



2021 Approved Multi-year BUDGET

November 30, 2020




MESSAGE FROM THE CHIEF COMMISSIONER

The year 2020 has presented unprecedented challenges to Strathcona County, Alberta, Canada and the world. Navigating the impacts of COVID-19, along with other economic challenges already faced by Albertans, has been complex and difficult. It has also driven positive change, effective decision making and evolution in our organization. The learnings have been significant, and our organization and community are emerging strong from 2020 and ready to take on whatever we face in 2021.

First and foremost, we have been very 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 while 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 are 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 service levels our community members have told us they appreciate.

Looking back six years, the 2015-2018 Corporate Business Plan and 2015 Budget represented the start of the implementation of a priority-based planning method. It signified a fundamental change in the way resources were allocated. Foundational to the philosophy of priority-based budgeting (PBB) is the principle of focusing our resources and attention on the programs and services that matter most to our residents. We believed it would strengthen our ability to control costs, enhance our understanding of spending, highlight opportunities for improvement and make Strathcona County more adaptable in the face of pressures from growth and the economy of a changing world. And the evidence shows this 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 priority-based budgeting processes have placed Strathcona County in a strong financial and strategic position within the context of a global pandemic and economic crisis.



The events of 2020 have reminded us that resources and capacity have limits. The consolidated 2021 multi-year budget is a representation of that reality. New 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 deploy our tool-kit of evolved principles as we plan and deliver sustainable programs and services. We make mistakes and face obstacles 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



2021 APPROVED MULTI-YEAR BUDGET

The combination of COVID-19, the crash in oil prices and the overall collapse of the global economy present numerous variables and unknowns that make developing medium to long-term plans extremely difficult. The 2021 approved Multi-year Budget focuses primarily on 2021 and 2022 and considers possibilities that may be pursued in the out-years, should conditions stabilize and become reasonably predictable.

The 2021 approved budget assumes that the impacts and responses to COVID-19 will be in place for the entirety of the year. As such, the approved budget was developed with the direction that administration would focus on maintaining existing services to our residents, as much as possible, in the current environment. Only critical initiatives have been brought forward for Council's consideration, and administration has managed anticipated revenue decreases by offsetting expenses through the management of operations and the application of the principles of Priority Based Budgeting. The 2021 approved Multi-year Budget allows the County to remain agile in a time of extreme economic uncertainty and positions the County to maintain a financially sustainable future while at the same time recognizing the environment in which we operate.

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	Council & Elected Officials Business plan delivery Policy development & implementation Promotion & publicity Media relations Intergovernmental affairs Public engagement

2021 APPROVED MULTI-YEAR BUDGET HIGHLIGHTS



Budget 2021 includes a approved consolidated budget of \$378.4 million and approved capital budget of \$58.9 million.



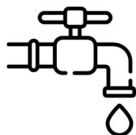
Cost inflation, economic conditions, population and development growth continue to impact the County budget.



Council approved the 2021 budget at a zero per cent municipal tax rate increase for residential and non-residential properties.



The projected increase in Strathcona County's population is 0.63%—this means we will serve 629 more residents in 2021.



Utility rates are approved to increase 1.19%. On average, this translates to an additional \$1.41 on monthly bills.



225 new housing starts, 337,500 sq.ft. of new commercial space and industrial projects are projected to come online in 2021.



The COVID-19 global pandemic health crisis is reflected in our approved budget to ensure the health and safety of our community remains our number one priority during this unprecedented time.



Municipal Price Index (MPI) reflects the price of goods and services purchased by a municipality. Strathcona County's MPI in the 2021 municipal and consolidated budgets are 1.2% and 1.5% 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.

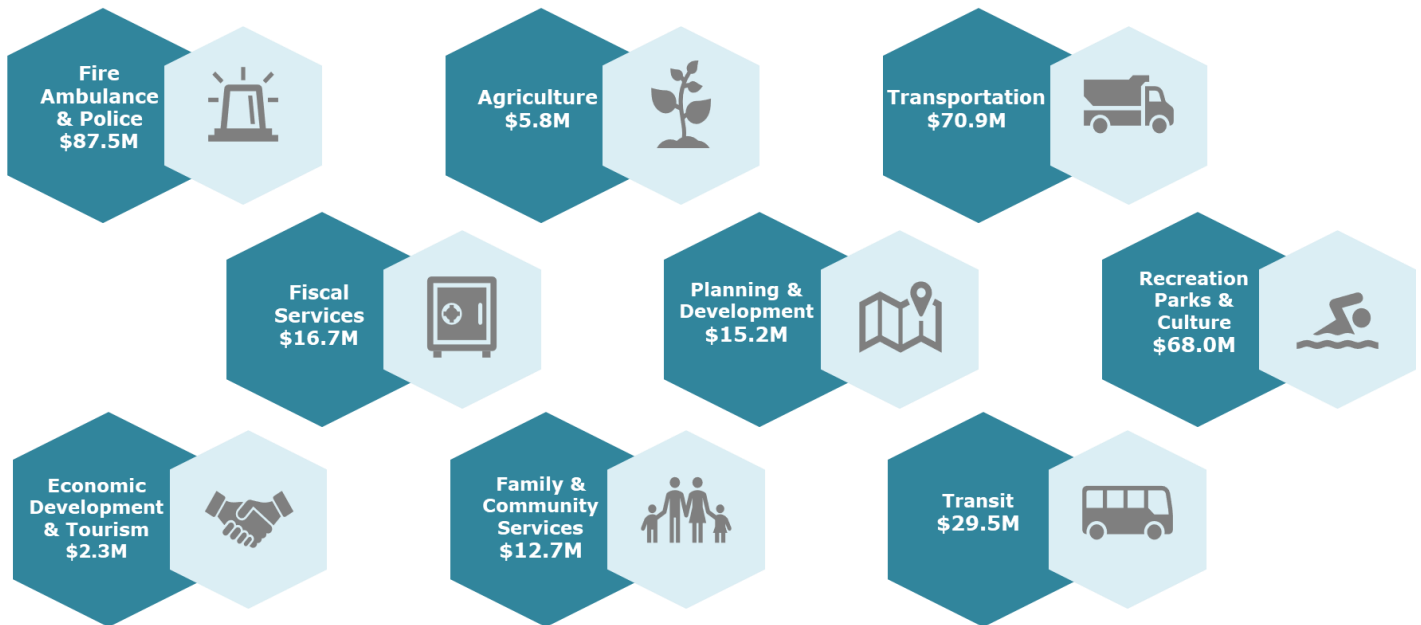
The **capital budget** deals with costs to develop new infrastructure and amenities and invest in long-term fixed assets required for daily service delivery. Maintenance of current infrastructure through rehabilitation and replacement is priority. Examples include new water lines, rehabilitation of roads,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

2021 Approved Multi-year Budget in Review

Council approved the 2021 operating and capital budgets; and approved in principle the 2021-2024 operating and 2021-2025 capital budgets on November 30, 2020:

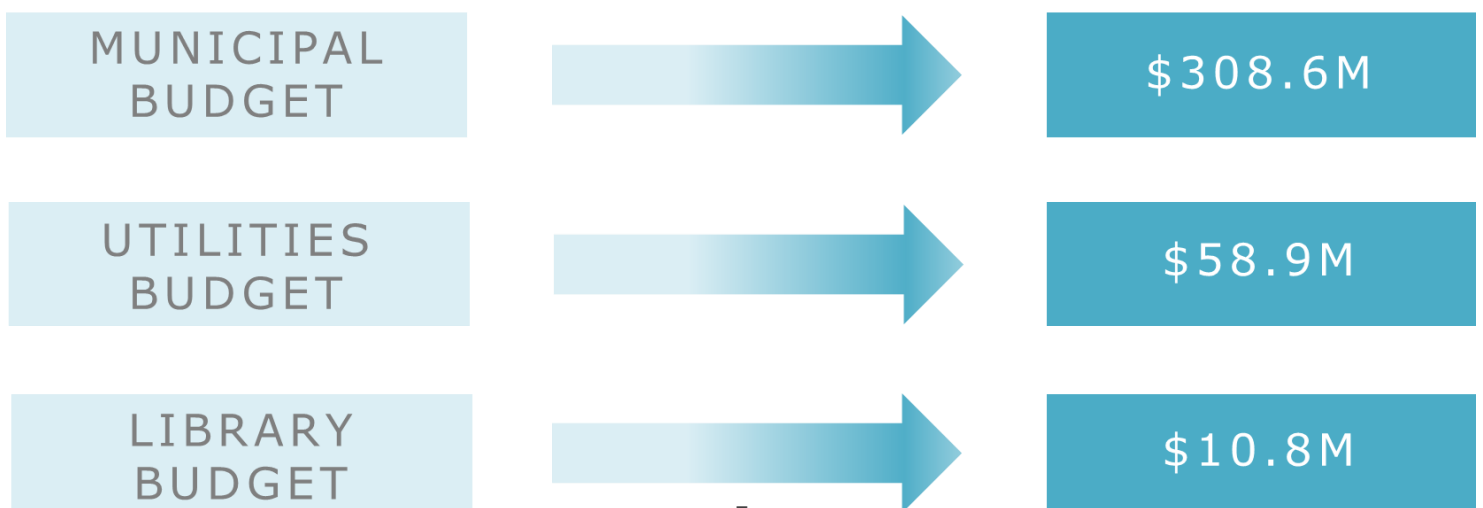
Budget	2021 Approved Budget	2022 Approved in Principle Budget	2023 Approved in Principle Budget	2024 Approved in Principle Budget	2025 Approved in Principle Budget
Consolidated operating budget	\$378.4M	\$398.8M	\$412.4M	\$420.4M	N/A
Consolidated capital budget	\$58.9M	\$111.9M	\$51.3M	\$55.3M	\$81.7M
Municipal tax dollar increase %	0.00%	1.39%	1.36%	1.00%	N/A
Monthly increase to sample homeowner	\$0.00	\$2.16	\$2.15	\$1.61	N/A
Utility rate increase %	1.19%	1.97%	2.49%	1.88%	N/A
Average monthly increase on utility bill	\$1.41	\$2.36	\$3.03	\$2.35	N/A

WHERE THE MONEY GOES



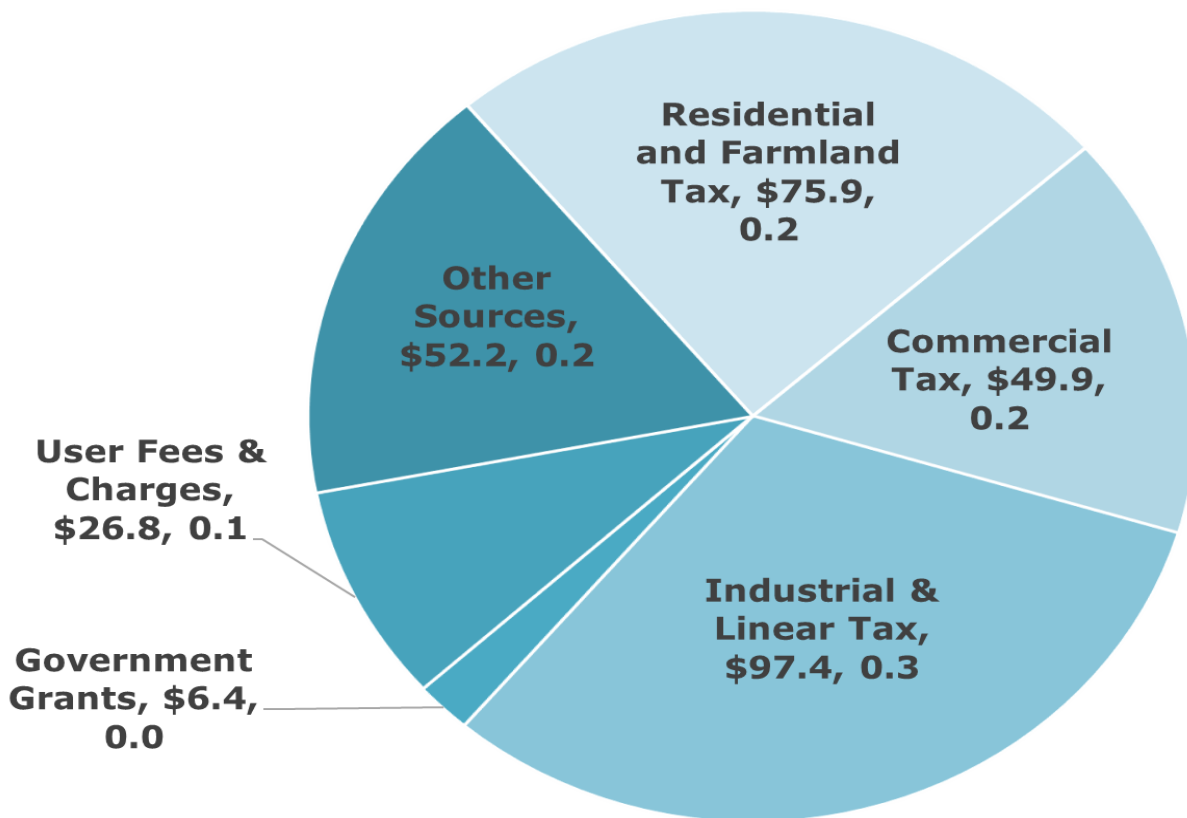
The operating budget maintains the vast array of high quality services provided to the community. Park and trail maintenance, policing, snow removal, community events, recreation opportunities and road maintenance are just a few of the many services delivered through the 2021 multi-year budget. The capital 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 \$308.6 million for 2021.

CONSOLIDATED BUDGET BREAKDOWN



WHERE THE MONEY COMES FROM

ALL REVENUE WITH TAX BREAKDOWN TOTAL REVENUE \$308.6M



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 31% 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 16% of budgeted revenue.

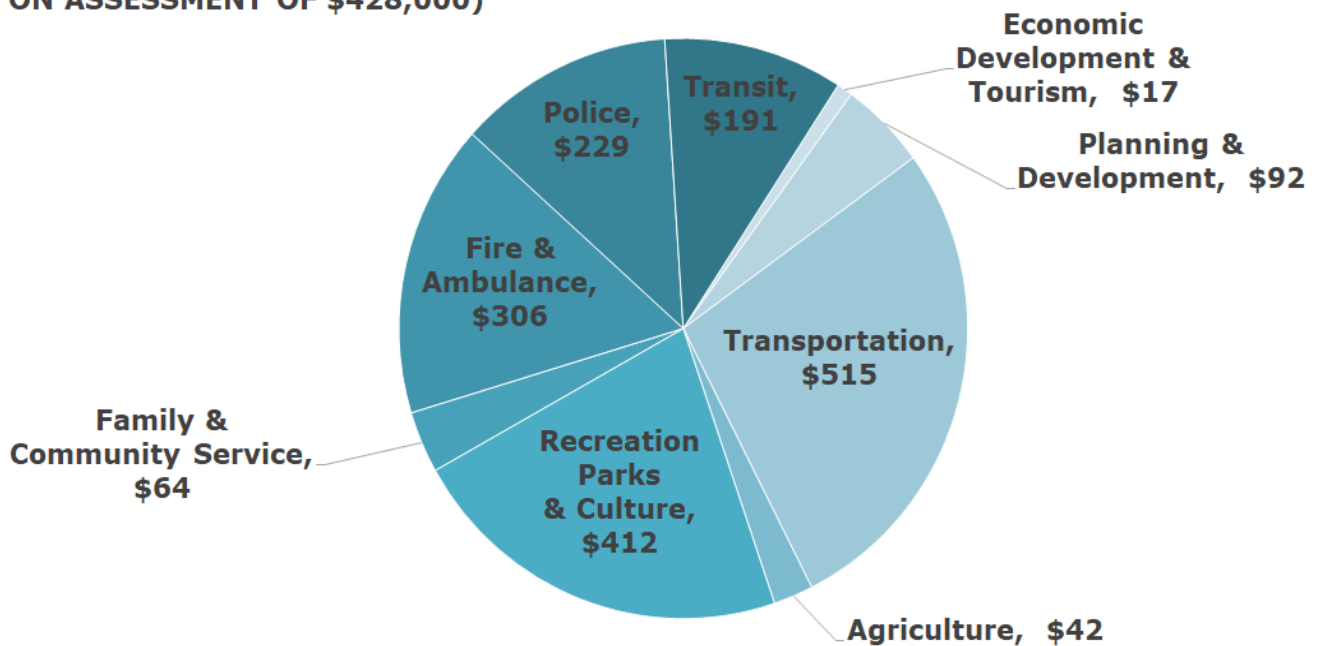
User fees and charges form the next significant portion of revenue collected by the County. At 9% of total revenue, they are generated primarily from planning and development service fees, transit fares and fees collected for the use of recreation facilities.

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 \$428,000 will pay approximately \$1,868 per year, or \$156.00 per month in property taxes in 2021 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 28% of your tax dollar, while recreation, parks and culture requires 22% and 16% goes to funding fire and ambulance.

**2021 ANNUAL TAX DOLLARS PER AVERAGE HOUSEHOLD TOTAL \$1,868/YEAR
(BASED ON ASSESSMENT OF \$428,000)**



The average household in Strathcona County will spend \$156.00 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.

\$156.00 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...

