



# AGENDA

## Committee of the Whole Meeting

4:00 PM - August 24, 2021  
Administration Building, Council  
Chambers, 5303 - 50 Ave.,  
Lamont, AB

Page

1. CALL TO ORDER
2. ADOPTION OF AGENDA
  - 2.1. Adoption of the October 26, 2021, Committee of the Whole Meeting Agenda  
  
**Recommendation:**  
**THAT** the Committee of the Whole adopt the October 26, 2021, Committee of the Whole Meeting Agenda as presented.
3. ADOPTION OF MINUTES
  - 3.1. Adoption of September 28, 2021, Committee of the Whole Meeting Minutes 3 - 6  
  
**Recommendation:**  
**THAT** the Committee of the Whole adopt the September 28, 2021, Committee of the Whole Meeting Minutes as presented.  
[Committee of the Whole - 28 Sep 2021 - Minutes](#)
4. DELEGATION
5. BUSINESS
  - 5.1. September 30, 2021 Financial Statements 7 - 13  
  
**Recommendation:**  
**THAT** the Committee of the Whole accept the September 30, 2021 financial statements for the October 26, 2021 Committee of the Whole as information.  
[Request For Decision - RFD-21-182 - Pdf](#)
  - 5.2. 2022 Budget Process 14 - 16  
  
**Recommendation:**  
**THAT** the Committee of the Whole accept the 2022-2025 Budget Process for the October 26, 2021 Committee of the Whole as information.  
[Request For Decision - RFD-21-184 - Pdf](#)
  - 5.3. Orientation Briefings

**Recommendation:**

**THAT** the Committee of the Whole accept the Orientation Briefings for the October 26, 2021 Committee of the Whole as information.

6. COUNCIL INQUIRIES
7. CLOSED SESSION
8. ADJOURNMENT



**PRESENT:** Reeve David Diduck, Deputy Reeve Roy Anaka, Councillor Daniel Warawa, Councillor Wayne Woldanski, and Councillor Neil Woitas

**EXCUSED:**

**STAFF PRESENT:** Roberta Malysh (CFO), Alan Grayston (Director of Planning and Community Services), Peter Tarnawsky (Interim CAO), Jessica Post (Executive Assistant), Rodney Boyko (Interim CFO), Tom Koep (Manager of Economic Development), Andrew Phillips (Director of Public Works), and Terry Eleniak (Agricultural Fieldman)

**MEDIA** There was one member of the media in attendance.

**PUBLIC** There was one member of the public in attendance.

**1. CALL TO ORDER**

Reeve Diduck called the September 28, 2021, Committee of the Whole Meeting to order at 9:14 a.m.

**2. ADOPTION OF AGENDA**

**2.1.** Adoption of the September 28, 2021, Committee of the Whole Meeting Agenda

**RES-2021-48**

Moved by Councillor Daniel Warawa

**THAT** the Committee of the Whole adopt the September 28, 2021, Committee of the Whole Meeting Agenda as amended.

**Carried**

**3. ADOPTION OF MINUTES**

**3.1.** Adoption of the August 24, 2021, Committee of the Whole Meeting Minutes

**RES-2021-49**

Moved by Deputy Reeve Roy Anaka

**THAT** the Committee of the Whole adopt the August 24, 2021, Committee of the Whole Meeting Minutes as presented.

**Carried**

**4. DELEGATION**

**5. BUSINESS**

**5.1. Work Order List Report**

**RES-2021-50**

Moved by Councillor Wayne Woldanski

**THAT** the Committee of the Whole accept the Work Order List Report for the September 28, 2021 Committee of the Whole as information.

**Carried**

**5.2. Gravel Haul Road Maintenance**

**RES-2021-51**

Moved by Councillor Neil Woitas

**THAT** the Committee of the Whole accept the Gravel Haul Road Maintenance Report for the September 28, 2021 Committee of the Whole as information.

**Carried**

**5.3. Notice of Motion**

Reeve David Diduck:

"I am providing a Notice of Motion that on October 12, 2021, I will make the following motion:

*That Administration bring forward to the October 26th Committee of the Whole information about Council remuneration (meeting per diems for 1/2 and full day meetings; meals, mileage and salary) from adjacent and comparable municipalities, for Council Information."*

**6. COUNCIL INQUIRIES**

**7. CLOSED SESSION**

**7.1. Closed Meeting**

Recess at 10:17 a.m.  
Reconvene at 10:28 a.m.

