



2020 Multi-year Approved BUDGET

December 5, 2019



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FOREWORD

Multi-year Planning & Execution Business Planning and Budgeting

Strathcona County's strategic plan is the principle guiding document for governance, community and infrastructure development, as well as program and service delivery. It identifies the County's long-term goals and serves as the foundation on which the corporate business plan, department business plans and budgets are developed and approved. Working to operationalize Council's vision of becoming "Canada's most livable community," the corporate business plan and multi-year budget act together as the County's foundational road map, describing how the organization intends to action Council's strategic vision and maintain excellence in program and service delivery.

The Multi-Year Planning & Execution (MYPE) methodology was introduced in 2018 to shift the County's focus to longer term planning and greater fiscal sustainability. Through the creation of multi-year business plans, budgets, and corporate project reporting, MYPE will become the County's gold standard of project management methodology, allowing us to see just how effective we are in achieving Council's strategic goals. Working to align Council's vision with the activities of all of the County's distinct, yet interconnected departments, ensures that appropriate resources are allocated to the right places at the right times so that we can continue to deliver programs and services that are the most impactful to our residents.

The 2019 Multi-year budget was presented as the fiscal plan necessary to operationalize Council's priorities from 2019 through 2023. In 2019, when it came time to present the recommended 2020 Multi-year budget, Administration was able to focus the conversation more meaningfully around the refinements necessary to re-validate the multi-year plan for 2020 to 2024. This process, coined "reporting on the delta," has allowed the County to realize the benefits of long-term financial planning while exercising adaptability through economic flux and shifting political landscapes. In essence, reporting on the delta has shifted the conversation toward big-picture issues which allows the County to address challenges head-on, through solutions-based approaches that are articulated through the budget.



FOREWORD

COVID-19

Mere months following the approval of the 2020 Multi-year Approved Budget, the region was struck with the COVID-19 global pandemic health crisis, putting Alberta into a state of public health emergency. The health and safety of our community has quickly become this year's number one priority amid this unprecedented crisis. In addition to preserving the health and safety of our residents through mass amenity closures, aggressive social distancing protocols and enhanced sanitization practices, several changes to the County's fiscal plan are also necessary. While the devastating impacts of COVID-19 cannot be completely eradicated, the County is taking steps to ease the financial hardship experienced by residents and businesses alike.

Amending the previously approved 2020 tax rate increase of 1.21% down to a 0% increase is one of the measures that Council has taken to ease the burden on tax payers. Also, initiatives such as property tax and utility bill deferral will offer further peace of mind to those struggling with financial difficulties in these times of uncertainty. We will be operating in a constantly evolving environment in 2020 as the County works towards a staged relaunch strategy consistent with the recommendations of the Provincial Health Minister. Although this year still brings much uncertainty, County Council and Administration are working to manage the unexpected while keeping the health and safety of residents the top priority.






The following document represents the budget that was approved prior to the onset of COVID-19, and has not been adjusted for any of the impacts brought on by the epidemic or the County's responses to them.

INTRODUCTION TO 2020 MULTI-YEAR BUDGET

The 2020 Multi-year Approved Budget is reflective of maintaining the current service levels for existing programs and services to the community as well as the additional resource requirements for initiatives that focus on aligning with Council's vision for sustainable municipal infrastructure, attracting petrochemical business, increasing public involvement, and building relationships with neighboring municipalities and civic organizations. The 2020 Multi-year budget ensures we remain agile in a time of economic uncertainty and positions the County to ensure a financially sustainable future while at the same time recognizing the environment in which we operate.

This document contains the 2020 Multi-year operating and capital budgets for Strathcona County. An overview of the budget is provided followed by a breakdown of each division including the approved and approved in principle Operating and Capital Budgets.

The County's divisions and associated departments are listed in the table below:

SNAPSHOT OF SERVICES SUPPORTED BY THE BUDGET				
				
INFRASTRUCTURE & PLANNING SERVICES	COMMUNITY SERVICES	CORPORATE SERVICES	FINANCIAL & STRATEGIC MANAGEMENT	SENIOR ADMINISTRATION
Urban & rural public works Winter maintenance Land development planning Business & development attraction & retention Agriculture services Capital construction Transportation planning Traffic safety	Recreation programs Parks maintenance Transit operations RCMP & Enforcement services Individual & family support Seniors services Fire & rescue services Emergency medical services	Fleet & building maintenance Legal services Legislative services Compensation & benefits Technology planning & strategy Occupational health & safety	Assessment & tax Trade agreement compliance Financial planning services Financial reporting services Corporate revenues & expenses	Council & Elected Officials Business plan delivery Policy development & implementation Promotion & publicity Media relations Intergovernmental affairs Public engagement

2020 Multi-year Approved Budget

The 2020 Multi-year Approved Budget exemplifies Strathcona County's success in transitioning in this process—we have developed and utilized multi-year plans to make sound long term decisions within the budget. Each project and initiative was reviewed in light of the four year operating and five year capital forecast windows to effectively measure the impact of today's decisions. We recognize that an annual budget is too short-term to maintain long-term financial sustainability—thus all decisions were made with the long-term view in mind.

The primary benefit of our long-term financial plan is to stimulate discussion and the examination of long-term impacts of today's decisions—to maximize the organization's ability to meet challenges, capitalize on opportunities, and deliver a stable level of essential services. The 2020 Multi-year Budget includes the identification of key risks in the County's environment, and careful attention to the implications for future budgets.

As an outcome of our priority-based business planning and strategic budgeting approach and the mandate of the Municipal Government Act, we have implemented multi-year plans and budgets. These long-term planning tools allow us to understand the lasting impacts of our choices, examine and forecast resource pressures that influence the County's financial situation, and take advantage of opportunities to be proactive in our decisions, rather than simply reacting to market conditions. Multi-year plans and budgets emphasize alignment with strategic priorities, ultimately enabling the strategic plan, and provide insight on the risks we may face in the future.

BUDGET HIGHLIGHTS

Budget 2020 includes a approved consolidated budget of \$377.2 million and approved capital budget of \$110.7 million.

The approved 2020 budget calls for a 1.21% municipal tax dollar increase, resulting in an annual increase of \$22.15 or \$1.85/month for the average homeowner.

Utility rates are approved to increase 2.78%. On average, this translates to an additional \$3.19 on monthly bills.

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

The projected increase in Strathcona County's population is 0.93%—this means we will serve 924 more residents in 2020.

250 new housing starts, 300,000 sq.ft. of new commercial space and industrial projects are projected to come online in 2020.

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 2020 consolidated MPI is budgeted at 0.8%.

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. The operating budget sets the revenue and spending levels for all municipal services and programs. 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.

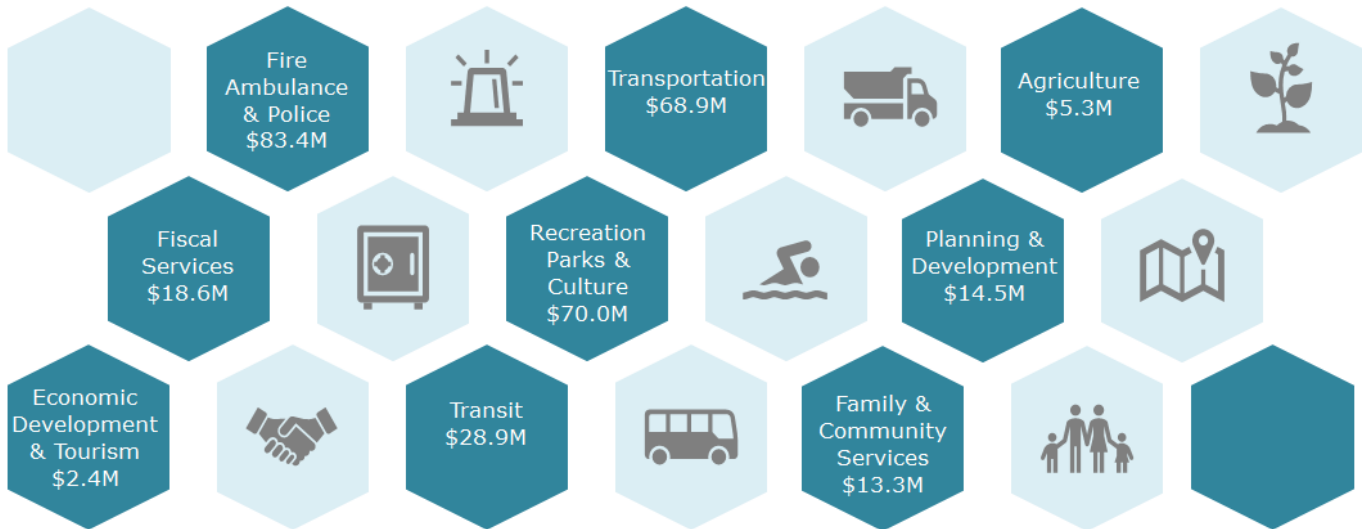
The **capital budget** deals with costs to develop new infrastructure and amenities and invest in long-term fixed assets required for daily service delivery. Maintenance of current infrastructure through rehabilitation and replacement is priority. Examples include new water lines, rehabilitation of roads, replacement of equipment, new facilities and technology, land and vehicles.

2020 Multi-year Budget Highlights

Council approved the 2020 operating and capital budgets; and approved in principle the 2021-2023 operating and 2021-2024 capital budgets on December 5, 2019:

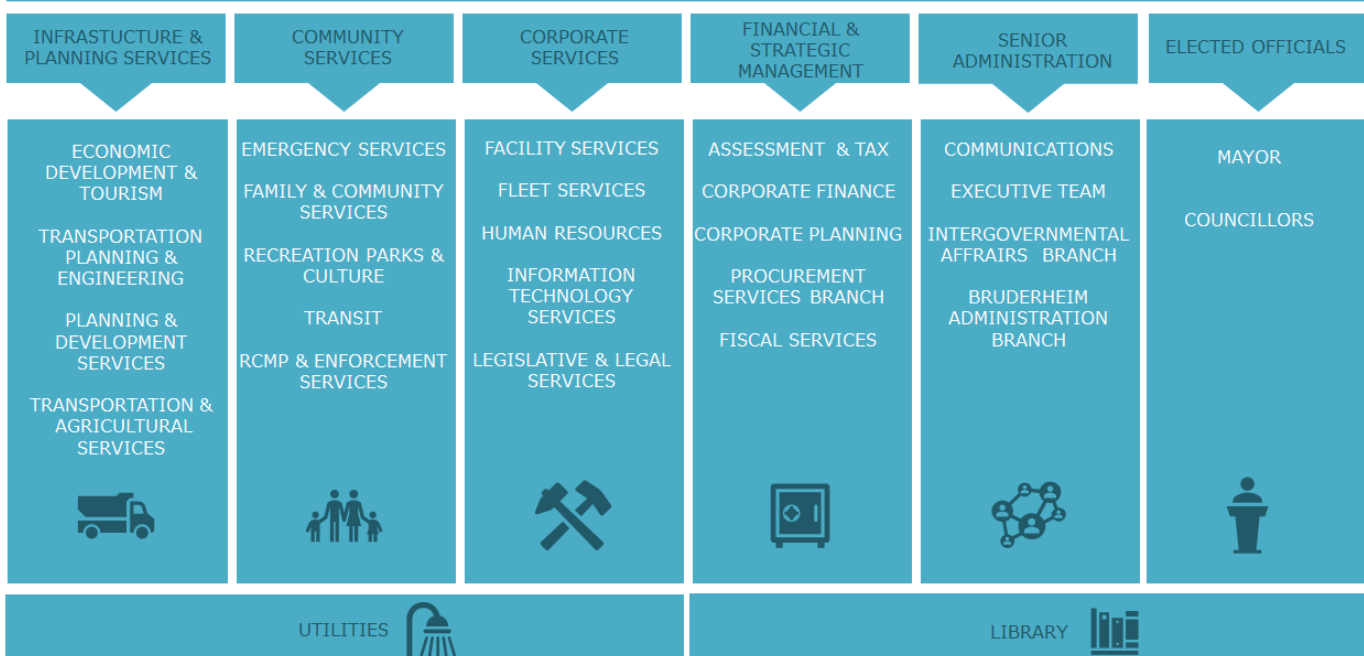
Budget	Consolidated operating budget	Consolidated capital budget	Municipal tax dollar increase %	Monthly increase to sample homeowner	Utility rate increase %	Average monthly increase on utility bill
2020 Approved Budget	\$377.2M	\$110.7M	1.21%	\$1.85	2.78%	\$3.19
2021 Approved in Principle Budget	\$387.8M	\$50.9M	1.98%	\$3.05	1.93%	\$2.29
2022 Approved in Principle Budget	\$398.4M	\$91.9M	1.88%	\$2.95	2.38%	\$2.86
2023 Approved in Principle Budget	\$409.8M	\$51.8M	1.61%	\$2.53	2.75%	\$3.39
2024 Approved in Principle Budget	N/A	\$84.6M	N/A	N/A	N/A	N/A

WHERE THE MONEY GOES



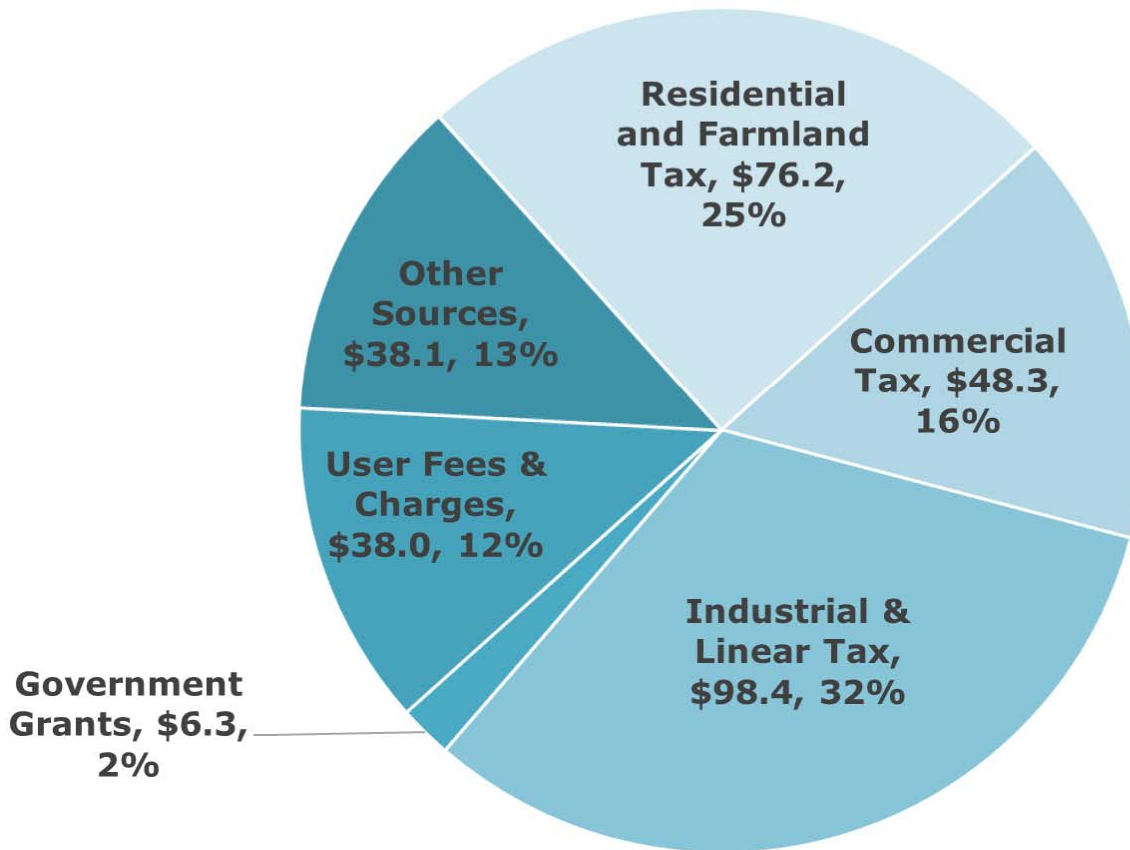
The operating budget maintains the vast array of high quality services provided to the community. Park and trail maintenance, policing, snow removal, community events, recreation opportunities and road maintenance are just a few of the many services delivered through the 2020 multi-year budget. The capital 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 \$305.3 million for 2020.

