



# **2022 Multi-year Approved BUDGET**

December 2, 2021



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## MESSAGE FROM THE CHIEF COMMISSIONER


The year 2021 saw a continuation of unprecedented challenges in Strathcona County, Alberta, Canada and the world. We navigated the impacts of COVID-19 including economic, sociological, psychological and physical challenges. Those challenges drove positive change, effective decision making and evolution in our organization. The learnings have been significant, and our organization and community are emerging strongly from the pandemic.

We have been successful in supporting the safety of Strathcona County residents and our staff. We have balanced maintaining high levels of service delivery to our residents and businesses with learning new ways to work safely, effectively and efficiently. We have built stronger and more collaborative relationships with neighbouring communities and all levels of government and have worked closely with public health leaders to ensure our practices have been evidence-based and current. As Chief Commissioner, I am proud of the work our staff have done in an environment none of them could have predicted, and of the resolve and leadership they demonstrate every day. I am also impressed by the advantages our evolved multi-year business planning and budgeting practices provide. Strathcona County's processes have provided stability, resilience, and a capacity to maintain the service levels our community members have told us they expect and appreciate.

Over the last decade, Strathcona County has undergone a fundamental change in the way resources are allocated in our budgeting and business planning process. We focus our resources and attention on the programs and services that matter most to our residents. This has strengthened our ability to control costs, enhanced our understanding of spending, highlighted opportunities for improvement and made Strathcona County more adaptable in the face of pressures from growth and the economy of a changing world. Evidence shows our approach is working!

Together with the other tools in our toolbox, including the Long-term Financial Sustainability Framework, public engagement and transparent reporting on our business plans and initiatives, our business planning and budgeting processes have placed Strathcona County in a strong financial and strategic position within the context of a global pandemic and economic crisis.

We can never lose sight of the fact that resources and capacity have limits. The consolidated 2022 multi-year budget is a representation of that reality. Initiatives were weighed heavily against the availability of grant dollars, legislative requirements and the growth of this community. County Council and Administration are aligned in our commitment to maintain service levels and to deliver those services in a manner that is efficient, sustainable, and fiscally informed.



During this time of unprecedented change, Strathcona County continues to employ evolved principles as we plan and deliver sustainable programs and services. We examine our errors and our impediments along the way, but we learn, evolve and adapt. It is this evolution that helps us develop creative solutions to both regional and global emerging issues. We are engaged in a difficult journey, surrounded by change and uncertainty, but we are ready for the challenges we face.

Darrell Reid  
Chief Commissioner



## 2022 APPROVED MULTI-YEAR BUDGET

The approved 2022 budget focuses on emerging in a strong position from the tumultuous impacts of 2021. Our approach is based on the assumption of a “new normal” while still reflecting and taking into consideration the traditional state of normal. The 2022 approved budget assumes that the impacts and responses to the COVID pandemic to be largely in the past, and attempts to strike a balance between returning to previously established service levels and attempts to project the new resident demand for services. Financial constraints still exist, therefore only critical initiatives have been brought forward for Council’s consideration. The 2022 approved Multi-year Budget allows the County to remain agile as we emerge from a time of extreme economic uncertainty and positions the County to maintain a financially sustainable future.

This document contains an overview of the budget, followed by a breakdown of each division’s approved operating and capital budgets. The County's divisions and associated programs and services are listed in the table below:

### SNAPSHOT OF SERVICES SUPPORTED BY THE BUDGET

				
INFRASTRUCTURE & PLANNING SERVICES	COMMUNITY SERVICES	CORPORATE SERVICES	FINANCIAL & STRATEGIC MANAGEMENT	SENIOR ADMINISTRATION
Urban & rural public works Winter maintenance Land development planning Business & development Attraction & retention Agriculture services Capital construction Transportation planning Traffic safety	Recreation programs Parks maintenance Transit operations RCMP & enforcement services Individual & family support Seniors services Fire & rescue services Emergency medical services	Fleet & building maintenance Legal services Legislative services Compensation & benefits Technology planning & strategy Occupational health & safety	Assessment & tax Trade agreement compliance Financial planning services Financial reporting services Corporate revenues & expenses	Elected Officials Business plan delivery Policy development & implementation Promotion & publicity Media relations Intergovernmental affairs Public engagement

# 2022 APPROVED MULTI-YEAR BUDGET HIGHLIGHTS



Budget 2022 includes a approved consolidated budget of \$396.8 million and approved capital budget of \$57.5 million.



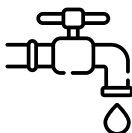
Cost inflation, economic conditions, population and development growth continue to impact the County budget.



Council approved the 2022 budget at a 3.11 percent municipal tax rate increase for residential and non-residential properties.



The projected increase in Strathcona County's population is 0.98%—this means we will serve 970 more residents in 2022.



Utility rates are approved to increase 1.69%. On average, this translates to an additional \$1.99 on monthly bills.



225 new housing starts, 112,500 sq.ft. of new commercial space and industrial projects are projected to come online in 2022.



Ensure we remain agile in a time of economic uncertainty and position the County to support a financially sustainable future, while recognizing the environment in which we operate.

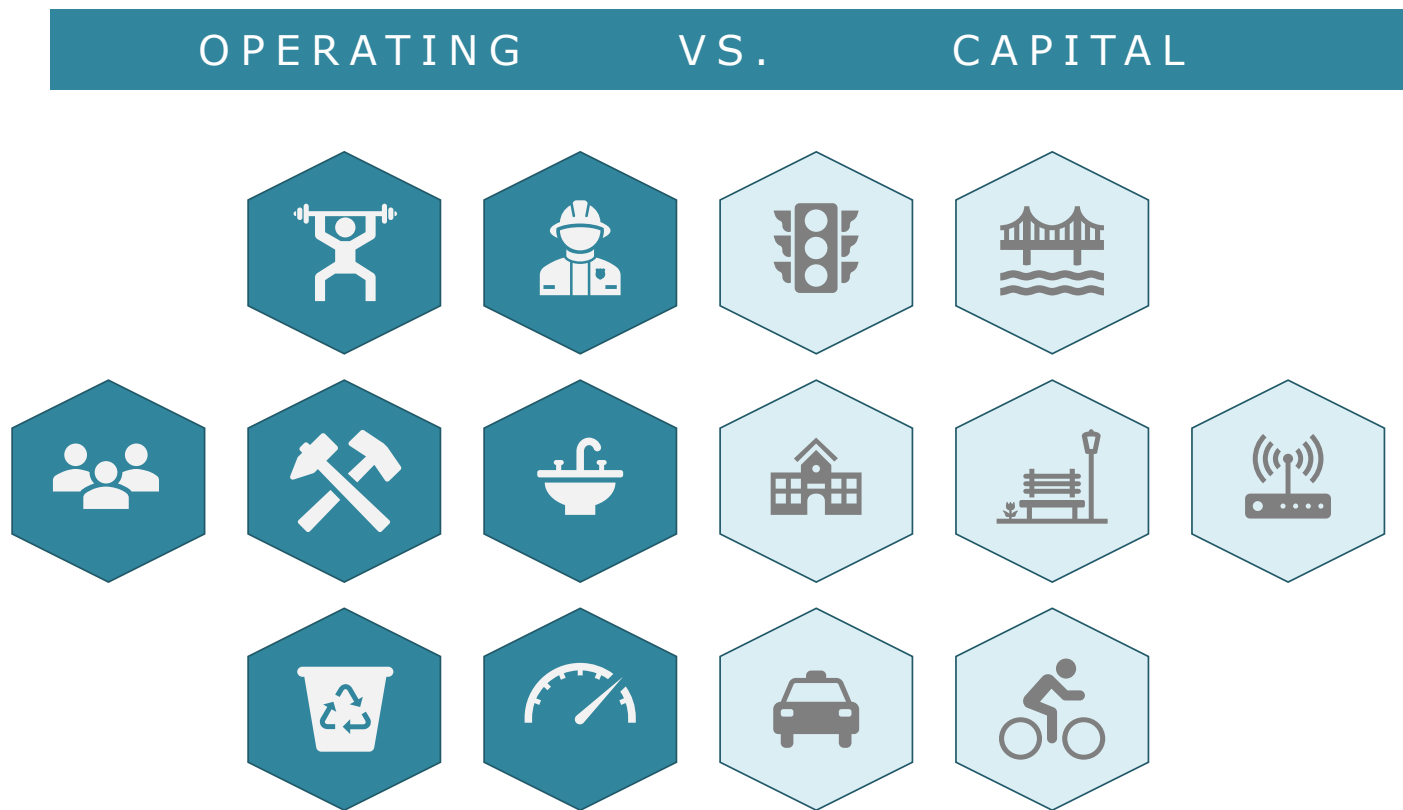


Municipal Price Index (MPI) reflects the price of goods and services purchased by a municipality. Strathcona County's MPI in the 2022 municipal and consolidated budgets are 1.6% and 1.7% respectively.



## Capital vs. Operating Budgets

The two types of budgets—operating and capital—are very distinct and both are reflective of maintaining current service levels for existing programs and services critical to the community, as well as additional resource requirements for new initiatives.



The **operating budget** provides resources for the ongoing day-to-day costs of delivering municipal services to residents. The operating budget sets the revenue and spending levels for all municipal services and programs. It covers items such as staff salaries, utility costs to run facilities, funding for community events, family support programs and maintenance repairs to essential infrastructure.

The **capital budget** deals with costs to develop new infrastructure and amenities and invest in long-term fixed assets required for daily service delivery. Maintenance of current infrastructure through rehabilitation and replacement is priority. Examples include new water lines, rehabilitation of roads, replacement of equipment, new facilities and technology, land and vehicles.

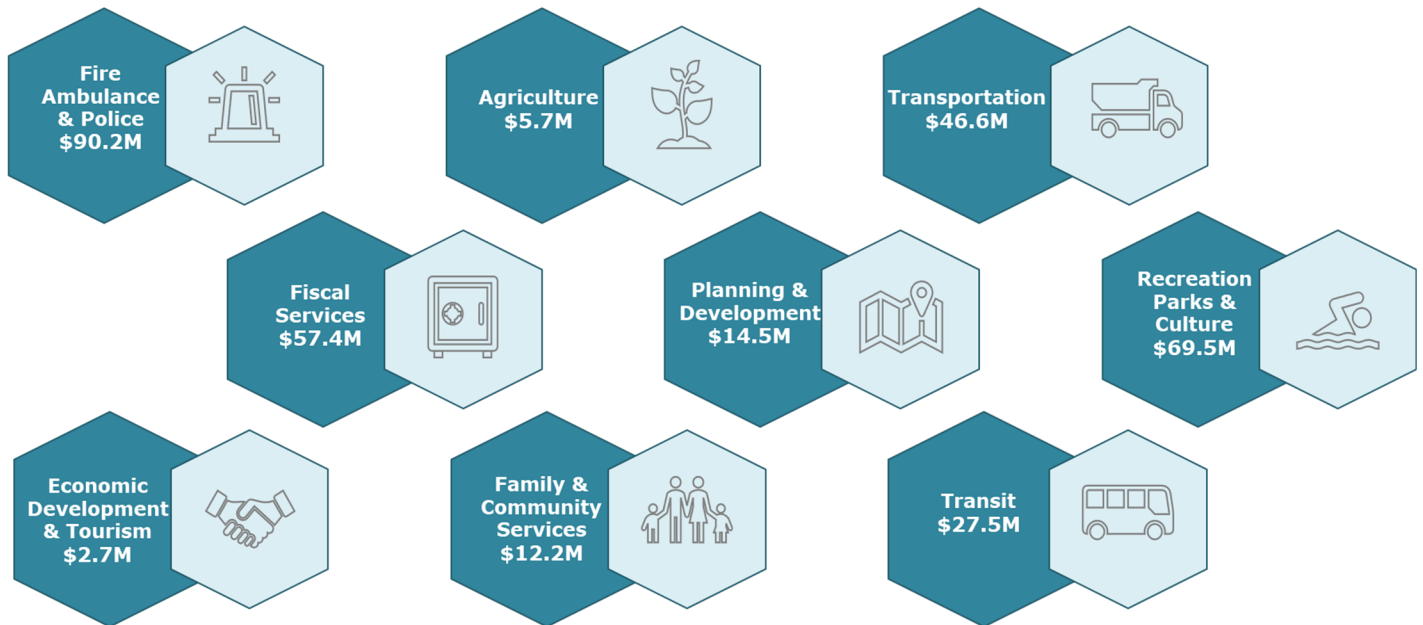
## 2022 Approved Multi-year Budget Highlights

Council approved the 2022 operating and capital budgets; and the forecasted budget for 2023-2025 operating and 2023-2026 capital budgets on December 2, 2021:

Budget	2022 Approved Budget	2023 Forecasted Budget	2024 Forecasted Budget	2025 Forecasted Budget	2026 Forecasted Budget
Consolidated operating budget	<b>\$396.8M</b>	\$398.4M	\$409.2M	\$421.1M	N/A
Consolidated capital budget	<b>\$57.5M</b>	\$86.8M	\$54.6M	\$71.0M	\$60.8M
Municipal tax dollar increase %	<b>3.11%</b>	1.92%	1.50%	1.46%	N/A
Monthly increase to sample homeowner	<b>\$4.74</b>	\$3.01	\$2.40	\$2.38	N/A
Utility rate increase %	<b>1.69%</b>	1.81%	1.69%	1.56%	N/A
Average monthly increase on utility bill	<b>\$1.99</b>	\$2.17	\$2.07	\$1.94	N/A

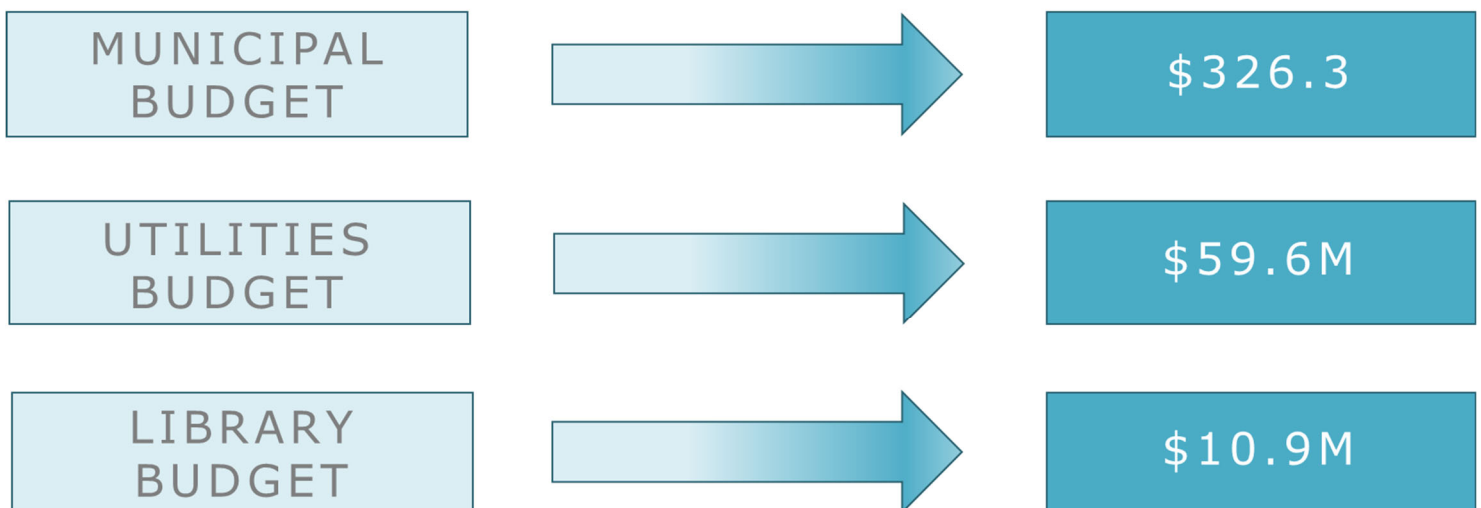


## WHERE THE MONEY GOES



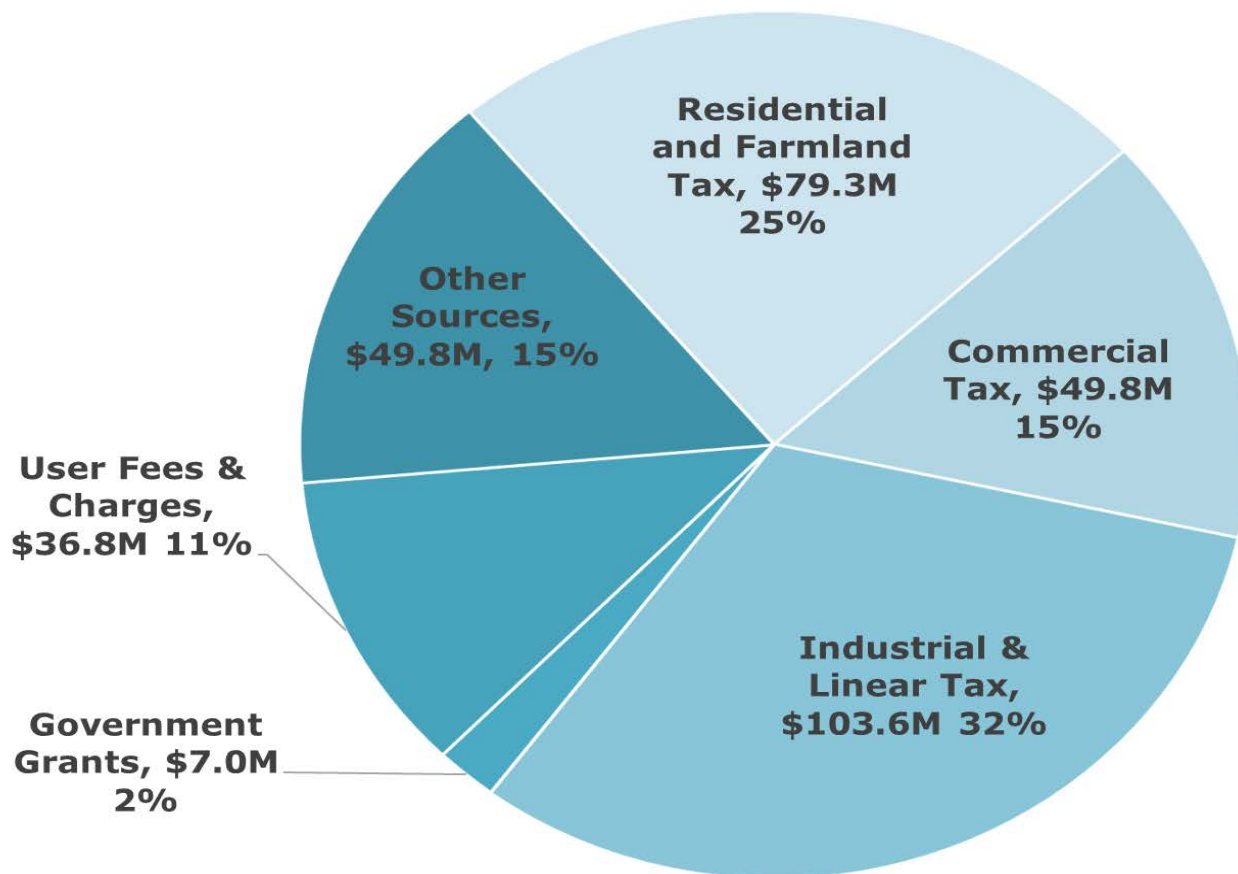
The operating budget maintains the vast array of high quality services provided to the community. Park and trail maintenance, policing, snow removal, community events, recreation opportunities and road maintenance are just a few of the many services delivered through the 2022 multi-year budget. The capital budget represents the capital required to support service delivery such as roads, water lines, and investment in growth and planning for the future. Service delivery comes with costs associated with required inputs such as labour, oil-related supplies, utilities to heat and light facilities, office supplies and contracted services. The total cost of municipal services is budgeted at \$326.3 million for 2022.

## CONSOLIDATED BUDGET BREAKDOWN



## WHERE THE MONEY COMES FROM

**ALL REVENUE WITH TAX BREAKDOWN TOTAL REVENUE \$326.M**



Strathcona County, like other Alberta municipalities, provides a diverse range of services. Funding for these services stems from a limited revenue stream consisting of two primary sources: property taxes and user fees and charges.

Property taxes collected make up 72% of Strathcona County's total revenue. Residential taxes, which represent taxes paid by homeowners, make up 25% of revenue collected. A significant industrial base, primarily from light and heavy industry (including linear) in Alberta's Industrial Heartland, contributes 32% of all County revenues in support of municipal services. Linear taxes are from right of ways for pipe and power lines. Commercial taxes come from businesses that reside within the County. Commercial taxes come from businesses that reside within the County and make up 15% of budgeted revenue.

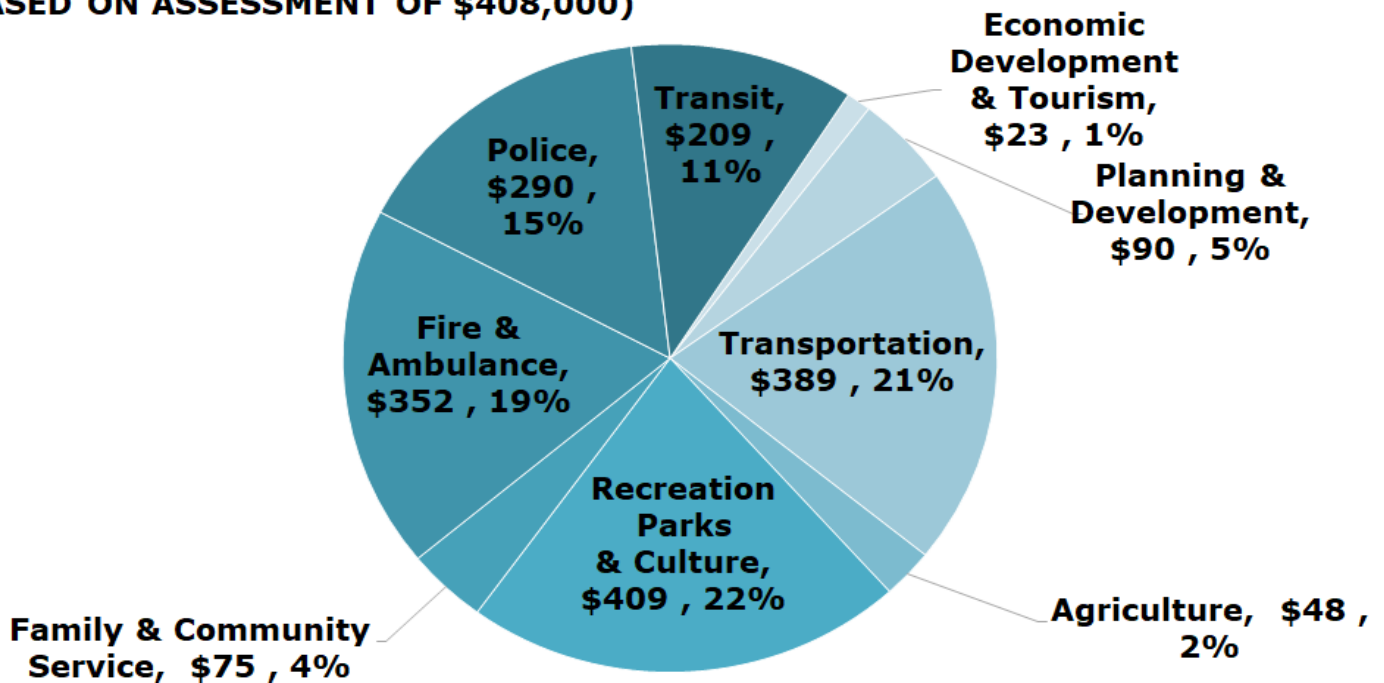
User fees and charges form the next significant portion of revenue collected by the County. At 11% of total revenue, they are generated primarily from planning and development service fees, transit fares and fees collected for the use of recreation facilities.

Other sources of revenue are comprised of penalties and fines, investment income, other revenue, reserve transfers and loan funds repaid.

## Understanding Your Municipal Taxes

The sample single family residential property assessed at **\$408,000** will pay approximately **\$1,885** per year, or **\$157.00** per month in property taxes in 2022 for Strathcona County municipal services. For this, residents will receive the snapshot of services listed in the graphic below, and much more. Transportation infrastructure requires **21%** of your tax dollar, while recreation, parks and culture requires **22%** and **19%** goes to funding fire and ambulance.

**2022 ANNUAL TAX DOLLARS PER AVERAGE HOUSEHOLD TOTAL \$1,885/YEAR  
(BASED ON ASSESSMENT OF \$408,000)**



The average household in Strathcona County will spend \$157.00 on property taxes each month. For this amount, taxpayers get a vast selection of services. The true value of this expense may best be reflected when compared with other household expenses of the same approximate value.

***\$157.00 gets the average household:***

### Municipal services, which include:

- Snow removal
- Access to playgrounds, swimming pools, hockey rinks and other recreation facilities
- Safe roads
- Police and enforcement services
- Fire, ambulance and emergency services
- Community events
- Counselling services
- And more...

2022 Multi-year Approved Budget

**VS.**

Monthly cable television + internet

or

Monthly vehicle insurance

or

Dinner and a movie for a family of 4

or

Monthly heating—gas + electric

or

Monthly cell phone plan

## Understanding Your Utility Bill

Utility rates will increase **1.69%**. On average, this translates to an additional **\$1.99** on monthly bills. This rate increase reflects the following challenges the County faces for the coming year:

- Maintaining service levels as costs rise due to inflation on goods and services sourced from external organizations.
- Meeting the needs of an expanding customer base as population growth puts pressure on infrastructure and utility programs.
- Improving service delivery and rapid response through investment in infrastructure and the application of innovative technology, and maintaining service levels despite space constraints.

### Services supported by utility bill charges:



**Solid waste**—weekly garbage collection, curbside recycling program and special events such as large item pickup and Christmas tree pickup. Rates for Sherwood Park and rural hamlets also pay for weekly organics collection during the summer months.



**Water**—delivery of water to homes and businesses, water meter replacement / installation, water meter reading, maintenance of fire hydrants, water line infrastructure operation and maintenance costs.



**Wastewater**—operation and maintenance of sewer lines and the treatment of wastewater at the Alberta Capital Region Wastewater Commission Treatment Plant.



**Stormwater**—maintenance of stormwater infrastructure and facilities that collect rainwater and surface runoff to reduce the possibility of flooding and property damage.

## The Challenges We Face

Many exciting opportunities exist for the County to capitalize on its strengths and step boldly into the future but we are not without challenges. Growth and inflation are two primary factors that affect the County's budgets. Both provide related opportunities and challenges.

### Growth

Strathcona County continues to face modest growth pressures. Municipal growth, such as new homes and roads, continues to take place and the costs associated with this growth add pressure on expenses for program and service delivery. For example, more roads result in the need for extra roadway maintenance and snow removal, and a larger population means more people to serve. Overall tax growth remains positive, with an estimated **112,500** square feet of new commercial space in addition to industrial projects coming online in 2022. Total municipal tax growth for 2022 is forecasted at approximately **1.98%**, or \$4.4 million. Municipal revenue streams remain stable, and Strathcona County is committed to sound fiscal management. As such, we pay attention to risks and opportunities on the horizon related to growth and the economic environment.

#### *Examples of how **growth** affects budgetary needs*

- Population—community programs, permitting, policing, traffic safety
- Roads—snow removal, crack filling, pothole repair
- Trails and sidewalks—maintenance and snow removal

### Inflation

Prices for goods and services typically increase from year to year. These price increases, known as inflation, affect both the operating and capital budgets. Staffing, supplies, oil-related products, contracted services and utilities are just a few of the areas that are influenced by the pressures of inflation. Costs for roads, building construction and land continue to rise. The Municipal Price Index (MPI) is a measure that reflects the price of goods and services purchased by a municipality. MPI is based on a basket of goods reflective of municipal spending, such as asphalt, gravel, road oil and cement—items that a typical household does not purchase in bulk quantities. These items represent a significant portion of the County's expenses and are much more susceptible to inflation. Strathcona County uses MPI as a tool to measure inflation costs. Utilizing MPI is the fiscally responsible approach to managing inflation costs. The 2022 Multi-year Budget includes all known inflation factors and has matched this with funding sources to propose a fully-funded capital and balanced operating budget. The projected MPI for the 2022 municipal budget is **1.6%**, which translates into an additional estimated cost of **\$4.4** million.

