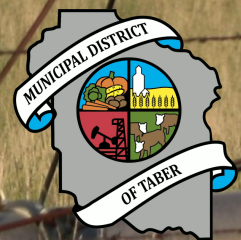


OPERATING AND CAPITAL PLANS

MUNICIPAL DISTRICT OF TABER
4900B—50th STREET
TABER, AB T1G 1T2



Three-Year Operating Plan (2021-2023)



THREE YEAR

OPERATING PLAN

The purpose of a three year operating plan is to provide an overview of the operating activities of the Municipal District for the upcoming years. This ensures that the Municipal District is not only prepared for the projected activities and service levels, but that the costs of these activities are planned in a fiscally responsible manner. The result is a greater level of stability of tax rates over the next four years.



The operating plan also allows the Municipal District to build-in projected increases in annual operating costs. Examples of this are fuel, insurance and wages; projected inflationary increases in these costs can be included and the proposed service changes affecting these costs can be applied. This also takes into account the Municipal District's strategic plan and goals.

Planning for future operating projects, such as road graveling, which requires a stable supply of crushed gravel, is included in the operating plan to ensure that the Municipal District is preparing in advance for these types of operating projects. This can include building reserves over multiple years to supply a project, rather than fund those costs all at once in the year that it takes place with a resulting spike in tax rates.

The Municipal District has consistently budgeted this way in the past. Preparing a written plan, however, ensures that this process is formalized and that these types of activities are reviewed. With recent changes to the Municipal Government Act (MGA) section 283.1 requires each municipality to prepare a written plan respecting its anticipated financial operations over a period of at least the next 3 financial years.

In the following pages, the 2021-2023 Operating Plan is presented, indicating the projected operating revenues and expenses of the Municipality. Included in the plan is comparative financial data for the prior two years. This written operating plan will be reviewed and updated on an annual basis.



OPERATING REVENUES

The operating revenues for a municipality are typically budgeted on a conservative basis. Generally, this will involve taking historical revenues and adjusting for known future variances such as changes made to funding agreements, and adjustments to service levels.

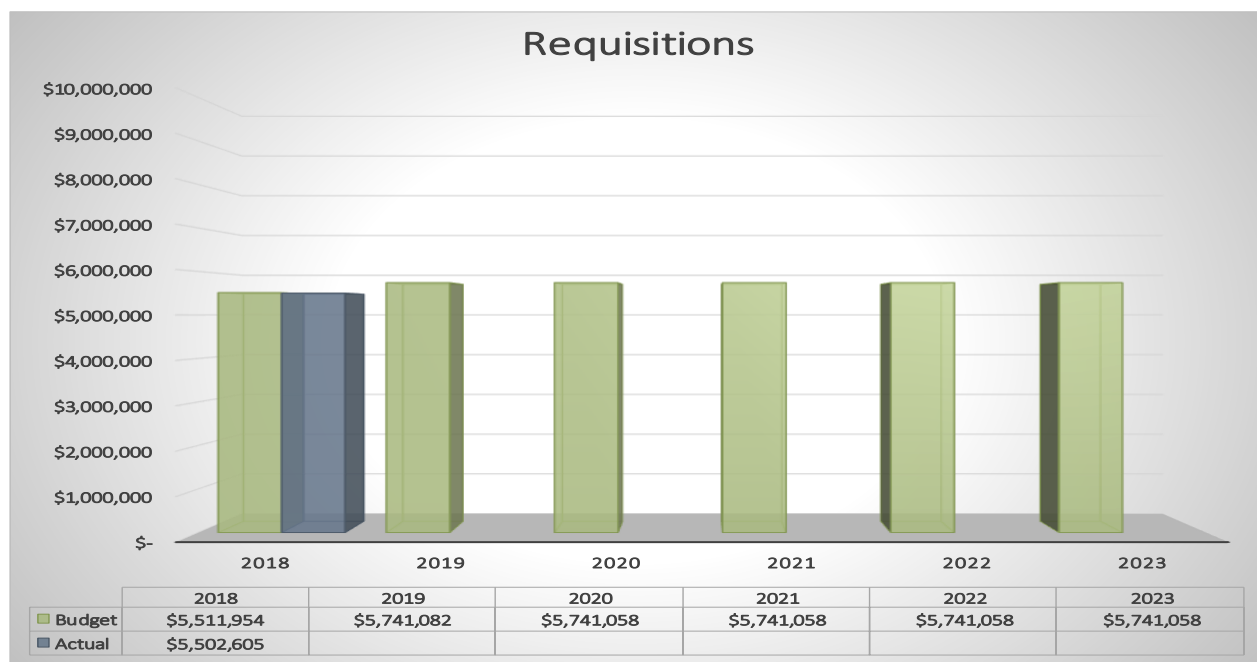
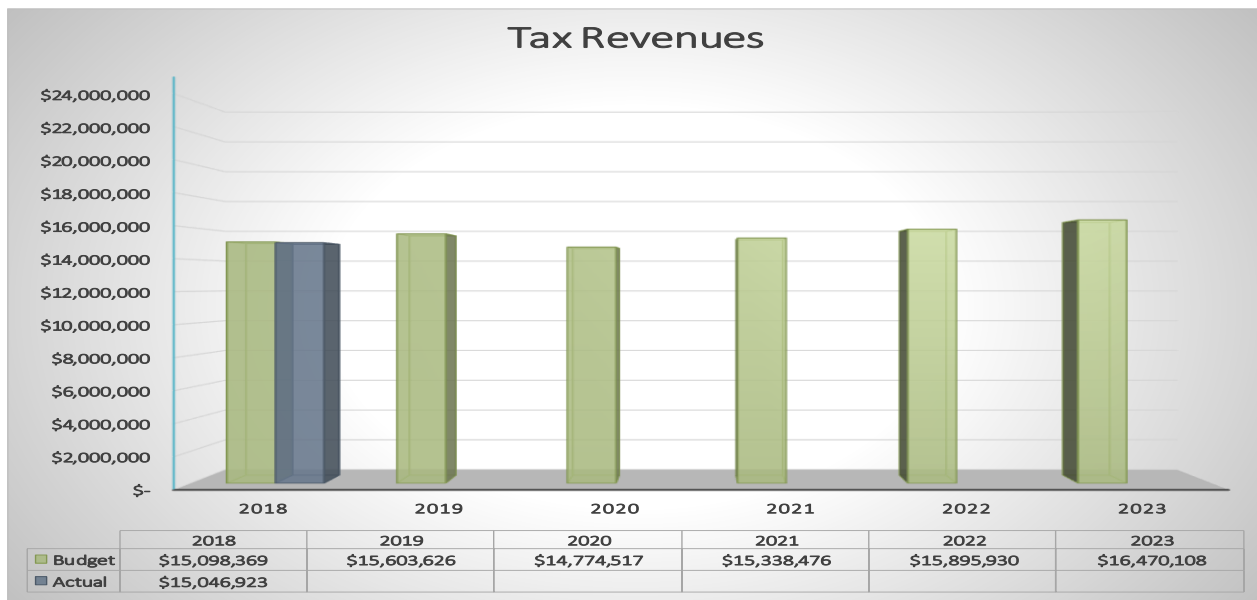
The revenues will often correlate to expenditures that are also projected, such as government grant funding of operating costs.