**RES-2021-52**

Moved by Councillor Daniel Warawa

**THAT** Lamont County Council recess the September 28, 2021, Committee of the Whole Meeting and move into a closed meeting at 10:29 a.m. pursuant to Sections 17, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

**Carried**

**7.2.** Industrial Tax Incentive Bylaw - FOIP, Sections 25, 26, 27, 28, 29

1. Reeve David Diduck
2. Deputy Reeve Roy Anaka
3. Councillor Daniel Warawa
4. Councillor Wayne Woldanski
5. Councillor Neil Woitas
6. Peter Tarnawsky, Interim CAO
7. Roberta Malysh, CFO
8. Rodney Boyko, Interim CFO
9. Tom Koep, Economic and Development Manager
10. Alan Grayston, Director of Planning and Community Services
11. Andrew Phillips, Director of Public Works
12. Jim Newman, Economic and Development Consultant
13. Jessica Post, Executive Assistant

**7.3.** Labour - FOIP, Section 17

Recess at 11:35 a.m.

Reconvene at 11:46 a.m.

1. Reeve David Diduck
2. Deputy Reeve Roy Anaka
3. Councillor Daniel Warawa
4. Councillor Wayne Woldanski
5. Councillor Neil Woitas
6. Peter Tarnawsky, Interim CAO
7. Andrew Phillips, Director of Public Works

**7.4.** Interim CAO Report - FOIP, Section 17

1. Reeve David Diduck
2. Deputy Reeve Roy Anaka
3. Councillor Daniel Warawa
4. Councillor Wayne Woldanski
5. Councillor Neil Woitas
6. Peter Tarnawsky, Interim CAO
7. Jessica Post, Executive Assistant

**RES-2021-54**

Moved by Councillor Wayne Woldanski

**THAT** Lamont County Council accept the Interim CAO Report for the September 28, 2021 Committee of the Whole as information.

**Carried**

**RES-2021-55**

Moved by Councillor Daniel Warawa

**THAT** Lamont County Council move out of a closed meeting and reconvene the September 28, 2021, Committee of the Whole Meeting at 1:08 p.m.

**Carried**

**8. ADJOURNMENT**

Reeve Diduck adjourned the September 28, 2021, Committee of the Whole Meeting at 1:13 p.m.

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CAO

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REEVE

# REQUEST FOR DECISION



**Meeting Date:** October 26, 2021  
**Staff Contact:** Rodney Boyko, Interim CFO  
**Department:** Corporate Services

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**Subject: September 30, 2021 Financial Statements**

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**Recommendation(s):**

**THAT** Council receive the September 30, 2021 financial statements as information.

**Purpose:**

The purpose of the Financial Statement reporting is to provide Council with regular updates on the Financial Status of Lamont County.

**Background Information:**

Attached is a full format Financial Statements with the following items:

- Statement of Financial Position
- Actual vs Budget
  - Operating Division
  - Water Division
- Capital Projects Report
- Reserve Balances (Accumulated Surplus)

These statements are unaudited and for Council's information. The financial statements show a surplus of \$7.8 million as of September 30. The breakdown of the surplus are as follows:

- Water (\$113,157)
- Operating \$7,711,821
- Capital \$204,023

Some items, such as amortization, are normally recorded once annually at the end of the year. This will adjust this surplus down by \$2.5 million. We will see significant expenditures during the remaining 3 months as programs wrap up with change over to the winter season.

The County has healthy Financial Assets totaling \$36 million with liabilities of \$13 million. Due to uncompleted capital projects deferred revenue is higher than the previous year by over \$3 million. We also have healthy reserve balances (accumulated surplus) of \$20 million.

Revenues are on track for the year, as the majority of funding comes from municipal taxation.

Percentage variances as of September are anticipated to be around 25%. There are a few areas that are outside of the expected variance.

- Materials and contracted services as well as Capital Projects are below budget due to direction from former administration to hold off on programs.

-While salaries appear that they will trend over budget, the 2021 Budget amount on the report is reflecting "Year to Date" instead of a full year. Therefore we can extrapolate that we will be under budget not including restructuring costs that will be accrued at year end.  
(This issue will be corrected for future reports.)

**Strategic Alignment:**

Goal #3: Council is driven by accountability and transparency to the Community.

**Financial Impact:**

None as a result of this RFD.