#### *Examples of how **inflation** affects budgetary needs*

- Salaries and benefits
- Supplies—fuel, asphalt, landscaping materials, water, janitorial contracts, supplies
- Repairs and maintenance—facilities, computers, telecommunications, roads, trails

# 2022 APPROVED MULTI-YEAR BUDGET

## CONSOLIDATED, MUNICIPAL, UTILITIES AND LIBRARY SUMMARIES





# Multiyear Operating Budget Summary

## Consolidated

2022  
Approved  
Budget

2023  
Forecast  
Budget

2024  
Forecast  
Budget

2025  
Forecast  
Budget

### Consolidated

#### 500 - Revenue

110 - Property Taxes	242,731,290	260,299,175	269,196,823	278,953,672
120 - Government Grants	7,511,456	7,511,456	7,511,456	7,511,456
124 - Utility User Rates	55,274,942	56,638,897	57,777,836	58,803,127
130 - User Fees & Charges	37,911,268	39,600,931	40,646,178	41,619,815
145 - Penalties and Fines	6,314,101	6,314,101	6,314,101	6,314,101
150 - Investment Income	6,106,337	6,590,237	6,632,939	6,679,498
155 - Other Revenues	8,264,413	8,292,943	8,016,165	7,957,971

#### Total 500 - Revenue

#### 600 - Expense

200 - Salaries & Wages	162,883,628	165,081,715	168,346,862	171,342,134
205 - Employee Benefits	31,806,440	32,414,308	32,790,478	33,160,672
210 - Training & Development	2,600,692	2,856,631	2,885,998	2,936,765
215 - Business Expenses	1,256,712	1,371,306	1,277,871	1,287,115
220 - Advertising & Printing	2,420,063	2,491,376	2,573,007	2,594,245
225 - Professional Services	4,448,425	3,772,080	3,739,226	4,068,974
230 - Insurance	2,389,788	2,575,822	2,684,541	2,759,769
235 - Rentals & Leases	3,683,578	3,070,793	3,293,696	3,353,296
240 - Contracted Services	51,987,842	53,501,867	53,919,997	54,920,625
245 - Supplies & Materials	43,273,371	44,419,515	45,724,974	46,622,435
250 - Repairs & Maintenance	7,849,739	7,755,218	7,998,837	8,135,836
255 - Equipment Purchases	2,011,245	1,958,207	1,994,623	2,050,746
260 - Utilities	8,914,259	9,221,200	9,440,649	9,624,736
265 - Telecommunications	1,130,501	1,134,574	1,151,463	1,147,738
270 - Interest on Debt	5,443,376	5,526,277	5,881,876	5,941,910
275 - Grants & Requisitions	9,240,644	3,615,644	3,028,965	3,028,965
280 - Other Expenses	3,712,070	1,996,022	2,608,283	2,619,961
281 - Interprogram	-	-	-	-
315 - Amortization Expense	65,310,103	67,883,210	70,188,903	72,960,453

#### Total 600 - Expense

#### Net Revenues/(Expenses)

	(46,248,669)	(25,398,025)	(23,434,751)	(20,716,735)
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#### 700 - Non-Operating Items

405 - From Reserve	31,188,439	11,628,824	11,507,634	11,840,493
410 - To Capital	(544,759)	(544,759)	(544,759)	(544,759)
415 - To Reserve	(39,042,426)	(42,185,051)	(45,186,002)	(49,760,060)
425 - Loan Funds Repaid	1,493,274	1,532,563	1,573,899	1,405,264
431 - Long Term Debt Repaid	(12,317,332)	(13,038,341)	(14,155,852)	(15,237,055)

#### Total 700 - Non-Operating Items

	(19,222,804)	(42,606,764)	(46,805,080)	(52,296,117)
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#### Non-Cash Adjustment

#### Net Impact For Budget Purposes

	\$ -	\$ -	\$ -	\$ -
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## Two Year Operating Budget Comparison

### Consolidated

2022  
Approved  
Budget

2021  
Approved  
Budget

Variance \$

Variance %

#### Consolidated

#### 500 - Revenue

110 - Property Taxes	242,731,290	233,224,264	9,507,026	4%
120 - Government Grants	7,511,456	7,001,540	509,916	7%
124 - Utility User Rates	55,274,942	55,013,769	261,173	0%
130 - User Fees & Charges	37,911,268	27,856,621	10,054,647	36%
145 - Penalties and Fines	6,314,101	5,772,625	541,476	9%
150 - Investment Income	6,106,337	6,663,569	(557,232)	(8%)
155 - Other Revenues	8,264,413	8,062,590	201,823	3%

#### Total 500 - Revenue

364,113,807	343,594,978	20,518,829	6%
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#### 600 - Expense

200 - Salaries & Wages	162,883,628	154,297,943	8,585,685	6%
205 - Employee Benefits	31,806,440	30,691,797	1,114,643	4%
210 - Training & Development	2,600,692	2,596,599	4,093	0%
215 - Business Expenses	1,256,712	1,125,039	131,673	12%
220 - Advertising & Printing	2,420,063	2,322,730	97,333	4%
225 - Professional Services	4,448,425	3,902,650	545,775	14%
230 - Insurance	2,389,788	1,960,332	429,456	22%
235 - Rentals & Leases	3,683,578	3,295,853	387,725	12%
240 - Contracted Services	51,987,842	49,974,781	2,013,061	4%
245 - Supplies & Materials	43,273,371	42,810,634	462,737	1%
250 - Repairs & Maintenance	7,849,739	7,551,626	298,113	4%
255 - Equipment Purchases	2,011,245	2,050,784	(39,539)	(2%)
260 - Utilities	8,914,259	8,359,352	554,907	7%
265 - Telecommunications	1,130,501	1,189,246	(58,745)	(5%)
270 - Interest on Debt	5,443,376	5,699,632	(256,256)	(4%)
275 - Grants & Requisitions	9,240,644	3,085,475	6,155,169	199%
280 - Other Expenses	3,712,070	1,665,823	2,046,247	123%
281 - Interprogram	-	-	-	0%
315 - Amortization Expense	65,310,103	59,637,868	5,672,235	10%

#### Total 600 - Expense

410,362,476	382,218,164	28,144,312	7%
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#### Net Revenues/(Expenses)

(46,248,669)	(38,623,186)	(7,625,483)	20%
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#### 700 - Non-Operating Items

405 - From Reserve	31,188,439	33,197,816	(2,009,377)	(6%)
410 - To Capital	(544,759)	(538,089)	(6,670)	1%
415 - To Reserve	(39,042,426)	(43,462,716)	4,420,290	(10%)
425 - Loan Funds Repaid	1,493,274	1,447,527	45,747	3%
431 - Long Term Debt Repaid	(12,317,332)	(11,795,025)	(522,307)	4%

#### Total 700 - Non-Operating Items

(19,222,804)	(21,150,487)	1,927,683	(9%)
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#### Non-Cash Adjustment

65,471,473	59,773,673	5,697,800	10%
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#### Net Impact For Budget Purposes

\$	-	\$	-	\$	-	0%
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# Multiyear Operating Budget Summary

## Municipal

2022  
Approved  
Budget

2023  
Forecast  
Budget

2024  
Forecast  
Budget

2025  
Forecast  
Budget

### Municipal

#### 500 - Revenue

110 - Property Taxes	232,649,540	249,623,829	258,294,328	267,781,147
120 - Government Grants	6,953,893	6,953,893	6,953,893	6,953,893
130 - User Fees & Charges	36,784,197	38,454,593	39,488,246	40,446,214
145 - Penalties and Fines	6,303,101	6,303,101	6,303,101	6,303,101
150 - Investment Income	4,708,028	5,185,875	5,227,739	5,273,384
155 - Other Revenues	8,115,929	8,144,132	7,867,354	7,809,160
<b>Total 500 - Revenue</b>	<b>295,514,688</b>	<b>314,665,423</b>	<b>324,134,661</b>	<b>334,566,899</b>

#### 600 - Expense

200 - Salaries & Wages	147,938,456	149,903,487	152,984,128	155,813,896
205 - Employee Benefits	28,669,618	29,214,792	29,553,733	29,897,910
210 - Training & Development	2,347,953	2,546,834	2,575,662	2,626,430
215 - Business Expenses	1,203,134	1,317,419	1,223,973	1,233,218
220 - Advertising & Printing	1,862,817	1,881,440	1,962,240	1,983,476
225 - Professional Services	3,986,918	3,324,822	3,291,712	3,621,199
230 - Insurance	2,389,788	2,575,822	2,684,541	2,759,769
235 - Rentals & Leases	3,286,504	2,666,013	2,881,055	2,940,655
240 - Contracted Services	42,788,954	44,292,554	44,503,602	45,291,660
245 - Supplies & Materials	20,176,319	20,348,749	20,871,811	21,047,454
250 - Repairs & Maintenance	5,167,496	5,354,758	5,522,951	5,657,967
255 - Equipment Purchases	1,801,684	1,744,166	1,779,482	1,842,055
260 - Utilities	8,895,827	9,232,212	9,459,801	9,671,098
265 - Telecommunications	959,492	961,407	976,104	972,209
270 - Interest on Debt	2,714,510	2,930,944	3,184,839	3,222,170
275 - Grants & Requisitions	9,240,644	3,615,644	3,028,965	3,028,965
280 - Other Expenses	3,609,470	1,892,596	2,504,013	2,515,690
281 - Interprogram	(3,215,167)	(3,152,333)	(3,165,013)	(3,173,917)
315 - Amortization Expense	54,389,943	56,565,541	58,828,162	61,181,289
<b>Total 600 - Expense</b>	<b>338,214,360</b>	<b>337,216,867</b>	<b>344,651,761</b>	<b>352,133,193</b>
<b>Net Revenues/(Expenses)</b>	<b>(42,699,672)</b>	<b>(22,551,444)</b>	<b>(20,517,100)</b>	<b>(17,566,294)</b>

#### 700 - Non-Operating Items

405 - From Reserve	29,283,438	10,162,167	8,963,399	8,467,969
415 - To Reserve	(34,832,147)	(37,618,522)	(40,257,097)	(44,567,515)
425 - Loan Funds Repaid	1,493,274	1,532,563	1,573,899	1,405,264
431 - Long Term Debt Repaid	(7,722,641)	(8,182,198)	(8,612,049)	(8,942,496)
<b>Total 700 - Non-Operating Items</b>	<b>(11,778,076)</b>	<b>(34,105,990)</b>	<b>(38,331,848)</b>	<b>(43,636,778)</b>

#### Non-Cash Adjustment

Net Impact For Budget Purposes	54,477,748	56,657,434	58,848,948	61,203,072
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Two Year Operating Budget Comparison

### Municipal

2022  
Approved  
Budget

2021  
Approved  
Budget

Variance \$

Variance %

#### Municipal

#### 500 - Revenue

110 - Property Taxes	232,649,540	223,267,089	9,382,451	4%
120 - Government Grants	6,953,893	6,443,977	509,916	8%
130 - User Fees & Charges	36,784,197	26,748,423	10,035,774	38%
145 - Penalties and Fines	6,303,101	5,760,625	542,476	9%
150 - Investment Income	4,708,028	5,238,677	(530,649)	(10%)
155 - Other Revenues	8,115,929	7,904,352	211,577	3%

#### Total 500 - Revenue

295,514,688	275,363,143	20,151,545	7%
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#### 600 - Expense

200 - Salaries & Wages	147,938,456	139,522,453	8,416,003	6%
205 - Employee Benefits	28,669,618	27,536,459	1,133,159	4%
210 - Training & Development	2,347,953	2,345,924	2,029	0%
215 - Business Expenses	1,203,134	1,072,251	130,883	12%
220 - Advertising & Printing	1,862,817	1,790,439	72,378	4%
225 - Professional Services	3,986,918	3,485,128	501,790	14%
230 - Insurance	2,389,788	1,960,332	429,456	22%
235 - Rentals & Leases	3,286,504	2,887,733	398,771	14%
240 - Contracted Services	42,788,954	41,426,875	1,362,079	3%
245 - Supplies & Materials	20,176,319	20,136,030	40,289	0%
250 - Repairs & Maintenance	5,167,496	5,126,382	41,114	1%
255 - Equipment Purchases	1,801,684	1,822,543	(20,859)	(1%)
260 - Utilities	8,895,827	8,437,897	457,930	5%
265 - Telecommunications	959,492	1,024,343	(64,851)	(6%)
270 - Interest on Debt	2,714,510	2,821,578	(107,068)	(4%)
275 - Grants & Requisitions	9,240,644	3,085,475	6,155,169	199%
280 - Other Expenses	3,609,470	1,566,835	2,042,635	130%
281 - Interprogram	(3,215,167)	(3,469,292)	254,125	(7%)
315 - Amortization Expense	54,389,943	50,333,826	4,056,117	8%

#### Total 600 - Expense

338,214,360	312,913,211	25,301,149	8%
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#### Net Revenues/(Expenses)

(42,699,672)	(37,550,068)	(5,149,604)	14%
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#### 700 - Non-Operating Items

405 - From Reserve	29,283,438	31,762,930	(2,479,492)	(8%)
415 - To Reserve	(34,832,147)	(38,965,407)	4,133,260	(11%)
425 - Loan Funds Repaid	1,493,274	1,447,527	45,747	3%
431 - Long Term Debt Repaid	(7,722,641)	(7,112,706)	(609,935)	9%

#### Total 700 - Non-Operating Items

(11,778,076)	(12,867,656)	1,089,580	(8%)
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#### Non-Cash Adjustment

54,477,748	50,417,724	4,060,024	8%
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#### Net Impact For Budget Purposes

\$ -	\$ -	\$ -	0%
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# Multiyear Operating Budget Summary

## Utilities

2022 Approved Budget	2023 Forecast Budget	2024 Forecast Budget	2025 Forecast Budget
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### Utilities

#### 500 - Revenue

110 - Property Taxes	29,247	29,686	30,142	30,616
120 - Government Grants	7,000	7,000	7,000	7,000
124 - Utility User Rates	55,274,942	56,638,897	57,777,836	58,803,127
130 - User Fees & Charges	1,102,758	1,120,968	1,132,504	1,148,116
150 - Investment Income	1,304,630	1,301,113	1,301,113	1,301,113
155 - Other Revenues	6,000	6,327	6,327	6,327
<b>Total 500 - Revenue</b>	<b>57,724,577</b>	<b>59,103,991</b>	<b>60,254,922</b>	<b>61,296,299</b>

#### 600 - Expense

200 - Salaries & Wages	9,408,601	9,523,403	9,637,170	9,737,147
205 - Employee Benefits	1,884,971	1,898,486	1,912,321	1,922,679
210 - Training & Development	216,640	217,182	217,721	217,720
215 - Business Expenses	37,772	37,781	37,792	37,791
220 - Advertising & Printing	516,766	531,256	532,087	532,089
225 - Professional Services	444,867	432,367	432,367	432,367
235 - Rentals & Leases	386,674	394,380	402,241	402,241
240 - Contracted Services	9,106,652	9,118,668	9,325,333	9,537,479
245 - Supplies & Materials	22,399,513	23,368,093	24,161,115	24,879,250
250 - Repairs & Maintenance	2,643,333	2,355,460	2,429,764	2,431,747
255 - Equipment Purchases	181,091	181,091	181,091	181,091
260 - Utilities	18,432	(11,012)	(19,152)	(46,362)
265 - Telecommunications	153,559	155,717	157,909	158,079
270 - Interest on Debt	1,997,321	1,906,594	2,053,054	2,122,548
280 - Other Expenses	99,200	100,026	100,870	100,871
281 - Interprogram	2,408,651	2,397,203	2,408,503	2,416,442
315 - Amortization Expense	9,723,838	10,103,035	10,118,637	10,513,626
<b>Total 600 - Expense</b>	<b>61,627,881</b>	<b>62,709,730</b>	<b>64,088,823</b>	<b>65,576,805</b>
<b>Net Revenues/(Expenses)</b>	<b>(3,903,304)</b>	<b>(3,605,739)</b>	<b>(3,833,901)</b>	<b>(4,280,506)</b>

#### 700 - Non-Operating Items

405 - From Reserve	1,905,001	1,460,657	2,544,235	3,372,524
415 - To Reserve	(4,139,464)	(4,109,013)	(4,337,223)	(4,410,029)
431 - Long Term Debt Repaid	(3,659,636)	(3,878,626)	(4,521,890)	(5,226,231)
<b>Total 700 - Non-Operating Items</b>	<b>(5,894,099)</b>	<b>(6,526,982)</b>	<b>(6,314,878)</b>	<b>(6,263,736)</b>

#### Non-Cash Adjustment

<b>Net Impact For Budget Purposes</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>
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## Two Year Operating Budget Comparison

### Utilities

2022  
Approved  
Budget

2021  
Approved  
Budget

Variance \$

Variance %

### Utilities

#### 500 - Revenue

110 - Property Taxes	29,247	10,730	18,517	173%
120 - Government Grants	7,000	7,000	-	0%
124 - Utility User Rates	55,274,942	55,013,769	261,173	0%
130 - User Fees & Charges	1,102,758	1,084,375	18,383	2%
150 - Investment Income	1,304,630	1,311,658	(7,028)	(1%)
155 - Other Revenues	6,000	6,000	-	0%

#### Total 500 - Revenue

57,724,577	57,433,532	291,045	1%
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#### 600 - Expense

200 - Salaries & Wages	9,408,601	9,317,038	91,563	1%
205 - Employee Benefits	1,884,971	1,886,014	(1,043)	(0%)
210 - Training & Development	216,640	214,323	2,317	1%
215 - Business Expenses	37,772	37,507	265	1%
220 - Advertising & Printing	516,766	496,916	19,850	4%
225 - Professional Services	444,867	392,882	51,985	13%
235 - Rentals & Leases	386,674	397,720	(11,046)	(3%)
240 - Contracted Services	9,106,652	8,451,751	654,901	8%
245 - Supplies & Materials	22,399,513	21,997,985	401,528	2%
250 - Repairs & Maintenance	2,643,333	2,387,392	255,941	11%
255 - Equipment Purchases	181,091	181,091	-	0%
260 - Utilities	18,432	(78,545)	96,977	(123%)
265 - Telecommunications	153,559	151,149	2,410	2%
270 - Interest on Debt	1,997,321	2,105,565	(108,244)	(5%)
280 - Other Expenses	99,200	94,388	4,812	5%
281 - Interprogram	2,408,651	2,674,940	(266,289)	(10%)
315 - Amortization Expense	9,723,838	8,082,928	1,640,910	20%

#### Total 600 - Expense

61,627,881	58,791,044	2,836,837	5%
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#### Net Revenues/(Expenses)

(3,903,304)	(1,357,512)	(2,545,792)	188%
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#### 700 - Non-Operating Items

405 - From Reserve	1,905,001	1,425,339	479,662	34%
415 - To Reserve	(4,139,464)	(4,414,783)	275,319	(6%)
431 - Long Term Debt Repaid	(3,659,636)	(3,787,879)	128,243	(3%)

#### Total 700 - Non-Operating Items

(5,894,099)	(6,777,323)	883,224	(13%)
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#### Non-Cash Adjustment

9,797,403	8,134,835	1,662,568	20%
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#### Net Impact For Budget Purposes

\$ -	\$ -	\$ -	0%
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# Multiyear Operating Budget Summary

## Library

2022  
Approved  
Budget

2023  
Forecast  
Budget

2024  
Forecast  
Budget

2025  
Forecast  
Budget

## Library

### 500 - Revenue

110 - Property Taxes	10,052,503	10,645,660	10,872,353	11,141,909
120 - Government Grants	550,563	550,563	550,563	550,563
130 - User Fees & Charges	24,313	25,370	25,428	25,485
145 - Penalties and Fines	11,000	11,000	11,000	11,000
150 - Investment Income	93,679	103,249	104,087	105,001
155 - Other Revenues	142,484	142,484	142,484	142,484
<b>Total 500 - Revenue</b>	<b>10,874,542</b>	<b>11,478,326</b>	<b>11,705,915</b>	<b>11,976,442</b>

### 600 - Expense

200 - Salaries & Wages	5,536,571	5,654,825	5,725,564	5,791,091
205 - Employee Benefits	1,251,851	1,301,030	1,324,424	1,340,083
210 - Training & Development	36,099	92,615	92,615	92,615
215 - Business Expenses	15,806	16,106	16,106	16,106
220 - Advertising & Printing	40,480	78,680	78,680	78,680
225 - Professional Services	16,640	14,891	15,147	15,408
235 - Rentals & Leases	10,400	10,400	10,400	10,400
240 - Contracted Services	92,236	90,645	91,062	91,486
245 - Supplies & Materials	697,539	702,673	692,048	695,731
250 - Repairs & Maintenance	38,910	45,000	46,122	46,122
255 - Equipment Purchases	28,470	32,950	34,050	27,600
265 - Telecommunications	17,450	17,450	17,450	17,450
270 - Interest on Debt	731,545	688,739	643,983	597,192
280 - Other Expenses	3,400	3,400	3,400	3,400
281 - Interprogram	806,516	755,130	756,510	757,475
315 - Amortization Expense	1,196,322	1,214,634	1,242,104	1,265,538
<b>Total 600 - Expense</b>	<b>10,520,235</b>	<b>10,719,168</b>	<b>10,789,665</b>	<b>10,846,377</b>
<b>Net Revenues/(Expenses)</b>	<b>354,307</b>	<b>759,158</b>	<b>916,250</b>	<b>1,130,065</b>

### 700 - Non-Operating Items

405 - From Reserve	-	6,000	-	-
410 - To Capital	(544,759)	(544,759)	(544,759)	(544,759)
415 - To Reserve	(70,815)	(457,516)	(591,682)	(782,516)
431 - Long Term Debt Repaid	(935,055)	(977,517)	(1,021,913)	(1,068,328)
<b>Total 700 - Non-Operating Items</b>	<b>(1,550,629)</b>	<b>(1,973,792)</b>	<b>(2,158,354)</b>	<b>(2,395,603)</b>

### Non-Cash Adjustment

Net Impact For Budget Purposes	1,196,322	1,214,634	1,242,104	1,265,538
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Two Year Operating Budget Comparison

### Library

2022  
Approved  
Budget

2021  
Approved  
Budget

Variance \$

Variance %

#### Library

#### 500 - Revenue

110 - Property Taxes	10,052,503	9,946,445	106,058	1%
120 - Government Grants	550,563	550,563	-	0%
130 - User Fees & Charges	24,313	23,823	490	2%
145 - Penalties and Fines	11,000	12,000	(1,000)	(8%)
150 - Investment Income	93,679	113,234	(19,555)	(17%)
155 - Other Revenues	142,484	152,238	(9,754)	(6%)

#### Total 500 - Revenue

10,874,542	10,798,303	76,239	1%
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#### 600 - Expense

200 - Salaries & Wages	5,536,571	5,458,452	78,119	1%
205 - Employee Benefits	1,251,851	1,269,324	(17,473)	(1%)
210 - Training & Development	36,099	36,352	(253)	(1%)
215 - Business Expenses	15,806	15,281	525	3%
220 - Advertising & Printing	40,480	35,375	5,105	14%
225 - Professional Services	16,640	24,640	(8,000)	(32%)
235 - Rentals & Leases	10,400	10,400	-	0%
240 - Contracted Services	92,236	96,155	(3,919)	(4%)
245 - Supplies & Materials	697,539	676,619	20,920	3%
250 - Repairs & Maintenance	38,910	37,852	1,058	3%
255 - Equipment Purchases	28,470	47,150	(18,680)	(40%)
265 - Telecommunications	17,450	13,754	3,696	27%
270 - Interest on Debt	731,545	772,489	(40,944)	(5%)
280 - Other Expenses	3,400	4,600	(1,200)	(26%)
281 - Interprogram	806,516	794,352	12,164	2%
315 - Amortization Expense	1,196,322	1,221,114	(24,792)	(2%)

#### Total 600 - Expense

10,520,235	10,513,909	6,326	0%
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#### Net Revenues/(Expenses)

354,307	284,394	69,913	25%
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#### 700 - Non-Operating Items

405 - From Reserve	-	9,547	(9,547)	(100%)
410 - To Capital	(544,759)	(538,089)	(6,670)	1%
415 - To Reserve	(70,815)	(82,526)	11,711	(14%)
431 - Long Term Debt Repaid	(935,055)	(894,440)	(40,615)	5%

#### Total 700 - Non-Operating Items

(1,550,629)	(1,505,508)	(45,121)	3%
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#### Non-Cash Adjustment

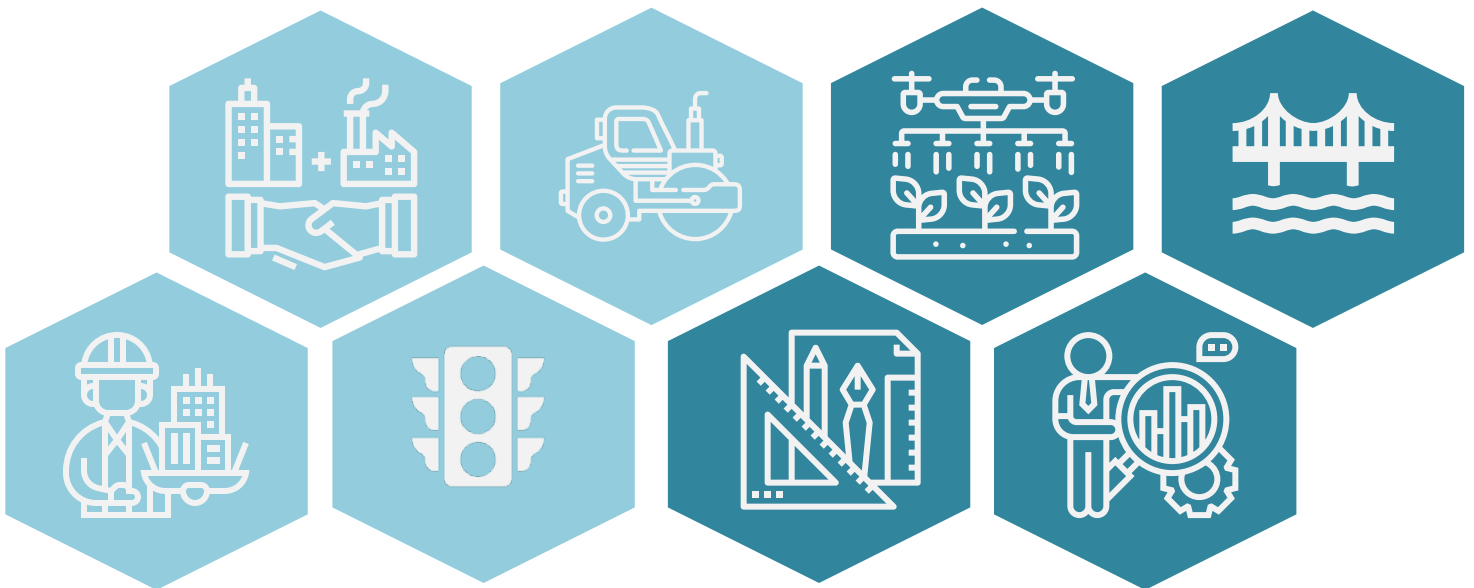
1,196,322	1,221,114	(24,792)	(2%)
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#### Net Impact For Budget Purposes

\$ -	\$ -	\$ -	0%
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# 2022 APPROVED MULTI-YEAR DIVISIONAL BUDGET

## INFRASTRUCTURE AND PLANNING SERVICES DIVISION



# INFRASTRUCTURE AND PLANNING SERVICES

Infrastructure and Planning Services touches the lives of every citizen, every day. The division is responsible for managing Strathcona County's infrastructure, above and below ground. Above ground, it's easy to see the impact, as the division plans, constructs, and maintains streets, sidewalks and highways, designs and maintains facilities and parks, and coordinates plans and permits. Below ground, the work is more hidden, but just as critical to everyday life — the division provides treated water, wastewater and stormwater infrastructure that promotes public health and safety.