STRATHCONA COUNTY ORGANIZATION



WHERE THE MONEY COMES FROM

ALL REVENUE WITH TAX BREAKDOWN TOTAL REVENUE \$305.3M



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 73% 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 32% 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. Commercial taxes come from businesses that reside within the County and make up 16% of budgeted revenue.

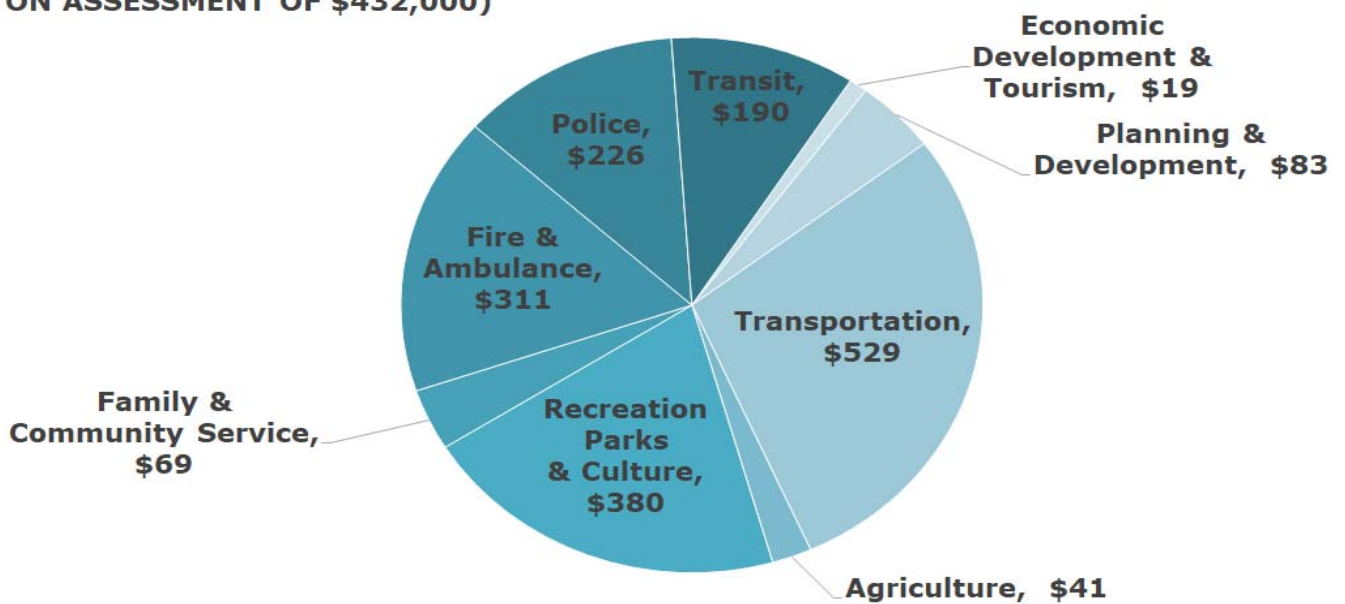
User fees and charges form the next significant portion of revenue collected by the County. At 12% of total revenue, they are generated primarily from planning and development service fees, transit fares and fees collected for the use of recreation facilities.

Other sources of revenue are comprised of penalties and fines, investment income, other revenue, reserve transfers and loan funds repaid.

Understanding Your Municipal Taxes

The sample single family residential property assessed at \$432,000 will pay approximately \$1,848 per year, or \$154.00 per month in property taxes in 2020 for Strathcona County municipal services. For this, residents will receive the snapshot of services listed in the graphic below, and much more. Transportation infrastructure requires 29% of your tax dollar, while recreation, parks and culture requires 21% and 17% goes to funding fire and ambulance.

**2020 ANNUAL TAX DOLLARS PER AVERAGE HOUSEHOLD TOTAL \$1,848/YEAR
(BASED ON ASSESSMENT OF \$432,000)**



The average household in Strathcona County will spend \$154.00 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.

\$154.00 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 2.78%. On average, this translates to an additional \$3.19 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.

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 put pressure on 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 300,000 square feet of new commercial space and industrial projects coming online in 2020. Total municipal tax growth for 2020 is forecasted at approximately 1%, or \$2.2 million. Strathcona County is committed to sound fiscal management and 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. The 2020 Multi-year Budget 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 2020 municipal budget is 0.6%, which translates into an additional estimated cost of \$1.5 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

Multiyear Operating Budget Summary Consolidated

	2020 Approved Budget	2021 AIP Budget	2022 AIP Budget	2023 AIP Budget
500 - Revenue				
110 - Property Taxes	\$232,750,422	\$241,412,745	\$256,772,346	\$266,619,439
120 - Government Grants	6,847,858	6,854,258	6,860,376	6,866,376
124 - Utility User Rates	56,840,209	58,500,389	60,165,069	62,115,558
130 - User Fees & Charges	39,218,115	39,864,343	39,995,650	41,015,497
145 - Penalties and Fines	6,175,855	5,912,855	5,912,855	5,912,855
150 - Investment Income	9,444,980	9,361,316	9,122,234	8,886,664
155 - Other Revenues	8,641,094	8,877,151	8,508,907	8,449,168
Total 500 - Revenue	359,918,533	370,783,057	387,337,437	399,865,557
600 - Expense				
200 - Salaries & Wages	153,440,353	155,426,233	155,274,579	155,427,287
205 - Employee Benefits	29,599,910	29,939,490	29,829,647	29,882,772
210 - Training & Development	2,830,527	2,839,951	2,831,242	2,847,850
215 - Business Expenses	1,231,740	1,363,679	1,299,774	1,277,377
220 - Advertising & Printing	2,471,388	2,476,071	2,530,273	2,472,757
225 - Professional Services	5,193,727	4,499,534	3,845,201	3,687,780
230 - Insurance	1,621,762	1,702,286	1,769,002	1,817,057
235 - Rentals & Leases	3,472,630	3,206,748	3,211,335	3,132,318
240 - Contracted Services	49,471,307	49,836,023	49,953,275	50,567,131
245 - Supplies & Materials	42,716,839	44,507,062	45,620,643	47,234,607
250 - Repairs & Maintenance	7,230,648	7,490,024	7,808,874	7,902,743
255 - Equipment Purchases	2,116,238	2,100,927	2,147,916	2,161,934
260 - Utilities	8,624,037	8,901,796	9,393,732	9,646,932
265 - Telecommunications	1,088,995	1,089,759	1,097,052	1,093,387
270 - Interest on Debt	6,158,459	6,119,742	6,018,176	5,935,515
275 - Grants & Requisitions	2,838,139	2,918,620	2,948,815	2,977,568
280 - Other Expenses	1,804,472	1,845,100	1,914,594	2,615,786
281 - Interprogram	-	-	-	-
315 - Amortization Expense	60,908,205	58,220,552	56,778,667	53,646,481
Total 600 - Expense	382,819,376	384,483,597	384,272,797	384,327,282
Net Revenues/(Expenses)	(22,900,843)	(13,700,540)	3,064,640	15,538,275
700 - Non-Operating Items				
405 - From Reserve	16,014,517	15,592,824	9,554,772	8,405,296
410 - To Capital	(592,879)	(592,879)	(603,059)	(603,059)
415 - To Reserve	(43,299,264)	(48,811,173)	(57,650,268)	(66,417,850)
425 - Loan Funds Repaid	1,220,503	1,453,528	1,490,874	1,526,163
431 - Long Term Debt Repaid	(11,478,989)	(12,246,210)	(12,723,431)	(12,187,199)
Total 700 - Non-Operating Items	(38,136,112)	(44,603,910)	(59,931,112)	(69,276,649)
Non-Cash Adjustment	61,036,955	58,304,450	56,866,472	53,738,374
Net Impact For Budget Purposes	\$ -	\$ -	\$ -	\$ -

Multiyear Operating Budget Summary Municipal

	2020 Approved Budget	2021 AIP Budget	2022 AIP Budget	2023 AIP Budget
500 - Revenue				
110 - Property Taxes	\$222,857,646	\$231,250,729	\$246,016,036	\$255,275,318
120 - Government Grants	6,285,295	6,291,695	6,297,813	6,303,813
130 - User Fees & Charges	37,990,114	38,616,430	38,727,428	39,744,087
145 - Penalties and Fines	6,015,855	5,752,855	5,752,855	5,752,855
150 - Investment Income	7,966,214	7,819,458	7,592,629	7,365,801
155 - Other Revenues	8,478,937	8,714,994	8,346,750	8,287,011
Total 500 - Revenue	289,594,061	298,446,161	312,733,511	322,728,885
600 - Expense				
200 - Salaries & Wages	138,416,176	139,890,263	139,426,597	139,306,969
205 - Employee Benefits	26,536,884	26,802,599	26,652,255	26,671,944
210 - Training & Development	2,504,782	2,513,730	2,504,536	2,520,637
215 - Business Expenses	1,167,853	1,298,784	1,233,868	1,212,460
220 - Advertising & Printing	1,900,704	1,892,186	1,932,538	1,860,532
225 - Professional Services	4,659,068	4,030,761	3,436,687	3,279,005
230 - Insurance	1,621,762	1,702,286	1,769,002	1,817,057
235 - Rentals & Leases	3,070,137	2,796,853	2,797,486	2,710,763
240 - Contracted Services	40,482,815	40,722,314	40,649,550	41,070,938
245 - Supplies & Materials	19,024,530	19,787,260	19,832,411	20,343,331
250 - Repairs & Maintenance	5,054,734	5,249,898	5,502,594	5,528,303
255 - Equipment Purchases	1,909,047	1,873,186	1,938,305	1,947,143
260 - Utilities	8,708,071	8,987,702	9,481,648	9,780,347
265 - Telecommunications	932,315	931,008	936,191	930,368
270 - Interest on Debt	3,076,773	3,091,846	3,271,185	3,385,346
275 - Grants & Requisitions	2,838,139	2,918,620	2,948,815	2,977,568
280 - Other Expenses	1,705,055	1,744,888	1,813,570	2,513,936
281 - Interprogram	(3,675,674)	(3,686,240)	(3,675,613)	(3,714,864)
315 - Amortization Expense	51,565,822	49,039,316	47,601,309	44,626,653
Total 600 - Expense	311,498,993	311,587,260	310,052,934	308,768,436
Net Revenues/(Expenses)	(21,904,932)	(13,141,099)	2,680,577	13,960,449
700 - Non-Operating Items				
405 - From Reserve	14,459,346	14,212,241	8,282,296	7,173,290
415 - To Reserve	(38,741,729)	(44,174,724)	(52,047,140)	(59,918,431)
425 - Loan Funds Repaid	1,220,503	1,453,528	1,490,874	1,526,163
431 - Long Term Debt Repaid	(6,679,176)	(7,473,160)	(8,095,721)	(7,460,017)
Total 700 - Non-Operating Items	(29,741,056)	(35,982,115)	(50,369,691)	(58,678,995)
Non-Cash Adjustment	51,645,988	49,123,214	47,689,114	44,718,546
Net Impact For Budget Purposes	\$ -	\$ -	\$ -	\$ -

2020 Multi-year Divisional Budget

INFRASTRUCTURE AND PLANNING SERVICES DIVISION



INFRASTRUCTURE AND PLANNING SERVICES

Infrastructure and Planning Services touches the lives of every citizen, every day. The division is responsible for managing Strathcona County's infrastructure, above and below ground. Above ground, it's easy to see the impact, as the division plans, constructs, and maintains streets, sidewalks and highways, designs and maintains facilities and parks, and coordinates plans and permits. Below ground, the work is more hidden, but just as critical to everyday life — the division provides treated water, wastewater and stormwater infrastructure that promotes public health and safety.

In addition, the division operates 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, it inspires a strong, diverse and sustainable economy.

Infrastructure and Planning Services believes in Council's vision for the community — hundreds of employees across five departments work every day to maintain quality infrastructure services to keep citizens safe in all seasons, facilitate logical and balanced development and keep the community economically resilient with an expanded level of services.

Economic Development and Tourism

Economic Development and Tourism enables the success and growth of business and industry in Strathcona County. It does this through business and investment attraction, business retention and expansion, and entrepreneurial support. This mission supports a strong, diversified and resilient economy, contributing to advancing quality of life and place.

Planning and Development Services

Planning and Development Services ensures Strathcona County remains a safe and healthy community by balancing urban and rural land uses, natural environment and economic prosperity, all through the use of innovative and sound planning concepts and expertise.



Transportation and Agriculture Services

Transportation and Agriculture Services ensures the essential infrastructure and services that contribute to a high standard of quality of life for residents across urban and rural Strathcona County. Programs include road construction, winter maintenance and vegetation and pest control to long-term initiatives that preserve and enhance the County's agricultural lands and heritage.

Transportation Planning and Engineering

Transportation Planning and Engineering provides safe and efficient multi-modal transportation infrastructure through effective planning, design, and implementation according to engineering, construction and municipal best practices. The department is responsible for strategic transportation planning and major road construction projects of the County's transportation systems infrastructure.

Utilities

The Utilities department manages and operates municipal utility infrastructure to provide reliable services; to promote and support a sustainable environment and healthy community. It builds a foundation for the community to thrive and prosper. Its core business functions are waste management, community energy, water, wastewater, stormwater and utilities engineering.