**Previous Council / Committee Directions:**

Previous reports were sent via email.

Council should receive these reports in public in Committee of the Whole or in a Council meeting when action is required.

**Alternatives:**

**THAT** Council request additional information for the financial statements.

**Attachments:**

[BudgetVSActualYTD](#)

Peter Tarnawsky, Interim CAO

Jessica Post, Executive Assistant

Approved  
- 19 Oct  
2021  
Approved  
- 20 Oct  
2021



# UNAUDITED Statement of Financial Position



As of September 30, 2021

	Current Year	Previous Year
<b>Financial Assets</b>		
Cash	2,686,533	4,559,090
Accounts Receivable	351,044	264,973
Allowance for Uncollectable Accounts Receivable	(76,169)	(76,169)
Taxes Receivable	2,564,665	2,044,995
Allowance for Uncollectable Taxes Receivable	(933,230)	(1,025,684)
Other Receivables	1,656,736	2,733,977
Investments	29,534,310	16,899,161
<b>Total Financial Assets</b>	<b>35,783,888</b>	<b>25,400,344</b>
<b>Liabilities</b>		
Payroll Liabilities	(23,931)	(55,128)
Accounts Payable	(863,482)	(2,147,131)
Long Term Debt	(5,043,691)	(5,168,938)
Deferred Revenue	(6,854,632)	(3,330,063)
Other Liabilities	(84,199)	(83,295)
<b>Total Financial Liabilities</b>	<b>(12,869,935)</b>	<b>(10,784,555)</b>
<b>Net Financial Assets (Debt)</b>	<b>22,913,953</b>	<b>14,615,789</b>
<b>Non-Financial Assets</b>		
Tangible Capital Assets	53,561,885	53,909,596
Inventory	864,141	1,481,123
Prepays	55,313	204,051
	54,481,339	55,594,770
<b>Net Assets (Debt)</b>	<b>\$ 77,395,292</b>	<b>\$ 70,210,559</b>
Unrestricted Surplus	(479,882)	(953,892)
Restricted Surplus	(19,569,414)	(19,713,358)
Equity in Tangible Assets	(49,543,310)	(49,543,310)
<b>Accumulated Surplus</b>	<b>(69,592,606)</b>	<b>(70,210,559)</b>
<b>TOTAL Consolidated Surplus/(Deficit)</b>	<b>\$ 7,802,687</b>	<b>\$ -</b>

# Actual vs Budget Year To Date by Fund Category

Water

January 2021 To September 2021 (9 Months)

	2020 Actual	Budget	YTD Actual Cost Detail	Variance Over/Under	Percentage Variance
Revenue - Offsite Levy	254,657	340,726	220,937	(119,789)	-35.16%
Total Revenue	254,657	340,726	220,937	(119,789)	-35.16%
Expense - Amortization	170,403	169,000	-	(169,000)	-100.00%
Expense - Contracted & General Services	73,983	51,400	14,273	(37,127)	-72.23%
Expense - Materials Goods Supplies & Utilities	310,141	466,608	197,749	(268,859)	-57.62%
Expense - Salaries Wages & Benefits	161,882	134,349	122,071	(12,277)	-9.14%
Total Expense	716,409	821,357	334,093	(487,263)	-59.32%
<b>Net Total</b>	<b>(461,751)</b>	<b>(480,631)</b>	<b>(113,157)</b>	<b>367,474</b>	<b>76.46%</b>

# Actual vs Budget Year To Date by Fund Category

Operating

January 2021 To September 2021 (9 Months)

