishments

- Continued regular maintenance of all County infrastructure

2022 Key Priorities

- Complete upgrades to Irvine & Schuler lift stations

2021/22 Significant variances

- No significant variances from prior year

Waste Management

	2021 Budget	2022 Budget	% Change	2023 Projection	2024 Projection
<b>Revenues and Transfers by Object</b>					
User fees and sale of goods	91,280	83,830	-8.16%	85,507	87,217
	91,280	83,830		85,507	87,217
<b>Expenditures and Transfers by Object</b>					
Salaries, wages and benefits	94,674	95,378	0.74%	97,286	99,231
Contracted and general services	592,392	659,830	11.38%	673,027	686,487
Materials, goods, supplies and utilities	41,000	31,750	-22.56%	32,385	33,033
Travel, training, & subsistence	3,000	3,000	0.00%	3,060	3,121
Depreciation	10,293	10,293	0.00%	10,499	10,709
Funded portion of Internal Transfers	73,513	73,513	0.00%	74,983	76,483
	814,872	873,764	7.23%	891,239	909,064
<b>Excess (Shortfall) of revenues and transfers over expenditures and transfers</b>	(723,592)	(789,934)	9.17%	(805,733)	(821,847)

SERVICES AND PROGRAMS PROVIDED

The County is a regional partner in the Redcliff Cypress Regional Waste Management Authority (RCRWMA). The County pays a proportionate share of the operating expenses.

The County has eight transfer site locations in which residents can dispose of their household waste. For convenience, transfer sites also include recycle bins. The purchase of a wood chipper in 2017 added services for County residents to drop off clean wood waste at transfer sites. The Hamlets of Desert Blume, Irvine and Suffield have residential door to door waste collection and recycling.

2021 Key Accomplishments

- Continued regular maintenance of all County infrastructure
- Replaced 2 aging transfer site bins

2022 Key Priorities

- Replace two aging Transfer Site Bins

2021/22 Significant variances

- Minor reduction to revenue based on historical information
- Additional contract services cost is reflective of work to be completed at the transfer sites and new contractors to oversee the sites



**CYPRESS COUNTY  
2022 Vehicle & Equipment  
Replacement Plan  
with 5-year projection**



### Overview

Cypress County's fleet of vehicles and heavy equipment is made up of over 225 units with a total approximate cost of \$21 million. Annual contributions to reserve funds are based on future replacement costs of current equipment. The current CAT Reclaimer is the highest price single item in the fleet with a cost of roughly \$600,000 (Replacement Cost approx. = \$900,000) and is vital to the oiling and maintenance of County roads. Cypress County's capital fleet and equipment is typically used in the maintenance and preservation of County infrastructure. Light duty vehicles are utilized for transportation across the County while heavy equipment such as the graders are utilized for gravel road repairs and snow removal. Infrastructure construction projects are typically contracted to independent 3rd party companies as this allows County operations staff to focus on the core functions of maintaining and upkeeping appropriate infrastructure. Fire & Emergency response equipment is considered separate of public works equipment. The fire fleet includes a variety of heavy equipment such as fire engines, wildland response units, and a water tender.

While 2022 proposes a variety of replacements for current County units that have reached the end of their useful life, there is also multiple new additions to the fleet. This includes the addition of an excavator thumb attachment and infrared heater for path and road repairs in Public Works, transition of a Kubota side-by-side to Cavan Lake Park, and the purchase of an additional Wildland response unit and 2nd water tender for Emergency Services.

### Summary of Capital Replacement Plan 2022-2026

Asset Type	Total Units	Total Original Cost	Estimated Replacement Cost	Annual Reserve Contribution	Projected Replacement Summary				
					2022	2023	2024	2025	2026
Miscellaneous Units	89	1,922,402	2,559,500	196,585	575,000	194,509	85,000	52,000	603,000
Light & Heavy Equipment	36	8,667,792	10,250,500	965,927	1,483,000	1,085,000	1,500,000	1,935,000	1,325,000
Light Duty Vehicles	43	1,754,737	2,182,000	168,182	45,000	334,000	494,000	380,000	635,000
Heavy Duty Vehicles	9	1,934,193	2,040,000	248,333	780,000	-	0	320,000	940,000
Fire/Emergency Equipment	59	6,849,982	11,246,500	571,317	480,000	160,000	188,000	1,090,000	1,280,000
<b>Total</b>	<b>236</b>	<b>21,129,106</b>	<b>28,278,500</b>	<b>2,150,344</b>	<b>3,363,000</b>	<b>1,773,509</b>	<b>2,267,000</b>	<b>3,777,000</b>	<b>4,783,000</b>

### Reserve Fund Summary

	Vehicle & Equipment Replacement Fund				Fire Vehicle & Equipment Fund			
	Balance, Opening	Contribution	Withdrawal	Balance, Ending	Balance, Opening	Contribution	Withdrawal	Balance, Ending
<b>2020</b>	5,196,878	1,408,813	(227,626)	6,378,065	2,956,139	452,108	(16,519)	3,391,728
<b>2021</b>	6,378,065	1,403,704	(3,105,000)	4,676,769	3,391,728	445,008	(540,000)	3,296,736
<b>2022</b>	4,676,769	2,266,627	(2,883,000)	4,060,396	3,296,736	581,317	(480,000)	3,398,053
<b>2023</b>	4,060,396	2,057,627	(1,613,509)	4,504,514	3,398,053	601,317	(160,000)	3,839,369
<b>2024</b>	4,504,514	2,156,327	(2,079,000)	4,581,841	3,839,369	571,317	(188,000)	4,222,686
<b>2025</b>	4,581,841	2,385,493	(2,687,000)	4,280,334	4,222,686	651,317	(1,090,000)	3,784,003
<b>2026</b>	4,280,334	2,540,307	(3,503,000)	3,317,641	3,784,003	636,317	(1,280,000)	3,140,319

