

# VULCAN COUNTY

# ANNUAL BUDGET REPORT 2025

FOR THE YEAR JANUARY 1 TO DECEMBER 31, 2025  
VULCAN COUNTY, ALBERTA, CANADA



**Vulcan County**  
Box 180, 102 Centre Street  
Vulcan, Alberta T0L 2B0  
[www.vulcancounty.ab.ca](http://www.vulcancounty.ab.ca)



Realizing opportunity and growth through collaborative leadership and accessible administration.

*- Vision Statement*

Through proactive municipal leadership and partnerships, we will balance traditional planning with innovation to realize economic development and community growth for future prosperity.

*-Purpose Statement*

Save Paper, view our report online.

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For best results, choose “two-page display” in your PDF reader.





# ANNUAL BUDGET REPORT

# 2025

2025 BUDGET - APPROVED MAY 7, 2025

FOR FISCAL YEAR ENDED DECEMBER 31, 2025  
VULCAN COUNTY, ALBERTA, CANADA

PREPARED BY VULCAN COUNTY  
CORPORATE SERVICES DEPARTMENT  
JULY 2025

Box 180, 102 Centre Street  
Vulcan, Alberta, Canada T0L 2B0  
[www.vulcancounty.ab.ca](http://www.vulcancounty.ab.ca)



# Welcome to Our Budget Report



It is our pleasure to submit Vulcan County's 2025 Annual Budget Report. The purpose of the Annual Budget Report is to provide our community with a clear and transparent insight into the development of our budget. It also provides an opportunity to analyze and comment on the budget highlights, the information of the County, and the outlooks for the future.

## READER'S GUIDE 101

The intention of this document is to provide Council and the Ratepayers of Vulcan County the details and factors that influence the development of the operating and capital budget.

A comprehensive overview of the budget, operating segments/departments, and capital will be provided in this document.

This overview outlines the strategies, priorities, and issues that Vulcan County faced during the development of the budget.



## BUDGET REPORT SECTIONS

### **1) Introduction to the Budget Report**

Provides an overview of the budget process/guidelines, profile of the County, and describes the strategic plan and priorities.

The budget overview will allow the reader to obtain an understanding of expenditures of the County and the sources of funding that support the County's operations and capital needs.

This will be provided on a high-level basis. The detail within this report will support the summaries provided in the budget overview.

### **2) Operating Budget**

The operating budget provides resources for the ongoing day-to-day costs of delivering the municipal services to the County's ratepayers.

The operating budget gives details on the types of operating revenues, expenditures, and transfers in the budget. These details will be provided for all types of revenue and expense.

The operating segments are the major groups of similar departments and activities. These include: General Government, Protective Services, Transportation Services, Agricultural Services, Planning & Development Services, Community Services, and Utility Services.

## BUDGET REPORT SECTIONS - Continued

### 3) Capital Budget, Reserves, & Debt

The capital budget deals with the costs to purchase or construct new infrastructure and invest in long-term fixed assets required for day-to-day operations (including road/bridge construction, graders and equipment, and vehicles).

This Section provides details on the capital requirements of the County, including all acquisitions and funding sources. This section also provides details on the County's operating/capital reserves and related debt.

### 4) Appendix and Glossary

Provides extra information and a list of definitions that are used throughout the budget report.

The Appendix includes:

- The Approved Operating & Capital Budgets
- Infographics & Charts
- Statistics & Ratios
- Financial Indicators & Performance Measures



As shown above in the pencil infographic, the Budget Reporting is divided into six (6) major sections:



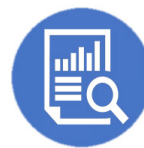
Introduction  
& Overview



Operating  
Revenues



Operating  
Expenses



Segment  
Reporting



Capital Budget,  
Reserves, &  
Debt



Appendix &  
Glossary

*Click the icons to go to the related section*

## Budget Message from the County's Reeve

The development and adoption of the County's Annual Operating and Capital Budgets are some of the most important decisions for Council and outlines the operations and services provided by the County to its ratepayers.



**Jason Schneider**  
County Reeve

The County's vision, mission statement, and values guide the development of the Strategic Plan and provides the "blueprint" for the future. Putting the right strategy together and developing a clear action plan for effective implementation is vital to the success of Vulcan County. The approved budget must reflect and work towards the goals and priorities outlined within the Strategic Plan.

Council has made it a priority to make Vulcan County an attractive place to invest in and to diversify the economy. Vulcan County remains focused on balancing the interests of agricultural producers, with a diverse range of residential, recreational, and business opportunities in our communities. We will strive to provide an atmosphere to foster economic growth and development so long as the development will be a positive contribution to the financial and/or social wellbeing of the County.

Budget 2025 was able to effectively maintain the residential general municipal tax rates, which is in-line with the County's strategic planning on tax rates & assessment, which included the prior two years of rate reductions (2024 - 31.67% reduction & 2023 - 40.00% reduction); whereas, this is residential rate is now considered to be a very competitive residential rate and is lower than some of the major urban centers in and around the County. The County also established a new Small Business Property assessment subclass and related reduced non-residential tax rates for Budget 2025 to support and attract additional small businesses within the County. These tax rates & assessment updates are all within the County's priority in maintaining competitive tax rates while trying to further increase the assessment base and diversification.

Vulcan County Council is confident in the 2025 Operating and Capital Budgets and that Vulcan County is well-situated to ensure its long-term viability.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Jason Schneider". The signature is stylized and fluid.

Jason Schneider  
Reeve

July 25, 2025



## Budget Message from the County's CAO

On May 7, 2025, Vulcan County Council approved the 2025 operating and capital budgets, establishing a clear financial framework to guide the County's operations and ensure adequate funding for essential services expected by ratepayers.



**Nels Petersen**  
Chief Administrative  
Officer (CAO)

The budget process is an opportunity for Council and Administration to review the evolving needs of the County, while maintaining appropriate levels of service. Vulcan County utilizes a three-year operating plan, a five-year capital plan, and a twenty-year capital plan to promote long-term stability. These plans facilitate consistent funding for capital replacement needs, which can vary significantly year to year, and help stabilize municipal tax rates through a long-term perspective.

In the weeks and months leading up to budget approval, County Council and Administration considered feedback from stakeholders within the County, the current economic climate, and the County's strategic plan when determining its objectives for the year.

A key development impacting the 2025 budget is the 494-megawatt (MW) Buffalo Plains Wind Farm which received approval in 2022, with construction beginning in 2023 and continuing into 2024. The project is expected to be completed in early 2025 and be fully commissioned by mid-to-late 2025. A supplementary tax bylaw has been applied for in Budget 2025 so the County may start receiving tax revenues on these new taxable properties. This linear assessment growth has allowed the County to cover the required inflationary cost increases and maintain service levels while maintaining the effective tax rates. Increasing investment in economic growth and diversity within the region is a priority in the strategic plan, which will support the growth of the assessment base.

Vulcan County is committed to transparency in its budgeting process and maintaining accountability to the community and its ratepayers. To further enhance public understanding of the County's annual municipal budget, we have developed a comprehensive Budget Report detailing the operating and capital budgets, the budget preparation process, and related guidelines. We hope that this report assists you in understanding the municipal budget and the process that creates it.

It is an honor to serve Vulcan County and its residents and work with our dedicated team to develop plans that ensure the community's long-term sustainability.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Nels Petersen', written over a light blue horizontal line.

Nels Petersen  
Chief Administrative Officer

July 27, 2025



## **Budget Presentation Recognition**

### **Government Finance Officers Association of the United States and Canada (GFOA)**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Vulcan County, Alberta for its annual budget for the year beginning January 1, 2024.



In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

A Distinguished Budget Presentation Award is valid for a period of one year only. We believe our current budget presentation document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

## **Notes Regarding this Report**

This Annual Budget Report has been designed to act as a resource for the public, local businesses and community, and employees. The purpose of the Annual Budget Report is to provide our community with a clear and transparent insight into the development of our budget. It also provides an opportunity to analyze and comment on the budget highlights, the information of the County, and the outlooks for the future. The 2025 fiscal year representing the period from January 1st, 2025 to December 31st, 2025.

*The electronic/PDF copy of this report is designed to be interactive for the readers of the report. The table of contents are hyperlinked to the related sections. The side tabs, as shown later in this report, are hyperlinked to the start of the related sections. There are also hyperlinks throughout the report to the County's website, social media, and other sources to provide the reader additional information. The PDF copy also maintains comprehensive electronic bookmarks on each of the major sections and sub-sections of the report.*





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Vulcan County  
Alberta**

For the Fiscal Year Beginning

**January 01, 2024**

*Christopher P. Morill*

Executive Director



## Vulcan County

### 2025 Annual Budget Report

### Condensed Table of Contents:

The following is a condensed table of contents for the County's Annual Budget Report including all of the major sections and categories of the report. A detailed table of contents is also included on the cover pages of each of the major sections.

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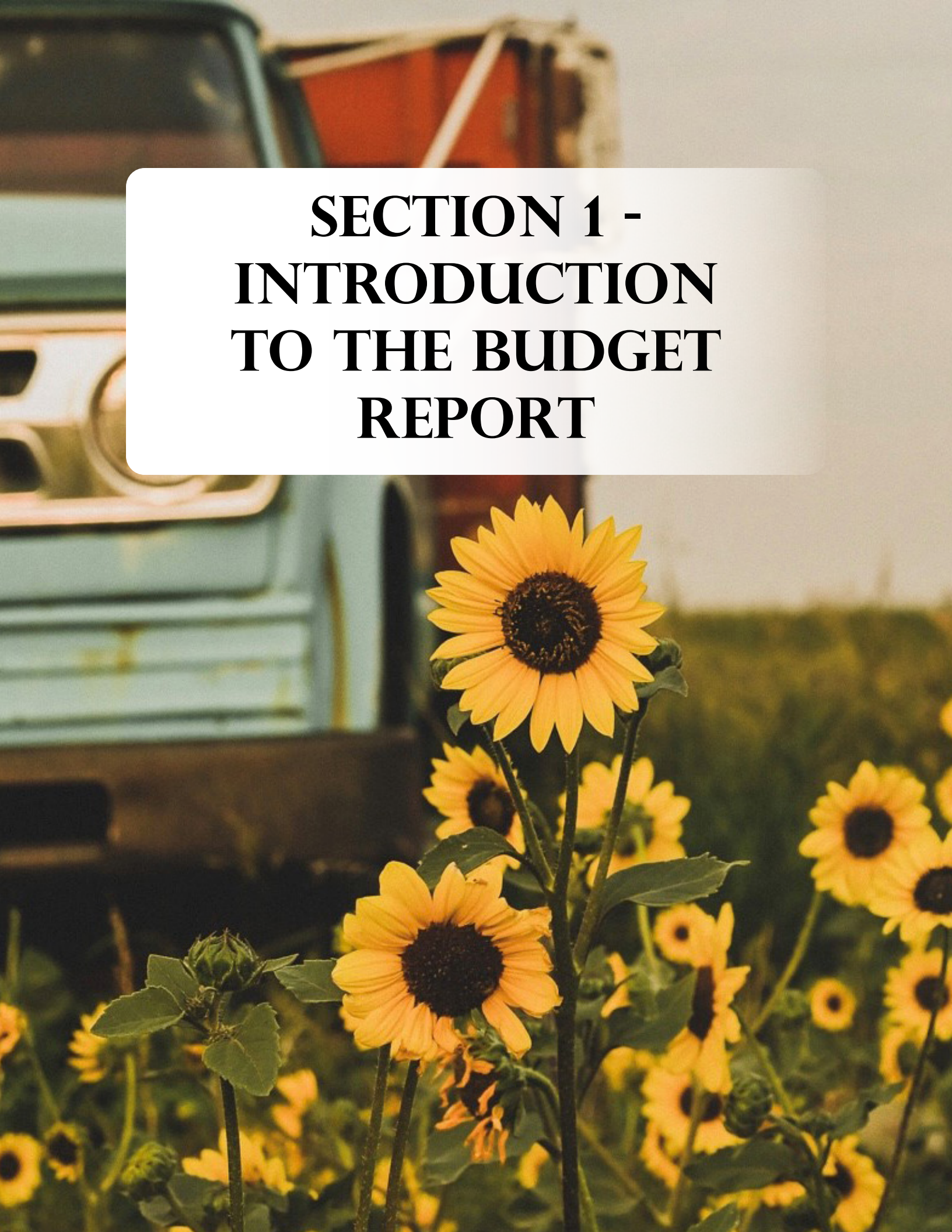
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A field of bright yellow sunflowers with dark brown centers. In the background, a vintage car with a red and white striped awning is visible. The scene is set outdoors under a clear sky.

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INTRODUCTION  
TO THE BUDGET  
REPORT**

**Section 1 - INTRODUCTION TO THE BUDGET REPORT**

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Introductory



Operating Budget



Capital & Reserves



Appendix & Glossary



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# BUDGET OVERVIEW



At the May 7th, 2025 regular Council meeting, County Council approved the 2025 Operating and Capital Budgets. The following is a summary of the 2025 Operating and Capital Budgets, including the prior year comparison and a reconciliation with the related reserves and capital transfers:

## Vulcan County Budget Overview

### REVENUE:

	Budget 2025	Budget 2024	Change
Net municipal taxes	\$ 19,234,072	\$ 17,168,356	2,065,716
Government transfers - operating	1,128,108	1,015,543	112,565
Return on investments	676,824	726,824	(50,000)
Sale of goods, services, and user charges	817,906	949,002	(131,096)
Rental Income	321,680	320,680	1,000
Community aggregate levy	142,912	142,912	0
Penalties and costs of taxes	130,000	130,000	0
Other revenue	11,500	11,500	0

<b>\$ 22,463,002</b>	<b>\$ 20,464,818</b>	<b>\$ 1,998,185</b>
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### EXPENSES:

Salaries, wages and benefits	\$ 10,476,065	\$ 9,312,253	1,163,812
Contracted and general services	4,100,806	3,370,418	730,388
Materials, goods and utilities	4,148,875	3,291,582	857,293
Transfers to local boards and agencies	2,550,291	2,025,374	524,917
Interest and bank charges	38,616	42,068	(3,452)
Amortization of tangible capital assets	5,013,435	4,877,771	135,664
Machine expenses capitalized for construction	(2,738,179)	(2,134,920)	(603,259)
Loss on disposal of tangible capital assets	-	-	-
Other expenses	331,323	264,021	67,302

<b>\$ 23,921,232</b>	<b>\$ 21,048,567</b>	<b>2,872,665</b>
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### OPERATING SURPLUS (DEFICIT)

<b>(1,458,230)</b>	<b>(583,750)</b>	<b>(874,480)</b>
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### OTHER

Government transfers - capital	2,416,986	2,234,582	182,404
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### ANNUAL SURPLUS (DEFICIT)

<b>\$ 958,756</b>	<b>\$ 1,650,832</b>	<b>(692,076)</b>
-------------------	---------------------	------------------

### RESERVE AND CAPITAL TRANSFERS:

Capital Acquisitions	(9,716,144)	(7,676,408)	(2,039,736)
Disposal of Capital	10,000	0	10,000
Transfer from Reserves - Capital	4,505,979	3,294,906	1,211,073
Transfer to Reserves - Capital	-	-	-
Transfer of Amortization	5,013,435	4,877,771	135,664
Transfer of ARO Accretion	20,834	20,046	788
Transfer of Gain/Loss on disposal	-	-	-
Transfer from Reserves	2,724,591	1,527,204	1,197,387
Transfer to Reserves	(3,637,301)	(3,694,351)	57,050
Transfer to Capital Functions - Operating	(2,783,179)	(2,146,920)	(636,259)
Transfer from Operating Functions - Capital	2,783,179	2,146,920	636,259
Transfer to Other Functions & Inventory	119,850	-	119,850
Transfer of Principal Repayment	-	-	-

<b>(958,756)</b>	<b>(1,650,832)</b>	<b>692,076</b>
------------------	--------------------	----------------

### TOTAL NET EFFECT ON ACCUMLATED SURPLUS

<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
-------------	-------------	-------------



A comparison of the current and prior year property assessment figures is shown below. The different classes of property all saw changes, but the net impact was an increase to the County’s assessment base:

	2025 Assessment	2024 Assessment	% change Assessment
Residential	733,886,280	672,341,060	9.15%
Commercial & Industrial	108,895,990	128,267,030	-15.10%
Small Business Property	19,153,690	0	100.00%
Farmland	205,049,800	205,080,940	-0.02%
Machinery & Equipment (M&E)	73,435,950	77,381,400	-5.10%
Linear	1,126,448,170	1,097,080,090	2.68%
	2,266,869,880	2,180,150,520	3.98%
Supplementary	215,000,000	0	100.00%
	<b>2,481,869,880</b>	<b>2,180,150,520</b>	<b>13.84%</b>

As shown above, the County had an approximate 13.84% increase in taxable assessment from \$2.180 billion to \$2.482 billion (including projected supplementary assessment); whereas, the majority of the increase is relating to the addition of the \$215 million projected supplementary assessment for 2025 which include the projected completion of the 494-megawatt (MW) Buffalo Plains Wind Farm which is expected to be completed in early 2025 and be fully commissioned by mid-to-late 2025. A supplementary tax bylaw has been applied for in Budget 2025 so the County may start receiving tax revenues on these new taxable properties.

As part of the County’s Strategic Planning, Council and Administration reviewed many different scenarios and analysis, including comparing tax rates and assessment to neighboring and other comparable municipalities during the budget process. This is done in an effort to ensure Vulcan County’s rates are competitive while still addressing the unique needs of the County. Although there were many challenges with Budget 2025, including inflationary costs that have a large impact on the County, the County was able to minimize these costs as much as possible and able to utilize assessment growth to strategically maintain the tax rate for 2025. As in the prior years, the 2025 budget was thoroughly reviewed by Council and Administration in order to find efficiencies while maintaining the required service levels.

Some departments saw a surplus in prior years, and those surpluses have been placed in reserve to be drawn on over the next few years which will help mitigate any fluctuations in revenue requirements. The County was also able to maintain its 20-year capital plan (funded by capital reserves and projected reserve transfers).



[See Appendix 1 for the 2025 Approved Operating and Capital Budget](#)



Introductory



Operating Budget



Capital & Reserves

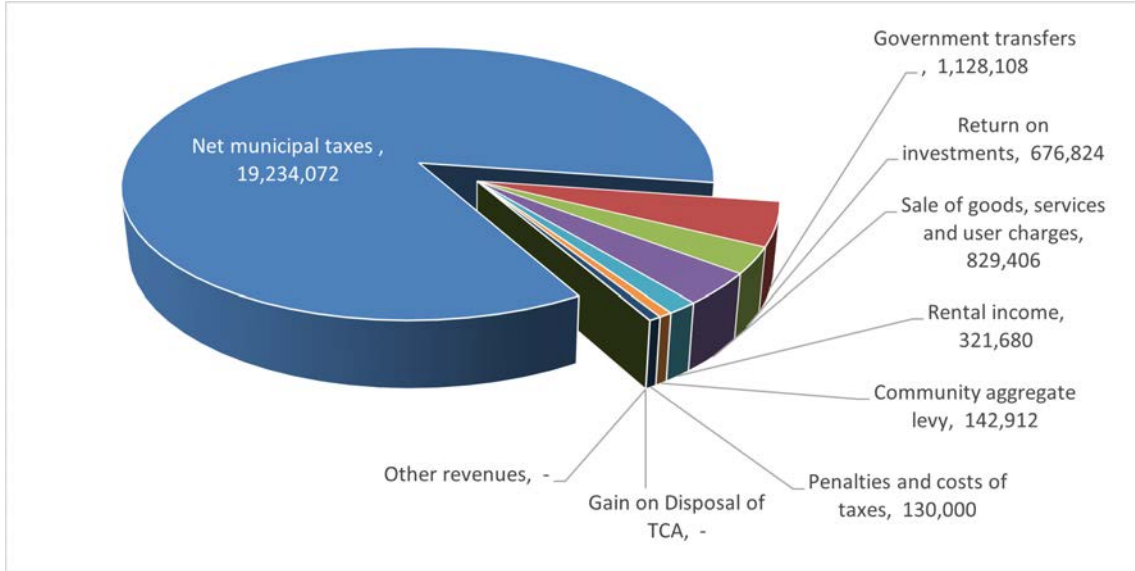


Appendix & Glossary

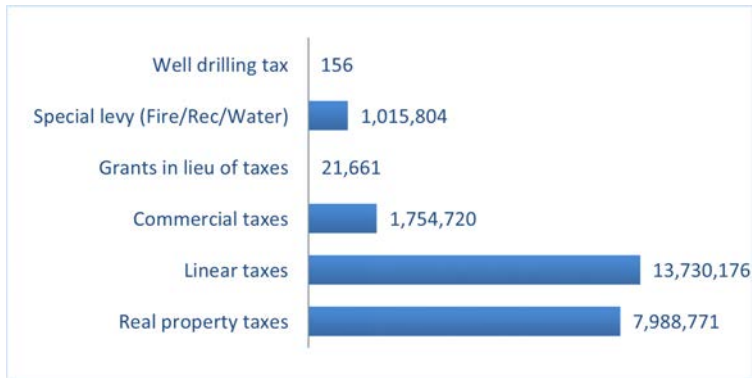
**OPERATING BUDGET:**

The County has budgeted \$22.46 million in operating revenues (net of requisitions) and \$23.92 million in operating expenses including amortization. After transfers to/from reserves and capital, there is a no budgeted operating surplus.

The County’s operating revenues consist mostly of tax revenues (85.6%, net of requisitions). The remaining 14.4% is made up of other sources of income (i.e. operating grants, investment income, user fees, etc.).



Of the municipal taxes, the largest components include linear taxes (pipeline, wells, energy, etc.) totaling approximately 56% and real property taxes (residential, farmland, machinery & equipment, etc.) totaling 33%:

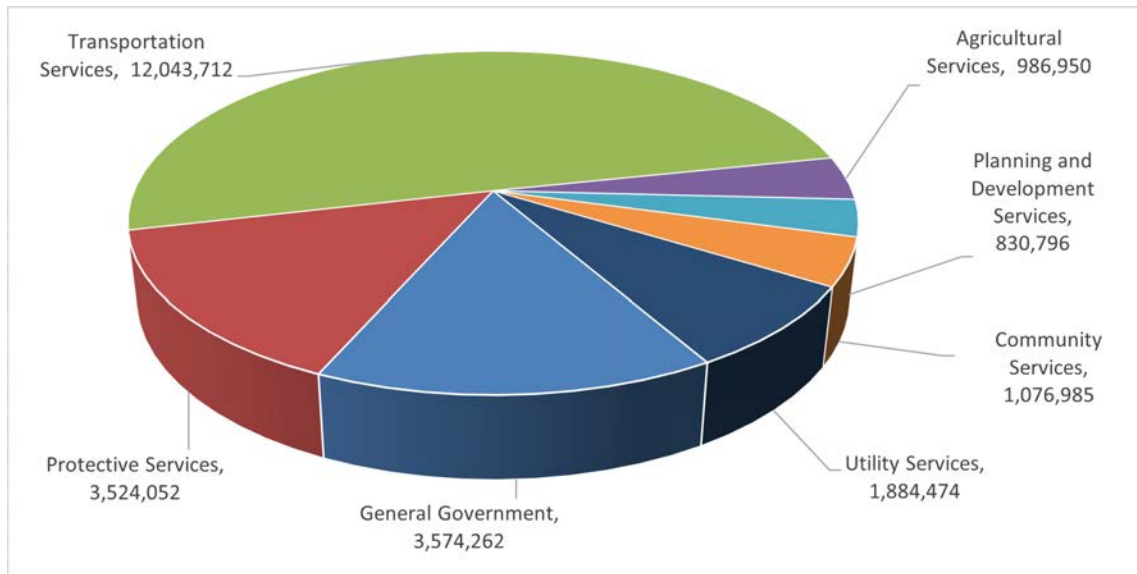


**SIGNIFICANT CHANGES IN REVENUES:**

- Taxes (Net of Requisitions) increased due to increases in linear assessment value (including the supplementary assessment), which generated higher total taxation revenues. Although there was a slight increase in the non-residential tax rate, this increase was offset by the removal of special taxes levies (fire & recreation) on linear non-residential properties. These increases were also offset by the establishment of the Small Business Property sub-class which has reduced general municipal tax rates.
- Operating grants increased from prior year as there was the carry-forward of the Regional Transportation Master Plan grant funding and increases to the Canadian Community-Building Fund (CCBF) grant allocations.
- Sales of Goods, Services & User Charges decreased as the prior year included one-time revenues for the recoveries of the Buffalo Hills Wind project (on a very conservative basis). These decreases were partially offset by increases in development permits and safety code fees.



The following are the budgeted operating expenses (including amortization) for each of the County's major operating segments and by the type of the expenses:

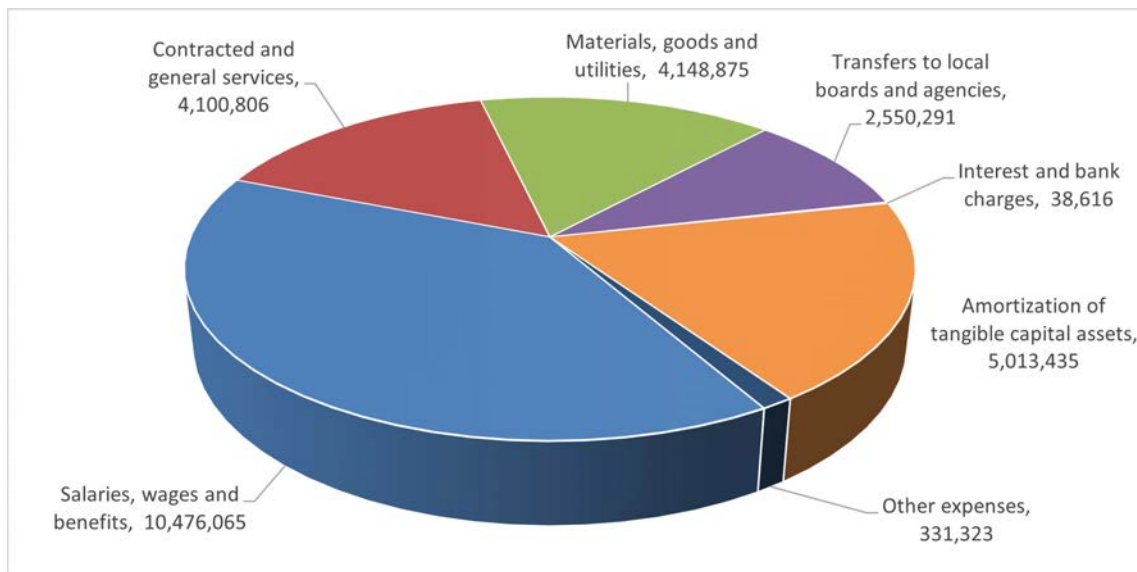


**Expenses - by type/object**

Salaries, wages and benefits	10,476,065	39.3%
Contracted and general services	4,100,806	15.4%
Materials, goods and utilities	4,148,875	15.6%
Transfers to local boards and agencies	2,550,291	9.6%
Interest and bank charges	38,616	0.1%
Amortization of tangible capital assets	5,013,435	18.8%
Other expenses	331,323	1.2%
	<u>26,659,411</u>	
Machine expenses capitalized for construction	<u>(2,738,179)</u>	
	<b>23,921,232</b>	

**Expenses - by segment/department**

General Government	3,574,262	14.9%
Legislative	601,599	
Administration	2,682,840	
Other General	289,823	
Protective Services	3,524,052	14.7%
Transportation Services	12,043,712	50.3%
Agricultural Services	986,950	4.1%
Planning and Development Services	830,796	3.5%
Community Services	1,076,985	4.5%
Family and Community Services	216,631	
Parks and Recreation	788,566	
Tourism and Economic Development	71,788	
Utility Services	<u>1,884,474</u>	7.9%
	<b>23,921,232</b>	



### **SIGNIFICANT CHANGES IN EXPENSES:**

- Salaries and Benefits increased with an overall staffing increase, staffing grid movements and Cost of Living Adjustment (COLA) increase to the related salary grids. There was a 4.96 Full-Time Equivalent (FTE) increase from the prior year and the 2025 wage grids had a 2.858% COLA increase and market adjustments on certain specific positions.
- Contracted Services increased from the prior year as there was increases in legal costs, contracted/consulting services (Regional Transportation Master Plan, Ullly Dam Pipe Liner, and geotechnical drilling for the McGregor Marina project), and vehicle/equipment repairs in the Transportation department. There were increases in insurance costs with market increases and additional vehicles/equipment. There was also increases in training costs and boot/clothing allowances (including for the Milo Fire Department that regionalization in 2024).
- Materials, Goods & Utilities increased from the prior year as there was increases in IT hardware/software, diesel/fuel costs, and tire costs. There was also a significant increase in gravel costs with a change in the budgeting methodology for transfers to/from gravel inventory.
- Grants to Boards & Agencies increased from the prior year as there were increases in funding provided to the Waste Commission and an overall increase to the recreation/cultural funding. There was also significant increases relating to the projected contributions to the McGregor Regional Water project effectively starting in 2025.
- Other expenses increased from the prior year with an increase in the projected tax write-offs of insolvent oil and gas companies (that still have taxable linear and designated industrial property assessment - from the Provincial assessor).

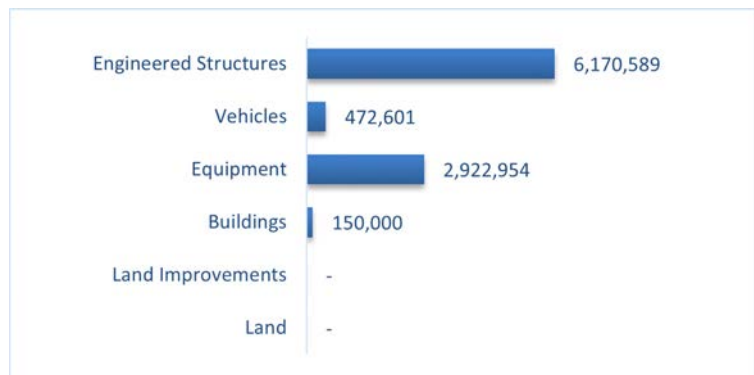
### **CAPITAL BUDGET:**

The capital budget pertains to the construction and acquisition of capital assets. The majority of engineered structures relate to the construction of roads and bridges throughout the County.

The capital budget is funded by a combination of capital grants, reserve funding, operating transfers, and sale of capital assets no longer in use.

The majority of funding for capital assets is from capital grants and capital reserves. It is budgeted that approx. \$2.42 million will be funded by capital grants/contributions and \$4.51 million funded by capital reserves. There are \$2.78 million of operating machine expenses capitalized for construction (internally constructed projects) which is included in the net transfers from operating function (net between capitalized costs and relates operating funding transfers).

Some of the major capital acquisitions include the completion of the Industrial Park, road & bridge projects, Mossleigh Drainage Project, County Building Design project, purchase of 2 graders, replacement of 65 Self Contained Breathing Apparatus, and other vehicle/equipment replacements.



# The Pieces of the County's Budget

**Emergency & Protective Services**  
\$3.86 million  
(12.33%)

**General Services**  
\$1.50 million  
(4.78%)

**Public Utilities (Waste/Water)**  
\$1.70 million  
(5.42%)

**Agricultural Services**  
\$846,300  
(2.70%)

**Health & Social Services**  
\$357,400  
(1.14%)

**Transportation Services**  
\$12.71 million  
(40.60%)

**Recreation & Culture**  
\$1.02 million  
(3.26%)

**Planning & Development**  
\$985,700  
(3.15%)

**Legislative**  
\$601,600  
(1.92%)

**Administration**  
\$2.44 million  
(7.81%)

**School, Senior & Other Requisitions**  
\$5.29 million  
(16.88%)

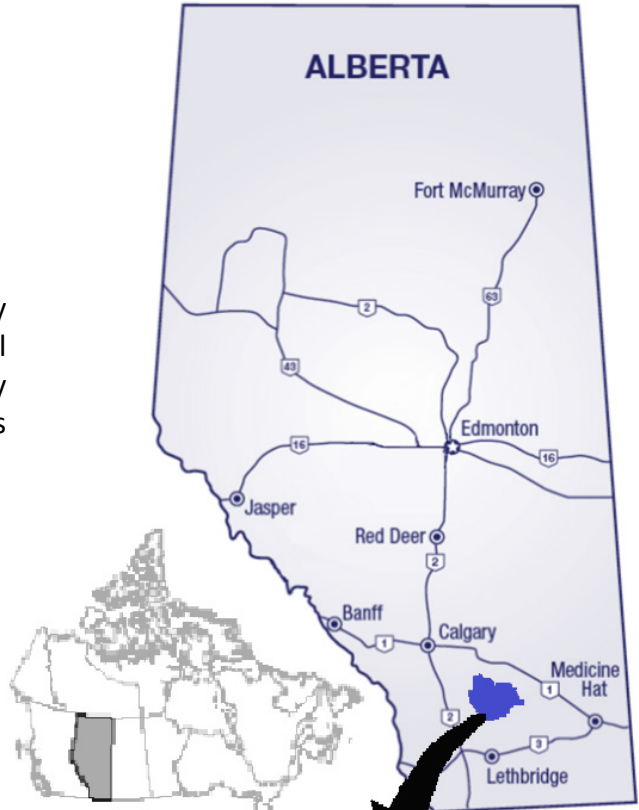
# COUNTY PROFILE



Vulcan County is a rural municipality within Southern Alberta with a population of approximately 4,237 and is conveniently located one hour from both Calgary and Lethbridge. The County covers an area of 563,420 hectares and encompasses the following:

- Town of Vulcan
- Villages of Carmangay, Champion, Lomond, Milo, and Arrowwood
- Hamlets of Brant, Ensign, Kirkcaldy, Shouldice, Queenstown, Mossleigh, Herronton, and Travers

Vulcan County is a municipal government entity established under authority of the Municipal Government Act; whereas, the County is chosen by and is accountable to the local community by means of local elections (elected County Council).



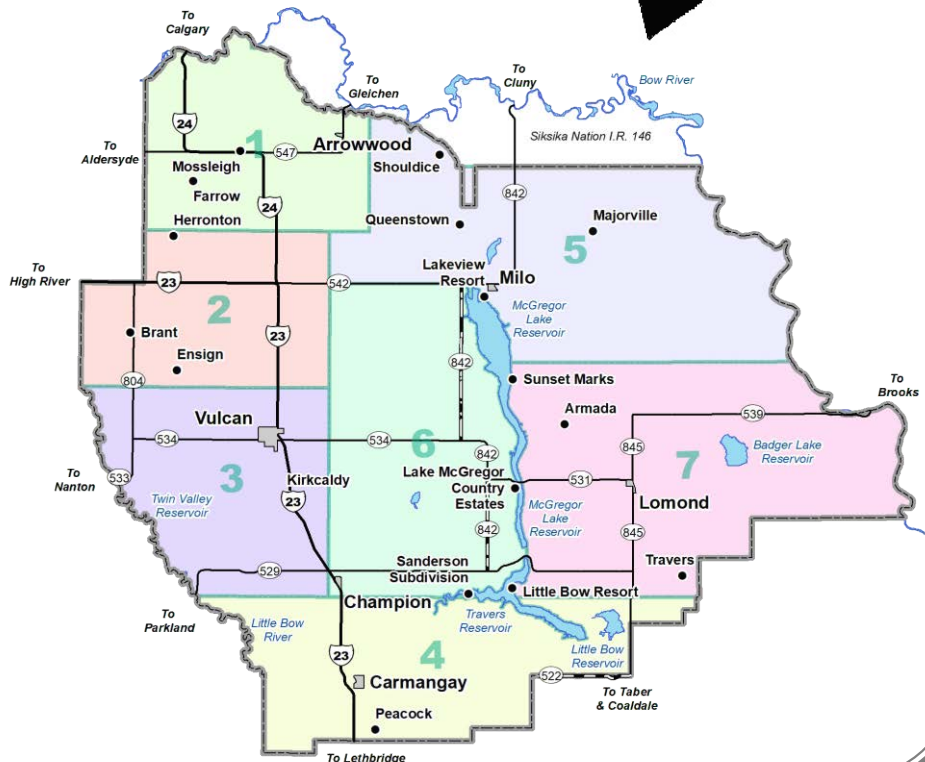
## Geographical Location

Vulcan County is a rural municipality located within Southern Alberta.

**Major Highways:**  
Highway 23 & 24

**Secondary Highways:**  
Highway 529, 531, 534, 539, 542, 547, 804, 842, 845

**Distance to Major Areas:**  
 - 129 km (81 miles) to Calgary  
 - 94 km (59 miles) to Lethbridge  
 - 200 km (125 miles) to Coutts / Sweetgrass USA Border Crossing



# Welcome to Vulcan County



## County Services

Vulcan County provides a number of services to its residents, either directly or jointly with other municipalities and commissions. These services include the following:

- **General Government** - includes legislative and administrative matters, including Council expenditures and administration costs required to operate Vulcan County. Activities within General Government include: general municipal expenditures, Council expenditures, financial statement preparation and reporting, accounts receivable and payable, payroll, information technology, geographical information systems (GIS), and property assessment and taxation.
- **Protective Services** - is comprised of emergency management, health and safety, bylaw enforcement and fire services. This department prepares and coordinates the Municipal Emergency Plan and related plans and programs. The Protective Services department administers the fire districts within Vulcan County, ensuring compliance as per the Quality Management Plan. Other services with respect to fire include public education and fire prevention. Bylaw enforcement is provided by Vulcan County's Community Peace Officers.
- **Transportation Services** - is responsible for the delivery of municipal public works services relating to the maintenance and construction of roadways and bridges. This department ensures appropriate agreements are in place (i.e., access agreements, pipeline crossings, road and rural addressing signage, etc.) to minimize liability concerns.
- **Agricultural Services** - provides advice and expertise with respect to weed and pest control, as well as soil and water conservation, and rental of specialized equipment. Working in conjunction with Alberta Agriculture, this department also provides field trials (i.e., insect counts, disease investigations, etc.).
- **Planning and Development Services** - facilitates development in accordance with the Land Use Bylaw as approved by County Council. This department ensures compliance of existing development applications with the Land Use Bylaw, offers recommendations to Council for amendments and assists developers with requirements of area structure plans.
- **Community Services** - including many community service organizations, such as the local Family Community Support Services (FCSS), daycare and public health, tourism and economic development, recreation boards, cultural programs and library boards.
- **Utility Services** - including garbage disposal (with the Vulcan and District Waste Commission) and water services (with Twin Valley Regional Water Commission and Mossleigh Water Coop).

## Economics of the County

The largest industry in Vulcan County is agriculture, encompassing approximately 444,000 hectares of farmland. The County is a member of the Foothills Little Bow Association and is part of the Bow River Irrigation District. There are three operational inland grain terminals in Vulcan County; two just south of the Town of Vulcan, and one southwest of the Village of Carmangay.

Oil and gas remain a vital industry in the County, supported by an extensive pipeline network that connects numerous active deposits. Concurrently, renewable energy is undergoing considerable expansion, leveraging the County's prime location for wind and solar development. Some of Canada's largest wind and solar facilities are located here, delivering significant economic benefits and exceeding 1,200 megawatts (MW) of renewable energy production. Additional projects are also being considered for development, which would further bolster the energy production of the region.



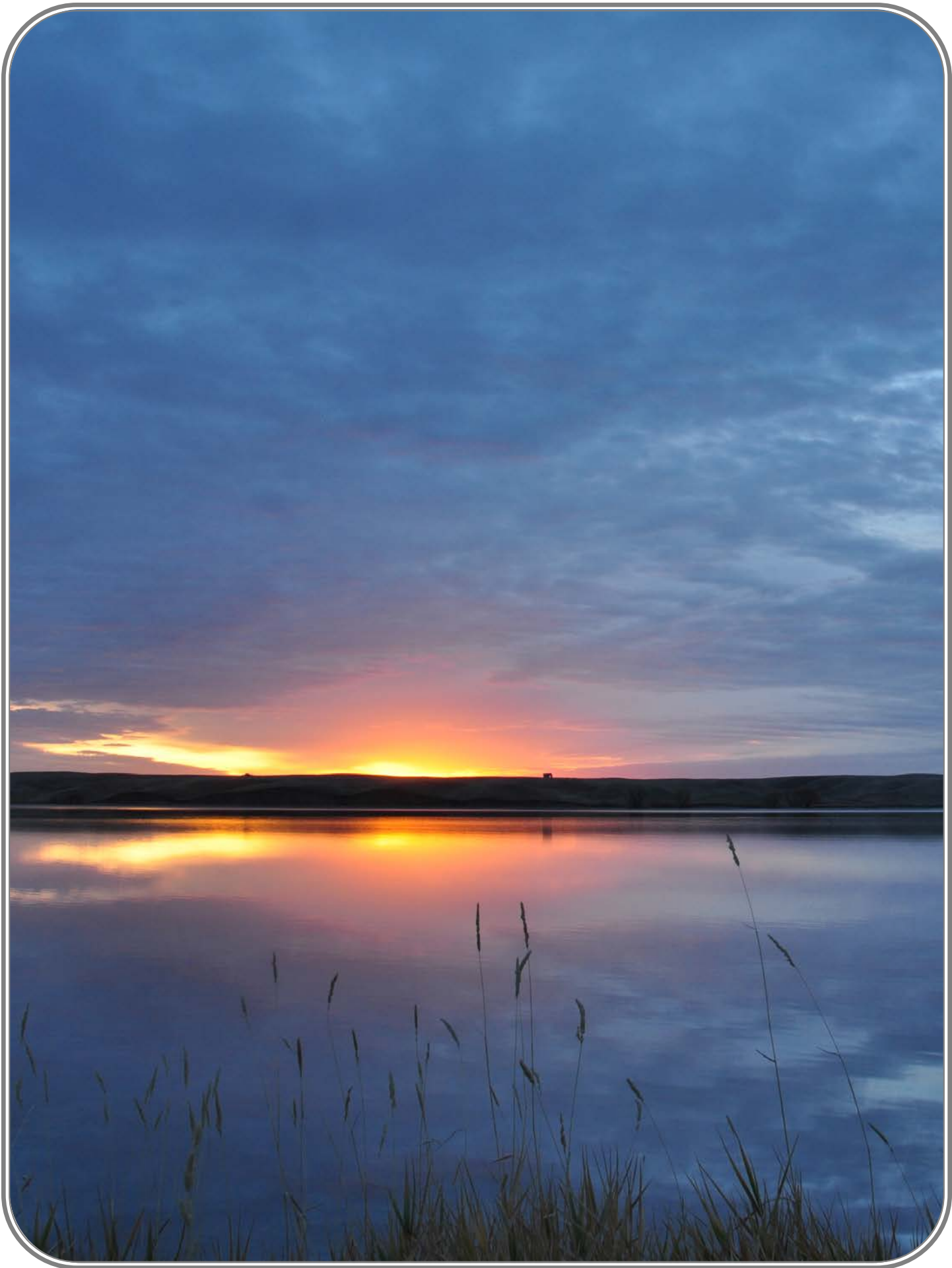
## Recreation and Attractions



The County offers a diverse array of recreational opportunities for residents and visitors alike. Communities throughout the region have well maintained facilities, including playgrounds, community centres, senior drop-in centres, golf courses, ice arenas, swimming pools, and rodeo grounds.

Water based recreation is abundant, with destinations such as Travers Dam, Lake McGregor, Williams Lake, and Badger Lake. The County is also home to several provincial parks, including Little Bow Provincial Park, Little Bow Reservoir Provincial Recreation Area, McGregor Reservoir Provincial Recreation Area, Travers Reservoir Provincial Recreation Area, and Wyndham-Carseland Provincial Park, offering ample opportunities for outdoor activities like camping, fishing, and boating.

Historical attractions highlighting First Nations heritage include the Carmangay Tipi Rings, Majorville Medicine Wheel, and Sundial Medicine Wheel, while aviation enthusiasts can explore the Royal Canadian Air Force Monument at the Vulcan Industrial Airport.



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# MUNICIPAL GOVERNANCE

## County Council



Vulcan County is governed by a seven-person County Council, which is elected every four (4) years. All Councillors elected from each of the seven (7) electoral divisions of Vulcan County. The most recent municipal election took place in October 2021.



The County Council (the “Council”) of Vulcan County operates under the authority of the Municipal Government Act (Revised Statutes of Alberta, 2000, Chapter M-26) and policies and regulations pursuant to that legislation.

The position of Reeve and Deputy Reeve are determined at each of the annual Organizational Meetings held in October of each year.

Council holds two types of meetings:

- Council Meetings and Governance
- Priorities Committee Meetings

Council Meetings are more formal and where Council makes the actual decisions on important matters in the community. These Council Meetings are typically held on the 1st and 3rd Wednesday of each month and are always open to the public and media.

Governance & Priorities Committee Meetings are typically less formal and provide Administration opportunities to share information, discuss issues, and obtain direction from Council. This can include, but is not limited to, Budget Committee Meetings and Organizational Meetings.



The next upcoming municipal election is October 2025, please see the County’s website for additional information and resources.



[Click the Pictures to go to their Profiles](#)

## Vulcan County - Council Members:



**Jason Schneider**  
Reeve / Division 3  
2013-date



**Shane Cockwill**  
Deputy Reeve / Division 2  
2017-date



**Jodie Gateman**  
Councillor / Division 1  
2021-date



**Laurie Lyckman**  
Councillor / Division 4  
2017-date



**Kelly Nelson**  
Councillor / Division 5  
2021-date



**Christopher Northcott**  
Councillor / Division 6  
2021-date



**Doug Logan**  
Councillor / Division 7  
2017-date

Vulcan County Council also establishes a number of policies and bylaws that provide governance on the County and its operations. Click on the binders below:



Council policies layout direction on governance, programs, and services delivered by Vulcan County in order to provide a consistent approach to operations. Council bylaws are the laws established by the County in accordance with the powers delegated under the Municipal Government Act (MGA) by the Province of Alberta.



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# County Administration

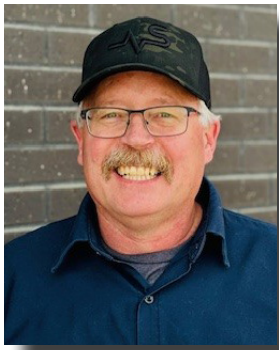


**Nels Petersen**  
Chief Administrative Officer (CAO)

The position of Chief Administrative Officer (CAO) is the administrative head of the organization and reports directly to the County Council.

Reporting to the CAO are the four (4) Directors in charge of each of the County's departments and the Managers of Development Services, Engineering & Infrastructure Services, and Legislative Services. The following are the departments of the County:

- **Operations** - department includes road construction, road maintenance, graveling, bridge construction, and fleet maintenance.
- **Corporate Services** - department includes information technology, geographic information systems (GIS), and finance (assessment, taxation, receivables, payables and payroll).
- **Protective Services** - department includes fire protection services and bylaw enforcement.
- **Agricultural Services** - department includes seeding, weed control, spraying, pest control and agricultural rentals.



**Mike Kiemele**  
Director of Operations



**Mark DeBoer**  
Director of Corporate Services



**Doug Headricks**  
Director of Protective Services



**Deanna Heather**  
Director of Agricultural Services



**Anne Erickson**  
Manager of Development Services



**Nathan Forsyth**  
Manager of Engineering & Infrastructure



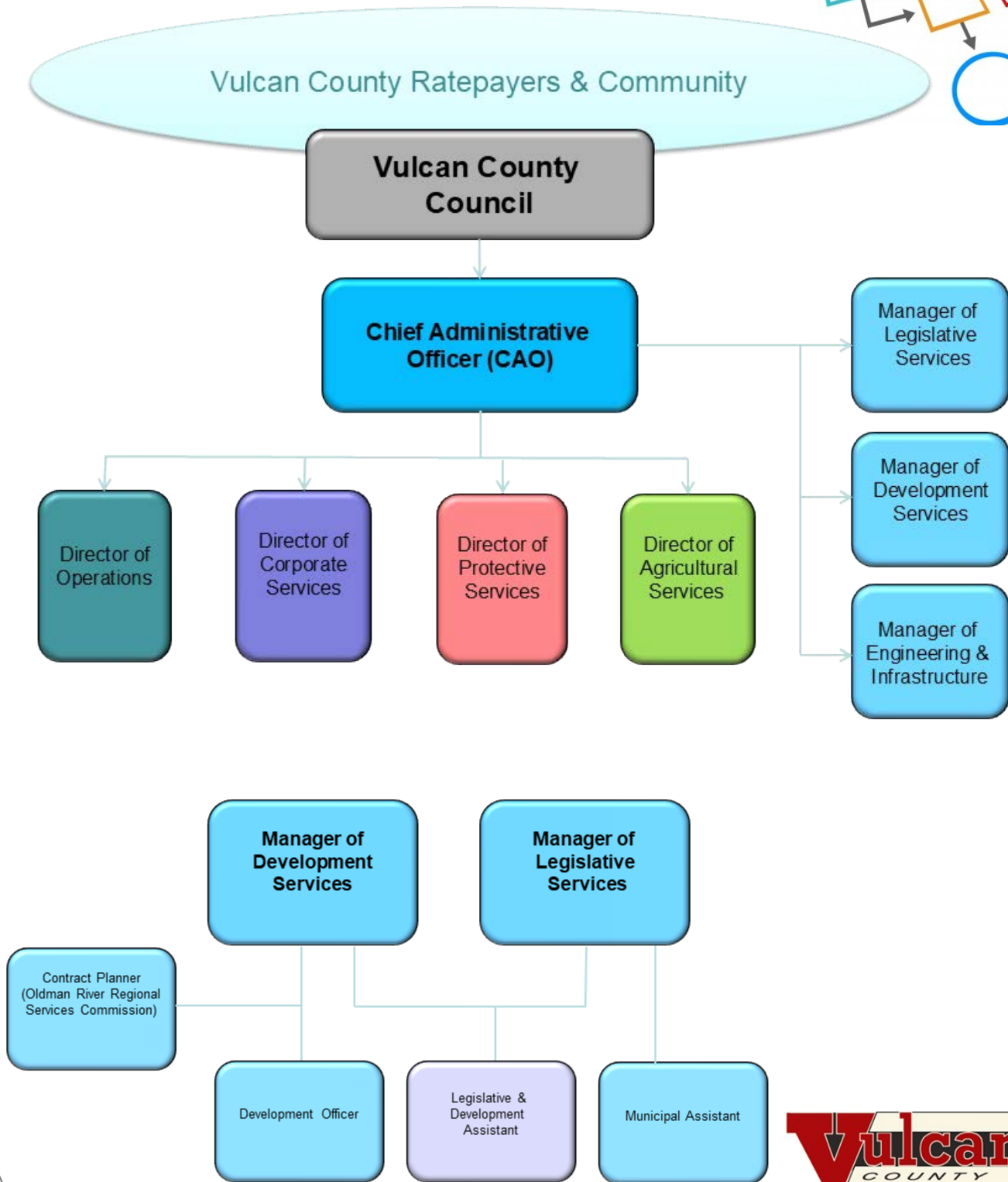
**Lansey Middleton**  
Manager of Legislative Services

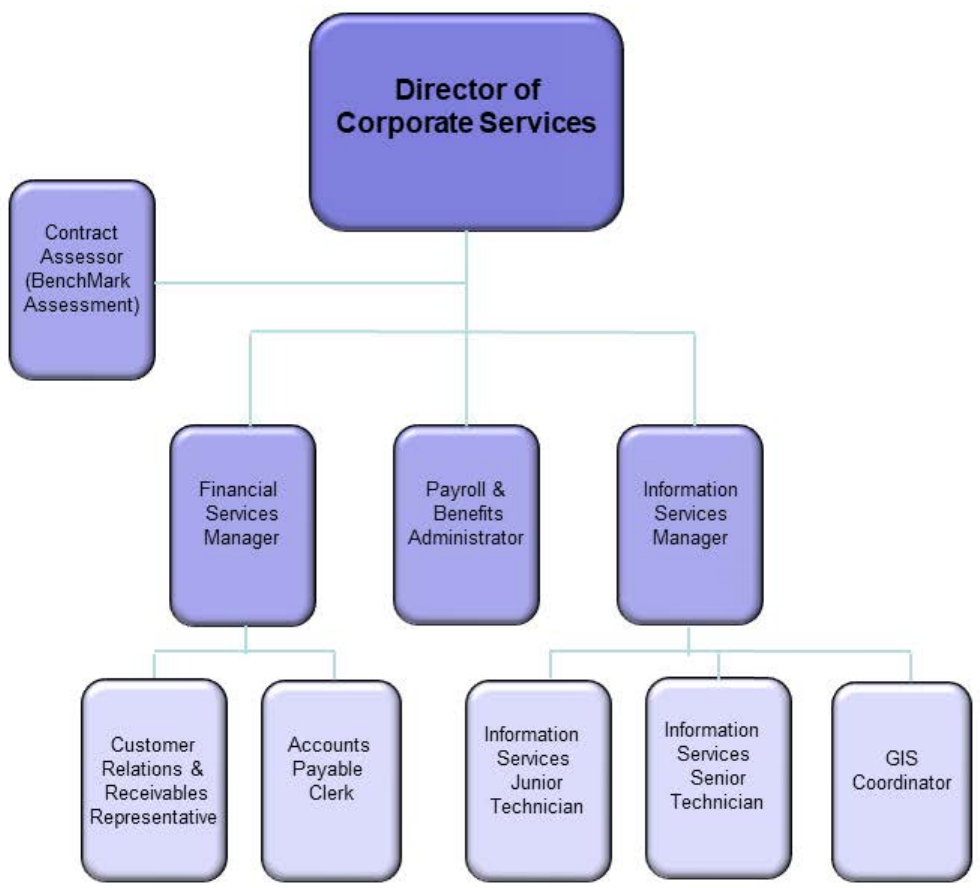
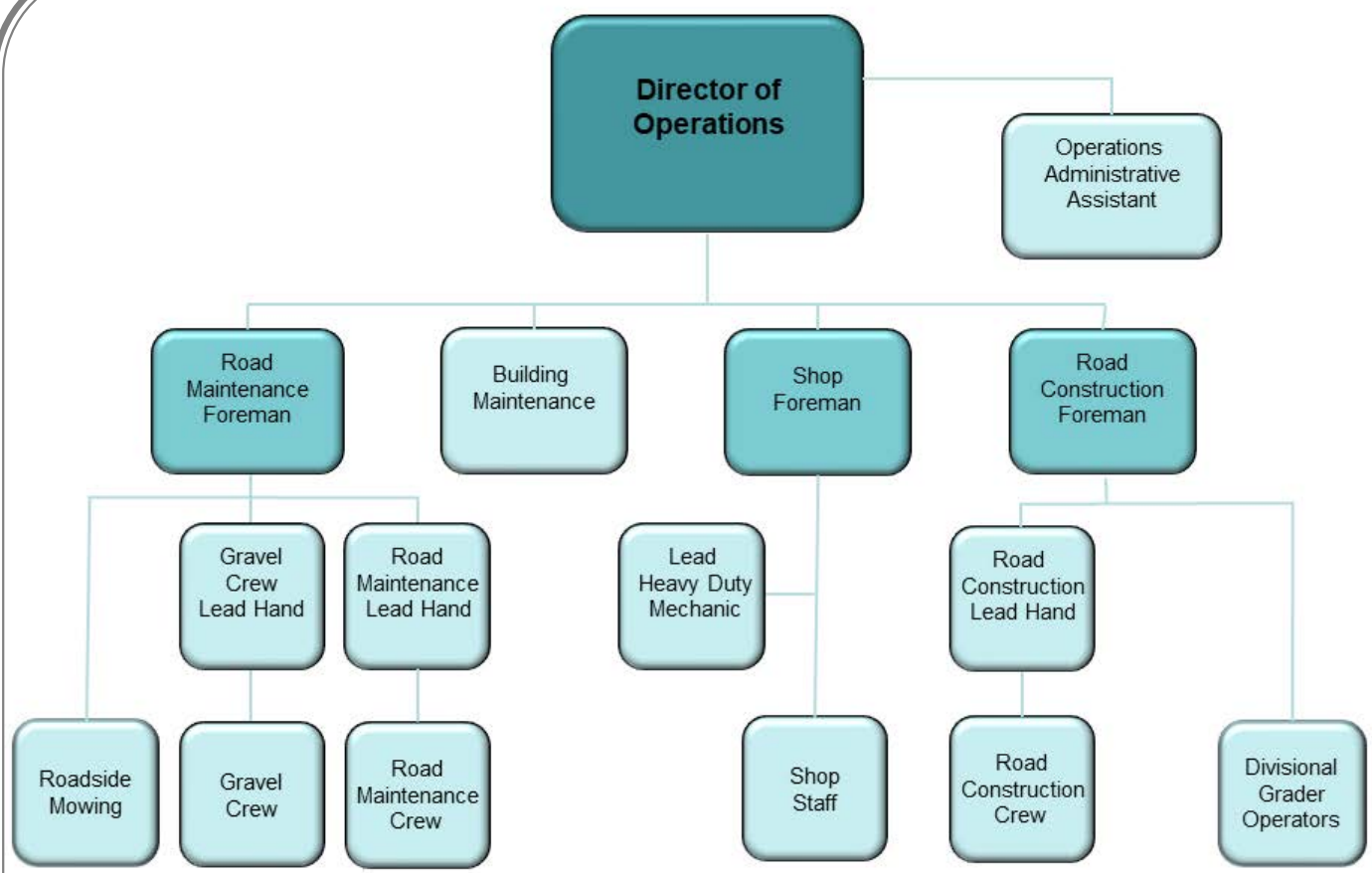
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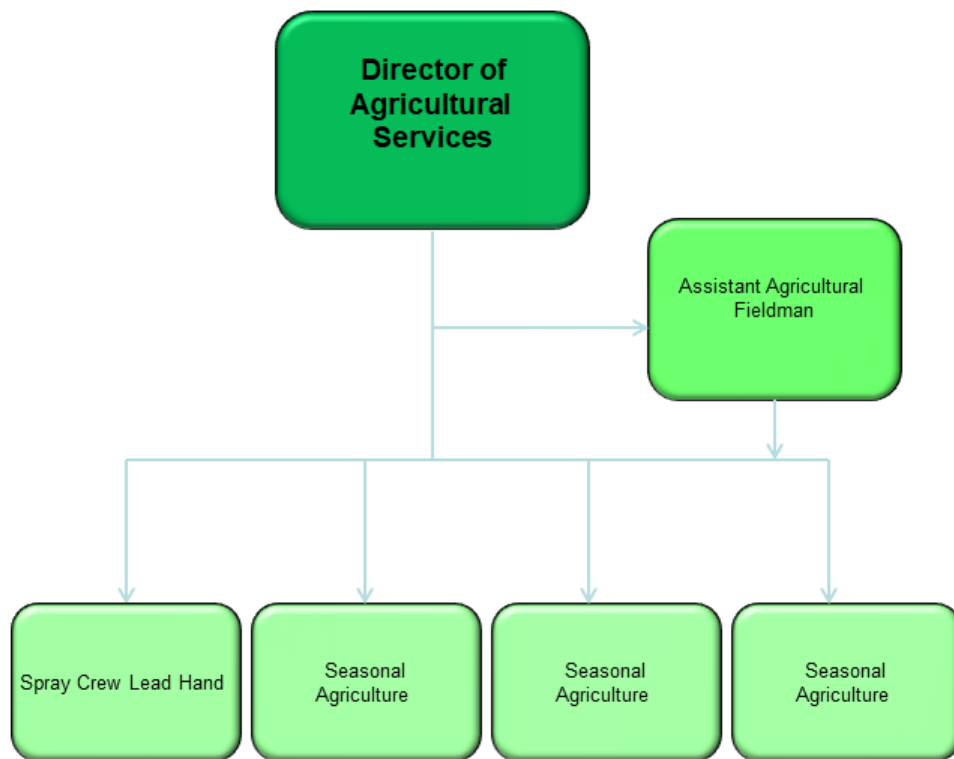
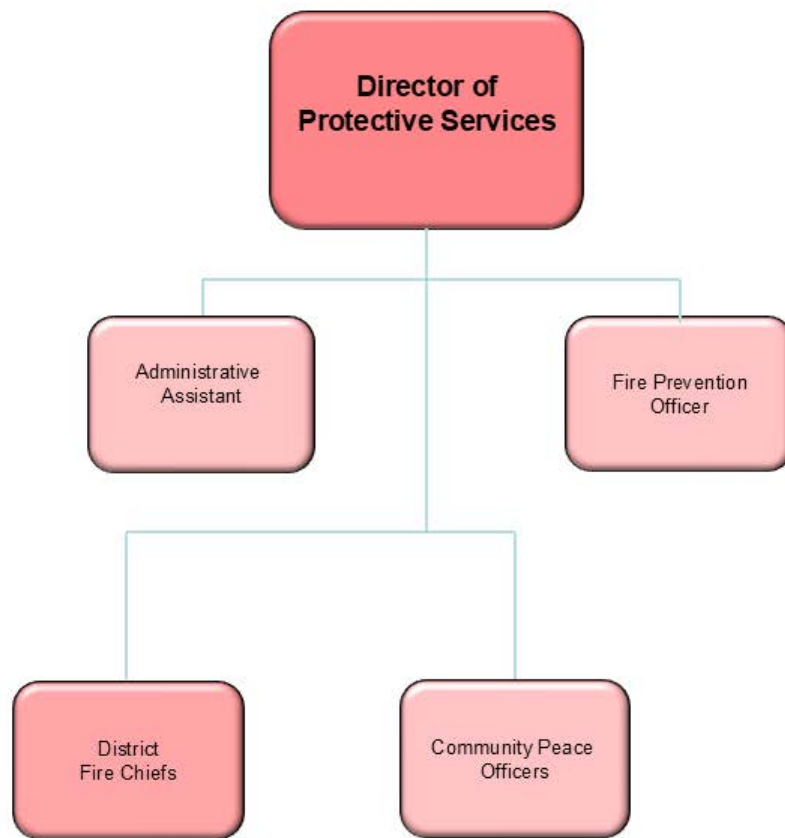
## Organizational Structure/Charts

The organizational structure of Vulcan County aligns with each of County Departments represented within the County Services.

The following is the administrative/management structure of the County:







# VISION, MISSION STATEMENT, & GUIDING PRINCIPLES

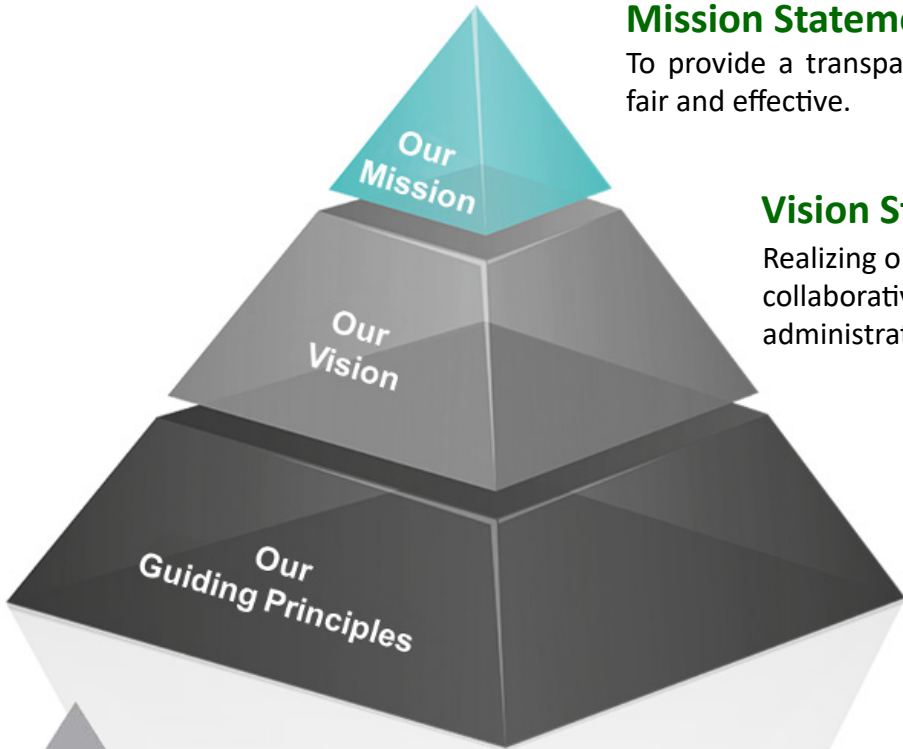


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## Mission Statement

To provide a transparent government that is fair and effective.

## Vision Statement

Realizing opportunity and growth through collaborative leadership and accessible administration.



## Guiding Principles & Values

- To provide a transparent government that is fair, reasonable, accountable and effective;
- A diligent Council and Administration that seeks the best long term outcomes for our ratepayers;
- Sound fiscal decisions that ensure sustainability of the County into the future;
- Values of the County include:
  - > Fiscal Responsibility
  - > Collaboration
  - > Accountability
  - > Leadership & Integrity



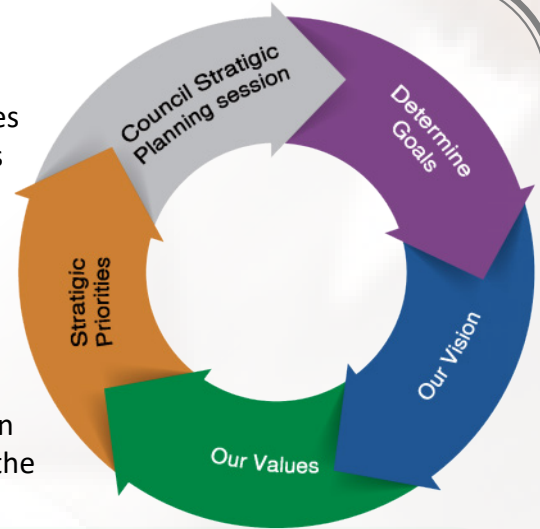
Every four years, as a new Council is elected, Vulcan County develops a new strategic plan and priorities that provide the road-map and direction of what the County needs to achieve for the next four-year period and beyond.

During 2022, Vulcan County developed its next Strategic Plan “**Advancing Successes**” which was adopted in late 2022. This Strategic Plan is for 2022-2026.

# STRATEGIC PLAN AND PRIORITIES

Vulcan County Strategic Plan 2022-2026: Advancing Successes is intended to provide any interested persons or organizations a brief overview of the County's vision, values and strategic themes.

The purpose of Vulcan County's Strategic Plan is to create a "blue print" for the future. Putting the right strategy together and developing a clear action plan for effective implementation is vital to the success of Vulcan County. To achieve this, Vulcan County developed the 2022-2026 Strategic Plan, which includes the following seven (7) key priorities:



Economic Resiliency



Continued Collaboration with Regional Partners



Continued Investment into Infrastructure & Equipment



Responsible & Transparent Leadership and Governance



Continued Support of our Agricultural Industry



Safe Communities



Attract, Engage, and Retain New & Existing Employees



[Click the Report to go to the Strategic Plan](#)

## Strategic Plan - Key Priorities and Goals



### Economic Resiliency

#### 1) Economic Resiliency

We will actively pursue opportunities to diversify our assessment base to support the services we provide to our residents. To realize this goal, Vulcan County Council has committed to:

- Provide County staff with the resources and training to develop programs and initiatives.
- Rewrite of the Vulcan County Municipal Development Plan.
- Rewrite the Wyndham Carseland Area & Mossleigh Area Structure Plans.
- Complete and promote the Vulcan County Industrial Park build and explore other opportunities for similar developments.
- Continue to encourage businesses to register in the Vulcan County business directory. Create and maintain an online business directory.
- Develop online education page for development permit applications to assist applicants and free up staffing resources.
- Standardized requirements of what is considered a complete development application.
- Continue to explore Marina Development on MacGregor Reservoir.
- Procure additional water licensing through water allocation transfers to support economic growth.



### Continued Collaboration with Regional Partners

#### 2) Continued Collaboration with Regional Partners

We recognize that we cannot action all our objectives alone. To realize these goals Vulcan County has begun undertaking the following measures:

- Review of Intermunicipal Development Plans and Intermunicipal Collaborative Frameworks with municipal neighbours.
- Reinstigate annual meetings with the Bow River Irrigation District.
- Review and establish cost sharing formulas for funding that are equitable to all parties.
- Institute annual meetings with the Siksika Nation to investigate opportunities for partnerships.
- Explore opportunities and options with the Vulcan District Waste Commission which will allow for cost savings and stable requisitions.
- Build Upon community relationships and have more of a non-emergency presence at events.
- In collaboration with Siksika Nation, Arrowwood and Wheatland County, continue to pressure for bridge improvements on HWY's 547 & 842.
- Seek joint development areas with urban neighbors.





