

2012 – 2014 BUSINESS PLAN AND 2012 BUDGET
BUSINESS PLAN INITIATIVES AND COUNCIL BUDGET REQUESTS

Report Purpose

To review the initial 2012 – 2014 Business Plan Initiatives and 2012 Council Budget Requests in order to obtain direction from Council for the preparation of the 2012 – 2014 Business Plan and 2012 Budget.

Recommendations:

1. **THAT the list of initial 2012 – 2014 Business Plan Initiatives be received as information; and that Council provide direction on which of the Business Plan Initiatives should be withdrawn from the list for consideration during the 2012 Budget deliberations by Council.**

2. **THAT the list of 2012 Council Budget Requests be received as information; and that Council provide direction on which of the Council Budget Requests should be withdrawn from the list for consideration during the 2012 Budget deliberations by Council.**

Council History

February 22, 2011 – Council received the 2012 – 2014 Business Plan and 2012 Budget Timeline as information.

May 27, 2011 – Council reviewed financial projections, 2011 Service Levels and stakeholder input into the business plan and budget.

May 31, 2011 – Council provided initial direction for the 2012 - 2014 Business Plan and 2012 Budget.

Background/Justification

Strategic Plan: *(mark beside the applicable sections)*

<i>Governance</i>		X	<i>Community Well Being</i>		X
<i>Community Sustainability</i>		X	<i>Economic Viability</i>		X
<i>Service Delivery</i>	X	<i>Stakeholder Communication</i>		X	<i>Resource Management</i>
					X

Policy: n/a

Legislative/Legal: Sections 242 and 245 of the Municipal Government Act, RSA 2000, c. M-26 outline the requirements for Council to adopt an operating and a capital budget for each calendar year.

Economic: The Business Plan identifies actions, over a three-year period, that contribute to the achievement of the objectives identified in the Strategic Plan. The budget allocates the annual resources necessary to deliver services to the community and undertake actions identified in the Business Plan.

Social: The Business Plan directs and the Budget provides the resources to support social inclusion and community connectedness.

Environmental: The Business Plan directs and the Budget provides the resources to further environmentally sustainable initiatives.

Stakeholder: Citizens, businesses, community groups and industry of Strathcona County

Interdepartmental: All County Departments

Summary

This spring Council provided direction and submitted Council Budget Requests for the 2012 – 2014 Business Plan and 2012 Budget. The purpose of today's meeting is to review proposed 2012 Business Plan Initiatives (Enclosures I and II) as well as the Departments' responses to Council Budget Requests (Enclosure III) and to obtain Council's direction on both.

Enclosure

- I 2012 - 2014 Business Plan Initiatives – Summary (CPIA.16841)
- II 2012 - 2014 Business Plan Initiatives – Detailed (CPIA.16827)
- III 2012 Council Budget Requests (CPIA.16001)
- IV 2012 Budget Preview (FinAdmin.100423)

Author: *Kelly Rudyk, Corporate Planning and Intergovernmental Affairs* Date: September 14, 2011
Directors: *Christine Jackson, Financial Services, Kevin Glebe, Corporate Planning and Intergovernmental Affairs*
Associate Commissioner: *George Huybregts, Corporate Services / County Treasurer*
Chief Commissioner: *Robyn W. Singleton, Q.C. (Manitoba)*