Multiyear Operating Budget Summary Division

	2020 Approved Budget	2021 AIP Budget	2022 AIP Budget	2023 AIP Budget
100 - Infrastructure & Planning Svc.				
500 - Revenue				
120 - Government Grants	\$183,361	\$183,361	\$183,361	\$183,361
130 - User Fees & Charges	4,025,670	4,026,123	4,167,883	4,861,658
145 - Penalties and Fines	17,000	17,000	17,000	17,000
155 - Other Revenues	326,927	330,879	335,850	341,841
Total 500 - Revenue	4,552,958	4,557,363	4,704,094	5,403,860
600 - Expense				
200 - Salaries & Wages	24,027,939	24,363,011	24,674,343	24,791,041
205 - Employee Benefits	4,510,497	4,555,977	4,612,840	4,633,247
210 - Training & Development	445,316	442,520	445,059	450,575
215 - Business Expenses	406,974	413,117	416,621	419,900
220 - Advertising & Printing	531,292	565,266	584,866	590,766
225 - Professional Services	1,290,926	825,926	602,426	754,426
230 - Insurance	-	30,000	50,000	50,000
235 - Rentals & Leases	1,704,719	1,755,586	1,845,285	1,845,759
240 - Contracted Services	12,413,393	9,290,162	9,347,228	9,401,268
245 - Supplies & Materials	4,989,284	5,024,615	5,104,156	5,111,906
250 - Repairs & Maintenance	164,614	189,774	367,757	369,757
255 - Equipment Purchases	175,923	175,923	170,923	170,923
260 - Utilities	2,238,776	2,284,428	2,565,848	2,647,185
265 - Telecommunications	159,500	162,963	164,963	167,963
275 - Grants & Requisitions	215,000	215,000	215,000	215,000
280 - Other Expenses	96,636	96,643	96,649	96,656
281 - Interprogram	(116,264)	(136,662)	(176,582)	(176,910)
Total 600 - Expense	53,254,525	50,254,249	51,087,382	51,539,462
Net Revenues/(Expenses)	(48,701,567)	(45,696,886)	(46,383,288)	(46,135,602)
700 - Non-Operating Items				
405 - From Reserve	1,654,507	1,640,507	1,590,917	1,565,507
415 - To Reserve	(16,340,178)	(19,340,178)	(19,340,178)	(19,340,178)
Total 700 - Non-Operating Items	(14,685,671)	(17,699,671)	(17,749,261)	(17,774,671)
Net Impact For Budget Purposes	\$ (63,387,238)	\$ (63,396,557)	\$ (64,132,549)	\$ (63,910,273)

2020 Multi-year Department Budget

UTILITIES

Multiyear Operating Budget Summary Department

	2020 Approved Budget	2021 AIP Budget	2022 AIP Budget	2023 AIP Budget
Utilities				
500 - Revenue				
110 - Property Taxes	\$10,224	\$ -	\$ -	\$ -
120 - Government Grants	7,000	7,000	7,000	7,000
124 - Utility User Rates	56,840,209	58,500,389	60,165,069	62,115,558
130 - User Fees & Charges	1,170,261	1,190,117	1,210,369	1,213,500
150 - Investment Income	1,308,704	1,375,183	1,368,155	1,364,638
155 - Other Revenues	6,000	6,000	6,000	6,000
Total 500 - Revenue	59,342,398	61,078,689	62,756,593	64,706,696
600 - Expense				
200 - Salaries & Wages	9,511,274	9,848,198	10,037,251	10,209,365
205 - Employee Benefits	1,798,463	1,830,836	1,834,243	1,834,243
210 - Training & Development	213,847	214,323	214,808	215,315
215 - Business Expenses	49,711	49,719	49,730	49,741
220 - Advertising & Printing	483,714	496,915	510,765	525,255
225 - Professional Services	500,019	433,882	373,367	373,367
235 - Rentals & Leases	390,318	397,720	401,674	409,380
240 - Contracted Services	8,887,865	9,012,749	9,202,425	9,394,547
245 - Supplies & Materials	23,105,895	24,132,163	25,184,353	26,293,267
250 - Repairs & Maintenance	2,132,365	2,196,577	2,262,731	2,330,891
255 - Equipment Purchases	181,091	181,091	181,091	181,091
260 - Utilities	(84,034)	(85,906)	(87,916)	(133,415)
265 - Telecommunications	146,878	148,949	151,059	153,217
270 - Interest on Debt	2,270,032	2,255,405	2,015,447	1,861,429
280 - Other Expenses	93,593	94,388	95,200	96,026
281 - Interprogram	2,956,550	2,966,298	2,954,935	2,993,431
315 - Amortization Expense	7,996,891	7,835,744	7,831,866	7,674,336
Total 600 - Expense	60,634,472	62,009,051	63,213,029	64,461,486
Net Revenues/(Expenses)	(1,292,074)	(930,362)	(456,436)	245,210
700 - Non-Operating Items				
405 - From Reserve	1,555,171	1,380,583	1,272,476	1,232,006
415 - To Reserve	(4,364,352)	(4,407,354)	(4,955,250)	(5,401,890)
431 - Long Term Debt Repaid	(3,944,220)	(3,878,611)	(3,692,656)	(3,749,662)
Total 700 - Non-Operating Items	(6,753,401)	(6,905,382)	(7,375,430)	(7,919,546)
Non-Cash Adjustment	8,045,475	7,835,744	7,831,866	7,674,336
Net Impact For Budget Purposes	\$ -	\$ -	\$ -	\$ -

2020 Multi-year Divisional Budget

COMMUNITY SERVICES DIVISION



COMMUNITY SERVICES

Community Services' focus is on creating a healthy, vibrant, safe and welcoming community that celebrates cultural and social inclusion. To that end, the division is working to determine how to best create a community where people feel supported, safe and connected. A social framework policy guides the collective work on things that matter in the community – including affordability, access to programs and services, safety and overall feelings of connectedness and inclusion.

These four priorities are strongly reflected across the 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 a progressive transit system, and internationally-recognized events and recreation programming offered through Recreation, Parks and Culture.

Emergency Services


Strathcona County Emergency Services is an integrated fire, rescue and emergency medical services (EMS) department operating in an urban and rural environment.

Emergency Services is a community-focused, proactive department that works closely with public, industry and strategic partners to help facilitate public safety, respond to emergencies and get the best possible patient safety and customer services outcomes.

The department 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. Emergency Services provides public education programs including FireSmart workshops, first aid and CPR, targeted education to children and seniors, emergency preparedness and home safety. Emergency Services also 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

Family and Community Services helps build strong communities to support the diverse needs of residents. Based on the understanding that safe and supported



communities grow when individuals and families support and care for one another, the department provides two interdependent core functions – empowering communities; and empowering individuals and families. Within these functions, the department undertakes civic engagement, social innovation, planning and evaluation, and provides funding, early years navigation, in-home care support, counselling, mental health capacity building and navigation.

Family and Community Services also provides services to residents through rural halls, public greenspaces, playgrounds, senior lodges, the Children and Youth Community Centre, county facilities, Strathcona County Library, schools, and offices in the Strathcona County Community Centre.

Recreation, Parks and Culture

Recreation, Parks and Culture generates recreation and culture opportunities to enhance Strathcona County residents' quality of life and build community. The department works to understand residents' interests and needs, mitigate barriers to access and participation and provide a wide variety of recreation and culture activities and experiences. Recreation, Parks and Culture 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.

The department offers both spontaneous and programmed activities, cultural services, festivals and events that encourage physical activity, personal growth, skill development, social inclusion and mental well-being.

RCMP and Enforcement Services

Strathcona County RCMP and Enforcement Services is an integrated detachment that includes RCMP, municipal peace officers, sheriffs and municipal support staff. The detachment has five core functions; respond to calls for service, general investigations, traffic, community policing and support services. These core functions are responsible for public safety, law enforcement, evidence-gathering for judicial proceedings, support for victims of crime, traffic safety, and public awareness/education through community policing.



Transit

Strathcona County Transit has four core functions that enhance the mobility of 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 provides access to all aspects of the community including places of employment, social activities, medical needs, shopping, and government destinations. In addition, Transit helps to enhance economic and environmental sustainability by improving labour mobility and reducing automobile use. Transit services are highly integrated to reduce costs and enhance efficiency. Transit has a mission-driven team focused on safety, customer service and reliability. The transit system delivers over 4,000 trips every weekday and travels over 3.3 million kilometres annually

Multiyear Operating Budget Summary Division

	2020 Approved Budget	2021 AIP Budget	2022 AIP Budget	2023 AIP Budget
200 - Community Services				
500 - Revenue				
120 - Government Grants	\$5,340,422	\$5,346,822	\$5,352,940	\$5,358,940
130 - User Fees & Charges	29,257,673	29,464,756	29,630,174	29,838,058
145 - Penalties and Fines	4,598,855	4,335,855	4,335,855	4,335,855
155 - Other Revenues	6,443,850	6,763,850	6,443,850	6,443,850
Total 500 - Revenue	45,640,800	45,911,283	45,762,819	45,976,703
600 - Expense				
200 - Salaries & Wages	80,274,038	80,813,593	81,051,735	81,198,425
205 - Employee Benefits	14,242,546	14,305,329	14,346,482	14,393,962
210 - Training & Development	1,087,796	1,089,751	1,094,985	1,106,681
215 - Business Expenses	542,184	670,954	582,111	586,972
220 - Advertising & Printing	912,761	889,618	876,196	892,134
225 - Professional Services	290,385	299,985	291,435	292,385
230 - Insurance	330	330	330	330
235 - Rentals & Leases	674,741	753,040	756,374	769,177
240 - Contracted Services	21,334,762	22,384,806	22,957,516	24,329,218
245 - Supplies & Materials	5,019,768	5,186,117	5,230,944	5,305,183
250 - Repairs & Maintenance	1,332,773	1,416,312	1,430,739	1,456,450
255 - Equipment Purchases	1,274,892	1,283,326	1,354,713	1,363,053
260 - Utilities	5,198,439	5,321,936	5,477,449	5,600,987
265 - Telecommunications	355,755	355,152	355,925	356,606
275 - Grants & Requisitions	1,694,401	1,724,882	1,755,077	1,783,830
280 - Other Expenses	567,930	598,446	604,495	612,804
281 - Interprogram	5,956,106	6,019,293	6,068,359	6,100,643
Total 600 - Expense	140,759,607	143,112,870	144,234,865	146,148,840
Net Revenues/(Expenses)	(95,118,807)	(97,201,587)	(98,472,046)	(100,172,137)
700 - Non-Operating Items				
405 - From Reserve	881,878	903,176	687,255	645,000
415 - To Reserve	(4,650,893)	(4,801,843)	(4,849,843)	(5,032,843)
Total 700 - Non-Operating Items	(3,769,015)	(3,898,667)	(4,162,588)	(4,387,843)
Net Impact For Budget Purposes	\$ (98,887,822)	\$ (101,100,254)	\$ (102,634,634)	\$ (104,559,980)

2020 Multi-year Divisional Budget

CORPORATE SERVICES DIVISION



CORPORATE SERVICES

Corporate Services is at the core of Strathcona County, providing guidance and internal services to all departments to maximize the organization's effectiveness and potential.

The division works behind the scenes to support front-line departments, care for facilities used by residents and staff, repair our fleet such as transit and emergency vehicles, recruit and train staff, optimize technology, provide legal advice and support the activities of County Council. The division is critical to achieving success for the organization, putting resources into place to respond to the needs of our residents. This fundamental internal structure allows the operational departments to concentrate on delivering services to citizens, efficiently and effectively.

Facility Services


Facility Services plans, builds, maintains and improves Strathcona County facilities in a sustainable manner that supports service delivery, safety and comfort to employees and the public while reflecting community pride. The programs of asset management; facility operations; facility digital technologies; and print and mail services all adopt an objective of providing great customer service.

Fleet Services

Fleet Services is committed to enhancing Strathcona County services by providing departments with high-quality, safe and effective vehicles and equipment at the lowest possible cost. The core business functions of fleet acquisitions; fleet management; maintenance; and materials management contribute to operations. The focus: to work in partnership with customers to achieve client satisfaction, operational excellence and optimal value.

Human Resources

The Human Resources department establishes effective strategies and programs to attract and retain the right talent to support Strathcona County's strategic direction



and business goals. The department's work in advisory services and labour relations; compensation and benefits; health, safety and well-being; and workforce planning and development is accomplished through strong business partnerships.

Information Technology Services

Information Technology Services is the primary steward of enterprise information and technology strategy. The department works with its partners to deliver innovative technology-based services and solutions to meet corporate and strategic goals for the benefit of citizens, business and industry. Core business functions are technology planning; technology infrastructure and customer support; enterprise geographic information systems (GIS); business solutions and applications; and information management.

Legislative and Legal Services

Legislative and Legal Services is committed to service excellence to Council, the corporation and the public through its advice, guidance and assistance in support of open and transparent municipal governance. The department ensures legislative and legal requirements are met to support governance, and the delivery of municipal programs and services. It provides advice and/or liaison to protect and maintain the County's legal rights and ensure the County meets its legal obligations.

Multiyear Operating Budget Summary Division

	2020 Approved Budget	2021 AIP Budget	2022 AIP Budget	2023 AIP Budget
300 - Corporate Services				
500 - Revenue				
130 - User Fees & Charges	\$639,441	\$950,221	\$643,041	\$643,041
155 - Other Revenues	68,910	68,910	68,910	68,910
Total 500 - Revenue	708,351	1,019,131	711,951	711,951
600 - Expense				
200 - Salaries & Wages	22,638,742	22,904,180	22,055,980	21,747,564
205 - Employee Benefits	4,840,303	4,942,901	4,750,970	4,715,301
210 - Training & Development	583,993	593,110	581,801	580,550
215 - Business Expenses	194,145	189,995	200,670	180,370
220 - Advertising & Printing	327,543	326,588	358,777	264,190
225 - Professional Services	1,747,486	1,620,586	1,435,586	1,305,086
235 - Rentals & Leases	787,977	885,527	793,127	693,127
240 - Contracted Services	6,535,689	7,770,991	7,111,271	6,675,709
245 - Supplies & Materials	9,803,517	10,370,436	10,289,721	10,701,226
250 - Repairs & Maintenance	3,556,597	3,643,062	3,703,348	3,701,346
255 - Equipment Purchases	400,379	356,879	355,495	355,879
260 - Utilities	1,270,856	1,381,338	1,438,351	1,532,175
265 - Telecommunications	413,559	409,174	411,443	401,798
275 - Grants & Requisitions	82,000	82,000	82,000	82,000
280 - Other Expenses	143,467	151,697	147,441	145,701
281 - Interprogram	(7,846,043)	(7,893,802)	(7,906,144)	(7,937,267)
Total 600 - Expense	45,480,210	47,734,662	45,809,837	45,144,755
Net Revenues/(Expenses)	(44,771,859)	(46,715,531)	(45,097,886)	(44,432,804)
700 - Non-Operating Items				
405 - From Reserve	3,124,830	3,367,463	2,915,328	3,197,917
415 - To Reserve	(9,105,846)	(9,174,936)	(9,513,774)	(10,213,774)
Total 700 - Non-Operating Items	(5,981,016)	(5,807,473)	(6,598,446)	(7,015,857)
Net Impact For Budget Purposes	\$ (50,752,875)	\$ (52,523,004)	\$ (51,696,332)	\$ (51,448,661)

2020 Multi-year Divisional Budget

FINANCIAL AND STRATEGIC MANAGEMENT DIVISION



FINANCIAL AND STRATEGIC MANAGEMENT

The Financial and Strategic Management 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, the division contributes the information critical to support evidence-based decisions.

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

Through these roles, the division is involved in all facets of the County operations. This work touches the lives of residents every day, as the division helps the organization realize its vision of becoming Canada's most livable community.

Assessment and Tax

Assessment and Tax annually prepares and communicates a legislatively compliant assessment and tax roll that provides for the distribution and collection of property taxes amongst residents, businesses and industry. The department's two core functions are property assessment and property taxation, governed by the Municipal Government Act and associated regulations.

Corporate Planning

Corporate Planning is responsible for assisting the organization in making evidence-based decisions through business planning, budgeting, and advisory services. In its advice, project management and facilitation, the department supports the advancement of Strathcona County's strategic and corporate goals, toward service excellence.