In addition, the division operates an efficient and sustainable energy system that delivers heat to a number of buildings in Centre in the Park. Through marketing and investment attraction, retention and expansion efforts, it inspires a strong, diverse and sustainable economy while contributing to overall corporate and community prosperity.

Infrastructure and Planning Services believes in Council's vision for the community — hundreds of employees across five departments work every day to maintain quality infrastructure services to keep citizens safe in all seasons, facilitate logical and balanced development and keep the community economically resilient with an expanded level of services.

## Focus for 2022

- Maintaining core services, improving safety, and delivering on business plan objectives
- Continuing to review the Utility Financial Policy, establishing clear objectives for each of Utilities' lines of business
- Preparing for the Strathcona County Business Transformation implementation
- Continuing to work on attracting new investments, retaining and expanding existing businesses, promoting and implementing the 10-year tourism strategy, diversifying/modernizing local economy, and supporting economic recovery as a result of Covid-19
- Continuing to plan and coordinate the development of new growth areas and their impacts on current County infrastructure
- Developing implementation strategies to address recommendations identified in the Rural Road Masterplan Update

## Challenges

- Implementing new off-site levy processes and assessing their impacts on new infrastructure construction
- Increasing costs from regional suppliers putting upward pressure on water and wastewater user rates
- Maintaining and replacing aging infrastructure while minimizing impacts on residents
- Increasing service requirements from provincial and federal governments along with unpredictable funding sustainability
- Determining impacts of climate change on operations and infrastructure requirements
- Recognizing limited in-person networking requires new approaches to business and investment attraction and re-imagining programs and business supports to reflect adapted business environment

## Opportunities

- Providing key infrastructure for new growth by utilizing new government grant programs
- Exploring and promoting economic diversification opportunities in hydrogen and renewable energy sectors, value added agriculture, transportation & logistics, and advanced manufacturing
- Engaging with stakeholders while promoting cost effective methods for service delivery
- Continuing to leverage technology to streamline approval processes and connect with citizens and businesses
- Working toward the culture of continuous improvement

## Efficiencies and changes to business

- Building on cross departmental collaboration and coordination for service delivery and to provide infrastructure solutions
- Implementing the waste management roadmap including commercial programs; promotion of cost-effective methods for waste collection charges
- Developing and promoting cross-training opportunities; prioritizing and sharing resources
- Engaging with local tourism industry to explore future tourism products
- Continuing review of service levels, environmental initiatives and infrastructure investments



# Multiyear Operating Budget Summary

## Infrastructure and Planning Services

2022 Approved Budget	2023 Forecast Budget	2024 Forecast Budget	2025 Forecast Budget
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### Infrastructure and Planning Services

#### 500 - Revenue

120 - Government Grants	123,907	123,907	123,907	123,907
130 - User Fees & Charges	4,260,206	4,325,206	4,247,206	4,252,206
145 - Penalties and Fines	9,500	9,500	9,500	9,500
155 - Other Revenues	319,379	321,350	321,350	321,350
<b>Total 500 - Revenue</b>	<b>4,712,992</b>	<b>4,779,963</b>	<b>4,701,963</b>	<b>4,706,963</b>

#### 600 - Expense

200 - Salaries & Wages	24,755,244	25,028,890	25,104,161	25,111,439
205 - Employee Benefits	4,895,532	4,947,640	4,961,111	4,962,801
210 - Training & Development	341,723	342,238	342,238	342,238
215 - Business Expenses	395,098	400,018	406,378	413,710
220 - Advertising & Printing	498,434	507,684	505,584	519,544
225 - Professional Services	555,426	835,426	797,426	872,426
235 - Rentals & Leases	1,657,347	1,662,305	1,662,307	1,661,307
240 - Contracted Services	9,824,351	9,969,141	10,525,641	10,548,041
245 - Supplies & Materials	5,153,040	5,125,111	5,059,599	5,062,119
250 - Repairs & Maintenance	153,144	153,144	153,144	153,144
255 - Equipment Purchases	135,561	130,761	130,761	130,761
260 - Utilities	2,307,452	2,353,522	2,400,514	2,447,868
265 - Telecommunications	176,150	175,256	175,256	175,256
275 - Grants & Requisitions	15,000	25,000	25,000	25,000
280 - Other Expenses	103,423	103,429	103,429	103,429
281 - Interprogram	(174,882)	(181,564)	(181,564)	(181,564)
<b>Total 600 - Expense</b>	<b>50,792,043</b>	<b>51,578,001</b>	<b>52,170,985</b>	<b>52,347,519</b>
<b>Net Revenues/(Expenses)</b>	<b>(46,079,051)</b>	<b>(46,798,038)</b>	<b>(47,469,022)</b>	<b>(47,640,556)</b>

#### 700 - Non-Operating Items

405 - From Reserve	1,590,917	1,565,507	1,565,507	1,565,507
415 - To Reserve	(5,000)	(5,000)	(5,000)	(5,000)
<b>Total 700 - Non-Operating Items</b>	<b>1,585,917</b>	<b>1,560,507</b>	<b>1,560,507</b>	<b>1,560,507</b>

<b>Net Impact For Budget Purposes</b>	<b>\$ (44,493,134)</b>	<b>\$ (45,237,531)</b>	<b>\$ (45,908,515)</b>	<b>\$ (46,080,049)</b>
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## Two Year Operating Budget Comparison

### Infrastructure and Planning Services

	2022 Approved Budget	2021 Approved Budget	Variance \$	Variance %
<b>Infrastructure and Planning Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	123,907	123,907	-	0%
130 - User Fees & Charges	4,260,206	2,835,813	1,424,393	50%
145 - Penalties and Fines	9,500	9,500	-	0%
155 - Other Revenues	319,379	328,927	(9,548)	(3%)
<b>Total 500 - Revenue</b>	<b>4,712,992</b>	<b>3,298,147</b>	<b>1,414,845</b>	<b>43%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	24,755,244	24,416,389	338,855	1%
205 - Employee Benefits	4,895,532	4,864,894	30,638	1%
210 - Training & Development	341,723	418,995	(77,272)	(18%)
215 - Business Expenses	395,098	405,403	(10,305)	(3%)
220 - Advertising & Printing	498,434	515,974	(17,540)	(3%)
225 - Professional Services	555,426	475,926	79,500	17%
230 - Insurance	-	30,000	(30,000)	(100%)
235 - Rentals & Leases	1,657,347	1,716,219	(58,872)	(3%)
240 - Contracted Services	9,824,351	10,498,984	(674,633)	(6%)
245 - Supplies & Materials	5,153,040	5,379,279	(226,239)	(4%)
250 - Repairs & Maintenance	153,144	141,144	12,000	9%
255 - Equipment Purchases	135,561	149,423	(13,862)	(9%)
260 - Utilities	2,307,452	2,239,942	67,510	3%
265 - Telecommunications	176,150	187,228	(11,078)	(6%)
275 - Grants & Requisitions	15,000	9,000	6,000	67%
280 - Other Expenses	103,423	96,637	6,786	7%
281 - Interprogram	(174,882)	(125,765)	(49,117)	39%
<b>Total 600 - Expense</b>	<b>50,792,043</b>	<b>51,419,672</b>	<b>(627,629)</b>	<b>(1%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(46,079,051)</b>	<b>(48,121,525)</b>	<b>2,042,474</b>	<b>(4%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,590,917	1,640,507	(49,590)	(3%)
415 - To Reserve	(5,000)	(19,350,221)	19,345,221	(100%)
<b>Total 700 - Non-Operating Items</b>	<b>1,585,917</b>	<b>(17,709,714)</b>	<b>19,295,631</b>	<b>(109%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (44,493,134)</b>	<b>\$ (65,831,239)</b>	<b>\$ 21,338,105</b>	<b>(32%)</b>

# 2022 - 2025 Change Requests

## Infrastructure and Planning Services

2022

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-222	EDT - Economic Development Officer - Tourism - Temp in Place (2022)	1.0	-	\$ 122,911	\$ 120,300	\$ 120,300	\$ 120,300
2022-SIR-294	EDT - Economic Development Officer - Economic Diversification (2022)	1.0	-	106,222	120,300	120,300	120,300
2022-SIR-223	TAS - Agriculture Technician - Temp to Perm (2022)	1.0	-	6,800	6,800	6,800	6,800
2022-SIR-225	TAS - Small Animal Control Specialist - Temp to Perm (2022)	1.0	-	15,526	15,526	15,526	15,526
2022-SIR-227	TAS - Project Manager I - Temp to Perm (2022)	1.0	-	800	800	800	800
2022-SIR-228	TAS - OHS Applications Specialist - Temp to Perm (2022)	1.0	-	800	800	800	800
2022-SIR-229	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
2022-SIR-230	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
2022-SIR-231	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
2022-SIR-232	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
2022-SIR-233	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
2022-SIR-234	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
2022-SIR-235	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
2022-SIR-236	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
2022-SIR-237	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
2022-SIR-238	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
2022-SIR-239	TAS - Truck Driver II - Temp to Perm (2022)	1.0	-	11,987	11,987	11,987	11,987
2022-SIR-240	TAS - Truck Driver II - Temp to Perm (2022)	1.0	-	11,987	11,987	11,987	11,987
2022-SIR-271	TAS - Weed Inspector Hourly Staff Budget Alignment (2022)	-	640	6,000	6,000	6,000	6,000
2022-SIR-272	TAS - Brushing Crew Hourly Staff Budget Alignment (2022)	-	5,120	800	800	800	800
2022-SIR-273	TAS - Crop Health Seasonal Staff (2022)	-	640	6,000	6,000	6,000	6,000
<b>Staff Increase Requests Total</b>		<b>18.0</b>	<b>6,400</b>	<b>382,433</b>	<b>393,900</b>	<b>393,900</b>	<b>393,900</b>
<b>Initiatives</b>							
2022-INIT-204	EDT - Tourism Development	-	-	100,000	100,000	100,000	100,000
2022-INIT-199	PDS Wetland Replacement Program (WRP) (2022)	-	-	-	-	-	-
<b>Initiatives Total</b>		<b>-</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

# 2022 - 2025 Change Requests

## Infrastructure and Planning Services

### Operating Impacts of Capital

2022-OPS-47	AUTO 1410 TPE - Annual Project - Bridge Replacement Project (2022)	-	-	123,000	-	-	-
<b>Operating Impacts Total</b>		-	-	<b>123,000</b>	-	-	-
<b>Grand Total</b>		<b>18.0</b>	<b>6,400</b>	<b>\$ 605,433</b>	<b>\$ 493,900</b>	<b>\$ 493,900</b>	<b>\$ 493,900</b>

## 2023

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-161	TPE - Traffic Signal Student (2023)	-	630	\$ -	\$ 24,764	\$ 24,764	\$ 24,764
2022-SIR-224	TAS - Small Animal Control Specialist - Temp to Perm (2023)	1.0	-	-	29,452	29,452	29,452
2022-SIR-241	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
2022-SIR-242	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
2022-SIR-243	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
2022-SIR-244	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
2022-SIR-245	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
2022-SIR-246	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
2022-SIR-247	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
2022-SIR-248	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
<b>Staff Increase Requests Total</b>		<b>9.0</b>	<b>630</b>	<b>-</b>	<b>150,112</b>	<b>150,112</b>	<b>150,112</b>
<b>Initiatives</b>							
2022-INIT-171	TPE - South of LEA (Hwy 21 to Rge Rd 222 and Twp Rd 530 to LEA boundary)_FPS (2023)	-	-	-	228,300	278,300	-
2022-INIT-200	PDS Wetland Replacement Program (WRP) (2023)	-	-	-	-	-	-
2022-INIT-82	TAS - Transportation Tactical Asset Management Plan (2023)	-	-	-	200,000	20,000	20,000
<b>Initiatives Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>428,300</b>	<b>298,300</b>	<b>20,000</b>

# 2022 - 2025 Change Requests

## Infrastructure and Planning Services

### Operating Impacts of Capital

2022-OPS-48	AUTO 1411 TPE - Annual Project - Bridge Replacement Project (2023)	-	-	-	27,500	-	-			
	<b>Operating Impacts Total</b>	-	-	-	<b>27,500</b>	-	-			
	<b>Grand Total</b>	<b>9.0</b>	<b>630</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>605,912</b>	<b>\$</b>	<b>448,412</b>	<b>\$</b>

## 2024

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025		
Staff Increase Requests									
2022-SIR-226	TAS - Admin. Support Assistant II - Temp to Perm (2024)	1.0	-	\$	-	\$	800	\$	800
Staff Increase Requests Total		1.0	-	-	-	800	800		
Initiatives									
2022-INIT-168	TAS - Rural Road Sweeping (2024)	-	-	-	-	750,000	750,000		
Initiatives Total		-	-	-	-	750,000	750,000		
Grand Total		1.0	-	\$	-	\$	750,800	\$	750,800

## 2025

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025		
Initiatives									
2022-INIT-37	PDS - Broadview Park and Bison Meadows Area Structure Plan Updates (2025)	-	-	\$	-	\$	-	\$	350,000
Initiatives Total		-	-	\$	-	\$	-	\$	350,000
Grand Total		-	-	\$	-	\$	-	\$	350,000

# 2022 APPROVED MULTI-YEAR DEPARTMENT BUDGET

## UTILITIES





# Multiyear Operating Budget Summary

## Utilities

2022 Approved Budget	2023 Forecast Budget	2024 Forecast Budget	2025 Forecast Budget
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### Utilities

#### 500 - Revenue

110 - Property Taxes	29,247	29,686	30,142	30,616
120 - Government Grants	7,000	7,000	7,000	7,000
124 - Utility User Rates	55,274,942	56,638,897	57,777,836	58,803,127
130 - User Fees & Charges	1,102,758	1,120,968	1,132,504	1,148,116
150 - Investment Income	1,304,630	1,301,113	1,301,113	1,301,113
155 - Other Revenues	6,000	6,327	6,327	6,327
<b>Total 500 - Revenue</b>	<b>57,724,577</b>	<b>59,103,991</b>	<b>60,254,922</b>	<b>61,296,299</b>

#### 600 - Expense

200 - Salaries & Wages	9,408,601	9,523,403	9,637,170	9,737,147
205 - Employee Benefits	1,884,971	1,898,486	1,912,321	1,922,679
210 - Training & Development	216,640	217,182	217,721	217,720
215 - Business Expenses	37,772	37,781	37,792	37,791
220 - Advertising & Printing	516,766	531,256	532,087	532,089
225 - Professional Services	444,867	432,367	432,367	432,367
235 - Rentals & Leases	386,674	394,380	402,241	402,241
240 - Contracted Services	9,106,652	9,118,668	9,325,333	9,537,479
245 - Supplies & Materials	22,399,513	23,368,093	24,161,115	24,879,250
250 - Repairs & Maintenance	2,643,333	2,355,460	2,429,764	2,431,747
255 - Equipment Purchases	181,091	181,091	181,091	181,091
260 - Utilities	18,432	(11,012)	(19,152)	(46,362)
265 - Telecommunications	153,559	155,717	157,909	158,079
270 - Interest on Debt	1,997,321	1,906,594	2,053,054	2,122,548
280 - Other Expenses	99,200	100,026	100,870	100,871
281 - Interprogram	2,408,651	2,397,203	2,408,503	2,416,442
315 - Amortization Expense	9,723,838	10,103,035	10,118,637	10,513,626
<b>Total 600 - Expense</b>	<b>61,627,881</b>	<b>62,709,730</b>	<b>64,088,823</b>	<b>65,576,805</b>
<b>Net Revenues/(Expenses)</b>	<b>(3,903,304)</b>	<b>(3,605,739)</b>	<b>(3,833,901)</b>	<b>(4,280,506)</b>

#### 700 - Non-Operating Items

405 - From Reserve	1,905,001	1,460,657	2,544,235	3,372,524
415 - To Reserve	(4,139,464)	(4,109,013)	(4,337,223)	(4,410,029)
431 - Long Term Debt Repaid	(3,659,636)	(3,878,626)	(4,521,890)	(5,226,231)
<b>Total 700 - Non-Operating Items</b>	<b>(5,894,099)</b>	<b>(6,526,982)</b>	<b>(6,314,878)</b>	<b>(6,263,736)</b>

#### Non-Cash Adjustment

<b>Net Impact For Budget Purposes</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>
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## Two Year Operating Budget Comparison

### Utilities

2022  
Approved  
Budget

2021  
Approved  
Budget

Variance \$

Variance %

### Utilities

#### 500 - Revenue

110 - Property Taxes	29,247	10,730	18,517	173%
120 - Government Grants	7,000	7,000	-	0%
124 - Utility User Rates	55,274,942	55,013,769	261,173	0%
130 - User Fees & Charges	1,102,758	1,084,375	18,383	2%
150 - Investment Income	1,304,630	1,311,658	(7,028)	(1%)
155 - Other Revenues	6,000	6,000	-	0%
<b>Total 500 - Revenue</b>	<b>57,724,577</b>	<b>57,433,532</b>	<b>291,045</b>	<b>1%</b>

#### 600 - Expense

200 - Salaries & Wages	9,408,601	9,317,038	91,563	1%
205 - Employee Benefits	1,884,971	1,886,014	(1,043)	(0%)
210 - Training & Development	216,640	214,323	2,317	1%
215 - Business Expenses	37,772	37,507	265	1%
220 - Advertising & Printing	516,766	496,916	19,850	4%
225 - Professional Services	444,867	392,882	51,985	13%
235 - Rentals & Leases	386,674	397,720	(11,046)	(3%)
240 - Contracted Services	9,106,652	8,451,751	654,901	8%
245 - Supplies & Materials	22,399,513	21,997,985	401,528	2%
250 - Repairs & Maintenance	2,643,333	2,387,392	255,941	11%
255 - Equipment Purchases	181,091	181,091	-	0%
260 - Utilities	18,432	(78,545)	96,977	(123%)
265 - Telecommunications	153,559	151,149	2,410	2%
270 - Interest on Debt	1,997,321	2,105,565	(108,244)	(5%)
280 - Other Expenses	99,200	94,388	4,812	5%
281 - Interprogram	2,408,651	2,674,940	(266,289)	(10%)
315 - Amortization Expense	9,723,838	8,082,928	1,640,910	20%
<b>Total 600 - Expense</b>	<b>61,627,881</b>	<b>58,791,044</b>	<b>2,836,837</b>	<b>5%</b>
<b>Net Revenues/(Expenses)</b>	<b>(3,903,304)</b>	<b>(1,357,512)</b>	<b>(2,545,792)</b>	<b>188%</b>

#### 700 - Non-Operating Items

405 - From Reserve	1,905,001	1,425,339	479,662	34%
415 - To Reserve	(4,139,464)	(4,414,783)	275,319	(6%)
431 - Long Term Debt Repaid	(3,659,636)	(3,787,879)	128,243	(3%)
<b>Total 700 - Non-Operating Items</b>	<b>(5,894,099)</b>	<b>(6,777,323)</b>	<b>883,224</b>	<b>(13%)</b>

#### Non-Cash Adjustment

	9,797,403	8,134,835	1,662,568	20%
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# 2022 - 2025 Change Requests

## Utilities

### 2022

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-250	UT - W & WW Operator (Transmission) - Temp to Perm (2022)	1.0	-	\$ -	\$ -	\$ -	\$ -
2022-SIR-251	UT - W & WW Operator (Transmission) - Temp to Perm (2022)	1.0	-	-	-	-	-
2022-SIR-252	UT - W & WW Operator (Transmission) - Temp to Perm (2022)	1.0	-	-	-	-	-
<b>Staff Increase Requests Total</b>		<b>3.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Initiatives</b>							
2022-INIT-180	UT - Dredging of Josephburgh Lagoon (2022)	-	-	-	-	-	-
2022-INIT-181	UT - Truckfill Strategy (2022)	-	-	-	-	-	-
<b>Initiatives Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>3.0</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### 2024

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-253	UT - Accounting Assistant II - Temp to Perm (2024)	0.5	-	\$ -	\$ -	\$ -	\$ -
<b>Staff Increase Requests Total</b>		<b>0.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>0.5</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 2022 APPROVED MULTI-YEAR DIVISIONAL BUDGET

## COMMUNITY SERVICES DIVISION



## COMMUNITY SERVICES

Community Services' focus is on creating and maintaining a safe, supported and connected community that celebrates diversity and promotes inclusion of all residents. Community Services' work aspires to contribute to the County's vision of 'Becoming Canada's most livable community'. The Social Framework policy guides the collective work on the topics that matter in the community –affordability, access to programs and services, safety, and overall feelings of connectedness and inclusion.

These five priority areas are strongly reflected across the division's work, including:

- the social, well-being, and empowerment supports provided by Family and Community Services;
- the approach to community policing and education on public safety and the support of response services delivered by the RCMP and Enforcement Services;
- the delivery of quality integrated fire, rescue, and emergency medical services response by Emergency Services;
- the provision of a safe, progressive, and accessible transit system operated by Strathcona County Transit; and
- the indoor and outdoor recreation and culture programming and top-class event hosting that supports tourism presented by Recreation, Parks and Culture.

As a division with numerous public-facing services, COVID-19 has impacted the work of Community Services significantly. From keeping staff and patrons safe in County recreation and culture facilities and on transit, to providing enforcement support and education; from taking on emergency response leadership roles, to providing community wellness supports, Community Services will continue to demonstrate resilience and adaptability to meet the community needs in these uncertain times.

### Focus for 2022

- Continuing to ensure our transit fleet keeps passengers moving in a safe and efficient manner both within Strathcona County as well as to destinations in Edmonton and across the region
- Implementing the Diversity and Inclusion Policy through connections with community partners and County departments to increase awareness, understanding and action toward diversity and inclusion in Strathcona County

- Continuing to ensure residents are safe and connected, through ongoing work under the Social Framework as well as through the development of the Community Safety and Well-being Strategy, led in partnership with Family and Community Services, the RCMP, and community organizations
- Continuing to adapt recreation programs and services to ensure Strathcona County residents have appropriate and timely access
- Continuing to work on the development and site exploration options for the proposed new indoor fieldhouse
- Continuing to develop and operationally plan for Pointe-aux-Pins Acres, (the multi-purpose agriculture facility), in collaboration with community partners
- Continuing the longstanding efficient and effective partnership between RCMP and Enforcement Services including a renewed focus on community policing priorities
- Continuing the standards of cover and master plan work related to Emergency Services
- Providing ongoing corporate leadership for the COVID-19 emergency response and recovery

## Challenges

- Balancing the increase in emergency services' emergency medical services demands in the region, while maintaining an appropriate standard of service for Strathcona County residents
- Continuing to be agile and responsive to emergent and changing community needs, while continuing to provide recreation and culture services in a safe manner
- Ensuring staff wellness and safety, while managing increased service capacity and increased complexity of needs for social supports
- Planning for the reduced revenue across multiple departments due to COVID-19 restrictions, while at the same time balancing fiscal pressures related to service delivery partnership cost increases

## Opportunities

- Continuing public awareness and outreach campaigns to support the emotional and mental well-being of residents during the pandemic
- Heightening proactive patrols and traffic safety enforcement in areas of public concern, and focusing on education and enforcement related to commercial vehicles, speeding and vehicle noise
- Partnering with regional municipalities to plan the River Valley Alliance Pedestrian Bridge that will link Edmonton and Strathcona County within this world-class, integrated, park and trail system
- In addition to recognizing and honouring the annual National Day for Truth and Reconciliation on September 30, Strathcona County is working on further responses to the Truth and Reconciliation Calls to Action. The Community Services Division will support all actions through its planning, programming and public interactions
- Working with seniors/older adults to ensure that the availability of space, programs, and services meets their needs today and into the future
- Continuing with the collective and community-based approach to the prevention of violence, trauma, and suicide, including providing traumatic event and violence awareness training for community partners. This important work includes developing a protocol to support organizations where a threat of violence exists or has occurred

## Efficiencies or changes to business

- Supplementing cross-training opportunities for staff, including supportive listening techniques and emphasis on available resources, to enable Family and Community Services' navigators and counsellors to provide "wrap-around support" so residents receive all the supports they need in one call
- Implementing an on-demand local transit model to provide more efficient and effective transportation for residents
- Completing the Next Generation 911 transition project in both Emergency Services and RCMP and Enforcement Services, to enhance the 911 emergency number services to create a faster, more seamless, technologically appropriate system

- Implementing Regional Smart Bus technology – a rider account-based electronic fare payment system – which enhances customer experience and convenience
- Continuing virtual and hybrid programming and events, by adapting to technology for online business and fee strategies for recreation and culture services



# Multiyear Operating Budget Summary

## Community Services

2022 Approved Budget	2023 Forecast Budget	2024 Forecast Budget	2025 Forecast Budget
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### Community Services

#### 500 - Revenue

120 - Government Grants	5,987,986	5,987,986	5,987,986	5,987,986
130 - User Fees & Charges	27,110,153	28,581,701	29,555,528	30,012,889
145 - Penalties and Fines	4,893,601	4,893,601	4,893,601	4,893,601
155 - Other Revenues	6,228,704	6,370,034	6,151,469	6,154,169
<b>Total 500 - Revenue</b>	<b>44,220,444</b>	<b>45,833,322</b>	<b>46,588,584</b>	<b>47,048,645</b>

#### 600 - Expense

200 - Salaries & Wages	83,736,345	84,602,641	85,496,879	86,479,711
205 - Employee Benefits	14,775,010	14,957,020	15,076,685	15,230,366
210 - Training & Development	1,008,877	1,160,575	1,186,518	1,229,252
215 - Business Expenses	564,653	699,439	585,259	595,102
220 - Advertising & Printing	922,859	957,221	973,595	975,732
225 - Professional Services	338,650	271,700	273,700	276,700
230 - Insurance	-	75,000	75,000	75,000
235 - Rentals & Leases	874,605	851,758	966,798	997,398
240 - Contracted Services	25,846,702	27,570,997	27,823,983	28,118,892
245 - Supplies & Materials	5,758,555	5,753,321	5,835,493	5,936,913
250 - Repairs & Maintenance	1,470,770	1,599,018	1,707,049	1,781,328
255 - Equipment Purchases	1,297,397	1,282,119	1,323,697	1,383,009
260 - Utilities	5,151,707	5,414,860	5,567,754	5,703,435
265 - Telecommunications	367,538	377,883	384,438	388,273
275 - Grants & Requisitions	1,745,881	1,760,881	1,755,881	1,755,881
280 - Other Expenses	626,335	611,025	613,025	613,025
281 - Interprogram	5,479,637	5,469,524	5,556,968	5,604,468
<b>Total 600 - Expense</b>	<b>149,965,521</b>	<b>153,414,982</b>	<b>155,202,722</b>	<b>157,144,485</b>
<b>Net Revenues/(Expenses)</b>	<b>(105,745,077)</b>	<b>(107,581,660)</b>	<b>(108,614,138)</b>	<b>(110,095,840)</b>

#### 700 - Non-Operating Items

405 - From Reserve	1,467,255	1,109,393	765,000	715,000
415 - To Reserve	(475,000)	(525,000)	(525,000)	(525,000)
<b>Total 700 - Non-Operating Items</b>	<b>992,255</b>	<b>584,393</b>	<b>240,000</b>	<b>190,000</b>

#### Net Impact For Budget Purposes

<b>\$ (104,752,822)</b>	<b>\$ (106,997,267)</b>	<b>\$ (108,374,138)</b>	<b>\$ (109,905,840)</b>
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## Two Year Operating Budget Comparison

