2018

Budget

April 10, 2018

Executive Summary

The County of St. Paul is a vibrant community which values a high quality of life, balancing rural heritage with a diverse economy.

Our Core Values are:

- Balance
- Respect
- Fairness
- Integrity
- Accountability
- Service/Serving

Council's Guiding Principles are:

1. Balance the rural character of the County with regional vitality, orderly growth, and diversified economic opportunities.
2. Promote environmental stewardship and conservation of natural resources.
3. Foster innovation and research to improve the community.
4. Seek collaborative approaches for effective service delivery and quality of life improvement.
5. Achieve operating cost reductions and operations stability over time to provide affordable services to residents.

Based on this vision, values and guiding principles, the County of St. Paul Council set the strategic direction for 2018 and have presented that in the 2018 Strategic Plan. From this plan, Administration has been working on the operational and capital budget for 2018.

Main highlights of the 2018 budget include:

Salaries – Council approved a comprehensive compensation review in October 2017. This work was completed by Russell Farmer and Associates, and report presented to Council in February 2018. Council approved new compensation grids for staff based on market value determined by a survey of 20 municipalities with similar assessment base as the County. This survey also included our immediate rural municipal neighbours.

Also included in this survey, was compensation for Council and the CAO. As a result of the survey, council made a determination to increase the CAO's compensation 1.3% resulting in approximately $2,200. They also increased the salary for the Reeve by $190/month. Additionally, rates for council to attend committee meetings and conferences/professional development have changed as follows:

> Committee Meeting (in County) from $165 to 190 per meeting.
> Meeting/Conference (outside County greater than 170 km) from $190 to $240 per meeting.
> Mileage reimbursement from $0.52/km to $0.54/km (note that any kilometers over 5,000 will be reimbursed at $0.48/km.)

Taxation and Requisitions – We have experienced an increase in the requisition for the MD Foundation in the amount of $1,151 with our total requisition being $272,170. The School Requisition has increased $162,549 with our requisition for education being $4,460,957. These requisitions are taxed for with separate Mill Rates and the money is then forwarded to the MD Foundation and the Government of Alberta respectively.

Assessment has remained stable in 2017 with an overall increase of 4%. The biggest change to assessment relates to the change in the Modernized Municipal Government Act that centralizes the assessment for Designated Industrial Properties. Under this change all oil and gas properties as well as other properties deemed to be "Designated Industrial Properties" as per the Provincial Assessor, will

be assessed by the Province. The Province expects the transition to becoming fully centralized to take approximately 3 years. Municipalities have been given the option to enter into a Hybrid Assessment Agreement with the Province that makes the municipality responsible for the assessment of these properties and then they are able to charge the amount of providing the assessment back to the Province. The County has opted to enter into this agreement with the Province. All Designated Industrial Properties are subject to a new tax rate that is equal among all municipalities for the cost of providing the assessment. The County had an increase in Linear assessment of 2%. Additionally, we had an increase of approximately 6% in Residential assessment – 2% due to new construction and the balance attributed to changes in market values. Based on requirements of the 2018 Capital and Operational Budget Council has increased the municipal tax rate on Non-Residential properties by 0.6. Additionally, to be clearer about the municipal tax rate, the County has changed the Tax Rate Bylaw to more clearly define the municipal rate which will now include 0.7500 that was previously separated on the tax notice as a tax collected for Waste Management. This rate always formed part of the municipal tax rate but was not shown that way.

Overall tax revenue has increased in this budget by $1,214,738 over taxes achieved last year.

Administration – The Administration budget has increases in it due to some increase in staffing for an Administrative Intern that was approved through an Alberta Community Partnership Grant. Council has approved the application under this program for an Administrative Intern and the County received funding through Municipal Affairs for this position. Grant funding for 1 year of this program is $43,000 to offset a portion of salary and professional development for the intern. The Intern will learn about all aspects of the County and participate with the new initiatives that will be required under the implementation of the Modernized Municipal Government Act. We are also taking advantage of the 2nd year option for last year's Intern. Funding for this will be $24,000 to offset salary and professional development. This will assist the County greatly in the volume of work required to comply with the new initiatives regulated in the Modernized Municipal

Government Act. Additionally, the budget includes a new position in our Corporate Services Department starting in October 2018 that will assist the County to be prepared for retirement of key positions and training prior to staff departure.
The County was also fortunate to receive Alberta Community Partnership funding to assist us in completing Inter-Municipal Collaboration Frameworks with our 5 rural neighbours. The County is the managing partner for this project and as such we show an increase in both revenue and expenses of $200,000 to complete the project. We will be participating in four projects in all during 2018 that will all assist us in the requirements of the Modernized Municipal Government Act. The County will be required to complete eight (8) Inter-Municipal Collaboration Frameworks that include new or updated Intermunicipal Development Plans with each municipality that our border touches. All these agreements must be in place by April 2020 which is an optimistic timeframe set by the Provincial government. As such we anticipate the need for the additional staffing resources utilizing the Internship Program, as well, we are budgeting for increased contracted services to help us achieve the new requirements.

Fire – The 2018 fire budget has increased due to the transfer to reserves of additional funds ($120,000) for the future purchase of a water tanker truck for the Ashmont Fire Department. Another increase to the budget is the funding of a paid Deputy Chief position that will be implemented to assist our departments in standardizing training throughout all four departments, assist with Administrative support, recruitment, policy development, etc. This position will be funded by the County, Town of St. Paul, and Town of Elk Point. As well, County Council has determined that they will budget $136,000 annually to be put into a capital reserve for equipment replacement. This reserve will be used as equipment is purchased in future years.

Emergency Management/Occupational Health and Safety – 2016 was the first year that this Regional expense was budgeted at the County. The Region of St. Paul works together to provide Emergency Management and Occupational Health and Safety for our municipalities. In 2017 and again in 2018 the County will pay 100% of the expenses for this department and invoice our partners – Town of St. Paul,

Town of Elk Point, and the Summer Village of Horseshoe Bay for their portion of the expenses. The cost allocation is based on population of municipalities. The County pays 45% of the cost. In 2018, this department will be working with our communities to develop plans regarding making our communities Fire Smart. We have applied for a grant and will be working with a consultant and community champions throughout the County and Towns. We also received a Community Enhancement Grant from Enbridge for $9,000 and this will be used to purchase water rescue equipment for our Fire Departments.

Health Services – The expense that is required in this budget is for the Dr. Recruitment in St. Paul of $10,000. We have also included a $5,000 contribution to the Elk Point Medical Professional Recruitment. Council has also budgeted $2.00/capita to contribute to STARS Air Ambulance. 2016 was the first year that Council provided a contribution to STARS.

Public Works –We have 14 miles of road building and replacement of 3 bridges and repair of another bridge budgeted in 2018, along with $2,425,000 of oiling/paving budgeted. The County will continue to use cold mix as well as traditional methods of mixing oil on the road. Council passed policy in early 2015 regarding how residents will receive dust controls. This policy specifies the use of MG30 as an alternative to oil and will reduce the cost of dust control significantly. Council is reviewing other alternatives to this method and may deviate from strict use of MG30 as a method of dust control.

Council has approved an application for the Strategic Transportation Infrastructure Program for repair of the slide area on Moosehills Road. Expected cost of Phase I of this project is $2,000,000. We have also applied to replace 3 bridge files and repair one other bridge under this program. Announcements regarding this grant program have not yet been made which could affect whether these projects get completed or not. If we are successful in obtaining funding for the Moosehills Road, we will be partnering with industry to fund 50% of the project, with the County planning to short term borrow 25% of the anticipated cost of the project.

The increase in provincial carbon tax has also affected our budget in fuel, freight, and utilities in all departments, but most significantly in the Public Works department. 2018 increases in carbon tax account for an anticipated $70,000 increase to the County's budget.

Municipalities across the province received increased Municipal Sustainability Initiative (MSI) funding increases in March 2018. The County received and additional $873,000 over 2017 MSI funding. However, indications from the province are that this funding increase represents a prepayment of future MSI funding, therefore Council has decided to defer $800,000 of this funding for 2019 projects as we anticipate that funding will be much less in 2019.

Airport – There is an increase in the Airport budget for 2018. Generally, the budget contains shared costs of operating and maintaining both the St. Paul and Elk Point airports. In 2017, the Town of St. Paul was successful in receiving Strategic Transportation Infrastructure Program (STIP) funding to upgrade the lighting at the St. Paul airport. This project was not started in 2017 but will be completed in 2018. The County is responsible to fund 50% of the unfunded portion of the project which is expected to be $25,000. The Town of St. Paul will also be funding this amount for the project. The Town of Elk Point has applied for STIP funding to upgrade the lighting at the Elk Point airport in 2018. The County has set aside $50,000 to contribute to the unfunded portion of that project should it be successful in obtaining grant funding in 2018.

Water – The County was fortunate to have grant funding announced in September of 2016 to extend the waterline from Ashmont to Mallaig which would complete the County of St. Paul's Regional Water System. This project was anticipated to be built in 2017, however the County was required to obtain a Special Act of the Legislature authorizing an inter-basin transfer to get water to Mallaig. The need for an inter-basin transfer resulted because the water that currently services Ashmont originates in the North Saskatchewan water basin and Mallaig is in the Beaver River water basin. The province approved an amendment to The Water Act in November 2017 authorizing the inter-basin transfer which made this project

feasible. The project is broken down into two components. The first component involves a pump upgrade on the Highway 28/63 Regional Water Commission line that will ensure there is sufficient water to supply Mallaig. The County received funding for this project, however the Highway 28/63 Commission is managing the project as it is part of their capital infrastructure. The County will pay for this portion of the project as a contribution of capital to the Commission. The project is underway and is expected to cost $1,850,000. The detailed design of the second portion of the project, the transmission line, continued in 2017 and was tendered out in early 2018. We anticipate this portion of the project to cost $8,350,000 and to be constructed in 2018. The County will be paying an estimated $720,000 of the cost of the project. The balance of the project will be funded by the Federal and Provincial governments.

The 2018 water budget also contemplates completion of the upgrades to the Ashmont Truck Fill station.

Sewer – The 2018 budget includes expenses and grant dollars to complete the Waste Water Transfer Station that is south of Lafond. This infrastructure was built in 2017, however, not all the work or payments to the contractor were completed until early 2018. This infrastructure will be ready for use once the county is able to complete the construction of the township road that runs adjacent to it. The waste water transfer station is a joint project with the County of Two Hills. The municipalities will be meeting in the spring of 2018 to determine rates for the use of the infrastructure.

Waste Management – The 2018 budget includes a new dry waste pit to be constructed at the Ashmont Transfer Station site.

Agriculture Services – The 2018 budget includes an increase in staffing to better provide for weed/pest inspection in the County. Increased evidence of Clubroot and noxious weeds in the County has prompted Council to approve additional summer staff to assist in the required processes. The County will also be purchasing a drone. This will assist Agriculture staff when assessing drainage issues associated

with beaver dams and inspection of weeds and pests. Other departments will utilize the drone as well.

Planning & Development – The budget shows both revenue and expenses for the continuation of the grant project that the County was successful in obtaining in 2017. The work will result in the County finalizing five (5) Rural Intermunicipal Development Plans (IDP) with our rural municipal neighbours. This is a new requirement that is being implemented with the passing of the Modernized Municipal Government Act. These IDPs will form part of the Inter-Collaborative Framework that is required with all our municipal neighbours. In all the Rural IDP project will result in 9 IDPs being completed among 6 rural partners. The County is the managing partner on this project. Our planning department will also be working on other projects involving new and updated IDPs with our urban neighbours, the Town of St. Paul and the Town of Elk Point as well as the Summer Village of Horseshoe Bay. This will also be completed utilizing an ACP Grant that will be managed by the Town of Elk Point.

