

# Alberta Municipal Spending Watch Report

## 9th Edition: Trends in Operating Spending, 2006 - 2016

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From 2006 to 2016, operating spending<sup>1</sup> growth in Alberta's municipalities exceeded the sustainability benchmark of inflation and population growth. This excess spending cost Alberta households \$1,625 in 2016, and the equivalent of \$9,471 over the decade long period from 2006 to 2016<sup>2</sup>.

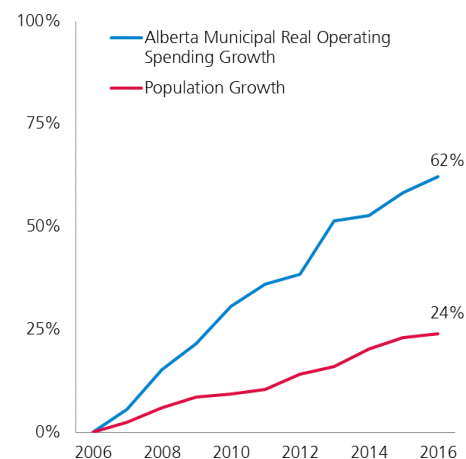
### Introduction

This report analyzes the operating spending of 182 municipalities across Alberta from 2006 to 2016. Alberta's largest municipalities (i.e. with populations of 1,000 residents or more) are ranked. Additionally, all of Alberta's 182 municipal governments are organized according to municipal spending and revenue.

From 2006 to 2016, inflation-adjusted (i.e. real) operating spending by municipalities in Alberta grew by 62 per cent, while population increased by 24 per cent (see Figure 1.1).<sup>3</sup>

On average, Alberta municipalities exceeded a sustainable growth benchmark of inflation plus population growth by \$2.5 billion in 2016. Furthermore, municipal operating spending across Alberta increased by nearly two and a half times the rate of population growth from 2006 to 2016.

Figure 1.1  
**Alberta Real Operating Spending  
 and Population Growth, 2006-2016**



Source: CFIB calculations, Municipal Affairs, Alberta Government, 2006 - 2016.

<sup>1</sup> Operating spending refers to all expenses associated with the maintenance and administration of the day-to-day functions of the municipality, for example, employee salaries and benefits, utilities, interest on long-term debt, etc., while excluding capital expenditures and amortization.

<sup>2</sup> The number of households in inter-Census years was estimated using the annual compound growth rate of the number of households between Census years. The number of households for 2016 was retrieved from Census data for 2016

<sup>3</sup> Note: All numbers, charts, and graphs are in 2006 inflation adjusted (real) dollars unless otherwise stated.

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## Key Findings

- Unsustainable municipal operating spending has been costly for Albertans. In the province, real operating spending per capita in 2006 was \$1,572, and has now risen to \$2,057 in 2016; a 30 per cent increase.
- If municipal operating spending had been tied to inflation plus population growth, each household in Alberta would have saved \$1,624 in 2016 alone.
- Over the ten year period (2006 – 2016), each Alberta household would have saved \$9,471 in municipal taxes.
- Alberta’s population increased by 24 per cent from 2006 to 2016, while real municipal operating spending grew by 62 per cent over that same period.
- Turner Valley, the Municipal District of Opportunity, and the Municipal District of Saddle Hills County were the worst three performing municipalities in terms of spending sustainability, each with real per capita spending growth of more than 80 per cent over the 2006 to 2016 period.
- Nobelford, Okotoks, and the municipality of Cochrane were the three best overall performing municipalities, each decreasing their real per capita spending by more than 10 per cent from 2006 to 2016.
- In 2016, operating spending in the Municipal District of Opportunity was the highest in the province at \$16,063 per capita. The lowest was Nobleford at \$756 per capita.

### The Benchmark: Inflation and Population Growth

Why compare inflation-adjusted operating spending increases to population growth?

To provide the same services to more citizens, it is reasonable for municipalities to increase their operating spending by an incremental amount to accommodate growth in population. It is also reasonable that operating spending should be adjusted for inflation to account for the increase in prices across the economy. Small business owners support spending increases to match inflation and population growth, but not beyond.<sup>4</sup>

The Consumer Price Index (CPI) for Alberta is used in this report to measure inflation, except in the cities of Calgary and Edmonton, where Statistics Canada provides specific city CPI.

Some suggest that Gross Domestic Product (GDP) growth be used as a benchmark for municipal operating spending growth. However, city administration does not need to expand at the same pace as economic growth as many tasks can be done efficiently by maintaining current levels of resources.

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<sup>4</sup> When asked “Which of the following actions would you like to see your local government take to help your business?” the vast majority (81 per cent) of small business owners said that municipalities should keep operating spending increases at or under population growth plus inflation in order to keep property taxes reasonable. CFIB, 2017, Municipal Issues Survey, n=697

## Overall Provincial Rankings

Alberta municipalities with populations of 1,000 or greater were ranked according to their spending sustainability patterns from 2006 to 2016. Each municipality was given an overall provincial ranking based on its spending, where #1 is the best performing municipality, and #182 is the worst. The rankings are based on growth in real operating spending per capita from 2006 to 2016, and 2016 real operating spending per capita, with equal weight placed on both metrics. The complete provincial rankings are included for reference in Appendix C.

The average real operating spending per capita among all municipalities in 2016 was \$2,325. Table 1.1 lists the 20 worst performing municipalities. This list demonstrates the municipalities with the least sustainable spending patterns. The municipalities of Turner Valley, Municipal District of Opportunity and Saddle Hills County are highlighted as the most fiscally unsustainable municipalities examined in this report.

The Municipality of Turner Valley was found to be the worst performing municipality, with 2016 real operating spending per capita totaling \$6,804. From 2006 to 2016, Turner Valley grew its real operating spending per capita by an astonishing 569 per cent.

A close second for worst performing municipality is the Municipal District of Opportunity, with 2016 real operating spending per capita totaling \$16,063, and a growth in real operating spending per capita of 188 per cent.

Nobleford was Alberta's most fiscally sustainable municipality. Its real operating spending per capita was \$756, which is significantly less than the provincial average. Nobleford's real operating spending per capita growth sits at a mere 10 percent.

The two most populous cities in the province, Calgary and Edmonton, ranked 91st and 93th respectively amongst all 182 municipalities ranked.

Alberta's 18 incorporated cities<sup>5</sup> were compared separately from the provincial results as their status and population sizes differ from the other municipalities. These cities are some of the largest and fastest growing in the province, and share similar governing responsibilities and trends in spending. To enable a comparison amongst Alberta's cities, they have been grouped in Table 1.3 for analysis.

Finally, all other municipalities in the province (with populations under 1,000) are unranked and listed alphabetically in Appendix D.<sup>6</sup>

<sup>5</sup> Cities in Alberta are created when they have populations of more than 10,000 people and apply to Alberta Municipal Affairs for city status.

<sup>6</sup> Hamlets are not included in the report as they are within the boundaries of specialized municipalities, municipal

districts, and improvement districts, which also administer the hamlets. No financial data was available for the municipalities of Galahad, Strome and White Gull.

Table 1.1:

**Alberta's 20 Worst Performing Municipalities (with populations of 1,000 or larger)**  
Listed from Worst to Best (by overall provincial rank)

Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2015-2016 Growth in Real Operating Spending Per Capita	2006-2016 Cumulative Real Operating Spending Per Capita	2006-2016 Growth in Real Operating Spending Per Capita	Overall Provincial Rank 1=Best 182=Worst
TURNER VALLEY	41%	841%	266%	\$ 6,804	569%	182
OPPORTUNITY NO. 17, M.D. OF	-26%	113%	22%	\$ 16,063	188%	181
SADDLE HILLS COUNTY	-11%	62%	6%	\$ 10,215	81%	180
GREENVIEW NO. 16, M.D. OF	-3%	85%	24%	\$ 9,259	89%	179
SPECIAL AREAS BOARD	-15%	38%	4%	\$ 8,036	63%	178
WOOD BUFFALO, Regional Municipality of	59%	349%	24%	\$ 4,416	183%	177
NORTHERN SUNRISE COUNTY	-17%	-3%	42%	\$ 8,619	16%	176
BLACK DIAMOND	19%	257%	113%	\$ 3,779	199%	175
BIGHORN NO. 8, M.D. OF	3%	113%	4%	\$ 4,976	106%	174
BIG LAKES, M.D. OF	-8%	72%	11%	\$ 5,415	86%	173
WEMBLEY	-9%	173%	9%	\$ 1,576	199%	172
FOX CREEK	-10%	116%	-11%	\$ 2,944	139%	171
LAMONT COUNTY	-7%	90%	8%	\$ 3,573	104%	170
KNEEHILL COUNTY	-7%	75%	-1%	\$ 3,712	90%	169
SLAVE LAKE	3%	118%	-22%	\$ 2,718	112%	168
PAINT EARTH NO. 18, COUNTY OF	-7%	35%	-10%	\$ 4,282	46%	167
FLAGSTAFF COUNTY	-12%	30%	-1%	\$ 4,098	49%	166
WHITECOURT	21%	142%	24%	\$ 2,381	100%	165
THORHILD NO.7, COUNTY OF	10%	88%	3%	\$ 3,108	71%	164
PROVOST NO. 52, M.D. OF	-13%	-9%	-6%	\$ 4,680	5%	163

Source: CFIB calculations, Municipal Affairs, Alberta Government, 2006 - 2016.

