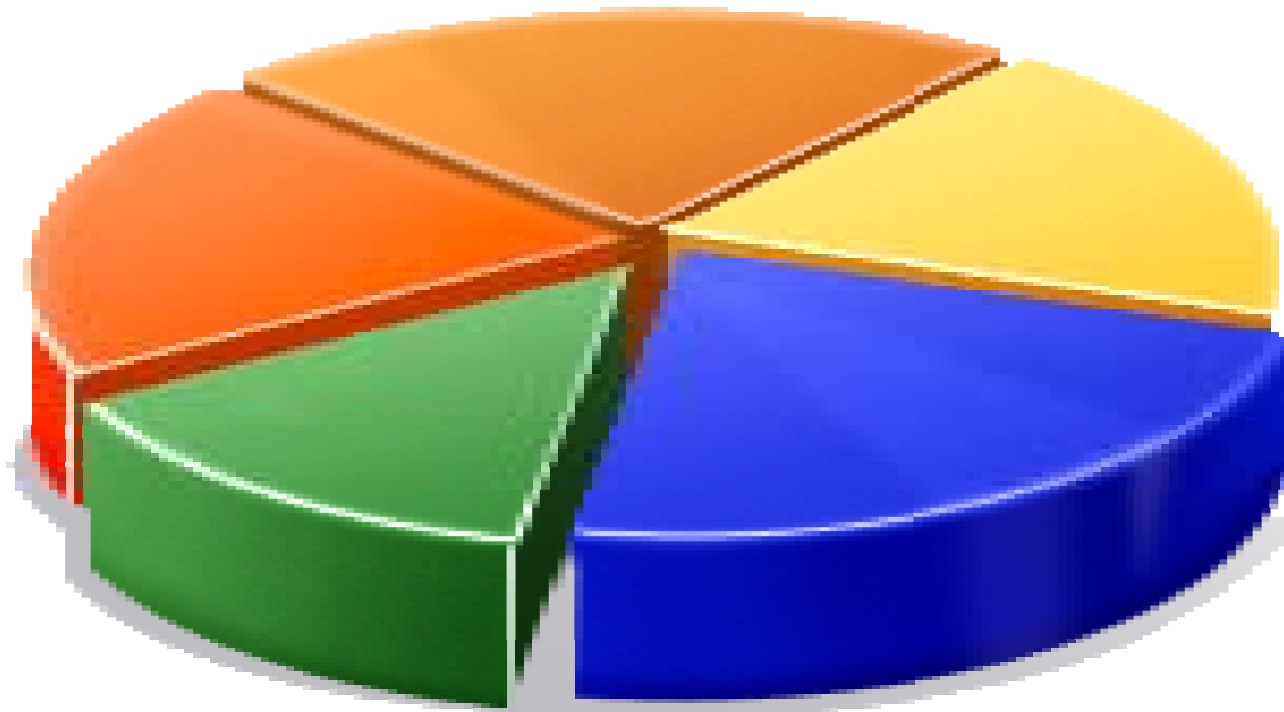


Financial Indicator Graphs

for the Year Ended December 31, 2007



Prepared by Financial Advisory Services

Local Government Services Division

Alberta Municipal Affairs

Introduction

The financial indicator graphs are prepared by Alberta Municipal Affairs using municipal financial and statistical data. The package is intended to serve as a tool that may assist council and administration with operational decisions. The comparative measures may be useful in assessing past performance and for budget planning.

Each municipality is compared to the median for a group of similar size urban municipalities, or to rural municipalities with similar tax base. The comparison groups are shown on the last two slides by population and by equalized assessment per capita.

Financial Advisory Services can provide assistance in interpreting this information and can prepare custom indicator graphs upon request for other comparative groups, e.g. comparisons with larger or with neighbouring municipalities.

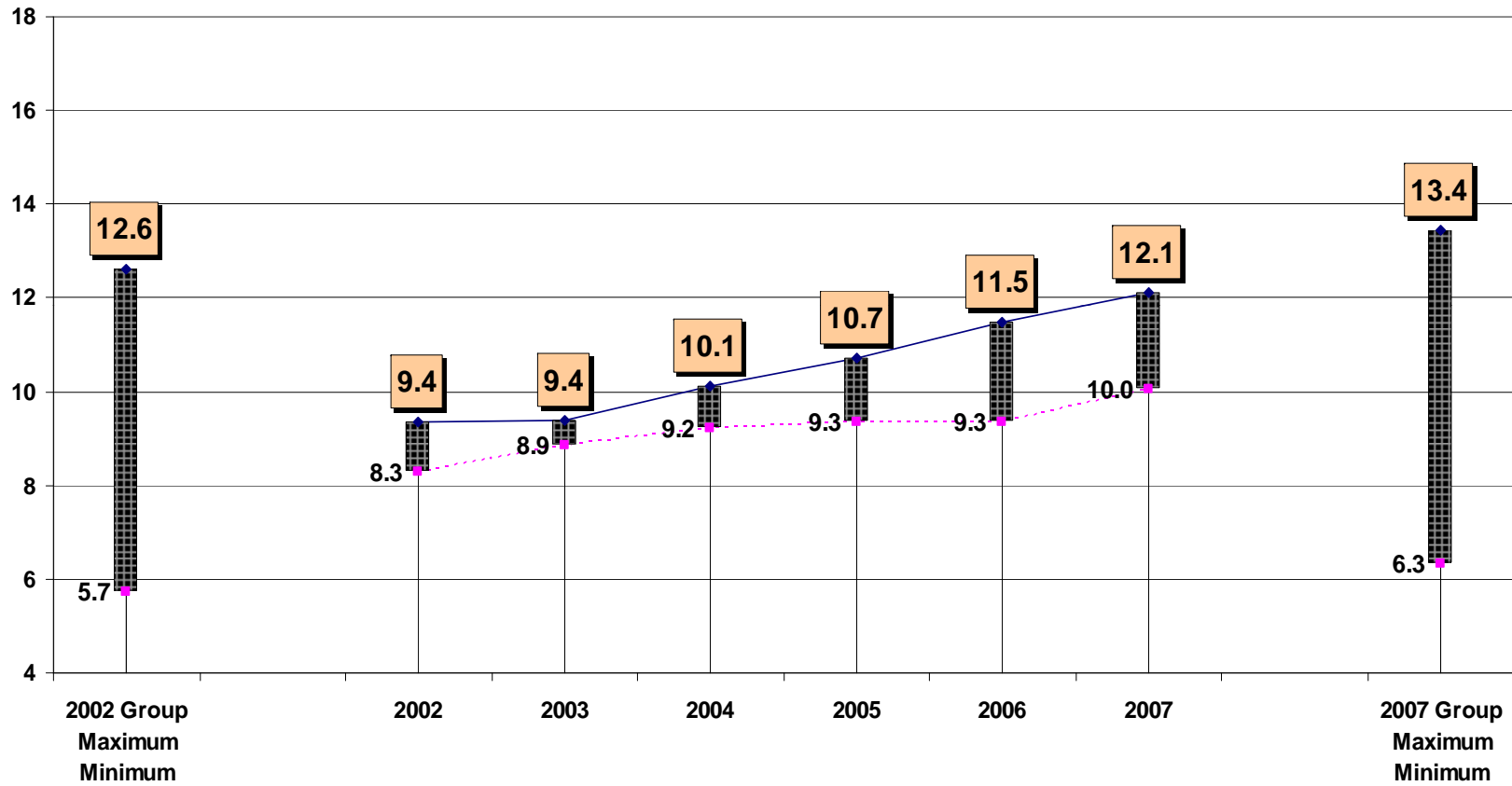
Other points to note are:

- 1. The range for most of the graphs is 2002 to 2007.**
- 2. Equalized assessment is shown for the period 2003 to 2008.**
- 3. Caution should be used when interpreting results as each municipality has unique characteristics affecting how it compares to the group. In addition, circumstances may have changed since the December 31, 2007 reporting date.**

Financial Indicator Graphs included:

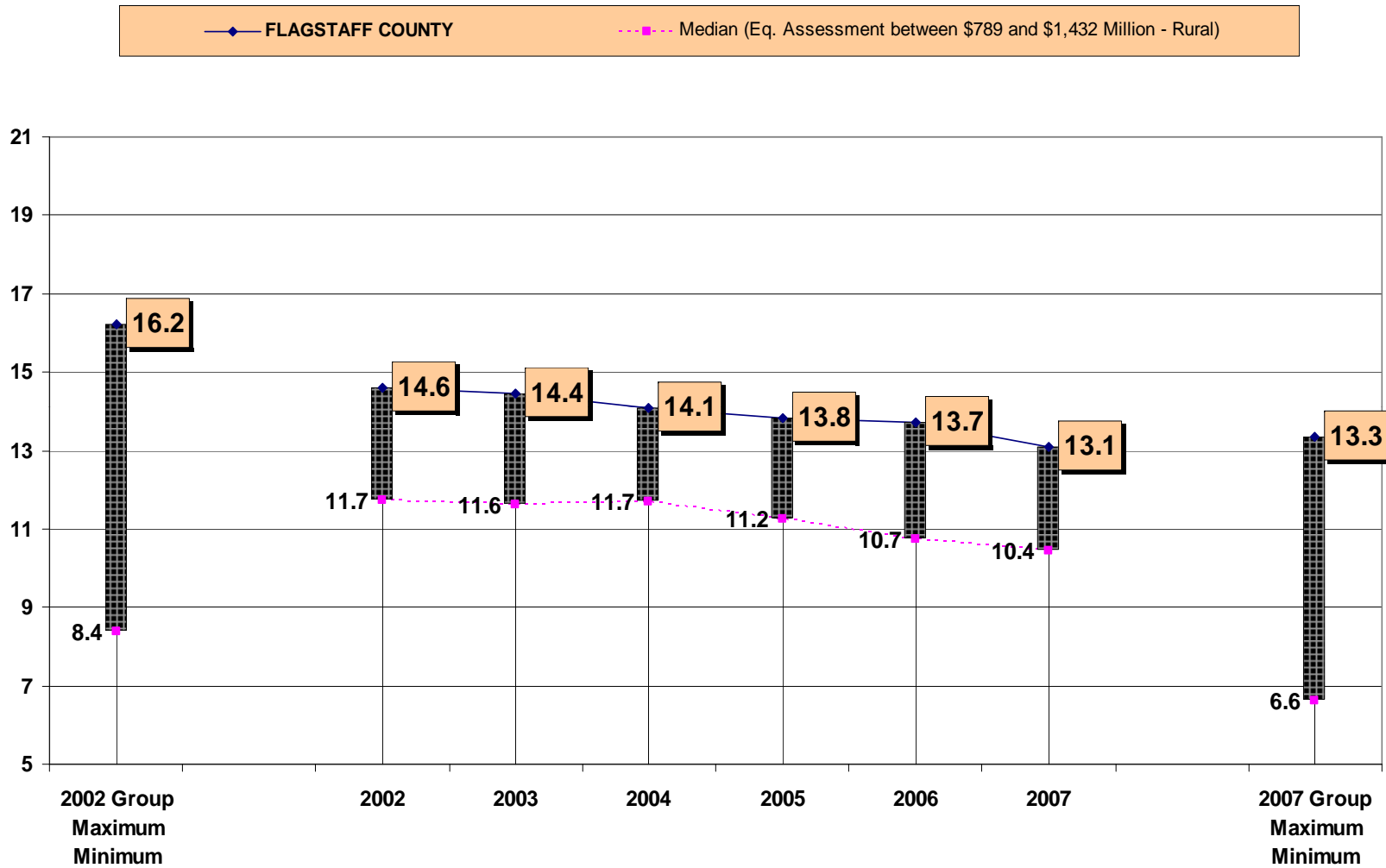
- Equalized Tax Rates – Net Municipal/Residential/Non-Residential
- Equalized Assessment Per Capita (urban only)
- Equalized Assessment Per Km of Roads (rural only)
- Non-residential Equalized Assessment as % of Total
- Tax Collection Rate
- Debt & Debt Service as % of the Limits
- Long Term Municipal Debt Per Capita
- Municipal Debt Servicing as % of Total Revenue
- Major Revenue Sources Per Capita/as % of Total Operating Revenue :
 - Net Municipal Property Tax
 - Sales & User Charges
 - Provincial and Federal Grants
- Per Capita Operating Expenditures by Broad Function Category:
 - Total
 - General Government
 - Protective Services
 - Transportation
 - Environmental Protection
 - Recreation
- Roads Operating Expenditures Per Km (rural only)
- Per Capita Expenditures by Major Type:
 - Salaries, Wages & Benefits
 - Contracted & General Services
 - Materials, Goods, Supplies & Utilities
 - Bank Charges & Interest
- Long Term Liquidity/Long Term Liquidity Per Capita
- Reserves/Reserves Per Capita
- Ratio of Current Assets to Current Liabilities

Net Municipal Equalized Tax Rate



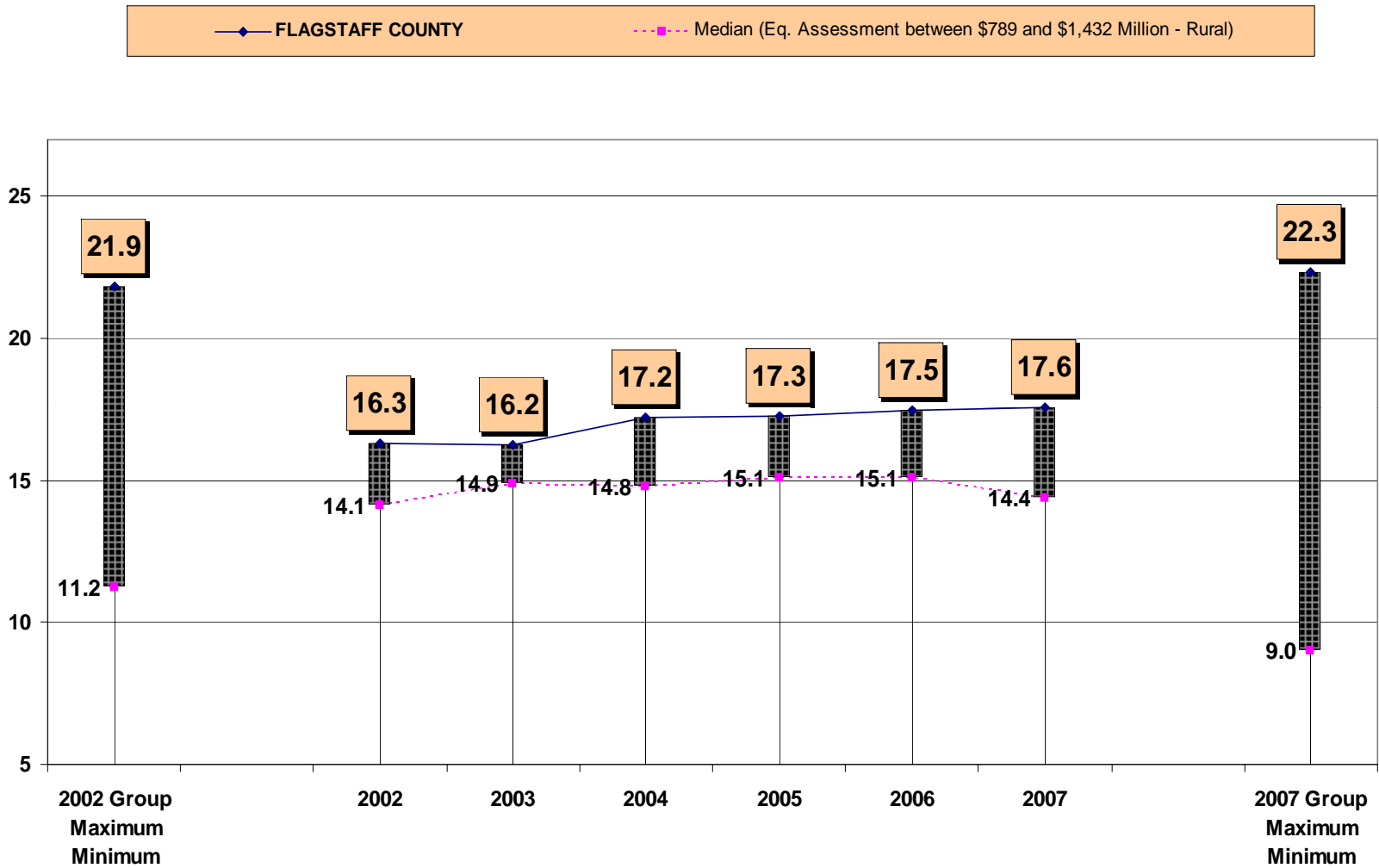
Note : Municipal Equalized Tax Rate is calculated based on total equalized assessment and net municipal property tax.

