



Town of Bentley

2022 Budget

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BACKGROUND



Strategic Plan



Background

Bentley Community Strategic Plan

Date of Plan Approval: April 2019

Time Frame of Plan: 2019 – 2024

Key Concepts of the Plan:

- **Community Focused Plan is not just a corporate strategic plan**
- **Open to members of the community to complete or accomplish actions**



Background

Bentley Community Strategic Plan

Vision:

“As we look to the future we see the Town of Bentley as a community that offers residents a high quality of life that grows in a sustainable manner that is safe, clean, attractive, friendly and family oriented. The community benefits from its strategic location building on its strengths of being proactive in planning for economic growth in an environmentally responsible manner. Bentley celebrates community spirit where citizens are actively involved in shaping and guiding the future of the community.”

Mission:

“The Town of Bentley is committed to delivering excellence every day through the provision of cost effective services that enhance the quality of life for all citizens within the community. We are committed to open communication and dialogue with all residents that we serve to ensure that we understand and deliver optimal services.”



Background Bentley Community Strategic Plan

Goals of the Strategic Plan

- **Effective Communication and Engagement**
- **Financial Stability**
- **Economic Growth**
- **Enriched and United Community**
- **Organizational Success**



Year in Review – Goals and Accomplishments

Project & Goal Update

Effective Communication and Engagement

► Website Project (**behind schedule**)

- RFP is drafted and it was anticipated to send before end of Q2, however I am adding a component to look at branding
- Given an election is on the horizon, RFP will be timed with election to allow newly elected council input into brand

► AT Roundabout project (**on schedule**) Q2 Engagement occurred – construction in 2022

- Public Information session was held by AT – www.highway20-12roundabout.ca (public information accessible from May 21, 2021, to July 9, 2021) and was posted on Facebook and Town Website
- Project continues to move forward, and CAO is engaged with AT and WSP to consider a sign in the centre of the Roundabout to highlight Bentley

► Formal marketing plan (**2022**)

- Will be reaching out to Bentley businesses through zoom to strategize collaborative marketing
- Idea is to capitalize on the marketing efforts of others but not duplicate – identify gaps and use town dollars to advertise in those gaps – community marketing

► Events strategy (**2022**)

- Information gathering phase – community services putting together calendar of all events – has reached out to community organizations
- Once calendar is created in rough form will be engagement with council for next steps

► Citizen recognition program (**2022**)

- Work on project has included information gathering but majority of work will begin before the end of Q2

Project & Goal Update

Financial Stability

- ▶ Quarterly Reporting (**completed and ongoing**)
- ▶ Additional budget analysis to prepare for discontinuance of MSI and Gas Tax funding in future years will be undertaken in **(ongoing) – 60% less MSI funding in 2022**
- ▶ FCM Asset Management Grant (**on schedule**)
 - Project underway – session with Mayor and Council December 16, 2021 – focus for phase 1 underground assets
 - Working with Stantec to review data and information
- ▶ Additional Mapping of community infrastructure (**GIS Transition to Parkland Community Planning**)
 - Data has transitioned from MRF to Parkland Community Planning
 - Public Works reviewing all mapping data and updating accordingly
 - This will tie into the FCM grant work on Asset Management and will be considered in sync with that project
- ▶ Review of Capital Plan (**on schedule**)
 - Part of 2022 Budget process
 - Will be reviewed in 1st quarter 2022 as well with input from the Asset Management Program

Project & Goal Update

Economic Growth

► **Successful Alberta Community Partnership Application (On Schedule)**

- Approval received for \$200,000 grant to explore commercial development potential of lands to the Southeast of Bentley along hwy 12
- Intermunicipal Collaboration Committee re-established with Lacombe County including approved terms of reference
- Meetings continue and we are in the data gathering phase will wait until completion of election before we look to engage the public – this will allow time for completion of servicing study, desktop biophysical study and rough site plan modelling
- Storm Water Management Study Completed, Desktop Biophysical Study Completed, Working with Stantec on Water and Wastewater Study

► **Gateway Enhancements (Completed for 2021)**

- Tree grant received from Lion's club includes planting of seedlings flowering plum, hedge rose and green mountain ash at gateway completed
- Fortis power installed to the vicinity of signs at no cost to the town (lighting is installed and operating)
- Flag poles and Flags installed
- Garden Enhancements at Easterly Gateway Completed

► **Business Coaching Program launched at beginning of Q1 (Completed)**

- MOST grant funds utilized to engage businesses and provide one on one coaching and training to support businesses through this difficult time
- \$15,000 invested to support and coach 6 local Bentley businesses
- Report presented to council and was an overall success based on feedback from the businesses supported

► **Capital projects (On schedule)**

- 50th street south completed
- Concrete replacement and arena ramp improvements completed – wrapping up landscaping
- Grant applied for through the Canada Community Revitalization Grant for Arena Slab Replacement in 2022 waiting on decision

Project & Goal Update

Enriched and United Community

➤ **New Beginnings and Housing Partnerships (On Schedule) (In progress)**

- Site analysis, and financial analysis preliminary completed and presented to Council – working on servicing analysis and costs data – once complete will present in public for next phase of redevelopment and reconfiguration to SFD lots

➤ **RCMP & Lacombe Enforcement (On Schedule) (Q2)**

- Meeting and reporting from RCMP has occurred with Council
- Meeting with Lacombe County Enforcement Mark Sproule completed
- Continue to work with RCMP and Lacombe County Enforcement to ensure they engage the community
- RCMP and Lacombe Enforcement supportive during the Celebrate Bentley and Canada Event

➤ **Waste and Recycling Options (will request a presentation from LRWSC Manager – early 2022)**

- Annual Reporting format to come from Lacombe Regional Waste Services Commission
- Will look to have a presentation made to council from the manager
- Consider additional options i.e.. composting pile

➤ **Land Use Bylaw consolidation (will occur throughout 2022)**

- Will review Land Use Bylaw in 2022 and summarize required changes for Parkland Community Planning Association
- Work will begin in Q1 2022 and continue into Q3
- Additional Bylaw amendment has taken place for manufactured homes 2021

Project & Goal Update

Organizational Successes

- ▶ **Explore online options for Online Council Meeting Technology (New project) (2022)**
 - Look at options to increase accessibility of council meetings
 - Will be added into capital plan for 2022

- ▶ **Community Events Strategy Falls into this category as well (2022)**
 - Engage organizations and form additional community partnerships
 - Successful Celebrate Canada and Bentley Event in collaboration with Lacombe Tourism
 - Working with Barb on a small event for XMAS

- ▶ **Continue to Lobby for reopening of Dr. Office at Care Centre**
 - I have continued to correspond with the medical office in Lacombe
 - No formal commitment to re-open at this time



2021 3rd Quarter Projection and Variance Reporting

2021 BUDGET RECAP CAO SUMMARY

- ▶ Strong financial position through effective cost control and stable revenue from taxation and utilities with major projects funded via successful grant applications
- ▶ No tax increases
- ▶ Garbage rates frozen at 2020 rates
- ▶ Tax and Utility Penalties Deferred
- ▶ Utility & Sewer Rates estimated at 2020 rates and frozen
- ▶ Decreased revenue impacts from COVID-19 absorbed through budget and offset via MOST Grant
- ▶ Increased grant funding for Capital Projects
 - 50th Street South
 - Service Road Improvements
 - Server/Computer upgrades
 - Garbage Truck Replacement
 - Arena Access Ramp Improvements
 - Gateway lighting and flag poles
 - Fire Department Self Contained Breathing Apparatus (SCBA) Replacement and Thermal Imaging Camera
 - Concrete replacement/repair project (phased 3 years)
- ▶ Focus on improvements for economic development/tourism attraction – ACP grant areas structure plan
- ▶ Focus on long term asset management through formalized asset management program

SUMMARY OF 2021 BUDGET REVENUE

Summary of Key Changes Year End Projection

	<u>Original 2021 Budget</u>	<u>Projected 2021 Budget</u>	<u>Net Change</u>
Revenue	\$3,879,803.91	\$3,853,365.65	\$ 26,438.26 Revenue Decrease
Expenditure	\$3,879,437.25	\$3,852,523.09	\$ 26,914.16 Expense Decrease
Net (Surplus)/Deficit \$	(366.66)	\$ (842.56)	\$ (475.90) Increase in Surplus

- ▶ The Town of Bentley remains in a strong financial position based on cost control and stable revenue from taxation and utilities.
- ▶ The Town's success in obtaining Grants has been key to allowing additional projects to move forward (i.e. ACP Grant (New Area Structure Plan), FCM Grant (Asset management) as well as addressing issues in the service road and reaching agreement with AT to repair and fund additional capital improvement
- ▶ Small change to the tax amounts original budget \$1,133,465 amended budget \$1,132,806 for a difference of \$659 less revenue than budget as a result of a late supplemental assessment and rounding. Other revenue changes include a decrease of \$25,758 made up of a variety of items such as no lot sales for New Beginnings, less ice booking revenue than anticipated due to COVID-19 impacts, less reserve transfers required to fund major purchases such as the new garbage truck due to significant cost savings. Total Revenue Decrease of approximately \$26,438 from original budget
- ▶ Impacts of the revenue decrease is offset by expenditure decreases of \$26,914 mainly due to general savings and cost cutting throughout the entire budget on materials goods and supplies, savings in material purchases such as the garbage truck purchase
- ▶ **Including all changes, the overall 3rd quarter projection change is net savings in budget of approximately an additional \$476.00 bringing the total anticipated (surplus) at year end to \$843.00**
 - It should be noted that this is based on the anticipated spend and actual receipt of projected revenues to year end.
 - The Budget estimates due not include amortization (noncash adjustments) which will be added by the auditors at year end. These noncash adjustments impact asset valuation only not the cash position of the organization and therefore are not reflected in this analysis

