

*2018 Recommended Budget*

# Executive Summary





# Message from the Chief Commissioner



Strathcona County introduced its first corporate business plan in 2015. Since then, we have made significant advances in our approach to business planning and budgeting. We have implemented innovative priority-based budgeting (PBB) and other tools to advance many of our priority goals. Our first four-year business planning cycle draws to a close in 2018. As we prepare for the second (2019-2022) iteration of corporate and department business plans, we look forward to continued improvements, as we apply what we have learned.

It bears repeating that our priority approach is about more than simply saving dollars. It is about making sure our resources are directed at the right things – at the right levels. It requires that we challenge our assumptions about ‘the way we get things done’ and what success looks like. More is not always better.

Foundational to this approach is sound planning, because resources and capacity are finite. Knowing what our priorities are ensures we stay on track. Knowing our limits and setting boundaries ensures we pace ourselves as we move toward our desired destination. A solid understanding of our capacity for debt and risk tolerance allows us to make sustainable decisions.

Our strategic plan sets out the long-term vision (2030) and articulates community priorities. Council reviews the order of these priorities each year to ensure continued relevance, and to enable us to adjust our shorter-term focus as necessary. This dialogue will continue with a new Council at the January 2018 strategic planning session.

Budget 2018 represents our second full year of looking at PBB programs to identify opportunities to improve program delivery, and allocate resources to community priorities. In addition to now having some excellent information to support evidence-based decision making, and to help us with our analysis, we have in-house experience with the process that will provide the support we need going forward. We expect this approach will continue to improve our outcome for the benefit of our citizens.

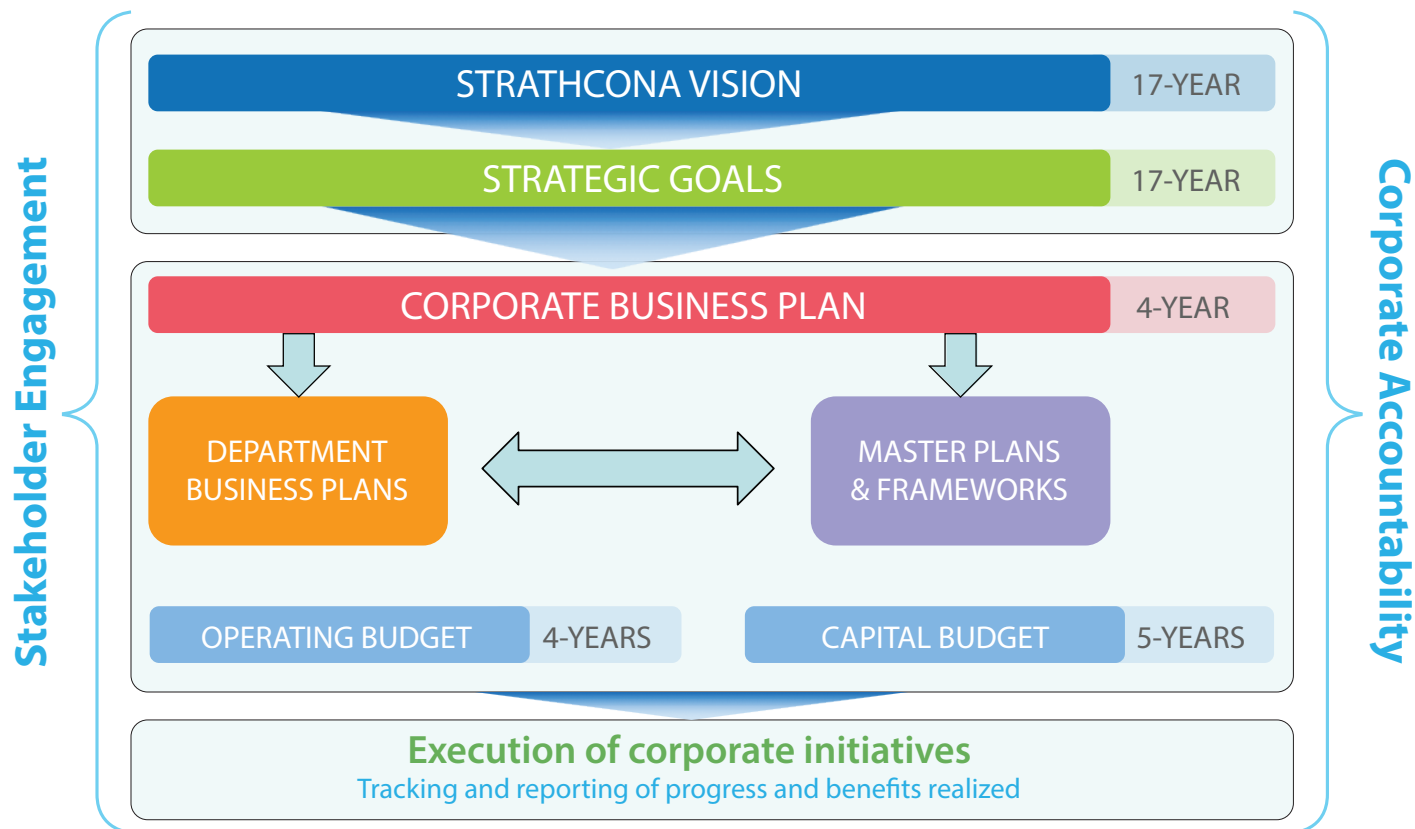
As our first planning cycle draws to an end, we can point to a number of accomplishments over the past three years, demonstrating progress within each of our 12 prioritized strategic goals. We will continue to seek improvement in the areas of planning and performance measures, as we embark on our next iteration of corporate and department business plans. We will continue to pursue our vision of becoming “Canada’s most livable community.”

I am pleased that Strathcona County continues to set the standard in terms of how municipalities plan and deliver sustainable programs and services, and to develop creative solutions to emerging issues.

The foundation of our approach has been built over many years. These people had the courage to set direction through community priorities, and had the conviction to hold the line when other opportunities or challenges might have distracted. Budget 2018 represents the continuation of this journey – we still have a ways to go.

**Rob Coon**  
*Chief Commissioner*

# Planning Framework



## Our vision

We aspire to be Canada's most livable community.





# Our priorities

Strathcona County's strategic plan sets out 12 prioritized strategic goals, based on community feedback and the desired future for our community.

- 1 Strategically manage, invest, and plan for sustainable municipal infrastructure
- 2 Increase and diversify the petrochemical business
- 3 Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity
- 4 Increase public involvement and communicate with the community on issues affecting the County's future
- 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 Promote 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 community
- 10 Conserve representative ecosystems
- 11 Ensure facilities and activities are available, accessible and used by residents
- 12 Define and strengthen the community's identity and heritage



# Budget 2018 focuses on priorities

*The recommended 2018 budget continues to use a priority lens to view and assess new resource requests, including initiatives, staffing and capital projects.*

## *New / ongoing initiatives coming forward through department business plans:*

- Initiate the Area Redevelopment Plan for Centre in the Park
- Implement key concepts, practices and technology solutions defined within the corporate asset management framework to enhance planning, core service delivery, performance management and support services
- Complete a feasibility study to further examine the Community Hub/Seniors Centre concept
- Continue implementation of the Open Space and Recreation Facility Strategy (OSRFS), planning for the next five-year period (2019-2023) and the new 15-year strategy
- Complete the Transit Fare Strategy, by implementing the Mobility Bus Fare Alignment
- Develop a strategic energy demand management plan to align with the provincial Climate Leadership objectives, prioritize energy efficiency projects, identify new alternative energy technologies, and project funding options
- Review offsite development levies (philosophies, rate model and processes)

# Continuing to improve program and service delivery



*We owe it to our community to find new and better ways of doing business. Strathcona County is committed to finding efficiencies and enhancing effectiveness throughout the organization so we can continue to provide high quality of life with the greatest value for tax dollars.*

The recommended 2018 budget reflects the second year of implementing priority-based budgeting to review and assess programs.

Priority-based budgeting enables Strathcona County to better understand the programs it provides citizens and businesses; how much they cost, and how they reflect and address community priorities. Priority-based budgeting information, together with other data and considerations, helps Strathcona County develop sustainable budget recommendations.

We will continue our focus on specific program-level opportunities for study, as recommended by the Center for Priority-Based Budgeting. The five areas of focus for study at the program level for Budget 2018 development include:

1. High-cost, high-priority program areas and how these might be delivered more efficiently

2. Programs not mandated and not strongly connected to priority results
3. Fee review for programs serving a small portion of the community and subsidized by tax dollars
4. Programs that are less aligned across priority results are not mandated to be provided, are available in the market place, and do not fully recover their costs
5. Overall review of current priority-based budgeting programs, as well as identification of future years area of study

Priority-based budgeting program information helps support evidence-based decision making in budget development, and complements other information that Strathcona County utilizes, such as an integrated strategic and business plan framework, prior spending patterns and analysis, efficiency opportunities, performance measures, customer feedback, capacity considerations and other external factors.

# Examples identified through priority-based budgeting programs:

- Realigning position duties within Planning and Development Services, following the 2017 retirement of an industrial liaison contract position
- Recommending fare parity as part of the Mobility Bus Fare Alignment Initiative (which reviewed three Mobility Bus programs), while anticipating increasing service demands
- Integrating asset management information and GPS technology to redirect resources from water valve turning to the rural flushing program, increasing system reliability, making it easy to find valves, and reducing maintenance resources
- Reallocating Utilities staff between programs to ensure the highest priorities are met
- Reducing the number of annual P3 snow clearings budgeted for urban winter maintenance from three to two, based on lower number of events over the past three years





# *Examples of efficiencies and enhanced effectiveness include:*

- Acquiring new, up-to-date LIDAR (light detection and ranging) data to improve efficiencies, reduce the need to access properties, and lessen the amount of field verifications required
- Analyzing 2017 Budget for water purchases against actuals in 2016 led department to budget for the purchase of lower volumes of water in 2018
- Implementing a more coordinated approach to advertising cross-departmental initiatives (e.g.: SC Alerts); thereby, eliminating duplication and realizing cost savings
- Enhancing the role of Family and Community Services, recognizing the role of social service agencies within Strathcona County where appropriate to deliver better and aligned services
- Continuing to employ the Electronic Voice Entry Unit to improve support to RCMP members through efficiencies in file preparation and conclusion, allowing RCMP members more time for patrols
- Partnering the Domestic Violence Unit with Family and Community Services, ensuring a more seamless transition from investigation to support for victims of family violence
- Partnering with Planning and Development Services to offer online dog registration and licensing to allow easier access for residents
- Investigating potential increase in use of taxi services as part of the Mobility Bus Fare Alignment Initiative
- Using data from fleet management software to create enhanced maintenance plans that will reduce duplicate maintenance activities and prevent costs related to failing to perform timely maintenance
- Partnering with the Alberta Association of Municipal Districts and Counties (AAMDC) to negotiate rates for fuel and realize cost savings
- Continuing with the Lean Six Sigma 5S Program (a program that teaches ways to create high-performing processes and workplaces) to enhance efficiencies within the Fleet department
- Leading enterprise-wide roll out of the 2017 GIS Imagery (oblique and orthogonal) to increase efficiency and effectiveness and improve decision making for all departments that leverage GIS imagery as part of their business operations



# Measuring our performance

*To drive continuous improvement and enhance decision making, we have built accountability into each step of the planning process. We monitor strategic direction and operational performance, as well as long-term direction at the level of strategic priorities through our corporate business plan progress and performance reporting.*

We are accountable to the community for our progress and performance, as well as the fiscal costs and resources used to achieve our desired goals and objectives.

Our strategic goals identify the long-term achievable actions that must be accomplished for the success of our vision. Outcomes describe the result of what will occur when the strategic goal is reached.

Progress on corporate business plan goals and performance measures are provided to Council as part of quarterly management reports. The corporate business plan goals that are reported demonstrate linkages back to the strategic plan prioritized goals.

Departments also track performance measurement at an operational performance level. These reports are now available on the County website, and in Strathcona County's open data portal.

**At the strategic and corporate level: are we aligned with the achievement of prioritized strategic goals?**

## *Example indicators:*

- Overall citizen satisfaction with quality of life
- Citizen satisfaction with opportunity to express opinion
- Residential / non-residential tax revenue ratio
- Overall citizen satisfaction with quality of service



At the operational level: are we progressing on the goals of the department business plans and how are we doing delivering programs and services?

## *Example performance measures:*

- Citizen satisfaction with Green Routine for waste services
- Overall road quality visual condition index and citizen satisfaction with road maintenance
- Emergency preparedness - residents prepared for 72 hours without assistance
- Annual transit ridership

Strathcona County will continue to improve its performance measurement and management system maturity, to improve engagement in a measurement and accountability work culture, and to drive improved decision making across the organization. This means that as performance is evaluated, the organization first analyzes how it is performing towards its strategic goals, and then studies how effective the strategic planning and management processes are and adapts as necessary. Excellence in strategic and performance management drives continuous improvement in how we work.

# Advancing community priorities

## *2015 - 2017 business plan accomplishments*

While all of Strathcona County's strategic goals are important, having them ranked by Council allows the organization to invest strategically and direct effort and resources to those areas deemed most important over the course of the four-year business plan cycle (2015-2018).

Since 2015, when we introduced our first four-year corporate business plan and began to investigate the innovative priority-based budgeting (PBB) process, Strathcona County has made solid strides in advancing all of these goals.

### *Goal 1: Strategically manage, invest and plan for sustainable municipal infrastructure*

- Completed studies on major road networks, such as Alberta's Industrial Heartland functional planning study, transportation model update and development expansion area
- Completed major intersection and road improvements
- Developed master plans for water, wastewater and stormwater infrastructure to establish servicing strategies for future development areas
- Continued to advance capital projects supporting growth for Ardrossan
- Advanced Utilities' asset management through long-term infrastructure renewal strategy and implementation plan
- Completed Wastewater Cost of Service study
- Completed the Fleet and Transit reserve contribution model that ensures funding for future capital requirements
- Completed the Fleet Asset Reliability model

### *Goal 2: Increase and diversify the petrochemical business*

- Supported industrial development
  - » Kinder Morgan in conjunction with Keyera, Strathcona Industrial Area
  - » Enbridge new tank installations
  - » Imperial Oil upgrades
  - » Air Products upgrades in Sherwood Park and Alberta's Industrial Heartland
  - » Keyera rail terminal yard
  - » PL propane dehydrogenation (PDH) and polypropylene facility
- Supported petrochemical business through safe planning and collaborative partnerships through fire protection engineer practices

### *Goal 3: Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity*

- Partnered with regional, development, industrial, and transportation partners to optimize and coordinate growth opportunities, including regional growth plan and Alberta Transportation long-range plans and regional traffic models
- Formed the Social Framework Steering Committee, which included leaders from education, emergency services, faith communities, government, health, housing, social serving organizations and the library
- Improved relationship between internal and external partners for traffic safety, as demonstrated by the Strathcona County Traffic Safety Advisory Team (T-SAT), the School Traffic Safety Partnership (STSP) and the Capital Region Intersection Safety Partnership (CRISP)
- Advanced on the Smart Fare/Smart Bus project with our regional partners
- Completed the Community Hall Sustainability Review, which resulted in a stronger partnership with our community hall associations and an enhanced focus on facility maintenance and asset planning
- Developed working partnerships with the City of Edmonton, ATCO Gas, and Imperial Oil

### *Goal 4: Increase public involvement and communicate with the community on issues affecting the County's future*

- Completed public engagement consultations, including: the social framework, dog bylaw, community halls sustainability strategy, traffic calming, and municipal development plan
- Established an open data program
- Continued to streamline, formalize and enhance the County's social media presence
- Reviewed, redesigned and upgraded Strathcona County's external website
- Contracted Insightrix Research Inc. to provide the platform for the County's Online Research Panel (ORP), an inclusive and accessible opt-in community of Strathcona County citizens who are asked to take part in interactive surveys, polls and online forums to provide feedback on municipal issues, policies and initiatives

### *Goal 5: Increase and diversify agricultural business*

- Developed the award-winning agriculture master plan
- Developed the award-winning urban agriculture strategy

### *Goal 6: Promote Strathcona County locally, nationally and internationally as a place that is open for business and investment*

- Created the Foreign Direct Investment Strategy
- Created the Strathcona County Development Readiness Strategy
- Developed Economic Sector Analysis and Diversification Review
- Supported new businesses in Sherwood Park

### *Goal 7: Build strong neighbourhoods/communities to support the diverse needs of our residents*

- Approved and adopted the new Social Framework that outlines a collective, community vision promoting a new way of thinking and working together to create a supported, safe and connected community
- Began implementation of a new transit fare strategy that is affordable, consistent and convenient

### *Goal 8: Promote a climate of safety for individuals in homes, neighbourhoods and public places*

- Implemented the rural traffic safety program
- Developed public safety education and emergency preparedness programs to be a better prepared and more disaster-resilient community
- Improved education and awareness of fire code compliance
- Completed extensive wildfire reduction work in Strathcona County

### *Goal 9: Improve the efficiency of resource usage; minimize the volume of waste and its impact on the community*

- Implemented a multi-tenant waste diversion program
- Increased transit ridership

### *Goal 10: Conserve representative ecosystems*

- Obtained UNESCO Biosphere designation for the Beaver Hills Initiative

### *Goal 11: Ensure facilities and activities are available, accessible and used by residents*

- Opened Emerald Hills Leisure Centre, Emerald Hills Sports Pavilion and newly renovated Glen Allan Recreation Complex
- Continued development of River Valley Alliance/Trans Canada Trail

### *Goal 12: Define and strengthen the community's identity and heritage*

- Planned and delivered Canada 150 celebrations and park improvements
- Acquired art pieces for the new facilities in Strathcona County





# Your tax dollars at work

**S**trathcona County continues to be a leader in service delivery. We are proud to provide some of the highest levels of service anywhere to citizens and businesses.

*Five divisions across the organization – Infrastructure and Planning Services, Community Services, Corporate Services, Financial and Strategic Management, and Senior Administration – work together every day to deliver cost-effective programs and services that improve citizens' quality of life and help them succeed.*

*Budget 2018 ensures resources are directed toward essential programs and services that our citizens have come to expect each day. A small sample of what your tax dollars support is shown in the following pages.*

*Numbers are estimates based on 2016 values.*

# We keep you safe



**11,827** residents engaged in community safety education



**28** peace officers and  
**96** police officers responded to  
**38,497** calls



Service a fleet of **89** transit buses, including **19** double deckers for a total of **1.55 million** transit rides



**154** full-time and **37** part-time emergency responders tend to over  
**7,941** emergency calls

# We keep you moving

Maintain **1,711 km** of urban and rural roads and **229 km** of trails



Provide over  
**21,067** accessible transportation rides



## We support a strong and resilient economy

**11,000** businesses and establishments



Commercial, industrial, institutional and residential construction valued at **\$343 million**



Issue **1,373** development permits and **1,042** permits for new residential units



## We reduce environmental impact



Collect **6,038 tonnes** of material per year for recycling



Distribute **33.2 million** litres of water per day through **593 km** of underground pipes (mains)



Treat **20.5 million** litres of wastewater per day

# We support healthy, active lifestyles



Provide for more than **1,585,299** library, bookmobile and online library visits



# We keep you connected



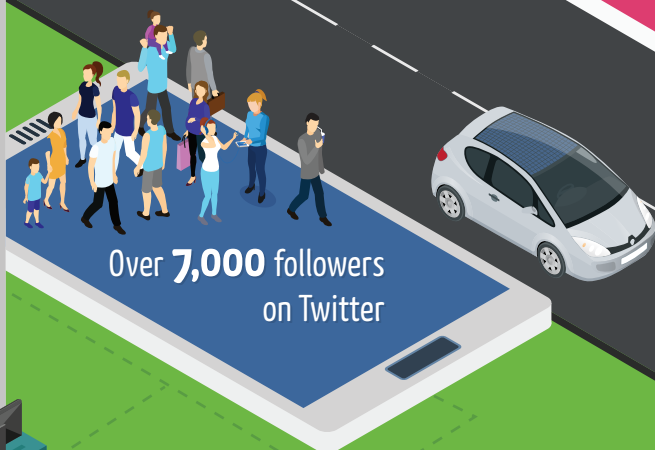
Over **15,000** likes on our Facebook pages



**1,677** posts & tweets



**36,000** clicks, shares or comments



Over **7,000** followers on Twitter

**18** staff crafting messages and/or monitoring across departments

Operate **12** main recreation facilities



Accommodate **1,155,000** admissions to our facilities





**2018 Consolidated Budget****Report Purpose**

To seek Council's approval of the 2018 Consolidated Operating and Capital budget.

**Recommendation**

1. THAT the 2018 Consolidated Operating Budget for Municipal, Utility, Library and Pioneer Housing Foundation Operations be approved.
2. THAT the 2018 Consolidated Capital Budget for Municipal, Utility and Library operations be approved.

**Council History**

November 28, 2016 – Council approved the 2017 Consolidated Budget.

December 8, 2015 – Council approved the 2016 Consolidated Budget.

December 9, 2014 – Council approved the 2015-2018 Corporate Business Plan.

May 6, 2014 - Council approved updates within *Strathcona County 2030: Powering our New Tomorrow*.

February 25, 2014 – Council approved the revised community wide priority areas and prioritized strategic goals within *Strathcona County 2030: Powering our New Tomorrow*.

April 23, 2013 – Council approved *Strathcona County 2030: Powering our New Tomorrow*.

**Strategic Plan Priority Areas**

**Economy:** The Corporate Business Plan identifies actions, over a four-year period, that contributes to the achievement of the goals identified in the Strathcona County Strategic Plan 2013-2030. The budget allocates the resources necessary to deliver services to the community and undertakes actions identified in the business plan.

**Governance:** The business planning and budget process provides direction for: engaging the public, creating strategic partnerships and being effective and efficient in municipal operations, as well as assisting with Council policy decisions.

**Social:** Business planning identifies goals and outcomes and the budget allocates resources to support social inclusion and community connectedness while promoting livable and inclusive neighbourhoods and a healthy and active community.

**Culture:** Business planning identifies goals and outcomes of the budget and allocates resources to support a vibrant, creative community.

**Environment:** Business planning identifies goals and outcomes and the budget allocates resources to further environmental sustainability and preserve biodiversity.

**Other Impacts**

**Policy:** n/a

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

**Interdepartmental:** All county departments.



## **Summary**

Council set direction for the organization through the Strathcona County Strategic Plan 2013-2030. The strategic plan provides a vision for the community and associated county-wide priority areas and strategic goals. The 2015-2018 Corporate Business Plan goals, outcomes and objectives further the prioritized strategic goals while ensuring our capacity to provide core services and infrastructure that citizens rely on everyday are maintained. Departments utilize direction from the strategic plan, the corporate business plan, and other approved strategic documents and department business plans to guide operations.

The 2018 budget identifies and allocates resources necessary to provide for the initiatives, projects and services that support the priorities. Consolidated budget recommendations achieve the objectives of delivering balanced and fiscally responsible operating and capital budgets that:

- Align with Council vision and the strategic plan, priorities and corporate business plan.
- Reflect programs and services required to meet current and emergent community needs.
- Remain responsive and adaptive to changing economic and market conditions.
- Manage operational risk.

## **Communication Plan**

Strathcona County website

## **Enclosure**

- 1 2018 Recommended Budget PowerPoint Presentation (Handout)
- 2 2018 Recommended Budget (Handout)

# 2018 Consolidated Budget



**Becoming Canada's  
most livable community**

...focusing on priorities

# 2018 Recommended Budget

## Consolidated budget highlights

### Introduction to Budget 2018

The recommended 2018 operating and capital budgets were developed to align with the 2015–2018 Corporate Business Plan to advance Council’s prioritized strategic goals outlined within the Strategic Plan, “Canada’s Most Livable Community”. Initiatives and projects align with Council’s vision for sustainable municipal infrastructure, attracting petrochemical business, increasing public involvement and building relationships with neighboring municipalities and civic organizations.

### Capital vs operating budgets

The two types of budgets—operating and capital—are very distinct and both are reflective of maintaining current service levels for existing programs and services critical to the community, as well as additional resource requirements for new initiatives.

The **operating budget** provides resources for the ongoing day-to-day costs of delivering municipal services to residents. It covers items such as staff salaries, utility costs to run facilities, funding for community events, family support programs and maintenance repairs to essential infrastructure.

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

### 2018 budget highlights

Budget 2018 includes a recommended consolidated budget of \$359.9 million and recommended capital budget of \$68.9 million.

The recommended 2018 budget calls for a 2.18% municipal tax dollar decrease, resulting in an annual decrease of \$40.82 or \$3.40/month for the average homeowner.

Utility rates are recommended to increase 1.32%. On average, this translates to an additional \$1.66 on monthly bills.

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

The projected increase in Strathcona County’s population is 1.06%—this means we will serve 1,054 more residents in 2018.

350,000 square feet of new commercial space and additional industrial projects are coming online in 2018.

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 2018 consolidated MPI is budgeted at 1.1%.

### operating items

vs.

### capital items



# 2018 Recommended Budget

## Municipal budget highlights

### Where the money comes from

Strathcona County, like other Alberta municipalities, provides a diverse range of services. Funding for these services stems from a limited revenue stream consisting of two primary sources: property taxes and user fees and charges.

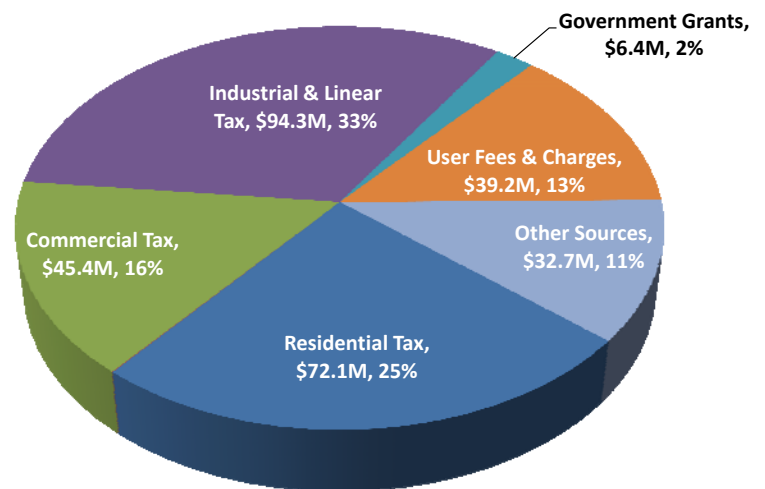
Property taxes collected make up 74% of Strathcona County's total revenue. Residential taxes, which represent taxes paid by homeowners, make up 25% of revenue collected. A significant industrial base, primarily from light and heavy industry (including linear) in Alberta's Industrial Heartland, contributes 33% of all County revenues in support of municipal services. Linear taxes are from right of ways for pipe and power lines. Commercial taxes come from businesses that reside within the County.

User fees and charges form the next significant portion of revenue collected by the County. At 13% of total revenue, they are generated primarily from planning and development service fees, transit fares and fees collected for the use of recreation facilities.

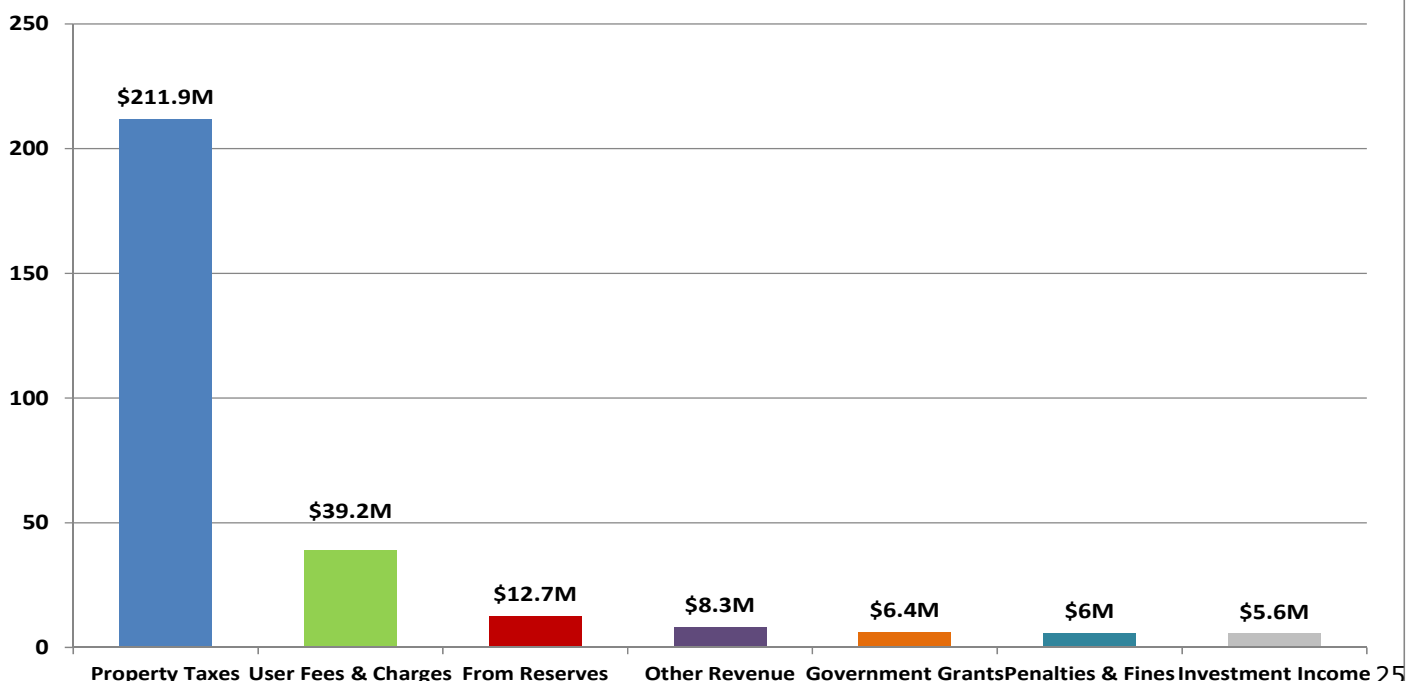
### Did you know...?

Municipal governments receive only 8% of all government tax revenues (*Source: Federation of Canadian Municipalities (FCM) 2016*). 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 the hundreds of billions in tax revenues collected nationally, only \$211.9M will go to the County to provide all municipal services in 2018.

**All Revenue with Tax Breakdown Total Revenue \$290.1M**



**2018 Municipal Funding By Type (\$290.1M)**



## Municipal budget highlights

### Where the money goes

The operating budget maintains the vast array of high quality services provided to the community. Park and trail maintenance, policing, snow removal, community events, recreation opportunities and road maintenance are just a few of the many services delivered through the 2018 budget. The capital budget represents the capital required to support service delivery such as roads, water lines, and investment in growth and planning for the future. Service delivery comes with costs associated with required inputs such as labour, oil-related supplies, utilities to heat and light facilities, office supplies and contracted services. The total cost of municipal services is budgeted at \$290.1 million for 2018.



