



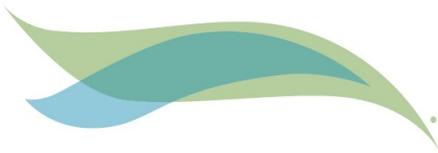
# STRATHCONA COUNTY

Becoming Canada's  
most livable community



2015-2018 CORPORATE BUSINESS PLAN  
AND 2015 BUDGET

December 2014



# Table of Contents

## Executive Summary

Message from the Chief Commissioner .....	1
Becoming Canada's Most Liveable Community .....	3
Enhancing Livability .....	4
Aligning Priorities .....	6
Budgeting for Success and Aligning our Priorities .....	8
Demonstrating Excellence .....	10
Strathcona County in Focus .....	12

## Budget Introduction

Introduction to budget .....	2-1
Mandate and Guidance .....	2-2
Budget Development Principles .....	2-3
Municipal External Influences .....	2-4
Business Plan and Budget Timeline .....	2-5
Budget Approach and Fiscal Responsibility .....	2-6
The 2015 Approved Budget .....	2-6
Where the Money Comes From and Where it Goes .....	2-7
Understanding your Municipal Taxes .....	2-10
Understanding your Utility Bill .....	2-11
Municipal Price Index .....	2-13
Economic Outlook .....	2-14
Capital Budget Highlights .....	2-16

## Infrastructure and Planning Services Division

Introduction to the Infrastructure and Planning Services Division .....	3-1
How do the Departments Contribute to County Operations? .....	3-2
Succeeding in 2015 .....	3-3
Operating and Capital Impacts .....	3-4
How does the Division's Budget Serve the Community Vision? .....	3-5
Divisional Budget Changes (Excluding Utilities) .....	3-8
Utility Budget Changes .....	3-9
Summary of Department Budgets .....	3-10
Divisional 2015 Capital Budget .....	3-11

## Community Services Division

Introduction to the Community Services Division .....	4-1
How do the Departments Contribute to County Operations? .....	4-2
Succeeding in 2015 .....	4-3
Operating and Capital Impacts .....	4-4
How does the Division's Budget Serve the Community Vision? .....	4-5
Divisional Budget Changes .....	4-7
Summary of Department Budgets .....	4-9
Divisional 2015 Capital Budget .....	4-10

Continued on next page →





## Table of Contents (Continued)

### Corporate Services Division

Introduction to the Corporate Services Division.....	5-1
How do the Departments Contribute to County Operations?.....	5-2
Succeeding in 2015 .....	5-4
Capital and Operating Impacts.....	5-5
How does the Division's Budget Serve the Community Vision? .....	5-6
Divisional Budget Changes .....	5-8
Summary of Department Budgets .....	5-9
Divisional 2015 Capital Budget.....	5-10

### Chief Financial Officer's Division

Introduction to the Chief Financial Officer's Division.....	6-1
How do the Departments Contribute to County Operations?.....	6-2
Succeeding in 2015 .....	6-3
Operating Impacts.....	6-4
How does the Division's Budget Serve the Community Vision? .....	6-4
Divisional Budget Changes .....	6-5
Fiscal Services Budget Changes .....	6-6
Summary of Department Budgets .....	6-7

### Senior Administration Division

Introduction to the Senior Administration Division .....	7-1
How do the Departments Contribute to County Operations?.....	7-2
Succeeding in 2015 .....	7-3
Operating Impacts.....	7-4
How does the Division's Budget Serve the Community Vision? .....	7-4
Divisional Budget Changes.....	7-5
Summary of Department Budgets .....	7-6

### Elected Officials

Introduction .....	8-1
Budget Changes.....	8-2



## Message from the Chief Commissioner

Futurist Joel A. Barker stated that "Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world." This message explains perfectly the journey Strathcona County has been on and the mindset with which we step into our future.

The 2015-2018 Corporate Business Plan and 2015 Budget represent the first year of the implementation of a priority-based process, an approach adopted by the County as a result of re-engineering our business planning and budgeting process. This signifies a fundamental change in the way resources are allocated and the way our organization works.

Our business planning and budgeting process is driven by achieving the goals and priorities voiced by the public, as outlined in the strategic and corporate plans. Throughout this document, you will read about linkages, alignment and evolution—we are taking calculated action to continually clarify the community's priorities, adhere to them at every level in the organization, and transform Strathcona County into Canada's most livable community.

Focusing our resources and attention on the programs and services that matter most to our residents will increase citizen satisfaction, strengthen our abilities to control costs and make us more adaptable as we face pressures from growth and a changing world. Over the next three years, we will continue to build upon the business planning and budget process, creating more diverse and effective tools to engage citizens and enhance the transparency of our progress reporting.

We believe that through strategically guiding the direction of our organization and enabling and empowering our residents, we can achieve anything. We can and will create a brighter future for our community.



*I am pleased to submit to Council this Administration's 2015 – 2018 Corporate Business Plan and 2015 Budget.*

**Rob Coon**





## Becoming Canada's most livable community

### Our Vision

#### Living in Strathcona County

**Strathcona County**, located in the heart of Alberta, is an energetic and thriving community. A **leader** in North America's petroleum industry and a champion for advancing diverse agricultural business, we use our energy to **power** our new tomorrow.

**We are a specialized municipality**, and work cooperatively with our urban and rural residents to govern as a single municipality. **Proud** of our distinct governance model, we promote and demonstrate our achievements.

**We are a welcoming place** to live and **attract** people of all ages, cultures and walks of life to join us. Families thrive in our dynamic, caring and safe community.

**We strive** to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage. **Investment** in infrastructure, quality services, cultural and recreational programs and facilities is a priority and sets us apart.

**We are Canada's most livable community.**



### STRATHCONA COUNTY

**Energy... energetic... can-do spirit...  
high quality of living, built on strongly held values.**

Set in the centre of Alberta's energy and agricultural heartland, Strathcona County is a thriving, successful and vibrant community of more than 92,000 residents.

Strathcona County is made up of the urban area of Sherwood Park and a large rural area of farms, acreages and eight smaller hamlets.

- **We are Canada's energy engine...**

home to 75 per cent of refining in Western Canada and a strong partner in Alberta's Industrial Heartland Association

- **We empower and enable your success...**

a municipality that supports its citizens in reaching their highest aspirations, that strives to provide quality, efficiently run programs and services

- **We are a community of choice...**

*Did you know...* in 2014 *MoneySense* magazine ranked Strathcona County the #2 best small-sized city to live in Canada and #3 for best overall place to live in Canada

## Enhancing livability

### WHAT IS A LIVABLE COMMUNITY?

**'Livable'—This term is frequently used to describe the standard of living or quality of life of a community.**

To us, it is the degree to which our residents enjoy calling Strathcona County home. It is the positive interaction of neighbours in thoughtfully designed neighbourhoods. And it is businesses and volunteers that contribute to the community and the availability of programs and services that meet the needs of the most vulnerable members of society—children, elders, and those who are economically or socially marginalized.

The term speaks to the quality of infrastructure, the resilience of our economy, and the level of public health and safety

measures in place. We create opportunities for citizens to attend community events, enjoy our facilities and open spaces, to soak in the beauty of nature, generate healthy lifestyle choices, and stimulate curiosity. It is important to us that citizens have accessible transportation, affordable housing and fulfilling careers. We want our citizens to be involved, proud members of the community. We aim higher than the standard definition of livability. Our goal is to see that each and every resident is happy, successful and healthy.

The approved 2015 Budget reflects the cost of maintaining Strathcona County's core services, programs and infrastructure that citizens rely on every day, as well as advancing Council's strategic vision.

### Some highlights of what's coming up for 2015 include:



#### Sustainable municipal infrastructure

- Transportation infrastructure maintenance and rehabilitation programs—parking lots, rural and residential roads, bridge replacements, traffic and pedestrian safety improvements
- Planning studies for major road networks
- Facility improvements for County Hall and schematic design for future Kinsmen Leisure Centre revitalization
- Targeted technology future improvements such as web security monitoring software
- Improved rural Internet accessibility

- Continued investment in streetscapes, parks, trails, sports fields, playgrounds and landscaping
- Purchase of land for future fire hall



#### Investment attraction

- Interacting with potential international business investors in the petrochemical sector to attract new investment in the County and create economic opportunities
- Engaging and assisting companies of all sizes looking to invest, grow and stay in Strathcona County
- Updating statutory plans to accommodate industrial development



## Opportunities to engage and inform the public

- Ongoing investment in community events and recreation, cultural and social programming
- Continued promotion of the emergency notification system
- Colchester growth management studies—to provide comparative information on proposed future growth areas
- Agriculture Master Plan to guide agriculture today and into the future
- Shifting public engagement focus, as part of business planning and budget process, towards community priorities, strategic planning and performance measurement



## Strong relationships with our partners

- Expansion of the air quality monitoring network in partnership with industry and Alberta Capital Airshed
- Partnership with City of Edmonton for a potential compost cure site
- Discussions on regional housing at the Capital Region Board, using the relationship with Fort Saskatchewan as a model



## 2015 BUDGET HIGHLIGHTS

Budget 2015 includes a consolidated operating budget of \$336 million and a consolidated capital budget of \$66 million.

The 2015 Budget calls for a 2.58% municipal tax dollar increase, resulting in an annual increase of \$47.49 or \$3.96/month for the sample homeowner.

Utility rates are increasing 3.25% for Sherwood Park customers. On average, this translates to an additional \$3.89 on monthly bills.

Population growth, a strong economy and inflation impact the County budget.

The projected increase in Strathcona County's population is 1.58%—this means we will serve 1,494 more residents in 2015.

500 new housing starts, 300,000 square feet of new commercial space and additional industrial projects are coming online in 2015.

Strathcona County budgets for inflation using the Municipal Price Index (MPI), a measure reflecting the price of goods and services purchased by the municipality. The consolidated MPI is budgeted at 3.2% or \$8.2 million and the municipal MPI is budgeted at 3.1% or \$7.0 million for 2015.



## WHAT DRIVES STRATHCONA COUNTY?

**Our vision to become Canada's most livable community.**

### Aligning priorities

#### Strategic Plan 2030

Our vision illustrates the community we see for our future—it builds upon our strengths and recognizes that innovation and informed decision making rely on the exchange of thoughts and ideas with citizens and with partners.

In 2013, County Council approved its new strategic plan, *Strathcona County 2030: Powering our New Tomorrow*. Engaged citizens shaped the document by contributing their ideas and desires to numerous long-range plans, strategies and master plans that paved the way to *Powering our New Tomorrow*.

With this input and their own experience, County Council defined the plan's eight County-wide priority areas and 12 strategic goals to advance our shared vision of becoming Canada's most liveable community. Public input and an analysis of the opportunities and challenges facing the County guided the ranking of these priorities.

The goals serve as the foundation of our corporate planning framework, providing long-term direction for all County activities and guiding us in our continual pursuit of excellence.

#### Created with the community's vision in mind, the following prioritized strategic goals direct Strathcona County's day-to-day operations:

1. Strategically manage, invest and plan for sustainable municipal infrastructure
2. Increase and diversify the petrochemical business
3. Increase public involvement and communicate with the community on issues affecting the County's future
4. Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity
5. Increase and diversify agricultural business
6. Promote Strathcona County locally, nationally and internationally as a place that is open for business and investment
7. Build strong neighbourhoods/communities to support the diverse needs of our residents
8. Provide a climate of safety for individuals in homes, neighbourhoods and public places
9. Improve the efficiency of resource usage; minimize the volume of waste and its impact on the economy
10. Conservation of representative ecosystems (Environmental Sustainability Framework)
11. Facilities and activities are available, accessible and used by residents
12. Define and strengthen the community's identity and heritage

**Strategic planning considers or anticipates changes in the environment that lead to valuable shifts away from current practices, or require that they be recrafted.**



## Corporate Business Plan 2015-2018

By outlining its strategic priorities, County Council has provided high-level direction for the long term until 2030. In response, County administration has developed the 2015-2018 Corporate Business Plan (CBP) to define the short- and medium-term goals that will move us toward achieving Council's strategic vision.

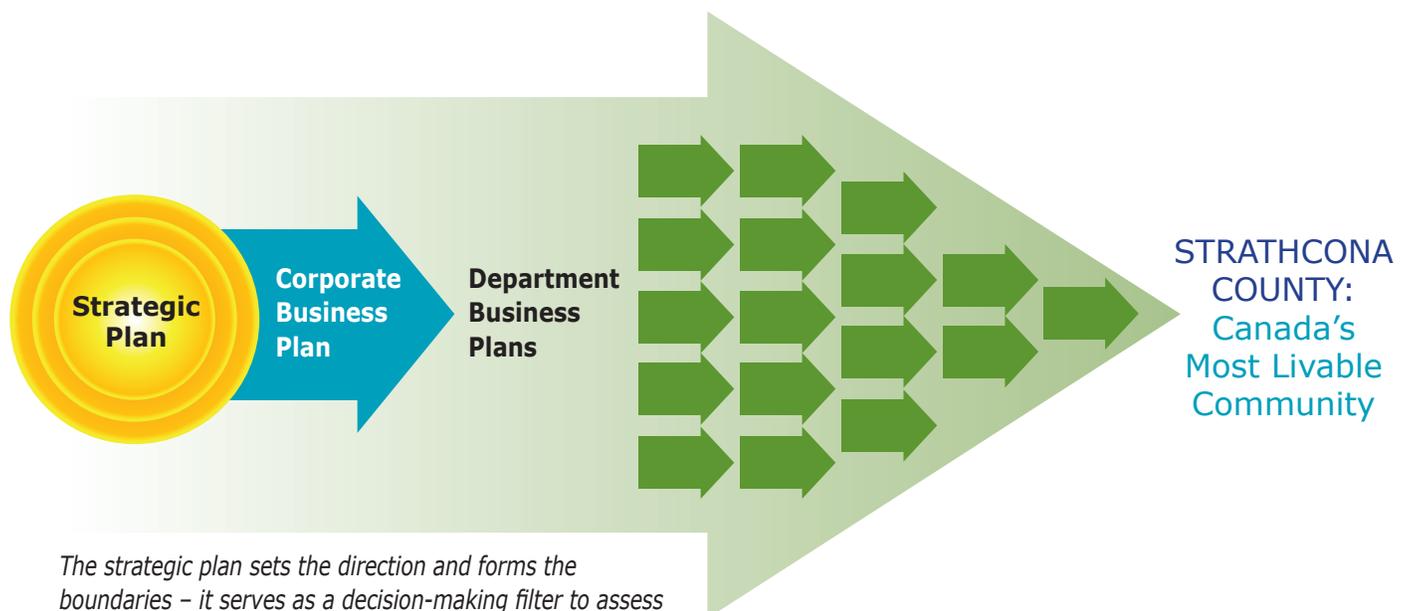
The CBP establishes six corporate goals, along with a set of corporate outcomes, objectives and performance measures that align with the strategic plan's prioritized goals. Intentionally focusing alignment with the top four goals sets the stage for optimal success—we will excel in doing the important things well and ensure that our capacity to provide services is maintained over the long term and in any economic climate.

To translate the objectives of the CBP into every day operations, department business plans further refine the goals of the CBP into department goals and initiatives to advance the corporate goals and strategic plan direction. In this manner, the CBP becomes a critical decision-making tool that both responds to the goals in the strategic plan and informs the department business plans to increase efficiency and effectiveness across the organization,

enhance staff engagement and customer satisfaction, and promote a integrated priority-setting culture.

Effective implementation of the CBP goals in alignment with the top four prioritized strategic goals will ensure that:

- Stakeholders are aware of and support multi-year capital and operating budgets and business plans, and the supporting principles and policies.
- Citizens, staff, and other stakeholders are informed about the community priorities, successes, and challenges.
- New industrial, commercial and residential developments are occurring at fiscally sustainable rates within Strathcona County.
- Anticipated growth maintains quality of life for our community.
- Strathcona County demonstrates efficient operations.
- Quality service delivery is evident in staff engagement and customer satisfaction.



*The strategic plan sets the direction and forms the boundaries – it serves as a decision-making filter to assess decisions that help us move forward in the over-arching focus of Strathcona County.*

## Budgeting for success and aligning our priorities

### Doing the important things well

The traditional approach to municipal budgeting is incremental in nature — the previous year’s budget and anticipated revenues act as the starting point for building the budget. While this is an acceptable approach, we believe Strathcona County deserves better.

To increase our efficiency and effectiveness as an organization, we’ve shifted our budgeting process to follow priority-based budgeting methods.

In short: The public speaks up about their concerns, ideas and desires, and what is most highly valued in the community. We listen. We build business plans to deliver on those aspirations. Budget decisions are based on what the community has deemed to be the most important objectives. Then we monitor our progress, report to citizens and repeat.

Essentially, the priorities defined in the strategic plan provide focus to the corporate and department business plans, and act as a filter for all budget decisions. The focus is on projects that support core service delivery and advance the community’s priorities. This will allow us to truly succeed in satisfying our citizens, while becoming more adaptable to external uncertainties and ensuring financial sustainability.

### Continually improving and evolving

As the municipality makes this valuable transition to priority-based, multi-year business plans, we will evolve to produce multi-year forecasts and budgets, and determine costing and alignment for programs and services. When complete, these processes will simplify and strengthen business planning and budgeting, providing focus and direction to all of the County’s activities.

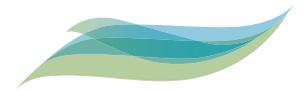
Opportunities also exist to enhance efficiencies and effectiveness across the organization. For example, using in-house expertise and cross-training staff to share resources will further optimize operations.



### Strengthening the public’s voice – shifting public engagement focus

Critical to our success is an engaged and empowered public. The County is committed to improving engagement with its citizens and other stakeholders, and enhancing the numerous avenues for input at the strategic planning level and performance measurement stages. From open houses and surveys, to social media networking and casual online chats, the public will continue to have a powerful voice and shape our collective future.

**Priority-based budgeting is the process we will use to better understand community goals, and budget in response to those priorities, while remaining flexible to meet the changing characteristics and needs of the community.**

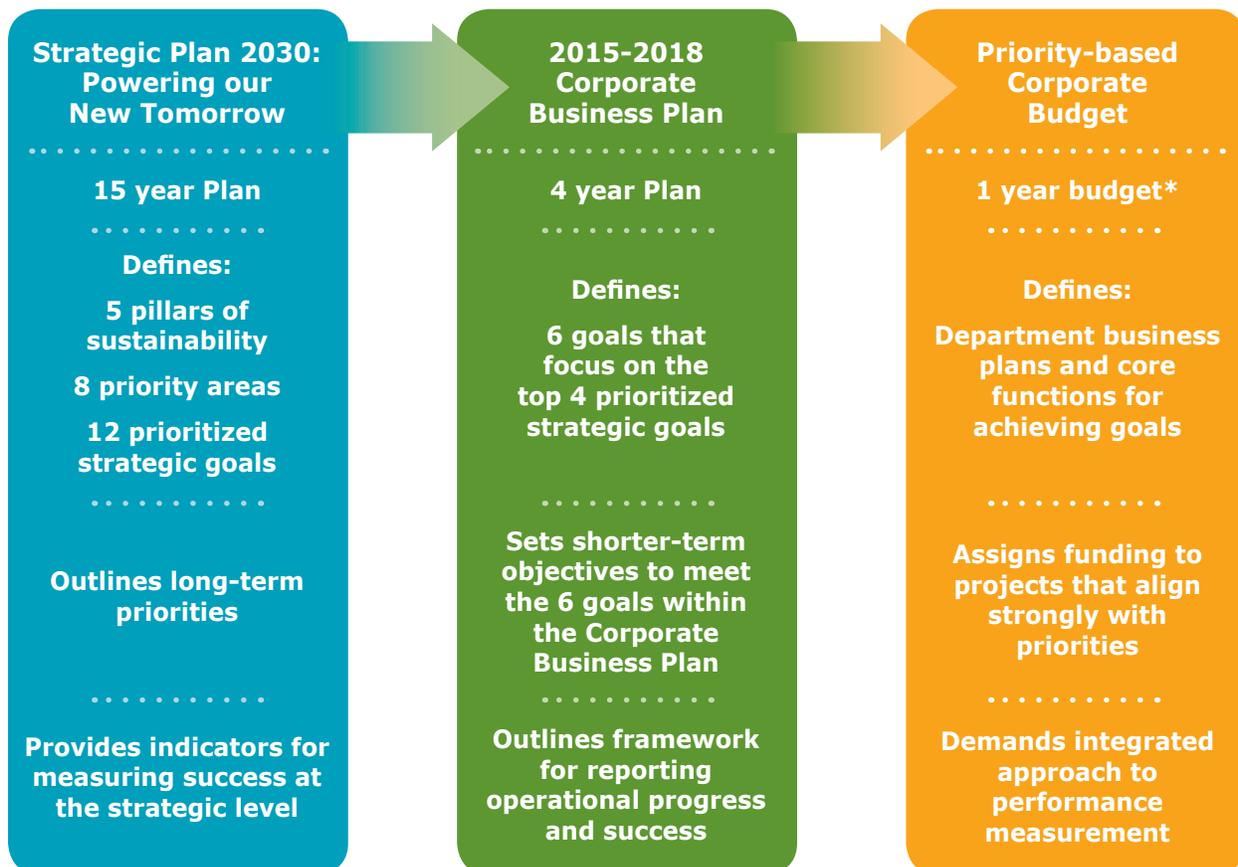


## Measuring our performance

To drive continuous improvement and support evidence-based decision making, we have built in accountability with which to assess our performance into each level of the planning process.

- **At the strategic level:**  
Are we aligned with our vision?
- **At the operational level:**  
Are we meeting the targets of our business plans?
- **At the program level:**  
Are we satisfying residents?

We are accountable to the community for our progress and for the fiscal costs of achieving our goals. The key performance indicators and measures being developed within our new business planning framework will strengthen the transparency and effectiveness of our measuring, monitoring and reporting tools.



\* Moving to multi-year forecasts (2016) / budgets (2017-2018)

## Demonstrating excellence

### Your tax dollars at work

Strathcona County has been and will continue to be a leader in program and service delivery. We are proud to provide excellence in delivering to citizens and businesses some of the highest levels of service anywhere.

Four divisions across the organization—Infrastructure and Planning Services, Community Services, Corporate Services, and the Chief Financial Officer's Division, as well as Senior Administration—work together every day to deliver cost-effective programs and services that improve citizens' quality of life and help them succeed, as we become the most livable community in Canada.

A significant portion of the 2015 Budget is directed to maintaining previously approved service levels that citizens have come to expect. A small sampling of what your tax dollars support is provided below:

### We keep you moving

- Maintain 1,700 km of urban and rural roads and almost 200 km of trails
- Service a fleet of 93 transit, including 14 double-decker buses
- Manage \$30 million in transportation system related capital projects per year
- Offer 1.6 million transit rides per year (6,000 every weekday)

### We keep you safe

- 97 police officers and 27 enforcement services officers ensure 24/7 community safety, responding to more than 26,600 police occurrences annually

### We meet your needs

- Distribute 22 million litres of water per day through 560 km of water pipes
- Treat 17 million litres of wastewater per day
- Maintain \$1 billion worth of underground infrastructure



## We generate opportunities for healthy, active lifestyles

- Maintain 119 community facilities with a total space of 1,945,725 square feet
- See 286,000 participations in recreation and culture programs annually\*
- Accommodate 1,328,000 admissions to our facilities annually\*
- Maintain 921 hectares of developed open spaces including parks, boulevards, playgrounds, outdoor rinks, sports fields, trails and environmental education areas

## We build a great community

- Spend, on average, \$100 million annually on the capital budget to plan, maintain and rehabilitate infrastructure, invest and grow. This includes roads, facilities, fleet, transit, utility infrastructure and land.

