



Budget 2025

INTERIM BUDGET #2



Village of Caroline

2025 INTERIM BUDGET REPORT

November 2025

OUR VISION:

“A Prosperous Community at the West Country’s Doorstep”

INTERIM BUDGET:

The 2025 Interim Budget is submitted to Caroline Council for approval prior to amalgamation with the County of Clearwater, effective January 1, 2025. The final 2025 budget will be approved by the new Transition Council, in conjunction with the budget for the County

AMALGAMATION BACKGROUND

There have been numerous discussions regarding amalgamation or dissolution of the village over the past ten years. The primary reason has been that the village has been slowly losing population and the tax base has not been sufficient to maintain its current infrastructure or meet new provincial and federal requirements for wastewater treatment.

Although it has not been clearly outlined in policy, the province has been strongly encouraging the amalgamation or dissolution of municipalities to create greater efficiencies, even when this at the loss of local autonomy. This is evident in the fact that municipal granting programs are not sufficient to enable small municipalities to survive independently, under the current legislative framework.

By 2020, the Village Council concluded that, although it could maintain a satisfactory operating budget, it could not afford to adequately maintain current infrastructure or meet the requirements of its wastewater permit.

Prior to the official amalgamation discussions, the province funded a Regional Governance Restructuring Study, which was initiated by the Town of Rocky Mountain House. The study explored the most effective and efficient governance structure to support the region's growth and long-term prosperity for all citizens. Following public input in 2021, the study recommended that the County and Village amalgamate and continue pursuing regional collaboration with the Town.

As a follow up to Regional Governance Study and the preliminary support for amalgamation, the County and the Village jointly commissioned Strategic Steps as the consultant to undertake a more detailed amalgamation study for the two municipalities. This work, funded through a provincial grant, was completed in May 2023, and presented to both municipal councils. The report highlighted potential benefits such as the increased tax base, service level reviews and the integration of revenue, expenses and infrastructure under one municipal entity. The study concluded that amalgamation would provide long-term sustainable benefits for both the Village and the County, address infrastructure deficit and streamline governance and service delivery.

The study did not make a final recommendation. However, both municipalities acknowledged the long-standing partnering relationship between the village and the County. In mid-2023, Village Council indicated a desire to enter formal amalgamation negotiations with the County.

As a result of the Village's request and discussions with the province, the formal negotiation process was begun in November 2023, with the establishment of an Amalgamation Committee, comprising all members of council. The committee was guided by a mutually agreed upon Negotiation Charter that outlined the parameters of negotiations such as vision , guiding principles, objectives, project scope and decision-making. Following this process, the committee undertook fairly extensive public consultation and prepared a final Amalgamation Report to the Minister of Municipal Affairs, which was adopted by both Councils in July 2024. It is anticipated that the province will adopt an Order in Council for amalgamation in December 2024, with the proposed amalgamation date of January 1, 2025.

AMALGAMATION REPORT

The key aspects of the Amalgamation Report may be summarized as follows:

- The Village will become a hamlet within the County of Clearwater and will be part of electoral ward/division six.
- An Interim Council will be established, which will govern the new municipality from January 1, 2025 to the municipal general election on October 20, 2025.
- The main municipal office will be located at the existing County Office in Rocky Mountain House. A satellite office will be maintained in Caroline until the newly elected council has had the opportunity to conduct a “Comprehensive Service Level Review.”
- The majority of services will maintain the “status quo”, pending completion of the Service Level Review by the newly elected Council in October 2025.
- The new Council will consider upgrades to the Caroline Wastewater Treatment Facility to ensure it will meet current Alberta Environment and Protected Areas (AEP) regulatory and standard requirements.
- All Village owned facilities, assets, and liabilities will transfer to the new municipality.
- All current committees, with memberships from both municipalities, will remain in place until the 2025 general election.
- The Rocky Senior Housing Board composition will remain unchanged under the newly formed municipality, although Caroline will be designated as a hamlet in the revised Order.
- Caroline Land Use Bylaw policies and contracted service agreements related to the Land use bylaw will remain in place and carry over to the new municipality. The new municipality will adopt an amended/combined Land Use bylaw in the transition period.
- All employees of the pre-amalgamated municipalities will become employees of the new municipality.

The overall conclusion of the joint amalgamation report is that the new municipality will be able to benefit from the combined strengths of each community. The Committee concluded in the report “that the village offers an economic hub that doesn’t otherwise exist in the County.”

PLANNING FRAMEWORK

The Village's current planning framework and strategic direction is outlined in the following plans and documents:

- Municipal Development Plan (MDP)
- Intermunicipal Development Plan (IDP)
- Intermunicipal Collaboration Framework (ICF)
- Land Use Bylaw

These plans have all been developed within the legislative framework of the Municipal Government Act. Immediately following amalgamation, these plans will carry over to the new municipality. However, they will need to be reviewed and amended in the context of the amalgamated municipality. As these plans have been adopted by bylaw and represent land use rights for individual community members, extensive consultation and public hearings will be required to adopt new revised/consolidated plans.

- **Municipal Development Plan (MDP) 2019**

The Municipal Government Act requires all municipalities to prepare and adopt a Municipal Development Plan (MDP). The Act states that an MDP must address such issues as future land use and development in the municipality, the provision of municipal services and facilities, inter-municipal issues such as future growth areas and the co-ordination of transportation systems and infrastructure. It is primarily a policy document that can be utilized as a framework for the physical development of the community within which both public and private decision making can occur.

The Village's current MDP was approved in May 2019 as Bylaw 2019-005. It includes Caroline's Vision Statement and its vision for each of its key attributes such as "natural setting" and "community identity" as well as aspirational goals for "employment and economic development" and "tourist hub". It includes a Future land Use Concept as well as goals and objectives in areas such as growth management, urban form, parks, recreation and culture and the environment.

All statutory and non -statutory plans must conform with the MDP. Consequently, all budgetary initiatives outlined in the budget must conform with this direction.

It will be up to the new Council to determine the future of the recommendations in the MDP. Options include rescinding it in its entirety and preparing an Area Structure Plan for the future hamlet within the County.

- Intermunicipal Development plan

The Intermunicipal Development Plan (IDP) is a long-range planning document for two or more municipalities to determine future growth and land use in bordering areas.

The Village of Caroline and the County of Clearwater jointly prepared the Caroline-Clearwater Intermunicipal Development Plan in April 2019 as Bylaw No.2019-003 and Bylaw No.1061/19. The plan outlines development constraints and growth areas surrounding the village, in what is termed the Greater Caroline Area.

The plan emphasizes the synergy between the Village and the County, as the gateway into the West Country, where many Albertans visit and recreate in nearby natural areas and Mountain Parks. The plan states:

“There is a high degree of daily interaction among County and village residents as they share employment opportunities, school facilities and educational programs and recreation facilities. Village and County residents participate on the same teams and in the same clubs, shop at the same stores, frequent the same restaurants and volunteer with the same community organizations”

The plan identifies the following five land use policy areas.

- Village Growth Area
- Joint Growth Area
- County Growth/Rural Acreage Area
- Natural/Open Space Area
- Agricultural /Rural Development Area.

The Village growth area identifies an expanded village boundary to the west and south. The areas along the river are designated for open space with trail linkages into the village. The area to the southwest is designated for County growth with rural acreages. The areas to the north and northeast are earmarked for “joint development”. The concept of joint growth is seen as a major opportunity as

these areas could be developed by sharing infrastructure costs and future tax revenue.

Once the amalgamation is in place, the IDP between the Village and the County will become obsolete and will no longer be required under the Municipal Government Act. Both IDP bylaws could be rescinded by the new municipality during the transition period. Nevertheless, there are concepts in this plan which speak to the vision in the Amalgamation Report that Caroline, as a hamlet, will fulfil the role of an economic hub in the county

● **Intermunicipal Collaboration Framework (ICF) 2016**

In 2016, the Provincial Government adopted the Modernized Municipal Government Act. This Act required all municipalities sharing a common boundary to develop an Intermunicipal Collaboration Framework within three years. The ICFs “must specify what and how services are funded and delivered with other municipalities.”

The Caroline-Clearwater Intermunicipal Collaboration Framework was adopted by both Councils in April 2019. The purpose of the ICF is to set out the broad parameters of how the Village of Caroline and the County of Clearwater will:

- Provide for the integrated and strategic planning, delivery, and funding of intermunicipal services.
- Steward scarce resources efficiently in providing local services
- Ensure that the Village and County contribute funding to services that benefit their residents.

The framework builds on the long-standing tradition of the Village and County working together to serve the needs and interests of the broad regional community. The plan includes provisions for governance and process, an inventory of current services and principles for determining future intermunicipal services.

The plan establishes an Intermunicipal Collaboration Committee (ICC) as a working group to discuss intermunicipal matters. This would include identifying new service areas, monitoring existing agreements and resolving issues as they arise. Individual Councils maintain final authority for decisions in their respective municipalities.

Once amalgamation is in place the Intermunicipal Collaboration Framework is no longer required and can be rescinded during the transition period.

- **Land Use Bylaw #450**

The land Use Bylaw is a regulatory document, which outlines specific rules and regulations for the development of land and buildings within the different land use districts.

The Village's Land Use Bylaw was originally adopted as Bylaw #450 and has been amended several times. The plan provides for permitted and discretionary land uses within a number of designated Land Use Districts. Discretionary uses are considered by the Municipal Planning Commission (MPC) appointed by Council and its decisions are appeal through the Intermunicipal Appeal Board.

All municipal development and programs within city operations and budgets must conform with this bylaw or follow an amendment process. Nevertheless, the Province can overrule any local planning bylaws through Ministerial direction.

As outlined in the Amalgamation Report, Caroline's Land Use bylaw and policies remain in place and carry over to the new municipality. Both the County and Village Land Use Bylaws are outdated, and the amalgamation process will provide the opportunity to develop an new revised updated land use bylaw for the County, which incorporates the former village. A joint committee has already been appointed and it is hoped to complete this process during the interim period before the general election.

2025 BUDGET

GOALS AND OBJECTIVES

The major goal of the 2025 interim budget is to position the Village for economic, environmental, and social success as a hamlet within Clearwater County.

This will be achieved through the interim operating and capital budget in the following ways.

- Maintain effective levels of service for Village residents without increasing property tax revenue on existing development or municipal utility rates in 2025.
- Promote the goal of Caroline becoming a financially robust hub as a hamlet within Clearwater County.
- Propose a Five-Year Capital Plan which will maintain and upgrade current infrastructure, as well as extending services to the County owned industrial area on the northeast.
- Promote and support the Main Street commercial area as a key aspect of community identity, tourism, and service.
- Promote and develop authentic community events and attractions that support residents, visitors, and tourists.
- Support local agencies in providing support services for seniors and vulnerable members of our community, through FCSS, United Way, 211 and other programs.

