

2020 – 2024 FINANCIAL PLAN

SMOKY LAKE COUNTY

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Introduction

The 2020 to 2024 financial plan provides the highlights of Smoky Lake County's Operating, Capital, and Road Plan budget. This document is divided into the following sections:

Strategic highlights: provides summary information on Smoky Lake County's strategic plan.

County Information: provides general information on Smoky Lake County and the services provided.

Budget Highlights: explains the process that Council goes through to create an approved budget, as well as the current financial status and outlook for the future.

Budget: provides information on the operating and capital budgets for 2020, 2021, 2022, 2023, and 2024.

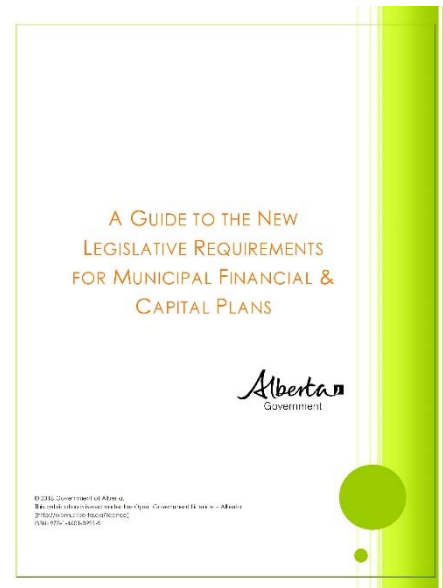
Appendix: includes copies of related policies passed by council

- ✓ Budget Development Policy 08-11
- ✓ Revised Capital Budget
- ✓ Three-Year Road Plan Policy 03-18

Notes to the Reader

The Alberta Municipal Government Act (MGA s.283.1), requires each municipality to prepare a written three-year financial plan and a five-year capital plan, and Council is required to update the financial plan each year as per MGA s.283.1(6).

The current year's (2019) budget is used as a basis to predict estimated costs and revenues for the next four years. Annually, a detailed review of the Operating Budget, Road Plan and the 15-year Capital Replacement Plan takes place to ensure that the budgets are created based on the most up to date information.



STRATEGIC PRIORITIES

The Financial Plan reflects the organizations values, priorities, and practices. Smoky Lake County adopted a Strategic Priorities Plan in 2018.

Values

- ❖ *Integrity*
- ❖ *Sustainability/Stability*
- ❖ *Pride*
- ❖ *Fairness*
- ❖ *Freedom*

Vision

Leading the way in positive growth with healthy, sustainable, rural living.



Mission Statement

Smoky Lake County strives for collaboration and excellence in the provision of transparent and fiscally responsible governance and services.

The 2018-2020 Strategic Priorities Plan contains strategies under the following three areas:

- Governance
- Infrastructure
- Economic Development

Strategic Priorities

10 Strategies were developed for years 2018 to 2020

Economic Development

- ❖ Smoky Lake County diversifies its economy with innovative planning and by supporting infrastructure that encourages investment
 - Land Use bylaw changes Q4 2018-Q4 2019
 - The County is currently working on a number of incremental changes to the Land Use Bylaw that will address competing land uses and encourage economic development.
 - Victoria District Economic Development plan Q4 2018-Q3 2020
 - The Victoria District Economic Development Plan bylaw was given First Reading by Council in May and is currently in the public consultation and engagement phase prior to consideration for Second and Third readings.
- ❖ Creating growth through infrastructure
 - Warspite Ironhorse Trail RV Park Q1 2019-Q3 2020
 - The Warspite RV Park remains in the consultation phase with plans to host an open house post-COVID-19.
 - Industrial Park SWOT analysis Q3 2019
 - Administration has prepared a Land Use Bylaw amendment that would rezone lands for a possible industrial park to be considered at a future Council meeting.

Infrastructure

- ❖ Smoky Lake County ensures its municipal infrastructure meets residents' expectations for excellence in meeting service delivery and fiscal responsibility
 - Expand Public Works Yard – purchase agreement Q3 2018-Q3 2019
 - Ongoing – 0% complete
 - North Saskatchewan Emergency River Access(es) Plan Q4 2018-Q4 2019
 - Administration is working with Alberta Environment and Parks to develop a plan to obtain the necessary Water Act Approvals and Public Lands Act Dispositions for the North Saskatchewan River Emergency Accesses.

Governance

- ❖ Smoky Lake County delivers excellence in governance by managing strategic relationships and utilizing fiscal and human resources
 - Develop Intermunicipal Collaborative Framework(s) Q1 2019 – Q3 2020
 - Intermunicipal Collaborative Frameworks have been completed with the Town of Smoky Lake, the Villages of Vilna and Waskatenau, County of Two Hills, County of St. Paul and Lac La Biche County, and are in the process of being created with Thorhild County and Lamont County.
 - Develop High Priority HR Policies Q4 2018- Q1 2019
 - Several safety policies including a drug and alcohol policy are complete -70% complete.
 - Succession Planning Q 1 2019 – Q2 2020
 - The CAO has succession plans in place for most departments - 80% complete.

COUNTY INFORMATION

Smoky Lake County Statistics

Population: 2,461

Size: 283,526 Hectares

Geographic Location: 120 km northeast of Edmonton

Hamlets: Spedden, Bellis, Edwand, and Warspite

Smoky Lake County Service Departments

Taxation

Legislative (Council Costs)

Administration

1. Legislative Services
2. Chief Administrator's Office
3. Financial Services
4. Information and Geographical
5. Information Systems Services
6. Communications

Other Government Services

7. Intergovernmental relations

Protective Services

8. Fire and Emergency Response
9. Disaster Management
10. Bylaw Enforcement

Transportation

11. Road Maintenance
12. Culvert Maintenance
13. Bridge Maintenance

Water and Sewer

14. Water Distribution Services in Warspite
15. Water Truck Fill Services
16. Sewer Services in Warspite and Bellis
17. Inter-municipal Contract Water Services

Waste/Landfill

18. Waste Transfer Stations

Family and Community Social Services (FCSS)

19. FCSS Grant Distributions

Planning

20. Development and Safety Codes Permits
21. Subdivisions
22. Compliance Certificates
23. Inter-municipal Initiatives
24. Business Licenses

Agriculture Service Board

25. Pest control
26. Weed Inspection
27. Spraying
28. Roadside Mowing
29. Lakeland Agricultural Research Association (LARA)

Economic Development

30. Intermunicipal Business Attraction & Retention

Recreation and Cultural Services

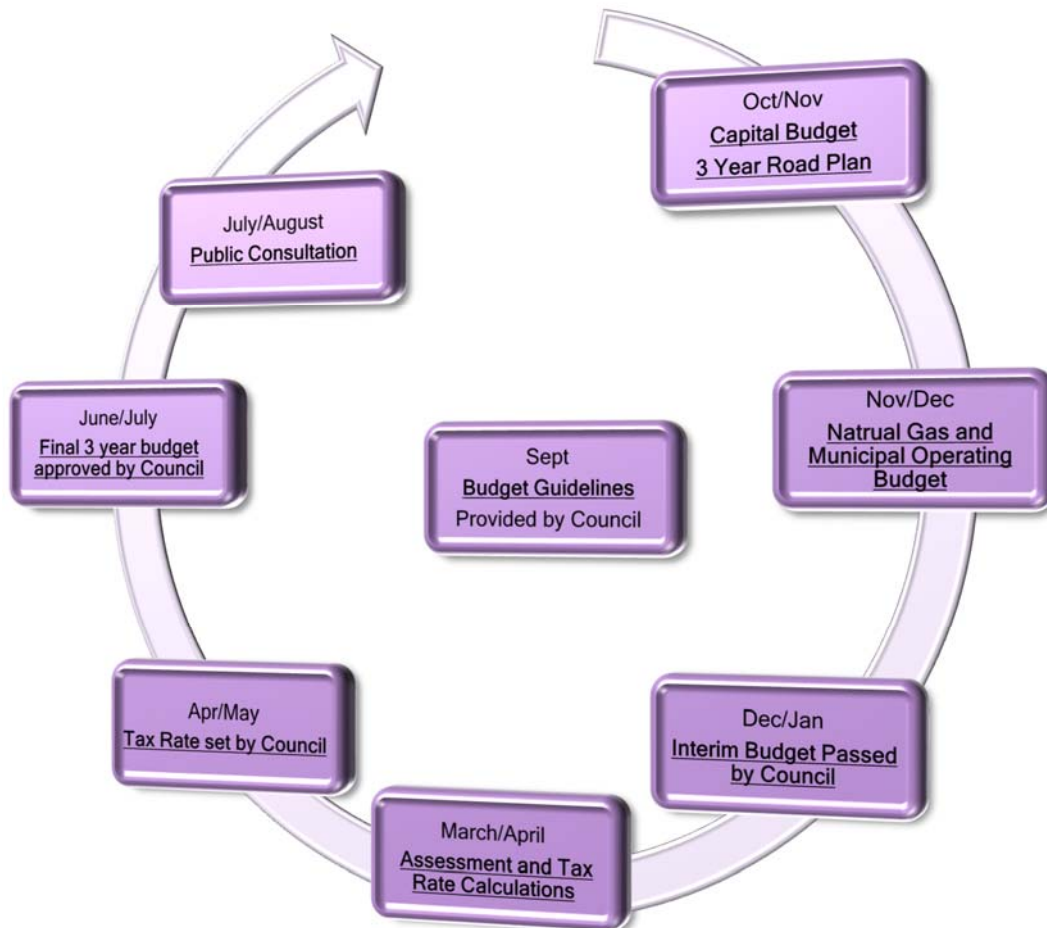
31. Campsite and Park Maintenance
32. Assist Non-Profit Groups
33. Iron Horse Trail
34. Heritage Board

Natural Gas

35. Natural Gas Services to County and Vilna Residents

BUDGET HIGHLIGHTS

Budget Process



Policy 08-11 guides the budget process. It was updated in 2019. Details can be found in Appendix #1. Budgeting takes place year-round starting with staff gathering information during the summer months. The five-year budget will be passed after the tax rate is set in June or July.

Public Consultation

In July and August this year, Smoky Lake County will be actively seeking public consultation for future budgets and financial plans. **We are asking ratepayers to provide input through the following:**

- ✓ Email feedback to finance@smokylakecounty.ab.ca
- ✓ Complete the survey posted on smokylakecounty.ab.ca
- ✓ Attend the 2020 budget planning meeting when scheduled in the fall
- ✓ Provide feedback to your Councillor

2020-2024 Budget

Budget Message

The 2020-2024 budget is based on the level of services approved in the 2020 budget. The budget has been prepared by administration with the following guidelines:

- Basic inflation of 2% per year (2020, 2021, 2022, 2023) on all costs except for those which we have more information on.
- Wage and salary increase are based on Union Contracts for 2019-2021:
 1. The 3-Year Collective Agreement with Canadian Union of Public Employees (CUPE) Local 4575 is for the period of January 1, 2019 to December 31, 2021. The increase for 2021 averages at 1.5%. 2022, 2023, and 2024 have budgeted salary increase based on basic inflation (2%)
 2. The Collective Agreement with International Union of Operating Engineers (IUOE Local 955) expires December 31, 2020. Wages are budgeted at 1.5% for 2021 and 2% for 2022, 2023, 2024.
- The Capital Plan as approved by Council May 5, 2020 has been adjusted based on new information.
- The Three-Year Road Plan as approved by Council November 29, 2019.
- No change to service levels in future years.
- No change to grant programs in future years.

Upcoming Projects have been included

1. In May, 2020 Council passed Motion J175-20: That the Smoky Lake County and Town of Smoky Lake Joint Council as community stakeholders be mutual third-party investment funding partners to contribute funding in the amount of \$600,000.00 based on a funding formula of sixty percent (60%) County and forty percent (40%) Town, for the purpose of incorporating a community daycare facility into the Aspen View Public Schools' H. A. Kostash School Replacement Project, in the Town of Smoky Lake.
2. The Victoria District Economic Development Plan is a plan to increase economic development through historic and rural tourism projects. The project is currently in planning stages. The business plan will be developed and then Smoky Lake County and the Town of Smoky Lake Councils will choose appropriate investment amounts. At this time this financial plan does not include any proposed investment or return values.