## Continued Investment into Infrastructure & Equipment

### 3) Continued Investment into Infrastructure and Required Equipment

As a County, the majority of municipal activities typically relate to road and bridge infrastructure, making up approximately 43% of County expenditures. Vulcan County is committed to maintaining these assets by using the following strategies:

- Continued refinement and review of the 5 and 20 year capital plans for equipment and infrastructure construction and replacement.
- Review and approve 4-year road and bridge construction programs that recognize efficiencies in engineering, construction, and project tendering
- Continue capital equipment replacement based on life cycle asset management that ensures a balance between maintenance costs and down time.
- As capital equipment is replaced, considerations shall be given to future projects which may require larger equipment to undertake these projects. (i.e., bridge projects)
- Further investigate potential new aggregate sources to secure gravel requirements
- Create interactive mapping which provides information and grading and graveling programs.
- Undertake cost analysis for replacement of County building infrastructure.
- Lobby the Provincial Government for increased infrastructure funding
- Provide some minimal maintenance on undeveloped road allowances in support of farming operations based on budget availability and staff capacity.



## Responsible & Transparent Leadership and Governance

### 4) Responsible & Transparent Leadership and Governance

Vulcan County will continue to endeavor to be a municipality which operates in a transparent and responsible manner. Key objectives to advance this priority are:

- Provide levels of service that balance ratepayer needs with organizational capacity.
- Build community confidence through responsible governance for long-term sustainability
- Continue to promote excellence through the production and submission of Annual Budget Reports and Annual Financial Reports to the Government Finance Officers Association.
- Improve public communication through our website, social media accounts, and printed media.
- Continued review of taxation rates as to remain competitive with our rural neighbours.
- Maintain our COR (Certificate of Recognition) certification which was achieved in 2020.
- Modernize the County website, allowing for easier navigation, updated content and a fresh look.
- Develop Environmental and Municipal Reserve Policy.
- Improved communication from Council regarding the ongoings of committees and boards.



## Continued Support of our Agricultural Industry

### 5) Continued Support of our Agricultural Industry

Vulcan County recognizes that our main industry within our borders is agriculture. As such, the County is committed to supporting this industry by implementing the following strategies:

- Continue to have an active and engages Agricultural Service Board that reviews and investigates new programming and services which are of benefit to the agricultural industry.
- Marginal Land Recovery Grant -This program will help landowners with seeding marginal lands to grass and forages.
- Investigate and purchase specialized agricultural equipment.
- Work with Alberta Agriculture to assist them with the annual field scouting and inspection of various crop disease and insects.
- Work with companies wishing to bring business to Vulcan County to ensure their projects are a long-term benefit and that they have protocols in place to protect the land.
- Continue to enforce the Weed Act of Alberta, Soil Conservation Act, and the Agricultural Pests Act, while increasing weed control measures and awareness throughout Vulcan County.
- Develop a digital weed database for Vulcan County.



## Safe Communities

### 6) Safe Communities

Protection of our community is accomplished by 6 fire departments, 5 RCMP detachments, and the Vulcan County Community Peace Officer Program. To provide safe communities, the County will undertake the following initiatives:

- Continue with education as a primary value in regard to enforcement.
- Training and exercises through the Vulcan County Regional Emergency Response Partnership.
- Engage RCMP on comprehensive policing and crime prevention strategy for the County.
- Continue to pressure the Province for better rural ambulance servicing in our region.
- Continue to be fully compliant with the NFPA standards.
- Explore Firefighter recruitment incentives to ensure sufficient staffing at all fire halls.
- Increase the delivery of prevention, and preparedness amongst our aging population.
- Build out the investigation program by purchasing equipment that will speed up the process and provide for in-depth reports.
- Develop Council awareness of the Incident Command System, as well as Council awareness of obligations regarding emergency management in legislation.



## Attract, Engage, and Retain New & Existing Employees

### 7) Attract, Engage, and Retain New & Existing Employees

To ensure there is staff talent and capacity to provide the services the municipality is accustomed too, Vulcan County will undertake the following objectives to recruit and retain staff:

- Provide appropriate cross-training opportunities which will benefit staffing capacity and succession planning.
- Enhance the performance review tools for supervisors.
- Undertake compensation reviews to ensure Vulcan County is competitive within the market.
- Ensure adequate staffing to provide appropriate levels of service.

This Strategic Plan is a roadmap to the future and sets the direction for Administration to build work plans that will reach the fundamental vision as set by Vulcan County Council.

This plan sets the priorities and direction for the County while balancing the needs of infrastructure requirements, community growth and service provisions. The success of this plan will be measured on a quarterly basis through review of executed items, realized agreements and budgetary/financial impacts.

By Council's adoption of this plan, we commit to conscientiously work towards the best outcome for our ratepayers and community.

### Strategic Plan "Advancing Successes"





# Key Success and Performance Measures

Through the Strategic Plan, the County establishes “Key Success Measures” and other Performance Measures which impact the budget process and operations of the County.

There are six (6) primary Key Success Measures:

- Stakeholder Satisfaction
- Employee Satisfaction
- Process and System Improvements
- Council Satisfaction
- Sustainability
- Financial Viability

Within each of the Strategic Priorities, there are specific and defined “Key Action Items” to support in the success of these Strategic Priorities; whereas, these also indicate the specific departments responsible for the action items, projected timelines, and which of the Key Success Measures should be impacted.

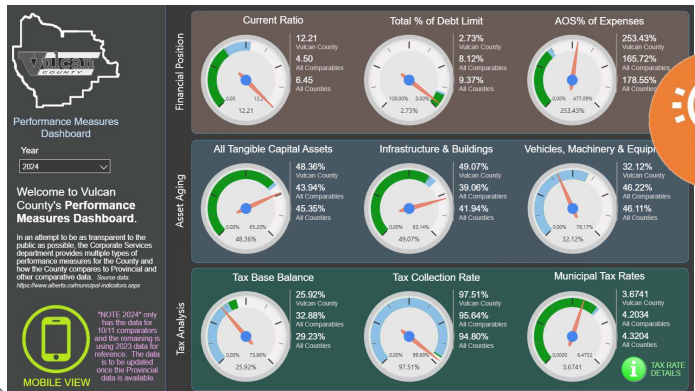


*See Appendix 2 for details of the Strategic Priorities and Key Success Measures*

As the Strategic Plan and many of the priorities are multi-year projects/goals, County Administration tracks to progress on each of these Key Action Items and reports the progress to Council (at a minimum on an annual basis). Although many of these Key Action Items are embedded within the operations of the County, should there be significant additional costs (other than staffing time/effort) towards these action items, these are either identified through the Budget Committee and/or through County Council during the year. *See the Segment Reporting for additional department-level goals and measures.*

In addition to these Key Success Measures, the County also utilizes other Performance Measures and Financial Indicators to review the overall financial and operational health of the organization. These also correlate to the Key Success Measures of Sustainability & Financial Viability. Many of these measures are established and monitored by the Provincial Government through Alberta Municipal Affairs as “Key Performance Indicators (KPI)”. Through Provincial data on all municipalities, the County is able to compare specific indicators to other Alberta municipalities and compare to specific municipalities that are in comparable size and in close proximity in geological locations.

In an attempt to be as transparent to the public as possible, the County has developed a Performance Measures Dashboard which focuses on the Performance Measures and Financial Indicators:



*See Appendix 5 for details of the Financial Indicators & Performance Measures*

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## **Targeted Budget Impacts and Costs**

The following are some of the identifiable costs in Budget 2025 towards the County’s Strategic Plan and the related priorities:

### **Economic Resiliency:**

- Rewrite of Municipal Development Plan (MDP) - Consulting Costs relating to MDP (part of a multi-year project - \$11,600 for 2025, continued from 2024).
- Completion of Industrial Park - Capital Project completion (\$2.2 million - reserve funded) - deferred from 2024 as there was a redesign of the water reservoir.

### **Continued Investment into Infrastructure and Required Equipment:**

- Funding allocation to Capital Plan - Capital Reserve allocation of \$2.5 million.
- Road and Bridge Construction Program - Capital investment of \$2.28 million in road projects and \$997,300 in bridge projects in Budget 2025. This capital investment may vary from year-to-year depending on the approved 4-year road and bridge construction program.
- Undertake costs analysis on replacement of building infrastructure - Capital Project for building design and engineering review (\$150,000 - reserve funded) - deferred from 2024.

### **Responsible and Transparent Leadership and Governance:**

- Review of Taxation Rates for competitive rates:
  - > Maintained the General Municipal Residential Rate of 2.20 mills, which is in-line with the County’s strategic planning on tax rates & assessment, which included the prior two years of rate reductions (2024 - 31.67% reduction & 2023 - 40.00% reduction); whereas, this residential rate is now considered to be a very competitive residential rate and is lower than some of the major urban centers in and around the County.
  - > Established a new Small Business Property assessment subclass and related reduced non-residential tax rates for Budget 2025 to support and attract additional small businesses within the County. This allowed an applicable rate of 7.50 mills compared to the 8.75 mills applied on other non-residential properties (85.7% ratio).

### **Attract, Engage, and Retain New and Existing Employees**

- Addition of staffing to ensure appropriate levels of services including: Additional road construction crew (including scraper/packer operators and construction water truck driver) with the addition of a new scraper (acquired in 2024) - total estimated costs of \$202,300.
- Extended 2025 road construction season (increased hours from longer season and overtime) to “catch up” on road projects from prior years for a total estimated cost of \$297,300 (reserve funded from 2024 carryforward).

*The above are the identifiable costs that would be considered outside the standard operations for the County and/or are new costs related to enhanced service levels. There is also many additional Key Action Items being worked on during the upcoming budget year; however, these may not have additional costs as they may be included within current staffing and/or County operations.*



## 2025 Priorities, Issues, and Goals

The following are the significant priorities, issues, and goals that impacted the 2025 budget, including the applicable performance measures:

### 1) Tax Rates & Assessment

Maintaining competitive tax rates and increasing the assessment base continues to be a main goal for the County in 2025; including a continued review of taxation rates as to remain competitive and economic resiliency with further economic growth and diversity. This is part of the county-wide priority within governance and the departmental goals within Development Services.

Budget 2025 included an approximate 13.84% increase in taxable assessment from \$2.180 billion to \$2.482 billion (including projected supplementary assessment); whereas, the majority of the increase is relating to the addition of the \$215 million projected supplementary assessment for 2025 which include the projected completion of the 494-megawatt (MW) Buffalo Plains Wind Farm which is expected to be completed in early 2025 and be fully commissioned by mid-to-late 2025. A supplementary tax bylaw has been applied for in Budget 2025 so the County may start receiving tax revenues on these new taxable properties. The following is a summary of tax rates and assessment for 2025:

General Municipal	2024			2025			% change	
	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate
Residential	672,341,060	0.0022000	1,479,150	733,886,280	0.0022000	1,614,550	9.15%	0.00%
Farmland	205,080,940	0.0108230	2,219,591	205,049,800	0.0108230	2,219,254	-0.02%	0.00%
Small Business Property	0	0.0085000	0	19,153,690	0.0075000	143,653	N/A	-11.76%
Non-Residential	1,302,728,520	0.0085000	11,073,192	1,308,780,110	0.0087500	11,451,825	1.93%	2.94%
	2,180,150,520		14,771,933	2,266,869,880		15,429,282	3.98%	
Supplementary - Non-Residential	0	0.0085000	0	215,000,000	0.0087500	1,881,250	100.00%	2.94%
	2,180,150,520		14,771,933	2,481,869,880		17,310,532	13.84%	

Although there were many challenges with Budget 2025, including inflationary costs that have a large impact on the County, the County was able to minimize these costs as much as possible and able to utilize assessment growth to strategically maintain these tax rate for 2025. As in the prior years, the 2025 budget was thoroughly reviewed by Council and Administration in order to find efficiencies while maintaining the required service levels.

The following is a summary of the general municipal tax rates over the past couple years:



#### General Municipal Tax Rates:

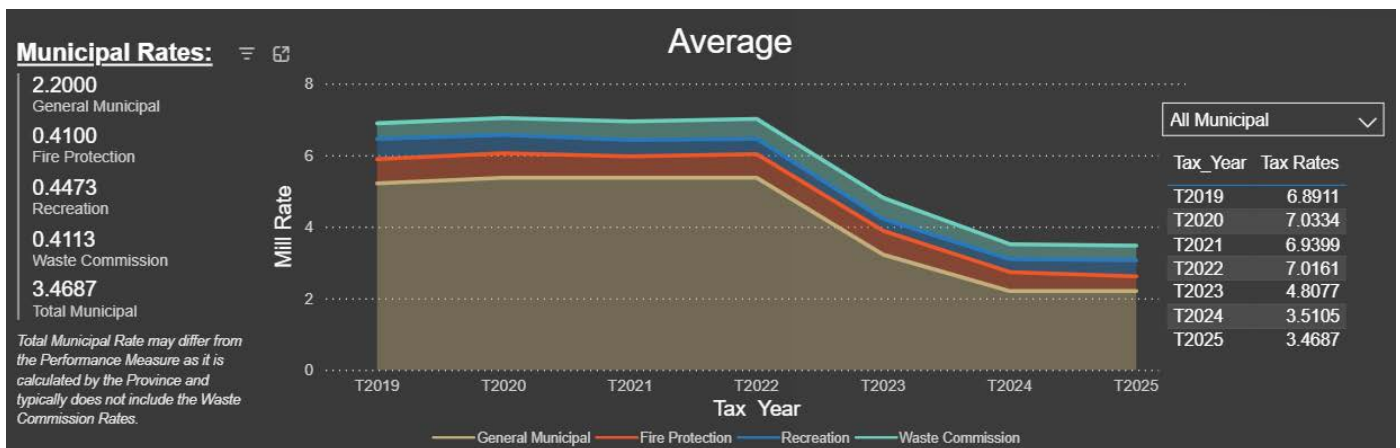
	<u>Residential</u>	<u>Non-Residential</u>
<b>2022</b>	5.3660 mils	9.4140 mils
<b>2023</b>	3.2196 mils (40.00% reduction)	8.8962 mils (5.50% reduction)
<b>2024</b>	2.2000 mils (31.67% reduction)	8.5000 mils (4.45% reduction)
<b>2025</b>	2.2000 mils (maintained)	8.7500 mils & 7.5000 mils for small business

[See our 2025 Tax Rates & Assessment Information Infographic](#)

Tax rates being applied to the various classes of property were also compared to neighboring and other comparable municipalities during the budget process. This is done in an effort to ensure Vulcan County's rates are competitive while still addressing the unique needs of the County. Rate comparisons between similar and neighboring municipalities is a key performance measure for the County.

With a continued focus on economic development and diversification, the County is attempting to increase the assessment base by attracting new businesses to the area. This would achieve the goal of increasing assessment while enabling residential and non-residential rates to stay competitive. To support in this goal, the County has recently developed an industrial park and has continued to bring in new businesses into the County.

In an attempt to be as transparent to the public as possible, the County has developed a Performance Measures Dashboard which includes analysis on tax rate details. The dashboard is interactive allowing the public review tax rates by district, type and year:



## 2) Staffing and Compensation

Ensuring the County maintains sufficient staff capacity and recruits/retains qualified staffing is a county-wide priority. As part of this priority, an objective includes undertaking compensation reviews (approximately every 4 years) to ensure Vulcan County is competitive within the market. In 2023, the County had an external consulting company preform a comprehensive staffing compensation review; which reviewed each of the positions/responsibilities and compared to the applicable market comparisons in similar municipalities, as a result there were certain positions that had market adjustments to their applicable 2024 wage grids to ensure the compensation is competitive within the market.

Compensation Policy (Policy 12-3131) also includes the option for Cost of Living Adjustments (COLA); whereas, 2025 wages grids were increased by 2.858% to align with the inflationary market increases.

Budget 2025 also included an increase in staffing levels, including additional road construction crew (including scraper/packer operators and construction water truck driver), new custodian position for the administration building (previously contracted service), and the extended road construction season to "catch up" on road projects from prior years.

### 3) Infrastructure and Capital Replacement

Continued Investment into Infrastructure and Required Equipment is a county-wide priority and maintaining and replacing the infrastructure is a key performance measure for the County. As a County, the majority of municipal activities typically relate to road/bridge infrastructure, making up one of the largest components within the County's expenditures. The Provincial and Federal capital grant funding available to the County is not sufficient to cover the capital requirements for the County; and therefore, the County is required to further invest into its infrastructure.

The County utilizes long-term capital planning to ensure that the appropriate levels of investment into infrastructure and replacement of capital. The County tracks and maintains a 20-year capital funding program; whereas, all the costs and estimated replacement dates for the County's capital assets are projected forward (even beyond the 20-year cycle). This methodology is used to "level out" the annual budgeted funding requirements to avoid the highs and lows in capital requirements from year-to-year. The scheduled replacement of the capital is based on the estimated useful lives of the assets which takes into account the costs/benefits of replacing the asset vs. the costs to maintain the assets.

During the development of Budget 2025, this 20-year capital funding program was further refined and enhanced. The addition of the Milo Fire Department which was regionalized in 2024 was included in the capital plan for Budget 2025 and future years. Equipment/vehicle requirements and costing was also further reviewed to determine the long-term effects and requirements within the capital plan as the cost of equipment has increased significantly from prior years. Budget 2025 includes a \$2.5 million reserve allocation for funding the 20-year capital funding program.

The planning for the replacement of the Administration and Public Works Building has been a priority over the last couple years and is continued into Budget 2025. Both the Administration and Public Works facilities are past the end of useful life, the Operations Department has exceeded the facility capacity, and the costs of maintaining the aged facilities are exceeding from year-to-year. A "New County Building Committee" was established in late-2024 and has been working in 2024/2025 to determine the operational needs of the new Administration and Public Works Building. Budget 2025 also includes an estimated \$150,000 (Reserve Funded) capital project to for the design and engineering review.

### 4) Municipal Development and Area Structure Plans

The Strategic Goal of "Economic Resiliency" including rewrite/updating the County's Municipal Development Plan (MDP) and multiple Area Structure Plans are county-wide priorities. Budget 2023 starts this process; whereas, the County started the rewrite/update of the Municipal Development Plan (MDP) in late 2023 through a contracted service provider in conjunction with the Planning and Development department. This was continued in Budget 2024/2025; whereas through this process, a MDP Committee was established and MDP community surveys are planned to be provided to the public for feedback. The updated MDP is projected to be completed/adopted in mid-2025. The Area Structure Plans for Wyndham Carseland Area & Mossleigh Area is then projected to be started in 2025/2026.



## Development of the 2025 Priorities and Goals

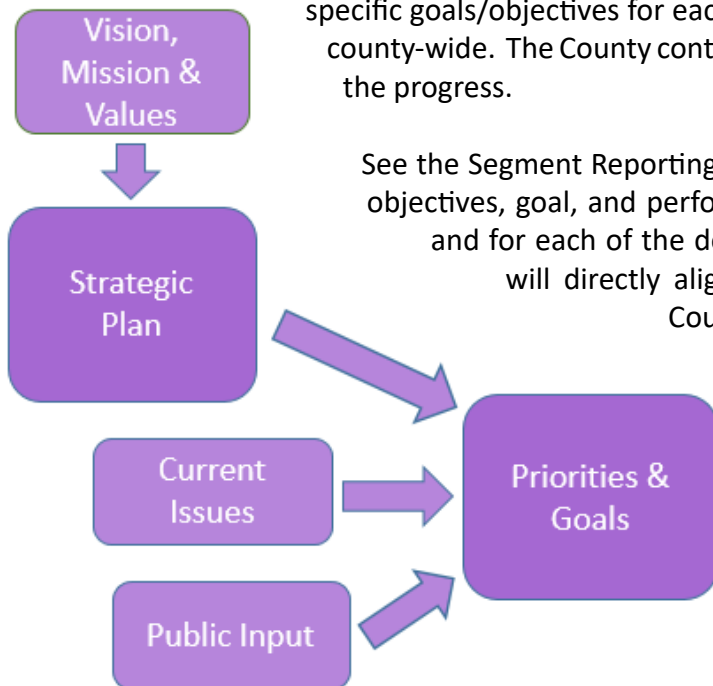
The Vulcan County’s vision, mission statement, and values guide the development of the Strategic Plan and provides the “blueprint” for the future. Through the Strategic Plan and in combination with the current issues and public input, the County established the Priorities and Goals impacting the current budget development.

These Priorities and Goals are provided on a County-Wide and on a Departmental Basis, in which, these impart the development and implementation of the budget and its process.

The County also has goals and objectives throughout the strategic plan; including specific goals/objectives for each of the major departments and that are pervasive county-wide. The County continually reviews these goals/objectives and evaluates the progress.

See the Segment Reporting within Operating Budget (Section 2) for additional objectives, goal, and performance measures for each of the major segments and for each of the departments within these segments. Most of these will directly align with the priorities and goals found within the County’s Strategic Plan and support with the success of these priorities and goals.

The Priorities and Goals are the starting point of the County’s Budget Process.



*See Appendix 2 for details of the Strategic Priorities and Key Success Measures*





# BUDGETING GUIDELINES



## Basis of Budgeting

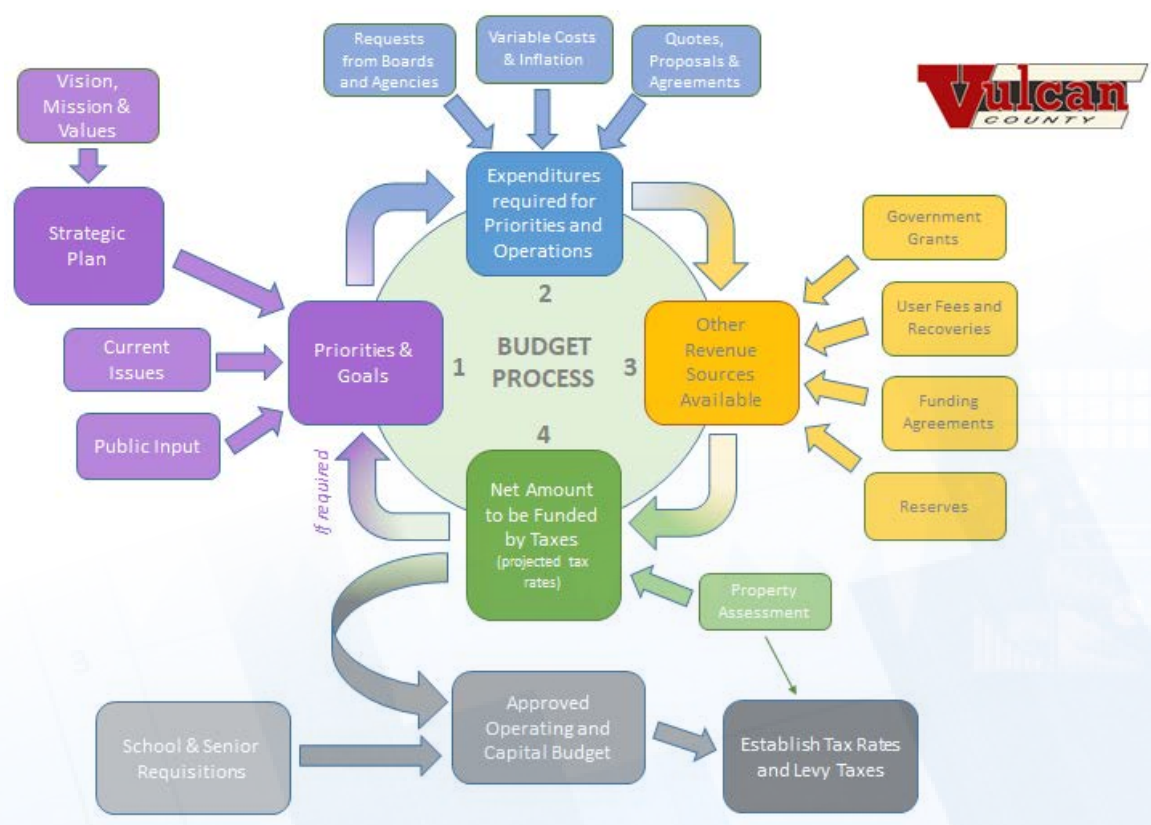
The Municipal Government Act (MGA) requires that the County Council adopt an operating and capital budget each year. An interim budget may also be passed until the final budget is adopted. The budget is based on the estimated operating and capital costs for the County. After reviewing the other revenue sources available to the County, the net difference is raised by the levying of property taxes.

Typically, the County adopts an interim operating budget in December in the year prior to the budget year which is available for the County's operations at the beginning of the year. Once the County receives the other information required for the final budget (i.e. final assessment amounts, grant allocations, school & seniors requisitions, etc.) in March/April of the budget year, the County is able to adopt a final operating budget. The adoption of a final budget is done instead of amending the interim operating budget.

The capital budget is also typically adopted in December in the year prior to the budget allowing the County to pre-order large capital items during this time so that the County can receive reduced costs. Should there be any required changes during the final budget preparation, the capital budget will be amended accordingly.

The budgets are presented to a **Budget Committee** (comprised of all Councillors) which reviews the budgets in detail. Once they are in agreement on the budgets, they will provide the recommendation for formal approval.

The following is the Budget Process for the County:



The Budget Process starts through the Strategic Plan and in combination with the current issues and public input, the County established the Priorities and Goals impacting the current budget development. The County's priorities & goals will determine the required expenditures for programs and services that are offered by the County; whereas, the County projects these costs for the budget and upcoming budget years as part of its long-term budgeting process. To fund these expenditures, the County reviews the revenue sources available (i.e., provincial and federal government grants, user fees/recoveries, funding agreements, use of reserves); whereas, the remaining funding is to be raised by municipal tax revenues. Once Council is satisfied that the proposed tax rates are acceptable, the municipal tax rates are set in the Operating and Capital Budgets and these budgets and the tax rates are approved by Council.

The adopted/approved Operating and Capital Budgets outlines the approved activities for the budget year. The actual financial results are compared to these budgets and reported to Council on a quarterly basis. Should there be any significant changes be required after the budget adoption, any changes would require approval by Council Motion.

### Modified Accrual Basis

The County utilizes a modified accrual basis for its budgeting which is a combination of cash and accrual basis of accounting. The cash basis recognizes the transaction upon the exchange of money (i.e. expenses recognized when actually paid). The accrual basis recognizes the transaction when a liability is incurred and does not consider the timing of when the cash is exchanged (i.e. expense is recognized when the goods/services are received even if it is not paid until a later date).



#### SHORT-TERM ITEMS

The County typically utilizes a cash basis of accounting for recognizing transactions that will occur within the budget year, and would not be expected to take several years to resolve. These include a large amount of revenues and expenditures that would be recognized on the Statement of Operations (also known as an income statement or profit/loss) and would not be expected to create a payable or receivable at the end of the year.

#### LONG-TERM ITEMS & PROJECTS

The County typically utilizes an accrual basis of accounting for transactions that occur over a longer time period, typically extending over multiple budget years. These transactions are recognized in the budget based on when the transaction or service is provided (not based on exchange of cash). Should a project extend over multiple years, the revenues and expenses are recognized in the budget based on the estimated amount of the project to be completed in each of the budget years.

Although the County's Annual Financial Statements are fully prepared using the accrual basis of accounting, the budget remains in-line with this methodology as the short-term items are still projected to be completed before yearend. The County's Annual Financial Statements provide a reconciliation between the modified accrual basis and the full accrual basis, including items such as the proceeds on disposal of capital (cash basis) compared to recognizing the gain/losses on disposals of capital (accrual basis) and the crushing of gravel for inventory. Amortization of tangible capital assets and reserve transfers are included in the approved budget (as the budget is presented in a format consistent with the financial statements).

## Budget Presentation

In accordance with MGA, Section 248.1, the County has adopted budgets that are in a format that is consistent with the financial statements. This budget format has been adopted by Council and includes the following:

- Statement of Operations - revenues and expenses by department
- Schedule of Changes in Accumulated Surplus - transfer between reserves and capital
- Schedule of Tangible Capital Assets - capital additions/disposals and amortization
- Schedule of Property and Other Taxes - taxation revenues and requisitions
- Schedule of Government Transfers - government grants and contributions
- Schedule of Expenses by Object - expenses by the type of transaction
- Schedule of Segmented Reporting - revenues and expenses in each major segment/department



The change to this presentation format allows the readers of the budget to easily tie the budget in to the annual financial statements, provide additional details compared to prior budget formats, and would allow the County’s budget to be in similar format as other municipalities that also adopt this format. See Appendix 1 for a copy of the Approved Operating and Capital Budgets.

To assist the readers of the budget, the County also provides supplementary budget information, such as the budget in the prior format, summaries of revenues and expenses by object, and other reconciliations.

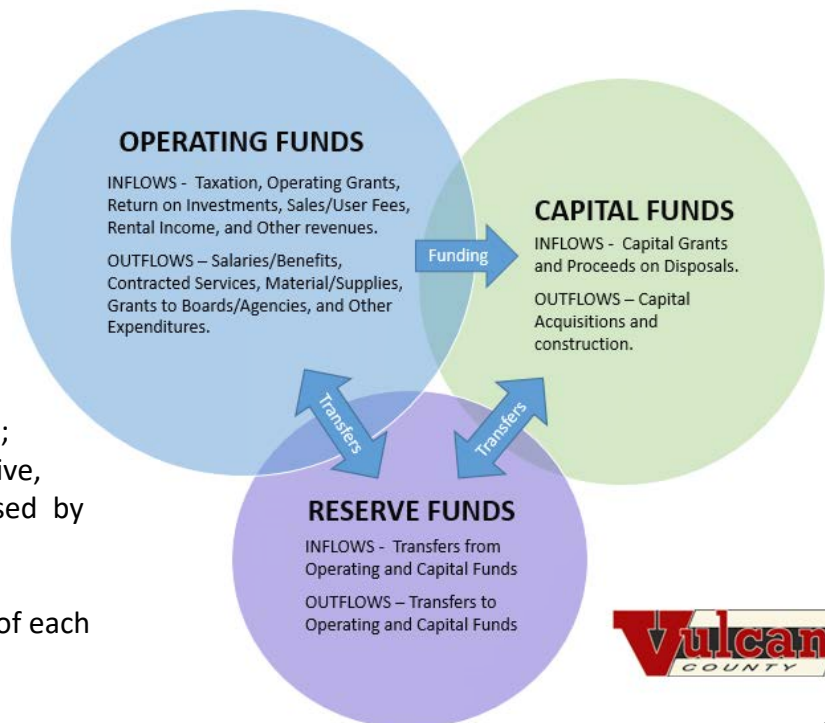
## Fund Accounting

Vulcan County has 3 major types of funds:

- **Operating Funds**
- **Capital Funds**
- **Reserve Funds**

Each fund has a defined purpose and recognizes the inputs and outlays to come up with a net change in the fund balances. These inputs and outlays include revenues, expenses, and transfers to/from the fund accounts. Each of these funds also have restrictions on the use of the balances; some of these restrictions are legislative, whereas others are restrictions imposed by County Council.

See the following page for an overview of each major type of fund.



## **OPERATING FUNDS**

The Operating Budget outlines the changes in these funds and includes all of the municipal programs and services in the operations of the County. This fund has the most expenditures each year, with the costs of these operating activities being covered through taxation, operating grants, user fees and other sources of revenue.

Typically, some operating funds are transferred to/from the other fund accounts, including:

- Operating funds used for capital projects
- Operating funds transferred to build capital or operating reserves
- Operating reserves used to fund operating costs and projects (i.e. contingency reserves)

Some of the legislative restrictions on these funds include the application of special tax levies, which requires these funds to be specifically used for the purpose in which the funds were raised (i.e. special tax levies for the Milo Fire Protection Area are required to be used for fire protection within that specific district).

## **RESERVE FUNDS**

The County has both operating and capital reserves funds. The changes in the reserve funds are a result of the net reserve transfers to and from the operating and capital fund accounts.

Some of these reserves also have legislative restrictions placed on the funds (i.e. reserves built from special tax levies). Other reserves have restrictions imposed on them by Council (i.e. departmental reserves), but these fund restrictions may be modified by Council, should they want to use the funds for a different purpose.

## **CAPITAL FUNDS**

The Capital Budget outlines the changes in these funds and includes all of the capital acquisitions/construction and their respective funding sources. The capital funding may include capital grants, proceeds on disposals, and transfers between other fund accounts, including:

- Capital projects funded by operations
- Capital reserves used to fund the capital acquisitions/construction
- Capital funds transferred to build capital reserves (i.e. proceeds from sale put to reserves for future use)

## Financial Policies and Principles

Vulcan County has a number of financial policies relating to the budgets that are reviewed and approved by Council. These policies are designed to ensure that there are appropriate controls in place to safeguard the County and to ensure that the County is compliant with the Alberta Municipal Government Act, Canadian Public Sector Accounting Standards, and other related legislation. These policies ensure that the County assesses long-term financial and budgetary impacts during the budget process. The following are some of the policies that are in place:

The County's Policies are organized by the major categories:

- |   |                              |
|---|------------------------------|
| 12-1 - Legislative                          | 26-1 - Safety Policies       |
| 12-2 - Financial Records                    | 32-1 - Road Transportation   |
| 12-3 - Personnel                            | 62-1 - Agricultural Services |
| 21-1 - Community and<br>Protective Services | 69-1 - Land & Other Property |

The following are some of the financial policies that are in place:



- Purchasing Authority and Procurement Policy (Policy 12-2203)
- Compensation Policy (Policy 12-3131)
- Emergency Services Remuneration Policy (Policy 21-1009)
- Recreation and Culture Funding Policy (Policy 12-2215)
- Investment Policy (Policy 12-2204)
- Tangible Capital Assets (Policy 12-2214)
- Surplus Vehicle & Equipment Policy (Policy 12-2208)
- Reserve Policy (Policy 12-2218)
- Intermunicipal Funding Policy (Policy 12-2223)

Vulcan County has a number of internal procedures that are used to document the steps and methods required to perform many of the financial tasks in the County's administration. These internal procedures ensure that the proper steps are taken for the recording of financial transactions to promote accuracy, consistency, and that policies are being followed appropriately.



There are many Policies and Procedures that are publicly available on our website:  
[www.vulcancounty.ab.ca/Your Government/Policies](http://www.vulcancounty.ab.ca/Your%20Government/Policies)

Two of the policies that have the most impact on the development of the budget include the Purchasing and Procurement Authority Policy and the Compensation Policy.

- The **Purchasing and Procurement Authority Policy (12-2203)** sets the approval authorization limits and the procurement process for Administration, including that the County follows the New West Partnership Trade Agreement (NWPTA) and the Canadian Free Trade Agreement (CFTA). In relation to Capital, County Council has also set a threshold of \$50,000 requiring tender or proposals (considered significant capital). This ensures that the County is able to acquire capital that is priced competitively and that meets the requirements of the County. The policy effects the budget process as these items receive proposals/quotes throughout the budget process.
- The **Compensation Policy (12-3131)** dictates the staff wages and compensation, including directions on determination and approval of staff salary grids and staff grid movements. Therefore, prior to the approval of the budgets, the salary grids are determined and provided to Council for approval. Occasionally, the salary grids are amended for final budget (if new or updated information is available). The approved salary grids are applied to each of the staff positions at their current grid levels, with the budget accounting for any anticipated grid movement.

The County also follows many principles that are not currently specified as policy that are used in the development and implementation of the budget. The following are some of these principles:

- **Balanced Budget** - the County is required under Municipal Government Act (MGA) to not budget for a deficit. To achieve this, through the budget process the County ensures that the budgeted revenues either meet or exceed the budgeted expenditures.
- **Long-term Budgeting** - the County wants to ensure long-term financial stability in budgeting. Therefore, the County has adopted the use of multi-year operating and capital budgets. Council has approved the use of a 3-year written operating plan and a 5-year written capital plan. To plan long-term capital spending, the County has a 20-year capital funding plan for capital acquisitions and projects projected within this term.
- **Debentures** - the MGA and related Alberta Regulations provide debt limits for borrowing. Although the County currently has minimal borrowing (relative to its limit), it is still a principle to follow when reviewing potential borrowing in the budget process.

The County also has other formal documents (i.e. Bylaws) to assist in the annual budgeting process, including the Fees for Service Bylaw which dictates the fees to be charged in the year. This assists in the determination of budgeted revenues resulting from these fees.

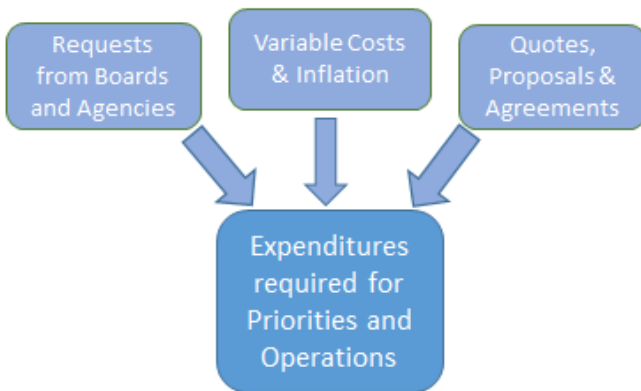
## Budgeting for Expenditures

The County's priorities & goals will determine the required expenditures for programs and services. These priorities & goals are reviewed on an annual basis during the budget process, and are typically a result of the County's Strategic Plan, the current issues that are facing the County, and the input that we have received from our Ratepayers.

### Operating Expenditures

The County has detailed listings of all of the transactions made in prior years. Therefore, the prior year actual expenditures are usually used as a base for what expenditures to expect in the coming year(s).

Each of the separate departments within the County has its own operating expenditures required to provide their services. The department heads (Directors and managers) periodically review their respective department's expenditures throughout the year.



The major operations of the County remain relatively consistent from year-to-year; hence, the current priorities & goals will only modify the specific sections of the budget relating to those goals. These base expenditures for operations are then modified to update the costs for the current budget year.

Some of the main factors that provide updates to these expenditures include:

- Variable Costs & Inflation,
- Quotes, Proposals & Agreements, and
- Requests from Boards and Agencies

#### **VARIABLE COSTS & INFLATION**

Variable costs & inflation are generally applied to the previous years costs to give a new baseline cost for the upcoming year. One significant variable cost is the cost of fuel/diesel; total fuel cost is based on estimated fuel usage multiplied by projected fuel cost (including projected increases and effective carbon tax increases). Inflation is also applied to operational costs from the prior year to estimate the cost increase in the following year. This is also applied to long-term financial planning since costs are expected to continue to increase over time.



Salaries, wages, and benefits have a combination of variable factors and inflationary factors. Variable factors include wage increases from grid movements and benefit rates depending on the wage levels. Inflationary factors include the determination of Cost of Living Adjustment (COLA) and market adjustments which are encompassed in the approved salary grids in accordance with Compensation Policy (Policy 12-3131). Each staff position is budgeted based on the effective working hours and their wage grid effective at the beginning of the budget year; whereas, the position is budgeted to have its related grid movement (if applicable) during the budget year in accordance with the staff's evaluation dates.





For the majority of these types of variable expenditures, the County takes a conservative approach to ensure that the budget is sufficient to cover the costs, including potential unexpected increases due to the nature of variable costs. There is usually a small “cushion” available in departmental costs for these types of increases.

The County also budgets a Contingency Fund in its general operations if the costs exceed expectations or unexpected costs arise. The use of the Contingency Fund is subject to Council’s approval. Should these funds not be required for the year, the resulting surplus may be added to reserves and potentially applied in future budget years.

**QUOTES, PROPOSALS & AGREEMENTS**

The County has a Purchasing Authority and Procurement Policy (Policy 12-2203) to guide the projects and costs that require quotes or proposals. Typically with larger operating expenditures, the County receives quotes or proposals to ensure that the operating costs follow the legislation requiring proposals/tenders (i.e. if the value is over \$75,000 for goods/services). Often, the County receives quotes or proposals on items that are less than the legislative requirements to ensure competitive pricing.

The County may also have previously entered into agreements for services. The budgeted costs for these services are based on the agreements and the terms within the agreements.

**REQUESTS FROM BOARDS AND AGENCIES**

The County receives many requests for funding from external boards & agencies which are located within the County’s borders.

There are currently six (6) Recreation Committees which submit requests to the County to fund their recreational and cultural activities. These committees review multiple applications from organizations within their recreational area and provide recommendations to Council for funding.



There are also currently two Commissions that the County is a member of including Vulcan and District Waste Commission and Twin Valley Regional Water Commission. These organizations request operating funding based on the member agreements.

Other requests may include operational funding for literacy, medical assistance (i.e., STARS), tourism, transportation initiatives, libraries, food banks, etc.

These funding requests from the boards/agencies are typically reviewed by the Budget Committee on an annual basis. Those approved are paid after final budget approval and receiving organizations are not required to report on their usage of funds. However, the County currently requires the prior year’s financial statements as part of a funding application and reviews usage at that time.

## Capital Expenditures

In accordance with the Purchasing Authority and Procurement Policy (Policy 12-2203), any capital items over a \$50,000 threshold must go through the process of receiving tenders or proposals. Therefore, substantially all capital projects and purchases go through this process since very few are below \$50,000.

Although the policy allows for either tenders or proposals, typically the County will bring all of the capital acquisitions through the request for proposals process. Unlike tenders, which require the County to accept the lowest offer, requests for proposals allow the County to take other factors into account when making its decision. This can include historical experience with a vendor/model, warranty on capital, current equipment in fleet, and other factors. Price/cost is usually the most critical factor in determining the successful proposal.

The interim capital budget is typically adopted in December in the year prior to the budget allowing the County to pre-order large capital items during this time so that the County can receive reduced costs. During the interim capital budget process, the department heads (Directors and managers) will project the estimated capital costs either by historical costs, initial vendor quotes, or available costing through buying groups with standing offers.

In preparation of the final capital budget, any capital that requires to go through the process of receiving tenders or proposals is completed, the cost estimates are reviewed/awarded by Council, and the final numbers are adjusted in the final capital budget (if required).

## Expenditures - Multi-Year Projections

The County wants to ensure long-term financial stability in budgeting; therefore, the County has adopted the use of multi-year operating and capital budgets. Council has approved the use of a 3-year written operating plan and a 5-year written capital plan. To plan long-term capital spending, the County has a 20-year capital funding plan for capital acquisitions and projects projected within this term. The following is a summary of the methods used for the County's long-term budgeting:

- Salaries, wages, and benefits are projected using the County's budgeting software; whereas, each staff/position is allocated their related salary/wage grid and what the current effective wage grid, hours worked and related anniversary date. Cost of Living Adjustment (COLA) and other market adjustments are applied if applicable. The budgeting software projects the annual budgeted costs for the current and upcoming budget years with the assumption that the staff are eligible to receive their grid movement each year on their anniversary date.
- Contracted Services are typically projected by terms of agreements, timing of projects, and with use of inflationary factors. Many contracted services are provided as part of multi-year agreements with the related service providers; therefore, the budget is projected based on the terms of the agreements for the upcoming budget years. Certain contracted projects are either on a project-by-project basis or only occur every couple years (i.e., contracted inter-municipal development plans); therefore, these services are budgeted based on the projected timing of the services being provided. Most other non-agreement based services are projected using either historical costs and use inflationary factors or trends to project the costs in the upcoming years.

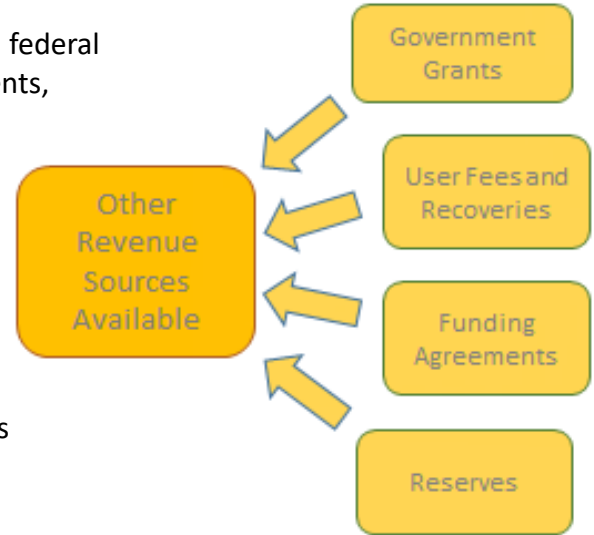
- Materials, goods and supplies are typically projected based on timing of purchases and with use of inflationary factors. Certain materials/supplies are either on a project-by-project basis or only occur every couple years (i.e., replacement of scraper tires are typically every couple years); therefore, these are budgeted based on the projected timing of the materials/supplies being provided. Most other materials, goods and supplies are projected using historical costs and use inflationary factors or trends to project the costs in the upcoming years.
- Transfers to Local Boards and Agencies are typically projected based on the continuing the same level of funding as the current approved budget year and/or as per funding agreements. Majority of the ongoing/reoccurring funding is provided at the same rate from year-to-year and is projected to continue in the upcoming budget years. One-time funding provided is not included in subsequent budget years. Other than funding agreements, the majority of these transfers to local boards/agencies are specifically approved by Council on the year-to-year basis
- Interest and bank charges mostly relates to the long-term debenture interest; in which, the interest rates are locked-in for the entire term; therefore, the budgeted debenture interest and projections for the upcoming years is tied directly the debenture's repayment schedule (which outlines the annual interest for each year for the entire term). Bank charges and projected based on historical trends.
- Amortization expenses are budgeted and projected based on the actual amortization that was recognized in the most recent financial statements (unless the change from the prior year is considered to be a trivial for making the change for the budget process). Currently, the County does not project annual changes in projected years as the actuals remain relatively consistent from year-to-year based on amortization policy being done on a straight-line basis. Amortization expense is also considered to be a "non-cash" expenses as the amortization expenses is effectively removed from the budget through the transfers in the Schedule of Accumulated Surplus (as these are transferred to the Equity in Tangible Capital Assets).
- Other expenses are typically projected based on the ongoing allocations of budgeted contingency/allowances. There is minimal changes in future year projections as these are already contingent in nature.
- Capital expenditures and machine expenses capitalized for construction are typically projected based on the projects outlined within the County's 20-year capital plan. The machine expenses capitalized for construction relates to the internal capital construction projects that the County provided (i.e., construction of roads and bridges); whereas, per the capital plan, the County typically replaces 10 miles of road per year and the bridges will vary from year-to-year depending on the bridge files and whether or not the County has the capacity to replace the bridges internally. Other capital expenditures, such as the purchase of new vehicles/equipment is projected based on the scheduled replacement cycles within the 20-year capital plan. Projected replacement costs are typically done based on current costs and inflationary factors/trends are applied to these projections.

# Budgeting for Other Sources of Revenue

The County has certain other revenue sources available to fund some of the required expenditures. These are often somewhat limited in terms of what is actually available for County use.

The main other sources of revenues include provincial and federal government grants, user fees/recoveries, funding agreements, and use of reserves.

These revenues are budgeted on a conservative basis, meaning they are only included in the budget if likely to be received. Some of the revenues that are received each year can vary significantly from year-to-year. Therefore, these are usually included based on average or lower basis. Should the County receive more revenues than budgeted, the resulting surplus may be added to reserves and potentially applied in future budget years.



## Government Transfers & Grants

The majority of the current government grants are fixed based on factors such as population/roads. The County typically knows which grants are available and ensures that the appropriate eligible expenditures are funded by these grants. Major grant funding includes the Provincial Local Government Fiscal Framework (LGFF), which replaced the prior Municipal Sustainability Initiative (MSI) Operating and Capital grants (effective Jan 1, 2024), the Federal Canadian Community Building Fund (CCBF) grant, and the Agricultural Service Board (ASB) grant. These major grants are typically part of multi-year funding agreements; where the annual allocations are based on specific factors; therefore, during the development of the interim budget they are typically allocated bases on the prior year funding and are updated in the final budget when the actual funding allocations are provided.

Some of the grants are competitive in nature; the County submits applications for these grants, but is not guaranteed to receive the grant funding. These are typically not included in the budget unless Council has authorized the use of contingency funds or reserves to cover any unfunded portion.

## User Fees and Recoveries

The County also typically determines which specific services are recovered by User Fees and Recoveries. The majority are typically set by the annual Fees for Service bylaw, including administrative, development, public works, agricultural, and protective services charges. These usually recover or partially recover the costs of the services provided.



Other types of operating revenues may include investment income, penalties, and other various revenue sources. These types of revenues usually vary from year-to-year so they are budgeted for conservatively.

## Funding Agreements

The County has some specific funding agreements, including agreements on shared services with other municipalities. Some of these shared services can include the County providing IT or GIS services for some nearby urban municipalities. The County also manages the Doctor Retention Program which provides subsidies to the local clinics; under this agreement, the County receives funding from the urban municipalities to contribute towards this program.

Other funding agreements can include rental income. These rental agreements are typically based on multi-year contracts which provide rental rate terms for each year. As the rental revenues are in the agreements, the total expected amount per the agreement is included in the budget.



## Reserves

The County's reserves are funds specifically set aside for departments or projects. These are typically held until the project/purpose is undertaken. There are both operating and capital reserves including some reserves raised by special tax levies that are designated for the purpose the taxes were raised (MGA requirement). Council makes the decisions on the use and application of reserves.

Typically, the County avoids using dedicated reserves to fund operating deficits as the majority of these reserves have already been earmarked for specific purposes. The County would likely not want to deplete these reserves so that these funds are available for the purpose they were intended for.

Department-level operating reserves are maintained; whereas, the County internally maintains targeted minimum and maximum levels to be held within these operating reserves (determined through Administrative Procedure and not specifically through adopted Policy requirements - allowing flexibility to adjust these maximum/minimum levels as required). Should a department-level operating reserve exceed the targeted maximum, the excess amount may be utilized in the operating budget over a multi-year period to fund operations. It is typically provided over the multi-year period which scales back in the later years so to avoid a significant operational funding change when the excess reserves are no longer available. This long-term planning approach mitigates the fluctuations in funding from year-to-year.

## Revenues - Multi-Year Projections

The County wants to ensure long-term financial stability in budgeting; therefore, the County has adopted the use of multi-year operating and capital budgets. The vast majority of revenues are budgeted on a conservative basis, meaning they are only included in the budget and projected in upcoming budget years, if likely to be received. Some of the revenues that are received each year can vary significantly from year-to-year. Therefore, these are usually included based on average or lower basis, especially with the uncertainty that arises with multi-year projections.

Reserves are often budgeted in the upcoming budget years as a "buffer" to cover some of the other sources of revenues than have a higher level of uncertainty, without simply showing increases in taxation revenues to cover these potential budgeted funding shortfalls. This methodology is part of the County's long-term budgeting process and is factored into the targeted minimum and maximum levels to be held department-level operating reserves.

# Determination of Tax Rates

As part of the municipal budget, County Council approves the amount of funds required to provide the required municipal services. From this amount, all other sources of municipal revenues and transfers other than taxation are subtracted (such as provincial grants, user fee revenues, etc.). The net remaining amount is to be raised by property taxes.

### Net Amount to be Funded by Taxes is effectively:

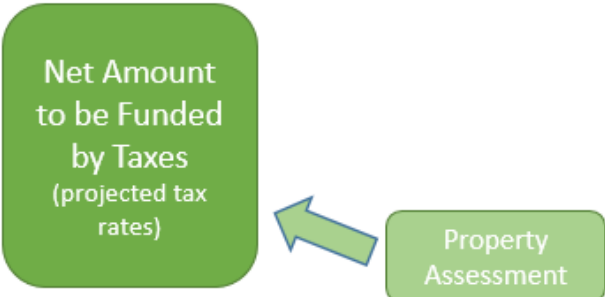
$$\text{Total Cost of Expenditures} - \text{Non-Tax Revenue Sources} = \text{Amount to be raised through tax}$$

This will provide the total amount to be raised through taxes. Using the Property Assessment figures, the projected tax rates may be determined.

To calculate taxes, a tax rate is established through the County's Bylaws. The following is the formula to determine the tax rate:

$$\text{Tax Rate} = \frac{\text{Total Property Tax}}{\text{Total Assessment}}$$

Your property taxes are calculated by multiplying the assessed value of your property by the tax rate:

$$\begin{aligned} & \text{Property Tax Bill} = (\text{Assessment} \times \text{Municipal Tax Rates}) \\ & \quad + (\text{Assessment} \times \text{Education Tax Rate}) \\ & \quad + (\text{Assessment} \times \text{Senior Tax Rate}) \end{aligned}$$


- The Municipal Tax Rates may include:
- General Municipal Rates - County-wide
  - Solid Waste Rate - County-wide
  - Fire Protection Rate - District specific
  - Recreation Rate - District specific
  - Waterworks Rate - Parcel specific

Each of the Municipal Tax Rates and Requisition Tax Rates may have separate rates on the different assessment classes. There are currently five (5) major assessment classes:

- Residential
- Farmland
- Non-Residential (including small business)
- Machinery & Equipment (M&E)
- Linear (\*)



The amount raised through tax can fluctuate depending on the differing tax rates applied to each of the major assessment classes; however, the County continually attempts to review this distribution in a fair and equitable basis across each of the assessment classes and its related effects on tax rates.

*\*Linear Assessment are for properties that have distribution lines or other facilities and cross municipal boundaries, such as oil/gas wells, pipelines, electrical power systems, telecommunications, and cable systems.*

## County-Wide Tax Rates

The General Municipal Rates include the tax rates for residential and farmland property/non-residential (including M&E and Linear) and are used for County operations. The Solid Waste Rate is the tax rate to cover the operational costs of Vulcan and District Waste Commission. Both the General Municipal and the Solid Waste rates are distributed equally throughout the entire County.

The **General Municipal Rate** is determined by the net amount to be funded by taxes (excluding other amounts specifically taxed otherwise) and is divided by the total property assessment in the County. The General Municipal Rate funds the majority of the County's operations (other than other activities funded specifically by other and special tax rates).

There is a separate General Municipal Rate for Residential, Farmland, and Non-Residential (including M&E and linear).

The **Solid Waste Rate** is mostly determined by the total contribution from the County towards the Vulcan and District Waste Commission ("Waste Commission").

This contribution is based on the total annual operating budget of the Waste Commission, with the County portion being pro-rated based on the estimated population in the County. This equates to approx. 55-60% of the operating costs of the Waste Commission.



## Special Tax Rates

In accordance with the Municipal Government Act, Section 382, the County uses Special Tax Levies to raise revenues to pay for specific services that the County provides. Currently, the special services include fire protection, recreational services, and some waterworks. The Fire Protection and Recreation Rates are special tax levies for each of the six (6) districts in the County.

These 6 districts include:

- Carmangay and District
- Champion and District
- Lomond and District
- Milo and District
- Vulcan and District
- Northwest District

The districts for both Fire Protection and Recreation effectively share the same borders (with some minor variance in locations based on fire response times). Maps of these areas are available on our website:

[www.vulcancounty.ab.ca](http://www.vulcancounty.ab.ca) >  
 DEPARTMENTS > Corporate Services >  
 Assessment & Taxation



## Special Tax Rates - Continued

The special tax rates for Fire Protection and Recreation are allocated on the related district rate (as shown on the prior page). The special tax rates for Waterworks is on a per parcel basis that are specifically attached to the related waterlines.

The **Fire Protection Area Rate** is used to fund the operational costs of the fire department in your specific district within the County.



There are currently 5 regionalized fire departments, including Lomond, Carmangay, Champion, Milo and Vulcan. The County directly manages these departments, including setting the operating budget.

The Northwest Fire Department is the only remaining fire department currently managed by a Fire Association and has a service agreement in place to provide fire protection to the County. Fire Associations provide the County with their annual operating budgets. Milo Fire Department regionalized in 2024.

Each of the districts' operating costs are reviewed by Council and their share of linear (from general municipal taxes) and other revenues are applied to offset these costs, resulting in the net amount to be raised by the special tax levies.

The **Recreational Area Rate** is used to fund the recreational activities that occur within your specific district as per your local Recreation Board's recommendations.

For each of the Recreation Areas, the local community groups within these areas provided recreational and cultural requests to the Recreation Board. The Board then reviews the applications and provides recommendations to Council on funding.

Once these recreational recommendations are reviewed by Council, the linear portion (from general municipal taxes) is applied against each district, resulting in the net amount to be raised by the special tax levies.



The **Waterworks Rate** is determined by the cost to build the water infrastructure for specific parcels of land. This includes residents using the Mossleigh Water Treatment Plant.



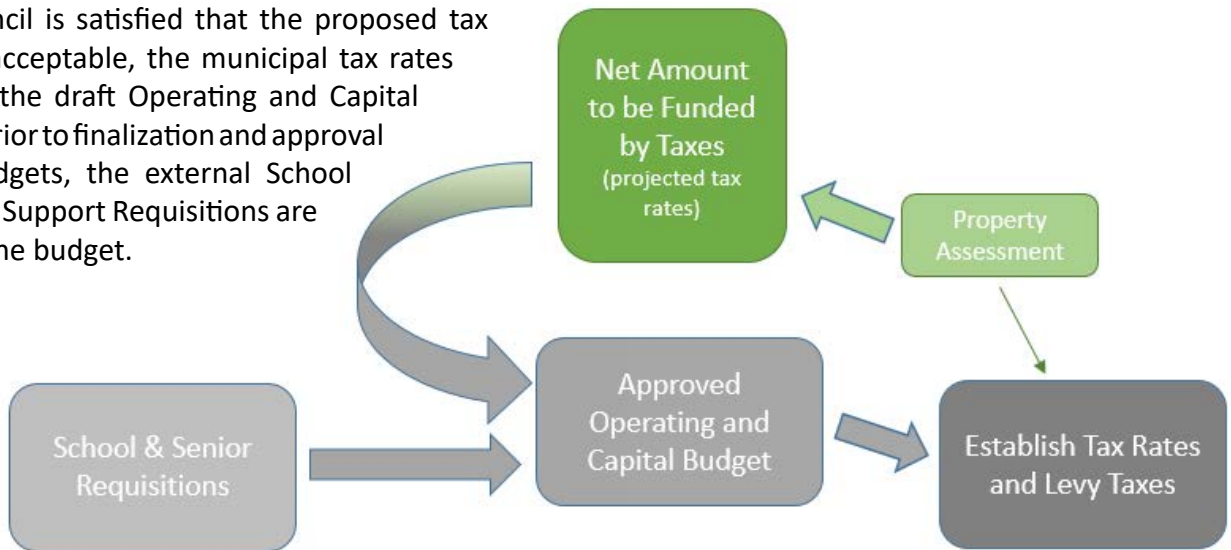
The residents of Kirkcaldy also have this special tax for their connection to the TVRWC water line. These cost recoveries are done over multiple years.





Council considers it a high priority that the County has tax rates in place that are competitive. For this reason, Council and Administration review the rates set by other comparable municipalities. If the projected final rates are not competitive, Council may wish to further review the objectives for the coming year and make changes. Review of the budget will continue until Council as a whole is satisfied.

Once Council is satisfied that the proposed tax rates are acceptable, the municipal tax rates are set in the draft Operating and Capital Budgets. Prior to finalization and approval of the budgets, the external School and Senior Support Requisitions are added to the budget.



The School, Senior & Other Requisitions are provided to the County from the Province and the Senior’s Foundation. The County does not have any control over these amounts.

### Requisition Tax Rates

The School Support tax rate and the Seniors Foundation tax rate are set once the County receives the annual requisitions from Alberta Learning and the Marquis Foundation.

Alberta Learning and the Marquis Foundation have requisitioning powers and, as such, the County is obligated by legislation to bill and collect taxes on behalf of Alberta Learning (for the distribution to public and separate school boards) and the Marquis Foundation (for seniors’ housing). The County has no jurisdiction or control over their operations or budgeted tax revenue requirements.

All municipalities throughout the Province are required to levy charges on all assessable property (other than Machinery & Equipment and Electrical Power Generating properties). This typically represents approximately 25-40% of your total taxes, and is paid directly to Alberta Learning (Province) and to the Marquis Foundation.



There is also a specific Designated Industrial Property (DIP) Requisition that is only applied to these DIP Properties for covering the related assessment costs that are provided by the Provincial Assessor’s Office. The DIP Requisition Rate is set by a Provincial Ministerial Order.

## Property Assessment

Property taxes are levied based on the value of the property as determined from the property assessment process (this method is required by Provincial legislation). Property taxes are not a fee-for-service, but a way of distributing the cost for local government services and programs fairly throughout a municipality. Your property taxes are typically calculated using the market value assessment of your property (some types of property, like farmland, use regulated assessment rates).

Market value is the “most probable price that would be paid for a property in a competitive and open market”. It assumes the buyer and seller are acting prudently and knowledgeably, allowing sufficient time for the sale and assumes that the transaction would not be affected by undue pressures.

The Alberta Government has mandated that property assessment:

- Be completed annually;
- Reflect the market value of a property as of July 1st of the previous year;
- Reflect the characteristics and physical conditions of the property as of December 31st of the previous year.

To keep property details current and at values representing typical market values is a requirement of legislation and other regulations. The property assessment is an estimate of value based on similar properties that have sold in the property’s specific area within the County.

The County contracts the assessment services to Benchmark Assessment Consultants Inc. which are accredited municipal assessors for Alberta (referred to as the Assessor’s Office).

The Assessor’s Office does not create the value of the property; it is created by the real estate marketplace. The Assessor’s Office just measures it. The Alberta Land Titles Office informs the Assessor’s Office of all real estate sales within the County.

The Assessor’s Office applies the accepted mass appraisal best practices using information from all property sales within the County to estimate the market value of the property. They take into account all the market conditions that may affect the property’s value such as location, size, shape, replacement cost, age and condition of the buildings. There are also some Provincial regulations and exemptions that are governed by legislation (i.e. farmland).

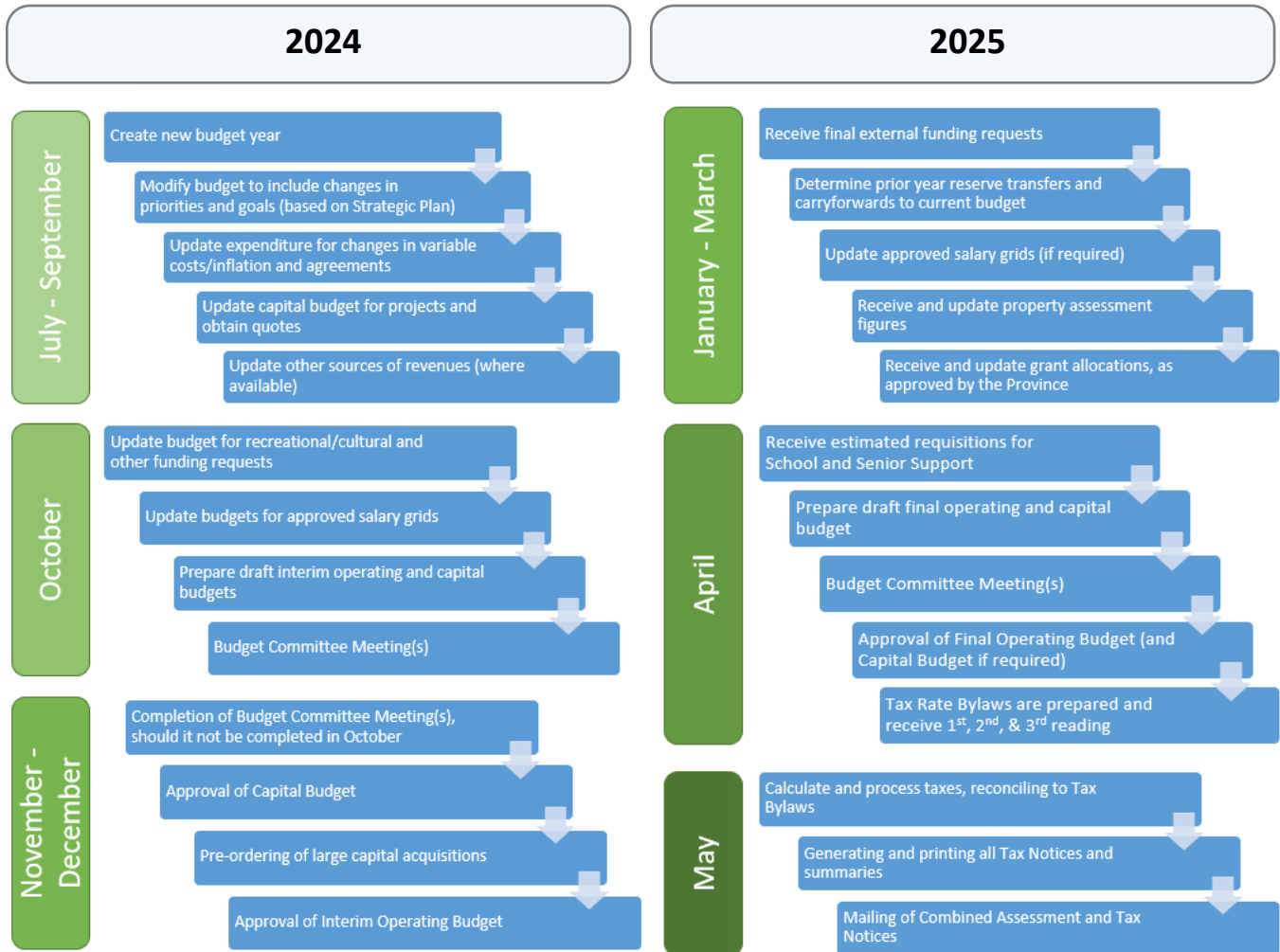
For more information on taxation and assessment, please see the forms and brochures (or frequently asked questions) that are available on our website:

[www.vulcancounty.ab.ca](http://www.vulcancounty.ab.ca) > DEPARTMENTS > Corporate Services > Assessment & Taxation



# Budget Schedule and Calendar

The following is the budget calendar that was used for the development of the current year budget:



The Corporate Services department, in conjunction with the CAO, are effectively responsible for each of the stages in the budget development process. The individual departments (i.e., Operations, Protective Services, Agricultural Services, & Planning/Development) update their individual budget cost centers for their priorities/goals, projected costing, and capital budget requirements, often with the support of the Corporate Services department (who also typically update the revenues and use of department-level reserves). Council is responsible for the approval of the Budget and the Tax Rate Bylaws.

### **BUDGET COMMITTEE MEETING DATES:**

- November 12, 2024 - Interim Budget Committee Meeting
- April 14, 2025 - Final Budget Committee Meeting

### **BUDGET APPROVAL DATES:**

- December 4, 2024 - Approval of Interim Operating and Capital Budgets
- May 7, 2025 - Approval of the 2025 Final Operating and Capital Budgets





**SECTION 2 -  
OPERATING  
BUDGET**

## Section 2 - OPERATING BUDGET

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Introductory



Operating Budget



Capital & Reserves



Appendix & Glossary



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# OPERATING BUDGET OVERVIEW

The following is an overview of the County's operating budget. The operating budget outlines the changes in the operating funds and includes all of the municipal programs and services in the operations of the County. The operating fund has the most expenditures each year, with these operating costs being covered by taxation, operating grants, user fees, and other sources of revenues.