	2020 Actual	Budget	YTD Actual Cost Detail	Variance Over/Under	Percentage Variance
Revenue - Government Transfers	862,480	1,240,829	1,344,177	103,348	8.33%
Revenue - Internal Transfer	324,927	474,856	474,856	(0)	0.00%
Revenue - Investment Income	263,346	266,000	187,276	(78,724)	-29.60%
Revenue - Licenses Permits and Fines	136,464	128,875	92,179	(36,696)	-28.47%
Revenue - Municipal Taxes	18,920,943	18,928,182	18,946,275	18,093	0.10%
Revenue - Offsite Levy	160,033	205,000	126,977	(78,023)	-38.06%
Revenue - Other	(214,886)	58,000	(83,481)	(141,481)	-243.93%
Revenue - Penalties & costs on taxes	191,505	150,000	316,999	166,999	111.33%
Revenue - Rentals	17,409	15,800	27,490	11,690	73.99%
Revenue - Sales & User Charges	219,037	192,033	335,367	143,334	74.64%
<b>Total Revenue</b>	<b>20,881,257</b>	<b>21,659,575</b>	<b>21,768,115</b>	<b>108,540</b>	<b>0.50%</b>
Expense - Amortization	2,659,001	2,497,550	-	(2,497,550)	-100.00%
Expense - Bank Charges & Short Term Interest	152,726	148,933	68,565	(80,368)	-53.96%
Expense - Contracted & General Services	1,391,781	1,903,344	990,965	(912,379)	-47.94%
Expense - Fixed Assets	6,124	-	708	708	100.00%
Expense - Internal Transfer	2,919,060	585,000	606,754	21,754	3.72%
Expense - Materials Goods Supplies & Utilities	4,318,745	6,470,624	4,010,339	(2,460,285)	-38.02%
Expense - Provision for Allowances	518,531	175,000	13,959	(161,041)	-92.02%
Expense - Purchases from other governments	-	1,500	-	(1,500)	-100.00%
Expense - Salaries Wages & Benefits	6,544,175	5,705,608	4,809,607	(896,001)	-15.70%
Expense - Transfers to Local Boards & Agencies	4,146,023	4,596,077	3,555,397	(1,040,680)	-22.64%
<b>Total Expense</b>	<b>22,656,167</b>	<b>22,083,636</b>	<b>14,056,294</b>	<b>(8,027,342)</b>	<b>-36.35%</b>
<b>Net Total</b>	<b>(1,774,910)</b>	<b>(424,062)</b>	<b>7,711,821</b>	<b>8,135,882</b>	<b>1,918.56%</b>

**Capital Projects  
Budget vs Actual Summary  
As of September 30, 2021**

**Carried Forward Projects:**

Project #	Project Name	2021 Budget	2021 Actual	Notes
18-02	Twp 560	282,400	2,500	
19-05	MRF Geosystems	50,000		
19-12	Lamont Pumper Replacement	-	231,126	Funded from MSI
19-14	Fire Training Centre	100,000	4,343	
19-22	TWP 550 - HWY 15 - Sec 831	183,000	26,581	
ASB-2020-01	Unit 4102 Replacement w/ a 1/2 tonne Crew Cab	-	42,772	Funded from MSI
ASB-2020-02	Unit 4203 Replacement w/ a 2019 Dodge 550	-	64,183	Funded from MSI
ASB-2020-04	Unit 4322 Tractor Replacement	-	162,400	From Reserves and Sale of Equipment
Fire-2020-02	SCBA Cylinder Replacement (Annual)	19,600		
Fire-2020-03	Emergency Services Technology Updgrade	7,000	2,956	
EconDev-2020-01	PHASE I - Heartland Heavy Industrial Infrastructure - Process Water Study	-		
WATER-2020-01	Waterline for Industry - Extension of 20mm Pipeline	-		
PW-2020-01	Vehicle Replacement - Unit 1148	-	52,381	Vehicle & Equipment Replacement Reserve - \$22,000 & MSI Capital Grant - \$33,000
PW-2020-02	Vehicle Replacement - Unit 1153	-	41,479	Vehicle & Equipment Replacement Reserve - \$40,000
PW-2020-03	Bridges & BF Culverts Renewal - BF01117	-	5,129	Bridge Replacement Reserve - \$106,000 & STIP Grant - \$318,000
PW-2020-04	Bridges & BF Culverts Renewal - BF71752	356,263	11,299	
PW-2020-05	RR 191 (S of Hwy 16) ROW Purchase (30 metres for 1 1/2 mile; approx 18 acres)	-		
PW-2020-07	Bridges & BF Culvert Renewal -BF 7590	300,000	10,539	
PW-2020-08	Road Subgrade Strengthening Twp 562 (RR 184-190) & Twp 562	204,800	10,428	
PW-2020-09	Road Subgrade Strengthening - RR184/185 (Hwy 15-Hwy 29) (7 1/2 miles)	100,000		
PW-2020-10	Bridges & BF Culvert Renewal - BF 74124	280,000	8,275	
PW-2020-12	Roads Pavement Surface Rehabilitation - Mundare Hospital Road	16,000		
PW-2020-13	RR 203 Industry Roads Upgrade - Cost Share - Cenovus Energy	463,471	134,640	
PW-2020-14	Bridges & BF Culvert Renewal BF 75747 (RR181 that crosses limestone creek)	11,000		
		<b>2,373,534</b>	<b>811,029</b>	