Municipal District of Taber Three-year Operating Plan	Interim Budget 2020	Forecast 2021	Forecast 2022	Forecast 2023
REVENUE:				
Net municipal taxes				
Property taxes	\$ 20,505,316	\$ 21,072,694	\$ 21,630,148	\$ 22,204,326
Government grants in lieu of taxes	10,259	6,840	6,840	6,840
Special Tax	33,191	33,191	33,191	33,191
Well drilling tax	35,000	35,000	35,000	35,000
	20,583,766	21,147,725	21,705,179	22,279,357
School requisitions	(5,434,927)	(5,434,927)	(5,434,927)	(5,434,927)
Housing Foundation requisitions	(221,301)	(221,301)	(221,301)	(221,301)
Designated Industrial Requisitions	(84,830)	(84,830)	(84,830)	(84,830)
	14,842,708	15,406,667	15,964,121	16,538,299
Government transfers				
Provincial government transfers - Operating	934,831	891,831	891,831	891,831
Federal government transfers - Operating	-	-	-	-
Transfers from Local Government - Operating	83,371	83,371	83,371	83,371
	1,018,202	975,202	975,202	975,202
Return on investments	432,000	560,400	560,400	560,400
Sale of goods, services and user charges	1,803,706	1,764,753	1,807,359	1,851,591
Rental Income	1,921,500	1,902,305	1,883,302	1,864,489
Other revenue				
Penalties	75,000	75,000	75,000	75,000
Licenses & Permits	116,923	118,092	119,273	120,466
Fines	48,000	48,480	48,965	49,455
	239,923	241,572	243,238	244,921
TOTAL BUDGETED REVENUES	\$ 20,258,039	\$ 20,850,899	\$ 21,433,622	\$ 22,034,902

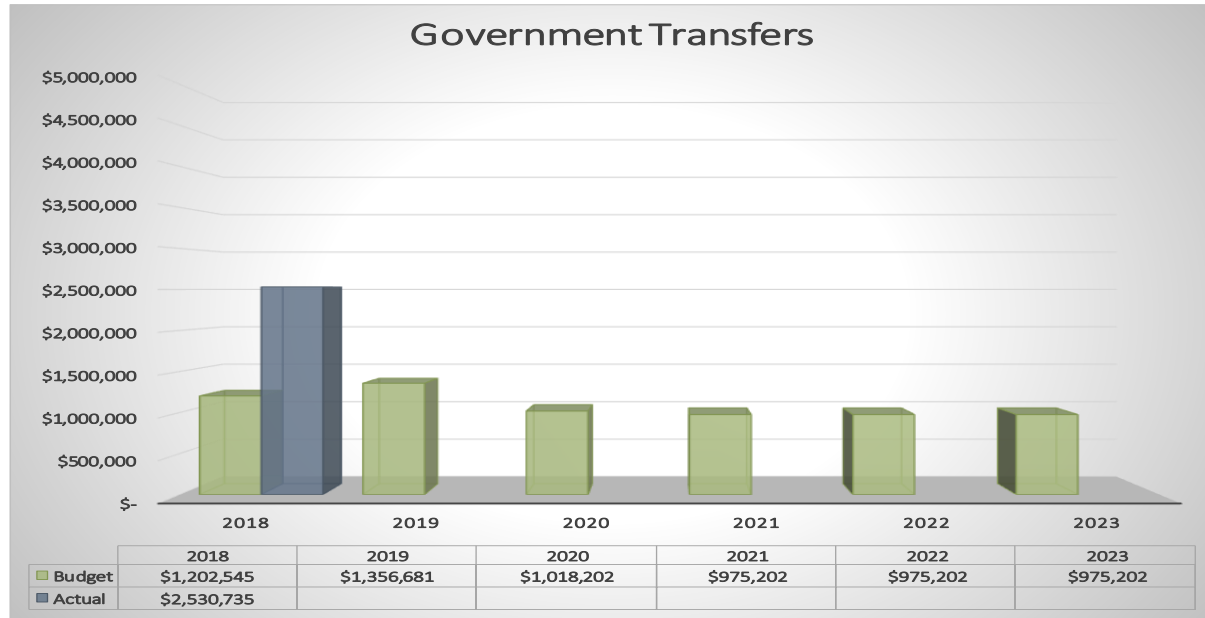
OPERATING REVENUES-CONTINUED

The tax revenues and the requisitions for school and senior support are budgeted based on the 2019 actual amounts. Municipal Affairs is currently reviewing the assessment model used by municipalities to set tax rates for linear properties, although it is expected to be updated for the 2020 tax year, in the interim we are not able to speculate on any potential changes it may have for the 2020 and future tax years.

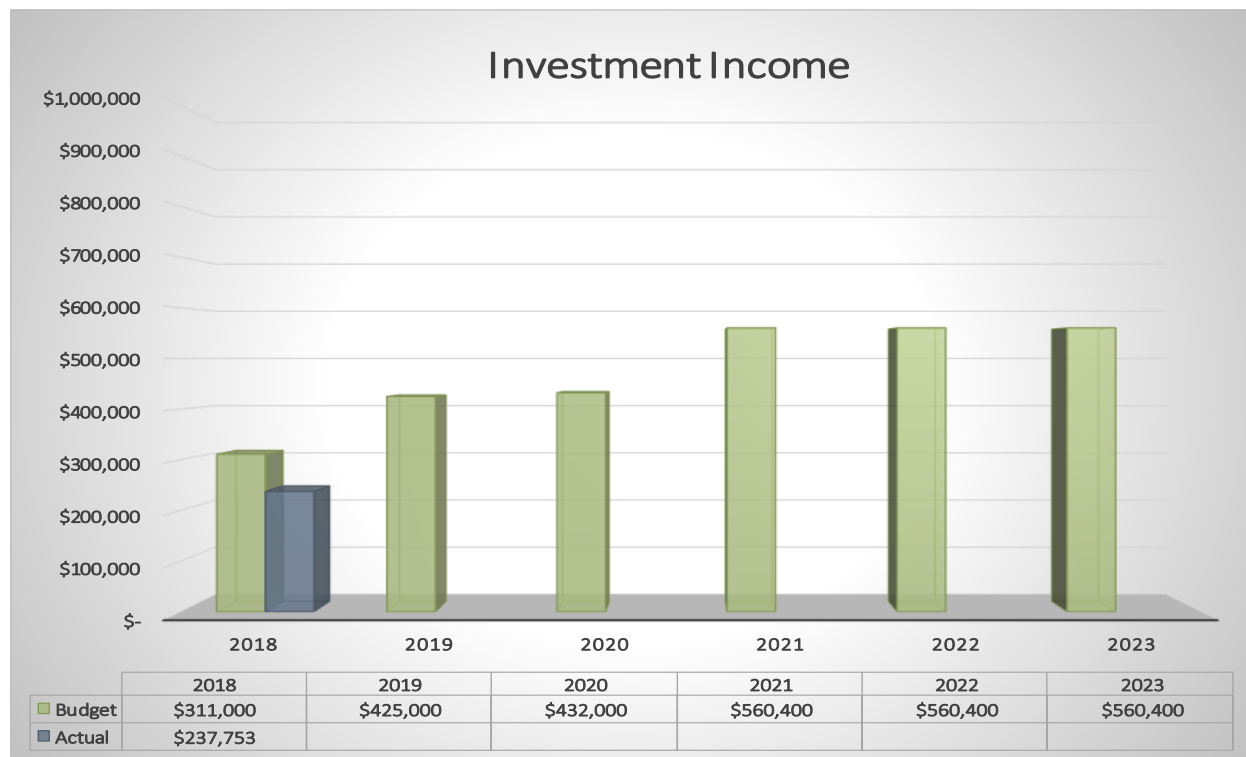
These figures will be updated in the 2020 Final Budget when the new information becomes available.