## Vulcan County Budget Overview - Operating

### REVENUE:

	Budget 2025	Budget 2024	Change
Net municipal taxes	\$ 19,234,072	\$ 17,168,356	2,065,716
Government transfers - operating	1,128,108	1,015,543	112,565
Return on investments	676,824	726,824	(50,000)
Sale of goods, services, and user charges	817,906	949,002	(131,096)
Rental Income	321,680	320,680	1,000
Community aggregate levy	142,912	142,912	0
Penalties and costs of taxes	130,000	130,000	0
Gain on disposal of tangible capital assets	-	-	-
Other revenue	11,500	11,500	0
<b>Total Revenue</b>	<b>\$ 22,463,002</b>	<b>\$ 20,464,818</b>	<b>\$ 1,998,185</b>

### EXPENSES:

Salaries, wages and benefits	\$ 10,476,065	\$ 9,312,253	1,163,812
Contracted and general services	4,100,806	3,370,418	730,388
Materials, goods and utilities	4,148,875	3,291,582	857,293
Transfers to local boards and agencies	2,550,291	2,025,374	524,917
Interest and bank charges	38,616	42,068	(3,452)
Amortization of tangible capital assets	5,013,435	4,877,771	135,664
Machine expenses capitalized for construction	(2,738,179)	(2,134,920)	(603,259)
Loss on disposal of tangible capital assets	-	-	-
Other expenses	331,323	264,021	67,302
<b>Total Expenses</b>	<b>\$ 23,921,232</b>	<b>\$ 21,048,567</b>	<b>2,872,665</b>

### OPERATING SURPLUS (DEFICIT)

<b>(1,458,230)</b>	<b>(583,750)</b>	<b>(874,480)</b>
--------------------	------------------	------------------

### RESERVE AND CAPITAL TRANSFERS:

Transfer of Amortization	5,013,435	4,877,771	135,664
Transfer of ARO Accretion	20,834	20,046	788
Transfer of Gain/Loss on disposal	-	-	-
Transfer from Reserves	2,724,591	1,527,204	1,197,387
Transfer to Reserves	(3,637,301)	(3,694,351)	57,050
Transfer to Capital Functions - Operating	(2,783,179)	(2,146,920)	(636,259)
Transfer to Other Functions & Inventory	119,850	-	119,850
Transfer of Principal Repayment	-	-	-
<b>Total Reserve and Capital Transfers</b>	<b>1,458,230</b>	<b>583,750</b>	<b>874,480</b>

### TOTAL NET EFFECT ON ACCUMLATED SURPLUS

<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
-------------	-------------	-------------

The Operating Budget is provided in detail within three (3) major sections:

*Click the icons to go to the related section*



Operating Revenues



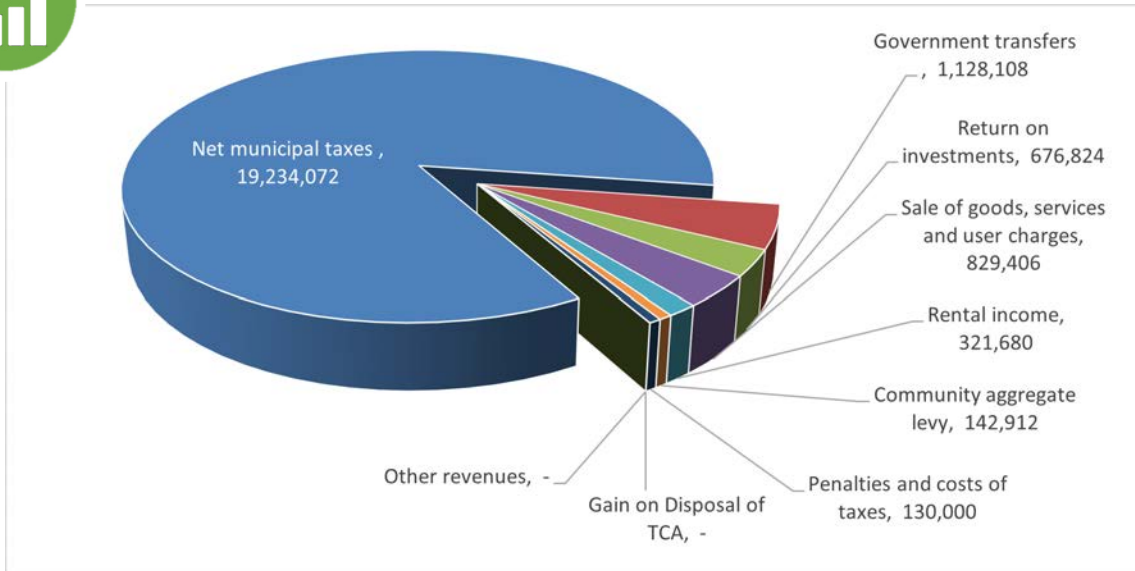
Operating Expenses



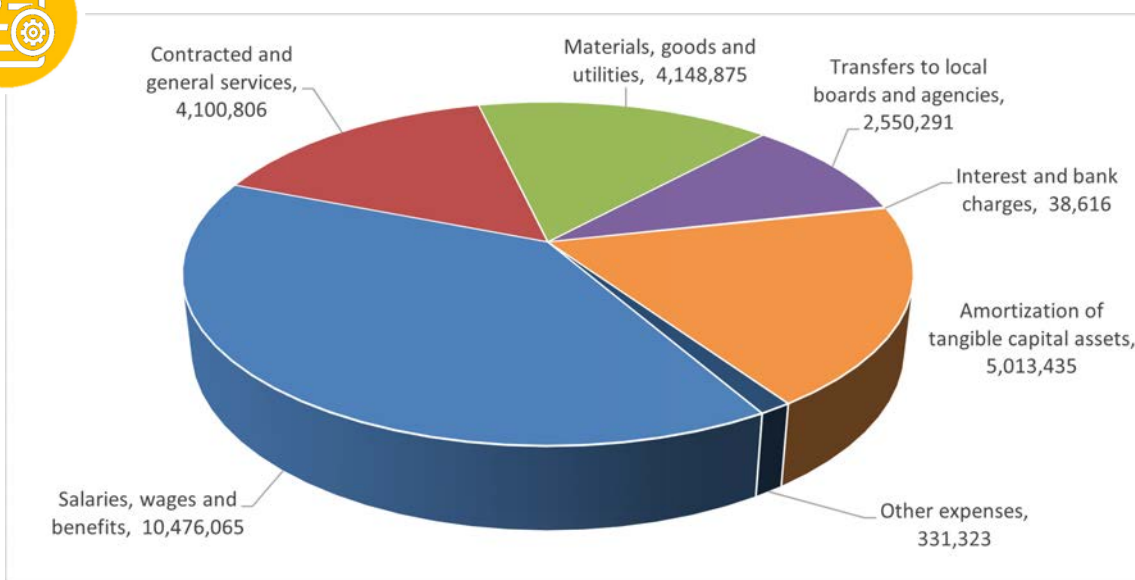
Segment Reporting



### Summary of Operating Revenues (by type):



### Summary of Operating Expenses (by type):



#### Expenses - by type/object

Salaries, wages and benefits	10,476,065	39.3%
Contracted and general services	4,100,806	15.4%
Materials, goods and utilities	4,148,875	15.6%
Transfers to local boards and agencies	2,550,291	9.6%
Interest and bank charges	38,616	0.1%
Amortization of tangible capital assets	5,013,435	18.8%
Other expenses	331,323	1.2%
	<u>26,659,411</u>	
Machine expenses capitalized for construction	<u>(2,738,179)</u>	
	<b>23,921,232</b>	

#### Expenses - by segment/department

General Government	3,574,262	14.9%
Legislative	601,599	
Administration	2,682,840	
Other General	289,823	
Protective Services	3,524,052	14.7%
Transportation Services	12,043,712	50.3%
Agricultural Services	986,950	4.1%
Planning and Development Services	830,796	3.5%
Community Services	1,076,985	4.5%
Family and Community Services	216,631	
Parks and Recreation	788,566	
Tourism and Economic Development	71,788	
Utility Services	<u>1,884,474</u>	7.9%
	<b>23,921,232</b>	



The Operating Budget is reported both by type and by the segment/department. The above is a reconciliation between the expenses by type and by segment/department.

# OPERATING BUDGET BY TYPE



## Operating Revenues - Overview

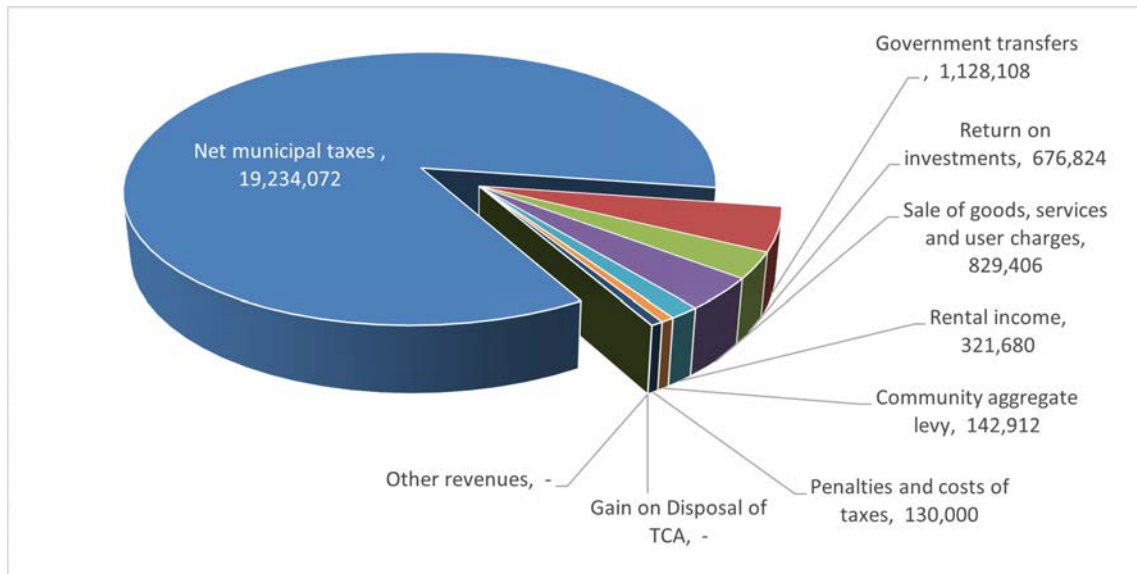
The County's operating revenues are typically budgeted on a conservative basis; the revenues are only included in the budget if they are considered to be more than likely to be received.

Typically, these operating revenues are determined by historical revenues received, funding agreements that are in place, and projected changes in service levels. Often many of the revenues correlate to expenditures that are also projected, such as government transfers for grant funding of operating costs.

The following is the 2025 budgeted operating revenues:

Net municipal taxes	19,234,072	85.6%
Government transfers	1,128,108	5.0%
Return on investments	676,824	3.0%
Sale of goods, services and user charges	829,406	3.7%
Rental income	321,680	1.4%
Community aggregate levy	142,912	0.6%
Penalties and costs of taxes	130,000	0.6%
Gain on Disposal of TCA	-	0.0%
Other revenues	-	0.0%
	<b>22,463,002</b>	

As shown, the taxation revenues (net of requisitions) represent the majority of the operating revenues from the County.



The other sources other than taxation are often somewhat limited in what is available to the County.

These operating revenues will be shown in detail in the following sections.



# Operating Revenues - Details



## Taxation

As part of the municipal budget process, County Council approves the amount of funds required to provide the required municipal services. From this amount, all other sources of municipal revenues and transfers, other than taxation, are subtracted (such as Provincial grants, investment income, user fees, etc.). This net remaining amount is to be raised by property taxation.

	2025 Assessment	2024 Assessment	% change Assessment
Residential	733,886,280	672,341,060	9.15%
Commercial & Industrial	108,895,990	128,267,030	-15.10%
Small Business Property	19,153,690	0	100.00%
Farmland	205,049,800	205,080,940	-0.02%
Machinery & Equipment (M&E)	73,435,950	77,381,400	-5.10%
Linear	1,126,448,170	1,097,080,090	2.68%
	2,266,869,880	2,180,150,520	3.98%
Supplementary	215,000,000	0	100.00%
	<b>2,481,869,880</b>	<b>2,180,150,520</b>	<b>13.84%</b>

As shown above, the County had an approximate 13.84% increase in taxable assessment from \$2.180 billion to \$2.482 billion (including projected supplementary assessment); whereas, the majority of the increase is relating to the addition of the \$215 million projected supplementary assessment for 2025 which include the projected completion of the 494-megawatt (MW) Buffalo Plains Wind Farm which is expected to be completed in early 2025 and be fully commissioned by mid-to-late 2025. A supplementary tax bylaw has been applied for in Budget 2025 so the County may start receiving tax revenues on these new taxable properties.

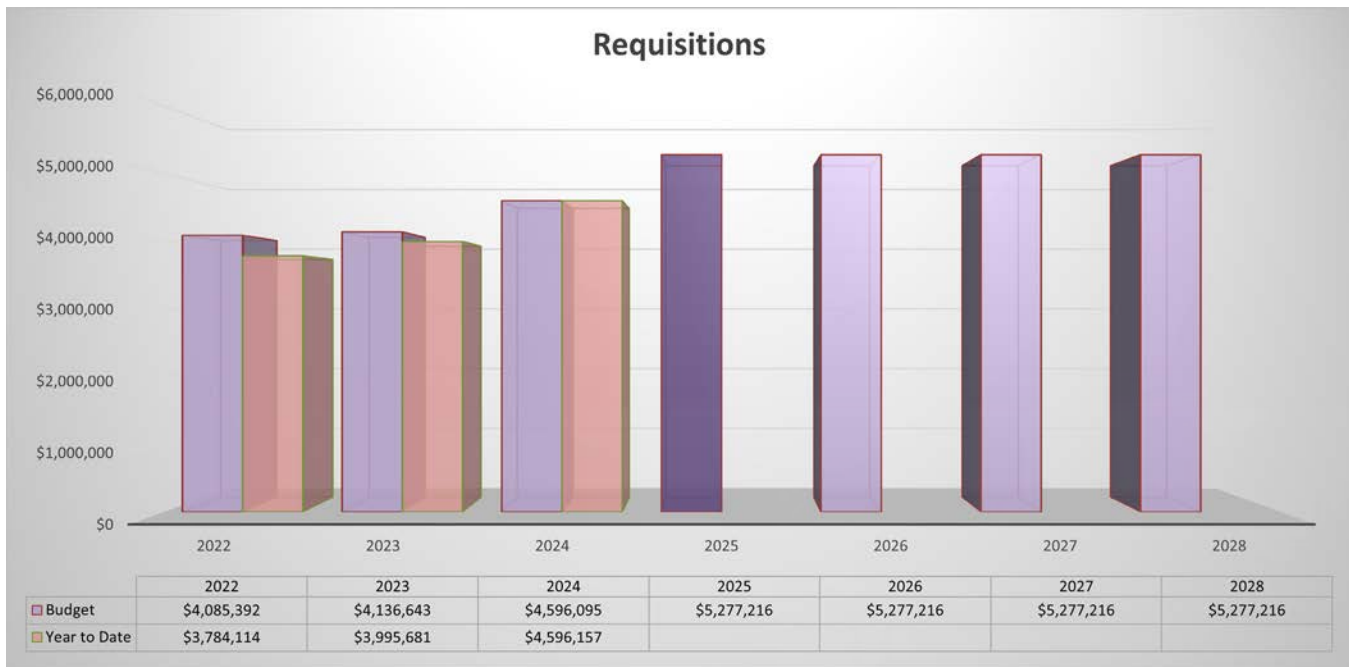
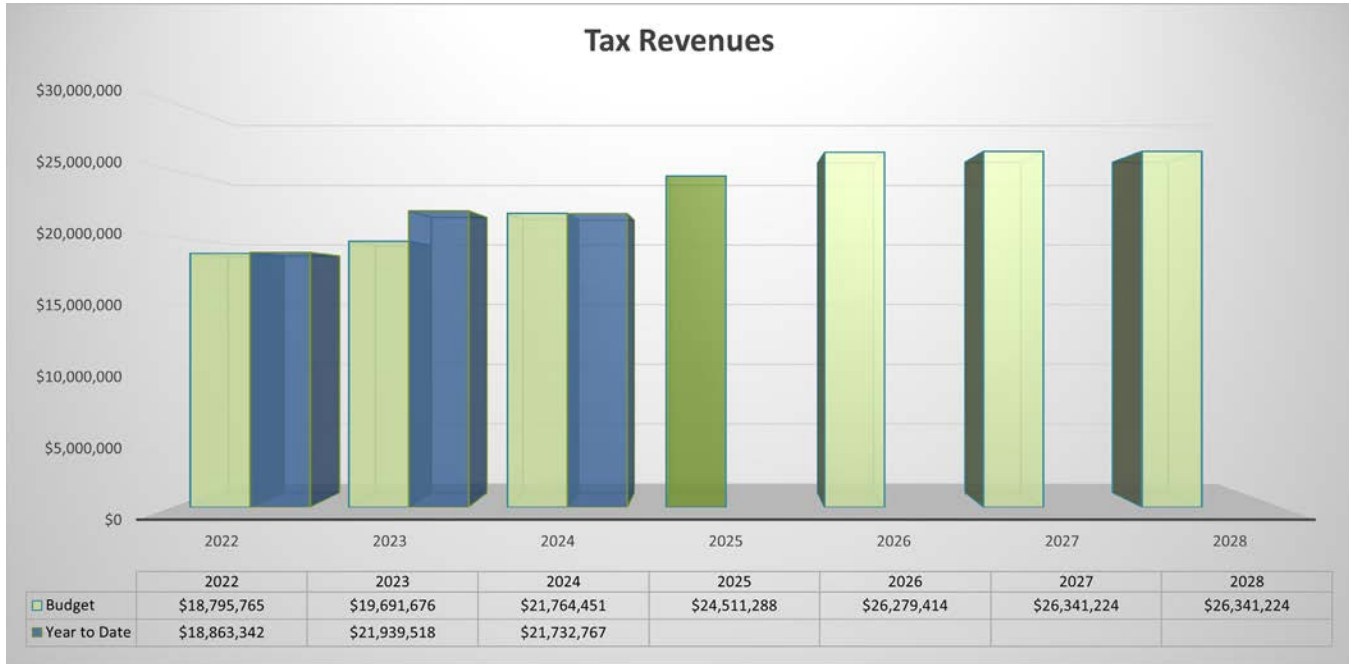
As part of the County's Strategic Planning, Council and Administration reviewed many different scenarios and analysis, including comparing tax rates and assessment to neighboring and other comparable municipalities during the budget process. This is done in an effort to ensure Vulcan County's rates are competitive while still addressing the unique needs of the County. Although there were many challenges with Budget 2025, including inflationary costs that have a large impact on the County, the County was able to minimize these costs as much as possible and able to utilize assessment growth to strategically maintain these tax rate for 2025. As in the prior years, the 2025 budget was thoroughly reviewed by Council and Administration in order to find efficiencies while maintaining the required service levels.

The following was the resulting taxation budget (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
<b>Net municipal taxes</b>						
Real property taxes	\$ 7,363,349	\$ 7,438,613	\$ 7,988,771	\$ 8,010,585	\$ 8,025,974	\$ 8,025,974
Linear taxes	11,158,918	11,130,688	13,730,176	15,635,757	15,652,879	15,652,879
Commercial taxes	1,710,405	1,634,583	1,754,720	1,757,484	1,759,431	1,759,431
Government grants in lieu of taxes	21,661	19,476	21,661	21,661	21,661	21,661
Special levy	1,509,962	1,509,317	1,015,804	853,771	881,123	881,123
Well drilling tax	156	91	156	156	156	156
	21,764,451	21,732,767	24,511,288	26,279,414	26,341,224	26,341,224
School requisitions	(3,588,907)	(3,588,907)	(4,192,061)	(4,192,061)	(4,192,061)	(4,192,061)
Designated industrial	(92,471)	(92,533)	(86,247)	(86,247)	(86,247)	(86,247)
RCMP requisitions	(354,204)	(354,204)	(399,239)	(399,239)	(399,239)	(399,239)
Seniors foundation	(560,513)	(560,513)	(599,669)	(599,669)	(599,669)	(599,669)
	<b>17,168,356</b>	<b>17,136,610</b>	<b>19,234,072</b>	<b>21,002,198</b>	<b>21,064,008</b>	<b>21,064,008</b>

## Taxation - Continued

The following was the resulting taxation revenues and related requisitions (with projections for the following three years):



As shown above, there has been an increase in the budgeted tax revenues for 2025 with the increases in assessment value (including the supplementary assessment), which generated higher total tax revenues. Although there was an increase in the standard non-residential general municipal tax rate from 8.50 mills to 8.75 mills, these increases are effectively offset by the removal of special taxes on linear properties in 2025 as part of a change in tax methodology for linear properties (offsetting impacts for linear properties). The County also established a new Small Business Property assessment subclass and related reduced non-residential general municipal tax rate of 7.50 mills for Budget 2025 to support and attract additional small businesses within the County.



The Tax Revenue projections for 2026-2028 are based on the 2025 budget and the projected increase in tax revenues from these large linear projects coming on-line (including the Buffalo Plain Wind Project being fully taxable for 2026) and other trend analysis. These future tax revenues will be examined more closely in future budget years to determine if there will be increased revenue or if there will potentially be tax rate reductions (maintaining or minimizing increase to tax revenue levels).

As shown in the Requisitions, there is a significant increase in total requisitions for 2025 with the higher equalized assessment base and linear assessment and then remain relatively consistent over the next couple years; whereas, there was also an increase in school support rates on equalized assessment in 2025 (school requisition rates froze over the past couple years by the Province of Alberta). Requisition Tax Rates are directly co-related to the amount requisitioned; therefore, if there were future changes, the related tax revenues would effectively increase at the same rate (nil effect on the operating budgets).



At the Regular Council meeting on May 7th, 2025, County Council approved and established the 2025 General Tax Rate and Special Levy Bylaws. These Tax Rate Bylaws are a result of the approved 2025 Operating and Capital Budgets.

- 2025 General Tax Rates (Bylaw 2025-013) for tax rates on the General Municipal, Waste Commission, RCMP, School Requisitions, and the Seniors Requisition.
- 2025 Special Levy Tax Rates (Bylaw 2025-014 to 2025-020) for tax rates on the special tax levies for the fire protection areas, the recreational areas, and the waterworks upgrades. Note that for 2025 there was a change in tax methodology whereas, each district has a separate special tax bylaw for its fire and recreation special taxes (previously was a bylaw for fire and a bylaw for recreation).
- 2024 Designated Industrial Property Tax Rate (Bylaw 2025-021) for tax rates on designated industrial properties (DIP) which are designed to recoup the cost of provincial assessment of those DIP properties.

*In addition to the above Tax Rate Bylaws, the County approved and established Bylaws required for Supplementary Assessment and Tax Levies, including 2025 Supplementary Assessment Bylaw (Bylaw 2025-005) and the 2025 Supplementary Tax Levies, Due Dates and Penalties Bylaw (Bylaw 2025-022) for tax rates on the supplementary assessment, specifying timing of payment and related penalties. The Bylaw also establishes criteria for a Conditional Tax Rebate (of up to \$1,000) so to mitigate the impacts on residential and small-scale improvements.*

**The Tax Rate Bylaws are also available on our website:**

[www.vulcancounty.ab.ca](http://www.vulcancounty.ab.ca) > **YOUR GOVERNMENT** > **Bylaws**



## Taxation - Continued

The following is a comparison of the County-Wide tax rates, assessment, and total tax revenues; including the General Municipal, Waste Commission, and Requisition Tax Rates as outlined within the General Tax Rate Bylaw (compared to the prior year):



### Municipal Tax Rates and Assessment Summary

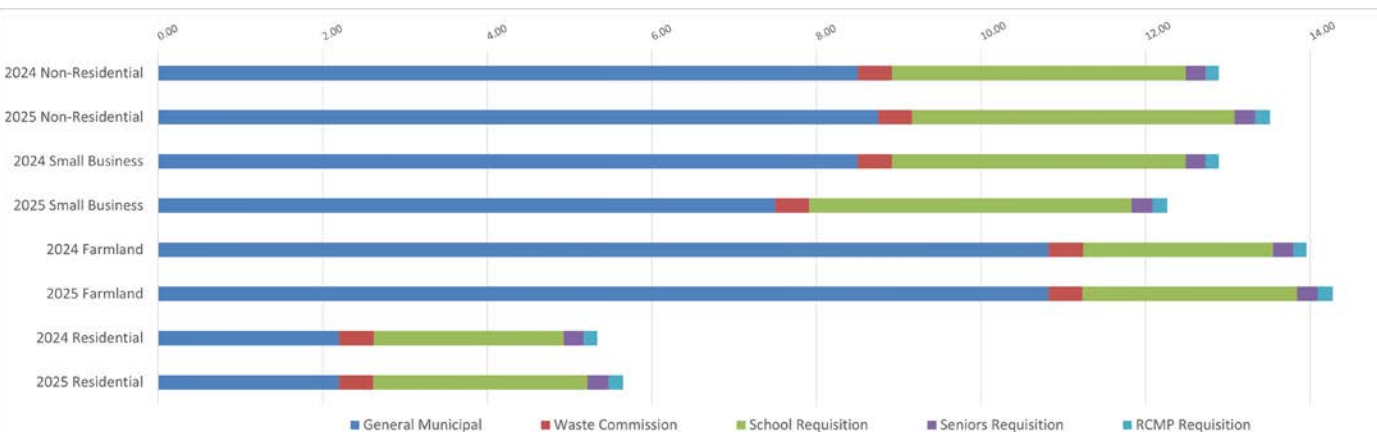
General Municipal	2024			2025			% change	
	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate
Residential	672,341,060	0.0022000	1,479,150	733,886,280	0.0022000	1,614,550	9.15%	0.00%
Farmland	205,080,940	0.0108230	2,219,591	205,049,800	0.0108230	2,219,254	-0.02%	0.00%
Small Business Property	0	0.0085000	0	19,153,690	0.0075000	143,653	N/A	-11.76%
Non-Residential	1,302,728,520	0.0085000	11,073,192	1,308,780,110	0.0087500	11,451,825	1.93%	2.94%
	2,180,150,520		14,771,933	2,266,869,880		15,429,282	3.98%	
Supplementary - Non-Residential	0	0.0085000	0	215,000,000	0.0087500	1,881,250	100.00%	2.94%
	2,180,150,520		14,771,933	2,481,869,880		17,310,532	13.84%	

Waste Commission	2024			2025			% change	
	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate
Residential	672,341,060	0.0004188	281,576	733,886,280	0.0004113	301,847	9.15%	-1.79%
Farmland	205,080,940	0.0004188	85,888	205,049,800	0.0004113	84,337	-0.02%	-1.79%
Small Business Property	0	0.0004188	0	19,153,690	0.0004113	7,878	N/A	-1.79%
Non-Residential	1,302,728,520	0.0004188	545,583	1,308,780,110	0.0004113	538,301	1.93%	-1.79%
	2,180,150,520		913,047	2,266,869,880		932,363	3.98%	

School Support - Public & Separate Schools	2024			2025			% change	
	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate
Residential	672,176,320	0.0023091	1,552,122	733,678,830	0.0026061	1,912,041	9.15%	12.86%
Farmland	204,501,930	0.0023091	472,215	204,470,790	0.0026061	532,871	-0.02%	12.86%
Small Business Property	0	0.0035678	0	19,153,690	0.0039202	75,086	N/A	9.88%
Non-Residential	438,516,750	0.0035283	1,547,219	426,537,580	0.0039202	1,672,113	1.64%	11.11%
	1,315,195,000		3,571,556	1,383,840,890		4,192,111	5.22%	
Exempt Assessment Types	864,955,520	N/A	-	883,028,990	N/A	-	2.09%	
	2,180,150,520		3,571,556	2,266,869,880		4,192,111	3.98%	

Seniors Support - Marquis Foundation	2024			2025			% change	
	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate
Residential	672,341,060	0.0002437	163,850	733,886,280	0.0002550	187,141	9.15%	4.64%
Farmland	205,080,940	0.0002437	49,978	205,049,800	0.0002550	52,288	-0.02%	4.64%
Small Business Property	0	0.0002437	0	19,153,690	0.0002550	4,884	N/A	4.64%
Non-Residential	1,302,728,520	0.0002437	317,475	1,308,780,110	0.0002550	333,739	1.93%	4.64%
	2,180,150,520		531,303	2,266,869,880		578,052	3.98%	

Royal Canadian Mounted Police (RCMP) Funding	2024			2025			% change	
	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate
Residential	672,341,060	0.0001636	109,995	733,886,280	0.0001776	130,338	9.15%	8.56%
Farmland	205,080,940	0.0001636	33,551	205,049,800	0.0001776	36,417	-0.02%	8.56%
Small Business Property	0	0.0001636	0	19,153,690	0.0001776	3,402	N/A	8.56%
Non-Residential	1,302,728,520	0.0001636	213,126	1,308,780,110	0.0001776	232,440	1.93%	8.56%
	2,180,150,520		356,672	2,266,869,880		402,597	3.98%	





## **2025 General Tax Rates (Bylaw 2025-013):**

The General Tax Rate Bylaw sets the rates required to raise the necessary revenues to cover the municipal expenditures and transfers, the levies for the Waste Commission, and the levies required to be collected for the Public and Separate School Requisitions, the Seniors Foundation Requisition, and the Royal Canadian Mounted Police (RCMP) costs. These tax rates are applied County-wide. The following are the General Tax Rates as expressed in mills (1:1000):

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
<b>MUNICIPAL</b>					
Residential	5.3660	5.3660	3.2196	2.2000	2.2000
Farmland	10.8230	10.8230	10.8230	10.8230	10.8230
Non-Residential, M&E, and Linear	9.4140	9.4140	8.8962	8.5000	8.7500
Small Business	N/A	N/A	N/A	N/A	7.5000
<b>WASTE COMMISSION</b>					
	0.5197	0.5599	0.5887	0.4188	0.4113
<b>EDUCATION REQUISITION</b>					
Residential and Farmland	2.6137	2.6500	2.3470	2.3091	2.6061
Non-Residential and Linear	4.0890	3.9000	3.5283	3.5678	3.9202
<b>SENIOR FOUNDATION REQUISITION</b>					
	0.3399	0.3304	0.3360	0.2437	0.2521
<b>OTHER REQUISITION</b>					
Royal Canadian Mounted Police	0.1256	0.1633	0.1497	0.1636	0.1776

The General Municipal Tax Rates were able to be maintained for Residential & Farmland, which is in-line with the County's strategic planning on tax rates & assessment, which included the prior two years of residential rate reductions (2024 - 31.67% reduction & 2023 - 40.00% reduction); whereas, this residential rate is now considered to be a very competitive residential rate and is lower than some of the major urban centers in and around the County. County also established a new Small Business Property assessment subclass and related reduced non-residential tax rates for Budget 2025 to support and attract additional small businesses within the County.

The Waste Commission tax rates are applied to cover the County's share of the operational costs of the Vulcan and District Waste Commission. As a member of this Commission, the County covers 55-60% of these costs (based on the populations within the County). The requisition increased to \$981,005 in 2025 (previously \$962,993). The County was able to utilize specific reserves (over the next couple years) to mitigate the increases in this requisition; whereas, this also reduced the tax rates.

The School Requisition rates are for the requisitions from Alberta Learning (Alberta School Foundation Fund and Christ the Redeemer CSRD) which are based on equalized assessment throughout the Province. Seniors Requisition rates are for the requisition from the Marquis Foundation. Alberta Learning and the Marquis Foundation have requisitioning powers and, as such, the County is obligated by legislation to bill and collect taxes on their behalf. The County has no control over the amounts required to be collected by these organizations. The County was able to utilize specific reserves (over the next couple years) to mitigate the increases in the senior foundation requisition.

The Royal Canadian Mounted Police (RCMP) requisition costs with a mill rate of 0.1776 for 2025 (previously 0.1636 mills). The RCMP are the main policing force operating within Vulcan County.



## Taxation - Continued

The Special Levy Tax Rate Bylaws set the rates required to raise the necessary revenues to district and/or parcel specific expenditures in accordance with Division 5 of the Municipal Government Act. These specific expenditures include the operating and capital costs of the Fire and Recreational Districts and recovery of costs for the Mossleigh Water Treatment Plant and the Kirkcaldy water line. These special tax rates are only applied to the district and/or parcels of land that the costs are associated with.

The following is a comparison of the District specific special tax rates, assessment, and total tax revenues; including the Fire Protection Area and the Recreation Tax Rates as outlined within the Special Tax Rate Bylaws (compared to the prior year):

Fire Protection Areas	2024			2025			% change	
	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate
23-21 - Fire - Carmangay	96,299,860	0.0009692	93,334	102,839,750	0.0007422	76,328	6.79%	-23.42%
23-20 - Fire - Champion	96,368,260	0.0010364	99,876	103,098,470	0.0006138	63,282	6.98%	-40.78%
23-19 - Fire - Lomond	232,941,680	0.0003158	73,563	240,609,240	0.0002366	56,928	3.29%	-25.08%
23-17 - Fire - Milo	125,616,640	0.0010649	133,769	134,937,780	0.0008413	113,523	7.42%	-21.00%
23-18/27 - Fire - Vulcan	301,491,410	0.0002496	75,252	318,029,160	0.0001497	47,609	5.49%	-40.02%
23-16 - Fire - Northwest	230,352,580	0.0005764	132,775	240,907,310	0.0005669	136,570	4.58%	-1.65%
23-01 - Fire - Linear	1,097,080,090	0.0003618	396,924	1,126,448,170	0.0000000	0	2.68%	-100.00%
	2,180,150,520		1,005,493	2,266,869,880		494,240	3.98%	

Recreation Areas	2024			2025			% change	
	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate	Tax Levy	Assessment	Tax Rate
71-01/74-02 - Recreation - Carmangay	95,511,090	0.0004825	46,084	102,002,380	0.0004518	46,085	6.80%	-6.36%
71-01/74-02 - Recreation - Champion	97,028,980	0.0005795	56,228	103,807,790	0.0005139	53,347	6.99%	-11.32%
71-01/74-02 - Recreation - Lomond	248,277,230	0.0002157	53,553	257,560,410	0.0004702	121,105	3.74%	117.99%
71-01/74-02 - Recreation - Milo	109,683,590	0.0005531	60,666	117,268,460	0.0004807	56,371	6.92%	-13.09%
71-01/74-02 - Recreation - Vulcan	302,812,600	0.0004308	130,452	319,490,150	0.0005120	163,579	5.51%	18.85%
71-01/74-02 - Recreation - Northwest	229,756,940	0.0002204	50,638	240,292,520	0.0002685	64,519	4.59%	21.82%
71-01/74-02 - Recreation - Linear	1,097,080,090	0.0000823	90,290	1,126,448,170	0.0000000	0	2.68%	-100.00%
	2,180,150,520		487,911	2,266,869,880		505,006	3.98%	

The Fire Protection and Recreation Rates are special tax levies for each of the six (6) districts in the County. There is also a specific special tax levy for linear properties.

These 6 districts include:

- Carmangay and District
- Champion and District
- Lomond and District
- Milo and District
- Vulcan and District
- Northwest District

The districts for both Fire Protection and Recreation effectively share the same borders (with some minor variance in locations based on fire response times). Maps of these areas are available on our website:

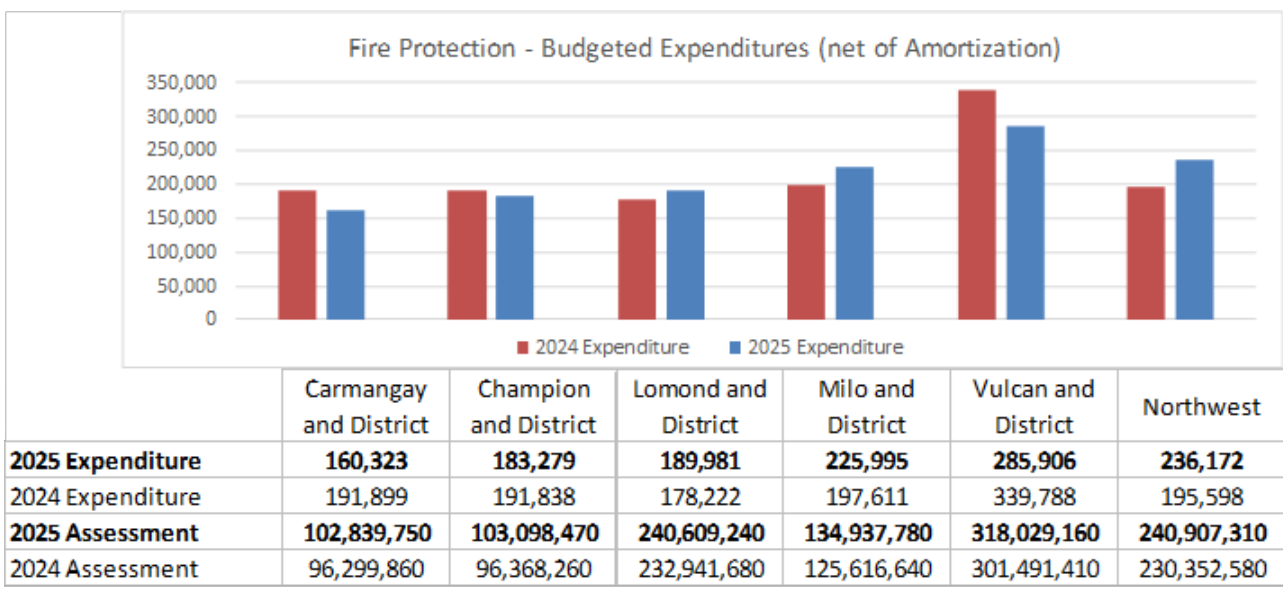
[www.vulcancounty.ab.ca](http://www.vulcancounty.ab.ca) >  
 DEPARTMENTS > Corporate Services >  
 Assessment & Taxation





**2025 Fire Protection Tax Rates (2025-014 to 2025-019):**

The Fire Protection Tax Rate Bylaw sets the rates required to raise the necessary revenues to cover the fire district specific expenditures and transfers for each of the fire departments.



**Carmangay and District** – total of \$160,323 area cost with a total of \$83,995 of revenues (other than taxes), resulting in \$76,328 to be raised by special levies. Based on \$102.84 million in taxable assessment, the special levies equate to a rate of 0.7422 mills (0.0007422).

**Champion and District** – total of \$183,279 area cost with a total of \$119,997 of revenues (other than taxes), resulting in \$63,282 to be raised by special levies. Based on \$103.10 million in taxable assessment, the special levies equate to a rate of 0.6138 mills (0.0006138).

**Lomond and District** – total of \$189,981 area cost with a total of \$133,053 of revenues (other than taxes), resulting in \$56,928 to be raised by special levies. Based on \$240.61 million in taxable assessment, the special levies equate to a rate of 0.2366 mills (0.0002366).

**Milo and District** – total of \$225,995 area cost with a total of \$112,472 of revenues (other than taxes), resulting in \$113,523 to be raised by special levies. Based on \$134.94 million in taxable assessment, the special levies equate to a rate of 0.8413 mills (0.0008413). *During 2024 the Milo Fire Department regionalized into the County; whereas, previously it was operated as a Fire Association; although there is a cost increase, it now covers the operating costs of both the County and the Village of Milo (which their share now comes in as a revenue to the fire district). Overall there was a rate reduction for the Milo & District Fire Protection Area (2024 - 1.0649 mills).*

**Vulcan and District** – total of \$285,906 area cost with a total of \$238,297 of revenues (other than taxes), resulting in \$47,609 to be raised by special levies. Based on \$318.03 million in taxable assessment, the special levies equate to a rate of 0.1497 mills (0.0001497).

**Northwest** – total of \$236,172 area cost mostly from the request of the Fire Association with a total of \$99,602 of revenues (other than taxes), resulting in \$136,570 to be raised by special levies. Based on \$240.91 million in taxable assessment, the special levies equate to a rate of 0.5669 mills (0.0005669).



## Taxation - Continued

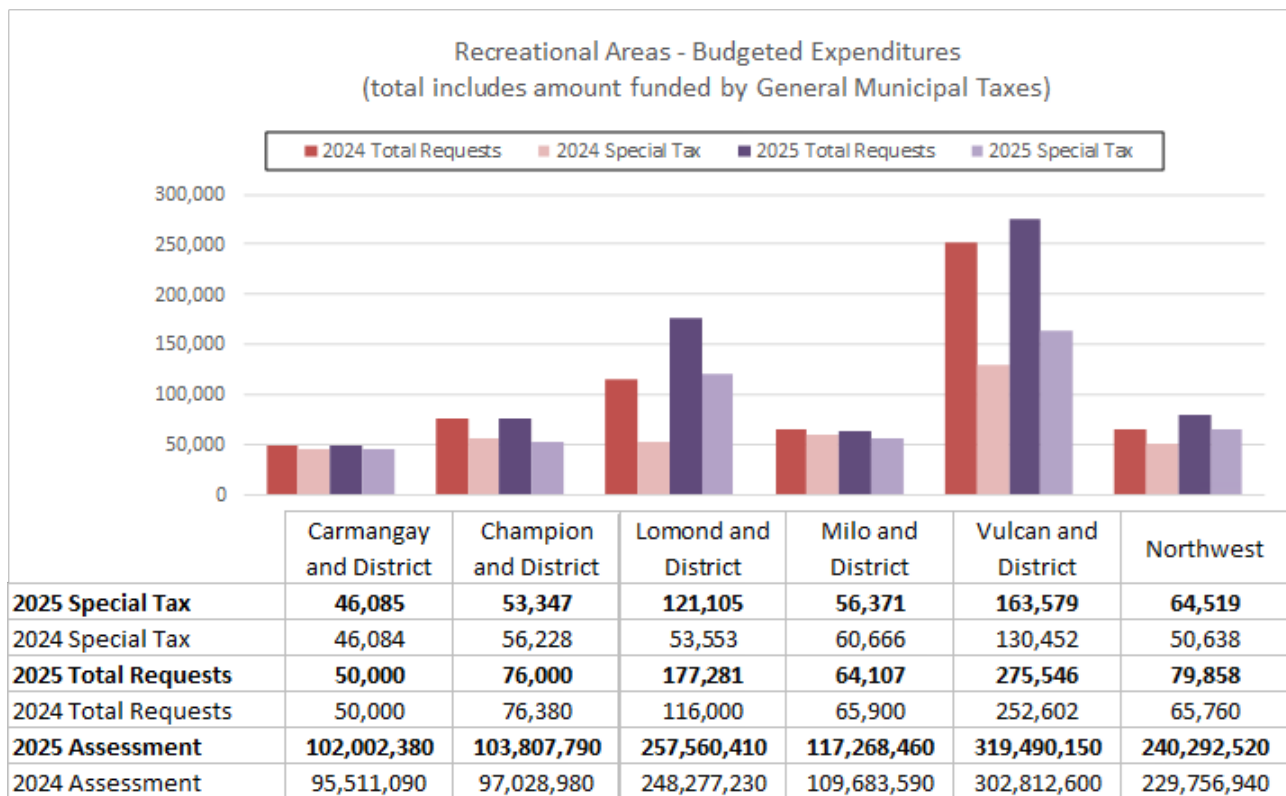


The following are the Special Levy Tax Rates as expressed in mills (1:1000):

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
<b>SPECIAL LEVY - FIRE PROTECTION AREA</b>					
Carmangay and District	0.7673	0.9142	1.0187	0.9692	0.7422
Champion and District	0.8920	1.1036	1.3238	1.0364	0.6138
Lomond and District	0.4328	0.5241	0.4736	0.3158	0.2366
Milo and District	1.1928	1.2897	1.1777	1.0649	0.8413
Vulcan and District	0.2665	0.3299	0.3215	0.2496	0.1497
Northwest	0.8495	0.7425	0.7992	0.5764	0.5669

### 2025 Recreation Tax Rates (2025-014 to 2025-019):

The Recreation Tax Rate Bylaw sets the rates required to raise the necessary revenues to cover the recreation district specific expenditures and transfers for each of the recreational areas:



The County maintains a separate Recreation Board representing each of the recreational areas. These Recreation Board include members-at-large within the recreational area and also have a County Councillor included on each of these Recreational Board. The Recreation Boards review each of the area's recreational/cultural funding requests and make recommendations to Council for funding these related recreational funding requests.







**Carmangay and District** – Approved requests for the district totalled \$50,000. The linear portion allocated was \$3,915. The result was that \$46,085 was raised by special levies. Based on \$102.00 million in taxable assessment, the special levies equate to a rate of 0.4518 mills (0.0004518).

**Champion and District** – Approved requests for the district totalled \$76,000. The linear portion allocated was \$5,153. There was \$17,500 in funds from general taxation to cover some of the contributions. The result was that \$53,347 was raised by special levies. Based on \$103.81 million in taxable assessment, the special levies equate to a rate of 0.5139 mills (0.0005139). The items funded with general tax dollars was 50% of the operating costs for the Champion Pool (\$15,000) & Champion Skating Rink (\$2,500).

**Lomond and District** – Approved requests for the district totalled \$177,281. The linear portion allocated was \$6,176. There was \$50,000 in funds from general taxation to cover some of the contributions. The result was that \$121,105 was raised by special levies. Based on \$257.56 million in taxable assessment, the special levies equate to a rate of 0.4702 mills (0.0004702). The item funded with general tax dollars was 50% of the operating costs for the Lomond Community Centre / Arena (\$16,325) and reserve allocation (\$33,675).

**Milo and District** – Approved requests for the district totalled \$64,107. The linear portion allocated was \$5,236. There was \$2,500 in funds from general taxation to cover some of the contributions. The result was that \$56,371 was raised by special levies. Based on \$117.27 million in taxable assessment, the special levies equate to a rate of 0.4807 mills (0.0004807).

**Vulcan and District** – Approved requests for the district totalled \$275,546. The linear portion allocated was \$13,927. There was \$98,040 in funds from general taxation to cover some of the contributions. The result was that \$163,579 was raised by special levies. Based on \$319.49 million in taxable assessment, the special levies equate to a rate of 0.5120 mills (0.0005120). The items funded with general tax dollars were 50% of the operating costs for the Vulcan Arena (\$37,500) and the Vulcan Pool (\$45,000) and part of the reserve top-up.

**Northwest** – Approved requests from the Recreation Board totalled \$79,858. The linear portion allocated was \$10,114. There was \$5,225 in funds from general taxation to cover some of the contributions. The result was that \$64,519 was raised by special levies. Based on \$240.29 million in taxable assessment, the special levies equate to a rate of 0.2685 mills (0.0002685).

The following are the Special Levy Tax Rates as expressed in mills (1:1000):

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
<b>SPECIAL LEVY - RECREATIONAL AREA</b>					
Carmangay and District	0.6411	0.5859	0.5031	0.4825	0.4518
Champion and District	0.6420	0.7059	0.5994	0.5795	0.5139
Lomond and District	0.1623	0.0810	0.0571	0.2157	0.4702
Milo and District	0.6345	0.6163	0.6015	0.5531	0.4807
Vulcan and District	0.6580	0.6571	0.4569	0.4308	0.5120
Northwest	0.2835	0.2522	0.2340	0.2204	0.2685

*Lomond and District had a significant increase from the prior year; however, this was due to the Lomond Community Centre / Arena not being operated in the last couple years. The increase effectively relates to additional reserves being saved up to support with funding, which hopefully with some grant funding, the arena can be completed and available for use again. Even with the increase in the Lomond and District rates, the effective recreational rate is approximately an average of the other rates in the County.*



**2025 Waterworks Tax Rates (Bylaw 2025-020):**



There were no changes to the Waterworks Special Levy Tax Rates (Mossleigh Water Treatment Plant) of \$368.55 per parcel. This charge is based on the amount of parcels that are connected to the waterline and is currently being recovered over 20 years. Total recovery is \$11,425 including the 31 parcels connected.

The per parcel Special Levy applicable to Kirkcaldy is \$365.21. This is expected to cover the costs of the installation of the water line over a 25 year period. Total recovery is \$5,113 including the 14 parcels connected.

**2025 Designated Industrial Property (DIP) Requisition (Bylaw 2025-021):**

The Designated Industrial Property (DIP) Bylaw allows the County to bill back the costs of assessment for specific properties, the assessment of which, as of 2025, is under control of the province directly. The County pays our contract assessor to perform the assessment, and the province reimburses for those costs. The County then levies the property owners and forwards that money to the province, effectively charging the property owners for their own assessment.

This is a matter of regulation, which is set by Provincial Ministerial Order, and the County has no control over it. The Province sets the mill rate for this levy which is currently 0.0701 mills (0.0000701). The Total Tax Revenues for the DIP Requisition is \$86,247 (based on applicable DIP assessment of \$1,230,347,170).



All of the County's Bylaws may also be seen on our website:

[www.vulcancounty.ab.ca](http://www.vulcancounty.ab.ca) > YOUR GOVERNMENT > Bylaws

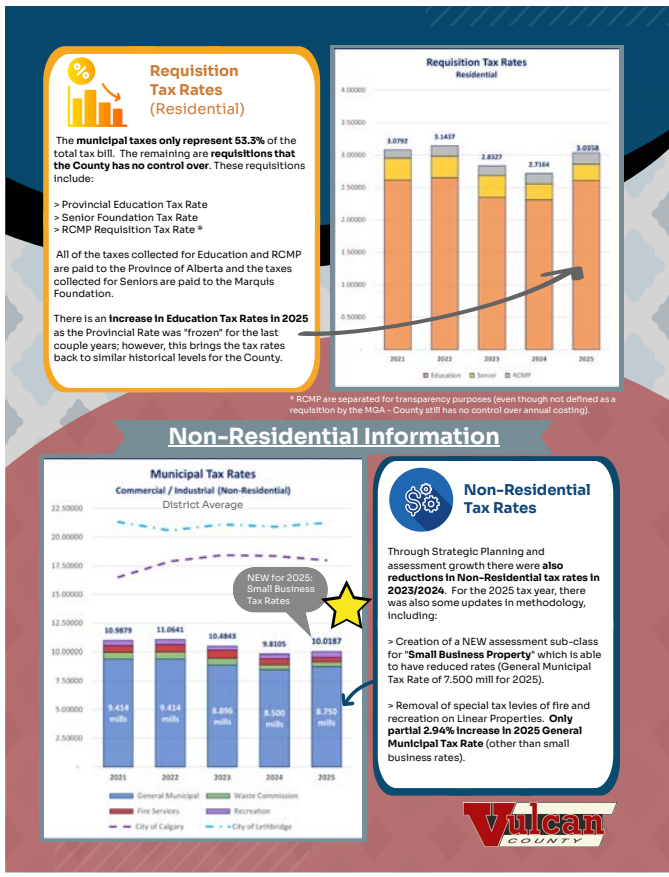
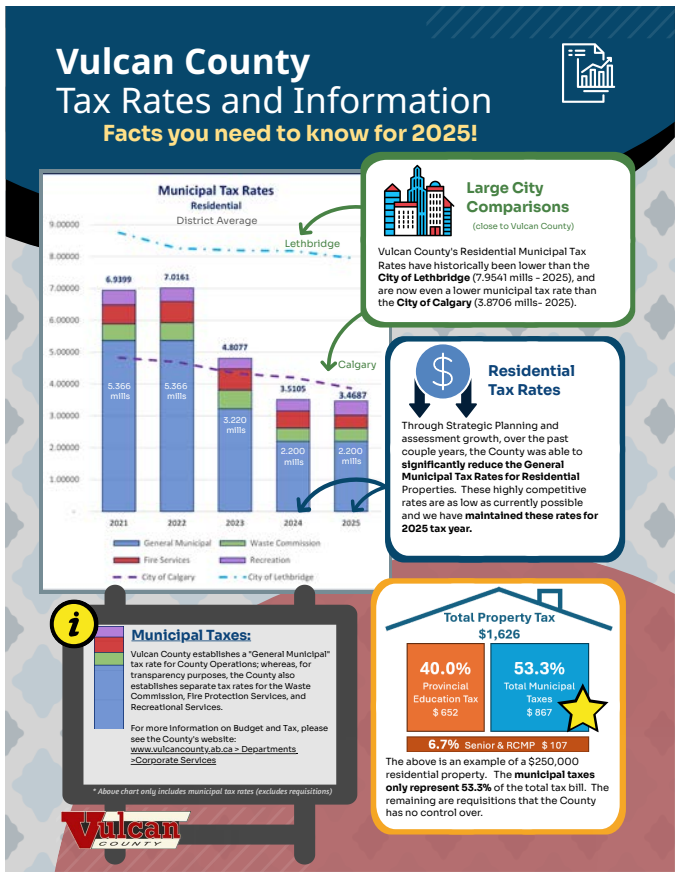


### Additional Information on Assessment & Taxation:

In an attempt to be as transparent as possible, the County provides as much information as possible on assessment and taxation as these aspects are key for our ratepayers and community. For additional details on assessment and taxation, including overviews, forms/brochures, property tax calculator, TIPPs program, FAQ and other details please visit our website:

[www.vulcancounty.ab.ca](http://www.vulcancounty.ab.ca) > DEPARTMENTS > Corporate Services > Assessment & Taxation

The County has also published infographics to further show the effects on the 2025 Tax Levies and the related tax/assessment information:



See Appendix 3 for the 2025 Tax Rates & Assessment Information Infographics

## Government Transfers / Grants



As part of the municipal budget process, County Council reviews all other sources of municipal revenues, including government transfers. Government transfers include Provincial Grants, Federal Grants, and contributions from other local governments.

The following was the resulting operating government transfers/grants (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
<b>Government transfers</b>						
Provincial government transfers - Operating	\$ 576,844	\$ 672,705	\$ 650,302	\$ 522,163	\$ 522,163	\$ 522,163
Federal government transfers - Operating	249,405	299,317	298,292	298,292	298,292	298,292
Transfers from Local Government - Operating	189,295	204,102	179,514	182,227	188,009	188,009
	<b>1,015,543</b>	<b>1,176,124</b>	<b>1,128,108</b>	<b>1,002,682</b>	<b>1,008,464</b>	<b>1,008,464</b>



The Operating Government Transfers/Grants can vary significantly from year-to-year, depending on the County's grant applications and whether or not there are specific grant funded projects being completed by the County.

During the 2022 fiscal year, the County recognized and received additional one-time grant supporting with the Electrical Power for the Industrial Park grants and additional Canadian Community-Building Fund (CCBF) grants funding carried forward from prior years.

During the 2023 fiscal year, the County recognized and received \$117,500 for the Airport Runway Re-Seal Project, which was not known nor included when the County developed the 2023 budget.

During the 2024 fiscal year, the County recognized and received \$95,900 for the Regional Transportation Master Plan, which was not known nor included when the County developed the 2024 budget. There was also an increase in the Canadian Community-Building Fund (CCBF) grant allocations than projected in the 2024 budget.



The following are the details of the Provincial Grants, Federal Grants, and contributions from other local governments (with the comparison year):.

Vulcan County Government Transfers - Operating	Budget 2025	Budget 2024	Change
<b>Provincial government transfers - Operating</b>			
LGFF Operating Grant	\$ 355,916	\$ 355,916	-
AG Service Board Grant	166,247	166,247	-
Other Provincial Grants	128,139	54,681	73,459
	<b>\$ 650,302</b>	<b>\$ 576,844</b>	<b>73,459</b>
<b>Federal government transfers - Operating</b>			
Canadian Communities-Building Fund (CCBF) grant	\$ 298,292	\$ 249,405	48,887
	<b>\$ 298,292</b>	<b>\$ 249,405</b>	<b>48,887</b>
<b>Transfers from Local Government - Operating</b>			
Doctor Retention Program	\$ 60,150	\$ 60,150	-
Shared IT Services	9,150	9,150	-
Fire Protection Services	106,508	116,728	(10,220)
Other Local Government Transfers	3,706	3,267	440
	<b>\$ 179,514</b>	<b>\$ 189,295</b>	<b>(9,781)</b>
	<b>\$ 1,128,108</b>	<b>\$ 1,015,543</b>	<b>112,565</b>

Budget 2025 has slightly increased from prior year as the Canadian Community-Building Fund (CCBF) grant allocations increased during 2024 (2025 set to the updated grant allocation). The Other Provincial Grants increased with the utilization of the remaining Regional Transportation Master Plan of \$104,100 and the addition of the Emergency Medical Responder (EMR) Training grant (protective services). These grant increases were partially offset by the removal of the prior year's fire protection service grants for Search & Rescue and Medical First Responder programs for specific training and equipment. The Local Government Fiscal Framework (LGFF) replaced the previous Municipal Sustainability Initiative (MSI) Operating grant in 2024; however, the funding allocation remained at \$355,916.

The majority of the government transfers for operations relate to the Local Government Fiscal Framework (LGFF) Operating grant, the Agricultural Service Board (ASB) grant, and the Canadian Community-Building Fund (CCBF) (previously referred to as the Federal Gas Tax Fund (FGTF) grant). The LGFF Operating, ASB grant, and CCBF grant are based on funding allocations, which cover the eligible operating costs. These operating grants are budgeted to be fully used in year. Other Provincial Grants are typically based on specific eligible projects on these approved grants.

Transfers from Local Government include the Doctor Retention Program, the Shared IT Services, and the Fire Protection Services are based on funding agreements with the urban municipalities within the County. [During 2024, the County adopted an Intermunicipal Funding Policy; whereas, this also supports the Strategic Goal of "Continued Collaboration with Regional Partners" by developing and establishing effective cost sharing formulas for funding that are equitable to all parties.](#)

The projections for 2026-2028 are based on a conservative basis; whereas, most of the projections are set at the same funding levels as in the 2025 budget as many of these are based on funding agreements and allocations. Budget 2025 had a couple smaller one-time grants that are not projected into the future such as the Regional Transportation Master Plan and the EMR Training grant (protective services).

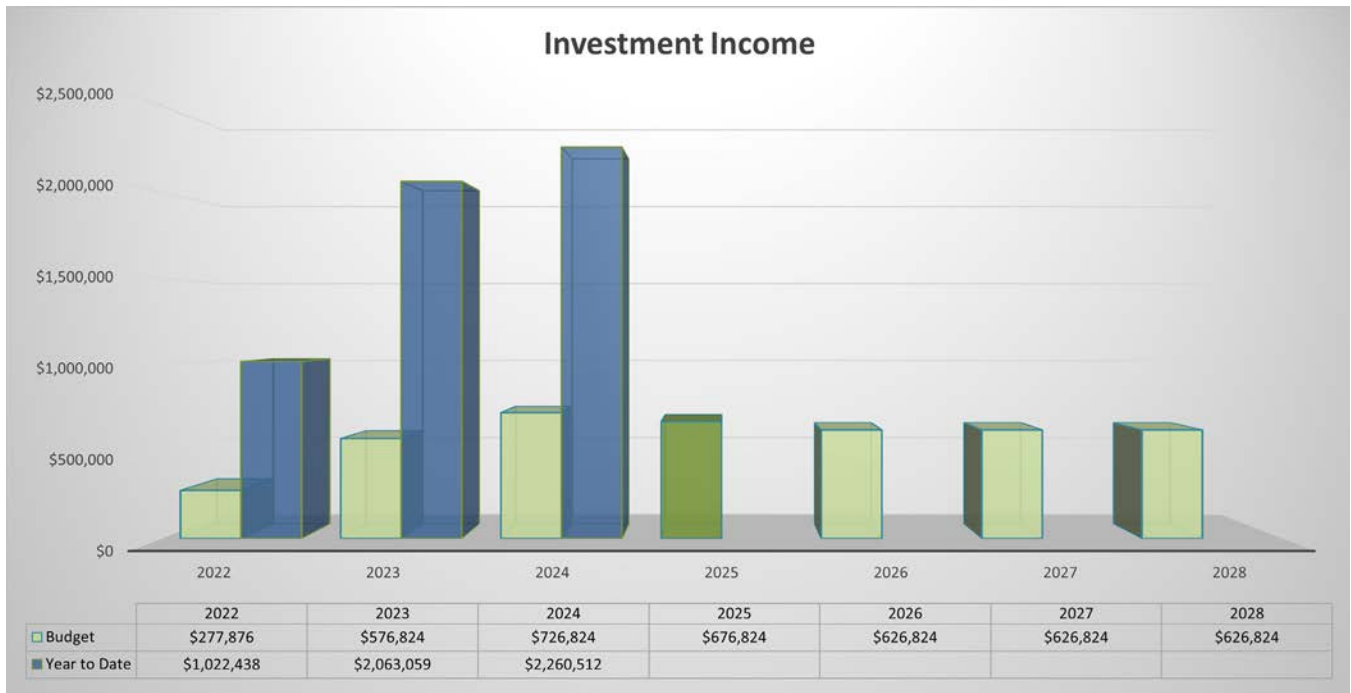
## Investment Income



Investment Income is also included in the other sources of income. These revenues are based on the investments that the County holds (i.e. investments held to fund reserves).

The following was the resulting investment income (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
Return on investments	\$ 726,824	\$ 2,260,512	\$ 676,824	\$ 626,824	\$ 626,824	\$ 626,824



The investment income is typically budgeted based on prior interest and dividends received on the County's investments. For operating cash flows during the year, the County invests the funds received on taxation to fund the upcoming operating period in term deposits. Projected cash flow requirements are carefully reviewed in order to time the maturity dates of these deposits. These investment strategies have been utilized to maximize the return on investment income and have been proven to increase investment income compared to prior investment strategies.

The budgeted investment income was slightly decreased in 2020-2022 to reflect the reduced interest rates with the reductions in the prime rate available at this time; however, during 2022 the County realized significant increases in investment revenues with the significant increases in the Bank's Prime Rate. Budget 2024/2025 and projections for 2026-2028 had projected slight increases in the budgeted revenues with increases in the bank's Prime Rates and with the locked in investment rates that the County was able to receive (such as with multi-year GICs and other long-term investments). These budgets are still done on a very conservative basis (as many are still tied to Prime Rates).

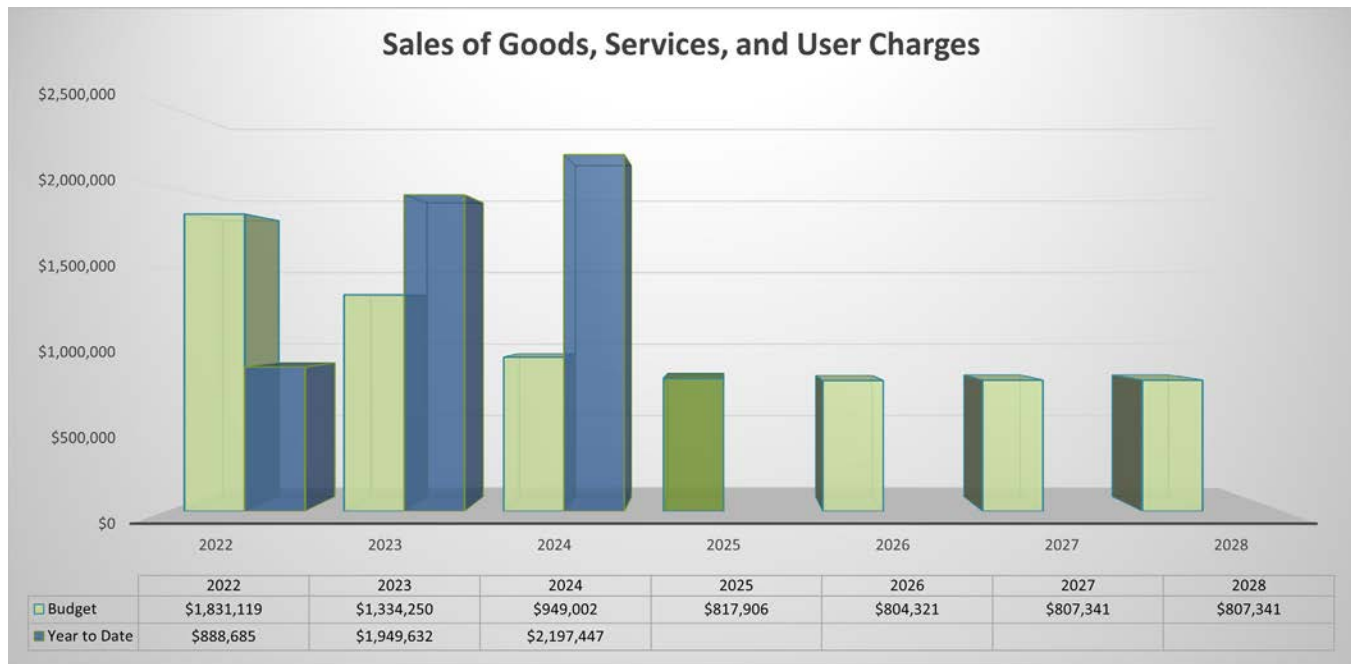
*The Municipal Government Act (MGA), Section 250, also dictates the types of investments that a municipality is able to invest. Generally, only low-risk investments are permitted to protect municipal funds. The County has also adopted an Investment Policy (12-2204) to provide guidance on its investments to ensure the County tries to obtain the highest rate of return while also safeguarding the public funds held by the County.*

## Sale of Goods, Services & User Charges



The sale of goods, services, and user charges are also included in other sources of income. These revenues are budgeted on a conservative basis and are only included in the budget if likely to be received. Some of the revenues included here can vary significantly from year-to-year. Therefore, these usually are included based on average or lower basis. Should the County receive more revenues than budgeted, the resulting surplus may be added to reserves and potentially applied in future budget years. The following is the resulting budget for the sale of goods, services, and user charges (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
Sale of goods, services, and user charges	\$ 949,002	\$ 2,197,447	\$ 817,906	\$ 804,321	\$ 807,341	\$ 807,341



The sale of goods, services, and user charges include the sale of materials and supplies (i.e. gravel sales), surface rights, fees charged for services (i.e. permits, tax certificates, safety codes), and cost recoveries (i.e. dust abatement). Typically, historical results are used to project these on-going revenue sources while remaining conservative in the budgeting.

Budget 2022 included a large sale of lands totalling \$1.05 million; in which, the actuals were much lower than projected as these sales related to lands held in Tangible Capital Assets (TCA) therefore the revenues were reclassified as a Gains on Disposal of TCA rather than a sale of goods. Budget 2023 was decreased as the prior year as land sales were reduced to \$352,000 (substantially less than prior year of \$1.05 million). Budget 2024 included some partial one-time revenues for the recoveries of the Buffalo Hills Wind project (on a very conservative basis). The actual revenues for 2023 & 2024 were increased from budget with the road use agreement for the Buffalo Hills Wind project (which funds the additional services on the road such as a temporary grader driver).

Budget 2025 and the projections for 2026-2028 are also done on a conservative approach, including the removal of land sales and other one-time revenues (such as the road-use agreement). The budget also included increases in development permits and safety code fees (based on historical trends).

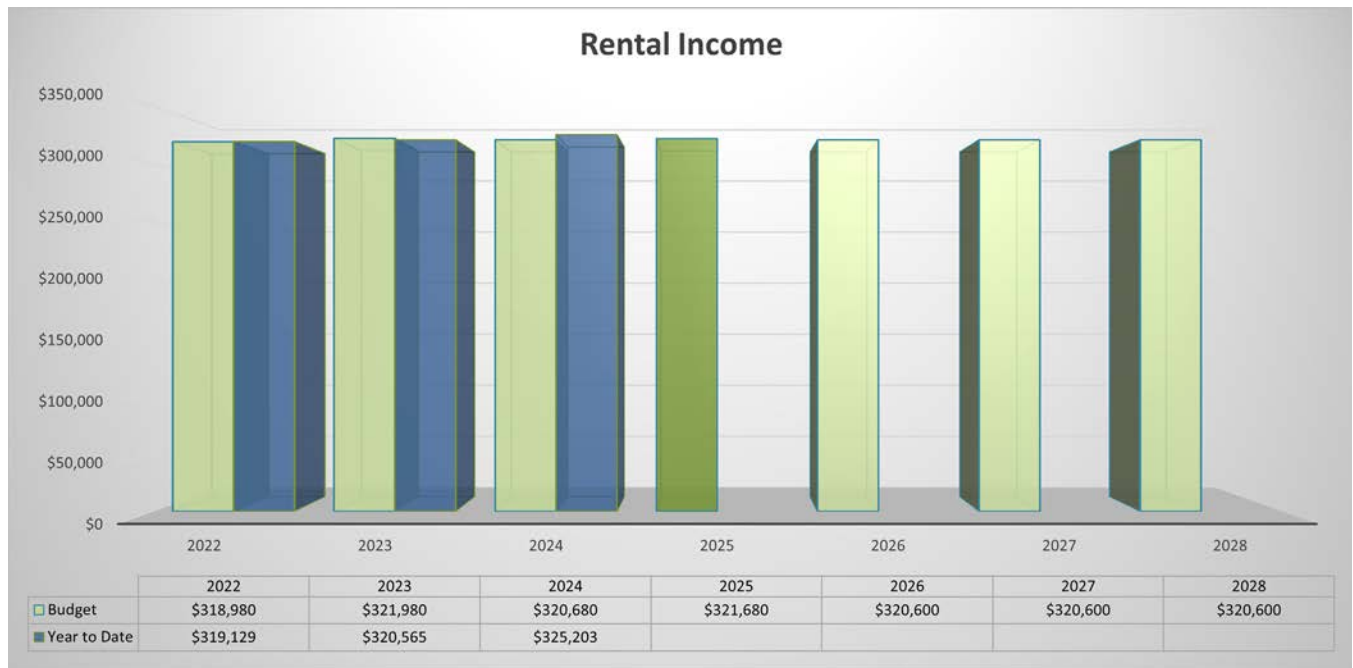
## Rental Income



Rental Income is also included in other sources of income. These revenues are mostly based on the terms held within the rental agreements for County buildings. There is also a portion that relates to equipment rentals.

The following was the resulting rental income (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
Rental Income	\$ 320,680	\$ 325,203	\$ 321,680	\$ 320,600	\$ 320,600	\$ 320,600



The majority of rental income is based on rental agreements that the County has with the Royal Canadian Mounted Police (RCMP) and Alberta Health Services (AHS). Rental income is projected to remain consistent for the next few years (including Budget 2025 and the projections for 2026-2028) as most of the agreements still have a few years remaining (and are projected to be renewed at same or similar rates).

There are also other rental agreements for buildings (i.e. Adult Learning building) and equipment rentals, including agricultural equipment.