BUDGET COMPONENTS

The Interim Budget consists of the following four components:

- The 2025 Operating Budget
- The 2025 Capital Budget
- The Four-Year Operating Plan (to be prepared by the new Interim Council of the County of Clearwater)
- The Five-Year Capital Plan (2025-2029)

All budget calculations are based on Statistics Canada's 2021 population estimate for the village of 448 residents. This represents a reduction of 3.4% since 2017.

BUDGET REQUISITIONS

The Province of Alberta draws on property tax to fund the Provincial Education Department. This forms a significant portion of the annual property tax bill. The province sets the rate based on "equalized assessment" and the village is required to collect these funds through the property tax bill, with specifically defined wording on the bill. The province will set the 2025 rate in the new year, which may increase or decrease the total property tax bill to residents.

Prior to 2021, this requisition was merged into the total budget which led to confusion. Since 2021, a new section was created so it is clear which expenditures are under the direct control of the Village. The Education Tax Requisition amount is based on up to date "equalized assessment" across the province and final figures will only be available in early 2025.

OPERATING BUDGET

BUDGET DETAIL

The overall budget follows the overall direction of Council since 2021, when the following changes were adopted:

- It was determined that reserves should not be used to balance the operating budget to ensure sustainability.
- The surcharge on vacant properties was eliminated as part of the requirements in the Municipal Accountability Review (MAP). The revenue was spread across all classes in the 2022 budget and the 2025 budget is consistent with this approach.

The following points highlight items from the detailed budget sheets:

- **Residential Taxes**
(1-00-00-110-01 and 1-00-00-110-02)
Administration is proposing the same level of residential taxation revenue as 2024. Theoretically, individual municipal taxes should be very similar,

except for minor variations in assessment between properties. The mill rate will be adjusted to achieve the same level of taxation.

- **Non-residential taxes**

(1-00-00-110-02)

This revenue has been adjusted to reflect the same level of taxation as 2024.

- **Franchise Fees**

(1-00-00-540-00)

It is proposed to keep the same rate for franchise fees as in the 2024 budget. The rates for ATCO and Fortis are 35% and 12% respectively. The advantage of franchise fees is that the cost is spread amongst all users of the system, not just those paying property tax. The projected revenue in 2025 is the same as 2024.

- **Unconditional Grants: MSI Operating Grant**

(1-00-00-700-00)

The Provincial Municipal Sustainability Initiative (MSI) included an operating and capital component. The province doubled the Operating Grant in 2023 and confirmed the end of the program. The MSI has been replaced by the Local Government Fiscal Framework (LGFF), which maintained the same level of Operating Grant in 2024. The final formula has not yet been determined and the budget assumes the same level of funding as 2024.

- **Other Revenues**

(1-12-00-590-00)

This budget line includes the revenue rebate from GST (\$90,000) and the amount to be withdrawn from the landfill reserve to fund the liability from the regional landfill (\$13,725). The offsetting expenditure for the landfill is under 2-43-00-750-00. The final figure for liability will only be available early next year.

- **Water Utilities Revenue**

(1-41-00-410-00) The administration has based the 2025 budget on actual revenues in 2023, including accounts receivable

- **Sewer Utilities Revenue**
(1-42-00-410-00)
The administration has based the 2025 budget on actual revenues in 2023, including accounts receivable.
- **Salaries and Wages: Administration**
(2-12-00-110-00)
This budget provides an estimate for wages which the two employees in the administration office receive as employees of the County of Clearwater following amalgamation. This represents a saving as there is no longer a CAO position. In order to easily compare the balance of the budget, the savings have been included under the amalgamation budget to support County administrative overhead.
- **Salaries and Wages: Student**
(2-12-00-110-01)
This budget provides matching funds to hire a summer student to support the Public Works Department.
- **Administration Contingency**
(2-12-00-960-00)
This budget provides for support staff to assist with planning and amalgamation as well as potential additional hours for administrative staff during transition.
- **Training and Development**
(92-12-00-148-00)
This budget has been increased to accommodate training for current staff during the transition to the County systems.
- **Telecommunications: Administration and Advertising**
(2-12-00217-00)
This budget has been increased to update the village's former social media presence, as it transitions to a hamlet within the County. This work will be coordinated by the County Communications Department

- **WCB**
(2-11-00-130-00)
This account shows the average expenditure, when there has been no claim.
- **Legal Fees**
(2-12-00-232-00)
Additional legal fees will be incurred to deal with issues that arise during transition.
- **Bank Charges/Borrowing**
(2-12-00-810-00)
This account shows revenue due to interest payments from the bank.
- **Council Projects: Amalgamation Costs**
(2-13-00-600-01)
This budget has been established to cover special costs related to amalgamation. The administrative savings from the elimination of the CAO position have been included here, as a contribution towards County management overhead.
- **Council Projects: Downtown**
(2-13-00-600-03)
This budget was established to undertake projects enhancing the Downtown, including landscaping signage etc.
- **Regional Fire Service**
(2-23-00-750-00)
The same budget has been maintained although Caroline will no longer be part of the former Regional Fire Agreement.
- **Building Repairs: Caroline Firehall**
(2-23-00-252-00)

Following discussion with the County of Clearwater Fire Service, funding of \$10,000 has been included to continue to maintain and upgrade the Caroline Fire Hall.

- **Provincial Policing**

(2-24-00-400-00)

The province has introduced a new charge for policing, which has significantly increased to reach 30% of the total cost. The final charge for 2025 has not yet been determined by the province.

- **Fire Hydrant R&R**

(2-23-00-251-00)

This budget was transferred to the water utility in 2022.

- **Emergency Services Agency**

(2-24-00-750-00)

The Clearwater Regional Emergency Management Agency was established by joint agreement between the County of Clearwater, the Town of Rocky Mountain House, and the Village of Caroline. The agreement was set to expire in February 2021 and negotiations were underway to renew it for a three-year term. However, the Town unilaterally decided it would not be renewing the agreement and suggested that it negotiate a “mutual aid” agreement with the County.

In March 2021, the Village supported the concept of establishing a Joint Emergency Management Committee through an application for a Ministerial Order and that the County of Clearwater become the Emergency Management Agency for the region, including the Village of Caroline and the Summer Village of Burnstick Lake.

This approach was later confirmed through approval of the Ministerial Order and the adoption of the necessary bylaws. The Village currently has a representative on the new committee, but the budget is being supported by the County. This arrangement will be amended by Ministerial Order during the transition.

- **Animal Control Contract**

(2-26-00-239-00)

The Village currently has a contract for animal control with Alberta Animal Services in Red Deer. The contract ends on December 31st, 2024, at which time Caroline as a hamlet will be included in the County contract. The same budget has been maintained for the transition period.

- **Public Works: Training and Development.**

(2-31-00-148-00)

The safety of water and wastewater services is one of the most important functions of municipal government. This relies on trained and certified municipal staff. There are clear standards that need to be followed to reduce risk and ensure compliance. Staff must be trained and accredited in order to legally respond to a call. The budget was increased in 2021 and has been maintained at the same level.

- **Other Contracted Services: Streets**

(2-32-00-259-00)

This budget has been maintained at the same level but should be addressed to deal with a backlog in road repairs.

- **Wages- Water**

(2-41-00-110-00)

This budget has been reduced by \$22,000 as an additional water/wastewater operator was not hired.

- **Water: Other Contracted Services**

(2-41-00-259-00)

This budget now includes funding for the maintenance of fire hydrants as required.

- **Wages-Sewer**

(2-42-00-110-00)

This budget has been reduced by \$22,000 as an additional water/wastewater Operator was not hired

- **Garbage Collection Contract**

(2-43-00-255-00)

The current waste collection contract with Environmental 360 Solutions has been renewed until April 30, 2025. The County will need to determine whether to extend the contract or open up a tender process. The budget reflects the current contract in place.

- **Transfer to other Local Government: Garbage**

(2-43-00-750-00)

This budget relates to the dissolution of the Rocky Mountain Waste Authority, which operated a landfill on behalf of the County of Clearwater, the Town of Rocky Mountain House and the Village of Caroline. In January 2020, the three municipalities signed an agreement to terminate the authority and the joint service agreement. The Village subsequently contracted out its solid waste pickup and disposal to the private sector. In late 2020, the three parties began discussing the implications of terminating the original partnership. As a result, two agreements were adopted: the Net Asset Distribution Agreement and the Closed Industrial Cells Cost Sharing Liability Agreement. The 2020 financial statements provided the basis for determining both the assets and liability going forward. The village received a payment of \$258,408 representing its share of the assets and is committed to ongoing payments for liability. With the transition to the County this separate payment will be eliminated. However, the costs will still be incurred by the County and the same budget has been maintained for the transition year.

- **General Services: Municipal Planning**

(2-61-00-239-00)

The budget has been maintained at the same level as 2024. The county will need to determine the future of the current contract with parkland Community Planning Services (PCPS)

- **FCSS Requisition**

(2-51-00-750-00)

The Family and Community Support Program (FCSS) has been administered by the Town of Rocky Mountain House, on behalf of the County, Town and Village. The program is funded 80% by the province and 20% by the partner

municipalities. The same budget has been maintained during the transition period.

Wages: RV Park

(2-73-00-110-00)

In June 2021, the Village, the Chamber of Commerce, and the Farmer's Market Association adopted a Memorandum of Understanding (MOU) for the co-operative use of the campground and facilities. The Chamber operates the campground, including maintenance and services, and retains all related revenue. The Farmer's Market Association has retained its lease and designated event days. The Village's obligation is to maintain the road and related fencing. To maintain continuity the three agreements have been extended for one year. The agreement with the Farmer's Market Association gives it the "right of first refusal" for five year terms.

- **Library Costs**

(2-74-00-252-00)

The Village makes contributions to the local library through the Caroline Municipal Library Building Lease Agreement, which includes repairs, garbage collection, insurance, and utilities. In 2024, the Village approved an extension of the library agreement until December 31, 2026. The Village is also a member of the Parkland Regional Library System, which increased its levy from \$8.55 to \$8.80 per capita in 2025.

CAPITAL BUDGET

Capital development in the Village has been based on the “Village of Caroline Capital Infrastructure Plan”, developed and adopted in 2009. This plan included a detailed set of “as built” drawings, which are still an excellent source today. The cost estimates were updated in 2014 and a number of detailed studies and projects were undertaken.