Change Request Summary Business Plan Initiative

Division / Department	Change Request	2012		2013		2014	
		Unpublished	Published	Unpublished	Published	Unpublished	Published
Infrastructure & Planning Svc.							
Transportation & Ag Services							
	2012-BPI-30	Reduce cold mix for rural road blade patching	(120,000)	0	0	0	0
	2012-BPI-31	Reduce Service Level on 230 kms of Class IV road from fully bound surface to "loose float"	(400,000)	0	0	0	0
	2012-BPI-32	Reduce service level in relation to Backsloping	(50,000)	0	0	0	0
		Department Total:	(570,000)	0	0	0	0
Planning & Development Svc	2012-BPI-20	Develop an ECO-Offset Deposit Program	0	0	0	0	0
		Department Total:	0	0	0	0	0
		Division Total:	(570,000)	0	0	0	0
Community Services							
Recreation Parks & Culture	2012-BPI-24	Reduce shrub bed maintenance cycles	(85,000)	0	(85,000)	0	(85,000)
	2012-BPI-27	Reduce rural sports field maintenance	(3,000)	0	(3,000)	0	(3,000)
		Department Total:	(88,000)	0	(88,000)	0	(88,000)
RCMP & Enforcement Services	2012-BPI-35	Discontinue Photo Radar	750,994	0	888,441	0	888,441
		Department Total:	750,994	0	888,441	0	888,441
		Division Total:	662,994	0	800,441	0	800,441
Corporate Services							
Facility Services	2012-BPI-17	Removal of Community Hall Grant Funding	(82,000)	0	(82,000)	0	(82,000)
		Department Total:	(82,000)	0	(82,000)	0	(82,000)
		Division Total:	(82,000)	0	(82,000)	0	(82,000)
		Business Plan Initiatives Total:	10,994	0	718,441	0	718,441

Strathcona County
2012 – 2014 Business Plan and 2012 Budget
TRANSPORTATION & AGRICULTURE SERVICES
2012 Business Plan Initiatives

Business Plan Initiatives # Summary Statement	Lead Role Start & Completion (Month/Year) Source of Funding Strategic Plan	Annual Net \$ Impact Compared to 2011 Base			Consequences/Implications	Outcomes
		2012	2013	2014		
<u>2012 Initiatives</u> 2012 – BPI - 30 Reduce cold mix for rural road blade patching	Name: TAS Start: Jan 2012 Completion: Dec 2012 Funding: Program (expenses included in budget) Strategic Plan: Economic Sustainability	(120,000)	0	0	A reduction of 120K to the Rural Road operations budget has the potential to increase the frequency for full intersection to intersection overlays. This BPI calls for a one year reduction.	Reduced maintenance funding has the potential to increase the replacement cycle.

Strathcona County
2012 – 2014 Business Plan and 2012 Budget
TRANSPORTATION & AGRICULTURE SERVICES
2012 Business Plan Initiatives

Business Plan Initiatives # Summary Statement	Lead Role Start & Completion (Month/Year) Source of Funding Strategic Plan	Annual Net \$ Impact Compared to 2011 Base			Consequences/Implications	Outcomes
		2012	2013	2014		
<u>2012 Initiatives</u> 2012 – BPI - 31 Reduce Service Level on 230 kms of Class IV road from fully bound surface to “loose float”	Name: TAS Start: June 2012 Completion: Oct 2012 Funding: Program (expenses included in budget) Strategic Plan: Service Delivery	(400,000)	0	0	Most rural residents expect to travel roads without gravel surfaces. Rural residents often use our grid road system as trails. Loose gravel can pose dangers to pedestrians. We have also found it difficult to maintain some Class IV roads in a bound surface due to the lack of base strength and heavy agricultural and oil industry traffic.	Class IV road surfaces will be returned to a “loose float” condition for one year.

Strathcona County
2012 – 2014 Business Plan and 2012 Budget
TRANSPORTATION & AGRICULTURE SERVICES
2012 Business Plan Initiatives

Business Plan Initiatives # Summary Statement	Lead Role Start & Completion (Month/Year) Source of Funding Strategic Plan	Annual Net \$ Impact Compared to 2011 Base			Consequences/Implications	Outcomes
		2012	2013	2014		
<u>2012 Initiatives</u> 2012 – BPI - 32 Reduce service level in relation to Backsloping	Name: TAS Start: June 2012 Completion: Dec 2012 Funding: Program (expenses included in budget) Strategic Plan: Service Delivery	(50,000)	0	0	Council approved a Backsloping program in 2009. Funding is annualized at \$50,000 per year. Since the program is relatively new, the impact to driving public would be minimal. Consequences include: continued snow drifting, brush/weed issues, both of which potentially decrease road safety and loss of ability to improve right of way drainage.	The Backsloping program will be eliminated for one year.