CAO Executive Summary

Key Projection Changes

Legislative Services

- ▶ Additional expense for funds provided to community organizations through grants process approved by council (small projection change \$2,745 additional expenditure as well as new ipads for new council resulting in Budget increase of \$2,825. This is offset by less remuneration approx. \$4,407 anticipated for Mayor and Council due to travel limitations from COVID-19 and savings of \$1,175 in registration fees, \$2,385 misc savings in public relations, memberships, insurance and no cost for assessment review board appeals to date. **Net Result is a decrease in the overall deficit in the Legislative Services Budget by an approximately \$2,397**

Administration

- ▶ **Decreased revenue \$17,000:**
 - \$12,000 due to projecting penalty revenue down as a result of deferment program approved by Mayor and Council, as
 - \$4,500 less in interest earned due to low interest rates
 - \$500 less revenue – no charge seniors drop in due to impacts from COVID-19
- ▶ **Increased revenue \$50,819:**
 - \$6,000 from additional franchise fees
 - \$2,000 in fines revenue
 - \$1,360 from tax certificates, photocopy charges, ANI Recovery
 - \$17,684 transfer from deferred revenue for MOST Grant to cover business coaching and other COVID-19 revenue impacts
 - \$23,775 from refunds of overcharges from ADT security and AHS janitorial caught through review of year end amounts, seniors renovation flow through grant, additional Canada day donations, Medicine Lodge Ski Club donation received and election cost reimbursement from the Province
- ▶ **Increased Expenditure \$62,818:**
 - \$2,000 higher health care spending account amounts for vision care reimbursement
 - \$2,000 Workers Compensation Premiums higher than anticipated
 - \$700 in additional training costs for council orientation training in collaboration with the County and Village of Alix
 - \$1,000 increased costs for advertising, PR and memberships related to t shirts for staff for Truth and Reconciliation and Stop Bullying days can be used multiple years.
 - \$14,000 increased computer support services for Wi-Fi installation in basement, improved remote access for business continuity through pandemic, GIS transfer to Parkland Community Planning, as well as all licenses and software support for systems.
 - \$9,500 for tax service fees related to delinquent tax accounts (these fees are recoverable through the tax accounts))
 - \$20,000 increase in professional services related to \$15,000 for business coaching program expenses funded via deferred revenue from 2020 MOST Grant and additional \$5,000 in legal fees to revue COVID-19 protocol at the arena, New Beginnings Subdivision reconfiguration legal review, Water and Wastewater bylaw review, title review of Medicine Lodge Ski Hill
 - \$3,020 additional expenditures for Canada day
 - \$1,598 additional expenditures net due to more color copies printed, additional ANI premiums, security system costs and additional janitorial cost for basement room rentals, building repair including gutter and downspout replacement on Town Hall, offset by savings in insurance premiums and janitorial supply, travel cost savings, freight and postage and audit fees.
 - \$9,000 additional expenditures for related to Seniors Flow Through Grant
- ▶ **Net result is an increase in overall deficit in the Admin Budget by an additional \$29,000**

CAO Executive Summary

Key Projection Changes

Fire Fighting and Protective Services

➤ **Decreased Revenue \$16,000**

- \$13,000 due to savings in Capital Program for SCBA's – Less to be drawn from reserve
- \$3,000 due to savings cost share of expenses with the County (less expense = less revenue transfer)

➤ **Decreased Expenditure \$38,640**

- \$13,000 in expenditure for Capital Program for SCBA's
- \$11,040 in savings in volunteer fire remuneration and Fire Chief remuneration – shifted to county paying wages and billing us. Has resulted in less expenditure billed (however will review in 2022 as county is only reimbursing for calls in the county and not Bentley, we are currently also not compensating for training time share with County)
- \$1,600 savings for additional training and travel and subsistence
- \$6,000 savings in building and equipment repair and maintenance
- \$4,500 savings in bunker gear, general supplies, small tools, vehicle repair and maintenance supply
- \$2,500 savings in utilities due to warm fall and early winter

➤ **Increased Expenditure \$10,000**

- \$10,000 in anticipated additional reserve transfers

Net result is a decrease in the deficit for Fire Fighting in the amount of approximately \$12,640 for Fire (with an additional transfer to reserve)

CAO Executive Summary

Key Projection Changes

Emergency (Disaster Services)

➤ Increased Expenditure \$4,450 (net)

- \$6,200 additional reimbursement of time for COVID-19 response approved by council
- This is offset by savings in budget of \$1,750 due to savings in training fees, telephone, stationery and office supplies and general supplies as DEM worked mostly from home.

Net result is an increase in the deficit for Emergency (Disaster Services) in the amount of approximately \$4,450 for Fire (with an additional transfer to reserve)

Bylaw Enforcement and Policing

- Decreased Revenue \$300 due to less animal licence fees collected than anticipated.
- Decreased Expenditure of \$1,000 as no legal costs incurred for enforcement

Net result is a decrease in the deficit for Bylaw Enforcement and Policing in the amount of \$700.00

CAO Executive Summary

Key Projection Changes

Common Services

► **Increased Expenditure \$5,335**

- \$80 increase for unbudgeted registration fee new 5-ton dump truck
- \$5,255 increase for equip vehicle repair (genie lift), insurance cost, paint sprayer and shop tools for 2021, additional porta potty rental until the end of October

► **Decreased Expenditure \$11,600**

- \$1,500 savings in cell phone and telephone costs – newly negotiated cell phone plan
- \$1,600 savings in shop supplies, protective clothing, and janitorial supply
- \$8,500 general savings in equipment vehicle parts and maintenance, shop yard maintenance materials

Net result is a decrease in the overall deficit for Common Services of \$6,265

CAO Executive Summary

Key Projection Changes

Roads/Walks & Lighting

► **Increased Revenue \$246,880**

- \$149,284 additional funding negotiated with Alberta Transportation for service road repair
- \$46,131 additional MSI funds higher than budgeted originally
- \$36,750 additional revenue from sale of 3 ton replaced by 5 ton
- \$14,715 additional reserve transfer to cover the cost of acquiring the dump truck and snow blade.

Originally anticipated a reserve transfer of (\$375,000 to fund 50th street made up of \$160,128 MSI Funding from 2020, \$61,663.00 Gas Tax Funding from 2020 and \$98,141 residual Municipal Stimulus Funding as well as \$55,068 in reserve transfers) However due to significant cost savings in the project reserve transfer to fund 50th street south was \$258,269 with savings used to fund other projects: Gas Tax \$61,663 to fund concrete program and the \$55,068 reserve transfer was not needed. However, council approved additional expenditure of \$65,000 to acquire a 5-ton dump truck and \$11,145 to fund a snow blade for the 5ton. (Difference \$65,000 + \$11,145 - \$55,068 = \$21,077) it should also be noted that Municipal Stimulus funding residual at year end was not \$98,141 but rather \$91,779 or \$6,362 less due to engineering costs booked at year end 2020) **Therefore \$21,077 - \$6,362 = \$14,715**

► **Increased Expenditure \$143,621**

- \$1,500 increased freight costs and material as a result of COVID-19
- \$1,000 increased for electricity for new service install at Gateway
- \$630 increased sand and gravel costs and small insurance increase
- \$131,516 increased costs related to Capital Program mainly due to additional funding provided by AT and additional purchase of Dump Truck and Snow Blade approved by Council offset by cost savings in 50th st south
- \$8,975 reserve transfer for unspent MSI funds from 2021 grant due to project savings

Decreased Expenditure \$51,200

- \$34,700 salt shed replacement postponed, calcium chloride savings as gravel conditions were not bad and capital work on 50th street south, tree removal under budget, line painting not completed this year, minor savings in crack filling program
- \$16,500 general savings in fuel and oil, machinery and equip maintenance, chemicals and salts, street sign replacement

Net result is a decrease in overall deficit for Roads/Walks and Lighting of approximately \$154,459 (includes an additional transfer to reserve of unspent MSI funds in the amount of \$8,975 as well as Gas Tax for 2021 will be used in 2022 \$126,222 not transferred to reserve as not yet applied for or received – will be received in 2022

CAO Executive Summary

Key Projection Changes

Cont'd

Water Supply and Distribution

▶ **Decreased Revenue \$20,950**

- \$16,500 due to less revenue as a result of penalty deferral approved by Mayor and Council
- \$4,450 for metered water and bulk water sales

▶ **Increased Expenditures \$13,790**

- \$1,040 related to attempt employee wages and deductions higher than anticipated
- \$2,750 increase in cost related mainly to exploratory work for hydrants to see if they could be repaired before replacing as well as some minor increased postage and freight and telephone and internet
- \$10,000 additional reserve transfer

▶ **Decreased Expenditure \$10,204**

- \$1,050 savings in travel costs, course registration, advertising and memberships
- \$2,154 savings in computer support, water system service and repair and insurance premiums
- \$7,000 savings in general supplies, water pipe and fittings, building supply and materials

Net result is a decrease of the overall surplus by approximately \$24,536 for Water Supply and Distribution

CAO Executive Summary

Key Projection Changes

Cont'd

Sewage Collection and Treatment

► **Decreased Revenue \$35,000**

- \$35,000 decrease of planned expenditure for pre-design of Bentley North Sanitary and Storm system – deferred due to reductions in revenue from COVID 19 impacts and busy capital year.