Recreation – The County will continue its contribution to recreation in both the Town of St. Paul and the Town of Elk Point. The County will contribute $300,000 to the Town of St. Paul in 2018. The amount allocated to facilities in Elk Point will be $75,000. The County will be working with our Regional neighbors to undertake a Recreation Services Study funded by an Alberta Community Partnership Grant (managed by the Town of St. Paul) to better understand recreation facilities and needs in our Region. We anticipate this study to be completed by the fall of 2018. The results will inform the Inter-Collaborative Framework that is required between the County and Towns.

Other capital items in the budget include: 2 floating piers - one for Lac Bellevue park and one for Westcove park. As well the budget includes upgrades to the power at Floatingstone park.

Library/Culture – Council approved the same contribution to library funding as the previous year. In total the County will provide $118,955 in funding to the Library Boards as well as an additional $34,310 to the Northern Lights Library System.

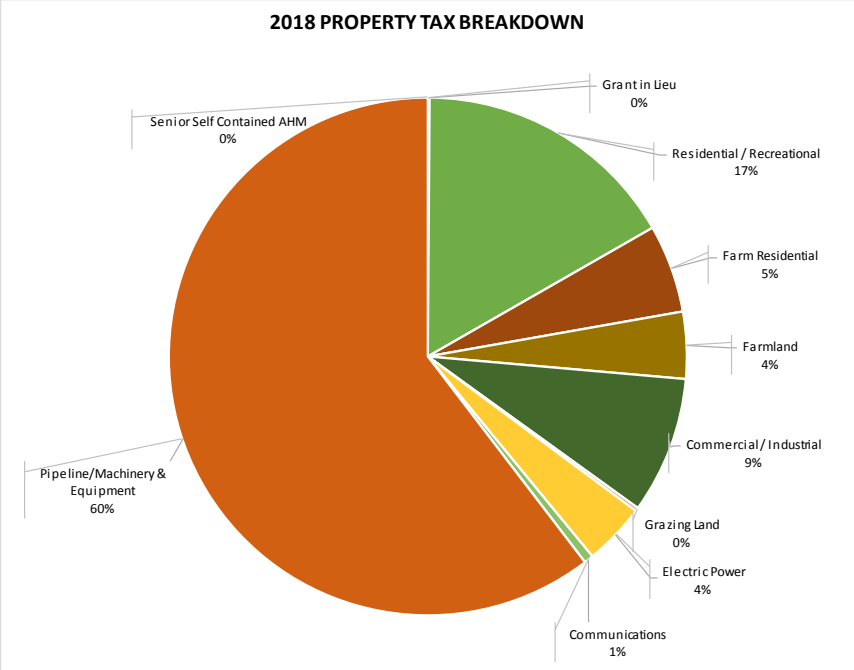
Budget Surplus – Council transferred a portion of their 2017 surplus to reserve for future expenditures in the amount of $750,000. This reserve as at December 2017 was $4,750,000. Council chose to use $1,681,405 from this reserve to fund the 2018 operation and capital budget.

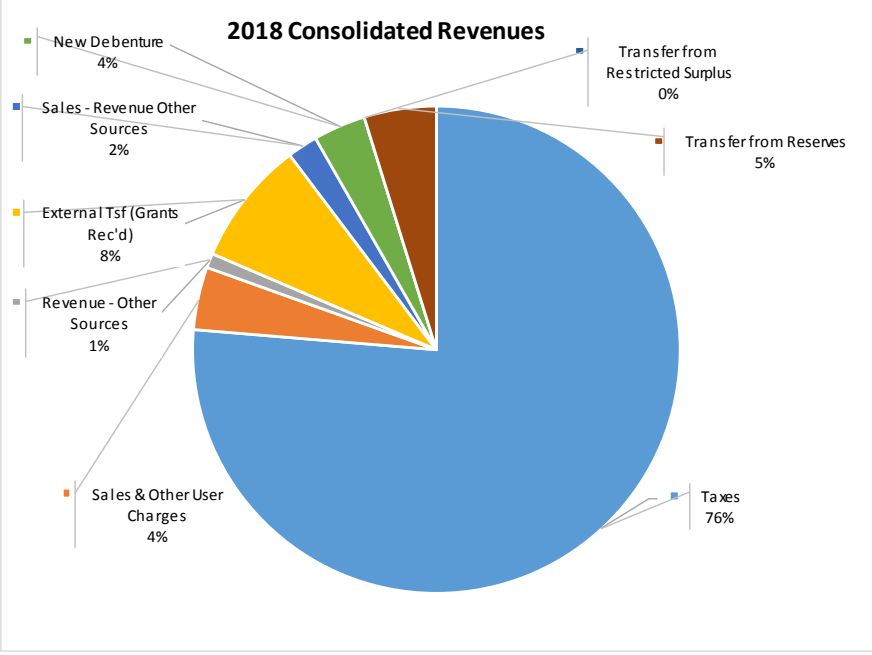
Grants – Provincial/Federal Grants the County expects to receive in 2018 include:

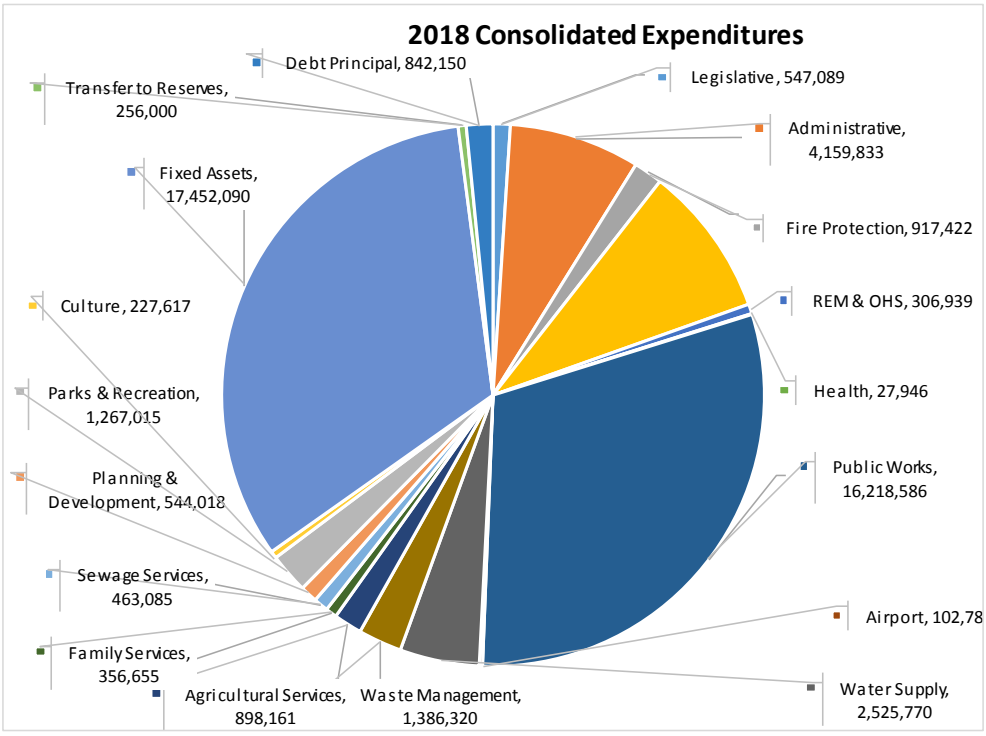
$ 3,242,240 Municipal Sustainability Initiative - Capital • PW Capital Equipment • Roads/Bridges	$112,153 Municipal Sustainability Initiative - Operating • Libraries • Community Halls • Ag Societies	$ 356,737 Federal Gas Tax • Road Projects
STIP	$ 133,320 SCF/Building Canada • Balance of Wastewater Transfer Station	$8,323,330 CWWF/Water For Life • Ashmont/Mallaig Water Supply Program • Hwy 28/63 pump upgrade
$24,000 Alberta Community Partnership • 2nd Year - Municipal Internship Program	$ 43,000 Alberta Community Partnership • Municipal Internship Program - Administrator Stream	$ 200,000 Alberta Community Partnership • Rural Intermunicipal Collaborative Frameworks
$ 168,360 Agricultural Services Grant • Agricultural Services Programs	$ 263,963 FCSS Grant • FCSS Programs	$ 0 Adult Learning Grant • The Elk Point Adult Learning Program will be applying for the grant directly in 2018.

STEP	$23,700 CARES Grant	
•Student Temporary Employment Program - FCSS, Administration, Public Works	•Regional Economic Development Strategic Plan	

Consolidated Financial Charts







In conclusion, I would like to thank all the Managers and staff for their assistance with the budget preparation. And a special thank you to Darlene Smereka for her assistance with the budget.

Respectfully Submitted

Sheila Kitz, CLGM

Chief Administrative Officer

Summary

2018 Municipal Budget V2					
	April. 2018	2018 Budget		2017 Budget	
		Revenues	***Expenditures***	***Revenues***	***Expenditures***
Operating:					
	Taxes	27,181,988	4,803,127	26,052,992	4,532,631
	Legislative	-	547,089	-	510,929
	Administrative	1,151,474	4,159,833	803,192	3,548,310
	Fire Protection	60,730	917,422	82,920	817,395
	REM & OHS	187,198	306,939	153,978	276,948
	Health Services	-	27,946	-	27,336
	Transportation	6,126,863	16,218,586	3,747,662	15,481,453
	Airport	-	102,787	-	56,475
	Water	8,650,366	2,525,770	4,321,682	3,717,249
	Sewer	191,820	463,085	1,213,262	391,257
	Environmental Health	206,501	1,386,320	193,500	1,280,497
	FCSS	275,511	356,655	268,163	349,307
	ASB	184,560	898,161	192,861	792,403
	Planning & Development	349,293	544,018	390,530	551,612
	Recreation	286,583	1,267,015	322,098	1,267,655
	Culture (Library)	73,803	227,617	74,889	232,636
Capital Expenditures			17,452,090		9,098,274
Other:					
	Back Out of Amortization		- 5,490,899		- 4,818,757
	Funding from Restricted Surplus (Murphy Rd)				
	Funding from Reserves (Gravel Levy)			153,779	
	Funding from Reserves (Atco/Richland)				
	Funding from Reserve for Future Expenditures	1,681,405		2,230,000	
	Capital Lease Payout				1,320,000
	Replacement Reserve - Fire		136,000		96,000
	Replacement Reserve - Ashmont Fire Tanker		120,000		96,000
	Debenture Principal Payments		842,150		782,285
	Debenture Principal Payout in May (Murphy Rd)				122,279
	Debenture - Moosehills Slide	500,000		0	
	Debenture - Water for Life	720,120		0	
	Debenture - Lagoon/Building Canada			325,000	
	Transfer Gravel Levy to Reserve		-		75,000
			-		-
		47,828,215	***47,811,711***	***40,526,508***	***40,605,174***
		16,504		- 78,666	
	Operating and Capital Revenues	44,926,690		37,817,729	
	Debenture and Funding from Restricted Surplus	2,901,525		2,708,779	
	Operations Expenditures		29,261,471		29,090,336
	Replacement Reserve		256,000		96,000
	Capital Lease Buyout				1,320,000
	Debenture Repayment		842,150		904,564
	Capital Expenditures		17,452,090		9,098,274
	Total	47,828,215	47,811,711	40,526,508	40,509,174
	Surplus/(Deficit)	16,504		17,334	

Taxes

This budget is for the revenue projected from taxes and tax related revenue derived from penalties, costs, and return on investments. The expenses included in this department are for requisitions for the School Tax, Senior's Housing, and Designated Industrial Property Assessment. The Designated Industrial Property Assessment Requisition is new since the province has decided to centralize assessment of these types of industrial properties. Only those property owners are required to pay the requisition which is based on the total provincial cost to assess these types of properties. There are no salaries reported in this department. Staffing for the taxation department is reported in Administration.

