

# Municipal Operating Budget



**Strathcona County  
Municipal Operations  
2011 Operating Budget**

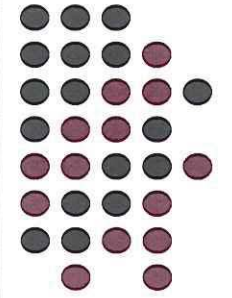
Divisions	2011 Operating Budget					2010 Operating Budget					(Net Change)
	Revenue	Expense	Non-Operating Revenues	Non-Operating Expenses	Net	Revenue	Expense	Non-Operating Revenues	Non-Operating Expenses	Net	
Infrastructure and Planning Services	5,016,878	(36,090,120)	1,813,896	(15,804,588)	(45,063,934)	4,645,166	(31,460,867)	436,614	(14,768,838)	(41,147,925)	(3,916,009)
Community Services	42,129,143	(99,173,521)	566,712	(5,726,523)	(62,204,189)	39,955,646	(90,338,152)	528,014	(4,418,784)	(54,273,276)	(7,930,913)
Corporate Services	4,497,269	(30,169,585)	2,471,807	(9,723,050)	(32,923,559)	2,280,243	(26,565,082)	1,742,560	(8,070,884)	(30,613,163)	(2,310,396)
Senior Administration	308,489	(3,822,064)	-	-	(3,513,575)	296,945	(3,503,424)	3,600	(6,900)	(3,209,779)	(303,796)
Elected Officials	-	(1,267,093)	-	-	(1,267,093)	-	(1,150,168)	-	-	(1,150,168)	(116,925)
Fiscal Services - Amortization		(38,300,000)			(38,300,000)		(31,000,000)			(31,000,000)	(7,300,000)
<b>Total Divisions</b>	<b>51,951,780</b>	<b>(208,822,383)</b>	<b>4,852,415</b>	<b>(31,254,162)</b>	<b>(183,272,350)</b>	<b>47,178,000</b>	<b>(184,017,693)</b>	<b>2,710,788</b>	<b>(27,265,406)</b>	<b>(161,394,311)</b>	<b>(14,578,039)</b>
<b>Fiscal Services</b>	<b>161,353,317</b>	<b>(6,551,225)</b>	<b>6,432,397</b>	<b>(16,478,139)</b>	<b>144,756,350</b>	<b>139,632,571</b>	<b>(5,616,884)</b>	<b>6,311,566</b>	<b>(10,092,942)</b>	<b>130,234,311</b>	<b>14,522,039</b>
<b>Total Municipal</b>	<b>213,305,097</b>	<b>(215,373,608)</b>	<b>11,284,812</b>	<b>(47,732,301)</b>	<b>(38,516,000)</b>	<b>186,810,571</b>	<b>(189,634,577)</b>	<b>9,022,354</b>	<b>(37,358,348)</b>	<b>(31,160,000)</b>	<b>(7,356,000)</b>

Note: Net Operating Deficit for 2011 of \$38,516,000 (2010 - \$31,160,000) represents Amortization Expense, which is a non-cash item and is not included in the Tax levy.

