

# Consolidated Budget



**STRATHCONA COUNTY**  
**Consolidated Statement of Segmented Operations**  
(in thousands of dollars)

	Municipal Operations			Utility Operations			Library Operations			2011 Budget		2010 Budget	
<b>Revenues</b>													
Property Taxes	\$	156,683	\$	86	\$	7,168	\$	163,937	\$	140,309			
Government Grants		6,037		15		493		6,545		7,051			
Utility User Rates		-		44,165		-		44,165		41,456			
User Fees and Charges		34,205		1,007		158		35,370		32,727			
Penalties and Fines		6,179		-		174		6,353		5,826			
Investment Income		2,792		116		21		2,929		1,950			
Other		7,409		-		283		7,692		7,680			
Capital Revenues		8,259		10,975		-		19,234		25,143			
Contributed Assets		-		-		-		-		-			
<b>Total Revenues</b>		<b>221,564</b>		<b>56,364</b>		<b>8,297</b>		<b>286,225</b>		<b>262,142</b>			
<b>Expenses</b>													
Salaries and Wages		89,946		6,014		3,921		99,881		90,017			
Employee Benefits		16,697		1,139		794		18,630		15,684			
Training & Development		2,307		152		56		2,515		2,210			
Business Expenses		1,428		59		3		1,490		1,230			
Advertising, Printing and Distribution		2,126		211		138		2,475		1,939			
Professional Services		3,008		393		8		3,409		3,267			
Insurance		1,932		-		-		1,932		1,885			
Rentals and Leases		2,051		311		14		2,376		2,384			
Contracted Services		26,364		6,278		43		32,685		29,111			
Supplies and Materials		15,255		16,145		167		31,567		29,629			
Repairs and Maintenance		4,549		1,634		83		6,266		6,084			
Equipment Purchases		1,780		149		50		1,979		1,849			
Utilities		6,643		(231)		-		6,412		6,076			
Telecommunications		709		103		21		833		744			
Interest on Debt		4,697		3,371		1,105		9,173		7,571			
Grants and Requisitions		1,667		-		-		1,667		1,701			
Other		640		65		4		709		648			
Interprogram		(4,941)		4,464		477		-		-			
Amortization Expense		38,516		6,060		500		45,076		35,690			
<b>Total Expenses</b>		<b>215,374</b>		<b>46,317</b>		<b>7,384</b>		<b>269,075</b>		<b>237,719</b>			
<b>Annual Surplus</b>		<b>6,190</b>		<b>10,047</b>		<b>913</b>		<b>17,150</b>		<b>24,423</b>			
<b>Accumulated Surplus, Beginning of Year</b>		<b>1,044,009</b>		<b>231,855</b>		<b>6,922</b>		<b>1,282,786</b>		<b>1,258,363</b>			
<b>Accumulated Surplus, End of Year</b>		<b>\$ 1,050,199</b>		<b>\$ 241,902</b>		<b>\$ 7,835</b>		<b>\$ 1,299,936</b>		<b>\$ 1,282,786</b>			

(as amended to  
Sept 30/10)

**Strathcona County  
Consolidated Operations  
2011 Operating Budget**

	2011 Operating Budget					2010 Operating Budget					(Net Change)
	Revenue	Expense	Non-Operating Revenues	Non-Operating Expenses	Net	Revenue	Expense	Non-Operating Revenues	Non-Operating Expenses	Net	
<b>Municipal Operations</b>	213,305,097	(215,373,608)	11,284,811	(47,732,301)	(38,516,000)	186,810,571	(189,634,577)	9,022,354	(37,358,348)	(31,160,000)	(7,356,000)
<b>Utility Operations</b>	45,388,471	(46,317,501)	3,923,614	(9,054,584)	(6,060,000)	42,622,934	(40,859,155)	1,147,027	(7,316,806)	(4,406,000)	(1,654,000)
<b>Strathcona County Library Operations</b>	8,297,409	(7,383,728)	-	(1,413,681)	(500,000)	7,564,914	(7,224,466)	691,242	(1,155,690)	(124,000)	(376,000)
<b>Total</b>	<b>266,990,977</b>	<b>(269,074,837)</b>	<b>15,208,425</b>	<b>(58,200,566)</b>	<b>(45,076,000)</b>	<b>236,998,419</b>	<b>(237,718,198)</b>	<b>10,860,623</b>	<b>(45,830,844)</b>	<b>(35,690,000)</b>	<b>(9,386,000)</b>

Note: Net Operating Deficit for 2011 of \$45,076,000 (2010 - \$35,690,000) represents Amortization Expense, which is a non-cash item and is not included in the Tax levy.