Residential Equalized Tax Rate



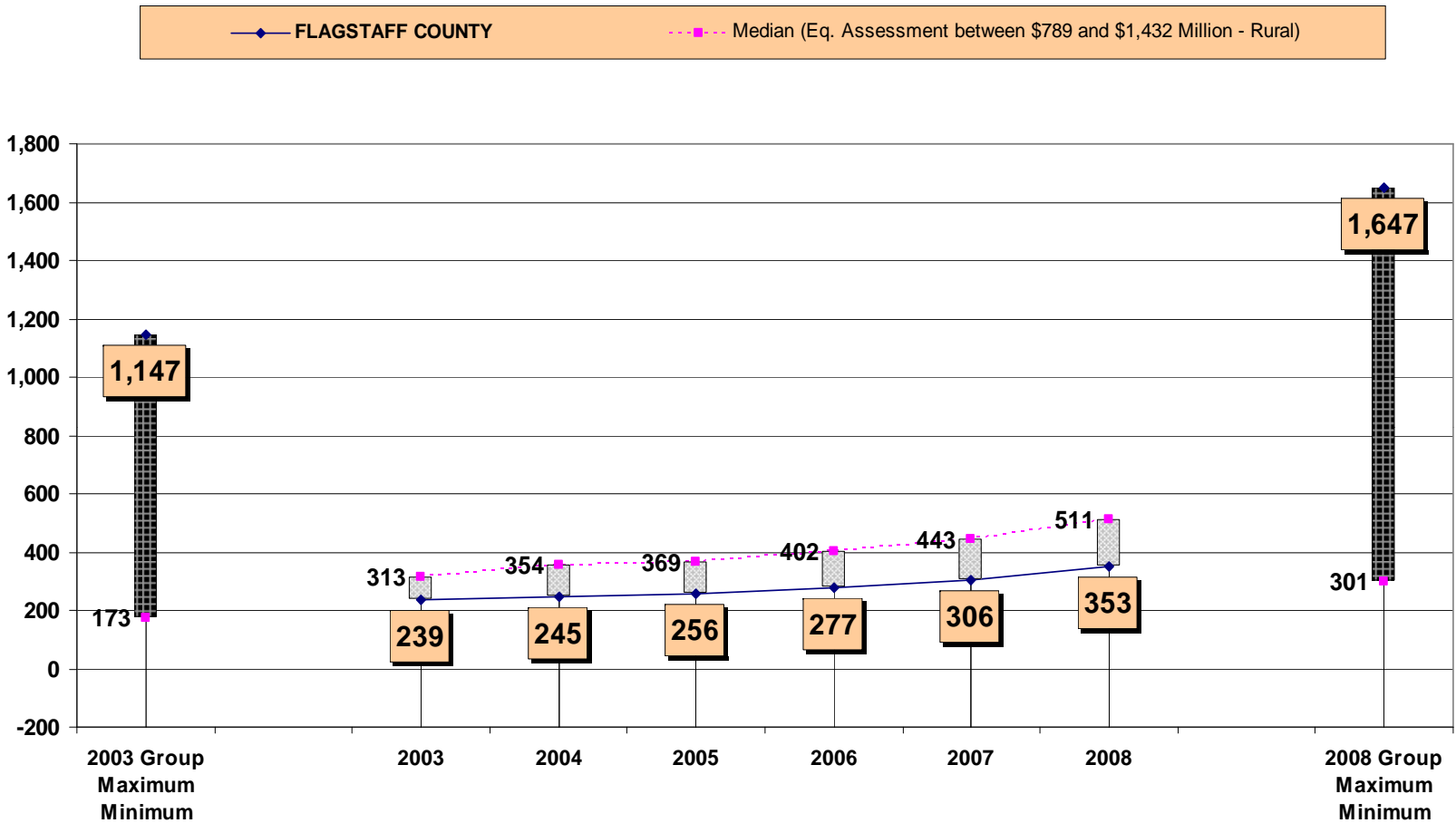
Note : Residential Equalized Tax Rate is calculated based on gross residential property taxes and residential equalized assessment.

Non-Residential Equalized Tax Rate



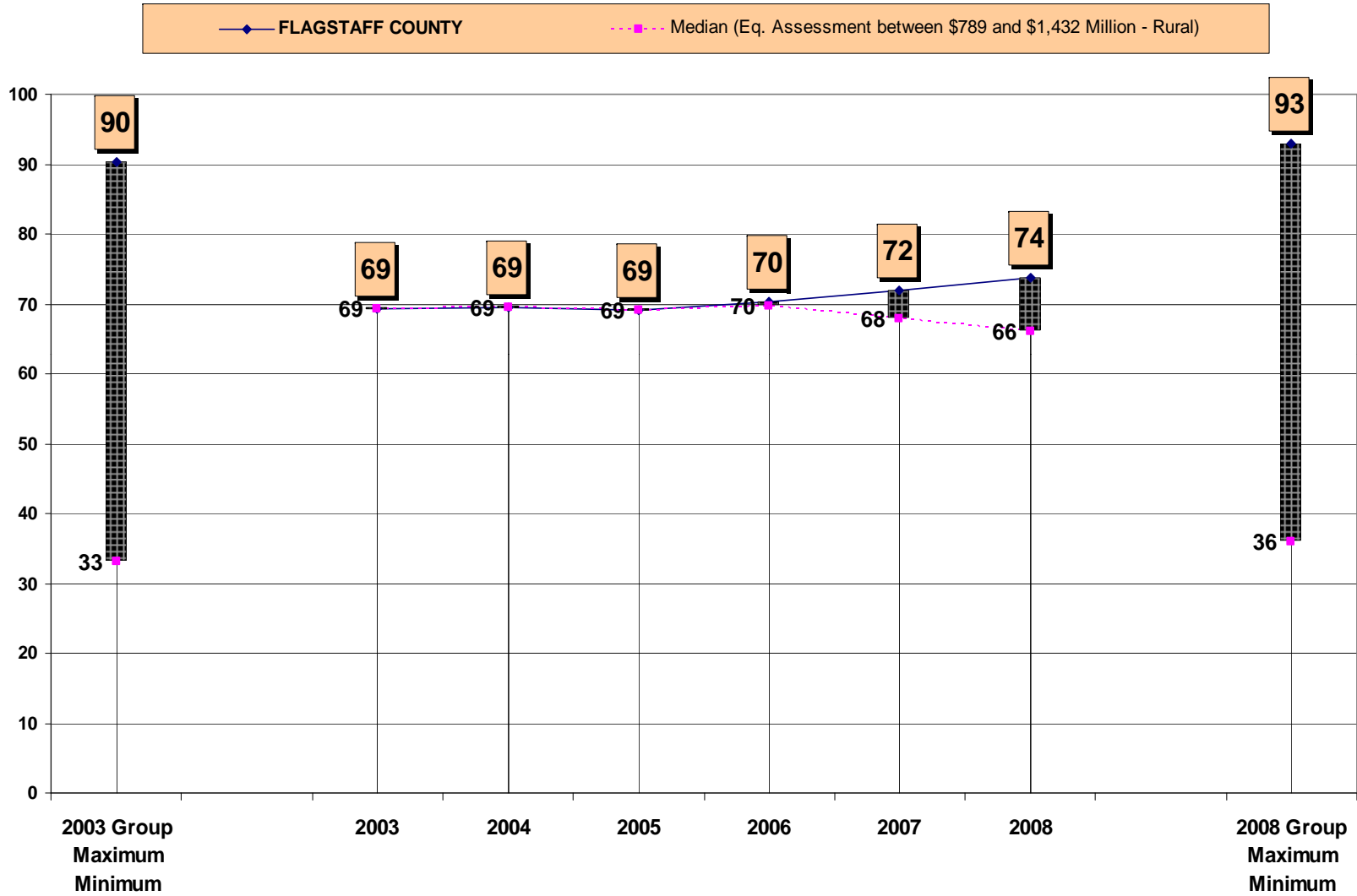
Note : Non-Residential Equalized Tax Rate is calculated based on gross non-residential property taxes and non-residential equalized assessment.

Equalized Assessment Per Km of Roads (in thousands)

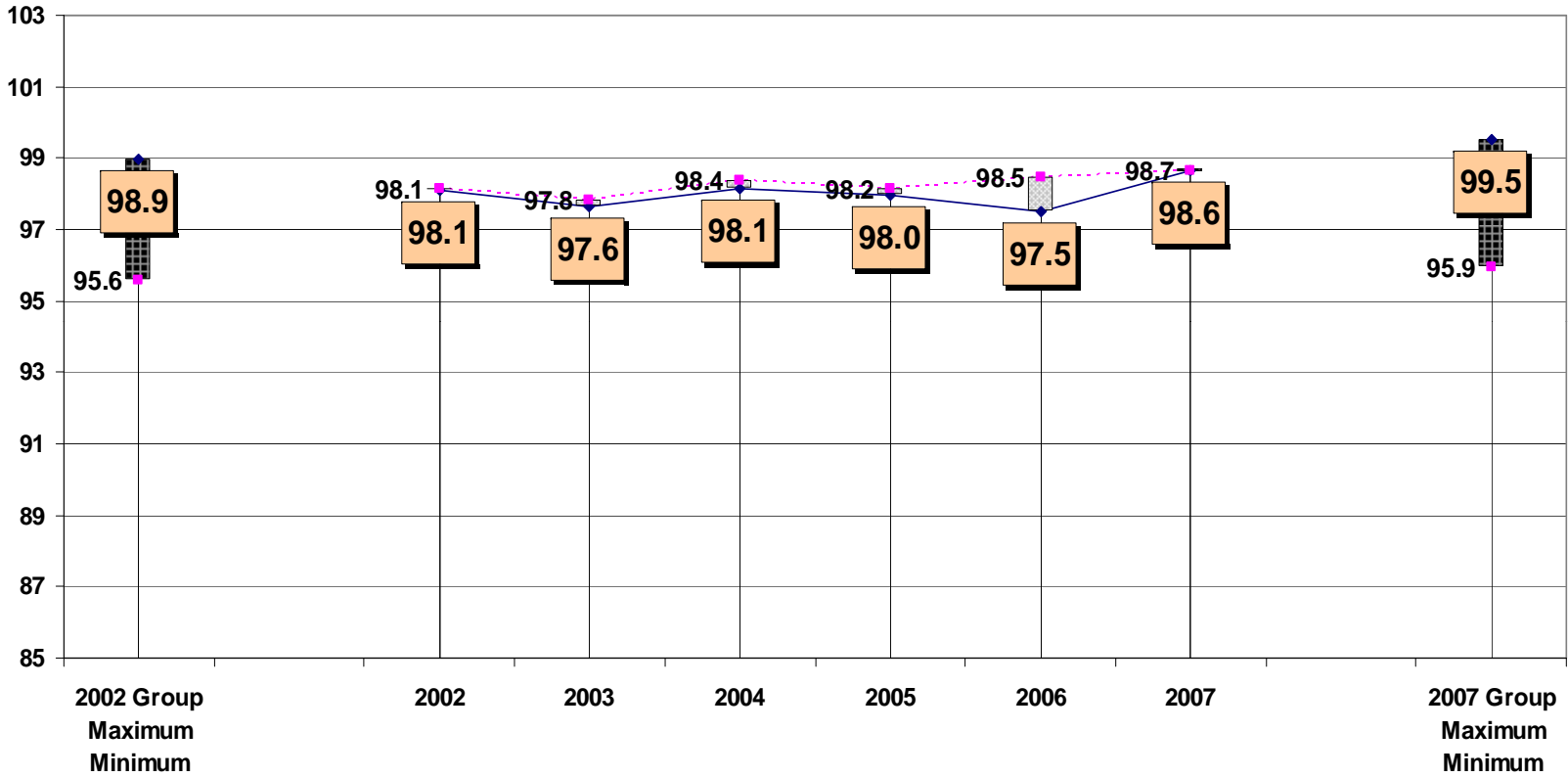


Note : Equalized Assessment Per Km of Roads approximates a municipality's ability to generate property tax revenue relative to the number of kilometers of open roads maintained compared to the average.