\*Contribution amount also includes asset disposal estimates

### Miscellaneous Equipment Capital Replacement Plan

UNIT #'S	YEAR	DESCRIPTION	Original Purchase Cost	Estimated Replacement Cost	Residual Value	Life Expectancy	Replacement Year	Total Replacement Funding Required	Annual Replacement Funding Required	Notes	2022	2023	2024	2025	2026
<b>ADMINISTRATION</b>															
U11001	1998	Fuel Tank - Diesel/Gasoline 10,000/15,000L - Dunmore Yard	79509			25	2023	0	0			79,509			
<b>AG/PLANNING</b>															
U16010	2016	5' ROUGH CUT MOWER 5230	2,810	4,000	400	10	2026	3,600	360						4,000
U16011	2010	RTV UTILITY SPRAYER	6,072	8,000	0	15	2025	8,000	533					8,000	
U16012	2010	RTV TRAILER MUCH712TA2	5,069	14,000	1,400	15	2025	12,600	840					14,000	
U16013	2006	TANDEM AXLE MOWER TRAILER	5,850	14,000	1,000	20	2026	13,000	650						14,000
U16018	2016	PORTABLE SPRAYER U46001 - Homemade	2,016	7,000	0	10	2026	7,000	700						7,000
U16022	1994	1994 LAND ROLLER	8,353		100	6	2000	29,250		Keep, but do not replace					
U16026	2017	RTV TRAILER	6,927	8,000	800	15	2032	7,200	480						
U16027	2017	RTV UTILITY SPRAYER	6,282	8,000	800	15	2032	7,200	480						
U16029	2018	GRAIN BAG ROLLER	13,068	15,000	2,500	15	2033	12,500	833						
U16031	2019	Trailer Parks	6,661	10,000	1,000	15	2034	9,000	600						
U16032	2019	Trailer Parks	6,876	10,000	1,000	15	2034	9,000	600						
U16033	2019	Haybuster Drill - 15'	62,294	70,000	35,000	15	2034	35,000	2,333						
U16034	2020	Haybuster Drill - 15'	62,000	70,000	35,000	15	2035	35,000	2,333						
U16035	2021	Land Roller	41,275	45,000	4,000	25	2046	41,000							
<b>PUBLIC WORKS</b>															
	1986	Oil Storage Tank (Heated)		20,000	0	40	2026	20,000	500	Added to list 2021					20,000
	1990	Oil Storage Tank (Heated) Mnf Joyline		20,000	0	40	2030	20,000	500	Added to list 2021					
	1996	Oil Storage Tank (Heated) Mnf Remo Mfg		20,000	0	40	2036	20,000	500	Added to list 2021					
U13001	2005	ABOVE GROUND FUEL STORAGE TANKS ALL AREAS						0		All Tanks given Asset ID's (2021)					
U13002	2007	CRUDE OIL TANK 12,720 L (with U53007)	38,531	100,000	5,000	25	2032	95,000	3,800						
U13003	2009	WING MOWER – GRADER (UNIT 262)	48,788	50,000	0	15				Keep, but do not replace					
U13006	2015	14' END DUMP TRAILER	10,497	14,000	1,400	15	2030	12,600	840						
U13010	1999	GRAPPLE RAKE	16,846	40,000	2,000	10				Keep, but do not replace					
U13011	2015	WOBBLY 13wheel Roller Packer	16,665	16,000	1,000	20	2035	15,000	750						
U13012	2015	WOBBLY 13wheel Roller Packer	16,665	16,000	1,000	20	2035	15,000	750						
U13024	2015	EQUIPMENT TRAILER-CULVERTS	7,167	10,000	1,000	15	2030	9,000	600						
U13025	2016	DEVILBISS COMPRESSOR	8,024	8,000	1,000	10	2026	7,000	700						8,000
U13026	2016	FIRE PUMP FOR MOWER - UNIT #13026	2,140	20,000	500	10	2026	19,500	1,950						20,000
U13032	2009	EQUIPMENT TRAILER / PEERLESS 50 TON	123,755	150,000	25,000	20	2029	125,000	6,250						
U13033	1995	HYDRAULIC BROOM	12,555	40,000	1,000	18			0	Replace with U33024					
U13035	2010	CRAFCO CRACK FILLER TRAILER	44,518	55,000	6,000	20	2030	49,000	2,450						
U13039	2016	TRAFFIC COUNTER	7,727	10,000	0	8	2024	10,000	1,250	Will replace with different style			10,000		
U13112	2019	TRAFFIC COUNTER	7,659	8,000	0	8	2027	8,000	1,000						
U13038	2015	TRAFFIC COUNTER	5,451				2015			Will Not Replace					
U13040	2015	FULL TRIP TWO-WAY PLOW 53008	18,000	15,000	0	5	2020	15,000	3,000	included in price of truck					15,000
U13041	2015	HOPPER SANDER 53008	31,755	40,000	0	5	2020	40,000	8,000	extend 1 year to evaluate new operations					40,000
U13043	1995	YARD PLOW	24,357	40,000	1,000	18	2013	39,000	2,167	Replace with U33024					
U13052	2011	SANDER HOPPER FOR UNIT 53007	46,070	40,000	0	5	2016	40,000	8,000	extend 1 year to evaluate new operations					40,000
U13053	2011	TWO WAY PLOW FOR UNIT 53007	17,400	15,000	0	5	2016	15,000	3,000	extend 1 year to evaluate new operations					15,000
U13060	2015	ROAD/GRAVEL RECLAIMER	42,200	42,000	4,200	12	2027	37,800	3,150						
U13065	2015	SANDER HOPPER FOR UNIT #53003	24,588	40,000	0	5	2020	40,000	8,000	extend 1 year to evaluate new operations					40,000
U13066	2015	TWO WAY PLOW FOR UNIT #53003	12,998	15,000	0	5	2020	15,000	3,000	extend 1 year to evaluate new operations					15,000
U13067	2015	SANDER, HOPPER, Hydraulics, install for UNIT #53004	24,588	40,000	0	5	2020	40,000	8,000	Delivery Expected in 2023	145,000				40,000
U13068	2015	TWO WAY PLOW FOR UNIT #53004	12,998	15,000	0	5	2020	15,000	3,000	extend 1 year to evaluate new operations					15,000
U13069	2015	SANDER HOPPER FOR UNIT #53005	24,588	40,000	0	5	2020	40,000	8,000	Delivery Expected in 2023	145,000				40,000



