



2019 Multi-year **BUDGET**

Approved December 6, 2018

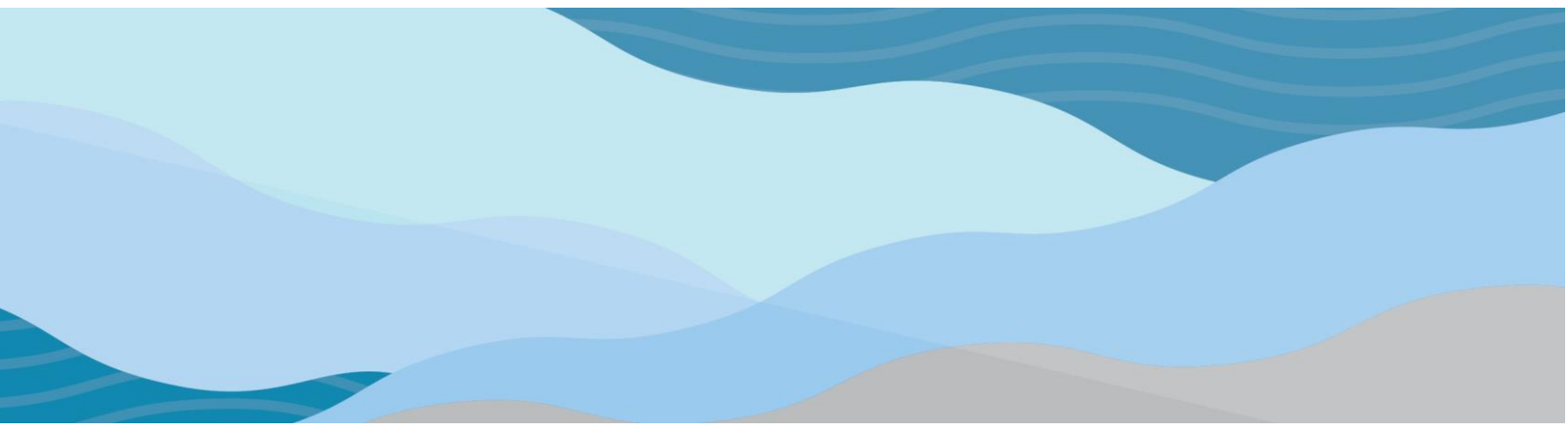


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2019 Multi-year Budget

CONSOLIDATED AND MUNICIPAL





2019 MULTI-YEAR BUDGET

The 2019 Multi-year Budget is comprised of the 2019-2022 operating budgets, and 2019-2023 capital budgets. The Budget outlines the investment plans for our base programs and services, as well as the strategic and improvement initiatives described in the 2019-2022 Corporate Business Plan.


Setting the Course

Shortly after approving the 2018 budget, the County refined the strategic plan and developed the 2019-2022 Corporate Business Plan. The 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 Strathcona County's corporate business plan, department business plans and budgets are developed and approved. Strathcona County's Corporate Business Plan and multi-year budget set the course for the organization over a four-year period. They describe how the organization intends to action the strategic plan over the 4-year period and communicate investments in initiatives to improve the effectiveness and efficiency of how we deliver programs and services.

Building the Vehicle

With the passing of the Modernized Municipal Government Act, Alberta municipalities were legislated to make changes to their budgeting processes. Municipalities are now required to plan for four year operating budgets and five year capital budgets. Not only did Strathcona County meet this requirement, we embraced the new legislated changes by moving to a fully integrated business planning, financial planning and project execution process. This new process is called Multi-Year Planning & Execution (MYPE).

MYPE is the "vehicle" through which we focus on longer term planning and executing those plans. This is achieved through creating rolling four year business plans, building robust multi-stage business cases, aligning business case and budget recommendations with Council's strategic goals and results, and reporting on the execution of the case. Other specific MYPE elements include:

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- Rolling business plans and budgets that are adjusted annually to address exceptional amendments; allowing Strathcona County to be agile to changing conditions in the operating environment.
 - Staying true to our priorities; we understand change happens. Our yearly adjustments, the “delta”, will represent those changes. The same rigor and discipline around proper planning, reporting and execution to develop the initial four year plan will also be applied to any changes within.
 - To remain accountable to the approved plans and ensure resources are properly allocated, any amendments will need to be noteworthy.
 - A governance framework, corporate capacity analysis, executive dashboards and reporting solutions for approved initiatives.
 - Increased transparency and accountability; Strathcona County is striving to be better equipped to report to Council and our public how well we are performing in areas we have committed to achieving success. The balance between flexibility and discipline will be critical.

Getting on the Road

MYPE is but one of the tools in the “garage” that Strathcona County used to develop the 2019 Multi-year Budget. The continued application of Priority Based Budgeting (PBB), incorporating elements of Long Term Financial Sustainability Framework (LTFSF) into the business case development, and the inception of the Base/Improvement/ Strategic (BIS) methodology, all bring benefit to the planning process.

Strathcona County is also committed to organization wide growth and looks for leadership at all levels of the organization. As such, planning efforts were even more inclusive than has ever been the case. Senior Leadership Team (SLT), working with Executive Team (ET), became the team of “mechanics” to bring forward a strong recommendation of a corporate nature.

When you add all the elements together, from direction setting, through the creation of a vehicle, to the upkeep and maintenance, Strathcona County is well positioned to “drive” into the future.

2019 Multi-year Budget Highlights

Council approved the 2019 operating and capital budgets; and approved in principle the 2020-2022 operating and 2020-2023 capital budgets on December 6, 2019:

| | 2019 Approved | 2020 Approved in Principle | 2021 Approved in Principle | 2022 Approved in Principle | 2023 Approved in Principle |
|--|------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Consolidated operating budget | \$371.0M | \$376.9M | \$389.5M | \$402.1M | N/A |
| Consolidated capital budget | \$64.5M | \$101.3M | \$40.4M | \$41.5M | \$43.6M |
| Municipal tax dollar increase % | 0.83% | 1.13% | 1.03% | 0.42% | N/A |
| Monthly increase \$xx average homeowner | \$1.26 | \$1.72 | \$1.59 | \$0.65 | N/A |
| Utility rate increase % | 2.41% | 2.40% | 2.61% | 2.61% | N/A |
| Average monthly increase on utility bill | \$3.06 | \$3.12 | \$3.47 | \$3.57 | N/A |

Operating Budget Multi-year Budget Summary CONSOLIDATED

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$227,705,930 | \$233,009,004 | \$242,008,009 | \$258,449,396 |
| 120 - Government Grants | 6,995,166 | 7,002,566 | 7,010,066 | 7,017,784 |
| 124 - Utility User Rates | 56,874,759 | 58,471,228 | 60,155,794 | 61,931,070 |
| 130 - User Fees & Charges | 39,048,248 | 39,363,645 | 40,400,364 | 40,555,890 |
| 145 - Penalties and Fines | 6,527,571 | 6,527,571 | 6,527,571 | 6,527,571 |
| 150 - Investment Income | 8,440,913 | 8,831,851 | 9,224,851 | 9,729,851 |
| 155 - Other Revenues | 8,690,587 | 8,667,969 | 8,954,333 | 8,596,486 |
| Total 500 - Revenue | 354,283,174 | 361,873,834 | 374,280,988 | 392,808,048 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 151,266,876 | 153,628,396 | 155,456,808 | 155,673,437 |
| 205 - Employee Benefits | 30,122,506 | 30,494,516 | 30,894,336 | 31,054,150 |
| 210 - Training & Development | 2,886,245 | 2,916,934 | 2,933,034 | 2,948,640 |
| 215 - Business Expenses | 1,129,800 | 1,150,452 | 1,269,091 | 1,175,195 |
| 220 - Advertising & Printing | 2,451,915 | 2,585,290 | 2,622,803 | 2,609,952 |
| 225 - Professional Services | 5,733,505 | 5,088,365 | 4,638,740 | 3,821,409 |
| 230 - Insurance | 1,435,814 | 1,489,434 | 1,574,672 | 1,651,580 |
| 235 - Rentals & Leases | 2,903,312 | 3,120,174 | 3,208,751 | 3,217,132 |
| 240 - Contracted Services | 47,094,307 | 47,667,159 | 46,898,071 | 46,426,667 |
| 245 - Supplies & Materials | 43,544,135 | 45,352,199 | 47,124,767 | 48,462,528 |
| 250 - Repairs & Maintenance | 6,999,478 | 7,069,728 | 7,125,878 | 7,203,262 |
| 255 - Equipment Purchases | 2,120,706 | 2,058,717 | 2,092,191 | 2,140,975 |
| 260 - Utilities | 8,421,490 | 8,683,364 | 9,247,490 | 9,537,960 |
| 265 - Telecommunications | 1,108,759 | 1,126,132 | 1,132,165 | 1,129,525 |
| 270 - Interest on Debt | 6,462,648 | 6,683,055 | 6,622,625 | 6,109,426 |
| 275 - Grants & Requisitions | 2,776,463 | 2,776,963 | 2,803,802 | 2,831,302 |
| 280 - Other Expenses | 1,761,236 | 4,252,139 | 6,932,754 | 9,526,340 |
| 281 - Interprogram | 0 | 0 | 0 | 0 |
| 315 - Amortization Expense | 60,810,125 | 56,024,113 | 52,380,127 | 54,082,161 |
| Total 600 - Expense | 379,029,320 | 382,167,130 | 384,958,105 | 389,601,641 |
| Net Revenues/(Expenses) | (24,746,146) | (20,293,296) | (10,677,117) | 3,206,407 |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 16,715,466 | 15,043,065 | 15,239,813 | 9,263,566 |
| 410 - To Capital | (505,233) | (505,233) | (505,233) | (505,233) |
| 415 - To Reserve | (42,564,276) | (39,504,829) | (44,913,618) | (54,624,132) |
| 425 - Loan Funds Repaid | 1,382,268 | 1,426,025 | 1,461,528 | 1,498,874 |
| 431 - Long Term Debt Repaid | (11,218,314) | (12,260,077) | (13,065,666) | (13,001,809) |
| Total 700 - Non-Operating Items | (36,190,089) | (35,801,049) | (41,783,176) | (57,368,734) |
| Non-Cash Adjustment | 60,936,235 | 56,094,345 | 52,460,293 | 54,162,327 |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | \$0 |

Operating Budget Two Year Budget Comparison CONSOLIDATED

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|--------------------|--------------|
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$227,705,930 | \$221,334,164 | \$6,371,766 | 3% |
| 120 - Government Grants | 6,995,166 | 6,920,048 | 75,118 | 1% |
| 124 - Utility User Rates | 56,874,759 | 55,343,070 | 1,531,689 | 3% |
| 130 - User Fees & Charges | 39,048,248 | 40,302,247 | (1,253,999) | (3%) |
| 145 - Penalties and Fines | 6,527,571 | 6,157,810 | 369,761 | 6% |
| 150 - Investment Income | 8,440,913 | 6,805,439 | 1,635,474 | 24% |
| 155 - Other Revenues | 8,690,587 | 8,434,729 | 255,858 | 3% |
| Total 500 - Revenue | 354,283,174 | 345,297,507 | 8,985,667 | 3% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 151,266,876 | 144,075,641 | 7,191,235 | 5% |
| 205 - Employee Benefits | 30,122,506 | 29,889,198 | 233,308 | 1% |
| 210 - Training & Development | 2,886,245 | 2,985,314 | (99,069) | (3%) |
| 215 - Business Expenses | 1,129,800 | 1,142,512 | (12,712) | (1%) |
| 220 - Advertising & Printing | 2,451,915 | 2,538,116 | (86,201) | (3%) |
| 225 - Professional Services | 5,733,505 | 5,775,643 | (42,138) | (1%) |
| 230 - Insurance | 1,435,814 | 1,836,451 | (400,637) | (22%) |
| 235 - Rentals & Leases | 2,903,312 | 2,840,760 | 62,552 | 2% |
| 240 - Contracted Services | 47,094,307 | 42,260,032 | 4,834,275 | 11% |
| 245 - Supplies & Materials | 43,544,135 | 40,001,502 | 3,542,633 | 9% |
| 250 - Repairs & Maintenance | 6,999,478 | 7,130,428 | (130,950) | (2%) |
| 255 - Equipment Purchases | 2,120,706 | 2,287,018 | (166,312) | (7%) |
| 260 - Utilities | 8,421,490 | 7,927,609 | 493,881 | 6% |
| 265 - Telecommunications | 1,108,759 | 1,081,038 | 27,721 | 3% |
| 270 - Interest on Debt | 6,462,648 | 6,683,124 | (220,476) | (3%) |
| 275 - Grants & Requisitions | 2,776,463 | 2,513,546 | 262,917 | 10% |
| 280 - Other Expenses | 1,761,236 | 1,624,787 | 136,449 | 8% |
| 281 - Interprogram | 0 | 0 | 0 | 0% |
| 315 - Amortization Expense | 60,810,125 | 59,618,395 | 1,191,730 | 2% |
| Total 600 - Expense | 379,029,320 | 362,211,114 | 16,818,206 | 5% |
| Net Revenues/(Expenses) | (24,746,146) | (16,913,607) | (7,832,539) | 46% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 16,715,466 | 14,933,660 | 1,781,806 | 12% |
| 410 - To Capital | (505,233) | (499,604) | (5,629) | 1% |
| 415 - To Reserve | (42,564,276) | (46,812,754) | 4,248,478 | (9%) |
| 425 - Loan Funds Repaid | 1,382,268 | 1,102,169 | 280,099 | 25% |
| 431 - Long Term Debt Repaid | (11,218,314) | (11,548,397) | 330,083 | (3%) |
| Total 700 - Non-Operating Items | (36,190,089) | (42,824,926) | 6,634,837 | (15%) |
| Non-Cash Adjustment | 60,936,235 | 59,738,533 | 1,197,702 | 2% |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

Operating Budget Two Year Budget Comparison CONSOLIDATED

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|--------------|
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$233,009,004 | \$227,705,930 | \$5,303,074 | 2% |
| 120 - Government Grants | 7,002,566 | 6,995,166 | 7,400 | 0% |
| 124 - Utility User Rates | 58,471,228 | 56,874,759 | 1,596,469 | 3% |
| 130 - User Fees & Charges | 39,363,645 | 39,048,248 | 315,397 | 1% |
| 145 - Penalties and Fines | 6,527,571 | 6,527,571 | 0 | 0% |
| 150 - Investment Income | 8,831,851 | 8,440,913 | 390,938 | 5% |
| 155 - Other Revenues | 8,667,969 | 8,690,587 | (22,618) | (0%) |
| Total 500 - Revenue | 361,873,834 | 354,283,174 | 7,590,660 | 2% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 153,628,396 | 151,266,876 | 2,361,520 | 2% |
| 205 - Employee Benefits | 30,494,516 | 30,122,506 | 372,010 | 1% |
| 210 - Training & Development | 2,916,934 | 2,886,245 | 30,689 | 1% |
| 215 - Business Expenses | 1,150,452 | 1,129,800 | 20,652 | 2% |
| 220 - Advertising & Printing | 2,585,290 | 2,451,915 | 133,375 | 5% |
| 225 - Professional Services | 5,088,365 | 5,733,505 | (645,140) | (11%) |
| 230 - Insurance | 1,489,434 | 1,435,814 | 53,620 | 4% |
| 235 - Rentals & Leases | 3,120,174 | 2,903,312 | 216,862 | 7% |
| 240 - Contracted Services | 47,667,159 | 47,094,307 | 572,852 | 1% |
| 245 - Supplies & Materials | 45,352,199 | 43,544,135 | 1,808,064 | 4% |
| 250 - Repairs & Maintenance | 7,069,728 | 6,999,478 | 70,250 | 1% |
| 255 - Equipment Purchases | 2,058,717 | 2,120,706 | (61,989) | (3%) |
| 260 - Utilities | 8,683,364 | 8,421,490 | 261,874 | 3% |
| 265 - Telecommunications | 1,126,132 | 1,108,759 | 17,373 | 2% |
| 270 - Interest on Debt | 6,683,055 | 6,462,648 | 220,407 | 3% |
| 275 - Grants & Requisitions | 2,776,963 | 2,776,463 | 500 | 0% |
| 280 - Other Expenses | 4,252,139 | 1,761,236 | 2,490,903 | 141% |
| 281 - Interprogram | 0 | 0 | 0 | 0% |
| 315 - Amortization Expense | 56,024,113 | 60,810,125 | (4,786,012) | (8%) |
| Total 600 - Expense | 382,167,130 | 379,029,320 | 3,137,810 | 1% |
| Net Revenues/(Expenses) | (20,293,296) | (24,746,146) | 4,452,850 | (18%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 15,043,065 | 16,715,466 | (1,672,401) | (10%) |
| 410 - To Capital | (505,233) | (505,233) | 0 | 0% |
| 415 - To Reserve | (39,504,829) | (42,564,276) | 3,059,447 | (7%) |
| 425 - Loan Funds Repaid | 1,426,025 | 1,382,268 | 43,757 | 3% |
| 431 - Long Term Debt Repaid | (12,260,077) | (11,218,314) | (1,041,763) | 9% |
| Total 700 - Non-Operating Items | (35,801,049) | (36,190,089) | 389,040 | (1%) |
| Non-Cash Adjustment | 56,094,345 | 60,936,235 | (4,841,890) | (8%) |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

Operating Budget Two Year Budget Comparison CONSOLIDATED

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|--------------|
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$242,008,009 | \$233,009,004 | \$8,999,005 | 4% |
| 120 - Government Grants | 7,010,066 | 7,002,566 | 7,500 | 0% |
| 124 - Utility User Rates | 60,155,794 | 58,471,228 | 1,684,566 | 3% |
| 130 - User Fees & Charges | 40,400,364 | 39,363,645 | 1,036,719 | 3% |
| 145 - Penalties and Fines | 6,527,571 | 6,527,571 | 0 | 0% |
| 150 - Investment Income | 9,224,851 | 8,831,851 | 393,000 | 4% |
| 155 - Other Revenues | 8,954,333 | 8,667,969 | 286,364 | 3% |
| Total 500 - Revenue | 374,280,988 | 361,873,834 | 12,407,154 | 3% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 155,456,808 | 153,628,396 | 1,828,412 | 1% |
| 205 - Employee Benefits | 30,894,336 | 30,494,516 | 399,820 | 1% |
| 210 - Training & Development | 2,933,034 | 2,916,934 | 16,100 | 1% |
| 215 - Business Expenses | 1,269,091 | 1,150,452 | 118,639 | 10% |
| 220 - Advertising & Printing | 2,622,803 | 2,585,290 | 37,513 | 1% |
| 225 - Professional Services | 4,638,740 | 5,088,365 | (449,625) | (9%) |
| 230 - Insurance | 1,574,672 | 1,489,434 | 85,238 | 6% |
| 235 - Rentals & Leases | 3,208,751 | 3,120,174 | 88,577 | 3% |
| 240 - Contracted Services | 46,898,071 | 47,667,159 | (769,088) | (2%) |
| 245 - Supplies & Materials | 47,124,767 | 45,352,199 | 1,772,568 | 4% |
| 250 - Repairs & Maintenance | 7,125,878 | 7,069,728 | 56,150 | 1% |
| 255 - Equipment Purchases | 2,092,191 | 2,058,717 | 33,474 | 2% |
| 260 - Utilities | 9,247,490 | 8,683,364 | 564,126 | 6% |
| 265 - Telecommunications | 1,132,165 | 1,126,132 | 6,033 | 1% |
| 270 - Interest on Debt | 6,622,625 | 6,683,055 | (60,430) | (1%) |
| 275 - Grants & Requisitions | 2,803,802 | 2,776,963 | 26,839 | 1% |
| 280 - Other Expenses | 6,932,754 | 4,252,139 | 2,680,615 | 63% |
| 281 - Interprogram | 0 | 0 | 0 | 0% |
| 315 - Amortization Expense | 52,380,127 | 56,024,113 | (3,643,986) | (7%) |
| Total 600 - Expense | 384,958,105 | 382,167,130 | 2,790,975 | 1% |
| Net Revenues/(Expenses) | (10,677,117) | (20,293,296) | 9,616,179 | (47%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 15,239,813 | 15,043,065 | 196,748 | 1% |
| 410 - To Capital | (505,233) | (505,233) | 0 | 0% |
| 415 - To Reserve | (44,913,618) | (39,504,829) | (5,408,789) | 14% |
| 425 - Loan Funds Repaid | 1,461,528 | 1,426,025 | 35,503 | 2% |
| 431 - Long Term Debt Repaid | (13,065,666) | (12,260,077) | (805,589) | 7% |
| Total 700 - Non-Operating Items | (41,783,176) | (35,801,049) | (5,982,127) | 17% |
| Non-Cash Adjustment | 52,460,293 | 56,094,345 | (3,634,052) | (6%) |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

Operating Budget Two Year Budget Comparison CONSOLIDATED

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|---------------------|---------------|
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$258,449,396 | \$242,008,009 | \$16,441,387 | 7% |
| 120 - Government Grants | 7,017,784 | 7,010,066 | 7,718 | 0% |
| 124 - Utility User Rates | 61,931,070 | 60,155,794 | 1,775,276 | 3% |
| 130 - User Fees & Charges | 40,555,890 | 40,400,364 | 155,526 | 0% |
| 145 - Penalties and Fines | 6,527,571 | 6,527,571 | 0 | 0% |
| 150 - Investment Income | 9,729,851 | 9,224,851 | 505,000 | 5% |
| 155 - Other Revenues | 8,596,486 | 8,954,333 | (357,847) | (4%) |
| Total 500 - Revenue | 392,808,048 | 374,280,988 | 18,527,060 | 5% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 155,673,437 | 155,456,808 | 216,629 | 0% |
| 205 - Employee Benefits | 31,054,150 | 30,894,336 | 159,814 | 1% |
| 210 - Training & Development | 2,948,640 | 2,933,034 | 15,606 | 1% |
| 215 - Business Expenses | 1,175,195 | 1,269,091 | (93,896) | (7%) |
| 220 - Advertising & Printing | 2,609,952 | 2,622,803 | (12,851) | (0%) |
| 225 - Professional Services | 3,821,409 | 4,638,740 | (817,331) | (18%) |
| 230 - Insurance | 1,651,580 | 1,574,672 | 76,908 | 5% |
| 235 - Rentals & Leases | 3,217,132 | 3,208,751 | 8,381 | 0% |
| 240 - Contracted Services | 46,426,667 | 46,898,071 | (471,404) | (1%) |
| 245 - Supplies & Materials | 48,462,528 | 47,124,767 | 1,337,761 | 3% |
| 250 - Repairs & Maintenance | 7,203,262 | 7,125,878 | 77,384 | 1% |
| 255 - Equipment Purchases | 2,140,975 | 2,092,191 | 48,784 | 2% |
| 260 - Utilities | 9,537,960 | 9,247,490 | 290,470 | 3% |
| 265 - Telecommunications | 1,129,525 | 1,132,165 | (2,640) | (0%) |
| 270 - Interest on Debt | 6,109,426 | 6,622,625 | (513,199) | (8%) |
| 275 - Grants & Requisitions | 2,831,302 | 2,803,802 | 27,500 | 1% |
| 280 - Other Expenses | 9,526,340 | 6,932,754 | 2,593,586 | 37% |
| 281 - Interprogram | 0 | 0 | 0 | 0% |
| 315 - Amortization Expense | 54,082,161 | 52,380,127 | 1,702,034 | 3% |
| Total 600 - Expense | 389,601,641 | 384,958,105 | 4,643,536 | 1% |
| Net Revenues/(Expenses) | 3,206,407 | (10,677,117) | 13,883,524 | (130%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 9,263,566 | 15,239,813 | (5,976,247) | (39%) |
| 410 - To Capital | (505,233) | (505,233) | 0 | 0% |
| 415 - To Reserve | (54,624,132) | (44,913,618) | (9,710,514) | 22% |
| 425 - Loan Funds Repaid | 1,498,874 | 1,461,528 | 37,346 | 3% |
| 431 - Long Term Debt Repaid | (13,001,809) | (13,065,666) | 63,857 | (0%) |
| Total 700 - Non-Operating Items | (57,368,734) | (41,783,176) | (15,585,558) | 37% |
| Non-Cash Adjustment | 54,162,327 | 52,460,293 | 1,702,034 | 3% |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

Operating Budget Multi-year Budget Summary MUNICIPAL

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$217,988,561 | \$223,101,421 | \$231,802,107 | \$247,536,427 |
| 120 - Government Grants | 6,432,603 | 6,440,003 | 6,447,503 | 6,455,221 |
| 130 - User Fees & Charges | 37,911,636 | 38,207,803 | 39,224,907 | 39,360,427 |
| 145 - Penalties and Fines | 6,364,251 | 6,364,251 | 6,364,251 | 6,364,251 |
| 150 - Investment Income | 6,985,857 | 7,309,549 | 7,634,953 | 8,053,093 |
| 155 - Other Revenues | 8,536,313 | 8,513,695 | 8,800,059 | 8,442,212 |
| Total 500 - Revenue | 284,219,221 | 289,936,722 | 300,273,780 | 316,211,631 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 136,572,935 | 138,520,030 | 139,911,847 | 139,832,771 |
| 205 - Employee Benefits | 27,047,807 | 27,354,774 | 27,683,584 | 27,796,455 |
| 210 - Training & Development | 2,581,627 | 2,612,316 | 2,628,416 | 2,644,022 |
| 215 - Business Expenses | 1,057,623 | 1,078,268 | 1,196,900 | 1,102,997 |
| 220 - Advertising & Printing | 1,879,069 | 2,008,556 | 2,042,366 | 2,025,740 |
| 225 - Professional Services | 5,253,205 | 4,565,721 | 4,141,884 | 3,384,710 |
| 230 - Insurance | 1,435,814 | 1,489,434 | 1,574,672 | 1,651,580 |
| 235 - Rentals & Leases | 2,523,753 | 2,740,615 | 2,829,192 | 2,837,573 |
| 240 - Contracted Services | 37,893,367 | 38,274,954 | 37,309,660 | 36,636,993 |
| 245 - Supplies & Materials | 19,785,041 | 20,454,992 | 21,069,909 | 21,193,561 |
| 250 - Repairs & Maintenance | 4,906,318 | 4,975,171 | 5,029,896 | 5,105,825 |
| 255 - Equipment Purchases | 1,894,467 | 1,830,558 | 1,845,902 | 1,911,146 |
| 260 - Utilities | 8,660,459 | 8,903,018 | 9,448,588 | 9,718,998 |
| 265 - Telecommunications | 953,845 | 971,218 | 977,251 | 974,611 |
| 270 - Interest on Debt | 3,217,589 | 3,379,885 | 3,525,290 | 3,213,008 |
| 275 - Grants & Requisitions | 2,776,463 | 2,776,963 | 2,803,802 | 2,831,302 |
| 280 - Other Expenses | 1,663,158 | 4,154,061 | 6,834,676 | 9,428,262 |
| 281 - Interprogram | (3,466,843) | (3,569,109) | (3,584,798) | (3,566,724) |
| 315 - Amortization Expense | 51,232,597 | 46,998,927 | 43,498,713 | 45,154,509 |
| Total 600 - Expense | 307,868,294 | 309,520,352 | 310,767,750 | 313,877,339 |
| Net Revenues/(Expenses) | (23,649,073) | (19,583,630) | (10,493,970) | 2,334,292 |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 15,000,607 | 13,373,092 | 13,777,390 | 7,910,520 |
| 410 - To Capital | 97,826 | 97,826 | 97,826 | 97,826 |
| 415 - To Reserve | (37,590,709) | (35,201,860) | (40,314,137) | (48,887,137) |
| 425 - Loan Funds Repaid | 1,382,268 | 1,426,025 | 1,461,528 | 1,498,874 |
| 431 - Long Term Debt Repaid | (6,554,143) | (7,190,546) | (8,107,516) | (8,189,050) |
| Total 700 - Non-Operating Items | (27,664,151) | (27,495,463) | (33,084,909) | (47,568,967) |
| Non-Cash Adjustment | 51,313,224 | 47,079,093 | 43,578,879 | 45,234,675 |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | \$0 |

Operating Budget Two Year Budget Comparison MUNICIPAL

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|--------------------|--------------|
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$217,988,561 | \$211,872,298 | \$6,116,263 | 3% |
| 120 - Government Grants | 6,432,603 | 6,357,485 | 75,118 | 1% |
| 130 - User Fees & Charges | 37,911,636 | 39,160,281 | (1,248,645) | (3%) |
| 145 - Penalties and Fines | 6,364,251 | 5,992,113 | 372,138 | 6% |
| 150 - Investment Income | 6,985,857 | 5,640,552 | 1,345,305 | 24% |
| 155 - Other Revenues | 8,536,313 | 8,280,146 | 256,167 | 3% |
| Total 500 - Revenue | 284,219,221 | 277,302,875 | 6,916,346 | 2% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 136,572,935 | 129,714,017 | 6,858,918 | 5% |
| 205 - Employee Benefits | 27,047,807 | 26,588,055 | 459,752 | 2% |
| 210 - Training & Development | 2,581,627 | 2,679,808 | (98,181) | (4%) |
| 215 - Business Expenses | 1,057,623 | 1,071,207 | (13,584) | (1%) |
| 220 - Advertising & Printing | 1,879,069 | 1,973,928 | (94,859) | (5%) |
| 225 - Professional Services | 5,253,205 | 5,371,108 | (117,903) | (2%) |
| 230 - Insurance | 1,435,814 | 1,836,451 | (400,637) | (22%) |
| 235 - Rentals & Leases | 2,523,753 | 2,458,751 | 65,002 | 3% |
| 240 - Contracted Services | 37,893,367 | 33,548,632 | 4,344,735 | 13% |
| 245 - Supplies & Materials | 19,785,041 | 17,554,471 | 2,230,570 | 13% |
| 250 - Repairs & Maintenance | 4,906,318 | 5,025,685 | (119,367) | (2%) |
| 255 - Equipment Purchases | 1,894,467 | 2,058,339 | (163,872) | (8%) |
| 260 - Utilities | 8,660,459 | 8,249,020 | 411,439 | 5% |
| 265 - Telecommunications | 953,845 | 925,245 | 28,600 | 3% |
| 270 - Interest on Debt | 3,217,589 | 3,357,001 | (139,412) | (4%) |
| 275 - Grants & Requisitions | 2,776,463 | 2,313,546 | 462,917 | 20% |
| 280 - Other Expenses | 1,663,158 | 1,526,373 | 136,785 | 9% |
| 281 - Interprogram | (3,466,843) | (3,314,276) | (152,567) | 5% |
| 315 - Amortization Expense | 51,232,597 | 50,506,729 | 725,868 | 1% |
| Total 600 - Expense | 307,868,294 | 293,444,090 | 14,424,204 | 5% |
| Net Revenues/(Expenses) | (23,649,073) | (16,141,215) | (7,507,858) | 47% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 15,000,607 | 13,054,404 | 1,946,203 | 15% |
| 410 - To Capital | 97,826 | 89,675 | 8,151 | 9% |
| 415 - To Reserve | (37,590,709) | (41,758,503) | 4,167,794 | (10%) |
| 425 - Loan Funds Repaid | 1,382,268 | 1,102,169 | 280,099 | 25% |
| 431 - Long Term Debt Repaid | (6,554,143) | (6,930,808) | 376,665 | (5%) |
| Total 700 - Non-Operating Items | (27,664,151) | (34,443,063) | 6,778,912 | (20%) |
| Non-Cash Adjustment | 51,313,224 | 50,584,278 | 728,946 | 1% |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

Operating Budget Two Year Budget Comparison MUNICIPAL

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|--------------|
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$223,101,421 | \$217,988,561 | \$5,112,860 | 2% |
| 120 - Government Grants | 6,440,003 | 6,432,603 | 7,400 | 0% |
| 130 - User Fees & Charges | 38,207,803 | 37,911,636 | 296,167 | 1% |
| 145 - Penalties and Fines | 6,364,251 | 6,364,251 | 0 | 0% |
| 150 - Investment Income | 7,309,549 | 6,985,857 | 323,692 | 5% |
| 155 - Other Revenues | 8,513,695 | 8,536,313 | (22,618) | (0%) |
| Total 500 - Revenue | 289,936,722 | 284,219,221 | 5,717,501 | 2% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 138,520,030 | 136,572,935 | 1,947,095 | 1% |
| 205 - Employee Benefits | 27,354,774 | 27,047,807 | 306,967 | 1% |
| 210 - Training & Development | 2,612,316 | 2,581,627 | 30,689 | 1% |
| 215 - Business Expenses | 1,078,268 | 1,057,623 | 20,645 | 2% |
| 220 - Advertising & Printing | 2,008,556 | 1,879,069 | 129,487 | 7% |
| 225 - Professional Services | 4,565,721 | 5,253,205 | (687,484) | (13%) |
| 230 - Insurance | 1,489,434 | 1,435,814 | 53,620 | 4% |
| 235 - Rentals & Leases | 2,740,615 | 2,523,753 | 216,862 | 9% |
| 240 - Contracted Services | 38,274,954 | 37,893,367 | 381,587 | 1% |
| 245 - Supplies & Materials | 20,454,992 | 19,785,041 | 669,951 | 3% |
| 250 - Repairs & Maintenance | 4,975,171 | 4,906,318 | 68,853 | 1% |
| 255 - Equipment Purchases | 1,830,558 | 1,894,467 | (63,909) | (3%) |
| 260 - Utilities | 8,903,018 | 8,660,459 | 242,559 | 3% |
| 265 - Telecommunications | 971,218 | 953,845 | 17,373 | 2% |
| 270 - Interest on Debt | 3,379,885 | 3,217,589 | 162,296 | 5% |
| 275 - Grants & Requisitions | 2,776,963 | 2,776,463 | 500 | 0% |
| 280 - Other Expenses | 4,154,061 | 1,663,158 | 2,490,903 | 150% |
| 281 - Interprogram | (3,569,109) | (3,466,843) | (102,266) | 3% |
| 315 - Amortization Expense | 46,998,927 | 51,232,597 | (4,233,670) | (8%) |
| Total 600 - Expense | 309,520,352 | 307,868,294 | 1,652,058 | 1% |
| Net Revenues/(Expenses) | (19,583,630) | (23,649,073) | 4,065,443 | (17%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 13,373,092 | 15,000,607 | (1,627,515) | (11%) |
| 410 - To Capital | 97,826 | 97,826 | 0 | 0% |
| 415 - To Reserve | (35,201,860) | (37,590,709) | 2,388,849 | (6%) |
| 425 - Loan Funds Repaid | 1,426,025 | 1,382,268 | 43,757 | 3% |
| 431 - Long Term Debt Repaid | (7,190,546) | (6,554,143) | (636,403) | 10% |
| Total 700 - Non-Operating Items | (27,495,463) | (27,664,151) | 168,688 | (1%) |
| Non-Cash Adjustment | 47,079,093 | 51,313,224 | (4,234,131) | (8%) |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

Operating Budget Two Year Budget Comparison MUNICIPAL

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|--------------|
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$231,802,107 | \$223,101,421 | \$8,700,686 | 4% |
| 120 - Government Grants | 6,447,503 | 6,440,003 | 7,500 | 0% |
| 130 - User Fees & Charges | 39,224,907 | 38,207,803 | 1,017,104 | 3% |
| 145 - Penalties and Fines | 6,364,251 | 6,364,251 | 0 | 0% |
| 150 - Investment Income | 7,634,953 | 7,309,549 | 325,404 | 4% |
| 155 - Other Revenues | 8,800,059 | 8,513,695 | 286,364 | 3% |
| Total 500 - Revenue | 300,273,780 | 289,936,722 | 10,337,058 | 4% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 139,911,847 | 138,520,030 | 1,391,817 | 1% |
| 205 - Employee Benefits | 27,683,584 | 27,354,774 | 328,810 | 1% |
| 210 - Training & Development | 2,628,416 | 2,612,316 | 16,100 | 1% |
| 215 - Business Expenses | 1,196,900 | 1,078,268 | 118,632 | 11% |
| 220 - Advertising & Printing | 2,042,366 | 2,008,556 | 33,810 | 2% |
| 225 - Professional Services | 4,141,884 | 4,565,721 | (423,837) | (9%) |
| 230 - Insurance | 1,574,672 | 1,489,434 | 85,238 | 6% |
| 235 - Rentals & Leases | 2,829,192 | 2,740,615 | 88,577 | 3% |
| 240 - Contracted Services | 37,309,660 | 38,274,954 | (965,294) | (3%) |
| 245 - Supplies & Materials | 21,069,909 | 20,454,992 | 614,917 | 3% |
| 250 - Repairs & Maintenance | 5,029,896 | 4,975,171 | 54,725 | 1% |
| 255 - Equipment Purchases | 1,845,902 | 1,830,558 | 15,344 | 1% |
| 260 - Utilities | 9,448,588 | 8,903,018 | 545,570 | 6% |
| 265 - Telecommunications | 977,251 | 971,218 | 6,033 | 1% |
| 270 - Interest on Debt | 3,525,290 | 3,379,885 | 145,405 | 4% |
| 275 - Grants & Requisitions | 2,803,802 | 2,776,963 | 26,839 | 1% |
| 280 - Other Expenses | 6,834,676 | 4,154,061 | 2,680,615 | 65% |
| 281 - Interprogram | (3,584,798) | (3,569,109) | (15,689) | 0% |
| 315 - Amortization Expense | 43,498,713 | 46,998,927 | (3,500,214) | (7%) |
| Total 600 - Expense | 310,767,750 | 309,520,352 | 1,247,398 | 0% |
| Net Revenues/(Expenses) | (10,493,970) | (19,583,630) | 9,089,660 | (46%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 13,777,390 | 13,373,092 | 404,298 | 3% |
| 410 - To Capital | 97,826 | 97,826 | 0 | 0% |
| 415 - To Reserve | (40,314,137) | (35,201,860) | (5,112,277) | 15% |
| 425 - Loan Funds Repaid | 1,461,528 | 1,426,025 | 35,503 | 2% |
| 431 - Long Term Debt Repaid | (8,107,516) | (7,190,546) | (916,970) | 13% |
| Total 700 - Non-Operating Items | (33,084,909) | (27,495,463) | (5,589,446) | 20% |
| Non-Cash Adjustment | 43,578,879 | 47,079,093 | (3,500,214) | (7%) |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

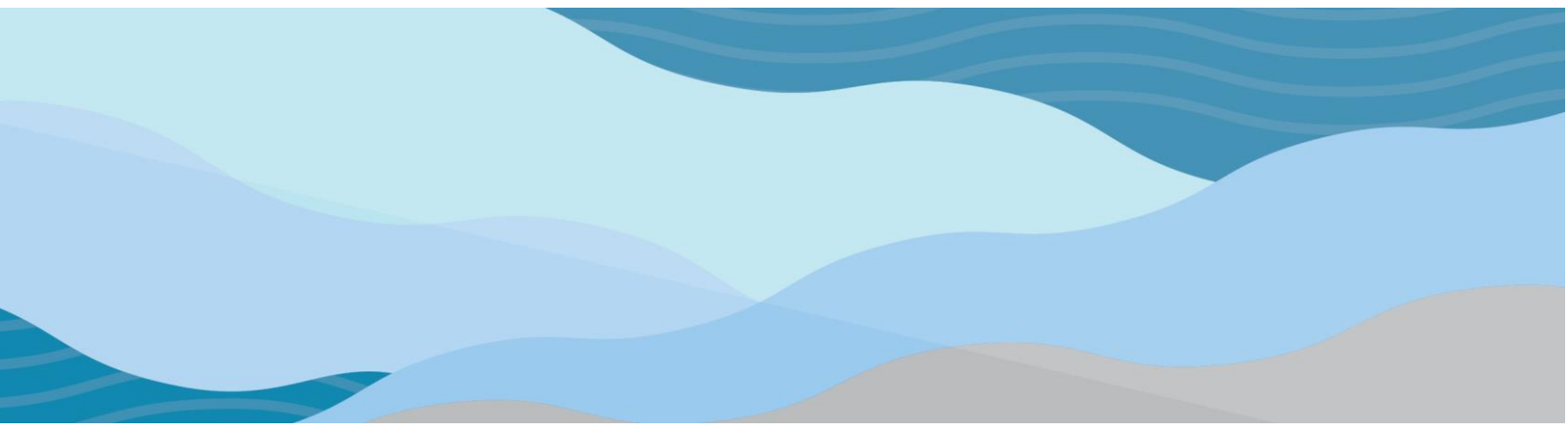
Operating Budget Two Year Budget Comparison MUNICIPAL

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|---------------------|---------------|
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$247,536,427 | \$231,802,107 | \$15,734,320 | 7% |
| 120 - Government Grants | 6,455,221 | 6,447,503 | 7,718 | 0% |
| 130 - User Fees & Charges | 39,360,427 | 39,224,907 | 135,520 | 0% |
| 145 - Penalties and Fines | 6,364,251 | 6,364,251 | 0 | 0% |
| 150 - Investment Income | 8,053,093 | 7,634,953 | 418,140 | 5% |
| 155 - Other Revenues | 8,442,212 | 8,800,059 | (357,847) | (4%) |
| Total 500 - Revenue | 316,211,631 | 300,273,780 | 15,937,851 | 5% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 139,832,771 | 139,911,847 | (79,076) | (0%) |
| 205 - Employee Benefits | 27,796,455 | 27,683,584 | 112,871 | 0% |
| 210 - Training & Development | 2,644,022 | 2,628,416 | 15,606 | 1% |
| 215 - Business Expenses | 1,102,997 | 1,196,900 | (93,903) | (8%) |
| 220 - Advertising & Printing | 2,025,740 | 2,042,366 | (16,626) | (1%) |
| 225 - Professional Services | 3,384,710 | 4,141,884 | (757,174) | (18%) |
| 230 - Insurance | 1,651,580 | 1,574,672 | 76,908 | 5% |
| 235 - Rentals & Leases | 2,837,573 | 2,829,192 | 8,381 | 0% |
| 240 - Contracted Services | 36,636,993 | 37,309,660 | (672,667) | (2%) |
| 245 - Supplies & Materials | 21,193,561 | 21,069,909 | 123,652 | 1% |
| 250 - Repairs & Maintenance | 5,105,825 | 5,029,896 | 75,929 | 2% |
| 255 - Equipment Purchases | 1,911,146 | 1,845,902 | 65,244 | 4% |
| 260 - Utilities | 9,718,998 | 9,448,588 | 270,410 | 3% |
| 265 - Telecommunications | 974,611 | 977,251 | (2,640) | (0%) |
| 270 - Interest on Debt | 3,213,008 | 3,525,290 | (312,282) | (9%) |
| 275 - Grants & Requisitions | 2,831,302 | 2,803,802 | 27,500 | 1% |
| 280 - Other Expenses | 9,428,262 | 6,834,676 | 2,593,586 | 38% |
| 281 - Interprogram | (3,566,724) | (3,584,798) | 18,074 | (1%) |
| 315 - Amortization Expense | 45,154,509 | 43,498,713 | 1,655,796 | 4% |
| Total 600 - Expense | 313,877,339 | 310,767,750 | 3,109,589 | 1% |
| Net Revenues/(Expenses) | 2,334,292 | (10,493,970) | 12,828,262 | (122%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 7,910,520 | 13,777,390 | (5,866,870) | (43%) |
| 410 - To Capital | 97,826 | 97,826 | 0 | 0% |
| 415 - To Reserve | (48,887,137) | (40,314,137) | (8,573,000) | 21% |
| 425 - Loan Funds Repaid | 1,498,874 | 1,461,528 | 37,346 | 3% |
| 431 - Long Term Debt Repaid | (8,189,050) | (8,107,516) | (81,534) | 1% |
| Total 700 - Non-Operating Items | (47,568,967) | (33,084,909) | (14,484,058) | 44% |
| Non-Cash Adjustment | 45,234,675 | 43,578,879 | 1,655,796 | 4% |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |



2019 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.

Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|---|----------------------------|---|---|---|
| Infrastructure & Planning Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$183,361 | \$183,361 | \$183,361 | \$183,361 |
| 130 - User Fees & Charges | 3,842,877 | 3,862,420 | 4,223,473 | 4,423,635 |
| 145 - Penalties and Fines | 17,000 | 17,000 | 17,000 | 17,000 |
| 155 - Other Revenues | 321,870 | 328,927 | 335,879 | 340,850 |
| Total 500 - Revenue | 4,365,108 | 4,391,708 | 4,759,713 | 4,964,846 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 23,990,096 | 24,421,455 | 24,785,313 | 24,963,633 |
| 205 - Employee Benefits | 4,638,455 | 4,702,229 | 4,779,940 | 4,827,102 |
| 210 - Training & Development | 459,166 | 460,884 | 465,588 | 468,128 |
| 215 - Business Expenses | 390,639 | 396,499 | 397,480 | 408,473 |
| 220 - Advertising & Printing | 506,745 | 560,989 | 576,963 | 598,563 |
| 225 - Professional Services | 751,426 | 691,426 | 851,426 | 626,426 |
| 230 - Insurance | 0 | 0 | 30,000 | 50,000 |
| 235 - Rentals & Leases | 1,352,120 | 1,364,019 | 1,408,886 | 1,492,405 |
| 240 - Contracted Services | 11,477,373 | 11,569,843 | 8,353,062 | 8,448,670 |
| 245 - Supplies & Materials | 5,695,985 | 5,769,938 | 5,759,297 | 5,813,081 |
| 250 - Repairs & Maintenance | 208,703 | 211,143 | 233,803 | 236,286 |
| 255 - Equipment Purchases | 146,279 | 159,779 | 148,779 | 149,979 |
| 260 - Utilities | 2,262,323 | 2,313,891 | 2,591,703 | 2,658,269 |
| 265 - Telecommunications | 154,762 | 155,512 | 156,975 | 156,975 |
| 275 - Grants & Requisitions | 215,000 | 215,000 | 215,000 | 215,000 |
| 280 - Other Expenses | 89,641 | 94,636 | 94,643 | 94,649 |
| 281 - Interprogram | (143,894) | (117,740) | (129,816) | (177,412) |
| Total 600 - Expense | 52,194,819 | 52,969,503 | 50,719,042 | 51,030,227 |
| Net Revenues/(Expenses) | (47,829,711) | (48,577,795) | (45,959,329) | (46,065,381) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,640,507 | 1,654,507 | 1,640,507 | 1,590,917 |
| 410 - To Capital | 97,826 | 97,826 | 97,826 | 97,826 |
| 415 - To Reserve | (16,090,178) | (16,340,178) | (19,340,178) | (19,583,178) |
| Total 700 - Non-Operating Items | (14,351,845) | (14,587,845) | (17,601,845) | (17,894,435) |
| Net Impact For Budget Purposes | (\$62,181,556) | (\$63,165,640) | (\$63,561,174) | (\$63,959,816) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|---|----------------------------|----------------------------|----------------------|--------------|
| Infrastructure & Planning Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$183,361 | \$183,361 | \$0 | 0% |
| 130 - User Fees & Charges | 3,842,877 | 4,699,801 | (856,924) | (18%) |
| 145 - Penalties and Fines | 17,000 | 17,000 | 0 | 0% |
| 155 - Other Revenues | 321,870 | 590,073 | (268,203) | (45%) |
| Total 500 - Revenue | 4,365,108 | 5,490,235 | (1,125,127) | (20%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 23,990,096 | 23,268,617 | 721,479 | 3% |
| 205 - Employee Benefits | 4,638,455 | 4,870,499 | (232,044) | (5%) |
| 210 - Training & Development | 459,166 | 460,877 | (1,711) | (0%) |
| 215 - Business Expenses | 390,639 | 496,776 | (106,137) | (21%) |
| 220 - Advertising & Printing | 506,745 | 550,781 | (44,036) | (8%) |
| 225 - Professional Services | 751,426 | 991,988 | (240,562) | (24%) |
| 235 - Rentals & Leases | 1,352,120 | 1,268,166 | 83,954 | 7% |
| 240 - Contracted Services | 11,477,373 | 8,285,376 | 3,191,997 | 39% |
| 245 - Supplies & Materials | 5,695,985 | 5,814,287 | (118,302) | (2%) |
| 250 - Repairs & Maintenance | 208,703 | 205,192 | 3,511 | 2% |
| 255 - Equipment Purchases | 146,279 | 163,444 | (17,165) | (11%) |
| 260 - Utilities | 2,262,323 | 2,160,921 | 101,402 | 5% |
| 265 - Telecommunications | 154,762 | 154,968 | (206) | (0%) |
| 275 - Grants & Requisitions | 215,000 | 113,000 | 102,000 | 90% |
| 280 - Other Expenses | 89,641 | 78,212 | 11,429 | 15% |
| 281 - Interprogram | (143,894) | (188,612) | 44,718 | (24%) |
| Total 600 - Expense | 52,194,819 | 48,694,492 | 3,500,327 | 7% |
| Net Revenues/(Expenses) | (47,829,711) | (43,204,257) | (4,625,454) | 11% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,640,507 | 2,068,507 | (428,000) | (21%) |
| 410 - To Capital | 97,826 | 89,675 | 8,151 | 9% |
| 415 - To Reserve | (16,090,178) | (18,864,378) | 2,774,200 | (15%) |
| Total 700 - Non-Operating Items | (14,351,845) | (16,706,196) | 2,354,351 | (14%) |
| Net Impact For Budget Purposes | (\$62,181,556) | (\$59,910,453) | (\$2,271,103) | 4% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|---|---|----------------------------|--------------------|------------|
| Infrastructure & Planning Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$183,361 | \$183,361 | \$0 | 0% |
| 130 - User Fees & Charges | 3,862,420 | 3,842,877 | 19,543 | 1% |
| 145 - Penalties and Fines | 17,000 | 17,000 | 0 | 0% |
| 155 - Other Revenues | 328,927 | 321,870 | 7,057 | 2% |
| Total 500 - Revenue | 4,391,708 | 4,365,108 | 26,600 | 1% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 24,421,455 | 23,990,096 | 431,359 | 2% |
| 205 - Employee Benefits | 4,702,229 | 4,638,455 | 63,774 | 1% |
| 210 - Training & Development | 460,884 | 459,166 | 1,718 | 0% |
| 215 - Business Expenses | 396,499 | 390,639 | 5,860 | 2% |
| 220 - Advertising & Printing | 560,989 | 506,745 | 54,244 | 11% |
| 225 - Professional Services | 691,426 | 751,426 | (60,000) | (8%) |
| 235 - Rentals & Leases | 1,364,019 | 1,352,120 | 11,899 | 1% |
| 240 - Contracted Services | 11,569,843 | 11,477,373 | 92,470 | 1% |
| 245 - Supplies & Materials | 5,769,938 | 5,695,985 | 73,953 | 1% |
| 250 - Repairs & Maintenance | 211,143 | 208,703 | 2,440 | 1% |
| 255 - Equipment Purchases | 159,779 | 146,279 | 13,500 | 9% |
| 260 - Utilities | 2,313,891 | 2,262,323 | 51,568 | 2% |
| 265 - Telecommunications | 155,512 | 154,762 | 750 | 0% |
| 275 - Grants & Requisitions | 215,000 | 215,000 | 0 | 0% |
| 280 - Other Expenses | 94,636 | 89,641 | 4,995 | 6% |
| 281 - Interprogram | (117,740) | (143,894) | 26,154 | (18%) |
| Total 600 - Expense | 52,969,503 | 52,194,819 | 774,684 | 1% |
| Net Revenues/(Expenses) | (48,577,795) | (47,829,711) | (748,084) | 2% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,654,507 | 1,640,507 | 14,000 | 1% |
| 410 - To Capital | 97,826 | 97,826 | 0 | 0% |
| 415 - To Reserve | (16,340,178) | (16,090,178) | (250,000) | 2% |
| Total 700 - Non-Operating Items | (14,587,845) | (14,351,845) | (236,000) | 2% |
| Net Impact For Budget Purposes | (\$63,165,640) | (\$62,181,556) | (\$984,084) | 2% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---|---|---|--------------------|-------------|
| Infrastructure & Planning Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$183,361 | \$183,361 | \$0 | 0% |
| 130 - User Fees & Charges | 4,223,473 | 3,862,420 | 361,053 | 9% |
| 145 - Penalties and Fines | 17,000 | 17,000 | 0 | 0% |
| 155 - Other Revenues | 335,879 | 328,927 | 6,952 | 2% |
| Total 500 - Revenue | 4,759,713 | 4,391,708 | 368,005 | 8% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 24,785,313 | 24,421,455 | 363,858 | 1% |
| 205 - Employee Benefits | 4,779,940 | 4,702,229 | 77,711 | 2% |
| 210 - Training & Development | 465,588 | 460,884 | 4,704 | 1% |
| 215 - Business Expenses | 397,480 | 396,499 | 981 | 0% |
| 220 - Advertising & Printing | 576,963 | 560,989 | 15,974 | 3% |
| 225 - Professional Services | 851,426 | 691,426 | 160,000 | 23% |
| 230 - Insurance | 30,000 | 0 | 30,000 | 100% |
| 235 - Rentals & Leases | 1,408,886 | 1,364,019 | 44,867 | 3% |
| 240 - Contracted Services | 8,353,062 | 11,569,843 | (3,216,781) | (28%) |
| 245 - Supplies & Materials | 5,759,297 | 5,769,938 | (10,641) | (0%) |
| 250 - Repairs & Maintenance | 233,803 | 211,143 | 22,660 | 11% |
| 255 - Equipment Purchases | 148,779 | 159,779 | (11,000) | (7%) |
| 260 - Utilities | 2,591,703 | 2,313,891 | 277,812 | 12% |
| 265 - Telecommunications | 156,975 | 155,512 | 1,463 | 1% |
| 275 - Grants & Requisitions | 215,000 | 215,000 | 0 | 0% |
| 280 - Other Expenses | 94,643 | 94,636 | 7 | 0% |
| 281 - Interprogram | (129,816) | (117,740) | (12,076) | 10% |
| Total 600 - Expense | 50,719,042 | 52,969,503 | (2,250,461) | (4%) |
| Net Revenues/(Expenses) | (45,959,329) | (48,577,795) | 2,618,466 | (5%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,640,507 | 1,654,507 | (14,000) | (1%) |
| 410 - To Capital | 97,826 | 97,826 | 0 | 0% |
| 415 - To Reserve | (19,340,178) | (16,340,178) | (3,000,000) | 18% |
| Total 700 - Non-Operating Items | (17,601,845) | (14,587,845) | (3,014,000) | 21% |
| Net Impact For Budget Purposes | (\$63,561,174) | (\$63,165,640) | (\$395,534) | 1% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---|---|---|--------------------|------------|
| Infrastructure & Planning Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$183,361 | \$183,361 | \$0 | 0% |
| 130 - User Fees & Charges | 4,423,635 | 4,223,473 | 200,162 | 5% |
| 145 - Penalties and Fines | 17,000 | 17,000 | 0 | 0% |
| 155 - Other Revenues | 340,850 | 335,879 | 4,971 | 1% |
| Total 500 - Revenue | 4,964,846 | 4,759,713 | 205,133 | 4% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 24,963,633 | 24,785,313 | 178,320 | 1% |
| 205 - Employee Benefits | 4,827,102 | 4,779,940 | 47,162 | 1% |
| 210 - Training & Development | 468,128 | 465,588 | 2,540 | 1% |
| 215 - Business Expenses | 408,473 | 397,480 | 10,993 | 3% |
| 220 - Advertising & Printing | 598,563 | 576,963 | 21,600 | 4% |
| 225 - Professional Services | 626,426 | 851,426 | (225,000) | (26%) |
| 230 - Insurance | 50,000 | 30,000 | 20,000 | 67% |
| 235 - Rentals & Leases | 1,492,405 | 1,408,886 | 83,519 | 6% |
| 240 - Contracted Services | 8,448,670 | 8,353,062 | 95,608 | 1% |
| 245 - Supplies & Materials | 5,813,081 | 5,759,297 | 53,784 | 1% |
| 250 - Repairs & Maintenance | 236,286 | 233,803 | 2,483 | 1% |
| 255 - Equipment Purchases | 149,979 | 148,779 | 1,200 | 1% |
| 260 - Utilities | 2,658,269 | 2,591,703 | 66,566 | 3% |
| 265 - Telecommunications | 156,975 | 156,975 | 0 | 0% |
| 275 - Grants & Requisitions | 215,000 | 215,000 | 0 | 0% |
| 280 - Other Expenses | 94,649 | 94,643 | 6 | 0% |
| 281 - Interprogram | (177,412) | (129,816) | (47,596) | 37% |
| Total 600 - Expense | 51,030,227 | 50,719,042 | 311,185 | 1% |
| Net Revenues/(Expenses) | (46,065,381) | (45,959,329) | (106,052) | 0% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,590,917 | 1,640,507 | (49,590) | (3%) |
| 410 - To Capital | 97,826 | 97,826 | 0 | 0% |
| 415 - To Reserve | (19,583,178) | (19,340,178) | (243,000) | 1% |
| Total 700 - Non-Operating Items | (17,894,435) | (17,601,845) | (292,590) | 2% |
| Net Impact For Budget Purposes | (\$63,959,816) | (\$63,561,174) | (\$398,642) | 1% |



2019 Multi-year Department Budget

ECONOMIC DEVELOPMENT AND TOURISM



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|---|----------------------------|---|---|---|
| Economic Development & Tourism | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$23,000 | \$26,000 | \$26,000 | \$26,000 |
| Total 500 - Revenue | 23,000 | 26,000 | 26,000 | 26,000 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 924,711 | 938,103 | 939,804 | 939,804 |
| 205 - Employee Benefits | 220,303 | 221,529 | 222,762 | 224,002 |
| 210 - Training & Development | 44,742 | 45,636 | 46,549 | 47,479 |
| 215 - Business Expenses | 100,359 | 105,538 | 105,720 | 115,906 |
| 220 - Advertising & Printing | 221,808 | 261,808 | 266,808 | 271,808 |
| 225 - Professional Services | 110,000 | 10,000 | 10,000 | 10,000 |
| 240 - Contracted Services | 71,000 | 54,800 | 46,000 | 54,800 |
| 245 - Supplies & Materials | 46,382 | 46,382 | 46,382 | 46,382 |
| 255 - Equipment Purchases | 836 | 836 | 836 | 836 |
| 265 - Telecommunications | 7,982 | 7,982 | 7,982 | 7,982 |
| 275 - Grants & Requisitions | 215,000 | 215,000 | 215,000 | 215,000 |
| 280 - Other Expenses | 100 | 100 | 100 | 100 |
| 281 - Interprogram | 12,336 | 13,444 | 9,300 | 9,300 |
| Total 600 - Expense | 1,975,559 | 1,921,158 | 1,917,243 | 1,943,399 |
| Net Revenues/(Expenses) | (1,952,559) | (1,895,158) | (1,891,243) | (1,917,399) |
| Net Impact For Budget Purposes | (\$1,952,559) | (\$1,895,158) | (\$1,891,243) | (\$1,917,399) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|---|----------------------------|----------------------------|--------------------|------------|
| Economic Development & Tourism | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$23,000 | \$20,000 | \$3,000 | 15% |
| Total 500 - Revenue | 23,000 | 20,000 | 3,000 | 15% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 924,711 | 850,209 | 74,502 | 9% |
| 205 - Employee Benefits | 220,303 | 204,542 | 15,761 | 8% |
| 210 - Training & Development | 44,742 | 43,644 | 1,098 | 3% |
| 215 - Business Expenses | 100,359 | 111,522 | (11,163) | (10%) |
| 220 - Advertising & Printing | 221,808 | 266,157 | (44,349) | (17%) |
| 225 - Professional Services | 110,000 | 10,000 | 100,000 | 1,000% |
| 240 - Contracted Services | 71,000 | 83,800 | (12,800) | (15%) |
| 245 - Supplies & Materials | 46,382 | 48,087 | (1,705) | (4%) |
| 255 - Equipment Purchases | 836 | 836 | 0 | 0% |
| 265 - Telecommunications | 7,982 | 11,000 | (3,018) | (27%) |
| 275 - Grants & Requisitions | 215,000 | 113,000 | 102,000 | 90% |
| 280 - Other Expenses | 100 | 100 | 0 | 0% |
| 281 - Interprogram | 12,336 | 9,300 | 3,036 | 33% |
| Total 600 - Expense | 1,975,559 | 1,752,197 | 223,362 | 13% |
| Net Revenues/(Expenses) | (1,952,559) | (1,732,197) | (220,362) | 13% |
| Net Impact For Budget Purposes | (\$1,952,559) | (\$1,732,197) | (\$220,362) | 13% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|---|---|----------------------------|-----------------|-------------|
| Economic Development & Tourism | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$26,000 | \$23,000 | \$3,000 | 13% |
| Total 500 - Revenue | 26,000 | 23,000 | 3,000 | 13% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 938,103 | 924,711 | 13,392 | 1% |
| 205 - Employee Benefits | 221,529 | 220,303 | 1,226 | 1% |
| 210 - Training & Development | 45,636 | 44,742 | 894 | 2% |
| 215 - Business Expenses | 105,538 | 100,359 | 5,179 | 5% |
| 220 - Advertising & Printing | 261,808 | 221,808 | 40,000 | 18% |
| 225 - Professional Services | 10,000 | 110,000 | (100,000) | (91%) |
| 240 - Contracted Services | 54,800 | 71,000 | (16,200) | (23%) |
| 245 - Supplies & Materials | 46,382 | 46,382 | 0 | 0% |
| 255 - Equipment Purchases | 836 | 836 | 0 | 0% |
| 265 - Telecommunications | 7,982 | 7,982 | 0 | 0% |
| 275 - Grants & Requisitions | 215,000 | 215,000 | 0 | 0% |
| 280 - Other Expenses | 100 | 100 | 0 | 0% |
| 281 - Interprogram | 13,444 | 12,336 | 1,108 | 9% |
| Total 600 - Expense | 1,921,158 | 1,975,559 | (54,401) | (3%) |
| Net Revenues/(Expenses) | (1,895,158) | (1,952,559) | 57,401 | (3%) |
| Net Impact For Budget Purposes | (\$1,895,158) | (\$1,952,559) | \$57,401 | (3%) |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---|---|---|----------------|-------------|
| Economic Development & Tourism | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$26,000 | \$26,000 | \$0 | 0% |
| Total 500 - Revenue | 26,000 | 26,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 939,804 | 938,103 | 1,701 | 0% |
| 205 - Employee Benefits | 222,762 | 221,529 | 1,233 | 1% |
| 210 - Training & Development | 46,549 | 45,636 | 913 | 2% |
| 215 - Business Expenses | 105,720 | 105,538 | 182 | 0% |
| 220 - Advertising & Printing | 266,808 | 261,808 | 5,000 | 2% |
| 225 - Professional Services | 10,000 | 10,000 | 0 | 0% |
| 240 - Contracted Services | 46,000 | 54,800 | (8,800) | (16%) |
| 245 - Supplies & Materials | 46,382 | 46,382 | 0 | 0% |
| 255 - Equipment Purchases | 836 | 836 | 0 | 0% |
| 265 - Telecommunications | 7,982 | 7,982 | 0 | 0% |
| 275 - Grants & Requisitions | 215,000 | 215,000 | 0 | 0% |
| 280 - Other Expenses | 100 | 100 | 0 | 0% |
| 281 - Interprogram | 9,300 | 13,444 | (4,144) | (31%) |
| Total 600 - Expense | 1,917,243 | 1,921,158 | (3,915) | (0%) |
| Net Revenues/(Expenses) | (1,891,243) | (1,895,158) | 3,915 | (0%) |
| Net Impact For Budget Purposes | (\$1,891,243) | (\$1,895,158) | \$3,915 | (0%) |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---|---|---|-------------------|------------|
| Economic Development & Tourism | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$26,000 | \$26,000 | \$0 | 0% |
| Total 500 - Revenue | 26,000 | 26,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 939,804 | 939,804 | 0 | 0% |
| 205 - Employee Benefits | 224,002 | 222,762 | 1,240 | 1% |
| 210 - Training & Development | 47,479 | 46,549 | 930 | 2% |
| 215 - Business Expenses | 115,906 | 105,720 | 10,186 | 10% |
| 220 - Advertising & Printing | 271,808 | 266,808 | 5,000 | 2% |
| 225 - Professional Services | 10,000 | 10,000 | 0 | 0% |
| 240 - Contracted Services | 54,800 | 46,000 | 8,800 | 19% |
| 245 - Supplies & Materials | 46,382 | 46,382 | 0 | 0% |
| 255 - Equipment Purchases | 836 | 836 | 0 | 0% |
| 265 - Telecommunications | 7,982 | 7,982 | 0 | 0% |
| 275 - Grants & Requisitions | 215,000 | 215,000 | 0 | 0% |
| 280 - Other Expenses | 100 | 100 | 0 | 0% |
| 281 - Interprogram | 9,300 | 9,300 | 0 | 0% |
| Total 600 - Expense | 1,943,399 | 1,917,243 | 26,156 | 1% |
| Net Revenues/(Expenses) | (1,917,399) | (1,891,243) | (26,156) | 1% |
| Net Impact For Budget Purposes | (\$1,917,399) | (\$1,891,243) | (\$26,156) | 1% |



2019 Multi-year Department Budget

PLANNING AND DEVELOPMENT SERVICES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Planning & Development Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$3,450,381 | \$3,465,981 | \$3,465,481 | \$3,465,981 |
| 145 - Penalties and Fines | 17,000 | 17,000 | 17,000 | 17,000 |
| 155 - Other Revenues | 213,820 | 218,877 | 220,829 | 222,800 |
| Total 500 - Revenue | 3,681,201 | 3,701,858 | 3,703,310 | 3,705,781 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 7,300,570 | 7,397,184 | 7,414,863 | 7,422,068 |
| 205 - Employee Benefits | 1,691,534 | 1,700,946 | 1,710,412 | 1,719,929 |
| 210 - Training & Development | 143,603 | 144,073 | 144,578 | 145,088 |
| 215 - Business Expenses | 99,667 | 99,876 | 100,082 | 100,289 |
| 220 - Advertising & Printing | 92,845 | 84,445 | 92,845 | 84,445 |
| 225 - Professional Services | 327,000 | 367,000 | 677,000 | 327,000 |
| 235 - Rentals & Leases | 14,400 | 14,832 | 15,276 | 15,734 |
| 240 - Contracted Services | 273,572 | 273,572 | 273,572 | 273,572 |
| 245 - Supplies & Materials | 121,747 | 121,747 | 123,431 | 123,431 |
| 250 - Repairs & Maintenance | 1,290 | 1,290 | 1,290 | 1,290 |
| 255 - Equipment Purchases | 12,535 | 12,535 | 12,535 | 12,535 |
| 265 - Telecommunications | 34,854 | 34,854 | 34,854 | 34,854 |
| 280 - Other Expenses | 78,587 | 83,582 | 83,589 | 83,595 |
| 281 - Interprogram | (29,462) | (12,862) | (17,462) | (35,662) |
| Total 600 - Expense | 10,162,742 | 10,323,074 | 10,666,865 | 10,308,168 |
| Net Revenues/(Expenses) | (6,481,541) | (6,621,216) | (6,963,555) | (6,602,387) |
| Net Impact For Budget Purposes | (\$6,481,541) | (\$6,621,216) | (\$6,963,555) | (\$6,602,387) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|----------------------|---------------|
| Planning & Development Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$3,450,381 | \$4,311,239 | (\$860,858) | (20%) |
| 145 - Penalties and Fines | 17,000 | 17,000 | 0 | 0% |
| 155 - Other Revenues | 213,820 | 205,023 | 8,797 | 4% |
| Total 500 - Revenue | 3,681,201 | 4,533,262 | (852,061) | (19%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 7,300,570 | 7,099,447 | 201,123 | 3% |
| 205 - Employee Benefits | 1,691,534 | 1,714,624 | (23,090) | (1%) |
| 210 - Training & Development | 143,603 | 151,048 | (7,445) | (5%) |
| 215 - Business Expenses | 99,667 | 97,325 | 2,342 | 2% |
| 220 - Advertising & Printing | 92,845 | 87,735 | 5,110 | 6% |
| 225 - Professional Services | 327,000 | 657,000 | (330,000) | (50%) |
| 235 - Rentals & Leases | 14,400 | 10,500 | 3,900 | 37% |
| 240 - Contracted Services | 273,572 | 241,500 | 32,072 | 13% |
| 245 - Supplies & Materials | 121,747 | 116,137 | 5,610 | 5% |
| 250 - Repairs & Maintenance | 1,290 | 950 | 340 | 36% |
| 255 - Equipment Purchases | 12,535 | 32,200 | (19,665) | (61%) |
| 265 - Telecommunications | 34,854 | 33,504 | 1,350 | 4% |
| 280 - Other Expenses | 78,587 | 67,255 | 11,332 | 17% |
| 281 - Interprogram | (29,462) | (35,662) | 6,200 | (17%) |
| Total 600 - Expense | 10,162,742 | 10,273,563 | (110,821) | (1%) |
| Net Revenues/(Expenses) | (6,481,541) | (5,740,301) | (741,240) | 13% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 0 | 300,000 | (300,000) | (100%) |
| 415 - To Reserve | 0 | (13,000) | 13,000 | (100%) |
| Total 700 - Non-Operating Items | 0 | 287,000 | (287,000) | (100%) |
| Net Impact For Budget Purposes | (\$6,481,541) | (\$5,453,301) | (\$1,028,240) | 19% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|------------|
| Planning & Development Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$3,465,981 | \$3,450,381 | \$15,600 | 0% |
| 145 - Penalties and Fines | 17,000 | 17,000 | 0 | 0% |
| 155 - Other Revenues | 218,877 | 213,820 | 5,057 | 2% |
| Total 500 - Revenue | 3,701,858 | 3,681,201 | 20,657 | 1% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 7,397,184 | 7,300,570 | 96,614 | 1% |
| 205 - Employee Benefits | 1,700,946 | 1,691,534 | 9,412 | 1% |
| 210 - Training & Development | 144,073 | 143,603 | 470 | 0% |
| 215 - Business Expenses | 99,876 | 99,667 | 209 | 0% |
| 220 - Advertising & Printing | 84,445 | 92,845 | (8,400) | (9%) |
| 225 - Professional Services | 367,000 | 327,000 | 40,000 | 12% |
| 235 - Rentals & Leases | 14,832 | 14,400 | 432 | 3% |
| 240 - Contracted Services | 273,572 | 273,572 | 0 | 0% |
| 245 - Supplies & Materials | 121,747 | 121,747 | 0 | 0% |
| 250 - Repairs & Maintenance | 1,290 | 1,290 | 0 | 0% |
| 255 - Equipment Purchases | 12,535 | 12,535 | 0 | 0% |
| 265 - Telecommunications | 34,854 | 34,854 | 0 | 0% |
| 280 - Other Expenses | 83,582 | 78,587 | 4,995 | 6% |
| 281 - Interprogram | (12,862) | (29,462) | 16,600 | (56%) |
| Total 600 - Expense | 10,323,074 | 10,162,742 | 160,332 | 2% |
| Net Revenues/(Expenses) | (6,621,216) | (6,481,541) | (139,675) | 2% |
| Net Impact For Budget Purposes | (\$6,621,216) | (\$6,481,541) | (\$139,675) | 2% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|------------|
| Planning & Development Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$3,465,481 | \$3,465,981 | (\$500) | (0%) |
| 145 - Penalties and Fines | 17,000 | 17,000 | 0 | 0% |
| 155 - Other Revenues | 220,829 | 218,877 | 1,952 | 1% |
| Total 500 - Revenue | 3,703,310 | 3,701,858 | 1,452 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 7,414,863 | 7,397,184 | 17,679 | 0% |
| 205 - Employee Benefits | 1,710,412 | 1,700,946 | 9,466 | 1% |
| 210 - Training & Development | 144,578 | 144,073 | 505 | 0% |
| 215 - Business Expenses | 100,082 | 99,876 | 206 | 0% |
| 220 - Advertising & Printing | 92,845 | 84,445 | 8,400 | 10% |
| 225 - Professional Services | 677,000 | 367,000 | 310,000 | 84% |
| 235 - Rentals & Leases | 15,276 | 14,832 | 444 | 3% |
| 240 - Contracted Services | 273,572 | 273,572 | 0 | 0% |
| 245 - Supplies & Materials | 123,431 | 121,747 | 1,684 | 1% |
| 250 - Repairs & Maintenance | 1,290 | 1,290 | 0 | 0% |
| 255 - Equipment Purchases | 12,535 | 12,535 | 0 | 0% |
| 265 - Telecommunications | 34,854 | 34,854 | 0 | 0% |
| 280 - Other Expenses | 83,589 | 83,582 | 7 | 0% |
| 281 - Interprogram | (17,462) | (12,862) | (4,600) | 36% |
| Total 600 - Expense | 10,666,865 | 10,323,074 | 343,791 | 3% |
| Net Revenues/(Expenses) | (6,963,555) | (6,621,216) | (342,339) | 5% |
| Net Impact For Budget Purposes | (\$6,963,555) | (\$6,621,216) | (\$342,339) | 5% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|------------------|-------------|
| Planning & Development Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$3,465,981 | \$3,465,481 | \$500 | 0% |
| 145 - Penalties and Fines | 17,000 | 17,000 | 0 | 0% |
| 155 - Other Revenues | 222,800 | 220,829 | 1,971 | 1% |
| Total 500 - Revenue | 3,705,781 | 3,703,310 | 2,471 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 7,422,068 | 7,414,863 | 7,205 | 0% |
| 205 - Employee Benefits | 1,719,929 | 1,710,412 | 9,517 | 1% |
| 210 - Training & Development | 145,088 | 144,578 | 510 | 0% |
| 215 - Business Expenses | 100,289 | 100,082 | 207 | 0% |
| 220 - Advertising & Printing | 84,445 | 92,845 | (8,400) | (9%) |
| 225 - Professional Services | 327,000 | 677,000 | (350,000) | (52%) |
| 235 - Rentals & Leases | 15,734 | 15,276 | 458 | 3% |
| 240 - Contracted Services | 273,572 | 273,572 | 0 | 0% |
| 245 - Supplies & Materials | 123,431 | 123,431 | 0 | 0% |
| 250 - Repairs & Maintenance | 1,290 | 1,290 | 0 | 0% |
| 255 - Equipment Purchases | 12,535 | 12,535 | 0 | 0% |
| 265 - Telecommunications | 34,854 | 34,854 | 0 | 0% |
| 280 - Other Expenses | 83,595 | 83,589 | 6 | 0% |
| 281 - Interprogram | (35,662) | (17,462) | (18,200) | 104% |
| Total 600 - Expense | 10,308,168 | 10,666,865 | (358,697) | (3%) |
| Net Revenues/(Expenses) | (6,602,387) | (6,963,555) | 361,168 | (5%) |
| Net Impact For Budget Purposes | (\$6,602,387) | (\$6,963,555) | \$361,168 | (5%) |



2019 Multi-year Department Budget

TRANSPORTATION AND AGRICULTURAL SERVICES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Transportation & Agriculture Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$183,361 | \$183,361 | \$183,361 | \$183,361 |
| 130 - User Fees & Charges | 369,496 | 370,439 | 731,992 | 931,654 |
| 155 - Other Revenues | 108,050 | 110,050 | 115,050 | 118,050 |
| Total 500 - Revenue | 660,907 | 663,850 | 1,030,403 | 1,233,065 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 12,279,243 | 12,531,095 | 12,793,268 | 12,944,154 |
| 205 - Employee Benefits | 1,971,812 | 2,013,876 | 2,057,508 | 2,089,388 |
| 210 - Training & Development | 177,386 | 177,740 | 178,526 | 179,626 |
| 215 - Business Expenses | 158,050 | 158,522 | 158,765 | 159,365 |
| 220 - Advertising & Printing | 165,167 | 187,811 | 190,385 | 215,385 |
| 225 - Professional Services | 2,251 | 2,251 | 2,251 | 2,251 |
| 230 - Insurance | 0 | 0 | 30,000 | 50,000 |
| 235 - Rentals & Leases | 1,323,720 | 1,335,187 | 1,379,610 | 1,462,671 |
| 240 - Contracted Services | 10,986,701 | 11,095,371 | 7,887,390 | 7,974,198 |
| 245 - Supplies & Materials | 5,478,670 | 5,552,623 | 5,539,598 | 5,593,382 |
| 250 - Repairs & Maintenance | 147,604 | 150,044 | 152,704 | 155,187 |
| 255 - Equipment Purchases | 109,763 | 110,263 | 112,263 | 114,263 |
| 260 - Utilities | 2,262,323 | 2,313,891 | 2,591,703 | 2,658,269 |
| 265 - Telecommunications | 94,426 | 95,176 | 96,639 | 96,639 |
| 280 - Other Expenses | 9,954 | 9,954 | 9,954 | 9,954 |
| 281 - Interprogram | (77,968) | (69,522) | (80,854) | (102,250) |
| Total 600 - Expense | 35,089,102 | 35,664,282 | 33,099,710 | 33,602,482 |
| Net Revenues/(Expenses) | (34,428,195) | (35,000,432) | (32,069,307) | (32,369,417) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,640,507 | 1,640,507 | 1,640,507 | 1,590,917 |
| 410 - To Capital | 97,826 | 97,826 | 97,826 | 97,826 |
| 415 - To Reserve | (14,361,738) | (14,611,738) | (17,611,738) | (17,854,738) |
| Total 700 - Non-Operating Items | (12,623,405) | (12,873,405) | (15,873,405) | (16,165,995) |
| Net Impact For Budget Purposes | (\$47,051,600) | (\$47,873,837) | (\$47,942,712) | (\$48,535,412) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|----------------------|--------------|
| Transportation & Agriculture Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$183,361 | \$183,361 | \$0 | 0% |
| 130 - User Fees & Charges | 369,496 | 368,562 | 934 | 0% |
| 155 - Other Revenues | 108,050 | 385,050 | (277,000) | (72%) |
| Total 500 - Revenue | 660,907 | 936,973 | (276,066) | (29%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 12,279,243 | 12,005,522 | 273,721 | 2% |
| 205 - Employee Benefits | 1,971,812 | 2,194,376 | (222,564) | (10%) |
| 210 - Training & Development | 177,386 | 177,036 | 350 | 0% |
| 215 - Business Expenses | 158,050 | 256,974 | (98,924) | (38%) |
| 220 - Advertising & Printing | 165,167 | 169,959 | (4,792) | (3%) |
| 225 - Professional Services | 2,251 | 2,200 | 51 | 2% |
| 235 - Rentals & Leases | 1,323,720 | 1,243,040 | 80,680 | 6% |
| 240 - Contracted Services | 10,986,701 | 7,483,976 | 3,502,725 | 47% |
| 245 - Supplies & Materials | 5,478,670 | 5,600,318 | (121,648) | (2%) |
| 250 - Repairs & Maintenance | 147,604 | 144,433 | 3,171 | 2% |
| 255 - Equipment Purchases | 109,763 | 108,263 | 1,500 | 1% |
| 260 - Utilities | 2,262,323 | 2,160,921 | 101,402 | 5% |
| 265 - Telecommunications | 94,426 | 91,704 | 2,722 | 3% |
| 280 - Other Expenses | 9,954 | 9,857 | 97 | 1% |
| 281 - Interprogram | (77,968) | (102,250) | 24,282 | (24%) |
| Total 600 - Expense | 35,089,102 | 31,546,329 | 3,542,773 | 11% |
| Net Revenues/(Expenses) | (34,428,195) | (30,609,356) | (3,818,839) | 12% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,640,507 | 1,688,507 | (48,000) | (3%) |
| 410 - To Capital | 97,826 | 89,675 | 8,151 | 9% |
| 415 - To Reserve | (14,361,738) | (17,111,738) | 2,750,000 | (16%) |
| Total 700 - Non-Operating Items | (12,623,405) | (15,333,556) | 2,710,151 | (18%) |
| Net Impact For Budget Purposes | (\$47,051,600) | (\$45,942,912) | (\$1,108,688) | 2% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|------------|
| Transportation & Agriculture Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$183,361 | \$183,361 | \$0 | 0% |
| 130 - User Fees & Charges | 370,439 | 369,496 | 943 | 0% |
| 155 - Other Revenues | 110,050 | 108,050 | 2,000 | 2% |
| Total 500 - Revenue | 663,850 | 660,907 | 2,943 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 12,531,095 | 12,279,243 | 251,852 | 2% |
| 205 - Employee Benefits | 2,013,876 | 1,971,812 | 42,064 | 2% |
| 210 - Training & Development | 177,740 | 177,386 | 354 | 0% |
| 215 - Business Expenses | 158,522 | 158,050 | 472 | 0% |
| 220 - Advertising & Printing | 187,811 | 165,167 | 22,644 | 14% |
| 225 - Professional Services | 2,251 | 2,251 | 0 | 0% |
| 235 - Rentals & Leases | 1,335,187 | 1,323,720 | 11,467 | 1% |
| 240 - Contracted Services | 11,095,371 | 10,986,701 | 108,670 | 1% |
| 245 - Supplies & Materials | 5,552,623 | 5,478,670 | 73,953 | 1% |
| 250 - Repairs & Maintenance | 150,044 | 147,604 | 2,440 | 2% |
| 255 - Equipment Purchases | 110,263 | 109,763 | 500 | 0% |
| 260 - Utilities | 2,313,891 | 2,262,323 | 51,568 | 2% |
| 265 - Telecommunications | 95,176 | 94,426 | 750 | 1% |
| 280 - Other Expenses | 9,954 | 9,954 | 0 | 0% |
| 281 - Interprogram | (69,522) | (77,968) | 8,446 | (11%) |
| Total 600 - Expense | 35,664,282 | 35,089,102 | 575,180 | 2% |
| Net Revenues/(Expenses) | (35,000,432) | (34,428,195) | (572,237) | 2% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,640,507 | 1,640,507 | 0 | 0% |
| 410 - To Capital | 97,826 | 97,826 | 0 | 0% |
| 415 - To Reserve | (14,611,738) | (14,361,738) | (250,000) | 2% |
| Total 700 - Non-Operating Items | (12,873,405) | (12,623,405) | (250,000) | 2% |
| Net Impact For Budget Purposes | (\$47,873,837) | (\$47,051,600) | (\$822,237) | 2% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|-------------|
| Transportation & Agriculture Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$183,361 | \$183,361 | \$0 | 0% |
| 130 - User Fees & Charges | 731,992 | 370,439 | 361,553 | 98% |
| 155 - Other Revenues | 115,050 | 110,050 | 5,000 | 5% |
| Total 500 - Revenue | 1,030,403 | 663,850 | 366,553 | 55% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 12,793,268 | 12,531,095 | 262,173 | 2% |
| 205 - Employee Benefits | 2,057,508 | 2,013,876 | 43,632 | 2% |
| 210 - Training & Development | 178,526 | 177,740 | 786 | 0% |
| 215 - Business Expenses | 158,765 | 158,522 | 243 | 0% |
| 220 - Advertising & Printing | 190,385 | 187,811 | 2,574 | 1% |
| 225 - Professional Services | 2,251 | 2,251 | 0 | 0% |
| 230 - Insurance | 30,000 | 0 | 30,000 | 100% |
| 235 - Rentals & Leases | 1,379,610 | 1,335,187 | 44,423 | 3% |
| 240 - Contracted Services | 7,887,390 | 11,095,371 | (3,207,981) | (29%) |
| 245 - Supplies & Materials | 5,539,598 | 5,552,623 | (13,025) | (0%) |
| 250 - Repairs & Maintenance | 152,704 | 150,044 | 2,660 | 2% |
| 255 - Equipment Purchases | 112,263 | 110,263 | 2,000 | 2% |
| 260 - Utilities | 2,591,703 | 2,313,891 | 277,812 | 12% |
| 265 - Telecommunications | 96,639 | 95,176 | 1,463 | 2% |
| 280 - Other Expenses | 9,954 | 9,954 | 0 | 0% |
| 281 - Interprogram | (80,854) | (69,522) | (11,332) | 16% |
| Total 600 - Expense | 33,099,710 | 35,664,282 | (2,564,572) | (7%) |
| Net Revenues/(Expenses) | (32,069,307) | (35,000,432) | 2,931,125 | (8%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,640,507 | 1,640,507 | 0 | 0% |
| 410 - To Capital | 97,826 | 97,826 | 0 | 0% |
| 415 - To Reserve | (17,611,738) | (14,611,738) | (3,000,000) | 21% |
| Total 700 - Non-Operating Items | (15,873,405) | (12,873,405) | (3,000,000) | 23% |
| Net Impact For Budget Purposes | (\$47,942,712) | (\$47,873,837) | (\$68,875) | 0% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|------------|
| Transportation & Agriculture Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$183,361 | \$183,361 | \$0 | 0% |
| 130 - User Fees & Charges | 931,654 | 731,992 | 199,662 | 27% |
| 155 - Other Revenues | 118,050 | 115,050 | 3,000 | 3% |
| Total 500 - Revenue | 1,233,065 | 1,030,403 | 202,662 | 20% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 12,944,154 | 12,793,268 | 150,886 | 1% |
| 205 - Employee Benefits | 2,089,388 | 2,057,508 | 31,880 | 2% |
| 210 - Training & Development | 179,626 | 178,526 | 1,100 | 1% |
| 215 - Business Expenses | 159,365 | 158,765 | 600 | 0% |
| 220 - Advertising & Printing | 215,385 | 190,385 | 25,000 | 13% |
| 225 - Professional Services | 2,251 | 2,251 | 0 | 0% |
| 230 - Insurance | 50,000 | 30,000 | 20,000 | 67% |
| 235 - Rentals & Leases | 1,462,671 | 1,379,610 | 83,061 | 6% |
| 240 - Contracted Services | 7,974,198 | 7,887,390 | 86,808 | 1% |
| 245 - Supplies & Materials | 5,593,382 | 5,539,598 | 53,784 | 1% |
| 250 - Repairs & Maintenance | 155,187 | 152,704 | 2,483 | 2% |
| 255 - Equipment Purchases | 114,263 | 112,263 | 2,000 | 2% |
| 260 - Utilities | 2,658,269 | 2,591,703 | 66,566 | 3% |
| 265 - Telecommunications | 96,639 | 96,639 | 0 | 0% |
| 280 - Other Expenses | 9,954 | 9,954 | 0 | 0% |
| 281 - Interprogram | (102,250) | (80,854) | (21,396) | 26% |
| Total 600 - Expense | 33,602,482 | 33,099,710 | 502,772 | 2% |
| Net Revenues/(Expenses) | (32,369,417) | (32,069,307) | (300,110) | 1% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,590,917 | 1,640,507 | (49,590) | (3%) |
| 410 - To Capital | 97,826 | 97,826 | 0 | 0% |
| 415 - To Reserve | (17,854,738) | (17,611,738) | (243,000) | 1% |
| Total 700 - Non-Operating Items | (16,165,995) | (15,873,405) | (292,590) | 2% |
| Net Impact For Budget Purposes | (\$48,535,412) | (\$47,942,712) | (\$592,700) | 1% |



2019 Multi-year Department Budget

TRANSPORTATION PLANNING AND ENGINEERING



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Transportation Planning & Engineering | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$3,485,572 | \$3,555,073 | \$3,637,378 | \$3,657,607 |
| 205 - Employee Benefits | 754,806 | 765,878 | 789,258 | 793,783 |
| 210 - Training & Development | 93,435 | 93,435 | 95,935 | 95,935 |
| 215 - Business Expenses | 32,563 | 32,563 | 32,913 | 32,913 |
| 220 - Advertising & Printing | 26,925 | 26,925 | 26,925 | 26,925 |
| 225 - Professional Services | 312,175 | 312,175 | 162,175 | 287,175 |
| 235 - Rentals & Leases | 14,000 | 14,000 | 14,000 | 14,000 |
| 240 - Contracted Services | 146,100 | 146,100 | 146,100 | 146,100 |
| 245 - Supplies & Materials | 49,186 | 49,186 | 49,886 | 49,886 |
| 250 - Repairs & Maintenance | 59,809 | 59,809 | 79,809 | 79,809 |
| 255 - Equipment Purchases | 23,145 | 36,145 | 23,145 | 22,345 |
| 265 - Telecommunications | 17,500 | 17,500 | 17,500 | 17,500 |
| 280 - Other Expenses | 1,000 | 1,000 | 1,000 | 1,000 |
| 281 - Interprogram | (48,800) | (48,800) | (40,800) | (48,800) |
| Total 600 - Expense | 4,967,416 | 5,060,989 | 5,035,224 | 5,176,178 |
| Net Revenues/(Expenses) | (4,967,416) | (5,060,989) | (5,035,224) | (5,176,178) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 0 | 14,000 | 0 | 0 |
| 415 - To Reserve | (1,728,440) | (1,728,440) | (1,728,440) | (1,728,440) |
| Total 700 - Non-Operating Items | (1,728,440) | (1,714,440) | (1,728,440) | (1,728,440) |
| Net Impact For Budget Purposes | (\$6,695,856) | (\$6,775,429) | (\$6,763,664) | (\$6,904,618) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|------------------|-------------|
| Transportation Planning & Engineering | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$3,485,572 | \$3,313,439 | \$172,133 | 5% |
| 205 - Employee Benefits | 754,806 | 756,957 | (2,151) | (0%) |
| 210 - Training & Development | 93,435 | 89,149 | 4,286 | 5% |
| 215 - Business Expenses | 32,563 | 30,955 | 1,608 | 5% |
| 220 - Advertising & Printing | 26,925 | 26,930 | (5) | (0%) |
| 225 - Professional Services | 312,175 | 322,788 | (10,613) | (3%) |
| 235 - Rentals & Leases | 14,000 | 14,626 | (626) | (4%) |
| 240 - Contracted Services | 146,100 | 476,100 | (330,000) | (69%) |
| 245 - Supplies & Materials | 49,186 | 49,745 | (559) | (1%) |
| 250 - Repairs & Maintenance | 59,809 | 59,809 | 0 | 0% |
| 255 - Equipment Purchases | 23,145 | 22,145 | 1,000 | 5% |
| 265 - Telecommunications | 17,500 | 18,760 | (1,260) | (7%) |
| 280 - Other Expenses | 1,000 | 1,000 | 0 | 0% |
| 281 - Interprogram | (48,800) | (60,000) | 11,200 | (19%) |
| Total 600 - Expense | 4,967,416 | 5,122,403 | (154,987) | (3%) |
| Net Revenues/(Expenses) | (4,967,416) | (5,122,403) | 154,987 | (3%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 0 | 80,000 | (80,000) | (100%) |
| 415 - To Reserve | (1,728,440) | (1,739,640) | 11,200 | (1%) |
| Total 700 - Non-Operating Items | (1,728,440) | (1,659,640) | (68,800) | 4% |
| Net Impact For Budget Purposes | (\$6,695,856) | (\$6,782,043) | \$86,187 | (1%) |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|-------------------|-------------|
| Transportation Planning & Engineering | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$3,555,073 | \$3,485,572 | \$69,501 | 2% |
| 205 - Employee Benefits | 765,878 | 754,806 | 11,072 | 1% |
| 210 - Training & Development | 93,435 | 93,435 | 0 | 0% |
| 215 - Business Expenses | 32,563 | 32,563 | 0 | 0% |
| 220 - Advertising & Printing | 26,925 | 26,925 | 0 | 0% |
| 225 - Professional Services | 312,175 | 312,175 | 0 | 0% |
| 235 - Rentals & Leases | 14,000 | 14,000 | 0 | 0% |
| 240 - Contracted Services | 146,100 | 146,100 | 0 | 0% |
| 245 - Supplies & Materials | 49,186 | 49,186 | 0 | 0% |
| 250 - Repairs & Maintenance | 59,809 | 59,809 | 0 | 0% |
| 255 - Equipment Purchases | 36,145 | 23,145 | 13,000 | 56% |
| 265 - Telecommunications | 17,500 | 17,500 | 0 | 0% |
| 280 - Other Expenses | 1,000 | 1,000 | 0 | 0% |
| 281 - Interprogram | (48,800) | (48,800) | 0 | 0% |
| Total 600 - Expense | 5,060,989 | 4,967,416 | 93,573 | 2% |
| Net Revenues/(Expenses) | (5,060,989) | (4,967,416) | (93,573) | 2% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 14,000 | 0 | 14,000 | 100% |
| 415 - To Reserve | (1,728,440) | (1,728,440) | 0 | 0% |
| Total 700 - Non-Operating Items | (1,714,440) | (1,728,440) | 14,000 | (1%) |
| Net Impact For Budget Purposes | (\$6,775,429) | (\$6,695,856) | (\$79,573) | 1% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|-----------------|-------------|
| Transportation Planning & Engineering | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$3,637,378 | \$3,555,073 | \$82,305 | 2% |
| 205 - Employee Benefits | 789,258 | 765,878 | 23,380 | 3% |
| 210 - Training & Development | 95,935 | 93,435 | 2,500 | 3% |
| 215 - Business Expenses | 32,913 | 32,563 | 350 | 1% |
| 220 - Advertising & Printing | 26,925 | 26,925 | 0 | 0% |
| 225 - Professional Services | 162,175 | 312,175 | (150,000) | (48%) |
| 235 - Rentals & Leases | 14,000 | 14,000 | 0 | 0% |
| 240 - Contracted Services | 146,100 | 146,100 | 0 | 0% |
| 245 - Supplies & Materials | 49,886 | 49,186 | 700 | 1% |
| 250 - Repairs & Maintenance | 79,809 | 59,809 | 20,000 | 33% |
| 255 - Equipment Purchases | 23,145 | 36,145 | (13,000) | (36%) |
| 265 - Telecommunications | 17,500 | 17,500 | 0 | 0% |
| 280 - Other Expenses | 1,000 | 1,000 | 0 | 0% |
| 281 - Interprogram | (40,800) | (48,800) | 8,000 | (16%) |
| Total 600 - Expense | 5,035,224 | 5,060,989 | (25,765) | (1%) |
| Net Revenues/(Expenses) | (5,035,224) | (5,060,989) | 25,765 | (1%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 0 | 14,000 | (14,000) | (100%) |
| 415 - To Reserve | (1,728,440) | (1,728,440) | 0 | 0% |
| Total 700 - Non-Operating Items | (1,728,440) | (1,714,440) | (14,000) | 1% |
| Net Impact For Budget Purposes | (\$6,763,664) | (\$6,775,429) | \$11,765 | (0%) |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|------------|
| Transportation Planning & Engineering | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$3,657,607 | \$3,637,378 | \$20,229 | 1% |
| 205 - Employee Benefits | 793,783 | 789,258 | 4,525 | 1% |
| 210 - Training & Development | 95,935 | 95,935 | 0 | 0% |
| 215 - Business Expenses | 32,913 | 32,913 | 0 | 0% |
| 220 - Advertising & Printing | 26,925 | 26,925 | 0 | 0% |
| 225 - Professional Services | 287,175 | 162,175 | 125,000 | 77% |
| 235 - Rentals & Leases | 14,000 | 14,000 | 0 | 0% |
| 240 - Contracted Services | 146,100 | 146,100 | 0 | 0% |
| 245 - Supplies & Materials | 49,886 | 49,886 | 0 | 0% |
| 250 - Repairs & Maintenance | 79,809 | 79,809 | 0 | 0% |
| 255 - Equipment Purchases | 22,345 | 23,145 | (800) | (3%) |
| 265 - Telecommunications | 17,500 | 17,500 | 0 | 0% |
| 280 - Other Expenses | 1,000 | 1,000 | 0 | 0% |
| 281 - Interprogram | (48,800) | (40,800) | (8,000) | 20% |
| Total 600 - Expense | 5,176,178 | 5,035,224 | 140,954 | 3% |
| Net Revenues/(Expenses) | (5,176,178) | (5,035,224) | (140,954) | 3% |
| 700 - Non-Operating Items | | | | |
| 415 - To Reserve | (1,728,440) | (1,728,440) | 0 | 0% |
| Total 700 - Non-Operating Items | (1,728,440) | (1,728,440) | 0 | 0% |
| Net Impact For Budget Purposes | (\$6,904,618) | (\$6,763,664) | (\$140,954) | 2% |