## We reduce impact

- Divert 25,000 tonnes of waste from the landfill per year with the Green Routine Residential Waste Collection and Diversion Program

- Recycle 7,000 tonnes per year with the Community Recycle Stations
- Generate 9.8 million kWh per year of alternative heat energy with the Centre in the Park Community Energy System

## We support a strong and resilient economy

- Support for 8,975 local businesses

## We assess value

- Engage in over 5,000 residential and 400 commercial/industrial valuation inspections annually

## We plan for the future

- Successfully implement guiding documents to lead success in the organization, such as the 2015-2018 Corporate Business Plan and department business plans across 19 departments

## We build relationships

- Facilitate conversation with citizens and key stakeholder groups through various public engagement campaigns and social media platforms (Twitter, Facebook, Pinterest and Instagram) on issues affecting the County's future

\* Numbers are estimates based on 2014 values.



## Strathcona County in focus

### Economic outlook

Alberta's economy is thriving. Population, employment and economic growth within the Capital Region are outpacing municipalities across the country, and even most parts of the world. While this creates many exciting opportunities for the County to capitalize on its strengths and step boldly into the future, it also poses significant 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 be a destination of choice—for new homes, businesses and industry.

Growth adds significant pressure on expenses for program and service delivery. For example, more roads result in the need for extra roadway maintenance and snow removal, more parks result in more grass to cut, and a larger population means more people to serve.

Additionally, a heated construction market results in drastically higher prices. This impacts both the County's operating and capital budgets.

### Inflation

Inflation continues to rise in the expanding economy, affecting both the operating and capital budgets.

Staffing, supplies, oil-related products, contracted services and utilities are just a few of the areas that are heavily influenced by the pressures of inflation. Costs for roads, building construction, and land continue to rise.

Budget 2015 has included all known inflation factors and has matched this with funding sources to propose a fully-funded capital budget.

**Strathcona County** is a young, successful and vibrant community set in the centre of Alberta's energy and agricultural heartland.

Strathcona County is the **4th largest** municipality in Alberta.

The population, currently at **92,490**, increased 6.5% from 2009 to 2013.\*

The number of residential units added between May 2012 and September 2014 is **1,534**, totalling 36,496 residences.\*\*

Net business establishments have **increased 18%** in 5 years, rising from 7,609 in 2009 to 8,975 in June 2014.\*\*\*

\* Source: 2013 Municipal Affairs Population List

\*\* Source: 2012 Municipal Census and Building Permit Data

\*\*\* Source: Business Registration Data – Statistics Canada

### The challenges we face

Today's market is our opportunity to succeed—by strategically planning and investing, Strathcona County can strengthen its capacity to overcome the challenges facing its operating and capital budgets.

The key environmental factors influencing the 2015 Budget include:

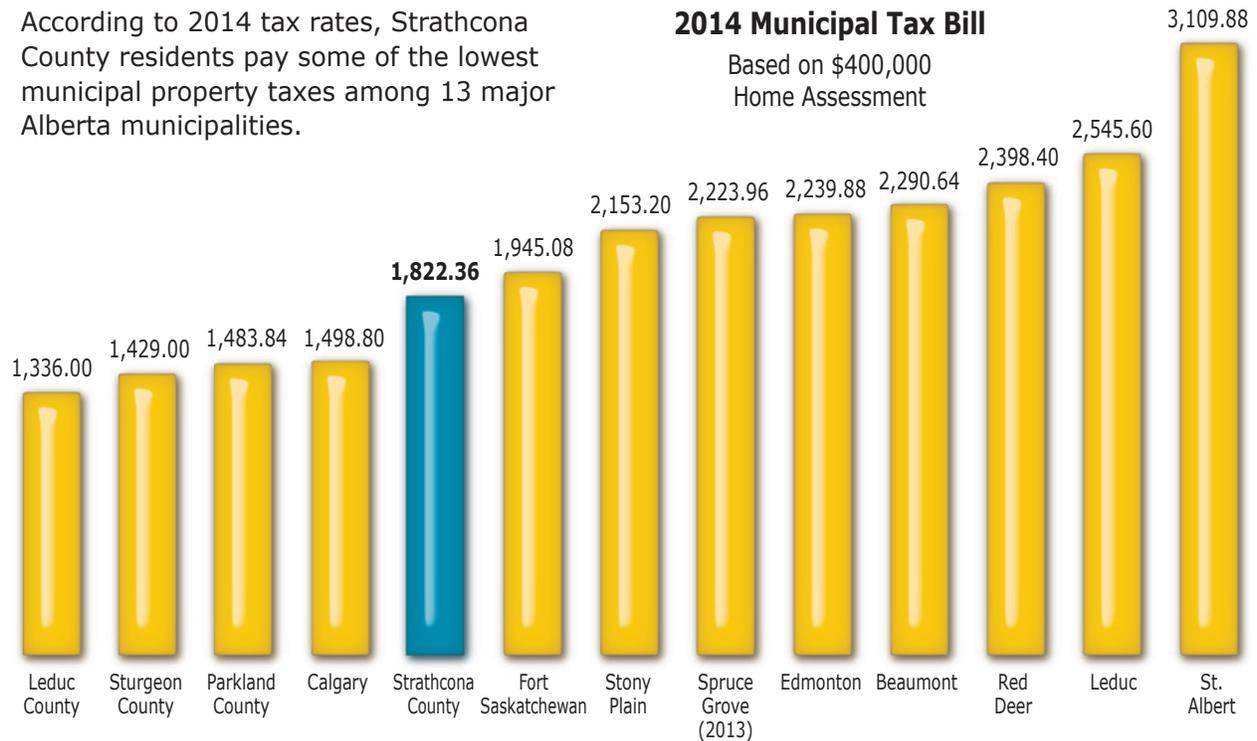
- Meeting demands for increased infrastructure with escalating price inflation (hyperinflation)
- Keeping pace with community growth and changes in demographics and resident needs
- Attracting industrial growth in a competitive environment
- Contending with growing technology needs and the increasing complexity of technology
- Improving communication to citizens
- Land scarcity

**In 2014, the Canadian Federation of Independent Business ranked the Edmonton periphery, which includes Strathcona County, as the second-highest entrepreneurial city in Canada, and the top city for pro-entrepreneur policy.**

## Value for your dollar

### How does Strathcona County compare?

According to 2014 tax rates, Strathcona County residents pay some of the lowest municipal property taxes among 13 major Alberta municipalities.

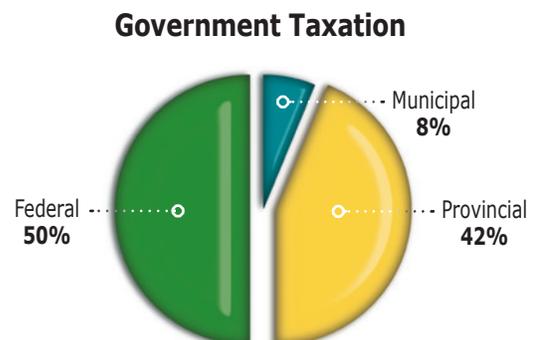


## Where your money goes

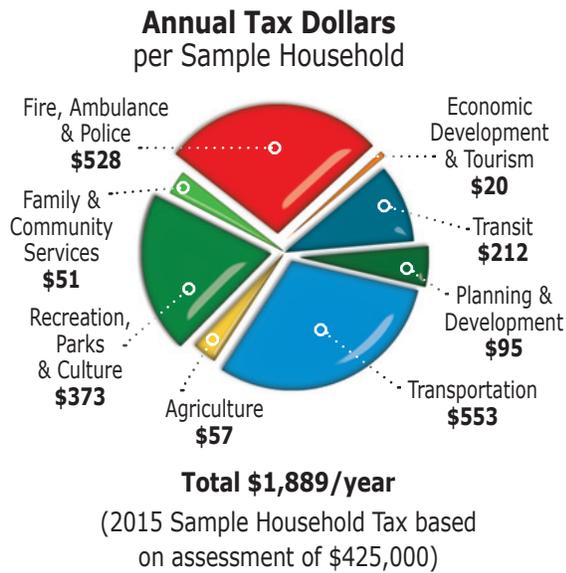
Municipal governments receive only 8% of all government tax revenues. (Source: *Federation of Canadian Municipalities (FCM) 2005*)

The average homeowner in Strathcona County pays taxes annually to all orders of government, including income and education taxes, sales tax and property tax.

Of this amount, only 8% or \$1,889 goes to the County to provide all municipal services.

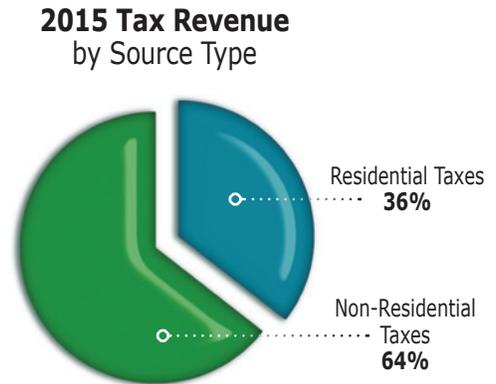


The total tax-supported expenditures for the major categories are shown in the chart below. Transportation infrastructure requires 29% of your tax dollar, while fire, ambulance and police services require 28% and 20% goes to funding recreation, parks and culture.



## Where the money comes from

Taxes collected from residential and non-residential properties make up slightly more than 74% of Strathcona County's total revenue, but only 27% of the overall cost to provide municipal services is paid for by residential property tax. At just over 14% of the total revenue, user fees and charges form the next significant portion of revenue collected by the County. This is generated primarily from transit fares and fees collected for the use of recreation facilities.



**Total \$199.2M/year**

*Non-residential taxes include – industrial, commercial and linear taxes.*

*Residential taxes include – single family, condominium and residences*



# 2015 Budget Budget Introduction



## Introduction

This document contains the approved 2015 Operating and Capital Budgets for Strathcona County. An overview of the budget is provided followed by a breakdown of each division including the business planning components as well as the approved Operating and Capital Budgets.

The approved 2015 Operating and Capital Budgets are reflective of maintaining current service levels for existing programs and services to the community as well as the additional resource requirements for initiatives

that focus on aligning with Council’s vision for sustainable municipal infrastructure, attracting petrochemical business, increasing public involvement, and building relationships with neighboring municipalities and civic organizations.

The Operating and Capital Budgets were developed to align with the 2015 – 2018 Corporate Business Plan to advance Council’s top four Prioritized Strategic Goals outlined within the Strategic Plan, “Strathcona County 2030 Powering our New Tomorrow”.

### STRATHCONA COUNTY ORGANIZATION

INFRASTRUCTURE & PLANNING SERVICES	COMMUNITY SERVICES	CORPORATE SERVICES	CHIEF FINANCIAL OFFICER	SENIOR ADMINISTRATION	ELECTED OFFICIALS
Economic Development & Tourism	Emergency Services	Facility Services	Assessment & Tax	Executive Team	Mayor
Capital Planning & Construction	Family & Community Services	Fleet Services	Financial Services	Communications	Councillors
Planning & Development Services	Recreation, Parks, & Culture	Human Resources	Procurement Services Branch	Corporate Planning & Intergovernmental Affairs	
Transportation & Agriculture Services	Transit	Information Technology Services	Fiscal Services		
Utilities	RCMP & Enforcement Services	Legislative & Legal Services			

## Mandate and Guidance

In accordance with the *Municipal Government Act (RSA 2000, ch. H-26, s. 242 & 246)*, every municipality must adopt an Operating and Capital Budget each calendar year.

The *Municipal Government Act* also dictates that several bylaws be passed after both budgets have been adopted. The below bylaws have been approved as an outcome of Council’s review of the proposed budget.

At the heart of Strathcona County’s finance system is the budget—the single most important policy decision Council makes each year. It is through the budget that Council affirms the municipality’s priorities by allocating funds to programs and services that align with the strategic direction.

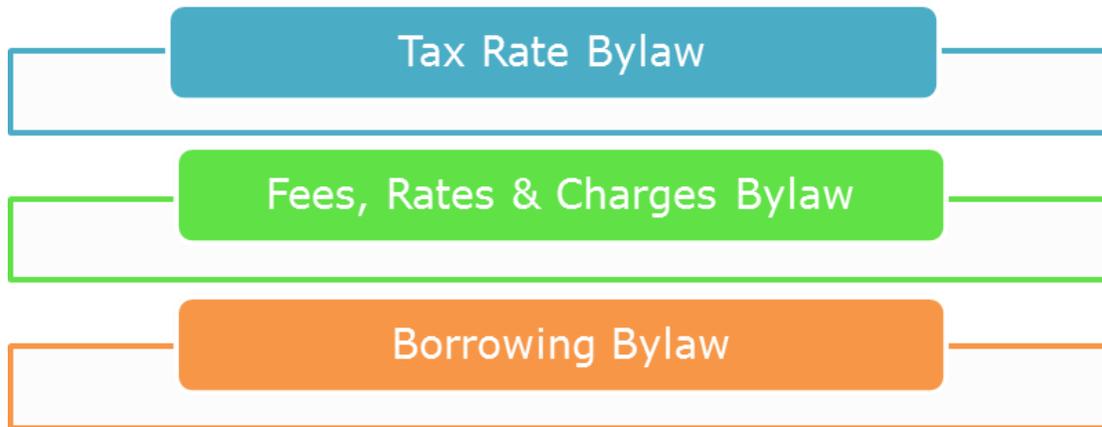
The two budgets—operating and capital—are very distinct and both are critical to providing municipal services.

The **Operating Budget** provides resources for the ongoing day-to-day costs of delivering municipal services to residents. It covers items such as staff salaries, utility costs to run facilities, funding for community events,



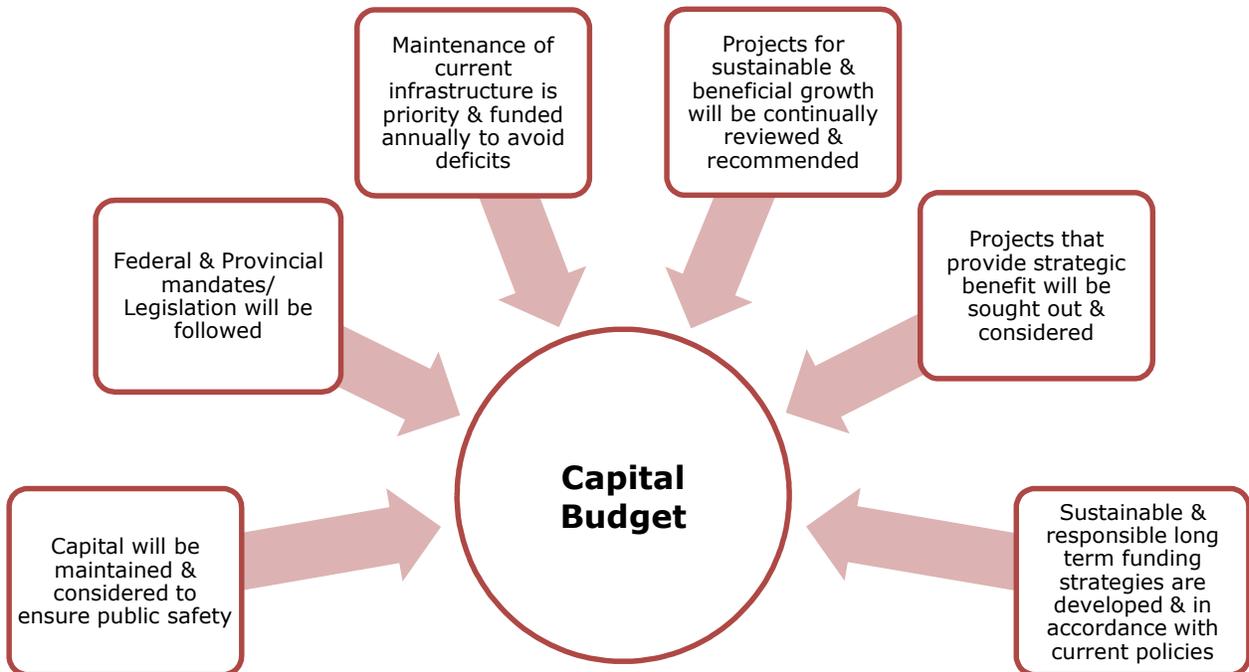
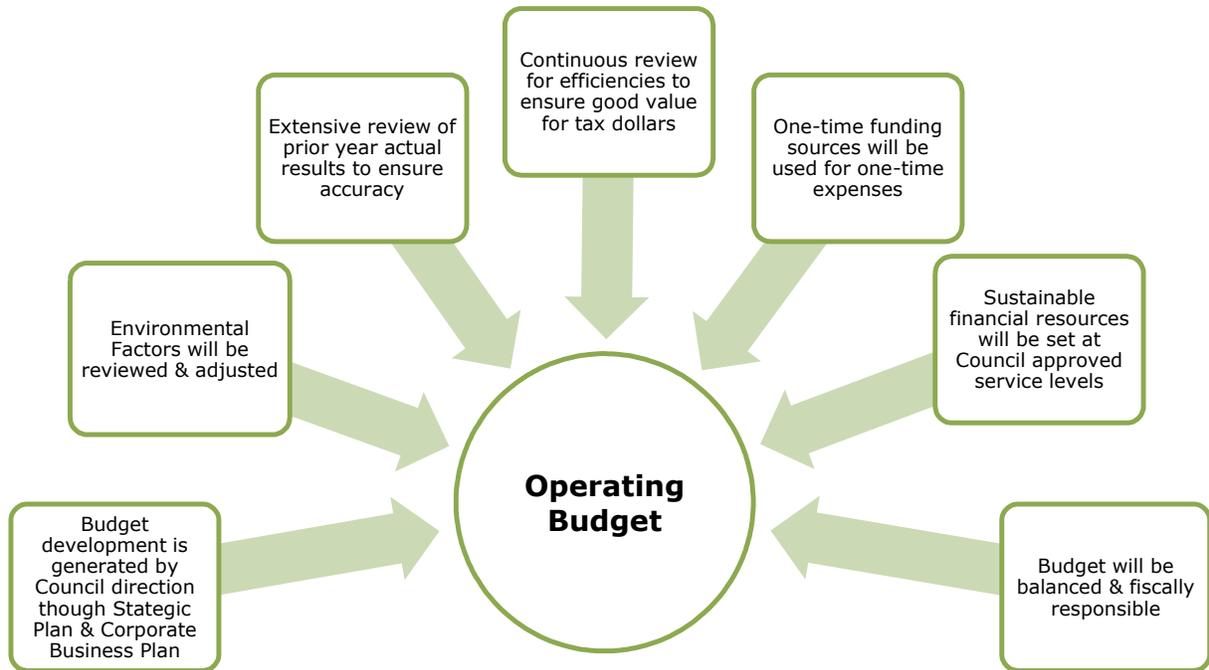
family support programs and repairs to critical infrastructure.

The **Capital Budget** deals with costs to develop new infrastructure and amenities and invest in long-term fixed assets required for daily service delivery. Examples include new water lines or roads, new facilities and technology, infrastructure maintenance, land and vehicles.



## Budget Development Principles

Our budget preparation and review process is guided by principles designed to align with Council’s vision and provide sound fiscal stewardship. These principles are incorporate with best practices across the full spectrum of budget activity and aim to give practical guidance for designing, implementing and improving Strathcona County’s budget system to meet the challenges of the future.

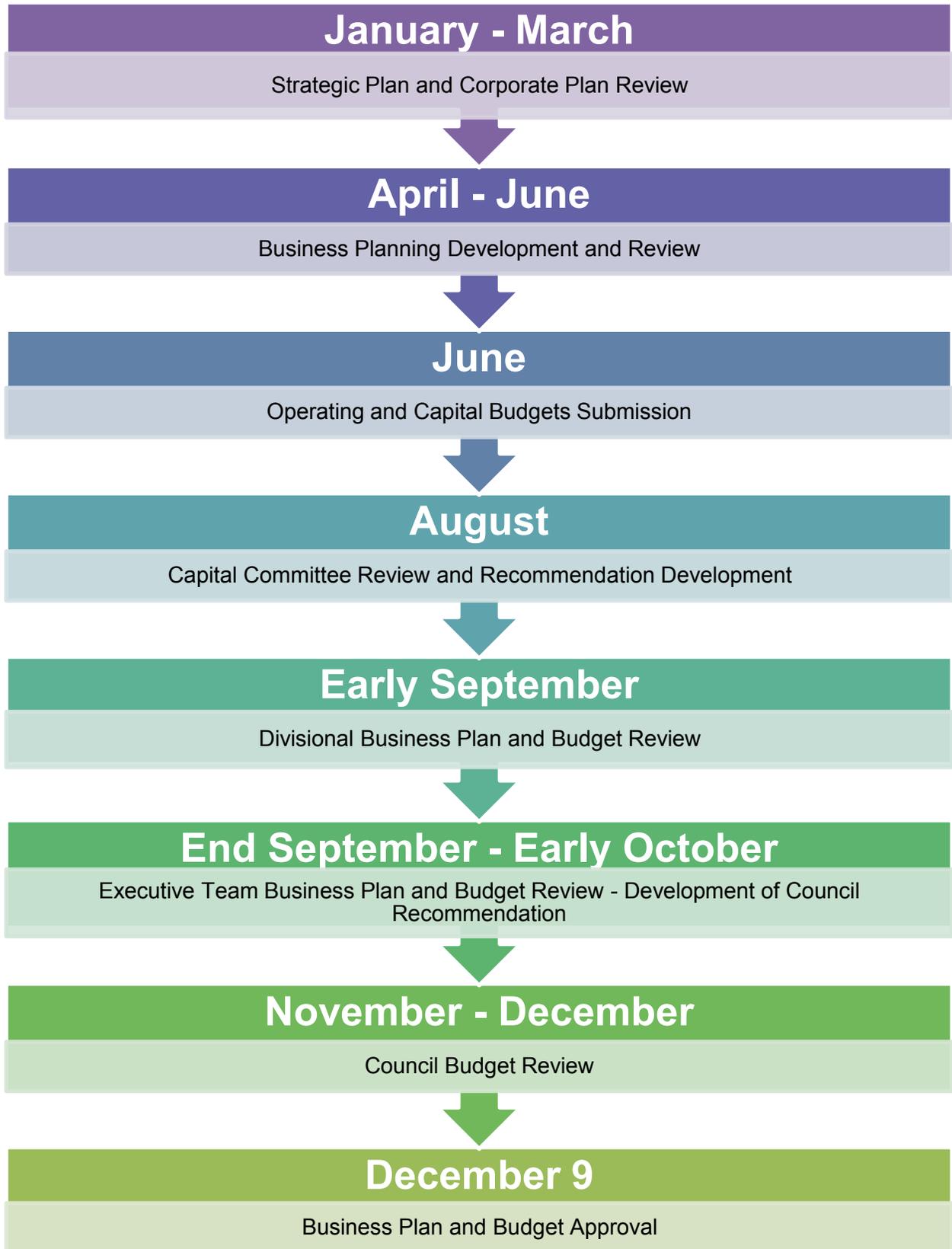


## Municipal External Influences

The municipality has a number of environmental factors that are considered when developing budgets. These dynamic and complex factors drive costs and reviewed annually to understand the financial challenges the municipality faces.



## Business Plan and Budget Timeline



## Budget Approach and Fiscal Responsibility

The County is conservative in its budgeting approach, taking prudent steps to maximize revenues and reduce expenses in order to minimize the burden to the taxpayer. In 2014, reviews were completed to align budgets with actual results and examine corporate costs and the efforts taken to reduce them. A number of key areas for budget adjustments were highlighted such as staff benefits and utilities costs.