Fire, Ambulance and Police: \$77.8M (26%)



Transportation: \$66.5M (23%)



Recreation, Parks and Culture: \$65.4M (23%)



Transit: \$27.8M (10%)



Fiscal Services: \$20.9M (7%)



Planning and Development: \$13.8M (5%)



Family and Community Services: \$12.0M (4%)



Agriculture: \$3.7M (1%)



Economic, Development and Tourism: \$2.2M (1%)



## Municipal budget highlights

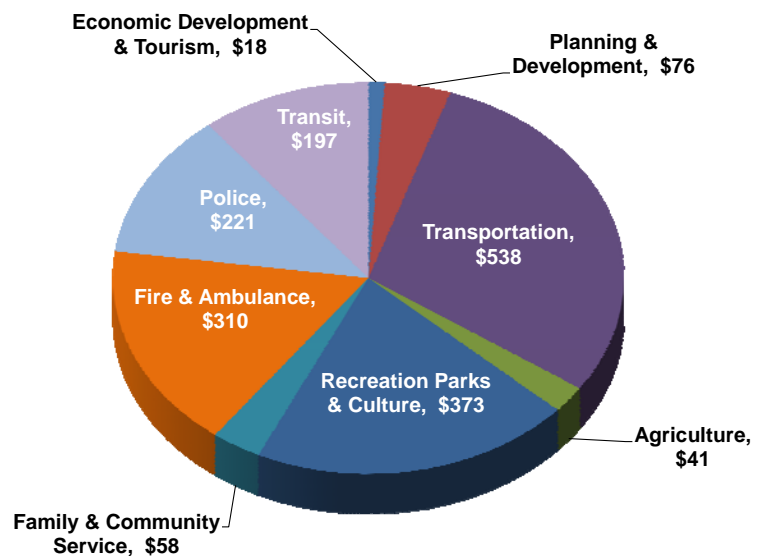
### Understanding your municipal taxes

The sample single family residential property assessed at \$435,000 will pay approximately \$1,832 per year, or \$152.67 per month in property taxes in 2018 for Strathcona County municipal services. For this, residents will receive the snapshot of services listed in the graphic on the right, and much more. Transportation infrastructure requires 29% of your tax dollar, while recreation, parks and culture requires 20% and 17% goes to funding fire and ambulance.

### How does Strathcona County compare?

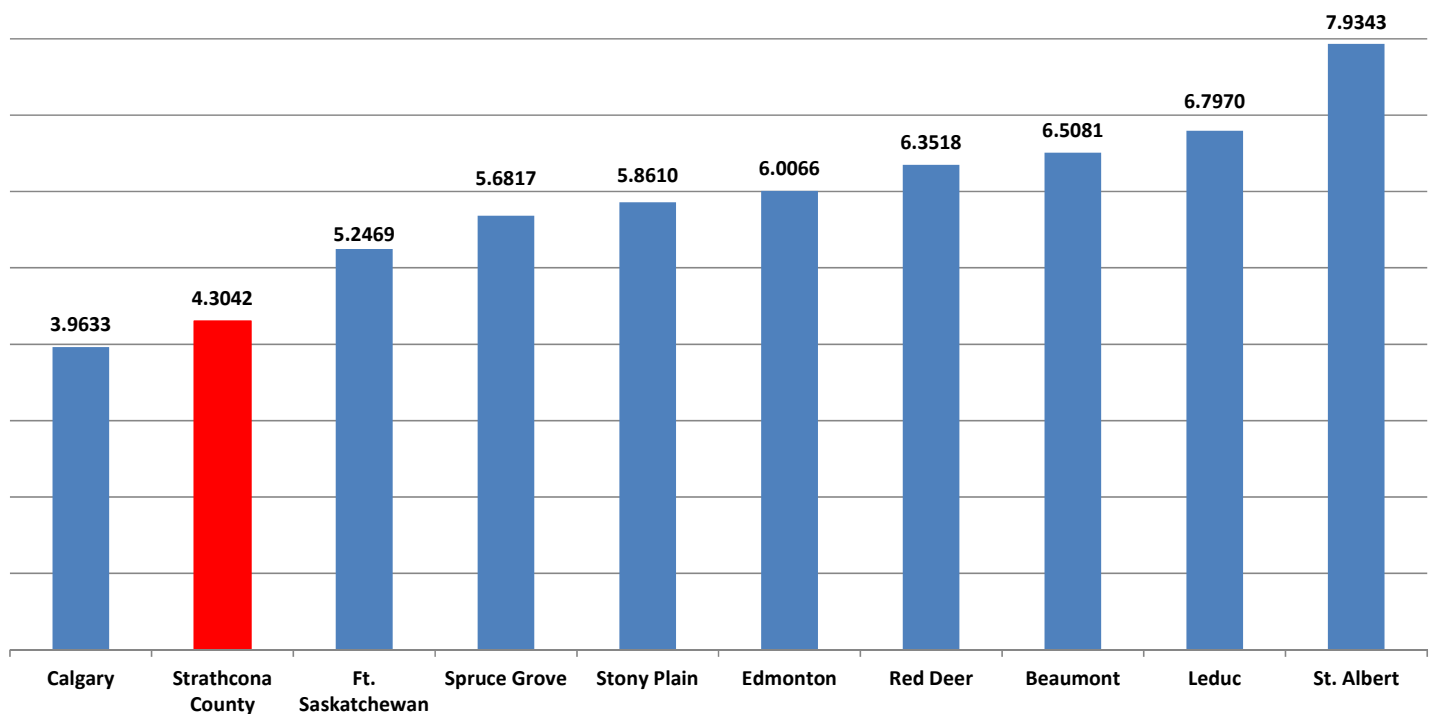
According to 2017 tax rates, Strathcona County residents pay some of the lowest municipal property taxes among 10 major Alberta municipalities.

2018 Annual Tax Dollars per Average Household Total \$1,832/year  
(based on assessment of \$435,000)



### 2017 Municipal Residential Tax Rates

(excludes Education Taxes)



Residential Municipal Property Tax Bill - Based on \$440,000 Assessed Value

\$1,744	\$1,894	\$2,309	\$2,500	\$2,579	\$2,643	\$2,795	\$2,864	\$2,991	\$3,491
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# Municipal budget highlights

## Value for your dollar

The average household in Strathcona County will spend \$152.67 on property taxes each month. For this amount, taxpayers get a vast selection of services. The true value of this expense may best be reflected when compared with other household expenses of the same approximate value.

*\$152.67 gets the average household:*

**Municipal services, which include:**

- Snow removal
- Access to playgrounds, swimming pools, hockey rinks and other recreation facilities
- Safe roads
- Police and enforcement services
- Fire, ambulance and emergency services
- Community events
- Counselling services
- And more...

VS.

Monthly cable television + internet

or

Monthly vehicle insurance

or

Dinner and a movie for a family of 4

or

Monthly heating—gas + electric

or

One week of groceries

## Understanding your utility bill

Utility rates will increase 1.32%. On average, this translates to an additional \$1.66 on monthly bills. This rate increase reflects the following challenges the County faces for the coming year:

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

## Services supported by utility bill charges:

**Solid waste**—weekly garbage collection, curbside recycling program and special events such as large item pickup and Christmas tree pickup. Rates for Sherwood Park and rural hamlets also pay for weekly organics collection during the summer months.

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

**Wastewater**—operation and maintenance of sewer lines and the treatment of wastewater at the Alberta Capital Region Wastewater Commission Treatment Plant.

**Stormwater**—maintenance of stormwater infrastructure and facilities that collect rainwater and surface runoff to reduce the possibility of flooding and property damage.

# Municipal budget highlights

## The challenges we face

Many exciting opportunities exist for the County to capitalize on its strengths and step boldly into the future but we are not without challenges. Growth and inflation are two primary factors that affect the County's budgets. Both provide related opportunities and challenges.

### Growth

Strathcona County continues to face modest growth pressures. Municipal growth, such as new homes and roads, continues to take place and the costs associated with this growth add pressure on expenses for program and service delivery. For example, more roads result in the need for extra roadway maintenance and snow removal, and a larger population means more people to serve.

Overall tax growth remains positive, with an estimated 350,000 square feet of new commercial space in addition to industrial projects coming online in 2018. Total municipal tax growth for 2018 is forecasted at approximately 3%, or \$6.2 million.

Municipal revenue streams remain stable, and Strathcona County is committed to sound fiscal management. As such, we pay attention to risks and opportunities on the horizon related to growth and the economic environment.

#### *Examples of how **growth** affects budgetary needs*

- Population—community programs, permitting, policing, traffic safety
- Roads—snow removal, crack filling, pothole repair
- Trails and sidewalks—maintenance and snow removal

### Inflation

Prices for goods and services typically increase from year to year. These price increases, known as inflation, affect both the operating and capital budgets. Staffing, supplies, oil-related products, contracted services and utilities are just a few of the areas that are influenced by the pressures of inflation. Costs for roads, building construction and land continue to rise.

The Municipal Price Index (MPI) is a measure that reflects the price of goods and services purchased by a municipality. MPI is based on a basket of goods reflective of municipal spending, such as asphalt, gravel, road oil and cement—items that a typical household does not purchase in bulk quantities. These items represent a significant portion of the County's expenses and are much more susceptible to inflation. Strathcona County uses MPI as a tool to forecast inflation costs. Utilizing MPI is the fiscally responsible approach to managing inflation costs.

Budget 2018 includes all known inflation factors and has matched this with funding sources to propose a fully-funded capital and balanced operating budget. The projected MPI for the 2018 municipal budget is 0.9%, which translates into an additional estimated cost of \$2 million.

#### *Examples of how **inflation** affects budgetary needs*

- Salaries and benefits
- Supplies—fuel, asphalt, landscaping materials, water, janitorial contracts, supplies
- Repairs and maintenance—facilities, computers, telecommunications, roads, trails

# Municipal budget highlights



## 2018 operating budget

The operating budget funds the day-to-day activities required to deliver the high quality services which are guided by Council's strategic plan and vision for Strathcona County. The budget allows for continued maintenance and support of existing infrastructure, programs and services to support the projected 100,151 residents within our growing community.

## 2018 operations

Through the use of Priority-Based Budgeting tools and processes, many savings have been realized in the 2018 operating budget. Clear, evidence-based decision making continues to guide departments to find efficiencies.

## Challenges identified that impact the 2018 operating budget include:

- Managing complex issues and instituting legislation that stem from Alberta's modernized *Municipal Government Act*.
- Assessing and planning for the multiple impacts of upcoming federal cannabis legislation on Strathcona County.
- Unpredictable weather and its associated impacts on infrastructure and activities such as snow removal and transit service.
- Responding to economic and social trends that impact the County and our residents.
- Viewing corporate coordination activities as an investment in vision, conversation, process and culture that would lead to improvements and add value to business operations and corporate function silos.



## Consolidated operating budget

### 2018 consolidated operating budget

Operating Revenue / Expense		2018 Budget	2017 Budget	\$ Change 2018-2017	% Change 2018-2017
<b>Revenues</b>	Property Taxes	\$ 221,334,164	\$ 220,530,409	\$ 803,755	0%
	Government Grants	6,920,048	6,189,559	730,489	12%
	Utility User Rates	55,343,070	54,184,112	1,158,958	2%
	User Fees & Charges	40,302,247	40,071,376	230,871	1%
	Penalties & Fines	6,157,810	5,862,143	295,667	5%
	Investment Income	6,805,439	5,690,557	1,114,882	20%
	Other Revenues	8,434,729	8,023,093	411,636	5%
	<b>Total Revenues</b>	<b>345,297,507</b>	<b>340,551,249</b>	<b>4,746,258</b>	<b>1%</b>
<b>Expenses</b>	Salaries & Wages	143,489,433	139,056,940	4,432,493	3%
	Employee Benefits	30,506,276	29,651,940	854,336	3%
	Training & Development	2,985,314	2,599,216	386,098	15%
	Business Expenses	1,142,512	981,879	160,633	16%
	Advertising & Printing	2,538,116	2,480,581	57,535	2%
	Professional Services	5,475,643	4,527,708	947,935	21%
	Insurance	1,836,451	2,027,034	(190,583)	(9)%
	Rentals & Leases	2,840,760	2,900,487	(59,727)	(2)%
	Contracted Services	42,173,887	42,213,371	(39,484)	(0)%
	Supplies & Materials	39,987,502	39,170,262	817,240	2%
	Repairs & Maintenance	7,130,428	7,135,794	(5,366)	(0)%
	Equipment Purchases	2,287,018	2,143,733	143,285	7%
	Utilities	7,927,609	7,835,776	91,833	1%
	Telecommunications	1,081,038	1,062,428	18,610	2%
	Interest on Debt	6,683,124	6,942,331	(259,207)	(4)%
	Grants & Requisitions	2,513,546	2,103,870	409,676	19%
	Other Expenses	1,624,787	1,631,363	(6,576)	(0)%
	Interprogram	-	-	-	0%
	Amortization Expense	59,618,395	54,618,235	5,000,160	9%
	<b>Total Expenses</b>	<b>361,841,839</b>	<b>349,082,948</b>	<b>12,758,891</b>	<b>4%</b>
<b>Net Surplus/(Deficit)</b>		<b>(16,544,332)</b>	<b>(8,531,699)</b>	<b>(8,012,633)</b>	<b>94%</b>
<b>Non-Operating Items</b>		<b>(43,194,201)</b>	<b>(46,200,540)</b>	<b>3,006,339</b>	<b>(7)%</b>
<b>Non-Cash Adjustment</b>		<b>59,738,533</b>	<b>54,732,239</b>	<b>5,006,294</b>	<b>9%</b>
<b>TOTAL Consolidated Surplus/(Deficit)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>



## Consolidated operating budget

### 2018 municipal operating budget

Operating Revenue / Expense		2018 Budget	2017 Budget	\$ Change 2018-2017	% Change 2018-2017
<b>Revenues</b>	Property Taxes	\$ 211,872,298	\$ 211,058,348	\$ 813,950	0%
	Government Grants	6,357,485	5,631,996	725,489	13%
	User Fees & Charges	39,160,281	38,890,853	269,428	1%
	Penalties & Fines	5,992,113	5,684,215	307,898	5%
	Investment Income	5,640,552	4,662,360	978,192	21%
	Other Revenues	8,280,146	7,870,124	410,022	5%
	<b>Total Revenues</b>	<b>277,302,875</b>	<b>273,797,896</b>	<b>3,504,979</b>	<b>1%</b>
<b>Expenses</b>	Salaries & Wages	129,180,797	125,042,798	4,137,999	3%
	Employee Benefits	27,221,420	26,601,334	620,086	2%
	Training & Development	2,679,808	2,300,058	379,750	17%
	Business Expenses	1,071,207	910,724	160,483	18%
	Advertising & Printing	1,973,928	1,900,337	73,591	4%
	Professional Services	5,071,108	3,744,728	1,326,380	35%
	Insurance	1,836,451	2,027,034	(190,583)	(9)%
	Rentals & Leases	2,458,751	2,518,529	(59,778)	(2)%
	Contracted Services	33,462,487	33,823,597	(361,110)	(1)%
	Supplies & Materials	17,540,471	16,941,288	599,183	4%
	Repairs & Maintenance	5,025,685	5,000,666	25,019	1%
	Equipment Purchases	2,058,339	1,881,994	176,345	9%
	Utilities	8,249,020	8,181,421	67,599	1%
	Telecommunications	925,245	907,479	17,766	2%
	Interest on Debt	3,357,001	3,572,462	(215,461)	(6)%
	Grants & Requisitions	2,313,546	1,903,870	409,676	22%
	Other Expenses	1,526,373	1,534,477	(8,104)	(1)%
	Interprogram	(3,314,276)	(3,423,556)	109,280	(3)%
	Amortization Expense	50,506,729	45,928,733	4,577,996	10%
	<b>Total Expenses</b>	<b>293,144,090</b>	<b>281,297,973</b>	<b>11,846,117</b>	<b>4%</b>
<b>Net Surplus/(Deficit)</b>		<b>(15,841,215)</b>	<b>(7,500,077)</b>	<b>(8,341,138)</b>	<b>111%</b>
<b>Non-Operating Items</b>		<b>(34,743,063)</b>	<b>(38,502,773)</b>	<b>3,759,710</b>	<b>(10)%</b>
<b>Non-Cash Adjustment</b>		<b>50,584,278</b>	<b>46,002,850</b>	<b>4,581,428</b>	<b>10%</b>
<b>TOTAL Municipal Surplus/(Deficit)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Consolidated operating budget

### 2018 utility operating budget

Operating Revenue / Expense		2018 Budget	2017 Budget	\$ Change 2018-2017	% Change 2018-2017
<b>Revenues</b>	Government Grants	\$ 7,000	\$ 7,000	\$ -	0%
	Utility User Rates	55,343,070	54,184,112	1,158,958	2%
	User Fees & Charges	1,083,650	1,128,650	(45,000)	(4%)
	Investment Income	1,036,953	915,825	121,128	13%
	Other Revenues	6,000	6,000	-	0%
	<b>Total Revenues</b>	<b>57,476,673</b>	<b>56,241,587</b>	<b>1,235,086</b>	<b>2%</b>
<b>Expenses</b>	Salaries & Wages	9,039,814	8,838,885	200,929	2%
	Employee Benefits	2,006,334	1,769,914	236,420	13%
	Training & Development	212,672	211,072	1,600	1%
	Business Expenses	55,430	55,430	-	0%
	Advertising & Printing	480,503	480,503	-	0%
	Professional Services	385,591	764,519	(378,928)	(50)%
	Rentals & Leases	362,575	362,575	-	0%
	Contracted Services	8,619,470	8,298,090	321,380	4%
	Supplies & Materials	21,883,880	21,688,537	195,343	1%
	Repairs & Maintenance	2,049,291	2,099,291	(50,000)	(2)%
	Equipment Purchases	201,539	201,539	-	0%
	Utilities	(321,411)	(345,645)	24,234	(7)%
	Telecommunications	144,852	144,852	-	0%
	Interest on Debt	2,441,151	2,450,603	(9,452)	(0)%
	Grants & Requisitions	200,000	200,000	-	0%
	Other Expenses	92,254	92,254	-	0%
	Interprogram	2,636,790	2,750,499	(113,709)	(4)%
	Amortization Expense	7,684,602	7,287,537	397,065	5%
	<b>Total Expenses</b>	<b>58,175,337</b>	<b>57,350,455</b>	<b>824,882</b>	<b>1%</b>
<b>Net Surplus/(Deficit)</b>		<b>(698,664)</b>	<b>(1,108,868)</b>	<b>410,204</b>	<b>(37)%</b>
<b>Non-Operating Items</b>		<b>(7,028,527)</b>	<b>(6,218,556)</b>	<b>(809,971)</b>	<b>13%</b>
<b>Non-Cash Adjustment</b>		<b>7,727,191</b>	<b>7,327,424</b>	<b>399,767</b>	<b>5%</b>
<b>TOTAL Department Surplus/(Deficit)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Consolidated operating budget

### 2018 library operating budget

Operating Revenue / Expense		2018 Budget	2017 Budget	\$ Change 2018-2017	% Change 2018-2017
<b>Revenues</b>	Property Taxes	\$ 9,461,866	\$ 9,472,061	\$ (10,195)	(0)%
	Government Grants	555,563	550,563	5,000	1%
	User Fees & Charges	58,316	51,873	6,443	12%
	Penalties & Fines	165,697	177,928	(12,231)	(7)%
	Investment Income	127,934	112,372	15,562	14%
	Other Revenues	148,583	146,969	1,614	1%
	<b>Total Revenues</b>	<b>10,517,959</b>	<b>10,511,766</b>	<b>6,193</b>	<b>0%</b>
<b>Expenses</b>	Salaries & Wages	5,268,822	5,175,257	93,565	2%
	Employee Benefits	1,278,522	1,280,692	(2,170)	(0)%
	Training & Development	92,834	88,086	4,748	5%
	Business Expenses	15,875	15,725	150	1%
	Advertising & Printing	83,685	99,741	(16,056)	(16)%
	Professional Services	18,944	18,461	483	3%
	Rentals & Leases	19,434	19,383	51	0%
	Contracted Services	91,930	91,684	246	0%
	Supplies & Materials	563,151	540,437	22,714	4%
	Repairs & Maintenance	55,452	35,837	19,615	55%
	Equipment Purchases	27,140	60,200	(33,060)	(55)%
	Telecommunications	10,941	10,097	844	8%
	Interest on Debt	884,972	919,266	(34,294)	(4)%
	Other Expenses	6,160	4,632	1,528	33%
	Interprogram	677,486	673,057	4,429	1%
	Amortization Expense	1,427,064	1,401,965	25,099	2%
	<b>Total Expenses</b>	<b>10,522,412</b>	<b>10,434,520</b>	<b>87,892</b>	<b>1%</b>
<b>Net Surplus/(Deficit)</b>		<b>(4,453)</b>	<b>77,246</b>	<b>(81,699)</b>	<b>(106)%</b>
<b>Non-Operating Items</b>		<b>(1,422,611)</b>	<b>(1,479,211)</b>	<b>56,600</b>	<b>(4)%</b>
<b>Non-Cash Adjustment</b>		<b>1,427,064</b>	<b>1,401,965</b>	<b>25,099</b>	<b>2%</b>
<b>TOTAL Library Surplus/(Deficit)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

### 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 bylaws below are passed after the budget is approved by Council.



At the heart of Strathcona County's finance system is the budget—the financial manifestation of the decisions made throughout the year. It is together through the business plan and 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.

### Financial sustainability

What does it mean for Strathcona County to be financially sustainable? We believe it's our ability to manage our finances in such a way that meets existing and future spending commitments while at the same time ensuring that future generations of taxpayers will not face an unmanageable tax burden for services provided today. We are driven to be as efficient and effective as possible as we continue to build on the sound fiscal management strategies and policies needed to preserve long-term sustainability and optimal service delivery.





# **2018 Divisional Budget**

## **Infrastructure and Planning Services Division**



**Becoming Canada's  
most livable community**

...focusing on priorities

### Introduction to Infrastructure and Planning Services

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.

### Departments and their core functions



#### Economic Development and Tourism

Economic Growth | Diversification and Innovation | Business Support | Readiness Research and Communication | Readiness Business Location Inventories



#### Planning and Development Services

Land Development Planning | Land Development Engineering | Permitting, Inspections and Customer Service | Environmental Planning | Land Management Services



#### Transportation and Agriculture Services

Public Works—Urban | Public Works—Rural | Winter Maintenance | Agriculture



#### Transportation Planning and Engineering

Planning, Engineering and Safety | Project Construction and Engineering | Engineering Services and Programming | Traffic Management



#### Utilities

Waste Management Services | Community Energy Services | Water Services | Wastewater Services | Stormwater Services | Utility Engineering Services

# Infrastructure and Planning Services Division

## Who we are and how we serve



### Economic Development and Tourism (EDT)

Economic Development and Tourism (EDT) markets the advantages of doing business in the community in order to attract new business investment. We attract business at the regional, provincial, national, and international level. 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.



### Planning and Development Services (PDS)

Planning and Development Services (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 delivers all real estate and leasing programs and activities that support the delivery of corporate programs.



### Transportation and Agriculture Services (TAS)

Transportation and Agriculture Services (TAS) maintains and manages the County's transportation infrastructure—roads, sidewalks, parking lots and trails. The department keeps residents safe in all seasons through speed and traffic controls, snow removal and ice control programs. TAS also supports the unique needs of rural residents, providing vegetation management on rural roadsides, weed and pest control service, and programs to conserve soil and water and promote agricultural development. TAS' Contact Offices act as satellite locations for County services, offering a variety of programs, information and services to rural residents and providing a first connection point to County services for community leagues and seniors' associations.



### Transportation Planning and Engineering (TPE)

Planning, design and construction of Strathcona County's roads, railway overpasses, interchanges, trails and parking facilities are the responsibility of Transportation Planning and Engineering (TPE). TPE provides safe and effective ways to move people and goods through the County's major road networks and related transportation systems. Transportation master plans are developed to evaluate and address future transportation network needs. The department keeps residents safe by planning and implementing speed and traffic controls, and through traffic safety education and programs.



### Utilities (UT)

Utilities 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 provides innovative waste management services with a focus on diverting waste from landfill and also delivers heat to a number of buildings in Centre in the Park from a central source through the Community Energy System.

## Focusing on priorities

2018 initiatives and projects align with community priorities:

- Initiate design and preparation for the multi-purpose agricultural facility
- Implement Foreign Direct Investment Strategy
- Collaborate with neighboring municipalities by participating in the new metropolitan regional economic development entity
- Initiate the Area Redevelopment Plan for Centre in the Park
- Complete the Bremner Area Concept Plan Project
- Initiate food and agriculture sector development as the next strategy under the award-winning Agricultural Master Plan
- Implement Integrated Transportation Master Plan recommendations to develop active transportation nodes, working cross-departmentally to further trail connectivity and enhance our trail system
- Design and prepare Centennial community housing land for roads and surfaces, water, wastewater and stormwater
- Continue to collaborate with Alberta Transportation and the City of Edmonton on a regional transportation model to provide valid traffic and travel estimates for our growing communities
- Complete development of master plans for water, wastewater and stormwater infrastructure to establish servicing strategies for future development areas
- Complete design work for Ardrossan reservoir supply line

## Overcoming challenges

Infrastructure and Planning Services has identified challenges ahead in 2018:

- Managing complex issues that stem from uncertainties related to the modernized Municipal Government Act
- Assessing the impact of upcoming federal cannabis legislation on municipal land use
- Keeping pace with both increasing demands on the transportation road network and ongoing development requirements with existing resources
- Responding to increasingly unpredictable and severe weather events, which make it difficult to forecast for winter maintenance
- Managing transportation planning projects with neighbouring communities, such as the North Saskatchewan River crossing, to:
  - Determine potential impacts of County development on neighbours, their municipal requirements, and the related cost responsibilities for transportation infrastructure
  - Evaluate the impacts of neighbours' development on the County early in the process to negotiate fair and equitable resolutions to costs and pressures
- Developing master plans to address development timing and funding

## Improving continuously

Opportunities identified through Priority-Based Budget (PBB) programs:

- Reducing budgeted number of annual P3 snow clearings for urban winter maintenance from 3 to 2, based on lower number of events over the past three years
- Integrating asset management information and GPS technology to redirect resources from valve turning to the rural flushing program
  - GPS technology has increased system reliability, making it easy to find valves and reducing maintenance resources
- Reviewing equipment requirements and vehicle utilization with Fleet services identified the following savings as part of the five-year capital budget:
  - Trailer and emergency generator to be replaced are no longer required to provide the service
  - Five ton truck can be replaced with one ton truck to meet operational requirements
- Reviewing support for local community events not strongly aligned with the business plan priorities

### Improving continuously

Opportunities to enhance efficiency and effectiveness:

- Continue to leverage POSSE (application and work flow management system) to help advance PDS processes
- Implement department organizational efficiency review recommendations, including development of proactive and better long-range planning
- Review and improve the permitting process, as part of the right-of-way management plan, to enhance efficiencies and effectiveness in the program
- Realign transportation engineering to improve growth and mentorship for staff working on related roles, and strengthen the transportation planning function
- Assign staff person to develop master plans to support competitive readiness and allow efficient response to developer requests on our utilities system
- Analysis of 2017 budget for water purchases against actuals in 2016 led department to budget for the purchase of lower volumes of water in 2018
- Increasing sorting capacity within new EnviroService Station to meet increase in resident waste diversion compliance



# Infrastructure and Planning Services Division

## 2018 operating budget

Operating Revenue / Expense		2018 Budget	2017 Restated Budget*	\$ Change 2018-2017	% Change 2018-2017	Notes
<b>Revenues</b>	Government Grants	\$ 183,361	\$ 188,862	\$ (5,501)	(100)%	
	User Fees & Charges	4,699,801	4,925,159	(225,358)	(5)%	Note 1
	Penalties & Fines	17,000	23,500	(6,500)	(28)%	
	Other Revenues	590,073	339,270	250,803	74%	Note 2
	Total Revenues	5,490,235	5,476,791	13,444	0%	
<b>Expenses</b>	Salaries & Wages	22,870,006	22,618,793	251,213	1%	Note 3
	Employee Benefits	4,830,635	4,649,429	181,206	4%	Note 3
	Training & Development	460,877	510,081	(49,204)	(10)%	
	Business Expenses	496,776	394,825	101,951	26%	Note 4
	Advertising & Printing	550,781	477,897	72,884	15%	Note 5
	Professional Services	991,988	867,022	124,966	14%	Note 6
	Rentals & Leases	1,268,166	1,219,166	49,000	4%	
	Contracted Services	8,285,376	8,545,034	(259,658)	(3)%	Note 7
	Supplies & Materials	5,814,287	5,703,851	110,436	2%	Note 8
	Repairs & Maintenance	205,192	204,950	242	0%	
	Equipment Purchases	163,444	192,550	(29,106)	(15)%	
	Utilities	2,160,921	2,232,785	(71,864)	(3)%	Note 9
	Telecommunications	154,968	142,985	11,983	8%	
	Grants & Requisitions	113,000	15,560	97,440	626%	Note 10
	Other Expenses	78,212	89,987	(11,775)	(13)%	
	Interprogram	(188,612)	(188,965)	353	(0)%	
	Total Expenses	48,256,017	47,675,950	580,067	1%	
<b>Net Surplus/(Deficit)</b>		(42,765,782)	(42,199,159)	(566,623)	1%	
<b>Non-Operating Items</b>		(16,706,196)	(16,964,671)	258,475	0%	Note 11
<b>TOTAL Division Surplus/(Deficit)</b>		<b>\$ (59,471,978)</b>	<b>\$ (59,163,830)</b>	<b>\$ (308,148)</b>	<b>1%</b>	

\*The 2017 budget has been restated to reflect the realignment of certain cost centers in the current year

### Notes for Changes

- Note 1:** User fees & charges decreased due to adjustments to Subdivision Application and Endorsement Fees due to reduction in available land. According to the updated Municipal Development Plan (MDP), Conceptual Scheme Fees will no longer be collected.
- Note 2:** Other revenues increased due to one-time 2018 Agricultural Service Board Tour registration and sponsorship fees.
- Note 3:** Salaries & wages, and employee benefits changed due to changes in standard salaries, grid movement, changes in benefit rates, staff reclassifications and annualization. Proposed 2018 staff additions.
- Note 4:** Increase in business expenses related to Agricultural Service Board Tour (see note 2 above).
- Note 5:** Advertising costs increased due to previously-approved multi-year initiatives.
- Note 6:** Consulting costs increased due to the new Centre in the Park Area Redevelopment Plan, which is funded from a reserve. This is partially offset by a reduction due to completion of several transportation studies.
- Note 7:** Contracted services decreased due to Priority Based Budgeting, budgeted number of annual P3 snow clearings for urban winter maintenance was reduced from 3 to 2, based on lower number of events over the past three years. This decrease is partially offset by a planned Light Detection and Ranging (LIDAR) data purchase, new Brushing Program funded by a reserve, and Agricultural Service Board Tour (see note 2 above).
- Note 8:** Supplies increased primarily due to Agricultural Service Board Tour (see note 2 above).
- Note 9:** Utilities decreased due to adjustment to electricity budget (primarily due to streetlights) based on historical actuals.
- Note 10:** Grants & requisitions increased due to a new annual fee for County's three-year participation in the Regional Economic Development.
- Note 11:** Non-operating items changed mainly due to a larger transfer from reserve to fund 2018 initiatives described above. This was partially offset by increased transfer to reserve for future bridge replacements.