2009 Capital Infrastructure Plan

The 2009 Capital Infrastructure Plan was based on an assumption that the Village would not experience significant growth. The plan states as follows:

“As a result of static population, the impact of future development on this capital infrastructure plan is negated or used selectively as needed. For the purpose of this report, the proposed infrastructure rehabilitation is based on priority of required replacements and upgrades to the sanitary sewer, roadways and water distribution networks as opposed to the typical population horizons.

Growth area selected for required situations (i.e.. Water modelling) have been obtained from the 2004 Growth and Infrastructure Master Plan.”.

The conclusions of the study are that the water and wastewater distribution systems require major upgrades. Areas of extreme roadway deterioration were also identified.

Due to limited resources the Village relied almost entirely on Federal and Provincial funding to address the areas identified for priority maintenance. Between 2009 and 2023 the following projects were implemented:

- 2014: Sanitary Lagoon Outfall Main Replacement
- 2017: 50th street Upgrading including all underground services
As this is Provincial Highway 54, 66% of the total project was funded by the the province.
- 2020 /21: 49th Avenue Reconstruction
- 2020/21: Westerly Extension of 49th Avenue Sewer.
- 2020/21: Upgrade to SCADA System at Water Treatment Plant
- 2020/21: New Columbarium at Cemetery.
- 2020/21: Lagoon Aeration Line Replacement

By 2020, the Village Council concluded that, although it could maintain a satisfactory operating budget, it could not afford to maintain current infrastructure or fund major improvements to its wastewater system within its current tax base. Furthermore, there were no indication that Provincial or Federal grants would increase to the levels required to overcome the infrastructure deficit.

2024 Capital Infrastructure Plan

The 2023 Capital Budget included funding for a complete update of the 2009 Capital Infrastructure Plan, as well as a new Wastewater Concept Plan to be developed in consultation with Alberta Environment and Protected Areas (AEP)

Stantec was appointed to update its original study with a revised goal of facilitating the growth of Caroline as a hub within Clearwater County and a future population of 2,500.

The initial area of focus was on wastewater treatment and concluded with the completion of a Wastewater Treatment Facility Concept Plan, which was approved by Village council in September 2024 and submitted to AEP for approval, in the context of Caroline's Wastewater License Agreement.

The Wastewater Concept Plan is now being incorporated into the update of the Capital Infrastructure Plan, which is scheduled for completion in December. Although not complete the draft plan includes the following priority projects for consideration in the 2025 to 2029 Five-Year Capital Plan.

- Lagoon Liner Repair/Replacement
- Wastewater Plan Phase 2
- Implementation of Expanded Wastewater System
- 48th Avenue Reconstruction
- 49th Street South Repaving
- Water Servicing Loop for NE Development
- 52nd.Street Road Reconstruction.

Wastewater Management

The Caroline Wastewater System operates under License Agreement through the Environmental and Enhancement Act, subject to several conditions regarding

certified operation, monitoring and testing. The date of approval was March 6, 2017, and the date of expiry is March 1, 2027.

The critical issue that must be addressed on an ongoing basis is the quality of the treated wastewater that is discharged from the wastewater stabilization pond continuously into the Raven River. The Village has been struggling to deal with this issue as summarized as follows:

- The wastewater permit requires certain studies to be undertaken and a plan to be developed to establish and meet Effluent Discharge Objectives (EDO).
As a requirement of the permit, the village commissioned WSP Canada Inc. to prepare a “Receiving Water and Wastewater Capacity Assessment”. This study was completed in March 2020 and submitted to Alberta Environment.
- Alberta Environment requested a series of changes to the study and after much debate and additional consultant work, it was re-submitted in November 2021. Alberta Environment was still not satisfied with the report and requested a further study of on-site storage and irrigation as potential solutions. A summary of those discussions is attached in my report dated December 21, 2021.
- Discussions with Alberta Environment continued in 2022, and little progress was made. At this time, it was clear that the village was behind in meeting the requirements of its 10-year operating permit.
- In April 2023, Council approved a \$75,000 budget to Update its Capital Infrastructure Plan and Complete a new Wastewater Study, in consultation with Alberta Environment and Protected Areas (AEP). Stantec was appointed to undertake this work, as it had prepared the original 2009 Capital Infrastructure Plan and subsequent updates. Administration was able to secure an MSI grant to cover this cost.
- In April 2024, Council approved \$120,000 towards the repair/replacement of the berms around the wastewater lagoons, which have been severely damaged by erosion and animal disturbance. As directed by Council, administration obtained funding through the new Local Government Fiscal Framework (LGFF)
- The current plan includes three components
-Phase 1

The overall cleanup of the site has recently been completed and included fencing and pipe repair, tree clearing and preliminary grading.

-Phase 2

The berm repair/replacement project is now under detail design and will be tendered for construction in 2025/2026. The ponds will be individually drained and rebuilt or repaired over two years. A specific permit will be required to undertake this work.

-Phase 3

The Wastewater Treatment Facility Discharge Concept Plan

- This new plan has been developed collaboratively with AEP. This plan is intended to be incorporated within our wastewater permit so that it can be further developed and bring our conditions with AEP into compliance. The basic purpose of the plan is to meet discharge standards and facilitate growth of the village to a population of 2,500. The plan proposes eliminating or reducing the discharge into the Raven River, through a combination of storage and the use of wastewater to irrigate a biomass crop such as alfalfa. This technology is in use elsewhere and AEP is supportive of a pilot project in this location.

The Wastewater Treatment Facility Discharge Concept Plan was approved by Village Council on September 18th and has been officially submitted to AEP. AEP has verbally indicated conditional support for the proposal and is currently processing an amendment to the wastewater agreement. This will allow the Village to amalgamate with the County with an action plan in place, which is compliant with its wastewater license.

Water Management

In 2014, the Village commissioned Stantec to review the existing monitoring and control of the water Treatment Plant (WTP) and develop options for updates. This included the potential implementation of a Supervisory Control and Data Acquisition (SCADA) system. Major upgrades have since been undertaken and a 2021 Alberta Environment review demonstrated that testing and monitoring is adhering to all current regulations and requirements.

The primary problem is the condition of the overall water distribution system throughout the Village. The 2021 reconstruction of 49th Avenue has resolved some of the worst issues that were identified. However, there are similar problems along 48th Avenue, which is scheduled for reconstruction, when funds are available.

In 2020, Stantec was Commissioned to design a water system to serve the eastern area of the Village including the County industrial area. This study has been referred to as the “48th Street water/sewer /Roadway Loop”. The study was completed in 2021 and provides complete working drawings ready for future tendering and construction.

Road Maintenance and Resurfacing.

The Capital Infrastructure Plan outlines the dilemma in repaving roads in the village. Repaving is not cost effective if there is not a stable base or when underground services need to be replaced. The Village has, therefore, taken the approach of total road rehabilitation including all underground services, wherever possible. This was the approach taken on Main Street (Highway 54) in 2017 and on 49th Avenue in 2021. A similar project was identified and tendered for 48th Avenue, but insufficient funds were available to proceed.

Hazmat Study of Village Buildings

The 2023 Village audit was “qualified”, because the Village did not undertake a satisfactory assessment of all its tangible capital assets. In September 2024, Village Council approved undertaking a Hazmat Survey of all buildings owned by the Village. Alliance Air Monitoring and Environmental Consulting were hired to undertake this study and funding has been approved through the MSI and CCBF grant programs.

The study was completed in October and no major issues were identified. The administration is currently obtaining an estimate for potential remediation which will be submitted to the auditor to complete an updated Asset Management Plan, in conjunction with the 2024 audit

2025 CAPITAL BUDGET AND FIVE-YEAR CAPITAL PLAN

It is difficult to prepare a Capital Budget or Five-Year Capital Plan, due to uncertainty regarding Provincial and Federal funding sources. In order to put the the new Five-year capital plan in context the approved projects for 2023 and 2024 capital budgets are listed below. A number of these will be completed by the end of 2024 and others will continue design and construction in 2025 and 2026.

The 2023 Capital Budget included the following projects:

- Capital Infrastructure Plan Update and Wastewater Concept Plan \$75,000 (MSI)
- Old Garage: Brownfield Remediation. \$40,000 (MSI)
- Pedestrian Crossing: Highway 54th and 52nd, Street. \$40,000 (CCBF)
- Pickup Truck and Snowblower. \$85,000 (MSI)
- Geotechnical Evaluation and Design: 52 Street, 52 Street Crescent and 51st Close. \$38,089 (MSI)
- Lagoon System Power Upgrades. \$25,000 (CCBF)

The 2023 capital projects have been approved for funding through the provincial Municipal Sustainability Initiative (MSI) and the Federal Canada Community Building Fund (CCBF). It is anticipated that all the above projects will be completed and fully funded by December 31,2024.

The MSI Program has now been discontinued and will be replaced by the Local Government Fiscal Framework (LGFF), which includes \$722 million in capital funding under the Local Government Fiscal Framework Act. Under the new program, the village will receive \$278,722 in 2024 and \$293,726 in 2025. This is a significant increase over previous years, but is not sufficient to deal with the village's infrastructure deficit.

The 2024 Capital Budget was amended in November 2024, based on changing priorities due to amalgamation. It now includes the following projects:

- Pedestrian Crossing (east). \$40,000 (CCBF)
- 48th Street Upgraded Design \$20,000 (CCBF)

- Hazmat Study of Village Buildings \$ 6,264 (MSI)
\$11,736 (CCBF)
- Lagoon Berm and Liner Repair/ Replacement Phase 1 \$120,000 (LGFF)
- Lagoon Berm and Liner Repair/ Replacement Phase 2 \$80,722 (LGFF)

The 2024 capital projects have been approved (or submitted) for funding through the municipal Sustainability Initiative (MSI), the Federal Canada Community Building Fund (CCBF), and the Local Government Fiscal framework (LGFF). At the end of 2024 all available MSI funds have been allocated and the program is completed. All 2024 LGFF funds have been allocated and approximately \$110,000 of CCBF funding can be carried forward into 2025.

The 2025 Capital Budget is now submitted for approval and includes the following three major projects:

- 48th Avenue Reconstruction (portion) \$170,000 (CCBF)
- Lagoon Berm and Liner Repair/Replacement \$300,000 (LGFF)
Carried forward from 2024 \$80,722
- Implementation of Wastewater Plan \$100,000 (LGFF)

The Capital Plan outlines projects which are prioritized in the updated Capital Infrastructure Plan. A number have been postponed for many years, due the village's lack of financial capacity. The 48th Street Rehabilitation Project was tendered in 2020 but could not be funded without major debt financing.