Similarly, revenues are being approached with less conservatism. To address the areas identified with potential revenue decreases, contingency reserves will be used for their intended purpose to cover revenue reductions if they do materialize. To ensure fiscal responsibility and to reduce the amount of taxes required, the 2015 Budget includes:

- Extensive review of actual results and adjustments where applicable;
- Use of projected 2014 year-end surplus to fund 2015 one-time items;
- Use of contingency reserves to fund potential revenue deficiencies; and
- Use of designated reserves for applicable one-time items.

Through diligent preparation and thorough review, Strathcona County Administration strives to provide a Budget that is accurate, transparent and easy to understand. We adhere to the *Municipal Government Act* and our own Council approved financial policies, such as Allocation of Year-End Operating Surplus for Tax Purposes, Municipal Reserves and Debt Management Policy, to provide the organization with the most responsible and clear financial direction possible.

## 2015 Approved Budget

The 2015 Budget includes an approved consolidated budget of \$336 million dollars and an approved Capital Budget of \$66 million dollars, reflecting the cost of maintaining services and implementing initiatives that advance Council’s Strategic Plan. The budget calls for a 2.58% tax dollar increase which results in an annual increase of \$47.49 for the average homeowner. Utility rates will increase by 3.25%. On average, this translates to an additional \$3.89 on monthly bills.

Key Recommendations - Approved Budget 2015				
	Percentage	Average Monthly Increase		Average Yearly Increase
Municipal Tax Dollar Increase	2.58%	\$	3.96	\$ 47.49
Utility Rate Increase	3.25%	\$	3.89	\$ 46.68

*\*Based on an average household assessment of \$425,000*



## Where the Money Comes From and Where It Goes

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 main sources: property taxes and user fees and charges.

Service delivery comes with costs associated with required inputs such as labour, oil-related supplies like road oil and fuel, utilities to heat

and light facilities, office supplies and contracted services like the RCMP. Additionally, there are costs for debt servicing and reserve transfers which help us to plan for the future. Services go through a detailed costing process when the budget is developed to ensure accurate estimates and responsible planning. The 2015 consolidated budget reflects the costs identified for inputs for services provided by the municipality.

	Municipal Operations	Utility Operations	Municipal Library	2015 Consolidated Budget
<b>Revenues</b>				
Property Taxes	(199,221,317)	-	(8,709,316)	(207,930,633)
Government Grants	(4,947,291)	(7,000)	(502,589)	(5,456,880)
Utility User Rates	-	(53,236,979)	-	(53,236,979)
User Fees & Charges	(38,452,431)	(631,701)	(173,346)	(39,257,478)
Penalties & Fines	(5,238,665)	-	(177,928)	(5,416,593)
Investment Income	(4,804,808)	(1,240,724)	(110,785)	(6,156,317)
Other Revenues	(7,492,522)	(3,000)	(127,355)	(7,622,877)
*Non-Operating Items	(9,019,470)	(2,186,404)	(45,420)	(11,251,294)
	<u>(269,176,504)</u>	<u>(57,305,808)</u>	<u>(9,846,739)</u>	<u>(336,329,051)</u>
<b>Expenses</b>				
Salaries, Wages & Benefits	137,330,560	10,754,557	5,904,401	153,989,518
Contracted & General Services	47,898,750	11,593,890	330,566	59,823,206
Supplies, Materials & Utilities	28,664,068	23,868,326	1,166,164	53,698,558
Interest on Debt	3,624,875	2,718,223	988,882	7,331,980
Grants & Requisitions	1,959,802	-	4,420	1,964,222
Other Expenses	1,320,532	102,254	-	1,422,786
*Non-Operating Items	48,377,917	8,268,558	1,452,306	58,098,781
	<u>269,176,504</u>	<u>57,305,808</u>	<u>9,846,739</u>	<u>336,329,051</u>
<b>Net Requirement</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

\*Non-Operating Items Include Transfers To/From Reserves and Debt Repayments

\*\*Amortization Expense not Included as it is Non-Cash

\*\*\* Pioneer Housing Foundation is included in municipal operations

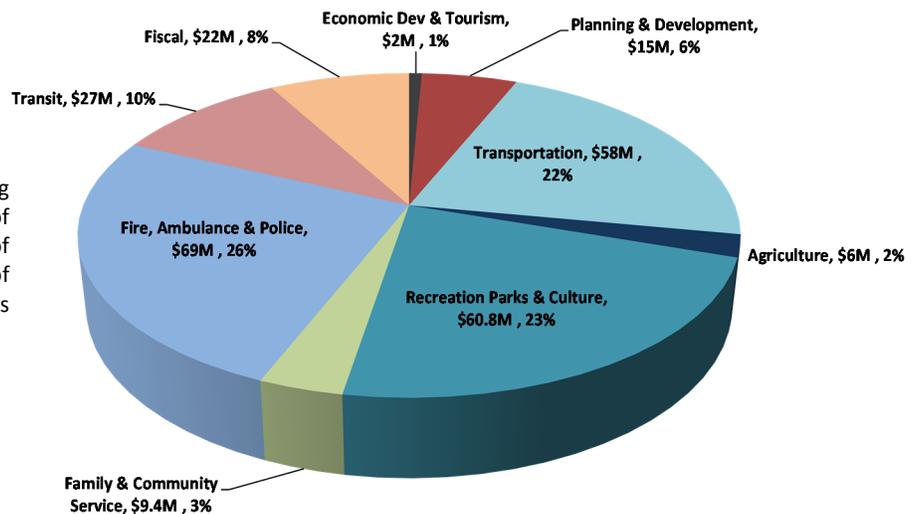
## Where the Money Comes From and Where It Goes (Continued)

Taxes collected make up slightly more than 74% of Strathcona County’s total revenue but only 27% of the overall cost to provide municipal services is paid for by residential property tax. For many other communities, this figure is much higher.

At just over 14% of the total revenue, user fees and charges form the next significant portion of revenue collected by the County. This is generated primarily from transit fares and fees collected for the use of recreation facilities.

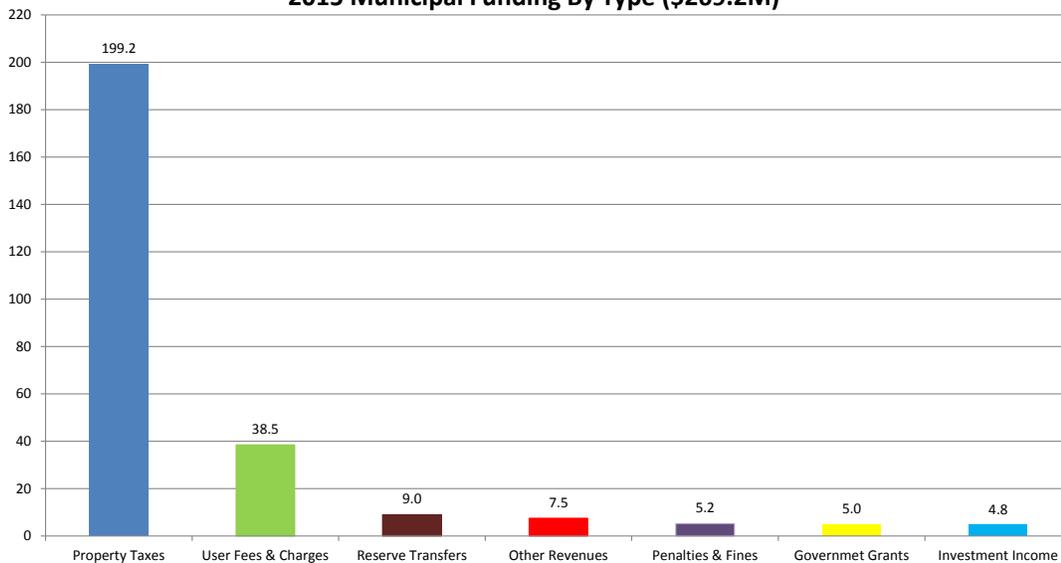
The total cost of municipal services is budgeted at \$269.2 million for 2015. The approved Operating Budget maintains the vast array of services provided to the community. Park and trail maintenance, snow removal, policing, community events, recreation opportunities and road maintenance are just a few of the many services delivered through the approved 2015 Budget.

**What Municipal Services Cost (Total \$269.2M)**



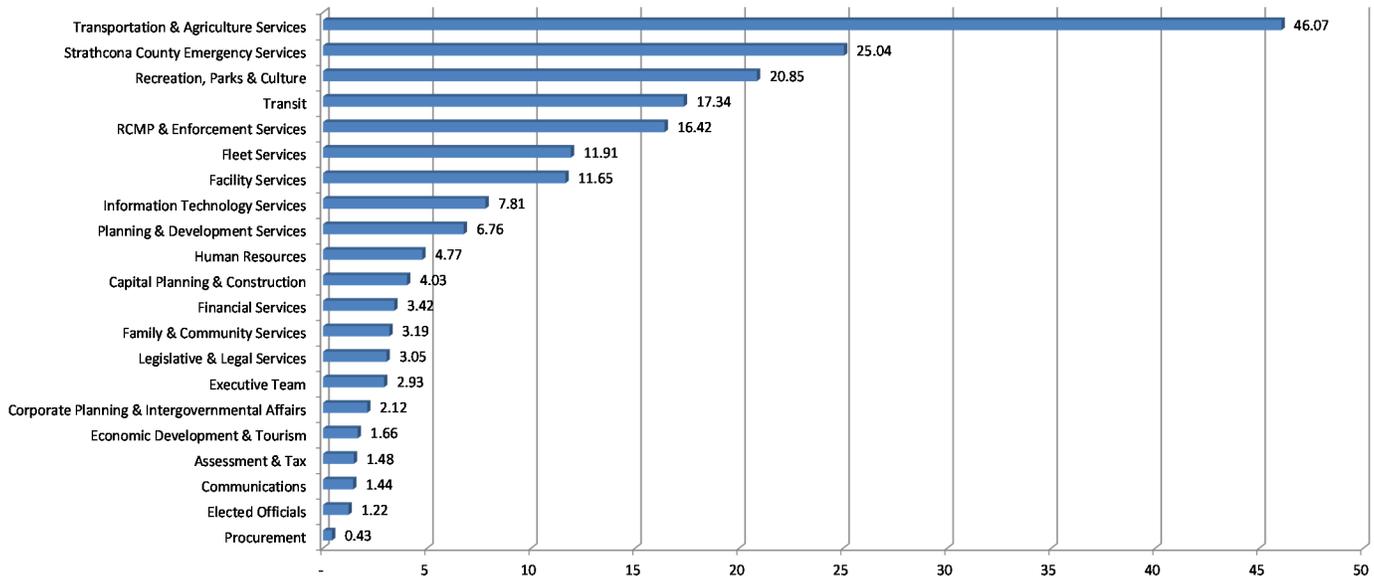
\*The 2015 Municipal Operating Budget includes Expenditures of \$220.8M (excluding amortization of \$41.8M) and Interfund Transfers of \$48.4M; Corporate Support Services costs have been allocated.

**2015 Municipal Funding By Type (\$269.2M)**



## Where the Money Comes From and Where It Goes (Continued)

**Municipal 2015 Net Requirement by Department (\$193M)**



The municipality provides services through departments. The 2015 Budget requires net taxes of \$193 million to fund departments and \$6.2 million for corporate allowances that reside in fiscal services and to fund the elected official’s office (Total \$199.2M). *Note: Net Requirement includes Revenue, Expenses, and Non-Operating items*

Examples of services provided by the above departments are shown below:

Infrastructure & Planning Services	Community Services
<ul style="list-style-type: none"> <li>Urban &amp; Rural Public Works</li> <li>Winter Maintenance</li> <li>Land Development Planning</li> <li>Business &amp; Development Attraction &amp; Retention</li> <li>Agriculture Services</li> <li>Capital Construction</li> <li>Transportation Planning &amp; Traffic Safety</li> </ul>	<ul style="list-style-type: none"> <li>Recreation Programs</li> <li>Parks Maintenance</li> <li>Transit Operations</li> <li>RCMP &amp; Enforcement Services</li> <li>Individual &amp; Family Support Programs</li> <li>Seniors Services</li> <li>Fire Fighting &amp; Rescue</li> <li>Emergency Medical Services</li> </ul>

Senior Admin & Elected Officials	Chief Financial Officer	Corporate Services
<ul style="list-style-type: none"> <li>Council &amp; Elected Officials</li> <li>Business Plan Delivery</li> <li>Policy Development &amp; Implementation</li> <li>Promotion &amp; Publicity</li> <li>Media Relations</li> <li>Intergovernmental Affairs</li> <li>Public Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Assessment &amp; Taxation</li> <li>Trade Agreement Compliance</li> <li>Financial Planning Services</li> <li>Financial Reporting Services</li> <li>Corporate Revenues &amp; Expenses</li> </ul>	<ul style="list-style-type: none"> <li>Fleet &amp; Building Maintenance</li> <li>Legal Services</li> <li>Legislative Services</li> <li>Compensation &amp; Benefits</li> <li>Technology Planning &amp; Strategy</li> <li>OH&amp;S</li> </ul>

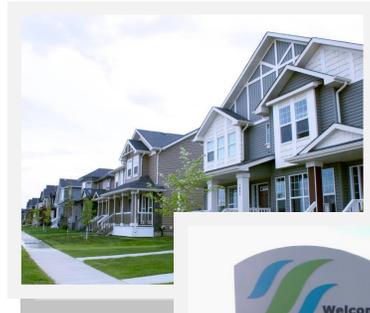
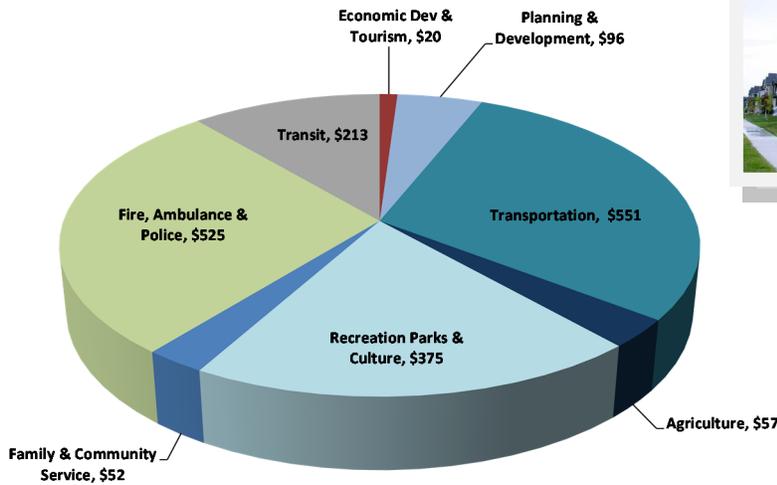
## Understanding Your Municipal Taxes

The sample single family residential property assessed at \$425,000 will pay approximately \$157 per month in property taxes in 2015 for Strathcona County municipal services. For this, residents will receive the below services and more.

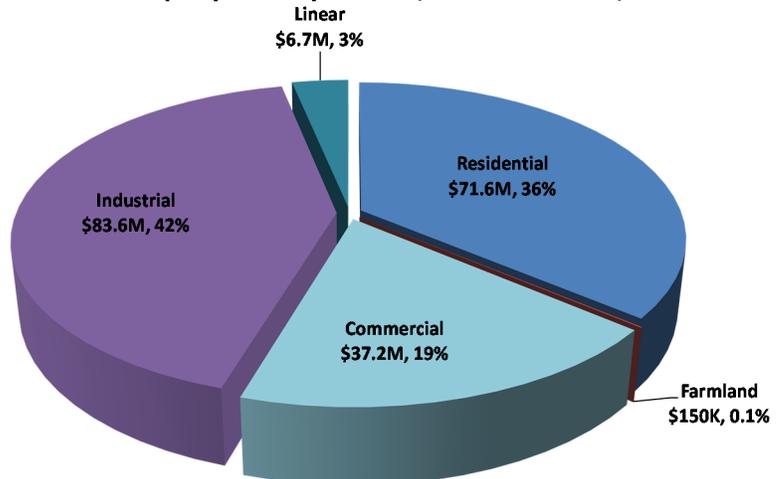
The County collects property taxes from a number of sources to fund the budget. Residential taxes, which represent taxes paid

by homeowners, make up only 36% of the taxes collected. A significant industrial base, primarily from light and heavy industry in Alberta's Industrial Heartland, contributes 42% in support of municipal services. Linear taxes are from right of ways for pipe and power lines and commercial taxes come from businesses that reside within the County.

**Annual Tax Dollars per Sample Household (Total \$1,889/year)**  
 (2015 Sample Household Tax of \$1,889 based on assessment of \$425,000)

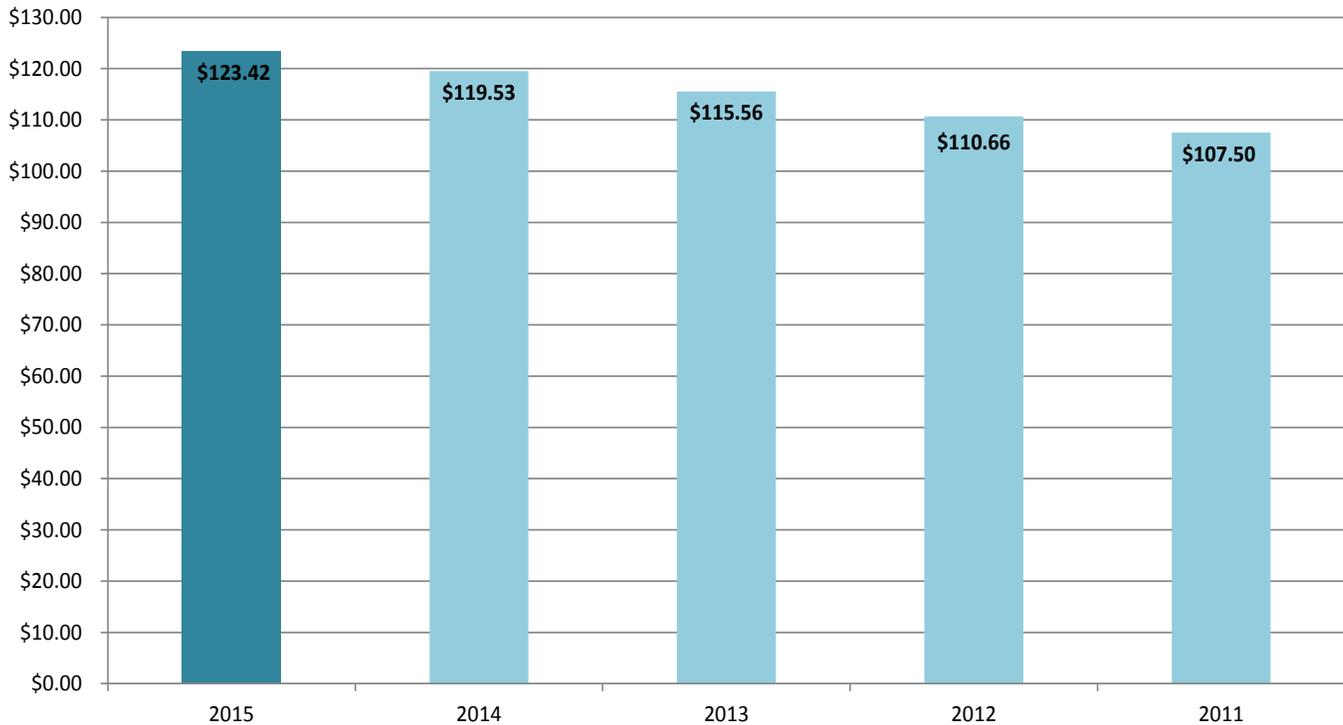


**Property Taxes by Source (Total Taxes \$199.2M)**



## Understanding Your Utility Bill

**Sherwood Park Utility Bill (\$1,481/year)**  
 (Sherwood Park Customers Based on Average Consumption of 18m3)



Utility rates will increase 3.25%. On average, this translates to an additional \$3.89 on monthly bills. This rate increase reflects the following challenges the County faces for the coming year:

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

## Understanding Your Utility Bill (Continued)

### 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.

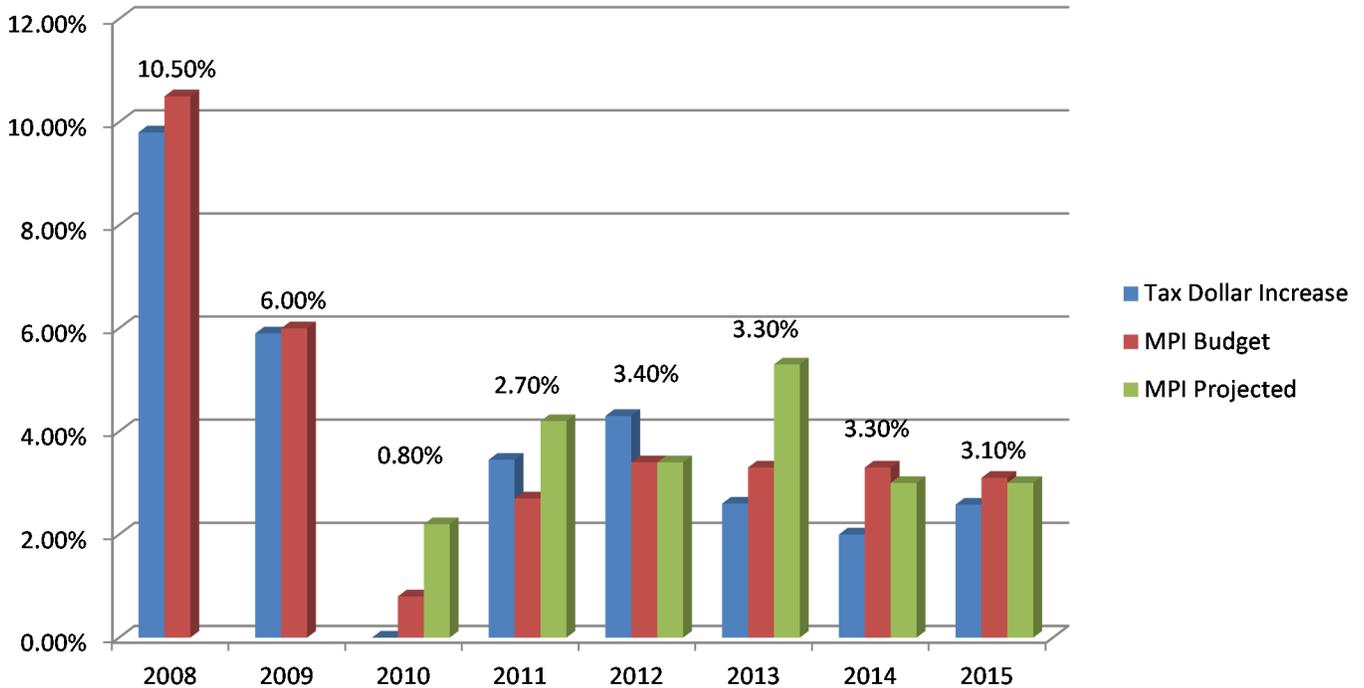
**Water**—delivery of water to homes and businesses, water meter replacement / installation, water meter reading, maintenance of fire hydrants, water line infrastructure operation and maintenance costs.