OPERATING REVENUES-CONTINUED

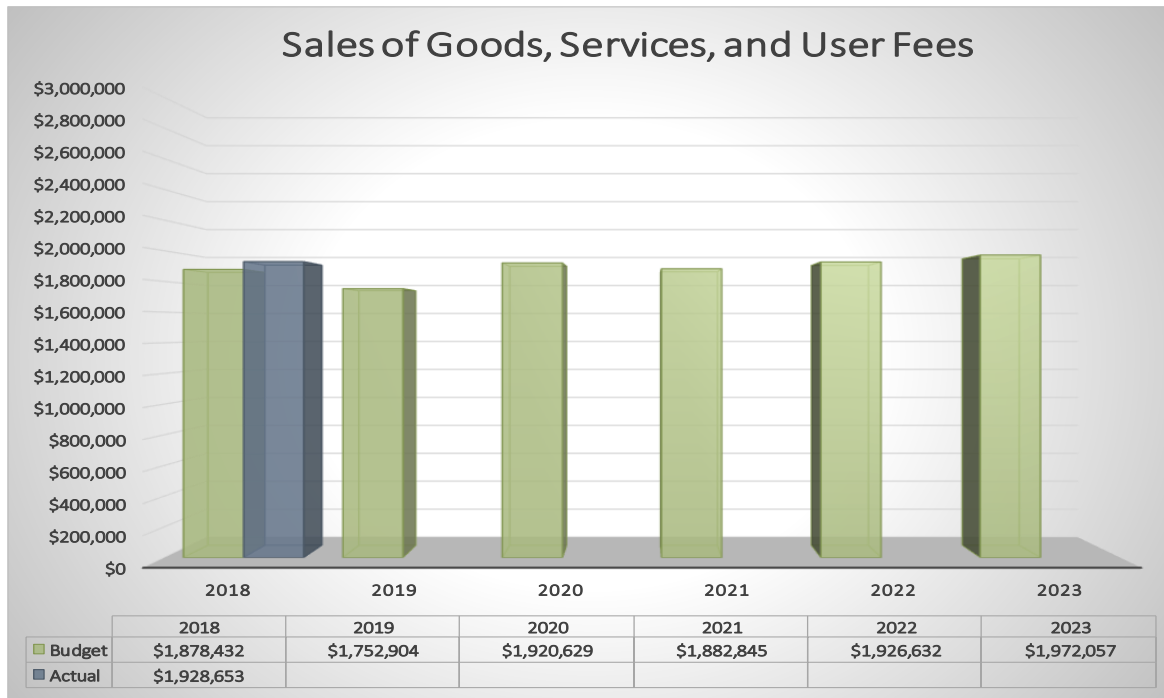


The majority of the government transfers for operations relate to the Municipal Sustainability and Initiative (MSI) Operating grant, the Alberta Community Partnership (ACP) grant, and the Agricultural Service Board (ASB) grant. The MSI Operating and the ASB grant are based on prior year funding allocations.

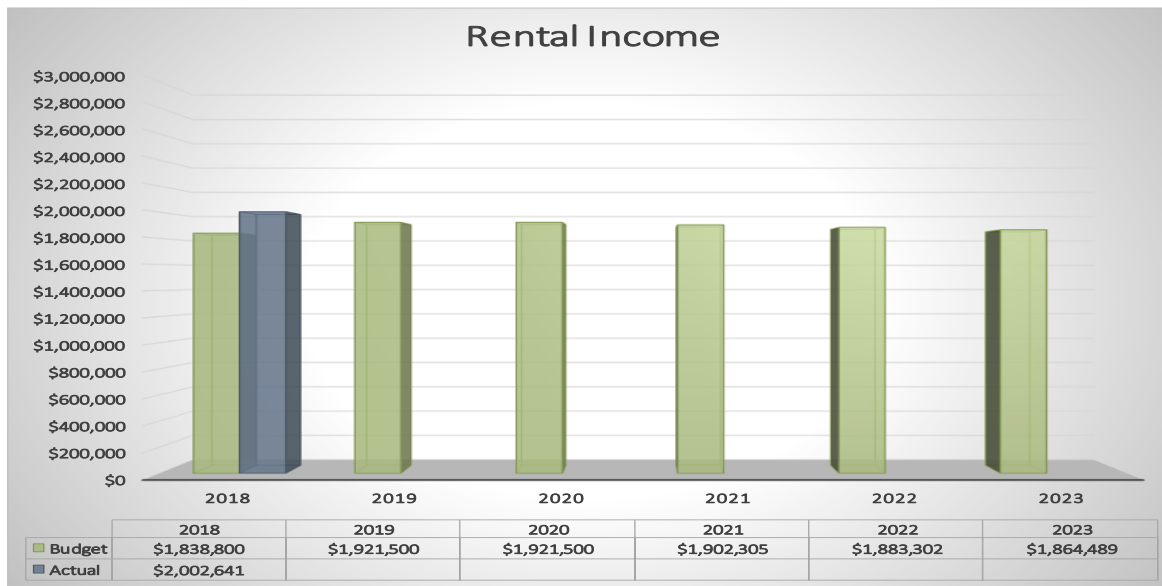


The investment income is based on previous years' interest received.

OPERATING REVENUES-CONTINUED



The sale of goods, services, and user fees includes the sale of materials and supplies (i.e. utilities, landfills and contract work), fees charged for services (i.e. permits, tax certificates), and cost recoveries (i.e. dust suppression). Historical revenues are typically used to project these revenues sources.

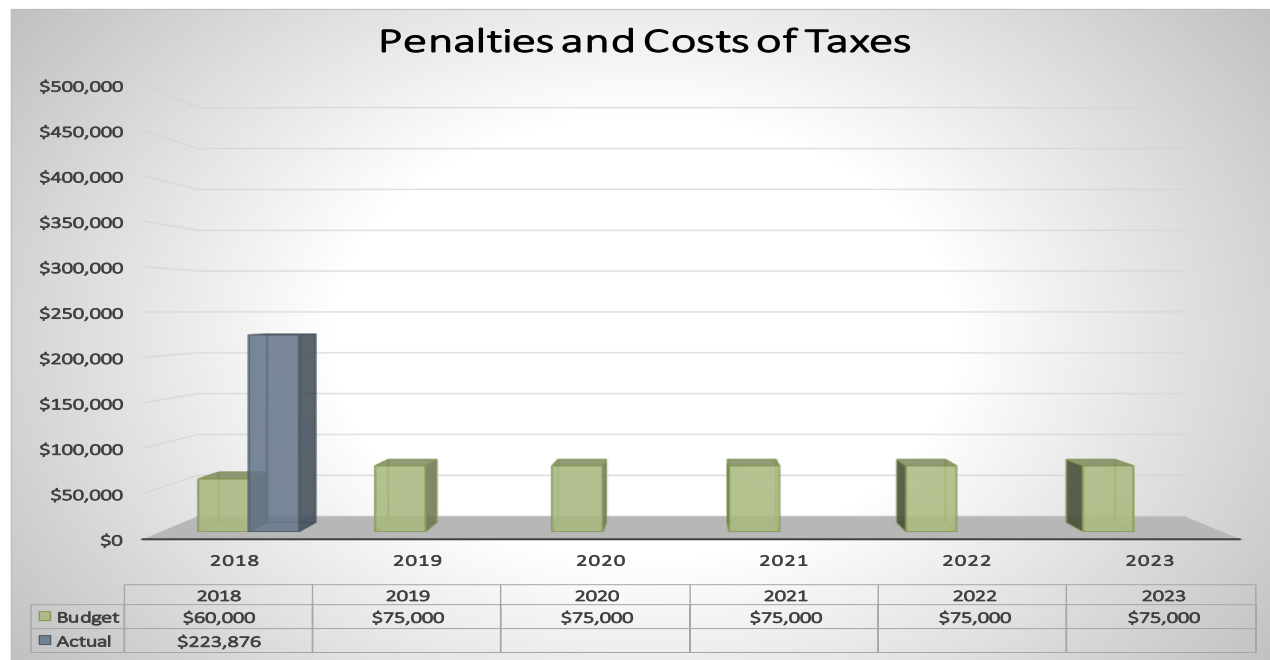


Rental income is based on rental agreements and rates for municipal leased land and properties. Annual surface lease rental payments for oil and gas well sites and other rental agreements are also included in income.

OPERATING REVENUES-CONTINUED



The fines revenue is the funds disbursed by the Provincial Government to the Municipal District of Taber for payment of the fines that have been issued within the Municipal District of Taber's defined jurisdiction.