CONCLUSIONS

This is the last budget to be prepared for the Village of Caroline as an independent municipality. However, it has been prepared in the context of amalgamation and the opportunities it presents for the Village and the County

- The Village is a tightly knit community with genuine pride in its history and attributes. Although most residents have supported amalgamation, they are anxious about how the change will affect them.
- The Village has adopted an extensive planning framework which outlines a clear vision of Caroline as a growth centre and hub within the southern area of the County of Clearwater. However, it became clear that these visions and objectives could not be achieved by Caroline as an independent municipality of less than 500 residents.
- The road towards amalgamation has been a long one. The Regional Governance Restructuring Study, initiated by the Town of Rocky Mountain House, recommended that the Village and County amalgamate. This became a catalyst for further discussion and study.
- Both municipalities acknowledged their long-standing partnership and that a new amalgamated municipality would benefit from the combined strengths of each community.
- The key statement in the Amalgamation Report is that “the village offers an economic hub that doesn’t otherwise exist in the County.”
- The challenge of this transition budget is to put forward an Operating Budget and Capital Plan that can realise the village’s potential as a future hamlet.
- The strong history of cooperation between the Village and the County is clearly reflected in the Village budget, where many of the services are delivered through joint agreement.
- The village has a balanced and viable Operating Budget. However, many of its systems will need to be modernized and integrated into the County operations. This will be done by through a “comprehensive service level review” to be undertaken by the new Council
- The proposed Five-Year Capital Plan includes many of the infrastructure items identified in the updated 2024 Infrastructure Plan. As outlined in the Amalgamation Report, Municipal Affairs is requested to prioritize funding to upgrade the Village’s current wastewater system. The upgrading of the

wastewater system and the extension of water services will allow for fully serviced industrial development within the hamlet.

- The marketing of the Village has been fragmented and inconsistent. It is important to build on recent dialogue with the Chamber of Commerce, the Agricultural Society, the Wheels of Time Museum and the David Thompson Tourist Association. County resources can increase Caroline's profile as a tourist hub and maximize business and the use of local facilities and amenities.

RECOMMENDATIONS

Based on the review of Caroline's current situation, it is recommended that Council adopt the following resolutions:

- That Council of the Village of Caroline approve the 2025 Interim Operating Budget.
- That Council of the Village of Caroline approve the 2025 Interim Capital Budget.
- That Council of the Village of Caroline defer development of the four-year Operating Plan for development by the County of Clearwater
- That Council of the Village of Caroline approve the Interim 2025-2029 Five-Year Capital Plan.

KEY MESSAGES

The key messages regarding the Operating and Capital Budget for 2025 are as follows:

- There is no increase in total taxation on properties existing and completed in 2024. Therefore residents can expect similar municipal taxes in 2025.
- There is no increase in the rates for water and wastewater.
- There are three major capital items proposed for 2025 utilizing Federal and Provincial grants.
- Major infrastructure upgrades are included in the Five-Year Capital Plan. This includes major upgrades to the Village's wastewater system. However, these will need to be addressed by the Interim Council and County Council following amalgamation.

VILLAGE OF CAROLINE

For the 2025 Budget Year

Account	2024 Budget	Actual to Dec 31, 2023	2025 Budget
Revenues			
1-00-00-110-00 Taxes Real Property			
1-00-00-110-01 Taxes Residential	- 382,500	- 380,269.11	- 390,000
1-00-00-110-02 Taxes Non-Residential	- 131,818	- 160,013.35	- 120,000
1-00-00-110-03 Taxes Farmland	- 500	- 500.00	- 500
1-00-00-110-05 Taxes M&E	-	-	-
1-00-00-190-00 Taxes Linear Lines/Transmissions - Power	- 19,000	- 19,044.72	- 19,000
1-00-00-200-00 Grants-In-Lieu Taxes	- 4,000	- 4,393.17	- 4,000
1-00-00-300-10 Designated Industrial Properties	- 500	- 835.43	- 800
1-00-00-400-00 Provincial Policing Req	-	-	-
1-00-00-510-00 Penalties on Taxes	- 7,000	- 11,949.48	- 7,000
1-00-00-540-00 Franchise Fees	- 160,000	- 152,205.04	- 150,000
1-00-00-550-00 Return on Investments	- 3,000	-	- 3,000
1-00-00-590-00 Other revenue/Own Sources	-	1,500.00	-
1-00-00-700-00 Unconditional Grants - (MSI Operating)	- 132,878	- 132,878.00	- 132,878
1-00-00-830-00 Federal Conditional Grants	-	-	-
1-00-00-840-00 Provincial Conditional Grant MOST	-	-	-
1-00-00-940-00 Transfers from Capital	-	-	-
1-12-00-136-00 Rebates - WCB, etc.	- 400	- 41.89	- 400
1-12-00-410-00 Administrative Service Fees	- 200	-	- 200
1-12-00-411-00 Tax Certificates	- 1,000	- 900.00	- 1,000
1-12-00-590-00 Other Revenues/Own Source/GST Revenue	- 100,000	-	- 103,725
1-26-00-522-00 License Business	- 4,000	- 1,725.00	- 4,000
1-26-00-525-00 License Animal	- 2,000	- 717.50	- 2,000
1-26-00-526-00 Development, Building Permit Fees	- 2,000	- 160.00	- 2,000
1-26-00-530-00 Provincial Fines Revenue	- 2,000	- 367.00	- 2,000
1-26-00-590-00 Bylaw Fines	- 200	-	- 200
1-32-00-410-00 Sale of Goods & Services	- 200	-	- 200
1-41-00-410-00 Water Utilities Revenue	- 70,000	- 66,576.06	- 66,000
1-41-00-411-00 Capital Replacement - Water	- 62,000	- 56,783.10	- 56,000
1-41-00-415-00 Bulk Water Deposit Non-Refundable	- 300	- 300.00	- 300
1-41-00-420-00 Bulk Water Sales	- 10,000	- 6,061.87	- 10,000
1-41-00-420-01 Bulk Water Sales Coin-op	- 2,000	- 1,145.00	- 2,000
1-41-00-510-00 Penalties on Utilities	- 2,000	-	- 2,000
1-42-00-410-00 Utilities - Sewer	- 60,000	- 56,125.64	- 56,000
1-42-00-411-00 Capital Replacement - Sewer	- 70,000	- 66,782.00	- 66,000
1-43-00-410-00 Utilities - Garbage	- 68,000	- 72,950.00	- 68,000
1-56-00-410-00 Sales - Cemetery	- 1,000	- 900.00	- 1,000
1-56-00-420-00 Opening and Closing Charge	- 2,000	- 2,640.00	- 2,000
1-56-00-421-00 Perpetual Care - Cemetery	- 1,000	- 2,400.00	- 1,000
1-56-00-430-00 Cemetery Work Permits	- 300	- 150.00	- 300
1-61-00-410-00 Zoning, Development Charges	- 500	-	- 500
Total Revenues	- 1,298,296	- 1,200,313.36	- 1,274,003
Expenses			
2-11-00-130-00 Employer Contributions - Council	-	-	-
2-11-00-136-00 WCB	-	6,562.70	1,000
2-11-00-151-01 Councilor D. Nichols Meetings	3,600	1,325.00	

Account	2024 Budget	Actual to Dec 31, 2023	2025 Budget
2-11-00-151-04 Councilor Wold Meetings	3,600	4,400.00	
2-11-00-151-06 Mayor's Honorarium	3,600	3,000.00	
2-11-00-151-07 Councilor J. Rimmer Meetings	5,000	2,325.00	
2-11-00-151-08 Councilor D. Nelson Meetings	3,600	4,550.00	
2-11-00-151-09 Councilor B.Gibson Meetings	3,600	5,571.48	10,000
2-11-00-211-01 Councilor D. Nichols Expenses	500	-	
2-11-00-211-04 Councilor Wold Expenses	500	-	
2-11-00-211-07 Councilor J. Rimmer Expenses	2,000	93.50	
2-11-00-211-08 Councilor D. Nelson Expenses	500	-	
2-11-00-211-07 Councilor B. Gibson Expenses	500	329.42	
2-11-00-214-00 Council - Conferences/Courses/Promotions	3,000	4,207.62	5,000
2-11-00-510-00 Council - General Goods/Supplies	500	-	
2-11-00-511-00 Member at Large Honorariums	1,000	900.00	
2-11-00-512-00 Council Communications	2,000	500.00	
2-11-00-600-01 Council Projects - CWL Solar		-	-
Total General Council Expenses	33,500	20,639.32	16,000
2-12-00-110-00 Salaries and Wages - Admin	138,270	143,808.43	75,000
2-12-00-110-01 Salaries and Wages - Summer Student	15,000	-	15,000
2-12-00-960-00 Administration Contingency	30,000	15,964.00	30,000
2-12-00-130-00 Employer Contributions - Admin	23,000	22,978.69	23,000
2-12-00-136-00 WCB - Admin	4,000	8,799.25	4,000
2-12-00-148-00 Training & Development - Admin	3,000	4,309.31	5,000
2-12-00-211-00 Travel & Subsistence - Admin	10,000	17,729.91	5,000
2-12-00-214-00 Conference Fees - Admin	1,000	3,483.81	1,000
2-12-00-216-00 Postage - Admin	4,000	2,845.65	4,000
2-12-00-217-00 Telecommunications - Admin	5,000	6,033.97	6,000
2-12-00-220-00 Advertising/Subscriptions	3,000	2,989.35	3,000
2-12-00-220-01 Memberships - Admin	3,000	2,932.06	3,000
2-12-00-231-00 Accounting, Audit	23,000	55,861.28	66,000
2-12-00-232-00 Legal Fees	9,000	28,002.11	9,000
2-12-00-239-00 Special Services:(Online subscription, soft	10,000	22,965.49	10,000
2-12-00-239-01 Special Services: Assessment/RARB	11,000	11,195.05	11,000
2-12-00-239-02 Special Services: Accounting Software	3,000	950.00	3,000
2-12-00-252-00 Building Repairs & Maintenance - Admin	2,000	1924.29	2,000
2-12-00-253-00 Equipment Repairs & Maintenance - Admin	3,500	11,046.64	3,500
2-12-00-259-00 Contracted Services: Janitor/Unifirst	2,400	6,219.69	2,400
2-12-00-259-01 Contracted Services: Administration	9,500	20,911.66	9,500
2-12-00-263-00 Equipment Rental/Lease	5,000	5,718.91	6,000
2-12-00-274-00 Insurance & Bond Premiums	2,500	1,332.65	2,500
2-12-00-510-00 General Goods/Supplies - Admin	1,500	431.38	1,500
2-12-00-510-01 Gen Goods/Supplies: Goodwill/Promos	500	6,716.38	500
2-12-00-511-00 Office Supplies - Admin	1,500	2,218.96	1,500
2-12-00-523-00 Office Equipment, Furnishngs	-	2,495.00	-
2-12-00-540-00 Utilities - Admin	5,000	9,129.18	9,000
2-12-00-800-00 Capital Fund Transfer - Admin		-	-
2-12-00-810-00 Bank Charges/Borrowing	4,000	9,829.81	4,000
2-12-00-920-00 Amortization - Admin	-	-	-
2-12-00-921-00 Cancellation of Taxes, Write-Off, Other Unco	1,500	7,278.03	1,500
2-12-00-960-01 Gross Recovery- Tax Collection Fee	1,000	4,591.00	4,000
2-12-00-960-03 TCA Equity		-	-