► **Increased Expenditure \$29,031**

- \$416 Employer benefit contributions slightly higher than anticipated
- \$8,615 increase in sewer chemicals as we switched back to Actizyme at the beginning of the year as the new chemical we tried did not work effectively and result was increased smell from lagoon

► **Decreased Expenditure \$49,156**

- \$1,500 savings in travel, course registration fees and freight
- \$37,000 savings in professional service fees – Bentley North Sanitary Sewer and Storm system deferred and minor savings in other professional service fees for repairs
- \$9,000 savings in sewer effluent analysis and Sewer system purchased repairs
- \$1,656 insurance savings

Net result is a decrease in the overall surplus by approximately \$14,875 for Sewage Collection and Treatment

CAO Executive Summary

Key Projection Changes

Cont'd

Garbage Collection and Disposal

➤ **Increased Revenue \$4,000**

- \$4,000 as a result of sale of the 1992 F750 Garbage Truck

➤ **Decreased Revenue \$133,000**

- \$133,000 lower reserve transfer for garbage truck purchase had budgeted \$180,000 and purchase of \$47,000

➤ **Increased Expenditure \$2,822**

- \$2,822 for additional registration of new truck, insurance slightly higher, additional fuel, tire purchase two new tires for truck

➤ **Decreased Expenditure \$154,000**

- \$153,000 (originally had budgeted \$200,000 to be funded from reserve transfer of \$180,000 and \$20,000 that would have been transferred from operations in 2021). Purchase was approved by council for \$47,000

- \$1,000 savings in purchased repair and maintenance not needed for new truck

Net result is an increase in the overall surplus by approximately \$22,178 for Garbage Collection and Disposal

CAO Executive Summary Key Projection Changes Cont'd

Community Services (FCSS)

➤ **Decreased Revenue \$3,390**

- \$690 less revenue from program recovery and donations
- \$2,700 less MSI operating grant (less than anticipated)

➤ **Increased Expenditure \$9,957**

- \$8,257 increased wages and benefits this is an error as a portion should be J/E'd to Emergency Services budget for role in emergency management and minor miscalculation in wages spreadsheet
- \$1,700 additional copy cost for color copies (printing newsletter in color)

➤ **Decreased Expenditure \$2,150**

- \$350 in reduced mileage due to impacts of COVID-19
- \$1,000 savings in course fees no courses taken due to COVID-19
- \$800 savings in program expenses, supplies and volunteer fees

Net result is an increase in the overall deficit by approximately \$11,197 for Community Services FCSS

CAO Executive Summary

Key Projection Changes

Cont'd

Municipal Planning

➤ **Increased Revenue \$38,764**

- \$37,500 as a result of successful ACP grant application for \$200,000 Province will advance \$150,000 remainder will be funded upon completion of project (original budget was \$112,500)
- \$1,264 Increased development permit fees

➤ **Decreased Revenue \$1,984**

- \$1,984 related to less MSI funding than anticipated

➤ **Decreased Expenditure \$59,000**

- \$1,000 public notice advertisement (all development permits posted on properties)
- \$57,500 ACP grant underway, but bulk of expenses will be incurred in 2022
- \$500 savings in general materials and supplies

➤ **Increased Expenditure \$90,000**

- \$90,000 transfer to reserve to fund ACP – Joint Development Initiative with Lacombe County for ASP

Net result is a decrease in the overall deficit by approximately \$5,780 for Municipal Planning

CAO Executive Summary

Key Projection Changes

Cont'd

Economic Development

➤ **Decreased Revenue \$5,000**

- \$5,000 unspent reserve funds from prior year website budget – website to be done in 2022

➤ **Decreased Expense \$20,000**

- \$5,000 from prior year reserve fund for website
- \$15,000 current year budget for website

➤ **Increase Expense \$15,000**

- \$15,000 reserve transfer to fund website project in 2022 (this coupled with amount already in reserve from prior year of \$5,000 will result in \$20,000 available for website next year)

Net result is no change to the overall deficit as unspent budgeted dollars will be transferred to reserve

Subdivision, Land Development

➤ Decreased revenue \$57,000 as a result of projecting Land Sales to zero for the new beginnings subdivision

➤ Decreased expense \$12,600 as a result of lower principal pmts than anticipated on loan offset by slightly higher interest costs and additional costs for sod and unfinished landscaping along 55th related to new beginnings

Net result is an increase in the overall deficit by approximately \$44,400 for Subdivision, Land Development

CAO Executive Summary

Key Projection Changes

Cont'd

Arena

➤ **Increased Revenue \$30,829**

- \$15,757 additional payment from FORTIS Alberta from Damage caused by installation of incorrect transformer
- \$15,072 MSI funding transferred to fund Arena Ramp instead of Gas Tax Funding

➤ **Decreased Revenue \$100,088**

- \$60,460 less facility rental revenue as a result of COVID-19
- \$2,700 less revenue for public skating bookings
- \$2,000 less revenue for MSI Operating Grant
- \$25,000 Gas Tax funding not utilized for arena ramp due to savings in other capital projects
- \$9,928 less revenue transfer from Lacombe County for 50% replacement arena ramp due to project savings

➤ **Increased Expenditure \$21,150**

- \$21,000 for additional costs related mainly to FORTIS incorrect transformer install as well as major painting of the bleachers, board replacements and modifications and LED lighting replacement in lobby
- \$150.00 boiler registration not budgeted

➤ **Decreased Expenditure \$38,474**

- \$11,000 in employee wages and benefits not coded to the arena as there was minimal work done by staff this year due to facility closure
- \$2,000 savings in equipment repair and maintenance including less Zamboni blade sharpening
- \$5,000 related to equip, purchase repair and maintenance, less janitorial supplies, less general supplies
- \$617 insurance premium savings
- \$19,857 reduction as arena ramp was funded in roads budget as part of overall concrete program

Net result is an increase in the overall deficit by an amount of \$51,936 for the Arena

CAO Executive Summary Key Projection Changes Cont'd

Parks & Playgrounds

► **Decreased Revenue \$6,982**

- \$2,000 less revenue MSI Operating Grant
- \$4,200 step grant was not applied for
- \$782 ball diamond, campground and other revenue and donations slightly less than anticipated

► **Decreased Expenditure \$11,014**

- \$3,029 general savings insurance, purchased services (tree removal) and general supply
- \$2,500 savings topsoil, gravel, shale, compost – less used than anticipated
- \$5,485 general savings in ball diamond, shower building, campground, bike path maintenance and janitorial supply for the campground.

► **Increased Expenditure \$27,595**

- \$23,650 increase in wages as allocated all summer student costs to parks as this is what they did this year (no painting etc at the arena)
- \$2,613 increased costs for new Husqvarna trimmer, repairs on mowers and repairs on rollup door P&R shop
- \$1,332 increased cost campground caretaker contract and campground cancellation refund

Net result is an increase in the overall deficit by approximately \$23,563 for Parks and Playgrounds

CAO Executive Summary Key Projection Changes Cont'd

Library

➤ **Increased Revenue \$250**

- \$250 donation received for library

➤ **Increased Expenditure \$269**

- \$250 donation issued to library
- \$19 additional repair and maintenance

➤ **Decreased Expenditure \$26**

- \$26 savings in insurance premium

Net result is an decrease in the overall deficit by approximately \$7 for the Library

CAO Executive Summary

Key Projection Changes

Cont'd

Oxford School

➤ **Decreased Revenue \$585**

- \$585 less in rent from Royal Purple due to impacts of COVID-19 and no ability to use the building

➤ **Increased Expenditure \$350**

- \$350 as a result of increased heating costs related to natural gas and minor maintenance

➤ **Decreased Expenditure \$1,450**

- \$1,230 for wages and repair and maintenance savings
- \$220 for electrical and insurance savings

Net result is an decrease in the overall deficit by approximately \$515 for Oxford School

CAO Executive Summary

Financial Position - Balances

➤ October 31, 2021 - Reconciled Bank Balance	\$ 965,852.67	
➤ Loans Balances October 31, 2021		
▪ Loan 5 (2016 Infrastructure Project)	\$ 0	(Paid in Full)
▪ Loan 6 (New Beginnings Land Purchase)	\$ 306,898.06	(Pmt. approx. \$11,000 per month)
▪ Loan 7 (New Beginnings Servicing Loan)	<u>\$ 309,264.37</u>	(Pmt. approx. \$8,000 per month)
Total Loan Balances Remaining	\$ 616,162.43	

Intention with the New Beginnings Loan Balances is to pay down quicker if there are lot sales (there have been no lot sales to date)

➤ Outstanding Taxes Receivable November 29, 2021		
▪ Current Balances	\$ 209,213.09	
▪ 1 Year Outstanding	\$ 63,278.25	
▪ 2 Years Outstanding	\$ 18,314.74	
▪ 3 Years Outstanding	\$ 10,492.82	
▪ Over 3	<u>\$ 12,499.31</u>	
Total Balance Outstanding	\$ 313,798.21	
➤ Outstanding Utilities Balances November 29, 2021	\$ 68,142.62	
➤ Outstanding Current Receivables November 29, 2021	\$ 39,353.11	

Revenue Collected by Category

(municipal purposes only)