County of St. Paul No.19					
Taxes					
2018 Budget					
	2016 Actual	2016 Budget	2017 Actual	2017 Budget	2018 Budget
Operational Budget:					
Revenue:					
Taxes	26,581,422	26,696,463	25,839,101	25,873,865	27,013,461
Other Revenue/Own Sources	178,352	173,671	283,325	178,921	168,527
External TSF (Grants Rec'd)	0	200	0	206	0
Revenue - Other Sources	0	0	0	0	0
Total Revenue	**26,759,773**	**26,870,334**	**26,122,426**	**26,052,992**	**27,181,988**
Expenditures:					
Other Transfers	3,351,504	4,372,511	4,532,632	4,532,631	4,803,127
Total Expenditures	**3,351,504**	**4,372,511**	**4,532,632**	**4,532,631**	**4,803,127**
Net Operating	**23,408,269**	**22,497,823**	**21,589,794**	**21,520,361**	**22,378,861**
Total Taxation Budget	**23,408,269**	**22,497,823**	**21,589,794**	**21,520,361**	**22,378,861**

Council

The Council is the legislative function of the municipality and represents the residents of the County of St. Paul.

Council's role is to set policy and objectives for the County. Council also annually sets the Strategic priorities for the municipal staff. They also approve the County's annual budget. This section provides for the direct operating costs of council as well as the various committee members.

Key 2017 Accomplishments

- 2 new policies approved, 18 policies updated
- Dealt with 2 Rezoning Bylaws
- 35 Bylaws passed (including Rezoning Bylaws)
- Council continued to hold joint meetings
- Annual meeting was held at the County Public Works Shop
- Muni-Corr siding in Mallaig was acquired to ensure existing road is on County land

Budget Highlights

- Compensation for council is increased in 2018 (approx. $39,000) following compensation review conducted by Russell Farmer and Associates.

2018 Council Priorities

Goal	Objective
Host Annual Meeting – in Elk Point	To be held in May 2018
Continue joint meetings with both Town of St. Paul and Town of Elk Point	
Renew scholarships for the St. Paul Regional Education Division - 3 scholarships at $1,000 for students who have high marks, community involvement, and volunteerism for students entering fulltime studies. - 1 scholarships at $1,000 for students entering a trade	
Council supports community groups as per policy and considers requests as they come forward.	
Council Policy Issues for 2018:	Policy issues identified during Strategic Planning
• Salt Management Plan	
• Procurement Policy	
• Employee Code of Ethics - update	
• Council Code of Ethics per new MGA	
• Public Participation – per new MGA	
• Update HR policies to coincide with changes to the Employment Standards Code	
• Reimbursement for expenses policy – consistent with CRA guidelines	
• Fit for Duty Policy	

County of St. Paul No.19					
Legislative					
2018 Budget					
	2016 Actual	2016 Budget	2017 Actual	2017 Budget	2018 Budget
Operational Budget:					
Revenue:					
Expenditures:					
Elect Off-Per Diem-Regular	96,732	99,273	107,598	99,273	128,100
Elect Off-Per Diem-Supervision	178,381	188,352	186,364	188,352	190,632
Elect Off-Per Diem-Convention	59,312	60,994	45,919	60,994	58,499
Elect Off-Taxable Mileage	2,904	3,390	4,575	3,390	4,750
Benefit-Dental	6,064	6,012	6,781	6,012	8,147
Benefit-CPP	10,169	10,700	10,393	10,700	12,534
Benefit-WCB	4,366	4,675	5,456	4,675	6,180
Benefit-Blue Cross	11,826	11,738	14,747	11,738	16,000
Benefit-Life Insurance	2,022	1,946	1,859	1,946	2,110
Benefit-EAP	336	348	336	348	336
Benefit-HSP	1,958	3,501	3,312	4,900	4,900
Benefit-AD&D	156	150	143	150	151
Benefit-Vision			0	1,523	0
Total Salaries & Wages	374,226	391,079	387,483	394,001	432,339
Non-Taxable Mileage	34,739	34,300	34,098	34,814	35,000
Travel Expense-Subsistence	48,149	49,800	48,080	50,548	48,000
Memberships/Registration	17,592	31,100	26,353	31,566	31,750
Total Expenditures	**474,706**	**506,279**	**496,014**	**510,929**	**547,089**
Net Operating	**474,706**	**506,279**	**496,014**	**510,929**	**547,089**
Legislative Surplus (Deficit)	**474,706**	**506,279**	**496,014**	**510,929**	**547,089**

Administration

Administration is responsible for providing a high level of administrative support to Council and its committees as well as the executive Leadership team. This section is responsible for corporate administration; processing, coordinating and managing Council and Committee business; assessment services; conducting elections and census' and managing corporate records.

Key 2017 Accomplishments

- Continued work on Asset Management Project - development of an Asset Management Strategy - obtained grant through FCM to assist with further the project
- Effective Teams and Leadership training for staff - concentrated on performance appraisal system and processes.
- Applied for various grants - successful , Alberta Community Partnership Grants - (applied for 4, received 4), Municipal Intern Grant. Registered a Society that will be able to better apply for grants for municipal upgrades to parks, cemeteries, etc.
- Continued team building for all staff. In 2018 held first Regional Team Building that included the Town of St. Paul and Town of Elk Point staff.
- Worked with Province and our assessors to come to agreement on a hybrid approach to centralized assessment for Designated Industrial Properties in the County.
- Have been working across the organization to comply with new requirements of the Modernized Muniipal Government Act.
- Orientation of new Council that includes 3 new councillors

2018 Priority Departmental Initiatives

Goal
Continue work on asset management- finalize levels of service and risk assessments. Revisit road classifications with council. Training for council and staff.
Host a Municipal Administration Intern under Municipal Affairs program. Continue 2nd year program with current intern.
Continue adding vehicles onto the automated vehicle locating system (AVL) – ASB, Loaders
Communications Plan: • Ongoing Review of County Webpage • Explore/Implement Social Media options for Communication • Continue use of radio spots for positive communication and events • Continue Newspaper County Page 8 • Newsletter sent with tax notices (incl. transfer station/landfill info)
Implement Digital Records Strategy that would include land files and in future planning and development files – tying into GIS mapping system
Continue to apply for grant opportunities for the County to enhance our municipality
Succession Planning – team building, leadership training, knowledge transfer
Team building events for staff – 2 events per year
Explore Employee Attraction and Retention Strategies: • Participation in Job Fairs – start in high school • Continuation of team building events • Team and Leadership training • Affordable housing – for new employees moving to the area • Better background checks of new hires • 360 reviews for Management Team
Continue to work with the Province and assessor regarding the change to Designated Industrial Property Assessment being centralized.
Hire a consultant to work with the region in the carrying out of the CARES grant received to develop a Regional Economic Development Strategy.

County of St. Paul No.19					
Administration					
2018 Budget					
	2016 Actual	**2016 Budget**	**2017 Actual**	**2017 Budget**	**2018 Budget**
Operational Budget					
Revenue:					
Sales & Other User Charges	19,212	21,000	19,489	8,800	15,000
Other Revenue/Own Sources	88,213	48,076	219,955	59,475	54,406
External TSF (Grants Rec'd)	167,749	124,680	229,950	201,505	412,538
Revenue - Other Sources	442,927	446,820	412,670	533,412	669,530
Total Revenue	**718,102**	**640,576**	**882,064**	**803,192**	**1,151,474**
Expenditures:					
Salaries & Wages	1,408,235	1,575,012	1,457,653	1,576,196	1,746,320
Contracted & General Services	1,206,323	1,300,694	1,166,999	1,343,613	1,822,072
Other Transaction, Discounts &	27,061	10,008	131,074	11,000	14,000
Utilities	17,093	20,004	17,839	19,140	19,070
Materials, Goods, Supplies	90,834	155,179	93,494	110,793	146,127
External TSF (Grants PD)	303,846	411,102	227,408	305,525	244,500
Bank, Interest, Other	181,698	189,262	177,235	182,043	167,744
Total Expenditures	**3,235,091**	**3,661,261**	**3,271,702**	**3,548,310**	**4,159,833**
Net Operating	**-2,516,989**	**-3,020,685**	**-2,389,638**	**-2,745,118**	**-3,008,359**
FA - Eng Structures					
FA - Buildings	64,050	58,500	19,986	22,444	0
FA - Land	248,198	199,000	837,714	800,000	5,000
Total Fixed Assets	**312,248**	**257,500**	**857,700**	**822,444**	**5,000**
Debt Principal Payments	96,539	208,952	217,215	217,215	100,908
Gravel Levy Reserve 2015/16			-153,779	-153,779	0
Total Admin Budget	**-2,925,776**	**-3,487,137**	**-3,464,553**	**-3,630,998**	**-3,114,267**
Reverse Amortization	57,326	54,324	59,994	55,139	60,000
Administration Surplus(Deficit)	**-2,868,450**	**-3,432,813**	**-3,404,559**	**-3,575,859**	**-3,054,267**
Capital Purchases		**Funded by:**	**Grant**	**Debenture and/or Reserve**	**Operation**
2.47 Acres - Waterline	5,000				5,000

2018 Budget Highlights

- Provincial Grants include Municipal Interns, Alberta Community Partnership Grant for Rural Inter-Collaborative Frameworks
- Consulting Fees included for Asset Management, Leadership/Effective Teams Training, Job level and descriptions evaluation, Rural Inter-Collaborative Frameworks, increase in legal fees - Procurement policy/statutory plan evaluation.
- Budget includes Principal/Interest expense for loan for Wellness Center
- Increased staffing (in October) to allow for training before key staff retire
- Land Purchase for Ashmont/Mallaig water project for purpose of communication tower

Fire Protection

The Protective Services- Fire section is responsible for providing service for the County of St. Paul that includes fire suppression, rescue, fire prevention and investigation. There are four volunteer fire departments in the County. The St. Paul Fire Department has 39 members, 2 -rescue vans equipped with Jaws of Life, APSS rescue kit, 1 pumper truck, 1 rapid response truck, 1 water tanker truck, and a side-by-side with trailer. Ashmont Fire Department has 21 members, 1 pumper truck, 1 rapid response truck, 1 side-by-side with trailer, and 1 rescue van. Mallaig Fire Department has 26 members, 1 pumper truck, 2 rapid response trucks and 1 water tanker truck. The Elk Point Fire Department has 23 members, 1 pumper truck, 1 rescue van, 1 water tanker truck, 1 rapid response truck, 1 side-by-side with trailer and 1 boat for water rescue.