Corporate Finance

Corporate Finance provides stewardship for Strathcona County finances and assets, ensuring compliance and providing transparent communication on behalf of taxpayers. It performs three core business functions: financial reporting; treasury and risk management; and financial coordination. The department is steward to fiscal services, financial activities that are of a corporate nature, such as grants and debt-servicing.

Multiyear Operating Budget Summary Division

	2020 Approved Budget	2021 AIP Budget	2022 AIP Budget	2023 AIP Budget
250 - Financial and Strategic Management				
500 - Revenue				
130 - User Fees & Charges	\$322,330	\$322,330	\$322,330	\$322,330
155 - Other Revenues	358,553	358,553	358,553	358,553
Total 500 - Revenue	680,883	680,883	680,883	680,883
600 - Expense				
200 - Salaries & Wages	7,118,489	7,203,313	7,061,659	7,005,334
205 - Employee Benefits	1,664,381	1,683,770	1,649,231	1,635,843
210 - Training & Development	224,312	223,705	217,223	217,364
215 - Business Expenses	46,948	46,943	56,681	47,433
220 - Advertising & Printing	141,543	142,683	144,287	145,030
225 - Professional Services	756,210	504,203	531,479	350,247
235 - Rentals & Leases	200	200	200	200
240 - Contracted Services	187,994	494,066	500,138	200,210
245 - Supplies & Materials	97,961	98,792	98,980	114,470
250 - Repairs & Maintenance	600	600	600	600
255 - Equipment Purchases	50,415	49,620	49,736	49,850
265 - Telecommunications	22,248	22,461	22,602	22,743
280 - Other Expenses	46,135	47,215	48,307	48,571
281 - Interprogram	(340,716)	(342,339)	(342,324)	(342,309)
Total 600 - Expense	10,016,720	10,175,232	10,038,799	9,495,586
Net Revenues/(Expenses)	(9,335,837)	(9,494,349)	(9,357,916)	(8,814,703)
700 - Non-Operating Items				
405 - From Reserve	143,410	20,000	35,000	-
415 - To Reserve	(120,000)	(120,000)	(120,000)	(120,000)
Total 700 - Non-Operating Items	23,410	(100,000)	(85,000)	(120,000)
Net Impact For Budget Purposes	\$ (9,312,427)	\$ (9,594,349)	\$ (9,442,916)	\$ (8,934,703)

Multiyear Operating Budget Summary Division

	2020 Approved Budget	2021 AIP Budget	2022 AIP Budget	2023 AIP Budget
930 - Fiscal Services				
500 - Revenue				
110 - Property Taxes	\$222,857,646	\$231,250,729	\$246,016,036	\$255,275,318
120 - Government Grants	761,512	761,512	761,512	761,512
130 - User Fees & Charges	3,621,000	3,729,000	3,840,000	3,955,000
145 - Penalties and Fines	1,400,000	1,400,000	1,400,000	1,400,000
150 - Investment Income	7,966,214	7,819,458	7,592,629	7,365,801
155 - Other Revenues	1,280,697	1,192,802	1,139,587	1,073,857
Total 500 - Revenue	237,887,069	246,153,501	260,749,764	269,831,488
600 - Expense				
200 - Salaries & Wages	(997,299)	(777,413)	(814,753)	(833,303)
205 - Employee Benefits	226,812	255,678	229,027	227,820
210 - Training & Development	(84,110)	(83,305)	(82,510)	(82,510)
215 - Business Expenses	(225,000)	(225,000)	(225,000)	(225,000)
220 - Advertising & Printing	(330,000)	(330,000)	(330,000)	(330,000)
225 - Professional Services	399,500	399,500	399,500	399,500
230 - Insurance	1,621,432	1,671,956	1,718,672	1,766,727
235 - Rentals & Leases	(100,000)	(600,000)	(600,000)	(600,000)
240 - Contracted Services	(124,168)	647,144	598,252	329,388
245 - Supplies & Materials	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
265 - Telecommunications	(50,000)	(50,000)	(50,000)	(50,000)
270 - Interest on Debt	3,076,773	3,091,846	3,271,185	3,385,346
275 - Grants & Requisitions	671,738	671,738	671,738	671,738
280 - Other Expenses	850,887	850,887	916,678	1,610,204
281 - Interprogram	(1,303,846)	(1,306,569)	(1,291,797)	(1,331,932)
315 - Amortization Expense	51,565,822	49,039,316	47,601,309	44,626,653
Total 600 - Expense	54,198,541	52,255,778	51,012,301	48,564,631
Net Revenues/(Expenses)	183,688,528	193,897,723	209,737,463	221,266,857
700 - Non-Operating Items				
405 - From Reserve	8,654,721	8,281,095	3,053,796	1,764,866
415 - To Reserve	(8,524,812)	(10,737,767)	(18,223,345)	(25,211,636)
425 - Loan Funds Repaid	1,220,503	1,453,528	1,490,874	1,526,163
431 - Long Term Debt Repaid	(6,679,176)	(7,473,160)	(8,095,721)	(7,460,017)
Total 700 - Non-Operating Items	(5,328,764)	(8,476,304)	(21,774,396)	(29,380,624)
Non-Cash Adjustment	51,645,988	49,123,214	47,689,114	44,718,546
Net Impact For Budget Purposes	\$ 230,005,752	\$ 234,544,633	\$ 235,652,181	\$ 236,604,779

2020 Multi-year Divisional Budget

SENIOR ADMINISTRATION & COUNCIL DIVISION



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 responsible for delivering the County’s business plans in alignment with Council’s strategic plan, and oversees the Communications department, the Intergovernmental Affairs branch, 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.

Executive Team

Strathcona County’s Executive Team 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

In support of Strathcona County’s strategic direction and business goals, the Communications department advances the reputation and positive image of the organization through open, transparent and meaningful stakeholder communication and public engagement.



Intergovernmental Affairs

Intergovernmental Affairs coordinates and facilitates information processes and advises elected officials and staff on intergovernmental issues that impact the County, and provides evidence-based advice that supports Strathcona County's interests, while balancing the needs of others. The branch works with a wide spectrum of legislative stakeholders including federal and provincial governments, Council, senior leadership, administration, and other municipal and regional counterparts.

Elected Officials

Strathcona County's elected officials are stewards of the County's strategic plan, the document that guides the 2020-2023 Corporate Business Plan and the 2020-2023 Budget. Engaged citizens contribute their aspirations for the future on an ongoing basis. It is Council's responsibility to guide the community in realizing a shared vision of becoming Canada's most livable community. With the voices of citizens setting direction for the programs and services that meet the needs of the community, elected officials establish priorities to execute the critical functions of County government.

Roles and obligations are set out in the Municipal Government Act and other legislation. It is Council's job to govern and to plan for success. Elected officials provide leadership and direction to administration in the review and approval of policies and programs that benefit 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.

Multiyear Operating Budget Summary Division

	2020 Approved Budget	2021 AIP Budget	2022 AIP Budget	2023 AIP Budget
900 - Senior Administration				
500 - Revenue				
130 - User Fees & Charges	\$124,000	\$124,000	\$124,000	\$124,000
Total 500 - Revenue	<u>124,000</u>	<u>124,000</u>	<u>124,000</u>	<u>124,000</u>
600 - Expense				
200 - Salaries & Wages	4,389,499	4,418,811	4,432,865	4,433,140
205 - Employee Benefits	910,534	916,860	919,693	919,743
210 - Training & Development	166,175	166,649	166,678	166,677
215 - Business Expenses	139,164	139,337	139,347	139,347
220 - Advertising & Printing	160,589	141,055	141,436	141,436
225 - Professional Services	174,561	380,561	176,261	177,361
235 - Rentals & Leases	2,500	2,500	2,500	2,500
240 - Contracted Services	15,000	15,000	15,000	15,000
245 - Supplies & Materials	105,300	98,600	99,910	101,846
255 - Equipment Purchases	5,438	5,438	5,438	5,438
265 - Telecommunications	22,332	22,337	22,337	22,337
275 - Grants & Requisitions	175,000	225,000	225,000	225,000
281 - Interprogram	(24,911)	(26,161)	(27,125)	(27,089)
Total 600 - Expense	<u>6,241,181</u>	<u>6,505,987</u>	<u>6,319,340</u>	<u>6,322,736</u>
Net Revenues/(Expenses)	<u>(6,117,181)</u>	<u>(6,381,987)</u>	<u>(6,195,340)</u>	<u>(6,198,736)</u>
Net Impact For Budget Purposes	<u>\$ (6,117,181)</u>	<u>\$ (6,381,987)</u>	<u>\$ (6,195,340)</u>	<u>\$ (6,198,736)</u>

Multiyear Operating Budget Summary Division

	2020 Approved Budget	2021 AIP Budget	2022 AIP Budget	2023 AIP Budget
920 - Elected Officials				
600 - Expense				
200 - Salaries & Wages	\$964,768	\$964,768	\$964,768	\$964,768
205 - Employee Benefits	141,811	142,084	144,012	146,028
210 - Training & Development	81,300	81,300	81,300	81,300
215 - Business Expenses	63,438	63,438	63,438	63,438
220 - Advertising & Printing	156,976	156,976	156,976	156,976
240 - Contracted Services	120,145	120,145	120,145	120,145
245 - Supplies & Materials	8,700	8,700	8,700	8,700
250 - Repairs & Maintenance	150	150	150	150
255 - Equipment Purchases	2,000	2,000	2,000	2,000
265 - Telecommunications	8,921	8,921	8,921	8,921
Total 600 - Expense	1,548,209	1,548,482	1,550,410	1,552,426
Net Revenues/(Expenses)	(1,548,209)	(1,548,482)	(1,550,410)	(1,552,426)
Net Impact For Budget Purposes	\$ (1,548,209)	\$ (1,548,482)	\$ (1,550,410)	\$ (1,552,426)

2020 Multi-year Budget

STRATHCONA COUNTY LIBRARY

Multiyear Operating Budget Summary Department

	2020 Approved Budget	2021 AIP Budget	2022 AIP Budget	2023 AIP Budget
940 - Municipal Library				
500 - Revenue				
110 - Property Taxes	\$9,882,552	\$10,162,016	\$10,756,310	\$11,344,121
120 - Government Grants	555,563	555,563	555,563	555,563
130 - User Fees & Charges	57,740	57,796	57,853	57,910
145 - Penalties and Fines	160,000	160,000	160,000	160,000
150 - Investment Income	170,062	166,675	161,450	156,225
155 - Other Revenues	156,157	156,157	156,157	156,157
Total 500 - Revenue	10,982,074	11,258,207	11,847,333	12,429,976
600 - Expense				
200 - Salaries & Wages	5,512,903	5,687,772	5,810,731	5,910,953
205 - Employee Benefits	1,264,563	1,306,055	1,343,149	1,376,585
210 - Training & Development	111,898	111,898	111,898	111,898
215 - Business Expenses	14,176	15,176	16,176	15,176
220 - Advertising & Printing	86,970	86,970	86,970	86,970
225 - Professional Services	34,640	34,891	35,147	35,408
235 - Rentals & Leases	12,175	12,175	12,175	12,175
240 - Contracted Services	100,627	100,960	101,300	101,646
245 - Supplies & Materials	586,414	587,639	603,879	598,009
250 - Repairs & Maintenance	43,549	43,549	43,549	43,549
255 - Equipment Purchases	26,100	46,650	28,520	33,700
265 - Telecommunications	9,802	9,802	9,802	9,802
270 - Interest on Debt	811,654	772,491	731,544	688,740
280 - Other Expenses	5,824	5,824	5,824	5,824
281 - Interprogram	719,124	719,942	720,678	721,433
315 - Amortization Expense	1,345,492	1,345,492	1,345,492	1,345,492
Total 600 - Expense	10,685,911	10,887,286	11,006,834	11,097,360
Net Revenues/(Expenses)	296,163	370,921	840,499	1,332,616
700 - Non-Operating Items				
410 - To Capital	(592,879)	(592,879)	(603,059)	(603,059)
415 - To Reserve	(193,183)	(229,095)	(647,878)	(1,097,529)
431 - Long Term Debt Repaid	(855,593)	(894,439)	(935,054)	(977,520)
Total 700 - Non-Operating Items	(1,641,655)	(1,716,413)	(2,185,991)	(2,678,108)
Non-Cash Adjustment	1,345,492	1,345,492	1,345,492	1,345,492
Net Impact For Budget Purposes	\$ -	\$ -	\$ -	\$ -

2020 Budget

PIONEER HOUSING FOUNDATION

Operating Budget Summary

	2020 Approved Budget
1853 - Pioneer Housing Found.	
500 - Revenue	
HHF management fees	\$2,253,727
Strathcona County funding	9,500
Total 500 - Revenue	<u>2,263,227</u>
600 - Expense	
Audit	\$9,500
Principal on debt	1,220,502
Debenture interest	1,033,225
Total 600 - Expense	<u>2,263,227</u>
SURPLUS / (DEFICIT)	<u>-</u>
Non-Cash Adjustment	
Amortization	\$1,404,677

2020 - 2023 Multi-year Budget

CHANGE REQUESTS

2020 Approved Staff Increase Requests

SIR Number	SIR Name	F.T.E.	Hours	2020	2021	2022	2023
Infrastructure & Planning Services Division							
SIR-132	TAS - Temp to Perm Agriculture Technician (2020)	1.0	-	\$ 8,376	\$ 9,358	\$ 9,358	\$ 9,358
Infrastructure & Planning Services Division Total		1.0	-	8,376	9,358	9,358	9,358
Community Services Division							
SIR-125	RPC - Community Partner Liaison (Temp) (2020)	-	1,820	-	-	-	-
Community Services Division Total		-	1,820	-	-	-	-
Corporate Services Division							
SIR-45	HR - TEMP Communications Specialist (Temp) (2020)	-	1,820	71,779	115,205	48,817	0
SIR-49	HR - Senior WPD Advisor (2020) (Temp)	-	1,820	143,200	141,664	-	-
SIR-61	LLS - Legal Counsel- Bylaw Enforcement & General Legal Matters (2020)	1.0	-	168,666	209,890	209,890	209,890
SIR-62	LLS - Legal Administrative Support (2020)	-	1,820	68,284	84,165	19,258	0
Corporate Services Division Total		1.0	5,460	451,929	550,924	277,965	209,890
Financial & Strategic Management Division							
SIR-112	CFIN - Sr. Internal Controls Advisor (Temp) (2020)	-	1,820	74,970	146,310	72,610	0
SIR-113	CFIN-Senior Treasury Analyst (Temp position) (2020)	-	1,820	62,566	126,780	-	-
Financial & Strategic Management Division Total		-	3,640	137,536	273,090	72,610	0
Grand Total		2.0	10,920	\$ 597,841	\$ 833,372	\$ 359,933	\$ 219,248

2021 Approved In Principle Staff Increase Requests

SIR Number	SIR Name	F.T.E.	Hours	2020	2021	2022	2023
Corporate Services Division							
SIR-39	(AIP) FAC - Asset Management Admin Support (Temp to Perm) (2021)	1.0	-	-	-	-	-
Grand Total		1.0	-	-	-	-	-