Fund Structure

The County has five funds, Municipal, Landfill, Fire, Policing, and Gas. The fund structure is used to ensure that costs for each fund are covered only by revenues belonging to that entity.

Municipal Fund

The municipal Fund is the primary fund used to manage the County's financial resources and obligations. All services are provided from this fund except for Landfill, Fire, and Natural Gas.

Landfill Fund

The Landfill Fund is a separate tax levy which covers all transfer station and waste costs. The annual surplus or deficit is transferred to/from the Landfill Reserve Fund.

Fire Services Fund

The Fire Services Fund is similar to the Landfill fund in that there is a separate tax levy which covers fire services costs. Any surplus/deficit is transferred to/from the Fire Reserve Fund.

Policing Services Fund

Effective April 2020, the Alberta Provincial Government will charge small municipalities policing costs based on a formula that weighs equalized assessment, population, and includes modifiers for crime severity, proximity to a detachment, and existing enhanced policing positions. The predicted charge is:

- ❖ 2020 \$ 63,702
- ❖ 2021 \$ 95,621
- ❖ 2022 \$127,404
- ❖ 2023 \$191,242

Gas Fund

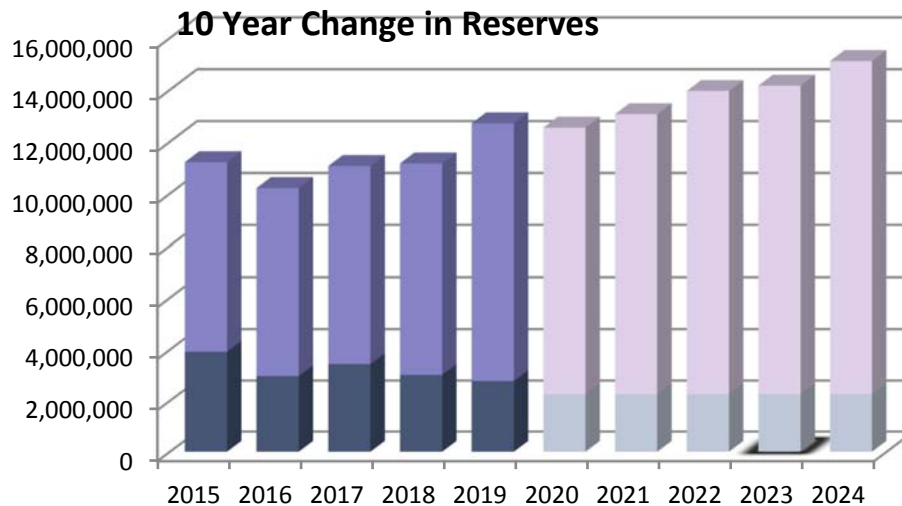
The Natural Gas Utility is a user pay utility that supplies natural gas to Smoky Lake County and Vilna properties. It is 100% funded through user fees.

Smoky Lake County Financial Statements are consolidated and therefore include the accounts of all funds held by the County. The Financial Statements are audited annually and are available to the public by April of the following year.

Reserves and Surplus

The County keeps reserve funds set aside to provide funding for future expenditures and to ensure sufficient funds are available when required, and, where possible, to avoid the need to incur debt. On the financial statements, they are referred to as restricted surplus. Unrestricted surplus consists of surplus funds that were the result of past budget surpluses and may be used for capital or operating purposes as authorized by Council.

Council is dedicated to saving for future financial stability



Restricted surplus		2019	2020	2021	2022	2023	2024
Building	For building repairs - funding source - property	183,374	160,924	210,924	260,924	310,924	360,924
	Primarily for specific purchases and projects -						
General	funding source - property taxes	2,436,505	2,361,505	2,366,505	2,371,505	2,376,505	2,381,505
Regional	For waste equipment and landfill improvements -						
Landfill	funding source - landfill tax levy	527,946	527,946	272,946	317,946	362,946	407,946
	For specific public works projects and equipment -						
Transportation	funding source - property taxes	1,205,170	1,385,170	1,627,670	1,927,670	1,883,670	2,099,670
Gravel Pit	For the reclamation of gravel pits - funding source -						
reclamation	gravel sales to public	447,929	460,929	473,929	486,929	499,929	512,929
Gravel Pit	For the development of new gravel pits - funding						
development	source - gravel sales to public	83,203	97,473	112,288	127,659	143,597	160,114
Fire	For Fire equipment and emergencies - funding						
	source - property taxes	1,317,452	1,365,452	1,550,452	1,605,452	1,500,452	1,685,452
	For the replacement of a joint Street Sweeper -						
Street Sweeper	funding source - fees charged for street sweeping						
	services (funds added to this reserve depend on						
	usage)	45,769	45,769	45,769	45,769	769	769
Connectivity	For the development of more internet towers -						
	funding source - property taxes	-23,477	30,992	111,992	192,992	273,992	354,992
Agriculture	For Agricultural services equipment and vehicles -						
	funding source - property taxes	0	0	0	0	0	
Water	For water and sewer projects - funding source -						
	property taxes	261,233	261,233	261,233	261,233	261,233	261,233
Road	For roads damaged by natural resource extraction -						
development	funding source - aggregate license fee	1,484,363	1,496,099	1,700,099	1,908,179	2,120,421	2,336,908
Economic	Funds collected from members of the Regional						
development	Community Development Committee (RCDC)						
	members for future projects	59,223	59,223	59,223	59,223	59,223	59,223
Municipal	Funds collected in lieu of subdivision natural						
		41,762	41,762	41,762	41,762	41,762	41,762
		8,070,450	8,294,475	8,834,790	9,607,241	9,835,421	10,663,425
Municipal	Unfinished projects carried forward to the next						
General	year and emergencies	2,775,154	2,255,154	2,255,154	2,255,154	2,255,154	2,255,154
Gas	For natural gas projects - funding source - gas,						
	odorant, and compressed natural gas sales	1,919,255	2,049,255	2,029,255	2,149,255	2,129,255	2,249,255
Total Restricted Surplus (Reserves)		12,764,859	12,598,884	13,119,200	14,011,651	14,219,831	15,167,835

Budget Recommendations

Administration recommends that Smoky Lake County work towards full annual funding of operations, maintenance, growth, and asset depletion by applying the following measures:

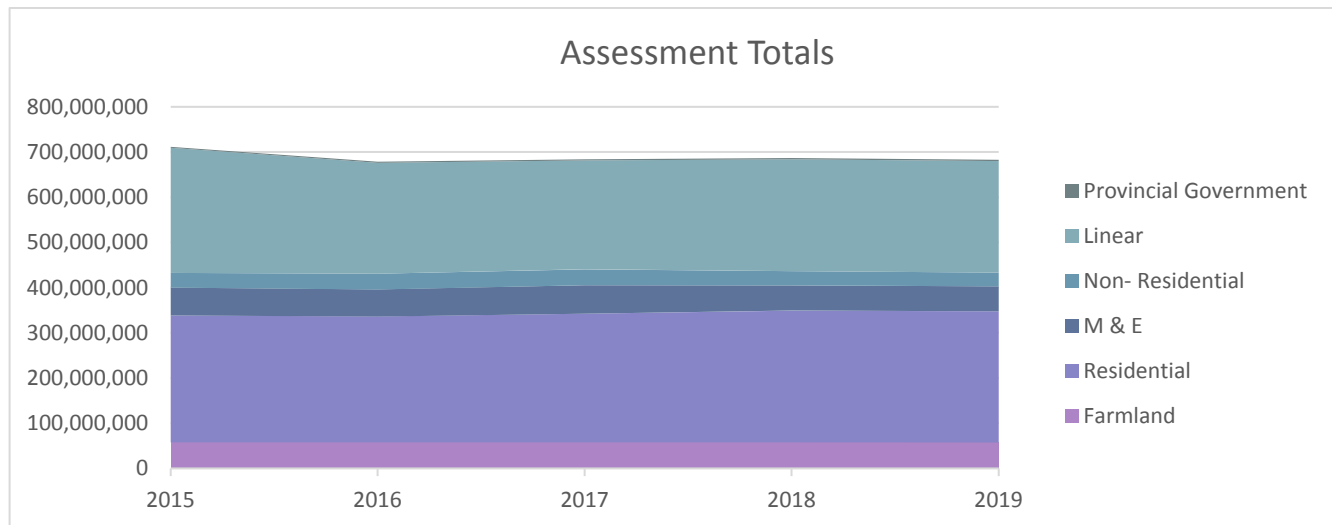
- Ensure that the budget contains necessary inflationary increases to maintain services at a consistent level in future years.
- Set funds aside for long term infrastructure needs.
- Continue to pursue new sources of revenue.
- Use new revenues to reduce tax rates only when they are assured, sustainable, and stable.
- Ensure that funding towards capital exceeds annual amortization.

Future Outlook (opportunities & challenges)

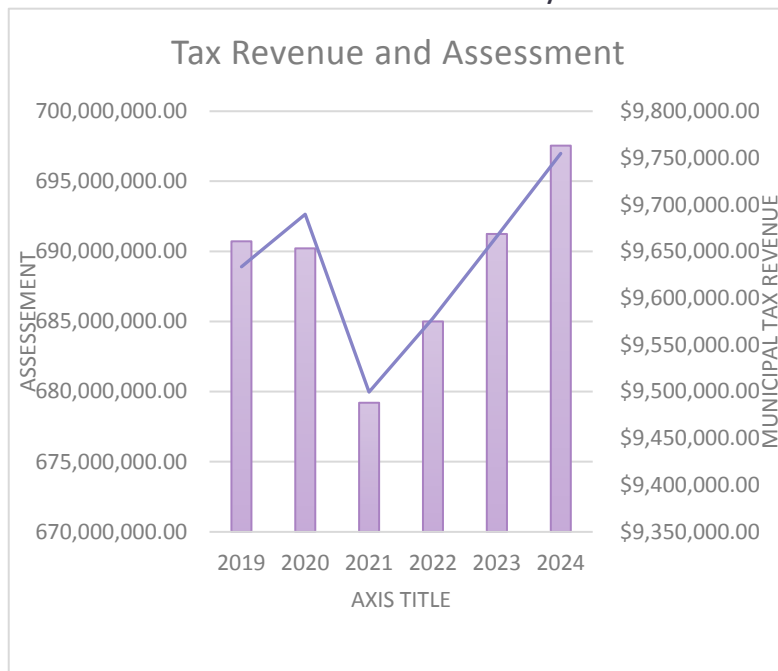
The County has been able to maintain a solid financial position in spite of the economic challenges. We are prepared to face future challenges which include the ongoing downloading from the province in the areas of Financial, Protective, Transportation, and Agriculture Services.

Assessment changes continue to be a concern. In 2014 the taxable assessment peaked \$750,573,000. In 2016 and again in 2017, it declined drastically and now has stabilized in the \$680,000,000 to \$690,000,000 range. A majority of the decline has taken place in nonresidential properties reducing revenue by approximately \$1,500,000. Residential assessment has remained fairly stable however, it has not increased with inflation as expected. The chart on the next page provides a visual representation of the proportion of assessment allocated to each tax class.

The chart also highlights how the assessment from linear has shifted over the years. In 2015 linear made up 39% of the assessment and residential was 39% of taxable assessment. Today, linear is 36% and residential is 42%. This means that Smoky Lake County relies more on residences (at a lower tax rate) to provide the revenue to continue basic services.