The penalties and costs of taxes are the penalties charged on unpaid taxes and are added to the tax roll. As the actual arrears fluctuate from year to year, and outside the Municipality's control, the budget uses a conservative amount. The past few years has seen an increase in the amount of penalties due to the decline in the oil & gas industry and the amount of unpaid property taxes.

OPERATING EXPENSES

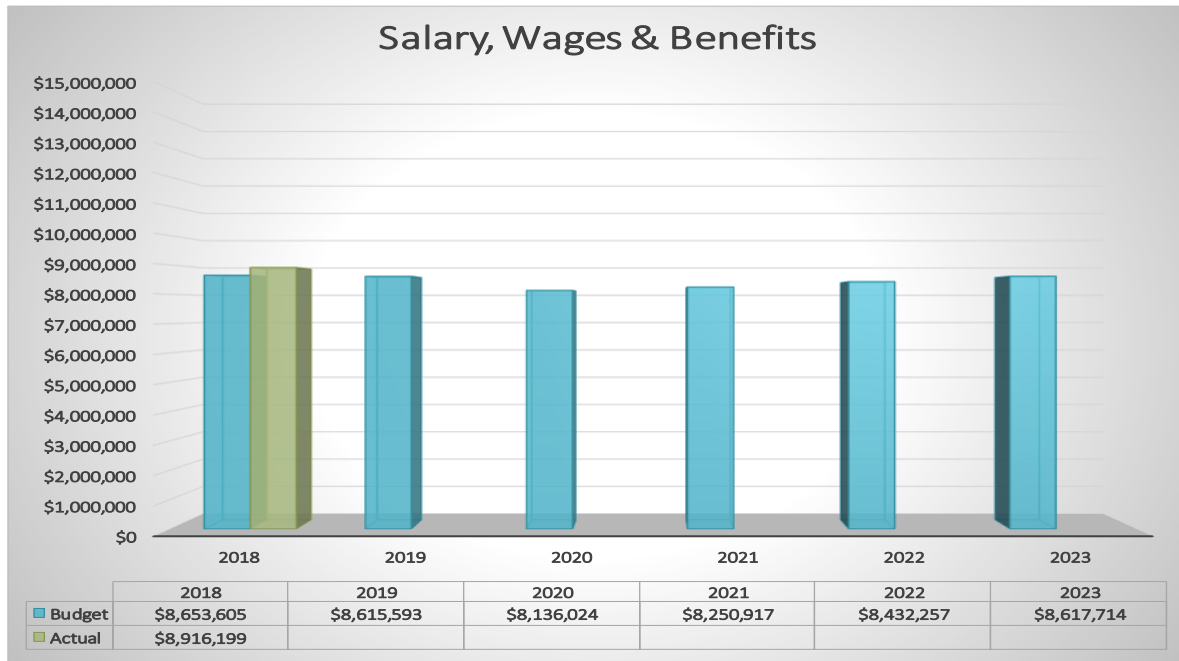
The operating expenses for a municipality are also budgeted to ensure the budget is sufficient to cover whatever costs may occur and prevent the Municipality from having to draw on reserves to fund a shortfall. This often includes adding amounts for unpredictable expenses like unexpected equipment and building maintenance.

Typically, these operating expenses are determined by historical trends, projected market fluctuations (i.e. fuel/ diesel pricing), inflation, expected rates based on approved salary grids, and projected changes in service levels.

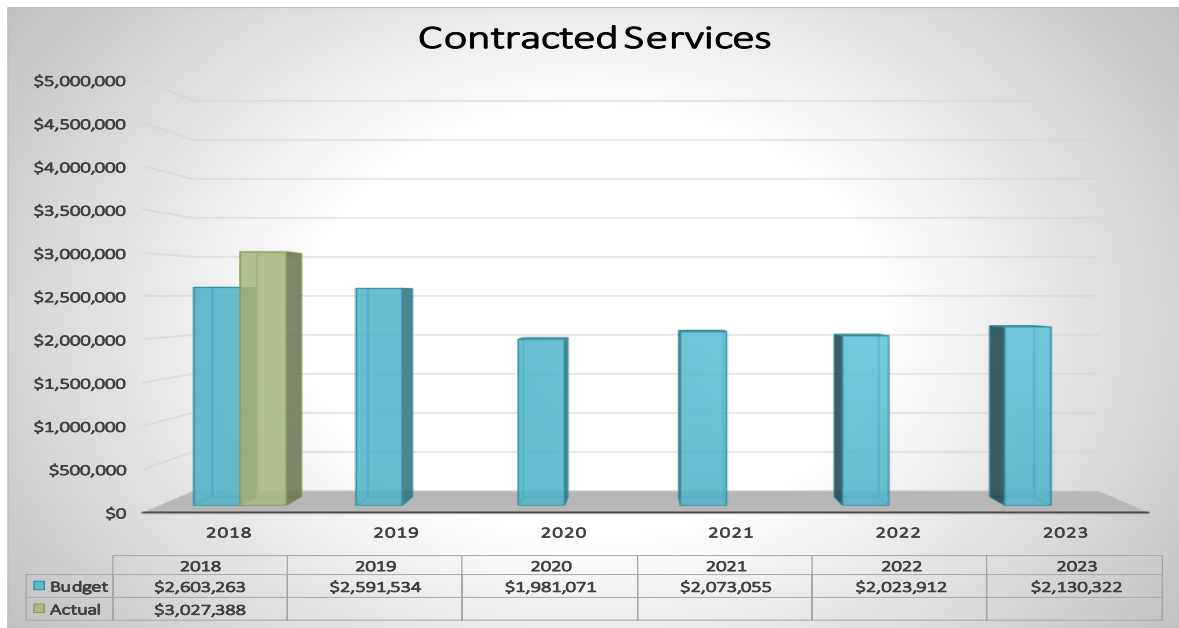
The following is the 2021-2023 projected operating expenses:

Municipal District of Taber Three-year Operating Plan	Interim Budget 2020	Forecast 2021	Forecast 2022	Forecast 2023
EXPENSES:				
Salaries, wages and benefits	\$ 8,136,024	\$ 8,250,917	\$ 8,432,257	\$ 8,617,714
Contracted and general services	1,981,071	2,073,055	2,023,912	2,130,322
Materials, goods and utilities	5,304,139	5,519,259	5,698,183	6,011,669
Transfers to other organizations				
Local Groups and Individuals	462,819	462,819	462,819	462,819
Other Governments	503,536	507,510	511,563	515,697
	966,355	970,329	974,382	978,516
Interest and bank charges				
Bank Interest & Fees	3,000	3,000	3,000	3,000
Interest on Capital Long Term Debt	114,875	97,215	78,537	58,779
	117,875	100,215	81,537	61,779
Amortization on tangible capital assets	4,438,414	4,460,607	4,482,911	4,505,325
Bad Debts	917,000	917,000	917,000	917,000
Operating expenses capitalized for construction	(1,288,230)	(1,288,230)	(1,288,230)	(1,288,230)
TOTAL BUDGETED EXPENSES	\$ 20,572,648	\$ 21,003,152	\$ 21,321,952	\$ 21,934,095

OPERATING EXPENSES - CONTINUED



The salaries, wages, and benefits include all of the staff wages/benefits, Council per diems, and volunteers honorariums.



The contracted services include consulting and contracted services, audit and legal fees, staff training, advertising, telecommunications, insurance, and other services. Most of these costs stay consistent from year to year, but there are projected decreases in consulting services costs in 2020.

OPERATING EXPENSES - CONTINUED

The materials, goods, and supplies includes the costs of repairs and maintenance, supplies, utilities, information technology, fuel, gravel, herbicides, culverts, blades, tools, and other consumables. Most of these costs stay somewhat consistent from year to year, but not all do. For example, fuel and oil variations.