Strathcona County
2012 – 2014 Business Plan and 2012 Budget
PLANNING & DEVELOPMENT SERVICES
2012 Business Plan Initiatives

Business Plan Initiatives # Summary Statement	Lead Role Start & Completion (Month/Year) Source of Funding Strategic Plan	Annual Net \$ Impact Compared to 2011 Base			Consequences/Implications	Outcomes
		2012	2013	2014		
<u>2012 Initiatives</u> 2012 – BPI - 20 Develop an ECO-Offset Deposit Program	Name: PDS Start: Jan 2012 Completion: Ongoing Funding: Corporate Strategic Plan: Stakeholder Communication, Environmental Sustainability	0	0	0	The purpose of the Strathcona County Eco-Offset Deposit Program for New Residential Construction and Energy Rebate for Home Retrofits is to provide a greater incentive to the building industry to provide more energy efficient new homes based on an accepted Canada-wide standard of energy efficiency, as well as to provide assistance to homeowners seeking to improve the performance of their existing homes. Minor increase in staff time to process refunds and rebates.	Improved energy efficiency of new and existing homes in the County. Increased awareness of residents and builders of the strategic importance of energy efficiency to the County.

Strathcona County
2012 – 2014 Business Plan and 2012 Budget
RECREATION PARKS & CULTURE
2012 Business Plan Initiatives

Business Plan Initiatives # Summary Statement	Lead Role Start & Completion (Month/Year) Source of Funding Strategic Plan	Annual Net \$ Impact Compared to 2011 Base			Consequences/Implications	Outcomes
		2012	2013	2014		
<u>2012 Initiatives</u> 2012 – BPI - 24 Reduce shrub bed maintenance cycles	Name: RPC Start: Apr 2012 Completion: Ongoing Funding: Program (expenses included in budget) Strategic Plan: Resource Management	(85,000)	(85,000)	(85,000)	This reduction will affect the aesthetics of shrub beds on arterial medians and boulevards, collector medians and residential cul-de-sacs. Public complaints are likely due to the growth of weeds. There are no safety concerns.	To reduce the occurrences of shrub bed maintenance from five (5) times to three (3) times per year.

Strathcona County
2012 – 2014 Business Plan and 2012 Budget
RECREATION PARKS & CULTURE
2012 Business Plan Initiatives

Business Plan Initiatives # Summary Statement	Lead Role Start & Completion (Month/Year) Source of Funding Strategic Plan	Annual Net \$ Impact Compared to 2011 Base			Consequences/Implications	Outcomes
		2012	2013	2014		
<u>2012 Initiatives</u> 2012 – BPI - 27 Reduce rural sports field maintenance	Name: RPC Start: June 2012 Completion: Ongoing Funding: Program (expenses included in budget) Strategic Plan: Resource Management	(3,000)	(3,000)	(3,000)	Current usage at rural diamonds and infields is low, there are no group bookings and little or no casual play. RPC recommends converting three (3) shale infield diamonds to grass which will reduce maintenance requirements, while still having a field available for play. Proposed locations are at Antler Lake, Deville and 1 of the 3 in Josephburg.	To change maintenance standards for rural shale infield ball diamonds with little or no use.