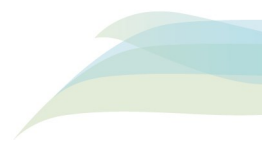
## Infrastructure and Planning Services Division

### 2018 Utilities' operating budget

Operating Revenue / Expense		2018 Budget	2017 Budget	\$ Change 2018-2017	% Change 2018-2017	Notes
<b>Revenues</b>	Government Grants	\$ 7,000	\$ 7,000	\$ -	0%	
	Utility User Rates	55,343,070	54,184,112	1,158,958	2%	Note 1
	User Fees & Charges	1,083,650	1,128,650	(45,000)	(4%)	
	Investment Income	1,036,953	915,825	121,128	13%	Note 2
	Other Revenues	6,000	6,000	-	0%	
	<b>Total Revenues</b>	<b>57,476,673</b>	<b>56,241,587</b>	<b>1,235,086</b>	<b>2%</b>	
<b>Expenses</b>	Salaries & Wages	9,039,814	8,838,885	200,929	2%	Note 3
	Employee Benefits	2,006,334	1,769,914	236,420	13%	Note 3
	Training & Development	212,672	211,072	1,600	1%	
	Business Expenses	55,430	55,430	-	0%	
	Advertising & Printing	480,503	480,503	-	0%	
	Professional Services	385,591	764,519	(378,928)	(50)%	Note 4
	Rentals & Leases	362,575	362,575	-	0%	
	Contracted Services	8,619,470	8,298,090	321,380	4%	Note 5
	Supplies & Materials	21,883,880	21,688,537	195,343	1%	Note 6
	Repairs & Maintenance	2,049,291	2,099,291	(50,000)	(2)%	
	Equipment Purchases	201,539	201,539	-	0%	
	Utilities	(321,411)	(345,645)	24,234	(7)%	
	Telecommunications	144,852	144,852	-	0%	
	Interest on Debt	2,441,151	2,450,603	(9,452)	(0)%	
	Grants & Requisitions	200,000	200,000	-	0%	
	Other Expenses	92,254	92,254	-	0%	
	Interprogram	2,636,790	2,750,499	(113,709)	(4)%	Note 7
	Amortization Expense	7,684,602	7,287,537	397,065	5%	Note 8
	<b>Total Expenses</b>	<b>58,175,337</b>	<b>57,350,455</b>	<b>824,882</b>	<b>1%</b>	
<b>Net Surplus/(Deficit)</b>		<b>(698,664)</b>	<b>(1,108,868)</b>	<b>410,204</b>	<b>(37)%</b>	
<b>Non-Operating Items</b>		<b>(7,028,527)</b>	<b>(6,218,556)</b>	<b>(809,971)</b>	<b>13%</b>	Note 9
<b>Non-Cash Adjustment</b>		<b>7,727,191</b>	<b>7,327,424</b>	<b>399,767</b>	<b>5%</b>	Note 8
<b>TOTAL Department Surplus/(Deficit)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	

#### Notes for Changes

- Note 1:** Utility user rates increased due to increased number of customers (700 new customers in waste collection, 300 new customers in water and wastewater) and increased variable user rates for water and wastewater usage.
- Note 2:** Investment income increased due to higher interest rates on operating and capital reserves.
- Note 3:** Salaries & wages, and employee benefits changed due to changes in standard salaries, grid movement, changes in benefit rates, staff reclassifications and annualization. Proposed 2018 staff additions.
- Note 4:** Professional services decreased as a result of 2017 one-time initiatives removed from the 2018 budget: UT Master Plan, 34st Water Line Study with the City of Edmonton and Mill Creek Hydro Technical Assessment with the City of Edmonton. Land fill remediation costs decreased.
- Note 5:** Contracted services increased due to increased customer volumes and inflation on residential waste collection and processing costs for 2018.
- Note 6:** Supplies & materials increased due to increased water and wastewater treatment costs (\$0.04 EPCOR water price increase and \$0.05 Alberta Capital Region Wastewater Services Commission wastewater treatment price increase) partially offset by water volume reduction based on detailed analysis of 2017 water purchase budget to 2016 actuals.
- Note 7:** Interprogram costs decreased due to decreased corporate overhead charges from the organization for providing services to the department.
- Note 8:** Amortization expense increased primarily due to assets donated by developers from Emerald Hills, Salisbury Village, Summerwood North, Aspen Trails, Ardrossan Heights, Sherwood Golf and Country Club Estates.
- Note 9:** Non-operating items changed due to increased transfer to reserves to fund future capital asset maintenance and replacement. Increased principal debt repayments.



## Economic Development & Tourism

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Revenues & Transfers	\$ 20,000
Less Expenses & Transfers	1,736,204
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (1,716,204)</b>

## Planning & Development Services

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Revenues & Transfers	\$ 4,833,262
Less Expenses & Transfers	10,152,464
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (5,319,202)</b>

## Transportation & Agriculture Services

---

Revenues & Transfers	\$ 2,715,155
Less Expenses & Transfers	48,432,427
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (45,717,272)</b>

## Transportation Planning and Engineering

---

Revenues & Transfers	\$ 80,000
Less Expenses & Transfers	6,799,300
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (6,719,300)</b>

## Utilities

---

Revenues & Transfers	\$ 59,337,654
Less Expenses & Transfers	67,064,845
Plus Non Cash Adjustments	7,727,191
<b>Total Department Surplus/(Deficit)</b>	<b>\$ -</b>
<b>TOTAL DIVISION SURPLUS/(DEFICIT)</b>	<b>\$ (59,471,978)</b>



## Infrastructure and Planning Services Division

### 2018 proposed staff additions

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours
<b>Infrastructure &amp; Planning Services Division</b>			
2018-SIR-19	TAS - Right-of-Way Technologist (Temp to Perm)	1.0	
2018-SIR-21	TAS - Temporary Agriculture Initiative Specialist II		1,820
2018-SIR-22	TAS - Temporary Agriculture Initiative Specialist II		1,820
<b>Total 2018 Proposed Staff Additions</b>		<b>1.0</b>	<b>3,640</b>

### 2018 proposed initiatives

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours	2018 Cost	Total Cost (excluding ongoing)
<b>Infrastructure &amp; Planning Services Division</b>					
2018-INIT-36	EDT - Regional Economic Development (Edmonton Global) Participation			\$100,000	\$300,000
2018-INIT-29	TPE - Purchase New LIDAR Data			\$250,000	\$250,000
2018-INIT-8	PDS - Center In the Park (CITP) Area Redevelopment Plan (ARP) Update			\$300,000	\$300,000
2018-INIT-15	TAS - 2018 Agricultural Service Board Tour			\$300,000	\$300,000
2018-INIT-14	TAS - Brushing Program			\$75,000	ongoing
<b>Total Initiatives</b>		<b>0.0</b>	<b>0</b>	<b>\$1,025,000</b>	<b>\$1,150,000</b>

**Infrastructure and Planning Services Division**  
**2018 Utilities' operating budget**

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours
<b>Utilities Department</b>			
2018-SIR-23	UT - Waste Diversion Attendant (Increase casual hours)		4,000
2018-SIR-24	UT - Sr. Infrastructure Technologist (Temp in Place)	1.0	
<b>Total 2018 Proposed Staff Additions</b>		<b>1.0</b>	<b>4,000</b>

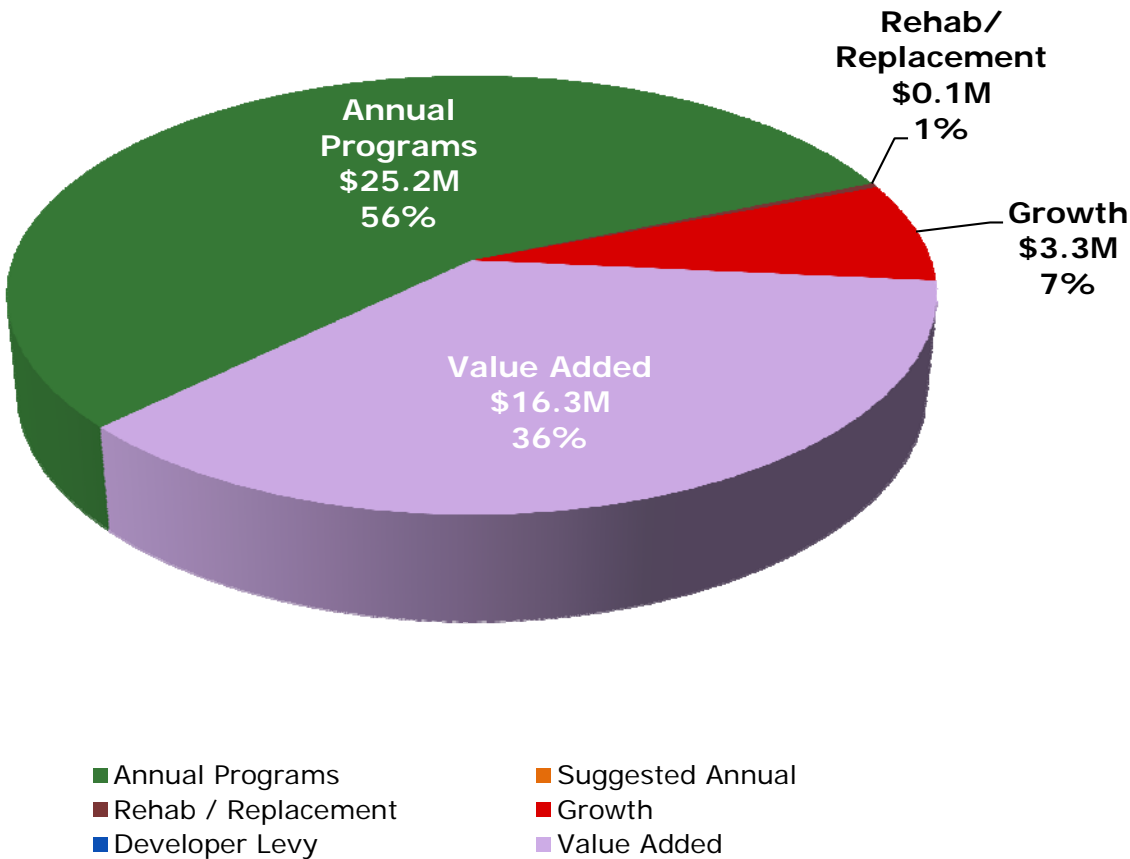


# Infrastructure and Planning Services Division

## 2018 divisional capital budget

	Cost	Dept.
<b>Buildings</b>		
Annual Parking Lot Rehab Program	\$ 408,744	TAS
Multi-Use Agriculture Facility - Outdoor Amenities & Servicing	16,110,000	TAS
Biomass - Fuel Handling Reconfiguration	150,000	UT
	<b>16,668,744</b>	
<b>Electronic Hardware/Software</b>		
IT Infrastructure Replacement Program - Utilities	\$ 40,000	UT
	<b>40,000</b>	
<b>Machinery &amp; Equipment</b>		
Annual Water Meter / Radio Frequency Program	\$ 500,000	UT
Slide-in Calcium Tank	35,000	TAS
Dry Roadway Sweeper	12,000	TAS
	<b>547,000</b>	
<b>Utilities</b>		
Infrastructure Renewal - Utilities Lifecycle Management	\$ 700,000	UT
Annual Corrosion Control Program	85,000	UT
Annual Hydrant / Valve Replacement	281,000	UT
Annual Rollout Carts	92,600	UT
Ardrossan Water Supply New Main - Design and Land	500,000	UT
Transmission Meter Installation	350,000	UT
Asbestos Removal and Abatement Program	150,000	UT
	<b>2,158,600</b>	
<b>Roadway Infrastructure</b>		
Annual Rural Road Rehab Program	\$ 6,776,587	TAS
Annual Bridge Replacement Project	1,990,000	TAS
Annual Residential Rehab Program	8,185,589	TAS
Annual Arterial Road Rehab Program	2,700,000	TAS
Annual Asphalt Trail Rehab Program	329,118	TAS
Annual Traffic & Pedestrian Safety Improvements	670,000	TPE
Annual Traffic Signal / Intersection Replacements	930,400	TPE
Annual Sidewalk Missing Links Program	902,782	TPE
Class I Grid Road Improvement_LU	1,284,500	TPE
Twp Rd 550, Rge Rd 221 to 830_DLU	1,125,000	TPE
Train Whistle Cessation Rg Rds 231, 223 and 220	46,500	TPE
	<b>24,940,476</b>	
<b>Vehicles</b>		
Annual Utilities Fleet Addition & Replacement Program	\$ 570,968	UT
	<b>570,968</b>	
<b>GRAND TOTAL</b>	<b>44,925,788</b>	
<div> <div>C - Construction</div> <div>D - Design</div> <div>L - Land</div> <div>U - Utilities</div> </div>		
Annual Program	Rehab / Replacement	Suggested Annual
Growth	Developer Levy	Value Added

2018 Capital Ask by Asset Group -  
Infrastructure & Planning Services (\$44.9M)



# 2018 Divisional Budget

## Community Services Division



**Becoming Canada's  
most livable community**

...focusing on priorities

### Introduction to Community Services

In Community Services, our focus is on creating a healthy, vibrant, safe and welcoming community that celebrates cultural and social inclusion. In October 2016, we began a bold journey to determine how best to create a community where people feel supported, safe and connected.

The resulting social framework policy signals an intentional shift in how we collectively work on things that matter in our community – including affordability, access to programs and services, safety and overall feelings of connectedness and inclusion. These four priorities are strongly reflected across our division's work - from social programming offered by Family and Community Services, to public safety education and response services delivered by RCMP and Enforcement Services and Emergency Services, to our progressive transit system, and our internationally-recognized events and recreation programming offered through Recreation, Parks and Culture.

As we move forward, staff will continue to embrace an inclusive approach that enables our community to flourish.

### Departments and their core functions



#### Strathcona County Emergency Services

Community Safety | Emergency Communications | Emergency Management | Operations (Emergency Response)



#### Family and Community Services

Individual and Family Supports | Outreach Supports | Developing Community | Community Education



#### Recreation, Parks and Culture

Programs | Facilities | Parks, Fields, Open Spaces | Community Development and Support | Special Events



#### RCMP and Enforcement Services

RCMP General Duty | Drugs and Serious Crimes | Integrated Traffic | Crime Prevention and Victim Services | Enforcement Services



#### Strathcona County Transit

Inter-municipal Transit | Local Transit | Mobility Bus | Special Events

## Community Services Division

### Who we are and how we serve



#### 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 to Strathcona County, as well as 42 communities in central and northern Alberta, 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 and seniors, emergency preparedness and home safety. SCES conducts occupancy inspections to ensure compliance with the Alberta Fire Code and plays a key role in permitting processes, reviewing industrial designs and emergency response plans.

#### Family and Community Services (FCS)



Family and Community Services (FCS) delivers prevention and early intervention social services that enhance the social well-being of residents. The core functions are organized around leveraging individual and family capacities so that they may thrive and grow. As part of the newly approved social framework, and in collaboration with key community partners, FCS seeks opportunities to create a supported, safe and connected community.

FCS is in the midst of an organizational redesign, as part of its efforts to align with the vision of the social framework. Reflection and learning continues as the department and community adapts and implements the overall direction of the social framework. Phase 1 of the organizational redesign has commenced and includes changes to how we deliver counseling and support services and how we approach community development.



#### Recreation, Parks and 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, affordable 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. RPC offers both spontaneous and programmed activities, cultural services, festivals and events that encourage physical activity, personal growth, skill development, social inclusion and mental well-being.



#### RCMP and Enforcement Services (RCMP and ES)

Strathcona County RCMP and Enforcement Services (RCMP and ES) provides innovative service delivery of policing enforcement, education and programs that enhance public safety and security. RCMP conduct criminal investigations and analysis to suppress serious crime, disorder, and drug and substance abuse in our community. RCMP and ES enforce municipal and provincial statutes to ensure residents are safe and secure. RCMP and ES initiate crime and disorder prevention and intervention strategies, engage and manage volunteers, conduct special events, inform the public through an extensive media relations program, and provide assistance to victims of crime and trauma.



#### Strathcona County Transit (SCT)

Strathcona County Transit (SCT) offers four types of transit services to the community. These services include inter-municipal commuter service, local service within Sherwood Park, Mobility Bus service for persons with a physical or functional limitation, and special event transportation. Transit services provide access and mobility to many citizens for employment, social, educational and medical opportunities throughout the region.

## Community Services Division

### Focusing on priorities

2018 initiatives and projects align with community priorities:

- Achieve full certification (Qmentum) through Accreditation Canada for our quality management system for EMS (Emergency Medical Services)
- Collaborate with heavy industry utilizing risk management approach to strengthen the partnership in achieving compliance with standards and codes
- Implement the social framework initiatives including:
  - Establishing the social framework support structure (backbone)
  - Supporting the establishment of a housing registry
  - Collectively establishing the social framework portfolio of initiatives
  - Creating a virtual hub to match community residents with essential social services offered by the County and numerous organizations
  - Continuing to advance planning specific to the possible creation of a community hub
- Review the Social Services and Community Small Grants policies and program, including the governance structure for decision making
- Continue implementation of the Open Space and Recreation Facility Strategy (OSRFS), and begin planning for the next five-year period (2019-2023) and the creation of a 15-year strategy
- Construct the Ardrossan Spray Park and area in 2018, as per the Outdoor Aquatic Strategy, and plan for a new spray park on the eastern side of Sherwood Park
- Continue to provide affordable recreation opportunities through programs such as Everybody Gets to Play™
- Work with community partners to improve the service delivery in assisting community members who suffer from mental health disorders
- Align with the RCMP Annual Performance Plan policing priorities by continuing to:
  - Enhance cooperation with regional partners and use analytical tools and intelligence-gathering methods throughout the Crime Reduction Unit to pinpoint efforts on property crime re-offenders, who account for significant portions of Strathcona County's property crime occurrences
  - Partner the Drug Section investigators and front-line uniform officers to concentrate on intelligence-gathering and drug enforcement initiatives within Strathcona County, and in close collaboration with all regional partners
  - Enhance traffic safety through the Neighbourhood Traffic Safety Initiative to include programs and focused enforcement in neighbourhoods
  - Continue to expand partnerships to develop and deliver a communication/public education package designed to enhance public awareness and prevent domestic violence
- Complete the Transit Fare Strategy, with implementation of the Mobility Bus Fare Alignment
- Commence a review of the Transit Master Plan

### Overcoming challenges

Community Services has identified challenges ahead in 2018:

- Ensuring that the Emergency Communications Centre (integrated 9-1-1 call answer and fire dispatch) has a solid business plan and strategy to provide services in an efficient and effective manner
- Meeting new Public Safety Answering Point guidelines and standards
- Responding to social and economic trends, including the rise in:
  - Incidents of family violence
  - Crime rates
  - Mental health referrals
  - Food bank usage
  - Drug abuse/intervention
  - Unemployment rate
  - Growing demographic of citizens over 65 years of age



## Community Services Division

### Overcoming challenges (continued)

Community Services has identified challenges ahead in 2018:

- Collaborating and partnering with all levels of government to leverage opportunities, and build capacity that best supports the citizens of Strathcona County
- Evaluating and adapting to the variety of impacts on program participation, usage rates and facility revenues stemming from economic challenges, and maintaining service levels
- Delivering appropriate programs in the face of increased service delivery demands due to the economic downturn
- Maintaining or improving current policing priority service levels due to increasing:
  - Calls for service—RCMP responded to 28,690 calls for service in 2016 and Enforcement Services responded to 10,124 in 2016
  - Number of investigations requiring significant resources
  - Complex issues typical of larger metropolitan areas; urban sprawl, population diversity, transients
  - Domestic violence, increase of over 110% in the last five years
  - Mental health issues, such as suicides
  - Vulnerable populations; seniors who are easy targets for crime
  - Organized crime
  - Economic stressors
  - Frauds and/or cybercrime
- Managing impacts to emergency response and resource capacity as the changing economic climate brings certain crimes and undesirable behaviour related to the County's unique blend of urban and rural communities and a high-density industrial area
- Meeting anticipated Mobility Bus service demand
- Continuing to provide services and supports to Strathcona residents while continuously improving internal corporate and human services processes through initiatives such as the Business Transformation Project and the Employee Engagement Project

### Improving continuously

Opportunities identified through Priority-Based Budget (PBB) programs:

- Reviewed Family and Community Services' structure and programs through the lens of 2017 social framework to ensure alignment with new vision
- Redesigned counseling services (as an outcome of the review) to encompass both walk-in counseling, and evidence based and drop in groups to increase professional capacity and service levels, while reducing wait times
- Implemented Millennium Card attraction program, which resulted in 125 new cardholders and identified the need to provide value-added membership
- Implemented new procedures to enhance safety in the department and decrease incidents
- Implemented horizontal work groups in park operations to assist with incremental workloads
- Implemented irrigation central system control to manage irrigation systems remotely
- Developed partnerships with various health providers to deliver accessible, affordable therapy programs to residents with chronic conditions
- Recommended fare parity as part of the Mobility Bus Fare Alignment Initiative (which reviewed three Mobility Bus programs), while anticipating increasing service demands
- Used the two-year Transit Master Plan review to analyze all current conventional and Mobility Bus services to identify alternative service delivery models that will provide these services in a more cost-effective and efficient manner

## Community Services Division

### Improving continuously (continued)

#### Opportunities to enhance efficiency and effectiveness:

- Examined Fire Prevention and Investigation staffing resources to:
  - Realign resources, ensuring that the right people were performing the appropriate tasks, thereby reducing year over year costs,
  - Allow the division to improve fire investigation resource capabilities
  - Maintain current commercial inspection capacity while adding the ability to develop an industrial collaboration/inspection program
- Continued to gain the benefits of collaborative fire fighter recruitment, training and orientation programs with regional partners
- Continued to improve the regional recruitment and orientation program for fire fighters
- Witnessed a greater percentage of EMS response calls by SCES crews in Strathcona County, due to ongoing conversations with AHS about identified opportunities of serving our community
- Continued to change functions within FCS to support collective implementation of the social framework, and adopted new delivery models to increase service relevance and enhance access to supports. These changes amplify efforts in addressing the community's social outcomes, while serving a larger number of vulnerable citizens
  - Examples of this include ongoing work with the Social Framework Steering Committee and Learning Cycle Teams, the redesign of FCS counseling services and engagement in the Violence Threat Risk Assessment partnership
- Fostered interdepartmental programming to increase reach and provide services to those in rural areas of the County
- Collaborated with HR to review the market on payment of recertification hours
- Continued to reduce time spent on playground projects by utilizing standardized equipment for concrete construction
- Continue the Domestic Violence Unit with Family and Community Services to ensure a more seamless transition from investigation to support for victims of family violence
- Continued to employ the Electronic Voice Entry Unit to improve support to RCMP members through efficiencies in file preparation and conclusion, allowing RCMP members more time for patrols
- Investigated potential increase in use of alternate forms of transportation as part of the Mobility Bus Fare Alignment Initiative
- Improved on-call coverage through central contract with Facility Services

## Community Services Division

### 2018 operating budget

Operating Revenue / Expense		2018 Budget	2017 Budget	\$ Change 2018-2017	% Change 2018-2017	Notes
<b>Revenues</b>	Government Grants	\$ 5,362,124	\$ 5,435,134	\$ (73,010)	(1)%	
	User Fees & Charges	29,522,539	29,326,170	196,369	1%	Note 1
	Penalties & Fines	4,675,113	4,360,715	314,398	7%	Note 2
	Other Revenues	6,447,710	6,313,835	133,875	2%	Note 3
	<b>Total Revenues</b>	<b>46,007,486</b>	<b>45,435,854</b>	<b>571,632</b>	<b>1 %</b>	
<b>Expenses</b>	Salaries & Wages	75,256,017	74,172,469	1,083,548	1%	Note 4
	Employee Benefits	14,250,977	14,338,797	(87,820)	(1)%	Note 4
	Training & Development	1,031,595	935,740	95,855	10%	Note 5
	Business Expenses	424,289	399,256	25,033	6%	
	Advertising & Printing	910,065	887,608	22,457	3%	
	Professional Services	490,210	241,372	248,838	103%	Note 6
	Insurance	330	700	(370)	(53)%	
	Rentals & Leases	644,123	642,483	1,640	0%	
	Contracted Services	20,252,009	19,792,427	459,582	2%	Note 7
	Supplies & Materials	4,747,708	4,526,087	221,621	5%	Note 8
	Repairs & Maintenance	1,109,267	1,230,063	(120,796)	(10)%	Note 9
	Equipment Purchases	1,469,214	1,400,956	68,258	5%	
	Utilities	4,969,752	4,743,905	225,847	5%	
	Telecommunications	360,408	356,984	3,424	1%	
	Grants & Requisitions	1,165,612	691,452	474,160	69%	Note 10
	Other Expenses	525,491	571,030	(45,539)	(8)%	
	Interprogram	5,699,679	5,628,280	71,399	1%	
	<b>Total Expenses</b>	<b>133,306,746</b>	<b>130,559,609</b>	<b>2,747,137</b>	<b>2%</b>	
<b>Net Surplus/(Deficit)</b>		<b>(87,299,260)</b>	<b>(85,123,755)</b>	<b>(2,175,505)</b>	<b>3 %</b>	
<b>Non-Operating Items</b>		<b>(3,413,710)</b>	<b>(4,389,154)</b>	<b>975,444</b>	<b>(22)%</b>	Note 11
<b>TOTAL Division Surplus/(Deficit)</b>		<b>\$ (90,712,970)</b>	<b>\$ (89,512,909)</b>	<b>\$ (1,200,061)</b>	<b>1%</b>	

#### Notes for Changes

- Note 1:** User fees & charges increased due to increase to recreation rates and admissions as per 2018 Fee Schedule. Increase to RCMP building lease revenue.
- Note 2:** Penalties & fines increased due to increased volume of Intersection Safety Device and Traffic Safety Act revenues.
- Note 3:** Other revenues increased due to estimate for Alberta Health Services contract inflation of 1% per year.
- Note 4:** Salaries & wages, and employee benefits changed due to changes in standard salaries, grid movement, changes in benefit rates, staff reclassifications and annualization. Proposed 2018 staff additions.
- Note 5:** Training & development increased due to accelerated training of paramedics.
- Note 6:** Professional services increased due to increase for Community Hub/Senior Centre Feasibility Study and Social Framework implementation. Reallocation of Transit Master Plan costs from contracted services, partially offset by reallocation to supplies and materials.
- Note 7:** Contracted services increased due to Communities in Bloom, the Open Space and Recreation Facility Strategy and change in the public art policy from capital to operating. Partially offset by reallocation of Transit Master Plan costs to professional service.
- Note 8:** Supplies & materials increased due to reallocation of Smart Bus costs from repairs and maintenance. Reallocation of software costs from professional services.
- Note 9:** Repairs & maintenance decreased due to reallocation of Smart Bus costs to supplies and materials.
- Note 10:** Grants & requisitions increased due to increased Social Services Grant. Reallocation of Information and Volunteer Center Grant from Fiscal Services to Family and Community Services.
- Note 11:** Non-Operating Items changed due to reduced reserve transfers for public art (see Note 6) and bus replacements.



## Strathcona County Emergency Services

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Revenues & Transfers	\$ 8,600,492
Less Expenses & Transfers	34,863,041
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (26,262,549)</b>

## Family & Community Services

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Revenues & Transfers	\$ 5,137,397
Less Expenses & Transfers	9,158,957
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (4,021,560)</b>

## Recreation, Parks & Culture

---

Revenues & Transfers	\$ 21,344,846
Less Expenses & Transfers	46,288,904
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (24,944,058)</b>

## RCMP & Enforcement Services

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Revenues & Transfers	\$ 7,063,546
Less Expenses & Transfers	25,032,982
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (17,969,436)</b>

## Strathcona County Transit

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Revenues & Transfers	\$ 4,818,550
Less Expenses & Transfers	22,333,917
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (17,515,367)</b>
<b>TOTAL DIVISION SURPLUS/(DEFICIT)</b>	<b>\$ (90,712,970)</b>

## Community Services Division

### 2018 proposed staff additions

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours
<b>Community Services Division</b>			
2018-SIR-10	FCS - Home Support, Practice Supervisor	1.0	
2018-SIR-32	FCS - Home Support Health Care Aide (Temp to Perm Conversion)	0.5	
2018-SIR-33	FCS - Home Support Health Care Aide (Temp to Perm conversion)	0.5	
2018-SIR-26	RPC - Parks Operations Growth		2,500
2018-SIR-47	RCMP & ES - Telecommunications Operator		2,080
2018-SIR-48	RCMP & ES - Telecommunications Operator		2,080
2018-SIR-58	RCMP & ES - Telecommunications Operator		2,080
2018-SIR-59	RCMP & ES - Telecommunications Operator		2,080
2018-SIR-61	RCMP & ES - Overtime Increase		401
<b>Total 2018 Proposed Staff Additions</b>		<b>2.0</b>	<b>11,221</b>

### 2018 proposed initiatives

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours	2018 Cost	Total Cost (excluding ongoing)
<b>Community Services Division</b>					
2018-INIT-17	FCS - Social Framework Implementation			\$72,500	ongoing
2018-INIT-20	FCS - Social Services Grants			\$100,000	\$200,000
2018-INIT-19	FCS-Community Hub/Seniors Centre Feasibility Study			\$100,000	\$100,000
2018-INIT-23	RPC - Class Support			\$100,000	\$100,000
2018-INIT-22	RPC - Communities in Bloom Symposium			\$300,000	\$300,000
2018-INIT-24	RPC - OSRFS Public Engagement			\$55,000	\$55,000
2018-INIT-9	SCT - Mobility Bus Fare Alignment	1.0	3,900	\$268,554	ongoing
<b>Total Initiatives</b>		<b>1.0</b>	<b>3,900</b>	<b>\$ 996,054</b>	<b>\$ 755,000</b>

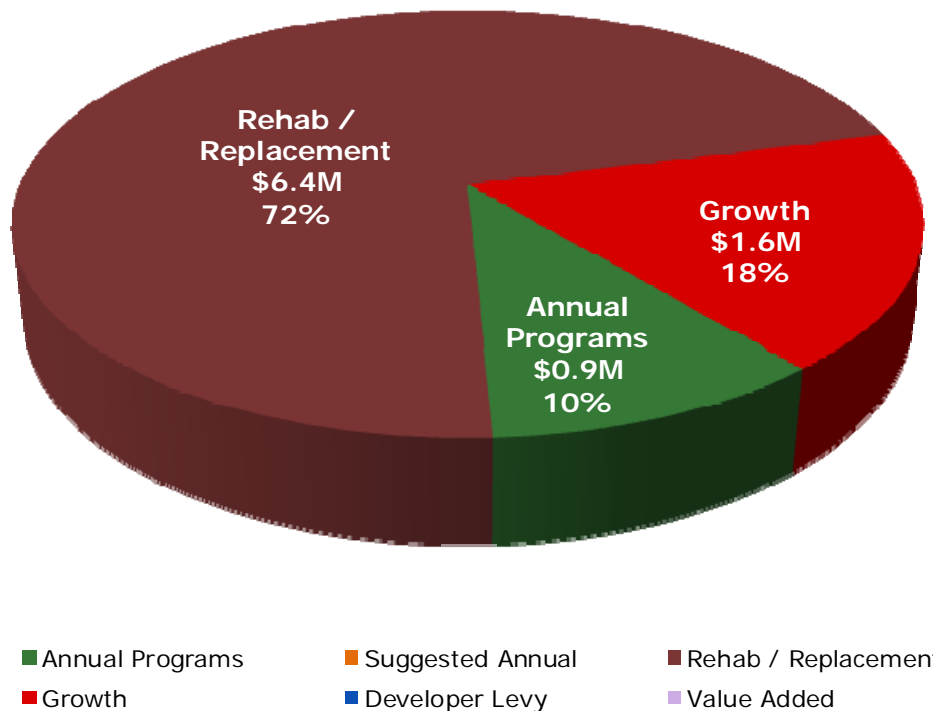
## Community Services Division 2018 divisional capital budget

	Cost	Dept.
<b>Buildings</b>		
OSRFS - Ardrossan Spray Park	1,500,000	RPC
OSRFS - Kinsmen Leisure Centre	5,000,000	RPC
	<b>6,500,000</b>	
<b>Machinery &amp; Equipment</b>		
Annual Recreation Equipment Replacement Program	\$ 233,000	RPC
Annual SCES Equipment Replacement Program	84,000	SCES
	<b>317,000</b>	
<b>Program Parks &amp; Open Space Development</b>		
Annual Parks Infrastructure Lifecycle	\$ 610,000	RPC
Annual OSRFS Outdoor Revitalization Program	1,136,000	RPC
Heritage Hills Park	285,000	RPC
	<b>2,031,000</b>	
<b>Vehicles</b>		
Vehicle purchase (Parent Link Centre)	\$ 45,675	FCS
Fleet Addition - SWC Tractor	55,000	RPC
	<b>100,675</b>	
<b>GRAND TOTAL</b>	<b>8,948,675</b>	

<b>Annual Program</b>	<b>C - Construction</b>	<b>D - Design</b>	<b>L - Land</b>	<b>U - Utilities</b>
<b>Growth</b>		<b>Rehab / Replacement</b>		<b>Suggested Annual</b>
		<b>Developer Levy</b>		<b>Value Added</b>

**2018 Capital Ask by Asset Group -  
Community Services (\$8.9M)**





# 2018 Divisional Budget

## Corporate Services Division



**Becoming Canada's  
most livable community**

...focusing on priorities

### Introduction to Corporate Services

Corporate Services is at the core of Strathcona County—our programs and services enable all departments to fully function. 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 departments 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 value we offer all departments aligns the objectives of our division with the priorities of the strategic plan.