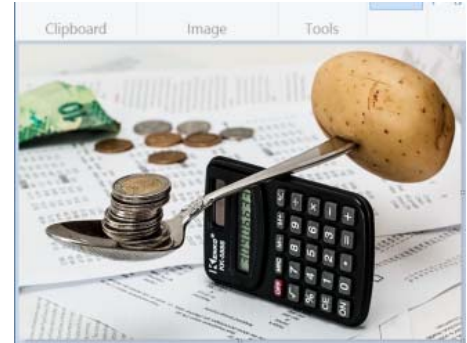


This year, we are experiencing several economic challenges. It is difficult to predict how the decline in the Alberta economy will affect assessments in the upcoming years. It is



probable that the 2020 assessment will be lower than 2019 and it will take a year or two to recover. Nonresidential is expected to experience the most significant change. A rough forecast is that the total taxable assessment will decline at least 2% and will recover at a rate of 1% per year. If the tax rate remains the same, municipal tax revenue for 2021 is predicted to be \$200,000 lower than 2020.

BUDGET

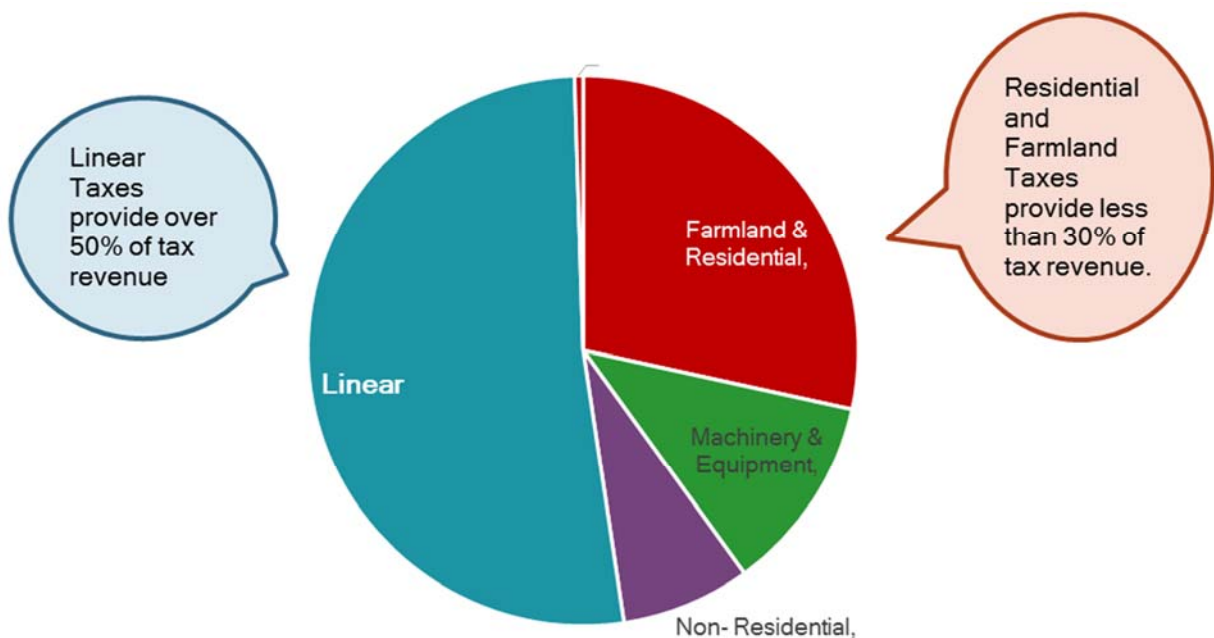


Revenues

Revenues come from three main sources:

Property Taxes

In 2020, the Net Property Taxes (Property Tax revenue less the Education and Seniors' Requisitions) provides 64% of the total operating revenue. This is down from 2019 (66%). Council considers the assessment, budget, and requisitions when setting the tax rate.



The 2020 tax rate has been set to minimize the impact of the additional policing charge of .0923 as much as possible. The current tax rates are:

MILL RATES	RESIDENTIAL		FARMLAND		NON RESIDENTIAL		MACHINERY AND EQUIPMENT	
	2019	2020	2019	2020	2019	2020	2019	2020
MUNICIPAL	4.0659	4.0457	11.1659	11.1457	19.9459	19.9257	19.9459	19.9257
REGIONAL LANDFILL	0.6817	0.6656	0.6817	0.6656	0.6817	0.6656	0.6817	0.6656
FIRE PROTECTION	0.837	0.836	0.837	0.836	0.837	0.836	0.837	0.836
POLICING	0	0.0923	0	0.0923	0	0.0923	0	0.0923
Municipal Rates increase	5.5846	5.6396 0.055	12.6846	12.7396 0.055	21.4646	21.5196 0.055	21.4646	21.5196 0.055
EDUCATION	2.5631	2.6012	2.5631	2.6012	3.8186	3.5785		
SENIORS FOUNDATION	0.7334	0.7048	0.7334	0.7048	0.7334	0.7048	0.7334	0.7048
Total Rates	8.8811	8.9456	15.9811	16.0456	26.0166	25.8029	22.198	22.2244
INCREASE		0.0645		0.0645		-0.2137		0.0264

User Fees

Municipal user fee revenue comes from water/sewer charges, sales of goods and services, campsite fees, and landfill fees. For 2020 the revenue budgeted from User fees (not including natural gas charges) is \$1.2 Million.

Grants

Estimated grants are included in the financial plan. We handle grants in two ways:

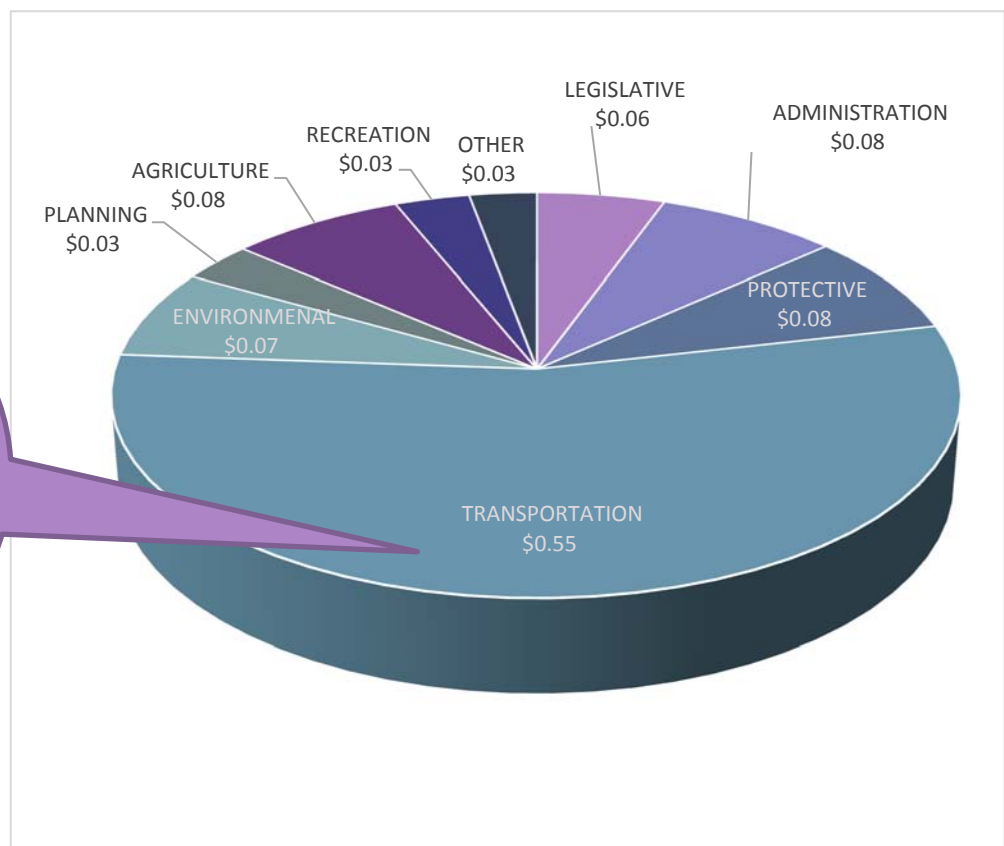
1. Annual grants like the Municipal Sustainability Initiative Grant and the Federal Gas Tax Grant are conservatively estimated based on what was provided in the previous year.
2. Specific grants for projects are estimated based on the current grant rules. If the County does not receive the grant, the project may be cancelled or postponed until further funding can be secured.

Expenses

Expenses are tracked per department. More detailed information on costs will follow. This chart shows the portion of tax revenue that is allocated to each department.

WHERE DO MY TAX DOLLARS GO?

Fifty-five cents of every dollar we receive in tax revenue is invested into over 1,448 km of



Budget Summary

	2020	2021	2022	2023	2024
Revenues					
Sales of goods and services	1,002,729.00	1,022,785.00	1,046,652.00	1,067,586.00	1,088,938.00
Government transfers for operating	607,198.00	610,721.00	612,927.00	619,652.00	626,511.00
Investment income	356,312.00	363,438.00	370,707.00	378,121.00	385,683.00
Penalties and costs of taxes	74,095.00	75,577.00	77,089.00	78,631.00	80,204.00
Licenses and permits	27,000.00	27,540.00	28,091.00	28,653.00	29,226.00
Special levies and taxes	241,605.00	246,437.00	251,366.00	256,393.00	261,522.00
Natural Gas	2,691,150.00	3,012,265.00	3,033,659.00	3,084,168.00	3,142,815.00
Total Revenues	5,000,089.00	5,358,763.00	5,420,491.00	5,513,204.00	5,614,899.00
Expenses					
Legislative	541,793.00	550,809.00	561,825.00	573,061.00	584,523.00
Administration	1,795,800.00	1,828,265.00	1,864,829.00	1,942,126.00	1,980,167.00
Other Government Services	109,300.00	131,486.00	112,754.00	115,009.00	117,308.00
Protective Services	925,383.00	972,522.00	1,026,970.00	1,107,507.00	1,129,657.00
Transportation	6,458,023.00	6,324,361.44	6,450,849.00	6,579,866.00	6,711,465.00
Water/Sewer	553,846.00	563,833.00	575,112.00	586,614.00	598,343.00
Waste	551,892.00	561,705.00	572,939.00	584,396.00	596,086.00
FCSS	116,635.00	116,749.00	116,749.00	116,749.00	116,749.00
Planning	361,621.00	368,055.00	375,418.00	382,926.00	390,585.00
Agriculture Service Board	887,480.00	903,155.00	921,217.00	939,638.00	958,431.00
Economic Development	314,800.00	135,116.00	137,816.00	140,572.00	143,384.00
Recreation & Cultural Services	477,919.00	486,641.00	496,374.00	506,302.00	516,429.00
Natural Gas	2,652,150.00	3,011,331.00	3,040,014.00	3,100,814.00	3,162,830.00
Contingency	\$ 31,388.00	\$ -	\$ -	\$ -	\$ -
Total Expenses	15,778,030.00	15,954,028.44	16,252,866.00	16,675,580.00	17,005,957.00
Net Revenue (Expense) before reserve transfers	-10,777,941.00	-10,595,265.44	-10,832,375.00	-11,162,376.00	-11,391,058.00
Net Transfer To/From Op Reserves	\$ 158,261.00	-\$ 312,815.00	-\$ 317,451.00	-\$ 322,180.00	-\$ 327,004.00
Reverse Amortization	2,277,786.00	2,296,821.00	2,342,758.00	2,389,614.00	2,437,407.00
Net Operating Revenue (Expense)	-8,341,894.00	-8,611,259.44	-8,807,068.00	-9,094,942.00	-9,280,655.00
Non Operating Items:					
Net Contribution to Capital	1,525,372.00	4,536,283.00	5,073,030.00	3,903,293.00	2,377,597.00
Net Transfer To - From Reserves	-77,714.00	-152,500.00	575,000.00	-105,000.00	621,000.00
Debt Repayment	0	0	0	0	0
Total Cash Requirements (for tax bylaw)	-9,789,552.00	-12,995,042.44	-14,455,098.00	-12,893,235.00	-12,279,252.00

Capital Budget

A 15-year Vehicle and Equipment Replacement Plan is passed by council each year. Vehicle/Equipment replacement is scheduled so that we maximize use and minimize maintenance costs. Maintenance costs are reviewed on an ongoing basis and when possible, the purchase of replacement equipment or vehicles is postponed to future years.