**2011 Operating Budget  
Consolidated Summary**

	2011 Approved Budget	2010 Approved Budget	Variance \$	Variance %
<b>Revenue</b>				
Property Taxes	163,936,751	140,308,564	23,628,187	17%
Government Grants	6,543,989	7,050,724	(506,735)	(7%)
Utility User Rates	44,165,118	41,455,872	2,709,246	7%
User Fees & Charges	35,370,189	32,727,429	2,642,760	8%
Penalties and Fines	6,353,897	5,825,554	528,343	9%
Investment Income	2,929,430	1,950,254	979,176	50%
Other Revenues	7,691,603	7,680,022	11,581	0%
<b>Total Revenue</b>	<b>266,990,978</b>	<b>236,998,419</b>	<b>29,992,559</b>	<b>13%</b>
<b>Expense</b>				
Salaries & Wages	99,880,715	90,017,496	9,863,219	11%
Employee Benefits	18,630,256	15,684,389	2,945,867	19%
Training & Development	2,515,717	2,208,723	306,994	14%
Business Expenses	1,489,546	1,230,235	259,311	21%
Advertising & Printing	2,475,322	1,939,818	535,504	28%
Professional Services	3,408,666	3,266,850	141,816	4%
Insurance	1,931,985	1,884,462	47,523	3%
Rentals & Leases	2,375,824	2,383,594	(7,770)	0%
Contracted Services	32,684,453	29,111,015	3,573,438	12%
Supplies & Materials	31,566,257	29,629,124	1,937,133	7%
Repairs & Maintenance	6,265,792	6,084,026	181,766	3%
Equipment Purchases	1,979,236	1,848,796	130,440	7%
Utilities	6,412,554	6,074,875	337,679	6%
Telecommunications	833,710	744,473	89,237	12%
Interest on Debt	9,173,770	7,570,906	1,602,864	21%
Grants & Requisitions	1,666,494	1,701,019	(34,525)	(2%)
Other Expenses	708,542	648,397	60,145	9%
Interprogram	(1)	0	(1)	100%
Amortization Expense	45,076,000	35,690,000	9,386,000	26%
<b>Total Expense</b>	<b>269,074,836</b>	<b>237,718,198</b>	<b>31,356,638</b>	<b>13%</b>
<b>Net Revenues/(Expenses)</b>	<b>(2,083,858)</b>	<b>(719,779)</b>	<b>(1,364,079)</b>	<b>190%</b>
<b>Non-Operating Items</b>				
From Capital Fund	4,716,503	4,734,443	(17,940)	0%
From Reserve Fund	10,126,253	6,126,180	4,000,073	65%
To Capital Fund	(7,608,503)	(15,281,574)	7,673,071	(50%)
To Reserve Fund	(37,997,456)	(19,712,157)	(18,285,299)	93%
Loan Funds Repaid	365,670	178,701	188,969	107%
Capital Leases Repaid	(2,141,435)	(2,284,503)	143,068	(6%)
Long Term Debt Repaid	(10,453,173)	(8,729,311)	(1,723,862)	20%
<b>Total Non-Operating Items</b>	<b>(42,992,142)</b>	<b>(34,970,221)</b>	<b>(8,021,921)</b>	<b>23%</b>
<b>Transfer to Equity in Fixed Assets</b>	<b>45,076,000</b>	<b>35,690,000</b>	<b>9,386,000</b>	<b>26%</b>
<b>Net Impact For Property Tax Purposes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

**STRATHCONA COUNTY**  
**2011 Consolidated Capital Budget**  
**Summary**

	<b>Total</b>	<b>Property Taxes</b>	<b>Reserve</b>	<b>Grant</b>	<b>Developer Levy</b>	<b>User Rates</b>	<b>Other</b>
Utility Infrastructure	14,048,450	-	2,455,107	8,500,000	2,000,000	618,343	475,000
Roadway Infrastructure	22,509,112	5,406,704	8,966,620	8,135,788	-	-	-
Buildings	3,150,000	300,000	2,850,000	-	-	-	-
Parks & Open Space Maintenance	1,116,870	475,000	641,870	-	-	-	-
Vehicles	8,870,905	-	8,747,905	123,000	-	-	-
Machinery & Equipment	1,662,340	594,200	891,933	-	-	176,207	-
Electronic Hardware/Software	1,367,664	38,050	1,329,614	-	-	-	-
<b>Total Consolidated</b>	<b>52,725,341</b>	<b>6,813,954</b>	<b>25,883,049</b>	<b>16,758,788</b>	<b>2,000,000</b>	<b>794,550</b>	<b>475,000</b>