**Light & Heavy Equipment  
Capital Replacement Plan**

UNIT #S	YEAR	DESCRIPTION	Original Purchase Cost (OVER \$5000)	Estimated Replacement Cost	Residual Value	Life Expectancy	Replacement Year	Total Replacement Funding Required	Annual Replacement Funding Required	Notes	2022	2023	2024	2025	2026
<b>Admin/General</b>															
U23002	2007	TOYOTA FORKLIFT 8FGU25 (STORES)	23,000	35,000	8,000	20	2027	27,000	1,350						
U23003	2016	TOYOTA FORK LIFT (SHOP)	26,000	35,000	8,000	20	2036	27,000	1,350						
<b>Agriculture</b>															
U26001	2015	JOHN DEERE 3038E TRACTOR AG	25,000	30,000	10,000	10	2025	20,000	2,000						
U26002	2010	2010 KUBOTA RTV900G-A	20,000	25,000	2,500	15	2025	22,500	1,500					30,000	
U26003	2013	2013 KUBOTA RTV900XTG-A (includes sprayer)	20,000	25,000	5,000	15	2028	20,000	1,333	For Cavan Lake 2022 -will keep spraty skid for Parts				25,000	
U26004	2017	KUBOTA RTV1100	23,000	27,500	6,250	15	2032	21,250	1,417						
U23001	2016	KUBOTA ZERO TURN MOWER	17,370	25,000	7,000	10	2026	18,000	1,800						25,000
U27002	2015	JOHN DEERE ZERO TURN MOWER X304 - CAVAN LAKE		5,000	1,000	10	2025	4,000	400					5,000	
Pending	2022	KUBOTA RTV900G-A (W/ Sprayer)		33,000		15	2037			2022 Addition to Fleet	33,000				
<b>Public Works</b>															
U27001	2015	JOHN DEERE 1025R TRACTOR - CAVAN LAKE	20,000	25,000	6,250	10	2025	18,750	1,875					25,000	
U33001	2016	KUBOTA 90HP TRACTOR	62,000	70,000	20,000	12	2028	50,000	4,167						
U33002	2015	MASSEY FERGUSON MM7719	176,000	225,000	80,000	6	2022	145,000	24,167		225,000				
U33003	2015	MASSEY FERGUSON MM7719	176,000	225,000	80,000	6	2022	145,000	24,167		225,000				
U33005	2015	2015 CATERPILLAR 160M	384,999	475,000	133,500	10	2025	341,500	34,150					475,000	
U33006	2015	2015 CAT CS56B PACKER	250,258	290,000	70,716	10	2025	219,284	21,928					290,000	
U33007	2016	CAT 420F2 BACKHOE LOADER	135,965	150,000	38,790	10	2026	111,210	11,121						150,000
U33008	2016	CAT 420F2 BACKHOE LOADER	136,577	150,000	38,790	10	2026	111,210	11,121	remove from fleet/Auction					150,000
U33009	2016	CAT 14 M GRADER - OILING	590,099	600,000	150,000	12	2028	450,000	37,500						
U33011	2015	2015 CATERPILLAR 160M AWD - OILING/SEASONAL ELKWATER	439,954	500,000	125,000	6	2021	375,000	62,500	waiting on operational plan					
U33013	2013	2013 CATERPILLAR 160M	350,000	500,000	100,000		2013	400,000		waiting on operational plan					
U33015	2015	2015 CATERPILLAR 160M	363,435	500,000	100,000	6	2021	400,000	66,667		500,000				
U33016	2015	2015 CATERPILLAR 160M	359,694	500,000	100,000	6	2021	400,000	66,667	waiting on operational plan					
U33018	2013	2013 CATERPILLAR 160M	354,597		100,000		2013			waiting on operational plan					
U33019	2015	2015 CATERPILLAR 160M	406,987	500,000	154,100	6	2021	345,900	57,650	waiting on operational plan					
U33020	2014	2014 CATERPILLAR 160M	370,000	495,000	109,600	6	2020	385,400	64,233		500,000				500,000
U33021	2014	2014 CATERPILLAR 160M	370,000	495,000	109,600					waiting on operational plan		500,000			500,000
U33022	2015	HYUNDAI LOADER HL757TM-9A	218,563	225,000	81,000	6	2021	144,000	24,000						
U33023	2014	CAT CP56-B VIB PACKER	211,000	250,000	53,300	10	2024	196,700	19,670					250,000	
U33024	2006	2006 CAT 924G WHEEL LOADER	176,206	250,000	20,000	18	2024	230,000	12,778	Evaluate 2024				250,000	
U33025	2012	2012 CAT RM500 RECLAIMER	595,584	1,000,000	400,000	6	2018	600,000	100,000						
U33026	2017	2017 CATERPILLAR 160M	424,600	500,000	133,500	6	2023	366,500	61,083		500,000				
U33027	2018	2018 CATERPILLAR 160M	450,000	500,000	133,500	6	2024	366,500	61,083					500,000	
U33028	2018	2019 CATERPILLAR 160M	450,000	500,000	133,500	6	2024	366,500	61,083					500,000	
U33030	2019	CAT 140M3 AWD GRADER	480,452	500,000	133,500	6	2025	366,500	61,083					500,000	
U33031	2019	CAT 140M3 AWD GRADER	480,452	500,000	133,500	6	2025	366,500	61,083					500,000	
U33032	2021	Skid Steer	80,000	85,000	75,000	2	2023	10,000	5,000	Semi-Annual trade in program		85,000			85,000
<b>LIGHT &amp; HEAVY DUTY EQUIPMENT</b>			<b>8,667,792</b>	<b>10,250,500</b>	<b>2,860,896</b>			<b>7,071,204</b>	<b>965,927</b>		<b>1,483,000</b>	<b>1,085,000</b>	<b>1,500,000</b>	<b>1,935,000</b>	<b>1,325,000</b>