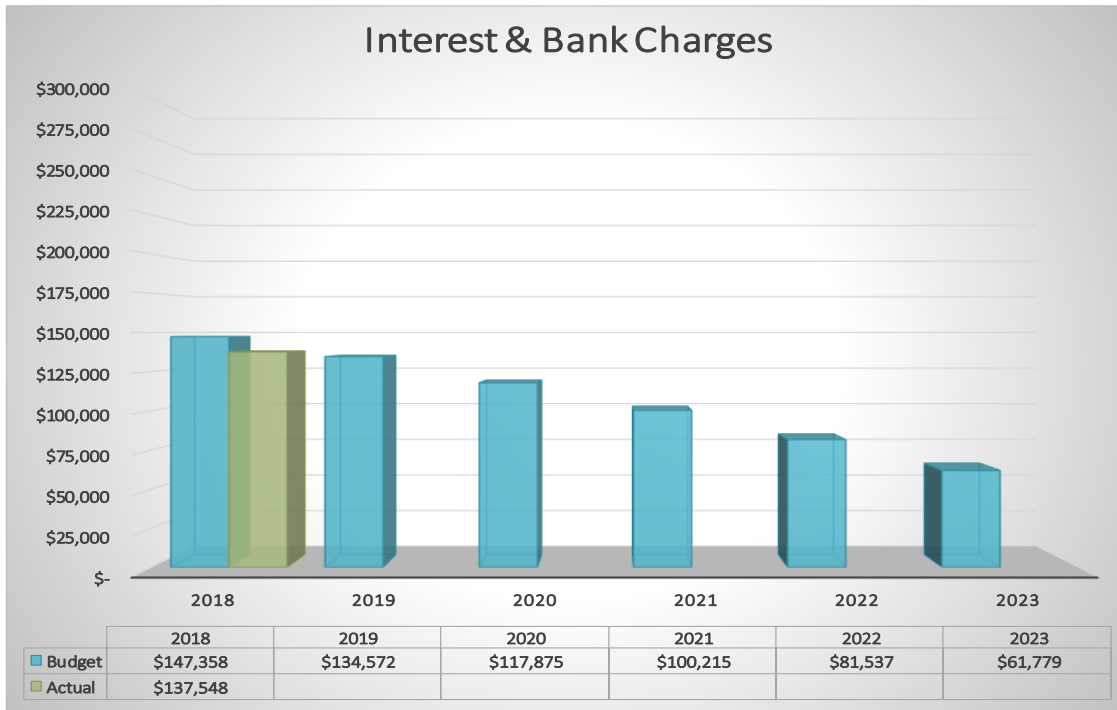
OPERATING EXPENSES - CONTINUED

The Grants to Individuals and Organizations includes contributions to recreation groups and boards, Library funding, museums, tourism, and neighboring municipalities for recreation and community events. The budgets are typically based on prior year annual requests for funding.

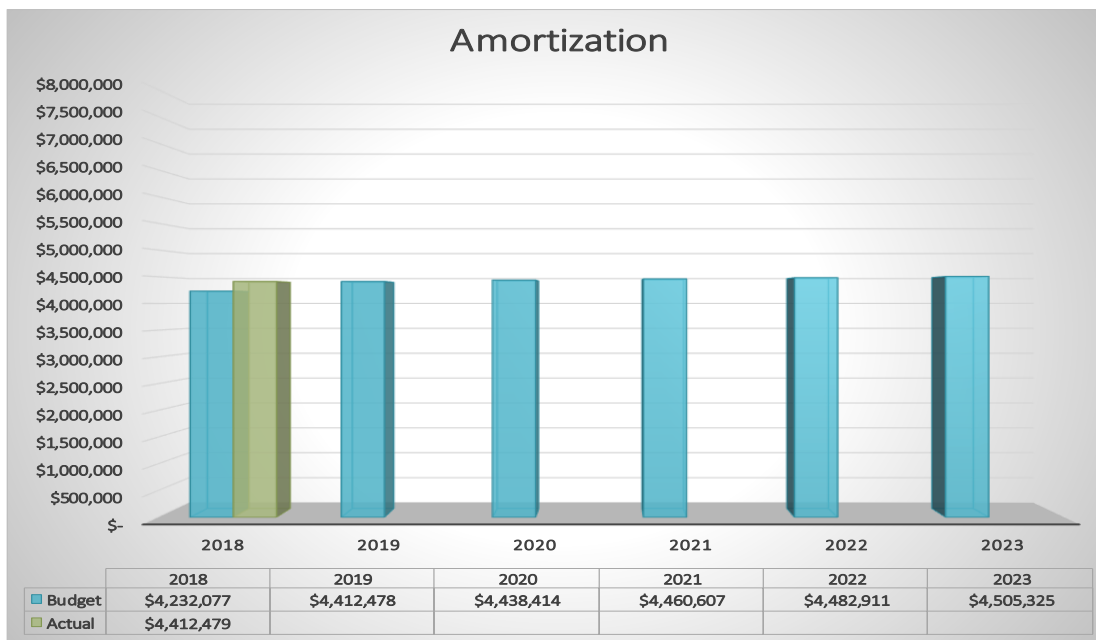


As the Municipal District of Taber supports many public recreation facilities, groups, programs, services and parks throughout the community. A recreation survey was undertaken in 2019 to obtain information and priorities from residents and community groups, the resulting recreation master plan will help Council with the future planning and to be able to make the best decisions for public recreation over the next five to ten years in the Municipal District of Taber.

OPERATING EXPENSES - CONTINUED

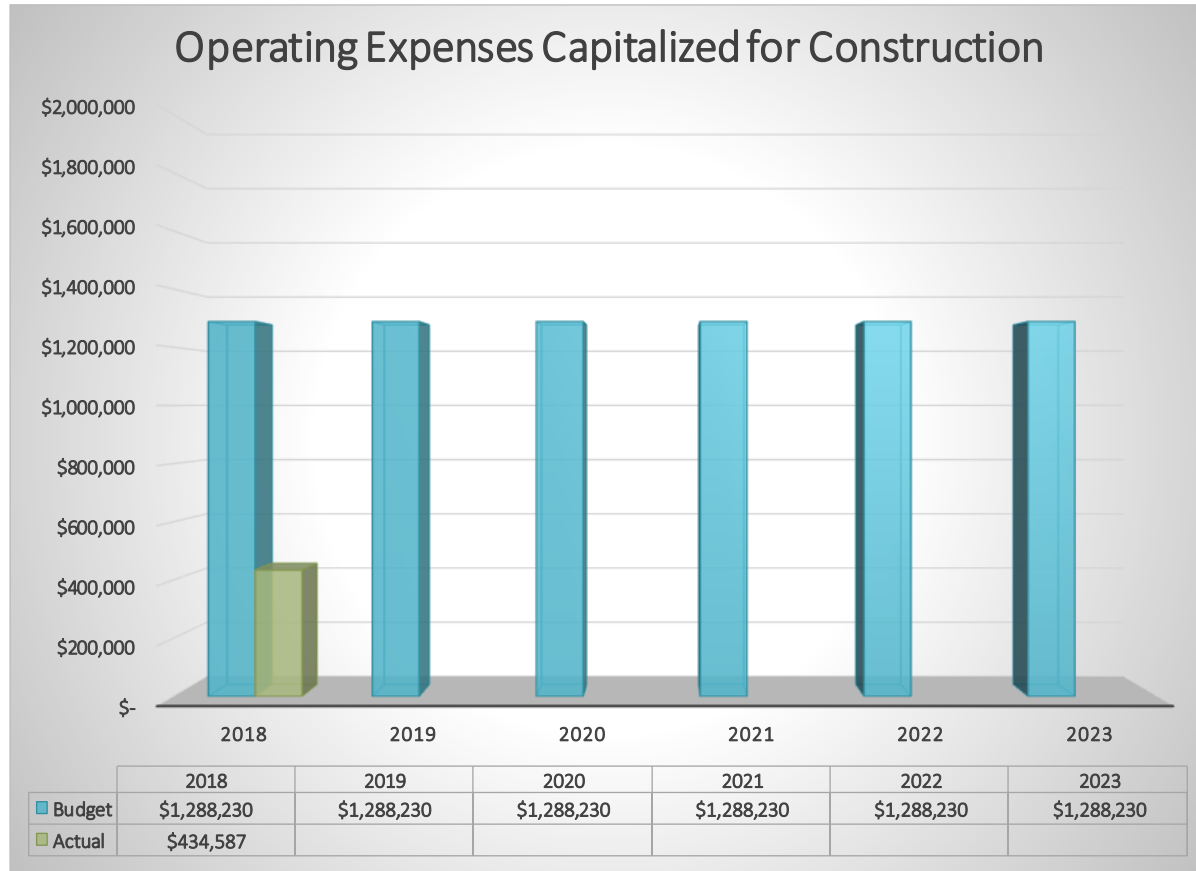


Interest and bank charges include standard banking fees and the interest portion of debenture payments.