**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.

Sherwood Park Customers Based on Average Consumption of 18m3	2015 Approved Budget	Change	2014 Approved Budget
<b><u>Solid Waste</u></b>			
Collection	\$25.50	\$1.55	\$23.95
Subtotal	\$25.50	\$1.55	\$23.95
<b><u>Water</u></b>			
Flat Fee	\$5.36	\$0.00	\$5.36
Volumetric Charge	\$41.22	\$1.08	\$40.14
Subtotal	\$46.58	\$1.08	\$45.50
<b><u>Wastewater</u></b>			
Flat Fee	\$13.25	\$0.00	\$13.25
Volumetric Charge	\$7.38	\$0.00	\$7.38
Treatment Charge	\$21.06	\$1.26	\$19.80
Subtotal	\$41.69	\$1.26	\$40.43
<b><u>Storm</u></b>			
O&M Charge	\$3.10	\$0.00	\$3.10
Sump Pump Charge	\$5.41	\$0.00	\$5.41
Upgrades and Studies	\$1.14	\$0.00	\$1.14
Subtotal	\$9.65	\$0.00	\$9.65
<b>Total</b>	\$123.42	\$3.89	\$119.53

## Municipal Price Index (MPI)



## Consumer Price Index vs. Municipal Price Index

We all know that prices for goods and services increase from year to year. The Consumer Price Index (CPI) is the measurement for these price increases, or inflation, that people are generally most familiar with. The CPI is based on a basket of goods that a typical family purchases such as housing, food, clothing, recreation and transportation. Over the past several years in Alberta, the CPI has ranged from 1.1% to 1.4%. But this measurement is not an accurate indication of the inflation municipalities face because our spending is very different.

The Municipal Price Index (MPI) is based on a basket of goods reflective of municipal spending such as labour, asphalt, gravel, road oil and cement—items that are much more susceptible to high inflation. Strathcona County uses the MPI to forecast inflation costs when budgeting. The MPI for 2015 is 3.1%, or an estimated \$7 million.



## Economic Outlook

Alberta's economy is thriving. Population, employment and economic growth within the Capital Region are outpacing municipalities across the country and even most parts of the world. While this creates many exciting opportunities for the County to capitalize on its strengths and step boldly into the future, it also poses significant 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 be a destination of choice—for new homes, businesses and industry. Although Strathcona County's population has been at a slow yet steady increase over the past several years (approximately 1,000 new residents per year over the past 10 years), growth pressures are still a major influence on Operating and Capital Budgets. With the continued development of new areas, such as Aspen Trails and Emerald Hills, the increase in road and park maintenance and snow removal puts pressure on our resources. These new areas are not yet at resident and business capacity to fully support the tax base and offset some of the increased costs.

The outlook for industrial growth remains positive, as does overall tax growth, with an estimated 500 new housing starts, 300,000 square feet of new commercial space, and additional industrial projects coming online in 2015. Total tax growth for 2015 is forecasted at approximately 2.1%, or \$4 million.

Growth adds significant pressure on expenses for program and service delivery. For example, more roads result in the need for extra roadway maintenance and snow removal, more parks result in more grass to cut, and a larger population means more people to serve.



Additionally, a heated construction market results in drastically higher prices. This impacts both the County's Operating and Capital Budgets. For example, the many construction projects in Edmonton, such as the Anthony Henday Drive, coupled with additional Provincial roadway investment, have increased competition for both labour and supplies. As a result, the County's facility and roadway capital costs have increased 15-30%, and roadway maintenance supplies, such as cold mix, have risen over 20%.

While various fees, such as transit and recreation facility fees, have been increased based on cost and market analysis, external pressures may reduce cost recovery. Revenues are projected to decrease due to the construction of competing recreation facilities in neighboring municipalities, the lack of serviced land, and a Provincial policy change related to ambulance revenue.

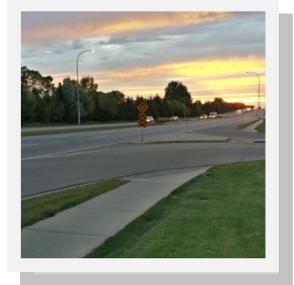
## Economic Outlook (Continued)

### Inflation

Inflation continues to rise in the expanding economy, affecting both the Operating and Capital Budgets. The corporate projection for 2015 is 3.1%, based on the Municipal Price Index (MPI), a measure reflecting the price of goods and services purchased by the municipality. This translates into an additional estimated cost of \$7 million. Unlike growth, inflation has no revenue offset.

Staffing, supplies, oil-related products, contracted services and utilities are just a few of the areas that are heavily influenced by the pressures of inflation. The County purchases a very different basket of goods and services than residents do, and thus is influenced by a different, and often higher, inflation rate than the consumer price index (CPI), a measure of price levels for market goods purchased by households.

The Capital Budget is heavily affected by inflation. Costs for roads, building construction, and land continue to rise. The 2015 Budget has included all known inflation factors and has matched this with funding sources in order to propose a fully-funded Capital Budget.



#### Factors Affected by Growth

- Population – Community programs, permitting, policing, traffic safety
- Roads - snow removal, crack filling, pothole repair
- Trails and sidewalks- maintenance, snow removal
- Green spaces – grass cutting, weed control, tree pruning
- Facilities – Utilities, janitorial, maintenance

#### Factors Affected by Inflation

- Salaries and benefits
- Supplies – fuel, office supplies, asphalt, janitorial contract, water, landscaping materials
- Repairs and maintenance – facilities, computers, telecommunications, roads, trails
- Insurance
- Contacted services – RCMP, snow removal
- Utilities - street lights, facilities

## Capital Budget Highlights

**The Capital Plan and Budget serve the community in five main ways and they are:**

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

Strathcona County’s future potential is tied to the health of our capital assets. Investment in infrastructure—roads, water lines, facilities, technology, vehicles and more—is an investment in our future. In striving to become Canada’s most livable community, it is critical to rethink, revitalize and preserve our capital assets in order to continue to provide the essential services residents rely on each day for health, safety and enjoyment, and to accommodate a vigorous and resilient economy.



**Challenges identified for the year ahead include:**

- Accommodating for growth in core service infrastructure,
- Investing in infrastructure for community growth, and
- Maintaining current infrastructure.

### Impact of Capital

The 2015 Capital Budget represents the capital needs required to support municipal service delivery and utility and library operations. The budget speaks to the County’s commitment to infrastructure renewal (59% of budget) and investment in growth and planning for the future (41% of budget). The plan is fully funded (\$66.4 million) and incorporates no tax supported debt, \$4.1M in utility rate supported debt, and \$0.1M in developer levy supported debt. The 2015 Capital Budget reflects good planning, proactive maintenance and purchases for growth to ensure services are maintained.

## Capital Budget Highlights (Continued)

	Cost	Dept.
<b>Buildings</b>		
Annual Facility Capital Lifecycle	2,078,475	FAC
Annual Parking Lot Rehab Program	353,088	TAS
Station 7 - Land Purchase (\$18.9M Total)	3,090,000	SCES
3rd Floor Community Centre - Complete Space to Allow for Expansion	1,922,000	FAC
County Hall Phase 3 Renovations	3,015,826	FAC
OSRFS - Kinsmen Leisure Centre Design (\$6.3M Total)	93,000	RPC
Amend 2012 SPSY Salt & Sand Storage Shed	700,000	TAS
	<b><u>11,252,389</u></b>	
<b>Electronic Hardware/Software</b>		
IT Infrastructure Replacement Program - Library	42,528	LIB
IT Infrastructure Replacement Program - Utilities	42,000	UT
IT Corporate Infrastructure Replacement Program - Municipal	1,045,831	ITS
Wayfinding Digital Signage	65,000	FAC
Hunter Heights - Conversion from Lieder to Dragonwave Wireless Radio	60,000	FAC
Refurbish		
Web Security Monitoring Software	85,000	ITS
	<b><u>1,340,359</u></b>	
<b>Land Development</b>		
CITP - Lot 4 (Festival Ave) Landscape - Design (\$497K Total)	33,742	PDS
CITP Lot 5 Parking Lot - Design and Construction	100,000	PDS
CITP - Landscaping/Sidewalks - Festival Way and Sherwood Drive (adjacent to Lot 1) (Design) (\$328K Total)	22,496	PDS
	<b><u>156,238</u></b>	
<b>Machinery &amp; Equipment</b>		
Annual - Library Collection Replacement	598,314	LIB
Annual Water Meter / Radio Frequency Program	480,000	UT
Annual Recreation Equipment Replacement Program	234,000	RPC
Annual Equipment Replacement Program	136,680	SCES
Annual Golf Course Equipment Replacement Program	40,000	BPGC
V & E Addition - Arctic Shark for Front End Loader	45,000	TAS
Fleet Addition - Litter Vacuum	66,000	RPC
	<b><u>1,599,994</u></b>	
<b>Program Parks &amp; Open Space Development</b>		
Annual Parks Infrastructure Lifecycle	670,000	RPC
Annual - OSRFS Outdoor Revitalization Program	790,550	PDS
	<b><u>1,460,550</u></b>	

**Annual Program  
Growth**

**Rehab / Rehabilitation  
Developer Levy**

**Suggested Annual  
Value Added**

Capital Budget Highlights (Continued)

	<b>Cost</b>	<b>Dept.</b>
<b>Roadway Infrastructure</b>		
Annual Rural Road Rehab Program	6,355,887	TAS
Annual Traffic & Pedestrian Safety Improvements	300,000	TAS
Annual Traffic Signal / Intersection Replacements	848,000	TAS
Annual Residential Rehab Program	4,879,036	TAS
Annual Asphalt Trail Rehab Program	284,305	TAS
Annual Arterial Road Rehab Program	4,524,345	TAS
SHP- Rge Rd 231 and Hwy 16 construction_C	2,675,000	CPC
SHP- Clover Bar Rd and Emerald Drive Intersection Improvements_DLU (\$6.4M Total)	567,100	CPC
ARD- Third Ave from Main Street to Queen Street_CFL	1,262,732	CPC
HLD- Rge Rd 214 & Twp Rd 554 & Rge Rd 213 from Hwy 15 to Twp Rd 560 2A, 2B DLU	1,800,168	CPC
HLD- Twp Rd 554 from Rge Rd 214 to Rge Rd 213_2A-1_C	4,500,000	CPC
HLD- Twp Rd 554 from Rge Rd 220 to Rge Rd 214_8A_DLU (\$9.5M Total)	1,206,960	CPC
WYE- Wye Rd from Brentwood Blvd to Estate Dr_DLU (\$5.8M Total)	535,000	CPC
SHP- Broadway Blvd and Broadview Dr roundabout_DLU (\$1.6M Total)	107,000	CPC
WYE- ATCO Gas Pipeline relocate South of Wye Road from Mitchell St to	2,286,810	CPC
SHP- Broadmoor Blvd and Lakeland Dr intersection improvement_DLU (\$1.5M Total)	321,000	CPC
Wye Road Noise Attenuation Wall Rehab Consultation (\$4.3M Total)	75,000	TAS
Suggested Annual Bridge Replacement Project	361,113	TAS
Suggested Annual Sidewalk Missing Links Program	795,000	TAS
	<b><u>33,684,456</u></b>	
<b>HLD - Heartland    SP - Sherwood Park    ARD - Ardrossan    WYE - Wye Road</b>		
<b>Utilities</b>		
Annual Hydrant / Valve Replacement	265,000	UT
Annual Rollout Carts	144,000	UT
Central Sherwood Park Stormwater Upgrades - Construction	5,250,000	UT
Compost Cure Site	2,467,000	UT
	<b><u>8,126,000</u></b>	
<b>Vehicles</b>		
Annual Utilities Fleet Addition & Replacement Program	402,000	UT
Transit Fleet Replacements	2,898,900	FLT
Annual V & E Fleet Replacements	5,198,350	FLT
Fleet Addition - 3/4 Ton Truck	57,800	SCES
Fleet Addition - Toolcat	133,706	RPC
Fleet Addition - 3/4 Ton Truck	44,000	SCT
	<b><u>8,734,756</u></b>	
<b>GRAND TOTAL</b>	<b><u><u>66,354,742</u></u></b>	

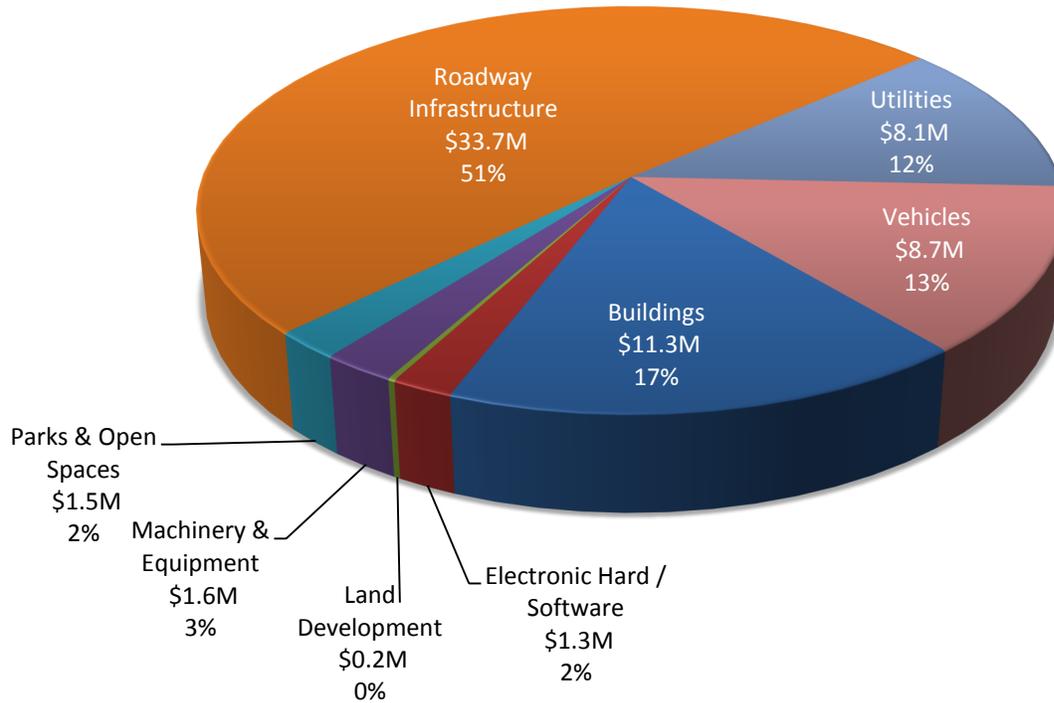
**Annual Program  
Growth**

**Rehab / Rehabilitation  
Developer Levy**

**Suggested Annual  
Value Added**

Capital Budget Highlights (Continued)

**2015 Capital Budget by Asset Type (\$66.4M)**



**Capital Business Cases**

Key changes were implemented in the creation of the 2015 Capital Budget to provide clear linkages with Council’s Strategic Plan, the 2015 -2018 Corporate Business Plan and Department’s Business Plans.

Evidence based decision making was a key goal for the 2015 capital process, and to achieve this, information for decision-making was tailored to reflect service delivery as the driving force behind the budgeting process. This approach supports informed decision making, as it provides decision makers and

other stakeholders with the most useful information in a more relevant format. Capital Business Cases are organized into Class A, B, or C.

Analysis and description of information provided for more accessible detail and clearer project scope, refined cost estimates and relevant justification criteria. Alignment with the Strategic Plan becomes more obvious and medium- and long-term needs can more easily be considered.

## Capital Budget Highlights (Continued)

### The 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 Emergency Services Equipment Replacement Program, Annual Parks Infrastructure Replacement Program and 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.

### How was the 2015 Capital Budget funded?

The Capital Budget is fully funded. 2015 capital projects are funded in the following ways:

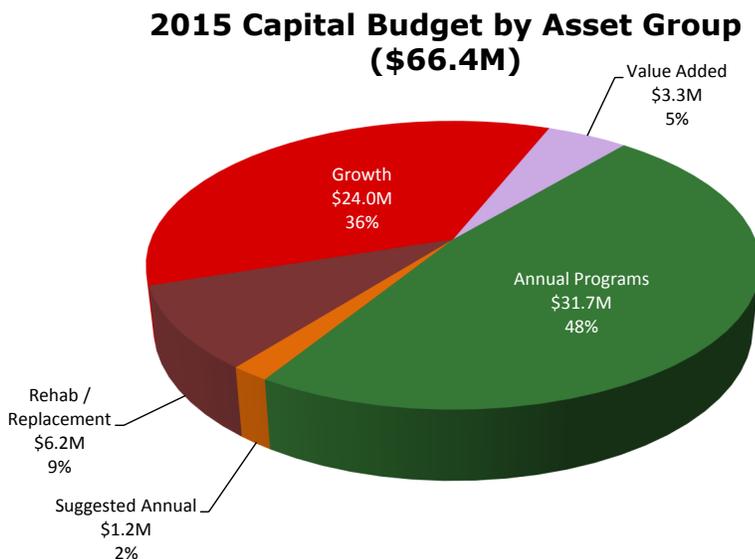
**Annual Program Funding**—Specific, dedicated reserves have been built over time to ensure secure, sustainable funding for annual programs. These are funded through the Operating Budget.

**Developer Levy Funding**—eligible capital projects may be funded, in whole or in part, by specific developer levy accounts. In the event that there are insufficient funds in the appropriate levy account, the County may choose to use levy serviced debt to fund the project.

**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.

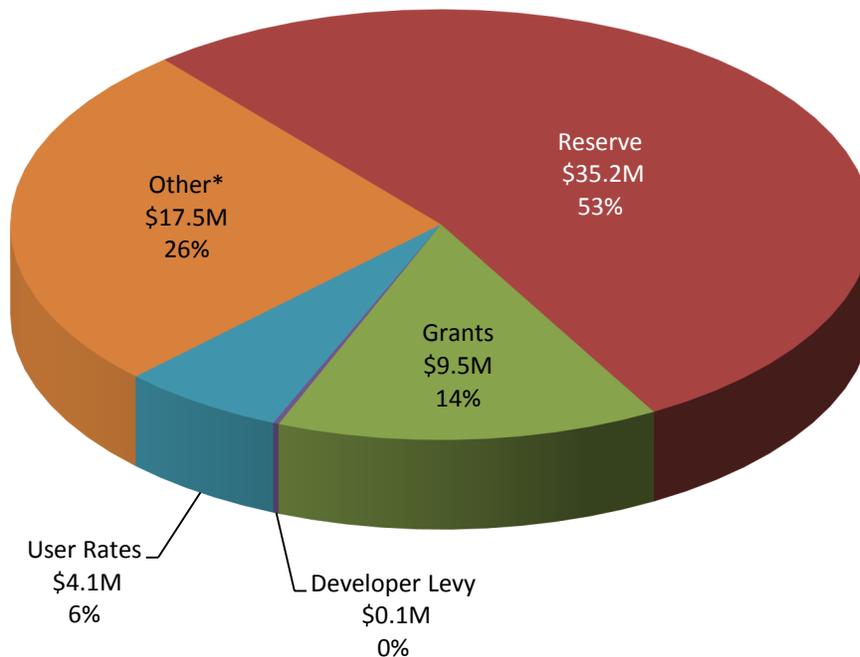


## Capital Budget Highlights (Continued)

### 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.

### 2015 Capital Funding Sources (\$66.4M)



*\*Includes possible items such as potential grants, developer contributions and annual surplus.*

# 2015 Divisional Budget

## Infrastructure & Planning Services

### Introduction

Infrastructure and Planning Services touches the lives of every citizen, every day. We are responsible for managing the County’s infrastructure, above and below ground. Above ground, it’s easy to see the impact we have—we plan, construct, and maintain streets, sidewalks and highways, design and maintain facilities and parks and coordinate plans and permits. Below ground, our work is more hidden but just as critical to everyday life—we provide treated water, wastewater and stormwater infrastructure that promotes public health and safety.

In addition to this, we aim to be an example in the environmental field by fueling 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, we inspire a strong, diverse and sustainable economy.

We believe in Council’s vision for our community—and hundreds of employees



across five departments work every day to maintain our quality infrastructure services to keep our citizens safe in all seasons, facilitate logical and balanced development and keep our community economically resilient with an expanded level of services.

### DEPARTMENT CORE FUNCTIONS

ECONOMIC DEVELOPMENT & TOURISM	CAPITAL PLANNING & CONSTRUCTION	PLANNING & DEVELOPMENT SERVICES	TRANSPORTATION & AGRICULTURE SERVICES	UTILITIES
Business Attraction	Transportation Planning	Land Development Planning	Public Works - Urban	Waste Management Services
Development Attraction	Capital Construction	Land Development Engineering	Public Works - Rural	Community Energy Services
Business Retention	Design & Survey	Permitting, Inspections & Customer Service	Winter Maintenance	Water Services
Business Expansion		Environmental & Open Space Planning	Agriculture	Wastewater Services
Entrepreneur Support		Land Management Services	Traffic Management	Stormwater Services
				Utilities Engineering

## How do Infrastructure and Planning Services' departments contribute to County operations?

### Economic Development and Tourism (EDT)

EDT markets the advantages of doing business in the community in order to attract new business investment. The department works to ensure that the community is well prepared for desired development opportunities. EDT supports the needs and interests of entrepreneurs and existing businesses through programs and education.



### Capital Planning and Construction (CPC)

In collaboration with its partners, CPC coordinates the long and short range plans and master plans for the County's major road networks and other transportation systems. The department develops multi-year capital plans by evaluating transportation network needs and manages the annual capital projects for new construction or upgrades to transportation systems infrastructure, such as roads, parking lots and pedestrian/cycling trails. CPC provides design and survey services to all other departments for the planning, design and construction of County transportation infrastructure.



### Planning and Development Services (PDS)

PDS coordinates and facilitates logical and balanced development and servicing of land. The department leads effective land use planning review and approval processes, and is responsible for decisions on all development, building, and safety codes applications to ensure compliance with the Land Use Bylaw and Alberta Safety Codes Act. PDS coordinates and provides environmental monitoring and assessment for internal and external clients, and oversees the development of outdoor open spaces. The department delivers all real estate and leasing programs and activities that support the delivery of corporate programs.



### Transportation and Agriculture Services (TAS)

The maintenance of the County's transportation infrastructure—roads, sidewalks, parking lots and trails—is the responsibility of TAS. The department keeps residents safe in all seasons through the use of speed and traffic controls, snow removal and ice control programs. The department also supports the unique needs of rural residents by implementing programs like vegetation management on rural roadsides, weed and pest control services, and programs to conserve soil and water.



### Utilities (UT)

UT plans for, designs, operates and maintains water, wastewater and stormwater infrastructure systems—supplying clean water to residents, safely treating wastewater and reducing the possibility of flooding and property damage. The department also provides waste management services and delivers heat to a number of buildings from a central source through the Centre in the Park Community Energy System.





## Succeeding in 2015

### Our Focus for the Year Ahead:

Infrastructure and Planning Services' direction aligns very strongly with the top prioritized goals of the Strategic Plan. Looking forward to 2015, our priorities are:

- Managing and planning for new growth areas and the related increase in infrastructure construction and maintenance;
- Maintaining high levels of service as the community continues to grow; and
- Balancing limited resources for construction and maintenance among new and existing areas.

### Capitalizing on Opportunities:

2015 will present Infrastructure and Planning Services with significant opportunities:

- Completing / updating planning studies for major road networks;
- Interacting with potential international business investors in the petrochemical sector;
- Completing and implementing important plans and strategies such as the Agriculture Master Plan and Municipal Land Strategy;
- Building on our relationship with the public as we plan for new development areas;
- Implementing the Traffic Safety Strategic Plan;
- Collaborating with partners on critical projects such as the stormwater study with the University of Alberta and the joint compost cure site in partnership with the City of Edmonton; and
- Updating the Municipal Development Plan (MDP).

