



May 30, 2022

Ministerial Order #023/22

His Worship Ric McIver
Minister

Alberta Municipal Affairs
320 Legislature Building
10800 – 97 Avenue
Edmonton, Alberta T5K 2B6

Dear Minister McIver:

The electors of the Village of Halkirk choose to remain a municipality and Council of Halkirk is committed to support responsibly and sustainably the community and to invest in local infrastructure needs as recommended by the viability report dated February 2022.

As part of this commitment, we are pleased to confirm that Council participated in the strategic planning meeting on May 15, 2022 and approved an action plan and the capital budget at the last meeting on May 25, 2022.

The recommendations for viability are incorporated in both plans and Council is committed to address all operational and capital requirements and to ensure that the plans reflect local priorities while aligning with provincial objectives and respecting our taxpayers.

Sincerely,


Thomas Schmidt (May 30, 2022 10:26 MDT)

Thomas Schmidt

Mayor

cc: Tamara Sloboda, Chief Administrative Officer, Village of Halkirk

VIABILITY REVIEW – ACTION PLAN

[Ministerial Order #023/22](#)



A. Sustainable Governance

1. Improve Implementing Policies and procedures
2. Citizen Engagement - Promote opportunities for residents to participate on council and committees
3. Strategic Planning
4. Regional collaboration – ICF & other agreements
5. Complete a comprehensive plan for the village inclusive of a
 - a) services review,
 - b) staffing needs assessment, and
 - c) capital plan,
 with realistic operational and capital financial projections to achieve the plan
6. Complete a bylaw review to address the needs and interests of the community
7. Determine how it will enforce its bylaws

Item #	Action	Start Date	Progress	Notes	End Date
A.1	Policies and Procedures	June 2022	In-Progress		
A.2	Promote council and committees meeting to residents	May 2022	Council approved motion #52-2022 to research for App "LOOP"	The App will improve easier and faster communication with residents	Continues until implemented
A.3	Strategic Plan	April 21, 2022	Session completed May 15, 2022	Motion #50-2022	May 25, 2022
A.4	Regional Collaboration	July 2022		Review agreements with the County and other partners	
A.5.a	Services Review	May 2022	In-Progress		
A.5.b	Staff needs assessment	May 2022	In-Progress	Motion #53-2022	
A.5.c	Capital plan	May 2022	Capital plan 5+ Budget was approved by Council	Motion #39-2022	May 25, 2022

VIABILITY REVIEW – ACTION PLAN

A.6	Bylaw Review	May 2022	3 bylaws approved by Council for 1 st reading May 25 th		
A.7	Bylaw Enforcement officer	May 25 th 2022	Council approved advertising for part-time staff	Hiring staff or implementing agreement with the County	By June 30 th

B. Administration | Operations

1. Increase its annual budget to attract, train, and compensate qualified staff to address its operational requirements
2. Review its operational and administrative functions to assess its staffing levels, and budget accordingly
3. Formalize existing “handshake” service agreements with the County of Paintearth to ensure common expectations are communicated to future councils

Item #	Action	Start Date	Progress	Notes	End Date
B.1	Review Annual Budget	May 2022	Annual Budget was approved	Motion #40-2022	May 25, 2022
B.2	Review operational & administrative functions	June 2022	In-Progress New CAO was appointed April 21 st New PW Staff was hired May 18, 2022	Motion 53-2022	
B.3	Review and formalize agreements	July - August 2022	In-Progress	Motion #54-2022	

VIABILITY REVIEW – ACTION PLAN

C. Finances | Assessment | Taxation

1. Review the utility fees to reflect full cost recovery, including
 - a) emergency repairs,
 - b) invoicing, and
 - c) allocations to reserves for infrastructure replacement
2. Ensure it is developing reserves for future capital repairs and replacement of infrastructure through
 - a) taxation,
 - b) user fees, and
 - c) grants
3. Assess the needs of the municipality and dispose of buildings and equipment not integral to municipal operations

