



Mountain View C O U N T Y

Building Rural Better



2009 Budget

Adopted: December 17, 2008

Alberta, Canada



Mountain View COUNTY

Message from the Reeve

2009 Budget

As we come to grips with falling energy prices, and the prospect of a nationwide economic slow down in 2009, we believe it is more important than ever to pursue economic diversification to lessening our dependence on volatile energy revenues. We must grow, but in a way that does not expose our ratepayers to unnecessary risks, and doesn't compromise our rural identity.

While these uncertain times call for a more conservative approach, taking a step backwards is not an option. In 2009, Council intends to hold steady, and work diligently with staff to maintain the progress we've made together. We're proud to say we've brought forward a budget which exercises great restraint - holding the average tax increase for County ratepayers at three per cent but maintaining the level of services we have provided in the past.

In the past four years, we've made a determined effort to replenish our reserve funds, which have been put in place to provide stability during uncertain times, leaving Mountain View County well positioned to face any unforeseen challenges in the future.

Up until 2008, much of our focus in the Operational Services department has been on meeting the challenges that growth could pose to our County infrastructure. While we've moved forward with paving projects on some of our major collector roads, our first priority remains the maintenance of our gravel and chip-seal roads. In recognition of this, we're committing significant additional funding over the next three years to go towards maintenance of these roads, at the standard our ratepayers expect. This could briefly delay some of our large road construction projects, as a portion of the grant funding the County has received from the Provincial government has been redirected towards improving road infrastructure. It's a sacrifice to be certain, but a small one to insure that the residents who keep this County on the go, are able to go wherever they need to be.

As residents of Mountain View County, we take great pride in the natural environment in which we all work, live and play. Our natural environment is an integral part of who we are as a people, and a municipality, and we want to preserve it. In December, Council took an unprecedented step towards conserving our riparian areas, and environmentally sensitive lands, with the adoption of Environmental Protection Guidelines. These guidelines are a first for the County, and with them we've signaled our intention to protect our water resources, and preserve our natural areas for the benefit, and enjoyment of our citizens, for generations to come.

Our tag line "Building Rural Better" is, in 2009, about building a better County now, and in the future.

Al Kemmere
Reeve
Mountain View County



Message from the CAO

2009 Budget

At the close of 2008, few places had weathered the economic storm that has enveloped the globe better than Mountain View County (MVC). While a number of municipalities across the province face the prospect of significant double digit tax increases over the next three to five years, the County has not spent beyond its means, and is able to maintain a solid tax base to fund our operational activities. In this age of economic uncertainty, your County wants to ensure that it stays that way. With this new budget, we believe we are as prepared as possible for any challenges we may encounter in 2009; and will be able to maintain a strong financial position for future years.

The average residential tax increase for MVC ratepayers in 2009 will be three per cent; this is two per cent lower than in 2008. Following the goal set by Council, the organization has been able to use recent higher linear revenues (mostly from oil and gas pipelines) to restore reserves to the level achieved prior to the construction of the new County Office.

Where 2008 was a year of growth for MVC, 2009 is a year of consolidation. Only two positions will be added to the budget, both supporting the development of a one-stop concept on permits- where development, building, gas and plumbing permits will all be available from the County Office. As well as being more convenient for residents, businesses, and our construction industry; having direct control over the issue of plumbing permits will allow MVC to enhance its monitoring of environmental impacts. The positions will be funded by the additional permit revenue collected by the County.

Starting in 2009, we will be refocusing some of our Operational Services maintenance resources on gravel and chip-seal road maintenance. Council has pledged an additional \$4.5 million from capital project budgets over the next three years towards tackling the problem areas along our chip seal-road network. Including the reallocated operational funding, we have committed to spend up to a total of \$12 million on chip-seal road improvements in 2009, 2010, and 2011. After this period maintenance spending on chip-seal roads is anticipated to return to a level of \$2 million per year. To do this additional spending, MVC has temporarily delayed some of the large road construction projects along our County Collector Network, and has reallocated provincial grant funding. Please review this budget to see the revised schedule on these projects.

“Building Rural Better” isn’t just a philosophy - we’ve taken steps towards building stronger rural communities, for the long term benefit for all our residents. It’s also recognition that the continued prosperity of our rural communities requires the support, and cooperation, of our urban partners. As a County, we do our fair share. We recognize that our residents use the recreation and library facilities in our five neighbouring urban centres, and in acknowledgement of this, we have increased our support to these facilities from \$500,000 in 2006; to \$1.5 million in 2011. This being year three of a five year cycle, MVC will be contributing just over \$1 million in 2009 towards the operation of these facilities.

This budget reflects the need to continue to provide quality MVC services to residents, business, and industries, while at the same time minimizing increases in tax bills during 2009.

Doug Plamping
Chief Administrative Officer
Mountain View County

Highlights

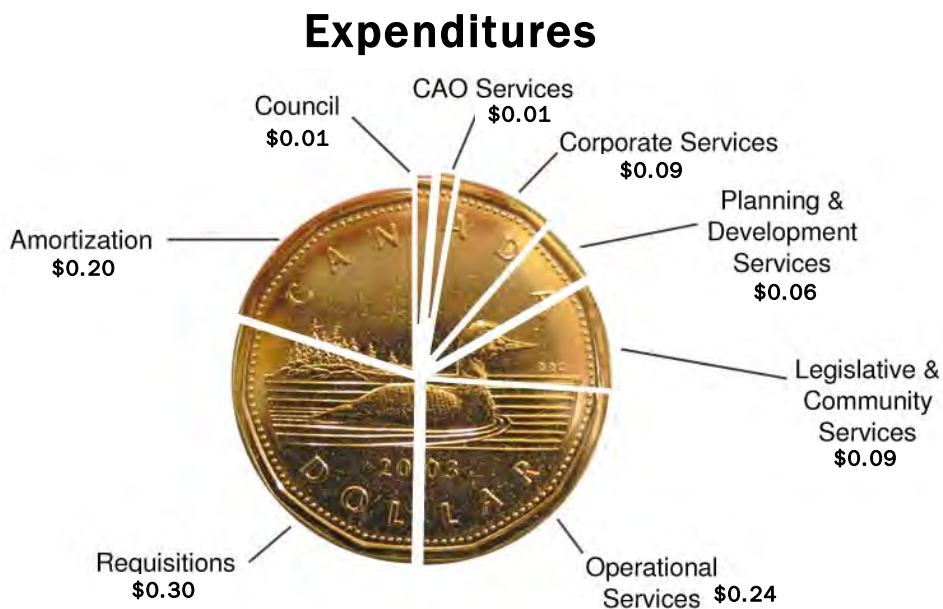
When Mountain View County began its budget process economic storm clouds were looming on the horizon, and as we have moved through the process, the storm clouds have developed into a full financial crisis that has gripped much of the world. In many parts of the world the financial crisis has already become an economic crisis. For Mountain View County we are fortunate to be in a country that has a solid banking sector that is holding up well in the financial crisis and in a province that is not dependant on the manufacturing sector. It is still expected that the 2009 tax revenues that support the majority of the County’s spending will remain on target. That being said, overall, the County is in a strong financial position to weather the storm, with increases in our reserve balances planned in 2009.

Taxes

Municipal tax revenue has been budgeted to increase 7% or \$1.5 million in 2009. This is below the mean growth from the last 10 years which was 10% but closer to the median growth rate of 8.4%. The growth rates are based on where we are in the economic cycle and Council’s objective to hold the overall increase in taxes, for the average residential rate payer, to 3%.

Expenditures

Operational expenditures are budgeted to increase only 1% in 2009. In 2008 there was a large increase to the operational expenditures with many operational projects planned. In 2009 less projects are planned. If the effect of the reduction in projects is removed the adjusted increase for recurring programs for 2009 is 3.4%.





Operational Services

Road infrastructure maintenance and road improvement projects are where the County spends a large portion of its budget. Road Maintenance and the amortization of assets related to the County's road network accounts for 39% of the County's operational budget and 79% of the 2009 capital expenditures are related to roads. This totals \$15.7 million dollars that the County plans to spend on maintaining and improving its road infrastructure in 2009.

The focus of these expenditures in 2009 is on the County's chip sealed roads. For chip sealed roads the budget includes funding necessary to move from a program that allowed the chip sealed roads to be resurfaced every 7 years to a 5 year program. As well, the 2009 budget contains \$1.5 million dollars to address surface and sub surface issues related to the chip sealed roads. The sub surface repair program is expected to take place over the next 3 years with \$1.5 million dollars planned for each of the 2010 and 2011 budget years. The current condition of the chip sealed roads is due to deferred maintenance over the last ten years.

Reporting Changes

The 2009 Mountain View County budget is a milestone budget. This is the first budget year which incorporates new Public Sector Accounting Board (PSAB) reporting standards. These standards primarily impact how expenditures on tangible capital assets are reported.

Those familiar with previous budgets will notice a new look. Current year capital expenditures are no longer shown as part of a separate capital fund and on the operating statement current year capital expenditures are not included. Instead the current year's amortization of existing capital assets is included. As well, a new statement has been added to the budget document. The Statement of Cash Flows demonstrates how the budgeted activities generate and use cash.

One thing that may immediately catch your eye is the large "surplus" (or Excess of Revenues Over Expenditures – a more appropriate term) that is shown on the Statement of Operations. In order for the County to sustain the current levels of investment in capital assets there needs to be a consistent and reasonably large surplus. These funds allow the County to replace assets that were acquired a number of years ago at the now higher replacement costs. Also if the County wishes to enhance or expand the assets available to provide services, these additional funds are necessary.