Revenue Category	BUDGET	Projection	Variance
Property Taxes	\$1,456,139.00	\$1,455,261.00	(\$878.00)
Penalties and Fines	\$53,500.00	\$25,000.00	(\$28,500.00)
Licenses and Permits	\$6,000.00	\$6,964.00	\$964.00
Sale of Goods and Services	\$590,090.00	\$528,691.00	(\$61,399.00)
Rentals	\$165,600.00	\$101,135.00	(\$64,465.00)
Franchise Fees	\$105,000.00	\$111,000.00	\$6,000.00
Provincial and Federal Grants	\$656,556.00	\$831,659.00	\$175,103.00
Other Government Transfers	\$152,752.00	\$159,757.00	\$7,005.00
Other Transfers	0	0	0
Other Revenue	\$694,345.00	\$633,899.00	(\$60,446)
TOTALS	\$3,879,982.00	\$3,853,367.00	(\$26,615.00)

- Education Tax \$286,814.12 Designated Industrial Property \$106.24
- Seniors Requisitions \$ 6,496.00
- Policing Invoice \$ 29,037.00

Expenses Paid by Category

(Municipal Purposes Only)

Expense Category	Amount	Projection	Variance
Wages/Benefits & Remuneration	\$744,518.00	\$767,324.00	(\$22,806.00)
Memberships/Partnerships/Training/Conferences and Licenses	\$43,547.00	\$35,137.00	\$8,410.00
Mileage and Sustenance	\$8,175.00	\$3,977.00	\$4,198.00
Postage/Freight, phone & internet	\$27,725.00	\$28,125.00	(\$400.00)
Purchased Services	\$699,380.00	\$581,104.00	\$118,276.00
Utilities	\$171,650.00	\$170,100.00	\$1,550.00
Insurance	\$89,162.00	\$85,999.00	\$3,163.00
Materials/Goods & Supplies	\$139,725.00	\$126,788.00	\$12,937.00
Bank Charges and Loan Payments	\$438,000.00	\$423,650.00	\$14,350.00
Grants & Donations	\$54,900.00	\$57,645.00	(\$2,745.00)
Other Transfers (includes MSI & Gas Tax Grants to fund capital projects)	\$60,000.00	\$214,225.00	(\$154,225.00)
Other	\$9,100.00	\$21,281.00	(\$12,181.00)
Capital	\$1,071,059.00	\$1,014,718.00	\$56,341.00
Requisitions (Ed., Seniors, Police)	\$322,552.00	\$322,453.00	\$99.00
TOTALS	\$3,879,493.00	\$3,852,526.00	\$26,967.00

**Revenue/Expense Summary
to Year End Based on Projection
(Municipal Purposes Only)**

Projected Revenue to December 31, 2021,	\$3,853,367.00
Less Transfers to Others	(\$ 322,453.00)
Less Projected Expenses to December 31, 2021	<u>(\$3,530,073.00)</u>
Current Projected Surplus at year end	<u>\$ 841.00 (Rounded)</u>



2022 Budget



Where do your budget dollars go?

Where do your budget dollars go?

Administration <ul style="list-style-type: none">• General Administration• Legislative Services• Finance• Economic Development• Computer and Information Systems• Donations and Grant Management	Facilities Management and Maintenance <ul style="list-style-type: none">• Arena• Curling Rink• Library• Oxford School• Bentley Museum (Grant)
Public Works <ul style="list-style-type: none">• Roads & Streets• Water Supply & Distribution• Sewage Collection & Treatment• Garbage Collection & Disposal• Project Management & Oversight• Parks, Playground and Campground	Protective Services <ul style="list-style-type: none">• Fire Fighting• Bylaw Enforcement• Emergency Management
Community Services & FCSS	Planning and Development

Statistics

- 1 water treatment plant
- 1 bulk fill water station
- 1 clear well reservoir
- 3 portable water reservoirs
- 8.17 km of water main
- 3.2 km of storm sewer
- 8.26 km of sanitary sewer
- 75 water main valves
- 10 waste water valves
- 109 wastewater manholes
- 20 catch basin manholes
- 63 catch basins
- 2 retention ponds
- 44 hydrants and 1 flush point
- 1 septic receiving station (campground)
- 8 lagoons for waste water treatment
 - 4 anaerobic cells
 - 2 facultative cells
 - 2 storage cells
- 1.67 km of chain link fence
- .34 km of chain and post
- 2.28 km of barbed wire
- 12 hanging baskets
- 26 planters
- 1025 sq. ft. of flower beds
- 445 water meters billed
- 13 sewer and garbage only
- 8 commercial garbage bins
- 648 property tax rolls
- 1078 residents per census
- 664 bookings arena per yr.
- 437 hr. Lacombe enfcmt
- Maintenance and support of vertical assets
 - Old Firehall for Parks and Rec
 - Oxford School
 - Bentley Arena
 - Curling Rink
 - Bentley Library
 - Community Hall
 - Public Works Buildings (2)
 - Pump houses (2)
 - Ski Hill
 - Bentley Fire Hall
 - Town Hall
- 11 light duty vehicles/equip
- 5 heavy duty vehicles
- 4 bins/seacan for recycling
- 4 playgrounds
- 31 outdoor garbage receptacles
- 4 parking lots
- 3km of bike path



2022 Goals and Actions

Bentley Community Strategic Plan 2022 Goals and Actions

1. Effective Communication and Engagement

- ▶ **A well connected, knowledgeable and engaged citizenry.**
- ▶ **Bentley is a well-known regional centre and destination that people seek out.**
- ▶ **All citizens, regardless of age and ability, are engaged in a wide variety of year-round events and activities.**

- *Action* *Ensure residents are well informed and visitors can access information through an improved website was anticipated to be completed in 2021 – however with election will look to implement by Q2 2022*
- *Action* *Develop a formal marketing plan to be shared with the community by Q3 2022*
- *Action* *Continue to find ways to host safe community events in a Pandemic Environment – car show, drive thru santa, try to find a way to deliver arena slab improvement if successful for the grant between end of season minor hockey and rodeo*
- *Action* *Outdoor Rink to be built in December 2021 or January 2022 when weather permits*
- *Action* *Citizen / Volunteer Recognition Policy to be brought to Council by Q3 2022*
- *Action* *Design of Roundabout Signage for review with Council - to direct people to Bentley at Junction of Hwy 20 & Hwy 12 (Q1 2022)*
- *Action* *Continue to enhance partnerships with local organizations and groups including the newly formed Blindman Valley Lions Club. (Engage Lions Club in Q1 2022 – regarding activity for 2022)*

Bentley Community Strategic Plan 2022 Goals and Actions

2. Financial Stability

- ▶ A wide variety of partnerships have been created across Bentley to deliver a host of programs and services.
- ▶ The tax base is broadened and well diversified to support new developments and endeavors.

- *Action* *Responsible governance through open and transparent financial reporting, capital project implementation and budgetary information sharing. This has included quarterly financial projection and variance reports that will be posted publically as part of the council agenda package. Also, capital projects will be implemented in a fiscally responsible manner on time and on budget with the utilization of grant funding where possible. (Ongoing)*
- *Action* *Long term financial planning through the beginnings of an Asset Management Program to continue in 2022 and partially funded by grant funding from the Federation of Canadian Municipalities and implemented. This is in process but was delayed by the election. (Phase 1 Complete Q1 2022)*
- *Action* *Grant applied for through Canada Community Revitalization Fund (\$720,000) and Support from Lacombe County in the amount of (\$360,000) to fund \$1,440,000 Arena Slab Replacement in 2022. (Know if approved by Q1 2022)*
- *Action* *Risk Analysis and Building Assessment including Order of Magnitude Cost Estimate – Oxford School (Q3 2022)*

Bentley Community Strategic Plan

2022 Goals and Actions

3. Economic Growth

- ▶ Bentley has a wide variety of seasonal and permanent businesses.
- ▶ Year-round tourism supports Bentley businesses and provides a range of employment opportunities.
- ▶ Regional collaboration supports the success of Bentley businesses and growth.
- ▶ Collaboration with Regional Neighbors to actively Promote Bentley

- Action Established a committee of council to further explore the development potential of commercial and industrial lands as identified in the Intermunicipal Collaboration Framework and Intermunicipal Development Plan. The end goal will be to create an area structure plan, economic development plan and servicing study. The program is funded by Alberta Community Partnership Grant and work will continue through Q1, Q2, Q3 2022.
- Action Continue to enhance the gateways to our community to support tourism, business and residential development attraction – Signage for roundabout included in Alberta Transportation project. (Q2 design for sign)
- Action 2022 implementation of digital service squad partnership with Blackfalds and Sylvan Lake (grant funded program through Business Link to hire 4th year grad student to provide small businesses with resources, training and support for the adoption of digital technologies.

Bentley Community Strategic Plan

2022 Goals and Actions

4. Enriched and United Community

- **A safe, sustainable and holistic community where people can live, work and recreate.**
- **All housing needs are met to support people of every age, ability and family size.**
- **An active, engaged and sustainable community.**

- **Action** Explore opportunities for housing partnerships for the development of diversified housing options. This includes meeting with Lacombe Foundation, Bethany Group or Habitat for Humanity to further future development of residential lands. Requests have been made to Lacombe Foundation and Bethany group, but no meeting has taken place at this time with Mayor and Council
 - Meeting should be scheduled by Q2 – 2022
- **Action** New Beginnings Subdivision reconfiguration (in progress)
 - Engineering analysis underway and report will be brought back to Council in Public in Q1 - 2022
- **Action** Continue to nurture the Town’s relationship with the RCMP and Lacombe Enforcement and ensure an enhanced presence in the community.
 - Potentially look to host a community engagement with the RCMP locally in 2021 through in person or survey (Depending on COVID-19) by Q3 – 2022
- **Action** Waste and Recycling Options
 - request a presentation from LRWSC Manager regarding the Transfer Station and additional options for consideration such as a composting.(Q1 2022)
- **Action** Land use Bylaw Consolidation (Q3 2022)

Bentley Community Strategic Plan 2021 & 2022 Goals and Actions

5. Organizational Successes

- An efficient, knowledgeable, healthy and caring community.
- A transparent and accessible municipal Council and Administration.
- Organized and engaged network of community partnerships and organizations.