**Light Duty Vehicles  
Capital Replacement Plan**

Unif #	YEAR	DESCRIPTION	Original Purchase Cost	Estimated Replacement Cost	Residual Value	Life Expectancy	Replacement Year	Total Replacement Funding Required	Annual Replacement Funding Required	Notes	2022	2023	2024	2025	2026
<b>ADMINISTRATION</b>															
U41002	2019	2019 Chevrolet Equinox	30,047	33,000	6,000	5	2024	27,000	5,400				33,000		
<b>BYLAW/ H &amp; S</b>															
U42001	2016	CHEVY TAHOE - BYLAW	73,003	80,000	25,000	7	2023	55,000	7,857		80,000				
U42003	2016	GMC 1/2 4X4 DOUBLE CAB - H & S	36,753	37,000	17,500	10	2026	19,500	1,950						37,000
<b>PUBLIC WORKS</b>															
U43001	2016	CHEVY SILVERADO 1500 DBL CAB	35,702	40,000	17,500	2	2018	22,500	11,250	Foreman Truck Rotation		40,000		40,000	
U43003	2016	FORD F250 REG CAB	36,318	42,000	17,500	10	2026	24,500	2,450						42,000
U43004	2016	FORD F250 REG CAB	37,303	42,000	17,500	10	2026	24,500	2,450						42,000
U43005	2016	FORD F250 REG CAB	33,649	42,000	17,500	10	2026	24,500	2,450						42,000
U43006	2016	FORD F250 REG CAB	34,703	42,000	15,000	10	2026	27,000	2,700						42,000
U43007	2016	FORD F250 REG CAB	36,339	42,000	15,000	10	2026	27,000	2,700						42,000
U43008	2016	FORD F250 REG CAB	36,361	42,000	15,000	10	2026	27,000	2,700						42,000
U43009	2016	FORD F250 REG CAB	36,169	42,000	15,000	10	2026	27,000	2,700						42,000
U43012	2014	FORD F250 3/4T Reg Cab	35,403	42,000	17,000	10	2024	25,000	2,500			42,000			
U43013	2014	FORD F250 3/4T Reg Cab	33,118	42,000	17,000	10	2024	25,000	2,500			42,000			
U43015	2016	DODGE 5500 REG CAB CHASSIS/BODY	64,515	120,000	60,000	10	2026	60,000	6,000						120,000
U43018	2015	FORD 3/4 4X4 CREW CAB	38,697	47,000	17,500	8	2023	29,500	3,688		47,000				
U43019	2015	FORD 3/4 4X4 CREW CAB	38,727	47,000	17,500	8	2023	29,500	3,688		47,000				
U43022	2015	FORD F550 4X4 CREW CAB CHASSIS/BODY	59,030	100,000	50,000	10	2025	50,000	5,000				100,000		
U43024	2017	FORD F250 CREW CAB	46,304	45,000	17,500	8	2025	27,500	3,438				45,000		
U43025	2019	FORD F250 REG CAB	40,803	47,000	15,000	10	2029	32,000	3,200						
U43026	2019	FORD F250 REG CAB	40,895	47,000	15,000	10	2029	32,000	3,200						
U43027	2019	FORD F550 CREW cab	62,317	70,000	15,000	10	2029	55,000	5,500						
U43028	2019	FORD F550 CREW cab	61,585	70,000	15,000	10	2029	55,000	5,500						
U43029	2021	Chevrolet 1500 CREW	39,424	40,000	36,000	2	2023	4,000	2,000	Foreman Truck Rotation	40,000			40,000	
U43030	2021	Chevrolet 1500 CREW	39,061	40,000	36,000	2	2023	4,000	2,000	Foreman Truck Rotation	40,000			40,000	
U43031	2021	Chevrolet 1500 CREW	38,953	40,000	36,000	2	2023	4,000	2,000	Foreman Truck Rotation	40,000			40,000	
<b>UTILITIES</b>															
U44001	2016	CHEVY SILVERADO 1500 DBL CAB	34,438	45,000	17,500	10	2026	27,500	2,750						45,000
U44002	2016	CHEVY SILVERADO 2500 DBL CAB	38,434	45,000	18,500	8	2024	26,500	3,313			45,000			
U44007	2017	CHEVY SILVERADO 1500 DBL CAB	42,237	45,000	18,000	5	2022	27,000	5,400		45,000				
U44008	2019	GMC 1/2 4X4 DOUBLE CAB	37,517	50,000	18,000	5	2024	32,000	6,400				50,000		
U44009	2019	GMC 1/2 4X4 DOUBLE CAB	37,208	50,000	18,000	5	2024	32,000	6,400				50,000		
U44010	2020	FORD F150 4X4 CREW Cab	42,963	40,000	20,000	5	2025	20,000	4,000					40,000	
<b>AG/PLANNING</b>															
U46010	2016	CHEVY SILVERADO 1500 DBL CAB	33,433	45,000	17,500	10	2026	27,500	2,750	Unit # does not Match Dept moved to ag					45,000
U46011	2014	FORD F250 3/4T Reg Cab	32,293	80,000	15,000	10	2024	65,000	6,500	Unit # does not Match Dept replace with 550/ moved to ag			80,000		
U46012	2014	FORD F250 3/4T Reg Cab	30,921	80,000	15,000	10	2024	65,000	6,500	Unit # does not Match Dept replace with 550/ moved to ag			80,000		
U46013	2014	GMC 1/2 4X4 DOUBLE CAB	35,295	40,000	18,000	5	2019	22,000	4,400	Unit # does not Match Dept AG			36,000		
U46014	2014	GMC 1/2 4X4 DOUBLE CAB	35,689	40,000	18,000	5	2019	22,000	4,400	Unit # does not Match Dept AG			36,000		
U46001	2016	CHEVY SILVERADO 2500 DBL CAB L/B	38,375	47,000	15,000	10	2026	32,000	3,200	AG					47,000
U46002	2016	FORD F250 3/4T CREW CAB	38,388	47,000	15,000	10	2026	32,000	3,200	AG					47,000
U46005	2015	GMC 1/2 4X4 DOUBLE CAB - Municipal Services Director	32,458	40,000	17,500	10	2025	22,500	2,250	Municipal Services Director				35,000	
U46006	2015	FORD 3/4 4X4 SUP.CAB	37,639	47,000	25,000	10	2025	22,000	2,200						
U46007	2012	FORD F550 4X4 REG. CAB	47,531	60,000	6,000	15	2027	54,000	3,600						
U46008	2017	FORD F150 CREW CAB - Planning & Development	37,533	40,000	15,000	10	2027	25,000	2,500	Planning 7 Development					
U46009	2018	F550 CREW SPRAY TRUCK	57,206	60,000	6,000	15	2033	54,000	3,600	AG					
<b>LIGHT DUTY TRUCKS</b>											<b>45,000</b>	<b>334,000</b>	<b>494,000</b>	<b>380,000</b>	<b>635,000</b>