	2020	2021	2022	2023	2024
Revenues					
Sale of Capital Assets	0.00	125,000.00	150,000.00	150,000.00	150,000.00
Provincial Grant	814,250.00	895,000.00	870,000.00	870,000.00	1,020,000.00
Federal Grant	130,000.00	130,000.00	130,000.00	130,000.00	130,000.00
Long Term loan		743,800.00			
Transfer from Reserve	377,264.00	717,500.00	130,000.00	670,000.00	84,000.00
Gas	50,000.00	70,000.00	0.00	70,000.00	0.00
Total Revenues	1,371,514.00	2,681,300.00	1,280,000.00	1,890,000.00	1,384,000.00
Expenses					
Vehicles	167,000.00	1,207,970.00	908,520.00	967,356.00	421,700.00
Equipment Replacement	120,000.00	992,055.00	1,824,710.00	1,682,937.00	831,250.00
Equipment - New Initiatives	0.00	31,000.00	30,000.00	30,000.00	30,000.00
Bridge Repairs and Replacement	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00
Land Improvements	268,000.00	101,500.00	33,500.00	26,500.00	21,500.00
Buildings	84,000.00	1,103,800.00	1,505,500.00	180,700.00	300,000.00
Transfer to Reserves	299,550.00	585,000.00	585,000.00	585,000.00	585,000.00
Road - Oil Treatment/Paving	\$ 188,264.00	285,000.00	270,000.00	275,400.00	280,908.00
Road - Fibermat/Micro Surface	70,500.00	105,000.00	0.00	0.00	0.00
Road - Rehabilitation/Base Stabilization	268,000.00	234,000.00	455,000.00	464,100.00	473,382.00
Road - Construction	0.00	335,000.00	75,000.00	80,500.00	86,111.00
Road - Graveling	911,858.00	818,758.00	820,000.00	836,400.00	853,127.00
Principal on Long Term Debt	\$ -		-\$ 1,505,500.00	\$ 100,000.00	\$ 100,000.00
Gas	\$ 242,000.00	\$ 322,200.00	\$ 220,800.00	\$ 259,400.00	\$ 199,619.00
Total Expenses	2,819,172.00	6,321,283.00	5,422,530.00	5,688,293.00	4,382,597.00
Net Contribution to Capital / Reserves	1,447,658.00	3,639,983.00	4,142,530.00	3,798,293.00	2,998,597.00

Vehicles include everything that is licensed to drive down the highway (Pickup trucks, Tractor-trailer units, Emergency Service trucks, etc.). Equipment includes everything else (graders, tractors, mowers, etc.). Land Improvements include parks, reclamation, etc.. Engineering structures refer to the water, sewer, and gas infrastructure.

Budget Overview by Department

Legislative Services includes all Council costs (payroll, supplies, and expenses)

LEGISLATIVE SERVICES	2020	2021	Budget Change	2022	Budget Change	2023	Budget Change	2024
Salaries	\$436,564	\$443,112	1.500%	\$451,975	2.000%	\$461,014	2.000%	\$470,234
Total Expenses	\$105,000	\$107,464	2.347%	\$109,613	2.000%	\$111,806	2.000%	\$114,042
Total Legislative	\$541,564	\$550,577	1.664%	\$561,588	2.000%	\$572,820	2.000%	\$584,276



Other Government Services includes intergovernmental relations and grants to organizations. The current plan is based on the existing budget with a 2% increase for inflation in future years, along with the costs for the election in 2021.

INTER_GOVT	2020	2021	Budget Change	2022	Budget Change	2023	Budget Change	2024
WCB	\$56,000	\$57,120	2.000%	\$57,222	0.179%	\$58,366	1.999%	\$59,533
Contracted and general services	\$6,800	\$6,936	2.000%	\$7,154	3.143%	\$7,297	1.999%	\$7,442
Materials, goods and utilities	\$16,000	\$16,320	2.000%	\$16,646	1.998%	\$16,979	2.000%	\$17,319
Transfers to local boards and agencies	\$30,500	\$31,110	2.000%	\$31,732	1.999%	\$32,367	2.001%	\$33,014
Election Costs		\$20,000						
Net Costs for Taxation Purpose	\$109,300	\$131,486		\$112,754		\$115,009		\$117,308

Administration Services includes Costs for the finance and administration activities of the County, including the Information and Geographical Information Systems. For 2020 revenues include a \$500,000 surplus carried over from 2019. We do not anticipate a surplus in 2020 to carry to future years. No changes to service levels are proposed.



ADMINISTRATION	2020	2021	Budget Change	2022	Budget Change	2023	Budget Change	2024
Salaries, wages and benefits	\$916,925	\$931,813	1.624%	\$950,449	2.000%	\$969,458	2.000%	\$988,848
Contracted and general services	\$635,685	\$648,399	2.000%	\$661,366	2.000%	\$674,594	2.000%	\$688,084
Materials, goods and utilities	\$115,550	\$117,861	2.000%	\$120,218	2.000%	\$122,623	2.001%	\$125,075
Transfers to local boards and agencies	\$50,670	\$51,683	1.999%	\$52,717	2.001%	\$53,771	1.999%	\$54,846
Bank charges and short term interest	\$4,000	\$4,080	2.000%	\$4,162	2.010%	\$4,245	1.994%	\$4,330
Total Revenues	\$691,662	\$702,981	1.636%	\$714,527	1.642%	\$728,817	2.000%	\$743,393
Transfers to (from) reserves	\$542,981	\$214,000		\$136,000		\$136,000		\$136,000
Contribution to Capital	\$154,000	\$375,000		\$15,000		\$195,700		\$15,000
Long Term Debt Payment	\$0	\$0		\$0		\$140,000		\$140,000
Contingency	\$31,388	\$0		\$0		\$0		\$0
Net Costs for Taxation Purpose	\$673,575	\$1,211,855		\$1,225,385		\$1,567,574		\$1,408,790

Transfers to reserves and investments in capital planned are:

- ✓ Reserve for Capital Repairs to the Administration Building, \$31,550 in 2020 followed by \$50,000 per year.
- ✓ In 2019 Associated Engineering conducted a condition assessment on the Administration Building. The study had several recommendations for repairs and maintenance that will need to be complete over the next 20 years. The Capital budget includes the work recommended in 2020, 2021, 2022, and 2023. Although the current plan has the costs funded from tax revenue, Council will be evaluating other funding options during the next budget cycle.
- ✓ In 2018 Smoky Lake County had a Phase II study done on an old nuisance ground which was partially funded through an FCM grant. The phase 2 study was completed in 2019 and predicted a cost of \$200,000 for remediation. There is \$75,000 in reserves and Alberta Transportation has agreed to reimburse the County for 50% of the costs up to a maximum of \$100,000. The original budget passed on May 5th has been revised to reflect this change.
- ✓ \$5,000 will be transferred to reserves each year from 2021 to 2024 for new aerial photos to be taken in approximately 10 years.
- ✓ \$15,000 will be budgeted each year to ensure there are funds for heritage signs as needed.

Protective Services includes Fire and Emergency Response, Disaster Management, Contribution to Policing, and Bylaw Enforcement. Fire Services are tracked by department. Different agreements have been reached with each urban municipality establishing how much the County pays.



PROTECTIVE SERVICES	2020	2021	Budget Change	2022	Budget Change	2023	Budget Change	2024
Vilna Fire Department	\$169,730	\$173,125	2.000%	\$176,587	2.000%	\$180,119	2.000%	\$183,721
Smoky Lake Fire Department	\$105,165	\$107,268	2.000%	\$109,414	2.000%	\$111,602	2.000%	\$113,834
Waskatenau Fire Department	\$64,350	\$65,637	2.000%	\$66,950	2.000%	\$68,289	2.000%	\$69,655
General Fire	\$274,749	\$280,242	1.999%	\$285,847	2.000%	\$291,564	2.000%	\$297,391
Fees Charged	-\$125,000	-\$127,500	2.000%	-\$130,050	2.000%	-\$132,651	2.000%	-\$135,304
Disaster Services	\$7,500	\$7,650	2.000%	\$7,803	2.000%	\$7,959	2.000%	\$8,118
Bylaw Enforcement	\$147,031	\$147,959	0.631%	\$156,046	5.465%	\$157,875	1.172%	\$164,860
Alberta Policing Fee	\$63,702	\$95,621	50.107%	\$127,404	33.239%	\$191,242	50.107%	\$191,242
Transfers to (from) reserves	\$48,000	\$175,000		\$55,000		\$105,000		\$185,000
Contribution to Capital	\$110,000	\$70,700		\$353,670		\$420,160		\$0
Net Costs for Taxation Purpose	\$865,227	\$995,702		\$1,208,670		\$1,191,158		\$1,078,517

Transfers to reserves have been budgeted to prevent the need for large fluctuations in the tax rate.

- ✓ In 2020, the reserve transfers consist of \$5,000 for equipment, \$70,500 for fire truck, and \$12,500 for a fire equipment storage shop.
- ✓ In future years, \$10,000 will be transferred for fire equipment, \$125,000 for fire truck replacement, \$25,000 for air bottle replacement, and \$25,000 for an Equipment Storage Building.
- ✓ In 2020 the Fire Chief vehicle, will be replaced.
- ✓ In 2021 the Bylaw Officer vehicle will be replaced.
- ✓ In 2022 the Smoky Lake Rescue truck, Smoky Lake Water truck, and Bylaw Officer ATV will be replaced.
- ✓ In 2023 the Waskatenau Fire truck is due for replacement.

Transportation Services covers all aspects of road maintenance. The transportation budget tracks road and bridge projects as well as road maintenance/operations. Large fluctuations in the budget are a result of the timing of equipment replacement.

TRANSPORTATION SERVICES	2020	2021	Budget Change	2022	Budget Change	2023	Budget Change	2024
Operating and Maintenance	\$4,489,894	\$4,260,769	-5.103%	\$4,342,574	1.920%	\$4,429,425	2.000%	\$4,518,015
Bridge Projects	\$200,000	\$200,000		\$200,000		\$200,000		\$200,000
Oiling	\$188,264	\$285,000		\$270,000		\$275,400		\$280,908
Fibermat	\$70,500	\$105,000.00		\$-		\$-		\$0
Rehabilitation	\$268,000	\$234,000.00		\$455,000.00		\$464,100.00		\$473,382
Construction	\$0	\$335,000.00		\$75,000.00		\$80,500.00		\$86,111
Gravelling	\$911,858	\$818,758.00		\$820,000.00		\$836,400.00		\$853,127
Total Road Projects	\$1,438,622	\$1,777,758	23.574%	\$1,620,000	-8.874%	\$1,656,400	2.247%	\$1,693,528
MSI/FGT Grant	\$844,250	\$1,000,000		\$1,000,000		\$1,000,000		\$1,000,000
Transfers to (from) reserves	\$19,006	\$270,315		\$328,371		\$51,062		\$245,517
Contribution to Capital	\$137,000	\$1,546,486		\$2,180,065		\$1,947,996		\$1,075,200
Net Costs for Taxation Purpose	\$5,440,272	\$7,055,328	29.687%	\$7,671,010	8.726%	\$7,182,759	-6.365%	\$6,732,260

The detailed three-year road plan is attached in the Appendix. The capital costs for the next 5 years are for vehicle and equipment replacement as established in the 15-year replacement plan.