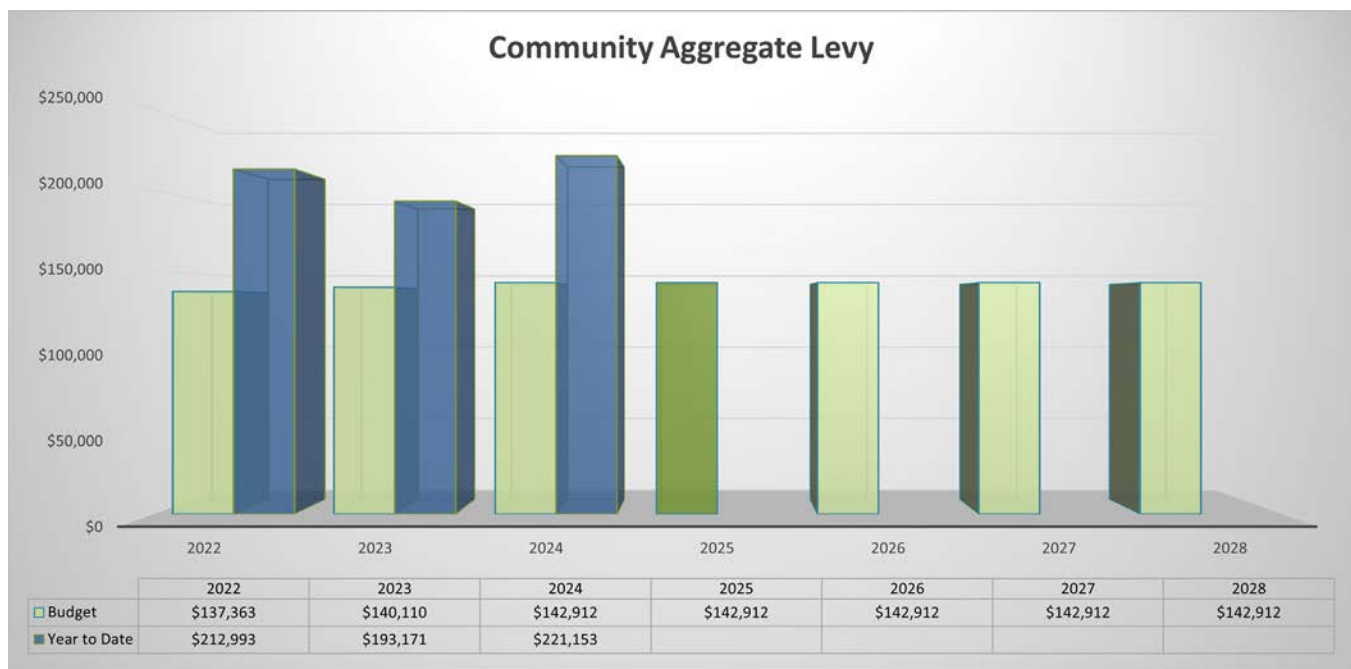
## Community Aggregate Levy



The community aggregate levies are also included in other sources of income. The community aggregate levy is the levy for transporting materials such as gravel and sand, where the rate of \$0.25/tonne is set by Bylaw 2017-027. As the actual amount transported can fluctuate significantly from year-to-year, and is outside of the County’s control, the budget uses a somewhat conservative figure taking into account actual results from prior years.

The following was the resulting community aggregate levy (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
Community aggregate levy	\$ 142,912	\$ 221,153	\$ 142,912	\$ 142,912	\$ 142,912	\$ 142,912



As shown above, the County historically maintained a conservative budget based on historical lows in community aggregate levies. The actual results in 2022-2024 had a significant increase again in community aggregate levies as there were increases to the transportation of materials within the County. The budget has been maintained at conservative figures until there is additional stability in these operations, including Budget 2025 and the projections for 2026-2028.

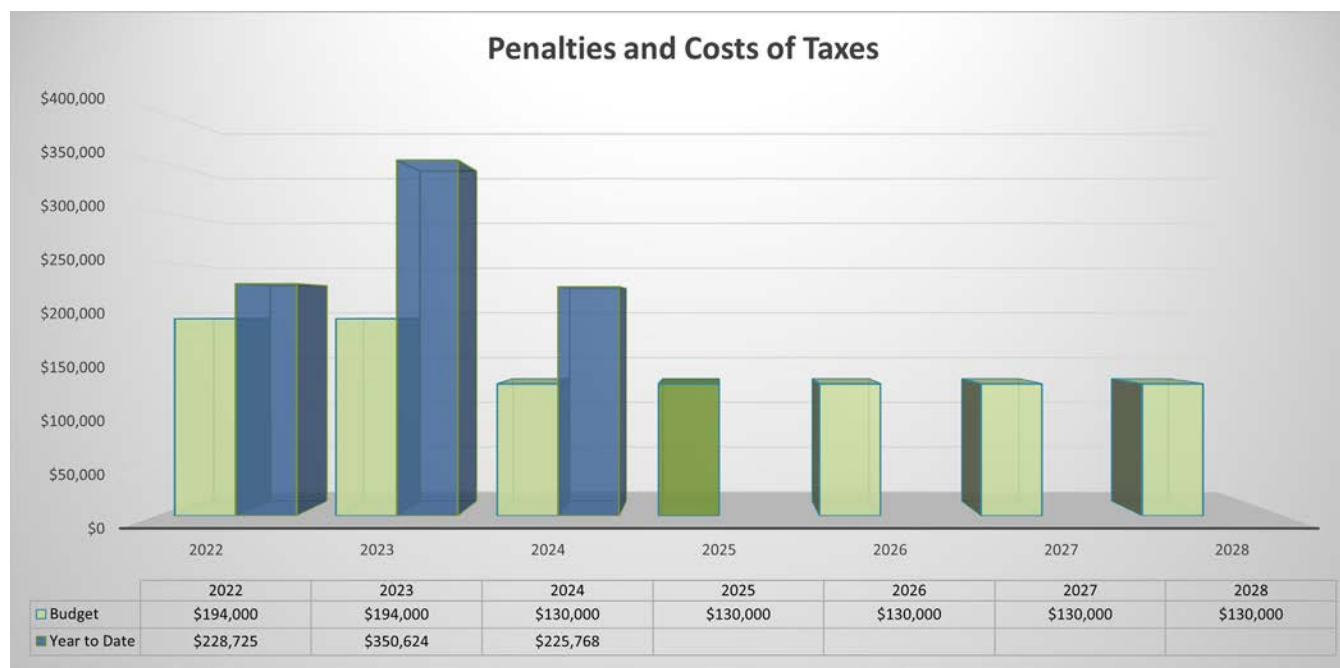
These revenues are applied against the road maintenance expenditures as the transportation of heavier goods such as aggregates (gravel, sand, etc.) cause more wear and tear on road infrastructure. These revenues support with the maintenance of these roads.



## Penalties and Cost if Taxes

Penalties and costs of taxes are also included in other sources of income. The penalties and costs of taxes are the penalties charged on unpaid taxes and are added to the tax roll. The application of penalties is to provide the County's ratepayers an incentive to pay on time since County operations depend upon prompt payment of property tax. The following was the resulting penalties and costs of taxes (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
Penalties and costs of taxes	\$ 130,000	\$ 225,768	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000



The majority of these penalty revenues relate to oil & gas properties, the budget has been kept low in an attempt to normalize expectations in light of the current state of that sector of the economy. For the 2023 actual revenues, there was a large tax account that missed the August 1st deadline and had a significant penalty (likely a one-time event). There were additional uncollectable tax balances relating to oil & gas properties during 2024 (many accounts were on insolvent companies that were also written off in 2024). There was a projected reduction in 2024 and ongoing years as County has had a higher rate of collection of tax balances in the last couple years; therefore, less penalties if the tax balances are being paid. These projections are expected to continue for the 2025-2027 projection:

The following is the penalty structure in accordance with Bylaw 2022-008 (Payment Due Date & Penalties Bylaw):



### **Penalties on Current Year taxes (due July 31st):**

- August 1st - Six percent (6%) penalty on current tax levies outstanding
- October 1st - Three percent (3%) penalty on current tax levies outstanding
- December 1st - Three percent (3%) penalty on current tax levies outstanding

### **Penalties on Tax Arrears :**

- January 1st - Twelve percent (12%) penalty on all tax arrears outstanding (all tax balances outstanding after December 31st)

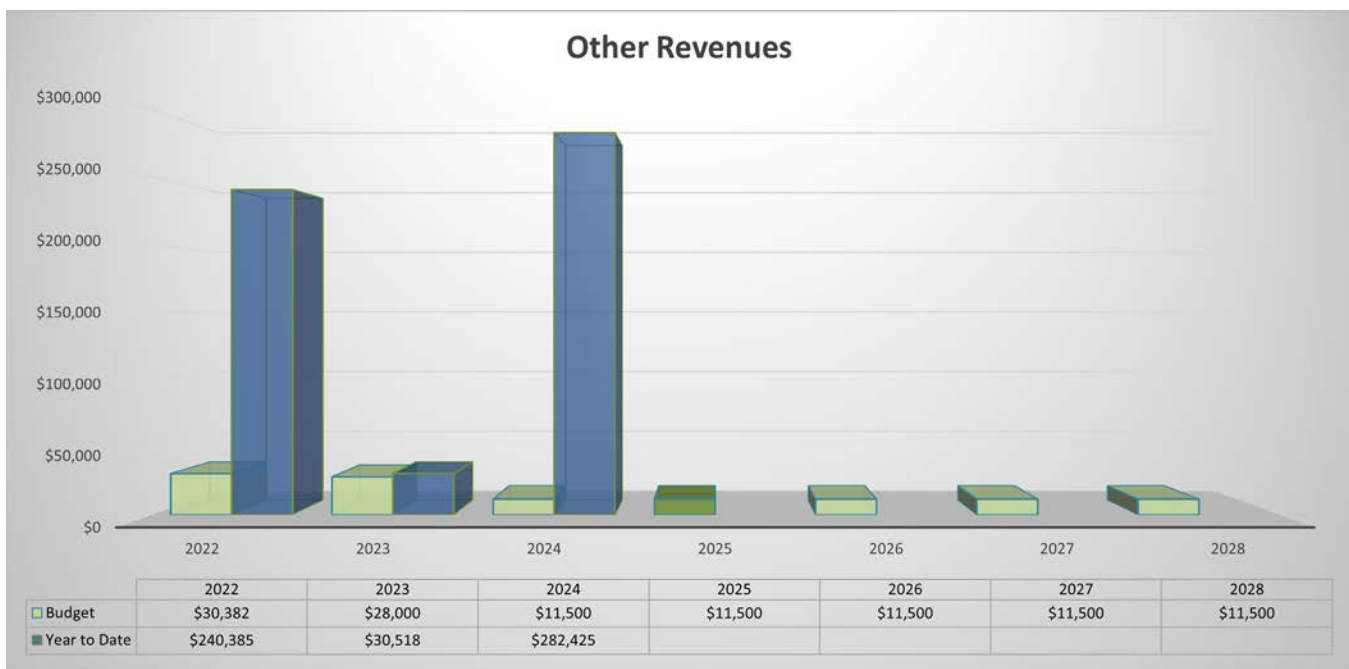
## Other Revenues



Other revenues include fines, donations, recovery of accounts receivable, and other miscellaneous revenues. Most of these are not able to be projected; therefore, the budget currently only consists of the fines and any other known revenues. Fine revenues are projected forward based on the prior year but have fluctuated in the past.

The following was the resulting other revenues (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
Other revenue						
Fines	\$ 11,500	\$ 12,934	\$ 11,500	\$ 11,500	\$ 11,500	\$ 11,500
Other	-	269,491	-	-	-	-
	<b>11,500</b>	<b>282,425</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>



The Other Revenues budgeted mostly consist of fines from year-to-year. In 2022, there was an additional “other revenue” recognized as Gravel Reclamation Liability was reduced in 2022 (which creates an operating revenue instead of a negative expense) as the Gravel Reclamation Liability is estimated using a net present value (NPV) method and was impacted by the rates for borrowing which increased in 2022. This recognition of the change in the Gravel Reclamation Liability is likely a one-time revenue recognition and is not projected in the upcoming years (was an operating expense in 2023 & 2024).

In 2024, there was a sale of one of the industrial park lots which the sales proceeds exceeded the costs base of the lands held for resale (not classified as tangible capital assets - so not included in the disposals of tangible capital assets). As per the Disposal of County Lands Policy (policy 69-1002), the vast majority of these land sale revenues are transferred to capital reserves.

Budget 2025 and the projections for 2026-2028 are effectively based on the budgeted/projected fine revenues of \$11,500.



## Operating Expenses - Overview



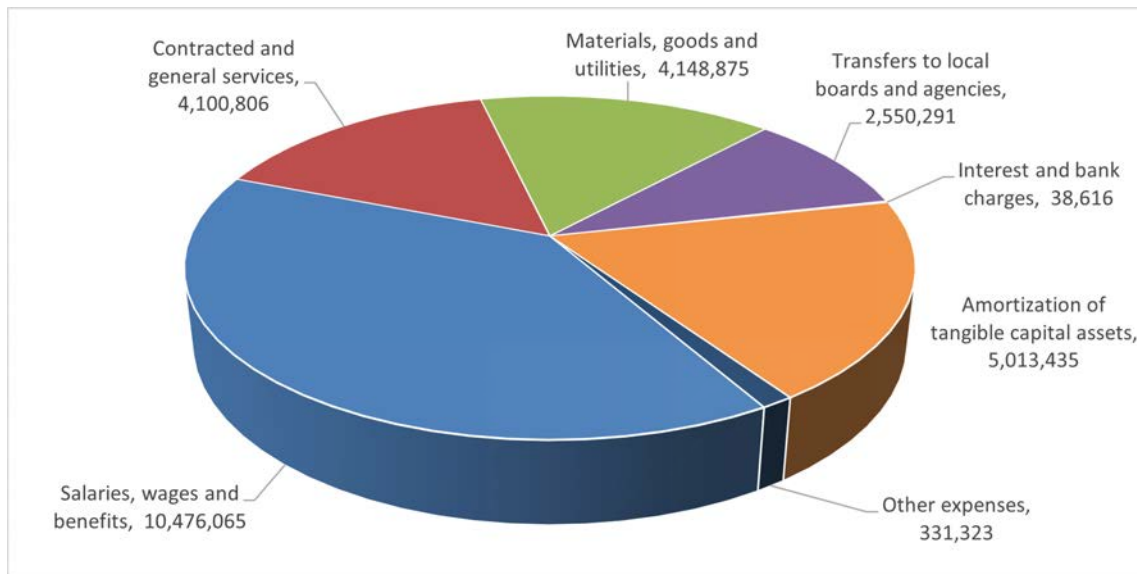
The majority of the County’s operating expenditures are typically budgeted on a conservative basis to ensure that the budget is sufficient to cover the costs, including potential unexpected increases due to the nature of variable costs.

The following are the 2025 budgeted operating expenses:

Salaries, wages and benefits	10,476,065	39.3%
Contracted and general services	4,100,806	15.4%
Materials, goods and utilities	4,148,875	15.6%
Transfers to local boards and agencies	2,550,291	9.6%
Interest and bank charges	38,616	0.1%
Amortization of tangible capital assets	5,013,435	18.8%
Other expenses	331,323	1.2%
	<u>26,659,411</u>	
Machine expenses capitalized for construction	<u>(2,738,179)</u>	
	<b>23,921,232</b>	



The machine expenses capitalized for construction are a combination of expenses such as salaries/wages, contracted services, and materials/goods that are part of the County’s internally constructed assets. These assets mainly include roads and bridges. These costs are capitalized as part of the year end Capital Transfers.



These operating expenses will be shown in detail in the following sections.



The Operating Budget reports expenses by both by type and by the segment/department. See the following section for the details within the Segment Reporting.

# Operating Expenses - Details

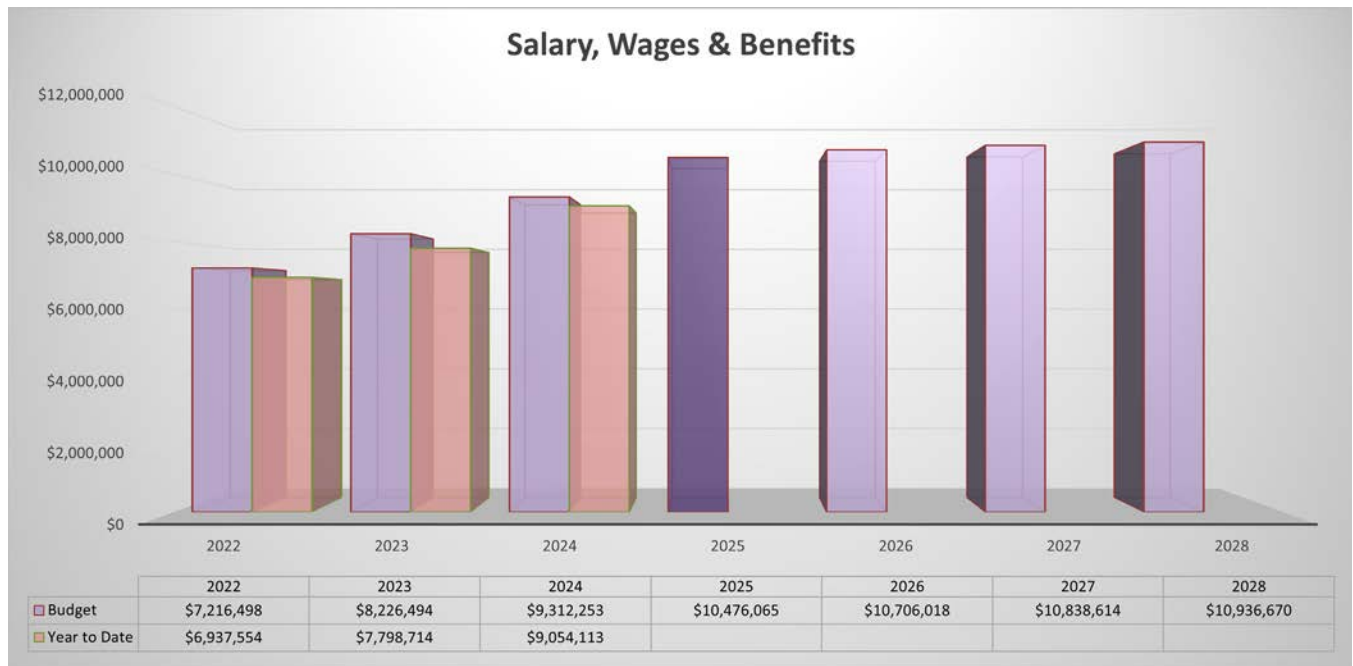


## Salaries, Wages & Benefits

Salary, wages, and benefits includes all of the staff wages/benefits as well as Council per diems. All of the wages/benefits have the updates from the 2025 approved salary grids, staff grid movements, and some market adjustments in the staff wages. The County does not operate in a union environment.

The following was the resulting salary, wages & benefits (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
Salaries, wages and benefits	\$ 9,312,253	\$ 9,054,113	\$ 10,476,065	\$ 10,706,018	\$ 10,838,614	\$ 10,936,670



The County utilizes a 7 step salary/wage grid for each of the County staff. Each staff member is placed in a spot on the grid, and can move up annually if they receive a favorable performance review. The 2025 salary/wage grids were approved by Council on October 16th, 2024.

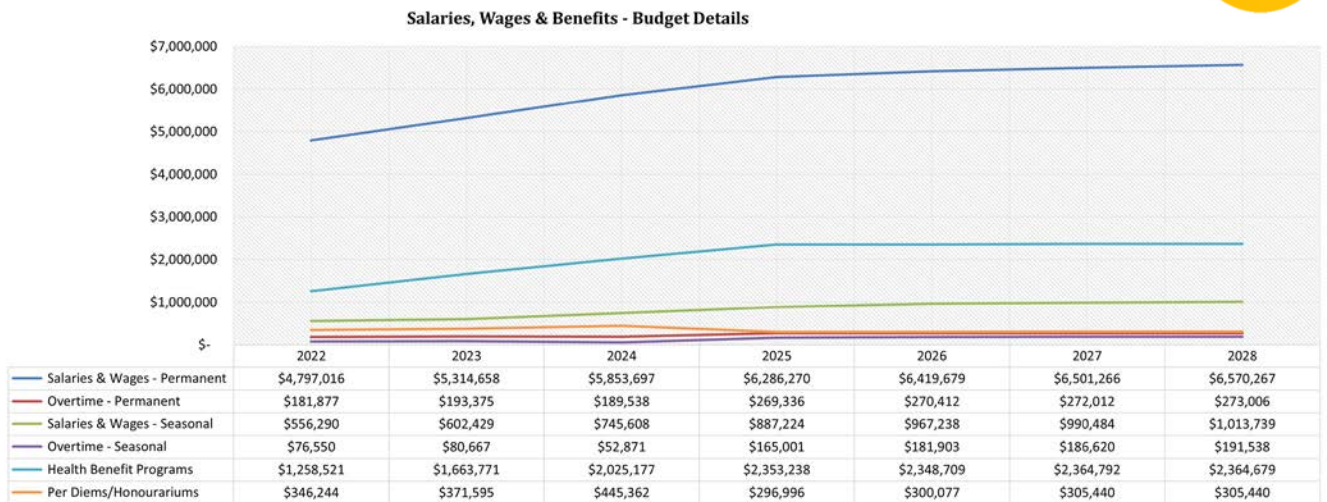
These salary/wage grids are developed in accordance with the Compensation Policy (12-3131); including a review of consumer price indexes (CPI) to assist in determining the Cost of Living Adjustments (COLA) for staff wages. The Alberta CPI (per Stats Canada) is reviewed from October to September of the prior year and an average is calculated to determine the COLA. For 2025, the COLA was determined to be 2.858% based on the average changes in the Alberta CPI.

In 2023, the County had an external consulting company preform a comprehensive staffing compensation review; which reviewed each of the positions/responsibilities and compared to the applicable market comparisons in similar municipalities. [As part of the approved 2022-2026 Strategic Plan, priority seven is to “Attract, Engage, and Retain New and Existing Employees”.](#) One of the key action items within the priority is to [“undertake compensation reviews to ensure Vulcan County is competitive within the market”.](#)

## Salaries, Wages & Benefits - Continued



The following are the budgeted details of salary, wages & benefits:



Salaries, wages, and benefits are projected using the County’s budgeting software; whereas, each staff/position is allocated their related salary/wage grid and what the current effective wage grid, hours worked and related anniversary date. Cost of Living Adjustment (COLA) and other market adjustments are applied (if applicable). The budgeting software projects the annual budgeted costs for the current and upcoming budget years with the assumption that the staff are eligible to receive their grid movement each year on their anniversary date (including projections for 2026-2028).

During the 2025 budget process, wage costs increased for a few different reasons:

- There were increased for the anticipated grid movement of existing County staff.
- There was the COLA adjustment of 2.858% on the related salary/wage grids for 2025.
- Added staffing positions for an additional 4.96 Full-Time Equivalent (FTE) from the prior year, including some one-time temporary increases for the extended road construction season (reserve funded) for additional staff hours and overtime.
- Increases to benefit costs as County with benefit rate updates.

The County budgets the staffing benefits to be based on the actual calculations and benefit rates for each type of benefit, while still remaining somewhat conservative in the application of the benefits (i.e. assuming all staff are on a family plan and that each staff fully utilize their wellness accounts). This will allow the County to have more accurate budgeting for staff benefits. The health/dental benefits to the volunteer firefighters is budgeted based on providing coverage for total capacity at each fire hall.

As noted above, there was a 4.96 FTE increase in staffing positions including:

- Addition of 4.61 FTE within the Operations departments, including additional scrapper and packer operator (with the purchases of an additional scrapper in 2024), additional construction water truck driver, and one-time additional staff hours for the extended road construction season to “catch up” on road projects from prior years (reserve funded).
- Addition of 0.59 FTE for temporary administrative support in protective services position to support with a software implementation and cross-over training from a prior staff leave.
- Temporary 0.33 FTE reduction in Development Services with temporary medical leave in staffing and other minor staffing updates.

# FTE STAFFING



The following is a summary of the changes in the projected staffing full-time equivalents (FTE):

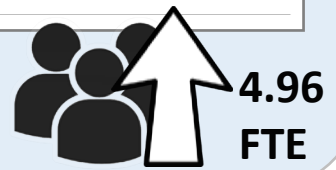
## Budget 2025

### Full-Time Equivalents (FTE)

	Change in							
	2025 Budget	2024 Budget	2024 Actual	Budget	2023 Budget	2023 Actual	2022 Budget	2022 Actual
Management	5.00	5.00	5.00	0.00	5.00	5.33	5.00	4.92
Operations (Public Works)	46.54	41.93	39.30	4.61	40.22	37.70	38.89	36.45
Corporate Services	8.00	8.00	8.17	0.00	7.67	7.00	7.00	6.83
Protective Services	5.64	5.05	5.05	0.59	4.05	4.05	3.07	2.49
Agricultural Services	2.59	2.50	2.50	0.09	2.50	2.18	2.18	2.18
Development Services	3.67	4.00	3.92	-0.33	3.00	3.21	3.00	3.00
Legislative Services	2.00	2.00	2.00	0.00	2.00	2.00	2.00	1.42
	73.44	68.48	65.93	4.96	64.44	61.47	61.14	57.29

\* FTE is based on full-time annual positions (i.e., Seasonal staff are a partial FTE). Overtime hours are in excess of regular FTE (i.e., full-time staff with OT can create greater than 1 FTE).

The 2024 actual FTE was slightly less than the budget as there were some staff on leaves that started mid-year (position remained vacant during leave) or the County was not able to specifically fill the position. Corporate Services was slightly over with some staff cross-training. Some of the vacancies required contracted services as support in the operations of the County.



In the Strategic Plan, the County has a strategic priority to “Attract, Engage, and Retain New & Existing Employees”. This includes many strategies/goals, including the following:

- Continual review of salaries and benefits, including comparing wages to other similar sized municipalities to ensure wages are competitive and ensure adequate staffing levels.
- The County currently has overtime agreements with the staff of the County; allowing the staff the option to bank and use their overtime. Many of the staff utilize this option to bank their overtime to allow them to have the paid time off at a later date.
- Money is set aside in the budget to allow for various training opportunities for staff in order to ensure they grow as professionals while providing better services to County ratepayers.
- County Council has established many policies allowing a better work/life balance, including:
  - > Flex Time Policy (12-3137) - allowing staff to adjust their work hours throughout the day, providing it still provides appropriate availability of the staff member.
  - > Earned Day Off Policy (12-3138) - allowing staff to bank non-overtime hours that are above their regular work day and to have a scheduled day off every couple of weeks (i.e. bank time to have every third Friday off).
  - > Health & Wellness Policy (12-3135) - benefit providing up to \$600/year on activities relating to health and/or wellness/fitness (i.e. gym memberships, fitness equipment).
- There is a Vulcan County Social Club that is set up by the staff at the County. Council provides some matching funding, through the budget, to assist in funding some of the staff functions (i.e. BBQs, golf tournament, etc.).



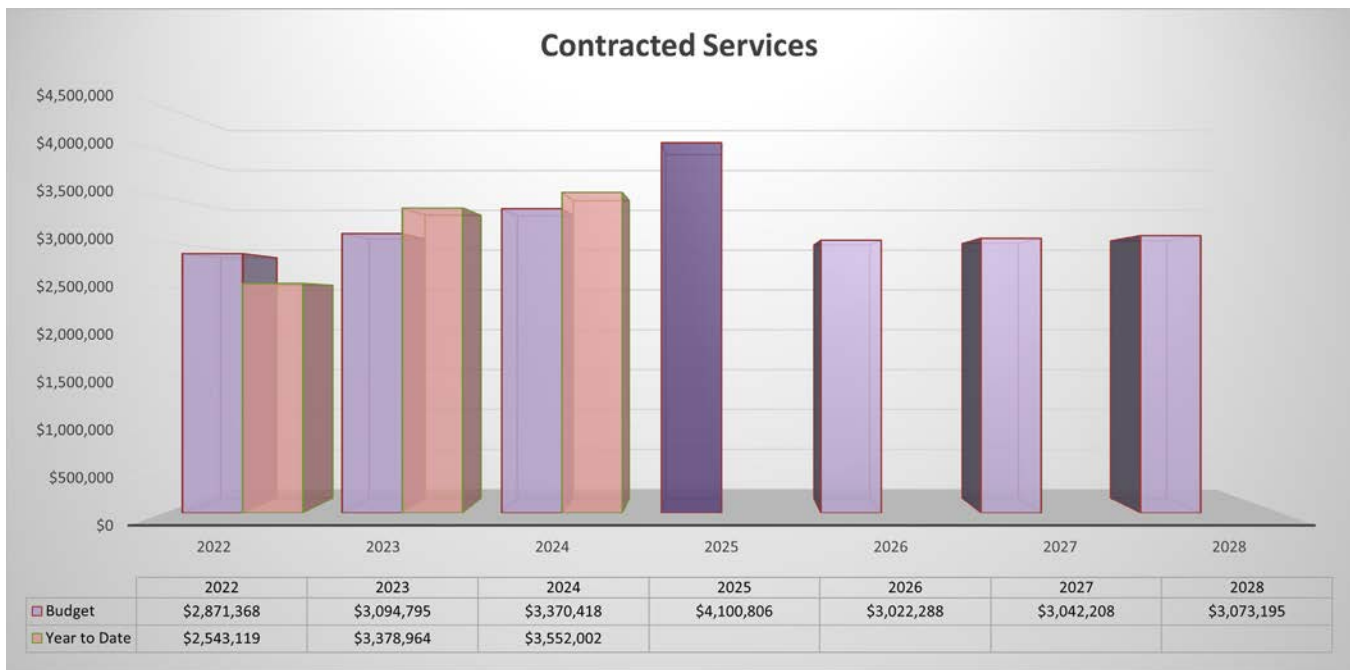
## Contracted and General Services



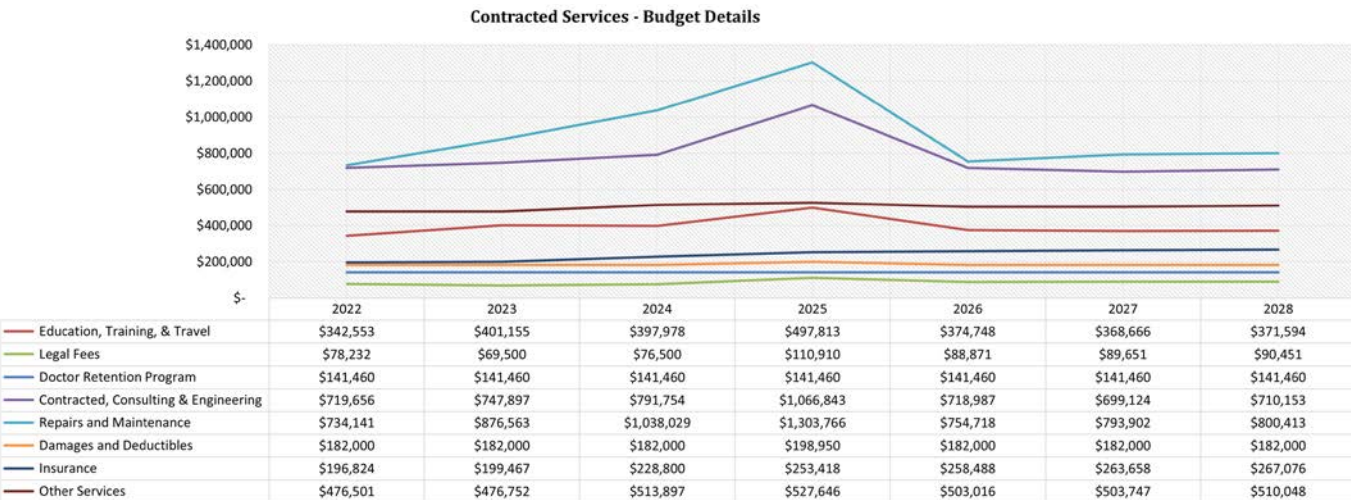
Contracted services include the costs of repairs and maintenance, consulting services, audit and legal fees, leases, telecommunications, insurance, education/training, and other services. These expenses are typically budgeted on a conservative basis to ensure that the budget is sufficient to cover the costs, including potential unexpected increases due to variable costs. Some of these costs are based on agreements; for those costs, the amount budgeted agrees to the terms in the agreement.

The following is the budgeted contracted services costs (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
Contracted and general services	\$ 3,370,418	\$ 3,552,002	\$ 4,100,806	\$ 3,022,288	\$ 3,042,208	\$ 3,073,195



The following are the budgeted details of contracted services:







### **Education, Training, and Travel:**

Education, training and travel costs (including allowances) are expecting a significant one-time increase from the prior year budget of \$397,978 to \$497,813 to in the current budget. Some of the increase related to additional in boot/clothing allowances for the Milo Fire Department (regionalized in 2024) and for the Operations department as many of the coveralls/uniforms required full replacements. There was also additional increases in training for firefighters to catch-up on certain training activities such as the Emergency Medical Responder (EMR) training which is grant funded. These costs are expected to level out and start reducing in subsequent years as many of these increases are one-time costs in Budget 2025.

### **Legal Fees:**

Legal fees are expected to increase from \$76,500 to \$110,910, and then remain relatively consistent over the following projected years. This increase relates to additional legal costs allocated towards legal costs considered non-recoverable on collection of Tax Arrears (couple of oil & gas companies currently going through insolvency). Typically this is budgeted conservatively as it is not always known if the County will require additional legal support.

### **Doctor Retention Program:**

The Doctor Retention Program costs are based on the respective agreements with the local clinics/hospitals and are projected to remain constant for the next couple years. The actual costs have been very comparable to the prior budgets (minimal variances in the locum costs).

### **Contracted, Consulting & Engineering:**

The contracted, consulting and engineering costs are expecting an overall increase from the prior year budget of \$791,754 to \$1,066,843 in the current budget. There was a projected increase in consulting costs with one-time costs for completion of the Regional Transportation Master Plan of \$104,100 (grant funded), contracted services for the Ullly Dam Pipe Liner of \$130,000, geotechnical drilling for the McGregor Marina project, and increased costs for contacted fencing (for road projects). These increases were partially offset by the removal of the 2024 ORTHO project that was a one-time expense in the prior year. These costs will return back to normal levels in 2026-2028 once these projects are completed.

### **Repairs and Maintenance:**

The repairs and maintenance costs are expecting an overall increase from the prior year budget of \$1,038,029 to \$1,303,766 in the current budget. The increase mostly relates to the building maintenance costs for the Public Works Shop building and vehicle/equipment repairs in the Transportation Department (including rebuilds to scrapper neck and differentials). The increased dust abatement costs related to the road maintenance for the Airport/Nanton road and costs for crack sealing on oiled/paved roads. These costs will return back to normal levels in 2026-2028 once these projects are completed. The County continually monitors its infrastructure and will add maintenance projects if deemed necessary.

### **Damages and Deductibles:**

The damages and deductibles costs are expecting to stay relatively consistent with the prior year budget and remains flat in projected years (slight increase for Budget 2025 with increased road construction). These costs represent reimbursements to landowners for damages done to their crops during construction.

### **Insurance:**

The insurance costs typically relatively consistent from year-to-year with small adjustments based on historical increases in premium costs, and reductions due to removal of insurance on disposed or obsolete equipment; however, there was an increase in the actual costs of insurance in the last couple years throughout; whereas, Budget 2025 was updated to include some of these cost increases and new vehicles & equipment (including the assets acquired with the regionalization of the Milo Fire Department).

### **Other Services:**

The other contracted and general services remains relatively consistent from year-to-year. These include smaller valued services such as subscriptions, advertising, etc.

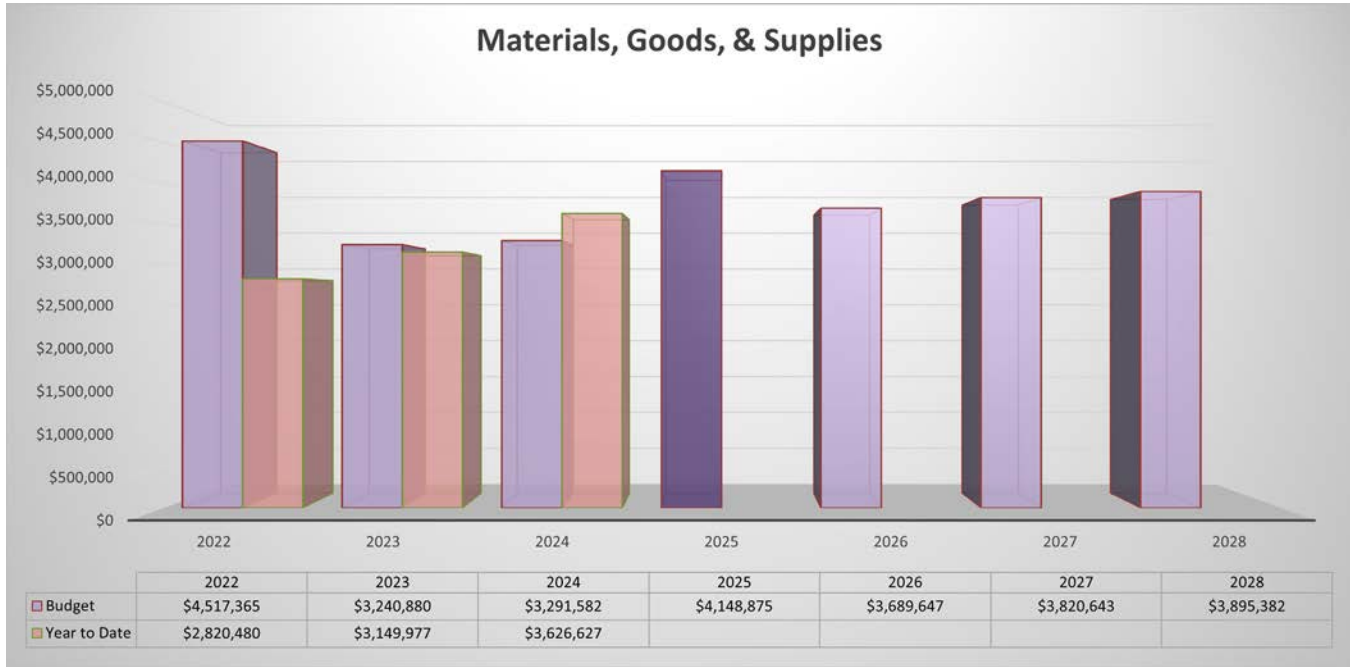
# Materials, Goods & Supplies



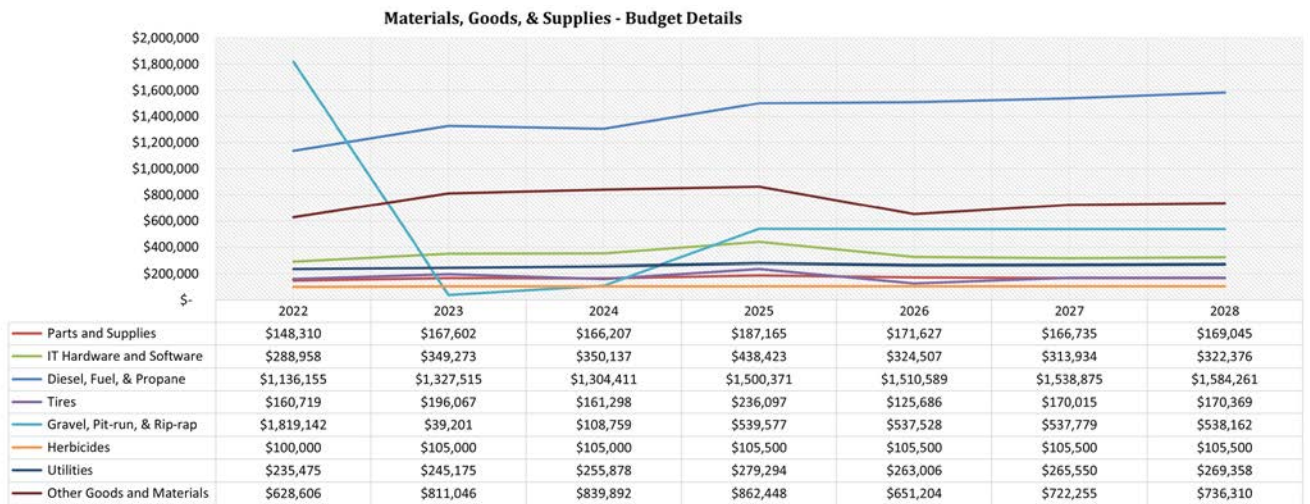
Materials, goods, and supplies includes the costs of supplies, utilities, information technology, diesel/fuel, gravel, herbicides, culverts, blades, tools, and other materials.

The following was the resulting materials, goods, and supplies (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
Materials, goods and utilities	\$ 3,291,582	\$ 3,626,627	\$ 4,148,875	\$ 3,689,647	\$ 3,820,643	\$ 3,895,382



The following are the budgeted details of material, goods & supplies:





### **Parts and Supplies:**

The parts and supplies costs are expected to remain increase from the prior year budget of \$166,207 to \$187,165 in the current budget. Generally, parts and supplies expenses move according to whether or not the County has a change to service levels and/or the operational requirements for the County. Budget 2023 through 2025 has some one-time purchases of supplies/materials for the fire departments, emergency management, and other departments; whereas, the projections for 2026-2028 are reduced as these one-time purchases are received.

### **IT Hardware and Software:**

The IT hardware and software costs are expected to increase from the prior year budget of \$350,137 to \$438,423 in the current budget. There was updates for the increases in the software licensing, new software for staff, and increases for Microsoft Server Operating System upgrades. There was also additional one-time hardware purchases for the laptop replacements at the Public Works Shop and Council technology replacements with the upcoming elections in late 2025. The projections for 2026-2028 are reduced as these one-time projects/purchases should be done in current budget year.

### **Diesel, Fuel, and Propane:**

The diesel, fuel, and propane costs are expected to increase from the prior year budget of \$1,304,411 to \$1,500,371 in the current budget with fluctuations and increases in subsequent years. The majority of this increase is due to a couple of main factors. First, historical fuel expenditures were carefully reviewed by Administration. Second, estimates were made about the level of fuel consumption necessary to provide County services like road maintenance/construction/gravelling. Third, market price projections were used that resulted in a revised estimate of per litre costs, including the costs of projected carbon taxes being added to fuel/diesel costs.

### **Tires:**

The tire costs are expecting an overall increase from the prior year budget of \$161,298 to \$236,097 in the current budget and will be reduced in 2026-2028 projected years (based on projected replacement cycles). The current year includes the replacement for grader tires which has more units being replaced in 2025, which is based on the timing of replacement of tires for specific equipment. Tires for certain vehicles are much more expensive than others but are bought less often.

### **Gravel, Pit-run, and Rip-rap:**

The gravel, pit-run, and rip-rap costs are expecting to increased from the prior year budget of \$108,759 to \$539,577 in the current budget and will remain consistent for 2026-2028 projections. Starting for Budget 2025, the County had a change in the budgeting methodology for the gravel crushing program as this has been changed to a “transfer to inventory” instead of a budgeted expense as this actually results in an increase in inventory for future use (stock piles). The projected use of inventory for road construction/gravelling is now treated as a “transfer from inventory”. This updated methodology should more accurately align with the actual accounting treatment of the program and the actual results within the financial statements.

### **Herbicides:**

The herbicide costs remain relatively consistent from year-to-year; whereas, the County is expecting herbicide costs to remain relatively consistent for 2025 and the projections for 2026-2028.

### **Utilities:**

The utilities costs remain relatively consistent from year-to-year with small changes based largely on expected inflation. These are carefully reviewed annually. Budget 2025 included some of the increases in utility costs and projected effects with the costs of projected carbon taxes being added.

### **Other Goods and Materials:**

Other contracted and general services typically remains relatively consistent from year-to-year. Theses costs include goods/services such as grader blades, culverts, signage, lumber, small tools, and other miscellaneous goods/materials. There is an expected increase in 2025 including a significant increase to small tools/equipment for some one-time purchases and with cost updates and reviews throughout the operational budgets.

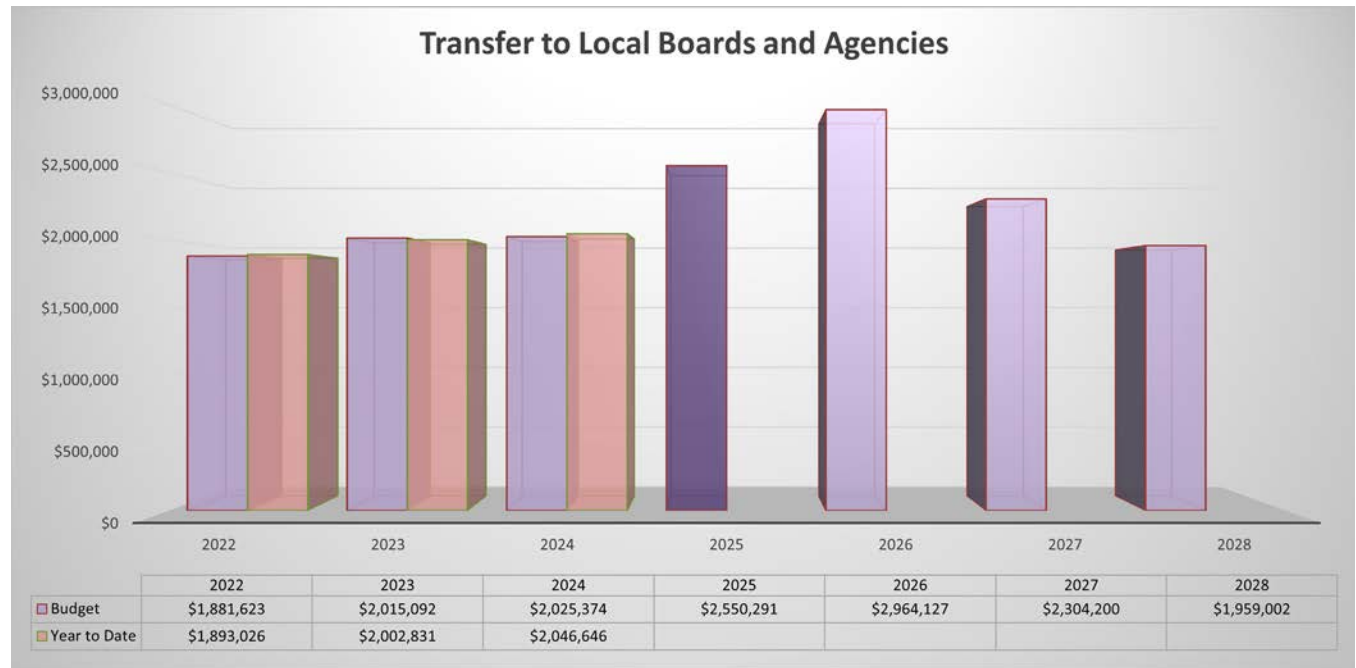
## Transfers to Local Boards and Agencies

Transfers to local boards and agencies include contributions to fire associations, recreation boards, tourism, waste and water commissions, and other community groups. The budgets are typically based on approved requests by Council during the budget process.

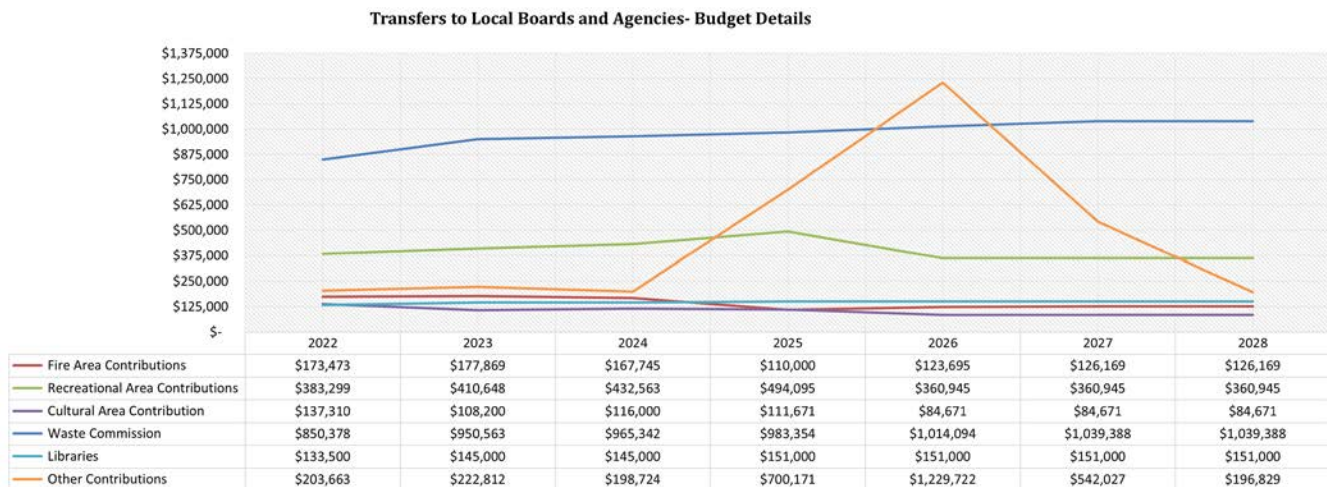


The following are the resulting transfers to local boards and agencies (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
Transfers to local boards and agencies	\$ 2,025,374	\$ 2,046,646	\$ 2,550,291	\$ 2,964,127	\$ 2,304,200	\$ 1,959,002



The following are the budgeted details of the transfers to local board and agencies:



*The Other Contributions includes the County's contribution to the McGregor Regional Water project for the water treatment plant and waterlines. The estimated project contributions are \$503,342 for 2025, \$1,014,094 in 2026, & \$345,198 in 2027 and are all reserve funded contributions.*



The following are some of the recreation and cultural contributions that the County provides:

Carmangay and District Recreation Area	
Carmangay Curling Assoc. - Operating	\$10,000
<b>Total Recreational Funding</b>	<b>10,000</b>
Carmangay & District Historical Society	6,000
Carmangay Senior's Club	3,000
Carmangay Recreation - Hall Operations	10,000
Carmangay Recreation - Capital	5,000
<b>Total Cultural Funding</b>	<b>24,000</b>
Reserves - Carmangay Recreation	18,500
Village of Carmangay Contribution	(2,500)
<b>Total Recreational and Cultural Funding</b>	<b>\$50,000</b>

Lomond and District Recreation Area	
Lomond Comm. Center Ag Society	\$32,650
<b>Total Recreational Funding</b>	<b>32,650</b>
Lomond 4-H Club	1,000
Lomond 4-H Club - Capital	1,214
Lomond Community Club	2,500
Village of Lomond - Canada Fireworks	2,000
<b>Total Cultural Funding</b>	<b>6,714</b>
Reserves - Lomond Recreation	137,917
<b>Total Recreation &amp; Culture Funding</b>	<b>\$177,281</b>

**Total Recreation funding:**  
 Contributions \$423,625  
 Reserves 187,496  
**Total \$611,121**

Champion and District Recreation Area	
Champion Pool - Operating	\$30,000
Champion School	1,500
Champion Skating Rink	5,000
<b>Total Recreational Funding</b>	<b>36,500</b>
Champion Community Hall - Operating	10,000
Champion Community Hall - Capital	17,500
Champion School - Band Program	1,500
Champion School - Art Program	500
Alston Hall	500
Champion Pioneers Club - Capital	8,500
<b>Total Cultural Funding</b>	<b>38,500</b>
Contingency Reserve Allocation	1,000
<b>Total Recreation and Cultural Funding</b>	<b>\$76,000</b>

Northwest Recreation Area	
Mossleigh Kids Ball Club	\$1,000
Mossleigh Community Club - Diamonds	\$15,000
Arrowwood Lions	10,449
Arrowwood 4-H	1,000
Arrowwood ECS	3,500
Arrowwood Community Hall - Fitness	5,000
Arrowwood Community School - Field Trips	1,180
Recreation Board Costs	1,329
Northwest Recreation Association	10,000
<b>Total Recreational Funding</b>	<b>\$48,458</b>
Mossleigh Community Club	15,000
Arrowwood Comm. Rec. Association	15,000
<b>Total Cultural Funding</b>	<b>\$30,000</b>
Contingency Reserve Allocation	1,000
Members-at-large per diems	400
<b>Total Recreation and Cultural Funding</b>	<b>\$79,858</b>

**Total Cultural funding:**  
 Contributions \$111,671  
 Reserves N/A  
**Total \$111,671**

Total budgeted funding for recreation and cultural activities is **\$722,792** - funded by special tax levies and general municipal tax revenues.

Milo and District Recreation Area	
Milo Recreation Committee - Operations	\$36,500
Milo & District Ag Society - Arena	5,000
Milo Community School	5,000
Milo Curling Club	5,000
<b>Total Recreational Funding</b>	<b>\$51,500</b>
Snake Valley Drop-in Center	5,000
Friends of Milo Municipal Library	2,457
Milo Hall - Operations	5,000
<b>Total Cultural Funding</b>	<b>\$12,457</b>
Contingency Reserve Allocation	1,000
Members-at-large per diems	650
Village of Milo Contribution	(1,500)
<b>Total Recreation and Cultural Funding</b>	<b>\$64,107</b>

Vulcan and District Recreation Area	
Vulcan Arena - Operating	\$75,000
Vulcan Swimming - Operating	90,000
Recreation Committee - Operations	48,117
Kirkcaldy Community Club	14,500
Vulcan Viper Volleyball Club	1,000
Vulcan & District Ag Society	14,500
<b>Total Recreational Funding</b>	<b>\$243,117</b>
Reserves - Vulcan Recreation - topup	31,079
Contingency Reserve Allocation	1,000
Members-at-large per diems	350
<b>Total Recreation and Cultural Funding</b>	<b>\$275,546</b>

Vulcan County also funds other organizations throughout the County. The following are some of the other organizations that the County funds (other than recreation and culture):

Contributions to other organizations	
Rainbow Literacy Society	\$35,000
STARS Air Ambulance	16,948
HALO Air Ambulance	16,948
Vulcan Town Airport - Operating	9,120
Farming Smarter Sponsorship	3,000
Oldman Watershed Council	2,088
Foothills Forage and Grazing Association	5,000
Alberta Farm Animal Care	500

Vulcan and District Waste Commission	\$981,005
Twin Valley Regional Water Commission	37,500
Doctor Retention Program- County's share	81,310
Farm Safety Center	3,000
Alberta Invasive Plants Council	1,000
Vulcan County Salinity Project	10,000
FCSS - Operating	31,560
FCSS - Transportation Initiative	19,665
County of Vulcan Library Board	151,000
<b>Total</b>	<b>\$1,404,644</b>

The total contributions to the fire protection areas is budgeted at \$110,000 which is specifically for the Northwest Fire Association (as the Milo Fire Association was regionalized in 2024).

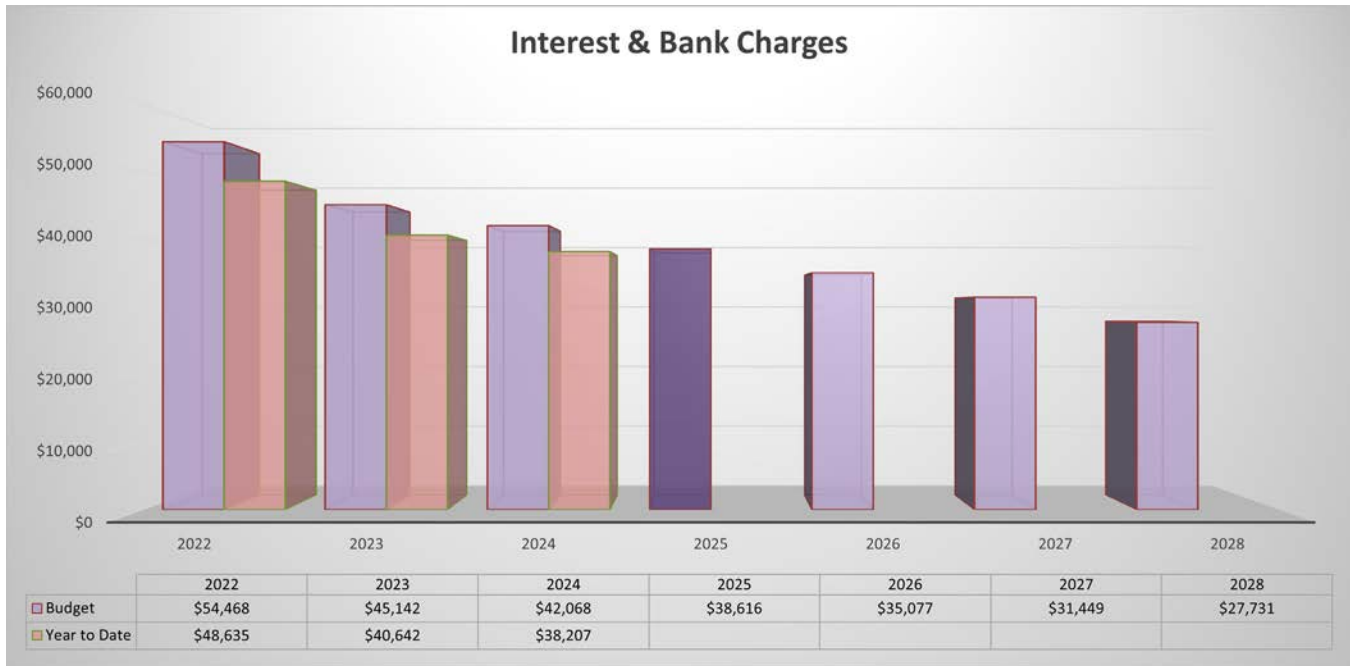
# Interest & Bank Charges



The interest and bank charges include bank and credit card fees, and interest on debentures.

The following are the resulting interest and bank charges (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
<b>Interest and bank charges</b>						
Bank Charges and Short Term Interest	\$ 14,990	\$ 12,136	\$ 14,990	\$ 14,990	\$ 14,990	\$ 14,990
Interest on Capital Long Term Debt	27,078	26,072	23,626	20,087	16,459	12,741
	<b>42,068</b>	<b>38,207</b>	<b>38,616</b>	<b>35,077</b>	<b>31,449</b>	<b>27,731</b>



Interest and bank charges mostly relates to the long-term debenture interest; in which, the interest rates are locked-in for the entire term; therefore, the budgeted debenture interest and projections for the upcoming years is tied directly the debenture’s repayment schedule (which outlines the annual interest for each year for the entire term - including projections for 2026-2028).



Bank charges and projected based on historical trends. The bank and credit card fee rates were budgeted based on the prior years of actual expenses and the County has recently implemented a “convenience fee” to recover the credit card fees on taxes.

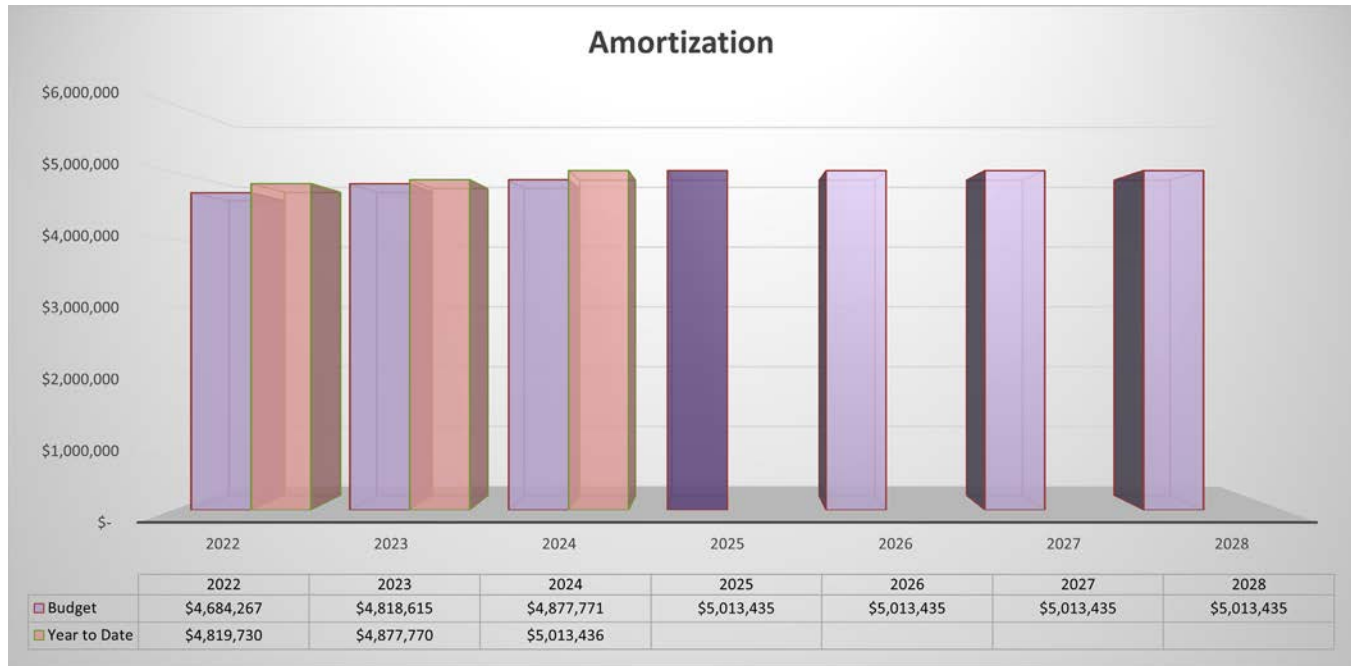
No change to our typical banking practices is expected, and lower interest is expected on the debenture as the principal is paid down.

# Amortization



The amortization expenses are non-cash expenditures to reduce the net book value of the tangible capital assets (roads, buildings, equipment) over the course of their useful lives. The following was the resulting amortization (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
Amortization of tangible capital assets	\$ 4,877,771	\$ 5,013,436	\$ 5,013,435	\$ 5,013,435	\$ 5,013,435	\$ 5,013,435



Amortization expenses are budgeted and projected based on the actual amortization that was recognized in the most recent financial statements (unless the change from the prior year is considered to be a trivial for making the change for the budget process). Budget 2025 was updated for the 2024 actuals, including the amortization on the capitalized Asset Retirement Obligation (ARO) costs within the Tangible Capital Assets. Currently, the County does not project annual changes in projected years as the actuals remain relatively consistent from year-to-year based on amortization policy being done on a straight-line basis. Amortization expense is also considered to be a “non-cash” expenses as the amortization expenses is effectively removed from the budget through the transfers in the Schedule of Accumulated Surplus (as these are transferred to the Equity in Tangible Capital Assets).

To recognize assets and to determine amortization, the County has adopted a Tangible Capital Assets Policy (12-2214) which provides guidance on the estimated useful lives of specific asset classes (based on the productive use of the asset). Amortization is recognized on a straight-line basis. This policy provides guidance to the County’s Administration to ensure that the amortization is recognized in a rational and systematic manner, and aids in the formulation of the 20-year Capital Plan. The following are the useful lives of the major asset classes:



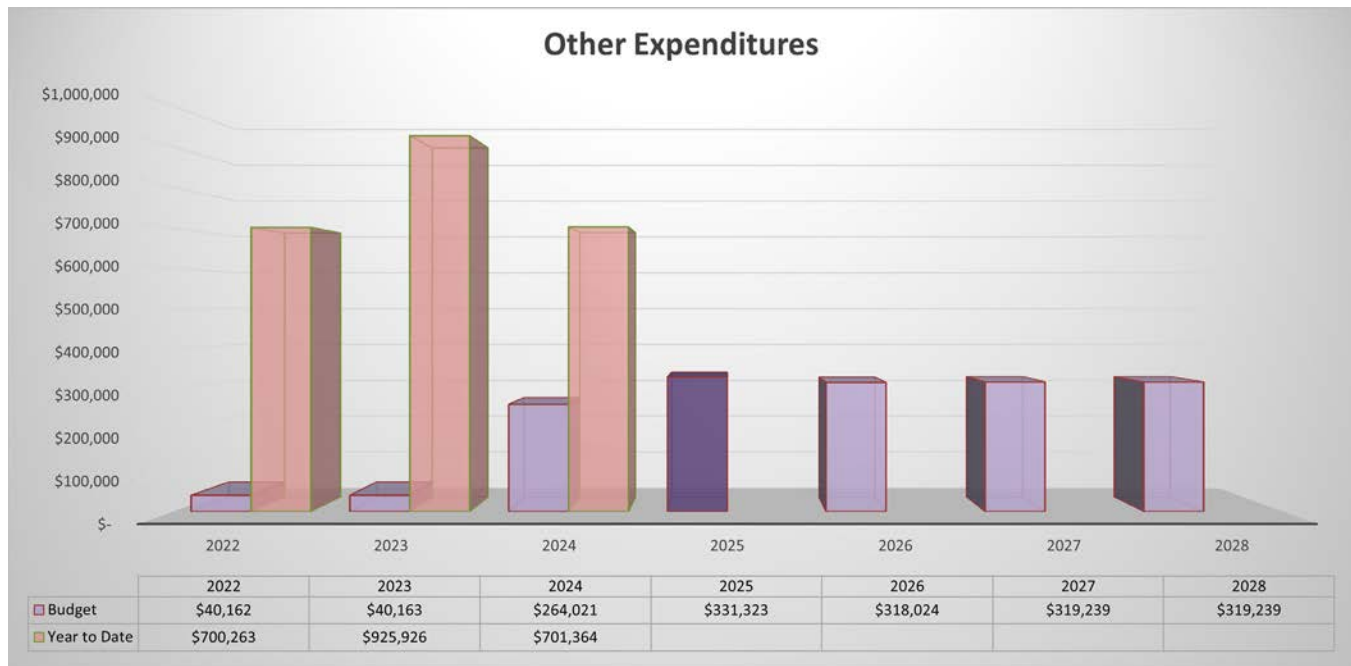
Land improvements	15 - 45
Buildings	25 - 50
Engineered structures	
Bridges	40 - 100
Communication towers	38
Roads	5 - 75
Machinery and equipment	2 - 25
Vehicles	6 - 10

## Other Expenditures



The other expenditures include contingency expenses, tax and receivable write-offs, contributions of interest to reserves, and other miscellaneous expenses. Most of these are not able to be projected; therefore, the budget currently mainly consists of the contingency and tax write-offs. The following was the resulting other expenditures (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
<b>Other expenses</b>						
Contingency	\$ 20,000	\$ 28,649	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Tax Discounts & Write-offs	216,483	609,664	282,997	268,878	269,238	269,238
ARO Accretion	20,046	20,760	20,834	21,654	22,509	22,509
Other	7,492	42,291	7,492	7,492	7,492	7,492
	<b>264,021</b>	<b>701,364</b>	<b>331,323</b>	<b>318,024</b>	<b>319,239</b>	<b>319,239</b>



The actual expense in 2022-2024 include write-offs on some of the insolvent oil & gas companies for their property tax levies (which had some residual taxable assessment even after insolvency or a shut-down of operations). Budget 2024 included a budget for Tax Discounts & Write-offs with the residual taxable linear assessment (provided by the Provincial Assessor). Budget 2025 and projections for 2026-2028 were further updated to budget for Tax Discounts & Write-offs with the residual taxable linear and other designated industrial property assessment (provided by the Provincial Assessor) for those specific companies that are known to be insolvency or have had a shut-down of operations.

The other expenditures include contingency expenses, increases in the gravel reclamation liability, contributions of interest to reserves, Asset Retirement Obligation (ARO) accretion expenses (new starting in 2023 with the adoption of the new ARO accounting standard), and other miscellaneous expenses. Most of these are not able to be projected; therefore, the budget currently mainly consists of the contingency accounts and the projected write-offs of property taxes on insolvent oil & gas companies. There is minimal changes in the 2026-2028 projections as these are already contingent in nature.

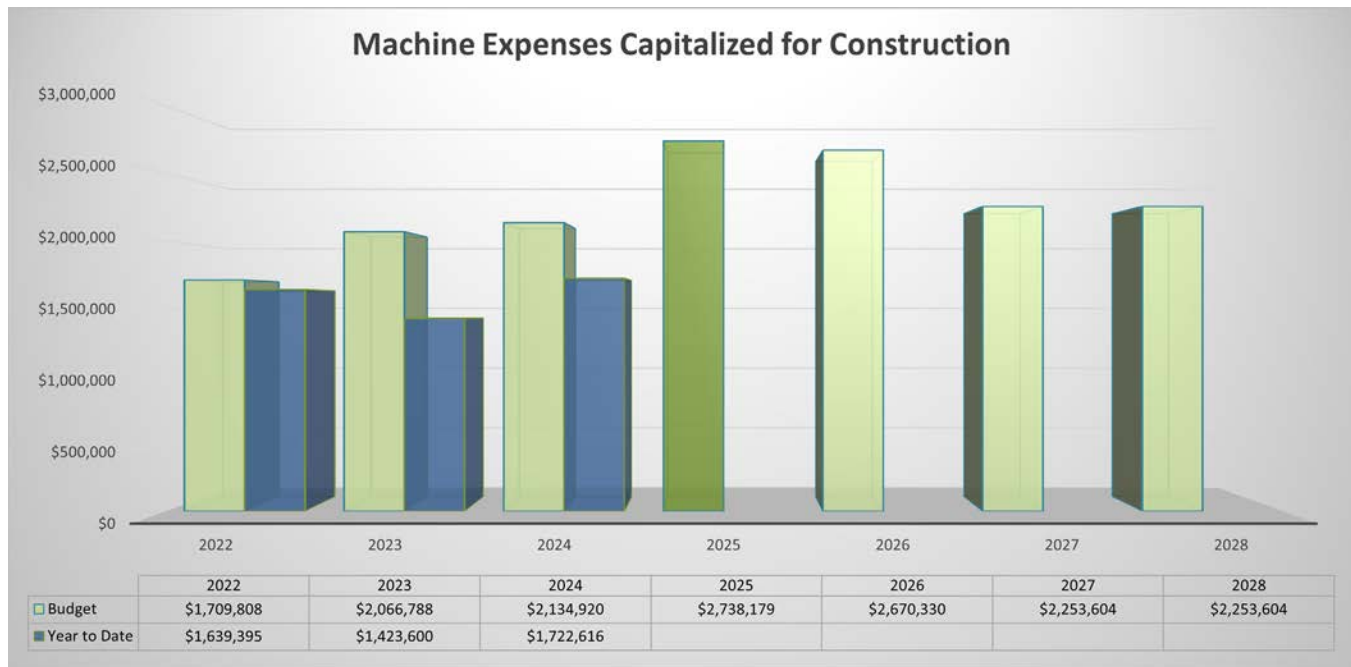


# Machine Expenses Capitalized for Construction



The machine expenses capitalized for construction relates to the capitalization of operating expenses used for the internal construction of roads and bridges. These operating costs are included in the other operating expenses, such as wages/benefits, engineering costs, gravel, culverts, crop damages and other costs relating to the construction. The County breaks this amount out instead of netting the expenditure against what is capitalized. The following was the resulting machine costs capitalized for construction (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
Machine expenses capitalized for construction	\$ (2,134,920)	\$ (1,722,616)	\$ (2,738,179)	\$ (2,670,330)	\$ (2,253,604)	\$ (2,253,604)



The machine expenses capitalized for construction relates to the internal capital construction projects that the County provided (i.e., construction of roads and bridges); whereas, per the capital plan, the County typically replaces 10 miles of road per year and the bridges will vary from year-to-year depending on the bridge files and whether or not the County has the capacity to replace the bridges internally.