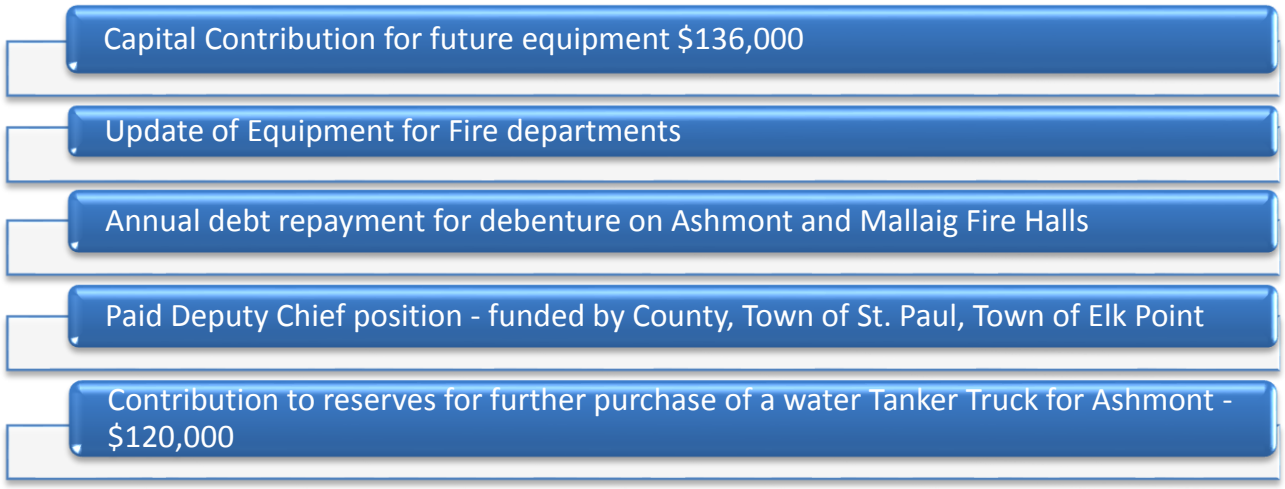
2017 Key Accomplishments

- County implemented annual capital reserve contribution to be used for purchasing equipment.
- Received $15,000 grant from Enbridge in 2016 and use this to provide/update SCBA Masks for our fire departments in 2017
- Signed new Fire Services Agreement with the Town of Elk Point. Started working on update of agreement with SV of Horseshoe Bay.
- Working regionally to determine strategy for delivery of fire training and administrative duties for our fire departments. Gained support to consider paid Deputy Chief position that would work with all departments.

2018 Priority Departmental Initiatives

Goal
Fire Agreement with the SV of Horseshoe Bay
Updating of general equipment for all Fire Departments
New Fire Equipment: • Consider water tanker truck for Ashmont fire department • County to continue to contribute to an annual capital contribution for fire equipment to be set up in reserve to even out budget requirements over the years $136,000 annually.
Explore having an independent Fire Fighter Engagement Survey for each department

Budget Highlights



County of St. Paul No.19					
Fire					
2018 Budget					
	2016 Actual	**2016 Budget**	**2017 Actual**	**2017 Budget**	**2018 Budget**
Operational Budget:					
Revenue:					
Sales & Other User Charges	48,591	103,300	99,924	65,000	60,000
External TSF (Grants Rec'd)	88,790	56,014	34,977	17,920	730
Revenue - Other Sources	0	0	0	0	0
Other Transfers	0	0	0	0	0
Total Revenue	**137,381**	**159,314**	**134,901**	**82,920**	**60,730**
Expenditures:					
Salaries & Wages	0	0	38,654	35,898	36,824
Contracted & General Services	105,905	109,538	125,804	108,932	127,099
Utilities	16,585	15,800	18,144	17,505	18,548
Materials, Goods, Supplies	106,045	131,904	138,881	164,400	125,000
External TSF (Grants PD)	303,913	316,592	243,455	265,785	371,369
Bank, Interest, Other	238,187	226,725	239,723	224,875	238,582
Total Expenditures	**770,634**	**800,559**	**804,661**	**817,395**	**917,422**
Net Operating	**-633,254**	**-641,245**	**-669,760**	**-734,475**	**-856,692**
FA-Buildings	0	0	0	0	0
FA-Machinery & Equipment	29,388	0	15,001	0	0
FA-Vehicles	162,373	161,200	0	0	0
FA-Land Improvements	0	0	0	0	0
Total Fixed Assets	**191,761**	**161,200**	**15,001**	**0**	**0**
Fire Capital Reserve			166,373	96,000	256,000
Debt Principal Payments	117,269	117,269	121,512	121,512	125,909
Total Fire Budget	**-942,284**	**-919,714**	**-806,273**	**-951,987**	**-1,238,601**
Reverse Amortization	172,190	159,504	178,014	161,897	180,000
Fire Surplus (Deficit)	**-302,047**	**-760,210**	**-302,047**	**-790,090**	**-1,058,601**
Capital Purchases:		**Funded by:**	**Grant**	**Debenture**	**Opr/Other**

Emergency Management/Occupational Health & Safety Services

This budget is for funding of the Regional Emergency Management Plan and our Regional Occupational Health and Safety department. The costs for the expenses of this department are shared between the County of St. Paul, Town of St. Paul, Town of Elk Point, and the Summer Village of Horseshoe Bay. The County pays approximately 45% of the cost of this department. The allocation is based on a percentage of population.

2017 Key Accomplishments

- New Emergency Coordination Centre has been identified and approved in St. Paul at the Town Office - lower level.
- Work on implementation for upgrade of Communication Tower Infrastructure and AFRRCS Radio Purchase (Alberta Community Partnership Grant) (Grant managed by SV of Horseshoe Bay) This project is 95% complete in 2017.
- Training of staff/Emergency Management Agency members in regards to Emergency Management
- Continued advertisement and signing up of residents to the Mass Notification System to notify public of incidents.
- Emergency power coordination for the Elk Point Allied Arts Centre to set up as our Reception Centre in that community is complete
- Work on Safety Management Systems Manual - Regional and Municipal Workplace Safety Committees to review in 2017. County passed internal audit in 2017. Training of staff and Management in Safety Program.

2018 Priority Departmental Initiatives

Goal
Continue work on the Regional Emergency Management training
Exercise the Emergency Management Plan through use of SIM Cell Realistic Exercise
Complete implementation of ACP Grant for Communication Tower Infrastructure upgrades and AFRRCS Radio Purchase
Continue to work on implementation and public education of the Mass Notification system
Work on County's Business Continuity Plan
Ensure all stakeholders are kept up to date on REMP and sub plans
Implement Safety Management Systems update for all three municipalities
Leadership for Safety Excellence Courses for Supervisors
Motivational Speaker for safety event/regional team building day
Continue to monitor and review Working Alone system.
Fire Smart Community – work with community champions on making our communities Fire Smart

Budget Highlights

- Fire Smart - Hazard Assessment/grant application
- Sim Cell Exercise of new Emergency Coordination Center
- New vehicle for Director of Emergency Management/Occupational Health and Safety

County of St. Paul No.19					
Regional Emergency Management & OHS					
2018 Budget					
	2016 Actual	**2016 Budget**	**2017 Actual**	**2017 Budget**	**2018 Budget**
Operational Budget:					
Expenditures:					
Other Revenue/Own Sources	0	0	0	0	0
External TSF (Grants Rec'd)	344,717	267,890	133,988	153,978	187,198
Revenue - Other Sources	0	0	0	0	0
Total Revenue	**344,717**	**267,890**	**133,988**	**153,978**	**187,198**
Expenditures:					
Salaries & Wages	190,113	198,668	186,263	199,248	206,251
Contracted & General Services	49,929	43,100	45,409	52,100	43,640
Other Transaction, Discounts &	0	0	0	0	0
Utilities	0	0	0	0	5,352
Materials, Goods, Supplies	142,587	179,000	8,055	25,600	49,000
External TSF (Grants PD)	16,792	0	0	0	0
Bank, Interest, Other	2,696	0	2,696	0	2,696
Total Expenditures	**402,116**	**420,768**	**242,423**	**276,948**	**306,939**
Net Operating	**-57,399**	**-152,878**	**-108,435**	**-122,970**	**-119,741**
FA - Vehicle	24,260	0	0	0	30,000
Total Fixed Assets	**24,260**	**0**	**0**	**0**	**30,000**
Total REM & OHS Budget	**-81,660**	**-152,878**	**-108,435**	**-122,970**	**-149,741**
Reverse Amortization	2,696	0	2,696	0	2,696
EM & OHS Surplus (Deficit)	**-78,964**	**-152,878**	**-105,739**	**-122,970**	**-147,045**

Health Services

This budget includes expenses for the Dr. Recruitment Committee in St. Paul of $10,000. It also includes expenses for Staff Recruitment for the Elk Point Health Centre of $5,000. Finally, we provide $2.00/capita for STARS Air Ambulance.

County of St. Paul No.19 Health Services 2018 Budget					
	2016 Actual	**2016 Budget**	**2017 Actual**	**2017 Budget**	**2018 Budget**
Operational Budget:					
Revenue:					
Sales & Other User Charges	1,789	0	0	0	0
Total Revenue	**1,789**	**0**	**0**	**0**	**0**
Expenditures:					
Contracted & General Services	1,789	0	0	0	0
Materials, Goods, Supplies	0	0	0	0	0
External TSF (Grants PD)	21,967	20,000	18,676	27,336	27,946
Total Expenditures	**23,756**	**20,000**	**18,676**	**27,336**	**27,946**
Net Operating	**-21,967**	**-20,000**	**-18,676**	**-27,336**	**-27,946**
Health Services Surplus (Deficit)	**-21,967**	**-20,000**	**-18,676**	**-27,336**	**-27,946**

Public Works

The County of St. Paul Public Works provides direction and assistance in the planning and execution of major capital projects while ensuring a financial plan is in place to fund required infrastructure upgrades needed to accommodate growth and long-term sustainability of municipal infrastructure.

Public Works is also responsible for the repair and maintenance of 2,029 km of roadways in accordance with the Traffic Safety Act, Transportation Association of Canada, Provincial Legislation and County of St. Paul standards.