Executive Summary

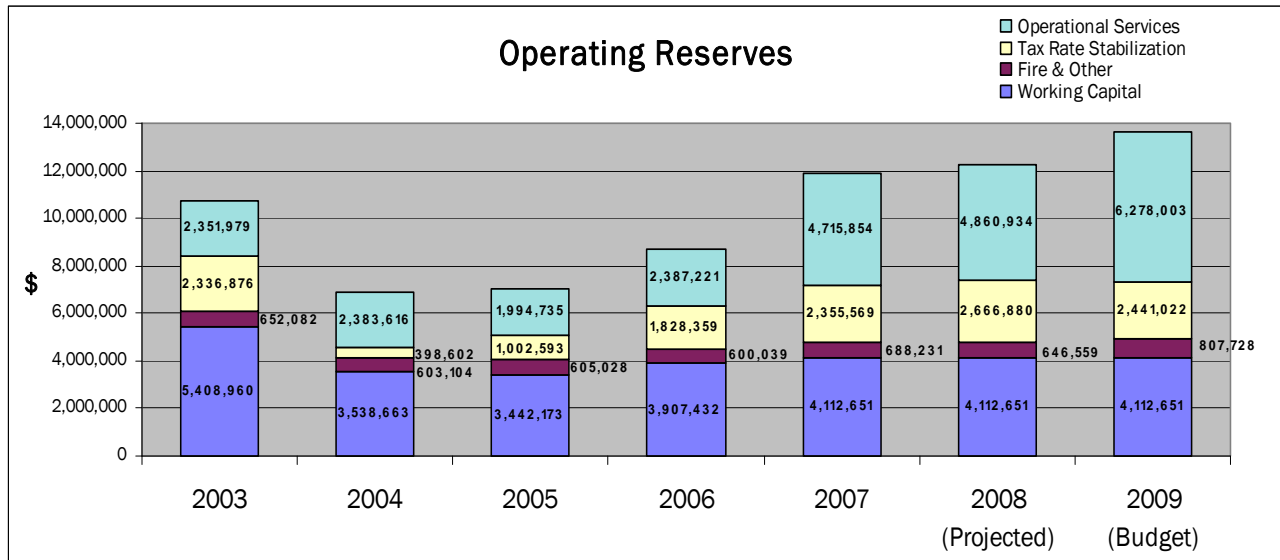
2009 Budget

As was hoped and expected when the new reporting standards were introduced they will assist in emphasizing long range planning. The best way to determine how high the “surplus” should be is to view it in the context of the long term asset replacement plans and in the context of the value of all the assets for which the County is responsible.

The adjusted 2009 budgeted Excess of Revenues Over Expenditures, by the change in deferred grant revenue, is 2.3% when compared to the estimated gross book value of the County’s assets. This would suggest that the current revenues would support replacing the current County assets with a 2.3% premium to cover inflation and additional or upgraded assets. In 2009 it’s planned that Council and administration will spend some time developing benchmarks which will be used to evaluate the surplus as well as develop other measures that would help evaluate the County’s operations under the new reporting model. These will then be incorporated into future budgets.

Reserves

In 2009 the County’s reserves are expected to increase by \$1.6 million dollars. There are many factors influencing the reserve balances but generally 2009 is expected to be a year that focuses on road maintenance rather than large road construction projects. As well with an uncertain economic outlook the County wants to ensure that we are as prepared as possible.



Personnel Costs

Whereas 2008 saw a number of new positions added to the County budget, in 2009 there are only two positions added to the budget. Both of these positions are in the Planning and Development Services department and will support the County in coordinating all permits related to construction activities. These positions are primarily funded by permit revenues.

Wage and salary pressures have started to moderate in Alberta. Although the County did a wage review in 2008 it was determined that rather than adjusting salary grids independently of one another that all grids would be adjusted by a 2% cost of living adjustment. In 2009 the overall compensation for the County will be monitored and if necessary more significant adjustments will be made in the 2010 budget.

Strategic Directions Plan

To start the budget process, Council and administration met to set the strategic directions for the County. The strategic directions, provided by Council, were then used by each department in planning the 2009 budget. The strategic directions fall under 6 main categories: Rural Communities, Protection of Agriculture, Sustainable Growth, Transportation, Environment and an Equal Partner.

The following summarizes how the 2009 budget supports the strategic plan. For further details on how specific initiatives support the strategic plan please refer to the project sheets.

Rural Communities

Council's strategies which help support the rural communities are largely carried out by Community Services which provides funding to community halls, libraries, recreational facilities, social services, fire services etc. Besides providing funding to these groups, Community Services helps provide safe communities through peace officers for traffic and bylaw enforcement. The County also supports education, solid waste collection and recycling, senior's housing and ambulance services through funds which are requisitioned by these agencies.



As well as the ongoing activities the County is planning specific projects in 2009 to target the development of rural communities. These include planning for a County fair and workshops to support volunteers and community organizations.

Excluding the education requisition, in total the County dedicates almost \$3.6 million to these initiatives.

Protection of Agriculture

Agricultural strategies are carried out by the Agricultural Services Board (ASB) and the Agriculture department. These activities largely entail road right of way management, invasive plant and pest control and providing educational resources to the agricultural community. Along with the Agriculture activities planning policies help support agriculture through controlling the development and fragmentation of farmland.

Besides these annual recurring programs the County will establish a system to better map and then track between years the areas of weed infestation. In 2009 the County plans to spend almost \$1 million in this area.



Sustainable Growth

The County's activities which support Sustainable Growth are largely managed by Planning and Development Services. These activities are focused around the development approval process but in recent years, and continuing into 2009, there is an emphasis on developing planning policies. This began with re-writing the Municipal Development Plan (MDP) and will continue with the Land Use Bylaw (LUB) and Area Structure Plans (ASP) which will guide how development is allowed to take place.

Besides ongoing work in planning, in 2009 there are plans to complete the LUB, finish the implementation of software which will support the planning process, implement full permitting and complete 3 ASPs. In 2009 the County will spend \$2.9 million in this area.



Transportation

Operational Services provides the services which support Council’s strategies for transportation. Along with the ongoing maintenance activities, Operational Services has conducted a number of studies which are helping to establish maintenance and construction priorities. A 15 year plan for the construction of the County Collector Network (CCN) has been developed out of these studies.

In 2009 the County plans to spend \$7.3 million on road maintenance activities and \$9 million on capital improvements.

Environment

The environmental strategies are closely linked to both the Agricultural and Sustainable Development strategies. The programs that run under each of these areas are structured to be environmentally sound. Beyond those initiatives, in 2009 the County will continue work on mapping environmentally sensitive areas and work to implement Environmental Protection Guidelines which Council passed late in 2008.

An Equal Partner

The support of the strategies developed to be recognized as an equal partner are mainly conducted by Council directly, with CAO Services and Legislative Services providing support. Efforts in this area include the development of an Inter-governmental Relations Committee in 2009 along with the ongoing support of the Municipal Area Partnership (MAP) with the urban centres within the County.



Under the Municipal Government Act (MGA) for each calendar year a Council must adopt an operating and capital budget. If desired an interim budget may be passed which is in effect for part of the year. The budget as passed must be a balanced budget but can include transfers from reserves and/or previous year's surpluses. If a municipality has had an actual net deficit over the previous three years the current year's budget must include an expenditure which will recover the deficit over the next three budget years.

A balanced budget can be defined as all planned expenditures have an identified funding source and all revenues have an identified purpose. Under the new reporting model this is demonstrated by a nil Unappropriated Surplus. This is shown at the bottom of the Statement of Cash Flows in the Reconciliation of Cash Funding.

It is expected that as a result of the adoption of Tangible Capital Asset reporting that there will be additional regulations passed by the Provincial Government. These regulations have not yet been finalized. The County expects that the budget, as presented, will be compliant with these additional regulations.

Policies

The municipality's expenditures are governed by the Financial Controls Policy. The County holds a number of reserves and the purpose of reserves and use of reserves is governed by the Reserves Policy. The Tangible Capital Assets (TCA) policy determines how the County manages its assets. Refer to the Budget Appendices for a copy of each policy.

The County reports based on one main operating fund. Capital transactions are shown in the Statement of Cash Flows with supporting schedules which detail the capital transactions. Net changes to the Capital and Operating Reserves are also shown on the Statement of Cash Flows with supporting schedules that provide further details.

Once the budget is passed by Council, budget expenditures are governed by the Financial Controls Policy. Any expenditures that fall outside the budget and the Financial Controls Policy need to be brought to Council for their consideration. If Council approves the additional expenditure, along with an identified funding source, it does not amend the budget, but then becomes an approved budget variance. Generally, after the budget is passed, it would not be amended.





Budget Process

2009 Budget Timeline		
Date	Meeting	Budget Items
June 13, 2008	Council Workshop	Strategic directions
September 11, 2008	Senior Management Team Meeting	Review strategic plans and budget implications including projects, capital expenditures and staffing. Review preliminary salary Grid changes/Cost of Living Adjustment, preliminary Tax Revenue forecast, and any other significant changes to department budgets that impact the budget costs for 2009.
September 24, 2008	Policies and Priorities (P & P) Meeting	Environmental Scan - Tax revenue forecast, major departmental initiatives, tie in to Council strategic plans, receive general direction from Council on tax and expenditure levels.
October 6, 2008	Special P & P Meeting	Budget presentation for Planning and Legislative Services.
October 14, 2008	Special P & P Meeting	Budget presentation for CAO's Office and Corporate Services.
November 3, 2008	Special P & P Meeting	Budget presentation for capital expenditures and projects.
November 24, 2008	Special P & P Meeting	Budget presentation of Operational Services (excluding Capital and Projects).
December 1, 2008	Special P & P Meeting	Presentation of full budget.
December 17, 2008	Council Meeting	Final 2009 budget with preliminary tax rates to go to Council for approval.
February 12, 2009	Provincial Budget Announced	Education Tax Rates expected shortly after budget delivered.
March 11, 2009	P & P Meeting	Annual Assessment Summary presented to Council.
April 8, 2009	P & P Meeting	Draft tax rates and budget implications presented to P&P
April 22, 2009	Council Meeting	Tax Rates and Tax Rate Bylaw presented to Council
May 6, 2009	Council Meeting	Final deliberation of tax rates and Tax Rate Bylaw (if necessary)

Basis of Accounting

Revenues are recognized in the period the transactions or events occurred that gave rise to the revenues. Funds from external parties and earnings thereon restricted by agreement or are accounted for as deferred revenue until used for the purpose specified. Expenditures are recognized in the period the goods and services are acquired and a liability is incurred or transfers are due, with the exception of pension expenditures. Pension contributions for current and past service pension benefits are recorded as expenditures in the year in which they become due.