Account	2024 Budget	Actual to Dec 31, 2023	2025 Budget
Total Administration	335,170	419,108.03	320,900
2-13-00-232-00 Council - Legal	1,000	-	1,000
2-13-00-600-01 Council Projects - Amalgamation/Reserve	121,751	-	133,447
2-13-00-600-02 Council Projects - Solar Initiative	5,000	-	5,000
2-13-00-600-03 - Trail Study Concept		-	10,000
2-13-00-600-04 Senior Housing Study	10,000	15,000.00	
Total Council Legat & Projects	137,751	15,000.00	149,447
2-19-00-130-00 Elections Misc Payroll	1,500		4,000
2-19-00-150-00 Election, Census Fees	-		-
2-19-00-220-00 Advertising	2,000		2,000
2-19-00-510-00 General Goods & Supplies	300		300
Total Election	3,800	-	6,300
2-23-00-130-00 Fire - Misc. Employer Contributions	-	-	-
2-23-00-217-00 Telecommunications	2,300	1,662.79	2,300
2-23-00-251-00 Fire Hydrant R&R	-		-
2-23-00-252-00 Building Repairs/Main - Firehall	15,000	579.00	10,000
2-23-00-255-01 Garbage Collection Contract - Fire Hall	500	-	500
2-23-00-274-00 Insurance & Bond Premiums - Firehall	4,500	5,025.18	5,000
2-23-00-540-00 Utilities - Fire	8,500	9,872.49	10,000
2-23-00-750-00 Trans. to other local govt.			-
2-23-00-762-00 Transfer to Capital		-	
Total Fire	30,800	17,139.46	27,800
2-24-00-400-00 Provincial Policing	22,663	14,389.52	30,000
2-24-00-750-00 Emergency Svcs CREMA - Trsrfr to other Local	-	-	-
2-24-00-800-00 Capital Fund Transfer - Emerg & Safety		-	-
Total Emergency & Safety	22,663	14,389.52	30,000
2-26-00-239-00 Animal Control Contract	3,500	204.90	3,500
2-26-00-239-01 Safety Codes	2,000		2,000
2-26-00-500-00 Bylaw Enforcement	3,000	423.15	3,000
2-26-00-510-00 By-Law General Goods & Supply	200	-	200
Total Bylaw Enforcement	8,700	628.05	8,700
2-31-00-110-00 Wages - Public Works	29,744	81,759.78	29,744
2-31-00-130-00 Employer Contributions - Public Works	3,500	17,573.99	5,950
2-31-00-136-00 WCB - Public Works	544	1,331.43	1,000
2-31-00-140-00 Other Allowances - Public Works	250	-	250
2-31-00-148-00 Training & Development - Public Works	6,000	4,213.51	6,000
2-31-00-149-00 Public Works Clothing Allowances	1,000	1,176.24	1,000
2-31-00-211-00 Travel and Subsistence - Public Works	300	2,025.52	300
2-31-00-215-00 Freight - Public Works	400	931.24	400
2-31-00-217-00 Telecommunications - Public Works	1,500	4,644.53	1,500
2-31-00-220-00 Advertising, Subscriptions, Memberships	1,000	112.70	1,000
2-31-00-252-00 Building Repairs, Maintenance - Public Works	1,000	6,402.60	1,000
2-31-00-253-00 Fleet Repairs & Maintenance - PW	8,000	8,185.71	8,000
2-31-00-259-00 Other Contracted Services/Misc Services	2,000	-	2,000
2-31-00-274-00 Insurance & Bond Premiums - PW	7,500	8,146.50	7,500

Account	2024 Budget	Actual to Dec 31, 2023	2025 Budget
2-31-00-510-00 Shop Supplies - PW	3,000	3,093.34	3,000
2-31-00-521-00 Fleet Fuel & Oil - PW	13,000	12,464.62	13,000
2-31-00-523-00 Equipment, Machines		-	-
2-31-00-540-00 Utilities - PW Shop	10,000	8,728.53	10,000
2-31-00-600-00 Tax Forfeiture Maintenance Costs		-	-
2-31-00-910-00 Safety - PW	500	59.94	500
2-31-00-960-00 PW Gross Recovery		-	-
Total Public Works	89,238	160,850.18	92,144
2-32-00-110-00 Wages - Streets	52,906	53,317.67	52,906
2-32-00-130-00 Employer Contributions - Streets	7,000	10,480.10	10,500
2-32-00-136-00 WCB - Streets	664	803.78	664
2-32-00-251-00 Street, Sidewalk Equip. Repairs	2,000	4,983.12	2,000
2-32-00-259-00 Other Contracted Services - Streets	11,000	305.00	11,000
2-32-00-450-00 Interest on Long Term Debt	4,000	1,795.62	4,000
2-32-00-510-00 Goods & Supplies - Streets	1,000	1,006.83	1,000
2-32-00-523-00 Equipment, Machines	18,500	6,833.26	18,500
2-32-00-539-00 Sign Purchases - Streets	500	-	500
2-32-00-540-00 Utilities - Streets	30,000	32,651.63	30,000
2-32-00-700-00 Village Beautification 2018		5,273.49	3,000
2-32-00-762-00 Contribution to Capital Programs - Streets	36,714		36,714
2-32-00-800-00 Capital Transfer - Streets		-	-
2-32-00-960-00 Gross Recovery - Streets		-	-
Total Streets	164,284	117,450.50	170,784
2-37-00-251-00 General Contracted Services - Storm	1,500	-	1,500
2-37-00-800-00 Capital Fund Transfer - Storm		-	-
Total Storm Sewer	1,500	-	1,500
2-41-00-110-00 Wages - Water	65,130	24,149.66	43,130
2-41-00-130-00 Employer Contributions - Water	7,300	5,250.70	8,600
2-41-00-136-00 WCB - Water	490	367.01	490
2-41-00-215-00 Freight - Water	2,000	1,255.28	2,000
2-41-00-217-00 Telecommunications - Water	1,200	1,434.23	1,500
2-41-00-239-00 Special Services; Software	5,000	3,798.72	5,000
2-41-00-251-00 Repairs, Maintenance - Water	32,000	44,233.72	32,000
2-41-00-259-00 Other Contracted Services - Water	19,646	15,558.11	19,646
2-41-00-274-00 Insurance & Bond Premiums - Water	10,000	12,987.38	10,000
2-41-00-510-00 General Goods & Supplies - Water	1,000	1,436.65	1,000
2-41-00-523-00 Equipment, Machines, - Water	15,000	6,166.67	15,000
2-41-00-531-00 Chemical, Treatments - Water	17,000	20,318.68	17,000
2-41-00-540-00 Utility - Water	15,000	16,107.14	15,000
2-41-00-700-00 Bulk Water Station Upgrades		-	-
2-41-00-800-00 Capital Fund Transfer - Water	2,095	-	2,095
2-41-00-960-00 Contingency - Water	3,804	-	3,804
Total Water	196,665	153,063.95	176,265
2-42-00-110-00 Wages - Sewer	68,990	18,320.95	46,990
2-42-00-130-00 Employer Contributions - Sewer	7,500	3,926.70	9,400
2-42-00-136-00 WCB - Sewer	544	278.51	544
2-42-00-251-00 Repairs & Maintenance - Sewer	16,822	20,857.56	16,822

Account	2024 Budget	Actual to Dec 31, 2023	2025 Budget
2-42-00-259-00 Other Contracted Services - Sewer	4,000	6,932.26	4,000
2-42-00-274-00 Insurance & Bond Premiums - Sewer	2,600	3,012.74	2,600
2-42-00-510-00 General Goods & Supply - Sewer	400	73.98	400
2-42-00-531-00 Chemicals/Treatment - Sewer	1,500	1,578.00	1,500
2-42-00-540-00 Utility - Sewer	13,000	19,385.73	13,000
2-42-00-800-00 Capital Fund Transfer - Sewer		-	-
2-42-00-960-00 Contingency - Sewer		-	-
Total Sewer	115,356	74,366.43	95,256
2-43-00-110-00 Wages - Garbage	7,678	5,903.65	7,678
2-43-00-130-00 Employer Contributions - Garbage	1,500	1,211.99	1,540
2-43-00-136-00 WCB - Garbage	125	89.69	125
2-43-00-255-00 Garbage Collection Contract	55,000	48,033.76	60,000
2-43-00-255-01 Garbage Collection - Municipal Properties	2,000	4,486.51	4,000
2-43-00-510-00 General Goods/Supply - Garbage	600	78.57	600
2-43-00-750-00 Transfer to other Local Govt - Garbage	13,725	13,725.00	14,000
Total Garbage	80,628	73,529.17	87,943
2-51-00-750-00 Transfer to other Local Govt - FCSS Requisit	4,500	3,911.74	4,500
Total FCSS	4,500	3,911.74	4,500
2-56-00-110-00 Wages - Cemetery	14,052	4,531.34	15,802
2-56-00-130-00 Employer Contributions - Cemetery	2,000	853.80	3,160
2-56-00-136-00 WCB - Cemetery	120	68.86	120
2-56-00-251-00 Cemetery Repairs/Maintenance	3,000	34.38	3,000
2-56-00-510-00 General Goods/Supply - Cemetery	100	26.90	100
2-56-00-800-00 Capital Fund Transfer - Cemetery	770	-	770
2-56-00-960-00 Contingency - Cemetery	358	-	358
Total Cemetery	20,400	5,515.28	23,310
2-61-00-220-00 Advertising, Subscriptions, Membership - Mun	-	-	-
2-61-00-239-00 General Services - Municipal Planning	15,000	1,030.64	15,000
Total Municipal Planning	15,000	1,030.64	15,000
2-66-00-239-00 General Services - Subdivision	1,500	7,860.82	1,500
Total Subdivision	1,500	7,860.82	1,500
2-72-00-110-00 Wages - Recreation/Parks	10,693	3,210.58	10,693
2-72-00-130-00 Employer Contributions - Recreation/Parks	2,000	479.29	2,138
2-72-00-136-00 WCB - Recreation/Parks	76	48.79	76
2-72-00-253-00 Equipment Repairs/Maintenance - Recreation/P	1,000	-	1,000
2-72-00-255-01 Garbage Collection Contract - Rec/Parks	1,000	-	1,000
2-72-00-259-00 Contracted Services - Recreation/Parks	-	-	-
2-72-00-274-00 Insurance & Bond Premiums - Recreation/Parks	1,000	1,401.64	1,000
2-72-00-510-00 General Goods & Supply - Recreation/Parks	900	124.69	900
2-72-00-540-00 Utilities - Recreation/Parks	1,500	1,100.82	1,500
2-72-00-600-00 Roll 110 Green Space Costs	-	-	-
2-72-00-600-01 Roll 256 Elks Hall Maintenance Costs	500	-	500
2-72-00-765-00 Cont. to own municipal agencies: Complex	1,787	-	1,787
2-72-00-800-00 Capital Fund Transfer - Parks&Rec		-	-
Total Recreation	20,456	6,365.81	20,594