Key 2017 Accomplishments

- Completed 12.5 miles of road construction
- Completed 2 bridge replacements
- Crushed 164,079 yards of gravel and eliminated 37,980 yards of sand
- Graveled 518 miles of road and completed 65 dust controls
- Purchased 2 Graders, 1 Excavator, 1 packer, 2 belly dumps, 1 chipper, 2 pickups, 3 loader scales, 2 gravel trucks

2018 Priority Departmental Initiatives

Goal
Continue to utilize Road Use Agreements for road damages
Provide training opportunities for staff (succession planning, retention)
Update Public Works equipment as per Capital Plan
Build/Upgrade Roads and Bridges as per Road Plan
Find better and more efficient methods for maintenance and repairs of roads
Locate, secure, and crush gravel in strategic locations

2018 New Equipment & Capital Purchases

• Entrance Security	10,000
• 4 Overhead Doors	18,000
• JD Tractor (from ASB)	32,900
• Crusher Cone	615,900
• Backhoe	150,000
• Wobbly Packers	35,000
• Graders	1,500,000
• Steamer	15,000
• Mower	20,000
• Trailer	50,000
• Gravel Trucks	800,000
• Light Trucks	98,000
• Roads	3,819,565
• Moosehills Road Repair Phase I	2,000,000
• Equipment transfer to other depts	-12,150
Total	**$9,152,215**

2018 Road & Bridge Construction					
Division 1					
	Moosehills Slide 1-11				NEW
	BF01013 River View BF				1BF01013
Division 2					
	Richland Road	1.5 miles	W 16, 21-56-7-W4M	RR 74	2C171
	RR74 Curves	0.5 mile	SW 4-57-7-W4M	RR 74	
Division 3					
	Marcoux Rd	1.5 miles	W 28, 29-57-8-W4M	RR 85	3C171
	BF02351		SW21-58-8 W4	RR 84	3BF02351
Division 4					
	Lafond Sewage Road	1 mile	S 29-56-11-W4M	TR 564	4C171
	Camp Lake	0.5 mile	NW 31-57-10 W4		4C172
	Berlinguette South	0.5 mile	NW 34-58-10 W4	RR 103	NEW
	Looy Road	2 miles	S 13,14 - 58-11-W4M	TR 582	4C161
Division 5					
	Owlseye Rd	0.5 mile	Thru 4 -59-10-W4	RR 104	5C152
	Berlinguette North	0.5 mile	W of 3-59-10-W4	RR 103	5C161
	H Dargis Rd	1 mile	W 13-60-9-W4	RR 91	5C171
	Capp Hill	1 mile	SW 1-59-10 W4	TWP590	NEW
	Boscombe Road	1 mile	W 3-60-10 W4	RR 103	NEW
Division 6					
	Garner Rd	2.5 miles	S of 04,05-61-11-W4	TR 610	6C151
	6BF72562		SE14-62-11 W4	TWP622	6BF72562
	BF70105		NW6-61-11 W4	RR 120	6BF70105
	BF70924		SE27-59-11 W4	TWP594	6BF70924
	Paving in Conjunction with Town of St. Paul				

County of St. Paul No.19					
Public Works					
2018 Budget					
	2016 Actual	**2016 Budget**	**2017 Actual**	**2017 Budget**	**2018 Budget**
Operational Budget:					
Revenue:					
Sales & Other User Charges	1,240,765	976,967	1,129,930	560,779	606,000
Other Revenue/Own Sources	201,576	0	121,416	0	0
External TSF (Grants Rec'd)	2,665,310	2,988,323	4,964,636	5,543,383	5,500,863
Revenue - Other Sources	111,078	121,500	94,913	95,000	20,000
Total Revenue	**4,218,729**	**4,086,790**	**6,310,895**	**6,199,162**	**6,126,863**
Expenditures:					
Salaries & Wages	4,491,454	4,493,679	4,708,651	4,621,940	5,194,679
Contracted & General Services	684,343	2,412,024	272,138	1,161,786	1,117,882
Utilities	80,386	85,000	90,454	96,130	93,838
Materials, Goods, Supplies	5,800,076	4,064,997	6,621,533	5,606,294	5,104,598
External TSF (Grants PD)	15,108	425,000	31,958	45,000	16,500
Bank, Interest, Other	4,080,688	4,484,776	4,345,720	4,511,176	4,691,089
Total Expenditures	**15,152,055**	**15,965,476**	**16,070,454**	**16,042,326**	**16,218,586**
Net Operating	**-10,933,326**	**-11,878,686**	**-9,759,559**	**-9,843,164**	**-10,091,723**
FA - Engineering Structures	78,517	2,842,373	4,859,858	5,952,605	5,819,565
FA-Buildings	605,713	63,000	29,500	25,000	28,000
FA-Machinery & Equipment	4,049,783	104,000	1,867,293	1,800,500	2,408,200
FA-Vehicles	1,092,499	1,149,000	464,539	830,000	896,450
FA-Land Improvements	58,403	0	0	0	0
FA-Work in Progress	2,138,374	0	863,089	0	0
Fixed Assets	**8,023,288**	**4,158,373**	**8,084,279**	**8,608,105**	**9,152,215**
Debt Principal Payments	1,514,012	1,152,601	490,830	490,312	520,715
Capital Lease Buyout - Scrapers			1,320,000	1,320,000	0
New Debenture			-800,500	-800,500	-500,000
Total PW Budget	**-20,470,626**	**-17,189,660**	**-18,334,668**	**-19,461,081**	**-19,264,653**

Reverse Amortization	4,292,732	4,164,000	4,551,836	4,217,807	4,650,000
Transfer Gravel Levy to Reserve	-80,375	-100,000	0	-75,000	0
PW Surplus (Deficit)	**-16,258,269**	**-13,125,660**	**-13,782,832**	**-15,318,274**	**-14,614,653**
Capital Purchases:		**Funded by:**	**Grant**	**Debenture and/or Reserves**	**Operations and/or Trade In**
Building:					
Alteration/Renovation	0				0
Entrance Security	10,000				10,000
Replace 4 OH Doors @ 4500/ea	18,000				18,000
Sand Shed - Div 1					
Equipment:					
JD Tractor from ASB	32,900				32,900
Crusher Cone Chassis	615,900	MSI	615,900		0
New Backhoe	150,000				150,000
New Wobbly Packer	35,000				35,000
Grader - MG-01	500,000	MSI	250,000		250,000
Grader - MG-03	500,000	MSI	250,000		250,000
Grader - MG-08	0				0
Grader - MG-09	500,000	MSI	250,000		250,000
Steamer - ST-2	15,000				15,000
Transfer Mower to P arks	-10,600				-10,600
Front Mount Mower - M-4	20,000				20,000
Trailer - LB-11	50,000				50,000
Vehicles:					
Gravel Truck - T-11	250,000	MSI	250,000		0
Gravel Truck - T-40	250,000	MSI	250,000		0
Sander - T-29	300,000	MSI	300,000		0
1 Ton - T-33	55,000				55,000
1/2 Ton - T-35	43,000				43,000
Transfer T-08 to Parks	-1,550				-1,550

Roads/Bridges	3,819,565	FGTX 2017	164,667		2,004,602
		FGTX 2018	356,737		
		MSI	971,559		
		STIP Bridge	322,000		
Moose Hills Slide Phase I/II	2,000,000	STIP	1,000,000		0
		Industry	500,000		
		S/T Loan		500,000	
	9,152,215				

Budget Highlights

- Capital Equipment Purchase - Crusher Cone, Backhoe, Wobbly Packer, Graders (3), Steamer, Mower, Trailer, Tractor (from ASB)
- Capital Vehicle Purchase - 1 Tons (1), 1/2 ton (1)Gravel Trucks (2) Sanding Truck (1)
- Capital upgrades shop - Entrance security, overhead doors (4)
- 14 miles of road construction,
- Oiling Budget -$2,425,703
- Take out debt for Moosehills Road Repair if STIP grant approved

Airport

The County of St. Paul funds 50% of realized deficits for both the Town of St. Paul and Town of Elk Point Airports. This budget considers funding for upgraded lighting at both airports. The Elk Point funding is subject to Strategic Transportation Infrastructure Program funding.

County of St. Paul No.19					
Airport					
2018 Budget					
	2016 Actual	2016 Budget	2017 Actual	2017 Budget	2018 Budget
Operational Budget:					
Expenditures:					
Contracted & General Services	1,424	1,895	2,032	6,475	1,487
External TSF (Grants PD)	19,607	30,500	20,855	55,000	101,300
Total Expenditures	**21,031**	**32,395**	**22,887**	**61,475**	**102,787**
Net Operating	**-21,031**	**-32,395**	**-22,887**	**-61,475**	**-102,787**
Airport Surplus (Deficit)	**-21,031**	**-32,395**	**-22,887**	**-61,475**	**-102,787**

Water

The County of St. Paul owns and operates one water treatment plant within the Hamlet of Mallaig. In late 2016, a water transmission line was completed from Spedden to Ashmont that now provides the Hamlets of Ashmont and Lottie Lake with EPCOR water that is delivered through 2 water commissions before it comes to the County of St. Paul. The County will be completing a water transmission line from Ashmont to Mallaig in 2018 which when completed will change the use of the water treatment plant in Mallaig to be a reservoir. The County also provides water services to residents of Riverview through operations of the Lindbergh Salt Plant.

Key 2017 Accomplishments/Highlights

- Final Completion for work for Water Transmission line to Ashmont/Lottie Lake through a connection at Spedden.
- New Utility Bylaw approved.
- Inter-Basin Tranfser approved for water transmission line from Ashmont to Mallaig
- Tender of project for pump upgrade on Highway 28/63 waterline to facilitate water supply for Mallaig extension
- Detailed design for early 2018 tender of construction of waterline from Ashmont to Mallaig
- Implementation of new water rates for residents in Ashmont, Lottie Lake and Mallaig to bring water users to full cost accounting.

2018 Priority Departmental Initiatives

Goal
Complete Water Transmission line from Ashmont to Mallaig
Determine interest in rural connections to the water transmission line from Ashmont to Mallaig
Complete Upgrade of the truck fill at Ashmont
Explore new funding opportunities under new Provincial/Federal governments for upgrading of water distribution systems in Lottie Lake and Ashmont. Consider local improvement tax as an option to replace water distribution lines if necessary.
Allow water connections for Smoky Lake County residents per agreement with Smoky Lake County and Highway 28/63 Water Commission. The cost of these connections to be paid by the resident.
Work with Elk Point to complete Truck Fill Station as per ACP Grant funding received in 2016
Determine strategy for upgrade/change of water service in Riverview after consultation with residents and Salt Plant
Work collaboratively with the Town of St. Paul on the development of a Storm Water Management Plan for the Intermunicipal Development Plan area around St. Paul.

County of St. Paul No.19					
Water					
2018 Budget					
	2016 Actual	2016 Budget	2017 Actual	2017 Budget	2018 Budget
Operational Budget:					
Revenue:					
Sales & Other User Charges	121,757	117,200	261,240	360,772	327,036
External TSF (Grants Rec'd)	3,552,677	5,002,618	1,351,219	3,960,910	8,323,330
Total Revenue	**3,674,434**	**5,119,818**	**1,612,459**	**4,321,682**	**8,650,366**
Expenditures:					
Salaries & Wages	92,289	78,900	93,400	89,577	154,876
Contracted & General Services	107,540	148,827	55,146	143,083	115,426
Other Transaction, Discounts &	8,534	500	88,516	130,489	138,836
Utilities	31,180	30,800	26,251	35,437	37,059
Materials, Goods, Supplies	33,536	52,300	47,709	145,925	138,719
External TSF (Grants PD)	1,367,783	290,625	248,347	3,015,540	1,671,150
Bank, Interest, Other	136,693	146,026	177,628	157,198	269,704
Total Expenditures	**1,777,554**	**747,978**	**736,997**	**3,717,249**	**2,525,770**
Net Operating	**1,896,880**	**4,371,840**	**875,462**	**604,433**	**6,124,596**
FA-Eng Structures	35,087	5,915,565	765,207	548,566	7,519,283
FA-Machinery & Equipment	0	45,000	0	0	0
FA-Work in Progress	3,039,977	0	556,269	520,000	0
Total Fixed Assets	**3,075,065**	**5,960,565**	**1,321,476**	**1,068,566**	**7,519,283**
Debt Principal Payments	6,313	15,886	23,852	23,852	38,828
Total Water Budget	**-1,184,498**	**-1,604,611**	**-469,866**	**-487,985**	**-1,433,515**
Water for Life Debenture	785,000	963,200	0	0	720,120
Reverse Amortization	124,102	124,000	150,583	130,000	219,102
Water Budget Surplus	**-275,396**	**-517,411**	**-319,283**	**-357,985**	**-494,293**
Capital Purchases		**Funded by:**	**Grant**	**Debenture**	**Operation**
Mallaig/Ashmont Line	7,509,283		6,479,880	720,120	309,283
Ashmont Truck Fill	10,000				10,000
	7,519,283				

Budget Highlights

- Water transmission line construction from Ashmont to Mallaig.
- Contribution to capital for the Highway 28/63 Water Commission in regards to the pump upgrade requried to supply water to Mallaig
- Work on solution for residents in Riverview for water services
- Complete the upgrade Truck Fill at Ashmont.