The "overall rank" assigned to each municipality is an equally-weighted combination of two indicators: real operating spending per capita growth from 2006-2016, and 2016 operating spending per capita. Above are the twenty worst-performing municipalities according to that measure.

Table 1.2:

## Alberta's 20 Best Performing Municipalities (with populations of 1,000 or larger)

Listed from Best to Worst (by overall provincial rank)

Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2015-2016 Growth in Real Operating Spending Per Capita	2006-2016 Cumulative Real Operating Spending Per Capita	2006-2016 Growth in Real Operating Spending Per Capita	Overall Provincial Rank 1=Best 182=Worst
NOBLEFORD	48%	62%	-3%	\$ 755.67	10%	1
OKOTOKS	140%	104%	10%	\$ 1,405.69	-15%	2
COCHRANE	98%	78%	-4%	\$ 1,320.08	-10%	3
PONOKA COUNTY	1%	-13%	6%	\$ 1,433.42	-14%	4
WETASKIWIN NO. 10, COUNTY OF	2%	-14%	-1%	\$ 1,541.64	-15%	5
FOOTHILLS NO. 31, M.D. OF	20%	16%	-2%	\$ 1,349.26	-4%	6
MOUNTAIN VIEW COUNTY	2%	-4%	1%	\$ 1,419.23	-6%	7
ATHABASCA	24%	12%	0%	\$ 1,551.74	-10%	8
CHESTERMERE	108%	128%	-5%	\$ 1,119.94	10%	9
MAGRATH	20%	39%	-7%	\$ 1,001.58	16%	10
COALHURST	69%	101%	8%	\$ 943.83	19%	11
BEAVER COUNTY	1%	-10%	-21%	\$ 1,699.05	-10%	12
REDCLIFF	28%	38%	3%	\$ 1,239.09	8%	13
MEDICINE HAT	12%	8%	12%	\$ 1,617.84	-4%	14
WAINWRIGHT	17%	23%	-7%	\$ 1,414.42	5%	15
AIRDRIE	113%	132%	0%	\$ 1,330.54	9%	16
TABER, M.D. OF	19%	2%	9%	\$ 1,965.13	-15%	17
LAC STE. ANNE COUNTY	15%	24%	-5%	\$ 1,451.59	8%	18
RIMBEY	10%	17%	-1%	\$ 1,532.87	6%	19
IRRICANA	5%	19%	4%	\$ 1,369.50	13%	20

Source: CFIB calculations, Municipal Affairs, Alberta Government, 2006 - 2016.

The "overall rank" assigned to each municipality is an equally-weighted combination of two indicators: real operating spending per capita growth from 2006-2016, and 2016 operating spending per capita. Above are the twenty best-performing municipalities according to that measure.

## City Rankings

### Spending patterns of Alberta's 18 cities

Alberta's 18 cities represent the most densely populated areas in the province. In 2016, the City of Calgary (population of 1,392,609<sup>5</sup>) reports the highest population in Alberta, followed by Edmonton (population of 932,546<sup>6</sup>). When examining real operating spending growth for the two biggest cities, Calgary and Edmonton both increased spending by almost double their population growth rates (58 per cent and 60 per cent respectively).

Cold Lake is the worst performing city with a 75 per cent increase in real operating spending per capita from 2006 to 2016. Medicine Hat is the only city to have a decrease in real operating spending per capita, while Chestermere has the lowest real operating spending from 2006 to 2016.

Table 1.3:

#### Alberta City Spending Listed from Worst to Best (by overall provincial rank)

Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2015-2016 Growth in Real Operating Spending Per Capita	2006-2016 Cumulative Real Operating Spending Per Capita	2006- 2016 Growth in Real Operating Spending Per Capita	Overall Provincial Rank 1=Best 182=Worst
COLD LAKE	36%	137%	1%	\$ 1,991	75%	144
LLOYDMINSTER	27%	101%	-8%	\$ 2,368	57%	143
RED DEER	20%	83%	11%	\$ 2,088	52%	128
LACOMBE	17%	84%	5%	\$ 1,676	57%	119
GRANDE PRAIRIE	54%	124%	13%	\$ 1,931	46%	115
LEDUC	95%	167%	3%	\$ 2,159	37%	114
ST. ALBERT	15%	60%	1%	\$ 1,852	40%	99
EDMONTON	26%	60%	-2%	\$ 2,132	26%	93
CALGARY	25%	58%	2%	\$ 2,077	27%	91
SPRUCE GROVE	83%	133%	-6%	\$ 1,729	27%	70
WETASKIWIN	13%	50%	-7%	\$ 1,545	33%	65
LETHBRIDGE	23%	44%	1%	\$ 1,919	17%	61
FORT SASKATCHEWAN	67%	81%	-1%	\$ 2,004	8%	50
BROOKS	22%	61%	-7%	\$ 1,305	32%	43
CAMROSE	18%	21%	-38%	\$ 1,658	2%	21
AIRDRIE	113%	132%	0%	\$ 1,331	9%	16
MEDICINE HAT	12%	8%	12%	\$ 1,618	-4%	14
CHESTERMERE	108%	128%	-5%	\$ 1,120	10%	9

Source: CFB calculations, Municipal Affairs, Alberta Government, 2006 - 2016.

The "overall rank" assigned to each municipality is an equally-weighted combination of two indicators: real operating spending per capita growth from 2006-2016, and 2016 operating spending per capita. Above are the 18 identified cities according to that measure.

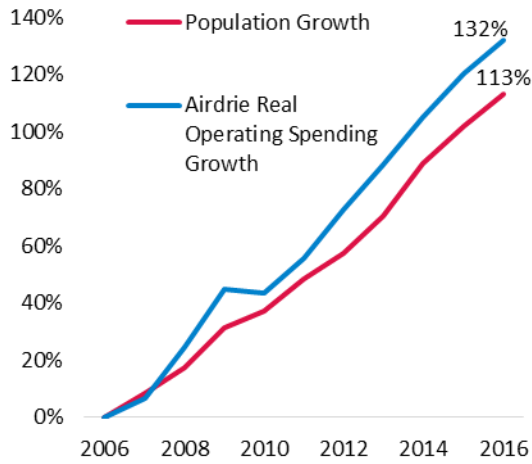
<sup>5</sup> Statistics Canada, 2016 Census of Population.

<sup>6</sup> Statistics Canada, 2016 Census of Population.