## Heavy Duty Trucks Capital Replacement Plan

UNIT #'S	YEAR	DESCRIPTION	Original Purchase Cost	Estimated Replacement Cost	Residual Value	Life Expectancy	Replacement Year	Total Replacement Funding Required	Annual Replacement Funding Required	Notes	2022	2023	2024	2025	2026
<b>Public Works</b>															
U53001	2010	INTERNATIONAL 7400 / OIL DISTRIBUTOR	150,000	180,000	30,000	15	2025	150,000	10,000						
U53002	2015	FREIGHTLINER M2 / SIGN TRUCK	121,000	140,000	50,000	10	2025	90,000	9,000				\$ 180,000.00		
U53003	2015	WESTERN STAR 4700SB	254,108	260,000	75,000	5	2020	185,000	37,000	Ordered in 2021; Delivery expected in 2022					\$ 260,000.00
U53004	2015	WESTERN STAR 4700SB	253,426	260,000	75,000	5	2020	185,000	37,000	Ordered in 2021; Delivery expected in 2022					\$ 260,000.00
U53005	2015	WESTERN STAR 4700SB	253,841	260,000	75,000	5	2020	185,000	37,000	Ordered in 2021; Delivery expected in 2022					\$ 260,000.00
U53006	2015	WESTERN STAR 4700SB	254,250	260,000	75,000	5	2020	185,000	37,000	Delivery Expected 2023	\$ 260,000.00				
U53007	2016	WESTERN STAR 4700SB	262,829	260,000	75,000	5	2021	185,000	37,000	Delivery Expected 2023	\$ 260,000.00				
U53008	2015	WESTERN STAR 4700SB	249,739	260,000	75,000	5	2020	185,000	37,000	Delivery Expected 2023	\$ 260,000.00				
U53010	2011	WESTERN STAR 4900SA / 5TH W. & tri axle	135,000	160,000	50,000	15	2026	110,000	7,333	replace with triden					\$ 160,000.00
<b>HEAVY DUTY TRUCKS</b>			<b>1,934,193</b>	<b>2,040,000</b>	<b>580,000</b>			<b>1,460,000</b>	<b>248,333</b>		<b>\$ 780,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 320,000.00</b>	<b>\$ 940,000.00</b>