Account	2024 Budget	Actual to Dec 31, 2023	2025 Budget
2-73-00-110-00 Wages - RV Park	500	20.06	500
2-73-00-130-00 Employer Contributions - RV Park	50	4.60	100
2-73-00-136-00 WCB-RV Park	50	0.30	50
2-73-00-274-00 Insurance & Bond Premiums - RV Park	-	1,828.82	-
2-73-00-540-00 Utilities - RV Park	-	3,282.88	-
2-73-00-800-00 Capital Fund Transfer - RV Park	-	-	-
Total RV Park	600	5,136.66	650
2-74-00-252-00 Building Repairs, Maintenance - Library	400	982.94	1,000
2-74-00-255-01 Garbage Collection Contract - Library	250	-	250
2-74-00-274-00 Insurance & Bond Premiums - Library	5,000	5,627.04	6,000
2-74-00-540-00 Utilities - Library	6,500	7,607.48	8,000
2-74-00-750-00 Transfer - PRL Membership	5,000	3,920.00	5,000
Total Library	17,150	18,137.46	20,250
2-97-00-110-00 Salaries & Wages - Community Organizations	200	11.97	200
2-97-00-130-00 Employer Contributions - Community Organizat	200	0.28	200
2-97-00-136-00 WCB - Community Organizations	10	1.32	10
2-97-00-500-00 Community Organization Costs	250	-	250
2-97-00-765-00 Student Bursary Program	1,000	-	1,000
2-97-00-766-00 Community Grant & Aid	1,500	300.00	1,500
2-97-00-767-00 CCOC Tourism Support	1,500	-	1,500
2-97-00-768-00 Community Recognition	250	-	500
2-97-00-769-00 Amalgamation	-	75.00	-
Total Community Organizations	4,910	388.57	5,160
Total Expenses	1,304,571	1,114,512	1,274,003
Grand Total			

Village of Caroline
Education Tax and Senior Requisition
 For the 2025 Budget Year

	2024 Budget	Actuals 2023	2025 Budget
1-00-00-300-01 School Requisition Public	- 107,775	113,939	107,775
1-00-00-300-02 School Requisition Separate	- 3,690	4,746	3,690
1-00-00-300-05 Senior Requisition	- 5,241	5,839	5,241
Total Revenues	- 116,706	124,524	116,706
2-81-00-741-00 ASFF Education Requisition	- 107,775	104,814	107,775
2-81-00-741-01 RD Catholic School Div. Education Requisition	- 3,690	4,085	3,690
2-81-00-751-00 Senior's Requisition	- 5,241	5,241	5,241
Total Expenses	116,706	114,140	- 116,706
Grand Total		10,384	

Village of Caroline
 5 Year Capital Plan 2024- 2028 REVISED OCTOBER 2024
 For the 2024 Budget Year

2024 Budget Year Approved	Project	Budget Total	Estimated Cash Flow					2024 Funding Sources
			2024	2025	2026	2027	2028	
2024 Capital Plan 2024-28								
	Capital Road Maintenance	700,000		-		350,000	350,000	TBD
	Sidewalk & Concrete Remediation (entire village)	180,000		-		90,000	90,000	TBD
	48 Avenue Reconstruction (Design was completed in 2020)	1,500,000			1,500,000			TBD
	Village signage and beautification Improvements	20,000		10,000	10,000			TBD
	Walking Trail System Village to Museum	170,000		-		170,000		TBD
	48st-51st Water/Sewer/Roadway Loop for NE Development Design was completed in 2020 (\$87,739- MSI)	1,000,000			600,000	400,000		TBD
	49 Street South	350,000				350,000		TBD
	2024 Pedestrian Crossing (East)	40,000	40,000					CCBF
	2024 48 Avenue Design Upgrade	20,000	20,000					CCBF
	2024 Hazmat Study	11,736	11,736					CCBF
	2024 Hazmat Study	6,264	6,264					OTHER GRANT
	2024 Wastewater Plan Phase 2	78,000	78,000					
	Wastewater Plan:Land Acquisition and Planning	400,000		200,000	200,000			TBD
	52 Street Road Reconstruction	600,000				100,000	500,000	TBD
	2024 Lagoon Liner Repair/Replacement	120,000	120,000					LGFF
	2024 lagoon Liner/Berm Repair/Replacement	80,722	80,722					LGFF
		5,276,722	356,722	210,000	2,310,000	1,460,000	940,000	

TBD = To Be Determined

All the remaining MSI funding is allocated to projects in the 2024 capital budget.
 The province has announced new funding under the new LGFF Program The Village will receive \$278,772 in 2024 and \$293,726 in 2025

Village of Caroline
 5 Year Capital Plan 2025- 2029
 For the 2025 Budget Year

Budget Year Approved	Project	Budget Total	Estimated Cash Flow					2025 Funding Sources	
			2025 village	2025 county	2026	2027	2028		2029
2025 Capital Plan									
	Capital Road Maintenance	700,000		-		350,000		350,000	TBD
	Sidewalk & Concrete Remediation (entire village)	180,000		-		90,000		90,000	TBD
2025	48 Avenue Reconstruction (Design was completed in 2020)	1,670,000	170,000		1,500,000				CCBF
	Village Signage and Beautification Improvements	20,000				10,000	10,000		TBD
	Walking Trail System Village to Museum	170,000		-		170,000			TBD
	48st-51st Water/Sewer/Roadway Loop for NE Development	1,400,000					700,000	700,000	TBD
	49 StreetSouth	350,000				350,000			TBD
	Blade for Pickup Truck	20,000			20,000				TBD
2025	Implementation of Wastewater Plan	5,193,726	93,726	100,000	2,000,000	2,000,000	1,000,000		LGFF
	New Backhoe	120,000					120,000		TBD
	Road Reconstruction North of 52nd Street	600,000				600,000			TBD
2024	Lagoon Liner Repair/Replacement	600,000	200,000	400,000					LGFF
		11,023,726	463,726	500,000	3,520,000	3,570,000	1,830,000	1,140,000	

TBD = To Be Determined

The remaining MSI funding was allocated in the revised 2024 Capital Budget
 The budget includes the balance of LGFF funding available for 2024 and 2025.
 The budget includes an estimate of the CCBF funding available for 2024 and 2025. The 2025 funding has not yet been announced.

**2025/ 2029 Strategic Detail Sheet
Village Of Caroline, AB**

TITLE: lagoon Berm and Liner Repair/ Replacement **Issue** Infrastructure Maintenance

LOCATION: _____ **DIVISION:** _____

	Pre-Design Phase		Design Phase		Construction/Purchase	
	Commencement Date	Completion Date	Commencement Date	Completion Date	Commencement Date	Completion Date
	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy
Timeline:	2023-06-020				July 1, 2025	September 1, 2027

Year	Estimated Cost	Current Revenue	Grants	Borrowing	Sale of Assets/Other	Restricted Surplus	Total Funding
2025	\$ 600,000	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ 600,000
2026		-					
2027		-					\$ -
2028		-	-	-	-		\$ -
2029		-	-	-	-		\$ -
TOTAL	\$ 600,000	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ 600,000

"Original" (previous year's) total project gross cost, if applicable: \$ -
Increase (Decrease) of total project gross cost, if applicable: _____
Investment, Action in to date (Dec. 31, 2023): n/a

Detailed description Action ,Item (Scope):
 This project includes the repair and replacement of sections of the berms and liner of the current wastewater lagoons. This is required because of wear over the years, as well as damage by wildlife. The village's 2024 capital budget originally included \$60,000 in 2024 and \$60,000 in 2025 for this project. Once consultants were hired it was clear that this project would be a fairly major undertaking requiring special permits from AEP. The current proposal is to undertake the project over two years, as each pond would need to be drained seperately in order to secure the berms from further erosion. In the revised 2024 capital budget \$120,000 of LGFF funding has been approved for 2024 and a further \$80,722 of 2024 LGFF funding has been earmarked for the 2025 budget .
 In 2025 a budget of \$700,000 is proposed including funding for the full project over two years.

Funding Possibilities
 This project can be funded through the current village allocation in the provincial LGFF Program for 2024,2025 and 2026.