**STRATHCONA COUNTY**  
**2011 Consolidated Capital Budget**  
**Project Listing**

Dept	Project Title	Total	Property Taxes	Reserve	Grant	Developer Levy	Usor Rates	Other	Total	Comments
<b>Utilities Infrastructure</b>										
UT	Annual Hydrant / Valve Replacement	241,500	-	241,500	-	-	-	-	241,500	1.4440.5 Future Water Capital
UT	Annual Sump Pump Collector Retrofit	1,339,800	-	721,457	-	-	618,343	-	1,339,800	Cont. To Capital / 1.4440.1 Storm Water
UT	Annual Rollout Carts	84,000	-	84,000	-	-	-	-	84,000	1.4440.3 Refuse Management
UT	Annual Corrosion Control Program	115,500	-	115,500	-	-	-	-	115,500	1.4440.5 Future Water Capital
UT	Annual Sanitary and Storm Mainline Rehab	307,650	-	307,650	-	-	-	-	307,650	1.4440.1 Storm Water / 1.4440.6 Wst Wtr
EEP UT	Ardrossan Wastewater to Regional Plant - Design, Land	9,000,000	-	-	7,000,000	2,000,000	-	-	9,000,000	Developer Levy / Federal Gas Tax Fund
UT	Biomass Demonstration Facility	2,850,000	-	875,000	1,500,000	-	-	475,000	2,850,000	WD grant / 1.4440.6 / RISA Contribution
UT	Transmission Facility Rehabilitation	110,000	-	110,000	-	-	-	-	110,000	1.4440.5 Future Water Capital
<b>Total Utilities Infrastructure</b>		<b>14,048,450</b>	<b>-</b>	<b>2,455,107</b>	<b>8,500,000</b>	<b>2,000,000</b>	<b>618,343</b>	<b>475,000</b>	<b>14,048,450</b>	
<b>Roadway Infrastructure</b>										
TAS	Annual Hamlet Street Improvement Program	240,000	37,241	-	202,759	-	-	-	240,000	Cont. To Capital / SIP Grant
EEP T	Suggested Annual Bridge Replacement Project	567,000	-	567,000	-	-	-	-	567,000	1.4267 Bridge Rehabilitation
EEP T	Annual Asphalt Trail Rehab Program	236,250	236,250	-	-	-	-	-	236,250	Cont. To Capital
EEP T	Annual Residential Paving Program	4,053,263	4,053,263	-	-	-	-	-	4,053,263	Cont. To Capital
EEP T	Annual Traffic Signal / Intersection Replacements	1,079,950	1,079,950	-	-	-	-	-	1,079,950	Cont. To Capital
TAS	Annual Rural Road Overlay Program	5,131,439	-	5,131,439	-	-	-	-	5,131,439	1.4268 Rural Road Recon
EEP T	Baseline Rd, Brower to Hwy 21 and Brower to Broadmoor Boulevard - Asphalt Overlay	2,866,710	-	1,815,200	1,051,510	-	-	-	2,866,710	BCG / 1.4264 Urban Arterial Rd
EEP T	Clover Bar Rd & Baseline Rd Intersection Improvements	2,919,000	-	729,750	2,189,250	-	-	-	2,919,000	75% BCG / 25% 1.4266 Cap Proj
EEP T	Hwy 824, Extension of 3rd Ave by Rec Complex	1,934,625	-	-	1,934,625	-	-	-	1,934,625	Federal Gas Tax
EEP T	Sherwood Dr, Lakeland Dr to Hwy 16 - Design	1,000,000	-	250,000	750,000	-	-	-	1,000,000	75% BCG / 25% 1.4266 Cap Proj
EEP T	Twp Rd 530, Rge Rds 223, 224 & 225 Improv - Design & Land	992,950	-	-	992,950	-	-	-	992,950	Federal Gas Tax
EEP T	Wye Rd, East of Brentwood Blvd to Clover Bar Rd. Asphalt Overlay	840,000	-	210,000	630,000	-	-	-	840,000	75% BCG / 25% 1.4266 Cap Proj
EEP T	ABJ School Access & Servicing	512,925	-	128,231	384,694	-	-	-	512,925	75% BCG / 25% 1.4266 Cap Proj
PDS	CITP - Phase 2 - Festival Avenue - Design	105,000	-	105,000	-	-	-	-	105,000	1.4266 Cap Proj (interim financing)
EEP T	Davidson Creek Park Walkway - Replace Culvert with Bridge	30,000	-	30,000	-	-	-	-	30,000	1.4266 Cap Proj (2010 surplus)
<b>Total Roadway Infrastructure</b>		<b>22,509,112</b>	<b>5,406,704</b>	<b>8,966,620</b>	<b>8,135,788</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,509,112</b>	
<b>Buildings</b>										
FAC	Annual Facility Capital Lifecycle	2,575,000	-	2,575,000	-	-	-	-	2,575,000	Facility Lifecycle Reserve
FAC	Annual Parking Lot Upgrade/Rehab Program	300,000	300,000	-	-	-	-	-	300,000	Cont. To Capital
FAC	County Hall Phase 1 & 2 Renovations Design	275,000	-	275,000	-	-	-	-	275,000	1.4266 Cap Proj
<b>Total Buildings</b>		<b>3,150,000</b>	<b>300,000</b>	<b>2,850,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,150,000</b>	
<b>Parks &amp; Open Space Development</b>										
RPC	Annual Parks Infrastructure Lifecycle	380,070	-	380,070	-	-	-	-	380,070	1.3755.7060 Parks Major Maint.
BPGC	Annual Golf Course Improvements	61,800	-	61,800	-	-	-	-	61,800	1.42211 Broadmoor Golf Course
EEP O	OSRFS Outdoor Revitalization Program - Phase 1 cont'd	475,000	475,000	-	-	-	-	-	475,000	Cont. To Capital
EEP O	Dirt Bike Park	200,000	-	200,000	-	-	-	-	200,000	1.4266 Cap Proj (2010 surplus)
<b>Total Parks &amp; Open Space Development</b>		<b>1,116,870</b>	<b>475,000</b>	<b>641,870</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,116,870</b>	