Sewer

The County of St. Paul currently supplies Sewer Service to the Hamlets of Ashmont and Mallaig. A lagoon is also located at Whitney Lake for trucked waste only. The County has built a joint waste water transfer station shared with the County of Two Hills in the Lac Sante area as there is a lot of trucked waste from that area and this facility will reduce the distance private septage haulers will need to travel to dump the waste. There is also sewer service in the Hamlet of Riverview that is currently being reviewed as to renewal or change in service and who will pay for this.

Key 2017 Accomplishments

- Ashmont Lagoon construction completed funded by the Federal Government, Provincial Government, and County of St. Paul.
- Waste water transfer station constructed south of Lafond (funded by the Federal Government, Provincial Government, County of St. Paul, County of Two Hills). Some work to be finished in 2018.

2018 Priority Departmental Initiatives

Goal
Complete Waste Water Transfer Station south of Lafond
Determine fee structure for use of the joint waste water transfer station
Work with residents of Riverview in finding solution for sewer services in hamlet.

Budget Highlights

- Complete a waste water transfer station as per the Building Canada Grant
- Work on solution for residents in Riverview for sewer services
- Install gate and access pad at Mallaig Lagoon

County of St. Paul No.19					
Sewer					
2018 Final Budget					
	2016 Actual	2016 Budget	2017 Actual	2017 Budget	2018 Budget
Operational Budget:					
Revenue:					
Sales & Other User Charges	37,291	37,700	38,066	38,262	58,500
External TSF (Grants Rec'd)	1,784,741	3,608,332	1,100,358	1,175,000	133,320
Total Revenue	**1,822,031**	**3,646,032**	**1,138,424**	**1,213,262**	**191,820**
Expenditures:					
Salaries & Wages	57,136	52,296	57,093	57,876	20,568
Contracted & General Services	77,170	121,736	40,750	236,730	283,474
Utilities	13,155	13,400	15,217	16,711	16,668
Materials, Goods, Supplies	4,861	11,400	2,316	7,799	7,199
Bank, Interest, Other	47,995	39,804	101,161	72,141	135,176
Total Expenditures	**200,317**	**238,636**	**216,537**	**391,257**	**463,085**
Net Operating	**1,621,714**	**3,407,396**	**921,887**	**822,005**	**-271,265**
FA-Engineering Structures	0	5,150,000	174,638	1,500,000	200,000
FA-Land Improvements				40,000	18,840
FA-Work in Progress	2,718,549	0	1,179,835	0	0
Fixed Assets	**2,718,549**	**5,150,000**	**1,354,473**	**1,540,000**	**218,840**
Debt Principal Payments	0	31,385	43,724	51,673	55,790
Total Sewer Budget	**-1,096,835**	**-1,773,989**	**-476,310**	**-769,668**	**-545,895**
ACFA Debenture	1,112,525	1,541,668	300,000	325,000	0
Reverse Amortization	0	39,804	71,755	40,401	100,000
Sewage Surplus (Deficit)	**15,690**	**-192,517**	**-104,555**	**-404,267**	**-445,895**
Capital Purchases:		**Funded by:**	**Grant**	**Debenture**	**Operation**
Mallaig Lagoon Gate	18,840				18,840
Lafond WW/TS Completion	200,000		133,320		66,680
	218,840				

Environmental Health

Environmental Health is responsible for Waste Management through the operation of four municipal transfer stations, two transfer stations/class III landfills and numerous waste bin sites throughout the municipality. The County also provides bin rentals to private individuals in the County.

The County of St. Paul jointly owns and contributes towards the costs of transfer stations operated by the Towns of Elk Point and St. Paul.

Waste from municipal transfer stations is hauled to the Evergreen Regional Waste Management Services Commission Regional Site, of which the County of St. Paul is a member.

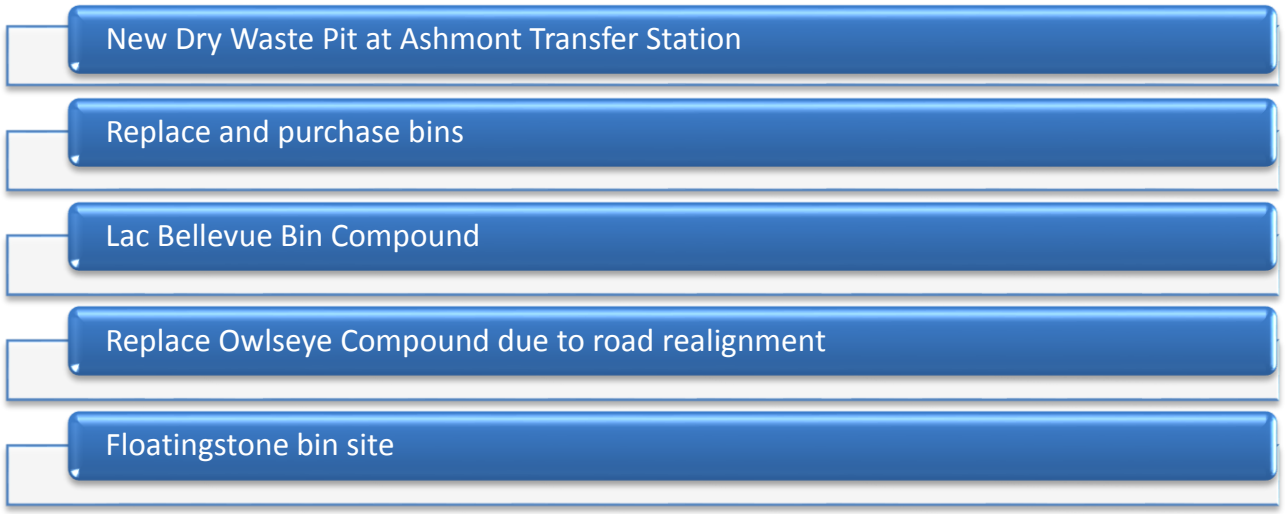
Key 2017 Accomplishments

- Purchased additional bins for increasing residential bin rentals
- New roll off truck purchased and put into service
- Purchased 50% share of Elk Point Transfer Station

2018 Priority Departmental Initiatives

Goal
Lac Bellevue Bin Site – at overflow camping area
Purchase of roll off bins
Introduce cardboard recycling at transfer stations on a trial basis
New dry waste pit at Ashmont Transfer Station/Class III landfill
Conduct a transfer station user engagement survey to solicit the public about future waste management needs
Introduce “take it or leave it” compounds at the Ashmont and Mallaig Transfer station sites

Budget Highlights



County of St. Paul No.19					
Environmental Health (Waste Management) Services					
2018 Budget					
	2016 Actual	**2016 Budget**	**2017 Actual**	**2017 Budget**	**2018 Budget**
Operational Budget:					
Revenue:					
Sales & Other User Charges	191,877	181,597	177,723	198,741	194,001
External TSF (Grants Rec'd)	69,820	11,400	12,105	12,105	12,500
Total Revenue	**261,698**	**192,997**	**189,828**	**210,846**	**206,501**
Expenditures:					
Salaries & Wages	445,879	419,712	401,565	503,425	607,723
Contracted & General Services	448,630	369,294	323,134	378,999	353,897
Materials, Goods, Supplies	102,782	109,992	22,166	136,918	134,700
External TSF (Grants PD)	113,671	139,996	45,000	109,769	160,000
Bank, Interest, Other	110,371	89,004	0	120,471	130,000
Total Expenditures:	**1,221,333**	**1,127,998**	**791,865**	**1,249,582**	**1,386,320**
Net Operating	**-959,635**	**-935,001**	**-602,037**	**-1,038,736**	**-1,179,819**
FA - Machinery & Equipment	31,352	40,000	41,162	41,165	38,500
FA - Vehicles	0	0	226,123	225,000	0
FA - Land Improvement	6,681	10,000	0	40,000	143,000
Fixed Assets	**38,033**	**50,000**	**267,285**	**306,165**	**181,500**
Total Environmental Budget	**-997,668**	**-985,001**	**-869,322**	**-1,344,901**	**-1,361,319**
Reverse Amortization	110,371	89,004	120,471	90,339	130,000
Environmental Budget Surplus	**-887,297**	**-895,997**	**-748,851**	**-1,254,562**	**-1,231,319**
Capital Purchases:		**Funded by:**	**Grant**	**Debenture**	**Operation**
3 x 30 Yd Roll Offs	18,500				18,500
Trailer	20,000				20,000
Lac Bellevue Bin Site	20,000				20,000
FPAK Bin Site - Pad	10,000				10,000
Owlseye Bin Site - Pad/Fence	13,000				13,000
Ashmont Dry Waste Cell	100,000				100,000
	181,500				

Family & Community Support Services

Family and Community Support Services (FCSS) is a unique 80/20 funding partnership between the Government of Alberta and the municipality. The FCSS program receives its mandate from the Family and Community Support Services Act and Regulations.

The Regulation sets out the service requirements that a municipality must meet to be eligible for funding. Section 2.1(1)(a) of the FCSS Regulations states – "Service under a program must be of a preventive nature that enhances the social wellbeing of individuals and families through promotion or intervention strategies provided at the earliest opportunity".

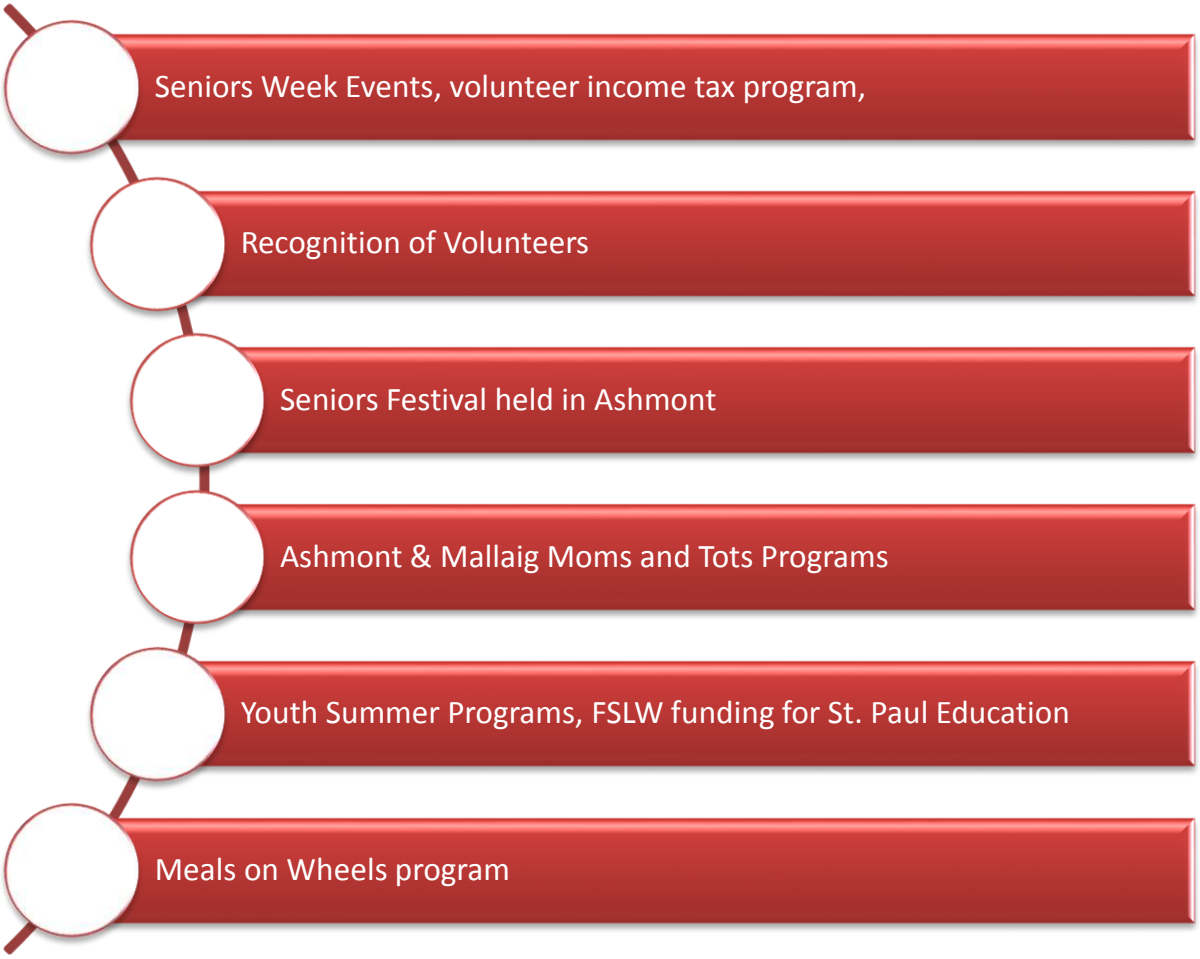
The FCSS philosophy is based on a belief that self-help contributes to a sense of integrity, self-worth and independence. Programs developed are intended to help individuals in their community to adopt healthy lifestyles, thereby improving the quality of life and building the capacity to prevent and/or deal with crisis situations should they arise.