Tangible Capital Assets (TCA) are non-financial assets having physical substance that, are used on a continuous basis by the County, have useful economic lives extending beyond one year and are not for resale in the ordinary course of operations. The reporting of TCA is governed by the TCA policy. Government contributions for the acquisition of capital assets are recorded as capital revenue and do not reduce the related capital asset costs.

TCA for government purposes were previously are not depreciated. For financial reporting years starting in 2009 municipalities will be required to depreciate capital assets. The 2009 budget has been prepared on this basis.

In 2009, the County's annual financial statements will use the same basis of accounting.



For the County's two main customer/tax payer facing departments the County has the following service levels/performance measures for 2009.

OPERATIONAL SERVICES

Gravel Roads

Road Grading	36,888 road km
Re-gravelling	100,500 m ³ of gravel on 1/3 of the road inventory
Base Repair/Base Stabilization	20,000 m ³ of gravel

Hard Surfaced Roads

Re-chipping	146.4 km (1/5 of the road inventory)
Re-chipping (deferred maintenance)	59 km
Spot chipping	52,632 m ²
Spray Patching	7,500 m ²
Long Patching	5,000 m ²
Crack Sealing	30,000 linear metres
Spot Patching	4,800 tonnes of material
Base Repair/Base Stabilization	33,500 m ³ of gravel

Drainage

Ditching	225,000 linear metres
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PLANNING AND DEVELOPMENT SERVICES

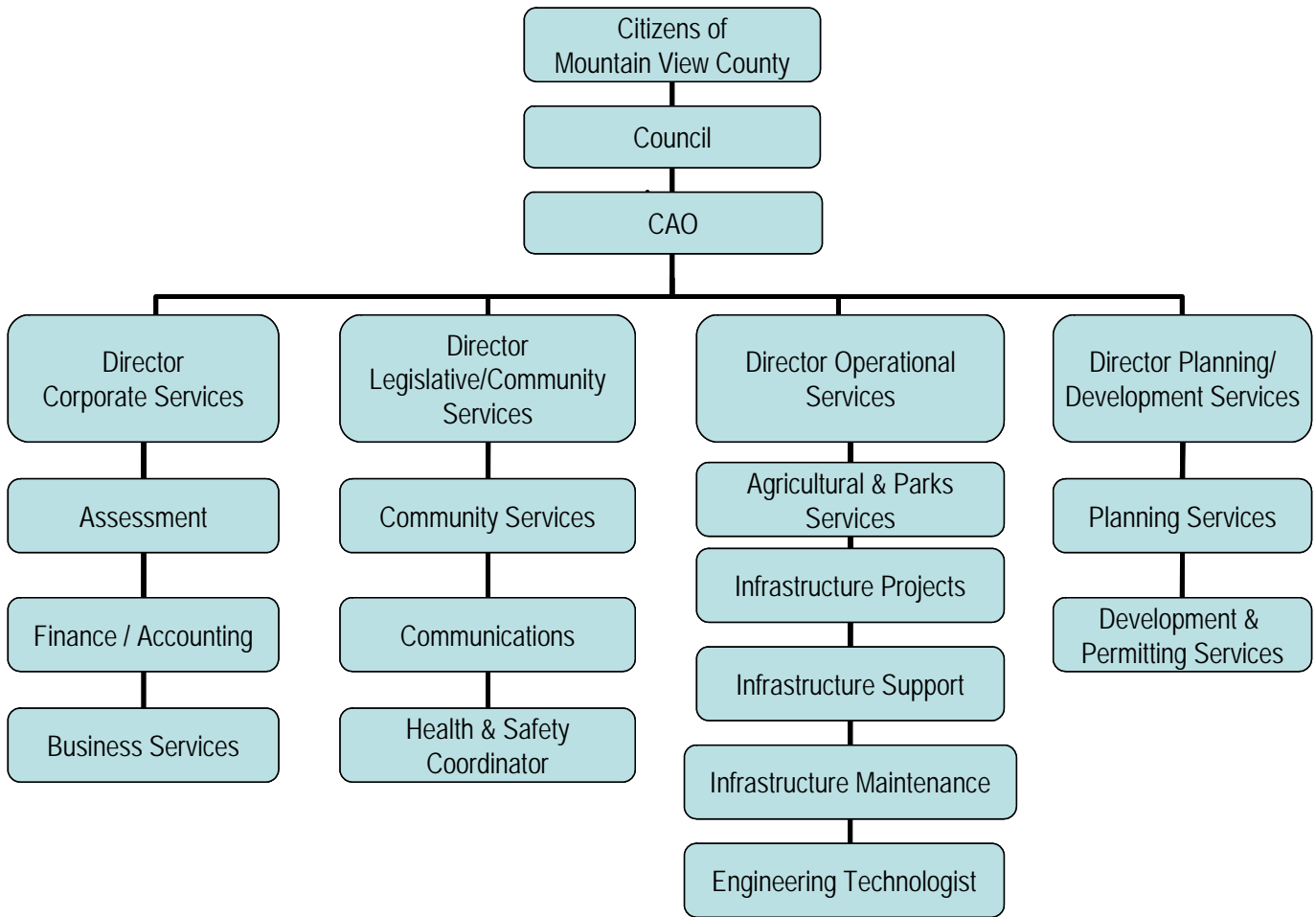
Building Permits	260
Compliance Certificates	65
Development Permits	315
Subdivision Applications	200
Re-designation Applications	130





Organizational Chart

2009 Budget



For the detailed organizational charts for each department refer to the Departmental Summaries



Personnel Summary

2009 Budget

**Mountain View County
2008 BUDGET
Salaries, Wages and Benefits**

	Positions		2008 Budget	Salary Changes	Positions Changes	2009 Budget
	2008	2009				
Council			327,300	37,900		365,200
CAO's Office	3	3	343,100	15,900		359,000
Legislative & Community Services	9	9	749,100	26,400		775,500
Corporate Services	21.8	21.8	1,688,800	64,100		1,752,900
Development Services	14	16	1,108,900	56,300	130,600	1,295,800
Operational Services (Excluding Crews)	10	10	883,100	39,600		922,700
Agriculture & Parks	5	5	395,900	19,600		415,500
Fleet Management	6	6	525,500	18,200		543,700
Operational Services Crews (FTE)	45	45	3,333,400	67,300		3,400,700
	<u>113.8</u>	<u>115.8</u>	<u>9,355,100</u>	<u>345,300</u>	<u>130,600</u>	<u>9,831,000</u>

Based on 2% COLA - for every 1% change in COLA there is a \$87,000 impact - COLA and move to new Step effective January 1st

Excludes Office Summer Students and Temporary Positions

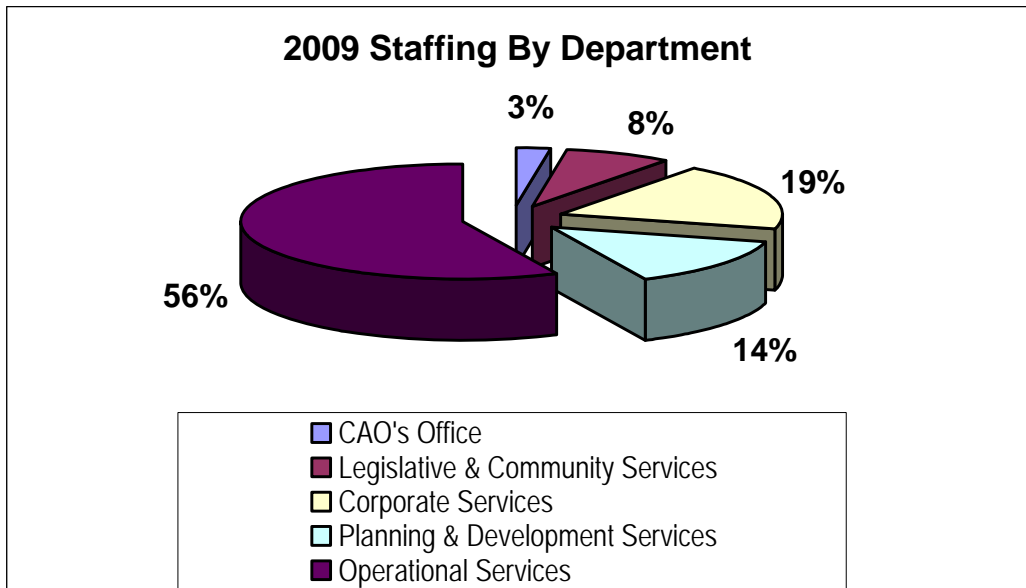
Excludes Overtime

Staffing Changes			
Department	2008	2009	Difference
CAO's Office	3	3	0
Legislative & Community Services	9	9	0
Corporate Services	21.8	21.8	0
Planning & Development Services	14	16	2
Added:			
Administrative Support II (1 FTE)			
Permitting Officer (1 FTE)			
Changes:			
Planner III (1 FTE) changed to Manager Development and Permitting Services (1FTE)			
Operational Services	66	66	0
Changes:			
Road Maintenance Supervisor (1 FTE) changed to Road Maintenance Planner (1FTE)			



Mountain View
C O U N T Y

Staffing Summary				
Staffing By Department (FTE):	2006	2007	2008	2009
CAO's Office	4	2	3	3
Legislative & Community Services	5	7	9	9
Corporate Services	17.8	17.8	21.8	21.8
Planning & Development Services	10	9	14	16
Operational Services	63	63	66	66
Totals	99.8	98.8	113.8	115.8



**MOUNTAIN VIEW COUNTY
2009 BUDGET
STATEMENT OF OPERATIONS
REVENUE BUDGET**

VARIANCE CALCULATION: 2009 budget compared to 2008 budget.