Non-Residential Equalized Assessment As % of Total

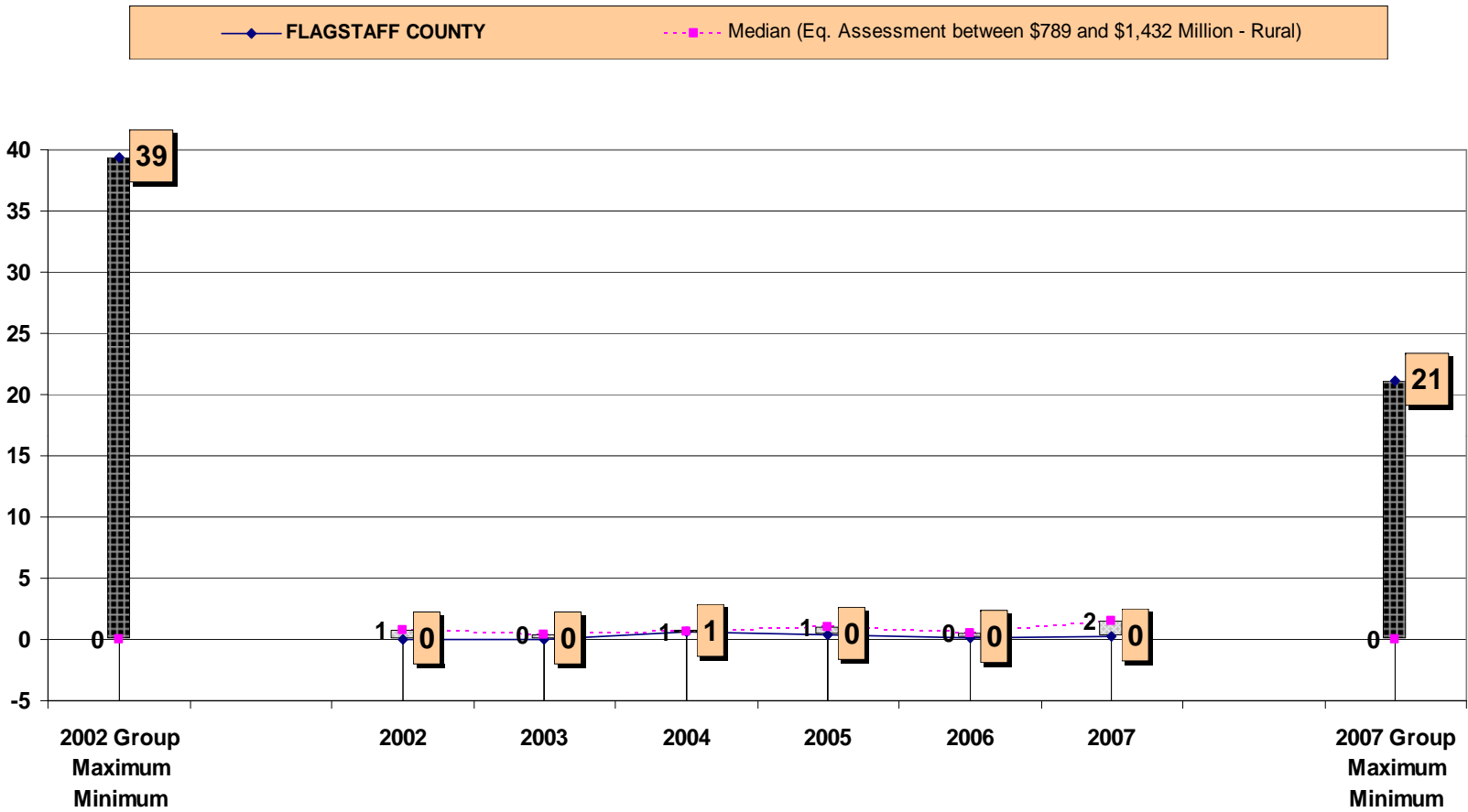


Tax Collection Rate



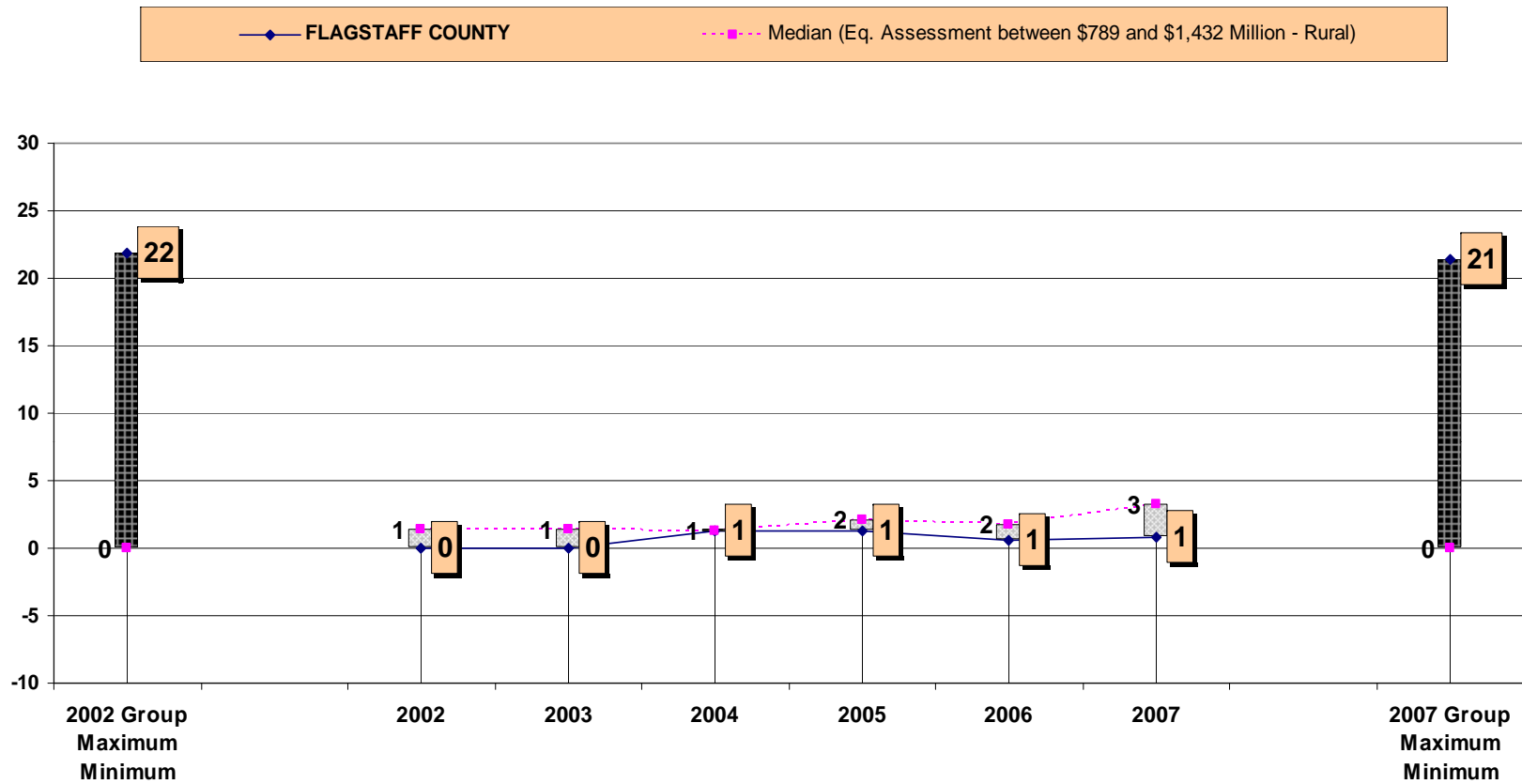
Note : This indicator reflects the percentage of taxes and grants in place of taxes which are collected by the municipality in the year in which they are levied.

Percent of Debt Limit Used



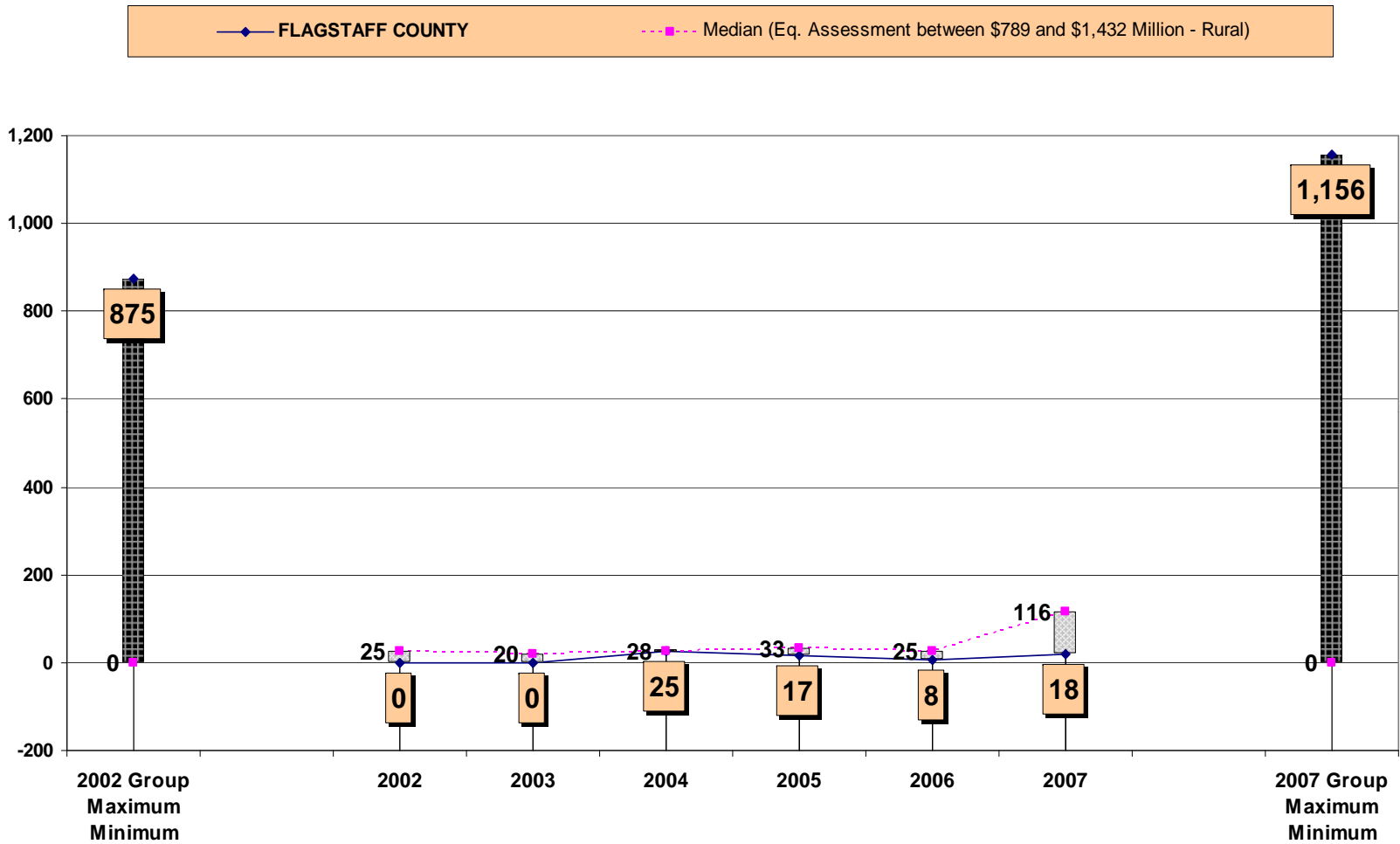
Note : This graph shows, in percentage terms, the municipality's debt (municipal and excluded functions) as a percentage of the regulated limit. This is compared to the median for the group of similar municipalities.

Percent of Debt Service Limit Used



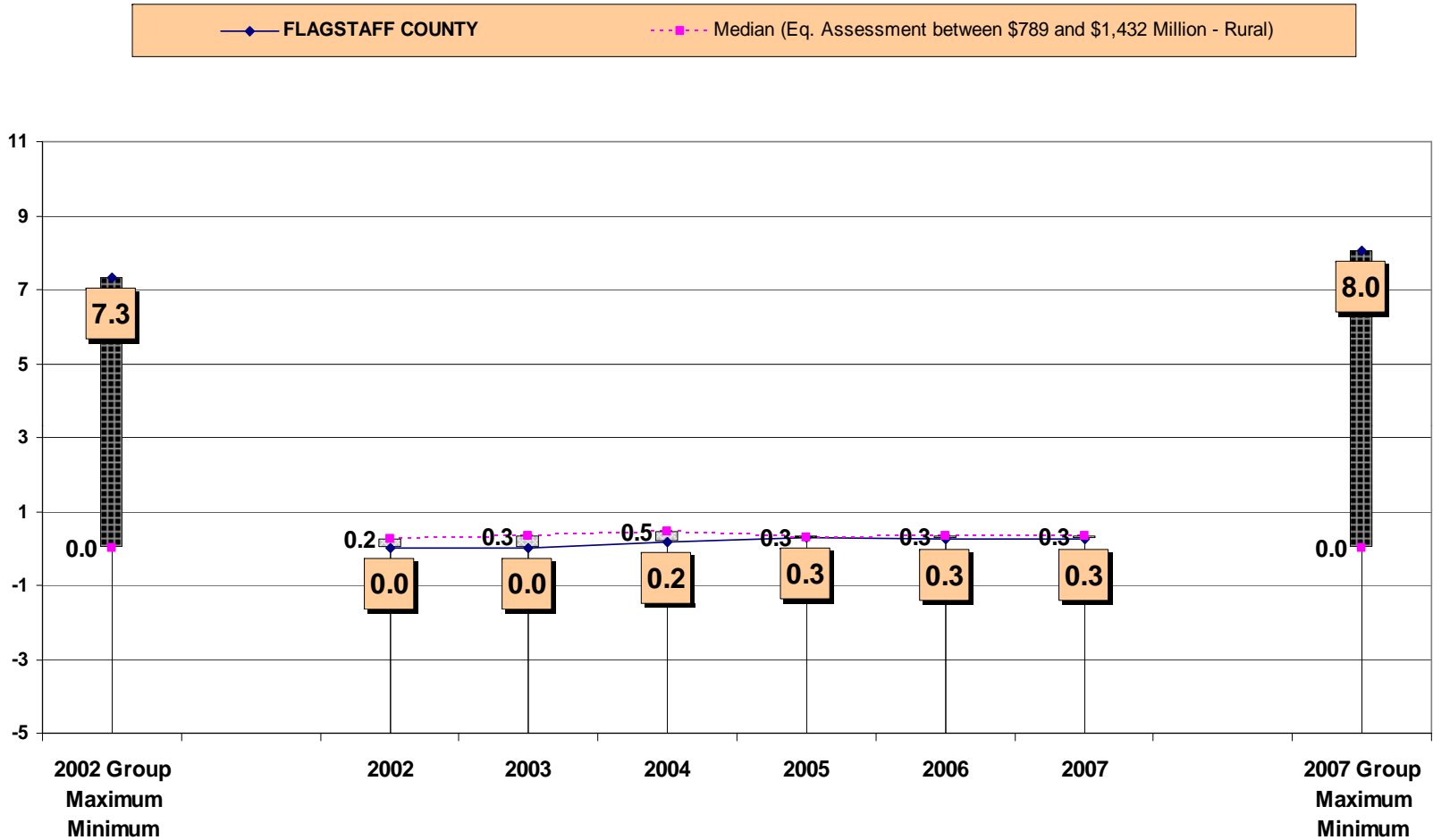
Note: This graph shows, in percentage terms, the municipality's current debt servicing requirement (municipal and excluded functions) relative to the regulated limit. This is compared to the median for the group of similar municipalities.

Long Term Municipal Debt Per Capita



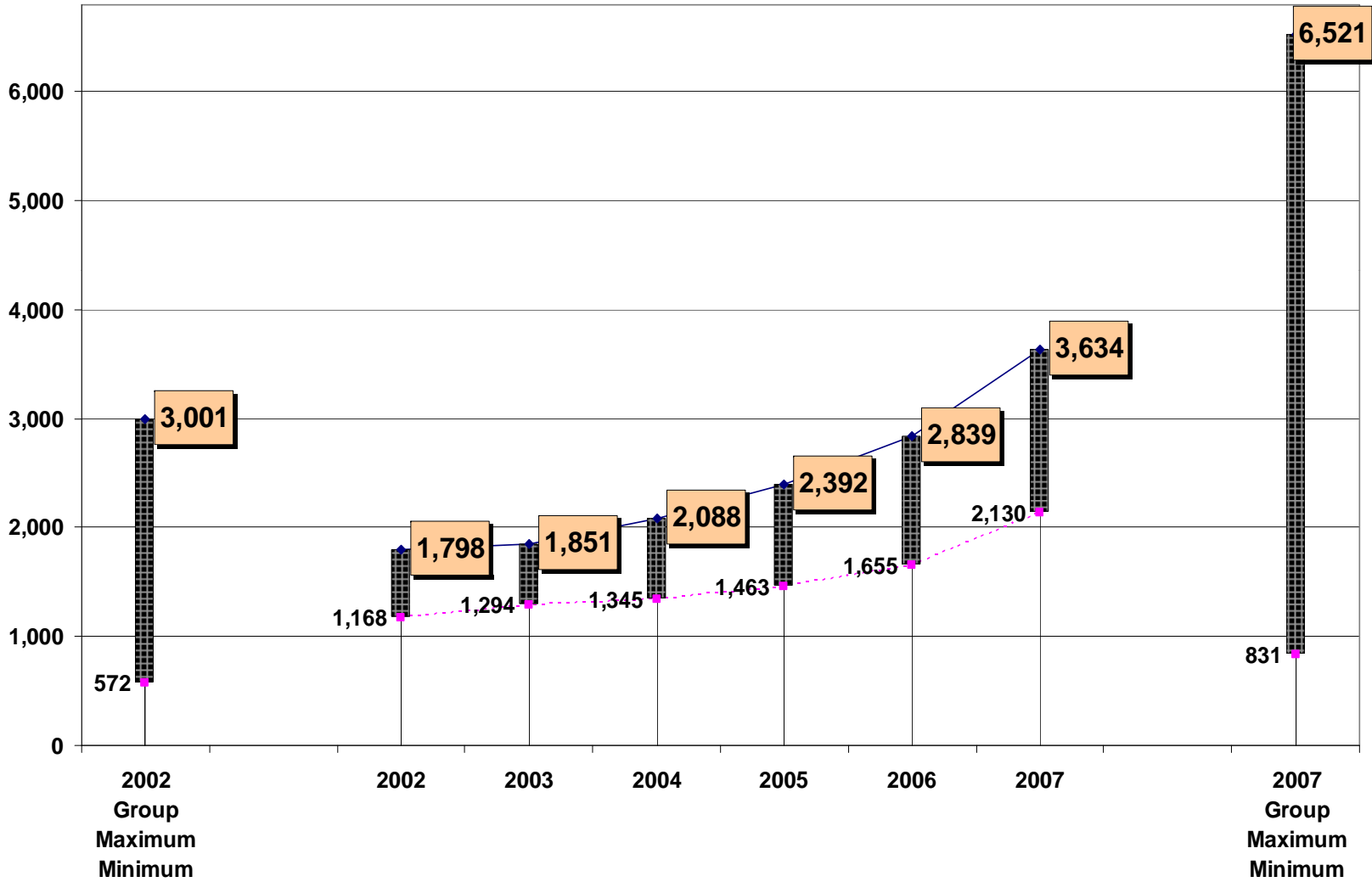
Note : Long term debt associated with excluded functions (gas and/or electricity) is not included.

Municipal Long Term Debt Servicing as a Percent of Total Revenue

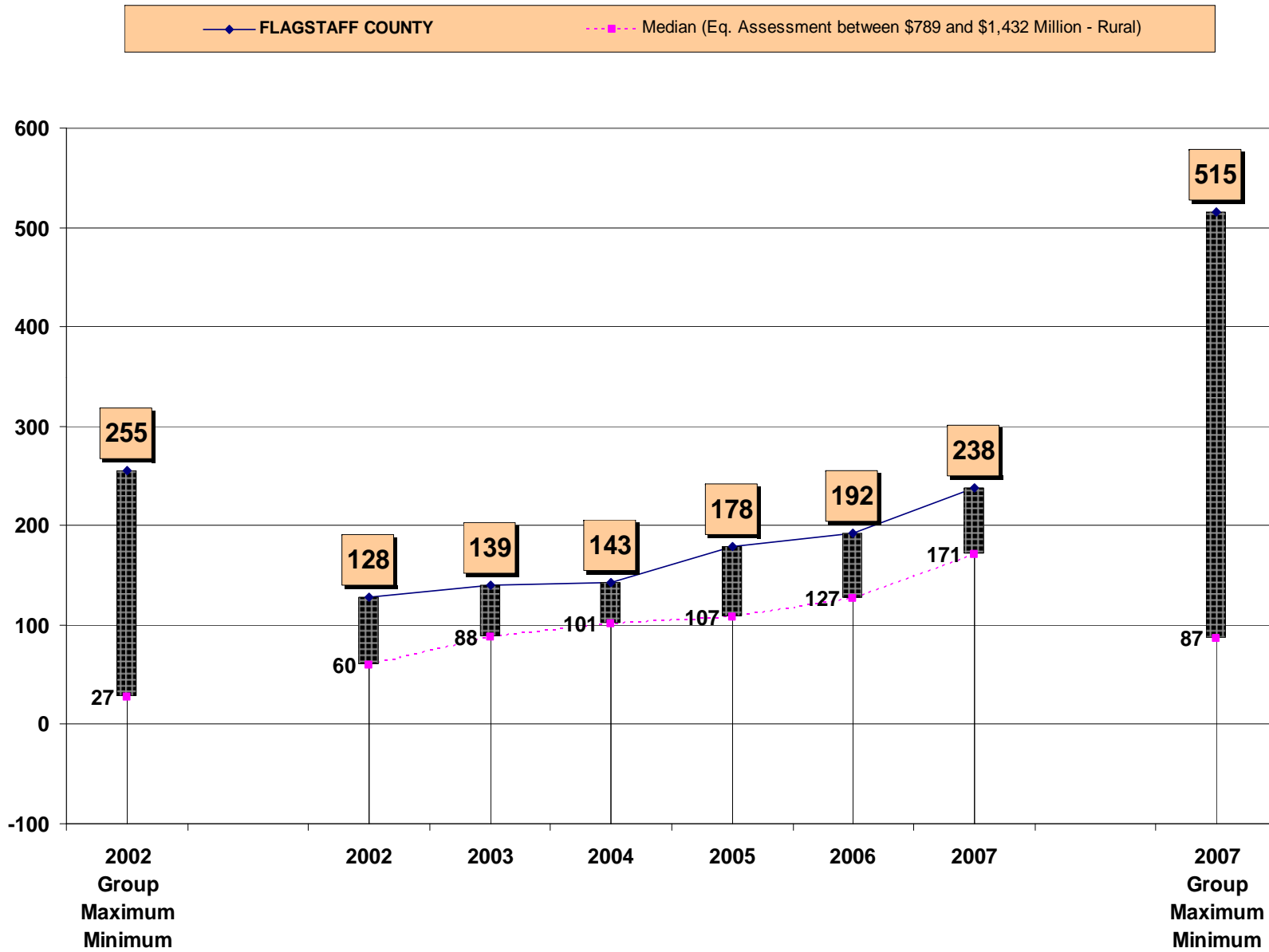


Note: The calculation represents the percentage of total (operating and capital) municipal revenue that was required to meet long term debt obligations (municipal only) throughout the year.