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 1.19%. On average, this translates to an additional \$1.41 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 337,500 square feet of new commercial space in addition to industrial projects coming online in 2021. Total municipal tax growth for 2021 is forecasted at approximately 1.45%, or \$3.2 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

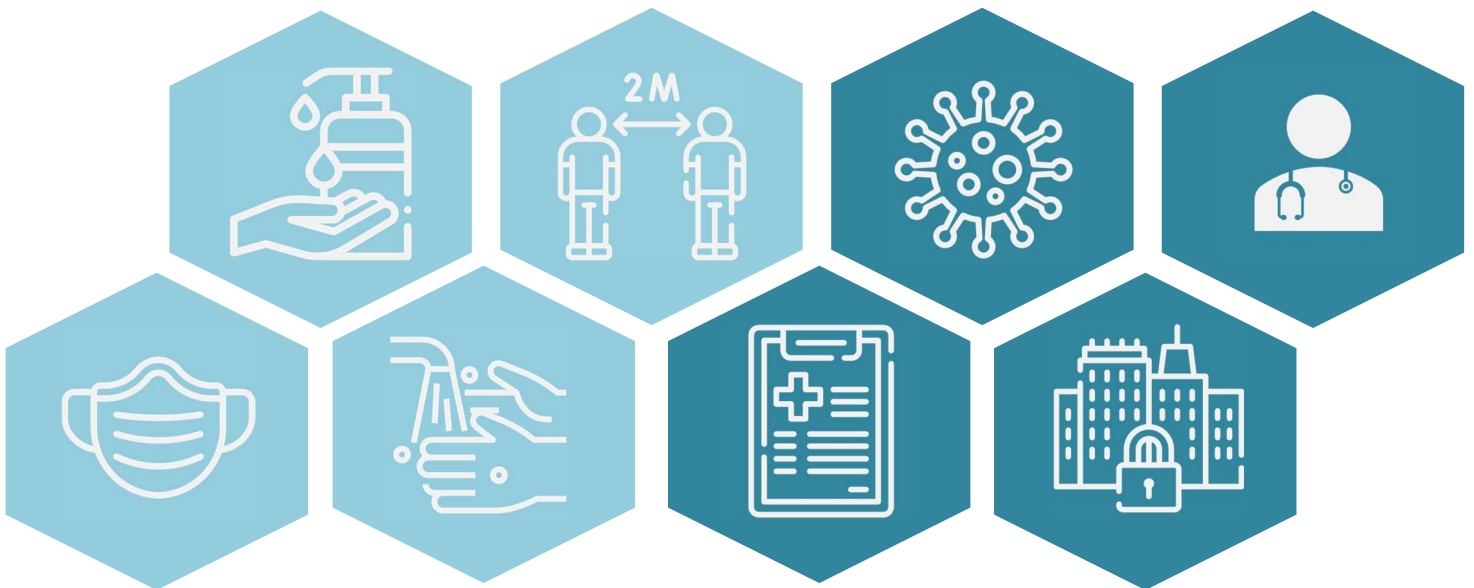
Prices for goods and services typically increase from year to year. These price increases, known as inflation, affect both the operating and capital budgets. Staffing, supplies, oil-related products, contracted services and utilities are just a few of the areas that are influenced by the pressures of 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 2021 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 2021 municipal budget is 1.2%, which translates into an additional estimated cost of \$3.2 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

2021 APPROVED MULTI-YEAR BUDGET

COVID-19 CORPORATE IMPACTS





COVID-19 CORPORATE IMPACTS

The impacts of the global COVID-19 health pandemic continue to create challenges for Alberta, the region and Strathcona County. The health and safety of our community remains the number one priority and provides additional guidance for the measures Strathcona County implemented throughout 2020.

Strathcona County continues to follow Alberta Health Services recommendations by implementing aggressive, proactive protocols to limit the spread of COVID-19 and protect our community's health and safety. All municipal facilities were closed to the public from early spring through late summer, which resulted in the layoffs of hundreds of employees, deferred services and widespread cancellations of municipal and community programs and events. Some local businesses and County facilities rescheduled maintenance and lifecycle upgrades to coincide with these closures, creating business efficiencies.

Facility closure challenges drove the reimagining of County services and programs and strengthened partnerships between the County and stakeholders from across the region. Frontline services and programs such as counselling, parenting and arts and wellness classes shifted to virtual, outdoor and adapted indoor environments to follow health and safety protocols while supporting resident and staff physical and mental well-being. The County continues to provide guidance for local organizations to support safe community programming.

Customer service areas were retrofitted so staff can safely provide services to the public, and enhanced sanitization practices continue in all County facilities. Strathcona County working environments were digitized to support remote working which will continue through the spring where operationally feasible.

Property tax and utility bill deferrals provided some relief for taxpayers and support continues through the monthly utility bill repayment program that began in November 2020. Supports and temporary allowances in addition to deferrals were provided to County businesses, and campaigns continue to promote services and businesses active during the pandemic, including an online business directory and local tourism itineraries.

Communication with the community about COVID-19 health and safety measures and best practices is ongoing, and the County will continue to adapt and support municipal, business and community programs and services to leverage a strong, resilient and innovative Strathcona County.

The following budget captures the adjustments Strathcona County has made and reflects anticipated needs while protecting the health and safety of the community during COVID-19.

Summary of COVID-19 Impacts

	2021 Base Budget	2021 COVID-19 Impacts	2021 Approved Budget
Consolidated			
500 - Revenue			
110 - Property Taxes	233,362,168	(137,904)	233,224,264
120 - Government Grants	7,001,540	-	7,001,540
124 - Utility User Rates	55,013,769	-	55,013,769
130 - User Fees & Charges	39,323,657	(11,467,036)	27,856,621
145 - Penalties and Fines	5,935,625	(163,000)	5,772,625
150 - Investment Income	6,663,569	-	6,663,569
155 - Other Revenues	8,224,387	(161,797)	8,062,590
Total 500 - Revenue	355,524,715	(11,929,737)	343,594,978
600 - Expense			
200 - Salaries & Wages	154,902,239	(604,296)	154,297,943
205 - Employee Benefits	30,720,051	(28,254)	30,691,797
210 - Training & Development	2,749,525	(152,926)	2,596,599
215 - Business Expenses	1,191,282	(66,243)	1,125,039
220 - Advertising & Printing	2,391,645	(68,915)	2,322,730
225 - Professional Services	3,902,650	-	3,902,650
230 - Insurance	1,960,332	-	1,960,332
235 - Rentals & Leases	3,086,877	208,976	3,295,853
240 - Contracted Services	49,997,161	(22,380)	49,974,781
245 - Supplies & Materials	41,903,282	907,352	42,810,634
250 - Repairs & Maintenance	7,556,626	(5,000)	7,551,626
255 - Equipment Purchases	2,050,784	-	2,050,784
260 - Utilities	8,577,836	(218,484)	8,359,352
265 - Telecommunications	1,186,006	3,240	1,189,246
270 - Interest on Debt	5,699,632	-	5,699,632
275 - Grants & Requisitions	3,085,475	-	3,085,475
280 - Other Expenses	1,813,365	(147,542)	1,665,823
281 - Interprogram	-	-	-
315 - Amortization Expense	59,637,868	-	59,637,868
Total 600 - Expense	382,412,636	(194,472)	382,218,164
Net Revenues/(Expenses)	(26,887,921)	(11,735,265)	(38,623,186)
700 - Non-Operating Items			
405 - From Reserve	21,462,551	11,735,265	33,197,816
410 - To Capital	(538,089)	-	(538,089)
415 - To Reserve	(43,462,716)	-	(43,462,716)
425 - Loan Funds Repaid	1,447,527	-	1,447,527
431 - Long Term Debt Repaid	(11,795,025)	-	(11,795,025)
Total 700 - Non-Operating Items	(32,885,752)	11,735,265	(21,150,487)
Non-Cash Adjustment	61,602,994	-	59,773,673
Net Impact For Budget Purposes	\$ -	\$ -	\$ -

Summary of COVID-19 Impacts

2021
Base
Budget

2021
COVID-19
Impacts

2021
Approved
Budget

Municipal

500 - Revenue

110 - Property Taxes	223,267,089	-	223,267,089
120 - Government Grants	6,443,977	-	6,443,977
130 - User Fees & Charges	38,181,486	(11,433,063)	26,748,423
145 - Penalties and Fines	5,910,625	(150,000)	5,760,625
150 - Investment Income	5,238,677	-	5,238,677
155 - Other Revenues	8,059,949	(155,597)	7,904,352
Total 500 - Revenue	287,101,803	(11,738,660)	275,363,143

600 - Expense

200 - Salaries & Wages	139,995,085	(472,632)	139,522,453
205 - Employee Benefits	27,540,552	(4,093)	27,536,459
210 - Training & Development	2,440,876	(94,952)	2,345,924
215 - Business Expenses	1,135,969	(63,718)	1,072,251
220 - Advertising & Printing	1,853,754	(63,315)	1,790,439
225 - Professional Services	3,485,128	-	3,485,128
230 - Insurance	1,960,332	-	1,960,332
235 - Rentals & Leases	2,678,757	208,976	2,887,733
240 - Contracted Services	41,442,229	(15,354)	41,426,875
245 - Supplies & Materials	19,213,403	922,627	20,136,030
250 - Repairs & Maintenance	5,126,382	-	5,126,382
255 - Equipment Purchases	1,822,543	-	1,822,543
260 - Utilities	8,656,381	(218,484)	8,437,897
265 - Telecommunications	1,024,343	-	1,024,343
270 - Interest on Debt	2,821,578	-	2,821,578
275 - Grants & Requisitions	3,085,475	-	3,085,475
280 - Other Expenses	1,714,377	(147,542)	1,566,835
281 - Interprogram	(3,361,294)	(107,998)	(3,469,292)
315 - Amortization Expense	50,333,826	-	50,333,826
Total 600 - Expense	312,969,696	(56,485)	312,913,211
Net Revenues/(Expenses)	(25,867,893)	(11,682,175)	(37,550,068)

700 - Non-Operating Items

405 - From Reserve	20,027,665	11,735,265	31,762,930
415 - To Reserve	(38,965,407)	-	(38,965,407)
425 - Loan Funds Repaid	1,447,527	-	1,447,527
431 - Long Term Debt Repaid	(7,112,706)	-	(7,112,706)
Total 700 - Non-Operating Items	(24,602,921)	11,735,265	(12,867,656)

Non-Cash Adjustment

	50,417,724	-	50,417,724
Net Impact For Budget Purposes	\$ (53,090)	\$ 53,090	\$ -

Summary of COVID-19 Impacts

	2021 Base Budget	2021 COVID-19 Impacts	2021 Approved Budget
Infrastructure and Planning Services			
500 - Revenue			
120 - Government Grants	123,907	-	123,907
130 - User Fees & Charges	3,985,813	(1,150,000)	2,835,813
145 - Penalties and Fines	9,500	-	9,500
155 - Other Revenues	328,927	-	328,927
Total 500 - Revenue	4,448,147	(1,150,000)	3,298,147
600 - Expense			
200 - Salaries & Wages	24,416,389	-	24,416,389
205 - Employee Benefits	4,864,894	-	4,864,894
210 - Training & Development	418,995	-	418,995
215 - Business Expenses	405,403	-	405,403
220 - Advertising & Printing	515,974	-	515,974
225 - Professional Services	475,926	-	475,926
230 - Insurance	30,000	-	30,000
235 - Rentals & Leases	1,716,219	-	1,716,219
240 - Contracted Services	10,498,984	-	10,498,984
245 - Supplies & Materials	5,379,279	-	5,379,279
250 - Repairs & Maintenance	141,144	-	141,144
255 - Equipment Purchases	149,423	-	149,423
260 - Utilities	2,239,942	-	2,239,942
265 - Telecommunications	187,228	-	187,228
275 - Grants & Requisitions	9,000	-	9,000
280 - Other Expenses	96,637	-	96,637
281 - Interprogram	(125,765)	-	(125,765)
Total 600 - Expense	51,419,672	-	51,419,672
Net Revenues/(Expenses)	(46,971,525)	(1,150,000)	(48,121,525)
700 - Non-Operating Items			
405 - From Reserve	1,640,507	-	1,640,507
415 - To Reserve	(19,350,221)	-	(19,350,221)
Total 700 - Non-Operating Items	(17,709,714)	-	(17,709,714)
Net Impact For Budget Purposes	\$ (64,681,239)	\$ (1,150,000)	\$ (65,831,239)

Summary of COVID-19 Impacts

2021
Base
Budget

2021
COVID-19
Impacts

2021
Approved
Budget

Community Services

500 - Revenue

120 - Government Grants	5,502,066	-	5,502,066
130 - User Fees & Charges	28,936,072	(10,179,333)	18,756,739
145 - Penalties and Fines	4,501,125	(150,000)	4,351,125
155 - Other Revenues	6,136,689	(155,597)	5,981,092
Total 500 - Revenue	45,075,952	(10,484,930)	34,591,022

600 - Expense

200 - Salaries & Wages	79,936,024	(571,182)	79,364,842
205 - Employee Benefits	14,363,630	(26,836)	14,336,794
210 - Training & Development	1,046,794	(94,952)	951,842
215 - Business Expenses	514,933	(63,718)	451,215
220 - Advertising & Printing	893,102	(63,315)	829,787
225 - Professional Services	185,224	-	185,224
230 - Insurance	392	-	392
235 - Rentals & Leases	774,181	208,976	983,157
240 - Contracted Services	22,132,735	(937,344)	21,195,391
245 - Supplies & Materials	4,980,079	897,627	5,877,706
250 - Repairs & Maintenance	1,411,136	-	1,411,136
255 - Equipment Purchases	1,215,029	-	1,215,029
260 - Utilities	5,134,116	(218,484)	4,915,632
265 - Telecommunications	360,662	-	360,662
275 - Grants & Requisitions	1,759,882	-	1,759,882
280 - Other Expenses	561,096	(147,542)	413,554
281 - Interprogram	5,869,849	-	5,869,849
Total 600 - Expense	141,138,864	(1,016,770)	140,122,094
Net Revenues/(Expenses)	(96,062,912)	(9,468,160)	(105,531,072)

700 - Non-Operating Items

405 - From Reserve	898,176	-	898,176
415 - To Reserve	(4,773,843)	-	(4,773,843)
Total 700 - Non-Operating Items	(3,875,667)	-	(3,875,667)

Net Impact For Budget Purposes

\$ (99,938,579)	\$ (9,468,160)	\$ (109,406,739)
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Summary of COVID-19 Impacts

2021
Base
Budget

2021
COVID-19
Impacts

2021
Approved
Budget

Corporate Services

500 - Revenue

130 - User Fees & Charges	1,013,271	(103,730)	909,541
155 - Other Revenues	68,910	-	68,910
Total 500 - Revenue	1,082,181	(103,730)	978,451

600 - Expense

200 - Salaries & Wages	23,360,658	-	23,360,658
205 - Employee Benefits	4,941,179	-	4,941,179
210 - Training & Development	585,779	-	585,779
215 - Business Expenses	188,526	-	188,526
220 - Advertising & Printing	328,074	-	328,074
225 - Professional Services	2,056,300	-	2,056,300
235 - Rentals & Leases	786,357	-	786,357
240 - Contracted Services	7,552,813	921,990	8,474,803
245 - Supplies & Materials	9,618,975	25,000	9,643,975
250 - Repairs & Maintenance	3,573,352	-	3,573,352
255 - Equipment Purchases	398,283	-	398,283
260 - Utilities	1,282,323	-	1,282,323
265 - Telecommunications	471,473	-	471,473
275 - Grants & Requisitions	82,000	-	82,000
280 - Other Expenses	158,542	-	158,542
281 - Interprogram	(7,211,226)	(107,998)	(7,319,224)
Total 600 - Expense	48,173,408	838,992	49,012,400
Net Revenues/(Expenses)	(47,091,227)	(942,722)	(48,033,949)

700 - Non-Operating Items

405 - From Reserve	4,390,834	-	4,390,834
415 - To Reserve	(9,980,790)	-	(9,980,790)
Total 700 - Non-Operating Items	(5,589,956)	-	(5,589,956)

Net Impact For Budget Purposes

\$ (52,681,183)	\$ (942,722)	\$ (53,623,905)
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Summary of COVID-19 Impacts

2021
Base
Budget

2021
COVID-19
Impacts

2021
Approved
Budget

Utilities

500 - Revenue

110 - Property Taxes	10,730	-	10,730
120 - Government Grants	7,000	-	7,000
124 - Utility User Rates	55,013,769	-	55,013,769
130 - User Fees & Charges	1,084,375	-	1,084,375
150 - Investment Income	1,311,658	-	1,311,658
155 - Other Revenues	6,000	-	6,000

Total 500 - Revenue

	57,433,532	-	57,433,532
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600 - Expense

200 - Salaries & Wages	9,317,038	-	9,317,038
205 - Employee Benefits	1,886,014	-	1,886,014
210 - Training & Development	214,323	-	214,323
215 - Business Expenses	37,507	-	37,507
220 - Advertising & Printing	496,916	-	496,916
225 - Professional Services	392,882	-	392,882
235 - Rentals & Leases	397,720	-	397,720
240 - Contracted Services	8,451,751	-	8,451,751
245 - Supplies & Materials	21,997,985	-	21,997,985
250 - Repairs & Maintenance	2,387,392	-	2,387,392
255 - Equipment Purchases	181,091	-	181,091
260 - Utilities	(78,545)	-	(78,545)
265 - Telecommunications	151,149	-	151,149
270 - Interest on Debt	2,105,565	-	2,105,565
280 - Other Expenses	94,388	-	94,388
281 - Interprogram	2,621,850	53,090	2,674,940
315 - Amortization Expense	8,082,928	-	8,082,928

Total 600 - Expense

	58,737,954	53,090	58,791,044
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Net Revenues/(Expenses)

	(1,304,422)	(53,090)	(1,357,512)
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700 - Non-Operating Items

405 - From Reserve	1,425,339	-	1,425,339
415 - To Reserve	(4,414,783)	-	(4,414,783)
431 - Long Term Debt Repaid	(3,787,879)	-	(3,787,879)

Total 700 - Non-Operating Items

	(6,777,323)	-	(6,777,323)
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Non-Cash Adjustment

	8,134,835	-	8,134,835
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Net Impact For Budget Purposes

\$	53,090	\$	(53,090)	\$	-
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Summary of COVID-19 Impacts

2021
Base
Budget

2021
COVID-19
Impacts

2021
Approved
Budget

Municipal Library

500 - Revenue

110 - Property Taxes	10,084,349	(137,904)	9,946,445
120 - Government Grants	550,563	-	550,563
130 - User Fees & Charges	57,796	(33,973)	23,823
145 - Penalties and Fines	25,000	(13,000)	12,000
150 - Investment Income	113,234	-	113,234
155 - Other Revenues	158,438	(6,200)	152,238
Total 500 - Revenue	10,989,380	(191,077)	10,798,303

600 - Expense

200 - Salaries & Wages	5,590,116	(131,664)	5,458,452
205 - Employee Benefits	1,293,485	(24,161)	1,269,324
210 - Training & Development	94,326	(57,974)	36,352
215 - Business Expenses	17,806	(2,525)	15,281
220 - Advertising & Printing	40,975	(5,600)	35,375
225 - Professional Services	24,640	-	24,640
235 - Rentals & Leases	10,400	-	10,400
240 - Contracted Services	103,181	(7,026)	96,155
245 - Supplies & Materials	691,894	(15,275)	676,619
250 - Repairs & Maintenance	42,852	(5,000)	37,852
255 - Equipment Purchases	47,150	-	47,150
265 - Telecommunications	10,514	3,240	13,754
270 - Interest on Debt	772,489	-	772,489
280 - Other Expenses	4,600	-	4,600
281 - Interprogram	739,444	54,908	794,352
315 - Amortization Expense	1,221,114	-	1,221,114
Total 600 - Expense	10,704,986	(191,077)	10,513,909
Net Revenues/(Expenses)	284,394	-	284,394