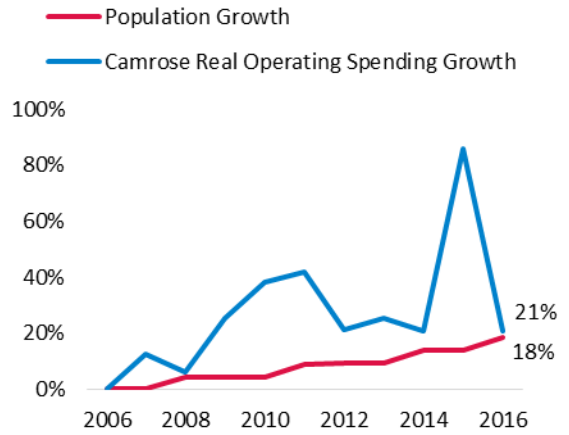
Figure 3.1

Real Operating Spending and Population Growth of Alberta Cities, 2006 - 2016

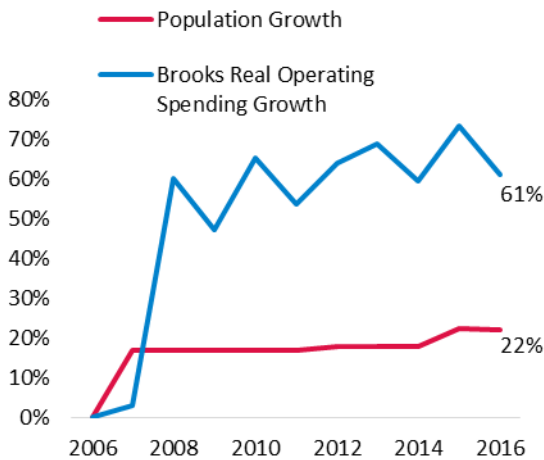
Airdrie



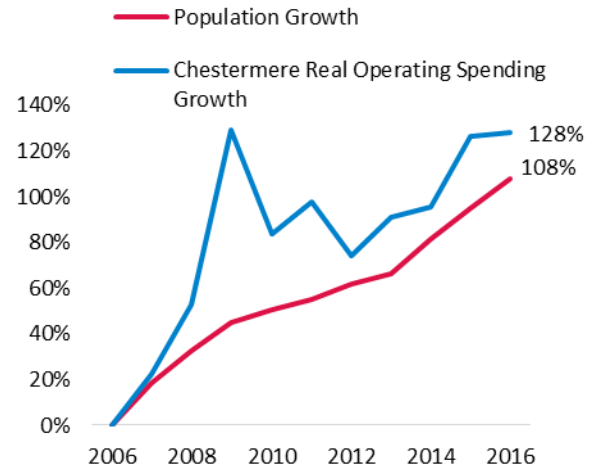
Camrose



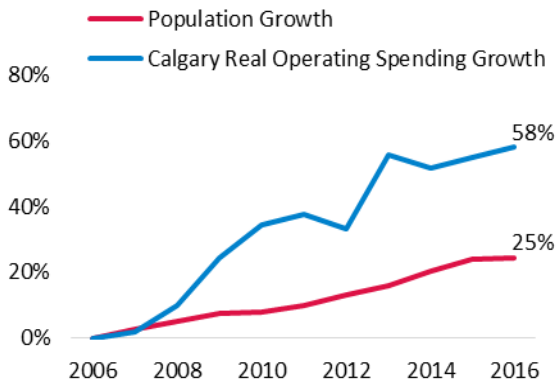
Brooks



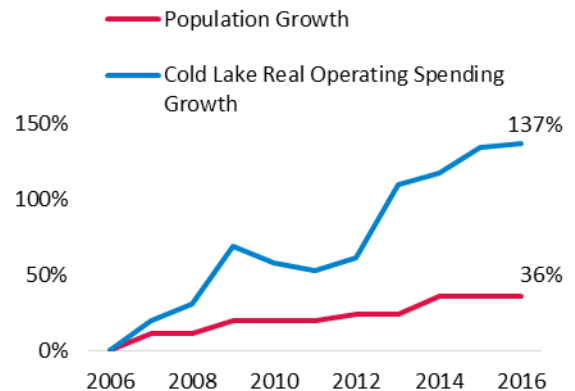
Chestermere



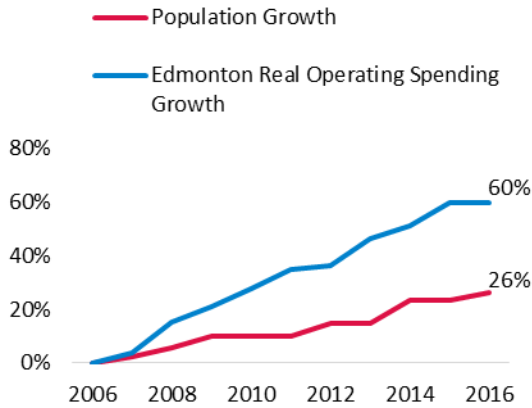
Calgary



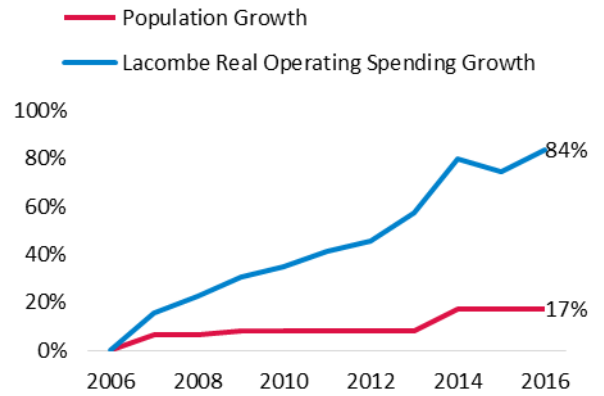
Cold Lake



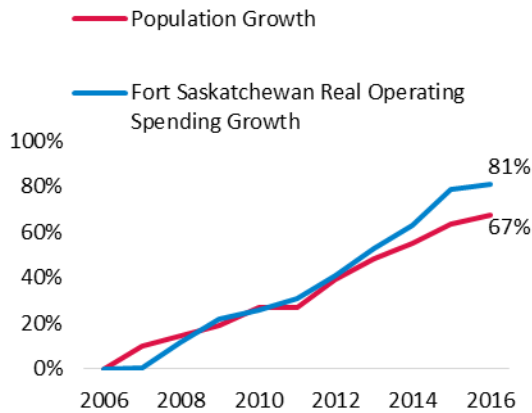
### Edmonton



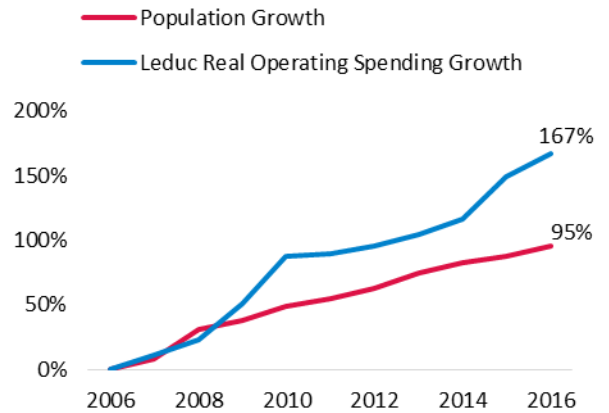
### Lacombe



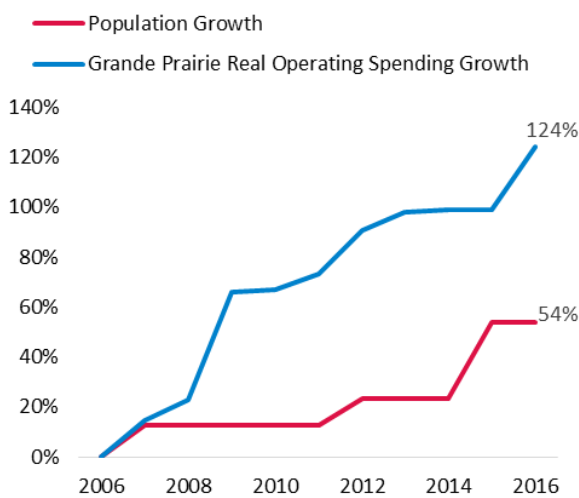
### Fort Saskatchewan



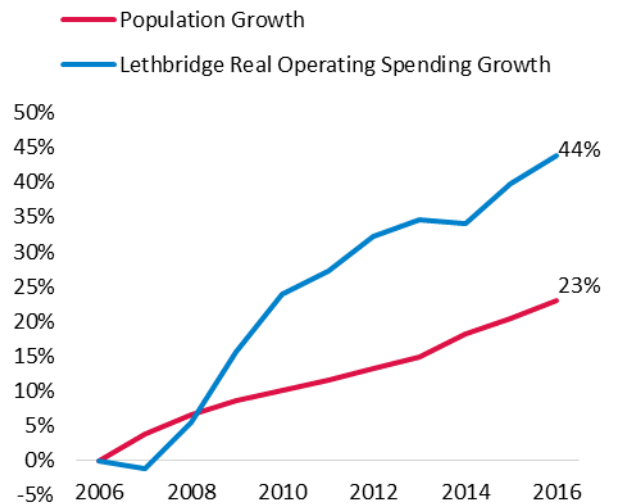
### Leduc



### Grande Prairie

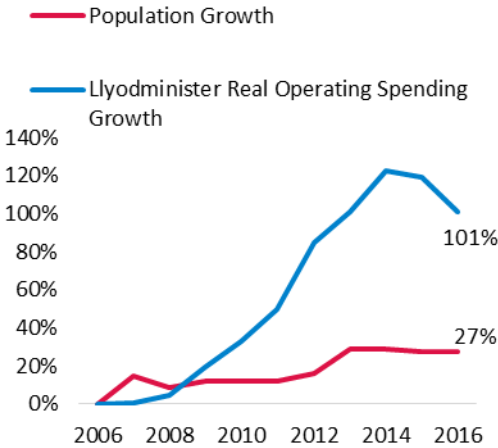


### Lethbridge

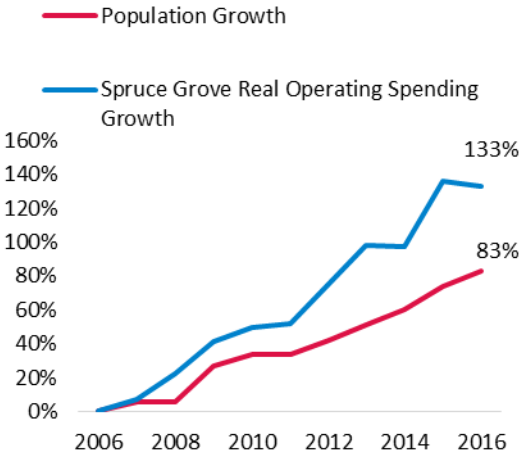




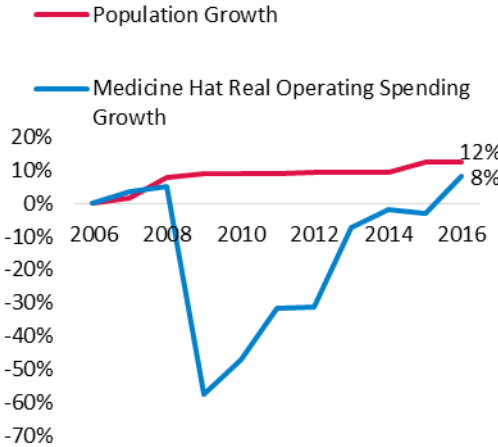
### Lloydminster



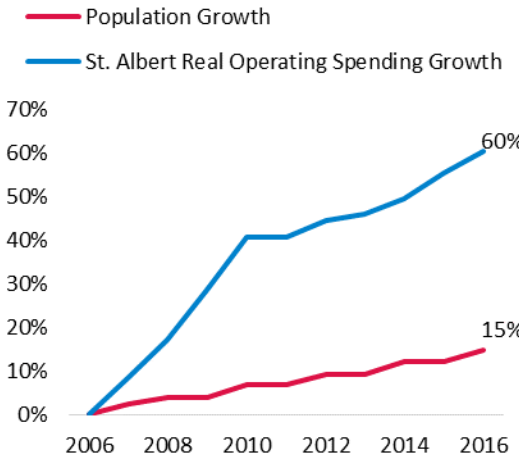
### Spruce Grove



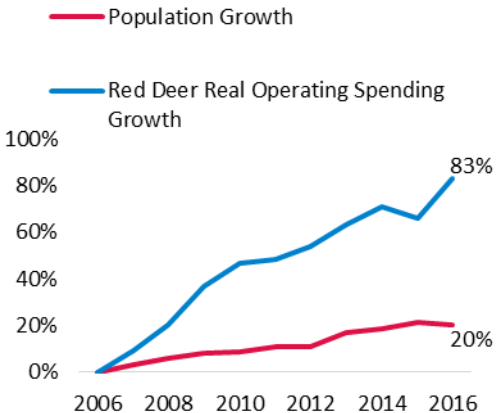
### Medicine Hat



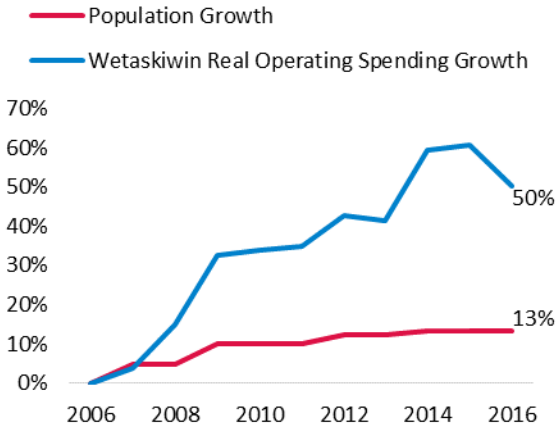
### St. Albert



### Red Deer



### Wetaskiwin



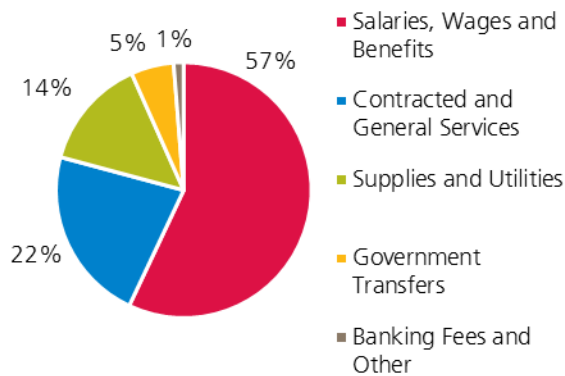
Source: CFIB calculations, Municipal Affairs, Alberta Government, 2006-2016

## Municipal Spending

The analysis below highlights categories where municipal spending could be controlled. In 2016, the aggregate nominal municipal operating spending in Alberta was over \$10 billion. More than half of this spending (57 per cent) was on public sector salaries, wages and benefits (see Figure 4.1).<sup>7</sup>

Figure 4.1

### Overall Municipal Real Operating Spending by Category, Alberta 2016 (% of total operating spending)



Source: CFIB calculations & Municipal Affairs, Alberta Government.