These expenses can vary significantly from year-to-year and are based on a percentage of the operating costs of the various departments within Public Works. Various costs within Public works are capitalized as part of road construction for internally constructed road projects. A portion of wages, materials, and overhead are allocated to the projects based on miles built and machine hours used.

*The 2025/2026 road and bridge construction are projected to be higher than prior years as 2025 include the extended road construction season and 2026 includes a significant increase in the internally constructed bridge projects. This is projected to decrease in 2027 as many of the bridges are required to be contracted for replacement as they may be too large and out of scope for the County to replace.*

# Long-term Operating Forecasts

The County wants to ensure long-term financial stability in budgeting; therefore, the County has adopted the use of multi-year operating budgets and forecasts. The following is a summary of the County's long-term operating budgets and forecasting:

Vulcan County Three-year Operating Plan	Budget 2025	Budget 2026	Budget 2027	Budget 2028
<b>REVENUE:</b>				
<b>Net municipal taxes</b>				
Real property taxes	\$ 7,988,771	\$ 8,010,585	\$ 8,025,974	\$ 8,025,974
Linear taxes	13,730,176	15,635,757	15,652,879	15,652,879
Commercial taxes	1,754,720	1,757,484	1,759,431	1,759,431
Government grants in lieu of taxes	21,661	21,661	21,661	21,661
Special levy	1,015,804	853,771	881,123	881,123
Well drilling tax	156	156	156	156
	24,511,288	26,279,414	26,341,224	26,341,224
School requisitions	(4,192,061)	(4,192,061)	(4,192,061)	(4,192,061)
Designated industrial	(86,247)	(86,247)	(86,247)	(86,247)
RCMP requisitions	(399,239)	(399,239)	(399,239)	(399,239)
Seniors foundation	(599,669)	(599,669)	(599,669)	(599,669)
	<b>19,234,072</b>	<b>21,002,198</b>	<b>21,064,008</b>	<b>21,064,008</b>
<b>Government transfers</b>				
Provincial government transfers - Operating	650,302	522,163	522,163	522,163
Federal government transfers - Operating	298,292	298,292	298,292	298,292
Transfers from Local Government - Operating	179,514	182,227	188,009	188,009
	<b>1,128,108</b>	<b>1,002,682</b>	<b>1,008,464</b>	<b>1,008,464</b>
<b>Return on investments</b>				
	<b>676,824</b>	<b>626,824</b>	<b>626,824</b>	<b>626,824</b>
<b>Sale of goods, services, and user charges</b>				
	<b>817,906</b>	<b>804,321</b>	<b>807,341</b>	<b>807,341</b>
<b>Rental income</b>				
	<b>321,680</b>	<b>320,600</b>	<b>320,600</b>	<b>320,600</b>
<b>Community aggregate levy</b>				
	<b>142,912</b>	<b>142,912</b>	<b>142,912</b>	<b>142,912</b>
<b>Penalties and costs of taxes</b>				
	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>
<b>Other revenue</b>				
Fines	11,500	11,500	11,500	11,500
	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>
<b>TOTAL BUDGETED OPERATING REVENUES</b>	<b>\$ 22,463,002</b>	<b>\$ 24,041,037</b>	<b>\$ 24,111,649</b>	<b>\$ 24,111,649</b>
<b>EXPENSES:</b>				
<b>Salaries, wages and benefits</b>	<b>\$ 10,476,065</b>	<b>\$ 10,706,018</b>	<b>\$ 10,838,614</b>	<b>\$ 10,936,670</b>
<b>Contracted and general services</b>	<b>4,100,806</b>	<b>3,022,288</b>	<b>3,042,208</b>	<b>3,073,195</b>
<b>Materials, goods and utilities</b>	<b>4,148,875</b>	<b>3,689,647</b>	<b>3,820,643</b>	<b>3,895,382</b>
<b>Transfers to local boards and agencies</b>	<b>2,550,291</b>	<b>2,964,127</b>	<b>2,304,200</b>	<b>1,959,002</b>
<b>Interest and bank charges</b>				
Bank Charges and Short Term Interest	14,990	14,990	14,990	14,990
Interest on Capital Long Term Debt	23,626	20,087	16,459	12,741
	<b>38,616</b>	<b>35,077</b>	<b>31,449</b>	<b>27,731</b>
<b>Amortization of tangible capital assets</b>	<b>5,013,435</b>	<b>5,013,435</b>	<b>5,013,435</b>	<b>5,012,319</b>
<b>Machine expenses capitalized for construction</b>	<b>(2,738,179)</b>	<b>(2,670,330)</b>	<b>(2,253,604)</b>	<b>(2,253,604)</b>
<b>Other expenses</b>				
Contingency	20,000	20,000	20,000	20,000
Tax Discounts & Write-offs	282,997	268,878	269,238	269,238
ARO Accretion	20,834	21,654	22,509	22,509
Other	7,492	7,492	7,492	7,492
	<b>331,323</b>	<b>318,024</b>	<b>319,239</b>	<b>296,730</b>
<b>TOTAL BUDGETED OPERATING EXPENSES</b>	<b>\$ 23,921,232</b>	<b>\$ 23,078,286</b>	<b>\$ 23,116,184</b>	<b>\$ 22,971,049</b>
<b>RESERVE AND CAPITAL TRANSFERS:</b>				
Transfer of Amortization	5,013,435	5,013,435	5,013,435	5,013,435
Transfer of ARO Accretion	20,834	21,654	22,509	22,509
Transfer from Reserves	2,724,591	2,765,777	1,984,589	912,914
Transfer to Reserves	(3,637,301)	(5,793,137)	(5,462,243)	(5,285,704)
Transfer to Capital Functions	(2,783,179)	(2,670,330)	(2,253,604)	(2,253,604)
Transfer to Other Functions & Inventory	119,850	(300,150)	(300,150)	449,850
<b>TOTAL RESERVE AND CAPITAL TRANSFERS</b>	<b>1,458,230</b>	<b>(962,751)</b>	<b>(995,464)</b>	<b>(1,140,600)</b>
<b>TOTAL NET EFFECT ON ACCUMULATED SURPLUS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



Overall, the County’s operating forecasts remains relatively consistent from year-to-year through its operations and services that are provided by the County to its ratepayers. The multi-year projections are determined through the budget process and use of the forecasting methodologies. The forecasting methodologies are outlined within the “Budgeting Guidelines” within this report.



[See the Revenue Forecasting Methodologies](#)



[See the Expense Forecasting Methodologies](#)

*There is also additional details on forecasting and future projections provided within each of the operating revenues and expenses sections (Operating Budget by Type).*

The following is a summary of the significant changes projected for 2026-2028:

- **Net Municipal Taxes** - There is projected increases from 2025 to 2026, this include the projected increases in tax revenues from additional large linear projects coming on-line and increasing the assessment base for the County (including the Buffalo Plain Wind Project starting mid-2025 and fully taxable in 2026). In subsequent years, market assessment growth should be able to effectively maintain the assessment levels and/or be offset by potential rate reductions (if available). This is a continuation of the County’s Strategic Planning and long-term tax and assessment analysis.
- **Government Transfers - Operating** - There is a projected decrease after 2025 as there are some one-time project grants (i.e., Regional Transportation Master Plan) that should be completed in 2025 and not projected in 2026 and future years.
- **Salaries, wages and benefits** - There is a projected increase from year-to-year; whereas, this is budgeted using the County’s budgeting software, which includes staff projected increases with salary/wage grid movements, Cost of Living Adjustment (COLA), and the applicable staffing levels as certain positions are currently temporary (i.e., temporary admin support in protective services and the temporary development officer).
- **Contracted and General Services** - There is a projected decrease from 2025 as there multiple one-time projects in 2025 (i.e., Regional Transportation Master Plan, Ullly Dam Pipe Liner, & geotechnical drilling for the McGregor Marina project). There is also some additional one-time road repair projects in 2025 (i.e., Airport/Nanton road and crack sealing on oiled/paved roads). These should remain stable once these one-time costs are removed.
- **Materials, Goods & Utilities** - There is a projected decrease from 2025 as there are one-time material/equipment purchases in 2054 (i.e., grader tires, equipment/tools and supplies for fire departments - reserve funded for replacements). There was also some larger IT hardware replacements that will be completed in 2025. These should remain stable once these one-time costs are removed.
- **Transfers to Local Boards/Agencies** - The County’s contribution to the McGregor Regional Water project for the water treatment plant and waterlines will fluctuate significantly over the next couple years based on the projected timing of cashflows for the project. The estimated project contributions are \$503,342 for 2025, \$1,014,094 in 2026, & \$345,198 in 2027 and are all reserve funded contributions.



# SEGMENT REPORTING

## Segment Reporting - Overview



Introductory

Operating Budget

Capital & Reserves

Appendix & Glossary

Vulcan County provides numerous services to its citizens, including services within each of the major reporting segments: General Government, Protective Services, Transportation Services, Agricultural Services, Planning and Development Services, Community Services, and Utility Services

For management reporting and tracking purposes, these services are separated into segments/departments. Certain departments have been separately disclosed in the segmented information, along with the services they provide.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. The following are each of the segment's budgeted operating revenues and expenses:

	General Government	Protective Services	Transportation Services	Agricultural Services	Planning and Development Services	Community Services	Utility Services	FINAL Budget 2025 Total
<b>REVENUE</b>								
Net municipal taxes	\$ 17,285,905	494,256	-	-	-	505,010	948,901	\$ 19,234,072
Government transfers (operating)	29,150	287,330	402,431	166,247	-	242,950	-	1,128,108
Return on investments	676,824	-	-	-	-	-	-	676,824
Sale of goods, services and user charges	51,776	130,300	281,635	220,095	141,500	-	4,100	829,406
Rental income	4,800	307,880	-	9,000	-	-	-	321,680
Community aggregate levy	-	-	142,912	-	-	-	-	142,912
Penalties and costs of taxes	130,000	-	-	-	-	-	-	130,000
Other revenues	-	-	-	-	-	-	-	-
	<b>18,178,455</b>	<b>1,219,766</b>	<b>826,978</b>	<b>395,342</b>	<b>141,500</b>	<b>747,960</b>	<b>953,001</b>	<b>22,463,002</b>
<b>EXPENSES</b>								
Salaries, wages and benefits	\$ 1,819,609	1,436,917	6,109,592	477,886	580,050	23,609	28,402	\$ 10,476,065
Contracted and general services	802,501	776,164	1,687,520	122,462	248,399	215,409	248,352	4,100,806
Materials, goods and utilities	421,391	484,510	2,990,175	230,201	2,347	6,350	13,901	4,148,875
Transfers to local boards and agencies	73,896	110,000	9,120	25,088	-	807,991	1,524,196	2,550,291
Interest and bank charges	14,990	-	-	-	-	23,626	-	38,616
Amortization of tangible capital assets	128,017	710,854	3,981,012	130,495	-	-	61,941	5,012,319
Amortization of ARO tangible capital assets	395	26	590	99	-	-	6	1,116
Accretion ARO expenses	16,149	66	3,882	720	-	-	17	20,834
Machine expenses capitalized for construction	-	-	(2,738,179)	-	-	-	-	(2,738,179)
Other expenses	297,315	5,515	-	-	-	-	7,659	310,489
	<b>3,574,262</b>	<b>3,524,052</b>	<b>12,043,712</b>	<b>986,950</b>	<b>830,796</b>	<b>1,076,985</b>	<b>1,884,474</b>	<b>23,921,232</b>
<b>OPERATING SURPLUS - BEFORE OTHER</b>	<b>\$ 14,604,193</b>	<b>(2,304,286)</b>	<b>(11,216,734)</b>	<b>(591,608)</b>	<b>(689,296)</b>	<b>(329,025)</b>	<b>(931,473)</b>	<b>\$ (1,458,230)</b>

The above segment reporting is outlined in Schedule 6 (Schedule of Segmented Disclosure) of the Approved Operating and Capital Budget. This report provides a combination of reporting by type and by department and should assist the reader of the budget by showing which types of transactions occur within each department. [The County maintains a single "Operating Fund"/Operating Budget which the funds are mostly raised in General Government and resulting surplus funds the remaining departments.](#)

As the budget is in a format that is similar to the financial statements, the expenses are displayed by departments in the Statement of Operations and they are also displayed by type/object in the Schedule of Expenses by Object (Schedule 5). Segment reporting is the combination of these two methods of displaying the expenses.



[See Appendix 1 for the 2025 Approved Operating and Capital Budget](#)



The following is a reconciliation between the departments in the Statement of Operations and the major segment reporting:



**BUDGETED STATEMENT OF OPERATIONS  
YEAR ENDED DECEMBER 31, 2025**

**EXPENSES**

Legislative	601,599
Administration	2,682,840
Protection services	3,524,052
Transportation services	12,043,712
Environmental use and protection	1,884,474
Family and community support	216,631
Community planning and development	830,796
Agricultural services	986,950
Tourism and economic development	71,788
Parks and recreation	788,566
Other	289,823
<b>TOTAL EXPENSES</b>	<b>23,921,232</b>

**General Government includes:**

- Legislative
- Administration
- Other

**Community Services includes:**

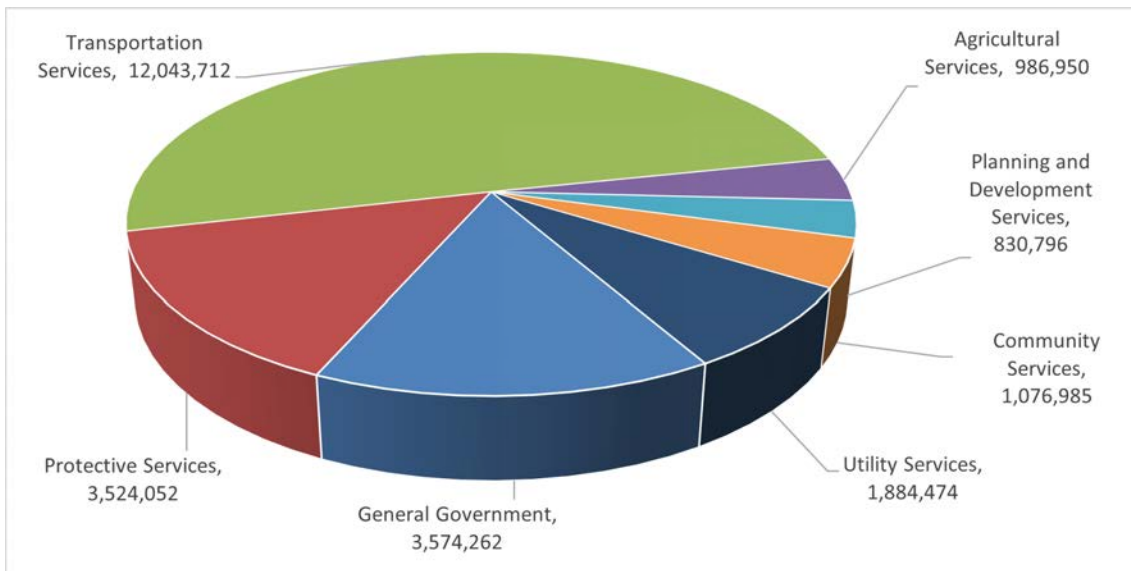
- Family and community services
- Parks and recreation
- Tourism and economic development

General Government		3,574,262	14.9%
Legislative	601,599		
Administration	2,682,840		
Other General	289,823		
Protective Services		3,524,052	14.7%
Transportation Services		12,043,712	50.3%
Agricultural Services		986,950	4.1%
Planning and Development Services		830,796	3.5%
Community Services		1,076,985	4.5%
Family and Community Services	216,631		
Parks and Recreation	788,566		
Tourism and Economic Development	71,788		
Utility Services		1,884,474	7.9%
		<b>23,921,232</b>	



*These totals for the major segments agree to the total expenses in the segment reporting, including details of types of expenses (i.e. salaries/wages, contracted services, materials, etc.).*

The following is the breakdown of expenses by each of the major segments:



As shown in the chart, Transportation Services represents the majority of all of the County's Expenditures (approx. 50.3%). As a County, the majority of the municipal activities typically relate to road and bridge infrastructure.



The following is a reconciliation between the segment/department reporting and the reporting by the types of expenses:

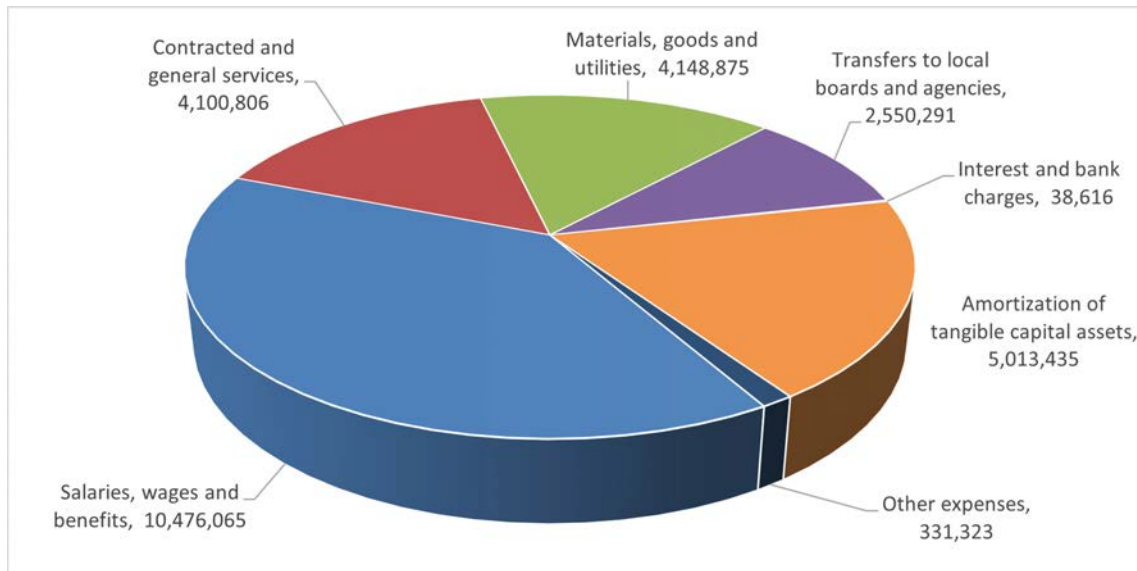
**Expenses - by segment/department**

General Government		3,574,262	14.9%
Legislative	601,599		
Administration	2,682,840		
Other General	289,823		
Protective Services		3,524,052	14.7%
Transportation Services		12,043,712	50.3%
Agricultural Services		986,950	4.1%
Planning and Development Services		830,796	3.5%
Community Services		1,076,985	4.5%
Family and Community Services	216,631		
Parks and Recreation	788,566		
Tourism and Economic Development	71,788		
Utility Services		1,884,474	7.9%
		<b>23,921,232</b>	

*These totals for the major segments agree to the total expenses outlined in Schedule 5 (Schedule of Expenses by Object)*

**Expenses - by type/object**

Salaries, wages and benefits	10,476,065	39.3%
Contracted and general services	4,100,806	15.4%
Materials, goods and utilities	4,148,875	15.6%
Transfers to local boards and agencies	2,550,291	9.6%
Interest and bank charges	38,616	0.1%
Amortization of tangible capital assets	5,013,435	18.8%
Other expenses	331,323	1.2%
	26,659,411	
Machine expenses capitalized for construction	(2,738,179)	
	<b>23,921,232</b>	



## FTE STAFFING

The following is a summary of the budgeted staffing within each of the major segments, including the full-time equivalents (FTE) staffing in each of the staffing categories:



**Budget 2025**

**Full-Time Equivalents (FTE)**

	General Government	Protective Services	Transportation Services	Agricultural Services	Planning and Development Services	Total FTE
Management	2.00	1.00	1.00	1.00	-	5.00
Operations (Public Works)	-	-	46.54	-	-	46.54
Corporate Services	8.00	-	-	-	-	8.00
Protective Services	-	5.64	-	-	-	5.64
Agricultural Services	-	-	-	2.59	-	2.59
Development Services	-	-	-	-	3.67	3.67
Legislative Services	2.00	-	-	-	-	2.00
<b>Total</b>	<b>12.00</b>	<b>6.64</b>	<b>47.54</b>	<b>3.59</b>	<b>3.67</b>	<b>73.44</b>

*\* FTE is based on full-time annual positions (i.e., Seasonal staff are a partial FTE). Overtime hours are in excess of regular FTE (i.e., full-time staff with OT can create greater than 1 FTE).*

See the following sections for each major segment for an analysis of staffing within each of the major segments. Note that both Community and Utility Services segments have no specific staffing allocated in terms of staffing full-time equivalents (FTE), even if some costing is allocated within these segment/departments. Any related oversight of these segments would be included within general government.



For additional reference purposes, the following is the prior year segment reporting is outlined in Schedule 6 (Schedule of Segmented Disclosure) for Budget 2024. These comparison figures are included within each of the following sections for each major segment.

	General Government	Protective Services	Transportation Services	Agricultural Services	Planning and Development Services	Community Services	Utility Services	FINAL Budget 2024 Total
<b>REVENUE</b>								
Net municipal taxes	\$ 14,745,348	1,005,499	-	-	-	487,925	929,584	\$ 17,168,356
Government transfers (operating)	30,940	332,001	249,405	166,247	-	236,950	-	1,015,543
Return on investments	726,824	-	-	-	-	-	-	726,824
Sale of goods, services and user charges	36,200	118,836	492,235	220,095	90,540	-	2,596	960,502
Rental income	4,800	306,880	-	9,000	-	-	-	320,680
Community aggregate levy	-	-	142,912	-	-	-	-	142,912
Penalties and costs of taxes	130,000	-	-	-	-	-	-	130,000
Other revenues	-	-	-	-	-	-	-	-
	15,674,112	1,763,216	884,552	395,342	90,540	724,875	932,180	20,464,818
<b>EXPENSES</b>								
Salaries, wages and benefits	\$ 1,701,975	1,259,252	5,332,187	426,402	544,659	21,636	26,141	\$ 9,312,253
Contracted and general services	763,544	738,488	1,195,018	119,588	278,988	187,970	86,822	3,370,418
Materials, goods and utilities	360,304	494,634	2,199,779	215,877	2,300	6,030	12,658	3,291,582
Transfers to local boards and agencies	73,896	167,745	8,675	24,461	-	744,788	1,005,809	2,025,374
Interest and bank charges	14,990	-	-	-	-	27,078	-	42,068
Amortization of tangible capital assets	122,638	663,124	3,940,956	118,268	-	-	31,670	4,876,656
Amortization of ARO tangible capital assets	394	26	590	99	-	-	6	1,115
Accretion ARO expenses	15,573	63	3,699	694	-	-	17	20,046
Machine expenses capitalized for construction	-	-	(2,134,920)	-	-	-	-	(2,134,920)
Other expenses	230,821	5,515	-	-	-	1,255	6,384	243,975
	3,284,135	3,328,847	10,545,984	905,389	825,947	988,757	1,169,508	21,048,567
<b>OPERATING SURPLUS - BEFORE OTHER</b>	<b>\$ 12,389,977</b>	<b>(1,565,631)</b>	<b>(9,661,432)</b>	<b>(510,047)</b>	<b>(735,407)</b>	<b>(263,882)</b>	<b>(237,327)</b>	<b>\$ (583,750)</b>

# Segment Reporting - General Government



General Government includes legislative and administrative matters, including Council expenditures and administration costs required to operate Vulcan County. Activities within General Government include: general municipal expenditures, Council expenditures, financial statement preparation and reporting, accounts receivable and payable, payroll, information technology (IT), geographical information systems (GIS), and property assessment and taxation. This assists with the Strategic Plan’s goals of providing “Responsible and Transparent Leadership and Governance”, “Attracting, Engaging, and Retain New and Existing Employees”, and supporting with most other priorities/goals.

The following is budget summary of the General Government segment:

General Government Segment Reporting	Budget 2025	Budget 2024	Change
<b>REVENUE</b>			
Net municipal taxes	\$ 17,285,905	\$ 14,745,348	2,540,557
Government transfers (operating)	29,150	30,940	(1,790)
Return on investments	676,824	726,824	(50,000)
Sale of goods, services and user charges	51,776	36,200	15,576
Rental income	4,800	4,800	-
Community aggregate levy	-	-	-
Penalties and costs of taxes	130,000	130,000	-
Other revenues	-	-	-
	<b>\$ 18,178,455</b>	<b>\$ 15,674,112</b>	<b>2,504,343</b>
<b>EXPENSES</b>			
Salaries, wages and benefits	\$ 1,819,609	\$ 1,701,975	117,633
Contracted and general services	802,501	763,544	38,957
Materials, goods and utilities	421,391	360,304	61,087
Transfers to local boards and agencies	73,896	73,896	-
Interest and bank charges	14,990	14,990	-
Amortization of tangible capital assets	128,017	122,638	5,379
Amortization of ARO tangible capital assets	395	394	1
Accretion ARO expenses	16,149	15,573	576
Machine expenses capitalized for construction	-	-	-
Other expenses	297,315	230,821	66,494
	<b>\$ 3,574,262</b>	<b>\$ 3,284,135</b>	<b>290,127</b>
<b>OPERATING SURPLUS - BEFORE OTHER</b>	<b>\$ 14,604,193</b>	<b>\$ 12,389,977</b>	<b>2,214,216</b>



## SEGMENT BUDGET OVERVIEW:

### SEGMENT FUNDING

The General Government segment provides the majority of all revenues for the County by way of general municipal taxation. Other revenues that are only applicable to this segment are the return on investments and the tax penalties.

Government transfers includes contributions for shared IT services and LGFF operating funding. The sales of goods, services and user charges relate to issuance of tax certificates and cost recoveries.

### SEGMENT EXPENSES

The expenditures are the costs required to provide the services included in this segment. These are the costs for the following:

- General Municipal (10-00)
- Legislative Services (11-xx)
- Administration Services (12-02)
- Elections, Census & Referendums (19-01)
- Other Government Requisitions (81-01)

The transfers to local boards and agencies include Rainbow Literacy, STARS/HALO Air Ambulance, and other various organizations. Interest and bank charges mostly relate to credit card fees. Other expenses relate to tax write-offs and the contingency funds.



## FTE STAFFING

The following is a summary of the budgeted full-time equivalent (FTE):



No FTE changes

General Government Full-Time Equivalents (FTE)	2025 Budget	2024 Budget	2024 Actual	Change in Budget
Management	2.00	2.00	1.67	-
Corporate Services	8.00	8.00	8.17	-
Legislative Services	2.00	2.00	2.00	-
<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>11.83</b>	<b>-</b>

Management includes the Chief Administrative Officer (CAO) and the Director of Corporate Services. Staffing includes positions within Corporate Services and Legislative Services (see the organization charts for more information). There is currently no proposed changes in these departments.

The following is a summary of all departments, including revenues and expenses, that are included within the General Government segment:

**General Government - Segment  
Budget 2025**

	General Municipal 10-00	Legislative General 11-00	Legislative Division 1 11-01	Legislative Division 2 11-02	Legislative Division 3 11-03	Legislative Division 4 11-04	Legislative Division 5 11-05	Legislative Division 6 11-06
<b>REVENUE</b>								
Net municipal taxes	\$ 17,310,689	-	-	-	-	-	-	-
Government transfers (operating)	-	-	-	-	-	-	-	-
Return on investments	676,824	-	-	-	-	-	-	-
Sale of goods, services and user charges	-	-	-	-	-	-	-	-
Rental income	4,800	-	-	-	-	-	-	-
Community aggregate levy	-	-	-	-	-	-	-	-
Penalties and costs of taxes	130,000	-	-	-	-	-	-	-
Other revenues	-	-	-	-	-	-	-	-
	18,122,313	-	-	-	-	-	-	-
<b>EXPENSES</b>								
Salaries, wages and benefits	\$ -	174,043	41,877	33,756	40,828	51,263	46,760	42,841
Contracted and general services	17,760	44,823	6,661	3,941	3,745	16,520	14,416	7,960
Materials, goods and utilities	30,155	25,800	-	-	-	-	-	-
Transfers to local boards and agencies	73,896	-	-	-	-	-	-	-
Interest and bank charges	-	-	-	-	-	-	-	-
Amortization of tangible capital assets	-	-	-	-	-	-	-	-
Amortization of ARO tangible capital assets	-	-	-	-	-	-	-	-
Accretion ARO expenses	-	-	-	-	-	-	-	-
Machine expenses capitalized for construction	-	-	-	-	-	-	-	-
Other expenses	289,139	-	-	-	-	-	-	-
	410,950	244,666	48,538	37,697	44,573	67,783	61,176	50,801
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$ 17,711,363</b>	<b>(244,666)</b>	<b>(48,538)</b>	<b>(37,697)</b>	<b>(44,573)</b>	<b>(67,783)</b>	<b>(61,176)</b>	<b>(50,801)</b>

**General Government - Segment  
Budget 2025**

	Legislative Division 7 11-07	General Administration 12-02	Elections, Census and Referendums 19-01	Other Government Requisitions 81-01	General Government Total
<b>REVENUE</b>					
Net municipal taxes	\$ -	-	-	(24,784)	17,285,905
Government transfers (operating)	-	29,150	-	-	29,150
Return on investments	-	-	-	-	676,824
Sale of goods, services and user charges	-	36,200	15,576	-	51,776
Rental income	-	-	-	-	4,800
Community aggregate levy	-	-	-	-	-
Penalties and costs of taxes	-	-	-	-	130,000
Other revenues	-	-	-	-	-
	-	65,350	15,576	(24,784)	18,178,455
<b>EXPENSES</b>					
Salaries, wages and benefits	\$ 37,599	1,338,928	11,713	-	1,819,609
Contracted and general services	8,766	668,859	9,050	-	802,501
Materials, goods and utilities	-	362,427	3,009	-	421,391
Transfers to local boards and agencies	-	-	-	-	73,896
Interest and bank charges	-	14,990	-	-	14,990
Amortization of tangible capital assets	-	128,017	-	-	128,017
Amortization of ARO tangible capital assets	-	395	-	-	395
Accretion ARO expenses	-	16,149	-	-	16,149
Machine expenses capitalized for construction	-	-	-	-	-
Other expenses	-	-	-	8,176	297,315
	46,365	2,529,765	23,772	8,176	3,574,262
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$ (46,365)</b>	<b>(2,464,415)</b>	<b>(8,196)</b>	<b>(32,960)</b>	<b>14,604,193</b>

The following is a summary of the operating segment for the department level revenues and expenses within the segment (with projections for the following three years):



Introductory

Operating Budget

Capital & Reserves

Appendix & Glossary

Vulcan County Budget Segments	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
<b>SEGMENT - GENERAL GOVERNMENT</b>						
<b>REVENUES:</b>						
10-00 General Municipal Function	\$ 15,633,714	\$ 17,475,362	\$ 18,122,313	\$ 19,953,563	\$ 19,953,563	\$ 19,953,563
11-00 Legislative Services - General	-	-	-	-	-	-
12-02 General Administration	67,140	55,327	65,350	65,350	65,350	65,350
19-01 Elections, Census and Referendums	-	-	15,576	-	-	-
81-01 Other Government Requisitions	- 32,960	- 36,379	- 32,960	- 26,368	- 23,072	- 23,072
	<b>15,667,894</b>	<b>17,494,309</b>	<b>18,170,279</b>	<b>19,992,545</b>	<b>19,995,841</b>	<b>19,995,841</b>
<b>EXPENSES:</b>						
10-00 General Municipal Function	\$ 336,181	\$ 734,045	\$ 410,950	\$ 386,555	\$ 386,555	\$ 388,989
11-00 Legislative Services - General	236,342	207,600	244,666	240,753	233,659	235,849
11-01 Legislative Services - Division 1	46,255	41,665	48,538	48,838	49,582	49,715
11-02 Legislative Services - Division 2 (Deputy Reeve)	32,929	34,066	37,697	37,351	37,936	38,007
11-03 Legislative Services - Division 3 (Reeve)	48,881	49,277	44,573	44,456	45,179	45,246
11-04 Legislative Services - Division 4	66,250	57,711	67,783	67,470	68,423	68,701
11-05 Legislative Services - Division 5	61,888	56,712	61,176	61,287	62,135	62,390
11-06 Legislative Services - Division 6	45,798	45,150	50,801	50,730	51,494	51,645
11-07 Legislative Services - Division 7	45,620	45,934	46,365	46,034	46,690	46,855
12-02 General Administration	2,357,773	2,445,396	2,529,765	2,538,395	2,545,712	2,582,893
19-01 Elections, Census and Referendums	-	-	23,772	-	-	-
	<b>3,277,917</b>	<b>3,717,555</b>	<b>3,566,086</b>	<b>3,521,869</b>	<b>3,527,365</b>	<b>3,570,290</b>
<b>OPERATING SURPLUS - BEFORE OTHER (EXCLUDING CAPITAL AND TRANSFERS)</b>	<b>\$ 12,389,977</b>	<b>\$ 13,776,754</b>	<b>\$ 14,604,193</b>	<b>\$ 16,470,676</b>	<b>\$ 16,468,476</b>	<b>\$ 16,425,551</b>

## BUDGET HIGHLIGHTS

The following are some of the 2025 budget highlights for General Government:

- Increases in assessment values (including the projected completion of the 494-megawatt (MW) Buffalo Plains Wind Farm which is expected to be completed in early 2025 and be fully commissioned by mid-to-late 2025); whereas, the County was able to effectively maintain the residential general municipal tax rates, which is in-line with the County's strategic planning on tax rates & assessment. A new Small Business Property assessment subclass was established (with reduced non-residential tax rates) to support and attract additional small businesses within the County.
- Decrease in Return on Investments as a result of decreased prime interest rates (conservative budget).
- Increase in Salary, Wages & Benefits relate to increased wage grids and benefit costs (no FTE changes).
- Contracted Services 3 had increases in legal costs considered non-recoverable on collection of Tax Arrears (couple of oil & gas companies currently going through insolvency) and increases in insurance costs.
- Increases in Materials, Goods & Utilities had increases with increases in software licensing, new software for staff, and increases for Microsoft Server Operating System upgrades. There was also additional one-time Council technology replacements with the upcoming elections in late 2025.
- Other expenses increased in Budget 2025 as these included Tax Discounts & Write-offs with the residual taxable linear & designated industrial property assessment (provided by the Provincial Assessor) on previously insolvent oil & gas companies written off in prior years; whereas, this is to pro-actively write-off the applicable tax revenues included within the budget on this residual assessment.
- Budget 2025 includes costs specific to the election in late 2025 (department 19-01).

## DEPARTMENTAL OBJECTIVES, GOALS, AND PERFORMANCE MEASURES:



### **10-00 - General Municipal Function**

General Municipal Function is used to record revenues and expenditures that have a global Corporate impact and cannot be assigned to a particular function. Examples are Municipal Taxes on the Revenue side and a General Contingency Fund on the Expense side. The excess of revenue over expenditure in this Department is counter-balanced by deficits in other departments for which individual tax rates are not levied to derive revenues. Each year, the budget is established in December using the previous year's assessment values, with a tentative tax rate set. Once the current year assessment values are received at the end of February, those numbers are updated and the Budget is given final approval in April, in time to approve the Tax Rate Bylaws and generate and mail out the annual Assessment and Tax Notices. A priority of this department is to keep the general tax rates competitive with other municipalities.

### **11-XX - Legislative Services**

Legislative Services encompasses all activities related to County Council. These include memberships in political associations and related travel and associated costs to attend conferences. A portion of administrative support staff costs are also allocated to this function. The County currently has 7 electoral divisions with each division having its own department to track its costs separately. A goal of this department is to provide efficient and effective governance to the County operations.

### **12-02 - Administrative Services**

Overall management and administration services required primarily to administer the municipality as a whole and operate the Municipal Office. Activities include central office operations, customer service, A/R and A/P, assessment & taxation, payment and collection for all services provided by the County, Payroll and HR, IT services, GIS services, and the sale of information, pins, maps etc. In contributing to the achievement of this objective, the CAO's Office and the Corporate Services Department focus on Policy Development and Review, Bylaw Administration, enhanced customer service, improved communications both internally with Staff and Council, and externally with the public at large. A priority of this department is to provide efficient and effective governance, including providing timely communication to the ratepayers.

### **19-01 - Elections, Census & Referendums**

Municipal Elections are held every 4 years and, at the discretion of Council, a by-election or referendum/plebiscite may be required, or a census other than the Federal Census. Costs and activities for these requirements are recorded in this functional area. 2021 is was the prior election year; therefore no related costs until the next projected election (2025).

### **81-01 - Other Government Requisitions**

This function serves to represent the portion of the overall Tax Levy which is required to be collected by Vulcan County on behalf of other authorities and redistributed back to those authorities. Education and Seniors' Foundation requisitions are in this area. The values represented in the Interim Budget represent the same numbers as the prior year in terms of dollars, tax rates and assessment values. These values and dollar amounts are then updated once hard assessment numbers are finalized in March/April and the Actual Requisition numbers are received.

### **Additional Objectives, Goals, and Performance Measures:**

As part of the County's Strategic Planning, Administration within this departments supported Council with reviewing many different tax/assessment scenarios and analysis, including comparing tax rates and assessment to neighboring and other comparable municipalities during the budget process. This is done in an effort to ensure Vulcan County's rates are competitive while still addressing the unique needs of the County. This included further detailed analysis and review on the "Tax Base Balance Ratio" performance measure.

# Segment Reporting - Protective Services



Protective Services is comprised of emergency management, health and safety, bylaw enforcement and fire services. This department prepares and coordinates the Municipal Emergency Plan and related plans and programs. The Protective Services department administers the fire districts within Vulcan County, ensuring compliance as per the Quality Management Plan. Other services with respect to fire include public education and fire prevention. Bylaw enforcement is provided by Vulcan County's Community Peace Officers (CPO). This assists with the Strategic Plan's goals of providing "Safe Communities".

The following is budget summary of the Protective Services segment:

Protective Services Segment Reporting	Budget 2025	Budget 2024	Change
<b>REVENUE</b>			
Net municipal taxes	\$ 494,256	\$ 1,005,499	(511,243)
Government transfers (operating)	287,330	332,001	(44,671)
Return on investments	-	-	-
Sale of goods, services and user charges	130,300	118,836	11,464
Rental income	307,880	306,880	1,000
Community aggregate levy	-	-	-
Penalties and costs of taxes	-	-	-
Other revenues	-	-	-
	<b>\$ 1,219,766</b>	<b>\$ 1,763,216</b>	<b>(543,450)</b>
<b>EXPENSES</b>			
Salaries, wages and benefits	\$ 1,436,917	\$ 1,259,252	177,665
Contracted and general services	776,164	738,488	37,675
Materials, goods and utilities	484,510	494,634	(10,124)
Transfers to local boards and agencies	110,000	167,745	(57,745)
Interest and bank charges	-	-	-
Amortization of tangible capital assets	710,854	663,124	47,730
Amortization of ARO tangible capital assets	26	26	-
Accretion ARO expenses	66	63	3
Machine expenses capitalized for construction	-	-	-
Other expenses	5,515	5,515	-
	<b>\$ 3,524,052</b>	<b>\$ 3,328,847</b>	<b>195,205</b>
<b>OPERATING SURPLUS - BEFORE OTHER</b>	<b>(2,304,286)</b>	<b>(1,565,631)</b>	<b>(738,655)</b>



## SEGMENT BUDGET OVERVIEW:

### SEGMENT FUNDING

The Protective Services segment revenues include the special tax levies relating to the Fire Protection Areas. Government transfers include LGFF operating funding for the CPO positions and grants for training and developing regional emergency management and safety plans.

Sales of goods/services and user charges include the recoveries of charges from highway accidents and recovery of utility charges on rentals. Rental income includes the rentals of the Tri-Services building to the RCMP and AHS.

### SEGMENT EXPENSES

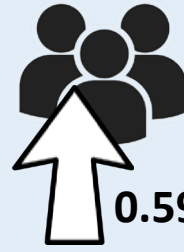
The expenditures are the costs required to provide the services included in this segment. These are the costs for the following:

- Police Protection (21-01)
- Fire Protection (23-xx)
- Emergency Management (24-01)
- Ambulance services (25-01)
- Regulatory Services (26-01)
- Health & Safety (27-01)

The transfers to local boards and agencies include contributions to Fire Associations (that have not been regionalized).

## FTE STAFFING

The following is a summary of the budgeted full-time equivalent (FTE):



**0.59 FTE**

Protective Services Full-Time Equivalents (FTE)	Budgeted			Change in Budget
	2025 Budget	2024 Budget	2024 Actual	
Management	1.00	1.00	1.00	-
Protective Services	5.64	5.05	5.05	0.59
	<b>6.64</b>	<b>6.05</b>	<b>6.05</b>	<b>0.59</b>

Management includes the Director of Protective Services. Staffing includes positions within Protective Services, including Community Peace Officer, Fire Prevention Officer, and administrative support (see the organization charts for more information). The increase of 0.59 FTE relates to the for temporary administrative support in protective services position to support with a software implementation and cross-over training from a prior staff leave.

The following is a summary of all departments, including revenues and expenses, that are included within the Protective Services segment:

**Protective Services - Segment  
Budget 2025**

	Police Protection 21-01	Fire Protection General 23-01	Fire Prevention General 23-02	Fire Protection Northwest 23-16	Fire Protection Milo 23-17	Fire Protection Lomond 23-19	Fire Protection Champion 23-20	Fire Protection Carmangay 23-21
<b>REVENUE</b>								
Net municipal taxes	\$ -	-	-	136,573	113,525	56,932	63,283	76,325
Government transfers (operating)	-	24,000	-	-	11,545	3,089	20,554	16,670
Return on investments	-	-	-	-	-	-	-	-
Sale of goods, services and user charges	-	7,000	-	-	10,000	10,000	20,000	10,000
Rental income	210,000	10,000	-	-	-	-	-	-
Community aggregate levy	-	-	-	-	-	-	-	-
Penalties and costs of taxes	-	-	-	-	-	-	-	-
Other revenues	-	-	-	-	-	-	-	-
	<b>210,000</b>	<b>41,000</b>	<b>-</b>	<b>136,573</b>	<b>135,070</b>	<b>70,021</b>	<b>103,837</b>	<b>102,995</b>
<b>EXPENSES</b>								
Salaries, wages and benefits	\$ 18,686	910,845	80,516	1,166	857	1,130	2,050	1,145
Contracted and general services	41,767	327,742	20,109	13,957	62,739	39,100	35,139	32,717
Materials, goods and utilities	27,100	89,850	22,206	-	51,392	34,538	49,523	39,435
Transfers to local boards and agencies	-	-	-	110,000	-	-	-	-
Interest and bank charges	-	-	-	-	-	-	-	-
Amortization of tangible capital assets	76,030	259,704	-	5,654	78,572	53,409	95,420	48,310
Amortization of ARO tangible capital assets	-	26	-	-	-	-	-	-
Accretion ARO expenses	-	66	-	-	-	-	-	-
Machine expenses capitalized for construction	-	-	-	-	-	-	-	-
Other expenses	-	5,515	-	-	-	-	-	-
	<b>163,583</b>	<b>1,593,747</b>	<b>122,831</b>	<b>130,777</b>	<b>193,560</b>	<b>128,177</b>	<b>182,132</b>	<b>121,607</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$ 46,417</b>	<b>(1,552,747)</b>	<b>(122,831)</b>	<b>5,796</b>	<b>(58,490)</b>	<b>(58,156)</b>	<b>(78,295)</b>	<b>(18,612)</b>

**Protective Services - Segment  
Budget 2025**

	Fire Protection Vulcan Rural 23-27	Emergency Management 24-01	Ambulance Services 25-01	Regulatory Services 26-01	Health & Safety 27-01	Protective Services Total
<b>REVENUE</b>						
Net municipal taxes	\$ 47,618	-	-	-	-	494,256
Government transfers (operating)	54,650	3,706	-	153,116	-	287,330
Return on investments	-	-	-	-	-	-
Sale of goods, services and user charges	40,000	-	8,700	24,600	-	130,300
Rental income	-	-	87,880	-	-	307,880
Community aggregate levy	-	-	-	-	-	-
Penalties and costs of taxes	-	-	-	-	-	-
Other revenues	-	-	-	-	-	-
	<b>142,268</b>	<b>3,706</b>	<b>96,580</b>	<b>177,716</b>	<b>-</b>	<b>1,219,766</b>
<b>EXPENSES</b>						
Salaries, wages and benefits	\$ 2,200	87,662	-	276,820	53,840	1,436,917
Contracted and general services	67,440	17,801	4,435	60,632	52,586	776,164
Materials, goods and utilities	70,961	10,742	12,760	42,403	33,600	484,510
Transfers to local boards and agencies	-	-	-	-	-	110,000
Interest and bank charges	-	-	-	-	-	-
Amortization of tangible capital assets	65,432	3,930	9,394	14,999	-	710,854
Amortization of ARO tangible capital assets	-	-	-	-	-	26
Accretion ARO expenses	-	-	-	-	-	66
Machine expenses capitalized for construction	-	-	-	-	-	-
Other expenses	-	-	-	-	-	5,515
	<b>206,033</b>	<b>120,135</b>	<b>26,589</b>	<b>394,854</b>	<b>140,026</b>	<b>3,524,052</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$ (63,765)</b>	<b>(116,429)</b>	<b>69,991</b>	<b>(217,138)</b>	<b>(140,026)</b>	<b>(2,304,286)</b>

The following is a summary of the operating segment for the department level revenues and expenses within the segment (with projections for the following three years):



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Vulcan County Budget Segments	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
<b>SEGMENT - PROTECTIVE SERVICES</b>						
<b>REVENUES:</b>						
21-01 Police Protection	\$ 210,000	\$ 206,400	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000
23-01 Fire Protection Services - General	440,367	576,023	204,500	180,500	180,500	180,500
23-02 Fire Prevention Services - General	-	-	-	-	-	-
23-16 Fire Protection Services - Northwest	132,782	176,114	136,573	153,143	158,128	158,128
23-17 Fire Protection Services - Milo	143,768	187,340	135,070	118,722	121,350	121,350
23-27 Fire Protection Services - Vulcan	179,135	281,922	142,268	150,251	156,952	156,952
23-19 Fire Protection Services - Lomond	87,407	125,324	70,021	77,369	87,579	87,579
23-20 Fire Protection Services - Champion	143,821	210,510	103,837	111,140	115,063	115,063
23-21 Fire Protection Services - Carmangay	144,164	183,291	102,995	103,466	107,505	107,505
24-01 Emergency Management	3,267	3,267	3,706	2,481	3,129	3,129
25-01 Ambulance Services	96,580	99,223	96,580	96,500	96,500	96,500
26-01 Regulatory Services	181,926	223,615	177,716	177,716	177,716	177,716
27-01 Health & Safety	-	-	-	-	-	-
	<b>1,763,216</b>	<b>2,273,028</b>	<b>1,383,266</b>	<b>1,381,288</b>	<b>1,414,422</b>	<b>1,414,422</b>
<b>EXPENSES:</b>						
21-01 Police Protection	\$ 196,034	\$ 155,684	\$ 163,583	\$ 162,301	\$ 163,097	\$ 163,794
23-01 Fire Protection Services - General	1,203,575	1,027,524	1,593,747	1,462,987	1,458,937	1,447,860
23-02 Fire Prevention Services - General	138,379	109,164	122,831	110,204	108,711	108,711
23-16 Fire Protection Services - Northwest	98,229	94,517	130,777	131,491	133,985	133,985
23-17 Fire Protection Services - Milo	129,552	256,719	226,260	175,882	178,147	178,267
23-27 Fire Protection Services - Vulcan	327,621	329,017	238,733	238,528	239,626	240,597
23-19 Fire Protection Services - Lomond	156,470	122,412	160,877	157,718	161,683	161,781
23-20 Fire Protection Services - Champion	223,359	211,815	214,832	212,559	212,775	213,342
23-21 Fire Protection Services - Carmangay	187,634	180,832	154,307	146,188	147,927	148,006
24-01 Emergency Management	103,765	102,621	120,135	122,271	115,899	116,697
25-01 Ambulance Services	48,648	29,437	26,589	26,602	26,615	26,615
26-01 Regulatory Services	381,386	379,510	394,854	387,020	395,989	405,257
27-01 Health & Safety	134,195	91,633	140,026	140,839	137,799	138,722
	<b>3,328,847</b>	<b>3,090,885</b>	<b>3,687,552</b>	<b>3,474,589</b>	<b>3,481,190</b>	<b>3,483,635</b>
<b>OPERATING SURPLUS - BEFORE OTHER (EXCLUDING CAPITAL AND TRANSFERS)</b>	<b>\$ (1,565,631)</b>	<b>\$ (817,857)</b>	<b>\$ (2,304,286)</b>	<b>\$ (2,093,302)</b>	<b>\$ (2,066,768)</b>	<b>\$ (2,069,213)</b>

## BUDGET HIGHLIGHTS

The following are some of the 2025 budget highlights for Protective Services:

- All 6 fire districts saw decreases in the Fire Protection Special Tax Rates as there rate decreases throughout the districts (including impacts on some changes in budget methodology on volunteer firefighter allocations). There was also a change in tax methodology for linear properties as starting in 2025 there is no longer linear tax for fire protection services (incorporated within general non-residential tax rates).
- Decreases in government transfers for as the prior year includes some one-time fire protection service grants for Search & Rescue / Medical First Responder programs and an overall decrease in the required funding from the urban municipalities within the County for fire protection with department savings.
- Increases in Salary, Wages & Benefits were mostly the result of increased FTE to support with the software implementation/cross-training and increases relate to increased wage grids and benefit costs.
- Increases in Contracted Services for additional in boot/clothing allowances for the Milo Fire Department (regionalized in 2024) and increases in training for firefighters to catch-up on certain training activities such as the Emergency Medical Responder (EMR) training which is grant funded.
- Decreases in the Transfers to local board/agencies as the Milo Fire Department was regionalized in 2024 and is now part of the County Operations (in lieu of funding transferred to a Fire Association). Only remaining Fire Association operating is within the Northwest Fire District.

## DEPARTMENTAL OBJECTIVES, GOALS, AND PERFORMANCE MEASURES:



### **21-01 - Police Protection Services**

The Royal Canadian Mounted Police (RCMP) is Canada's national police service. The County has a working relationship with the RCMP which includes leasing a building to them so they may provide service in our area. An objective of this department is to utilize the rental revenues towards future capital replacement.

### **23-XX - Fire Protection Services**

Providing fire protection services to the County and its residents. To work with all stakeholders within the County to provide cost effective efficient emergency services. To manage and provide Fire Life Safety Inspections, Fire Prevention, and Safety training. The County currently has 6 fire protection districts with separate departments to track the costs within each (which assists in determining the special tax levies within each district). Goals of this department include the future regionalization of all of the fire departments, and providing effective and efficient fire services. Fire Prevention Services has been separated into its own budget center within this department starting in 2024 (previously included within General Fire Protection Services).

### **24-01 - Emergency Management**

Ensures that all municipalities and collaborative groups within the County work together in the prevention, preparedness and response to disasters and emergencies. This ensures the delivery of vital services during a crisis.

### **25-01 - Ambulance Services**

Vulcan County continues to have a working relationship with Ambulance Services provided by Alberta Health Services. By providing the Tri-Services building rental, Vulcan County helps reassure its residents they have these services.

### **26-01 - Regulatory Services**

Responsible for the overall interpretation and enforcement of Provincial Statutes and Municipal Bylaws within the County and other contracted municipalities. Activities include infrastructure protection, road safety, inspections, investigations, and assistance to other municipal and emergency services. Regulatory services achieves success through collaboration, cooperation and communication with other municipal, provincial and federal departments to evaluate and deliver effective law enforcement. A goal of this department is to provide timely services and bylaw enforcement within the County.

### **27-01 - Health and Safety**

Vulcan County supports initiatives that contribute to the overall Health and Safety of the staff within the organization. This area covers purchasing of protective equipment and tools, first aid supplies, safety training and software. An objective of this department is to make improvements to the health and safety program so the County can receive/maintain its Certificate of Recognition (COR) status.



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# Segment Reporting - Transportation Services



The Transportation Department is responsible for the delivery of municipal public works services relating to the maintenance and construction of roadways and bridges. This department ensures appropriate agreements are in place (i.e. access agreements, pipeline crossings, road and rural addressing signage, etc.) to minimize liability concerns. This assists with the Strategic Plan’s goals of providing “Continued Investment into Infrastructure and Required Equipment”.

The following is budget summary of the Transportation Services segment:



Transportation Services Segment Reporting	Budget 2025	Budget 2024	Change
<b>REVENUE</b>			
Net municipal taxes	\$ -	\$ -	-
Government transfers (operating)	402,431	249,405	153,026
Return on investments	-	-	-
Sale of goods, services and user charges	281,635	492,235	(210,600)
Rental income	-	-	-
Community aggregate levy	142,912	142,912	-
Penalties and costs of taxes	-	-	-
Other revenues	-	-	-
	<b>\$ 826,978</b>	<b>\$ 884,552</b>	<b>(57,574)</b>
<b>EXPENSES</b>			
Salaries, wages and benefits	\$ 6,109,592	\$ 5,332,187	777,405
Contracted and general services	1,687,520	1,195,018	492,502
Materials, goods and utilities	2,990,175	2,199,779	790,396
Transfers to local boards and agencies	9,120	8,675	445
Interest and bank charges	-	-	-
Amortization of tangible capital assets	3,981,012	3,940,956	40,056
Amortization of ARO tangible capital assets	590	590	-
Accretion ARO expenses	3,882	3,699	183
Machine expenses capitalized for construction	(2,738,179)	(2,134,920)	(603,259)
Other expenses	-	-	-
	<b>\$ 12,043,712</b>	<b>\$ 10,545,984</b>	<b>1,497,729</b>
<b>OPERATING SURPLUS - BEFORE OTHER</b>	<b>(11,216,734)</b>	<b>(9,661,432)</b>	<b>(1,555,303)</b>

## SEGMENT BUDGET OVERVIEW:

### SEGMENT FUNDING

Transportation Services segment revenues include government transfers (Canadian Community-Building Fund grant funding - previously known as the Federal Fuel Gas Tax program) for road construction projects.

Sales of goods/services and user charges include the sale of gravel to the Town/Villages and to individuals/companies, recoveries on the dust abatement program, and providing other services with fees (i.e. driveway maintenance).

This is the only segment that includes the Community Aggregate Levies as these levies are to assist with road maintenance programs.

### SEGMENT EXPENSES

The expenditures are the costs required to provide the services included in this segment. These are the costs for the following:

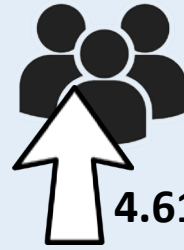
- Common Services (31-01)
- Road Transportation (32-00)
- Road Construction (32-01)
- Road Maintenance (32-02)
- Road Graveling (32-03)
- Bridges (32-04)
- Air Transportation (33-01)

The transfers to local boards and agencies include Vulcan Airport contributions. Machine expenses capitalized for construction relates to the expenditures for internally constructed assets (i.e., roads/bridges).



## FTE STAFFING

The following is a summary of the budgeted full-time equivalent (FTE):



**4.61 FTE**

Transportation Services Full-Time Equivalents (FTE)		Change in Budget		
	2025 Budget	2024 Budget	2024 Actual	
Management	1.00	1.00	1.00	-
Operations (Public Works)	46.54	41.93	39.30	4.61
	<b>47.54</b>	<b>42.93</b>	<b>40.30</b>	<b>4.61</b>

Management includes the Director of Operations. Staffing includes positions within Operation/Public Works, including the Manager of Engineering & Infrastructure and other operational staff (see the organization charts for more information). The increase of 4.61 FTE includes the additional scrapper/packer operator, additional construction water truck driver, and one-time additional staff hours for the extended road construction season to “catch up” on road projects from prior years (reserve funded).

The following is a summary of all departments, including revenues and expenses, that are included within the Transportation Services segment:

**Transportation Services - Segment  
Budget 2025**

	Common Services 31-01	Road Transportation 32-00	Road Construction 32-01	Road Maintenance 32-02	Road Gravelling 32-03	Bridges 32-04	Air Transport 33-01	Transportation Services Total
<b>REVENUE</b>								
Net municipal taxes	\$ -	-	-	-	-	-	-	-
Government transfers (operating)	-	104,139	298,292	-	-	-	-	402,431
Return on investments	-	-	-	-	-	-	-	-
Sale of goods, services and user charges	3,740	6,000	9,700	126,195	136,000	-	-	281,635
Rental income	-	-	-	-	-	-	-	-
Community aggregate levy	-	-	-	142,912	-	-	-	142,912
Penalties and costs of taxes	-	-	-	-	-	-	-	-
Other revenues	-	-	-	-	-	-	-	-
	3,740	110,139	307,992	269,107	136,000	-	-	826,978
<b>EXPENSES</b>								
Salaries, wages and benefits	\$ 1,512,929	1,684,018	1,233,713	702,425	751,856	224,651	-	6,109,592
Contracted and general services	231,243	311,694	535,268	430,048	159,817	19,450	-	1,687,520
Materials, goods and utilities	185,136	913,639	696,116	312,564	857,793	24,927	-	2,990,175
Transfers to local boards and agencies	-	-	-	-	-	-	9,120	9,120
Interest and bank charges	-	-	-	-	-	-	-	-
Amortization of tangible capital assets	58,251	2,823,706	401,243	83,729	182,019	432,064	-	3,981,012
Amortization of ARO tangible capital assets	510	-	-	-	80	-	-	590
Accretion ARO expenses	2,520	-	-	-	1,362	-	-	3,882
Machine expenses capitalized for construction	(243,694)	-	(2,005,831)	-	-	(488,654)	-	(2,738,179)
Other expenses	-	-	-	-	-	-	-	-
	1,746,895	5,733,057	860,509	1,528,766	1,952,927	212,438	9,120	12,043,712
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$ (1,743,155)</b>	<b>(5,622,918)</b>	<b>(552,517)</b>	<b>(1,259,659)</b>	<b>(1,816,927)</b>	<b>(212,438)</b>	<b>(9,120)</b>	<b>(11,216,734)</b>



The following is a summary of the operating segment for the department level revenues and expenses within the segment (with projections for the following three years):



Vulcan County Budget Segments	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
<b>SEGMENT - TRANSPORTATION SERVICES</b>						
<b>REVENUES:</b>						
31-01 Common Services	\$ 3,740	\$ 934	\$ 3,740	\$ 3,740	\$ 3,740	\$ 3,740
32-00 Road Transportation	216,600	432,920	110,139	6,000	6,000	6,000
32-01 Road Construction	259,105	321,694	307,992	307,992	307,992	307,992
32-02 Road Maintenance	269,107	722,606	269,107	269,107	269,107	269,107
32-03 Road Graveling	136,000	188,986	136,000	136,000	136,000	136,000
32-04 Bridges	-	-	-	-	-	-
33-01 Air Transport	-	-	-	-	-	-
	<b>884,552</b>	<b>1,667,140</b>	<b>826,978</b>	<b>722,839</b>	<b>722,839</b>	<b>722,839</b>
<b>EXPENSES:</b>						
31-01 Common Services	\$ 1,645,798	\$ 1,414,266	\$ 1,746,895	\$ 1,698,003	\$ 1,728,908	\$ 1,761,285
32-00 Road Transportation	5,340,484	5,521,815	5,733,057	5,489,489	5,632,919	5,665,508
32-01 Road Construction	773,185	951,295	860,509	1,095,774	966,693	1,008,019
32-02 Road Maintenance	1,243,965	1,327,889	1,528,766	1,319,414	1,329,883	1,343,157
32-03 Road Graveling	1,322,639	1,777,362	1,952,927	1,845,815	1,852,937	1,863,865
32-04 Bridges	211,237	601,702	212,438	97,891	508,233	511,996
33-01 Air Transport	8,675	8,675	9,120	9,120	9,120	9,120
	<b>10,545,984</b>	<b>11,603,004</b>	<b>12,043,712</b>	<b>11,359,724</b>	<b>12,028,692</b>	<b>12,162,949</b>
<b>OPERATING SURPLUS - BEFORE OTHER (EXCLUDING CAPITAL AND TRANSFERS)</b>	<b>\$ (9,661,432)</b>	<b>\$ (9,935,864)</b>	<b>\$ (11,216,734)</b>	<b>\$ (10,636,885)</b>	<b>\$ (11,305,853)</b>	<b>\$ (11,440,110)</b>

## BUDGET HIGHLIGHTS

The following are some of the 2025 budget highlights for Transportation Services:

- Approximately \$997,300 is budgeted for bridge projects in 2025 (including internal construction and contracted bridge construction).
- Approximately \$2.28 million is budgeted for road projects in 2025 (including internal construction).
- Approximately \$2.22 million is budgeted for completion of the Industrial Park in 2025 (including internal construction) as part of the County’s Strategic Planning (including completion of the water reservoir).
- Sales of Goods and Services decreased from the prior year as the prior year included the one-time road use agreement for the Buffalo Plain Wind project. Government transfers increases with the Regional Transportation Master Plan grant funding (to be completed in 2025).
- Increase in Salary, Wages & Benefits with the additional 4.61 FTE of staffing which includes the additional scrapper/packer operator, additional construction water truck driver, and one-time additional staff hours for the extended road construction season to “catch up” on road projects from prior years (reserve funded). Cost increases also include staff grid movements and updates to benefit rates/coverage.
- Increases in Contracted Services for vehicle/equipment repairs and the completion of the Regional Transportation Master Plan (grant funded). There was also one-time increases for the Ullly Dam Pipe Liner, road maintenance for the Airport/Nanton road and costs for crack sealing on oiled/paved roads.
- Overall net increase in Materials, Goods & Utilities related to laptop replacements, increases in projected fuel/diesel costs, tire replacements for graders (based on replacement cycle), and the change in the budgeting methodology for the gravel crushing program and use of gravel inventory. There was also an increase in other goods/materials such as grader blades, culverts, signage, lumber, small tools, and other miscellaneous supplies.
- Machine expenses capitalized for construction increased with the extended road construction season.

## DEPARTMENTAL OBJECTIVES, GOALS, AND PERFORMANCE MEASURES:



### **31-01 - Common Services**

Common Services are required to administer fleet maintenance and repair on all Vulcan County Equipment. In contributing to the achievement of this objective, the Director of Operations and the Common Services Department focus on routine and preventative maintenance, promoting a safe work environment and improved communications both with Staff and Management, and externally with the public.

### **32-00 - Road Transportation**

Road Transportation services are required primarily to meet the ongoing maintenance of gravel roads within Vulcan County. Activities include divisional road grading, roadside mowing and snow removal. Rail crossing maintenance and shoulder pulling also fall within the scope of this program. Safe and efficient equipment operation and general workplace safety are a top priority. To achieve this objective, Road Transportation focuses on enhanced customer service and improved communications both internally with Staff and Management, and externally with the public.

### **32-01 - Road Construction**

Road Construction services are required primarily to build or reconstruct roads within the County. Activities include road building, reconstruction, roadway drainage, fence removal and replacement, and crop damage reimbursement. Safe and efficient operation of equipment and general workplace safety are a top priority. To achieve this objective, Road Construction focuses on future road development, assistance with road maintenance, enhanced service, and improved communications with Staff and Management. A goal of this department is to provide long-term cost effective road rehabilitation.

### **32-02 - Road Maintenance**

Road Maintenance services are required primarily to maintain and repair roads within Vulcan County. Activities include repair or replacement of culverts, ditch clean-out, signage installation, dust abatement, asphalt and pothole repairs, and the closing of roads if they become impassable. Road Maintenance is also responsible for working closely with Alberta Transportation's Bridge Inspector to ensure bridges are kept in a good state of repair. Safe and efficient operation of equipment and general workplace safety are a top priority. To achieve this objective, the Road Maintenance department focuses on future road maintenance, assistance with road construction, and continued training. A goal/objective of this department is to provide long-term cost effective road maintenance.

### **32-03 - Road Gravelling**

Road Gravelling services are required primarily on newly constructed roads or the re-gravelling of existing roads. Activities include crushing, application of gravel, and the expansion of new and existing pits. The Director of Operations and the Gravelling Department focus on safe and efficient equipment operation and enhanced customer service.

### **32-04 - Bridges**

Bridge services are required to ensure the safety, maintenance and replacement of bridges and bridge culverts within Vulcan County. Activities include working with Alberta Transportation on bridge inspections, minor maintenance, and acquiring engineering and contracting services for major projects. The Director of Operations focuses on bridge inspection and productive partnerships with Alberta Transportation to acquire funding for bridge replacement. A goal for current year is the replacement of 3 bridge projects (including one contracted and 2 internally constructed during 2025) and to investigate new funding for bridge repairs/replacement.

### **33-01 - Air Transportation**

Includes the contribution to the Airport Board for the operations of the Vulcan Airport. This is jointly owned by County and Town of Vulcan (administration is provided by the Town of Vulcan).

# Segment Reporting - Agricultural Services



Agricultural Services provides advice and expertise with respect to weed and pest control, as well as soil and water conservation, and rental of specialized equipment. Working in conjunction with Alberta Agriculture, this department also provides field trials (insect counts, disease investigations, etc.). This assists with the Strategic Plan’s goals of providing “Continued Support of Our Agricultural Industry”.

The following is budget summary of the Agricultural Services segment:



Agricultural Services Segment Reporting	Budget 2025	Budget 2024	Change
<b>REVENUE</b>			
Net municipal taxes	\$ -	-	-
Government transfers (operating)	166,247	166,247	-
Return on investments	-	-	-
Sale of goods, services and user charges	220,095	220,095	-
Rental income	9,000	9,000	-
Community aggregate levy	-	-	-
Penalties and costs of taxes	-	-	-
Other revenues	-	-	-
<b>\$ 395,342</b>	<b>\$ 395,342</b>		<b>-</b>
<b>EXPENSES</b>			
Salaries, wages and benefits	\$ 477,886	\$ 426,402	51,483
Contracted and general services	122,462	119,588	2,874
Materials, goods and utilities	230,201	215,877	14,324
Transfers to local boards and agencies	25,088	24,461	627
Interest and bank charges	-	-	-
Amortization of tangible capital assets	130,495	118,268	12,227
Amortization of ARO tangible capital assets	99	99	-
Accretion ARO expenses	720	694	26
Machine expenses capitalized for construction	-	-	-
Other expenses	-	-	-
<b>\$ 986,950</b>	<b>\$ 905,389</b>		<b>81,561</b>
<b>OPERATING SURPLUS - BEFORE OTHER</b>	<b>(591,608)</b>	<b>(510,047)</b>	<b>(81,561)</b>

## SEGMENT BUDGET OVERVIEW:

### SEGMENT FUNDING

Agricultural Services segment revenues include government transfers (for the AG Service Board grant for the related costs of providing agricultural services).

Sales of goods/services and user charges include the surface rights/grazing lease income that the County receives on County owned lands, and sale of herbicides/pesticides. Rental income is from the rental of agricultural equipment.

### SEGMENT EXPENSES

The expenditures are the costs required to provide the services included in this segment. These are the costs for the following:

- General Agricultural Services (62-00)
- Training, Tours & Conferences (62-02)
- Roadside Spraying & Weed Control (62-03)
- Roadside Seeding (62-04)
- Pest Control (62-05)
- County Lands (69-XX)

The transfers to local boards and agencies include Foothills Forage Association, Farm Safety Center, and other various organizations. Contracted and general services include the one-third share of the surface rights revenues being provided to the grazing lessees.