- Action Ensure a coordinated response and recovery from COVID-19 impacts to the community, to promote a safe and healthy community. Including information sharing with the public in a timely manner as well as providing links to resources to support the long-term recovery of our community. Managing recreation activities at major facilities like the arena to allow recreation to continue safely. (Ongoing)
- Action Engage residents through a variety of means including hosting a volunteer recognition event/open house in 2022 which includes connecting organizations to share what they do to the community. It was originally anticipated we could do so by 3rd or 4th quarter 2021, however with COVID this has not been possible. (Q3 – 2022)
- Action Explore online options for Council Meeting Technology (Q2 – 2022)
- Action Community Events Strategy (Q4 – 2022)
- Action Drive Happiness Transportation Program (Q1 – 2022)



2022 Budget – CAO Summary of Key Items

2022 BUDGET CAO SUMMARY

Revenue:

- No tax increases for municipal purposes (small increase to offset Provincial Policing Cost Increase)
- Penalties on late payments of taxes and utilities will be resumed
- Franchise Fee rates have been held at current rates – revenue is increasing
- Garbage rates continue to be frozen at 2020 rates
- Utility & Sewer Rates continue to be frozen at 2020 rates
- Decreased revenue impacts from COVID-19 will continue to be absorbed through budget
- Significant Grant Funding for Capital Projects
 - \$760,000 Capital Grant Applied for through Community Revitalization Fund and Partnership with the County for an additional \$320,000 to fund Arena Slab Replacement to fund \$1,080,000 of major capital Arena Slab Replacement

Expenses

- CPI Index increases for wages for both staff and Mayor and Council absorbed in budget
- 1 Additional Full Time Equivalent FTE for Public Works (Parks and Recreation)
- Focus on improvements for economic development/tourism attraction memberships with CAEP and Lacombe Tourism
- Planned Website revamp and branding exercise for Bentley
- Continuation of Asset Management implementation
- Progressing through Area Structure Plan for Bentley Southeast ASP
- Roundabout Signage will be installed at the Junction of Hwy 12 & 20 for further community exposure in high volume traffic area
- Major Arena Slab Replacement anticipated at \$1,440,000



2022 Budget

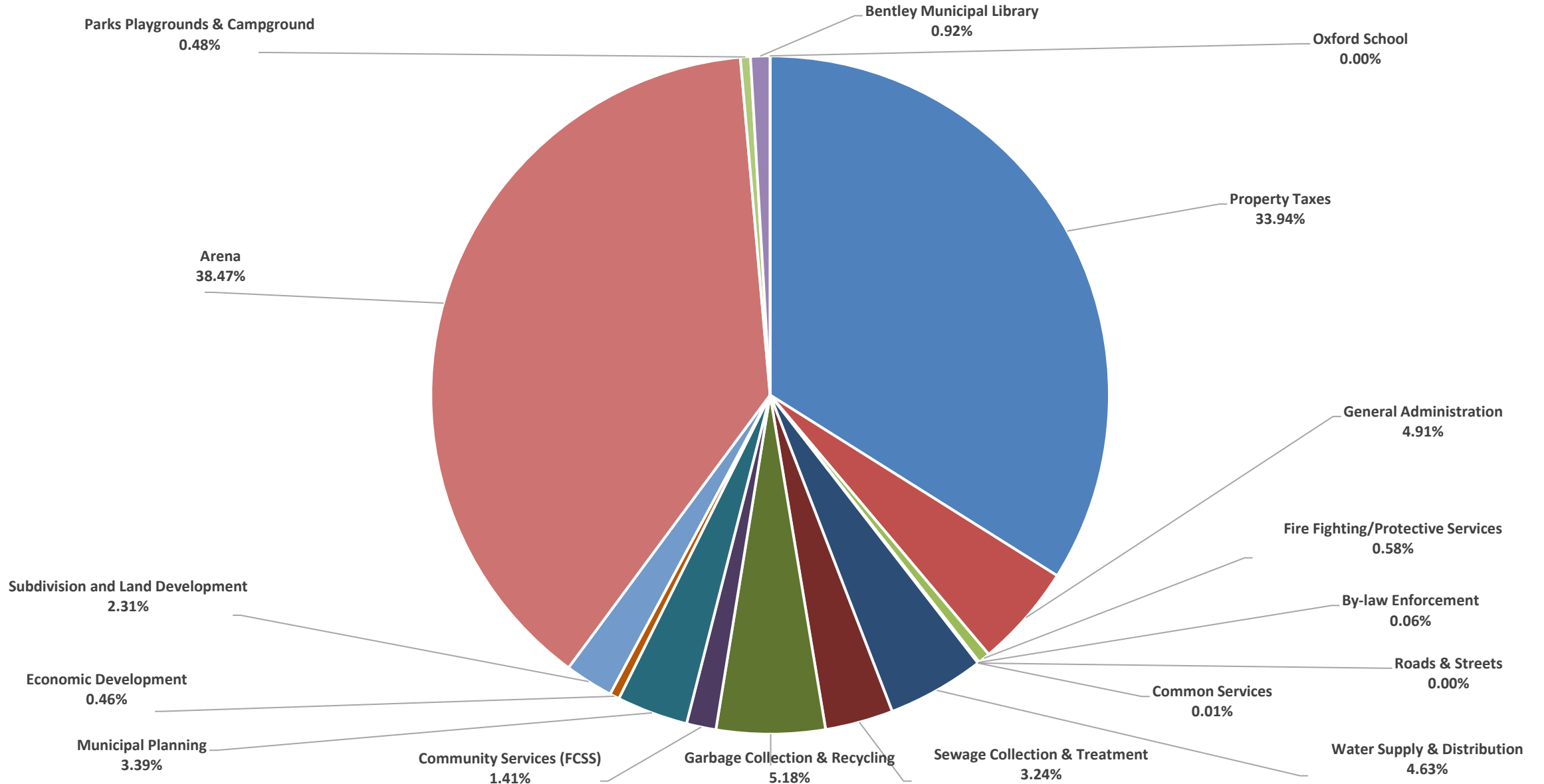
Revenue by Category and Function

Revenue Collected by Category

Revenue Category	Amount	Percentage
Property Taxes	\$1,465,720.00	33.94%
Penalties and Fines	\$53,500.00	1.24%
Licenses and Permits	\$7,195.00	.16%
Sale of Goods and Services	\$643,850.00	14.91%
Rentals	\$185,200.00	4.29%
Franchise Fees	\$128,000.00	2.96%
Provincial and Federal Grants	\$1,200,646.00	27.80%
Other Government Transfers	\$482,252.00	11.17%
Other Transfers	0	0%
Other Revenue	\$151,920.00	3.52%
TOTALS	\$4,318,283.00	100%

- Education Tax \$286,855.82
 - Seniors Requisitions \$ 6,496.50
 - Policing Invoice \$ 38,689.00
- Are paid from the property tax Collected. Net Municipal Revenue \$3,986,242.00