One of the key principles of the FCSS Program is local responsibility for priority setting and resource allocation. Within the parameters of the FCSS Act and Regulation, each municipality or Metis Settlement determines how the FCSS funding they receive should be allocated to best meet the needs of their community. Local FCSS Programs are part of the larger provincial Program that collectively helps to ensure that Albertans have access to a strong network of prevention supports.

In 2015 the County of St. Paul and the Town of Elk Point merged their FCSS departments into one service effective August 1, 2015.

This budget contemplates continued funding to the Family School Liaison Worker program offered by St. Paul Regional Education Division $30,000.

Key 2017 Accomplishments



2018 Priority Departmental Initiatives

Goal
Meet the target set by the province to spend 50% of the budget on children and youth programs
Assist the general public with ongoing support and direction
Hold a senior's clinic on Alberta Seniors Benefits changes once per year
Organize and host Seniors Festival
Provide recognition to Community Volunteers
Update FCSS Policy and Procedures Manual as requested
Welcome Baby program, implement changes as requested
Welcome to the County Packages and implement changes as requested
Lead the 8th annual Ashmont Summer Program & 4rd annual Mallaig Summer Program
Administer the Mallaig Moms N Tots
Administer the Ashmont Moms N Tots
Coordinate the Volunteer Income Tax Program
Coordinate Seniors Week Events
Complete Annual Reporting as requested by the Province
Complete Outcome Measures as requested by the Province
Provide support and direction to seniors that are being abused
Monitor the community counselling program and implement changes as requested
Provide 1:1 support to individuals that request assistance
Administer the Meals on Wheels Program
Manage and Coordinate the Community Connector Trailer – have necessary staffing to complete this task
Coordinate the Elk Point Community Information Night
Coordinate the Community Night Movies
Coordinate and partner with Extreme for community bussing
Continue to support FSLW program for St. Paul Education
Oversee Pickleball Court build in Elk Point
Manage ECDC program in Elk Point

County of St. Paul No.19					
FCSS					
2018 Budget					
	2016 Actual	**2016 Budget**	**2017 Actual**	**2017 Budget**	**2018 Budget**
Operational Budget:					
Revenue:					
Sales & Other User Charges	6,274	7,700	8,799	4,200	4,000
External TSF (Grants Rec'd)	315,292	311,170	293,784	263,963	271,511
Total Revenue	**321,566**	**318,870**	**302,583**	**268,163**	**275,511**
Expenditures:					
Salaries & Wages	217,652	216,872	267,505	253,072	268,070
Contracted & General Services	143,108	148,926	78,281	62,018	55,885
Materials, Goods, Supplies	7,688	4,216	7,943	4,217	2,700
External TSF (Grants PD)	30,000	30,000	30,000	30,000	30,000
Total Expenditures	**398,449**	**400,014**	**383,729**	**349,307**	**356,655**
Net Operating	**-76,882**	**-81,144**	**-81,146**	**-81,144**	**-81,144**
FCSS Surplus (Deficit)	**-76,882**	**-81,144**	**-81,146**	**-81,144**	**-81,144**

Budget Highlights

- Host Seniors Festival
- Continue Summer Programming for Youth
- Continue Ashmont and Mallaig Moms and Tots
- Seniors Week Events
- Funding of FSLW Program - $30,000
- Movies in the Park
- Continue summer staffing for Community Connector Trailer

Agricultural Service Board

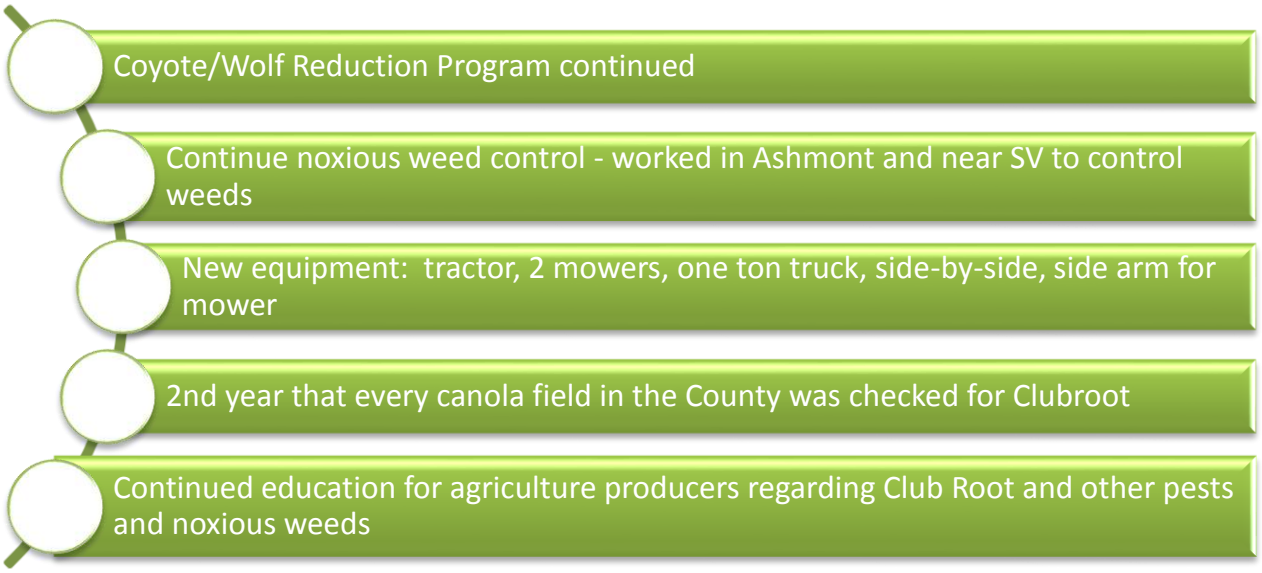
The County of St. Paul Agricultural Service Board's main focus is to deliver programs that aid our local producers, under the guidelines of the Provincial ASB Act. These programs and services include: rental equipment, weed and brush control, pests, livestock and crop disease, predators and conservation programs.

The duty of the Agricultural Service Board is to act as an advisory body and to assist the Council and the Minister in matters of mutual concern; to advise on and help organize and direct weed and pest control, as well as soil and water conservation programs; to assist in the control of livestock disease under the Livestock Diseases Act.

Controlling noxious, nuisance weeds and brush along roadways and municipally controlled lands are a priority; as well as working with producers to eliminate weed and pest infestations on private land.

Equipment that is not readily available or used often enough for producers to own is offered for rent. The Agricultural Service Board also keeps producers up to date on new trends and issues in agriculture by hosting events and contributing towards various extension programs with other partners. The County of St. Paul ASB partners with the Lakeland Agricultural Research Association (LARA) to provide education and support to local agriculture producers.

Key 2017 Accomplishments



2018 Priority Departmental Initiatives

Goal
Work with highway maintenance contractor to ensure weeds are controlled along highways
Continue the coyote/wolf reduction program
Advocate to the Province regarding the control of Wolf population
Continue to monitor county for noxious weeds, educate the public when located, and control of the same
New tractor/post pounder/quad/heavy duty trailer/ loading chute
Spraying maps to be communicated to Bee Keepers in the area
Club Root education for producers
Increase staffing to do field mapping and club root inspections of canola fields and noxious weed inspections
Increase funding for private contractors to manage beaver issues
Ensure backsloping and new road construction is set up for spraying within 5 years
Purchase a drone and hold school
Transfer of planning for Mulching from PW to ASB – to assist with coordination of spraying program

County of St. Paul No.19					
Agricultural Service Board					
2018 Budget					
	2016 Actual	**2016 Budget**	**2017 Actual**	**2017 Budget**	**2018 Budget**
Operational Budget:					
Revenue:					
Sales & Other User Charges	15,584	12,900	13,539	15,500	10,500
Other Revenue/Own Sources	9,346	7,761	6,371	9,001	5,700
External TSF (Grants Rec'd)	168,359	168,360	168,359	168,360	168,360
Revenue Other Sources			19,860		
Total Revenue	**193,289**	**189,021**	**208,129**	**192,861**	**184,560**
Expenditures:					
Salaries & Wages	342,023	360,528	366,824	353,602	401,010
Contracted & General Services	27,465	35,820	24,845	30,200	27,200
Materials, Goods, Supplies	319,727	333,084	355,276	349,601	395,101
Bank, Interest, Other	43,474	49,496	68,041	59,000	74,850
Total Expenditures	**732,690**	**778,928**	**814,986**	**792,403**	**898,161**
Net Operating	**-539,400**	**-589,907**	**-606,857**	**-599,542**	**-713,601**
FA-Machinery & Equipment	141,450	141,450	171,210	167,000	158,600
FA-Vehicles			91,511	90,000	0
Fixed Assets	**141,450**	**141,450**	**262,721**	**257,000**	**158,600**
Total ASB Budget	**-680,850**	**-731,357**	**-869,578**	**-856,542**	**-872,201**
Reverse Amortization	54,600	55,000	68,041	55,000	78,000
ASB Surplus (Deficit)	**-626,250**	**-676,357**	**-801,537**	**-801,542**	**-794,201**
Capital Purchases:		**Funded by:**	**Grant**	**Debenture**	**Operation**
Tractor Replacement	152,000				152,000
Quad	12,000				12,000
Tilt DeckTrailer	7,500				7,500
Postpounder	15,000				15,000
Loading Chute	5,000				5,000
Tractor to PQ	-32,900				-32,900
	158,600				

Budget Highlights

- Coyote/Wolf Reduction Program - $15,000 Jan-Mar and $10,000 in fall
- Purchase of new tractor/post pounder/quad/heavy duty trailer/drone/loading chute
- Increase summer staffing to assist with the Club Root inspections and noxious weed control
- Increase budget to deal with water and beaver issues

Planning & Development

Planning and Development is responsible to provide one stop customer focused service in the administration of planning, development, safety codes, economic development and environmental services ensuring they are completed within relevant requirements of provincial and municipal legislation.