Impact on current revenue: (current and future projections)

Anticipated Life Expectancy(detail):

IF this is an 'updated' budget amount, and different from the 'original' noted above, please explain the reason(s)
 \$ _____ - _____

Project Manager : **Name:** Craig Curtis **Job Title:** CAO

Sustainability Criteria:

Capital Project Criteria: **Safety**
Legislative Changes
Protection of Property
Muni Tax Assesmnet
Economic Developemnt
Balance

Dept. Priority # of ## Estimate Code

dd/mm/yy
 Date Prepared: 05/11/2024

lagoon Berm and Liner Repair/ Replacement

**2025/ 2029 Strategic Detail Sheet
Village of Caroline, AB**

TITLE: Implementation of Wastewater Plan **Issue** Infrastructure Expansion

LOCATION: Village of Caroline **DIVISION:** _____

	Pre-Design Phase		Design Phase		Construction/Purchase	
	Commencement Date	Completion Date	Commencement Date	Completion Date	Commencement Date	Completion Date
	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy
Timeline:	2023-06-020		July 30, 2023		April /15/2024	August 25.2029

Year	Estimated Cost	Current Revenue	Grants	Borrowing	Sale of Assets/Other	Restricted Surplus	Total Funding
2025	193,726	100,000	93,726				\$ 193,726
2026	2,000,000	500,000	1,500,000		-		\$ 2,000,000
2027	2,000,000	500,000	1,500,000		-		\$ 2,000,000
2028	1,000,000	250,000	750,000		-		\$ 1,000,000
2029		-	-		-		\$ -
TOTAL	\$ 5,193,726	\$ 1,350,000	\$ 3,843,726	\$ -	\$ -	\$ -	\$ 5,193,726

"Original" (previous year's) total project gross cost, if applicable: \$ -
Increase (Decrease) of total project gross cost, if applicable: _____
Investment,Action in to date (Dec. 31, 2023): n/a

Detailed description Action ,Item (Scope):

The Village's 2023 budget included funding to update itsCapital infrastructure Plan andcomplete a new wastewater study in consultation with Alberta Environment and Protected Areas (AEP).The Wastewater Facility:Discharge Concept Plan was completed in September 2024 and submitted to AEP for approval. AEP has supported the concept by an amendment to the Village's Wastewater Agreement which requires a pre-design report for the facility to be completed by July 1,2025.In order to meet this deadline the village amended its 2024 Capital Plan to provide \$78,000 of LGFF funding to complete this study.This budget is a placeholder for the implementaion of the plan over the period 2025 to2029 including design,land aquisition and construction.

Impact on current revenue: (current and future projections)

It is anticipated that the County will be able able to access a number of grants to fund this project including the water for life program and LGFF.

Anticipated Life Expectancy(detail):

IF this is an 'updated' budget amount, and different from the 'original' noted above, please explain the reason(s)

\$ -

Project Manager :

Name:	Job Title:
Craig Curtis	CAO

Sustainability Criteria:

Capital Project Criteria:

(Place an 'X' in the applicable box(es))

- Safety
- Legislative Changes
- Protection of Property
- Muni Tax Assessmnet
- Economic Developemnt
- Balance

Dept. Priority # of ##	Estimate Code

Date Prepared: 05/11/2024

Implementation of Wastewater Plan

**2025/ 2029 Strategic Detail Sheet
Village Of Caroline, AB**

TITLE: Road Reconstruction: North of 52nd Street **Issue** Infrastructure Maintenance

LOCATION: _____ **DIVISION:** _____

	Pre-Design Phase		Design Phase		Construction/Purchase	
	Commencement Date	Completion Date	Commencement Date	Completion Date	Commencement Date	Completion Date
	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy
Timeline:					March 1, 2027	November 1, 2027

Year	Estimated Cost	Current Revenue	Grants	Borrowing	Sale of Assets/Other	Restricted Surplus	Total Funding
2025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2026							
2027	600,000	300,000	300,000				\$ 600,000
2028							\$ -
2029							
TOTAL	\$ 600,000	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 600,000

"Original" (previous year's) total project gross cost, if applicable:	\$ -
Increase (Decrease) of total project gross cost, if applicable:	
Investment, Action in to date (Dec. 31, 2023):	n/a

Detailed description Action ,Item (Scope):

This project includes the reconstruction of portions of 52nd Street, 52nd Street Crescent, and 51st Close where there are large sections of unstable paving. A geotechnical study of the area was completed in 2023 and design and tender documents were completed in 2024. The project only includes paving and base as the underground services are in good condition as indicated in the 2024 Capital Infrastructure Plan.

Funding Possibilities

Impact on current revenue: (current and future projections)

Anticipated Life Expectancy(detail):

IF this is an 'updated' budget amount, and different from the 'original' noted above, please explain the reason(s)

\$ -

Project Manager :

Name:	Job Title:
Craig Curtis	CAO

Sustainability Criteria:

Capital Project Criteria:

(Place an 'X' in the applicable box(es))

- Safety
- Legislative Changes
- Protection of Property
- Muni Tax Assessment
- Economic Development
- Balance

Dept. Priority # of ##	Estimate Code

Date Prepared: dd/mm/yy
24-11-05

Road Reconstruction: North of 52nd Street

**2025/ 2029 Strategic Detail Sheet
Village Of Caroline, AB**

TITLE: 48 Avenue Reconstruction **Issue** Infrastructure Maintenance

LOCATION: Village of Caroline **DIVISION:** _____

	Pre-Design Phase		Design Phase		Construction/Purchase	
	Commencement Date	Completion Date				
	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy
Timeline:					January 1, 2026	June 1, 2027

Year	Estimated Cost	Current Revenue	Grants	Borrowing	Sale of Assets/Other	Restricted Surplus	Total Funding
2025	\$ 170,000		\$ 170,000	\$ -	\$ -	\$ -	\$ 170,000
2026	1,500,000	750,000	750,000				\$ 1,500,000
2027					-		\$ -
2028					-		\$ -
2029					-		\$ -
TOTAL	\$ 1,670,000	\$ 750,000	\$ 920,000	\$ -	\$ -	\$ -	\$ 1,670,000

"Original" (previous year's) total project gross cost, if applicable:	\$ -
Increase (Decrease) of total project gross cost, if applicable:	
Investment, Action in to date (Dec. 31, 2023):	n/a

Detailed description Action ,Item (Scope):

This project includes the complete reconstruction of 48th Avenue in the same way as the 49th. Avenue project in 2020/21. The complete tender documents have been completed and the project was tendered in 2020. However, the village did not have sufficient funding to proceed with the project at that time. In 2024, the village upgraded the construction plans and the revised tender documents have now been completed.

Funding Possibilities

The project could be funded through a combination of funding through current revenue, grants and long term debt. The village has indicated approximately \$170,000 available through the balance of the CCBF program in 2024 and 2025.

Impact on current revenue: (current and future projections)

Anticipated Life Expectancy(detail):

IF this is an 'updated' budget amount, and different from the 'original' noted above, please explain the reason(s)

\$ -

Project Manager :

Name: Craig Curtis	Job Title: CAO
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Sustainability Criteria:

Capital Project Criteria:

(Place an 'X' in the applicable box(es))

- Safety
- Legislative Changes
- Protection of Property
- Muni Tax Assessment
- Economic Development
- Balance

X
X
X

Dept. Priority # of ##	Estimate Code
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Date Prepared:	dd/mm/yy 11-05-24
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48 Avenue Reconstruction

**2025/ 2029 Strategic Detail Sheet
Village Of Caroline, AB**

TITLE: Purchase of New Backhoe **Issue** Maintenance Equipment Replacement

LOCATION: _____ **DIVISION:** _____

	Pre-Design Phase		Design Phase		Construction/Purchase	
	Commencement Date	Completion Date	Commencement Date	Completion Date	Commencement Date	Completion Date
	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy
Timeline:					January 1, 2028	July 1, 2028

Year	Estimated Cost	Current Revenue	Grants	Borrowing	Sale of Assets/Other	Restricted Surplus	Total Funding
2025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2026							
2027							\$ -
2028	120,000	120,000	-	-	-	-	\$ 120,000
2029		-	-	-	-	-	\$ -
TOTAL	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000

"Original" (previous year's) total project gross cost, if applicable:	\$ -
Increase (Decrease) of total project gross cost, if applicable:	
Investment, Action in to date (Dec. 31, 2023):	n/a

Detailed description Action ,Item (Scope):

This relates to the purchase of a new backhoe to replace the current unit which is very close to being inoperable due to age. I am assuming the village's vehicles will become part of Clearwater County's fleet and be funded through a replacement reserve.

Funding Possibilities

Impact on current revenue: (current and future projections)

Anticipated Life Expectancy(detail):

IF this is an 'updated' budget amount, and different from the 'original' noted above, please explain the reason(s)

\$ -

Project Manager :

Name:	Job Title:
Jacob Tricker	Public Works Superintendent

Sustainability Criteria:

Capital Project Criteria:

(Place an 'X' in the applicable box(es))

- Safety
- Legislative Changes
- Protection of Property
- Muni Tax Assesmnet
- Economic Developemnt
- Balance

x
x

Dept. Priority # of ##	Estimate Code

Date Prepared:	dd/mm/yy
05/11/2024	

Purchase of New Backhoe

**2025/ 2029 Strategic Detail Sheet
Village Of Caroline, AB**

TITLE: 49St South Repaving **Issue** infrastructure Maintenance

LOCATION: Village of Caroline **DIVISION:** Public Works

	Pre-Design Phase		Design Phase		Construction/Purchase	
	Commencement Date	Completion Date	Commencement Date	Completion Date		
	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy
Timeline:					January 1, 2027	September 1, 2028

Year	Estimated Cost	Current Revenue	Grants	Borrowing	Sale of Assets/Other	Restricted Surplus	Total Funding
2025				\$ -	\$ -	\$ -	
2026							
2027	350,000	350,000					\$ 350,000
2028							\$ -
2029							\$ -
TOTAL	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000

"Original" (previous year's) total project gross cost, if applicable:	\$ -
Increase (Decrease) of total project gross cost, if applicable:	
Investment,Action in to date (Dec. 31, 2023):	n/a

Detailed description Action ,Item (Scope) :
This project includes the repaving and rebuilding of 49th street south of main Street.

Funding Possibilities
The projected funding could include a combination of grants and funding from the operating budget.

Impact on current revenue: (current and future projections)

Anticipated Life Expectancy(detail):

IF this is an 'updated' budget amount, and different from the 'original' noted above, please explain the reason(s)

\$ -

Project Manager :	Name: jacob Tricker	Job Title: Public Works Superintendent
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Sustainability Criteria:

Capital Project Criteria: (Place an 'X' in the applicable box(es))

- Safety
- Legislative Changes
- Protection of Property
- Muni Tax Assesmnet
- Economic Developemnt
- Balance

X

Dept. Priority # of ##	Estimate Code

Date Prepared: 05/11/2024

49St South Repaving

**2025/ 2029 Strategic Detail Sheet
village of Caroline, AB**

TITLE: Pickup Truck Blade Attachment **Issue** Maintenance Equipment

LOCATION: Village of Caroline **DIVISION:** Public Works

	Pre-Design Phase		Design Phase		Construction/Purchase	
	Commencement Date	Completion Date	Commencement Date	Completion Date	Commencement Date	Completion Date
	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy
Timeline:					April /15/2026	August 25.2026

Year	Estimated Cost	Current Revenue	Grants	Borrowing	Sale of Assets/Other	Restricted Surplus	Total Funding
2025		-					
2026	20,000	20,000			-		\$ 20,000
2027		-			-		\$ -
2028		-			-		\$ -
2029		-			-		\$ -
TOTAL	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

"Original" (previous year's) total project gross cost, if applicable: \$ -
Increase (Decrease) of total project gross cost, if applicable:
Investment,Action in to date (Dec. 31, 2023): n/a

Detailed description Action ,Item (Scope):

The village has undertaken an assessment of its small fleet of maintenance vehicles prior to amalgamation. This project is to purchase a new blade attachment to replace an existing unit.