Revenue Collected by Municipal Function





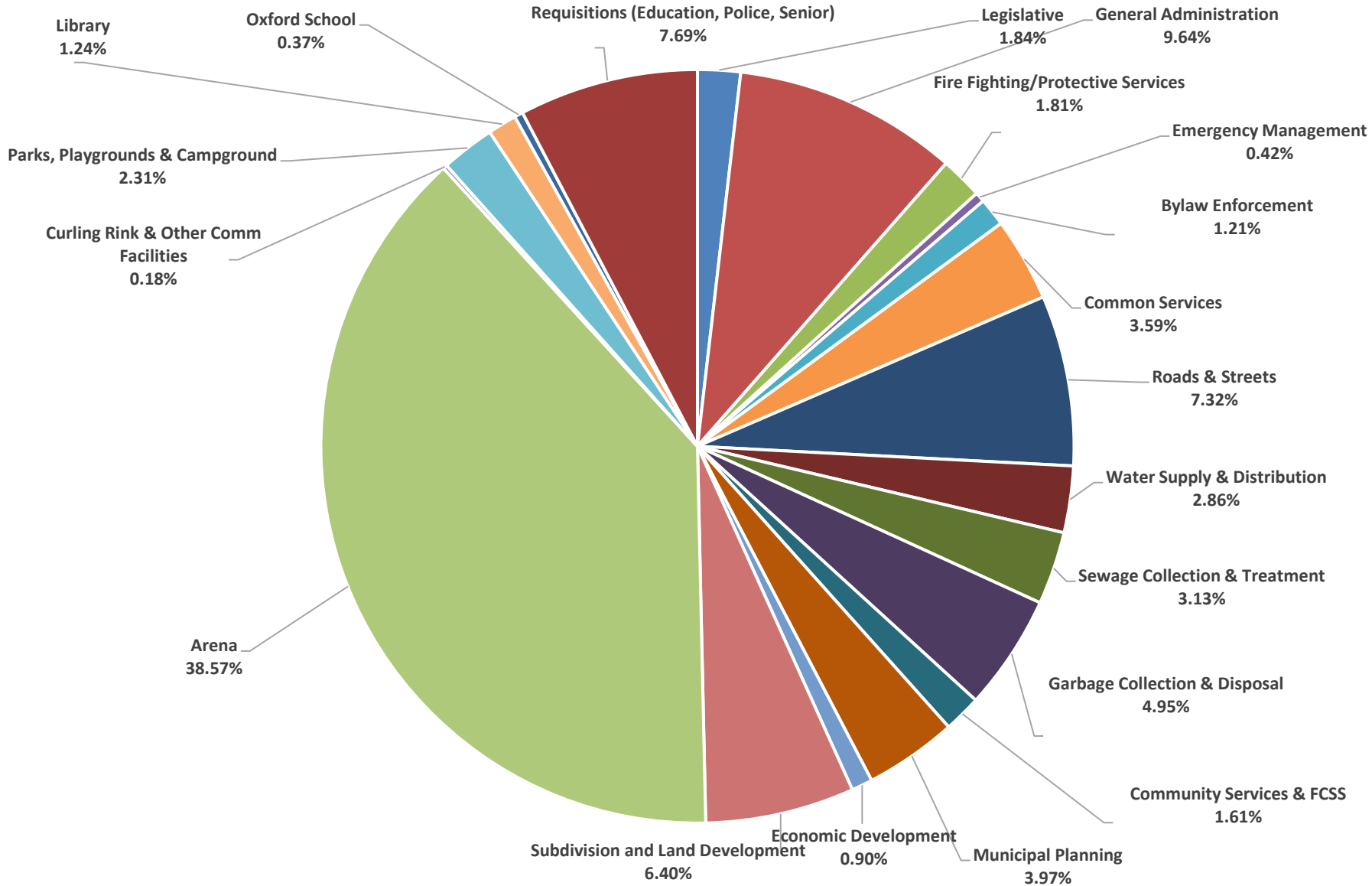
2022 Budget

Expense By Category and Function

Expenses Paid by Category

Revenue Category	Amount	Percentage
Wages/Benefits & Remuneration	\$803,064.00	18.60%
Memberships/Partnerships/Training/ Conferences and Licenses	\$54,248.00	1.26%
Mileage and Sustenance	\$8,100.00	.19%
Postage/Freight, phone & internet	\$27,775.00	.64%
Purchased Services	\$804,242.00	18.63%
Utilities	\$195,000.00	4.52%
Insurance	\$96,929.00	2.25%
Materials/Goods & Supplies	\$134,850.00	3.12%
Bank Charges and Loan Payments	\$275,199.00	6.37%
Grants & Donations	\$60,900.00	1.41%
Other Transfers (includes MSI & Gas Tax Grants to fund capital projects)	\$0	0%
Other	\$21,200.00	.49%
Capital	\$1,503,500.00	34.83%
Requisitions (Ed., Seniors, Police)	\$332,041.00	7.69%
TOTALS	\$4,317,048.00	100%

Expense Collected by Municipal Function





2022 Revenue Increases and Decreases
2021 Projection to 2022 Budget

SUMMARY OF 2022 BUDGET REVENUE INCREASES

Summary of major changes from 2021

	<u>Projected 2021 Budget</u>	<u>2022 Budget</u>	<u>Net Change</u>
Revenue	\$3,853,365.65	\$4,318,282.56	\$464,916.91 Revenue Increase
Expenditure	\$3,852,523.09	\$4,317,048.90	\$464,525.81 Expense Increase
Net (Surplus)/Deficit	\$ (842.56)	\$ (\$1,233.66)	\$ (391.10) increase in surplus over 2021

Revenue Increases and Decreases from Projected 2021 Budget to 2022 Budget

- **Property Taxes - \$9652 Increased revenue** - Policing Requisition passed onto the taxpayer or a .66 of a percent overall tax revenue increase
- **Penalties and Fines - \$28,500 Increased revenue** due to reinstating penalty charges on O/S taxes and utilities
- **Licenses and Permits - \$231 Increased revenue** due to trend of more development permits issued
- **Sale of Good and Services - \$115,160 Increased revenue** due to budgeted increases for higher anticipated water and sewage revenue due to usage (**rates remain frozen at 2020 rates**) and anticipating two lot sales at New Beginnings Subdivision if reconfigured as well as more campground bookings
- **Rentals - \$84,000 Increased revenue** due to additional Arena bookings in anticipation that COVID restrictions will continue to be relaxed and completion of slab project for next season
- **Franchise Fees - \$17,000 Increased revenue** - Franchise Fee Revenue (Franchise Fee Percentages have been frozen since 2020) but higher distribution and transmission charges by service providers FORTIS and ACCESS GAS have increased resulting in higher revenues for the Town
- **Provincial /Federal Grants - \$368,987 Increased revenue** - higher grant funding than received in 2021 if successful with the Community Revitalization Grant \$720,000 the additional impact of this grant in 2022 is offset by the additional grant funding we received from AT in 2021 and the Stimulus Grant also received in 2021 which also projected the grant totals higher in 2021

SUMMARY OF 2022 BUDGET REVENUE INCREASES

Summary of major changes from 2021

	<u>Projected 2021 Budget</u>	<u>2022 Budget</u>	<u>Net Change</u>
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Revenue Increases and Decreases from Projected 2021 Budget to Proposed 2022 Budget Cont'd

- ▶ **Other Government Transfers - \$323,000 Increased revenue** from Lacombe County \$360,000 to support the Arena Slab project this is offset by the projected increase in 2021 which included an additional \$15,000 in 2021 for the arena slab project and higher reimbursement by the county of fire department cost share (Lacombe County now processing most expenses and billing the town therefore less revenue from the County to cover cost shared expenses as they pay directly now)

- ▶ **Other Revenue - \$482,000 Decreased revenue** in 2022 due to one-time pmts./transfers in 2021 as follows:
 - **Administration \$49,610** less in 2022 due to 2021 reserve transfers for computer replacement program completed in 2021 and less other revenue from one time Canada post lease/refunds of AHS janitorial cost for doctors' office/ one time elections grant/ADT overcharge refunds
 - **Fire Department \$49,000** less in 2022 due to 2021 reserve transfer for SCBA and Thermal Imaging Capital Purchase
 - **Roads \$426,400** related to sale of 3 ton in 2021 and reserve transfers for unspent grant funds in 2021 MSI, Municipal Stimulus Grant
 - **Garbage Collection & Recycling \$51,000** related to reserve transfer of \$47,000 for garbage truck and sale and disposal of old garbage truck \$4,000
 - **Arena \$16,000** less due to 2021 one-time FORTIS reimbursement for damage caused by incorrect transformer install
 - **These decreases are offset by \$110,000 additional revenue** drawn from Reserve in 2022 for Municipal Planning \$90,000 unspent ACP grant for work on Bentley Southeast Area Structure Plan and Economic Development \$20,000 unspent Website Budget from prior years



2022 Expense Increases and Decreases
2021 Projection to 2022 Budget

SUMMARY OF 2022 BUDGET REVENUE INCREASES

Summary of major changes from 2021

	<u>Projected 2021 Budget</u>	<u>2022 Budget</u>	<u>Net Change</u>
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Expenditure Increases & Decreases from Projected 2021 Budget to Proposed 2022 Budget

- ▶ **Requisitions to Other Governments and Agencies – \$9,652 Increased Expenditure** for Policing Requisition

- ▶ **Wages Benefits & Remuneration - \$35,740 Increased Expenditure due to:**
 - increase of \$7,650 for Mayor and Council compensation due to implementation of new policy and technology reimbursement, deputy mayor rate and CPI index increase of 3.2%
 - increase of \$28,090 for municipal staff compensation and benefits as a result of request for 1FTE for a Parks Supervisor/Safety Officer and CPI index increases of approximately \$17,000 based on a 3.2% increase **(includes compensation and benefits increases as a result)**

- ▶ **Advertising/Memberships/Conferences/Training - \$19,111 increased Expenditure due to:**
 - **Administration decrease of \$1,700** for the allowance of advertising and conference fees – allowance was too high and was corrected
 - **Legislative increase of \$4,075** for AMA conference to allow all of council to attend and membership fees
 - **Fire and Protective Services increase of \$7,161** for training fees, dispatch service contract fees, radio Licence and permits and software fees
 - **Emergency Management increase of \$1,500** for joint training exercise with LREMP in 2022
 - **FCSS increase of \$500** for social media training for employee
 - **Economic Development increase of \$7,000** for joint initiatives with CAEP and Lacombe Tourism in 2022
 - **Water & Sewer increase of \$575** for regulatory course fees for operators' licenses

SUMMARY OF 2022 BUDGET REVENUE INCREASES

Summary of major changes from 2021

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Expenditure Increases & Decreases from Projected 2021 Budget to Proposed 2022 Budget (Cont'd)

- ▶ **Mileage and Subsistence increase of \$4,125 due to:**
 - **Legislative increase of \$3,850** due to increased in person meetings anticipated in 2022 and all of council attending AMA
 - **Administration increase of \$1000 due to** anticipate mileage reimbursement for in person meetings in 2022
 - **Community Service FCSS increase of \$350** due to anticipate mileage for in person meetings
 - **The above increases are offset by a decrease of \$1,075** in emergency management due to negotiated wage now includes mileage and water and sewer not travelling to Banff for regulatory training as it is being offered online

- ▶ **Postage/Freight and Telephone/Internet decrease of \$350** due to small savings throughout the entire budget

SUMMARY OF 2022 BUDGET REVENUE INCREASES

Summary of major changes from 2021

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Net (Surplus)/Deficit	\$ (842.56)	\$ (\$1,233.66)	\$ (391.10) increased surplus over 2021

Expenditure Increases & Decreases from Projected 2021 Budget to Proposed 2022 Budget (Cont'd)

► Purchased Services increase of \$223,138 due to:

- **Legislative increase of \$1,800** due to allowance for Assessment appeals \$800 which was projected to zero due to no appeals in 2021 and Council public relations budget \$1,000
- **Administration decrease of \$12,000 due:**
 - **\$15,000 decrease** in professional fees required as business coaching was a one-time project in 2021
 - **\$1,000 decrease** in other purchased services related to tax service fees
 - **\$1,500 decrease** in other services such as building maintenance repair, janitorial, equip repair and rental, and security system
 - **\$4,500 increase** in audit fees
 - **\$1,000 increase** in computer support fees
- **Fire Fighting and Protective Services increase \$2,300** due to building maintenance and equipment maintenance allowances higher than 2021-year end projection based on averaged historical cost – also anticipate kitchen maintenance in 2022
- **Roads and Streets increase of \$34,000** due to the 2021 budget included allowances for Calcium Chloride, tree trimming, line painting, crack filling – some of this work was done but we held off due to other cost increases in 2021. 2022 includes a full budget for general maintenance – tree trimming, line painting, crack filling, storm drain maintenance etc
- **Water Supply and Distribution decrease of \$18,200** due to in 2021 projection included butterfly valve replacement which was not completed, 2022 allowance is for minor maintenance only – Darren will look to do full cost analysis on valve replacement for more accurate cost estimate that we can bring to council for approval through reserve transfer.