2020 Approved Initiatives

INIT Number	INIT Name	F.T.E.	Hours	2020	2021	2022	2023
Infrastructure & Planning Services Division							
INIT-57	PDS - Updates to Cumulative Risk Assessments (2020)	-	-	\$ 40,000	\$ -	\$ -	-
INIT-161	PDS - Campbelltown Heights, Wye Road Gardens and Ordze Park Area Redevelopment Plan (ARP) (2020)	-	-	550,000	-	-	-
Infrastructure & Planning Services Division Total		-	-	590,000	-	-	-
Utilities							
INIT-153	UT - Hyrdro-Vac Waste Plan (2020)	-	-	40,000	-	-	-
INIT-154	UT Waste Management Roadmap (2020)	-	-	35,000	-	-	-
INIT-155	UT - Green Routine - Pay as you Throw Initiative (2020)	-	-	25,000	-	-	-
Utilities Total		-	-	100,000	-	-	-
Community Services Division							
INIT-104	SCES - Municipal Emergency Management & Business Continuity Management System (2020)	1.0		77,057	99,487	98,447	98,447
INIT-99	SCES - Fire & Emergency Services Long Range Plans (2020)	-	-	-	-	-	-
INIT-131	SCT - Mobility Bus Rural Weekend Service (2020)	-	700	40,508	40,508	40,508	40,508
INIT-127	RPC - Festival Place Ticketing System Replacement (2020)	-	-	83,750	86,250	-	-
Community Services Division Total		1.0	700	201,315	226,245	138,955	138,955
Corporate Services Division							
INIT-149	ITS - Community Broadband (2020)			220,000	-	-	-
INIT-34	ITS- Corporate GIS Evolution (2020)	-	1,820	50,000	119,291	-	-
Corporate Services Division Total		-	1,820	270,000	119,291	0	0
Financial & Strategic Management Division							
INIT-159	CFIN - Asset Retirement Obligations (2020)	-	-	75,000	250,000	20,000	10,000
Financial & Strategic Management Division Total		-	-	75,000	250,000	20,000	10,000
Grand Total		1.0	2,520	\$ 1,236,315	\$ 595,536	\$ 158,955	\$ 148,955

2021 Approved In Principle Initiatives

INIT Number	INIT Name	F.T.E.	Hours	2020	2021	2022	2023
Infrastructure & Planning Services Division							
INIT-37	(AIP) PDS - Broadview Park and Bison Meadows Area Structure Plan Updates (2021)	-	-	\$ -	\$ 350,000	\$ -	\$ -
INIT-82	(AIP) TAS - Transportation Tactical Asset Management Plan (2021)	-	-	-	200,000	20,000	20,000
Infrastructure & Planning Services Division Total		-	-	-	550,000	20,000	20,000
Corporate Services Division							
INIT-67	(AIP) HR - Corporate Learning and Development (2021)	1.0	-	-	157,457	140,441	140,441
Corporate Services Division Total		1.0	-	-	157,457	140,441	140,441
Financial & Strategic Management Division							
INIT-32	(AIP) CP - Program Based Budgeting & Reporting (PGBB) (2021)	-	-	-	837,500	745,000	15,000
INIT-8	(AIP) CFIN - Business Expense Policy (zero dollars) (2021)	-	-	-	-	-	-
Financial & Strategic Management Division Total		-	-	-	837,500	745,000	15,000
Senior Administration Division							
INIT-26	(AIP) COMC - ENTERPRISE-WIDE COMMUNICATIONS SERVICES (2021)	-	-	-	205,000	-	-
Senior Administration Division Total		-	-	-	205,000	-	-
Fiscal Services							
INIT-14	(AIP) FIS - Enterprise Risk Management (2021)	-	-	-	100,000	250,000	50,000
Fiscal Services Total		-	-	-	100,000	250,000	50,000
Grand Total		1.0	-	\$ -	\$ 1,849,957	\$ 1,155,441	\$ 225,441

2022 Approved In Principle Initiatives

INIT Number	INIT Name	F.T.E.	Hours	2020	2021	2022	2023
Infrastructure & Planning Services Division							
INIT-19	(AIP) TPE- Broadmoor Blvd from Lakeland Dr to Main Blvd and Baseline Rd from Shivam Rd (2022)	-	-	\$ -	\$ -	\$ 125,000	\$ 275,000
Infrastructure & Planning Services Division Total		-	-	-	-	125,000	275,000
Corporate Services Division							
INIT-111	(AIP) ITS - Annual Application Lifecycle (2022)	-	-	-	-	350,000	350,000
Corporate Services Division Total		-	-	-	-	350,000	350,000
Financial & Strategic Management Division							
INIT-38	(AIP) CFIN - Corp Approach to Cred Crd Syst & Pymt Options (2022)	-	-	-	-	31,500	-
Financial & Strategic Management Division Total		-	-	-	-	31,500	0
Grand Total		-	-	\$ -	\$ -	\$ 506,500	\$ 625,000

2020 Approved Operating Impacts of Capital

OPS Number	OPS Name	F.T.E.	Hours	2020	2021	2022	2023
Infrastructure & Planning Services Division							
OPS-3	AUTO - 1518 - TAS - Multi-Purpose Agricultural Facility (2020)	5.0	7,333	\$ 264,461	\$ 930,541	\$ 1,670,822	\$ 1,123,653
Infrastructure & Planning Services Division Total		5.0	7,333	264,461	930,541	1,670,822	1,123,653
Community Services Division							
OPS-27	AUTO 1496 - SCES - CAD Replacement and Next Generation 911 Transition Project (2020)	2.0		549,224	972,527	581,860	528,896
OPS-35	AUTO - 1784 - RPC - Josephburg Pickleball Courts - Construction (2020)	-	-	-	-	1,400	1,400
OPS-12	AUTO - 1269 - RPC - Open Space Planning Program (2020)			53,647	70,846	113,200	119,200
OPS-40	AUTO-1610 - RPC - Strathcona Olympiette Centre (2020)	-	-	-	25,436	-	-
Community Services Division Total		2.0	-	602,871	1,068,809	696,460	649,496
Corporate Services Division							
OPS-16	AUTO - 1534 - FAC - SPSY - Expansion and Modernization (2020)	1.0	-	169,670	319,892	382,468	378,968
OPS-39	AUTO - 2015 - ITS - Disaster Recovery (2020)	-	-	32,000	32,000	32,000	32,000
Corporate Services Division Total		1.0	-	201,670	351,892	414,468	410,968
Grand Total		8.0	7,333	\$1,069,002	\$ 2,351,242	\$ 2,781,750	\$ 2,184,117

2021 Approved In Principle Operating Impacts of Capital

OPS Number	OPS Name	F.T.E.	Hours	2020	2021	2022	2023
Infrastructure & Planning Services Division							
OPS-9	(AIP) AUTO - 1782 - TPE - Survey Equipment Replacement (2021)	-	-	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
Infrastructure & Planning Services Division Total		-	-	-	20,000	20,000	20,000
Community Services Division							
OPS-10	(AIP) AUTO - 1791 - SCT AUTO Mobility Bus Vehicle Expansion (2021)	-	-	-	18,000	36,000	54,000
Community Services Division Total		-	-	-	18,000	36,000	54,000
Corporate Services Division							
OPS-38	(BASE) AUTO - 1286 - FAC - Annual Program	-	-	-	100,000	100,000	800,000
Corporate Services Division Total		-	-	-	100,000	100,000	800,000
Grand Total		-	-	\$ -	\$ 138,000	\$ 156,000	\$ 874,000

2022 Approved In Principle Operating Impacts of Capital

OPS Number	OPS Name	F.T.E.	Hours	2020	2021	2022	2023
Infrastructure & Planning Services Division							
OPS-7	(AIP) AUTO - 1164 - TPE - WYE- Sherwood Dr, Ash St to Village Dr_C (2022)	-	-	\$ -	\$ -	\$ -	\$ 1,540
Infrastructure & Planning Services Division Total		-	-	-	0	0	1,540
Grand Total		-	-	\$ -	\$ -	\$ -	\$ 1,540

2020 - 2024 Multi-year Budget

CAPITAL



2020 Multi-year Capital Budget

Capital projects transform and sustain Strathcona County, bringing to life the progressive vision Council holds for our community. Investments in infrastructure, 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. Capital is the means by which we provide services to the community. For example, in order to provide recreation services, we require recreation facilities; in order to provide transportation services, we require roads and buses. Strathcona County's future potential is tied to the health of our capital assets.

The 2020 Multi-year capital budget provides clear linkages with Council's strategic plan, the corporate business plan and department business plans. Evidence-based decision making was a key goal for the 2020 multi-year capital process, and to achieve this, service delivery was the driving force behind the budgeting process. The County has evolved from capital planning on an annual basis to a multi-year planning perspective.

Main objectives include:

- 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
- Accommodating for growth in core service infrastructure
- Investing in infrastructure for community growth

How was the 2020 Multi-year Capital Budget funded?

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. Budget decisions are considered in the context of five year forecasts and reflect sound budget decisions that take into account multi-year funding sources and long-term capital needs and impacts. This multi-year approach is tied strongly to financial sustainability, as we must have a clearer understanding of what our decisions related to capital mean for us today and what it might mean for the County's future state in light of potential opportunities and risks on the horizon. The 2020 Multi-year Capital Budget is fully funded. The capital projects are funded in the following ways:

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

Developer Levy Funding—eligible capital projects may be funded, in whole or in part, by specific developer levy accounts. Please refer to policy SER-009-044 for details surrounding levy funding on underground utility infrastructure and its appurtenances.

Grant Funding—eligible projects may be funded from Federal and Provincial grants. Grant funds are used prior to municipal funding sources, except when in relation to Annual Programs, which require continued and sustained funding.

Reserve Funding—municipal reserves are non-designated sources that provide the most flexibility in funding capital projects. All other funding options must be explored for availability and eligibility prior to using this funding source.

Debenture Financing—debenture financing is not a funding source; instead, it is a financing vehicle to be paid off by various sources, such as developer levy payments, through residential taxes, or utility rates. Strategic goals, political alignment and generational equity are all factors in selecting appropriate capital projects to be financed through debentures.

Other Considerations

Funding is allocated in such a way that sources with the most restrictive conditions are used first. For example, government grants restricted to a specific type of project are used to fund those projects ahead of other more generic funding sources.

Generational Equity—for projects that create long-term benefits for the community, financing vehicles such as debentures or residential taxes may be used to pay the debt over the lifespan of the asset.

Annual Program Philosophy

Annual rehabilitation and replacement programs are used to identify capital assets that require funding and attention. For example, the Annual Facility Capital Lifecycle Program guides the maintenance and planning for facilities to ensure that the value of buildings to the community is protected over the long-term. Other examples include the Annual Parks Infrastructure Replacement Program and the Annual Rural Road Rehab Program. These programs are supported each year by specific, dedicated reserves that have been built over time to provide secure, sustainable funding.

ANNUAL PROGRAMS BY ASSET CATEGORY						
BUILDINGS	ELECTRONIC HARDWARE/ SOFTWARE	MACHINERY & EQUIPMENT	PARKS & OPEN SPACE DEVELOPMENT	ROADWAY INFRASTRUCTURE	UTILITY INFRASTRUCTURE	VEHICLES
Facility Capital Lifecycle Parking Lot Rehabilitation	Corporate Infrastructure Replacement Library Infrastructure Replacement Utilities Infrastructure Replacement	Recreation Equipment Replacement Emergency Services Equipment Replacement Library Collection Replacement Water Meter / Radio Frequency Replacement	Parks Infrastructure Lifecycle	Urban Roads Rehabilitation Asphalt Trail Rehabilitation Rural Road Rehabilitation Traffic & Pedestrian Safety Improvements Traffic Signal / Intersection Replacements Bridge Replacements Sidewalk Missing Links	Rollout Carts Corrosion Control Hydrant / Valve Replacement Infrastructure Renewal - Utilities Lifecycle Management	Vehicle & Equipment Fleet Replacements Transit Replacements Utilities Fleet Addition & Replacement Transit Refurbishment Vehicle & Equipment Refurbishment

2020 - 2024 Approved & Approved in Principle Capital Funding Plan (Non Cash Flow)

Funding Source		Total Funding	2020 Approved Budget	2021 Approved in Principle	2022 Approved in Principle	2023 Approved in Principle	2024 Approved in Principle
Tax Levy		42,546,000	20,500,000	-	21,000,000	-	1,046,000
Reserves							
	Municipal	166,835,728	20,409,673	39,250,881	29,393,234	33,779,112	44,002,828
	Utilities	20,212,725	4,569,100	2,151,700	4,154,900	4,035,600	5,301,425
Total Reserves		187,048,453	24,978,773	41,402,581	33,548,134	37,814,712	49,304,253
Grants							
	MSI - Capital	104,570,300	39,803,100	1,305,000	31,850,000	5,500,000	26,112,200
	Gas Tax Fund	43,289,880	22,096,820	5,325,700	4,535,500	7,308,500	4,023,360
Total Grants		147,860,180	61,899,920	6,630,700	36,385,500	12,808,500	30,135,560
Developer Levy		3,229,683	-	2,275,000	100,425	-	854,258
Other		9,203,184	3,330,879	634,116	828,775	1,142,966	3,266,448
GRAND TOTAL		<u>389,887,500</u>	<u>110,709,572</u>	<u>50,942,397</u>	<u>91,862,834</u>	<u>51,766,178</u>	<u>84,606,519</u>

2020 Approved & 2021 - 2024 Approved in Principle Capital

Planned Spend

Asset Category	2020	2021	2022	2023	2024	2025+	Total
Buildings	22,505,650	34,646,000	64,810,000	3,450,000	7,531,750	2,264,250	135,207,650
Electronic Hardware/Software	3,309,042	2,934,364	2,507,086	1,724,333	1,931,231	-	12,406,056
Machinery & Equipment	2,380,240	2,681,133	6,377,058	3,864,089	4,811,025	-	20,113,545
Parks & Open Space Development	2,559,560	1,850,000	1,850,000	1,850,000	1,850,000	-	9,959,560
Roadway Infrastructure	21,425,400	26,270,400	28,670,400	30,335,400	46,780,400	13,486,000	166,968,000
Utilities	1,585,200	1,527,700	1,403,500	1,436,000	1,875,200	500,000	8,327,600
Vehicles	6,228,480	7,822,800	6,635,790	6,381,356	9,836,663	-	36,905,089
Land	-	-	-	-	-	-	-
Grand Total	59,993,572	77,732,397	112,253,834	49,041,178	74,616,269	16,250,250	389,887,500

2020 - 2024 Capital Plan & Open Capital

Planned Spend

Asset Category	2020	2021	2022	2023	2024	2025+	Total
Buildings	55,525,261	39,219,000	64,810,000	3,450,000	7,531,750	2,264,250	172,800,261
Electronic Hardware/Software	13,687,401	6,219,301	2,507,086	1,724,333	1,931,231	-	26,069,352
Machinery & Equipment	3,285,009	2,731,133	6,427,058	3,914,089	4,811,025	-	21,168,314
Parks & Open Space Development	5,393,883	1,875,000	1,860,000	1,850,000	1,850,000	-	12,828,883
Roadway Infrastructure	48,623,729	32,841,879	30,388,496	30,662,454	46,780,400	13,486,000	202,782,958
Utilities	5,586,917	2,127,700	1,403,500	1,486,000	1,875,200	500,000	12,979,317
Vehicles	9,582,280	7,822,800	6,635,790	6,381,356	9,836,663	-	40,258,889
Land	4,005,000	-	-	-	-	-	4,005,000
Grand Total	145,689,480	92,836,813	114,031,930	49,468,232	74,616,269	16,250,250	492,892,974