Strathcona County
2012 – 2014 Business Plan and 2012 Budget
RCMP & ENFORCEMENT SERVICES
2012 Business Plan Initiatives

Business Plan Initiatives # Summary Statement	Lead Role Start & Completion (Month/Year) Source of Funding Strategic Plan	Annual Net \$ Impact Compared to 2011 Base			Consequences/Implications	Outcomes
		2012	2013	2014		
<p><u>2012 Initiatives</u> 2012 – BPI - 35 Discontinue Photo Radar</p>	<p>Name: RCMP & ES Start: Sept 2012 Completion: Ongoing Funding: Tax Support Strategic Plan: Resource Management</p>	750,994	888,441	888,441	<p>Speeding in residential areas is of great concern to residents. Enforcement in the residential areas will be more visible as we are seeing an officer vs. a parked van. However, the volume of traffic monitored in residential areas will decrease as five Enforcement Officers cannot monitor the volume of traffic that the Photo radar vans could.</p> <p>Photo Radar has been used extensively in residential areas as well as school zones and playgrounds. The photo radar vans have been used successfully to check out the validity of a resident's complaint.</p>	<p>Discontinue Photo Radar by Sept 1st 2012 as per council motion.</p>

Strathcona County
2012 – 2014 Business Plan and 2012 Budget
FACILITY SERVICES
2012 Business Plan Initiatives

Business Plan Initiatives # Summary Statement	Lead Role Start & Completion (Month/Year) Source of Funding Strategic Plan	Annual Net \$ Impact Compared to 2011 Base			Consequences/Implications	Outcomes
		2012	2013	2014		
<u>2012 Initiatives</u> 2012 – BPI - 17 Removal of Community Hall Grant Funding	Name: Facility Services Start: Jan 2012 Completion: Ongoing Funding: Corporate Strategic Plan: Resource Management, Stakeholder Communication	(82,000)	(82,000)	(82,000)	In order to meet the 2012 budget targets, Facility Services is proposing to eliminate this operating grant for 2012. This would save \$82,000 from the 2012 operating budget. The grant was originally developed to assist the community groups when the cost of energy was running very high. Since the grant was developed the cost of utilities has stabilized. This creates a lessening demand for the additional funding.	Each year Facility Services provides community hall operators with an operating grant to support the community hall operators with their utility payments. If approved this BPI would stop this grant support.