### Community Services

	2022 Approved Budget	2021 Approved Budget	Variance \$	Variance %
<b>Community Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	5,987,986	5,502,066	485,920	9%
130 - User Fees & Charges	27,110,153	18,756,739	8,353,414	45%
145 - Penalties and Fines	4,893,601	4,351,125	542,476	12%
155 - Other Revenues	6,228,704	5,981,092	247,612	4%
<b>Total 500 - Revenue</b>	<b>44,220,444</b>	<b>34,591,022</b>	<b>9,629,422</b>	<b>28%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	83,736,345	79,364,842	4,371,503	6%
205 - Employee Benefits	14,775,010	14,336,794	438,216	3%
210 - Training & Development	1,008,877	951,842	57,035	6%
215 - Business Expenses	564,653	451,215	113,438	25%
220 - Advertising & Printing	922,859	829,787	93,072	11%
225 - Professional Services	338,650	185,224	153,426	83%
230 - Insurance	-	392	(392)	(100%)
235 - Rentals & Leases	874,605	983,157	(108,552)	(11%)
240 - Contracted Services	25,846,702	21,195,391	4,651,311	22%
245 - Supplies & Materials	5,758,555	5,877,706	(119,151)	(2%)
250 - Repairs & Maintenance	1,470,770	1,411,136	59,634	4%
255 - Equipment Purchases	1,297,397	1,215,029	82,368	7%
260 - Utilities	5,151,707	4,915,632	236,075	5%
265 - Telecommunications	367,538	360,662	6,876	2%
275 - Grants & Requisitions	1,745,881	1,759,882	(14,001)	(1%)
280 - Other Expenses	626,335	413,554	212,781	51%
281 - Interprogram	5,479,637	5,869,849	(390,212)	(7%)
<b>Total 600 - Expense</b>	<b>149,965,521</b>	<b>140,122,094</b>	<b>9,843,427</b>	<b>7%</b>
<b>Net Revenues/(Expenses)</b>	<b>(105,745,077)</b>	<b>(105,531,072)</b>	<b>(214,005)</b>	<b>0%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,467,255	898,176	569,079	63%
415 - To Reserve	(475,000)	(4,773,843)	4,298,843	(90%)
<b>Total 700 - Non-Operating Items</b>	<b>992,255</b>	<b>(3,875,667)</b>	<b>4,867,922</b>	<b>(126%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (104,752,822)</b>	<b>\$ (109,406,739)</b>	<b>\$ 4,653,917</b>	<b>(4%)</b>

# 2022 - 2025 Change Requests

## Community Services

2022

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-267	SCES - Firefighter (2022)	1.0	- \$	101,517 \$	91,835 \$	81,352 \$	81,352
2022-SIR-277	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
2022-SIR-278	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
2022-SIR-279	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
2022-SIR-280	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
2022-SIR-281	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
2022-SIR-282	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
2022-SIR-283	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
2022-SIR-284	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
2022-SIR-285	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
2022-SIR-286	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
2022-SIR-287	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
2022-SIR-268	FCS- Senior Communications Information Officer - Temp in Place (2022)	1.0	-	142,790	144,000	144,000	144,000
2022-SIR-170	RPC - Team Lead / Equipment Operator - Temp to Perm (2022)	1.0	-	16,185	17,205	17,707	17,707
2022-SIR-172	RPC - Equipment Operator II - Temp to Perm (2022)	1.0	-	14,544	14,544	14,544	14,544
2022-SIR-173	RPC - Equipment Operator I - Temp to Perm (2022)	1.0	-	12,984	12,984	12,984	12,984
2022-SIR-174	RPC - Equipment Operator I - Temp to Perm (2022)	1.0	-	12,984	12,984	12,984	12,984
2022-SIR-175	RPC - Equipment Operator I - Temp to Perm (2022)	1.0	-	12,984	12,984	12,984	12,984
2022-SIR-176	RPC - Equipment Operator I - Temp to Perm (2022)	1.0	-	13,585	13,585	13,585	13,585
2022-SIR-177	RPC - Equipment Operator I - Temp to Perm (2022)	1.0	-	12,984	12,984	12,984	12,984
2022-SIR-178	RPC - Park Support Representative - Temp to Perm (2022)	0.5	-	9,534	9,534	9,534	9,534
2022-SIR-179	RPC - Park Support Representative - Temp to Perm (2022)	0.5	-	14,892	14,892	14,892	14,892
2022-SIR-180	RPC - Graphic Design & Digital Media Specialist - Temp to Perm (2022)	0.2	-	6,529	6,529	6,529	6,529
2022-SIR-181	RPC - Community Partnership Liaison - Temp in Place (2022)	1.0	-	102,853	101,048	102,538	104,028
2022-SIR-182	RPC - Programming Specialist - Temp in Place (2022)	0.3	-	28,033	28,033	28,033	28,033

# 2022 - 2025 Change Requests

## Community Services

2022-SIR-183	RPC - Accounting Assistant II - Temp to Perm (2022)	0.1	-	1,409	1,409	1,409	1,409
2022-SIR-184	RPC - Customer Service Rep. II - Temp to Perm (2022)	0.3	-	2,128	2,368	2,616	2,710
2022-SIR-185	RPC - Gallery Assistant - Temp to Perm (2022)	0.3	-	3,471	3,747	4,029	4,137
2022-SIR-186	RPC - Project Accountant - Temp in Place (2022)	1.0	-	122,000	123,277	123,277	123,277
2022-SIR-188	RPC - Parks Operations Coordinator - Temp in Place (2022)	1.0	-	125,655	125,655	125,655	125,655
2022-SIR-275	RPC - Recreation Operations Supervisor (EHLC) (2022)	1.0	-	78,952	127,494	127,494	127,494
2022-SIR-292	RPC - Recreation Program Instructor Reclassification Phase II (2022)	-	2,553	7,900	7,900	7,900	7,900
2022-SIR-293	RPC - Assistant House Technician Temp to Perm (2022)	0.3	-	2,718	2,718	2,718	2,718
<b>Staff Increase Requests Total</b>		<b>26.5</b>	<b>2,553</b>	<b>1,963,318</b>	<b>1,897,894</b>	<b>1,774,620</b>	<b>1,776,312</b>

## Initiatives

2022-INIT-166	FCS - Community Cemetery Assessment (2022)	-	-	-	-	-	-
22-INIT-206	RCMP - Non-Profit Partnership for Animal Shelter Pilot Project (2022)	-	-	-	-	-	-
<b>Initiatives Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Operating Impacts of Capital

2022-OPS-50	AUTO - 2109 - RPC - South Cooking Lake 100th Anniversary (2022)	-	-	-	25,000	15,000	15,000
2022-OPS-57	RCMP - Next Gen 9-1-1 System (2022)	-	-	15,110	14,733	14,814	14,900
<b>Operating Impacts Total</b>		<b>-</b>	<b>-</b>	<b>15,110</b>	<b>39,733</b>	<b>29,814</b>	<b>29,900</b>

## Grand Total

<b>26.5</b>	<b>2,553</b>	<b>\$ 1,978,428</b>	<b>\$ 1,937,627</b>	<b>\$ 1,804,434</b>	<b>\$ 1,806,212</b>
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# 2022 - 2025 Change Requests

## Community Services

### 2023

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-288	SCES - Firefighter (2023)	1.0	-	\$ -	\$ 69,178	\$ 86,352	\$ 81,352
2022-SIR-289	SCES - Firefighter (2023)	1.0	-	-	69,178	86,352	81,352
2022-SIR-290	SCES - Firefighter (2023)	1.0	-	-	69,178	86,352	81,352
2022-SIR-291	SCES - Firefighter (2023)	1.0	-	-	69,178	86,352	81,352
<b>Staff Increase Requests Total</b>		<b>4.0</b>	<b>-</b>	<b>-</b>	<b>276,712</b>	<b>345,408</b>	<b>325,408</b>
<b>Grand Total</b>							
		<b>4.0</b>	<b>-</b>	<b>\$ -</b>	<b>\$ 276,712</b>	<b>\$ 345,408</b>	<b>\$ 325,408</b>

### 2024

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-189	SCES - Admin Support Assistant, FPI Temp to Perm (2024)	1.0	-	\$ -	-	\$ 800	\$ 1,154
<b>Staff Increase Requests Total</b>		<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800</b>	<b>1,154</b>
<b>Operating Impacts of Capital</b>							
2022-OPS-45	AUTO - 1273 - RPC - Open Space Planning (2024)	-	-	-	-	54,000	49,000
2022-OPS-46	SCES - Station 7 - Firefighters (2024)	20.0	-	-	-	648,813	1,440,392
<b>Operating Impacts Total</b>		<b>20.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>702,813</b>	<b>1,489,392</b>
<b>Grand Total</b>							
		<b>21.0</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 703,613</b>	<b>\$ 1,490,546</b>

### 2025

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Operating Impacts of Capital</b>							
2022-OPS-44	AUTO - 1615 - RPC - Open Space Planning (2025)	0.3	1,828	\$ -	\$ -	\$ -	\$ 147,043
<b>Operating Impacts Total</b>		<b>0.3</b>	<b>1,828</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>147,043</b>
<b>Grand Total</b>							
		<b>0.3</b>	<b>1,828</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 147,043</b>

# 2022 APPROVED MULTI-YEAR DIVISIONAL BUDGET

## FINANCIAL AND STRATEGIC MANAGEMENT DIVISION



## FINANCIAL AND STRATEGIC MANAGEMENT

The Financial and Strategic Management Division provides leadership and oversight that promotes long term fiscal sustainability for the County. The division performs vital support roles that help the organization successfully deliver program and services that meet the needs of the community. From financial reporting, to financial analysis, and corporate performance measurement, this division provides the information and expertise to support evidence-based decisions.

Through facilitation of the corporate business planning and budgeting processes, Financial and Strategic Management helps the organization align its operations, activities and financial resources to achieve its strategic goals.

The division's stewardship roles include assessment and collection of property taxes, prudent investment of tax dollars, and the administration of procurement functions — all of which ensure the County has the resources required to deliver high-quality, efficient programs and services to residents.

Through these roles, the division is involved in all facets of the County operations. This work touches the lives of residents every day, as the division helps the organization realize its vision of becoming Canada's most livable community.

### Focus for 2022

- Maintaining core services and delivering on business plan objectives
- Implementing new systems and processes arising from the Strathcona County Business Transformation (SCBT) investment
- Revising the strategic plan to integrate business planning across departments to focus on four-year priorities
- Updating the Priority Based Budgeting (PBB) model to incorporate the new strategic plan
- Enhancing reporting and service management with the development of a performance measurement framework
- Implementing a corporate asset management program across all departments responsible for capital assets
- Hosting the Canadian Law Certificate Conference in conjunction with the Corporate Services Division to provide training on Canadian procurement law and practice



## Challenges

- Supporting staff through significant changes of SCBT implementation while maintaining service levels and delivering on organizational initiatives
- Identifying and managing SCBT implementation impacts on other systems and associated resource requirements
- Monitoring and responding to organizational financial impacts arising from unforeseen economic conditions

## Opportunities

- Modernizing systems, creating operational efficiencies, and addressing existing gaps through the SCBT project implementation
- Engaging stakeholders while identifying four-year strategic priorities and supporting a new Council
- Continue leveraging the Geographic Information System, Request for Information, and online customer service tools for property data collections

## Efficiencies or changes to business

- Eliminating manual and duplicate processes
- Streamlining planning and budgeting processes
- Clarifying roles and responsibilities; coordinating the efforts between departments on corporate-led processes

# Multiyear Operating Budget Summary

## Financial and Strategic Management

2022 Approved Budget	2023 Forecast Budget	2024 Forecast Budget	2025 Forecast Budget
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### Financial and Strategic Management

#### 500 - Revenue

130 - User Fees & Charges	327,711	329,559	331,425	333,310
155 - Other Revenues	358,000	308,000	308,000	308,000
<b>Total 500 - Revenue</b>	<b>685,711</b>	<b>637,559</b>	<b>639,425</b>	<b>641,310</b>

#### 600 - Expense

200 - Salaries & Wages	7,735,496	7,753,340	7,756,208	7,756,208
205 - Employee Benefits	1,747,731	1,752,032	1,752,684	1,752,684
210 - Training & Development	230,461	233,613	236,498	239,113
215 - Business Expenses	54,989	45,416	45,790	46,196
220 - Advertising & Printing	133,335	139,616	140,125	140,649
225 - Professional Services	571,995	358,154	296,963	600,888
235 - Rentals & Leases	200	200	200	200
240 - Contracted Services	13,392	6,092	6,194	6,298
245 - Supplies & Materials	269,509	270,027	270,490	270,959
255 - Equipment Purchases	33,275	23,705	23,843	23,984
265 - Telecommunications	22,872	23,062	23,254	23,452
280 - Other Expenses	47,959	48,373	48,794	49,225
281 - Interprogram	(342,364)	(345,314)	(345,314)	(345,314)
<b>Total 600 - Expense</b>	<b>10,518,850</b>	<b>10,308,316</b>	<b>10,255,729</b>	<b>10,564,542</b>
<b>Net Revenues/(Expenses)</b>	<b>(9,833,139)</b>	<b>(9,670,757)</b>	<b>(9,616,304)</b>	<b>(9,923,232)</b>

#### 700 - Non-Operating Items

405 - From Reserve	135,000	55,000	-	300,000
415 - To Reserve	(105,000)	(105,000)	(105,000)	(105,000)
<b>Total 700 - Non-Operating Items</b>	<b>30,000</b>	<b>(50,000)</b>	<b>(105,000)</b>	<b>195,000</b>

#### Net Impact For Budget Purposes

<b>\$ (9,803,139)</b>	<b>\$ (9,720,757)</b>	<b>\$ (9,721,304)</b>	<b>\$ (9,728,232)</b>
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## Two Year Operating Budget Comparison

### Financial and Strategic Management

	2022 Approved Budget	2021 Approved Budget	Variance \$	Variance %
<b>Financial and Strategic Management</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	327,711	322,330	5,381	2%
155 - Other Revenues	358,000	338,000	20,000	6%
<b>Total 500 - Revenue</b>	<b>685,711</b>	<b>660,330</b>	<b>25,381</b>	<b>4%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	7,735,496	7,241,379	494,117	7%
205 - Employee Benefits	1,747,731	1,653,920	93,811	6%
210 - Training & Development	230,461	222,675	7,786	3%
215 - Business Expenses	54,989	45,156	9,833	22%
220 - Advertising & Printing	133,335	142,373	(9,038)	(6%)
225 - Professional Services	571,995	479,337	92,658	19%
235 - Rentals & Leases	200	200	-	0%
240 - Contracted Services	13,392	276,849	(263,457)	(95%)
245 - Supplies & Materials	269,509	132,792	136,717	103%
250 - Repairs & Maintenance	-	600	(600)	(100%)
255 - Equipment Purchases	33,275	51,620	(18,345)	(36%)
265 - Telecommunications	22,872	22,464	408	2%
280 - Other Expenses	47,959	47,215	744	2%
281 - Interprogram	(342,364)	(341,324)	(1,040)	0%
<b>Total 600 - Expense</b>	<b>10,518,850</b>	<b>9,975,256</b>	<b>543,594</b>	<b>5%</b>
<b>Net Revenues/(Expenses)</b>	<b>(9,833,139)</b>	<b>(9,314,926)</b>	<b>(518,213)</b>	<b>6%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	135,000	20,000	115,000	575%
415 - To Reserve	(105,000)	(120,000)	15,000	(13%)
<b>Total 700 - Non-Operating Items</b>	<b>30,000</b>	<b>(100,000)</b>	<b>130,000</b>	<b>(130%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (9,803,139)</b>	<b>\$ (9,414,926)</b>	<b>\$ (388,213)</b>	<b>4%</b>

# 2022 - 2025 Change Requests

## Financial and Strategic Management

### 2022

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-218	PS - Procurement & Contract Advisor - Temp to Perm (2022)	1.0	-	\$ 24,290	\$ 25,352	\$ 25,352	\$ 25,352
2022-SIR-219	PS - Master Data & P-Card Analyst - Temp in Place (2022)	1.0	-	113,383	114,599	114,599	114,599
2022-SIR-220	PS - Purchasing Specialist - Temp in Place (2022)	1.0	-	78,159	78,159	78,159	78,159
2022-SIR-221	PS - Purchasing Specialist - Temp in Place (2022)	1.0	-	78,159	78,159	78,159	78,159
2022-SIR-187	CFIN - 2021-COVID-8 MSS3 - 0.80 FTE Extension (2022)	-	1,456	33,066	-	-	-
2022-SIR-266	CP - Asset Management Office (Manager) (2022)	1.0	-	1,056	145,129	145,129	145,129
<b>Staff Increase Requests Total</b>		<b>5.0</b>	<b>1,456</b>	<b>328,113</b>	<b>441,398</b>	<b>441,398</b>	<b>441,398</b>
<b>Initiatives</b>							
2022-INIT-197	CP - Infrastructure Project Delivery Framework - Pilot (2022)	-	-	-	-	-	-
<b>Initiatives Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>5.0</b>	<b>1,456</b>	<b>\$ 328,113</b>	<b>\$ 441,398</b>	<b>\$ 441,398</b>	<b>\$ 441,398</b>

### 2023

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Initiatives</b>							
2022-INIT-8	CFIN - Business Expense Policy (zero dollars) (2023)	-	-	\$ -	\$ -	\$ -	\$ -
<b>Initiatives Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 2022 APPROVED MULTI-YEAR DEPARTMENT BUDGET

## FISCAL SERVICES



## FISCAL SERVICES

Fiscal Services is a department with no staff or direct services to the public. This department contains budgets for financial transactions and strategies that are corporate in nature and cannot be associated with one operational area.

Financial transactions in Fiscal Services include:

- Municipal property taxes
- Investment income
- Corporately managed grants
- Corporate insurance
- Organizational employee benefits
- Long-term debt repayment
- Corporate reserve transfers
- Budgeted allowances

Departments within the Financial and Strategic Management Division are responsible for administration and coordination of the transactions within Fiscal Services, with oversight from the Director of Corporate Finance and Chief Financial Officer.

## Two Year Operating Budget Comparison

### Fiscal Services

2022  
Approved  
Budget

2021  
Approved  
Budget

Variance \$

Variance %

#### Fiscal Services

##### 500 - Revenue

110 - Property Taxes	232,649,540	223,267,089	9,382,451	4%
120 - Government Grants	842,000	818,004	23,996	3%
130 - User Fees & Charges	4,400,000	3,800,000	600,000	16%
145 - Penalties and Fines	1,400,000	1,400,000	-	0%
150 - Investment Income	4,708,028	5,238,677	(530,649)	(10%)
155 - Other Revenues	1,140,936	1,187,423	(46,487)	(4%)

##### Total 500 - Revenue

245,140,504	235,711,193	9,429,311	4%
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##### 600 - Expense

200 - Salaries & Wages	2,555,957	(241,970)	2,797,927	(1,156%)
205 - Employee Benefits	1,149,830	669,066	480,764	72%
210 - Training & Development	(42,420)	(76,065)	33,645	(44%)
215 - Business Expenses	(219,300)	(225,000)	5,700	(3%)
220 - Advertising & Printing	(326,630)	(330,000)	3,370	(1%)
225 - Professional Services	743,685	109,500	634,185	579%
230 - Insurance	2,389,788	1,929,940	459,848	24%
235 - Rentals & Leases	-	(600,000)	600,000	(100%)
240 - Contracted Services	(374,163)	799,603	(1,173,766)	(147%)
245 - Supplies & Materials	(184,450)	(1,000,000)	815,550	(82%)
255 - Equipment Purchases	5,000	-	5,000	100%
265 - Telecommunications	(47,880)	(50,000)	2,120	(4%)
270 - Interest on Debt	2,714,510	2,821,578	(107,068)	(4%)
275 - Grants & Requisitions	7,172,763	1,009,593	6,163,170	610%
280 - Other Expenses	2,687,367	850,887	1,836,480	216%
281 - Interprogram	(1,503,441)	(1,528,551)	25,110	(2%)
315 - Amortization Expense	54,389,943	50,333,826	4,056,117	8%

##### Total 600 - Expense

71,110,559	54,472,407	16,638,152	31%
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##### Net Revenues/(Expenses)

174,029,945	181,238,786	(7,208,841)	(4%)
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##### 700 - Non-Operating Items

405 - From Reserve	21,205,388	24,813,413	(3,608,025)	(15%)
415 - To Reserve	(33,661,302)	(4,740,553)	(28,920,749)	610%
425 - Loan Funds Repaid	1,493,274	1,447,527	45,747	3%
431 - Long Term Debt Repaid	(7,722,641)	(7,112,706)	(609,935)	9%

##### Total 700 - Non-Operating Items

(18,685,281)	14,407,681	(33,092,962)	(230%)
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##### Non-Cash Adjustment

54,477,748	50,417,724	4,060,024	8%
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##### Net Impact For Budget Purposes

\$ 209,822,412	\$ 246,064,191	\$ (36,241,779)	(15%)
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# Multiyear Operating Budget Summary

## Fiscal Services

	2022 Approved Budget	2023 Forecast Budget	2024 Forecast Budget	2025 Forecast Budget
<b>Fiscal Services</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	232,649,540	249,623,829	258,294,328	267,781,147
120 - Government Grants	842,000	842,000	842,000	842,000
130 - User Fees & Charges	4,400,000	4,532,000	4,667,960	4,807,999
145 - Penalties and Fines	1,400,000	1,400,000	1,400,000	1,400,000
150 - Investment Income	4,708,028	5,185,875	5,227,739	5,273,384
155 - Other Revenues	1,140,936	1,075,838	1,017,625	956,731
<b>Total 500 - Revenue</b>	<b>245,140,504</b>	<b>262,659,542</b>	<b>271,449,652</b>	<b>281,061,261</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	2,555,957	2,604,232	4,357,920	6,141,762
205 - Employee Benefits	1,149,830	1,253,959	1,407,697	1,590,081
210 - Training & Development	(42,420)	(27,420)	(27,420)	(27,420)
215 - Business Expenses	(219,300)	(215,250)	(215,250)	(215,250)
220 - Advertising & Printing	(326,630)	(324,200)	(324,200)	(324,200)
225 - Professional Services	743,685	239,500	239,500	299,500
230 - Insurance	2,389,788	2,500,822	2,609,541	2,684,769
235 - Rentals & Leases	0	(500,000)	(500,000)	(500,000)
240 - Contracted Services	(374,163)	81,900	(218,166)	(440,640)
245 - Supplies & Materials	(184,450)	(159,250)	(138,250)	(116,250)
255 - Equipment Purchases	5,000	-	-	-
265 - Telecommunications	(47,880)	(47,145)	(47,145)	(47,145)
270 - Interest on Debt	2,714,510	2,930,944	3,184,839	3,222,170
275 - Grants & Requisitions	7,172,763	1,522,763	941,084	941,084
280 - Other Expenses	2,687,367	987,020	1,595,136	1,605,484
281 - Interprogram	(1,503,441)	(1,574,038)	(1,623,477)	(1,656,837)
315 - Amortization Expense	54,389,943	56,565,541	58,828,162	61,181,289
<b>Total 600 - Expense</b>	<b>71,110,559</b>	<b>65,839,378</b>	<b>70,069,971</b>	<b>74,338,397</b>
<b>Net Revenues/(Expenses)</b>	<b>174,029,945</b>	<b>196,820,164</b>	<b>201,379,681</b>	<b>206,722,864</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	21,205,388	3,578,663	2,218,261	1,254,340
415 - To Reserve	(33,661,302)	(36,045,253)	(38,681,380)	(42,989,325)
425 - Loan Funds Repaid	1,493,274	1,532,563	1,573,899	1,405,264
431 - Long Term Debt Repaid	(7,722,641)	(8,182,198)	(8,612,049)	(8,942,496)
<b>Total 700 - Non-Operating Items</b>	<b>(18,685,281)</b>	<b>(39,116,225)</b>	<b>(43,501,269)</b>	<b>(49,272,217)</b>
<b>Non-Cash Adjustment</b>	<b>54,477,748</b>	<b>56,657,434</b>	<b>58,848,948</b>	<b>61,203,072</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ 209,822,412</b>	<b>\$ 214,361,373</b>	<b>\$ 216,727,360</b>	<b>\$ 218,653,719</b>

# 2022 - 2025 Change Requests

## Fiscal Services

### 2022

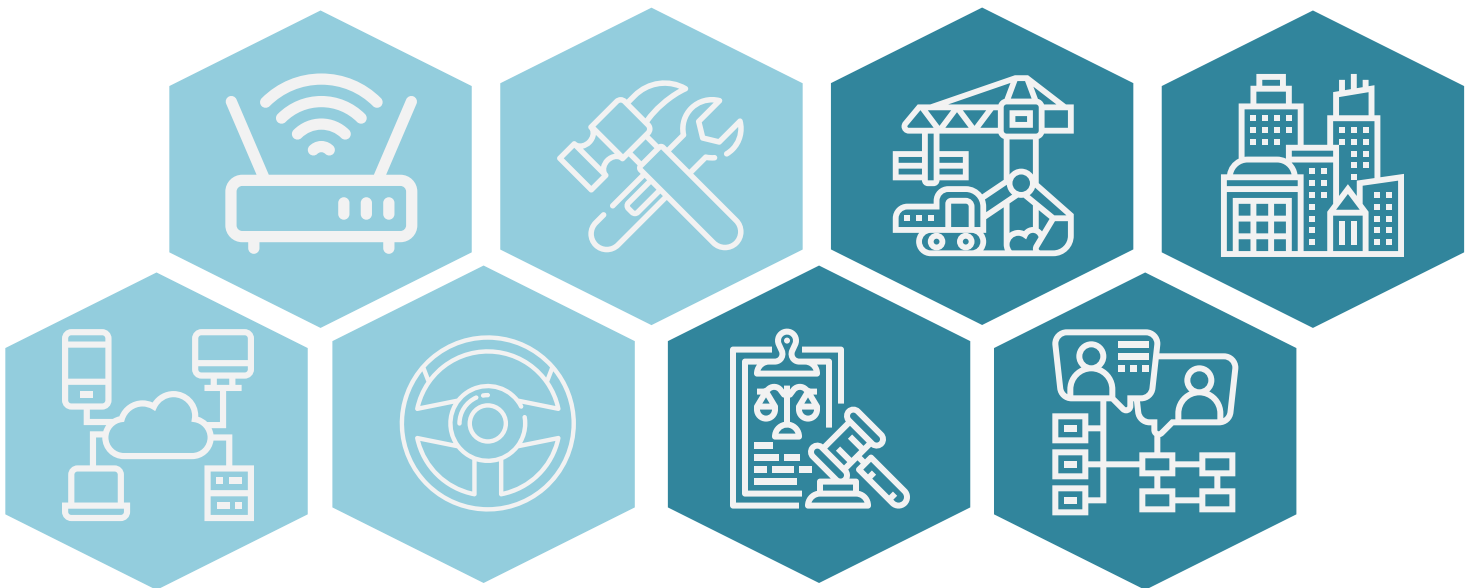
Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-295	FIS - Tempest Business Support Portfolio Lead	1.0	-	\$ -	\$ -	\$ -	\$ -
2022-SIR-296	FIS - HR Business Support Portfolio Lead	1.0	-	-	-	-	-
2022-SIR-297	FIS - SCM Business Support Portfolio Lead	1.0	-	-	-	-	-
2022-SIR-298	FIS - Architecture and Integrations Support	1.0	-	-	-	-	-
2022-SIR-299	FIS - Business Analyst and Testing Lead	1.0	-	-	-	-	-
2022-SIR-300	FIS - Release Coordinator	1.0	-	-	-	-	-
2022-SIR-301	FIS - Change Management Coordinator	1.0	-	-	-	-	-
2022-SIR-302	FIS - Training Coordinator	1.0	-	-	-	-	-
2022-SIR-303	FIS - Application Service Support	1.0	-	-	-	-	-
2022-SIR-304	FIS - Administrative Assistant II	1.0	-	-	-	-	-
2022-SIR-305	FIS - SCBT Stabilization Temp Dollars	-	5,792	-	-	-	-
<b>Staff Increase Requests Total</b>		<b>10.0</b>	<b>5,792</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Initiatives</b>							
2022-INIT-188	FIS - Asset Retirement Obligation Sustainment (2022)	-	-	30,000	30,000	30,000	30,000
2022-INIT-207	FIS - River Valley Alliance (RVA) Footbridge (2022)	-	-	-	-	-	-
<b>Initiatives Total</b>		<b>-</b>	<b>-</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Operating Impacts of Capital</b>							
2022-OPS-56	FIS - SCBT Annual Costs (2022)	-	-	-	6,828	27,828	49,828
<b>Operating Impacts Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>6,828</b>	<b>27,828</b>	<b>49,828</b>
<b>Grand Total</b>		<b>10.0</b>	<b>5,792</b>	<b>\$ 30,000</b>	<b>\$ 36,828</b>	<b>\$ 57,828</b>	<b>\$ 79,828</b>

### 2023

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Initiatives</b>							
2022-INIT-14	FIS - Enterprise Risk Management (2023)	-	-	\$ -	\$ 200,000	\$ 200,000	\$ -
<b>Initiatives Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>200,000</b>	<b>-</b>
<b>Grand Total</b>		<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>

# 2022 APPROVED MULTI-YEAR DIVISIONAL BUDGET

## CORPORATE SERVICES DIVISION



# CORPORATE SERVICES

Corporate Services is at the core of Strathcona County's administration, providing internal services and advice to all departments to maximize effectiveness and coordination, and respond to the needs of residents. This division's efforts allow other departments to concentrate on delivering services to citizens.