Amortization expenses are non-cash expenses which recognize the cost of the Municipality's tangible capital assets (roads, buildings, equipment) over their expected useful lives. This is offset by annual transfers to capital reserves which will be used to replace these assets when required. Amortization is calculated based on the M.D. of Taber's *Tangible Capital Asset* policy.

OPERATING EXPENSES - CONTINUED



The operating expenses capitalized for construction relate to the portions of operating expenses that were incurred during construction of roads and capital projects. These costs are included in the operating expenses areas, such as wages/benefits, engineering costs, gravel, amortization and others.

RESERVE & CAPITAL TRANSFERS

The operating budget also includes reserve and capital transfers to provide sources of funding for certain purposes and to plan for future years. Total operating revenue less operating expense will result in a surplus or deficit, which is then transferred to or from capital or reserves with the goal of having no net effect on accumulated surplus.

Municipal District of Taber Three-year Operating Plan	Interim Budget 2020	Forecast 2021	Forecast 2022	Forecast 2023
TOTAL BUDGETED REVENUES	20,258,039	20,850,899	21,433,622	22,034,902
TOTAL BUDGETED EXPENSES	(20,572,648)	(21,003,152)	(21,321,952)	(21,934,095)
EXCESS OF REVENUES OVER EXPENSES	\$ (314,609)	(152,253)	\$ 111,670	\$ 100,807
ANNUAL AMORTIZATION EXPENSE	4,438,414	4,460,607	4,482,911	4,505,325
DEBT PRINCIPLE REPAYED	(306,126)	(323,787)	(342,465)	(362,222)
CURRENT YEAR FUNDS USED FOR CAPITAL ASSETS	(1,288,230)	(1,288,230)	(1,288,230)	(1,288,230)
CASH PROVIDED BY OPERATIONS	\$ 2,529,449	\$ 2,696,337	\$ 2,963,886	\$ 2,955,680
RESERVE TRANSFERS				
Transfer from Reserves	(1,183,000)	(3,696,000)	(2,351,000)	(3,863,000)
Transfer to Reserves	2,529,449	2,696,337	2,963,886	2,955,680
NET RESERVE TRANSFERS	\$ 1,346,449	\$ (999,663)	\$ 612,886	\$ (907,320)

As shown above, there is a projected deficit in 2020. However, this will change when the final assessment and tax information becomes available. Should the Municipality's assessment increase, it will reduce or eliminate the deficit. If there are no assessment increases (or perhaps there are decreases), the Municipality will have to either try to further reduce operating costs, try to find increases in operating revenues, use reserves, and/or increase tax rates to eliminate the operating deficit. Since this information is not known at this time, the deficit is shown here until the Municipality can determine the appropriate course of action.

RESERVE & CAPITAL TRANSFERS-CONTINUED

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 of the tangible capital assets (roads, buildings, equipment) to the equity in the tangible capital assets.

The transfer from reserves is the amount of funding used from reserves and capital that have been set up in prior years. This can include the reserves that have been built up specifically for operating and capital expenditures or that have been built from prior surpluses (revenues exceeded budget and/or expenses less than budget).



The 2020 to 2023 transfers from reserves is the amount that is needed to offset the expected capital expenditures related to buildings, vehicles and equipment purchases in those years.

The transfer 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:

- Currently, the Municipal District has a ten (10) year capital funding program (as discussed in the five year written capital plan). In the 2019-2022 Strategic Plan, the Municipality has included the key initiative to; by first quarter 2022 develop a long-term financial plan for the Municipal District that includes 10, 15 and 20 year milestones to ensure financial sustainability.

The transfer to capital function is the offset to the capitalization of operating expenses related to road and bridge construction. This ensures those costs are added to the cost of the assets and they can then be properly amortized over their useful life.

Five-Year Capital Plan (2021-2025)



FIVE-YEAR CAPITAL PLAN



The purpose of a five year capital plan is to provide an overview of the capital requirements for the Municipality in upcoming years and to ensure that the Municipality is in a position to fund those purchases in a fiscally responsible manner. One of the results of implementing a capital plan is a reduction in fluctuations of tax rates since the Municipality will be building reserves to draw on for capital acquisitions rather than using tax dollars directly.

The Municipality currently has a 10 year capital funding program. All costs and estimated replacement dates for the Municipality's capital assets are projected. Once an asset is due for replacement, the funds necessary to purchase it will have effectively been saved up via additions to capital reserves. For example, a grader with an estimated replacement cost of \$600,000.00, is amortized over 15 years; therefore, a total of \$40,000.00 would be allocated to a reserve each year so that when the grader is to be purchased after 15 years, the funds will be available.

The capital reserve balances and future requirements are actively monitored by Municipal Administration. Currently, the Municipality is contributing \$2.3 million per year to capital reserves to meet the needs of the plan.

This ten 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 the projected replacement costs. Although this capital funding program spans 10 years, as the year of replacement gets closer to the current year the estimations of replacement costs typically become more accurate.



CAPITAL PLAN

Municipal District of Taber Capital Budget and Forecasts	Interim Budget 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025
CAPITAL ACQUIRED:						
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Improvement	-	-	-	-	-	-
Buildings	25,000	150,000	-	630,000	-	750,000
Equipment	1,562,000	3,443,000	2,588,000	3,130,000	3,725,000	2,610,000
Vehicles	145,000	1,210,000	620,000	960,000	1,055,000	1,270,000
Engineered Structures	7,748,230	2,888,230	3,358,230	2,088,230	2,763,230	3,288,230
TOTAL CAPITAL ACQUIRED	\$ 9,480,230	\$ 7,691,230	\$ 6,566,230	\$ 6,808,230	\$ 7,543,230	\$ 7,918,230
CAPITAL FUNDING:						
Capital Grants	6,260,000	1,250,000	1,870,000	600,000	1,275,000	1,800,000
Sale of Assets	749,000	1,457,000	1,057,000	1,057,000	1,057,000	1,057,000
Contributed Asset	-	-	-	-	-	-
Transfer from Reserves	1,183,000	3,696,000	2,351,000	3,863,000	3,923,000	3,773,000
Transfer from Operating Function	1,288,230	1,288,230	1,288,230	1,288,230	1,288,230	1,288,230
TOTAL CAPITAL FUNDING	\$ 9,480,230	\$ 7,691,230	\$ 6,566,230	\$ 6,808,230	\$ 7,543,230	\$ 7,918,230

As shown above, there are significant projected expenditures in the engineered structures for 2020. These expenditures are mainly due to high value road and drainage projects which have been carried forward from 2019. Funding for these projects has already been received from other levels of government and is being carried forward to fund these projects.

Municipal Council approves the road and bridge capital programs. During the approval process, they review all projects, determine priorities, and determine the year of replacement. This is reviewed by Council every year during budget approval and can be modified if required.

