



# VULCAN COUNTY

## ANNUAL BUDGET REPORT 2026

FOR THE YEAR JANUARY 1 TO DECEMBER 31, 2026  
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*

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# ANNUAL BUDGET REPORT

# 2026

2026 BUDGET - APPROVED APRIL 22, 2026

FOR FISCAL YEAR ENDED DECEMBER 31, 2026  
VULCAN COUNTY, ALBERTA, CANADA

PREPARED BY VULCAN COUNTY  
CORPORATE SERVICES DEPARTMENT  
JULY 2026

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 2026 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 2026 allowed the General Municipal Tax Rates to be reduced for non-residential (8.86%), small business properties (20.25%), and a reduction to residential tax rates (2.27%) with the increases in the County's assessment base. These updated general municipal tax rates are now in-line with the multi-year tax rate goals that were established by County Council in 2022/2023 as part of the County's Strategic Plan; where the residential rate was able to be reduced from 5.3660 mills (2022) to 2.1500 mills (*total of 59.9% reduction*), the non-residential rate was able to be reduced from 9.4140 mills (2022) to 7.9750 mills (*total of 15.3% reduction*), and the County has established a Small Business Property assessment subclass with a non-residential rate of 5.9813 mills (*total of 36.5% reduction*). 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 2026 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'.

Jason Schneider  
Reeve

July 15, 2026



## Budget Message from the County's CAO

On April 22, 2026, Vulcan County Council approved the 2026 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 factor impacting the Budget 2026 is that the 494-megawatt (MW) Buffalo Plains Wind Farm which received approval in 2022, with construction beginning in 2023, was energized in late 2024, completed in during 2025, and was finally commissioned in November 2025. This wind farm is now fully taxable for 2026; whereas, a supplementary tax bylaw has been applied for in Budget 2026 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 dark ink, appearing to read 'Nels Petersen'.

Nels Petersen  
Chief Administrative Officer

July 17, 2026



## **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, 2025.



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 2026 fiscal year representing the period from January 1st, 2026 to December 31st, 2026.

*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, 2025**

*Christopher P. Morill*

**Executive Director**



## **Vulcan County**

### **2026 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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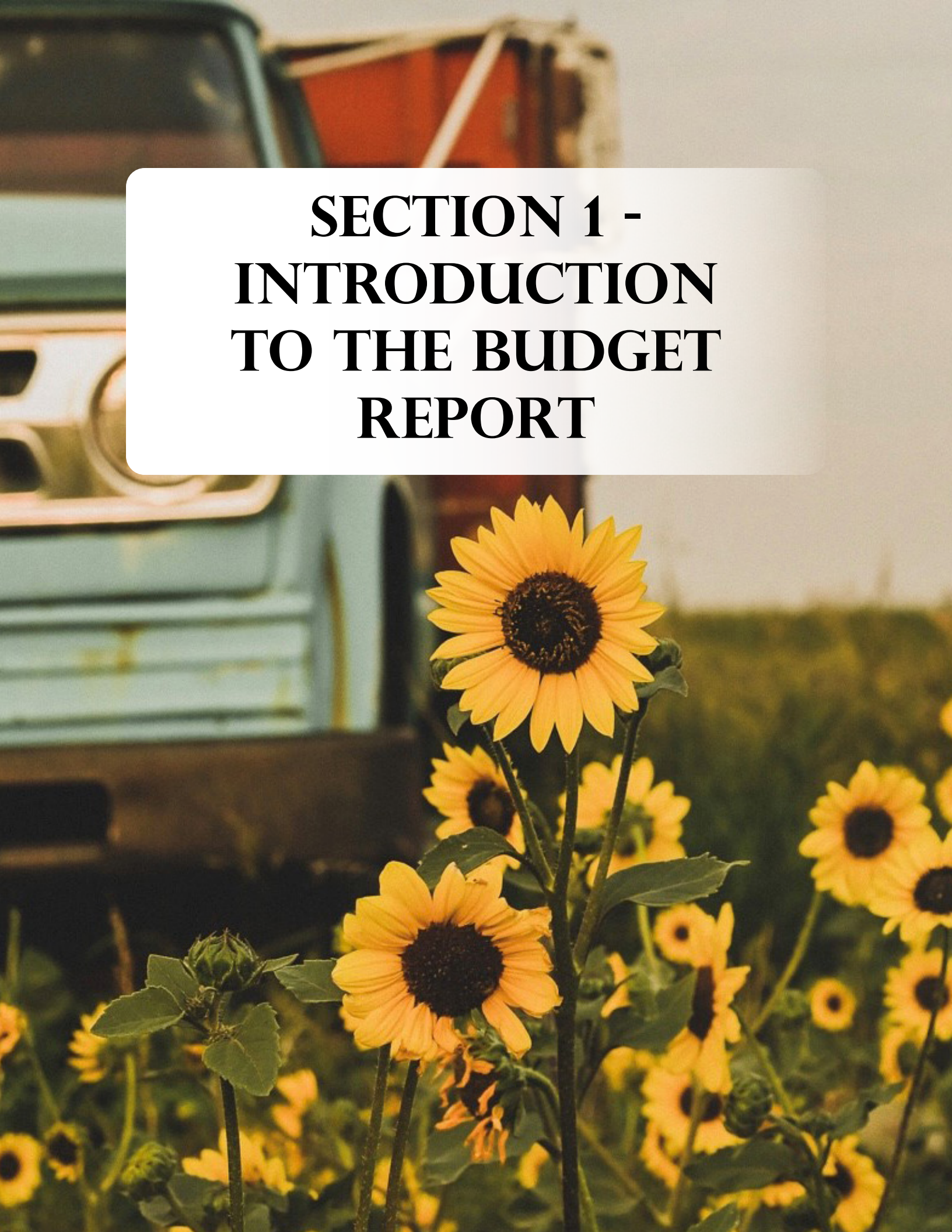
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The background of the slide features a field of bright yellow sunflowers with dark brown centers. In the upper left, a portion of a blue and red structure, possibly a vehicle or a piece of equipment, is visible but out of focus. The overall lighting is soft, suggesting a late afternoon or early morning setting.

# **SECTION 1 - INTRODUCTION TO THE BUDGET REPORT**

## Section 1 - INTRODUCTION TO THE BUDGET REPORT

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# BUDGET OVERVIEW



At the April 22nd, 2026 regular Council meeting, County Council approved the 2026 Operating and Capital Budgets. The following is a summary of the 2026 Operating and Capital Budgets, including the prior year comparison and a reconciliation with the related reserves and capital transfers:

## Vulcan County Budget Overview

### REVENUE:

|                                           |                      |                      |                     |
|-------------------------------------------|----------------------|----------------------|---------------------|
| Net municipal taxes                       | \$ 21,714,112        | \$ 19,234,072        | 2,480,040           |
| Government transfers - operating          | 1,146,558            | 1,128,108            | 18,449              |
| Return on investments                     | 626,824              | 676,824              | (50,000)            |
| Sale of goods, services, and user charges | 884,508              | 817,906              | 66,602              |
| Rental Income                             | 322,900              | 321,680              | 1,220               |
| Community aggregate levy                  | 142,912              | 142,912              | -                   |
| Penalties and costs of taxes              | 130,000              | 130,000              | -                   |
| Other revenue                             | 16,500               | 11,500               | 5,000               |
|                                           | <b>\$ 24,984,314</b> | <b>\$ 22,463,002</b> | <b>\$ 2,521,311</b> |

### EXPENSES:

|                                               |                      |                      |                  |
|-----------------------------------------------|----------------------|----------------------|------------------|
| Salaries, wages and benefits                  | \$ 11,023,312        | \$ 10,476,065        | 547,247          |
| Contracted and general services               | 4,581,481            | 4,100,806            | 480,675          |
| Materials, goods and utilities                | 4,467,435            | 4,148,875            | 318,560          |
| Transfers to local boards and agencies        | 4,201,408            | 2,550,291            | 1,651,117        |
| Interest and bank charges                     | 57,436               | 38,616               | 18,820           |
| Amortization of tangible capital assets       | 5,384,383            | 5,013,435            | 370,948          |
| Machine expenses capitalized for construction | (3,083,765)          | (2,738,179)          | (345,586)        |
| Loss on disposal of tangible capital assets   | -                    | -                    | -                |
| Other expenses                                | 345,115              | 331,323              | 13,792           |
|                                               | <b>\$ 26,976,805</b> | <b>\$ 23,921,232</b> | <b>3,055,573</b> |

### OPERATING SURPLUS (DEFICIT)

|  |                    |                    |                  |
|--|--------------------|--------------------|------------------|
|  | <b>(1,992,491)</b> | <b>(1,458,230)</b> | <b>(534,262)</b> |
|--|--------------------|--------------------|------------------|

### OTHER

|                                |           |           |           |
|--------------------------------|-----------|-----------|-----------|
| Government transfers - capital | 1,653,141 | 2,416,986 | (763,845) |
|--------------------------------|-----------|-----------|-----------|

### ANNUAL SURPLUS (DEFICIT)

|  |                    |                   |                    |
|--|--------------------|-------------------|--------------------|
|  | <b>-\$ 339,350</b> | <b>\$ 958,756</b> | <b>(1,298,107)</b> |
|--|--------------------|-------------------|--------------------|

### RESERVE AND CAPITAL TRANSFERS:

|                                             |                |                  |                  |
|---------------------------------------------|----------------|------------------|------------------|
| Capital Acquisitions                        | (8,009,608)    | (9,716,144)      | 1,706,536        |
| Disposal of Capital                         | -              | 10,000           | (10,000)         |
| Transfer from Reserves - Capital            | 3,272,702      | 4,505,979        | (1,233,277)      |
| Transfer to Reserves - Capital              | -              | -                | -                |
| Transfer of Amortization                    | 5,384,383      | 5,013,435        | 370,948          |
| Transfer of ARO Accretion                   | 25,696         | 20,834           | 4,862            |
| Transfer of Gain/Loss on disposal           | -              | -                | -                |
| Transfer from Reserves                      | 4,975,837      | 2,724,591        | 2,251,246        |
| Transfer to Reserves                        | (5,009,510)    | (3,637,301)      | (1,372,208)      |
| Transfer to Capital Functions - Operating   | (3,083,765)    | (2,783,179)      | (300,586)        |
| Transfer from Operating Functions - Capital | 3,083,765      | 2,783,179        | 300,586          |
| Transfer to Other Functions & Inventory     | (300,150)      | 119,850          | (420,000)        |
| Transfer of Principal Repayment             | -              | -                | -                |
|                                             | <b>339,350</b> | <b>(958,756)</b> | <b>1,298,107</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:

|                             | 2026<br>Assessment   | 2025<br>Assessment   | % change<br>Assessment |
|-----------------------------|----------------------|----------------------|------------------------|
| Residential                 | 820,238,790          | 733,886,280          | 11.77%                 |
| Commercial & Industrial     | 113,670,410          | 108,895,990          | 4.38%                  |
| Small Business Property     | 20,198,990           | 19,153,690           | 5.46%                  |
| Farmland                    | 205,036,760          | 205,049,800          | -0.01%                 |
| Machinery & Equipment (M&E) | 71,595,600           | 73,435,950           | -2.51%                 |
| Linear                      | 1,136,733,010        | 1,126,448,170        | 0.91%                  |
|                             | 2,367,473,560        | 2,266,869,880        | 4.44%                  |
| Supplementary               | 625,000,000          | 215,000,000          | 190.70%                |
|                             | <b>2,992,473,560</b> | <b>2,481,869,880</b> | <b>20.57%</b>          |

As shown above, the County had an approximate 20.57% increase in taxable assessment from \$2.48 billion to \$2.99 billion (including projected supplementary assessment); whereas, the majority of the increase is relating to the addition of the \$625 million projected supplementary assessment for 2026 which include the projected completion of the 494-megawatt (MW) Buffalo Plains Wind Farm which was energized in late 2024, completed in during 2025, and was finally commissioned in November 2025. A supplementary tax bylaw has been applied for in Budget 2026 so the County may start receiving tax revenues on these 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 2026, 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 residential tax rate and reduce the non-residential tax rates for 2026. These updated general municipal tax rates are now in-line with the multi-year tax rate goals that were established by County Council in 2022/2023. As in the prior years, the 2026 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).

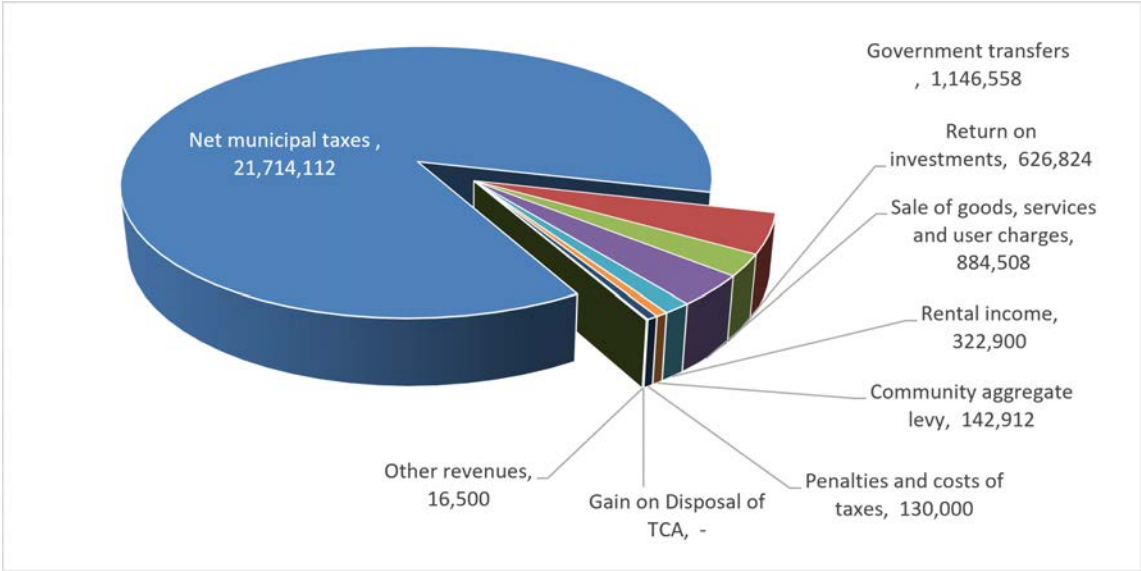


[See Appendix 1 for the 2026 Approved Operating and Capital Budget](#)

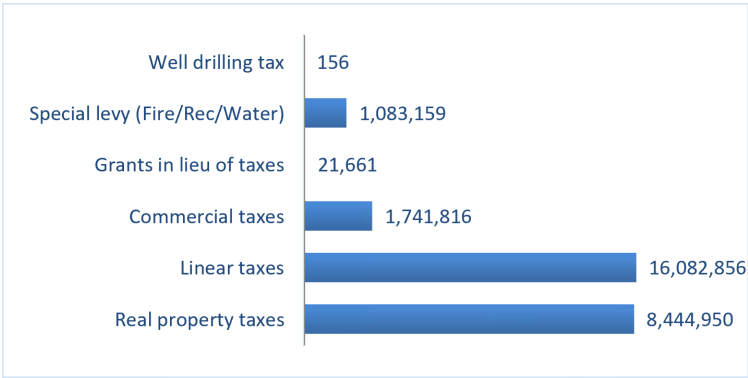
**OPERATING BUDGET:**

The County has budgeted \$24.98 million in operating revenues (net of requisitions) and \$26.98 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 (86.9%, net of requisitions). The remaining 13.1% is made up of other sources of income (i.e. operating grants, investment income, user fees, etc.).



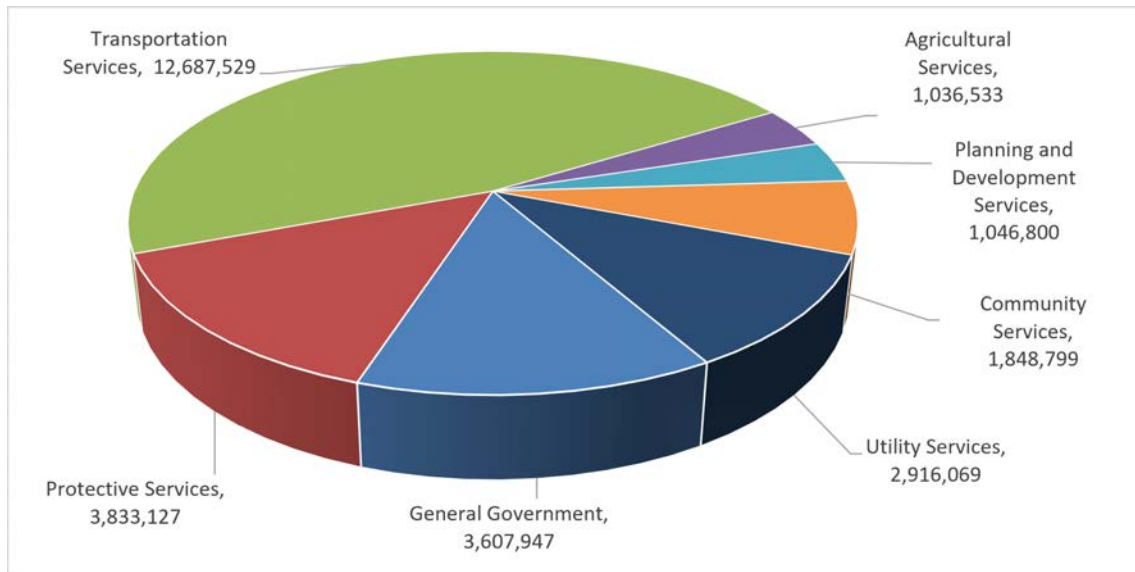
Of the municipal taxes, the largest components include linear taxes (pipeline, wells, energy, etc.) totaling approximately 59% and real property taxes (residential, farmland, machinery & equipment, etc.) totaling 31%:



**SIGNIFICANT CHANGES IN REVENUES:**

- Taxes (Net of Requisitions) increased mostly due to increases in linear assessment value (including the supplementary assessment), which generated higher total taxation revenues, even with the reductions in the general municipal tax rates, including the rates for non-residential (8.86%), small business properties (20.25%), and a reduction to residential tax rates (2.27%). The increase in the taxable assessment supported with these tax rate reductions.
- Sales of Goods, Services & User Charges have increased from the prior year mostly in relation to increased revenues for development safety code fees and water recovery charges with the Mossleigh Distribution System (sale of water and distribution fees - as the County is now responsible for these services, previously provided by the Mossleigh Water Co-op).
- Return on Investment has a budgeted decrease from the prior year with the reduction in the banking prime-rate; whereas, the County budgets these funds on a conservative basis and often receives a higher rate of return than budget.

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:

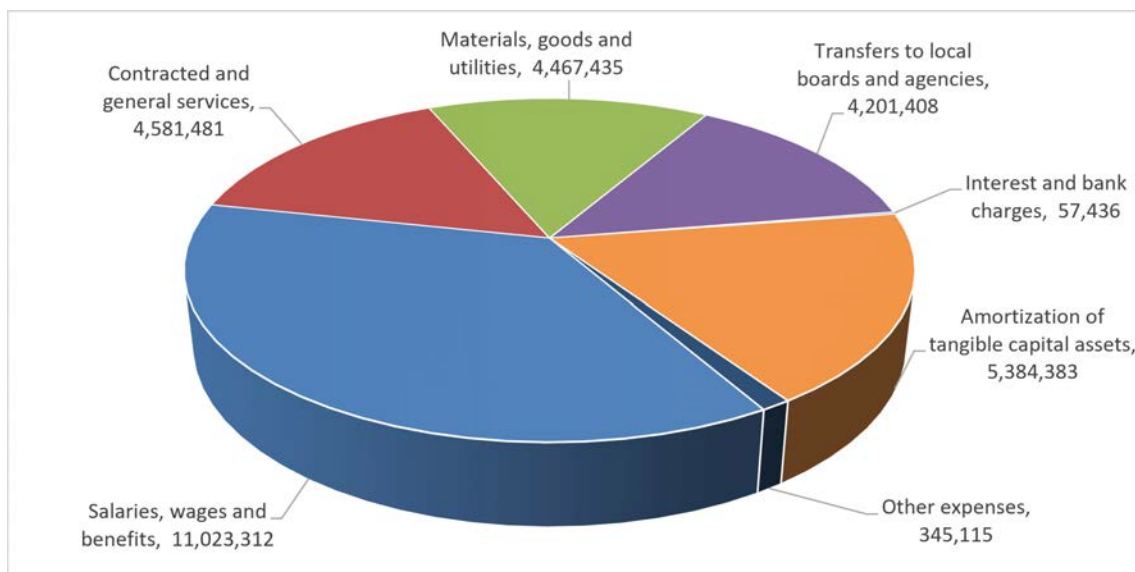


### Expenses - by type/object

|                                               |                    |       |
|-----------------------------------------------|--------------------|-------|
| Salaries, wages and benefits                  | 11,023,312         | 36.7% |
| Contracted and general services               | 4,581,481          | 15.2% |
| Materials, goods and utilities                | 4,467,435          | 14.9% |
| Transfers to local boards and agencies        | 4,201,408          | 14.0% |
| Interest and bank charges                     | 57,436             | 0.2%  |
| Amortization of tangible capital assets       | 5,384,383          | 17.9% |
| Other expenses                                | 345,115            | 1.1%  |
|                                               | <u>30,060,570</u>  |       |
| Machine expenses capitalized for construction | <u>(3,083,765)</u> |       |
|                                               | <b>26,976,805</b>  |       |

### Expenses - by segment/department

|                                   |                   |       |
|-----------------------------------|-------------------|-------|
| General Government                | 3,607,947         | 13.4% |
| Legislative                       | 598,867           |       |
| Administration                    | 2,705,293         |       |
| Other General                     | 303,787           |       |
| Protective Services               | 3,833,127         | 14.2% |
| Transportation Services           | 12,687,529        | 47.0% |
| Agricultural Services             | 1,036,533         | 3.8%  |
| Planning and Development Services | 1,046,800         | 3.9%  |
| Community Services                | 1,848,799         | 6.9%  |
| Family and Community Services     | 232,784           |       |
| Parks and Recreation              | 1,546,299         |       |
| Tourism and Economic Development  | 69,716            |       |
| Utility Services                  | <u>2,916,069</u>  | 10.8% |
|                                   | <b>26,976,805</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 2.65 Full-Time Equivalent (FTE) increase from the prior year and the 2026 wage grids had a 2.158% COLA increase and market adjustments on certain specific positions.
- Contracted Services increased from the prior year as there was increases in contracted/ consulting services (Storm Water Management Plan, Ullly Dam Pipe Liner, and costs relating to a projected transition for transition for subdivision/planning - reserve funded if required), vehicle/ equipment repairs, and damages/deductibles for road construction in the Transportation department. There were also increases in safety code expenses which were partially funded by increases safety code revenues.
- Materials, Goods & Utilities increased from the prior year as there was increases in diesel/fuel costs (with increased pricing/rates), blade costs with increase in steel pricing, and culvert costs. There were also a budgeted increase in parts & supplies with a replenishment of some specific shop supplies (which may potentially be subsequently moved to increases in inventory).
- Grants to Boards & Agencies increased from the prior year as there were increases in funding provided to the Waste Commission and significant increase to the McGregor Regional Water project (reserve funded) and for the contributions to the Lomond Community Center Agricultural Society arena project (reserve funded).
- 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. \$1.65 million will be funded by capital grants/contributions and \$3.27 million funded by capital reserves. There are \$3.08 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 construction of the McGregor Marina, road & bridge projects, Mossleigh Drainage Project, County Building Design project, purchase of 2 graders, replacement of the County’s ERP/financial software, and other vehicle/equipment replacements.



# The Pieces of the County's Budget

**Emergency  
& Protective  
Services**  
\$4.05 million  
(11.10%)

**General  
Services**  
\$2.87 million  
(7.87%)

**Public Utilities  
(Waste/Water)**  
\$2.65 million  
(7.26%)

**Recreation &  
Culture**  
\$1.72 million  
(4.71%)

**Health &  
Social Services**  
\$354,700  
(0.97%)

**Transportation  
Services**  
\$13.96 million  
(38.24%)

**Planning &  
Development**  
\$1.20 million  
(3.30%)

**Agricultural  
Services**  
\$885,500  
(2.43%)

**Legislative**  
\$598,900  
(1.64%)

**Administration**  
\$2.46 million  
(6.75%)

**School,  
Senior & Other  
Requisitions**  
\$5.74 million  
(15.73%)

# 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).

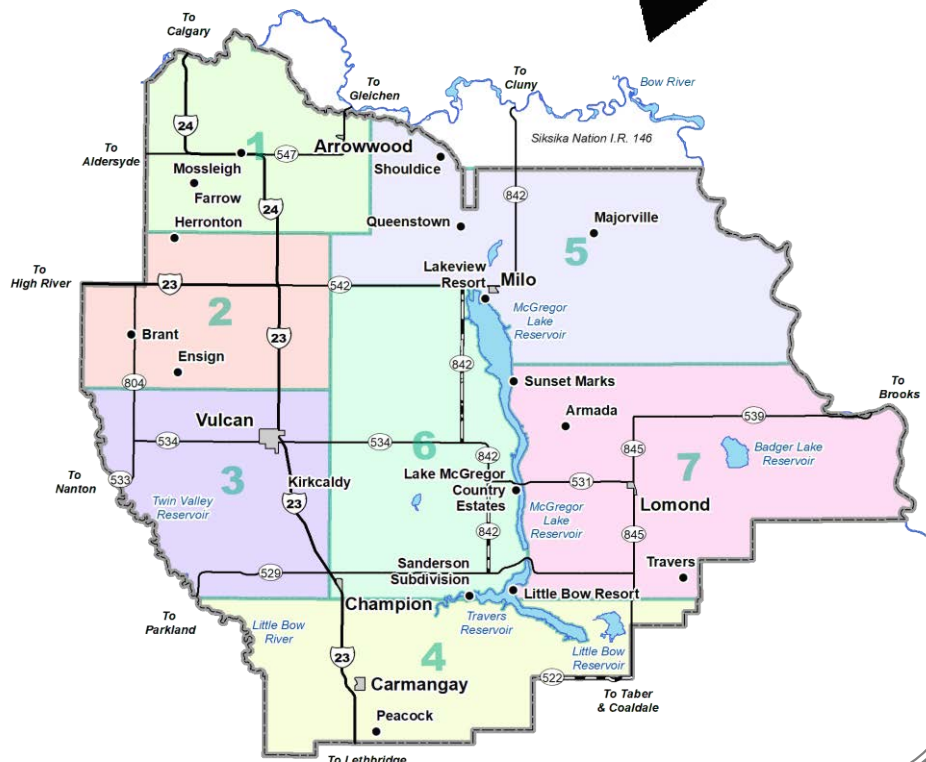
## Geographical Location

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.



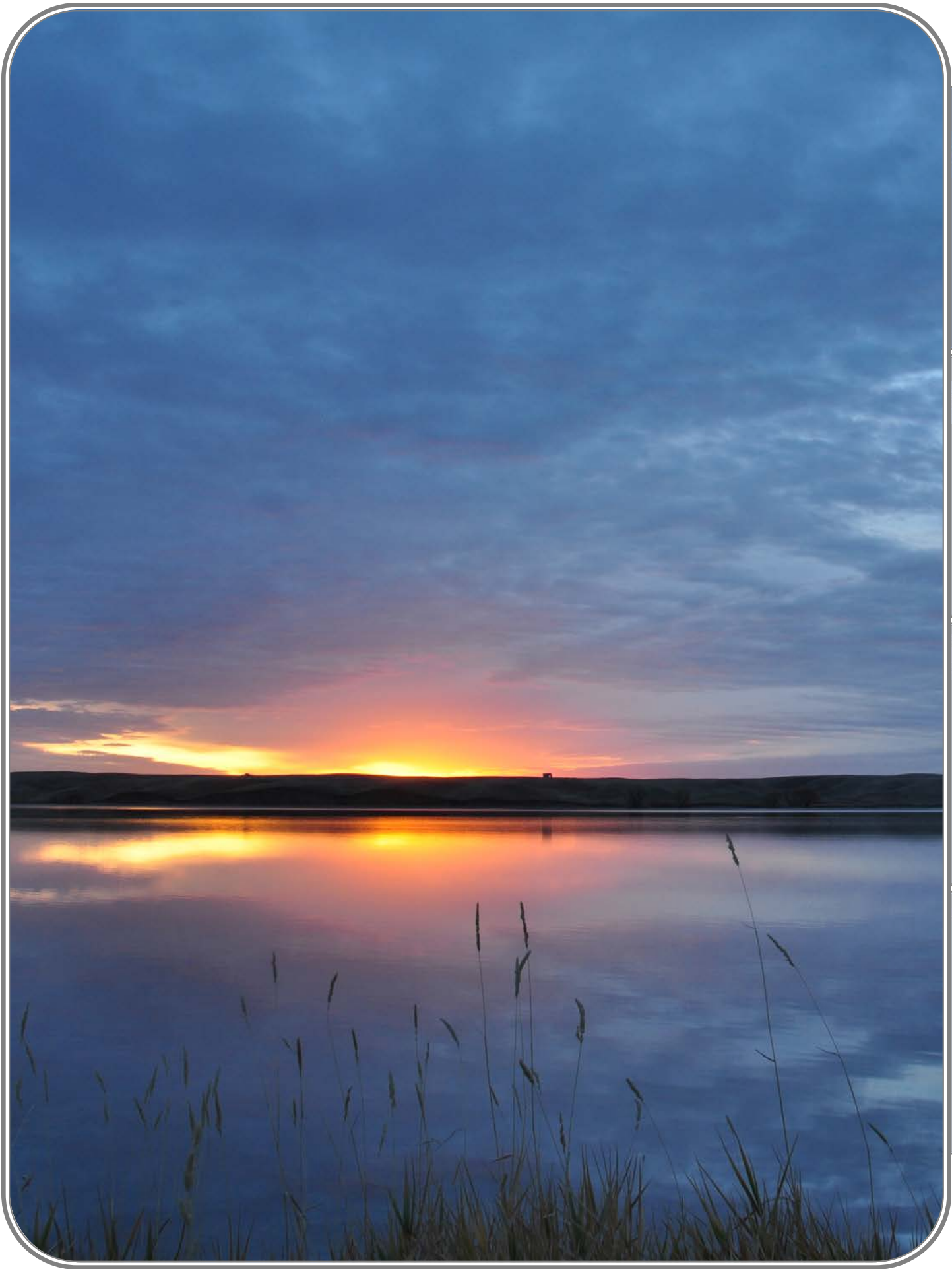
## Recreation and Attractions



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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Capital & Reserves



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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 2025.



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 most recent municipal election was October 2025, Alex Horkoff was elected through acclamation for Division 2. An election was required for Division 4, whereas, Laurie Lyckman (incumbent) was elected according.

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

## Vulcan County - Council Members:



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



**Alex Horkoff**  
Councillor / Division 2  
2025-date



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



**Laurie Lyckman**  
Deputy Reeve / 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

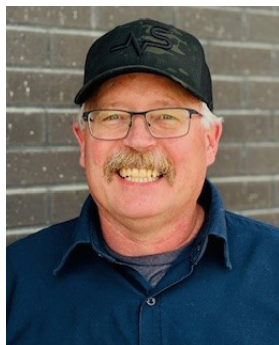


**Nels Petersen**  
Chief Administrative  
Officer (CAO)

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

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

## 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:



Introductory



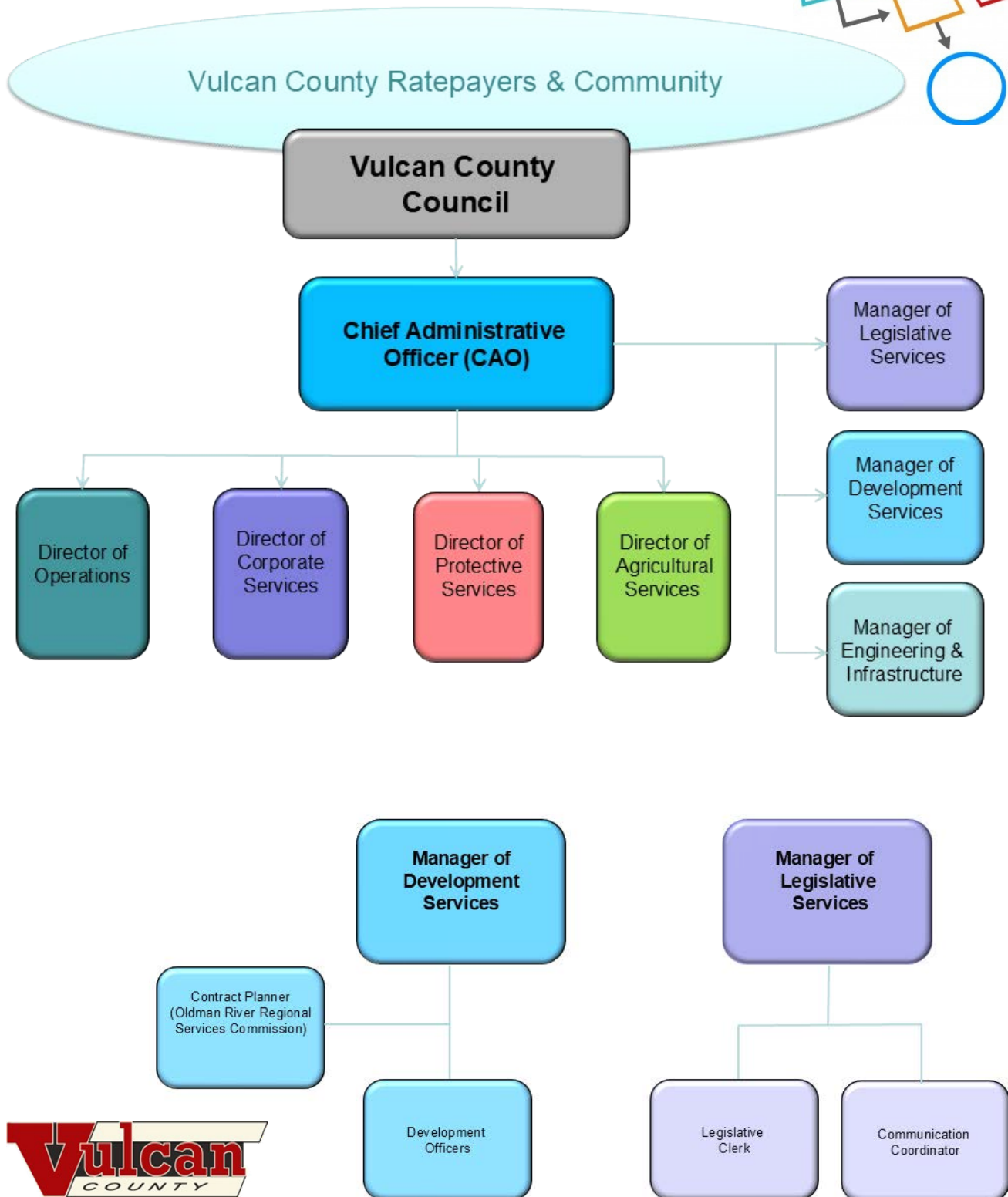
Operating Budget

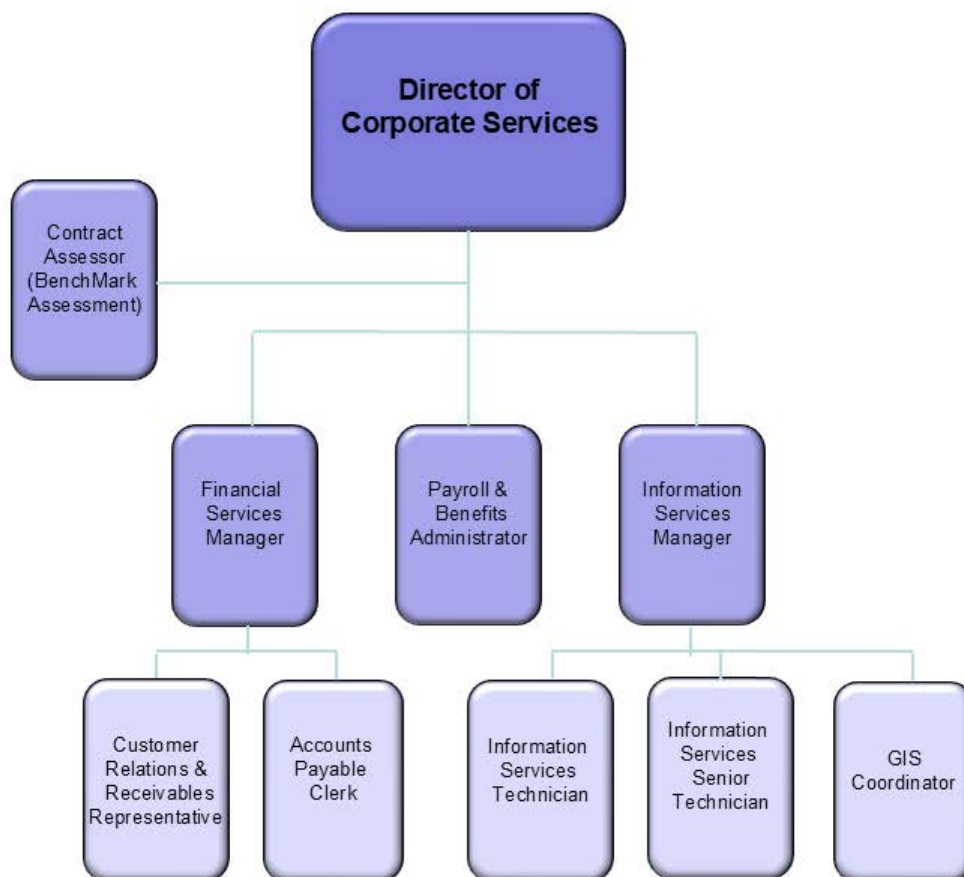
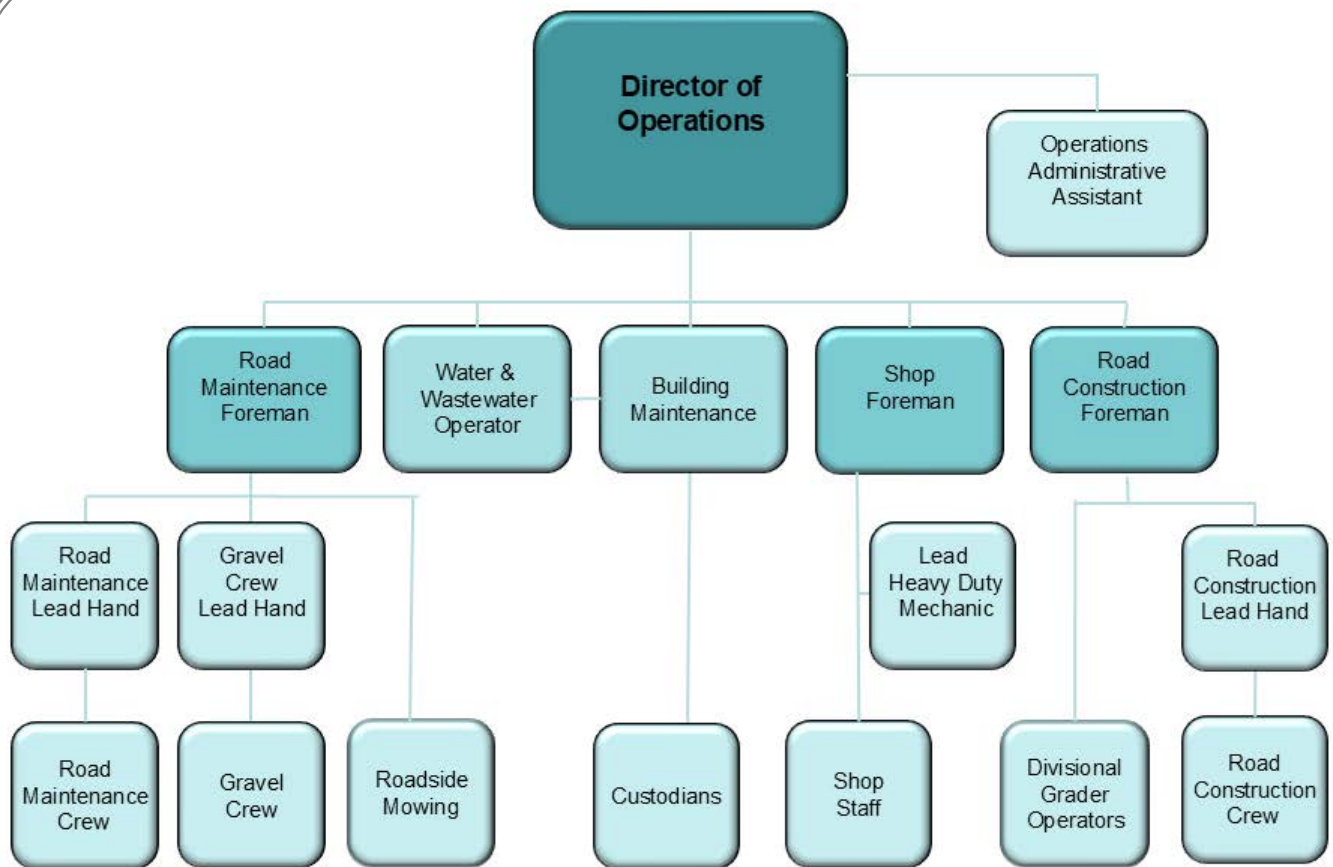


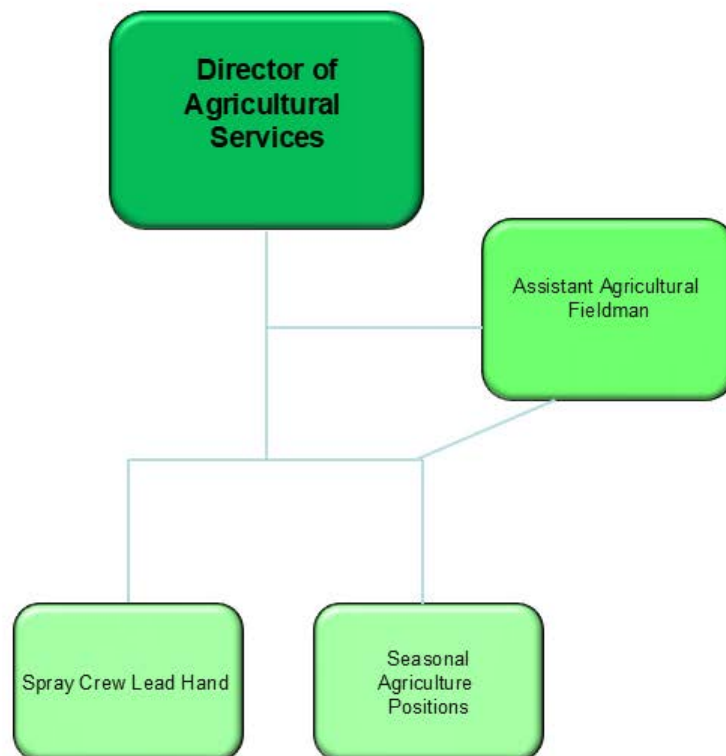
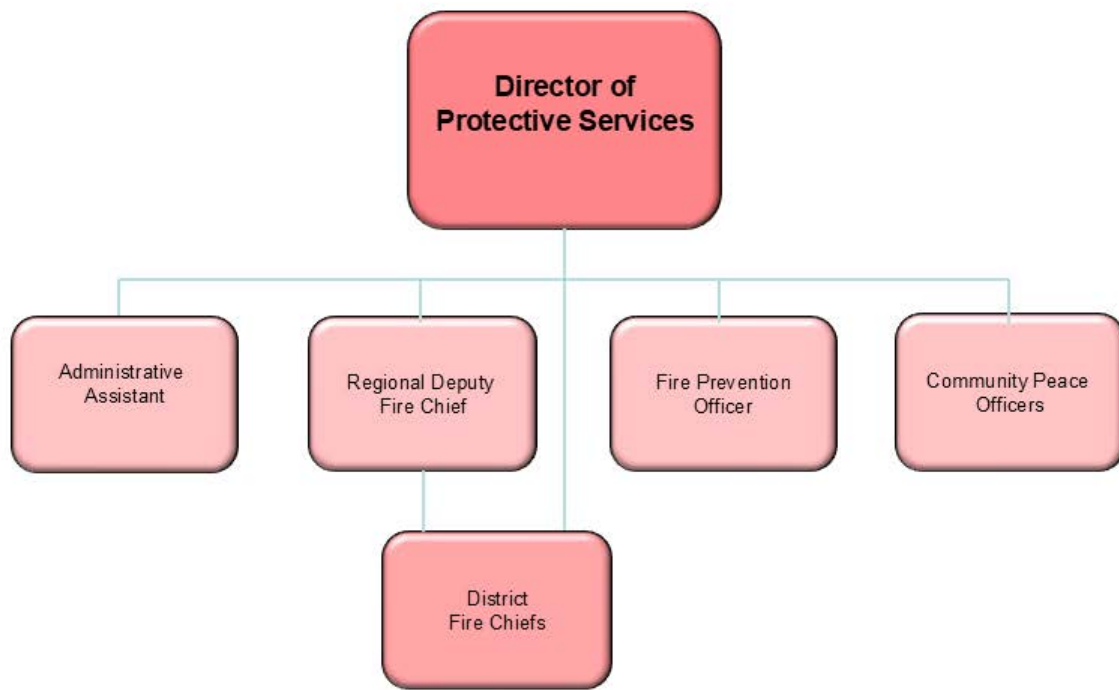
Capital & Reserves



Appendix & Glossary







# VISION, MISSION STATEMENT, & GUIDING PRINCIPLES

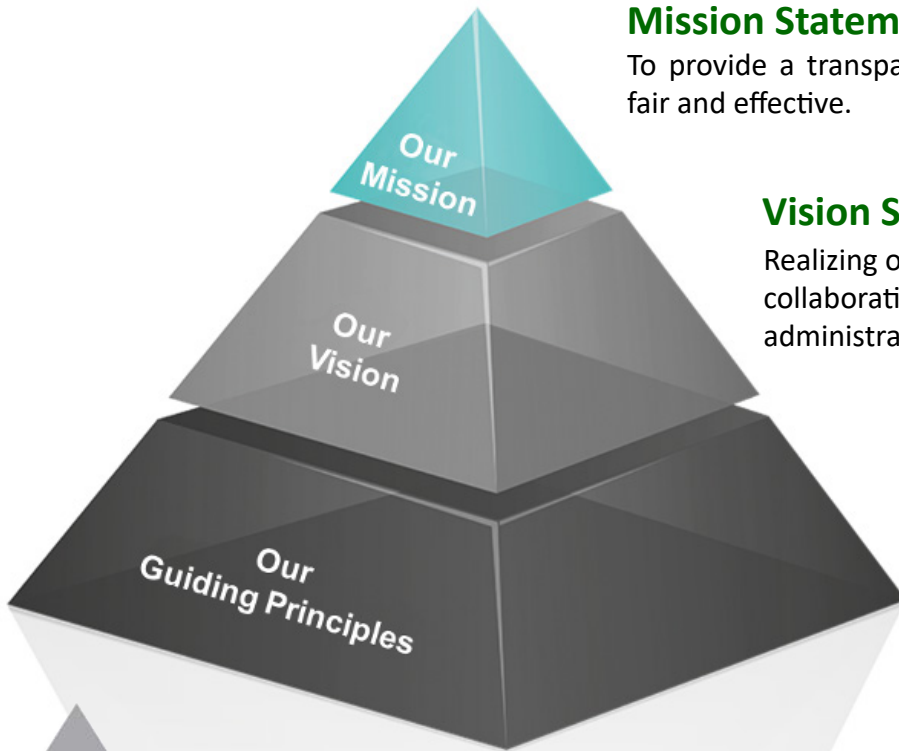


## Mission Statement

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
  - > Accountability
  - > Collaboration
  - > Leadership & Integrity



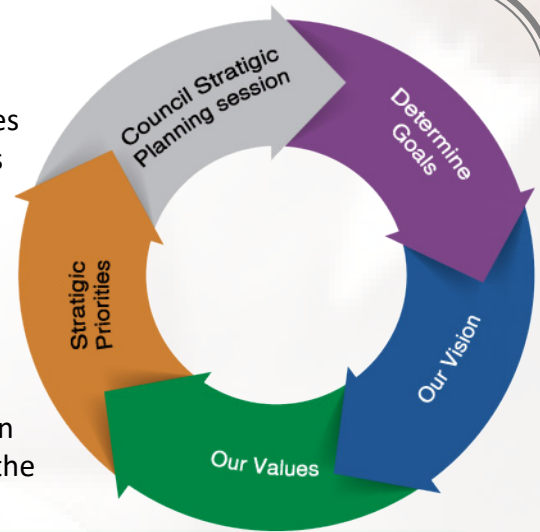
Every four years, as a new Council is elected, Vulcan County develops a new strategic plan and priorities that provide the road-map and direction of what the County needs to achieve for the next four-year period and beyond.

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](#)



Introductory



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## 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 McGregor 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.
- Reinstitute 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

## **Targeted Budget Impacts and Costs**

The following are some of the identifiable costs in Budget 2026 towards the County's Strategic Plan and the related priorities:

### **Economic Resiliency:**

- Construction of McGregor Marina project on the north end of the McGregor Reservoir - Capital Project (\$727,200 - reserve funded), including excavation/construction and installation of the boat ramp. Budget 2027 is projected to include the completion of the docks and public washrooms.
- Finalization of the Industrial Park - Operating costs (mostly staffing) for engineering and maintenance costs to finalize 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 \$2.06 million in road projects and \$1.56 million in bridge projects in Budget 2026. 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 2024/2025.

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

- Review of Taxation Rates for competitive rates:
  - > Reduction in the General Municipal Residential Rate to 2.15 mills (was 2.20 mills), which is in-line with the County's strategic planning on tax rates & assessment, which included the prior rate reductions (was 5.366 mills in 2022 at time of strategic planning).
  - > Reduction in the General Municipal Non-Residential Rate to 7.975 mills (was 8.75 mills), which is in-line with the County's strategic planning on tax rates & assessment, which included the prior rate reductions (was 9.414 mills in 2022 at time of strategic planning). The County also established a Small Business Property assessment subclass in 2025; in which the 2026 rate is set at 5.9813 mills (minimum of 75% of non-residential rate).

These 2026 Municipal Tax Rates are now considered to be a very competitive and are in-line with the multi-year tax rate strategy that was established for 2022-2026. These rates are significantly lower than some of the major urban centers in and around the County.

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

- Extended 2026 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 \$371,200 (reserve funded from 2025 carry-forward).

*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.*



## 2026 Priorities, Issues, and Goals

The following are the significant priorities, issues, and goals that impacted the 2026 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 2026; 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 2026 included an approximate 20.57% increase in taxable assessment from \$2.482 billion to \$2.992 billion (including projected supplementary assessment); whereas, the majority of the increase is relating to the addition of the \$625 million projected supplementary assessment for 2026 which include the projected completion of the 494-megawatt (MW) Buffalo Plains Wind Farm which was energized in late 2024, completed in during 2025, and was finally commissioned in November 2025. A supplementary tax bylaw has been applied for in Budget 2026 so the County may start receiving tax revenues on these new taxable properties. The following is a summary of tax rates and assessment for 2026:

| General Municipal               | 2025          |           |            | 2026          |           |            | % change   |          |
|---------------------------------|---------------|-----------|------------|---------------|-----------|------------|------------|----------|
|                                 | Assessment    | Tax Rate  | Tax Levy   | Assessment    | Tax Rate  | Tax Levy   | Assessment | Tax Rate |
| Residential                     | 733,886,280   | 0.0022000 | 1,614,550  | 820,238,790   | 0.0021500 | 1,763,513  | 11.77%     | -2.27%   |
| Farmland                        | 205,049,800   | 0.0108230 | 2,219,254  | 205,036,760   | 0.0108230 | 2,219,113  | -0.01%     | 0.00%    |
| Small Business Property         | 19,153,690    | 0.0075000 | 143,653    | 20,198,990    | 0.0059813 | 120,816    | 5.46%      | -20.25%  |
| Non-Residential                 | 1,308,780,110 | 0.0087500 | 11,451,825 | 1,321,999,020 | 0.0079750 | 10,542,941 | 2.55%      | -8.86%   |
|                                 | 2,266,869,880 |           | 15,429,282 | 2,367,473,560 |           | 14,646,383 | 4.44%      |          |
| Supplementary - Non-Residential | 215,000,000   | 0.0087500 | 1,881,250  | 625,000,000   | 0.0079750 | 4,984,375  | 190.70%    | -8.86%   |
|                                 | 2,481,869,880 |           | 17,310,532 | 2,992,473,560 |           | 19,630,758 | 20.57%     |          |

Although there were many challenges with Budget 2026, 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 rates for 2026. As in the prior years, the 2026 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:

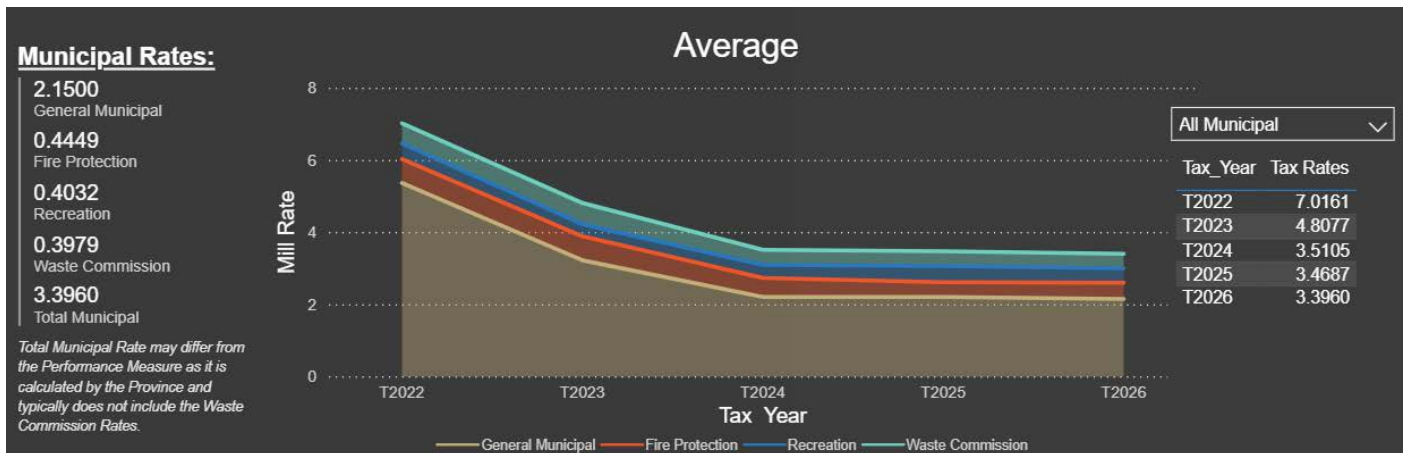
|             | <u>Residential</u>                | <u>Non-Residential</u>                                                          |
|-------------|-----------------------------------|---------------------------------------------------------------------------------|
| <b>2022</b> | 5.3660 mils                       | 9.4140 mils                                                                     |
| <b>2023</b> | 3.2196 mils<br>(40.00% reduction) | 8.8962 mils<br>(5.50% reduction)                                                |
| <b>2024</b> | 2.2000 mils<br>(31.67% reduction) | 8.5000 mils<br>(4.45% reduction)                                                |
| <b>2025</b> | 2.2000 mills<br>(maintained)      | 8.7500 mills &<br>7.5000 mills for small business                               |
| <b>2026</b> | 2.1500 mills<br>(2.27% reduction) | 7.9750 mills &<br>5.9813 mills for small business<br>(8.86% & 20.25% reduction) |



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. These updated general municipal tax rates are now in-line with the multi-year tax rate goals that were established by County Council in 2022/2023 as part of the County's Strategic Plan.