700 - Non-Operating Items

405 - From Reserve	9,547	-	9,547
410 - To Capital	(538,089)	-	(538,089)
415 - To Reserve	(82,526)	-	(82,526)
431 - Long Term Debt Repaid	(894,440)	-	(894,440)
Total 700 - Non-Operating Items	(1,505,508)	-	(1,505,508)

Non-Cash Adjustment

	1,221,114	-	1,221,114
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Net Impact For Budget Purposes

\$	-	\$	-	\$	-
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Summary of COVID-19 Impacts

2021
Base
Budget

2021
COVID-19
Impacts

2021
Approved
Budget

Fiscal Services

500 - Revenue

110 - Property Taxes	223,267,089	-	223,267,089
120 - Government Grants	818,004	-	818,004
130 - User Fees & Charges	3,800,000	-	3,800,000
145 - Penalties and Fines	1,400,000	-	1,400,000
150 - Investment Income	5,238,677	-	5,238,677
155 - Other Revenues	1,187,423	-	1,187,423

Total 500 - Revenue

	235,711,193	-	235,711,193
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600 - Expense

200 - Salaries & Wages	(241,970)	-	(241,970)
205 - Employee Benefits	669,066	-	669,066
210 - Training & Development	(76,065)	-	(76,065)
215 - Business Expenses	(225,000)	-	(225,000)
220 - Advertising & Printing	(330,000)	-	(330,000)
225 - Professional Services	109,500	-	109,500
230 - Insurance	1,929,940	-	1,929,940
235 - Rentals & Leases	(600,000)	-	(600,000)
240 - Contracted Services	799,603	-	799,603
245 - Supplies & Materials	(1,000,000)	-	(1,000,000)
265 - Telecommunications	(50,000)	-	(50,000)
270 - Interest on Debt	2,821,578	-	2,821,578
275 - Grants & Requisitions	1,009,593	-	1,009,593
280 - Other Expenses	850,887	-	850,887
281 - Interprogram	(1,528,551)	-	(1,528,551)
315 - Amortization Expense	50,333,826	-	50,333,826

Total 600 - Expense

	54,472,407	-	54,472,407
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Net Revenues/(Expenses)

	181,238,786	-	181,238,786
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700 - Non-Operating Items

405 - From Reserve	13,078,148	11,735,265	24,813,413
415 - To Reserve	(4,740,553)	-	(4,740,553)
425 - Loan Funds Repaid	1,447,527	-	1,447,527
431 - Long Term Debt Repaid	(7,112,706)	-	(7,112,706)

Total 700 - Non-Operating Items

	2,672,416	11,735,265	14,407,681
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Non-Cash Adjustment

	50,417,724	-	50,417,724
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Net Impact For Budget Purposes

\$ 234,328,926	\$ 11,735,265	\$ 246,064,191
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2021 APPROVED MULTI-YEAR BUDGET

CONSOLIDATED BUDGET SUMMARIES



Multiyear Operating Budget Summary

Consolidated (including COVID impacts)

	2021 Approved Budget	2022 Forecast AIP Budget	2023 Forecast AIP Budget	2024 Forecast AIP Budget
Consolidated				
500 - Revenue				
110 - Property Taxes	233,224,264	239,828,568	264,462,581	271,888,752
120 - Government Grants	7,001,540	7,031,540	7,031,540	7,031,540
124 - Utility User Rates	55,013,769	56,401,064	58,087,704	58,923,966
130 - User Fees & Charges	27,856,621	39,289,751	40,543,491	41,622,213
145 - Penalties and Fines	5,772,625	5,922,625	5,922,625	5,922,625
150 - Investment Income	6,663,569	7,174,233	7,257,509	7,294,146
155 - Other Revenues	8,062,590	8,261,068	8,344,768	8,068,165
Total 500 - Revenue	343,594,978	363,908,849	391,650,218	400,751,407
600 - Expense				
200 - Salaries & Wages	154,297,943	155,820,036	158,009,128	160,471,701
205 - Employee Benefits	30,691,797	30,621,847	30,900,510	31,178,560
210 - Training & Development	2,596,599	2,641,770	2,792,978	2,816,530
215 - Business Expenses	1,125,039	1,265,901	1,371,394	1,264,371
220 - Advertising & Printing	2,322,730	2,451,583	2,391,241	2,477,454
225 - Professional Services	3,902,650	4,433,382	4,034,767	3,791,207
230 - Insurance	1,960,332	2,034,483	2,115,194	2,168,979
235 - Rentals & Leases	3,295,853	3,066,722	3,004,039	3,228,192
240 - Contracted Services	49,974,781	51,869,996	53,852,239	56,301,475
245 - Supplies & Materials	42,810,634	43,190,924	44,322,005	45,785,674
250 - Repairs & Maintenance	7,551,626	7,694,406	7,984,114	8,344,400
255 - Equipment Purchases	2,050,784	1,991,999	1,994,224	2,053,735
260 - Utilities	8,359,352	8,953,215	9,130,931	9,369,132
265 - Telecommunications	1,189,246	1,197,439	1,196,312	1,212,250
270 - Interest on Debt	5,699,632	5,560,989	5,504,032	5,467,698
275 - Grants & Requisitions	3,085,475	14,886,483	9,241,483	9,246,483
280 - Other Expenses	1,665,823	1,911,233	2,620,838	2,653,491
281 - Interprogram	-	-	-	-
315 - Amortization Expense	59,637,868	56,949,005	53,814,278	51,372,826
Total 600 - Expense	382,218,164	396,541,413	394,279,707	399,204,158
Net Revenues/(Expenses)	(38,623,186)	(32,632,564)	(2,629,489)	1,547,249
700 - Non-Operating Items				
405 - From Reserve	33,197,816	33,428,398	19,250,043	18,114,172
410 - To Capital	(538,089)	(545,089)	(545,089)	(545,089)
415 - To Reserve	(43,462,716)	(46,450,102)	(59,247,100)	(59,955,541)
425 - Loan Funds Repaid	1,447,527	1,484,874	1,524,163	1,565,499
431 - Long Term Debt Repaid	(11,795,025)	(12,395,891)	(12,288,385)	(12,150,044)
Total 700 - Non-Operating Items	(21,150,487)	(24,477,810)	(51,306,368)	(52,971,003)
Non-Cash Adjustment	59,773,673	57,110,374	53,935,857	51,423,754
Net Impact For Budget Purposes	\$ -	\$ -	\$ -	\$ -

Multiyear Operating Budget Summary

Municipal (including COVID impacts)

2021 Approved Budget 2022 Forecast AIP Budget 2023 Forecast AIP Budget 2024 Forecast AIP Budget

Municipal

500 - Revenue

110 - Property Taxes	223,267,089	229,707,976	253,364,096	260,578,333
120 - Government Grants	6,443,977	6,473,977	6,473,977	6,473,977
130 - User Fees & Charges	26,748,423	38,157,899	39,408,451	40,487,173
145 - Penalties and Fines	5,760,625	5,910,625	5,910,625	5,910,625
150 - Investment Income	5,238,677	5,745,954	5,831,002	5,866,902
155 - Other Revenues	7,904,352	8,101,324	8,178,697	7,902,094
Total 500 - Revenue	275,363,143	294,097,755	319,166,848	327,219,104

600 - Expense

200 - Salaries & Wages	139,522,453	140,835,555	142,797,965	145,088,359
205 - Employee Benefits	27,536,459	27,405,371	27,643,121	27,882,134
210 - Training & Development	2,345,924	2,360,574	2,477,724	2,500,776
215 - Business Expenses	1,072,251	1,210,302	1,316,784	1,209,750
220 - Advertising & Printing	1,790,439	1,902,092	1,827,260	1,912,642
225 - Professional Services	3,485,128	4,086,124	3,687,253	3,443,432
230 - Insurance	1,960,332	2,034,483	2,115,194	2,168,979
235 - Rentals & Leases	2,887,733	2,654,648	2,584,259	2,800,251
240 - Contracted Services	41,426,875	43,131,350	44,927,214	47,226,088
245 - Supplies & Materials	20,136,030	19,512,220	19,649,225	20,347,815
250 - Repairs & Maintenance	5,126,382	5,193,199	5,409,799	5,694,778
255 - Equipment Purchases	1,822,543	1,780,588	1,780,383	1,838,744
260 - Utilities	8,437,897	9,033,002	9,241,264	9,457,784
265 - Telecommunications	1,024,343	1,030,426	1,027,141	1,040,886
270 - Interest on Debt	2,821,578	2,855,780	2,986,685	3,137,989
275 - Grants & Requisitions	3,085,475	14,886,483	9,241,483	9,246,483
280 - Other Expenses	1,566,835	1,811,433	2,520,212	2,552,021
281 - Interprogram	(3,469,292)	(3,311,079)	(3,292,679)	(3,300,748)
315 - Amortization Expense	50,333,826	47,778,020	44,785,283	42,470,578
Total 600 - Expense	312,913,211	326,190,571	322,725,570	326,718,741
Net Revenues/(Expenses)	(37,550,068)	(32,092,816)	(3,558,722)	500,363

700 - Non-Operating Items

405 - From Reserve	31,762,930	32,103,947	17,970,353	17,335,214
415 - To Reserve	(38,965,407)	(41,540,963)	(53,199,079)	(54,289,032)
425 - Loan Funds Repaid	1,447,527	1,484,874	1,524,163	1,565,499
431 - Long Term Debt Repaid	(7,112,706)	(7,820,867)	(7,613,891)	(7,603,408)
Total 700 - Non-Operating Items	(12,867,656)	(15,773,009)	(41,318,454)	(42,991,727)

Non-Cash Adjustment

Net Impact For Budget Purposes	50,417,724	47,865,825	44,877,176	42,491,364
Net Impact For Budget Purposes	\$ -	\$ -	\$ -	\$ -

Multiyear Operating Budget Summary

Utilities (including COVID impacts)

	2021 Approved Budget	2022 Forecast AIP Budget	2023 Forecast AIP Budget	2024 Forecast AIP Budget
Utilities				
500 - Revenue				
110 - Property Taxes	10,730	29,247	29,686	30,142
120 - Government Grants	7,000	7,000	7,000	7,000
124 - Utility User Rates	55,013,769	56,401,064	58,087,704	58,923,966
130 - User Fees & Charges	1,084,375	1,103,472	1,106,603	1,106,603
150 - Investment Income	1,311,658	1,304,630	1,301,113	1,301,113
155 - Other Revenues	6,000	7,506	7,833	7,833
Total 500 - Revenue	57,433,532	58,852,919	60,539,939	61,376,657
600 - Expense				
200 - Salaries & Wages	9,317,038	9,394,075	9,499,419	9,604,148
205 - Employee Benefits	1,886,014	1,894,980	1,905,034	1,915,091
210 - Training & Development	214,323	214,808	215,315	215,815
215 - Business Expenses	37,507	37,518	37,529	37,540
220 - Advertising & Printing	496,916	510,766	525,256	526,087
225 - Professional Services	392,882	332,367	332,367	332,367
235 - Rentals & Leases	397,720	401,674	409,380	417,541
240 - Contracted Services	8,451,751	8,635,306	8,821,268	8,971,206
245 - Supplies & Materials	21,997,985	23,012,840	24,012,786	24,778,765
250 - Repairs & Maintenance	2,387,392	2,457,297	2,529,315	2,603,500
255 - Equipment Purchases	181,091	181,091	181,091	181,091
260 - Utilities	(78,545)	(79,787)	(110,333)	(88,652)
265 - Telecommunications	151,149	153,259	155,417	157,610
270 - Interest on Debt	2,105,565	1,973,664	1,828,608	1,685,726
280 - Other Expenses	94,388	95,200	96,026	96,870
281 - Interprogram	2,674,940	2,570,884	2,551,712	2,558,989
315 - Amortization Expense	8,082,928	7,944,497	7,775,358	7,618,862
Total 600 - Expense	58,791,044	59,730,439	60,765,548	61,612,556
Net Revenues/(Expenses)	(1,357,512)	(877,520)	(225,609)	(235,899)
700 - Non-Operating Items				
405 - From Reserve	1,425,339	1,318,451	1,279,690	778,958
415 - To Reserve	(4,414,783)	(4,819,023)	(5,162,148)	(4,667,340)
431 - Long Term Debt Repaid	(3,787,879)	(3,639,969)	(3,696,977)	(3,524,723)
Total 700 - Non-Operating Items	(6,777,323)	(7,140,541)	(7,579,435)	(7,413,105)
Non-Cash Adjustment	8,134,835	8,018,061	7,805,044	7,649,004
Net Impact For Budget Purposes	\$ -	\$ -	\$ -	\$ -

Multiyear Operating Budget Summary

Municipal Library (including COVID impacts)

	2021 Approved Budget	2022 Forecast AIP Budget	2023 Forecast AIP Budget	2024 Forecast AIP Budget
Municipal Library				
500 - Revenue				
110 - Property Taxes	9,946,445	10,091,345	11,068,799	11,280,277
120 - Government Grants	550,563	550,563	550,563	550,563
130 - User Fees & Charges	23,823	28,380	28,437	28,437
145 - Penalties and Fines	12,000	12,000	12,000	12,000
150 - Investment Income	113,234	123,649	125,394	126,131
155 - Other Revenues	152,238	152,238	158,238	158,238
Total 500 - Revenue	10,798,303	10,958,175	11,943,431	12,155,646
600 - Expense				
200 - Salaries & Wages	5,458,452	5,590,406	5,711,744	5,779,194
205 - Employee Benefits	1,269,324	1,321,496	1,352,355	1,381,335
210 - Training & Development	36,352	66,388	99,939	99,939
215 - Business Expenses	15,281	18,081	17,081	17,081
220 - Advertising & Printing	35,375	38,725	38,725	38,725
225 - Professional Services	24,640	14,891	15,147	15,408
235 - Rentals & Leases	10,400	10,400	10,400	10,400
240 - Contracted Services	96,155	103,340	103,757	104,181
245 - Supplies & Materials	676,619	665,864	659,994	659,094
250 - Repairs & Maintenance	37,852	43,910	45,000	46,122
255 - Equipment Purchases	47,150	30,320	32,750	33,900
265 - Telecommunications	13,754	13,754	13,754	13,754
270 - Interest on Debt	772,489	731,545	688,739	643,983
280 - Other Expenses	4,600	4,600	4,600	4,600
281 - Interprogram	794,352	740,195	740,967	741,759
315 - Amortization Expense	1,221,114	1,226,488	1,253,637	1,283,386
Total 600 - Expense	10,513,909	10,620,403	10,788,589	10,872,861
Net Revenues/(Expenses)	284,394	337,772	1,154,842	1,282,785
700 - Non-Operating Items				
405 - From Reserve	9,547	6,000	-	-
410 - To Capital	(538,089)	(545,089)	(545,089)	(545,089)
415 - To Reserve	(82,526)	(90,116)	(885,873)	(999,169)
431 - Long Term Debt Repaid	(894,440)	(935,055)	(977,517)	(1,021,913)
Total 700 - Non-Operating Items	(1,505,508)	(1,564,260)	(2,408,479)	(2,566,171)
Non-Cash Adjustment	1,221,114	1,226,488	1,253,637	1,283,386
Net Impact For Budget Purposes	\$ -	\$ -	\$ -	\$ -

2021 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 business attraction, retention and expansion efforts, it inspires a strong, diverse and sustainable economy.

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 2021

- Maintaining core services, improving safety, and delivering on business plan objectives
- Continuing to review the Utility Financial Policy, establishing clear objective 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
- Continue planning and coordinating the development of new growth areas
- Preparing for the Multipurpose Agriculture Facility construction and developing of operational plans



Challenges


- Implementing new off-site levy processes and assessing their impacts on new infrastructure construction
- Increasing costs from regional supplies and their 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
- Forecasting weather patterns and their impacts on operational and infrastructure planning
- Recognizing limited in-person networking requires new approaches to business and investment attraction

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
- Engaging with stakeholders while promoting cost effective methods for service deliveries
- Working toward the culture of continuous improvement

Efficiencies and changes to business

- Increasing collaboration among departments for service delivery and providing infrastructure solutions
- Developing a high-level waste management roadmap; promoting cost effective methods for waste collection charges

- 
- Developing and promoting cross-training opportunities; prioritizing and sharing resources
 - Continuing the review of service levels and new requirements

Multiyear Operating Budget Summary

Infrastructure and Planning Services (including COVID impacts)

2021 Approved Budget	2022 Forecast AIP Budget	2023 Forecast AIP Budget	2024 Forecast AIP 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	2,835,813	4,126,111	4,901,846	5,494,666
145 - Penalties and Fines	9,500	9,500	9,500	9,500
155 - Other Revenues	328,927	333,879	345,250	352,150

Total 500 - Revenue

3,298,147	4,593,397	5,380,503	5,980,223
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600 - Expense

200 - Salaries & Wages	24,416,389	24,664,578	24,874,850	24,965,971
205 - Employee Benefits	4,864,894	4,912,087	4,953,135	4,970,550
210 - Training & Development	418,995	420,373	447,388	459,388
215 - Business Expenses	405,403	413,240	419,919	421,957
220 - Advertising & Printing	515,974	548,074	561,174	575,474
225 - Professional Services	475,926	477,426	478,426	628,426
230 - Insurance	30,000	50,000	75,000	75,000
235 - Rentals & Leases	1,716,219	1,716,663	1,721,121	1,824,563
240 - Contracted Services	10,498,984	9,896,471	10,093,461	10,742,022
245 - Supplies & Materials	5,379,279	5,443,156	5,400,485	5,436,603
250 - Repairs & Maintenance	141,144	153,937	162,217	172,209
255 - Equipment Purchases	149,423	140,923	162,623	162,323
260 - Utilities	2,239,942	2,532,089	2,578,125	2,678,961
265 - Telecommunications	187,228	189,228	190,368	191,808
275 - Grants & Requisitions	9,000	9,000	9,000	9,000
280 - Other Expenses	96,637	96,643	96,649	96,649
281 - Interprogram	(125,765)	(176,260)	(167,448)	(158,028)

Total 600 - Expense

51,419,672	51,487,628	52,056,493	53,252,876
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Net Revenues/(Expenses)

(48,121,525)	(46,894,231)	(46,675,990)	(47,272,653)
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700 - Non-Operating Items

405 - From Reserve	1,640,507	1,590,917	1,565,507	1,565,507
415 - To Reserve	(19,350,221)	(19,350,221)	(19,400,221)	(19,400,221)

Total 700 - Non-Operating Items

(17,709,714)	(17,759,304)	(17,834,714)	(17,834,714)
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Net Impact For Budget Purposes

\$ (65,831,239)	\$ (64,653,535)	\$ (64,510,704)	\$ (65,107,367)
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2021 APPROVED MULTI-YEAR DEPARTMENT BUDGET

UTILITIES



Multiyear Operating Budget Summary

Utilities (including COVID impacts)