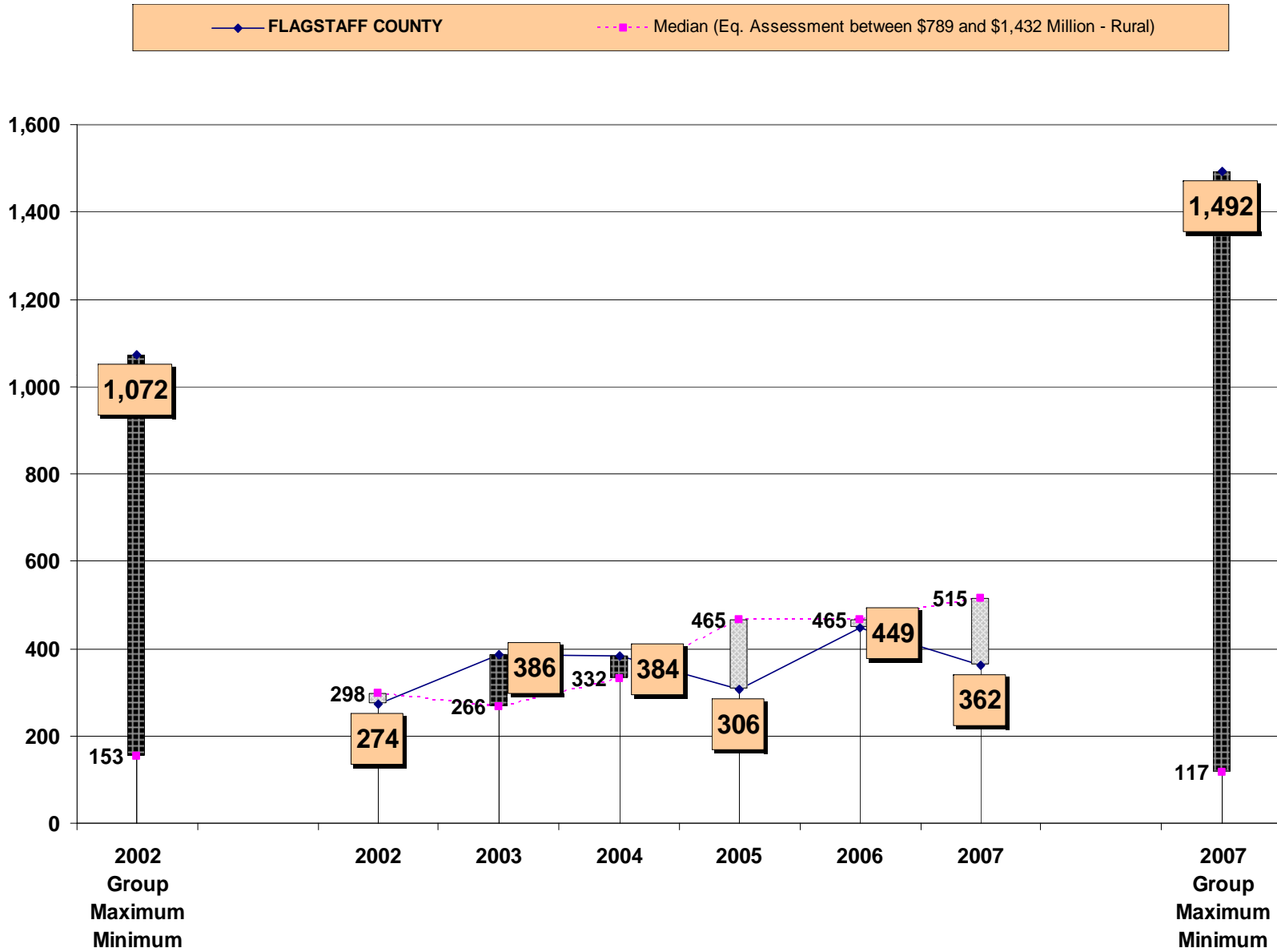
Net Municipal Property Taxes Per Capita



Sales and User Charges Per Capita

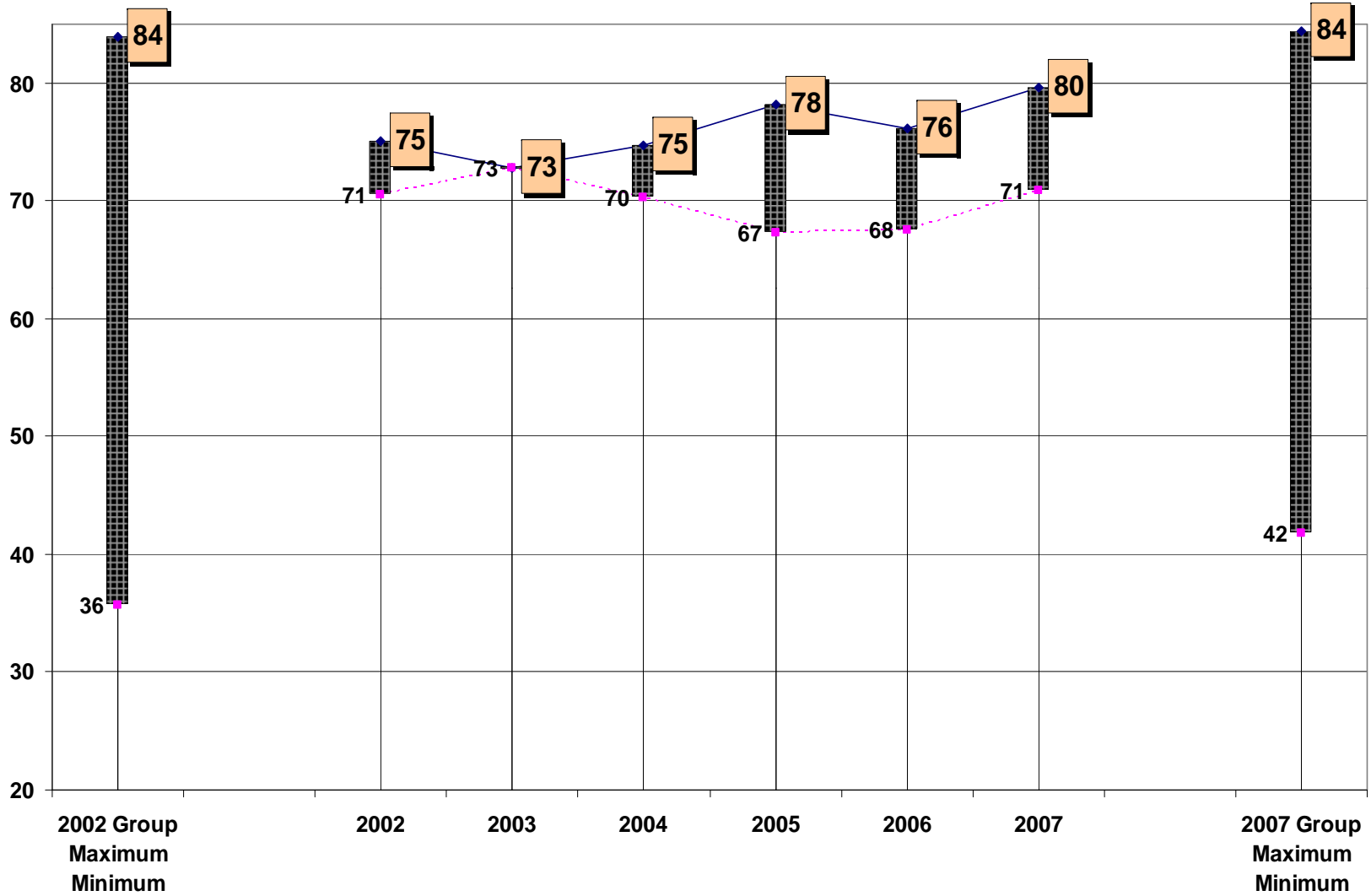


Provincial and Federal Operating Grants Per Capita

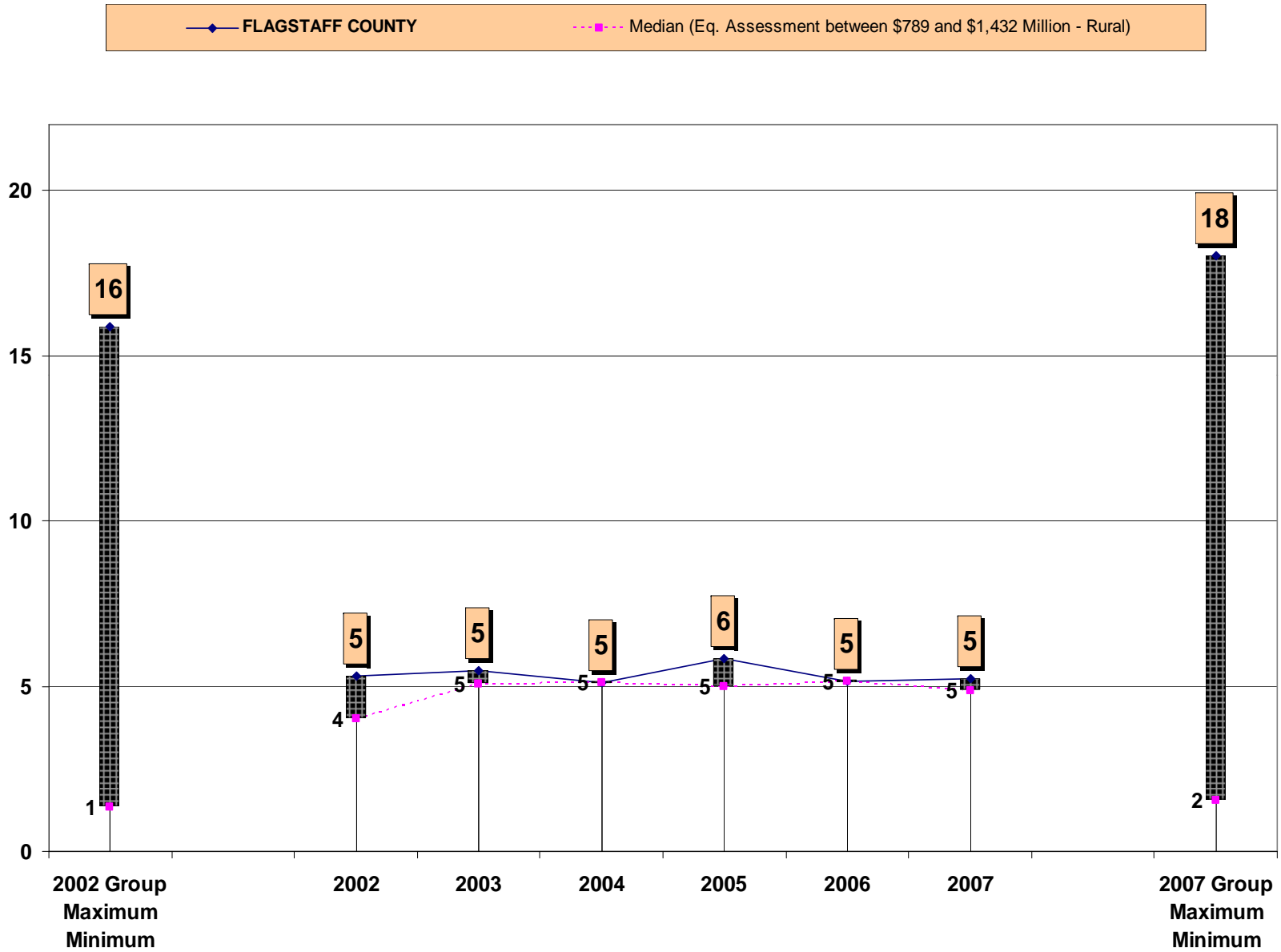


Net Municipal Property Taxes As % of Total Operating Revenue

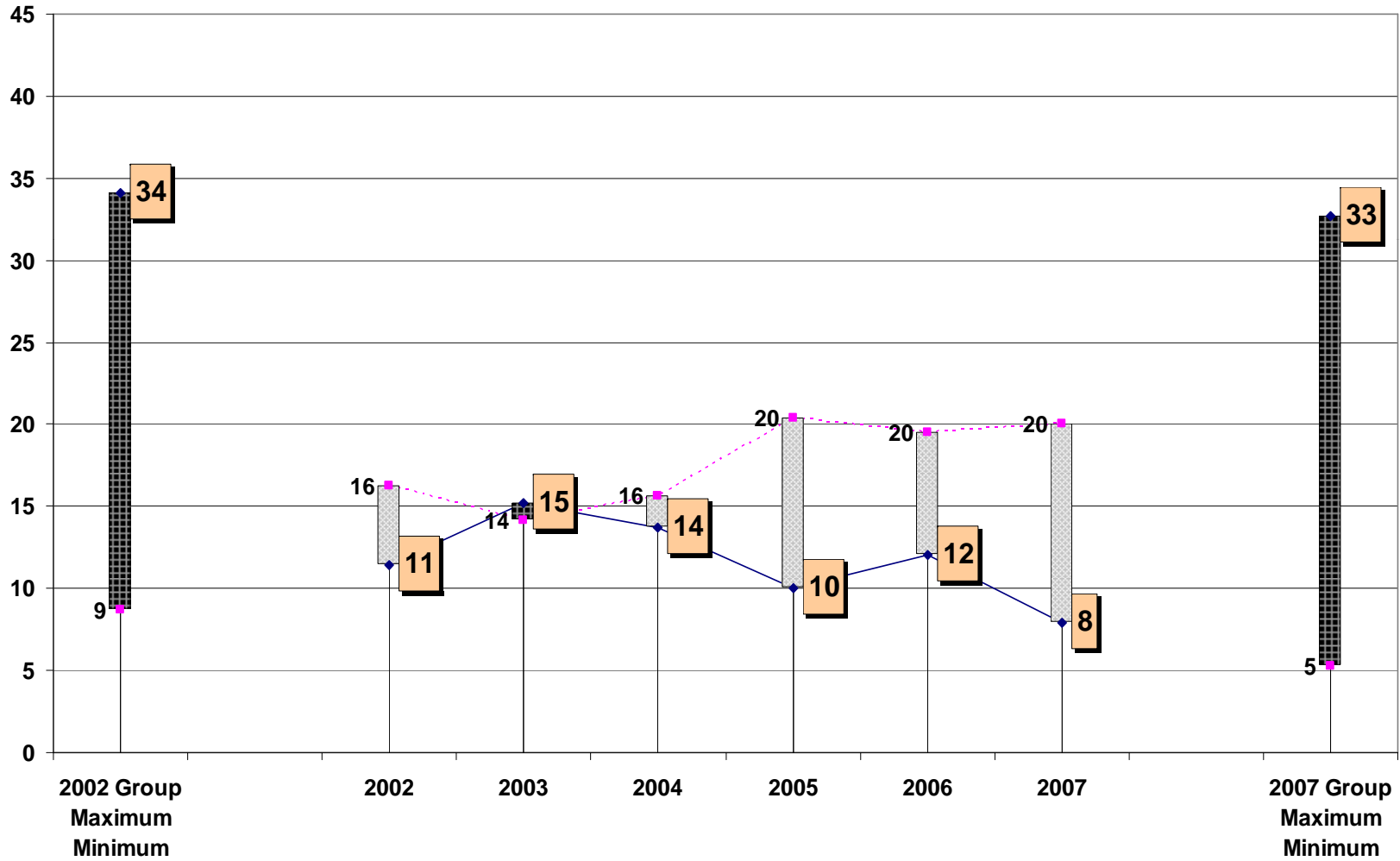
◆ FLAGSTAFF COUNTY
 - - - ◆ Median (Eq. Assessment between \$789 and \$1,432 Million - Rural)