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 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, 2026 wages grids were increased by 2.158% to align with the inflationary market increases.

Budget 2026 also included an increase in staffing levels, including the reinstatement of the Deputy Fire Chief position, the addition of a Water/Wastewater Operator, increases to positions from staff leaves in the prior year, and continued 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 2026, this 20-year capital funding program was further refined and enhanced. 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 2026 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 2026 also includes an estimated \$150,000 (Reserve Funded) capital project to for the design and engineering review (a carry-forward from Budget 2025).

### 4) McGregor Marina Project

The Strategic Goal of "Economic Resiliency" including to continue to explore Marina Development on McGregor Reservoir. Over the last couple years, County Administration has been reviewing the potential of a marina development; including site analysis, environmental review, discussions with the Province of Alberta on land acquisition, and First Nations consultations/inspections. MacGregor Reservoir is a well established and popular tourist destination, drawing a high volume of visitors from Calgary and surrounding regions due to its accessibility and recreational appeal.

The County has finalized the design and approvals for the inland marina; whereas, Budget 2026 includes the construction of McGregor Marina project on the north end of the McGregor Reservoir - Capital Project (\$727,200 - reserve funded), including excavation/construction and installation of the boat ramp. Budget 2027 is projected to include the completion of the docks (maximum of twelve docks with fifty-six slips) and public washrooms. The County is hoping to open the marina to the public in 2027.

## Development of the 2026 Priorities and Goals

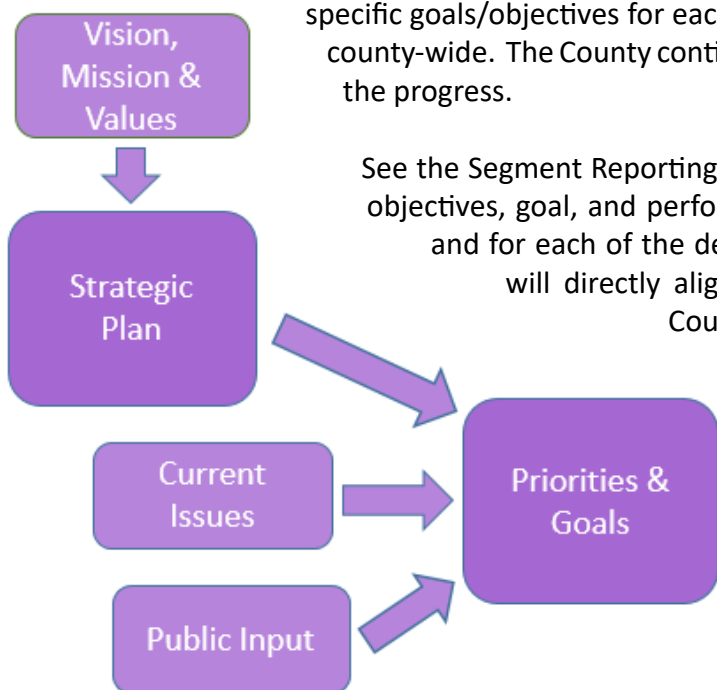
The Vulcan County's vision, mission statement, and values guide the development of the Strategic Plan and provides the "blueprint" for the future. Through the Strategic Plan and in combination with the current issues and public input, the County established the Priorities and Goals impacting the current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

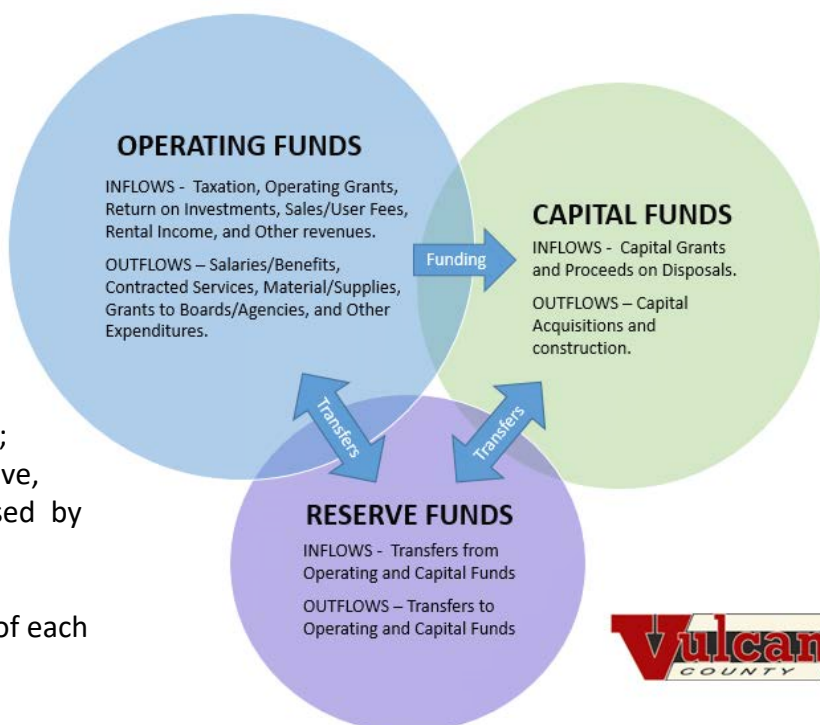
## Fund Accounting

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 Government/Policies)

[Click the Policy Number to view the Policy](#)

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.

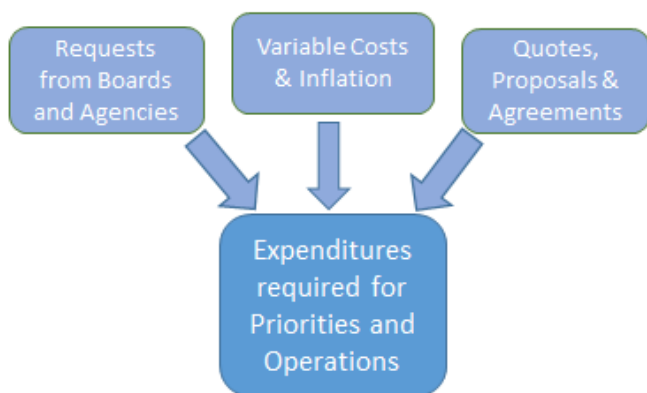
## Budgeting for Expenditures

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.



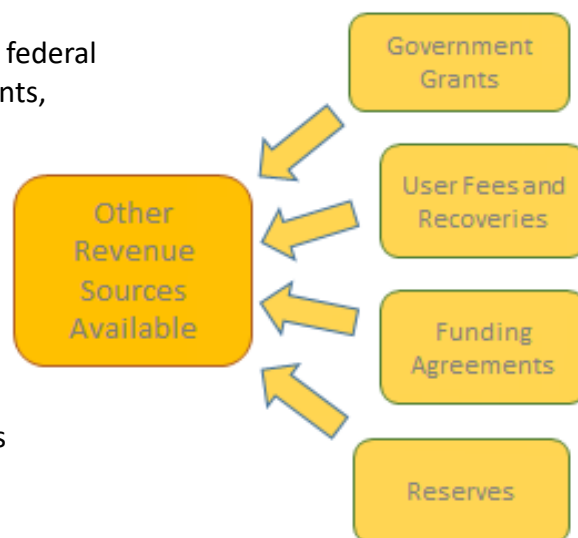
- Materials, goods and supplies are typically projected based on timing of purchases and with use of inflationary factors. Certain materials/supplies are either on a project-by-project basis or only occur every couple years (i.e., replacement of scraper tires are typically every couple years); therefore, 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 based 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:

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

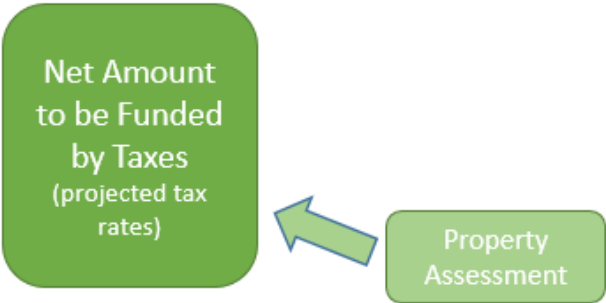
This will provide the total amount to be raised through taxes. Using the Property Assessment figures, the projected tax rates may be determined.

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:

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



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 it 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.

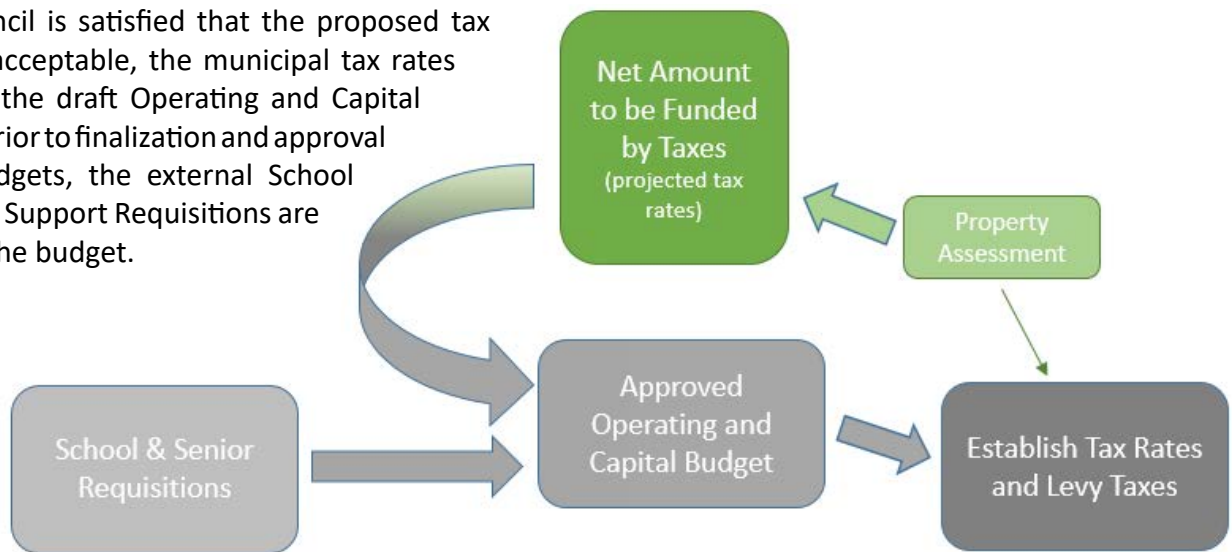


The residents of Kirkcaldy also have this special tax for their connection to the TVRWC water line. These cost recoveries are done over multiple years.



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 30-45% 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).

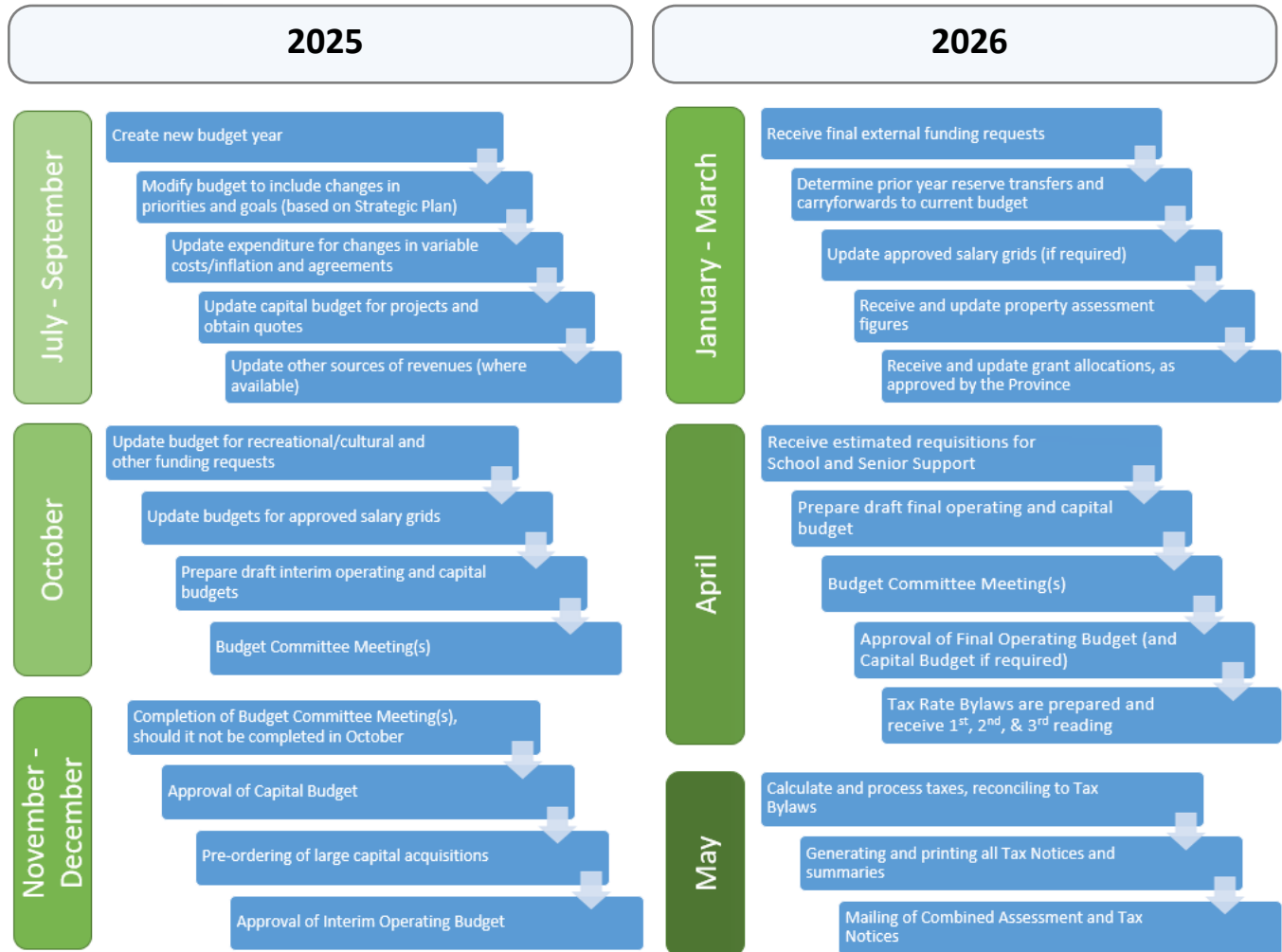
For more information on taxation and assessment, please see the forms and brochures (or frequently asked questions) that are available on our website:

[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 13, 2025 - Interim Budget Committee Meeting
- April 13, 2026 - Final Budget Committee Meeting

## **BUDGET APPROVAL DATES:**

- December 3, 2025 - Approval of Interim Operating and Capital Budgets
- April 22, 2026 - Approval of the 2026 Final Operating and Capital Budgets



A close-up photograph of a single, golden wheat stalk in sharp focus, extending from the bottom center towards the top right. The background is a vast field of similar wheat stalks, blurred to create a sense of depth. Above the field, a bright blue sky is filled with soft, wispy white clouds. A semi-transparent white rectangular box with rounded corners is positioned in the upper left quadrant, containing the section title in bold, black, serif capital letters.

## **SECTION 2 - OPERATING BUDGET**

## Section 2 - OPERATING BUDGET

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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<br>2026       | Budget<br>2025       | Change              |
|---------------------------------------------|----------------------|----------------------|---------------------|
| Net municipal taxes                         | \$ 21,714,112        | \$ 19,234,072        | 2,480,040           |
| Government transfers - operating            | 1,146,558            | 1,128,108            | 18,449              |
| Return on investments                       | 626,824              | 676,824              | (50,000)            |
| Sale of goods, services, and user charges   | 884,508              | 817,906              | 66,602              |
| Rental Income                               | 322,900              | 321,680              | 1,220               |
| Community aggregate levy                    | 142,912              | 142,912              | -                   |
| Penalties and costs of taxes                | 130,000              | 130,000              | -                   |
| Gain on disposal of tangible capital assets | -                    | -                    | -                   |
| Other revenue                               | 16,500               | 11,500               | 5,000               |
|                                             | <b>\$ 24,984,314</b> | <b>\$ 22,463,002</b> | <b>\$ 2,521,311</b> |

### EXPENSES:

|                                               |                      |                      |                  |
|-----------------------------------------------|----------------------|----------------------|------------------|
| Salaries, wages and benefits                  | \$ 11,023,312        | \$ 10,476,065        | 547,247          |
| Contracted and general services               | 4,581,481            | 4,100,806            | 480,675          |
| Materials, goods and utilities                | 4,467,435            | 4,148,875            | 318,560          |
| Transfers to local boards and agencies        | 4,201,408            | 2,550,291            | 1,651,117        |
| Interest and bank charges                     | 57,436               | 38,616               | 18,820           |
| Amortization of tangible capital assets       | 5,384,383            | 5,013,435            | 370,948          |
| Machine expenses capitalized for construction | (3,083,765)          | (2,738,179)          | (345,586)        |
| Loss on disposal of tangible capital assets   | -                    | -                    | -                |
| Other expenses                                | 345,115              | 331,323              | 13,792           |
|                                               | <b>\$ 26,976,805</b> | <b>\$ 23,921,232</b> | <b>3,055,573</b> |

### OPERATING SURPLUS (DEFICIT)

|  |                    |                    |                  |
|--|--------------------|--------------------|------------------|
|  | <b>(1,992,491)</b> | <b>(1,458,230)</b> | <b>(534,262)</b> |
|--|--------------------|--------------------|------------------|

### RESERVE AND CAPITAL TRANSFERS:

|                                           |                  |                  |                |
|-------------------------------------------|------------------|------------------|----------------|
| Transfer of Amortization                  | 5,384,383        | 5,013,435        | 370,948        |
| Transfer of ARO Accretion                 | 25,696           | 20,834           | 4,862          |
| Transfer of Gain/Loss on disposal         | -                | -                | -              |
| Transfer from Reserves                    | 4,975,837        | 2,724,591        | 2,251,246      |
| Transfer to Reserves                      | (5,009,510)      | (3,637,301)      | (1,372,208)    |
| Transfer to Capital Functions - Operating | (3,083,765)      | (2,783,179)      | (300,586)      |
| Transfer to Other Functions & Inventory   | (300,150)        | 119,850          | (420,000)      |
| Transfer of Principal Repayment           | -                | -                | -              |
|                                           | <b>1,992,491</b> | <b>1,458,230</b> | <b>534,262</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



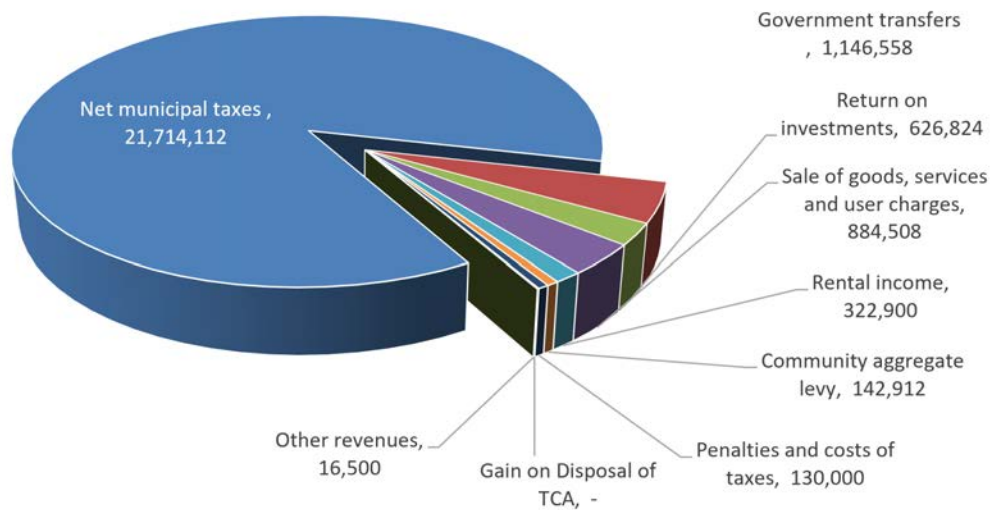
Operating  
Expenses



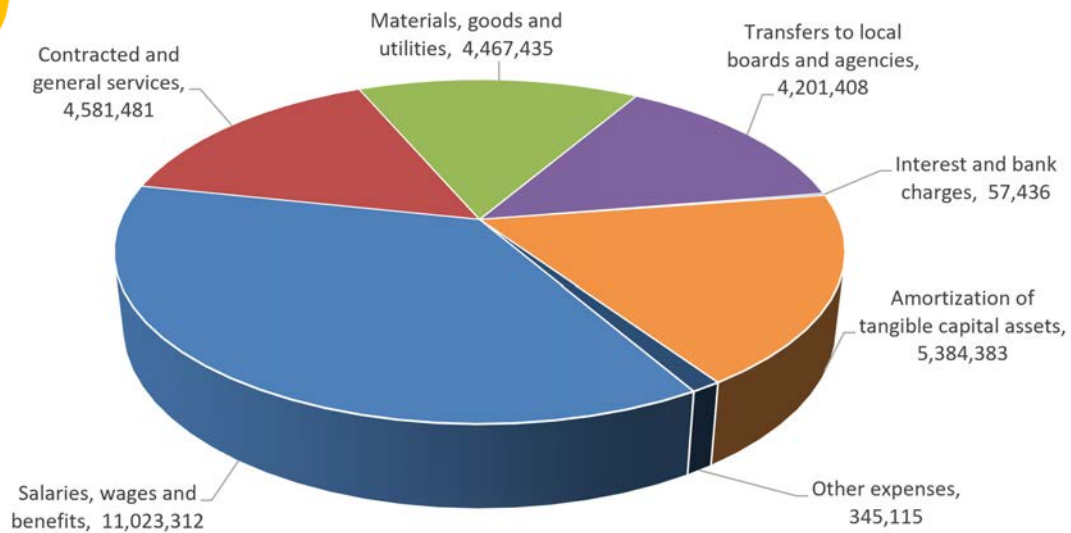
Segment  
Reporting



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



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



#### Expenses - by type/object

|                                               |                    |       |
|-----------------------------------------------|--------------------|-------|
| Salaries, wages and benefits                  | 11,023,312         | 36.7% |
| Contracted and general services               | 4,581,481          | 15.2% |
| Materials, goods and utilities                | 4,467,435          | 14.9% |
| Transfers to local boards and agencies        | 4,201,408          | 14.0% |
| Interest and bank charges                     | 57,436             | 0.2%  |
| Amortization of tangible capital assets       | 5,384,383          | 17.9% |
| Other expenses                                | 345,115            | 1.1%  |
|                                               | <u>30,060,570</u>  |       |
| Machine expenses capitalized for construction | <u>(3,083,765)</u> |       |
|                                               | <b>26,976,805</b>  |       |

#### Expenses - by segment/department

|                                   |                   |       |
|-----------------------------------|-------------------|-------|
| General Government                | 3,607,947         | 13.4% |
| Legislative                       | 598,867           |       |
| Administration                    | 2,705,293         |       |
| Other General                     | 303,787           |       |
| Protective Services               | 3,833,127         | 14.2% |
| Transportation Services           | 12,687,529        | 47.0% |
| Agricultural Services             | 1,036,533         | 3.8%  |
| Planning and Development Services | 1,046,800         | 3.9%  |
| Community Services                | 1,848,799         | 6.9%  |
| Family and Community Services     | 232,784           |       |
| Parks and Recreation              | 1,546,299         |       |
| Tourism and Economic Development  | 69,716            |       |
| Utility Services                  | 2,916,069         | 10.8% |
|                                   | <u>26,976,805</u> |       |



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

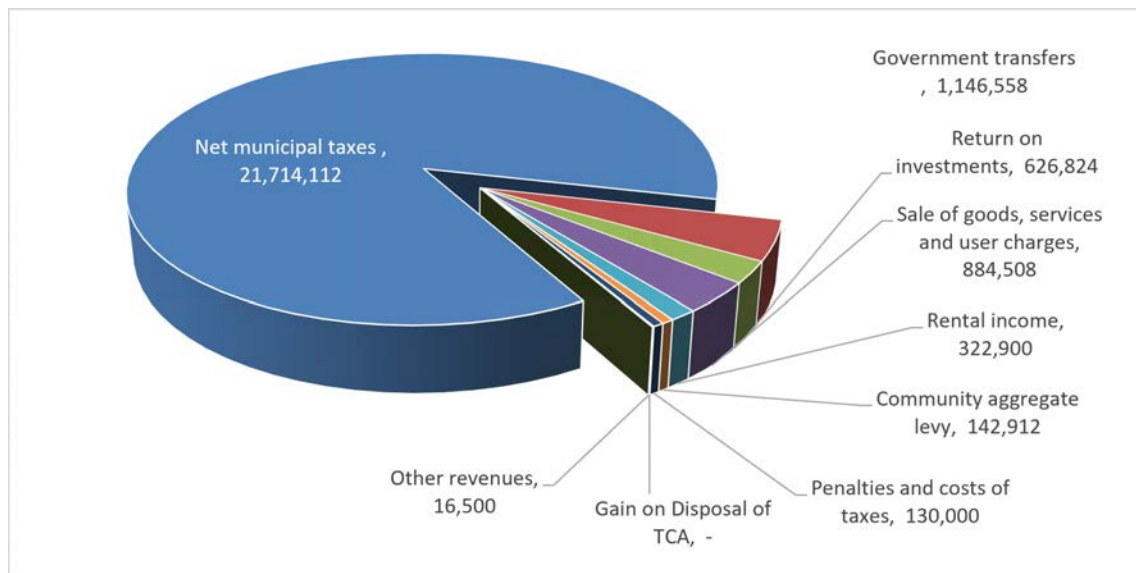
The County's operating revenues are typically budgeted on a conservative basis; the revenues are only included in the budget if they are considered to be more than likely to be received.

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 2026 budgeted operating revenues:

|                                          |                   |       |
|------------------------------------------|-------------------|-------|
| Net municipal taxes                      | 21,714,112        | 86.9% |
| Government transfers                     | 1,146,558         | 4.6%  |
| Return on investments                    | 626,824           | 2.5%  |
| Sale of goods, services and user charges | 884,508           | 3.5%  |
| Rental income                            | 322,900           | 1.3%  |
| Community aggregate levy                 | 142,912           | 0.6%  |
| Penalties and costs of taxes             | 130,000           | 0.5%  |
| Gain on Disposal of TCA                  | -                 | 0.0%  |
| Other revenues                           | 16,500            | 0.1%  |
|                                          | <b>24,984,314</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.

|                             | 2026<br>Assessment   | 2025<br>Assessment   | % change<br>Assessment |
|-----------------------------|----------------------|----------------------|------------------------|
| Residential                 | 820,238,790          | 733,886,280          | 11.77%                 |
| Commercial & Industrial     | 113,670,410          | 108,895,990          | 4.38%                  |
| Small Business Property     | 20,198,990           | 19,153,690           | 5.46%                  |
| Farmland                    | 205,036,760          | 205,049,800          | -0.01%                 |
| Machinery & Equipment (M&E) | 71,595,600           | 73,435,950           | -2.51%                 |
| Linear                      | 1,136,733,010        | 1,126,448,170        | 0.91%                  |
|                             | 2,367,473,560        | 2,266,869,880        | 4.44%                  |
| Supplementary               | 625,000,000          | 215,000,000          | 190.70%                |
|                             | <b>2,992,473,560</b> | <b>2,481,869,880</b> | <b>20.57%</b>          |

As shown above, the County had an approximate 20.57% increase in taxable assessment from \$2.48 billion to \$2.99 billion (including projected supplementary assessment); whereas, the majority of the increase is relating to the addition of the \$625 million projected supplementary assessment for 2026 which include the projected completion of the 494-megawatt (MW) Buffalo Plains Wind Farm which was energized in late 2024, completed in during 2025, and was finally commissioned in November 2025. A supplementary tax bylaw has been applied for in Budget 2026 so the County may start receiving tax revenues on these 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 2026, 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 residential tax rate and reduce the non-residential tax rates for 2026. These updated general municipal tax rates are now in-line with the multi-year tax rate goals that were established by County Council in 2022/2023.

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

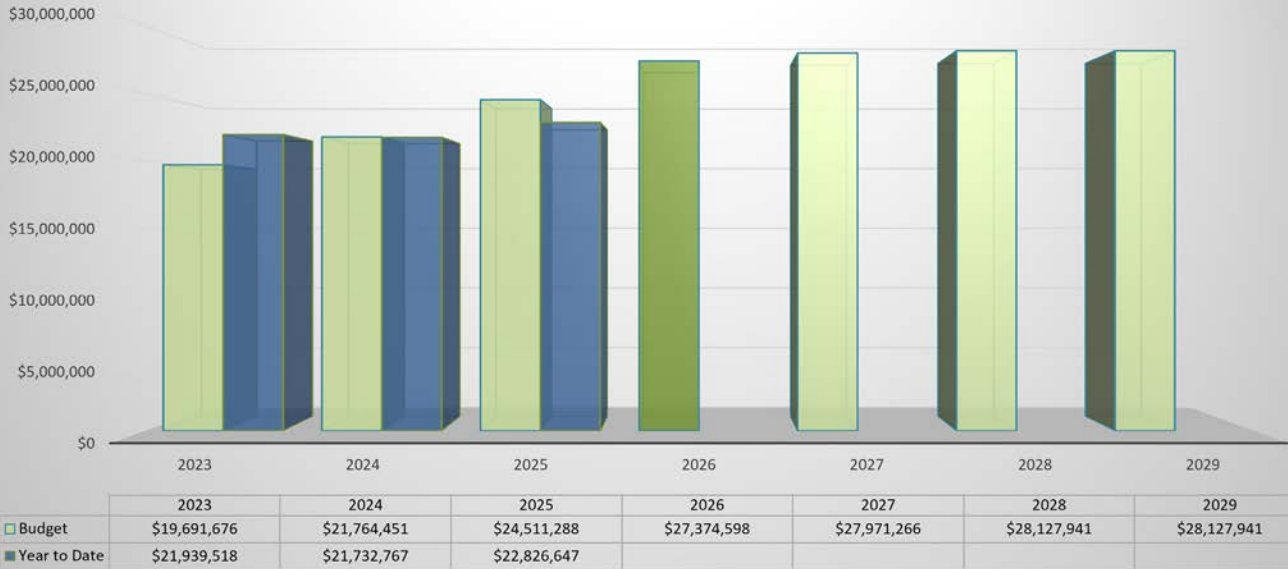
| Vulcan County<br>Budget Comparison and Projections | Budget<br>2025    | Actual<br>2025    | Budget<br>2026    | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Net municipal taxes</b>                         |                   |                   |                   |                   |                   |                   |
| Real property taxes                                | \$ 7,988,771      | \$ 8,068,050      | \$ 8,444,950      | \$ 8,515,463      | \$ 8,625,971      | \$ 8,625,971      |
| Linear taxes                                       | 13,730,176        | 12,000,643        | 16,082,856        | 16,612,770        | 16,633,572        | 16,633,572        |
| Commercial taxes                                   | 1,754,720         | 1,715,865         | 1,741,816         | 1,764,905         | 1,767,354         | 1,767,354         |
| Government grants in lieu of taxes                 | 21,661            | 23,137            | 21,661            | 21,661            | 21,661            | 21,661            |
| Special levy                                       | 1,015,804         | 1,018,875         | 1,083,159         | 1,056,311         | 1,079,227         | 1,079,227         |
| Well drilling tax                                  | 156               | 77                | 156               | 156               | 156               | 156               |
|                                                    | 24,511,288        | 22,826,647        | 27,374,598        | 27,971,266        | 28,127,941        | 28,127,941        |
| School requisitions                                | (4,192,061)       | (4,069,895)       | (4,529,027)       | (4,529,027)       | (4,529,027)       | (4,529,027)       |
| Designated industrial                              | (86,247)          | (102,239)         | (90,255)          | (90,255)          | (90,255)          | (90,255)          |
| RCMP requisitions                                  | (399,239)         | (399,239)         | (427,926)         | (503,063)         | (592,699)         | (592,699)         |
| Seniors foundation                                 | (599,669)         | (599,669)         | (613,278)         | (613,278)         | (613,278)         | (613,278)         |
|                                                    | <b>19,234,072</b> | <b>17,655,605</b> | <b>21,714,112</b> | <b>22,235,643</b> | <b>22,302,682</b> | <b>22,302,682</b> |

## Taxation - Continued

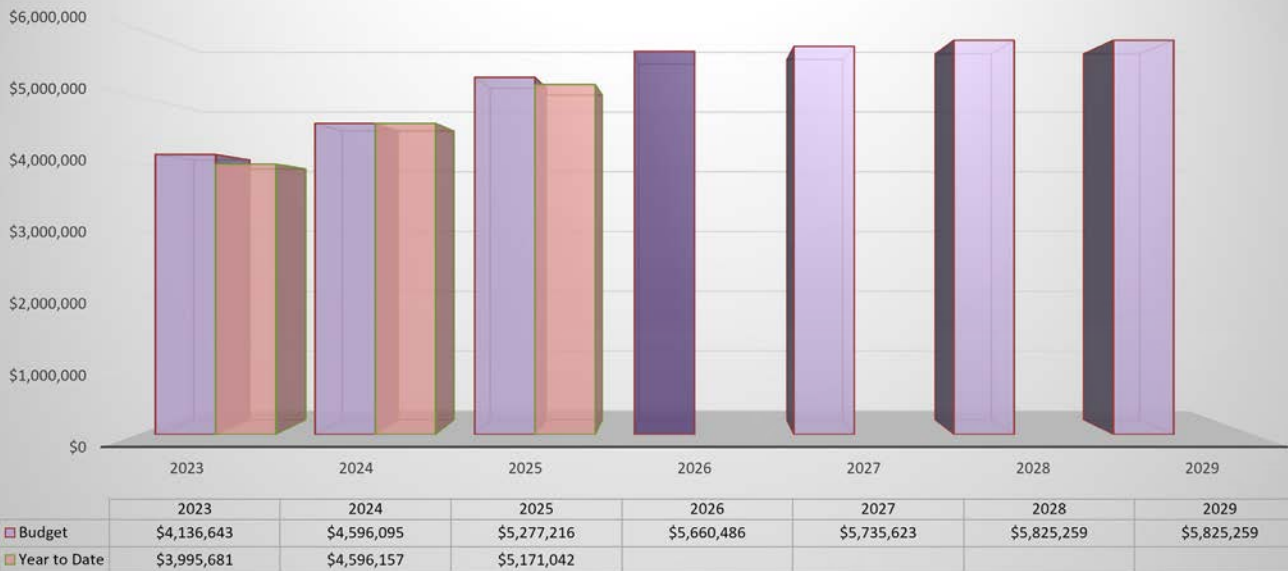
The following was the resulting taxation revenues and related requisitions (with projections for the following three years):



**Tax Revenues**



**Requisitions**



As shown above, there has been an increase in the budgeted tax revenues for 2026 with the increases in assessment value, which generated higher total taxation revenues, even with the reductions in the residential and non-residential general municipal tax rates. These reductions in these general municipal rates were done strategically to fund the additional tax revenues required for operations with utilizing the increased assessment. Budget 2025 included an estimated \$215 million in supplementary tax for the large wind farm; however, the related taxable assessment is currently being appealed through Land & Property Rights Tribunal (LPRT) and therefore the relating revenues not able to yet be recognized in 2025 (to be determined). The full wind farm assessment will be fully taxable in 2026.



The Tax Revenue projections for 2027-2029 are based on the 2026 budget, the review of the status of large-scale projects/assessment, 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 2026 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 and senior support rates on equalized assessment in 2026. 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 April 22nd, 2026, County Council approved and established the 2026 General Tax Rate and Special Levy Bylaws. These Tax Rate Bylaws are a result of the approved 2026 Operating and Capital Budgets.

- 2026 General Tax Rates (Bylaw 2026-008) for tax rates on the General Municipal, Waste Commission, RCMP, School Requisitions, and the Seniors Requisition.
- 2026 Special Levy Tax Rates (Bylaw 2026-009 to 2026-015) 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) - continued methodology for 2026.*
- 2026 Designated Industrial Property Tax Rate (Bylaw 2026-016) 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 2026 Supplementary Assessment Bylaw (Bylaw 2026-006) and the 2026 Supplementary Tax Levies, Due Dates and Penalties Bylaw (Bylaw 2026-017) 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

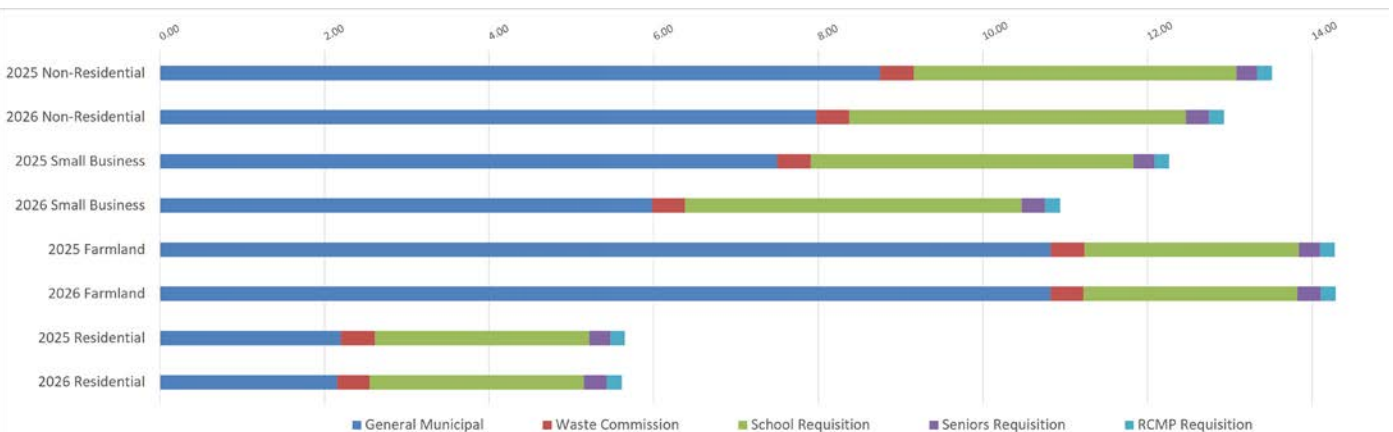
| General Municipal               | 2025          |           |            | 2026          |           |            | % change   |          |
|---------------------------------|---------------|-----------|------------|---------------|-----------|------------|------------|----------|
|                                 | Assessment    | Tax Rate  | Tax Levy   | Assessment    | Tax Rate  | Tax Levy   | Assessment | Tax Rate |
| Residential                     | 733,886,280   | 0.0022000 | 1,614,550  | 820,238,790   | 0.0021500 | 1,763,513  | 11.77%     | -2.27%   |
| Farmland                        | 205,049,800   | 0.0108230 | 2,219,254  | 205,036,760   | 0.0108230 | 2,219,113  | -0.01%     | 0.00%    |
| Small Business Property         | 19,153,690    | 0.0075000 | 143,653    | 20,198,990    | 0.0059813 | 120,816    | 5.46%      | -20.25%  |
| Non-Residential                 | 1,308,780,110 | 0.0087500 | 11,451,825 | 1,321,999,020 | 0.0079750 | 10,542,941 | 2.55%      | -8.86%   |
|                                 | 2,266,869,880 |           | 15,429,282 | 2,367,473,560 |           | 14,646,383 | 4.44%      |          |
| Supplementary - Non-Residential | 215,000,000   | 0.0087500 | 1,881,250  | 625,000,000   | 0.0079750 | 4,984,375  | 190.70%    | -8.86%   |
|                                 | 2,481,869,880 |           | 17,310,532 | 2,992,473,560 |           | 19,630,758 | 20.57%     |          |

| Waste Commission        | 2025          |           |          | 2026          |           |          | % change   |          |
|-------------------------|---------------|-----------|----------|---------------|-----------|----------|------------|----------|
|                         | Assessment    | Tax Rate  | Tax Levy | Assessment    | Tax Rate  | Tax Levy | Assessment | Tax Rate |
| Residential             | 733,886,280   | 0.0004113 | 301,847  | 820,238,790   | 0.0003979 | 326,373  | 11.77%     | -3.26%   |
| Farmland                | 205,049,800   | 0.0004113 | 84,337   | 205,036,760   | 0.0003979 | 81,584   | -0.01%     | -3.26%   |
| Small Business Property | 19,153,690    | 0.0004113 | 7,878    | 20,198,990    | 0.0003979 | 8,037    | 5.46%      | -3.26%   |
| Non-Residential         | 1,308,780,110 | 0.0004113 | 538,301  | 1,321,999,020 | 0.0003979 | 526,023  | 2.55%      | -3.26%   |
|                         | 2,266,869,880 |           | 932,363  | 2,367,473,560 |           | 942,017  | 4.44%      |          |

| School Support - Public & Separate Schools | 2025          |           |           | 2026          |           |           | % change   |          |
|--------------------------------------------|---------------|-----------|-----------|---------------|-----------|-----------|------------|----------|
|                                            | Assessment    | Tax Rate  | Tax Levy  | Assessment    | Tax Rate  | Tax Levy  | Assessment | Tax Rate |
| Residential                                | 733,678,830   | 0.0026061 | 1,912,041 | 820,031,340   | 0.0026014 | 2,133,231 | 11.77%     | -0.18%   |
| Farmland                                   | 204,470,790   | 0.0026061 | 532,871   | 204,457,750   | 0.0026014 | 531,876   | -0.01%     | -0.18%   |
| Small Business Property                    | 19,153,690    | 0.0039202 | 75,086    | 20,198,990    | 0.0040946 | 82,707    | 5.46%      | 4.45%    |
| Non-Residential                            | 426,537,580   | 0.0039202 | 1,672,113 | 439,756,490   | 0.0040946 | 1,800,627 | 7.83%      | 4.45%    |
|                                            | 1,383,840,890 |           | 4,192,111 | 1,484,444,570 |           | 4,548,441 | 7.27%      |          |
| Exempt Assessment Types                    | 883,028,990   | N/A       | -         | 883,028,990   | N/A       | -         | 0.00%      |          |
|                                            | 2,266,869,880 |           | 4,192,111 | 2,367,473,560 |           | 4,548,441 | 4.44%      |          |

| Seniors Support - Marquis Foundation | 2025          |           |          | 2026          |           |          | % change   |          |
|--------------------------------------|---------------|-----------|----------|---------------|-----------|----------|------------|----------|
|                                      | Assessment    | Tax Rate  | Tax Levy | Assessment    | Tax Rate  | Tax Levy | Assessment | Tax Rate |
| Residential                          | 733,886,280   | 0.0002550 | 187,141  | 820,238,790   | 0.0003154 | 258,703  | 11.77%     | 23.69%   |
| Farmland                             | 205,049,800   | 0.0002550 | 52,288   | 205,036,760   | 0.0003154 | 64,669   | -0.01%     | 23.69%   |
| Small Business Property              | 19,153,690    | 0.0002550 | 4,884    | 20,198,990    | 0.0003154 | 6,371    | 5.46%      | 23.69%   |
| Non-Residential                      | 1,308,780,110 | 0.0002550 | 333,739  | 1,321,999,020 | 0.0003154 | 416,958  | 2.55%      | 23.69%   |
|                                      | 2,266,869,880 |           | 578,052  | 2,367,473,560 |           | 746,701  | 4.44%      |          |

| 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%      |          |





## 2026 General Tax Rates (Bylaw 2026-008):

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):

|                                      | 2022 Actual | 2023 Actual | 2024 Actual | 2025 Actual | 2026 Budget |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>MUNICIPAL</b>                     |             |             |             |             |             |
| Residential                          | 5.3660      | 3.2196      | 2.2000      | 2.2000      | 2.1500      |
| Farmland                             | 10.8230     | 10.8230     | 10.8230     | 10.8230     | 10.8230     |
| Non-Residential, M&E, and Linear     | 9.4140      | 8.8962      | 8.5000      | 8.7500      | 7.9750      |
| Small Business                       | N/A         | N/A         | N/A         | 7.5000      | 5.9813      |
| <b>WASTE COMMISSION</b>              |             |             |             |             |             |
|                                      | 0.5599      | 0.5887      | 0.4188      | 0.4113      | 0.3979      |
| <b>EDUCATION REQUISITION</b>         |             |             |             |             |             |
| Residential and Farmland             | 2.6500      | 2.3470      | 2.3091      | 2.6061      | 2.6014      |
| Non-Residential and Linear           | 3.9000      | 3.5283      | 3.5678      | 3.9202      | 4.0946      |
| <b>SENIOR FOUNDATION REQUISITION</b> |             |             |             |             |             |
|                                      | 0.3304      | 0.3360      | 0.2437      | 0.2521      | 0.2821      |
| <b>OTHER REQUISITION</b>             |             |             |             |             |             |
| Royal Canadian Mounted Police        | 0.1633      | 0.1497      | 0.1636      | 0.1776      | 0.1823      |

The General Municipal Tax Rates were able to be reduced for non-residential (8.86%), small business properties (20.25%), and a reduction to residential tax rates (2.27%). These updated general municipal tax rates are now in-line with the multi-year tax rate goals that were established by County Council in 2022/2023 as part of the County's Strategic Plan, which has seen significant General Municipal Tax Rates reductions throughout, including the following:

- Residential reduction from 5.3660 mills (2022) to 2.1500 mills (2026) - [59.9% reduction](#)
- Non-residential reduction from 9.4140 mills (2022) to 7.9750 mills (2026) and 5.9813 mills (2026) on Small Business Property (new sub-class added for non-residential in 2025) - [15.3% & 36.5% reduction respectively](#)

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 was effectively maintained at \$978,855 in 2026 (previously \$981,005). 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 0.1823 for 2026 (previously 0.1776 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    |               |           |          |               |           |          |            |          |  |
|--------------------------|---------------|-----------|----------|---------------|-----------|----------|------------|----------|--|
|                          | 2025          |           |          | 2026          |           |          | % change   |          |  |
|                          | Assessment    | Tax Rate  | Tax Levy | Assessment    | Tax Rate  | Tax Levy | Assessment | Tax Rate |  |
| 23-21 - Fire - Carmangay | 102,839,750   | 0.0007422 | 76,328   | 110,375,540   | 0.0007741 | 85,442   | 7.33%      | 4.30%    |  |
| 23-20 - Fire - Champion  | 103,098,470   | 0.0006138 | 63,282   | 110,246,720   | 0.0005614 | 61,893   | 6.93%      | -8.54%   |  |
| 23-19 - Fire - Lomond    | 240,609,240   | 0.0002366 | 56,928   | 255,918,440   | 0.0002774 | 70,992   | 6.36%      | 17.24%   |  |
| 23-17 - Fire - Milo      | 134,937,780   | 0.0008413 | 113,523  | 144,949,320   | 0.0008876 | 128,657  | 7.42%      | 5.50%    |  |
| 23-18/27 - Fire - Vulcan | 318,029,160   | 0.0001497 | 47,609   | 347,332,010   | 0.0001756 | 60,992   | 9.21%      | 17.30%   |  |
| 23-16 - Fire - Northwest | 240,907,310   | 0.0005669 | 136,570  | 261,918,520   | 0.0006383 | 167,183  | 8.72%      | 12.59%   |  |
| 23-01 - Fire - Linear    | 1,126,448,170 | 0.0000000 | 0        | 1,136,733,010 | 0.0000000 | 0        | 0.91%      | N/A      |  |
|                          | 2,266,869,880 |           | 494,240  | 2,367,473,560 |           | 575,159  | 4.44%      |          |  |

| Recreation Areas                     |               |           |          |               |           |          |            |          |  |
|--------------------------------------|---------------|-----------|----------|---------------|-----------|----------|------------|----------|--|
|                                      | 2025          |           |          | 2026          |           |          | % change   |          |  |
|                                      | Assessment    | Tax Rate  | Tax Levy | Assessment    | Tax Rate  | Tax Levy | Assessment | Tax Rate |  |
| 71-01/74-02 - Recreation - Carmangay | 102,002,380   | 0.0004518 | 46,085   | 109,476,070   | 0.0004210 | 46,089   | 7.33%      | -6.82%   |  |
| 71-01/74-02 - Recreation - Champion  | 103,807,790   | 0.0005139 | 53,347   | 111,018,140   | 0.0004760 | 52,845   | 6.95%      | -7.37%   |  |
| 71-01/74-02 - Recreation - Lomond    | 257,560,410   | 0.0004702 | 121,105  | 274,221,230   | 0.0004105 | 112,568  | 6.47%      | -12.70%  |  |
| 71-01/74-02 - Recreation - Milo      | 117,268,460   | 0.0004807 | 56,371   | 125,827,000   | 0.0004401 | 55,376   | 7.30%      | -8.45%   |  |
| 71-01/74-02 - Recreation - Vulcan    | 319,490,150   | 0.0005120 | 163,579  | 348,934,500   | 0.0004721 | 164,732  | 9.22%      | -7.79%   |  |
| 71-01/74-02 - Recreation - Northwest | 240,292,520   | 0.0002685 | 64,519   | 261,263,610   | 0.0002291 | 59,855   | 8.73%      | -14.67%  |  |
| 71-01/74-02 - Recreation - Linear    | 1,126,448,170 | 0.0000000 | 0        | 1,136,733,010 | 0.0000000 | 0        | 0.91%      | N/A      |  |
|                                      | 2,266,869,880 |           | 505,006  | 2,367,473,560 |           | 491,465  | 4.44%      |          |  |

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

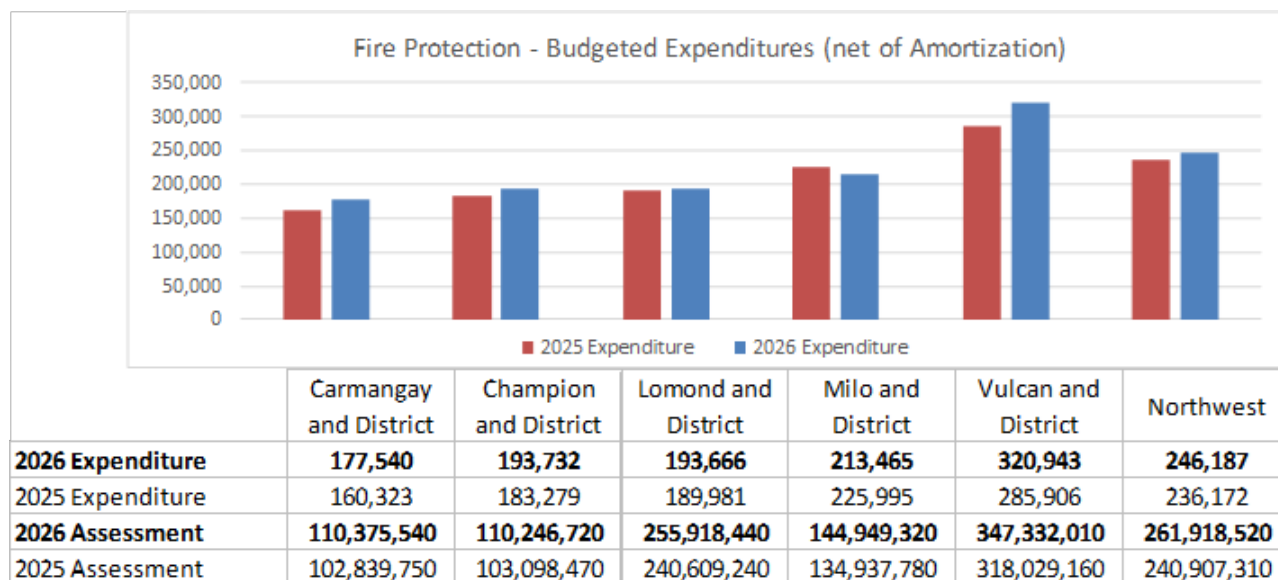


**Vulcan County**  
 Recreational Districts



## 2026 Fire Protection Tax Rates (2026-009 to 2026-014):

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 \$177,540 area cost with a total of \$92,098 of revenues (other than taxes), resulting in \$85,442 to be raised by special levies. Based on \$110.38 million in taxable assessment, the special levies equate to a rate of 0.7741 mills (0.0007741).

**Champion and District** – total of \$193,732 area cost with a total of \$131,839 of revenues (other than taxes), resulting in \$61,893 to be raised by special levies. Based on \$110.25 million in taxable assessment, the special levies equate to a rate of 0.5614 mills (0.0005614).

**Lomond and District** – total of \$193,666 area cost with a total of \$122,675 of revenues (other than taxes), resulting in \$70,991 to be raised by special levies. Based on \$255.92 million in taxable assessment, the special levies equate to a rate of 0.2774 mills (0.0002774).

**Milo and District** – total of \$213,465 area cost with a total of \$84,808 of revenues (other than taxes), resulting in \$128,657 to be raised by special levies. Based on \$144.95 million in taxable assessment, the special levies equate to a rate of 0.8876 mills (0.0008876).

**Vulcan and District** – total of \$320,943 area cost with a total of \$259,951 of revenues (other than taxes), resulting in \$60,992 to be raised by special levies. Based on \$347.33 million in taxable assessment, the special levies equate to a rate of 0.1756 mills (0.0001756).

**Northwest** – total of \$246,187 area cost mostly from the request of the Fire Association with a total of \$79,004 of revenues (other than taxes), resulting in \$167,183 to be raised by special levies. Based on \$261.92 million in taxable assessment, the special levies equate to a rate of 0.6383 mills (0.0006383).