	2007 ACTUAL \$	2008 PROJECTED \$	2008 BUDGET \$	2009 BUDGET \$	VARIANCE \$	%
TAXES:						
MUNICIPAL	17,775,601	20,404,896	20,372,276	21,896,077	1,523,801	7
EDUCATION	9,864,847	9,725,512	9,721,196	10,411,625	690,429	7
SENIOR'S HOUSING	360,837	345,888	345,698	331,434	(14,264)	(4)
REGIONAL WASTE MANAGEMENT	249,815	207,533	207,418	220,957	13,539	6
EMS SERVICES	333,081	311,299	311,128	73,653	(237,475)	(322)
TOTAL CURRENT TAXES LEVIED	28,584,181	30,995,126	30,957,716	32,933,745	1,976,030	6
Net Over/Under Levy	(47,048)	84,371	90,828	2,564	(88,264)	
TOTAL TAXES	<u>28,537,133</u>	<u>31,079,497</u>	<u>31,048,544</u>	<u>32,936,309</u>	<u>1,887,766</u>	6
SALES OF GOODS & SERVICES:						
Sale of Goods	313,145	277,116	287,600	283,400	(4,200)	(1)
Sale of Services	885,098	921,644	985,679	1,007,382	21,703	2
Fees & Levies	573,946	721,499	610,000	745,625	135,625	22
Fines & Penalties	260,773	284,206	256,500	246,500	(10,000)	(4)
Return on Investments	428,396	392,275	388,000	383,800	(4,200)	(1)
Rentals	290,039	284,253	226,500	268,900	42,400	19
Recovery	287,538	183,513	221,800	233,300	11,500	5
Other	30,071	360,603	358,500	9,000	(349,500)	(97)
	<u>3,069,006</u>	<u>3,425,110</u>	<u>3,334,579</u>	<u>3,177,907</u>	<u>(156,672)</u>	(5)
GRANTS:						
Unconditional Transfers From Other Gov'ts:						
Public Transportation Grant	31,769	31,769	31,769	31,769	0	-
Conditional Transfers From Other Gov'ts:						
Federal	792,365	229,489	425,600	139,652	(285,948)	(67)
Provincial	6,298,434	10,137,721	11,489,289	4,435,862	(285,948)	(2)
	<u>7,122,568</u>	<u>10,398,979</u>	<u>11,946,658</u>	<u>4,607,283</u>	<u>(7,339,375)</u>	(61)
TOTAL REVENUE	<u>38,728,707</u>	<u>44,903,586</u>	<u>46,329,781</u>	<u>40,721,500</u>	<u>(5,608,281)</u>	(12)

**MOUNTAIN VIEW COUNTY
2009 BUDGET
STATEMENT OF OPERATIONS**

EXPENDITURE BUDGET

VARIANCE CALCULATION: 2009 budget compared to 2008 budget.

	2007 ACTUAL \$	2008 PROJECTED \$	2008 BUDGET \$	2009 BUDGET \$	VARIANCE \$	%
COUNCIL:	336,444	489,435	449,710	512,170	62,460	14
CAO SERVICES:	382,978	426,817	536,150	519,000	(17,150)	(3)
CORPORATE SERVICES:						
Finance & General Office	1,664,385	1,531,974	1,905,564	2,033,813	128,249	7
Assessment & Taxation	445,563	404,508	474,000	459,850	(14,150)	(3)
Business Services	428,852	500,774	565,300	583,800	18,500	3
Non Recurring	29,808	142,810	241,699	70,000	(171,699)	(71)
	<u>2,568,608</u>	<u>2,580,067</u>	<u>3,186,563</u>	<u>3,147,463</u>	<u>(39,100)</u>	<u>(1)</u>
PLANNING & DEVELOPMENT SERVICES:						
Planning	690,701	1,018,458	1,257,600	929,950	(327,650)	(26)
Permitting	105,764	50,381	100,000	759,800	659,800	660
Non Recurring	135,187	200,270	410,000	347,000	(63,000)	(15)
	<u>931,652</u>	<u>1,269,108</u>	<u>1,767,600</u>	<u>2,036,750</u>	<u>269,150</u>	<u>15</u>
LEGISLATIVE & COMMUNITY SERVICES:						
Legislative Services	486,323	557,719	542,673	541,285	(1,388)	(0)
Community Services	460,047	506,766	596,175	615,925	19,750	3
Non Recurring	53,583	587,589	660,000	147,500	(512,500)	(78)
Community Grants	398,789	497,913	486,172	489,440	3,268	1
Third Party Services	1,615,295	1,669,290	1,877,571	1,683,126	(194,445)	(10)
	<u>3,014,037</u>	<u>3,819,277</u>	<u>4,162,591</u>	<u>3,477,276</u>	<u>(685,315)</u>	<u>(16)</u>
OPERATIONAL SERVICES:						
Operational Services Maintenance	6,410,422	7,214,493	7,108,500	7,338,500	230,000	3
Infrastructure Support Services	473,338	466,051	502,300	610,250	107,950	21
Parks	104,244	5,910	19,630	13,850	(5,780)	(29)
Other Operational Services Projects	0	105,603	167,500	36,000	(131,500)	(79)
Agriculture Service Board	553,014	681,317	644,500	811,125	166,625	26
Agriculture/Environmental Projects	157,521	145,299	147,885	150,885	3,000	2
	<u>7,698,539</u>	<u>8,618,672</u>	<u>8,590,315</u>	<u>8,960,610</u>	<u>370,295</u>	<u>4</u>
REQUISITIONS:	10,589,087	10,626,135	10,626,135	11,040,231	414,096	4
AMORTIZATION:	7,360,000	7,360,000	7,360,000	7,360,000	0	0
TOTAL EXPENDITURES	<u>32,881,345</u>	<u>35,189,511</u>	<u>36,679,064</u>	<u>37,053,500</u>	<u>374,436</u>	<u>1</u>
EXCESS REVENUES OVER EXPENSES	<u>5,847,362</u>	<u>9,714,075</u>	<u>9,650,717</u>	<u>3,668,000</u>		

**MOUNTAIN VIEW COUNTY
2009 BUDGET
STATEMENT OF CASH FLOWS**

NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:

	2007 ACTUAL	2008 PROJECTED	2008 BUDGET	2009 BUDGET
Operating				
Excess Revenues Over Expenses	5,847,362	9,714,075	9,650,717	3,668,000
Non-cash charges to operations				
Amortization	7,360,000	7,360,000	7,360,000	7,360,000
Gravel Surcharge	507,489	423,708	600,000	750,000
Cash provided by operating transactions	<u>13,714,851</u>	<u>17,497,783</u>	<u>17,610,717</u>	<u>11,778,000</u>
Capital				
Acquisition of tangible capital assets	(10,867,529)	(17,579,074)	(19,437,992)	(10,818,920)
Proceeds on disposal of tangible capital assets	530,425	697,000	715,001	675,000
Cash used in capital transactions	<u>(10,337,104)</u>	<u>(16,882,074)</u>	<u>(18,722,991)</u>	<u>(10,143,920)</u>
Cash Funding	<u>3,377,747</u>	<u>615,709</u>	<u>(1,112,274)</u>	<u>1,634,080</u>
Net Change in non-cash working capital balances related to operations	1,276,625			2,134,958
Financing/Investing				
Cash provided by financing/investing activities	48,309	-	-	-
Net increase in cash and cash equivalents	4,702,681	615,709	(1,112,274)	3,769,038
Cash and Cash Equivalents, Beginning of Year	8,242,590	12,945,271	12,945,271	11,832,997
Cash and Cash Equivalents, End of Year	<u>12,945,271</u>	<u>13,560,980</u>	<u>11,832,997</u>	<u>15,602,035</u>
Reconciliation of Cash Funding				
Unappropriated Surplus	(65,225)	461,305	0	0
Operating Reserves	2,776,223	414,719	(798,875)	1,352,380
Capital Reserves	666,749	(260,315)	(313,399)	281,700
	<u>3,377,747</u>	<u>615,709</u>	<u>(1,112,274)</u>	<u>1,634,080</u>

**MOUNTAIN VIEW COUNTY
2009 CAPITAL EXPENDITURES - DETAIL**

ROADS:

Gravel Roads: 1,800,000

Hard Surface Roads:

Internal Chipsealing	1,585,000
Rechipping - deferred maintenance costs	1,000,000
Contract Rechipping	350,000
Long Patching	200,000
	200,000

Total Hard Surface Roads 3,135,000

County Collector Network:

OS-02-09 Acme Road Engineering RR 35 to RR 30	40,000
OS-03-09 Amerada Rd and RR 20 Intersection	50,000
OS-04-09 Collector Road Intersection Improvements	100,000
OS-05-09 Red Lodge Rd North of 340 Engineering	10,000
OS-06-09 RR 52 Low Level Xing	75,000
OS-08-09 RR 20 Action Plan	50,000
	50,000

Total County Collector Network 325,000

Local Roads:

OS-13-09 Minor Projects (Recurring Each Year)	100,000
OS-15-09 Residential Subdivision Paving (Recurring Each Year)	150,000
OS-16-09 Industrial Subdivision Paving (Recurring Each Year)	150,000
OS-17-09 Railway Crossings (Recurring Each Year)	100,000
OS-18-09 Harmattan Bridge Bank Stabilization	250,000
OS-19-09 Winchell Lake Rockslide	380,000
	380,000

Total Local Roads 1,130,000

Local Roads Carry Over:

OS-11-08 TWP 334 Reconstruction (RR 20 to 15) Base and Chip	150,000
OS-20-07 Chip Seal River Road - 2007 approved project	75,000
OS-13-07/OS-19-08 Twp Rd 334 Chip (RR 14 to 15) Chip 1st and 2nd lift	60,000
OS-27-08 Dogpound Creek HydroSeed	20,000
	20,000

Total Local Roads Carry Over 305,000

Other:

OS-28-08 Molmac Subdivision Armoring	343,000
OS-42-08 Shop Building Maintenance	107,600
Sundre Shop	75,000
OS-35-08 Municipal Sustainability Plan Preparation	15,000
OS-38-08 Utility Corporation Search Fees	10,000
OS-58-09 Traffic Routing Study	70,000
	70,000

Total Other 620,600

Bridges: 525,000

TOTAL ROADS	7,840,600
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HEAVY EQUIPMENT

Fleet Replacements:

Tractor	120,000
Tandem Gravel Trucks - 1	162,000
Patch Truck - 1	135,000
Sanders - 3	36,000
Plows - 1	12,000
Graders - 1	325,000
Steel Drum Compactor	150,000
3 1/2 yard Loader	250,000
Pull Behind Sweeper	50,000

Fleet Additions:

3 or 5 Tons - 2 (Carry Over from 2008)	240,000
Calcium Storage Tank (Carry Over from 2008)	30,000
Sand Bagging Units	20,000

Agriculture:

Pasture Sprayer (2) - Fleet Addition	25,000
Kuhn Disc Mower (2)	28,000
Goose Neck Trailer	15,000
Tractor	95,000

Carry Over From 2008:

Boom Mower	50,000
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TOTAL HEAVY EQUIPMENT

1,743,000

VEHICLES

Fleet Replacements:

Pick Up Trucks (3)	102,000
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Patrol:

Sport Utility Vehicle	45,000
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Agriculture:

Pick Up Trucks (3)	103,000
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TOTAL VEHICLES

250,000

OTHER

Facility Reserve:

OS-26-09	Admin Building Landscaping & Sign	130,000
OS-27-09	Pave Didsbury Shop/Office Access	50,000
OS-25-09	Traffic Counter	20,000
OS-28-09	Shop Energy Analysis	20,000
OS-29-09	Water System - County Office	15,000

Total Facility Reserve 235,000

Office Equipment Reserve:

CSC-01-09	Administration - General Equipment - Computers	65,000
CSC-05-08	Administration - General Equipment - External Connectivity	5,000
LCC-02-09	Radar Equipment	3,500

Total Office Equipment Reserve 73,500

Olds/Didsbury Airport Reserve

OS-31-09	Olds/Didsbury Airport Asphalt Overlay	640,820
	Olds/Didsbury Navigation Beacon & Voice Activated Counter	36,000

Total Olds/Didsbury Airport Reserve 676,820

TOTAL OTHER

985,320

TOTAL 2009 CAPITAL EXPENDITURES

20

10,818,920

**MOUNTAIN VIEW COUNTY
LONG RANGE CAPITAL BUDGET - VEHICLES & EQUIPMENT**

YEAR	EXPENDITURES (2009 DOLLARS) \$	EXPENDITURES (5% INFLATED DOLLARS) \$	OPERATING FUND TRANSFER TO CAPITAL FUND (0% ANNUAL INCREASE) \$
2009	1,993,000	1,993,000	1,335,000
2010	1,490,500	1,565,000	1,335,000
2011	1,215,500	1,337,000	1,335,000
2012	1,141,000	1,312,000	1,335,000
2013	1,525,000	1,830,000	1,335,000
2014	1,227,000	1,534,000	1,335,000
2015	1,281,000	1,665,000	1,335,000
2016	1,365,000	1,843,000	1,335,000
2017	1,419,000	1,987,000	1,335,000
2018	500,000	725,000	1,335,000
2019	240,000	360,000	1,335,000
2020	470,000	729,000	1,335,000
	<u>13,867,000</u>	<u>16,880,000</u>	<u>16,020,000</u>
Less:			
15% Salvage Value		<u>2,532,000</u>	
		<u>14,348,000</u>	
Unexpended Funds, January 1, 2009			2,190,000
Add: Transfer from Operating Fund			<u>16,020,000</u>
			18,210,000
Less: Net Expenditures			<u>14,348,000</u>
Under expended Funds, December 31, 2020			3,862,000

Mountain View County Operational Projects 15 Year Construction Plan



Project Number	Project Name	Total Km	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
OS-07-08	Range Road 23 Red Lodge Road	9.6			8,500,000												
OS-05-08	Twp Rd 304 Shell Gas Plant & RR 52 Surfacing Strategy (Study 20	14.4														3,153,600	
OS-04-08	Intersection of SH:584 & Twp Rd 334 Bearberry (Study 2008)																
	Twp Rd 292 Acme Road - Hwy 22 to RR 35	4.8				2,700,000		4,400,000									
OS-02-09	Twp Rd 292 Acme Road - RR 35 to SH:766	6.4	40,000			3,375,000		5,500,000									
	Range Road 63 Coal Camp Road	12.1					60,000			1,146,000	8,179,600						
	Twp Rd 31.0 Westcott Road - Hwy 22 to SH:766	13.05							80,000			420,000	9,484,800				
	Range Road 283 -Hwy 27 toSH:582	14.45									120,000			1,344,000	9,458,525		
	Twp Rd 292 Acme Road - SH:766 to RR 13	16										130,000			1,255,500	5,500,000	
NEW	Rechipping Project		1,500,000	1,500,000	1,500,000												
	Collector Road Intersection Improvements		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Red Lodge Road Engineering North of Twp 340	3.2	10,000														2,500,000
	Amerada Rd and RR 20 Intersection	1	50,000														
Total Annual Costs Miles= 59.4		95	1,700,000	1,600,000	10,100,000	6,175,000	160,000	10,000,000	180,000	1,246,000	8,399,600	650,000	9,584,800	1,444,000	10,814,025	8,753,600	2,600,000
Offsite Levy Fees (assuming 1.5% growth)			-	433,419	439,155	444,890	450,626	456,362	466,786	472,522	478,606	489,031	489,032	489,033	489,034	489,035	489,036
Budget(revised 2008)			4,413,635	5,452,066	5,452,066	5,452,066	5,452,066	5,452,066	5,452,066	5,452,066	5,452,066	5,452,066	5,452,066	5,452,066	5,452,066	5,452,066	5,452,066
Surplus/Deficit			2,713,635	3,852,066	(4,647,934)	(722,934)	5,292,066	(4,547,934)	5,272,066	4,206,066	(2,947,534)	4,802,066	(4,132,734)	4,008,066	(5,361,959)	(3,301,534)	2,852,066
Accumulative Surplus/Deficit			3,243,635	7,095,701	2,447,767	1,724,833	7,016,899	2,468,965	7,741,031	11,947,097	8,999,563	13,801,629	9,668,895	13,676,961	8,315,002	5,013,468	7,865,534

LEGEND	
Design	
Earth Work	
Paving	
Stikethrough	= COMPLETE

**MOUNTAIN VIEW COUNTY
2009 BUDGET**

NON CASH WORKING CAPITAL

DEFERRED CHARGES

DEFERRED DEVELOPMENT EXPENSE

Deferred Development expenses are recovered from fees charged on future development. They are recorded as an asset and the asset is reduced as development occurs and fees are paid.

	2007 ACTUAL	2008 PROJECTED	2008 BUDGET	2009 BUDGET
Deferred Develop Expense	\$	\$	\$	\$
Bergen ASP	45,699	34,000	34,000	
Bearberry ASP	46,332	14,000	14,000	
South McDougal Flats (formerly Sundre Airport) ASP		10,000	285,000	275,000
Water Valley/Winchell Lake ASP		10,000	285,000	275,000
East Sundre ASP				285,000
Carstairs ASP (2010)				
2/27 Utility Serving Study				70,000
2/27 Intersection & Road Study				70,000
West Olds 2 & 27 ASP (2010)				
Total Costs	<u>160,031</u>	<u>68,000</u>	<u>618,000</u>	<u>975,000</u>
Deferred Development Expense - Recovery	<u>52,591</u>	<u>50,000</u>	<u>50,000</u>	<u>430,000</u>
Ending Deferred Development Expense Balance	<u>262,592</u>	<u>280,592</u>	<u>848,592</u>	<u>825,592</u>
Change in Deferred Development Expense				<u>(545,000)</u>

DEFERRED REVENUE	Grant	Expenditure	Change
Alberta Municipal Infrastructure Program (AMIP)	1,954,958	(2,050,000)	(95,042)
Municipal Sustainability Initiative (MSI)	<u>2,890,000</u>	<u>(115,000)</u>	<u>2,775,000</u>
Change in Deferred Revenue			<u>2,679,958</u>

Total Change in Deferred Charges			<u>2,134,958</u>
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**MOUNTAIN VIEW COUNTY
2009 BUDGET
RESERVES**

	Beginning of Year \$	Additions \$	Withdrawal \$	End of Year \$
Public Transportation Reserve	206,295	2,600	(13,231)	195,664
Public Works:				
Snow Removal	220,643			220,643
Pit Stripping and Reclamation Reserve	514,803	759,600	(250,000)	1,024,403
Projects Reserve	1,224,730	571,452	(305,000)	1,491,182
Road Maintenance Reserve	300,000	150,000	-	450,000
Gravel Reserve	-	-	-	-
Rechipping Reserve	157,948		-	157,948
Tax Rate Stabilization Reserve	2,666,880	700,909	(926,767)	2,441,022
Road Network Reserve	2,426,027	792,800	(285,000)	2,933,827
Rural Community Reserve	81,392	11,000	(15,000)	77,392
Parks Reserve	13,198			13,198
General Fire Reserve	286,876	225,000	(50,000)	461,876
Didsbury Fire Reserve	58,798	800	-	59,598
Agriculture Reserve	16,783	-	(16,783)	-
Working Capital Reserve	4,112,651	-	-	4,112,651
	<u>12,287,024</u>	<u>3,214,161</u>	<u>(1,861,781)</u>	<u>13,639,404</u>
NET CHANGE IN OPERATING RESERVES				<u>1,352,380</u>

CAPITAL RESERVES

Heavy Equipment Reserve	2,190,000	1,908,100	(1,743,000)	2,355,100
Truck Fleet Reserve	51,000	127,000	(250,000)	(72,000)
Facility Reserve	195,600	408,700	(235,000)	369,300
Office Equipment Reserve	50,000	150,000	(73,500)	126,500
Olds/Didsbury Airport Reserve	(127,200)	658,820	(676,820)	(145,200)
Radio Hub Reserve	28,000	7,400		35,400
Other	21,800			21,800
	<u>2,409,200</u>	<u>3,260,020</u>	<u>(2,978,320)</u>	<u>2,690,900</u>
NET CHANGE IN CAPITAL RESERVES				<u>281,700</u>