	2021 Approved Budget	2022 Forecast AIP Budget	2023 Forecast AIP Budget	2024 Forecast AIP Budget
Utilities				
500 - Revenue				
110 - Property Taxes	10,730	29,247	29,686	30,142
120 - Government Grants	7,000	7,000	7,000	7,000
124 - Utility User Rates	55,013,769	56,401,064	58,087,704	58,923,966
130 - User Fees & Charges	1,084,375	1,103,472	1,106,603	1,106,603
150 - Investment Income	1,311,658	1,304,630	1,301,113	1,301,113
155 - Other Revenues	6,000	7,506	7,833	7,833
Total 500 - Revenue	57,433,532	58,852,919	60,539,939	61,376,657
600 - Expense				
200 - Salaries & Wages	9,317,038	9,394,075	9,499,419	9,604,148
205 - Employee Benefits	1,886,014	1,894,980	1,905,034	1,915,091
210 - Training & Development	214,323	214,808	215,315	215,815
215 - Business Expenses	37,507	37,518	37,529	37,540
220 - Advertising & Printing	496,916	510,766	525,256	526,087
225 - Professional Services	392,882	332,367	332,367	332,367
235 - Rentals & Leases	397,720	401,674	409,380	417,541
240 - Contracted Services	8,451,751	8,635,306	8,821,268	8,971,206
245 - Supplies & Materials	21,997,985	23,012,840	24,012,786	24,778,765
250 - Repairs & Maintenance	2,387,392	2,457,297	2,529,315	2,603,500
255 - Equipment Purchases	181,091	181,091	181,091	181,091
260 - Utilities	(78,545)	(79,787)	(110,333)	(88,652)
265 - Telecommunications	151,149	153,259	155,417	157,610
270 - Interest on Debt	2,105,565	1,973,664	1,828,608	1,685,726
280 - Other Expenses	94,388	95,200	96,026	96,870
281 - Interprogram	2,674,940	2,570,884	2,551,712	2,558,989
315 - Amortization Expense	8,082,928	7,944,497	7,775,358	7,618,862
Total 600 - Expense	58,791,044	59,730,439	60,765,548	61,612,556
Net Revenues/(Expenses)	(1,357,512)	(877,520)	(225,609)	(235,899)
700 - Non-Operating Items				
405 - From Reserve	1,425,339	1,318,451	1,279,690	778,958
415 - To Reserve	(4,414,783)	(4,819,023)	(5,162,148)	(4,667,340)
431 - Long Term Debt Repaid	(3,787,879)	(3,639,969)	(3,696,977)	(3,524,723)
Total 700 - Non-Operating Items	(6,777,323)	(7,140,541)	(7,579,435)	(7,413,105)
Non-Cash Adjustment	8,134,835	8,018,061	7,805,044	7,649,004
Net Impact For Budget Purposes	\$ -	\$ -	\$ -	\$ -

2021 APPROVED MULTI-YEAR DIVISIONAL BUDGET

COMMUNITY SERVICES DIVISION





COMMUNITY SERVICES

Community Services' focus is on creating a safe, supported and connected community that celebrates diversity and promotes inclusion. The Social Framework policy guides the collective work on topics that matter in the community – including affordability, access to programs and services, safety, and overall feelings of connectedness and inclusion.


These four priorities are strongly reflected across the division's work;

- social supports provided by Family and Community Services
- public safety education and response services delivered by contract through the RCMP including the municipal role in supporting them as well as delivery of Enforcement Services,
- the delivery Emergency Services to ensure effective and efficient fire and emergency medical service response
- the delivery of a safe, progressive, and accessible transit system operated by Strathcona County Transit
- quality 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, to taking on response and recovery leadership roles, Community Services will continue to adjust to meet community needs in these uncertain times.

Focus for 2021

- 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.
- Coordinating implementation of the Diversity and Inclusion Policy by connecting with community partners and County departments to increase awareness, understanding and action toward diversity and inclusion in Strathcona County
- Ensuring the provision of community mental health and wellness towards reducing risk, vulnerability and harm that includes a renewed approach to violence, trauma and suicide intervention


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- Continuing to assess and find solutions to affordable housing in our community, including examining results of the County's first service-based housing estimate conducted in conjunction Alberta Rural Development Network's 2020 Fall Estimations project
 - Continued work for the development of a potential new indoor multi-use fieldhouse as Strathcona County explores the facility's feasibility

Challenges

- Balancing the ongoing emergency services' priorities and operations along with the corporate leadership responsibility for COVID-19 response and recovery
- Continuing to be agile and responsive to emergent and changing community needs while continuing to provide recreation and culture needs in a safe manner
- Continuing U-PASS negotiations to find a favourable agreement for all parties to ensure affordable transit for post-secondary students
- Continuing efforts to transition Early Years programs under the new Family Resource Network that focuses on universal, targeted, and intensive programming for a broader population (0-18 years)

Opportunities

- Continue pathways toward implementation of Regional Smart Bus technology – an account-based electronic fare payment system – to enhance customer experience and convenience
- Optimizing use of grant funding from various sources by collaborating with community partners to support residents on specific issues, such as the grant funding offered toward Traumatic Events System training to County and community leaders
- 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
- Imagining and creating new outdoor opportunities and ways to deliver events in the community,

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- Partnering to plan the River Valley Alliance Pedestrian Bridge that will link Edmonton and Strathcona County, within this world-class, integrated, cross-municipality park and trail system

Efficiencies or changes to business

- Supplemental cross-training, including supportive listening techniques and emphasis on available resources, will enable Family and Community Services' navigators and counsellors to provide "wrap-around support" so residents receive all the supports they need in one call
- Using new technology, Family and Community Services' staff are able to work from home and support "warm handoffs" of participants between navigators, counsellors and co-located partners.
- Examine transit routes that may be underutilized and bringing forward solutions to continue to provide excellent transit options for our residents
- Implementing new eTicketing system will increase efficiency and accuracy in processing and reporting on traffic offences, streamlines ticket submissions to the provincial court, while increasing citizen, motorist and officer safety
- Continually finding new types of equipment or shifting strategies to create cost savings and operational efficiencies, such as the new thermal imaging cameras for safety and security purposes, and a consolidating compressor and fill stations for emergency services self-contained breathing apparatus

Multiyear Operating Budget Summary

Community Services (including COVID impacts)

2021 Approved Budget	2022 Forecast AIP Budget	2023 Forecast AIP Budget	2024 Forecast AIP Budget
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Community Services

500 - Revenue

120 - Government Grants	5,502,066	5,532,066	5,532,066	5,532,066
130 - User Fees & Charges	18,756,739	28,877,347	28,978,194	29,088,585
145 - Penalties and Fines	4,351,125	4,501,125	4,501,125	4,501,125
155 - Other Revenues	5,981,092	6,226,184	6,357,114	6,131,649
Total 500 - Revenue	34,591,022	45,136,722	45,368,499	45,253,425

600 - Expense

200 - Salaries & Wages	79,364,842	80,175,773	80,420,209	80,647,374
205 - Employee Benefits	14,336,794	14,464,055	14,502,951	14,534,764
210 - Training & Development	951,842	977,034	1,068,257	1,078,289
215 - Business Expenses	451,215	559,955	690,256	567,684
220 - Advertising & Printing	829,787	874,214	880,183	885,184
225 - Professional Services	185,224	355,324	277,124	279,124
230 - Insurance	392	392	392	392
235 - Rentals & Leases	983,157	772,028	797,181	809,731
240 - Contracted Services	21,195,391	23,043,842	24,317,748	24,933,948
245 - Supplies & Materials	5,877,706	5,163,440	5,243,371	5,313,803
250 - Repairs & Maintenance	1,411,136	1,418,673	1,581,597	1,808,273
255 - Equipment Purchases	1,215,029	1,227,049	1,228,371	1,269,520
260 - Utilities	4,915,632	5,177,928	5,247,997	5,363,682
265 - Telecommunications	360,662	358,578	363,143	367,498
275 - Grants & Requisitions	1,759,882	1,762,919	1,767,919	1,772,919
280 - Other Expenses	413,554	595,495	612,195	643,205
281 - Interprogram	5,869,849	5,930,764	6,013,224	6,093,789
Total 600 - Expense	140,122,094	142,857,463	145,012,118	146,369,179
Net Revenues/(Expenses)	(105,531,072)	(97,720,741)	(99,643,619)	(101,115,754)

700 - Non-Operating Items

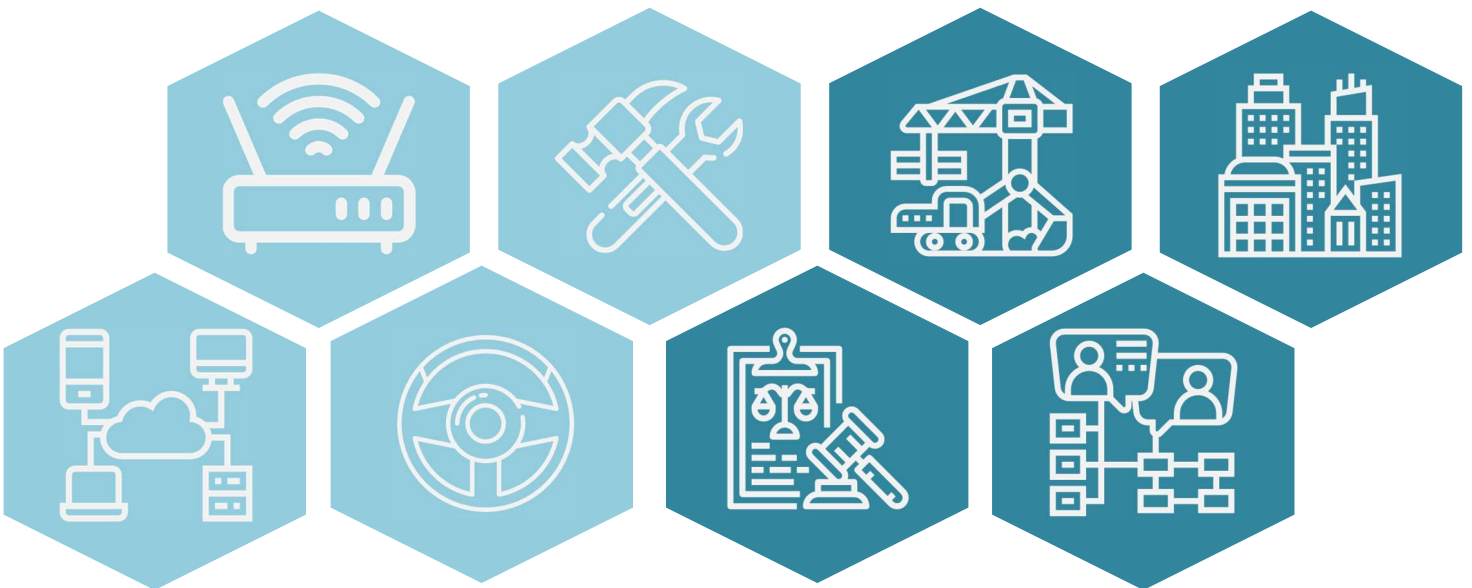
405 - From Reserve	898,176	971,855	665,000	665,000
415 - To Reserve	(4,773,843)	(4,808,843)	(5,006,843)	(5,101,843)
Total 700 - Non-Operating Items	(3,875,667)	(3,836,988)	(4,341,843)	(4,436,843)

Net Impact For Budget Purposes

\$ (109,406,739)	\$ (101,557,729)	\$ (103,985,462)	\$ (105,552,597)
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2021 APPROVED MULTI-YEAR DIVISIONAL BUDGET

CORPORATE SERVICES DIVISION





CORPORATE SERVICES

Corporate Services is at the core of Strathcona County, providing guidance and internal services to all departments to maximize the organization's effectiveness and potential.

The division works behind the scenes to support front-line departments, care for facilities used by residents and staff, repair our fleet such as transit and emergency vehicles, recruit and train staff, optimize technology, provide legal advice and support the activities of County Council.

The division is critical to achieving success for the organization, putting resources into place to respond to the needs of our residents. This fundamental internal structure allows the operational departments to concentrate on delivering services to citizens, efficiently and effectively.

The COVID pandemic has placed tremendous demands on Corporate Services' staff and operations. These pressures are anticipated to continue given the potential for COVID-19 to remain well into next year. Whether it is providing digitization to enable remote work, supporting staff who are working under these unusual conditions or who may fall ill, retro-fitting 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 as we re-imagine the way we work.

Focus for 2021

- 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 OHS Tech solution
- Conducting an accessible and well-run municipal election in times of COVID-19
- 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 skill requirements relating to advancing technologies
- Meeting capacity challenges as teams continue COVID-19 response and Strathcona County Business Transformation preparedness, change management and implementation
- Managing the high demand for service, with critical extra attention required in coordinating multiple projects to ensure success

Opportunities

- Implementing new and upgraded technology changes to improve the way we do business
- Streamlining contract administration through the business transformation project
- Developing a comprehensive corporate furniture standards and lifecycle plans to cover the needs of departments
- Securing five-year procurement contracts for light duty and ambulance vehicles
- 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
- Using the County's service level model to support requirements for the organization, Fleet defined core business priorities
- Evolving the HR organizational structure to support the future operating model

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- Continuing enhancements and onboarding of Digital Workplace across the organization
 - Realizing efficiencies through the move to in-house bylaw prosecutions

Multiyear Operating Budget Summary

Corporate Services (including COVID impacts)

2021 Approved Budget	2022 Forecast AIP Budget	2023 Forecast AIP Budget	2024 Forecast AIP Budget
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Corporate Services

500 - Revenue

130 - User Fees & Charges	909,541	794,111	1,051,081	1,305,592
155 - Other Revenues	68,910	68,910	68,910	68,910

Total 500 - Revenue

978,451	863,021	1,119,991	1,374,502
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600 - Expense

200 - Salaries & Wages	23,360,658	22,491,412	22,299,205	22,479,454
205 - Employee Benefits	4,941,179	4,758,870	4,749,304	4,756,989
210 - Training & Development	585,779	577,370	578,319	578,319
215 - Business Expenses	188,526	199,651	178,401	191,901
220 - Advertising & Printing	328,074	361,215	266,575	332,656
225 - Professional Services	2,056,300	2,246,300	2,023,300	1,633,800
235 - Rentals & Leases	786,357	763,957	663,957	763,957
240 - Contracted Services	8,474,803	8,721,759	8,909,892	8,784,156
245 - Supplies & Materials	9,643,975	9,669,281	9,766,951	10,343,620
250 - Repairs & Maintenance	3,573,352	3,619,839	3,665,235	3,713,546
255 - Equipment Purchases	398,283	381,692	358,351	375,863
260 - Utilities	1,282,323	1,322,985	1,415,142	1,415,141
265 - Telecommunications	471,473	477,499	468,368	476,318
275 - Grants & Requisitions	82,000	6,082,000	6,082,000	6,082,000
280 - Other Expenses	158,542	154,310	152,593	153,392
281 - Interprogram	(7,319,224)	(7,216,865)	(7,302,571)	(7,376,506)

Total 600 - Expense

49,012,400	54,611,275	54,275,022	54,704,606
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Net Revenues/(Expenses)

(48,033,949)	(53,748,254)	(53,155,031)	(53,330,104)
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700 - Non-Operating Items

405 - From Reserve	4,390,834	9,777,671	9,722,515	10,227,274
415 - To Reserve	(9,980,790)	(10,002,998)	(11,065,591)	(11,107,601)

Total 700 - Non-Operating Items

(5,589,956)	(225,327)	(1,343,076)	(880,327)
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Net Impact For Budget Purposes

\$ (53,623,905)	\$ (53,973,581)	\$ (54,498,107)	\$ (54,210,431)
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2021 APPROVED MULTI-YEAR DIVISIONAL BUDGET

FINANCIAL AND STRATEGIC MANAGEMENT DIVISION





FINANCIAL AND STRATEGIC MANAGEMENT

The Financial and Strategic Management Division performs a number of vital support roles that help the organization successfully achieve its strategic goals. From financial reporting, to financial analysis, and corporate performance measurement, the division contributes the information critical 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, and the prudent investment of tax dollars, through 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 2021

- Maintaining core services and delivering on business plan objectives
- Planning a strategic goal renewal project; rebuilding the priority-based budgeting (PBB) model
- Completing current state service framework, levels of services, and performance measures
- Completing an organizational project management maturity assessment

Challenges

- Supporting staff through significant changes of Strathcona County Business Transformation (SCBT) implementation while maintaining service levels and delivering on organizational initiatives

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- Foreseeing SCTB implementation impacts on other systems and associated resource requirements
 - Foreseeing the outcomes of a Government of Alberta Tax Assessment Model review which may impact the setting of annual property assessment valuations and property tax redistribution

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
- Continuing leveraging the Geographic Information System, Request for Information, and online customer service tools for property data collections

Efficiencies or changes to business

- Eliminating needs for manual and duplicate processes
- Streamlining planning and budgeting processes
- Clarifying roles and responsibilities; coordinating the efforts

Multiyear Operating Budget Summary

Financial and Strategic Management (including COVID impacts)

2021 Approved Budget 2022 Forecast AIP Budget 2023 Forecast AIP Budget 2024 Forecast AIP Budget

Financial and Strategic Management

500 - Revenue

130 - User Fees & Charges	322,330	322,330	322,330	322,330
155 - Other Revenues	338,000	338,000	338,000	338,000
Total 500 - Revenue	660,330	660,330	660,330	660,330

600 - Expense

200 - Salaries & Wages	7,241,379	7,074,913	7,017,546	7,017,546
205 - Employee Benefits	1,653,920	1,615,020	1,601,756	1,601,756
210 - Training & Development	222,675	218,340	216,304	217,324
215 - Business Expenses	45,156	55,494	46,246	46,246
220 - Advertising & Printing	142,373	143,977	144,716	144,716
225 - Professional Services	479,337	508,033	328,262	321,941
235 - Rentals & Leases	200	200	200	200
240 - Contracted Services	276,849	532,981	532,981	232,981
245 - Supplies & Materials	132,792	132,980	133,470	148,471
250 - Repairs & Maintenance	600	600	600	600
255 - Equipment Purchases	51,620	22,736	22,850	22,850
265 - Telecommunications	22,464	22,605	22,746	22,746
280 - Other Expenses	47,215	48,307	48,571	48,571
281 - Interprogram	(341,324)	(341,309)	(341,294)	(341,294)
Total 600 - Expense	9,975,256	10,034,877	9,774,954	9,484,654
Net Revenues/(Expenses)	(9,314,926)	(9,374,547)	(9,114,624)	(8,824,324)