Item #	Action	Start Date	Progress	Notes	End Date
C.1.a	Review utility fees for emergency repairs	July 2022		Motion #59-2022	
C.1.b	Review invoicing process for utility fees	July 2022		Motion #59-2022	
C.1.c	Review allocation reserves for replacement utility equipment	August 2022		Motion #59-2022	
C.2	Develop reserves for future capital repairs and replacement of the infrastructure	May 15, 2022	In Progress	Motion #56-2022	
C.3	Assess the needs of the community and dispose buildings/equipment(s)	July – August 2022		Motion #55-2022	

D. Infrastructure

1. Develop a 10-year plan for addressing the critical repairs, maintenance and replacements identified in the infrastructure study. The plan should include a projected funding model

Item #	Action	Start Date	Progress	Notes	End Date
D.1	Develop 10+ Capital plan	May 25, 2022	In-Progress		June 1, 2022

VIABILITY REVIEW – ACTION PLAN

E. Municipal Services

1. Complete a service capacity review to align service levels with council and resident expectations, and budget for the required staffing / contracting
2. Review its membership agreements with community service providers to ensure they are aligned with municipal goals and expectations.
3. Develop a policy and procedures on funding support to community organizations and events

Item #	Action	Start Date	Progress	Notes	End Date
E.1	Complete service review	July 2022		Motion #53-2022	
E.2	Review membership agreements	May 25, 2022	In-Progress	Motion #54-2022	
E.3	Develop policy and procedure policy for funding services	May 25, 2022	In-Progress	Motion #57-2022; #58-2022	June 30, 2022