**Strathcona County
2012 - 2014 Business Plan and 2012 Budget
2012 Councillor Budget Requests**

#	DEPT	REQUEST	COUNCILLOR	IMPLICATIONS	COST	WITHDRAW / REMAIN / REMOVE
1	CPC	Prior to the completion of Highway 21, Wyecliff Subdivision had at least 3 separate entrances off Highway 21 and one main single lane entrance/exit off Wye Road. Various other sub-divisions in the County currently have only one narrow entrance/exit and should also be reviewed for possible threats to resident safety in an emergency.	Delainey	A general review of the rural area can occur with a focus on identifying high risk areas. The focus of the review will be directed at identifying areas where both the risk of an event occurring is higher plus high social and economic consequences exist. For example, a rural area with a higher bush fire event potential and a greater number of residents with a single access/egress route would be deemed a higher risk than an area with less of a event potential and fewer affected residents with a single access/egress route. This general review combined with preliminary recommendation can be performed for \$20,000. Recommendations will be shared with Council and will require additional resources to implement.	\$20,000	
2	CPIA	BHI funding. The BHI will be recognizing its 10th anniversary in 2012 and have its biosphere recognition approved at that time also.	Riddell	This is a way of recognizing our leadership role in the BHI. As well, with the potential international biosphere recognition occurring around the same time as the anniversary there is an opportunity to use support for one function to support both events.	\$10,000	
3	CPIA	Rural constituents access to services / information. Most services centered in urban services area. Sometimes it is the accessibility and not the availability that is the issue for residents living in rural areas.	Riddell	There will be a need for an extra resource for areas south of the Urban Services Area. A new staff member would be supervised by the current Liaison Officer at Heartland Hall. Over and above a staff position would be a budget for the promotion and marketing of this resource as well as funds to support a presence at local events and sharing of new County initiatives similar to the current methods being employed in North Strathcona County. This position would equate to 4 days per week. Ongoing costs would be \$90,873 per year plus cost of living increases.	\$95,223	
4	EDT	A focus on a multiplier effect for economic development - encouraging local business (not international franchises)	Fenske	An external resource allocated to do a review of the challenges local businesses face in starting up and operating a business. Research best practices for possible solutions to the identified challenges. Estimate cost implications are \$28,500.	\$28,500	
5	George Huybregts	A reduction in the mill rate by one point for residential and farm areas out the Urban Services Area (USA). This would be more comparable to how the rural / urban divide is elsewhere in Alberta and rural residents though they can access many County services still have to drive. Response time from the County is longer, etc.	Fenske	The 2011 Strathcona County tax rate for residential / farmland is 4.0382 mills. This tax rate applies to both the Urban Services Area (USA) and the Rural Services Area (RSA). Historically, the County's tax rate structure has uniformly applied to the USA and RSA. 2011 property taxes generated by RSA residential and farmland properties are approximately \$21.16 million. The impact of reducing the tax rate by one point (from 4.0382 mills to 3.0382 mills) for residential and farm areas outside the USA would reduce this amount to an estimated \$15.92 million, a reduction of \$5.24 million. This difference is equivalent to an approximate 3.3% tax dollar increase on all other taxable properties to maintain total property tax revenue neutrality.	\$5,240,000	
6	PDS	Planning and Development has earned a reputation among local County residents and Edmonton area business owners, that Strathcona County is a difficult, even a discouraging, place to do business. Applicants complain that development permit regulations and procedures are too complicated and contain too much complicated and confusing printed procedural and regulatory information.	Delainey	With the restructuring of PDS, the department is in the process of reviewing procedures to streamline the application process. Over the past 18 months the PDS Operational Review and Department Restructuring has focused on recruiting the required resources, creating a more functional operating structure and determining attainable key performance indicators. With all the required staff resources in place by September, PDS will be able to focus on improving operational processes. the department is currently fine-tuning the Corvus Activity Based Costing Model and will be introducing a new e-permitting system on the County website this fall.	\$0	
7	PDS	There is a lack of "standardized property address signs" at the entrance of rural County properties. This represents a serious threat to efficiently identifying exact property locations in an emergency situation.	Delainey	An external resource to bring all County properties into conformance with the 2010 Civic Addressing Bylaw (29-2010). Some of the initiatives include addressing all parks, County facilities, and posting addresses at the entrance to rural subdivisions. This resource would also conduct an inventory of the existing situation.	\$21,000	