700 - Non-Operating Items

405 - From Reserve	20,000	35,000	-	-
415 - To Reserve	(120,000)	(120,000)	(120,000)	(120,000)
Total 700 - Non-Operating Items	(100,000)	(85,000)	(120,000)	(120,000)

Net Impact For Budget Purposes

\$ (9,414,926)	\$ (9,459,547)	\$ (9,234,624)	\$ (8,944,324)
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2021 APPROVED MULTI-YEAR DEPARTMENT BUDGET

FISCAL SERVICES



Multiyear Operating Budget Summary

Fiscal Services (including COVID impacts)

	2021 Approved Budget	2022 Forecast AIP Budget	2023 Forecast AIP Budget	2024 Forecast AIP Budget
Fiscal Services				
500 - Revenue				
110 - Property Taxes	223,267,089	229,707,976	253,364,096	260,578,333
120 - Government Grants	818,004	818,004	818,004	818,004
130 - User Fees & Charges	3,800,000	3,914,000	4,031,000	4,152,000
145 - Penalties and Fines	1,400,000	1,400,000	1,400,000	1,400,000
150 - Investment Income	5,238,677	5,745,954	5,831,002	5,866,902
155 - Other Revenues	1,187,423	1,134,351	1,069,423	1,011,385
Total 500 - Revenue	235,711,193	242,720,285	266,513,525	273,826,624
600 - Expense				
200 - Salaries & Wages	(241,970)	1,063,271	2,797,650	4,572,803
205 - Employee Benefits	669,066	588,169	763,298	940,971
210 - Training & Development	(76,065)	(75,270)	(75,270)	(75,270)
215 - Business Expenses	(225,000)	(225,000)	(225,000)	(225,000)
220 - Advertising & Printing	(330,000)	(330,000)	(330,000)	(330,000)
225 - Professional Services	109,500	319,500	399,500	399,500
230 - Insurance	1,929,940	1,984,091	2,039,802	2,093,587
235 - Rentals & Leases	(600,000)	(600,000)	(600,000)	(600,000)
240 - Contracted Services	799,603	755,052	891,887	2,351,736
245 - Supplies & Materials	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
265 - Telecommunications	(50,000)	(50,000)	(50,000)	(50,000)
270 - Interest on Debt	2,821,578	2,855,780	2,986,685	3,137,989
275 - Grants & Requisitions	1,009,593	6,807,564	1,157,564	1,157,564
280 - Other Expenses	850,887	916,678	1,610,204	1,610,204
281 - Interprogram	(1,528,551)	(1,480,368)	(1,467,585)	(1,491,704)
315 - Amortization Expense	50,333,826	47,778,020	44,785,283	42,470,578
Total 600 - Expense	54,472,407	59,307,487	53,684,018	54,962,958
Net Revenues/(Expenses)	181,238,786	183,412,798	212,829,507	218,863,666
700 - Non-Operating Items				
405 - From Reserve	24,813,413	19,728,504	6,017,331	4,877,433
415 - To Reserve	(4,740,553)	(7,258,901)	(17,606,424)	(18,559,367)
425 - Loan Funds Repaid	1,447,527	1,484,874	1,524,163	1,565,499
431 - Long Term Debt Repaid	(7,112,706)	(7,820,867)	(7,613,891)	(7,603,408)
Total 700 - Non-Operating Items	14,407,681	6,133,610	(17,678,821)	(19,719,843)
Non-Cash Adjustment	50,417,724	47,865,825	44,877,176	42,491,364
Net Impact For Budget Purposes	\$ 246,064,191	\$ 237,412,233	\$ 240,027,862	\$ 241,635,187

Operating Budget Summary

Pioneer Housing Foundation

2021
Approved
Budget

Pioneer Housing Foundation

500 - Revenue

Rental Lease	\$	2,231,076
Strathcona County funding		9,500

Total 500 - Revenue

2,240,576

600 - Expense

Audit Fees		9,500
Principal on Debt		1,268,397
Debenture Interest		962,679

Total 600 - Expense

2,240,576

ANNUAL SURPLUS / (DEFICIT)

\$ -

Non-Cash Adjustment

Amortization	\$	1,405,441
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2021 APPROVED MULTI-YEAR DIVISIONAL BUDGET

SENIOR ADMINISTRATION & ELECTED OFFICIALS 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, improving on 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 the one of the leading municipalities in Canada.

Focus for 2021

- Conducting a corporate communications review to identify gaps as well as opportunities for efficiencies
- Continue advocating for positive rural and urban growth and commercial and industrial development through our memberships on 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



Challenges

- Altering the ways in which we deliver our internal services as resources are re-allocated to emerging priorities due to fluid circumstances
- Anticipating future provincial decisions are precipitating the need for Strathcona County to be nimble and flexible in its response
- Adapting internal and external communications strategies based on changing information given the daily unknowns

Opportunities

- Creating new opportunities for engagement and priority-setting through the 2021 municipal election
- Continuing to create opportunities to reduce red tape through regional and sub-regional collaboration
- Creating new opportunities to strengthen the County's communications, both internally and externally, through the internal Communications review

Efficiencies or changes to business

- Building on intergovernmental relationships, both internally and externally, in order to continue to provide timely and strategic advice to Council and Executive Team
- Identifying savings by moving to one trade fair booth for the County versus several booths, as well as reductions in digest ads



ELECTED OFFICIALS

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 to plan for 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

Senior Administration (including COVID impacts)

2021 Approved
Budget

2022 Forecast AIP
Budget

2023 Forecast AIP
Budget

2024 Forecast AIP
Budget

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	4,402,372	4,385,242	4,406,519	4,422,661
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205 - Employee Benefits	909,947	905,295	909,522	912,605
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210 - Training & Development	161,398	161,427	161,426	161,426
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215 - Business Expenses	143,377	143,388	143,388	143,388
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220 - Advertising & Printing	147,255	147,636	147,636	147,636
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225 - Professional Services	178,841	179,541	180,641	180,641
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235 - Rentals & Leases	1,800	1,800	1,800	1,800
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240 - Contracted Services	61,100	61,100	61,100	61,100
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245 - Supplies & Materials	93,578	94,663	96,248	96,618
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255 - Equipment Purchases	6,188	6,188	6,188	6,188
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265 - Telecommunications	23,115	23,115	23,115	23,115
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275 - Grants & Requisitions	225,000	225,000	225,000	225,000
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281 - Interprogram	(24,277)	(27,041)	(27,005)	(27,005)
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Total 600 - Expense	6,329,694	6,307,354	6,335,578	6,355,173
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Net Revenues/(Expenses)	(6,205,694)	(6,183,354)	(6,211,578)	(6,231,173)
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Net Impact For Budget Purposes

\$	(6,205,694)	\$	(6,183,354)	\$	(6,211,578)	\$	(6,231,173)
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Multiyear Operating Budget Summary

Elected Officials

2021 Approved Budget	2022 Forecast AIP Budget	2023 Forecast AIP Budget	2024 Forecast AIP Budget
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Elected Officials

600 - Expense

200 - Salaries & Wages	978,783	980,366	981,986	982,550
205 - Employee Benefits	160,659	161,875	163,155	164,499
210 - Training & Development	81,300	81,300	81,300	81,300
215 - Business Expenses	63,574	63,574	63,574	63,574
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
Total 600 - Expense	1,581,688	1,584,487	1,587,387	1,589,295
Net Revenues/(Expenses)	(1,581,688)	(1,584,487)	(1,587,387)	(1,589,295)

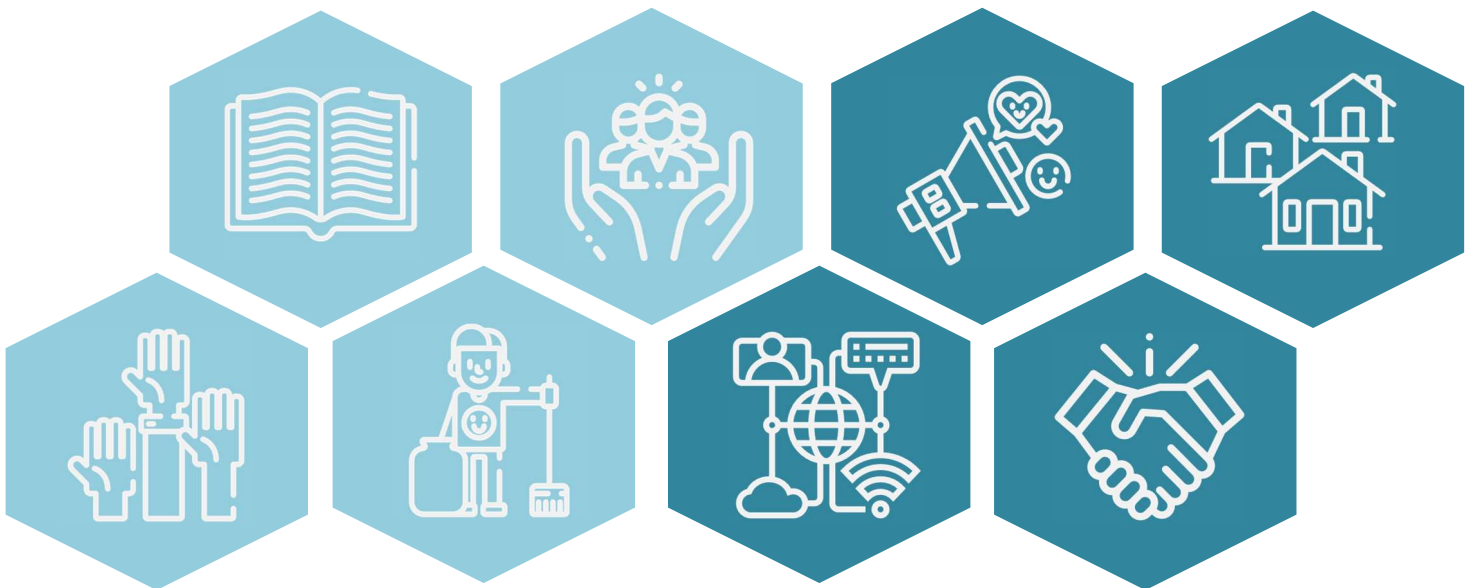
Net Impact For Budget Purposes

\$ (1,581,688)	\$ (1,584,487)	\$ (1,587,387)	\$ (1,589,295)
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*The division does not anticipate any financial impacts due to the COVID-19 pandemic.

2021 APPROVED MULTI-YEAR BUDGET

STRATHCONA COUNTY LIBRARY



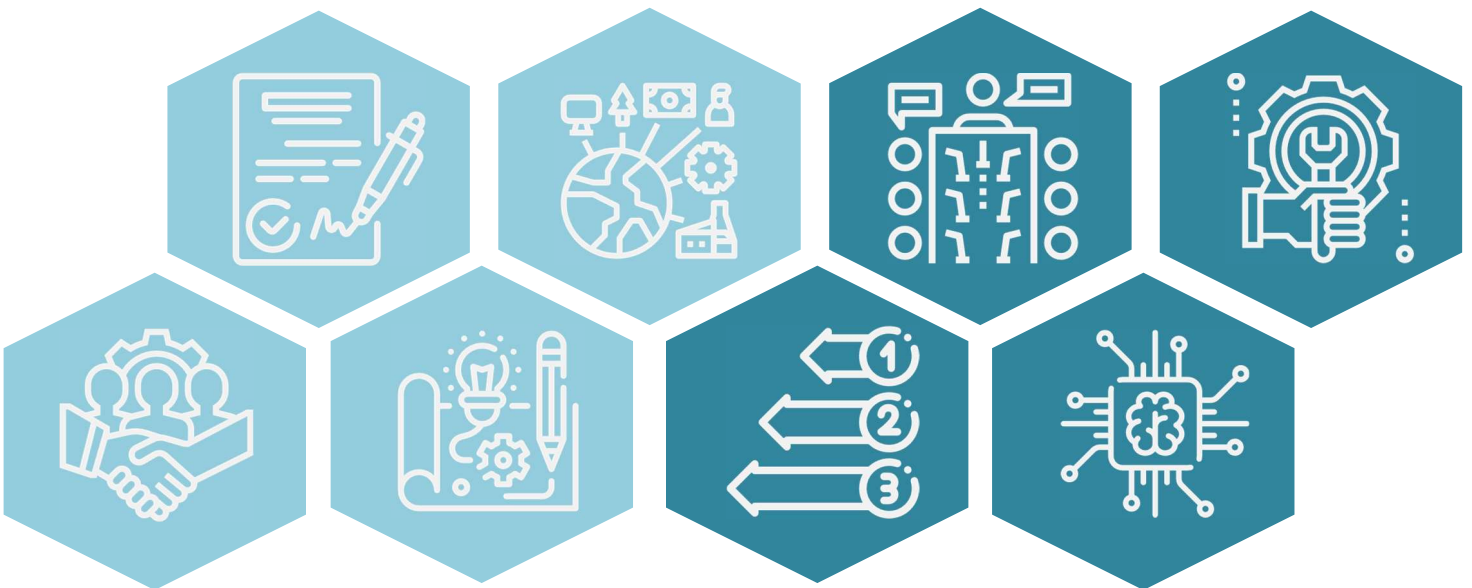
Multiyear Operating Budget Summary

Municipal Library (including COVID impacts)

	2021 Approved Budget	2022 Forecast AIP Budget	2023 Forecast AIP Budget	2024 Forecast AIP Budget
Municipal Library				
500 - Revenue				
110 - Property Taxes	9,946,445	10,091,345	11,068,799	11,280,277
120 - Government Grants	550,563	550,563	550,563	550,563
130 - User Fees & Charges	23,823	28,380	28,437	28,437
145 - Penalties and Fines	12,000	12,000	12,000	12,000
150 - Investment Income	113,234	123,649	125,394	126,131
155 - Other Revenues	152,238	152,238	158,238	158,238
Total 500 - Revenue	10,798,303	10,958,175	11,943,431	12,155,646
600 - Expense				
200 - Salaries & Wages	5,458,452	5,590,406	5,711,744	5,779,194
205 - Employee Benefits	1,269,324	1,321,496	1,352,355	1,381,335
210 - Training & Development	36,352	66,388	99,939	99,939
215 - Business Expenses	15,281	18,081	17,081	17,081
220 - Advertising & Printing	35,375	38,725	38,725	38,725
225 - Professional Services	24,640	14,891	15,147	15,408
235 - Rentals & Leases	10,400	10,400	10,400	10,400
240 - Contracted Services	96,155	103,340	103,757	104,181
245 - Supplies & Materials	676,619	665,864	659,994	659,094
250 - Repairs & Maintenance	37,852	43,910	45,000	46,122
255 - Equipment Purchases	47,150	30,320	32,750	33,900
265 - Telecommunications	13,754	13,754	13,754	13,754
270 - Interest on Debt	772,489	731,545	688,739	643,983
280 - Other Expenses	4,600	4,600	4,600	4,600
281 - Interprogram	794,352	740,195	740,967	741,759
315 - Amortization Expense	1,221,114	1,226,488	1,253,637	1,283,386
Total 600 - Expense	10,513,909	10,620,403	10,788,589	10,872,861
Net Revenues/(Expenses)	284,394	337,772	1,154,842	1,282,785
700 - Non-Operating Items				
405 - From Reserve	9,547	6,000	-	-
410 - To Capital	(538,089)	(545,089)	(545,089)	(545,089)
415 - To Reserve	(82,526)	(90,116)	(885,873)	(999,169)
431 - Long Term Debt Repaid	(894,440)	(935,055)	(977,517)	(1,021,913)
Total 700 - Non-Operating Items	(1,505,508)	(1,564,260)	(2,408,479)	(2,566,171)
Non-Cash Adjustment	1,221,114	1,226,488	1,253,637	1,283,386
Net Impact For Budget Purposes	\$ -	\$ -	\$ -	\$ -

2021 APPROVED MULTI-YEAR BUDGET

CHANGE REQUESTS



2021 Staff Increase Requests

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
Infrastructure and Planning Services Division							
2021-SIR-159	TAS - Seasonal Pest Inspector (beaver control seasonal hours) (2021)	-	1,730	\$ 58,542	\$ 58,542	\$ 58,542	\$ 58,542
Infrastructure and Planning Services Division Total		-	1,730	58,542	58,542	58,542	58,542
Community Services Division							
2021-SIR-156	RPC- Recreation Program Instructor Reclassification Phase I (2021)	-	4125	34,750	34,750	34,750	34,750
Community Services Division Total		-	4,125	34,750	34,750	34,750	34,750
Corporate Services Division							
2021-SIR-39	FAC - Asset Management Admin Support (Temp to Perm) (2021)	1.0	-	-	-	-	-
2021-SIR-158	HR - Wellness Program Coordinator (Temp in Place)(2021)	1.0	-	112,747	111,884	111,884	111,884
Corporate Services Division Total		2.0	-	112,747	111,884	111,884	111,884
Grand Total		2.0	5,855	\$ 206,039	\$ 205,176	\$ 205,176	\$ 205,176

2023 Staff Increase Requests

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
Infrastructure and Planning Services Division							
2021-SIR-160	(AIP) TPE - Traffic Technologist & Liason (2023)	1.0	-	\$ -	\$ -	\$ 101,824	\$ 109,216
2021-SIR-161	(AIP) TPE- Traffic Signal Student (2023)	-	630	-	-	24,712	24,712
Infrastructure and Planning Services Division Total		1.0	630	-	-	126,536	133,928
Grand Total		1.0	630	\$ -	\$ -	\$ 126,536	\$ 133,928

2021 Initiatives

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
Infrastructure and Planning Services Division							
2021-INIT-162	TAS - Drainage Maintenance (2021)	-	-	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
2021-INIT-163	TAS - Software Replacement- Weed Inspection Program (2021)	-	-	75,000	-	-	-
2021-INIT-165	TAS - Astotin Creek Surface Water Study (2021)	-	-	360,000	-	-	-
2021-INIT-167	TAS - Annual Roadway Asphalt Maintenance (2021)	-	3,330	500,000	500,000	500,000	500,000
Infrastructure and Planning Services Division Total		-	3,330	1,685,000	1,250,000	1,250,000	1,250,000
Utilities							
2021-INIT-177	UT - Green Routine - Pay as you throw (2021)	-	-	-	-	-	-
2021-INIT-178	UT - Business Operations & Service Excellence (2021)	-	-	-	-	-	-
Utilities Total		-	-	-	-	-	-
Corporate Services Division							
2021-INIT-175	FAC - Additional Security Guard (2021)	-	-	100,000	100,000	100,000	100,000
Corporate Services Division Total		-	-	100,000	100,000	100,000	100,000
Financial and Strategic Management Division							
2021-INIT-174	PROC - E-Procurement Tool (2021)	-	-	130,000	50,000	50,000	50,000
Financial and Strategic Management Division Total		-	-	130,000	50,000	50,000	50,000
Senior Administration Division							
2021-INIT-176	IA - Indigenous and Cultural Events (2021)	-	-	50,000	50,000	50,000	50,000
Senior Administration Division Total		-	-	50,000	50,000	50,000	50,000
Grand Total		-	3,330	\$ 1,965,000	\$ 1,450,000	\$ 1,450,000	\$ 1,450,000