SUMMARY OF 2022 BUDGET REVENUE INCREASES

Summary of major changes from 2021

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Expenditure Increases & Decreases from Projected 2021 Budget to Proposed 2022 Budget (Cont'd)

► Purchased Services increase of \$223,138 (Cont'd) due to:

- **Sewage Collection and Treatment Increase of \$50,500** due to:
 - **\$5,000 increase** related to lagoon sludge survey to be done in 2022
 - **\$1,000 increase** for additional testing for regulatory compliance in 2022
 - **\$44,500 increase** for 3 valve replacements at \$11,500 per valve and \$10,000 additional maintenance allowance for system repairs
- **Garbage Collection and Disposal Increase of \$12,000** due to fall clean up and waste roundup budget in 2022 as well as averaged estimate for commercial bin pickup in Bentley
- **Community Services/FCSS increase of \$3,300** due to additional costs for color copies for the community newsletter, additional anticipated costs for programming (instructors etc)
- **Municipal Planning increase of \$101,000** due to ACP grant residual to be spent in 2022 on Bentley Southeast ASP and Land use bylaw consolidation in 2022 plus JUPA work with the school to start
- **Economic Development increase of \$31,000** due to Town Website and branding project moving forward in 2022 and small promotion and marketing budget
- **Arena increase of \$8,000** due to additional costs for arena lobby floor replacement, additional Zamboni blade sharpening based on anticipated higher usage of the facility, budget for additional janitorial for rodeo
- **Oxford School increase of \$9,000** due to undertaking and architectural analysis to prepare a proper cost estimate related to the cost to repair and bring into code compliance
- **Increase of approximately \$450 through various other functions such as the curling club, subdivision and land development for general building repair and maintenance and real estate commissions and fees**

SUMMARY OF 2022 BUDGET REVENUE INCREASES

Summary of major changes from 2021

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Expenditure Increases & Decreases from Projected 2021 Budget to Proposed 2022 Budget (Cont'd)

- **Utilities increases of approximately \$25,000** mainly due to additional arena energy costs \$15,000 due to more utilization as COVID restrictions continue to ease, and allowance for additional street lighting costs of approximately \$9,000 based on trend.
- **Insurance increases of approximately \$10,930** due to increased premiums due to major insurance payouts with recent disasters nationally
- **Materials Goods and Supplies increases of approximately \$8,062** due to general prices increasing with price index increases and as follows:
 - **Legislative decrease of \$2,800** due to one-time iPad purchase for new council in 2021 just general supplies allowance in 2022
 - **Administration increase of \$1,700** due to building maintenance supply increase for minor maintenance in community room downstairs, as well as increased budget for stationery and supplies based on trend of costs and inflation and increased janitorial supply to continue with enhanced sanitation procedures
 - **Fire and protective services increase of \$4,000** due to anticipated expenditure on Bunker Gear and PPE, as well as general tools, parts and supplies for firehall operations.
 - **Common Services increase of \$3,600** due to allowance increase for equipment vehicles and parts – was projected to a small amount in 2021 due to no need of allowance and minimal repairs – the allowance is kept to ensure that PW vehicles can be repaired if they need to be due to wear and tear and potential equipment failure
 - **Roads and Streets increase of \$12,900** due to major savings in 2021 due to no utilization of budget allowances for machinery equip supplies \$2,400, chemicals and salts \$8,000 due to warm year and street sign replacement \$2,500. Brine and salt will be replaced in 2022 the other two are allowances.

SUMMARY OF 2022 BUDGET REVENUE INCREASES

Summary of major changes from 2021

	<u>Projected 2021 Budget</u>	<u>2022 Budget</u>	<u>Net Change</u>
Revenue	\$3,853,365.65	\$4,318,282.56	\$464,916.91 Revenue Increase
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Expenditure Increases & Decreases from Projected 2021 Budget to Proposed 2022 Budget (Cont'd)

➤ **Materials Goods and Supplies increases of approximately \$8,062 (cont'd)**

- **Water Supply and Distribution increase of \$7,000** due to major savings in 2021 due to no utilization of budget allowances for system repair \$5,000, building material and supply \$1,500 and general supplies \$500. Budget allowances are in place to mitigate risk of potential system issues, if they are not utilized, they are zero'd out through the projection process and transferred to reserve or utilized to cover unanticipated shortfalls within the entire budget.
- **Sewage Collection and Treatment decrease of \$7,500** due to switched chemicals in 2021 for lagoons and the new bacteria did not work, we had to purchase additional actizyme in 2021. In 2022 is the regular purchase cost of the actizyme is budgeted
- **Garbage Collection and Disposal decrease of \$1,750** due to in 2021 we purchased two new tires for the new garbage truck, this was an unanticipated cost, therefore budget allowance is small in 2022
- **Community Services / FCSS increase of \$1,300** due to anticipated additional supplies costs for programming
- **Arena decrease of \$19,500** due to one-time costs in 2021 associated to transformer failure for which we were reimbursed by FORTIS \$16,000, As well as general savings of approximately \$3,500 due to less budget in 2022 for general supplies due to substantial work has been done in the last two years
- **Parks and Playgrounds increase of \$8,250** due to general maintenance anticipated to ball diamonds, shower building in campground, tree trimming and hazard tree removal, bike path maintenance, and painting of the P&R shop
- **Increase of \$862 in general materials goods and supplies** in misc. amounts throughout the budget

SUMMARY OF 2022 BUDGET REVENUE INCREASES

Summary of major changes from 2021

	<u>Projected 2021 Budget</u>	<u>2022 Budget</u>	<u>Net Change</u>
Revenue	\$3,853,365.65	\$4,318,282.56	\$464,916.91 Revenue Increase
Expenditure	\$3,852,523.09	\$4,317,048.90	\$464,525.81 Expense Increase
Net (Surplus)/Deficit	\$ (842.56)	\$ (\$1,233.66)	\$ (391.10) increased surplus over 2021

Expenditure Increases & Decreases from Projected 2021 Budget to Proposed 2022 Budget (Cont'd)

- **Bank Charges and Loan Payments decrease of \$148,451** due to the 2016 capital loan being paid off in 2021 as well as less interest will be paid due to reducing principal balances of the remaining two debentures
- **Grants and Donations increase of \$3,255** due to budgeted additional contributions by Mayor and Council for the Recreation, Culture and Tourism grant program
- **Other Transfers decrease of \$214,225** due to no budgeted reserve transfers in 2022 due to tight budget and large capital program to be delivered
- **Capital increase of \$488,782** due to major capital program for arena slab



Parks Supervisor/Safety Officer

Parks Supervisor/Safety Officer

1 FTE – Business Case

- **Anticipated full time position reporting to Public Works Foreman**
- **Nature and Scope of Work to include:**
 - planning, supervision, coordination, safety inspections, standard operating procedure review with a safety lens and compliance to OHS standards
 - assigning and performing work related tasks to municipal grounds and parks maintenance
 - Pesticide and herbicide licensing to be obtained upon hire
 - will supervise 2 FTEs from May to August every year and expand as needed
 - will provide additional vacation coverage to PW staff year-round (holidays are difficult for staff to take in the winter snow removal months)
 - will provide additional coverage to allow better utilization of holidays
 - Working Supervisor will perform summer maintenance tasks alongside staff
- **Cost implications**
 - Assistant Foreman Band which ranges from \$66,550 to \$81,850
 - savings in budget by not hiring additional summer student (\$11,000 per year)
 - Seasonal FTE for Summer Supervisor earned approximately (\$25,000 per year)
 - Net budget impact is \$30,550 to \$45,850 per annum
- **Risk mitigation**
 - Occupational Health and Safety Standards all employers must inform workers about potential hazards and have access to health and safety information on site
 - workers should be involved in health and safety discussions
 - employers are responsible for ensuring health, safety and welfare of workers
 - ensuring workers are aware of their rights
 - the position will review and establish Standard Operating Procedures as they relate to Health and Safety
 - conduct safety inspections, playground inspections, equipment inspections etc, site inspections