**Strathcona County
2012 - 2014 Business Plan and 2012 Budget
2012 Councillor Budget Requests**

#	DEPT	REQUEST	COUNCILLOR	IMPLICATIONS	COST	WITHDRAW / REMAIN / REMOVE
8	PDS	Trails - we need to build many miles in the rural area. The ratio of land mass to trails is out of proportion.	Fenske	The Trail Strategy, which goes to Council in Fall 2011, is updating the Trail Master Plan approved in 1999. The strategy is looking at the development of a County wide trail network. This includes corridors, staging areas, standards for development and ongoing maintenance. This strategy will serve as a tool for prioritizing urban and rural trail enhancements for all trail users.	\$0	Withdrawn - October 5/11
9	PDS	Need for spontaneous recreational opportunities for young children (5 to 12). Strathcona County needs to encourage active and healthy living. This is best achieved through spontaneous recreational opportunities that are not identified in the OSRFS. These opportunities need to be located in residential neighbourhoods. Currently, amenities offered in Strathcona County require most children to be driven to the site.	Gariepy	OSRFS developed a parkland classification for the Urban Services Area. There are three classes and sizes: Neighbourhood (1.0 - 2.0 ha), Community (min 4.0 ha) and County-wide/specialized. Each includes areas for passive and unstructured spontaneous use. These standards are used as new land development planning occurs in the ASP planning process. One of the Sportsfield Strategy recommendations is no net gain in fields. The 10% MR dedication for school park purposes will vary as to the gross development area left after ER and other dedications are removed. Open space and parks are not determined based on expected population. If a school site is required, the plan area has to accommodate the school building envelope and the sports field for the type of school. This sometimes leaves a reduced capacity for neighbourhood level parks. An older mature neighbourhood review would apply the OSRFS standards as well as review the population base and demographics to determine if an area was surplus or deficient in open space. Available open space can be recycled, new uses proposed to take stock of the current situation and develop plans for the future.	\$0	
10	PDS	Visionary Recreational Leadership - Amalgamation of Sports Facilities. Having sports fields located in dozens of different locations, especially baseball, softball, slo-pitch, is an inefficient way of managing diamonds / fields. It is also more difficult to host tournaments.	Gariepy Osinchuk Bidzinski Botterill	The County-approved Sportsfield Strategy has several recommendations that are in place to do this. First, no net gain in fields. As we build new fields, old ones are removed. "C" class fields will become open space for unorganized play or other park uses like community gardens. This year's redevelopment of Sherwood Heights Park is creating a centre for mosquito and pee-wee level play for younger age groups. Sherwood Heights is the first redevelopment as a result of the Sportsfield Strategy and EOOSP is beginning to identify other opportunities. The Sportsfield Strategy set the basis of the program and the dollar implications, but it did not identify individual projects. As EOOSP identifies an opportunity for redevelopment we will put forward a capital budget request for the specific projects. We anticipate at most, one project per year.	\$0	
11	PDS	Currently there is no trail / sidewalk system in the hamlet of Collingwood Cove where residents can walk / bike safely. The road network is very narrow and cannot accommodate both vehicle and foot traffic.	Riddell	Funds were approved in the 2009 budget for Collingwood Cove trail along the water's edge but was delayed due to staff resource allocations. Currently EOOSP is reviewing and developing the project background to begin planning this fall.	\$0	
12	TAS	Education of train whistles located in at least two locations in Strathcona County. Ardrossan at Range Road 222 has increased significantly with the amount of trains that go through and the residential area has increased in size and number. Crossing has arms and bells so the whistle is not necessary.	Fenske	Further to the Council meeting on August 16, Council approved the motion to proceed with drafting a policy to define train whistle minimization in Strathcona County. This policy is being completed by existing staff in 2011 and will include information about cost, process, population, enforcement, time frame and risk.	TBD	Withdrawn - October 5/11
13	TAS	"Dots" down the centre of the Twp Road 560 from Secondary Highway 830 east to Bruderheim and on Twp Road 542 from Highway 21 to Range Road 222.	Fenske	In order to assess the application of center line markings the Transportation Association of Canada manual, Strathcona County Engineering Standards, and the SSRMP were consulted. The consensus is that centerline marking is not recommended for roads with widths under 8 m and is an unsafe practice on roads with widths under 7.5 m. Township Road 560 was reviewed and found to have an average width of 6.8m; Township Road 542 was also reviewed and found to have an average width of 6.6 m, therefore, at this time Administration can not support the placement of centre line markings. As shared use rural roads, drivers are expected to use their best care and judgement, the application of centre line markings would create a false sense of security and misleading vehicle separation.	\$2,000	