### Departments and their core functions



#### Facility Services

Asset Management | Facility Operations | Telecommunications | Print and Mail Services



#### Fleet Services

Fleet Acquisitions | Fleet Maintenance | Fleet Materials Management | Fleet Services



#### Human Resources

Workforce Planning and Development | Labour Relations and HR Advisory Services | Compensation and Benefits | Health, Safety and Well-being



#### Information Technology Services

Business Solutions | Enterprise Geographic Information System | Technology Planning and Strategy | Technology Infrastructure and Customer Support | Information Management



#### Legislative and Legal Services

Council and Committee Management and Quasi-Judicial Tribunals | Legal | FOIP | Elections and Census | Bylaws and Policies



### Facility Services (FAC)

Facility Services (FAC) ensures the investments made in facility infrastructure are well planned 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 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 meeting webcasting. A commercial-grade print shop provides cost effective, professional quality printed material for the corporation. Mail services provides day to day mail delivery, as well as service required for utility and tax notices, and courier services.

### Fleet Services (FLT)



Administering the County's Annual Capital Fleet Replacement Program jointly with each department, Fleet Services (FLT) plans, directs and recommends capital acquisitions and replacements based on life cycle analysis. The department operates the vehicle, equipment and transit bus repair shops. The shops ensure all County transit, enforcement and emergency vehicles, heavy equipment (e.g. graders, snowplows, sweepers, pavers, packers, bulldozers) and recreational equipment (e.g. Zambonis, ATV's snowmobiles) are prepared for action when needed. Materials management services, support internal customers through the planning, procurement and inventory of the appropriate material and products used in fleet maintenance.

### Human Resources (HR)



To deliver quality services to citizens, Strathcona County requires the right people, in the right jobs, for the right cost. Human Resources (HR) collaborates with departments to create work environments where employees are engaged and excel at what they do. From coordinating effective recruitment processes and maintaining competitive compensation, benefits and leave programs, to enabling effective performance planning and review conversations, and providing learning and development programs and supports, HR helps to ensure the organization has the "people" 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.

### Information Technology Services (ITS)



Information Technology Services (ITS) works with departments to facilitate the efficient and effective management and use of information and technology in serving our citizens. By ensuring information and technology are secure, providing business and data solutions and reporting, and supporting staff through training and assistance, ITS delivers reliable technology solutions to meet the County's needs. The department operates the County's IT infrastructure, including computers and mobile devices, the Enterprise Geographic Information System (GIS), multiple data centres and an internal data network that connects all County buildings and staff. The work of this department allows County staff, decision-makers and citizens to obtain, use and understand the information they need.

### Legislative and Legal Services (LLS)



Legislative and Legal Services (LLS) ensures open and transparent government through the development of sound practices and systems for supporting effective decision-making by Council. This includes ensuring that all activities of the municipality are conducted within legislative provisions respecting the roles and responsibilities of local government. LLS is responsible for managing the meetings of Council, Priorities Committee and Governance Advisory Committee. LLS also has the responsibility for the overall management of Council-established committees and the various quasi-judicial boards. LLS is responsible for Freedom of Information and Protection of Privacy (FOIP) program, which fosters an open and transparent government through access to information while protecting privacy. LLS manages municipal elections, by-elections, plebiscites, and delivers the municipal census, as well as the review of policies and bylaws. LLS provides legal support to the County as a corporate entity by protecting and maintaining the County's legal rights and ensuring that it meets its legal obligations.



### Focusing on priorities

2018 initiatives and projects align with community priorities:

- Partner in the Business Transformation Project as required to support the modernization of business processes, increase efficiency and effectiveness, and enhance management decision making
- Develop a strategic energy demand management plan to align with the Provincial Climate Leadership objectives, to prioritize energy efficiency projects, identify new alternative energy technologies and project funding options
- Develop facility asset renewal strategies using collected asset condition data and best practise condition rating standards
- Complete service level agreements with internal partners to enable Fleet Services and other departments to effectively fulfill business plan goals
- Partner with the Alberta Association of Municipal Districts and Counties (AAMDC) to negotiate rates for fuel and realize cost savings
- Use data from fleet management software to create accurate maintenance plans to reduce duplicate maintenance activities and prevent costs related to failing to perform timely maintenance
- Lead the review and update of Human Resource policies
- Begin to implement priorities flowing from the corporate people plan, which may include leadership development, succession management and continuing to focus on employee engagement
- Begin to implement priorities flowing from the corporate I&T Strategy, which may include enterprise approaches to governing IT systems and projects, better defining roles for managing systems risk, and improving collaboration or information sharing capabilities
- Complete implementation of the Enterprise Address Repository project
- Lead an enterprise roll out of the 2017 GIS Imagery (oblique and orthogonal) to increase efficiency and effectiveness and improved decision making for all departments that leverage GIS imagery as part of their business operations
- Conduct Council-directed Ward Boundary review
- Lead the County's implementation of the Modernized Municipal Government Act and regulations

### Overcoming challenges

Corporate Services has identified challenges ahead in 2018:

- Managing asset life cycle program along with new capital projects
- Minimizing impacts to department operations and staff as renovations of existing office space continue
- Commencing operations of the new Centre in the Park (CITP) Parkade
- Maintaining efficiencies in Fleet Services during the current economic downturn. while absorbing costs and offsetting five per cent inflation for parts, capital and tires
- Maintaining fleet vehicles efficiently with limited facility space
- Meeting service deadlines with long lead times and untimely deliveries from suppliers, particularly for specialized equipment
- Implementing the corporate people plan to maintain the County's position as an employer of choice
- Addressing implications of significant provincial legislative changes specifically, in the Employment Standards Code, the Labour Relations Code, and the legalization of marijuana

## Corporate Services Division

### Overcoming challenges (continued)

Corporate Services has identified challenges ahead in 2018:

- Managing the risks and process challenges arising from a lack of technology and outdated technology until the outcomes of the Business Transformation Project are realized
- Managing enterprise information and technology risks relating to departments coordinating software acquisitions without sufficient ITS involvement
- Managing the demand from departments for Information and Technology resources
- Meeting legal requirements posed by new and changing legislation and identifying opportunities to improve governance in responding to changes
- Increasing and more complex legal matters as our municipality grows and changes

### Improving continuously

Opportunities identified through Priority-Based Budget (PBB) programs:

- Reviewing the physical security program to reduce duplication of services and implement best practices to reduce security risks for all corporate facilities
- Shifting resources within the Facility Services to ensure asset management records are maintained up-to-date
- Reviewing programs to find efficiencies and opportunities for improvement and change:
  - Preventative and Maintenance Program
  - Commercial Vehicle Inspection Program
- Reducing the Fleet Annual Capital Replacement Program by utilizing the vehicle and equipment condition-based model
- Normalizing capital spending on bus replacement to improve the Transit Mechanical Refurbishment Program and extend the life cycle of buses
- Assessing areas of organizational risk, present and future, and determining program gaps and gaps in current resource capacity
- Reviewing administrative rules and guidelines to ensure consistent pay practices
- Developing an IT Vendor Management Service that supports Cloud software acquisition
- Realizing technology purchasing efficiencies by using Customer Support Centre (CSC) resources and developing a dedicated Vendor Management Service
- Focusing resources on completion of Municipal Policy Handbook review

Opportunities to enhance efficiency and effectiveness:

- Complete the Enerstar ratings for major municipal buildings to create energy use awareness
- Enhance the use of Asset Planner (FAME) within the department
- Streamline functions and utilize internal funds and labour more effectively
  - Repurpose the fabrication position to a heavy duty mechanic position
- Seek alternative options for performing work and cutting costs on some programs
  - Leverage outsourcing opportunities
  - Form partnerships with other municipalities
- Utilize the Fleet Management Program to establish improved work planning and scheduling
- Roll out an IT Business Advisor service that has improved IT project intake and planning capability to make the IT Technology Planning Program more effective
- Develop enterprise technology standards for business intelligence and data warehousing that will support all corporate initiatives requiring evidence-based decision making
- Integrate the Data Services and Records Management programs to fit within an Enterprise Information Management core-function and make ITS more effective with customers by moving program operations from paper to business intelligence and automation
- Incorporate new and/or upgraded technologies
- Develop contract and procurement templates to enhance efficiency and minimize risk



## Corporate Services Division

### 2018 operating budget

Operating Revenue / Expense		2018 Budget	2017 Budget	\$ Change 2018-2017	% Change 2018-2017	Notes
<b>Revenues</b>	User Fees & Charges	\$ 644,061	\$ 691,304	\$ (47,243)	(7)%	Note 1
	Other Revenues	76,410	76,410	-	0%	
	Total Revenues	720,471	767,714	(47,243)	(6)%	
<b>Expenses</b>	Salaries & Wages	19,304,352	18,265,571	1,038,781	6%	Note 2
	Employee Benefits	4,582,213	4,293,001	289,212	7%	Note 2
	Training & Development	545,317	531,917	13,400	3%	
	Business Expenses	112,666	100,033	12,633	13%	Note 3
	Advertising & Printing	364,115	382,060	(17,945)	(5)%	
	Professional Services	1,263,716	1,203,499	60,217	5%	Note 4
	Insurance	-	2,000	(2,000)	(100)%	
	Rentals & Leases	642,077	752,377	(110,300)	(15)%	Note 5
	Contracted Services	5,634,338	6,307,662	(673,324)	(11)%	Note 6
	Supplies & Materials	7,838,039	7,597,919	240,120	3%	Note 7
	Repairs & Maintenance	3,710,037	3,564,464	145,573	4%	Note 8
	Equipment Purchases	371,393	246,250	125,143	51%	Note 9
	Utilities	1,118,347	1,054,731	63,616	6%	Note 10
	Telecommunications	408,643	407,316	1,327	0%	
	Grants & Requisitions	82,000	82,000	-	0%	
	Other Expenses	131,377	133,039	(1,662)	(1)%	
	Interprogram	(7,073,678)	(6,942,411)	(131,267)	2%	Note 11
	Total Expenses	39,034,952	37,981,428	1,053,524	3%	
<b>Net Surplus/(Deficit)</b>		(38,314,481)	(37,213,714)	(1,100,767)	3%	
<b>Non-Operating Items</b>		(6,774,894)	(6,302,354)	(472,540)	7%	Note 12
<b>TOTAL Division Surplus/(Deficit)</b>		<u>\$ (45,089,375)</u>	<u>\$ (43,516,068)</u>	<u>\$ (1,573,307)</u>	<u>4%</u>	

#### Notes for Changes

- Note 1:** User fees & charges decreased due to reduction to school board revenues from the 2017 election partially offset by increases to the Centre in the Park parkade revenues.
- Note 2:** Salaries & wages, and employee benefits changed due to changes in standard salaries, grid movement, changes in benefit rates, staff reclassifications and annualization. Proposed 2018 staff additions.
- Note 3:** Business expenses increased due to one-time mileage expenses for Census.
- Note 4:** Professional services increased due to increase for Information Technology strategy, facility strategic energy review and project resources. Partially offset by reduction in legal services to fund a proposed temporary lawyer.
- Note 5:** Rentals & leases decreased due to amended building lease contract for client space.
- Note 6:** Contracted services decreased primarily due to large Information Technology one-time projects that are ending, partially offset by an HR technology project and County Connect.
- Note 7:** Supplies & materials increased mainly due to software inflation and growth.
- Note 8:** Repairs & maintenance increased due to increased building and equipment repairs and maintenance plans.
- Note 9:** Equipment purchases increased due to addition of one-time rapid access boxes to facilities to allow emergency access for first responders.
- Note 10:** Utility costs increased for Centre in the Park parkade.
- Note 11:** Interprogram recoveries increased due to increase in inter-department charge to Transit due to forecasted increase in fuel and impact of Mobile Bus Fare Alignment.
- Note 12:** Non-operating items changed due to reserve adjustments to meet future forecast needs and initiatives.





## Facility Services

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Revenues & Transfers	\$ 1,544,061
Less Expenses & Transfers	15,650,941
<b>Total Department Surplus/(Deficit)</b>	<b><u>\$ (14,106,880)</u></b>

## Fleet Services

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Revenues & Transfers	\$ 596,410
Less Expenses & Transfers	11,860,120
<b>Total Department Surplus/(Deficit)</b>	<b><u>\$ (11,263,710)</u></b>

## Human Resources

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Revenues & Transfers	\$ 223,000
Less Expenses & Transfers	5,890,411
<b>Total Department Surplus/(Deficit)</b>	<b><u>\$ (5,667,411)</u></b>

## Information Technology Services

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Revenues & Transfers	\$ 1,240,401
Less Expenses & Transfers	12,503,506
<b>Total Department Surplus/(Deficit)</b>	<b><u>\$ (11,263,105)</u></b>

## Legislative & Legal Services

---

Revenues & Transfers	\$ 308,300
Less Expenses & Transfers	3,096,569
<b>Total Department Surplus/(Deficit)</b>	<b><u>\$ (2,788,269)</u></b>
<b>TOTAL DIVISION SURPLUS/(DEFICIT)</b>	<b><u>\$ (45,089,375)</u></b>

## Corporate Services Division

### 2018 proposed staff additions

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours
<b>Corporate Services Division</b>			
2018-SIR-49	HR- HR Administrator - OHS (temp in place)		1,820
2018-SIR-50	HR - HR Administrator - Workforce Planning & Dev (temp in place)	1.0	
2018-SIR-64	HR - Senior HR Advisor, Policy and Classification (Temp in place)	1.0	
2018-SIR-65	HR - Coordinator, HR Advisory Services	1.0	
2018-SIR-66	HR - Senior WPD Advisor (Temp position, temp in place)		1,820
2018-SIR-67	HR - Workplace Supports Advisor		1,820
2018-SIR-43	ITS - Administrative Support Assistant II (Temp in Place)	1.0	
2018-SIR-45	ITS - Infrastructure Analyst (temp)		1,820
2018-SIR-7	ITS - Enterprise Architect	1.0	
2018-SIR-55	LLS - Lawyer (temp)		1,820
2018-SIR-56	LLS - Legislative & Legal Administration Support	1.0	
<b>Total 2018 Proposed Staff Additions</b>		<b>6.0</b>	<b>9,100</b>

### 2018 proposed initiatives

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours	2018 Cost	Total Cost (excluding ongoing)
<b>Corporate Planning Services Division</b>					
2018-INIT-30	FAC - Strategic Energy Management Review			\$85,000	\$85,000
2018-INIT-38	HR - IAFF Arbitration			\$60,000	\$60,000
2018-INIT-27	HR - OHS/DM Technology Solution Bus Case			\$50,000	\$50,000
2018-INIT-37	HR Temporary and Project Resources (2 Temp Positions)		3,640	\$211,384	\$631,735
2018-INIT-35	ITS - County Connect Program Development	1.0		\$200,000	ongoing
2018-INIT-26	ITS - Strategy Implementation			\$50,000	\$50,000
2018-INIT-31	LLS - E-Scribe Data Base Replacement Project			\$30,000	\$30,000
<b>Total Initiatives</b>		<b>1.0</b>	<b>3,640</b>	<b>\$ 686,384</b>	<b>\$ 906,735</b>

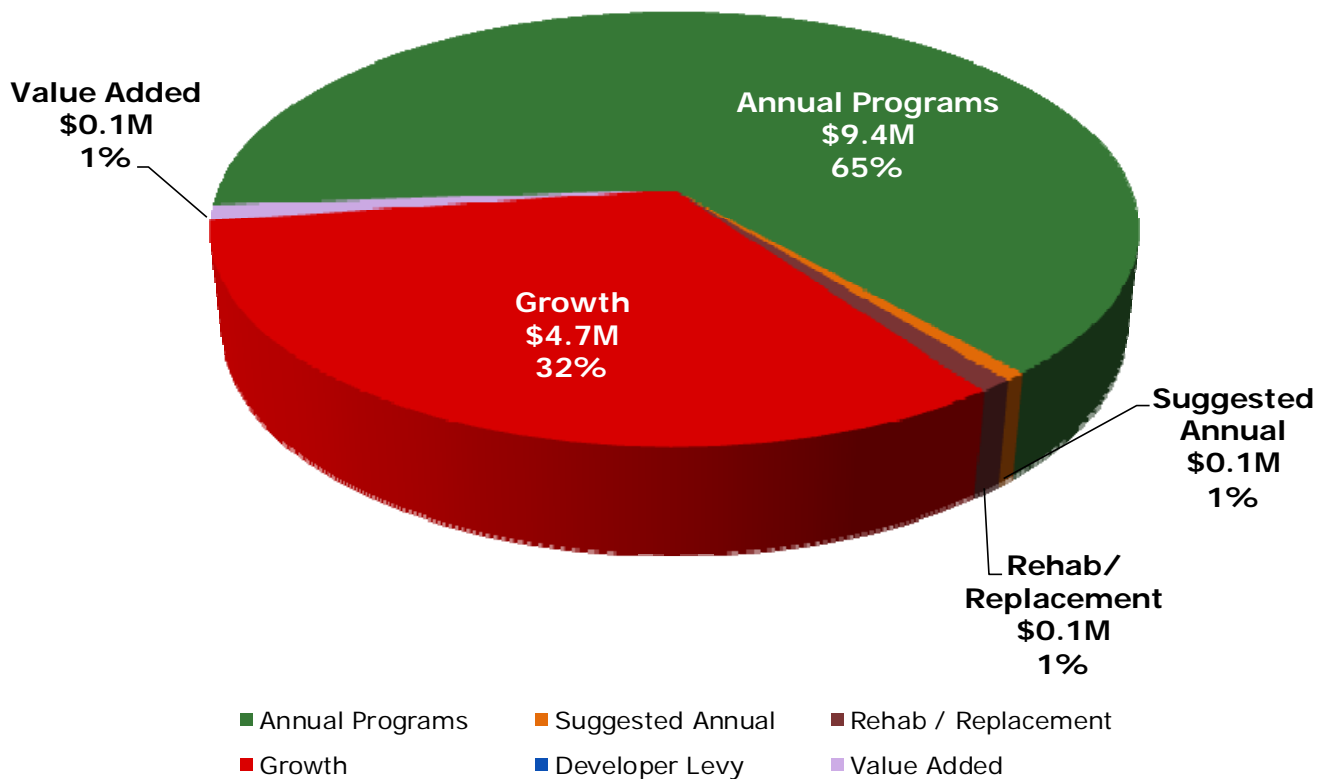
## Corporate Services Division 2018 divisional capital budget

	Cost	Dept.
<b>Buildings</b>		
Annual Facility Capital Lifecycle	\$ 2,300,000	FAC
County Hall Phase 4 Renovations - Construction	4,652,000	FAC
Building Security Improvements	160,000	FAC
	<b>7,112,000</b>	
<b>Electronic Hardware/Software</b>		
IT Corporate Infrastructure Replacement Program - Municipal	\$ 718,500	ITS
Service Management Tool	114,250	ITS
Mobile Device Management	95,000	ITS
	<b>927,750</b>	
<b>Machinery &amp; Equipment</b>		
Enhance Fibre - Festival Place	\$ 30,000	ITS
	<b>30,000</b>	
<b>Vehicles</b>		
Fleet Transit Replacements	\$ 3,238,890	FLT
Annual V & E Fleet Replacements	3,093,815	FLT
Vehicles for Maint Operations	67,750	FAC
	<b>6,400,455</b>	
<b>GRAND TOTAL</b>	<b>14,470,205</b>	

	C - Construction	D - Design	L - Land	U - Utilities
Annual Program		Rehab / Replacement		Suggested Annual
Growth		Developer Levy		Value Added

**2018 Capital Ask by Asset Group -  
Corporate Services (\$14.4M)**





# 2018 Divisional Budget

## Financial and Strategic Management Division



**Becoming Canada's  
most livable community**

...focusing on priorities

# 2018 Divisional Budget

## Financial and Strategic Management Division

### Introduction to the Financial and Strategic Management Division

The Financial and Strategic Management (FSM) Division performs a number of vital support roles that help the organization successfully achieve its strategic goals. From financial reporting, to financial analysis, and corporate performance measurement, we contribute the information critical to support evidence-based decisions.

Through facilitation of the corporate business planning and budgeting processes, we help the organization align its operations, activities and financial resources to achieve its strategic goals. Our stewardship roles include assessment and collection of property taxes, and the prudent investment of tax dollars, through our procurement functions — all of which ensure the County has the resources required to deliver high-quality, efficient programs and services to our residents.

Through these roles, we are involved in all facets of the County operations. Our work touches the lives of residents every day, as we help the organization to realize its vision of becoming Canada's most livable community.

### Departments and their core functions



#### **Assessment and Tax**

Assessment | Taxation



#### **Corporate Finance**

Treasury and Risk Management | Financial Reporting | Financial Coordination



#### **Corporate Planning**

Corporate Business Planning | Financial Planning | Corporate Advisory Services



#### **Procurement Services Branch**

Procurement



#### **Fiscal Services**

Corporate Revenues (taxes, unconditional grants and franchise fees) | Corporate Expenses (grants, requisitions, amortization, debt servicing, Council Priority Funds)



# Financial and Strategic Management Division

## Who we are and how we serve



### Assessment and Tax (ASMTX)

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 Assessment and Tax (ASMTX) Department annually prepares and communicates a legislative compliant assessment and tax roll for the distribution and collection of property taxes amongst residents, businesses and industry. The department is committed to educating citizens and customers about the tax assessment process through stakeholder engagement and enhanced communication.



### Corporate Finance (CFIN)

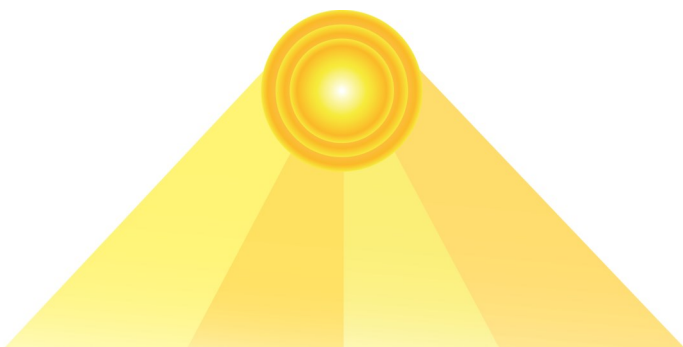
Corporate Finance (CFIN) provides financial reporting, coordination and financial oversight, treasury and risk management services. These services include analysis and communication of operational results, the annual external audit program, and management of financial resources. The department is also responsible to lead internal control compliance, and provides financial coordination, guidance and support for all departments.



### Corporate Planning (CP)

Corporate Planning (CP) manages the structured, collaborative planning and reporting approach that supports Council, Executive Team and departments in building aligned, agile plans that cascade across a diverse set of programs and services. Aligning corporate and department business plans with Council's vision and goals operationalizes our movement toward our desired outcomes and supports strategic thinking in our day-to-day decisions.

Corporate Planning enhances informed decision making and performance by providing leadership, coaching, analysis and tools that enable integrated planning and reporting. Priority-based business planning and budgeting tools support the allocation and/or reallocation of resources, based on alignment to corporate and community priorities. Corporate Planning also leads monitoring, measuring, and reporting on progress toward our goals and outcomes.



### Focusing on priorities

2018 initiatives and projects align with community priorities:

- Add the ability for property owners to access historical property tax notice information through the existing 'Your Accounts' self-serve customer portal found on the County website
- Leverage 2017 county-wide oblique imagery\* and request for information process to increase property data collection efficiency and effectiveness
- Participate in design and implementation of the Business Transformation Project, helping to manage organizational change and corporate impacts over the next three years
- Review off-site development levies (philosophies, rate model and processes)
- Develop internal control review program
- Redevelop Chart of Accounts
- Continue corporate-wide integration of priority-based business planning and budgeting
- Promote awareness of the strategic plan and priorities to ensure a more informed public to support Council in future reviews
- Develop an improvement approach to enable the corporate execution of the County's strategy and business plans, by leveraging our Project Coordination Office (PCO) to increase corporate maturity related to Organizational Project Management (OPM) methodology and application
- Develop and implement multi-year budgeting

*\*Oblique imagery is aerial photography at an angle that allows viewers to see and measure not only the top of objects but the sides as well. It more closely resembles how people normally view their landscape compared to traditional orthogonal (straight down) imagery.*

### Overcoming challenges

The FSM Division has identified challenges ahead in 2018:

- Implementing legislative change arising from the Modernized Municipal Government Act (MMGA)
- Managing continued growth pressures related to number of properties, Assessment Review Board appeals and customer inquiries
- Managing changes and impacts on staff, systems and processes as the organization embraces business transformation
- Managing numerous priorities including development levy review, new business planning cycle, enterprise risk management program development, and grant coordination development with business transformation
- Prioritizing the large volume of outstanding projects through alignment with organizational priorities
- Developing the next version of business plans in 2018 competing with other corporate priorities
- Viewing corporate coordination activities as an investment in vision, conversation, process and culture that would lead to improvements and add value to business operations and corporate function silos



### Continuously improving

#### Opportunities identified through Priority-Based Budget (PBB) programs:

- Transferring the oil & gas drilling tax to TAS for better alignment, as the revenue is allocated to road maintenance
- Improving capacity challenges through ongoing efforts to prioritize outstanding projects in alignment with organizational priorities

#### Opportunities to enhance efficiency and effectiveness:

- Implement new technology and process for property data collection, allowing the department to release a truck back to the corporate fleet pool for other uses
- Review development levies, which should result in greater efficiencies and effectiveness
- Realign corporate financial planning functions and project management functions alongside corporate planning

## Financial and Strategic Management Division

### 2018 operating budget

Operating Revenue / Expense		2018 Budget	2017 Restated Budget*	\$ Change 2018-2017	% Change 2018-2017	Notes
<b>Revenues</b>	Government Grants	\$ -	\$ 8,000	\$ (8,000)	(100%)	
	User Fees & Charges	348,880	353,220	(4,340)	(1%)	
	Other Revenues	8,600	13,600	(5,000)	(37%)	
	<b>Total Revenues</b>	<b>357,480</b>	<b>374,820</b>	<b>(17,340)</b>	<b>(5%)</b>	
<b>Expenses</b>	Salaries & Wages	6,095,967	5,848,178	247,789	4%	Note 1
	Employee Benefits	1,495,097	1,437,279	57,818	4%	Note 1
	Training & Development	194,081	171,920	22,161	13%	Note 2
	Business Expenses	61,325	47,171	14,154	30%	Note 3
	Advertising & Printing	127,961	125,023	2,938	2%	
	Professional Services	480,465	625,255	(144,790)	(23%)	Note 4
	Rentals & Leases	200	600	(400)	(67%)	
	Contracted Services	426,432	360,974	65,458	18%	Note 5
	Supplies & Materials	81,695	58,093	23,602	41%	Note 6
	Repairs & Maintenance	1,039	1,039	-	0%	
	Equipment Purchases	34,550	27,450	7,100	26%	
	Telecommunications	23,430	23,980	(550)	(2%)	
	Other Expenses	52,178	99,766	(47,588)	(48%)	Note 7
	Interprogram	(568,019)	(556,174)	(11,845)	2%	
	<b>Total Expenses</b>	<b>8,506,401</b>	<b>8,270,554</b>	<b>235,847</b>	<b>3%</b>	
<b>Net Surplus/(Deficit)</b>		<b>(8,148,921)</b>	<b>(7,895,734)</b>	<b>(253,187)</b>	<b>3%</b>	
<b>Non-Operating Items</b>		<b>96,251</b>	<b>339,414</b>	<b>(243,163)</b>	<b>(72%)</b>	Note 8
<b>TOTAL Division Surplus/(Deficit)</b>		<b>\$ (8,052,670)</b>	<b>\$ (7,556,320)</b>	<b>\$ (496,350)</b>	<b>7%</b>	

\*The 2017 budget has been restated to reflect the realignment of certain cost centers in the current year

#### Notes for Changes

- Note 1:** Salaries & wages, and employee benefits changed due to changes in standard salaries, grid movement, changes in benefit rates, staff reclassifications and annualization. Proposed 2018 staff additions.
- Note 2:** Training & development increased due to taxation conference, inflation, and additional costs for proposed staff additions. Reallocations from other areas.
- Note 3:** Business expenses increased due to Council & Executive strategic planning retreat, reserve funded for nil tax impact.
- Note 4:** Professional services decreased due to elimination of consulting fees for linear tax assessments from the Province, cost reductions for annual Payment Card Industry (PCI) data security standard compliance, reductions in graphic design work for annual reports, reallocation of municipal collaboration resources to Intergovernmental Affairs branch (nil corporate tax impact).
- Note 5:** Contracted services increased due to temporary contracted procurement specialist support, partially offset by reallocation of resources for County Connect support to ITS department.
- Note 6:** Supplies & materials increased due to new licenses for procurement document management software and process management software. Reallocation of costs between supplies & materials and other expense (nil net impact).
- Note 7:** Other expenses decreased due to reallocation of annual licensing costs for Online Research Panel to Communications department. Reallocation of costs between supplies & materials and other expenses, both for nil net impact.
- Note 8:** Non-operating items changed due to increase in the amount of funding for BPBI work for multi-year budgeting. Removal of one time reserve and capital funding. Funding for Council/Executive planning activities.