**New Capital Projects:**

Project #	Project Name	2021 Budget	2021 Actual	Notes
ADMIN-2021-01	IT Infrastructure Upgrades	22,850	28,265	
ADMIN-2021-02	Computer Replacements - Evergreening	30,000	20,039	
ASB-2021-01	Unit 4110 Replacement w/ a current 3/4 ton Crew Cab	50,000		
ASB-2021-02	Argo 8x8	50,000	13,900	
ASB-2021-03	Mulcher head track hoe	65,000	56,800	
CPO-2021-01	Electronic Ticketing System	8,000	6,000	
FIRE-2021-01	Mundare Self Contained Breathing Apparatus Pack Replacement	16,000		
FIRE-2021-02	Emergency Services Command Utility Vehicle Replacement- Unit 5116	75,000	62,484	
PW-2021-01	Bridges & BF Culverts Renewal - BF 02461	337,500	11,794	
PW-2021-02	Equipment Replacement - Unit 1333 - Grader	520,000		
PW-2021-03	Road Grade Raise and Ditch Grading RR 175 Twp 544	200,000		
PW-2021-09	Yard Salt Remediation - Phase 3 ESA - SE 19 55 19 W4	54,000		
PW-2021-10	Equipment Purchase - 24 Foot Tilt Trailer	15,000		
PW-2021-11	Equipment Replacement -Trac Hoe	400,000	358,000	
PW-2021-12	Equipment Replacement - Unit 1241 - Plow/Gravel Truck	280,000		
PW-2021-13	Equipment Replacement - Unit 1507 - 24 Foot Trailer	45,000		
PW-2021-14	Lafarge Drainage	50,000		
PW-2021-15	Bridges & BF Culvert Renewal - BF 74917	35,000	4,667	
PW-2021-16	Bridges & BF Culvert Renewal - BF 74671	35,000		
PW-2021-17	Bridges & BF Culvert Renewal - BF 1962	35,000		
PW-2021-18	Tagore Estates & RR 195 Access Study	35,000		
PW-2021-19	Drainage RR 171 & 172 TWP 532	108,930	1,573	
PW-2022-14	New Equipment Fuel Tank Code Readers for Satellite Shops	40,000		
WATER-2021-01	Scada	125,000	93,000	
WATER-2021-02	Water Meter Conversion	10,000		
WATER-2021-04	Heartland Reservoir Replacement of 2 Chamber Septic Tank	145,000		
WATER-2021-05	St. Michael Water Building Upgrade	15,000		
		<b>2,802,280</b>	<b>656,522</b>	
	<b>Total Amount from 5 Year Capital Plan - 2021 Total Budget</b>	<b>5,175,814</b>	<b>1,467,551</b>	

## Reserves

GL Number	Reserve Name	Balance at January 1, 2021	2021 Capital Projects	Withdrawal to offset 2021 Tax Rates	2021 Contributions	Balance at September 30, 2021
<b><u>Unrestricted Reserves</u></b>						
4-00-00-00-900	Accumulated Operating Surplus	953,892	-474,010			479,882
						<u>479,882</u>
<b><u>Restricted Reserves</u></b>						
4-00-00-00-701	General Operating	2,187,376		-411,137		1,776,239
4-00-00-00-702	Bridge Replacement	1,383,360				1,383,360
4-00-00-00-703	Capital Road Reserve	4,629,741	-11,794		167,500	4,785,447
4-00-00-00-704	Utility Capital Reserve	1,086,703	-93,000			993,703
4-00-00-00-705	Emergency Service	404,325	-3,173		200,000	601,153
4-00-00-00-706	General Capital	1,193,150				1,193,150
4-00-00-00-707	Vehicle & Equipment Replacement	2,830,998	-132,083		167,500	2,866,415
4-00-00-00-708	Building Replacement	644,125				644,125
4-00-00-00-709	Virtual Infrastructure	254,841	-20,039		50,000	284,802
4-00-00-00-710	Heartland Implementation Plan - Prof Fees Reserve	73,577				73,577
4-00-00-00-711	Operating Funds Reserves	115,909	-25,000			90,909
4-00-00-00-712	Road Construction	1,245,218				1,245,218
4-00-00-00-713	Aggregate Levy Fund	1,614,248				1,614,248
4-00-00-00-714	Heartland Infrastructure	1,226,528				1,226,528
4-00-00-00-715	Statutory Plan Reviews - Prof Fees Reserve	4,484	-4,484			0
4-00-00-00-717	Industrial Development - Prof Fees Reserve	60,474				60,474
4-00-00-00-718	Heartland Project Team - Prof Fees Reserve	25,198				25,198
4-00-00-00-721	Church Preservation Reserve	11,087				11,087
4-00-00-00-723	Municipal Operating Reserve - Parks/Recreation	226,691			6,000	232,691
4-00-00-00-724	Clay Levy Fund Reserve	6,896				6,896
4-00-00-00-799	Projects Reserve	205,372				205,372
4-23-00-00-711	Fire Operating Reserve	227,785				227,785
4-32-00-00-718	Drainage Study Professional Fees Reserve	34,235	-34,235			0
4-74-00-00-711	Library Reserve	21,035				21,035
						<u>19,569,414</u>
<b>TOTALS</b>		<u>\$20,667,249</u>	<u>(\$797,817)</u>	<u>(\$411,137)</u>	<u>\$591,000</u>	<u>\$20,049,296</u>