2009 Reserve Transactions

Mountain View County 2009 Budget

Public Transportation Reserve		<u>Addition</u>	<u>Withdrawal</u>
	Interest	2,600	
	Public Transportation Grant (Community Services Grants)		13,231
Pit Stripping and Reclamation Reserve			
	Interest	9,600	
	Gravel Surcharge (Infrastructure Maintenance)	750,000	
	Pit Reclamation Costs (Infrastructure Maintenance)		250,000
		<u>759,600</u>	<u>250,000</u>
Projects Reserve - Local Road Projects			
OS-11-08	TWP 334 Reconstruction (RR 20 to 15) Base and Chip \$600k spent in 2008		150,000
OS-13-07 / OS-19-08	Twp Rd 334 Chip (RR 14 to 15) Chip 1st & 2nd \$120k spent 2008		60,000
OS-20-07	Chip Seal River Road - 2007 app project		75,000
OS-27-08	Dogpound Creek HydroSeed		20,000
Carry Over (Transfer from Projects Reserve)			<u>305,000</u>
OS-13-09	Minor Projects (Recurring Each Year)		100,000
OS-15-09	Residential Subdivision Paving (Recurring Each Year)		150,000
OS-16-09	Industrial Subdivision Paving (Recurring Each Year)		150,000
OS-17-09	Railway Xings (Recurring Each Year)		100,000
OS-18-09	Harmattan Bridge Bank Stabilization		250,000
OS-19-09	Winchell Lake Rockslide		380,000
OS-42-08	Shop Building Maintenance (167,900-2008)		107,600
	Bridge Projects (see Bridge Program)		325,000
Total Local Road Projects			<u>1,562,600</u>
Available Funding			
	Allocation of Tax Revenue	2,000,000	
	New Deal Grant	134,052	
		<u>2,134,052</u>	
Unexpended Funds (Transfer to Projects Reserve)			<u>571,452</u>
Road Maintenance Reserve			
	Allocation of Tax Revenue	150,000	
Tax Rate Stabilization Reserve			
	Interest	111,000	
	Allocation of Tax Revenue	589,909	
AG-01-09	MVC Grazing Lease Improvements		40,500
AG-02-09	Municipal Reserve Maintenance and Signage		15,000
AG-03-09	Parks Improvements (pest proof garbage and outhouse)		21,000
AG-04-09	Pesticide Container Site Relocation		15,000
AG-06-09	Weed Infestation Mapping		45,000

2009 Reserve Transactions

Mountain View County 2009 Budget

OS-25-09	Traffic Counter	20,000
OS-26-09	Landscaping-Fencing-Signage County Office	130,000
OS-28-08	Molmac Subdivision Armoring	343,000
OS-58-09	Traffic Routing Study	70,000
OS-35-08	Municipal Sustainability Plan Preparation	15,000
OS-38-08	Utility Corporation Search Fees	10,000
DC-03-09	Full Build Out Impact Study	30,000
DC-04-09	Full Permitting Implementation	77,000
DC-06-09	Density Bonusing Strategy	30,000
DC-01-07/DC-01-08	Land Use Bylaw	110,000
DC-03-07	Planning Software (\$100,000 spent in 2008)	100,000
LC-02-09	Mock Emergency Exercise	15,000
LC-03-09	County Fair Organizational Committee	10,000
LC-04-09	Initiatives to Support Rural Communities	20,000
LC-01-08	Website Development (\$10,000 spent in 2008)	20,000
LC-08-08	Electoral Boundary Review	30,000
		1,166,500
Less		
	AWEC Grant (Molmac Armoring)	222,950
	AG Reserve (Weed Mapping)	16,783

Tax Rate Stabilization Reserve		700,909	926,767
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Road Network Reserve - Collector Road Network

	Interest	32,800
	Allocation of Tax Revenue	760,000
OS-03-09	Amerada Rd and RR 20 Intersection	50,000
OS-04-09	Collector Road Intersection Improvements	100,000
OS-05-09	Redlodge Rd North of 340 Engineering	10,000
OS-06-09	RR 52 Low Level Xing	75,000
OS-07-08	Red Lodge Road Paving \$4.2 million spent in 2008	-
OS-08-09	RR 20 Action Plan	50,000

Road Network Reserve		792,800	285,000
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Rural Community Reserve

	Interest	1,000
	Allocation of Tax Revenue	10,000
	Rural Community Grant (Community Services Grants)	15,000

Rural Community Reserve		11,000	15,000
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General Fire Reserve

	Allocation of Tax Revenue	225,000
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Didsbury Fire Reserve

	Interest	800
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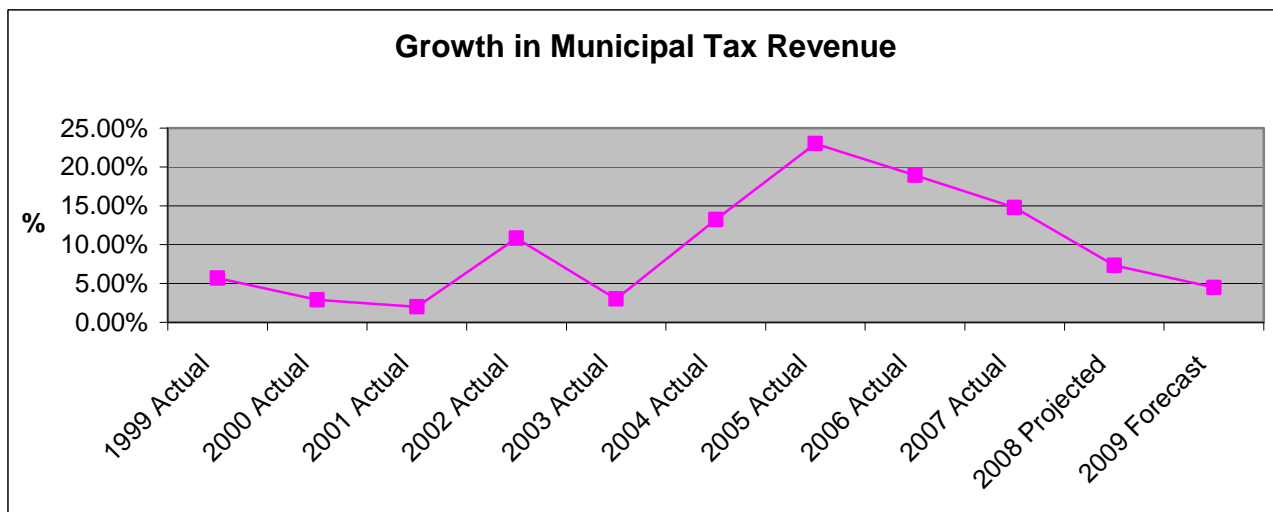
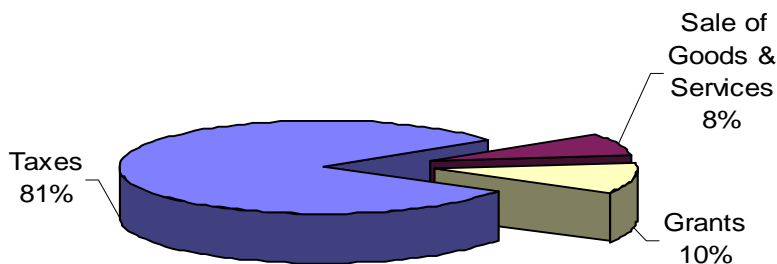
Agriculture Reserve

AG-06-09	Weed Infestation Mapping (Partial Funding)	16,783
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Property Taxes

The primary source of revenue for the County is municipal property taxes. In total these represent over 80% of the total revenue, or \$32.9 million. The tax revenue is based on a projection of property assessments for 2009 (see the assessment section below for further details). Of the \$32.9 million \$21.9 million is retained by the County. \$10.4 million is sent to the Provincial government to provide educational services and the rest is sent to regional agencies that provide services to both the County and the urban municipalities within the County boundaries.

Municipal Revenue



Grants

The County receives various grants from other organizations. These grants represent 11% of the total revenue, or \$4.4 million. The primary source of grants is the Provincial government. Almost all of the grants are conditional and tied to the completion of specific projects and as such this revenue source will fluctuate along with the project activity that they support. In total the County is eligible for over \$7 million in grant funding in 2009. The unused funding will be carried over and used to fund eligible projects in future years.

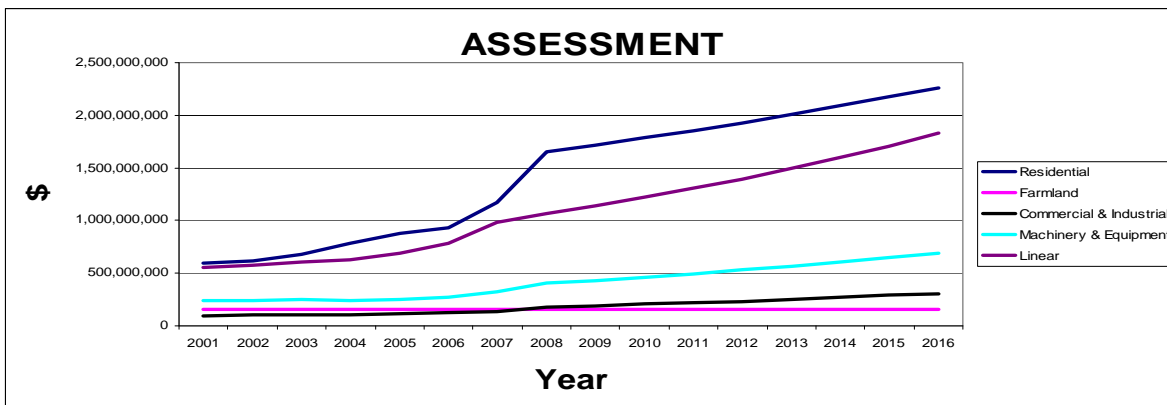
Sales of Goods & Services

The County generates a small portion of its revenue from sales of goods and services, and fees. This represents 8% of the total revenue, or \$3.2 million.

Assessment

The County collects taxes based on property assessment values. The assessment base consists of 5 categories: residential, farmland, commercial/industrial, machinery and equipment and linear. All assessment categories except farmland are based on market values. Farmland values are established by the province. The market values for residential, commercial/industrial, machinery and equipment are calculated by the County’s assessment department under provincial regulations. Linear property records are kept by the province and the assessment values are also calculated by the province. The province provides linear information once a year in early spring.

Early in the budget process assessment trends are analyzed and direction is received from Council. Below are the actual assessment increases from 2008 followed by the 2009 budget assumptions.