This service includes, but is not limited to the following:

- Process all development permit applications
- Process subdivision applications
- Provide information and support to the public regarding planning & development enquiries, including the issuance of permits as required by provincial regulation
- Process all statutory planning documents and amendments
- Process all Certificates of Compliance
- Provide planning advice to Council

Key 2017 Accomplishments

- Work with residents at Vincent Lake to re-survey their lots - old survey does not line up with development in the subdivision.
- Continued work on Joint Area Structure Plan with the Town of St. Paul for area north of the Town of St. Paul. Plan was approved by Town, not approved by County
- Building Permit Value $9,688,425
- Subdivision Applications - 25 ; Permit Applications - 132
- Commenced work on Rural Intermunicipal Development plans with our five rural municipal neighbours - we are managing partner of ACP Grant
- Commenced work on Urban Intermunicipal Development Plans with Town of St. Paul, Town of Elk Point and SV of Horseshoe Bay.

2018 Priority Departmental Initiatives

Goal
Completion of Joint Area Structure Plan with the Town of St. Paul for area north of the Town – perhaps with the completion of updated IDP.
Review and update intermunicipal development plans with Town of St. Paul and Town of Elk Point and develop an intermunicipal development plan with SV of Horseshoe Bay
Re-Survey lots at Vincent Lake inconjunction with owners to provide for survey that accounts for development within the subdivision
Develop intermunicipal development plans with our rural neighbours – County of Two Hills, Smoky Lake County, Lac La Biche County, MD of Bonnyville, County of Vermilion River (part of the ACP Gant)
Cross training of staff to ensure customer support when staff members are absent
Work on Rural IDP's with MD of Bonnyville, Lac La Biche County, Smoky Lake County, County of Two Hills, and County of Vermilion River as per ACP Grant received

County of St. Paul No.19
Planning & Development
2018 Budget

	2016 Actual	2016 Budget	2017 Actual	2017 Budget	2018 Budget
Operational Budget:					
Revenue:					
Sales & Other User Charges	1,875	1,650	2,138	1,580	1,580
Other Revenue/Own Sources	211,715	117,000	120,233	121,750	106,500
External Tsfr (Grants Received)			17,287	200,000	182,713
Revenue - Other Sources	94,353	67,924	10,320	67,200	58,500
Total Revenue	**307,943**	**186,574**	**149,978**	**390,530**	**349,293**
Expenditures:					
Salaries & Wages	326,201	316,513	204,709	202,908	204,601
Contracted & General Services	142,550	129,650	103,010	342,704	333,417
Materials, Goods, Supplies	18,336	3,008	985	6,000	6,000
Total Expenditures	**487,088**	**449,171**	**308,704**	**551,612**	**544,018**
Net Operating	**-179,145**	**-262,597**	**-158,726**	**-161,082**	**-194,725**
P&D Surplus (Deficit)	**-179,145**	**-262,597**	**-158,726**	**-161,082**	**-194,725**

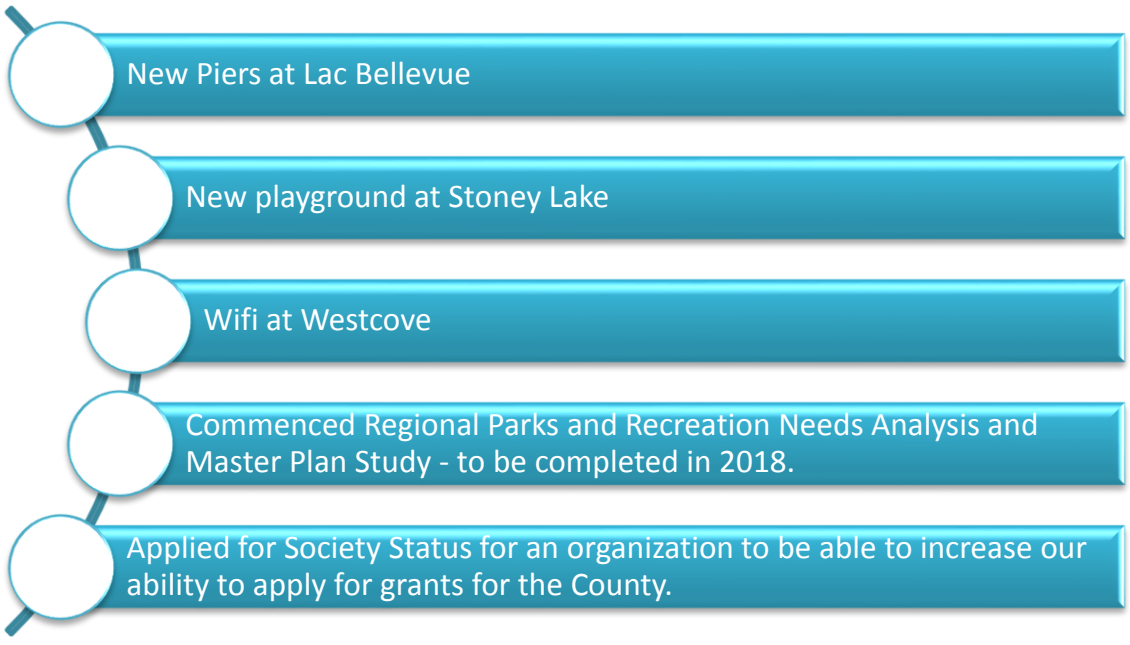
Recreation

The County of St. Paul No. 19 operates four municipal campgrounds – Floatingstone, Lac Bellevue, Stoney Lake and Westcove.

Funding is also given to community groups in the Towns of Elk Point and to the Town of St. Paul to assist with Recreational facilities within these municipalities utilized by County ratepayers.

Additionally, the County assists local community groups who are running recreational facilities in our hamlets as well as local community halls.

Key 2017 Accomplishments



2018 Priority Departmental Initiatives

Goal
New Piers at Lac Bellevue and Westcove
Assist Mallaig Ag Society with upgrades to arena
Wifi at another municipal park (work with MCSnet)
Explore developing overflow camping area at Lac Bellevue – include washrooms
Finalize Regional Recreation Master Plan (Town of St. Paul Managing Partner)
Consider purchase of Provincial lands for County operated parks that we do not own – Lac Bellevue & Stoney Lake
Explore upgrade of boat launches at County Municipal Parks, and other lake subdivisions in the County (Design new boat launch for Stoney Lake in 2018)
Make application for grants using new society

Budget Highlights

- Piers at Lac Bellevue & Westcove
- Overflow camping at Lac Bellevue Park
- Design boat launch for Stoney Lake
- Recreation support of Ag Societies, and local halls in the County
- Power upgrade at Floatingstone Park

County of St. Paul No.19 Recreation 2018 Budget					
	2016 Actual	**2016 Budget**	**2017 Actual**	**2017 Budget**	**2018 Budget**
Operational Budget:					
Revenue:					
Sales & Other User Charges	222,429	233,000	214,235	219,001	214,001
External TSF (Grants Rec'd)	103,097	103,097	72,582	103,097	72,582
Other Transfers	0	0	0	0	0
Total Revenue	**325,526**	**336,097**	**286,817**	**322,098**	**286,583**
Expenditures:					
Salaries & Wages	271,181	234,838	249,420	325,971	236,643
Contracted & General Services	158,027	164,663	221,214	210,007	231,606
Utilities	27,634	29,503	27,795	30,130	28,566
Materials, Goods, Supplies	89,688	90,592	48,713	52,500	80,800
External TSF (Grants PD)	364,900	364,896	607,655	598,646	627,400
Bank, Interest, Other	54,900	49,656	63,405	50,401	62,000
Total Expenditures	**966,330**	**934,148**	**1,218,202**	**1,267,655**	**1,267,015**
Net Operating	**-640,804**	**-598,051**	**-931,385**	**-945,557**	**-980,432**
FA-Engineering Structures-Gen	134,408	130,000	10,065	13,000	125,000
FA-Buildings	0	0	0	0	0
FA-Machinery & Equipment	61,453	62,500	27,615	25,000	50,102
FA-Vehicles					1,550
FA-Land Improvements	35,400	65,000	31,830	40,000	10,000
Total Fixed Assets	**231,261**	**257,500**	**69,510**	**78,000**	**186,652**
Total Recreation Budget	**-872,065**	**-855,551**	**-1,000,895**	**-1,023,557**	**-1,167,084**
Reverse Amortization	54,900	49,656	60,471	50,401	62,000
Recreation Surplus (Deficit)	**-817,165**	**-805,895**	**-940,424**	**-973,156**	**-1,105,084**
Capital Purchases:		**Funded by:**	**Grant**	**Debenture**	**Operation**
LB-07 Trailer Replacement	6,000				6,000
Cemetary Mower from PW	10,602				10,602
LPAK/WPAK Piers 2 x $12,500	25,000				25,000
Golf Cart	8,500				8,500
2008 GMC Transfer from Shop	1,550				1,550
Playground - Perch Lake	-				0
Playground - Crestview	-				0
LPAK Overflow Camping	10,000				10,000
FPAK Power Upgrade	125,000				125,000
	186,652				

Culture

Culture is comprised of the following:

- Allocation to Northern Lights Library System set on a per capita basis
- Allocation to the County of St. Paul Library Board which is used to cover the Boards Northern Lights Library Fees, with the remainder distributed between the four local libraries (Ashmont, Mallaig, Elk Point and St. Paul) at the Board's discretion
- Salaries of Librarians at Ashmont and Mallaig libraries for community hours of operation

Key 2017 Accomplishments

2018 Priority Departmental Initiatives

Goal
Condo Bylaw and Party Wall Agreement complete for building that houses Northern Lights Library and Allied Arts

County of St. Paul No.19 Culture 2018 Budget					
	2016 Actual	2016 Budget	2017 Actual	2017 Budget	2018 Budget
Operational Budget:					
Revenue:					
External TSF (Grants Rec'd)	77,696	74,889	77,586	74,889	73,803
Total Revenue	**77,696**	**74,889**	**77,586**	**74,889**	**73,803**
Expenditures:					
Salaries & Wages	21,469	22,216	21,448	23,432	22,059
Contracted & General Services	3,497	5,822	2,401	5,315	5,315
Materials, Goods, Supplies	31,298	29,725	32,214	29,725	31,556
External TSF (Grants PD)	156,544	152,544	165,044	165,044	159,586
Bank, Interest, Other	9,101	9,120	9,101	9,120	9,101
Total expenditures	**221,909**	**219,427**	**230,208**	**232,636**	**227,617**
Net Operating	**-144,213**	**-144,538**	**-152,622**	**-157,747**	**-153,814**
Culture Surplus (Deficit)	**-144,213**	**-144,538**	**-152,622**	**-157,747**	**-153,814**
Reverse Amortization	9,101	9,101	9,101	9,120	9,101
Culture Budget Surplus	**-135,111**	**-135,437**	**-143,521**	**-148,627**	**-144,713**

Budget Highlights

- Stable funding for libraries in 2018

Service Fees

Refer to 2018-04 Fee Schedule Bylaw

Refer to 2017-35 Utility Fee Bylaw for new water/sewer rates