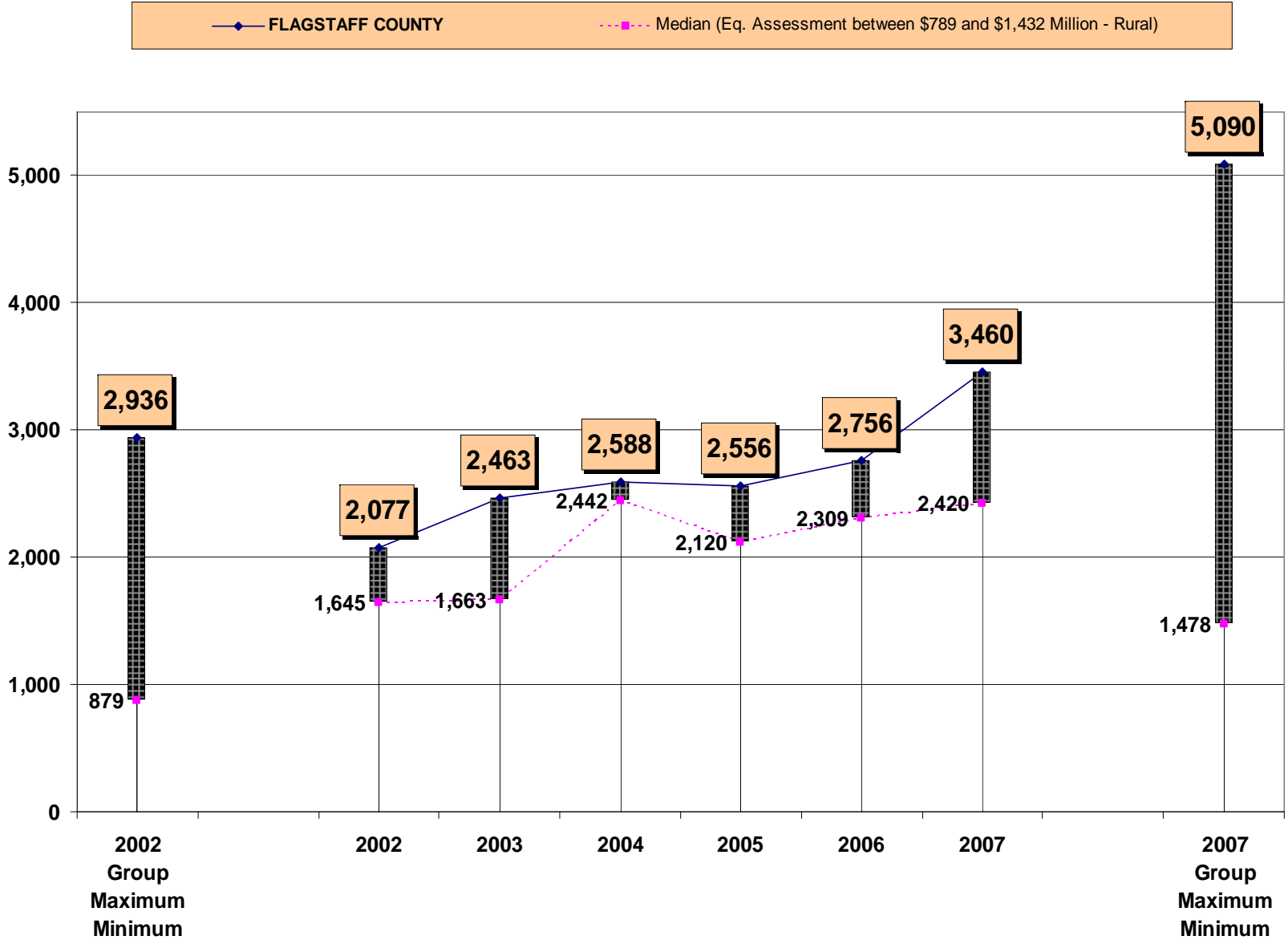
Sales and User Charges As % of Total Operating Revenue



Provincial and Federal Operating Grants As % of Total Operating Revenue

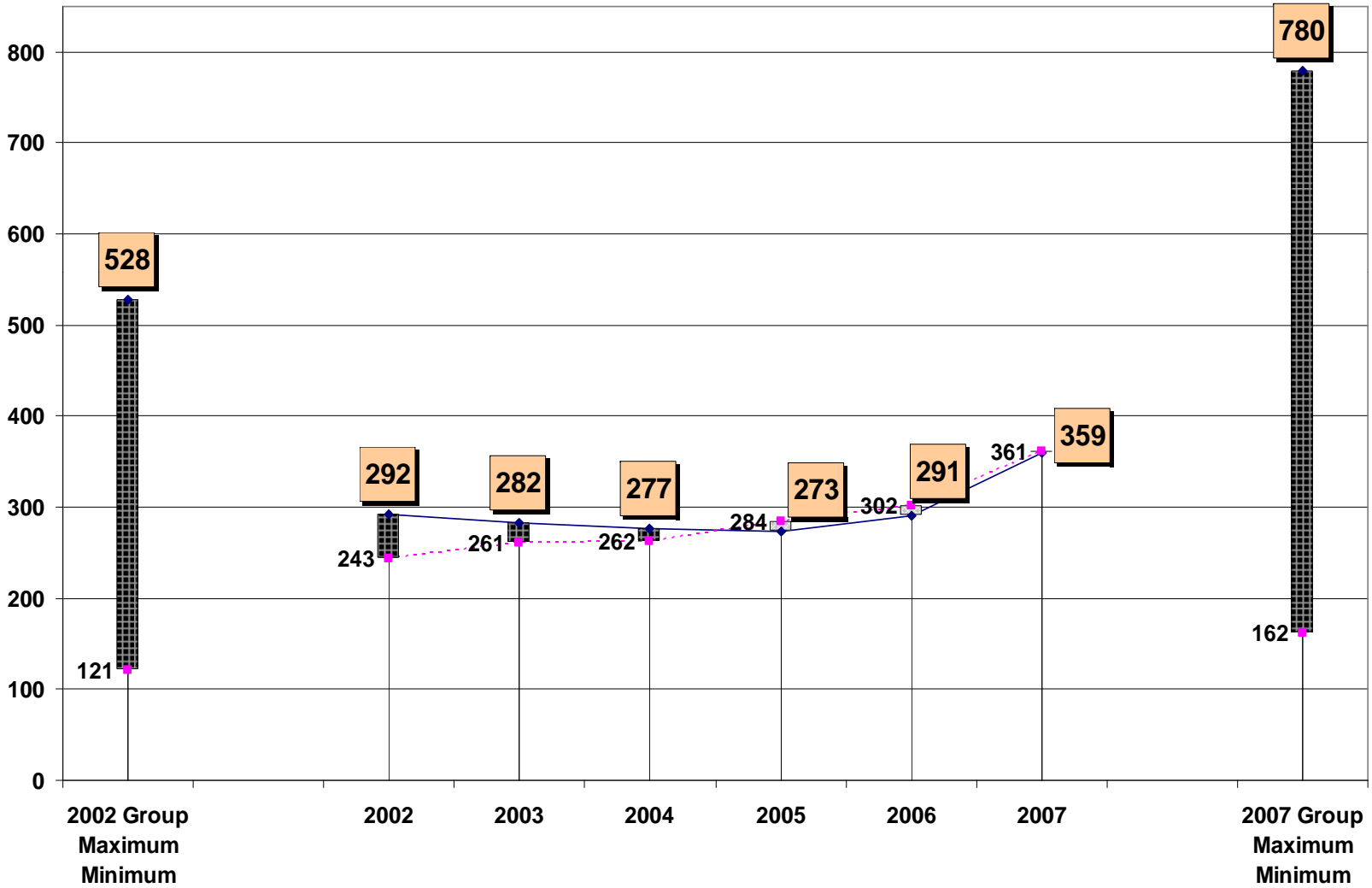


Total Operating Expenditures Per Capita

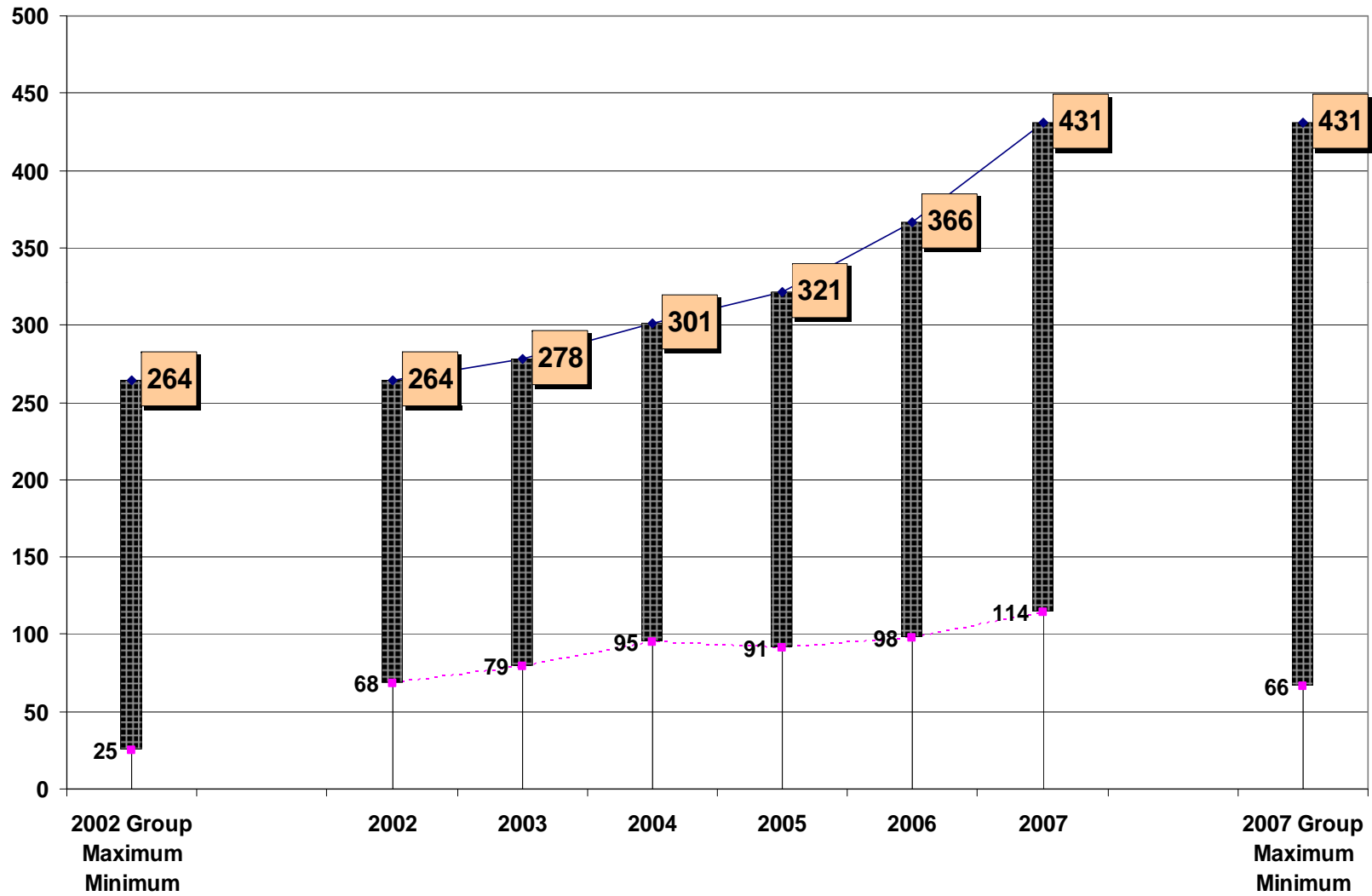


General Government Operating Expenditures Per Capita

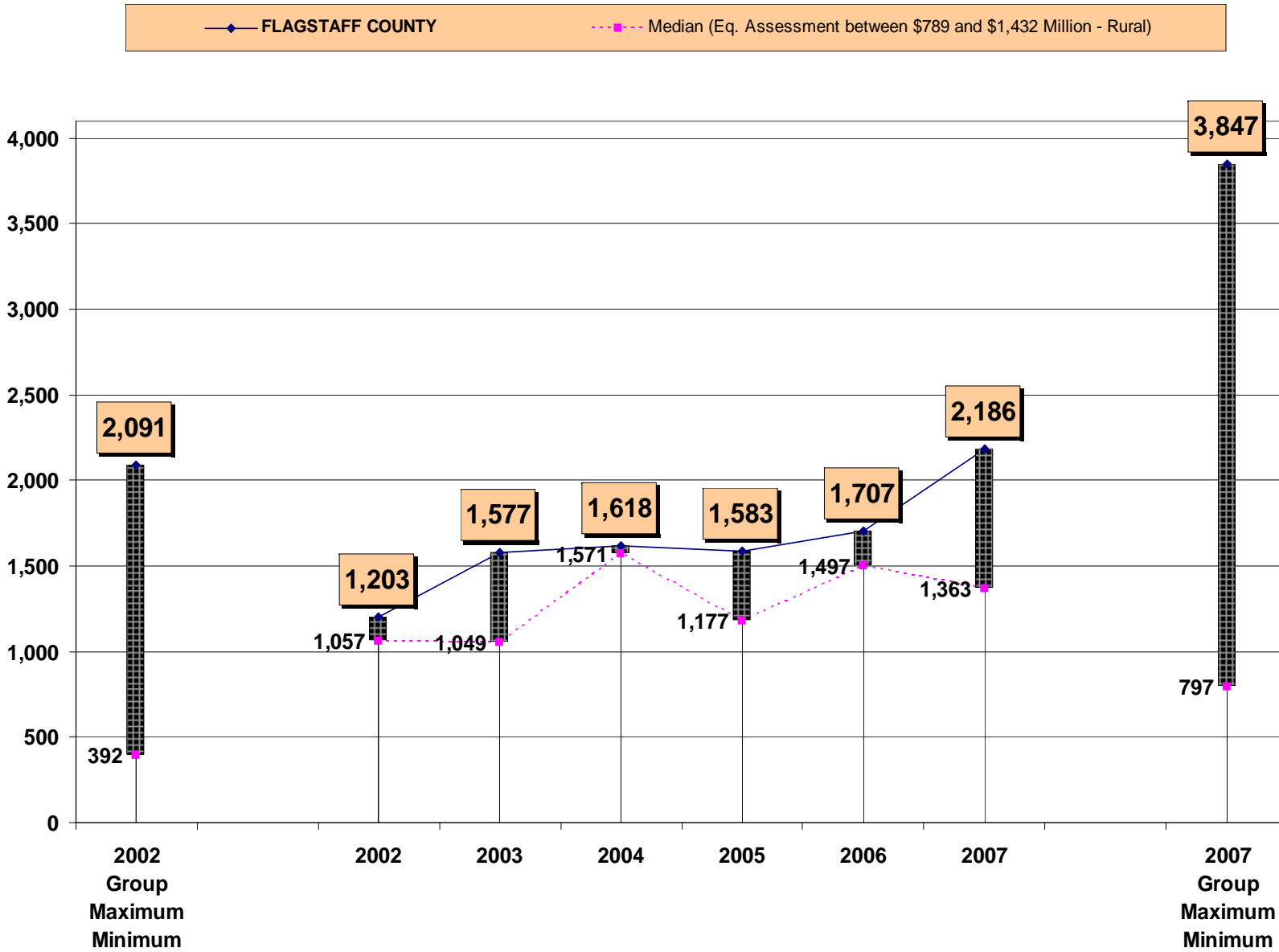
◆ FLAGSTAFF COUNTY
 ◆ Median (Eq. Assessment between \$789 and \$1,432 Million - Rural)