**2011 Operating Budget  
Municipal Operations**

	2011 Approved Budget	2010 Approved Budget	Variance \$	Variance %
<b>Revenue</b>				
Property Taxes	156,682,667	134,016,793	22,665,874	17%
Government Grants	6,036,651	6,526,926	(490,275)	(8%)
User Fees & Charges	34,205,226	31,616,878	2,588,348	8%
Penalties and Fines	6,179,360	5,666,884	512,476	9%
Investment Income	2,792,159	1,861,943	930,216	50%
Other Revenues	7,409,033	7,121,147	287,886	4%
<b>Total Revenue</b>	<b>213,305,096</b>	<b>186,810,571</b>	<b>26,494,525</b>	<b>14%</b>
<b>Expense</b>				
Salaries & Wages	89,946,019	81,212,358	8,733,661	11%
Employee Benefits	16,697,253	14,124,819	2,572,434	18%
Training & Development	2,306,913	2,004,606	302,307	15%
Business Expenses	1,427,697	1,167,292	260,405	22%
Advertising & Printing	2,126,283	1,608,331	517,952	32%
Professional Services	3,008,026	2,970,975	37,051	1%
Insurance	1,931,985	1,884,462	47,523	3%
Rentals & Leases	2,050,469	1,649,812	400,657	24%
Contracted Services	26,364,214	22,768,014	3,596,200	16%
Supplies & Materials	15,254,602	13,719,882	1,534,720	11%
Repairs & Maintenance	4,549,403	4,387,069	162,334	4%
Equipment Purchases	1,780,360	1,676,731	103,629	6%
Utilities	6,643,254	6,027,491	615,763	10%
Telecommunications	708,961	627,010	81,951	13%
Interest on Debt	4,697,333	4,454,268	243,065	5%
Grants & Requisitions	1,666,494	1,701,019	(34,525)	(2%)
Other Expenses	639,852	584,381	55,471	9%
Interprogram	(4,941,510)	(4,093,943)	(847,567)	21%
Amortization Expense	38,516,000	31,160,000	7,356,000	24%
<b>Total Expense</b>	<b>215,373,608</b>	<b>189,634,577</b>	<b>25,739,031</b>	<b>14%</b>
<b>Net Revenues/(Expenses)</b>	<b>(2,068,512)</b>	<b>(2,824,006)</b>	<b>755,494</b>	<b>(27%)</b>
<b>Non-Operating Items</b>				
From Capital Fund	4,147,139	4,244,959	(97,820)	(2%)
From Reserve Fund	6,772,003	4,777,395	1,994,608	42%
To Capital Fund	(6,266,902)	(14,413,299)	8,146,397	(57%)
To Reserve Fund	(32,408,198)	(14,677,134)	(17,731,064)	121%
Loan Funds Repaid	365,670	176,701	188,969	107%
Capital Leases Repaid	(2,141,433)	(2,284,503)	143,070	(6%)
Long Term Debt Repaid	(6,915,767)	(6,160,113)	(755,654)	12%
<b>Total Non-Operating Items</b>	<b>(36,447,488)</b>	<b>(28,335,994)</b>	<b>(8,111,494)</b>	<b>29%</b>
<b>Transfer to Equity in Fixed Assets</b>	<b>38,516,000</b>	<b>31,160,000</b>	<b>7,356,000</b>	<b>26%</b>
<b>Net Impact For Property Tax Purposes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>

# Municipal Capital Budget



**STRATHCONA COUNTY**  
**2011 Municipal 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>
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	8,607,305	-	8,484,305	123,000	-	-	-
Machinery & Equipment	698,690	85,200	613,490	-	-	-	-
Electronic Hardware/Software	1,244,614	-	1,244,614	-	-	-	-
<b>Total Municipal</b>	<b>37,326,591</b>	<b>6,266,904</b>	<b>22,800,899</b>	<b>8,258,788</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

Dept	Project Title	Total	Property Taxes	Reserve	Grant	Developer Levy	User Rates	Other	Total	Comments
<b><u>Roadway Infrastructure</u></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 Fund
EEP T	Sherwood Dr, Lakeland Dr to Hwy 16 - Design, Utilities	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 Intersection Improvements - Design & Land, Utilities and Construction	992,950	-	-	992,950	-	-	-	992,950	Federal Gas Tax Fund
EEP T	Wye Rd, East of Brentwood Blvd to Clover Bar Rd. Asphalt	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 Project (interim)
EEP T	Davidson Creek Park Walkway - Replace Culvert with Bridge	30,000	-	30,000	-	-	-	-	30,000	1.4266 Cap Project
<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><u>Buildings</u></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 Project
<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><u>Parks &amp; Open Space Development</u></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 Project
<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>	
<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
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>8,607,305</b>	<b>-</b>	<b>8,484,305</b>	<b>123,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,607,305</b>	

STRATHCONA COUNTY  
2011 Municipal Capital Budget  
Project Listing

Dept	Project Title	Total	Property Taxes	Reserve	Grant	Developer Levy	User Rates	Other	Total	Comments
<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
BPGC	Annual Golf Course Equipment Replacement Program	41,200	-	41,200	-	-	-	-	41,200	1.42211 Broadmoor Golf Course
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 t	47,000	-	47,000	-	-	-	-	47,000	1.4266 Cap Proj (2010 surplus)
<b>Total Machinery &amp; Equipment</b>		<b>698,690</b>	<b>85,200</b>	<b>613,490</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>698,690</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
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>1,244,614</b>	<b>-</b>	<b>1,244,614</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,244,614</b>	
<b>Total</b>		<b>37,326,591</b>	<b>6,266,904</b>	<b>22,800,899</b>	<b>8,258,788</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>37,326,591</b>	