The division works behind the scenes to provide care and maintenance of facilities used by residents and staff, repair our fleet such as transit and emergency vehicles, attract, retain, and engage the County's workforce, optimize the use of technology, provide legal advice, and support the activities of County Council.

The COVID pandemic has placed tremendous demands on Corporate Services' staff and operations, which are anticipated to continue well into next year. Whether it is providing digital solutions to enable remote work, supporting staff in working safely in remote or on-site environments, retrofitting our facilities to ensure our workplaces are safe, or changing the way we conduct Council meetings and public hearings – the next year will be filled with challenges, but also opportunities for continued innovation and to re-imagine the way we work.

## Focus for 2022

- Progressing on energy improvements in municipal buildings to achieve Green House Gas (GHG) reductions as approved by Council
- Continuing Green Fleet Research as part of the County's Emissions Reduction Strategy
- Implementing Strathcona County Business Transformation (SCBT), Digital Workplace, Next Generation 911 system (NG911), and Occupational Health and Safety and Disability Management System
- Conducting the County's first paperless, online municipal census that is convenient for residents, environmentally friendly and cost-effective
- Advancing the workplace of the future through the People Plan and succession plan

## Challenges

- Increasing complexity of facility projects and balancing department resource requirements

- Changing skills required by staff related to advancing technologies and the changing needs of the county
- Responding to capacity challenges as teams maintain operations COVID-19 response and Strathcona County Business Transformation preparedness, change management and implementation
- Managing the high demand for services, with attention to maximizing existing resources and coordinating multiple projects

## Opportunities

- Implementing new and upgraded technology changes to improve and modernize the way we do business
- Streamlining contract administration through the business transformation project
- Review future office space requirements resulting from the increased use of technology and lessons learned on alternative work models throughout the pandemic
- Securing five-year procurement contracts for light-duty and ambulance vehicles, and exploring Green Fleet options
- Finding new and innovative ways to work and engage staff in a pandemic environment

## Efficiencies or changes to business

- Developing a comprehensive resource plan for capital projects
- Introducing a new GPS system for Strathcona County's fleet, which will enable better tracking and reporting to optimize the use and maintenance of County vehicles and equipment
- Updating the Human Resources' organizational structure to support the current and future needs of the County
- Continuing enhancements and onboarding of Digital Workplace across the organization
- Realizing efficiencies through the move to in-house bylaw prosecutions, consistent tools, practices and training for those procuring goods and services on behalf of the County, and establishing the right balance of in-house and external legal expertise

# Multiyear Operating Budget Summary

## Corporate Services

	2022 Approved Budget	2023 Forecast Budget	2024 Forecast Budget	2025 Forecast Budget
<b>Corporate Services</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	562,127	562,127	562,127	915,810
155 - Other Revenues	68,910	68,910	68,910	68,910
<b>Total 500 - Revenue</b>	<b>631,037</b>	<b>631,037</b>	<b>631,037</b>	<b>984,720</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	23,826,401	24,563,886	24,910,318	24,958,856
205 - Employee Benefits	5,008,887	5,204,446	5,250,425	5,251,233
210 - Training & Development	587,519	616,035	616,035	621,454
215 - Business Expenses	201,527	181,628	195,628	187,292
220 - Advertising & Printing	330,549	296,849	362,866	367,481
225 - Professional Services	1,641,100	1,483,180	1,547,261	1,434,823
235 - Rentals & Leases	752,552	649,950	749,950	779,950
240 - Contracted Services	7,277,148	6,462,900	6,164,426	6,857,545
245 - Supplies & Materials	9,049,512	9,227,558	9,711,713	9,760,397
250 - Repairs & Maintenance	3,543,432	3,602,446	3,662,608	3,723,345
255 - Equipment Purchases	317,013	299,143	292,743	295,863
260 - Utilities	1,436,668	1,463,830	1,491,533	1,519,795
265 - Telecommunications	407,853	399,892	407,842	399,914
275 - Grants & Requisitions	82,000	82,000	82,000	82,000
280 - Other Expenses	144,386	142,749	143,629	144,527
281 - Interprogram	(6,680,117)	(6,525,741)	(6,574,126)	(6,597,170)
<b>Total 600 - Expense</b>	<b>47,926,430</b>	<b>48,150,751</b>	<b>49,014,851</b>	<b>49,787,305</b>
<b>Net Revenues/(Expenses)</b>	<b>(47,295,393)</b>	<b>(47,519,714)</b>	<b>(48,383,814)</b>	<b>(48,802,585)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	4,884,878	3,853,604	4,414,631	4,633,122
415 - To Reserve	(585,845)	(938,269)	(940,717)	(943,190)
<b>Total 700 - Non-Operating Items</b>	<b>4,299,033</b>	<b>2,915,335</b>	<b>3,473,914</b>	<b>3,689,932</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (42,996,360)</b>	<b>\$ (44,604,379)</b>	<b>\$ (44,909,900)</b>	<b>\$ (45,112,653)</b>

## Two Year Operating Budget Comparison

### Corporate Services

	2022 Approved Budget	2021 Approved Budget	Variance \$	Variance %
<b>Corporate Services</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	562,127	909,541	(347,414)	(38%)
155 - Other Revenues	68,910	68,910	-	0%
<b>Total 500 - Revenue</b>	<b>631,037</b>	<b>978,451</b>	<b>(347,414)</b>	<b>(36%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	23,826,401	23,360,658	465,743	2%
205 - Employee Benefits	5,008,887	4,941,179	67,708	1%
210 - Training & Development	587,519	585,779	1,740	0%
215 - Business Expenses	201,527	188,526	13,001	7%
220 - Advertising & Printing	330,549	328,074	2,475	1%
225 - Professional Services	1,641,100	2,056,300	(415,200)	(20%)
235 - Rentals & Leases	752,552	786,357	(33,805)	(4%)
240 - Contracted Services	7,277,148	8,474,803	(1,197,655)	(14%)
245 - Supplies & Materials	9,049,512	9,643,975	(594,463)	(6%)
250 - Repairs & Maintenance	3,543,432	3,573,352	(29,920)	(1%)
255 - Equipment Purchases	317,013	398,283	(81,270)	(20%)
260 - Utilities	1,436,668	1,282,323	154,345	12%
265 - Telecommunications	407,853	471,473	(63,620)	(13%)
275 - Grants & Requisitions	82,000	82,000	-	0%
280 - Other Expenses	144,386	158,542	(14,156)	(9%)
281 - Interprogram	(6,678,117)	(7,319,224)	641,107	(9%)
<b>Total 600 - Expense</b>	<b>47,928,430</b>	<b>49,012,400</b>	<b>(1,083,970)</b>	<b>(2%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(47,297,393)</b>	<b>(48,033,949)</b>	<b>736,556</b>	<b>(2%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	4,884,878	4,390,834	494,044	11%
415 - To Reserve	(585,845)	(9,980,790)	9,394,945	(94%)
<b>Total 700 - Non-Operating Items</b>	<b>4,299,033</b>	<b>(5,589,956)</b>	<b>9,888,989</b>	<b>(177%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (42,996,360)</b>	<b>\$ (53,623,905)</b>	<b>\$ 10,627,545</b>	<b>(20%)</b>



# 2022 - 2025 Change Requests

## Corporate Services

2022

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-192	FAC - Facilities Project Manager Temp to Perm (2022)	1.0	-	\$ -	\$ -	\$ -	\$ -
2022-SIR-193	FAC - Customer Service Rep. I Temp to Perm (2022)	0.5	-	-	-	-	-
2022-SIR-263	FAC - Facility Projects Manager (2022)	1.0	-	81,138	121,479	121,479	121,479
2022-SIR-194	HR - Talent Acquisition Specialist - Temp in Place (2022)	1.0	-	89,262	92,384	92,384	92,384
2022-SIR-195	HR - Admin. Support Assistant II - Temp in Place (2022)	1.0	-	72,065	72,342	72,342	72,342
2022-SIR-196	HR - Communications & Marketing Specialist - Temp in Place (2022)	1.0	-	70,270	116,637	116,637	116,637
2022-SIR-197	HR - Advisor, Talent Development - Temp in Place (2022)	1.0	-	119,513	116,877	116,877	116,877
2022-SIR-198	HR - Human Resources Administrator - Temp in Place (2022)	1.0	-	82,059	78,559	78,559	78,559
2022-SIR-199	HR - Payroll Specialist - Temp to Perm (2022)	1.0	-	44,744	42,144	42,144	42,144
2022-SIR-200	HR - Supervisor, HR Operations and Service Centre - Temp in Place (2022)	1.0	-	136,233	131,480	131,480	131,480
2022-SIR-203	HR - OHS Advisor - Temp to Perm (2022)	1.0	-	33,371	30,735	30,735	30,735
2022-SIR-258	HR - HR Analyst (2022)	1.0	-	102,086	116,637	116,637	116,637
2022-SIR-207	ITS - Systems Analyst II Temp to Perm (2022)	1.0	-	-	-	-	-
2022-SIR-208	ITS - Systems Analyst II (Community Portfolio) - Temp in Place (2022)	1.0	-	112,253	113,457	113,457	113,457
2022-SIR-210	ITS - Business Analyst (Community Portfolio) Temp in Place (2022)	1.0	-	26,003	113,457	113,457	113,457
2022-SIR-213	ITS - Project Manager, ITS - Partial Temp to Perm (2022)	1.0	-	-	59,543	59,543	59,543
2022-SIR-215	ITS - Admin Support Assistant - Temp to Perm (2022)	1.0	-	-	800	800	800
2022-SIR-216	LLS - Legal Assistant - Temp in Place (2022)	1.0	-	59,479	78,196	78,196	78,196
2022-SIR-254	LLS - Lawyer (2022)	1.0	-	152,037	175,129	175,129	175,129
<b>Staff Increase Requests Total</b>		<b>18.5</b>	<b>-</b>	<b>1,180,513</b>	<b>1,459,856</b>	<b>1,459,856</b>	<b>1,459,856</b>

# 2022 - 2025 Change Requests

## Corporate Services

### Initiatives

2022-INIT-192	FAC - Arc Flash Study (2022)	-	-	-	-	-	-
2022-INIT-205	FAC - Additional Facility Cleaning (2022)	-	-	-	-	-	-
2022-INIT-185	LLS - Ward Boundary Review (2022)	-	-	-	-	-	-
<b>Initiatives Total</b>		-	-	-	-	-	-
<b>Grand Total</b>		<b>18.5</b>	<b>-</b>	<b>\$ 1,180,513</b>	<b>\$ 1,459,856</b>	<b>\$ 1,459,856</b>	<b>\$ 1,459,856</b>

## 2023

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-190	FAC - Facilities Project Eng. Tech. - Temp to Perm (2023)	1.0	-	\$ -	\$ -	\$ -	\$ -
2022-SIR-201	HR - OHS Specialist - Temp in Place (2023)	1.0	-	-	104,792	101,500	102,963
2022-SIR-202	HR - OHS Specialist - Temp in Place (2023)	1.0	-	-	104,792	101,500	102,963
2022-SIR-204	HR - Senior Occupational Health Advisor - Temp in Place (2023)	1.0	-	-	136,544	142,521	142,521
2022-SIR-205	ITS - Systems Analyst II (Infrastructure Analyst) Temp to Perm (2023)	1.0	-	-	6,600	6,600	6,600
2022-SIR-209	ITS - Digital Forms & Prod. Analyst - Temp to Perm (2023)	1.0	-	-	8,057	8,057	8,057
2022-SIR-259	HR - HR Analyst (2023)	1.0	-	-	103,066	116,637	116,637
2022-SIR-260	HR - Business Partner (2023)	1.0	-	-	104,609	116,877	116,877
2022-SIR-261	HR - Business Partner (2023)	1.0	-	-	104,609	116,877	116,877
2022-SIR-262	HR - Business Partner (2023)	1.0	-	-	104,609	116,877	116,877
2022-SIR-256	LLS - Policy Coordinator (2023)	1.0	-	-	115,026	130,903	130,903
<b>Staff Increase Requests Total</b>		<b>11.0</b>	<b>-</b>	<b>-</b>	<b>892,704</b>	<b>958,349</b>	<b>961,275</b>
<b>Initiatives</b>							
2022-INIT-67	HR - Corporate Learning and Development (2023)	1.0	-	-	155,872	160,066	160,066
2022-INIT-111	ITS - Annual Application Lifecycle (2023)	-	-	-	350,000	350,000	350,000
<b>Initiatives Total</b>		<b>1.0</b>	<b>-</b>	<b>-</b>	<b>505,872</b>	<b>510,066</b>	<b>510,066</b>
<b>Grand Total</b>		<b>12.0</b>	<b>-</b>	<b>\$ -</b>	<b>\$ 1,398,576</b>	<b>\$ 1,468,415</b>	<b>\$ 1,471,341</b>

# 2022 - 2025 Change Requests

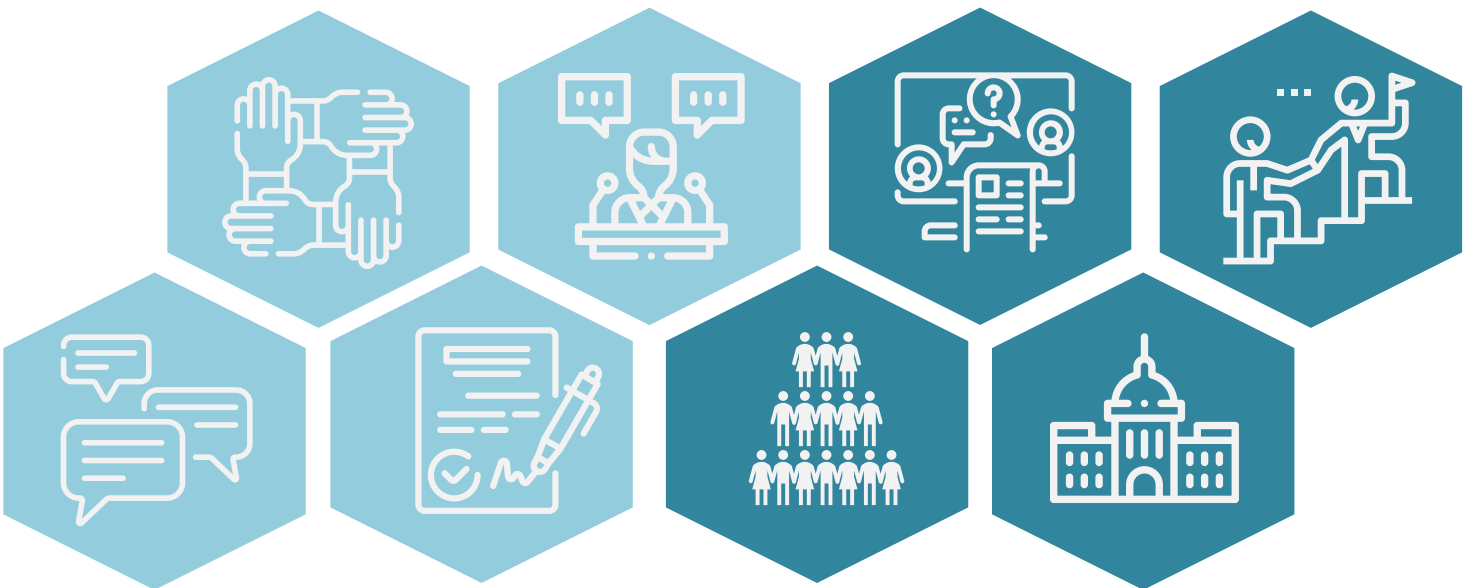
Corporate Services

2024

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-212	ITS - Infrastructure Analyst - Temp to Perm (2024)	1.0	-	\$ -	\$ -	\$ -	\$ -
2022-SIR-214	ITS - Business Analyst - Temp to Perm (2024)	1.0	-	-	-	-	-
<b>Staff Increase Requests Total</b>		<b>2.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>2.0</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 2022 APPROVED MULTI-YEAR DIVISIONAL BUDGET

## SENIOR ADMINISTRATION AND COUNCIL DIVISION



## SENIOR ADMINISTRATION

Senior Administration develops, implements and administers policies and programs established and approved by Strathcona County Council. The division also supports, assists and advises Council on legislation and municipal operations – the information necessary to support informed decision making.

Together with the Executive Team, the Chief Commissioner clarifies operations to achieve Council's strategic vision. The Chief Commissioner is responsible for delivering the County's business plans in alignment with Council's strategic plan, and oversees the Communications department, the Intergovernmental Affairs branch, and the Town of Bruderheim CAO contract position.

Senior Administration serves to strengthen the programs and services offered by all other County departments by building a clear understanding of priorities, enhancing communication, engaging the public, advocating initiatives to regional partners and other orders of government, and monitoring success through a framework of performance measures.

Through sound advice and identifying strategic issues and opportunities, Senior Administration aims to bring about collaborative success, leading Strathcona County to increase efficiency and effectiveness and become one of the leading municipalities in Canada.

### Focus for 2022

- Implementing the recommendations of the corporate communications review to address gaps as well as opportunities for efficiencies
- Continue advocating for positive influence on intermunicipal organizations including Federation of Canadian Municipalities, Alberta Urban Municipalities Association, and Rural Municipalities of Alberta, and sub-regional committees including our memberships in the Edmonton Metropolitan Region Board, Alberta's Industrial Heartland Association, and Edmonton Global
- Focusing on accomplishing public engagement through multiple media and formats in order to receive feedback from the community on a range of issues
- Continuing the County's commitment to expanding our relationships with our First Nation and Métis Nation partners and addressing the Truth and Reconciliation Commission's Calls to Action for municipalities

## Challenges

- Altering the ways in which we deliver our internal services as resources are re-allocated to emerging priorities due to fluid circumstances
- Ensuring Strathcona County is nimble and flexible in its responses to future decisions by other governments
- Adapting internal and external communications strategies based on changing information given the daily unknowns

## Opportunities

- Creating opportunities for municipal service delivery improvements through regional and sub-regional collaboration
- Identifying strategic opportunities after elections to positively influence outcomes for Strathcona County
- Creating new opportunities to strengthen the County's communications, both internally and externally, through implementing the recommendations of the internal Communications review

## Efficiencies or changes to business

- Building on relationships, both internally and externally, to provide timely and strategic advice to Council and Executive Team

# Multiyear Operating Budget Summary

## Senior Administration

2022 Approved Budget	2023 Forecast Budget	2024 Forecast Budget	2025 Forecast Budget
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### Senior Administration

#### 500 - Revenue

130 - User Fees & Charges	124,000	124,000	124,000	124,000
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#### Total 500 - Revenue

	124,000	124,000	124,000	124,000
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#### 600 - Expense

200 - Salaries & Wages	4,345,188	4,365,497	4,372,446	4,378,511
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205 - Employee Benefits	897,069	901,289	902,650	903,807
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210 - Training & Development	140,493	140,493	140,493	140,493
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215 - Business Expenses	142,571	142,572	142,572	142,572
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220 - Advertising & Printing	147,294	147,294	147,294	147,294
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225 - Professional Services	136,062	136,862	136,862	136,862
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235 - Rentals & Leases	1,800	1,800	1,800	1,800
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240 - Contracted Services	81,379	81,379	81,379	81,379
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245 - Supplies & Materials	121,453	123,282	124,066	124,616
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255 - Equipment Purchases	11,438	6,438	6,438	6,438
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265 - Telecommunications	23,558	23,058	23,058	23,058
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275 - Grants & Requisitions	225,000	225,000	225,000	225,000
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281 - Interprogram	6,000	4,800	2,500	2,500
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#### Total 600 - Expense

	6,279,305	6,299,764	6,306,558	6,314,330
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#### Net Revenues/(Expenses)

	(6,155,305)	(6,175,764)	(6,182,558)	(6,190,330)
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#### Net Impact For Budget Purposes

\$	(6,155,305)	\$	(6,175,764)	\$	(6,182,558)	\$	(6,190,330)
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## Two Year Operating Budget Comparison

### Senior Administration

	2022 Approved Budget	2021 Approved Budget	Variance \$	Variance %
<b>Senior Administration</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	124,000	124,000	-	0%
<b>Total 500 - Revenue</b>	<b>124,000</b>	<b>124,000</b>	<b>-</b>	<b>0%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	4,345,188	4,402,372	(57,184)	(1%)
205 - Employee Benefits	897,069	909,947	(12,878)	(1%)
210 - Training & Development	140,493	161,398	(20,905)	(13%)
215 - Business Expenses	142,571	143,377	(806)	(1%)
220 - Advertising & Printing	147,294	147,255	39	0%
225 - Professional Services	136,062	178,841	(42,779)	(24%)
235 - Rentals & Leases	1,800	1,800	-	0%
240 - Contracted Services	81,379	61,100	20,279	33%
245 - Supplies & Materials	121,453	93,578	27,875	30%
255 - Equipment Purchases	11,438	6,188	5,250	85%
265 - Telecommunications	23,558	23,115	443	2%
275 - Grants & Requisitions	225,000	225,000	-	0%
281 - Interprogram	6,000	(24,277)	30,277	(125%)
<b>Total 600 - Expense</b>	<b>6,279,305</b>	<b>6,329,694</b>	<b>(50,389)</b>	<b>(1%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(6,155,305)</b>	<b>(6,205,694)</b>	<b>50,389</b>	<b>(1%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (6,155,305)</b>	<b>\$ (6,205,694)</b>	<b>\$ 50,389</b>	<b>(1%)</b>



# 2022 - 2025 Change Requests

Senior Administration

2022

Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>							
2022-SIR-166	COMC - Communications & Marketing Specialist - Temp in Place (2022)	1.0	- \$	125,897 \$	119,427 \$	119,427 \$	119,427
2022-SIR-167	IA - Administrative Assistant I Temp in Place (2022)	1.0	-	77,244	77,244	77,244	77,244
<b>Staff Increase Requests Total</b>		<b>2.0</b>	<b>-</b>	<b>203,141</b>	<b>196,671</b>	<b>196,671</b>	<b>196,671</b>
<b>Grand Total</b>		<b>2.0</b>	<b>- \$</b>	<b>203,141 \$</b>	<b>196,671 \$</b>	<b>196,671 \$</b>	<b>196,671</b>

## COUNCIL

Strathcona County's elected officials are stewards of the County's strategic plan, the document that guides the Corporate Business Plan. Engaged citizens contribute their aspirations for the future on an ongoing basis. It is Council's responsibility to guide the community in realizing a shared vision of becoming Canada's most livable community. With the voices of citizens setting direction for the programs and services that meet the needs of the community, elected officials establish priorities to execute the critical functions of County government.

Roles and obligations are set out in the Municipal Government Act and other legislation. It is Council's job to govern and plan for sustained success. Elected officials provide leadership and direction to administration in the review and approval of policies and programs that benefit residents, businesses and industry.

To facilitate the decision-making process and to inform the organization on regional issues, concerns and trends, Councillors are members on a number of external committees, boards and commissions. External representation ensures that the well-being and interests of the municipality as a whole are considered, represented, and promoted now and into the future.