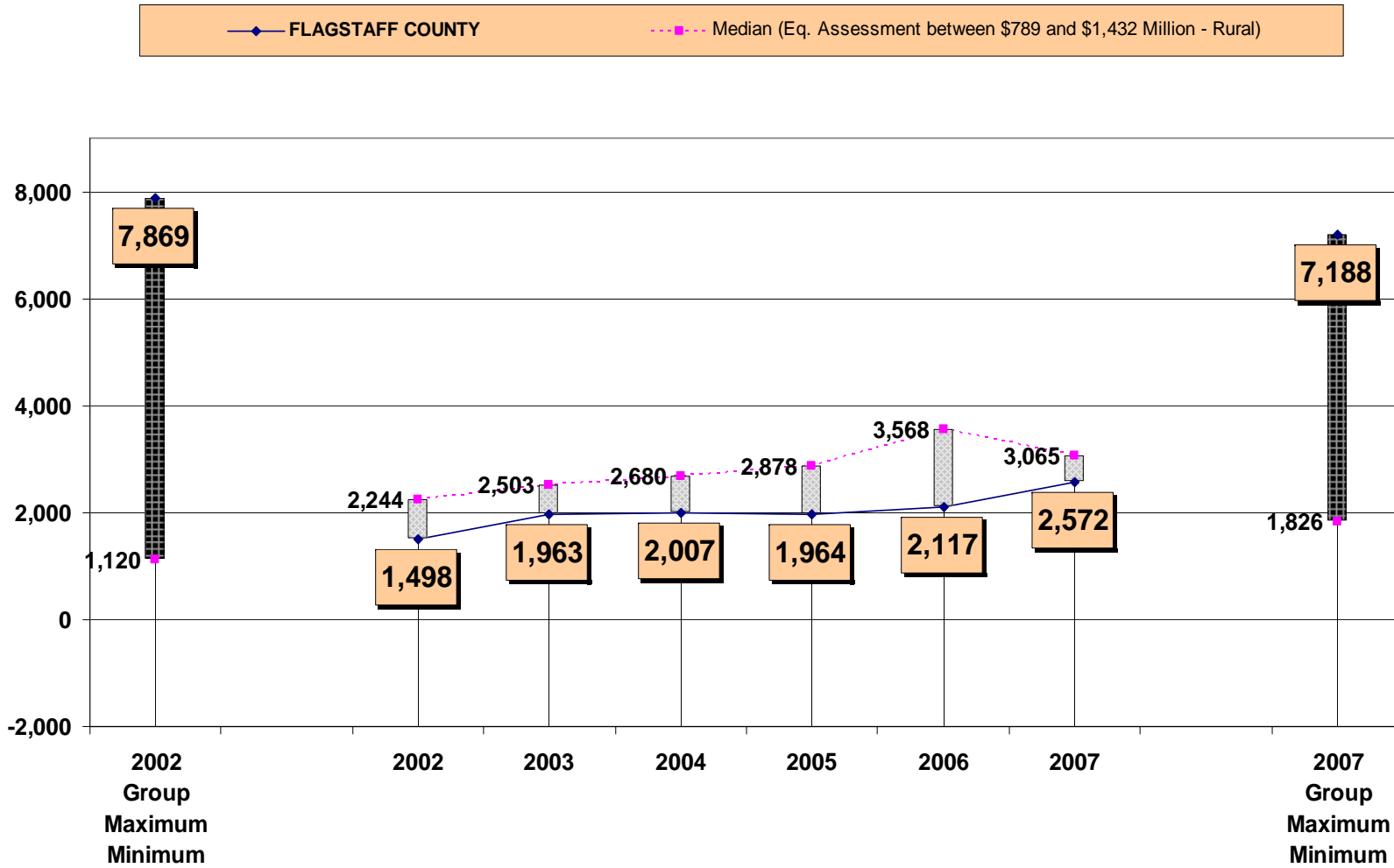
Protective Services Operating Expenditures Per Capita



Transportation Operating Expenditures Per Capita

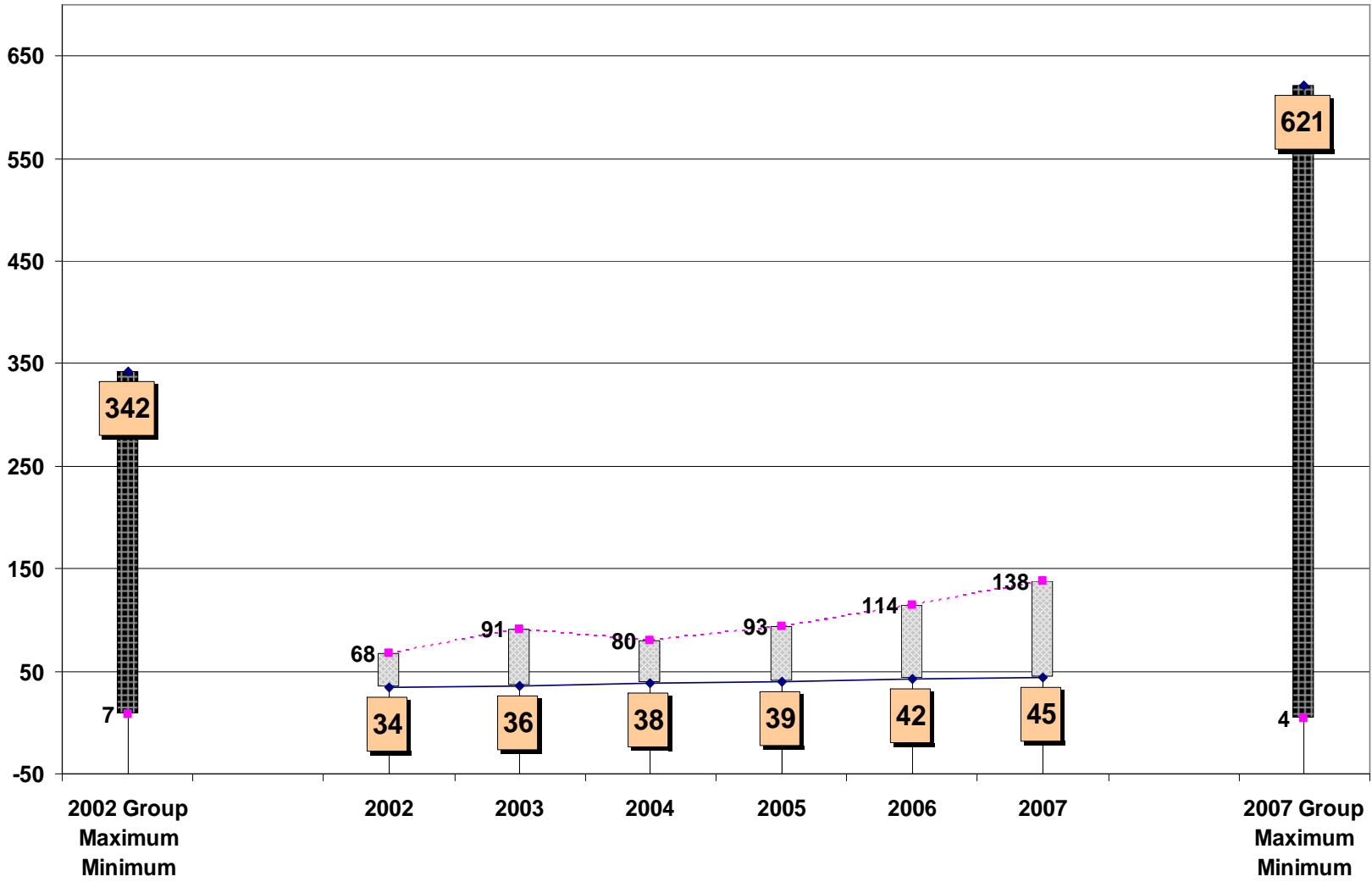


Roads Operating Expenditures Per Km

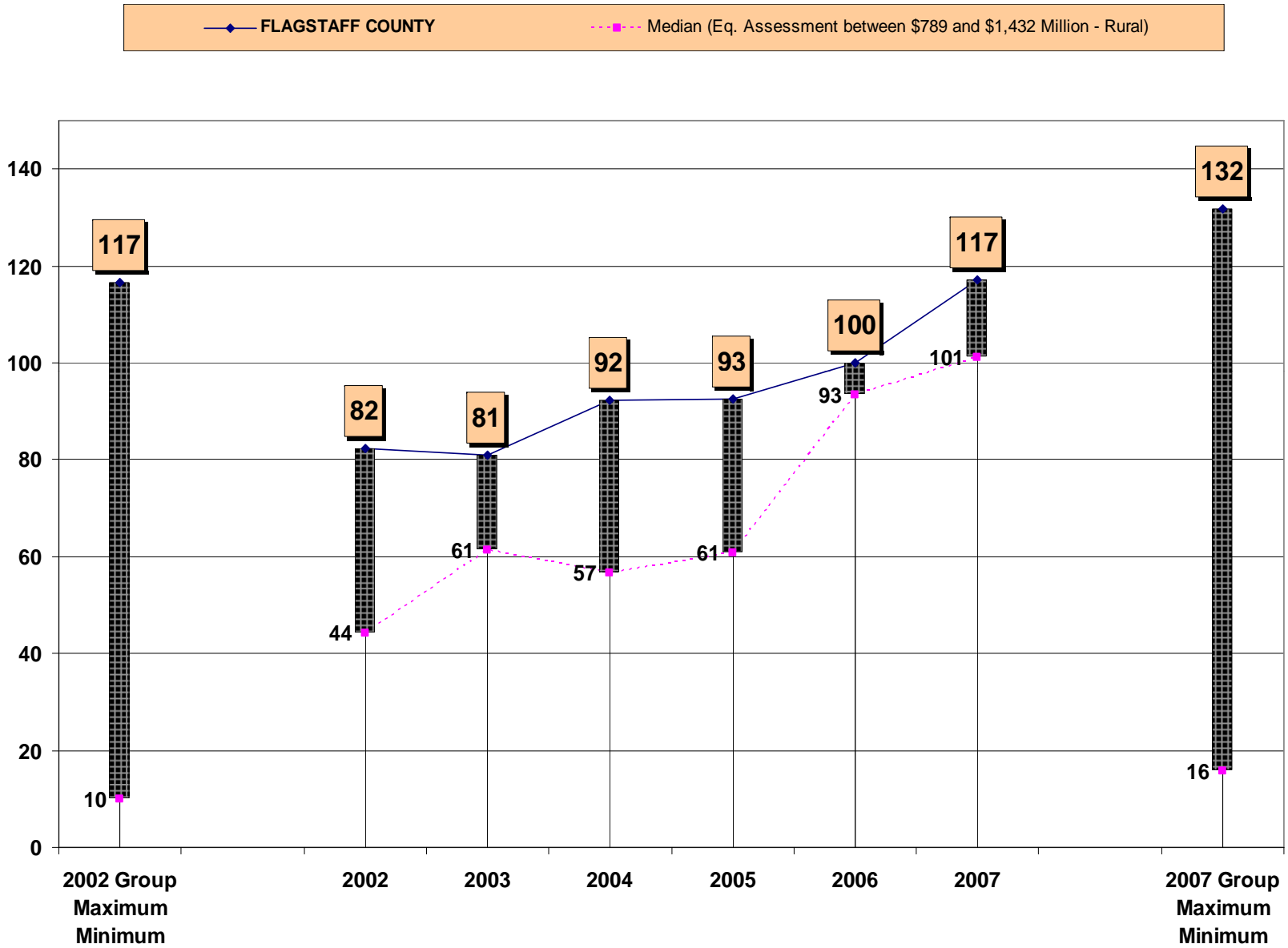


Note : Includes common and equipment pool, roads, streets, walks and lighting expenditures.

Environmental Protection Operating Expenditures Per Capita

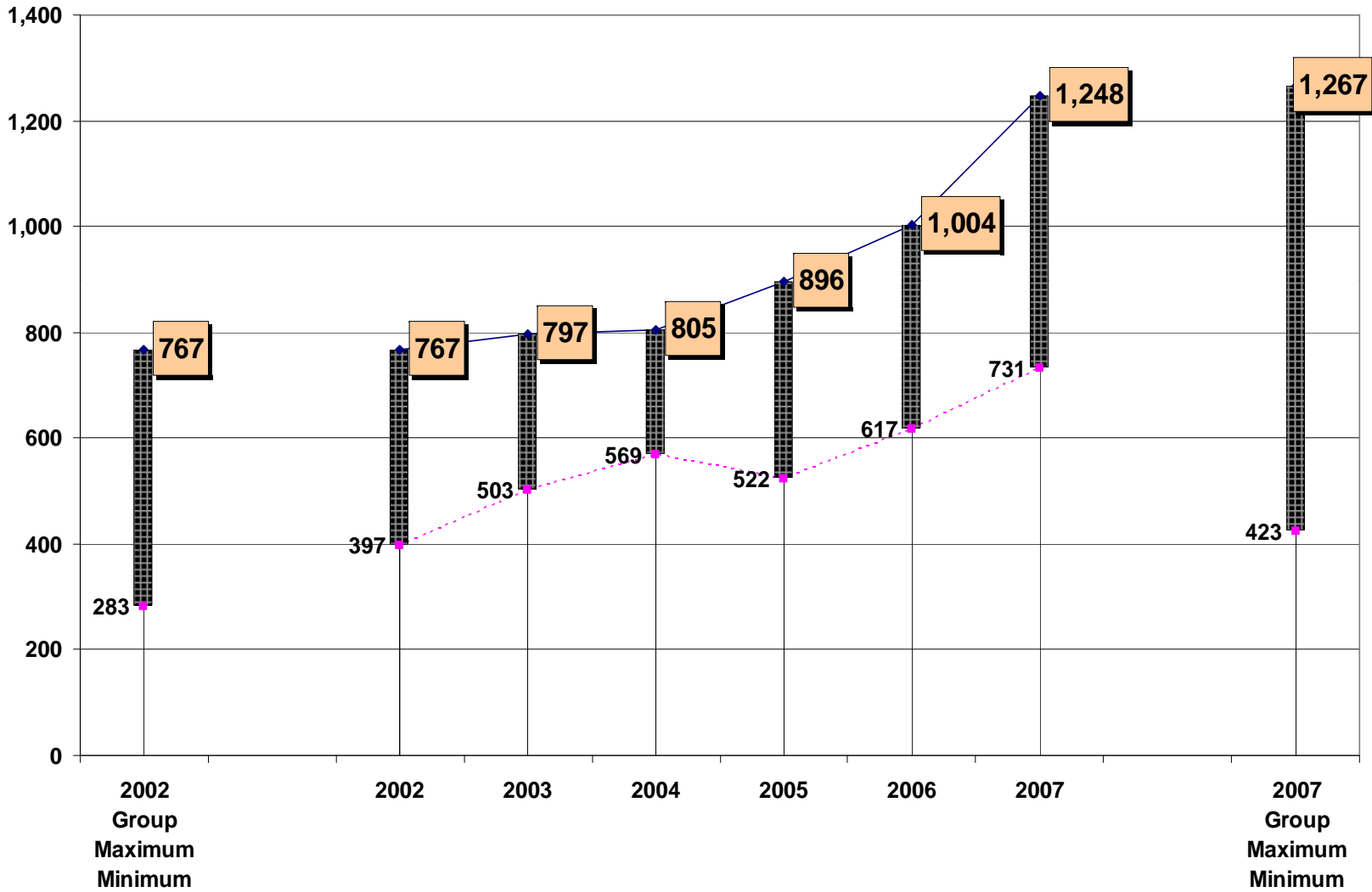


Recreation Operating Expenditures Per Capita



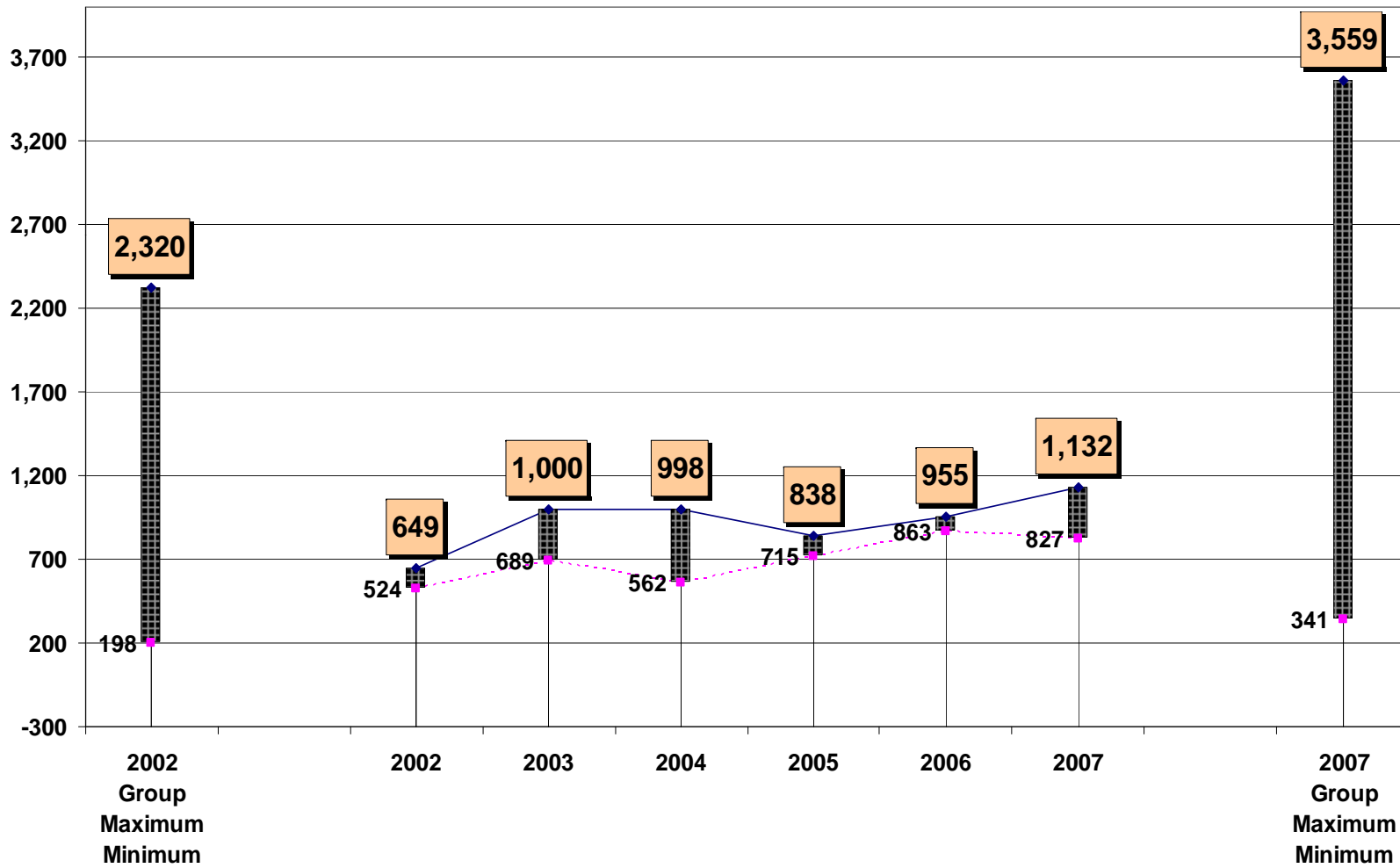
Per Capita Operating Expenditures - Salaries, Wages and Benefits