The total cost of salaries, wages, and benefits is greater than all other categories combined. This comes as no surprise. In fact, according to CFIB's research, municipal public sector workers in Alberta have a 16 per cent compensation advantage in salaries and benefits over their private sector counterparts.<sup>8</sup> The analysis specifically outlines the results from Alberta's two biggest municipalities, revealing that the public sector advantage for Calgary's municipal employees sits at 19 per cent, while Edmonton's municipal workers have a 13 per cent wage and benefit compensation advantage (see Figure 4.2).<sup>9</sup> Based on the unsustainable

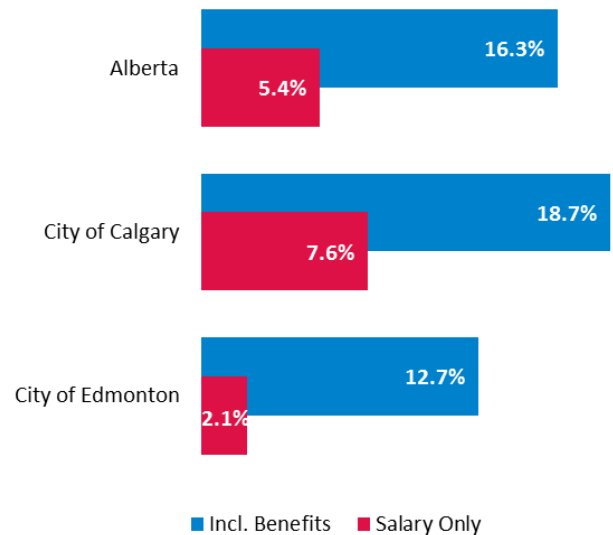
<sup>7</sup> Lloydminster's financial data was not included in this section since their operating expenditures could not be converted into the specific categories used here.

<sup>8</sup> Benefits include working hours and pensions. For more information see: CFIB Wage Watch Report 2015

spending trends of these municipalities, local governments must do more to close the wage gap in order to be able to bring overall operating spending growth to sustainable levels.<sup>10</sup>

Figure 4.2

### Municipal Public Sector Wage and Benefit Advantages



Source: CFIB Wage Watch Report, 2015.

<sup>9</sup> Figure 4.2: Alberta category includes Calgary and Edmonton.

<sup>10</sup> "Wage Watch," Canadian Federation of Independent Business (March 2015).

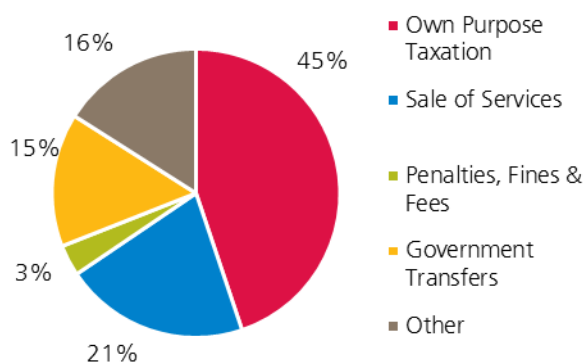
## Municipal Revenue

Municipal revenue in Alberta totalled over \$16 billion in 2016. Just under half of this total, 45 per cent, was raised through direct municipal taxation. While the sale of municipal services accounted for 21 per cent, 16 per cent came from other revenues, and 15 per cent from government transfers. Permits and fines only accounted for three per cent (see Figure 5.1).

The distribution of revenue sources indicates the practice of raising taxes have been used to fund unsustainable municipal spending.

Figure 5.1

### Sources of Alberta Municipal Revenue in 2016

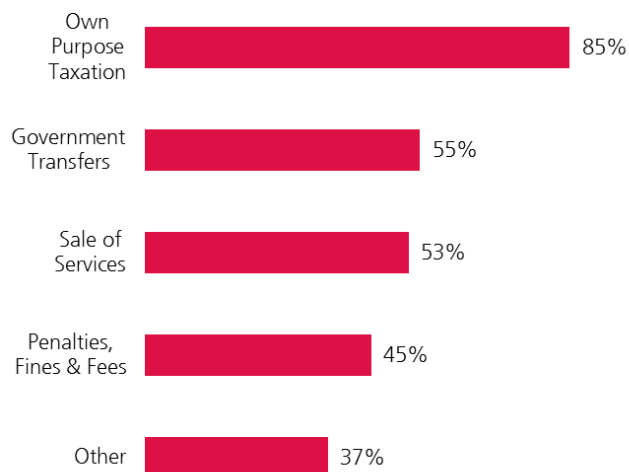


Source: CFIB calculations & Municipal Affairs, Alberta Government.