### Overcoming Challenges:

Infrastructure and Planning Services has also identified challenges ahead in 2015:

- Meeting the needs of an expanding population as growth puts pressure on the transportation network, infrastructure and utility programs;
- Balancing growth and infrastructure rehabilitation requirements;
- Attracting value added projects to the County in the face of increasing world-wide competition;
- Addressing municipal land scarcity and managing the allocation of land resources as the demand for land increases;
- Prioritizing growth areas to ensure maximum benefit to the community;
- Recruiting and retaining specialized staff and managing rising staff workloads; and
- Maintaining service levels as costs rise due to inflation.





### Operating Impacts

The health and wellbeing of our residents and the success of our businesses rely upon safe and dependable infrastructure and supportive programming. In order to remain competitive and deliver the high quality services we are known for, Infrastructure and Planning Services must invest significant funding into new and existing projects and their associated operating costs.

Whether it be increased maintenance and rehabilitation costs for new water lines or roads, or the development of long-range and master plans to guide sustainable development, our budgeting forecast is directed by Council’s prioritized strategic goals which focus on municipal infrastructure, petrochemical business, public involvement and relationship building with neighboring municipalities and civic organizations.

### Capital Impacts

Strathcona County’s core capital infrastructure, critical to the everyday life of our citizens — roads, sidewalks, bridges, and water, wastewater, and stormwater infrastructure systems—is the responsibility of the Infrastructure & Planning Services Division. Additionally, we provide for the service capital equipment that supports snow removal, open space and recreation facilities, and traffic amenities for traffic safety.

Infrastructure and Planning Services plays a very integral part in aligning with Council’s vision to ensure that the basic needs that promote health and safety, such as clean water and safe roads, are met and that our infrastructure contributes strongly to the vibrant nature of our community. The activities and requirements related to core capital and service capital drive our capital budget needs.

## How does the Infrastructure and Planning Services' 2015 budget serve the community vision?

### **Prioritized Strategic Goal #1: We manage, invest and plan for sustainable municipal infrastructure through...**

#### ***Efficient and effective transportation systems infrastructure:***

- Planning studies, such as the Transportation Model, Heartland Study, and the North Saskatchewan River Crossing and Highway Linkage Study will ensure efficient and effective designing, and constructing of the County's Transportation Systems Infrastructure.
- Implementing roadway construction and intersection improvement projects in Sherwood Park related to new development to increase safety.

#### ***Water, wastewater, stormwater and community energy infrastructure to promote health and safety and mitigate environmental impacts:***

- Completing cost of service studies for wastewater will provide an important guideline for assigning cost responsibility and inform the Utilities Finance Policy.
- Continuing the current state assessment of utilities infrastructure and developing a long-term infrastructure strategy and implementation plan will advance utilities asset management and promote health and safety.
- Stormwater infrastructure upgrades will improve flood protection in central Sherwood Park.
- Annual utility infrastructure maintenance programs, such as hydrant/valve replacement program, and fleet additions and replacements, will uphold infrastructure integrity and asset value.

#### ***Thoughtfully planned new neighborhood development:***

- The Colchester Growth Management Study will provide critical information required to determine the location and planning of future growth areas.
- Continuing to update the Municipal Development Plan to define guidelines for orderly growth and development.
- Supporting growth for North of Yellowhead and Ardrossan through planning and executing capital projects.
- The completion of a Municipal Land Strategy will help identify strategic land purchases and enhance Strathcona County's financial strength, flexibility and cash flow management.

#### ***Safe roads supported through efficient and effective maintenance:***

- Annual transportation infrastructure maintenance programs, such as parking lot, rural and residential road and trail rehabilitation projects, traffic and pedestrian safety.

## How does the Infrastructure and Planning Services' 2015 budget serve the community vision? (Continued)

### ***Other municipal infrastructure:***

- The Wye Road Noise Attenuation Wall Rehabilitation project will replace the wall to provide residents with a buffer against traffic noise.
- A new Meltwater Treatment Facility will aid in snow disposal and ensure that county and provincial water quality objectives are met.
- Outdoor revitalization program (OSRFS) – trails, parks and landscaping improvements will enhance quality of life for residents.

### **Prioritized Strategic Goal #2: We increase and diversify the petrochemical business through...**

#### ***Increased business investment attraction:***

- Continuing to engage and aid companies looking to invest, grow and stay in Strathcona County and working with all sectors and sizes of businesses will further diversify and strengthen the local economy.
- Interacting with potential international business investors in the petrochemical sector will attract new investment in the County and create economic opportunities.

#### ***Industrial land planning to meet diverse needs of prospective industries:***

- Completing and updating strategies, such as the Economic Development Strategy and Foreign Direct Investment (FDI) Strategy to support business development work.
- Updating statutory planning documents related to industrial development will ensure current and future planning needs are being met and put the County in a position to capture future industrial growth.
- Transportation plan updates and construction projects in the Alberta Industrial Heartland area will support heavy industrial development.

### **Prioritized Strategic Goal #3: We increase public involvement and address future issues through...**

#### ***Service which results in informed, engaged and satisfied stakeholders:***

- Implementing the Epermit real time inspections initiative will leverage our online technology and provide accurate and timely information to the public.
- Completing and implementing the Agriculture Master Plan will provide a framework that will guide how the County will support and plan for agriculture today and into the future.

## How does the Infrastructure and Planning Services' 2015 budget serve the community vision? (Continued)

### **Prioritized Strategic Goal #4: We develop and maintain relationships with neighbouring municipalities through...**

#### ***Programs and services which allow for healthy and thriving community:***

- Collaborating efforts with Alberta Capital Airshed, industry and regional partners to expand the air quality monitoring network will address gaps in the ambient air quality knowledge.
- Partnering with the City of Edmonton and the Alberta Community Partnership Grant on a proposed joint compost cure site will allow the County to meet the waste diversion from landfill target of 70% by 2018.
- Completing the storm water study with the University of Alberta will help to address environmental concerns around storm water ponds and natural bodies of water.

### **We support Council's remaining strategic goals through...**

- Continuing to implement a multi-tenant residential waste diversion program will reduce waste sent to the landfill.
- Increasing the duration for the weekly Summer Organics program will help the County meet the target to divert 70% of waste from landfills by 2018.
- Updating/reviewing our capital planning process in order to ensure our capital program reflects all relevant transportation information known to date.
- Completing The Centre in the Park (CITP) Area Development Plan to ensure current and future planning needs are being met.



## 2015 Divisional Budget Changes (Excluding Utilities)

	2014 Budget	\$ Change 2014-2015	2015 Budget	% Change 2014-2015
<b>Revenues</b>				
Government Grants	\$ (214,243)	\$ -	\$ (214,243)	0.0 %
User Fees & Charges	(5,019,391)	(111,291)	(5,130,682)	2.2 %
Penalties & Fines	(37,000)	-	(37,000)	0.0 %
Other Revenues	(66,050)	(190,848)	(256,898)	288.9 %
	<u>(5,336,684)</u>	<u>(302,139)</u>	<u>(5,638,823)</u>	5.7 %
<b>Expenses</b>				
Salaries & Wages	19,967,427	918,966	20,886,393	4.6 %
Employee Benefits	4,077,236	(193,408)	3,883,828	(4.7 )%
Training & Development	393,832	33,488	427,320	8.5 %
Business Expenses	288,691	10,927	299,618	3.8 %
Advertising & Printing	358,298	81,041	439,339	22.6 %
Professional Services	796,225	1,255,055	2,051,280	157.6 %
Rentals & Leases	993,401	2,400	995,801	0.2 %
Contracted Services	6,988,828	(10,335)	6,978,493	(0.1 )%
Supplies & Materials	6,336,889	338,131	6,675,020	5.3 %
Repairs & Maintenance	168,203	24,533	192,736	14.6 %
Equipment Purchases	196,377	7,681	204,058	3.9 %
Utilities	2,021,381	385,291	2,406,672	19.1 %
Telecommunications	177,077	(551)	176,526	(0.3 )%
Interest on Debt	10	-	10	0.0 %
Grants & Requisitions	7,000	158,560	165,560	2265.1 %
Other Expenses	70,188	2,181	72,369	3.1 %
Interprogram	(144,730)	6,982	(137,748)	(4.8 )%
	<u>42,696,333</u>	<u>3,020,942</u>	<u>45,717,275</u>	7.1 %
<b>Net (Revenues)/Expenses</b>	<u>37,359,649</u>	<u>2,718,803</u>	<u>40,078,452</u>	7.3 %
<b>Non-Operating Items</b>	<u>17,556,605</u>	<u>889,295</u>	<u>18,445,900</u>	5.1 %
<b>NET REQUIREMENT</b>	<b>\$ 54,916,254</b>	<b>\$ 3,608,098</b>	<b>\$ 58,524,352</b>	<b>6.6 %</b>

**Analysis of Changes from 2014 to 2015**

User Fees & Charges (*revenue increase)	Note 1	\$ (111,291)
Other Revenues (*revenue increase)	Note 2	(190,848)
Salaries, Benefits and Labour Costs	Note 3	769,973
Advertising & Printing	Note 4	81,041
Professional Services	Note 5	1,255,055
Supplies & Materials	Note 6	338,131
Utilities	Note 7	385,291
Grants & Requisitions	Note 8	158,560
Non-operating items	Note 9	889,295
Other		32,891
<b>TOTAL CHANGES</b>		<b>\$ 3,608,098</b>

**Note 1:** User Fees & Charges revenue increased mainly due to additional revenue from new development service fees as well as changes based on actual historical averages.

**Note 2:** Approval and inspection fee revenue was reclassified from Non-Operating Items to Other Revenue (see note 9). Also, the budget was reduced to better align available funding with the related labour costs.

**Note 3:** The increase is mainly due to Cost of Living increases, new positions and related staffing costs required to maintain services, partially offset by a reduction in benefits, which were adjusted to an average rate.

**Note 4:** Public relations and advertising increased to continue attracting new business, particularly in the petrochemical sector, to Strathcona County in a globally-competitive marketplace.

**Note 5:** Professional service budget increased due to new transportation and development studies and strategic plans.

**Note 6:** Supplies & Materials expense increased mainly due to a significant cold mix price increase and other regular growth and inflation.

**Note 7:** Utilities expense increased due to a significant increase in the electricity contract.

**Note 8:** One-time sponsorship of large community-building events (particularly street lights).

**Note 9:** Non-operating items increased because of a higher transfer to capital reserve due to inflation on capital project inputs. Also, approval and inspection fee revenue was reclassified from Non-Operating Items to Other Revenue (see note 2).

\*Revenue is shown as a credit (in brackets)

## 2015 Utilities—Budget Changes

	2014 Budget	\$ Change 2014-2015	2015 Budget	% Change 2014-2015
<b>Revenues</b>				
Government Grants	\$ (7,000)	\$ -	\$ (7,000)	0.0 %
Utility User Rates	(51,447,178)	(1,789,801)	(53,236,979)	3.5 %
User Fees & Charges	(880,493)	248,792	(631,701)	(28.3) %
Investment Income	(220,641)	(1,020,083)	(1,240,724)	462.3 %
Other Revenues	(2,640)	(360)	(3,000)	13.6 %
	<u>(52,557,952)</u>	<u>(2,561,452)</u>	<u>(55,119,404)</u>	4.9 %
<b>Expenses</b>				
Salaries & Wages	8,111,910	897,519	9,009,429	11.1 %
Employee Benefits	1,669,660	75,468	1,745,128	4.5 %
Training & Development	193,248	8,019	201,267	4.1 %
Business Expenses	62,775	2,119	64,894	3.4 %
Advertising & Printing	416,971	54,867	471,838	13.2 %
Professional Services	475,193	30,124	505,317	6.3 %
Rentals & Leases	395,434	38,734	434,168	9.8 %
Contracted Services	7,471,182	798,386	8,269,568	10.7 %
Supplies & Materials	19,533,484	1,081,237	20,614,721	5.5 %
Repairs & Maintenance	1,964,927	39,336	2,004,263	2.0 %
Equipment Purchases	202,762	(5,510)	197,252	(2.7) %
Utilities	(58,721)	(209,190)	(267,911)	356.2 %
Telecommunications	114,194	27,443	141,637	24.0 %
Interest on Debt	3,184,383	(466,160)	2,718,223	(14.6) %
Other Expenses	90,842	11,412	102,254	12.6 %
Interprogram	2,783,506	41,696	2,825,202	1.5 %
Amortization Expense	5,592,375	959,279	6,551,654	17.2 %
	<u>52,204,125</u>	<u>3,384,779</u>	<u>55,588,904</u>	6.5 %
<b>Net (Revenues)/Expenses</b>	<u>(353,827)</u>	<u>823,327</u>	<u>469,500</u>	(232.7) %
<b>Non-Operating Items</b>	<u>353,827</u>	<u>(823,327)</u>	<u>(469,500)</u>	(232.7) %

NET REQUIREMENT	\$	-	\$	-	\$	-	0.0 %
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**Analysis of Changes from 2014 to 2015**

Utility User Rates (*revenue increase)	Note 1	\$ (1,789,801)
User Fees & Charges (*revenue decrease)	Note 2	248,792
Investment Income (*revenue increase)	Note 3	(1,020,083)
Salaries, Benefits and Labour Costs	Note 4	983,125
Advertising & Printing	Note 5	54,867
Contracted Services	Note 6	798,386
Supplies & Materials	Note 7	1,081,237
Utilities	Note 8	(209,190)
Interest on Debt	Note 9	(466,160)
Interprogram	Note 10	41,696
Amortization Expense	Note 11	959,279
Other		(682,148)
<b>TOTAL CHANGES</b>		<u>\$ -</u>

- Note 1:** Utility User Rates revenue is higher mainly due to higher fees, particularly in solid waste collection and wastewater treatment, and approximately 600 more customer accounts.
- Note 2:** User Fees & Charges revenue decreased mainly because Alberta Capital Wastewater Commission (ACRWC) contract was removed since the work will now be done on an as-needed basis.
- Note 3:** Investment Income increased due to a change in accounting process to reallocate interest income on Utility reserves directly to the Utility department rather than flowing through municipal operations and reserve transfers.
- Note 4:** The increase is mainly due to new positions and related staffing costs required to maintain services.
- Note 5:** Advertising & Printing increased mainly due to higher postage cost related to utility billing.
- Note 6:** Contracted Services increased mainly because of higher cost of waste and organics pick up, increase in the number of customers, recycling volume, and frequency of summer organics collection.
- Note 7:** Supplies & Materials increased mainly due to increased water price (\$0.02 increase in EPCOR charge) and sewer treatment charge (\$0.06 increase in ACRWC charge) as well as growth in the number of customers.
- Note 8:** Utilities internal recovery increased mainly due to other departments' higher usage of water, sewer and energy services.
- Note 9:** Interest on Debt decreased due to the timing of debt-funded capital projects.
- Note 10:** Interprogram expense decreased mainly due to a new tax recovery for Community Energy to fund the operations due to the lack of building connections to the system.
- Note 11:** Amortization non-cash expense increased due to additional utilities engineering structures coming into service.

\*Revenue is shown as a credit (in brackets)

## 2015 Department Budget Summary

**DEPARTMENT OPERATING BUDGETS****Economic Development & Tourism**

Revenues	\$	(26,000)
Expenses		1,687,899
Non-Operating Items		1,266
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>1,663,165</b>

**Capital Planning & Construction**

Revenues	\$	(4,148)
Expenses		4,033,476
Non-Operating Items		5,000
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>4,034,328</b>

**Planning & Development Services**

Revenues	\$	(5,042,510)
Expenses		11,317,728
Non-Operating Items		485,000
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>6,760,218</b>

**Transportation & Agriculture Services**

Revenues	\$	(566,165)
Expenses		28,678,172
Non-Operating Items		17,954,634
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>46,066,641</b>

**Utilities**

Revenues	\$	(55,119,404)
Expenses		55,588,904
Non-Operating Items		(469,500)
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>-</b>

**TOTAL DIVISION****\$ 58,524,352***\*Revenue is shown as a credit (in brackets)*

## 2015 Divisional Capital Budget

	Cost	Dept.
<b>Buildings</b>		
Annual Parking Lot Rehab Program	353,088	TAS
Amend 2012 SPSY Salt & Sand Storage Shed	700,000	TAS
	<b><u>1,053,088</u></b>	
<b>Electronic Hardware/Software</b>		
IT Infrastructure Replacement Program - Utilities	42,000	UT
	<b><u>42,000</u></b>	
<b>Land Development</b>		
CITP - Lot 4 (Festival Ave) Landscape - Design (\$497K Total)	33,742	PDS
CITP Lot 5 Parking Lot - Design and Construction	100,000	PDS
CITP - Landscaping/Sidewalks - Festival Way and Sherwood Drive (adjacent to Lot 1) (Design) (\$328K Total)	22,496	PDS
	<b><u>156,238</u></b>	
<b>Machinery &amp; Equipment</b>		
Annual Water Meter / Radio Frequency Program	480,000	UT
V & E Addition - Arctic Shark for Front End Loader	45,000	TAS
	<b><u>525,000</u></b>	
<b>Program Parks &amp; Open Space Development</b>		
Annual - OSRFS Outdoor Revitalization Program	790,550	PDS
	<b><u>790,550</u></b>	
<b>Roadway Infrastructure</b>		
Annual Rural Road Rehab Program	6,355,887	TAS
Annual Traffic & Pedestrian Safety Improvements	300,000	TAS
Annual Traffic Signal / Intersection Replacements	848,000	TAS
Annual Residential Rehab Program	4,879,036	TAS
Annual Asphalt Trail Rehab Program	284,305	TAS
Annual Arterial Road Rehab Program	4,524,345	TAS
SHP- Rge Rd 231 and Hwy 16 construction_C	2,675,000	CPC
SHP- Clover Bar Rd and Emerald Drive Intersection Improvements_DLU (\$6.4M Total)	567,100	CPC
ARD- Third Ave from Main Street to Queen Street_CFL	1,262,732	CPC
HLD- Rge Rd 214 & Twp Rd 554 & Rge Rd 213 from Hwy 15 to Twp Rd 560_2A, 2B_DLU	1,800,168	CPC
HLD- Twp Rd 554 from Rge Rd 214 to Rge Rd 213_2A-1_C	4,500,000	CPC
HLD- Twp Rd 554 from Rge Rd 220 to Rge Rd 214_8A_DLU (\$9.5M Total)	1,206,960	CPC
WYE- Wye Rd from Brentwood Blvd to Estate Dr_DLU (\$5.8M Total)	535,000	CPC
SHP- Broadway Blvd and Broadview Dr roundabout_DLU (\$1.6M Total)	107,000	CPC
WYE- ATCO Gas Pipeline relocate South of Wye Road from Mitchell St to Hwy 21_C	2,286,810	CPC
SHP- Broadmoor Blvd and Lakeland Dr intersection improvement_DLU	321,000	CPC
Wye Road Noise Attenuation Wall Rehab Consultation (\$4.3M Total)	75,000	TAS
Suggested Annual Bridge Replacement Project	361,113	TAS
Suggested Annual Sidewalk Missing Links Program	795,000	TAS
	<b><u>33,684,456</u></b>	

HLD - Heartland    SP - Sherwood Park    ARD - Ardrossan    WYE - Wye Road

**Annual Program  
Growth**

**Rehab / Rehabilitation  
Developer Levy**

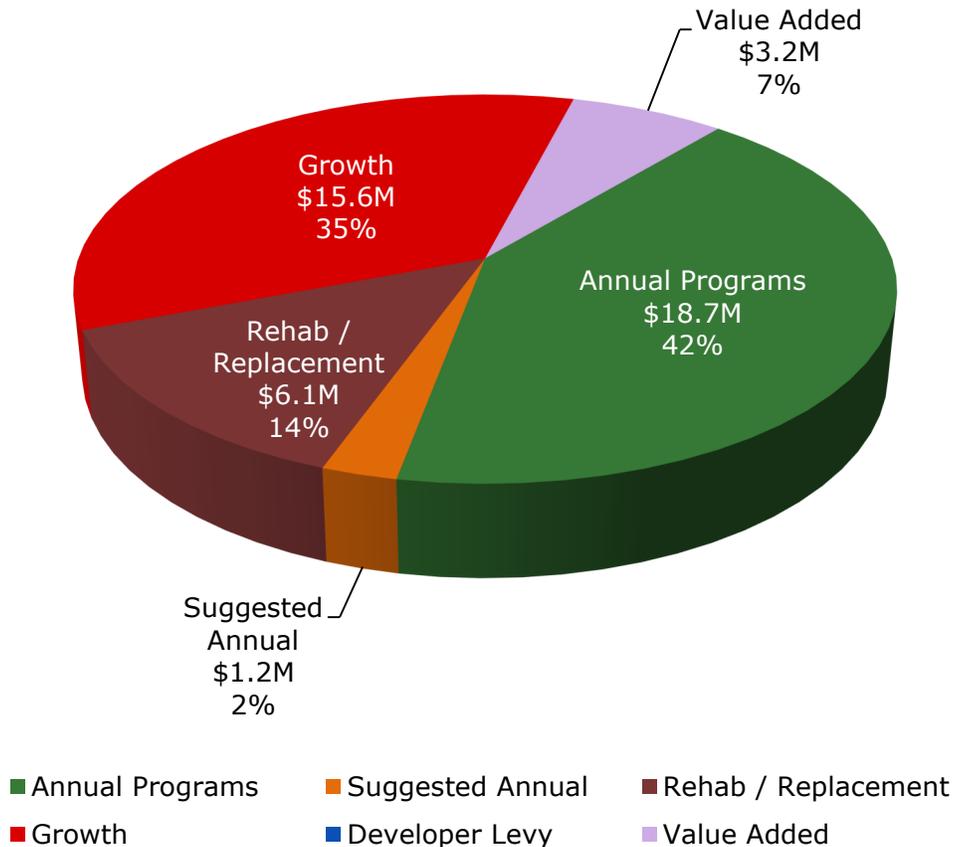
**Suggested Annual  
Value Added**

Continued on next page →

## 2015 Divisional Capital Budget (Continued)

	Cost	Dept.
<b>Utilities</b>		
Annual Hydrant / Valve Replacement	265,000	UT
Annual Rollout Carts	144,000	UT
Central Sherwood Park Stormwater Upgrades - Construction	5,250,000	UT
Compost Cure Site	2,467,000	UT
	<b><u>8,126,000</u></b>	
<b>Vehicles</b>		
Annual Utilities Fleet Addition & Replacement Program	402,000	UT
	<b><u>402,000</u></b>	
<b>GRAND TOTAL</b>	<b><u><u>44,779,332</u></u></b>	

## 2015 Capital Budget by Asset Group - IPS



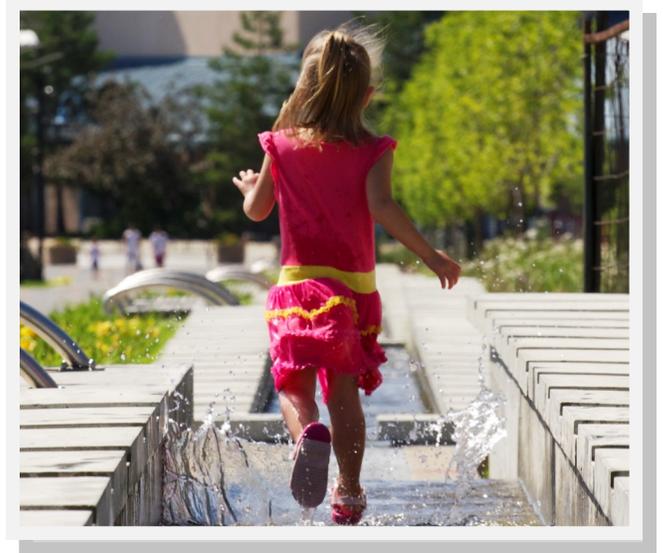
# 2015 Divisional Budget

## Community Services

### Introduction

In Community Services, our focus is on creating a healthy, vibrant, safe and welcoming community that celebrates cultural and social inclusion. We strive to engage and empower citizens through social support services for people of all ages and situations, lifelong learning opportunities, recreation programming and exciting internationally recognized events. Our Strathcona County Emergency Services and RCMP are second to none, providing a climate of safety in which residents and businesses can flourish. People of all ages and abilities benefit from being connected through our progressive transit system, with a fleet of double-deckers; the first of its kind in the province.