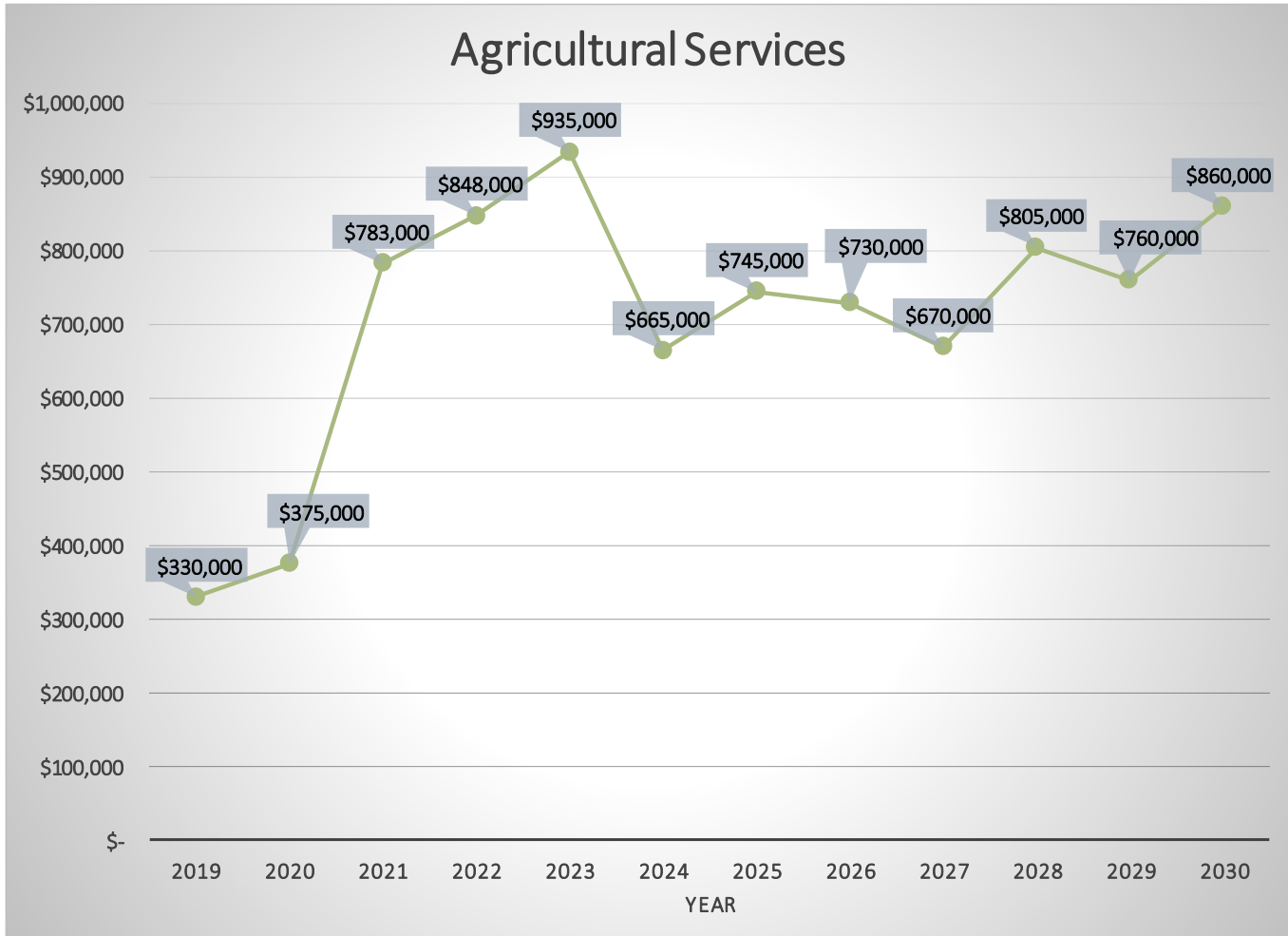
The following pages include charts for the replacement of the capital currently included in the capital funding program.