# Multiyear Operating Budget Summary

## Elected Officials

2022 Approved Budget	2023 Forecast Budget	2024 Forecast Budget	2025 Forecast Budget
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### Elected Officials

#### 600 - Expense

200 - Salaries & Wages	983,825	985,001	986,196	987,409
205 - Employee Benefits	195,559	198,406	202,481	206,938
210 - Training & Development	81,300	81,300	81,300	81,300
215 - Business Expenses	63,596	63,596	63,596	63,596
220 - Advertising & Printing	156,976	156,976	156,976	156,976
240 - Contracted Services	120,145	120,145	120,145	120,145
245 - Supplies & Materials	8,700	8,700	8,700	8,700
250 - Repairs & Maintenance	150	150	150	150
255 - Equipment Purchases	2,000	2,000	2,000	2,000
265 - Telecommunications	9,401	9,401	9,401	9,401
<b>Total 600 - Expense</b>	<b>1,621,652</b>	<b>1,625,675</b>	<b>1,630,945</b>	<b>1,636,615</b>
<b>Net Revenues/(Expenses)</b>	<b>(1,621,652)</b>	<b>(1,625,675)</b>	<b>(1,630,945)</b>	<b>(1,636,615)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (1,621,652)</b>	<b>\$ (1,625,675)</b>	<b>\$ (1,630,945)</b>	<b>\$ (1,636,615)</b>

## Two Year Operating Budget Comparison

### Elected Officials

	2022 Approved Budget	2021 Approved Budget	Variance \$	Variance %
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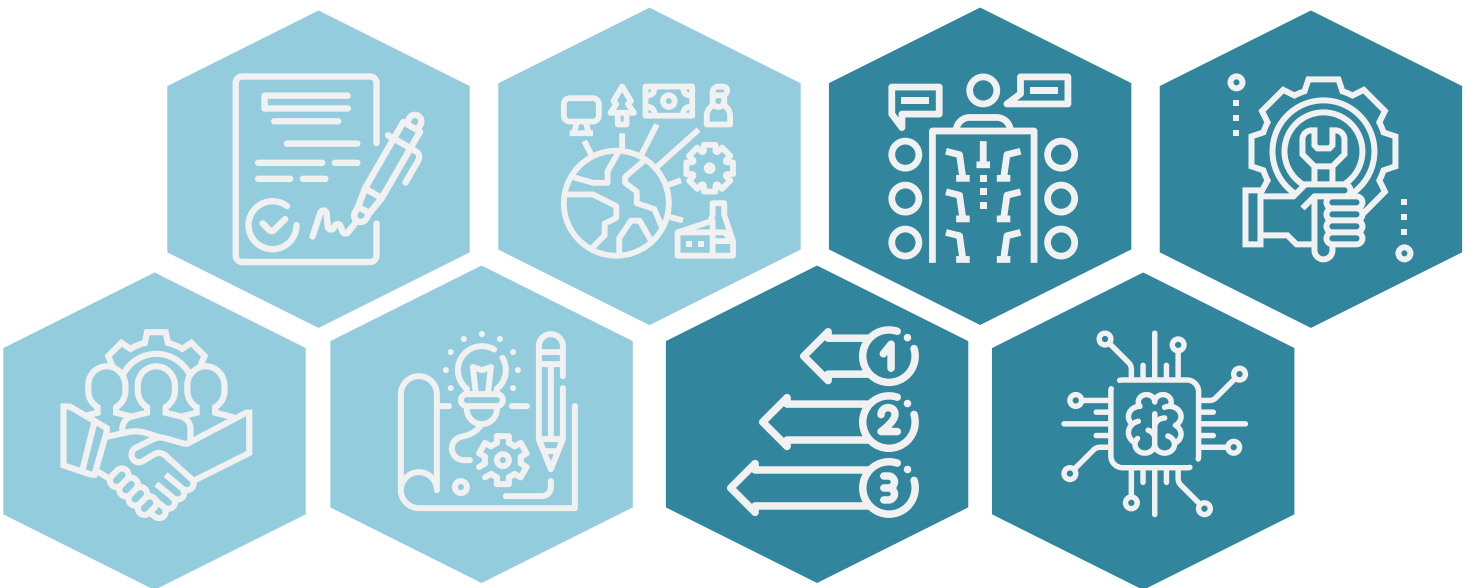
#### Elected Officials

##### 600 - Expense

200 - Salaries & Wages	983,825	978,783	5,042	1%
205 - Employee Benefits	195,559	160,659	34,900	22%
210 - Training & Development	81,300	81,300	-	0%
215 - Business Expenses	63,596	63,574	22	0%
220 - Advertising & Printing	156,976	156,976	-	0%
240 - Contracted Services	120,145	120,145	-	0%
245 - Supplies & Materials	8,700	8,700	-	0%
250 - Repairs & Maintenance	150	150	-	0%
255 - Equipment Purchases	2,000	2,000	-	0%
265 - Telecommunications	9,401	9,401	-	0%
<b>Total 600 - Expense</b>	<b>1,621,652</b>	<b>1,581,688</b>	<b>39,964</b>	<b>3%</b>
<b>Net Revenues/(Expenses)</b>	<b>(1,621,652)</b>	<b>(1,581,688)</b>	<b>(39,964)</b>	<b>3%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (1,621,652)</b>	<b>\$ (1,581,688)</b>	<b>\$ (39,964)</b>	<b>3%</b>

# 2022 APPROVED MULTI-YEAR BUDGET

## CHANGE REQUESTS



# 2022 - 2025 Change Requests

Consolidated

2022

Division	Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>								
IPS	2022-SIR-222	EDT - Economic Development Officer - Tourism - Temp in Place (2022)	1.0	- \$	122,911 \$	120,300 \$	120,300 \$	120,300
	2022-SIR-294	EDT - Economic Development Officer - Economic Diversification (2022)	1.0	-	106,222	120,300	120,300	120,300
	2022-SIR-223	TAS - Agriculture Technician - Temp to Perm (2022)	1.0	-	6,800	6,800	6,800	6,800
	2022-SIR-225	TAS - Small Animal Control Specialist - Temp to Perm (2022)	1.0	-	15,526	15,526	15,526	15,526
	2022-SIR-227	TAS - Project Manager I - Temp to Perm (2022)	1.0	-	800	800	800	800
	2022-SIR-228	TAS - OHS Applications Specialist - Temp to Perm (2022)	1.0	-	800	800	800	800
	2022-SIR-229	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
	2022-SIR-230	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
	2022-SIR-231	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
	2022-SIR-232	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
	2022-SIR-233	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
	2022-SIR-234	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
	2022-SIR-235	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
	2022-SIR-236	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
	2022-SIR-237	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
	2022-SIR-238	TAS - Operator II - Temp to Perm (2022)	1.0	-	9,260	9,260	9,260	9,260
	2022-SIR-239	TAS - Truck Driver II - Temp to Perm (2022)	1.0	-	11,987	11,987	11,987	11,987
	2022-SIR-240	TAS - Truck Driver II - Temp to Perm (2022)	1.0	-	11,987	11,987	11,987	11,987
	2022-SIR-271	TAS - Weed Inspector Hourly Staff Budget Alignment (2022)	-	640	6,000	6,000	6,000	6,000
	2022-SIR-272	TAS - Brushing Crew Hourly Staff Budget Alignment (2022)	-	5,120	800	800	800	800
	2022-SIR-273	TAS - Crop Health Seasonal Staff (2022)	-	640	6,000	6,000	6,000	6,000

# 2022 - 2025 Change Requests

Consolidated

2022

Division	Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
COMM	2022-SIR-267	SCES - Firefighter (2022)	1.0	- \$	101,517 \$	91,835 \$	81,352 \$	81,352
	2022-SIR-277	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
	2022-SIR-278	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
	2022-SIR-279	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
	2022-SIR-280	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
	2022-SIR-281	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
	2022-SIR-282	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
	2022-SIR-283	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
	2022-SIR-284	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
	2022-SIR-285	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
	2022-SIR-286	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
	2022-SIR-287	SCES - Firefighter (2022)	1.0	-	101,517	91,835	81,352	81,352
	2022-SIR-268	FCS- Senior Communications Information Officer - Temp in Place (2022)	1.0	-	142,790	144,000	144,000	144,000
	2022-SIR-170	RPC - Team Lead / Equipment Operator - Temp to Perm (2022)	1.0	-	16,185	17,205	17,707	17,707
	2022-SIR-172	RPC - Equipment Operator II - Temp to Perm (2022)	1.0	-	14,544	14,544	14,544	14,544
	2022-SIR-173	RPC - Equipment Operator I - Temp to Perm (2022)	1.0	-	12,984	12,984	12,984	12,984
	2022-SIR-174	RPC - Equipment Operator I - Temp to Perm (2022)	1.0	-	12,984	12,984	12,984	12,984
	2022-SIR-175	RPC - Equipment Operator I - Temp to Perm (2022)	1.0	-	12,984	12,984	12,984	12,984
	2022-SIR-176	RPC - Equipment Operator I - Temp to Perm (2022)	1.0	-	13,585	13,585	13,585	13,585
	2022-SIR-177	RPC - Equipment Operator I - Temp to Perm (2022)	1.0	-	12,984	12,984	12,984	12,984
	2022-SIR-178	RPC - Park Support Representative - Temp to Perm (2022)	0.5	-	9,534	9,534	9,534	9,534
	2022-SIR-179	RPC - Park Support Representative - Temp to Perm (2022)	0.5	-	14,892	14,892	14,892	14,892
	2022-SIR-180	RPC - Graphic Design & Digital Media Specialist - Temp to Perm (2022)	0.2	-	6,529	6,529	6,529	6,529
	2022-SIR-181	RPC - Community Partnership Liaison - Temp in Place (2022)	1.0	-	102,853	101,048	102,538	104,028
	2022-SIR-182	RPC - Programming Specialist - Temp in Place (2022)	0.3	-	28,033	28,033	28,033	28,033
	2022-SIR-183	RPC - Accounting Assistant II - Temp to Perm (2022)	0.1	-	1,409	1,409	1,409	1,409
	2022-SIR-184	RPC - Customer Service Rep. II - Temp to Perm (2022)	0.3	-	2,128	2,368	2,616	2,710
	2022-SIR-185	RPC - Gallery Assistant - Temp to Perm (2022)	0.3	-	3,471	3,747	4,029	4,137

## 2022 - 2025 Change Requests

### Consolidated

2022-SIR-186	RPC - Project Accountant - Temp in Place (2022)	1.0	-	122,000	123,277	123,277	123,277
2022-SIR-188	RPC - Parks Operations Coordinator - Temp in Place (2022)	1.0	-	125,655	125,655	125,655	125,655
2022-SIR-275	RPC - Recreation Operations Supervisor (EHLC) (2022)	1.0	-	78,952	127,494	127,494	127,494
2022-SIR-292	RPC - Recreation Program Instructor Reclassification Phase II (2022)	-	2,553	7,900	7,900	7,900	7,900
2022-SIR-293	RPC - Assistant House Technician Temp to Perm (2022)	0.3	-	2,718	2,718	2,718	2,718



# 2022 - 2025 Change Requests

Consolidated

2022

Division	Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
FSM	2022-SIR-218	PS - Procurement & Contract Advisor - Temp to Perm (2022)	1.0	-	\$ 24,290	\$ 25,352	\$ 25,352	\$ 25,352
	2022-SIR-219	PS - Master Data & P-Card Analyst - Temp in Place (2022)	1.0	-	113,383	114,599	114,599	114,599
	2022-SIR-220	PS - Purchasing Specialist - Temp in Place (2022)	1.0	-	78,159	78,159	78,159	78,159
	2022-SIR-221	PS - Purchasing Specialist - Temp in Place (2022)	1.0	-	78,159	78,159	78,159	78,159
	2022-SIR-187	CFIN - 2021-COVID-8 MSS3 - 0.80 FTE Extension (2022)	-	1,456	33,066	-	-	-
	2022-SIR-266	CP - Asset Management Office (Manager) (2022)	1.0	-	1,056	145,129	145,129	145,129
CORP	2022-SIR-192	FAC - Facilities Project Manager Temp to Perm (2022)	1.0	-	-	-	-	-
	2022-SIR-193	FAC - Customer Service Rep. I Temp to Perm (2022)	0.5	-	-	-	-	-
	2022-SIR-263	FAC - Facility Projects Manager (2022)	1.0	-	81,138	121,479	121,479	121,479
	2022-SIR-194	HR - Talent Acquisition Specialist - Temp in Place (2022)	1.0	-	89,262	92,384	92,384	92,384
	2022-SIR-195	HR - Admin. Support Assistant II - Temp in Place (2022)	1.0	-	72,065	72,342	72,342	72,342
	2022-SIR-196	HR - Communications & Marketing Specialist - Temp in Place (2022)	1.0	-	70,270	116,637	116,637	116,637
	2022-SIR-197	HR - Advisor, Talent Development - Temp in Place (2022)	1.0	-	119,513	116,877	116,877	116,877
	2022-SIR-198	HR - Human Resources Administrator - Temp in Place (2022)	1.0	-	82,059	78,559	78,559	78,559
	2022-SIR-199	HR - Payroll Specialist - Temp to Perm (2022)	1.0	-	44,744	42,144	42,144	42,144
	2022-SIR-200	HR - Supervisor, HR Operations and Service Centre - Temp in Place (2022)	1.0	-	136,233	131,480	131,480	131,480
	2022-SIR-203	HR - OHS Advisor - Temp to Perm (2022)	1.0	-	33,371	30,735	30,735	30,735
	2022-SIR-258	HR - HR Analyst (2022)	1.0	-	102,086	116,637	116,637	116,637
	2022-SIR-207	ITS - Systems Analyst II Temp to Perm (2022)	1.0	-	-	-	-	-
	2022-SIR-208	ITS - Systems Analyst II (Community Portfolio) Temp in Place (2022)	1.0	-	112,253	113,457	113,457	113,457
	2022-SIR-210	ITS - Business Analyst (Community Portfolio) Temp in Place (2022)	1.0	-	26,003	113,457	113,457	113,457
	2022-SIR-213	ITS - Project Manager, ITS - Partial Temp to Perm (2022)	1.0	-	-	59,543	59,543	59,543
	2022-SIR-215	ITS - Admin Support Assistant - Temp to Perm (2022)	1.0	-	-	800	800	800
	2022-SIR-216	LLS - Legal Assistant - Temp in Place (2022)	1.0	-	59,479	78,196	78,196	78,196
	2022-SIR-254	LLS - Lawyer (2022)	1.0	-	152,037	175,129	175,129	175,129

# 2022 - 2025 Change Requests

Consolidated

2022

Division	Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
SA	2022-SIR-166	COMC - Communications & Marketing Specialist - Temp in Place (2022)	1.0	-	\$ 125,897	\$ 119,427	\$ 119,427	\$ 119,427
	2022-SIR-167	IA - Administrative Assistant I Temp in Place (2022)	1.0	-	77,244	77,244	77,244	77,244
FIS	2022-SIR-295	FIS - Tempest Business Support Portfolio Lead	1.0	-	-	-	-	-
	2022-SIR-296	FIS - HR Business Support Portfolio Lead	1.0	-	-	-	-	-
	2022-SIR-297	FIS - SCM Business Support Portfolio Lead	1.0	-	-	-	-	-
	2022-SIR-298	FIS - Architecture and Integrations Support	1.0	-	-	-	-	-
	2022-SIR-299	FIS - Business Analyst and Testing Lead	1.0	-	-	-	-	-
	2022-SIR-300	FIS - Release Coordinator	1.0	-	-	-	-	-
	2022-SIR-301	FIS - Change Management Coordinator	1.0	-	-	-	-	-
	2022-SIR-302	FIS - Training Coordinator	1.0	-	-	-	-	-
	2022-SIR-303	FIS - Application Service Support	1.0	-	-	-	-	-
	2022-SIR-304	FIS - Administrative Assistant II	1.0	-	-	-	-	-
	2022-SIR-305	FIS - SCBT Stabilization Temp Dollars	-	5,792	-	-	-	-
UT	2022-SIR-250	UT - W & WW Operator (Transmission) - Temp to Perm (2022)	1.0	-	-	-	-	-
	2022-SIR-251	UT - W & WW Operator (Transmission) - Temp to Perm (2022)	1.0	-	-	-	-	-
	2022-SIR-252	UT - W & WW Operator (Transmission) - Temp to Perm (2022)	1.0	-	-	-	-	-
<b>Staff Increase Requests Total</b>			<b>83.0</b>	<b>16,201</b>	<b>4,057,518</b>	<b>4,389,719</b>	<b>4,266,445</b>	<b>4,268,137</b>

## Initiatives

IPS	2022-INIT-204	EDT - Tourism Development	-	-	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	2022-INIT-199	PDS Wetland Replacement Program (WRP) (2022)	-	-	-	-	-	-
COMM	2022-INIT-166	FCS - Community Cemetery Assessment (2022)	-	-	-	-	-	-
	22-INIT-206	RCMP - Non-Profit Partnership for Animal Shelter Pilot Project (2022)	-	-	-	-	-	-
FSM	2022-INIT-197	CP - Infrastructure Project Delivery Framework - Pilot (2022)	-	-	-	-	-	-
CORP	2022-INIT-192	FAC - Arc Flash Study (2022)	-	-	-	-	-	-
	2022-INIT-205	FAC - Additional Facility Cleaning (2022)	-	-	-	-	-	-
	2022-INIT-185	LLS - Ward Boundary Review (2022)	-	-	-	-	-	-
FIS	2022-INIT-188	FIS - Asset Retirement Obligation Sustainment (2022)	-	-	30,000	30,000	30,000	30,000
	2022-INIT-207	FIS - River Valley Alliance (RVA) Footbridge (2022)	-	-	-	-	-	-
UT	2022-INIT-180	UT - Dredging of Josephburgh Lagoon (2022)	-	-	-	-	-	-
	2022-INIT-181	UT - Truckfill Strategy (2022)	-	-	-	-	-	-
<b>Initiatives Total</b>			<b>-</b>	<b>-</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>

# 2022 - 2025 Change Requests

Consolidated

2022

Division	Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Operating Impacts of Capital</b>								
IPS	2022-OPS-47	AUTO 1410 TPE - Annual Project - Bridge Replacement Project (2022)	-	-	\$ 123,000	\$ -	\$ -	\$ -
COMM	2022-OPS-50	AUTO - 2109 - RPC - South Cooking Lake 100th Anniversary (2022)	-	-	-	25,000	15,000	15,000
	2022-OPS-57	RCMP - Next Gen 9-1-1 System (2022)	-	-	15,110	14,733	14,814	14,900
FIS	2022-OPS-56	FIS - SCBT Annual Costs (2022)	-	-	-	6,828	27,828	49,828
<b>Operating Impacts Total</b>			<b>-</b>	<b>-</b>	<b>138,110</b>	<b>46,561</b>	<b>57,642</b>	<b>79,728</b>
<b>Grand Total</b>			<b>83.0</b>	<b>16,201</b>	<b>\$ 4,325,628</b>	<b>\$ 4,566,280</b>	<b>\$ 4,454,087</b>	<b>\$ 4,477,865</b>

# 2022 - 2025 Change Requests

Consolidated

2023

Division	Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>								
IPS	2022-SIR-161	TPE - Traffic Signal Student (2023)	-	630	\$ -	\$ 24,764	\$ 24,764	\$ 24,764
	2022-SIR-224	TAS - Small Animal Control Specialist - Temp to Perm (2023)	1.0	-	-	29,452	29,452	29,452
	2022-SIR-241	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
	2022-SIR-242	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
	2022-SIR-243	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
	2022-SIR-244	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
	2022-SIR-245	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
	2022-SIR-246	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
	2022-SIR-247	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
	2022-SIR-248	TAS - Truck Driver II - Temp to Perm (2023)	1.0	-	-	11,987	11,987	11,987
COMM	2022-SIR-288	SCES - Firefighter (2023)	1.0	-	-	69,178	86,352	81,352
	2022-SIR-289	SCES - Firefighter (2023)	1.0	-	-	69,178	86,352	81,352
	2022-SIR-290	SCES - Firefighter (2023)	1.0	-	-	69,178	86,352	81,352
	2022-SIR-291	SCES - Firefighter (2023)	1.0	-	-	69,178	86,352	81,352
CORP	2022-SIR-190	FAC - Facilities Project Eng. Tech. - Temp to Perm (2023)	1.0	-	-	-	-	-
	2022-SIR-201	HR - OHS Specialist - Temp in Place (2023)	1.0	-	-	104,792	101,500	102,963
	2022-SIR-202	HR - OHS Specialist - Temp in Place (2023)	1.0	-	-	104,792	101,500	102,963
	2022-SIR-204	HR - Senior Occupational Health Advisor - Temp in Place (2023)	1.0	-	-	136,544	142,521	142,521
	2022-SIR-259	HR - HR Analyst (2023)	1.0	-	-	103,066	116,637	116,637
	2022-SIR-260	HR - Business Partner (2023)	1.0	-	-	104,609	116,877	116,877
	2022-SIR-261	HR - Business Partner (2023)	1.0	-	-	104,609	116,877	116,877
	2022-SIR-262	HR - Business Partner (2023)	1.0	-	-	104,609	116,877	116,877
	2022-SIR-205	ITS - Systems Analyst II (Infrastructure Analyst) Temp to Perm (2023)	1.0	-	-	6,600	6,600	6,600
	2022-SIR-209	ITS - Digital Forms & Prod. Analyst - Temp to Perm (2023)	1.0	-	-	8,057	8,057	8,057
	2022-SIR-256	LLS - Policy Coordinator (2023)	1.0	-	-	115,026	130,903	130,903
<b>Staff Increase Requests Total</b>			<b>24.0</b>	<b>630</b>	<b>-</b>	<b>1,319,528</b>	<b>1,453,869</b>	<b>1,436,795</b>

# 2022 - 2025 Change Requests

Consolidated

## 2023

Division	Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Initiatives</b>								
IPS	2022-INIT-171	TPE - South of LEA (Hwy 21 to Rge Rd 222 and Twp Rd 530 to LEA boundary)_FPS (2023)	-	-	\$ -	\$ 228,300	\$ 278,300	\$ -
	2022-INIT-200	PDS Wetland Replacement Program (WRP) (2023)	-	-	-	-	-	-
	2022-INIT-82	TAS - Transportation Tactical Asset Management Plan (2023)	-	-	-	200,000	20,000	20,000
FSM	2022-INIT-8	CFIN - Business Expense Policy (zero dollars) (2023)	-	-	-	-	-	-
CORP	2022-INIT-67	HR - Corporate Learning and Development (2023)	1.0	-	-	155,872	160,066	160,066
	2022-INIT-111	ITS - Annual Application Lifecycle (2023)	-	-	-	350,000	350,000	350,000
FIS	2022-INIT-14	FIS - Enterprise Risk Management (2023)	-	-	-	200,000	200,000	-
<b>Initiatives Total</b>			<b>1.0</b>	<b>-</b>	<b>-</b>	<b>1,134,172</b>	<b>1,008,366</b>	<b>530,066</b>
<b>Operating Impacts of Capital</b>								
IPS	2022-OPS-48	AUTO 1411 TPE - Annual Project - Bridge Replacement Project (2023)	-	-	\$ -	\$ 27,500	\$ -	\$ -
<b>Operating Impacts Total</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>27,500</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>			<b>25.0</b>	<b>630</b>	<b>\$ -</b>	<b>\$ 2,481,200</b>	<b>\$ 2,462,235</b>	<b>\$ 1,966,861</b>

## 2024

Division	Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Staff Increase Requests</b>								
IPS	2022-SIR-226	TAS - Admin. Support Assistant II - Temp to Perm (2024)	1.0	-	\$ -	\$ -	\$ 800	\$ 800
COMM	2022-SIR-189	SCES - Admin Support Assistant, FPI Temp to Perm (2024)	1.0	-	-	-	800	1,154
CORP	2022-SIR-212	ITS - Infrastructure Analyst - Temp to Perm (2024)	1.0	-	-	-	-	-
	2022-SIR-214	ITS - Business Analyst - Temp to Perm (2024)	1.0	-	-	-	-	-
UT	2022-SIR-253	UT - Accounting Assistant II - Temp to Perm (2024)	0.5	-	-	-	-	-
<b>Staff Increase Requests Total</b>			<b>4.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,600</b>	<b>1,954</b>

# 2022 - 2025 Change Requests

Consolidated

## 2024

Division	Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Initiatives</b>								
IPS	2022-INIT-168	TAS - Rural Road Sweeping (2024)	-	-	\$ -	\$ -	750,000	\$ 750,000
<b>Initiatives Total</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>750,000</b>	<b>750,000</b>
<b>Operating Impacts of Capital</b>								
COMM	2022-OPS-45	AUTO - 1273 - RPC - Open Space Planning (2024)	-	-	\$ -	\$ -	54,000	\$ 49,000
	2022-OPS-46	SCES - Station 7 - Firefighters (2024)	20.0	-	-	-	648,813	1,440,392
<b>Operating Impacts Total</b>			<b>20.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>702,813</b>	<b>1,489,392</b>
<b>Grand Total</b>			<b>24.5</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>1,454,413</b>	<b>\$ 2,241,346</b>

## 2025

Division	Change Request Number	Change Request Name	FTE	Hours	2022	2023	2024	2025
<b>Initiatives</b>								
IPS	2022-INIT-37	PDS - Broadview Park and Bison Meadows Area Structure Plan Updates (2025)	-	-	\$ -	\$ -	-	\$ 350,000
<b>Initiatives Total</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>350,000</b>
<b>Operating Impacts of Capital</b>								
COMM	2022-OPS-44	AUTO - 1615 - RPC - Open Space Planning (2025)	0.3	1,828	\$ -	\$ -	-	\$ 147,043
<b>Operating Impacts Total</b>			<b>0.3</b>	<b>1,828</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>147,043</b>
<b>Grand Total</b>			<b>0.3</b>	<b>1,828</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>\$ 497,043</b>

# 2022 APPROVED MULTI-YEAR BUDGET

## 2022 - 2026 CAPITAL





## 2022 Approved Multi-year Capital Budget

Capital projects transform and sustain Strathcona County, bringing to life the progressive vision Council holds for our community. Investments in infrastructure, such as facilities, parks, vehicles, roads and water lines, are the backbone of every community. It is critical to rethink, revitalize and preserve our capital assets in order to meet community priorities, accommodate a vigorous and resilient economy, and continue to provide the essential services residents rely on each day for health, safety and enjoyment. Capital is the means by which we provide services to the community. For example, in order to provide recreation services, we require recreation facilities; in order to provide transportation services, we require roads and buses. Strathcona County's future potential is tied to the health of our capital assets.

The 2022 Multi-year capital budget provides clear linkages with Council's strategic plan, the corporate business plan and department business plans. Evidence-based decision making was a key goal for the 2022 multi-year capital process, and to achieve this, service delivery was the driving force behind the budgeting process. The County has evolved from capital planning on an annual basis to a multi-year planning perspective.

### Main objectives include:

- Planned maintenance and lifecycle repair
- One-time and emergent maintenance and repairs
- Rehabilitation and revitalization
- Planning and design of future assets
- The creation/ purchase / construction of new assets

### Challenges identified include:

- Maintaining current infrastructure
- Bridging the long-term funding gap
- Balancing capital needs for today and the future
- Accommodating for growth in core service infrastructure
- Investing in infrastructure for community growth



## How was the 2022 Approved Multi-year Capital Budget funded?

Building a responsible capital budget involves allocating resources to meet both today's needs and the requirements for long-term financial sustainability. A number of factors must be examined in terms of capital projects—the pressures of infrastructure maintenance, growth and new capital projects must be balanced against the impacts on future operating budgets, staff resources and available funding. Budget decisions are considered in the context of five year forecasts and reflect sound budget decisions that take into account multi-year funding sources and long-term capital needs and impacts. This multi-year approach is tied strongly to financial sustainability, as we must have a clearer understanding of what our decisions related to capital mean for us today and what it might mean for the County's future state in light of potential opportunities and risks on the horizon. The 2022 Multi-year Capital Budget is fully funded. The capital projects are funded in the following ways:

**Annual Program Funding**—Specific, dedicated reserves have been built over time to ensure secure, sustainable funding for annual programs. These are funded through the Operating Budget.

**Developer Levy Funding**—eligible capital projects may be funded, in whole or in part, by specific developer levy accounts. As per policy SER-009-044, the County will front end leviable underground utility infrastructure and its appurtenances

**Grant Funding**—eligible projects may be funded from Federal and Provincial grants. Grant funds are used prior to municipal funding sources, except when in relation to Annual Programs, which require continued and sustained funding.

**Reserve Funding**—municipal reserves are non-designated sources that provide the most flexibility in funding capital projects. All other funding options must be explored for availability and eligibility prior to using this funding source.

**Debenture Financing**—debenture financing is not a funding source; instead, it is a financing vehicle to be paid off by various sources, such as developer levy payments, through residential taxes, or utility rates. Strategic goals, political alignment and generational equity are all factors in selecting appropriate capital projects to be financed through debentures.

## Other Considerations

Funding is allocated in such a way that sources with the most restrictive conditions are used first. For example, government grants restricted to a specific type of project are used to fund those projects ahead of other more generic funding sources.

Generational Equity—for projects that create long-term benefits for the community, financing vehicles such as debentures or residential taxes may be used to pay the debt over the lifespan of the asset.

## Annual Program Philosophy

Annual rehabilitation and replacement programs are used to identify capital assets that require funding and attention. For example, the Annual Facility Capital Lifecycle Program guides the maintenance and planning for facilities to ensure that the value of buildings to the community is protected over the long-term. Other examples include the Annual Parks Infrastructure Replacement Program and the Annual Rural Road Rehab Program. These programs are supported each year by specific, dedicated reserves that have been built over time to provide secure, sustainable funding.