# REQUEST FOR DECISION



**Meeting Date:** October 26, 2021  
**Staff Contact:** Rodney Boyko, Interim CFO  
**Department:** Corporate Services

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**Subject:** 2022 Budget Process

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**Recommendation(s):**

**THAT** Lamont County Council accept the 2022-2025 Budget Process as information

**Purpose:**

For Council to review the upcoming budget processes and provide feedback

**Background Information:**

Budget is considered to be one of the biggest policy decisions a Council must make every year, and one of the few things a Council may not delegate. The MGA has also mandated that municipalities must have 3 year Operating and 5 year Capital plans in addition to approving a balanced budget. While Council's responsibility is to approve the budget, administration has a technical role in recommending a process and analyzing operations, engineering studies, reviewing strategic and statutory plans, and summarizing council direction from motions and committee discussions throughout the year.

During planned Committee of the Whole meetings on November 9 and 18, staff will carefully listen to Council feedback and input when reviewing Department Level Orientation presentation for potential budget direction

Administration is currently at the point of compiling this information and translating it into the financial plans that will be presented to Council at the end of November for debate and deliberation, and final approval in December.

One of the biggest challenges is the predicting of assessment changes, as this is completed by an independent assessor with a final report to administration and council in February. Traditionally, Lamont County has approved an interim budget in December and then again in the spring before the approval of the tax bylaw. Current administration recommends that Council approve the budget in its entirety in the December meeting and in the spring when the assessment is received making additional adjustments whether positive or negative at that point, prior to approving Tax Rates. This is a common practice among Alberta Municipalities. This process allows administration to tender and start projects sooner in the year, capitalizing on availability of contractors and more favorable pricing.

Administration anticipates having their budget preparation role completed in the next 5 weeks and to be ready to present to Council at the end of November. Administration will be asking Council to Review and Approve the funding for:

- Base Budget
- Inflation and Cost of Living Allocations
- Service levels currently provided (adjusted for volumes)
- Potential Service Level enhancements or reductions
- Organizational staffing allocations, including:
  - Number of Full time positions
  - Dollar value for seasonal positions
- Schedule of Fees
- Provide direction for increases or decreases to the tax burden on all types of assessable properties

These items will be presented in a Committee of the Whole format over a 2-3 day period, following which administration will complete recommended package for approval in early December. If additional dates or meetings are needed then these will be scheduled at that time.

**Strategic Alignment:**

Goal #3: Council is driven by accountability and transparency to the community.

Goal #5: We are recognized as a leader in sustainable growth and holistic decision making.

**Financial Impact:**

None at this time

**Previous Council / Committee Directions:**

Budget is approved annually. Administration will apply learnings from previous Council decisions and direction in compiling this budget.

**Stakeholder Engagement / Communication:**

It is very late for a 2022 Budget consultation.

Budget will be communicated to the public upon approval.

A stakeholder engagement process may be implemented in the spring for direction for future budgets.

Peter Tarnawsky, Interim CAO

Approved  
- 20 Oct  
2021

Jessica Post, Executive Assistant

Approved  
- 20 Oct  
2021