2019 Multi-year Department Budget

UTILITIES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Utilities | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$7,000 | \$7,000 | \$7,000 | \$7,000 |
| 124 - Utility User Rates | 56,874,759 | 58,471,228 | 60,155,794 | 61,931,070 |
| 130 - User Fees & Charges | 1,080,550 | 1,099,726 | 1,119,286 | 1,139,237 |
| 150 - Investment Income | 1,302,605 | 1,363,596 | 1,424,904 | 1,503,684 |
| 155 - Other Revenues | 6,000 | 6,000 | 6,000 | 6,000 |
| Total 500 - Revenue | 59,270,914 | 60,947,550 | 62,712,984 | 64,586,991 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 9,259,328 | 9,517,905 | 9,823,684 | 10,004,424 |
| 205 - Employee Benefits | 1,871,808 | 1,887,051 | 1,922,786 | 1,934,948 |
| 210 - Training & Development | 212,968 | 212,969 | 212,969 | 212,969 |
| 215 - Business Expenses | 55,437 | 55,444 | 55,451 | 55,458 |
| 220 - Advertising & Printing | 489,611 | 493,499 | 497,202 | 500,977 |
| 225 - Professional Services | 453,019 | 503,019 | 476,882 | 416,367 |
| 235 - Rentals & Leases | 362,575 | 362,575 | 362,575 | 362,575 |
| 240 - Contracted Services | 9,105,425 | 9,296,364 | 9,492,237 | 9,693,160 |
| 245 - Supplies & Materials | 23,208,571 | 24,331,707 | 25,490,151 | 26,686,023 |
| 250 - Repairs & Maintenance | 2,050,661 | 2,052,058 | 2,053,483 | 2,054,938 |
| 255 - Equipment Purchases | 201,539 | 201,539 | 201,539 | 201,539 |
| 260 - Utilities | (238,969) | (219,654) | (201,098) | (181,038) |
| 265 - Telecommunications | 144,852 | 144,852 | 144,852 | 144,852 |
| 270 - Interest on Debt | 2,395,949 | 2,491,518 | 2,324,845 | 2,164,875 |
| 280 - Other Expenses | 92,254 | 92,254 | 92,254 | 92,254 |
| 281 - Interprogram | 2,737,123 | 2,838,733 | 2,853,746 | 2,834,977 |
| 315 - Amortization Expense | 8,125,317 | 7,572,975 | 7,429,203 | 7,475,441 |
| Total 600 - Expense | 60,527,468 | 61,834,808 | 63,232,761 | 64,654,739 |
| Net Revenues/(Expenses) | (1,256,554) | (887,258) | (519,777) | (67,748) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,714,859 | 1,669,973 | 1,462,423 | 1,353,046 |
| 415 - To Reserve | (4,783,371) | (4,131,818) | (4,308,138) | (4,883,034) |
| 431 - Long Term Debt Repaid | (3,845,734) | (4,213,938) | (4,063,711) | (3,877,705) |
| Total 700 - Non-Operating Items | (6,914,246) | (6,675,783) | (6,909,426) | (7,407,693) |
| Non-Cash Adjustment | 8,170,800 | 7,563,041 | 7,429,203 | 7,475,441 |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | \$0 |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|------------------|-------------|
| Utilities | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$7,000 | \$7,000 | \$0 | 0% |
| 124 - Utility User Rates | 56,874,759 | 55,343,070 | 1,531,689 | 3% |
| 130 - User Fees & Charges | 1,080,550 | 1,083,650 | (3,100) | (0%) |
| 150 - Investment Income | 1,302,605 | 1,036,953 | 265,652 | 26% |
| 155 - Other Revenues | 6,000 | 6,000 | 0 | 0% |
| Total 500 - Revenue | 59,270,914 | 57,476,673 | 1,794,241 | 3% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 9,259,328 | 9,092,802 | 166,526 | 2% |
| 205 - Employee Benefits | 1,871,808 | 2,022,621 | (150,813) | (7%) |
| 210 - Training & Development | 212,968 | 212,672 | 296 | 0% |
| 215 - Business Expenses | 55,437 | 55,430 | 7 | 0% |
| 220 - Advertising & Printing | 489,611 | 480,503 | 9,108 | 2% |
| 225 - Professional Services | 453,019 | 385,591 | 67,428 | 17% |
| 235 - Rentals & Leases | 362,575 | 362,575 | 0 | 0% |
| 240 - Contracted Services | 9,105,425 | 8,619,470 | 485,955 | 6% |
| 245 - Supplies & Materials | 23,208,571 | 21,883,880 | 1,324,691 | 6% |
| 250 - Repairs & Maintenance | 2,050,661 | 2,049,291 | 1,370 | 0% |
| 255 - Equipment Purchases | 201,539 | 201,539 | 0 | 0% |
| 260 - Utilities | (238,969) | (321,411) | 82,442 | (26%) |
| 265 - Telecommunications | 144,852 | 144,852 | 0 | 0% |
| 270 - Interest on Debt | 2,395,949 | 2,441,151 | (45,202) | (2%) |
| 275 - Grants & Requisitions | 0 | 200,000 | (200,000) | (100%) |
| 280 - Other Expenses | 92,254 | 92,254 | 0 | 0% |
| 281 - Interprogram | 2,737,123 | 2,636,790 | 100,333 | 4% |
| 315 - Amortization Expense | 8,125,317 | 7,684,602 | 440,715 | 6% |
| Total 600 - Expense | 60,527,468 | 58,244,612 | 2,282,856 | 4% |
| Net Revenues/(Expenses) | (1,256,554) | (767,939) | (488,615) | 64% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,714,859 | 1,862,356 | (147,497) | (8%) |
| 415 - To Reserve | (4,783,371) | (4,986,917) | 203,546 | (4%) |
| 431 - Long Term Debt Repaid | (3,845,734) | (3,834,691) | (11,043) | 0% |
| Total 700 - Non-Operating Items | (6,914,246) | (6,959,252) | 45,006 | (1%) |
| Non-Cash Adjustment | 8,170,800 | 7,727,191 | 443,609 | 6% |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|------------------|--------------|
| Utilities | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$7,000 | \$7,000 | \$0 | 0% |
| 124 - Utility User Rates | 58,471,228 | 56,874,759 | 1,596,469 | 3% |
| 130 - User Fees & Charges | 1,099,726 | 1,080,550 | 19,176 | 2% |
| 150 - Investment Income | 1,363,596 | 1,302,605 | 60,991 | 5% |
| 155 - Other Revenues | 6,000 | 6,000 | 0 | 0% |
| 157 - Contributed Assets | 0 | 0 | 0 | 0% |
| Total 500 - Revenue | 60,947,550 | 59,270,914 | 1,676,636 | 3% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 9,517,905 | 9,259,328 | 258,577 | 3% |
| 205 - Employee Benefits | 1,887,051 | 1,871,808 | 15,243 | 1% |
| 210 - Training & Development | 212,969 | 212,968 | 1 | 0% |
| 215 - Business Expenses | 55,444 | 55,437 | 7 | 0% |
| 220 - Advertising & Printing | 493,499 | 489,611 | 3,888 | 1% |
| 225 - Professional Services | 503,019 | 453,019 | 50,000 | 11% |
| 235 - Rentals & Leases | 362,575 | 362,575 | 0 | 0% |
| 240 - Contracted Services | 9,296,364 | 9,105,425 | 190,939 | 2% |
| 245 - Supplies & Materials | 24,331,707 | 23,208,571 | 1,123,136 | 5% |
| 250 - Repairs & Maintenance | 2,052,058 | 2,050,661 | 1,397 | 0% |
| 255 - Equipment Purchases | 201,539 | 201,539 | 0 | 0% |
| 260 - Utilities | (219,654) | (238,969) | 19,315 | (8%) |
| 265 - Telecommunications | 144,852 | 144,852 | 0 | 0% |
| 270 - Interest on Debt | 2,491,518 | 2,395,949 | 95,569 | 4% |
| 280 - Other Expenses | 92,254 | 92,254 | 0 | 0% |
| 281 - Interprogram | 2,838,733 | 2,737,123 | 101,610 | 4% |
| 315 - Amortization Expense | 7,572,975 | 8,125,317 | (552,342) | (7%) |
| Total 600 - Expense | 61,834,808 | 60,527,468 | 1,307,340 | 2% |
| Net Revenues/(Expenses) | (887,258) | (1,256,554) | 369,296 | (29%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,669,973 | 1,714,859 | (44,886) | (3%) |
| 415 - To Reserve | (4,131,818) | (4,783,371) | 651,553 | (14%) |
| 431 - Long Term Debt Repaid | (4,213,938) | (3,845,734) | (368,204) | 10% |
| Total 700 - Non-Operating Items | (6,675,783) | (6,914,246) | 238,463 | (3%) |
| Non-Cash Adjustment | 7,563,041 | 8,170,800 | (607,759) | (7%) |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|------------------|--------------|
| Utilities | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$7,000 | \$7,000 | \$0 | 0% |
| 124 - Utility User Rates | 60,155,794 | 58,471,228 | 1,684,566 | 3% |
| 130 - User Fees & Charges | 1,119,286 | 1,099,726 | 19,560 | 2% |
| 150 - Investment Income | 1,424,904 | 1,363,596 | 61,308 | 4% |
| 155 - Other Revenues | 6,000 | 6,000 | 0 | 0% |
| Total 500 - Revenue | 62,712,984 | 60,947,550 | 1,765,434 | 3% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 9,823,684 | 9,517,905 | 305,779 | 3% |
| 205 - Employee Benefits | 1,922,786 | 1,887,051 | 35,735 | 2% |
| 210 - Training & Development | 212,969 | 212,969 | 0 | 0% |
| 215 - Business Expenses | 55,451 | 55,444 | 7 | 0% |
| 220 - Advertising & Printing | 497,202 | 493,499 | 3,703 | 1% |
| 225 - Professional Services | 476,882 | 503,019 | (26,137) | (5%) |
| 235 - Rentals & Leases | 362,575 | 362,575 | 0 | 0% |
| 240 - Contracted Services | 9,492,237 | 9,296,364 | 195,873 | 2% |
| 245 - Supplies & Materials | 25,490,151 | 24,331,707 | 1,158,444 | 5% |
| 250 - Repairs & Maintenance | 2,053,483 | 2,052,058 | 1,425 | 0% |
| 255 - Equipment Purchases | 201,539 | 201,539 | 0 | 0% |
| 260 - Utilities | (201,098) | (219,654) | 18,556 | (8%) |
| 265 - Telecommunications | 144,852 | 144,852 | 0 | 0% |
| 270 - Interest on Debt | 2,324,845 | 2,491,518 | (166,673) | (7%) |
| 280 - Other Expenses | 92,254 | 92,254 | 0 | 0% |
| 281 - Interprogram | 2,853,746 | 2,838,733 | 15,013 | 1% |
| 315 - Amortization Expense | 7,429,203 | 7,572,975 | (143,772) | (2%) |
| Total 600 - Expense | 63,232,761 | 61,834,808 | 1,397,953 | 2% |
| Net Revenues/(Expenses) | (519,777) | (887,258) | 367,481 | (41%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,462,423 | 1,669,973 | (207,550) | (12%) |
| 415 - To Reserve | (4,308,138) | (4,131,818) | (176,320) | 4% |
| 431 - Long Term Debt Repaid | (4,063,711) | (4,213,938) | 150,227 | (4%) |
| Total 700 - Non-Operating Items | (6,909,426) | (6,675,783) | (233,643) | 3% |
| Non-Cash Adjustment | 7,429,203 | 7,563,041 | (133,838) | (2%) |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

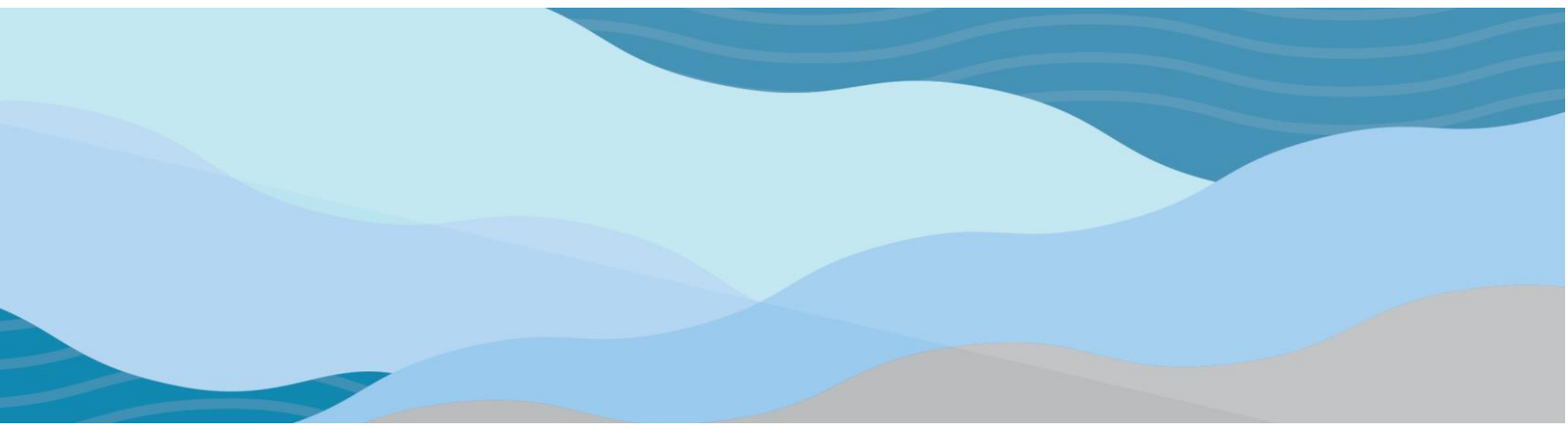
Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|------------------|--------------|
| Utilities | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$7,000 | \$7,000 | \$0 | 0% |
| 124 - Utility User Rates | 61,931,070 | 60,155,794 | 1,775,276 | 3% |
| 130 - User Fees & Charges | 1,139,237 | 1,119,286 | 19,951 | 2% |
| 150 - Investment Income | 1,503,684 | 1,424,904 | 78,780 | 6% |
| 155 - Other Revenues | 6,000 | 6,000 | 0 | 0% |
| Total 500 - Revenue | 64,586,991 | 62,712,984 | 1,874,007 | 3% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 10,004,424 | 9,823,684 | 180,740 | 2% |
| 205 - Employee Benefits | 1,934,948 | 1,922,786 | 12,162 | 1% |
| 210 - Training & Development | 212,969 | 212,969 | 0 | 0% |
| 215 - Business Expenses | 55,458 | 55,451 | 7 | 0% |
| 220 - Advertising & Printing | 500,977 | 497,202 | 3,775 | 1% |
| 225 - Professional Services | 416,367 | 476,882 | (60,515) | (13%) |
| 235 - Rentals & Leases | 362,575 | 362,575 | 0 | 0% |
| 240 - Contracted Services | 9,693,160 | 9,492,237 | 200,923 | 2% |
| 245 - Supplies & Materials | 26,686,023 | 25,490,151 | 1,195,872 | 5% |
| 250 - Repairs & Maintenance | 2,054,938 | 2,053,483 | 1,455 | 0% |
| 255 - Equipment Purchases | 201,539 | 201,539 | 0 | 0% |
| 260 - Utilities | (181,038) | (201,098) | 20,060 | (10%) |
| 265 - Telecommunications | 144,852 | 144,852 | 0 | 0% |
| 270 - Interest on Debt | 2,164,875 | 2,324,845 | (159,970) | (7%) |
| 280 - Other Expenses | 92,254 | 92,254 | 0 | 0% |
| 281 - Interprogram | 2,834,977 | 2,853,746 | (18,769) | (1%) |
| 315 - Amortization Expense | 7,475,441 | 7,429,203 | 46,238 | 1% |
| Total 600 - Expense | 64,654,739 | 63,232,761 | 1,421,978 | 2% |
| Net Revenues/(Expenses) | (67,748) | (519,777) | 452,029 | (87%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,353,046 | 1,462,423 | (109,377) | (7%) |
| 415 - To Reserve | (4,883,034) | (4,308,138) | (574,896) | 13% |
| 431 - Long Term Debt Repaid | (3,877,705) | (4,063,711) | 186,006 | (5%) |
| Total 700 - Non-Operating Items | (7,407,693) | (6,909,426) | (498,267) | 7% |
| Non-Cash Adjustment | 7,475,441 | 7,429,203 | 46,238 | 1% |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |



2019 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.

Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Community Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$5,437,242 | \$5,444,642 | \$5,452,142 | \$5,459,860 |
| 130 - User Fees & Charges | 29,333,988 | 29,500,607 | 29,734,878 | 29,862,416 |
| 145 - Penalties and Fines | 4,947,251 | 4,947,251 | 4,947,251 | 4,947,251 |
| 155 - Other Revenues | 6,502,069 | 6,512,629 | 6,843,229 | 6,533,929 |
| Total 500 - Revenue | 46,220,550 | 46,405,129 | 46,977,500 | 46,803,456 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 79,297,021 | 80,038,384 | 80,536,023 | 80,677,980 |
| 205 - Employee Benefits | 14,374,682 | 14,495,904 | 14,625,328 | 14,716,960 |
| 210 - Training & Development | 1,130,872 | 1,138,455 | 1,140,193 | 1,144,267 |
| 215 - Business Expenses | 468,588 | 469,467 | 594,937 | 470,627 |
| 220 - Advertising & Printing | 930,536 | 937,077 | 955,333 | 908,704 |
| 225 - Professional Services | 481,310 | 481,410 | 561,010 | 351,610 |
| 230 - Insurance | 330 | 330 | 330 | 330 |
| 235 - Rentals & Leases | 604,505 | 656,968 | 665,128 | 620,389 |
| 240 - Contracted Services | 19,623,480 | 20,078,674 | 20,980,957 | 21,243,571 |
| 245 - Supplies & Materials | 5,009,385 | 5,202,416 | 5,395,169 | 5,440,541 |
| 250 - Repairs & Maintenance | 1,191,602 | 1,213,728 | 1,231,386 | 1,245,370 |
| 255 - Equipment Purchases | 1,313,702 | 1,290,779 | 1,346,348 | 1,406,660 |
| 260 - Utilities | 5,146,732 | 5,306,111 | 5,445,052 | 5,588,664 |
| 265 - Telecommunications | 382,089 | 401,104 | 402,641 | 403,414 |
| 275 - Grants & Requisitions | 1,657,725 | 1,658,225 | 1,685,064 | 1,712,564 |
| 280 - Other Expenses | 543,914 | 562,274 | 583,864 | 589,825 |
| 281 - Interprogram | 6,292,577 | 6,333,707 | 6,480,816 | 6,565,624 |
| Total 600 - Expense | 138,449,050 | 140,265,013 | 142,629,579 | 143,087,100 |
| Net Revenues/(Expenses) | (92,228,500) | (93,859,884) | (95,652,079) | (96,283,644) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 852,705 | 601,055 | 832,978 | 669,844 |
| 415 - To Reserve | (4,522,944) | (4,637,943) | (4,775,943) | (4,823,943) |
| Total 700 - Non-Operating Items | (3,670,239) | (4,036,888) | (3,942,965) | (4,154,099) |
| Net Impact For Budget Purposes | (\$95,898,739) | (\$97,896,772) | (\$99,595,044) | (\$100,437,743) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|----------------------|------------|
| Community Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$5,437,242 | \$5,362,124 | \$75,118 | 1% |
| 130 - User Fees & Charges | 29,333,988 | 29,522,539 | (188,551) | (1%) |
| 145 - Penalties and Fines | 4,947,251 | 4,675,113 | 272,138 | 6% |
| 155 - Other Revenues | 6,502,069 | 6,447,710 | 54,359 | 1% |
| Total 500 - Revenue | 46,220,550 | 46,007,486 | 213,064 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 79,297,021 | 76,568,545 | 2,728,476 | 4% |
| 205 - Employee Benefits | 14,374,682 | 14,384,655 | (9,973) | (0%) |
| 210 - Training & Development | 1,130,872 | 1,031,595 | 99,277 | 10% |
| 215 - Business Expenses | 468,588 | 424,289 | 44,299 | 10% |
| 220 - Advertising & Printing | 930,536 | 910,065 | 20,471 | 2% |
| 225 - Professional Services | 481,310 | 810,210 | (328,900) | (41%) |
| 230 - Insurance | 330 | 330 | 0 | 0% |
| 235 - Rentals & Leases | 604,505 | 644,123 | (39,618) | (6%) |
| 240 - Contracted Services | 19,623,480 | 20,252,009 | (628,529) | (3%) |
| 245 - Supplies & Materials | 5,009,385 | 4,761,708 | 247,677 | 5% |
| 250 - Repairs & Maintenance | 1,191,602 | 1,109,267 | 82,335 | 7% |
| 255 - Equipment Purchases | 1,313,702 | 1,469,214 | (155,512) | (11%) |
| 260 - Utilities | 5,146,732 | 4,969,752 | 176,980 | 4% |
| 265 - Telecommunications | 382,089 | 360,408 | 21,681 | 6% |
| 275 - Grants & Requisitions | 1,657,725 | 1,165,612 | 492,113 | 42% |
| 280 - Other Expenses | 543,914 | 525,491 | 18,423 | 4% |
| 281 - Interprogram | 6,292,577 | 5,730,280 | 562,297 | 10% |
| Total 600 - Expense | 138,449,050 | 135,117,553 | 3,331,497 | 2% |
| Net Revenues/(Expenses) | (92,228,500) | (89,110,067) | (3,118,433) | 3% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 852,705 | 957,345 | (104,640) | (11%) |
| 415 - To Reserve | (4,522,944) | (4,371,055) | (151,889) | 3% |
| Total 700 - Non-Operating Items | (3,670,239) | (3,413,710) | (256,529) | 8% |
| Net Impact For Budget Purposes | (\$95,898,739) | (\$92,523,777) | (\$3,374,962) | 4% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|----------------------|------------|
| Community Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$5,444,642 | \$5,437,242 | \$7,400 | 0% |
| 130 - User Fees & Charges | 29,500,607 | 29,333,988 | 166,619 | 1% |
| 145 - Penalties and Fines | 4,947,251 | 4,947,251 | 0 | 0% |
| 155 - Other Revenues | 6,512,629 | 6,502,069 | 10,560 | 0% |
| Total 500 - Revenue | 46,405,129 | 46,220,550 | 184,579 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 80,038,384 | 79,297,021 | 741,363 | 1% |
| 205 - Employee Benefits | 14,495,904 | 14,374,682 | 121,222 | 1% |
| 210 - Training & Development | 1,138,455 | 1,130,872 | 7,583 | 1% |
| 215 - Business Expenses | 469,467 | 468,588 | 879 | 0% |
| 220 - Advertising & Printing | 937,077 | 930,536 | 6,541 | 1% |
| 225 - Professional Services | 481,410 | 481,310 | 100 | 0% |
| 230 - Insurance | 330 | 330 | 0 | 0% |
| 235 - Rentals & Leases | 656,968 | 604,505 | 52,463 | 9% |
| 240 - Contracted Services | 20,078,674 | 19,623,480 | 455,194 | 2% |
| 245 - Supplies & Materials | 5,202,416 | 5,009,385 | 193,031 | 4% |
| 250 - Repairs & Maintenance | 1,213,728 | 1,191,602 | 22,126 | 2% |
| 255 - Equipment Purchases | 1,290,779 | 1,313,702 | (22,923) | (2%) |
| 260 - Utilities | 5,306,111 | 5,146,732 | 159,379 | 3% |
| 265 - Telecommunications | 401,104 | 382,089 | 19,015 | 5% |
| 275 - Grants & Requisitions | 1,658,225 | 1,657,725 | 500 | 0% |
| 280 - Other Expenses | 562,274 | 543,914 | 18,360 | 3% |
| 281 - Interprogram | 6,333,707 | 6,292,577 | 41,130 | 1% |
| Total 600 - Expense | 140,265,013 | 138,449,050 | 1,815,963 | 1% |
| Net Revenues/(Expenses) | (93,859,884) | (92,228,500) | (1,631,384) | 2% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 601,055 | 852,705 | (251,650) | (30%) |
| 415 - To Reserve | (4,637,943) | (4,522,944) | (114,999) | 3% |
| Total 700 - Non-Operating Items | (4,036,888) | (3,670,239) | (366,649) | 10% |
| Net Impact For Budget Purposes | (\$97,896,772) | (\$95,898,739) | (\$1,998,033) | 2% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|----------------------|-------------|
| Community Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$5,452,142 | \$5,444,642 | \$7,500 | 0% |
| 130 - User Fees & Charges | 29,734,878 | 29,500,607 | 234,271 | 1% |
| 145 - Penalties and Fines | 4,947,251 | 4,947,251 | 0 | 0% |
| 155 - Other Revenues | 6,843,229 | 6,512,629 | 330,600 | 5% |
| Total 500 - Revenue | 46,977,500 | 46,405,129 | 572,371 | 1% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 80,536,023 | 80,038,384 | 497,639 | 1% |
| 205 - Employee Benefits | 14,625,328 | 14,495,904 | 129,424 | 1% |
| 210 - Training & Development | 1,140,193 | 1,138,455 | 1,738 | 0% |
| 215 - Business Expenses | 594,937 | 469,467 | 125,470 | 27% |
| 220 - Advertising & Printing | 955,333 | 937,077 | 18,256 | 2% |
| 225 - Professional Services | 561,010 | 481,410 | 79,600 | 17% |
| 230 - Insurance | 330 | 330 | 0 | 0% |
| 235 - Rentals & Leases | 665,128 | 656,968 | 8,160 | 1% |
| 240 - Contracted Services | 20,980,957 | 20,078,674 | 902,283 | 4% |
| 245 - Supplies & Materials | 5,395,169 | 5,202,416 | 192,753 | 4% |
| 250 - Repairs & Maintenance | 1,231,386 | 1,213,728 | 17,658 | 1% |
| 255 - Equipment Purchases | 1,346,348 | 1,290,779 | 55,569 | 4% |
| 260 - Utilities | 5,445,052 | 5,306,111 | 138,941 | 3% |
| 265 - Telecommunications | 402,641 | 401,104 | 1,537 | 0% |
| 275 - Grants & Requisitions | 1,685,064 | 1,658,225 | 26,839 | 2% |
| 280 - Other Expenses | 583,864 | 562,274 | 21,590 | 4% |
| 281 - Interprogram | 6,480,816 | 6,333,707 | 147,109 | 2% |
| Total 600 - Expense | 142,629,579 | 140,265,013 | 2,364,566 | 2% |
| Net Revenues/(Expenses) | (95,652,079) | (93,859,884) | (1,792,195) | 2% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 832,978 | 601,055 | 231,923 | 39% |
| 415 - To Reserve | (4,775,943) | (4,637,943) | (138,000) | 3% |
| Total 700 - Non-Operating Items | (3,942,965) | (4,036,888) | 93,923 | (2%) |
| Net Impact For Budget Purposes | (\$99,595,044) | (\$97,896,772) | (\$1,698,272) | 2% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|-------------|
| Community Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$5,459,860 | \$5,452,142 | \$7,718 | 0% |
| 130 - User Fees & Charges | 29,862,416 | 29,734,878 | 127,538 | 0% |
| 145 - Penalties and Fines | 4,947,251 | 4,947,251 | 0 | 0% |
| 155 - Other Revenues | 6,533,929 | 6,843,229 | (309,300) | (5%) |
| Total 500 - Revenue | 46,803,456 | 46,977,500 | (174,044) | (0%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 80,677,980 | 80,536,023 | 141,957 | 0% |
| 205 - Employee Benefits | 14,716,960 | 14,625,328 | 91,632 | 1% |
| 210 - Training & Development | 1,144,267 | 1,140,193 | 4,074 | 0% |
| 215 - Business Expenses | 470,627 | 594,937 | (124,310) | (21%) |
| 220 - Advertising & Printing | 908,704 | 955,333 | (46,629) | (5%) |
| 225 - Professional Services | 351,610 | 561,010 | (209,400) | (37%) |
| 230 - Insurance | 330 | 330 | 0 | 0% |
| 235 - Rentals & Leases | 620,389 | 665,128 | (44,739) | (7%) |
| 240 - Contracted Services | 21,243,571 | 20,980,957 | 262,614 | 1% |
| 245 - Supplies & Materials | 5,440,541 | 5,395,169 | 45,372 | 1% |
| 250 - Repairs & Maintenance | 1,245,370 | 1,231,386 | 13,984 | 1% |
| 255 - Equipment Purchases | 1,406,660 | 1,346,348 | 60,312 | 4% |
| 260 - Utilities | 5,588,664 | 5,445,052 | 143,612 | 3% |
| 265 - Telecommunications | 403,414 | 402,641 | 773 | 0% |
| 275 - Grants & Requisitions | 1,712,564 | 1,685,064 | 27,500 | 2% |
| 280 - Other Expenses | 589,825 | 583,864 | 5,961 | 1% |
| 281 - Interprogram | 6,565,624 | 6,480,816 | 84,808 | 1% |
| Total 600 - Expense | 143,087,100 | 142,629,579 | 457,521 | 0% |
| Net Revenues/(Expenses) | (96,283,644) | (95,652,079) | (631,565) | 1% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 669,844 | 832,978 | (163,134) | (20%) |
| 415 - To Reserve | (4,823,943) | (4,775,943) | (48,000) | 1% |
| Total 700 - Non-Operating Items | (4,154,099) | (3,942,965) | (211,134) | 5% |
| Net Impact For Budget Purposes | (\$100,437,743) | (\$99,595,044) | (\$842,699) | 1% |

2019 Multi-year Department Budget

STRATHCONA
COUNTY
EMERGENCY
SERVICES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|---|----------------------------|---|---|---|
| Strathcona County Emergency Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$744,000 | \$751,400 | \$758,900 | \$766,500 |
| 130 - User Fees & Charges | 2,380,900 | 2,398,200 | 2,415,600 | 2,433,250 |
| 145 - Penalties and Fines | 4,000 | 4,000 | 4,000 | 4,000 |
| 155 - Other Revenues | 5,315,993 | 5,326,553 | 5,337,153 | 5,347,853 |
| Total 500 - Revenue | 8,444,893 | 8,480,153 | 8,515,653 | 8,551,603 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 27,602,830 | 27,745,732 | 27,875,270 | 27,936,022 |
| 205 - Employee Benefits | 4,731,672 | 4,758,144 | 4,795,455 | 4,825,433 |
| 210 - Training & Development | 545,005 | 545,590 | 546,190 | 546,780 |
| 215 - Business Expenses | 178,685 | 179,195 | 180,185 | 180,685 |
| 220 - Advertising & Printing | 120,800 | 121,800 | 122,850 | 123,950 |
| 235 - Rentals & Leases | 77,100 | 97,500 | 97,900 | 50,250 |
| 240 - Contracted Services | 173,515 | 183,415 | 358,425 | 268,565 |
| 245 - Supplies & Materials | 1,442,010 | 1,475,220 | 1,524,200 | 1,531,675 |
| 250 - Repairs & Maintenance | 177,010 | 181,600 | 184,950 | 185,370 |
| 255 - Equipment Purchases | 423,050 | 393,785 | 424,325 | 431,565 |
| 260 - Utilities | 248,487 | 254,257 | 260,237 | 266,387 |
| 265 - Telecommunications | 101,870 | 102,170 | 103,420 | 103,720 |
| 280 - Other Expenses | 149,960 | 151,260 | 152,460 | 153,760 |
| 281 - Interprogram | 36,800 | 38,300 | 12,500 | 1,000 |
| Total 600 - Expense | 36,008,794 | 36,227,968 | 36,638,367 | 36,605,162 |
| Net Revenues/(Expenses) | (27,563,901) | (27,747,815) | (28,122,714) | (28,053,559) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 45,435 | 45,435 | 331,978 | 95,744 |
| 415 - To Reserve | (280,000) | (295,000) | (310,000) | (325,000) |
| Total 700 - Non-Operating Items | (234,565) | (249,565) | 21,978 | (229,256) |
| Net Impact For Budget Purposes | (\$27,798,466) | (\$27,997,380) | (\$28,100,736) | (\$28,282,815) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|---|----------------------------|----------------------------|----------------------|-------------|
| Strathcona County Emergency Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$744,000 | \$730,000 | \$14,000 | 2% |
| 130 - User Fees & Charges | 2,380,900 | 2,399,300 | (18,400) | (1%) |
| 145 - Penalties and Fines | 4,000 | 5,875 | (1,875) | (32%) |
| 155 - Other Revenues | 5,315,993 | 5,344,000 | (28,007) | (1%) |
| Total 500 - Revenue | 8,444,893 | 8,479,175 | (34,282) | (0%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 27,602,830 | 26,568,484 | 1,034,346 | 4% |
| 205 - Employee Benefits | 4,731,672 | 4,938,910 | (207,238) | (4%) |
| 210 - Training & Development | 545,005 | 561,190 | (16,185) | (3%) |
| 215 - Business Expenses | 178,685 | 166,985 | 11,700 | 7% |
| 220 - Advertising & Printing | 120,800 | 119,000 | 1,800 | 2% |
| 235 - Rentals & Leases | 77,100 | 46,400 | 30,700 | 66% |
| 240 - Contracted Services | 173,515 | 150,700 | 22,815 | 15% |
| 245 - Supplies & Materials | 1,442,010 | 1,434,815 | 7,195 | 1% |
| 250 - Repairs & Maintenance | 177,010 | 171,260 | 5,750 | 3% |
| 255 - Equipment Purchases | 423,050 | 430,850 | (7,800) | (2%) |
| 260 - Utilities | 248,487 | 241,425 | 7,062 | 3% |
| 265 - Telecommunications | 101,870 | 97,160 | 4,710 | 5% |
| 280 - Other Expenses | 149,960 | 158,260 | (8,300) | (5%) |
| 281 - Interprogram | 36,800 | 1,000 | 35,800 | 3,580% |
| Total 600 - Expense | 36,008,794 | 35,086,439 | 922,355 | 3% |
| Net Revenues/(Expenses) | (27,563,901) | (26,607,264) | (956,637) | 4% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 45,435 | 121,317 | (75,882) | (63%) |
| 415 - To Reserve | (280,000) | (265,000) | (15,000) | 6% |
| Total 700 - Non-Operating Items | (234,565) | (143,683) | (90,882) | 63% |
| Net Impact For Budget Purposes | (\$27,798,466) | (\$26,750,947) | (\$1,047,519) | 4% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|---|---|----------------------------|------------------|------------|
| Strathcona County Emergency Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$751,400 | \$744,000 | \$7,400 | 1% |
| 130 - User Fees & Charges | 2,398,200 | 2,380,900 | 17,300 | 1% |
| 145 - Penalties and Fines | 4,000 | 4,000 | 0 | 0% |
| 155 - Other Revenues | 5,326,553 | 5,315,993 | 10,560 | 0% |
| Total 500 - Revenue | 8,480,153 | 8,444,893 | 35,260 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 27,745,732 | 27,602,830 | 142,902 | 1% |
| 205 - Employee Benefits | 4,758,144 | 4,731,672 | 26,472 | 1% |
| 210 - Training & Development | 545,590 | 545,005 | 585 | 0% |
| 215 - Business Expenses | 179,195 | 178,685 | 510 | 0% |
| 220 - Advertising & Printing | 121,800 | 120,800 | 1,000 | 1% |
| 235 - Rentals & Leases | 97,500 | 77,100 | 20,400 | 26% |
| 240 - Contracted Services | 183,415 | 173,515 | 9,900 | 6% |
| 245 - Supplies & Materials | 1,475,220 | 1,442,010 | 33,210 | 2% |
| 250 - Repairs & Maintenance | 181,600 | 177,010 | 4,590 | 3% |
| 255 - Equipment Purchases | 393,785 | 423,050 | (29,265) | (7%) |
| 260 - Utilities | 254,257 | 248,487 | 5,770 | 2% |
| 265 - Telecommunications | 102,170 | 101,870 | 300 | 0% |
| 280 - Other Expenses | 151,260 | 149,960 | 1,300 | 1% |
| 281 - Interprogram | 38,300 | 36,800 | 1,500 | 4% |
| Total 600 - Expense | 36,227,968 | 36,008,794 | 219,174 | 1% |
| Net Revenues/(Expenses) | (27,747,815) | (27,563,901) | (183,914) | 1% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 45,435 | 45,435 | 0 | 0% |
| 415 - To Reserve | (295,000) | (280,000) | (15,000) | 5% |
| Total 700 - Non-Operating Items | (249,565) | (234,565) | (15,000) | 6% |
| Net Impact For Budget Purposes | (27,997,380) | (27,798,466) | (198,914) | 1% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---|---|---|--------------------|---------------|
| Strathcona County Emergency Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$758,900 | \$751,400 | \$7,500 | 1% |
| 130 - User Fees & Charges | 2,415,600 | 2,398,200 | 17,400 | 1% |
| 145 - Penalties and Fines | 4,000 | 4,000 | 0 | 0% |
| 155 - Other Revenues | 5,337,153 | 5,326,553 | 10,600 | 0% |
| Total 500 - Revenue | 8,515,653 | 8,480,153 | 35,500 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 27,875,270 | 27,745,732 | 129,538 | 0% |
| 205 - Employee Benefits | 4,795,455 | 4,758,144 | 37,311 | 1% |
| 210 - Training & Development | 546,190 | 545,590 | 600 | 0% |
| 215 - Business Expenses | 180,185 | 179,195 | 990 | 1% |
| 220 - Advertising & Printing | 122,850 | 121,800 | 1,050 | 1% |
| 235 - Rentals & Leases | 97,900 | 97,500 | 400 | 0% |
| 240 - Contracted Services | 358,425 | 183,415 | 175,010 | 95% |
| 245 - Supplies & Materials | 1,524,200 | 1,475,220 | 48,980 | 3% |
| 250 - Repairs & Maintenance | 184,950 | 181,600 | 3,350 | 2% |
| 255 - Equipment Purchases | 424,325 | 393,785 | 30,540 | 8% |
| 260 - Utilities | 260,237 | 254,257 | 5,980 | 2% |
| 265 - Telecommunications | 103,420 | 102,170 | 1,250 | 1% |
| 280 - Other Expenses | 152,460 | 151,260 | 1,200 | 1% |
| 281 - Interprogram | 12,500 | 38,300 | (25,800) | (67%) |
| Total 600 - Expense | 36,638,367 | 36,227,968 | 410,399 | 1% |
| Net Revenues/(Expenses) | (28,122,714) | (27,747,815) | (374,899) | 1% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 331,978 | 45,435 | 286,543 | 631% |
| 415 - To Reserve | (310,000) | (295,000) | (15,000) | 5% |
| Total 700 - Non-Operating Items | 21,978 | (249,565) | 271,543 | (109%) |
| Net Impact For Budget Purposes | (\$28,100,736) | (\$27,997,380) | (\$103,356) | 0% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---|---|---|--------------------|-----------------|
| Strathcona County Emergency Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$766,500 | \$758,900 | \$7,600 | 1% |
| 130 - User Fees & Charges | 2,433,250 | 2,415,600 | 17,650 | 1% |
| 145 - Penalties and Fines | 4,000 | 4,000 | 0 | 0% |
| 155 - Other Revenues | 5,347,853 | 5,337,153 | 10,700 | 0% |
| Total 500 - Revenue | 8,551,603 | 8,515,653 | 35,950 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 27,936,022 | 27,875,270 | 60,752 | 0% |
| 205 - Employee Benefits | 4,825,433 | 4,795,455 | 29,978 | 1% |
| 210 - Training & Development | 546,780 | 546,190 | 590 | 0% |
| 215 - Business Expenses | 180,685 | 180,185 | 500 | 0% |
| 220 - Advertising & Printing | 123,950 | 122,850 | 1,100 | 1% |
| 235 - Rentals & Leases | 50,250 | 97,900 | (47,650) | (49%) |
| 240 - Contracted Services | 268,565 | 358,425 | (89,860) | (25%) |
| 245 - Supplies & Materials | 1,531,675 | 1,524,200 | 7,475 | 0% |
| 250 - Repairs & Maintenance | 185,370 | 184,950 | 420 | 0% |
| 255 - Equipment Purchases | 431,565 | 424,325 | 7,240 | 2% |
| 260 - Utilities | 266,387 | 260,237 | 6,150 | 2% |
| 265 - Telecommunications | 103,720 | 103,420 | 300 | 0% |
| 280 - Other Expenses | 153,760 | 152,460 | 1,300 | 1% |
| 281 - Interprogram | 1,000 | 12,500 | (11,500) | (92%) |
| Total 600 - Expense | 36,605,162 | 36,638,367 | (33,205) | (0%) |
| Net Revenues/(Expenses) | (28,053,559) | (28,122,714) | 69,155 | (0%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 95,744 | 331,978 | (236,234) | (71%) |
| 415 - To Reserve | (325,000) | (310,000) | (15,000) | 5% |
| Total 700 - Non-Operating Items | (229,256) | 21,978 | (251,234) | (1,143%) |
| Net Impact For Budget Purposes | (\$28,282,815) | (\$28,100,736) | (\$182,079) | 1% |



2019 Multi-year Department Budget

FAMILY AND COMMUNITY SERVICES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Family & Community Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$3,122,472 | \$3,122,472 | \$3,122,472 | \$3,122,472 |
| 130 - User Fees & Charges | 850,000 | 850,000 | 850,000 | 850,000 |
| 155 - Other Revenues | 583,028 | 583,028 | 583,028 | 583,028 |
| Total 500 - Revenue | 4,555,500 | 4,555,500 | 4,555,500 | 4,555,500 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 6,491,535 | 6,528,968 | 6,696,939 | 6,758,789 |
| 205 - Employee Benefits | 1,418,693 | 1,426,043 | 1,465,825 | 1,483,891 |
| 210 - Training & Development | 135,679 | 135,714 | 136,551 | 136,990 |
| 215 - Business Expenses | 86,059 | 86,059 | 86,059 | 86,059 |
| 220 - Advertising & Printing | 79,197 | 79,792 | 80,417 | 81,073 |
| 225 - Professional Services | 301,970 | 301,970 | 381,470 | 171,970 |
| 230 - Insurance | 330 | 330 | 330 | 330 |
| 235 - Rentals & Leases | 93,412 | 96,779 | 96,779 | 96,779 |
| 240 - Contracted Services | 51,089 | 51,089 | 51,089 | 51,089 |
| 245 - Supplies & Materials | 126,545 | 126,545 | 128,545 | 127,545 |
| 250 - Repairs & Maintenance | 6,338 | 6,338 | 6,338 | 6,338 |
| 255 - Equipment Purchases | 37,452 | 37,452 | 57,392 | 47,422 |
| 265 - Telecommunications | 27,230 | 27,230 | 27,230 | 27,230 |
| 275 - Grants & Requisitions | 1,156,660 | 1,156,660 | 1,181,660 | 1,206,660 |
| 280 - Other Expenses | 2,142 | 2,142 | 2,142 | 2,142 |
| 281 - Interprogram | 17,900 | 0 | 15,552 | 3,276 |
| Total 600 - Expense | 10,032,231 | 10,063,111 | 10,414,318 | 10,287,583 |
| Net Revenues/(Expenses) | (5,476,731) | (5,507,611) | (5,858,818) | (5,732,083) |
| Net Impact For Budget Purposes | (\$5,476,731) | (\$5,507,611) | (\$5,858,818) | (\$5,732,083) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|----------------------|---------------|
| Family & Community Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$3,122,472 | \$3,231,171 | (\$108,699) | (3%) |
| 130 - User Fees & Charges | 850,000 | 1,028,064 | (178,064) | (17%) |
| 155 - Other Revenues | 583,028 | 648,162 | (65,134) | (10%) |
| Total 500 - Revenue | 4,555,500 | 4,907,397 | (351,897) | (7%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 6,491,535 | 6,130,215 | 361,320 | 6% |
| 205 - Employee Benefits | 1,418,693 | 1,339,711 | 78,982 | 6% |
| 210 - Training & Development | 135,679 | 59,074 | 76,605 | 130% |
| 215 - Business Expenses | 86,059 | 84,661 | 1,398 | 2% |
| 220 - Advertising & Printing | 79,197 | 71,906 | 7,291 | 10% |
| 225 - Professional Services | 301,970 | 637,470 | (335,500) | (53%) |
| 230 - Insurance | 330 | 330 | 0 | 0% |
| 235 - Rentals & Leases | 93,412 | 93,152 | 260 | 0% |
| 240 - Contracted Services | 51,089 | 51,089 | 0 | 0% |
| 245 - Supplies & Materials | 126,545 | 137,440 | (10,895) | (8%) |
| 250 - Repairs & Maintenance | 6,338 | 6,338 | 0 | 0% |
| 255 - Equipment Purchases | 37,452 | 50,352 | (12,900) | (26%) |
| 265 - Telecommunications | 27,230 | 26,924 | 306 | 1% |
| 275 - Grants & Requisitions | 1,156,660 | 880,660 | 276,000 | 31% |
| 280 - Other Expenses | 2,142 | 2,142 | 0 | 0% |
| 281 - Interprogram | 17,900 | 0 | 17,900 | 100% |
| Total 600 - Expense | 10,032,231 | 9,571,464 | 460,767 | 5% |
| Net Revenues/(Expenses) | (5,476,731) | (4,664,067) | (812,664) | 17% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 0 | 230,000 | (230,000) | (100%) |
| 415 - To Reserve | 0 | (2,047) | 2,047 | (100%) |
| Total 700 - Non-Operating Items | 0 | 227,953 | (227,953) | (100%) |
| Net Impact For Budget Purposes | (\$5,476,731) | (\$4,436,114) | (\$1,040,617) | 23% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|-----------------|------------|
| Family & Community Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$3,122,472 | \$3,122,472 | \$0 | 0% |
| 130 - User Fees & Charges | 850,000 | 850,000 | 0 | 0% |
| 155 - Other Revenues | 583,028 | 583,028 | 0 | 0% |
| Total 500 - Revenue | 4,555,500 | 4,555,500 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 6,528,968 | 6,491,535 | 37,433 | 1% |
| 205 - Employee Benefits | 1,426,043 | 1,418,693 | 7,350 | 1% |
| 210 - Training & Development | 135,714 | 135,679 | 35 | 0% |
| 215 - Business Expenses | 86,059 | 86,059 | 0 | 0% |
| 220 - Advertising & Printing | 79,792 | 79,197 | 595 | 1% |
| 225 - Professional Services | 301,970 | 301,970 | 0 | 0% |
| 230 - Insurance | 330 | 330 | 0 | 0% |
| 235 - Rentals & Leases | 96,779 | 93,412 | 3,367 | 4% |
| 240 - Contracted Services | 51,089 | 51,089 | 0 | 0% |
| 245 - Supplies & Materials | 126,545 | 126,545 | 0 | 0% |
| 250 - Repairs & Maintenance | 6,338 | 6,338 | 0 | 0% |
| 255 - Equipment Purchases | 37,452 | 37,452 | 0 | 0% |
| 265 - Telecommunications | 27,230 | 27,230 | 0 | 0% |
| 275 - Grants & Requisitions | 1,156,660 | 1,156,660 | 0 | 0% |
| 280 - Other Expenses | 2,142 | 2,142 | 0 | 0% |
| 281 - Interprogram | 0 | 17,900 | (17,900) | (100%) |
| Total 600 - Expense | 10,063,111 | 10,032,231 | 30,880 | 0% |
| Net Revenues/(Expenses) | (5,507,611) | (5,476,731) | (30,880) | 1% |
| Net Impact For Budget Purposes | (5,507,611) | (5,476,731) | (30,880) | 1% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|------------|
| Family & Community Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$3,122,472 | \$3,122,472 | \$0 | 0% |
| 130 - User Fees & Charges | 850,000 | 850,000 | 0 | 0% |
| 155 - Other Revenues | 583,028 | 583,028 | 0 | 0% |
| Total 500 - Revenue | 4,555,500 | 4,555,500 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 6,696,939 | 6,528,968 | 167,971 | 3% |
| 205 - Employee Benefits | 1,465,825 | 1,426,043 | 39,782 | 3% |
| 210 - Training & Development | 136,551 | 135,714 | 837 | 1% |
| 215 - Business Expenses | 86,059 | 86,059 | 0 | 0% |
| 220 - Advertising & Printing | 80,417 | 79,792 | 625 | 1% |
| 225 - Professional Services | 381,470 | 301,970 | 79,500 | 26% |
| 230 - Insurance | 330 | 330 | 0 | 0% |
| 235 - Rentals & Leases | 96,779 | 96,779 | 0 | 0% |
| 240 - Contracted Services | 51,089 | 51,089 | 0 | 0% |
| 245 - Supplies & Materials | 128,545 | 126,545 | 2,000 | 2% |
| 250 - Repairs & Maintenance | 6,338 | 6,338 | 0 | 0% |
| 255 - Equipment Purchases | 57,392 | 37,452 | 19,940 | 53% |
| 265 - Telecommunications | 27,230 | 27,230 | 0 | 0% |
| 275 - Grants & Requisitions | 1,181,660 | 1,156,660 | 25,000 | 2% |
| 280 - Other Expenses | 2,142 | 2,142 | 0 | 0% |
| 281 - Interprogram | 15,552 | 0 | 15,552 | 100% |
| Total 600 - Expense | 10,414,318 | 10,063,111 | 351,207 | 3% |
| Net Revenues/(Expenses) | (5,858,818) | (5,507,611) | (351,207) | 6% |
| Net Impact For Budget Purposes | (\$5,858,818) | (\$5,507,611) | (\$351,207) | 6% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|------------------|-------------|
| Family & Community Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$3,122,472 | \$3,122,472 | \$0 | 0% |
| 130 - User Fees & Charges | 850,000 | 850,000 | 0 | 0% |
| 155 - Other Revenues | 583,028 | 583,028 | 0 | 0% |
| Total 500 - Revenue | 4,555,500 | 4,555,500 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 6,758,789 | 6,696,939 | 61,850 | 1% |
| 205 - Employee Benefits | 1,483,891 | 1,465,825 | 18,066 | 1% |
| 210 - Training & Development | 136,990 | 136,551 | 439 | 0% |
| 215 - Business Expenses | 86,059 | 86,059 | 0 | 0% |
| 220 - Advertising & Printing | 81,073 | 80,417 | 656 | 1% |
| 225 - Professional Services | 171,970 | 381,470 | (209,500) | (55%) |
| 230 - Insurance | 330 | 330 | 0 | 0% |
| 235 - Rentals & Leases | 96,779 | 96,779 | 0 | 0% |
| 240 - Contracted Services | 51,089 | 51,089 | 0 | 0% |
| 245 - Supplies & Materials | 127,545 | 128,545 | (1,000) | (1%) |
| 250 - Repairs & Maintenance | 6,338 | 6,338 | 0 | 0% |
| 255 - Equipment Purchases | 47,422 | 57,392 | (9,970) | (17%) |
| 265 - Telecommunications | 27,230 | 27,230 | 0 | 0% |
| 275 - Grants & Requisitions | 1,206,660 | 1,181,660 | 25,000 | 2% |
| 280 - Other Expenses | 2,142 | 2,142 | 0 | 0% |
| 281 - Interprogram | 3,276 | 15,552 | (12,276) | (79%) |
| Total 600 - Expense | 10,287,583 | 10,414,318 | (126,735) | (1%) |
| Net Revenues/(Expenses) | (5,732,083) | (5,858,818) | 126,735 | (2%) |
| Net Impact For Budget Purposes | (\$5,732,083) | (\$5,858,818) | \$126,735 | (2%) |