- ✓ No grader replacement is budgeted for in 2020. Each year thereafter a Grader is replaced at an estimated cost of \$580,000 - \$700,000.
- ✓ In 2020 \$57,500 will be transferred to reserves for grader replacement and \$12,500 for dozer replacement.
- ✓ One wobbly packer will be purchased per year beginning 2021 for a budget of \$30,000.
- ✓ Two trucks will be replaced in 2020, four in 2021, three in 2022, four in 2023, and three in 2024; the budget for trucks ranges from \$50,000 to \$62,000 depending on the size required.
- ✓ Three gravel trucks will be replaced in 2021, two in 2022, one in 2023, and one in 2024A plow truck will be replaced in 2021The forklift will be replaced in 2021.
- ✓ The dump truck and oil truck will be replaced in 2021.
- ✓ The oil tanker will be replaced in 2023.
- ✓ A gravel trailer is scheduled for replacement in 2021.
- ✓ The rock truck will need to be replaced in 2022.
- ✓ The excavator will need replacement in 2022.
- ✓ A gate/fence will be installed at public work in 2020.
- ✓ The street sweeper is scheduled for replacement in 2023.
- ✓ The reclaimer, a plow, pressure washer, and trailer are scheduled for replacement in 2023.

Environmental Services include the water, sewer, and waste services. This department manages water distribution in Warspite, the Truck fills located in Waskatenau, Warspite, Smoky Lake, Bellis, and Spedden. Both Warspite and Bellis have sewer services. As well the department contracts work out to the Highway 28/63 Regional Water Services Commission and occasionally to the Villages and Waste Services.

- ✓ The trucks for the Water Technicians are scheduled for replacement in 2021, and 2022.



Waste/Landfill Services covers all the waste removal, transfer station and landfill costs. A separate tax rate is levied to cover waste.

- ✓ In 2021 and 2023, the Waste Department will purchase more bear proof bins.
- ✓ Funds are being transferred to reserves each year for the Garbage Truck which is scheduled for replacement in 2022.

ENVIRONMENTAL SERVICES	2020	2021	Budget Change	2022	Budget Change	2023	Budget Change	2024
Water - Supply & Distribution	\$259,809	\$262,690	1.109%	\$267,945	2.000%	\$278,303	3.866%	\$280,172
Truckfills	\$36,665	\$37,398	2.000%	\$38,146	2.000%	\$38,909	2.000%	\$39,687
Sewer Services	\$11,958	\$12,197	2.000%	\$12,441	2.000%	\$12,690	2.000%	\$12,944
Waste Collection & Hauling	\$208,709	\$212,883	2.000%	\$217,141	2.000%	\$221,484	2.000%	\$225,913
Transfer Sites	\$250,683	\$255,697	2.000%	\$260,811	2.000%	\$266,026	2.000%	\$271,346
Transfers to (from) reserves	\$0	\$255,000		\$45,000		\$45,000		\$45,000
Contribution to Capital	\$0	\$465,490		\$50,985		\$0		\$0
Net Costs for Taxation Purpose	\$694,494	\$916,559	31.98%	\$816,177	-10.95%	\$784,593	-3.87%	\$795,688

Family and Community Support Services (FCSS) supports the Family School Liaison Worker (FSLW) Program by allocating the provincial grant to it. Aspen View Public Schools Division oversees the FSLW program. Smoky Lake County is required to contribute municipal funds equal to 25% of the grant to the FCSS program. Council has chosen to use these funds to provide local groups and organizations with financial assistance when providing FCSS programs. Details can be found in Policy 08-17 FCSS Grants.

FAMILY AND COMMUNITY SOCIAL SERVICES (FCSS)	2020	2021	Budget Change	2022	Budget Change	2023	Budget Change	2024
Family School Liason	\$93,308	\$93,308	0.000%	\$93,308	0.000%	\$93,308	0.000%	\$93,308
Provincial Grant	\$93,308	\$93,308		\$93,308		\$93,308		\$93,308
FCSS Grants	\$23,327	\$23,327	0.000%	\$23,327	0.000%	\$23,327	0.000%	\$23,327
Net Costs for Taxation Purpose	\$23,327	\$23,327		\$23,327		\$23,327		\$23,327

Planning Services provides building & development permits, compliance certificates, etc. Changes in the Alberta Municipal Government Act require Inter-municipal Development plans and Inter-municipal Collaboration Frameworks with all neighboring municipalities. These projects, along with Area Structure Plans are accomplished by contracting consultants.



PLANNING SERVICES	2020	2021	Budget Change	2022	Budget Change	2023	Budget Change	2024
Planning Administration	\$278,621	\$283,965	1.918%	\$289,646	2.001%	\$295,438	2.000%	\$301,348
Plans and Bylaw Revisions	\$23,000	\$23,000	0.000%	\$23,460	2.000%	\$23,929	2.000%	\$24,408
Appeal Board	\$5,500	\$5,500	0.000%	\$5,610	2.000%	\$5,722	2.000%	\$5,837
Transfers to (from) reserves	\$0	\$0		\$0		\$0		\$0
Contribution to Capital	\$0	\$0		\$0		\$0		\$0
Net Costs for Taxation Purpose	\$307,121	\$312,465	1.740%	\$318,716	2.001%	\$325,090	2.000%	\$331,592



Agriculture Service Board provides pest control, weed inspection/spraying, and roadside mowing. The department contributes to the Lakeland Agricultural Research Association (LARA) annually.

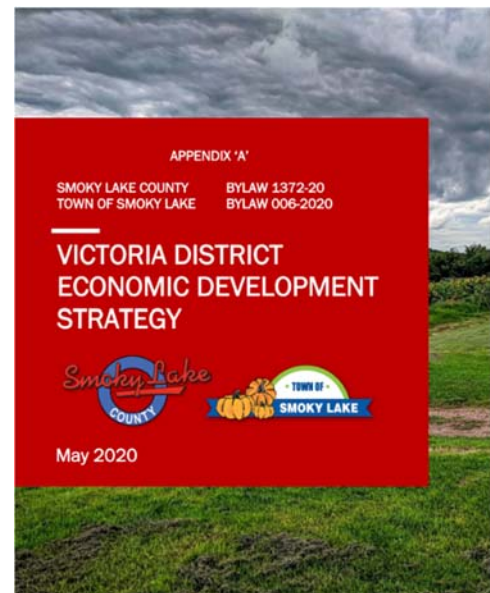
- ✓ In 2020 the mower and will be replaced.
- ✓ In 2023 a mower, trailer, and tractor are scheduled for replacement.

AGRICULTURAL SERVICES	2020	2021	Budget Change	2022	Budget Change	2023	Budget Change	2024
Administration	\$511,829	\$522,031	1.993%	\$532,471	2.000%	\$543,117	1.999%	\$553,980
Grant	\$180,000	\$183,359	1.866%	\$183,359	0.000%	\$183,359	0.000%	\$183,359
Mowing	\$89,758	\$91,553	2.000%	\$93,384	2.000%	\$95,252	2.000%	\$97,157
Weed Control	\$166,258	\$169,583	2.000%	\$172,975	2.000%	\$176,434	2.000%	\$179,963
Beaver Control	\$57,831	\$58,988	2.000%	\$60,167	2.000%	\$61,371	2.000%	\$62,598
Gopher Control	\$504	\$514	2.000%	\$524	2.000%	\$535	2.000%	\$546
Council Costs	\$15,800	\$16,116	2.000%	\$16,438	2.000%	\$16,767	2.000%	\$17,102
Contribution to Capital	\$80,000	\$0		\$0		\$162,137		\$0
Net Costs for Taxation Purpose	\$741,980	\$675,426	-8.970%	\$692,601	2.543%	\$872,254	25.939%	\$727,987

Economic Development Services are provided inter-municipally through the Regional Community Development Committee (RCDC). The current funding formula for the committee requires 65% from Smoky Lake County. The financial plan is based on this agreement. Doctor Recruitment and Retention is also funded jointly.

In the strategic plan, Smoky Lake County prioritized economic development. An Economic Development Strategy focused on leveraging existing heritage assets within the Victoria District has been developed. Bylaw 1370-20: Victoria District Economic Development Strategy was passed in June 2020. The plan objectives were established to:

1. Arrest the declining population to protect municipal core services including hospitals and schools.
2. See property values gradually return to a positive-growth pattern.
3. Reduce the unemployment.
4. Facilitate career opportunities for young people so they do not have to leave the area.
5. Ensure wealth generation is shared around the region.
6. Contribute to the preservation of heritage values of both the Victoria District and the wider region.



Council has approved funding to proceed with an implementation plan with the Town of Smoky Lake. These funds (\$123,500) have been included in the budget along with a small amount for future years. As public consultation continues over the next several months, decisions will be made regarding how the plan will be implemented and what the costs will be, and how they will affect the budget from 2021-2024.

ECONOMIC DEVELOPMENT	2020	2021	Budget Change	2022	Budget Change	2023	Budget Change	2024
County Deveelopment/Tourism	\$6,500	\$6,630	2.000%	\$6,763	2.000%	\$6,898	2.000%	\$7,036
Regional Economic Development	\$70,304	\$71,700	1.986%	\$73,132	1.997%	\$74,594	1.999%	\$76,087
Dr Recruitment/Retention	\$75,640	\$17,153	-77.323%	\$17,496	2.000%	\$17,846	2.000%	\$18,203
Smoky Lake Foundation	\$1,000	\$1,020	2.000%	\$1,040	2.000%	\$1,061	2.000%	\$1,082
Victoria District Economic Development	\$123,500	\$0		\$0		\$0		\$0
Transfers to (from) reserves								
Net Costs for Taxation Purpose	\$276,944	\$96,503	-65.154%	\$98,431	1.998%	\$100,399	1.999%	\$102,408



Recreation and Cultural Services include the maintenance of all county owned parks and campgrounds. The operations of the campgrounds are contracted out. This department also includes grants to the Agricultural Societies, maintenance of the Iron Horse Trail and costs of the Heritage Board

RECREATION & CULTURAL SERVICES	2020	2021	Budget Change	2022	Budget Change	2023	Budget Change	2024
General	\$255,169	\$261,396	2.440%	\$267,142	2.198%	\$273,955	2.551%	\$279,435
Recreation Trail	\$2,500	\$2,550	2.000%	\$2,601	2.000%	\$2,653	2.000%	\$2,706
Hanmore/Island Lake	\$34,500	\$35,190	2.000%	\$35,894	2.000%	\$36,612	2.000%	\$37,344
Heritage Board	\$30,000	\$30,600	2.000%	\$31,212	2.000%	\$31,836	2.000%	\$32,473
Agricultural Societies	\$95,000	\$95,000	0.000%	\$95,000	0.000%	\$95,000	0.000%	\$95,000
MSI Grant	\$95,000	\$95,000		\$95,000		\$95,000		\$95,000
Northern Lights Library System	\$25,750	\$26,265	2.000%	\$26,790	2.000%	\$27,326	2.000%	\$27,873
Transfers to (from) reserves	\$20,000	\$0		\$0		\$0		\$150,000
Contribution to Capital	\$58,000	\$84,849		\$47,010		\$6,500		\$364,250
Net Costs for Taxation Purpose	\$316,919	\$370,470	16.897%	\$338,861	-8.532%	\$305,659	-9.798%	\$519,393

- ✓ \$38,000 has been budgeted to finish two river boat launches.
- ✓ \$20,000 has been budgeted to fix erosion problems at Mons Lake.
- ✓ Each year from 2021 – 2024, \$6,500 will be spent on the installation of bear proof garbage bins in the campgrounds and parks.
- ✓ A pier will be replaced in 2022 (the location to be determined).
- ✓ Trailers will be replaced in 2021 and 2022.
- ✓ If we are able to secure grant funding, a playground replacement is scheduled for 2021.
- ✓ One mower will be replaced in 2021 and 2022.
- ✓ \$25,000 has been budgeted for trees along the trail in Warspite in 2021.