**Strathcona County
2012 - 2014 Business Plan and 2012 Budget
2012 Councillor Budget Requests**

#	DEPT	REQUEST	COUNCILLOR	IMPLICATIONS	COST	WITHDRAW / REMAIN / REMOVE
14	TAS	Temporary traffic speed humps (Canadian Guide to Neighbourhood Traffic Calming). Speed in residential neighbourhoods remains a top complaint. Excessive speed threatens personal and private property. Cost of traffic accidents to the municipality is estimated to be \$30,000 per collision (as per RCMP report)	Gariepy Carr Wlodarczak	Vertical deflection traffic control such as speed humps can be effective tools in traffic calming, however are often received with mixed reviews. There have been several studies conducted in North America to investigate temporary devices, including a pilot project in the City of Edmonton for temporary curb extensions. The difficulty with temporary pinned devices is the overall cost, ongoing maintenance, and difficulty in re-using. A study completed in Peoria Arizona showed extensive ongoing maintenance including repositioning and line marking and determined that permanent speed humps would be more effective and removed the temporary speed humps prior to the end of the planned study due to ongoing repairs and maintenance issues. At this time temporary speed hump technology is meant for short term and not continuous use and is not recommended as a traffic calming measure. Ongoing yearly costs of \$10,000.	\$30,000	
15	TAS	Residents and students located at Robin Hood School on Broadway Boulevard have trouble crossing the street and walking to the corner. This poses a danger to the residents and could be solved by extending the sidewalk and crosswalk on Broadway.	Bidzinski	Recent traffic and pedestrian surveys conclude that a crosswalk is not warranted for Broadway Boulevard. The practice of installing unwarranted crosswalks detracts from the importance of warranted crosswalks which in turn creates a false sense of security for pedestrians. Additionally, a proliferation of unwarranted traffic signs and devices fosters a general disrespect for signs and traffic control devices as a whole.	\$2,200	
16	TAS	Research the benefits and challenges of creating a funding program obtained from intersection safety devices in Strathcona County to be allocated to purchase and install countdown signals at the highest priority (volume, strategic location) intersections, for the budget year 2012. (Motion 153/2011 March 8, 2011 Council Meeting).	Carr	All net revenue from the ISDs - Intersection Safety Devices (and all photo enforcement) is used to fund RCMP general operations. Diverting any of these funds will result in a tax dollar increase. Alberta Transportation in conjunction with OPUS, an engineering consultant, have prepared a report of guidelines and implementation strategies for methods of reducing collisions dated November 2010. In the report Pedestrian Countdown Signals (PCS) are identified as having potential benefits in reducing vehicle to pedestrian collisions. In addition to the pros and cons identified there is a defined criteria for PCS to be installed at an intersection. Criteria to consider includes: - Locations with high incidence of pedestrian-vehicle collisions or conflicts - Locations with high volumes of vulnerable road users - Locations with critical "flashing - Do Not Walk" intervals - Locations with high Pedestrian volumes and cross product vehicle volumes - Locations with geometric or operational characteristics such as long crossing distance In an ideal setup PCS provides pedestrians with a visual queue of the time remaining to cross an intersection, but due to the signal programming through Sherwood Park, PCS may not consistently provide reliable information. To date PCS units are not able to be integrated into complex signal timing plans and instead operate on independent programming. As a result countdowns may go to zero but the coordinating green light remains green, therefore, drivers may anticipate a red light and stop unnecessarily. The cost to supply / install PCS units for all sides of one intersection is approximately \$10,000. A contractor should be able to complete all nine priority locations (arterial intersections) within one season.	\$90,000	
17	Utilities	Upgrade the water system and reservoir capacity in Josephburg - it needs more than a band-aid.	Fenske	Status of the Heartland / Josephburg Potable Water Servicing Strategy (2009). The design is complete and shovel ready. This project includes construction of a potable water reservoir and pump station in conjunction with a pipeline from the reservoir to the Hamlet of Josephburg. The estimated cost is \$20,000,000 due to the scale of the expenses in relation to the size of the existing customer class (61) one or more of the following needs to happen in order to advance this capital project. 1) new industrial development 2) grant funding or 3) amalgamate Sherwood park and Josephburg as one customer class. Status of the existing system. the distribution system has been subject to one or two breaks per year. These breaks have been costing approximately \$15,000 per incident to repair. Water supply piping material in the Hamlet of Josephburg is cast iron, which is subject to line breaks when the temperature of the water goes through a dramatic temperature change. The estimated cost to replace the distribution system is \$1,400,000. The structural integrity of the existing reservoir is a concern and he condition is monitored annually. A contingency plan is in place.	\$21,400,000	