## Fiscal Services

### 2018 operating budget

Operating Revenue / Expense		2018 Budget	2017 Restated Budget*	\$ Change 2018-2017	% Change 2018-2017	Notes
<b>Revenues</b>	Property Taxes	\$ 211,872,298	\$ 211,058,348	\$ 813,950	0%	Note 1
	Government Grants	812,000	-	812,000	100%	Note 2
	User Fees & Charges	3,821,000	3,471,000	350,000	10%	Note 3
	Penalties & Fines	1,300,000	1,300,000	-	0%	
	Investment Income	5,640,552	4,662,360	978,192	21%	Note 4
	Other Revenues	1,157,353	1,127,009	30,344	3%	Note 5
	<b>Total Revenues</b>	<b>224,603,203</b>	<b>221,618,717</b>	<b>2,984,486</b>	<b>1%</b>	
<b>Expenses</b>	Salaries & Wages	904,205	(553,371)	1,457,576	(263%)	Note 6
	Employee Benefits	1,033,628	889,104	144,524	16%	Note 6
	Training & Development	210,082	(92,282)	302,364	(328%)	Note 7
	Business Expenses	(225,000)	(225,000)	-	0%	
	Advertising & Printing	(330,000)	(330,000)	-	0%	
	Professional Services	1,491,309	549,749	941,560	171%	Note 8
	Insurance	1,836,121	2,024,334	(188,213)	(9%)	Note 9
	Rentals & Leases	(100,000)	(100,000)	-	0%	
	Contracted Services	(1,153,168)	(1,190,000)	36,832	(3%)	Note 10
	Supplies & Materials	(1,000,000)	(1,000,000)	-	0%	
	Utilities	-	150,000	(150,000)	(100%)	Note 11
	Telecommunications	(50,000)	(50,000)	-	0%	
	Interest on Debt	3,357,001	3,572,462	(215,461)	(6%)	Note 12
	Grants & Requisitions	750,258	1,114,858	(364,600)	(33%)	Note 13
	Other Expenses	699,115	640,655	58,460	9%	Note 14
	Interprogram	(1,161,183)	(1,336,848)	175,665	(13%)	Note 15
	Amortization Expense	50,506,729	45,928,733	4,577,996	10%	Note 16
	<b>Total Expenses</b>	<b>56,769,097</b>	<b>49,992,394</b>	<b>6,776,703</b>	<b>14%</b>	
<b>Net Surplus/(Deficit)</b>		<b>167,834,106</b>	<b>171,626,323</b>	<b>(3,792,217)</b>	<b>(2%)</b>	
<b>Non-Operating Items</b>		<b>(8,005,319)</b>	<b>(11,261,380)</b>	<b>3,256,061</b>	<b>(29%)</b>	Note 17
<b>Non-Cash Adjustment</b>		<b>50,584,278</b>	<b>46,002,850</b>	<b>4,581,428</b>	<b>10%</b>	Note 16
<b>TOTAL Division Surplus/(Deficit)</b>		<b>\$ 210,413,065</b>	<b>\$ 206,367,793</b>	<b>\$ 4,045,272</b>	<b>2%</b>	

\*The 2017 budget has been restated to reflect the realignment of certain cost centers in the current year

#### Notes for Changes

- Note 1:** Property taxes increased due to property tax growth partially offset by deflation.
- Note 2:** Government grants increased due to MSI operating grant revenues added in 2018.
- Note 3:** User fees & charges increased due to increased volume in natural gas Franchise Tax.
- Note 4:** Investment income increased due to increase of 9% in effective yield for monies invested, as well as a 5% increase in the volume of monies invested.
- Note 5:** Other revenues increased due to increased reimbursement for borrowings for Heartland Housing Foundation.
- Note 6:** Salaries & wages, and employee benefits changed due to allowance for COLA (prior to allocation to departments), partially offset by the removal of allowance for Strategic compensation.
- Note 7:** Training & development increased due to allowance for corporate development.
- Note 8:** Professional services increased due to business transformation component of ERP approved by Council on May 23, 2017, this amount is fully offset by a transfer from reserve. To develop an Enterprise Risk Mgmt. program within the County and conduct a review and update of the current developer levy model. This is partially offset by a reduction of funds from the Contracted Technical and Professional Services allowance.
- Note 9:** Insurance decreased due to 30% decrease in property premiums due to property reclassifications & premium rebates, partially offset by modest increase in liability premiums.
- Note 10:** Contracted services increased due to Corporate Asset Management initiative.
- Note 11:** Utilities decreased due to removal of allowance for electricity carbon tax.
- Note 12:** Interest on debt decreased due to reductions in anticipated new borrowings as well as a reduced interest costs on aging debt.
- Note 13:** Grants & requisitions decreased due to transfer of grant requisition for the Information and Volunteer Center to Family & Community Services.
- Note 14:** Other expenses increased due to fees for agreement with Alberta Industrial Heartland increased due to industrial tax growth.
- Note 15:** Interprogram recoveries decreased due to decrease in chargebacks to other municipal departments resulting from decreased insurance premiums. Adjustment in chargebacks between Municipal and Utilities for various support services and recycling costs. Priority Management changes to chargebacks, net zero corporately, are due to previous years priority changes.
- Note 16:** Amortization increased for addition of fixed assets, offset by non cash adjustment.
- Note 17:** Non-operating items changed due to decrease in Internal Borrowing as projects are completed. Reduction in principal repayments resulting from reduced volumes of outstanding debentures. Increase in transfer to reserve resulting from increased investment revenue and increase in transfer from reserves to fund the Business Transformation component of the ERP (See Note 8). Reserve Transfer for Industrial Heartland Infrastructure.





## Assessment & Tax

---

Revenues & Transfers	\$ 356,880
Less Expenses & Transfers	1,928,451
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (1,571,571)</b>

## Corporate Planning

---

Revenues & Transfers	\$ 226,405
Less Expenses & Transfers	2,951,836
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (2,725,431)</b>

## Financial Services

---

Revenues & Transfers	\$ 600
Less Expenses & Transfers	3,068,158
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (3,067,558)</b>

## Procurement Services Branch

---

Revenues & Transfers	\$ -
Less Expenses & Transfers	688,110
<b>Total Branch Surplus/(Deficit)</b>	<b>\$ (688,110)</b>
<b>TOTAL DIVISION SURPLUS/(DEFICIT)</b>	<b>\$ (8,052,670)</b>

## Fiscal Services

---

Revenues & Transfers	\$ 231,947,613
Less Expenses & Transfers	72,118,826
Plus Non Cash Adjustments	50,584,278
<b>NET BUDGET</b>	<b>\$ 210,413,065</b>
<b>TOTAL FISCAL SERVICES SURPLUS/(DEFICIT)</b>	<b>\$ 210,413,065</b>



## Financial and Strategic Management Division

### 2018 proposed staff additions

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours
<b>Financial and Strategic Management Division</b>			
2018-SIR-4	ASMTX - Assessor I - Increase from .6 to 1 FTE	0.4	
2018-SIR-27	PS - Buyer (Temp in Place)		1,820
2018-SIR-39	FIN - Sr. Financial Advisor	1.0	
2018-SIR-3	CP - Temporary Projects Support		1,064
<b>Total 2018 Proposed Staff Additions</b>		<b>1.4</b>	<b>2,884</b>

### 2018 proposed initiatives

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours	2018 Cost	Total Cost (excluding ongoing)
<b>Financial and Strategic Management Division</b>					
2018-INIT-16	PS - Contracted Buyer			\$135,000	\$135,000
<b>Total Initiatives</b>		<b>0.0</b>	<b>0</b>	<b>\$ 135,000</b>	<b>\$ 135,000</b>



# 2018 Budget

## Senior Administration



**Becoming Canada's  
most livable community**

...focusing on priorities

## **Introduction to Senior Administration**

Senior Administration develops, implements, and administers policies and programs established and approved by Strathcona County Council. The division also supports, assists and advises Council on legislation and municipal operations—the information necessary to support informed decision making. Together with the Executive Team, the Chief Commissioner clarifies operations to achieve Council’s strategic vision. He is also responsible for delivering the County’s business plans in alignment with Council’s strategic plan and oversees the Communications Department, a team of intergovernmental affairs professionals, and the Bruderheim CAO contract position.

Senior Administration serves to strengthen the programs and services offered by all other County departments by building a clear understanding of priorities, improving on communication, engaging the public, advocating initiatives to regional partners and other orders of government, and monitoring success through a framework of performance measures. Through sound advice and identifying strategic issues and opportunities, Senior Administration aims to bring about collaborative success, leading Strathcona County to increase efficiency and effectiveness and become the most livable community in Canada.

## **Departments and their core functions**



### **Executive Team**

Leading Corporate-Wide Projects | Supporting and Integrating Council’s Strategic Goals Through Organizational Leadership



### **Communications**

Communications Planning | Stakeholder Relations | Digital Media | Production | Public Engagement | History and Heritage

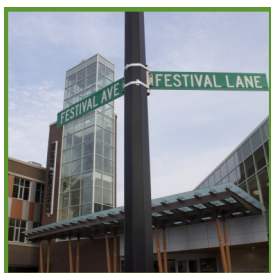


### **Intergovernmental Affairs**

Intergovernmental Relations

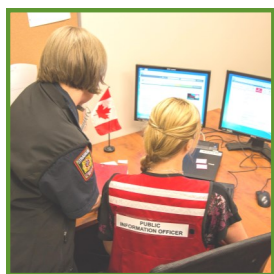
## Senior Administration

### Who we are and how we serve



#### 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 in alignment with the strategic plan. ET budgets to provide for efficient and effective implementation of corporate projects.



#### Communications (COMC)

Communications (COMC) advances Strathcona County's reputation and ensures citizens and stake-holders receive transparent, relevant information to remain actively engaged. In collaboration with County departments, Communications manages the organization's communications, including communications planning, the County's internal and external websites, social media platforms, newsletters, marketing materials and advertising, monitoring and proactively addressing emerging issues, Communications effectively facilitates corporate performance and success.



### Focusing on priorities

2018 initiatives and projects align with community priorities:

- @YUX`j]h]Uhj Yg`h`fci [ \`h`Y`7cfdcfUHY`6i g]bYgg`D`Ub
- Gi ddcfh`7ci bWY`g]ghfUHY[ ]W[ cU`g`h`fci [ \`cf[ Ub]nUh]cbU`YUXYfg\`d
- =bhY[ fUHY`di V`]WYb[ U[ Ya Ybh`Ug`dUfh`cZ`7ca a i b]WUh]cbgfigYfj ]W`cZ`Yf]b[
- CdYfUh]cbU`]nY`h`Y`cb`j]bY`fYgYUfW\`dUbY`fC`F`D`L
- 7cbXi W`Zc`ck`i`d`fYdi hUh]cb`gi fj Ym
- 7fYUHY`U`W`h`fY`cZ`di V`]WYb[ U[ Ya Ybh`k ]h]b`GhfU`h`V`bU`7ci bhm
- GhfYUa`j]bY`h`Y`gi fj YmXYj Y`cda Ybh`dfcW`gg
- 7cbh]bi Y`hc`ghfYUa`j]bY`Z`Z`fa`U`]nY`UbX`Yb\`UbW`h`Y`7ci bhm`g]gcV`U`a`YX]U`dfYgYbW`
- 7cbh]bi Y`hc`UggYgg`UbX`g\`UfY`V`ta`a`i`b]WUh]cbg`hfYbXg`Z`UbX`a`YUgi`fY`UbX`fYdcfh`cb`h`Y`YZZYV`j]YbYgg`cZ`V`ta`a`i`b]WUh]cbg`dfc[ fUa`g`Z`hcc`g`UbX`gdYV`j]W`W`a`dU][ bg`

### Overcoming challenges

Senior Administration has identified challenges ahead in 2018:

- Continuing`hc`YI YW`hY`gYj YfU`Uf[ Y`V`f`dcfUHY`!`k ]XY`j]h]Uhj Yg`g]a`i`h`UbYci`g`m`Z`Ybgi`f]b[`h`Y]f`V`ta`d`Yh]cb`cb]`h]a`Y`Z`gV`dY`UbX`Vi`X[`Yh
- 5ggYgg]b[`XYdUfha`Ybh]g`cf[ Ub]nUh]cbU`ghfi`W`fY`Z`cf`cdh]a`U`dYfZ`fa`UbW`
- A`YYh]b[`h`Y`dYfg`cb`bY`b`YYXg`hc`Ybgi`fY`gi`W`gg`cZ`h`Y`C`F`D`
- A`YYh]b[`h`Y`[`fck`]b[`XYa`UbX`Z`cf`V`ta`a`i`b]WUh]cbg`fYgci`fW`g`Z`fca`V`ch`j]bhYfbU`UbX`YI`hYfbU`W]Yb`hg
- :`i`Z`]b[`h`Y`k ]XY`UbX`[`fck`]b[`gdYV`fi`a`cZ`di`V`]WYI`dYV`WUh]cbg`fY`UHYX`hc`hYV`bc`c[`m`UbX`]ggi`Yg`a`UbU[`Ya`Ybh
- FYgdc`bX]b[`hc`7ci`bhm[`fck`h`]b`on`line`expectations`YUX]b[`hc`a`cFY`on`line`gYfj`j]W`g`Z`j]bWYUgYX`gcV`U`Yb[`U[`Ya`Ybh`Z`j]b`V`bhYbh`j`c`i`a`Yg`UbX`\][`i`gYf`Yb[`U[`Ya`Ybh`UbX`YI`dYV`WUh]cbg`
- A`YYh]b[`h`Y`b`YYX`Z`cf`dfcZ`Ygg]cbU`m`XYg][`bYX`ja`U[`Yfm`h`Uh`Z`fh`Yfg`h`Y`[`cU`g`UbX`cV`YV`j]Yg`j]XYbh]Z`YX`j]b`V`ta`a`i`b]WUh]cb`ghfUHY[ ]Yg`Z`j]b`U`h]a`Y`m`UbX`V`gh`YZZ]V`Ybh`a`UbbYf`

### Improving continuously

Opportunities identified through Priority-Based Budget (PBB) tools:

- Following recent realignment, COMC is looking at what can be done to ensure public engagement is captured in PBB programs

Opportunities to enhance efficiency and effectiveness:

- New eNewsletter software (Robly) with improved analytics to replace unsupported software
- New survey software to replace unsupported software
- Cross-department opportunities to promote historical videos as part of Canada 150 celebrations



## Senior Administration

### 2018 operating budget

Operating Revenue / Expense		2018 Budget	2017 Restated Budget*	\$ Change 2018-2017	% Change 2018-2017	Notes
<b>Revenues</b>	User Fees & Charges	\$ 124,000	\$ 124,000	\$ -	0%	
		124,000	124,000	-	0%	
<b>Expenses</b>	Salaries & Wages	\$ 3,838,358	\$ 3,803,334	\$ 35,024	1%	Note 1
	Employee Benefits	860,266	854,707	5,559	1%	Note 1
	Training & Development	156,556	160,594	(4,038)	(3%)	
	Business Expenses	138,223	132,904	5,319	4%	
	Advertising & Printing	194,030	198,610	(4,580)	(2%)	
	Professional Services	353,420	257,831	95,589	37%	Note 2,3
	Rentals & Leases	4,185	3,903	282	7%	
	Contracted Services	17,500	7,500	10,000	133%	Note 4
	Supplies & Materials	50,042	46,588	3,454	7%	
	Equipment Purchases	17,738	12,788	4,950	39%	
	Telecommunications	18,875	18,925	(50)	(0%)	
	Grants & Requisitions	202,676	-	202,676	100%	Note 5
	Other Expenses	40,000	-	40,000	100%	Note 4
	Interprogram	(22,463)	(27,438)	4,975	(18%)	
	Total Expenses	5,869,406	5,470,246	399,160	7%	
<b>Net Surplus/(Deficit)</b>		(5,745,406)	(5,346,246)	(399,160)	7%	
<b>Non-Operating Items</b>		60,805	75,372	(14,567)	(19%)	Note 3
<b>TOTAL Division Surplus/(Deficit)</b>		<u>\$ (5,684,601)</u>	<u>\$ (5,270,874)</u>	<u>\$ (413,727)</u>	<u>8%</u>	

#### Notes for Changes

\*The 2017 budget has been restated to reflect the realignment of certain cost centers in the current year

- Note 1:** Salaries & wages, and employee benefits changed due to changes in standard salaries, grid movement, changes in benefit rates, staff reclassifications and annualization. Proposed 2018 staff additions.
- Note 2:** Professional services increased due to realignment of various professional services from Corporate Planning to Intergovernmental Affairs and Communications as a result of organization restructuring. Increase in professional services for external communications.
- Note 3:** Non-operating items changed due to changes in year-over-year costs of reserve-funded multi-year initiatives.
- Note 4:** Reallocation of licensing fees and support costs for the Online Research Panel from Corporate Planning to Communications.
- Note 5:** Increase due to new Capital Region Board Fees.



## Executive Team

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Revenues & Transfers	\$ -
Less Expenses & Transfers	2,939,362
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (2,939,362)</b>

## Communications

---

Revenues & Transfers	\$ 68,205
Less Expenses & Transfers	2,004,744
<b>Total Department Surplus/(Deficit)</b>	<b>\$ (1,936,539)</b>

## Intergovernmental Affairs Branch

---

Revenues & Transfers	\$ -
Less Expenses & Transfers	748,842
<b>Total Branch Surplus/(Deficit)</b>	<b>\$ (748,842)</b>

## Bruderheim Admin Branch

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Revenues & Transfers	\$ 124,000
Less Expenses & Transfers	183,858
<b>Total Branch Surplus/(Deficit)</b>	<b>\$ (59,858)</b>
<b>TOTAL DIVISION SURPLUS/(DEFICIT)</b>	<b>\$ (5,684,601)</b>



## Senior Administration

### 2018 departmental operating budgets

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours
<b>Senior Administration Division</b>			
2018-SIR-62	COMC - Administrative Assistant I	1.0	
2018-SIR-68	IA - Policy Analyst	1.0	
<b>Total 2018 Proposed Staff Additions</b>		<b>2.0</b>	<b>0</b>



# 2018 Budget

**Elected Officials**



**Becoming Canada's  
most livable community**

...focusing on priorities

## Introduction to Elected Officials

Strathcona County's elected officials are stewards of the County's strategic plan, the document that guides the 2015-2018 Corporate Business Plan and the 2018 Budget. Engaged citizens contribute their aspirations for our future on an ongoing basis. It is our responsibility to guide the community in realizing our shared vision of becoming Canada's most livable community. With the voices of our citizens setting direction for the programs and services that meet the needs of our community, we have established priorities to execute the critical functions of County government.

Our roles and obligations are set out in the Municipal Government Act and other legislation. It is our job to govern and to plan for success. We provide leadership and direction to Administration in the review and approval of policies and programs that benefit our residents, businesses, and industry.

To facilitate the decision making process and to inform the organization on regional issues, concerns and trends, Councillors are members of a number of external committees, boards and commissions. External representation ensures that the well-being and interests of the municipality as a whole are considered, represented, and promoted now and into the future.



### Mayor

Mayor's Office



### Councillors

Ward 1 | Ward 2

Ward 3 | Ward 4

Ward 5 | Ward 6

Ward 7 | Ward 8





## Elected Officials

### 2018 operating budget

Operating Revenue / Expense		2018 Budget	2017 Budget	\$ Change 2018-2017	% Change 2018-2017	Notes
<b>Expenses</b>	Salaries & Wages	\$ 911,892	\$ 887,824	\$ 24,068	3%	Note 1
	Employee Benefits	168,604	139,017	29,587	21%	Note 1
	Training & Development	81,300	82,088	(788)	(1%)	
	Business Expenses	62,928	61,535	1,393	2%	
	Advertising & Printing	156,976	159,139	(2,163)	(1%)	
	Supplies & Materials	8,700	8,750	(50)	(1%)	
	Repairs & Maintenance	150	150	-	0%	
	Equipment Purchases	2,000	2,000	-	0%	
	Telecommunications	8,921	7,289	1,632	22%	
	Total Expenses	1,401,471	1,347,792	53,679	4%	
	<b>Net Surplus/(Deficit)</b>	1,401,471	1,347,792	53,679	4%	
<b>Non-Operating Items</b>		-	-	-	0%	
<b>TOTAL Division Surplus/(Deficit)</b>		<b>\$ (1,401,471)</b>	<b>\$ (1,347,792)</b>	<b>\$ (53,679)</b>	<b>4%</b>	

#### Notes for Changes

**Note 1:** Salaries & wages, and employee benefits changed due to Elected Officials transitional allowance added. Benefits budget adjusted to reflect standardized benefit requirements due to a new Council.



# 2018 Recommended Budget

## Consolidated Capital Budget



**Becoming Canada's  
most livable community**

...focusing on priorities

#### Introduction

The 2018 capital budget demonstrates prudence and financial leadership with reasonable expectations on future budgets. A financially strategic approach in alignment with community priorities will guide the County in accomplishing goals while reducing risk and controlling costs.

In 2018, the focus will be to continue supporting annual maintenance programs, catch up on open projects and limit spending to infrastructure essential for service delivery. By planning carefully to capture strategic and financial opportunities, the capital budget positions the County well to ensure the organization is able to deliver on its promises. The budget reflects the challenges and opportunities of today's economic environment and what can be accomplished within the County's means to deliver capital projects that add true value to the community.

#### The value of capital

Capital assets, such as facilities, parks, vehicles, roads and water lines, are the backbone of every community. It is critical to rethink, revitalize and preserve our capital assets in order to meet community priorities, accommodate a vigorous and resilient economy, and continue to provide the essential services residents rely on each day for health, safety and enjoyment.

Building a responsible capital budget involves allocating resources to meet both today's needs and the requirements for long-term financial sustainability. A number of factors must be examined in terms of capital projects—the pressures of infrastructure maintenance, growth and new capital projects must be balanced against the impacts on future operating budgets, staff resources and available funding.

#### The true cost of capital

In 2017, the County approved a number of design projects, with the expectation that the subsequent construction elements would come forward as new capital requests in future years.

The 2018 capital budget includes a number of these subsequent construction projects, with updated business cases that reflect the true cost of capital.

It is important to view capital investment in terms of these true costs (design, land, construction, etc., as a whole) in order to support sound decision making—choosing the most important projects based on priorities and funding—and create positive impacts for the future.

#### A strategic planning approach

A variety of processes, strategies and funding options have been employed to promote long-term financial sustainability and responsible spending in the 2018 capital budget:

- Use of PBB principles to align capital recommendation with Council's strategic goals
- Utilize grants appropriately to position ourselves favourably for future capital demands
- Limited capital plan to enable project deliverability; set up departments for success

### Planning philosophy

The approach surrounding Strathcona County's capital planning continues to center on methods that clearly examine present needs and capacity while exploring efficiencies in the context of priorities.

The philosophy includes:

- Completing the appropriate steps, such as land purchase and utilities, prior to construction in order to help reduce capital budget amendments and issues with project delays.
- Unbundling the stages of capital projects to create multiple decision points in the construction process and give the County greater flexibility. The option to reconsider advancing on projects at the functional planning, schematic design or detailed design stages offers greater financial security.

### Focus for capital spending in 2018

Capital spending in 2018 will support the following programs and projects:

#### *Asset management: annual programs*

To ensure a sustainable future, the first capital consideration is the maintenance of existing assets. The recommended 2018 capital budget focuses largely on annual rehabilitation and replacement programs to support responsible capital planning and preventing an infrastructure deficit in the future. It is imperative to continue with the renewal cycles and annual maintenance based on periodic asset reviews to maintain service levels in the long term and protect the County's investments.

The cost for annual programs is expected to be \$36M in 2018. These programs are supported each year by specific, dedicated reserves that have been built over time to provide secure, continuous funding.

#### *Meeting community demands: service capital*

##### *Multi-Purpose Agricultural Facility (Outdoor Amenities and Servicing)*

The importance of agriculture to the economic, cultural and social well-being of Strathcona County has been identified. A multi-purpose agricultural facility will enhance the profile and strength of agricultural lifestyle in the County. The cost for this phase of the project is expected to be \$16.1M.

##### *OSRFS - Ardrossan Spray Park*

Expansion of the outdoor amenities in Ardrossan will compliment the existing recreation infrastructure and entice residents to frequent the recreation complex and surrounding area. The park reflects the needs of the community while considering available space and amenity requirements. The cost for the project is \$1.5M.

## Consolidated capital budget

### *Improving safety and service delivery:*

#### *Building Security Improvements*

To provide additional security for staff and visitors, modifications are required to create a new hallway entrance. These modifications are proactive measures to enhance the ability to provide service to the resident in a safe and comfortable environment. The cost of the project is \$160K.

#### *Asbestos Removal and Abatement Program*

This project is part of an ongoing program to remove asbestos from multiple vertical infrastructure Utility sites across the County. The removal of the asbestos will help ensure the health and safety of employees by providing a safe work environment. The cost of the project is \$150K.

### *Accommodating growth: infrastructure expansion*

#### *County Hall Phase 4 Renovations*

This project involves the re-stacking of the main floor of County Hall which will help meet current and future capacity needs, while providing a healthier, safe, and user friendly work environment. The cost for this phase of the modernization is expected to be \$4.6M.

### **Serving the community**

#### **The capital budget serves the community in five main ways:**

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

#### **Challenges identified include:**

- Maintaining current infrastructure
- Bridging the long-term funding gap
- Balancing capital needs for today and the future



# Consolidated capital budget

## 2018 capital budget

	Cost	Dept.
<b>Buildings</b>		
Annual Parking Lot Rehab Program	\$ 408,744	TAS
Annual Facility Capital Lifecycle	2,300,000	FAC
County Hall Phase 4 Renovations - Construction	4,652,000	FAC
OSRFS - Ardrossan Spray Park	1,500,000	RPC
OSRFS - Kinsmen Leisure Centre	5,000,000	RPC
Multi-Use Agriculture Facility - Outdoor Amenities & Servicing	16,110,000	TAS
Biomass - Fuel Handling Reconfiguration	150,000	UT
Building Security Improvements	160,000	FAC
	<b>30,280,744</b>	
<b>Electronic Hardware/Software</b>		
IT Corporate Infrastructure Replacement Program - Municipal	\$ 718,500	ITS
IT Infrastructure Replacement Program - Utilities	40,000	UT
IT Infrastructure Replacement Program - Library	57,267	LIB
Service Management Tool	114,250	ITS
Mobile Device Management	95,000	ITS
	<b>1,025,017</b>	
<b>Machinery &amp; Equipment</b>		
Annual Recreation Equipment Replacement Program	\$ 233,000	RPC
Annual SCES Equipment Replacement Program	84,000	SCES
Annual Water Meter / Radio Frequency Program	500,000	UT
Library Collection Replacement	589,279	LIB
Slide-in Calcium Tank	35,000	TAS
Dry Roadway Sweeper	12,000	TAS
Enhance Fibre - Festival Place	30,000	ITS
	<b>1,483,279</b>	
<b>Program Parks &amp; Open Space Development</b>		
Annual Parks Infrastructure Lifecycle	\$ 610,000	RPC
Annual OSRFS Outdoor Revitalization Program	1,136,000	RPC
Heritage Hills Park	285,000	RPC
	<b>2,031,000</b>	
<b>Utilities</b>		
Infrastructure Renewal - Utilities Lifecycle Management	\$ 700,000	UT
Annual Corrosion Control Program	85,000	UT
Annual Hydrant / Valve Replacement	281,000	UT
Annual Rollout Carts	92,600	UT
Ardrossan Water Supply New Main - Design and Land	500,000	UT
Transmission Meter Installation	350,000	UT
Asbestos Removal and Abatement Program	150,000	UT
	<b>2,158,600</b>	
<b>C - Construction</b>	<b>D - Design</b>	<b>L - Land</b>
<b>Annual Program</b>	<b>Rehab / Replacement</b>	<b>U - Utilities</b>
<b>Growth</b>	<b>Developer Levy</b>	<b>Suggested Annual Value Added</b>

Continued on next page

## Consolidated capital budget

### 2018 capital budget (continued)

<b>Roadway Infrastructure</b>			
Annual Rural Road Rehab Program	\$	6,776,587	TAS
Annual Bridge Replacement Project		1,990,000	TAS
Annual Residential Rehab Program		8,185,589	TAS
Annual Arterial Road Rehab Program		2,700,000	TAS
Annual Asphalt Trail Rehab Program		329,118	TAS
Annual Traffic & Pedestrian Safety Improvements		670,000	TPE
Annual Traffic Signal / Intersection Replacements		930,400	TPE
Annual Sidewalk Missing Links Program		902,782	TPE
Class I Grid Road Improvement_LU		1,284,500	TPE
Twp Rd 550, Rge Rd 221 to 830_DLU		1,125,000	TPE
Train Whistle Cessation Rg Rds 231, 223 and 220		46,500	TPE
		<b>24,940,476</b>	
<b>Vehicles</b>			
Fleet Transit Replacements	\$	3,238,890	FLT
Annual Utilities Fleet Addition & Replacement Program		570,968	UT
Annual Vehicle & Equipment Fleet Replacements		3,093,815	FLT
Vehicle purchase (Parent Link Centre)		45,675	FCS
Fleet Addition - SWC Tractor		55,000	RPC
Vehicles for Maintenance Operations		67,750	FAC
		<b>7,072,098</b>	
<b>GRAND TOTAL</b>		<b>68,991,214</b>	
<div> <div>C - Construction</div> <div>D - Design</div> <div>L - Land</div> <div>U - Utilities</div> </div> <div> <div>Annual Program</div> <div>Rehab / Replacement</div> <div>Suggested Annual</div> <div>Growth</div> <div>Developer Levy</div> <div>Value Added</div> </div>			

### 2018 capital funding

	Total Funding	Tax Levy	Reserve	Grants	Developer Levy	User Rates	Other
Buildings	30,280,744	14,499,000	5,744,944	10,036,800	-	-	-
Electronic Hardware / Software	1,025,017	-	1,025,017	-	-	-	-
Land Development	-	-	-	-	-	-	-
Machinery & Equipment	1,483,279	-	867,000	27,000	-	-	589,279
Program Parks & Open Space Development	2,031,000	-	1,821,000	-	-	-	210,000
Roadway Infrastructure	24,940,476	-	19,022,450	4,793,026	-	-	1,125,000
Utilities	2,158,600	-	2,158,600	-	-	-	-
Vehicles	7,072,098	-	6,472,098	600,000	-	-	-
<b>GRAND TOTAL</b>	<b>68,991,214</b>	<b>14,499,000</b>	<b>37,111,109</b>	<b>15,456,826</b>	<b>-</b>	<b>-</b>	<b>1,924,279</b>