**STRATHCONA COUNTY**  
**2011 Consolidated Capital Budget**  
**Project Listing**

Dept	Project Title	Total	Property Taxes	Reserve	Grant	Developer Levy	User Rates	Other	Total	Comments
<b><u>Vehicles</u></b>										
FLT	Annual Transit Bus Replacements	4,334,500	-	4,334,500	-	-	-	-	4,334,500	1.4151 Transit Replacement
FLT	Annual V & E Fleet Replacements	3,868,720	-	3,868,720	-	-	-	-	3,868,720	1.4134 V&E Replace / Prior yrs WIP surplus
UT	Annual Utilities Fleet Replacement Program	263,600	-	263,600	-	-	-	-	263,600	1.4440.6 Fut Wst Wat / 1.4440.5 Fut Wat
RCMP	RCMP V & E Addition - Enforcement Services Truck	82,635	-	82,635	-	-	-	-	82,635	1.4266 Cap Proj (2010 surplus)
RPC	RPC Fleet Enhancement - Upgrade 1/2 ton regular cab to 1 ton mechanic service body (Unit T1-046)	67,500	-	67,500	-	-	-	-	67,500	1.4266 Cap Proj (2010 surplus)
TAS	TAS V & E Upgrade - T1-063 1/2 ton extended cab to 3/4 ton crew cab 4x4	17,000	-	17,000	-	-	-	-	17,000	1.4266 Cap Proj (2010 surplus)
TAS	TAS V & E Upgrade - T1-066 1/2 ton extended cab to 1/2 ton 4x4 extended cab	4,000	-	4,000	-	-	-	-	4,000	1.4266 Cap Proj (2010 surplus)
FLT	Transit Bus Additions	123,000	-	-	123,000	-	-	-	123,000	AMIP Grant
FAC	FAC V&E Upgrade - HE-005 Skid Steer to Tool Cat	26,350	-	26,350	-	-	-	-	26,350	1.4266 Cap Proj (2010 surplus)
SCES	BPI Capital Requests - Vehicle	83,600	-	83,600	-	-	-	-	83,600	1.4266 Cap Proj (2010 surplus)
<b>Total Vehicles</b>		<b>8,870,905</b>	<b>-</b>	<b>8,747,905</b>	<b>123,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,870,905</b>	
<b><u>Machinery &amp; Equipment</u></b>										
RPC	Annual Recreation Equipment Replacement Program	147,290	-	147,290	-	-	-	-	147,290	1.3755.7061 Parks Major Maint
UT	Annual Water Meter / Radio Frequency Program	454,650	-	278,443	-	-	176,207	-	454,650	Cont. to Capital / 1.4440.5 Future Water Capital
BPGC	Annual Golf Course Equipment Replacement Program	41,200	-	41,200	-	-	-	-	41,200	1.4211 Broadmoor Golf Course
LIB	Annual - Library Collection Replacement	509,000	509,000	-	-	-	-	-	509,000	Cont. to Capital
SCES	Annual SCES Fire & Rescue Equip Replacement	85,200	85,200	-	-	-	-	-	85,200	Fiscal Cont. to Capital
RPC	RPC Fleet Addition - Electric Ice Resurfacer Ardrossan	189,000	-	189,000	-	-	-	-	189,000	1.4266 Cap Proj (2010 surplus)