2019 Multi-year Department Budget

RECREATION,
PARKS AND
CULTURE



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Recreation, Parks & Culture | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$90,882 | \$90,882 | \$90,882 | \$91,000 |
| 130 - User Fees & Charges | 20,120,055 | 20,346,762 | 20,667,892 | 20,771,381 |
| 155 - Other Revenues | 528,048 | 528,048 | 848,048 | 528,048 |
| Total 500 - Revenue | 20,738,985 | 20,965,692 | 21,606,822 | 21,390,429 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 25,638,598 | 25,843,834 | 25,950,763 | 25,920,112 |
| 205 - Employee Benefits | 4,205,758 | 4,251,157 | 4,279,829 | 4,301,863 |
| 210 - Training & Development | 226,882 | 231,413 | 232,777 | 233,651 |
| 215 - Business Expenses | 95,342 | 95,431 | 220,619 | 95,778 |
| 220 - Advertising & Printing | 472,224 | 473,289 | 484,056 | 475,755 |
| 225 - Professional Services | 30,340 | 30,340 | 30,340 | 30,340 |
| 235 - Rentals & Leases | 421,243 | 449,689 | 457,199 | 459,860 |
| 240 - Contracted Services | 6,209,480 | 6,238,897 | 6,416,691 | 6,375,975 |
| 245 - Supplies & Materials | 2,820,412 | 2,847,693 | 2,890,563 | 2,927,050 |
| 250 - Repairs & Maintenance | 823,987 | 840,357 | 853,487 | 865,862 |
| 255 - Equipment Purchases | 623,838 | 630,660 | 635,979 | 699,251 |
| 260 - Utilities | 4,279,121 | 4,417,545 | 4,534,975 | 4,656,459 |
| 265 - Telecommunications | 130,479 | 133,564 | 133,851 | 134,324 |
| 275 - Grants & Requisitions | 445,265 | 445,765 | 447,604 | 450,104 |
| 280 - Other Expenses | 287,845 | 288,972 | 292,372 | 294,982 |
| 281 - Interprogram | 57,525 | 35,056 | 24,441 | 22,348 |
| Total 600 - Expense | 46,768,339 | 47,253,662 | 47,885,546 | 47,943,714 |
| Net Revenues/(Expenses) | (26,029,354) | (26,287,970) | (26,278,724) | (26,553,285) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 807,270 | 555,620 | 501,000 | 574,100 |
| 415 - To Reserve | (1,597,101) | (1,697,100) | (1,802,100) | (1,817,100) |
| Total 700 - Non-Operating Items | (789,831) | (1,141,480) | (1,301,100) | (1,243,000) |
| Net Impact For Budget Purposes | (\$26,819,185) | (\$27,429,450) | (\$27,579,824) | (\$27,796,285) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|----------------------|-------------|
| Recreation, Parks & Culture | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$90,882 | \$100,441 | (\$9,559) | (10%) |
| 130 - User Fees & Charges | 20,120,055 | 20,217,829 | (97,774) | (0%) |
| 155 - Other Revenues | 528,048 | 420,548 | 107,500 | 26% |
| Total 500 - Revenue | 20,738,985 | 20,738,818 | 167 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 25,638,598 | 24,797,602 | 840,996 | 3% |
| 205 - Employee Benefits | 4,205,758 | 4,050,954 | 154,804 | 4% |
| 210 - Training & Development | 226,882 | 232,405 | (5,523) | (2%) |
| 215 - Business Expenses | 95,342 | 91,981 | 3,361 | 4% |
| 220 - Advertising & Printing | 472,224 | 486,470 | (14,246) | (3%) |
| 225 - Professional Services | 30,340 | 29,740 | 600 | 2% |
| 235 - Rentals & Leases | 421,243 | 370,235 | 51,008 | 14% |
| 240 - Contracted Services | 6,209,480 | 6,337,557 | (128,077) | (2%) |
| 245 - Supplies & Materials | 2,820,412 | 2,650,382 | 170,030 | 6% |
| 250 - Repairs & Maintenance | 823,987 | 759,710 | 64,277 | 8% |
| 255 - Equipment Purchases | 623,838 | 749,750 | (125,912) | (17%) |
| 260 - Utilities | 4,279,121 | 4,110,401 | 168,720 | 4% |
| 265 - Telecommunications | 130,479 | 129,657 | 822 | 1% |
| 275 - Grants & Requisitions | 445,265 | 225,302 | 219,963 | 98% |
| 280 - Other Expenses | 287,845 | 278,792 | 9,053 | 3% |
| 281 - Interprogram | 57,525 | 13,900 | 43,625 | 314% |
| Total 600 - Expense | 46,768,339 | 45,314,838 | 1,453,501 | 3% |
| Net Revenues/(Expenses) | (26,029,354) | (24,576,020) | (1,453,334) | 6% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 807,270 | 606,028 | 201,242 | 33% |
| 415 - To Reserve | (1,597,101) | (1,458,165) | (138,936) | 10% |
| Total 700 - Non-Operating Items | (789,831) | (852,137) | 62,306 | (7%) |
| Net Impact For Budget Purposes | (\$26,819,185) | (\$25,428,157) | (\$1,391,028) | 5% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|------------|
| Recreation, Parks & Culture | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$90,882 | \$90,882 | \$0 | 0% |
| 130 - User Fees & Charges | 20,346,762 | 20,120,055 | 226,707 | 1% |
| 155 - Other Revenues | 528,048 | 528,048 | 0 | 0% |
| Total 500 - Revenue | 20,965,692 | 20,738,985 | 226,707 | 1% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 25,843,834 | 25,638,598 | 205,236 | 1% |
| 205 - Employee Benefits | 4,251,157 | 4,205,758 | 45,399 | 1% |
| 210 - Training & Development | 231,413 | 226,882 | 4,531 | 2% |
| 215 - Business Expenses | 95,431 | 95,342 | 89 | 0% |
| 220 - Advertising & Printing | 473,289 | 472,224 | 1,065 | 0% |
| 225 - Professional Services | 30,340 | 30,340 | 0 | 0% |
| 235 - Rentals & Leases | 449,689 | 421,243 | 28,446 | 7% |
| 240 - Contracted Services | 6,238,897 | 6,209,480 | 29,417 | 0% |
| 245 - Supplies & Materials | 2,847,693 | 2,820,412 | 27,281 | 1% |
| 250 - Repairs & Maintenance | 840,357 | 823,987 | 16,370 | 2% |
| 255 - Equipment Purchases | 630,660 | 623,838 | 6,822 | 1% |
| 260 - Utilities | 4,417,545 | 4,279,121 | 138,424 | 3% |
| 265 - Telecommunications | 133,564 | 130,479 | 3,085 | 2% |
| 275 - Grants & Requisitions | 445,765 | 445,265 | 500 | 0% |
| 280 - Other Expenses | 288,972 | 287,845 | 1,127 | 0% |
| 281 - Interprogram | 35,056 | 57,525 | (22,469) | (39%) |
| Total 600 - Expense | 47,253,662 | 46,768,339 | 485,323 | 1% |
| Net Revenues/(Expenses) | (26,287,970) | (26,029,354) | (258,616) | 1% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 555,620 | 807,270 | (251,650) | (31%) |
| 415 - To Reserve | (1,697,100) | (1,597,101) | (99,999) | 6% |
| Total 700 - Non-Operating Items | (1,141,480) | (789,831) | (351,649) | 45% |
| Net Impact For Budget Purposes | (\$27,429,450) | (\$26,819,185) | (\$610,265) | 2% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|-------------|
| Recreation, Parks & Culture | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$90,882 | \$90,882 | \$0 | 0% |
| 130 - User Fees & Charges | 20,667,892 | 20,346,762 | 321,130 | 2% |
| 155 - Other Revenues | 848,048 | 528,048 | 320,000 | 61% |
| Total 500 - Revenue | 21,606,822 | 20,965,692 | 641,130 | 3% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 25,950,763 | 25,843,834 | 106,929 | 0% |
| 205 - Employee Benefits | 4,279,829 | 4,251,157 | 28,672 | 1% |
| 210 - Training & Development | 232,777 | 231,413 | 1,364 | 1% |
| 215 - Business Expenses | 220,619 | 95,431 | 125,188 | 131% |
| 220 - Advertising & Printing | 484,056 | 473,289 | 10,767 | 2% |
| 225 - Professional Services | 30,340 | 30,340 | 0 | 0% |
| 235 - Rentals & Leases | 457,199 | 449,689 | 7,510 | 2% |
| 240 - Contracted Services | 6,416,691 | 6,238,897 | 177,794 | 3% |
| 245 - Supplies & Materials | 2,890,563 | 2,847,693 | 42,870 | 2% |
| 250 - Repairs & Maintenance | 853,487 | 840,357 | 13,130 | 2% |
| 255 - Equipment Purchases | 635,979 | 630,660 | 5,319 | 1% |
| 260 - Utilities | 4,534,975 | 4,417,545 | 117,430 | 3% |
| 265 - Telecommunications | 133,851 | 133,564 | 287 | 0% |
| 275 - Grants & Requisitions | 447,604 | 445,765 | 1,839 | 0% |
| 280 - Other Expenses | 292,372 | 288,972 | 3,400 | 1% |
| 281 - Interprogram | 24,441 | 35,056 | (10,615) | (30%) |
| Total 600 - Expense | 47,885,546 | 47,253,662 | 631,884 | 1% |
| Net Revenues/(Expenses) | (26,278,724) | (26,287,970) | 9,246 | (0%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 501,000 | 555,620 | (54,620) | (10%) |
| 415 - To Reserve | (1,802,100) | (1,697,100) | (105,000) | 6% |
| Total 700 - Non-Operating Items | (1,301,100) | (1,141,480) | (159,620) | 14% |
| Net Impact For Budget Purposes | (\$27,579,824) | (\$27,429,450) | (\$150,374) | 1% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|-------------|
| Recreation, Parks & Culture | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$91,000 | \$90,882 | \$118 | 0% |
| 130 - User Fees & Charges | 20,771,381 | 20,667,892 | 103,489 | 1% |
| 155 - Other Revenues | 528,048 | 848,048 | (320,000) | (38%) |
| Total 500 - Revenue | 21,390,429 | 21,606,822 | (216,393) | (1%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 25,920,112 | 25,950,763 | (30,651) | (0%) |
| 205 - Employee Benefits | 4,301,863 | 4,279,829 | 22,034 | 1% |
| 210 - Training & Development | 233,651 | 232,777 | 874 | 0% |
| 215 - Business Expenses | 95,778 | 220,619 | (124,841) | (57%) |
| 220 - Advertising & Printing | 475,755 | 484,056 | (8,301) | (2%) |
| 225 - Professional Services | 30,340 | 30,340 | 0 | 0% |
| 235 - Rentals & Leases | 459,860 | 457,199 | 2,661 | 1% |
| 240 - Contracted Services | 6,375,975 | 6,416,691 | (40,716) | (1%) |
| 245 - Supplies & Materials | 2,927,050 | 2,890,563 | 36,487 | 1% |
| 250 - Repairs & Maintenance | 865,862 | 853,487 | 12,375 | 1% |
| 255 - Equipment Purchases | 699,251 | 635,979 | 63,272 | 10% |
| 260 - Utilities | 4,656,459 | 4,534,975 | 121,484 | 3% |
| 265 - Telecommunications | 134,324 | 133,851 | 473 | 0% |
| 275 - Grants & Requisitions | 450,104 | 447,604 | 2,500 | 1% |
| 280 - Other Expenses | 294,982 | 292,372 | 2,610 | 1% |
| 281 - Interprogram | 22,348 | 24,441 | (2,093) | (9%) |
| Total 600 - Expense | 47,943,714 | 47,885,546 | 58,168 | 0% |
| Net Revenues/(Expenses) | (26,553,285) | (26,278,724) | (274,561) | 1% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 574,100 | 501,000 | 73,100 | 15% |
| 415 - To Reserve | (1,817,100) | (1,802,100) | (15,000) | 1% |
| Total 700 - Non-Operating Items | (1,243,000) | (1,301,100) | 58,100 | (4%) |
| Net Impact For Budget Purposes | (\$27,796,285) | (\$27,579,824) | (\$216,461) | 1% |



2019 Multi-year Department Budget

RCMP AND ENFORCEMENT SERVICES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| RCMP & Enforcement Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$1,479,888 | \$1,479,888 | \$1,479,888 | \$1,479,888 |
| 130 - User Fees & Charges | 1,059,871 | 1,060,271 | 1,060,271 | 1,060,671 |
| 145 - Penalties and Fines | 4,943,251 | 4,943,251 | 4,943,251 | 4,943,251 |
| 155 - Other Revenues | 75,000 | 75,000 | 75,000 | 75,000 |
| Total 500 - Revenue | 7,558,010 | 7,558,410 | 7,558,410 | 7,558,810 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 9,002,003 | 9,190,392 | 9,213,696 | 9,213,681 |
| 205 - Employee Benefits | 1,929,963 | 1,960,496 | 1,972,623 | 1,983,277 |
| 210 - Training & Development | 97,981 | 97,981 | 93,266 | 93,266 |
| 215 - Business Expenses | 50,040 | 50,090 | 49,450 | 49,450 |
| 220 - Advertising & Printing | 107,005 | 107,976 | 108,995 | 110,063 |
| 225 - Professional Services | 3,000 | 3,000 | 3,000 | 3,000 |
| 235 - Rentals & Leases | 250 | 250 | 250 | 250 |
| 240 - Contracted Services | 13,049,188 | 13,463,929 | 14,011,957 | 14,417,356 |
| 245 - Supplies & Materials | 184,918 | 186,418 | 182,918 | 182,918 |
| 250 - Repairs & Maintenance | 42,917 | 42,917 | 42,917 | 42,917 |
| 255 - Equipment Purchases | 204,612 | 204,612 | 204,612 | 204,612 |
| 260 - Utilities | 186,942 | 190,881 | 194,932 | 199,095 |
| 265 - Telecommunications | 38,370 | 39,000 | 39,000 | 39,000 |
| 275 - Grants & Requisitions | 55,800 | 55,800 | 55,800 | 55,800 |
| 280 - Other Expenses | 82,967 | 84,900 | 86,890 | 88,941 |
| 281 - Interprogram | 48,805 | 5,328 | 6,292 | 6,292 |
| Total 600 - Expense | 25,084,761 | 25,683,970 | 26,266,598 | 26,689,918 |
| Net Revenues/(Expenses) | (17,526,751) | (18,125,560) | (18,708,188) | (19,131,108) |
| Net Impact For Budget Purposes | (\$17,526,751) | (\$18,125,560) | (\$18,708,188) | (\$19,131,108) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|------------------|-------------|
| RCMP & Enforcement Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$1,479,888 | \$1,300,512 | \$179,376 | 14% |
| 130 - User Fees & Charges | 1,059,871 | 1,058,796 | 1,075 | 0% |
| 145 - Penalties and Fines | 4,943,251 | 4,669,238 | 274,013 | 6% |
| 155 - Other Revenues | 75,000 | 35,000 | 40,000 | 114% |
| Total 500 - Revenue | 7,558,010 | 7,063,546 | 494,464 | 7% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 9,002,003 | 8,792,105 | 209,898 | 2% |
| 205 - Employee Benefits | 1,929,963 | 1,888,402 | 41,561 | 2% |
| 210 - Training & Development | 97,981 | 81,201 | 16,780 | 21% |
| 215 - Business Expenses | 50,040 | 22,857 | 27,183 | 119% |
| 220 - Advertising & Printing | 107,005 | 68,945 | 38,060 | 55% |
| 225 - Professional Services | 3,000 | 3,000 | 0 | 0% |
| 235 - Rentals & Leases | 250 | 250 | 0 | 0% |
| 240 - Contracted Services | 13,049,188 | 13,583,119 | (533,931) | (4%) |
| 245 - Supplies & Materials | 184,918 | 156,419 | 28,499 | 18% |
| 250 - Repairs & Maintenance | 42,917 | 36,609 | 6,308 | 17% |
| 255 - Equipment Purchases | 204,612 | 199,612 | 5,000 | 3% |
| 260 - Utilities | 186,942 | 201,938 | (14,996) | (7%) |
| 265 - Telecommunications | 38,370 | 42,993 | (4,623) | (11%) |
| 275 - Grants & Requisitions | 55,800 | 59,650 | (3,850) | (6%) |
| 280 - Other Expenses | 82,967 | 64,900 | 18,067 | 28% |
| 281 - Interprogram | 48,805 | (2,800) | 51,605 | (1,843%) |
| Total 600 - Expense | 25,084,761 | 25,199,200 | (114,439) | (0%) |
| Net Revenues/(Expenses) | (17,526,751) | (18,135,654) | 608,903 | (3%) |
| Net Impact For Budget Purposes | (\$17,526,751) | (\$18,135,654) | \$608,903 | (3%) |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|------------|
| RCMP & Enforcement Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$1,479,888 | \$1,479,888 | \$0 | 0% |
| 130 - User Fees & Charges | 1,060,271 | 1,059,871 | 400 | 0% |
| 145 - Penalties and Fines | 4,943,251 | 4,943,251 | 0 | 0% |
| 155 - Other Revenues | 75,000 | 75,000 | 0 | 0% |
| Total 500 - Revenue | 7,558,410 | 7,558,010 | 400 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 9,190,392 | 9,002,003 | 188,389 | 2% |
| 205 - Employee Benefits | 1,960,496 | 1,929,963 | 30,533 | 2% |
| 210 - Training & Development | 97,981 | 97,981 | 0 | 0% |
| 215 - Business Expenses | 50,090 | 50,040 | 50 | 0% |
| 220 - Advertising & Printing | 107,976 | 107,005 | 971 | 1% |
| 225 - Professional Services | 3,000 | 3,000 | 0 | 0% |
| 235 - Rentals & Leases | 250 | 250 | 0 | 0% |
| 240 - Contracted Services | 13,463,929 | 13,049,188 | 414,741 | 3% |
| 245 - Supplies & Materials | 186,418 | 184,918 | 1,500 | 1% |
| 250 - Repairs & Maintenance | 42,917 | 42,917 | 0 | 0% |
| 255 - Equipment Purchases | 204,612 | 204,612 | 0 | 0% |
| 260 - Utilities | 190,881 | 186,942 | 3,939 | 2% |
| 265 - Telecommunications | 39,000 | 38,370 | 630 | 2% |
| 275 - Grants & Requisitions | 55,800 | 55,800 | 0 | 0% |
| 280 - Other Expenses | 84,900 | 82,967 | 1,933 | 2% |
| 281 - Interprogram | 5,328 | 48,805 | (43,477) | (89%) |
| Total 600 - Expense | 25,683,970 | 25,084,761 | 599,209 | 2% |
| Net Revenues/(Expenses) | (18,125,560) | (17,526,751) | (598,809) | 3% |
| Net Impact For Budget Purposes | (\$18,125,560) | (\$17,526,751) | (\$598,809) | 3% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|------------|
| RCMP & Enforcement Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$1,479,888 | \$1,479,888 | \$0 | 0% |
| 130 - User Fees & Charges | 1,060,271 | 1,060,271 | 0 | 0% |
| 145 - Penalties and Fines | 4,943,251 | 4,943,251 | 0 | 0% |
| 155 - Other Revenues | 75,000 | 75,000 | 0 | 0% |
| Total 500 - Revenue | 7,558,410 | 7,558,410 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 9,213,696 | 9,190,392 | 23,304 | 0% |
| 205 - Employee Benefits | 1,972,623 | 1,960,496 | 12,127 | 1% |
| 210 - Training & Development | 93,266 | 97,981 | (4,715) | (5%) |
| 215 - Business Expenses | 49,450 | 50,090 | (640) | (1%) |
| 220 - Advertising & Printing | 108,995 | 107,976 | 1,019 | 1% |
| 225 - Professional Services | 3,000 | 3,000 | 0 | 0% |
| 235 - Rentals & Leases | 250 | 250 | 0 | 0% |
| 240 - Contracted Services | 14,011,957 | 13,463,929 | 548,028 | 4% |
| 245 - Supplies & Materials | 182,918 | 186,418 | (3,500) | (2%) |
| 250 - Repairs & Maintenance | 42,917 | 42,917 | 0 | 0% |
| 255 - Equipment Purchases | 204,612 | 204,612 | 0 | 0% |
| 260 - Utilities | 194,932 | 190,881 | 4,051 | 2% |
| 265 - Telecommunications | 39,000 | 39,000 | 0 | 0% |
| 275 - Grants & Requisitions | 55,800 | 55,800 | 0 | 0% |
| 280 - Other Expenses | 86,890 | 84,900 | 1,990 | 2% |
| 281 - Interprogram | 6,292 | 5,328 | 964 | 18% |
| Total 600 - Expense | 26,266,598 | 25,683,970 | 582,628 | 2% |
| Net Revenues/(Expenses) | (18,708,188) | (18,125,560) | (582,628) | 3% |
| Net Impact For Budget Purposes | (\$18,708,188) | (\$18,125,560) | (\$582,628) | 3% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|------------|
| RCMP & Enforcement Services | | | | |
| 500 - Revenue | | | | |
| 120 - Government Grants | \$1,479,888 | \$1,479,888 | \$0 | 0% |
| 130 - User Fees & Charges | 1,060,671 | 1,060,271 | 400 | 0% |
| 145 - Penalties and Fines | 4,943,251 | 4,943,251 | 0 | 0% |
| 155 - Other Revenues | 75,000 | 75,000 | 0 | 0% |
| Total 500 - Revenue | 7,558,810 | 7,558,410 | 400 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 9,213,681 | 9,213,696 | (15) | (0%) |
| 205 - Employee Benefits | 1,983,277 | 1,972,623 | 10,654 | 1% |
| 210 - Training & Development | 93,266 | 93,266 | 0 | 0% |
| 215 - Business Expenses | 49,450 | 49,450 | 0 | 0% |
| 220 - Advertising & Printing | 110,063 | 108,995 | 1,068 | 1% |
| 225 - Professional Services | 3,000 | 3,000 | 0 | 0% |
| 235 - Rentals & Leases | 250 | 250 | 0 | 0% |
| 240 - Contracted Services | 14,417,356 | 14,011,957 | 405,399 | 3% |
| 245 - Supplies & Materials | 182,918 | 182,918 | 0 | 0% |
| 250 - Repairs & Maintenance | 42,917 | 42,917 | 0 | 0% |
| 255 - Equipment Purchases | 204,612 | 204,612 | 0 | 0% |
| 260 - Utilities | 199,095 | 194,932 | 4,163 | 2% |
| 265 - Telecommunications | 39,000 | 39,000 | 0 | 0% |
| 275 - Grants & Requisitions | 55,800 | 55,800 | 0 | 0% |
| 280 - Other Expenses | 88,941 | 86,890 | 2,051 | 2% |
| 281 - Interprogram | 6,292 | 6,292 | 0 | 0% |
| Total 600 - Expense | 26,689,918 | 26,266,598 | 423,320 | 2% |
| Net Revenues/(Expenses) | (19,131,108) | (18,708,188) | (422,920) | 2% |
| Net Impact For Budget Purposes | (\$19,131,108) | (\$18,708,188) | (\$422,920) | 2% |



2019 Multi-year Department Budget

STRATHCONA
COUNTY
TRANSIT



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|------------------------------|---|---|---|
| Strathcona County Transit | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$4,923,162 | \$4,845,374 | \$4,741,115 | \$4,747,114 |
| Total 500 - Revenue | <u>4,923,162</u> | <u>4,845,374</u> | <u>4,741,115</u> | <u>4,747,114</u> |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 10,562,055 | 10,729,458 | 10,799,355 | 10,849,376 |
| 205 - Employee Benefits | 2,088,596 | 2,100,064 | 2,111,596 | 2,122,496 |
| 210 - Training & Development | 125,325 | 127,757 | 131,409 | 133,580 |
| 215 - Business Expenses | 58,462 | 58,692 | 58,624 | 58,655 |
| 220 - Advertising & Printing | 151,310 | 154,220 | 159,015 | 117,863 |
| 225 - Professional Services | 146,000 | 146,100 | 146,200 | 146,300 |
| 235 - Rentals & Leases | 12,500 | 12,750 | 13,000 | 13,250 |
| 240 - Contracted Services | 140,208 | 141,344 | 142,795 | 130,586 |
| 245 - Supplies & Materials | 435,500 | 566,540 | 668,943 | 671,353 |
| 250 - Repairs & Maintenance | 141,350 | 142,516 | 143,694 | 144,883 |
| 255 - Equipment Purchases | 24,750 | 24,270 | 24,040 | 23,810 |
| 260 - Utilities | 432,182 | 443,428 | 454,908 | 466,723 |
| 265 - Telecommunications | 84,140 | 99,140 | 99,140 | 99,140 |
| 280 - Other Expenses | 21,000 | 35,000 | 50,000 | 50,000 |
| 281 - Interprogram | 6,131,547 | 6,255,023 | 6,422,031 | 6,532,708 |
| Total 600 - Expense | <u>20,554,925</u> | <u>21,036,302</u> | <u>21,424,750</u> | <u>21,560,723</u> |
| Net Revenues/(Expenses) | <u>(15,631,763)</u> | <u>(16,190,928)</u> | <u>(16,683,635)</u> | <u>(16,813,609)</u> |
| 700 - Non-Operating Items | | | | |
| 415 - To Reserve | (2,645,843) | (2,645,843) | (2,663,843) | (2,681,843) |
| Total 700 - Non-Operating Items | <u>(2,645,843)</u> | <u>(2,645,843)</u> | <u>(2,663,843)</u> | <u>(2,681,843)</u> |
| Net Impact For Budget Purposes | <u>(\$18,277,606)</u> | <u>(\$18,836,771)</u> | <u>(\$19,347,478)</u> | <u>(\$19,495,452)</u> |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|--------------------|------------|
| Strathcona County Transit | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$4,923,162 | \$4,818,550 | \$104,612 | 2% |
| Total 500 - Revenue | 4,923,162 | 4,818,550 | 104,612 | 2% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 10,562,055 | 10,280,139 | 281,916 | 3% |
| 205 - Employee Benefits | 2,088,596 | 2,166,678 | (78,082) | (4%) |
| 210 - Training & Development | 125,325 | 97,725 | 27,600 | 28% |
| 215 - Business Expenses | 58,462 | 57,805 | 657 | 1% |
| 220 - Advertising & Printing | 151,310 | 163,744 | (12,434) | (8%) |
| 225 - Professional Services | 146,000 | 140,000 | 6,000 | 4% |
| 235 - Rentals & Leases | 12,500 | 134,086 | (121,586) | (91%) |
| 240 - Contracted Services | 140,208 | 129,544 | 10,664 | 8% |
| 245 - Supplies & Materials | 435,500 | 382,652 | 52,848 | 14% |
| 250 - Repairs & Maintenance | 141,350 | 135,350 | 6,000 | 4% |
| 255 - Equipment Purchases | 24,750 | 38,650 | (13,900) | (36%) |
| 260 - Utilities | 432,182 | 415,988 | 16,194 | 4% |
| 265 - Telecommunications | 84,140 | 63,674 | 20,466 | 32% |
| 280 - Other Expenses | 21,000 | 21,397 | (397) | (2%) |
| 281 - Interprogram | 6,131,547 | 5,718,180 | 413,367 | 7% |
| Total 600 - Expense | 20,554,925 | 19,945,612 | 609,313 | 3% |
| Net Revenues/(Expenses) | (15,631,763) | (15,127,062) | (504,701) | 3% |
| 700 - Non-Operating Items | | | | |
| 415 - To Reserve | (2,645,843) | (2,645,843) | 0 | 0% |
| Total 700 - Non-Operating Items | (2,645,843) | (2,645,843) | 0 | 0% |
| Net Impact For Budget Purposes | (\$18,277,606) | (\$17,772,905) | (\$504,701) | 3% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|-------------|
| Strathcona County Transit | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$4,845,374 | \$4,923,162 | (\$77,788) | (2%) |
| Total 500 - Revenue | 4,845,374 | 4,923,162 | (77,788) | (2%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 10,729,458 | 10,562,055 | 167,403 | 2% |
| 205 - Employee Benefits | 2,100,064 | 2,088,596 | 11,468 | 1% |
| 210 - Training & Development | 127,757 | 125,325 | 2,432 | 2% |
| 215 - Business Expenses | 58,692 | 58,462 | 230 | 0% |
| 220 - Advertising & Printing | 154,220 | 151,310 | 2,910 | 2% |
| 225 - Professional Services | 146,100 | 146,000 | 100 | 0% |
| 235 - Rentals & Leases | 12,750 | 12,500 | 250 | 2% |
| 240 - Contracted Services | 141,344 | 140,208 | 1,136 | 1% |
| 245 - Supplies & Materials | 566,540 | 435,500 | 131,040 | 30% |
| 250 - Repairs & Maintenance | 142,516 | 141,350 | 1,166 | 1% |
| 255 - Equipment Purchases | 24,270 | 24,750 | (480) | (2%) |
| 260 - Utilities | 443,428 | 432,182 | 11,246 | 3% |
| 265 - Telecommunications | 99,140 | 84,140 | 15,000 | 18% |
| 280 - Other Expenses | 35,000 | 21,000 | 14,000 | 67% |
| 281 - Interprogram | 6,255,023 | 6,131,547 | 123,476 | 2% |
| Total 600 - Expense | 21,036,302 | 20,554,925 | 481,377 | 2% |
| Net Revenues/(Expenses) | (16,190,928) | (15,631,763) | (559,165) | 4% |
| 700 - Non-Operating Items | | | | |
| 415 - To Reserve | (2,645,843) | (2,645,843) | 0 | 0% |
| Total 700 - Non-Operating Items | (2,645,843) | (2,645,843) | 0 | 0% |
| Net Impact For Budget Purposes | (\$18,836,771) | (\$18,277,606) | (\$559,165) | 3% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|-------------|
| Strathcona County Transit | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$4,741,115 | \$4,845,374 | (\$104,259) | (2%) |
| Total 500 - Revenue | 4,741,115 | 4,845,374 | (104,259) | (2%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 10,799,355 | 10,729,458 | 69,897 | 1% |
| 205 - Employee Benefits | 2,111,596 | 2,100,064 | 11,532 | 1% |
| 210 - Training & Development | 131,409 | 127,757 | 3,652 | 3% |
| 215 - Business Expenses | 58,624 | 58,692 | (68) | (0%) |
| 220 - Advertising & Printing | 159,015 | 154,220 | 4,795 | 3% |
| 225 - Professional Services | 146,200 | 146,100 | 100 | 0% |
| 235 - Rentals & Leases | 13,000 | 12,750 | 250 | 2% |
| 240 - Contracted Services | 142,795 | 141,344 | 1,451 | 1% |
| 245 - Supplies & Materials | 668,943 | 566,540 | 102,403 | 18% |
| 250 - Repairs & Maintenance | 143,694 | 142,516 | 1,178 | 1% |
| 255 - Equipment Purchases | 24,040 | 24,270 | (230) | (1%) |
| 260 - Utilities | 454,908 | 443,428 | 11,480 | 3% |
| 265 - Telecommunications | 99,140 | 99,140 | 0 | 0% |
| 280 - Other Expenses | 50,000 | 35,000 | 15,000 | 43% |
| 281 - Interprogram | 6,422,031 | 6,255,023 | 167,008 | 3% |
| Total 600 - Expense | 21,424,750 | 21,036,302 | 388,448 | 2% |
| Net Revenues/(Expenses) | (16,683,635) | (16,190,928) | (492,707) | 3% |
| 700 - Non-Operating Items | | | | |
| 415 - To Reserve | (2,663,843) | (2,645,843) | (18,000) | 1% |
| Total 700 - Non-Operating Items | (2,663,843) | (2,645,843) | (18,000) | 1% |
| Net Impact For Budget Purposes | (\$19,347,478) | (\$18,836,771) | (\$510,707) | 3% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|------------|
| Strathcona County Transit | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$4,747,114 | \$4,741,115 | \$5,999 | 0% |
| Total 500 - Revenue | 4,747,114 | 4,741,115 | 5,999 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 10,849,376 | 10,799,355 | 50,021 | 0% |
| 205 - Employee Benefits | 2,122,496 | 2,111,596 | 10,900 | 1% |
| 210 - Training & Development | 133,580 | 131,409 | 2,171 | 2% |
| 215 - Business Expenses | 58,655 | 58,624 | 31 | 0% |
| 220 - Advertising & Printing | 117,863 | 159,015 | (41,152) | (26%) |
| 225 - Professional Services | 146,300 | 146,200 | 100 | 0% |
| 235 - Rentals & Leases | 13,250 | 13,000 | 250 | 2% |
| 240 - Contracted Services | 130,586 | 142,795 | (12,209) | (9%) |
| 245 - Supplies & Materials | 671,353 | 668,943 | 2,410 | 0% |
| 250 - Repairs & Maintenance | 144,883 | 143,694 | 1,189 | 1% |
| 255 - Equipment Purchases | 23,810 | 24,040 | (230) | (1%) |
| 260 - Utilities | 466,723 | 454,908 | 11,815 | 3% |
| 265 - Telecommunications | 99,140 | 99,140 | 0 | 0% |
| 280 - Other Expenses | 50,000 | 50,000 | 0 | 0% |
| 281 - Interprogram | 6,532,708 | 6,422,031 | 110,677 | 2% |
| Total 600 - Expense | 21,560,723 | 21,424,750 | 135,973 | 1% |
| Net Revenues/(Expenses) | (16,813,609) | (16,683,635) | (129,974) | 1% |
| 700 - Non-Operating Items | | | | |
| 415 - To Reserve | (2,681,843) | (2,663,843) | (18,000) | 1% |
| Total 700 - Non-Operating Items | (2,681,843) | (2,663,843) | (18,000) | 1% |
| Net Impact For Budget Purposes | (\$19,495,452) | (\$19,347,478) | (\$147,974) | 1% |



2019 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.

Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Corporate Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$667,441 | \$669,446 | \$980,226 | \$673,046 |
| 155 - Other Revenues | 68,910 | 68,910 | 68,910 | 68,910 |
| Total 500 - Revenue | 736,351 | 738,356 | 1,049,136 | 741,956 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 22,002,448 | 22,572,955 | 22,916,409 | 22,649,152 |
| 205 - Employee Benefits | 4,810,863 | 4,877,808 | 4,974,186 | 4,931,493 |
| 210 - Training & Development | 611,780 | 623,646 | 634,574 | 637,864 |
| 215 - Business Expenses | 175,357 | 189,784 | 181,734 | 191,108 |
| 220 - Advertising & Printing | 282,223 | 349,405 | 347,357 | 354,182 |
| 225 - Professional Services | 1,542,624 | 1,548,124 | 1,240,224 | 1,160,224 |
| 235 - Rentals & Leases | 662,243 | 764,743 | 800,293 | 769,894 |
| 240 - Contracted Services | 6,995,815 | 6,971,466 | 7,569,598 | 7,042,637 |
| 245 - Supplies & Materials | 9,871,165 | 10,273,201 | 10,705,341 | 10,728,994 |
| 250 - Repairs & Maintenance | 3,505,263 | 3,549,550 | 3,563,957 | 3,623,419 |
| 255 - Equipment Purchases | 349,828 | 345,667 | 318,067 | 316,683 |
| 260 - Utilities | 1,238,028 | 1,269,640 | 1,398,457 | 1,458,689 |
| 265 - Telecommunications | 411,782 | 410,751 | 415,116 | 410,960 |
| 275 - Grants & Requisitions | 82,000 | 82,000 | 82,000 | 82,000 |
| 280 - Other Expenses | 141,377 | 142,077 | 142,791 | 143,520 |
| 281 - Interprogram | (8,178,407) | (8,249,078) | (8,379,155) | (8,413,760) |
| Total 600 - Expense | 44,504,389 | 45,721,739 | 46,910,949 | 46,087,059 |
| Net Revenues/(Expenses) | (43,768,038) | (44,983,383) | (45,861,813) | (45,345,103) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 3,371,611 | 3,164,728 | 3,357,836 | 2,908,701 |
| 415 - To Reserve | (8,762,992) | (9,025,238) | (8,869,638) | (9,319,638) |
| Total 700 - Non-Operating Items | (5,391,381) | (5,860,510) | (5,511,802) | (6,410,937) |
| Net Impact For Budget Purposes | (\$49,159,419) | (\$50,843,893) | (\$51,373,615) | (\$51,756,040) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|----------------------|--------------|
| Corporate Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$667,441 | \$644,061 | \$23,380 | 4% |
| 155 - Other Revenues | 68,910 | 76,410 | (7,500) | (10%) |
| Total 500 - Revenue | 736,351 | 720,471 | 15,880 | 2% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 22,002,448 | 19,640,548 | 2,361,900 | 12% |
| 205 - Employee Benefits | 4,810,863 | 4,615,697 | 195,166 | 4% |
| 210 - Training & Development | 611,780 | 545,317 | 66,463 | 12% |
| 215 - Business Expenses | 175,357 | 112,666 | 62,691 | 56% |
| 220 - Advertising & Printing | 282,223 | 364,115 | (81,892) | (22%) |
| 225 - Professional Services | 1,542,624 | 1,263,716 | 278,908 | 22% |
| 235 - Rentals & Leases | 662,243 | 642,077 | 20,166 | 3% |
| 240 - Contracted Services | 6,995,815 | 5,634,338 | 1,361,477 | 24% |
| 245 - Supplies & Materials | 9,871,165 | 7,838,039 | 2,033,126 | 26% |
| 250 - Repairs & Maintenance | 3,505,263 | 3,710,037 | (204,774) | (6%) |
| 255 - Equipment Purchases | 349,828 | 371,393 | (21,565) | (6%) |
| 260 - Utilities | 1,238,028 | 1,118,347 | 119,681 | 11% |
| 265 - Telecommunications | 411,782 | 408,643 | 3,139 | 1% |
| 275 - Grants & Requisitions | 82,000 | 82,000 | 0 | 0% |
| 280 - Other Expenses | 141,377 | 131,377 | 10,000 | 8% |
| 281 - Interprogram | (8,178,407) | (7,104,279) | (1,074,128) | 15% |
| Total 600 - Expense | 44,504,389 | 39,374,031 | 5,130,358 | 13% |
| Net Revenues/(Expenses) | (43,768,038) | (38,653,560) | (5,114,478) | 13% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 3,371,611 | 3,191,701 | 179,910 | 6% |
| 415 - To Reserve | (8,762,992) | (9,966,595) | 1,203,603 | (12%) |
| Total 700 - Non-Operating Items | (5,391,381) | (6,774,894) | 1,383,513 | (20%) |
| Net Impact For Budget Purposes | (\$49,159,419) | (\$45,428,454) | (\$3,730,965) | 8% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|----------------------|------------|
| Corporate Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$669,446 | \$667,441 | \$2,005 | 0% |
| 155 - Other Revenues | 68,910 | 68,910 | 0 | 0% |
| Total 500 - Revenue | 738,356 | 736,351 | 2,005 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 22,572,955 | 22,002,448 | 570,507 | 3% |
| 205 - Employee Benefits | 4,877,808 | 4,810,863 | 66,945 | 1% |
| 210 - Training & Development | 623,646 | 611,780 | 11,866 | 2% |
| 215 - Business Expenses | 189,784 | 175,357 | 14,427 | 8% |
| 220 - Advertising & Printing | 349,405 | 282,223 | 67,182 | 24% |
| 225 - Professional Services | 1,548,124 | 1,542,624 | 5,500 | 0% |
| 235 - Rentals & Leases | 764,743 | 662,243 | 102,500 | 15% |
| 240 - Contracted Services | 6,971,466 | 6,995,815 | (24,349) | (0%) |
| 245 - Supplies & Materials | 10,273,201 | 9,871,165 | 402,036 | 4% |
| 250 - Repairs & Maintenance | 3,549,550 | 3,505,263 | 44,287 | 1% |
| 255 - Equipment Purchases | 345,667 | 349,828 | (4,161) | (1%) |
| 260 - Utilities | 1,269,640 | 1,238,028 | 31,612 | 3% |
| 265 - Telecommunications | 410,751 | 411,782 | (1,031) | (0%) |
| 275 - Grants & Requisitions | 82,000 | 82,000 | 0 | 0% |
| 280 - Other Expenses | 142,077 | 141,377 | 700 | 0% |
| 281 - Interprogram | (8,249,078) | (8,178,407) | (70,671) | 1% |
| Total 600 - Expense | 45,721,739 | 44,504,389 | 1,217,350 | 3% |
| Net Revenues/(Expenses) | (44,983,383) | (43,768,038) | (1,215,345) | 3% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 3,164,728 | 3,371,611 | (206,883) | (6%) |
| 415 - To Reserve | (9,025,238) | (8,762,992) | (262,246) | 3% |
| Total 700 - Non-Operating Items | (5,860,510) | (5,391,381) | (469,129) | 9% |
| Net Impact For Budget Purposes | (\$50,843,893) | (\$49,159,419) | (\$1,684,474) | 3% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|-------------|
| Corporate Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$980,226 | \$669,446 | \$310,780 | 46% |
| 155 - Other Revenues | 68,910 | 68,910 | 0 | 0% |
| Total 500 - Revenue | 1,049,136 | 738,356 | 310,780 | 42% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 22,916,409 | 22,572,955 | 343,454 | 2% |
| 205 - Employee Benefits | 4,974,186 | 4,877,808 | 96,378 | 2% |
| 210 - Training & Development | 634,574 | 623,646 | 10,928 | 2% |
| 215 - Business Expenses | 181,734 | 189,784 | (8,050) | (4%) |
| 220 - Advertising & Printing | 347,357 | 349,405 | (2,048) | (1%) |
| 225 - Professional Services | 1,240,224 | 1,548,124 | (307,900) | (20%) |
| 235 - Rentals & Leases | 800,293 | 764,743 | 35,550 | 5% |
| 240 - Contracted Services | 7,569,598 | 6,971,466 | 598,132 | 9% |
| 245 - Supplies & Materials | 10,705,341 | 10,273,201 | 432,140 | 4% |
| 250 - Repairs & Maintenance | 3,563,957 | 3,549,550 | 14,407 | 0% |
| 255 - Equipment Purchases | 318,067 | 345,667 | (27,600) | (8%) |
| 260 - Utilities | 1,398,457 | 1,269,640 | 128,817 | 10% |
| 265 - Telecommunications | 415,116 | 410,751 | 4,365 | 1% |
| 275 - Grants & Requisitions | 82,000 | 82,000 | 0 | 0% |
| 280 - Other Expenses | 142,791 | 142,077 | 714 | 1% |
| 281 - Interprogram | (8,379,155) | (8,249,078) | (130,077) | 2% |
| Total 600 - Expense | 46,910,949 | 45,721,739 | 1,189,210 | 3% |
| Net Revenues/(Expenses) | (45,861,813) | (44,983,383) | (878,430) | 2% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 3,357,836 | 3,164,728 | 193,108 | 6% |
| 415 - To Reserve | (8,869,638) | (9,025,238) | 155,600 | (2%) |
| Total 700 - Non-Operating Items | (5,511,802) | (5,860,510) | 348,708 | (6%) |
| Net Impact For Budget Purposes | (\$51,373,615) | (\$50,843,893) | (\$529,722) | 1% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|--------------|
| Corporate Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$673,046 | \$980,226 | (\$307,180) | (31%) |
| 155 - Other Revenues | 68,910 | 68,910 | 0 | 0% |
| Total 500 - Revenue | 741,956 | 1,049,136 | (307,180) | (29%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 22,649,152 | 22,916,409 | (267,257) | (1%) |
| 205 - Employee Benefits | 4,931,493 | 4,974,186 | (42,693) | (1%) |
| 210 - Training & Development | 637,864 | 634,574 | 3,290 | 1% |
| 215 - Business Expenses | 191,108 | 181,734 | 9,374 | 5% |
| 220 - Advertising & Printing | 354,182 | 347,357 | 6,825 | 2% |
| 225 - Professional Services | 1,160,224 | 1,240,224 | (80,000) | (6%) |
| 235 - Rentals & Leases | 769,894 | 800,293 | (30,399) | (4%) |
| 240 - Contracted Services | 7,042,637 | 7,569,598 | (526,961) | (7%) |
| 245 - Supplies & Materials | 10,728,994 | 10,705,341 | 23,653 | 0% |
| 250 - Repairs & Maintenance | 3,623,419 | 3,563,957 | 59,462 | 2% |
| 255 - Equipment Purchases | 316,683 | 318,067 | (1,384) | (0%) |
| 260 - Utilities | 1,458,689 | 1,398,457 | 60,232 | 4% |
| 265 - Telecommunications | 410,960 | 415,116 | (4,156) | (1%) |
| 275 - Grants & Requisitions | 82,000 | 82,000 | 0 | 0% |
| 280 - Other Expenses | 143,520 | 142,791 | 729 | 1% |
| 281 - Interprogram | (8,413,760) | (8,379,155) | (34,605) | 0% |
| Total 600 - Expense | 46,087,059 | 46,910,949 | (823,890) | (2%) |
| Net Revenues/(Expenses) | (45,345,103) | (45,861,813) | 516,710 | (1%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 2,908,701 | 3,357,836 | (449,135) | (13%) |
| 415 - To Reserve | (9,319,638) | (8,869,638) | (450,000) | 5% |
| Total 700 - Non-Operating Items | (6,410,937) | (5,511,802) | (899,135) | 16% |
| Net Impact For Budget Purposes | (\$51,756,040) | (\$51,373,615) | (\$382,425) | 1% |



2019 Multi-year Department Budget

FACILITY SERVICES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Facility Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$662,441 | \$664,446 | \$666,196 | \$668,046 |
| Total 500 - Revenue | <u>662,441</u> | <u>664,446</u> | <u>666,196</u> | <u>668,046</u> |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 3,941,402 | 4,071,566 | 4,079,817 | 4,080,883 |
| 205 - Employee Benefits | 904,479 | 928,793 | 934,018 | 939,046 |
| 210 - Training & Development | 83,675 | 87,341 | 87,719 | 94,809 |
| 215 - Business Expenses | 33,039 | 33,816 | 34,416 | 34,940 |
| 220 - Advertising & Printing | 42,430 | 43,730 | 43,731 | 43,731 |
| 225 - Professional Services | 390,000 | 390,000 | 390,000 | 390,000 |
| 235 - Rentals & Leases | 611,676 | 614,176 | 616,726 | 619,327 |
| 240 - Contracted Services | 4,459,597 | 4,541,103 | 4,719,142 | 4,863,898 |
| 245 - Supplies & Materials | 127,348 | 96,452 | 99,789 | 98,549 |
| 250 - Repairs & Maintenance | 2,381,384 | 2,425,671 | 2,525,630 | 2,585,092 |
| 255 - Equipment Purchases | 56,361 | 46,773 | 47,773 | 46,389 |
| 260 - Utilities | 1,238,028 | 1,269,640 | 1,398,457 | 1,458,689 |
| 265 - Telecommunications | 30,929 | 31,619 | 31,900 | 31,724 |
| 275 - Grants & Requisitions | 82,000 | 82,000 | 82,000 | 82,000 |
| 280 - Other Expenses | 68,677 | 68,677 | 68,677 | 68,677 |
| 281 - Interprogram | (907,621) | (890,009) | (891,973) | (891,973) |
| Total 600 - Expense | <u>13,543,404</u> | <u>13,841,348</u> | <u>14,267,822</u> | <u>14,545,781</u> |
| Net Revenues/(Expenses) | <u>(12,880,963)</u> | <u>(13,176,902)</u> | <u>(13,601,626)</u> | <u>(13,877,735)</u> |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,214,000 | 1,214,000 | 1,214,000 | 1,214,000 |
| 415 - To Reserve | (2,710,640) | (2,965,600) | (2,810,000) | (2,910,000) |
| Total 700 - Non-Operating Items | <u>(1,496,640)</u> | <u>(1,751,600)</u> | <u>(1,596,000)</u> | <u>(1,696,000)</u> |
| Net Impact For Budget Purposes | <u>(\$14,377,603)</u> | <u>(\$14,928,502)</u> | <u>(\$15,197,626)</u> | <u>(\$15,573,735)</u> |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|--------------------|--------------|
| Facility Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$662,441 | \$634,061 | \$28,380 | 4% |
| Total 500 - Revenue | 662,441 | 634,061 | 28,380 | 4% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 3,941,402 | 3,943,607 | (2,205) | (0%) |
| 205 - Employee Benefits | 904,479 | 987,608 | (83,129) | (8%) |
| 210 - Training & Development | 83,675 | 67,376 | 16,299 | 24% |
| 215 - Business Expenses | 33,039 | 33,664 | (625) | (2%) |
| 220 - Advertising & Printing | 42,430 | 43,980 | (1,550) | (4%) |
| 225 - Professional Services | 390,000 | 351,900 | 38,100 | 11% |
| 235 - Rentals & Leases | 611,676 | 538,150 | 73,526 | 14% |
| 240 - Contracted Services | 4,459,597 | 3,984,072 | 475,525 | 12% |
| 245 - Supplies & Materials | 127,348 | 95,830 | 31,518 | 33% |
| 250 - Repairs & Maintenance | 2,381,384 | 2,332,397 | 48,987 | 2% |
| 255 - Equipment Purchases | 56,361 | 116,680 | (60,319) | (52%) |
| 260 - Utilities | 1,238,028 | 1,118,347 | 119,681 | 11% |
| 265 - Telecommunications | 30,929 | 40,254 | (9,325) | (23%) |
| 275 - Grants & Requisitions | 82,000 | 82,000 | 0 | 0% |
| 280 - Other Expenses | 68,677 | 83,677 | (15,000) | (18%) |
| 281 - Interprogram | (907,621) | (809,431) | (98,190) | 12% |
| Total 600 - Expense | 13,543,404 | 13,010,111 | 533,293 | 4% |
| Net Revenues/(Expenses) | (12,880,963) | (12,376,050) | (504,913) | 4% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,214,000 | 910,000 | 304,000 | 33% |
| 415 - To Reserve | (2,710,640) | (2,715,500) | 4,860 | (0%) |
| Total 700 - Non-Operating Items | (1,496,640) | (1,805,500) | 308,860 | (17%) |
| Net Impact For Budget Purposes | (\$14,377,603) | (\$14,181,550) | (\$196,053) | 1% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|------------|
| Facility Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$664,446 | \$662,441 | \$2,005 | 0% |
| Total 500 - Revenue | 664,446 | 662,441 | 2,005 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,071,566 | 3,941,402 | 130,164 | 3% |
| 205 - Employee Benefits | 928,793 | 904,479 | 24,314 | 3% |
| 210 - Training & Development | 87,341 | 83,675 | 3,666 | 4% |
| 215 - Business Expenses | 33,816 | 33,039 | 777 | 2% |
| 220 - Advertising & Printing | 43,730 | 42,430 | 1,300 | 3% |
| 225 - Professional Services | 390,000 | 390,000 | 0 | 0% |
| 235 - Rentals & Leases | 614,176 | 611,676 | 2,500 | 0% |
| 240 - Contracted Services | 4,541,103 | 4,459,597 | 81,506 | 2% |
| 245 - Supplies & Materials | 96,452 | 127,348 | (30,896) | (24%) |
| 250 - Repairs & Maintenance | 2,425,671 | 2,381,384 | 44,287 | 2% |
| 255 - Equipment Purchases | 46,773 | 56,361 | (9,588) | (17%) |
| 260 - Utilities | 1,269,640 | 1,238,028 | 31,612 | 3% |
| 265 - Telecommunications | 31,619 | 30,929 | 690 | 2% |
| 275 - Grants & Requisitions | 82,000 | 82,000 | 0 | 0% |
| 280 - Other Expenses | 68,677 | 68,677 | 0 | 0% |
| 281 - Interprogram | (890,009) | (907,621) | 17,612 | (2%) |
| Total 600 - Expense | 13,841,348 | 13,543,404 | 297,944 | 2% |
| Net Revenues/(Expenses) | (13,176,902) | (12,880,963) | (295,939) | 2% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,214,000 | 1,214,000 | 0 | 0% |
| 415 - To Reserve | (2,965,600) | (2,710,640) | (254,960) | 9% |
| Total 700 - Non-Operating Items | (1,751,600) | (1,496,640) | (254,960) | 17% |
| Net Impact For Budget Purposes | (\$14,928,502) | (\$14,377,603) | (\$550,899) | 4% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|-------------|
| Facility Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$666,196 | \$664,446 | \$1,750 | 0% |
| Total 500 - Revenue | 666,196 | 664,446 | 1,750 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,079,817 | 4,071,566 | 8,251 | 0% |
| 205 - Employee Benefits | 934,018 | 928,793 | 5,225 | 1% |
| 210 - Training & Development | 87,719 | 87,341 | 378 | 0% |
| 215 - Business Expenses | 34,416 | 33,816 | 600 | 2% |
| 220 - Advertising & Printing | 43,731 | 43,730 | 1 | 0% |
| 225 - Professional Services | 390,000 | 390,000 | 0 | 0% |
| 235 - Rentals & Leases | 616,726 | 614,176 | 2,550 | 0% |
| 240 - Contracted Services | 4,719,142 | 4,541,103 | 178,039 | 4% |
| 245 - Supplies & Materials | 99,789 | 96,452 | 3,337 | 3% |
| 250 - Repairs & Maintenance | 2,525,630 | 2,425,671 | 99,959 | 4% |
| 255 - Equipment Purchases | 47,773 | 46,773 | 1,000 | 2% |
| 260 - Utilities | 1,398,457 | 1,269,640 | 128,817 | 10% |
| 265 - Telecommunications | 31,900 | 31,619 | 281 | 1% |
| 275 - Grants & Requisitions | 82,000 | 82,000 | 0 | 0% |
| 280 - Other Expenses | 68,677 | 68,677 | 0 | 0% |
| 281 - Interprogram | (891,973) | (890,009) | (1,964) | 0% |
| Total 600 - Expense | 14,267,822 | 13,841,348 | 426,474 | 3% |
| Net Revenues/(Expenses) | (13,601,626) | (13,176,902) | (424,724) | 3% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,214,000 | 1,214,000 | 0 | 0% |
| 415 - To Reserve | (2,810,000) | (2,965,600) | 155,600 | (5%) |
| Total 700 - Non-Operating Items | (1,596,000) | (1,751,600) | 155,600 | (9%) |
| Net Impact For Budget Purposes | (\$15,197,626) | (\$14,928,502) | (\$269,124) | 2% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|------------|
| Facility Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$668,046 | \$666,196 | \$1,850 | 0% |
| Total 500 - Revenue | 668,046 | 666,196 | 1,850 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,080,883 | 4,079,817 | 1,066 | 0% |
| 205 - Employee Benefits | 939,046 | 934,018 | 5,028 | 1% |
| 210 - Training & Development | 94,809 | 87,719 | 7,090 | 8% |
| 215 - Business Expenses | 34,940 | 34,416 | 524 | 2% |
| 220 - Advertising & Printing | 43,731 | 43,731 | 0 | 0% |
| 225 - Professional Services | 390,000 | 390,000 | 0 | 0% |
| 235 - Rentals & Leases | 619,327 | 616,726 | 2,601 | 0% |
| 240 - Contracted Services | 4,863,898 | 4,719,142 | 144,756 | 3% |
| 245 - Supplies & Materials | 98,549 | 99,789 | (1,240) | (1%) |
| 250 - Repairs & Maintenance | 2,585,092 | 2,525,630 | 59,462 | 2% |
| 255 - Equipment Purchases | 46,389 | 47,773 | (1,384) | (3%) |
| 260 - Utilities | 1,458,689 | 1,398,457 | 60,232 | 4% |
| 265 - Telecommunications | 31,724 | 31,900 | (176) | (1%) |
| 275 - Grants & Requisitions | 82,000 | 82,000 | 0 | 0% |
| 280 - Other Expenses | 68,677 | 68,677 | 0 | 0% |
| 281 - Interprogram | (891,973) | (891,973) | 0 | 0% |
| Total 600 - Expense | 14,545,781 | 14,267,822 | 277,959 | 2% |
| Net Revenues/(Expenses) | (13,877,735) | (13,601,626) | (276,109) | 2% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,214,000 | 1,214,000 | 0 | 0% |
| 415 - To Reserve | (2,910,000) | (2,810,000) | (100,000) | 4% |
| Total 700 - Non-Operating Items | (1,696,000) | (1,596,000) | (100,000) | 6% |
| Net Impact For Budget Purposes | (\$15,573,735) | (\$15,197,626) | (\$376,109) | 2% |