2020 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Buildings								
Bldgs - A Buildings Annual Program								
AUTO - 1285 - (AIP) FAC - Annual Program - Facility Capital Lifecycle (2020)	2,610,000	-	261,000	2,349,000	-	-	-	1.3800.2644 - Facility Lifecycle 1.3430.122 - MSI Capital
AUTO - 1354 - (AIP) TAS - Annual Program - Parking Lot Rehab (2020)	600,000	-	600,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
Total: Bldgs - A Buildings Annual Program	3,210,000	-	861,000	2,349,000	-	-	-	
Bldgs - G Buildings Growth								
AUTO - 1534 - FAC - SPSY Expansion and Modernization	26,204,000	-	2,620,400	23,583,600	-	-	-	1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital
AUTO - 2012 - UT - South Cooking Lake Residential Water Fill Station (2020)	2,000,000	-	2,000,000	-	-	-	-	11.4440.5 - UT Future Water Capital
Total: Bldgs - G Buildings Growth	28,204,000	-	4,620,400	23,583,600	-	-	-	
Bldgs - R Buildings Rehab/Replacement								
Total: Bldgs - R Buildings Rehab/Replacement	3,000,000	-	3,000,000	-	-	-	-	
Bldgs - V Buildings Value Added								
AUTO - 1518 - (AIP) TAS - Multi-Purpose Agricultural Facility (2020)	36,000,000	20,500,000	3,000,000	12,500,000	-	-	-	1815 - Debenture 1.3430.122 - MSI Capital 1.3773.4266 - Capital Projects Reserve 1.3430.130 - Gas Tax Fund
AUTO - 2013 - FAC - Building Security Improvements (2020)	137,650	-	137,650	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: Bldgs - V Buildings Value Added	36,137,650	20,500,000	3,137,650	12,500,000	-	-	-	
Total: Buildings	70,551,650	20,500,000	11,619,050	38,432,600	-	-	-	
Electronic Hardware/Software								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1310 - (AIP) ITS - Annual Program - Corporate Infrastructure Replacement (2020)	1,899,891	-	1,899,891	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1366 - LIB IT Infrastructure Replacement Program (2020)	106,151	-	106,151	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1460 - (AIP) UT - Annual Program - IT Infrastructure Replacement - Utilities (2020)	95,000	-	95,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: HwdSft - A Electronic Hardware/Software Annual Program	2,101,042	-	2,101,042	-	-	-	-	
HwdSft - R Hardware/Software Rehab/Replacement								
AUTO - 1496 - SCES - CAD Replacement and Next Generation 9-1-1 Transition Project (2020)	2,188,000	-	225,000	-	-	-	1,963,000	1.3773.3426 - SCES Projects Reserve 1.3776 Internal Financing
Total: HwdSft - R Electronic Hardware/Software Rehab/Replacement	2,188,000	-	225,000	-	-	-	1,963,000	
Total: Electronic Hardware/Software	4,289,042	-	2,326,042	-	-	-	1,963,000	

2020 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Machinery & Equipment								
ME - A Machinery & Equipment Annual Program								
AUTO - 1115 - (AIP) RPC - Annual Program - Recreation Equipment (2020)	696,016	-	696,016	-	-	-	-	1.3773.4266 - Capital Projects Reserve 1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1246 - (AIP) SCES - Annual Program - Equipment Replacement (2020)	75,000	-	75,000	-	-	-	-	1.3800.3428 - SCES Lifecycle
AUTO - 1361 - LIB Annual - Library Collection Replacement (2020)	599,879	-	7,000	-	-	-	592,879	1791L - Library Contribution to Capital 1.4525 Future Projects Reserve
AUTO - 1459 - (AIP) UT - Annual Program - Water Meter / Radio Frequency (2020)	500,000	-	500,000	-	-	-	-	11.4440.5 - UT Future Water Capital
Total: ME - A Machinery & Equipment	1,870,895	-	1,278,016	-	-	-	592,879	
ME - G Machinery & Equipment Growth								
Total: ME - G Machinery & Equipment Growth	24,000	-	24,000	-	-	-	-	
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 1110 - LIB Replace Radio Frequency Ident. (RFID) Equipment (2020)	15,345	-	15,345	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1782 - (AIP) TPE - Survey Equipment Replacement (2020)	600,000	-	-	-	-	-	600,000	1.3776 - Internal Financing
AUTO - 1830 - TAS - Tractor & Arm for Mower Unit (2020)	170,000	-	170,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: ME - R Machinery & Equipment	785,345	-	185,345	-	-	-	600,000	
Total: Machinery & Equipment	2,680,240	-	1,487,361	-	-	-	1,192,879	

2020 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Program Parks & Open Space Development POSD - A Parks & Open Space Development Annual Program AUTO - 1118 - (AIP) RPC - Annual Program - Parks Infrastructure Lifecycle (2020)	850,000	-	85,000	765,000	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects 1.3430.130 - Gas Tax Fund
Total: POSD - A Parks & Open Space Development Annual Program	850,000	-	85,000	765,000	-	-	-	
POSD - G Parks & Open Space Development Growth AUTO - 1784 - (AIP) RPC - Josephburg Pickleball Courts - Construction (2020)	245,000	-	24,500	220,500	-	-	-	1.3773.4266 - Capital Projects Reserve 1.3430.130 - Gas Tax Fund
Total: POSD - G Parks & Open Space Development Growth	245,000	-	24,500	220,500	-	-	-	
POSD - R Parks & Open Space Development Rehab/Replacement AUTO - 1269 - (AIP) RPC - Annual Program - Open Space Planning (2020)	1,464,560	-	1,464,560	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: POSD - R Parks & Open Space Development Rehab/Replacement	1,464,560	-	1,464,560	-	-	-	-	
Total: Program Parks & Open Space Development	2,559,560	-	1,574,060	985,500	-	-	-	

2020 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Roadway Infrastructure								
RI - A Roadway Infrastructure Annual Program								
AUTO - 1344 - (AIP) TAS - Annual Program - Rural Road Rehab Program (2020)	8,300,000	-	830,000	7,470,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.130 - Gas Tax Fund
AUTO - 1345 - (AIP) TAS - Annual Program - Bridge Replacement Project (2020)	1,250,000	-	125,000	1,125,000	-	-	-	1.3800.4267 - Annual Bridge 1.3430.130 - Gas Tax Fund
AUTO - 1346 - (AIP) TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2020)	600,000	-	60,000	540,000	-	-	-	1.3800.4269 - Annual Traff & Ped Safety 1.3430.130 - Gas Tax Fund
AUTO - 1347 - (AIP) TPE - Annual Program - Traffic Signal / Intersection Replacements (2020)	830,400	-	83,040	747,360	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection 1.3430.130 - Gas Tax Fund
AUTO - 1349 - (AIP) TAS - Annual Program - Asphalt Trail Rehab (2020)	125,000	-	12,500	112,500	-	-	-	1.3800.4262 - Annual Trail 1.3430.130 - Gas Tax Fund
AUTO - 1353 - (AIP) TAS - Annual Program - Urban Roads Rehab (2020)	8,500,000	-	850,000	7,650,000	-	-	-	1.3800.4266 - Annual Urban 1.3430.122 - MSI Capital 1.3430.130 - Gas Tax Fund
AUTO - 1355 - (AIP) TPE - Annual Program - Sidewalk Missing Links (2020)	595,000	-	59,500	535,500	-	-	-	1.3800.4269 - Annual Traff & Ped Safety 1.3430.130 - Gas Tax Fund
Total: RI - A Roadway Infrastructure Annual Program	20,200,400	-	2,020,040	18,180,360	-	-	-	
RI - G Roadway Infrastructure Growth								
Total: RI - G Roadway Infrastructure Growth	2,475,000	-	247,500	2,227,500	-	-	-	
Total: Roadway Infrastructure	22,675,400	-	2,267,540	20,407,860	-	-	-	

2020 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Utilities								
UI - A Utilities Infrastructure Annual Program								
AUTO - 1453 - (AIP) UT - Annual Program - Rollout Carts (2020)	143,200	-	143,200	-	-	-	-	- 11.4440.3 - UT Refuse Management Capital
AUTO - 1455 - (AIP) UT - Annual Program - Corrosion Control (2020)	65,000	-	65,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1456 - (AIP) UT - Annual Program - Hydrant / Valve Replacement (2020)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1715 - (AIP) UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2020)	612,000	-	612,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: UI - A Utilities Infrastructure Annual Program	1,320,200	-	1,320,200	-	-	-	-	
UI - R Utilities Infrastructure Rehab/Replacement								
AUTO - 1706 - (AIP) UT - Asbestos Removal and Abatement (2020)	150,000	-	150,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1953 - UT - SERTS Sewer Trunk Line Abandonment (2020)	80,000	-	80,000	-	-	-	-	- 11.4440.6 - UT Future Wastewater Capital
Total: UI - R Utilities Infrastructure Rehab/Replacement	230,000	-	230,000	-	-	-	-	
UT - V Utilities Infrastructure Value Added								
AUTO - 1821 - (AIP) UT - Rural Water (New Connections/Marketing) (2020)	175,000	-	-	-	-	-	175,000	Revenue from those who wish to connect
Total: UT - V Utilities Infrastructure Value Added	175,000	-	-	-	-	-	175,000	
Total: Utilities	1,725,200	-	1,550,200	-	-	-	175,000	

2020 Approved Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Vehicles								
Veh - A Vehicles Annual Program								
AUTO - 1215 - (AIP) FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2020)	2,761,180	-	2,761,180	-	-	-	-	1.3800.4134 - Vehicle Fleet & Equipment Replacement Reserve
AUTO - 1298 - (AIP) FLT - Annual Program - Transit Replacements (2020)	2,304,400	-	230,440	2,073,960	-	-	-	1.3800.4151 - SCT Fleet Replacement 1.3430.130 - Gas Tax Fund
AUTO - 1458 - (AIP) UT - Annual Program - Utilities Fleet Addition & Replacement (2020)	384,900	-	384,900	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1862 - (AIP) FLT - Annual Program - Transit Capital Refurb (2020)	513,000	-	513,000	-	-	-	-	1.3800.4151 - SCT Fleet Replacement
AUTO - 1866 - (AIP) FLT - Annual Program - Vehicle & Equipment Capital Refurb (2020)	250,000	-	250,000	-	-	-	-	1.3800.4134 - Vehicle Fleet & Equipment Replacement Reserve
Total: Veh - A Vehicles Annual Program	6,213,480	-	4,139,520	2,073,960	-	-	-	
Veh - V Vehicles Value Added								
AUTO - 1954 - UT - Fleet T-141 Service Unit Upgrade (2020)	15,000	-	15,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: Veh - V Vehicles Value Added	15,000	-	15,000	-	-	-	-	
Total: Vehicles	6,228,480	-	4,154,520	2,073,960	-	-	-	
GRAND TOTAL	110,709,572	20,500,000	24,978,773	61,899,920	-	-	3,330,879	

2021 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Buildings								
Bldgs - A Buildings Annual Program								
AUTO - 1286 - FAC - Annual Facility Capital Lifecycle (2021)	3,000,000	-	3,000,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1383 - TAS - Annual Parking Lot Rehab Program (2021)	600,000	-	600,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
Total: Bldgs - A Buildings Annual Program	3,600,000	-	3,600,000	-	-	-	-	
Bldgs - G Buildings Growth								
AUTO - 1789 - RPC - Multi Sport and Wellness Centre_DLU (2021)	5,000,000	-	5,000,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: Bldgs - G Buildings Growth	5,000,000	-	5,000,000	-	-	-	-	
Total: Buildings	8,600,000	-	8,600,000	-	-	-	-	
Electronic Hardware/Software								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1311 - ITS - Corporate Infrastructure Replacement Program (2021)	1,565,092	-	1,565,092	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1367 - LIB IT Infrastructure Replacement Program (2021)	44,272	-	44,272	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1552 - UT IT Infrastructure Replacement Program - Utilities (2021)	45,000	-	45,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: HwdSft - A Electronic Hardware/Software Annual Program	1,654,364	-	1,654,364	-	-	-	-	
HwdSft - V Hardware/Software Value Added								
AUTO - 2015 - ITS - Disaster Recovery (2021)	300,000	-	300,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: HwdSft - V Hardware/Software Value Added	300,000	-	300,000	-	-	-	-	
Total: Electronic Hardware/Software	1,954,364	-	1,954,364	-	-	-	-	

2021 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Machinery & Equipment								
ME - A Machinery & Equipment Annual Program								
AUTO - 1117 - RPC - Annual Program - Recreation Equipment (2021)	571,600	-	571,600	-	-	-	-	- 1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1247 - SCES - Annual Equipment Replacement Program (2021)	515,000	-	515,000	-	-	-	-	- 1.3800.3428 - SCES Lifecycle Reserve
AUTO - 1362 - LIB Annual - Library Collection Replacement (2021)	599,879	-	7,000	-	-	-	592,879	1791L - Library Contribution to Capital 1.4525 - SCL Future Projects Reserve
AUTO - 1551 - UT Annual Water Meter / Radio Frequency Program (2021)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
Total: ME - A Machinery & Equipment	2,186,479	-	1,593,600	-	-	-	592,879	
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 1848 - LIB - Replace Radio Frequency Ident. (RFID) Equipment (2021)	194,654	-	194,654	-	-	-	-	- 1.4518 - SCL Equipment
Total: ME - R Machinery & Equipment Rehab/Replacement	194,654	-	194,654	-	-	-	-	
Total: Machinery & Equipment Program Parks & Open Space Development	2,381,133	-	1,788,254	-	-	-	592,879	
POSD - A Parks & Open Space Development Annual Program								
AUTO - 1119 - RPC - Annual Program - Parks Infrastructure Lifecycle (2021)	850,000	-	850,000	-	-	-	-	- 1.3800.7060 - RPC Parks Mjr Maint Projects
Total: POSD - A Parks & Open Space Development Annual Program	850,000	-	850,000	-	-	-	-	
Total: POSD - G Parks & Open Space Development Growth	-	-	-	-	-	-	-	
POSD - R Parks & Open Space Development Rehab/Replacement								
AUTO - 1270 - RPC - Annual Program - OSRFS Open Space Planning Revitalization (2021)	1,000,000	-	1,000,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
Total: POSD - R Parks & Open Space Development Rehab/Replacement	1,000,000	-	1,000,000	-	-	-	-	
Total: Program Parks & Open Space Development	1,850,000	-	1,850,000	-	-	-	-	