Through all of our initiatives, Community Services is a critical component of realizing Council's vision of becoming the most livable community in Canada. It is our friendly and forward-thinking nature that draws people to



Strathcona County, to invest, to play and to stay. Our success as a community is tied to the success of those in need—the children, the elderly and families.

### DEPARTMENT CORE FUNCTIONS

STRATHCONA COUNTY EMERGENCY SERVICES	FAMILY & COMMUNITY SERVICES	RECREATION, PARKS & CULTURE	STRATHCONA COUNTY TRANSIT	RCMP & ENFORCEMENT SERVICES
Community Safety	Individual & Family Supports	Programs	Commuter Service	RCMP General Duty
Emergency Communications	Outreach Supports	Facilities	Local Service	Drugs & Serious Crimes
Emergency Management	Developing Community	Parks, Fields & Open Spaces	Specialized Transit Service	Integrated Traffic Services
Operations (Emergency Response)	Community Education	Community Development		Crime Prevention & Victim Services
		Special Events		Enforcement Services

## How does Community Services' departments contribute to County operations?

### Strathcona County Emergency Services (SCES)

Strathcona County Emergency Services (SCES) provides fire, rescue and ambulance services (under contract to Alberta Health Services) to the community. The department also provides 9-1-1 call answer and emergency dispatch service, and coordinates community alerting and emergency response planning to enhance community preparedness. The department provides public education programs including FireSmart workshops, first aid and CPR, targeted education to children, emergency preparedness and home safety. SCES conducts occupancy inspections to ensure compliance with the Alberta Fire Code and plays a key role in the permitting processes, reviewing industrial designs and emergency response plans.



### Family and Community Services (FCS)

Family and Community Services (FCS) offers a variety of community support services, such as counselling, trauma support for children and youth, seniors and youth outreach, and social advocacy programs for marginalized and vulnerable populations. The department's courses, workshops and social issues awareness campaigns provide learning opportunities that facilitate personal growth and community connectedness.



### Recreation, Parks & Culture (RPC)

Recreation, Parks and Culture (RPC) generates opportunities that enable the pursuit of healthy lifestyle choices. The department provides people of all ages with safe, available and accessible indoor and outdoor recreation choices at a number of rural and urban facilities including multi-use recreation facilities, sports fields, ice rinks, green spaces, trails, gymnasiums and playgrounds. The department offers both spontaneous and programmed activities, cultural services, festivals and events that encourage physical activity, personal growth, skill development, social inclusion and mental wellbeing.



### Strathcona County Transit (SCT)

Three types of transit services are offered by the Strathcona County Transit (SCT) department. These include inter-municipal commuter service, local service within Sherwood Park and mobility bus service for persons with disabilities. Transit services provides access and mobility to many employment, social and medical opportunities throughout the region.



### RCMP & Enforcement Services (RCMP & ES)

Through the delivery of front-line services, RCMP and Enforcement Services (RCMP & ES) work to promote 24/7 public safety and security. The department responds to 9-1-1 calls, investigates and enforces Municipal, Provincial and Federal Statutes, conducts crime investigation and analysis, and offers proactive policing related to serious crime, drug and substance abuse and traffic violations. In addition, RCMP & ES work to be a visible presence within the community, initiating crime prevention strategies, volunteer engagement, special events, media relations, and assistance to victims of crime and trauma.



## Succeeding in 2015

### Our Focus for the Year Ahead:

Community Services' priorities align strongly with Council's vision of being Canada's most livable community. Looking ahead for 2015, our focus will be to:

- Maintain approved service levels to meet the needs of a growing population; and
- Respond positively to socio-demographic changes as the population ages and diversifies.

### Capitalizing on Opportunities:

Looking forward into 2015, the Community Services Division will take advantage of many opportunities including:

- Further the Open Space Recreation Facility Strategy (OSRFS) through Glen Allen Recreation Complex upgrades, operational planning for Emerald Hills Aquatic Centre opening in 2016 and conceptual design for 2017 Kinsmen Leisure Centre modifications;
- Supporting the implementation of the new Taxi Safety Bylaw;
- Creating a Crime Reduction Unit;
- Partnering with Alberta Health Services to provide emergency medical services for the community and the region; and
- A wide range of community consultations and collaborations will be undertaken including Family Violence, Poverty, Men as Allies and Social Sustainability planning.

### Overcoming Challenges:

A sustainable future is not without challenges. The division will need to address the following:

- Keeping pace with the increased demand that comes with residential growth;
- Meeting the greater demands on social services as demographics change;
- Increasing cost for fuel and utilities which impact the operating costs associated with our facilities, vehicle fleet and amenities;
- Managing first year operations of the Broadmoor Lake Park Spray Park & Playground and the Emerald Hills Artificial Turf Field and Sports Pavilion;
- Anticipating potential impacts on usage rates and facility revenues with the opening of two new recreation facilities in Edmonton;
- Responding to changes in RCMP policies, procedures and operating requirements that can directly impact both operating and capital budgets; and
- Accommodating the increased maintenance and utilities costs for the first full year of Bethel Transit Terminal operations.



## Operating Impacts

Community Services' operating budget represents our efforts to support a safe and healthy community. We proactively focus on prevention, education and early intervention and work hard to ensure residents can access services they need throughout Strathcona County. At any given time, citizens can engage in community events, connect via transit, get active in one of our many recreation facilities, take part in emergency preparedness activities or seek assistance through counselling services and outreach programs.

The daily activities of Community Services align with Council's vision for our future—we contribute to the welcoming feel of the community and empower citizens to take charge of their own enjoyment, health and safety. Our operating budget for 2015 captures this critical key to making Strathcona County 'livable'.

## Capital Impacts

The effective maintenance and procurement of capital assets that support the division's services to the community—such as recreation facilities, fire halls, the RCMP station, emergency vehicles and buses—is critical to enhancing quality of life. We recognize that investment in our capital is essential to meeting the growing needs of the community.

Our 2015 capital budget aligns with Council's vision and reflects our proactive approach to maintaining capital assets and improving municipal infrastructure to support functional emergency, police and enforcement services, and create affordable and accessible recreational, cultural, and transit opportunities for residents to enjoy well into the future.

## How does the Community Services' 2015 budget serve the community vision?

### **Prioritized Strategic Goal #1: We manage, invest and plan for sustainable municipal infrastructure through...**

#### ***Accessible open space, recreation and cultural facility infrastructure:***

- Ongoing implementation of the Open Space and Recreation Facility Strategy with continued public engagement will help to better understand and meet community needs and strategic alignment.

#### ***Sustainable municipal infrastructure:***

- The Annual Parks Infrastructure Lifecycle Program will update playgrounds, sports fields and more.
- The Annual Recreation Equipment Replacement Program will replace capital assets in various recreation facilities.
- The purchase of land for the future Fire Station #7 will advance planning for this critical facility.

### **Prioritized Strategic Goal #2: We increase and diversify the petrochemical business through...**

#### ***The support of petrochemical business through safe planning and collaborative partnerships:***

- Joint training activities and emergency response exercises with industry partners will support safe development.
- Involvement of SCES in the planning and development process in relation to new industrial growth and current industrial expansion.

### **Prioritized Strategic Goal #3: We increase public involvement and communicate with the community on issues affecting the County's future through...**

#### ***Identifying and addressing community social issues and needs:***

- Building community awareness of socially inclusive actions to facilitate full participation of all residents.

## How does the Community Services' 2015 budget serve the community vision? (Continued)

### ***Community safety through public education and emergency preparedness:***

- A training and communication plan for emergency management to increase the effectiveness of operations.
- Communicating the emergency notification system and public awareness campaigns to better prepare the public for response in emergency situations.

### ***Resources and programs available to residents to enhance crime prevention within their community:***

- Enhancing external communications and education strategies to help reduce crime rates.

## **Prioritized Strategic Goal #4: We advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity through...**

### ***Responsive and consistent customer focused transit service:***

- Pursuing Smart Fare technology with Edmonton and St. Albert.

## **We support Council's Strategic Goals through...**

- Continuing emphasis on emergency preparedness, home safety and FireSmart.
- Creating inclusion opportunities such as the Everybody Gets to Play and Everyone Gets to Ride programs.
- Providing indoor and outdoor recreation opportunities in urban and rural facilities.
- Offering "Learn to" programs that develop citizen skills for personal wellness.
- Hosting events that engage citizens and promote Strathcona County locally, nationally and internationally.



## 2015 Divisional Budget Changes

	2014 Budget	\$ Change 2014-2015	2015 Budget	% Change 2014-2015
<b>Revenues</b>				
Government Grants	\$ (3,901,273)	\$ (302,775)	\$ (4,204,048)	7.8 %
User Fees & Charges	(29,155,752)	(403,736)	(29,559,488)	1.4 %
Penalties & Fines	(3,537,875)	(363,790)	(3,901,665)	10.3 %
Other Revenues	(7,043,401)	804,432	(6,238,969)	(11.4) %
	<u>(43,638,301)</u>	<u>(265,869)</u>	<u>(43,904,170)</u>	0.6 %
<b>Expenses</b>				
Salaries & Wages	65,288,579	2,437,456	67,726,035	3.7 %
Employee Benefits	12,090,945	(249,239)	11,841,706	(2.1) %
Training & Development	1,026,788	(3,322)	1,023,466	(0.3) %
Business Expenses	473,452	(20,466)	452,986	(4.3) %
Advertising & Printing	1,024,316	(66,106)	958,210	(6.5) %
Professional Services	201,383	5,830	207,213	2.9 %
Insurance	1,700	(500)	1,200	(29.4) %
Rentals & Leases	724,733	(55,455)	669,278	(7.7) %
Contracted Services	17,929,382	1,327,476	19,256,858	7.4 %
Supplies & Materials	4,577,663	(6,143)	4,571,520	(0.1) %
Repairs & Maintenance	1,505,569	424,245	1,929,814	28.2 %
Equipment Purchases	1,323,047	122,097	1,445,144	9.2 %
Utilities	4,337,985	395,931	4,733,916	9.1 %
Telecommunications	378,393	(21,988)	356,405	(5.8) %
Interest on Debt	47,514	(6,262)	41,252	(13.2) %
Grants & Requisitions	724,402	(63,095)	661,307	(8.7) %
Other Expenses	468,081	45,907	513,988	9.8 %
Interprogram	5,621,762	487,122	6,108,884	8.7 %
Amortization Expense	185,318	1,999	187,317	1.1 %
	<u>117,931,012</u>	<u>4,755,487</u>	<u>122,686,499</u>	4.0 %
<b>Net (Revenues)/Expenses</b>	<u>74,292,711</u>	<u>4,489,618</u>	<u>78,782,329</u>	6.0 %
<b>Non-Operating Items</b>	<u>4,224,572</u>	<u>(169,740)</u>	<u>4,054,832</u>	(4.0) %
<b>NET REQUIREMENT</b>	<b>\$ 78,517,283</b>	<b>\$ 4,319,878</b>	<b>\$ 82,837,161</b>	<b>5.5 %</b>

**Analysis of Changes from 2014 to 2015**

Government Grants	<i>*Revenue Increase</i>	Note 1	\$ (302,775)
User Fees & Charges	<i>*Revenue Increase</i>	Note 2	(403,736)
Penalties & Fines	<i>*Revenue Increase</i>	Note 3	(363,790)
Other Revenues	<i>*Revenue Decrease</i>	Note 4	804,432
Salaries & Wages & Benefits		Note 5	2,164,429
Advertising & Printing		Note 6	(66,106)
Rentals & Leases		Note 7	(55,455)
Contracted Services		Note 8	1,327,476
Repairs & Maintenance		Note 9	424,245
Utilities		Note 10	395,931
Interprogram		Note 11	408,057
Non-Operating Items		Note 12	(151,066)
Other			138,236
<b>TOTAL CHANGES</b>			<b>\$ 4,319,878</b>

Notes continued on next page →

\*Revenue is shown as a credit (in brackets)

## 2015 Divisional Budget Changes (Continued)

- Note 1:** The increase in Grant Revenue is primarily due to a one-time grant (offset in expenses) from the Forest Resource Improvement Association of Alberta (FRIAA) for the FireSmart project.
- Note 2:** The revenue increase in Fees & Charges is mostly due to growth, fee rate increases and taxi permit revenue. It is partially offset by lower Transit revenue and the removal of one time revenue from the 2014 Canada 55+ Games.
- Note 3:** The Penalties & Fines revenue increase is attributed to an increase in traffic volume within the county and new intersection safety devices.
- Note 4:** Other Revenues decreased due to the cancellation of the Shell contract for Airport Rescue Fire Fighting (ARFF), removal of one time sponsorship and fundraising revenues for the 2014 Canada 55+ Games, and the removal of the Community Adult Learning and Literacy Program (CALLS) and Adult Literacy budgets from the County budget.
- Note 5:** The increase in Salaries & Wages and Benefits is due to Cost of Living increases, new positions and staffing costs required to maintain approved service levels.
- Note 6:** The decrease in Advertising & Printing is mainly due to the removal of one time advertising and printing for the 2014 Canada 55+ Games.
- Note 7:** The decrease in Rentals & Leases is primarily due to the removal of one time facility and equipment rental costs for the 2014 Canada 55+ Games and is offset by a portion of the FRIAA grant expenses.
- Note 8:** The increase in Contracted Services is due to the 2014 annualization of four new RCMP members, increases to the RCMP Contract and a portion of the FRIAA grant funded expenses.
- Note 9:** Repairs & Maintenance increases are associated with aging recreational infrastructure and inflationary impacts.
- Note 10:** Utility increases are due to inflationary impacts, new utilities for the spray park and Emerald Hills Pavilion operations and the RCMP building expansion.
- Note 11:** Interprogram has increased due to increased internal charges from Fleet Services related to higher fuel, parts and supplies. Support costs for Mobility Bus are also now billed via Fleet Services (previously billed via Transit).
- Note 12:** Non-Operating items changed due to a reduced transfer to reserves. Reserve contributions from the operating budget are used to pay for future replacement and maintenance of capital and operating items. Annual contributions reduced based on needs for 2015.

## 2015 Department Budget Summary

**DEPARTMENT OPERATING BUDGETS****Strathcona County Emergency Services**

Revenues	\$	(8,140,178)
Expenses		33,143,934
Non-Operating Items		38,200
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>25,041,956</b>

**Family & Community Services**

Revenues	\$	(3,971,550)
Expenses		7,109,419
Non-Operating Items		50,000
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>3,187,869</b>

**Recreation, Parks & Culture**

Revenues	\$	(19,167,758)
Expenses		39,392,212
Non-Operating Items		627,726
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>20,852,180</b>

**Broadmoor Public Golf Course**

Revenues	\$	(1,553,012)
Expenses		1,549,506
Non-Operating Items		3,506
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>-</b>

**Strathcona County Transit**

Revenues	\$	(5,011,806)
Expenses		19,014,185
Non-Operating Items		3,335,400
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>17,337,779</b>

**RCMP & Enforcement Services**

Revenues	\$	(6,059,866)
Expenses		22,477,243
Non-Operating Items		-
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>16,417,377</b>

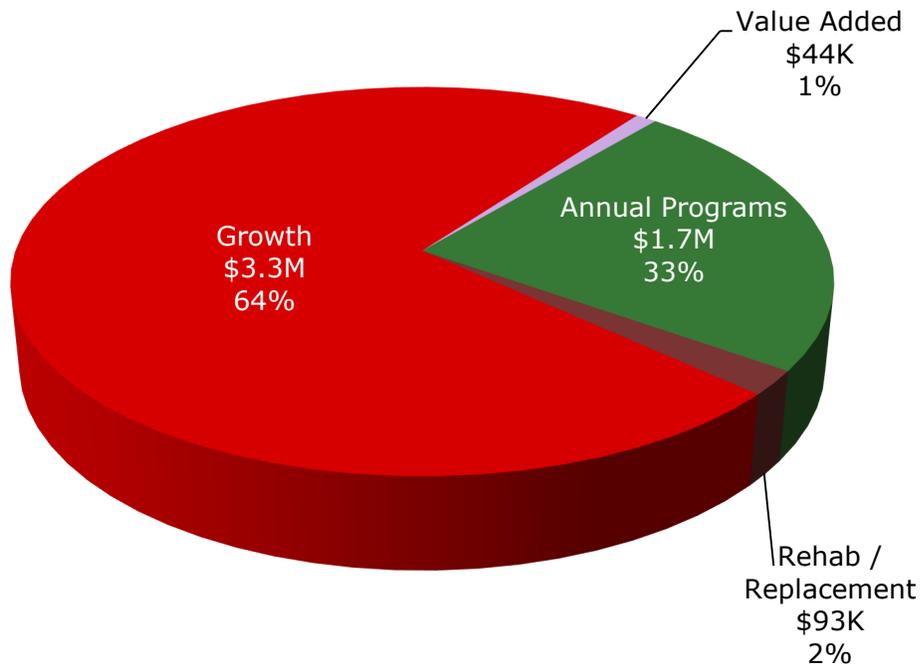
<b>TOTAL DIVISION</b>	<b>\$</b>	<b>82,837,161</b>
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\*Revenue is shown as a credit (in brackets)

## 2015 Divisional Capital Budget

	Cost	Dept.
<b>Buildings</b>		
Station 7 - Land Purchase (\$18.9M Total)	3,090,000	SCES
OSRFS - Kinsmen Leisure Centre Design (\$6.3M Total)	93,000	RPC
	<b>3,183,000</b>	
<b>Machinery &amp; Equipment</b>		
Annual Recreation Equipment Replacement Program	234,000	RPC
Annual Equipment Replacement Program	136,680	SCES
Annual Golf Course Equipment Replacement Program	40,000	BPGC
Fleet Addition - Litter Vacuum	66,000	RPC
	<b>476,680</b>	
<b>Program Parks &amp; Open Space Development</b>		
Annual Parks Infrastructure Lifecycle	670,000	RPC
	<b>670,000</b>	
<b>Vehicles</b>		
Fleet Addition - 3/4 Ton Truck	57,800	SCES
Fleet Addition - Toolcat	133,706	RPC
Fleet Addition - 3/4 Ton Truck	44,000	SCT
	<b>235,506</b>	
<b>GRAND TOTAL</b>	<b>4,565,186</b>	

### 2015 Capital Budget by Asset Group - Community Services



- Annual Programs
- Suggested Annual
- Rehab / Replacement
- Growth
- Developer Levy
- Value Added

# 2015 Divisional Budget

## Corporate Services

### Introduction

Corporate Services is at the core of Strathcona County—our programs and services enable all other departments to function at their best. We are behind the scenes to support the front-line departments, caring for the facilities used by staff and residents, repairing transit and emergency vehicles, recruiting and training staff, optimizing the benefits of technology, providing legal advice and supporting the activities of County Council. We are a critical key to achieving success for the organization, putting resources into place in order to respond to the needs of our residents. This fundamental internal structure allows the operational branches to concentrate on delivering their essential services to citizens, efficiently and effectively.

Enhancing the livability of our community requires that we have a solid foundation from which to adapt to growth and execute effective operations. Our five departments provide this foundation by anticipating and serving the



needs of staff, Council and the public. The intrinsic value we offer all other departments naturally aligns the objectives of our division with the top strategic prioritized goals of the Strategic Plan.

### DEPARTMENT CORE FUNCTIONS

FACILITY SERVICES	FLEET SERVICES	HUMAN RESOURCES	INFORMATION TECHNOLOGY SERVICES	LEGISLATIVE & LEGAL SERVICES
Asset Management	Fleet Asset Management	Workforce Planning & Development	Business Solutions	Legal Services
Maintenance & Operations	Fleet Maintenance Operations	Labour Relations & HR Advisory Services	Enterprise Geographic Information System	Corporate Records & Information Governance
Telecommunications	Materials Management	Compensation & Benefits	Technology Planning & Strategy	Legislative Services
Print & Mail		Employee Safety, Health & Wellbeing	Technology Infrastructure & Customer Support	Secretariat Services
				Council Services

## How do Corporate Services' departments contribute to County operations?

### Facility Services (FAC)

FAC ensures that the investments made in facility infrastructure are well planned in order to maximize the greatest benefit to the community at the lowest total cost of ownership. The department provides the maintenance standards, programs and services for the routine and non-routine care of the approximately 2 million square feet of County owned buildings. FAC also offers the organization critical telecommunication services, supporting voice communication systems and facility digital technologies such as council webcasting. A commercial grade print shop provides cost effective, professional quality printed material for the corporation. Mail services provides the day to day mail delivery required for utility and tax notices and courier services.



### Fleet Services (FLT)

Administering the County's Annual Capital Fleet Replacement Program jointly with each internal department, FLT plans, directs and recommends capital acquisitions and replacements based on life cycle analyses. The department operates the vehicle, equipment and transit bus repair shops which ensure that all county, transit, enforcement and emergency vehicles are prepared for action when needed. Materials management services support internal customers through the planning, procurement and inventory of the appropriate materials and products used in fleet maintenance.



### Human Resources (HR)

In order to deliver cost effective services to citizens Strathcona County requires the right people in the right jobs for the right cost. HR collaborates with departments to create work environments where employees are engaged and excel at what they do. From coordinating effective recruitment processes to maintaining competitive compensation, benefits and leave programs to delivering comprehensive training and development supports HR helps ensure the organization has the capacity to deliver its services. HR also provides leadership in key programs that enable a healthy workforce such as corporate occupational health and safety, disability management, employee and family assistance and staff wellness.



## How do Corporate Services' departments contribute to County operations? (Continued)

### Information Technology Services (ITS)

ITS works with departments to help them use technology to be more efficient and effective in serving our citizens. Whether it be training staff on how to best use technology or getting technology to staff out in the field so that they can access the information they need, or making administrative processes faster and more efficient, or making sure that decision-makers have the information they need to make the best decisions, the County can trust ITS to deliver sound solutions that are reliable, secure, and aligned well with their needs. The ITS department also operates an effective and reliable IT infrastructure including well supported computers, multiple data centres that backup each other in case of disaster and an internal data network that connects all County building and staff together. Finally, ITS provides corporate support and oversight over the County's Geographical Information System (GIS). Most everything that the County does revolves around our land base and that information is stored in our GIS system. An effective and accurate GIS system allows staff and citizens to view, understand, interpret and visualize data in many ways including maps, globes, reports and charts.



### Legislative and Legal Services (LLS)

The LLS team ensures that legislative requirements related to the delivery of municipal programs and services are met. LLS provides support to Council and Priorities Committee including agenda management, meeting management, records and Councillor inquiries as well as follow-up action items. LLS manages quasi-judicial boards, such as the Assessment Review Board and Subdivision and Development Appeal Board, and responsibility for Freedom of Information and Protection (FOIP) which fosters an open and transparent government. The department is responsible for the Corporate Records and Information Management Program, assisting records representatives in all business units and provides internal legal support as well as liaison with external legal providers. LLS also manages municipal elections, by-elections and plebiscites and delivers the municipal census as well as the review of policies and bylaws.