### ANNUAL PROGRAMS BY ASSET CATEGORY

<b>BUILDINGS</b>	<ul style="list-style-type: none"> <li>• Facility Capital Lifecycle</li> <li>• Parking Lot Rehabilitation</li> </ul>		
<b>ELECTRONIC HARDWARE/ SOFTWARE</b>	<ul style="list-style-type: none"> <li>• Corporate Infrastructure Replacement</li> <li>• Library Infrastructure Replacement</li> <li>• Utilities Infrastructure Replacement</li> </ul>		
<b>MACHINERY &amp; EQUIPMENT</b>	<ul style="list-style-type: none"> <li>• Recreation Equipment Replacement</li> <li>• Emergency Services Equipment Replacement</li> </ul>	<ul style="list-style-type: none"> <li>• Library Collection Replacement</li> <li>• Water Meter / Radio Frequency Replacement</li> </ul>	
<b>PARKS &amp; OPEN SPACE DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>• Parks Infrastructure Lifecycle</li> </ul>		
<b>ROADWAY INFRASTRUCTURE</b>	<ul style="list-style-type: none"> <li>• Urban Roads Rehabilitation</li> <li>• Asphalt Trail Rehabilitation</li> <li>• Rural Road Rehabilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic &amp; Pedestrian Safety Improvements</li> <li>• Traffic Signal / Intersection Replacements</li> </ul>	<ul style="list-style-type: none"> <li>• Bridge Replacements</li> <li>• Sidewalk Missing Links</li> </ul>
<b>UTILITY INFRASTRUCTURE</b>	<ul style="list-style-type: none"> <li>• Rollout Carts</li> <li>• Corrosion Control</li> <li>• Hydrant / Valve Replacement</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure Renewal - Utilities Lifecycle Management</li> </ul>	
<b>VEHICLES</b>	<ul style="list-style-type: none"> <li>• Vehicle &amp; Equipment Fleet Replacements</li> <li>• Transit Replacements</li> <li>• Utilities Fleet Addition &amp; Replacement</li> </ul>	<ul style="list-style-type: none"> <li>• Transit Refurbishment</li> <li>• Vehicle &amp; Equipment Refurbishment</li> </ul>	

## 2022 - 2026 Approved & Forecasted Capital Funding Plan

(Non Cash Flow)

Funding Source	Total Funding	2022	2023	2024	2025	2026
Tax Levy	-	-	-	-	-	-
Reserves						
Municipal	175,274,905	30,215,019	35,159,320	30,182,654	42,108,773	37,609,139
Utilities	23,868,792	4,139,900	7,670,600	4,536,425	3,816,867	3,705,000
Total Reserves	199,143,697	34,354,919	42,829,920	34,719,079	45,925,640	41,314,139
Grants						
MSI - Capital	25,962,290	12,921,000	13,041,290	-	-	-
Gas Tax Fund	26,873,000	7,000,000	4,000,000	5,550,000	5,617,000	4,706,000
Other	46,662,265	2,720,280	1,113,630	13,805,255	14,898,300	14,124,800
Total Grants	99,497,555	22,641,280	18,154,920	19,355,255	20,515,300	18,830,800
Developer Levy	1,744,349	-	1,643,435	-	-	100,914
User Rates	22,500,000	-	22,500,000	-	-	-
Other	7,867,945	544,759	1,690,459	544,759	4,543,209	544,759
GRAND TOTAL	<u>330,753,546</u>	<u>57,540,958</u>	<u>86,818,734</u>	<u>54,619,093</u>	<u>70,984,149</u>	<u>60,790,612</u>

## 2022 - 2026 Approved & Forecasted Capital Plan by Asset Category

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
Buildings	5,528,000	8,600,000	4,350,000	3,502,703	5,850,000	<b>27,830,703</b>
Electronic Hardware/Software	1,670,162	1,749,202	1,849,065	2,181,073	1,689,920	<b>9,139,422</b>
Machinery & Equipment	4,941,876	3,143,156	3,684,465	3,246,016	2,959,275	<b>17,974,788</b>
Program Parks & Open Space	2,800,000	1,850,000	1,850,000	1,850,000	1,850,000	<b>10,200,000</b>
Roadway Infrastructure	28,512,400	35,462,400	30,807,400	49,821,174	38,026,317	<b>182,629,691</b>
Utilities	4,469,520	28,321,000	2,310,200	2,468,367	1,302,615	<b>38,871,702</b>
Vehicles	9,619,000	7,692,976	9,767,963	7,914,816	9,112,485	<b>44,107,240</b>
GRAND TOTAL	<b>57,540,958</b>	<b>86,818,734</b>	<b>54,619,093</b>	<b>70,984,149</b>	<b>60,790,612</b>	<b>330,753,546</b>

## 2022-2026 Approved & Forecasted Capital Plan by Asset Category - Summary

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
Bldgs Buildings						
Bldgs - A Buildings Annual Program	4,230,000	3,600,000	4,350,000	3,502,703	3,850,000	19,532,703
Bldgs - G Buildings Growth	-	5,000,000	-	-	2,000,000	7,000,000
Bldgs - V Buildings Value Added	1,298,000	-	-	-	-	1,298,000
Total: Bldgs Buildings	<b>5,528,000</b>	<b>8,600,000</b>	<b>4,350,000</b>	<b>3,502,703</b>	<b>5,850,000</b>	<b>27,830,703</b>
HwdSft Electronic Hardware/Software						
HwdSft - A Electronic Hardware/Software Annual Program	1,520,162	1,749,202	1,849,065	2,181,073	1,689,920	8,989,422
HwdSft - G Electronic Hardware/Software Growth	150,000	-	-	-	-	150,000
Total: HwdSft Electronic Hardware/Software	<b>1,670,162</b>	<b>1,749,202</b>	<b>1,849,065</b>	<b>2,181,073</b>	<b>1,689,920</b>	<b>9,139,422</b>
ME Machinery & Equipment						
ME - A Machinery & Equipment Annual Program	4,500,876	2,649,882	2,760,403	2,954,059	2,720,359	15,585,579
ME - G Machinery & Equipment Growth	-	-	300,000	-	-	300,000
ME - R Machinery & Equipment Rehab/Replacement	441,000	253,274	334,062	291,957	238,916	1,559,209
ME - R Machinery & Equipment Value Added	-	240,000	290,000	-	-	530,000
Total: ME Machinery & Equipment	<b>4,941,876</b>	<b>3,143,156</b>	<b>3,684,465</b>	<b>3,246,016</b>	<b>2,959,275</b>	<b>17,974,788</b>
POSD Program Parks & Open Space Development						
POSD - A Parks & Open Space Development Annual Program	850,000	850,000	850,000	850,000	850,000	4,250,000
POSD - G Parks & Open Space Development Growth	950,000	-	-	-	-	950,000
POSD - R Parks & Open Space Development Rehab/Replacement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
POSD - V Parks & Open Space Development Value Added	-	-	-	-	-	-
Total: POSD Program Parks & Open Space Development	<b>2,800,000</b>	<b>1,850,000</b>	<b>1,850,000</b>	<b>1,850,000</b>	<b>1,850,000</b>	<b>10,200,000</b>
RI Roadway Infrastructure						
RI - A Roadway Infrastructure Annual Program	28,200,400	24,475,400	25,725,400	30,164,174	34,354,317	142,919,691
RI - G Roadway Infrastructure Growth	-	10,675,000	2,210,000	16,545,000	420,000	29,850,000
RI - SA Roadway Infrastructure Suggested Annual Program	312,000	312,000	2,872,000	3,112,000	3,252,000	9,860,000
Total: RI Roadway Infrastructure	<b>28,512,400</b>	<b>35,462,400</b>	<b>30,807,400</b>	<b>49,821,174</b>	<b>38,026,317</b>	<b>182,629,691</b>

## 2022-2026 Approved & Forecasted Capital Plan by Asset Category - Summary

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
UI Utilities						
UI - A Utilities Infrastructure Annual Program	1,288,500	1,321,000	1,360,200	1,218,367	1,302,615	6,490,682
UI - G Utilities Infrastructure Growth	1,981,020	27,000,000	-	1,250,000	-	30,231,020
UT - V Utilities Infrastructure Value Added	1,200,000	-	950,000	-	-	2,150,000
Total: UI Utilities	<b>4,469,520</b>	<b>28,321,000</b>	<b>2,310,200</b>	<b>2,468,367</b>	<b>1,302,615</b>	<b>38,871,702</b>
Veh Vehicles						
Veh - A Vehicles Annual Program	7,787,000	6,942,976	9,727,963	7,914,816	9,112,485	41,485,240
Veh - G Vehicles Growth	1,832,000	750,000	40,000	-	-	2,622,000
Total: Veh Vehicles	<b>9,619,000</b>	<b>7,692,976</b>	<b>9,767,963</b>	<b>7,914,816</b>	<b>9,112,485</b>	<b>44,107,240</b>
GRAND TOTAL	<b>57,540,958</b>	<b>86,818,734</b>	<b>54,619,093</b>	<b>70,984,149</b>	<b>60,790,612</b>	<b>330,753,546</b>

## 2022 - 2026 Approved & Forecasted Capital Plan by Asset Category - Detail

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
Bldgs Buildings						
<b>Bldgs - A Buildings Annual Program</b>						
AUTO - 1287 - FAC - Annual Program - Facility Capital Lifecycle (2022)	3,720,000	-	-	-	-	3,720,000
AUTO - 1288 - FAC - Annual Program - Facility Capital Lifecycle (2023)	-	3,000,000	-	-	-	3,000,000
AUTO - 1289 - FAC - Annual Program - Facility Capital Lifecycle (2024)	-	-	3,800,000	-	-	3,800,000
AUTO - 1987 - FAC - Annual Program - Facility Capital Lifecycle (2025)	-	-	-	3,000,000	-	3,000,000
AUTO - 1988 - FAC - Annual Program - Facility Capital Lifecycle (2026)	-	-	-	-	3,000,000	3,000,000
AUTO - 1384 - TAS - Annual Program - Parking Lot Rehab (2022)	510,000	-	-	-	-	510,000
AUTO - 1385 - TAS - Annual Program - Parking Lot Rehab (2023)	-	600,000	-	-	-	600,000
AUTO - 1386 - TAS - Annual Program - Parking Lot Rehab (2024)	-	-	550,000	-	-	550,000
AUTO - 1387 - TAS - Annual Program - Parking Lot Rehab (2025)	-	-	-	502,703	-	502,703
AUTO - 1640 - TAS - Annual Program - Parking Lot Rehab (2026)	-	-	-	-	850,000	850,000
<b>Total: Bldgs - A Buildings Annual Program</b>	<b>4,230,000</b>	<b>3,600,000</b>	<b>4,350,000</b>	<b>3,502,703</b>	<b>3,850,000</b>	<b>19,532,703</b>
<b>Bldgs - G Buildings Growth</b>						
AUTO - 860 - TAS - Agriculture Services Shop - Bremner Site (2023)	-	5,000,000	-	-	-	5,000,000
AUTO - 2116 - SCES - Emergency Services Station Cambrian Crossing - Design & Planning (2026)	-	-	-	-	2,000,000	2,000,000
<b>Total: Bldgs - G Buildings Growth</b>	<b>-</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>	<b>7,000,000</b>
<b>Bldgs - V Buildings Value Added</b>						
AUTO - 2097 - FAC - Energy Efficiency and GHG Reduction Projects (2022)	798,000	-	-	-	-	798,000
AUTO - 2099 - FAC - Community Centre - Encelium Green Bus 1 Upgrade (2022)	500,000	-	-	-	-	500,000
<b>Total: Bldgs - V Buildings Value Added</b>	<b>1,298,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,298,000</b>
<b>Total: Bldgs Buildings</b>	<b>5,528,000</b>	<b>8,600,000</b>	<b>4,350,000</b>	<b>3,502,703</b>	<b>5,850,000</b>	<b>27,830,703</b>

## 2022 - 2026 Approved & Forecasted Capital Plan by Asset Category - Detail

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
<b>HwdSft Electronic Hardware/Software</b>						
<b>HwdSft - A Electronic Hardware/Software Annual Program</b>						
AUTO - 1312 - ITS - Annual Program - Corporate Infrastructure Replacement (2022)	1,404,412	-	-	-	-	1,404,412
AUTO - 1313 - ITS - Annual Program - Corporate Infrastructure Replacement (2023)	-	1,639,937	-	-	-	1,639,937
AUTO - 1314 - ITS - Annual Program - Corporate Infrastructure Replacement (2024)	-	-	1,720,562	-	-	1,720,562
AUTO - 1762 - ITS - Annual Program - Corporate Infrastructure Replacement (2025)	-	-	-	2,076,556	-	2,076,556
AUTO - 1860 - ITS - Annual Program - Corporate Infrastructure Replacement (2026)	-	-	-	-	1,563,842	1,563,842
AUTO - 1368 - LIB - Annual Program - IT Infrastructure Replacement (2022)	75,750	-	-	-	-	75,750
AUTO - 1369 - LIB - Annual Program - IT Infrastructure Replacement (2023)	-	69,265	-	-	-	69,265
AUTO - 1370 - LIB - Annual Program - IT Infrastructure Replacement (2024)	-	-	88,503	-	-	88,503
AUTO - 1372 - LIB - Annual program - IT Infrastructure Replacement (2025)	-	-	-	64,517	-	64,517
AUTO - 1543 - LIB - Annual program - IT Infrastructure Replacement (2026)	-	-	-	-	86,078	86,078
AUTO - 1589 - UT - Annual Program - IT Infrastructure Replacement - Utilities (2022)	40,000	-	-	-	-	40,000
AUTO - 1590 - UT - Annual Program - IT Infrastructure Replacement - Utilities (2023)	-	40,000	-	-	-	40,000
AUTO - 1591 - UT - Annual Program - IT Infrastructure Replacement - Utilities (2024)	-	-	40,000	-	-	40,000
AUTO - 1592 - UT - Annual Program - IT Infrastructure Replacement - Utilities (2025)	-	-	-	40,000	-	40,000
AUTO - 1593 - UT - Annual Program - IT Infrastructure Replacement - Utilities (2026)	-	-	-	-	40,000	40,000
<b>Total: HwdSft - A Electronic Hardware/Software Annual Program</b>	<b>1,520,162</b>	<b>1,749,202</b>	<b>1,849,065</b>	<b>2,181,073</b>	<b>1,689,920</b>	<b>8,989,422</b>
<b>HwdSft - G Electronic Hardware/Software Growth</b>						
AUTO - 2087 - LIB - Paging System (2022)	150,000	-	-	-	-	150,000
<b>Total: HwdSft - G Electronic Hardware/Software Growth</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>
<b>Total: HwdSft Electronic Hardware/Software</b>	<b>1,670,162</b>	<b>1,749,202</b>	<b>1,849,065</b>	<b>2,181,073</b>	<b>1,689,920</b>	<b>9,139,422</b>



## 2022 - 2026 Approved & Forecasted Capital Plan by Asset Category - Detail

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
<b>ME Machinery &amp; Equipment</b>						
<b>ME - A Machinery &amp; Equipment Annual Program</b>						
AUTO - 1193 - RPC - Annual Program - Recreation Equipment (2022)	466,117	-	-	-	-	466,117
AUTO - 1194 - RPC - Annual Program - Recreation Equipment (2023)	-	505,123	-	-	-	505,123
AUTO - 1195 - RPC - Annual Program - Recreation Equipment (2024)	-	-	490,644	-	-	490,644
AUTO - 1447 - RPC - Annual Program - Recreation Equipment (2025)	-	-	-	634,300	-	634,300
AUTO - 1613 - RPC - Annual Program - Recreation Equipment (2026)	-	-	-	-	560,600	560,600
AUTO - 1278 - SCES - Annual Program - Equipment Replacement (2022)	2,690,000	-	-	-	-	2,690,000
AUTO - 1250 - SCES - Annual Program - Equipment Replacement (2024)	-	-	125,000	-	-	125,000
AUTO - 1474 - SCES - Annual Program - Equipment Replacement (2025)	-	-	-	175,000	-	175,000
AUTO - 1598 - SCES - Annual Program - Equipment Replacement (2026)	-	-	-	-	15,000	15,000
AUTO - 1363 - LIB - Annual Program - Library Collection Replacement (2022)	544,759	-	-	-	-	544,759
AUTO - 1364 - LIB - Annual Program - Library Collection Replacement (2023)	-	544,759	-	-	-	544,759
AUTO - 1365 - LIB - Annual Program - Library Collection Replacement (2024)	-	-	544,759	-	-	544,759
AUTO - 1371 - LIB - Annual Program - Library Collection Replacement (2025)	-	-	-	544,759	-	544,759
AUTO - 1554 - LIB - Annual Program - Library Collection Replacement (2026)	-	-	-	-	544,759	544,759
AUTO - 1584 - UT - Annual Program - Water Meter / Radio Frequency (2022)	800,000	-	-	-	-	800,000
AUTO - 1585 - UT - Annual Program - Water Meter / Radio Frequency (2023)	-	1,600,000	-	-	-	1,600,000
AUTO - 1586 - UT - Annual Program - Water Meter / Radio Frequency (2024)	-	-	1,600,000	-	-	1,600,000
AUTO - 1587 - UT - Annual Program - Water Meter / Radio Frequency (2025)	-	-	-	1,600,000	-	1,600,000
AUTO - 1588 - UT - Annual Program - Water Meter / Radio Frequency (2026)	-	-	-	-	1,600,000	1,600,000
<b>Total: ME - A Machinery &amp; Equipment Annual Program</b>	<b>4,500,876</b>	<b>2,649,882</b>	<b>2,760,403</b>	<b>2,954,059</b>	<b>2,720,359</b>	<b>15,585,579</b>
<b>ME - G Machinery &amp; Equipment Growth</b>						
00278 - TAS - Sidewalk & Trail Clearing Machine (2024)	-	-	300,000	-	-	300,000
<b>Total: ME - G Machinery &amp; Equipment Growth</b>	<b>-</b>	<b>-</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>300,000</b>

## 2022 - 2026 Approved & Forecasted Capital Plan by Asset Category - Detail

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
<b>ME - R Machinery &amp; Equipment Rehab/Replacement</b>						
AUTO - 1848 - LIB - Replace Radio Frequency Ident. (RFID) Equipment (2022)	171,000	-	-	-	-	171,000
AUTO - 1462 - LIB - Replace Radio Frequency Ident. (RFID) Equipment (2023)	-	41,000	-	-	-	41,000
AUTO - 1463 - LIB - Replace Book Return Bin (2024)	-	-	11,139	-	-	11,139
AUTO - 1853 - LIB - Replace Furniture - Chairs/Stools (2023)	-	212,274	-	-	-	212,274
AUTO - 1854 - LIB - Replace Furniture - Chairs/Stools (2024)	-	-	322,923	-	-	322,923
AUTO - 1855 - LIB - Replace Furniture - Chairs/Stools (2025)	-	-	-	231,957	-	231,957
AUTO - 1556 - LIB - Replace Furniture - Chairs/Stools (2026)	-	-	-	-	238,916	238,916
AUTO - 2093 - TAS - Utility Vehicle Herbicide Sprayer Replacement (2022)	25,000	-	-	-	-	25,000
AUTO - 2142 - RCMP - Next Generation 9-1-1 (2022)	245,000	-	-	-	-	245,000
AUTO - 2094 - TAS - Truck-Mounted Herbicide Sprayer Replacement (2025)	-	-	-	60,000	-	60,000
<b>Total: ME - R Machinery &amp; Equipment Rehab/Replacement</b>	<b>441,000</b>	<b>253,274</b>	<b>334,062</b>	<b>291,957</b>	<b>238,916</b>	<b>1,559,209</b>
<b>ME - R Machinery &amp; Equipment Value Added</b>						
AUTO - 2051 - FLT - Fire Pump Tester (2023)	-	190,000	-	-	-	190,000
AUTO - 2009 - TAS - Livestock Emergency Response Equipment (2023)	-	50,000	-	-	-	50,000
AUTO - 1895 - FAC - Smart Camera Technology (2024)	-	-	215,000	-	-	215,000
AUTO - 1908 - UT - CSE Trailer (2024)	-	-	75,000	-	-	75,000
<b>Total: ME - R Machinery &amp; Equipment Value Added</b>	<b>-</b>	<b>240,000</b>	<b>290,000</b>	<b>-</b>	<b>-</b>	<b>530,000</b>
<b>Total: ME Machinery &amp; Equipment</b>	<b>4,941,876</b>	<b>3,143,156</b>	<b>3,684,465</b>	<b>3,246,016</b>	<b>2,959,275</b>	<b>17,974,788</b>

## 2022 - 2026 Approved & Forecasted Capital Plan by Asset Category - Detail

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
POSD Program Parks & Open Space Development						
POSD - A Parks & Open Space Development Annual Program						
AUTO - 1120 - RPC - Annual Program - Parks Infrastructure Lifecycle (2022)	850,000	-	-	-	-	850,000
AUTO - 1121 - RPC - Annual Program - Parks Infrastructure Lifecycle (2023)	-	850,000	-	-	-	850,000
AUTO - 1122 - RPC - Annual Program - Parks Infrastructure Lifecycle (2024)	-	-	850,000	-	-	850,000
AUTO - 1446 - RPC - Annual Program - Parks Infrastructure Lifecycle (2025)	-	-	-	850,000	-	850,000
AUTO - 1614 - RPC - Annual Program - Parks Infrastructure Lifecycle (2026)	-	-	-	-	850,000	850,000
<b>Total: POSD - A Parks &amp; Open Space Development Annual Program</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>850,000</b>	<b>4,250,000</b>
POSD - G Parks & Open Space Development Growth						
AUTO - 2108 - RPC - Deermound Parking Lot (2022)	300,000	-	-	-	-	300,000
AUTO - 2109 - RPC - South Cooking Lake Centennial Anniversary (2022)	650,000	-	-	-	-	650,000
<b>Total: POSD - G Parks &amp; Open Space Development Growth</b>	<b>950,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>950,000</b>
POSD - R Parks & Open Space Development Rehab/Replacement						
AUTO - 1271 - RPC - Open Space Planning (2022)	1,000,000	-	-	-	-	1,000,000
AUTO - 1272 - RPC - Open Space Planning (2023)	-	1,000,000	-	-	-	1,000,000
AUTO - 1273 - RPC - Open Space Planning (2024)	-	-	1,000,000	-	-	1,000,000
AUTO - 1615 - RPC - Open Space Planning (2025)	-	-	-	1,000,000	-	1,000,000
AUTO - 1616 - RPC - Open Space Planning (2026)	-	-	-	-	1,000,000	1,000,000
<b>Total: POSD - R Parks &amp; Open Space Development Rehab/Replacement</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>5,000,000</b>
<b>Total: POSD Program Parks &amp; Open Space Development</b>	<b>2,800,000</b>	<b>1,850,000</b>	<b>1,850,000</b>	<b>1,850,000</b>	<b>1,850,000</b>	<b>10,200,000</b>

## 2022 - 2026 Approved & Forecasted Capital Plan by Asset Category - Detail

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
RI Roadway Infrastructure						
RI - A Roadway Infrastructure Annual Program						
AUTO - 1374 - TAS - Annual Program - Urban Roads Rehab (2022)	13,500,000	-	-	-	-	13,500,000
AUTO - 1375 - TAS - Annual Program - Urban Roads Rehab (2023)	-	13,700,000	-	-	-	13,700,000
AUTO - 1376 - TAS - Annual Program - Urban Roads Rehab (2024)	-	-	14,200,000	-	-	14,200,000
AUTO - 1377 - TAS - Annual Program - Urban Roads Rehab (2025)	-	-	-	16,500,000	-	16,500,000
AUTO - 1637 - TAS - Annual Program - Urban Roads Rehab (2026)	-	-	-	-	18,000,000	18,000,000
AUTO - 1379 - TAS - Annual Program - Asphalt Trail Rehab (2022)	175,000	-	-	-	-	175,000
AUTO - 1380 - TAS - Annual Program - Asphalt Trail Rehab (2023)	-	200,000	-	-	-	200,000
AUTO - 1381 - TAS - Annual Program - Asphalt Trail Rehab (2024)	-	-	400,000	-	-	400,000
AUTO - 1382 - TAS - Annual Program - Asphalt Trail Rehab (2025)	-	-	-	404,774	-	404,774
AUTO - 1638 - TAS - Annual Program - Asphalt Trail Rehab (2026)	-	-	-	-	416,917	416,917
AUTO - 1394 - TAS - Annual Program - Rural Road Rehab (2022)	10,500,000	-	-	-	-	10,500,000
AUTO - 1395 - TAS - Annual Program - Rural Road Rehab (2023)	-	6,600,000	-	-	-	6,600,000
AUTO - 1396 - TAS - Annual Program - Rural Road Rehab Program (2024)	-	-	7,000,000	-	-	7,000,000
AUTO - 1398 - TAS - Annual Program - Rural Road Rehab (2025)	-	-	-	8,000,000	-	8,000,000
AUTO - 1642 - TAS - Annual Program - Rural Road Rehab (2026)	-	-	-	-	12,500,000	12,500,000
AUTO - 1400 - TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2022)	600,000	-	-	-	-	600,000
AUTO - 1401 - TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2023)	-	600,000	-	-	-	600,000
AUTO - 1402 - TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2024)	-	-	600,000	-	-	600,000
AUTO - 1403 - TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2025)	-	-	-	600,000	-	600,000
AUTO - 1644 - TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2026)	-	-	-	-	600,000	600,000
AUTO - 1405 - TPE - Annual Program - Traffic Signal / Intersection Replacements (2022)	830,400	-	-	-	-	830,400
AUTO - 1406 - TPE - Annual Program - Traffic Signal / Intersection Replacements (2023)	-	830,400	-	-	-	830,400
AUTO - 1407 - TPE - Annual Program - Traffic Signal / Intersection Replacements (2024)	-	-	830,400	-	-	830,400
AUTO - 1408 - TPE - Annual Program - Traffic Signal / Intersection Replacements (2025)	-	-	-	830,400	-	830,400
AUTO - 1645 - TPE - Annual Program - Traffic Signal / Intersection Replacements (2026)	-	-	-	-	830,400	830,400

## 2022 - 2026 Approved & Forecasted Capital Plan by Asset Category - Detail

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
AUTO - 1410 - TPE - Annual Project - Bridge Replacement Project (2022)	2,000,000	-	-	-	-	2,000,000
AUTO - 1411 - TPE - Annual Program - Bridge Replacement Project (2023)	-	1,950,000	-	-	-	1,950,000
AUTO - 1412 - TPE - Annual Program - Bridge Replacement Project (2024)	-	-	2,100,000	-	-	2,100,000
AUTO - 1413 - TPE - Annual Program - Bridge Replacement (2025)	-	-	-	3,234,000	-	3,234,000
AUTO - 1639 - TPE - Annual Program - Bridge Replacement (2026)	-	-	-	-	1,412,000	1,412,000
AUTO - 1415 - TPE - Annual Program - Sidewalk Missing Links (2022)	595,000	-	-	-	-	595,000
AUTO - 1416 - TPE - Annual Program - Sidewalk Missing Links (2023)	-	595,000	-	-	-	595,000
AUTO - 1417 - TPE - Annual Program - Sidewalk Missing Links (2024)	-	-	595,000	-	-	595,000
AUTO - 1418 - TPE - Annual Program - Sidewalk Missing Links (2025)	-	-	-	595,000	-	595,000
AUTO - 1643 - TPE - Annual Program - Sidewalk Missing Links (2026)	-	-	-	-	595,000	595,000
<b>Total: RI -A Roadway Infrastructure Annual Program</b>	<b>28,200,400</b>	<b>24,475,400</b>	<b>25,725,400</b>	<b>30,164,174</b>	<b>34,354,317</b>	<b>142,919,691</b>
<b>RI - G Roadway Infrastructure Growth</b>						
AUTO - 1904 - TPE - WYE - Rge Rd 233, Ash St to Balmoral Way_L (2023)	-	3,000,000	-	-	-	3,000,000
AUTO - 1160 - TPE - WYE- Rge Rd 231, Wye Rd to Hillshire Blvd_DLU (2023)	-	975,000	-	-	-	975,000
AUTO - 1427 - TPE - WYE - Rge Rd 233, Fountain Creek Way to Balmoral Way_CFL (2023)	-	3,700,000	-	-	-	3,700,000
AUTO - 2053 - TPE - SHP - Sherwood Dr, Granada Blvd Intersection Improvements_LUC (2023)	-	3,000,000	-	-	-	3,000,000
AUTO - 1629 - TPE - FAC North Parking Lot (2024)	-	-	1,810,000	-	-	1,810,000
AUTO - 1021 - TPE-SHP- Sherwood Drive Roundabout_DLU (2024)	-	-	400,000	-	-	400,000
AUTO - 1132 - TPE - ARD - Main St, Arbor Cl to Rge Rd 221A (including bridge)_C (2025)	-	-	-	4,852,000	-	4,852,000
AUTO - 1139 - TPE - HLD - Rge Rd 214 and Twp Rd 554 intersection_2A-2_C	-	-	-	3,090,000	-	3,090,000
AUTO - 1738 - TPE - RUR - Twp Rd 524, Wye Rd to Rge Rd 213 (incl intersections and rail crossings)_C (2025)	-	-	-	8,603,000	-	8,603,000
AUTO - 1152 - TPE-WYE- Wye Rd, Mitchell Street to Clover Bar Road_LS (2026)	-	-	-	-	420,000	420,000
<b>Total: RI - G Roadway Infrastructure Growth</b>	<b>-</b>	<b>10,675,000</b>	<b>2,210,000</b>	<b>16,545,000</b>	<b>420,000</b>	<b>29,850,000</b>
<b>RI - SA Roadway Infrastructure Suggested Annual Program</b>						
AUTO - 1907 - TAS - Suggested Annual Program - Class II Improvements (2024)	-	-	2,560,000	-	-	2,560,000
AUTO - 1917 - TAS - Suggested Annual Program - Class II Improvements (2025)	-	-	-	2,800,000	-	2,800,000
AUTO - 1918 - TAS - Suggested Annual Program - Class II Improvements (2026)	-	-	-	-	2,940,000	2,940,000
AUTO - 2092 - SCT - Suggested Annual Program - Bus Pad Additions (2022)	312,000	-	-	-	-	312,000
AUTO - 2149 - SCT - Suggested Annual Program - Bus Pad Additions (2023)	-	312,000	-	-	-	312,000
AUTO - 2150 - SCT - Suggested Annual Program - Bus Pad Additions (2024)	-	-	312,000	-	-	312,000
AUTO - 2151 - SCT - Suggested Annual Program - Bus Pad Additions (2025)	-	-	-	312,000	-	312,000
AUTO - 2152 - SCT - Suggested Annual Program - Bus Pad Additions (2026)	-	-	-	-	312,000	312,000
<b>Total: RI - SA Roadway Infrastructure Suggested Annual Program</b>	<b>312,000</b>	<b>312,000</b>	<b>2,872,000</b>	<b>3,112,000</b>	<b>3,252,000</b>	<b>9,860,000</b>
<b>Total: RI Roadway Infrastructure</b>	<b>28,512,400</b>	<b>35,462,400</b>	<b>30,807,400</b>	<b>49,821,174</b>	<b>38,026,317</b>	<b>182,629,691</b>