## FTE STAFFING

The following is a summary of the budgeted full-time equivalent (FTE):



**0.09 FTE**

Agricultural Services Full-Time Equivalents (FTE)				Change in Budget
	2025 Budget	2024 Budget	2024 Actual	
Management	1.00	1.00	1.33	-
Agricultural Services	2.59	2.50	2.50	0.09
	<b>3.59</b>	<b>3.50</b>	<b>3.83</b>	<b>0.09</b>

Management includes the Director of Agriculture. Staffing includes positions within Agricultural Services, including the Assistant Agricultural Fieldman and Seasonal Agricultural Staff (see the organization charts for more information). The 0.09 FTE increase relates to a minor increase in the hours for seasonal staffing.

The following is a summary of all departments, including revenues and expenses, that are included within the Agricultural Services segment:

Agricultural Services - Segment Budget 2025	General Agriculture Services 62-00	Training, Tours & Conferences 62-02	Roadside Spraying & Weed Control 62-03	Roadside Seeding 62-04	Pest Control 62-05	County Agriculture Lands 69-01	Industrial Park Lands 69-02	Agricultural Services Total
<b>REVENUE</b>								
Net municipal taxes	\$ -	-	-	-	-	-	-	-
Government transfers (operating)	166,247	-	-	-	-	-	-	166,247
Return on investments	-	-	-	-	-	-	-	-
Sale of goods, services and user charges	-	-	10,000	-	2,000	208,095	-	220,095
Rental income	9,000	-	-	-	-	-	-	9,000
Community aggregate levy	-	-	-	-	-	-	-	-
Penalties and costs of taxes	-	-	-	-	-	-	-	-
Other revenues	-	-	-	-	-	-	-	-
	175,247	-	10,000	-	2,000	208,095	-	395,342
<b>EXPENSES</b>								
Salaries, wages and benefits	\$ 180,609	26,552	138,491	55,420	3,994	51,388	21,431	477,886
Contracted and general services	45,547	44,200	17,536	7,979	-	7,200	-	122,462
Materials, goods and utilities	64,569	-	130,043	30,489	2,000	3,100	-	230,201
Transfers to local boards and agencies	25,088	-	-	-	-	-	-	25,088
Interest and bank charges	-	-	-	-	-	-	-	-
Amortization of tangible capital assets	120,832	-	9,663	-	-	-	-	130,495
Amortization of ARO tangible capital assets	99	-	-	-	-	-	-	99
Accretion ARO expenses	720	-	-	-	-	-	-	720
Machine expenses capitalized for construction	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-
	437,464	70,752	295,732	93,888	5,994	61,688	21,431	986,950
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$ (262,217)</b>	<b>(70,752)</b>	<b>(285,732)</b>	<b>(93,888)</b>	<b>(3,994)</b>	<b>146,407</b>	<b>(21,431)</b>	<b>(591,608)</b>



The following is a summary of the operating segment for the department level revenues and expenses within the segment (with projections for the following three years):



Vulcan County Budget Segments	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
<b>SEGMENT - AGRICULTURAL SERVICES</b>						
<b>REVENUES:</b>						
62-00 General Agriculture Services	\$ 175,247	\$ 217,322	\$ 175,247	\$ 174,247	\$ 174,247	\$ 174,247
62-02 Training, Tours & Conferences	-	-	-	-	-	-
62-03 Roadside Spraying & Weed Control	10,000	1,785	10,000	10,000	10,000	10,000
62-04 Roadside Seeding	-	-	-	-	-	-
62-05 Pest Control	2,000	-	2,000	2,000	2,000	2,000
62-09 Campgrounds	-	-	-	-	-	-
69-01 County Agriculture Lands	208,095	236,775	208,095	208,095	208,095	208,095
69-02 County Industrial Park	-	-	-	-	-	-
	<b>395,342</b>	<b>455,883</b>	<b>395,342</b>	<b>394,342</b>	<b>394,342</b>	<b>394,342</b>
<b>EXPENSES:</b>						
62-00 General Agriculture Services	\$ 400,892	\$ 326,523	\$ 437,464	\$ 440,750	\$ 446,177	\$ 452,266
62-02 Training, Tours & Conferences	67,500	38,827	70,752	72,348	72,893	73,367
62-03 Roadside Spraying & Weed Control	273,615	215,895	295,732	296,066	299,995	304,356
62-04 Roadside Seeding	87,120	62,206	93,888	96,079	97,593	100,083
62-05 Pest Control	5,677	3,385	5,994	6,202	6,356	6,514
62-09 Campgrounds	-	42,537	-	-	-	-
69-01 County Agriculture Lands	50,796	41,867	61,688	63,991	65,503	66,870
69-02 County Industrial Park	19,789	24,512	21,431	21,722	22,023	22,336
	<b>905,389</b>	<b>755,752</b>	<b>986,950</b>	<b>997,159</b>	<b>1,010,540</b>	<b>1,025,793</b>
<b>OPERATING SURPLUS - BEFORE OTHER (EXCLUDING CAPITAL AND TRANSFERS)</b>	<b>\$ (510,047)</b>	<b>\$ (299,869)</b>	<b>\$ (591,608)</b>	<b>\$ (602,817)</b>	<b>\$ (616,198)</b>	<b>\$ (631,451)</b>

## BUDGET HIGHLIGHTS

The following are some of the 2025 budget highlights for Agricultural Services:

- The Agriculture Service Board (ASB) Grant allocation maintained at \$166,247 (same as 2024).
- Increase in Salary, Wages & Benefits relate to increased wage grids and benefit costs; whereas, there was also a minor 0.09 FTE increase in the seasonal agricultural staff hours.
- Increases in Materials, Goods & Utilities mostly relate to increase to projected fuel/diesel, specific software costs within agricultural services, and other supply costs (based on historical trends).
- Capital acquisitions of a new 14' Beavertail trailer and hand wand spray skid. As the Road Construction purchased a new 20' Pro-Till High Speed Disc, the Agricultural department was able to receive their prior equipment to enhance the agricultural equipment rental program.

## DEPARTMENTAL OBJECTIVES, GOALS, AND PERFORMANCE MEASURES:



### **62-00 - General Agricultural Services**

Overall management and administration services required primarily to administer the Agricultural Service Board. Activities include central office operations, and the general areas of our programming that are not funded by the Agricultural Service Board Grant that is administered by Alberta Agriculture.

### **62-02 - Training Tours & Conferences**

Overall support for training opportunities and to address agricultural issues and to help Agricultural Services perform their programming to the ratepayers as efficiently and effectively as possible. This program is grant funded by Alberta Agriculture.

### **62-03 - Roadside Spraying & Weed Control**

As required by the Weed Control Act of Alberta, the Roadside Spraying Program will ensure that Vulcan County's Agricultural Services control all weed infestations along our right-of-ways, as well as weed inspection along all private land in Vulcan County. Weed control is one of the top priorities within this department and this program is grant funded from Alberta Agriculture.

### **62-04 - Roadside Seeding**

Overall support of the roadside seeding program which includes seeding of all roadsides that have been effected by road construction as well as the seeding of private land effected by the road construction program. Ensures that Agricultural Services follows the Soil Conservation Act in Alberta.

### **62-05 - Pest Control**

Overall management and administration of pest control services to the farm and ranch community within Vulcan County, this program is in place to ensure that producers have proper control options on pest control by providing liquid strychnine to control high infestations of Richardson Ground Squirrels within Vulcan County. This product can only be administered by Agricultural Service Boards within Alberta and is controlled by the Pest Management Regulatory Agency (PMRA). Ensures that Agricultural Services follows the Pests Act. During 2021 this program was shut down by Federal Requirements and Regulations being added (strychnine not available for sale in 2022).

### **69-01 - County Agricultural Lands**

This area deals with the management of the Tax Recovery Properties that have been titled to the County. Management of the grazing leases, surface leases, pipeline agreements and stocking reports are included in this section.

### **69-02 - County Industrial Park**

This area deals with the management of the County's Industrial Park and the lands relating to the industrial park. Currently there are only specific staff wages assigned to this department for management and weed control on the related lands.



Introductory



Operating Budget



Capital & Reserves



Appendix & Glossary

# Segment Reporting - Planning & Development Services



Planning and Development Services facilitates development in accordance with the Land Use Bylaw as approved by County Council. This department ensures compliance of existing development applications with the Land Use Bylaw, offers recommendations to Council for amendments and assists developers with requirements of area structure plans. This assists with the Strategic Plan’s goals of providing “Economic Resiliency” and “Continued Collaboration with Regional Partners”.

The following is budget summary of the Planning and Development Services segment:



Planning and Development Services Segment Reporting	Budget 2025	Budget 2024	Change
<b>REVENUE</b>			
Net municipal taxes	\$ -	\$ -	-
Government transfers (operating)	-	-	-
Return on investments	-	-	-
Sale of goods, services and user charges	141,500	90,540	50,960
Rental income	-	-	-
Community aggregate levy	-	-	-
Penalties and costs of taxes	-	-	-
Other revenues	-	-	-
	<b>\$ 141,500</b>	<b>\$ 90,540</b>	<b>50,960</b>
<b>EXPENSES</b>			
Salaries, wages and benefits	\$ 580,050	\$ 544,659	35,391
Contracted and general services	248,399	278,988	(30,589)
Materials, goods and utilities	2,347	2,300	47
Transfers to local boards and agencies	-	-	-
Interest and bank charges	-	-	-
Amortization of tangible capital assets	-	-	-
Amortization of ARO tangible capital assets	-	-	-
Accretion ARO expenses	-	-	-
Machine expenses capitalized for construction	-	-	-
Other expenses	-	-	-
	<b>\$ 830,796</b>	<b>\$ 825,947</b>	<b>4,849</b>
<b>OPERATING SURPLUS - BEFORE OTHER</b>	<b>(689,296)</b>	<b>(735,407)</b>	<b>46,111</b>

## SEGMENT BUDGET OVERVIEW:

### SEGMENT FUNDING

The Planning and Development Services segment revenues include the sales of goods & services and user charges revenue comes from development and subdivision fees, permits, road closure fees, and safety codes/compliance fees.

Occasionally, this segment will also have revenues of Government Transfers, which are specific project funded grants (i.e., Intermunicipal Development Plans and Intermunicipal Collaborative Frameworks). Note that these are not being done at this time.

### SEGMENT EXPENSES

The expenditures are the costs required to provide the services included in this segment. These are the costs for the following:

- Planning, Zoning & Development (61-01)
- Subdivision & Land Development (66-01)

Contracted services includes the membership to the Oldman River Regional Services Commission (ORRSC), which provides assistance in planning & development, subdivisions, and assistance in developing the County’s municipal & inter-municipal development plans (if required).



## FTE STAFFING

The following is a summary of the budgeted full-time equivalent (FTE):



**0.33 FTE**

Planning and Development Services Full-Time Equivalents (FTE)				
	2025 Budget	2024 Budget	2024 Actual	Change in Budget
Management	-	-	-	-
Development Services	3.67	4.00	3.92	- 0.33
	<b>3.67</b>	<b>4.00</b>	<b>3.92</b>	<b>- 0.33</b>

Staffing includes positions within Development Services, including the Manager of Development Services, Development Officer, and administrative support (see the organization charts for more information). The decrease of 0.33 FTE relates to a temporary medical leave in staffing that is not able to be filled or be replaced for this temporary vacancy during the year.

The following is a summary of all departments, including revenues and expenses, that are included within the Planning and Development segment:

Planning and Development Services - Segment Budget 2025	Planning, Zoning & Development 61-01	Subdivision & Land Development 66-01	Planning and Development Services Total
<b>REVENUE</b>			
Net municipal taxes	\$ -	-	-
Government transfers (operating)	-	-	-
Return on investments	-	-	-
Sale of goods, services and user charges	139,700	1,800	141,500
Rental income	-	-	-
Community aggregate levy	-	-	-
Penalties and costs of taxes	-	-	-
Other revenues	-	-	-
	<b>139,700</b>	<b>1,800</b>	<b>141,500</b>
<b>EXPENSES</b>			
Salaries, wages and benefits	\$ 505,980	74,070	580,050
Contracted and general services	127,826	120,573	248,399
Materials, goods and utilities	2,347	-	2,347
Transfers to local boards and agencies	-	-	-
Interest and bank charges	-	-	-
Amortization of tangible capital assets	-	-	-
Amortization of ARO tangible capital assets	-	-	-
Accretion ARO expenses	-	-	-
Machine expenses capitalized for construction	-	-	-
Other expenses	-	-	-
	<b>636,153</b>	<b>194,643</b>	<b>830,796</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$ (496,453)</b>	<b>(192,843)</b>	<b>(689,296)</b>

The following is a summary of the operating segment for the department level revenues and expenses within the segment (with projections for the following three years):

Vulcan County Budget Segments	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
<b>SEGMENT - PLANNING AND DEVELOPMENT SERVICES</b>						
<b>REVENUES:</b>						
61-01 Planning, Zoning & Development	\$ 88,740	\$ 326,440	\$ 139,700	\$ 141,691	\$ 144,711	\$ 144,711
66-01 Subdivision & Land Development	1,800	-	1,800	1,800	1,800	1,800
	<b>90,540</b>	<b>326,440</b>	<b>141,500</b>	<b>143,491</b>	<b>146,511</b>	<b>146,511</b>
<b>EXPENSES:</b>						
61-01 Planning, Zoning & Development	\$ 666,738	\$ 796,738	\$ 636,153	\$ 552,966	\$ 559,527	\$ 563,403
66-01 Subdivision & Land Development	159,209	155,056	194,643	188,241	189,118	191,670
	<b>825,947</b>	<b>951,794</b>	<b>830,796</b>	<b>741,207</b>	<b>748,645</b>	<b>755,073</b>
<b>OPERATING SURPLUS - BEFORE OTHER (EXCLUDING CAPITAL AND TRANSFERS)</b>	<b>\$ (735,407)</b>	<b>\$ (625,354)</b>	<b>\$ (689,296)</b>	<b>\$ (597,716)</b>	<b>\$ (602,134)</b>	<b>\$ (608,562)</b>

## BUDGET HIGHLIGHTS



The following are some of the 2025 budget highlights for Planning & Development Services:

- Sales of Goods and Services increased from the prior year as there were projected increases in revenues from development permits and safety code fees (based on historical trends).
- Increases in Salary, Wages & Benefits relate to increased wage grids and benefit costs. These increases were partially offset by the 0.33 FTE temporary medical leave in staffing that is not able to be filled or be replaced for this temporary vacancy during the year. Budget 2025 also still maintained the temporary development officer position to support with the Strategic Priorities and goals within the planning and development department (projected to be available for 2024/2025).
- Decreases in Contracted Services from the prior year relate to the 2024 ORTHO mapping project (reserve funded) that was completed in the prior year. These decreases were partially offset by increases in the Oldman River Regional Services Commission (ORRSC) membership costs.

## DEPARTMENTAL OBJECTIVES, GOALS, AND PERFORMANCE MEASURES:

### **61-01 - Planning, Zoning & Development**

To administer development permits and regulate land use in an efficient and responsive way, therefore mitigating land use conflicts. Land use planning to manage the development of land within the County as well as the protection of County resources. The contract for Safety Code Permit Services is also contained in this area. Every third year the ORTHO-photo project is conducted.

### **66-01 - Subdivision & Land Development**

To regulate land use in an efficient and responsive way, thereby providing quality service and the mitigation of land use conflicts. Land use planning to manage the development of land within the County as well as the protection of County resources.

### **Additional Objectives, Goals, and Performance Measures:**

As part of the County's Strategic Planning, the Planning & Development department is supporting with the priority of "Economic Resiliency" including rewrite/updating the County's Municipal Development Plan (MDP) and multiple Area Structure Plans are county-wide priorities. Budget 2024/2025 continues this process; whereas, the County started these updated in late 2023 for the rewrite/update of the Municipal Development Plan (MDP) and is continuing into 2025 for completion and proposed adoption. The Area Structure Plans for Wyndham Carseland Area & Mossleigh Area is projected to be started in 2025/2026. The last stages of the Industrial Park (reservoir, supply lines, sanitary lift station) is being completed in 2025.

Other strategic priorities relating to this department also include review of the potential marina development and continual review of the intermunicipal development plans/frameworks. The budget supports this goal by providing the funding necessary to have proper staffing in place to accomplish these objectives.

# Segment Reporting - Community Services



Vulcan County contributes to many community service organizations, such as the local Family Community Support Services, daycare and public health, tourism and economic development, recreation boards, cultural programs and library boards. This assists with the Strategic Plan’s goals of improving the overall health of County residents and maintaining doctor retention and recruitment.

The following is budget summary of the Community Services segment:

Community Services Segment Reporting	Budget 2025	Budget 2024	Change
<b>REVENUE</b>			
Net municipal taxes	\$ 505,010	\$ 487,925	17,085
Government transfers (operating)	242,950	236,950	6,000
Return on investments	-	-	-
Sale of goods, services and user charges	-	-	-
Rental income	-	-	-
Community aggregate levy	-	-	-
Penalties and costs of taxes	-	-	-
Other revenues	-	-	-
	<b>\$ 747,960</b>	<b>\$ 724,875</b>	<b>23,085</b>
<b>EXPENSES</b>			
Salaries, wages and benefits	\$ 23,609	\$ 21,636	1,972
Contracted and general services	215,409	187,970	27,439
Materials, goods and utilities	6,350	6,030	320
Transfers to local boards and agencies	807,991	744,788	63,203
Interest and bank charges	23,626	27,078	(3,452)
Amortization of tangible capital assets	-	-	-
Amortization of ARO tangible capital assets	-	-	-
Accretion ARO expenses	-	-	-
Machine expenses capitalized for construction	-	-	-
Other expenses	-	1,255	(1,255)
	<b>\$ 1,076,985</b>	<b>\$ 988,757</b>	<b>88,227</b>
<b>OPERATING SURPLUS - BEFORE OTHER</b>	<b>(329,025)</b>	<b>(263,882)</b>	<b>(65,142)</b>



## SEGMENT BUDGET OVERVIEW:

### SEGMENT FUNDING

The Community Services segment revenues include the special tax levies relating to the Recreational Areas.

Government transfers include contributions for the Doctor Retention Program and the LGFF operating funding allocated towards the library board.

General Municipal Funds also support these Community Services; whereas, any operating deficits are funded either by specific reserves and/or through general municipal funds.

### SEGMENT EXPENSES

The expenditures are the costs required to provide the services included in this segment. These are the costs for the following:

- FCSS (51-01)
- Daycare (52-01)
- Other Public Health (52-03)
- Tourism & Economic Development (63-01)
- Recreation Boards (71-01)
- Libraries (74-01)
- Cultural Programs & Events (74-02)

Contracted and general services include the Doctor Retention Program and memberships to the Chinook Arch Regional Library System. The transfers to local boards and agencies include contributions to the Recreation Boards for recreation and cultural activities, libraries, FCSS, and Tourism.



The following are some of the recreation and cultural contributions that the County provides:

Carmangay and District Recreation Area	
Carmangay Curling Assoc. - Operating	\$10,000
<b>Total Recreational Funding</b>	<b>10,000</b>
Carmangay & District Historical Society	6,000
Carmangay Senior's Club	3,000
Carmangay Recreation - Hall Operations	10,000
Carmangay Recreation - Capital	5,000
<b>Total Cultural Funding</b>	<b>24,000</b>
Reserves - Carmangay Recreation	18,500
Village of Carmangay Contribution	(2,500)
<b>Total Recreational and Cultural Funding</b>	<b>\$50,000</b>

Lomond and District Recreation Area	
Lomond Comm. Center Ag Society	\$32,650
<b>Total Recreational Funding</b>	<b>32,650</b>
Lomond 4-H Club	1,000
Lomond 4-H Club - Capital	1,214
Lomond Community Club	2,500
Village of Lomond - Canada Fireworks	2,000
<b>Total Cultural Funding</b>	<b>6,714</b>
Reserves - Lomond Recreation	137,917
<b>Total Recreation &amp; Culture Funding</b>	<b>\$177,281</b>

Champion and District Recreation Area	
Champion Pool - Operating	\$30,000
Champion School	1,500
Champion Skating Rink	5,000
<b>Total Recreational Funding</b>	<b>36,500</b>
Champion Community Hall - Operating	10,000
Champion Community Hall - Capital	17,500
Champion School - Band Program	1,500
Champion School - Art Program	500
Alston Hall	500
Champion Pioneers Club - Capital	8,500
<b>Total Cultural Funding</b>	<b>38,500</b>
Contingency Reserve Allocation	1,000
<b>Total Recreation and Cultural Funding</b>	<b>\$76,000</b>

Northwest Recreation Area	
Mossleigh Kids Ball Club	\$1,000
Mossleigh Community Club - Diamonds	\$15,000
Arrowwood Lions	10,449
Arrowwood 4-H	1,000
Arrowwood ECS	3,500
Arrowwood Community Hall - Fitness	5,000
Arrowwood Community School - Field Trips	1,180
Recreation Board Costs	1,329
Northwest Recreation Association	10,000
<b>Total Recreational Funding</b>	<b>\$48,458</b>
Mossleigh Community Club	15,000
Arrowwood Comm. Rec. Association	15,000
<b>Total Cultural Funding</b>	<b>\$30,000</b>
Contingency Reserve Allocation	1,000
Members-at-large per diems	400
<b>Total Recreation and Cultural Funding</b>	<b>\$79,858</b>

Milo and District Recreation Area	
Milo Recreation Committee - Operations	\$36,500
Milo & District Ag Society - Arena	5,000
Milo Community School	5,000
Milo Curling Club	5,000
<b>Total Recreational Funding</b>	<b>\$51,500</b>
Snake Valley Drop-in Center	5,000
Friends of Milo Municipal Library	2,457
Milo Hall - Operations	5,000
<b>Total Cultural Funding</b>	<b>\$12,457</b>
Contingency Reserve Allocation	1,000
Members-at-large per diems	650
Village of Milo Contribution	(1,500)
<b>Total Recreation and Cultural Funding</b>	<b>\$64,107</b>

Vulcan and District Recreation Area	
Vulcan Arena - Operating	\$75,000
Vulcan Swimming - Operating	90,000
Recreation Committee - Operations	48,117
Kirkcaldy Community Club	14,500
Vulcan Viper Volleyball Club	1,000
Vulcan & District Ag Society	14,500
<b>Total Recreational Funding</b>	<b>\$243,117</b>
Reserves - Vulcan Recreation - topup	31,079
Contingency Reserve Allocation	1,000
Members-at-large per diems	350
<b>Total Recreation and Cultural Funding</b>	<b>\$275,546</b>

**Total Recreation funding:**  
 Contributions \$423,625  
 Reserves 187,496  
**Total \$611,121**

**Total Cultural funding:**  
 Contributions \$111,671  
 Reserves N/A  
**Total \$111,671**

Total budgeted funding for recreation and cultural activities is **\$722,792** - funded by special tax levies and general municipal tax revenues.

The County receives many requests for funding from external boards & agencies which are located within the County's borders. There are currently six (6) Recreation Committees which submit requests to the County to fund their recreational and cultural activities.



These Recreation Board include members-at-large within the recreational area and also have a County Councillor included on each of these Recreational Board. The Recreation Boards review each of the area's recreational/cultural funding requests and make recommendations to Council for funding these related recreational funding requests.

*Click the map to see the full size view*

## FTE STAFFING



The Community Services segment has no specific staffing allocated in terms of staffing full-time equivalents (FTE), even if some costing is allocated within these segment/departments. Any related oversight of the segment would be included within general government.



The following is a summary of all departments, including revenues and expenses, that are included within the Community Services segment:

Community Services - Segment Budget 2025	FCSS 51-01	Daycare 52-01	Other Public Health 52-03	Tourism & Economic Development 63-01	Recreation Boards 71-01	Libraries 74-01	Cultural Programs & Events 74-02	Community Services Total
<b>REVENUE</b>								
Net municipal taxes	\$ -	-	-	-	393,339	-	111,671	505,010
Government transfers (operating)	-	-	60,150	-	-	182,800	-	242,950
Return on investments	-	-	-	-	-	-	-	-
Sale of goods, services and user charges	-	-	-	-	-	-	-	-
Rental income	-	-	-	-	-	-	-	-
Community aggregate levy	-	-	-	-	-	-	-	-
Penalties and costs of taxes	-	-	-	-	-	-	-	-
Other revenues	-	-	-	-	-	-	-	-
	-	-	60,150	-	393,339	182,800	111,671	747,960
<b>EXPENSES</b>								
Salaries, wages and benefits	\$ -	-	-	23,609	-	-	-	23,609
Contracted and general services	-	-	141,460	42,149	-	31,800	-	215,409
Materials, goods and utilities	320	-	-	6,030	-	-	-	6,350
Transfers to local boards and agencies	51,225	-	-	-	494,095	151,000	111,671	807,991
Interest and bank charges	-	-	23,626	-	-	-	-	23,626
Amortization of tangible capital assets	-	-	-	-	-	-	-	-
Amortization of ARO tangible capital assets	-	-	-	-	-	-	-	-
Accretion ARO expenses	-	-	-	-	-	-	-	-
Machine expenses capitalized for construction	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-
	51,545	-	165,086	71,788	494,095	182,800	111,671	1,076,985
<b>OPERATING SURPLUS (DEFICIT)</b>	\$ (51,545)	-	(104,936)	(71,788)	(100,756)	-	-	(329,025)



**Vulcan Swimming Pool**  
Vulcan Alberta

The following is a summary of the operating segment for the department level revenues and expenses within the segment (with projections for the following three years):



Vulcan County Budget Segments	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
<b>SEGMENT - COMMUNITY SERVICES</b>						
<b>REVENUES:</b>						
51-01 FCSS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
52-01 Daycare	-	-	-	-	-	-
52-03 Other Public Health	60,150	45,504	60,150	60,150	60,150	60,150
63-01 Tourism & Economic Development	-	10,000	-	-	-	-
71-01 Recreation Boards	373,925	487,898	393,339	238,917	238,917	238,917
74-01 Libraries	176,800	176,800	182,800	182,800	182,800	182,800
74-02 Cultural Programs & Events	114,000	-	111,671	84,671	84,671	84,671
	<b>724,875</b>	<b>720,202</b>	<b>747,960</b>	<b>566,538</b>	<b>566,538</b>	<b>566,538</b>
<b>EXPENSES:</b>						
51-01 FCSS	\$ 51,225	\$ 51,215	\$ 51,545	\$ 51,225	\$ 51,225	\$ 51,225
52-01 Daycare	-	-	-	-	-	-
52-03 Other Public Health	168,538	152,230	165,086	161,547	157,919	154,201
63-01 Tourism & Economic Development	42,376	7,315	71,788	28,205	29,093	30,015
71-01 Recreation Boards	433,818	450,748	494,095	360,945	360,945	360,945
74-01 Libraries	176,800	176,700	182,800	182,800	182,800	182,800
74-02 Cultural Programs & Events	116,000	114,000	111,671	84,671	84,671	84,671
	<b>988,757</b>	<b>952,207</b>	<b>1,076,985</b>	<b>869,393</b>	<b>866,653</b>	<b>863,857</b>
<b>OPERATING SURPLUS - BEFORE OTHER (EXCLUDING CAPITAL AND TRANSFERS)</b>	<b>\$ (263,882)</b>	<b>\$ (232,005)</b>	<b>\$ (329,025)</b>	<b>\$ (302,855)</b>	<b>\$ (300,115)</b>	<b>\$ (297,319)</b>

### BUDGET HIGHLIGHTS

The following are some of the 2025 budget highlights for the Community Services:

- The overall special tax levies for recreational activities increased from the prior year as there was a significant increase in the reserve allocation for the Lomond Community Centre / Arena as Lomond and District had a significant increase from the prior year with these additional reserves are being saved up, which hopefully with some grant funding, the arena can be completed and available for use again. These increases are partially offset with the change in tax methodology for linear properties as starting in 2025 there is no longer linear tax for recreation (incorporated within general non-residential tax rates).
- Increases in Contracted Services mostly relates to the geotechnical drilling for the McGregor Marina project and increases in Industrial Park Marketing.
- Total funding for recreation and culture for 2025 is \$722,792, including projected transfers to the specific recreational reserves. This is an increase from the prior year of \$626,642; however, other than the increase to the Lomond Community Centre, the remaining net increase is minimal for recreation/culture as the increase is mostly relating to the transfers to reserves (which is not included in the operating expenses).

Budget 2025 also includes a one-time \$70,470 contribution towards the Vulcan Arena Roof Project (reserve funded from the specific Vulcan & District Recreation Capital Reserve).

- Interest and bank changes relates to the long-term debenture interest; whereas, the interest portion decreased from the prior year with the reduction in the outstanding balance (with repayments). The rates are set for the duration of the term with the rates locked in at the time of taking the debenture.

## DEPARTMENTAL OBJECTIVES, GOALS, AND PERFORMANCE MEASURES:



### **51-01 - FCSS**

Vulcan County supports initiatives that contribute to the overall well-being of the County's residents. Family and Community Support Services (FCSS) is a regional initiative with the other area Municipalities and is funded 80% by the Province and 20% by the partner Municipalities. The amount shown above represents the County's 20% of the partnership share along with the County's share of the Transportation initiative for passengers.

### **52-01 - Daycare**

Vulcan County provides subsidies to the Vulcan Daycare (if available). Those subsidies are recorded in this functional area.

### **52-03 - Other Public Health**

Vulcan County supports initiatives that contribute to the well-being of County Residents by participating in and managing the regional Physician Recruitment and Retention Program. This municipal partnership is administered by Vulcan County. An objective of this department is to maintain the doctor recruitment and retention program.

### **63-01 - Tourism & Economic Development**

Vulcan County participates in and supports regional initiatives which develop and strengthen the area through Tourism and Economic Development. Support for the Tourism Society is in this area.

### **71-01 - Recreation Boards**

The County offers support to Recreation Boards to promote and encourage healthy active lifestyles for the residents within the County. The proceeds go towards the upkeep of recreational facilities as well as recreational programs offered at these facilities and by local area groups.

### **74-01 - Libraries**

Vulcan County supports all regional libraries through the Vulcan County Library Board. Vulcan County is also a member of the Chinook Arch Regional Library System (CARLS) which enhances the libraries within the County and provides greater access to library services and materials to all residents.

### **74-02 - Cultural Programs & Events**

The County offers support through the Recreation Boards to promote and encourage cultural programs, facilities and events within the county. The proceeds go towards the upkeep of cultural facilities as well as cultural programs offered at these facilities and by these community groups.



Introductory



Operating Budget



Capital & Reserves



Appendix & Glossary

# Segment Reporting - Utility Services

Vulcan County is a member of the Twin Valley Regional Water Commission and the Vulcan District Waste Commission. Operations for the Mossleigh Water Treatment Plant are contracted to Rocky View Utility Corp. This assists with the Strategic Plan's goals of collaboration for providing water and waste water management, supply and innovation.

The following is budget summary of the Utility Services segment:



Utility Services Segment Reporting	Budget 2025	Budget 2024	Change
<b>REVENUE</b>			
Net municipal taxes	\$ 948,901	\$ 929,584	19,317
Government transfers (operating)	-	-	-
Return on investments	-	-	-
Sale of goods, services and user charges	4,100	2,596	1,504
Rental income	-	-	-
Community aggregate levy	-	-	-
Penalties and costs of taxes	-	-	-
Other revenues	-	-	-
	<b>\$ 953,001</b>	<b>\$ 932,180</b>	<b>20,821</b>
<b>EXPENSES</b>			
Salaries, wages and benefits	\$ 28,402	\$ 26,141	2,261
Contracted and general services	248,352	86,822	161,530
Materials, goods and utilities	13,901	12,658	1,243
Transfers to local boards and agencies	1,524,196	1,005,809	518,387
Interest and bank charges	-	-	-
Amortization of tangible capital assets	61,941	31,670	30,271
Amortization of ARO tangible capital assets	6	6	-
Accretion ARO expenses	17	17	-
Machine expenses capitalized for construction	-	-	-
Other expenses	7,659	6,384	1,275
	<b>\$ 1,884,474</b>	<b>\$ 1,169,508</b>	<b>714,967</b>
<b>OPERATING SURPLUS - BEFORE OTHER</b>	<b>(931,473)</b>	<b>(237,327)</b>	<b>(694,146)</b>

## SEGMENT BUDGET OVERVIEW:

### SEGMENT FUNDING

The Utility Services segment revenues include the tax levies relating to the contribution to the Vulcan and District Waste Commission.

Sales of goods/services and user charges include the annual charges for garbage pickup in the Hamlet of Brant.

### SEGMENT EXPENSES

The expenditures are the costs required to provide the services included in this segment. These are the costs for the following:

- Storm Sewers & Drainage (37-01)
- Water Supply & Distribution (41-01)
- Twin Valley Regional Water (41-02)
- McGregor Regional Water (41-03)
- Solid Waste Management (43-03)

Contracted and general services include the contract to operate the Mossleigh Water Treatment Plant and legal fees to potentially expropriate land for drainage (if required). The transfers to local boards and agencies include contributions to the Vulcan and District Waste Commission and to the Twin Valley Regional Water Commission / McGregor Regional Water.



## FTE STAFFING



The Utility Services segment has no specific staffing allocated in terms of staffing full-time equivalents (FTE), even if some costing is allocated within these segment/departments. Any related oversight of the segment would be included within general government.



The following is a summary of all departments, including revenues and expenses, that are included within the Utility Services segment:

Utility Services - Segment Budget 2025	Storm Sewers & Drainage 37-01	Water Supply & Distribution 41-01	Twin Valley Regional Water Commission 41-02	McGregor Regional Water 41-03	Solid Waste Management 43-03	Utility Services Total
<b>REVENUE</b>						
Net municipal taxes	\$ -	16,538	-	-	932,363	948,901
Government transfers (operating)	-	-	-	-	-	-
Return on investments	-	-	-	-	-	-
Sale of goods, services and user charges	-	-	1,751	-	2,349	4,100
Rental income	-	-	-	-	-	-
Community aggregate levy	-	-	-	-	-	-
Penalties and costs of taxes	-	-	-	-	-	-
Other revenues	-	-	-	-	-	-
	-	16,538	1,751	-	934,712	953,001
<b>EXPENSES</b>						
Salaries, wages and benefits	\$ 11,813	5,906	-	-	10,683	28,402
Contracted and general services	130,000	118,352	-	-	-	248,352
Materials, goods and utilities	-	12,150	1,751	-	-	13,901
Transfers to local boards and agencies	-	-	37,500	503,342	983,354	1,524,196
Interest and bank charges	-	-	-	-	-	-
Amortization of tangible capital assets	-	61,941	-	-	-	61,941
Amortization of ARO tangible capital assets	-	6	-	-	-	6
Accretion ARO expenses	-	17	-	-	-	17
Machine expenses capitalized for construction	-	-	-	-	-	-
Other expenses	-	-	-	-	7,659	7,659
	141,813	198,372	39,251	503,342	1,001,696	1,884,474
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$ (141,813)</b>	<b>(181,834)</b>	<b>(37,500)</b>	<b>(503,342)</b>	<b>(66,984)</b>	<b>(931,473)</b>

The following is a summary of the operating segment for the department level revenues and expenses within the segment (with projections for the following three years):

Vulcan County Budget Segments	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
<b>SEGMENT - UTILITY SERVICES</b>						
<b>REVENUES:</b>						
37-01 Storm Sewers & Drainage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
41-01 Water Supply & Distribution	16,538	40,943	16,538	16,538	16,538	16,538
41-02 Twin Valley Regional Water Commission	247	338	1,751	1,751	1,751	1,751
41-03 McGregor Regional Water	-	-	-	-	-	-
43-03 Solid Waste Management	915,395	914,803	934,712	977,102	1,008,159	1,008,159
	<b>932,180</b>	<b>956,084</b>	<b>953,001</b>	<b>995,391</b>	<b>1,026,448</b>	<b>1,026,448</b>
<b>EXPENSES:</b>						
37-01 Storm Sewers & Drainage	\$ 10,900	\$ 10,862	\$ 141,813	\$ 12,114	\$ 12,116	\$ 12,116
41-01 Water Supply & Distribution	135,988	168,863	198,372	152,413	153,206	154,756
41-02 Twin Valley Regional Water Commission	41,102	41,548	39,251	39,251	39,251	39,251
41-03 McGregor Regional Water	-	7,458	503,342	1,032,893	345,198	-
43-03 Solid Waste Management	981,518	972,367	1,001,696	1,033,070	1,058,621	1,058,621
	<b>1,169,508</b>	<b>1,201,098</b>	<b>1,884,474</b>	<b>2,269,741</b>	<b>1,608,392</b>	<b>1,264,744</b>
<b>OPERATING SURPLUS - BEFORE OTHER (EXCLUDING CAPITAL AND TRANSFERS)</b>	<b>\$ (237,327)</b>	<b>\$ (245,014)</b>	<b>\$ (931,473)</b>	<b>\$ (1,274,350)</b>	<b>\$ (581,944)</b>	<b>\$ (238,296)</b>

## BUDGET HIGHLIGHTS



The following are some of the 2025 budget highlights for the Utility Services:

- There was an increase in the contribution to the Vulcan and District Waste Commission to \$981,005 (previously \$962,993). Although this would typically result in an increase in both the Transfers to Local Boards and Agencies and the related tax levies, the tax rates were actually able to be decreased as the County was able to utilize specific reserves (over the next couple years) to mitigate the increases in this requisition.
- Increases in Transfers to Local Boards/Agencies relates to the County's contribution to the McGregor Regional Water project for the water treatment plant and waterlines. The estimated project contributions are \$503,342 for 2025, \$1,014,094 in 2026, & \$345,198 in 2027 and are all reserve funded contributions.

## DEPARTMENTAL OBJECTIVES, GOALS, AND PERFORMANCE MEASURES:

### **37-01 - Storm Sewers & Drainage**

This function represents activities related to the provision of services for Storm Facilities and Surface Drainage. An objective of this department includes the completion of the drainage project near the Hamlet of Mossleigh.

### **41-01 - Water Supply & Distribution**

This function reflects the costs and other activities related to the well and water treatment plant in the Hamlet of Mossleigh. The Well and Water Plant are owned and operated by the County, while the water distribution system is owned and operated by the Mossleigh Water Co-op. The waterline connection to the Hamlet of Kirkcaldy is also included in this area. A priority of this department includes recouping the costs of construction of the Kirkcaldy water line, potentially reviewing the feasibility of a northern regional waterline (potentially combined with other goals of waterfront development just west of Milo), and procuring additional water licenses for the County.

### **41-02 - Twin Valley Regional Water**

Covers the Twin Valley Regional Water Commission (TVRWC). Until or unless this project expands into the rural area, Vulcan County will have minimal involvement in the overall operation of the Commission, other than ensuring that the landowners in the County who have the waterline through their properties are treated fairly. Three members of Council sit on the Commission Board.

### **41-03 - McGregor Regional Water**

Currently covers the construction of the McGregor Regional Water project for the water treatment plant and waterlines as part of the Water-for-Life grant through the Village of Milo. A regional water treatment plant is to be constructed in Milo with waterline connecting the Village of Milo, the Village of Arrowwood, and the hamlet of Mossleigh in the north section of the County.

### **43-03 - Solid Waste Management**

Funds are paid directly to the Vulcan District Waste Commission to administer the solid waste management in the County as well as the six urban Municipalities within the County (who also contribute). As this is a locally organized Commission, subsequently approved by the Province, it has requisitioning powers granted under legislation. There is also a small fee charged to the Hamlet of Brant residents as they receive individual garbage pick up. A priority of this department includes exploring opportunities and options with the Vulcan District Waste Commission which will allow for cost savings and stable requisitions.

# OPERATING BUDGET - TRANSFERS

## Reserves, Inventory, and Capital Transfers

The operating budget also includes the reserve and capital transfers to reconcile to the net budget effect for the fiscal year. The total operating revenues less the operating expenses is then either transferred to capital, inventory, or funded/transferred to the County’s operating and capital reserves. The net effect on the “accumulated surplus” is the operating surplus or deficit for each of the fiscal years.

These include both transfers to and from reserves and transfers to capital & inventory. The reserve transfers include the application of reserves used to fund operating and capital activities and the projected budgeted funds that are to be transferred into capital or operating reserves for future use. The transfers to capital include budgeted funds used to fund capital, amortization of tangible capital assets, and the transfer of gains/losses on disposals of tangible capital assets. The transfers to inventory include the projected changes to inventory such as periodic gravel crushing to increase the gravel inventory.

The following was the resulting transfers (with projections for the following three years):

Vulcan County Budget Comparison and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028
<b>TOTAL BUDGETED REVENUES</b>	\$ 20,464,818	\$ 23,938,844	\$ 22,463,002	\$ 24,041,037	\$ 24,111,649	\$ 24,111,649
<b>TOTAL BUDGETED EXPENSES</b>	(21,048,567)	(22,318,054)	(23,921,232)	(23,078,286)	(23,116,184)	(22,971,049)
<b>ANNUAL SURPLUS</b>	(583,750)	1,620,790	(1,458,230)	962,751	995,464	1,140,600
<b>RESERVE AND CAPITAL TRANSFERS:</b>						
Transfer of Amortization	4,877,771	5,013,436	5,013,435	5,013,435	5,013,435	5,013,435
Transfer of ARO Accretion	20,046	16,091	20,834	21,654	22,509	22,509
Transfer of Gain/Loss on disposal	0	917,754	0	0	0	0
Transfer from Reserves	1,527,204	1,620,570	2,724,591	2,765,777	1,984,589	912,914
Transfer to Reserves	(3,694,351)	(7,462,394)	(3,637,301)	(5,793,137)	(5,462,243)	(5,285,704)
Transfer to Capital Functions	(2,146,920)	(1,722,615)	(2,783,179)	(2,670,330)	(2,253,604)	(2,253,604)
Transfer to Other Functions & Inventory	0	(0)	119,850	(300,150)	(300,150)	449,850
Transfer of Principal Repayment	0	0	0	0	0	0
<b>TOTAL RESERVE AND CAPITAL TRANSFERS</b>	583,750	(1,617,158)	1,458,230	(962,751)	(995,464)	(1,140,600)
<b>TOTAL NET EFFECT ON ACCUMULATED SURPLUS</b>	\$ -	\$ 3,632	\$ -	\$ -	\$ -	\$ -

As shown above, the County is able to maintain a balanced budget in 2025 and future projected years; however, this will be tied to future assessment and tax information is available. In the next couple years, there may be future growth in assessment upcoming windmill project (Buffalo Plains Wind Project) is also being constructed (deemed assessable when project is “plugged-in” to the energy grid and commissioned). Should the County’s assessment increase, it may reduce the deficit/increase the surplus or it can potentially lead to decreases in municipal tax rates (i.e., increase in assessment and decrease in rate can lead to similar total tax revenues). However, if there is no assessment increases (or decreases), the County will either have to try to further reduce the operating costs, try to find increases in operating revenues, use reserves, and/or increase tax rates to eliminate the operating deficit. As this information is not known at this time, the increased surplus is shown until the County can determine the appropriate course of action.

*Starting in 2025, there was a change to the budgeting methodology for the gravel crushing program as this has been changed to a “transfer to inventory” instead of a budgeted expense as this actually results in an increase in inventory for future use (stock piles). The projected use of inventory for road construction/gravelling is now treated as a “transfer from inventory”.*

## Reserve Transfers

The reserve transfers include the application of reserves used to fund operating and capital activities and the projected budgeted funds that are to be transferred into capital or operating reserves for future use.

### **TRANSFERS FROM RESERVES**

The transfers from reserves is the amount of funding used from operating reserves that have been set up in prior years. This can include the reserves that have been built up specifically for operating expenditures or that have been built from prior surpluses.

The 2025 transfer from reserves is increased from \$1.53 million to \$2.73 million. This is mainly due to the increase use of operating reserves as part of departmental reserves analysis (multi-year use of reserves) and for one-time purchases/projects including the contributions to the McGregor Regional Water project. Budget 2024/2025 also includes use of reserves for Waste Commission and Marquis Foundation (on 2023 supplementary surplus for these requisitions - used over 5 year period).

### **TRANSFERS TO RESERVES**

The transfers to reserves are the amount of funds that are raised in the operating budget to be used for either future operating projects or capital projects. This transfer to reserves (both capital and operating) decreased from \$3.69 million to \$3.64 million:

- Currently, the County has a 20-year capital funding program in which there is approximately \$2.5 million put into capital reserves for this program (funding both 2025 and future years' capital acquisitions). There is also an additional \$732,440 being contributed to capital reserves, including specific capital allocations included in facility rental recoveries, fire/recreation district specific reserves, and reserve recoveries.
- There is also approximately \$404,900 budgeted to be allocated to operating reserves for future projects. This includes approximately \$279,200 allocated to the gravel crushing reserves each year so that the reserve will be sufficient to cover the next gravel crushing project in 2026-2027 (which will be transferred to inventory).



## Inventory Transfers

The transfers to inventory include the projected changes to inventory such as periodic gravel crushing where the County hires a contractor to go into the Gravel Pits and crush gravel/rocks into specific gravel sizes for developing stock piles to be used for roads and other infrastructure requirements (gravel crushing is specifically reserve funded).

Budget 2025 does includes "transfers from inventory" for projected use of gravel inventory for road construction/gravelling programs, this is similar use of gravel inventory projected for 2026-2028. In 2026/2027 with the upcoming gravel crushing program; whereas, this program is reserve funded and will increase the crushed gravel inventory (gravel stock piles) for the gravelling program and internal construction projects and will be treated as a "transfer to inventory".

## Capital Transfers from Operations

The transfers to capital include budgeted funds used to fund capital, amortization of tangible capital assets, and the transfer of gains/losses on disposals of tangible capital assets.

### **TRANSFER OF AMORTIZATION**

The transfer of amortization is the offset to the amortization expense included in the operating expenses. This transfer is to apply the reduction in the net book value of the tangible capital assets (roads, buildings, equipment) to the “equity in tangible capital assets,” a separate account which helps to break down the proportion of accumulated surplus that has been allocated to capital assets.

### **TRANSFER OF ARO ACCRETION**

The transfer of Asset Retirement Obligation (ARO) Accretion is the offset to the ARO Accretion expense included in the operating expenses. This transfer is to apply the change in the ARO liability account to the “equity in tangible capital assets,” a separate account which helps to break down the proportion of accumulated surplus that has been allocated to capital assets.

### **TRANSFER OF GAIN/LOSS ON DISPOSAL**

The County does not typically budget for estimated gains/losses on disposals (these are only included in the actual figures). The 2024 actuals include the total gains on disposals (included in revenues) of \$113,602, the total loss on disposals (included in expenses) of \$8,274, and a transfer from Tangible Capital Assets to Inventory held for Resale of \$1,023,083; therefore, the net loss transferred to capital was \$917,754.

### **TRANSFERS TO CAPITAL FUNCTIONS**

The transfers to capital function is the offset to the capitalization of the machine expenses included in the operating expenses. This is to transfer these operating costs to the capital costs of the internally constructed projects (i.e. roads and bridges).

### **TRANSFERS OF PRINCIPAL REPAYMENTS**

The transfers of principal repayments relates to the principal portion of the long-term debt (or capital lease obligation, in this case) for the payments made throughout the year. The County is currently budgeting the total lease payments as expenditures in contracted services. The lease is with respect to a vehicle has been fully repaid.



A sunset over a body of water with reeds in the foreground. The sky is filled with orange and yellow clouds, and the water reflects the colors. The foreground shows the silhouettes of reeds.

**SECTION 3 -  
CAPITAL BUDGET,  
RESERVES & DEBT**

## Section 3 - CAPITAL BUDGET, RESERVES & DEBT

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Capital & Reserves



Appendix & Glossary



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# CAPITAL BUDGET



## Capital Budget - Overview

The following is an overview of the County's capital budget. The capital budget pertains to the construction and acquisition of capital assets. The capital budget is funded by a combination of capital grants, reserve funding, operating transfers, and sale of capital assets no longer in use.

### Vulcan County Budget Overview - Capital

#### CAPITAL ACQUISITIONS:

	Budget 2025	Budget 2024	Change
Land	\$ -	\$ -	-
Land Improvements	-	-	-
Buildings	150,000	187,000	37,000
Equipment	2,922,954	1,732,750	1,190,204
Vehicles	472,601	643,188	(170,587)
Engineered Structures	6,170,589	5,113,470	1,057,119
<b>Total</b>	<b>\$ 9,716,144</b>	<b>\$ 7,676,408</b>	<b>2,039,736</b>

#### OTHER REVENUE:

Government transfers - capital	2,416,986	2,234,582	182,404
<b>Total</b>	<b>\$ 2,416,986</b>	<b>\$ 2,234,582</b>	<b>182,404</b>

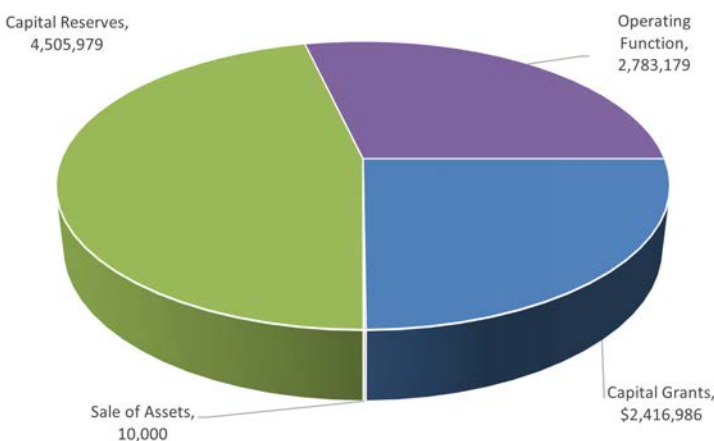
#### RESERVE AND CAPITAL TRANSFERS:

Disposal of Capital	10,000	0	10,000
Transfer from Reserves - Capital	4,505,979	3,294,906	1,211,073
Transfer to Reserves - Capital	-	-	-
Transfer from Operating Functions - Capital	2,783,179	2,146,920	636,259
<b>Total</b>	<b>7,299,158</b>	<b>5,441,826</b>	<b>1,857,332</b>

#### TOTAL NET EFFECT ON ACCUMULATED SURPLUS

<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
--------------	-------------	-------------	-------------

Capital Budget - Funding



The majority of the funding for the capital budget is from capital reserves, capital grants, followed by transfers from the operating function. These reserves have been built up over time as part of the 20-year capital plan in order to fund these projects.

The LGFF/MSI Capital grant allocation is fully utilized in these capital projects. These grants have been allocated replacement of equipment/vehicle purchases. *LGFF/MSI Capital is included within "Other Revenue" within the Budgeted Statement of Operations.*



It is budgeted that approx. \$2.42 million will be funded by capital grants/contributions and \$4.51 million funded by capital reserves. There are \$2.78 million of operating machine expenses capitalized for construction (internally constructed projects) which is included in the net transfers from operating function (net between capitalized costs and relates operating funding transfers).

Some of the major capital acquisitions include the completion of the Industrial Park, road & bridge projects, phase 2 of the Mossleigh Drainage Project (carryforward from 2023), County Building Design project, purchase of 2 graders with attachments, replacement of 65 Self Contained Breathing Apparatus, and other vehicle/equipment replacements.



The following is a 5-year capital projections, including the Capital Budget 2025 (with prior year comparison) and projections for 2026-2029:

Vulcan County Capital Budget and Projections	Budget 2024	Actual 2024	Budget 2025	Projected 2026	Projected 2027	Projected 2028	Projected 2029
<b>CAPITAL ACQUIRED:</b>							
Land	\$ -	\$ 85,580	\$ -	\$ -	\$ -	\$ -	\$ -
Land Improvement	-	-	-	-	-	-	8,557
Buildings	187,000	-	150,000	77,852	8,562	6,169,055	94,081
Equipment	1,732,750	2,507,836	2,922,954	2,415,298	3,178,746	3,626,025	805,565
Vehicles	643,188	1,220,310	472,601	349,554	997,149	1,097,600	317,348
Engineered Structures	5,113,470	2,436,373	6,170,589	2,485,186	501,281	2,666,278	2,514,733
<b>TOTAL CAPITAL ACQUIRED</b>	<b>\$ 7,676,408</b>	<b>\$ 6,250,099</b>	<b>\$ 9,716,144</b>	<b>\$ 5,327,890</b>	<b>\$ 4,685,738</b>	<b>\$ 13,558,958</b>	<b>\$ 3,740,284</b>
<b>CAPITAL FUNDING:</b>							
Capital Grants	\$ 2,234,582	\$ 1,512,117	\$ 2,416,986	\$ 1,434,098	\$ 1,434,098	\$ 1,434,098	\$ 1,434,098
Sale of Assets	-	157,756	10,000	-	-	-	-
Contributed Asset	-	684,977	-	-	-	-	-
Transfer from Capital Reserves	3,294,906	2,245,636	4,505,979	1,122,613	480,461	4,853,681	464,993
Transfer to Capital Reserves	-	-	-	-	-	-	-
Transfer from Operating Function	2,146,920	1,722,616	2,783,179	2,771,179	2,771,179	2,771,179	2,771,179
Transfer to Operating Function	-	(73,003)	-	-	-	-	-
Capital financing acquired	-	-	-	-	-	4,500,000	-
<b>TOTAL CAPITAL FUNDING</b>	<b>\$ 7,676,408</b>	<b>\$ 6,250,099</b>	<b>\$ 9,716,144</b>	<b>\$ 5,327,890</b>	<b>\$ 4,685,738</b>	<b>\$ 13,558,958</b>	<b>\$ 3,740,284</b>

The County currently utilizes a 5 year written capital plan to address the future requirements of the County in upcoming years and to ensure that the County is prepared and has the funding available for these future capital projects and purchases. This ensures that these activities are planned in a fiscally responsible manner. The plan further allows for stability in capital funding requirements so as to avoid significant fluctuations from one year to the next (a goal of the Strategic Plan). The capital projections are an extract of the comprehensive 20-year capital funding plan.



## LGFF/MSI Capital Grant Funds

The following is a reconciliation of the Local Government Fiscal Framework (LGFF) & Municipal Sustainability Initiative (MSI) Capital Grant funding:

### Local Government Fiscal Framework (LGFF)

*Replacing - Municipal Sustainability Initiative (MSI)*

### Capital Grant Reconciliation

	<b>2025 Budget</b>
Carry-forward balance (MSI Capital)	761,223
2025 Grant Allocation (LGFF allocation)	1,635,763
Available LGFF & MSI Funds	<b>2,396,986</b>

	Budgeted cost	Grant Funded
Self Contained Breathing Apparatus (MSI)	787,775	761,223
Grader Purchases (LGFF)	1,432,000	1,432,000
Mack Semi Truck (LGFF)	257,198	203,763
	<b>2,476,973</b>	<b>2,396,986</b>

### Unallocated LGFF & MSI Funds

-

The Local Government Fiscal Framework (LGFF) replaced the previous Municipal Sustainability Initiative (MSI) Capital grant in 2024; however, any unspent MSI Funds can continue to be used on the approved MSI Capital Projects (up to 5 years). At the end of 2024, there was a total of \$761,223 remaining of MSI Capital funding remaining in deferred revenues; whereas, although this was previously approved to fund phase 2 of the Mossleigh Drainage Project (carryforward from 2023), during the 2025 budget process, the Budget Committee (Council) approved the reallocation of this grant funding to cover the purchase of the 65 Self Contained Breathing Apparatus (SCBAs) which had a cost of \$787,775. This allowed for the full utilization of the remaining MSI grant funding (as there is limited time to use these funds); whereas, the reserves that were originally accumulated for these SCBAs were reallocated to fund the Mossleigh Drainage Project, which may or may not be able to be completed in 2025 (depending on capacity).

The Local Government Fiscal Framework (LGFF) allocation for 2025 was \$1.43 million (based on provincial allocations). For Budget 2025, this LGFF capital grant funding is being used to fund the purchase of two graders and Mack Semi Truck. The projections for 2026-2029 (and future years within the 20-year capital plan) are based on a conservative basis; whereas, most of the projections are set at the same funding allocation levels as in the 2025 budget as many of these are based on funding agreements and allocations.

As shown above, the LGFF/MSI Capital grant allocation is fully utilized in these capital projects, including both the carry-forward funding from 2024 and the 2025 Allocation.



## Land & Land Improvements

Land and Land Improvement include the acquisition of lands for the County and improvements on these County owned lands. There are no land or land improvement projects budgeted to be constructed or improved in 2025.

Land/land improvements acquisitions are typically non-recurring costs that vary significantly from year-to-year.

## Buildings

Buildings include the acquisition and construction of new buildings and additions or upgrades to existing buildings that are owned by the County. The following are the capital budgets of buildings:

### Capital Acquired - Buildings:

10-00	General Municipal	County Building Design	150,000
			<u>150,000</u>

### Capital Funding:

Capital reserves	150,000
Transfer from operating	-
	<u>150,000</u>

The County has been planning on building a new County facility that would be used for both administration and operations (planned for almost 10 years) - estimated for 2028 construction. The current public works/operations facility is getting close to and/or is at the end of it's useful and will require replacement in the next couple years; whereas, with this replacement the administration building would also be added to this facility (as the current building was built in 1951 with certain sections of the building were modernized in 2003). The size of the facility is planned to be increased to meet the current and projected future capacity requirements.

As part of the County Industrial Park, there has already been a 22.8 acre assigned to the location of the new facility. Through the 20-year capital plan, the County has also strategically been saving capital reserves for this new facility and is planning on taking some debenture debt to fund the remaining costs of the facility (trying to match future debenture payments with current levels of annual reserve allocations so there is little to no impact on the ratepayers). This is all part of the County's Strategic Priority of "Continued Investment into Infrastructure and Required Equipment". To start this process, the County has budgeted \$150,000 to start on the design of the new facility (including creating a Building Committee, reviewing multiple facilities in other municipalities, and reviewing costs estimates). This design phase is reserve funded. Other building projects include upgrades to the repair shop eavestroughing (safety concern) and some office upgrades to the public works/operations facility.

As the 20-year capital plan is a living document, these projects and dates are reviewed annually during the budget process and may be pushed back or moved forward as the dates draw nearer. County priorities at those times will also be taken into account. All buildings/facilities for each department is listed within the 20-year capital plan; whereas, each asset include projected year of replacement (based on useful life, replacement cycles, and condition).





# Equipment

Equipment includes the acquisition/development of new pieces of equipment including technology, office equipment, shop/light duty equipment, and heavy duty equipment (i.e. graders, dozer). The following are the capital budgets of equipment:

### Capital Acquired - Equipment:

11-00	Legislative	Council Chamber Sound System	35,000
12-02	Administration	Server Update and migration	23,500
12-02	Administration	VMWare Host Server Replacement	21,500
23-01	General Fire Protection	Emergency Handheld Radios	28,500
23-01	General Fire Protection	BullsEye Digital Fire Extinguisher	45,000
23-01	General Fire Protection	Heavy extrication struts	50,000
23-01	General Fire Protection	Self Contained Breathing Apparatus	787,775
23-01	General Fire Protection	Truck Mounted Tablet Systems	60,000
32-00	Road Transportation	2 CAT graders replaced	1,432,000
32-01	Road Construction	Purchase of 20' Pro-Till High Speed Disc	198,000
32-02	Road Maintenance	Purchase Case Skid Steer	111,825
32-02	Road Maintenance	Purchase Dump Box Trailer	16,999
32-03	Road Gravelling	Purchase Tri axle gravel trailer	89,355
62-00	Agricultural Services	14' Beavertail Trailer	9,000
62-00	Agricultural Services	Hand Wand Spray Skid	14,500
			<b>2,922,954</b>

### Capital Funding:

Capital reserves	654,731
Contribution from local boards/agencies	20,000
Grants	2,193,223
Sale of assets	10,000
Transfer from operating	45,000
<b>2,922,954</b>	

Equipment acquisitions are always required, but the specific items will vary significantly from year-to-year. The only significant reoccurring equipment purchases are for graders; the County typically purchases 2 graders per year.

The 2025 capital budget, includes the following:

- Legislative (11-00) - Replacement the sound system in Council Chambers; whereas, this will improve the quality of both in-person and on-line public meetings.
- Administration (12-02) - Replacement IT equipment that is at end of life, including the County's Server upgrades and VMWare Host Server. These items are funded by capital reserves.
- General Fire Protection (23-01) - The fire departments required replacement of multiple equipment, including emergency handheld radios, heavy duty extrication struts for motor vehicle accidents, and replacement of the Self Contained Breathing Apparatus (SCBAs) that were at end of usable life (based on required replacement cycles).

In addition to the equipment replacements, there was also new truck mounted tablets installed in fire protective vehicles for the new on-line tracking/reporting system (purchased in 2024 and implemented in 2025) and enhanced BullsEye Digital Fire Extinguisher training system.



**The majority of the Fire Protection equipment is funded by reserves; however, the SCBAs are mostly funded by carryforward MSI grant funding, the Fire Extinguisher training system is funded by operations, and the heavy duty extrication struts are partially funded by the Town of Vulcan as part of the funding model for that fire department.**

- Road Transportation (32-00) - Typically the County funds the replacement of two graders; however, in Budget 2025, the County is replacing two (2) CAT 160M graders based on the requirements within the 20-year capital plan. These items are funded by LGFF capital grant funds in the current year.
- Road Construction (32-01) - Replaced a 20' Pro-Till High Speed Disc for the road construction program funded by reserves. The prior equipment was provided the Agricultural Department for their equipment rental program (which can be rented by farmers for this specialized equipment).
- Road Maintenance (32-01) - Replacement of skid steer and dump box trailer which were at the end of their useful lives. These items are funded by capital reserves as part of the capital plan.
- Road Gravelling (32-03) - A tri-axle gravel trailer is scheduled to be replaced in the current year. The item is funded by capital reserves as part of the capital plan.
- Agricultural Services (62-00) - The agricultural department is replacing a 14' Beavertail trailer and a hand wand spray skid which were at the end of their useful lives. These items are funded by capital reserves as part of the capital plan.

As the 20-year capital plan is a living document, these projects and dates are reviewed annually during the budget process and may be pushed back or moved forward as the dates draw nearer. County priorities at those times will also be taken into account.

All major equipment for each department is listed within the 20-year capital plan; whereas, each asset include projected year of replacement (based on useful life, replacement cycles, and condition). Administration and the related department heads review the listing on periodic basis (typically as part of budget process and/or as significant changes/updates are required) to ensure accuracy, operational requirements, and current replacement costs.



Introductory



Operating Budget



Capital & Reserves



Appendix & Glossary



## Vehicles

Vehicles acquisitions light duty trucks (i.e. pickups) and heavy duty vehicles (i.e. fire trucks, hi-way tractors). The following is the capital budget for vehicles:

### Capital Acquired - Vehicles:

31-01	Common Services	Purchase 1 F250 reg. cab	69,777
32-01	Road Construction	Purchase 2 F250 trucks	145,626
32-03	Road Gravelling	Purchase Mach Semi Truck	257,198
			<hr/>
			<b>472,601</b>

### Capital Funding:

Capital reserves	268,838
Grants	203,763
<hr/>	
<b>472,601</b>	

Vehicle acquisitions are required every year, but do vary significantly in their type and purpose.

The 2025 capital budget, includes the following:

- Common Services (31-01) - There is a 3/4 ton trucks for the Public Works Shop that has reached the end of its useful life and is to be replaced by the acquisition of a new capital leased truck; whereas, the lease is effectively funded upfront as 99.9% of cost is funded at time of acquisition using capital reserves.
- Road Construction (32-01) - There are two 3/4 ton trucks that have reached the end of their useful life and is to be replaced by the acquisition of a new capital leased truck; whereas, the lease is effectively funded upfront as 99.9% of cost is funded at time of acquisition using capital reserves.
- Road Gravelling (32-03) - A Semi Truck has reached the end of its useful life and is to be replaced by the acquisition of a new Mack Semi Truck; whereas, the this is funded partially by LGFF grant funding and by capital reserves as part of the capital plan.





## Engineered Structures

Engineered structures include the construction/development of infrastructure including roads, bridges, water systems, drainage, and other systems. The following are the capital budgets for engineered structures:

### Capital Acquired - Engineered Structures:

10-00	General Municipal	McGregor Marina Project	21,449
32-01	Road Construction	Capitalization of road construction	2,279,566
32-04	Bridges	Bridge projects (3 projects)	997,274
37-01	Storm Sewers & Drainage	Mossleigh Drainage Improvements	652,300
69-02	Industrial Park	Industrial Park - completion	2,220,000
			<b>6,170,589</b>

### Capital Funding:

Capital reserves	3,432,410
Transfer from operating	2,738,179
	<b>6,170,589</b>

Engineered structure construction/development (specifically bridges) are typically non-recurring costs that vary significantly from year-to-year. The only significant recurring engineered structures are road construction projects; there will virtually always be roads built during the year, but bridges, water lines, drainage and other systems aren't always in progress.

The 2025 capital budget, includes the following:

- General Municipal (10-00) - In mid-to-late 2025, it is projected that the County may be able to start on the design for the McGregor Marina Project (for potential completion during 2026). This land is currently in process of being acquired through the Province of Alberta for the development of a marina at the north end of Lake McGregor.
- Road Construction (32-01) - These roads are internally constructed by the County's road construction crew. Therefore, the internal costs relating to these roads are capitalized (i.e. salaries, contracted services, materials, etc.). These costs are funded by the operating fund which includes Canadian Communities-Building Fund (CCBF) grant funding and general funding through taxation.
- Bridges (32-04) - The two (2) bridge projects that are within the County's ability to complete internally (so no requirements to contracted out for these projects other than the engineering designs) and there is one (1) bridge file that is required to be contracted out (as it may be too large and out of scope for the internal operations to replace). These bridge project costs are funded through capital grants and the use of capital reserves.
- Storm Sewers & Drainage (37-01) - Phase Two of the Mossleigh Drainage Project is for the excavation of a retention pond and new drainage channel to control water runoff during spring run off and times of high precipitation; whereas, this is carried forward from Budget 2023. This project is now funded by capital reserves (was funded by MSI grants in prior years).
- Industrial Park Lands (69-02) - The County is completing the industrial park located just to the south-east of the Town of Vulcan. Budget 2025 include the completion of this project including the water reservoir, supply lines, and sanitary lift station. This is a carryforward from 2023 as there was a redesign required on the water reservoir. This project is funded by capital reserves (which will be replenished with the industrial park lot sales and/or prior land sales).



Introductory



Operating Budget



Capital & Reserves



Appendix & Glossary



## Long-term Capital Funding Plan

The County currently utilizes a 5 year written capital plan to address the future requirements of the County in upcoming years and to ensure that the County is prepared and has the funding available for these future capital projects and purchases. This ensures that these activities are planned in a fiscally responsible manner. The plan further allows for stability in capital funding requirements so as to avoid significant fluctuations from one year to the next (a goal of the Strategic Plan).

The County also utilizes a 20 year capital funding program. All the costs and estimated replacement dates for the County's capital assets are projected forward. When an asset is due to be either purchased or constructed, the total projected replacement costs (using inflation rates) is effectively "saved up" through the building of the capital reserves over this period of time. For example: a grader with an estimated replacement cost of \$550,000 is scheduled to be replaced in 5 years; therefore, a total of \$110,000 of funds are allocated to a capital reserve each year, so that when the grader is to be purchased after 5 years, the funds will be available.

This methodology is used to "level out" the annual funding requirements to avoid the highs and lows in capital requirements from year-to-year. The scheduled replacement of the capital is based on the estimated useful lives of the assets which takes into account the costs/benefits of replacing the asset vs. the costs to maintain the assets. A goal in the Strategic Plan is to have a long-term, effective road maintenance and rehabilitation program (including maintaining the equipment replacement program); therefore, the utilization of the 20-year capital funding plan aligns with the goals of the Strategic Plan.

This 20-year capital funding program already takes into account the projected non-recurring capital requirements. As such, the County already has plans (and reserves) to fund these capital items. This assists the County with its priority to keep its tax rates competitive. If the funding plan were not in place, tax rates could spike in years with higher capital requirements, leading to less competitive taxes and uncertainty for ratepayers. The capital reserve balances are closely monitored so that the County is aware of any potential issues long in advance. The capital reserves have been built up over the past few years as part of this 20 year capital funding program, which will allow the County to fund these projects without radical changes in tax rates or taking on additional debt. County Council approves the road and bridge capital programs.

The 20 year capital funding program is considered a "living" document and is updated on an annual basis to take into account changes in capital reserve levels, changes in years of replacement, and projected replacement costs. As the year of replacement gets closer to the current year, the estimations of replacement costs typically become more accurate.

*During the development of Budget 2025, this 20-year capital funding program was further refined and enhanced. This included enhancements to the facility replacements planning and the additional inclusion of the Milo Fire Department vehicles and equipment that was regionalized during 2024.*





## Long-term Capital Funding - Plan Development

Continued Investment into Infrastructure and Required Equipment is a county-wide priority and maintaining and replacing the infrastructure is a key performance measure for the County. As a County, the majority of municipal activities typically relate to road/bridge infrastructure, making up one of the largest components within the County’s expenditures.