## Succeeding in 2015

### Our Focus for the Year Ahead:

Corporate Services' priorities align very closely to the top prioritized goals of the Strategic Plan, particularly to Goal #1. Looking ahead for 2015, our focus will be to:

- Meet the needs of our clients to enhance their abilities to deliver programs and services;
- Keep pace with community growth in terms of staffing and infrastructure requirements; and
- Become better equipped to manage the complexity of issues that occur due to growth and the resulting increase in demand for support from our departments.

### Capitalizing on Opportunities:

Many opportunities lie ahead. The 2015 Corporate Services operations are committed towards:

- Reviewing the Information Technology Services department to assist in the development of new ways of providing critical services and to incorporate and align with industry standards and management models;
- Developing service level agreements with internal partners;
- Creating new maintenance plans that meet current industry standards;
- Strengthening the IT Security Program to ensure the information it protects on behalf of its citizens is accessed and used in appropriate manners;
- Develop a strategy to help new business applications such as Service Request Tracking System (SRTS) connect to our existing systems;
- Applying the Electronic Business Records Tool and Electronic Meeting Management System to ensure reliable, comprehensive and timely availability of information;
- Investigating, engaging, and managing alternate service delivery platforms such as cloud computing;
- Updating energy procurement strategies and procedures;
- Coordinating action across all departments to support high levels of employee engagement;
- Developing a comprehensive approach to leadership development and succession planning; and
- Reviewing and enhancing employee safety, health and wellbeing programs.

### Overcoming Challenges:

A sustainable future is not without challenges. The division will need to address the following:

- Managing the volume of service and maintenance tasks within a growing facility portfolio to ensure efficient turnaround and delivery times;
- Inflation on costs for vehicle parts, fuel and tires;
- Competing with other organizations to recruit talent as the economic environment puts pressure on wage rate increases and creates more complex challenges related to attracting and retaining staff;
- Coping with changes in staff demographics as staff replacement and succession planning become more imperative;
- Keeping pace with a changing and increasing technology demand and providing leadership in best practices;
- Accommodating increased demands for services as operational departments grow; and
- Effectively utilizing staff resources to maintain service levels and deliver on priority initiatives.





## Capital Impacts

The procurement and maintenance of Corporate Services’ capital assets—facilities, vehicles and technological investments—guides the division’s capital budget. Funding provides for the lifecycle maintenance, rehabilitation, and growth of these assets to expand our capacity as an organization to diversify, cope with population growth, and improve quality of life for residents.

### *Facilities:*

We take great pride in our many quality facilities—from arenas, multi-use recreation complexes and aquatic and seniors centres, to community halls and clubhouses.

### *Technology:*

Lifecycle replacement ensures departments are up to date with technology, which affects their business effectiveness and efficiency in service delivery. There is also an emphasis on strengthening the IT Security Program to ensure that the information it protects on behalf of its citizens is assessed and used in appropriate manners.

### *Vehicles:*

Our residents rely on our fleet of vehicles for emergency and enforcement response, snow removal, public transit, and other important municipal services.

## Operating Impacts

Corporate Services’ operating budget reflects our role in providing strategic support to all departments within Strathcona County. We contribute both directly and indirectly to all of the critical services that touch the lives of residents on a daily basis.

Our daily activities align very strongly to Council’s top strategic prioritized goals, making us an integral piece to the puzzle in achieving the community’s vision. Our operating costs focus on delivering core services to the organization, as well as on funding initiatives that position the County as an employer of choice, advance the benefit of technology infrastructure, and proactively manage fleet and facility assets.

## How does the Corporate Services' 2015 budget serve the community vision?

### **Prioritized Strategic Goal #1: We manage, invest and plan for sustainable municipal infrastructure through...**

#### ***A mature information technology organization with a strong planning and performance measurement program:***

- The review of the Information Technology Services department will provide insight into our information technology model and lead to a corporate strategy that will guide optimal service delivery to the organization.

#### ***Efficient and effective information technology infrastructure:***

- Lead the organization to develop an integration strategy that integrates all the County's business applications.
- A corporate Cloud Computing strategy will provide ITS and departments with the knowledge and understanding to make informed decisions regarding Cloud based solutions. (Cloud refers to vendors offering software as a "service" rather than local installation on County hardware).
- Recruiting Geospatial Analysts to support the increasing demand for GIS services from departments which includes the need for maps, reports and charts.
- Web Security Monitoring Software will strengthen the Information Technology Security Program.
- An information technology corporate infrastructure replacement program will allow us to gain the most value from technology systems.

#### ***Proper management of facility and fleet assets:***

- The development of a maintenance program for community halls and senior centres to ensure proper maintenance and adherence to building standards and fire codes.
- An Electronics Technologist will service electronic equipment and focus on emergency and mobile radio systems and wireless data radio networks.
- A capital fleet acquisition and replacement program will improve financial management and timely replacement of vehicles and equipment.

#### ***Support of sound decision-making through well-defined plans and programs:***

- The Facility Capital Asset Management Program will update facility condition assessments and asset data for all properties.
- The Telecommunication Master Plan will ensure the County has ongoing telecommunication and digital system management and support.
- A long-range energy procurement strategy will incorporate energy management and environmental best practices in advance of the 2016 commodity electrical and natural gas purchases.

#### ***Planning responsibly for the future:***

- Improving rural internet accessibility has the potential to raise the standard of living for many.

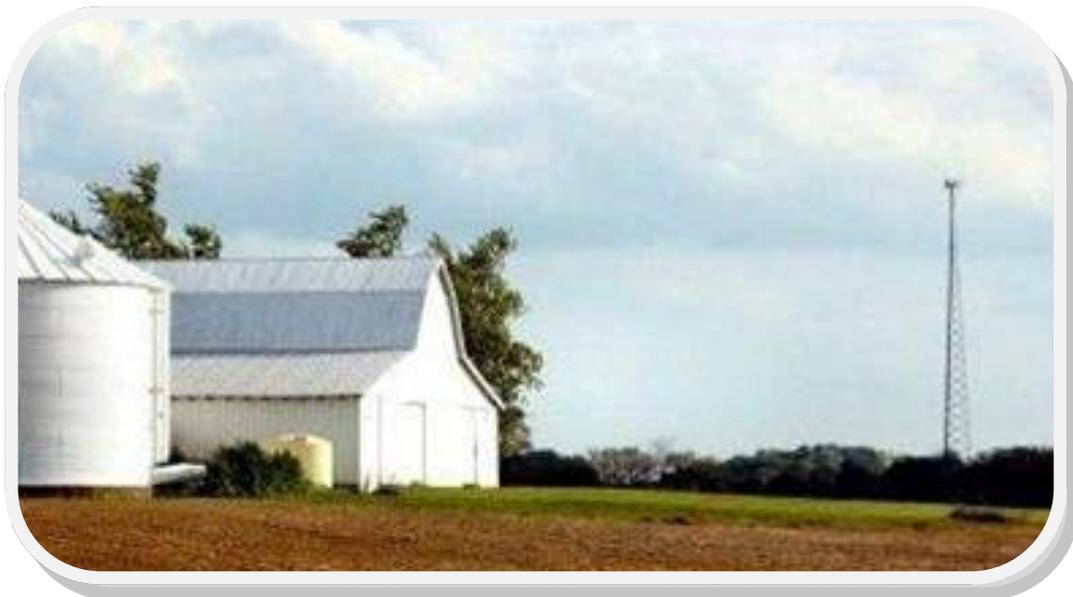
## How does the Corporate Services' 2015 budget serve the community vision? (Continued)

### ***Critical infrastructure maintenance, expansion and replacement:***

- The design, construction, and project management of corporate buildings and building systems ensures high quality infrastructure.
- Annual Facility Capital Lifecycle projects include building upgrades and modernization as per our asset management program.
- County Hall Phase 3 renovations will support the organization in how it meets the current demands of the community.
- Community Centre 3<sup>rd</sup> floor renovations will complete the space to allow for expansion.
- The Annual Fleet Replacement Program will replace core fleet units at the end of their useful life. This will enable departments to deliver timely and efficient services to our residents.
- Replacing transit fleet vehicles with new double decker buses will provide safe and reliable transit options.
- Wayfinding digital signage will allow visitors of the Community Centre and County Hall to use kiosks and interact with a map that will help locate meeting, events and other information.

### **We support Council's Strategic Goals through...**

- Recruiting and retaining knowledgeable staff, such as HR Advisors, Benefits Administrator and Legislative and Legal Services staff, will ensure staff resources are available to meet growth demands.
- Fleet Services training and development opportunities will aid in attracting and retaining employees and build upon success from collective skills and talents.
- Developing HR strategies, practices and programs will build a comprehensive approach to leadership development and succession management.
- Reviewing and enhancing employee safety, health and wellbeing programs will enable organizational success.



## 2015 Divisional Budget Changes

	2014 Budget	\$ Change 2014-2015	2015 Budget	% Change 2014-2015
<b>Revenues</b>				
User Fees & Charges	\$ (425,971)	\$ (22,094)	\$ (448,065)	5.2 %
Other Revenues	(30,500)	-	(30,500)	0.0 %
	<u>(456,471)</u>	<u>(22,094)</u>	<u>(478,565)</u>	4.8 %
<b>Expenses</b>				
Salaries & Wages	13,937,082	1,663,394	15,600,476	11.9 %
Employee Benefits	3,654,888	273,925	3,928,813	7.5 %
Training & Development	421,667	104,297	525,964	24.7 %
Business Expenses	83,962	18,018	101,980	21.5 %
Advertising & Printing	402,038	70,082	472,120	17.4 %
Professional Services	1,239,227	361,668	1,600,895	29.2 %
Insurance	168	(168)	-	(100.0) %
Rentals & Leases	157,864	23,743	181,607	15.0 %
Contracted Services	5,094,635	471,923	5,566,558	9.3 %
Supplies & Materials	7,450,111	421,422	7,871,533	5.7 %
Repairs & Maintenance	2,440,372	137,624	2,577,996	5.6 %
Equipment Purchases	276,990	82,820	359,810	29.9 %
Utilities	1,126,331	(7,564)	1,118,767	(0.7) %
Telecommunications	253,712	10,463	264,175	4.1 %
Grants & Requisitions	82,000	-	82,000	0.0 %
Other Expenses	82,606	15,978	98,584	19.3 %
Interprogram	(6,856,938)	(599,883)	(7,456,821)	8.7 %
	<u>29,846,715</u>	<u>3,047,742</u>	<u>32,894,457</u>	10.2 %
<b>Net (Revenues)/Expenses</b>	<u>29,390,244</u>	<u>3,025,648</u>	<u>32,415,892</u>	10.3 %
<b>Non-Operating Items</b>	<u>6,815,838</u>	<u>(52,743)</u>	<u>6,763,095</u>	(0.8) %

<b>NET REQUIREMENT</b>	<b>\$ 36,206,082</b>	<b>\$ 2,972,905</b>	<b>\$ 39,178,987</b>	<b>8.2 %</b>
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**Analysis of Changes from 2014 to 2015**

User Fees & Charges * Revenue increase	Note 1	\$ (22,094)
Salaries, Benefits and Labour Costs	Note 2	1,937,319
Training & Development	Note 3	104,297
Business Expenses	Note 4	18,018
Advertising & Printing	Note 5	70,082
Professional Services	Note 6	361,668
Contracted Services	Note 7	471,923
Supplies & Materials	Note 8	421,422
Repairs & Maintenance	Note 9	137,624
Equipment Purchases	Note 10	82,820
Interprogram *Increase	Note 11	(599,883)
Non-Operating Items *Net decrease	Note 12	(52,743)
Other		42,452
<b>TOTAL CHANGES</b>		<b>\$ 2,972,905</b>

**Note 1:** Increase to parking rental and adjustments to facility rental revenues

**Note 2:** Cost of Living increases, new positions, annualized wages/benefits and related staffing costs required to

**Note 3:** Includes IT Technology training, Fleet new technology training & HR conferences and training.

**Note 4:** Most increase due to one-time census mileage expense.

**Note 5:** Most increase due to postage and advertising for one-time census.

**Note 6:** Information Technology initiatives including security, integration, organization review, planning framework and Facilities energy procurement strategy.

**Note 7:** Rural internet accessibility and HR workforce planning, leadership, succession planning, safety, health, compensation review.

**Note 8:** Fleet inflation & growth in diesel, gas, supplies as well as IT software growth.

**Note 9:** Facility service standards for Community Halls & Senior Centres, IT storage area network maintenance and Fleet inflation.

**Note 10:** Office furniture and equipment for staff.

**Note 11:** Increase in Fleet recoveries to Transit for repairs and maintenance and general inflation in services.

**Note 12:** Transfer from reserve to fund one-time Census is partially offset by increases to reserve contributions to meet life-cycle forecast needs.

\*Revenue is shown as a credit (in brackets)

## 2015 Department Budget Summary

**DEPARTMENT OPERATING BUDGETS****Facility Services**

Revenues	\$	(433,065)
Expenses		10,043,236
Non-Operating Items		2,037,915
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>11,648,086</b>

**Fleet Services**

Revenues	\$	(30,500)
Expenses		7,631,095
Non-Operating Items		4,308,000
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>11,908,595</b>

**Human Resources**

Revenues	\$	-
Expenses		4,768,176
Non-Operating Items		-
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>4,768,176</b>

**Information Technology Services**

Revenues	\$	-
Expenses		7,272,756
Non-Operating Items		532,787
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>7,805,543</b>

**Legislative & Legal Services**

Revenues	\$	(15,000)
Expenses		3,179,194
Non-Operating Items		(115,607)
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>3,048,587</b>

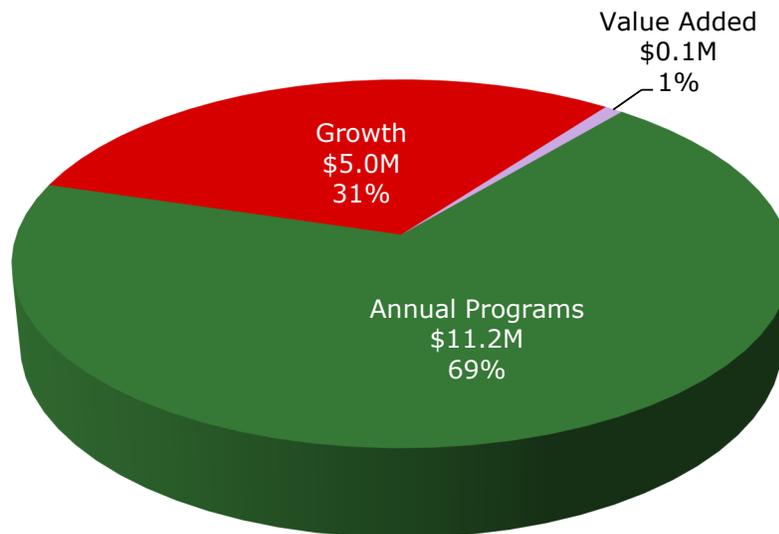
<b>TOTAL DIVISION</b>	<b>\$</b>	<b>39,178,987</b>
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\*Revenue is shown as a credit (in brackets)

## 2015 Divisional Capital Budget

	Cost	Dept.
<b>Buildings</b>		
Annual Facility Capital Lifecycle	2,078,475	FAC
3rd Floor Community Centre - Complete Space to Allow for Expansion	1,922,000	FAC
County Hall Phase 3 Renovations	3,015,826	FAC
	<b><u>7,016,301</u></b>	
<b>Electronic Hardware/Software</b>		
IT Corporate Infrastructure Replacement Program - Municipal	1,045,831	ITS
Wayfinding Digital Signage	65,000	FAC
Hunter Heights - Conversion from Lieder to Dragonwave Wireless Radio	60,000	FAC
Refurbish		
Web Security Monitoring Software	85,000	ITS
	<b><u>1,255,831</u></b>	
<b>Vehicles</b>		
Transit Fleet Replacements	2,898,900	FLT
Annual V & E Fleet Replacements	5,198,350	FLT
	<b><u>8,097,250</u></b>	
<b>GRAND TOTAL</b>	<b><u><u>16,369,382</u></u></b>	

### 2015 Capital Budget by Asset Group - Corporate Services



# 2015 Divisional Budget

## Chief Financial Officer

### Introduction

The services provided by the Chief Financial Officer's (CFO) Division significantly contribute to Strathcona County's financial sustainability. With a focus on excellence in customer service and exercising best practices in financial management, we support sound stewardship of the County's financial resources. We support other County departments and inform corporate decision making by offering fiscal leadership and guidance, administering effective financial controls and processes, and reporting on the County's overall financial position.

Through a variety of direct financial services, analysis and advice, we are involved in all facets of County operations. Our work touches the lives of citizens every day, whether it be through the wise investment of tax dollars, assessment of properties, planning for a



financially secure future, facilitating acquisitions or ensuring accountability and transparency.

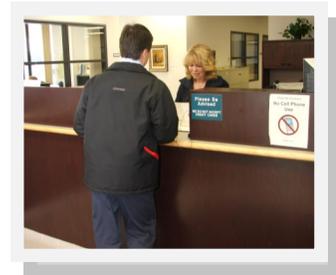
DEPARTMENT CORE FUNCTIONS			
ASSESSMENT & TAX	FINANCIAL SERVICES	PROCUREMENT SERVICES BRANCH	*FISCAL SERVICES
<ul style="list-style-type: none"> <li>Assessment</li> <li>Taxation</li> </ul>	<ul style="list-style-type: none"> <li>Financial Planning</li> <li>Financial Reporting</li> <li>Treasury &amp; Risk Management Services</li> <li>Financial Advisory Services</li> </ul>	<ul style="list-style-type: none"> <li>Procurement</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Revenues (taxes, unconditional grants &amp; franchise fees)</li> <li>Corporate Expenses (grants, requisitions, amortization, debt servicing, Council Priority Funds)</li> </ul>

\* Fiscal Services is a virtual department that provides financial management of municipal services and initiatives that are not specifically associated with any one department. The CFO's Division oversees activities within Fiscal Services.

## How do the Chief Financial Officer's departments contribute to County operations?

### Assessment & Tax (A&T)

Property taxes are a crucial source of revenue for Strathcona County, supporting delivery of the quality infrastructure and services made available to residents every day. The department annually prepares and communicates a legislative compliant assessment and tax roll that provides the distribution and collection of property taxes amongst residents, businesses, and industry. A&T is committed to clarifying the tax assessment process to its customers through stakeholder engagement and enhanced communication tools.



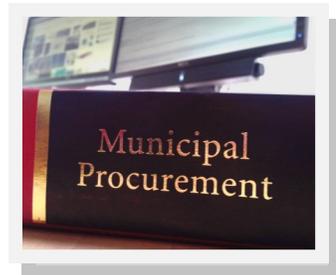
### Financial Services (FIN)

FIN facilitates the County's operating and capital budgets and provides long-term financial planning and reporting for the organization. The department ensures internal control compliance, heads the annual audit program, and offers treasury and risk management services. Through business process management and improvements, financial training programs, advice and innovation, FIN serves as a support for all other departments.



### Procurement Services Branch (PSB)

PSB facilitates the procurement functions for Strathcona County. PSB supports the organization's focus on effective, efficient and legislatively compliant policy and supporting procedures, practices and processes. This is accomplished through collaboration, training and program improvement.



## Succeeding in 2015

### Our Focus for the Year Ahead:

The CFO's Division is aligned with Council's Strategic Goals to guide the organization into a secure future. In planning for the year ahead, our priorities are:

- Continuing to improve training and communication;
- Maximizing the value of technological tools;
- Adapting to known and potential legislated changes in order to better support stakeholders, protect financial assets, uphold regulatory standards and maintain the County's financial stability; and
- Continuing to provide transparent and relevant information, fiscal direction and leadership to citizens, stakeholders and decision makers to support efficient and effective service delivery and the implementation of corporate projects and plans.

### Capitalizing on Opportunities:

Looking forward into 2015, the CFO's Division will take advantage of many opportunities including:

- Ensuring a lasting knowledge base through staff training, mentorship, professional accreditation and succession planning;
- Leveraging technology and best practices to improve efficiency and effectiveness and overall service delivery;
- Partnering with operations departments to develop Asset Infrastructure Management (AIM);
- Enhancing the procurement function to assist in more efficient and effective purchasing activities; and
- Creating more business/supplier awareness of County procurement processes and requirements.

### Overcoming Challenges:

The CFO's Division is not without its challenges and will have to address the following in 2015:

- Keeping pace with growth and managing the increase in new property assessments, tax accounts and customer inquiries;
- Addressing the unique assessment needs from the growing number of industrial projects;
- Addressing potential legislation changes resulting from the Municipal Government Act review;
- Gaining the most effective use of technology and systems while providing efficient business processes and supporting meaningful and informed governance and decision making;
- Continuing to implement the Business Plan and Budget Implementation project while enhancing communication and stakeholder engagement; and
- Continuing to roll out the revised Purchasing Policy and Procedures.

## Operating Impacts

The Chief Financial Officer's Division 2015 operating budget reflects the key services we provide to citizens and the organization's internal departments, as well as our initiatives that advances Council's strategic vision. We are responsible for guaranteeing rigorous internal controls, constructive and timely reporting, and managing risk and investment. These activities will continue to improve upon the County's commitment to effectively serving the community.

### How does the Chief Financial Officer's 2015 budget serve the community vision?



### Prioritized Strategic Goal #1: We manage, invest and plan for sustainable municipal infrastructure through...

#### ***A legislatively compliant annual assessment roll:***

- Supporting fiscal sustainability and meeting provincial audit standards.

#### ***The provision of meaningful information to support decision-making and long-term financial planning:***

- Evaluate and improve the variance reporting system to increase the efficiency of quarterly financial reporting.

### Prioritized Strategic Goal #3: We increase public involvement and communicate with the community on issues affecting the County's future through...

#### ***Delivering efficient and cost effective property assessment and tax collection services:***

- Promotion of assessment mapping tool and electronic payment options for tax payments will increase convenience and customer satisfaction.

#### ***Continued compliance with legislation which is communicated to the community:***

- Strengthening financial information reporting and performance measurement through enhanced communication to the community will support financial sustainability.

### We also support Council's remaining strategic goals through...

- Incorporating the corporate Service Request Tracking System into business processes.
- Continuing the evolution of the Business Plan and Budget Project implementation.