Trends in municipal revenue growth (as seen in Figure 5.2) reveal that direct taxation has increased by 85 per cent between 2006 and 2016.

Figure 5.2

### Real Growth in Alberta Municipal Revenue Sources, 2006 - 2016



Source: CFIB calculations, Municipal Affairs, Alberta Government.

As municipal spending increases, property taxes have also increased. For small business owners in Alberta, this has, in turn, caused the existence of large municipal property tax gaps<sup>11</sup>.

In 2016, Alberta businesses paid, on average, two and a half times more in property tax than similarly valued residential properties.<sup>12</sup> These imbalances create a business environment that hinders economic activity within the province and discourages business growth.

<sup>11</sup> When asked "Does your government do a good job on fair taxes?" Majority of small business owners (63 per cent) disagree and say taxes are unfair. *CFIB OMO80, 2017, n-1170*

<sup>12</sup> Aerts, Aaron. CFIB, 2018. Tax Unfairness in Alberta's Biggest Municipalities.

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## Conclusion

From 2006 to 2016, the vast majority of Alberta municipalities grew operating spending well above the sustainable benchmark of inflation and population growth. From 2006 to 2016, only 19 municipalities have kept real operating spending increases at or below population growth. Although some governments have made efforts to rein in their spending in recent years, much more needs to be done to hold spending growth to sustainable levels. Excessively high municipal operating spending ultimately leads to a combination of lower infrastructure spending and/or increased taxation, both of which dampen economic development and job creation within the economy. If municipalities do not control their operating spending, taxpayers will have to bear a higher cost and the ability of small business to grow, prosper, and create jobs will be limited.

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## Recommendations

CFIB recommends municipal governments:

1. **Limit spending** to inflation and population growth.
2. **Review core services.** Core services (snow removal, road maintenance, etc.) must be identified and reviewed to ensure effective service delivery within a framework of fiscal restraint.
3. **Contracted services to the private sector, where cost efficient.** Municipalities will be able to offer the same quality of services to residents at a lower cost to the taxpayer if private firms are able to compete for contracts.
4. **Implement a sustainable wage policy for public sector wage, compensation, and hiring.** Municipal governments should implement compensation systems and wage growth policies for employees that are sustainable and align closely with those of private sector workers. Additionally, a cap on the number of full-time municipal employees should be considered so that real operating spending will be more in line with population growth and inflation.
5. **Put in place appropriate contingency funds in case of natural disasters.** Special circumstances that require an increase in operating spending for a particular year should be funded by a reasonable level of emergency or reserve funds. Emergency flood and fire funds for affected regions should be assessed regularly to ensure that built-up funds will allow municipalities to avoid drastic spikes in spending due to natural disasters.

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## Appendix A: Methodology

This report analyzes Alberta municipal operating spending from 2006 to 2016. A ten year rolling average for operational spending analysis is used because elected municipal officials would likely have control over budgets over that time period, if serving consecutive terms.

Unless otherwise indicated, the data in this report on municipal revenues, expenditures, and population was obtained from the Ministry of Municipal Affairs, and the Alberta Government. To calculate inflation, Statistics Canada CPI measures were used. However, this report used city-specific measures where available (for Calgary and Edmonton), while the provincial figure was used for all other municipalities.

At the time the report was written, no financial data was available for the municipalities of Galahad, Strome or White Gull.

All figures and tables on municipal spending represent CFIB calculations based on this data.

The number of households in inter-Census years was estimated using the annual compound growth rate of the number of households between Census years. The number of households for 2016 was estimated using the annual growth rate between Census years 2006 and 2016.

To isolate operating spending, capital related costs were carefully subtracted from each municipality's spending totals. Prior to 2009, capital spending was reported separately from operating spending. However, from 2009 to 2013 there was an accounting change and capital costs were then identified as amortization of capital assets. As only a few municipalities operate their own gas and electric utilities, any spending on these items after 2009 was also excluded from CFIB's operating spending calculations to allow for consistency over time.

The 9<sup>th</sup> Edition Alberta Municipal Spending Report uses a methodology to rank

municipalities on the sustainability of their spending trends. Municipalities are equally weighted by two measures: real operating spending per capita growth from 2006 to 2016, and 2016 real operating spending per capita. The higher the rank (#182), the worse off that municipality is in achieving sustainable operating spending.

A standardized index is created for each indicator (between 0 and 100). Each municipality is ranked (highest/ lowest) 2006 to 2016 real operating spending per capita growth and is given a score of 0 and 100. All other municipalities are given a proportionate score within that range. The same exercise is then applied to the indicator for the 2016 operating spending per capita. The average of the two scores is then converted to a percentage score which is subsequently ranked against the other municipalities.

Only municipalities with populations greater than or equal to 1,000 are included in the rankings. This population floor ensures that all ranked municipalities have a similar level of responsibility, allowing for a more robust assessment and comparison amongst municipalities.

Table 1.4:

**Appendix B: 2013 - 2016 Alberta Flood (List of Municipalities)<sup>13</sup>**

Municipality
BANFF
BARRHEAD COUNTY #11
BIG LAKES, M.D. OF
BIGHORN NO. 8, M.D. OF
BLACK DIAMOND
CALGARY
CANMORE
CARDSTON
CHESTEMERE
CLARESHOLM
CLEARWATER COUNTY
COCHRANE
CROWSNEST PASS, Municipality of
DEVON
DRUMHELLER
FOOTHILLS NO. 31, M.D. OF
GREENVIEW #16
HIGH RIVER
I.D. NO. 09
I.D. NO. 24
KANANASKIS IMPROVEMENT DISTRICT
KNEEHILL COUNTY
LAC ST ANNE COUNTY
LESSER SLAVE RIVER
LETHBRIDGE COUNTY
LONGVIEW
MEDICINE HAT
MOUNTAIN VIEW COUNTY
OKOTOKS
PEACE RIVER
PINCHER CREEK
RANCHLAND NO. 66, M.D. OF
RED DEER COUNTY
ROCKY VIEW COUNTY
SIKSIKA NATION
STONE (BEARSPAW) BAND
STONE (CHINIKI) BAND
STONE (WELSLEY) BAND
SUNDRE
TURNER VALLEY
VULCAN COUNTY
WESTLOCK COUNTY
WILLOW CREEK NO. 26, M.D. OF
WHEATLAND COUNTY
WOOD BUFFALO, Regional Municipality of

<sup>13</sup> The municipalities listed were affected by the 2013 Alberta Flood and were included if an Alberta Emergency Alert was issued for the region and listed in the archives, or provided by Municipal Affairs directly.

Source: Alberta Emergency Alert Archives, Government of Alberta; Alberta Emergency Management Agency, Ministry of Municipal Affairs. CFIB acknowledges that other municipalities were impacted by the 2013 Alberta Flood.

Table 1.5:

## Appendix C: 2015 - 2016 Alberta Fires (List of Municipalities)<sup>14</sup>

Municipality
BIGHORN NO. 8, M. D. OF
BONNYVILLE
CLEAR HILLS COUNTY
CLEATWATER COUNTY
FOOTHILLS NO. 31, M.D. OF
FOX CREEK
GREEN VIEW NO. 16, M.D. OF
HIGH LEVEL
I.D. NO. 14 (ELK ISLAND)
I.D. NO. 04 (WATERTON)
LAC ST ANNE COUNTY
LESSER SLAVE RIVER
MACKENZIE COUNTY
MAYERTHORPE
MOUNTAIN VIEW COUNTY
OPPORTUNITY NO. 17, M.D. OF
PARKLAND COUNTY
STRATHCONA COUNTY
WOOD BUFFALO, Regional Municipality of
YELLOWHEAD COUNTY

Source: Alberta Emergency Alert Archives, Government of Alberta; Alberta Emergency Management Agency, Ministry of Municipal Affairs. CFIB acknowledges that other municipalities were impacted by the 2015 and 2016 Alberta Fires.

<sup>14</sup> The municipalities listed were affected by the 2015 & 2016 Alberta Fires and were included if an Alberta Emergency Alert was issued for the region and listed in the archives, or provided by Municipal Affairs directly.