2022 Inititatives

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
Community Services Division							
2021-INIT-166	(AIP) FCS - Community Cemetery Assessment (2022)	-	-	\$ -	\$ -	\$ -	\$ -
Community Services Division Total		-	-	-	-	-	-
Corporate Services Division							
2021-INIT-179	(AIP) ITS - Community Broadband - RURAL (2022)	-	-	-	-	-	-
Corporate Services Division Total		-	-	-	-	-	-
Financial and Strategic Management Division							
2021-INIT-8	(AIP) CFIN - Business Expense Policy (2022)	-	-	-	-	-	-
2021-INIT-32	(AIP) CP - Program Based Budgeting & Reporting (PGBB) (2022)	-	-	-	837,500	745,000	15,000
Financial and Strategic Management Division Total		-	-	-	837,500	745,000	15,000
Fiscal Services							
2021-INIT-14	(AIP) FIS - Enterprise Risk Management (2022)	-	-	-	100,000	250,000	50,000
Fiscal Services Total		-	-	-	100,000	250,000	50,000
Grand Total		-	-	\$ -	\$ 937,500	\$ 995,000	\$ 65,000

2023 Inititatives

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
Infrastructure and Planning Services Division							
2021-INIT-82	(AIP) TAS - Transportation Tactical Asset Management Plan (2023)	-	-	\$ -	\$ -	\$ 200,000	\$ 20,000
Infrastructure and Planning Services Division Total		-	-	-	-	200,000	20,000
Corporate Services Division							
2021-INIT-67	(AIP) HR - Corporate Learning and Development (2023)	1.0	-	-	-	158,107	160,872
2021-INIT-111	(AIP) ITS - Annual Application Lifecycle (2023)	-	-	-	-	350,000	350,000
Corporate Services Division Total		1.0	-	-	-	508,107	510,872
Grand Total		1.0	-	\$ -	\$ -	\$ 708,107	\$ 530,872

2024 Inititatives

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
Infrastructure and Planning Services Division							
2021-INIT-168	(AIP) TAS - Rural Road Sweeping (2024)	-	-	\$ -	\$ -	\$ -	750,000
2021-INIT-171	(AIP) TPE - South of LEA (Hwy 21 to Rge Rd 222 and Twp Rd 530 to LEA boundary)_FPS (2024)	-	-	-	-	-	153,300
Infrastructure and Planning Services Division Total		-	-	-	-	-	903,300
Grand Total		-	-	\$ -	\$ -	\$ -	903,300

2021 Operating Impacts Of Capital

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
Community Services Division							
2021-OPS-10	AUTO - 1791 - SCT AUTO Mobility Bus Vehicle Expansion (2021)	-	-	\$ 20,000	\$ 40,000	\$ 58,000	\$ 58,000
Community Services Division Total		-	-	20,000	40,000	58,000	58,000
Corporate Services Division							
2021-OPS-38	(BASE) AUTO - 1286 - FAC - Annual Program (2021)	-	-	100,000	100,000	800,000	800,000
2021-OPS-42	AUTO - 2017 FLT - Corporate GPS System (2021)	-	2,730	60,779	(87,150)	(87,150)	(87,150)
2021-OPS-43	AUTO - 2054 ITS - Community Broadband (2021)	-	5,460	836,818	2,347,597	2,090,627	1,836,116
Corporate Services Division Total		-	8,190	997,597	2,360,447	2,803,477	2,548,966
Grand Total		-	8,190	\$ 1,017,597	\$ 2,400,447	\$ 2,861,477	\$ 2,606,966

2024 Operating Impacts Of Capital

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
Community Services Division							
2021-OPS-45	(AIP) AUTO - 1273 - RPC - Open Space Planning (2024)	-	-	\$ -	\$ -	\$ -	\$ 54,000
Community Services Division Total		-	-	-	-	-	54,000
Grand Total		-	-	\$ -	\$ -	\$ -	\$ 54,000

2021 Priority Change Requests

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
Community Services Division							
2021-PCR-1	SCT - Local Change 6 to 6:15 (2021)	-	-	\$ (38,100)	\$ (38,100)	\$ (38,100)	\$ (38,100)
Community Services Division Total		-	-	(38,100)	(38,100)	(38,100)	(38,100)
Grand Total		-	-	\$ (38,100)	\$ (38,100)	\$ (38,100)	\$ (38,100)

2021 COVID Adjustments

Change Request Number	Change Request Name	FTE	2021	2022	2023	2024
Infrastructure and Planning Services Division						
2021-COVID-4	PDS - COVID Revenue Adjustment	-	- \$ 225,000	\$ -	\$ -	-
2021-COVID-5	PDS - COVID Revenue Adjustments	-	- 925,000	-	-	-
Infrastructure and Planning Services Division Total		-	- 1,150,000	-	-	-
Community Services Division						
2021-COVID-2	SCT - COVID Revenue Adjustment	-	- 1,208,761	-	-	-
2021-COVID-6	SCT - Bus Cleaners	-	5,240 139,400	-	-	-
2021-COVID-7	SCES - COVID-19 Impacts	-	- 201,550	-	-	-
2021-COVID-9	RCMP - COVID Revenue impacts	-	- 150,000	-	-	-
2021-COVID-11	SCES - Corporate PPE & Cleaning Supplies	-	1,820 1,051,123	-	-	-
2021-COVID-12	FCS - COVID Cleaning Supplies	-	- 1,600	-	-	-
2021-COVID-13	RPC - Extra COVID PPE	-	- 31,500	-	-	-
Community Services Division Total		-	- 7,060 2,783,934	-	-	-
Corporate Services Division						
2021-COVID-1	LLS - Contingency for Election	-	- 15,000	-	-	-
2021-COVID-3	FAC Additional Facility Cleaning and Loss of Revenue	-	- 1,025,720	-	-	-
Corporate Services Division Total		-	- 1,040,720	-	-	-
Financial and Strategic Management Division						
2021-COVID-8	FIN - Temporary APay Support Role	-	1,456 56,411	-	-	-
Financial and Strategic Management Division Total		-	- 1,456 56,411	-	-	-
Senior Administration Division						
2021-COVID-14	COMC - Temp staff for COVID	-	910 64,882	-	-	-
Senior Administration Division Total		-	- 910 64,882	-	-	-
Grand Total		-	- 9,426 \$ 5,095,947	\$ -	\$ -	\$ -

2021 APPROVED MULTI-YEAR BUDGET

CAPITAL BUDGET





2021 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 2021 Approved 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 2021 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 is the 2021 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 2021 Approved 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

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

**2021 - 2025 Approved & Approved in Principle Capital Funding Plan
(Non Cash Flow)**

Funding Source	Total Funding	2021	2022	2023	2024	2025
Tax Levy	15,323,411	-	15,323,411	-	-	-
Reserves						
Municipal	152,642,876	24,226,908	27,445,149	27,143,561	30,162,035	43,665,223
Utilities	18,554,792	2,591,000	3,189,900	3,170,600	4,536,425	5,066,867
Total Reserves	171,197,668	26,817,908	30,635,049	30,314,161	34,698,460	48,732,090
Grants						
MSI - Capital	90,832,175	24,730,000	17,900,000	14,050,000	11,876,000	22,276,175
Gas Tax Fund	29,239,385	6,517,950	5,863,000	5,350,075	6,187,860	5,320,500
Other	5,781,131	250,000	1,261,480	988,650	1,680,455	1,600,546
Total Grants	125,852,691	31,497,950	25,024,480	20,388,725	19,744,315	29,197,221
Developer Levy	34,949,683	-	33,995,000	100,425	-	854,258
User Rates	6,405,000	-	6,405,000	-	-	-
Other	5,392,749	579,326	545,089	545,089	854,089	2,869,156
GRAND TOTAL	359,121,202	58,895,184	111,928,029	51,348,400	55,296,864	81,652,725

Open Capital

Planned Spend as at August 31, 2020

	2020	2021	2022	2023	2024	2025	2026+	Total
Buildings	12,094,109	60,241,136	26,647,135	-	-	102,606	-	99,084,986
Electronic Hardware / Software	2,211,973	12,965,961	1,007,000	600,000	-	-	-	16,784,934
Machinery & Equipment	699,691	1,329,483	50,000	50,000	-	-	-	2,129,174
Parks & Open Space	1,618,581	1,966,547	478,827	38,173	-	-	-	4,102,128
Roadway Infrastructure	30,325,682	8,390,809	2,840,616	906,678	68,500	-	-	42,532,285
Utilities	343,611	4,678,625	775,841	128,000	-	-	-	5,926,077
Vehicles	1,537,300	6,616,487	-	-	-	-	-	8,153,787
Land	2,589,969	3,150,000	-	-	-	-	-	5,739,969
GRAND TOTAL	51,420,916	99,339,048	31,799,419	1,722,851	68,500	102,606	-	184,453,340

Specific Considerations*

	2020	2021	2022	2023	2024	2025	2026+	Total
Projects in FAC**	368,105	311,827	10,000	-	-	-	-	689,932
North of Yellowhead projects	3,220,881	6,754,329	1,538,307	125,000	-	-	-	11,638,517
Multi-Purpose Ag Facility	647,410	31,000,000	18,000,000	-	-	-	-	49,647,410
Total Specific Considerations	4,236,396	38,066,156	19,548,307	125,000	-	-	-	61,975,859

2021 - 2025 Recommended Capital Plan

Planned Spend

	2021	2022	2023	2024	2025	2026+	Total
Buildings	3,900,000	6,710,000	4,250,000	7,462,800	4,616,953	1,150,000	28,089,753
Electronic Hardware / Software	2,021,206	2,546,282	1,732,978	1,943,121	1,729,643	-	9,973,230
Machinery & Equipment	2,292,178	5,906,645	2,980,566	3,643,930	3,450,472	-	18,273,791
Parks & Open Space	1,980,000	1,850,000	1,850,000	1,850,000	1,850,000	-	9,380,000
Roadway Infrastructure	30,870,400	30,575,400	30,535,400	30,530,400	47,620,174	11,936,000	182,067,774
Utilities	1,922,700	33,592,696	20,383,833	5,547,616	3,131,022	2,158,912	66,736,779
Vehicles	6,736,700	7,346,190	7,959,456	9,227,163	10,830,366	-	42,099,875
Land	-	2,500,000	-	-	-	-	2,500,000
GRAND TOTAL	49,723,184	91,027,213	69,692,233	60,205,030	73,228,630	15,244,912	359,121,202

2021 - 2025 Recommended Capital Plan & Open Capital

Planned Spend

	2020	2021	2022	2023	2024	2025	2026+	Total
Buildings	12,094,109	64,141,136	33,357,135	4,250,000	7,462,800	4,719,559	1,150,000	127,174,739
Electronic Hardware / Software	2,211,973	14,987,167	3,553,282	2,332,978	1,943,121	1,729,643	-	26,758,164
Machinery & Equipment	699,691	3,621,661	5,956,645	3,030,566	3,643,930	3,450,472	-	20,402,965
Parks & Open Space	1,618,581	3,946,547	2,328,827	1,888,173	1,850,000	1,850,000	-	13,482,128
Roadway Infrastructure	30,325,682	39,261,209	33,416,016	31,442,078	30,598,900	47,620,174	11,936,000	224,600,059
Utilities	343,611	6,601,325	34,368,537	20,511,833	5,547,616	3,131,022	2,158,912	72,662,856
Vehicles	1,537,300	13,353,187	7,346,190	7,959,456	9,227,163	10,830,366	-	50,253,662
Land	2,589,969	3,150,000	2,500,000	-	-	-	-	8,239,969
GRAND TOTAL	51,420,916	149,062,232	122,826,632	71,415,084	60,273,530	73,331,236	15,244,912	543,574,542

*Specific considerations values are already included within the Open Capital totals above.

**A Final Acceptance Certificate (FAC) is a certification system work process that is issued by an owner to a contractor after successfully completed the final acceptance criteria including all the contractual obligations and requirements.

2021 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Buildings								
Bldgs - A Buildings Annual Program								
AUTO - 1286 - (AIP) FAC - Annual Program - Facility Capital Lifecycle (2021)	3,000,000	-	3,000,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1383 - (AIP) TAS - Annual Program - Parking Lot Rehab (2021)	600,000	-	600,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
Total: Bldgs - A Buildings Annual Program	3,600,000	-	3,600,000	-	-	-	-	
Bldgs - G Buildings Growth								
AUTO - 1789 - (AIP) RPC - Indoor Fieldhouse - Design (2021)	5,000,000	-	5,000,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: Bldgs - G Buildings Growth	5,000,000	-	5,000,000	-	-	-	-	
Total: Buildings	8,600,000	-	8,600,000	-	-	-	-	
Electronic Hardware/Software								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1311 - (AIP) ITS - Annual Program Corporate Infrastructure Replacement (2021)	1,565,092	-	1,565,092	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1367 - (AIP) LIB - Annual Program IT Infrastructure Replacement (2021)	51,914	-	51,914	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1552 - (AIP) UT - Annual Program - IT Infrastructure Replacement - Utilities (2021)	45,000	-	45,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: HwdSft - A Electronic Hardware/Software Annual Program	1,662,006	-	1,662,006	-	-	-	-	
HwdSft - R Hardware/Software Rehab/Replacement								
AUTO - 2056 - (AIP) LIB - Purchase and install Biblioweb software (2021)	41,200	-	41,200	-	-	-	-	1.4518 - SCL Equipment
Total: HwdSft - R Electronic Hardware/Software Rehab/Replacement	41,200	-	41,200	-	-	-	-	
HwdSft - V Hardware/Software Value Added								
AUTO - 2015 - (AIP) ITS - Disaster Recovery (2021)	120,000	-	120,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
AUTO - 2017 - FLT - Corporate GPS System (2021)	225,000	-	225,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: HwdSft - V Hardware/Software Value Added	345,000	-	345,000	-	-	-	-	
Total: Electronic Hardware/Software	2,048,206	-	2,048,206	-	-	-	-	

2021 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Machinery & Equipment								
ME - A Machinery & Equipment Annual Program								
AUTO - 1117 - (AIP) RPC - Annual Program - Recreation Equipment (2021)	571,600	-	571,600	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1247 - (AIP) SCES - Annual Program - Equipment Replacement (2021)	420,000	-	420,000	-	-	-	-	1.3800.3428 - SCES Lifecycle Reserve
AUTO - 1362 - (AIP) LIB - Annual Program - Library Collection Replacement (2021)	550,578	-	12,489	-	-	-	538,089	1791L - Library Contribution to Capital
AUTO - 1551 - (AIP) UT - Annual Program - Water Meter / Radio Frequency (2021)	500,000	-	500,000	-	-	-	-	1.4525 - SCL Future Projects Reserve
Total: ME - A Machinery & Equipment	2,042,178	-	1,504,089	-	-	-	538,089	11.4440.5 - UT Future Water Capital
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 2058 - FAC - Millennium Place - Facility Wide Paging and Network Upgrade (2021)	250,000	-	250,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
Total: ME - R Machinery & Equipment Rehab/Replacement	250,000	-	250,000	-	-	-	-	
Total: Machinery & Equipment Program Parks & Open Space Development	2,292,178	-	1,754,089	-	-	-	538,089	
POSD - A Parks & Open Space Development Annual Program								
AUTO - 1119 - (AIP) RPC - Annual Program - Parks Infrastructure Lifecycle (2021)	850,000	-	850,000	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
Total: POSD - A Parks & Open Space Development Annual Program	850,000	-	850,000	-	-	-	-	
POSD - R Parks & Open Space Development Rehab/Replacement								
AUTO - 1270 - (AIP) RPC - Open Space Planning (2021)	1,000,000	-	1,000,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: POSD - R Parks & Open Space Development Rehab/Replacement	1,000,000	-	1,000,000	-	-	-	-	
POSD - V Parks & Open Space Development Value Added								
AUTO - 2060 - FAC - Ministik School Picnic Gazebo (2021)	130,000	-	130,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: POSD - V Parks & Open Space Development Value Added	130,000	-	130,000	-	-	-	-	
Total: Program Parks & Open Space Development	1,980,000	-	1,980,000	-	-	-	-	

2021 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Roadway Infrastructure								
RI - A Roadway Infrastructure Annual Program								
AUTO - 1373 - (AIP) TAS - Annual Program - Urban Roads Rehab (2021)	12,800,000	-	1,280,000	11,520,000	-	-	-	1.3800.4266 - Annual Urban Arterial Roads 1.3430.122 - MSI Capital
AUTO - 1378 - (AIP) TAS - Annual Program - Asphalt Trail Rehab (2021)	175,000	-	175,000	-	-	-	-	1.3800.4262 - Annual Trail Rehab
AUTO - 1393 - (AIP) TAS - Annual Program - Rural Road Rehab (2021)	5,500,000	-	1,500,000	4,000,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital 1.3430.130 - Gas Tax Fund
AUTO - 1399 - (AIP) TPE - Annual Program Traffic & Pedestrian Safety Improvements (2021)	600,000	-	600,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1404 - (AIP) TPE - Annual Program Traffic Signal / Intersection Replacements (2021)	830,400	-	830,400	-	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection
AUTO - 1409 - (AIP) TPE - Annual Program Bridge Replacement Project (2021)	2,110,000	-	211,000	1,899,000	-	-	-	1.3800.4267 - Annual Bridge Rehab 1.3430.130 - Gas Tax Fund
AUTO - 1414 - (AIP) TPE - Annual Program Sidewalk Missing Links (2021)	595,000	-	595,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
Total: RI - A Roadway Infrastructure Annual Program	22,610,400	-	5,191,400	17,419,000	-	-	-	
RI - G Roadway Infrastructure Growth								
AUTO - 1321 - (AIP) TPE - SHP - Broadway Blvd and Broadview Dr Roundabout_C (2021)	500,000	-	8,763	450,000	-	-	41,237	1.3430.130 - Gas Tax Fund 1.3773.4266 - Capital Projects Reserve
AUTO - 2034 - TPE - SHP - Sherwood Dr, Granada Blvd Intersection Improvements_D (2021)	305,000	-	30,500	274,500	-	-	-	1808 - Developer Contribution 1.3430.130 - Gas Tax Fund 1.3773.4266 - Capital Projects Reserve
Total: RI - G Roadway Infrastructure Growth	805,000	-	39,263	724,500	-	-	41,237	
RI - R Roadway Infrastructure Rehab/Replacement								
AUTO - 2059 - TAS - RUR - Class II Improvements - Rge Rd 210, Twp Rd 550 to Hwy 15 (2021)	8,900,000	-	890,000	8,010,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital
AUTO - 2061 - TAS - Gravel Road Rehabilitation (2021)	3,000,000	-	300,000	2,700,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital
Total: RI - R Roadway Infrastructure Rehab/Replacement	11,900,000	-	1,190,000	10,710,000	-	-	-	
Total: Roadway Infrastructure	35,315,400	-	6,420,663	28,853,500	-	-	41,237	