Tamara Sloboda CPA, CGA

Chief Administrative Officer

10-Year Capital Plan Planned Capital Additions

													TOTAL	
													BUDGET	
Water Distribution System Upgrades			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032+	
Road Works														
		George Street Local Road Reconstruction (Railway Avenue to Alberta Avenue)	\$ 230,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 230,000
		Alberta Avenue Overlay (George Street to Main Street)	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000
		Railway Avenue Improvements (Main Street to Berry Street)	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,000
		Main Street Improvements (Railway Avenue to Alberta Avenue)	\$ -	\$ 625,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 625,000
		Berry Street Improvements (Railway Avenue to Alberta Avenue)	\$ -	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 320,000
		Railway Avenue Improvements (Berry Street to Howard Street)	\$ -	\$ -	\$ 181,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 181,000
		Alberta Avenue Improvements (Main Street to Howard Street)	\$ -	\$ -	\$ -	\$ 288,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 288,000
		Alberta Avenue Improvements (Howard Street to Range Road 160)	\$ -	\$ -	\$ -	\$ -	\$ 288,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 288,000
		Mercer Street Improvements (Railway Avenue to Alberta Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,000
		Howard Street Improvements (Railway Avenue to Alberta Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 181,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 181,000
		Berry Street Improvements (Alberta Avenue to Pioneer Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 354,000	\$ -	\$ -	\$ -	\$ -	\$ 354,000
		Spot Repair Sanitary Main between MH7 and MH16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
		Alberta Avenue Improvements (Village boundary to George Street)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 178,000	\$ -	\$ -	\$ -	\$ -	\$ 178,000
		George Street Improvements (Alberta Avenue to Pioneer Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,000	\$ -	\$ -	\$ -	\$ 240,000
		Main Street Improvements (Alberta Avenue to Pioneer Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ 275,000
		Railway Avenue Improvements (Reservoir to Main Street) and Sanitary in the Alley	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 436,000	\$ -	\$ -	\$ 436,000
		Install 200 mm main on Railway (Howard Street to Range Road 160) and on Range Rd	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 570,000	\$ 570,000
		Install 200 mm main on Range Road 160 (Alberta Avenue to Pioneer Avenue) and alc	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 166,000	\$ 166,000
			\$ 301,000	\$ 625,000	\$ 501,000	\$ 288,000	\$ 288,000	\$ 448,000	\$ 572,000	\$ 515,000	\$ 436,000	\$ -	\$ 736,000	\$ 4,710,000
Water System Upgrades														
		Main Street Improvements (Railway Avenue to Alberta Avenue)	\$ -	\$ 161,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 161,000
		Berry Street Improvements (Railway Avenue to Alberta Avenue)	\$ -	\$ -	\$ 183,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 183,000
		Railway Avenue Improvements (Berry Street to Howard Street)	\$ -	\$ -	\$ 114,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 114,000
		Alberta Avenue Improvements (Main Street to Howard Street)	\$ -	\$ -	\$ -	\$ 220,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 220,500
		Alberta Avenue Improvements (Howard Street to Range Road 160)	\$ -	\$ -	\$ -	\$ -	\$ 220,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 220,500
		Mercer Street Improvements (Railway Avenue to Alberta Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 126,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 126,000
		Howard Street Improvements (Railway Avenue to Alberta Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 156,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 156,000
		Berry Street Improvements (Alberta Avenue to Pioneer Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 147,000	\$ -	\$ -	\$ -	\$ -	\$ 147,000
		Alberta Avenue Improvements (Village boundary to George Street)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
		George Street Improvements (Alberta Avenue to Pioneer Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 138,000	\$ -	\$ -	\$ -	\$ 138,000
		Main Street Improvements (Alberta Avenue to Pioneer Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 159,000	\$ -	\$ -	\$ -	\$ 159,000
		Railway Avenue Improvements (Reservoir to Main Street) and Sanitary in the Alley	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 268,000	\$ -	\$ -	\$ 268,000
		Reset the PRV downstream of the reservoir to eliminate pressure reduction.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
		Install 200 mm main on Railway (Howard Street to Range Road 160) and on Range Rd	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 291,000	\$ 291,000
		Install 200 mm main on Range Road 160 (Alberta Avenue to Pioneer Avenue) and alc	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 334,000	\$ 334,000
			\$ -	\$ 161,000	\$ 297,000	\$ 220,500	\$ 220,500	\$ 282,000	\$ 222,000	\$ 297,000	\$ 271,000	\$ -	\$ 625,000	\$ 2,596,000
Sanitary System Upgrades														
		Main Street Improvements (Railway Avenue to Alberta Avenue)	\$ -	\$ 139,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 139,000
		Berry Street Improvements (Railway Avenue to Alberta Avenue)	\$ -	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,000
		Alberta Avenue Improvements (Main Street to Howard Street)	\$ -	\$ -	\$ -	\$ 264,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 264,000
		Alberta Avenue Improvements (Howard Street to Range Road 160)	\$ -	\$ -	\$ -	\$ -	\$ 69,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 69,000
		Howard Street Improvements (Railway Avenue to Alberta Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,000
		Berry Street Improvements (Alberta Avenue to Pioneer Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 159,000	\$ -	\$ -	\$ -	\$ -	\$ 159,000
		Spot Repair Sanitary Main between MH7 and MH16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,000	\$ -	\$ -	\$ -	\$ -	\$ 51,000
		Alberta Avenue Improvements (Village boundary to George Street)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
		George Street Improvements (Alberta Avenue to Pioneer Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,000	\$ -	\$ -	\$ -	\$ 61,000
		Main Street Improvements (Alberta Avenue to Pioneer Avenue)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,000	\$ -	\$ -	\$ -	\$ 61,000
		Railway Avenue Improvements (Reservoir to Main Street) and Sanitary in the Alley	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 172,000	\$ -	\$ -	\$ 172,000
		Spot Repair Sanitary Main between MH21 and MH21A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,000	\$ -	\$ 44,000
		Spot Repair Sanitary Main between MH21A and MH22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,000	\$ -	\$ 26,000
		Spot Repair Sanitary Main between MH22 and MH23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,000	\$ -	\$ 26,000
		Replace Sanitary Main between MH23 and MH24	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,000	\$ -	\$ 74,000
		Spot Repair Sanitary Main between MH24 and MH25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 86,000	\$ -	\$ 86,000
		Spot Repair Sanitary Main between MH25 and Lagoon	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,000	\$ -	\$ 44,000
		Replace Lagoon Inlet Structure and Piping	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 69,000	\$ -	\$ 69,000
		Replace Lagoon Transfer Structure 4 and Piping	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,000	\$ -	\$ 66,000
			\$ -	\$ 139,000	\$ 14,000	\$ 264,000	\$ 69,000	\$ 101,000	\$ 250,000	\$ 122,000	\$ 172,000	\$ 435,000	\$ -	\$ 1,361,000
			\$ 301,000	\$ 925,000	\$ 812,000	\$ 772,500	\$ 577,500	\$ 831,000	\$ 1,044,000	\$ 934,000	\$ 879,000	\$ 435,000	\$ 1,361,000	\$ 8,872,000