◆ FLAGSTAFF COUNTY
 - - - ◆ - - - Median (Eq. Assessment between \$789 and \$1,432 Million - Rural)

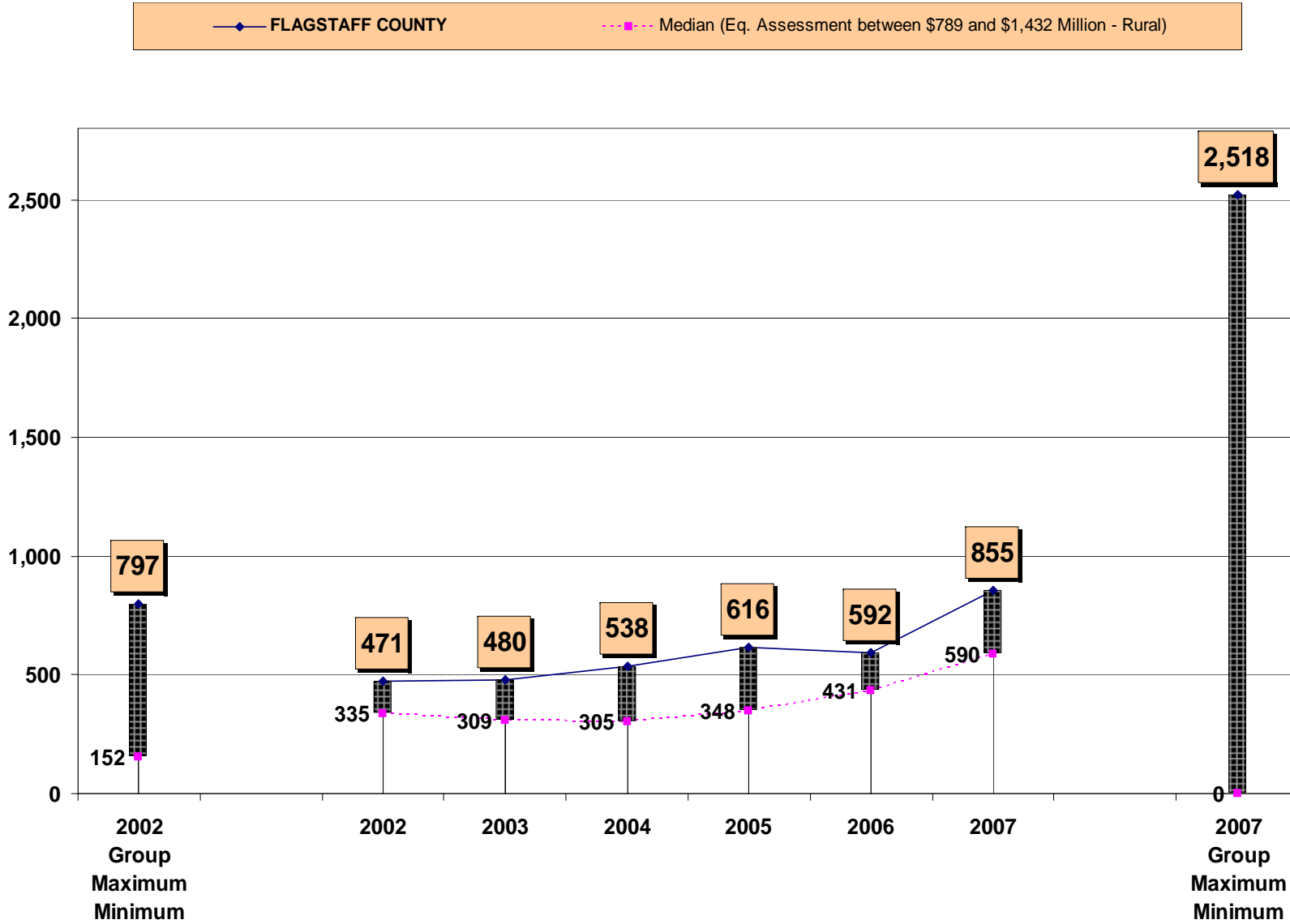


Per Capita Operating Expenditures - Contracted and General Services

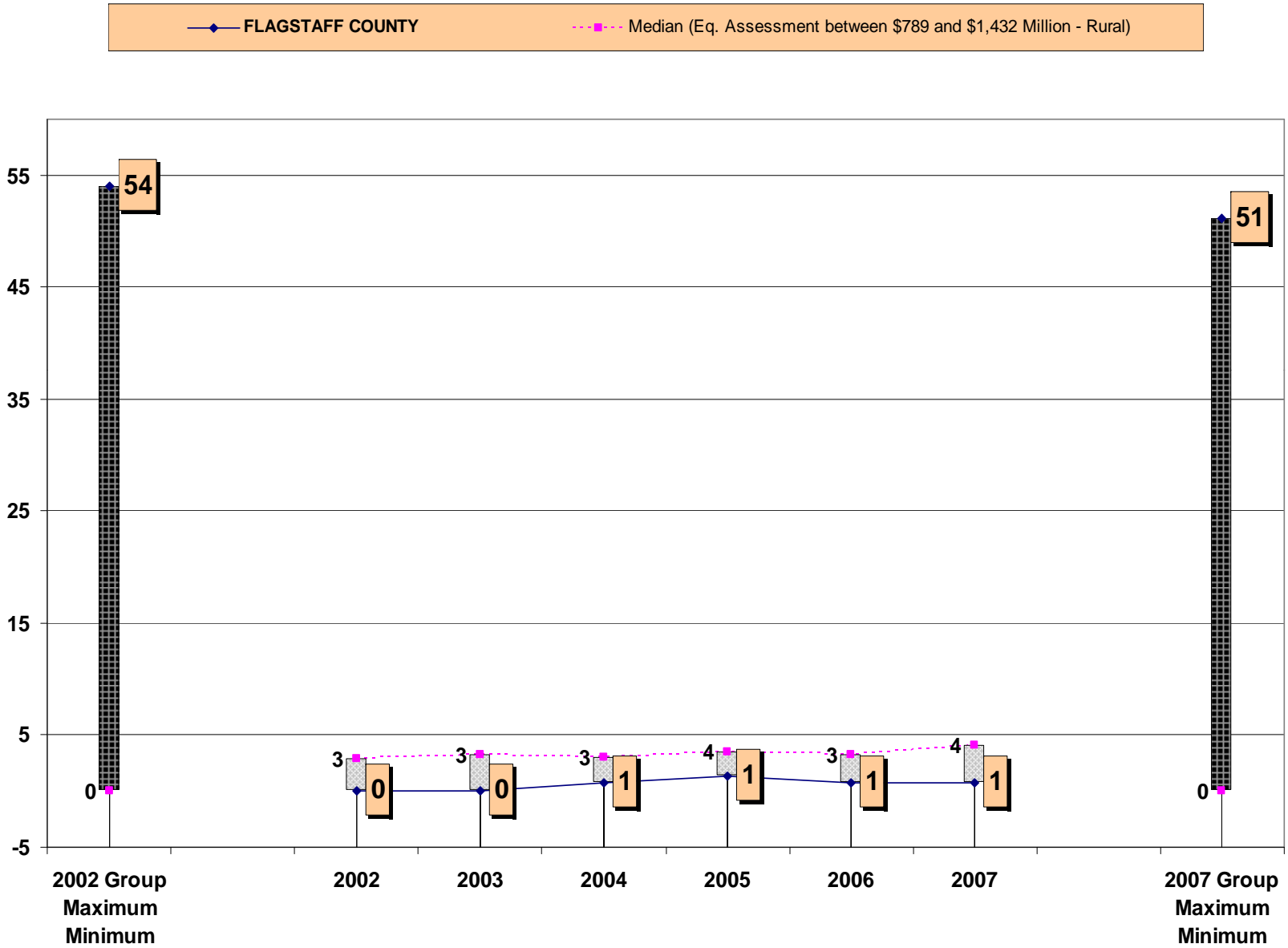
◆ FLAGSTAFF COUNTY
 - - - ◆ Median (Eq. Assessment between \$789 and \$1,432 Million - Rural)



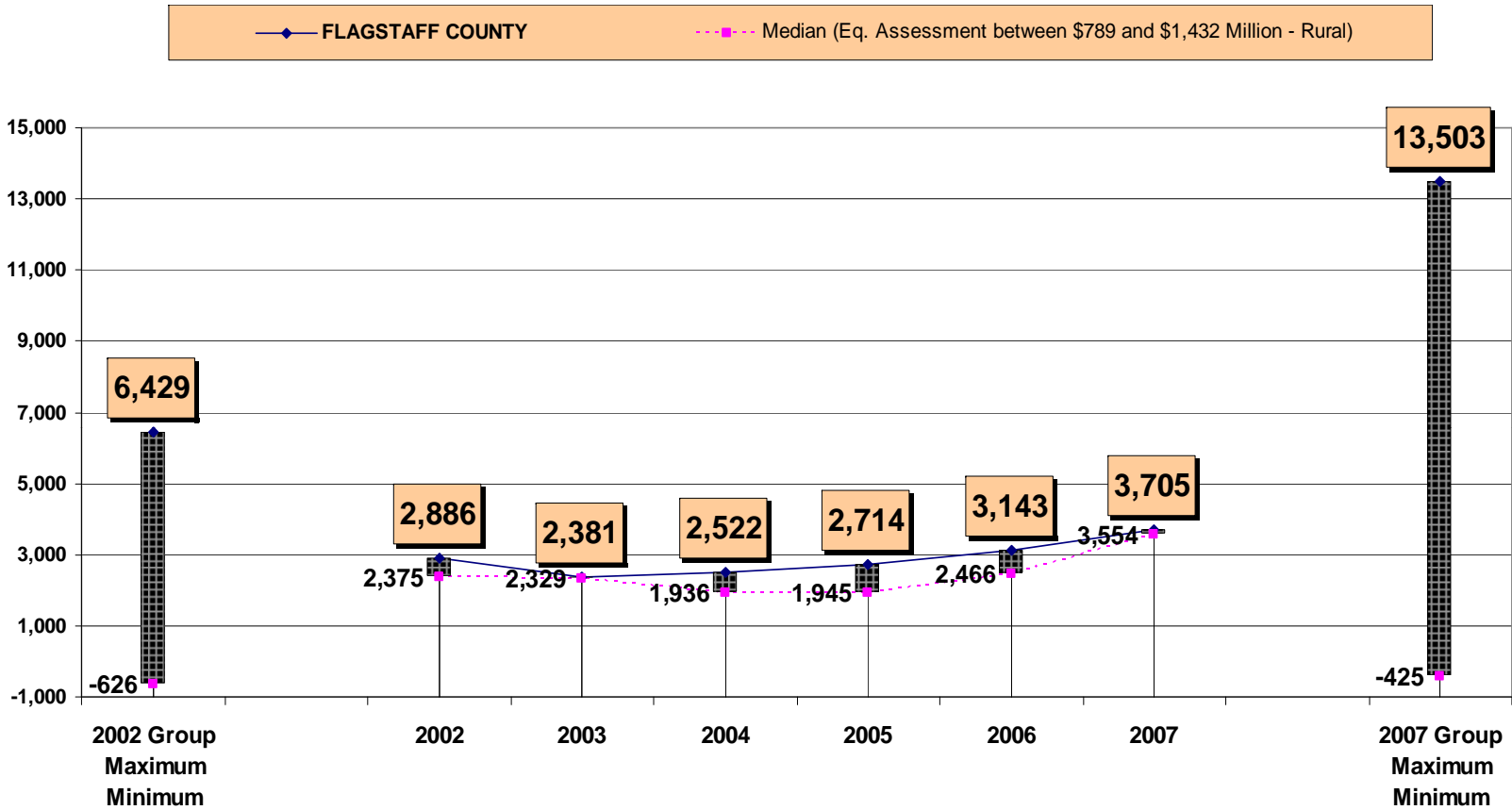
Per Capita Operating Expenditures - Materials, Goods, Supplies and Utilities