## 2018 Capital Plan by Asset Category

	2018	2019	2020	2021	2022	2023+	Total
<b>Buildings</b>	27,380,744	2,900,000	-	-	-	-	30,280,744
<b>Electronic Hardware/Software</b>	1,025,017	-	-	-	-	-	1,025,017
<b>Land Development</b>	-	-	-	-	-	-	-
<b>Machinery &amp; Equipment</b>	1,483,279	-	-	-	-	-	1,483,279
<b>Program Parks &amp; Open Space Development</b>	2,031,000	-	-	-	-	-	2,031,000
<b>Roadway Infrastructure</b>	24,376,676	563,800	-	-	-	-	24,940,476
<b>Utilities</b>	1,908,600	250,000	-	-	-	-	2,158,600
<b>Vehicles</b>	7,072,098	-	-	-	-	-	7,072,098
<b>GRAND TOTAL</b>	65,277,414	3,713,800	-	-	-	-	68,991,214

## 2018 Capital Plan by Asset Category - Summary

	2018	2019	2020	2021	2022	2023+	Total
<b>Bldgs Buildings</b>							
Bldgs - A Buildings Annual Program	1,808,744	900,000	-	-	-	-	2,708,744
Bldgs - G Buildings Growth	6,152,000	-	-	-	-	-	6,152,000
Bldgs - R Buildings Rehab/Replacement	3,000,000	2,000,000	-	-	-	-	5,000,000
Bldgs - V Buildings Value Added	16,420,000	-	-	-	-	-	16,420,000
<b>Total: Bldgs Buildings</b>	<b>27,380,744</b>	<b>2,900,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,280,744</b>
<b>HwdSft Electronic Hardware/Software</b>							
HwdSft - A Electronic Hardware/Software Annual Program	815,767	-	-	-	-	-	815,767
HwdSft - R Hardware/Software Rehab/Replacement	114,250	-	-	-	-	-	114,250
HwdSft - SA Electronic Hardware/Software Suggested Annual Program	95,000	-	-	-	-	-	95,000
<b>Total: HwdSft Electronic Hardware/Software</b>	<b>1,025,017</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,025,017</b>
<b>ME Machinery &amp; Equipment</b>							
ME - A Machinery & Equipment Annual Program	1,406,279	-	-	-	-	-	1,406,279
ME - G Machinery & Equipment Growth	47,000	-	-	-	-	-	47,000
ME - R Machinery & Equipment Rehab/Replacement	30,000	-	-	-	-	-	30,000
<b>Total: ME Machinery &amp; Equipment</b>	<b>1,483,279</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,483,279</b>
<b>POSD Program Parks &amp; Open Space Development</b>							
POSD - A Parks & Open Space Development Annual Program	610,000	-	-	-	-	-	610,000
POSD - R Parks & Open Space Development Rehab/Replacement	1,421,000	-	-	-	-	-	1,421,000
<b>Total: POSD Program Parks &amp; Open Space Development</b>	<b>2,031,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,031,000</b>
<b>RI Roadway Infrastructure</b>							
RI - A Roadway Infrastructure Annual Program	22,484,476	-	-	-	-	-	22,484,476
RI - G Roadway Infrastructure Growth	1,845,700	563,800	-	-	-	-	2,409,500
RI - V Roadway Infrastructure Value Added	46,500	-	-	-	-	-	46,500
<b>Total: RI Roadway Infrastructure</b>	<b>24,376,676</b>	<b>563,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,940,476</b>
<b>UI Utilities</b>							
UI - A Utilities Infrastructure Annual Program	908,600	250,000	-	-	-	-	1,158,600
UI - G Utilities Infrastructure Growth	850,000	-	-	-	-	-	850,000
UI - R Utilities Infrastructure Rehab/Replacement	150,000	-	-	-	-	-	150,000
<b>Total: UI Utilities</b>	<b>1,908,600</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,158,600</b>
<b>Veh Vehicles</b>							
Veh - A Vehicles Annual Program	6,903,673	-	-	-	-	-	6,903,673
Veh - G Vehicles Growth	168,425	-	-	-	-	-	168,425
<b>Total: Veh Vehicles</b>	<b>7,072,098</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,072,098</b>
<b>GRAND TOTAL</b>	<b>65,277,414</b>	<b>3,713,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>68,991,214</b>

## 2018 Capital Plan by Asset Category - Detail

	2018	2019	2020	2021	2022	2023+	Total
<b>Bldgs Buildings</b>							
<b>Bldgs - A Buildings Annual Program</b>							
AUTO - 949 - TAS Annual Parking Lot Rehab Program (2018)	408,744	-	-	-	-	-	408,744
AUTO - 985 - FAC - Annual Facility Capital Lifecycle (2018)	1,400,000	900,000	-	-	-	-	2,300,000
Total: Bldgs - A Buildings Annual Program	1,808,744	900,000	-	-	-	-	2,708,744
<b>Bldgs - G Buildings Growth</b>							
AUTO - 1516 - FAC - County Hall Phase 4 Renovations - Construction (2018)	4,652,000	-	-	-	-	-	4,652,000
AUTO - 1262 - RPC OSRFS - Ardrossan Spray Park (2018)	1,500,000	-	-	-	-	-	1,500,000
Total: Bldgs - G Buildings Growth	6,152,000	-	-	-	-	-	6,152,000
<b>Bldgs - R Buildings Rehab/Replacement</b>							
AUTO - 1006 - RPC - OSRFS - Kinsmen Leisure Centre (2018)	3,000,000	2,000,000	-	-	-	-	5,000,000
Total: Bldgs - R Buildings Rehab/Replacement	3,000,000	2,000,000	-	-	-	-	5,000,000
<b>Bldgs - V Buildings Value Added</b>							
AUTO - 1688 - TAS - Multi-Use Agriculture Facility - Outdoor Amenities & Servicing	16,110,000	-	-	-	-	-	16,110,000
AUTO - 1702 - Biomass - Fuel Handling Reconfiguration	150,000	-	-	-	-	-	150,000
AUTO - 1735 - FAC - Building Security Improvements	160,000	-	-	-	-	-	160,000
Total: Bldgs - V Buildings Value Added	16,420,000	-	-	-	-	-	16,420,000
<b>Total: Bldgs Buildings</b>	<b>27,380,744</b>	<b>2,900,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,280,744</b>

## 2018 Capital Plan by Asset Category - Detail

	2018	2019	2020	2021	2022	2023+	Total
<b>HwdSft Electronic Hardware/Software</b>							
HwdSft - A Electronic Hardware/Software Annual Program							
AUTO - 1005 - ITS Corporate Infrastructure Replacement Program (2018)	718,500	-	-	-	-	-	718,500
AUTO - 982 - UT IT Infrastructure Replacement Program - Utilities (2018)	40,000	-	-	-	-	-	40,000
AUTO - 994 - LIB IT Infrastructure Replacement Program (2018)	57,267	-	-	-	-	-	57,267
Total: HwdSft - A Electronic Hardware/Software Annual Program	815,767	-	-	-	-	-	815,767
Total: HwdSft - G Electronic Hardware/Software Growth	-	-	-	-	-	-	-
HwdSft - R Hardware/Software Rehab/Replacement							
AUTO - 1755 - ITS - Service Management Tool	114,250	-	-	-	-	-	114,250
Total: HwdSft - R Electronic Hardware/Software Rehab/Replacement	114,250	-	-	-	-	-	114,250
HwdSft - SA Electronic Hardware/Software Suggested Annual Program							
AUTO - 1754 - Mobile Device Management	95,000	-	-	-	-	-	95,000
Total: HwdSft - SA Electronic Hardware/Software Suggested Annual Program	95,000	-	-	-	-	-	95,000
<b>Total: HwdSft Electronic Hardware/Software</b>	<b>1,025,017</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,025,017</b>
<b>ME Machinery &amp; Equipment</b>							
ME - A Machinery & Equipment Annual Program							
AUTO - 965 - RPC - Annual Recreation Equipment Replacement Program (2018)	233,000	-	-	-	-	-	233,000
AUTO - 969 - SCES - Annual Equipment Replacement Program (2018)	84,000	-	-	-	-	-	84,000
AUTO - 981 - UT Annual Water Meter / Radio Frequency Program (2018)	500,000	-	-	-	-	-	500,000
AUTO - 993 - LIB Annual - Library Collection Replacement (2018)	589,279	-	-	-	-	-	589,279
Total: ME - A Machinery & Equipment Annual Program	1,406,279	-	-	-	-	-	1,406,279
ME - G Machinery & Equipment Growth							
AUTO - 1684 - TAS - Slide-in Calcium Tank	35,000	-	-	-	-	-	35,000
AUTO - 1685 - TAS - Dry Roadway Sweeper	12,000	-	-	-	-	-	12,000
Total: ME - G Machinery & Equipment Growth	47,000	-	-	-	-	-	47,000
ME - R Machinery & Equipment Rehab/Replacement							
AUTO - 1634 - ITS - Enhance Fibre - Festival Place	30,000	-	-	-	-	-	30,000
Total: ME - R Machinery & Equipment Rehab/Replacement	30,000	-	-	-	-	-	30,000
<b>Total: ME Machinery &amp; Equipment</b>	<b>1,483,279</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,483,279</b>

## 2018 Capital Plan by Asset Category - Detail

	2018	2019	2020	2021	2022	2023+	Total
<b>POSD Program Parks &amp; Open Space Development</b>							
POSD - A Parks & Open Space Development Annual Program							
AUTO - 964 - RPC - Annual Parks Infrastructure Lifecycle (2018)	610,000	-	-	-	-	-	610,000
Total: POSD - A Parks & Open Space Development Annual Program	610,000	-	-	-	-	-	610,000
POSD - R Parks & Open Space Development Rehab/Replacement							
AUTO - 1743 - RPC - Heritage Hills Park	285,000	-	-	-	-	-	285,000
AUTO - 970 - RPC - Annual - OSRFS Outdoor Revitalization Program (2018)	1,136,000	-	-	-	-	-	1,136,000
Total: POSD - R Parks & Open Space Development Rehab/Replacement	1,421,000	-	-	-	-	-	1,421,000
<b>Total: POSD Program Parks &amp; Open Space Development</b>	<b>2,031,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,031,000</b>
<b>RI Roadway Infrastructure</b>							
RI - A Roadway Infrastructure Annual Program							
AUTO - 939 - TAS Annual Rural Road Rehab Program (2018)	6,776,587	-	-	-	-	-	6,776,587
AUTO - 946 - TAS Annual Bridge Replacement Project (2018)	1,990,000	-	-	-	-	-	1,990,000
AUTO - 947 - TAS Annual Residential Rehab Program (2018)	8,185,589	-	-	-	-	-	8,185,589
AUTO - 950 - TAS Annual Arterial Road Rehab Program (2018)	2,700,000	-	-	-	-	-	2,700,000
AUTO - 951 - TAS Annual Asphalt Trail Rehab Program (2018)	329,118	-	-	-	-	-	329,118
AUTO - 952 - TPE - Annual Traffic & Pedestrian Safety Improvements (2018)	670,000	-	-	-	-	-	670,000
AUTO - 953 - TPE - Annual Traffic Signal / Intersection Replacements (2018)	930,400	-	-	-	-	-	930,400
AUTO - 962 - TPE - Annual Sidewalk Missing Links Program (2018)	902,782	-	-	-	-	-	902,782
Total: RI - A Roadway Infrastructure Annual Program	22,484,476	-	-	-	-	-	22,484,476
RI - G Roadway Infrastructure Growth							
AUTO - 1651 - TPE-RUR - Class I Grid Road Improvement_LU	720,700	563,800	-	-	-	-	1,284,500
AUTO - 1674 - TPE-RUR-Twp Rd 550, Rge Rd 221 to 830_DLU	1,125,000	-	-	-	-	-	1,125,000
Total: RI - G Roadway Infrastructure Growth	1,845,700	563,800	-	-	-	-	2,409,500
RI - V Roadway Infrastructure Value Added							
AUTO - 1769 - TPE - Train Whistle Cessation Rg Rds 231, 223 and 220	46,500	-	-	-	-	-	46,500
Total: RI - V Roadway Infrastructure Value Added	46,500	-	-	-	-	-	46,500
<b>Total: RI Roadway Infrastructure</b>	<b>24,376,676</b>	<b>563,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,940,476</b>



## 2018 Capital Plan by Asset Category - Detail

### UI Utilities

	2018	2019	2020	2021	2022	2023+	Total
UI - A Utilities Infrastructure Annual Program							
AUTO - 1701 - UT Infrastructure Renewal - Utilities Lifecycle Management (2018)	450,000	250,000	-	-	-	-	700,000
AUTO - 977 - UT Annual Corrosion Control Program (2018)	85,000	-	-	-	-	-	85,000
AUTO - 978 - UT Annual Hydrant / Valve Replacement (2018)	281,000	-	-	-	-	-	281,000
AUTO - 983 - UT Annual Rollout Carts (2018)	92,600	-	-	-	-	-	92,600
Total: UI - A Utilities Infrastructure Annual Program	908,600	250,000	-	-	-	-	1,158,600
UI - G Utilities Infrastructure Growth							
AUTO - 1563 - UT Ardrossan Water Supply New Main - Design and Land	500,000	-	-	-	-	-	500,000
AUTO - 1703 - Transmission Meter Installation	350,000	-	-	-	-	-	350,000
Total: UI - G Utilities Infrastructure Growth	850,000	-	-	-	-	-	850,000
UI - R Utilities Infrastructure Rehab/Replacement							
AUTO - 1700 - UT - Asbestos Removal and Abatement Program (2018)	150,000	-	-	-	-	-	150,000
Total: UI - R Utilities Infrastructure Rehab/Replacement	150,000	-	-	-	-	-	150,000
<b>Total: UI Utilities</b>	<b>1,908,600</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,158,600</b>

### Veh Vehicles

Veh - A Vehicles Annual Program							
AUTO - 1000 - FLT Transit Replacements (2018)	3,238,890	-	-	-	-	-	3,238,890
AUTO - 980 - UT Annual Utilities Fleet Addition & Replacement Program (2018)	570,968	-	-	-	-	-	570,968
AUTO - 998 - FLT Annual V & E Fleet Replacements (2018)	3,093,815	-	-	-	-	-	3,093,815
Total: Veh - A Vehicles Annual Program	6,903,673	-	-	-	-	-	6,903,673
Veh - G Vehicles Growth							
AUTO - 1600 - FAC - Vehicles for Maint Ops - Em Hills Pool, Em Hills Pavilion, EnviroServices, HR space (2018)	67,750	-	-	-	-	-	67,750
AUTO - 1690 - FCS - Vehicle purchase (Parent Link Centre)	45,675	-	-	-	-	-	45,675
AUTO - 966 - RPC - Fleet Addition - SWC Tractor (2018)	55,000	-	-	-	-	-	55,000
Total: Veh - G Vehicles Growth	168,425	-	-	-	-	-	168,425
<b>Total: Veh Vehicles</b>	<b>7,072,098</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,072,098</b>
<b>GRAND TOTAL</b>	<b>65,277,414</b>	<b>3,713,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>68,991,214</b>

## 2018 Capital Funding

	Total Funding	Tax Levy	Reserve	Grants	Developer Levy	User Rates	Other
Buildings	30,280,744	14,499,000	5,744,944	10,036,800	-	-	-
Electronic Hardware / Software	1,025,017	-	1,025,017	-	-	-	-
Land Development	-	-	-	-	-	-	-
Machinery & Equipment	1,483,279	-	867,000	27,000	-	-	589,279
Program Parks & Open Space Development	2,031,000	-	1,821,000	-	-	-	210,000
Roadway Infrastructure	24,940,476	-	19,022,450	4,793,026	-	-	1,125,000
Utilities	2,158,600	-	2,158,600	-	-	-	-
Vehicles	7,072,098	-	6,472,098	600,000	-	-	-
<b>GRAND TOTAL</b>	<b>68,991,214</b>	<b>14,499,000</b>	<b>37,111,109</b>	<b>15,456,826</b>	<b>-</b>	<b>-</b>	<b>1,924,279</b>

## 2018 Capital Funding

	Total Funding	Tax Levy	Reserve	Grants	Developer Levy	User Rates	Other
Tax Levy	14,499,000	14,499,000					
Committed Funds							
Municipal	28,752,716		28,752,716				
Utilities	3,419,568		3,419,568				
Uncommitted Funds							
Capital Projects Reserve - 1.3773.4266	4,938,825		4,938,825				
Corporate Grants							
MSI - Capital	10,036,800			10,036,800			
Gas Tax Fund	4,820,026			4,820,026			
Other	600,000			600,000			
Developer Levy	-				-		
User Rates	-					-	
Other	1,924,279						1,924,279
<b>GRAND TOTAL</b>	<b>68,991,214</b>	<b>14,499,000</b>	<b>37,111,109</b>	<b>15,456,826</b>	<b>-</b>	<b>-</b>	<b>1,924,279</b>

Total Debenture Financing	14,499,000	14,499,000	-	-	-	-	-
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Total Reserve Financing	-	-	-	-	-	-	-
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## 2018 Capital Funding Summary

**Buildings**

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Bldgs - A Buildings Annual Program								
AUTO - 949 - TAS Annual Parking Lot Rehab Program (2018)	408,744	-	408,744	-	-	-	-	- 1.3800.4263 - TAS Annual Parking Lot Rehab
AUTO - 985 - FAC - Annual Facility Capital Lifecycle (2018)	2,300,000	-	2,300,000	-	-	-	-	- 1.3800.2644 - Facility Lifecycle
Total: Bldgs - A Buildings Annual Program	2,708,744	-	2,708,744	-	-	-	-	
Bldgs - G Buildings Growth								
AUTO - 1516 - FAC - County Hall Phase 4 Renovations - Construction (2018)	4,652,000	-	465,200	4,186,800	-	-	-	- 1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital
AUTO - 1262 - RPC OSRFS - Ardrossan Spray Park (2018)	1,500,000	-	150,000	1,350,000	-	-	-	- 1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital
Total: Bldgs - G Buildings Growth	6,152,000	-	615,200	5,536,800	-	-	-	
Bldgs - R Buildings Rehab/Replacement								
AUTO - 1006 - RPC - OSRFS - Kinsmen Leisure Centre (2018)	5,000,000	-	500,000	4,500,000	-	-	-	- 1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital
Total: Bldgs - R Buildings Rehab/Replacement	5,000,000	-	500,000	4,500,000	-	-	-	
Bldgs - V Buildings Value Added								
AUTO - 1688 - TAS - Multi-Use Agriculture Facility - Outdoor Amenities & Servicing	16,110,000	14,499,000	1,611,000	-	-	-	-	- Tax Levy Debenture 1.3773.4266 - Capital Projects Reserve
AUTO - 1702 - Biomass - Fuel Handling Reconfiguration	150,000	-	150,000	-	-	-	-	- 11.4440.6 - UT Future Wastewater Capital
AUTO - 1735 - FAC - Building Security Improvements	160,000	-	160,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
Total: Bldgs - V Buildings Value Added	16,420,000	14,499,000	1,921,000	-	-	-	-	
<b>Total: Buildings</b>	<b>30,280,744</b>	<b>14,499,000</b>	<b>5,744,944</b>	<b>10,036,800</b>	-	-	-	

## 2018 Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Electronic Hardware/Software</b>								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1005 - ITS Corporate Infrastructure Replacement Program (2018)	718,500	-	718,500	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 982 - UT IT Infrastructure Replacement Program - Utilities (2018)	40,000	-	40,000	-	-	-	-	11.4440.6 - UT Future Wastewater Capital
AUTO - 994 - LIB IT Infrastructure Replacement Program (2018)	57,267	-	57,267	-	-	-	-	1.4518 - SCL Equipment
Total: HwdSft - A Electronic Hardware/Software Annual Program	815,767	-	815,767	-	-	-	-	
HwdSft - R Hardware/Software Rehab/Replacement								
AUTO - 1755 - ITS - Service Management Tool	114,250	-	114,250	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: HwdSft - R Electronic Hardware/Software Rehab/Replacement	114,250	-	114,250	-	-	-	-	
HwdSft - SA Suggested Annual Hardware/Software Program								
AUTO - 1754 - Mobile Device Management	95,000	-	95,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: HwdSft - R Electronic Hardware/Software	95,000	-	95,000	-	-	-	-	
<b>Total: Electronic Hardware/Software</b>	<b>1,025,017</b>	-	<b>1,025,017</b>	-	-	-	-	
<b>Machinery &amp; Equipment</b>								
ME - A Machinery & Equipment Annual Program								
AUTO - 965 - RPC - Annual Recreation Equipment Replacement Program (2018)	233,000	-	233,000	-	-	-	-	1.3800.7061 - RPC Rec Equipment Reserve
AUTO - 969 - SCES - Annual Equipment Replacement Program (2018)	84,000	-	84,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
AUTO - 981 - UT Annual Water Meter / Radio Frequency Program (2018)	500,000	-	500,000	-	-	-	-	11.4440.5 - Future Water Capital
AUTO - 993 - LIB Annual - Library Collection Replacement (2018)	589,279	-	-	-	-	-	589,279	1791 - Contribution to capital
Total: ME - A Machinery & Equipment Annual Program	1,406,279	-	817,000	-	-	-	589,279	
ME - G Machinery & Equipment Growth								
AUTO - 1684 - TAS - Slide-in Calcium Tank	35,000	-	35,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
AUTO - 1685 - TAS - Dry Roadway Sweeper	12,000	-	12,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: ME - G Machinery & Equipment Growth	47,000	-	47,000	-	-	-	-	
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 1634 - ITS - Enhance Fibre - Festival Place	30,000	-	3,000	27,000	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: ME - R Machinery & Equipment	30,000	-	3,000	27,000	-	-	-	
<b>Total: Machinery &amp; Equipment</b>	<b>1,483,279</b>	-	<b>867,000</b>	<b>27,000</b>	-	-	<b>589,279</b>	

## 2018 Capital Funding Summary

**Program Parks & Open Space Development**

POSD - A Parks &amp; Open Space Development Annual Program

AUTO - 964 - RPC - Annual Parks Infrastructure Lifecycle (2018)

Total: POSD - A Parks &amp; Open Space Development Annual Program

POSD - R Parks &amp; Open Space Development

Rehab/Replacement

AUTO - 1743 - RPC - Heritage Hills Park

AUTO - 970 - RPC - Annual - OSRFS Outdoor

Revitalization Program (2018)

Total: POSD - R Parks &amp; Open Space Development

Rehab/Replacement

**Total: Program Parks & Open Space Development**

Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
610,000	-	455,000	-	-	-	155,000	1.3800.7060 - RPC Parks Mjr Maint Project 1806 - Community Sponsorship
610,000	-	455,000	-	-	-	155,000	
285,000	-	285,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
1,136,000	-	1,081,000	-	-	-	55,000	1.3773.4266 - Capital Projects Reserve 1806 - Community Sponsorship
1,421,000	-	1,366,000	-	-	-	55,000	
2,031,000	-	1,821,000	-	-	-	210,000	

## 2018 Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Roadway Infrastructure</b>								
RI - A Roadway Infrastructure Annual Program								
AUTO - 939 - TAS Annual Rural Road Rehab Program (2018)	6,776,587	-	6,776,587	-	-	-	-	1.3800.4268 - TAS Annual Rural Road Program
AUTO - 946 - TAS Annual Bridge Replacement Project (2018)	1,990,000	-	1,379,691	610,309	-	-	-	1.3800.4267 - TAS Annual Bridge Rehab Program
AUTO - 947 - TAS Annual Residential Rehab Program (2018)	8,185,589	-	5,158,922	3,026,667	-	-	-	1.3430.130 - Gas Tax Fund 1.3800.4261 - TAS Annual Res Road Rehab Program
AUTO - 950 - TAS Annual Arterial Road Rehab Program (2018)	2,700,000	-	2,700,000	-	-	-	-	1.3430.130 - Gas Tax Fund 1.3800.4266 - TAS Urban Arterial Road Program
AUTO - 951 - TAS Annual Asphalt Trail Rehab Program (2018)	329,118	-	329,118	-	-	-	-	1.3800.4262 - TAS Annual Trail Rehab
AUTO - 952 - TPE - Annual Traffic & Pedestrian Safety Improvements (2018)	670,000	-	670,000	-	-	-	-	1.3800.4269 - TAS Annual Traffic Safety / Pedestrian
AUTO - 953 - TPE - Annual Traffic Signal / Intersection Replacements (2018)	930,400	-	930,400	-	-	-	-	1.3800.4264 - TAS Annual Traffic Signals / Intersection Improvement Program
AUTO - 962 - TPE - Annual Sidewalk Missing Links Program (2018)	902,782	-	902,782	-	-	-	-	1.3800.4266 - TAS Urban Arterial Road Program
Total: RI - A Roadway Infrastructure Annual Program	22,484,476	-	18,847,500	3,636,976	-	-	-	
RI - G Roadway Infrastructure Growth								
AUTO - 1651 - TPE-RUR - Class I Grid Road Improvement LU	1,284,500	-	128,450	1,156,050	-	-	-	1.3773.4266 - Capital Projects Reserve 1.3430.130 - Gas Tax Fund
AUTO - 1674 - TPE-RUR-Twp Rd 550, Rge Rd 221 to 830 DLU	1,125,000	-	-	-	-	-	1,125,000	1807 - Industry Contribution
Total: RI - G Roadway Infrastructure Growth	2,409,500	-	128,450	1,156,050	-	-	1,125,000	
RI - V Roadway Infrastructure Value Added								
AUTO - 1769 - TPE - Train Whistle Cessation Rg Rds 231, 223 and 220	46,500	-	46,500	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: RI - V Roadway Infrastructure Value Added	46,500	-	46,500	-	-	-	-	
<b>Total: Roadway Infrastructure</b>	<b>24,940,476</b>	<b>-</b>	<b>19,022,450</b>	<b>4,793,026</b>	<b>-</b>	<b>-</b>	<b>1,125,000</b>	



## 2018 Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Utilities</b>								
UI - A Utilities Infrastructure Annual Program								
AUTO - 1701 - UT Infrastructure Renewal - Utilities Lifecycle Management (2018)	700,000	-	700,000	-	-	-	-	11.4440.5 - UT Future Water Capital
AUTO - 977 - UT Annual Corrosion Control Program (2018)	85,000	-	85,000	-	-	-	-	11.4440.6 - UT Future Wastewater Capital
AUTO - 978 - UT Annual Hydrant / Valve Replacement (2018)	281,000	-	281,000	-	-	-	-	11.4440.5 - UT Future Water Capital
AUTO - 983 - UT Annual Rollout Carts (2018)	92,600	-	92,600	-	-	-	-	11.4440.3 - UT Refuse Management Capital
Total: UI - A Utilities Infrastructure Annual Program	1,158,600	-	1,158,600	-	-	-	-	
UI - G Utilities Infrastructure Growth								
AUTO - 1563 - UT Ardrossan Water Supply New Main - Design and Land	500,000	-	500,000	-	-	-	-	11.4440.5 - UT Future Water Capital
AUTO - 1703 - Transmission Meter Installation	350,000	-	350,000	-	-	-	-	11.4440.5 - UT Future Water Capital
Total: UI - G Utilities Infrastructure Growth	850,000	-	850,000	-	-	-	-	
UI - R Utilities Infrastructure Rehab/Replacement								
AUTO - 1700 - UT - Asbestos Removal and Abatement Program (2018)	150,000	-	150,000	-	-	-	-	11.4440.5 - UT Future Water Capital
Total: UI - R Utilities Infrastructure Rehab/Replacement	150,000	-	150,000	-	-	-	-	11.4440.6 - UT Future Wastewater Capital
<b>Total: Utilities</b>	<b>2,158,600</b>	-	<b>2,158,600</b>	-	-	-	-	
<b>Vehicles</b>								
Veh - A Vehicles Annual Program								
AUTO - 1000 - FLT Transit Replacements (2018)	3,238,890	-	2,638,890	600,000	-	-	-	1.3800.4151 - SCT Fleet Replacement
AUTO - 980 - UT Annual Utilities Fleet Addition & Replacement Program (2018)	570,968	-	570,968	-	-	-	-	1800 - PTIF Grant
AUTO - 998 - FLT Annual V & E Fleet Replacements (2018)	3,093,815	-	3,093,815	-	-	-	-	11.4440.5 - UT Future Water Capital
Total: Veh - A Vehicles Annual Program	6,903,673	-	6,303,673	600,000	-	-	-	11.4440.6 - UT Future Wastewater Capital
Veh - G Vehicles Growth								1.3800.4134 - Vehicle Fleet & Equipment Replacement Reserve
AUTO - 1600 - FAC - Vehicles for Maint Ops - Em Hills Pool, Em Hills Pavilion, Enviroservices, HR space (2018)	67,750	-	67,750	-	-	-	-	
AUTO - 1690 - FCS - Vehicle purchase (Parent Link Centre)	45,675	-	45,675	-	-	-	-	1.3773.4266 - Capital Projects Reserve
AUTO - 966 - RPC - Fleet Addition - SWC Tractor (2018)	55,000	-	55,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: Veh - G Vehicles Growth	168,425	-	168,425	-	-	-	-	
<b>Total: Vehicles</b>	<b>7,072,098</b>	-	<b>6,472,098</b>	<b>600,000</b>	-	-	-	
<b>GRAND TOTAL</b>	<b>68,991,214</b>	<b>14,499,000</b>	<b>37,111,109</b>	<b>15,456,826</b>	-	-	<b>1,924,279</b>	



## 2018 Budget – Questions for Clarification, Flagged Items and Post-Budget Follow-up Items

Council is asked to reserve questions until each presentation is completed. After each presentation, the Mayor will call for items in the order listed below:

NO  
COUNCIL  
VOTE  
REQUIRED

### 1) Questions for clarification:

- When direct clarification is required and a response can be provided immediately by administration
- Does not require further information from administration or future Council discussion
- If question is not adequately answered and/or requires information to be brought back, or further discussion, it proceeds to flagged item process (below)

COUNCIL  
VOTE  
REQUIRED

### 2) Flagged Items – information requests and future discussion:

- If an issue raised by a Councillor is deemed **critical for budget approval**, the Mayor will call for a vote on whether the issue should be flagged for follow up during the budget process.
- If the item receives a majority vote, the item will be flagged and will come back to Council during the budget process.
- Items may be flagged to:
  - o Require further information from administration
  - o Bring back for additional Council discussion
- All flagged items will be brought forward for Council discussion and direction prior to budget approval (flagged item discussions are currently scheduled for Nov. 30 and Dec 4, if required)

COUNCIL  
VOTE  
REQUIRED ON  
SUBSEQUENT  
MOTIONS

### 3) Follow-up items post-budget approval:

- When information is non-critical to budget approval and the focus is on enhanced understanding, information can be received by Council after budget approval (by February 27, 2018)
- Voting on subsequent motions for follow up items will occur at the end of budget presentations

*At the end of each presentation, administration confirms flagged items, questions for clarification, or post-budget follow-up items and keeps a record.*

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*Council will be provided with necessary information critical for budget approval and administration responses are focused on most critical information required by Council.*