2019 Multi-year Department Budget

FLEET SERVICES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|------------------------------|---|---|---|
| Fleet Services | | | | |
| 500 - Revenue | | | | |
| 155 - Other Revenues | \$28,910 | \$28,910 | \$28,910 | \$28,910 |
| Total 500 - Revenue | <u>28,910</u> | <u>28,910</u> | <u>28,910</u> | <u>28,910</u> |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,569,143 | 4,606,855 | 4,609,814 | 4,611,420 |
| 205 - Employee Benefits | 994,035 | 1,003,645 | 1,009,492 | 1,015,384 |
| 210 - Training & Development | 42,275 | 42,275 | 42,275 | 42,275 |
| 215 - Business Expenses | 21,971 | 21,971 | 21,971 | 21,971 |
| 220 - Advertising & Printing | 93,458 | 95,740 | 98,091 | 100,516 |
| 225 - Professional Services | 19,000 | 19,000 | 19,000 | 19,000 |
| 235 - Rentals & Leases | 46,567 | 46,567 | 46,567 | 46,567 |
| 240 - Contracted Services | 120,260 | 120,260 | 120,260 | 120,260 |
| 245 - Supplies & Materials | 6,575,413 | 6,749,437 | 7,115,037 | 7,213,810 |
| 250 - Repairs & Maintenance | 911,277 | 911,277 | 911,277 | 911,277 |
| 255 - Equipment Purchases | 62,500 | 42,500 | 42,500 | 42,500 |
| 265 - Telecommunications | 161,980 | 161,980 | 161,980 | 161,980 |
| 280 - Other Expenses | 67,700 | 68,400 | 69,114 | 69,843 |
| 281 - Interprogram | (6,375,091) | (6,545,414) | (6,715,915) | (6,822,044) |
| Total 600 - Expense | <u>7,310,488</u> | <u>7,344,493</u> | <u>7,551,463</u> | <u>7,554,759</u> |
| Net Revenues/(Expenses) | <u>(7,281,578)</u> | <u>(7,315,583)</u> | <u>(7,522,553)</u> | <u>(7,525,849)</u> |
| 700 - Non-Operating Items | | | | |
| 415 - To Reserve | (3,000,000) | (3,000,000) | (3,000,000) | (3,000,000) |
| Total 700 - Non-Operating Items | <u>(3,000,000)</u> | <u>(3,000,000)</u> | <u>(3,000,000)</u> | <u>(3,000,000)</u> |
| Net Impact For Budget Purposes | <u>(\$10,281,578)</u> | <u>(\$10,315,583)</u> | <u>(\$10,522,553)</u> | <u>(\$10,525,849)</u> |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|--------------------|--------------|
| Fleet Services | | | | |
| 500 - Revenue | | | | |
| 155 - Other Revenues | \$28,910 | \$36,410 | (\$7,500) | (21%) |
| Total 500 - Revenue | 28,910 | 36,410 | (7,500) | (21%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,569,143 | 4,422,142 | 147,001 | 3% |
| 205 - Employee Benefits | 994,035 | 1,034,202 | (40,167) | (4%) |
| 210 - Training & Development | 42,275 | 39,280 | 2,995 | 8% |
| 215 - Business Expenses | 21,971 | 18,121 | 3,850 | 21% |
| 220 - Advertising & Printing | 93,458 | 93,058 | 400 | 0% |
| 225 - Professional Services | 19,000 | 16,000 | 3,000 | 19% |
| 235 - Rentals & Leases | 46,567 | 96,567 | (50,000) | (52%) |
| 240 - Contracted Services | 120,260 | 81,960 | 38,300 | 47% |
| 245 - Supplies & Materials | 6,575,413 | 5,884,608 | 690,805 | 12% |
| 250 - Repairs & Maintenance | 911,277 | 1,180,923 | (269,646) | (23%) |
| 255 - Equipment Purchases | 62,500 | 98,000 | (35,500) | (36%) |
| 265 - Telecommunications | 161,980 | 162,280 | (300) | (0%) |
| 280 - Other Expenses | 67,700 | 42,700 | 25,000 | 59% |
| 281 - Interprogram | (6,375,091) | (5,776,901) | (598,190) | 10% |
| Total 600 - Expense | 7,310,488 | 7,392,940 | (82,452) | (1%) |
| Net Revenues/(Expenses) | (7,281,578) | (7,356,530) | 74,952 | (1%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 0 | 560,000 | (560,000) | (100%) |
| 415 - To Reserve | (3,000,000) | (4,520,000) | 1,520,000 | (34%) |
| Total 700 - Non-Operating Items | (3,000,000) | (3,960,000) | 960,000 | (24%) |
| Net Impact For Budget Purposes | (\$10,281,578) | (\$11,316,530) | \$1,034,952 | (9%) |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|-------------------|------------|
| Fleet Services | | | | |
| 500 - Revenue | | | | |
| 155 - Other Revenues | \$28,910 | \$28,910 | \$0 | 0% |
| Total 500 - Revenue | 28,910 | 28,910 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,606,855 | 4,569,143 | 37,712 | 1% |
| 205 - Employee Benefits | 1,003,645 | 994,035 | 9,610 | 1% |
| 210 - Training & Development | 42,275 | 42,275 | 0 | 0% |
| 215 - Business Expenses | 21,971 | 21,971 | 0 | 0% |
| 220 - Advertising & Printing | 95,740 | 93,458 | 2,282 | 2% |
| 225 - Professional Services | 19,000 | 19,000 | 0 | 0% |
| 235 - Rentals & Leases | 46,567 | 46,567 | 0 | 0% |
| 240 - Contracted Services | 120,260 | 120,260 | 0 | 0% |
| 245 - Supplies & Materials | 6,749,437 | 6,575,413 | 174,024 | 3% |
| 250 - Repairs & Maintenance | 911,277 | 911,277 | 0 | 0% |
| 255 - Equipment Purchases | 42,500 | 62,500 | (20,000) | (32%) |
| 265 - Telecommunications | 161,980 | 161,980 | 0 | 0% |
| 280 - Other Expenses | 68,400 | 67,700 | 700 | 1% |
| 281 - Interprogram | (6,545,414) | (6,375,091) | (170,323) | 3% |
| Total 600 - Expense | 7,344,493 | 7,310,488 | 34,005 | 0% |
| Net Revenues/(Expenses) | (7,315,583) | (7,281,578) | (34,005) | 0% |
| 700 - Non-Operating Items | | | | |
| 415 - To Reserve | (3,000,000) | (3,000,000) | 0 | 0% |
| Total 700 - Non-Operating Items | (3,000,000) | (3,000,000) | 0 | 0% |
| Net Impact For Budget Purposes | (\$10,315,583) | (\$10,281,578) | (\$34,005) | 0% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|------------|
| Fleet Services | | | | |
| 500 - Revenue | | | | |
| 155 - Other Revenues | \$28,910 | \$28,910 | \$0 | 0% |
| Total 500 - Revenue | 28,910 | 28,910 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,609,814 | 4,606,855 | 2,959 | 0% |
| 205 - Employee Benefits | 1,009,492 | 1,003,645 | 5,847 | 1% |
| 210 - Training & Development | 42,275 | 42,275 | 0 | 0% |
| 215 - Business Expenses | 21,971 | 21,971 | 0 | 0% |
| 220 - Advertising & Printing | 98,091 | 95,740 | 2,351 | 2% |
| 225 - Professional Services | 19,000 | 19,000 | 0 | 0% |
| 235 - Rentals & Leases | 46,567 | 46,567 | 0 | 0% |
| 240 - Contracted Services | 120,260 | 120,260 | 0 | 0% |
| 245 - Supplies & Materials | 7,115,037 | 6,749,437 | 365,600 | 5% |
| 250 - Repairs & Maintenance | 911,277 | 911,277 | 0 | 0% |
| 255 - Equipment Purchases | 42,500 | 42,500 | 0 | 0% |
| 265 - Telecommunications | 161,980 | 161,980 | 0 | 0% |
| 280 - Other Expenses | 69,114 | 68,400 | 714 | 1% |
| 281 - Interprogram | (6,715,915) | (6,545,414) | (170,501) | 3% |
| Total 600 - Expense | 7,551,463 | 7,344,493 | 206,970 | 3% |
| Net Revenues/(Expenses) | (7,522,553) | (7,315,583) | (206,970) | 3% |
| 700 - Non-Operating Items | | | | |
| 415 - To Reserve | (3,000,000) | (3,000,000) | 0 | 0% |
| Total 700 - Non-Operating Items | (3,000,000) | (3,000,000) | 0 | 0% |
| Net Impact For Budget Purposes | (\$10,522,553) | (\$10,315,583) | (\$206,970) | 2% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|------------------|------------|
| Fleet Services | | | | |
| 500 - Revenue | | | | |
| 155 - Other Revenues | \$28,910 | \$28,910 | \$0 | 0% |
| Total 500 - Revenue | 28,910 | 28,910 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,611,420 | 4,609,814 | 1,606 | 0% |
| 205 - Employee Benefits | 1,015,384 | 1,009,492 | 5,892 | 1% |
| 210 - Training & Development | 42,275 | 42,275 | 0 | 0% |
| 215 - Business Expenses | 21,971 | 21,971 | 0 | 0% |
| 220 - Advertising & Printing | 100,516 | 98,091 | 2,425 | 2% |
| 225 - Professional Services | 19,000 | 19,000 | 0 | 0% |
| 235 - Rentals & Leases | 46,567 | 46,567 | 0 | 0% |
| 240 - Contracted Services | 120,260 | 120,260 | 0 | 0% |
| 245 - Supplies & Materials | 7,213,810 | 7,115,037 | 98,773 | 1% |
| 250 - Repairs & Maintenance | 911,277 | 911,277 | 0 | 0% |
| 255 - Equipment Purchases | 42,500 | 42,500 | 0 | 0% |
| 265 - Telecommunications | 161,980 | 161,980 | 0 | 0% |
| 280 - Other Expenses | 69,843 | 69,114 | 729 | 1% |
| 281 - Interprogram | (6,822,044) | (6,715,915) | (106,129) | 2% |
| Total 600 - Expense | 7,554,759 | 7,551,463 | 3,296 | 0% |
| Net Revenues/(Expenses) | (7,525,849) | (7,522,553) | (3,296) | 0% |
| 700 - Non-Operating Items | | | | |
| 415 - To Reserve | (3,000,000) | (3,000,000) | 0 | 0% |
| Total 700 - Non-Operating Items | (3,000,000) | (3,000,000) | 0 | 0% |
| Net Impact For Budget Purposes | (\$10,525,849) | (\$10,522,553) | (\$3,296) | 0% |



2019 Multi-year Department Budget

HUMAN RESOURCES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|-----------------------------|---|---|---|
| Human Resources | | | | |
| 500 - Revenue | | | | |
| 155 - Other Revenues | \$40,000 | \$40,000 | \$40,000 | \$40,000 |
| Total 500 - Revenue | <u>40,000</u> | <u>40,000</u> | <u>40,000</u> | <u>40,000</u> |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,627,913 | 4,678,914 | 4,716,946 | 4,780,616 |
| 205 - Employee Benefits | 1,014,396 | 1,016,746 | 1,026,675 | 1,045,137 |
| 210 - Training & Development | 195,800 | 198,000 | 200,050 | 201,250 |
| 215 - Business Expenses | 87,735 | 87,835 | 87,935 | 87,985 |
| 220 - Advertising & Printing | 95,830 | 95,830 | 95,830 | 95,830 |
| 225 - Professional Services | 45,500 | 45,500 | 45,500 | 45,500 |
| 240 - Contracted Services | 1,368,200 | 1,668,200 | 1,543,200 | 1,408,200 |
| 245 - Supplies & Materials | 53,655 | 54,155 | 54,655 | 55,155 |
| 250 - Repairs & Maintenance | 2,357 | 2,357 | 2,357 | 2,357 |
| 255 - Equipment Purchases | 15,500 | 15,500 | 15,500 | 15,500 |
| 265 - Telecommunications | 33,509 | 30,728 | 31,942 | 31,512 |
| 280 - Other Expenses | 5,000 | 5,000 | 5,000 | 5,000 |
| 281 - Interprogram | (104,354) | (135,720) | (138,736) | (146,544) |
| Total 600 - Expense | <u>7,441,041</u> | <u>7,763,045</u> | <u>7,686,854</u> | <u>7,627,498</u> |
| Net Revenues/(Expenses) | <u>(7,401,041)</u> | <u>(7,723,045)</u> | <u>(7,646,854)</u> | <u>(7,587,498)</u> |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 412,055 | 256,027 | 45,000 | 0 |
| Total 700 - Non-Operating Items | <u>412,055</u> | <u>256,027</u> | <u>45,000</u> | <u>0</u> |
| Net Impact For Budget Purposes | <u>(\$6,988,986)</u> | <u>(\$7,467,018)</u> | <u>(\$7,601,854)</u> | <u>(\$7,587,498)</u> |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|----------------------|-------------|
| Human Resources | | | | |
| 500 - Revenue | | | | |
| 155 - Other Revenues | \$40,000 | \$40,000 | \$0 | 0% |
| Total 500 - Revenue | 40,000 | 40,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,627,913 | 3,894,541 | 733,372 | 19% |
| 205 - Employee Benefits | 1,014,396 | 921,482 | 92,914 | 10% |
| 210 - Training & Development | 195,800 | 165,363 | 30,437 | 18% |
| 215 - Business Expenses | 87,735 | 18,926 | 68,809 | 364% |
| 220 - Advertising & Printing | 95,830 | 133,872 | (38,042) | (28%) |
| 225 - Professional Services | 45,500 | 105,378 | (59,878) | (57%) |
| 235 - Rentals & Leases | 0 | 3,360 | (3,360) | (100%) |
| 240 - Contracted Services | 1,368,200 | 737,383 | 630,817 | 86% |
| 245 - Supplies & Materials | 53,655 | 48,943 | 4,712 | 10% |
| 250 - Repairs & Maintenance | 2,357 | 2,372 | (15) | (1%) |
| 255 - Equipment Purchases | 15,500 | 15,573 | (73) | (0%) |
| 265 - Telecommunications | 33,509 | 33,944 | (435) | (1%) |
| 280 - Other Expenses | 5,000 | 5,000 | 0 | 0% |
| 281 - Interprogram | (104,354) | (132,560) | 28,206 | (21%) |
| Total 600 - Expense | 7,441,041 | 5,953,577 | 1,487,464 | 25% |
| Net Revenues/(Expenses) | (7,401,041) | (5,913,577) | (1,487,464) | 25% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 412,055 | 183,000 | 229,055 | 125% |
| 415 - To Reserve | 0 | (10,800) | 10,800 | (100%) |
| Total 700 - Non-Operating Items | 412,055 | 172,200 | 239,855 | 139% |
| Net Impact For Budget Purposes | (\$6,988,986) | (\$5,741,377) | (\$1,247,609) | 22% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|--------------|
| Human Resources | | | | |
| 500 - Revenue | | | | |
| 155 - Other Revenues | \$40,000 | \$40,000 | \$0 | 0% |
| Total 500 - Revenue | 40,000 | 40,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,678,914 | 4,627,913 | 51,001 | 1% |
| 205 - Employee Benefits | 1,016,746 | 1,014,396 | 2,350 | 0% |
| 210 - Training & Development | 198,000 | 195,800 | 2,200 | 1% |
| 215 - Business Expenses | 87,835 | 87,735 | 100 | 0% |
| 220 - Advertising & Printing | 95,830 | 95,830 | 0 | 0% |
| 225 - Professional Services | 45,500 | 45,500 | 0 | 0% |
| 240 - Contracted Services | 1,668,200 | 1,368,200 | 300,000 | 22% |
| 245 - Supplies & Materials | 54,155 | 53,655 | 500 | 1% |
| 250 - Repairs & Maintenance | 2,357 | 2,357 | 0 | 0% |
| 255 - Equipment Purchases | 15,500 | 15,500 | 0 | 0% |
| 265 - Telecommunications | 30,728 | 33,509 | (2,781) | (8%) |
| 280 - Other Expenses | 5,000 | 5,000 | 0 | 0% |
| 281 - Interprogram | (135,720) | (104,354) | (31,366) | 30% |
| Total 600 - Expense | 7,763,045 | 7,441,041 | 322,004 | 4% |
| Net Revenues/(Expenses) | (7,723,045) | (7,401,041) | (322,004) | 4% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 256,027 | 412,055 | (156,028) | (38%) |
| Total 700 - Non-Operating Items | 256,027 | 412,055 | (156,028) | (38%) |
| Net Impact For Budget Purposes | (\$7,467,018) | (\$6,988,986) | (\$478,032) | 7% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|--------------|
| Human Resources | | | | |
| 500 - Revenue | | | | |
| 155 - Other Revenues | \$40,000 | \$40,000 | \$0 | 0% |
| Total 500 - Revenue | 40,000 | 40,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,716,946 | 4,678,914 | 38,032 | 1% |
| 205 - Employee Benefits | 1,026,675 | 1,016,746 | 9,929 | 1% |
| 210 - Training & Development | 200,050 | 198,000 | 2,050 | 1% |
| 215 - Business Expenses | 87,935 | 87,835 | 100 | 0% |
| 220 - Advertising & Printing | 95,830 | 95,830 | 0 | 0% |
| 225 - Professional Services | 45,500 | 45,500 | 0 | 0% |
| 240 - Contracted Services | 1,543,200 | 1,668,200 | (125,000) | (7%) |
| 245 - Supplies & Materials | 54,655 | 54,155 | 500 | 1% |
| 250 - Repairs & Maintenance | 2,357 | 2,357 | 0 | 0% |
| 255 - Equipment Purchases | 15,500 | 15,500 | 0 | 0% |
| 265 - Telecommunications | 31,942 | 30,728 | 1,214 | 4% |
| 280 - Other Expenses | 5,000 | 5,000 | 0 | 0% |
| 281 - Interprogram | (138,736) | (135,720) | (3,016) | 2% |
| Total 600 - Expense | 7,686,854 | 7,763,045 | (76,191) | (1%) |
| Net Revenues/(Expenses) | (7,646,854) | (7,723,045) | 76,191 | (1%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 45,000 | 256,027 | (211,027) | (82%) |
| Total 700 - Non-Operating Items | 45,000 | 256,027 | (211,027) | (82%) |
| Net Impact For Budget Purposes | (\$7,601,854) | (\$7,467,018) | (\$134,836) | 2% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|-----------------|---------------|
| Human Resources | | | | |
| 500 - Revenue | | | | |
| 155 - Other Revenues | \$40,000 | \$40,000 | \$0 | 0% |
| Total 500 - Revenue | 40,000 | 40,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,780,616 | 4,716,946 | 63,670 | 1% |
| 205 - Employee Benefits | 1,045,137 | 1,026,675 | 18,462 | 2% |
| 210 - Training & Development | 201,250 | 200,050 | 1,200 | 1% |
| 215 - Business Expenses | 87,985 | 87,935 | 50 | 0% |
| 220 - Advertising & Printing | 95,830 | 95,830 | 0 | 0% |
| 225 - Professional Services | 45,500 | 45,500 | 0 | 0% |
| 240 - Contracted Services | 1,408,200 | 1,543,200 | (135,000) | (9%) |
| 245 - Supplies & Materials | 55,155 | 54,655 | 500 | 1% |
| 250 - Repairs & Maintenance | 2,357 | 2,357 | 0 | 0% |
| 255 - Equipment Purchases | 15,500 | 15,500 | 0 | 0% |
| 265 - Telecommunications | 31,512 | 31,942 | (430) | (1%) |
| 280 - Other Expenses | 5,000 | 5,000 | 0 | 0% |
| 281 - Interprogram | (146,544) | (138,736) | (7,808) | 6% |
| Total 600 - Expense | 7,627,498 | 7,686,854 | (59,356) | (1%) |
| Net Revenues/(Expenses) | (7,587,498) | (7,646,854) | 59,356 | (1%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 0 | 45,000 | (45,000) | (100%) |
| Total 700 - Non-Operating Items | 0 | 45,000 | (45,000) | (100%) |
| Net Impact For Budget Purposes | (\$7,587,498) | (\$7,601,854) | \$14,356 | (0%) |



2019 Multi-year Department Budget

INFORMATION TECHNOLOGY SERVICES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Information & Technology Services | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$7,136,082 | \$7,175,638 | \$7,385,175 | \$7,024,430 |
| 205 - Employee Benefits | 1,512,744 | 1,506,922 | 1,547,906 | 1,482,134 |
| 210 - Training & Development | 212,390 | 213,890 | 216,390 | 216,390 |
| 215 - Business Expenses | 26,262 | 26,262 | 26,262 | 26,262 |
| 220 - Advertising & Printing | 17,160 | 17,160 | 17,160 | 17,160 |
| 225 - Professional Services | 715,186 | 715,186 | 452,286 | 327,286 |
| 235 - Rentals & Leases | 4,000 | 4,000 | 4,000 | 4,000 |
| 240 - Contracted Services | 951,758 | 580,203 | 979,796 | 588,579 |
| 245 - Supplies & Materials | 3,062,709 | 3,317,117 | 3,372,820 | 3,304,940 |
| 250 - Repairs & Maintenance | 210,245 | 210,245 | 124,693 | 124,693 |
| 255 - Equipment Purchases | 204,467 | 229,894 | 201,294 | 201,294 |
| 265 - Telecommunications | 175,640 | 175,340 | 175,040 | 175,040 |
| 281 - Interprogram | (842,377) | (722,707) | (692,231) | (593,199) |
| Total 600 - Expense | 13,386,266 | 13,449,150 | 13,810,591 | 12,899,009 |
| Net Revenues/(Expenses) | (13,386,266) | (13,449,150) | (13,810,591) | (12,899,009) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,615,556 | 1,240,401 | 1,635,290 | 1,240,401 |
| 415 - To Reserve | (2,797,352) | (2,804,638) | (2,804,638) | (3,154,638) |
| Total 700 - Non-Operating Items | (1,181,796) | (1,564,237) | (1,169,348) | (1,914,237) |
| Net Impact For Budget Purposes | (\$14,568,062) | (\$15,013,387) | (\$14,979,939) | (\$14,813,246) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|----------------------|-------------|
| Information & Technology Services | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$7,136,082 | \$5,602,389 | \$1,533,693 | 27% |
| 205 - Employee Benefits | 1,512,744 | 1,261,193 | 251,551 | 20% |
| 210 - Training & Development | 212,390 | 200,334 | 12,056 | 6% |
| 215 - Business Expenses | 26,262 | 22,105 | 4,157 | 19% |
| 220 - Advertising & Printing | 17,160 | 17,460 | (300) | (2%) |
| 225 - Professional Services | 715,186 | 390,000 | 325,186 | 83% |
| 235 - Rentals & Leases | 4,000 | 4,000 | 0 | 0% |
| 240 - Contracted Services | 951,758 | 769,223 | 182,535 | 24% |
| 245 - Supplies & Materials | 3,062,709 | 1,760,658 | 1,302,051 | 74% |
| 250 - Repairs & Maintenance | 210,245 | 194,345 | 15,900 | 8% |
| 255 - Equipment Purchases | 204,467 | 130,140 | 74,327 | 57% |
| 265 - Telecommunications | 175,640 | 160,141 | 15,499 | 10% |
| 281 - Interprogram | (842,377) | (425,387) | (416,990) | 98% |
| Total 600 - Expense | 13,386,266 | 10,086,601 | 3,299,665 | 33% |
| Net Revenues/(Expenses) | (13,386,266) | (10,086,601) | (3,299,665) | 33% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,615,556 | 1,240,401 | 375,155 | 30% |
| 415 - To Reserve | (2,797,352) | (2,522,595) | (274,757) | 11% |
| Total 700 - Non-Operating Items | (1,181,796) | (1,282,194) | 100,398 | (8%) |
| Net Impact For Budget Purposes | (\$14,568,062) | (\$11,368,795) | (\$3,199,267) | 28% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|------------|
| Information & Technology Services | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$7,175,638 | \$7,136,082 | \$39,556 | 1% |
| 205 - Employee Benefits | 1,506,922 | 1,512,744 | (5,822) | (0%) |
| 210 - Training & Development | 213,890 | 212,390 | 1,500 | 1% |
| 215 - Business Expenses | 26,262 | 26,262 | 0 | 0% |
| 220 - Advertising & Printing | 17,160 | 17,160 | 0 | 0% |
| 225 - Professional Services | 715,186 | 715,186 | 0 | 0% |
| 235 - Rentals & Leases | 4,000 | 4,000 | 0 | 0% |
| 240 - Contracted Services | 580,203 | 951,758 | (371,555) | (39%) |
| 245 - Supplies & Materials | 3,317,117 | 3,062,709 | 254,408 | 8% |
| 250 - Repairs & Maintenance | 210,245 | 210,245 | 0 | 0% |
| 255 - Equipment Purchases | 229,894 | 204,467 | 25,427 | 12% |
| 265 - Telecommunications | 175,340 | 175,640 | (300) | (0%) |
| 281 - Interprogram | (722,707) | (842,377) | 119,670 | (14%) |
| Total 600 - Expense | 13,449,150 | 13,386,266 | 62,884 | 0% |
| Net Revenues/(Expenses) | (13,449,150) | (13,386,266) | (62,884) | 0% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,240,401 | 1,615,556 | (375,155) | (23%) |
| 415 - To Reserve | (2,804,638) | (2,797,352) | (7,286) | 0% |
| Total 700 - Non-Operating Items | (1,564,237) | (1,181,796) | (382,441) | 32% |
| Net Impact For Budget Purposes | (\$15,013,387) | (\$14,568,062) | (\$445,325) | 3% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|------------------|--------------|
| Information & Technology Services | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$7,385,175 | \$7,175,638 | \$209,537 | 3% |
| 205 - Employee Benefits | 1,547,906 | 1,506,922 | 40,984 | 3% |
| 210 - Training & Development | 216,390 | 213,890 | 2,500 | 1% |
| 215 - Business Expenses | 26,262 | 26,262 | 0 | 0% |
| 220 - Advertising & Printing | 17,160 | 17,160 | 0 | 0% |
| 225 - Professional Services | 452,286 | 715,186 | (262,900) | (37%) |
| 235 - Rentals & Leases | 4,000 | 4,000 | 0 | 0% |
| 240 - Contracted Services | 979,796 | 580,203 | 399,593 | 69% |
| 245 - Supplies & Materials | 3,372,820 | 3,317,117 | 55,703 | 2% |
| 250 - Repairs & Maintenance | 124,693 | 210,245 | (85,552) | (41%) |
| 255 - Equipment Purchases | 201,294 | 229,894 | (28,600) | (12%) |
| 265 - Telecommunications | 175,040 | 175,340 | (300) | (0%) |
| 281 - Interprogram | (692,231) | (722,707) | 30,476 | (4%) |
| Total 600 - Expense | 13,810,591 | 13,449,150 | 361,441 | 3% |
| Net Revenues/(Expenses) | (13,810,591) | (13,449,150) | (361,441) | 3% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,635,290 | 1,240,401 | 394,889 | 32% |
| 415 - To Reserve | (2,804,638) | (2,804,638) | 0 | 0% |
| Total 700 - Non-Operating Items | (1,169,348) | (1,564,237) | 394,889 | (25%) |
| Net Impact For Budget Purposes | (\$14,979,939) | (\$15,013,387) | \$33,448 | (0%) |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|------------------|-------------|
| Information & Technology Services | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$7,024,430 | \$7,385,175 | (\$360,745) | (5%) |
| 205 - Employee Benefits | 1,482,134 | 1,547,906 | (65,772) | (4%) |
| 210 - Training & Development | 216,390 | 216,390 | 0 | 0% |
| 215 - Business Expenses | 26,262 | 26,262 | 0 | 0% |
| 220 - Advertising & Printing | 17,160 | 17,160 | 0 | 0% |
| 225 - Professional Services | 327,286 | 452,286 | (125,000) | (28%) |
| 235 - Rentals & Leases | 4,000 | 4,000 | 0 | 0% |
| 240 - Contracted Services | 588,579 | 979,796 | (391,217) | (40%) |
| 245 - Supplies & Materials | 3,304,940 | 3,372,820 | (67,880) | (2%) |
| 250 - Repairs & Maintenance | 124,693 | 124,693 | 0 | 0% |
| 255 - Equipment Purchases | 201,294 | 201,294 | 0 | 0% |
| 265 - Telecommunications | 175,040 | 175,040 | 0 | 0% |
| 281 - Interprogram | (593,199) | (692,231) | 99,032 | (14%) |
| Total 600 - Expense | 12,899,009 | 13,810,591 | (911,582) | (7%) |
| Net Revenues/(Expenses) | (12,899,009) | (13,810,591) | 911,582 | (7%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 1,240,401 | 1,635,290 | (394,889) | (24%) |
| 415 - To Reserve | (3,154,638) | (2,804,638) | (350,000) | 12% |
| Total 700 - Non-Operating Items | (1,914,237) | (1,169,348) | (744,889) | 64% |
| Net Impact For Budget Purposes | (\$14,813,246) | (\$14,979,939) | \$166,693 | (1%) |



2019 Multi-year Department Budget

LEGISLATIVE AND LEGAL SERVICES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|---|-----------------------------|---|---|---|
| Legislative & Legal Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$5,000 | \$5,000 | \$314,030 | \$5,000 |
| Total 500 - Revenue | <u>5,000</u> | <u>5,000</u> | <u>314,030</u> | <u>5,000</u> |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 1,727,908 | 2,039,982 | 2,124,657 | 2,151,803 |
| 205 - Employee Benefits | 385,209 | 421,702 | 456,095 | 449,792 |
| 210 - Training & Development | 77,640 | 82,140 | 88,140 | 83,140 |
| 215 - Business Expenses | 6,350 | 19,900 | 11,150 | 19,950 |
| 220 - Advertising & Printing | 33,345 | 96,945 | 92,545 | 96,945 |
| 225 - Professional Services | 372,938 | 378,438 | 333,438 | 378,438 |
| 235 - Rentals & Leases | 0 | 100,000 | 133,000 | 100,000 |
| 240 - Contracted Services | 96,000 | 61,700 | 207,200 | 61,700 |
| 245 - Supplies & Materials | 52,040 | 56,040 | 63,040 | 56,540 |
| 255 - Equipment Purchases | 11,000 | 11,000 | 11,000 | 11,000 |
| 265 - Telecommunications | 9,724 | 11,084 | 14,254 | 10,704 |
| 281 - Interprogram | 51,036 | 44,772 | 59,700 | 40,000 |
| Total 600 - Expense | <u>2,823,190</u> | <u>3,323,703</u> | <u>3,594,219</u> | <u>3,460,012</u> |
| Net Revenues/(Expenses) | <u>(2,818,190)</u> | <u>(3,318,703)</u> | <u>(3,280,189)</u> | <u>(3,455,012)</u> |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 130,000 | 454,300 | 463,546 | 454,300 |
| 415 - To Reserve | (255,000) | (255,000) | (255,000) | (255,000) |
| Total 700 - Non-Operating Items | <u>(125,000)</u> | <u>199,300</u> | <u>208,546</u> | <u>199,300</u> |
| Net Impact For Budget Purposes | <u>(\$2,943,190)</u> | <u>(\$3,119,403)</u> | <u>(\$3,071,643)</u> | <u>(\$3,255,712)</u> |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|---|----------------------------|----------------------------|--------------------|---------------|
| Legislative & Legal Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$5,000 | \$10,000 | (\$5,000) | (50%) |
| Total 500 - Revenue | 5,000 | 10,000 | (5,000) | (50%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 1,727,908 | 1,777,869 | (49,961) | (3%) |
| 205 - Employee Benefits | 385,209 | 411,212 | (26,003) | (6%) |
| 210 - Training & Development | 77,640 | 72,964 | 4,676 | 6% |
| 215 - Business Expenses | 6,350 | 19,850 | (13,500) | (68%) |
| 220 - Advertising & Printing | 33,345 | 75,745 | (42,400) | (56%) |
| 225 - Professional Services | 372,938 | 400,438 | (27,500) | (7%) |
| 240 - Contracted Services | 96,000 | 61,700 | 34,300 | 56% |
| 245 - Supplies & Materials | 52,040 | 48,000 | 4,040 | 8% |
| 255 - Equipment Purchases | 11,000 | 11,000 | 0 | 0% |
| 265 - Telecommunications | 9,724 | 12,024 | (2,300) | (19%) |
| 281 - Interprogram | 51,036 | 40,000 | 11,036 | 28% |
| Total 600 - Expense | 2,823,190 | 2,930,802 | (107,612) | (4%) |
| Net Revenues/(Expenses) | (2,818,190) | (2,920,802) | 102,612 | (4%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 130,000 | 298,300 | (168,300) | (56%) |
| 415 - To Reserve | (255,000) | (197,700) | (57,300) | 29% |
| Total 700 - Non-Operating Items | (125,000) | 100,600 | (225,600) | (224%) |
| Net Impact For Budget Purposes | (\$2,943,190) | (\$2,820,202) | (\$122,988) | 4% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|---|---|----------------------------|--------------------|---------------|
| Legislative & Legal Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | 5,000 | 5,000 | 0 | 0% |
| Total 500 - Revenue | 5,000 | 5,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 2,039,982 | 1,727,908 | 312,074 | 18% |
| 205 - Employee Benefits | 421,702 | 385,209 | 36,493 | 9% |
| 210 - Training & Development | 82,140 | 77,640 | 4,500 | 6% |
| 215 - Business Expenses | 19,900 | 6,350 | 13,550 | 213% |
| 220 - Advertising & Printing | 96,945 | 33,345 | 63,600 | 191% |
| 225 - Professional Services | 378,438 | 372,938 | 5,500 | 1% |
| 235 - Rentals & Leases | 100,000 | 0 | 100,000 | 100% |
| 240 - Contracted Services | 61,700 | 96,000 | (34,300) | (36%) |
| 245 - Supplies & Materials | 56,040 | 52,040 | 4,000 | 8% |
| 255 - Equipment Purchases | 11,000 | 11,000 | 0 | 0% |
| 265 - Telecommunications | 11,084 | 9,724 | 1,360 | 14% |
| 281 - Interprogram | 44,772 | 51,036 | (6,264) | (12%) |
| Total 600 - Expense | 3,323,703 | 2,823,190 | 500,513 | 18% |
| Net Revenues/(Expenses) | (3,318,703) | (2,818,190) | (500,513) | 18% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 454,300 | 130,000 | 324,300 | 249% |
| 415 - To Reserve | (255,000) | (255,000) | 0 | 0% |
| Total 700 - Non-Operating Items | 199,300 | (125,000) | 324,300 | (259%) |
| Net Impact For Budget Purposes | (\$3,119,403) | (\$2,943,190) | (\$176,213) | 6% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---|---|---|-----------------|---------------|
| Legislative & Legal Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$314,030 | \$5,000 | \$309,030 | 6,181% |
| Total 500 - Revenue | 314,030 | 5,000 | 309,030 | 6,181% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 2,124,657 | 2,039,982 | 84,675 | 4% |
| 205 - Employee Benefits | 456,095 | 421,702 | 34,393 | 8% |
| 210 - Training & Development | 88,140 | 82,140 | 6,000 | 7% |
| 215 - Business Expenses | 11,150 | 19,900 | (8,750) | (44%) |
| 220 - Advertising & Printing | 92,545 | 96,945 | (4,400) | (5%) |
| 225 - Professional Services | 333,438 | 378,438 | (45,000) | (12%) |
| 235 - Rentals & Leases | 133,000 | 100,000 | 33,000 | 33% |
| 240 - Contracted Services | 207,200 | 61,700 | 145,500 | 236% |
| 245 - Supplies & Materials | 63,040 | 56,040 | 7,000 | 12% |
| 255 - Equipment Purchases | 11,000 | 11,000 | 0 | 0% |
| 265 - Telecommunications | 14,254 | 11,084 | 3,170 | 29% |
| 281 - Interprogram | 59,700 | 44,772 | 14,928 | 33% |
| Total 600 - Expense | 3,594,219 | 3,323,703 | 270,516 | 8% |
| Net Revenues/(Expenses) | (3,280,189) | (3,318,703) | 38,514 | (1%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 463,546 | 454,300 | 9,246 | 2% |
| 415 - To Reserve | (255,000) | (255,000) | 0 | 0% |
| Total 700 - Non-Operating Items | 208,546 | 199,300 | 9,246 | 5% |
| Net Impact For Budget Purposes | (\$3,071,643) | (\$3,119,403) | \$47,760 | (2%) |

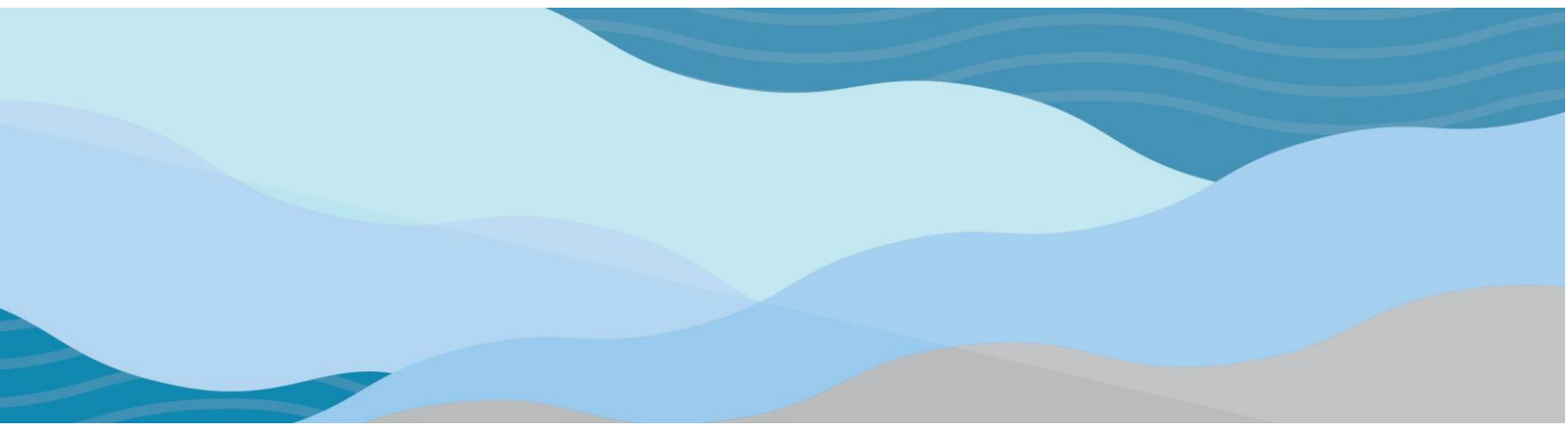
Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---|---|---|--------------------|--------------|
| Legislative & Legal Services | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$5,000 | \$314,030 | (\$309,030) | (98%) |
| Total 500 - Revenue | 5,000 | 314,030 | (309,030) | (98%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 2,151,803 | 2,124,657 | 27,146 | 1% |
| 205 - Employee Benefits | 449,792 | 456,095 | (6,303) | (1%) |
| 210 - Training & Development | 83,140 | 88,140 | (5,000) | (6%) |
| 215 - Business Expenses | 19,950 | 11,150 | 8,800 | 79% |
| 220 - Advertising & Printing | 96,945 | 92,545 | 4,400 | 5% |
| 225 - Professional Services | 378,438 | 333,438 | 45,000 | 13% |
| 235 - Rentals & Leases | 100,000 | 133,000 | (33,000) | (25%) |
| 240 - Contracted Services | 61,700 | 207,200 | (145,500) | (70%) |
| 245 - Supplies & Materials | 56,540 | 63,040 | (6,500) | (10%) |
| 255 - Equipment Purchases | 11,000 | 11,000 | 0 | 0% |
| 265 - Telecommunications | 10,704 | 14,254 | (3,550) | (25%) |
| 281 - Interprogram | 40,000 | 59,700 | (19,700) | (33%) |
| Total 600 - Expense | 3,460,012 | 3,594,219 | (134,207) | (4%) |
| Net Revenues/(Expenses) | (3,455,012) | (3,280,189) | (174,823) | 5% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 454,300 | 463,546 | (9,246) | (2%) |
| 415 - To Reserve | (255,000) | (255,000) | 0 | 0% |
| Total 700 - Non-Operating Items | 199,300 | 208,546 | (9,246) | (4%) |
| Net Impact For Budget Purposes | (\$3,255,712) | (\$3,071,643) | (\$184,069) | 6% |



2019 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.

Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|---|----------------------------|---|---|---|
| Financial & Strategic Management | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$322,330 | \$322,330 | \$322,330 | \$322,330 |
| 155 - Other Revenues | 325,553 | 325,553 | 325,553 | 325,553 |
| Total 500 - Revenue | 647,883 | 647,883 | 647,883 | 647,883 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 7,065,541 | 7,167,178 | 7,136,759 | 7,136,759 |
| 205 - Employee Benefits | 1,675,514 | 1,690,295 | 1,688,969 | 1,697,297 |
| 210 - Training & Development | 223,283 | 229,637 | 227,088 | 229,166 |
| 215 - Business Expenses | 47,495 | 46,880 | 46,939 | 56,884 |
| 220 - Advertising & Printing | 135,876 | 137,022 | 138,158 | 139,327 |
| 225 - Professional Services | 586,875 | 857,520 | 605,463 | 612,689 |
| 235 - Rentals & Leases | 200 | 200 | 200 | 200 |
| 240 - Contracted Services | 233,722 | 281,994 | 408,066 | 504,138 |
| 245 - Supplies & Materials | 114,188 | 113,761 | 114,392 | 114,580 |
| 250 - Repairs & Maintenance | 600 | 600 | 600 | 600 |
| 255 - Equipment Purchases | 64,300 | 25,515 | 25,620 | 25,736 |
| 265 - Telecommunications | 24,720 | 22,035 | 22,242 | 22,365 |
| 280 - Other Expenses | 46,949 | 48,635 | 49,715 | 50,807 |
| 281 - Interprogram | (327,282) | (356,530) | (358,148) | (358,130) |
| Total 600 - Expense | 9,891,981 | 10,264,742 | 10,106,063 | 10,232,418 |
| Net Revenues/(Expenses) | (9,244,098) | (9,616,859) | (9,458,180) | (9,584,535) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 346,821 | 143,410 | 20,000 | 35,000 |
| 415 - To Reserve | (120,000) | (120,000) | (120,000) | (120,000) |
| Total 700 - Non-Operating Items | 226,821 | 23,410 | (100,000) | (85,000) |
| Net Impact For Budget Purposes | (\$9,017,277) | (\$9,593,449) | (\$9,558,180) | (\$9,669,535) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|---|----------------------------|----------------------------|--------------------|-------------|
| Financial & Strategic Management | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$322,330 | \$348,880 | (\$26,550) | (8%) |
| 155 - Other Revenues | 325,553 | 8,600 | 316,953 | 3,686% |
| Total 500 - Revenue | 647,883 | 357,480 | 290,403 | 81% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 7,065,541 | 6,201,027 | 864,514 | 14% |
| 205 - Employee Benefits | 1,675,514 | 1,505,603 | 169,911 | 11% |
| 210 - Training & Development | 223,283 | 194,081 | 29,202 | 15% |
| 215 - Business Expenses | 47,495 | 61,325 | (13,830) | (23%) |
| 220 - Advertising & Printing | 135,876 | 127,961 | 7,915 | 6% |
| 225 - Professional Services | 586,875 | 480,465 | 106,410 | 22% |
| 235 - Rentals & Leases | 200 | 200 | 0 | 0% |
| 240 - Contracted Services | 233,722 | 426,432 | (192,710) | (45%) |
| 245 - Supplies & Materials | 114,188 | 81,695 | 32,493 | 40% |
| 250 - Repairs & Maintenance | 600 | 1,039 | (439) | (42%) |
| 255 - Equipment Purchases | 64,300 | 34,550 | 29,750 | 86% |
| 265 - Telecommunications | 24,720 | 23,430 | 1,290 | 6% |
| 280 - Other Expenses | 46,949 | 52,178 | (5,229) | (10%) |
| 281 - Interprogram | (327,282) | (568,019) | 240,737 | (42%) |
| Total 600 - Expense | 9,891,981 | 8,621,967 | 1,270,014 | 15% |
| Net Revenues/(Expenses) | (9,244,098) | (8,264,487) | (979,611) | 12% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 346,821 | 226,405 | 120,416 | 53% |
| 415 - To Reserve | (120,000) | (130,154) | 10,154 | (8%) |
| Total 700 - Non-Operating Items | 226,821 | 96,251 | 130,570 | 136% |
| Net Impact For Budget Purposes | (\$9,017,277) | (\$8,168,236) | (\$849,041) | 10% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|---|---|----------------------------|--------------------|--------------|
| Financial & Strategic Management | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$322,330 | \$322,330 | \$0 | 0% |
| 155 - Other Revenues | 325,553 | 325,553 | 0 | 0% |
| Total 500 - Revenue | 647,883 | 647,883 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 7,167,178 | 7,065,541 | 101,637 | 1% |
| 205 - Employee Benefits | 1,690,295 | 1,675,514 | 14,781 | 1% |
| 210 - Training & Development | 229,637 | 223,283 | 6,354 | 3% |
| 215 - Business Expenses | 46,880 | 47,495 | (615) | (1%) |
| 220 - Advertising & Printing | 137,022 | 135,876 | 1,146 | 1% |
| 225 - Professional Services | 857,520 | 586,875 | 270,645 | 46% |
| 235 - Rentals & Leases | 200 | 200 | 0 | 0% |
| 240 - Contracted Services | 281,994 | 233,722 | 48,272 | 21% |
| 245 - Supplies & Materials | 113,761 | 114,188 | (427) | (0%) |
| 250 - Repairs & Maintenance | 600 | 600 | 0 | 0% |
| 255 - Equipment Purchases | 25,515 | 64,300 | (38,785) | (60%) |
| 265 - Telecommunications | 22,035 | 24,720 | (2,685) | (11%) |
| 280 - Other Expenses | 48,635 | 46,949 | 1,686 | 4% |
| 281 - Interprogram | (356,530) | (327,282) | (29,248) | 9% |
| Total 600 - Expense | 10,264,742 | 9,891,981 | 372,761 | 4% |
| Net Revenues/(Expenses) | (9,616,859) | (9,244,098) | (372,761) | 4% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 143,410 | 346,821 | (203,411) | (59%) |
| 415 - To Reserve | (120,000) | (120,000) | 0 | 0% |
| Total 700 - Non-Operating Items | 23,410 | 226,821 | (203,411) | (90%) |
| Net Impact For Budget Purposes | (\$9,593,449) | (\$9,017,277) | (\$576,172) | 6% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---|---|---|------------------|---------------|
| Financial & Strategic Management | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$322,330 | \$322,330 | \$0 | 0% |
| 155 - Other Revenues | 325,553 | 325,553 | 0 | 0% |
| Total 500 - Revenue | 647,883 | 647,883 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 7,136,759 | 7,167,178 | (30,419) | (0%) |
| 205 - Employee Benefits | 1,688,969 | 1,690,295 | (1,326) | (0%) |
| 210 - Training & Development | 227,088 | 229,637 | (2,549) | (1%) |
| 215 - Business Expenses | 46,939 | 46,880 | 59 | 0% |
| 220 - Advertising & Printing | 138,158 | 137,022 | 1,136 | 1% |
| 225 - Professional Services | 605,463 | 857,520 | (252,057) | (29%) |
| 235 - Rentals & Leases | 200 | 200 | 0 | 0% |
| 240 - Contracted Services | 408,066 | 281,994 | 126,072 | 45% |
| 245 - Supplies & Materials | 114,392 | 113,761 | 631 | 1% |
| 250 - Repairs & Maintenance | 600 | 600 | 0 | 0% |
| 255 - Equipment Purchases | 25,620 | 25,515 | 105 | 0% |
| 265 - Telecommunications | 22,242 | 22,035 | 207 | 1% |
| 280 - Other Expenses | 49,715 | 48,635 | 1,080 | 2% |
| 281 - Interprogram | (358,148) | (356,530) | (1,618) | 0% |
| Total 600 - Expense | 10,106,063 | 10,264,742 | (158,679) | (2%) |
| Net Revenues/(Expenses) | (9,458,180) | (9,616,859) | 158,679 | (2%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 20,000 | 143,410 | (123,410) | (86%) |
| 415 - To Reserve | (120,000) | (120,000) | 0 | 0% |
| Total 700 - Non-Operating Items | (100,000) | 23,410 | (123,410) | (527%) |
| Net Impact For Budget Purposes | (\$9,558,180) | (\$9,593,449) | \$35,269 | (0%) |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---|---|---|--------------------|--------------|
| Financial & Strategic Management | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$322,330 | \$322,330 | \$0 | 0% |
| 155 - Other Revenues | 325,553 | 325,553 | 0 | 0% |
| Total 500 - Revenue | 647,883 | 647,883 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 7,136,759 | 7,136,759 | 0 | 0% |
| 205 - Employee Benefits | 1,697,297 | 1,688,969 | 8,328 | 0% |
| 210 - Training & Development | 229,166 | 227,088 | 2,078 | 1% |
| 215 - Business Expenses | 56,884 | 46,939 | 9,945 | 21% |
| 220 - Advertising & Printing | 139,327 | 138,158 | 1,169 | 1% |
| 225 - Professional Services | 612,689 | 605,463 | 7,226 | 1% |
| 235 - Rentals & Leases | 200 | 200 | 0 | 0% |
| 240 - Contracted Services | 504,138 | 408,066 | 96,072 | 24% |
| 245 - Supplies & Materials | 114,580 | 114,392 | 188 | 0% |
| 250 - Repairs & Maintenance | 600 | 600 | 0 | 0% |
| 255 - Equipment Purchases | 25,736 | 25,620 | 116 | 0% |
| 265 - Telecommunications | 22,365 | 22,242 | 123 | 1% |
| 280 - Other Expenses | 50,807 | 49,715 | 1,092 | 2% |
| 281 - Interprogram | (358,130) | (358,148) | 18 | (0%) |
| Total 600 - Expense | 10,232,418 | 10,106,063 | 126,355 | 1% |
| Net Revenues/(Expenses) | (9,584,535) | (9,458,180) | (126,355) | 1% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 35,000 | 20,000 | 15,000 | 75% |
| 415 - To Reserve | (120,000) | (120,000) | 0 | 0% |
| Total 700 - Non-Operating Items | (85,000) | (100,000) | 15,000 | (15%) |
| Net Impact For Budget Purposes | (\$9,669,535) | (\$9,558,180) | (\$111,355) | 1% |