## Taxation - Continued

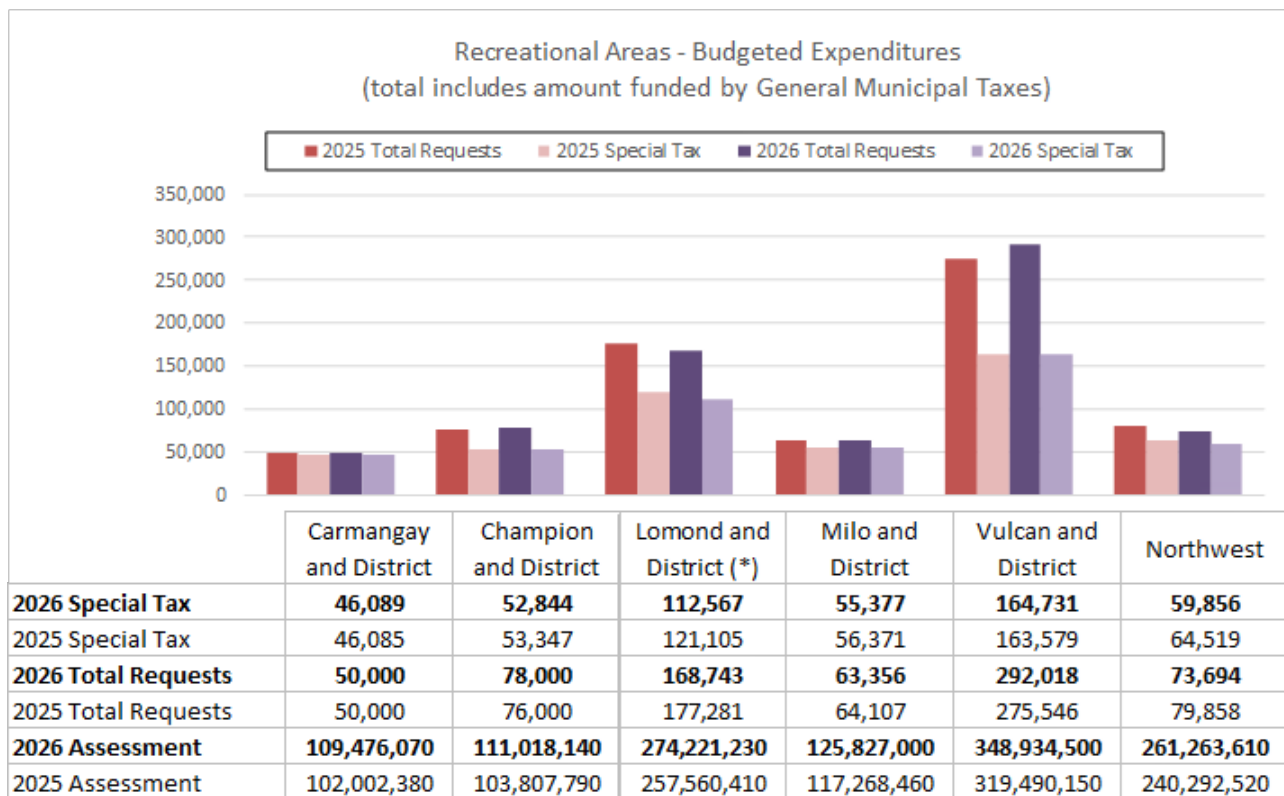


The following are the Special Levy Tax Rates as expressed in mills (1:1000):

|                                            | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Actual | 2025 Budget |
|--------------------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>SPECIAL LEVY - FIRE PROTECTION AREA</b> |             |             |             |             |             |
| Carmangay and District                     | 0.9142      | 1.0187      | 0.9692      | 0.7422      | 0.7741      |
| Champion and District                      | 1.1036      | 1.3238      | 1.0364      | 0.6138      | 0.5614      |
| Lomond and District                        | 0.5241      | 0.4736      | 0.3158      | 0.2366      | 0.2774      |
| Milo and District                          | 1.2897      | 1.1777      | 1.0649      | 0.8413      | 0.8876      |
| Vulcan and District                        | 0.3299      | 0.3215      | 0.2496      | 0.1497      | 0.1756      |
| Northwest                                  | 0.7425      | 0.7992      | 0.5764      | 0.5669      | 0.6383      |

### **2026 Recreation Tax Rates (2026-009 to 2026-014):**

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 \$3,911. The result was that \$46,089 was raised by special levies. Based on \$109.48 million in taxable assessment, the special levies equate to a rate of 0.4210 mills (0.0004210).

**Champion and District** – Approved requests for the district totalled \$78,000. The linear portion allocated was \$5,156. There was \$20,000 in funds from general taxation to cover some of the contributions. The result was that \$52,844 was raised by special levies. Based on \$111.02 million in taxable assessment, the special levies equate to a rate of 0.4760 mills (0.0004760). The items funded with general tax dollars was 50% of the operating costs for the Champion Pool (\$17,500) & Champion Skating Rink (\$2,500).

**Lomond and District** – Approved requests for the district totalled \$168,743. 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 \$112,567 was raised by special levies. Based on \$274.22 million in taxable assessment, the special levies equate to a rate of 0.4105 mills (0.0004105). The item funded with general tax dollars was 50% of the operating costs for the Lomond Community Centre / Arena (\$17,873) and reserve/loan allocation (\$32,127).

**Milo and District** – Approved requests for the district totalled \$63,356. The linear portion allocated was \$5,229. There was \$2,750 in funds from general taxation to cover some of the contributions. The result was that \$55,377 was raised by special levies. Based on \$125.83 million in taxable assessment, the special levies equate to a rate of 0.4401 mills (0.0004401).

**Vulcan and District** – Approved requests for the district totalled \$292,018. The linear portion allocated was \$13,923. There was \$113,364 in funds from general taxation to cover some of the contributions. The result was that \$164,731 was raised by special levies. Based on \$348.93 million in taxable assessment, the special levies equate to a rate of 0.4721 mills (0.0004721). The items funded with general tax dollars were 50% of the operating costs for the Vulcan Arena (\$40,500) and the Vulcan Pool (\$45,500), Summer Games (\$8,364), Food Bank (\$5,000) & Reserves top-up (\$14,000).

**Northwest** – Approved requests from the Recreation Board totalled \$73,694. The linear portion allocated was \$10,115. There was \$3,723 in funds from general taxation to cover some of the contributions. The result was that \$59,856 was raised by special levies. Based on \$261.26 million in taxable assessment, the special levies equate to a rate of 0.2291 mills (0.0002291).

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                  | 0.5859      | 0.5031      | 0.4825      | 0.4518      | 0.4210      |
| Champion and District                   | 0.7059      | 0.5994      | 0.5795      | 0.5139      | 0.4760      |
| Lomond and District                     | 0.0810      | 0.0571      | 0.2157      | 0.4702      | 0.4105      |
| Milo and District                       | 0.6163      | 0.6015      | 0.5531      | 0.4807      | 0.4401      |
| Vulcan and District                     | 0.6571      | 0.4569      | 0.4308      | 0.5120      | 0.4721      |
| Northwest                               | 0.2522      | 0.2340      | 0.2204      | 0.2685      | 0.2291      |

*Lomond and District had a significant increase from the prior years; 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.*



### **2026 Waterworks Tax Rates (Bylaw 2026-015):**



There were no changes to the Waterworks Special Levy Tax Rates (Mossleigh Water Treatment Plant) of \$336.03 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 34 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.

### **2026 Designated Industrial Property (DIP) Requisition (Bylaw 2026-016):**

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 2026, 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 0.0728 mills (0.0000728). The Total Tax Revenues for the DIP Requisition is \$90,255 (based on applicable DIP assessment of \$1,239,761,650).



**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*

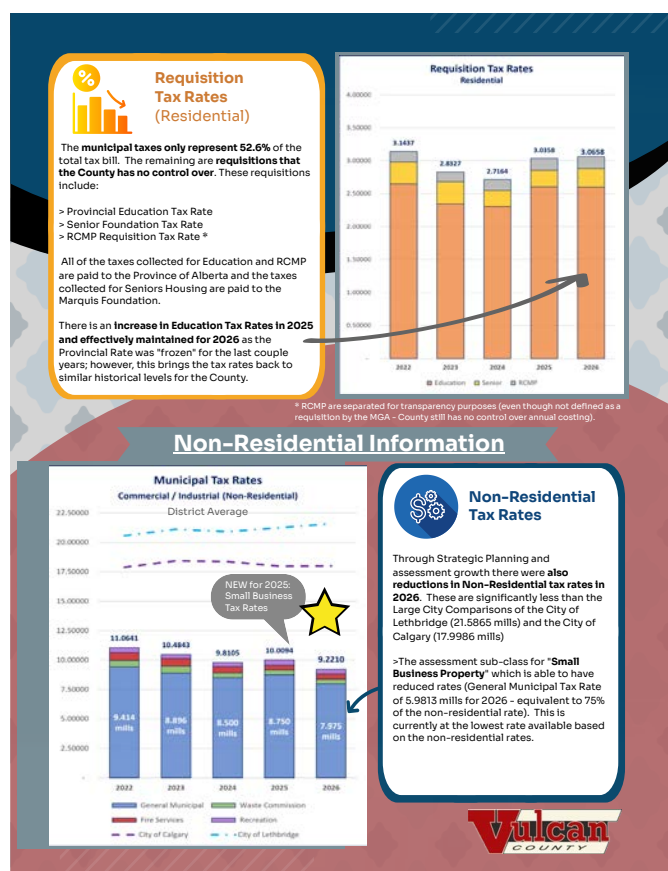
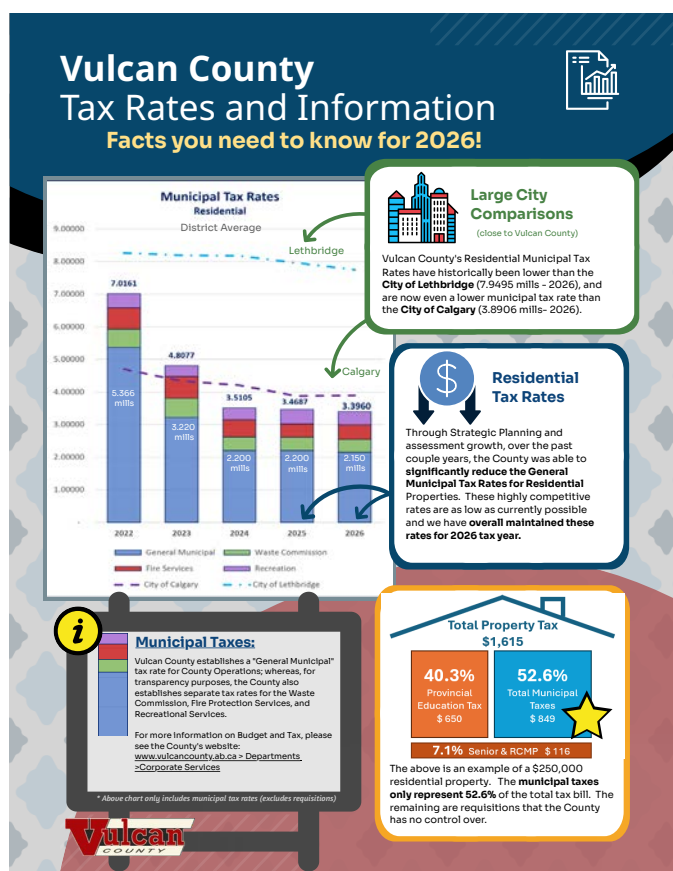


## Additional Information on Assessment & Taxation:

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, TIPP 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 2026 Tax Levies and the related tax/assessment information:



See Appendix 3 for the 2026 Tax Rates & Assessment Information Infographics

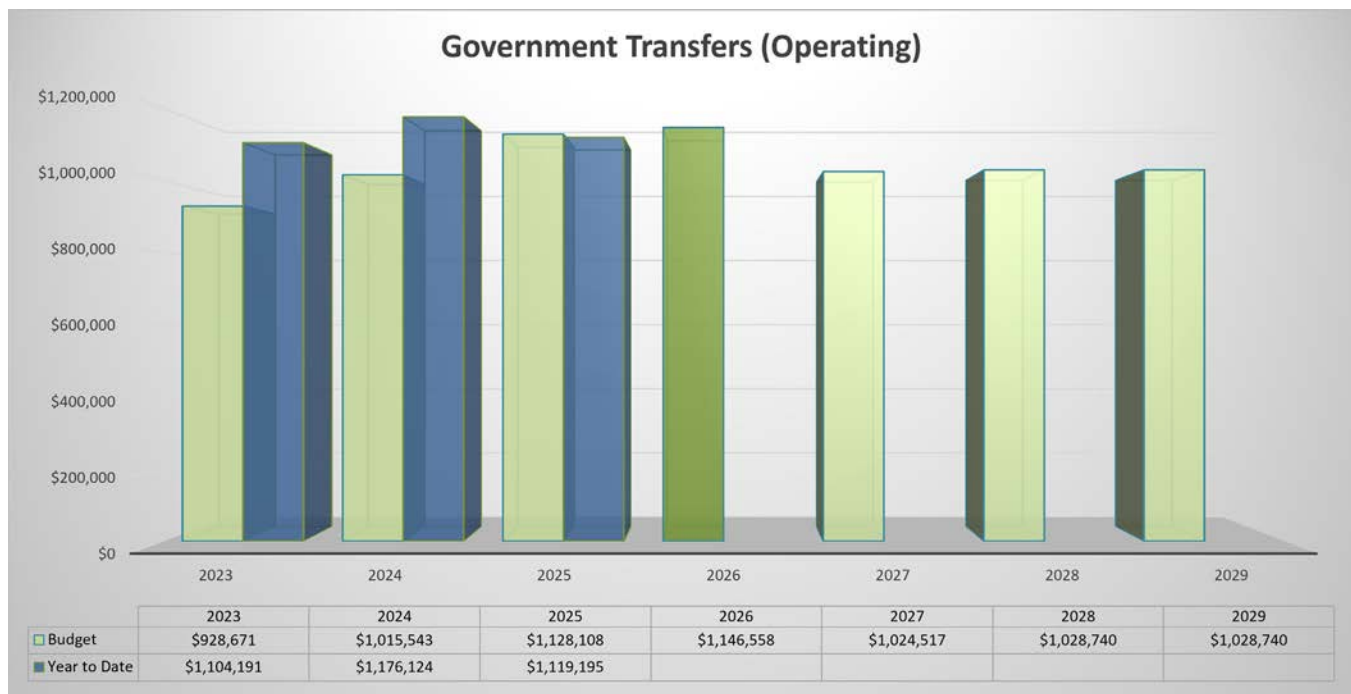
## Government Transfers / Grants



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<br>Budget Comparison and Projections | Budget<br>2025   | Actual<br>2025   | Budget<br>2026   | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|
| <b>Government transfers</b>                        |                  |                  |                  |                   |                   |                   |
| Provincial government transfers - Operating        | \$ 650,302       | \$ 639,879       | \$ 654,727       | \$ 529,163        | \$ 529,163        | \$ 529,163        |
| Federal government transfers - Operating           | 298,292          | 308,859          | 306,415          | 306,415           | 306,415           | 306,415           |
| Transfers from Local Government - Operating        | 179,514          | 170,457          | 185,416          | 188,939           | 193,162           | 193,162           |
|                                                    | <b>1,128,108</b> | <b>1,119,195</b> | <b>1,146,558</b> | <b>1,024,517</b>  | <b>1,028,740</b>  | <b>1,028,740</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 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.

During the 2025 fiscal year, the County recognized Regional Transportation Master Plan of \$104,100 and the addition of the Emergency Medical Responder (EMR) Training grant (protective services). Overall, the actual operating grants were comparable to the related operating budget.



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

| Vulcan County<br>Government Transfers - Operating  | Budget<br>2026      | Budget<br>2025      | 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                            | 132,564             | 128,139             | 4,425         |
|                                                    | <b>\$ 654,727</b>   | <b>\$ 650,302</b>   | <b>4,425</b>  |
| <b>Federal government transfers - Operating</b>    |                     |                     |               |
| Canadian Communities-Building Fund (CCBF) grant    | \$ 306,415          | \$ 298,292          | 8,123         |
|                                                    | <b>\$ 306,415</b>   | <b>\$ 298,292</b>   | <b>8,123</b>  |
| <b>Transfers from Local Government - Operating</b> |                     |                     |               |
| Doctor Retention Program                           | \$ 49,124           | \$ 60,150           | (11,026)      |
| Shared IT Services                                 | 9,150               | 9,150               | -             |
| Fire Protection Services                           | 121,594             | 106,508             | 15,086        |
| Other Local Government Transfers                   | 5,548               | 3,706               | 1,841         |
|                                                    | <b>\$ 185,416</b>   | <b>\$ 179,514</b>   | <b>5,901</b>  |
|                                                    | <b>\$ 1,146,558</b> | <b>\$ 1,128,108</b> | <b>18,449</b> |

Budget 2026 has slightly increased from prior year as the Canadian Community-Building Fund (CCBF) grant allocations increased during 2025 (2026 set to the updated grant allocation). The Other Provincial Grants increased with the addition the Storm Water Management Plan grant of \$100,000 and the increase in the Emergency Medical Responder (EMR) Training grant (protective services). These grant increases were partially offset by the removal of the prior year's Regional Transportation Master Plan of \$104,100.

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. The Doctor Retention program funding contributions decreases as the Village of Carmangay and Lomond are no longer participating in these programs. Overall the contributions towards Fire Protection Services increased with enhanced service levels (i.e., addition of Deputy Fire Chief position, additional mechanic services, and other cost increases throughout). [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 2027-2029 are based on a conservative basis; whereas, most of the projections are set at the same funding levels as in the 2026 budget as many of these are based on funding agreements and allocations. Budget 2026 had a couple one-time grants that are not projected into the future such as the Storm Water Management Plan grant and the EMR Training grant (protective services).

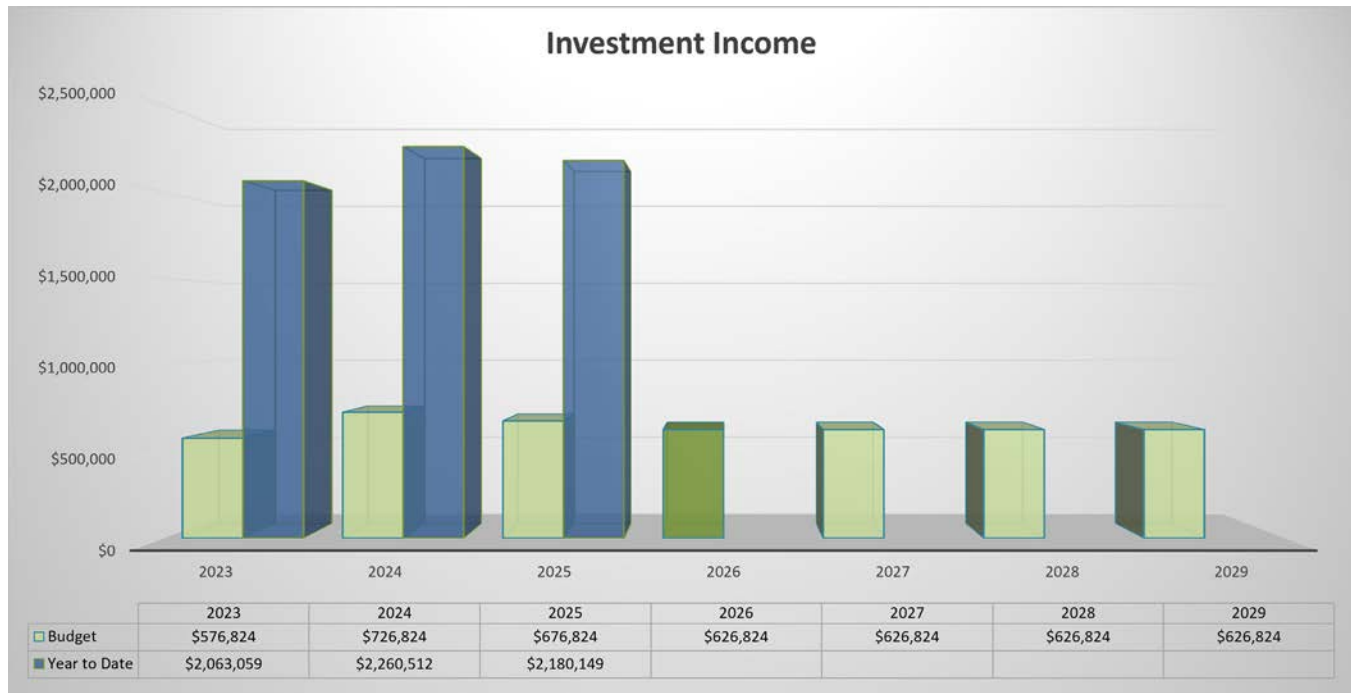
## Investment Income



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<br>Budget Comparison and Projections | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Return on investments                              | \$ 676,824     | \$ 2,180,149   | \$ 626,824     | \$ 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 has been increased as the County realized significant increases in investment revenues with the significant increases in the Bank's Prime Rate. Budget 2024 to 2026 and projections for 2027-2029 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).

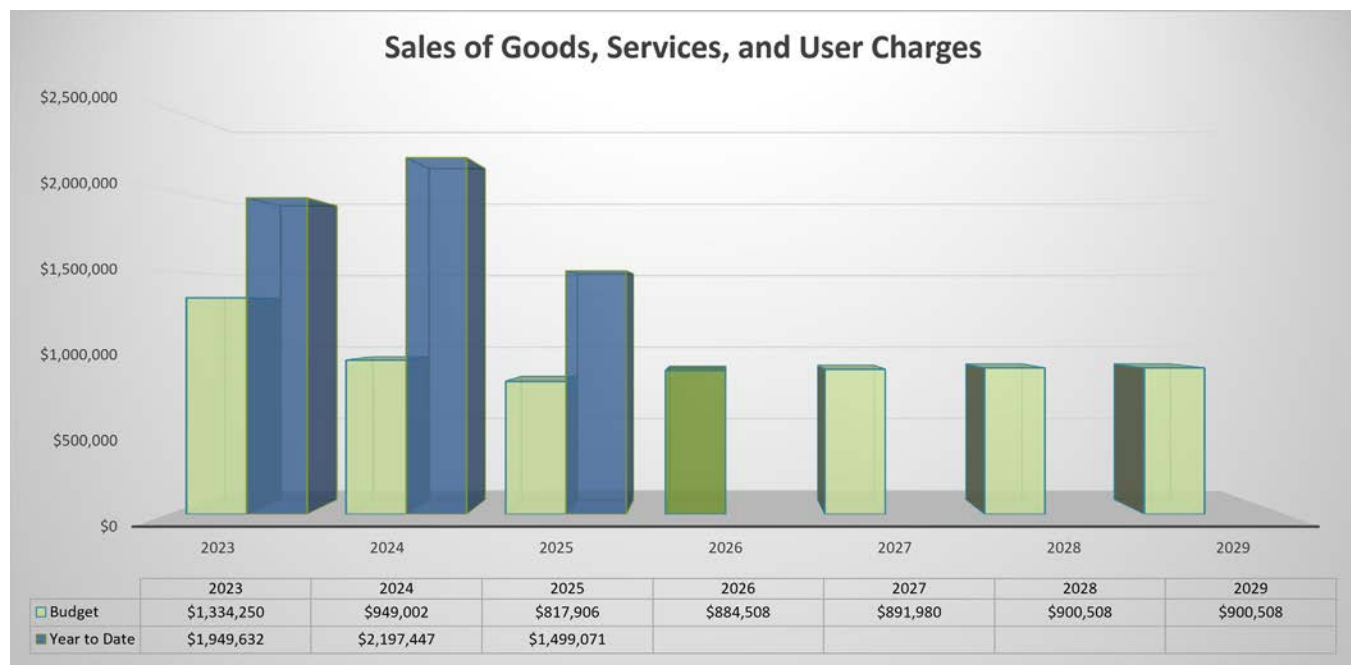
*The Municipal Government Act (MGA), Section 250, also dictates the types of investments that a municipality is able to invest. Generally, only low-risk investments are permitted to protect municipal funds. The County has also adopted an Investment Policy (12-2204) to provide guidance on its investments 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<br>Budget Comparison and Projections | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Sale of goods, services, and user charges          | \$ 817,906     | \$ 1,499,071   | \$ 884,508     | \$ 891,980        | \$ 900,508        | \$ 900,508        |



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 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 2024/2025 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 to 2025 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 2026 and the projections for 2027-2028 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<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|---------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Rental Income | \$ 321,680     | \$ 349,258     | \$ 322,900     | \$ 323,100        | \$ 322,600        | \$ 322,600        |



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 2026 and the projections for 2027-2029) 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<br>Budget Comparison and Projections | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Community aggregate levy                           | \$ 142,912     | \$ 201,831     | \$ 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 2023-2025 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 2026 and the projections for 2027-2029.

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.

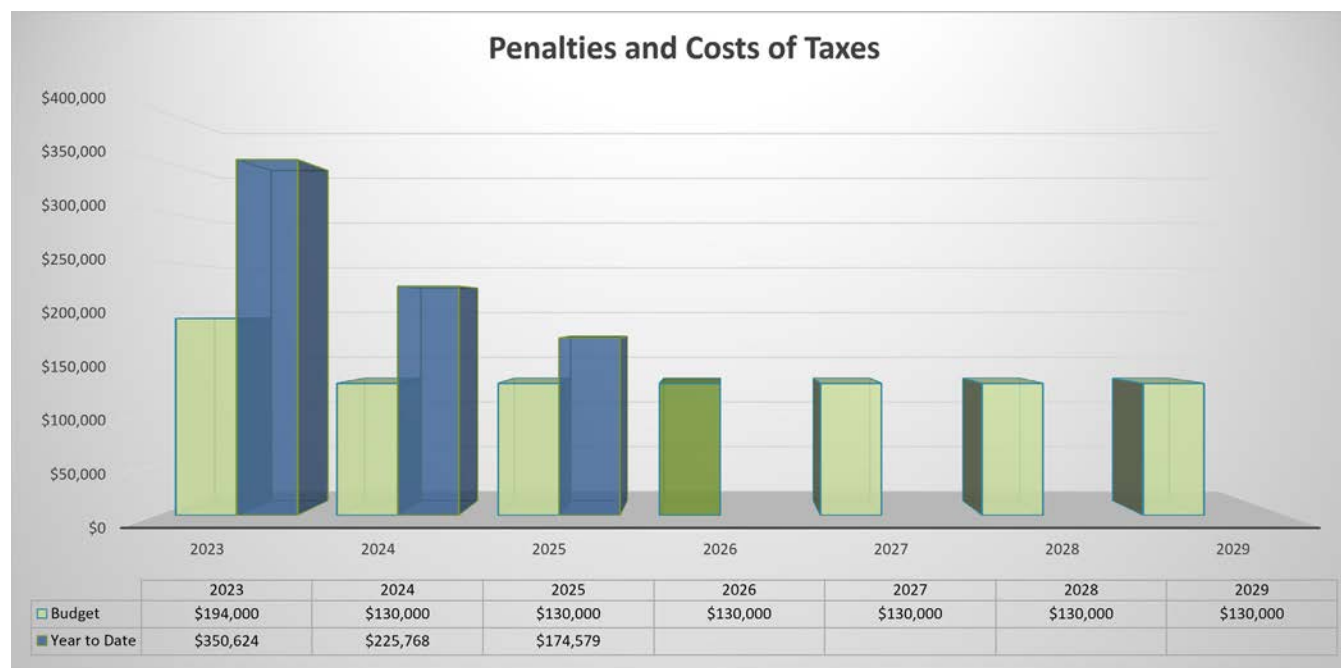




## Penalties and Cost if Taxes

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<br>Budget Comparison and Projections | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Penalties and costs of taxes                       | \$ 130,000     | \$ 174,579     | \$ 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 2026-2029 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<br>Budget Comparison and Projections | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Other revenue                                      |                |                |                |                   |                   |                   |
| Fines                                              | \$ 11,500      | \$ 13,171      | \$ 16,500      | \$ 16,500         | \$ 16,500         | \$ 16,500         |
| Other                                              | -              | 263,386        | -              | -                 | -                 | -                 |
|                                                    | <b>11,500</b>  | <b>276,557</b> | <b>16,500</b>  | <b>16,500</b>     | <b>16,500</b>     | <b>16,500</b>     |



The Other Revenues budgeted mostly consist of fines from year-to-year. In prior years, there was an additional “other revenue” recognized as Gravel Reclamation Liability (which creates an operating revenue instead of a negative expense) as the Gravel Reclamation Liability is estimated using a net present value (NPV) method. 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 to 2025).

In 2024 & 2025, there were sales 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 2026 and the projections for 2027-2029 are effectively based on the budgeted/projected fine revenues of \$16,500.



## Operating Expenses - Overview



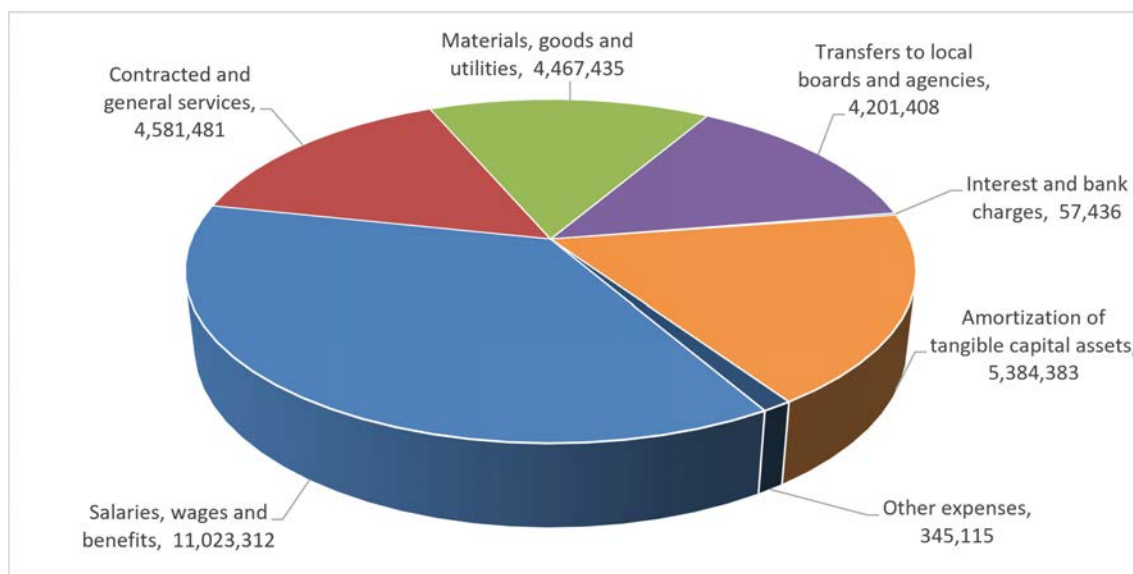
The majority of the County's operating expenditures are typically budgeted on a conservative basis to ensure that the budget is sufficient to cover the costs, including potential unexpected increases due to the nature of variable costs.

The following are the 2026 budgeted operating expenses:

|                                               |                    |       |
|-----------------------------------------------|--------------------|-------|
| Salaries, wages and benefits                  | 11,023,312         | 36.7% |
| Contracted and general services               | 4,581,481          | 15.2% |
| Materials, goods and utilities                | 4,467,435          | 14.9% |
| Transfers to local boards and agencies        | 4,201,408          | 14.0% |
| Interest and bank charges                     | 57,436             | 0.2%  |
| Amortization of tangible capital assets       | 5,384,383          | 17.9% |
| Other expenses                                | 345,115            | 1.1%  |
|                                               | <u>30,060,570</u>  |       |
| Machine expenses capitalized for construction | <u>(3,083,765)</u> |       |
|                                               | <b>26,976,805</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

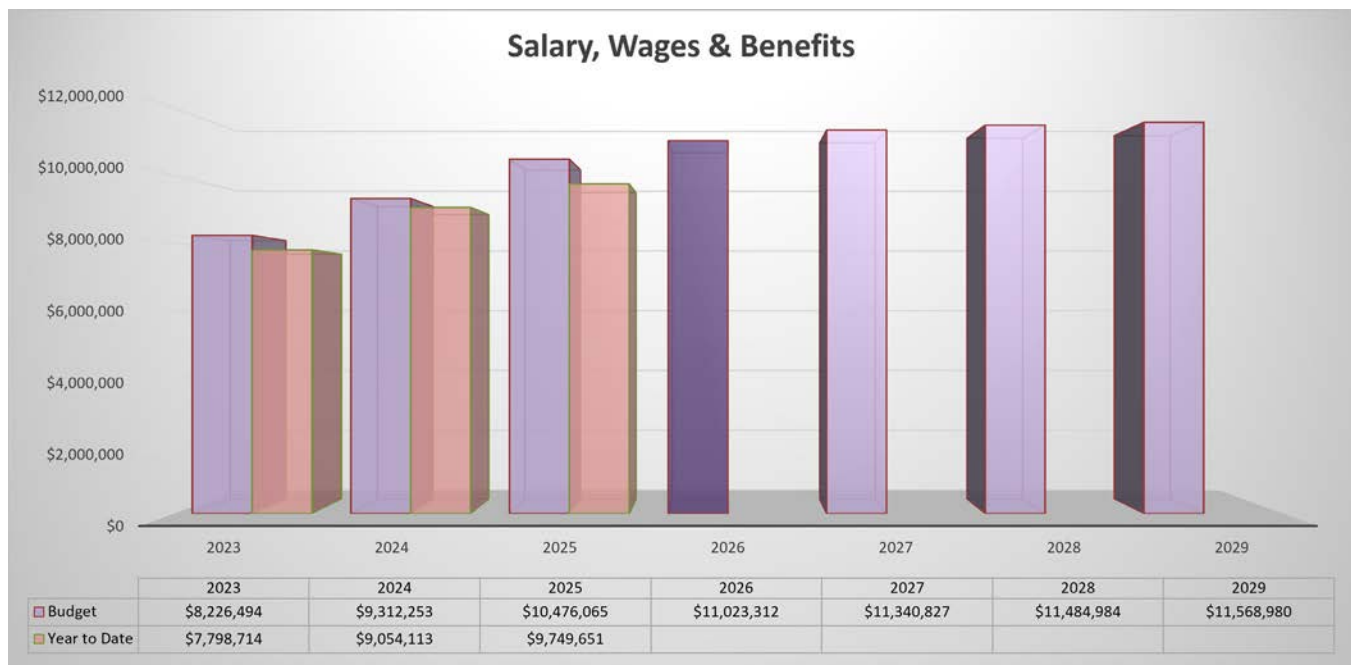


### Salaries, Wages & Benefits

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 2026 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<br>Budget Comparison and Projections | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Salaries, wages and benefits                       | \$ 10,476,065  | \$ 9,749,651   | \$ 11,023,312  | \$ 11,340,827     | \$ 11,484,984     | \$ 11,568,980     |



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 2026 salary/wage grids were approved by Council on November 5th, 2025.

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 2026, the COLA was determined to be 2.158% based on the average changes in the Alberta CPI.

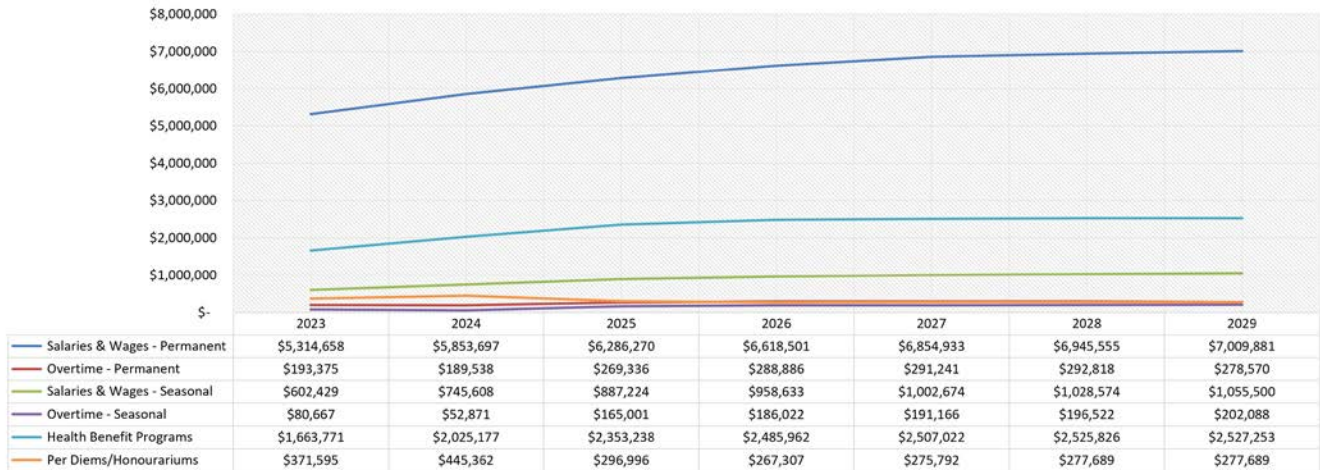
In 2023, the County had an external consulting company preform a comprehensive staffing compensation review; which reviewed each of the positions/responsibilities and compared to the applicable market comparisons in similar municipalities. [As part of the approved 2022-2026 Strategic Plan, priority seven 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 & Benefits - Budget Details



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 2026 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 2.158% on the related salary/wage grids for 2026.
- Added staffing positions for an additional 2.65 Full-Time Equivalent (FTE) from the prior year, including additional staffing positions, increases in staffing hours and continuing 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 are budgeted based on providing coverage for total capacity at each fire hall.

As noted above, there was a 2.65 FTE increase in staffing positions including:

- Addition of 1.00 FTE for the reinstatement of the Deputy Fire Chief position (was not filled in 2018 with staff turnover and due to historical budget constraints). Although reviewed over the past couple years, it has been reinstated for Budget 2026.
- Addition of 1.00 FTE for the addition of a Water/Wastewater Operator for the County's Water Treatment Plants (was contracted services) and as a resource/potential backup for urban neighboring municipalities.
- Increases to staff positions from staff leaves and partial FTEs in the prior year.
- Maintained the one-time additional staff hours for the extended road construction season to "catch up" on road projects from prior years (reserve funded).

## FTE STAFFING



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

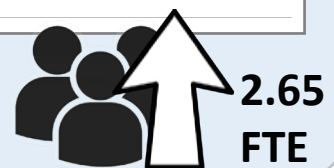
### Budget 2026

#### Full-Time Equivalents (FTE)

|                           | 2026 Budget | 2025 Budget | 2025 Actual | Change in Budget | 2024 Budget | 2024 Actual | 2023 Budget | 2023 Actual |
|---------------------------|-------------|-------------|-------------|------------------|-------------|-------------|-------------|-------------|
| Management                | 5.00        | 5.00        | 5.05        | 0.00             | 5.00        | 5.00        | 5.00        | 5.33        |
| Operations (Public Works) | 47.45       | 46.54       | 47.04       | 0.91             | 41.93       | 39.30       | 40.22       | 37.70       |
| Corporate Services        | 8.00        | 8.00        | 7.62        | 0.00             | 8.00        | 8.17        | 7.67        | 7.00        |
| Protective Services       | 7.05        | 5.64        | 5.42        | 1.41             | 5.05        | 5.05        | 4.05        | 4.05        |
| Agricultural Services     | 2.59        | 2.59        | 2.40        | 0.00             | 2.50        | 2.50        | 2.50        | 2.18        |
| Development Services      | 3.00        | 3.67        | 2.95        | (0.67)           | 4.00        | 3.92        | 3.00        | 3.21        |
| Legislative Services      | 3.00        | 2.00        | 2.15        | 1.00             | 2.00        | 2.00        | 2.00        | 2.00        |
|                           | 76.09       | 73.44       | 72.61       | 2.65             | 64.44       | 61.47       | 64.44       | 61.47       |

\* 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 2025 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. 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.).



Introductory



Operating Budget



Capital & Reserves



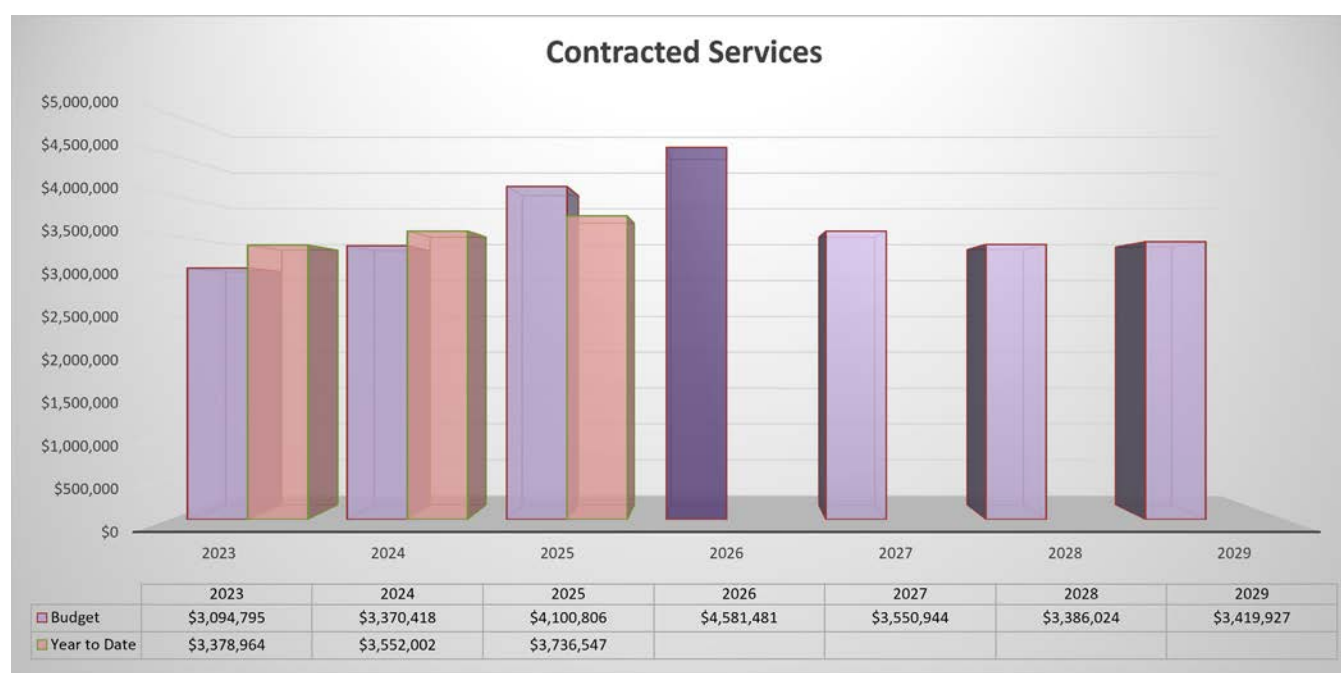
Appendix & Glossary

## 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<br>Budget Comparison and Projections | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Contracted and general services                    | \$ 4,100,806   | \$ 3,736,547   | \$ 4,581,481   | \$ 3,550,944      | \$ 3,386,024      | \$ 3,419,927      |



The following are the budgeted details of contracted services:





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

Education, training and travel costs (including allowances) are expecting a slight increase from the prior year budget of \$497,813 to \$501,663 to in the current budget. Some of the increase related to additional boot/clothing allowances for the various Fire Department. 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 or relating to specific grant funding.

### **Legal Fees:**

Legal fees are expected to decrease from \$110,910 to \$86,226 and then remain relatively consistent over the following projected years. The prior year included additional legal costs allocated towards legal costs considered non-recoverable on collection of Tax Arrears (couple of oil & gas companies currently going through insolvency during 2025 that have been finalized in late-2025). 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 \$1,066,843 to \$1,228,571 in the current budget. There was a projected increase in consulting costs with one-time costs for completion of the Storm Water Management Plan of \$100,000 (grant funded), contracted services for the Ullly Dam Inlet/Outlet of \$100,000, increases in safety code expenses (with increased revenues), and costs relating to a projected transition for subdivision/planning (reserve funded). These increases were partially offset by the removal of the Regional Transportation Master Plan that was a one-time expense in the prior year. These costs will return back to normal levels in 2027-2029 once these projects are completed.

### **Repairs and Maintenance:**

The repairs and maintenance costs are expecting an overall increase from the prior year budget of \$1,303,766 to \$1,542,496 in the current budget. The increase mostly relates to the building maintenance costs for the Public Works Shop building, vehicle/equipment repairs in the Transportation Department (including rebuilds to scrapper neck and transmission), and repairs on the Mossleigh distribution lines and valves. These increases were partially offset by the removal dust abatement costs and road repairs that were in 2025. These costs will return back to normal levels in 2027-2029 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 expected to increase project crop damages for additional road construction programs with increases in approved rates and increased road construction in Budget 2026. With the increase in crop damage rates, these costs should stay relatively consistent in projected years (Budget 2026/2027 higher due to additional road construction projects). 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 2026 was updated to include some of these cost increases and new vehicles & equipment.

### **Other Services:**

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



## Materials, Goods & Supplies

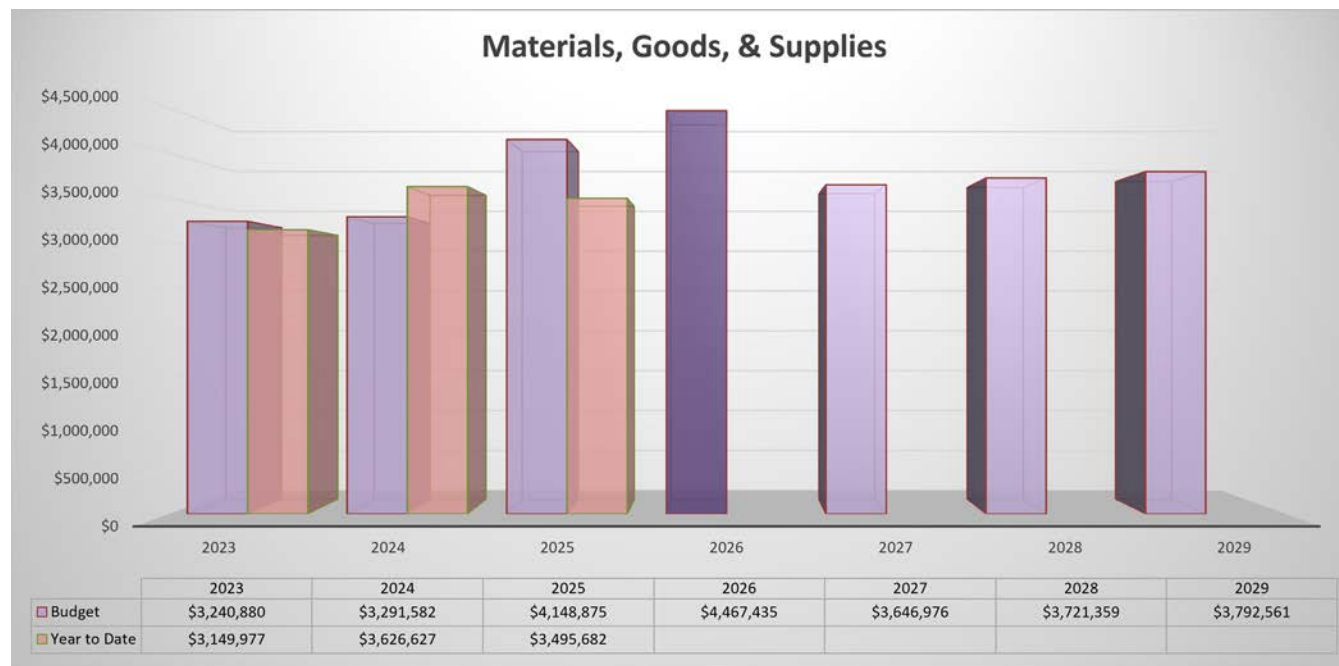
Materials, goods, and supplies includes the costs of supplies, utilities, information technology, diesel/fuel, gravel, herbicides, culverts, blades, tools, and other materials.



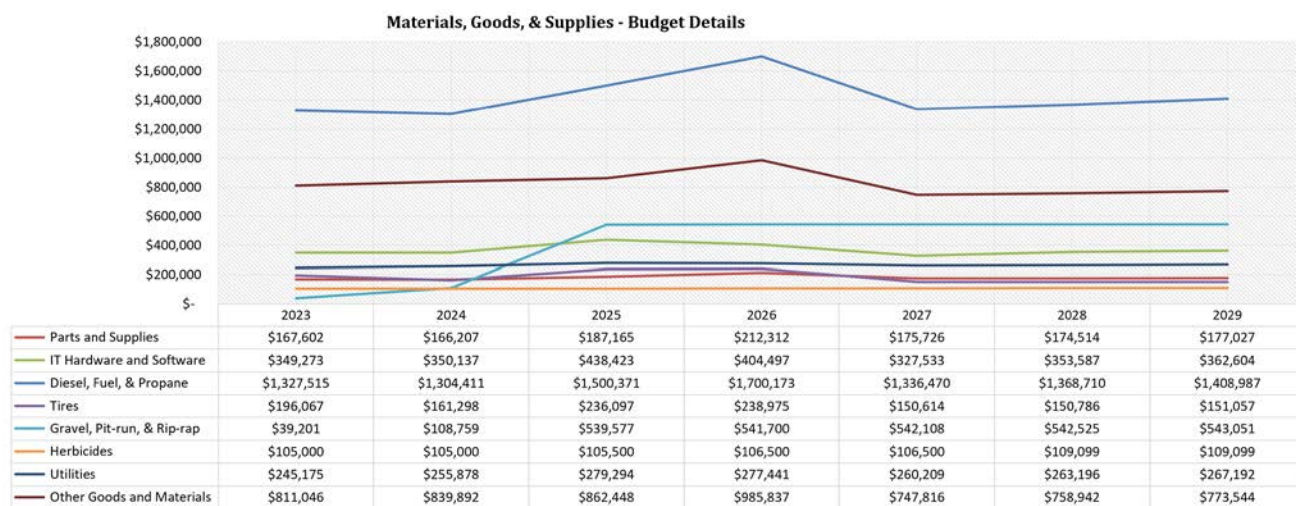
The following was the resulting materials, goods, and supplies (with projections for the following three years):

### Vulcan County Budget Comparison and Projections

|                                | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|--------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Materials, goods and utilities | \$ 4,148,875   | \$ 3,495,682   | \$ 4,467,435   | \$ 3,646,976      | \$ 3,721,359      | \$ 3,792,561      |



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





### **Parts and Supplies:**

The parts and supplies costs are expected to increase from the prior year budget of \$187,165 to \$212,312 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 2025 & 2026 has some one-time purchases of supplies/materials for the fire departments, emergency management, and other departments (including a replenishment of some specific shop supplies); whereas, the projections for 2027-2029 are reduced as these one-time purchases are received.

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

The IT hardware and software costs are expected to decrease from the prior year budget of \$438,423 to \$404,497 in the current budget. The prior year included 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. There were also some additional one-time hardware replacements throughout the County in Budget 2026. The projections for 2027-2029 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 \$1,500,371 to \$1,700,173 in the current budget with fluctuations and return to normal levels 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 and the current market increases for a barrel of oil with current world events.

### **Tires:**

The tire costs are expecting an overall be maintained from the prior year budget of \$236,097 to \$238,975 in the current budget and will be reduced in 2027-2029 projected years (based on projected replacement cycles). The budget includes the replacement for grader/truck tires which has more units being replaced in 2025/2026, 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 an overall be maintained from the prior year budget \$539,577 to \$541,700 in the current budget and will remain consistent for 2027-2029 projections. Starting in Budget 2025, the County had a change in the budgeting methodology for the gravel crushing program and use of gravel as “transfer to/from inventory” instead of a budgeted expense as this actually results in an increase in inventory for future use (stock piles). 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 2026 and the projections for 2027-2029.

### **Utilities:**

The utilities costs remain relatively consistent from year-to-year with small changes based largely on expected inflation. These are carefully reviewed annually.

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

Other contracted and general services typically remains relatively consistent from year-to-year; however have some one-time increases in Budget 2026. These costs include goods/services such as grader blades, culverts, signage, lumber, small tools, and other miscellaneous goods/materials. There is an expected increase in 2026 including a significant increase to the market cost of steel which have resulted in projected increases in the costs relating to grader blades and culverts.

## Transfers to Local Boards and Agencies

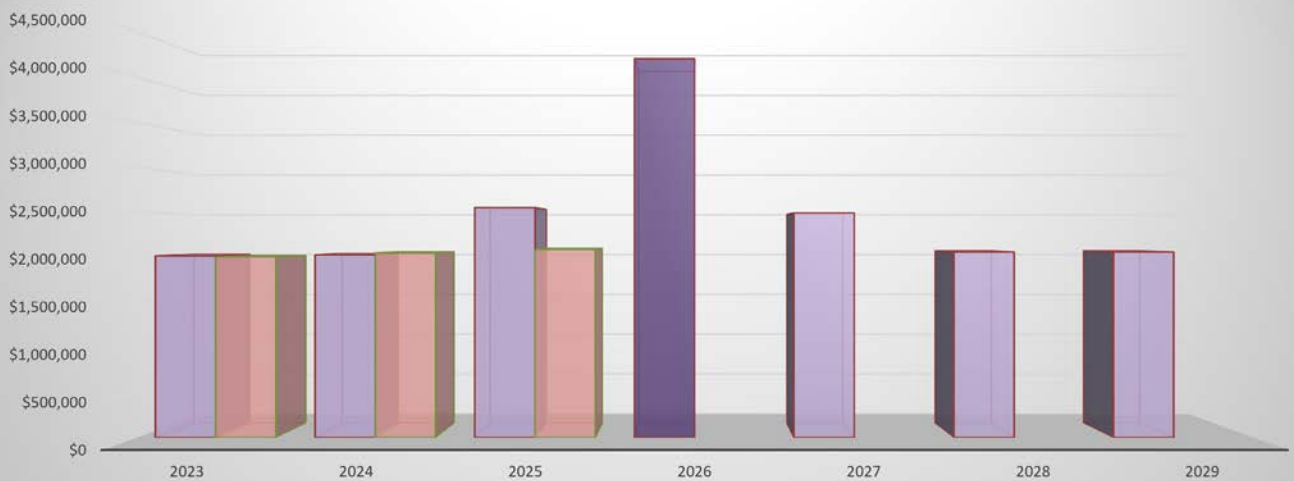
Transfers to local boards and agencies include contributions to fire associations, recreation boards, tourism, waste and water commissions, and other community groups. The budgets are typically based on approved requests by Council during the budget process.