All major capital assets for each department is listed within the 20-year capital plan; whereas, each asset include projected year of replacement (based on useful life, replacement cycles, and condition). Administration and the related department heads review the listing on periodic basis (typically as part of budget process and/or as significant changes/updates are required) to ensure accuracy, operational requirements, and current replacement costs. The following are the processes for identifying the capital projects that are to be funded:

- **Bridges Projects** - Vulcan County has 180 bridge files comprised of 50 standard bridges and 130 bridge culverts which are tracked in the 20-year capital plan. These have projected replacement years ranging from the current budget year and up to 2074 based on useful life, replacement cycles, and condition. Each of the bridge projects separately tracks their structural and sufficiency rating; whereas, these ratings and in combination with ongoing review, determines the replacement priority and the projected replacement timing within the capital budget and 20-year capital plan.
- **Road Construction Projects** - The County currently maintains 2,672 kilometer (km) of roadways, including approximately 2,830 separate asset IDs tracks in its 20-year capital plan (including partial road segments). Each road ID is tracked separately by road type (i.e., gravel, oiled, paved) and with the projected replacement year (tied to useful life and replacement cycles). The County typically replaces/ constructs 10 miles (16 kilometers) of road year; therefore, there is a an importance on prioritization. Ongoing review, feedback from grader drivers, and tracking road maintenance costs supports in determining the roads required for replacement.

The Bridges and Roads priorities are also provided to Council for review and a 4-year priority replacement listing is reviewed and approved by Council (on a 4-year cycle). Adjustments may be included to the priority replacement listing if required and would either be provided to Council directly or be included in the budget committee review as part of the development of the capital budget.

All major equipment/vehicles for each department is listed within the 20-year capital plan (ranges from 350-375 separate equipment/vehicles assets that are tracked); whereas, each asset include projected year of replacement (based on useful life, replacement cycles, and condition). The determination of replacements is typically tied directly to the equipment/vehicles and the specific predetermined replacement cycles (i.e., most vehicles are replaced every 10 years, graders are replaced every 5-6 years, etc.). The replacement cycles are typically determined on historical trends of the cost/benefit of replacement in relation to maintenance/repair costs.

The following pages include charts for the replacement of the capital currently included in the twenty 20 year capital funding program. Some departments have significant spikes in certain years. These years of high expenditure are timing issues from the useful lives of different types of assets dictating replacement all at once. These will be reviewed and ‘smoothed out’ where possible closer to those years.





## Long-term Capital Funding - 20 Year Capital Plan Summary

### Vulcan County

#### Capital Cost Projections

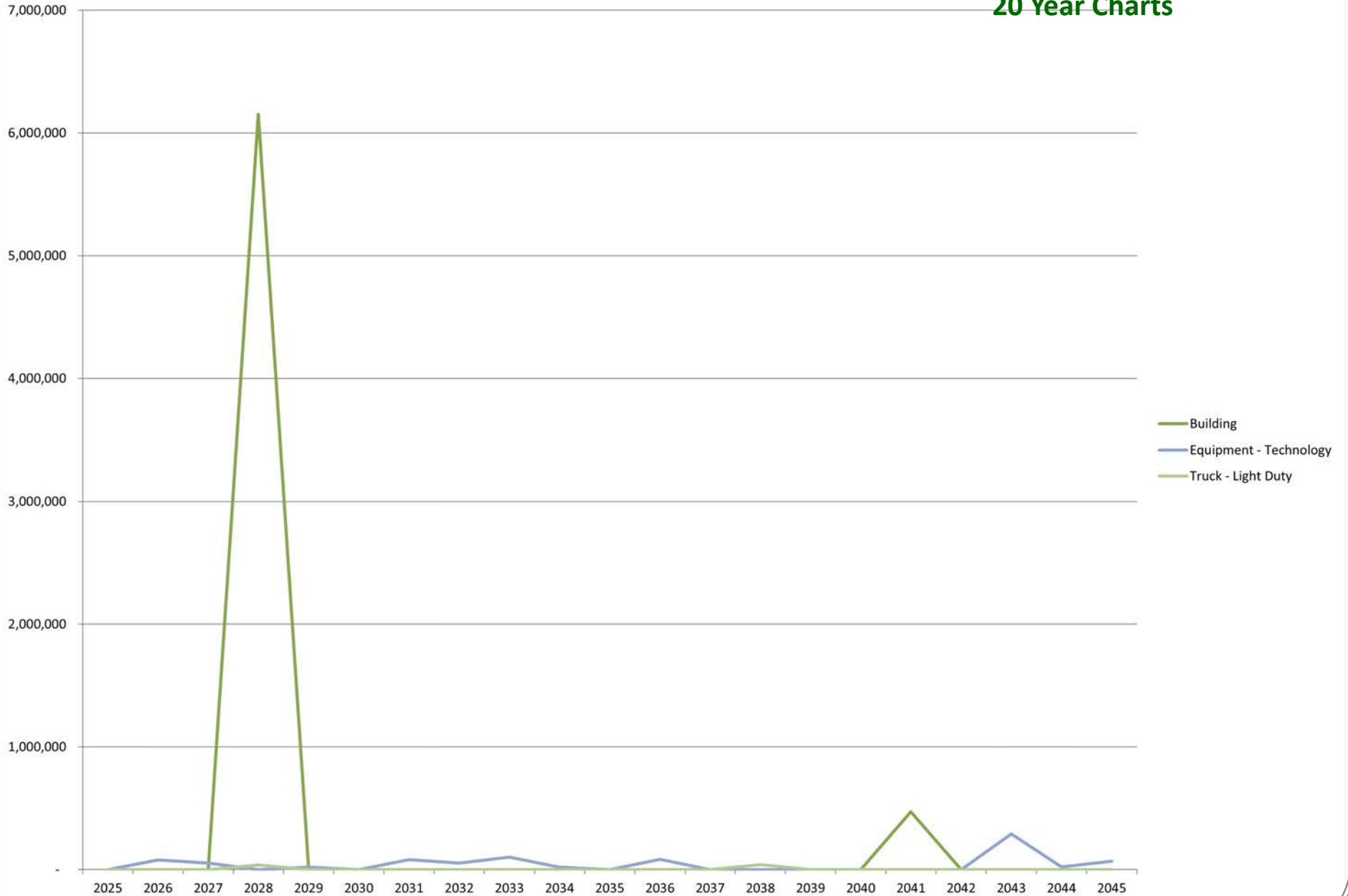
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Administration - Property, Plant, &amp; Equipment (PP&amp;E):</b>										
Building	-	-	6,151,508	-	-	-	-	-	-	-
Equipment - Technology	78,250	52,028	-	18,997	-	80,225	53,342	99,858	19,477	-
Truck - Light Duty	-	-	38,557	-	-	-	-	-	-	-
	78,250	52,028	6,190,065	18,997	-	80,225	53,342	99,858	19,477	-
<b>Agriculture - Property, Plant, &amp; Equipment (PP&amp;E):</b>										
Building	5,725	-	-	-	-	-	-	30,535	-	-
Equipment - Heavy Duty	19,118	-	-	-	74,558	-	-	-	95,076	-
Equipment - Light Duty	5,725	-	-	25,751	55,011	40,067	22,975	7,939	-	46,635
Truck - Heavy Duty	52,889	-	47,624	-	110,445	-	-	-	-	59,868
Truck - Light Duty	-	-	-	63,269	40,760	-	-	54,156	-	-
	83,457	-	47,624	89,020	280,774	40,067	22,975	92,630	95,076	106,503
<b>Protective Services - Property, Plant, &amp; Equipment (PP&amp;E):</b>										
Building	-	-	-	-	-	-	-	-	-	-
Equipment - Heavy Duty	-	-	-	15,700	-	-	-	-	-	-
Equipment - Light Duty	7,528	3,571	244,143	91,238	55,600	3,661	690,301	269,618	-	74,318
Equipment - Buildings	-	390,944	164,040	-	-	-	-	-	-	-
Equipment - Technology	54,212	-	-	-	-	55,581	-	-	-	-
Truck - Heavy Duty	-	-	417,750	-	630,741	624,424	-	704,141	-	-
Truck - Light Duty	63,710	82,635	352,301	17,781	44,768	-	-	299,575	-	60,684
Land Improvement	-	-	-	8,557	-	-	-	-	-	322,407
	125,450	477,150	1,178,234	133,276	731,109	683,666	690,301	1,273,334	-	457,409
<b>Public Works - Property, Plant, &amp; Equipment (PP&amp;E):</b>										
Building	72,127	8,562	17,547	94,081	12,089	-	34,683	-	-	17,374
Equipment - Heavy Duty	2,233,164	2,732,203	3,139,756	620,722	1,802,595	2,352,198	3,805,023	1,795,742	1,015,303	74,955
Equipment - Light Duty	17,301	-	78,086	33,157	99,321	-	112,038	-	106,063	141,844
Truck - Heavy Duty	198,259	914,514	188,486	194,103	462,953	-	-	192,081	143,111	323,321
Truck - Light Duty	34,696	-	52,882	42,195	195,020	-	97,313	48,091	77,950	-
	2,555,547	3,655,279	3,476,757	984,258	2,571,978	2,352,198	4,049,057	2,035,914	1,342,427	557,494
<b>Total Property, Plant, &amp; Equipment (PP&amp;E):</b>	<b>2,842,704</b>	<b>4,184,457</b>	<b>10,892,680</b>	<b>1,225,551</b>	<b>3,583,861</b>	<b>3,156,156</b>	<b>4,815,675</b>	<b>3,501,736</b>	<b>1,456,980</b>	<b>1,121,406</b>
<b>Public Works - Bridges:</b>										
Bridges	406,030	153,023	391,278	755,983	860,589	457,911	938,546	2,627,850	1,351,782	2,347,403
	<b>406,030</b>	<b>153,023</b>	<b>391,278</b>	<b>755,983</b>	<b>860,589</b>	<b>457,911</b>	<b>938,546</b>	<b>2,627,850</b>	<b>1,351,782</b>	<b>2,347,403</b>
<b>Public Works - Roads:</b>										
Roads	2,079,156	348,258	2,275,000	1,758,750	6,530,980	5,305,093	1,785,260	1,794,190	1,803,160	1,812,180
	<b>2,079,156</b>	<b>348,258</b>	<b>2,275,000</b>	<b>1,758,750</b>	<b>6,530,980</b>	<b>5,305,093</b>	<b>1,785,260</b>	<b>1,794,190</b>	<b>1,803,160</b>	<b>1,812,180</b>
<b>Total costs of PP&amp;E, Bridges, Roads</b>	<b>5,327,890</b>	<b>4,685,738</b>	<b>13,558,958</b>	<b>3,740,284</b>	<b>10,975,430</b>	<b>8,919,160</b>	<b>7,539,481</b>	<b>7,923,776</b>	<b>4,611,922</b>	<b>5,280,989</b>


**Vulcan County  
Capital Cost Projections**

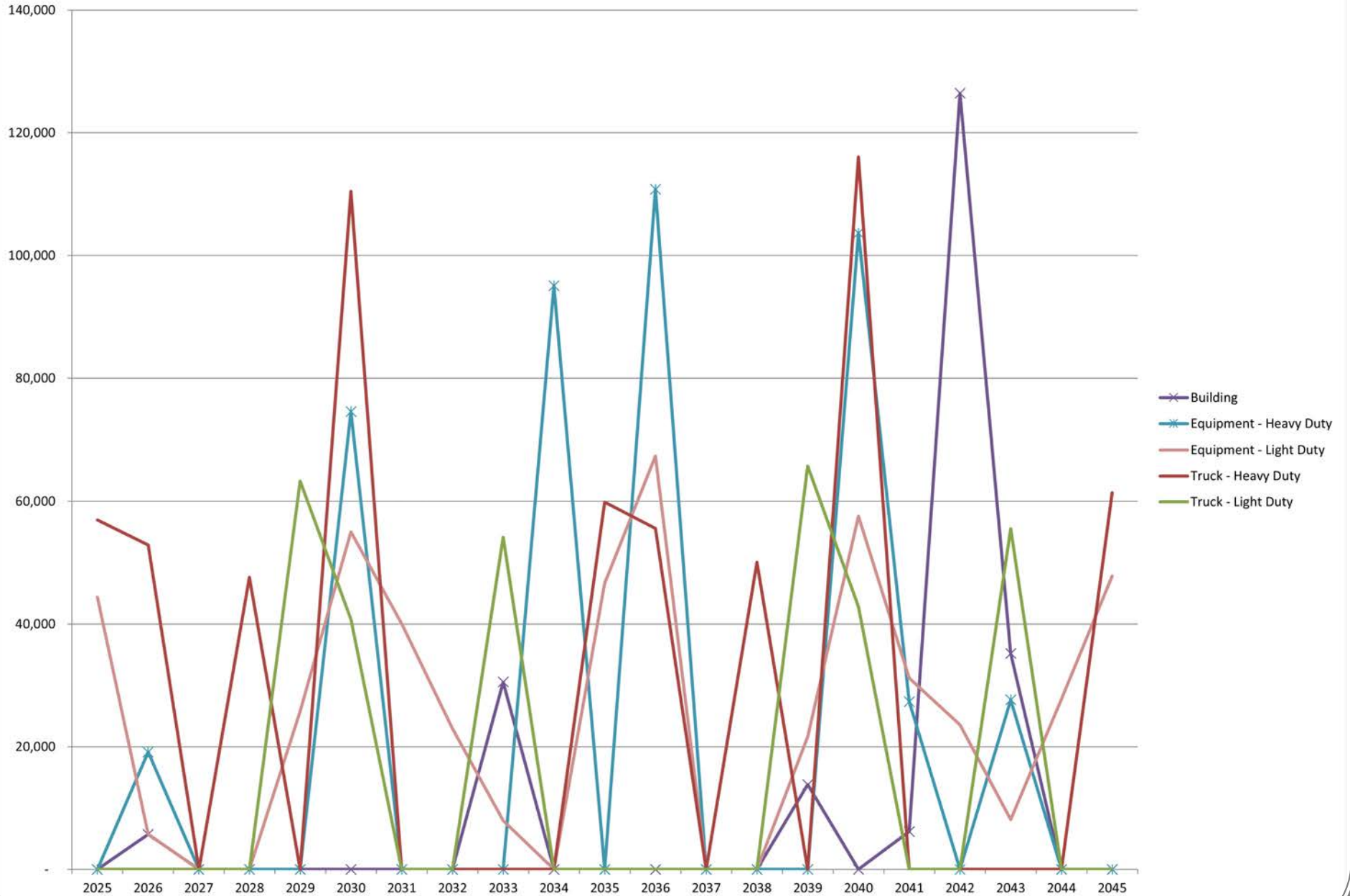
	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045
<b>Administration - Property, Plant, &amp; Equipment (PP&amp;E):</b>										
Building	-	-	-	-	-	471,810	-	-	-	-
Equipment - Technology	82,250	-	-	-	-	-	-	290,213	22,208	66,958
Truck - Light Duty	-	-	40,528	-	-	-	-	-	-	-
	82,250	-	40,528	-	-	471,810	-	290,213	22,208	66,958
<b>Agriculture - Property, Plant, &amp; Equipment (PP&amp;E):</b>										
Building	-	-	-	13,826	-	6,170	126,431	35,179	-	-
Equipment - Heavy Duty	110,790	-	-	-	103,653	27,348	-	27,622	-	-
Equipment - Light Duty	67,379	-	-	21,661	57,556	31,177	23,555	8,139	27,751	47,812
Truck - Heavy Duty	55,594	-	50,060	-	116,093	-	-	-	-	61,380
Truck - Light Duty	-	-	-	65,759	42,844	-	-	55,524	-	-
	233,763	-	50,060	101,246	320,146	64,695	149,986	126,464	27,751	109,192
<b>Protective Services - Property, Plant, &amp; Equipment (PP&amp;E):</b>										
Building	-	-	-	-	-	36,168	-	-	21,580	-
Equipment - Heavy Duty	-	-	-	16,503	-	-	-	-	-	-
Equipment - Light Duty	48,014	182,294	175,156	129,371	722,663	-	482,545	352,969	-	-
Equipment - Buildings	-	839,865	172,429	327,566	-	-	-	-	-	-
Equipment - Technology	56,984	-	-	-	-	-	-	-	-	-
Truck - Heavy Duty	1,333,733	-	439,113	-	168,913	984,537	659,639	-	-	-
Truck - Light Duty	66,969	86,861	249,692	110,751	47,058	-	-	91,603	-	62,216
Land Improvement	-	-	-	8,995	-	-	-	-	-	-
	1,505,700	1,109,020	1,036,390	593,186	938,634	1,020,705	1,142,184	444,572	21,580	62,216
<b>Public Works - Property, Plant, &amp; Equipment (PP&amp;E):</b>										
Building	-	-	7,662	10,533	-	52,072	-	-	18,577	13,704
Equipment - Heavy Duty	2,431,306	2,861,984	485,434	117,883	1,885,086	65,846	1,324,132	2,953,282	548,082	423,494
Equipment - Light Duty	57,755	-	-	34,852	32,883	-	-	23,814	87,080	64,058
Truck - Heavy Duty	376,674	961,282	198,125	204,029	314,104	-	-	196,931	146,725	331,485
Truck - Light Duty	36,470	-	55,586	44,353	204,993	-	99,770	49,305	79,918	-
	2,902,205	3,823,266	746,807	411,650	2,437,066	117,918	1,423,902	3,223,332	880,382	832,741
<b>Total Property, Plant, &amp; Equipment (PP&amp;E):</b>	<b>4,723,918</b>	<b>4,932,286</b>	<b>1,873,785</b>	<b>1,106,082</b>	<b>3,695,846</b>	<b>1,675,128</b>	<b>2,716,072</b>	<b>4,084,581</b>	<b>951,921</b>	<b>1,071,107</b>
<b>Public Works - Bridges:</b>										
Bridges	2,449,085	877,958	790,675	1,189,880	1,654,948	1,520,489	816,106	1,890,313	1,128,973	718,749
	<b>2,449,085</b>	<b>877,958</b>	<b>790,675</b>	<b>1,189,880</b>	<b>1,654,948</b>	<b>1,520,489</b>	<b>816,106</b>	<b>1,890,313</b>	<b>1,128,973</b>	<b>718,749</b>
<b>Public Works - Roads:</b>										
Roads	2,129,930	1,647,306	1,839,490	3,697,385	1,857,940	1,680,507	1,876,560	1,131,564	1,895,370	1,904,850
	<b>2,129,930</b>	<b>1,647,306</b>	<b>1,839,490</b>	<b>3,697,385</b>	<b>1,857,940</b>	<b>1,680,507</b>	<b>1,876,560</b>	<b>1,131,564</b>	<b>1,895,370</b>	<b>1,904,850</b>
<b>Total costs of PP&amp;E, Bridges, Roads</b>	<b>9,302,933</b>	<b>7,457,550</b>	<b>4,503,950</b>	<b>5,993,347</b>	<b>7,208,734</b>	<b>4,876,124</b>	<b>5,408,738</b>	<b>7,106,458</b>	<b>3,976,264</b>	<b>3,694,706</b>

### Administration - Property, Plant, & Equipments

### Long-term Capital Funding - 20 Year Charts

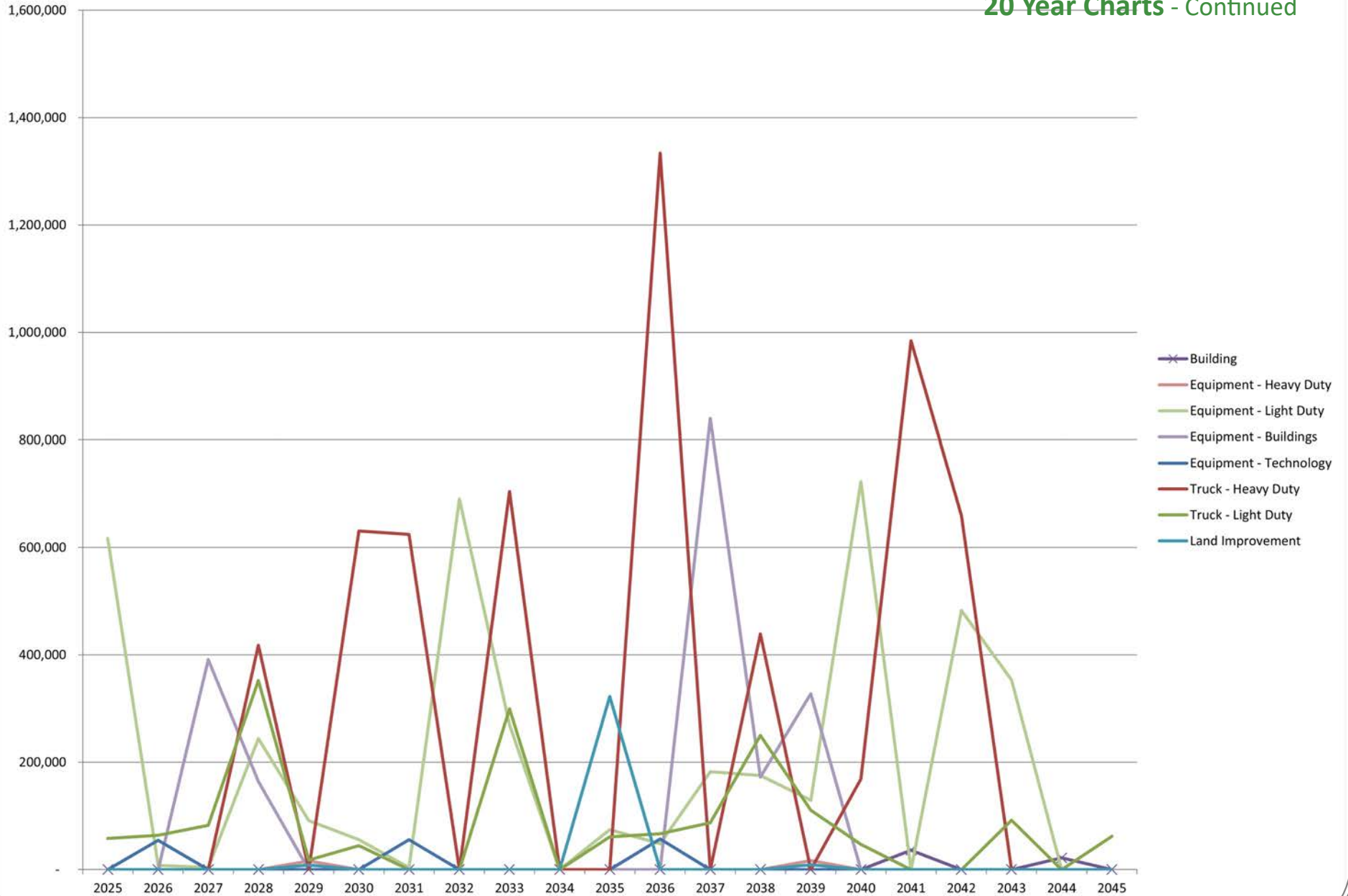


### Agriculture - Property, Plant, & Equipments

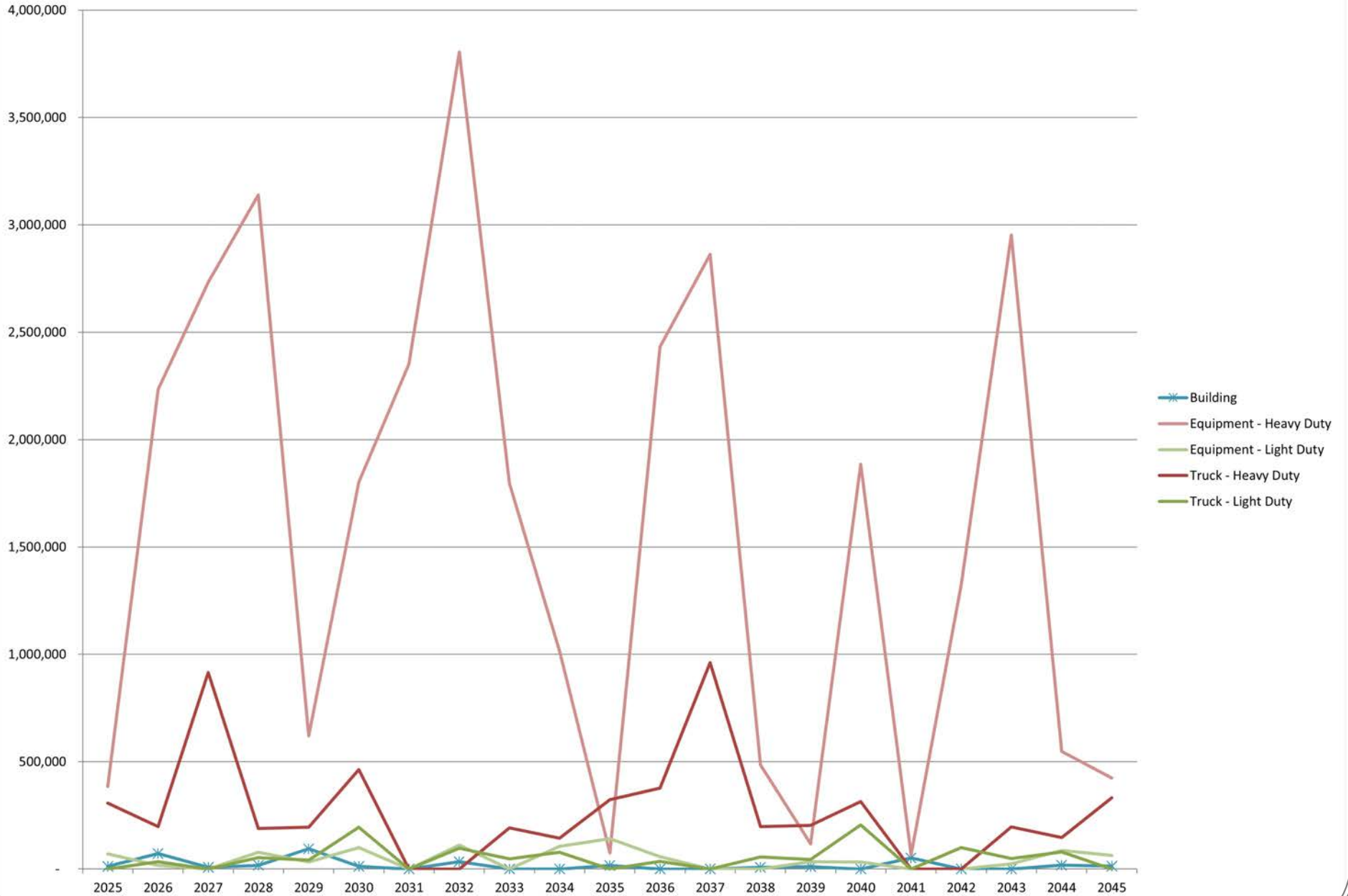


### Protective Services - Property, Plant, & Equipments

### Long-term Capital Funding - 20 Year Charts - Continued

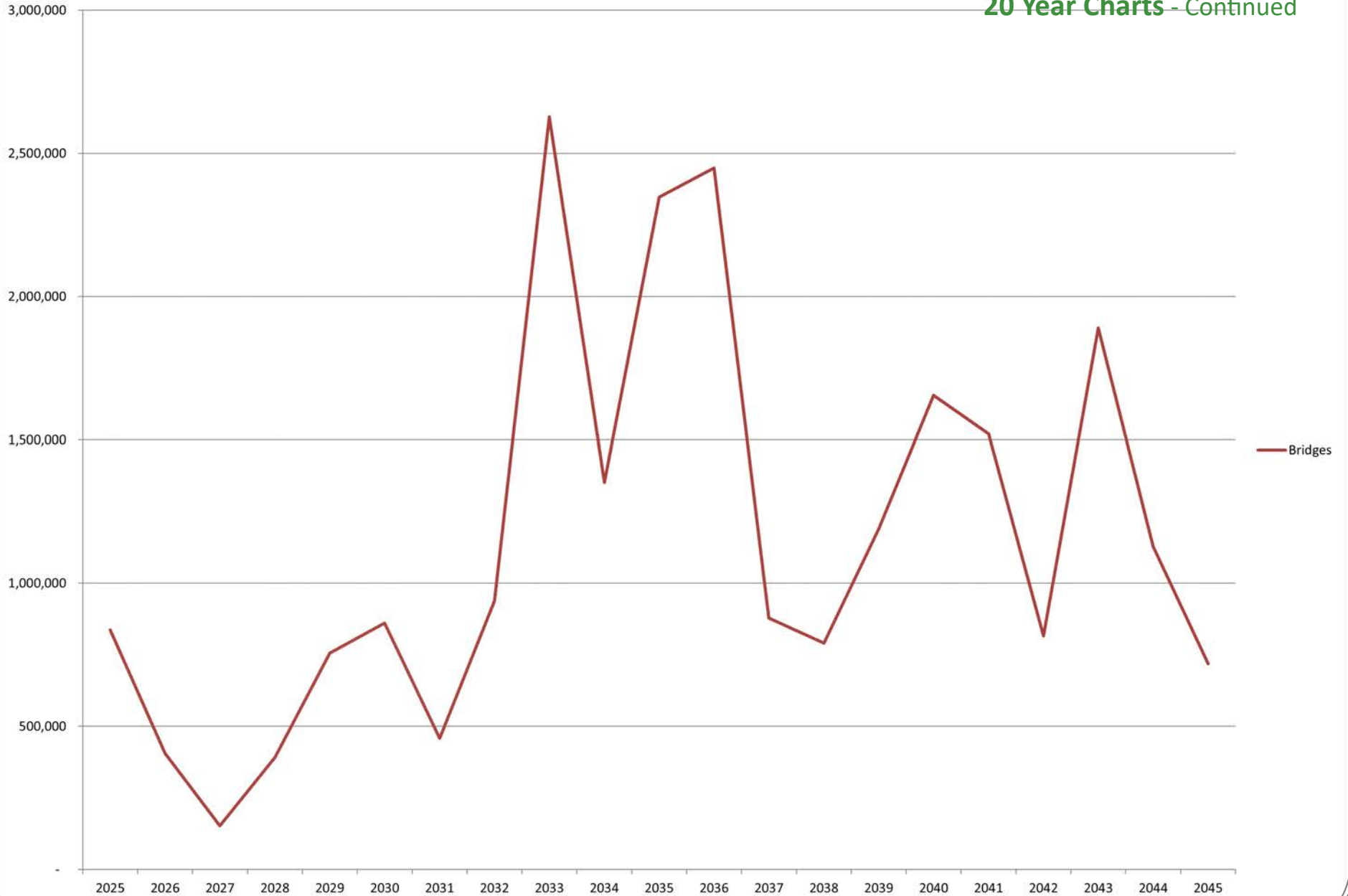


### Public Works - Property, Plant, & Equipments



### Public Works - Bridges

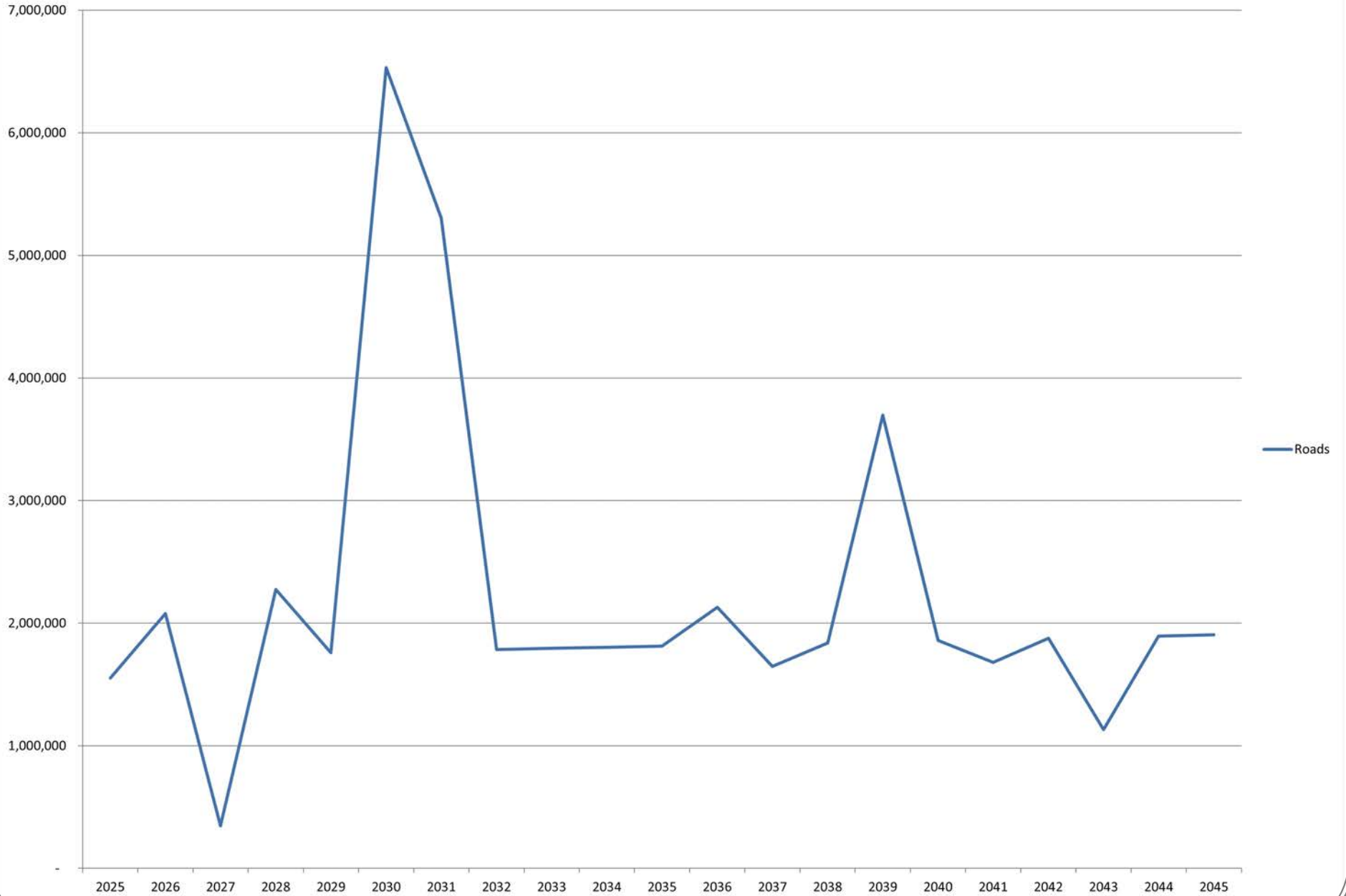
### Long-term Capital Funding - 20 Year Charts - Continued







### Public Works - Roads



## Effects of Capital Purchases on Operations



The capital budget can have a material effect on the operating budget due to the costs of maintaining and operating new assets, as well as potential required training on proper usage of new assets. The 2025 budget includes several capital additions, but few are expected to have an effect on operating costs.

The County currently maintains 2,672 kilometer (km) of roadways. Operating costs in the road maintenance department, which include staff wages, materials, contractors and other costs required to keep roads functional, are budgeted to reach \$1.45 million, not including amortization (a non-cash expense). Therefore, road maintenance can be expected to average approximately \$540/year/km of roadway. When the County constructs new roads, this will affect operating costs. In 2025, road projects consist of road reconstruction rather than new roads, so no impact on operating costs is expected.

Bridge construction has primarily changed from concrete span bridges to large culvert installation which has had a positive impact on operations while increasing the service level to area farmers. The 2018 overland flooding event revealed that the new culvert installations were not as easily damaged by flooding events, and therefore incurred fewer maintenance and repair costs on the operational side.

In terms of equipment additions, the majority of the 2025 acquisitions are replacements of other pieces of equipment in accordance with the 20-year capital plan. Those that aren't simple replacements include the budgeting software in Administration, which are expected to incur some training costs. Those costs are fairly quantifiable and have been included in the budget where appropriate.

Vehicles are being added in 2025 which will bring additional fuel, maintenance, and insurance costs into operations. While newer vehicles tend to be more fuel efficient and reliable, the increase to these costs from a new vehicle can still be estimated and has been included in the operating budget. Some of the replaced vehicles in Protective Services and other department are being re-purposed to other fire departments; therefore, these operational costs will increase with additional vehicles within the fleet.





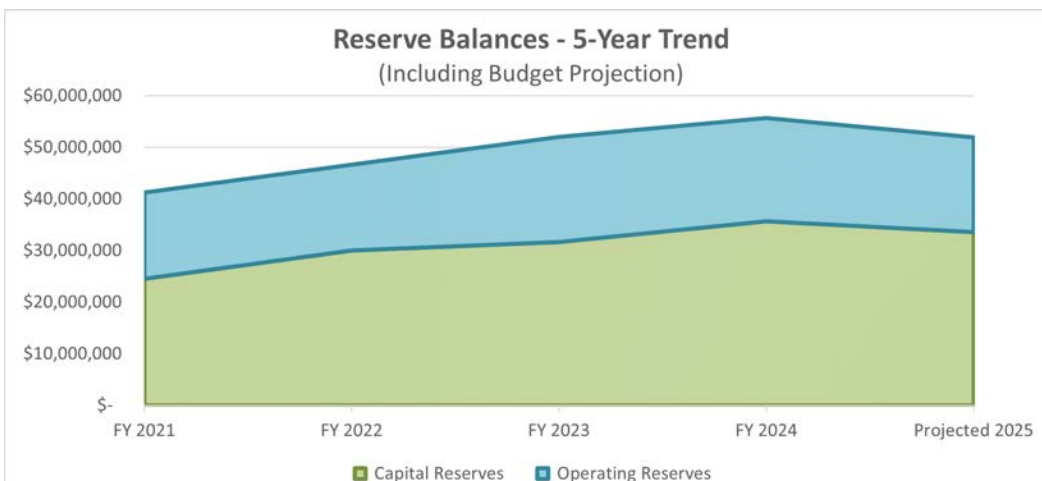
# RESERVES & FUND BALANCES

## Operating & Capital Reserves

The following is the projected changes in the operating and capital reserves:

RESTRICTED SURPLUS Budget 2025	2025 Opening	Budgeted Council Reallocation	Operating		Capital	Projected 2025 Closing
			Transfer to Reserves	Transfer from Reserves	Transfer from Reserves	
<b>Capital Restricted Surplus</b>						
General Government	159,621	-	58,436	-	(45,000)	173,057
Protective Equipment	8,281,247	(652,300)	508,890	-	(135,052)	8,002,785
Transportation Equipment	2,260,749	-	466,222	-	(69,777)	2,657,194
Road Construction	1,985,713	-	488,259	-	(254,950)	2,219,022
Bridge Construction	6,034,102	-	659,183	(156,337)	(481,711)	6,055,237
Gravel Crushing	215,355	-	-	-	(142,790)	72,565
Mossleigh Water Treatment Plant - Recovery	(405,179)	-	16,538	-	-	(388,641)
McGregor Water Systems Project	1,881,433	-	-	(503,342)	-	1,378,091
Agriculture Services	183,718	-	73,778	-	(23,500)	233,996
Air Transportation	20,000	-	-	-	-	20,000
Capital Acquisition	14,123,002	652,300	588,341	-	(3,167,926)	12,195,717
Capital Contingency	970,682	-	-	-	-	970,682
<b>Total Capital Restricted Surplus</b>	<b>35,710,443</b>	<b>-</b>	<b>2,859,647</b>	<b>(659,679)</b>	<b>(4,320,706)</b>	<b>33,589,705</b>
<b>Operating Restricted Surplus</b>						
Assessment Appeal	5,506	-	-	-	-	5,506
Assessment Contingency	1,660,543	-	-	-	-	1,660,543
Community Enhancement	14,841	-	-	-	-	14,841
General Government Service	422,223	-	850	(37,954)	(35,000)	350,119
Protective Services	1,656,208	-	1,121	(558,854)	-	1,098,475
Transportation Contingency	1,594,584	-	-	(163,537)	-	1,431,047
Road Construction	656,050	-	-	(438,404)	-	217,646
Road Maintenance	1,016,615	-	-	(111,449)	(128,824)	776,342
Gravel Crushing	4,473,862	-	159,390	(405,150)	-	4,228,102
Uncrushed Gravel Inventory	4,046,215	-	-	-	-	4,046,215
Bridges	60,671	-	-	-	-	60,671
Water Management	20,009	-	-	(3,916)	-	16,093
Environment Treatment	168,822	-	-	(56,274)	-	112,548
Vulcan Hospital Project - Debenture Recovery	(980,757)	-	140,779	-	-	(839,978)
Planning and Development	258,380	-	-	(38,388)	-	219,992
Agriculture Services	564,582	-	-	(137,556)	-	427,026
Recreation and Culture	1,023,855	-	232,014	(70,470)	-	1,185,399
Operating Contingency	3,284,167	-	123,650	(42,960)	(21,449)	3,343,408
<b>Total Operating Restricted Surplus</b>	<b>19,946,376</b>	<b>-</b>	<b>657,804</b>	<b>(2,064,912)</b>	<b>(185,273)</b>	<b>18,353,995</b>
<b>Total Restricted Surplus</b>	<b>55,656,819</b>	<b>-</b>	<b>3,517,451</b>	<b>(2,724,591)</b>	<b>(4,505,979)</b>	<b>51,943,700</b>

The changes in the reserve funds are a result of the net reserve transfers to and from the operating and capital fund accounts. There are also budgeted transfers between the reserve accounts projected to be reallocated during the year (the majority relates to use of the general capital acquisition reserve). The following is a 5-year trend on operating and capital reserve (restricted fund) balances:





## Operating Transfers to Reserves

The operating fund account provides \$3,517,451 towards the operating and capital reserves to be used for future use or specific purposes. These transfers to reserves include:

- A total of \$2,859,647 is transferred into capital reserves; including \$2.5 million to fund the 20-year capital funding program. The other transfers to capital reserves are allocations to specific reserves (i.e., fire and recreational area contribution) and other capital reserve recoveries.
- A total of \$657,804 is transferred into the operating reserves, including \$279,240 for the 2026-2027 gravel crushing program and a total of \$123,182 to the operating contingency reserve (to mitigate potential future write-offs of taxes).

## Operating Transfers from Reserves

There is \$2,724,591 of reserves used for the operating fund. These transfers from reserves include:

- A total of \$659,679 is transferred from the capital reserves and put into the operating budget to support with the internal bridge construction and repair costs and to fund the McGregor Water System Project. There is also some reserves used for facility repairs. Some of these costs may be transferred into the capital budget (for capital bridge replacements).
- A total of \$2,064,912 is transferred from the operating reserves and put into the operating budget to support with funding these operational programs. The County internally maintains targeted minimum and maximum levels to be held within these operating reserves; whereas, certain department-level operating reserves were noted to exceed their targeted maximum, therefore a total of \$1,013,529 was used from these reserves to bring their balances towards their specific targeted maximums (including use of 2023 surplus on requisitions to fund multi-year use of these reserves towards these programs). This is part of a multi-year utilization of excess operating reserves and the amount used will be scaled back in the later years so to avoid a significant operational funding change when the excess reserves are no longer available. Other transfers from reserves includes carry-forward funding from prior years and/or one-time funding for projects costs during Budget 2025.

## Capital Transfers from Reserves

There is \$4,505,978 of reserves used for the capital fund. These transfers from reserves include:

- A total of \$2.22 million is transferred from the capital reserves to fund the completion of the Industrial Park including the storm-water reservoir, supply lines, and sanitary lift station. This is a carryforward from 2023/24. The reserves will be replenished with the industrial park lot sales.
- A total of \$150,000 is transferred from the capital reserves to support with Building Design Project for the new County Building (part of strategic plan).
- The remaining use of capital reserves are for the replacement of vehicles and equipment as outlined in the 20-year capital plan.



Overall, there is a net decrease in capital reserve balances of \$2,120,738 planned by the end of 2025. This reduction is due to several capital acquisitions are planned for the year (a total of \$9,716,144 worth of acquisitions) in which \$4,505,979 is funded by capital reserves and the remaining is funded by sale proceeds, operations, and by grant funding. These grants lessen the burden on County reserves and allow an increase in the overall balance. The changes in capital reserve balances is in line with the 20-year capital plan.

There is also an overall decrease of \$1,592,381 expected in operating reserve balances which mostly relates to the reserves used for operating funding (including use of some department-level operating reserves over expected threshold maximums) and project funding; whereas, these decreases are partially offset by additional reserves added into the operating contingency (to mitigate potential future write-offs of taxes) and other reserve contributions.

## Fund Balances

The 3 major types of funds are the Operating Fund, the Capital Fund and the Reserve Fund. The following are the projected fund balances based on the 2025 budgets:

### ACCUMULATED SURPLUS (FUND BALANCES)

#### 2025 BUDGET EFFECTS

	Unrestricted Surplus (Operating Funds)	Restricted Surplus (Reserve Funds)	Equity in Tangible Capital Assets (Capital Funds)	Total Funds
2025 Opening Balance	\$ 904,163	\$ 55,656,819	\$ 107,307,236	\$ 163,868,218
Operating Income (Deficit)	(1,458,230)		2,416,986	958,756
Transfer to/from Reserves	(792,860)	(3,713,119)	4,505,979	-
Amortization of TCA	5,013,435		(5,013,435)	-
Proceeds on Disposals	10,000		(10,000)	-
ARO Accretion - ARO Liability	20,834		(20,834)	-
Transfer to/from Funds accounts	(2,793,179)		2,793,179	-
2025 Budget Effects	-	(3,713,119)	4,671,875	958,756
<b>Projected 2025 Closing Balance</b>	<b>904,163</b>	<b>51,943,700</b>	<b>111,979,111</b>	<b>164,826,974</b>

As shown above, there is no net effect on the Operating Funds as the County is operating on a balanced budget. The Reserve Funds have a net decrease of \$3,713,119 resulting from the net transfers to and from the operating and capital funds. There is an overall \$4,671,875 increase in the Capital Funds as the capital additions exceed the reduction of the capital through amortization.

Note: the net deficit from operations of \$1,458,230 (including amortization expense), plus the capital grants/contributions of \$2,416,986 results in a total increase in the accumulated surplus (total funds) of \$958,756 (Annual Surplus).

The 2025 budget effects are also shown in both the Budgeted Schedule of Change in Accumulated Surplus (Schedule 1) and the Budgeted Schedule of Tangible Capital Assets (Schedule 2), as presented in the approved Operating and Capital Budget. These schedules are included in the next section of this document.



# DEBT & DEBT LIMITS

## Long-term Debt

The County currently has two long-term debts: a debenture with Alberta Capital Finance Authority (ACFA), and historically had an obligation under capital lease of the Community Peace Officer’s vehicle. The total debt and annual repayments are significantly less than the County’s debt limits.

### Debt/Debentures

#### 2025 Budget Effects

	ACFA	Capital Lease	Total Debt
2024 Opening Debt Balances	980,757	0	980,757
Loan Payments	(164,405)	0	(164,405)
Interest Portion	23,626	0	23,626
Principle Portion	(140,779)	0	(140,779)
<b>Projected 2025 Closing Debt</b>	<b>839,977</b>	<b>0</b>	<b>839,977</b>

	Total Debt Limit	Debt Servicing Limit
Debt Limits (per 2024 F/S)	35,908,266	5,984,711
Total Debt	980,757	164,405
Amount of debt limit unused	34,927,509	5,820,306
% Used	2.7%	2.7%

The County’s debt limits are legislated in Alberta Regulation 255/00. Per the regulation, the total debt limit (total maximum principle debt) is calculated at 1.5 times the municipal revenues and the debt servicing limit (total maximum annual debt payments) is calculated at 0.25 times the municipal revenues. As shown above, based on the debt limits calculated in the 2024 Audited Financial Statements, the County has only used a small portion of its maximum debt and debt servicing (2.7% of total available debt and 2.7% of annual debt servicing).

The debenture received from Alberta Capital Finance Authority (ACFA) was for the purpose of funding the County’s share of the Vulcan Hospital Expansion Project. In March 2016, the County borrowed a total of \$2,046,224 over 15 years at a rate of 2.498% interest. These rates are locked in for the duration of the term. The County recuperates the loan payments through the general tax rate, with the principal portion being a recovery on the reserves that were used (creating a transfer to the reserve account).

Historically, some capital leases have been used to purchase some vehicles, the last capital lease was paid off in 2021 for a CPO vehicle.

Although authorized under the Municipal Debentures Act of Alberta, the County does not issue any bonds for raising funding nor to fund capital programs; therefore, the County does not have any applicable bond ratings.





## Effects of Debt on Operations

Other than the ACFA debenture, the County has no additional long-term debt. The overall annual debenture payments is \$164,405 per year (including principal and interest) which only relates to 0.781% of the operating expenses; therefore, the actual effects of the current levels of debt are considered minimal for the County operations.

Currently, with the utilization of the 20-year capital funding program, building of specific reserves for large operating projects and the use of long-term budgeting should assist the County in mitigating the requirements to take on additional debt. There is a total of \$2.5 million contributed each year into reserves for the 20-year capital plan which is the larger impact of the operating budget (compared to the impacts of debt)

Although it may not be the intention of the County to take on additional debt in the future, having borrowing ability is an option which could prove to be beneficial, should an unexpected event or opportunity present itself in the future. Depending on market conditions, borrowing could even make financial sense should interest rates on borrowing vs. cashing in investments for purchases shift.

The following is the Alberta Capital Finance Authority (ACFA) repayment schedule:

### Debentures - Alberta Capital Finance Authority (ACFA) Repayment/Maturity Schedule

Fiscal Year	Opening	Payment	Interest	Closing
2025	980,757	(164,405)	23,626	839,977
2026	839,977	(164,405)	20,087	695,659
2027	695,659	(164,405)	16,459	547,714
2028	547,714	(164,405)	12,741	396,050
2029	396,050	(164,405)	8,928	240,573
2030	240,573	(164,405)	5,020	81,188
2031	81,188	(82,202)	1,014	0

*Under the Province of Alberta’s Local Authorities Capital Financing Act, the Government of Alberta provides local authorities, including municipalities, with financing for capital projects. The “Loans to Local Authorities” program, which replaced the Alberta Capital Finance Authority (ACFA), is the Provincial program that issues these debentures and uses long-term fixed-rate loans for capital purposes. These debentures/loans can have a term ranging from 3-40 years, depending on the useful life of the capital asset. The fixed interest rates are posted on a regular basis and vary depending on the term. Any borrowing/debt requires a bylaw to be passed.*

*The County may also uses other financial institutions for taking either short-term or long-term debt; however, these types of loans typically have interest rates tied to the Bank’s Prime which can fluctuate from year-to-year. Due to the nature of being an Alberta Municipality, the County does not issue bonds to raise funds for capital projects and therefore does not maintain a bond rating.*



Introductory



Operating Budget

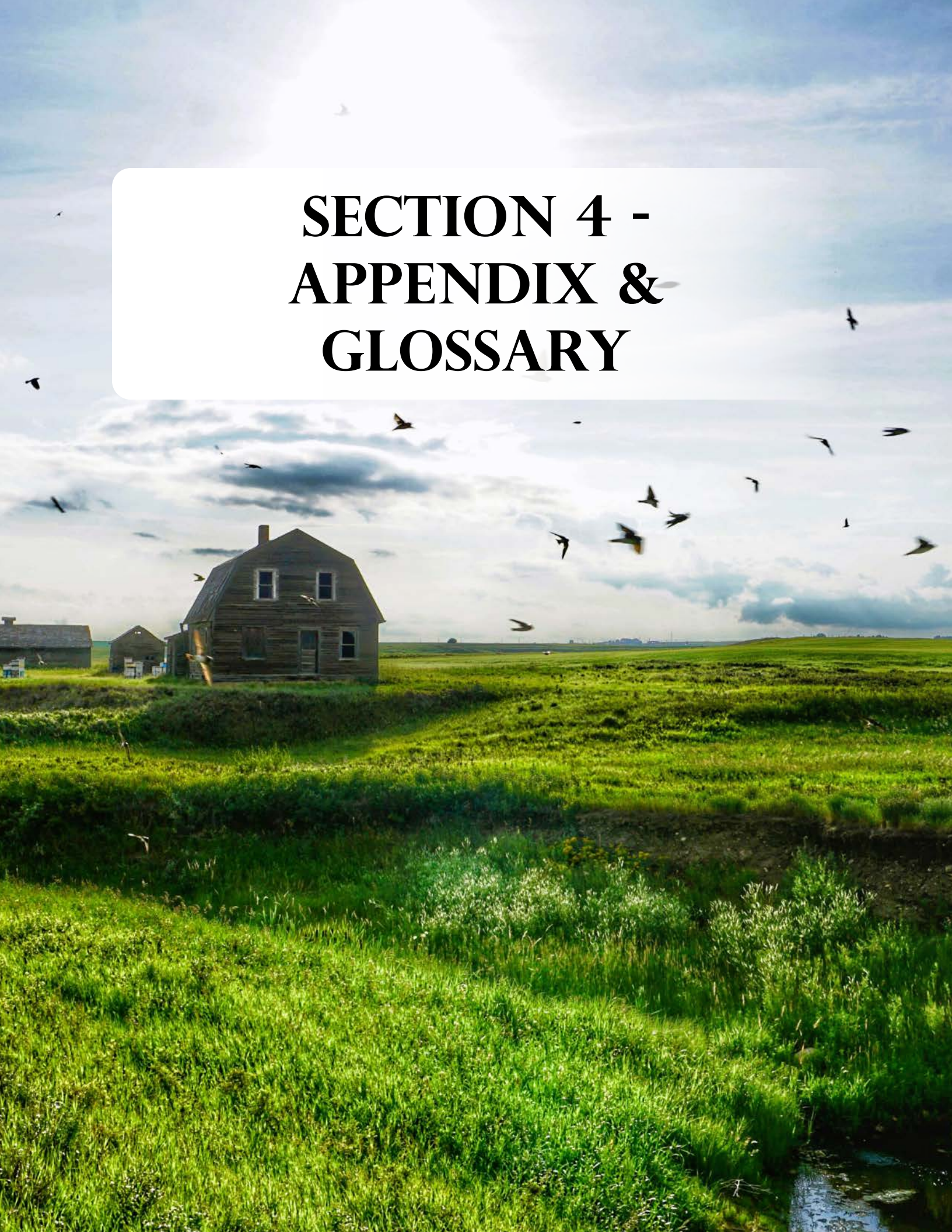


Capital & Reserves



Appendix & Glossary

# **SECTION 4 - APPENDIX & GLOSSARY**





## Section 4 - APPENDIX & GLOSSARY

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# APPENDIX 1 - 2025 APPROVED OPERATING AND CAPITAL BUDGET



Introductory

Operating Budget

Capital & Reserves

Appendix & Glossary

## VULCAN COUNTY

### BUDGETED STATEMENT OF OPERATIONS YEAR ENDED DECEMBER 31, 2025

	<u>FINAL Budget 2025</u>
<b>REVENUE</b>	
Net municipal taxes (schedule 3)	\$ 19,234,072
Government transfers (schedule 4)	1,128,108
Return on investments	676,824
Sale of goods, services and user charges	829,406
Rental income	321,680
Community aggregate levy	142,912
Penalties and costs of taxes	130,000
Other revenues	-
<b>TOTAL REVENUE</b>	<u>22,463,002</u>
<b>EXPENSES</b>	
Legislative	601,599
Administration	2,682,840
Protection services	3,524,052
Transportation services	12,043,712
Environmental use and protection	1,884,474
Family and community support	216,631
Community planning and development	830,796
Agricultural services	986,950
Tourism and economic development	71,788
Parks and recreation	788,566
Other	289,823
<b>TOTAL EXPENSES</b>	<u>23,921,232</u>
<b>OPERATING SURPLUS - BEFORE OTHER</b>	(1,458,230)
<b>OTHER</b>	
Contributed tangible capital assets	-
Government transfers for capital (schedule 4)	2,416,986
<b>ANNUAL SURPLUS</b>	<u>\$ 958,756</u>

### Statement of Operations

The Statement of Operations highlights the revenues and expenses of the County. This statement is mainly used to evaluate County operations and capital revenues for the County. The budget report also includes a number of schedules that provide additional details on operating revenues/expenses, capital funding/acquisitions, and changes in fund balances.



## VULCAN COUNTY

### BUDGETED SCHEDULE OF CHANGE IN ACCUMULATED SURPLUS YEAR ENDED DECEMBER 31, 2025

**SCHEDULE 1**

	Unrestricted Surplus	Restricted Surplus	Equity in Tangible Capital Assets	<b>FINAL Budget 2025</b>
<b>Annual Surplus</b>	\$ 958,756	-	-	\$ 958,756
Unrestricted funds designated for future use	(3,517,451)	3,517,451	-	-
Restricted funds used for operations	2,724,591	(2,724,591)	-	-
Restricted funds used for tangible capital assets	-	(4,505,979)	4,505,979	-
Current year funds used for tangible capital assets	(5,210,165)	-	5,210,165	-
Contributed tangible capital assets	-	-	-	-
Disposal of tangible capital assets	10,000	-	(10,000)	-
Annual amortization expense	5,013,435	-	(5,013,435)	-
Annual accretion ARO expense	20,834	-	(20,834)	-
Long term capital debt repaid	-	-	-	-
<b>Increase (decrease) in accumulated surplus</b>	<b>\$ -</b>	<b>(3,713,119)</b>	<b>4,671,875</b>	<b>\$ 958,756</b>

**Schedule 1 - Schedule of Changes in Accumulated Surplus**

*Provides details on the changes in the components of Accumulated Surplus, including the transfers to and from each of these components (i.e. transfers from unrestricted to a restricted reserve) and the overall changes in the Accumulated Surplus.*



## VULCAN COUNTY

### BUDGETED SCHEDULE OF TANGIBLE CAPITAL ASSETS YEAR ENDED DECEMBER 31, 2025

#### SCHEDULE 2

	Land	Land Improvements	Buildings	Equipment	Vehicles	Engineered Structures	FINAL Budget 2025
<b>COST:</b>							
Acquisition of tangible capital assets	\$ -	-	150,000	2,922,954	472,601	6,170,589	\$ 9,716,144
New construction-in-progress	-	-	-	-	-	-	-
Disposition of tangible capital assets	-	-	-	(10,000)	-	-	(10,000)
TOTAL	-	-	150,000	2,912,954	472,601	6,170,589	9,706,144
<b>ACCUMULATED AMORTIZATION:</b>							
Annual amortization	\$ -	57,993	293,767	1,554,656	711,230	2,395,788	\$ 5,013,435
Accumulated amortization on disposal	-	-	-	-	-	-	-
TOTAL	-	57,993	293,767	1,554,656	711,230	2,395,788	5,013,435
<b>NET INCREASE (DECREASE) TO TANGIBLE CAPITAL ASSETS</b>	<b>\$ -</b>	<b>(57,993)</b>	<b>(143,767)</b>	<b>1,358,298</b>	<b>(238,629)</b>	<b>3,774,801</b>	<b>\$ 4,692,709</b>

#### *Schedule 2 - Schedule of Tangible Capital Assets*

*Provides details on the Tangible Capital Assets (TCA) including the historical costs, acquisition/construction of TCA, and the amount of amortization accumulated on the TCA. These details are provided for each of the major types of TCA (i.e., land, land improvements, buildings, equipment, vehicles, and engineered structures).*



# VULCAN COUNTY

## BUDGETED SCHEDULE OF PROPERTY AND OTHER TAXES YEAR ENDED DECEMBER 31, 2025

### SCHEDULE 3

#### FINAL Budget 2025

<b>TAXATION</b>	
Real property taxes	\$ 7,988,771
Linear taxes	13,730,176
Commercial taxes	1,754,720
Government grants in lieu of taxes	21,661
Special levy	1,015,804
Well drilling tax	156
	24,511,288
<b>REQUISITIONS</b>	
School requisitions	4,192,061
Seniors foundation	599,669
RCMP policing requisition	399,239
Provincial DIP assessment requisition	86,247
	5,277,216
<b>NET MUNICIPAL TAXES</b>	<b>\$ 19,234,072</b>

### *Schedule 3 - Schedule of Property and Other Taxes*

*Provides the details of the Net Municipal Taxes, including the details within the taxation revenues (i.e., real property taxes, linear taxes, special tax levies, etc.) and within the funding requisitions required by the County (i.e., school requisitions, senior requisitions, etc.).*



Introductory



Operating Budget



Capital & Reserves



Appendix & Glossary



## VULCAN COUNTY

### BUDGETED SCHEDULE OF GOVERNMENT TRANSFERS YEAR ENDED DECEMBER 31, 2025

#### SCHEDULE 4

#### FINAL Budget 2025

<b>TRANSFERS FOR OPERATING</b>	
Local government transfers	\$ 179,514
Provincial government transfers	650,302
Federal government transfers	298,292
	<hr/>
	1,128,108
	<hr/>
<b>TRANSFERS FOR CAPITAL</b>	
Local government transfers	20,000
Provincial government transfers	2,396,986
Federal government transfers	-
	<hr/>
	2,416,986
	<hr/>
<b>TOTAL GOVERNMENT TRANSFERS</b>	<b>\$ 3,545,094</b>

#### *Schedule 4 - Schedule of Government Transfers*

*Provides the additional details on the government funding transfers recognized for operating and capital purposes. This includes information on the types of government support (local, provincial, and federal government).*

## VULCAN COUNTY

### BUDGETED SCHEDULE OF EXPENSES BY OBJECT YEAR ENDED DECEMBER 31, 2025

#### SCHEDULE 5

#### FINAL Budget 2025

<b>EXPENSES BY OBJECT</b>	
Salaries, wages and benefits	\$ 10,476,065
Contracted and general services	4,100,806
Materials, goods and utilities	4,148,875
Transfers to local boards and agencies	2,550,291
Interest and bank charges	38,616
Amortization of tangible capital assets	5,012,319
Amortization of ARO tangible capital assets	1,116
Accretion ARO expenses	20,834
Machine expenses capitalized for construction	(2,738,179)
Other expenses	310,489
	<hr/>
	\$ 23,921,232

#### *Schedule 5 - Schedule of Expenses by Object*

*Provides details on the operating expenses by the type/object of the expenses. This reconciles to the Statement of Operations, which reports the expenses based on the department/activity. These types/objects include salaries/benefits, contracted services, materials/supplies, amortization, and other types of expenses.*



## VULCAN COUNTY

BUDGETED SCHEDULE OF SEGMENTED DISCLOSURE  
YEAR ENDED DECEMBER 31, 2025

## SCHEDULE 6

	General Government	Protective Services	Transportation Services	Agricultural Services	Planning and Development Services	Community Services	Utility Services	FINAL Budget 2025 Total
<b>REVENUE</b>								
Net municipal taxes	\$ 17,285,905	494,256	-	-	-	505,010	948,901	\$ 19,234,072
Government transfers (operating)	29,150	287,330	402,431	166,247	-	242,950	-	1,128,108
Return on investments	676,824	-	-	-	-	-	-	676,824
Sale of goods, services and user charges	51,776	130,300	281,635	220,095	141,500	-	4,100	829,406
Rental income	4,800	307,880	-	9,000	-	-	-	321,680
Community aggregate levy	-	-	142,912	-	-	-	-	142,912
Penalties and costs of taxes	130,000	-	-	-	-	-	-	130,000
Other revenues	-	-	-	-	-	-	-	-
	<u>18,178,455</u>	<u>1,219,766</u>	<u>826,978</u>	<u>395,342</u>	<u>141,500</u>	<u>747,960</u>	<u>953,001</u>	<u>22,463,002</u>
<b>EXPENSES</b>								
Salaries, wages and benefits	\$ 1,819,609	1,436,917	6,109,592	477,886	580,050	23,609	28,402	\$ 10,476,065
Contracted and general services	802,501	776,164	1,687,520	122,462	248,399	215,409	248,352	4,100,806
Materials, goods and utilities	421,391	484,510	2,990,175	230,201	2,347	6,350	13,901	4,148,875
Transfers to local boards and agencies	73,896	110,000	9,120	25,088	-	807,991	1,524,196	2,550,291
Interest and bank charges	14,990	-	-	-	-	23,626	-	38,616
Amortization of tangible capital assets	128,017	710,854	3,981,012	130,495	-	-	61,941	5,012,319
Amortization of ARO tangible capital assets	395	26	590	99	-	-	6	1,116
Accretion ARO expenses	16,149	66	3,882	720	-	-	17	20,834
Machine expenses capitalized for construction	-	-	(2,738,179)	-	-	-	-	(2,738,179)
Other expenses	297,315	5,515	-	-	-	-	7,659	310,489
	<u>3,574,262</u>	<u>3,524,052</u>	<u>12,043,712</u>	<u>986,950</u>	<u>830,796</u>	<u>1,076,985</u>	<u>1,884,474</u>	<u>23,921,232</u>
<b>OPERATING SURPLUS - BEFORE OTHER</b>	<b>\$ 14,604,193</b>	<b>(2,304,286)</b>	<b>(11,216,734)</b>	<b>(591,608)</b>	<b>(689,296)</b>	<b>(329,025)</b>	<b>(931,473)</b>	<b>\$ (1,458,230)</b>
<b>OTHER</b>								
Contributed tangible capital assets	-	-	-	-	-	-	-	-
Government transfers (capital)	-	781,223	1,635,763	-	-	-	-	2,416,986
<b>ANNUAL SURPLUS</b>	<b>\$ 14,604,193</b>	<b>(1,523,063)</b>	<b>(9,580,971)</b>	<b>(591,608)</b>	<b>(689,296)</b>	<b>(329,025)</b>	<b>(931,473)</b>	<b>\$ 958,756</b>

*Schedule 6 - Schedule of Segmented Disclosure*

*Provides the details of the current year's revenues and expenses for each of the County's major segments including: General Government, Protective Services, Transportation Services, Agricultural Services, Planning and Development Services, Community Services, and Utility Services.*



## APPENDIX 2 - STRATEGIC PRIORITIES & KEY SUCCESS MEASURES

# Key Success Measures

### Stakeholder Satisfaction

- Reduced complaints
- Timely response times to complaints and requests for service
- Healthy relationships with neighbouring municipalities, communities, and our citizens
- Improved external communications

### Council Satisfaction

- Effective communications with CAO
- Policy development, implementation & evaluation
- Public consultation

### Employee Satisfaction

- Low levels of absenteeism
- High levels of staff retention
- Elevated performance
- Improved internal communications
- Professional growth

### Sustainability

- New and existing municipal services and infrastructure are maintainable and provide benefits for the future
- Negative impacts from external stakeholder projects are reviewed and mitigated to the best of our ability

### Process and Systems Improvements

- Approval and acceptance of innovative ideas and approaches
- Investment in innovative technologies
- Updated regulatory documents and processes

### Financial Viability

- Diversification and strengthening of the assessment base
- Reasonable taxation and fee levels
- Prudent reserve levels
- High quality and well-maintained infrastructure
- Successfully working within budget



# Strategic Priorities #1 Economic Resiliency

Vulcan County is still and will continue to be open for business. We will strive to provide an atmosphere to foster economic growth and development so long as the development will be a positive contribution to the financial and/or social wellbeing of the County. We will actively pursue opportunities to diversify our assessment base to support the services we provide to our residents. To realize this goal, Vulcan County Council has committed to:

Key Action Item	Lead Role	Initiated	Status	Key Measures
Provide County staff with the resources and training to develop programs and initiatives conducive to economic growth.	CAO & Department Heads	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Council Satisfaction</li> <li>✓ Sustainability</li> <li>✓ Employee Satisfaction</li> </ul>
Rewrite of the Vulcan County Municipal Development Plan, to ensure good planning process and consistency with other statutory documents and legislative requirements.	Development Services	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Process and System Improvements</li> </ul>
Rewrite the Wyndham Carseland Area Structure Plan	Development Services	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Process and System Improvements</li> </ul>
Rewrite the Mossleigh Area Structure Plan	Development Services	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Process and System Improvements</li> </ul>
Complete and promote the Vulcan County Industrial Park build and explore other opportunities for similar developments.	Engineering & Operations Development CAO	2018-2022	Ongoing with revisions	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Council Satisfaction</li> <li>✓ Financial Viability</li> </ul>
Continue to encourage businesses to register in the Vulcan County business directory. Create and maintain an online business directory.	Development Services	2018-2022 with revisions	Ongoing	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Process and System Improvements</li> <li>✓ Financial Viability</li> </ul>
Develop online education page for development permit applications to assist applicants and free up staffing resources. Ensure proper development policies are approved and are accessible to the public (re: MGA) (i.e., Municipal Reserve & Environmental policy, Subdivision Endorsement Policy, Compliance Letter Policy, Private Sewage Disposal Policy)	Development Services	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Process and System Improvements</li> </ul>
Standardized requirements of what is considered a complete development application.	Development Services	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Process and System Improvements</li> </ul>
Continue to explore Marina Development on MacGregor Reservoir.	Engineering and Infrastructure Council	NEW Not officially in last plan.	Ongoing with revisions	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> </ul>
Procure additional water licencing through water allocation transfers to support economic growth.	CAO & Engineering	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Sustainability</li> <li>✓ Financial Viability</li> </ul>