Funding Possibilities

Impact on current revenue: (current and future projections)

Anticipated Life Expectancy(detail):

IF this is an 'updated' budget amount, and different from the 'original' noted above, please explain the reason(s)

\$ -

Project Manager :

Name:	
Jacob Tricker	Public Works Superintendent

Sustainability Criteria:

Capital Project Criteria:

(Place an 'X' in the applicable box(es))

- Safety
- Legislative Changes
- Protection of Property
- Muni Tax Assessmnet
- Economic Developemnt
- Balance

Dept. Priority	Estimate
# of ##	Code

Date Prepared: dd/mm/yy
 05/11/2025

Pickup Truck Blade Attachment

**2025/ 2029 Strategic Detail Sheet
Village Of Caroline, AB**

TITLE: Northeast Development WaterServicing **Issue** Expansion of Servicing
LOCATION: Village of Caroline **DIVISION:** Economic Development

	Pre-Design Phase		Design Phase		Construction/Purchase	
	Commencement Date	Completion Date				
	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy
Timeline:					July 1, 2028	April 1, 2029

Year	Estimated Cost	Current Revenue	Grants	Borrowing	Sale of Assets/Other	Restricted Surplus	Total Funding
2025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2026							
2027							\$ -
2028	1,050,000	1,050,000					\$ 1,050,000
2029	1,050,000	1,050,000					\$ 1,050,000
TOTAL	\$ 2,100,000	\$ 2,100,000	\$ -	\$ -	\$ -	\$ -	\$ 2,100,000

"Original" (previous year's) total project gross cost, if applicable: \$ -
Increase (Decrease) of total project gross cost, if applicable:
Investment, Action in to date (Dec. 31, 2023): n/a

Detailed description Action ,Item (Scope):
 This project includes the provision of water services to the notheast sector of the village. This work would be done based on the Northeast County Development Services Study Update (revision 2). this project will provide water services to the County owned industrial area within the village. Implementation of this project will allow the future hamlet to provide serviced industrial sites for future development.
 Note

Funding Possibilities

Impact on current revenue: (current and future projections)

Anticipated Life Expectancy(detail):

IF this is an 'updated' budget amount, and different from the 'original' noted above, please explain the reason(s)

\$ -

Project Manager :

Name: Craig Curtis	Job Title: CAO
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Sustainability Criteria:

Capital Project Criteria: Safety
 (Place an 'X' in the applicable box(es))
 Legislative Changes
 Protection of Property
 Muni Tax Assesmnet
 Economic Developemnt
 Balance

Dept. Priority # of ##	Estimate Code

Date Prepared:

dd/mm/yy
05/11/2024

Northeast Development WaterServicing

**2025/ 2029 Strategic Detail Sheet
Village Of Caroline, AB**

TITLE: Village Signage Improvements **Issue** Economic Development and Identity

LOCATION: Village of Caroline **DIVISION:** _____

	Pre-Design Phase		Design Phase		Construction/Purchase	
	Commencement Date	Completion Date	Commencement Date	Completion Date		
	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy
Timeline:					January 1, 2027	September 1, 2028

Year	Estimated Cost	Current Revenue	Grants	Borrowing	Sale of Assets/Other	Restricted Surplus	Total Funding
2025				\$ -	\$ -	\$ -	
2026							
2027	10,000	10,000					\$ 10,000
2028	10,000	10,000					\$ 10,000
2029		-					\$ -
TOTAL	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

"Original" (previous year's) total project gross cost, if applicable:	\$ -
Increase (Decrease) of total project gross cost, if applicable:	
Investment, Action in to date (Dec. 31, 2023):	n/a

Detailed description Action ,Item (Scope) :

This project includes the upgrading of signage and landscaping on Main Street with a focus on upgrading the village entry signs. The objective is to improve the village's visual appearance and identity, which are a factor in economic development.

Funding Possibilities

The projected funding could include a combination of grants and funding from the operating budget.

Impact on current revenue: (current and future projections)

Anticipated Life Expectancy(detail):

IF this is an 'updated' budget amount, and different from the 'original' noted above, please explain the reason(s)

\$ -

Project Manager :

Name: Craig Curtis	Job Title: CAO
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Sustainability Criteria:

Capital Project Criteria:

(Place an 'X' in the applicable box(es))

- Safety
- Legislative Changes
- Protection of Property
- Muni Tax Assessmnet
- Economic Developemnt
- Balance

X

Dept. #	Priority #	Estimate Code

Date Prepared:	05/11/2024
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Village Signage Improvements

**2025/ 2029 Strategic Detail Sheet
Village Of Caroline , AB**

TITLE: Sidewalk and Concrete Remediation **Issue** Infrastructure Maintenance

LOCATION: Village of Caroline **DIVISION:** Public Works

	Pre-Design Phase		Design Phase		Construction/Purchase	
	Commencement Date	Completion Date				
	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy
Timeline:					July 1, 2027	September 1, 2029

Year	Estimated Cost	Current Revenue	Grants	Borrowing	Sale of Assets/Other	Restricted Surplus	Total Funding
2025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2026							
2027	90,000	45,000	45,000				\$ 90,000
2028							\$ -
2029	90,000	45,000	45,000				\$ 90,000
TOTAL	\$ 180,000	\$ 90,000	\$ 90,000	\$ -	\$ -	\$ -	\$ 180,000

"Original" (previous year's) total project gross cost, if applicable:	\$ -
Increase (Decrease) of total project gross cost, if applicable:	
Investment,Action in to date (Dec. 31, 2023):	n/a

Detailed description Action ,Item (Scope) :

This project includes an evaluation of concrete sidewalks throughout the village and a complete repair and reconstruction program over two years.

Funding Possibilities

It is proposed that this work be undertaken with a combination of maintenance funds and grants

Impact on current revenue: (current and future projections)

Anticipated Life Expectancy(detail):

IF this is an 'updated' budget amount, and different from the 'original' noted above, please explain the reason(s)

\$ -

Project Manager :

Name: Jacob Tricker	Job Title: Public Works Superintendent
-------------------------------	--

Sustainability Criteria:

Capital Project Criteria:

(Place an 'X' in the applicable box(es))

- Safety
- Legislative Changes
- Protection of Property
- Muni Tax Assessmnet
- Economic Developemnt
- Balance

x
x

Dept. Priority # of ##	Estimate Code
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Date Prepared:	dd/mm/yy 05/11/2024
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Sidewalk and Concrete Remediation

**2025/ 2029 Strategic Detail Sheet
Village Of Caroline, AB**

TITLE: Walking Trail to Museum **Issue** _____

LOCATION: Village of Caroline **DIVISION:** _____

	Pre-Design Phase		Design Phase		Construction/Purchase	
	Commencement Date dd/mm/yy	Completion Date dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy
Timeline:					May 1, 2027	September 1, 2027

Year	Estimated Cost	Current Revenue	Grants	Borrowing	Sale of Assets/Other	Restricted Surplus	Total Funding
2025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2026							
2027	170,000	50,000	120,000				\$ 170,000
2028							
2029							\$ -
TOTAL	\$ 170,000	\$ 50,000	\$ 120,000	\$ -	\$ -	\$ -	\$ 170,000

"Original" (previous year's) total project gross cost, if applicable: \$ -
Increase (Decrease) of total project gross cost, if applicable: _____
Investment, Action in to date (Dec. 31, 2023): n/a

Detailed description Action ,Item (Scope) :

The 2024 Capital Budget included funds to develop a Trails Plan for the future hamlet. This trail project has been discussed in the community and includes a paved landscaped trail between the village and the wheels of Time Museum and the Caroline RV Park. It is seen as an investment in tourist infrastructure. It would also improve the visual appearance of the entry to the village from the east.

Funding Possibilities

This project has a large number of options for funding including community fundraising as well as recreation and infrastructure grants.

Impact on current revenue: (current and future projections)

Anticipated Life Expectancy(detail):

IF this is an 'updated' budget amount, and different from the 'original' noted above, please explain the reason(s)

\$ -

Project Manager :

Name: Craig Curtis	Job Title: CAO
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Sustainability Criteria:

Capital Project Criteria:

(Place an 'X' in the applicable box(es))

- Safety
- Legislative Changes
- Protection of Property
- Muni Tax Assesmnet
- Economic Developemnt
- Balance

X
X

Dept. # of ##	Priority # of ##	Estimate Code

Date Prepared: 24-11-05

Walking Trail to Museum

**2025/ 2029 Strategic Detail Sheet
Village Of Caroline, AB**

TITLE: Capital Road Maintenance **Issue** Infrastructure Maintenance

LOCATION: Village of Caroline **DIVISION:** _____

	Pre-Design Phase		Design Phase		Construction/Purchase	
	Commencement Date	Completion Date	Commencement Date	Completion Date		
	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy	dd/mm/yy
Timeline:					June 1, 2027	November 1, 2029

Year	Estimated Cost	Current Revenue	Grants	Borrowing	Sale of Assets/Other	Restricted Surplus	Total Funding
2025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2026							
2027	350,000	350,000					\$ 350,000
2028							
2029	350,000	350,000					\$ 350,000
TOTAL	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000

"Original" (previous year's) total project gross cost, if applicable:	\$ -
Increase (Decrease) of total project gross cost, if applicable:	
Investment, Action in to date (Dec. 31, 2023):	n/a

Detailed description Action ,Item (Scope) :
This project includes road maintenance throughout the village as identified in an update of the Infrastructure Maintenance Plan

Funding Possibilities

Impact on current revenue: (current and future projections)

Anticipated Life Expectancy(detail):

IF this is an 'updated' budget amount, and different from the 'original' noted above, please explain the reason(s)

\$ -

Project Manager :

Name: Jacob Tricker	Job Title: Public Works Superintendent
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Sustainability Criteria:

Capital Project Criteria:
(Place an 'X' in the applicable box(es))

- Safety
- Legislative Changes
- Protection of Property
- Muni Tax Assessmnet
- Economic Developemnt
- Balance

Dept. Priority # of ##	Estimate Code

Date Prepared: 13-11-24

Capital Road Maintenance