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<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Transfers to local boards and agencies | \$ 2,550,291   | \$ 2,086,404   | \$ 4,201,408   | \$ 2,491,834      | \$ 2,057,464      | \$ 2,057,464      |

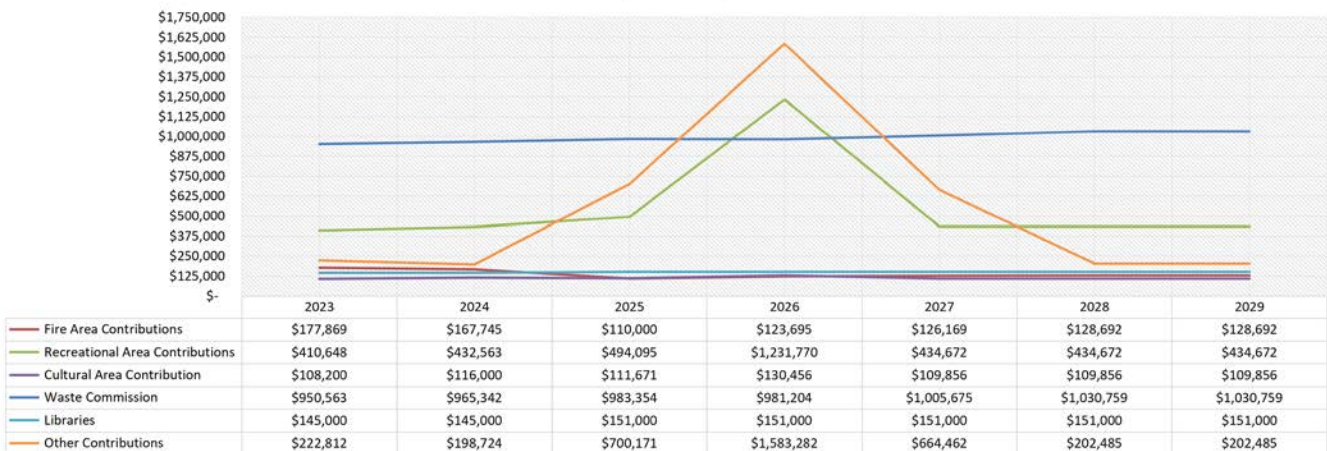
Transfer to Local Boards and Agencies



|              | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        |
|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Budget       | \$2,015,092 | \$2,025,374 | \$2,550,291 | \$4,201,408 | \$2,491,834 | \$2,057,464 | \$2,057,464 |
| Year to Date | \$2,002,831 | \$2,046,646 | \$2,086,404 |             |             |             |             |

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

Transfers to Local Boards and Agencies- Budget Details



*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 has been updated to \$1,381,135 in 2026 & \$462,148 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 Horticultural Society                | 15,000          |
| Carmangay Recreation - Hall Operations         | 10,000          |
| <b>Total Cultural Funding</b>                  | <b>25,000</b>   |
| Reserves - Friends of Carmangay Library        | 15,000          |
| Reserves - Carmangay Recreation                | 2,500           |
| 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 (LCCAS)        | \$35,745         |
| LCCAS - Arena Project (Reserve Funded)        | 764,098          |
| Lomond Ball Committee                         | 3,000            |
| <b>Total Recreational Funding</b>             | <b>802,843</b>   |
| Lomond 4-H Club                               | 1,000            |
| Lomond 4-H Club - Capital                     | 1,270            |
| Lomond Community Club                         | 2,000            |
| Village of Lomond - Canada Fireworks          | 2,500            |
| <b>Total Cultural Funding</b>                 | <b>6,770</b>     |
| Reserves - Lomond Recreation                  | 4,104            |
| LCCAS - Reserve Advance Recovery              | 75,000           |
| LCCAS - Loan Repayment                        | 44,124           |
| <b>Total Recreation &amp; Culture Funding</b> | <b>\$932,841</b> |

| Northwest Recreation Area                |                 |
|------------------------------------------|-----------------|
| Mossleigh Kids Ball Club                 | \$1,000         |
| Arrowwood Lions                          | 7,445           |
| Arrowwood 4-H                            | 1,000           |
| Arrowwood ECS                            | 3,500           |
| Arrowwood Community Hall - Fitness       | 5,000           |
| Arrowwood Community School - Field Trips | 1,750           |
| Recreation Board Costs                   | 1,099           |
| Northwest Recreation Association         | 10,000          |
| <b>Total Recreational Funding</b>        | <b>\$30,794</b> |
| Mossleigh Community Club                 | 15,000          |
| Arrowwood Comm. Rec. Association         | 25,000          |
| Arrowwood Restoration Society            | 1,500           |
| <b>Total Cultural Funding</b>            | <b>\$41,500</b> |
| Contingency Reserve Allocation           | 1,000           |

| Champion and District Recreation Area        |                 |
|----------------------------------------------|-----------------|
| Champion Pool - Operating                    | \$35,000        |
| Champion Skating Rink                        | 5,000           |
| <b>Total Recreational Funding</b>            | <b>40,000</b>   |
| Champion Community Hall - Operating          | 15,000          |
| Champion Community Hall - Capital            | 15,000          |
| Alston Hall                                  | 500             |
| Champion Pioneers Club - Capital             | 6,500           |
| <b>Total Cultural Funding</b>                | <b>37,000</b>   |
| Contingency Reserve Allocation               | 1,000           |
| <b>Total Recreation and Cultural Funding</b> | <b>\$78,000</b> |

| Milo and District Recreation Area            |                 |
|----------------------------------------------|-----------------|
| Milo Recreation Committee - Operations       | \$36,500        |
| Milo & District Ag Society - Arena           | 5,500           |
| Milo Community School                        | 5,120           |
| Milo Curling Club                            | 5,000           |
| <b>Total Recreational Funding</b>            | <b>\$52,120</b> |
| Snake Valley Drop-in Center                  | 5,000           |
| Friends of Milo Municipal Library            | 586             |
| Milo Hall - Operations                       | 5,500           |
| <b>Total Cultural Funding</b>                | <b>\$11,086</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>\$63,356</b> |

| Vulcan and District Recreation Area          |                  |
|----------------------------------------------|------------------|
| Vulcan Arena - Operating                     | \$81,000         |
| Vulcan Swimming - Operating                  | 91,000           |
| Recreation Committee - Operations            | 50,125           |
| Summer Games Contribution                    | 8,364            |
| Vulcan & District Ag Society                 | 20,000           |
| <b>Total Recreational Funding</b>            | <b>\$250,489</b> |
| Berrywater Community Centre                  | 4,100            |
| Vulcan Regional Food Bank                    | 5,000            |
| <b>Total Cultural Funding</b>                | <b>\$9,100</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>\$292,018</b> |

**Total Recreation funding:**  
Contributions \$1,231,770  
Reserves 127,683  
**Total \$1,359,453**

**Total Cultural funding:**  
Contributions \$130,456  
Reserves N/A  
**Total \$130,456**

Total budgeted funding for recreation and cultural activities is **\$1,489,909** - funded by special tax levies, reserves, and general municipal tax revenues.

*Note: Lomond and District Recreational Area includes a one-time reserve funded contribution of \$764,098 to the Lomond Arena Project.*

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    |
| Bow River Basin WaterShed                | 2,088    |
| Foothills Forage and Grazing Association | 5,000    |
| Vulcan Regional Food Bank Society        | 5,000    |

|                                          |                    |
|------------------------------------------|--------------------|
| Vulcan and District Waste Commission     | \$978,855          |
| Twin Valley Regional Water Commission    | 37,500             |
| Doctor Retention Program- County's share | 87,034             |
| Farm Safety Center                       | 3,000              |
| Alberta Invasive Plants Council          | 1,000              |
| Vulcan County Salinity Project           | 10,000             |
| FCSS - Operating                         | 34,516             |
| FCSS - Transportation Initiative         | 19,665             |
| County of Vulcan Library Board           | 151,000            |
| <b>Total</b>                             | <b>\$1,417,762</b> |

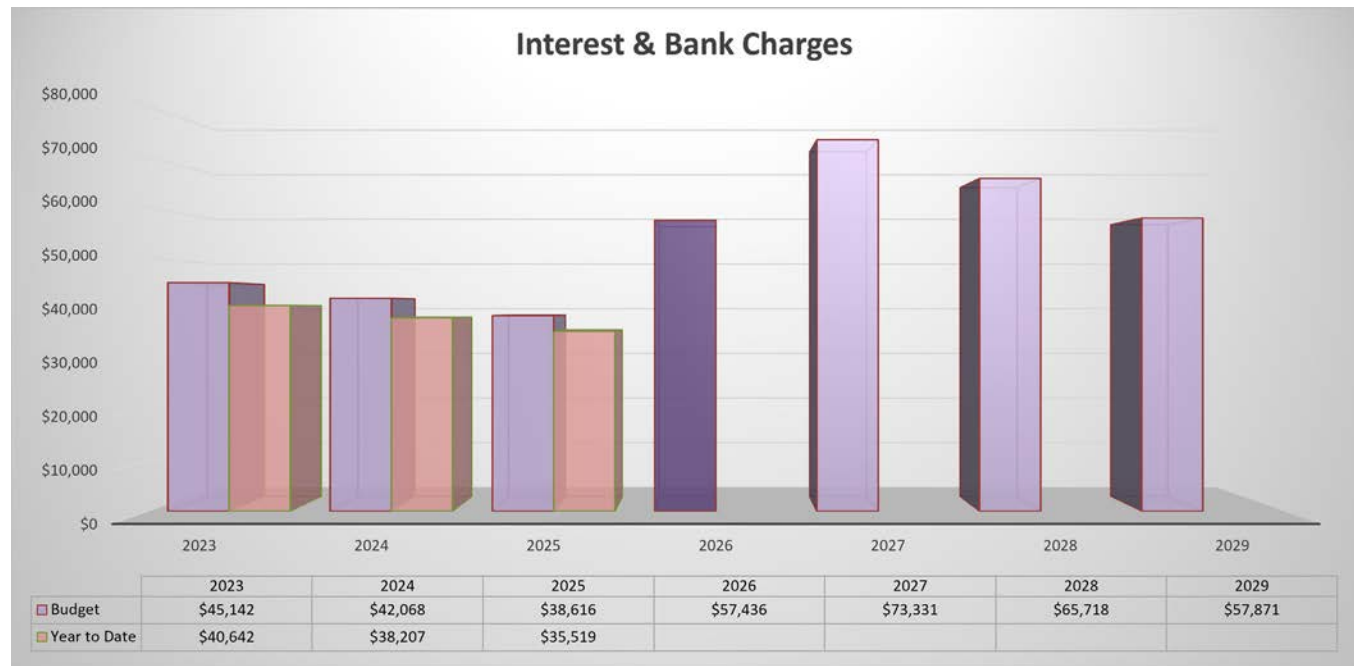
The total contributions to the fire protection areas is budgeted at \$123,695 which is specifically for the Northwest Fire Association for their operating costs to service the related fire protection area.

## 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<br>Budget Comparison and Projections | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Interest and bank charges                          |                |                |                |                   |                   |                   |
| Bank Charges and Short Term Interest               | \$ 14,990      | \$ 12,924      | \$ 14,990      | \$ 14,990         | \$ 14,990         | \$ 14,990         |
| Interest on Capital Long Term Debt                 | 23,626         | 22,595         | 42,446         | 58,341            | 50,728            | 42,881            |
|                                                    | <b>38,616</b>  | <b>35,519</b>  | <b>57,436</b>  | <b>73,331</b>     | <b>65,718</b>     | <b>57,871</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 2027-2029).



Budget 2026 includes the projected application for a \$1.25 million debenture to fund the County's capital contribution towards the Marquis Foundation Building Project as approved through Borrowing Bylaw 2025-033. This would estimate that the debenture payments would start mid-2026 and would have a full year of payments for 2027 and future years. *An alternative method is to fund through the capital reserve (the final funding method is to be determined in during 2026/2027).*

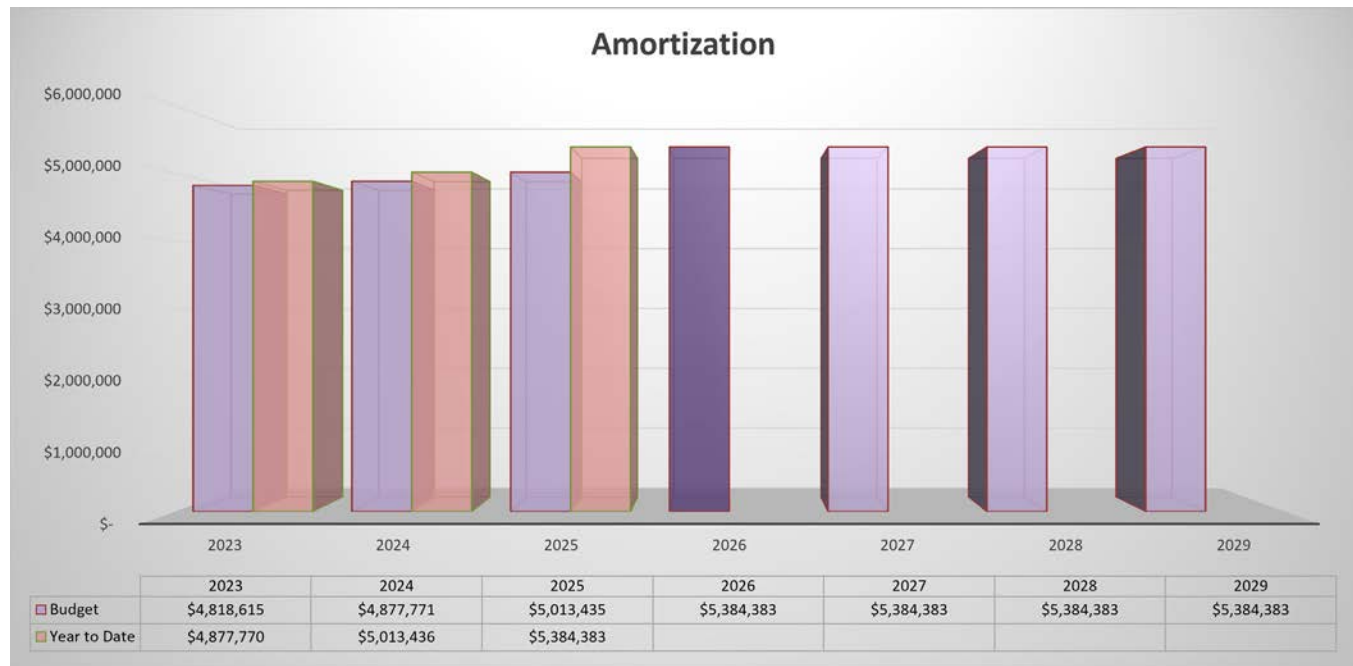
Bank charges and projected based on historical trends. The bank and credit card fee rates were budgeted based on the prior years of actual expenses and the County has recently implemented a "convenience fee" to recover the credit card fees on taxes. No change to our typical banking practices is expected, 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<br>Budget Comparison and Projections | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Amortization of tangible capital assets            | \$ 5,013,435   | \$ 5,384,383   | \$ 5,384,383   | \$ 5,384,383      | \$ 5,384,383      | \$ 5,384,383      |



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 2026 was updated for the 2025 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:

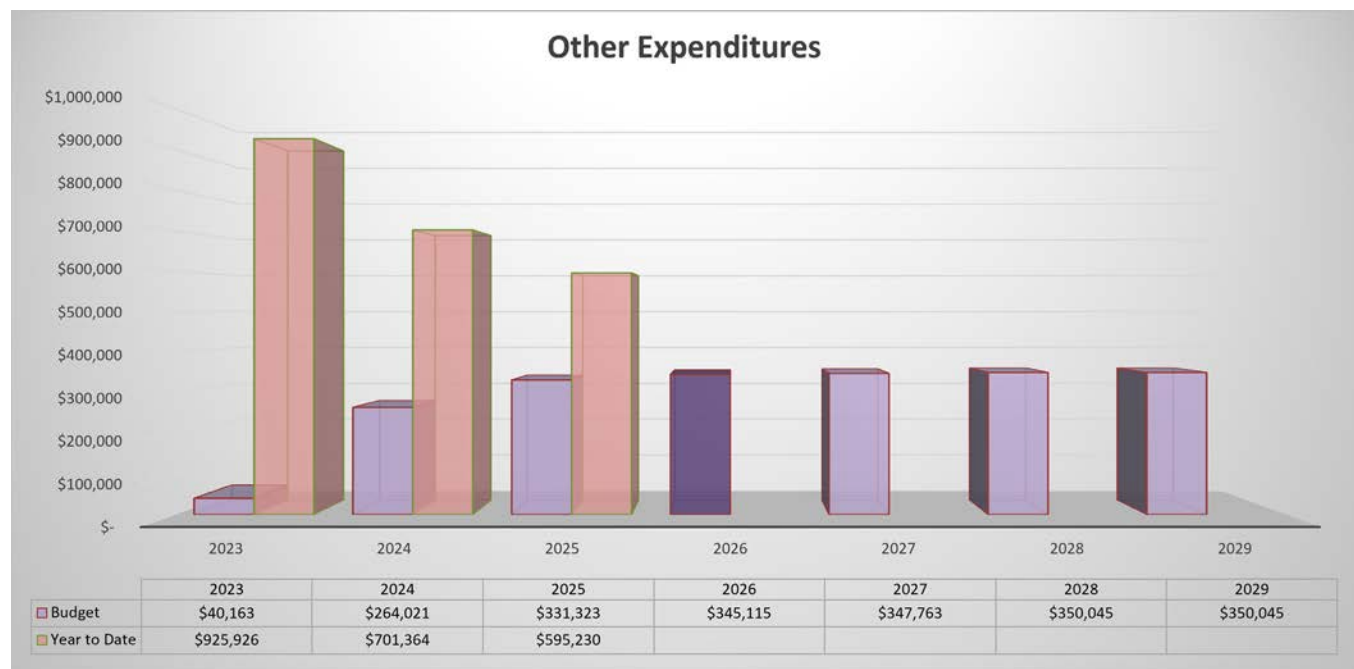


|                         |          |
|-------------------------|----------|
| Land improvements       | 15 - 45  |
| Buildings               | 25 - 50  |
| Engineered structures   |          |
| Bridges                 | 40 - 100 |
| Communication towers    | 38       |
| Roads                   | 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<br>Budget Comparison and Projections | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| <b>Other expenses</b>                              |                |                |                |                   |                   |                   |
| Contingency                                        | \$ 20,000      | \$ 25,242      | \$ 20,000      | \$ 20,000         | \$ 20,000         | \$ 20,000         |
| Tax Discounts & Write-offs                         | 282,997        | 474,030        | 291,927        | 293,492           | 294,644           | 294,644           |
| ARO Accretion                                      | 20,834         | 24,656         | 25,696         | 26,779            | 27,909            | 27,909            |
| Other                                              | 7,492          | 71,302         | 7,492          | 7,492             | 7,492             | 7,492             |
|                                                    | <b>331,323</b> | <b>595,230</b> | <b>345,115</b> | <b>347,763</b>    | <b>350,045</b>    | <b>350,045</b>    |



The actual expense in 2023-2025 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 & 2025 included a budget for Tax Discounts & Write-offs with the residual taxable linear assessment (provided by the Provincial Assessor). Budget 2026 and projections for 2027-2029 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.

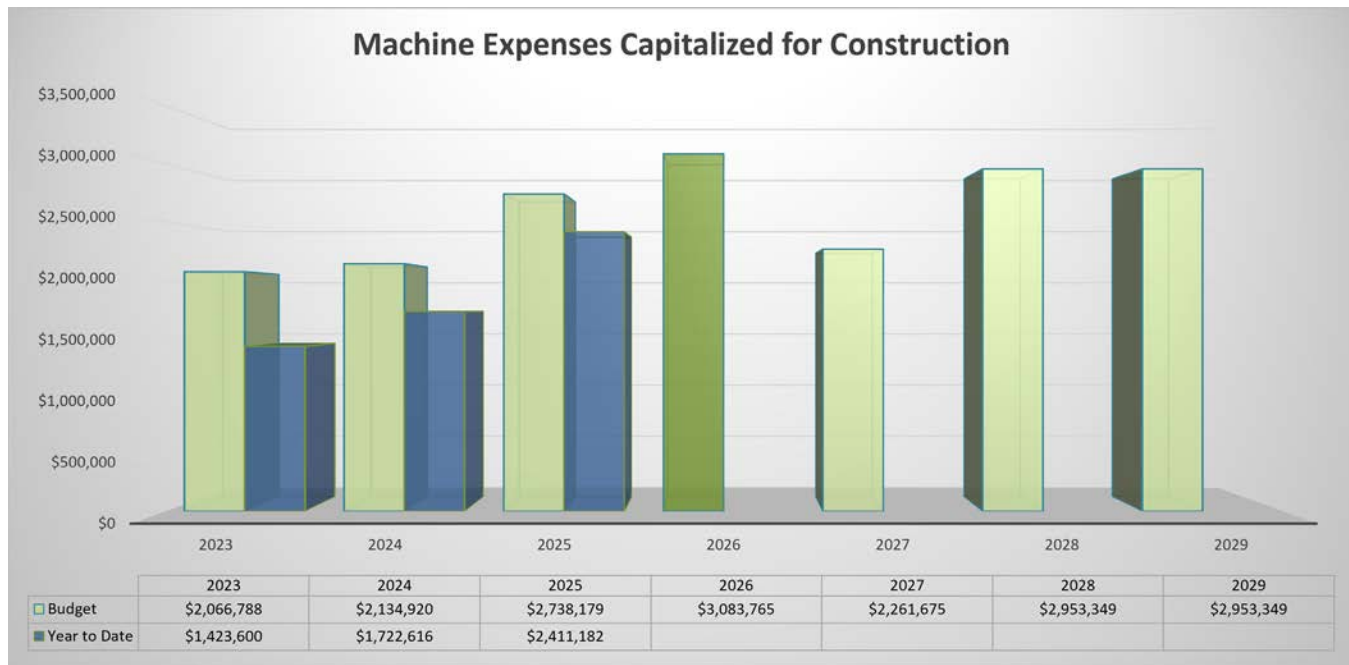
The other expenditures include contingency expenses, increases in the gravel reclamation liability, contributions of interest to reserves, Asset Retirement Obligation (ARO) accretion expenses, and other miscellaneous expenses. Most of these are not able to be projected; therefore, the budget currently 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 2027-2029 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<br>Budget Comparison and Projections | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| Machine expenses capitalized for construction      | \$ (2,738,179) | \$ (2,411,182) | \$ (3,083,765) | \$ (2,261,675)    | \$ (2,953,349)    | \$ (2,953,349)    |



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 & 2026 include the extended road construction season and 2026 also 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

#### REVENUE:

##### Net municipal taxes

|                                    | Budget<br>2026 | Budget<br>2027 | Budget<br>2028 | Budget<br>2029 |
|------------------------------------|----------------|----------------|----------------|----------------|
| Real property taxes                | \$ 8,444,950   | \$ 8,515,463   | \$ 8,625,971   | \$ 8,625,971   |
| Linear taxes                       | 16,082,856     | 16,612,770     | 16,633,572     | 16,633,572     |
| Commercial taxes                   | 1,741,816      | 1,764,905      | 1,767,354      | 1,767,354      |
| Government grants in lieu of taxes | 21,661         | 21,661         | 21,661         | 21,661         |
| Special levy                       | 1,083,159      | 1,056,311      | 1,079,227      | 1,079,227      |
| Well drilling tax                  | 156            | 156            | 156            | 156            |
|                                    | 27,374,598     | 27,971,266     | 28,127,941     | 28,127,941     |
| School requisitions                | (4,529,027)    | (4,529,027)    | (4,529,027)    | (4,529,027)    |
| Designated industrial              | (90,255)       | (90,255)       | (90,255)       | (90,255)       |
| RCMP requisitions                  | (427,926)      | (503,063)      | (592,699)      | (592,699)      |
| Seniors foundation                 | (613,278)      | (613,278)      | (613,278)      | (613,278)      |
|                                    | 21,714,112     | 22,235,643     | 22,302,682     | 22,302,682     |

##### Government transfers

|                                             |           |           |           |           |
|---------------------------------------------|-----------|-----------|-----------|-----------|
| Provincial government transfers - Operating | 654,727   | 529,163   | 529,163   | 529,163   |
| Federal government transfers - Operating    | 306,415   | 306,415   | 306,415   | 306,415   |
| Transfers from Local Government - Operating | 185,416   | 188,939   | 193,162   | 193,162   |
|                                             | 1,146,558 | 1,024,517 | 1,028,740 | 1,028,740 |

##### Return on investments

|  |         |         |         |         |
|--|---------|---------|---------|---------|
|  | 626,824 | 626,824 | 626,824 | 626,824 |
|--|---------|---------|---------|---------|

##### Sale of goods, services, and user charges

|  |         |         |         |         |
|--|---------|---------|---------|---------|
|  | 884,508 | 891,980 | 900,508 | 900,508 |
|--|---------|---------|---------|---------|

##### Rental income

|  |         |         |         |         |
|--|---------|---------|---------|---------|
|  | 322,900 | 323,100 | 322,600 | 322,600 |
|--|---------|---------|---------|---------|

##### Community aggregate levy

|  |         |         |         |         |
|--|---------|---------|---------|---------|
|  | 142,912 | 142,912 | 142,912 | 142,912 |
|--|---------|---------|---------|---------|

##### Penalties and costs of taxes

|  |         |         |         |         |
|--|---------|---------|---------|---------|
|  | 130,000 | 130,000 | 130,000 | 130,000 |
|--|---------|---------|---------|---------|

##### Other revenue

|       |        |        |        |        |
|-------|--------|--------|--------|--------|
| Fines | 16,500 | 16,500 | 16,500 | 16,500 |
|       | 16,500 | 16,500 | 16,500 | 16,500 |

#### TOTAL BUDGETED OPERATING REVENUES

#### EXPENSES:

|                                        |               |               |               |               |
|----------------------------------------|---------------|---------------|---------------|---------------|
| Salaries, wages and benefits           | \$ 11,023,312 | \$ 11,340,827 | \$ 11,484,984 | \$ 11,568,980 |
| Contracted and general services        | 4,581,481     | 3,550,944     | 3,386,024     | 3,419,927     |
| Materials, goods and utilities         | 4,467,435     | 3,646,976     | 3,721,359     | 3,792,561     |
| Transfers to local boards and agencies | 4,201,408     | 2,491,834     | 2,057,464     | 2,057,464     |
| Interest and bank charges              |               | -             | -             | -             |
| Bank Charges and Short Term Interest   | 14,990        | 14,990        | 14,990        | 14,990        |
| Interest on Capital Long Term Debt     | 42,446        | 58,341        | 50,728        | 42,881        |
|                                        | 57,436        | 73,331        | 65,718        | 57,871        |

##### Amortization of tangible capital assets

|  |           |           |           |           |
|--|-----------|-----------|-----------|-----------|
|  | 5,384,383 | 5,384,383 | 5,384,383 | 5,383,297 |
|--|-----------|-----------|-----------|-----------|

##### Machine expenses capitalized for construction

|  |             |             |             |             |
|--|-------------|-------------|-------------|-------------|
|  | (3,083,765) | (2,261,675) | (2,953,349) | (2,953,349) |
|--|-------------|-------------|-------------|-------------|

##### Other expenses

|                            |         |         |         |         |
|----------------------------|---------|---------|---------|---------|
| Contingency                | 20,000  | 20,000  | 20,000  | 20,000  |
| Tax Discounts & Write-offs | 291,927 | 293,492 | 294,644 | 294,644 |
| ARO Accretion              | 25,696  | 26,779  | 27,909  | 27,909  |
| Other                      | 7,492   | 7,492   | 7,492   | 7,492   |
|                            | 345,115 | 347,763 | 350,045 | 322,136 |

#### TOTAL BUDGETED OPERATING EXPENSES

#### RESERVE AND CAPITAL TRANSFERS:

|                                         |             |             |             |             |
|-----------------------------------------|-------------|-------------|-------------|-------------|
| Transfer of Amortization                | 5,384,383   | 5,384,383   | 5,384,383   | 5,384,383   |
| Transfer of ARO Accretion               | 25,696      | 26,779      | 27,909      | 27,909      |
| Transfer from Reserves                  | 4,975,837   | 2,354,155   | 1,015,128   | 1,013,744   |
| Transfer to Reserves                    | (5,009,510) | (6,020,585) | (5,898,059) | (5,715,421) |
| Transfer to Capital Functions           | (3,083,765) | (2,261,675) | (2,953,349) | (2,953,349) |
| Transfer to Other Functions & Inventory | (300,150)   | (300,150)   | 449,850     | 449,850     |

#### TOTAL RESERVE AND CAPITAL TRANSFERS

|  |           |           |             |             |
|--|-----------|-----------|-------------|-------------|
|  | 1,992,491 | (817,093) | (1,974,138) | (1,792,884) |
|--|-----------|-----------|-------------|-------------|

#### TOTAL NET EFFECT ON ACCUMULATED SURPLUS

|  |      |      |      |      |
|--|------|------|------|------|
|  | \$ - | \$ - | \$ - | \$ - |
|--|------|------|------|------|

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 2027-2029:

- **Net Municipal Taxes** - There is projected increases in Budget 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. There is a projected increase in the RCMP Requisition over the next couple years as the Province has revised their funding allocation model (increasing Municipal allocations).
- **Government Transfers - Operating** - There is a projected decrease after 2026 as there are some one-time project grants (i.e., Storm Water Management Plan) that should be completed in 2026 and not projected in 2027 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 or varying hours from year-to-year.
- **Contracted and General Services** - There is a projected decrease from 2026 as there multiple one-time projects in 2026 (i.e., Storm Water Management Plan, Uly Dam Pipe Liner, & projected transition for subdivision/planning). There is also some additional one-time vehicle/equipment repair projects in 2026 (i.e., rebuilds to scrapper neck and transmission). These should remain stable once these one-time costs are removed.
- **Materials, Goods & Utilities** - There is a projected decrease from 2026 as there are one-time material/equipment purchases in 2026 (i.e., grader/truck tires, equipment/tools and supplies for fire departments). There is also a projected temporary increase in diesel/fuel & steel costs projected for 2026 which is projected to normalize in 2027 and future years) These should remain stable once these one-time and/or temporary 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 \$1,381,135 in 2026 and \$462,148 in 2027 and are all reserve funded contributions. Budget 2026 also has a one-time reserve funded contribution of \$764,098 to the Lomond Arena Project, which will not reoccur in subsequent years.

# SEGMENT REPORTING

## Segment Reporting - Overview



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<br>Government | Protective<br>Services | Transportation<br>Services | Agricultural<br>Services | Planning and<br>Development<br>Services | Community<br>Services | Utility<br>Services | FINAL<br>Budget 2026<br>Total |
|-----------------------------------------------|-----------------------|------------------------|----------------------------|--------------------------|-----------------------------------------|-----------------------|---------------------|-------------------------------|
| <b>REVENUE</b>                                |                       |                        |                            |                          |                                         |                       |                     |                               |
| Net municipal taxes                           | \$ 19,688,936         | 575,165                | -                          | -                        | -                                       | 491,456               | 958,555             | \$ 21,714,112                 |
| Government transfers (operating)              | 29,150                | 312,822                | 306,415                    | 166,247                  | -                                       | 231,924               | 100,000             | 1,146,558                     |
| Return on investments                         | 626,824               | -                      | -                          | -                        | -                                       | -                     | -                   | 626,824                       |
| Sale of goods, services and user charges      | 36,200                | 134,800                | 283,983                    | 220,095                  | 185,050                                 | -                     | 24,380              | 884,508                       |
| Rental income                                 | 4,800                 | 307,800                | -                          | 10,300                   | -                                       | -                     | -                   | 322,900                       |
| Community aggregate levy                      | -                     | -                      | 142,912                    | -                        | -                                       | -                     | -                   | 142,912                       |
| Penalties and costs of taxes                  | 130,000               | -                      | -                          | -                        | -                                       | -                     | -                   | 130,000                       |
| Other revenues                                | -                     | 16,500                 | -                          | -                        | -                                       | -                     | -                   | 16,500                        |
|                                               | 20,515,910            | 1,347,087              | 733,310                    | 396,642                  | 185,050                                 | 723,380               | 1,082,935           | 24,984,314                    |
| <b>EXPENSES</b>                               |                       |                        |                            |                          |                                         |                       |                     |                               |
| Salaries, wages and benefits                  | \$ 1,856,522          | 1,572,772              | 6,401,335                  | 499,100                  | 609,322                                 | 25,036                | 59,224              | \$ 11,023,312                 |
| Contracted and general services               | 790,127               | 803,289                | 1,872,799                  | 137,975                  | 433,428                                 | 207,111               | 336,752             | 4,581,481                     |
| Materials, goods and utilities                | 410,687               | 503,705                | 3,266,170                  | 233,950                  | 4,050                                   | 6,800                 | 42,074              | 4,467,435                     |
| Transfers to local boards and agencies        | 73,671                | 123,695                | 9,120                      | 27,676                   | -                                       | 1,567,406             | 2,399,839           | 4,201,408                     |
| Interest and bank charges                     | 14,990                | -                      | -                          | -                        | -                                       | 42,446                | -                   | 57,436                        |
| Amortization of tangible capital assets       | 130,101               | 829,551                | 4,216,773                  | 137,709                  | -                                       | -                     | 69,163              | 5,383,297                     |
| Amortization of ARO tangible capital assets   | 395                   | 26                     | 560                        | 99                       | -                                       | -                     | 6                   | 1,086                         |
| Accretion ARO expenses                        | 20,175                | 89                     | 4,537                      | 24                       | -                                       | -                     | 871                 | 25,696                        |
| Machine expenses capitalized for construction | -                     | -                      | (3,083,765)                | -                        | -                                       | -                     | -                   | (3,083,765)                   |
| Other expenses                                | 311,279               | -                      | -                          | -                        | -                                       | -                     | 8,140               | 319,419                       |
|                                               | 3,607,947             | 3,833,127              | 12,687,529                 | 1,036,533                | 1,046,800                               | 1,848,799             | 2,916,069           | 26,976,805                    |
| <b>OPERATING SURPLUS - BEFORE OTHER</b>       | <b>\$ 16,907,963</b>  | <b>(2,486,040)</b>     | <b>(11,954,219)</b>        | <b>(639,891)</b>         | <b>(861,750)</b>                        | <b>(1,125,419)</b>    | <b>(1,833,134)</b>  | <b>\$ (1,992,491)</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 2026 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, 2026**

**EXPENSES**

|                                    |            |
|------------------------------------|------------|
| Legislative                        | 598,867    |
| Administration                     | 2,705,293  |
| Protection services                | 3,833,127  |
| Transportation services            | 12,687,529 |
| Environmental use and protection   | 2,916,069  |
| Family and community support       | 232,784    |
| Community planning and development | 1,046,800  |
| Agricultural services              | 1,036,533  |
| Tourism and economic development   | 69,716     |
| Parks and recreation               | 1,546,299  |
| Other                              | 303,787    |

**TOTAL EXPENSES**

26,976,805

**General Government includes:**

- Legislative
- Administration
- Other

**Community Services includes:**

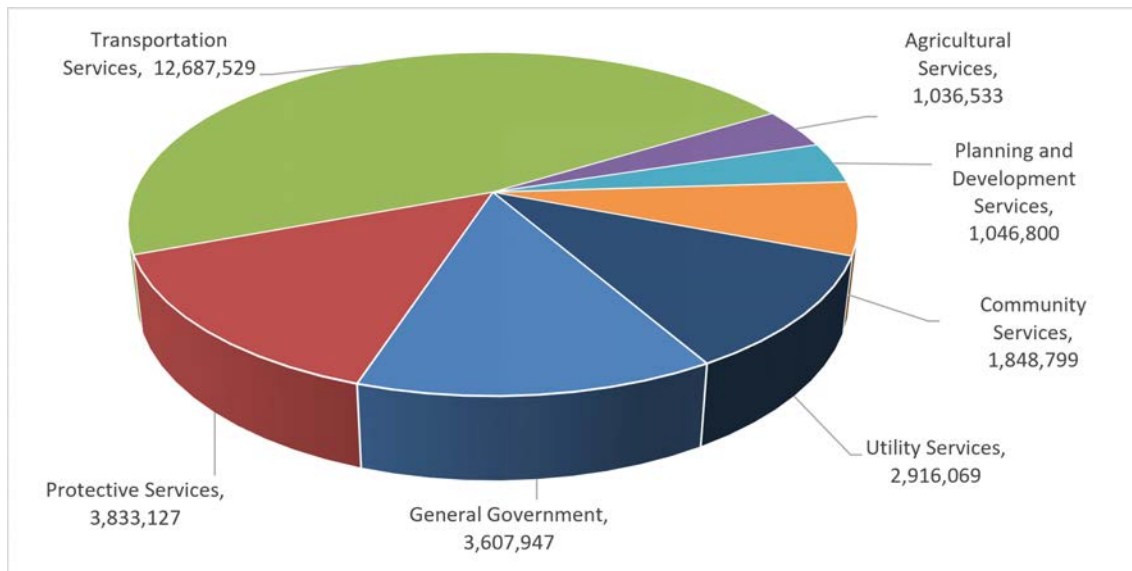
- Family and community services
- Parks and recreation
- Tourism and economic development

|                                   |           |                   |       |
|-----------------------------------|-----------|-------------------|-------|
| General Government                |           | 3,607,947         | 13.4% |
| Legislative                       | 598,867   |                   |       |
| Administration                    | 2,705,293 |                   |       |
| Other General                     | 303,787   |                   |       |
| Protective Services               |           | 3,833,127         | 14.2% |
| Transportation Services           |           | 12,687,529        | 47.0% |
| Agricultural Services             |           | 1,036,533         | 3.8%  |
| Planning and Development Services |           | 1,046,800         | 3.9%  |
| Community Services                |           | 1,848,799         | 6.9%  |
| Family and Community Services     | 232,784   |                   |       |
| Parks and Recreation              | 1,546,299 |                   |       |
| Tourism and Economic Development  | 69,716    |                   |       |
| Utility Services                  |           | 2,916,069         | 10.8% |
|                                   |           | <b>26,976,805</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 largest segment of the County's Expenditures (approx. 47.0%). As a County, the majority of the municipal activities typically relate to road and bridge infrastructure.



Introductory



Operating Budget



Capital & Reserves



Appendix & Glossary



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

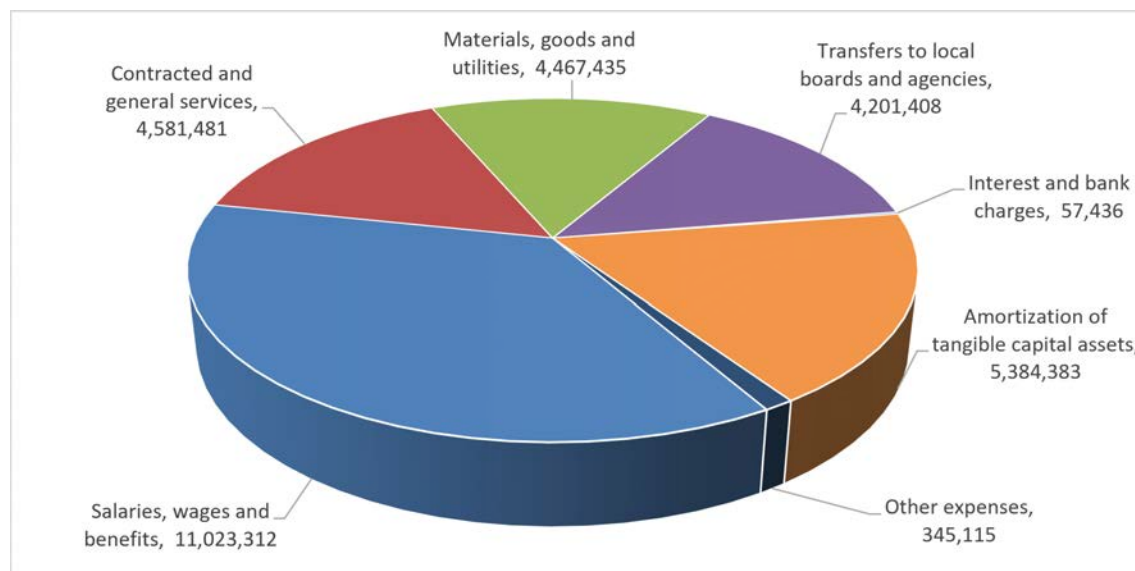
### Expenses - by segment/department

|                                   |           |                   |       |
|-----------------------------------|-----------|-------------------|-------|
| General Government                |           | 3,607,947         | 13.4% |
| Legislative                       | 598,867   |                   |       |
| Administration                    | 2,705,293 |                   |       |
| Other General                     | 303,787   |                   |       |
| Protective Services               |           | 3,833,127         | 14.2% |
| Transportation Services           |           | 12,687,529        | 47.0% |
| Agricultural Services             |           | 1,036,533         | 3.8%  |
| Planning and Development Services |           | 1,046,800         | 3.9%  |
| Community Services                |           | 1,848,799         | 6.9%  |
| Family and Community Services     | 232,784   |                   |       |
| Parks and Recreation              | 1,546,299 |                   |       |
| Tourism and Economic Development  | 69,716    |                   |       |
| Utility Services                  |           | 2,916,069         | 10.8% |
|                                   |           | <b>26,976,805</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                  | 11,023,312         | 36.7% |
| Contracted and general services               | 4,581,481          | 15.2% |
| Materials, goods and utilities                | 4,467,435          | 14.9% |
| Transfers to local boards and agencies        | 4,201,408          | 14.0% |
| Interest and bank charges                     | 57,436             | 0.2%  |
| Amortization of tangible capital assets       | 5,384,383          | 17.9% |
| Other expenses                                | 345,115            | 1.1%  |
|                                               | <b>30,060,570</b>  |       |
| Machine expenses capitalized for construction | <b>(3,083,765)</b> |       |
|                                               | <b>26,976,805</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 2026

#### 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) | -                  | -                   | 47.45                   | -                     | -                                 | 47.45     |
| Corporate Services        | 8.00               | -                   | -                       | -                     | -                                 | 8.00      |
| Protective Services       | -                  | 7.05                | -                       | -                     | -                                 | 7.05      |
| Agricultural Services     | -                  | -                   | -                       | 2.59                  | -                                 | 2.59      |
| Development Services      | -                  | -                   | -                       | -                     | 3.00                              | 3.00      |
| Legislative Services      | 3.00               | -                   | -                       | -                     | -                                 | 3.00      |
|                           | 13.00              | 8.05                | 48.45                   | 3.59                  | 3.00                              | 76.09     |

\* 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 2025. 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 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                                | -                    | -                   | -                       | -                     | -                                 | -                  | -                | -                       |
|                                               | 18,178,455           | 1,219,766           | 826,978                 | 395,342               | 141,500                           | 747,960            | 953,001          | 22,463,002              |
| <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                 |
|                                               | 3,574,262            | 3,524,052           | 12,043,712              | 986,950               | 830,796                           | 1,076,985          | 1,884,474        | 23,921,232              |
| <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>   |

## Key Priorities & Goals by Segment

The following is an analysis indicating how the Reporting Segment's "Departmental Objectives, Goals, and Performance Measures" (as provided in each of the following sections) correlate and are linked to the **Key Priorities & Goals of the County's Strategic Plan**. See the legend for noting each of the related reporting segments:

|    |                                   |
|----|-----------------------------------|
| GG | General Government                |
| PS | Protective Services               |
| TS | Transportation Service            |
| AS | Agricultural Services             |
| PD | Planning and Development Services |
| CS | Community Services                |
| US | Utility Services                  |



| GG | PS | TS | AS | PD | CS | US | Strategic Priorities #1<br>Economic Resiliency                                                                                                                                                                    |
|----|----|----|----|----|----|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| X  |    |    |    | X  |    |    | Provide County staff with the resources and training to develop programs and initiatives conducive to economic growth.                                                                                            |
|    |    |    |    | X  |    |    | Rewrite of the Vulcan County Municipal Development Plan, to ensure good planning process and consistency with other statutory documents and legislative requirements.                                             |
|    |    |    |    | X  |    |    | Rewrite the Wyndham Carseland Area Structure Plan                                                                                                                                                                 |
|    |    |    |    | X  |    |    | Rewrite the Mossleigh Area Structure Plan                                                                                                                                                                         |
| X  |    | X  |    | X  |    |    | Complete and promote the Vulcan County Industrial Park build and explore other opportunities for similar developments.                                                                                            |
|    |    |    |    | X  |    |    | Continue to encourage businesses to register in the Vulcan County business directory. Create and maintain an online business directory.                                                                           |
|    |    |    |    | X  |    |    | 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) |
|    |    |    |    | X  |    |    | Standardized requirements of what is considered a complete development application.                                                                                                                               |
| X  |    | X  |    | X  |    |    | Continue to explore Marina Development on MacGregor Reservoir.                                                                                                                                                    |
| X  |    | X  |    |    |    | X  | Procure additional water licencing through water allocation transfers to support economic growth.                                                                                                                 |



| GG | PS | TS | AS | PD | CS | US | Strategic Priorities #2<br>Continued Collaboration with Regional Partners                                                                                                                          |
|----|----|----|----|----|----|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| X  |    |    |    | X  |    |    | Review of Intermunicipal Development Plans and Intermunicipal Collaborative Frameworks with municipal neighbours.                                                                                  |
| X  |    |    | X  |    |    |    | 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. |
| X  |    |    |    |    |    |    | Review and establish cost sharing formulas for funding that are equitable to all parties.                                                                                                          |
| X  |    |    |    |    |    |    | Institute annual meetings with the Siksika Nation to investigate opportunities for partnerships.                                                                                                   |
| X  |    | X  |    |    |    |    | Explore opportunities and options with the Vulcan District Waste Commission which will allow for cost savings and stable requisitions.                                                             |
|    | X  |    |    |    |    |    | Build Upon community relationships and have more of a non-emergency presence at events.                                                                                                            |
| X  |    |    |    |    |    |    | In collaboration with Siksika Nation, Arrowwood and Wheatland County, continue to pressure for bridge improvements on HWY's 547 & 842.                                                             |
| X  |    | X  |    | X  |    |    | Seek joint development areas with urban neighbors.                                                                                                                                                 |



| GG | PS | TS | AS | PD | CS | US | Strategic Priorities #3<br>Continued Investment into Infrastructure and Required Equipment                                                                                                                                     |
|----|----|----|----|----|----|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| X  | X  | X  | X  |    |    | X  | Continued refinement and review of the 5 and 20 year capital plans for equipment and infrastructure construction and replacement.                                                                                              |
|    |    | X  |    |    |    |    | Review and approval of a 4-year road and bridge construction program that recognizes efficiencies in engineering, construction, and project tendering.                                                                         |
| X  | X  | X  | X  |    |    | X  | 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.                                       |
|    |    | X  |    |    |    |    | 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)                                                     |
| X  |    | X  |    |    |    |    | 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 graveling program. |
| X  |    |    |    |    |    |    | Create interactive mapping which provides information and grading and graveling programs.                                                                                                                                      |
| X  |    | X  |    |    |    |    | Undertake cost analysis for replacement of County building infrastructure.                                                                                                                                                     |
| X  |    |    |    |    |    |    | Lobby the Provincial Government for increased infrastructure funding.                                                                                                                                                          |
|    |    | X  |    |    |    |    | Provide some minimal maintenance on undeveloped road allowances in support of farming operations based on budget availability and staff capacity.                                                                              |

GG General Government  
PS Protective Services  
TS Transportation Services  
AS Agricultural Services

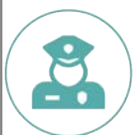
PD Planning and Development Services  
CS Community Services  
US Utility Services



| GG | PS | TS | AS | PD | CS | US | Strategic Priorities # 4<br>Responsible and Transparent Leadership and Governance                                                                                                                                            |
|----|----|----|----|----|----|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| X  | X  | X  | X  | X  | X  | X  | Provide levels of service that balance ratepayer needs with organizational capacity.                                                                                                                                         |
| X  | X  | X  | X  | X  | X  | X  | Build community confidence through responsible governance for long term sustainability.                                                                                                                                      |
| X  |    |    |    |    |    |    | 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. |
| X  |    |    |    | X  | X  |    | Improve public communications through our website, social media accounts, and print media. Review our meeting access options such as livestream and recorded options.                                                        |
| X  |    |    |    |    |    |    | Continued review of taxation rates as to remain competitive with our rural neighbours and explore tax guideline options.                                                                                                     |
| X  |    | X  |    |    |    |    | Maintain our COR (Certificate of Recognition) certification which was achieved in 2020.                                                                                                                                      |
| X  |    |    |    | X  |    |    | Modernize the County website, allowing for easier navigation, updated content and a fresh look.                                                                                                                              |
|    |    |    |    | X  |    |    | Develop Environmental and Municipal Reserve Policy                                                                                                                                                                           |
| X  |    |    |    |    |    |    | Improved communication from Council regarding the ongoings of committees and boards on which they are appointed to.                                                                                                          |



| GG | PS | TS | AS | PD | CS | US | Strategic Priorities # 5<br>Continued Support of Our Agricultural Industry                                                                                                                                              |
|----|----|----|----|----|----|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| X  |    |    | X  |    |    |    | Vulcan County will continue to have an active an engaged Agricultural Service Board that reviews and investigates new programing and services which are of benefit to our Agricultural Industry                         |
| X  |    |    | X  |    |    |    | Marginal Land Recovery Grant This program will help landowners with seeding marginal lands to grass and forages.                                                                                                        |
|    |    |    | X  |    |    |    | Investigate and purchase specialized agricultural equipment for our ratepayers that would not be available for rent or feasible to purchase.                                                                            |
|    |    |    | X  |    |    |    | Work with Alberta Agriculture to assist them with the annual field scouting and inspection of various crop disease and insects.                                                                                         |
|    |    |    | X  | X  |    |    | 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. |
|    |    |    | X  |    |    |    | 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.                                      |
| X  |    |    | X  |    |    |    | Develop and maintain a digital weed database for Vulcan County.                                                                                                                                                         |



| GG | PS | TS | AS | PD | CS | US | Strategic Priorities # 6<br>Safe Communities                                                                                                                                                                                                     |
|----|----|----|----|----|----|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | X  |    |    |    |    |    | Continue with education as a primary value in regard to enforcement.                                                                                                                                                                             |
| X  | X  | X  | X  | X  |    |    | Training and exercises through the Vulcan County Regional Emergency Response Partnership.                                                                                                                                                        |
| X  | X  |    |    |    |    |    | Engage RCMP on comprehensive policing and crime prevention strategy for the County.                                                                                                                                                              |
| X  | X  |    |    |    |    |    | Continue to pressure the Province for better rural ambulance servicing in our region.                                                                                                                                                            |
|    | X  |    |    |    |    |    | Continue to be fully compliant with the NFPA standards to operate at the service levels identified in the Bylaw.                                                                                                                                 |
| X  | X  |    |    |    |    |    | Explore Firefighter recruitment incentives to ensure sufficient staffing at all fire halls.                                                                                                                                                      |
|    | X  |    |    |    |    |    | Increase the delivery of prevention, and preparedness amongst our aging population.                                                                                                                                                              |
|    | X  |    |    |    |    |    | 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. |
| X  | X  |    |    |    |    |    | Develop Council awareness of the Incident Command System, as well as Council awareness of obligations regarding emergency management in legislation.                                                                                             |



| GG | PS | TS | AS | PD | CS | US | Strategic Priorities #7<br>Attract, Engage, and Retain New and Existing Employees                              |
|----|----|----|----|----|----|----|----------------------------------------------------------------------------------------------------------------|
| X  | X  | X  | X  | X  |    |    | Provide appropriate cross-training opportunities which will benefit staffing capacity and succession planning. |
| X  |    |    |    |    |    |    | Enhance the performance review tools for supervisors.                                                          |
| X  |    |    |    |    |    |    | Undertake compensation reviews to ensure Vulcan County is competitive within the market.                       |
| X  | X  | X  | X  | X  |    |    | Ensure adequate staffing to provide appropriate levels of service                                              |



## 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 includes: 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<br>Segment Reporting       | Budget<br>2026       | Budget<br>2025       | Change           |
|-----------------------------------------------|----------------------|----------------------|------------------|
| <b>REVENUE</b>                                |                      |                      |                  |
| Net municipal taxes                           | \$ 19,688,936        | \$ 17,285,905        | 2,403,031        |
| Government transfers (operating)              | 29,150               | 29,150               | -                |
| Return on investments                         | 626,824              | 676,824              | (50,000)         |
| Sale of goods, services and user charges      | 36,200               | 51,776               | (15,576)         |
| Rental income                                 | 4,800                | 4,800                | -                |
| Community aggregate levy                      | -                    | -                    | -                |
| Penalties and costs of taxes                  | 130,000              | 130,000              | -                |
| Other revenues                                | -                    | -                    | -                |
|                                               | <b>\$ 20,515,910</b> | <b>\$ 18,178,455</b> | <b>2,337,455</b> |
| <b>EXPENSES</b>                               |                      |                      |                  |
| Salaries, wages and benefits                  | \$ 1,856,522         | \$ 1,819,609         | 36,914           |
| Contracted and general services               | 790,127              | 802,501              | (12,374)         |
| Materials, goods and utilities                | 410,687              | 421,391              | (10,704)         |
| Transfers to local boards and agencies        | 73,671               | 73,896               | (225)            |
| Interest and bank charges                     | 14,990               | 14,990               | -                |
| Amortization of tangible capital assets       | 130,101              | 128,017              | 2,084            |
| Amortization of ARO tangible capital assets   | 395                  | 395                  | -                |
| Accretion ARO expenses                        | 20,175               | 16,149               | 4,026            |
| Machine expenses capitalized for construction | -                    | -                    | -                |
| Other expenses                                | 311,279              | 297,315              | 13,964           |
|                                               | <b>\$ 3,607,947</b>  | <b>\$ 3,574,262</b>  | <b>33,685</b>    |
| <b>OPERATING SURPLUS - BEFORE OTHER</b>       | <b>\$ 16,907,963</b> | <b>\$ 14,604,193</b> | <b>2,303,770</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

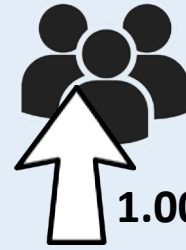
The expenditures are the costs required to provide the services included in this segment. These are the costs for the following:

- 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):



**1.00 FTE**

Introductory

Operating Budget

Capital & Reserves

Appendix & Glossary

### General Government Full-Time Equivalents (FTE)

|                      | 2026 Budget  | 2025 Budget  | 2025 Actual  | Change in Budget |
|----------------------|--------------|--------------|--------------|------------------|
| Management           | 2.00         | 2.00         | 2.01         | -                |
| Corporate Services   | 8.00         | 8.00         | 7.62         | -                |
| Legislative Services | 3.00         | 2.00         | 2.15         | 1.00             |
|                      | <b>13.00</b> | <b>12.00</b> | <b>11.77</b> | <b>1.00</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). The increase of 1.00 FTE relates to a redistribution of staffing of 0.67 FTE from Planning and Development to General Government and an increase of 0.33 FTE for a staff position that was a partial FTE in the prior year due to a medical leave.