## Strategic Priorities #2 Continued

### Collaboration with Regional Partners

Vulcan County is committed to seeking opportunities that enhance the relationships and are of mutual benefit with our rural and urban neighbors, and other area stakeholders. We recognize that we cannot action all our objectives alone. To realize these goals Vulcan County has begun undertaking the following measures:

Key Action Item	Lead Role	Initiated	Status	Key Measures
Review of Intermunicipal Development Plans and Intermunicipal Collaborative Frameworks with municipal neighbours.	CAO Development Services	2022-2026	New	✓ Stakeholder Satisfaction
Reinstitute annual meetings with the Bow River Irrigation District to review capital projects and maintenance priorities to determine if there are cost saving opportunities through partnerships.	CAO Agriculture Services	2018-2022	Initiated	✓ Stakeholder Satisfaction
Review and establish cost sharing formulas for funding that are equitable to all parties.	CAO Corporate Services	2018-2022	Ongoing with revisions	✓ Stakeholder Satisfaction ✓ Financial Viability
Institute annual meetings with the Siksika Nation to investigate opportunities for partnerships.	CAO Legislative Services	2018-2022	Initiated	✓ Stakeholder Satisfaction
Explore opportunities and options with the Vulcan District Waste Commission which will allow for cost savings and stable requisitions.	CAO Operations	2022-2026	New	✓ Stakeholder Satisfaction ✓ Sustainability ✓ Financial Viability
Build Upon community relationships and have more of a non-emergency presence at events.	Protective Services	2022-2026	New	✓ Stakeholder Satisfaction ✓ Council Satisfaction ✓ Employee Satisfaction
In collaboration with Siksika Nation, Arrowwood and Wheatland County, continue to pressure for bridge improvements on HWY's 547 & 842.	Council CAO	2018-2022	Initiated	✓ Stakeholder Satisfaction ✓ Sustainability ✓ Financial Viability
Seek joint development areas with urban neighbors.	CAO Engineering and Infrastructure Development Services	2022-2026	New	✓ Council Satisfaction ✓ Sustainability ✓ Stakeholder Satisfaction ✓ Financial Viability

# Strategic Priorities #3 Continued Investment into Infrastructure and Required Equipment

As a County, the majority of municipal activities typically relate to road and bridge infrastructure. Transportation Services represents approximately 43% of Vulcan County expenditures. Through the continued development and maintenance of municipal infrastructure, Vulcan County will be able to support agricultural, residential, and industrial growth. To achieve these goals Vulcan County will continue to:

Key Action Item	Lead Role	Initiated	Status	Key Measures
Continued refinement and review of the 5 and 20 year capital plans for equipment and infrastructure construction and replacement.	Department Heads Corporate Services	2014-2017	Ongoing	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Sustainability</li> <li>✓ Financial Viability</li> </ul>
Review and approval of a 4-year road and bridge construction program that recognizes efficiencies in engineering, construction, and project tendering.	Engineering & Infrastructure Operations	2014-2017	Ongoing	<ul style="list-style-type: none"> <li>✓ Sustainability</li> <li>✓ Financial Viability</li> </ul>
Continued capital equipment replacement based on life cycle asset management that ensures a balance between maintenance costs and down time and allows for a good overall service level.	Department Heads Corporate Services	2014-2017	Ongoing	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Financial Viability</li> </ul>
As capital equipment is replaced, considerations shall be given to future projects which may require larger equipment to undertake these projects. (i.e., bridge projects)	Operations	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Sustainability</li> <li>✓ Financial Viability</li> </ul>
Further investigate potential new aggregate sources within the County to secure surfacing gravel requirements. A strategically located aggregate supply will reduce transportation cost associated with the gravelling program.	Engineering and Infrastructure	2018-2022	Initiated	<ul style="list-style-type: none"> <li>✓ Sustainability</li> </ul>
Create interactive mapping which provides information and grading and graveling programs.	Corporate Services	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Council Satisfaction</li> </ul>
Undertake cost analysis for replacement of County building infrastructure.	Corporate Services CAO Engineering and Infrastructure	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Sustainability</li> <li>✓ Employee Satisfaction</li> <li>✓ Financial Viability</li> </ul>
Lobby the Provincial Government for increased infrastructure funding.	Council CAO	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Sustainability</li> <li>✓ Financial Viability</li> </ul>
Provide some minimal maintenance on undeveloped road allowances in support of farming operations based on budget availability and staff capacity.	Operations	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> </ul>



## Strategic Priorities # 4 Responsible and Transparent Leadership and Governance

Vulcan County will continue to endeavor to be a municipality which operates in a transparent and responsible manner, with long term sustainability being a guiding factor. Key objectives to advance this priority are:

Key Action Item	Lead Role	Initiated	Status	Key Measures
Provide levels of service that balance ratepayer needs with organizational capacity.	CAO Department Heads	2018-2022	Ongoing	✓ Stakeholder Satisfaction ✓ Council Satisfaction
Build community confidence through responsible governance for long term sustainability.	CAO Department Heads	2014-2017	Ongoing	✓ Stakeholder Satisfaction
Continue to promote excellence through the production and submission of Annual Budget Reports and Annual Financial Reports to the Government Finance Officers Association Canadian Award for Financial and Budget Reporting.	Corporate Services	2018-2022	Ongoing	✓ Stakeholder Satisfaction ✓ Council Satisfaction ✓ Financial Viability
Improve public communications through our website, social media accounts, and print media. Review our meeting access options such as livestream and recorded options.	Legislative Services Department Heads	2018-2022	Ongoing with revisions	✓ Stakeholder Satisfaction ✓ Council Satisfaction
Continued review of taxation rates as to remain competitive with our rural neighbours and explore tax guideline options.	Corporate Services	2018-2022	Ongoing	✓ Stakeholder Satisfaction ✓ Financial Viability
Maintain our COR (Certificate of Recognition) certification which was achieved in 2020.	Department Heads	2022-2026	New	✓ Employee Satisfaction ✓ Process and System Improvements
Modernize the County website, allowing for easier navigation, updated content and a fresh look.	Corporate Services	2022-2026	New	✓ Stakeholder Satisfaction ✓ Process and System Improvements
Develop Environmental and Municipal Reserve Policy	Development Services	2022-2026	New	✓ Stakeholder Satisfaction ✓ Process and System Improvements
Improved communication from Council regarding the ongoings of committees and boards on which they are appointed to.	Legislative Services	2022-2026	Reinstated	✓ Stakeholder Satisfaction

# Strategic Priorities # 5 Continued Support of Our Agricultural Industry

As a County, we recognize that our main industry within our borders is Agriculture. As such, Vulcan County is committed to supporting this industry not only through well maintained infrastructure, but programs and services through our Agricultural Service Board. Over the next four years, the following initiatives will be undertaken:

Key Action Item	Lead Role	Initiated	Status	Key Measures
Vulcan County will continue to have an active an engaged Agricultural Service Board that reviews and investigates new programming and services which are of benefit to our Agricultural Industry.	Ag Services	2018-2022	Ongoing	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Sustainability</li> </ul>
Marginal Land Recovery Grant This program will help landowners with seeding marginal lands to grass and forages.	Rural Conservation Technician	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Process and System Improvements</li> </ul>
Investigate and purchase specialized agricultural equipment for our ratepayers that would not be available for rent or feasible to purchase.	Ag Services		Ongoing	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> </ul>
Work with Alberta Agriculture to assist them with the annual field scouting and inspection of various crop disease and insects.	Ag Services		Ongoing	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> </ul>
Work with companies wishing to bring business to Vulcan County to ensure their projects are a long-term benefit and that they have protocols in place to protect the land, with clear expectations of what is required.	Ag Services Development Services	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Council Satisfaction</li> <li>✓ Process and System Improvements</li> </ul>
Continue to enforce the Weed Act of Alberta, Soil Conservation Act, and the Agricultural Pests Act, while increasing weed control measures and awareness throughout Vulcan County.	Ag Services	2018-2022	Ongoing	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> </ul>
Develop and maintain a digital weed database for Vulcan County.	Ag Services GIS	2018-2022	Initiated	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> </ul>

## Strategic Priorities # 6 Safe Communities

As a rural community, Vulcan County can be faced with emergencies that rely on both volunteer and professional resources. Protection of our community is accomplished by six fire departments (Northwest, Milo, Lomond, Carmangay, Champion and Vulcan Fire), four RCMP detachments (Vulcan, Vauxhall, High River, and Strathmore), and the Vulcan County Community Peace Officer Program. To continue to provide protected communities, Vulcan County will undertake the following objectives:

Key Action Item	Lead Role	Initiated	Status	Key Measures
Continue with education as a primary value in regard to enforcement.	Protective Services	2018-2022	Ongoing	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Council Satisfaction</li> </ul>
Training and exercises through the Vulcan County Regional Emergency Response Partnership.	CAO – RDEM Protective Services	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Council Satisfaction</li> </ul>
Engage RCMP on comprehensive policing and crime prevention strategy for the County.	Protective Services Council	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Council Satisfaction</li> </ul>
Continue to pressure the Province for better rural ambulance servicing in our region.	Council CAO Protective Services	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Employee Satisfaction</li> <li>✓ Sustainability</li> <li>✓ Process and System Improvements</li> </ul>
Continue to be fully compliant with the NFPA standards to operate at the service levels identified in the Bylaw.	Protective Services	2014-2017	Ongoing	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Employee Satisfaction</li> <li>✓ Sustainability</li> <li>✓ Process and System Improvements</li> </ul>
Explore Firefighter recruitment incentives to ensure sufficient staffing at all fire halls.	Protective Services CAO	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Employee Satisfaction</li> <li>✓ Sustainability</li> </ul>
Increase the delivery of prevention, and preparedness amongst our aging population.	Protective Services	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Process and System Improvements</li> </ul>
Build out the investigation program by purchasing equipment that will speed up the process and provide for in-depth reports. The camera's that the realtors use to give 360-degree views or walk-through pictures, drones for aerial assessment.	Protective Services	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Process and System Improvements</li> </ul>
Develop Council awareness of the Incident Command System, as well as Council awareness of obligations regarding emergency management in legislation.	CAO RDEM Council	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Stakeholder Satisfaction</li> <li>✓ Council Satisfaction</li> </ul>

# Strategic Priorities #7 Attract, Engage, and Retain New and Existing Employees

As work forces age, and transitions occur, it is important for Vulcan County to be positioned as an employer of choice. To ensure there is staff talent and capacity to provide the services the municipality is accustomed too, Vulcan County will undertake the following objectives to recruit and retain staff:

Key Action Item	Lead Role	Initiated	Status	Key Measures
Provide appropriate cross-training opportunities which will benefit staffing capacity and succession planning.	CAO Department Heads	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Employee Satisfaction</li> <li>✓ Sustainability</li> <li>✓ Process and System Improvements</li> </ul>
Enhance the performance review tools for supervisors.	CAO	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Employee Satisfaction</li> <li>✓ Process and System Improvements</li> </ul>
Undertake compensation reviews to ensure Vulcan County is competitive within the market.	CAO Third Party	2018-2022	Ongoing	<ul style="list-style-type: none"> <li>✓ Employee Satisfaction</li> <li>✓ Sustainability</li> <li>✓ Council Satisfaction</li> </ul>
Ensure adequate staffing to provide appropriate levels of service	CAO Department Heads Council	2022-2026	New	<ul style="list-style-type: none"> <li>✓ Employee Satisfaction</li> <li>✓ Sustainability</li> <li>✓ Council Satisfaction</li> </ul>

# APPENDIX 3 - INFOGRAPHICS & CHARTS

## 2025 Tax Rates & Information

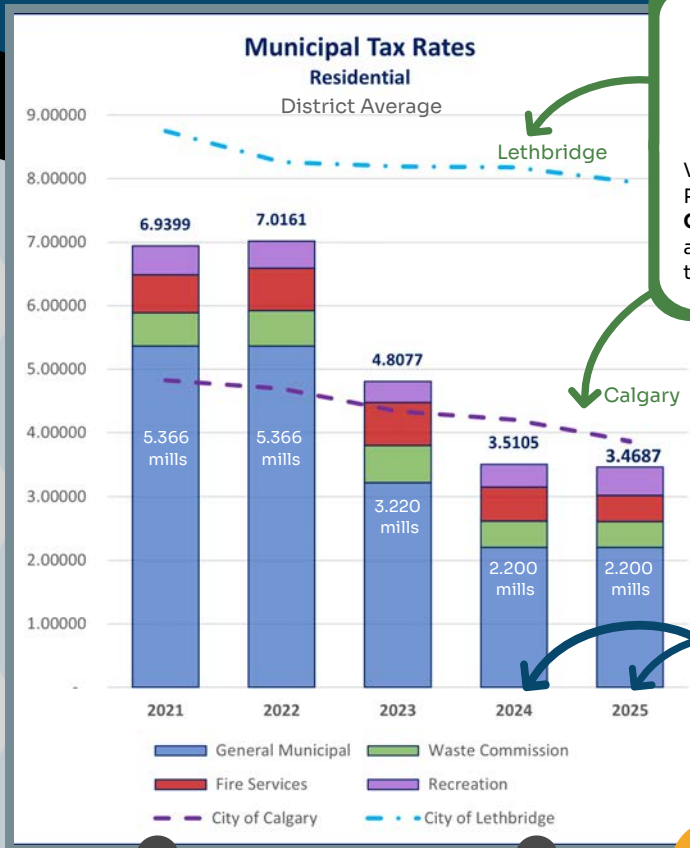


# Vulcan County Tax Rates and Information

### Facts you need to know for 2025!



Introductory  
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### Large City Comparisons

(close to Vulcan County)

Vulcan County's Residential Municipal Tax Rates have historically been lower than the **City of Lethbridge** (7.9541 mills - 2025), and are now even a lower municipal tax rate than the **City of Calgary** (3.8706 mills- 2025).



### Residential Tax Rates

Through Strategic Planning and assessment growth, over the past couple years, the County was able to **significantly reduce the General Municipal Tax Rates for Residential Properties**. These highly competitive rates are as low as currently possible and we have **maintained these rates for 2025 tax year**.



### Municipal Taxes:

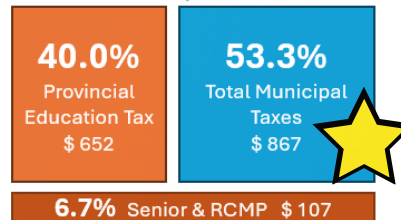
Vulcan County establishes a "General Municipal" tax rate for County Operations; whereas, for transparency purposes, the County also establishes separate tax rates for the Waste Commission, Fire Protection Services, and Recreational Services.

For more information on Budget and Tax, please see the County's website:  
[www.vulcancounty.ab.ca](http://www.vulcancounty.ab.ca) > Departments > Corporate Services

\* Above chart only includes municipal tax rates (excludes requisitions)



### Total Property Tax \$1,626



The above is an example of a \$250,000 residential property. The **municipal taxes only represent 53.3%** of the total tax bill. The remaining are requisitions that the County has no control over.





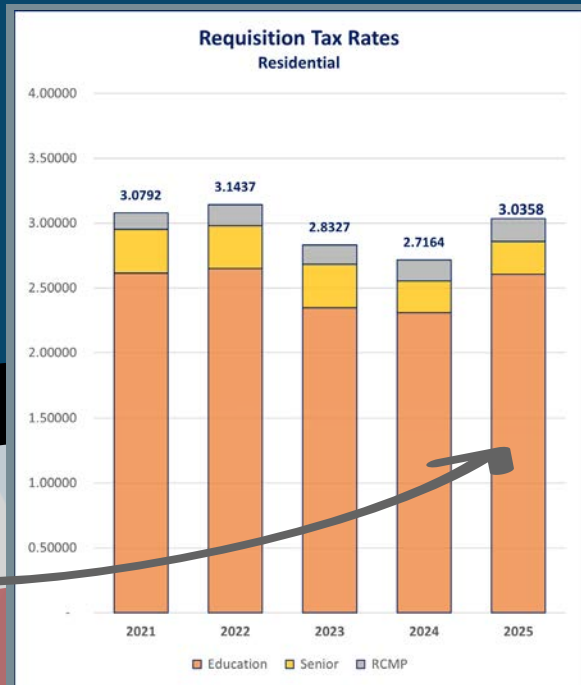
### Requisition Tax Rates (Residential)

The **municipal taxes only represent 53.3%** of the total tax bill. The remaining are **requisitions that the County has no control over**. These requisitions include:

- > Provincial Education Tax Rate
- > Senior Foundation Tax Rate
- > RCMP Requisition Tax Rate \*

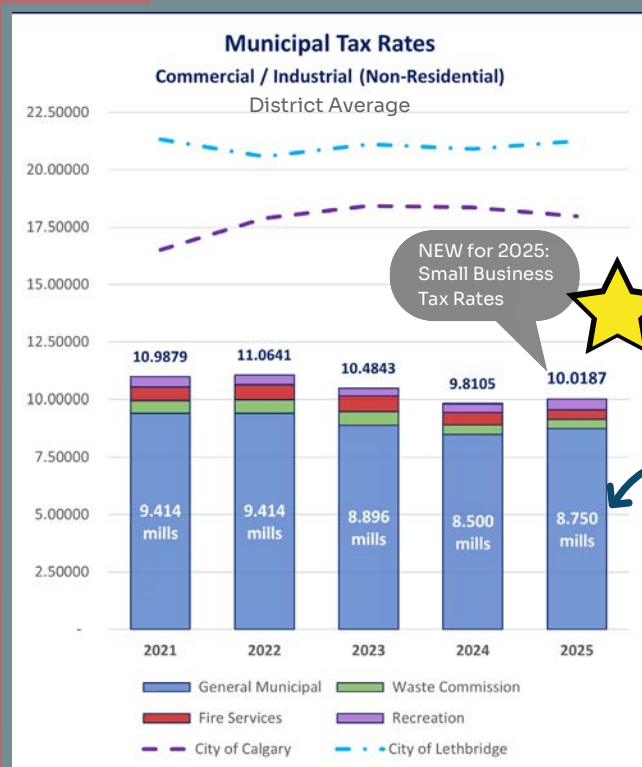
All of the taxes collected for Education and RCMP are paid to the Province of Alberta and the taxes collected for Seniors are paid to the Marquis Foundation.

There is an **increase in Education Tax Rates in 2025** as the Provincial Rate was "frozen" for the last couple years; however, this brings the tax rates back to similar historical levels for the County.



\* RCMP are separated for transparency purposes (even though not defined as a requisition by the MGA - County still has no control over annual costing).

## Non-Residential Information



### Non-Residential Tax Rates

Through Strategic Planning and assessment growth there were **also reductions in Non-Residential tax rates in 2023/2024**. For the 2025 tax year, there was also some updates in methodology, including:

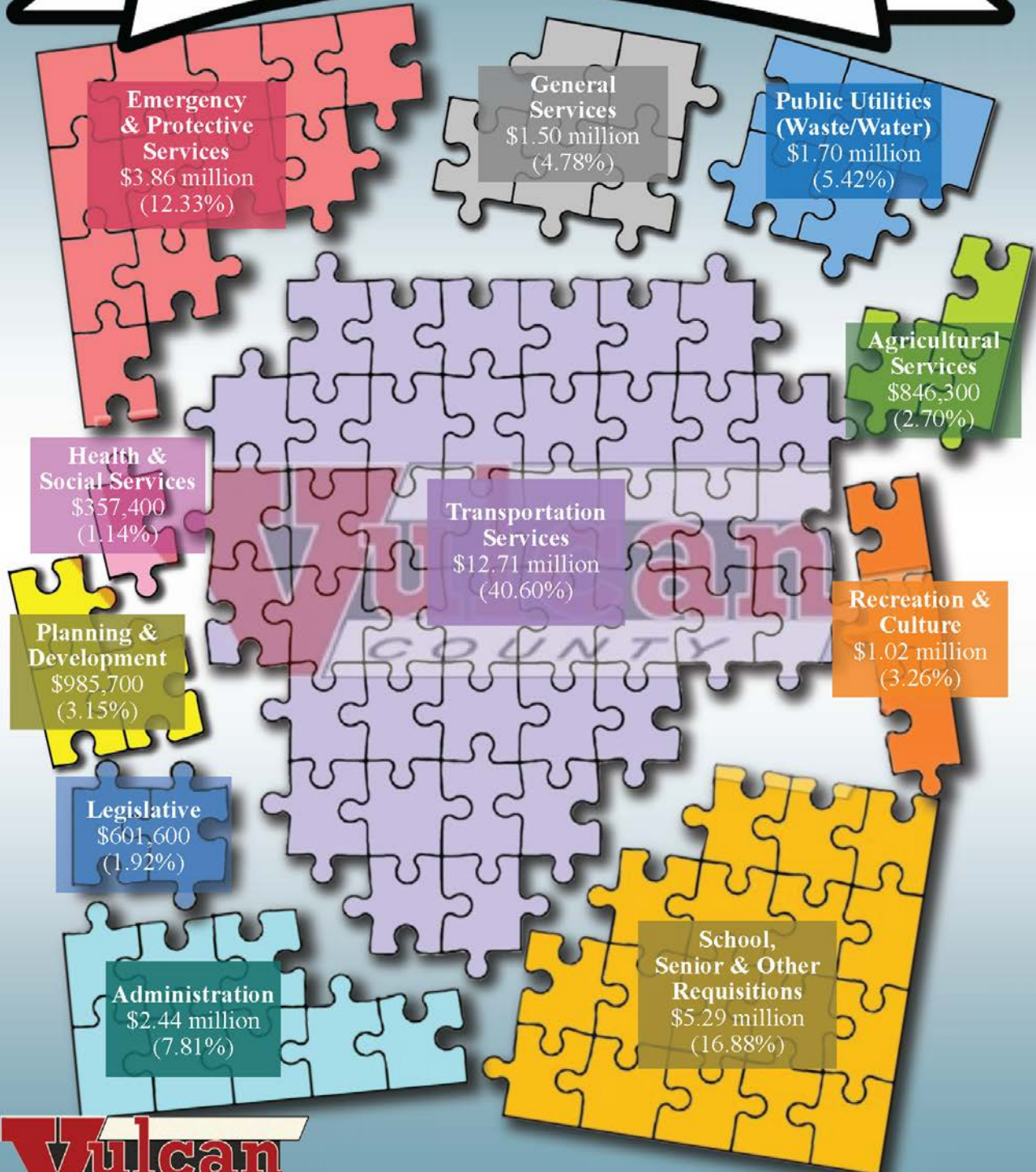
- > Creation of a NEW assessment sub-class for **"Small Business Property"** which is able to have reduced rates (General Municipal Tax Rate of 7.500 mill for 2025).
- > Removal of special tax levies of fire and recreation on Linear Properties. **Only partial 2.94% increase in 2025 General Municipal Tax Rate** (other than small business rates).



# 2025 Infographic - The Pieces of the County's Budget



## The Pieces of the County's Budget



Budget 2025

Introductory

Operating Budget

Capital & Reserves

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## APPENDIX 4 - STATISTICS AND RATIOS

### Demographics and Other Factors

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
POPULATION	4,237	4,237	4,237	4,262	N/A
NUMBER OF DWELLING UNITS	2,286	2,313	2,365	2,396	N/A
AREA OF MUNICIPALITY IN HECTARES	554,574	554,574	554,574	554,642	554,574
NUMBER OF HAMLETS	8	8	8	8	8
ROAD MAINTAINED (Km)	2,670	2,670	2,672	2,672	2,672
WATER PIPELINE (Km)	455	456	456	460	456
DEVELOPMENT PERMITS	132	77	80	110	N/A
SUBDIVISIONS APPLICATIONS	13	20	16	14	N/A
FULL TIME STAFF	49	50	54	58	N/A

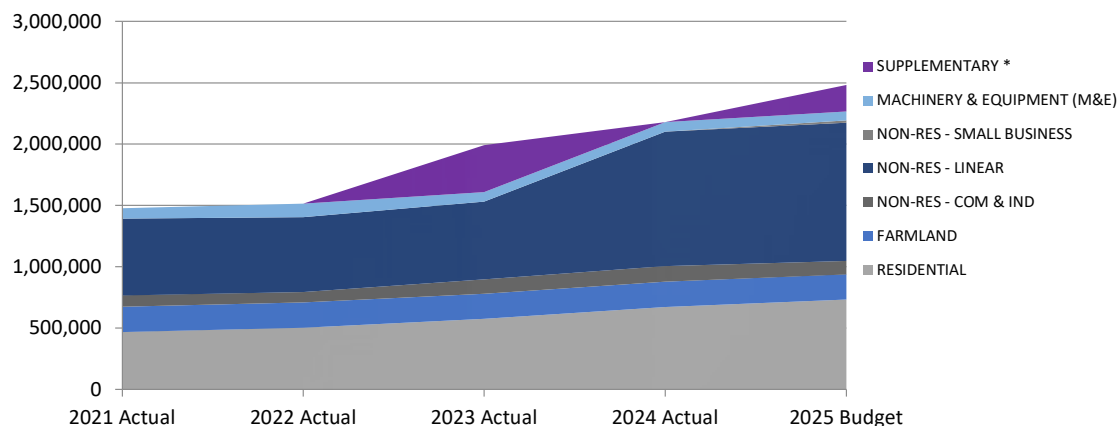
#### OTHER VULCAN COUNTY STATISTICS:

Source: <https://regionaldashboard.alberta.ca/region/vulcan-county/>

EMPLOYMENT RATE	67.0%	67.0%	67.0%	67.0%	N/A
UNEMPLOYMENT RATE - OVERALL	5.0%	5.0%	5.0%	5.0%	N/A
UNEMPLOYMENT RATE - FEMALE	6.0%	6.0%	6.0%	6.0%	N/A
UNEMPLOYMENT RATE - MALE	4.0%	4.0%	4.0%	4.0%	N/A
FAMILY INCOME - Average	\$ 99,000	\$ 99,000	\$ 99,000	\$ 99,000	N/A

### Property Assessment (in thousands)

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
RESIDENTIAL	468,930	503,479	574,715	672,341	733,886
FARMLAND	204,911	205,149	205,106	205,081	205,050
NON-RESIDENTIAL					
COMMERCIAL & INDUSTRIAL	92,825	84,272	117,619	128,267	108,896
LINEAR	626,613	611,164	634,671	1,097,080	1,126,448
SMALL BUSINESS	N/A	N/A	N/A	N/A	19,154
MACHINERY & EQUIPMENT (M&E)	84,490	110,538	78,621	77,382	73,436
<b>TOTAL ASSESSMENT</b>	<b>1,477,769</b>	<b>1,514,602</b>	<b>1,610,732</b>	<b>2,180,151</b>	<b>2,266,870</b>
SUPPLEMENTARY *	0	0	382,285	0	215,000
<b>TAXABLE ASSESSMENT</b>	<b>1,477,769</b>	<b>1,514,602</b>	<b>1,993,017</b>	<b>2,180,151</b>	<b>2,481,870</b>



\* Supplementary Assessment is for all assessment classes; however, effectively applied for large linear projects.



Introductory



Operating Budget



Capital & Reserves



Appendix & Glossary

## Tax Rates (expressed in mills)

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
<b>MUNICIPAL</b>					
Residential	5.3660	5.3660	3.2196	2.2000	2.2000
Farmland	10.8230	10.8230	10.8230	10.8230	10.8230
Non-Residential, M&E, and Linear	9.4140	9.4140	8.8962	8.5000	8.7500
Small Business	N/A	N/A	N/A	N/A	7.5000
<b>WASTE COMMISSION</b>	0.5197	0.5599	0.5887	0.4188	0.4113
<b>EDUCATION REQUISITION</b>					
Residential and Farmland	2.6137	2.6500	2.3470	2.3091	2.6061
Non-Residential and Linear	4.0890	3.9000	3.5283	3.5678	3.9202
<b>SENIOR FOUNDATION REQUISITION</b>	0.3399	0.3304	0.3360	0.2437	0.2521
<b>OTHER REQUISITION</b>					
Royal Canadian Mounted Police	0.1256	0.1633	0.1497	0.1636	0.1776
Designated Industrial Properties	0.0766	0.0766	0.0746	0.0765	0.0701
<b>SPECIAL LEVY - FIRE PROTECTION AREA</b>					
Carmangay and District	0.7673	0.9142	1.0187	0.9692	0.7422
Champion and District	0.8920	1.1036	1.3238	1.0364	0.6138
Lomond and District	0.4328	0.5241	0.4736	0.3158	0.2366
Milo and District	1.1928	1.2897	1.1777	1.0649	0.8413
Vulcan and District	0.2665	0.3299	0.3215	0.2496	0.1497
Northwest	0.8495	0.7425	0.7992	0.5764	0.5669
Linear	0.3618	0.3618	0.3618	0.3618	0.0000
<b>SPECIAL LEVY - RECREATIONAL AREA</b>					
Carmangay and District	0.6411	0.5859	0.5031	0.4825	0.4518
Champion and District	0.6420	0.7059	0.5994	0.5795	0.5139
Lomond and District	0.1623	0.0810	0.0571	0.2157	0.4702
Milo and District	0.6345	0.6163	0.6015	0.5531	0.4807
Vulcan and District	0.6580	0.6571	0.4569	0.4308	0.5120
Northwest	0.2835	0.2522	0.2340	0.2204	0.2685
Linear	0.1388	0.1388	0.1388	0.0823	0.0000

## Total Tax Collections

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
Net Municipal Taxes	14,189,795	15,079,227	17,943,837	17,136,610	19,234,072
School Requisitions	3,404,742	3,054,596	3,138,040	3,588,907	4,192,061
Seniors Requisitions	502,326	500,406	547,654	560,513	599,669
Other Requisitions	178,708	229,112	309,987	446,737	485,486
<b>TOTAL TAX COLLECTIONS</b>	<b>18,275,571</b>	<b>18,863,341</b>	<b>21,939,518</b>	<b>21,732,767</b>	<b>24,511,288</b>

## Assets, Liabilities & Surplus

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
<b>TAX RECEIVABLE AS % OF TAXES</b>					
Tax Receivables	913,671	763,379	4,531,347	475,570	N/A
Supplementary Tax Receivables *	0	0	4,016,833	0	N/A
Effective Tax Receivables	913,671	763,379	514,514	475,570	N/A
Total Tax Levies	18,275,571	18,863,341	21,939,518	21,732,767	N/A
Tax Receivable as % of Taxes	5.0%	4.0%	2.3%	2.2%	N/A
<i>* Supplementary Tax Levies are processed at the end of the year and not due for payment until the following year.</i>					
Financial Assets	42,083,056	42,541,150	48,705,018	53,722,769	N/A
Financial Liabilities	(7,965,347)	(5,061,450)	(5,465,173)	(6,272,965)	N/A
<b>NET FINANCIAL ASSETS</b>	<b>34,117,709</b>	<b>37,479,700</b>	<b>43,239,845</b>	<b>47,449,804</b>	<b>N/A</b>
Tangible Capital Assets	107,104,734	108,086,239	107,687,527	107,848,680	N/A
Inventory Held for Consumption	7,847,867	9,103,226	8,720,764	8,269,813	N/A
Prepaid Expenses	236,861	428,289	402,198	459,721	N/A
<b>ACCUMULATED SURPLUS</b>	<b>149,307,171</b>	<b>155,097,454</b>	<b>160,050,334</b>	<b>164,028,018</b>	<b>N/A</b>
Unrestricted Surplus	952,521	897,813	900,534	904,163	N/A
Restricted Surplus (Reserves)	41,249,916	46,636,284	51,987,627	55,656,819	N/A
Equity in Tangible Capital Assets	107,104,734	107,563,357	107,162,173	107,307,236	N/A
<b>ACCUMULATED SURPLUS</b>	<b>149,307,171</b>	<b>155,097,454</b>	<b>160,050,334</b>	<b>163,868,218</b>	<b>N/A</b>
Accumulated Remeasurement Gain	0	0	0	159,800	N/A
<b>ACCUMULATED SURPLUS</b>	<b>149,307,171</b>	<b>155,097,454</b>	<b>160,050,334</b>	<b>164,028,018</b>	<b>N/A</b>

## Revenues (by source)

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
Net Municipal Taxes	14,189,795	15,079,227	17,943,837	17,136,610	19,234,072
Government Transfers	535,535	1,403,059	1,104,191	1,176,124	1,128,108
Return on Investments	353,865	1,022,438	2,063,059	2,260,512	676,824
Sale of Goods, Services, and User Charges	1,562,870	888,685	1,949,632	2,197,447	829,406
Rental Income	338,373	319,129	320,565	325,203	321,680
Community Aggregate Levy	241,318	212,993	193,171	221,153	142,912
Penalties and Costs of Taxes	502,498	228,725	350,624	225,768	130,000
Gain on Disposal of Capital Assets	2,427,982	1,430,054	26,523	113,602	0
Other Revenue	34,697	240,385	30,518	282,425	0
<b>OPERATING REVENUES</b>	<b>20,186,933</b>	<b>20,824,695</b>	<b>23,982,120</b>	<b>23,938,844</b>	<b>22,463,002</b>
Contributed Tangible Capital Assets	0	0	0	684,977	0
Government Transfers for Capital	2,672,336	4,294,087	1,756,668	1,512,117	2,416,986
<b>TOTAL REVENUES</b>	<b>22,859,269</b>	<b>25,118,782</b>	<b>25,738,788</b>	<b>26,135,938</b>	<b>24,879,988</b>

## Expenses (by function and object)

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
<b>EXPENSES BY FUNCTION</b>					
Legislative	399,079	447,807	478,318	538,114	601,599
Administration	1,743,816	2,056,167	2,267,748	2,526,009	2,682,840
Protective services	1,918,900	2,045,659	2,627,286	3,095,384	3,524,052
Transportation services	10,366,739	10,552,481	11,290,788	11,657,736	12,043,712
Agricultural services	722,417	650,453	720,976	761,000	1,884,474
Planning and development services	643,074	544,723	691,937	954,793	216,631
Family and community support	236,248	217,118	219,469	203,445	830,796
Parks and recreation	937,291	671,001	696,646	741,448	986,950
Tourism and economic development	125,537	24,040	19,922	28,952	71,788
Utility Services	952,000	1,021,944	1,140,509	1,201,098	788,566
Other	3,725,273	621,097	632,309	610,075	289,823
<b>TOTAL EXPENSES</b>	<b>21,770,374</b>	<b>18,852,490</b>	<b>20,785,908</b>	<b>22,318,054</b>	<b>23,921,232</b>

\* The term "function" refers to the grouping of expenses by department or service

<b>EXPENSE BY OBJECT</b>					
Salaries, wages and benefits	6,470,017	6,937,554	7,798,714	9,054,113	10,476,065
Contracted and general services	2,602,679	2,543,119	3,378,964	3,552,002	4,100,806
Materials, goods and utilities	2,606,600	2,820,480	3,149,977	3,626,627	4,148,875
Provision for allowances	3,202,579	602,629	625,434	609,664	282,997
Transfers to local boards and agencies	2,020,901	1,893,026	2,002,831	2,046,646	2,550,291
Interest and bank charges	48,758	48,635	40,642	38,207	38,616
Amortization of tangible capital assets	4,615,232	4,818,615	4,876,655	5,012,320	5,012,319
Amortization of ARO capital assets	0	1,115	1,115	1,115	1,116
Accretion ARO expenses	0	18,012	19,291	20,760	20,834
Machine expenses capitalized	(1,351,472)	(1,639,395)	(1,423,600)	(1,722,616)	(2,738,179)
Loss on disposal of capital assets	852,803	729,078	34,685	8,274	0
Other expenses	702,277	79,622	281,200	70,942	27,492
<b>TOTAL EXPENSES</b>	<b>21,770,374</b>	<b>18,852,490</b>	<b>20,785,908</b>	<b>22,318,054</b>	<b>23,921,232</b>

\* The term "object" refers to the grouping by the nature or type of expense

## Debt Supported by Taxes

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
Gross Debt (supported by tax)	1,382,720	1,252,044	1,118,084	980,757	N/A
County Population	4,237	4,237	4,237	4,262	N/A
<b>LONG-TERM DEBT PER CAPITA</b>	<b>326</b>	<b>296</b>	<b>264</b>	<b>230</b>	<b>N/A</b>

\* Note: Net debt, defined as the difference between debt and "cash & cash equivalents", is zero for all years

## Transfer to Local Boards and Agencies

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
<b>TRANSFERS TO OTHER LOCAL GOVERNMENTS</b>					
Vulcan District Waste Commission	768,040	852,340	948,762	962,993	983,354
Twin Valley Regional Water Commission	37,246	39,536	41,662	41,548	37,500
Vulcan Library Board	133,500	133,500	145,000	145,000	151,000
Fire Area Contributions	156,310	207,972	177,869	167,744	110,000
Recreation Area Contributions	772,875	507,912	519,846	564,748	605,766
Other local governments and organizations	152,930	151,766	169,692	164,613	662,671
	<b>2,020,901</b>	<b>1,893,026</b>	<b>2,002,831</b>	<b>2,046,646</b>	<b>2,550,291</b>

## Annual Surplus and Allocations

	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget
<b>TOTAL REVENUES</b>	22,859,269	25,118,782	25,738,788	26,135,938	24,879,988
<b>TOTAL EXPENSES</b>	(21,770,374)	(18,852,490)	(20,785,908)	(22,318,054)	(23,921,232)
<b>ANNUAL SURPLUS</b>	1,088,895	6,266,292	4,952,880	3,817,884	958,756
ADD: Proceeds from Sale of Tangible Capital Assets	1,213,582	740,539	225,114	1,075,511	10,000
ADD: Transfer from Restricted Surplus to Operations	6,897,047	3,231,614	3,099,759	3,866,206	7,230,570
ADD: Amortization of Tangible Capital Assets and ARO accretion	4,615,232	4,837,743	4,880,242	5,029,525	5,034,269
LESS: Transfers to Restricted Surplus	(8,868,142)	(8,617,982)	(8,451,102)	(7,535,398)	(3,517,451)
LESS: Capital Expenditures	(4,949,027)	(6,521,313)	(4,704,172)	(6,250,099)	(9,716,144)
<b>ALLOCATION TO UNRESTRICTED SURPLUS</b>	(2,413)	(63,107)	2,721	3,629	0



## Principal Corporate Taxpayers and Industries

### Top 10 Principal Corporate Taxpayers:

TRAVERS 3 SOLAR LP  
 EDF RENEWABLES DEVELOPMENT  
 CANADIAN NATURAL RESOURCES  
 ALTALINK MANAGEMENT LTD  
 TAQA NORTH LTD  
 G3 CANADA LIMITED  
 HUTTERIAN BRETHERN CHURCH  
 CONCORD VULCAN GP2 LTD.  
 NGTL GP LTD. / NOVA GAS TRANSMISSION LTD  
 RICHARDSON INTERNATIONAL LTD

*\* These top 10 taxpayers represent 57.21% of the total tax base*

### Top 10 Industries of Employment:

Agriculture, forestry, fishing and hunting  
 Health care and social assistance  
 Construction  
 Educational services  
 Other services (except public administration)  
 Public administration  
 Professional, scientific and technical services  
 Retail trade  
 Wholesale trade  
 Transportation and warehousing

Source: <https://regionaldashboard.alberta.ca/region/vulcan-county/labour-force/#/custom/industry/>



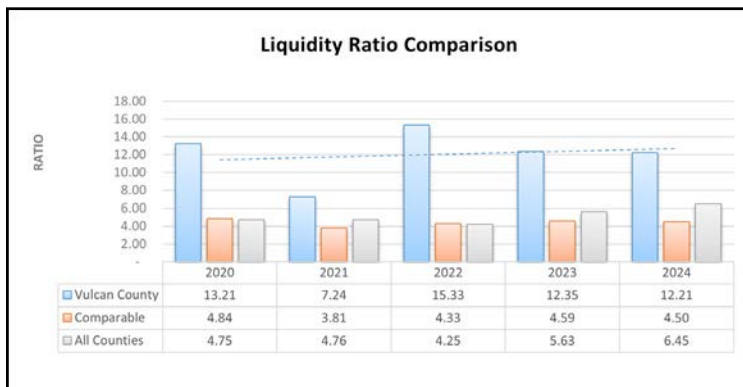


# APPENDIX 5 - FINANCIAL INDICATORS & PERFORMANCE MEASURES

Indicators of Financial Health and other Performance Measures help to indicate how the County is doing over time and alert management to any issues or concerns that should be addressed by reviewing the overall financial and operational health.

Through Provincial data on all municipalities, the County is able to compare specific indicators to other Alberta municipalities and compare to specific municipalities that are in comparable size and in close proximity in geological locations. *Note that the Comparison Data for 2024 is only partially available (10 of 11 comparators have data currently available) at the time this report is created as the Provincial Government typically provides this data in June/July of the year following once all municipalities have submitted their data.*

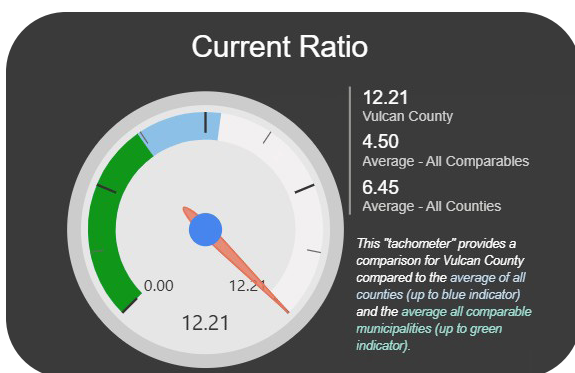
## Current/Liquidity Ratio Comparison



The Current/Liquidity Ratio is a measure to indicate that the County can meet its short-term obligations and that the County has the ability to better respond to rapidly changing circumstances (as often required). The Current Ratio is calculated by the ratio of current assets to current liabilities

The County has historically maintained a high current ratio (2024 ratio of 12.21) as the County has the current assets are sufficient to cover the related current liabilities. Some of the current assets, such as portfolio investments are also used to fund specific reserve funds, which further increases the

County's Current Ratio. The majority of the County's financial assets are comprised of cash and short-term investments (representing approx. 93.6%); therefore, further increasing the liquidity of the County. The ratio remained relatively consistent to the prior year (with a slight decrease from 2023).



**Target / Expected Result:**  
The ratio of current assets to current liabilities is expected to be at least a ratio greater than 1.00.

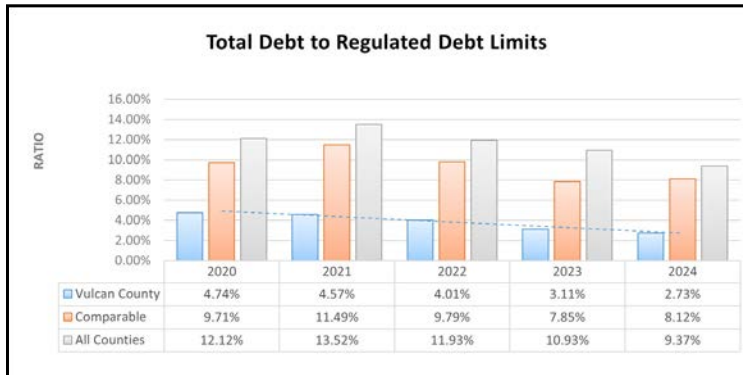
**Analysis for Vulcan County:**  
The County has historically maintained a high current ratio as the County has current assets sufficient to cover the related current liabilities.

Performance Measures Data		Comparable Alberta Municipalities - Ratios *			
<b>VULCAN COUNTY</b>	<b>12.21</b>	Cardston County	4.99	MD of Ranchlands	2.30
<b>Average - All Counties</b>	<b>6.45</b>	County of Forty Mile	5.20	MD of Taber	2.34
<b>Average - All Comparables</b>	<b>4.50</b>	Lethbridge County	4.55	County of Warner	3.03
Max - All Comparables	12.21	County of Newell	4.76	Wheatland County	4.30
Min - All Comparables	2.30	MD of Pincher Creek	2.81	MD of Willow Creek	3.06

\*Based on most recent available data at the time the report was created.



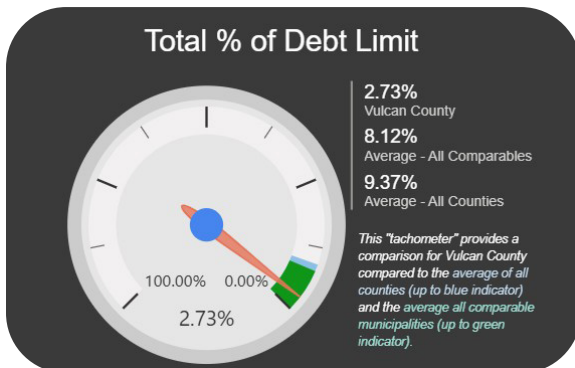
## Total Percentage of Debt Limit



The Total % of Debt Limit Ratio is a measure to indicate the total amount of municipal borrowings, including long term capital leases, as a percentage of the total regulated debt limit available to the municipality. This is an indicator if the municipality has maintained reasonable levels of borrowing debt.

The Total % of Debt Limit Ratio is calculated by the ratio between total municipal debt and the related total debt limit. The debt limit is calculated at 1.5 times the revenue of the municipality (as defined by Alberta Regulation 255/00).

The County has historically maintained minimal levels of debt (2024 ratio of 2.73%); whereas, the County uses long-term planning and its 20-year capital plan to fund large capital projects (without requiring debt). The current debt relates specifically to a long-term debenture debt received to provide as a funding contribution towards the Vulcan Hospital Expansion Project.



**Target / Expected Result:**  
The ratio of debt to the related debt limit should account for no more than 80%.

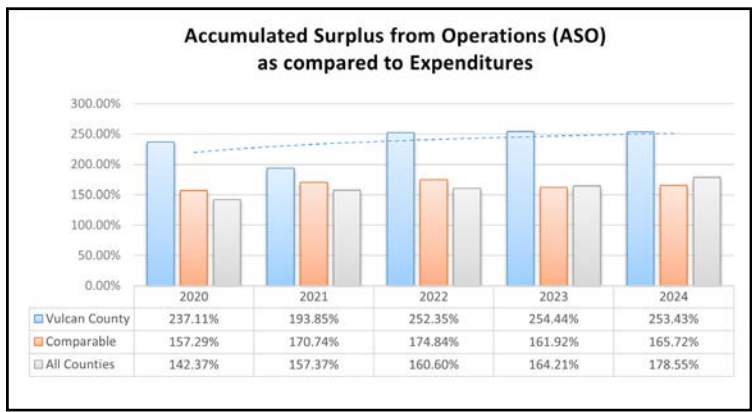
**Analysis for Vulcan County:**  
The County has historically maintained minimal levels of debt; whereas, the County uses long-term planning and its 20-year capital plan to fund large capital projects (without requiring debt to be used).

Total % of Debt Limit					
Performance Measures Data		Comparable Alberta Municipalities - Ratios *			
<b>VULCAN COUNTY</b>	<b>2.73%</b>	Cardston County	12.65%	MD of Ranchlands	0.00%
<b>Average - All Counties</b>	<b>9.37%</b>	County of Forty Mile	18.08%	MD of Taber	0.73%
<b>Average - All Comparables</b>	<b>8.12%</b>	Lethbridge County	36.04%	County of Warner	0.00%
Max - All Comparables	36.04%	County of Newell	4.30%	Wheatland County	3.97%
Min - All Comparables	0.00%	MD of Pincher Creek	10.09%	MD of Willow Creek	0.73%

\*Based on most recent available data at the time the report was created.



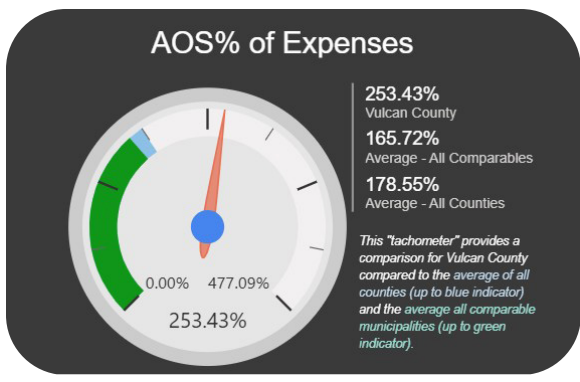
## Accumulated Surplus from Operations



The Accumulated Operating Surplus (AOS) as a % of Expenses Ratio is a measure to indicate level Unrestricted Surplus and Reserves that are available to cover the annual costs of operations. The AOS represents the total Accumulated Surplus excluding the Equity in Tangible Capital Assets. This can be an indicator of long-term stability and planning.

The AOS% of Expenses Ratio is calculated by the ratio of combining the Unrestricted Surplus and Reserves and dividing this by the total annual expenses. Reserves can include both specific operating and capital reserves (2024 ratio of 253.43%).

The County has historically maintained a higher than average AOS% of Expenses ratio (compared to other comparables and provincial averages) as the County believes in long-term stability and planning, including maintaining appropriate levels of operating and contingency reserves and a fully-funded 20-year capital plan to ensure the infrastructure and capital needs are covered while minimizing significant fluctuations from year-to-year.



**Target / Expected Result:**  
The ratio for the municipality has to have a positive value (above zero). An accumulated deficit is a violation of Section 244 of the Municipal Government Act.

**Analysis for Vulcan County:**  
The County has historically maintained a higher than average AOS% of Expenses ratio compared to related comparables as the County believes in long-term stability and planning (including reserve planning and 20-year Capital Plan).

AOS% of expenses					
Performance Measures Data		Comparable Alberta Municipalities - Ratios *			
<b>VULCAN COUNTY</b>	<b>253.43%</b>	Cardston County	118.56%	MD of Ranchlands	228.82%
<b>Average - All Counties</b>	<b>178.55%</b>	County of Forty Mile	93.70%	MD of Taber	166.39%
<b>Average - All Comparables</b>	<b>165.72%</b>	Lethbridge County	127.57%	County of Warner	64.60%
Max - All Comparables	477.09%	County of Newell	477.09%	Wheatland County	106.78%
Min - All Comparables	60.09%	MD of Pincher Creek	125.85%	MD of Willow Creek	60.09%

\*Based on most recent available data at the time the report was created.



## Capital Asset Net Book Value

**Capital Asset Net Book Value (NBV) to Cost Infrastructure & Buildings**



In both the Capital Asset Net Book Value to Cost of Infrastructure/Buildings and the Equipment/Vehicles charts indicate how much is remaining in the capital assets useful life and/or in productive use. This indicator is for all of the County's capital assets.

This ratio is calculated by the ratio of the net book value (NBV) of TCA as a percentage of the total original costs. The NBV is the original purchase cost less the accumulative amortization (depreciation).

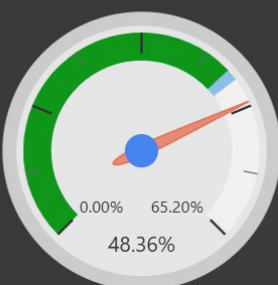
The County has historically maintained a high Infrastructure and Buildings TCA ratio (2024 ratio of 49.07%) as the County maintains a 20-year capital plan for the replacement of infrastructure and facilities. Continual replacement and maintenance of the County's road and bridge infrastructure is a strategic priority for the County.

The County maintains a 20-year capital plan for the replacement of vehicles, and machinery & equipment (which can include multiple replacement cycles). The County has a lower ratio (2024 ratio of 32.12%) as the County often is able to effectively extend the useful life of the vehicles/equipment by appropriate maintenance and also the County may re-purposes equipment (within other departments).

**Capital Asset Net Book Value (NBV) to Cost Equipment & Vehicles**



### All Tangible Capital Assets



**48.36%**  
Vulcan County  
**43.94%**  
Average - All Comparables  
**45.35%**  
Average - All Counties

*This "tachometer" provides a comparison for Vulcan County compared to the average of all counties (up to blue indicator) and the average all comparable municipalities (up to green indicator).*

#### **Target / Expected Result:**

The All Tangible Capital Assets (TCA) Ratio, if the municipality is adding new services or expanding facilities, it would expect an overall ratio to be higher than 40% (for all TCA).

#### **Analysis for Vulcan County:**

The County has historically maintained a higher TCA ratio as it replaces existing assets on a regular basis through its 20-year Capital Plan. Note that the above analysis provides a further details on the different types of assets.

### All TCA - RATIO

#### Performance Measures Data

<b>VULCAN COUNTY</b>	<b>48.36%</b>
<b>Average - All Counties</b>	<b>45.35%</b>
<b>Average - All Comparables</b>	<b>43.94%</b>
Max - All Comparables	65.20%
Min - All Comparables	30.29%

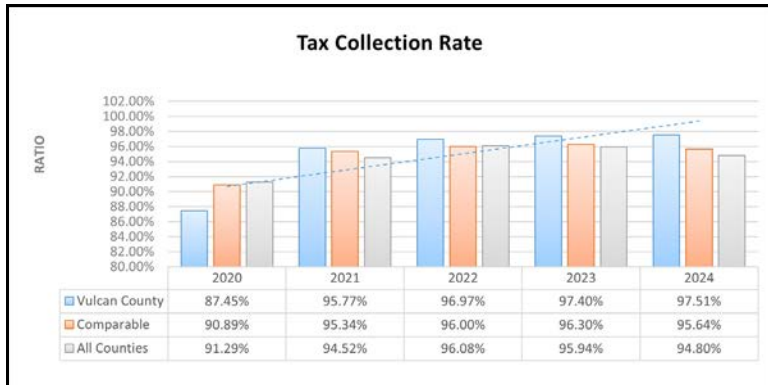
#### Comparable Alberta Municipalities - Ratios \*

Cardston County	39.57%	MD of Ranchlands	58.00%
County of Forty Mile	45.41%	MD of Taber	60.14%
Lethbridge County	31.48%	County of Warner	39.84%
County of Newell	65.20%	Wheatland County	33.19%
MD of Pincher Creek	31.90%	MD of Willow Creek	30.29%

*\*Based on most recent available data at the time the report was created.*



## Tax Collection Rate



The Tax Collection Rate is a measure to indicate the ability of the municipality to collect own-source revenues, including property taxes, special taxes, local improvement taxes, well drilling equipment taxes, and grants-in-lieu-of taxes.

The Tax Collection Rate is calculated by the inverse ratio of current taxes outstanding at yearend against the total tax revenues issued in the year. Note that this calculation does not include any allowances on tax receivables as these typically relate specifically to tax arrears (over 1-year aged tax receivables).

The County has historically been able to collect on tax receivables over the 90% expectation (2024 ratio of 97.51%); whereas, this ratio has been revised in the prior year to exclude the 2023 supplementary tax balances as they are not actually due to the following year (due in February 2024) and these balances should not be included in the applicable ratio for the 2023 yearend balances. The County continually monitors the tax receivable balances for collectability and outstanding balances.



### Target / Expected Result:

The municipality is expected to typically collect at least 90% of the municipal taxes levied in any year. The County has a higher expectation of at least 95% collection rate.

### Analysis for Vulcan County:

The County has historically been able to collect on tax receivables over 90% expectation; even in the years where there was additional challenges on the collection of oil & gas companies that are going insolvent.

Performance Measures Data		Tax Collection Rate (Current Tax)			
		Comparable Alberta Municipalities - Ratios *			
<b>VULCAN COUNTY</b>	<b>97.51%</b>	Cardston County	93.85%	MD of Ranchlands	99.89%
<b>Average - All Counties</b>	<b>94.80%</b>	County of Forty Mile	97.07%	MD of Taber	94.72%
<b>Average - All Comparables</b>	<b>95.64%</b>	Lethbridge County	84.69%	County of Warner	91.94%
Max - All Comparables	99.89%	County of Newell	98.46%	Wheatland County	97.39%
Min - All Comparables	84.69%	MD of Pincher Creek	98.92%	MD of Willow Creek	97.56%

\*Based on most recent available data at the time the report was created.



# Performance Measure Dashboard

In an attempt to be as transparent to the public as possible, the Corporate Services department provides multiple types of performance measures for the County and how the County compares to Provincial and other comparative data:

Introductory

Operating Budget

Capital & Reserves

Appendix & Glossary



[Click the Dashboard for link](#)

These Performance Measures and Financial Indicators to review the overall financial and operational health of the organization. Many of these measures are established and monitored by the Provincial Government through Alberta Municipal Affairs as “Key Performance Indicators (KPIs)”. Through Provincial data on all municipalities, the County is able to compare specific indicators to other Alberta municipalities and compare to specific municipalities that are in comparable size and in close proximity in geological locations. *These correlate to the performance measures listed in this report.*

### Financial Position:

- Current Ratio
- Total % of Debt Limit
- AOS% of Expenses

### Asset Aging:

- All Tangible Capital Assets
- Infrastructure & Buildings
- Vehicles, Machinery & Equipment

### Tax Analysis:

- Tax Base Balance
- Tax Collection Rate
- Municipal Tax Rates\*

\* Municipal Tax Rates also has additional tax rate details on other tax rates applicable for the County, including district specific rates and requisition tax rates.



Although these Performance Measures and Financial Indicators review the overall financial and operational health, they can have direct impacts on the budget process and allocations; whereas, should there be any issues or concerns with these measures there may be budget impacts to correct or realign these ratios. The following are examples where changes in these ratios would have budget impacts:

- Tax Collection Rate - a low rate may be an indicator that the assessment and related tax revenues may be uncollectable; whereas, this would likely result in increased budgeted allowances and/or allocations to reserves for potential uncollectability as a contingency reserve. The Tax Base Balance measure may also impact this analysis on reliance and risks on specific assessment types.
- Asset Aging - this is typically reviewed separately between Infrastructure & Buildings and Vehicles, Machinery & Equipment. If the net book value to total cost ratios fall start to decrease significantly (or below specific level), this would indicate that the County should consider updating the 20-year Capital Plan to increase the frequency and/or replacement cycle of assets. This would impact both the capital budgets and the budgeted capital reserve allocations. This can also support in budgeting for repairs and maintenance costs.
- The Accumulated Operating Surplus (AOS) as a % Expenses - This ratio can be an indicator of the level of reserves that are held by the County (compared to expenses). A high ratio will indicate that there are reserves that may be utilized in budget to fund programs and/or operations. A lower ratio may be an indicator that the County will be required to budget for reserve allocations to build up the reserves to appropriate levels.

Overall, Vulcan County has a strong financial health; whereas, the County seems to be in a strong financial position when in comparison to many of the other comparable municipalities. This is shown throughout the performance measures, including liquidity, debt limits, accumulated surplus, capital assets, and through tax collections.



# GLOSSARY & ACRONYMS

## Glossary of Terms

### ACCRUAL BASIS ACCOUNTING

Accrual basis of accounting for recognizing transactions that occur over a longer time period; typically, extending over multiple budget years. These transactions are recognized in the budget based on when the transaction or service is provided (not based on exchange of cash).

### ACCUMULATED SURPLUS

The overall surplus for the County that has been accumulated from year-to-year. The three (3) major components include Unrestricted Surplus, Restricted Surplus, and Equity in Tangible Capital Assets.

### ARO ACCRETION EXPENSE

The periodic recognition of an expense a result of the passage of time, typically associated with an increase to the present value method in determining an Asset Retirement Obligation (ARO) liability.

### AMORTIZATION

The systematic allocation of an asset to expense over a certain period of time. This is a non-cash transaction, in which, an asset is expensed over its projected useful life.

### APPROPRIATION

The act of setting money aside by formal action for a specific use, such as is the case with reserve allocations.

### APPROVED BUDGET

The budget(s) that have been presented and have been approved by Council by way of Council Motion, which will govern the County's operations for the budget year. This may include interim or final budgets.

### ASSESSMENT

The value established for property for use as a basis of levying taxes for municipal purposes. Assessment can be valued by market or regulated rates. All property assessments are prepared under direction of the Alberta Municipal Government Act (MGA), and relevant Regulations and Minister's Guidelines.

### ASSESSMENT - FARMLAND

Farmland is assessed on the basis of its productive value; that is, the ability of the land to produce income from the growing of crops and/or the raising of livestock. Farmland is assessed by the local assessor by regulated rates.

### ASSESSMENT - LINEAR

The assessment on properties such as cable, electrical power/generation, telecommunications, pipelines, and wells. These types of properties are assessed by the Provincial assessor's office.

### ASSESSMENT - MACHINERY & EQUIPMENT

Machinery and equipment (M&E) includes such things as underground tanks, separators, fuel gas scrubbers, compressors, chemical injectors, and metering and analysis equipment. Most machinery and equipment is assessed by the local assessor, while machinery and equipment forming part of linear property is assessed by the assessor designated by the Minister of Municipal Affairs.

### ASSESSMENT - NON-RESIDENTIAL

All types of property categorized as non-residential for assessment purposes. It includes industrial, commercial and institutional properties, engineering construction and mining properties, and vacant lands which are lawfully usable for non-residential purposes. Linear and Machinery/Equipment are classified separately for assessment purposes.

### ASSESSMENT - RESIDENTIAL

All types of property categorized as residential for assessment purposes. It includes single and multi-unit properties, farm residences, cottages and vacation homes, mobile homes, and vacant lands which are lawfully usable for residential purposes.

### ASSESSMENT - SMALL BUSINESS

Small Business Properties are a sub-class of Non-Residential Assessment, which legislation allows for reduced general municipal tax rates. These are properties with fewer than 50 full-time employees across Canada (not eligible for designated industrial properties by the Province of Alberta).

### AUDIT

An audit is an unbiased examination of the financial statements performed by an external auditor. A financial audit is conducted to provide an opinion whether "financial statements" are reasonable stated in accordance with specified accounting and audit standards.

### BALANCED BUDGET

A budget where the total budgeted revenues & transfers in match the total budgeted expenditures & transfers out.

### BASE BUDGET

The base budget is the budget carried forward from the prior year to maintain the same service levels and is at the same rates/costs as budgeted in the prior year.



### BONDS

Bonds are fixed-income debt instruments issued by government entities to raise funds for various projects and activities.

### BUDGET

An estimate of revenue and a plan for expenditures of an organization, either for a specific time period or for a specific project.

### CAPITAL BUDGET

The planned capital revenues, expenditures, and transfers required for the acquisition/construction of the tangible capital assets for the County in the current budget year.

### CAPITAL EXPENDITURES

Expenditures to acquire, develop or construct tangible capital assets.

### CAPITALIZATION

The inclusion of expenditures into the cost of a tangible capital asset. Internally constructed capital assets include the capitalization of the related costs.

### CASH BASIS ACCOUNTING

Cash basis of accounting for recognizing transactions that occur in a short time period (based on the exchange of cash). These include revenues and expenses that will typically be completed in the budget year and are not expected to occur over multiple years.

### COUNCIL/COUNCILLORS

The governing body that is elected to represent the ratepayers of the County. Councillors are the individual members that make up the Council; in which, there are currently seven (7) Councillors on Council. Elections for Councillors occur every four (4) years.

### CONTINGENCY FUNDS

The budgetary reserve/account set aside for emergencies or unforeseen expenditures (not otherwise budgeted).

### CONTRACTED SERVICES

Services provided to the County by external organizations, individuals, or agencies. The County contracted out these services as the County does not have the expertise or resources to complete the work internally (i.e., engineering and legal services).

### DEBT/DEBENTURE

A financial obligation resulting from the borrowing of money. A debenture is a certificate of indebtedness; typically issued by another governmental body (i.e., ACFA).

### DEBT LIMITS

The regulated limits on the amount of debt that a municipality may borrow or the amount of annual repayment imposed to a municipality. Regulated by forms of legislation (i.e., MGA, Alberta Regulations).

### DEFICIT

The result of expenditures/transfers out exceeding the revenues/transfers in (costs greater than revenues). The MGA requires that a municipality can not budget a deficit and if a deficit results in a period of three years that it has to be recovered in the following budget year.

### DEPARTMENTS

The management responsible for an operation program or a group of related activities within a functional area. The County has multiple departments for the operations of the County; whereas, there may be multiple departments held within an operating segment.

### EXPENDITURES/EXPENSE

The use of financial resources for cash outflows or transactions resulting in current or future cash outflows.

### EQUITY IN TANGIBLE CAPITAL ASSETS

Equates to the net book value (NBV) of the Tangible Capital Assets less the related capital debt. This is included within the County's Accumulated Surplus

### FEES FOR SERVICE

User charges and fees for services provided by the County.

### FUND ACCOUNTING

The use of specific groups of funds/activities which are a self-balancing set of accounts containing inflows and outflows; which is tracked and funded separately. The County's fund accounting includes the Operating (general) funds, the Capital funds, and the Reserve funds.

### GENERAL OPERATING FUND

The general operating fund provides the resources necessary to complete the day-to-day activities of a municipality, which includes operational and administrative activities.

**GOVERNMENT GRANTS**

A monetary contribution by a governmental unit to another governmental unit. Typically, the grants received by the County are from larger governmental bodies that are higher forms of government (i.e., Provincial and Federal).

**INFLATION**

The increase in price levels/costs caused by economic factors.

**INFRASTRUCTURE**

The facilities and assets used by the County to deliver the programs and services. These include (but are not limited to) roads, bridges, land, and buildings.

**INTERIM BUDGET**

The Interim Budget is the budget that is developed and approved in advance of the start of the budget year (typically approved in December in the year preceding the budget year). The Interim Budget is replaced with the development of the final budget is developed and approved.

**MODIFIED ACCRUAL ACCOUNTING**

The modified accrual accounting is an accounting/budgeting method commonly used by government agencies that combines accrual basis accounting with cash basis accounting for recognizing transactions.

**OPERATING BUDGET**

The planned operating revenues, expenditures and transfers required to deliver the programs and services that the County provides.

**RATEPAYER**

An individual or organization that owns assessable property in the County and as such, is taxed by the County.

**REEVE**

The Reeve is the chief elected official and a member of Council. The position of Reeve is elected at the County's Organization Meeting from within the elected Councillors.

**RESERVES**

The operating and capital funds held for a future use or for a specific purpose. These reserves are typically held for multiple budget years.

**REVENUES**

The financial resources received from cash inflows or transactions resulting in current or future cash inflows.

**SPECIAL TAX LEVY**

The tax levies issued for specific purposes under Section 382 of the MGA. The County currently utilizes the levies for fire protection, recreational areas, and waterworks.

**SEGMENT**

The overall management responsibility for an operation or a group of related operations within a functional area. An operating segment may include multiple departments.

**SURPLUS**

The result of revenues/transfers in exceeding the expenditures/transfers out (revenues greater than expenses). Surpluses are often transferred to reserves at the yearend to be used in future budget years.

**TANGIBLE CAPITAL ASSETS**

A capital asset that has a physical form. These tangible capital assets (TCA) include (but are not limited to) land, infrastructure, vehicles, and equipment.

**TAXES**

The compulsory charges levied by a government for the purpose of financing services for the common benefit of the government's ratepayers.

**UNRESTRICTED SURPLUS**

The accumulation of the County's surpluses from year-to-year that have not been specifically restricted (either internally or externally).

# Glossary of Common Acronyms

## ORGANIZATIONS:

ACFA - Alberta Capital Finance Authority  
AHS - Alberta Health Services  
CARLS - Chinook Arch Regional Library System  
FCSS - Family and Community Support Services  
NFPA - National Fire Protection Association  
RCMP - Royal Canadian Mounted Police  
SAEWA - Sothern Alberta Energy from Waste Association  
TVRWC - Twin Valley Regional Water Commission  
VCHWF - Vulcan County Health and Wellness Foundation  
VBDS - Vulcan Business Development Society

## GRANTS:

ACP - Alberta Community Partnership grant  
ASB - Agricultural Service Board grant  
CCBF - Canadian Community-Building Fund grant (Capital - replaced FGTF in 2021)  
FGTF - Fuel Gas Tax Fund grant  
LGFF - Local Government Funding Framework (Operating and Capital - replaced MSI in 2024)  
MSI - Municipal Sustainability Initiative grants (Operating and Capital)

## OPERATIONS:

AOS - Accumulative Operating Surplus  
ARO - Asset Retirement Obligation  
A/P - Accounts Payable  
A/R - Accounts Receivable  
CAO - Chief Administrative Officer  
COLA - Cost of Living Adjustment  
CPO - Community Peace Officer  
DIP - Designated Industrial Property  
FTE - Full-Time Equivalent  
GIS - Geographical Information Systems  
HR - Human Resources  
IT - Information Technology  
KPI - Key Performance Indicator  
MDP - Municipal Development Plan  
MGA - Municipal Government Act  
M&E - Machinery and Equipment  
NBV - Net Book Value  
PERC - Provincial Education Requisition Credit  
TCA - Tangible Capital Assets

## OTHER:

FSD&A - Financial Statement Discussion and Analysis  
GFOA - Government Finance Officers Association  
PSAS - Public Sector Accounting Standards



Introductory



Operating Budget



Capital & Reserves



Appendix & Glossary



Special thanks to Rick Beck, EDF EN Canada, 2024 Photo Contest submissions, and various other photographers for providing pictures of the County used in this report.



**Vulcan County**

VULCAN COUNTY ADMINISTRATION BUILDING  
BOX 180, 102 CENTRE STREET,  
VULCAN, ALBERTA, CANADA T0L 2B0  
[www.vulcancounty.ab.ca](http://www.vulcancounty.ab.ca)



**Corporate Services Department**

PHONE: 1-403-485-2241  
TOLL FREE: 1-877-485-2299  
FAX: 1-403-485-2920