## 2015 Divisional Budget Changes

	2014 Budget	\$ Change 2014-2015	2015 Budget	% Change 2014-2015
<b>Revenues</b>				
User Fees & Charges	\$ (280,349)	\$ (23,606)	\$ (303,955)	8.4%
Other Revenues	(16,600)	-	(16,600)	0.0%
	<u>(296,949)</u>	<u>(23,606)</u>	<u>(320,555)</u>	7.9%
<b>Expenses</b>				
Salaries & Wages	4,101,982	269,665	4,371,647	6.6%
Employee Benefits	920,341	8,576	928,917	0.9%
Training & Development	143,994	(1,429)	142,565	(1.0)%
Business Expenses	33,788	1,093	34,881	3.2%
Advertising & Printing	115,052	(9,880)	105,172	(8.6)%
Professional Services	383,729	62,952	446,681	16.4%
Rentals & Leases	600	-	600	0.0%
Contracted Services	107,277	152,804	260,081	142.4%
Supplies & Materials	34,559	(7,565)	26,994	(21.9)%
Repairs & Maintenance	600	-	600	0.0%
Equipment Purchases	48,919	(33,319)	15,600	(68.1)%
Telecommunications	16,166	(2,532)	13,634	(15.7)%
Other Expenses	66,506	(7,171)	59,335	(10.8)%
Interprogram	(533,382)	(25,003)	(558,385)	4.7%
	<u>5,440,131</u>	<u>408,191</u>	<u>5,848,322</u>	7.5%
<b>Net (Revenues)/Expenses</b>	<u>5,143,182</u>	<u>384,585</u>	<u>5,527,767</u>	7.5%
<b>Non-Operating Items</b>	<u>40,000</u>	<u>(239,978)</u>	<u>(199,978)</u>	(599.9)%
<b>NET REQUIREMENT</b>	<b>\$ 5,183,182</b>	<b>\$ 144,607</b>	<b>\$ 5,327,789</b>	<b>2.8%</b>

## Analysis of Changes from 2014 to 2015

User Fees and Charges	Note 1	(23,606)
Salaries and Benefits	Note 2	278,241
Professional Services	Note 3	62,952
Contracted Services	Note 4	152,804
Equipment Purchases	Note 5	(33,319)
Interprogram	Note 6	(25,003)
Non-Operating Items	Note 7	(239,978)
Other		(27,484)

## TOTAL CHANGES

**\$ 144,607**

**Note 1:** Fee increases and growth on Tax Certificates/Searches and Mortgage Admin fees (tax processing charge).

**Note 2:** Salaries, wages and benefits increase due to Cost of Living increases, addition of temporary position for Business Plan and Budget Implementation (BPBI) project (funded from reserves) as well as for changes in salary classifications, merit increments, and updated benefit costs based on historic review; increases partially offset by removal of one-time salary budget in Procurement Services for development of website.

**Note 3:** Increase for the continued development and implementation of BPBI, partially offset by the removal of one-time professional service costs for Chart of Accounts and Business Process projects.

**Note 4:** Increases for continued implementation of BPBI, for enhanced reporting and communication, for compliance with Purchase Card industry standards, for improvements to variance reporting system, and for development of a long-term financial plan.

**Note 5:** Removal of one-time funding for office furniture and computer equipment.

**Note 6:** Increase in interprogram recoveries to align with the cost of the Division's initiatives and priorities.

**Note 7:** Non-operating budget changes represent the use of reserve funding to fund a number of initiatives, including BPBI, Purchase Card compliance, and reporting enhancements.

\*Revenue is shown as a credit (in brackets)

## 2015 Divisional Budget Changes—Fiscal Services

	2014 Budget	\$ Change 2014-2015	2015 Budget	% Change 2014-2015
<b>Revenues</b>				
Property Taxes	\$ (188,165,407)	\$ (11,055,910)	\$ (199,221,317)	5.9 %
Government Grants	(972,000)	486,000	(486,000)	(50.0)%
User Fees & Charges	(2,771,000)	(100,000)	(2,871,000)	3.6%
Penalties & Fines	(1,200,000)	(100,000)	(1,300,000)	8.3%
Investment Income	(4,027,546)	(777,262)	(4,804,808)	19.3%
Other Revenues	(910,089)	(11,629)	(921,718)	1.3%
	<u>(198,046,042)</u>	<u>(11,558,801)</u>	<u>(209,604,843)</u>	5.8%
<b>Expenses</b>				
Salaries & Wages	713,527	518,319	1,231,846	72.6%
Employee Benefits	(826,105)	1,387,309	561,204	(167.9)%
Training & Development	(14,239)	(63,343)	(77,582)	444.9%
Business Expenses	(98,883)	(97,696)	(196,579)	98.8%
Advertising & Printing	(226,500)	(99,000)	(325,500)	43.7%
Professional Services	219,750	(145,001)	74,749	(66.0)%
Insurance	2,012,477	82,084	2,094,561	4.1%
Rentals & Leases	-	876,500	876,500	N/A
Contracted Services	(180,000)	(920,000)	(1,100,000)	511.1%
Supplies & Materials	(600,000)	(400,000)	(1,000,000)	66.7%
Utilities	(400,000)	400,000	-	(100.0)%
Telecommunications	900	(46,000)	(45,100)	(5111.1)%
Interest on Debt	3,823,073	(239,460)	3,583,613	(6.3)%
Grants & Requisitions	1,240,128	(189,193)	1,050,935	(15.3)%
Other Expenses	1,866,323	(1,292,067)	574,256	(69.2)%
Interprogram	(1,504,505)	87,958	(1,416,547)	(5.8)%
Amortization Expense	38,650,736	2,955,434	41,606,170	7.6%
	<u>44,676,682</u>	<u>2,815,844</u>	<u>47,492,526</u>	6.3%
<b>Net (Revenues)/Expenses</b>	<u>(153,369,360)</u>	<u>(8,742,957)</u>	<u>(162,112,317)</u>	5.7%
<b>Non-Operating Items</b>	<u>(29,379,056)</u>	<u>(2,102,833)</u>	<u>(31,481,889)</u>	7.2%
<b>TOTAL</b>	<b>\$ (182,748,416)</b>	<b>\$ (10,845,790)</b>	<b>\$ (193,594,206)</b>	<b>5.9%</b>

### Analysis of Changes from 2014 to 2015

Property Taxes	Note 1	(11,055,910)
Government Grants	Note 2	486,000
Investment Income	Note 3	(777,262)
Salaries and Benefits	Note 4	1,905,628
Various Adjustments to Align Budget to Actuals	Note 5	(133,000)
Reverse One-Time Funding from 2013 Operating Surplus	Note 6	1,434,042
Allocation from 2014 Operating Surplus	Note 7	(1,071,184)
Rentals & Leases	Note 8	876,500
Contracted Services	Note 9	(920,000)
Other Expenses	Note 10	(1,292,067)
Other		(298,537)

### TOTAL CHANGES

**\$ (10,845,790)**

**Note 1:** The increase in property taxes includes assessment growth and a recommended tax dollar increase

**Note 2:** The Municipal Sustainability Initiative Operating Grant is being phased out with 2015 being the last year.

**Note 3:** Investment Income is increasing due to growth in the pool of funds which is partially offset by a reallocation of interest on the Utility department and Strathcona County Library reserves which is offset by an adjustment to Non-Operating items (Transfer to Reserves).

**Note 4:** Allowance's for various salary and benefit related issues.

**Note 5:** Adjustments to align budget to actuals based on historical trend analysis. Department specific adjustments are reflected in the department budgets.

**Note 6:** Reverse direct contribution from the 2013 Operating Surplus for "One Time Items"

**Note 7:** Allocation of 2014 Operating Surplus for "One Time Items" within the 2015 budget.

**Note 8:** Allowance for various leases.

**Note 9:** Removal of 2014 one time items.

**Note 10:** Removal of 2014 allowance, no longer required.

\*Revenue is shown as a credit (in brackets)

2015 Department Budget Summary

**DEPARTMENT OPERATING BUDGETS**

**Assessment & Tax**

Revenues	\$	(319,955)
Expenses		1,797,014
Non-Operating Items		-
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>1,477,059</b>

**Financial Services**

Revenues	\$	(600)
Expenses		3,621,479
Non-Operating Items		(199,978)
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>3,420,901</b>

**Procurement Services Branch**

Revenues	\$	-
Expenses		429,829
Non-Operating Items		-
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>429,829</b>

**TOTAL DIVISION** **\$** **5,327,789**

**Fiscal Services**

Revenues	\$	(209,604,843)
Expenses		47,492,526
Non-Operating Items		(31,481,889)
<b>TOTAL</b>	<b>\$</b>	<b>(193,594,206)</b>

*\*Revenue is shown as a credit (in brackets)*



# 2015 Divisional Budget

## Senior Administration

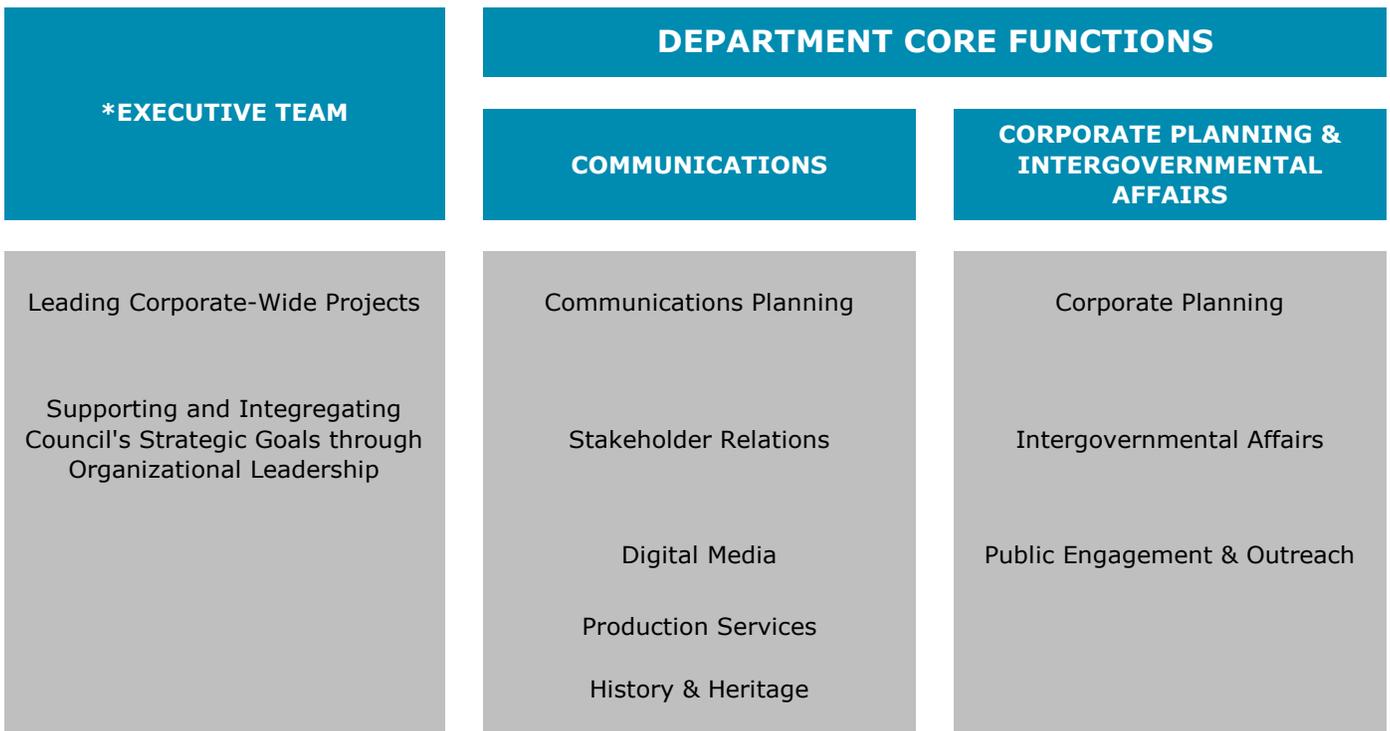
### Introduction

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. He is also responsible for delivering the County’s business plans in alignment with Council’s strategic plan and oversees the Corporate Planning & Intergovernmental Affairs and Communications departments.

The work of these departments serves to strengthen the programs and services offered by all other County departments by building a clear understanding of priorities, improving upon 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 most livable community in Canada.



\*Executive Team is comprised of the Chief Commissioner and the Associate Commissioners for the four divisions: Infrastructure & Planning Services, Community Services, Corporate Services and the Chief Financial Officer. The team is not a department.



## How do the Senior Administration's departments contribute to County operations?

### Executive Team (ET)

Strathcona County's Executive Team (ET) is responsible for providing information, support, and guidance to County Council and for contributing leadership and direction for the delivery of operational services along with the implementation of policies and programs established by Council. Executive Team is also responsible for delivering business plans in alignment with Council's strategic Plan.



### Communications (COMC)

COMC advances Strathcona County's reputation and ensures that citizens and stakeholders receive the transparent, relevant information they need. The department manages the corporation's communications materials including its internal and external websites, social media platforms, newsletters, marketing materials and advertisements. COMC conducts communications planning, provides advice and training and researches and verifies historical facts to share with the public and inform historical projects.



### Corporate Planning and Intergovernmental Affairs (CPIA)

CPIA's planning activities allow the organization to make informed decisions and prioritize actions. Facilitating the business planning process across all organizational levels, the department ensures that all County actions align with corporate priorities. CPIA helps to monitor, measure, and report on the progress or achievement of priorities and goals, and develops policy and performs market and trend analysis. The department also works to help the public understand the strategic plan and how its prioritized strategic goals impact their daily lives, and to build relationships with neighbouring municipalities to advise elected officials and staff of intergovernmental issues that impact the County.



## Succeeding in 2015

### Our Focus for the Year Ahead:

Senior Administration's activities support the top prioritized goals of the strategic plan and play a key role in aligning the organization with those goals. Looking forward to 2015, our primary priorities are to continue to:

- Provide transparent and relevant information, direction and leadership to the organization, stakeholders and decision-makers to increase the efficiency and effectiveness of corporate projects and service delivery;
- Implement the strategic plan - *Strathcona County 2030: Powering our New Tomorrow*;
- Implement priority-based business planning stages; and
- Enhance communications services and training.

### Capitalizing on Opportunities:

Senior Administration envisions many opportunities in 2015 including:

- Linking strategic level documents to operations and reporting results;
- Refining performance measurement;
- Furthering the priority-based budgeting approach with the creation of multi-year budgets; and
- Tracking impacts and performance of the new corporate and department business plans and enhancing reporting.

### Overcoming Challenges:

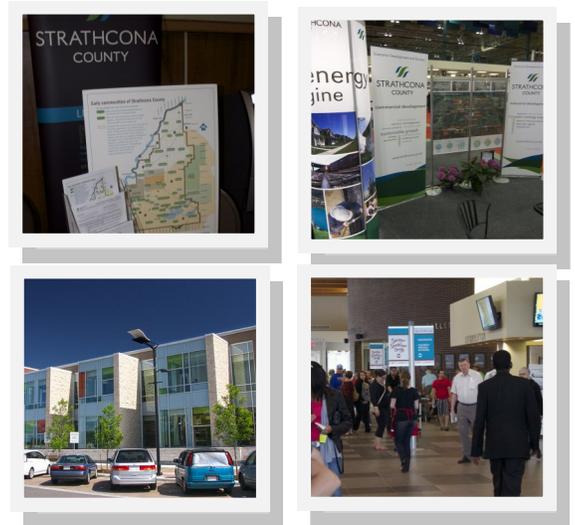
A sustainable future is not without challenges. The division will need to address the following:

- Continuing to execute several large corporate-wide projects simultaneously, ensuring their successful completion on-time, scope and budget;
- Managing the flow of information across a wide range of media while quickly responding to emerging issues;
- Continuing to implement the Business Plan and Budget Implementation project while enhancing public engagement and key relationships;
- Navigating the social media landscape as the number of social networking platforms available continue to grow;
- Optimizing information delivery and use of technology to reach and connect with citizens;
- Reducing risk and liability through information accuracy, while keeping pace with the growing speed of communication;
- Meeting the need for enhanced public engagement in alignment with Council's strategic goal related to increased citizen involvement; and
- Responding to changes in provincial government leadership to promote and maintain strong relationships between the County, provincial and regional partners.

## Operating Impacts

Senior Administration supports the development and implementation of strategies that align with Strathcona County's prioritized strategic goals. The division's 2015 operating budget reflects services that enhance capacity to offer leadership and support to Council, the organization and other stakeholders in alignment with achieving these goals.

### How does the Senior Administration 2015 budget serve the community vision?



### **Prioritized Strategic Goal #3: We increase public involvement and communicate with the community on issues affecting the County's future through...**

#### ***Meeting the need for open, transparent and meaningful stakeholder communication and engagement:***

- Assessing stakeholders' current attitudes, levels of satisfaction and preferred method of receiving communications about the County.

### **Prioritized Strategic Goal #4: We advance the community's interests by developing and maintaining strong relationships with our neighboring municipalities and civic organizations to ensure long-term Prosperity through...**

#### ***Being a valued stakeholder in provincial and regional matters that affect our citizen's quality of life:***

- Continue to actively participate at the Capital Region Board and its Committees and task forces.

### **We support Council's remaining strategic goals through...**

- Continuing to implement and refine the new business planning methodology.
- Developing and implementing the organizational performance measurement framework and reporting tools.
- Strengthening communications training for Council and administration.
- Continuing to assess and prepare the organization to respond to potential and emerging issues.
- Working with County departments to consistently apply the Public Engagement Policy.

## 2015 Divisional Budget Changes

	2014 Budget	\$ Change 2014-2015	2015 Budget	% Change 2014-2015
<b>Revenues</b>				
Government Grants	\$ (43,000)	\$ -	\$ (43,000)	0.0%
User Fees & Charges	(345,653)	206,412	(139,241)	(59.7)%
Other Revenues	(27,837)	-	(27,837)	0.0%
	<u>(416,490)</u>	<u>206,412</u>	<u>(210,078)</u>	<u>(49.6)%</u>
<b>Expenses</b>				
Salaries & Wages	4,525,329	21,110	4,546,439	0.5%
Employee Benefits	946,424	(34,104)	912,320	(3.6)%
Training & Development	175,511	9,919	185,430	5.7%
Business Expenses	131,843	(570)	131,273	(0.4)%
Advertising & Printing	648,299	(373,529)	274,770	(57.6)%
Professional Services	248,779	28,918	277,697	11.6%
Rentals & Leases	32,474	(18,744)	13,730	(57.7)%
Contracted Services	283,754	(4,000)	279,754	(1.4)%
Supplies & Materials	54,845	17,050	71,895	31.1%
Repairs & Maintenance	2,924	-	2,924	0.0%
Equipment Purchases	44,938	(25,250)	19,688	(56.2)%
Telecommunications	39,354	(8,968)	30,386	(22.8)%
Other Expenses	2,000	-	2,000	0.0%
Interprogram	(25,668)	(2,970)	(28,638)	11.6%
	<u>7,110,806</u>	<u>(391,138)</u>	<u>6,719,668</u>	<u>(5.5)%</u>
<b>Net (Revenues)/Expenses</b>	<u>6,694,316</u>	<u>(184,726)</u>	<u>6,509,590</u>	<u>(2.8)%</u>
<b>Non-Operating Items</b>	<u>3,000</u>	<u>(20,000)</u>	<u>(17,000)</u>	<u>(666.7)%</u>
<b>NET REQUIREMENT</b>	<b>\$ 6,697,316</b>	<b>\$ (204,726)</b>	<b>\$ 6,492,590</b>	<b>(3.1)%</b>

**Analysis of Changes from 2014 to 2015**

User Fees & Charges	Note 1	\$ 206,412
Salary, Benefits and Labour Costs	Note 2	(3,645)
Advertising & Printing	Note 3	(373,529)
Rentals & Leases	Note 4	(18,744)
Supplies & Materials	Note 5	17,050
Equipment Purchases	Note 6	(25,250)
Non-Operating	Note 7	(20,000)
Other		12,980
<b>TOTAL CHANGES</b>		<b>\$ (204,726)</b>

**Note 1:** Revenue reduced as County no longer providing administrative support to Town of Redwater.

**Note 2:** Reduced salary and benefit costs due to elimination of position supporting Town of Redwater.

**Note 3:** Decrease in advertising and printing due to removal of funding for "Branding" Business Plan Initiative.

**Note 4:** Reduced building rental/lease costs for South Contact Office.

**Note 5:** Increased cost of software upgrades (Digital Asset Management and survey software), maintenance and ongoing support.

**Note 6:** Removal of 2014 one-time funding for office furniture and equipment (2014 SIR 56 and SIR 57).

**Note 7:** Surplus or reserve funding of Reputation Survey

\*Revenue is shown as a credit (in brackets)

## 2015 Department Budget Summary

**DEPARTMENT OPERATING BUDGETS****Communications**

Revenues	\$	-
Expenses		1,463,517
Non-Operating Items		(20,000)
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>1,443,517</b>

**Executive Team**

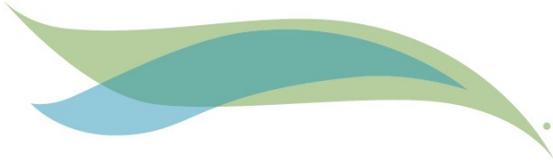
Revenues	\$	-
Expenses		2,925,506
Non-Operating Items		3,000
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>2,928,506</b>

**Corporate Planning & Intergovernmental Affairs**

Revenues	\$	(210,078)
Expenses		2,330,645
Non-Operating Items		-
<b>NET REQUIREMENT</b>	<b>\$</b>	<b>2,120,567</b>

<b>TOTAL DIVISION</b>	<b>\$</b>	<b>6,492,590</b>
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*\*Revenue is shown as a credit (in brackets)*



## Introduction

As your elected officials, we are the stewards of Strathcona County's Strategic Plan, *Powering our New Tomorrow*, the document that guides the 2015-2018 Corporate Business Plan and the 2015 Budget. Engaged citizens contribute their aspirations for our future on an ongoing basis. It is our responsibility to lead the community to realizing our shared vision of becoming Canada's most livable community.

With the voices of our citizens setting direction for the programs and services which meet the needs of our community, we have established priorities to execute the critical functions of County government.

Through our roles and obligations set out in the *Municipal Government Act* and other legislation, it is our job to govern, ensure that the duties and functions of the municipality are carried out in a timely and effective manner and plan for success. We provide leadership in the review and approval of policies and programs for the benefit and betterment of County residents, businesses, and industry.



To facilitate the decision making process and to inform the organization on regional issues, concerns and trends, Council members attend a number of external committees, boards and commissions. This 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.

### MAYOR

Mayor's Office

### COUNCILLORS

Ward 1	Ward 5
Ward 2	Ward 6
Ward 3	Ward 7
Ward 4	Ward 8



## 2015 Budget Changes

	2014 Budget	\$ Change 2014-2015	2015 Budget	% Change 2014-2015
<b>Revenues</b>				0.0%
<b>Expenses</b>				
Salaries & Wages	\$ 798,226	\$ (1,144)	\$ 797,082	(0.1)%
Employee Benefits	108,988	4,866	113,854	4.5%
Training & Development	90,777	2,306	93,083	2.5%
Business Expenses	58,520	1,381	59,901	2.4%
Advertising & Printing	142,918	7,551	150,469	5.3%
Supplies & Materials	9,130	-	9,130	0.0%
Repairs & Maintenance	150	-	150	0.0%
Equipment Purchases	10,000	(8,000)	2,000	(80.0)%
Telecommunications	9,590	(1,932)	7,658	(20.1)%
	<u>1,228,299</u>	<u>5,028</u>	<u>1,233,327</u>	0.4%
<b>Net (Revenues)/Expenses</b>	<u>1,228,299</u>	<u>5,028</u>	<u>1,233,327</u>	0.4%
<b>Non-Operating Items</b>	-	-	-	0.0%
<b>NET REQUIREMENT</b>	<b>\$ 1,228,299</b>	<b>\$ 5,028</b>	<b>\$ 1,233,327</b>	<b>0.4%</b>

### Analysis of Changes from 2014 to 2015

Salaries, Benefits and Related Costs	Note 1	\$	7,409
Advertising & Printing	Note 2		7,551
Equipment Purchases	Note 3		(8,000)
Telecommunications			(1,932)
<b>TOTAL CHANGES</b>		<b>\$</b>	<b>5,028</b>

**Note 1:** The budget estimate is reflective of the existing Council. Salaries and benefits costs have been reviewed and adjusted to reflect personal circumstances.

**Note 2:** Increase in advertising and printing required to allow individual Council members' to meet their communication and public relations requirements.

**Note 3:** Removal of contingency funding for acquisition of technology upgrades.

*\*Revenue is shown as a credit (in brackets)*



STRATHCONA  
COUNTY

Becoming Canada's  
most livable community