## 2018 Proposed Staff Additions

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours
<b>Infrastructure &amp; Planning Services Division</b>			
2018-SIR-19	TAS - Right-of-Way Technologist (Temp to Perm)	1.0	
2018-SIR-21	TAS - Temporary Agriculture Initiative Specialist II		1,820
2018-SIR-22	TAS - Temporary Agriculture Initiative Specialist II		1,820
		1.0	3,640
<b>Utilities Department</b>			
2018-SIR-23	UT - Waste Diversion Attendant (Increase casual hours)		4,000
2018-SIR-24	UT - Sr. Infrastructure Technologist (Temp in Place)	1.0	
		1.0	4,000
<b>Community Services Division</b>			
2018-SIR-10	FCS - Home Support, Practice Supervisor	1.0	
2018-SIR-32	FCS - Home Support Health Care Aide (Temp to Perm Conversion)	0.5	
2018-SIR-33	FCS - Home Support Health Care Aide (Temp to Perm conversion)	0.5	
2018-SIR-26	RPC - Parks Operations Growth		2,500
2018-SIR-47	RCMP & ES - Telecommunications Operator		2,080
2018-SIR-48	RCMP & ES - Telecommunications Operator		2,080
2018-SIR-58	RCMP & ES - Telecommunications Operator		2,080
2018-SIR-59	RCMP & ES - Telecommunications Operator		2,080
2018-SIR-61	RCMP & ES - Overtime Increase		401
		2.0	11,221
<b>Corporate Services Division</b>			
2018-SIR-49	HR- HR Administrator - OHS (temp in place)		1,820
2018-SIR-50	HR - HR Administrator - Workforce Planning & Dev (temp in place)	1.0	
2018-SIR-64	HR - Senior HR Advisor, Policy and Classification (Temp in place)	1.0	
2018-SIR-65	HR - Coordinator, HR Advisory Services	1.0	
2018-SIR-66	HR - Senior WPD Advisor (Temp position, temp in place)		1,820
2018-SIR-67	HR - Workplace Supports Advisor		1,820
2018-SIR-43	ITS - Administrative Support Assistant II (Temp in Place)	1.0	
2018-SIR-45	ITS - Infrastructure Analyst (temp)		1,820
2018-SIR-7	ITS - Enterprise Architect	1.0	
2018-SIR-55	LLS - Lawyer (temp)		1,820
2018-SIR-56	LLS - Legislative & Legal Administration Support	1.0	
		6.0	9,100

## 2018 Proposed Staff Additions

Change Request			Temporary or
Number	Change Request Name	F.T.E.	Overtime Hours
<b>Financial and Strategic Management Division</b>			
2018-SIR-4	ASMTX - Assessor I - Increase from .6 to 1 FTE	0.4	
2018-SIR-27	PS - Buyer (Temp in Place)		1,820
2018-SIR-39	FIN - Sr. Financial Advisor	1.0	
2018-SIR-3	CP - Temporary Projects Support		1,064
		1.4	2,884
<b>Senior Administration Division</b>			
2018-SIR-62	COMC - Administrative Assistant I	1.0	
2018-SIR-68	IA - Policy Analyst	1.0	
		2.0	0
<b>Total 2018 Proposed Staff Additions</b>		<b>13.4</b>	<b>30,845</b>

## 2018 Proposed Initiatives

Change Request		Temporary or Overtime		Total Cost
Number	Change Request Name	F.T.E.	Hours	(excluding ongoing)
Infrastructure & Planning Services Division				
2018-INIT-36	EDT - Regional Economic Development (Edmonton Global) Participation			\$100,000 \$300,000
2018-INIT-29	TPE - Purchase New LIDAR Data			\$250,000 \$250,000
2018-INIT-8	PDS - Center In the Park (CITP) Area Redevelopment Plan (ARP) Update			\$300,000 \$300,000
2018-INIT-15	TAS - 2018 Agricultural Service Board Tour			\$300,000 \$300,000
2018-INIT-14	TAS - Brushing Program			\$75,000 ongoing
		0.0	0	\$1,025,000 \$1,150,000
Community Services Division				
2018-INIT-17	FCS - Social Framework Implementation			\$72,500 ongoing
2018-INIT-20	FCS - Social Services Grants			\$100,000 \$200,000
2018-INIT-19	FCS-Community Hub/Seniors Centre Feasibility Study			\$100,000 \$100,000
2018-INIT-23	RPC - Class Support			\$100,000 \$100,000
2018-INIT-22	RPC - Communities in Bloom Symposium			\$300,000 \$300,000
2018-INIT-24	RPC - OSRFS Public Engagement			\$55,000 \$55,000
2018-INIT-9	SCT - Mobility Bus Fare Alignment	1.0	3,900	\$268,554 ongoing
		1.0	3,900	\$996,054 \$755,000
Corporate Planning Services Division				
2018-INIT-30	FAC - Strategic Energy Management Review			\$85,000 \$85,000
2018-INIT-38	HR - IAFF Arbitration			\$60,000 \$60,000
2018-INIT-27	HR - OHS/DM Technology Solution Bus Case			\$50,000 \$50,000
2018-INIT-37	HR Temporary and Project Resources (2 Temp Positions)		3,640	\$211,384 \$631,735
2018-INIT-35	ITS - County Connect Program Development	1.0		\$200,000 ongoing
2018-INIT-26	ITS - Strategy Implementation			\$50,000 \$50,000
2018-INIT-31	LLS - E-Scribe Data Base Replacement Project			\$30,000 \$30,000
		1.0	3,640	\$686,384 \$906,735
Financial and Strategic Management Division				
2018-INIT-16	PS - Contracted Buyer			\$135,000 \$135,000
		0.0	0	\$135,000 \$135,000
Fiscal Services				
2018-INIT-13	FIS - Asset Management Initiatives			\$375,000 \$2,015,000
2018-INIT-7	FIS - Development Levies			\$100,000 \$100,000
2018-INIT-6	FIS - Enterprise Risk Management			\$100,000 \$100,000
2018-INIT-28	FIS - TPE Industrial Heartland Infrastructure Reserve			\$507,000 \$507,000
		0.0	0	\$1,082,000 \$2,722,000
Total Initiatives		2.0	7,540	\$ 3,924,438 \$ 5,668,735







## Canada's most livable community

STRATEGIC PLAN  
2013-2030



## 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.**





## Our priorities

**Goal 1:** Strategically manage, invest and plan for sustainable municipal infrastructure

**Goal 2:** Increase and diversify the petrochemical business

**Goal 3:** Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity

**Goal 4:** Increase public involvement and communicate with the community on issues affecting the County's future

**Goal 5:** Increase and diversify agricultural business

**Goal 6:** Promote Strathcona County locally, nationally and internationally as a place that is open for business and investment

**Goal 7:** Build strong neighbourhoods/communities to support the diverse needs of our residents

**Goal 8:** Provide a climate of safety for individuals in homes, neighbourhoods and public places

**Goal 9:** Improve the efficiency of resource usage; minimize the volume of waste and its impact on the community

**Goal 10:** Conserve representative ecosystems

**Goal 11:** Ensure facilities and activities are available, accessible and used by residents

**Goal 12:** Define and strengthen the community's identity and heritage

### 2015-2018 FOCUS

Prioritized strategic goals inform the creation of four-year business plan cycles. While all of the strategic goals are important, having them ranked by Council allows the organization to invest strategically, and to direct effort and resources to those areas deemed most important over the course of the four-year business plan cycle.

# Council's strategic planning framework

*Council's strategic planning framework shows how Strathcona County activities align to achieve its vision. Council's strategic plan is the County's principal guiding document for governance, community development, infrastructure and service delivery. This document directs the long-term planning for the County and serves as a foundation on which the County's corporate business plan, department business plans, master plans and budgets are developed.*

*Together, these tools guide staff to act on their responsibilities and implement Council's vision.*

## Our vision and priorities in 2030

Living in Strathcona County is a statement about what we aspire to be and paints a picture of what the community will look like in the future. Our vision represents the elements of our livable community. It describes the County-wide priorities and outcomes necessary to achieve our vision.

## Measuring success

To drive continuous improvement and enhance decision making, we have built accountability into each step of the planning process; we monitor both strategic direction and operational performance. We monitor long-term direction at the strategic priority area level, through our corporate business plan reporting.

We are accountable to the community for our progress and performance, as well as for the associated fiscal costs and resources used to achieve our desired goals and objectives.

## Priority-based business planning and budgeting

Integral to the strategic planning framework is priority-based budgeting. The philosophy behind priority-based budgeting is that resources should be allocated, based on how effectively a program or service achieves the goals or objectives that are of the greatest value to the community.

Priority-based budgeting processes and tools enable Strathcona County to fully understand the programs it provides citizens and businesses; the value they offer, how much they cost, and how they reflect community priorities.





## County-wide priority areas

*To focus the County's efforts and realize its vision, Council identified areas of strategic priority. These were chosen based on an analysis of the opportunities and challenges facing the County, as well as its ability to manage and deliver on its desired goals.*

Priority areas are broad directions for realizing the aspirations and qualities desired by the County. Through a strategic planning process, Council conceptualized specific futures, and set goals and outcomes to achieve these futures, while remaining true to the community vision statement.

Priority-based budgeting builds on strategic priorities, with additional detailed results defined that are foundational to the strategic planning framework.

### Economy

- ▷ World leader in petrochemical cluster
- ▷ Diverse economy
- ▷ Effective and efficient municipal infrastructure

### Governance

- ▷ Cooperative partnerships with community, business, industry and neighbouring governments

### Social

- ▷ Helping, caring and safe community
- ▷ Healthy and active community

### Cultural

- ▷ Vibrant, creative community

### Environment

- ▷ Protect our environment and preserve biodiversity



## Economy

*As a center of petrochemical development in energy, agricultural business and future technologies, Strathcona County promotes a diverse economy. By stimulating innovation and investment, as well as attracting large and small business into our community, the County enriches the overall living standard of our residents.*

*The strength of our economy is the foundation supporting our entire community. A healthy and sustainable economy allows us to invest in infrastructure and provide the quality programs and services residents and businesses value.*

### Priority area: World leader in petrochemical cluster

As a world leader in the petroleum industry, we create favourable conditions in our County to enable and stimulate economic growth. Through our policies, civic alliances and private partnerships, we support a positive business climate in which to advance petrochemical development in our community.

We ensure critical infrastructure (such as transportation, water and sewer) is available, that land is zoned for industry, and use efficient permitting processes to encourage industry investment and expansion. We support workforce education and training, and work collaboratively with local educational institutions to meet future economic needs.

To help position our County for long-term success and gain real momentum in the global arena, we advocate to all levels of government, and the public, to raise awareness of the growing demand for our petrochemical products.

#### Strategic goal

Increase and diversify the petrochemical business

#### Outcome

A diversified energy sector is leveraged through Strathcona County's advantages, providing a resilient tax base, innovative opportunities and a variety of jobs







## Priority area: Diverse economy

To help diversify the economy, and attract and retain large and small business to the community, we encourage innovative businesses that embrace future technologies. We continue to invest in our natural capital and promote locally-produced food and sustainable practices.

### Strategic goal

Increase and diversify agricultural business

### Outcome

Strathcona County supports primary agricultural opportunities, while fostering an environment for innovative and value-added agricultural business

### Strategic goal

Promote Strathcona County locally, nationally and internationally as a place that is open for business and investments

### Outcome

Continuous investment and business growth in Strathcona County reflects its standing as a competitive and attractive business environment

## Priority area: Effective and efficient municipal infrastructure

A community's health and vitality is linked to its ongoing investment in critical infrastructure. To ensure our modern economy remains competitive, healthy and vibrant, we consciously invest in efficient and effective municipal infrastructure to meet the needs of our growing community. We also strive to optimize and rehabilitate existing investment to ensure the County's infrastructure is in good repair and development programs are adequately funded.

### Strategic goal

Strategically manage, invest and plan for sustainable municipal infrastructure

### Outcome

The County economy is supported by sustainable infrastructure that is optimally utilized and provides the services residents and businesses value

## Governance

*Governance Strathcona speaks to our unique status as a specialized municipality in the province. We work cooperatively with both urban and rural residents to govern as a single municipal government. Good governance covers service excellence, planning, strong fiscal management of programs and organizational capacity.*

*As well, we employ effective processes to engage residents, business and industry in decision making. We strengthen our ties with neighbouring governments and civic organizations and work cooperatively to deliver services and tackle common issues that impact the success of our community.*

### Priority area: Cooperative partnerships with community, business, industry and neighbouring governments

We build trust; we create relationships and develop processes to engage residents, business and industry, and to assist in decision making. Together, we own and help shape the future of our community. Our partnerships with neighbouring municipalities and civic organizations are built on mutual respect, common goals and a desire to move forward together to achieve long-term success.

#### Strategic goal

Increase public involvement and communicate with the community on issues affecting the County's future

#### Outcome

Strathcona County's culture enables inclusive engagement and confidence in the community's leadership

#### Strategic goal

Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity

#### Outcome

Strathcona County is a collaborative and valued partner and leader, maximizing effective and efficient services for our community and the region



# Social

*Social Strathcona considers individual and community health and well-being, and how we relate to and care for one another. In short, it's about creating and sustaining a positive lifestyle for our residents. It looks at effective design, or how the design of new developments and redevelopment of existing areas encourage community interaction and cohesion. It also partners with other governments and community agencies to ease economic and social disparities; strengthens the self-sustaining capacity of individuals, families and communities by promoting healthy and active lifestyles; and, ensures the fundamental needs of our community (e.g. affordable housing, safety and security in our homes, and a sense of belonging) are met.*

## Priority area: Helping, caring and safe community

A strong community is made up of community members who support the fundamental needs of individuals and families, while promoting livable and inclusive neighbourhoods.

### Strategic goal

Build strong neighbourhoods/communities to support the diverse needs of our residents

#### Outcome

People live in inclusive communities that foster personal commitment, connectedness and a sense of belonging

### Strategic goal

Provide a climate of safety for individuals in homes, neighbourhoods and public places

#### Outcome

People feel safe living, gathering and moving about

## Priority area: Healthy and active community

Healthy and active communities are promoted through well-designed infrastructure that adapts to meet our changing needs and desires. By providing quality facilities and a range of sport, leisure and recreational programs and opportunities, the County connects people and communities through healthy and active lifestyles.

### Strategic goal

Ensure facilities and activities are available, accessible and used by residents

#### Outcome

People are connected in the community through active and healthy lifestyles



# Culture

*Culture Strathcona celebrates our community connections. This topic covers the issues of diversity and inclusivity, cultural heritage, strong agricultural roots, festivals and events, intangible cultural assets, cultural spaces and facilities, and the arts community. Cultural assets and activities fuel cultural vitality and help define our unique cultural identity, our blend of several different lifestyle choices, and sense of place. Our County's cultural activities generate and sustain economic and social benefits for all, and contribute to Strathcona County being a welcoming and attractive community in which to live.*

## Priority area: Vibrant, creative community

Cultural attractions and resources are vital assets that connect our County's distinct communities and give us a sense of place.

To help reflect our community's heart and soul, the County takes a leadership role in creating and providing opportunities for its residents to access a variety of cultural attractions and resources.

### Strategic goal

Define and strengthen the community's identity and heritage

### Outcome

People feel a strong shared community identity and sense of pride for Strathcona County





## Environment

*Environment Strathcona includes the natural areas both within and around Strathcona County, along with our commitment to protect and preserve our natural environment and to live sustainably. Growth pressures, development and environmental changes and threats to our biodiversity challenge the County.*

*Our goal is to ensure services are in place to address land, air, water, energy and material use, and to care for our parks. We recognize the inherent responsibility of every individual and organization to work together to protect and preserve our natural environment. We live in balance with our environment and decrease the use of our finite natural resources by living sustainably.*

### Priority area: Protect our environment and preserve biodiversity

The promotion and protection of our natural environment is integrated into every aspect of civic life, guiding our decisions and public policy. The County manages the land, air, water, energy, material use, biological diversity and parks to ensure we live in a healthy ecosystem. We recognize that being good stewards of our land and natural resources is everyone's responsibility.

#### Strategic goal

Improve the efficiency of resource usage; minimize the volume of waste and its impact on the community

#### Outcome

Environmental considerations are foundational to all planning, decisions and actions made in Strathcona County

#### Strategic goal

Conserve representative ecosystems

#### Outcome

Ecosystems in Strathcona County are conserved and remain healthy and diverse



## Performance measurement

*To drive continuous improvement and enhance decision making, we have built accountability and accessibility of information into each step of the strategic planning framework. This allows us to monitor both strategic direction and operational performance.*

Our strategic goals identify the long-term, achievable actions that must be accomplished for the success of our vision. Outcomes describe the result of what will occur when the strategic goal is reached. We monitor long-term direction at the strategic priority area level, through our corporate business plan progress and performance reporting.

Progress on corporate business plan goals and performance measures are provided to Council as part of quarterly management reports. The corporate business plan goals that are reported, demonstrate linkages back to the strategic plan prioritized goals.

Departments also track performance measurement at an operational performance level.

### History of Strategic Plan 2013 – 2030



#### **Apr 2013**

Strategic plan formally approved by Council

#### **Feb 2014**

Strategic goals ranked/prioritized (1-12) by Council and revisions to wording related to priority areas and goals

#### **May 2014**

Addition of environment strategic goal and revision to wording in the environment priority area

#### **Sept 2015**

Strategic plan reporting provided to Council through corporate business plan reporting, which started in Q2 of 2015 and is provided as part of quarterly (Q2) and annual (Q4) management reports

#### **June 2016**

Revision to prioritized strategic goal ranking; addition of outcome statements for strategic goals; integration of priority-based budgeting; graphic design updates; increased emphasis on vision statement



Canada's most livable community







.....

2015-2018

CORPORATE BUSINESS PLAN

.....

Becoming Canada's  
most livable community





## **Strathcona County's vision is to be Canada's most livable community.**

Our role as an Executive Team is to align County resources toward achieving this vision. Guiding and informing us is the Council-approved strategic plan.

By articulating its priorities in the strategic plan, Strathcona County Council has provided high-level direction for the long term (to 2030). Council's approved strategic priorities have been ranked to focus organizational effort in the four-year Corporate Business Plan which maximizes success in the top priorities. This corporate business plan further focuses our priorities, and outlines the specific goals we will pursue, and the metrics by which we will measure our success in the short and medium term (four years).

Strathcona County has been and continues to be a leader on many fronts, from people services to infrastructure projects. We provide our citizens and businesses with some of the highest levels of service anywhere.

The County has been fortunate. There have been resources available, allowing us to respond to a large number of needs and wants. Over the past several years; however, the community has grown rapidly, and our organization has begun to struggle with issues of capacity. As service demands increase, we have too many projects at any given time.

With no mechanism by which to prioritize these projects, other than budget, it would be easy to get caught in the habit of trying to be all things to all people. This approach is inefficient at best; certainly, it is not sustainable for our community.

Better, we believe, to allocate resources based on agreed-to priorities. The 2015 – 2018 Corporate Business Plan guides department business plans, and identifies goals for the coming four years that align our activities to meeting Council's top four prioritized strategic goals, outlined below:

- Strategically manage, invest and plan for sustainable municipal infrastructure
- Increase and diversify the petrochemical business
- Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity
- Increase public involvement and communicate with the community on issues affecting the County's future

The corporate business plan also contains goals for improving organizational efficiency and effectiveness, and for being an employer of choice; targeted to the continued provision of quality customer service, and to creating an excellent work environment.

Finally, this plan is a major step toward priority-based business planning and multi-year budgeting. Together, these plans will help us articulate measures of performance against benchmarks, which will be reported back to the community.

*Executive Team  
Strathcona County*

Strathcona County Council created and approved a strategic plan, which outlines their vision for the County in 20 years, and the priorities and strategic goals to achieve that vision.

Strathcona County Administration has developed a Corporate Business Plan to create a bridge between the long-term, high-level goals and

priorities outlined by Council in its strategic plan, and the short- to medium-term operational goals and priorities of the organization. This plan will also include measures so we can report how we are doing in implementing Council's strategic plan, as well as achieving departmental and corporate goals.



## STRATHCONA COUNTY VISION

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.**



## CORPORATE MISSION

**Strathcona County is creating  
“Canada’s most livable community.”**

We are committed to quality service delivery to citizens, business and industry alike, and work collaboratively to be the most effective and efficient municipal team.

## Corporate Values

### Integrity

- Be honest and transparent
- Demonstrate ethical standards and behaviours
- Display courage of convictions

### Respect

- Build an environment of trust
- Value other people’s strengths and ideas
- Treat others with care and dignity

### Safety

- Follow safe standards of practice
- Maintain our safety conscious workplace for ourselves and each other
- Ensure a safe community environment for our residents

### Fairness

- Create opportunities to learn and grow for all employees
- Demonstrate approachable leadership
- Strive to communicate with purpose and clarity

### Cooperation

- Encourage collaborative relationships and unique partnerships
- Strive for innovation and efficiency by being open-minded
- Freely share information and ideas to contribute to Strathcona County’s ongoing excellence

## Corporate Overview

### Infrastructure and Planning Services Division

The Infrastructure and Planning Services Division is responsible for managing, designing, planning and building the County’s infrastructure above and below ground, as well as supporting a strong and sustainable economy through business development activities. It exercises innovation and continuous improvement in implementing sustainable municipal programs for Strathcona County residents. The division

is committed to providing services that balance social responsibility with the benefits of economic prosperity and environmental stewardship.

The Infrastructure and Planning Services Division is comprised of the following departments:

- Capital Planning and Construction
- Economic Development and Tourism
- Planning and Development Services
- Transportation and Agriculture Services
- Utilities

## Community Services

The Community Services Division delivers programs and services in support of Council's vision of being the most livable community in Canada. The division engages and empowers our residents by creating and sustaining a safe and caring community through:

- programs and services that are identified and planned to meet the changing social needs and priorities of our community
- a broad range of recreation, culture and leisure activities and spaces for the enjoyment of residents
- accessible, affordable and environmentally friendly transit services
- high-quality police, fire, emergency medical services and emergency management services that make our community one of the safest in Alberta

The Community Services Division is comprised of the following departments:

- Emergency Services
- Family and Community Services
- Recreation, Parks and Culture
- RCMP and Enforcement Services
- Transit

Community Services liaises with the following external agencies:

- Strathcona County Library
- Heartland Housing Foundation
- Information and Volunteer Centre

## Corporate Services

The Corporate Services Division provides customer support to the County's operational divisions. Corporate Services maintains County facility infrastructure and fleet equipment, and provides specialized technical and administrative services and advice that enable quality public service to County residents, businesses and industry.

The Corporate Services Division has the following departments and branch:

- Facility Services
- Fleet Services
- Human Resources
- Information Technology Services

- Legislative and Legal Services
- Council Support (branch)

## Chief Financial Officer

The Chief Financial Officer is responsible for managing the County's financial affairs, reporting on the organization's overall financial position, and supporting corporate decision making through strategic financial analysis and advice. The Chief Financial Officer Division is the steward of the County's financial resources. It provides leadership and guidance to the organization through sound financial management and advice, and by implementing best practices.

The division is comprised of the following departments and branch:

- Assessment and Tax
- Financial Services
- Procurement Services (branch)

## Chief Commissioner

Strathcona County's Chief Commissioner (Chief Administrative Officer) is accountable to the Mayor and Council. The Executive Team (comprised of the Chief Commissioner and Associate Commissioners) leads the development, implementation, and administration of all policies and programs established and approved by Council; guides and advises Council on legislation and municipal operations, and provides information to support Council in making informed decisions.

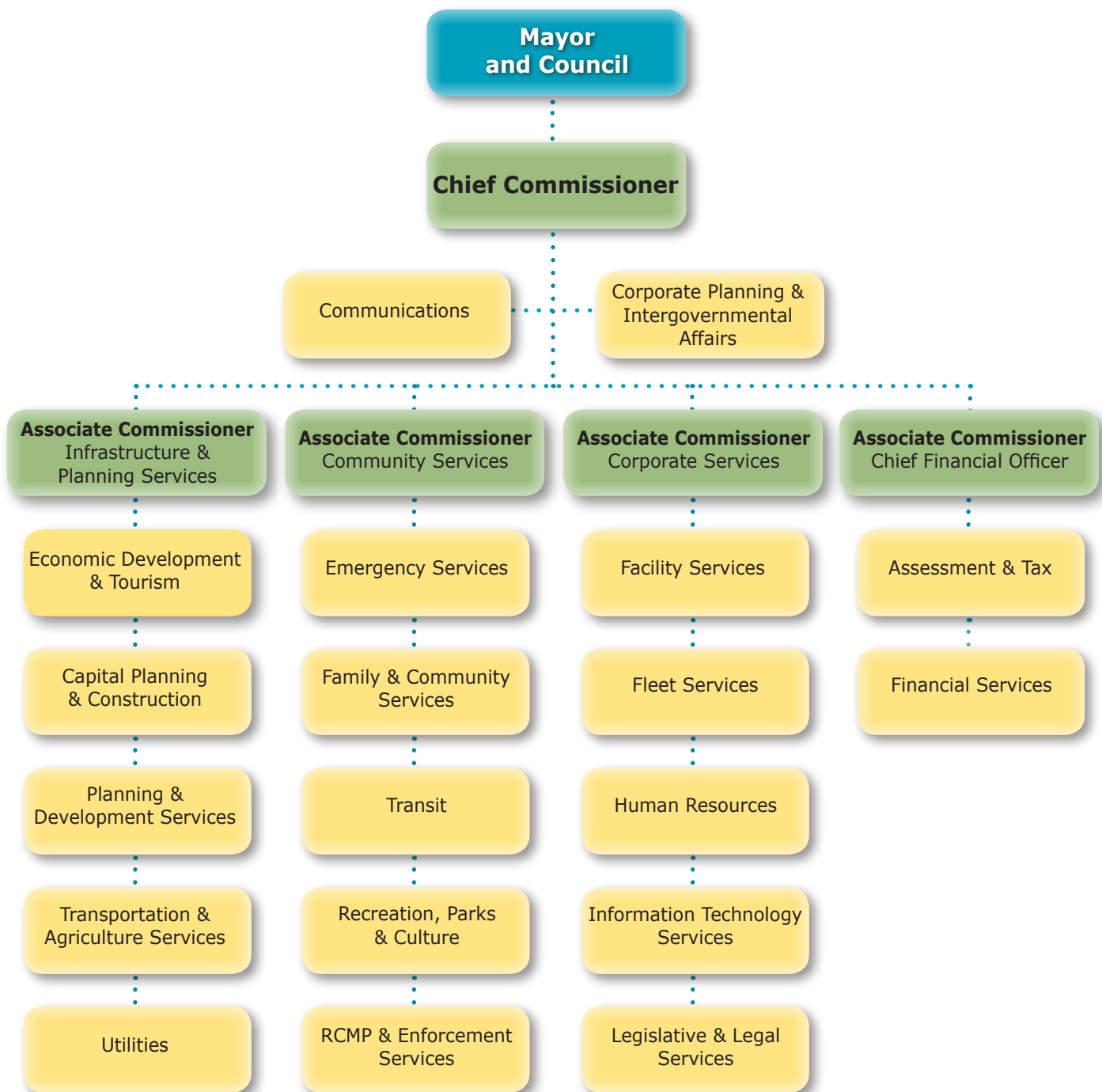
The Executive Team provides vision, leadership and direction to the organization based on the strategic plan and approved policies. The Chief Commissioner is responsible for delivering the County's business plans within budgets approved by Council.

The Chief Commissioner directly oversees the following departments:

- Communications
- Corporate Planning and Intergovernmental Affairs



## Organizational Structure





## Corporate Goals

The 2015 – 2018 Corporate Business Plan guides department business plans and identifies goals for the coming four years that align our activities to meeting Council's top four prioritized strategic goals, outlined below:

- Strategically manage, invest and plan for sustainable municipal infrastructure
- Increase and diversify the petrochemical business
- Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity
- Increase public involvement and communicate with the community on issues affecting the County's future

The corporate business plan also contains goals for improving organizational efficiency and effectiveness, and for being an employer of choice; targeted to the continued provision of quality customer service, and to creating an excellent work environment.

Intentionally focusing alignment with the top four prioritized strategic goals sets the stage for optimal success. We will excel in doing the important things well. We will also ensure our capacity to provide core services and infrastructure are maintained over the long term.



## GOAL 1

**Strathcona County has planned for long-term financial sustainability in support of service delivery and infrastructure asset management.**

### Outcome

*Stakeholders are aware of and support multi-year capital and operating budgets and business plans, and the supporting principles and policies.*

### Linkages back to:

#### Strategic plan prioritized goals

1. Strategically manage, invest and plan for sustainable infrastructure.

#### Economic sustainability framework

### Objectives

- 1) Establish a long-range financial plan to guide decision making on appropriate growth, balance and timing of operating and capital costs.
- 2) Establish the business planning and budget process to guide priority-based decision making.
- 3) Identify appropriate service levels for the community and their costs.
- 4) Establish an asset management policy and framework which consistently defines approach, roles, and standards while considering the diverse requirements of departments.

Key performance indicator and measures	2015	2016	2017	2018 Target
Debt service ratio				TBD pending Long-Term Financial Sustainability Plan (LTFSP)
Percentage of committed to designated reserves (committed : designated)	44% : 56%			TBD (pending LTFSP)
Rate of optimal reserve balance to total reserves				TBD (pending LTFSP)

## GOAL 2

**Strathcona County priorities, successes and challenges are known.**

### Outcome

*Citizens, staff, and other stakeholders are informed about the community priorities, successes and challenges.*

### Linkages back to:

#### Strategic plan prioritized goals

3. Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity.
4. Increase public involvement and communicate with the community on issues affecting the County's future.

### Objectives

- 1) Provide open, transparent and meaningful stakeholder communication.
- 2) Use various communications tools to make the provision of municipal services known.
- 3) Inform stakeholders of the short- and longer-term strategic and corporate priorities.
- 4) Build support, knowledge and understanding of organizational direction.
- 5) Provide opportunities for public engagement and participation.
- 6) Establish an Open Government policy framework.

Key performance indicator and measures	2014	2015	2016	2017	2018 Target
Citizen awareness of Council's top four prioritized strategic goals	–	20.7%	29.2%		35%
Citizens feel informed about services and activities	80.9%	77.3%			85%
Citizen satisfaction in opportunity to express opinion (high/very high)	48.2%	64.3%			60%

## GOAL 3

**Economic opportunities are created through strategic partnerships.**

### Outcome

*New industrial, commercial and residential developments are occurring at fiscally-sustainable rates within Strathcona County.*

### Linkages back to:

#### Strategic plan prioritized goals

2. Increase and diversify the petrochemical business.
3. Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity.

#### Economic sustainability framework

### Objectives

- 1) Leverage external and internal partnerships to expand our economic capacity.
- 2) Strengthen relationships with other orders of government and regional municipalities.
- 3) Promote and support partnerships with groups, organizations and businesses in the community.
- 4) Sequence development through collaborative and systematic infrastructure investments.
- 5) Ensure new development is strategically planned and sustainably funded.
- 6) Direct focus on development within the Urban Service Area and the Hamlet of Ardrossan.
- 7) Develop a generally available program to promote and support heavy industrial development.