2019 Multi-year Department Budget

ASSESSMENT AND TAX



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|---------------------------------------|----------------------------|---|---|---|
| Assessment & Tax | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$322,330 | \$322,330 | \$322,330 | \$322,330 |
| 155 - Other Revenues | 325,553 | 325,553 | 325,553 | 325,553 |
| Total 500 - Revenue | 647,883 | 647,883 | 647,883 | 647,883 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 1,484,018 | 1,527,363 | 1,528,771 | 1,528,771 |
| 205 - Employee Benefits | 366,376 | 374,365 | 376,309 | 378,265 |
| 210 - Training & Development | 29,046 | 29,046 | 29,046 | 29,046 |
| 215 - Business Expenses | 14,915 | 13,835 | 13,295 | 12,755 |
| 220 - Advertising & Printing | 78,971 | 79,394 | 79,838 | 80,305 |
| 225 - Professional Services | 39,000 | 39,000 | 39,000 | 39,000 |
| 235 - Rentals & Leases | 200 | 200 | 200 | 200 |
| 240 - Contracted Services | 113,870 | 119,870 | 125,870 | 131,870 |
| 245 - Supplies & Materials | 16,379 | 15,729 | 15,729 | 15,729 |
| 250 - Repairs & Maintenance | 600 | 600 | 600 | 600 |
| 255 - Equipment Purchases | 16,500 | 7,000 | 7,000 | 7,000 |
| 265 - Telecommunications | 8,255 | 7,755 | 7,755 | 7,755 |
| 280 - Other Expenses | 24,419 | 25,763 | 26,507 | 27,251 |
| 281 - Interprogram | (34,111) | (40,894) | (42,547) | (42,564) |
| Total 600 - Expense | 2,158,438 | 2,199,026 | 2,207,373 | 2,215,983 |
| Net Revenues/(Expenses) | (1,510,555) | (1,551,143) | (1,559,490) | (1,568,100) |
| Net Impact For Budget Purposes | (\$1,510,555) | (\$1,551,143) | (\$1,559,490) | (\$1,568,100) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|---------------------------------------|----------------------------|----------------------------|-----------------|-------------|
| Assessment & Tax | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$322,330 | \$348,880 | (\$26,550) | (8%) |
| 155 - Other Revenues | 325,553 | 8,000 | 317,553 | 3,969% |
| Total 500 - Revenue | 647,883 | 356,880 | 291,003 | 82% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 1,484,018 | 1,364,032 | 119,986 | 9% |
| 205 - Employee Benefits | 366,376 | 351,971 | 14,405 | 4% |
| 210 - Training & Development | 29,046 | 27,175 | 1,871 | 7% |
| 215 - Business Expenses | 14,915 | 15,815 | (900) | (6%) |
| 220 - Advertising & Printing | 78,971 | 72,448 | 6,523 | 9% |
| 225 - Professional Services | 39,000 | 42,465 | (3,465) | (8%) |
| 235 - Rentals & Leases | 200 | 200 | 0 | 0% |
| 240 - Contracted Services | 113,870 | 69,317 | 44,553 | 64% |
| 245 - Supplies & Materials | 16,379 | 15,529 | 850 | 5% |
| 250 - Repairs & Maintenance | 600 | 600 | 0 | 0% |
| 255 - Equipment Purchases | 16,500 | 5,000 | 11,500 | 230% |
| 265 - Telecommunications | 8,255 | 6,008 | 2,247 | 37% |
| 280 - Other Expenses | 24,419 | 25,364 | (945) | (4%) |
| 281 - Interprogram | (34,111) | (41,690) | 7,579 | (18%) |
| Total 600 - Expense | 2,158,438 | 1,954,234 | 204,204 | 10% |
| Net Revenues/(Expenses) | (1,510,555) | (1,597,354) | 86,799 | (5%) |
| Net Impact For Budget Purposes | (\$1,510,555) | (\$1,597,354) | \$86,799 | (5%) |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|---------------------------------------|---|----------------------------|-------------------|------------|
| Assessment & Tax | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$322,330 | \$322,330 | \$0 | 0% |
| 155 - Other Revenues | 325,553 | 325,553 | 0 | 0% |
| Total 500 - Revenue | 647,883 | 647,883 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 1,527,363 | 1,484,018 | 43,345 | 3% |
| 205 - Employee Benefits | 374,365 | 366,376 | 7,989 | 2% |
| 210 - Training & Development | 29,046 | 29,046 | 0 | 0% |
| 215 - Business Expenses | 13,835 | 14,915 | (1,080) | (7%) |
| 220 - Advertising & Printing | 79,394 | 78,971 | 423 | 1% |
| 225 - Professional Services | 39,000 | 39,000 | 0 | 0% |
| 235 - Rentals & Leases | 200 | 200 | 0 | 0% |
| 240 - Contracted Services | 119,870 | 113,870 | 6,000 | 5% |
| 245 - Supplies & Materials | 15,729 | 16,379 | (650) | (4%) |
| 250 - Repairs & Maintenance | 600 | 600 | 0 | 0% |
| 255 - Equipment Purchases | 7,000 | 16,500 | (9,500) | (58%) |
| 265 - Telecommunications | 7,755 | 8,255 | (500) | (6%) |
| 280 - Other Expenses | 25,763 | 24,419 | 1,344 | 6% |
| 281 - Interprogram | (40,894) | (34,111) | (6,783) | 20% |
| Total 600 - Expense | 2,199,026 | 2,158,438 | 40,588 | 2% |
| Net Revenues/(Expenses) | (1,551,143) | (1,510,555) | (40,588) | 3% |
| Net Impact For Budget Purposes | (\$1,551,143) | (\$1,510,555) | (\$40,588) | 3% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|------------------|------------|
| Assessment & Tax | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$322,330 | \$322,330 | \$0 | 0% |
| 155 - Other Revenues | 325,553 | 325,553 | 0 | 0% |
| Total 500 - Revenue | 647,883 | 647,883 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 1,528,771 | 1,527,363 | 1,408 | 0% |
| 205 - Employee Benefits | 376,309 | 374,365 | 1,944 | 1% |
| 210 - Training & Development | 29,046 | 29,046 | 0 | 0% |
| 215 - Business Expenses | 13,295 | 13,835 | (540) | (4%) |
| 220 - Advertising & Printing | 79,838 | 79,394 | 444 | 1% |
| 225 - Professional Services | 39,000 | 39,000 | 0 | 0% |
| 235 - Rentals & Leases | 200 | 200 | 0 | 0% |
| 240 - Contracted Services | 125,870 | 119,870 | 6,000 | 5% |
| 245 - Supplies & Materials | 15,729 | 15,729 | 0 | 0% |
| 250 - Repairs & Maintenance | 600 | 600 | 0 | 0% |
| 255 - Equipment Purchases | 7,000 | 7,000 | 0 | 0% |
| 265 - Telecommunications | 7,755 | 7,755 | 0 | 0% |
| 280 - Other Expenses | 26,507 | 25,763 | 744 | 3% |
| 281 - Interprogram | (42,547) | (40,894) | (1,653) | 4% |
| Total 600 - Expense | 2,207,373 | 2,199,026 | 8,347 | 0% |
| Net Revenues/(Expenses) | (1,559,490) | (1,551,143) | (8,347) | 1% |
| Net Impact For Budget Purposes | (\$1,559,490) | (\$1,551,143) | (\$8,347) | 1% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|------------------|------------|
| Assessment & Tax | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$322,330 | \$322,330 | \$0 | 0% |
| 155 - Other Revenues | 325,553 | 325,553 | 0 | 0% |
| Total 500 - Revenue | 647,883 | 647,883 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 1,528,771 | 1,528,771 | 0 | 0% |
| 205 - Employee Benefits | 378,265 | 376,309 | 1,956 | 1% |
| 210 - Training & Development | 29,046 | 29,046 | 0 | 0% |
| 215 - Business Expenses | 12,755 | 13,295 | (540) | (4%) |
| 220 - Advertising & Printing | 80,305 | 79,838 | 467 | 1% |
| 225 - Professional Services | 39,000 | 39,000 | 0 | 0% |
| 235 - Rentals & Leases | 200 | 200 | 0 | 0% |
| 240 - Contracted Services | 131,870 | 125,870 | 6,000 | 5% |
| 245 - Supplies & Materials | 15,729 | 15,729 | 0 | 0% |
| 250 - Repairs & Maintenance | 600 | 600 | 0 | 0% |
| 255 - Equipment Purchases | 7,000 | 7,000 | 0 | 0% |
| 265 - Telecommunications | 7,755 | 7,755 | 0 | 0% |
| 280 - Other Expenses | 27,251 | 26,507 | 744 | 3% |
| 281 - Interprogram | (42,564) | (42,547) | (17) | 0% |
| Total 600 - Expense | 2,215,983 | 2,207,373 | 8,610 | 0% |
| Net Revenues/(Expenses) | (1,568,100) | (1,559,490) | (8,610) | 1% |
| Net Impact For Budget Purposes | (\$1,568,100) | (\$1,559,490) | (\$8,610) | 1% |



2019 Multi-year Department Budget

CORPORATE PLANNING



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Corporate Planning | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$1,887,254 | \$1,905,205 | \$1,907,719 | \$1,907,719 |
| 205 - Employee Benefits | 445,132 | 447,705 | 450,257 | 452,527 |
| 210 - Training & Development | 73,928 | 74,611 | 75,445 | 76,206 |
| 215 - Business Expenses | 13,578 | 13,604 | 13,735 | 23,761 |
| 220 - Advertising & Printing | 27,437 | 27,437 | 27,437 | 27,437 |
| 225 - Professional Services | 379,250 | 652,750 | 398,500 | 403,500 |
| 240 - Contracted Services | 115,100 | 157,300 | 277,300 | 367,300 |
| 245 - Supplies & Materials | 74,850 | 74,850 | 75,350 | 75,350 |
| 255 - Equipment Purchases | 10,800 | 10,800 | 10,800 | 10,800 |
| 265 - Telecommunications | 5,556 | 5,556 | 5,616 | 5,616 |
| 281 - Interprogram | (109,541) | (109,541) | (109,541) | (109,541) |
| Total 600 - Expense | 2,923,344 | 3,260,277 | 3,132,618 | 3,240,675 |
| Net Revenues/(Expenses) | (2,923,344) | (3,260,277) | (3,132,618) | (3,240,675) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 50,000 | 25,000 | 20,000 | 35,000 |
| 415 - To Reserve | (120,000) | (120,000) | (120,000) | (120,000) |
| Total 700 - Non-Operating Items | (70,000) | (95,000) | (100,000) | (85,000) |
| Net Impact For Budget Purposes | (\$2,993,344) | (\$3,355,277) | (\$3,232,618) | (\$3,325,675) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|--------------------|---------------|
| Corporate Planning | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$1,887,254 | \$1,901,425 | (\$14,171) | (1%) |
| 205 - Employee Benefits | 445,132 | 437,857 | 7,275 | 2% |
| 210 - Training & Development | 73,928 | 78,551 | (4,623) | (6%) |
| 215 - Business Expenses | 13,578 | 28,880 | (15,302) | (53%) |
| 220 - Advertising & Printing | 27,437 | 28,295 | (858) | (3%) |
| 225 - Professional Services | 379,250 | 261,000 | 118,250 | 45% |
| 240 - Contracted Services | 115,100 | 217,365 | (102,265) | (47%) |
| 245 - Supplies & Materials | 74,850 | 43,850 | 31,000 | 71% |
| 250 - Repairs & Maintenance | 0 | 439 | (439) | (100%) |
| 255 - Equipment Purchases | 10,800 | 10,800 | 0 | 0% |
| 265 - Telecommunications | 5,556 | 9,842 | (4,286) | (44%) |
| 281 - Interprogram | (109,541) | (156,515) | 46,974 | (30%) |
| Total 600 - Expense | 2,923,344 | 2,861,789 | 61,555 | 2% |
| Net Revenues/(Expenses) | (2,923,344) | (2,861,789) | (61,555) | 2% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 50,000 | 226,405 | (176,405) | (78%) |
| 415 - To Reserve | (120,000) | (125,000) | 5,000 | (4%) |
| Total 700 - Non-Operating Items | (70,000) | 101,405 | (171,405) | (169%) |
| Net Impact For Budget Purposes | (\$2,993,344) | (\$2,760,384) | (\$232,960) | 8% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|------------|
| Corporate Planning | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$1,905,205 | \$1,887,254 | \$17,951 | 1% |
| 205 - Employee Benefits | 447,705 | 445,132 | 2,573 | 1% |
| 210 - Training & Development | 74,611 | 73,928 | 683 | 1% |
| 215 - Business Expenses | 13,604 | 13,578 | 26 | 0% |
| 220 - Advertising & Printing | 27,437 | 27,437 | 0 | 0% |
| 225 - Professional Services | 652,750 | 379,250 | 273,500 | 72% |
| 240 - Contracted Services | 157,300 | 115,100 | 42,200 | 37% |
| 245 - Supplies & Materials | 74,850 | 74,850 | 0 | 0% |
| 255 - Equipment Purchases | 10,800 | 10,800 | 0 | 0% |
| 265 - Telecommunications | 5,556 | 5,556 | 0 | 0% |
| 281 - Interprogram | (109,541) | (109,541) | 0 | 0% |
| Total 600 - Expense | 3,260,277 | 2,923,344 | 336,933 | 12% |
| Net Revenues/(Expenses) | (3,260,277) | (2,923,344) | (336,933) | 12% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 25,000 | 50,000 | (25,000) | (50%) |
| 415 - To Reserve | (120,000) | (120,000) | 0 | 0% |
| Total 700 - Non-Operating Items | (95,000) | (70,000) | (25,000) | 36% |
| Net Impact For Budget Purposes | (\$3,355,277) | (\$2,993,344) | (\$361,933) | 12% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|------------------|-------------|
| Corporate Planning | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$1,907,719 | \$1,905,205 | \$2,514 | 0% |
| 205 - Employee Benefits | 450,257 | 447,705 | 2,552 | 1% |
| 210 - Training & Development | 75,445 | 74,611 | 834 | 1% |
| 215 - Business Expenses | 13,735 | 13,604 | 131 | 1% |
| 220 - Advertising & Printing | 27,437 | 27,437 | 0 | 0% |
| 225 - Professional Services | 398,500 | 652,750 | (254,250) | (39%) |
| 240 - Contracted Services | 277,300 | 157,300 | 120,000 | 76% |
| 245 - Supplies & Materials | 75,350 | 74,850 | 500 | 1% |
| 255 - Equipment Purchases | 10,800 | 10,800 | 0 | 0% |
| 265 - Telecommunications | 5,616 | 5,556 | 60 | 1% |
| 281 - Interprogram | (109,541) | (109,541) | 0 | 0% |
| Total 600 - Expense | 3,132,618 | 3,260,277 | (127,659) | (4%) |
| Net Revenues/(Expenses) | (3,132,618) | (3,260,277) | 127,659 | (4%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 20,000 | 25,000 | (5,000) | (20%) |
| 415 - To Reserve | (120,000) | (120,000) | 0 | 0% |
| Total 700 - Non-Operating Items | (100,000) | (95,000) | (5,000) | 5% |
| Net Impact For Budget Purposes | (\$3,232,618) | (\$3,355,277) | \$122,659 | (4%) |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|-------------------|--------------|
| Corporate Planning | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$1,907,719 | \$1,907,719 | \$0 | 0% |
| 205 - Employee Benefits | 452,527 | 450,257 | 2,270 | 1% |
| 210 - Training & Development | 76,206 | 75,445 | 761 | 1% |
| 215 - Business Expenses | 23,761 | 13,735 | 10,026 | 73% |
| 220 - Advertising & Printing | 27,437 | 27,437 | 0 | 0% |
| 225 - Professional Services | 403,500 | 398,500 | 5,000 | 1% |
| 240 - Contracted Services | 367,300 | 277,300 | 90,000 | 32% |
| 245 - Supplies & Materials | 75,350 | 75,350 | 0 | 0% |
| 255 - Equipment Purchases | 10,800 | 10,800 | 0 | 0% |
| 265 - Telecommunications | 5,616 | 5,616 | 0 | 0% |
| 281 - Interprogram | (109,541) | (109,541) | 0 | 0% |
| Total 600 - Expense | 3,240,675 | 3,132,618 | 108,057 | 3% |
| Net Revenues/(Expenses) | (3,240,675) | (3,132,618) | (108,057) | 3% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 35,000 | 20,000 | 15,000 | 75% |
| 415 - To Reserve | (120,000) | (120,000) | 0 | 0% |
| Total 700 - Non-Operating Items | (85,000) | (100,000) | 15,000 | (15%) |
| Net Impact For Budget Purposes | (\$3,325,675) | (\$3,232,618) | (\$93,057) | 3% |



2019 Multi-year Department Budget

CORPORATE FINANCE

Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Corporate Finance | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$2,991,771 | \$3,028,383 | \$2,994,042 | \$2,994,042 |
| 205 - Employee Benefits | 717,138 | 721,406 | 715,073 | 718,662 |
| 210 - Training & Development | 102,759 | 108,430 | 105,047 | 106,364 |
| 215 - Business Expenses | 13,802 | 14,241 | 14,709 | 15,168 |
| 220 - Advertising & Printing | 22,708 | 23,431 | 24,123 | 24,825 |
| 225 - Professional Services | 168,625 | 165,770 | 167,963 | 170,189 |
| 240 - Contracted Services | 4,752 | 4,824 | 4,896 | 4,968 |
| 245 - Supplies & Materials | 9,759 | 9,982 | 10,113 | 10,301 |
| 255 - Equipment Purchases | 6,500 | 5,715 | 5,820 | 5,936 |
| 265 - Telecommunications | 8,485 | 7,692 | 7,839 | 7,962 |
| 280 - Other Expenses | 22,530 | 22,872 | 23,208 | 23,556 |
| 281 - Interprogram | (193,005) | (206,095) | (206,060) | (206,025) |
| Total 600 - Expense | 3,875,824 | 3,906,651 | 3,866,773 | 3,875,948 |
| Net Revenues/(Expenses) | (3,875,824) | (3,906,651) | (3,866,773) | (3,875,948) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 236,821 | 118,410 | 0 | 0 |
| Total 700 - Non-Operating Items | 236,821 | 118,410 | 0 | 0 |
| Net Impact For Budget Purposes | (\$3,639,003) | (\$3,788,241) | (\$3,866,773) | (\$3,875,948) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|--------------------|-----------------|
| Corporate Finance | | | | |
| 500 - Revenue | | | | |
| 155 - Other Revenues | \$0 | \$600 | (\$600) | (100%) |
| Total 500 - Revenue | 0 | 600 | (600) | (100%) |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 2,991,771 | 2,511,345 | 480,426 | 19% |
| 205 - Employee Benefits | 717,138 | 622,194 | 94,944 | 15% |
| 210 - Training & Development | 102,759 | 72,405 | 30,354 | 42% |
| 215 - Business Expenses | 13,802 | 13,330 | 472 | 4% |
| 220 - Advertising & Printing | 22,708 | 22,018 | 690 | 3% |
| 225 - Professional Services | 168,625 | 177,000 | (8,375) | (5%) |
| 240 - Contracted Services | 4,752 | 4,750 | 2 | 0% |
| 245 - Supplies & Materials | 9,759 | 9,116 | 643 | 7% |
| 255 - Equipment Purchases | 6,500 | 16,750 | (10,250) | (61%) |
| 265 - Telecommunications | 8,485 | 6,572 | 1,913 | 29% |
| 280 - Other Expenses | 22,530 | 26,814 | (4,284) | (16%) |
| 281 - Interprogram | (193,005) | (369,814) | 176,809 | (48%) |
| Total 600 - Expense | 3,875,824 | 3,112,480 | 763,344 | 25% |
| Net Revenues/(Expenses) | (3,875,824) | (3,111,880) | (763,944) | 25% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 236,821 | 0 | 236,821 | 100% |
| 415 - To Reserve | 0 | (2,500) | 2,500 | (100%) |
| Total 700 - Non-Operating Items | 236,821 | (2,500) | 239,321 | (9,573%) |
| Net Impact For Budget Purposes | (\$3,639,003) | (\$3,114,380) | (\$524,623) | 17% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|--------------|
| Corporate Finance | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$3,028,383 | \$2,991,771 | \$36,612 | 1% |
| 205 - Employee Benefits | 721,406 | 717,138 | 4,268 | 1% |
| 210 - Training & Development | 108,430 | 102,759 | 5,671 | 6% |
| 215 - Business Expenses | 14,241 | 13,802 | 439 | 3% |
| 220 - Advertising & Printing | 23,431 | 22,708 | 723 | 3% |
| 225 - Professional Services | 165,770 | 168,625 | (2,855) | (2%) |
| 240 - Contracted Services | 4,824 | 4,752 | 72 | 2% |
| 245 - Supplies & Materials | 9,982 | 9,759 | 223 | 2% |
| 255 - Equipment Purchases | 5,715 | 6,500 | (785) | (12%) |
| 265 - Telecommunications | 7,692 | 8,485 | (793) | (9%) |
| 280 - Other Expenses | 22,872 | 22,530 | 342 | 2% |
| 281 - Interprogram | (206,095) | (193,005) | (13,090) | 7% |
| Total 600 - Expense | 3,906,651 | 3,875,824 | 30,827 | 1% |
| Net Revenues/(Expenses) | (3,906,651) | (3,875,824) | (30,827) | 1% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 118,410 | 236,821 | (118,411) | (50%) |
| Total 700 - Non-Operating Items | 118,410 | 236,821 | (118,411) | (50%) |
| Net Impact For Budget Purposes | (\$3,788,241) | (\$3,639,003) | (\$149,238) | 4% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|-------------------|---------------|
| Corporate Finance | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$2,994,042 | \$3,028,383 | (\$34,341) | (1%) |
| 205 - Employee Benefits | 715,073 | 721,406 | (6,333) | (1%) |
| 210 - Training & Development | 105,047 | 108,430 | (3,383) | (3%) |
| 215 - Business Expenses | 14,709 | 14,241 | 468 | 3% |
| 220 - Advertising & Printing | 24,123 | 23,431 | 692 | 3% |
| 225 - Professional Services | 167,963 | 165,770 | 2,193 | 1% |
| 240 - Contracted Services | 4,896 | 4,824 | 72 | 1% |
| 245 - Supplies & Materials | 10,113 | 9,982 | 131 | 1% |
| 255 - Equipment Purchases | 5,820 | 5,715 | 105 | 2% |
| 265 - Telecommunications | 7,839 | 7,692 | 147 | 2% |
| 280 - Other Expenses | 23,208 | 22,872 | 336 | 1% |
| 281 - Interprogram | (206,060) | (206,095) | 35 | (0%) |
| Total 600 - Expense | 3,866,773 | 3,906,651 | (39,878) | (1%) |
| Net Revenues/(Expenses) | (3,866,773) | (3,906,651) | 39,878 | (1%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 0 | 118,410 | (118,410) | (100%) |
| Total 700 - Non-Operating Items | 0 | 118,410 | (118,410) | (100%) |
| Net Impact For Budget Purposes | (\$3,866,773) | (\$3,788,241) | (\$78,532) | 2% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|------------------|------------|
| Corporate Finance | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$2,994,042 | \$2,994,042 | \$0 | 0% |
| 205 - Employee Benefits | 718,662 | 715,073 | 3,589 | 1% |
| 210 - Training & Development | 106,364 | 105,047 | 1,317 | 1% |
| 215 - Business Expenses | 15,168 | 14,709 | 459 | 3% |
| 220 - Advertising & Printing | 24,825 | 24,123 | 702 | 3% |
| 225 - Professional Services | 170,189 | 167,963 | 2,226 | 1% |
| 240 - Contracted Services | 4,968 | 4,896 | 72 | 1% |
| 245 - Supplies & Materials | 10,301 | 10,113 | 188 | 2% |
| 255 - Equipment Purchases | 5,936 | 5,820 | 116 | 2% |
| 265 - Telecommunications | 7,962 | 7,839 | 123 | 2% |
| 280 - Other Expenses | 23,556 | 23,208 | 348 | 1% |
| 281 - Interprogram | (206,025) | (206,060) | 35 | (0%) |
| Total 600 - Expense | 3,875,948 | 3,866,773 | 9,175 | 0% |
| Net Revenues/(Expenses) | (3,875,948) | (3,866,773) | (9,175) | 0% |
| Net Impact For Budget Purposes | (\$3,875,948) | (\$3,866,773) | (\$9,175) | 0% |



2019 Multi-year Budget

FISCAL SERVICES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Fiscal Services | | | | |
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$217,988,561 | \$223,101,421 | \$231,802,107 | \$247,536,427 |
| 120 - Government Grants | 812,000 | 812,000 | 812,000 | 812,000 |
| 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 | 6,985,857 | 7,309,549 | 7,634,953 | 8,053,093 |
| 155 - Other Revenues | 1,317,911 | 1,277,676 | 1,226,488 | 1,172,970 |
| Total 500 - Revenue | 232,125,329 | 237,629,646 | 246,715,548 | 262,929,490 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | (963,914) | (1,001,659) | (801,654) | (1,027,773) |
| 205 - Employee Benefits | 485,479 | 492,269 | 521,144 | 500,937 |
| 210 - Training & Development | (84,450) | (84,110) | (83,305) | (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 | 1,566,000 | 743,480 | 390,000 | 390,000 |
| 230 - Insurance | 1,435,484 | 1,489,104 | 1,544,342 | 1,601,250 |
| 235 - Rentals & Leases | (100,000) | (100,000) | (100,000) | (100,000) |
| 240 - Contracted Services | (572,168) | (762,168) | (137,168) | (737,168) |
| 245 - Supplies & Materials | (1,000,000) | (1,000,000) | (1,000,000) | (1,000,000) |
| 260 - Utilities | 13,376 | 13,376 | 13,376 | 13,376 |
| 265 - Telecommunications | (50,000) | (50,000) | (50,000) | (50,000) |
| 270 - Interest on Debt | 3,217,589 | 3,379,885 | 3,525,290 | 3,213,008 |
| 275 - Grants & Requisitions | 671,738 | 671,738 | 671,738 | 671,738 |
| 280 - Other Expenses | 841,277 | 3,306,439 | 5,963,663 | 8,549,461 |
| 281 - Interprogram | (1,105,526) | (1,160,833) | (1,173,292) | (1,161,077) |
| 315 - Amortization Expense | 51,232,597 | 46,998,927 | 43,498,713 | 45,154,509 |
| Total 600 - Expense | 55,032,482 | 52,381,448 | 52,227,847 | 55,380,751 |
| Net Revenues/(Expenses) | 177,092,847 | 185,248,198 | 194,487,701 | 207,548,739 |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 8,692,754 | 7,809,392 | 7,926,069 | 2,706,058 |
| 415 - To Reserve | (8,094,595) | (5,078,501) | (7,208,378) | (15,040,378) |
| 425 - Loan Funds Repaid | 1,382,268 | 1,426,025 | 1,461,528 | 1,498,874 |
| 431 - Long Term Debt Repaid | (6,554,143) | (7,190,546) | (8,107,516) | (8,189,050) |
| Total 700 - Non-Operating Items | (4,573,716) | (3,033,630) | (5,928,297) | (19,024,496) |
| Non-Cash Adjustment | 51,313,224 | 47,079,093 | 43,578,879 | 45,234,675 |
| Net Impact For Budget Purposes | \$223,832,355 | \$229,293,661 | \$232,138,283 | \$233,758,918 |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|---------------------|--------------|
| Fiscal Services | | | | |
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$217,988,561 | \$211,872,298 | \$6,116,263 | 3% |
| 120 - Government Grants | 812,000 | 812,000 | 0 | 0% |
| 130 - User Fees & Charges | 3,621,000 | 3,821,000 | (200,000) | (5%) |
| 145 - Penalties and Fines | 1,400,000 | 1,300,000 | 100,000 | 8% |
| 150 - Investment Income | 6,985,857 | 5,640,552 | 1,345,305 | 24% |
| 155 - Other Revenues | 1,317,911 | 1,157,353 | 160,558 | 14% |
| Total 500 - Revenue | 232,125,329 | 224,603,203 | 7,522,126 | 3% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | (963,914) | (758,060) | (205,854) | 27% |
| 205 - Employee Benefits | 485,479 | 199,157 | 286,322 | 144% |
| 210 - Training & Development | (84,450) | 210,082 | (294,532) | (140%) |
| 215 - Business Expenses | (225,000) | (225,000) | 0 | 0% |
| 220 - Advertising & Printing | (330,000) | (330,000) | 0 | 0% |
| 225 - Professional Services | 1,566,000 | 1,491,309 | 74,691 | 5% |
| 230 - Insurance | 1,435,484 | 1,836,121 | (400,637) | (22%) |
| 235 - Rentals & Leases | (100,000) | (100,000) | 0 | 0% |
| 240 - Contracted Services | (572,168) | (1,187,168) | 615,000 | (52%) |
| 245 - Supplies & Materials | (1,000,000) | (1,000,000) | 0 | 0% |
| 260 - Utilities | 13,376 | 0 | 13,376 | 100% |
| 265 - Telecommunications | (50,000) | (50,000) | 0 | 0% |
| 270 - Interest on Debt | 3,217,589 | 3,357,001 | (139,412) | (4%) |
| 275 - Grants & Requisitions | 671,738 | 750,258 | (78,520) | (10%) |
| 280 - Other Expenses | 841,277 | 699,115 | 142,162 | 20% |
| 281 - Interprogram | (1,105,526) | (1,161,183) | 55,657 | (5%) |
| 315 - Amortization Expense | 51,232,597 | 50,506,729 | 725,868 | 1% |
| Total 600 - Expense | 55,032,482 | 54,238,361 | 794,121 | 1% |
| Net Revenues/(Expenses) | 177,092,847 | 170,364,842 | 6,728,005 | 4% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 8,692,754 | 6,542,241 | 2,150,513 | 33% |
| 415 - To Reserve | (8,094,595) | (8,418,921) | 324,326 | (4%) |
| 425 - Loan Funds Repaid | 1,382,268 | 1,102,169 | 280,099 | 25% |
| 431 - Long Term Debt Repaid | (6,554,143) | (6,930,808) | 376,665 | (5%) |
| Total 700 - Non-Operating Items | (4,573,716) | (7,705,319) | 3,131,603 | (41%) |
| Non-Cash Adjustment | 51,313,224 | 50,584,278 | 728,946 | 1% |
| Net Impact For Budget Purposes | \$223,832,355 | \$213,243,801 | \$10,588,554 | 5% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|--------------|
| Fiscal Services | | | | |
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$223,101,421 | \$217,988,561 | \$5,112,860 | 2% |
| 120 - Government Grants | 812,000 | 812,000 | 0 | 0% |
| 130 - User Fees & Charges | 3,729,000 | 3,621,000 | 108,000 | 3% |
| 145 - Penalties and Fines | 1,400,000 | 1,400,000 | 0 | 0% |
| 150 - Investment Income | 7,309,549 | 6,985,857 | 323,692 | 5% |
| 155 - Other Revenues | 1,277,676 | 1,317,911 | (40,235) | (3%) |
| Total 500 - Revenue | 237,629,646 | 232,125,329 | 5,504,317 | 2% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | (1,001,659) | (963,914) | (37,745) | 4% |
| 205 - Employee Benefits | 492,269 | 485,479 | 6,790 | 1% |
| 210 - Training & Development | (84,110) | (84,450) | 340 | (0%) |
| 215 - Business Expenses | (225,000) | (225,000) | 0 | 0% |
| 220 - Advertising & Printing | (330,000) | (330,000) | 0 | 0% |
| 225 - Professional Services | 743,480 | 1,566,000 | (822,520) | (53%) |
| 230 - Insurance | 1,489,104 | 1,435,484 | 53,620 | 4% |
| 235 - Rentals & Leases | (100,000) | (100,000) | 0 | 0% |
| 240 - Contracted Services | (762,168) | (572,168) | (190,000) | 33% |
| 245 - Supplies & Materials | (1,000,000) | (1,000,000) | 0 | 0% |
| 260 - Utilities | 13,376 | 13,376 | 0 | 0% |
| 265 - Telecommunications | (50,000) | (50,000) | 0 | 0% |
| 270 - Interest on Debt | 3,379,885 | 3,217,589 | 162,296 | 5% |
| 275 - Grants & Requisitions | 671,738 | 671,738 | 0 | 0% |
| 280 - Other Expenses | 3,306,439 | 841,277 | 2,465,162 | 293% |
| 281 - Interprogram | (1,160,833) | (1,105,526) | (55,307) | 5% |
| 315 - Amortization Expense | 46,998,927 | 51,232,597 | (4,233,670) | (8%) |
| Total 600 - Expense | 52,381,448 | 55,032,482 | (2,651,034) | (5%) |
| Net Revenues/(Expenses) | 185,248,198 | 177,092,847 | 8,155,351 | 5% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 7,809,392 | 8,692,754 | (883,362) | (10%) |
| 415 - To Reserve | (5,078,501) | (8,094,595) | 3,016,094 | (37%) |
| 425 - Loan Funds Repaid | 1,426,025 | 1,382,268 | 43,757 | 3% |
| 431 - Long Term Debt Repaid | (7,190,546) | (6,554,143) | (636,403) | 10% |
| Total 700 - Non-Operating Items | (3,033,630) | (4,573,716) | 1,540,086 | (34%) |
| Non-Cash Adjustment | 47,079,093 | 51,313,224 | (4,234,131) | (8%) |
| Net Impact For Budget Purposes | \$229,293,661 | \$223,832,355 | \$5,461,306 | 2% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|--------------------|-------------|
| Fiscal Services | | | | |
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$231,802,107 | \$223,101,421 | \$8,700,686 | 4% |
| 120 - Government Grants | 812,000 | 812,000 | 0 | 0% |
| 130 - User Fees & Charges | 3,840,000 | 3,729,000 | 111,000 | 3% |
| 145 - Penalties and Fines | 1,400,000 | 1,400,000 | 0 | 0% |
| 150 - Investment Income | 7,634,953 | 7,309,549 | 325,404 | 4% |
| 155 - Other Revenues | 1,226,488 | 1,277,676 | (51,188) | (4%) |
| Total 500 - Revenue | 246,715,548 | 237,629,646 | 9,085,902 | 4% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | (801,654) | (1,001,659) | 200,005 | (20%) |
| 205 - Employee Benefits | 521,144 | 492,269 | 28,875 | 6% |
| 210 - Training & Development | (83,305) | (84,110) | 805 | (1%) |
| 215 - Business Expenses | (225,000) | (225,000) | 0 | 0% |
| 220 - Advertising & Printing | (330,000) | (330,000) | 0 | 0% |
| 225 - Professional Services | 390,000 | 743,480 | (353,480) | (48%) |
| 230 - Insurance | 1,544,342 | 1,489,104 | 55,238 | 4% |
| 235 - Rentals & Leases | (100,000) | (100,000) | 0 | 0% |
| 240 - Contracted Services | (137,168) | (762,168) | 625,000 | (82%) |
| 245 - Supplies & Materials | (1,000,000) | (1,000,000) | 0 | 0% |
| 260 - Utilities | 13,376 | 13,376 | 0 | 0% |
| 265 - Telecommunications | (50,000) | (50,000) | 0 | 0% |
| 270 - Interest on Debt | 3,525,290 | 3,379,885 | 145,405 | 4% |
| 275 - Grants & Requisitions | 671,738 | 671,738 | 0 | 0% |
| 280 - Other Expenses | 5,963,663 | 3,306,439 | 2,657,224 | 80% |
| 281 - Interprogram | (1,173,292) | (1,160,833) | (12,459) | 1% |
| 315 - Amortization Expense | 43,498,713 | 46,998,927 | (3,500,214) | (7%) |
| Total 600 - Expense | 52,227,847 | 52,381,448 | (153,601) | (0%) |
| Net Revenues/(Expenses) | 194,487,701 | 185,248,198 | 9,239,503 | 5% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 7,926,069 | 7,809,392 | 116,677 | 1% |
| 415 - To Reserve | (7,208,378) | (5,078,501) | (2,129,877) | 42% |
| 425 - Loan Funds Repaid | 1,461,528 | 1,426,025 | 35,503 | 2% |
| 431 - Long Term Debt Repaid | (8,107,516) | (7,190,546) | (916,970) | 13% |
| Total 700 - Non-Operating Items | (5,928,297) | (3,033,630) | (2,894,667) | 95% |
| Non-Cash Adjustment | 43,578,879 | 47,079,093 | (3,500,214) | (7%) |
| Net Impact For Budget Purposes | \$232,138,283 | \$229,293,661 | \$2,844,622 | 1% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|---------------------|-------------|
| Fiscal Services | | | | |
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$247,536,427 | \$231,802,107 | \$15,734,320 | 7% |
| 120 - Government Grants | 812,000 | 812,000 | 0 | 0% |
| 130 - User Fees & Charges | 3,955,000 | 3,840,000 | 115,000 | 3% |
| 145 - Penalties and Fines | 1,400,000 | 1,400,000 | 0 | 0% |
| 150 - Investment Income | 8,053,093 | 7,634,953 | 418,140 | 5% |
| 155 - Other Revenues | 1,172,970 | 1,226,488 | (53,518) | (4%) |
| Total 500 - Revenue | 262,929,490 | 246,715,548 | 16,213,942 | 7% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | (1,027,773) | (801,654) | (226,119) | 28% |
| 205 - Employee Benefits | 500,937 | 521,144 | (20,207) | (4%) |
| 210 - Training & Development | (82,510) | (83,305) | 795 | (1%) |
| 215 - Business Expenses | (225,000) | (225,000) | 0 | 0% |
| 220 - Advertising & Printing | (330,000) | (330,000) | 0 | 0% |
| 225 - Professional Services | 390,000 | 390,000 | 0 | 0% |
| 230 - Insurance | 1,601,250 | 1,544,342 | 56,908 | 4% |
| 235 - Rentals & Leases | (100,000) | (100,000) | 0 | 0% |
| 240 - Contracted Services | (737,168) | (137,168) | (600,000) | 437% |
| 245 - Supplies & Materials | (1,000,000) | (1,000,000) | 0 | 0% |
| 260 - Utilities | 13,376 | 13,376 | 0 | 0% |
| 265 - Telecommunications | (50,000) | (50,000) | 0 | 0% |
| 270 - Interest on Debt | 3,213,008 | 3,525,290 | (312,282) | (9%) |
| 275 - Grants & Requisitions | 671,738 | 671,738 | 0 | 0% |
| 280 - Other Expenses | 8,549,461 | 5,963,663 | 2,585,798 | 43% |
| 281 - Interprogram | (1,161,077) | (1,173,292) | 12,215 | (1%) |
| 315 - Amortization Expense | 45,154,509 | 43,498,713 | 1,655,796 | 4% |
| Total 600 - Expense | 55,380,751 | 52,227,847 | 3,152,904 | 6% |
| Net Revenues/(Expenses) | 207,548,739 | 194,487,701 | 13,061,038 | 7% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 2,706,058 | 7,926,069 | (5,220,011) | (66%) |
| 415 - To Reserve | (15,040,378) | (7,208,378) | (7,832,000) | 109% |
| 425 - Loan Funds Repaid | 1,498,874 | 1,461,528 | 37,346 | 3% |
| 431 - Long Term Debt Repaid | (8,189,050) | (8,107,516) | (81,534) | 1% |
| Total 700 - Non-Operating Items | (19,024,496) | (5,928,297) | (13,096,199) | 221% |
| Non-Cash Adjustment | 45,234,675 | 43,578,879 | 1,655,796 | 4% |
| Net Impact For Budget Purposes | \$233,758,918 | \$232,138,283 | \$1,620,635 | 1% |



2019 Multi-year Budget

PROCUREMENT SERVICES



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Procurement Services | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$702,498 | \$706,227 | \$706,227 | \$706,227 |
| 205 - Employee Benefits | 146,868 | 146,819 | 147,330 | 147,843 |
| 210 - Training & Development | 17,550 | 17,550 | 17,550 | 17,550 |
| 215 - Business Expenses | 5,200 | 5,200 | 5,200 | 5,200 |
| 220 - Advertising & Printing | 6,760 | 6,760 | 6,760 | 6,760 |
| 245 - Supplies & Materials | 13,200 | 13,200 | 13,200 | 13,200 |
| 255 - Equipment Purchases | 30,500 | 2,000 | 2,000 | 2,000 |
| 265 - Telecommunications | 2,424 | 1,032 | 1,032 | 1,032 |
| 281 - Interprogram | 9,375 | 0 | 0 | 0 |
| Total 600 - Expense | 934,375 | 898,788 | 899,299 | 899,812 |
| Net Revenues/(Expenses) | (934,375) | (898,788) | (899,299) | (899,812) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 60,000 | 0 | 0 | 0 |
| Total 700 - Non-Operating Items | 60,000 | 0 | 0 | 0 |
| Net Impact For Budget Purposes | (\$874,375) | (\$898,788) | (\$899,299) | (\$899,812) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|--------------------|-----------------|
| Procurement Services | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$702,498 | \$424,225 | \$278,273 | 66% |
| 205 - Employee Benefits | 146,868 | 93,581 | 53,287 | 57% |
| 210 - Training & Development | 17,550 | 15,950 | 1,600 | 10% |
| 215 - Business Expenses | 5,200 | 3,300 | 1,900 | 58% |
| 220 - Advertising & Printing | 6,760 | 5,200 | 1,560 | 30% |
| 240 - Contracted Services | 0 | 135,000 | (135,000) | (100%) |
| 245 - Supplies & Materials | 13,200 | 13,200 | 0 | 0% |
| 255 - Equipment Purchases | 30,500 | 2,000 | 28,500 | 1,425% |
| 265 - Telecommunications | 2,424 | 1,008 | 1,416 | 140% |
| 281 - Interprogram | 9,375 | 0 | 9,375 | 100% |
| Total 600 - Expense | 934,375 | 693,464 | 240,911 | 35% |
| Net Revenues/(Expenses) | (934,375) | (693,464) | (240,911) | 35% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 60,000 | 0 | 60,000 | 100% |
| 415 - To Reserve | 0 | (2,654) | 2,654 | (100%) |
| Total 700 - Non-Operating Items | 60,000 | (2,654) | 62,654 | (2,361%) |
| Net Impact For Budget Purposes | (\$874,375) | (\$696,118) | (\$178,257) | 26% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|-------------------|---------------|
| Procurement Services | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$706,227 | \$702,498 | \$3,729 | 1% |
| 205 - Employee Benefits | 146,819 | 146,868 | (49) | (0%) |
| 210 - Training & Development | 17,550 | 17,550 | 0 | 0% |
| 215 - Business Expenses | 5,200 | 5,200 | 0 | 0% |
| 220 - Advertising & Printing | 6,760 | 6,760 | 0 | 0% |
| 245 - Supplies & Materials | 13,200 | 13,200 | 0 | 0% |
| 255 - Equipment Purchases | 2,000 | 30,500 | (28,500) | (93%) |
| 265 - Telecommunications | 1,032 | 2,424 | (1,392) | (57%) |
| 281 - Interprogram | 0 | 9,375 | (9,375) | (100%) |
| Total 600 - Expense | 898,788 | 934,375 | (35,587) | (4%) |
| Net Revenues/(Expenses) | (898,788) | (934,375) | 35,587 | (4%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 0 | 60,000 | (60,000) | (100%) |
| Total 700 - Non-Operating Items | 0 | 60,000 | (60,000) | (100%) |
| Net Impact For Budget Purposes | (\$898,788) | (\$874,375) | (\$24,413) | 3% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|----------------|------------|
| Procurement Services | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$706,227 | \$706,227 | \$0 | 0% |
| 205 - Employee Benefits | 147,330 | 146,819 | 511 | 0% |
| 210 - Training & Development | 17,550 | 17,550 | 0 | 0% |
| 215 - Business Expenses | 5,200 | 5,200 | 0 | 0% |
| 220 - Advertising & Printing | 6,760 | 6,760 | 0 | 0% |
| 245 - Supplies & Materials | 13,200 | 13,200 | 0 | 0% |
| 255 - Equipment Purchases | 2,000 | 2,000 | 0 | 0% |
| 265 - Telecommunications | 1,032 | 1,032 | 0 | 0% |
| Total 600 - Expense | 899,299 | 898,788 | 511 | 0% |
| Net Revenues/(Expenses) | (899,299) | (898,788) | (511) | 0% |
| Net Impact For Budget Purposes | (\$899,299) | (\$898,788) | (\$511) | 0% |

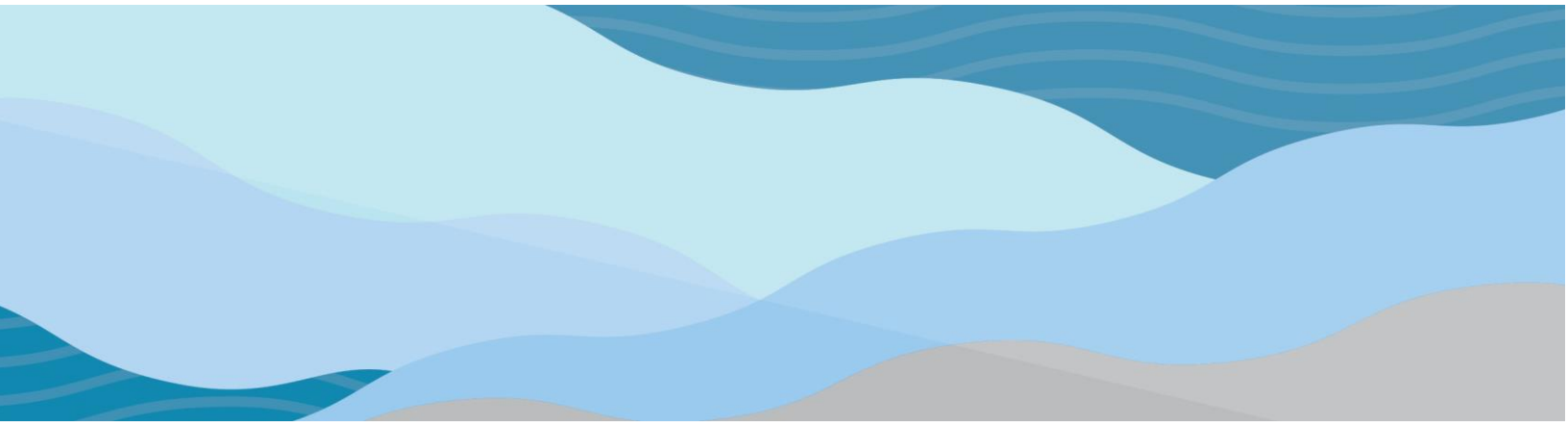
Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|----------------|------------|
| Procurement Services | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$706,227 | \$706,227 | \$0 | 0% |
| 205 - Employee Benefits | 147,843 | 147,330 | 513 | 0% |
| 210 - Training & Development | 17,550 | 17,550 | 0 | 0% |
| 215 - Business Expenses | 5,200 | 5,200 | 0 | 0% |
| 220 - Advertising & Printing | 6,760 | 6,760 | 0 | 0% |
| 245 - Supplies & Materials | 13,200 | 13,200 | 0 | 0% |
| 255 - Equipment Purchases | 2,000 | 2,000 | 0 | 0% |
| 265 - Telecommunications | 1,032 | 1,032 | 0 | 0% |
| Total 600 - Expense | 899,812 | 899,299 | 513 | 0% |
| Net Revenues/(Expenses) | (899,812) | (899,299) | (513) | 0% |
| Net Impact For Budget Purposes | (\$899,812) | (\$899,299) | (\$513) | 0% |



2019 Multi-year Budget

SENIOR ADMINISTRATION AND COUNCIL





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. Executive Team 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 2019-2022 Corporate Business Plan and the 2019-2022 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.

Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|-----------------------------|---|---|---|
| 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 | 4,233,030 | 4,366,427 | 4,383,707 | 4,477,730 |
| 205 - Employee Benefits | 907,665 | 937,414 | 944,902 | 970,317 |
| 210 - Training & Development | 159,676 | 162,504 | 162,978 | 165,807 |
| 215 - Business Expenses | 137,616 | 137,710 | 137,882 | 137,977 |
| 220 - Advertising & Printing | 196,713 | 197,087 | 197,579 | 197,988 |
| 225 - Professional Services | 324,970 | 243,761 | 493,761 | 243,761 |
| 235 - Rentals & Leases | 4,685 | 54,685 | 54,685 | 54,685 |
| 240 - Contracted Services | 15,000 | 15,000 | 15,000 | 15,000 |
| 245 - Supplies & Materials | 85,618 | 86,976 | 87,010 | 87,665 |
| 255 - Equipment Purchases | 18,358 | 6,818 | 5,088 | 10,088 |
| 265 - Telecommunications | 21,571 | 22,895 | 21,356 | 21,976 |
| 275 - Grants & Requisitions | 150,000 | 150,000 | 150,000 | 150,000 |
| 281 - Interprogram | (4,311) | (18,635) | (25,203) | (21,969) |
| Total 600 - Expense | <u>6,250,591</u> | <u>6,362,642</u> | <u>6,628,745</u> | <u>6,511,025</u> |
| Net Revenues/(Expenses) | <u>(6,126,591)</u> | <u>(6,238,642)</u> | <u>(6,504,745)</u> | <u>(6,387,025)</u> |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 96,209 | 0 | 0 | 0 |
| Total 700 - Non-Operating Items | <u>96,209</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Net Impact For Budget Purposes | <u>(\$6,030,382)</u> | <u>(\$6,238,642)</u> | <u>(\$6,504,745)</u> | <u>(\$6,387,025)</u> |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|--------------------|------------|
| Senior Administration | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$124,000 | \$124,000 | \$0 | 0% |
| Total 500 - Revenue | 124,000 | 124,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,233,030 | 3,905,483 | 327,547 | 8% |
| 205 - Employee Benefits | 907,665 | 866,978 | 40,687 | 5% |
| 210 - Training & Development | 159,676 | 156,556 | 3,120 | 2% |
| 215 - Business Expenses | 137,616 | 138,223 | (607) | (0%) |
| 220 - Advertising & Printing | 196,713 | 194,030 | 2,683 | 1% |
| 225 - Professional Services | 324,970 | 333,420 | (8,450) | (3%) |
| 235 - Rentals & Leases | 4,685 | 4,185 | 500 | 12% |
| 240 - Contracted Services | 15,000 | 17,500 | (2,500) | (14%) |
| 245 - Supplies & Materials | 85,618 | 50,042 | 35,576 | 71% |
| 255 - Equipment Purchases | 18,358 | 17,738 | 620 | 3% |
| 265 - Telecommunications | 21,571 | 18,875 | 2,696 | 14% |
| 275 - Grants & Requisitions | 150,000 | 202,676 | (52,676) | (26%) |
| 280 - Other Expenses | 0 | 40,000 | (40,000) | (100%) |
| 281 - Interprogram | (4,311) | (22,463) | 18,152 | (81%) |
| Total 600 - Expense | 6,250,591 | 5,923,243 | 327,348 | 6% |
| Net Revenues/(Expenses) | (6,126,591) | (5,799,243) | (327,348) | 6% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 96,209 | 68,205 | 28,004 | 41% |
| 415 - To Reserve | 0 | (7,400) | 7,400 | (100%) |
| Total 700 - Non-Operating Items | 96,209 | 60,805 | 35,404 | 58% |
| Net Impact For Budget Purposes | (\$6,030,382) | (\$5,738,438) | (\$291,944) | 5% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|---------------|
| Senior Administration | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$124,000.00 | \$124,000.00 | \$0.00 | 0% |
| Total 500 - Revenue | 124,000 | 124,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,366,427 | 4,233,030 | 133,397 | 3% |
| 205 - Employee Benefits | 937,414 | 907,665 | 29,749 | 3% |
| 210 - Training & Development | 162,504 | 159,676 | 2,828 | 2% |
| 215 - Business Expenses | 137,710 | 137,616 | 94 | 0% |
| 220 - Advertising & Printing | 197,087 | 196,713 | 374 | 0% |
| 225 - Professional Services | 243,761 | 324,970 | (81,209) | (25%) |
| 235 - Rentals & Leases | 54,685 | 4,685 | 50,000 | 1,067% |
| 240 - Contracted Services | 15,000 | 15,000 | 0 | 0% |
| 245 - Supplies & Materials | 86,976 | 85,618 | 1,358 | 2% |
| 255 - Equipment Purchases | 6,818 | 18,358 | (11,540) | (63%) |
| 265 - Telecommunications | 22,895 | 21,571 | 1,324 | 6% |
| 275 - Grants & Requisitions | 150,000 | 150,000 | 0 | 0% |
| 281 - Interprogram | (18,635) | (4,311) | (14,324) | 332% |
| Total 600 - Expense | 6,362,642 | 6,250,591 | 112,051 | 2% |
| Net Revenues/(Expenses) | (6,238,642) | (6,126,591) | (112,051) | 2% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 0 | 96,209 | (96,209) | (100%) |
| Total 700 - Non-Operating Items | 0 | 96,209 | (96,209) | (100%) |
| Net Impact For Budget Purposes | (\$6,238,642) | (\$6,030,382) | (\$208,260) | 3% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|--------------------|------------|
| Senior Administration | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | 124,000 | 124,000 | 0 | 0% |
| Total 500 - Revenue | 124,000 | 124,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,383,707 | 4,366,427 | 17,280 | 0% |
| 205 - Employee Benefits | 944,902 | 937,414 | 7,488 | 1% |
| 210 - Training & Development | 162,978 | 162,504 | 474 | 0% |
| 215 - Business Expenses | 137,882 | 137,710 | 172 | 0% |
| 220 - Advertising & Printing | 197,579 | 197,087 | 492 | 0% |
| 225 - Professional Services | 493,761 | 243,761 | 250,000 | 103% |
| 235 - Rentals & Leases | 54,685 | 54,685 | 0 | 0% |
| 240 - Contracted Services | 15,000 | 15,000 | 0 | 0% |
| 245 - Supplies & Materials | 87,010 | 86,976 | 34 | 0% |
| 255 - Equipment Purchases | 5,088 | 6,818 | (1,730) | (25%) |
| 265 - Telecommunications | 21,356 | 22,895 | (1,539) | (7%) |
| 275 - Grants & Requisitions | 150,000 | 150,000 | 0 | 0% |
| 281 - Interprogram | (25,203) | (18,635) | (6,568) | 35% |
| Total 600 - Expense | 6,628,745 | 6,362,642 | 266,103 | 4% |
| Net Revenues/(Expenses) | (6,504,745) | (6,238,642) | (266,103) | 4% |
| Net Impact For Budget Purposes | (\$6,504,745) | (\$6,238,642) | (\$266,103) | 4% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|------------------|-------------|
| Senior Administration | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$124,000 | \$124,000 | \$0 | 0% |
| Total 500 - Revenue | 124,000 | 124,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 4,477,730 | 4,383,707 | 94,023 | 2% |
| 205 - Employee Benefits | 970,317 | 944,902 | 25,415 | 3% |
| 210 - Training & Development | 165,807 | 162,978 | 2,829 | 2% |
| 215 - Business Expenses | 137,977 | 137,882 | 95 | 0% |
| 220 - Advertising & Printing | 197,988 | 197,579 | 409 | 0% |
| 225 - Professional Services | 243,761 | 493,761 | (250,000) | (51%) |
| 235 - Rentals & Leases | 54,685 | 54,685 | 0 | 0% |
| 240 - Contracted Services | 15,000 | 15,000 | 0 | 0% |
| 245 - Supplies & Materials | 87,665 | 87,010 | 655 | 1% |
| 255 - Equipment Purchases | 10,088 | 5,088 | 5,000 | 98% |
| 265 - Telecommunications | 21,976 | 21,356 | 620 | 3% |
| 275 - Grants & Requisitions | 150,000 | 150,000 | 0 | 0% |
| 281 - Interprogram | (21,969) | (25,203) | 3,234 | (13%) |
| Total 600 - Expense | 6,511,025 | 6,628,745 | (117,720) | (2%) |
| Net Revenues/(Expenses) | (6,387,025) | (6,504,745) | 117,720 | (2%) |
| Net Impact For Budget Purposes | (\$6,387,025) | (\$6,504,745) | \$117,720 | (2%) |



2019 Multi-year Department Budget

EXECUTIVE TEAM



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|---------------------------------------|-----------------------------|---|---|---|
| Executive Team | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$2,207,045 | \$2,216,411 | \$2,224,171 | \$2,232,201 |
| 205 - Employee Benefits | 420,751 | 423,090 | 425,443 | 427,803 |
| 210 - Training & Development | 102,780 | 102,808 | 102,916 | 102,945 |
| 215 - Business Expenses | 104,342 | 104,352 | 104,524 | 104,534 |
| 220 - Advertising & Printing | 106,542 | 106,542 | 106,642 | 106,642 |
| 225 - Professional Services | 20,071 | 20,071 | 20,071 | 20,071 |
| 235 - Rentals & Leases | 2,500 | 2,500 | 2,500 | 2,500 |
| 240 - Contracted Services | 5,000 | 5,000 | 5,000 | 5,000 |
| 245 - Supplies & Materials | 13,942 | 13,942 | 13,976 | 13,976 |
| 255 - Equipment Purchases | 3,112 | 3,112 | 3,112 | 3,112 |
| 265 - Telecommunications | 9,727 | 9,727 | 9,732 | 9,732 |
| 281 - Interprogram | (18,741) | (27,067) | (28,139) | (29,175) |
| Total 600 - Expense | <u>2,977,071</u> | <u>2,980,488</u> | <u>2,989,948</u> | <u>2,999,341</u> |
| Net Revenues/(Expenses) | <u>(2,977,071)</u> | <u>(2,980,488)</u> | <u>(2,989,948)</u> | <u>(2,999,341)</u> |
| Net Impact For Budget Purposes | <u>(\$2,977,071)</u> | <u>(\$2,980,488)</u> | <u>(\$2,989,948)</u> | <u>(\$2,999,341)</u> |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|----------------|---------------|
| Executive Team | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$2,207,045 | \$2,174,549 | \$32,496 | 1% |
| 205 - Employee Benefits | 420,751 | 450,193 | (29,442) | (7%) |
| 210 - Training & Development | 102,780 | 107,553 | (4,773) | (4%) |
| 215 - Business Expenses | 104,342 | 106,216 | (1,874) | (2%) |
| 220 - Advertising & Printing | 106,542 | 104,354 | 2,188 | 2% |
| 225 - Professional Services | 20,071 | 29,071 | (9,000) | (31%) |
| 235 - Rentals & Leases | 2,500 | 2,000 | 500 | 25% |
| 240 - Contracted Services | 5,000 | 7,000 | (2,000) | (29%) |
| 245 - Supplies & Materials | 13,942 | 13,992 | (50) | (0%) |
| 255 - Equipment Purchases | 3,112 | 3,312 | (200) | (6%) |
| 265 - Telecommunications | 9,727 | 9,207 | 520 | 6% |
| 281 - Interprogram | (18,741) | (29,963) | 11,222 | (37%) |
| Total 600 - Expense | 2,977,071 | 2,977,484 | (413) | (0%) |
| Net Revenues/(Expenses) | (2,977,071) | (2,977,484) | 413 | (0%) |
| 700 - Non-Operating Items | | | | |
| 415 - To Reserve | 0 | (3,000) | 3,000 | (100%) |
| Total 700 - Non-Operating Items | 0 | (3,000) | 3,000 | (100%) |
| Net Impact For Budget Purposes | (\$2,977,071) | (\$2,980,484) | \$3,413 | (0%) |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|---------------------------------------|---|----------------------------|------------------|------------|
| Executive Team | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$2,216,411 | \$2,207,045 | \$9,366 | 0% |
| 205 - Employee Benefits | 423,090 | 420,751 | 2,339 | 1% |
| 210 - Training & Development | 102,808 | 102,780 | 28 | 0% |
| 215 - Business Expenses | 104,352 | 104,342 | 10 | 0% |
| 220 - Advertising & Printing | 106,542 | 106,542 | 0 | 0% |
| 225 - Professional Services | 20,071 | 20,071 | 0 | 0% |
| 235 - Rentals & Leases | 2,500 | 2,500 | 0 | 0% |
| 240 - Contracted Services | 5,000 | 5,000 | 0 | 0% |
| 245 - Supplies & Materials | 13,942 | 13,942 | 0 | 0% |
| 255 - Equipment Purchases | 3,112 | 3,112 | 0 | 0% |
| 265 - Telecommunications | 9,727 | 9,727 | 0 | 0% |
| 281 - Interprogram | (27,067) | (18,741) | (8,326) | 44% |
| Total 600 - Expense | 2,980,488 | 2,977,071 | 3,417 | 0% |
| Net Revenues/(Expenses) | (2,980,488) | (2,977,071) | (3,417) | 0% |
| Net Impact For Budget Purposes | (\$2,980,488) | (\$2,977,071) | (\$3,417) | 0% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|------------------|------------|
| Executive Team | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$2,224,171 | \$2,216,411 | \$7,760 | 0% |
| 205 - Employee Benefits | 425,443 | 423,090 | 2,353 | 1% |
| 210 - Training & Development | 102,916 | 102,808 | 108 | 0% |
| 215 - Business Expenses | 104,524 | 104,352 | 172 | 0% |
| 220 - Advertising & Printing | 106,642 | 106,542 | 100 | 0% |
| 225 - Professional Services | 20,071 | 20,071 | 0 | 0% |
| 235 - Rentals & Leases | 2,500 | 2,500 | 0 | 0% |
| 240 - Contracted Services | 5,000 | 5,000 | 0 | 0% |
| 245 - Supplies & Materials | 13,976 | 13,942 | 34 | 0% |
| 255 - Equipment Purchases | 3,112 | 3,112 | 0 | 0% |
| 265 - Telecommunications | 9,732 | 9,727 | 5 | 0% |
| 281 - Interprogram | (28,139) | (27,067) | (1,072) | 4% |
| Total 600 - Expense | 2,989,948 | 2,980,488 | 9,460 | 0% |
| Net Revenues/(Expenses) | (2,989,948) | (2,980,488) | (9,460) | 0% |
| Net Impact For Budget Purposes | (\$2,989,948) | (\$2,980,488) | (\$9,460) | 0% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|------------------|------------|
| Executive Team | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$2,232,201 | \$2,224,171 | \$8,030 | 0% |
| 205 - Employee Benefits | 427,803 | 425,443 | 2,360 | 1% |
| 210 - Training & Development | 102,945 | 102,916 | 29 | 0% |
| 215 - Business Expenses | 104,534 | 104,524 | 10 | 0% |
| 220 - Advertising & Printing | 106,642 | 106,642 | 0 | 0% |
| 225 - Professional Services | 20,071 | 20,071 | 0 | 0% |
| 235 - Rentals & Leases | 2,500 | 2,500 | 0 | 0% |
| 240 - Contracted Services | 5,000 | 5,000 | 0 | 0% |
| 245 - Supplies & Materials | 13,976 | 13,976 | 0 | 0% |
| 255 - Equipment Purchases | 3,112 | 3,112 | 0 | 0% |
| 265 - Telecommunications | 9,732 | 9,732 | 0 | 0% |
| 281 - Interprogram | (29,175) | (28,139) | (1,036) | 4% |
| Total 600 - Expense | 2,999,341 | 2,989,948 | 9,393 | 0% |
| Net Revenues/(Expenses) | (2,999,341) | (2,989,948) | (9,393) | 0% |
| Net Impact For Budget Purposes | (\$2,999,341) | (\$2,989,948) | (\$9,393) | 0% |



2019 Multi-year Department Budget

COMMUNICATIONS



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Communications | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$1,473,698 | \$1,591,595 | \$1,601,115 | \$1,687,108 |
| 205 - Employee Benefits | 348,213 | 374,851 | 379,210 | 401,484 |
| 210 - Training & Development | 32,547 | 35,347 | 35,347 | 38,147 |
| 215 - Business Expenses | 5,965 | 6,050 | 6,050 | 6,135 |
| 220 - Advertising & Printing | 82,270 | 82,612 | 82,970 | 83,347 |
| 225 - Professional Services | 274,899 | 193,690 | 443,690 | 193,690 |
| 235 - Rentals & Leases | 1,000 | 51,000 | 51,000 | 51,000 |
| 240 - Contracted Services | 10,000 | 10,000 | 10,000 | 10,000 |
| 245 - Supplies & Materials | 70,959 | 72,317 | 72,317 | 72,972 |
| 255 - Equipment Purchases | 13,270 | 1,730 | 0 | 5,000 |
| 265 - Telecommunications | 7,966 | 9,290 | 7,746 | 8,366 |
| 281 - Interprogram | 14,430 | 8,432 | 2,936 | 7,206 |
| Total 600 - Expense | 2,335,217 | 2,436,914 | 2,692,381 | 2,564,455 |
| Net Revenues/(Expenses) | (2,335,217) | (2,436,914) | (2,692,381) | (2,564,455) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 96,209 | 0 | 0 | 0 |
| Total 700 - Non-Operating Items | 96,209 | 0 | 0 | 0 |
| Net Impact For Budget Purposes | (\$2,239,008) | (\$2,436,914) | (\$2,692,381) | (\$2,564,455) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|--------------------|------------|
| Communications | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$1,473,698 | \$1,218,621 | \$255,077 | 21% |
| 205 - Employee Benefits | 348,213 | 296,271 | 51,942 | 18% |
| 210 - Training & Development | 32,547 | 27,747 | 4,800 | 17% |
| 215 - Business Expenses | 5,965 | 4,854 | 1,111 | 23% |
| 220 - Advertising & Printing | 82,270 | 81,877 | 393 | 0% |
| 225 - Professional Services | 274,899 | 274,349 | 550 | 0% |
| 235 - Rentals & Leases | 1,000 | 1,000 | 0 | 0% |
| 240 - Contracted Services | 10,000 | 10,000 | 0 | 0% |
| 245 - Supplies & Materials | 70,959 | 35,333 | 35,626 | 101% |
| 255 - Equipment Purchases | 13,270 | 3,000 | 10,270 | 342% |
| 265 - Telecommunications | 7,966 | 5,326 | 2,640 | 50% |
| 280 - Other Expenses | 0 | 40,000 | (40,000) | (100%) |
| 281 - Interprogram | 14,430 | 7,500 | 6,930 | 92% |
| Total 600 - Expense | 2,335,217 | 2,005,878 | 329,339 | 16% |
| Net Revenues/(Expenses) | (2,335,217) | (2,005,878) | (329,339) | 16% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 96,209 | 68,205 | 28,004 | 41% |
| 415 - To Reserve | 0 | (1,900) | 1,900 | (100%) |
| Total 700 - Non-Operating Items | 96,209 | 66,305 | 29,904 | 45% |
| Net Impact For Budget Purposes | (\$2,239,008) | (\$1,939,573) | (\$299,435) | 15% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|--------------------|---------------|
| Communications | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$1,591,595 | \$1,473,698 | \$117,897 | 8% |
| 205 - Employee Benefits | 374,851 | 348,213 | 26,638 | 8% |
| 210 - Training & Development | 35,347 | 32,547 | 2,800 | 9% |
| 215 - Business Expenses | 6,050 | 5,965 | 85 | 1% |
| 220 - Advertising & Printing | 82,612 | 82,270 | 342 | 0% |
| 225 - Professional Services | 193,690 | 274,899 | (81,209) | (30%) |
| 235 - Rentals & Leases | 51,000 | 1,000 | 50,000 | 5,000% |
| 240 - Contracted Services | 10,000 | 10,000 | 0 | 0% |
| 245 - Supplies & Materials | 72,317 | 70,959 | 1,358 | 2% |
| 255 - Equipment Purchases | 1,730 | 13,270 | (11,540) | (87%) |
| 265 - Telecommunications | 9,290 | 7,966 | 1,324 | 17% |
| 281 - Interprogram | 8,432 | 14,430 | (5,998) | (42%) |
| Total 600 - Expense | 2,436,914 | 2,335,217 | 101,697 | 4% |
| Net Revenues/(Expenses) | (2,436,914) | (2,335,217) | (101,697) | 4% |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 0 | 96,209 | (96,209) | (100%) |
| Total 700 - Non-Operating Items | 0 | 96,209 | (96,209) | (100%) |
| Net Impact For Budget Purposes | (\$2,436,914) | (\$2,239,008) | (\$197,906) | 9% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|--------------------|------------|
| Communications | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 1,601,115 | 1,591,595 | 9,520 | 1% |
| 205 - Employee Benefits | 379,210 | 374,851 | 4,359 | 1% |
| 210 - Training & Development | 35,347 | 35,347 | 0 | 0% |
| 215 - Business Expenses | 6,050 | 6,050 | 0 | 0% |
| 220 - Advertising & Printing | 82,970 | 82,612 | 358 | 0% |
| 225 - Professional Services | 443,690 | 193,690 | 250,000 | 129% |
| 235 - Rentals & Leases | 51,000 | 51,000 | 0 | 0% |
| 240 - Contracted Services | 10,000 | 10,000 | 0 | 0% |
| 245 - Supplies & Materials | 72,317 | 72,317 | 0 | 0% |
| 255 - Equipment Purchases | 0 | 1,730 | (1,730) | (100%) |
| 265 - Telecommunications | 7,746 | 9,290 | (1,544) | (17%) |
| 281 - Interprogram | 2,936 | 8,432 | (5,496) | (65%) |
| Total 600 - Expense | 2,692,381 | 2,436,914 | 255,467 | 10% |
| Net Revenues/(Expenses) | (2,692,381) | (2,436,914) | (255,467) | 10% |
| Net Impact For Budget Purposes | (\$2,692,381) | (\$2,436,914) | (\$255,467) | 10% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|------------------|-------------|
| Communications | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$1,687,108 | \$1,601,115 | \$85,993 | 5% |
| 205 - Employee Benefits | 401,484 | 379,210 | 22,274 | 6% |
| 210 - Training & Development | 38,147 | 35,347 | 2,800 | 8% |
| 215 - Business Expenses | 6,135 | 6,050 | 85 | 1% |
| 220 - Advertising & Printing | 83,347 | 82,970 | 377 | 0% |
| 225 - Professional Services | 193,690 | 443,690 | (250,000) | (56%) |
| 235 - Rentals & Leases | 51,000 | 51,000 | 0 | 0% |
| 240 - Contracted Services | 10,000 | 10,000 | 0 | 0% |
| 245 - Supplies & Materials | 72,972 | 72,317 | 655 | 1% |
| 255 - Equipment Purchases | 5,000 | 0 | 5,000 | 100% |
| 265 - Telecommunications | 8,366 | 7,746 | 620 | 8% |
| 281 - Interprogram | 7,206 | 2,936 | 4,270 | 145% |
| Total 600 - Expense | 2,564,455 | 2,692,381 | (127,926) | (5%) |
| Net Revenues/(Expenses) | (2,564,455) | (2,692,381) | 127,926 | (5%) |
| Net Impact For Budget Purposes | (\$2,564,455) | (\$2,692,381) | \$127,926 | (5%) |



2019 Multi-year Budget

INTERGOVERNMENTAL AFFAIRS



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|---------------------------------------|----------------------------|---|---|---|
| Intergovernmental Affairs | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$421,147 | \$425,489 | \$425,489 | \$425,489 |
| 205 - Employee Benefits | 104,519 | 105,101 | 105,686 | 106,274 |
| 210 - Training & Development | 19,084 | 19,084 | 19,450 | 19,450 |
| 215 - Business Expenses | 5,951 | 5,950 | 5,950 | 5,950 |
| 220 - Advertising & Printing | 7,599 | 7,631 | 7,665 | 7,697 |
| 225 - Professional Services | 30,000 | 30,000 | 30,000 | 30,000 |
| 235 - Rentals & Leases | 1,185 | 1,185 | 1,185 | 1,185 |
| 245 - Supplies & Materials | 717 | 717 | 717 | 717 |
| 255 - Equipment Purchases | 1,176 | 1,176 | 1,176 | 1,176 |
| 265 - Telecommunications | 2,438 | 2,438 | 2,438 | 2,438 |
| 275 - Grants & Requisitions | 150,000 | 150,000 | 150,000 | 150,000 |
| Total 600 - Expense | 743,816 | 748,771 | 749,756 | 750,376 |
| Net Revenues/(Expenses) | (743,816) | (748,771) | (749,756) | (750,376) |
| Net Impact For Budget Purposes | (\$743,816) | (\$748,771) | (\$749,756) | (\$750,376) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|-----------------|---------------|
| Intergovernmental Affairs | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$421,147 | \$385,113 | \$36,034 | 9% |
| 205 - Employee Benefits | 104,519 | 90,592 | 13,927 | 15% |
| 210 - Training & Development | 19,084 | 15,991 | 3,093 | 19% |
| 215 - Business Expenses | 5,951 | 6,322 | (371) | (6%) |
| 220 - Advertising & Printing | 7,599 | 7,497 | 102 | 1% |
| 225 - Professional Services | 30,000 | 30,000 | 0 | 0% |
| 235 - Rentals & Leases | 1,185 | 1,185 | 0 | 0% |
| 245 - Supplies & Materials | 717 | 717 | 0 | 0% |
| 255 - Equipment Purchases | 1,176 | 10,626 | (9,450) | (89%) |
| 265 - Telecommunications | 2,438 | 2,902 | (464) | (16%) |
| 275 - Grants & Requisitions | 150,000 | 202,676 | (52,676) | (26%) |
| Total 600 - Expense | 743,816 | 753,621 | (9,805) | (1%) |
| Net Revenues/(Expenses) | (743,816) | (753,621) | 9,805 | (1%) |
| 700 - Non-Operating Items | | | | |
| 415 - To Reserve | 0 | (2,500) | 2,500 | (100%) |
| Total 700 - Non-Operating Items | 0 | (2,500) | 2,500 | (100%) |
| Net Impact For Budget Purposes | (\$743,816) | (\$756,121) | \$12,305 | (2%) |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|---------------------------------------|---|----------------------------|------------------|------------|
| Intergovernmental Affairs | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$425,489 | \$421,147 | \$4,342 | 1% |
| 205 - Employee Benefits | 105,101 | 104,519 | 582 | 1% |
| 210 - Training & Development | 19,084 | 19,084 | 0 | 0% |
| 215 - Business Expenses | 5,950 | 5,951 | (1) | (0%) |
| 220 - Advertising & Printing | 7,631 | 7,599 | 32 | 0% |
| 225 - Professional Services | 30,000 | 30,000 | 0 | 0% |
| 235 - Rentals & Leases | 1,185 | 1,185 | 0 | 0% |
| 245 - Supplies & Materials | 717 | 717 | 0 | 0% |
| 255 - Equipment Purchases | 1,176 | 1,176 | 0 | 0% |
| 265 - Telecommunications | 2,438 | 2,438 | 0 | 0% |
| 275 - Grants & Requisitions | 150,000 | 150,000 | 0 | 0% |
| Total 600 - Expense | 748,771 | 743,816 | 4,955 | 1% |
| Net Revenues/(Expenses) | (748,771) | (743,816) | (4,955) | 1% |
| Net Impact For Budget Purposes | (\$748,771) | (\$743,816) | (\$4,955) | 1% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|----------------|------------|
| Intergovernmental Affairs | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$425,489 | \$425,489 | \$0 | 0% |
| 205 - Employee Benefits | 105,686 | 105,101 | 585 | 1% |
| 210 - Training & Development | 19,450 | 19,084 | 366 | 2% |
| 215 - Business Expenses | 5,950 | 5,950 | 0 | 0% |
| 220 - Advertising & Printing | 7,665 | 7,631 | 34 | 0% |
| 225 - Professional Services | 30,000 | 30,000 | 0 | 0% |
| 235 - Rentals & Leases | 1,185 | 1,185 | 0 | 0% |
| 245 - Supplies & Materials | 717 | 717 | 0 | 0% |
| 255 - Equipment Purchases | 1,176 | 1,176 | 0 | 0% |
| 265 - Telecommunications | 2,438 | 2,438 | 0 | 0% |
| 275 - Grants & Requisitions | 150,000 | 150,000 | 0 | 0% |
| Total 600 - Expense | 749,756 | 748,771 | 985 | 0% |
| Net Revenues/(Expenses) | (749,756) | (748,771) | (985) | 0% |
| Net Impact For Budget Purposes | (\$749,756) | (\$748,771) | (\$985) | 0% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|----------------|------------|
| Intergovernmental Affairs | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$425,489 | \$425,489 | \$0 | 0% |
| 205 - Employee Benefits | 106,274 | 105,686 | 588 | 1% |
| 210 - Training & Development | 19,450 | 19,450 | 0 | 0% |
| 215 - Business Expenses | 5,950 | 5,950 | 0 | 0% |
| 220 - Advertising & Printing | 7,697 | 7,665 | 32 | 0% |
| 225 - Professional Services | 30,000 | 30,000 | 0 | 0% |
| 235 - Rentals & Leases | 1,185 | 1,185 | 0 | 0% |
| 245 - Supplies & Materials | 717 | 717 | 0 | 0% |
| 255 - Equipment Purchases | 1,176 | 1,176 | 0 | 0% |
| 265 - Telecommunications | 2,438 | 2,438 | 0 | 0% |
| 275 - Grants & Requisitions | 150,000 | 150,000 | 0 | 0% |
| Total 600 - Expense | 750,376 | 749,756 | 620 | 0% |
| Net Revenues/(Expenses) | (750,376) | (749,756) | (620) | 0% |
| Net Impact For Budget Purposes | (\$750,376) | (\$749,756) | (\$620) | 0% |



2019 Multi-year Budget

BRUDERHEIM
ADMINISTRATION



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|---------------------------------------|----------------------------|---|---|---|
| Bruderheim Admin | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$124,000 | \$124,000 | \$124,000 | \$124,000 |
| Total 500 - Revenue | 124,000 | 124,000 | 124,000 | 124,000 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 131,140 | 132,932 | 132,932 | 132,932 |
| 205 - Employee Benefits | 34,182 | 34,372 | 34,563 | 34,756 |
| 210 - Training & Development | 5,265 | 5,265 | 5,265 | 5,265 |
| 215 - Business Expenses | 21,358 | 21,358 | 21,358 | 21,358 |
| 220 - Advertising & Printing | 302 | 302 | 302 | 302 |
| 255 - Equipment Purchases | 800 | 800 | 800 | 800 |
| 265 - Telecommunications | 1,440 | 1,440 | 1,440 | 1,440 |
| Total 600 - Expense | 194,487 | 196,469 | 196,660 | 196,853 |
| Net Revenues/(Expenses) | (70,487) | (72,469) | (72,660) | (72,853) |
| Net Impact For Budget Purposes | (\$70,487) | (\$72,469) | (\$72,660) | (\$72,853) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|---------------------------------------|----------------------------|----------------------------|------------------|------------|
| Bruderheim Admin | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$124,000 | \$124,000 | \$0 | 0% |
| Total 500 - Revenue | 124,000 | 124,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 131,140 | 127,200 | 3,940 | 3% |
| 205 - Employee Benefits | 34,182 | 29,922 | 4,260 | 14% |
| 210 - Training & Development | 5,265 | 5,265 | 0 | 0% |
| 215 - Business Expenses | 21,358 | 20,831 | 527 | 3% |
| 220 - Advertising & Printing | 302 | 302 | 0 | 0% |
| 240 - Contracted Services | 0 | 500 | (500) | (100%) |
| 255 - Equipment Purchases | 800 | 800 | 0 | 0% |
| 265 - Telecommunications | 1,440 | 1,440 | 0 | 0% |
| Total 600 - Expense | 194,487 | 186,260 | 8,227 | 4% |
| Net Revenues/(Expenses) | (70,487) | (62,260) | (8,227) | 13% |
| Net Impact For Budget Purposes | (\$70,487) | (\$62,260) | (\$8,227) | 13% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|---------------------------------------|---|----------------------------|------------------|------------|
| Bruderheim Admin | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | 124,000 | 124,000 | 0 | 0% |
| Total 500 - Revenue | 124,000 | 124,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 132,932 | 131,140 | 1,792 | 1% |
| 205 - Employee Benefits | 34,372 | 34,182 | 190 | 1% |
| 210 - Training & Development | 5,265 | 5,265 | 0 | 0% |
| 215 - Business Expenses | 21,358 | 21,358 | 0 | 0% |
| 220 - Advertising & Printing | 302 | 302 | 0 | 0% |
| 255 - Equipment Purchases | 800 | 800 | 0 | 0% |
| 265 - Telecommunications | 1,440 | 1,440 | 0 | 0% |
| Total 600 - Expense | 196,469 | 194,487 | 1,982 | 1% |
| Net Revenues/(Expenses) | (72,469) | (70,487) | (1,982) | 3% |
| Net Impact For Budget Purposes | (\$72,469) | (\$70,487) | (\$1,982) | 3% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|----------------|------------|
| Bruderheim Admin | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | 124,000 | 124,000 | 0 | 0% |
| Total 500 - Revenue | 124,000 | 124,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 132,932 | 132,932 | 0 | 0% |
| 205 - Employee Benefits | 34,563 | 34,372 | 191 | 1% |
| 210 - Training & Development | 5,265 | 5,265 | 0 | 0% |
| 215 - Business Expenses | 21,358 | 21,358 | 0 | 0% |
| 220 - Advertising & Printing | 302 | 302 | 0 | 0% |
| 255 - Equipment Purchases | 800 | 800 | 0 | 0% |
| 265 - Telecommunications | 1,440 | 1,440 | 0 | 0% |
| Total 600 - Expense | 196,660 | 196,469 | 191 | 0% |
| Net Revenues/(Expenses) | (72,660) | (72,469) | (191) | 0% |
| Net Impact For Budget Purposes | (\$72,660) | (\$72,469) | (\$191) | 0% |

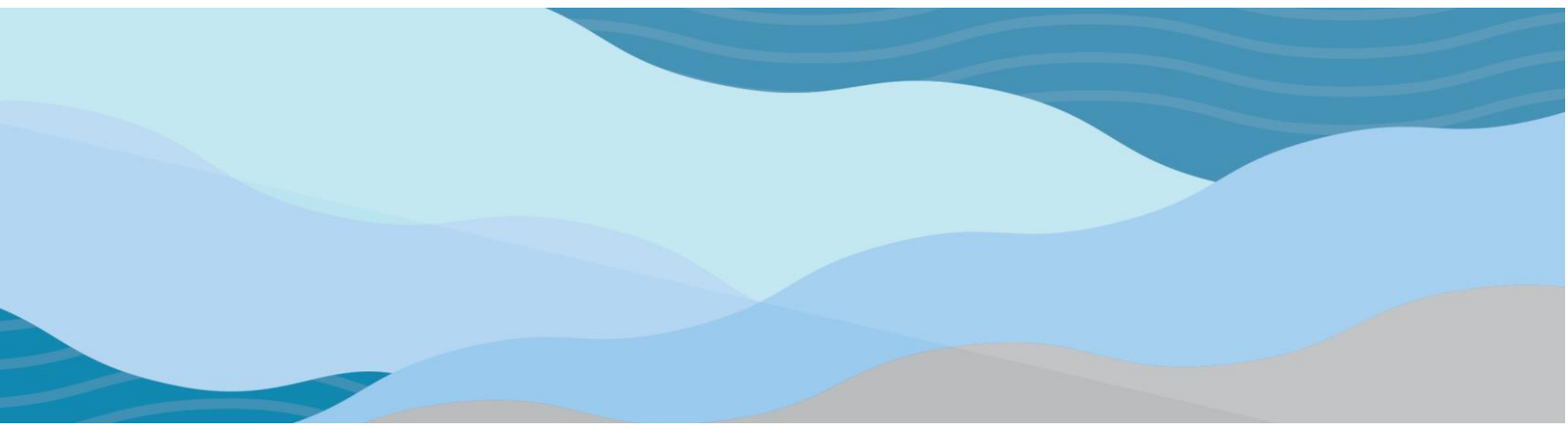
Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|----------------|------------|
| Bruderheim Admin | | | | |
| 500 - Revenue | | | | |
| 130 - User Fees & Charges | \$124,000 | \$124,000 | \$0 | 0% |
| Total 500 - Revenue | 124,000 | 124,000 | 0 | 0% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 132,932 | 132,932 | 0 | 0% |
| 205 - Employee Benefits | 34,756 | 34,563 | 193 | 1% |
| 210 - Training & Development | 5,265 | 5,265 | 0 | 0% |
| 215 - Business Expenses | 21,358 | 21,358 | 0 | 0% |
| 220 - Advertising & Printing | 302 | 302 | 0 | 0% |
| 255 - Equipment Purchases | 800 | 800 | 0 | 0% |
| 265 - Telecommunications | 1,440 | 1,440 | 0 | 0% |
| Total 600 - Expense | 196,853 | 196,660 | 193 | 0% |
| Net Revenues/(Expenses) | (72,853) | (72,660) | (193) | 0% |
| Net Impact For Budget Purposes | (\$72,853) | (\$72,660) | (\$193) | 0% |



2019 Multi-year Department Budget

**ELECTED
OFFICIALS**



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|---------------------------------------|----------------------------|---|---|---|
| Elected Officials | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$948,713 | \$955,290 | \$955,290 | \$955,290 |
| 205 - Employee Benefits | 155,149 | 158,855 | 149,115 | 152,349 |
| 210 - Training & Development | 81,300 | 81,300 | 81,300 | 81,300 |
| 215 - Business Expenses | 62,928 | 62,928 | 62,928 | 62,928 |
| 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 | 1,544,982 | 1,555,265 | 1,545,525 | 1,548,759 |
| Net Revenues/(Expenses) | (1,544,982) | (1,555,265) | (1,545,525) | (1,548,759) |
| Net Impact For Budget Purposes | (\$1,544,982) | (\$1,555,265) | (\$1,545,525) | (\$1,548,759) |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|---------------------------------------|----------------------------|----------------------------|-------------------|------------|
| Elected Officials | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$948,713 | \$887,857 | \$60,856 | 7% |
| 205 - Employee Benefits | 155,149 | 145,466 | 9,683 | 7% |
| 210 - Training & Development | 81,300 | 81,300 | 0 | 0% |
| 215 - Business Expenses | 62,928 | 62,928 | 0 | 0% |
| 220 - Advertising & Printing | 156,976 | 156,976 | 0 | 0% |
| 240 - Contracted Services | 120,145 | 120,145 | 0 | 0% |
| 245 - Supplies & Materials | 8,700 | 8,700 | 0 | 0% |
| 250 - Repairs & Maintenance | 150 | 150 | 0 | 0% |
| 255 - Equipment Purchases | 2,000 | 2,000 | 0 | 0% |
| 265 - Telecommunications | 8,921 | 8,921 | 0 | 0% |
| Total 600 - Expense | 1,544,982 | 1,474,443 | 70,539 | 5% |
| Net Revenues/(Expenses) | (1,544,982) | (1,474,443) | (70,539) | 5% |
| Net Impact For Budget Purposes | (\$1,544,982) | (\$1,474,443) | (\$70,539) | 5% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|---------------------------------------|---|----------------------------|-------------------|------------|
| Elected Officials | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$955,290 | \$948,713 | \$6,577 | 1% |
| 205 - Employee Benefits | 158,855 | 155,149 | 3,706 | 2% |
| 210 - Training & Development | 81,300 | 81,300 | 0 | 0% |
| 215 - Business Expenses | 62,928 | 62,928 | 0 | 0% |
| 220 - Advertising & Printing | 156,976 | 156,976 | 0 | 0% |
| 240 - Contracted Services | 120,145 | 120,145 | 0 | 0% |
| 245 - Supplies & Materials | 8,700 | 8,700 | 0 | 0% |
| 250 - Repairs & Maintenance | 150 | 150 | 0 | 0% |
| 255 - Equipment Purchases | 2,000 | 2,000 | 0 | 0% |
| 265 - Telecommunications | 8,921 | 8,921 | 0 | 0% |
| Total 600 - Expense | 1,555,265 | 1,544,982 | 10,283 | 1% |
| Net Revenues/(Expenses) | (1,555,265) | (1,544,982) | (10,283) | 1% |
| Net Impact For Budget Purposes | (\$1,555,265) | (\$1,544,982) | (\$10,283) | 1% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|----------------|-------------|
| Elected Officials | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$955,290 | \$955,290 | \$0 | 0% |
| 205 - Employee Benefits | 149,115 | 158,855 | (9,740) | (6%) |
| 210 - Training & Development | 81,300 | 81,300 | 0 | 0% |
| 215 - Business Expenses | 62,928 | 62,928 | 0 | 0% |
| 220 - Advertising & Printing | 156,976 | 156,976 | 0 | 0% |
| 240 - Contracted Services | 120,145 | 120,145 | 0 | 0% |
| 245 - Supplies & Materials | 8,700 | 8,700 | 0 | 0% |
| 250 - Repairs & Maintenance | 150 | 150 | 0 | 0% |
| 255 - Equipment Purchases | 2,000 | 2,000 | 0 | 0% |
| 265 - Telecommunications | 8,921 | 8,921 | 0 | 0% |
| Total 600 - Expense | 1,545,525 | 1,555,265 | (9,740) | (1%) |
| Net Revenues/(Expenses) | (1,545,525) | (1,555,265) | 9,740 | (1%) |
| Net Impact For Budget Purposes | (\$1,545,525) | (\$1,555,265) | \$9,740 | (1%) |

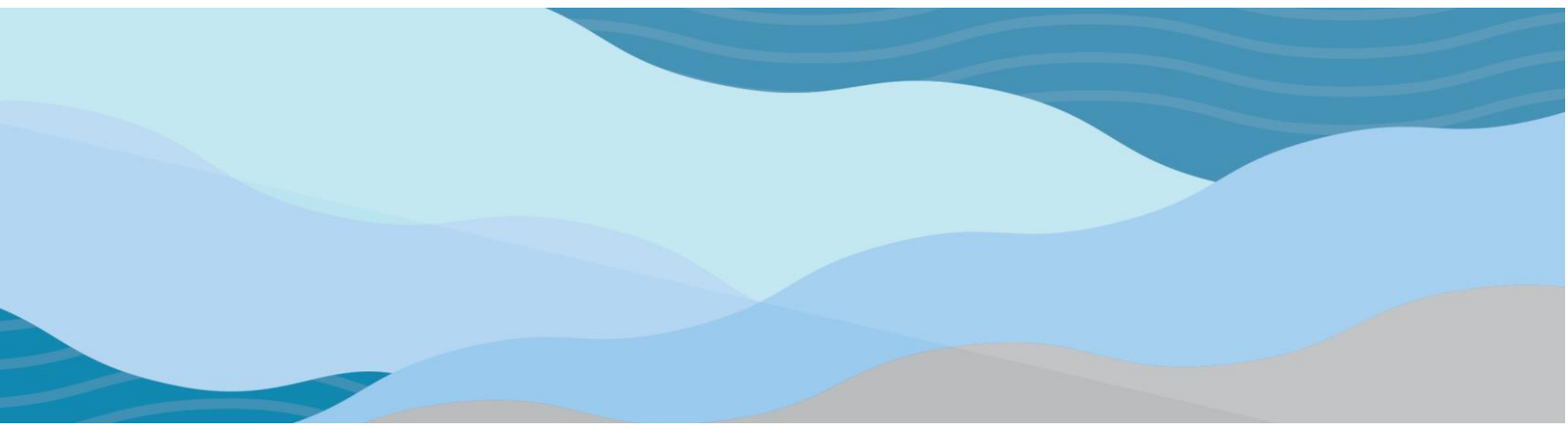
Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|---------------------------------------|---|---|------------------|------------|
| Elected Officials | | | | |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | \$955,290 | \$955,290 | \$0 | 0% |
| 205 - Employee Benefits | 152,349 | 149,115 | 3,234 | 2% |
| 210 - Training & Development | 81,300 | 81,300 | 0 | 0% |
| 215 - Business Expenses | 62,928 | 62,928 | 0 | 0% |
| 220 - Advertising & Printing | 156,976 | 156,976 | 0 | 0% |
| 240 - Contracted Services | 120,145 | 120,145 | 0 | 0% |
| 245 - Supplies & Materials | 8,700 | 8,700 | 0 | 0% |
| 250 - Repairs & Maintenance | 150 | 150 | 0 | 0% |
| 255 - Equipment Purchases | 2,000 | 2,000 | 0 | 0% |
| 265 - Telecommunications | 8,921 | 8,921 | 0 | 0% |
| Total 600 - Expense | 1,548,759 | 1,545,525 | 3,234 | 0% |
| Net Revenues/(Expenses) | (1,548,759) | (1,545,525) | (3,234) | 0% |
| Net Impact For Budget Purposes | (\$1,548,759) | (\$1,545,525) | (\$3,234) | 0% |



2019 Multi-year Department Budget

LIBRARY



Operating Budget Multi-year Budget Summary

| | 2019 Approved Budget | 2020 Approved in Principle Budget | 2021 Approved in Principle Budget | 2022 Approved in Principle Budget |
|--|----------------------------|---|---|---|
| Municipal Library | | | | |
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$9,717,369 | \$9,907,583 | \$10,205,902 | \$10,912,969 |
| 120 - Government Grants | 555,563 | 555,563 | 555,563 | 555,563 |
| 130 - User Fees & Charges | 56,062 | 56,116 | 56,171 | 56,226 |
| 145 - Penalties and Fines | 163,320 | 163,320 | 163,320 | 163,320 |
| 150 - Investment Income | 152,451 | 158,706 | 164,994 | 173,074 |
| 155 - Other Revenues | 148,274 | 148,274 | 148,274 | 148,274 |
| Total 500 - Revenue | 10,793,039 | 10,989,562 | 11,294,224 | 12,009,426 |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 5,434,613 | 5,590,461 | 5,721,277 | 5,836,242 |
| 205 - Employee Benefits | 1,202,891 | 1,252,691 | 1,287,966 | 1,322,747 |
| 210 - Training & Development | 91,650 | 91,649 | 91,649 | 91,649 |
| 215 - Business Expenses | 16,740 | 16,740 | 16,740 | 16,740 |
| 220 - Advertising & Printing | 83,235 | 83,235 | 83,235 | 83,235 |
| 225 - Professional Services | 27,281 | 19,625 | 19,974 | 20,332 |
| 235 - Rentals & Leases | 16,984 | 16,984 | 16,984 | 16,984 |
| 240 - Contracted Services | 95,515 | 95,841 | 96,174 | 96,514 |
| 245 - Supplies & Materials | 550,523 | 565,500 | 564,707 | 582,944 |
| 250 - Repairs & Maintenance | 42,499 | 42,499 | 42,499 | 42,499 |
| 255 - Equipment Purchases | 24,700 | 26,620 | 44,750 | 28,290 |
| 265 - Telecommunications | 10,062 | 10,062 | 10,062 | 10,062 |
| 270 - Interest on Debt | 849,110 | 811,652 | 772,490 | 731,543 |
| 280 - Other Expenses | 5,824 | 5,824 | 5,824 | 5,824 |
| 281 - Interprogram | 729,720 | 730,376 | 731,052 | 731,747 |
| 315 - Amortization Expense | 1,452,211 | 1,452,211 | 1,452,211 | 1,452,211 |
| Total 600 - Expense | 10,633,558 | 10,811,970 | 10,957,594 | 11,069,563 |
| Net Revenues/(Expenses) | 159,481 | 177,592 | 336,630 | 939,863 |
| 700 - Non-Operating Items | | | | |
| 410 - To Capital | (603,059) | (603,059) | (603,059) | (603,059) |
| 415 - To Reserve | (190,196) | (171,151) | (291,343) | (853,961) |
| 431 - Long Term Debt Repaid | (818,437) | (855,593) | (894,439) | (935,054) |
| Total 700 - Non-Operating Items | (1,611,692) | (1,629,803) | (1,788,841) | (2,392,074) |
| Non-Cash Adjustment | 1,452,211 | 1,452,211 | 1,452,211 | 1,452,211 |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | \$0 |

Operating Budget Two Year Budget Comparison

| | 2019 Approved Budget | 2018 Approved Budget | Variance \$ | Variance % |
|--|----------------------------|----------------------------|------------------|-----------------|
| Municipal Library | | | | |
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$9,717,369 | \$9,461,866 | \$255,503 | 3% |
| 120 - Government Grants | 555,563 | 555,563 | 0 | 0% |
| 130 - User Fees & Charges | 56,062 | 58,316 | (2,254) | (4%) |
| 145 - Penalties and Fines | 163,320 | 165,697 | (2,377) | (1%) |
| 150 - Investment Income | 152,451 | 127,934 | 24,517 | 19% |
| 155 - Other Revenues | 148,274 | 148,583 | (309) | (0%) |
| Total 500 - Revenue | 10,793,039 | 10,517,959 | 275,080 | 3% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 5,434,613 | 5,268,822 | 165,791 | 3% |
| 205 - Employee Benefits | 1,202,891 | 1,278,522 | (75,631) | (6%) |
| 210 - Training & Development | 91,650 | 92,834 | (1,184) | (1%) |
| 215 - Business Expenses | 16,740 | 15,875 | 865 | 5% |
| 220 - Advertising & Printing | 83,235 | 83,685 | (450) | (1%) |
| 225 - Professional Services | 27,281 | 18,944 | 8,337 | 44% |
| 235 - Rentals & Leases | 16,984 | 19,434 | (2,450) | (13%) |
| 240 - Contracted Services | 95,515 | 91,930 | 3,585 | 4% |
| 245 - Supplies & Materials | 550,523 | 563,151 | (12,628) | (2%) |
| 250 - Repairs & Maintenance | 42,499 | 55,452 | (12,953) | (23%) |
| 255 - Equipment Purchases | 24,700 | 27,140 | (2,440) | (9%) |
| 265 - Telecommunications | 10,062 | 10,941 | (879) | (8%) |
| 270 - Interest on Debt | 849,110 | 884,972 | (35,862) | (4%) |
| 280 - Other Expenses | 5,824 | 6,160 | (336) | (5%) |
| 281 - Interprogram | 729,720 | 677,486 | 52,234 | 8% |
| 315 - Amortization Expense | 1,452,211 | 1,427,064 | 25,147 | 2% |
| Total 600 - Expense | 10,633,558 | 10,522,412 | 111,146 | 1% |
| Net Revenues/(Expenses) | 159,481 | (4,453) | 163,934 | (3,681%) |
| 700 - Non-Operating Items | | | | |
| 405 - From Reserve | 0 | 16,900 | (16,900) | (100%) |
| 410 - To Capital | (603,059) | (589,279) | (13,780) | 2% |
| 415 - To Reserve | (190,196) | (67,334) | (122,862) | 182% |
| 431 - Long Term Debt Repaid | (818,437) | (782,898) | (35,539) | 5% |
| Total 700 - Non-Operating Items | (1,611,692) | (1,422,611) | (189,081) | 13% |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