2021 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Roadway Infrastructure								
RI - A Roadway Infrastructure Annual Program								
AUTO - 1373 - TAS - Annual Urban Roads Rehab Program (2021)	10,200,000	-	10,200,000	-	-	-	-	1.3800.4266 - Annual Urban Arterial Roads
AUTO - 1378 - TAS - Annual Asphalt Trail Rehab Program (2021)	175,000	-	175,000	-	-	-	-	1.3800.4262 - Annual Trail Rehab
AUTO - 1393 - TAS - Annual Rural Road Rehab Program (2021)	8,500,000	-	4,500,000	4,000,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.130 - Gas Tax Fund
AUTO - 1399 - TPE - Annual Traffic & Pedestrian Safety Improvements (2021)	600,000	-	600,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1404 - TPE - Annual Traffic Signal / Intersection Replacements (2021)	830,400	-	830,400	-	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection
AUTO - 1409 - TAS - Annual Bridge Replacement Project (2021)	2,110,000	-	2,110,000	-	-	-	-	1.3800.4267 - Annual Bridge Rehab
AUTO - 1414 - TPE - Annual Sidewalk Missing Links Program (2021)	595,000	-	59,500	535,500	-	-	-	1.3800.4269 - Annual Traff & Ped Safety 1.3430.130 - Gas Tax Fund
Total: RI - A Roadway Infrastructure Annual Program	23,010,400	-	18,474,900	4,535,500	-	-	-	
RI - G Roadway Infrastructure Growth								
AUTO - 1321 - (AIP) TPE - SHP - Broadway Blvd and Broadview Dr Roundabout_C (2021)	500,000	-	8,763	450,000	-	-	41,237	1808 - Developer Contribution 1.3430.130 - Gas Tax Fund 1.3773.4266 - Capital Projects Reserve
Total: RI - G Roadway Infrastructure Growth	500,000	-	8,763	450,000	-	-	41,237	
RI - V Roadway Infrastructure Value Added								
AUTO - 847 - (AIP) TPE - NOY- Rge Rd 232, Aurum Access to Twp Rd 534_1B_CFL (2021)	2,275,000	-	-	-	2,275,000	-	-	4713.2 - Levy
Total: RI - V Roadway Infrastructure Value Added	2,275,000	-	-	-	2,275,000	-	-	
Total: Roadway Infrastructure	25,785,400	-	18,483,663	4,985,500	2,275,000	-	41,237	

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	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Utilities								
UI - A Utilities Infrastructure Annual Program								
AUTO - 1547 - UT Annual Rollout Carts (2021)	160,700	-	160,700	-	-	-	-	- 11.4440.3 - UT Refuse Management Capital
AUTO - 1548 - UT Annual Corrosion Control Program (2021)	65,000	-	65,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1549 - UT Annual Hydrant / Valve Replacement (2021)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1716 - UT - Infrastructure Renewal - Utilities Lifecycle Management (2021)	612,000	-	612,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: UI - A Utilities Infrastructure Annual Program	1,337,700	-	1,337,700	-	-	-	-	
UI - R Utilities Infrastructure Rehab/Replacement								
AUTO - 1707 - UTL - Asbestos Removal and Abatement Program (2021)	150,000	-	150,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: UI - R Utilities Infrastructure Rehab/Replacement	150,000	-	150,000	-	-	-	-	
Total: Utilities	1,487,700	-	1,487,700	-	-	-	-	
Vehicles								
Veh - A Vehicles Annual Program								
AUTO - 1216 - FLT Annual V & E Fleet Replacements (2021)	2,865,100	-	2,865,100	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1299 - FLT Transit Replacements (2021)	3,085,700	-	3,085,700	-	-	-	-	- 1.3800.4151 - SCT Fleet Replacement
AUTO - 1550 - UT Annual Utilities Fleet Addition & Replacement Program (2021)	119,000	-	119,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1863 - FLT - Annual Transit Capital Refurb Program (2021)	611,000	-	611,000	-	-	-	-	- 1.3800.4151 - SCT Fleet Replacement
AUTO - 1867 - FLT - Annual V&E Capital Refurb Program (2021)	375,000	-	375,000	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
Total: Veh - A Vehicles Annual Program	7,055,800	-	7,055,800	-	-	-	-	
Veh - R Vehicles Rehab/Replacement								
AUTO - 1791 - SCT - Mobility Bus Vehicle Expansion	378,000	-	37,800	340,200	-	-	-	- 1.3773.4266 - Capital Projects Reserve 1.3430.130 - Gas Tax Fund
AUTO - 1787 - (AIP) FLT - Replace Recycled Fleet Program (2021)	1,450,000	-	145,000	1,305,000	-	-	-	- 1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital
Total: Veh - R Vehicles Rehab/Replacement	1,828,000	-	182,800	1,645,200	-	-	-	
Total: Vehicles	8,883,800	-	7,238,600	1,645,200	-	-	-	
GRAND TOTAL	50,942,397	-	41,402,581	6,630,700	2,275,000	-	634,116	

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	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Buildings								
Bldgs - A Buildings Annual Program								
AUTO - 1287 - FAC - Annual Facility Capital Lifecycle (2022)	2,750,000	-	2,750,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1384 - TAS - Annual Parking Lot Rehab Program (2022)	510,000	-	510,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
Total: Bldgs - A Buildings Annual Program	3,260,000	-	3,260,000	-	-	-	-	
Bldgs - G Buildings Growth								
AUTO - 2014 - RPC - Multi Sport and Wellness Centre - Construction (2022)	40,000,000	21,000,000	2,000,000	17,000,000	-	-	-	1815 - Debenture 1.3430.122 - MSI Capital Grant 1.3773.4266 - Capital Projects Reserve
Total: Bldgs - G Buildings Growth	40,000,000	21,000,000	2,000,000	17,000,000	-	-	-	
Total: Buildings	43,260,000	21,000,000	5,260,000	17,000,000	-	-	-	
Electronic Hardware/Software								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1312 - ITS - Corporate Infrastructure Replacement Program (2022)	2,410,935	-	2,410,935	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1368 - LIB IT Infrastructure Replacement Program (2022)	56,151	-	56,151	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1589 - UT IT Infrastructure Replacement Program - Utilities (2022)	40,000	-	40,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: HwdSft - A Electronic Hardware/Software Annual Program	2,507,086	-	2,507,086	-	-	-	-	
Total: Electronic Hardware/Software	2,507,086	-	2,507,086	-	-	-	-	
Machinery & Equipment								
ME - A Machinery & Equipment Annual Program								
AUTO - 1193 - RPC - Annual Program - Recreation Equipment (2022)	466,117	-	466,117	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1363 - LIB Annual - Library Collection Replacement (2022)	603,059	-	-	-	-	-	603,059	1791L - Library Contribution to Capital
AUTO - 1584 - UT Annual Water Meter / Radio Frequency Program (2022)	2,500,000	-	2,500,000	-	-	-	-	11.4440.5 - UT Future Water Capital
AUTO - 1278 - SCES - Annual Equipment Replacement Program (2022)	2,540,000	-	2,540,000	-	-	-	-	1.3800.3428 - SCES Lifecycle 1.3773.4266 - Capital Projects Reserve
Total: ME - A Machinery & Equipment	6,109,176	-	5,506,117	-	-	-	603,059	
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 1462 - LIB Replace Radio Frequency Ident. (RFID) Equipment (2022)	30,666	-	30,666	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1463 - LIB Replace Book Return Bin (2022)	11,500	-	11,500	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1853 - LIB Replace Furniture - Chairs/Stools (2022)	225,716	-	-	-	-	-	225,716	1.4521 - SCL Furniture & Fixture Lifecycle
Total: ME - R Machinery & Equipment	267,882	-	42,166	-	-	-	225,716	
Total: Machinery & Equipment	6,377,058	-	5,548,283	-	-	-	828,775	

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	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Program Parks & Open Space Development POSD - A Parks & Open Space Development Annual Program AUTO - 1120 - RPC - Annual Program - Parks Infrastructure Lifecycle (2022)	850,000	-	850,000	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
Total: POSD - A Parks & Open Space Development Annual Program POSD - R Parks & Open Space Development Rehab/Replacement AUTO - 1271 - RPC - Annual Program - OSRFS Open Space Planning Revitalization (2022)	850,000	-	850,000	-	-	-	-	
	1,000,000	-	1,000,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: POSD - R Parks & Open Space Development Rehab/Replacement	1,000,000	-	1,000,000	-	-	-	-	
Total: Program Parks & Open Space Development	1,850,000	-	1,850,000	-	-	-	-	

2022 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Roadway Infrastructure								
RI - A Roadway Infrastructure Annual Program								
AUTO - 1374 - TAS - Annual Urban Roads Rehab Program (2022)	13,500,000	-	1,350,000	12,150,000	-	-	-	1.3800.4266 - Annual Urban Arterial Roads 1.3430.122 - MSI Capital
AUTO - 1379 - TAS - Annual Asphalt Trail Rehab Program (2022)	175,000	-	175,000	-	-	-	-	1.3800.4262 - Annual Trail Rehab
AUTO - 1394 - TAS - Annual Rural Road Rehab Program (2022)	8,500,000	-	4,500,000	4,000,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.130 - Gas Tax Fund
AUTO - 1400 - TPE - Annual Traffic & Pedestrian Safety Improvements (2022)	600,000	-	600,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1405 - TPE - Annual Traffic Signal / Intersection Replacements (2022)	830,400	-	830,400	-	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection
AUTO - 1410 - TAS - Annual Bridge Replacement Project (2022)	2,070,000	-	2,070,000	-	-	-	-	1.3800.4267 - Annual Bridge Rehab
AUTO - 1415 - TPE - Annual Sidewalk Missing Links Program (2022)	595,000	-	59,500	535,500	-	-	-	1.3800.4269 - Annual Traff & Ped Safety 1.3430.130 - Gas Tax Fund
Total: RI - A Roadway Infrastructure Annual Program	26,270,400	-	9,584,900	16,685,500	-	-	-	
RI - G Roadway Infrastructure Growth								
AUTO - 1160 - (AIP) TPE - WYE- Rge Rd 231, Wye Rd to Hillshire Blvd_DLU (2022)	975,000	-	874,575	-	100,425	-	-	1.3773.4266 - Capital Projects Reserve 1.4714 - South of Wye - Arterial Urban Upgrade
AUTO - 1904 - TPE - WYE - Rge Rd 233, Ash St to Balmoral Way_L (2022)	3,000,000	-	300,000	2,700,000	-	-	-	1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital
Total: RI - G Roadway Infrastructure Growth	3,975,000	-	1,174,575	2,700,000	100,425	-	-	
Total: Roadway Infrastructure	30,245,400	-	10,759,475	19,385,500	100,425	-	-	

2022 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Utilities								
UI - A Utilities Infrastructure Annual Program								
AUTO - 1564 - UT Annual Rollout Carts (2022)	188,500	-	188,500	-	-	-	-	- 11.4440.3 - UT Refuse Management Capital
AUTO - 1569 - UT Annual Corrosion Control Program (2022)	65,000	-	65,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1574 - UT Annual Hydrant / Valve Replacement (2022)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1717 - UT - Infrastructure Renewal - Utilities Lifecycle Management (2022)	600,000	-	600,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: UI - A Utilities Infrastructure Annual Program	1,353,500	-	1,353,500	-	-	-	-	
Total: Utilities	1,353,500	-	1,353,500	-	-	-	-	
Vehicles								
Veh - A Vehicles Annual Program								
AUTO - 1217 - FLT Annual V & E Fleet Replacements (2022)	2,002,190	-	2,002,190	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1300 - FLT Transit Replacements (2022)	3,153,700	-	3,153,700	-	-	-	-	- 1.3800.4151 - SCT Fleet Replacement
AUTO - 1579 - UT Annual Utilities Fleet Addition & Replacement Program (2022)	261,400	-	261,400	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1864 - FLT - Annual Transit Capital Refurb Program (2022)	691,500	-	691,500	-	-	-	-	- 1.3800.4151 - SCT Fleet Replacement
AUTO - 1868 - FLT - Annual V&E Capital Refurb Program (2022)	107,000	-	107,000	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
Total: Veh - A Vehicles Annual Program	6,215,790	-	6,215,790	-	-	-	-	
Veh - G Vehicles Growth								
AUTO - 1197 - RPC - Fleet Addition (Parks Branch Mowers) (2022)	54,000	-	54,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
Total: Veh - G Vehicles Growth	54,000	-	54,000	-	-	-	-	
Total: Vehicles	6,269,790	-	6,269,790	-	-	-	-	
GRAND TOTAL	91,862,834	21,000,000	33,548,134	36,385,500	100,425	-	828,775	

2023 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Buildings								
Bldgs - A Buildings Annual Program								
AUTO - 1288 - FAC - Annual Facility Capital Lifecycle (2023)	1,800,000	-	1,800,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1385 - TAS - Annual Parking Lot Rehab Program (2023)	600,000	-	600,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
Total: Bldgs - A Buildings Annual Program	2,400,000	-	2,400,000	-	-	-	-	
Bldgs - G Buildings Growth								
AUTO - 860 - TAS - Agriculture Services Shop - Bremner Site (2023)	5,000,000	-	500,000	4,500,000	-	-	-	1.3430.122 - MSI Capital 1.3773.4266 - Capital Projects Reserve
Total: Bldgs - G Buildings Growth	5,000,000	-	500,000	4,500,000	-	-	-	
Total: Buildings	7,400,000	-	2,900,000	4,500,000	-	-	-	
Electronic Hardware/Software								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1313 - ITS - Corporate Infrastructure Replacement Program (2023)	1,626,111	-	1,626,111	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1369 - LIB IT Infrastructure Replacement Program (2023)	58,222	-	58,222	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1590 - UT IT Infrastructure Replacement Program - Utilities (2023)	40,000	-	40,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1873 - ITS - Mobile Device Replacements Lifecycle (2023)	-	-	-	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
Total: HwdSft - A Electronic Hardware/Software Annual Program	1,724,333	-	1,724,333	-	-	-	-	
Total: Electronic Hardware/Software	1,724,333	-	1,724,333	-	-	-	-	

2023 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Machinery & Equipment								
ME - A Machinery & Equipment Annual Program								
AUTO - 1194 - RPC - Annual Program - Recreation Equipment (2023)	505,123	-	505,123	-	-	-	-	- 1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1249 - SCES - Annual Equipment Replacement Program (2023)	75,000	-	75,000	-	-	-	-	- 1.3800.3428 - SCES Lifecycle Reserve
AUTO - 1364 - LIB Annual - Library Collection Replacement (2023)	603,059	-	-	-	-	-	603,059	1791L - Library Contribution to Capital
AUTO - 1585 - UT Annual Water Meter / Radio Frequency Program (2023)	2,400,000	-	2,400,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
Total: ME - A Machinery & Equipment	3,583,182	-	2,980,123	-	-	-	603,059	
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 1854 - LIB Replace Furniture - Chairs/Stools (2023)	230,907	-	-	-	-	-	230,907	1.4521 - SCL Furniture & Fixture Lifecycle
Total: ME - R Machinery & Equipment Rehab/Replacement	230,907	-	-	-	-	-	230,907	
ME - R Machinery & Equipment Value Added								
AUTO - 2009 - TAS - Livestock Emergency Response Equipment (2023)	50,000	-	50,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
Total: ME - R Machinery & Equipment Value Added	50,000	-	50,000	-	-	-	-	
Total: Machinery & Equipment Program Parks & Open Space Development	3,864,089	-	3,030,123	-	-	-	833,966	
POSD - A Parks & Open Space Development Annual Program								
AUTO - 1121 - RPC - Annual Program - Parks Infrastructure Lifecycle (2023)	850,000	-	850,000	-	-	-	-	- 1.3800.7060 - RPC Parks Mjr Maint Projects
Total: POSD - A Parks & Open Space Development Annual Program	850,000	-	850,000	-	-	-	-	
POSD - R Parks & Open Space Development Rehab/Replacement								
AUTO - 1272 - RPC - Annual Program - OSRFS Open Space Planning Revitalization (2023)	1,000,000	-	1,000,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
Total: POSD - R Parks & Open Space Development Rehab/Replacement	1,000,000	-	1,000,000	-	-	-	-	
Total: Program Parks & Open Space Development	1,850,000	-	1,850,000	-	-	-	-	