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

### General Government - Segment Budget 2026

|                                               | General<br>Municipal<br>10-00 | Legislative<br>General<br>11-00 | Legislative<br>Division 1<br>11-01 | Legislative<br>Division 2<br>11-02 | Legislative<br>Division 3<br>11-03 | Legislative<br>Division 4<br>11-04 | Legislative<br>Division 5<br>11-05 | Legislative<br>Division 6<br>11-06 |
|-----------------------------------------------|-------------------------------|---------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| <b>REVENUE</b>                                |                               |                                 |                                    |                                    |                                    |                                    |                                    |                                    |
| Net municipal taxes                           | \$ 19,630,916                 | -                               | -                                  | -                                  | -                                  | -                                  | -                                  | -                                  |
| Government transfers (operating)              | -                             | -                               | -                                  | -                                  | -                                  | -                                  | -                                  | -                                  |
| Return on investments                         | 626,824                       | -                               | -                                  | -                                  | -                                  | -                                  | -                                  | -                                  |
| Sale of goods, services and user charges      | -                             | -                               | -                                  | -                                  | -                                  | -                                  | -                                  | -                                  |
| Rental income                                 | 4,800                         | -                               | -                                  | -                                  | -                                  | -                                  | -                                  | -                                  |
| Community aggregate levy                      | -                             | -                               | -                                  | -                                  | -                                  | -                                  | -                                  | -                                  |
| Penalties and costs of taxes                  | 130,000                       | -                               | -                                  | -                                  | -                                  | -                                  | -                                  | -                                  |
| Other revenues                                | -                             | -                               | -                                  | -                                  | -                                  | -                                  | -                                  | -                                  |
|                                               | <b>20,392,540</b>             | <b>-</b>                        | <b>-</b>                           | <b>-</b>                           | <b>-</b>                           | <b>-</b>                           | <b>-</b>                           | <b>-</b>                           |
| <b>EXPENSES</b>                               |                               |                                 |                                    |                                    |                                    |                                    |                                    |                                    |
| Salaries, wages and benefits                  | \$ -                          | 187,324                         | 39,165                             | 34,209                             | 41,222                             | 50,755                             | 45,679                             | 38,348                             |
| Contracted and general services               | 35,532                        | 52,899                          | 7,150                              | 3,855                              | 3,576                              | 15,569                             | 13,894                             | 8,130                              |
| Materials, goods and utilities                | 30,222                        | 13,065                          | -                                  | -                                  | -                                  | -                                  | -                                  | -                                  |
| Transfers to local boards and agencies        | 73,671                        | -                               | -                                  | -                                  | -                                  | -                                  | -                                  | -                                  |
| 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                                | 301,742                       | -                               | -                                  | -                                  | -                                  | -                                  | -                                  | -                                  |
|                                               | <b>441,167</b>                | <b>253,288</b>                  | <b>46,315</b>                      | <b>38,064</b>                      | <b>44,798</b>                      | <b>66,324</b>                      | <b>59,573</b>                      | <b>46,478</b>                      |
| <b>OPERATING SURPLUS (DEFICIT)</b>            | <b>\$ 19,951,373</b>          | <b>(253,288)</b>                | <b>(46,315)</b>                    | <b>(38,064)</b>                    | <b>(44,798)</b>                    | <b>(66,324)</b>                    | <b>(59,573)</b>                    | <b>(46,478)</b>                    |

### General Government - Segment Budget 2026

|                                               | Legislative<br>Division 7<br>11-07 | General<br>Administration<br>12-02 | Elections,<br>Census and<br>Referendums<br>19-01 | Other<br>Government<br>Requisitions<br>81-01 | General<br>Government<br>Total |
|-----------------------------------------------|------------------------------------|------------------------------------|--------------------------------------------------|----------------------------------------------|--------------------------------|
| <b>REVENUE</b>                                |                                    |                                    |                                                  |                                              |                                |
| Net municipal taxes                           | \$ -                               | -                                  | -                                                | 58,020                                       | <b>19,688,936</b>              |
| Government transfers (operating)              | -                                  | 29,150                             | -                                                | -                                            | <b>29,150</b>                  |
| Return on investments                         | -                                  | -                                  | -                                                | -                                            | <b>626,824</b>                 |
| Sale of goods, services and user charges      | -                                  | 36,200                             | -                                                | -                                            | <b>36,200</b>                  |
| Rental income                                 | -                                  | -                                  | -                                                | -                                            | <b>4,800</b>                   |
| Community aggregate levy                      | -                                  | -                                  | -                                                | -                                            | <b>-</b>                       |
| Penalties and costs of taxes                  | -                                  | -                                  | -                                                | -                                            | <b>130,000</b>                 |
| Other revenues                                | -                                  | -                                  | -                                                | -                                            | <b>-</b>                       |
|                                               | <b>-</b>                           | <b>65,350</b>                      | <b>-</b>                                         | <b>58,020</b>                                | <b>20,515,910</b>              |
| <b>EXPENSES</b>                               |                                    |                                    |                                                  |                                              |                                |
| Salaries, wages and benefits                  | \$ 35,459                          | 1,384,361                          | -                                                | -                                            | <b>1,856,522</b>               |
| Contracted and general services               | 8,568                              | 640,954                            | -                                                | -                                            | <b>790,127</b>                 |
| Materials, goods and utilities                | -                                  | 367,400                            | -                                                | -                                            | <b>410,687</b>                 |
| Transfers to local boards and agencies        | -                                  | -                                  | -                                                | -                                            | <b>73,671</b>                  |
| Interest and bank charges                     | -                                  | 14,990                             | -                                                | -                                            | <b>14,990</b>                  |
| Amortization of tangible capital assets       | -                                  | 130,101                            | -                                                | -                                            | <b>130,101</b>                 |
| Amortization of ARO tangible capital assets   | -                                  | 395                                | -                                                | -                                            | <b>395</b>                     |
| Accretion ARO expenses                        | -                                  | 20,175                             | -                                                | -                                            | <b>20,175</b>                  |
| Machine expenses capitalized for construction | -                                  | -                                  | -                                                | -                                            | <b>-</b>                       |
| Other expenses                                | -                                  | -                                  | -                                                | 9,537                                        | <b>311,279</b>                 |
|                                               | <b>44,027</b>                      | <b>2,558,376</b>                   | <b>-</b>                                         | <b>9,537</b>                                 | <b>3,607,947</b>               |
| <b>OPERATING SURPLUS (DEFICIT)</b>            | <b>\$ (44,027)</b>                 | <b>(2,493,026)</b>                 | <b>-</b>                                         | <b>48,483</b>                                | <b>16,907,963</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<br>Budget Segments                                              | Budget<br>2025       | Actual<br>2025       | Budget<br>2026       | Projected<br>2027    | Projected<br>2028    | Projected<br>2029    |
|-------------------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>SEGMENT - GENERAL GOVERNMENT</b>                                           |                      |                      |                      |                      |                      |                      |
| <b>REVENUES:</b>                                                              |                      |                      |                      |                      |                      |                      |
| 10-00 General Municipal Function                                              | \$ 18,122,313        | \$ 18,407,835        | \$ 20,392,540        | \$ 20,831,165        | \$ 20,831,165        | \$ 20,831,165        |
| 11-00 Legislative Services - General                                          | -                    | -                    | -                    | -                    | -                    | -                    |
| 12-02 General Administration                                                  | 65,350               | 79,544               | 65,350               | 65,350               | 65,350               | 65,350               |
| 19-01 Elections, Census and Referendums                                       | 15,576               | -                    | -                    | -                    | -                    | -                    |
| 81-01 Other Government Requisitions                                           | 32,960               | 109,990              | 26,124               | 84,748               | 95,234               | 99,269               |
|                                                                               | <b>18,170,279</b>    | <b>18,597,370</b>    | <b>20,484,014</b>    | <b>20,981,263</b>    | <b>20,991,749</b>    | <b>20,995,784</b>    |
| <b>EXPENSES:</b>                                                              |                      |                      |                      |                      |                      |                      |
| 10-00 General Municipal Function                                              | \$ 410,950           | \$ 680,492           | \$ 441,167           | \$ 440,545           | \$ 414,485           | \$ 416,922           |
| 11-00 Legislative Services - General                                          | 244,666              | 226,775              | 253,288              | 246,659              | 249,813              | 252,627              |
| 11-01 Legislative Services - Division 1                                       | 48,538               | 36,321               | 46,315               | 46,071               | 46,756               | 46,893               |
| 11-02 Legislative Services - Division 2                                       | 37,697               | 39,452               | 38,064               | 37,424               | 38,009               | 38,082               |
| 11-03 Legislative Services - Division 3 (Reeve)                               | 44,573               | 46,762               | 44,798               | 45,279               | 46,014               | 46,086               |
| 11-04 Legislative Services - Division 4 (Deputy Reeve)                        | 67,783               | 59,569               | 66,324               | 68,732               | 67,338               | 67,612               |
| 11-05 Legislative Services - Division 5                                       | 61,176               | 64,683               | 59,573               | 62,496               | 61,029               | 61,281               |
| 11-06 Legislative Services - Division 6                                       | 50,801               | 41,833               | 46,478               | 47,342               | 48,033               | 48,190               |
| 11-07 Legislative Services - Division 7                                       | 46,365               | 43,962               | 44,027               | 46,992               | 47,661               | 47,832               |
| 12-02 General Administration                                                  | 2,529,765            | 2,347,323            | 2,558,376            | 2,632,653            | 2,621,296            | 2,653,323            |
| 19-01 Elections, Census and Referendums                                       | 23,772               | 512                  | -                    | -                    | -                    | -                    |
|                                                                               | <b>3,566,086</b>     | <b>3,587,683</b>     | <b>3,598,410</b>     | <b>3,674,193</b>     | <b>3,640,434</b>     | <b>3,678,848</b>     |
| <b>OPERATING SURPLUS - BEFORE OTHER<br/>(EXCLUDING CAPITAL AND TRANSFERS)</b> | <b>\$ 14,604,193</b> | <b>\$ 15,009,686</b> | <b>\$ 16,885,604</b> | <b>\$ 17,307,070</b> | <b>\$ 17,351,315</b> | <b>\$ 17,316,936</b> |

## BUDGET HIGHLIGHTS

The following are some of the 2026 budget highlights for General Government:

- Increases in assessment values (including the projected completion of the 494-megawatt (MW) Buffalo Plains Wind Farm which was energized in late 2024, completed in during 2025, and was finally commissioned in November 2025. The County was able to be reduced the General Municipal Tax Rates for non-residential (8.86%), small business properties (20.25%), and a reduction to residential tax rates (2.27%). These updated general municipal tax rates are now in-line with the multi-year tax rate goals that were established by County Council in 2022/2023 as part of the County's Strategic Plan
- 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 had decreases in legal costs considered non-recoverable on collection of Tax Arrears (couple of oil & gas companies currently going through insolvency in prior year).
- Increases in Materials, Goods & Utilities had decreases as the prior year included additional one-time Council technology replacements with the elections in late 2025.
- Other expenses increased in Budget 2026 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.
- The prior year includes costs specific to the election in late 2025 (department 19-01); whereas, elections are typically done every 4 years (next election in 2029).

## 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. 2025 is was the prior election year; therefore no related costs until the next projected election (2029).

### **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.



Introductory



Operating Budget



Capital & Reserves



Appendix & Glossary



## 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<br>Segment Reporting      | Budget<br>2026      | Budget<br>2025      | Change           |
|-----------------------------------------------|---------------------|---------------------|------------------|
| <b>REVENUE</b>                                |                     |                     |                  |
| Net municipal taxes                           | \$ 575,165          | \$ 494,256          | 80,909           |
| Government transfers (operating)              | 312,822             | 287,330             | 25,491           |
| Return on investments                         | -                   | -                   | -                |
| Sale of goods, services and user charges      | 134,800             | 118,800             | 16,000           |
| Rental income                                 | 307,800             | 307,880             | (80)             |
| Community aggregate levy                      | -                   | -                   | -                |
| Penalties and costs of taxes                  | -                   | -                   | -                |
| Other revenues                                | 16,500              | 11,500              | 5,000            |
|                                               | <b>\$ 1,347,087</b> | <b>\$ 1,219,766</b> | <b>127,320</b>   |
| <b>EXPENSES</b>                               |                     |                     |                  |
| Salaries, wages and benefits                  | \$ 1,572,772        | \$ 1,436,917        | 135,855          |
| Contracted and general services               | 803,289             | 776,164             | 27,125           |
| Materials, goods and utilities                | 503,705             | 484,510             | 19,194           |
| Transfers to local boards and agencies        | 123,695             | 110,000             | 13,695           |
| Interest and bank charges                     | -                   | -                   | -                |
| Amortization of tangible capital assets       | 829,551             | 710,854             | 118,697          |
| Amortization of ARO tangible capital assets   | 26                  | 26                  | -                |
| Accretion ARO expenses                        | 89                  | 66                  | 23               |
| Machine expenses capitalized for construction | -                   | -                   | -                |
| Other expenses                                | -                   | 5,515               | 5,515            |
|                                               | <b>\$ 3,833,127</b> | <b>\$ 3,524,052</b> | <b>309,075</b>   |
| <b>OPERATING SURPLUS - BEFORE OTHER</b>       | <b>(2,486,040)</b>  | <b>(2,304,286)</b>  | <b>(181,754)</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

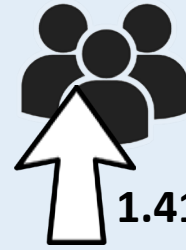
The expenditures are the costs required to provide the services included in this segment. These are the costs for the following:

- 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):



**1.41 FTE**

Introductory

Operating Budget

Capital & Reserves

Appendix & Glossary

### Protective Services Full-Time Equivalents (FTE)

|                     | 2026 Budget | 2025 Budget | 2025 Actual | Change in Budget |
|---------------------|-------------|-------------|-------------|------------------|
| Management          | 1.00        | 1.00        | 1.09        | -                |
| Protective Services | 7.05        | 5.64        | 5.42        | 1.41             |
|                     | 8.05        | 6.64        | 6.51        | 1.41             |

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 1.41 FTE relates to the reinstatement of the Deputy Fire Chief position, increases to the automotive mechanic allocations, and a net decrease to the administrative support (prior year included temporary administrative support).

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

#### Protective Services - Segment Budget 2026

|                                               | Police Protection<br>21-01 | Fire Protection General<br>23-01 | Fire Prevention General<br>23-02 | Fire Protection Northwest<br>23-16 | Fire Protection Milo<br>23-17 | Fire Protection Lomond<br>23-19 | Fire Protection Champion<br>23-20 | Fire Protection Carmangay<br>23-21 |
|-----------------------------------------------|----------------------------|----------------------------------|----------------------------------|------------------------------------|-------------------------------|---------------------------------|-----------------------------------|------------------------------------|
| <b>REVENUE</b>                                |                            |                                  |                                  |                                    |                               |                                 |                                   |                                    |
| Net municipal taxes                           | \$ -                       | -                                | -                                | 167,188                            | 128,661                       | 71,003                          | 61,887                            | 85,447                             |
| Government transfers (operating)              | -                          | 32,564                           | -                                | -                                  | 13,080                        | 3,631                           | 21,287                            | 20,040                             |
| Return on investments                         | -                          | -                                | -                                | -                                  | -                             | -                               | -                                 | -                                  |
| Sale of goods, services and user charges      | -                          | 17,000                           | -                                | -                                  | 10,000                        | 6,000                           | 20,000                            | 10,000                             |
| Rental income                                 | 210,000                    | 10,000                           | -                                | -                                  | -                             | -                               | -                                 | -                                  |
| Community aggregate levy                      | -                          | -                                | -                                | -                                  | -                             | -                               | -                                 | -                                  |
| Penalties and costs of taxes                  | -                          | -                                | -                                | -                                  | -                             | -                               | -                                 | -                                  |
| Other revenues                                | -                          | -                                | -                                | -                                  | -                             | -                               | -                                 | -                                  |
|                                               | 210,000                    | 59,564                           | -                                | 167,188                            | 151,741                       | 80,634                          | 103,174                           | 115,487                            |
| <b>EXPENSES</b>                               |                            |                                  |                                  |                                    |                               |                                 |                                   |                                    |
| Salaries, wages and benefits                  | \$ 19,660                  | 997,562                          | 96,087                           | 1,166                              | 857                           | 1,130                           | 2,050                             | 1,145                              |
| Contracted and general services               | 43,806                     | 320,834                          | 21,946                           | 938                                | 49,859                        | 34,651                          | 38,038                            | 38,621                             |
| Materials, goods and utilities                | 18,950                     | 101,720                          | 28,029                           | -                                  | 44,963                        | 33,966                          | 51,193                            | 46,309                             |
| Transfers to local boards and agencies        | -                          | -                                | -                                | 123,695                            | -                             | -                               | -                                 | -                                  |
| Interest and bank charges                     | -                          | -                                | -                                | -                                  | -                             | -                               | -                                 | -                                  |
| Amortization of tangible capital assets       | 75,822                     | 328,593                          | -                                | 5,638                              | 113,216                       | 53,774                          | 105,995                           | 46,482                             |
| Amortization of ARO tangible capital assets   | -                          | 26                               | -                                | -                                  | -                             | -                               | -                                 | -                                  |
| Accretion ARO expenses                        | -                          | 89                               | -                                | -                                  | -                             | -                               | -                                 | -                                  |
| Machine expenses capitalized for construction | -                          | -                                | -                                | -                                  | -                             | -                               | -                                 | -                                  |
| Other expenses                                | -                          | -                                | -                                | -                                  | -                             | -                               | -                                 | -                                  |
|                                               | 158,238                    | 1,748,824                        | 146,062                          | 131,437                            | 208,895                       | 123,521                         | 197,276                           | 132,557                            |
| <b>OPERATING SURPLUS (DEFICIT)</b>            | <b>\$ 51,762</b>           | <b>(1,689,260)</b>               | <b>(146,062)</b>                 | <b>35,751</b>                      | <b>(57,154)</b>               | <b>(42,887)</b>                 | <b>(94,102)</b>                   | <b>(17,070)</b>                    |

#### Protective Services - Segment Budget 2026

|                                               | Fire Protection Vulcan Rural<br>23-27 | Emergency Management<br>24-01 | Ambulance Services<br>25-01 | Regulatory Services<br>26-01 | Health & Safety<br>27-01 | Protective Services Total |
|-----------------------------------------------|---------------------------------------|-------------------------------|-----------------------------|------------------------------|--------------------------|---------------------------|
| <b>REVENUE</b>                                |                                       |                               |                             |                              |                          |                           |
| Net municipal taxes                           | \$ 60,979                             | -                             | -                           | -                            | -                        | 575,165                   |
| Government transfers (operating)              | 63,556                                | 5,548                         | -                           | 153,116                      | -                        | 312,822                   |
| Return on investments                         | -                                     | -                             | -                           | -                            | -                        | -                         |
| Sale of goods, services and user charges      | 50,000                                | -                             | 8,700                       | 13,100                       | -                        | 134,800                   |
| Rental income                                 | -                                     | -                             | 87,800                      | -                            | -                        | 307,800                   |
| Community aggregate levy                      | -                                     | -                             | -                           | -                            | -                        | -                         |
| Penalties and costs of taxes                  | -                                     | -                             | -                           | -                            | -                        | -                         |
| Other revenues                                | -                                     | -                             | -                           | 16,500                       | -                        | 16,500                    |
|                                               | 174,535                               | 5,548                         | 96,500                      | 182,716                      | -                        | 1,347,087                 |
| <b>EXPENSES</b>                               |                                       |                               |                             |                              |                          |                           |
| Salaries, wages and benefits                  | \$ 2,200                              | 90,408                        | -                           | 304,170                      | 56,338                   | 1,572,772                 |
| Contracted and general services               | 83,481                                | 23,903                        | 24,553                      | 65,911                       | 56,747                   | 803,289                   |
| Materials, goods and utilities                | 76,696                                | 18,717                        | 11,360                      | 41,451                       | 30,351                   | 503,705                   |
| Transfers to local boards and agencies        | -                                     | -                             | -                           | -                            | -                        | 123,695                   |
| Interest and bank charges                     | -                                     | -                             | -                           | -                            | -                        | -                         |
| Amortization of tangible capital assets       | 67,479                                | 3,919                         | 9,369                       | 19,264                       | -                        | 829,551                   |
| Amortization of ARO tangible capital assets   | -                                     | -                             | -                           | -                            | -                        | 26                        |
| Accretion ARO expenses                        | -                                     | -                             | -                           | -                            | -                        | 89                        |
| Machine expenses capitalized for construction | -                                     | -                             | -                           | -                            | -                        | -                         |
| Other expenses                                | -                                     | -                             | -                           | -                            | -                        | -                         |
|                                               | 229,856                               | 136,946                       | 45,282                      | 430,796                      | 143,436                  | 3,833,127                 |
| <b>OPERATING SURPLUS (DEFICIT)</b>            | <b>\$ (55,321)</b>                    | <b>(131,399)</b>              | <b>51,218</b>               | <b>(248,080)</b>             | <b>(143,436)</b>         | <b>(2,486,040)</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<br>Budget Segments                                              | Budget<br>2025        | Actual<br>2025        | Budget<br>2026        | Projected<br>2027     | Projected<br>2028     | Projected<br>2029     |
|-------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <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                                      | 204,500               | 376,706               | 223,064               | 197,500               | 197,500               | 197,500               |
| 23-02 Fire Prevention Services - General                                      | -                     | -                     | -                     | -                     | -                     | -                     |
| 23-16 Fire Protection Services - Northwest                                    | 136,573               | 151,403               | 167,188               | 173,422               | 178,777               | 178,777               |
| 23-17 Fire Protection Services - Milo                                         | 135,070               | 151,419               | 151,741               | 150,917               | 152,600               | 152,600               |
| 23-27 Fire Protection Services - Vulcan                                       | 142,268               | 277,908               | 174,535               | 178,030               | 181,734               | 181,734               |
| 23-19 Fire Protection Services - Lomond                                       | 70,021                | 69,233                | 80,634                | 93,944                | 100,762               | 100,762               |
| 23-20 Fire Protection Services - Champion                                     | 103,837               | 258,208               | 103,174               | 110,922               | 117,510               | 117,510               |
| 23-21 Fire Protection Services - Carmangay                                    | 102,995               | 113,421               | 115,487               | 116,402               | 119,393               | 119,393               |
| 24-01 Emergency Management                                                    | 3,706                 | 3,706                 | 5,548                 | 4,945                 | 4,945                 | 4,945                 |
| 25-01 Ambulance Services                                                      | 96,580                | 95,360                | 96,500                | 96,500                | 95,700                | 95,700                |
| 26-01 Regulatory Services                                                     | 177,716               | 183,974               | 182,716               | 182,716               | 182,716               | 182,716               |
| 27-01 Health & Safety                                                         | -                     | -                     | -                     | -                     | -                     | -                     |
|                                                                               | <b>1,383,266</b>      | <b>1,887,738</b>      | <b>1,510,587</b>      | <b>1,515,298</b>      | <b>1,541,637</b>      | <b>1,541,637</b>      |
| <b>EXPENSES:</b>                                                              |                       |                       |                       |                       |                       |                       |
| 21-01 Police Protection                                                       | \$ 163,583            | \$ 147,018            | \$ 158,238            | \$ 158,955            | \$ 159,699            | \$ 160,442            |
| 23-01 Fire Protection Services - General                                      | 1,593,747             | 1,491,042             | 1,748,824             | 1,694,801             | 1,699,565             | 1,700,290             |
| 23-02 Fire Prevention Services - General                                      | 122,831               | 102,415               | 146,062               | 126,390               | 128,490               | 129,000               |
| 23-16 Fire Protection Services - Northwest                                    | 130,777               | 144,425               | 131,437               | 133,930               | 136,472               | 136,472               |
| 23-17 Fire Protection Services - Milo                                         | 226,260               | 252,820               | 241,595               | 234,626               | 234,940               | 235,157               |
| 23-27 Fire Protection Services - Vulcan                                       | 238,733               | 267,882               | 262,556               | 253,893               | 250,179               | 251,039               |
| 23-19 Fire Protection Services - Lomond                                       | 160,877               | 133,212               | 156,221               | 158,166               | 158,423               | 158,468               |
| 23-20 Fire Protection Services - Champion                                     | 214,832               | 206,313               | 229,976               | 223,210               | 224,447               | 225,201               |
| 23-21 Fire Protection Services - Carmangay                                    | 154,307               | 150,195               | 165,257               | 151,653               | 151,837               | 151,885               |
| 24-01 Emergency Management                                                    | 120,135               | 109,910               | 136,946               | 119,782               | 127,938               | 128,171               |
| 25-01 Ambulance Services                                                      | 26,589                | 21,752                | 45,282                | 25,297                | 25,312                | 25,312                |
| 26-01 Regulatory Services                                                     | 394,854               | 389,319               | 430,796               | 424,092               | 433,642               | 428,283               |
| 27-01 Health & Safety                                                         | 140,026               | 89,076                | 143,436               | 143,240               | 140,685               | 141,750               |
|                                                                               | <b>3,687,552</b>      | <b>3,505,378</b>      | <b>3,996,627</b>      | <b>3,848,036</b>      | <b>3,871,629</b>      | <b>3,871,470</b>      |
| <b>OPERATING SURPLUS - BEFORE OTHER<br/>(EXCLUDING CAPITAL AND TRANSFERS)</b> | <b>\$ (2,304,286)</b> | <b>\$ (1,617,641)</b> | <b>\$ (2,486,040)</b> | <b>\$ (2,332,738)</b> | <b>\$ (2,329,992)</b> | <b>\$ (2,329,833)</b> |

## BUDGET HIGHLIGHTS

The following are some of the 2026 budget highlights for Protective Services:

- Many of the 6 fire districts resulted in increases in the Fire Protection Special Tax Rates as there were strategic increases in service levels, including reinstatement of the Deputy Fire Chief position and increases to the automotive mechanic allocations for fire services, to further increase supports for the fire districts.
- Increases in government transfers with the increased service levels; whereas, this also resulted in overall increase in the required funding from the urban municipalities within the County for fire protection (as part of the Intermunicipal Funding Policy for these regional services).
- Increases in Salary, Wages & Benefits were mostly the result of increased FTE relating to the reinstatement of the Deputy Fire Chief position, increases to the automotive mechanic allocations, and a net decrease to the administrative support (prior year included temporary administrative support).
- Increases in Contracted Services for additional in boot/clothing allowances for the increases in training for firefighters to catch-up on certain training activities and increased registration costs.
- Increases in Materials, Goods and Utilities for increases in diesel/fuel costs and additional equipment/tools required to be replaced.
- Increases in the Transfers to local board/agencies for the Northwest Fire Association operating costs.

## 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 (only non-regionalized department is the Northwest Fire District). 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.



Introductory



Operating Budget



Capital & Reserves



Appendix & Glossary

## 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<br>Segment Reporting  | Budget<br>2026       | Budget<br>2025       | Change           |
|-----------------------------------------------|----------------------|----------------------|------------------|
| <b>REVENUE</b>                                |                      |                      |                  |
| Net municipal taxes                           | \$ -                 | \$ -                 | -                |
| Government transfers (operating)              | 306,415              | 402,431              | (96,016)         |
| Return on investments                         | -                    | -                    | -                |
| Sale of goods, services and user charges      | 283,983              | 281,635              | 2,348            |
| Rental income                                 | -                    | -                    | -                |
| Community aggregate levy                      | 142,912              | 142,912              | -                |
| Penalties and costs of taxes                  | -                    | -                    | -                |
| Other revenues                                | -                    | -                    | -                |
|                                               | <b>\$ 733,310</b>    | <b>\$ 826,978</b>    | <b>(93,668)</b>  |
| <b>EXPENSES</b>                               |                      |                      |                  |
| Salaries, wages and benefits                  | \$ 6,401,335         | \$ 6,109,592         | 291,743          |
| Contracted and general services               | 1,872,799            | 1,687,520            | 185,279          |
| Materials, goods and utilities                | 3,266,170            | 2,990,175            | 275,995          |
| Transfers to local boards and agencies        | 9,120                | 9,120                | -                |
| Interest and bank charges                     | -                    | -                    | -                |
| Amortization of tangible capital assets       | 4,216,773            | 3,981,012            | 235,761          |
| Amortization of ARO tangible capital assets   | 560                  | 590                  | (30)             |
| Accretion ARO expenses                        | 4,537                | 3,882                | 655              |
| Machine expenses capitalized for construction | (3,083,765)          | (2,738,179)          | (345,586)        |
| Other expenses                                | -                    | -                    | 0                |
|                                               | <b>\$ 12,687,529</b> | <b>\$ 12,043,712</b> | <b>643,817</b>   |
| <b>OPERATING SURPLUS - BEFORE OTHER</b>       | <b>(11,954,219)</b>  | <b>(11,216,734)</b>  | <b>(737,485)</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

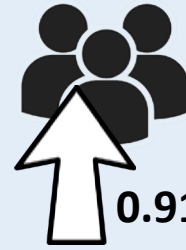
The expenditures are the costs required to provide the services included in this segment. These are the costs for the following:

- 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):



**0.91 FTE**

Introductory

Operating Budget

Capital & Reserves

Appendix & Glossary

### Transportation Services Full-Time Equivalents (FTE)

|                           | 2026 Budget  | 2025 Budget  | 2025 Actual  | Change in Budget |
|---------------------------|--------------|--------------|--------------|------------------|
| Management                | 1.00         | 1.00         | 1.03         | -                |
| Operations (Public Works) | 47.45        | 46.54        | 47.04        | 0.91             |
|                           | <b>48.45</b> | <b>47.54</b> | <b>48.07</b> | <b>0.91</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 0.91 FTE includes the addition of the Water/Wastewater Operator, update allocations of mechanics, and maintaining the 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 2026

|                                               | Common<br>Services<br>31-01 | Road<br>Transportation<br>32-00 | Road<br>Construction<br>32-01 | Road<br>Maintenance<br>32-02 | Road<br>Gravelling<br>32-03 | Bridges<br>32-04 | Air Transport<br>33-01 | Transportation<br>Services<br>Total |
|-----------------------------------------------|-----------------------------|---------------------------------|-------------------------------|------------------------------|-----------------------------|------------------|------------------------|-------------------------------------|
| <b>REVENUE</b>                                |                             |                                 |                               |                              |                             |                  |                        |                                     |
| Net municipal taxes                           | \$ -                        | -                               | -                             | -                            | -                           | -                | -                      | -                                   |
| Government transfers (operating)              | -                           | -                               | 306,415                       | -                            | -                           | -                | -                      | 306,415                             |
| Return on investments                         | -                           | -                               | -                             | -                            | -                           | -                | -                      | -                                   |
| Sale of goods, services and user charges      | 3,740                       | 6,000                           | 9,700                         | 128,543                      | 136,000                     | -                | -                      | 283,983                             |
| Rental income                                 | -                           | -                               | -                             | -                            | -                           | -                | -                      | -                                   |
| Community aggregate levy                      | -                           | -                               | -                             | 142,912                      | -                           | -                | -                      | 142,912                             |
| Penalties and costs of taxes                  | -                           | -                               | -                             | -                            | -                           | -                | -                      | -                                   |
| Other revenues                                | -                           | -                               | -                             | -                            | -                           | -                | -                      | -                                   |
|                                               | <b>3,740</b>                | <b>6,000</b>                    | <b>316,115</b>                | <b>271,455</b>               | <b>136,000</b>              | <b>-</b>         | <b>-</b>               | <b>733,310</b>                      |
| <b>EXPENSES</b>                               |                             |                                 |                               |                              |                             |                  |                        |                                     |
| Salaries, wages and benefits                  | \$ 1,657,922                | 1,705,302                       | 1,295,955                     | 735,858                      | 773,486                     | 232,811          | -                      | 6,401,335                           |
| Contracted and general services               | 216,742                     | 260,309                         | 855,665                       | 368,674                      | 155,659                     | 15,750           | -                      | 1,872,799                           |
| Materials, goods and utilities                | 192,379                     | 1,033,336                       | 749,905                       | 300,180                      | 947,520                     | 42,850           | -                      | 3,266,170                           |
| Transfers to local boards and agencies        | -                           | -                               | -                             | -                            | -                           | -                | 9,120                  | 9,120                               |
| Interest and bank charges                     | -                           | -                               | -                             | -                            | -                           | -                | -                      | -                                   |
| Amortization of tangible capital assets       | 51,696                      | 2,960,349                       | 435,483                       | 74,641                       | 182,096                     | 512,508          | -                      | 4,216,773                           |
| Amortization of ARO tangible capital assets   | 480                         | -                               | -                             | -                            | 80                          | -                | -                      | 560                                 |
| Accretion ARO expenses                        | 3,116                       | -                               | -                             | -                            | 1,421                       | -                | -                      | 4,537                               |
| Machine expenses capitalized for construction | (248,568)                   | -                               | (2,286,625)                   | -                            | -                           | (548,572)        | -                      | (3,083,765)                         |
| Other expenses                                | -                           | -                               | -                             | -                            | -                           | -                | -                      | -                                   |
|                                               | <b>1,873,767</b>            | <b>5,959,296</b>                | <b>1,050,383</b>              | <b>1,479,353</b>             | <b>2,060,262</b>            | <b>255,347</b>   | <b>9,120</b>           | <b>12,687,529</b>                   |
| <b>OPERATING SURPLUS (DEFICIT)</b>            | <b>\$ (1,870,027)</b>       | <b>(5,953,296)</b>              | <b>(734,268)</b>              | <b>(1,207,898)</b>           | <b>(1,924,262)</b>          | <b>(255,347)</b> | <b>(9,120)</b>         | <b>(11,954,219)</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<br>Budget Segments                                              | Budget<br>2025         | Actual<br>2025         | Budget<br>2026         | Projected<br>2027      | Projected<br>2028      | Projected<br>2029      |
|-------------------------------------------------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>SEGMENT - TRANSPORTATION SERVICES</b>                                      |                        |                        |                        |                        |                        |                        |
| <b>REVENUES:</b>                                                              |                        |                        |                        |                        |                        |                        |
| 31-01 Common Services                                                         | \$ 3,740               | \$ 12,423              | \$ 3,740               | \$ 3,740               | \$ 3,740               | \$ 3,740               |
| 32-00 Road Transportation                                                     | 110,139                | 107,799                | 6,000                  | 6,000                  | 6,000                  | 6,000                  |
| 32-01 Road Construction                                                       | 307,992                | 350,323                | 316,115                | 316,115                | 316,115                | 316,115                |
| 32-02 Road Maintenance                                                        | 269,107                | 337,775                | 271,455                | 274,377                | 277,370                | 277,370                |
| 32-03 Road Graveling                                                          | 136,000                | 128,272                | 136,000                | 136,000                | 136,000                | 136,000                |
| 32-04 Bridges                                                                 | -                      | 414,609                | -                      | -                      | -                      | -                      |
| 33-01 Air Transport                                                           | -                      | -                      | -                      | -                      | -                      | -                      |
|                                                                               | <b>826,978</b>         | <b>1,351,202</b>       | <b>733,310</b>         | <b>736,232</b>         | <b>739,225</b>         | <b>739,225</b>         |
| <b>EXPENSES:</b>                                                              |                        |                        |                        |                        |                        |                        |
| 31-01 Common Services                                                         | \$ 1,746,895           | \$ 1,411,392           | \$ 1,873,767           | \$ 1,808,994           | \$ 1,828,351           | \$ 1,849,074           |
| 32-00 Road Transportation                                                     | 5,733,057              | 5,936,908              | 5,959,296              | 5,741,301              | 5,778,500              | 5,812,526              |
| 32-01 Road Construction                                                       | 860,509                | 952,645                | 1,050,383              | 1,216,095              | 1,179,039              | 1,217,991              |
| 32-02 Road Maintenance                                                        | 1,528,766              | 1,173,123              | 1,479,353              | 1,272,576              | 1,288,760              | 1,302,189              |
| 32-03 Road Graveling                                                          | 1,952,927              | 1,867,016              | 2,060,262              | 1,914,034              | 1,927,561              | 1,939,241              |
| 32-04 Bridges                                                                 | 212,438                | 715,621                | 255,347                | 559,346                | 128,946                | 127,426                |
| 33-01 Air Transport                                                           | 9,120                  | 9,120                  | 9,120                  | 9,120                  | 9,120                  | 9,120                  |
|                                                                               | <b>12,043,712</b>      | <b>12,065,824</b>      | <b>12,687,529</b>      | <b>12,521,466</b>      | <b>11,882,385</b>      | <b>12,002,716</b>      |
| <b>OPERATING SURPLUS - BEFORE OTHER<br/>(EXCLUDING CAPITAL AND TRANSFERS)</b> | <b>\$ (11,216,734)</b> | <b>\$ (10,714,623)</b> | <b>\$ (11,954,219)</b> | <b>\$ (11,785,234)</b> | <b>\$ (11,143,160)</b> | <b>\$ (11,263,491)</b> |

## BUDGET HIGHLIGHTS

The following are some of the 2026 budget highlights for Transportation Services:

- Approximately \$1.56 million is budgeted for bridge projects in 2026 (including internal construction and contracted bridge construction).
- Approximately \$2.06 million is budgeted for road projects in 2026 (including internal construction).
- Approximately \$727,200 is budgeted for construction of the of McGregor Marina project, including excavation/construction and installation of the boat ramp (strategic goal).
- Government Transfers (operating) is decreased from the prior year as the Regional Transportation Master Plan (grant funded) was completed during 2025.
- Increase in Salary, Wages & Benefits with the additional 0.91 FTE of staffing which includes the addition of the Water/Wastewater Operator, update allocations of mechanics, and maintaining the 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 (including rebuilds to scrapper neck and transmission), repairs on the Mossleigh distribution lines/valves, and increases to the crop damages for road construction. These increases were partially offset by the removal of the prior year's Regional Transportation Master Plan (grant funded) and one-time road repair costs completed in 2025.
- Overall net increase in Materials, Goods & Utilities related to increases in projected diesel/fuel costs, tire replacements for graders/trucks (based on replacement cycle), increases in the cost of steel for grader blades and culverts, and other increases in parts/supplies.
- Machine expenses capitalized for construction increased with the maintaining the extended road construction season and increase in the internally constructed bridges.

## 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 4 bridge projects (including 2 contracted and 2 internally constructed during 2026) 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<br>Segment Reporting    | Budget<br>2026      | Budget<br>2025    | 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                                 | 10,300              | 9,000             | 1,300           |
| Community aggregate levy                      | -                   | -                 | -               |
| Penalties and costs of taxes                  | -                   | -                 | -               |
| Other revenues                                | -                   | -                 | -               |
|                                               | <b>\$ 396,642</b>   | <b>\$ 395,342</b> | <b>1,300</b>    |
| <b>EXPENSES</b>                               |                     |                   |                 |
| Salaries, wages and benefits                  | \$ 499,100          | \$ 477,886        | 21,214          |
| Contracted and general services               | 137,975             | 122,462           | 15,513          |
| Materials, goods and utilities                | 233,950             | 230,201           | 3,749           |
| Transfers to local boards and agencies        | 27,676              | 25,088            | 2,588           |
| Interest and bank charges                     | -                   | -                 | -               |
| Amortization of tangible capital assets       | 137,709             | 130,495           | 7,214           |
| Amortization of ARO tangible capital assets   | 99                  | 99                | -               |
| Accretion ARO expenses                        | 24                  | 720               | (696)           |
| Machine expenses capitalized for construction | -                   | -                 | -               |
| Other expenses                                | -                   | -                 | -               |
|                                               | <b>\$ 1,036,533</b> | <b>\$ 986,950</b> | <b>49,583</b>   |
| <b>OPERATING SURPLUS - BEFORE OTHER</b>       | <b>(639,891)</b>    | <b>(591,608)</b>  | <b>(48,283)</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):

| Agricultural Services<br>Full-Time Equivalents (FTE) |             |             |             |                  |
|------------------------------------------------------|-------------|-------------|-------------|------------------|
|                                                      | 2026 Budget | 2025 Budget | 2025 Actual | Change in Budget |
| Management                                           | 1.00        | 1.00        | 0.92        | -                |
| Agricultural Services                                | 2.59        | 2.59        | 2.40        | -                |
|                                                      | 3.59        | 3.59        | 3.32        | -                |



**No FTE changes**

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). 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 Agricultural Services segment:

### Agricultural Services - Segment Budget 2026

|                                               | General<br>Agriculture<br>Services<br>62-00 | Training,<br>Tours &<br>Conferences<br>62-02 | Roadside<br>Spraying &<br>Weed Control<br>62-03 | Roadside<br>Seeding<br>62-04 | Pest Control<br>62-05 | County<br>Agriculture<br>Lands<br>69-01 | Industrial<br>Park<br>Lands<br>69-02 | Agricultural<br>Services<br>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                                 | 10,300                                      | -                                            | -                                               | -                            | -                     | -                                       | -                                    | 10,300                            |
| Community aggregate levy                      | -                                           | -                                            | -                                               | -                            | -                     | -                                       | -                                    | -                                 |
| Penalties and costs of taxes                  | -                                           | -                                            | -                                               | -                            | -                     | -                                       | -                                    | -                                 |
| Other revenues                                | -                                           | -                                            | -                                               | -                            | -                     | -                                       | -                                    | -                                 |
|                                               | 176,547                                     | -                                            | 10,000                                          | -                            | 2,000                 | 208,095                                 | -                                    | 396,642                           |
| <b>EXPENSES</b>                               |                                             |                                              |                                                 |                              |                       |                                         |                                      |                                   |
| Salaries, wages and benefits                  | \$ 188,474                                  | 28,222                                       | 143,883                                         | 57,703                       | 4,220                 | 54,401                                  | 22,197                               | 499,100                           |
| Contracted and general services               | 42,015                                      | 55,910                                       | 24,866                                          | 7,984                        | -                     | 7,200                                   | -                                    | 137,975                           |
| Materials, goods and utilities                | 70,290                                      | -                                            | 129,151                                         | 29,809                       | 1,500                 | 3,200                                   | -                                    | 233,950                           |
| Transfers to local boards and agencies        | 27,676                                      | -                                            | -                                               | -                            | -                     | -                                       | -                                    | 27,676                            |
| Interest and bank charges                     | -                                           | -                                            | -                                               | -                            | -                     | -                                       | -                                    | -                                 |
| Amortization of tangible capital assets       | 130,912                                     | -                                            | 6,797                                           | -                            | -                     | -                                       | -                                    | 137,709                           |
| Amortization of ARO tangible capital assets   | 99                                          | -                                            | -                                               | -                            | -                     | -                                       | -                                    | 99                                |
| Accretion ARO expenses                        | 24                                          | -                                            | -                                               | -                            | -                     | -                                       | -                                    | 24                                |
| Machine expenses capitalized for construction | -                                           | -                                            | -                                               | -                            | -                     | -                                       | -                                    | -                                 |
| Other expenses                                | -                                           | -                                            | -                                               | -                            | -                     | -                                       | -                                    | -                                 |
|                                               | 459,490                                     | 84,132                                       | 304,697                                         | 95,496                       | 5,720                 | 64,801                                  | 22,197                               | 1,036,533                         |
| <b>OPERATING SURPLUS (DEFICIT)</b>            | <b>\$ (282,943)</b>                         | <b>(84,132)</b>                              | <b>(294,697)</b>                                | <b>(95,496)</b>              | <b>(3,720)</b>        | <b>143,294</b>                          | <b>(22,197)</b>                      | <b>(639,891)</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**

**SEGMENT - AGRICULTURAL SERVICES**

**REVENUES:**

|                                        | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| 62-00 General Agriculture Services     | \$ 175,247     | \$ 200,831     | \$ 176,547     | \$ 176,747        | \$ 177,047        | \$ 177,047        |
| 62-02 Training, Tours & Conferences    | -              | -              | -              | -                 | -                 | -                 |
| 62-03 Roadside Spraying & Weed Control | 10,000         | 7,444          | 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        | 231,292        | 208,095        | 208,095           | 208,095           | 208,095           |
| 69-02 County Industrial Park           | -              | -              | -              | -                 | -                 | -                 |
|                                        | <b>395,342</b> | <b>439,566</b> | <b>396,642</b> | <b>396,842</b>    | <b>397,142</b>    | <b>397,142</b>    |

**EXPENSES:**

|                                        |                |                |                  |                  |                  |                  |
|----------------------------------------|----------------|----------------|------------------|------------------|------------------|------------------|
| 62-00 General Agriculture Services     | \$ 437,464     | \$ 360,084     | \$ 417,069       | \$ 413,720       | \$ 420,068       | \$ 426,330       |
| 62-02 Training, Tours & Conferences    | 70,752         | 35,026         | 84,132           | 70,383           | 70,960           | 71,465           |
| 62-03 Roadside Spraying & Weed Control | 295,732        | 232,420        | 304,697          | 298,512          | 305,415          | 310,016          |
| 62-04 Roadside Seeding                 | 93,888         | 66,297         | 95,496           | 94,918           | 96,602           | 99,099           |
| 62-05 Pest Control                     | 5,994          | 3,598          | 5,720            | 5,944            | 6,105            | 6,275            |
| 62-09 Campgrounds                      | -              | 42,421         | 42,421           | 42,421           | 42,421           | 42,421           |
| 69-01 County Agriculture Lands         | 61,688         | 49,222         | 64,801           | 67,343           | 68,935           | 70,076           |
| 69-02 County Industrial Park           | 21,431         | 20,698         | 22,197           | 22,504           | 22,823           | 23,155           |
|                                        | <b>986,950</b> | <b>809,765</b> | <b>1,036,533</b> | <b>1,015,744</b> | <b>1,033,330</b> | <b>1,048,837</b> |

**OPERATING SURPLUS - BEFORE OTHER  
(EXCLUDING CAPITAL AND TRANSFERS)**

|  |              |              |              |              |              |              |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
|  | \$ (591,608) | \$ (370,199) | \$ (639,891) | \$ (618,902) | \$ (636,188) | \$ (651,695) |
|--|--------------|--------------|--------------|--------------|--------------|--------------|

## BUDGET HIGHLIGHTS

The following are some of the 2026 budget highlights for Agricultural Services:

- The Agriculture Service Board (ASB) Grant allocation maintained at \$166,247 (same as 2024 & 2025).
- Increase in Salary, Wages & Benefits relate to increased wage grids and benefit costs; whereas, there was no projected changes in the total FTE for the department.
- Increases in Contracted Services for vehicle/equipment repairs and increases in the registrations and costs relating to attending education & training (staff and council).
- Increases in Materials, Goods & Utilities mostly relate to increase to projected fuel/diesel and other supply costs (based on historical trends).
- Capital acquisitions of a truck replacement, a new zero-turn mower, sprayer, and a wing mounted swing arm for the Rotary Cutter for better cut roadside and project areas (reducing change of rollover risk).

## 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).

### **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<br>Segment Reporting | Budget<br>2026      | Budget<br>2025    | Change           |
|--------------------------------------------------------|---------------------|-------------------|------------------|
| <b>REVENUE</b>                                         |                     |                   |                  |
| Net municipal taxes                                    | \$ -                | \$ -              | -                |
| Government transfers (operating)                       | -                   | -                 | -                |
| Return on investments                                  | -                   | -                 | -                |
| Sale of goods, services and user charges               | 185,050             | 141,500           | 43,550           |
| Rental income                                          | -                   | -                 | -                |
| Community aggregate levy                               | -                   | -                 | -                |
| Penalties and costs of taxes                           | -                   | -                 | -                |
| Other revenues                                         | -                   | -                 | -                |
|                                                        | <b>\$ 185,050</b>   | <b>\$ 141,500</b> | <b>43,550</b>    |
| <b>EXPENSES</b>                                        |                     |                   |                  |
| Salaries, wages and benefits                           | \$ 609,322          | \$ 580,050        | 29,273           |
| Contracted and general services                        | 433,428             | 248,399           | 185,029          |
| Materials, goods and utilities                         | 4,050               | 2,347             | 1,703            |
| 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>\$ 1,046,800</b> | <b>\$ 830,796</b> | <b>216,005</b>   |
| <b>OPERATING SURPLUS - BEFORE OTHER</b>                | <b>(861,750)</b>    | <b>(689,296)</b>  | <b>(172,455)</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

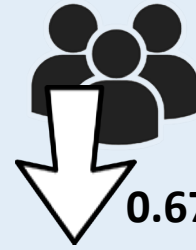
The expenditures are the costs required to provide the services included in this segment. These are the costs for the following:

- 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):



**0.67 FTE**

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Appendix & Glossary

### Planning and Development Services

#### Full-Time Equivalents (FTE)

|                      | 2026 Budget | 2025 Budget | 2025 Actual | Change in Budget |
|----------------------|-------------|-------------|-------------|------------------|
| Management           | -           | -           | -           | -                |
| Development Services | 3.00        | 3.67        | 2.95        | (0.67)           |
|                      | <b>3.00</b> | <b>3.67</b> | <b>2.95</b> | <b>(0.67)</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 0.67 FTE relates to a redistribution of staffing from Planning and Development to General Government to more align with updated job roles and responsibilities.

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 2026

|                                               | Planning,<br>Zoning &<br>Development<br>61-01 | Subdivision<br>& Land<br>Development<br>66-01 | Planning and<br>Development<br>Services<br>Total |
|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|--------------------------------------------------|
| <b>REVENUE</b>                                |                                               |                                               |                                                  |
| Net municipal taxes                           | \$ -                                          | -                                             | -                                                |
| Government transfers (operating)              | -                                             | -                                             | -                                                |
| Return on investments                         | -                                             | -                                             | -                                                |
| Sale of goods, services and user charges      | 185,050                                       | -                                             | <b>185,050</b>                                   |
| Rental income                                 | -                                             | -                                             | -                                                |
| Community aggregate levy                      | -                                             | -                                             | -                                                |
| Penalties and costs of taxes                  | -                                             | -                                             | -                                                |
| Other revenues                                | -                                             | -                                             | -                                                |
|                                               | <b>185,050</b>                                | <b>-</b>                                      | <b>185,050</b>                                   |
| <b>EXPENSES</b>                               |                                               |                                               |                                                  |
| Salaries, wages and benefits                  | \$ 532,482                                    | 76,840                                        | <b>609,322</b>                                   |
| Contracted and general services               | 197,376                                       | 236,052                                       | <b>433,428</b>                                   |
| Materials, goods and utilities                | 4,050                                         | -                                             | <b>4,050</b>                                     |
| 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>733,908</b>                                | <b>312,892</b>                                | <b>1,046,800</b>                                 |
| <b>OPERATING SURPLUS (DEFICIT)</b>            | <b>\$ (548,858)</b>                           | <b>(312,892)</b>                              | <b>(861,750)</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<br>Budget Segments                                              | Budget<br>2025      | Actual<br>2025      | Budget<br>2026      | Projected<br>2027   | Projected<br>2028   | Projected<br>2029   |
|-------------------------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>SEGMENT - PLANNING AND DEVELOPMENT SERVICES</b>                            |                     |                     |                     |                     |                     |                     |
| <b>REVENUES:</b>                                                              |                     |                     |                     |                     |                     |                     |
| 61-01 Planning, Zoning & Development                                          | \$ 139,700          | \$ 243,151          | \$ 185,050          | \$ 189,600          | \$ 195,135          | \$ 195,135          |
| 66-01 Subdivision & Land Development                                          | 1,800               | -                   | -                   | -                   | -                   | -                   |
|                                                                               | <b>141,500</b>      | <b>243,151</b>      | <b>185,050</b>      | <b>189,600</b>      | <b>195,135</b>      | <b>195,135</b>      |
| <b>EXPENSES:</b>                                                              |                     |                     |                     |                     |                     |                     |
| 61-01 Planning, Zoning & Development                                          | \$ 636,153          | \$ 666,248          | \$ 733,908          | \$ 758,555          | \$ 760,532          | \$ 770,023          |
| 66-01 Subdivision & Land Development                                          | 194,643             | 184,936             | 312,892             | 216,653             | 217,645             | 220,620             |
|                                                                               | <b>830,796</b>      | <b>851,184</b>      | <b>1,046,800</b>    | <b>975,208</b>      | <b>978,176</b>      | <b>990,643</b>      |
| <b>OPERATING SURPLUS - BEFORE OTHER<br/>(EXCLUDING CAPITAL AND TRANSFERS)</b> | <b>\$ (689,296)</b> | <b>\$ (608,033)</b> | <b>\$ (861,750)</b> | <b>\$ (785,608)</b> | <b>\$ (783,041)</b> | <b>\$ (795,508)</b> |

## BUDGET HIGHLIGHTS



The following are some of the 2026 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 0.67 FTE reallocation of staffing portion to General Government (to align with updated job duties/responsibilities). *Budget 2026 included changing the temporary development officer position to a full-time position to support with the Strategic Priorities and goals within the planning and development department.*
- Increases in Contracted Services relate to the increased safety code costs (with increased revenues) and estimated additional costs relating to a projected transition for subdivision/planning (reserve funded).

## 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 included the rewrite/update of the Municipal Development Plan (MDP) for completion and proposed adoption. The Area Structure Plans for Wyndham Carseland Area & Mossleigh Area is projected to be started in 2026 and may continue into 2027.

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. Budget 2026 include the excavation/construction and ramp for the McGregor Marina Project. Budget 2027 is projected to include the completion of the docks (maximum of twelve docks with fifty-six slips) and public washrooms. The County is hoping to open the marina to the public in 2027.