Building Capital Additions		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032+	
	Berry St. Campground												
	Panels and wireways capacity and condition.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
	Exterior Plumbing Systems20293	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ -	\$ -	\$ -	\$ 9,000
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ 9,000	\$ -	\$ -	\$ -	\$ 9,500
	Church	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032+	
	Hand extinguishers, blankets and showers	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
	Exterior wall finishes	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000
	Fascias, soffits, parapets	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
	Building envelope	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
	Interior lighting systems and components	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
	Floor materials and finishes.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
	Wall materials and finishes.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ 7,000
	Ceiling materials and finishes.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 3,000
	Heating capacity and reliability	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ 4,000
	Exhaust systems capacity and condition, washrooms	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 3,000
	Signage.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
	Site landscaping	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ 1,000
	Assess and rate roof conditions and estimate costs for required improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
		\$ 500	\$ 29,000	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ 32,000	\$ 5,000	\$ 51,000	\$ -	\$ 118,000
	Community Hall	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032+	
	Fire Suppression Systems - Other special situations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
	Exhaust systems capacity and condition. Basement	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
	Evidence of sub-soil problems.	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000
	Fire and smoke alarm systems	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
	Foundation	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
	Exterior wall finishes	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Site and building exterior lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
	Interior lighting systems and components	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
	Plumbing fixtures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000
	Signage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
		\$ 7,000	\$ 219,000	\$ -	\$ -	\$ 10,000	\$ 15,500	\$ -	\$ 1,000	\$ 5,000	\$ -	\$ -	\$ 257,500
	Curling Ring	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032+	
	Roof Structure	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000
	Ceiling materials and finishes.	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000
	Interior doors and hardware.	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
	Fire Suppression Systems - Other special situations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
	Refrigeration Plant Requirements	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Foundation - Lobby	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,000
	Surfacing of on-site road network	\$ -	\$ 1,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100
	Heating capacity and reliability - Lobby	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000
	Panels and wireways capacity and condition.	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
	Ice Surface	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Foundation - Curling Rink	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Cooling distribution system and components	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Cooling system controls	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
	Site and building exterior lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
	Interior lighting systems and components	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
	Cooling system capacity and condition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
	Wall materials and finishes.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
	Availability of hazardous materials audit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ 7,000
	Piping and fittings.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000
	Heating capacity and reliability - Curling Rink	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ 4,000
	Exhaust systems capacity and condition, washrooms	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000
	Signage.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
	Floor structure and beams	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
	Fascias, soffits, parapets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ 500
	Doors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ 500
	Door accessories.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	Floor materials and finishes.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
		\$ 35,000	\$ 27,100	\$ -	\$ -	\$ -	\$ 30,500	\$ 150,000	\$ 18,000	\$ 22,000	\$ -	\$ -	\$ 282,600