2023 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Roadway Infrastructure								
RI - A Roadway Infrastructure Annual Program								
AUTO - 1375 - TAS - Annual Urban Roads Rehab Program (2023)	13,700,000	-	7,700,000	6,000,000	-	-	-	1.3800.4266 - Annual Urban Arterial Road 1.3430.130 - Gas Tax Fund 1.3430.122 - MSI Capital
AUTO - 1380 - TAS - Annual Asphalt Trail Rehab Program (2023)	200,000	-	200,000	-	-	-	-	1.3800.4262 - Annual Trail Rehab
AUTO - 1395 - TAS - Annual Rural Road Rehab Program (2023)	8,500,000	-	8,500,000	-	-	-	-	1.3800.4268 - Annual Rural Road
AUTO - 1401 - TPE - Annual Traffic & Pedestrian Safety Improvements (2023)	600,000	-	600,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1406 - TPE - Annual Traffic Signal / Intersection Replacements (2023)	830,400	-	830,400	-	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection
AUTO - 1411 - TAS - Annual Bridge Replacement Project (2023)	1,970,000	-	197,000	1,773,000	-	-	-	1.3800.4267 - Annual Bridge Rehab 1.3430.130 - Gas Tax Fund
AUTO - 1416 - TPE - Annual Sidewalk Missing Links Program (2023)	595,000	-	59,500	535,500	-	-	-	1.3800.4269 - Annual Traff & Ped Safety 1.3430.130 - Gas Tax Fund
Total: RI - A Roadway Infrastructure Annual Program	26,395,400	-	18,086,900	8,308,500	-	-	-	
RI - G Roadway Infrastructure Growth								
AUTO - 1139 - (AIP) TPE - HLD - Rge Rd 214 and Twp Rd 554 intersection_2A-2_C (2023)	3,090,000	-	2,781,000	-	-	-	309,000	1.3773.4266 - Capital Projects Reserve 1807 - Industry Contribution
Total: RI - G Roadway Infrastructure Growth	3,090,000	-	2,781,000	-	-	-	309,000	
Total: Roadway Infrastructure	29,485,400	-	20,867,900	8,308,500	-	-	309,000	
Utilities								
UI - A Utilities Infrastructure Annual Program								
AUTO - 1565 - UT Annual Rollout Carts (2023)	221,000	-	221,000	-	-	-	-	11.4440.3 - UT Refuse Management Capital
AUTO - 1570 - UT Annual Corrosion Control Program (2023)	65,000	-	65,000	-	-	-	-	11.4440.5 - UT Future Water Capital
AUTO - 1575 - UT Annual Hydrant / Valve Replacement (2023)	500,000	-	500,000	-	-	-	-	11.4440.5 - UT Future Water Capital
AUTO - 1718 - UT - Infrastructure Renewal - Utilities Lifecycle Management (2023)	600,000	-	600,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: UI - A Utilities Infrastructure Annual Program	1,386,000	-	1,386,000	-	-	-	-	
Total: Utilities	1,386,000	-	1,386,000	-	-	-	-	

2023 Approved in Principle Capital Funding Summary

Vehicles

Veh - A Vehicles Annual Program

AUTO - 1218 - FLT Annual V & E Fleet Replacements (2023)

2,337,180

AUTO - 1301 - FLT Transit Replacements (2023)

2,472,076

AUTO - 1580 - UT Annual Utilities Fleet Addition & Replacement Program (2023)

209,600

AUTO - 1865 - FLT - Annual Transit Capital Refurb Program (2023)

691,500

AUTO - 1869 - FLT - Annual V&E Capital Refurb Program (2023)

250,000

Total: Veh - A Vehicles Annual Program

5,960,356

Veh - G Vehicles Growth

AUTO - 2004 - FAC - Vehicles for Maintenance Operations (2023)

96,000

Total: Veh - G Vehicles Growth

96,000

Total: Veh - V Vehicles Value Added

-

Total: Vehicles

6,056,356

GRAND TOTAL

Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
2,337,180	-	2,337,180	-	-	-	-	1.3800.4134 - Vehicle Fleet & Equipment Replacement
2,472,076	-	2,472,076	-	-	-	-	1.3800.4151 - SCT Fleet Replacement
209,600	-	209,600	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
691,500	-	691,500	-	-	-	-	1.3800.4151 - SCT Fleet Replacement
250,000	-	250,000	-	-	-	-	1.3800.4134 - Vehicle Fleet & Equipment Replacement
5,960,356	-	5,960,356	-	-	-	-	
96,000	-	96,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
96,000	-	96,000	-	-	-	-	
-	-	-	-	-	-	-	
6,056,356	-	6,056,356	-	-	-	-	
51,766,178	-	37,814,712	12,808,500	-	-	1,142,966	

2024 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Buildings								
Bldgs - A Buildings Annual Program								
AUTO - 1289 - FAC - Annual Program - Facility Capital Lifecycle (2024)	3,800,000	-	3,800,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1386 - TAS - Annual Program - Parking Lot Rehab (2024)	550,000	-	550,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
Total: Bldgs - A Buildings Annual Program	4,350,000	-	4,350,000	-	-	-	-	
Bldgs - G Buildings Growth								
AUTO - 1629 - FAC - RCMP and ES North Parking Lot Paving and Drainage (2024)	1,046,000	1,046,000	-	-	-	-	-	1815 - Debenture
Total: Bldgs - G Buildings Growth	1,046,000	1,046,000	-	-	-	-	-	
Total: Buildings	5,396,000	1,046,000	4,350,000	-	-	-	-	
Electronic Hardware/Software								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1314 - ITS - Annual Program - Corporate Infrastructure Replacement (2024)	1,820,393	-	1,820,393	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1370 - LIB - Annual Program - IT Infrastructure Replacement (2024)	70,838	-	70,838	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1591 - UT - Annual Program - IT Infrastructure Replacement - Utilities (2024)	40,000	-	40,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: HwdSft - A Electronic Hardware/Software Annual Program	1,931,231	-	1,931,231	-	-	-	-	
Total: Electronic Hardware/Software	1,931,231	-	1,931,231	-	-	-	-	

2024 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Machinery & Equipment								
ME - A Machinery & Equipment Annual Program								
AUTO - 1195 - RPC - Annual Program - Recreation Equipment (2024)	490,644	-	490,644	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1250 - SCES - Annual Program - Equipment Replacement (2024)	288,000	-	288,000	-	-	-	-	1.3800.3428 - SCES Lifecycle
AUTO - 1365 - LIB - Annual Program - Library Collection Replacement (2024)	603,059	-	-	-	-	-	603,059	1791L - Library Contribution to Capital
AUTO - 1586 - UT - Annual Program - Water Meter / Radio Frequency (2024)	2,300,000	-	2,300,000	-	-	-	-	11.4440.5 - UT Future Water Capital
Total: ME - A Machinery & Equipment	3,681,703	-	3,078,644	-	-	-	603,059	
ME - G Machinery & Equipment Growth								
00278 - TAS - Sidewalk & Trail Clearing Machine (2024)	250,000	-	250,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
AUTO - 1906 - TAS - Sidewalk & Trail Clearing Machine (2024)	250,000	-	250,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: ME - G Machinery & Equipment Growth	500,000	-	500,000	-	-	-	-	
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 1555 - LIB - Replace Furniture - Upholstered (2024)	103,104	-	-	-	-	-	103,104	1.4521 - SCL Furniture & Fixture Lifecycle
AUTO - 1855 - LIB - Replace Furniture - Chairs/Stools (2024)	236,218	-	-	-	-	-	236,218	1.4521 - SCL Furniture & Fixture Lifecycle
Total: ME - R Machinery & Equipment Rehab/Replacement	339,322	-	-	-	-	-	339,322	
ME - R Machinery & Equipment Value Added								
AUTO - 1895 - FAC - Smart Camera Technology (2024)	215,000	-	215,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
AUTO - 1908 - UT - CSE Trailer (2024)	75,000	-	75,000	-	-	-	-	11.4440.5 - UT Future Water Capital
Total: ME - R Machinery & Equipment Value Added	290,000	-	290,000	-	-	-	-	
Total: Machinery & Equipment	4,811,025	-	3,868,644	-	-	-	942,381	

2024 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Program Parks & Open Space Development POSD - A Parks & Open Space Development Annual Program AUTO - 1122 - RPC - Annual Program - Parks Infrastructure Lifecycle (2024)	850,000	-	850,000	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
Total: POSD - A Parks & Open Space Development Annual Program	850,000	-	850,000	-	-	-	-	
POSD - R Parks & Open Space Development Rehab/Replacement AUTO - 1273 - RPC - Open Space Planning (2024)	1,000,000	-	1,000,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: POSD - R Parks & Open Space Development Rehab/Replacement	1,000,000	-	1,000,000	-	-	-	-	
Total: Program Parks & Open Space Development	1,850,000	-	1,850,000	-	-	-	-	

2024 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Roadway Infrastructure								
RI - A Roadway Infrastructure Annual Program								
AUTO - 1376 - TAS - Annual Program - Urban Roads Rehab (2024)	14,200,000	-	1,420,000	12,780,000	-	-	-	1.3800.4266 - Annual Urban Arterial Road 1.3430.122 - MSI Capital
AUTO - 1381 - TAS - Annual Program - Asphalt Trail Rehab (2024)	400,000	-	40,000	360,000	-	-	-	1.3800.4262 - Annual Trail Rehab 1.3430.130 - Gas Tax Fund
AUTO - 1396 - TAS - Annual Program - Rural Road Rehab Program (2024)	10,250,000	-	1,025,000	9,225,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital
AUTO - 1402 - TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2024)	600,000	-	60,000	540,000	-	-	-	1.3800.4269 - Annual Traff & Ped Safety 1.3430.130 - Gas Tax Fund
AUTO - 1407 - TPE - Annual Program - Traffic Signal / Intersection Replacements (2024)	830,400	-	83,040	747,360	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection 1.3430.130 - Gas Tax Fund
AUTO - 1412 - TAS - Annual Bridge Replacement Project (2024)	2,045,000	-	204,500	1,840,500	-	-	-	1.3800.4267 - Annual Bridge Rehab 1.3430.130 - Gas Tax Fund
AUTO - 1417 - TPE - Annual Program - Sidewalk Missing Links (2024)	595,000	-	59,500	535,500	-	-	-	1.3800.4269 - Annual Traff & Ped Safety 1.3430.130 - Gas Tax Fund
Total: RI - A Roadway Infrastructure Annual Program	28,920,400	-	2,892,040	26,028,360	-	-	-	
RI - G Roadway Infrastructure Growth								
AUTO - 1132 - TPE - ARD - Main St, Arbor Ct to Rge Rd 221A (incl. bridge and intersection impr.)_C (2024)	5,888,000	-	588,800	4,107,200	-	-	1,192,000	1808 - Developer Contribution 1.3430.122 - MSI Capital 1.3773.4266 - Capital Projects Reserve
AUTO - 1724 - TPE - RUR - Twp Rd 530 and Rge Rd 222 Intersection Improvements_DLU (2024)	850,000	-	850,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
AUTO - 1738 - TPE - RUR - Class I Grid Road Improvement (Uncas)_C (2024)	13,958,000	-	13,958,000	-	-	-	-	1.3800.4268 - Annual Rural Road
AUTO - 792 - TPE - RUR - Class I Grid Road Improvement Project_DLU (2024)	1,600,000	-	1,600,000	-	-	-	-	1.3800.4268 - Annual Rural Road
AUTO - 870 - TPE - WYE - Rge Rd 233, Ash St to Balmoral Way_UC (2024)	5,000,000	-	3,013,675	-	854,258	-	1,132,067	1808 - Developer Contribution 1.3773.4266 - Capital Projects Reserve 4719 - Levy
Total: RI - G Roadway Infrastructure Growth	27,296,000	-	20,010,475	4,107,200	854,258	-	2,324,067	
RI - SA Roadway Infrastructure Suggested Annual Program								
AUTO - 1907 - TAS - Suggested Annual Program - Class II Improvements (2024)	2,560,000	-	2,560,000	-	-	-	-	1.3800.4268 - Annual Rural Road
Total: RI - SA Roadway Infrastructure Suggested Annual Program	2,560,000	-	2,560,000	-	-	-	-	
Total: Roadway Infrastructure	58,776,400	-	25,462,515	30,135,560	854,258	-	2,324,067	

2024 Approved in Principle Capital Funding Summary

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Utilities								
UI - A Utilities Infrastructure Annual Program								
AUTO - 1566 - UT - Annual Program - Rollout Carts (2024)	260,200	-	260,200	-	-	-	-	- 11.4440.3 - UT Refuse Management Capital
AUTO - 1571 - UT - Annual Program - Corrosion Control (2024)	65,000	-	65,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1576 - UT - Annual Program - Hydrant / Valve Replacement (2024)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1719 - UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2024)	600,000	-	600,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: UI - A Utilities Infrastructure Annual Program	1,425,200	-	1,425,200	-	-	-	-	
UT - V Utilities Infrastructure Value Added								
AUTO - 1911 - UT - Southeast Water Delivery Pressure Optimization (2024)	950,000	-	950,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
Total: UT - V Utilities Infrastructure Value Added	950,000	-	950,000	-	-	-	-	
Total: Utilities	2,375,200	-	2,375,200	-	-	-	-	
Vehicles								
Veh - A Vehicles Annual Program								
AUTO - 1219 - FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2024)	3,747,800	-	3,747,800	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1302 - FLT - Annual Program - Transit Replacements (2024)	4,201,138	-	4,201,138	-	-	-	-	- 1.3800.4151 - SCT Fleet Replacement
AUTO - 1581 - UT - Annual Program - Utilities Fleet Addition & Replacement (2024)	511,225	-	511,225	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1885 - FLT - Annual Program - Transit Capital Refurb (2024)	691,500	-	691,500	-	-	-	-	- 1.3800.4151 - SCT Fleet Replacement
AUTO - 1886 - FLT - Annual Program - Vehicle & Equipment Capital Refurb (2024)	227,000	-	227,000	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
Total: Veh - A Vehicles Annual Program	9,378,663	-	9,378,663	-	-	-	-	
Veh - G Vehicles Growth								
AUTO - 1199 - AUTO - 1199 - RPC - Fleet Addition - SWC Gator (2024)	40,000	-	40,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
AUTO - 1832 - FAC - Vehicle for Maintenance Operations (2024)	48,000	-	48,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
Total: Veh - G Vehicles Growth	88,000	-	88,000	-	-	-	-	
Total: Veh - V Vehicles Value Added	-	-	-	-	-	-	-	
Total: Vehicles	9,466,663	-	9,466,663	-	-	-	-	
GRAND TOTAL	84,606,519	1,046,000	49,304,253	30,135,560	854,258	-	3,266,448	