## 2022 - 2026 Approved & Forecasted Capital Plan by Asset Category - Detail

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
<b>UI Utilities</b>						
<b>UI - A Utilities Infrastructure Annual Program</b>						
AUTO - 1564 - UT - Annual Program - Rollout Carts (2022)	188,500	-	-	-	-	188,500
AUTO - 1565 - UT - Annual Program - Rollout Carts (2023)	-	221,000	-	-	-	221,000
AUTO - 1566 - UT - Annual Program - Rollout Carts (2024)	-	-	260,200	-	-	260,200
AUTO - 1567 - UT - Annual Program - Rollout Carts (2025)	-	-	-	318,367	-	318,367
AUTO - 1568 - UT - Annual Program - Rollout Carts (2026)	-	-	-	-	402,615	402,615
AUTO - 1574 - UT - Annual Program - Hydrant / Valve Replacement (2022)	500,000	-	-	-	-	500,000
AUTO - 1575 - UT - Annual Program - Hydrant / Valve Replacement (2023)	-	500,000	-	-	-	500,000
AUTO - 1576 - UT - Annual Program - Hydrant / Valve Replacement (2024)	-	-	500,000	-	-	500,000
AUTO - 1577 - UT - Annual Program - Hydrant / Valve Replacement (2025)	-	-	-	500,000	-	500,000
AUTO - 1578 - UT - Annual Program - Hydrant / Valve Replacement (2026)	-	-	-	-	500,000	500,000
AUTO - 1717 - UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2022)	600,000	-	-	-	-	600,000
AUTO - 1718 - UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2023)	-	600,000	-	-	-	600,000
AUTO - 1719 - UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2024)	-	-	600,000	-	-	600,000
AUTO - 1720 - UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2025)	-	-	-	400,000	-	400,000
AUTO - 1721 - UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2026)	-	-	-	-	400,000	400,000
<b>Total: UI - A Utilities Infrastructure Annual Program</b>	<b>1,288,500</b>	<b>1,321,000</b>	<b>1,360,200</b>	<b>1,218,367</b>	<b>1,302,615</b>	<b>6,490,682</b>

## 2022 - 2026 Approved & Forecasted Capital Plan by Asset Category - Detail

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
<b>UI - G Utilities Infrastructure Growth</b>						
AUTO - 2083 - UT - Pinnacle Building Connection (2022)	231,020	-	-	-	-	231,020
AUTO - 2084 - UT - Bremner Water Servicing - Phase 1 Supply and NW Reservoir	1,750,000	-	-	-	-	1,750,000
AUTO - 2110 - UT - Bremner Stage 1 Water Reservoir & Pumphouse (2023)	-	25,000,000	-	-	-	25,000,000
AUTO - 2111 - UT - Bremner Interim Water Supply (2023)	-	2,000,000	-	-	-	2,000,000
AUTO - 1909 - UT - Brush & Yardwaste Services Relocation (2025)	-	-	-	1,250,000	-	1,250,000
<b>Total: UI - G Utilities Infrastructure Growth</b>	<b>1,981,020</b>	<b>27,000,000</b>	<b>-</b>	<b>1,250,000</b>	<b>-</b>	<b>30,231,020</b>
<b>UT - V Utilities Infrastructure Value Added</b>						
AUTO - 2082 - UT - Lakeland Village Creek Erosion Mitigation (2022)	1,200,000	-	-	-	-	1,200,000
AUTO - 1911 - UT - Southeast Water Delivery Pressure Optimization (2024)	-	-	950,000	-	-	950,000
<b>Total: UT - V Utilities Infrastructure Value Added</b>	<b>1,200,000</b>	<b>-</b>	<b>950,000</b>	<b>-</b>	<b>-</b>	<b>2,150,000</b>
<b>Total: UI Utilities</b>	<b>4,469,520</b>	<b>28,321,000</b>	<b>2,310,200</b>	<b>2,468,367</b>	<b>1,302,615</b>	<b>38,871,702</b>



## 2022 - 2026 Approved & Forecasted Capital Plan by Asset Category - Detail

(Non Cash Flow)

	2022	2023	2024	2025	2026	Total
Veh Vehicles						
<b>Veh - A Vehicles Annual Program</b>						
AUTO - 1217 - FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2022)	3,423,400	-	-	-	-	3,423,400
AUTO - 1218 - FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2023)	-	3,319,800	-	-	-	3,319,800
AUTO - 1219 - FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2024)	-	-	4,097,100	-	-	4,097,100
AUTO - 1922 - FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2025)	-	-	-	2,797,950	-	2,797,950
AUTO - 1923 - FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2026)	-	-	-	-	2,938,500	2,938,500
AUTO - 1300 - FLT - Annual Program - Transit Replacements (2022)	3,303,700	-	-	-	-	3,303,700
AUTO - 1301 - FLT - Annual Program - Transit Replacements (2023)	-	2,472,076	-	-	-	2,472,076
AUTO - 1302 - FLT - Annual Program - Transit Replacements (2024)	-	-	4,201,138	-	-	4,201,138
AUTO - 1947 - FLT - Annual Program - Transit Replacements (2025)	-	-	-	3,351,366	-	3,351,366
AUTO - 1948 - FLT - Annual Program - Transit Replacements (2026)	-	-	-	-	4,711,600	4,711,600
AUTO - 1579 - UT - Annual Program - Utilities Fleet Addition & Replacement (2022)	261,400	-	-	-	-	261,400
AUTO - 1580 - UT - Annual Program - Utilities Fleet Addition & Replacement (2023)	-	209,600	-	-	-	209,600
AUTO - 1581 - UT - Annual Program - Utilities Fleet Addition & Replacement (2024)	-	-	511,225	-	-	511,225
AUTO - 1582 - UT - Annual Program - Utilities Fleet Addition & Replacement (2025)	-	-	-	958,500	-	958,500
AUTO - 1583 - UT - Annual Program - Utilities Fleet Addition & Replacement (2026)	-	-	-	-	762,385	762,385
AUTO - 1864 - FLT - Annual Program - Transit Capital Refurb (2022)	691,500	-	-	-	-	691,500
AUTO - 1865 - FLT - Annual Program - Transit Capital Refurb (2023)	-	691,500	-	-	-	691,500
AUTO - 1885 - FLT - Annual Program - Transit Capital Refurb (2024)	-	-	691,500	-	-	691,500
AUTO - 1942 - FLT - Annual Program - Transit Capital Refurb (2025)	-	-	-	375,000	-	375,000
AUTO - 1943 - FLT - Annual Program - Transit Capital Refurb (2026)	-	-	-	-	375,000	375,000
AUTO - 1868 - FLT - Annual Program - Vehicle & Equipment Capital Refurb (2022)	107,000	-	-	-	-	107,000
AUTO - 1869 - FLT - Annual Program - Vehicle & Equipment Capital Refurb (2023)	-	250,000	-	-	-	250,000
AUTO - 1886 - FLT - Annual Program - Vehicle & Equipment Capital Refurb (2024)	-	-	227,000	-	-	227,000
AUTO - 1932 - FLT - Annual Program - Vehicle & Equipment Capital Refurb (2025)	-	-	-	432,000	-	432,000
AUTO - 1933 - FLT - Annual Program - Vehicle & Equipment Capital Refurb (2026)	-	-	-	-	325,000	325,000



# 2022 - 2026 Approved & Forecasted Capital Plan by Asset Category - Detail (Non Cash Flow)

	2022	2023	2024	2025	2026	Total
Total: Veh - A Vehicles Annual Program	7,787,000	6,942,976	9,727,963	7,914,816	9,112,485	41,485,240
Veh - G Vehicles Growth						
AUTO - 1787 - FLT - Replace Recycled Fleet Program (2022)	1,450,000	-	-	-	-	1,450,000
AUTO - 1197 - RPC - Fleet Addition (Parks Branch Mowers) (2022) (Part of approved Initiative)	54,000	-	-	-	-	54,000
AUTO - 1832 - FAC - Vehicle for Maintenance Operations (2022)	48,000	-	-	-	-	48,000
AUTO - 2107 - RPC - Fleet Addition (Water Truck Replacement) (2022)	280,000	-	-	-	-	280,000
AUTO - 2043 - TAS - Fleet Additions - Tandem sanders 2 units (2023)	-	750,000	-	-	-	750,000
AUTO - 1199 - RPC - Fleet Addition - SWC Gator (2024)	-	-	40,000	-	-	40,000
Total: Veh - G Vehicles Growth	1,832,000	750,000	40,000	-	-	2,622,000
Total: Veh Vehicles	9,619,000	7,692,976	9,767,963	7,914,816	9,112,485	44,107,240
GRAND TOTAL	57,540,958	86,818,734	54,619,093	70,984,149	60,790,612	330,753,546

## Open Capital

### Planned Spend as at August 31, 2021

	2021	2022	2023	2024	2025	2026	2027+	Total
Buildings	15,232,619	44,022,509	31,340,263	18,987,183	6,102,606	-	-	<b>115,685,180</b>
Electronic Hardware / Software	2,131,661	4,527,711	485,683	-	-	-	-	<b>7,145,055</b>
Machinery & Equipment	2,747,737	1,485,152	1,002,645	-	-	-	-	<b>5,235,534</b>
Parks & Open Space	2,536,808	21,689,639	18,143,071	1,898,750	-	-	-	<b>44,268,268</b>
Roadway Infrastructure	17,679,715	22,520,677	3,742,753	640,303	252,495	415,025	-	<b>45,250,968</b>
Utilities	2,074,685	25,552,770	6,401,592	-	-	-	-	<b>34,029,047</b>
Vehicles	6,049,887	2,104,116	-	-	-	-	-	<b>8,154,003</b>
Land	11,595,170	3,000,000	-	-	-	-	-	<b>14,595,170</b>
GRAND TOTAL	<b>60,048,283</b>	<b>124,902,574</b>	<b>61,116,007</b>	<b>21,526,236</b>	<b>6,355,101</b>	<b>415,025</b>	<b>-</b>	<b>274,363,226</b>

## 2022 - 2026 Approved & Forecasted Capital Plan

### Planned Spend

	2022	2023	2024	2025	2026	2027+	Total
Buildings	4,200,000	5,130,000	7,848,000	3,652,703	5,850,000	1,150,000	<b>27,830,703</b>
Electronic Hardware / Software	1,670,162	1,749,202	1,849,065	2,181,073	1,689,920	-	<b>9,139,422</b>
Machinery & Equipment	3,175,347	4,859,173	3,734,977	3,246,016	2,959,275	-	<b>17,974,788</b>
Parks & Open Space	2,322,500	1,975,000	1,850,000	1,850,000	1,850,000	352,500	<b>10,200,000</b>
Roadway Infrastructure	28,512,400	33,002,400	31,259,150	45,984,424	43,041,317	830,000	<b>182,629,691</b>
Utilities	4,469,520	7,321,000	12,810,200	11,818,367	2,452,615	-	<b>38,871,702</b>
Vehicles	8,558,000	8,058,976	10,092,963	8,284,816	9,112,485	-	<b>44,107,240</b>
Land	-	-	-	-	-	-	<b>-</b>
GRAND TOTAL	<b>52,907,929</b>	<b>62,095,751</b>	<b>69,444,355</b>	<b>77,017,399</b>	<b>66,955,612</b>	<b>2,332,500</b>	<b>330,753,546</b>

## 2022 - 2026 Approved & Forecasted Capital Plan including Open Capital

### Planned Spend

	2021	2022	2023	2024	2025	2026	2027+	Total
Buildings	15,232,619	48,222,509	36,470,263	26,835,183	9,755,309	5,850,000	1,150,000	<b>143,515,883</b>
Electronic Hardware / Software	2,131,661	6,197,873	2,234,885	1,849,065	2,181,073	1,689,920	-	<b>16,284,477</b>
Machinery & Equipment	2,747,737	4,660,499	5,861,818	3,734,977	3,246,016	2,959,275	-	<b>23,210,322</b>
Parks & Open Space	2,536,808	24,012,139	20,118,071	3,748,750	1,850,000	1,850,000	352,500	<b>54,468,268</b>
Roadway Infrastructure	17,679,715	51,033,077	36,745,153	31,899,453	46,236,919	43,456,342	830,000	<b>227,880,659</b>
Utilities	2,074,685	30,022,290	13,722,592	12,810,200	11,818,367	2,452,615	-	<b>72,900,749</b>
Vehicles	6,049,887	10,662,116	8,058,976	10,092,963	8,284,816	9,112,485	-	<b>52,261,243</b>
Land	11,595,170	3,000,000	-	-	-	-	-	<b>14,595,170</b>
GRAND TOTAL	<b>60,048,283</b>	<b>177,810,503</b>	<b>123,211,758</b>	<b>90,970,591</b>	<b>83,372,500</b>	<b>67,370,637</b>	<b>2,332,500</b>	<b>605,116,772</b>

## 2022 Approved Capital Funding Summary

Funding Source	Total Funding	Tax Levy	Reserve	Grants	Developer Levy	User Rates	Other
Tax Levy	-	-					
Reserves							
Municipal Utilities	30,215,019 4,139,900		30,215,019 4,139,900				
Grants							
MSI - Capital	12,921,000			12,921,000			
Gas Tax Fund	7,000,000			7,000,000			
Other	2,720,280			2,720,280			
Developer Levy	-				-		
User Rates	-					-	
Other	544,759						544,759
GRAND TOTAL	57,540,958	-	34,354,919	22,641,280	-	-	544,759

Total Debenture Financing	-	-	-	-	-	-	-
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Total Reserve Financing	-	-	-	-	-	-	-
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## 2022 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Buildings</b>								
<b>Bldgs - A Buildings Annual Program</b>								
AUTO - 1287 - (AIP) FAC - Annual Program - Facility Capital Lifecycle (2022)	3,720,000	-	3,720,000	-	-	-	-	- 1.3800.1111 - Corporate Infrastructure Lifecycle
AUTO - 1384 - (AIP) TAS - Annual Program - Parking Lot Rehab (2022)	510,000	-	510,000	-	-	-	-	- 1.3800.1111 - Corporate Infrastructure Lifecycle
<b>Total: Bldgs - A Buildings Annual Program</b>	<b>4,230,000</b>	<b>-</b>	<b>4,230,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Bldgs - V Buildings Value Added</b>								
AUTO - 2097 - FAC - Energy Efficiency and GHG Reduction Projects (2022)	798,000	-	-	798,000	-	-	-	- 1800 - Grants - Municipal Stimulus Program
AUTO - 2099 - FAC - Community Centre - Encelium Green Bus 1 Upgrade (2022)	500,000	-	500,000	-	-	-	-	- 1.3776 - Internal Financing
<b>Total: Bldgs - V Buildings Value Added</b>	<b>1,298,000</b>	<b>-</b>	<b>500,000</b>	<b>798,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Buildings</b>	<b>5,528,000</b>	<b>-</b>	<b>4,730,000</b>	<b>798,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Electronic Hardware/Software</b>								
<b>HwdSft - A Electronic Hardware/Software Annual Program</b>								
AUTO - 1312 - (AIP) ITS - Annual Program - Corporate Infrastructure Replacement (2022)	1,404,412	-	1,404,412	-	-	-	-	- 1.3800.1111 - Corporate Infrastructure Lifecycle
AUTO - 1368 - (AIP) LIB - Annual Program - IT Infrastructure Replacement (2022)	75,750	-	75,750	-	-	-	-	- 1.4518 - SCL Equipment
AUTO - 1589 - (AIP) UT - Annual Program - IT Infrastructure Replacement - Utilities (2022)	40,000	-	40,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
<b>Total: HwdSft - A Electronic Hardware/Software Annual Program</b>	<b>1,520,162</b>	<b>-</b>	<b>1,520,162</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>HwdSft - G Electronic Hardware/Software Growth</b>								
AUTO - 2087 - LIB - Paging System (2022)	150,000	-	150,000	-	-	-	-	- 1.4521 SCL Furniture & Fixtures Lifecycle
<b>Total: HwdSft - G Electronic Hardware/Software Growth</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Electronic Hardware/Software</b>	<b>1,670,162</b>	<b>-</b>	<b>1,670,162</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## 2022 Approved Capital Funding Summary

### Machinery & Equipment

#### ME - A Machinery & Equipment Annual Program

AUTO - 1193 - (AIP) RPC - Annual Program - Recreation Equipment (2022)	466,117
AUTO - 1363 - (AIP) LIB - Annual Program - Library Collection Replacement (2022)	544,759
AUTO - 1584 - (AIP) UT - Annual Program - Water Meter / Radio Frequency (2022)	800,000
AUTO - 1278 - (AIP) SCES - Annual Program - Equipment Replacement (2022)	2,690,000

#### Total: ME - A Machinery & Equipment ME - R Machinery & Equipment Rehab/Replacement

AUTO - 1848 - (AIP) LIB - Replace Radio	171,000
AUTO - 2093 - TAS - Utility Vehicle Herbicide Sprayer Replacement (2022)	25,000
AUTO - 2142 - RCMP - Next Generation 9-1-1 (2022)	245,000

#### Total: ME - R Machinery & Equipment

#### Total: Machinery & Equipment

Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
	-	466,117	-	-	-	-	1.3800.1111 - Corporate Infrastructure Lifecycle
	-	-	-	-	-	544,759	1791L - Library Contribution to Capital
	-	800,000	-	-	-	-	11.4440.5 - UT Future Water Capital
	-	269,000	2,421,000	-	-	-	1.3800.1111 - Corporate Infrastructure Lifecycle 1.3430.122 - MSI Capital
4,500,876	-	1,535,117	2,421,000	-	-	544,759	
	-	171,000	-	-	-	-	1.4518 - SCL Equipment
	-	25,000	-	-	-	-	1.3800.1111 - Corporate Infrastructure Lifecycle
	-	245,000	-	-	-	-	1.3800.1111 - Corporate Infrastructure Lifecycle
441,000	-	441,000	-	-	-	-	
4,941,876	-	1,976,117	2,421,000	-	-	544,759	
	-	850,000	-	-	-	-	1.3800.1111 - Corporate Infrastructure Lifecycle
850,000	-	850,000	-	-	-	-	
	-	300,000	-	-	-	-	1.3800.1111 - Corporate Infrastructure Lifecycle
	-	650,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
950,000	-	950,000	-	-	-	-	
	-	1,000,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
1,000,000	-	1,000,000	-	-	-	-	
2,800,000	-	2,800,000	-	-	-	-	

### Program Parks & Open Space Development

#### POSD - A Parks & Open Space Development Annual Program

AUTO - 1120 - (AIP) RPC - Annual Program - Parks Infrastructure Lifecycle (2022)	850,000
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#### Total: POSD - A Parks & Open Space Development Annual Program

#### POSD - G Parks & Open Space Development Growth

AUTO - 2108 - RPC - Deermound Parking Lot (2022)	300,000
AUTO - 2109 - RPC - South Cooking Lake Centennial Anniversary (2022)	650,000

#### Total: POSD - G Parks & Open Space Development Growth

#### POSD - R Parks & Open Space Development Rehab/Replacement

AUTO - 1271 - (AIP) RPC - Open Space Planning (2022)	1,000,000
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#### Total: POSD - R Parks & Open Space Development Rehab/Replacement

#### Total: Program Parks & Open Space Development

## 2022 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Roadway Infrastructure</b>								
<b>RI - A Roadway Infrastructure Annual Program</b>								
AUTO - 1374 - (AIP) TAS - Annual Program - Urban Roads Rehab (2022)	13,500,000	-	1,500,000	12,000,000	-	-	-	1.3430.122 - MSI Capital 1.3430.130 - Gas Tax Fund 1.3800.1111 - Corporate Infrastructure Lifecycle
AUTO - 1379 - (AIP) TAS - Annual Program - Asphalt Trail Rehab (2022)	175,000	-	175,000	-	-	-	-	1.3800.1111 - Corporate Infrastructure Lifecycle
AUTO - 1394 - (AIP) TAS - Annual Program - Rural Road Rehab (2022)	10,500,000	-	6,500,000	4,000,000	-	-	-	1.3800.1111 - Corporate Infrastructure Lifecycle 1.3430.130 - Gas Tax Fund
AUTO - 1400 - (AIP) TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2022)	600,000	-	600,000	-	-	-	-	1.3800.1111 - Corporate Infrastructure Lifecycle
AUTO - 1405 - TPE - Annual Traffic Signal / Intersection Replacements (2022)	830,400	-	830,400	-	-	-	-	1.3800.1111 - Corporate Infrastructure Lifecycle
AUTO - 1410 - (AIP) TPE - Annual Project - Bridge Replacement Project (2022)	2,000,000	-	500,000	1,500,000	-	-	-	1.3430.122 - MSI Capital 1.3800.1111 - Corporate Infrastructure Lifecycle
AUTO - 1415 - (AIP) TPE - Annual Program - Sidewalk Missing Links (2022)	595,000	-	119,000	476,000	-	-	-	1.3430.149 - ICIP - Investing in Canada Infrastructure Program 1.3800.1111 - Corporate Infrastructure Lifecycle
<b>Total: RI - A Roadway Infrastructure Annual Program</b>	<b>28,200,400</b>	-	<b>10,224,400</b>	<b>17,976,000</b>	-	-	-	
<b>RI - SA Roadway Infrastructure Suggested Annual Program</b>								
AUTO - 2092 - SCT - Suggested Annual Program - Bus Pad Additions (2022)	312,000	-	187,200	124,800	-	-	-	1.3800.1111 - Corporate Infrastructure Lifecycle 1.3430.149 - ICIP - Investing in Canada Infrastructure Program
<b>Total: RI - SA Roadway Infrastructure Suggested Annual Program</b>	<b>312,000</b>	-	<b>187,200</b>	<b>124,800</b>	-	-	-	
<b>Total: Roadway Infrastructure</b>	<b>28,512,400</b>	-	<b>10,411,600</b>	<b>18,100,800</b>	-	-	-	

## 2022 Approved Capital Funding Summary

### Utilities

#### UI - A Utilities Infrastructure Annual Program

AUTO - 1564 - (AIP) UT - Annual Program - Rollout Carts (2022)

188,500

188,500

-

-

-

- 11.4440.3 - UT Refuse Management Capital

AUTO - 1574 - (AIP) UT - Annual Program - Hydrant / Valve Replacement (2022)

500,000

500,000

-

-

-

- 11.4440.5 - UT Future Water Capital

AUTO - 1717 - (AIP) UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2022)

600,000

600,000

-

-

-

- 11.4440.5 - UT Future Water Capital  
11.4440.6 - UT Future Wastewater Capital

#### Total: UI - A Utilities Infrastructure Annual Program

1,288,500

1,288,500

-

-

-

-

#### UI - G Utilities Infrastructure Growth

AUTO - 2083 - UT - Pinnacle Building Connection (2022)

231,020

231,020

-

-

-

- 1.3800.1111 - Corporate Infrastructure Lifecycle

AUTO - 2084 - UT - Bremner Water Servicing - Phase 1 Supply and NW Reservoir (2022)

1,750,000

1,750,000

-

-

-

- 11.4440.5 - UT Future Water Capital

#### Total: UI - G Utilities Infrastructure Growth

1,981,020

1,981,020

-

-

-

-

#### UT - V Utilities Infrastructure Value Added

AUTO - 2082 - UT - Lakeland Village Creek Erosion Mitigation (2022)

1,200,000

1,200,000

-

-

-

- 1.3776 - Internal Financing

#### Total: UT - V Utilities Infrastructure Value Added

1,200,000

1,200,000

-

-

-

-

### Total: Utilities

**4,469,520**

**4,469,520**

-

-

-

-

## 2022 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Vehicles</b>								
<b>Veh - A Vehicles Annual Program</b>								
AUTO - 1217 - (AIP) FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2022)	3,423,400	-	3,423,400	-	-	-	-	- 1.3800.1111 - Corporate Infrastructure Lifecycle
AUTO - 1300 - (AIP) FLT - Annual Program - Transit Replacements (2022)	3,303,700	-	1,982,220	1,321,480	-	-	-	- 1.3800.1111 - Corporate Infrastructure Lifecycle 1.3430.149 - ICIP – Investing in Canada Infrastructure Program
AUTO - 1579 - (AIP) UT - Annual Program - Utilities Fleet Addition & Replacement (2022)	261,400	-	261,400	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1864 - (AIP) FLT - Annual Program - Transit Capital Refurb (2022)	691,500	-	691,500	-	-	-	-	- 1.3800.1111 - Corporate Infrastructure Lifecycle
AUTO - 1868 - (AIP) FLT - Annual Program - Vehicle & Equipment Capital Refurb (2022)	107,000	-	107,000	-	-	-	-	- 1.3800.1111 - Corporate Infrastructure Lifecycle
<b>Total: Veh - A Vehicles Annual Program</b>	<b>7,787,000</b>	<b>-</b>	<b>6,465,520</b>	<b>1,321,480</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Veh - G Vehicles Growth</b>								
AUTO - 1197 - (AIP) RPC - Fleet Addition (Parks Branch Mowers) (2022) (Part of approved Initiative)	54,000	-	54,000	-	-	-	-	- 1.3800.1111 - Corporate Infrastructure Lifecycle
AUTO - 1787 - (AIP) FLT - Replace Recycled Fleet Program (2022)	1,450,000	-	1,450,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
AUTO - 1832 - (AIP) FAC - Vehicle for Maintenance Operations (2022)	48,000	-	48,000	-	-	-	-	- 1.3800.1111 - Corporate Infrastructure Lifecycle
AUTO - 2107 - RPC - Fleet Addition (Water Truck Replacement) (2022)	280,000	-	280,000	-	-	-	-	- 1.3800.1111 - Corporate Infrastructure Lifecycle
<b>Total: Veh - G Vehicles Growth</b>	<b>1,832,000</b>	<b>-</b>	<b>1,832,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Vehicles</b>	<b>9,619,000</b>	<b>-</b>	<b>8,297,520</b>	<b>1,321,480</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>GRAND TOTAL</b>	<b>57,540,958</b>	<b>-</b>	<b>34,354,919</b>	<b>22,641,280</b>	<b>-</b>	<b>-</b>	<b>544,759</b>	