		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032+	
Fire Hall													
	Interior doors and hardware.	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
	Exhaust systems capacity and condition	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Fascias, soffits, parapets	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
	Heating capacity and reliability	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ 4,000
	Signage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
	Overhead Doors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
		\$ 11,000	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ 8,000	\$ -	\$ -	\$ 23,500
Mini Arena													
	Roof structure	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
	Exterior wall finishes	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
	Overhead Doors	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
	Heating capacity and reliability	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
	Wall materials and finishes.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ 500
	Floor materials and finishes.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ 500
		\$ 1,000	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ -	\$ -	\$ 8,000
Post Office													
	Site and building exterior lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
	Interior lighting systems and components	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
	Wall materials and finishes.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
	Exterior wall finishes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
	Floor materials and finishes.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ 5,000	\$ 4,000	\$ -	\$ -	\$ 11,500
Recreation Grounds													
	Roof structure	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000
	Site accessories	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
	Interior lighting systems and components	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
		\$ 6,000	\$ -	\$ -	\$ -	\$ 5,000	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,500
Senior Centre													
	Barrier-free access.	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
	Exhaust systems capacity and condition. Basement	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
	Interior doors and hardware.	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
	Interior doors and hardware.	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
	Plumbing fixtures	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000
	Foundation	\$ -	\$ -	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000
	Roofing	\$ -	\$ -	\$ -	\$ -	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,000
	Site accessories	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500
	Floor materials and finishes.	\$ -	\$ -	\$ -	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,000
	Wall materials and finishes	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
	Ceiling materials and finishes	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
	Primary service capacity and reliability	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
	Panels and wireways capacity and condition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Power distribution and outlets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000
	Interior lighting systems and components	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Availability of hazardous materials audit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ 7,000
	Heating capacity and reliability	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
	Signage.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
	Wall structure and columns	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	Windows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ -	\$ -	\$ 9,000
	Floor structure and beams	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,000	\$ -	\$ 18,000
		\$ 10,000	\$ 13,000	\$ 140,000	\$ -	\$ 51,500	\$ 29,000	\$ -	\$ 12,000	\$ 15,000	\$ 18,000	\$ -	\$ 288,500

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032+	
Village Office												
Barrier-free access.	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Exhaust systems capacity and condition. Shop	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Heating capacity and reliability	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
Foundation	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Site accessories	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Exterior wall finishes	\$ -	\$ -	\$ -	\$ -	\$ 19,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,000
Floor materials and finishes.	\$ -	\$ -	\$ -	\$ -	\$ 19,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,000
Wall materials and finishes.	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
Power distribution and outlets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
Interior lighting systems and components	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000
Availability of hazardous materials audit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ 7,000
Windows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
	\$ 15,000	\$ 2,000	\$ -	\$ 100,000	\$ 45,000	\$ 8,000	\$ -	\$ 7,000	\$ 5,000	\$ -	\$ -	\$ 182,000
Water Tower												
Site accessories	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Site accessories (Water Tower)	\$ -	\$ -	\$ -	\$ -	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,000
	\$ -	\$ -	\$ -	\$ -	\$ 38,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,000
TOTAL CAPITAL BUDGETS	\$ 386,500	\$ 1,221,600	\$ 952,000	\$ 872,500	\$ 727,000	\$ 918,000	\$ 1,194,000	\$ 1,022,500	\$ 943,500	\$ 504,000	\$ 1,361,000	\$ 10,102,600
Funding Sources												
Beginning Reserve Balance	\$ 683,675	602,063	635,551	736,966	728,762	742,191	936,195	720,464	547,931	342,518	140,141	
ADD: MSI Capital Grant	54,888	54,888	54,888	54,888	54,888	54,888	54,888	54,888	54,888	54,888	54,888	603,768
ADD: FGTF Grant	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
ADD: Water For Life Grant *NOTE* (75% Grant)	-	120,750	222,750	165,375	165,375	211,500	166,500	222,750	203,250	-	468,750	1,947,000
Total Grant Funds Available to be Used	788,563	225,638	327,638	270,263	270,263	316,388	271,388	327,638	308,138	104,888	573,638	3,784,443
County Transfers	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	220,000
Donated and Contributed Funding	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Annual Tax Levy	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Borrowing	-	-	-	-	100,000	352,000	-	-	-	220,000	40,000	712,000
Total Planned Capital Additions	206,500	227,150	261,223	313,467	391,834	509,384	522,119	535,172	548,551	562,265	576,321	4,653,985
Ending Reserve Balance	602,063	635,551	736,966	728,762	742,191	936,195	720,464	547,931	342,518	140,141	212,458	
Assumptions:												
MSI Capital - \$54,888/yr												
FGTF is \$50,000/yr												

Tamara Sloboda CPA, CGA

Chief Administrative Officer