Per Capita Operating Expenditures - Bank Charges and Interest

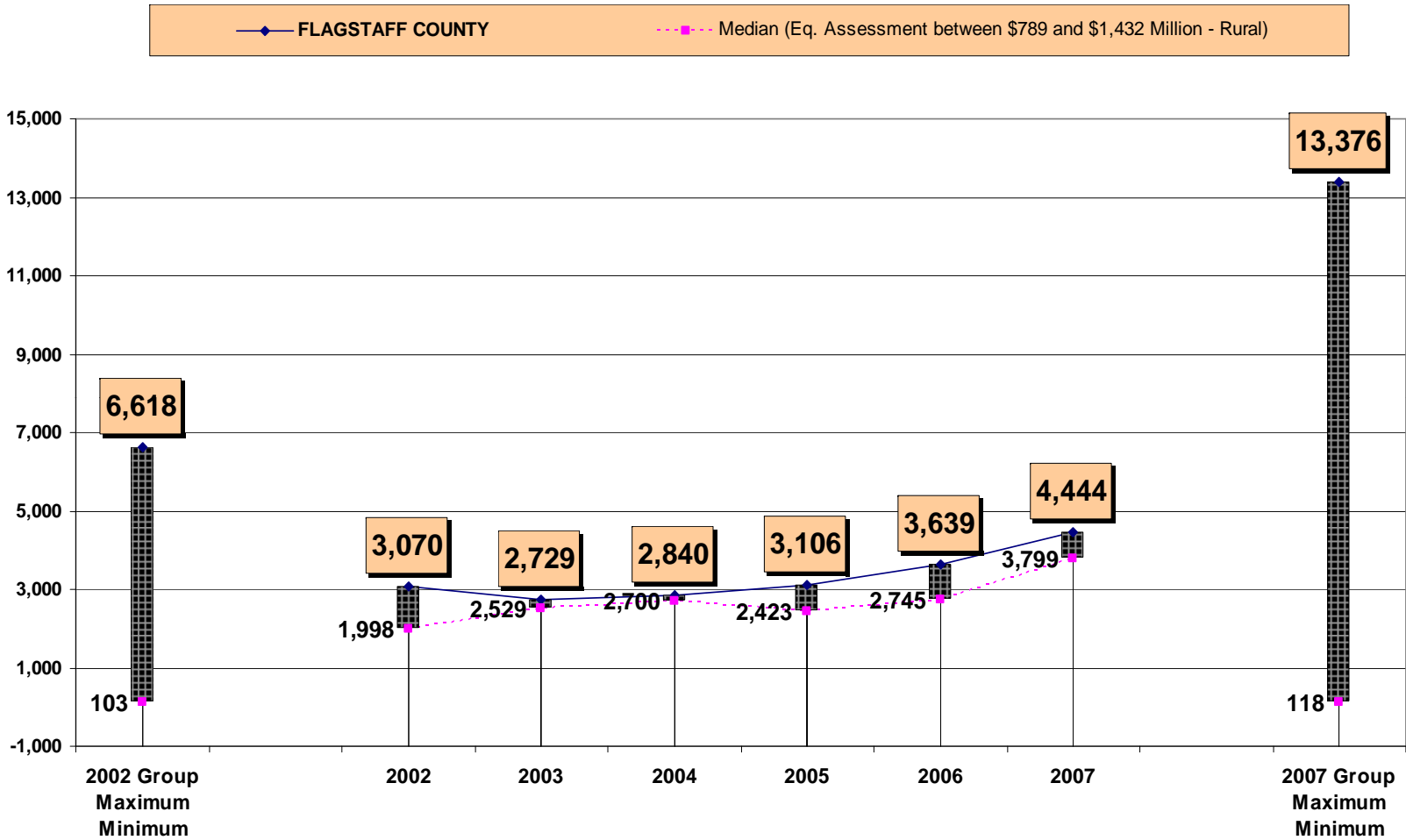


Long Term Liquidity Per Capita



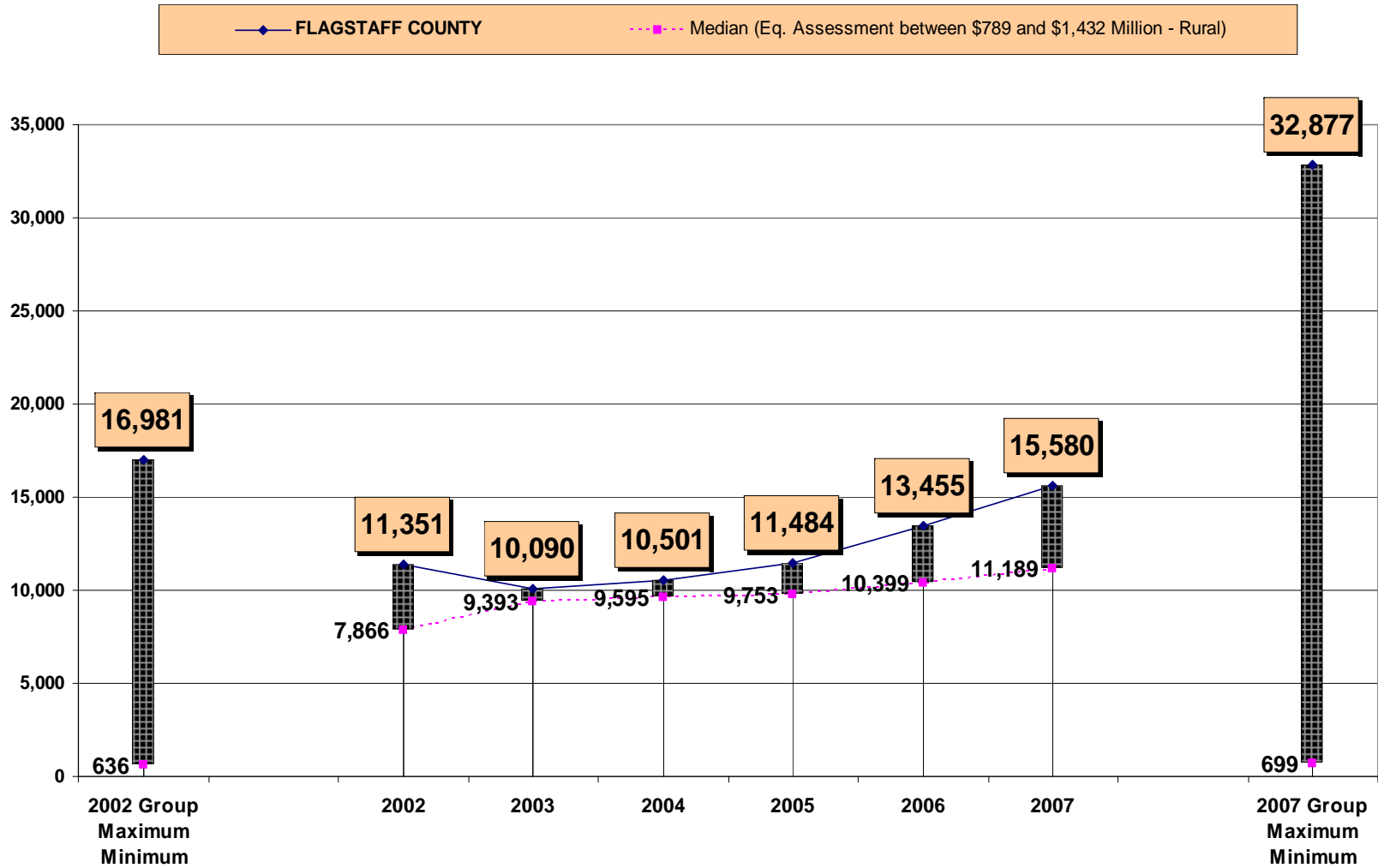
Note : Long term liquidity equals all financial assets less liabilities. A positive result indicates the assets remaining if all liabilities were paid in full. A negative result indicates liabilities to be paid with future revenues. Gas and electric functions are included where applicable.

Reserves Per Capita



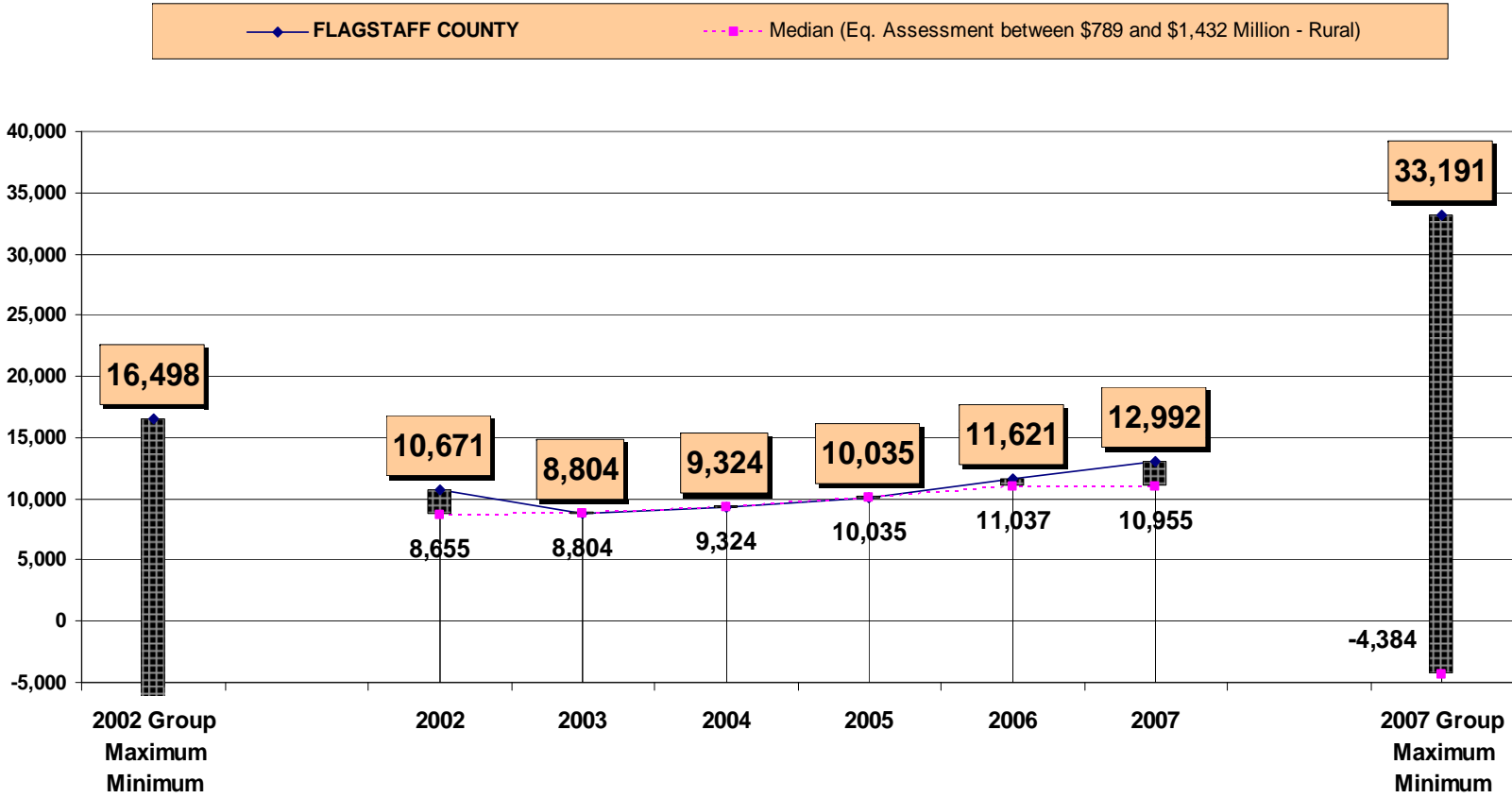
Note : Municipal, gas and electric functions are included where applicable.

Total Reserves (in thousands)



Note : Municipal, gas and electricity functions are included where applicable.

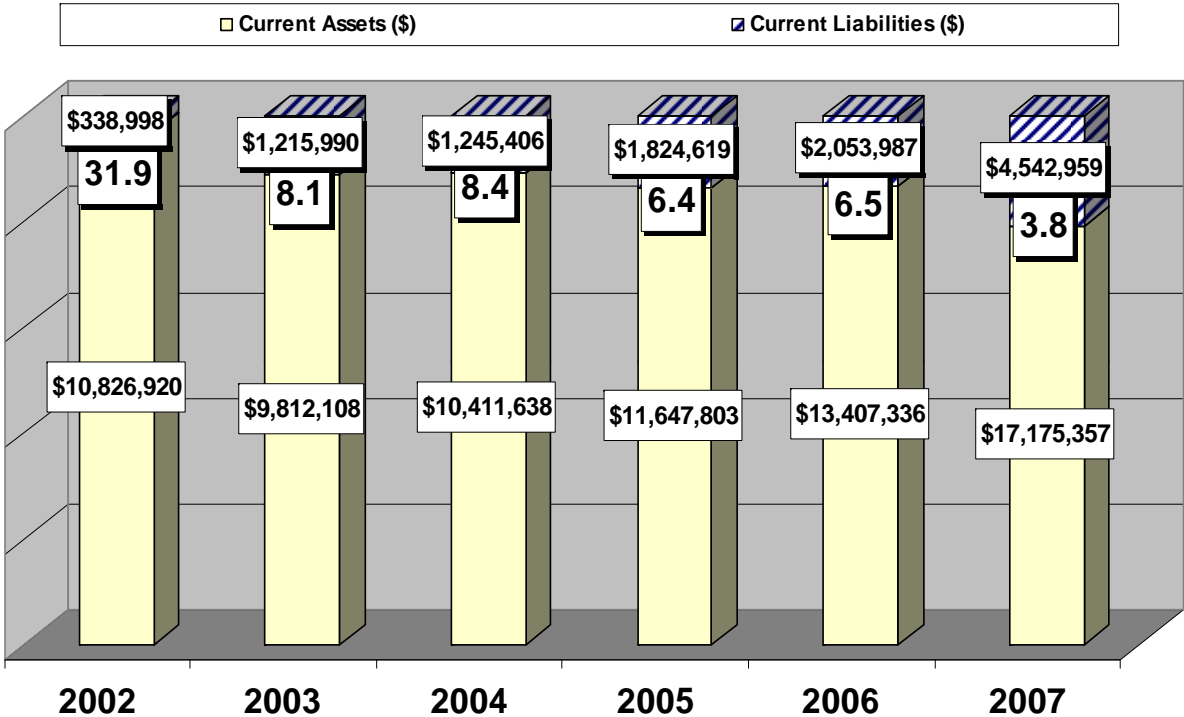
Long Term Liquidity (in thousands)



Note : Long term liquidity equals all financial assets less liabilities. A positive result indicates the assets remaining if all liabilities were paid in full. A negative result indicates liabilities to be paid with future revenues. Gas and electric functions are included where applicable.

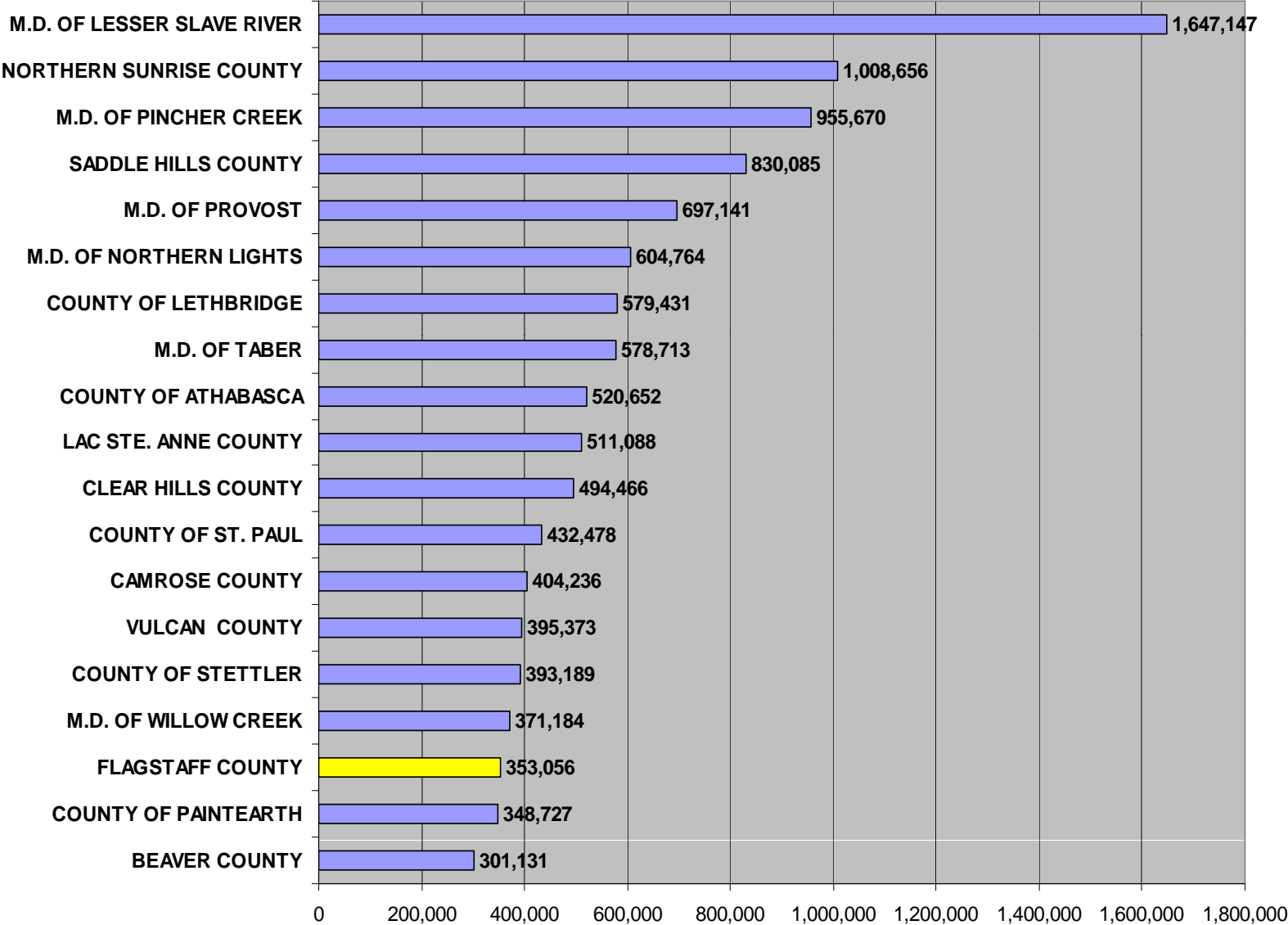
Ratio of Current Assets To Current Liabilities

FLAGSTAFF_COUNTY



Note: The current ratio calculation measures ability to meet short-term obligations with existing liquid assets. "Current Assets" are those which are liquid in nature (cash or an asset which can be easily converted to cash). Inventory is excluded from the calculation. "Current Liabilities" are generally obligations coming due within the next fiscal year. The ratio is shown in the centre of the column. A ratio greater than one indicates the degree to which current assets exceed current liabilities; a ratio smaller than one indicates the degree to which current liabilities exceed current assets. A zero (\$0) result at the top of a column indicates that the municipality had only current assets and no current liabilities. Gas and electrical functions are included where applicable.

Comparison Group (Total Equalized Assessment Per Km of Roads)



Comparison Group (Total Equalized Assessment)