2021 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Utilities								
UI - A Utilities Infrastructure Annual Program								
AUTO - 1547 - (AIP) UT - Annual Program - Rollout Carts (2021)	160,700	-	160,700	-	-	-	-	11.4440.3 - UT Refuse Management Capital
AUTO - 1549 - (AIP) UT - Annual Program - Hydrant / Valve Replacement (2021)	500,000	-	500,000	-	-	-	-	11.4440.5 - UT Future Water Capital
AUTO - 1716 - (AIP) UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2021)	612,000	-	612,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: UI - A Utilities Infrastructure Annual Program	1,272,700	-	1,272,700	-	-	-	-	
UI - G Utilities Infrastructure Growth								
AUTO - 2044 - UT - Northern Bear Booster Station Upgrade (2021)	500,000	-	500,000	-	-	-	-	11.4440.5 - UT Future Water Capital
Total: UI - G Utilities Infrastructure Growth	500,000	-	500,000	-	-	-	-	
UI - R Utilities Infrastructure Rehab/Replacement								
AUTO - 1707 - (AIP) UT - Annual Program - Asbestos Removal and Abatement (2021)	150,000	-	150,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: UI - R Utilities Infrastructure Rehab/Replacement	150,000	-	150,000	-	-	-	-	
Total: Utilities	1,922,700	-	1,922,700	-	-	-	-	

2021 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Vehicles								
Veh - A Vehicles Annual Program								
AUTO - 1216 - (AIP) FLT - Annual Program Vehicle & Equipment Fleet Replacements (2021)	2,661,900	-	2,661,900	-	-	-	-	1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1299 - (AIP) FLT - Annual Program Transit Replacements (2021)	2,535,500	-	253,550	2,281,950	-	-	-	1.3800.4151 - SCT Fleet Replacement 1.3430.130 - Gas Tax Fund
AUTO - 1550 - (AIP) UT - Annual Program - Utilities Fleet Addition & Replacement (2021)	123,300	-	123,300	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1863 - (AIP) FLT - Annual Program Transit Capital Refurb (2021)	611,000	-	611,000	-	-	-	-	1.3800.4151 - SCT Fleet Replacement
AUTO - 1867 - (AIP) FLT - Annual Program Vehicle & Equipment Capital Refurb (2021)	375,000	-	375,000	-	-	-	-	1.3800.4134 - Vehicle Fleet & Equipment Replacement
Total: Veh - A Vehicles Annual Program	6,306,700	-	4,024,750	2,281,950	-	-	-	
Veh - G Vehicles Growth								
AUTO - 1791 - (AIP) SCT - Mobility Bus Vehicle Expansion (2021)	375,000	-	12,500	362,500	-	-	-	1.3800.4151 - SCT Fleet Replacement 1.3430.130 - Gas Tax Fund 1.3430.137 - Small Communities Fund
AUTO - 2033 - TAS - ROWMgmt Fleet Acquisition (2021)	55,000	-	55,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: Veh - G Vehicles Growth	430,000	-	67,500	362,500	-	-	-	
Total: Vehicles	6,736,700	-	4,092,250	2,644,450	-	-	-	
GRAND TOTAL	58,895,184	-	26,817,908	31,497,950	-	-	579,326	

2022 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Buildings								
Bldgs - A Buildings Annual Program								
AUTO - 1287 - (AIP) FAC - Annual Program - Facility Capital Lifecycle (2022)	2,750,000	-	2,750,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1384 - (AIP) TAS - Annual Program - Parking Lot Rehab (2022)	510,000	-	510,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
Total: Bldgs - A Buildings Annual Program	3,260,000	-	3,260,000	-	-	-	-	
Total: Buildings	3,260,000	-	3,260,000	-	-	-	-	
Electronic Hardware/Software								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1312 - (AIP) ITS - Annual Program - Corporate Infrastructure Replacement (2022)	2,410,935	-	2,410,935	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1368 - (AIP) LIB - Annual Program - IT Infrastructure Replacement (2022)	68,347	-	68,347	-	-	-	-	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
Total: HwdSft - A Electronic Hardware/Software Annual Program	2,519,282	-	2,519,282	-	-	-	-	
Total: Electronic Hardware/Software	2,519,282	-	2,519,282	-	-	-	-	
Land Development								
Land - G Land Development Growth								
AUTO - 1485 - SCES - Emergency Services Station Cambrian Crossing- Aquisition of land (2022)	2,500,000	-	2,500,000	-	-	-	-	1.3803 - General Land
Total: Land - G Land Development Growth	2,500,000	-	2,500,000	-	-	-	-	
Total: Land Development	2,500,000	-	2,500,000	-	-	-	-	

2022 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Machinery & Equipment								
ME - A Machinery & Equipment Annual Program								
AUTO - 1193 - (AIP) RPC - Annual Program - Recreation Equipment (2022)	466,117	-	466,117	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1363 - (AIP) LIB - Annual Program - Library Collection Replacement (2022)	545,089	-	-	-	-	-	545,089	1791L - Library Contribution to Capital
AUTO - 1584 - (AIP) UT - Annual Program - Water Meter / Radio Frequency (2022)	1,600,000	-	1,600,000	-	-	-	-	11.4440.5 - UT Future Water Capital
AUTO - 1278 - (AIP) SCES - Annual Program - Equipment Replacement (2022)	2,690,000	-	690,000	2,000,000	-	-	-	1.3800.3428 - SCES Lifecycle 1.3430.122 - MSI Capital
Total: ME - A Machinery & Equipment	5,301,206	-	2,756,117	2,000,000	-	-	545,089	
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 1848 - (AIP) LIB - Replace Radio	185,658	-	185,658	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1463 - (AIP) LIB - Replace Book Return Bin (2022)	11,139	-	11,139	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1853 - (AIP) LIB - Replace Furniture - Chairs/Stools (2022)	218,642	-	218,642	-	-	-	-	1.4521 - SCL Furniture & Fixture Lifecycle
Total: ME - R Machinery & Equipment	415,439	-	415,439	-	-	-	-	
ME - R Machinery & Equipment Value Added								
AUTO - 2051 - FLT - Fire Pump Tester (2022)	190,000	-	190,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: ME - R Machinery & Equipment Rehab/Replacement	190,000	-	190,000	-	-	-	-	
Total: Machinery & Equipment Program Parks & Open Space Development	5,906,645	-	3,361,556	2,000,000	-	-	545,089	
POSD - A Parks & Open Space Development Annual Program								
AUTO - 1120 - (AIP) RPC - Annual Program - Parks Infrastructure Lifecycle (2022)	850,000	-	850,000	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
Total: POSD - A Parks & Open Space Development Annual Program	850,000	-	850,000	-	-	-	-	
POSD - R Parks & Open Space Development Rehab/Replacement								
AUTO - 1271 - (AIP) RPC - Open Space Planning (2022)	1,000,000	-	1,000,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: POSD - R Parks & Open Space Development Rehab/Replacement	1,000,000	-	1,000,000	-	-	-	-	
Total: Program Parks & Open Space Development	1,850,000	-	1,850,000	-	-	-	-	

2022 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Roadway Infrastructure								
RI - A Roadway Infrastructure Annual Program								
AUTO - 1374 - (AIP) TAS - Annual Program - Urban Roads Rehab (2022)	13,500,000	-	3,500,000	10,000,000	-	-	-	1.3800.4266 - Annual Urban Arterial Roads 1.3430.122 - MSI Capital
AUTO - 1379 - (AIP) TAS - Annual Program - Asphalt Trail Rehab (2022)	175,000	-	175,000	-	-	-	-	1.3800.4262 - Annual Trail Rehab
AUTO - 1394 - (AIP) TAS - Annual Program - Rural Road Rehab (2022)	8,000,000	-	800,000	7,200,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.130 - Gas Tax Fund 1.3430.122 - MSI Capital
AUTO - 1400 - (AIP) TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2022)	600,000	-	600,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1405 - TPE - Annual Traffic Signal / Intersection Replacements (2022)	830,400	-	830,400	-	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection
AUTO - 1410 - (AIP) TPE - Annual Project - Bridge Replacement Project (2022)	2,070,000	-	207,000	1,863,000	-	-	-	1.3800.4267 - Annual Bridge Rehab 1.3430.130 - Gas Tax Fund
AUTO - 1415 - (AIP) TPE - Annual Program - Sidewalk Missing Links (2022)	595,000	-	595,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
Total: RI - A Roadway Infrastructure Annual Program	25,770,400	-	6,707,400	19,063,000	-	-	-	
RI - G Roadway Infrastructure Growth								
AUTO - 1904 - (AIP) TPE - WYE - Rge Rd 233, Ash St to Balmoral Way_L (2022)	3,000,000	-	300,000	2,700,000	-	-	-	1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital
Total: RI - G Roadway Infrastructure Growth	3,000,000	-	300,000	2,700,000	-	-	-	
Total: Roadway Infrastructure	28,770,400	-	7,007,400	21,763,000	-	-	-	

2022 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
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 - 2019 - UTL - North of Yellowhead Water (2022)	9,900,000	-	-	-	9,900,000	-	-	- 1.4747 - North of Yellowhead Water Line Note: to be interim financed from 11.4440.6
AUTO - 2022 - UTL - North of Yellowhead Wastewater (2022)	30,500,000	-	-	-	24,095,000	6,405,000	-	- 1.4777 - North of Yellowhead Trunk Line 1815U - Debenture Financing Utilities Note: to be interim financed from 11.4440.6
Total: UI - G Utilities Infrastructure Growth	57,426,012	15,323,411	1,702,601	-	33,995,000	6,405,000	-	
Total: Utilities	58,714,512	15,323,411	2,991,101	-	33,995,000	6,405,000	-	

2022 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Vehicles								
Veh - A Vehicles Annual Program								
AUTO - 1217 - (AIP) FLT - Annual Program Vehicle & Equipment Fleet Replacements (2022)	2,689,590	-	2,689,590	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1300 - (AIP) FLT - Annual Program Transit Replacements (2022)	3,153,700	-	1,892,220	1,261,480	-	-	-	- 1.3800.4151 - SCT Fleet Replacement 1.3430.149 - ICIP - Investing in Canada
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	-	-	-	-	- 1.3800.4151 - SCT Fleet Replacement
AUTO - 1868 - (AIP) FLT - Annual Program Vehicle & Equipment Capital Refurb (2022)	107,000	-	107,000	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
Total: Veh - A Vehicles Annual Program	6,903,190	-	5,641,710	1,261,480	-	-	-	
Veh - G Vehicles Growth								
AUTO - 1197 - (AIP) RPC - Fleet Addition (Parks Branch Mowers) (2022) (Part of approved Initiative)	54,000	-	54,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
AUTO - 1787 - (AIP) FLT - Replace Recycled Fleet Program (2022)	1,450,000	-	1,450,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
Total: Veh - G Vehicles Growth	1,504,000	-	1,504,000	-	-	-	-	
Total: Vehicles	8,407,190	-	7,145,710	1,261,480	-	-	-	
GRAND TOTAL	111,928,029	15,323,411	30,635,049	25,024,480	33,995,000	6,405,000	545,089	

2023 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Buildings								
Bldgs - A Buildings Annual Program								
AUTO - 1288 - (AIP) FAC - Annual Program - Facility Capital Lifecycle (2023)	1,800,000	-	1,800,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1385 - (AIP) TAS - Annual Program - Parking Lot Rehab (2023)	600,000	-	600,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
Total: Bldgs - A Buildings Annual Program	2,400,000	-	2,400,000	-	-	-	-	
Bldgs - G Buildings Growth								
AUTO - 860 - (AIP) TAS - Agriculture Services Shop - Bremner Site (2023)	5,000,000	-	500,000	4,500,000	-	-	-	1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital
Total: Bldgs - G Buildings Growth	5,000,000	-	500,000	4,500,000	-	-	-	
Total: Buildings	7,400,000	-	2,900,000	4,500,000	-	-	-	
Electronic Hardware/Software								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1313 - (AIP) ITS - Annual Program - Corporate Infrastructure Replacement (2023)	1,626,111	-	1,626,111	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1369 - (AIP) LIB - Annual Program - IT Infrastructure Replacement (2023)	66,867	-	66,867	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1590 - (AIP) UT - Annual Program - IT Infrastructure Replacement - Utilities (2023)	40,000	-	40,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: HwdSft - A Electronic Hardware/Software Annual Program	1,732,978	-	1,732,978	-	-	-	-	
Total: Electronic Hardware/Software	1,732,978	-	1,732,978	-	-	-	-	

2023 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Machinery & Equipment								
ME - A Machinery & Equipment Annual Program								
AUTO - 1194 - (AIP) RPC - Annual Program - Recreation Equipment (2023)	505,123	-	505,123	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1364 - (AIP) LIB - Annual Program - Library Collection Replacement (2023)	545,089	-	-	-	-	-	545,089	1791L - Library Contribution to Capital
AUTO - 1585 - (AIP) UT - Annual Program - Water Meter / Radio Frequency (2023)	1,600,000	-	1,600,000	-	-	-	-	11.4440.5 - UT Future Water Capital
Total: ME - A Machinery & Equipment	2,650,212	-	2,105,123	-	-	-	545,089	
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 1462 - (AIP) LIB - Replace Radio Frequency Ident. (RFID) Equipment (2023)	48,397	-	48,397	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1854 - (AIP) LIB - Replace Furniture - Chairs/Stools (2023)	231,957	-	231,957	-	-	-	-	1.4521 - SCL Furniture & Fixture Lifecycle
Total: ME - R Machinery & Equipment	280,354	-	280,354	-	-	-	-	
ME - R Machinery & Equipment Value Added								
AUTO - 2009 - (AIP) TAS - Livestock Emergency Response Equipment (2023)	50,000	-	50,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: ME - R Machinery & Equipment Rehab/Replacement	50,000	-	50,000	-	-	-	-	
Total: Machinery & Equipment Program Parks & Open Space Development	2,980,566	-	2,435,477	-	-	-	545,089	
POSD - A Parks & Open Space Development Annual Program								
AUTO - 1121 - (AIP) RPC - Annual Program - Parks Infrastructure Lifecycle (2023)	850,000	-	850,000	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
Total: POSD - A Parks & Open Space Development Annual Program	850,000	-	850,000	-	-	-	-	
POSD - R Parks & Open Space Development Rehab/Replacement								
AUTO - 1272 - (AIP) RPC - Open Space Planning (2023)	1,000,000	-	1,000,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: POSD - R Parks & Open Space Development Rehab/Replacement	1,000,000	-	1,000,000	-	-	-	-	
Total: Program Parks & Open Space Development	1,850,000	-	1,850,000	-	-	-	-	

2023 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Roadway Infrastructure								
RI - A Roadway Infrastructure Annual Program								
AUTO - 1375 - (AIP) TAS - Annual Program - Urban Roads Rehab (2023)	13,700,000	-	6,850,000	6,850,000	-	-	-	1.3800.4266 - Annual Urban Arterial Road 1.3430.122 - MSI Capital
AUTO - 1380 - (AIP) TAS - Annual Program - Asphalt Trail Rehab (2023)	200,000	-	200,000	-	-	-	-	1.3800.4262 - Annual Trail Rehab
AUTO - 1395 - (AIP) TAS - Annual Program - Rural Road Rehab (2023)	6,600,000	-	3,800,000	2,800,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.130 - Gas Tax Fund
AUTO - 1401 - (AIP) TPE - Annual Program Traffic & Pedestrian Safety Improvements	600,000	-	600,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1406 - (AIP) TPE - Annual Program Traffic Signal / Intersection Replacements (2023)	830,400	-	830,400	-	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection
AUTO - 1411 - (AIP) TPE - Annual Program Bridge Replacement Project (2023)	1,970,000	-	197,000	1,773,000	-	-	-	1.3800.4267 - Annual Bridge Rehab 1.3430.130 - Gas Tax Fund
AUTO - 1416 - (AIP) TPE - Annual Program Sidewalk Missing Links (2023)	595,000	-	595,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
Total: RI - A Roadway Infrastructure Annual Program	24,495,400	-	13,072,400	11,423,000	-	-	-	
RI - G Roadway Infrastructure Growth								
AUTO - 1160 - (AIP) TPE - WYE- Rge Rd 231, Wye Rd to Hillshire Blvd_DLU (2023)	975,000	-	97,500	777,075	100,425	-	-	1.4714 - South of Wye - Arterial Urban Upgrade 1.3430.130 - Gas Tax Fund 1.3773.4266 - Capital Projects Reserve
AUTO - 2053 - TPE - SHP - Sherwood Dr, Granada Blvd Intersection Improvements_LUC (2023)	3,000,000	-	300,000	2,700,000	-	-	-	1.3430.122 - MSI Capital 1.3773.4266 - Capital Projects Reserve
Total: RI - G Roadway Infrastructure Growth	3,975,000	-	397,500	3,477,075	100,425	-	-	
Total: Roadway Infrastructure	28,470,400	-	13,469,900	14,900,075	100,425	-	-	
Utilities								
UI - A Utilities Infrastructure Annual Program								
AUTO - 1565 - (AIP) UT - Annual Program Rollout Carts (2023)	221,000	-	221,000	-	-	-	-	11.4440.3 - UT Refuse Management Capital
AUTO - 1575 - (AIP) UT - Annual Program Hydrant / Valve Replacement (2023)	500,000	-	500,000	-	-	-	-	11.4440.5 - UT Future Water Capital
AUTO - 1718 - (AIP) UT - Annual Program Infrastructure Renewal - Utilities Lifecycle Management (2023)	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	1,321,000	-	1,321,000	-	-	-	-	
Total: Utilities	1,321,000	-	1,321,000	-	-	-	-	