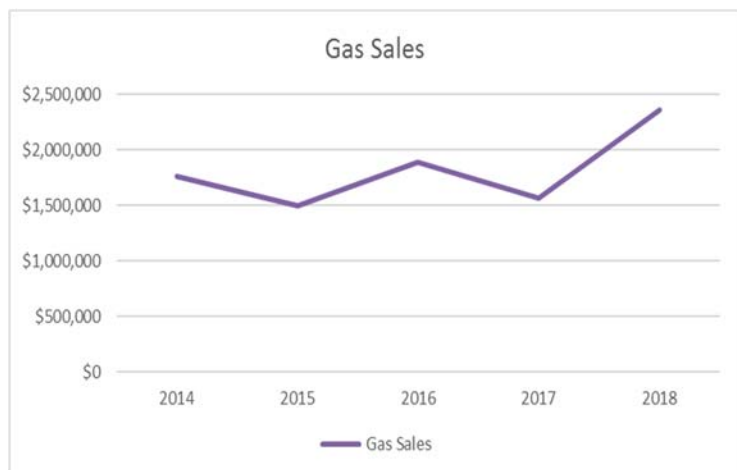


Natural Gas Services distribute natural gas to County and Vilna Residents. The department also supplies odorant and compressed natural gas to other gas co-ops. The Gas department operates financially independent of Smoky Lake County.

NATURAL GAS	2020	2021	Budget Change	2022	Budget Change	2023	Budget Change	2024
Bulk Odorant	-\$55,828	-\$56,945	2.000%	-\$58,083	2.000%	-\$59,245	2.000%	-\$60,430
CNG Trailer	-\$27,900	-\$28,458	2.000%	-\$29,027	2.000%	-\$29,608	2.000%	-\$30,200
Gross Margin - Sales less gas purchase	-\$1,223,778	-\$1,243,414	1.605%	-\$1,231,838	-0.931%	-\$1,220,659	-0.908%	-\$1,131,503
Legislative	\$9,000	\$9,180	2.000%	\$9,364	2.000%	\$9,551	2.000%	\$9,742
Administration	\$440,468	\$449,277	2.000%	\$458,263	2.000%	\$467,428	2.000%	\$476,777
Distribution- Operating & Maintenance	\$606,038	\$618,159	2.000%	\$630,522	2.000%	\$643,132	2.000%	\$655,995
Capital Assets	\$ 122,000.00	\$ 272,200.00		\$ 100,800.00		\$ 209,400.00		\$ 79,619.00
Reserve Transfers - System Capital	\$ 130,000.00	-\$ 20,000.00		\$ 120,000.00		-\$ 20,000.00		\$ 120,000.00
Total Natural Gas	\$0	-\$0	11.605%	\$0	9.069%	\$0	9.092%	-\$0

- ✓ Every year \$50,000 is budgeted for major line repairs. If the funds are not needed, they are transferred to reserves.
- ✓ Communication modems for the RMO (Regulating, Metering and Odorizing) stations will be upgraded in 2020, 2021, and 2022.
- ✓ A truck will be replaced each year beginning 2020
- ✓ In 2021 we will build a shed to protect pipe and other gas line supplies.
- ✓ Starting in 2019, we have established a plan to update the RMO stations. In 2020 we will put \$70,000 into reserves then the next year, we will replace the RMO station. This will take place until all stations are upgraded.
- ✓ A truck is scheduled for replacement each of the five years.

Gas sales are predicted using an average of the past 5 years volumes and an estimated minimal price change. Surpluses are added to reserves and deficits are covered by reserves. Average sales have stabilized at around \$2,000,000. This is because the price of natural gas has been consistently lower.



APPENDICES

Appendix 1: Policy 08-11 Budget Development

SMOKY LAKE COUNTY



Title: Budget Development		Policy No.: 11-02
Section: 08	Code: P-R	Page No.: 1 of 3
Legislation Reference:		<i>Municipal Government Act, Sections 242 – 246.</i>
Purpose:	To provide an efficient and effective process for the development of the annual Total Function Budget and Five Year Financial Plan.	
Policy Statement and Guidelines:		
1. STATEMENT OF INTENT:		
1.1 The Budget Development Policy provides a guideline for the activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital purchases. This policy along with Policy 08-30-01 Financial Management Policy provide for a consistent approach to the financial planning of Smoky Lake County.		
2. RESPONSIBILITIES:		
2.1 Council is responsible for the following:		
2.1.1 Providing Administration, in August each year, with direction as to its expectation for:		
<ul style="list-style-type: none">• The municipal tax rate• Percent increase (or decrease) for the next year in function or capital expenditures that are acceptable• Expected changes to service levels• Priorities in the Road Plan		
2.1.2 Scheduling adequate meeting time to review budget documents using the following as a guideline.		
<ul style="list-style-type: none">• Directional Meeting – August• Capital Asset Meeting– October• Five-year Road Plan – October• Natural Gas – November• Complete Total Function Budget draft – November/December• Tax Rate Meeting(s) – April/May		
2.1.3 Interim Budget Approval upon the incorporation of changes and modifications requested by council (target date: December 31)		
2.1.4 Final Budget Ratification upon the incorporation of further changes and modifications as a result of meetings setting the tax rate (target date: April 30)		
2.1.5 Five Year Financial Plan Ratification based on updated information (target date: July 31)		

Title: Budget Development		Policy No.: 11-02
Section: 08	Code: P-R	Page No.: 2 of 3

Policy Statement and Guidelines:

- 2.2 **Administration** (led by the Finance Manager) is responsible for: ensuring that the Annual Budget and Five Year Financial Plans meet legislation requirements and follow industry best practices through the following activities.
- 2.2.1 Management Review of Department Budgets(**to be complete by October 15**):
- Based on the guidelines established by Council, each function group will prepare a draft five year Function Budget which contains the following items: Five Year Operating Budget, Ten-Year Capital Asset Plan, Road Plan, and other Project Plans as required.
 - The Chief Administrative Officer will meet with each of the function groups to discuss their requests and needs and make appropriate changes where necessary.
 - Budgets will be based on factors such as assessment growth, union collection agreement, provincial funding, and council direction.
- 2.2.2 Year 1 Budget Summary (**to be complete by October 31**): The Finance Manager will compile all the individual documents into a summary that Should contain the following:
- Summary of the budget guidelines adopted by Council for the proposed year.
 - Summary of Administration's proposed budget items:
 - a. Wages and benefits % and \$ change
 - b. Estimated assessment % and \$ change
 - c. General % factor used for utilities or typical expenditures
 - d. Major dollar changes for "special" or known issues (e.g., insurance / debentures)
 - e. Proposed staffing changes and the corresponding wage and benefits, etc. costs
 - f. New reserves or recommended changes to existing reserves
 - g. The amount of engineering and project costs budgeted for projects that are pre-designed and will be completed in subsequent year(s)
 - h. Identified major increases or decreases for each function
 - i. Projected grant funding
 - j. Any other items that would provide Council with information to make its decision making more effective and efficient

Title: Budget Development		Policy No.: 11-02
Section: 08	Code: P-R	Page No.: 3 of 3

Policy Statement and Guidelines:	
2.2.3	<p>Year 1 Budget Compilation (to be complete by October 31) Administration to compile all the individual documents into the following budget documents:</p> <ul style="list-style-type: none"> • Revenue and expenditures by function • Ten Year Capital Replacement Plan • Road Plan • Summary of Reserve Balances • Any projects carry forwards (if known at this time) • Supporting charts or graphs for information that will prove beneficial for budget review • Where appropriate, information will be provided that shows previous year information, available current year information and percentage increases or decreases from one year to next. • Administration will incorporate and track all changes / modifications resulting from Budget meetings with Council.
2.2.4	<p>Five Year Financial Plan (to be complete by July 15) The Finance Manager will compile all approved budget documents, along with Projections for years 2 to 5 into a Five Year Financial Plan. The Financial plan should identify upcoming changes, opportunities, and Challenges</p>
2.2.5	<p>Ensure that the budget is adhered to by reviewing actual expenditures as compared to budget.</p>
2.2.6	<p>Provide council with the Budget at a Glance Report monthly and point out any major budget variances.</p>

	Date	Resolution Number
Approved	September 21, 2006	# 690-06 - Page # 8209
Amended	August 30, 2018	# 848-18 - Page # 13229
Amended		