## 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<br>Segment Reporting       | Budget<br>2026      | Budget<br>2025      | Change           |
|-----------------------------------------------|---------------------|---------------------|------------------|
| <b>REVENUE</b>                                |                     |                     |                  |
| Net municipal taxes                           | \$ 491,456          | \$ 505,010          | (13,554)         |
| Government transfers (operating)              | 231,924             | 242,950             | (11,026)         |
| Return on investments                         | -                   | -                   | -                |
| Sale of goods, services and user charges      | -                   | -                   | -                |
| Rental income                                 | -                   | -                   | -                |
| Community aggregate levy                      | -                   | -                   | -                |
| Penalties and costs of taxes                  | -                   | -                   | -                |
| Other revenues                                | -                   | -                   | -                |
|                                               | <b>\$ 723,380</b>   | <b>\$ 747,960</b>   | <b>(24,580)</b>  |
| <b>EXPENSES</b>                               |                     |                     |                  |
| Salaries, wages and benefits                  | \$ 25,036           | \$ 23,609           | 1,427            |
| Contracted and general services               | 207,111             | 215,409             | (8,298)          |
| Materials, goods and utilities                | 6,800               | 6,350               | 450              |
| Transfers to local boards and agencies        | 1,567,406           | 807,991             | 759,415          |
| Interest and bank charges                     | 42,446              | 23,626              | 18,820           |
| Amortization of tangible capital assets       | -                   | -                   | -                |
| Amortization of ARO tangible capital assets   | -                   | -                   | -                |
| Accretion ARO expenses                        | -                   | -                   | -                |
| Machine expenses capitalized for construction | -                   | -                   | -                |
| Other expenses                                | -                   | -                   | -                |
|                                               | <b>\$ 1,848,799</b> | <b>\$ 1,076,985</b> | <b>771,815</b>   |
| <b>OPERATING SURPLUS - BEFORE OTHER</b>       | <b>(1,125,419)</b>  | <b>(329,025)</b>    | <b>(796,395)</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 Horticultural Society                | 15,000          |
| Carmangay Recreation - Hall Operations         | 10,000          |
| <b>Total Cultural Funding</b>                  | <b>25,000</b>   |
| Reserves - Friends of Carmangay Library        | 15,000          |
| Reserves - Carmangay Recreation                | 2,500           |
| 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 (LCCAS)        | \$35,745         |
| LCCAS - Arena Project (Reserve Funded)        | 764,098          |
| Lomond Ball Committee                         | 3,000            |
| <b>Total Recreational Funding</b>             | <b>802,843</b>   |
| Lomond 4-H Club                               | 1,000            |
| Lomond 4-H Club - Capital                     | 1,270            |
| Lomond Community Club                         | 2,000            |
| Village of Lomond - Canada Fireworks          | 2,500            |
| <b>Total Cultural Funding</b>                 | <b>6,770</b>     |
| Reserves - Lomond Recreation                  | 4,104            |
| LCCAS - Reserve Advance Recovery              | 75,000           |
| LCCAS - Loan Repayment                        | 44,124           |
| <b>Total Recreation &amp; Culture Funding</b> | <b>\$932,841</b> |

| Northwest Recreation Area                |                 |
|------------------------------------------|-----------------|
| Mossleigh Kids Ball Club                 | \$1,000         |
| Arrowwood Lions                          | 7,445           |
| Arrowwood 4-H                            | 1,000           |
| Arrowwood ECS                            | 3,500           |
| Arrowwood Community Hall - Fitness       | 5,000           |
| Arrowwood Community School - Field Trips | 1,750           |
| Recreation Board Costs                   | 1,099           |
| Northwest Recreation Association         | 10,000          |
| <b>Total Recreational Funding</b>        | <b>\$30,794</b> |
| Mossleigh Community Club                 | 15,000          |
| Arrowwood Comm. Rec. Association         | 25,000          |
| Arrowwood Restoration Society            | 1,500           |
| <b>Total Cultural Funding</b>            | <b>\$41,500</b> |
| Contingency Reserve Allocation           | 1,000           |

| Champion and District Recreation Area        |                 |
|----------------------------------------------|-----------------|
| Champion Pool - Operating                    | \$35,000        |
| Champion Skating Rink                        | 5,000           |
| <b>Total Recreational Funding</b>            | <b>40,000</b>   |
| Champion Community Hall - Operating          | 15,000          |
| Champion Community Hall - Capital            | 15,000          |
| Alston Hall                                  | 500             |
| Champion Pioneers Club - Capital             | 6,500           |
| <b>Total Cultural Funding</b>                | <b>37,000</b>   |
| Contingency Reserve Allocation               | 1,000           |
| <b>Total Recreation and Cultural Funding</b> | <b>\$78,000</b> |

| Milo and District Recreation Area            |                 |
|----------------------------------------------|-----------------|
| Milo Recreation Committee - Operations       | \$36,500        |
| Milo & District Ag Society - Arena           | 5,500           |
| Milo Community School                        | 5,120           |
| Milo Curling Club                            | 5,000           |
| <b>Total Recreational Funding</b>            | <b>\$52,120</b> |
| Snake Valley Drop-in Center                  | 5,000           |
| Friends of Milo Municipal Library            | 586             |
| Milo Hall - Operations                       | 5,500           |
| <b>Total Cultural Funding</b>                | <b>\$11,086</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>\$63,356</b> |

| Vulcan and District Recreation Area          |                  |
|----------------------------------------------|------------------|
| Vulcan Arena - Operating                     | \$81,000         |
| Vulcan Swimming - Operating                  | 91,000           |
| Recreation Committee - Operations            | 50,125           |
| Summer Games Contribution                    | 8,364            |
| Vulcan & District Ag Society                 | 20,000           |
| <b>Total Recreational Funding</b>            | <b>\$250,489</b> |
| Berrywater Community Centre                  | 4,100            |
| Vulcan Regional Food Bank                    | 5,000            |
| <b>Total Cultural Funding</b>                | <b>\$9,100</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>\$292,018</b> |

**Total Recreation funding:**  
Contributions \$1,231,770  
Reserves 127,683  
**Total \$1,359,453**

**Total Cultural funding:**  
Contributions \$130,456  
Reserves N/A  
**Total \$130,456**

Total budgeted funding for recreation and cultural activities is **\$1,489,909** - funded by special tax levies, reserves, and general municipal tax revenues.

*Note: Lomond and District Recreational Area includes a one-time reserve funded contribution of \$764,098 to the Lomond Arena Project.*

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 2026

|                                               | FCSS<br>51-01 | Daycare<br>52-01 | Other<br>Public Health<br>52-03 | Tourism<br>& Economic<br>Development<br>63-01 | Recreation<br>Boards<br>71-01 | Libraries<br>74-01 | Cultural<br>Programs<br>& Events<br>74-02 | Community<br>Services<br>Total |
|-----------------------------------------------|---------------|------------------|---------------------------------|-----------------------------------------------|-------------------------------|--------------------|-------------------------------------------|--------------------------------|
| <b>REVENUE</b>                                |               |                  |                                 |                                               |                               |                    |                                           |                                |
| Net municipal taxes                           | \$ -          | -                | -                               | -                                             | 366,000                       | -                  | 125,456                                   | 491,456                        |
| Government transfers (operating)              | -             | -                | 49,124                          | -                                             | -                             | 182,800            | -                                         | 231,924                        |
| Return on investments                         | -             | -                | -                               | -                                             | -                             | -                  | -                                         | -                              |
| Sale of goods, services and user charges      | -             | -                | -                               | -                                             | -                             | -                  | -                                         | -                              |
| Rental income                                 | -             | -                | -                               | -                                             | -                             | -                  | -                                         | -                              |
| Community aggregate levy                      | -             | -                | -                               | -                                             | -                             | -                  | -                                         | -                              |
| Penalties and costs of taxes                  | -             | -                | -                               | -                                             | -                             | -                  | -                                         | -                              |
| Other revenues                                | -             | -                | -                               | -                                             | -                             | -                  | -                                         | -                              |
|                                               | -             | -                | 49,124                          | -                                             | 366,000                       | 182,800            | 125,456                                   | 723,380                        |
| <b>EXPENSES</b>                               |               |                  |                                 |                                               |                               |                    |                                           |                                |
| Salaries, wages and benefits                  | \$ -          | -                | -                               | 25,036                                        | -                             | -                  | -                                         | 25,036                         |
| Contracted and general services               | -             | -                | 136,158                         | 37,880                                        | -                             | 33,073             | -                                         | 207,111                        |
| Materials, goods and utilities                | -             | -                | -                               | 6,800                                         | -                             | -                  | -                                         | 6,800                          |
| Transfers to local boards and agencies        | 54,180        | -                | -                               | -                                             | 1,231,770                     | 151,000            | 130,456                                   | 1,567,406                      |
| Interest and bank charges                     | -             | -                | 42,446                          | -                                             | -                             | -                  | -                                         | 42,446                         |
| Amortization of tangible capital assets       | -             | -                | -                               | -                                             | -                             | -                  | -                                         | -                              |
| Amortization of ARO tangible capital assets   | -             | -                | -                               | -                                             | -                             | -                  | -                                         | -                              |
| Accretion ARO expenses                        | -             | -                | -                               | -                                             | -                             | -                  | -                                         | -                              |
| Machine expenses capitalized for construction | -             | -                | -                               | -                                             | -                             | -                  | -                                         | -                              |
| Other expenses                                | -             | -                | -                               | -                                             | -                             | -                  | -                                         | -                              |
|                                               | 54,180        | -                | 178,604                         | 69,716                                        | 1,231,770                     | 184,073            | 130,456                                   | 1,848,799                      |
| <b>OPERATING SURPLUS (DEFICIT)</b>            | \$ (54,180)   | -                | (129,480)                       | (69,716)                                      | (865,770)                     | (1,273)            | (5,000)                                   | (1,125,419)                    |



**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<br>Budget Segments                                              | Budget<br>2025      | Actual<br>2025      | Budget<br>2026        | Projected<br>2027   | Projected<br>2028   | Projected<br>2029   |
|-------------------------------------------------------------------------------|---------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| <b>SEGMENT - COMMUNITY SERVICES</b>                                           |                     |                     |                       |                     |                     |                     |
| <b>REVENUES:</b>                                                              |                     |                     |                       |                     |                     |                     |
| 51-01 FCSS                                                                    | \$ -                | \$ -                | \$ -                  | \$ -                | \$ -                | \$ -                |
| 52-01 Daycare                                                                 | -                   | -                   | -                     | -                   | -                   | -                   |
| 52-03 Other Public Health                                                     | 60,150              | 45,504              | 49,124                | 49,124              | 49,124              | 49,124              |
| 63-01 Tourism & Economic Development                                          | -                   | -                   | -                     | -                   | -                   | -                   |
| 71-01 Recreation Boards                                                       | 393,339             | 506,506             | 366,000               | 333,000             | 333,000             | 333,000             |
| 74-01 Libraries                                                               | 182,800             | 182,800             | 182,800               | 182,800             | 182,800             | 182,800             |
| 74-02 Cultural Programs & Events                                              | 111,671             | -                   | 125,456               | 104,856             | 104,856             | 104,856             |
|                                                                               | <b>747,960</b>      | <b>734,809</b>      | <b>723,380</b>        | <b>669,780</b>      | <b>669,780</b>      | <b>669,780</b>      |
| <b>EXPENSES:</b>                                                              |                     |                     |                       |                     |                     |                     |
| 51-01 FCSS                                                                    | \$ 51,545           | \$ 51,535           | \$ 54,180             | \$ 54,180           | \$ 54,180           | \$ 54,180           |
| 52-01 Daycare                                                                 | -                   | -                   | -                     | -                   | -                   | -                   |
| 52-03 Other Public Health                                                     | 165,086             | 148,753             | 156,245               | 152,617             | 148,899             | 145,086             |
| 63-01 Tourism & Economic Development                                          | 71,788              | 45,757              | 69,716                | 40,611              | 35,871              | 36,846              |
| 71-01 Recreation Boards                                                       | 494,095             | 503,116             | 1,231,770             | 434,839             | 435,010             | 435,010             |
| 74-01 Libraries                                                               | 182,800             | 184,073             | 184,073               | 184,073             | 184,073             | 184,073             |
| 74-02 Cultural Programs & Events                                              | 111,671             | 111,671             | 130,456               | 109,856             | 109,856             | 109,856             |
|                                                                               | <b>1,076,985</b>    | <b>1,044,904</b>    | <b>1,826,440</b>      | <b>976,177</b>      | <b>967,889</b>      | <b>965,052</b>      |
| <b>OPERATING SURPLUS - BEFORE OTHER<br/>(EXCLUDING CAPITAL AND TRANSFERS)</b> | <b>\$ (329,025)</b> | <b>\$ (310,095)</b> | <b>\$ (1,103,060)</b> | <b>\$ (306,397)</b> | <b>\$ (298,109)</b> | <b>\$ (295,272)</b> |

## BUDGET HIGHLIGHTS

The following are some of the 2026 budget highlights for the Community Services:

- The overall special tax levies for recreational activities decreased from the prior year as overall the actual recreation and cultural requests stayed relatively consistent from the prior year (with slight fluctuations between districts), each of the recreation districts had an overall increase in taxable assessment; therefore, resulting in the special tax rates. *Note that the capital funding contribution to the Lomond Arena Project is reserve funded so it has no impact on the related district special tax rates.*
- Decreases in government transfers relate to that the Doctor Retention program funding contributions decreases as the Village of Carmangay and Lomond are no longer participating in these programs.
- Decreases in Contracted Services mostly relate to some partial reductions in the Doctor Retention program for specific clinic subsidies (based on historical actuals).
- Total funding for recreation and culture for 2026 is \$1,489,909, including projected transfers to the specific recreational reserves. This is an increase from the prior year of \$722,792; whereas, the largest increase includes the one-time reserve funded contribution of \$764,098 to the Lomond Arena Project. The remaining recreation/culture stayed relatively consistent with the prior year.
- Interest and bank changes relates to the long-term debenture interest; whereas, the interest portion typically decreases 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.

Budget 2026 includes the projected application for a \$1.25 million debenture to fund the County's capital contribution towards the Marquis Foundation Building Project. This would estimate that the debenture payments would start mid-2026 and would have a full year of payments for 2027 and future years. *This may vary if the contribution is funded by capital reserves in lieu of debenture (still to be determined).*

## 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<br>Segment Reporting         | Budget<br>2026      | Budget<br>2025      | Change           |
|-----------------------------------------------|---------------------|---------------------|------------------|
| <b>REVENUE</b>                                |                     |                     |                  |
| Net municipal taxes                           | \$ 958,555          | \$ 948,901          | 9,654            |
| Government transfers (operating)              | 100,000             | -                   | 100,000          |
| Return on investments                         | -                   | -                   | -                |
| Sale of goods, services and user charges      | 24,380              | 4,100               | 20,280           |
| Rental income                                 | -                   | -                   | -                |
| Community aggregate levy                      | -                   | -                   | -                |
| Penalties and costs of taxes                  | -                   | -                   | -                |
| Other revenues                                | -                   | -                   | -                |
|                                               | <b>\$ 1,082,935</b> | <b>\$ 953,001</b>   | <b>129,934</b>   |
| <b>EXPENSES</b>                               |                     |                     |                  |
| Salaries, wages and benefits                  | \$ 59,224           | \$ 28,402           | 30,822           |
| Contracted and general services               | 336,752             | 248,352             | 88,400           |
| Materials, goods and utilities                | 42,074              | 13,901              | 28,173           |
| Transfers to local boards and agencies        | 2,399,839           | 1,524,196           | 875,643          |
| Interest and bank charges                     | -                   | -                   | -                |
| Amortization of tangible capital assets       | 69,163              | 61,941              | 7,222            |
| Amortization of ARO tangible capital assets   | 6                   | 6                   | -                |
| Accretion ARO expenses                        | 871                 | 17                  | 854              |
| Machine expenses capitalized for construction | -                   | -                   | -                |
| Other expenses                                | 8,140               | 7,659               | 481              |
|                                               | <b>\$ 2,916,069</b> | <b>\$ 1,884,474</b> | <b>1,031,595</b> |
| <b>OPERATING SURPLUS - BEFORE OTHER</b>       | <b>(1,833,134)</b>  | <b>(931,473)</b>    | <b>(901,661)</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<br>Budget 2026     |                                     |                                         |                                                      |                                     |                                    |                              |
|-----------------------------------------------|-------------------------------------|-----------------------------------------|------------------------------------------------------|-------------------------------------|------------------------------------|------------------------------|
|                                               | Storm Sewers<br>& Drainage<br>37-01 | Water Supply<br>& Distribution<br>41-01 | Twin Valley<br>Regional Water<br>Commission<br>41-02 | McGregor<br>Regional Water<br>41-03 | Solid Waste<br>Management<br>43-03 | Utility<br>Services<br>Total |
| <b>REVENUE</b>                                |                                     |                                         |                                                      |                                     |                                    |                              |
| Net municipal taxes                           | \$ -                                | 16,538                                  | -                                                    | -                                   | 942,017                            | 958,555                      |
| Government transfers (operating)              | 100,000                             | -                                       | -                                                    | -                                   | -                                  | 100,000                      |
| Return on investments                         | -                                   | -                                       | -                                                    | -                                   | -                                  | -                            |
| Sale of goods, services and user charges      | -                                   | 20,250                                  | 1,781                                                | -                                   | 2,349                              | 24,380                       |
| Rental income                                 | -                                   | -                                       | -                                                    | -                                   | -                                  | -                            |
| Community aggregate levy                      | -                                   | -                                       | -                                                    | -                                   | -                                  | -                            |
| Penalties and costs of taxes                  | -                                   | -                                       | -                                                    | -                                   | -                                  | -                            |
| Other revenues                                | -                                   | -                                       | -                                                    | -                                   | -                                  | -                            |
|                                               | 100,000                             | 36,788                                  | 1,781                                                | -                                   | 944,366                            | 1,082,935                    |
| <b>EXPENSES</b>                               |                                     |                                         |                                                      |                                     |                                    |                              |
| Salaries, wages and benefits                  | \$ 12,147                           | 36,014                                  | -                                                    | -                                   | 11,063                             | 59,224                       |
| Contracted and general services               | 205,985                             | 130,767                                 | -                                                    | -                                   | -                                  | 336,752                      |
| Materials, goods and utilities                | -                                   | 40,293                                  | 1,781                                                | -                                   | -                                  | 42,074                       |
| Transfers to local boards and agencies        | -                                   | 1,381,135                               | 37,500                                               | -                                   | 981,204                            | 2,399,839                    |
| Interest and bank charges                     | -                                   | -                                       | -                                                    | -                                   | -                                  | -                            |
| Amortization of tangible capital assets       | -                                   | 69,163                                  | -                                                    | -                                   | -                                  | 69,163                       |
| Amortization of ARO tangible capital assets   | -                                   | 6                                       | -                                                    | -                                   | -                                  | 6                            |
| Accretion ARO expenses                        | -                                   | 871                                     | -                                                    | -                                   | -                                  | 871                          |
| Machine expenses capitalized for construction | -                                   | -                                       | -                                                    | -                                   | -                                  | -                            |
| Other expenses                                | -                                   | -                                       | -                                                    | -                                   | 8,140                              | 8,140                        |
|                                               | 218,132                             | 1,658,249                               | 39,281                                               | -                                   | 1,000,407                          | 2,916,069                    |
| <b>OPERATING SURPLUS (DEFICIT)</b>            | <b>\$ (118,132)</b>                 | <b>(1,621,461)</b>                      | <b>(37,500)</b>                                      | <b>-</b>                            | <b>(56,041)</b>                    | <b>(1,833,134)</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<br>Budget Segments                                              | Budget<br>2025      | Actual<br>2025      | Budget<br>2026        | Projected<br>2027   | Projected<br>2028   | Projected<br>2029   |
|-------------------------------------------------------------------------------|---------------------|---------------------|-----------------------|---------------------|---------------------|---------------------|
| <b>SEGMENT - UTILITY SERVICES</b>                                             |                     |                     |                       |                     |                     |                     |
| <b>REVENUES:</b>                                                              |                     |                     |                       |                     |                     |                     |
| 37-01 Storm Sewers & Drainage                                                 | \$ -                | \$ -                | \$ 100,000            | \$ -                | \$ -                | \$ -                |
| 41-01 Water Supply & Distribution                                             | 16,538              | 36,954              | 36,788                | 36,788              | 36,788              | 36,788              |
| 41-02 Twin Valley Regional Water Commission                                   | 1,751               | 6,536               | 1,781                 | 1,781               | 1,781               | 1,781               |
| 41-03 McGregor Regional Water                                                 | -                   | 22,697              | -                     | -                   | -                   | -                   |
| 43-03 Solid Waste Management                                                  | 934,712             | 936,824             | 944,366               | 974,670             | 1,011,367           | 1,011,367           |
|                                                                               | 953,001             | 1,003,011           | 1,082,935             | 1,013,239           | 1,049,936           | 1,049,936           |
| <b>EXPENSES:</b>                                                              |                     |                     |                       |                     |                     |                     |
| 37-01 Storm Sewers & Drainage                                                 | \$ 141,813          | \$ 111,267          | \$ 218,132            | \$ 12,346           | \$ 12,346           | \$ 12,346           |
| 41-01 Water Supply & Distribution                                             | 198,372             | 182,411             | 1,658,249             | 597,406             | 134,289             | 135,857             |
| 41-02 Twin Valley Regional Water Commission                                   | 39,251              | 42,682              | 39,281                | 39,281              | 39,281              | 39,281              |
| 41-03 McGregor Regional Water                                                 | 503,342             | 38,715              | -                     | -                   | -                   | -                   |
| 43-03 Solid Waste Management                                                  | 1,001,696           | 991,128             | 1,000,407             | 1,025,305           | 1,050,706           | 1,050,706           |
|                                                                               | 1,884,474           | 1,366,204           | 2,916,069             | 1,674,337           | 1,236,622           | 1,238,189           |
| <b>OPERATING SURPLUS - BEFORE OTHER<br/>(EXCLUDING CAPITAL AND TRANSFERS)</b> | <b>\$ (931,473)</b> | <b>\$ (363,192)</b> | <b>\$ (1,833,134)</b> | <b>\$ (661,098)</b> | <b>\$ (186,686)</b> | <b>\$ (188,253)</b> |

## BUDGET HIGHLIGHTS



The following are some of the 2026 budget highlights for the Utility Services:

- Increases in Contracted Services mostly relates to the addition of the one-time Storm Water Management Plan of \$100,000 (grant funded). The Ullly Dam Inlet/Outlet project of \$100,000 (reserve funded) was included in Budget 2026 (prior year included the Ullly Dam Pipe Liner).
- The contribution to the Vulcan and District Waste Commission was effectively maintained at to \$978,855 (previously \$981,005).
- 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 \$1,381,135 in 2026 & \$462,148 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<br>Budget Comparison and Projections | Budget<br>2025 | Actual<br>2025 | Budget<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|----------------------------------------------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|
| <b>TOTAL BUDGETED REVENUES</b>                     | \$ 22,463,002  | \$ 23,678,738  | \$ 24,984,314  | \$ 25,391,476     | \$ 25,470,766     | \$ 25,470,766     |
| <b>TOTAL BUDGETED EXPENSES</b>                     | (23,921,232)   | (23,067,443)   | (26,976,805)   | (24,574,383)      | (23,496,628)      | (23,677,882)      |
| <b>ANNUAL SURPLUS</b>                              | (1,458,230)    | 611,295        | (1,992,491)    | 817,093           | 1,974,138         | 1,792,884         |
| <b>RESERVE AND CAPITAL TRANSFERS:</b>              |                |                |                |                   |                   |                   |
| Transfer of Amortization                           | 5,013,435      | 5,384,383      | 5,384,383      | 5,384,383         | 5,384,383         | 5,384,383         |
| Transfer of ARO Accretion                          | 20,834         | 78,682         | 25,696         | 26,779            | 27,909            | 27,909            |
| Transfer of Gain/Loss on disposal                  | 0              | 172,717        | 0              | 0                 | 0                 | 0                 |
| Transfer from Reserves                             | 2,724,591      | 4,855,147      | 4,975,837      | 2,354,155         | 1,015,128         | 1,013,744         |
| Transfer to Reserves                               | (3,637,301)    | (9,059,241)    | (5,009,510)    | (6,020,585)       | (5,898,059)       | (5,715,421)       |
| Transfer to Capital Functions                      | (2,783,179)    | (2,041,572)    | (3,083,765)    | (2,261,675)       | (2,953,349)       | (2,953,349)       |
| Transfer to Other Functions & Inventory            | 119,850        | 0              | (300,150)      | (300,150)         | 449,850           | 449,850           |
| Transfer of Principal Repayment                    | 0              | 0              | 0              | 0                 | 0                 | 0                 |
| <b>TOTAL RESERVE AND CAPITAL TRANSFERS</b>         | 1,458,230      | (609,885)      | 1,992,491      | (817,093)         | (1,974,138)       | (1,792,884)       |
| <b>TOTAL NET EFFECT ON ACCUMULATED SURPLUS</b>     | \$ -           | \$ 1,409       | \$ -           | \$ -              | \$ -              | \$ -              |

As shown above, the County is able to maintain a balanced budget in 2026 and future projected years; however, this will be tied to future assessment and tax information is available. With the 494-megawatt (MW) Buffalo Plains Wind Farm becoming fully taxable for 2026 (supplementary for 2026 and included in annual roll for 2027), this assessment growth has supported the County's ability to reduce the General Municipal Tax Rates; whereas, these updated general municipal tax rates are now in-line with the multi-year tax rate goals that were established by County Council in 2022/2023. These rates were also reviewed to ensure sustainability for the foreseeable future so that the County can mitigate increases in the next couple years. However, if there are assessment decreases or cost inflations exceed expectations, 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.



## 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 \$2.73 million to \$4.98 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 and to the Lomond Arena Project. Budget 2024 to 2026 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 \$3.64 million to \$5.00 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 2026 and future years' capital acquisitions). There is also an additional \$1.48 million 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 \$1.03 million 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 2026 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 2027-2029. 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 2025 actuals include the total gains on disposals (included in revenues) of \$222,494 and the total loss on disposals (included in expenses) of \$395,211; therefore, the net loss transferred to capital was \$172,717.

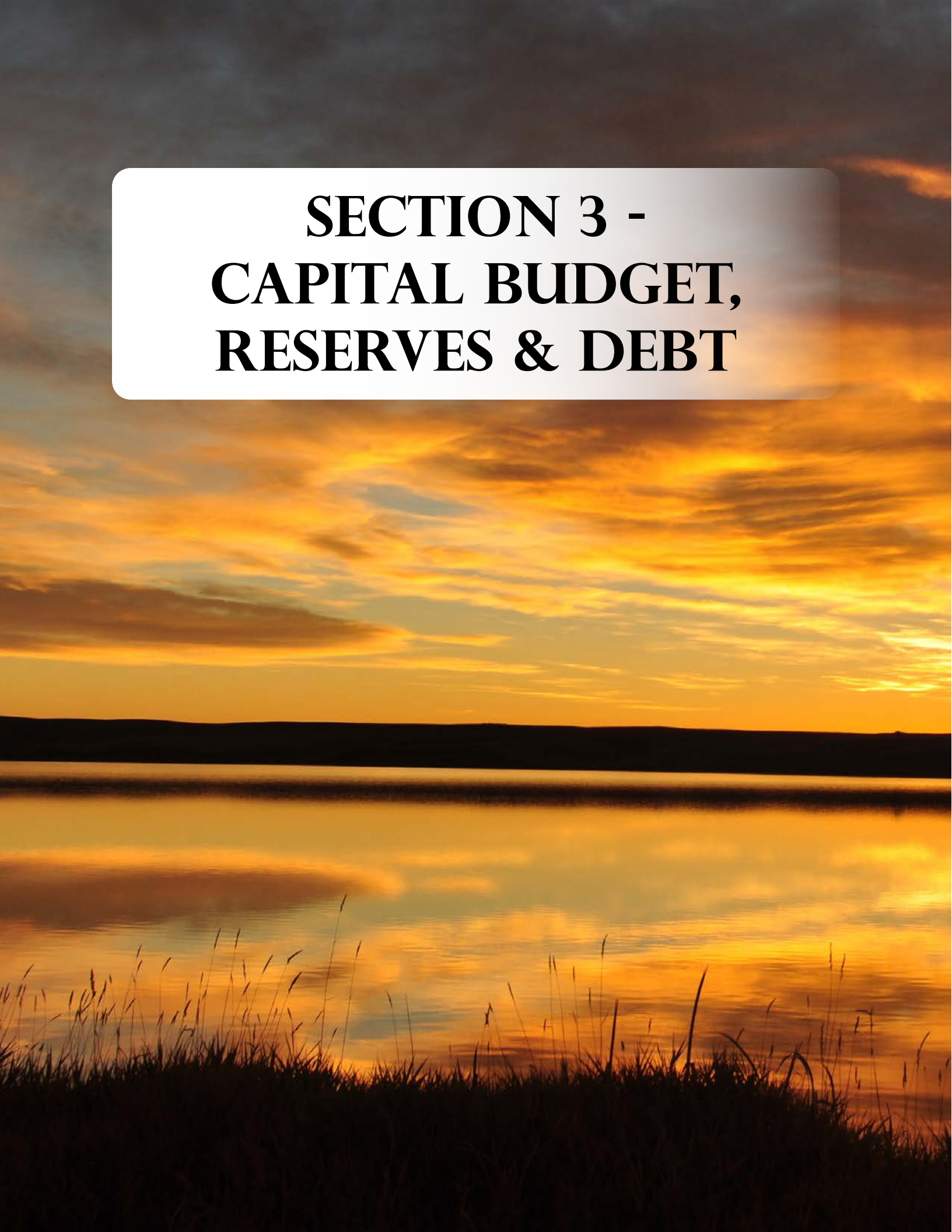
### **TRANSFERS TO CAPITAL FUNCTIONS**

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 full-page background image showing a sunset over a body of water. The sky is filled with orange and yellow clouds, reflecting on the calm water. In the foreground, there are dark silhouettes of reeds or grass. A white rounded rectangle is positioned in the upper left, containing the section title.

# **SECTION 3 - CAPITAL BUDGET, RESERVES & DEBT**

## Section 3 - CAPITAL BUDGET, RESERVES & DEBT

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Introductory



Operating Budget



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:

|                       |                     |                     |                    |
|-----------------------|---------------------|---------------------|--------------------|
| Land                  | \$ -                | \$ -                | -                  |
| Land Improvements     | -                   | -                   | -                  |
| Buildings             | 150,000             | 150,000             | -                  |
| Equipment             | 2,228,157           | 2,922,954           | (694,797)          |
| Vehicles              | 585,017             | 472,601             | 112,416            |
| Engineered Structures | 5,046,434           | 6,170,589           | (1,124,155)        |
|                       | <b>\$ 8,009,608</b> | <b>\$ 9,716,144</b> | <b>(1,706,536)</b> |

#### OTHER REVENUE:

|                                |                     |                     |                  |
|--------------------------------|---------------------|---------------------|------------------|
| Government transfers - capital | 1,653,141           | 2,416,986           | (763,845)        |
|                                | <b>\$ 1,653,141</b> | <b>\$ 2,416,986</b> | <b>(763,845)</b> |

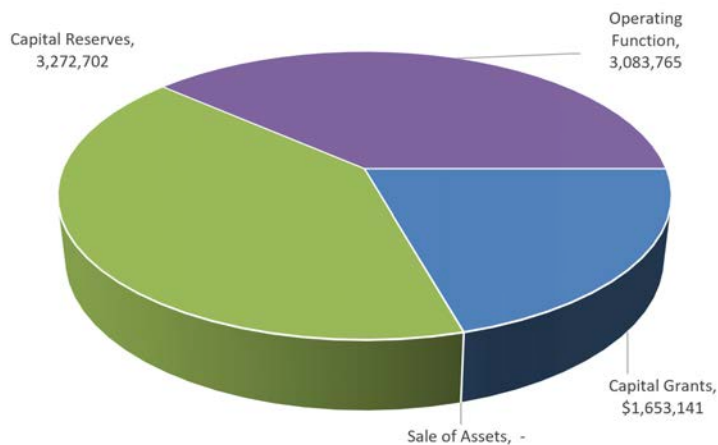
#### RESERVE AND CAPITAL TRANSFERS:

|                                             |                  |                  |                  |
|---------------------------------------------|------------------|------------------|------------------|
| Disposal of Capital                         | -                | 10,000           | (10,000)         |
| Transfer from Reserves - Capital            | 3,272,702        | 4,505,979        | (1,233,277)      |
| Transfer to Reserves - Capital              | -                | -                | -                |
| Transfer from Operating Functions - Capital | 3,083,765        | 2,783,179        | 300,586          |
|                                             | <b>6,356,467</b> | <b>7,299,158</b> | <b>(942,691)</b> |

#### TOTAL NET EFFECT ON ACCUMULATED SURPLUS

|  |             |             |             |
|--|-------------|-------------|-------------|
|  | <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. \$1.65 million will be funded by capital grants/contributions and \$3.27 million funded by capital reserves. There are \$3.08 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 construction of the McGregor Marina, road & bridge projects, Mossleigh Drainage Project, County Building Design project, purchase of 2 graders, replacement of the County's ERP/financial software, and other vehicle/equipment replacements.



The following is a 5-year capital projections, including the Capital Budget 2026 (with prior year comparison) and projections for 2027-2030:

| Vulcan County<br>Capital Budget and Projections | Budget<br>2025      | Actual<br>2025      | Budget<br>2026      | Projected<br>2027   | Projected<br>2028    | Projected<br>2029   | Projected<br>2030    |
|-------------------------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------------|----------------------|
| <b>CAPITAL ACQUIRED:</b>                        |                     |                     |                     |                     |                      |                     |                      |
| Land                                            | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                 | \$ -                | \$ -                 |
| Land Improvement                                | -                   | 8,220               | -                   | -                   | -                    | -                   | -                    |
| Buildings                                       | 150,000             | -                   | 150,000             | 8,477               | 6,122,744            | 105,388             | 139,790              |
| Equipment                                       | 2,922,954           | 2,926,253           | 2,228,157           | 2,901,032           | 1,897,321            | 1,082,295           | 2,510,411            |
| Vehicles                                        | 472,601             | 827,895             | 585,017             | 2,589,679           | 583,376              | 338,499             | 835,221              |
| Engineered Structures                           | 6,170,589           | 3,626,718           | 5,046,434           | 2,978,658           | 5,525,724            | 3,426,557           | 7,748,253            |
| <b>TOTAL CAPITAL ACQUIRED</b>                   | <b>\$ 9,716,144</b> | <b>\$ 7,389,086</b> | <b>\$ 8,009,608</b> | <b>\$ 8,477,846</b> | <b>\$ 14,129,165</b> | <b>\$ 4,952,739</b> | <b>\$ 11,233,675</b> |
| <b>CAPITAL FUNDING:</b>                         |                     |                     |                     |                     |                      |                     |                      |
| Capital Grants and Contributions                | \$ 2,416,986        | \$ 2,818,352        | \$ 1,653,141        | \$ 2,102,422        | \$ 2,102,422         | \$ 2,102,422        | \$ 2,102,422         |
| Sale of Assets                                  | 10,000              | 326,479             | -                   | -                   | -                    | -                   | -                    |
| Contributed Asset                               | -                   | -                   | -                   | -                   | -                    | -                   | -                    |
| Transfer from Capital Reserves                  | 4,505,979           | 2,202,683           | 3,272,702           | 4,284,037           | 5,435,356            | 758,930             | 7,039,866            |
| Transfer to Capital Reserves                    | -                   | (414,610)           | -                   | -                   | -                    | -                   | -                    |
| Transfer from Operating Function                | 2,783,179           | 2,456,182           | 3,083,765           | 2,091,387           | 2,091,387            | 2,091,387           | 2,091,387            |
| Transfer to Operating Function                  | -                   | -                   | -                   | -                   | -                    | -                   | -                    |
| Capital financing acquired                      | -                   | -                   | -                   | -                   | 4,500,000            | -                   | -                    |
| <b>TOTAL CAPITAL FUNDING</b>                    | <b>\$ 9,716,144</b> | <b>\$ 7,389,086</b> | <b>\$ 8,009,608</b> | <b>\$ 8,477,846</b> | <b>\$ 14,129,165</b> | <b>\$ 4,952,739</b> | <b>\$ 11,233,675</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 Capital Grant Funds

The following is a reconciliation of the Local Government Fiscal Framework (LGFF) Grant funding for 2026:

### Local Government Fiscal Framework (LGFF) Capital Grant Reconciliation

|                       | 2026 Budget      |
|-----------------------|------------------|
| Carry-forward balance | -                |
| 2026 Grant Allocation | 1,613,141        |
| Available LGFF Funds  | <b>1,613,141</b> |

|                       | Budgeted cost    | Grant Funded     |
|-----------------------|------------------|------------------|
| Grader Purchases (2X) | 1,477,629        | 1,355,943        |
| Mack Semi Truck       | 257,198          | 257,198          |
|                       | <b>1,734,827</b> | <b>1,613,141</b> |

### Unallocated LGFF Capital Funds

|   |
|---|
| - |
|---|



The Local Government Fiscal Framework (LGFF) replaced the previous Municipal Sustainability Initiative (MSI) Capital grant in 2024; whereas, all unspent MSI Funds were able to be utilized in 2025 and there is no remaining MSI funds carried forward. The 2025 LGFF was fully spent in the prior year; therefore, the County only has the 2026 LGFF Capital grant allocation available for Budget 2026.

The Local Government Fiscal Framework (LGFF) allocation for 2026 was \$1.61 million which was a reduction from the prior year of \$1.43 million (based on provincial allocations). For Budget 2026, this LGFF capital grant funding is being used to fund the purchase of two graders and Mack Semi Truck. The projections for 2027-2030 (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 2026 budget as many of these are based on funding agreements and allocations. Current information indicates that the LGFF Capital grant allocations are likely to be maintained or potentially increase over the next couple years (subject to change).

As shown above, the LGFF Capital grant allocation is fully utilized in these capital projects. *These capital projects (indicated above) have been approved through the LGFF online submission dashboard at the time the report was developed.*



## 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 2026.

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        |
|                  | <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:

|       |                          |                                          |                  |
|-------|--------------------------|------------------------------------------|------------------|
| 12-02 | Administration           | Server Update and migration              | 23,500           |
| 12-02 | Administration           | VMWare Host Server Replacement           | 21,500           |
| 12-02 | Administration           | ERP Replacement                          | 350,000          |
| 12-02 | Administration           | Wireless Internet backup                 | 10,000           |
| 23-01 | Fire Protection Services | Update Emergency Service Security System | 60,000           |
| 23-01 | Fire Protection Services | Motorola Radios (12x)                    | 45,600           |
| 23-01 | Fire Protection Services | Air Conditioners for Stn 19, 17, 21      | 19,100           |
| 23-20 | Fire Protection Services | Carmangay Truck - RESCUE21               | 40,000           |
| 31-01 | Common Services          | Camera system at Shop, Grader Shed       | 12,700           |
| 32-00 | Road Transportation      | Purchase 2 Motor Graders                 | 1,477,629        |
| 32-03 | Road Graveling           | Purchase Belly Dump Gravel Trailer       | 88,828           |
| 62-00 | Agricultural Services    | Zero-Turn Lawn Mower                     | 20,500           |
| 62-00 | Agricultural Services    | Wing-Mower Swing Arm                     | 52,800           |
| 62-00 | Agricultural Services    | Boom Spray System                        | 6,000            |
|       |                          |                                          | <b>2,228,157</b> |

### Capital Funding:

|                                         |                  |
|-----------------------------------------|------------------|
| Capital reserves                        | 832,214          |
| Contribution from local boards/agencies | 40,000           |
| Grants                                  | 1,355,943        |
|                                         | <b>2,228,157</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 2026 capital budget, includes the following:

- Administration (12-02) - Replacement IT equipment that is at end of life, including the County's Server upgrades and VMWare Host Server. The County is also required to replace its Enterprise Resource Planning (ERP) software which includes all major accounting functions (general ledger, payables, receivables, payroll, taxes, utilities, and other features) as the current ERP is becoming end of life and will no longer be supported or have software/security updates in 2029. The County has also recently upgraded its internet connections; whereas, the County is also adding a wireless internet backup solution for its main servers and IT infrastructure. These items are funded by capital reserves.
- General Fire Protection (23-01) - The fire departments required replacement of multiple equipment, including installation of security systems, emergency handheld radios, that were at end of usable life (based on required replacement cycles). These items are funded by capital reserves.



In addition to the equipment replacements, the County is installing additional air conditioning units in some of the fire department's training rooms (that did not have previously installed), funded by capital reserves for those facilities.

The Carmangay Fire Association has fundraised to convert a prior F350 truck (that was replaced) into a fire rescue vehicle that can support in their fire district (funded by the Association).

- Common Services (31-01) - The Public Works Shop is installing a new security camera system, which will include cameras for the shop, the grader shed, and the gate to the public works yard.
- Road Transportation (32-00) - Typically the County funds the replacement of two graders; whereas, in Budget 2026, 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 and partial capital reserves in the current year.
- Road Gravelling (32-03) - A belly dump 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 purchasing a new zero-turn mower, a boom spray system, and a wing mounted swing arm for the Rotary Cutter for better cut roadside and project areas (reducing change of rollover risk). 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.



## 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:

|       |                          |                                  |                |
|-------|--------------------------|----------------------------------|----------------|
| 23-17 | Fire Protection Services | CAFS 17 Upgrade to Wildland Unit | 150,000        |
| 32-01 | Road Construction        | Purchase 1 F350 truck            | 93,819         |
| 32-03 | Road Gravelling          | Purchase Mach Semi Truck         | 257,198        |
| 62-00 | Agricultural Services    | Purchase 1 F350 Crew cab         | 84,000         |
|       |                          |                                  | <b>585,017</b> |

### Capital Funding:

|                  |                |
|------------------|----------------|
| Capital reserves | 327,819        |
| Grants           | 257,198        |
|                  | <hr/>          |
|                  | <b>585.017</b> |

Vehicle acquisitions are required every year, but do vary significantly in their type and purpose.

The 2026 capital budget, includes the following:

- General Fire Protection (23-01) - The Milo Fire Department is rebuilding the CAFS17 truck (Compressed Air Foam System) into a Wildland Unit as it is more suitable for rural/grassland/agricultural fire responses. This is funded by capital reserves within the capital plan for this asset.
- Road Construction (32-01) - There is a one ton truck 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.
- Agricultural Services (62-00) - There is a one ton truck 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.





## 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             | 727,224          |
| 32-01 | Road Construction           | Capitalization of road construction | 2,059,659        |
| 32-04 | Bridges                     | Bridge projects                     | 1,558,599        |
| 37-01 | Storm Sewers & Drainage     | Mossleigh Drainage Improvements     | 652,300          |
| 41-01 | Water Supply & Distribution | Well Water Reservoir Mossleigh      | 48,652           |
|       |                             |                                     | <b>5,046,434</b> |

### Capital Funding:

|                         |                  |
|-------------------------|------------------|
| Capital reserves        | 1,962,669        |
| Transfer from operating | 3,083,765        |
|                         | <b>5,046,434</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 2026 capital budget, includes the following:

- General Municipal (10-00) - Construction of McGregor Marina project on the north end of the McGregor Reservoir - Capital Project (reserve funded), including excavation/construction and installation of the boat ramp. Budget 2027 is projected to include the completion of the docks and public washrooms. These costs are funded by the operating fund for internally constructed costs and the use of capital reserves.
- 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 are two (2) bridge files 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).
- Water Supply & Distribution (41-01) - The County is installing tanks for the Mossleigh well water reservoir to retain ground water licenses subsequent to the commissioning of the McGregor Regional Water projects (waterlines to be supplying the Mossleigh water distribution systems), funded by capital reserves.





## 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 2026, this 20-year capital funding program was further refined and enhanced. This included enhancements to the facility replacements planning and updates to the fire services strategies relating to fire apparatuses coverage.*

## 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 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 are 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 are 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

|                                                                           | 2027             | 2028              | 2029             | 2030              | 2031              | 2032             | 2033             | 2034             | 2035             | 2036             |
|---------------------------------------------------------------------------|------------------|-------------------|------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Administration - Property, Plant, &amp; Equipment (PP&amp;E):</b>      |                  |                   |                  |                   |                   |                  |                  |                  |                  |                  |
| Building                                                                  | -                | 6,090,451         | -                | -                 | -                 | -                | -                | -                | -                | -                |
| Equipment - Technology                                                    | -                | -                 | 11,818           | 18,902            | 89,130            | -                | -                | 142,856          | 19,380           | 69,196           |
| Truck - Light Duty                                                        | -                | 38,174            | -                | -                 | -                 | -                | -                | -                | -                | -                |
|                                                                           | -                | 6,128,625         | 11,818           | 18,902            | 89,130            | -                | -                | 142,856          | 19,380           | 69,196           |
| <b>Agriculture - Property, Plant, &amp; Equipment (PP&amp;E):</b>         |                  |                   |                  |                   |                   |                  |                  |                  |                  |                  |
| Building                                                                  | -                | 17,780            | -                | 5,782             | -                 | -                | -                | -                | -                | -                |
| Equipment - Heavy Duty                                                    | -                | 25,377            | 25,504           | -                 | -                 | -                | -                | 94,132           | -                | 31,692           |
| Equipment - Light Duty                                                    | 38,381           | 7,667             | 53,039           | 92,888            | 39,670            | -                | 6,719            | -                | -                | 66,710           |
| Truck - Heavy Duty                                                        | -                | -                 | -                | 109,348           | 85,279            | -                | 83,724           | -                | 92,972           | -                |
| Truck - Light Duty                                                        | -                | 57,373            | 34,106           | 40,355            | -                 | -                | -                | -                | -                | -                |
|                                                                           | 38,381           | 108,197           | 112,649          | 248,373           | 124,949           | -                | 90,443           | 94,132           | 92,972           | 98,402           |
| <b>Protective Services - Property, Plant, &amp; Equipment (PP&amp;E):</b> |                  |                   |                  |                   |                   |                  |                  |                  |                  |                  |
| Building                                                                  | -                | -                 | 12,242           | -                 | -                 | -                | -                | -                | -                | -                |
| Equipment - Heavy Duty                                                    | -                | -                 | 15,545           | -                 | -                 | -                | -                | -                | -                | -                |
| Equipment - Light Duty                                                    | 3,535            | 335,077           | 242,898          | 502,804           | 47,931            | 984,270          | 156,577          | 106,159          | 500,342          | 200,715          |
| Equipment - Buildings                                                     | -                | 172,563           | -                | -                 | -                 | -                | -                | -                | -                | -                |
| Equipment - Technology                                                    | -                | -                 | -                | -                 | 55,030            | -                | -                | -                | -                | 56,420           |
| Truck - Heavy Duty                                                        | 1,515,038        | -                 | -                | -                 | 824,302           | -                | 905,293          | -                | -                | 1,743,053        |
| Truck - Light Duty                                                        | 81,815           | 248,857           | 112,217          | 102,926           | -                 | -                | 208,142          | 115,050          | -                | 66,304           |
| Land Improvement                                                          | -                | -                 | -                | -                 | -                 | -                | -                | -                | 319,206          | -                |
|                                                                           | 1,600,388        | 756,497           | 382,902          | 605,730           | 927,263           | 984,270          | 1,270,012        | 221,209          | 819,548          | 2,066,492        |
| <b>Public Works - Property, Plant, &amp; Equipment (PP&amp;E):</b>        |                  |                   |                  |                   |                   |                  |                  |                  |                  |                  |
| Building                                                                  | 8,477            | 14,513            | 93,146           | 134,008           | -                 | 34,339           | -                | -                | 17,202           | -                |
| Equipment - Heavy Duty                                                    | 2,859,116        | 1,279,326         | 645,167          | 1,864,844         | 2,359,764         | 2,566,409        | 1,822,148        | 1,031,373        | 105,746          | 2,367,886        |
| Equipment - Light Duty                                                    | -                | 77,311            | 88,324           | 30,973            | -                 | 110,926          | -                | 93,750           | 185,737          | -                |
| Truck - Heavy Duty                                                        | 992,826          | 186,615           | 192,176          | 533,392           | 163,315           | -                | -                | -                | 143,790          | 206,330          |
| Truck - Light Duty                                                        | -                | 52,357            | -                | 49,200            | 76,030            | 62,272           | -                | -                | -                | 79,369           |
|                                                                           | 3,860,419        | 1,610,122         | 1,018,813        | 2,612,417         | 2,599,109         | 2,773,946        | 1,822,148        | 1,125,123        | 452,475          | 2,653,585        |
| <b>Total Property, Plant, &amp; Equipment (PP&amp;E):</b>                 | <b>5,499,188</b> | <b>8,603,441</b>  | <b>1,526,182</b> | <b>3,485,422</b>  | <b>3,740,451</b>  | <b>3,758,216</b> | <b>3,182,603</b> | <b>1,583,320</b> | <b>1,384,375</b> | <b>4,887,675</b> |
| <b>Public Works - Bridges:</b>                                            |                  |                   |                  |                   |                   |                  |                  |                  |                  |                  |
| Bridges                                                                   | 1,107,908        | 1,389,504         | 1,537,057        | 1,323,038         | 1,111,146         | 1,330,651        | 1,361,976        | 901,649          | 2,759,243        | 215,259          |
|                                                                           | <b>1,107,908</b> | <b>1,389,504</b>  | <b>1,537,057</b> | <b>1,323,038</b>  | <b>1,111,146</b>  | <b>1,330,651</b> | <b>1,361,976</b> | <b>901,649</b>   | <b>2,759,243</b> | <b>215,259</b>   |
| <b>Public Works - Roads:</b>                                              |                  |                   |                  |                   |                   |                  |                  |                  |                  |                  |
| Roads                                                                     | 1,870,750        | 4,136,220         | 1,889,500        | 6,425,215         | 5,417,102         | 1,917,990        | 1,927,580        | 1,937,210        | 1,946,900        | 2,246,918        |
|                                                                           | <b>1,870,750</b> | <b>4,136,220</b>  | <b>1,889,500</b> | <b>6,425,215</b>  | <b>5,417,102</b>  | <b>1,917,990</b> | <b>1,927,580</b> | <b>1,937,210</b> | <b>1,946,900</b> | <b>2,246,918</b> |
| <b>Total costs of PP&amp;E, Bridges, Roads</b>                            | <b>8,477,846</b> | <b>14,129,165</b> | <b>4,952,739</b> | <b>11,233,675</b> | <b>10,268,699</b> | <b>7,006,857</b> | <b>6,472,159</b> | <b>4,422,179</b> | <b>6,090,518</b> | <b>7,349,852</b> |

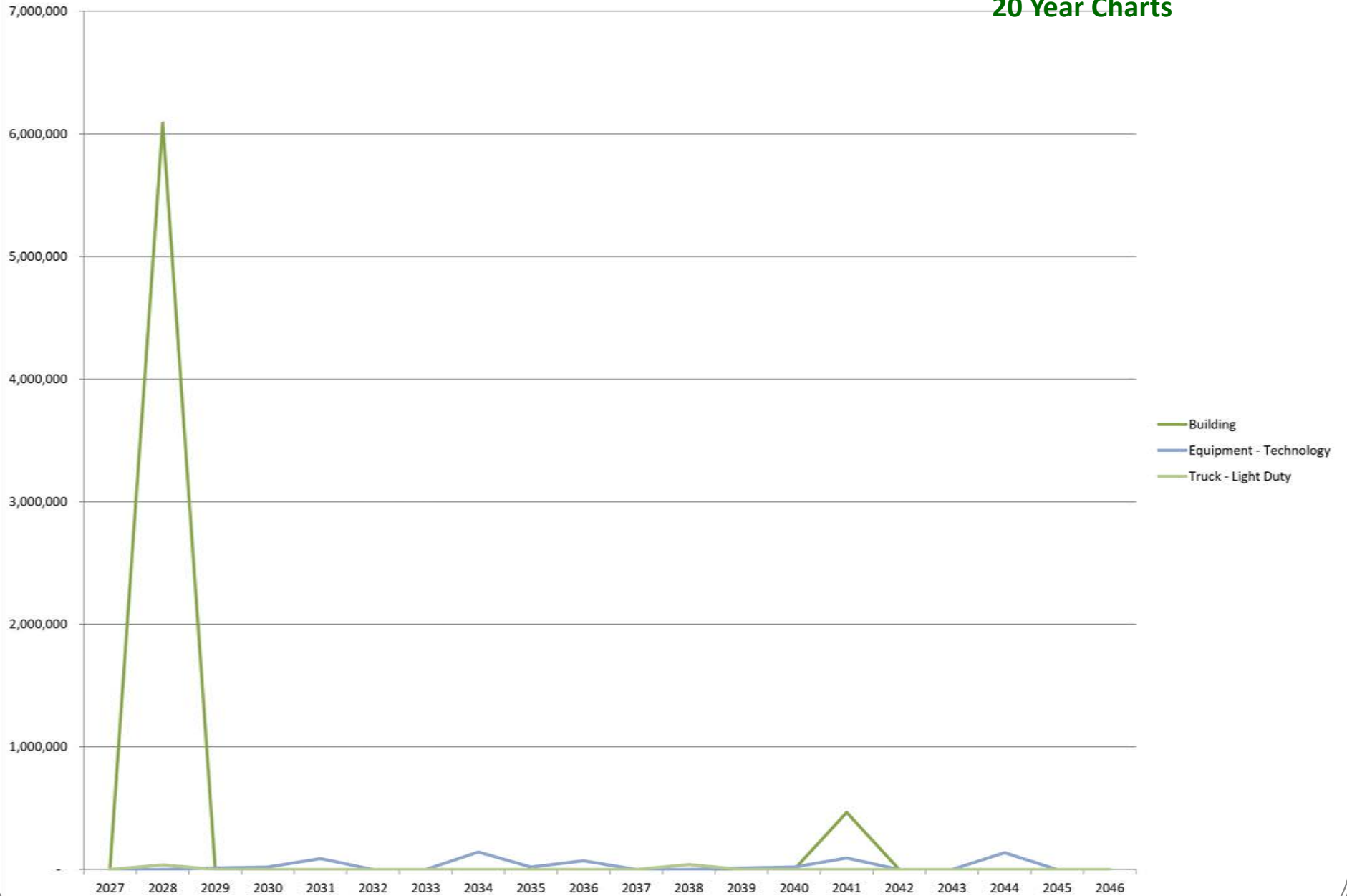

**Vulcan County  
Capital Cost Projections**

|                                                                           | 2037             | 2038             | 2039             | 2040             | 2041             | 2042             | 2043             | 2044             | 2045             | 2046             |
|---------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Administration - Property, Plant, &amp; Equipment (PP&amp;E):</b>      |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Building                                                                  | -                | -                | -                | -                | 467,128          | -                | -                | -                | -                | -                |
| Equipment - Technology                                                    | -                | -                | 12,423           | 19,869           | 93,687           | -                | -                | 137,425          | -                | -                |
| Truck - Light Duty                                                        | -                | 40,126           | -                | -                | -                | -                | -                | -                | -                | -                |
|                                                                           | -                | 40,126           | 12,423           | 19,869           | 560,815          | -                | -                | 137,425          | -                | -                |
| <b>Agriculture - Property, Plant, &amp; Equipment (PP&amp;E):</b>         |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Building                                                                  | -                | 18,689           | 13,689           | -                | -                | 130,618          | -                | -                | 6,232            | -                |
| Equipment - Heavy Duty                                                    | -                | -                | -                | 9,699            | -                | -                | -                | 249,921          | -                | 33,313           |
| Equipment - Light Duty                                                    | 40,344           | 8,059            | 50,399           | 97,639           | 30,868           | -                | -                | 27,476           | -                | -                |
| Truck - Heavy Duty                                                        | -                | -                | -                | 114,941          | 89,640           | -                | 88,005           | -                | 97,727           | -                |
| Truck - Light Duty                                                        | -                | 60,308           | 35,850           | 42,419           | -                | -                | -                | -                | -                | -                |
|                                                                           | 40,344           | 87,056           | 99,938           | 264,698          | 120,508          | 130,618          | 88,005           | 277,397          | 103,959          | 33,313           |
| <b>Protective Services - Property, Plant, &amp; Equipment (PP&amp;E):</b> |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Building                                                                  | -                | -                | 12,868           | -                | 35,809           | -                | -                | 21,366           | -                | -                |
| Equipment - Heavy Duty                                                    | -                | -                | 16,339           | -                | -                | -                | -                | -                | -                | -                |
| Equipment - Light Duty                                                    | 902,426          | 768,017          | 260,573          | 1,094,744        | 46,572           | 1,030,960        | 187,070          | 89,051           | 188,638          | 798,458          |
| Equipment - Buildings                                                     | 424,671          | 181,388          | 324,315          | -                | -                | -                | -                | -                | -                | -                |
| Equipment - Technology                                                    | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| Truck - Heavy Duty                                                        | -                | 906,938          | -                | -                | 1,191,378        | 1,088,487        | -                | -                | -                | -                |
| Truck - Light Duty                                                        | 85,999           | 165,383          | 209,102          | 108,190          | -                | -                | 205,330          | -                | -                | 67,978           |
| Land Improvement                                                          | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                |
|                                                                           | 1,413,096        | 2,021,726        | 823,197          | 1,202,934        | 1,273,759        | 2,119,447        | 392,400          | 110,417          | 188,638          | 866,436          |
| <b>Public Works - Property, Plant, &amp; Equipment (PP&amp;E):</b>        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Building                                                                  | -                | 7,586            | 10,429           | -                | -                | -                | -                | 21,489           | 52,592           | -                |
| Equipment - Heavy Duty                                                    | 2,865,427        | 507,291          | 215,569          | 1,953,309        | 65,192           | 80,491           | -                | 542,642          | 128,815          | -                |
| Equipment - Light Duty                                                    | -                | -                | 34,506           | 32,557           | 58,626           | -                | 23,577           | 74,671           | 63,422           | 18,926           |
| Truck - Heavy Duty                                                        | 1,211,877        | 196,158          | 202,004          | 560,668          | -                | -                | 172,525          | -                | 147,421          | 211,540          |
| Truck - Light Duty                                                        | -                | 55,035           | -                | 51,716           | 79,918           | 63,845           | -                | -                | -                | 81,373           |
|                                                                           | 4,077,304        | 766,070          | 462,508          | 2,598,250        | 203,736          | 144,336          | 196,102          | 638,802          | 392,250          | 311,839          |
| <b>Total Property, Plant, &amp; Equipment (PP&amp;E):</b>                 | <b>5,530,744</b> | <b>2,914,978</b> | <b>1,398,066</b> | <b>4,085,751</b> | <b>2,158,818</b> | <b>2,394,401</b> | <b>676,507</b>   | <b>1,164,041</b> | <b>684,847</b>   | <b>1,211,588</b> |
| <b>Public Works - Bridges:</b>                                            |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Bridges                                                                   | 820,454          | 1,524,812        | 957,047          | 1,660,418        | 1,248,012        | 1,255,622        | 1,355,483        | 1,330,040        | 1,643,391        | 1,241,566        |
|                                                                           | <b>820,454</b>   | <b>1,524,812</b> | <b>957,047</b>   | <b>1,660,418</b> | <b>1,248,012</b> | <b>1,255,622</b> | <b>1,355,483</b> | <b>1,330,040</b> | <b>1,643,391</b> | <b>1,241,566</b> |
| <b>Public Works - Roads:</b>                                              |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Roads                                                                     | 1,769,778        | 1,976,250        | 1,986,130        | 1,996,060        | 2,924,248        | 2,016,070        | 1,215,690        | 2,036,280        | 2,046,470        | 1,851,030        |
|                                                                           | <b>1,769,778</b> | <b>1,976,250</b> | <b>1,986,130</b> | <b>1,996,060</b> | <b>2,924,248</b> | <b>2,016,070</b> | <b>1,215,690</b> | <b>2,036,280</b> | <b>2,046,470</b> | <b>1,851,030</b> |
| <b>Total costs of PP&amp;E, Bridges, Roads</b>                            | <b>8,120,976</b> | <b>6,416,040</b> | <b>4,341,243</b> | <b>7,742,229</b> | <b>6,331,078</b> | <b>5,666,093</b> | <b>3,247,680</b> | <b>4,530,361</b> | <b>4,374,708</b> | <b>4,304,184</b> |