RPC	RPC Fleet Addition - Electric Ice Resurfacer - Broadmoor	189,000	-	189,000	-	-	-	-	189,000	1.4266 Cap Proj (2010 surplus)
TAS	TAS V & E Upgrade - T2-022 to T/A with Snow Wing & HE-041 to T/A Sander	47,000	-	47,000	-	-	-	-	47,000	1.4266 Cap Proj (2010 surplus)
<b>Total Machinery &amp; Equipment</b>		<b>1,662,340</b>	<b>594,200</b>	<b>891,933</b>	<b>-</b>	<b>-</b>	<b>176,207</b>	<b>-</b>	<b>1,662,340</b>	
<b><u>Electronic Hardware/Software</u></b>										
ITS	"High Uptime" Availability and Disaster Recovery Review	281,875	-	281,875	-	-	-	-	281,875	1.4266 Cap Proj (2010 surplus)
ITS	Corporate Infrastructure Replacement Program - Municipal	427,351	-	427,351	-	-	-	-	427,351	1.3755.1615 Corporate Infrastructure Replace
ITS	Corporate Infrastructure - Lease Replacement	25,858	-	25,858	-	-	-	-	25,858	1.3755.1615 Corporate Infrastructure Replace
LIB	IT Infrastructure Replacement Program - Library	38,050	38,050	-	-	-	-	-	38,050	Cont. to Capital
UT	Supervisory Control and Data Acquisition (SCADA) Upgrade	45,000	-	45,000	-	-	-	-	45,000	1.4440.5 Future Water Capital
UT	IT Infrastructure Replacement Program - Utility	40,000	-	40,000	-	-	-	-	40,000	1.4440.5 Future Water Capital
SCES	SCES Implement Human Resource Management Software	131,500	-	131,500	-	-	-	-	131,500	1.4266 Cap Project
ITS	Support PCI Compliance at Strathcona County	140,425	-	140,425	-	-	-	-	140,425	1.4266 Cap Project
SCT	Transit - Workforce Management Software	120,000	-	120,000	-	-	-	-	120,000	1.4266 Cap Project
EEP T	EEP 3D Laser Scanner Software for Surveying	17,000	-	17,000	-	-	-	-	17,000	1.4266 Cap Proj (2010 surplus)
EEP T	Upgrade Existing Traffic Noise Prediction Modeling Software	15,750	-	15,750	-	-	-	-	15,750	1.4108 Noise Attenuation
ITS	BPI Capital Requests - Electronic Hardware/Software	30,000	-	30,000	-	-	-	-	30,000	1.4266 Cap Proj (2010 surplus)
ITS	Staffing Request Capital - Electronic Hardware/Software	54,855	-	54,855	-	-	-	-	54,855	1.4266 Cap Proj (2010 surplus)
<b>Total Electronic Hardware/Software</b>		<b>1,367,664</b>	<b>38,050</b>	<b>1,329,614</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,367,664</b>	
<b>Total</b>		<b>52,725,341</b>	<b>6,813,954</b>	<b>25,883,049</b>	<b>16,758,788</b>	<b>2,000,000</b>	<b>794,550</b>	<b>475,000</b>	<b>52,725,341</b>	