Appendix 2: Revised Capital Budget

Smoky Lake County 2020 Capital Budget							
Dept		Item #	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024
ADMIN	ADMIN BUILDING RESERVE	1	31,550	50,000	50,000	50,000	50,000
ADMIN	NUISANCE GROUND	2	200,000				*75,000 from reserves / \$100,000 grant
ADMIN	BUILDING REPAIRS		54,000	743,800	1,505,500	180,700	2019 from reserve 2021&22 finance
ADMIN	AERIAL PHOTOS RESERVE	3	0	5,000	5,000	5,000	5,000
ADMIN	HERITAGE SIGNS	4	15,000	15,000	15,000	15,000	15,000
	CONTRIBUTION TO HAK SCHOOL BUILD			360,000			propose to fund from reserve
PS	FIRE EQUIPMENT REPLACEMENT RESERVE	5	5,000	10,000	10,000	10,000	10,000
PS	FIRE TRUCK RESERVE	6	70,500	125,000	125,000	125,000	125,000
PS	FIRE EQUIPMENT STORAGE SHOP RESERVE	7	12,500	25,000	25,000	25,000	25,000
PS	AIR BOTTLE REPLACEMENT RESERVE			25,000	25,000	25,000	25,000
PS	AIR BOTTLE REPLACEMENT	8	40,000				*40,000 from reserves
PS	REPLACE 403 WASK FIRE TRUCK	77				420,160	*290,000 from reserve
PS	REPLACE 407 SMOKY LAKE RESCUE TRUCK	51			204,000		*130,000 from reserve
PS	REPLACE 445 SMOKY LAKE WATER TRUCK	52			129,780		
PS	REPLACE 410 TRUCK	9	70,000				*msi \$50,000
PS	REPLACE 222 TRUCK (ED)	29		70,700			
PS	REPLACE 221 ATV FOR BYLAW	53			19,890		
PW	SHOP FENCE	11	10,000				
PW	REPLACE TRUCK 101	30		60,100			61,950
PW	REPLACE TRUCK 104	78				60,112	
PW	REPLACE TRUCK 105 SKID STEER CREW TRUCK	64			61,285		
PW	REPLACE TRUCK 106	65					64,000
PW	REPLACE TRUCK 107	31		61,000			
PW	DUMP TRAILER/BOX FOR 107	32		23,000			
PW	REPLACE TRUCK 108 FLOW TRUCK	33		80,000			
PW	REPLACE SNOW PLOW 166 (for 108)	34		10,404			
PW	REPLACE TRUCK 110 MECHANIC SERVICE TRUCK	66			61,285		
PW	REPLACE 111	35					63,000
PW	REPLACE 114 STREET SWEEPER (JOINT)	79				124,800	currently \$36,000 in reserves
PW	REPLACE TRUCK 115 CREW TRUCK	36		61,000			
PW	REPLACE TRUCK 116 CREW TRUCK	68			61,285		
PW	REPLACE CREW TRUCK 117	80				61,880	
PW	REPLACE TRUCK 118 with used	12	35,000				*msi 20,000
PW	REPLACE TRUCK 119	81				61,880	
PW	REPLACE TRUCK 122 CREW TRUCK	82				61,880	
PW	REPLACE TRUCK 135 CREW TRUCK	13	40,000				*msi \$30,000
PW	REPLACE TRUCK 141 DUMP TRUCK	67			169,950		
PW	REPLACE 155 OIL TRUCK	58			169,950		
PW	REPLACE 170 TRUCK BOX	14	22,000				
PW	REPLACE 170 TRUCK	97					175,000
PW	REPLACE 180 TRUCK	36		195,840			
PW	REPLACE OIL TANKER 183	83				101,764	
PW	REPLACE 188 FIFTH WHEEL TRUCK	84				199,680	
PW	REPLACE 190 DUMP TRUCK SANDER/PLOW	37		200,000			
PW	REPLACE 190A PLOW	38		100,000			
PW	REPLACE 197 TRUCK	39		195,840			
	GRADER RESERVE		57,500				
PW	GRADER REPLACEMENT	15	0	580,000	685,000	590,000	*125,000 fr sale / 400,000 from
PW	REPLACE 623 FORKLIFT	41		10,302			700,000 MSI/2020 100,000 RESERVE
PW	REPLACE 196 GRAVEL TRAILER	42		63,000			
PW	REPLACE ROCK TRUCK	70			510,880		
PW	REPLACE EXCAVATOR 627	71			495,430		
PW	REPAIR 601 DOZER - reserve	16	12,500	100,000	100,000	100,000	100,000
PW	REPLACE 604 SKID STEER	72			85,000		
PW	REPLACE 626 VOVLO PACKER	85				46,800	
PW	REPLACE 638 CAT COMPACTOR	86				187,200	
PW	REPLACE 136 TRAILER	87				36,400	
PW	REPLACE 108 PRESSURE WASHER	88				15,600	
PW	REPLACE 603 CAT RECLAIMER	89				520,000	*154,000 from reserve
PW	REPLACE 622 BACKHOE LOADER	99					131,250
PW	WOBBLY PACKER removed	17		31,000	30,000	30,000	30,000
PW	SHOP FLOORING	18	20,000				
PW	SHOP ROOF	19	10,000				
W	REPLACE TRUCK 226	20		50,000			
W	REPLACE TRUCK 239	43		50,490			
W	REPLACE TRUCK 227	74			50,985		
WASTE	REPLACE TRUCK 112 GARBAGE TRUCK	21		360,000			*300,000 from reserves
WASTE	GARBAGE TRUCK RESERVE TRANSFER			45,000	45,000	45,000	45,000
WASTE	WASTE BIN			5,000		5,000	
AG	REPLACE MOWER/SPRAYER/CUTTER	22	80,000				
AG	REPLACE 454 TRAILER	91				12,137	
AG	REPLACE 455 JOHN DEER TRACTOR	92				150,000	
P&R	REPLACE 726	101					57,750
P&R	SHOWER HOUSE	102					300,000 ** try to get 50% grant
P&R	PIER				12,000		
P&R	TRAILER	46		11,009	11,000		
P&R	PLAYGROUND	47		50,000			*Grant \$25,000
P&R	BEAR PROOF GARBAGE BINS	23	0	6,500	6,500	6,500	6,500
P&R	WARSPITE TREES			25,000			
P&R	MONS LAKE RETAINING WALL/BEACH		20,000				*20,000 from reserve
P&R	REPLACE MOWER	48		17,340	17,510		
P&R	WARSPITE EMERGENCY BOAT LAUNCH		13,000				
P&R	PAKAN EMERGENCY BOAT LAUNCH CONCRETE		25,000				
MUNICIPAL CAPITAL			843,550	3,821,325	4,687,230	3,272,493	1,989,450
GAS	INFRASTRUCTURE LINE REPLACEMENT	24	50,000	50,000	50,000	50,000	50,000
GAS	RMO STATION REPLACEMENT PLAN RESERVE		70,000		70,000		70,000
GAS	RMO STATION REPLACEMENT PLAN			140,000		140,000	* 70,000 from reserve
GAS	MAPPING UNIT				10,000		
GAS	MODEMS FOR RMO	25	22,000	22,000	22,000		
GAS	POLESHED FOR PIPE	26		42,000			
GAS	REPLACE TRUCK		50,000	61,200	61,800	62,400	63,000 * from reserve
GAS	REPLACE 233 TRAILER						16,619
GAS	REFURBISH TRUCK BOX			7,000	7,000	7,000	
GAS	CARRY OVER RMO STATION PROJECT		50,000				* from reserve
GAS CAPITAL			242,000	322,200	220,800	259,400	199,619
TOTAL CAPITAL			1,085,550	4,143,525	4,908,030	3,531,893	2,189,069

Appendix 3: Policy 03-18 Three-Year Road Plan

SMOKY LAKE COUNTY

Title: Three-Year Road Plan		Policy No.: 18-15
Section: 03	Code: P-I	Page No.: 1 of 37 E

Legislation Reference:	<i>Municipal Government Act.</i>
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Purpose:	The intent of the three-year road plans is to identify and prioritize required roadway improvements on a long-term basis.
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Policy Statement and Guidelines:	
GUIDELINES	
<ol style="list-style-type: none">1. The three-year road plan conforms with the objectives and criteria outlined, <i>as per Policy 03-15: Road Policy</i> and <i>Policy 03M-04: Road Project Profile</i>.2. The plan is limited to the identification of specific annual projects for a future period of three-years based on anticipated revenue and/or other budget and capacity limitation.3. The three-year plan are subject to an annual review and update.	
ROAD PLANS: REVIEW AND UPDATE PROCESS	
<ol style="list-style-type: none">1. The Three-Year Road Plan will be reviewed, updated and accepted by Council <i>as per Policy 08-11: Budget Development</i> process during October and November of each year.2. The review process will include past year's projects.3. The development and approval of a “new” Three-Year Plan will primarily include:<ul style="list-style-type: none">■ uncompleted projects from the previous year, plus projects previously identified in plan.■ projects for coming year (previously identified in the plan).■ plus new proposed projects for third year.4. The planned order of year-one construction projects will be determined every year with the setting of the Transportation Budget: Three-Year Road Plan, as per <i>Policy 03-15: Road Policy</i>.5. Once the annual plan and construction schedule have been approved, additions or deletions of specific projects require approval by resolution of Council. Normally, changes to the above should be considered on the basis of persistent weather problems, major equipment problems or financial considerations only. Progress on the planned order of construction will be reported to Council by Public Works monthly.	

Title: Three-Year Road Plan	Policy No.: 18-15
Section: 03	Page No.: 2 of 37 E

	Date	Resolution Number
Approved	December 7, 2005	# 148-05 - Page # 8062
Amended	January 18, 2007	# 178-07 - Page # 8272
Amended	November 13, 2007	# 092-07 - Page # 8543
Amended	January 10, 2008	# 168-08 - Page # 8571
Amended	February 23, 2009	# 303-09 - Page # 8904
Amended	January 26, 2010	# 342-10 - Page # 9256
Amended	January 5, 2011	# 234-11 - Page # 9595
Amended	December 8, 2011	# 164-11 - Page # 9909
Amended	December 20, 2012	# 267-12 - Page #10377
Amended	December 20, 2013	# 161-13 - Page #10979
Amended	January 13, 2015	# 283-15 - Page #11538
Amended	December 17, 2015	# 250-15 - Page #12026
Amended	October 20, 2016	#1125-16 - Page #12409
Amended	December 14, 2018	# 251-18 - Page #13429
Amended	November 29, 2019	# 135-19 - Page #13874

Section 3

Completed up to November 20, 2019

Policy 18-14



2019 Road Projects

OIL TREATMENT / PAVING							
Project Name	Code	# Days	Length	Res #'s	Estimate Costs	Actual Cost	Funding
RR 152 between Twp 584- Twp 584A	P1912	1	0.5 miles		\$ 65,000.00	12,096.29	MSL/MO
Twp 594 between RR 174- RR 174A	P1814	1	0.5 miles	Move to 2021	\$ 65,000.00		MSL/MO
Twp 594 between RR 174A- RR 175	P1815	1	0.5 miles	Move to 2021	\$ 65,000.00		MSL/MO
Victoria Trail E of RR 172	P1913	1.5	0.56 miles		\$ 60,000.00	43,919.35	MSL/MO
Bridge Coldmix Surfacing - 10 Bridges	BCM19			Move to 2020	\$ 17,895.00		MO
		4.5		Total	\$ 272,895.00	\$ 56,015.64	
FIBERMAT / MICRO SURFACE							
Project Name	Code	# Days	Length	Res #'s	Estimate Costs	Actual Cost	Funding
							MSL/MO
				Total	\$	\$	
REHABILITATION / BASE STABILIZATION							
Project Name	Code	# Days	Length	Res #'s	Estimate Costs	Actual Cost	Funding
RR 130 between Twp 603- Twp 611A	MG1911	6.5	4.25 miles	Move to 2019	\$ 127,500.00		MSL/MO
RR 144 between Twp 585- Hwy 652	MG1912	5	5.0 miles		\$ 75,000.00	61,434.83	MSL/MO
Twp 600 between RR 152- RR 151	MG1924	2	1.0 miles		\$ 25,000.00	9,096.46	MSL/MO
Twp 612 between RR 174- RR 174A	MG1814	1	0.5 miles		\$ 12,500.00	8,080.77	MSL/MO
RR 152 between Twp 601A- Twp 603A	MG1914	3	2.0 miles		\$ 44,000.00	13,817.23	MSL/MO
Twp 594 between RR 175- RR 180	MG1915	2	1.0 miles		\$ 25,000.00	14,981.35	MSL/MO
Twp 612 between RR 174A- RR 180	MG1835	2	1.5 miles		\$ 33,000.00	25,027.30	MSL/MO
RR 180 between Twp 612A- Twp 614	MG1845	3	1.5 miles		\$ 33,000.00	26,928.16	MSL/MO
RR 164 between Hwy 28- Twp 584	MG1723	8.5	5.5 miles		\$ 123,750.00	63,170.55	MSL/MO
RR 135 between Twp 594- Twp 602	MG2011	6.5	4.0 miles		\$ 88,000.00	38,116.13	MSL/MO
Twp 602 between Hwy 831- RR 195	MG1925	2	1.0 miles		\$ 15,000.00	8,768.83	MSL/MO
Cemeteries MG30 (22 locations)	MGCEM19	4			\$ 39,350.00	15,887.17	MSL/MO
		45.5		Total	\$ 641,100.00	\$ 285,308.78	
CONSTRUCTION							
Project Name	Code	# Days	Length		Estimate Costs	Actual Cost	Funding
RR 175 between Twp 595- Twp 595A	C1915	6	0.25 miles		\$ 40,000.00	51,391.70	MSL/MO
Twp 584 between RR 151- RR 151A	C1912	4	0.25 miles		\$ 25,000.00	17,508.93	MSL/MO
		10		Total	\$ 65,000.00	\$ 68,900.63	
CONTRIBUTION TO CAPITAL RESERVE							
					Estimate Costs		Funding
Transfer for Future Road Projects					\$ 182,105.00		MO
GRAVELLING							
Miles per Division	Code	Recommended miles	Recommended Gravel	Estimate Costs	Actual Gravel	Actual Cost	Funding
144.0	PW45	44	7,391.0	\$ 155,211.00	7,856.72	\$ 164,991.12	RTG
218.5	PW46	76.5	12,368.0	\$ 284,464.00	11,203.34	\$ 257,676.82	RTG
159.5	PW47	43	6,770.0	\$ 94,780.00	6,170.82	\$ 86,391.48	RTG
167.0	PW48	51	8,002.5	\$ 120,037.50	6,826.20	\$ 102,393.00	RTG
219.0	PW49	60	9,484.0	\$ 142,260.00	8,759.94	\$ 131,399.10	RTG
908.0 miles		274.5 miles	44,015.0	\$ 796,752.50	40,817.02	\$ 742,851.52	
Contingency:			5,000.0	\$ 90,000.00	2,802.79	\$ 50,450.22	
Total			49,015.0	\$ 886,752.50	43,619.81	\$ 793,301.74	
Road Repair PW90:					8,734.10	\$ 163,764.37	Unbudgeted- Cost of gravel only

Three-Year Road Plan: Year 2018-2021



2020 Road Projects Information

Calculation of 2020 year: Project(s) Workdays:

Project days: May to Mid-October 2020

5.5 months x 20 days = 110 days

Less 20 days: weather

and 20 days: moves/breakdowns, dust controls/road repairs

Equals 70 days

Maintenance Gravel:

46,367.5 tonnes to be distributed among all divisions

5,000.0 tonnes: Contingency Gravel

Grants Available for 2020:

Σ	Base Municipal Transportation Grant	=	\$ 457,250.00
Σ	Municipal Sustainability Initiative	=	\$ 964,000.00
Σ	Federal Gas Tax	=	\$ 130,000.00

2020 Graveling Projects Information

Road Categories	Description	Code	Rate of material/mile Tonne - Yards	# of Year's
Exceptional	Extreme traffic and Heavy loads	Exc	187 - 150	annual
Category # 1	Paved, oiled and base stabilized roads	C1	----	--
Category # 2	High usage arterial and feeder gravel roads	C2	187 - 150	2
Category # 3	Moderate usage collector gravel roads with through traffic and serving several residents	C3	156 - 125	3
Category # 4	Little used and dead end roads	C4	125 - 100	4

Gravelling – Smoky Lake County					
Miles per Category	Code	Recommended Miles	Recommended Gravel	Estimate Costs	Actual Cost
19.0	Exc	11.5	2,150.5	44,319.00	
107.0	C1				
153.5	C2	77.5	14,492.5	272,178.50	
500.5	C3	164.5	25,662.0	446,238.00	
128.0	C4	32.5	4,062.5	77,062.50	
Total miles = 908	Total	286.0	46,367.50	839,798.00	

Three-Year Road Plan: Year 2019-2022



2020 Road Projects

OIL TREATMENT / PAVING							
Project Name	Code	# Days	Length/ miles	Res #s	Estimate Costs	Actual Cost	Funding
Bridge Coldmix Surfacing – 13 Bridges	BCM19			Carry over from 2019	\$ 23,263.50		MO
							MSI/MO
							MSI/MO
Total					\$ 23,263.50	\$	

FIBERMAT / MICRO SURFACE							
Project Name	Code	# Days	Length/ Miles	Res #s	Estimate Costs	Actual Cost	Funding
Twp 612 between Hwy 855- RR 174	FM2014	2	1.0		\$ 70,500.00		MSI/MO
		2		Total	\$ 70,500.00	\$	

REHABILITATION / BASE STABILIZATION							
Project Name	Code	# Days	Length/ miles	Res #s	Estimate Costs	Actual Cost	Funding
RR 130 between Twp 603- Twp 610	MG1911	5	3.0		\$ 85,000.00		MSI/MO
RR 124 between Twp 601- Twp 603A	MG2031	4	2.5		\$ 65,000.00		MSI/MO
Twp 592 between RR 183- RR 182A	MG2013	1	0.5		\$ 10,000.00		MSI/MO
RR 180 between Twp 594- Hwy 28	MG1735	2.5	1.5		\$ 33,000.00		MSI/MO
Twp 604 between RR 181- RR 184	MG2015	8	3.0		\$ 75,000.00		MSI/MO
		20.5		Total	\$ 268,000.00	\$	

CONSTRUCTION							
Project Name	Code	# Days	Length/ miles		Estimate Costs	Actual Cost	Funding
							MSI/MO
							MSI/MO
Total					\$	\$	

MG HAUL ROADS - PW57							
Project Name		# Days	Length/ miles		Estimate Costs	Actual Cost	Funding
Twp 584 between Hwy 855- RR 165		4	5.5		\$ 121,000.00		Aggregate Reserve
Twp 582A & 582 between Hwy 855- RR 172A		3	2.0		\$ 44,000.00		Aggregate Reserve
		7		Total	\$ 165,000.00	\$	

CONTRIBUTION TO CAPITAL RESERVE							
					Estimate Costs	Funding	
Transfer for Future Road Projects					\$ 200,000.00	MO	

GRAVELLING							
Miles per Division	Code	Recommended miles	Recommended Gravel	Estimate Costs	Actual Gravel	Actual Cost	Funding
144.0	PW45	38.5	6,673.5	\$ 140,143.50			RTG
218.5	PW46	85.5	13,865.0	\$ 318,895.00			RTG
159.5	PW47	41.5	6,675.5	\$ 93,457.00			RTG
167.0	PW48	49.5	7,985.5	\$ 119,782.50			RTG
219.0	PW49	70.0	11,168.0	\$ 167,520.00			RTG
908.0 miles		286.0 miles	46,367.5	\$ 839,798.00			
Contingency:			5,000.0	\$ 90,000.00			
Total			51,367.5	\$ 929,798.00			
Road Repair PW90:							Unbudgeted- Cost of gravel only

Three-Year Road Plan: Year 2019-2022



2021 Road Projects

OIL TREATMENT / PAVING							
Project Name	Code	# Days	Length/ miles	Res #s	Estimate Costs	Actual Cost	Funding
Twp 594 between RR 174- RR 174A	P1814	1	0.5	From 2019	\$ 65,000.00		MSI/MO
Twp 594 between RR 174A- RR 175	P1815	1	0.5	From 2019	\$ 65,000.00		MSI/MO
Twp 594 between RR 175- RR 180	P1915	2	1.0		\$ 135,000.00		MSI/MO
		4		Total	\$ 265,000.00	\$	

FIBERMAT / MICRO SURFACE							
Project Name	Code	# Days	Length/ miles	Res #s	Estimate Costs	Actual Cost	Funding
RR 170 between Twp 600- Twp 601	FM2114	2	1.0		\$ 70,000.00		MSI/MO
RR 170 between Twp 601A- Twp 602	FM2124	1	0.5		\$ 35,000.00		MSI/MO
		3		Total	\$ 105,000.00	\$	

REHABILITATION / BASE STABILIZATION							
Project Name	Code	# Days	Length/ miles	Res #s	Estimate Costs	Actual Cost	Funding
Twp 592 between RR 145- RR 150	R2112	2	1.0		\$ 22,000.00		MSI/MO
Twp 592 between RR 142- RR 143	R2122	2	1.0		\$ 22,000.00		MSI/MO
RR 124 between Twp 601- Twp 603A	MG2111	4	2.5		\$ 40,000.00		MSI/MO
Twp 620 between RR 140- RR 142	MG2121	3	2.0		\$ 50,000.00		MSI/MO
Twp 602 between RR 135- RR 133	MG2131	3	2.0		\$ 40,000.00		MSI/MO
Twp 590 between RR 174(n)-RR 180(s)	MG2113	2	1.25		\$ 28,000.00		MSI/MO
Twp 595A between RR 171- Hwy 28	MG2114	3.5	2.25		\$ 50,000.00		MSI/MO
Twp 602 between Hwy 855- RR 172	MG2124	2	1.0		\$ 20,000.00		MSI/MO
Cemeteries (MG)	MGCEM21				\$ 40,000.00		MSI/MO
		21.5		Total	\$ 312,000.00	\$	

CONSTRUCTION							
Project Name	Code	# Days	Length/ miles		Estimate Costs	Actual Cost	Funding
RR 171 between Twp 590- Twp 592	C1913	25	2.0		\$ 280,000.00		MSI/MO
Twp 590 between RR 150(s)- RR 150A	C2112	7	0.5		\$ 60,000.00		MSI/MO
		32		Total	\$ 340,000.00	\$	

CONTRIBUTION TO CAPITAL RESERVE							
					Estimate Costs		Funding
Transfer for Future Road Projects					\$ 200,000.00		MO

GRAVELLING							
Miles per Division	Code	Recommended miles	Recommended Gravel	Estimate Costs	Actual Gravel	Actual Cost	Funding
144.0	PW45	41.0	6,861.0	\$ 144,081.00			RTG
218.5	PW46	82.0	13,009.0	\$ 299,207.00			RTG
159.5	PW47	32.5	5,132.0	\$ 71,848.00			RTG
167.0	PW48	37.0	5,818.5	\$ 87,277.50			RTG
219.0	PW49	53.0	8,423.0	\$ 126,345.00			RTG
908.0 miles		245.5	39,243.5	\$ 728,758.50			
Contingency:			5,000.0	\$ 90,000.00			
Total			44,243.5	\$ 818,758.50			
Road Repair PW90:							Unbudgeted- Cost of gravel only

Section 3

Policy 18-14



2022 Road Projects

OIL TREATMENT / PAVING							
Project Name	Code	# Days	Length	Res #'s	Estimate Costs	Actual Cost	Funding
RR 130 between Twp 603- Twp 604	P2211	2	1.0		\$ 135,000.00		MSI/MO
Twp 590 between RR 174(n)- RR 180(s)	P1813	2	1.25		\$ 150,000.00		MSI/MO
		4		Total	\$ 285,000.00	\$	

FIBERMAT / MICRO SURFACE							
Project Name	Code	# Days	Length	Res #'s	Estimate Costs	Actual Cost	Funding
							MSI/MO
				Total		\$	

REHABILITATION / BASE STABILIZATION							
Project Name	Code	# Days	Length	Res #'s	Estimate Costs	Actual Cost	Funding
RR 155 between Twp 601A- Twp 610	R2614	6	4.5		\$ 103,000.00		MSI/MO
Twp 594 between RR 194A- RR 200	R1425	2.5	1.5		\$ 35,000.00		MSI/MO
RR 191 between Twp 602- Twp 604	R1525	3	2.0		\$ 45,000.00		MSI/MO
Twp 602 between RR 195- RR 200	R2215	1.5	1.0		\$ 22,000.00		MSI/MO
Twp 620 between RR 134- RR 140	MG2211	3	2.0		\$ 50,000.00		MSI/MO
RR 144 between Twp 585- Hwy 652	MG2212	7	5.0		\$ 70,000.00		MSI/MO
Twp 592 between RR 183- RR 182A	MG2213	1	0.5		\$ 10,000.00		MSI/MO
Twp 592 between RR 171- RR 172	MG2223	2	1.0		\$ 25,000.00		MSI/MO
Twp 590 between Hwy 855- RR 170	MG2233	5	3.25		\$ 60,000.00		MSI/MO
Twp 600 between RR 181- RR 182	MG2215	2	1.0		\$ 25,000.00		MSI/MO
		33		Total	\$ 445,000.00	\$	

CONSTRUCTION							
Project Name	Code	# Days	Length		Estimate Costs	Actual Cost	Funding
Twp 583A between RR 130- RR 131	C2212	6	0.5		\$ 60,000.00		MSI/MO
Twp 590 between RR 154(s)- RR 154A	C2222	4	0.25		\$ 15,000.00		MSI/MO
RR 200 between Twp 592- Twp 593	C1715	12	1.0		\$ 130,000.00		MSI/MO
Twp 592 between RR 200- RR 195A	C2215	6	0.5		\$ 50,000.00		MSI/MO
		28		Total	\$ 255,000.00	\$	

CONTRIBUTION TO CAPITAL RESERVE							
					Estimate Costs	Actual Cost	Funding
Transfer for Future Road Projects					\$ 200,000.00		MO

GRAVELLING							
Miles per Division	Code	Recommended miles	Recommended Gravel	Estimate Costs	Actual Gravel	Actual Cost	Funding
144.0	PW45	44.5	7,422.5	\$ 155,872.50			RTG
218.5	PW46	78.5	12,835.0	\$ 295,205.00			RTG
159.5	PW47	46.5	7,455.5	\$ 104,377.00			RTG
167.0	PW48	58.0	9,218.5	\$ 138,277.50			RTG
219.0	PW49	64.0	10,232.0	\$ 153,480.00			RTG
908.0 miles		291.5	47,163.5	\$ 847,212.00			
Contingency:			5,000.0	\$ 90,000.00			
Total			52,163.5	\$ 937,212.00			
Road Repair PW90:							Unbudgeted- Cost of gravel only

Three-Year Road Plan: Year 2019-2022