Parks Supervisor/Safety Officer

1 FTE – Business Case

➤ Required knowledge and skill

- Diploma in horticulture, arboriculture or related field or equivalent experience is considered an asset
- Courses in turf management, landscaping or other related discipline or experience
- Computer literacy and demonstratable skill in operating windows, Microsoft office, outlook
- Minimum of 3 years experience related to parks or greenspace maintenance including playing fields
- Minimum 1-year supervisory experience
- Ability to write reports, standard operating procedures, read plans and blueprints and provide guidance to all Public Works Staff on safety protocols and procedures in collaboration with the Public Works Foreman or Assistant Foreman

➤ Additional Benefits

- Will provide additional service level of having a full-time parks staff for plant, shrub and tree maintenance, currently we contract out pruning etc. (we would still contract the large work, but pruning maintenance could be done in house would save approximately \$3,000 to \$5,000 per year)
- We currently contract out herbicide and pesticide spraying if we have someone ticketed on staff, we can do in house approximately costs \$4,000 to \$6,000 per year (may need additional attachment for Kubota)
- Can assist in the winter with snow removal on main street and provide an enhanced level of service for the business community
- Will maintain the outdoor rink in the winter
- Will maintain the gateway park, east gateway park, municipal park, Morrisroe recreation area, campground beautification and can help to develop planting plans and greenspace plans in house to save on contracting fees



2022 Capital

Capital 2021

- Total Capital Purchases in 2021 were **\$1,014,718.92**
- Debenture Payment for 2018 Capital **\$ 142,400.00**

- Total Funding as follows: **\$1,157,119.00**

Grants and Contributions

▪ MSI	\$502,479.00
▪ Gas Tax	\$ 61,663.00
▪ Municipal Stimulus	\$ 98,141.00
▪ Alberta Transportation	\$249,283.00
▪ Lacombe County	<u>\$ 15,072.00</u>

Total Grants/Contributions \$926,638.00

80.08% Grants and Contributions

Municipal Sources/Reserves

Franchise Fees	\$ 24,000.00
Reserve Transfers	<u>\$206,481.00</u>

Total Municipal \$230,481.00

20.00% Municipal Contributions

Capital 2021

► Summary 2021 of Projects:

Project Name	Total Project Budget	Funded in 2021	Funded in Prior Year	Funding Source
- 50 th Street South Rehab	\$ 271,470.00	\$ 240,944.00	\$ 30,256.00	MSI/Municipal Stimulus
- Service Road	\$ 249,283.60	\$ 249,283.60		Alberta Transportation
- Bentley Gateway	\$ 24,000.00	\$ 24,000.00		Franchise Fees
- Bentley Concrete Replace	\$ 713,867.00 (multi year)	\$ 263,867.00		MSI/Gas Tax
- Bentley Arena Access Ramp	\$ 30,143.32	\$ 30,143.32		MSI/Lacombe County
- Fire Department SCBA'S	\$ 45,000.00	\$ 45,000.00		Reserves
- Fire Dept Thermal Camera	\$ 4,000.00	\$ 4,000.00		Reserves
- Garbage Truck Replace	\$ 47,000.00	\$ 47,000.00		Reserves
- 5 Ton with Dump Truck	\$ 65,000.00	\$ 65,000.00		Reserves
- Grader Snow Blade	\$ 11,145.00	\$ 11,145.00		Reserves
- Computer Server/Equip	<u>\$ 34,336.00</u>	<u>\$ 34,336.00</u>		Reserves
Total	\$1,460,908.92	\$1,014,718.92	\$ 30,256.00	

Capital 2022

➤ Total Proposed Capital/Project Purchases in 2022	\$1,503,500.00
➤ Transfer from Prior Year to Website/Branding	\$ 20,000.00
➤ Total Funding as follows:	\$1,523,500.00

Grants and Contributions

▪ MSI	\$ 151,975.00
▪ Gas Tax	\$ 191,222.00
▪ Community Revitalization	\$ 720,000.00
▪ Lacombe County	\$ 360,000.00
Total Grants/Contributions	\$1,423,197.00

93.42% Grants and Contributions

Municipal Sources/Reserves

Franchise Fees	\$ 63,500.00
Reserve Transfers	\$ 36,803.00
Total Municipal	\$100,303.00

6.58% Municipal Contributions

Capital 2022

► Proposed Projects for 2022

1.) Bentley Arena Slab Replacement \$1,440,000

The Bentley Arena was constructed in 1965 and has been operating since it was open. The slab is original to the facility and had a partial replacement in 2007 for the end of the faceoff circle to the East end boards. The replacement slab is moving vertically up and down between 2" and 3" and has resulted in a crack opening in the slab along the line of movement as well as additional cracks forming throughout the slab.

- Movement has resulted in uneven ice coverage which creates inefficient ice plant operation, additional operational time to repaint lines during the season and melting of ice during chinooks
- The project will replace the entire arena slab contingent on our success with the Canada Community Revitalization Grant

To be funded as follows:

- Canada Community Revitalization Grant	\$ 720,000	
- Lacombe County Contribution	\$ 360,000	
- MSI Funding 2021 Carry Forward	\$ 8,975	
- MSI Funding 2022	\$ 143,000	(MSI Grant reduced by 59.4% over prior year)
- Gas Tax 2021 Grant	\$ 126,222	
- Gas Tax 2022 Grant	<u>\$ 65,000</u>	
Total Grants and Contributions	\$1,423,197	98.83% funded via grants and contributions
1.16% funding provided by municipality		
- Municipal Reserves	<u>\$ 16,803</u>	
 Total Project Funding	 \$1,440,000	

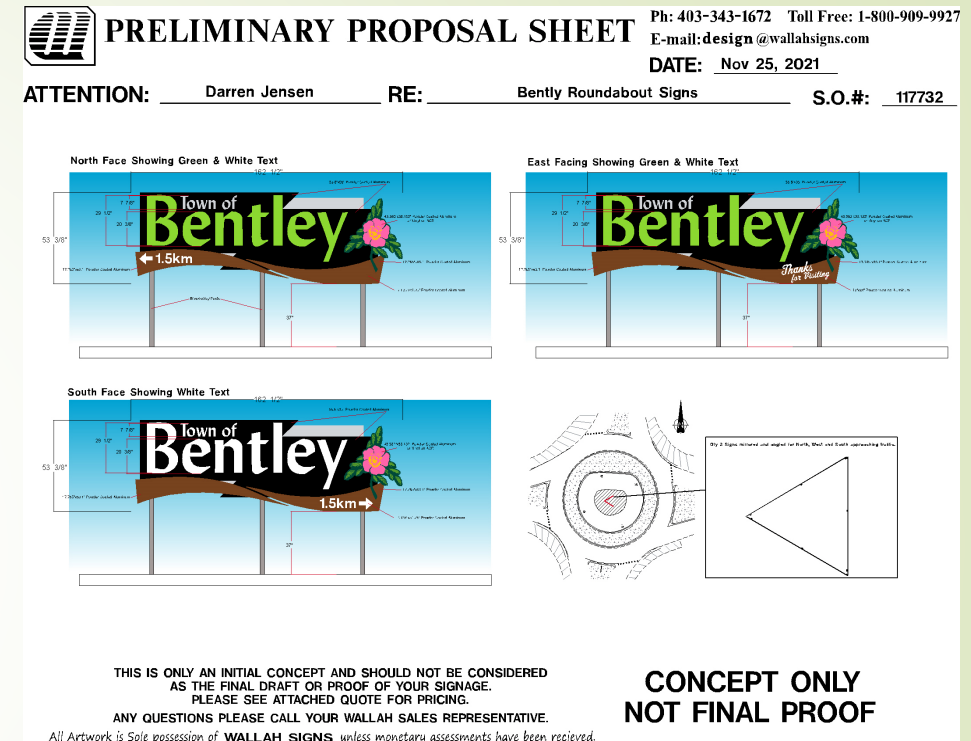
Capital 2022

► Proposed Projects for 2022

Project Description: Project Cost \$50,000 funded by Franchise Fees

2.) Town of Bentley Roundabout Signage

- Alberta Transportation is planning to construct a single land roundabout at the intersection of Highway 20 and Highway 12, west of Bentley to improve both traffic safety and traffic capacity
- The Town of Bentley has negotiated with Alberta Transportation the ability to place Town directional and gateway signage in the center of the roundabout to Enhance tourism and inform the vehicular traffic that we are here and only a short Distance up the road.



Capital 2022

► Proposed Projects for 2022

Project Description:

3.) Branding and Website (\$30,000 Budgeted and funded via \$20,000 unspent prior years budget transferred to reserves and \$10,000 funded via Franchise fee revenue)

- Is not truly a capital project, but is a major project for the Town
- Will post an RFP or two RFPs to provide services to support a branding conversation with the community, develop a new Town of Bentley Brand and redevelopment the Town Website to be more user friendly and mobile friendly.
- This focuses on a goal to continue to support Mayor and Council's goal of Effective Communication and Engagement as Economic Growth
- The intent is to provide a refined platform to engage citizens and share information as well as market the community and support tourism and business attraction and retention

Capital 2022

► Proposed Projects for 2022

Project Description:

3.) Computer Replacement Public Works \$3,500 to be funded from Franchise Fee collected

- Most of the Computer infrastructure was upgraded in 2021, however I could not replace the Public Works Foreman's computer or the Community Services/FCSS computer (which was newer)
- 2022 will replace the Public Works Foreman computer infrastructure
- 2023 will replace the Community Services/FCSS computer
- Both computers are outdated
 - Public Works Computer was replaced more than 6 years ago
 - Community Services / FCSS computer more than 6 years ago
 - The older computer equipment will be repurposed to support Public Works and Parks staff



QUESTIONS?