**Mountain View
C O U N T Y**

2009 Revenues

2009 Budget

Assessment Increase for 2008

	<u>Growth</u>	<u>Market Factors</u>	<u>Overall</u>
Residential	3.24%	38.30%	41.54%
Farmland	(0.17%)	0.00%	(0.17%)
Commercial	8.76%	18.91%	27.67%
M&E	6.20%	19.50%	25.71%
Linear	2.53%	6.73%	9.27%
Combined	3.42%	21.76%	25.18%

Assessment Increase for 2009

	<u>Growth</u>	<u>Market Factors</u>	<u>Overall</u>
Residential	4.00%	3.00%	7.00%
Farmland	(0.10%)	0.00%	(0.10%)
Commercial	4.00%	3.00%	7.00%
M&E	4.00%	3.00%	7.00%
Linear	6.00%	1.00%	7.00%
Combined	4.43%	2.24%	6.67%

2009 Assessment

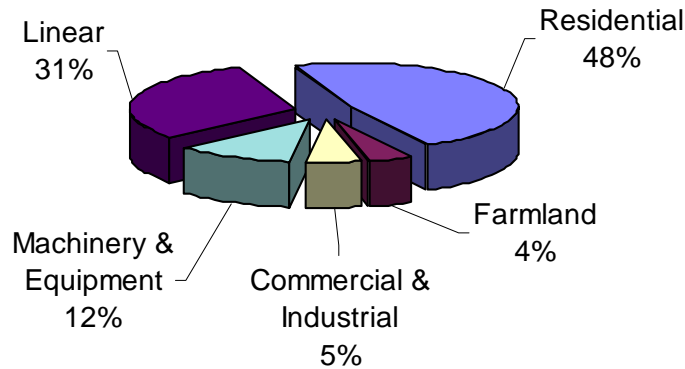
	<u>2008 Assessment</u>	<u>2009 Growth</u>	<u>2009 Market</u>	<u>2009</u>
Residential	1,649,565,237	65,982,609	49,487,154	1,765,035,000
Farmland	160,037,492	(160,492)	-	159,877,000
Commercial	179,204,077	7,168,163	5,375,760	191,748,000
M&E	403,217,820	16,128,713	12,096,467	431,443,000
Linear	1,064,953,366	63,897,202	10,649,432	1,139,500,000
Total	3,456,977,992	153,016,195	77,608,813	3,687,603,000

	<u>Growth Assumption</u>	<u>Tax Revenue Growth</u>
Budget Assumption	Slightly below the 10 year median tax increase	\$1.5 million
Pessimistic	Little to no Linear Growth	\$700,000
Optimistic	Equal to Last Year	\$2.6 million

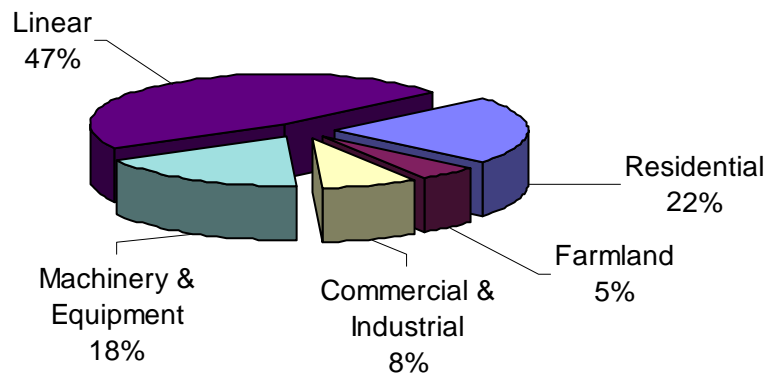
The market value adjustments are generally the most difficult to predict but variances from budget for these items would likely result in the tax rate being adjusted by a corresponding amount. This maintains the same tax level. For example, if the actual market value increase of residences was 5% rather than the budgeted 3%, the tax rate would be decreased so that the County would still collect the budgeted amount of taxes.

Since the linear tax roll is managed by the province the County doesn't have information on how the linear assessment values are expected to change. In this case the County relies on historical trends and general economic indicators.

2009 Assessment Breakdown



Tax Revenue By Assessment Category



**MOUNTAIN VIEW COUNTY
2009 BUDGET
GRANTS**

VARIANCE CALCULATION: 2009 budget compared to 2008 budget.

	2007 ACTUAL \$	2008 PROJECTED \$	2008 BUDGET \$	2009 BUDGET \$	VARIANCE \$	%
GRANTS:						
Unconditional Transfers From Other Gov'ts:						
Public Transportation Grant	31,769	31,769	31,769	31,769	0	-
Conditional Transfers From Other Gov'ts:						
Federal						
Federal Gas Tax Rebate	777,468	223,364	420,000	134,052	(285,948)	(68)
DFO Grant	14,897	6,125	5,600	5,600	0	0
	<u>792,365</u>	<u>229,489</u>	<u>425,600</u>	<u>139,652</u>	<u>(285,948)</u>	<u>(67)</u>
Provincial						
Transportation						
Road Grant	520,723	520,723	520,723	520,723	0	-
Bridge Grant	136,129	239,392	732,636	200,000	(532,636)	(73)
Municipal Infrastructure Grant	1,978,461	6,728,703	7,420,000	2,050,000	(5,370,000)	(72)
Municipal Sustainability Initiative	1,540,251	1,392,285	1,481,856	115,000	(1,366,856)	-
Municipal Sustainability Initiative - TCA	0	0	0	42,715	42,715	-
Alberta Water Management & Erosion Contr	0	430,000	430,000	222,950	(207,050)	-
Disaster Recovery	1,223,950				0	-
EMS Grant	70,983	0	0	0	0	-
Municipal Sponsorship Grant	210,440	113,699	183,699	27,285	(156,414)	-
Agriculture Service Board						
ASB Grant	200,534	150,000	150,000	150,000	0	-
ACA Grant	31,610	25,000	25,000	25,000	0	0
Agriculture - AESA Grant	50,570	50,570	50,570	50,570	0	-
Municipal Co-operation Grant	48,300	140,000	150,000	50,000	(100,000)	-
Alberta Career Development - PEP	4,985	9,072	9,500	9,500	0	-
Municipal Intern Grant	21,000	24,917	24,917	7,083		
Planning Intern Grant	0	26,144	28,667	27,000	(1,667)	-
JEPP Grant	0	0	0	10,000	10,000	-
Radio Hub	6,999	7,000	7,000	7,000	0	-
CAP Grant	0	0	0	640,820	640,820	-
Family & Community Services (FCSS)	253,499	280,216	274,722	280,216	5,494	2
	<u>6,298,434</u>	<u>10,137,721</u>	<u>11,489,289</u>	<u>4,435,862</u>	<u>(7,607,490)</u>	<u>(66)</u>
TOTAL GRANTS	<u>7,122,568</u>	<u>10,398,979</u>	<u>11,946,658</u>	<u>4,607,283</u>	<u>(7,339,375)</u>	<u>(61)</u>

**MOUNTAIN VIEW COUNTY
2009 TAX LEVY BUDGET**

	Requisition for Current Year \$	Allowances and Underlevies \$	Total \$	Total Assessed Valuation \$	Tax Rates	Tax Levy \$
MUNICIPAL:						
Residential				1,765,035,000	2.75	4,853,846
Farmland				159,877,000	7.10	1,135,127
Commercial/Industrial				191,748,000	9.05	1,735,319
Machinery & Equipment				431,443,000	9.05	3,904,559
Linear				1,134,500,000	9.05	10,267,225
EDUCATION:						
Alberta School Foundation Fund						
Residential & Farmland	4,708,000		4,708,000	1,910,166,108	2.46	4,699,009
Non-Residential	5,670,000		5,670,000	1,326,137,600	4.28	5,675,869
Opted Out School Boards						
Residential & Farmland	36,399		36,399	14,745,892	2.46	36,275
Non-Residential	472		472	110,400	4.28	473
Senior's Housing	345,000		345,000	3,682,603,000	0.09	331,434
Regional Waste Management	205,000		205,000	3,682,603,000	0.06	220,956
EMS Services	75,360		75,360	3,682,603,000	0.02	73,652
TOTAL LEVY						<u>32,933,745</u>

NOTE:

There was a net overlevy of \$84,371 in 2007 for the Alberta School Foundation Fund, Mountain View Management Board and Regional Waste Management. This is included in 2008 resulting in a corresponding decrease in the 2008 levies. For budget purposes its assumed there is no over/underlevy carried over from 2008 to 2009.

**MOUNTAIN VIEW COUNTY
2009 BUDGET
TAX RATES**

	2006	2007	2008	2009	% Change
Municipal					
Residential	3.89	3.35	2.68	2.75	2.6
Farmland	5.41	5.99	7.03	7.10	1.2
Commercial/Industrial	8.82	8.93	9.00	9.05	0.6
Machinery & Equipment	8.82	8.93	9.00	9.05	0.6
Linear	8.82	8.93	9.00	9.05	0.6
Alberta School Foundation Fund (ASFF):					
Residential & Farmland	4.09	3.40	2.45	2.46	0.4
Commercial/Industrial	5.75	4.76	4.25	4.28	0.7
Linear	5.75	4.76	4.25	4.28	0.7
Mountain View Seniors' Housing	0.14	0.13	0.10	0.09	(10.0)
Mountain View Waste Management	0.09	0.09	0.06	0.06	0.0
EMS Services		0.12	0.09	0.02	(77.8)
<hr/>					
Total Tax Rates:					
Residential					
Municipal	3.89	3.35	2.68	2.75	2.6
ASFF	4.09	3.40	2.45	2.46	0.4
Mountain View Seniors' Housing	0.14	0.13	0.10	0.09	(10.0)
Mountain View Waste Management	0.09	0.09	0.06	0.06	0.0
EMS Services		0.12	0.09	0.02	(77.8)
Total	<u>8.21</u>	<u>7.09</u>	<u>5.38</u>	<u>5.38</u>	(0.0)
Farmland					
Municipal	5.41	5.99	7.03	7.10	1.0
ASFF	4.09	3.40	2.45	2.46	0.4
Mountain View Seniors' Housing	0.14	0.13	0.10	0.09	(10.0)
Mountain View Waste Management	0.09	0.09	0.06	0.06	0.0
EMS Services		0.12	0.09	0.02	(77.8)
Total	<u>9.73</u>	<u>9.73</u>	<u>9.73</u>	<u>9.73</u>	0.0
Commercial/Industrial	14.80	14.03	13.50	13.50	0.0
Machinery & Equipment	9.05	9.27	9.25	9.22	(0.3)
Linear	14.80	14.03	13.50	13.50	0.0