**Fire & Emergency Services  
Equipment Replacement Plan**

Unit	Year Purchased	Description	Original Purchase Cost	Estimated Replacement Cost	Residual Value	Life Expectancy	Replacement Year	Total Replacement Funding Required	Annual Replacement Funding Required	Notes	2022	2023	2024	2025	2026
<b>Irvine</b>															
U62002	2008	RAPID ATTACK FIRE PUMP	20,000	25,000	1,000	20	2028	24,000	1,200						
U72001	2008	DODGE ¾ 1 Crew Cab	43,000	75,000	2,500	20	2028	72,500	3,625						
U72002	2008	STERLING ACTERRA 4X4	303,000	500,000	5,000	20	2028	495,000	24,750						
<b>Wash</b>															
U62011	2016	RAPID ATTACK FIRE PUMP	20,000	30,000	1,000	20	2036	29,000	1,450						
U72010	2005	STERLING ACTERRA	249,361	500,000	40,000	20	2025	460,000	23,000				500,000		
U72011	2009	Dodge Ram3500 Quad Cab 4x4	37,559	60,000	10,000	20	2029	50,000	2,500						
		Wildland		280,000	10,000	20	2026	270,000	13,500						280,000
		Wildland		280,000	10,000	20	2031	270,000	13,500						
<b>Box Springs</b>															
U62020	2011	RAPID ATTACK FIRE PUMP	20,000	25,000	1,000	20	2031	24,000	1,200						
U72020	2014	INTERNATIONAL CREW CAB 7400	500,000	500,000	5,000	20	2034	495,000	24,750						
U72021	2007	FORD F350 4X4 CREWCAB	25,000	75,000	2,500	20	2027	72,500	3,625						
		Freightliner water tender				20									
<b>Elkwater</b>															
U72030	2006	STERLING ACTERRA 4X4	330,000	500,000	25,000	20	2026	475,000	23,750						500,000
U72031	2002	FORD F450 CREWCAB 4X4	64,000	95,000	5,000	20	2022	90,000		Replace 2 units with Wildland Unit					
U72032	2002	FORD F350 1 1 Reg Cab	47,000	80,000	5,000	20	2022	75,000		Addition to Fleet	280,000				
		WILDLAND		280,000	10,000	20	2027	270,000	13,500						
U72033	2008	RESCUE TRAILER	25,000	25,000	5,000	20	2028	20,000	1,000						
On U72032	2013	RAPID ATTACK FIRE PUMP	6,200	25,000	100	20	2033	24,900	1,245						
U62032	1994	ZODIAC BOAT		8,000		3	2024	8,000	2,667	Donated from City of MH			8,000		
<b>Seven Persons</b>															
U62040	2014	RAPID ATTACK FIRE PUMP	9,000	20,000	1,000	20	2034	19,000	950						
U72040	2016	INTERNATIONAL 7400	600,000	500,000	5,000	20	2036	495,000	24,750						
U72041	2010	Dodge Ram3500 Quad Cab 4x4	38,280	65,000	5,000	20	2030	60,000	3,000						
U72042	2008	DODGE ¾ TON 4X4 EXT CAB	32,955												
		Wildland		280,000	10,000	20	2030	270,000	13,500	Added to List 2021					
<b>Suffield/Jenner</b>															
U72050	2010	INTERNATIONAL 4400	358,000	500,000	5,000	20	2030	495,000	24,750						
U72080	2011	INTERNATIONAL 4400	352,000	500,000	5,000	20	2031	495,000	24,750						
<b>Hilda</b>															
U62061	2010	RAPID ATTACK FIRE PUMP	20,000	25,000	1,000	20	2030	24,000	1,200						
U72060	2009	STERLING ACTERRA	325,000	500,000	25,000	20	2029	475,000	23,750						
U72061	2007	DODGE ¾ 1 Ext Cab	46,824	75,000	5,000	20	2027	70,000	3,500						
		Wildland		280,000	10,000	20	2027	270,000	13,500						
		Wildland		280,000	10,000	20	2030	270,000	13,500						
<b>Schuler</b>															
U72070	2008	STERLING ACTERRA	303,000	500,000	1,000	20	2028	499,000	24,950						
U72071	2008	DODGE ¾ 1 Crew Cab	31,000	75,000	2,500	20	2028	72,500	3,625						
U62071	2008	RAPID ATTACK FIRE PUMP	15,000	25,000	100	20	2028	24,900	1,245						
<b>Dunmore</b>															
U72123	2002	Freightliner water tender	68,500	200,000	20,000	20	2022	180,000	9,000						
U72092	2005	STERLING ACTERRA	230,000	500,000	40,000	20	2025	460,000	23,000				500,000		
U72101	2006	STERLING ACTERRA	285,000	500,000	40,000	20	2026	460,000	23,000					500,000	
U62121	2012	LIVESTOCK RESCUE TRAILER	25,000	25,000	-	20	2032	25,000	1,250						
	2012	SCBA Compressor	40,000	40,000	-	20	2032	40,000	2,000						
	2012	Gear Washer and Dryer	22,000	22,000	-	20	2032	22,000	1,100						
U72100	2012	INTERNATIONAL 7400	400,000	500,000	5,000	20	2032	495,000	24,750						
U72125	2013	CHEV 2500 CREW 4X4	59,992	70,000	15,000	10	2023	55,000	5,500	Previously U72120		70,000			
U62091	2014	RAPID ATTACK FIRE PUMP	25,000	25,000	100	20	2034	24,900	1,245						
U62090	2016	Thermal Imaging Camera	15,000	18,000	-	15	2031	18,000	1,200						
U72093	2017	Wildland Fire apparatus	295,000	340,000	1,000	20	2037	339,000	16,950						
	2017	WILDLAND EMERGENCY VEHICLE	325,000	290,000	15,000	20	2037	275,000	13,750						
		Wildland	130,000	130,000	10,000	20	2033	120,000	6,000						
<b>Onefour</b>															
U62112	2015	RAPID ATTACK FIRE PUMP	20,000	25,000	100	20	2035	24,900	1,245						
U62113	2017	RAPID ATTACK FIRE PUMP	30,000	25,000	100	20	2037	24,900	1,245						
U72112	2011	DODGE 2500 CREW QUAB	18,000	75,000	2,500	20	2031	72,500	3,625						
U72114	2011	FORD F250 REG CAB	32,000	75,000	2,500	20	2031	72,500	3,625						
U72115	2009	FORD F350 4X4 REG. CAB C/U CREW	65,000	200,000	5,000	20	2029	195,000	9,750	From AG U46003					
<b>General Fire</b>															
	2021	Breathing Apparatus X 54 @ 10,000 & Cylinders	497,000	600,000	-	15	2036	600,000	40,000	Various Locations					
	2007	Extraction Rescue Tools X 7 @ 45,000	245,000	360,000	-	15	2022	360,000	24,000	Replace 2 per Year	90,000	90,000	90,000	90,000	
U72122	2017	CHEVY SILVERADO 1500 CREW CAB	40,000	75,000	5,000	7	2024	70,000	10,000	Spare Command-Dispose in 2022			90,000		
U72121	2016	FORD F250 4x4 QUAD Cab DIESEL	52,000	75,000	5,000	7	2023	70,000	10,000	DEPUTY CHIEF (transition to IC)	90,000				
U72124	2019	2019 Ford F 250	75,811	75,000	20,000	10	2029	55,000	5,500						
U62125	2017	Thermal Imaging Camera	13,500	13,500	-	10	2027	13,500	1,350	FIRE CHIEF					
		Grain Bin Rescue (Equipment & Ropes)	20,000							Addition to Equipment	20,000				
<b>Total Fire &amp; Emergency Services</b>			<b>6,849,982</b>	<b>11,246,500</b>	<b>410,000</b>			<b>10,836,500</b>	<b>571,317</b>		<b>480,000</b>	<b>160,000</b>	<b>188,000</b>	<b>1,090,000</b>	<b>1,280,000</b>