CAPITAL PLAN - CONTINUED

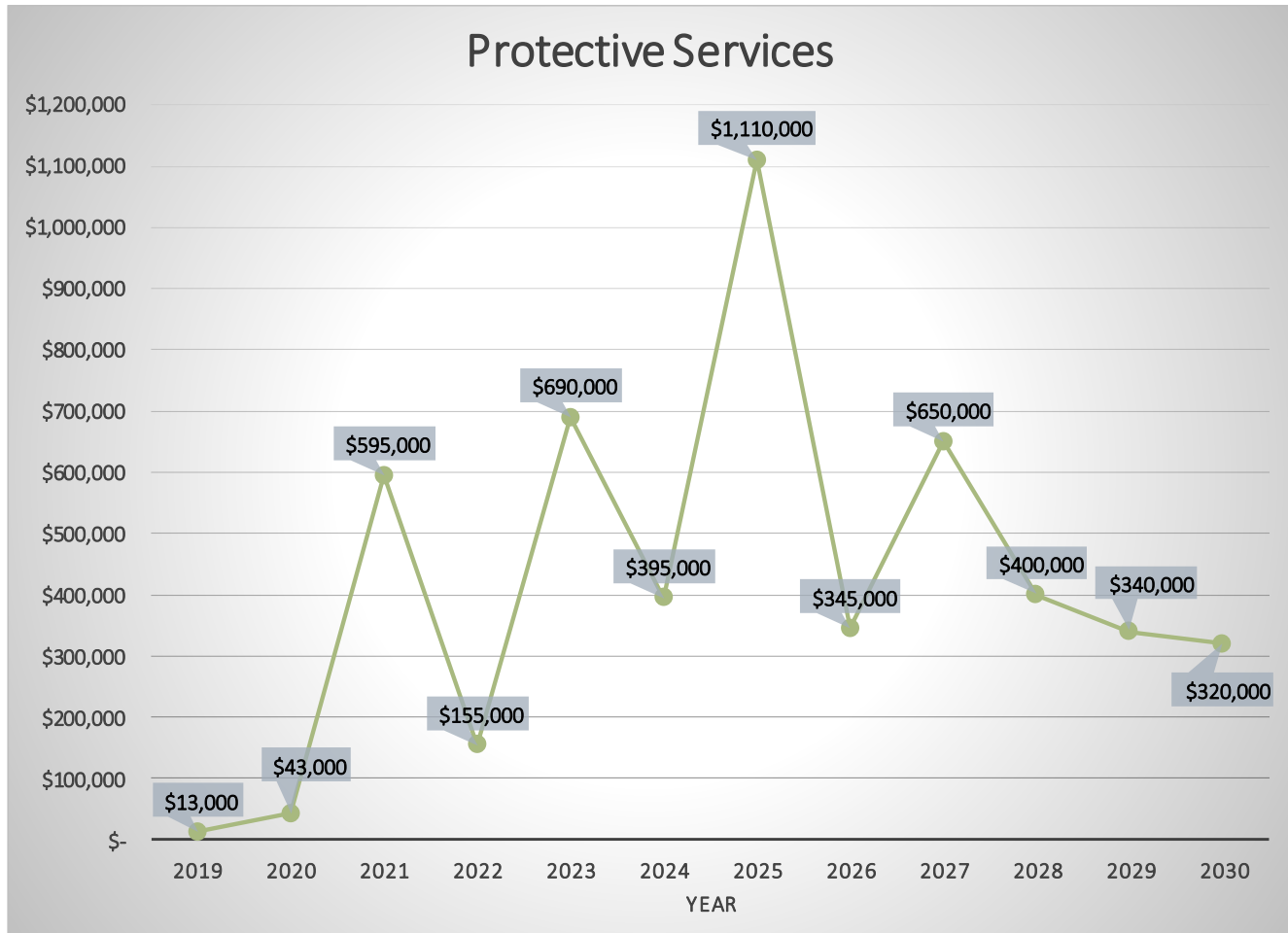
Administration/IT/Lands/Development



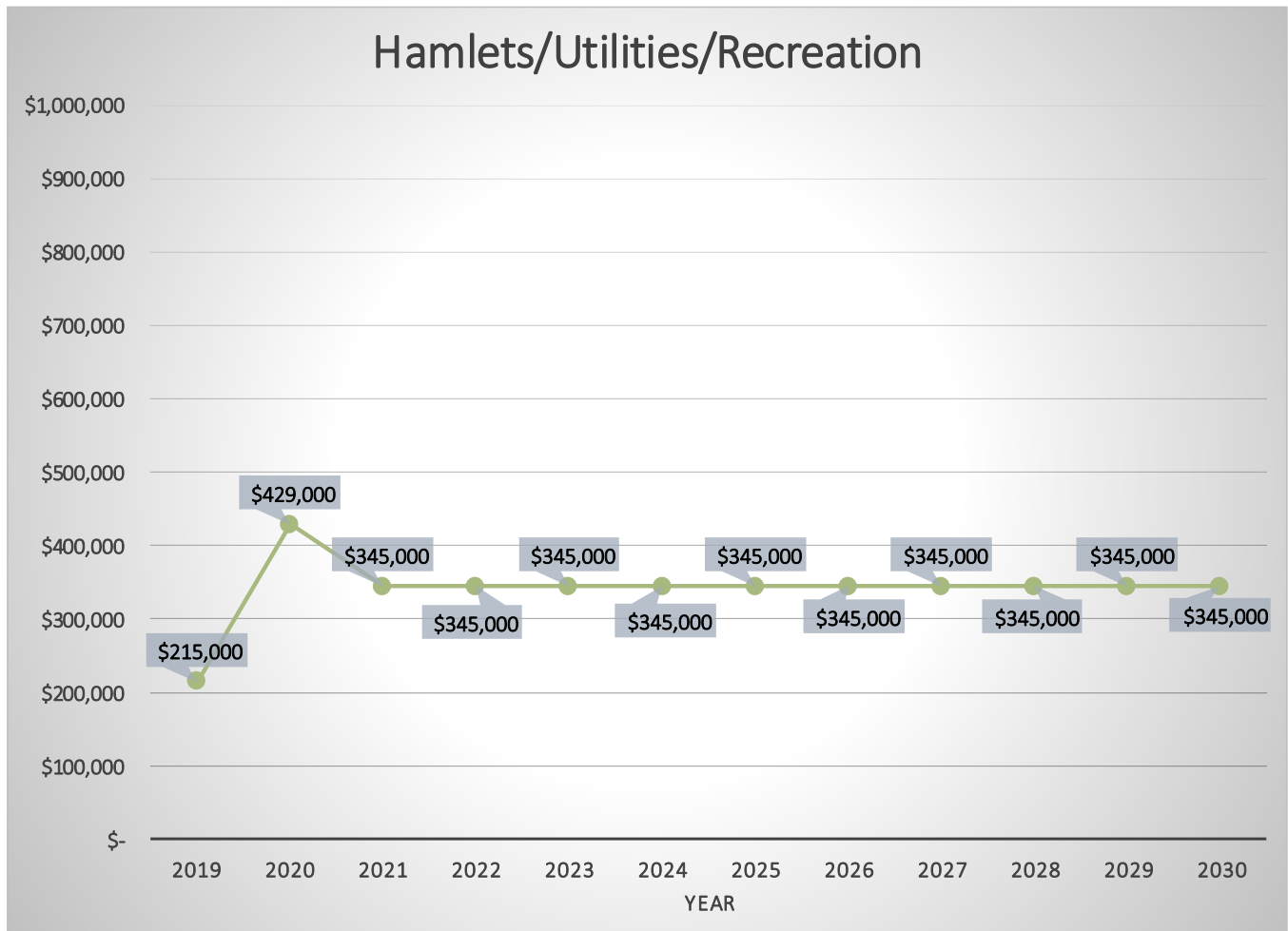
CAPITAL PLAN - CONTINUED



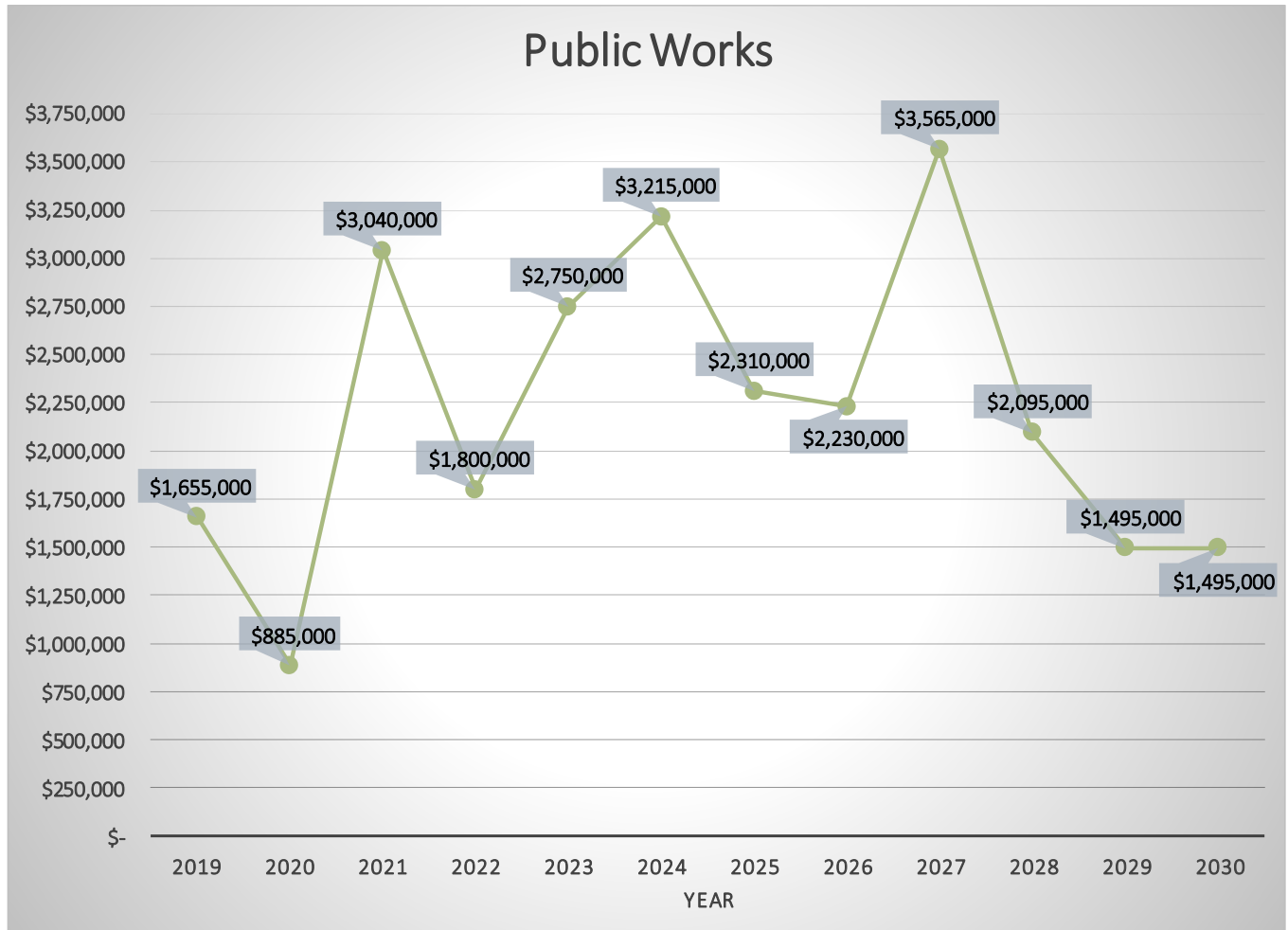
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