2023 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Vehicles								
Veh - A Vehicles Annual Program								
AUTO - 1218 - (AIP) FLT - Annual Program Vehicle & Equipment Fleet Replacements (2023)	3,124,280	-	3,124,280	-	-	-	-	1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1301 - (AIP) FLT - Annual Program Transit Replacements (2023)	2,472,076	-	1,483,426	988,650	-	-	-	1.3800.4151 - SCT Fleet Replacement 1.3430.149 - ICIP - Investing in Canada
AUTO - 1580 - (AIP) UT - Annual Program - Utilities Fleet Addition & Replacement (2023)	209,600	-	209,600	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1865 - (AIP) FLT - Annual Program Transit Capital Refurb (2023)	691,500	-	691,500	-	-	-	-	1.3800.4151 - SCT Fleet Replacement
AUTO - 1869 - (AIP) FLT - Annual Program Vehicle & Equipment Capital Refurb (2023)	250,000	-	250,000	-	-	-	-	1.3800.4134 - Vehicle Fleet & Equipment Replacement
Total: Veh - A Vehicles Annual Program	6,747,456	-	5,758,806	988,650	-	-	-	
Veh - G Vehicles Growth								
AUTO - 2043 - TAS - Fleet Additions - Tandem sanders 2 units (2023)	750,000	-	750,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
AUTO - 2004 - (AIP) FAC - Vehicles for Maintenance Operations (2023)	96,000	-	96,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: Veh - G Vehicles Growth	846,000	-	846,000	-	-	-	-	
Total: Vehicles	7,593,456	-	6,604,806	988,650	-	-	-	
GRAND TOTAL	51,348,400	-	30,314,161	20,388,725	100,425	-	545,089	

2024 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Buildings								
Bldgs - A Buildings Annual Program								
AUTO - 1289 - (AIP) FAC - Annual Program - Facility Capital Lifecycle (2024)	3,800,000	-	3,800,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1386 - (AIP) TAS - Annual Program - Parking Lot Rehab (2024)	550,000	-	550,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
Total: Bldgs - A Buildings Annual Program	4,350,000	-	4,350,000	-	-	-	-	
Bldgs - G Buildings Growth								
AUTO - 1629 - (AIP) FAC - RCMP and ES North Parking Lot Paving and Drainage (2024)	977,050	-	977,050	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: Bldgs - G Buildings Growth	977,050	-	977,050	-	-	-	-	
Total: Buildings	5,327,050	-	5,327,050	-	-	-	-	
Electronic Hardware/Software								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1314 - (AIP) ITS - Annual Program Corporate Infrastructure Replacement (2024)	1,820,393	-	1,820,393	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1370 - (AIP) LIB - Annual Program IT Infrastructure Replacement (2024)	82,728	-	82,728	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1591 - (AIP) UT - Annual Program IT Infrastructure Replacement - Utilities (2024)	40,000	-	40,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: HwdSft - A Electronic Hardware/Software Annual Program	1,943,121	-	1,943,121	-	-	-	-	
Total: Electronic Hardware/Software	1,943,121	-	1,943,121	-	-	-	-	

2024 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Machinery & Equipment								
ME - A Machinery & Equipment Annual Program								
AUTO - 1195 - (AIP) RPC - Annual Program - Recreation Equipment (2024)	490,644	-	490,644	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1250 - (AIP) SCES - Annual Program - Equipment Replacement (2024)	125,000	-	125,000	-	-	-	-	1.3800.3428 - SCES Lifecycle
AUTO - 1365 - (AIP) LIB - Annual Program - Library Collection Replacement (2024)	545,089	-	-	-	-	-	545,089	1791L - Library Contribution to Capital
AUTO - 1586 - (AIP) UT - Annual Program - Water Meter / Radio Frequency (2024)	1,600,000	-	1,600,000	-	-	-	-	11.4440.5 - UT Future Water Capital
Total: ME - A Machinery & Equipment	2,760,733	-	2,215,644	-	-	-	545,089	
ME - G Machinery & Equipment Growth								
00278 - (AIP) TAS - Sidewalk & Trail Clearing Machine (2024)	250,000	-	250,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: ME - G Machinery & Equipment Growth	250,000	-	250,000	-	-	-	-	
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 1555 - LIB - Replace Furniture - Upholstered (2024)	-	-	-	-	-	-	-	1.4521 - SCL Furniture & Fixture Lifecycle
AUTO - 1855 - (AIP) LIB - Replace Furniture - Chairs/Stools (2024)	343,197	-	343,197	-	-	-	-	1.4521 - SCL Furniture & Fixture Lifecycle
Total: ME - R Machinery & Equipment	343,197	-	343,197	-	-	-	-	
ME - R Machinery & Equipment Value Added								
AUTO - 1895 - (AIP) FAC - Smart Camera Technology (2024)	215,000	-	215,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
AUTO - 1908 - (AIP) UT - CSE Trailer (2024)	75,000	-	75,000	-	-	-	-	11.4440.5 - UT Future Water Capital
Total: ME - R Machinery & Equipment Rehab/Replacement	290,000	-	290,000	-	-	-	-	
Total: Machinery & Equipment	3,643,930	-	3,098,841	-	-	-	545,089	

2024 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Program Parks & Open Space Development								
POSD - A Parks & Open Space Development Annual Program								
AUTO - 1122 - (AIP) RPC - Annual Program - Parks Infrastructure Lifecycle (2024)	850,000	-	850,000	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
Total: POSD - A Parks & Open Space Development Annual Program	850,000	-	850,000	-	-	-	-	
POSD - R Parks & Open Space Development Rehab/Replacement								
AUTO - 1273 - (AIP) RPC - Open Space Planning (2024)	1,000,000	-	1,000,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: POSD - R Parks & Open Space Development Rehab/Replacement	1,000,000	-	1,000,000	-	-	-	-	
Total: Program Parks & Open Space Development	1,850,000	-	1,850,000	-	-	-	-	

2024 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Roadway Infrastructure								
RI - A Roadway Infrastructure Annual Program								
AUTO - 1376 - (AIP) TAS - Annual Program - Urban Roads Rehab (2024)	14,200,000	-	7,100,000	7,100,000	-	-	-	1.3800.4266 - Annual Urban Arterial Road 1.3430.122 - MSI Capital
AUTO - 1381 - (AIP) TAS - Annual Program - Asphalt Trail Rehab (2024)	400,000	-	400,000	-	-	-	-	1.3800.4262 - Annual Trail Rehab
AUTO - 1396 - (AIP) TAS - Annual Program - Rural Road Rehab Program (2024)	7,000,000	-	3,400,000	3,600,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.130 - Gas Tax Fund
AUTO - 1402 - (AIP) TPE - Annual Program Traffic & Pedestrian Safety Improvements (2024)	600,000	-	600,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1407 - (AIP) TPE - Annual Program Traffic Signal / Intersection Replacements (2024)	830,400	-	83,040	747,360	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection 1.3430.130 - Gas Tax Fund
AUTO - 1412 - (AIP) TPE - Annual Program Bridge Replacement Project (2024)	2,045,000	-	204,500	1,840,500	-	-	-	1.3800.4267 - Annual Bridge Rehab 1.3430.130 - Gas Tax Fund
AUTO - 1417 - (AIP) TPE - Annual Program Sidewalk Missing Links (2024)	595,000	-	595,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
Total: RI - A Roadway Infrastructure Annual Program	25,670,400	-	12,382,540	13,287,860	-	-	-	
RI - G Roadway Infrastructure Growth								
AUTO - 1139 - (AIP) TPE - HLD - Rge Rd 214 and Twp Rd 554 intersection_2A-2_C (2024)	3,090,000	-	309,000	2,472,000	-	-	309,000	1.3430.122 - MSI Capital 1.3773.4266 - Capital Projects Reserve 1807 - Industry Contribution
Total: RI - G Roadway Infrastructure Growth	3,090,000	-	309,000	2,472,000	-	-	309,000	
RI - SA Roadway Infrastructure Suggested Annual Program								
AUTO - 1907 - (AIP) TAS - Suggested Annual Program - Class II Improvements (2024)	2,560,000	-	256,000	2,304,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital
Total: RI - SA Roadway Infrastructure Suggested Annual Program	2,560,000	-	256,000	2,304,000	-	-	-	
Total: Roadway Infrastructure	31,320,400	-	12,947,540	18,063,860	-	-	309,000	

2024 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Utilities								
UI - A Utilities Infrastructure Annual Program								
AUTO - 1566 - (AIP) UT - Annual Program - Rollout Carts (2024)	260,200	-	260,200	-	-	-	-	- 11.4440.3 - UT Refuse Management Capital
AUTO - 1576 - (AIP) UT - Annual Program - Hydrant / Valve Replacement (2024)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1719 - (AIP) UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2024)	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	1,360,200	-	1,360,200	-	-	-	-	
UT - V Utilities Infrastructure Value Added								
AUTO - 1911 - (AIP) UT - Southeast Water Delivery Pressure Optimization (2024)	950,000	-	950,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
Total: UT - V Utilities Infrastructure Value Added	950,000	-	950,000	-	-	-	-	
Total: Utilities	2,310,200	-	2,310,200	-	-	-	-	
Vehicles								
Veh - A Vehicles Annual Program								
AUTO - 1219 - (AIP) FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2024)	3,183,300	-	3,183,300	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1302 - (AIP) FLT - Annual Program - Transit Replacements (2024)	4,201,138	-	2,520,683	1,680,455	-	-	-	- 1.3800.4151 - SCT Fleet Replacement - 1.3430.149 - ICIPI - Investing in Canada
AUTO - 1581 - (AIP) UT - Annual Program - Utilities Fleet Addition & Replacement (2024)	511,225	-	511,225	-	-	-	-	- 11.4440.5 - UT Future Water Capital - 11.4440.6 - UT Future Wastewater Capital
AUTO - 1885 - (AIP) FLT - Annual Program - Transit Capital Refurb (2024)	691,500	-	691,500	-	-	-	-	- 1.3800.4151 - SCT Fleet Replacement
AUTO - 1886 - (AIP) FLT - Annual Program - Vehicle & Equipment Capital Refurb (2024)	227,000	-	227,000	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
Total: Veh - A Vehicles Annual Program	8,814,163	-	7,133,708	1,680,455	-	-	-	
Veh - G Vehicles Growth								
AUTO - 1199 - (AIP) RPC - Fleet Addition - SWC Gator (2024)	40,000	-	40,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
AUTO - 1832 - (AIP) FAC - Vehicle for Maintenance Operations (2024)	48,000	-	48,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
Total: Veh - G Vehicles Growth	88,000	-	88,000	-	-	-	-	
Total: Vehicles	8,902,163	-	7,221,708	1,680,455	-	-	-	
GRAND TOTAL	55,296,864	-	34,698,460	19,744,315	-	-	854,089	

2025 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Buildings								
Bldgs - A Buildings Annual Program								
AUTO - 1987 - FAC - Annual Program - Facility Capital Lifecycle (2025)	3,000,000	-	3,000,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1387 - TAS - Annual Program - Parking Lot Rehab (2025)	502,703	-	502,703	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
Total: Bldgs - A Buildings Annual Program	3,502,703	-	3,502,703	-	-	-	-	
Total: Buildings	3,502,703	-	3,502,703	-	-	-	-	
Electronic Hardware/Software								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1762 - ITS - Annual Program - Corporate Infrastructure Replacement (2025)	1,455,882	-	1,455,882	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1372 - LIB - Annual program - IT Infrastructure Replacement (2025)	54,653	-	54,653	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1592 - UT - Annual Program - IT Infrastructure Replacement - Utilities (2025)	40,000	-	40,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: HwdSft - A Electronic Hardware/Software Annual Program	1,550,535	-	1,550,535	-	-	-	-	
HwdSft - R Hardware/Software Rehab/Replacement								
AUTO - 1544 - LIB - Replace Library Automation Software (2025)	179,108	-	179,108	-	-	-	-	1.4518 - SCL Equipment
Total: HwdSft - R Electronic Hardware/Software Rehab/Replacement	179,108	-	179,108	-	-	-	-	
Total: Electronic Hardware/Software	1,729,643	-	1,729,643	-	-	-	-	

2025 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Machinery & Equipment								
ME - A Machinery & Equipment Annual Program								
AUTO - 1447 - RPC - Annual Program - Recreation Equipment (2025)	634,300	-	634,300	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1474 - SCES - Annual Program - Equipment Replacement (2025)	175,000	-	175,000	-	-	-	-	1.3800.3428 - SCES Lifecycle
AUTO - 1371 - LIB - Annual Program - Library Collection Replacement (2025)	545,089	-	-	-	-	-	545,089	1791L - Library Contribution to Capital
AUTO - 1587 - UT - Annual Program - Water Meter / Radio Frequency (2025)	1,600,000	-	1,600,000	-	-	-	-	11.4440.5 - UT Future Water Capital
Total: ME - A Machinery & Equipment	2,954,389	-	2,409,300	-	-	-	545,089	
ME - G Machinery & Equipment Growth								
AUTO - 1906 - (AIP) TAS - Sidewalk & Trail Clearing Machine (2024)	250,000	-	250,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: ME - G Machinery & Equipment Growth	250,000	-	250,000	-	-	-	-	
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 1556 - LIB - Replace Furniture - Chairs/Stools (2025)	246,083	-	246,083	-	-	-	-	1.4521 - SCL Furniture & Fixture Lifecycle
Total: ME - R Machinery & Equipment	246,083	-	246,083	-	-	-	-	
Total: Machinery & Equipment	3,450,472	-	2,905,383	-	-	-	545,089	
Program Parks & Open Space Development								
POSD - A Parks & Open Space Development Annual Program								
AUTO - 1446 - RPC - Annual Program - Parks Infrastructure Lifecycle (2025)	850,000	-	850,000	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
Total: POSD - A Parks & Open Space Development Annual Program	850,000	-	850,000	-	-	-	-	
POSD - R Parks & Open Space Development Rehab/Replacement								
AUTO - 1615 - RPC - Open Space Planning (2025)	1,000,000	-	1,000,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: POSD - R Parks & Open Space Development Rehab/Replacement	1,000,000	-	1,000,000	-	-	-	-	
Total: Program Parks & Open Space Development	1,850,000	-	1,850,000	-	-	-	-	

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	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Roadway Infrastructure								
RI - A Roadway Infrastructure Annual Program								
AUTO - 1377 - TAS - Annual Program - Urban Roads Rehab (2025)	16,500,000	-	8,250,000	8,250,000	-	-	-	1.3800.4266 - Annual Urban Arterial Road 1.3430.122 - MSI Capital
AUTO - 1382 - TAS - Annual Program - Asphalt Trail Rehab (2025)	404,774	-	404,774	-	-	-	-	1.3800.4262 - Annual Trail Rehab
AUTO - 1398 - TAS - Annual Program - Rural Road Rehab (2025)	8,000,000	-	5,600,000	2,400,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.130 - Gas Tax Fund
AUTO - 1403 - TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2025)	670,000	-	670,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1408 - TPE - Annual Program - Traffic Signal / Intersection Replacements (2025)	930,400	-	930,400	-	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection
AUTO - 1413 - TPE - Annual Program - Bridge Replacement (2025)	3,245,000	-	324,500	2,920,500	-	-	-	1.3800.4267 - Annual Bridge Rehab 1.3430.130 - Gas Tax Fund
AUTO - 1418 - TPE - Annual Program - Sidewalk Missing Links (2025)	795,000	-	795,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
Total: RI - A Roadway Infrastructure Annual Program	30,545,174	-	16,974,674	13,570,500	-	-	-	
RI - G Roadway Infrastructure Growth								
AUTO - 1132 - (AIP) TPE - ARD - Main St, Arbor Cl to Rge Rd 221A (incl. bridge and intersection impr.)_C (2025)	5,888,000	-	588,800	4,107,200	-	-	1,192,000	1.3430.122 - MSI Capital 1.3773.4266 - Capital Projects Reserve 1808 - Developer Contribution
AUTO - 1738 - (AIP) TPE - RUR - Class I Grid Road Improvement (Uncas)_C (2025)	13,958,000	-	9,072,700	4,885,300	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital
AUTO - 870 - (AIP) TPE - WYE - Rge Rd 233, Ash St to Balmoral Way_UC (2025)	5,000,000	-	500,000	2,513,675	854,258	-	1,132,067	1.3430.122 - MSI Capital 1.3773.4266 - Capital Projects Reserve 1808 - Developer Contribution 1.4719 - Rural Roads - Country Residential and Estate Residential
Total: RI - G Roadway Infrastructure Growth	24,846,000	-	10,161,500	11,506,175	854,258	-	2,324,067	
RI - SA Roadway Infrastructure Suggested Annual Program								
AUTO - 1917 - TAS - Suggested Annual Program - Class II Improvements (2025)	2,800,000	-	280,000	2,520,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital
Total: RI - SA Roadway Infrastructure Suggested Annual Program	2,800,000	-	280,000	2,520,000	-	-	-	
Total: Roadway Infrastructure	58,191,174	-	27,416,174	27,596,675	854,258	-	2,324,067	

2025 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Utilities								
UI - A Utilities Infrastructure Annual Program								
AUTO - 1567 - UT - Annual Program - Rollout Carts (2025)	318,367	-	318,367	-	-	-	-	11.4440.3 - UT Refuse Management Capital
AUTO - 1577 - UT - Annual Program - Hydrant / Valve Replacement (2025)	500,000	-	500,000	-	-	-	-	11.4440.5 - UT Future Water Capital
AUTO - 1720 - UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2025)	400,000	-	400,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: UI - A Utilities Infrastructure Annual Program	1,218,367	-	1,218,367	-	-	-	-	
UI - G Utilities Infrastructure Growth								
AUTO - 1909 - UT - Brush & Yardwaste Services Relocation (2025)	1,250,000	-	1,250,000	-	-	-	-	11.4440.3 - UT Refuse Management Capital
Total: UI - G Utilities Infrastructure Growth	1,250,000	-	1,250,000	-	-	-	-	
Total: Utilities	2,468,367	-	2,468,367	-	-	-	-	
Vehicles								
Veh - A Vehicles Annual Program								
AUTO - 1582 - UT - Annual Program - Utilities Fleet Addition & Replacement (2025)	958,500	-	958,500	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1922 - FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2025)	4,693,500	-	4,693,500	-	-	-	-	1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1932 - FLT - Annual Program - Vehicle & Equipment Capital Refurb (2025)	432,000	-	432,000	-	-	-	-	1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1942 - FLT - Annual Program - Transit Capital Refurb (2025)	375,000	-	375,000	-	-	-	-	1.3800.4151 - SCT Fleet Replacement
AUTO - 1947 - FLT - Annual Program - Transit Replacements (2025)	4,001,366	-	2,400,820	1,600,546	-	-	-	1.3800.4151 - SCT Fleet Replacement 1.3430.149 - ICIP - Investing in Canada
Total: Veh - A Vehicles Annual Program	10,460,366	-	8,859,820	1,600,546	-	-	-	
Total: Vehicles	10,460,366	-	8,859,820	1,600,546	-	-	-	
GRAND TOTAL	81,652,725	-	48,732,090	29,197,221	854,258	-	2,869,156	