**PRELIMINARY 5 YEAR CONSTRUCTION PLAN  
PUBLIC WORKS**

Year	Priority	Area	Current Status	Road	Between	Km	Engineering Preliminary Budget Estimates	School Bus Route	Requested By	Current Status/Suggested Solution	Traffic Count	Funding
<b>Roads &amp; Construction</b>												
2022	1	Irvine	Oil Medium Grade	Bull Trail (Oil Portion)	Hwy 1 & North of Twp Rd 114	1.6	2,728,400.00	Yes	Maintenance	Oil Medium Grade to Ban free pavement with straightening out curve. (Sloughing into Ross Creek) Grading, base.	2018 Ave 43 - Med 39 - Large 4	MSI Apply for STIP Funding (Resource Road Program)
2022	2	Redcliff	Oil Medium Grade	Old trans Canada Hwy	Rge 70 & SH 524	1.9	1,297,100.00		Council/Maintenance	Base and Paving 9m, railway tie-in,	AADT 38 (2018)	
2022	3	Black and White	Oil Medium Grade*	Black & White Trail	Twp. Rd. 120 & Twp. Rd. 114	3.2	2,319,400.00	Yes	Council/Maintenance	Minor grading, base, paving, and other work	2017 Ave 408 - Med 390 - Large 18	MSI
2022	4	Elk Water	#6739 Standard Bridge (1976)	Twp. Rd 92	NW Sec 13 Twp 9 Rge 4 W4M		1,100,000.00		Maintenance	Low Rating Advisory (LRA) was issued in 2018 / Replace and apply for STIP funding in November 2021	AADT 38 (2018)	Apply for STIP Funding
2022	5	Seven Persons	#7380 Culvert (1967)	Range Road 73	SW Sec 34 Twp 11 Rge 7 W4M		210,000.00		Maintenance	Lots of rust on floor and lower sidewall, pitted rust. Perforations visible on sidewall and roof. Roof Squashed 200mm	AADT 125 (2016)	Apply for STIP Funding
2022	6	Black and White	# 74269 Culvert (1958)	Range Road 63	NW Sec 3 Twp 12 Rge 6 W4M		270,000.00		Maintenance	Roof Sagging, upper row of bolts stressed, heavy corrosion, some holes visible	AADTR 550 (2016)	Apply for STIP Funding
2022	7	Seven Persons	#7307 Bridge (1966)	Twp. Rd 104	SE Sec 29 Twp 10 Rge 7 W4M		1,100,000.00		Maintenance	Spalling and cracking on girders, been vehicle collision damage, splitting piles	AADT 50 (2015)	Apply for STIP Funding
2022	8	Suffield		Walking Path	Suffield Walking path		300,000.00		Maintenance	Deteriorating condition, many cracks that require repair;		Reserve Funds
<b>Utilities</b>												
2022	1	Seven Persons	Clearwell refurbishment				70,000.00		Maintenance	Seven Persons Clearwell sandblasting and recoating to extend life and resolve corrosion concerns		Reserve Funds
2022	2	Irvine	Sewer Lift Station				1,200,000.00		Maintenance	While the prior lift station has relatively new pumps, the station in its entirety has seen significant aging. Replacement will allow future Growth and sustainability in Irvine		Grant/Reserve
2022	3	Schuler	Sewer Lift Station				1,200,000.00		Maintenance	Current lift station is near 40 years old. Plan to replace prior to failure		MSI
2022	4	Suffield	Fresh Water Line		CFB Base & Suffield		3,000,000.00		Maintenance	Current iron supply line is not sustainable		Grant/Reserve
<b>General &amp; Miscellaneous</b>												
2022	1	Dunmore	N/A	Equestrian Centre			400,000.00		Council	Roadway & waterline upgrade		Reserve funds
							<b>Subtotal</b>			<b>15,194,900.00</b>		