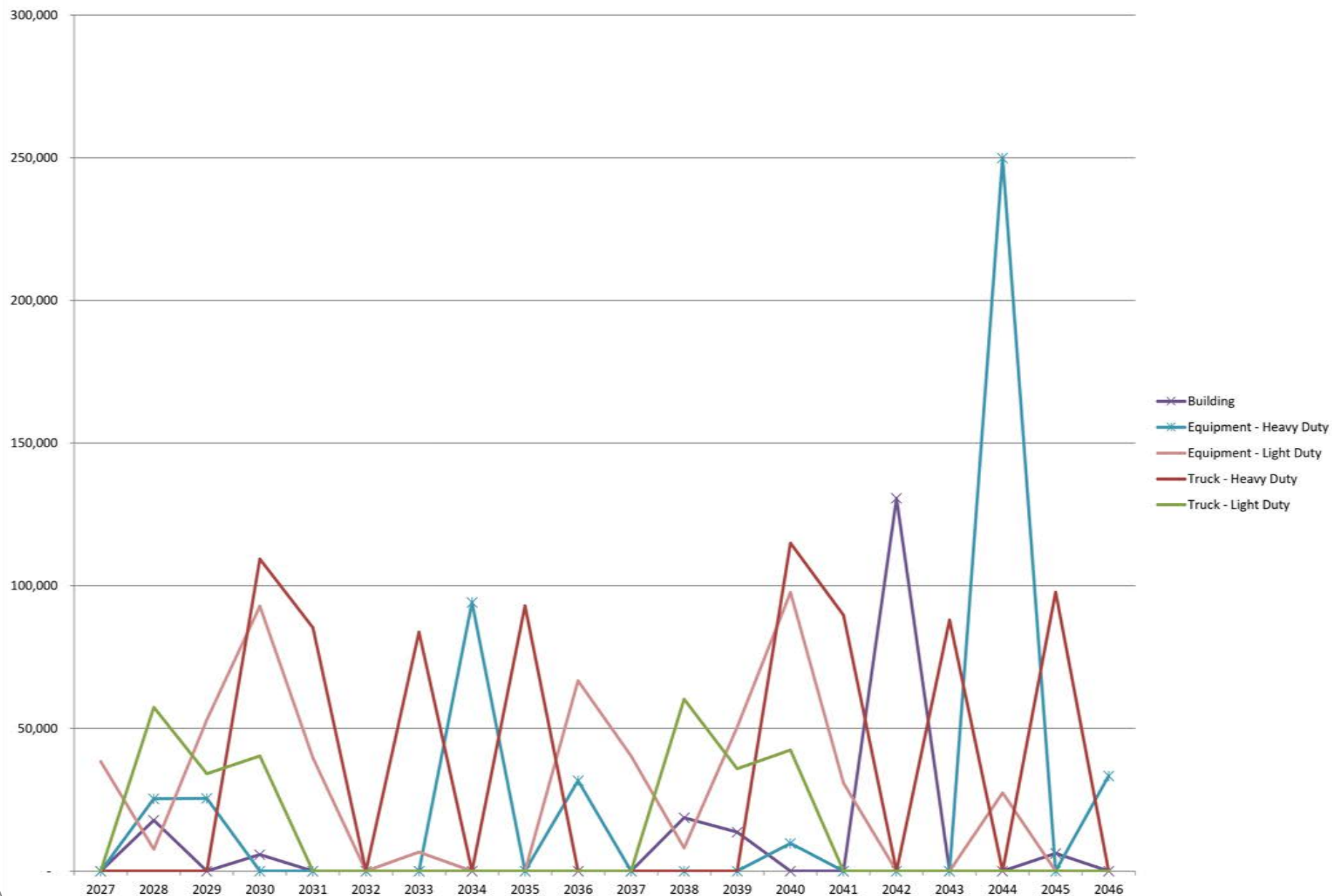
### Administration - Property, Plant, & Equipments

### Long-term Capital Funding - 20 Year Charts





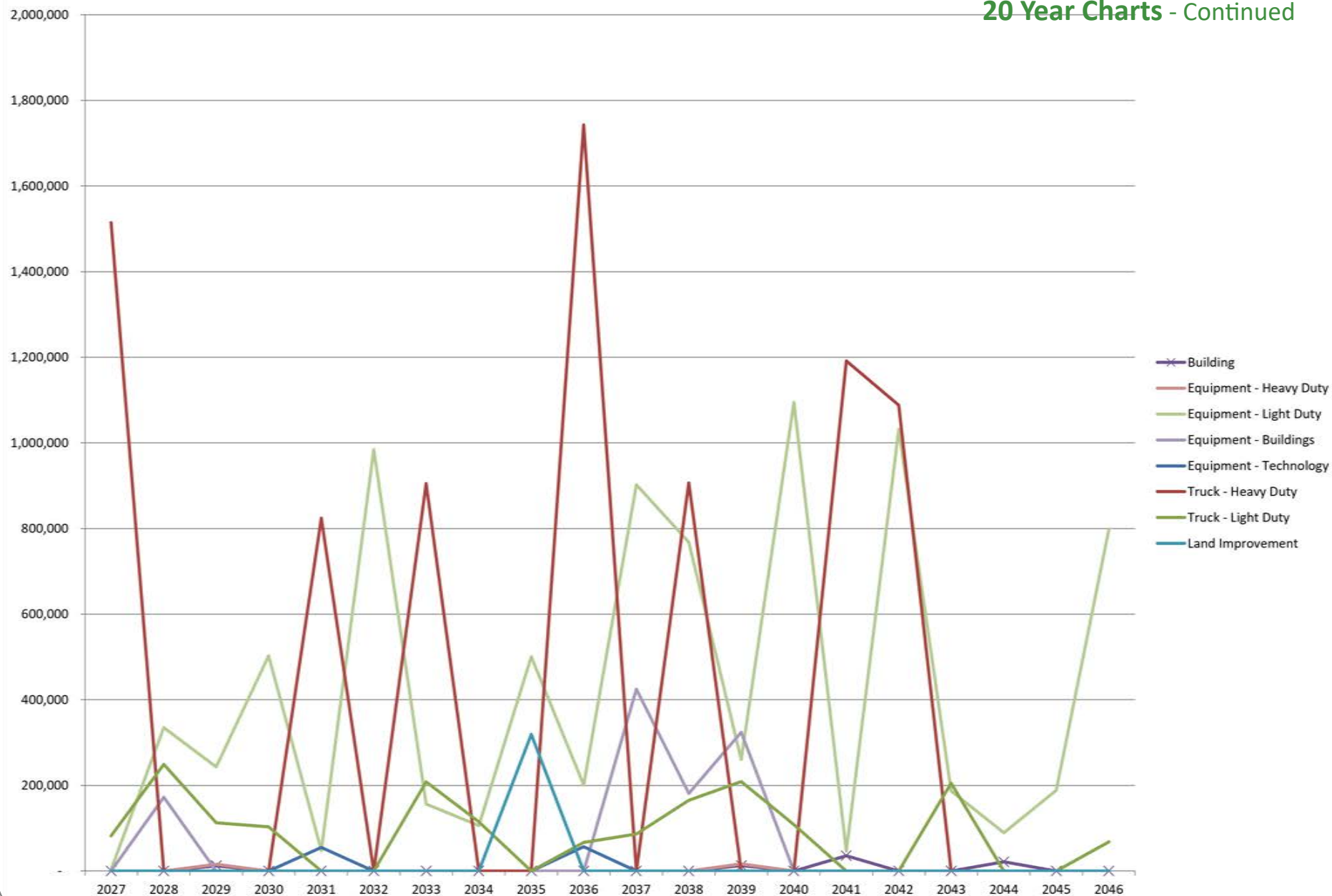
### Agriculture - Property, Plant, & Equipments





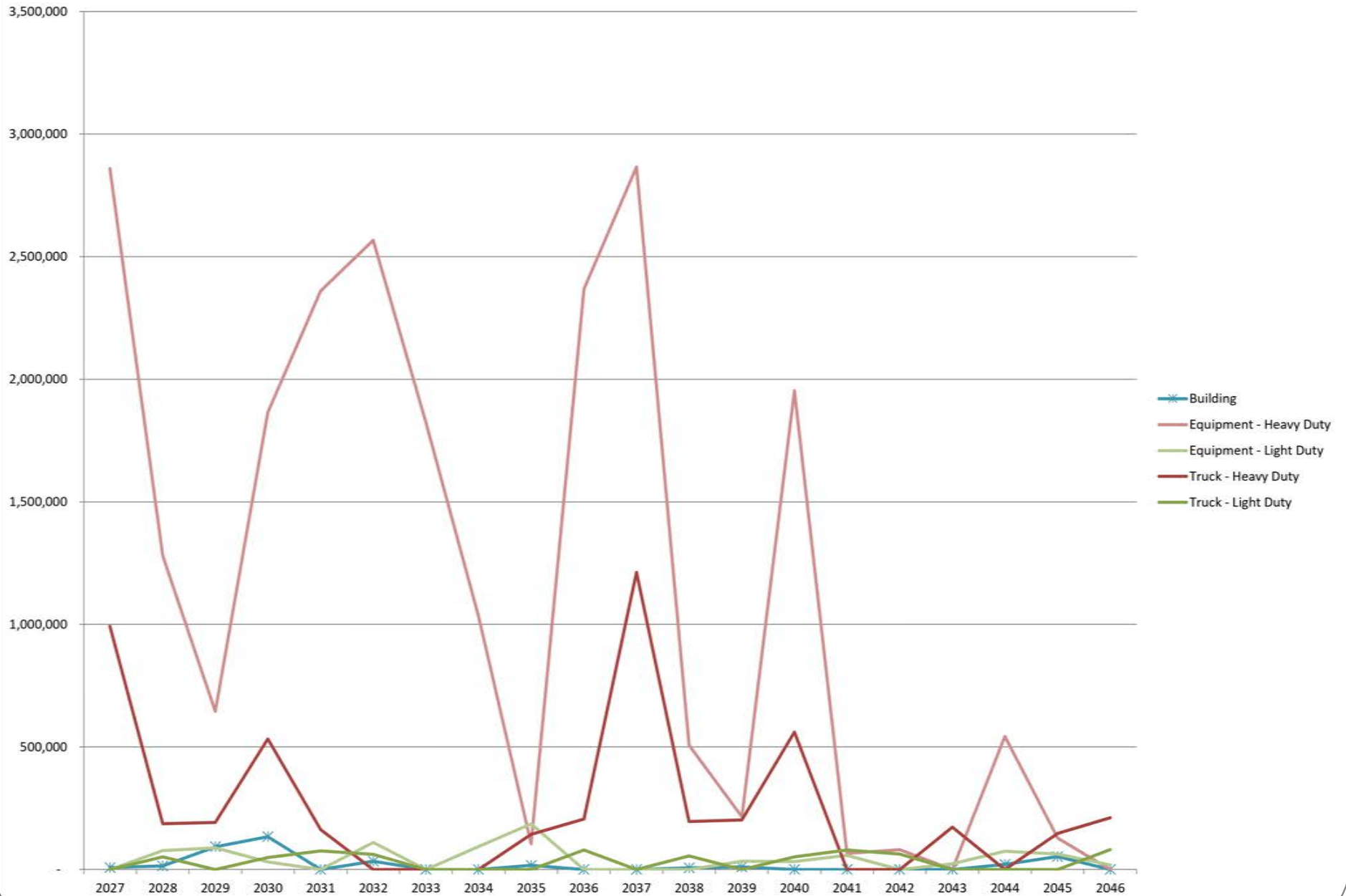
### Protective Services - Property, Plant, & Equipments

### Long-term Capital Funding - 20 Year Charts - Continued





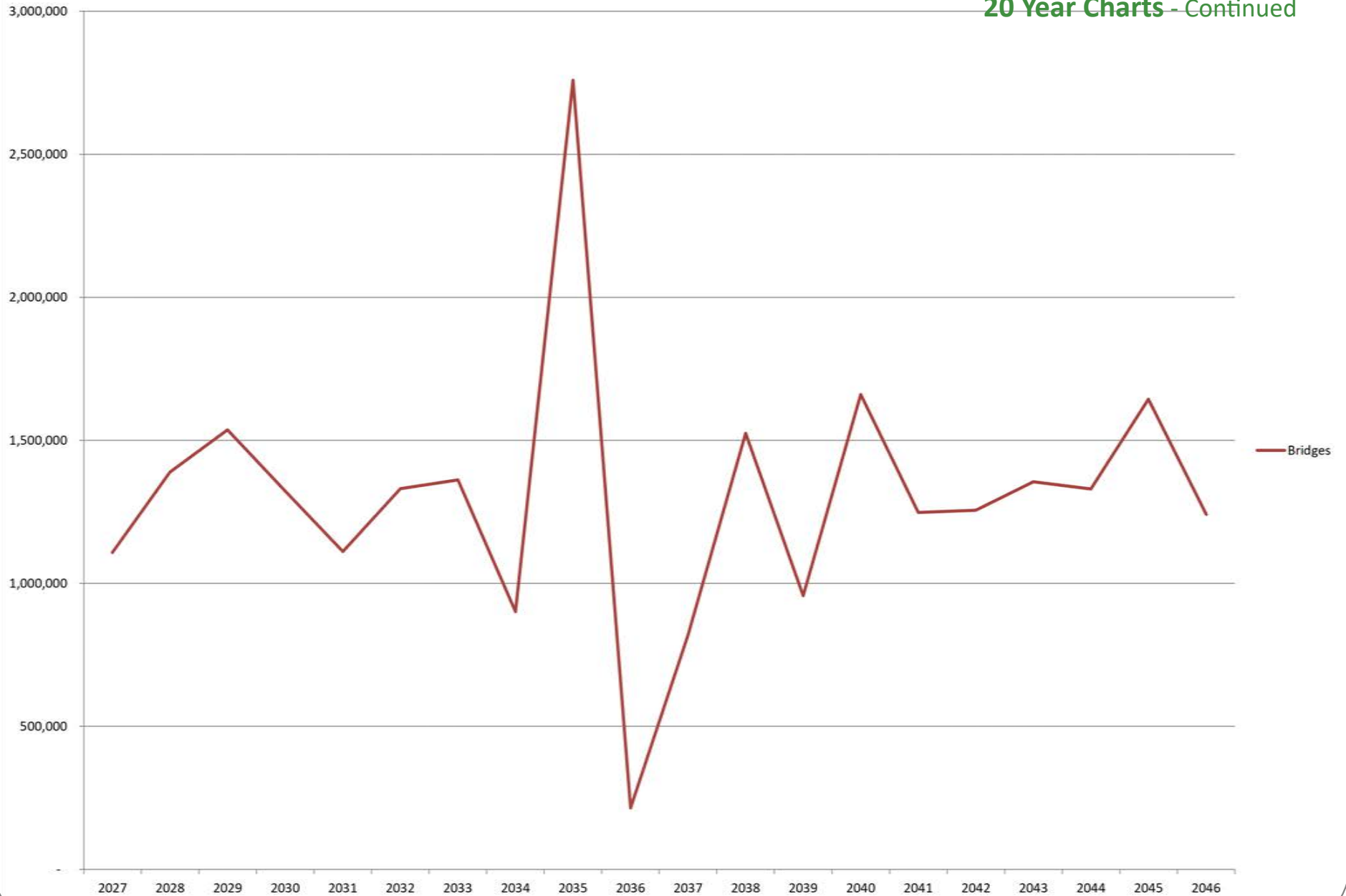
### Public Works - Property, Plant, & Equipments





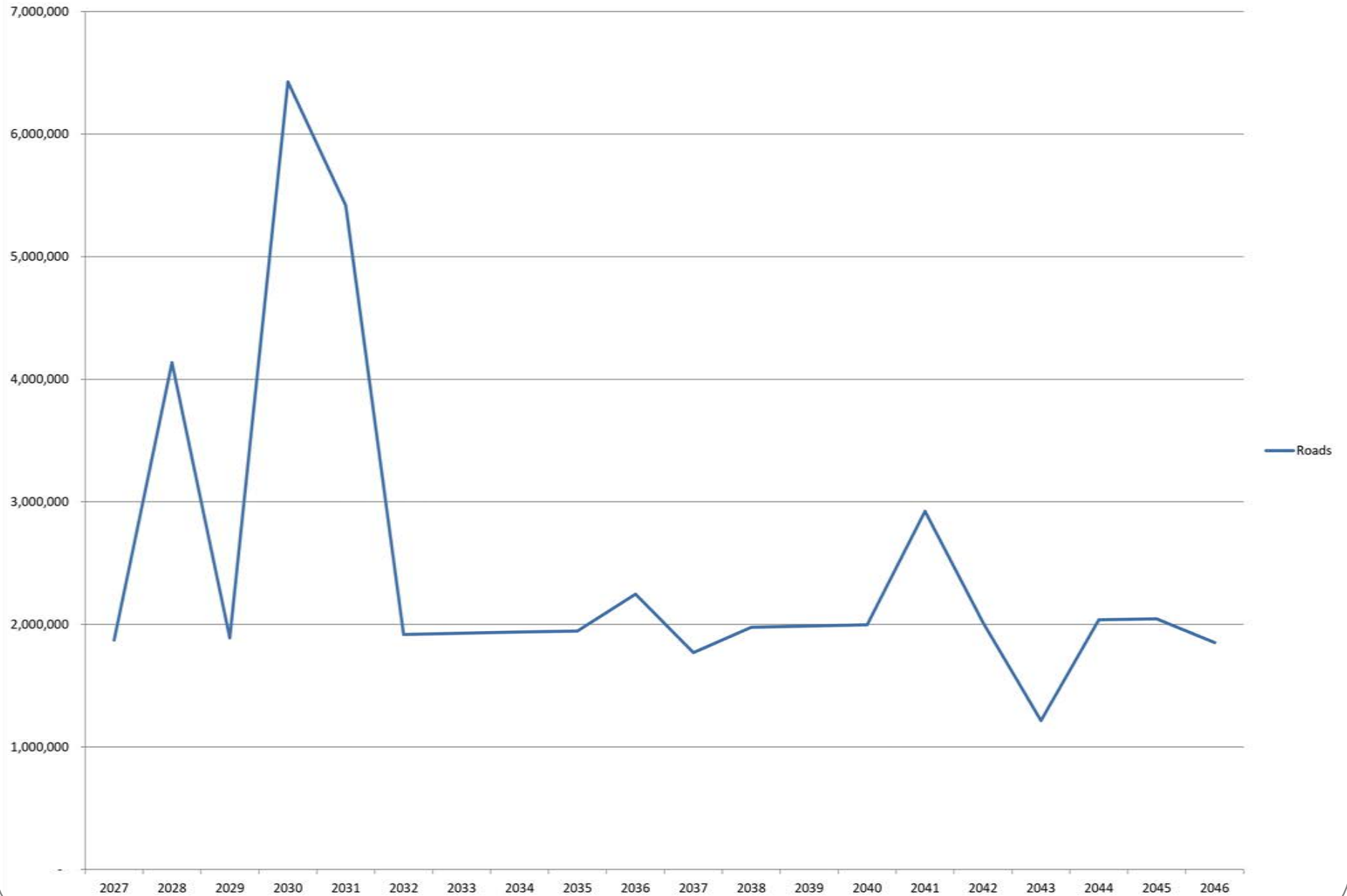
### Public Works - Bridges

### 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 2026 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 \$1.40 million, not including amortization (a non-cash expense). Therefore, road maintenance can be expected to average approximately \$526/year/km of roadway. When the County constructs new roads, this will affect operating costs. In 2026, 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 2026 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 2026 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.

The construction of the McGregor Marina project was not initially included within the County's 20-year capital plan; however, was added through the County's Strategic Planning to support with Economic Resiliency within the County. The County was able to utilize existing capital reserves to fund the construction of the project (including excavation, installation of the boat ramp, purchase and installation of the docks, and public washrooms). Subsequent to the completion of the project, there will be some additional operating costs of maintenance; however, this will be mitigated by the revenues from the dock rentals and the remaining (if any) is acceptable to be funded through the County's operations as part of this strategic priority.





# RESERVES & FUND BALANCES

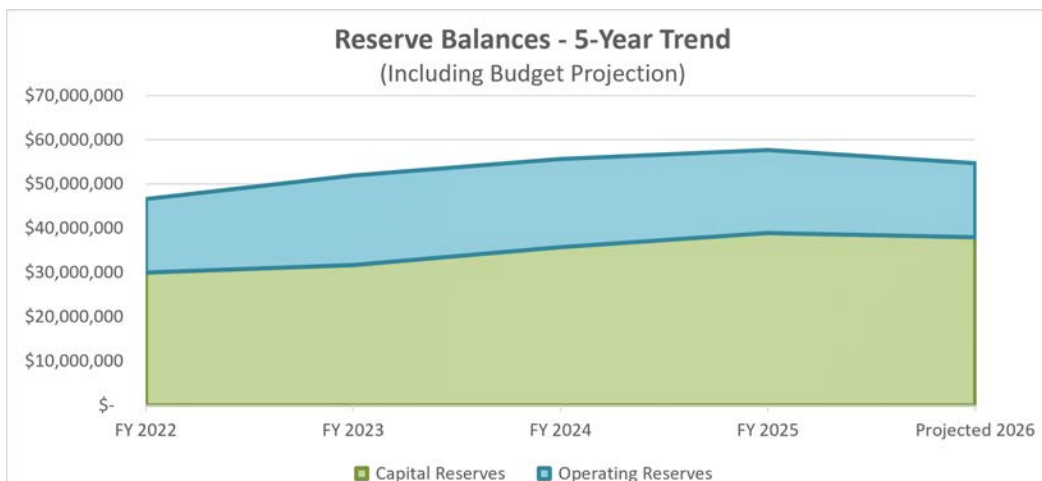
## Operating & Capital Reserves

The following is the projected changes in the operating and capital reserves:

### RESTRICTED SURPLUS Budget 2026

|                                              | 2026 Opening      | Budgeted<br>Council<br>Reallocation | Operating               |                           | Capital                   | Projected<br>2026 Closing |
|----------------------------------------------|-------------------|-------------------------------------|-------------------------|---------------------------|---------------------------|---------------------------|
|                                              |                   |                                     | Transfer to<br>Reserves | Transfer from<br>Reserves | Transfer from<br>Reserves |                           |
| <b>Capital Restricted Surplus</b>            |                   |                                     |                         |                           |                           |                           |
| General Government                           | 218,057           | -                                   | 58,436                  | -                         | (55,000)                  | 221,493                   |
| Protective Equipment                         | 8,591,102         | -                                   | 508,890                 | (20,000)                  | (274,700)                 | 8,805,292                 |
| Transportation Equipment                     | 2,315,621         | -                                   | 466,222                 | -                         | (12,700)                  | 2,769,143                 |
| Road Construction                            | 2,140,007         | -                                   | 488,259                 | -                         | -                         | 2,628,266                 |
| Bridge Construction                          | 6,497,157         | -                                   | 659,183                 | (156,337)                 | (1,010,027)               | 5,989,976                 |
| Gravel Crushing                              | 215,355           | -                                   | -                       | -                         | (88,828)                  | 126,527                   |
| Mossleigh Water Treatment Plant - Recovery   | (388,641)         | -                                   | 16,538                  | -                         | -                         | (372,103)                 |
| McGregor Water Systems Project               | 1,843,283         | -                                   | -                       | (1,381,135)               | -                         | 462,148                   |
| Agriculture Services                         | 239,830           | -                                   | 73,778                  | -                         | (163,300)                 | 150,308                   |
| Air Transportation                           | 20,000            | -                                   | -                       | -                         | -                         | 20,000                    |
| Capital Acquisition                          | 16,241,055        | -                                   | 1,338,341               | (100,000)                 | (1,276,901)               | 16,202,495                |
| Capital Contingency                          | 970,682           | -                                   | -                       | -                         | -                         | 970,682                   |
| <b>Total Capital Restricted Surplus</b>      | <b>38,903,508</b> | <b>-</b>                            | <b>3,609,647</b>        | <b>(1,657,472)</b>        | <b>(2,881,456)</b>        | <b>37,974,227</b>         |
| <b>Operating Restricted Surplus</b>          |                   |                                     |                         |                           |                           |                           |
| Assessment Appeal                            | 5,506             | -                                   | -                       | -                         | -                         | 5,506                     |
| Assessment Contingency                       | 39,965            | -                                   | 500,000                 | -                         | -                         | 539,965                   |
| Community Enhancement                        | 14,841            | -                                   | -                       | -                         | -                         | 14,841                    |
| General Government Service                   | 837,081           | -                                   | 52,492                  | (48,771)                  | (350,000)                 | 490,802                   |
| Protective Services                          | 1,649,405         | -                                   | -                       | (438,235)                 | -                         | 1,211,170                 |
| Transportation Contingency                   | 1,896,085         | -                                   | -                       | (270,535)                 | -                         | 1,625,550                 |
| Road Construction                            | 272,947           | -                                   | -                       | -                         | -                         | 272,947                   |
| Road Maintenance                             | 1,320,389         | -                                   | -                       | (596,075)                 | -                         | 724,314                   |
| Gravel Crushing                              | 4,347,952         | -                                   | 579,390                 | (825,150)                 | -                         | 4,102,192                 |
| Uncrushed Gravel Inventory                   | 4,046,215         | -                                   | -                       | -                         | -                         | 4,046,215                 |
| Bridges                                      | 465,334           | -                                   | -                       | -                         | -                         | 465,334                   |
| Water Management                             | 16,093            | -                                   | 7,500                   | (898)                     | -                         | 22,695                    |
| Environment Treatment                        | 118,977           | -                                   | -                       | (45,019)                  | -                         | 73,958                    |
| Vulcan Hospital Project - Debenture Recovery | (839,977)         | -                                   | 144,318                 | -                         | -                         | (695,659)                 |
| Planning and Development                     | 301,255           | -                                   | -                       | (124,525)                 | -                         | 176,730                   |
| Agriculture Services                         | 614,736           | -                                   | -                       | (150,971)                 | -                         | 463,765                   |
| Recreation and Culture                       | 1,221,741         | -                                   | 172,201                 | (764,098)                 | -                         | 629,844                   |
| Operating Contingency                        | 2,426,177         | -                                   | 244,112                 | (54,088)                  | (41,246)                  | 2,574,955                 |
| <b>Total Operating Restricted Surplus</b>    | <b>18,754,722</b> | <b>-</b>                            | <b>1,700,013</b>        | <b>(3,318,365)</b>        | <b>(391,246)</b>          | <b>16,745,124</b>         |
| <b>Total Restricted Surplus</b>              | <b>57,658,230</b> | <b>-</b>                            | <b>5,309,660</b>        | <b>(4,975,837)</b>        | <b>(3,272,702)</b>        | <b>54,719,351</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 \$5,309,660 towards the operating and capital reserves to be used for future use or specific purposes. These transfers to reserves include:

- A total of \$3,609,647 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 \$1,700,013 is transferred into the operating reserves, including \$279,240 for the 2026-2027 gravel crushing program and a total of \$244,112 to the operating contingency reserve (to mitigate potential future write-offs of taxes).

## Operating Transfers from Reserves

There is \$4,975,837 of reserves used for the operating fund. These transfers from reserves include:

- A total of \$1,657,472 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 \$3,318,365 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 \$1,955,741 was used from these reserves to bring their balances towards their specific targeted maximums (including use of 2023-2025 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.

This also includes a total of \$764,098 of reserves utilized for the Lomond Arena Project (funded specifically from that recreation district's reserves. Other transfers from reserves includes carry-forward funding from prior years and/or one-time funding for projects costs during Budget 2026.

## Capital Transfers from Reserves

There is \$3,272,702 of reserves used for the capital fund. These transfers from reserves include:

- A total of 1.91 million is transferred from the capital reserves to fund the contracted costs of the road/bridge replacement programs (including two contracted bridge files), the Mossleigh Drainage project, and the McGregor Marina project.
- A total of \$350,000 is transferred from the capital reserves to fund the Enterprise Resource Planning (ERP) software which includes all major accounting functions.
- 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 \$2,938,879 planned by the end of 2026. This reduction is due to several capital acquisitions are planned for the year (a total of \$8,009,608 worth of acquisitions) in which \$3,272,702 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 increase of \$333,823 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 offset by additional reserves added into the operating contingency (to mitigate potential future write-offs of taxes), allocation to the Assessment Contingency reserve, 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 2026 budgets:

### ACCUMULATED SURPLUS (FUND BALANCES)

#### 2026 BUDGET EFFECTS

|                                       | Unrestricted<br>Surplus<br>(Operating Funds) | Restricted Surplus<br>(Reserve Funds) | Equity in Tangible<br>Capital Assets<br>(Capital Funds) | Total Funds        |
|---------------------------------------|----------------------------------------------|---------------------------------------|---------------------------------------------------------|--------------------|
| 2026 Opening Balance                  | \$ 905,573                                   | \$ 57,658,230                         | \$ 108,734,062                                          | \$ 167,297,865     |
| Operating Income (Deficit)            | (1,992,491)                                  |                                       | 1,653,141                                               | (339,350)          |
| Transfer to/from Reserves             | (333,823)                                    | (2,938,879)                           | 3,272,702                                               | -                  |
| Amortization of TCA                   | 5,384,383                                    |                                       | (5,384,383)                                             | -                  |
| Proceeds on Disposals                 | -                                            |                                       | -                                                       | -                  |
| ARO Accretion - ARO Liability         | 25,696                                       |                                       | (25,696)                                                | -                  |
| Transfer to/from Funds accounts       | (3,083,765)                                  |                                       | 3,083,765                                               | -                  |
| 2026 Budget Effects                   | -                                            | (2,938,879)                           | 2,599,529                                               | (339,350)          |
| <b>Projected 2026 Closing Balance</b> | <b>905,573</b>                               | <b>54,719,351</b>                     | <b>111,333,591</b>                                      | <b>166,958,515</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 \$2,938,879 resulting from the net transfers to and from the operating and capital funds. There is an overall \$2,599,529 increase in the Capital Funds as the capital additions exceed the reduction of the capital through amortization.

Note: the net deficit from operations of \$1,992,491 (including amortization expense), plus the capital grants/contributions of \$1,953,141 results in a total decrease in the accumulated surplus (total funds) of \$339,350 (Annual Surplus).

The 2026 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 debentures for long-term debts: a debenture with Alberta Capital Finance Authority (ACFA), and projecting to issue a debenture with Loans to Local Authorities (LFLA). The total debt and annual repayments are significantly less than the County's debt limits.

#### Debt/Debentures

##### 2026 Budget Effects

|                                    | ACFA           | LTLA             | Total Debt       |
|------------------------------------|----------------|------------------|------------------|
| 2025 Opening Debt Balances         | 839,977        | -                | 839,977          |
| Debenture(s) Issued                | -              | 1,249,095        | 1,249,095        |
| Loan Payments                      | (164,405)      | (74,851)         | (239,256)        |
| Interest Portion                   | 20,087         | 22,359           | 42,446           |
| Principle Portion                  | (144,318)      | 1,196,603        | 1,052,285        |
| <b>Projected 2026 Closing Debt</b> | <b>695,659</b> | <b>1,196,603</b> | <b>1,892,262</b> |

|                             | Total Debt Limit | Debt Servicing Limit |
|-----------------------------|------------------|----------------------|
| Debt Limits (per 2025 F/S)  | 35,518,107       | 5,919,685            |
| Total Debt                  | 1,892,262        | 239,256              |
| Amount of debt limit unused | 33,625,845       | 5,680,429            |
| % Used                      | 5.3%             | 4.0%                 |

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 2025 Audited Financial Statements, the County has only used a small portion of its maximum debt and debt servicing (5.3% of total available debt and 4.0% 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).

Budget 2026 includes the projected issue of a \$1.25 million debenture with Loans to Local Authorities (LTLA) for the Marquis Foundation Building project as approved through Borrowing Bylaw 2025-033 - projected 10 year as a rate of 3.580%. An alternative method for this contribution is to fund through the capital reserve (final method is to be determined during 2026/2027).

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 debenture(s), the County has no additional long-term debt. The overall annual debenture payments is \$164,405 for AFCA and projected at \$149,702 for LTLA per year (including principal and interest) which only relates to 0.887% 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 debenture repayment schedule:

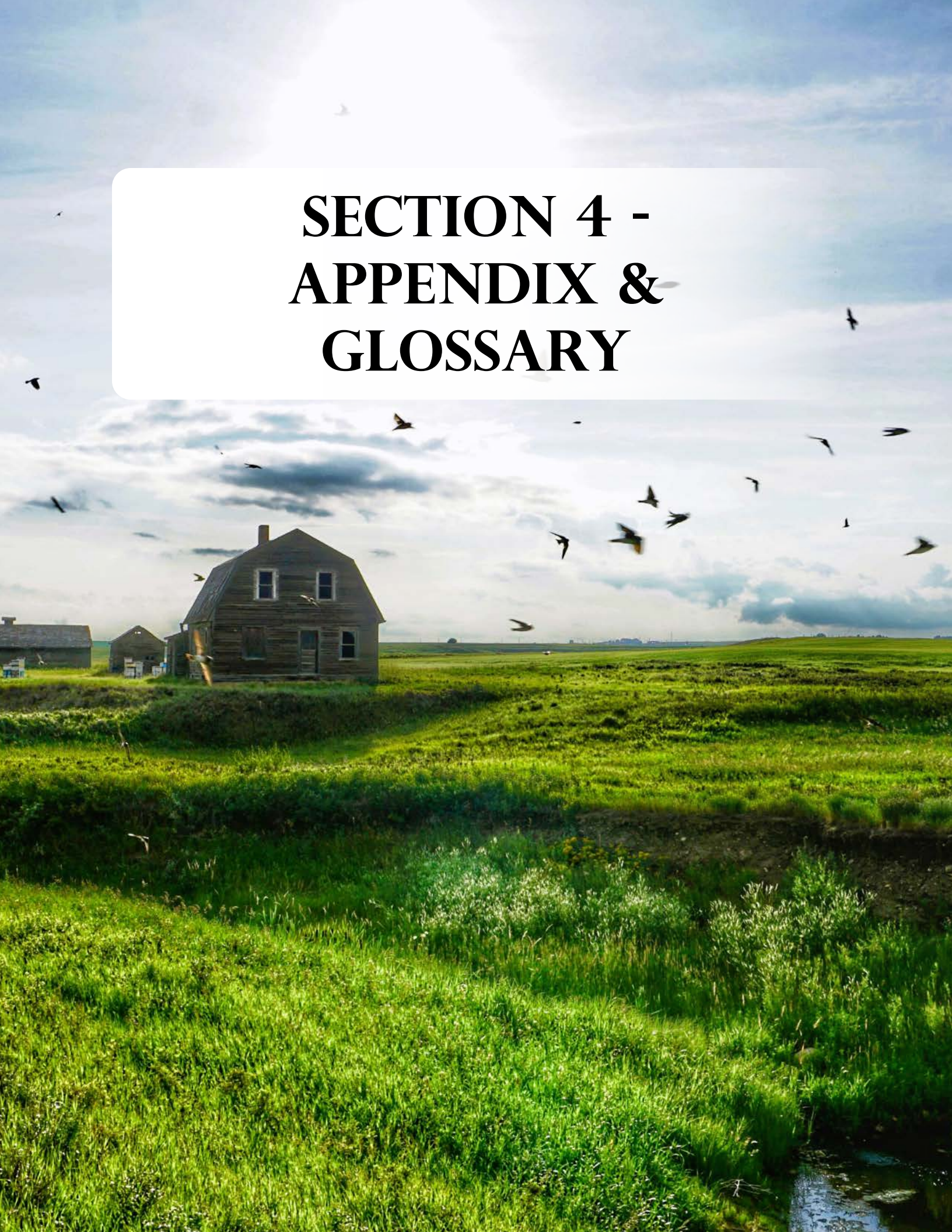
### Debentures Debt Repayment/Maturity Schedule

| Fiscal Year | Opening   | Debentures | Payment   | Interest | Closing   |
|-------------|-----------|------------|-----------|----------|-----------|
| 2026        | 839,977   | 1,249,095  | (239,256) | 42,446   | 1,892,262 |
| 2027        | 1,892,262 |            | (314,107) | 58,341   | 1,636,496 |
| 2028        | 1,636,496 |            | (314,107) | 50,728   | 1,373,117 |
| 2029        | 1,373,117 |            | (314,107) | 42,881   | 1,101,890 |
| 2030        | 1,101,890 |            | (314,107) | 34,792   | 822,574   |
| 2031        | 822,574   |            | (231,905) | 26,453   | 617,123   |
| 2032        | 617,123   |            | (149,702) | 20,951   | 488,371   |
| 2033        | 488,371   |            | (149,702) | 16,300   | 354,969   |
| 2034        | 354,969   |            | (149,702) | 11,482   | 216,748   |
| 2035        | 216,748   |            | (149,702) | 6,489    | 73,535    |
| 2036        | 73,535    |            | (74,851)  | 1,316    | -         |

*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 (LTLA)" 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.*

# **SECTION 4 - APPENDIX & GLOSSARY**



## Section 4 - APPENDIX & GLOSSARY

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# APPENDIX 1 - 2026 APPROVED OPERATING AND CAPITAL BUDGET



## VULCAN COUNTY

### BUDGETED STATEMENT OF OPERATIONS YEAR ENDED DECEMBER 31, 2026

|                                               | <b>FINAL<br/>Budget 2026</b> |
|-----------------------------------------------|------------------------------|
| <b>REVENUE</b>                                |                              |
| Net municipal taxes (schedule 3)              | \$ 21,714,112                |
| Government transfers (schedule 4)             | 1,146,558                    |
| Return on investments                         | 626,824                      |
| Sale of goods, services and user charges      | 884,508                      |
| Rental income                                 | 322,900                      |
| Community aggregate levy                      | 142,912                      |
| Penalties and costs of taxes                  | 130,000                      |
| Other revenues                                | 16,500                       |
| <b>TOTAL REVENUE</b>                          | <b>24,984,314</b>            |
| <b>EXPENSES</b>                               |                              |
| Legislative                                   | 598,867                      |
| Administration                                | 2,705,293                    |
| Protection services                           | 3,833,127                    |
| Transportation services                       | 12,687,529                   |
| Environmental use and protection              | 2,916,069                    |
| Family and community support                  | 232,784                      |
| Community planning and development            | 1,046,800                    |
| Agricultural services                         | 1,036,533                    |
| Tourism and economic development              | 69,716                       |
| Parks and recreation                          | 1,546,299                    |
| Other                                         | 303,787                      |
| <b>TOTAL EXPENSES</b>                         | <b>26,976,805</b>            |
| <b>OPERATING SURPLUS - BEFORE OTHER</b>       | <b>(1,992,491)</b>           |
| <b>OTHER</b>                                  |                              |
| Contributed tangible capital assets           | -                            |
| Government transfers for capital (schedule 4) | 1,653,141                    |
| <b>ANNUAL SURPLUS</b>                         | <b>\$ (339,350)</b>          |

### 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, 2026****SCHEDULE 1**

|                                                     | Unrestricted<br>Surplus | Restricted<br>Surplus | Equity in<br>Tangible<br>Capital Assets | <b>FINAL<br/>Budget 2026</b> |
|-----------------------------------------------------|-------------------------|-----------------------|-----------------------------------------|------------------------------|
| <b>Annual Surplus</b>                               | \$ (339,350)            | -                     | -                                       | \$ (339,350)                 |
| Unrestricted funds designated for future use        | (5,309,660)             | 5,309,660             | -                                       | -                            |
| Restricted funds used for operations                | 4,975,837               | (4,975,837)           | -                                       | -                            |
| Restricted funds used for tangible capital assets   | -                       | (3,272,702)           | 3,272,702                               | -                            |
| Current year funds used for tangible capital assets | (4,736,906)             | -                     | 4,736,906                               | -                            |
| Contributed tangible capital assets                 | -                       | -                     | -                                       | -                            |
| Disposal of tangible capital assets                 | -                       | -                     | -                                       | -                            |
| Annual amortization expense                         | 5,384,383               | -                     | (5,384,383)                             | -                            |
| Annual accretion ARO expense                        | 25,696                  | -                     | (25,696)                                | -                            |
| Long term capital debt repaid                       | -                       | -                     | -                                       | -                            |
| <b>Increase (decrease) in accumulated surplus</b>   | <b>\$ -</b>             | <b>(2,938,879)</b>    | <b>2,599,529</b>                        | <b>\$ (339,350)</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, 2026****SCHEDULE 2**

|                                                               | Land        | Land<br>Improvements | Buildings        | Equipment        | Vehicles       | Engineered<br>Structures | <b>FINAL<br/>Budget 2026</b> |
|---------------------------------------------------------------|-------------|----------------------|------------------|------------------|----------------|--------------------------|------------------------------|
| <b>COST:</b>                                                  |             |                      |                  |                  |                |                          |                              |
| Acquisition of tangible capital assets                        | \$ -        | -                    | 150,000          | 2,228,157        | 585,017        | 5,046,434                | \$ 8,009,608                 |
| New construction-in-progress                                  | -           | -                    | -                | -                | -              | -                        | -                            |
| Disposition of tangible capital assets                        | -           | -                    | -                | -                | -              | -                        | -                            |
| <b>TOTAL</b>                                                  | <b>-</b>    | <b>-</b>             | <b>150,000</b>   | <b>2,228,157</b> | <b>585,017</b> | <b>5,046,434</b>         | <b>8,009,608</b>             |
| <b>ACCUMULATED AMORTIZATION:</b>                              |             |                      |                  |                  |                |                          |                              |
| Annual amortization                                           | \$ -        | 57,364               | 297,141          | 1,962,486        | 587,051        | 2,480,341                | \$ 5,384,383                 |
| Accumulated amortization on disposal                          | -           | -                    | -                | -                | -              | -                        | -                            |
| <b>TOTAL</b>                                                  | <b>-</b>    | <b>57,364</b>        | <b>297,141</b>   | <b>1,962,486</b> | <b>587,051</b> | <b>2,480,341</b>         | <b>5,384,383</b>             |
| <b>NET INCREASE (DECREASE) TO<br/>TANGIBLE CAPITAL ASSETS</b> | <b>\$ -</b> | <b>(57,364)</b>      | <b>(147,141)</b> | <b>265,671</b>   | <b>(2,034)</b> | <b>2,566,093</b>         | <b>\$ 2,625,225</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, 2026

#### SCHEDULE 3

##### FINAL Budget 2026

#### TAXATION

|                                    |              |
|------------------------------------|--------------|
| Real property taxes                | \$ 8,444,950 |
| Linear taxes                       | 16,082,856   |
| Commercial taxes                   | 1,741,816    |
| Government grants in lieu of taxes | 21,661       |
| Special levy                       | 1,083,159    |
| Well drilling tax                  | 156          |
|                                    | <hr/>        |
|                                    | 27,374,598   |

#### REQUISITIONS

|                                       |           |
|---------------------------------------|-----------|
| School requisitions                   | 4,529,027 |
| Seniors foundation                    | 613,278   |
| RCMP policing requisition             | 427,926   |
| Provincial DIP assessment requisition | 90,255    |
|                                       | <hr/>     |
|                                       | 5,660,486 |

#### NET MUNICIPAL TAXES

\$ 21,714,112

#### *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, 2026

#### SCHEDULE 4

#### FINAL Budget 2026

#### TRANSFERS FOR OPERATING

|                                 |                  |
|---------------------------------|------------------|
| Local government transfers      | \$ 185,416       |
| Provincial government transfers | 654,727          |
| Federal government transfers    | 306,415          |
|                                 | <u>1,146,558</u> |

#### TRANSFERS FOR CAPITAL

|                                 |                  |
|---------------------------------|------------------|
| Local government transfers      | 40,000           |
| Provincial government transfers | 1,613,141        |
| Federal government transfers    | -                |
|                                 | <u>1,653,141</u> |

**TOTAL GOVERNMENT TRANSFERS** **\$ 2,799,699**

#### *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, 2026

#### SCHEDULE 5

#### FINAL Budget 2026

#### EXPENSES BY OBJECT

|                                               |                |
|-----------------------------------------------|----------------|
| Salaries, wages and benefits                  | \$ 11,023,312  |
| Contracted and general services               | 4,581,481      |
| Materials, goods and utilities                | 4,467,435      |
| Transfers to local boards and agencies        | 4,201,408      |
| Interest and bank charges                     | 57,436         |
| Amortization of tangible capital assets       | 5,383,297      |
| Amortization of ARO tangible capital assets   | 1,086          |
| Accretion ARO expenses                        | 25,696         |
| Machine expenses capitalized for construction | (3,083,765)    |
| Other expenses                                | <u>319,419</u> |

**\$ 26,976,805**

#### *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, 2026

## SCHEDULE 6

|                                               | General<br>Government | Protective<br>Services | Transportation<br>Services | Agricultural<br>Services | Planning and<br>Development<br>Services | Community<br>Services | Utility<br>Services | FINAL<br>Budget 2026<br>Total |
|-----------------------------------------------|-----------------------|------------------------|----------------------------|--------------------------|-----------------------------------------|-----------------------|---------------------|-------------------------------|
| <b>REVENUE</b>                                |                       |                        |                            |                          |                                         |                       |                     |                               |
| Net municipal taxes                           | \$ 19,688,936         | 575,165                | -                          | -                        | -                                       | 491,456               | 958,555             | \$ 21,714,112                 |
| Government transfers (operating)              | 29,150                | 312,822                | 306,415                    | 166,247                  | -                                       | 231,924               | 100,000             | 1,146,558                     |
| Return on investments                         | 626,824               | -                      | -                          | -                        | -                                       | -                     | -                   | 626,824                       |
| Sale of goods, services and user charges      | 36,200                | 134,800                | 283,983                    | 220,095                  | 185,050                                 | -                     | 24,380              | 884,508                       |
| Rental income                                 | 4,800                 | 307,800                | -                          | 10,300                   | -                                       | -                     | -                   | 322,900                       |
| Community aggregate levy                      | -                     | -                      | 142,912                    | -                        | -                                       | -                     | -                   | 142,912                       |
| Penalties and costs of taxes                  | 130,000               | -                      | -                          | -                        | -                                       | -                     | -                   | 130,000                       |
| Other revenues                                | -                     | 16,500                 | -                          | -                        | -                                       | -                     | -                   | 16,500                        |
|                                               | 20,515,910            | 1,347,087              | 733,310                    | 396,642                  | 185,050                                 | 723,380               | 1,082,935           | 24,984,314                    |
| <b>EXPENSES</b>                               |                       |                        |                            |                          |                                         |                       |                     |                               |
| Salaries, wages and benefits                  | \$ 1,856,522          | 1,572,772              | 6,401,335                  | 499,100                  | 609,322                                 | 25,036                | 59,224              | \$ 11,023,312                 |
| Contracted and general services               | 790,127               | 803,289                | 1,872,799                  | 137,975                  | 433,428                                 | 207,111               | 336,752             | 4,581,481                     |
| Materials, goods and utilities                | 410,687               | 503,705                | 3,266,170                  | 233,950                  | 4,050                                   | 6,800                 | 42,074              | 4,467,435                     |
| Transfers to local boards and agencies        | 73,671                | 123,695                | 9,120                      | 27,676                   | -                                       | 1,567,406             | 2,399,839           | 4,201,408                     |
| Interest and bank charges                     | 14,990                | -                      | -                          | -                        | -                                       | 42,446                | -                   | 57,436                        |
| Amortization of tangible capital assets       | 130,101               | 829,551                | 4,216,773                  | 137,709                  | -                                       | -                     | 69,163              | 5,383,297                     |
| Amortization of ARO tangible capital assets   | 395                   | 26                     | 560                        | 99                       | -                                       | -                     | 6                   | 1,086                         |
| Accretion ARO expenses                        | 20,175                | 89                     | 4,537                      | 24                       | -                                       | -                     | 871                 | 25,696                        |
| Machine expenses capitalized for construction | -                     | -                      | (3,083,765)                | -                        | -                                       | -                     | -                   | (3,083,765)                   |
| Other expenses                                | 311,279               | -                      | -                          | -                        | -                                       | -                     | 8,140               | 319,419                       |
|                                               | 3,607,947             | 3,833,127              | 12,687,529                 | 1,036,533                | 1,046,800                               | 1,848,799             | 2,916,069           | 26,976,805                    |
| <b>OPERATING SURPLUS - BEFORE OTHER</b>       | <b>\$ 16,907,963</b>  | <b>(2,486,040)</b>     | <b>(11,954,219)</b>        | <b>(639,891)</b>         | <b>(861,750)</b>                        | <b>(1,125,419)</b>    | <b>(1,833,134)</b>  | <b>\$ (1,992,491)</b>         |
| <b>OTHER</b>                                  |                       |                        |                            |                          |                                         |                       |                     |                               |
| Contributed tangible capital assets           | -                     | -                      | -                          | -                        | -                                       | -                     | -                   | -                             |
| Government transfers (capital)                | -                     | 40,000                 | 1,613,141                  | -                        | -                                       | -                     | -                   | 1,653,141                     |
| <b>ANNUAL SURPLUS</b>                         | <b>\$ 16,907,963</b>  | <b>(2,446,040)</b>     | <b>(10,341,078)</b>        | <b>(639,891)</b>         | <b>(861,750)</b>                        | <b>(1,125,419)</b>    | <b>(1,833,134)</b>  | <b>\$ (339,350)</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 recognise 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<br>✓ 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<br>✓ Sustainability<br>✓ Financial Viability                           |
| Build Upon community relationships and have more of a non-emergency presence at events.                                                                                                            | Protective Services                                     | 2022-2026 | New                    | ✓ Stakeholder Satisfaction<br>✓ Council Satisfaction<br>✓ 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<br>✓ Sustainability<br>✓ Financial Viability                           |
| Seek joint development areas with urban neighbors.                                                                                                                                                 | CAO Engineering and Infrastructure Development Services | 2022-2026 | New                    | ✓ Council Satisfaction<br>✓ Sustainability<br>✓ Stakeholder Satisfaction<br>✓ 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<br>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 &<br>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<br>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<br>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<br>CAO<br>Engineering and<br>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<br>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<br>Department Heads                  | 2018-2022 | Ongoing                | ✓ Stakeholder Satisfaction<br>✓ Council Satisfaction                          |
| Build community confidence through responsible governance for long term sustainability.                                                                                                                                      | CAO<br>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<br>✓ Council Satisfaction<br>✓ 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<br>Department Heads | 2018-2022 | Ongoing with revisions | ✓ Stakeholder Satisfaction<br>✓ 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<br>✓ Financial Viability                           |
| Maintain our COR (Certificate of Recognition) certification which was achieved in 2020.                                                                                                                                      | Department Heads                         | 2022-2026 | New                    | ✓ Employee Satisfaction<br>✓ 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<br>✓ Process and System Improvements               |
| Develop Environmental and Municipal Reserve Policy                                                                                                                                                                           | Development Services                     | 2022-2026 | New                    | ✓ Stakeholder Satisfaction<br>✓ 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 | Reinstituted           | ✓ 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<br>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<br>CAO<br>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<br>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<br>RDEM<br>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:

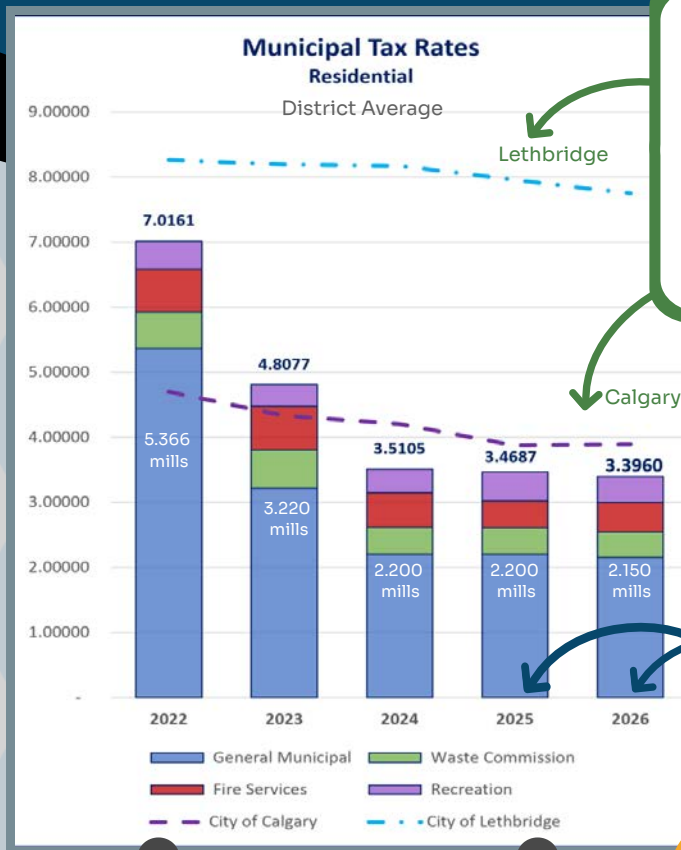
| Key Action Item                                                                                                | Lead Role                          | Initiated | Status  | Key Measures                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------|------------------------------------|-----------|---------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Provide appropriate cross-training opportunities which will benefit staffing capacity and succession planning. | CAO<br>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<br>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<br>Department Heads<br>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

### 2026 Tax Rates & Information

# Vulcan County Tax Rates and Information

## Facts you need to know for 2026!



### Large City Comparisons

(close to Vulcan County)

Vulcan County's Residential Municipal Tax Rates have historically been lower than the **City of Lethbridge** (7.9495 mills - 2026), and are now even a lower municipal tax rate than the **City of Calgary** (3.8906 mills - 2026).