Key performance indicator and measures	2014	2015	2016	2017	2018 Target
Tax revenue by source type (residential : non-residential)	37% : 63%	38% : 62%			TBD (pending LTFSP)
Citizens' perception of Strathcona County's municipal government as collaborative (excellent/good)	–	52%			60%

## GOAL 4

**Informed decision making supports quality of life in the community.**

### Outcome

*Anticipated growth maintains quality of life for our community.*

### Linkages back to:

**Strategic plan: overall**

**Economic sustainability framework**

**Environmental sustainability framework**

**Social sustainability framework**

### Objectives

- 1) Explore and present elements of change, such as the impact of decisions regarding growth.
- 2) Continue to use evidence-based analysis to inform planning and decision making.
- 3) Promote and support partnerships within community-based groups and organizations to align social planning.
- 4) Use program and service evaluation and adjustments to facilitate a safe, healthy and thriving community.

Key performance indicator and measures	2014	2015	2016	2017	2018 Target
Overall citizen satisfaction with quality of life (very high/high)	85.6%	80.9%			85%
Citizen rating that quality of service is much better/better compared to two years ago	24.6%	29.5%			40%





## GOAL 5

**We are efficient and effective  
in daily operations.**

### Outcome

*Strathcona County demonstrates  
efficient operations.*

### Linkages back to:

**Strategic plan: overall**

### Objectives

- 1) Promote innovation, technology, collaboration and best practices appropriately.
- 2) Ensure policies, procedures and practices support and guide decision making at an appropriate level, and that policies are regularly presented.
- 3) Continue to support service and program reviews.
- 4) Examine reallocation, or sharing of resources, and leverage partnerships and revenue opportunities.
- 5) Support effective County operations and evidence-based decision making through technology, integrated systems, data, tools, and performance measurement.
- 6) Implement an integrated program for reviews focused on efficiency and effectiveness.

Key performance indicator and measures	2014	2015	2016	2017	2018 Target
Citizens feel they are getting value for their tax dollar (very good/good)	51.0%	51.3%			65%
Staff collaboration index	79.6	–			85
Efficiency/effectiveness service and program reviews * under development	–	–	–	TBD	TBD

## GOAL 6

**Strathcona County is an employer of choice, attracting and retaining the best people in all aspects of municipal service delivery.**

### Outcome

*Quality service delivery is evident in staff engagement and customer satisfaction.*

### Linkages back to:

**Strategic plan: overall**

### Objectives

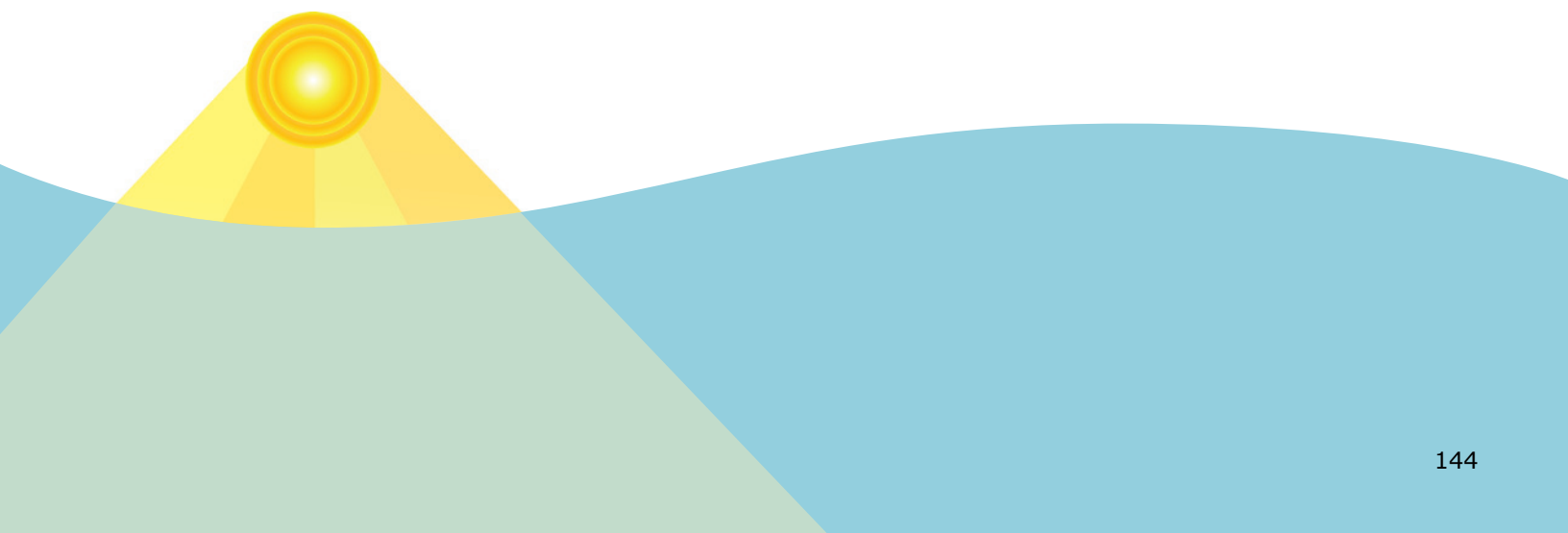
- 1) Promote leadership and collaboration throughout the organization.
- 2) Establish a learning and development framework which supports appropriate training and development opportunities for staff.
- 3) Establish and promote a culture that reflects our corporate values.
- 4) Implement a comprehensive attraction and retention strategy.

Key performance indicator and measures	2014	2015	2016	2017	2018 Target
Overall citizen satisfaction with quality of service (very high/high)	79.43%	77.43%			85%
Staff engagement index	79.6	–			85
Staff communication index	72.2	–			77
Work environment index	70.0	–			75
Career and compensation index	69.8	–			75
Permanent employee voluntary turnover rate	5.30%	4.90%			<6%
Permanent employee short-term (less than 12 months) turnover rate	10.53%	4.70%			<8%





Becoming Canada's  
most livable community



# Strategic Plan (SP)

# Corporate Business Plan (CBP)

# Objectives

June 2016

**Goal #1:** Strategically manage, invest and plan for sustainable municipal infrastructure  
*OUTCOME: The County economy is supported by sustainable infrastructure that is optimally utilized and provides the services residents and businesses value*

**Goal #2:** Increase and diversify the petrochemical business  
*OUTCOME: A diversified energy sector is leveraged through Strathcona County's advantages, providing a resilient tax base, innovative opportunities and a variety of jobs*

**Goal #3:** Advance the community's interests by developing and maintaining strong relationships with our neighboring municipalities and civic organizations to ensure long-term prosperity  
*OUTCOME: Strathcona County is a collaborative and valued partner and leader, maximizing effective and efficient services for our community and the region*

**Goal #4:** Increase public involvement and communicate with the community on issues affecting the County's future  
*OUTCOME: Strathcona County's culture enables inclusive engagement and confidence in the community's leadership*

**Goal #5:** Increase and diversify agricultural business  
*OUTCOME: Strathcona County supports primary agricultural opportunities, while fostering an environment for innovative and value-added agricultural business*

**Goal #6:** Promote Strathcona County locally, nationally and internationally as a place that is open for business and investment  
*OUTCOME: Continuous investment and business growth in Strathcona County reflects its standing as a competitive and attractive business environment*

**Goal #7:** Build strong neighborhoods/communities to support the diverse needs of our residents  
*OUTCOME: People live in inclusive communities that foster personal commitment, connectedness and a sense of belonging*

**Goal #8:** Provide a climate of safety for individuals in homes, neighborhoods and public places  
*OUTCOME: People feel safe living, gathering and moving about*

**Goal #9:** Improve the efficiency of resource usage; minimize the volume of waste and its impact on the community  
*OUTCOME: Environmental considerations are foundational to all planning, decisions and actions made in Strathcona County*

**Goal #10:** Conserve representative ecosystems  
*OUTCOME: Ecosystems in Strathcona County are conserved and remain healthy and diverse*

**Goal #11:** Ensure facilities and activities are available, accessible and used by residents  
*OUTCOME: People are connected in the community through active and healthy lifestyles*

**Goal #12:** Define and strengthen the community's identity and heritage  
*OUTCOME: People feel a strong shared community identity and sense of pride for Strathcona County*

1) Strathcona County has planned for long-term financial sustainability in support of service delivery and infrastructure asset management (SP 1 linkage)

*OUTCOME: Stakeholders are aware of and support multi-year capital and operating budgets and business plans, and the supporting principles and policies*

2) Strathcona County priorities, successes and challenges are known (SP 3 & 4 linkage)

*OUTCOME: Citizens, staff, and other stakeholders are informed about the community priorities, successes, and challenges*

3) Economic opportunities are created through strategic partnerships (SP 2 & 3 linkage)

*OUTCOME: New industrial, commercial and residential developments are occurring at fiscally sustainable rates within Strathcona County*

4) Informed decision making supports quality of life in the community (SP Overall linkage)

*OUTCOME: Anticipated growth maintains quality of life for our community*

5) We are efficient and effective in daily operations (SP Overall linkage)

*OUTCOME: Strathcona County demonstrates efficient operations*

6) Strathcona County is an employer of choice, attracting and retaining the best people in all aspects of municipal service delivery (SP Overall linkage)

*OUTCOME: Quality service delivery is evident in staff engagement and customer satisfaction*

- Establish a long-range financial plan to guide decision making on appropriate growth, balance and timing of operating and capital costs.
- Establish the business planning and budget process to guide priority-based decision making.
- Identify appropriate service levels for the community and their costs.
- Establish an asset management policy and framework which consistently defines approach, roles, and standards while considering the diverse requirements of departments.

- Provide open, transparent and meaningful stakeholder communication.
- Use various communications tools to make the provision of municipal services known.
- Inform stakeholders of the short- and longer-term strategic and corporate priorities
- Build support, knowledge and understanding of organizational direction.
- Provide opportunities for public engagement and participation.
- Establish an Open Government policy framework.

- Leverage external and internal partnerships to expand our economic capacity.
- Strengthen relationships with other orders of government and regional municipalities.
- Promote and support partnerships with groups, organizations and businesses in the community.
- Sequence development through collaborative and systematic infrastructure investments.
- Ensure new development is strategically planned and sustainably funded.
- Direct focus on development with the Urban Service Area and the Hamlet of Ardrossan.
- Develop a generally available program to promote and support heavy industrial development.

- Explore and present elements of change, such as the impact of decisions regarding growth.
- Continue to use evidence-based analysis to inform planning and decision making.
- Promote and support partnerships within community-based groups and organizations to align social planning.
- Use program and service evaluation and adjustments to facilitate a safe, healthy and thriving community.

- Promote innovation, technology, collaboration and best practices appropriately.
- Ensure policies, procedures and practices support and guide decision making at an appropriate level, and that policies are regularly presented.
- Continue to support service and program reviews.
- Examine reallocation, or sharing of resources, and leverage partnerships and revenue opportunities.
- Support effective County operations and decision making through technology, integrated systems, data, tools, and performance measurement.
- Implement an integrated program for reviews focused on efficiency and effectiveness.

- Promote leadership and collaboration throughout the organization.
- Establish a learning and development framework which supports appropriate training and development opportunities for staff.
- Establish and promote a culture that reflects our corporate values.
- Implement a comprehensive attraction and retention strategy.

**Our Vision:** 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.



## **What is Priority-Based Budgeting?**

Priority-Based Budgeting (PBB) allocates budget dollars according to how effectively a program or service achieves the strategic goals and results that are of the greatest value to the community. Priority-based budgeting enables Strathcona County to better understand the programs it provides citizens and businesses; the value they offer, how much they cost, and how they reflect community priorities. Priority-based budgeting, along with other data and considerations, help Strathcona County develop future budget recommendations. The process is reshaping our conversations to focus on priorities. This is a critical step on the path to becoming Canada's most livable community.

### **Program inventory**

As part of the priority-based budgeting process, Strathcona County has developed a comprehensive list of programs, which includes their description and approved budget operating cost. The program inventory is valuable information and helps build a common understanding of what the County provides citizens and businesses, and assists in meeting service delivery and fiscal objectives for long-term sustainability.

In 2017, the organization's 319 programs were examined and evaluated relative to the contribution to achieving strategic results and attributes.

#### ***Results***

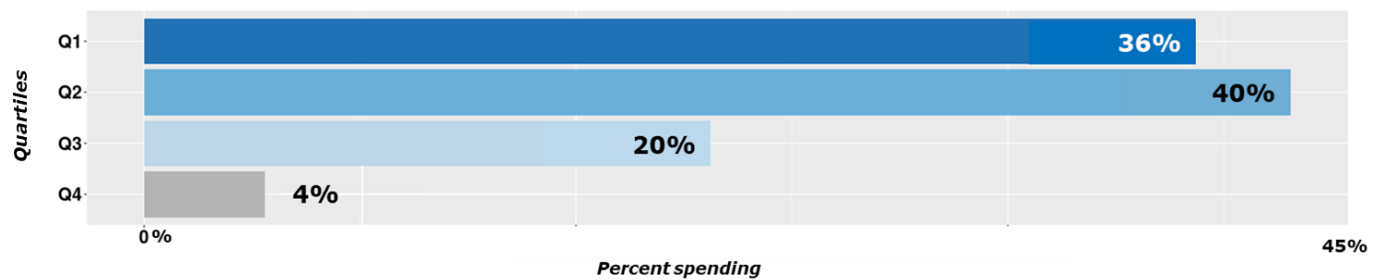
Results are the fundamental reason we exist. Results are distinguished between community-oriented results which help define why programs are offered to the community. Community-oriented results are aligned with Council's prioritized strategic goals. Meanwhile, governance-oriented results define why internally focused programs are offered by support functions, such as Human Resources or Financial Services.

#### ***Attributes***

Attributes are additional characteristics of a program, including cost recovery of the program or mandate to provide the program.

Each department scored their programs against both the results and attributes. For quality control, peer review teams were assigned to review program scores for each department. Based on additional information provided and further discussion, the final scores were determined. The programs were then grouped into quartiles based on similarity of scoring ranges, not ranked one versus the other. Individual costs associated with each program form a spending array by quartile. This process creates a new lens through which we can analyze how dollars are spent and how each program aligns across results, as well as to individual results. For example, a quartile one or two program impacts multiple results, whereas a quartile three or four program may have influence on only one or two results.

## Strathcona County's 2017 spending array showing the 319 programs in 2017 and their quartile alignment

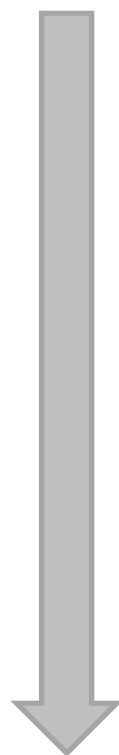
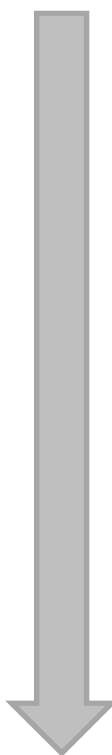
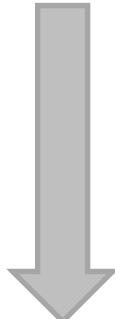




According to the Centre for Priority-Based Budgeting, the founders of Priority-Based Budgeting, Strathcona County has a healthy spending array as majority of our program spending are focused in quartile one or two, where programs contribute to multiple strategic results.

### Using Priority-based budgeting

Priority-based budgeting is a valuable tool to support evidence-based decisions related to resourcing existing programs, new initiatives, staffing requests and capital projects. Budget decisions use data to inform decision making on how overall resources align to results. Council begins the priority-based budgeting process by clearly articulating the prioritized results. Implementation of priority-based budgeting is a multi-year process and will continue to evolve through learning and ongoing review.

## STRATHCONA COUNTY PRIORITY BASED BUDGETING RESULTS AND DEFINITIONS

If Strathcona County...							
COMMUNITY RESULTS						GOVERNANCE RESULTS	
Manages, plans and invests in safe and sustainable municipal transportation infrastructure, planning for integrated mobility options	Promotes a diverse economy that stimulates innovation and investment	Works Cooperatively with Neighboring governments & civic organizations (PSG 4)	Considers individual and community health and well-being, and how we relate to and care for one another	Provides a climate of safety for individuals in homes, neighbourhoods, and public places (PSG 8)	Promotes and models sustainable living, by protecting and preserving our natural environment	Supports cultural activities that generate and sustain economic and social benefits for all, and contributes to Strathcona County being a welcoming and attractive community in which to live	Contributes to public engagement and communications where citizens, staff and other stakeholders are informed about community priorities, successes and challenges
Ensures the provision of reliable and effective water, sanitary sewer and storm sewer infrastructure throughout the County	Ensures land is zoned to promote strategic industrial development, and uses efficient permitting processes to encourage investment and expansion of industry	Supports effective operations & decision making through innovation, technology integrated systems and best practices	Considers effective design: how the design of new developments and redevelopment of existing areas encourage community interaction and connectedness	Plans, designs and builds a safely traversable community, including an efficient & effective transportation system of well-maintained roads and trails	Responsibly protects air, land, water, energy and materials from the impacts of by growth and development	Creates a sense of place through cultural attractions, events and resources to help define our identity and sense of place	Employs effective processes to engage residents, business and industry in decision-making (PSG 3)
Plans and designs for “smart infrastructure” – sequencing of infrastructure improvements to optimize investment; leveraging technology and infrastructure investments; and encouraging appropriate density	Supports workforce education and training and works collaboratively with local educational institutions to meet future economic needs	Works cooperatively with urban and rural residents and businesses to govern as a single specialized municipality	Partners with other governments and community agencies to ease economic and social disparities	Creates a resilient and self-sufficient community, where its residents are increasingly engaged and aware of their own safety and their neighbours	Manages land, air, water, energy, material use and biological diversity to ensure a healthy and diverse ecosystem (PSG 10)	Creates and provides opportunities for its residents to access a variety of cultural attractions and resources	Ensures service excellence, planning, strong fiscal management of programs and organizational capacity
Provides accessible “social infrastructure” including libraries, recreation opportunities, and parks that attract new and sustain existing population	Ensures critical infrastructure (such as transportation, water and sewer) is available	Is efficient & effective in daily operations	Strengthens the self-sustaining capacity of individuals, families and communities by fostering healthy and active lifestyles	Leverages technology design and “intelligence-driven” policing to reduce crime	Improves the efficiency of resource usage; minimizing the volume of waste and it’s impact on the community (PSG 9)	Promotes diversity and inclusivity, cultural heritage, strong agricultural roots, festivals and events, intangible cultural assets, cultural spaces and facilities, and the arts community	Ensures that all laws, regulations, bylaws and policies are complied with to minimum risk
Offers communication/Internet that is diversified (community, rural, and urban) to satisfy community needs	Invests in our natural capital and promotes locally-produced food and sustainable practices	Ensures quality service delivery excellence, planning & strong fiscal management of programs & organizational capacity	Ensures fundamental needs (e.g. affordable housing, safety and security in our homes, and a sense of belonging) are met	Establishes bylaws, policy, and standards that protect people and their property, and that are appropriately and judiciously enforced	Improves the efficiency of resource usage and the effective and efficient management of water consumption	Contributes to people feeling a strong shared community identity, heritage, and sense of pride for Strathcona County (PSG 12)	Informs decision making to support quality of life in the community
Creates a safe and walkable community for those traveling upon streets, bikeways, sidewalks, trails and open spaces	Promotes Strathcona County locally, nationally and internationally as a place that is open for business and investment; attracting large and small businesses into the community (PSG 6)	Strategically plans for long term financial sustainability in support of service delivery and infrastructure asset management	Builds strong neighbourhoods/communities to support the diverse needs of our residents (PSG 7 )	Ensures utilities fundamental to public health (drinking water) and safety (fire suppression)			Attracts, equips and retains the best people in all aspects of municipal service delivery, promoting leadership and collaboration throughout the organization
Establishes new and leverages existing partnerships to enhance and build infrastructure	Promotes a growing, diverse value-added agricultural sector (PSG 5)	Increase public involvement & communicates with community on issues affecting the County’s future (PSG 3)	Promotes a healthy and active community through well-designed infrastructure that adapts to meet our changing needs and desires, ensuring facilities and activities are available, accessible and used by residents (PSG 11)	Effectively responds to emergencies in a timely and efficient manner			Strategically plans for long term financial sustainability in support of service delivery and infrastructure asset management
Strategically manage, invest and plan for sustainable municipal infrastructure (PSG 1)	Promotes an integrated and diverse energy sector (PSG 2)		Provides quality facilities that enables a range of sport, leisure and recreational programs and opportunities, connecting the County	Ensures environmental safety (land, air, water energy & material use)			Supports effective operations and informs decision making through innovation, technology, integrated systems, best practices and evidence based analysis
Invests in efficient/effective municipal infrastructure that meets the need of a growing community (PSG 1)				Fosters a visibly safe community, where public safety officials are an engaged part of the community			Works cooperatively with neighboring governments and civic organizations (PSG 4)
Then it will have provided/achieved result for...							
Infrastructure (PSG 1)	Economy (PSG 2, 5 & 6)	Operational Excellence and Effectiveness (PSG 3 & 4)	Social (PSG 7 & 11)	Safe (PSG 8)	Environment (PSG 9 & 10)	Cultural (PSG 12)	Governance Results 149





## **Strathcona County – 2017 Priority-Based Budgeting programs by department**

### **Assessment and Tax**

- Property Valuation
- Assessment Reporting
- Assessment Complaints/Hearings
- Assessment Roll Maintenance
- Assessment and Tax Notices
- Tax Recovery
- Fee for Tax Information
- Automated Tax Payment
- Cashier Services

### **Capital Planning and Construction**

- Transportation Capital Planning
- Strathcona County and Region Transportation Planning and Coordination
- Capital Road Construction Project Management
- Design Services
- Transportation Modeling
- Outdoor Open Space Construction Project Management
- Survey Services

### **Communications**

- Websites and Digital Assets
- Communications Planning and Consultation
- Issues Management
- Internal Communications
- Social Media
- Organizational Advertising
- Marketing Communications
- Emergency and Crisis Communications
- History and Heritage Communications and Information Management

### **Council**

- Community Outreach, Engagement and Communication
- Decision Making
- Oversight of Administration
- Strategic Visioning
- Intergovernmental Advocacy

### **Corporate Planning and Intergovernmental Affairs**

- Strategic/Corporate Business Planning and Performance
- Intergovernmental Relations
- Public Engagement and Coordination
- Survey Development
- Organizational Effectiveness

### **Emergency Services**

- Fire Prevention
- Fire
- Emergency Medical Services
- Industrial Safety Practices Collaboration
- 9-1-1
- Specialized Rescue Operations
- Fire Investigations
- Community Prevention and Preparedness Education
- Mutual Aid Partnerships
- Rescue
- Emergency Management
- Fire Code Enforcement
- Fire Dispatch
- Business Continuity
- Community Alerting

### **Economic Development and Tourism**

- Industrial Attraction
- Development Attraction
- Commercial Attraction
- Market Research
- Business Expansion Services
- Business and Development Outreach
- Community Events
- Business Owners One-on-One Support
- Small Business Seminars
- Business Retention Services
- Cluster Development
- Business Mentorship

### **Family and Community Services**

- Social Research and Planning
- Volunteer Engagement
- Social Need Identification
- In-Home Care Support
- Social Advocacy
- Intake
- Social Services Grants
- Municipal Subsidy Administration
- Parent Link Center
- Community Capacity Building – Social Sustainability
- Connecting Communities
- Social Issues Awareness Campaigns
- Family School Liaison
- Family Day Homes
- Home Visitation – Children and Families
- Parent Teen Conflict
- Counseling
- Youth Outreach/At-Risk Support
- Seniors Outreach
- Trauma Supports for Children and Youth
- Conferences, Workshops, Psychoeducational and Support Groups/Classes

**Facility Services**

Facility Capital Planning and Construction  
Facility Technical Standards and Guidelines  
Facility Capital Lifecycle Program  
Energy Management Program  
Parking Program  
Life and Safety Equipment/Systems  
Corporate Radio Infrastructure  
Mechanical Systems  
Electrical and Lighting Systems  
Facility Digital Technologies  
Community Centre Event Management  
Architectural and Structural Systems  
Facility Hygiene Program  
Tenant Services  
Corporate Cellular Program  
Corporate Telephone PBX/Landlines  
Security/Loss Prevention  
Print Management Program  
Print and Bindery Services  
Mail and Courier Services

**Financial Services**

Accounting Services and Support  
Financial Risk Management  
Capital Budgeting  
Financial Reporting, Compliance and Controls  
Tangible Capital Asset Financial Management  
Long-Range Financial Planning  
Operational Budget Development  
Treasury Management and Accounting  
Financial System Management and Support  
Accounts Payable  
Accounts Receivable

**Fleet Services**

Fleet Acquisitions  
Aerial, Ladder and Fire Pump Testing  
Ambulance Inspections  
Vehicle and Equipment Disposals  
Mobility Busses Support Services  
Vehicle and Equipment Preventative Maintenance Program  
Commercial Vehicle Inspection Program  
Fleet Inventory Procurement Inventory Management  
24 Hour After Hour Service  
Fleet Management Program  
National Safety Code Administration  
Service Writing/Scheduler  
Accident-Related Repairs Management  
Rental Vehicle Program  
Tire Service  
Fuel Management  
Mechanical Refurbish Program  
Field Repair and Maintenance Services  
Fabrication Services  
Fueling Services  
Corporate Operational Inventory Management  
Telematics GPS System

**Human Resources**

Recruitment and Hiring  
Labour Relations  
Health and Safety  
Compensation Structure  
Disability Management  
Organizational Effectiveness  
Job Evaluation  
Talent Management  
Employee Relations  
Learning and Development  
Employee and Family Assistance  
Employee Wellness  
Critical Incident Stress Management/Clinical Psychologist  
Payroll  
Benefits Plans and Administration

**Information Technology Services**

GIS Analytics and Reporting  
GIS Corporate Support  
Business Data Solutions  
IT Security  
Computer Infrastructure Support  
Technology Planning  
GIS System Support  
User Support Services  
Technology Purchasing  
Technology Training  
Service Quality Management  
Information Governance  
Enterprise Content Management  
Retention and Disposition  
Forms and Records Digitization  
Business Solutions Development  
Business Systems Support

**Legislative and Legal Services**

Council/Priorities Committee/Governance Advisory Committee  
Bylaw Development and Management  
Policy Development and Management  
Election  
Internal Legal Advice and Support  
External Legal Support – Retention and Management  
Boards and Committees  
Census  
Freedom of Information and Protection of Privacy  
Administrative Tribunals

**Planning and Development Services**

Municipal and Private Land Development Engineering Review  
Statutory Plan Application Review  
Municipal Development Plan and Land Use Bylaw  
Environmental Planning and Review  
Application Review, Permit Issuance and Code Compliance for Development Building, Plumbing, Electrical and Gas  
Safety Codes Inspections  
Development Agreements  
Environmental Policy Development and Implementation  
Environmental Monitoring and Assessment  
Construction Completion and Final Acceptance  
Subdivision Application Review  
Land Use Bylaw Amendments, Preparation and Review  
Conceptual Schemes – Preparation and Review  
Land Use Bylaw Enforcement  
Environmental Management  
Crossing Agreements  
Beaver Hills Initiative  
Corporate Property Acquisition and Disposition  
Offsite Levies  
Long Range Planning  
Compliance Letters and File Searches  
Capital Region Board – Land Use Planning Applications  
Land Licenses and Leases  
Easements and Utility Right of Way Agreements  
Customer Process Facilitation  
Encroachments  
Unauthorized Use of County Land  
Easements and Utility Right of Way Agreements  
Technology and Data Management  
Civic Addressing and Naming

**Procurement Services**

Public Procurement Process  
Procurement Consulting  
Procurement Training  
Notice of Awarded Contracts

**RCMP and Enforcement Services**

Proactive Policing  
Serious Crime Investigations – Persons  
Traffic Enforcement  
Victim Services  
Local CDSA Support – Provincial and Federal Drug Strategies  
Reactive Policing  
Traffic Safety Planning, Public Relations and Education  
Telecomms Dispatch  
Commercial Vehicle Safety Compliance  
Municipal Bylaw Enforcement  
DARE School Resource Program  
Media Relations  
Crime Prevention and Public Safety Education  
Public Relations

**Recreation, Parks and Culture**

Major Multi-Purpose Recreation Facility  
Festivals and Events  
Neighborhood Indoor Recreation Facilities  
Cultural Venues  
Community Capacity Building and Engagement  
Specialized Indoor Recreation Facilities  
District Indoor Recreation Facilities  
Broadmoor Public Golf Course  
Turf / Trails  
Outdoor Venues  
Playgrounds and Spray Parks  
Indoor Recreation Programs (Child/Youth)  
Cultural Programs  
Public Art  
Aquatic Programs  
Everybody Gets to Play  
Outdoor and Environmental Education Programs  
Horticulture / Forestry  
Indoor Recreation Programs (Adult/Older Adult)

**Transit**

Intermunicipal Transit – Midday Service  
Intermunicipal Transit – Peak Service  
Local Transit – Peak Service  
Mobility Bus – Local  
Mobility Bus – Rural  
Mobility Bus – Edmonton/Sherwood Park  
Intermunicipal Transit – Weekend Service  
Intermunicipal Transit – Evening Service  
Local Transit – Evening Service  
Local Transit – Weekend Service  
Local Transit – Midday Service  
External Public Events Transit  
Internal Bus Rentals – Charter Transit

**Transportation and Agriculture Services**

Agriculture Development and Strategic Planning  
Traffic Operations/Management  
Road Maintenance – Rural  
Road Maintenance – Urban  
Weed Inspection and Enforcement  
Vegetation Control  
Trail Maintenance  
Street Sweeping – Urban  
Street Sweeping – Rural  
Asset Management – Rural  
Asset Management – Urban  
Traffic Safety Education and Outreach  
Airport Maintenance  
Pest Control  
Right of Way Management – Rural  
Right of Way Management – Urban  
Snow Removal/Ice Control – Trails  
Soil and Water Conservation  
Sidewalk and Curb Repair  
Parking Lot Maintenance  
Snow Removal/Ice Control – Residential  
Snow Removal/Ice Control – Urban  
Snow Removal/Ice Control – Rural  
Sign Installation and Maintenance – Rural  
Sign Installation and Maintenance – Urban  
Drainage and Ditches  
Streetlight Maintenance  
Airport Management  
Railway Crossing Maintenance  
Rural Outreach and Support

**Utilities**

Source Control Program  
Design and Construction Standards Development  
Hydrant Spring/Fall Inspections  
Infrastructure Planning  
Stormwater Management Facility Inspections  
Capital Projects Construction  
Water Infrastructure Repairs  
Mainline Flushing  
Stormwater Infrastructure Repairs and Inspections  
Wastewater Infrastructure Repairs  
Lift Station Cleaning  
Unidirectional Flushing Program  
Water Sampling  
Green Routine Residential Waste Collection Services  
Recycling Drop-off  
Household Hazardous Waste Drop-off  
Heating Services  
Sewer Back up Response  
Catch Basin Cleaning  
Water Valve Turning  
Utility Locates  
Residential Events  
Service Lateral Preventative Maintenance Program  
Operations Contracted Services for the ACRWC  
Billing Services  
Management and Operations Contracted Services for  
External Parties  
Pump House and Reservoir Inspection Maintenance and  
Cleaning  
Truck Fill Inspection and Maintenance  
Meter Installation  
Lagoon Inspection and Maintenance  
Camera Inspections of Utility Infrastructure