Year	Priority	Area	Current Status	Road	Between	Km	Engineering Preliminary Budget Estimates	School Bus Route	Requested By	Current Status/Suggested Solution	Traffic Count	Funding
<b>Roads &amp; Construction</b>												
2023	9	Black & White	Oil Medium Grade*	Black & White Trail	Twp. Rd. 114 & Twp. Rd. 102	14.5	7,388,600.00	Yes	Council / Maintenance	Minor grading, base, paving, and other work		
2023	10	Seven Persons	Gravel Medium Grade	Twp Rd 120	Rge Rd 73 & Rge Rd 74	1.6	590,600.00	No	Maintenance	Gravel Medium Grade to Gravel New High Grade	2017 Ave 40 - Med 33 - Large 7	
2023	11	Veinerville	Asphalt	All Roads	Hwy 41 to Hamlet Interior Roads	1	256,700.00	Yes	Maintenance	60mm overlay	2018 Ave 42 - Med 37 - Large 5	
2023	12	Black & White	Oil Medium Grade	Twp. Rd 121A	Rge Rd 63 & End of Road	0.8	447,500.00	Yes	Council	Minor grading, base, paving, and other work	2018 Ave 43 - Med 42 - Large 1	
2023	13	Seven Persons	Gravel Medium Grade	Rge Rd 65	Hwy 3 South 400m	0.4	260,000.00	Yes	Council	Gravel Medium Grade to Asphalt	2018 Ave 75 - Med 64 - Large 11	
2023	14	Black & White	Gravel Medium Grade	Robison Coulee	Rge Rd 61 & Rge Rd 63	3.2	747,100.00	Yes	Council	Gravel Medium Grade / Back sloping Required	2018 Ave 46 - Med 33 - Large 13	
2023	15				Bridge Recommendations		1,000,000.00			Lowest Condition Rating Repair 3 Culverts		Apply for STIP Funding
<b>General &amp; Miscellaneous</b>												
2023	2	Sandy Point	Sandy Point Campground				N/A		Council	Potential to upgrade playground, kitchen, & washrooms		
							<b>Subtotal</b>			<b>10,692,500.00</b>		

Year	Priority	Area	Current Status	Road	Between	Km	Engineering Preliminary Budget Estimates	School Bus Route	Requested By	Current Status/Suggested Solution	Traffic Count	Funding
<b>Roads &amp; Construction</b>												
2024	16	Black & White	Oil Medium Grade *	Black & White Trail	Twp. Rd. 102 & Twp Rd 94	17.2	1,581,300.00	Yes	Maintenance	Chip Seal Surfacing, and other work		
2024	17	Dunmore	Asphalt	Interior Roads	Eight Street & Tenth Street	1	230,000.00	Yes	Council	50mm overlay	2018 Ave 154 - Med 120 - Large 34	
2024	18	Dunmore	Oil High Grade	Twp Rd 121A	Hwy 41 to past elevator (current oiled portion)	0.9	510,000.00	No	Maintenance	Minor grading, base, paving, and other work		
2024	19	Seven Persons	Dirt Trail	Rge Rd 74	Twp Rd 120 & 12029 Rge Rd 74	0.8	240,000.00	No	Council	Dirt Trail to Gravel New High Grade	2017 Ave 4	
2024	20				Bridge Recommendations		1,000,000.00			Lowest Condition Rating Repair 3 Culverts		Apply for STIP Funding
							<b>Subtotal</b>			<b>3,561,300.00</b>		

Year	Priority	Area	Current Status	Road	Between	Km	Engineering Preliminary Budget Estimates	School Bus Route	Requested By	Current Status/Suggested Solution	Traffic Count	Funding
<b>Roads &amp; Construction</b>												
2025	21	Black & White	Oil Medium Grade	Twp. Rd. 114	Black and White & Eagle Butte	4.8	441,293.00	Yes	Maintenance	Chip Seal Surfacing, and other work	2017 Ave 408 - Med 390 - Large 18	
2025	22	Tothill	Gravel Low Grade	Twp Rd 94	Rge Rd 40 & Rge Rd 42	3.2	749,900.00	No	Maintenance	Gravel Low Grade to Gravel New High Grade	2018 Ave 13 - Med 11 - Large 2	
2025	23	Seven Persons	Oil Medium Grade	Rge Rd 65	Intersection Rge Rd 65 & Hwy 3	0.4	335,400.00	Yes	Council	Oil Medium Grade to 400 metres of Asphalt	2018 Ave 139 - Med 113 - Large 26	
2025	24	Dunmore	Asphalt	Thirteenth Street	Seventh ave. & Fourth Ave.	0.7	190,000.00	Yes	Maintenance	50mm overlay		
2025	25				Bridge Recommendations		1,000,000.00			Lowest Condition Rating Repair 3 Culverts		Apply for STIP Funding
							<b>Subtotal</b>			<b>2,716,493.00</b>		

Year	Priority	Area	Current Status	Road	Between	Km	Engineering Preliminary Budget Estimates	School Bus Route	Requested By	Current Status/Suggested Solution	Traffic Count	Funding
<b>Roads &amp; Construction</b>												
2026	26	Walsh	Oil Medium Grade	Truck Route	Hwy 1 & North of Range Rd 12 Hamlet Boundary	1.2	160,000.00	Yes	Maintenance	Oil Medium Grade to soil cement / chip seal	2017 Ave 305 - Med 278 - Large 27	
2026	27	Seven Persons	Gravel Medium Grade	Rge Rd 72	Northwest of Hwy 3	1.6	351,900.00	No	Maintenance	Gravel Low Grade to Gravel High Grade	2017 Ave 27 - Med 24 - Large 3	
2026	28	Bowmanton	Oil Medium Grade	Twp. 132	Hwy 41 & Rg. Rd. 25	16	1,450,000.00	Yes	Maintenance	Chip Seal Surfacing, and other work		
2026	29	Irvine	Oil Medium Grade	Fredrick Street	Brock St & Rge Rd 30	0.4	240,000.00	Yes	Maintenance	Minor grading, base, paving, and other work	No Count	
2026	30	One-Four	Summer Road Only	Rge Rd 20	Hwy 501 & Twp Rd 20	16	893,600.00	No	Council	Dirt Trail (Summer Use Only) Improve Drainage/ Culverts/ Road Grading	New Count	
2026	31				Bridge Recommendations		1,000,000.00			Lowest Condition Rating Repair 3 Culverts		Apply for STIP Funding
							<b>Subtotal</b>			<b>4,095,500.00</b>		
							<b>GRAND (5 Year) TOTAL</b>			<b>36,260,693.00</b>		

\* Potential ability to chipseal as opposed to pavement