**Strathcona County
2012 - 2014 Business Plan and 2012 Budget
2012 Councillor Budget Requests**

#	DEPT	REQUEST	COUNCILLOR	IMPLICATIONS	COST	WITHDRAW / REMAIN / REMOVE
18	Utilities	To build a trailer waste dump site in the Urban Services Area. There are none currently existing in the USA and this service is needed for residents and also for tourists who pass through.	Wlodarczak	The Flying J has RV dump stations. Utilities also receives three or four requests per year for more locations that offer this type of service. To date Utilities has not offered this service as the private sector has chosen to do so. A number of potential challenges such as site abuse, discharge of prohibited and/or restricted waste as well as the logistics surrounding fee collection would need to be mitigated. This service may be compatible with the Full Service Recycle Station that is part of this year's capital submission. That project includes site control and supervision which would be essential to manage the challenge noted above. If this approach was adopted Utilities would need to add \$165,000 to the Enviro-service project. An alternative approach would be to develop a preliminary design and conduct stakeholder consultation in order to acquire more certainty around project cost and potential locations. This approach would cost approximately \$15,000	\$165,000	
Total Councillor Budget Requests					\$27,103,923	

2012 – 2014
Business Plan & 2012 Budget

Budget Submissions Preview
Council Meeting
October 4, 2011

Your County

Your Budget

Your Input

Budget Preview

- Department budget submissions were due September 2
- A/Cs review complete by September 15
- Budget submissions have not had a corporate review
- Currently assembling Executive Team materials for October Department meetings

TODAY - providing a high level preview of budget submissions and challenges for Council

Your County

Your Budget

Your Input

Which municipal operating budget package does Council want us to prepare?

	Required Tax Dollar Increase
▪ Scenario A – Increase Services	11.4%
▪ Scenario B – Status Quo	10.4%
▪ Scenario C – Modify services	7.4%

Council Response

➤ Scenario C (but less than 7.4%)

Your County

Your Budget

Your Input

Draft 2012 operating budget submissions

- Equivalent tax dollar increase of the shortfall 10.3%*

Strategies for consideration as we go into Department reviews with Executive

- A June meeting with Directors to identify services that could be modified did not produce meaningful results
- At the October meetings, we will undertake another review of service level modifications and other strategies to meet Council's May 2011 direction with a focus on sustainability and efficiencies

Your County

Your Budget

Your Input

*pre ET
review

Support investigation into increasing the natural gas franchise fee rate, and implementing an electricity franchise fee

Response

- 1% increase to the natural gas franchise fee rate results in ~\$160k in new revenues (~\$5 increase /year / customer)
- Electricity franchise fees – still under review

Which capital budget package does Council want us to prepare?

- Scenario A – use \$4M to leverage \$50M in new debt; explore 1% dedicated infrastructure tax
- Scenario B – apply \$4M directly to capital projects; explore 1% dedicated infrastructure tax
- Scenario C – transfer \$4M to reserve

Council Response

➤ Scenario A

Your County

Your Budget

Your Input

2012 Capital Budget Submissions

■ Municipal Operations	\$122.2M*
■ Utility Operations	17.2M*
■ Library Operations	0.6M*
	<hr/>
	\$140.0M*

Your County

Your Budget

Your Input

**pre ET
review*

Scenario A Response

Potential projects in the 2012 – 2016 capital plan* that could be considered for \$50M in new debt:

Debt Component

▪ OSRFS	\$21.0M
▪ Roads	\$17.2M
▪ Firestation 7	\$5.0M
▪ SPARTA	\$5.6M

1% dedicated infrastructure tax = \$1.6M funding

Your County

Your Budget

Your Input

**pre ET
review*

Issues for consideration as we go into Department reviews with Executive

- Is there the internal / external capacity to complete all the projects?
- How much of our available financial capacity do we want to commit to 2012 projects?
 - What is the impact on projects in 2013 – 2016?
- What is the operating impact on 2012 and future years?
- Review / confirm the principles for use of capital grants (ie. for tax-supported projects only, or?)
- Review 1% dedicated infrastructure tax
- How much new debt do we want to assume?

Your County

Your Budget

Your Input