Table 1.6:

**Appendix C: Overall Provincial Rank, 2006 – 2016**

Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2006-2016 Cumulative Real Operating Spending Per Capita	2006- 2016 Growth in Real Operating Spending Per Capita	Overall Provincial Rank 1=Best 182=Worst
NOBLEFORD	48%	62%	\$ 756	10%	1
OKOTOKS	140%	104%	\$ 1,406	-15%	2
COCHRANE	98%	78%	\$ 1,320	-10%	3
PONOKA COUNTY	1%	-13%	\$ 1,433	-14%	4
WETASKIWIN NO. 10, COUNTY OF	2%	-14%	\$ 1,542	-15%	5
FOOTHILLS NO. 31, M.D. OF	20%	16%	\$ 1,349	-4%	6
MOUNTAIN VIEW COUNTY	2%	-4%	\$ 1,419	-6%	7
ATHABASCA	24%	12%	\$ 1,552	-10%	8
CHESTERMERE	108%	128%	\$ 1,120	10%	9
MAGRATH	20%	39%	\$ 1,002	16%	10
COALHURST	69%	101%	\$ 944	19%	11
BEAVER COUNTY	1%	-10%	\$ 1,699	-10%	12
REDCLIFF	28%	38%	\$ 1,239	8%	13
MEDICINE HAT	12%	8%	\$ 1,618	-4%	14
WAINWRIGHT	17%	23%	\$ 1,414	5%	15
AIRDRIE	113%	132%	\$ 1,331	9%	16
TABER, M.D. OF	19%	2%	\$ 1,965	-15%	17
LAC STE. ANNE COUNTY	15%	24%	\$ 1,452	8%	18
RIMBEY	10%	17%	\$ 1,533	6%	19
IRRICANA	5%	19%	\$ 1,370	13%	20
CAMROSE	18%	21%	\$ 1,658	2%	21
STIRLING	39%	75%	\$ 1,055	26%	22
LETHBRIDGE, COUNTY OF	1%	5%	\$ 1,640	4%	23
VERMILION RIVER, COUNTY OF	8%	3%	\$ 1,853	-4%	24
WESTLOCK COUNTY	11%	20%	\$ 1,554	8%	25
LEGAL	16%	37%	\$ 1,287	18%	26
MACKENZIE COUNTY	21%	17%	\$ 1,853	-4%	27
BEAVERLODGE	9%	11%	\$ 1,714	3%	28
COALDALE	23%	53%	\$ 1,249	24%	29
BOW ISLAND	19%	47%	\$ 1,259	24%	30
ST. PAUL	17%	31%	\$ 1,587	12%	31
SYLVAN LAKE	68%	106%	\$ 1,344	22%	32
WARNER NO. 5, COUNTY OF	1%	11%	\$ 1,683	10%	33
LAMONT	4%	16%	\$ 1,627	12%	34
STONY PLAIN	53%	71%	\$ 1,647	12%	35
CARDSTON	3%	26%	\$ 1,406	23%	36
STRATHMORE	29%	60%	\$ 1,365	24%	37
CAMROSE COUNTY	10%	14%	\$ 1,909	4%	38

Source: CFIB calculations, Municipal Affairs, Alberta Government & Statistics Canada.

Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2006-2016 Cumulative Real Operating Spending Per Capita	2006- 2016 Growth in Real Operating Spending Per Capita	Overall Provincial Rank 1=Best 182=Worst
PEACE NO. 135, M.D. OF	-3%	6%	\$ 1,751	10%	39
DRUMHELLER	3%	23%	\$ 1,543	19%	40
DIDSBURY	26%	55%	\$ 1,461	23%	41
BASSANO	-3%	23%	\$ 1,359	27%	42
BROOKS	22%	61%	\$ 1,305	32%	43
BOWDEN	6%	40%	\$ 1,300	33%	44
CLARESHOLM	4%	43%	\$ 1,186	38%	45
NEWELL, COUNTY OF	0%	-13%	\$ 2,489	-13%	46
FAIRVIEW	0%	24%	\$ 1,549	24%	47
BLACKFALDS	101%	161%	\$ 1,401	30%	48
THREE HILLS	-9%	14%	\$ 1,540	26%	49
FORT SASKATCHEWAN	67%	81%	\$ 2,004	8%	50
TWO HILLS	29%	63%	\$ 1,549	27%	51
MORINVILLE	51%	102%	\$ 1,415	33%	52
CARDSTON COUNTY	-4%	36%	\$ 1,206	42%	53
CYPRESS COUNTY	18%	11%	\$ 2,428	-6%	54
ROCKY VIEW COUNTY	10%	39%	\$ 1,609	27%	55
RED DEER COUNTY	-2%	11%	\$ 1,971	12%	56
RAYMOND	31%	82%	\$ 1,318	39%	57
TOFIELD	20%	55%	\$ 1,593	29%	58
GRIMSHAW	3%	42%	\$ 1,381	37%	59
BIRCH HILLS COUNTY	-4%	-36%	\$ 3,180	-33%	60
LETHBRIDGE	23%	44%	\$ 1,919	17%	61
BONNYVILLE	17%	40%	\$ 1,853	20%	62
BENTLEY	3%	42%	\$ 1,381	39%	63
CALMAR	5%	34%	\$ 1,688	27%	64
WETASKIWIN	13%	50%	\$ 1,545	33%	65
HIGH PRAIRIE	-8%	8%	\$ 1,942	18%	66
BRAZEAU COUNTY	4%	12%	\$ 2,199	8%	67
FORTY MILE NO. 8, COUNTY OF	-3%	-2%	\$ 2,376	1%	68
BONNYVILLE NO. 87, M.D. OF	58%	51%	\$ 2,515	-4%	69
SPRUCE GROVE	83%	133%	\$ 1,729	27%	70
TABER	9%	40%	\$ 1,759	28%	71
STURGEON COUNTY	4%	28%	\$ 1,888	24%	72
PARKLAND COUNTY	3%	37%	\$ 1,666	33%	73
LESSER SLAVE RIVER NO. 124, M.D. OF	8%	-26%	\$ 3,343	-32%	74
CLEARWATER COUNTY	7%	20%	\$ 2,218	13%	75
CROWSNEST PASS, Municipality of	-11%	12%	\$ 1,894	26%	76
GRANDE CACHE	13%	41%	\$ 1,964	25%	77
CROSSFIELD	12%	62%	\$ 1,470	44%	78

Source: CFIB calculations, Municipal Affairs, Alberta Government & Statistics Canada.

Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2006-2016 Cumulative Real Operating Spending Per Capita	2006- 2016 Growth in Real Operating Spending Per Capita	Overall Provincial Rank 1=Best 182=Worst
HIGH LEVEL	-1%	16%	\$ 2,174	17%	79
ROCKY MOUNTAIN HOUSE	4%	43%	\$ 1,631	39%	80
FAIRVIEW NO. 136, M.D. OF	-7%	-15%	\$ 2,823	-8%	81
CARSTAIRS	38%	94%	\$ 1,601	41%	82
DEVON	5%	54%	\$ 1,459	47%	83
SEXSMITH	25%	96%	\$ 1,229	57%	84
VAUXHALL	16%	66%	\$ 1,584	43%	85
TROCHU	4%	40%	\$ 1,795	35%	86
REDWATER	-3%	28%	\$ 1,889	32%	87
PROVOST	-2%	36%	\$ 1,724	39%	88
BEAUMONT	98%	186%	\$ 1,597	44%	89
GIBBONS	11%	71%	\$ 1,362	54%	90
CALGARY	25%	58%	\$ 2,077	27%	91
NANTON	16%	70%	\$ 1,572	47%	92
EDMONTON	26%	60%	\$ 2,132	26%	93
FORT MACLEOD	4%	51%	\$ 1,663	45%	94
VERMILION	2%	47%	\$ 1,726	43%	95
ECKVILLE	10%	61%	\$ 1,675	45%	96
INNISFAIL	7%	61%	\$ 1,564	50%	97
THORSBY	28%	36%	\$ 2,699	6%	98
ST. ALBERT	15%	60%	\$ 1,852	40%	99
ELK POINT	14%	71%	\$ 1,613	50%	100
PINCHER CREEK	-1%	42%	\$ 1,757	44%	101
SUNDRE	19%	75%	\$ 1,704	47%	102
STETTLER	10%	60%	\$ 1,746	46%	103
PENHOLD	62%	136%	\$ 1,771	45%	104
EDSON	3%	46%	\$ 1,924	41%	105
PONOKA	7%	60%	\$ 1,723	49%	106
PICTURE BUTTE	-3%	47%	\$ 1,681	51%	107
BRUDERHEIM	12%	70%	\$ 1,675	52%	108
SMOKY LAKE	1%	40%	\$ 2,025	39%	109
WAINWRIGHT NO. 61, M.D. OF	-2%	-21%	\$ 3,501	-19%	110
WHEATLAND COUNTY	5%	35%	\$ 2,324	28%	111
HANNA	-10%	37%	\$ 1,726	53%	112
JASPER, Municipality of	-1%	29%	\$ 2,291	31%	113
LEDUC	95%	167%	\$ 2,159	37%	114
GRANDE PRAIRIE	54%	124%	\$ 1,931	46%	115
ONOWAY	0%	48%	\$ 1,886	48%	116
SPIRIT RIVER	-7%	31%	\$ 2,079	40%	117
ATHABASCA COUNTY	2%	37%	\$ 2,231	35%	118

Source: CFIB calculations, Municipal Affairs, Alberta Government & Statistics Canada.

Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2006-2016 Cumulative Real Operating Spending Per Capita	2006- 2016 Growth in Real Operating Spending Per Capita	Overall Provincial Rank 1=Best 182=Worst
LACOMBE	17%	84%	\$ 1,676	57%	119
BON ACCORD	-3%	57%	\$ 1,593	61%	120
GRANDE PRAIRIE NO. 1, COUNTY OF	13%	33%	\$ 2,722	18%	121
OYEN	-8%	33%	\$ 2,063	45%	122
LACOMBE COUNTY	-3%	36%	\$ 2,195	40%	123
OLDS	29%	96%	\$ 1,891	52%	124
FALHER	-3%	43%	\$ 2,045	48%	125
VALLEYVIEW	6%	36%	\$ 2,572	28%	126
MAYERTHORPE	-11%	44%	\$ 1,739	62%	127
RED DEER	20%	83%	\$ 2,088	52%	128
PEACE RIVER	8%	59%	\$ 2,210	48%	129
CANMORE	83%	148%	\$ 2,529	36%	130
VEGREVILLE	4%	48%	\$ 2,373	42%	131
WILLOW CREEK NO. 26, M.D. OF	-6%	50%	\$ 1,940	59%	132
VULCAN	4%	53%	\$ 2,288	47%	133
HINTON	-1%	60%	\$ 1,936	62%	134
MILLET	-2%	80%	\$ 1,392	83%	135
TWO HILLS NO. 21, COUNTY OF	21%	54%	\$ 2,827	28%	136
STRATHCONA COUNTY	19%	74%	\$ 2,411	46%	137
VIKING	-1%	49%	\$ 2,302	51%	138
ST. PAUL NO. 19, COUNTY OF	0%	36%	\$ 2,799	36%	139
I.D. NO. 09 (BANFF)	-22%	51%	\$ 1,386	93%	140
NORTHERN LIGHTS, COUNTY OF	-2%	5%	\$ 3,588	7%	141
YELLOWHEAD COUNTY	6%	20%	\$ 3,441	13%	142
LLOYDMINSTER	27%	101%	\$ 2,368	57%	143
COLD LAKE	36%	137%	\$ 1,991	75%	144
STETTLER NO. 6, COUNTY OF	-5%	40%	\$ 2,707	47%	145
PINCHER CREEK NO. 9, M.D. OF	-1%	44%	\$ 2,767	46%	146
WOODLANDS COUNTY	21%	62%	\$ 3,102	34%	147
BARRHEAD	5%	104%	\$ 1,724	94%	148
SWAN HILLS	-19%	45%	\$ 2,131	79%	149
BARRHEAD NO. 11, COUNTY OF	6%	103%	\$ 1,843	92%	150
BANFF	12%	69%	\$ 2,961	50%	151
HIGH RIVER	36%	148%	\$ 2,151	83%	152
SMOKY RIVER NO. 130, M.D. OF	-11%	41%	\$ 2,862	57%	153
STARLAND COUNTY	-6%	7%	\$ 3,960	14%	154
WESTLOCK	7%	107%	\$ 1,961	94%	155
DRAYTON VALLEY	7%	65%	\$ 3,016	54%	156
MINBURN NO. 27, COUNTY OF	-2%	46%	\$ 3,209	48%	157
MANNING	-10%	57%	\$ 2,617	74%	158

Source: CFIB calculations, Municipal Affairs, Alberta Government & Statistics Canada.

Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2006-2016 Cumulative Real Operating Spending Per Capita	2006- 2016 Growth in Real Operating Spending Per Capita	Overall Provincial Rank 1=Best 182=Worst
CLEAR HILLS COUNTY	2%	21%	\$ 4,040	19%	159
LEDUC COUNTY	8%	58%	\$ 3,354	47%	160
VULCAN COUNTY	3%	50%	\$ 3,460	46%	161
SMOKY LAKE COUNTY	-11%	29%	\$ 3,565	46%	162
PROVOST NO. 52, M.D. OF	-13%	-9%	\$ 4,680	5%	163
THORHILD NO.7, COUNTY OF	10%	88%	\$ 3,108	71%	164
WHITECOURT	21%	142%	\$ 2,381	100%	165
FLAGSTAFF COUNTY	-12%	30%	\$ 4,098	49%	166
PAINTEARTH NO. 18, COUNTY OF	-7%	35%	\$ 4,282	46%	167
SLAVE LAKE	3%	118%	\$ 2,718	112%	168
KNEEHILL COUNTY	-7%	75%	\$ 3,712	90%	169
LAMONT COUNTY	-7%	90%	\$ 3,573	104%	170
FOX CREEK	-10%	116%	\$ 2,944	139%	171
WEMBLEY	-9%	173%	\$ 1,576	199%	172
BIG LAKES, M.D. OF	-8%	72%	\$ 5,415	86%	173
BIGHORN NO. 8, M.D. OF	3%	113%	\$ 4,976	106%	174
BLACK DIAMOND	19%	257%	\$ 3,779	199%	175
NORTHERN SUNRISE COUNTY	-17%	-3%	\$ 8,619	16%	176
WOOD BUFFALO, Regional Municipality	59%	349%	\$ 4,416	183%	177
SPECIAL AREAS BOARD	-15%	38%	\$ 8,036	63%	178
GREENVIEW NO. 16, M.D. OF	-3%	85%	\$ 9,259	89%	179
SADDLE HILLS COUNTY	-11%	62%	\$ 10,215	81%	180
OPPORTUNITY NO. 17, M.D. OF	-26%	113%	\$ 16,063	188%	181
TURNER VALLEY	41%	841%	\$ 6,804	569%	182

Source: CFIB calculations, Municipal Affairs, Alberta Government & Statistics Canada.

Table 1.7:

## Appendix D: Listing of Unranked Municipalities, 2006 – 2016

Listed in Alphabetical Order (Population under 1000)

Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2006-2016 Cumulative Real Operating Spending Per Capita	2006- 2016 Growth in Real Operating Spending Per Capita
ACADIA NO. 34, M.D. OF	-3%	61%	\$ 3,012	67%
ACME	1%	-11%	\$ 1,522	-11%
ALBERTA BEACH	14%	51%	\$ 2,217	33%
ALIX	1%	60%	\$ 2,644	59%
ALLIANCE	2%	39%	\$ 2,256	37%
AMISK	14%	37%	\$ 1,017	20%
ANDREW	-22%	1%	\$ 1,960	29%
ARGENTIA BEACH	-38%	25%	\$ 15,299	101%
ARROWWOOD	-1%	60%	\$ 1,254	62%
BARNWELL	75%	163%	\$ 937	50%
BARONS	8%	29%	\$ 1,362	19%
BASHAW	6%	26%	\$ 1,392	19%
BAWLF	11%	17%	\$ 1,277	5%
BEISEKER	-5%	-12%	\$ 1,693	-7%
BERWYN	-4%	54%	\$ 1,658	59%
BETULA BEACH	0%	114%	\$ 4,495	114%
BIG VALLEY	2%	16%	\$ 1,427	13%
BIRCH COVE	137%	39%	\$ 995	-41%
BIRCHCLIFF	7%	75%	\$ 2,199	64%
BITTERN LAKE	1%	80%	\$ 1,174	78%
BONDISS	2%	-30%	\$ 992	-31%
BONNYVILLE BEACH	28%	16%	\$ 870	-10%
BOTHA	-6%	85%	\$ 2,025	96%
BOYLE	11%	69%	\$ 2,186	52%
BRETON	1%	51%	\$ 1,945	49%
BURNSTICK LAKE	60%	-42%	\$ 2,488	-64%
CARBON	83%	-4%	\$ 1,453	-14%
CARMANGAY	2%	35%	\$ 2,529	33%
CAROLINE	-10%	-13%	\$ 1,257	-4%
CASTLE ISLAND	90%	161%	\$ 2,920	37%
CASTOR	0%	33%	\$ 2,024	33%
CEREAL	-16%	42%	\$ 2,812	70%
CHAMPION	6%	45%	\$ 1,601	36%
CHAUVIN	-9%	89%	\$ 2,620	107%
CHIPMAN	9%	50%	\$ 1,946	37%
CLIVE	14%	-4%	\$ 1,217	-16%

Source: CFIB calculations, Municipal Affairs, Alberta Government & Statistics Canada.

Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2006-2016 Cumulative Real Operating Spending Per Capita	2006- 2016 Growth in Real Operating Spending Per Capita
CLYDE	2%	9%	\$ 1,007	6%
CORONATION	-12%	43%	\$ 2,069	62%
COUTTS	-24%	38%	\$ 1,884	82%
COWLEY	5%	47%	\$ 1,489	40%
CREMONA	10%	53%	\$ 1,618	39%
CRYSTAL SPRINGS	25%	55%	\$ 2,434	24%
CZAR	-19%	4%	\$ 967	27%
DAYSLAND	4%	40%	\$ 1,700	35%
DELBURNE	15%	7%	\$ 1,431	-7%
DELIA	-13%	21%	\$ 1,763	40%
DEWBERRY	0%	58%	\$ 2,089	57%
DONALDA	13%	17%	\$ 1,394	4%
DONNELLY	-19%	2%	\$ 1,842	27%
DUCHESS	19%	46%	\$ 1,219	23%
EDBERG	12%	30%	\$ 1,041	16%
EDGERTON	0%	41%	\$ 1,870	42%
ELNORA	14%	27%	\$ 1,472	12%
EMPRESS	10%	29%	\$ 1,847	17%
FERINTOSH	3%	42%	\$ 1,705	38%
FOREMOST	-1%	48%	\$ 1,819	50%
FORESTBURG	2%	42%	\$ 1,689	39%
GADSBY	-38%	131%	\$ 3,897	269%
GHOST LAKE	17%	49%	\$ 961	27%
GIROUXVILLE	-13%	15%	\$ 1,768	32%
GLENDON	6%	86%	\$ 1,323	76%
GLENWOOD	11%	49%	\$ 1,532	34%
GOLDEN DAYS	13%	23%	\$ 2,470	9%
GRANDVIEW	27%	53%	\$ 2,186	21%
GRANUM	6%	20%	\$ 1,474	13%
GULL LAKE	-15%	-6%	\$ 1,896	10%
HALF MOON BAY	3%	77%	\$ 3,214	72%
HALKIRK	3%	68%	\$ 1,961	63%
HARDISTY	-16%	31%	\$ 2,117	56%
HAY LAKES	24%	43%	\$ 1,131	16%
HEISLER	-17%	26%	\$ 1,809	53%
HILL SPRING	-15%	96%	\$ 1,565	129%
HINES CREEK	-13%	40%	\$ 2,251	61%
HOLDEN	2%	26%	\$ 1,389	24%

Source: CFIB calculations, Municipal Affairs, Alberta Government & Statistics Canada.

Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2006-2016 Cumulative Real Operating Spending Per Capita	2006- 2016 Growth in Real Operating Spending Per Capita
HORSESHOE BAY	-29%	302%	\$ 4,156	465%
HUGHENDEN	10%	38%	\$ 1,417	26%
HUSSAR	-3%	46%	\$ 2,246	51%
HYTHE	5%	32%	\$ 1,302	26%
I.D. NO. 04 (WATERTON)	-43%	330%	\$ 4,397	657%
I.D. NO. 12 (JASPER NATIONAL PARK)	-31%	190%	\$ 3,857	318%
I.D. NO. 13 (ELK ISLAND)	-63%	-91%	\$ 1,966	-74%
I.D. NO. 24 (WOOD BUFFALO)	60%	4590%	\$ 962	2834%
INNISFREE	0%	8%	\$ 2,653	7%
IRMA	5%	36%	\$ 1,669	30%
ISLAND LAKE	13%	88%	\$ 801	67%
ISLAND LAKE SOUTH	1%	46%	\$ 1,160	44%
ITASKA BEACH	100%	11%	\$ 7,286	-44%
JARVIS BAY	64%	180%	\$ 1,739	71%
KANANASKIS IMPROVEMENT DISTRICT	-46%	20%	\$ 6,296	122%
KAPASIWIN	-13%	45%	\$ 3,165	66%
KILLAM	-2%	44%	\$ 1,658	48%
KITSCOTY	34%	68%	\$ 1,198	26%
LAKEVIEW	73%	65%	\$ 1,933	-5%
LARKSPUR	81%	41%	\$ 1,076	-22%
LINDEN	12%	27%	\$ 1,416	13%
LOMOND	1%	49%	\$ 2,049	48%
LONGVIEW	0%	14%	\$ 2,069	14%
LOUGHEED	20%	-10%	\$ 1,820	-25%
MA-ME-O BEACH	40%	17%	\$ 3,406	-16%
MANNVILLE	11%	19%	\$ 2,034	7%
MARWAYNE	21%	25%	\$ 910	3%
MCLENNAN	1%	5%	\$ 1,662	4%
MEWATHA BEACH	-22%	35%	\$ 1,361	73%
MILK RIVER	1%	21%	\$ 1,445	19%
MILO	6%	63%	\$ 2,824	54%
MORRIN	-3%	29%	\$ 1,360	33%
MUNDARE	20%	24%	\$ 1,697	3%
MYRNAM	15%	144%	\$ 1,931	113%
NAKAMUN PARK	16%	79%	\$ 4,207	54%
NAMPA	-3%	120%	\$ 3,539	126%
NORGLLENWOLD	-13%	141%	\$ 1,936	178%
NORRIS BEACH	59%	23%	\$ 2,622	-22%
PARADISE VALLEY	14%	36%	\$ 1,382	19%

Source: CFIB calculations, Municipal Affairs, Alberta Government & Statistics Canada.



Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2006-2016 Cumulative Real Operating Spending Per Capita	2006- 2016 Growth in Real Operating Spending Per Capita
PARKLAND BEACH	28%	103%	\$ 1,741	59%
PELICAN NARROWS	45%	3%	\$ 661	-29%
POINT ALISON	0%	-65%	\$ 2,069	-65%
POPLAR BAY	-5%	-2%	\$ 1,980	3%
RAINBOW LAKE	-21%	7%	\$ 3,134	35%
RANCLAND NO. 66, M.D. OF	8%	18%	\$ 12,528	9%
ROCHON SANDS	12%	159%	\$ 4,989	131%
ROCKYFORD	-13%	61%	\$ 2,722	86%
ROSALIND	-6%	106%	\$ 1,649	119%
ROSEMARY	15%	73%	\$ 1,429	51%
ROSS HAVEN	26%	-3%	\$ 1,420	-23%
RYCROFT	3%	102%	\$ 2,417	96%
RYLEY	14%	37%	\$ 1,576	21%
SANDY BEACH	11%	29%	\$ 1,180	16%
SEBA BEACH	4%	-9%	\$ 3,296	-13%
SEDGEWICK	-1%	29%	\$ 1,213	30%
SILVER SANDS	22%	27%	\$ 2,168	4%
SOUTH BAPTISTE	18%	70%	\$ 1,216	44%
SOUTH VIEW	-13%	33%	\$ 2,336	52%
SPIRIT RIVER NO. 133, M.D. OF	-13%	26%	\$ 4,059	45%
SPRING LAKE	13%	79%	\$ 760	59%
STANDARD	-3%	18%	\$ 1,522	21%
STAVELY	11%	27%	\$ 1,148	15%
SUNBREAKER COVE	-20%	129%	\$ 3,815	186%
SUNRISE BEACH	57%	14%	\$ 1,211	-27%
SUNSET BEACH	-12%	100%	\$ 1,906	128%
SUNSET POINT	26%	104%	\$ 1,778	63%
VAL QUENTIN	10%	69%	\$ 1,936	54%
VETERAN	-15%	55%	\$ 1,866	82%
VILNA	8%	1%	\$ 1,917	-7%
WABAMUN	10%	-31%	\$ 2,364	-38%
WAIPAROUS	16%	126%	\$ 1,473	94%
WARBURG	41%	42%	\$ 1,292	1%
WARNER	3%	18%	\$ 1,698	14%
WASKATENAU	1%	10%	\$ 1,276	9%
WEST BAPTISTE	13%	93%	\$ 1,270	70%
WEST COVE	15%	121%	\$ 2,898	92%
WHISPERING HILLS	-8%	129%	\$ 1,443	151%
WHITE SANDS	25%	135%	\$ 2,172	89%

Source: CFIB calculations, Municipal Affairs, Alberta Government & Statistics Canada.

Municipality	2006-2016 Population Growth	2006-2016 Growth in Real Operating Spending	2006-2016 Cumulative Real Operating Spending Per Capita	2006- 2016 Growth in Real Operating Spending Per Capita
WILLINGDON	-4%	13%	\$ 1,450	18%
YELLOWSTONE	34%	400%	\$ 4,196	274%
YOUNGSTOWN	-3%	7%	\$ 1,902	11%

Source: CFIB calculations, Municipal Affairs, Alberta Government & Statistics Canada.