**MOUNTAIN VIEW COUNTY
2009 BUDGET
LIVE ASSESSMENT AND MUNICIPAL TAX RATE CALCULATION**

1. LIVE ASSESSMENTS:	2008 Projected \$	2009 Budget \$	Increase (Decrease) %
Residential/Farm:			
Residential	714,249,308	765,384,995	7.16
Residential Farm	932,857,414	999,650,005	7.16
	<u>1,647,106,722</u>	<u>1,765,035,000</u>	7.16
Agricultural Rated	<u>160,035,750</u>	<u>159,877,000</u>	(0.10)
Total Residential/Farm	<u>1,807,142,472</u>	<u>1,924,912,000</u>	6.52
Commercial/Industrial	176,742,467	191,748,000	8.49
Machinery & Equipment	405,141,971	431,443,000	6.49
Linear	<u>1,069,848,716</u>	<u>1,134,500,000</u>	6.04
Total Live Assessment	<u><u>3,458,875,625</u></u>	<u><u>3,682,603,000</u></u>	6.47

2. FARMLAND AND RESIDENTIAL TAX REVENUE SCHEDULE:

	2008 Projected \$	2009 Budget \$	Increase (Decrease) %
Residential:			
Municipal	4,414,246	4,853,846	9.96
ASFF	4,035,411	4,341,986	7.60
Seniors' Lodges	164,711	158,853	(3.56)
Regional Waste Management	98,826	105,902	7.16
EMS Services	<u>148,240</u>	<u>35,301</u>	(76.19)
Total Residential	<u>8,861,434</u>	<u>9,495,888</u>	7.16
Farmland:			
Municipal	1,125,051	1,135,127	0.90
ASFF	545,397	393,297	(27.89)
Seniors' Lodges	20,859	14,389	(31.02)
Regional Waste Management	14,443	9,593	(33.58)
EMS Services	<u>19,256</u>	<u>3,198</u>	(83.39)
Total Farmland	<u>1,725,007</u>	<u>1,555,604</u>	(9.82)
Total Residential and Farmland:	<u><u>10,586,441</u></u>	<u><u>11,051,492</u></u>	4.39

**MOUNTAIN VIEW COUNTY
2009 BUDGET
LIVE ASSESSMENT AND MUNICIPAL TAX RATE CALCULATION
(Continued)**

	2008 Projected \$	2009 Budget \$	Increase (Decrease) %
3. MUNICIPAL TAX REVENUE:			
Residential	4,414,246	4,853,846	9.96
Farmland	1,125,051	1,135,127	0.90
Commercial & Industrial	1,590,682	1,735,319	9.09
Machinery & Equipment	3,646,278	3,904,559	7.08
Linear	<u>9,628,638</u>	<u>10,267,225</u>	6.63
 Total Municipal Tax Revenue	 <u>20,404,896</u>	 <u>21,896,077</u>	 7.31

4. COMMENTS AND QUESTIONS:

- * Residential and Farmland cannot have different tax rates for ASFF (MGA 359.1(4))
- * Commercial & Industrial, Machinery & Equipment and Linear must have the same municipal tax rate(MGA 354(3.1))

**MOUNTAIN VIEW COUNTY
2009 BUDGET**

DEBT LIMIT

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by Alberta Regulation 255/2000 for Mountain View County be disclosed in the County's financial statements. Below is the calculation as of December 31, 2007.

	2007
	\$
Total debt limit	43,005,068
Total debt	<u>2,849,205</u>
Amount below total debt limit	<u>40,155,863</u>
Service on debt limit	7,167,511
Service on debt	<u>238,928</u>
Amount below limit on debt service	<u>6,928,583</u>

The debt limit is calculated at 1.5 times revenue of the County (as defined in Alberta Regulation 255/2000) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities that could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the County. Rather, the financial statements must be interpreted as a whole.

There were no items financed with debt in 2008 and there are no County expenditures in the 2009 budget that are financed with debt. The County has agreed in principle to lend \$6.5 million to Mountain View Senior's Housing. If this financing is finalized, the County intends to borrow the funds from Alberta Capital Financing Authority. This will reduce the County's overall borrowing capacity.

Appendix 5

Accrual Basis Accounting

The approach to preparing financial statements that uses the adjusting process to recognize revenues when earned and expenses when incurred, not when cash is paid or received.

Agriculture Financial Services Corporation (AFSC)

A program offering financial support for agriculture extension activities, including Environmental Farm Plan Workshops.

Agricultural Service Board (ASB)

The ASB acts as an advisory body to Council, develops agricultural policies to meet the needs of the municipality, and helps organize and direct Agricultural and Environmental Conservation programs.

Alberta Conservation Association (ACA)

Funding program used for conservation work in Alberta, including materials for riparian fencing projects.

Alberta Environmentally Sustainable Agriculture (AESA)

Provides support for integrated environmental planning, technology transfer and extension activities, and farm resource management by farmers and ranchers. Eligible projects include those that promote the reduction of impacts from agricultural production practices on soil, water, biodiversity and air resources.

Alberta Municipal Infrastructure Program (AMIP)

This program provides financial assistance to municipalities to develop capital municipal infrastructure to maintain or enhance economic, social and cultural opportunity and well being, while protecting and improving the quality of our environment.

Alberta School Foundation Fund (ASFF)

To ensure the separate accounting of education property tax funding, the Alberta government established the Alberta School Foundation Fund (ASFF) in 1994. This fund makes certain that all education property tax is accounted for separately from general revenues.

Area Structure Plan (ASP)

An Area Structure Plan a statutory document which is passed by bylaw. An ASP pertains to specific area within the County which outlines specific development regulations for that area. The ASP must be consistent with the County's Municipal Development Plan

Budget

The County's formal plan for future activities, which often serves as a basis for evaluating actual performance.

Capital Expenditure

Money spent to acquire or upgrade physical assets including transportation infrastructure, land and buildings.

Chief Administrative Officer (CAO)

- a) is the administrative head of the municipality;
- b) ensures that the policies and programs of the municipality are implemented;
- c) advises and informs the Council on the operation and affairs of the municipality;
- d) performs the duties and functions and exercises the powers assigned to a Chief Administrative Officer by the Municipal Government Act and other enactments or assigned by Council.

County Collector Network (CCN)

The CCN is established to provide direct transportation routes to the provincial highway network therefore decreasing traffic on the local road network and to provide year round non banned road network for commodities to be delivered or moved to market.

Debt

An obligation resulting from borrowing of money.

Deficit

The amount which County expenses exceed revenues in any given year. On a forecast basis, a reserve may be included.

Department of Fisheries and Oceans Stewardship Program (DFO)

Federal Department responsible for policies and programs in sustainable utilization of Canada's economic, ecological, social and economic interests in oceans and fresh waters, including agriculture extension programs promoting riparian management and water quality improvements

Expenditure

Amount of money actually paid or obligated for payment from County funds.

Family and Community Support Service (FCSS)

A partnership between the Province of Alberta, municipalities, and Métis Settlements that develops locally-driven preventive social initiatives to enhance the well-being of individuals, families and communities.

Full-Time Equivalent (FTE)

The measurement of staff resources based on a full-time personnel costs. It is useful for quantifying part time staff. As an example the County may use two individual part-time staff in an area that work half of the hours worked by a full-time employee. Although there are two part time employees working there would be only one FTE recorded.

Geographic Information Systems (GIS)

A computerized mapping system that captures, stores, analyzes, manages, and presents data that refers to or is linked to a location.

Information Technologies (IT)

The department and personnel responsible for solving the technology needs of the organization, from project planning through to implementation. This scope includes needs analysis, selection, installation, management and support of all software and hardware systems. Additionally, IT develops inter and intra-departmental data flow processes which improve efficiencies in data management and the distribution of data between departments.

Infrastructure

Physical assets of a government, upon which the continuance and growth of a community depends (e.g. roads, public buildings, parks, etc.).

Land Use Bylaw (LUB)

A Land Use Bylaw is required to be passed by every municipality in Alberta. The LUB may prohibit or regulate and control the use and development of land and buildings within a municipality.

Mountain View Regional Emergency Services (EMS)

Provides Advanced Life Support (ALS) Emergency Medical Services (EMS) to Mountain View County

Municipal Area Partnership (MAP)

The Municipal Area Partnership (MAP) Committee consists of representatives from all six municipalities with a purpose of joint initiatives and regional projects.

Municipal Development Plan (MDP)

A Municipal Development Plan is a statutory document which addresses future land uses and development patterns, including transportation and municipal services and facilities.

Mill Rate

The property tax rate which is based on the valuation of property. The rate is expressed in "mills", where one mill is one-tenth of a cent (\$0.001). Mill rates are set by each taxing authority to raise the revenue required by their budget.

Municipal Sustainability Initiative (MSI)

The Province of Alberta's ten year funding commitment to assist municipalities in meeting growth-related challenges and enhancing long-term sustainability.

Mountain View Seniors' Housing (MVSH)

A non-profit organization operating under Ministerial Order from the province of Alberta and regulated by The Alberta Housing Act. MVSH operates seniors' lodges, seniors' self-contained apartments and subsidized family housing.

Public Sector Accounting Board (PSAB)

The Board that regulates accounting principles and practices for all government levels across Canada.

Reserves

A specified amount of funds set aside to meet future or unanticipated expenses.

Solid Waste Collection (SWC)

Rural solid waste collection, including general refuse and recycling material.

Summer Temporary Employment Program

A program developed by Alberta Employment and Immigration and community partners to help Albertans who would benefit from temporary employment during the spring and summer months - typically post-secondary students and high school students.

Tangible Capital Assets (TCA)

Tangible capital assets are non-financial assets having physical substance that:

- a) are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets
- b) have useful economic lives extending beyond an accounting period
- c) are used on a continuing basis, and
- d) are not for resale in the ordinary course of operations