### 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 **overall maintained these rates for 2026 tax year**.



### Municipal Taxes:

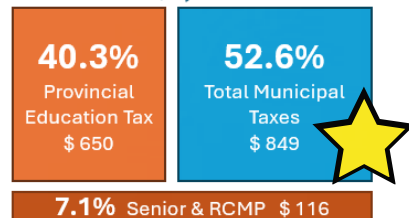
Vulcan County establishes a "General Municipal" tax rate for County Operations; whereas, for transparency purposes, the County also establishes separate tax rates for the Waste Commission, Fire Protection Services, and Recreational Services.

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 \$1,615



The above is an example of a \$250,000 residential property. The **municipal taxes only represent 52.6%** of the total tax bill. The remaining are requisitions that the County has no control over.



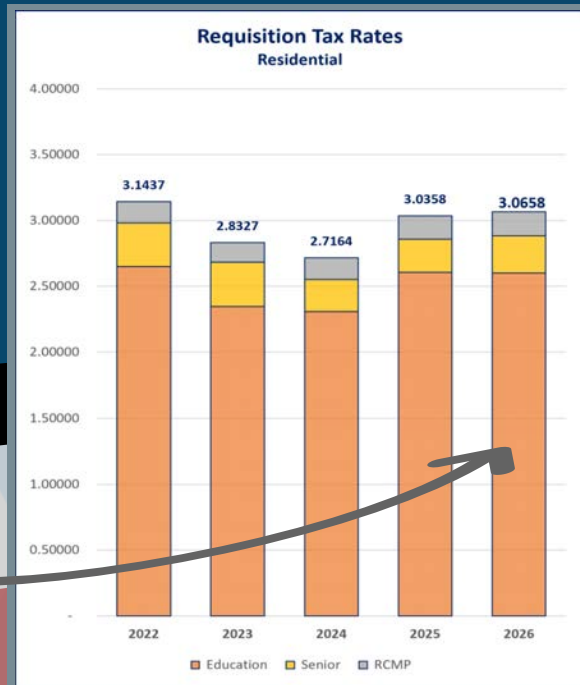
### Requisition Tax Rates (Residential)

The **municipal taxes only represent 52.6%** 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 Housing are paid to the Marquis Foundation.

There is an **increase in Education Tax Rates in 2025 and effectively maintained for 2026** 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 2026**. These are significantly less than the Large City Comparisons of the City of Lethbridge (21.5865 mills) and the City of Calgary (17.9986 mills)

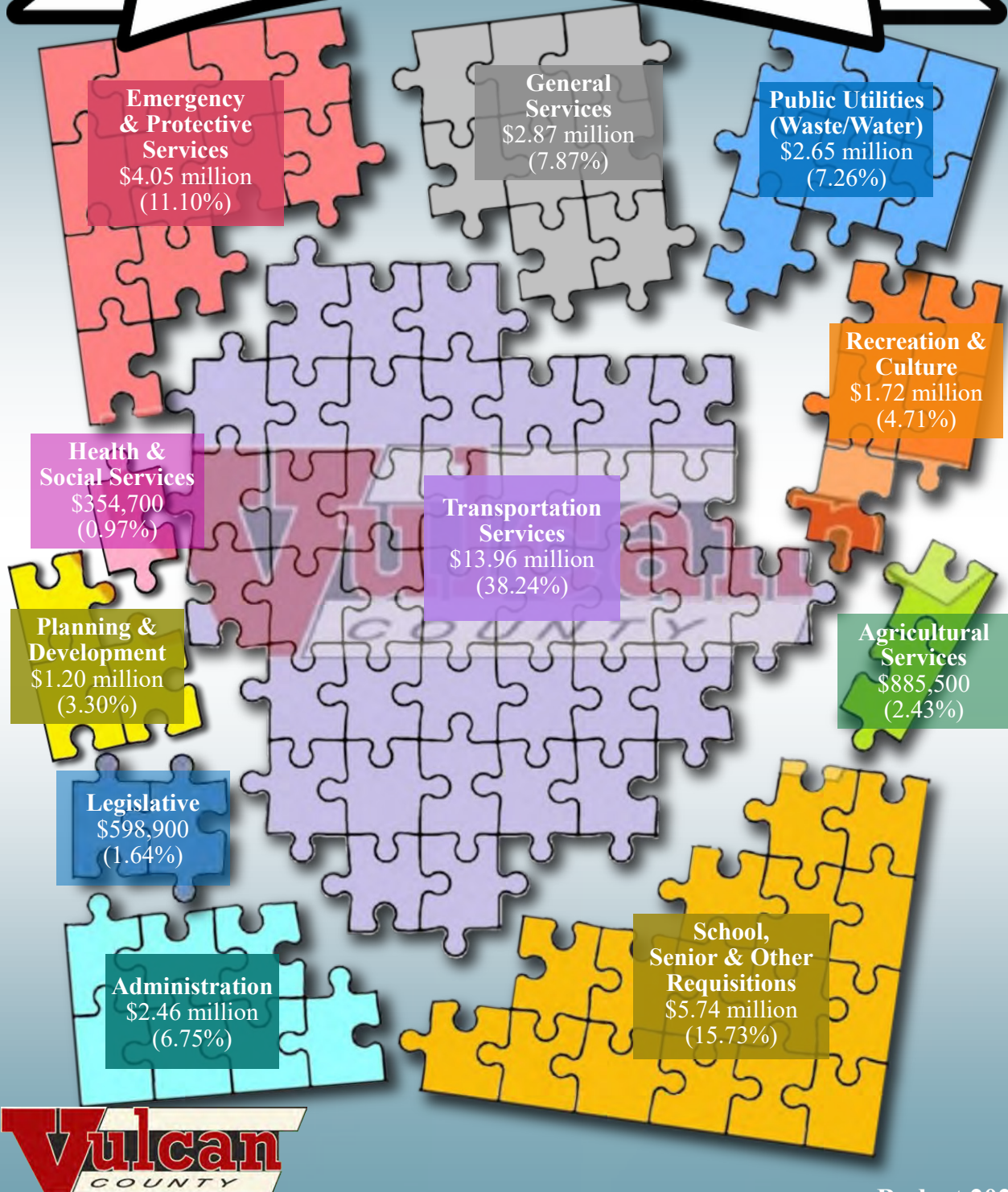
>The assessment sub-class for "**Small Business Property**" which is able to have reduced rates (General Municipal Tax Rate of 5.9813 mills for 2026 - equivalent to 75% of the non-residential rate). This is currently at the lowest rate available based on the non-residential rates.



## 2026 Infographic - The Pieces of the County's Budget



### The Pieces of the County's Budget



Budget 2026

Introductory

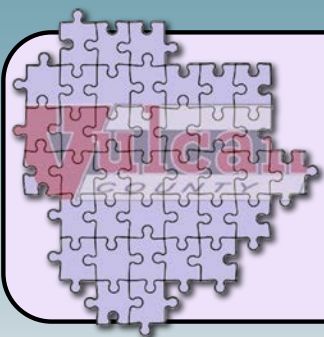
Operating Budget

Capital & Reserves

Appendix & Glossary



## A Closer Look at the Pieces



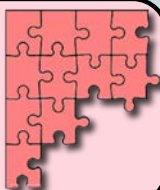
### Transportation Services \$13.96 million (38.24%)

Includes common services (shop), road transportation, road/bridge construction, road maintenance & gravelling. Machine expenses capitalized for construction relates to the expenditures for internally constructed assets.

Each of the "Pieces of the County Budget" includes the direct operating expenditures for the departments included within the budget; whereas, it also includes the applicable transfers to the capital function, reserves, and includes the direct requisition costs (which are netted within the Net Municipal Tax revenues). *These pieces exclude non-cash transactions including amortization and Asset Retirement Obligation accretion.*

### Emergency & Protective Services \$4.05 million (11.10%)

Includes fire protection for the 6 fire districts, CPO services, emergency management, building costs for RCMP & AHS, and health/safety.



### General Services \$2.87 million (7.87%)

Includes the general services that support the County as a whole, such as general allocations to reserve planning (20-year capital plan) & write-offs.



### Health & Social Services \$354,700 (0.97%)

Includes contributions to FCSS and costs relating to the Physician Recruitment & Retention Program & the Hospital Expansion Project.



### Public Utility (Waste/Water) \$2.65 million (7.26%)

Includes contribution to the Vulcan and District Waste Commission and to the Regional Water commissions/projects (Twin Valley & McGregor)



### Planning & Development Services \$1.20 million (3.30%)

Includes Planning, Zoning & Development. It also includes the costs relating to subdivisions and the membership with ORRSC.



### Agricultural Services \$885,500 (2.43%)

Includes general agricultural services, training, spraying, seeding, pest control & the costs for the County Lands (including grazing leases).



### Legislative Services \$598,900 (1.64%)

Includes the costs and activities relating to County Council, including the costs for 7 councillors that provide governance for the County.



### Recreation & Culture \$1.72 million (4.71%)

Includes recreational & cultural allocations to each of the 6 Recreational Areas/Districts. It also includes library support funding.



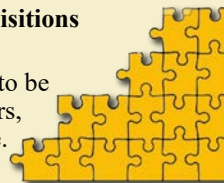
### Administration Services \$2.46 million (6.75%)

Includes overall management and administrative services required to administer the municipality as a Whole, including finance & technology.



### School, Senior & Other Requisitions \$5.74 million (15.73%)

Includes requisition funding to be provided to schools, seniors, RCMP & to the Province. (included in Net Taxes).



AHS - Alberta Health Services  
CPO - Community Peace Officers  
FCSS - Family Community Support Services  
ORRSC - Oldman River Regional Services Commission  
RCMP - Royal Canadian Mounted Police



## APPENDIX 4 - STATISTICS AND RATIOS

### Demographics and Other Factors

|                                  | 2022 Actual | 2023 Actual | 2024 Actual | 2025 Actual | 2026 Budget |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|
| POPULATION                       | 4,237       | 4,237       | 4,262       | 4,262       | N/A         |
| NUMBER OF DWELLING UNITS         | 2,313       | 2,365       | 2,396       | 2,428       | N/A         |
| AREA OF MUNICIPALITY IN HECTARES | 554,574     | 554,574     | 554,642     | 554,642     | 554,574     |
| NUMBER OF HAMLETS                | 8           | 8           | 8           | 8           | 8           |
| ROAD MAINTAINED (Km)             | 2,670       | 2,672       | 2,672       | 2,672       | 2,672       |
| WATER PIPELINE (Km)              | 456         | 456         | 460         | 460         | 456         |
| DEVELOPMENT PERMITS              | 77          | 80          | 110         | 79          | N/A         |
| SUBDIVISIONS APPLICATIONS        | 20          | 16          | 14          | 13          | N/A         |
| FULL TIME STAFF                  | 50          | 54          | 58          | 60          | N/A         |

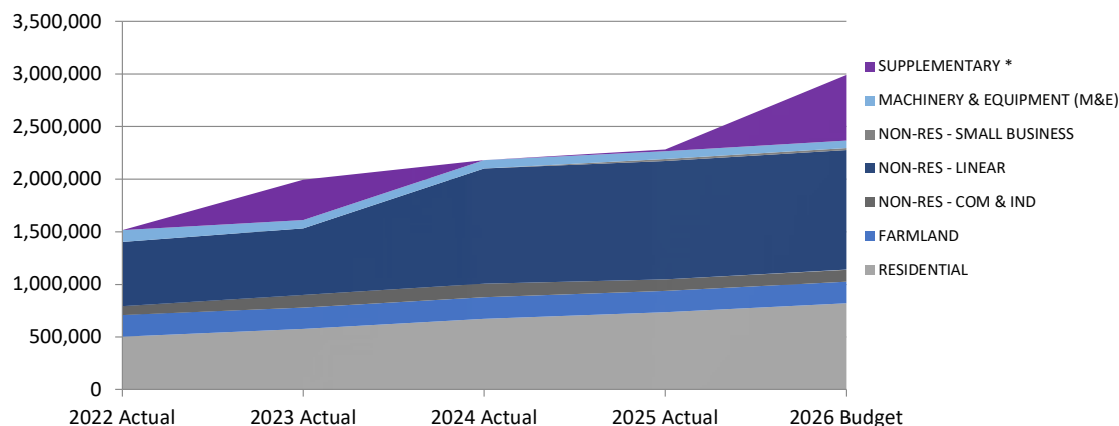
#### OTHER VULCAN COUNTY STATISTICS:

Source: <https://regionaldashboard.alberta.ca/region/vulcan-county/>

|                             |           |           |           |           |           |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|
| EMPLOYMENT RATE             | 67.0%     | 67.0%     | 67.0%     | 67.0%     | 67.0%     |
| UNEMPLOYMENT RATE - OVERALL | 5.0%      | 5.0%      | 5.0%      | 5.0%      | 5.0%      |
| UNEMPLOYMENT RATE - FEMALE  | 6.0%      | 6.0%      | 6.0%      | 6.0%      | 6.0%      |
| UNEMPLOYMENT RATE - MALE    | 4.0%      | 4.0%      | 4.0%      | 4.0%      | 4.0%      |
| FAMILY INCOME - Average     | \$ 83,520 | \$ 92,510 | \$ 92,510 | \$ 92,510 | \$ 92,510 |

### Property Assessment (in thousands)

|                             | 2022 Actual      | 2023 Actual      | 2024 Actual      | 2025 Actual      | 2026 Budget      |
|-----------------------------|------------------|------------------|------------------|------------------|------------------|
| RESIDENTIAL                 | 503,479          | 574,715          | 672,341          | 733,886          | 820,239          |
| FARMLAND                    | 205,149          | 205,106          | 205,081          | 205,050          | 205,037          |
| NON-RESIDENTIAL             |                  |                  |                  |                  |                  |
| COMMERCIAL & INDUSTRIAL     | 84,272           | 117,619          | 128,267          | 108,896          | 113,670          |
| LINEAR                      | 611,164          | 634,671          | 1,097,080        | 1,126,448        | 1,136,733        |
| SMALL BUSINESS              | N/A              | N/A              | N/A              | 19,154           | 20,199           |
| MACHINERY & EQUIPMENT (M&E) | 110,538          | 78,621           | 77,382           | 73,436           | 71,596           |
| <b>TOTAL ASSESSMENT</b>     | <b>1,514,602</b> | <b>1,610,732</b> | <b>2,180,151</b> | <b>2,266,870</b> | <b>2,367,474</b> |
| SUPPLEMENTARY *             | 0                | 382,285          | 0                | 15,633           | 625,000          |
| <b>TAXABLE ASSESSMENT</b>   | <b>1,514,602</b> | <b>1,993,017</b> | <b>2,180,151</b> | <b>2,282,503</b> | <b>2,992,474</b> |



\* Supplementary Assessment is for all assessment classes; however, effectively applied for large linear projects.

## Tax Rates (expressed in mills)

|                                            | 2022 Actual | 2023 Actual | 2024 Actual | 2025 Actual | 2026 Budget |
|--------------------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>MUNICIPAL</b>                           |             |             |             |             |             |
| Residential                                | 5.3660      | 3.2196      | 2.2000      | 2.2000      | 2.1500      |
| Farmland                                   | 10.8230     | 10.8230     | 10.8230     | 10.8230     | 10.8230     |
| Non-Residential, M&E, and Linear           | 9.4140      | 8.8962      | 8.5000      | 8.7500      | 7.9750      |
| Small Business                             | N/A         | N/A         | N/A         | 7.5000      | 5.9813      |
| <b>WASTE COMMISSION</b>                    | 0.5599      | 0.5887      | 0.4188      | 0.4113      | 0.3979      |
| <b>EDUCATION REQUISITION</b>               |             |             |             |             |             |
| Residential and Farmland                   | 2.6500      | 2.3470      | 2.3091      | 2.6061      | 2.6014      |
| Non-Residential and Linear                 | 3.9000      | 3.5283      | 3.5678      | 3.9202      | 4.0946      |
| <b>SENIOR FOUNDATION REQUISITION</b>       | 0.3304      | 0.3360      | 0.2437      | 0.2521      | 0.2821      |
| <b>OTHER REQUISITION</b>                   |             |             |             |             |             |
| Royal Canadian Mounted Police              | 0.1633      | 0.1497      | 0.1636      | 0.1776      | 0.1823      |
| Designated Industrial Properties           | 0.0766      | 0.0746      | 0.0765      | 0.0701      | 0.0728      |
| <b>SPECIAL LEVY - FIRE PROTECTION AREA</b> |             |             |             |             |             |
| Carmangay and District                     | 0.9142      | 1.0187      | 0.9692      | 0.7422      | 0.7741      |
| Champion and District                      | 1.1036      | 1.3238      | 1.0364      | 0.6138      | 0.5614      |
| Lomond and District                        | 0.5241      | 0.4736      | 0.3158      | 0.2366      | 0.2774      |
| Milo and District                          | 1.2897      | 1.1777      | 1.0649      | 0.8413      | 0.8876      |
| Vulcan and District                        | 0.3299      | 0.3215      | 0.2496      | 0.1497      | 0.1756      |
| Northwest                                  | 0.7425      | 0.7992      | 0.5764      | 0.5669      | 0.6383      |
| Linear                                     | 0.3618      | 0.3618      | 0.3618      | 0.0000      | 0.0000      |
| <b>SPECIAL LEVY - RECREATIONAL AREA</b>    |             |             |             |             |             |
| Carmangay and District                     | 0.5859      | 0.5031      | 0.4825      | 0.4518      | 0.4210      |
| Champion and District                      | 0.7059      | 0.5994      | 0.5795      | 0.5139      | 0.4760      |
| Lomond and District                        | 0.0810      | 0.0571      | 0.2157      | 0.4702      | 0.4105      |
| Milo and District                          | 0.6163      | 0.6015      | 0.5531      | 0.4807      | 0.4401      |
| Vulcan and District                        | 0.6571      | 0.4569      | 0.4308      | 0.5120      | 0.4721      |
| Northwest                                  | 0.2522      | 0.2340      | 0.2204      | 0.2685      | 0.2291      |
| Linear                                     | 0.1388      | 0.1388      | 0.0823      | 0.0000      | 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

|                                                                                                                          | 2022 Actual        | 2023 Actual        | 2024 Actual        | 2025 Actual        | 2026 Budget |
|--------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|-------------|
| <b>TAX RECEIVABLE AS % OF TAXES</b>                                                                                      |                    |                    |                    |                    |             |
| Tax Receivables                                                                                                          | 763,379            | 4,531,347          | 475,570            | 580,972            | N/A         |
| Supplementary Tax Receivables *                                                                                          | 0                  | 4,016,833          | 0                  | 136,615            | N/A         |
| Effective Tax Receivables                                                                                                | 763,379            | 514,514            | 475,570            | 444,357            | N/A         |
| Total Tax Levies                                                                                                         | 18,863,341         | 21,939,518         | 21,732,767         | 22,826,647         | N/A         |
| Tax Receivable as % of Taxes                                                                                             | 4.0%               | 2.3%               | 2.2%               | 1.9%               | 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                                                                                                         | 42,541,150         | 48,705,018         | 53,722,769         | 53,756,008         | N/A         |
| Financial Liabilities                                                                                                    | (5,061,450)        | (5,465,173)        | (6,272,965)        | (4,364,029)        | N/A         |
| <b>NET FINANCIAL ASSETS</b>                                                                                              | <b>37,479,700</b>  | <b>43,239,845</b>  | <b>47,449,804</b>  | <b>49,391,979</b>  | <b>N/A</b>  |
| Tangible Capital Assets                                                                                                  | 108,086,239        | 107,687,527        | 107,848,680        | 109,354,188        | N/A         |
| Inventory Held for Consumption                                                                                           | 9,103,226          | 8,720,764          | 8,269,813          | 8,156,837          | N/A         |
| Prepaid Expenses                                                                                                         | 428,289            | 402,198            | 459,721            | 577,708            | N/A         |
| <b>ACCUMULATED SURPLUS</b>                                                                                               | <b>155,097,454</b> | <b>160,050,334</b> | <b>164,028,018</b> | <b>167,480,712</b> | <b>N/A</b>  |
| Unrestricted Surplus                                                                                                     | 897,813            | 900,534            | 904,163            | 905,573            | N/A         |
| Restricted Surplus (Reserves)                                                                                            | 46,636,284         | 51,987,627         | 55,656,819         | 57,658,230         | N/A         |
| Equity in Tangible Capital Assets                                                                                        | 107,563,357        | 107,162,173        | 107,307,236        | 108,734,062        | N/A         |
| <b>ACCUMULATED SURPLUS</b>                                                                                               | <b>155,097,454</b> | <b>160,050,334</b> | <b>163,868,218</b> | <b>167,297,865</b> | <b>N/A</b>  |
| Accumulated Remeasurement Gain                                                                                           | 0                  | 0                  | 159,800            | 182,847            | N/A         |
| <b>ACCUMULATED SURPLUS</b>                                                                                               | <b>155,097,454</b> | <b>160,050,334</b> | <b>164,028,018</b> | <b>167,480,712</b> | <b>N/A</b>  |

## Revenues (by source)

|                                           | 2022 Actual       | 2023 Actual       | 2024 Actual       | 2025 Actual       | 2026 Budget       |
|-------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Net Municipal Taxes                       | 15,079,227        | 17,943,837        | 17,136,610        | 17,655,605        | 21,714,112        |
| Government Transfers                      | 1,403,059         | 1,104,191         | 1,176,124         | 1,119,195         | 1,146,558         |
| Return on Investments                     | 1,022,438         | 2,063,059         | 2,260,512         | 2,180,149         | 626,824           |
| Sale of Goods, Services, and User Charges | 888,685           | 1,949,632         | 2,197,447         | 1,499,071         | 884,508           |
| Rental Income                             | 319,129           | 320,565           | 325,203           | 349,258           | 322,900           |
| Community Aggregate Levy                  | 212,993           | 193,171           | 221,153           | 201,831           | 142,912           |
| Penalties and Costs of Taxes              | 228,725           | 350,624           | 225,768           | 174,579           | 130,000           |
| Gain on Disposal of Capital Assets        | 1,430,054         | 26,523            | 113,602           | 222,494           | 0                 |
| Other Revenue                             | 240,385           | 30,518            | 282,425           | 276,556           | 16,500            |
| <b>OPERATING REVENUES</b>                 | <b>20,824,695</b> | <b>23,982,120</b> | <b>23,938,844</b> | <b>23,678,738</b> | <b>24,984,314</b> |
| Contributed Tangible Capital Assets       | 0                 | 0                 | 684,977           | 0                 | 0                 |
| Government Transfers for Capital          | 4,294,087         | 1,756,668         | 1,512,117         | 2,818,352         | 1,653,141         |
| <b>TOTAL REVENUES</b>                     | <b>25,118,782</b> | <b>25,738,788</b> | <b>26,135,938</b> | <b>26,497,090</b> | <b>26,637,455</b> |

## Expenses (by function and object)

|                                   | 2022 Actual       | 2023 Actual       | 2024 Actual       | 2025 Actual       | 2026 Budget       |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>EXPENSES BY FUNCTION</b>       |                   |                   |                   |                   |                   |
| Legislative                       | 447,807           | 478,318           | 538,114           | 559,357           | 598,867           |
| Administration                    | 2,056,167         | 2,267,748         | 2,526,009         | 2,532,728         | 2,705,293         |
| Protective services               | 2,045,659         | 2,627,286         | 3,095,384         | 3,341,878         | 3,833,127         |
| Transportation services           | 10,552,481        | 11,290,788        | 11,657,736        | 12,065,825        | 12,687,529        |
| Agricultural services             | 650,453           | 720,976           | 761,000           | 809,765           | 2,916,069         |
| Planning and development services | 544,723           | 691,937           | 954,793           | 851,184           | 232,784           |
| Family and community support      | 217,118           | 219,469           | 203,445           | 200,288           | 1,046,800         |
| Parks and recreation              | 671,001           | 696,646           | 741,448           | 798,860           | 1,036,533         |
| Tourism and economic development  | 24,040            | 19,922            | 28,952            | 45,757            | 69,716            |
| Utility Services                  | 1,021,944         | 1,140,509         | 1,201,098         | 1,366,203         | 1,546,299         |
| Other                             | 621,097           | 632,309           | 610,075           | 495,598           | 303,787           |
| <b>TOTAL EXPENSES</b>             | <b>18,852,490</b> | <b>20,785,908</b> | <b>22,318,054</b> | <b>23,067,443</b> | <b>26,976,805</b> |

\* The term "function" refers to the grouping of expenses by department or service

|                                         |                   |                   |                   |                   |                   |
|-----------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>EXPENSE BY OBJECT</b>                |                   |                   |                   |                   |                   |
| Salaries, wages and benefits            | 6,937,554         | 7,798,714         | 9,054,113         | 9,749,651         | 11,023,312        |
| Contracted and general services         | 2,543,119         | 3,378,964         | 3,552,002         | 3,736,547         | 4,581,481         |
| Materials, goods and utilities          | 2,820,480         | 3,149,977         | 3,626,627         | 3,495,682         | 4,467,435         |
| Provision for allowances                | 602,629           | 625,434           | 609,664           | 474,030           | 291,927           |
| Transfers to local boards and agencies  | 1,893,026         | 2,002,831         | 2,046,646         | 2,086,404         | 4,201,408         |
| Interest and bank charges               | 48,635            | 40,642            | 38,207            | 35,519            | 57,436            |
| Amortization of tangible capital assets | 4,818,615         | 4,876,655         | 5,012,320         | 5,383,298         | 5,383,297         |
| Amortization of ARO capital assets      | 1,115             | 1,115             | 1,115             | 1,085             | 1,086             |
| Accretion ARO expenses                  | 18,012            | 19,291            | 20,760            | 24,656            | 25,696            |
| Machine expenses capitalized            | (1,639,395)       | (1,423,600)       | (1,722,616)       | (2,411,182)       | (3,083,765)       |
| Loss on disposal of capital assets      | 729,078           | 34,685            | 8,274             | 395,211           | 0                 |
| Other expenses                          | 79,622            | 281,200           | 70,942            | 96,542            | 27,492            |
| <b>TOTAL EXPENSES</b>                   | <b>18,852,490</b> | <b>20,785,908</b> | <b>22,318,054</b> | <b>23,067,443</b> | <b>26,976,805</b> |

\* The term "object" refers to the grouping by the nature or type of expense

## Debt Supported by Taxes

|                                  | 2022 Actual | 2023 Actual | 2024 Actual | 2025 Actual | 2026 Budget |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|
| Gross Debt (supported by tax)    | 1,252,044   | 1,118,084   | 980,757     | 839,977     | N/A         |
| County Population                | 4,237       | 4,237       | 4,262       | 4,262       | N/A         |
| <b>LONG-TERM DEBT PER CAPITA</b> | <b>296</b>  | <b>264</b>  | <b>230</b>  | <b>197</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

|                                             | 2022 Actual      | 2023 Actual      | 2024 Actual      | 2025 Actual      | 2026 Budget      |
|---------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>TRANSFERS TO OTHER LOCAL GOVERNMENTS</b> |                  |                  |                  |                  |                  |
| Vulcan District Waste Commission            | 852,340          | 948,762          | 962,993          | 981,005          | 981,204          |
| Twin Valley Regional Water Commission       | 39,536           | 41,662           | 41,548           | 39,190           | 37,500           |
| Fire Area Contributions                     | 207,972          | 177,869          | 167,744          | 110,000          | 123,695          |
| Recreation Area Contributions               | 507,912          | 519,846          | 564,748          | 614,787          | 1,362,226        |
| Vulcan Library Board                        | 133,500          | 145,000          | 145,000          | 151,000          | 151,000          |
| McGregor Regional Water Project             | 0                | 0                | 7,458            | 38,715           | 1,381,135        |
| Other local governments and organizations   | 151,766          | 169,692          | 157,155          | 151,707          | 164,648          |
|                                             | <b>2,020,901</b> | <b>1,893,026</b> | <b>2,002,831</b> | <b>2,046,646</b> | <b>4,201,408</b> |

## Annual Surplus and Allocations

|                                                                | 2022 Actual      | 2023 Actual      | 2024 Actual      | 2025 Actual      | 2026 Budget      |
|----------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| TOTAL REVENUES                                                 | 25,118,782       | 25,738,788       | 26,135,938       | 26,497,090       | 26,637,455       |
| TOTAL EXPENSES                                                 | (18,852,490)     | (20,785,908)     | (22,318,054)     | (23,067,443)     | (26,976,805)     |
| <b>ANNUAL SURPLUS</b>                                          | <b>6,266,292</b> | <b>4,952,880</b> | <b>3,817,884</b> | <b>3,429,647</b> | <b>(339,350)</b> |
| ADD: Proceeds from Sale of Tangible Capital Assets             | 740,539          | 225,114          | 1,075,511        | 499,195          | 0                |
| ADD: Transfer from Restricted Surplus to Operations            | 3,231,614        | 3,099,759        | 3,866,206        | 7,057,830        | 8,248,539        |
| ADD: Amortization of Tangible Capital Assets and ARO accretion | 4,837,743        | 4,880,242        | 5,029,525        | 5,463,065        | 5,410,079        |
| LESS: Transfers to Restricted Surplus                          | (8,617,982)      | (8,451,102)      | (7,535,398)      | (9,059,241)      | (5,309,660)      |
| LESS: Capital Expenditures                                     | (6,521,313)      | (4,704,172)      | (6,250,099)      | (7,389,086)      | (8,009,608)      |
| <b>ALLOCATION TO UNRESTRICTED SURPLUS</b>                      | <b>(63,107)</b>  | <b>2,721</b>     | <b>3,629</b>     | <b>1,410</b>     | <b>0</b>         |



## Principal Corporate Taxpayers and Industries

### Top 10 Principal Corporate Taxpayers:

TRAVERS 3 SOLAR LP  
 EDF RENEWABLES DEVELOPMENT  
 ALTALINK MANAGEMENT LTD  
 CANADIAN NATURAL RESOURCES  
 TAQA NORTH LTD  
 G3 CANADA LIMITED  
 HUTTERIAN BRETHREN CHURCH  
 CONCORD VULCAN GP2 LTD.  
 NGTL GP LTD. / NOVA GAS TRANSMISSION LTD  
 RICHARDSON INTERNATIONAL LTD

*\* These top 10 taxpayers represent 54.31% 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/>

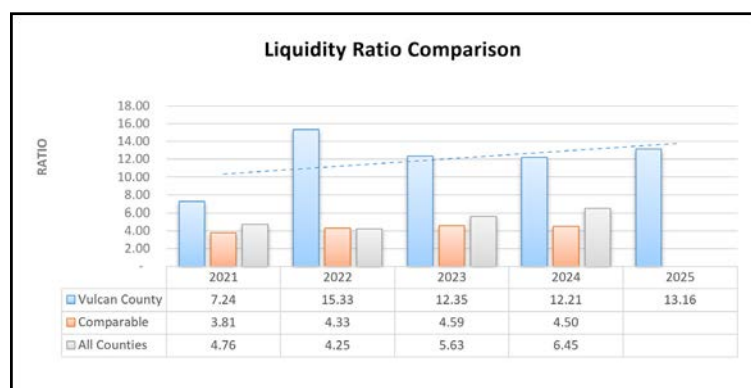
## APPENDIX 5 - FINANCIAL INDICATORS & PERFORMANCE MEASURES



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 2025 is not 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.*

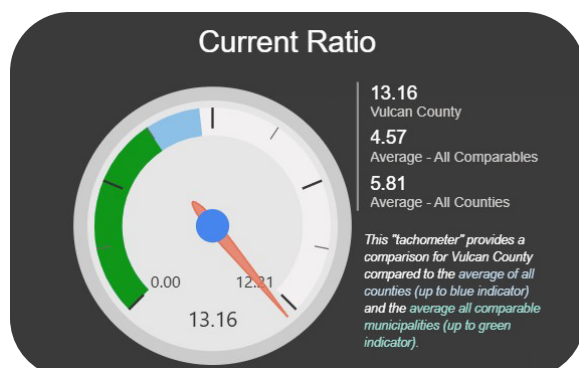
### Current/Liquidity Ratio Comparison



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 (2025 ratio of 13.16) 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. 91.0%); therefore, further increasing the liquidity of the County. The ratio remained relatively consistent to the prior year (with a slight decrease from 2023/2024).



#### 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.

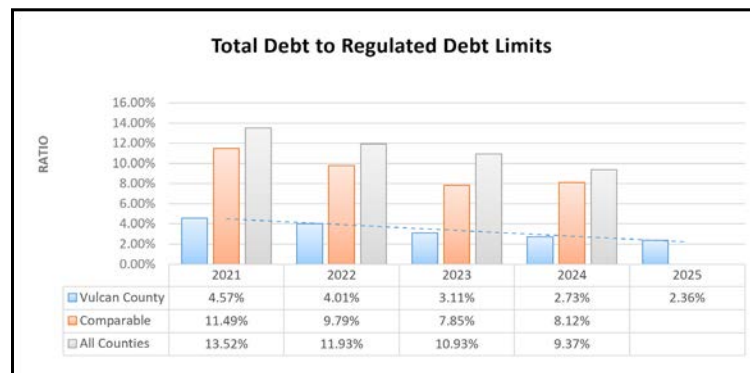
#### Current Ratio

| Performance Measures Data        |              | Comparable Alberta Municipalities - Ratios * |      |                    |      |
|----------------------------------|--------------|----------------------------------------------|------|--------------------|------|
| <b>VULCAN COUNTY</b>             | <b>13.16</b> | Cardston County                              | 4.99 | MD of Ranchlands   | 3.06 |
| <b>Average - All Counties</b>    | <b>5.81</b>  | County of Forty Mile                         | 5.20 | MD of Taber        | 2.34 |
| <b>Average - All Comparables</b> | <b>4.57</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            | 2.34         | 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.



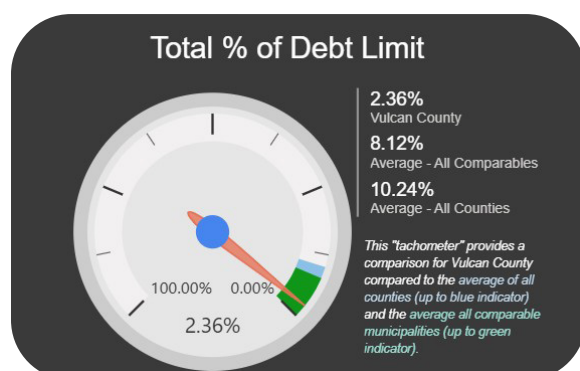
## Total Percentage of Debt Limit



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 (2025 ratio of 2.36%); 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>2.36%</b>  | Cardston County                              | 12.65% |
| <b>Average - All Counties</b>    | <b>10.24%</b> | County of Forty Mile                         | 18.08% |
| <b>Average - All Comparables</b> | <b>8.12%</b>  | Lethbridge County                            | 36.04% |
| Max - All Comparables            | 36.04%        | County of Newell                             | 4.30%  |
| Min - All Comparables            | 0.00%         | MD of Pincher Creek                          | 10.09% |
|                                  |               | MD of Ranchlands                             | 0.00%  |
|                                  |               | MD of Taber                                  | 0.73%  |
|                                  |               | County of Warner                             | 0.00%  |
|                                  |               | Wheatland County                             | 3.97%  |
|                                  |               | MD of Willow Creek                           | 0.73%  |

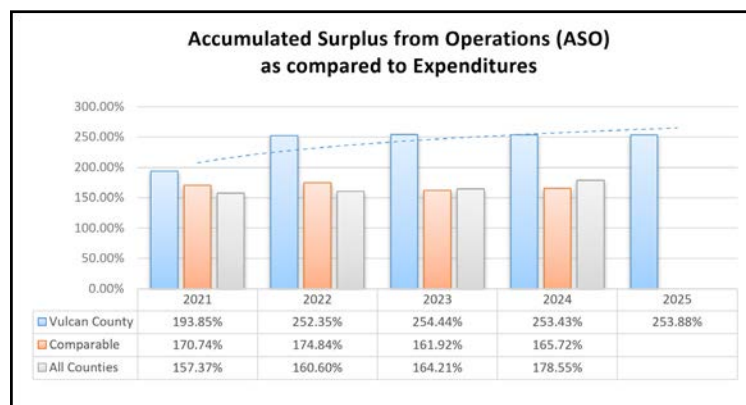
\*Based on most recent available data at the time the report was created.

*Note: Budget 2026 includes the projected issue of a \$1.25 million debenture to fund the County's capital contribution towards the Marquis Foundation Building Project as approved through Borrowing Bylaw 2025-033. This would estimate that the debenture payments would start mid-2026 and would have a full year of payments for 2027 and future years. An alternative method is to fund through the capital reserve (the final funding method is to be determined during 2026/2027).*

*Should the County receive the additional debenture, this would increase the "Total % of Debt Limit" ratio to an estimated 5.3%; whereas, this is still significantly lower than the total limit and the ration held by the comparable municipalities. This impact would still have the County with a positive/improved performance measure comparatively.*



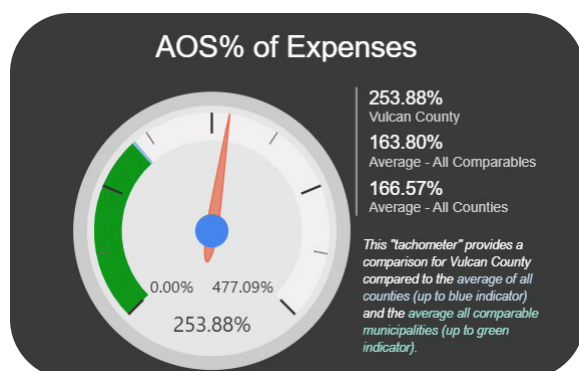
## Accumulated Surplus from Operations



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 (2025 ratio of 253.44%).

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:

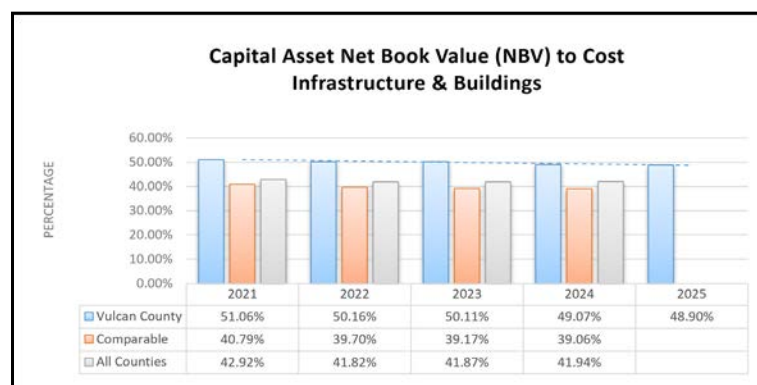
The County has historically maintained a higher than average AOS% of Expenses ratio compared to related comparables as the County believes in long-term stability and planning (including reserve planning and 20-year Capital Plan).

| AOS% of expenses                 |                |                                              |         |                    |         |
|----------------------------------|----------------|----------------------------------------------|---------|--------------------|---------|
| Performance Measures Data        |                | Comparable Alberta Municipalities - Ratios * |         |                    |         |
| <b>VULCAN COUNTY</b>             | <b>253.88%</b> | Cardston County                              | 118.56% | MD of Ranchlands   | 207.73% |
| <b>Average - All Counties</b>    | <b>166.57%</b> | County of Forty Mile                         | 93.70%  | MD of Taber        | 166.39% |
| <b>Average - All Comparables</b> | <b>163.80%</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.

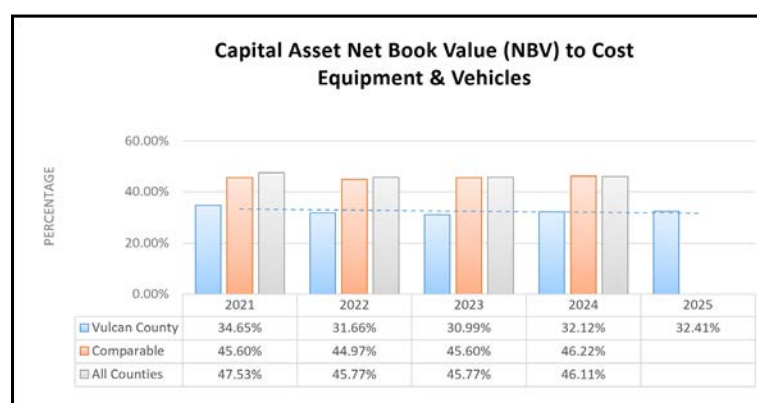


## Capital Asset Net Book Value



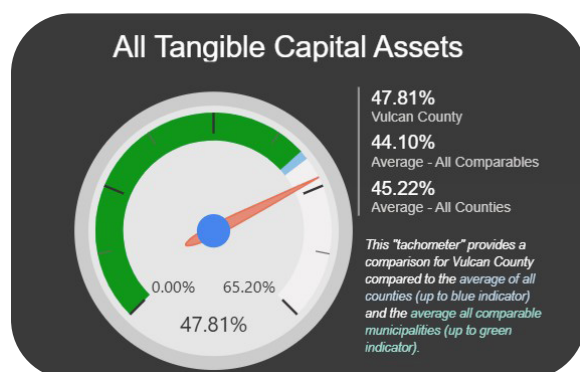
In both the Capital Asset Net Book Value to Cost of Infrastructure/Buildings and the Equipment/Vehicles charts indicate how much is remaining in the capital assets useful life and/or in productive use. This indicator is for all of the County's capital assets.

These 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 (2025 ratio of 48.90%) 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 (2025 ratio of 32.41%) 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).



### 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:

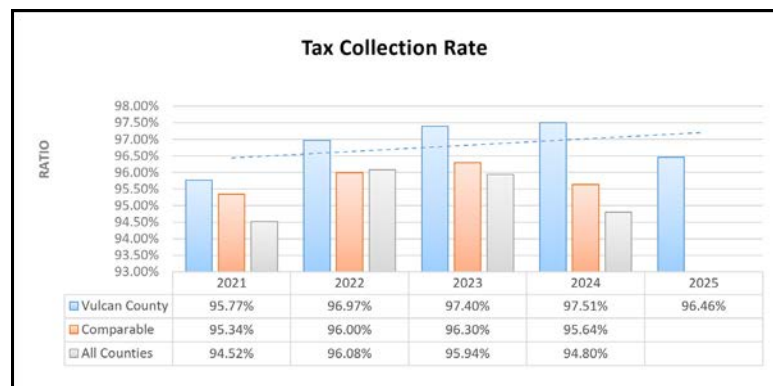
The County has historically maintained a higher TCA ratio as it replaces existing assets on a regular basis through its 20-year Capital Plan. Note that the above analysis provides a further details on the different types of assets.

| All TCA - RATIO                  |               |                                              |        |
|----------------------------------|---------------|----------------------------------------------|--------|
| Performance Measures Data        |               | Comparable Alberta Municipalities - Ratios * |        |
| <b>VULCAN COUNTY</b>             | <b>47.81%</b> | Cardston County                              | 39.57% |
| <b>Average - All Counties</b>    | <b>45.22%</b> | County of Forty Mile                         | 45.41% |
| <b>Average - All Comparables</b> | <b>44.10%</b> | Lethbridge County                            | 31.48% |
| Max - All Comparables            | 65.20%        | County of Newell                             | 65.20% |
| Min - All Comparables            | 30.29%        | MD of Pincher Creek                          | 31.90% |
|                                  |               | MD of Ranchlands                             | 59.74% |
|                                  |               | MD of Taber                                  | 60.14% |
|                                  |               | County of Warner                             | 39.84% |
|                                  |               | Wheatland County                             | 33.19% |
|                                  |               | MD of Willow Creek                           | 30.29% |

\*Based on most recent available data at the time the report was created.



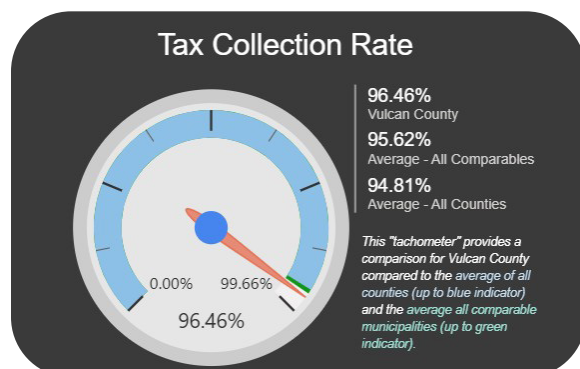
## Tax Collection Rate



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 (2025 ratio of 96.46%); 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. This was applied in the methodology for 2025 (however to a lesser extent as there was a smaller supplementary tax balance). 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.

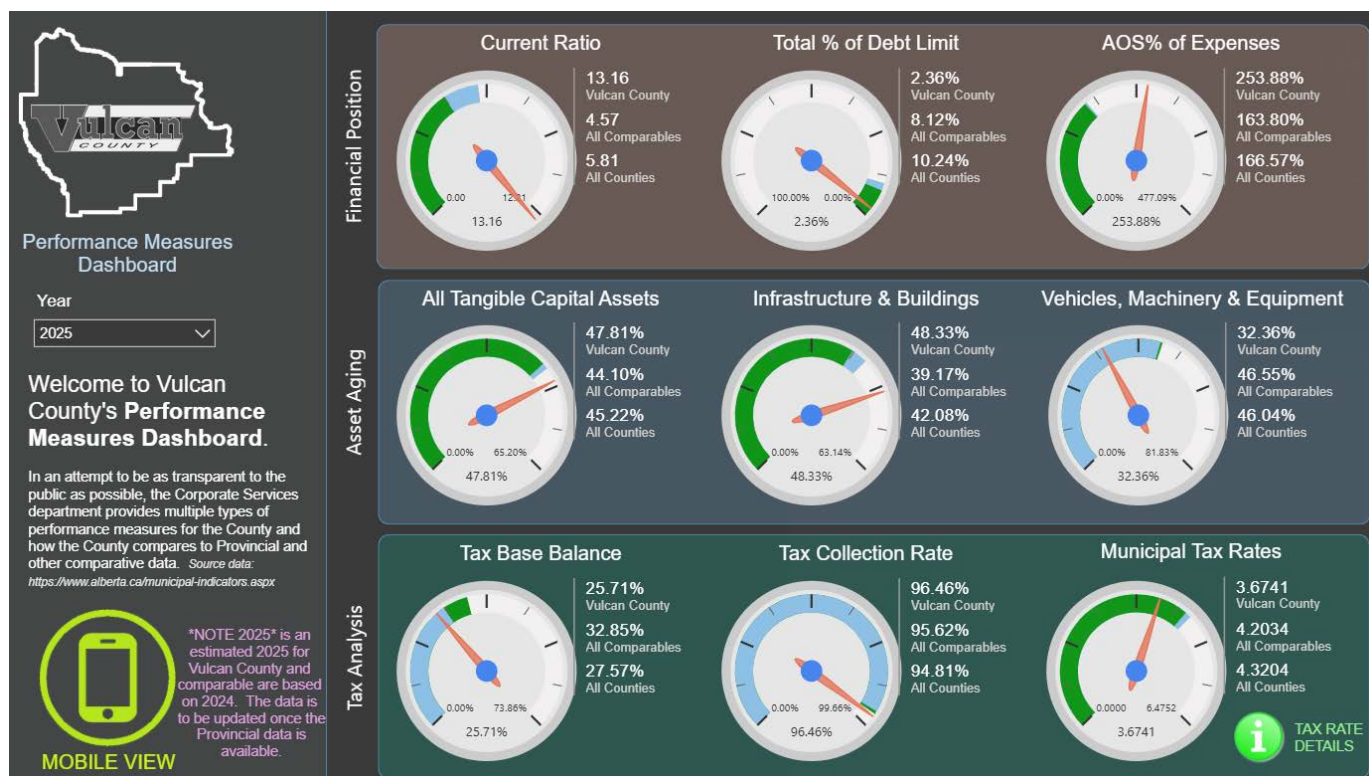
| Tax Collection Rate (Current Tax) |               |                                              |        |                    |        |
|-----------------------------------|---------------|----------------------------------------------|--------|--------------------|--------|
| Performance Measures Data         |               | Comparable Alberta Municipalities - Ratios * |        |                    |        |
| <b>VULCAN COUNTY</b>              | <b>96.46%</b> | Cardston County                              | 93.85% | MD of Ranchlands   | 99.66% |
| <b>Average - All Counties</b>     | <b>94.81%</b> | County of Forty Mile                         | 97.07% | MD of Taber        | 94.72% |
| <b>Average - All Comparables</b>  | <b>95.62%</b> | Lethbridge County                            | 84.69% | County of Warner   | 91.94% |
| Max - All Comparables             | 99.66%        | 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:



[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:

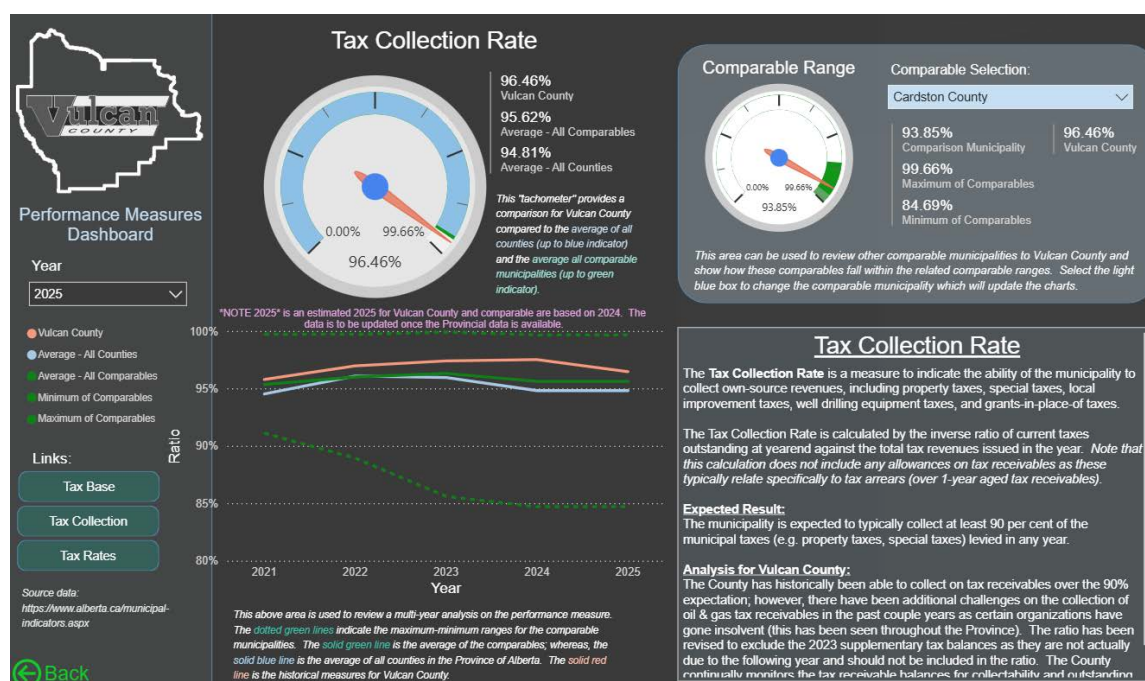
- Tax Base Balance
- Tax Collection Rate
- Municipal Tax Rates\*

\* 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.



The Performance Measures Dashboard is an in-depth review of the County's performance measures, including interactive approach of looking at historical trends, Provincial and other comparative data, and allows for a direct comparison to specific municipalities which are comparable municipalities to the County (can select specific comparables to see their specific data).

For example, the Dashboard allows you to drill down to specific types of performance measure (i.e., Tax Collection Rate) and the dashboard will provide an overview of the measure, expected results, and an analysis on the results. The dashboard will provide visuals on historical trends and provide options for reviewing comparable municipalities to the County.



The type of interactive dashboard is available for each of the key performance measures.

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.

## Other Non-Financial Performance Measures

In addition to the financial indicators & performance measures, there are many non-financial performance measures that are used by the County to indicate the County's operational effectiveness and/or identify any issues or concerns that should be addressed. Many of these non-financial indicators are also identified within the County's Strategic Priorities & Key Success Measures. The following are some of the non-financial performance measures applicable to the 2026 operational year:

- **Economic Resiliency** - The Planning and Development department has recently finalized the rewrite of the Municipal Development Plan and is working on the Area Structure Plans for Wyndham Carseland & Mossleigh; whereas, this will further support with future development in these areas ensuring that development is up to current standards and design. The County's business directory has also been reviewed over 2025 and into 2026 to further enhance the online directory for the public.
- **Continued Collaboration with Regional Partners** - The County will be further reviewing the Intermunicipal Development Plans and Intermunicipal Collaborative Frameworks with municipal neighbours during 2026/2027. This includes review of the recreation and cultural programs and many other shared/regional services being provided, including the in-kind support services that the County provides to its urban neighbors.
- **Responsible & Transparent Leadership and Governance** - The County will continue to promote excellence through the production and submission of Annual Budget Reports and Annual Financial Reports to the Government Finance Officers Association (GFOA), including additional financial reporting on financial highlights as part of the Popular Annual Financial Reporting (PAFR) program. The County is also looking to enhance the website for its Economic Development sections, including an overhaul of a new platform (within the website). The Certificate of Recognition (COR) program is to be continued to recognize the County's health & safety programs, including safe work sites and processes.
- **Attract, Engage, and Retain New & Existing Employees** - The County will continue to ensure that cross-training and appropriate supervision is provided to staff. In late-2025 a new Performance Review template was created and will be started during 2026 (based on feedback received from supervisors and employees).

# 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 reasonably 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  
 LTLA - Loans to Local Authorities  
 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



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