Operating Budget Two Year Budget Comparison

| | 2020 Approved in Principle Budget | 2019 Approved Budget | Variance \$ | Variance % |
|--|---|----------------------------|-----------------|------------|
| Municipal Library | | | | |
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$9,907,583 | \$9,717,369 | \$190,214 | 2% |
| 120 - Government Grants | 555,563 | 555,563 | 0 | 0% |
| 130 - User Fees & Charges | 56,116 | 56,062 | 54 | 0% |
| 145 - Penalties and Fines | 163,320 | 163,320 | 0 | 0% |
| 150 - Investment Income | 158,706 | 152,451 | 6,255 | 4% |
| 155 - Other Revenues | 148,274 | 148,274 | 0 | 0% |
| Total 500 - Revenue | 10,989,562 | 10,793,039 | 196,523 | 2% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 5,590,461 | 5,434,613 | 155,848 | 3% |
| 205 - Employee Benefits | 1,252,691 | 1,202,891 | 49,800 | 4% |
| 210 - Training & Development | 91,649 | 91,650 | (1) | (0%) |
| 215 - Business Expenses | 16,740 | 16,740 | 0 | 0% |
| 220 - Advertising & Printing | 83,235 | 83,235 | 0 | 0% |
| 225 - Professional Services | 19,625 | 27,281 | (7,656) | (28%) |
| 235 - Rentals & Leases | 16,984 | 16,984 | 0 | 0% |
| 240 - Contracted Services | 95,841 | 95,515 | 326 | 0% |
| 245 - Supplies & Materials | 565,500 | 550,523 | 14,977 | 3% |
| 250 - Repairs & Maintenance | 42,499 | 42,499 | 0 | 0% |
| 255 - Equipment Purchases | 26,620 | 24,700 | 1,920 | 8% |
| 265 - Telecommunications | 10,062 | 10,062 | 0 | 0% |
| 270 - Interest on Debt | 811,652 | 849,110 | (37,458) | (4%) |
| 280 - Other Expenses | 5,824 | 5,824 | 0 | 0% |
| 281 - Interprogram | 730,376 | 729,720 | 656 | 0% |
| 315 - Amortization Expense | 1,452,211 | 1,452,211 | 0 | 0% |
| Total 600 - Expense | 10,811,970 | 10,633,558 | 178,412 | 2% |
| Net Revenues/(Expenses) | 177,592 | 159,481 | 18,111 | 11% |
| 700 - Non-Operating Items | | | | |
| 410 - To Capital | (603,059) | (603,059) | 0 | 0% |
| 415 - To Reserve | (171,151) | (190,196) | 19,045 | (10%) |
| 431 - Long Term Debt Repaid | (855,593) | (818,437) | (37,156) | 5% |
| Total 700 - Non-Operating Items | (1,629,803) | (1,611,692) | (18,111) | 1% |
| Non-Cash Adjustment | 1,452,211 | 1,452,211 | 0 | 0% |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

Operating Budget Two Year Budget Comparison

| | 2021 Approved in Principle Budget | 2020 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|------------------|------------|
| Municipal Library | | | | |
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$10,205,902 | \$9,907,583 | \$298,319 | 3% |
| 120 - Government Grants | 555,563 | 555,563 | 0 | 0% |
| 130 - User Fees & Charges | 56,171 | 56,116 | 55 | 0% |
| 145 - Penalties and Fines | 163,320 | 163,320 | 0 | 0% |
| 150 - Investment Income | 164,994 | 158,706 | 6,288 | 4% |
| 155 - Other Revenues | 148,274 | 148,274 | 0 | 0% |
| Total 500 - Revenue | 11,294,224 | 10,989,562 | 304,662 | 3% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 5,721,277 | 5,590,461 | 130,816 | 2% |
| 205 - Employee Benefits | 1,287,966 | 1,252,691 | 35,275 | 3% |
| 210 - Training & Development | 91,649 | 91,649 | 0 | 0% |
| 215 - Business Expenses | 16,740 | 16,740 | 0 | 0% |
| 220 - Advertising & Printing | 83,235 | 83,235 | 0 | 0% |
| 225 - Professional Services | 19,974 | 19,625 | 349 | 2% |
| 235 - Rentals & Leases | 16,984 | 16,984 | 0 | 0% |
| 240 - Contracted Services | 96,174 | 95,841 | 333 | 0% |
| 245 - Supplies & Materials | 564,707 | 565,500 | (793) | (0%) |
| 250 - Repairs & Maintenance | 42,499 | 42,499 | 0 | 0% |
| 255 - Equipment Purchases | 44,750 | 26,620 | 18,130 | 68% |
| 265 - Telecommunications | 10,062 | 10,062 | 0 | 0% |
| 270 - Interest on Debt | 772,490 | 811,652 | (39,162) | (5%) |
| 280 - Other Expenses | 5,824 | 5,824 | 0 | 0% |
| 281 - Interprogram | 731,052 | 730,376 | 676 | 0% |
| 315 - Amortization Expense | 1,452,211 | 1,452,211 | 0 | 0% |
| Total 600 - Expense | 10,957,594 | 10,811,970 | 145,624 | 1% |
| Net Revenues/(Expenses) | 336,630 | 177,592 | 159,038 | 90% |
| 700 - Non-Operating Items | | | | |
| 410 - To Capital | (603,059) | (603,059) | 0 | 0% |
| 415 - To Reserve | (291,343) | (171,151) | (120,192) | 70% |
| 431 - Long Term Debt Repaid | (894,439) | (855,593) | (38,846) | 5% |
| Total 700 - Non-Operating Items | (1,788,841) | (1,629,803) | (159,038) | 10% |
| Non-Cash Adjustment | 1,452,211 | 1,452,211 | 0 | 0% |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |

Operating Budget Two Year Budget Comparison

| | 2022 Approved in Principle Budget | 2021 Approved in Principle Budget | Variance \$ | Variance % |
|--|---|---|------------------|-------------|
| Municipal Library | | | | |
| 500 - Revenue | | | | |
| 110 - Property Taxes | \$10,912,969 | \$10,205,902 | \$707,067 | 7% |
| 120 - Government Grants | 555,563 | 555,563 | 0 | 0% |
| 130 - User Fees & Charges | 56,226 | 56,171 | 55 | 0% |
| 145 - Penalties and Fines | 163,320 | 163,320 | 0 | 0% |
| 150 - Investment Income | 173,074 | 164,994 | 8,080 | 5% |
| 155 - Other Revenues | 148,274 | 148,274 | 0 | 0% |
| Total 500 - Revenue | 12,009,426 | 11,294,224 | 715,202 | 6% |
| 600 - Expense | | | | |
| 200 - Salaries & Wages | 5,836,242 | 5,721,277 | 114,965 | 2% |
| 205 - Employee Benefits | 1,322,747 | 1,287,966 | 34,781 | 3% |
| 210 - Training & Development | 91,649 | 91,649 | 0 | 0% |
| 215 - Business Expenses | 16,740 | 16,740 | 0 | 0% |
| 220 - Advertising & Printing | 83,235 | 83,235 | 0 | 0% |
| 225 - Professional Services | 20,332 | 19,974 | 358 | 2% |
| 235 - Rentals & Leases | 16,984 | 16,984 | 0 | 0% |
| 240 - Contracted Services | 96,514 | 96,174 | 340 | 0% |
| 245 - Supplies & Materials | 582,944 | 564,707 | 18,237 | 3% |
| 250 - Repairs & Maintenance | 42,499 | 42,499 | 0 | 0% |
| 255 - Equipment Purchases | 28,290 | 44,750 | (16,460) | (37%) |
| 265 - Telecommunications | 10,062 | 10,062 | 0 | 0% |
| 270 - Interest on Debt | 731,543 | 772,490 | (40,947) | (5%) |
| 280 - Other Expenses | 5,824 | 5,824 | 0 | 0% |
| 281 - Interprogram | 731,747 | 731,052 | 695 | 0% |
| 315 - Amortization Expense | 1,452,211 | 1,452,211 | 0 | 0% |
| Total 600 - Expense | 11,069,563 | 10,957,594 | 111,969 | 1% |
| Net Revenues/(Expenses) | 939,863 | 336,630 | 603,233 | 179% |
| 700 - Non-Operating Items | | | | |
| 410 - To Capital | (603,059) | (603,059) | 0 | 0% |
| 415 - To Reserve | (853,961) | (291,343) | (562,618) | 193% |
| 431 - Long Term Debt Repaid | (935,054) | (894,439) | (40,615) | 5% |
| Total 700 - Non-Operating Items | (2,392,074) | (1,788,841) | (603,233) | 34% |
| Non-Cash Adjustment | 1,452,211 | 1,452,211 | 0 | 0% |
| Net Impact For Budget Purposes | \$0 | \$0 | \$0 | 0% |



Multi-year Initiatives and Staff Increase Requests



2019 Approved Improvement Initiatives by Department

| INIT Number | INIT Name | FTE | Hours | 2019 | 2020 | 2021 | 2022 |
|---|---|------------|--------------|------------------|------------------|------------------|------------------|
| Transportation & Ag Services | | | | | | | |
| 2019-INIT-79 | TAS - SRRMP Re-write | 0.0 | | 250,000 | 125,000 | 0 | 0 |
| 2019-INIT-81 | TAS - Engagement, Culture & Workforce Planning (Temp in Place) | 0.0 | | 150,000 | 150,000 | 0 | 0 |
| Utilities | | | | | | | |
| 2019-INIT-74 | UT - Asset Management | 1.0 | | 8,000 | 8,000 | 230,962 | 230,875 |
| Family & Community Services | | | | | | | |
| 2019-INIT-87 | FCS - Community Social Framework Grants | 0.0 | | 300,000 | 400,000 | 425,000 | 450,000 |
| Recreation, Parks, & Culture | | | | | | | |
| 2019-INIT-96 | RPC - Parks Growth (2019-2023) | | 1,200 | 92,500 | 184,800 | 230,800 | 304,640 |
| RCMP & Enforcement Services | | | | | | | |
| 2019-INIT-116 | RCMP & ES - Enforcement Services Emergency Preparedness and Corp Sec (2019) | 1.0 | | 119,151 | 115,268 | 115,268 | 115,268 |
| Facility Services | | | | | | | |
| 2019-INIT-112 | FAC - Facility Lifecycle Operating | 0.0 | | 0 | 0 | 0 | 0 |
| 2019-INIT-44 | FAC - Space Management Strategy - Accommodation Planner Position | 0.0 | | (17,209) | (42,209) | (42,209) | (42,209) |
| Fleet Services | | | | | | | |
| 2019-INIT-24 | FLT - FMS Upgrade and Fuel Module | 0.0 | | 236,500 | 207,000 | 120,000 | 15,000 |
| Human Resources | | | | | | | |
| 2019-INIT-63 | HR - Succession Planning | 0.0 | | 30,000 | 20,000 | 20,000 | 20,000 |
| 2019-INIT-65 | HR - Benefits Review | 0.0 | | 60,000 | 80,000 | 40,000 | 0 |
| 2019-INIT-66 | HR - New OHS Legislation implementation | 2.0 | | 405,551 | 818,745 | 789,168 | 789,168 |
| 2019-INIT-86 | HR - Corporate Inclusion and Diversity Training | 0.0 | | 240,000 | 130,000 | 130,000 | 130,000 |
| Information & Tech Services | | | | | | | |
| 2019-INIT-30 | ITS - Digital Workplace Program | 1.0 | | 1,310,390 | 1,548,206 | 1,333,431 | 952,639 |
| 2019-INIT-33 | ITS - Security and Risk Management Evolution (2019) | 1.0 | | 266,394 | 300,094 | 278,924 | 282,823 |
| Corporate Planning | | | | | | | |
| 2019-INIT-89 | CP - Performance Measurement Maturity and Service Level Review | 0.0 | | 149,250 | 367,749 | 218,499 | 148,500 |
| 2019-INIT-90 | CP - Enterprise Strategic Portfolios | 0.0 | | 0 | 100,000 | 0 | 0 |
| Total | | 6.0 | 1,200 | 3,600,527 | 4,512,653 | 3,889,843 | 3,396,704 |

2019 Approved Strategic Initiatives by Department

| INIT Number | INIT Name | FTE | Hours | 2019 | 2020 | 2021 | 2022 |
|--|---|------------|--------------|----------------|----------------|----------------|----------------|
| Economic Development & Tourism | | | | | | | |
| 2019-INIT-21 | EDT - Tourism Strategy & Implementation (2019) | 0.0 | | 100,000 | 25,000 | 25,000 | 25,000 |
| Transportation & Ag Services | | | | | | | |
| 2019-INIT-118 | TAS - Multi-Purpose Agricultural Facility Manager | 1.0 | | 103,222 | 195,140 | 185,140 | 175,140 |
| Transportation Planning and Engineering | | | | | | | |
| 2019-INIT-16 | TPE-FPS SW Quadrant (Rge Rd 234 to Hwy 21 and Twp Rd 510 to Hwy 14) | 0.0 | | 150,000 | 150,000 | 0 | 0 |
| Utilities | | | | | | | |
| 2019-INIT-109 | UT -Wet Weather Discharge Permit | 0.0 | | 0 | 0 | 0 | 0 |
| Strathcona County Emergency Services | | | | | | | |
| 2019-INIT-100 | SCES - Medical Services Delivery Model - Pilot | 0.0 | | 65,750 | 67,000 | 67,000 | 0 |
| Family & Community Services | | | | | | | |
| 2019-INIT-117 | FCS - Community Hub | 0.0 | | 70,000 | 130,000 | 200,000 | 0 |
| 2019-INIT-95 | FCS - Social Framework Annual Awareness Initiative and Summit | 0.0 | | 75,000 | 75,000 | 75,000 | 75,000 |
| Recreation, Parks, & Culture | | | | | | | |
| 2019-INIT-3 | RPC - Event and Sport Tourism Initiatives - 2021 Summer Special Olympics Alberta (2019) | | 3,000 | 30,000 | 92,000 | 38,000 | 0 |
| Total | | 1.0 | 3,000 | 593,972 | 734,140 | 590,140 | 275,140 |

2020-2022 Approved in Principle (AIP) Improvement Initiatives by Department

| INIT Number | INIT Name | FTE | Hours | 2020 | 2021 | 2022 |
|---|--|------------|--------------|----------------|----------------|------------------|
| Planning & Dev Services | | | | | | |
| 2019-INIT-57 | PDS - Updates to Cumulative Risk Assessments (2020) | 0.0 | | 40,000 | 0 | 0 |
| Transportation & Ag Services | | | | | | |
| 2019-INIT-82 | TAS - Transportation Tactical Asset Management Plan (2020) | 0.0 | | 200,000 | 20,000 | 20,000 |
| Strathcona County Emergency Services | | | | | | |
| 2019-INIT-102 | SCES - Data Systems Intergration (2021) | | 3,640 | 0 | 9,000 | 6,000 |
| 2019-INIT-104 | SCES - Municipal Emergency Management & Business Continuity Management System (2021) | 1.0 | | 0 | 81,835 | 97,878 |
| Family & Community Services | | | | | | |
| 2019-INIT-115 | FCS - Liaison Emergency Social Services (Temp in Place) (2022) | 0.5 | | 0 | 0 | 58,113 |
| Information & Tech Services | | | | | | |
| 2019-INIT-111 | ITS - Annual Application Lifecycle (2022) | 0.0 | | 0 | 0 | 350,000 |
| Fiscal Services | | | | | | |
| 2019-INIT-14 | FIS - Enterprise Risk Management (2020) | 0.0 | | 100,000 | 250,000 | 50,000 |
| Communications | | | | | | |
| 2019-INIT-26 | COMC - ENTERPRISE-WIDE COMMUNICATIONS SERVICES (2021) | 0.0 | | 0 | 250,000 | 0 |
| Corporate Planning | | | | | | |
| 2019-INIT-32 | CP - Program Based Budgeting & Reporting (PGBB) (2020) | 0.0 | | 90,000 | 210,000 | 300,000 |
| Human Resources | | | | | | |
| 2019-INIT-67 | HR - Corporate Learning and Development (2021) | 1.0 | | 0 | 156,259 | 139,143 |
| Corporate Finance | | | | | | |
| 2019-INIT-38 | CFIN - Corp Approach to Cred Crd Syst & Pymt Options (2022) (zero dollars) | 0.0 | | 0 | 0 | 31,500 |
| 2019-INIT-8 | CFIN - Business Expense Policy (zero dollars) (2021) | 0.0 | | 0 | 0 | 0 |
| Total | | 2.5 | 3,640 | 430,000 | 977,094 | 1,052,634 |

2020-2022 Approved in Principle (AIP) Strategic Initiatives by Department

| INIT Number | INIT Name | FTE | Hours | 2020 | 2021 | 2022 |
|--|---|------------|------------|---------------|----------------|----------------|
| Transportation Planning and Engineering | | | | | | |
| 2019-INIT-19 | TPE- Broadmoor Blvd from Lakeland Dr to Main Blvd and Baseline Rd from Shivam Rd (2022) | 0.0 | | 0 | 0 | 125,000 |
| Information & Tech Services | | | | | | |
| 2019-INIT-34 | ITS - Corporate GIS Evolution (2020) | 1.0 | | 50,000 | 117,914 | 114,524 |
| Planning & Dev Services | | | | | | |
| 2019-INIT-37 | PDS - Broadview Park and Bison Meadows Area Structure Plan Updates (2021) | 0.0 | | 0 | 350,000 | 0 |
| Strathcona County Emergency Services | | | | | | |
| 2019-INIT-99 | SCES - Fire & Emergency Services Long Range Plans (2021) | 0.0 | | 0 | 75,000 | 75,000 |
| Total | | 1.0 | 0.0 | 50,000 | 542,914 | 314,524 |

2019 Approved Staff Increase Requests by Department

| Change Request # | Change Request Name | F.T.E. | Hours |
|---|--|------------|--------------|
| Transportation & Agriculture Services | | | |
| 2019-SIR-67 | TAS - Agriculture Technician (Pest) Temp to Perm | 1.0 | |
| | Subtotal | 1.0 | 0 |
| Transportation, Planning & Engineering | | | |
| 2019-SIR-16 | TPE - Technical Specialist (Temp in Place) | 1.0 | |
| | Subtotal | 1.0 | 0 |
| Recreation, Parks & Culture | | | |
| 2019-SIR-7 | RPC - Programmer (EHLC) | 1.0 | |
| 2019-SIR-9 | RPC - Accountant | 1.0 | |
| 2019-SIR-24 | RPC - Additional CSR Hours GARC & ARC Early Opening | | 1,560 |
| 2019-SIR-2 | RPC - Community Partnership Activation Specialist (1Year Temp Position) (Temp in Place) | | 1,820 |
| | Subtotal | 2.0 | 3,380 |
| RCMP & Enforcement Services | | | |
| 2019-SIR-33 | RCMP & ES - Canadian Police Information Centre (CPIC) Specialist - Temp to Perm | 0.5 | |
| 2019-SIR-29 | RCMP & ES - Telecommunication Operator - Temp to Perm | 1.0 | |
| 2019-SIR-30 | RCMP & ES - Telecommunication Operator - Temp to Perm | 1.0 | |
| 2019-SIR-31 | RCMP & ES - Telecommunication Operator - Temp to Perm | 1.0 | |
| 2019-SIR-32 | RCMP & ES - Telecommunication Operator - Temp to Perm | 1.0 | |
| | Subtotal | 4.5 | 0 |
| Strathcona County Transit | | | |
| 2019-SIR-95 | SCT - Transit Operator Training | | 3,555 |
| | Subtotal | 0.0 | 3,555 |
| Facility Services | | | |
| 2019-SIR-41 | FAC-Facility Digital Electronics Technician | 1.0 | |
| | Subtotal | 1.0 | 0 |
| Fleet Services | | | |
| 2019-SIR-15 | FLT - FMS Administrator | 1.0 | |
| | Subtotal | 1.0 | 0 |
| Human Resources | | | |
| 2019-SIR-46 | HR - Advisor (Temp to Perm) | 1.0 | |
| 2019-SIR-55 | HR - DM Specialist | 1.0 | |
| 2019-SIR-51 | HR - OHS/DM Admin Assistant I (Temp to Perm) | 1.0 | |
| 2019-SIR-47 | HR - Workplace Supports Specialist (Temp in Place) | 1.0 | |
| | Subtotal | 4.0 | 0 |
| Information Technology Services | | | |
| 2019-SIR-37 | ITS - CSC Technician (2019) | 1.0 | |
| 2019-SIR-106 | ITS - Geospatial Analyst | 1.0 | |
| 2019-SIR-105 | ITS - Junior Project Manager | 1.0 | |
| | Subtotal | 3.0 | 0 |
| Legislative & Legal Services | | | |
| 2019-SIR-79 | LLS - Legal Counsel (Temp to Perm) | 1.0 | |
| | Subtotal | 1.0 | 0 |

2019 Approved Staff Increase Requests by Department cont'd

| Change Request # | Change Request Name | F.T.E. | Hours |
|-----------------------------|---|-------------|--------------|
| Assessment & Tax | | | |
| 2019-SIR-27 | ASMTX - Assessor II | 1.0 | |
| | Subtotal | 1.0 | 0 |
| Corporate Planning | | | |
| 2019-SIR-84 | CP - Project Support Analyst (Temp In Place) | 1.0 | |
| | Subtotal | 1.0 | 0 |
| Corporate Finance | | | |
| 2019-SIR-12 | CFIN - Accounts Payable | 1.0 | |
| 2019-SIR-11 | CFIN - Split Div. Coordinator from Sr FIN Advisor | 1.0 | |
| | Subtotal | 2.0 | 0 |
| Procurement Services | | | |
| 2019-SIR-97 | PRO - Purchasing Specialist | 1.0 | |
| 2019-SIR-96 | PRO - Senior Purchasing Specialist | 1.0 | |
| 2019-SIR-98 | PRO - Temp Purchasing Specialist | | 1,820 |
| | Subtotal | 2.0 | 1,820 |
| Communications | | | |
| 2019-SIR-76 | COMC - Public Engagement Advisor | 1.0 | |
| 2019-SIR-25 | COMC - Senior Internal Communications Advisor | 1.0 | |
| | Subtotal | 2.0 | 0 |
| TOTAL | | 26.5 | 8,755 |

2020-2022 Approved In Principle (AIP) Staff Increase Requests by Department

| Change Request # | Change Request Name | 2020 | | 2021 | | 2022 | |
|--|---|--------|-------|--------|-------|--------|-------|
| | | F.T.E. | Hours | F.T.E. | Hours | F.T.E. | Hours |
| Transportation, Planning & Engineering | | | | | | | |
| 2019-SIR-18 | TPE - TEMP NAIT student term increase (2020) | | 606 | | | | |
| 2019-SIR-17 | TPE - Traffic Technologist & Liaison (2021) | | | 1.0 | | | |
| | Subtotal | 0.0 | 606 | 1.0 | 0 | 0.0 | 0 |
| Family & Community Services | | | | | | | |
| 2019-SIR-82 | FCS - 2019-Early Years Navigator (2021) | | | 1.0 | | | |
| 2019-SIR-109 | FCS - Solutions Navigator (2021) | | | 1.0 | | | |
| | Subtotal | 0.0 | 0 | 2.0 | 0 | 0.0 | 0 |
| RCMP & Enforcement Services | | | | | | | |
| 2019-SIR-70 | RCMP & ES - Occupational Health and Safety Officer (2020) | 1.0 | | | | | |
| | Subtotal | 1.0 | 0 | 0.0 | 0 | 0.0 | 0 |
| Facility Services | | | | | | | |
| 2019-SIR-39 | FAC - Asset Management Admin Support (Temp to Perm) (2021) | | | 1.0 | | | |
| | Subtotal | 0.0 | 0 | 1.0 | 0 | 0.0 | 0 |
| Human Resources | | | | | | | |
| 2019-SIR-45 | HR - TEMP Communications Specialist (Temp in Place) (2020) | | 1,820 | | | | |
| 2019-SIR-49 | HR - Senior WPD Advisor (2020) (Temp in Place) | 1.0 | | | | | |
| 2019-SIR-50 | HR - Advisor (BSS) (Temp in Place) (2021) | | | 1.0 | | | |
| 2019-SIR-48 | HR - Admin Support Assistant II (LR/ADV) (Temp in Place) (2022) | | | | | 1.0 | |
| | Subtotal | 1.0 | 1,820 | 1.0 | 0 | 1.0 | 0 |
| Information Technology Services | | | | | | | |
| 2019-SIR-104 | ITS - TEMP Asset and Vendor Admin Support (Temp in Place) (2020) | | 1,820 | | | | |
| | Subtotal | 0.0 | 1,820 | 0.0 | 0 | 0.0 | 0 |
| Legislative & Legal Services | | | | | | | |
| 2019-SIR-61 | LLS - Legal Counsel- Bylaw Enforcement & General Legal Matters (2020) | 1.0 | | | | | |
| 2019-SIR-62 | LLS - Legal Administrative Support (2021) | | | 1.0 | | | |
| | Subtotal | 1.0 | 0 | 1.0 | 0 | 0.0 | 0 |
| Corporate Finance | | | | | | | |
| 2019-SIR-112 | CFIN - Sr. Internal Controls Advisor (Temp in Place) (2020) | 1.0 | | | | | |
| | Subtotal | 1.0 | 0 | 0.0 | 0 | 0.0 | 0 |
| Communications | | | | | | | |
| 2019-SIR-75 | COMC - Strategic Information Analyst (2020) | 1.0 | | | | | |
| 2019-SIR-26 | COMC - Internal Communications Specialist (2022) | | | | | 1.0 | |
| | Subtotal | 1.0 | 0 | 0.0 | 0 | 1.0 | 0 |
| TOTAL | | 5.0 | 4,246 | 6.0 | 0 | 2.0 | 0 |



2019 Multi-year Budget

CAPITAL



2019 Approved Capital Funding

| Funding Source | Total Funding | Tax Levy | Reserve | Grants | Developer Levy | User Rates | Other |
|--|-------------------|----------|-------------------|-------------------|----------------|------------|------------------|
| Tax Levy | - | - | | | | | |
| Committed Reserves | | | | | | | |
| Municipal | 7,442,590 | | 7,442,590 | | | | |
| Utilities | 2,453,500 | | 2,453,500 | | | | |
| Uncommitted Reserves | | | | | | | |
| Capital Projects Reserve - 1.3773.4266 | 2,956,880 | | 2,956,880 | | | | |
| Corporate Grants | | | | | | | |
| MSI - Capital | 43,084,500 | | | 43,084,500 | | | |
| Gas Tax Fund | 3,267,536 | | | 3,267,536 | | | |
| Other | - | | | - | | | |
| Developer Levy | 996,200 | | | | 996,200 | | |
| User Rates | - | | | | | - | |
| Other | 4,330,059 | | | | | | 4,330,059 |
| GRAND TOTAL | 64,531,265 | - | 12,852,970 | 46,352,036 | 996,200 | - | 4,330,059 |
| | | | | | | | |
| Total Debenture Financing | - | - | - | - | - | - | - |
| Total Reserve Financing | - | - | - | - | - | - | - |

2019 APPROVED CAPITAL FUNDING SUMMARY

| | Total | Tax Levy | Reserve | Grant | Dev. Levy | User Rates | Other | Comments |
|--|-------------------|----------|------------------|-------------------|-----------|------------|----------------|---|
| Buildings | | | | | | | | |
| Bldgs - A Buildings Annual Program | | | | | | | | |
| AUTO - 1102 - TAS - Annual Parking Lot Rehab Program (2019) | 580,000 | - | 580,000 | - | - | - | - | - 1.3800.4263 - TAS Annual Parking Lot Rehab |
| AUTO - 1284 - FAC - Annual Facility Capital Lifecycle (2019) | 2,000,000 | - | 200,000 | 1,800,000 | - | - | - | - 1.3800.2644 - Facility Lifecycle |
| Total: Bldgs - A Buildings Annual Program | 2,580,000 | - | 780,000 | 1,800,000 | - | - | - | 1.3430.122 - MSI Capital |
| Bldgs - G Buildings Growth | | | | | | | | |
| AUTO - 1320 - FAC - SPSY Vehicle Wash Bays - Construct (2019) | 5,664,000 | - | 566,400 | 5,097,600 | - | - | - | - 1.3773.4266 - Capital Projects Reserve |
| AUTO - 1884 - RPC - Multi Sport Dome Functional Study | 260,000 | - | 260,000 | - | - | - | - | - 1.3430.122 - MSI Capital |
| Total: Bldgs - G Buildings Growth | 5,924,000 | - | 826,400 | 5,097,600 | - | - | - | 1.3773.4266 - Capital Projects Reserve |
| Bldgs - R Buildings Rehab/Replacement | | | | | | | | |
| AUTO - 1814 - UT - Broadview EnviroService Operational Enhancements | 510,000 | - | 510,000 | - | - | - | - | - 1.3773.4266 - Capital Projects Reserve |
| AUTO - 1828 - FAC - County Hall Main Floor Restacking - Phase 2 (2019) | 4,400,000 | - | 440,000 | 3,960,000 | - | - | - | - 1.3773.4266 - Capital Projects Reserve |
| Total: Bldgs - R Buildings Rehab/Replacement | 4,910,000 | - | 950,000 | 3,960,000 | - | - | - | 1.3430.122 - MSI Capital |
| Bldgs - V Buildings Value Added | | | | | | | | |
| AUTO - 1826 - FAC - Energy Efficiency Upgrades - Strategic Energy Management Plan (SEMP) | 500,000 | - | - | - | - | - | 500,000 | 1.3776 - Internal Financing |
| Total: Bldgs - V Buildings Value Added | 500,000 | - | - | - | - | - | 500,000 | |
| Total: Buildings | 13,914,000 | - | 2,556,400 | 10,857,600 | - | - | 500,000 | |
| Electronic Hardware/Software | | | | | | | | |
| HwdSft - A Electronic Hardware/Software Annual Program | | | | | | | | |
| AUTO - 1109 - LIB IT Infrastructure Replacement Program (2019) | 61,661 | - | 61,661 | - | - | - | - | - 1.4518 - SCL Equipment |
| AUTO - 1225 - UT - IT Infrastructure Replacement Program - Utilities (2019) | 100,000 | - | 100,000 | - | - | - | - | - 11.4440.5 - Future Water Capital |
| AUTO - 1309 - ITS - Corporate Infrastructure Replacement Program (2019) | 1,023,965 | - | 1,023,965 | - | - | - | - | - 1.3800.1615 - ITS Corporate Infrastructure |
| AUTO - 1876 - ITS - Mobile Device Replacements Lifecycle (2019) | 450,000 | - | 450,000 | - | - | - | - | - 1.3800.1615 - ITS Corporate Infrastructure |
| Total: HwdSft - A Electronic Hardware/Software Annual Program | 1,635,626 | - | 1,635,626 | - | - | - | - | |
| HwdSft - G Electronic Hardware/Software Growth | | | | | | | | |
| AUTO - 1823 - HR - OHS DM Technology Project | 560,000 | - | - | - | - | - | 560,000 | 1.3776 - Internal Financing |
| Total: HwdSft - G Electronic Hardware/Software Growth | 560,000 | - | - | - | - | - | 560,000 | |
| Total: Electronic Hardware/Software | 2,195,626 | - | 1,635,626 | - | - | - | 560,000 | |

2019 APPROVED CAPITAL FUNDING SUMMARY

| | Total | Tax Levy | Reserve | Grant | Dev. Levy | User Rates | Other | Comments |
|--|------------------|----------|------------------|------------------|-----------|------------|------------------|--|
| Machinery & Equipment | | | | | | | | |
| ME - A Machinery & Equipment Annual Program | | | | | | | | |
| AUTO - 1108 - LIB Annual - Library Collection Replacement (2019) | 603,059 | - | - | - | - | - | 603,059 | 1791L - Contribution to Capital |
| AUTO - 1224 - UT - Annual Water Meter / Radio Frequency Program (2019) | 500,000 | - | 500,000 | - | - | - | - | 11.4440.5 - Future Water Capital |
| AUTO - 1243 - SCES - Annual Equipment Replacement Program (2019) | 288,000 | - | 288,000 | - | - | - | - | 1.3800.3428 - SCES - Firefighter Equipment |
| AUTO - 968 - RPC - Annual Program - Recreation Equipment (2019) | 427,700 | - | 427,700 | - | - | - | - | 1.3800.7060 - RPC Parks Mjr Maint Projects |
| Total: ME - A Machinery & Equipment Annual Program | 1,818,759 | - | 1,215,700 | - | - | - | 603,059 | |
| ME - R Machinery & Equipment Rehab/Replacement | | | | | | | | |
| 00012 - LIB Replace Radio Frequency Ident. (RFID) | 66,300 | - | 66,300 | - | - | - | - | 1.4518 - SCL Equipment |
| Total: ME - R Machinery & Equipment | 66,300 | - | 66,300 | - | - | - | - | |
| ME - R Machinery & Equipment Value Added | | | | | | | | |
| AUTO - 1201 - RCMP & ES - Automated Ticketing System | 360,000 | - | - | - | - | - | 360,000 | 1.3776 - Internal Financing |
| AUTO - 1840 - SCES - Ambulance Equipment Upgrade | 200,000 | - | - | - | - | - | 200,000 | 1.3776 - Internal Financing |
| AUTO - 1841 - SCES - Pediatric Simulation Mannequin | 55,000 | - | - | - | - | - | 55,000 | 1.3776 - Internal Financing |
| Total: ME - R Machinery & Equipment Rehab/Replacement | 615,000 | - | - | - | - | - | 615,000 | |
| Total: Machinery & Equipment | 2,500,059 | - | 1,282,000 | - | - | - | 1,218,059 | |
| Program Parks & Open Space Development | | | | | | | | |
| POSD - A Parks & Open Space Development Annual Program | | | | | | | | |
| AUTO - 1112 - RPC - Annual Infrastructure Program - Park Lifecycle (2019) | 850,000 | - | 147,824 | 702,176 | - | - | - | 1.3800.7060 - RPC Lifecycle 1.3430.130 - Gas Tax Fund |
| Total: POSD - A Parks & Open Space Development Annual Program | 850,000 | - | 147,824 | 702,176 | - | - | - | |
| POSD - G Parks & Open Space Development Growth | | | | | | | | |
| AUTO - 1773 - RPC - Open Space Planning - Ardrossan Park - Construction (2019) | 2,285,000 | - | 228,500 | 2,056,500 | - | - | - | 1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital |
| AUTO - 1883 - RPC - Northern Strathcona County Regional Park Master Plan | 400,000 | - | 400,000 | - | - | - | - | 1.3773.4266 - Capital Projects Reserve |
| Total: POSD - G Parks & Open Space Development Growth | 2,685,000 | - | 628,500 | 2,056,500 | - | - | - | |
| POSD - R Parks & Open Space Development Rehab/Replacement | | | | | | | | |
| AUTO - 1268 - RPC - Annual Program - OSRFS Open Space Planning Revitalization (2019) | 1,000,000 | - | - | - | - | - | 1,000,000 | 1.3776 - Internal Financing |
| Total: POSD - R Parks & Open Space Development Rehab/Replacement | 1,000,000 | - | - | - | - | - | 1,000,000 | |
| Total: Program Parks & Open Space Development | 4,535,000 | - | 776,324 | 2,758,676 | - | - | 1,000,000 | |

2019 APPROVED CAPITAL FUNDING SUMMARY

| | Total | Tax Levy | Reserve | Grant | Dev. Levy | User Rates | Other | Comments |
|---|-------------------|----------|------------------|-------------------|----------------|------------|----------------|---|
| Roadway Infrastructure | | | | | | | | |
| RI - A Roadway Infrastructure Annual Program | | | | | | | | |
| AUTO - 1090 - TAS - Annual Rural Road Rehab Program (2019) | 8,500,000 | - | 850,000 | 7,650,000 | - | - | - | 1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital |
| AUTO - 1097 - TPE - Annual Traffic & Pedestrian Safety Improvements (2019) | 1,000,000 | - | 100,000 | 900,000 | - | - | - | 1.3800.4269 - Annual Traff & Ped Safety |
| AUTO - 1098 - TPE - Annual Traffic Signal / Intersection Replacements (2019) | 930,400 | - | 93,040 | 837,360 | - | - | - | 1.3430.130 - Gas Tax Fund 1.3800.4264 - Annual Traffic Sig/Intersection |
| AUTO - 1100 - TAS - Annual Asphalt Trail Rehab Program (2019) | 125,000 | - | 12,500 | 112,500 | - | - | - | 1.3430.130 - Gas Tax Fund 1.3800.4262 - Annual Trail |
| AUTO - 1101 - TAS - Annual Urban Roads Rehab Program (2019) | 10,600,000 | - | 1,060,000 | 9,540,000 | - | - | - | 1.3430.130 - Gas Tax Fund 1.3800.4266 - Annual Urban |
| AUTO - 1103 - TPE - Annual Sidewalk Missing Links Program (2019) | 795,000 | - | 79,500 | 715,500 | - | - | - | 1.3430.122 - MSI Capital 1.3800.4269 - Annual Traff & Ped Safety |
| Total: RI - A Roadway Infrastructure Annual Program | 21,950,400 | - | 2,195,040 | 19,755,360 | - | - | - | 1.3430.130 - Gas Tax Fund |
| RI - G Roadway Infrastructure Growth | | | | | | | | |
| AUTO - 1780 - TPE - RUR-Twp Rd 522, 800m East of Hwy 21 to West of Curve_C | 6,100,000 | - | 610,000 | 5,490,000 | - | - | - | 1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital |
| AUTO - 1649 - TPE-WYE- Wye Rd, Estate Dr to Clover Bar Road Widening to 6 lanes_C | 5,430,000 | - | 401,980 | 3,167,820 | 996,200 | - | 864,000 | 1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital 1.4714 - South of Wye - Arterial Urban Upgrade 1808 - Developer Contribution |
| Total: RI - G Roadway Infrastructure Growth | 11,530,000 | - | 1,011,980 | 8,657,820 | 996,200 | - | 864,000 | |
| RI - V Roadway Infrastructure Value Added | | | | | | | | |
| AUTO - 1856 - TPE - Train Whistle Cessation (2019) | 100,000 | - | - | - | - | - | 100,000 | 1.3776 - Internal Financing |
| Total: RI - V Roadway Infrastructure Value Added | 100,000 | - | - | - | - | - | 100,000 | |
| Total: Roadway Infrastructure | 33,580,400 | - | 3,207,020 | 28,413,180 | 996,200 | - | 964,000 | |
| Utilities | | | | | | | | |
| UI - A Utilities Infrastructure Annual Program | | | | | | | | |
| AUTO - 1220 - UT - Annual Corrosion Control Program (2019) | 65,000 | - | 65,000 | - | - | - | - | 11.4440.5 - UT Future Water Capital |
| AUTO - 1221 - UT - Annual Hydrant / Valve Replacement (2019) | 500,000 | - | 500,000 | - | - | - | - | 11.4440.5 - UT Future Water Capital |
| AUTO - 1226 - UT - Annual Rollout Carts (2019) | 90,800 | - | 90,800 | - | - | - | - | 11.4440.3 - UT Refuse Management Capital |
| AUTO - 1714 - UT - Infrastructure Renewal - Utilities Lifecycle Management (2019) | 750,000 | - | 750,000 | - | - | - | - | 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital |
| Total: UI - A Utilities Infrastructure Annual Program | 1,405,800 | - | 1,405,800 | - | - | - | - | |

2019 APPROVED CAPITAL FUNDING SUMMARY

| | Total | Tax Levy | Reserve | Grant | Dev. Levy | User Rates | Other | Comments |
|---|-------------------|----------|-------------------|-------------------|----------------|------------|------------------|--|
| Utilities cont'd | | | | | | | | |
| UI - R Utilities Infrastructure Rehab/Replacement | | | | | | | | |
| AUTO - 1705 - UT - Asbestos Removal and Abatement Program (2019) | 150,000 | - | 150,000 | - | - | - | - | 11.4440.5 - UT Future Water Capital |
| AUTO - 1812 - Collingwood Cove Lift Station - Design & Construction | 1,500,000 | - | 150,000 | 1,350,000 | - | - | - | 11.4440.6 - UT Future Wastewater Capital 1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital |
| Total: UI - R Utilities Infrastructure Rehab/Replacement | 1,650,000 | - | 300,000 | 1,350,000 | - | - | - | |
| Total: Utilities | 3,055,800 | - | 1,705,800 | 1,350,000 | - | - | - | |
| Vehicles | | | | | | | | |
| Veh - A Vehicles Annual Program | | | | | | | | |
| AUTO - 1091 - FLT - Transit Replacements (2019) | 1,483,800 | - | 148,380 | 1,335,420 | - | - | - | 1.3800.4151 - SCT Fleet Replacement |
| AUTO - 1214 - FLT - Annual V & E Fleet Replacements (2019) | 2,182,880 | - | 545,720 | 1,637,160 | - | - | - | 1.3430.122 - MSI Capital 1.3800.4134 - Vehicle Fleet & Equipment Replacement |
| AUTO - 1223 - UT - Annual Utilities Fleet Addition & Replacement Program (2019) | 297,700 | - | 297,700 | - | - | - | - | 1.3430.122 - MSI Capital 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital |
| AUTO - 1793 - FLT Annual V&E Capital Refurb Program (2019) | 50,000 | - | 50,000 | - | - | - | - | 1.3800.4134 - Vehicle Fleet & Equipment Replacement |
| AUTO - 1797 - FLT Annual Transit Capital Refurb Program (2019) | 603,000 | - | 603,000 | - | - | - | - | 1.3800.4151 - SCT Fleet Replacement |
| Total: Veh - A Vehicles Annual Program | 4,617,380 | - | 1,644,800 | 2,972,580 | - | - | - | |
| Veh - G Vehicles Growth | | | | | | | | |
| AUTO - 1113 - RPC - Fleet Addition (Mini Cargo Van) (2019) | 40,000 | - | - | - | - | - | 40,000 | 1.3776 - Internal Financing |
| Total: Veh - G Vehicles Growth | 40,000 | - | - | - | - | - | 40,000 | |
| Veh - V Vehicles Value Added | | | | | | | | |
| AUTO - 1846 - LIB Purchase program van | 45,000 | - | 45,000 | - | - | - | - | 1.4518 - SCL Equipment |
| AUTO - 1857 - FAC - Fleet Addition | 48,000 | - | - | - | - | - | 48,000 | 1.3776 - Internal Financing |
| Total: Veh - V Vehicles Value Added | 93,000 | - | 45,000 | - | - | - | 48,000 | |
| Total: Vehicles | 4,750,380 | - | 1,689,800 | 2,972,580 | - | - | 88,000 | |
| GRAND TOTAL | 64,531,265 | - | 12,852,970 | 46,352,036 | 996,200 | - | 4,330,059 | |

2019 APPROVED & OPEN CAPITAL

| Asset Category | Planned Spend | | | | | Total |
|--|---------------|------------|-----------|-----------|---------|-------------|
| | 2019 | 2020 | 2021 | 2022 | 2023 | |
| Buildings | 30,568,998 | 10,231,231 | 2,365,500 | - | - | 43,165,729 |
| Electronic Hardware/Software | 11,034,055 | 9,065,420 | 1,949,343 | - | - | 22,048,818 |
| Machinery & Equipment | 2,491,239 | 12,826 | 50,000 | 50,000 | 50,000 | 2,654,065 |
| Program Parks & Open Space Development | 4,570,673 | 1,695,000 | 5,000 | - | - | 6,270,673 |
| Roadway Infrastructure | 47,300,462 | 18,765,381 | 3,220,812 | 1,526,964 | 272,054 | 71,085,673 |
| Utilities | 6,200,900 | 7,255,247 | 600,000 | - | 50,000 | 14,106,147 |
| Vehicles | 8,575,268 | 500,000 | - | - | - | 9,075,268 |
| Land | 1,350,000 | 4,207,134 | - | - | - | 5,557,134 |
| Grand Total | 112,091,595 | 51,732,239 | 8,190,655 | 1,576,964 | 372,054 | 173,963,507 |

2019 APPROVED & 2020 - 2023 APPROVED IN PRINCIPLE CAPITAL

| Asset Category | Planned Spend | | | | | Total |
|--|---------------|------------|------------|------------|------------|-------------|
| | 2019 | 2020 | 2021 | 2022 | 2023 | |
| Buildings | 9,450,000 | 22,150,000 | 24,818,000 | 16,010,000 | 3,800,000 | 76,228,000 |
| Electronic Hardware/Software | 2,195,626 | 1,528,183 | 1,978,280 | 1,905,950 | 1,548,216 | 9,156,255 |
| Machinery & Equipment | 2,350,059 | 2,586,697 | 2,762,739 | 6,359,407 | 3,980,754 | 18,039,656 |
| Program Parks & Open Space Development | 3,160,000 | 3,470,000 | 1,850,000 | 1,850,000 | 1,850,000 | 12,180,000 |
| Roadway Infrastructure | 28,510,400 | 34,865,400 | 24,205,400 | 23,240,400 | 24,940,400 | 135,762,000 |
| Utilities | 1,705,800 | 1,951,700 | 1,777,625 | 1,108,550 | 1,159,500 | 7,703,175 |
| Vehicles | 4,750,380 | 6,161,025 | 6,881,950 | 6,738,590 | 7,555,550 | 32,087,495 |
| Land | - | - | - | - | - | - |
| Grand Total | 52,122,265 | 72,713,005 | 64,273,994 | 57,212,897 | 44,834,420 | 291,156,581 |

2019 APPROVED CAPITAL

MUNICIPAL & UTILITIES - BASE

Buildings

| | | |
|-----------------------------------|------------------|-----|
| Annual Parking Lot Rehab Program | \$ 580,000 | TAS |
| Annual Facility Capital Lifecycle | 2,000,000 | FAC |
| | 2,580,000 | |

Electronic Hardware/Software

| | | |
|---|------------------|-----|
| IT Corporate Infrastructure Replacement Program - Municipal | \$ 1,023,965 | ITS |
| IT Mobile Device Replacements Lifecycle - Municipal | 450,000 | ITS |
| IT Infrastructure Replacement Program - Utilities | 100,000 | UT |
| | 1,573,965 | |

Machinery & Equipment

| | | |
|---|------------------|------|
| Annual Recreation Equipment Replacement Program | \$ 427,700 | RPC |
| Annual Equipment Replacement Program | 288,000 | SCES |
| Annual Water Meter / Radio Frequency Program | 500,000 | UT |
| | 1,215,700 | |

Program Parks & Open Space Development

| | | |
|--|------------------|-----|
| Annual Parks Infrastructure Lifecycle | \$ 850,000 | RPC |
| OSRFS Open Space Planning Revitalization | 1,000,000 | RPC |
| | 1,850,000 | |

Roadway Infrastructure

| | | |
|---|-------------------|-----|
| Annual Rural Roads Rehab Program | \$ 8,500,000 | TAS |
| Annual Urban Roads Rehab Program | 10,600,000 | TAS |
| Annual Asphalt Trails Rehab Program | 125,000 | TAS |
| Annual Traffic & Pedestrian Safety Improvements | 1,000,000 | TPE |
| Annual Traffic Signal / Intersection Replacements | 930,400 | TPE |
| Annual Sidewalk Missing Links Program | 795,000 | TPE |
| | 21,950,400 | |

Utilities

| | | |
|---|------------------|----|
| Infrastructure Renewal - Utilities Lifecycle Management | \$ 750,000 | UT |
| Annual Corrosion Control Program | 65,000 | UT |
| Annual Hydrant / Valve Replacement | 500,000 | UT |
| Annual Rollout Carts | 90,800 | UT |
| Asbestos Removal and Abatement Program | 150,000 | UT |
| | 1,555,800 | |

Vehicles

| | | |
|---|------------------|-----|
| Fleet Transit Replacements | \$ 1,483,800 | FLT |
| Annual Utilities Fleet Addition & Replacement Program | 297,700 | UT |
| Annual Vehicle & Equipment Fleet Replacements | 2,182,880 | FLT |
| Annual Vehicle & Equipment Capital Refurb Program | 50,000 | FLT |
| Annual Transit Capital Refurb Program | 603,000 | FLT |
| Fleet Addition Base | 48,000 | FAC |
| | 4,665,380 | |

2019 APPROVED CAPITAL - BASE TOTAL **35,391,245**

2019 APPROVED CAPITAL Cont'd

MUNICIPAL & UTILITIES - IMPROVEMENT

Buildings

| | | |
|---|-------------------|-----|
| SPSY Vehicle Wash Bays - Construct | \$ 5,664,000 | FAC |
| County Hall Main Floor Restacking - Phase 2 | 4,400,000 | FAC |
| | 10,064,000 | |

Electronic Hardware/Software

| | | |
|---|----------------|----|
| OHS/Disability Management (DM) Technology Project | \$ 560,000 | HR |
| | 560,000 | |

Machinery & Equipment

| | | |
|--------------------------------|----------------|------|
| Automated Ticketing System | \$ 360,000 | RCMP |
| Ambulance Equipment Upgrade | 200,000 | SCES |
| Pediatric Simulation Mannequin | 55,000 | SCES |
| | 615,000 | |

2019 APPROVED CAPITAL - IMPROVEMENT TOTAL **11,239,000**

MUNICIPAL & UTILITIES - STRATEGIC

Buildings

| | | |
|--|------------------|-----|
| Broadview Enviroservice Operational Enhancements | \$ 510,000 | UT |
| Energy Efficiency Upgrades - Strategic Energy Management Plan (SEMP) | 500,000 | FAC |
| Multi Sport Dome Functional Study | 260,000 | RPC |
| | 1,270,000 | |

Program Parks & Open Space Development

| | | |
|--|------------------|-----|
| Open Space Planning - Ardrossan Park - Construction | \$ 2,285,000 | RPC |
| Northern Strathcona County Regional Park Master Plan | 400,000 | RPC |
| | 2,685,000 | |

Roadway Infrastructure

| | | |
|---|-------------------|-----|
| WYE- Wye Rd, Estate Dr to Clover Bar Road Widening to 6 lanes_C | \$ 5,430,000 | TPE |
| RUR-Twp Rd 522, 800m East of Hwy 21 to West of Curve_C | 6,100,000 | TPE |
| Train Whistle Cessation | 100,000 | TPE |
| | 11,630,000 | |

Utilities

| | | |
|---|------------------|----|
| Collingwood Cove Lift Station - Design & Construction | \$ 1,500,000 | UT |
| | 1,500,000 | |

Vehicles

| | | |
|---------------------------------|---------------|-----|
| Fleet Addition (Mini Cargo Van) | \$ 40,000 | RPC |
| | 40,000 | |

2019 APPROVED CAPITAL - STRATEGIC TOTAL **17,125,000**

**2019 APPROVED CAPITAL
MUNICIPAL & UTILITIES TOTAL** **63,755,245**

2019 APPROVED CAPITAL Cont'd

LIBRARY

Electronic Hardware/Software

IT Infrastructure Replacement Program - Library

| Cost | Dept. |
|---------------|-------|
| \$ 61,661 | LIB |
| 61,661 | |

Machinery & Equipment

Annual Library Collection Replacement

Replace Radio Frequency Ident. (RFID) Equipment

| | |
|----------------|-----|
| \$ 603,059 | LIB |
| 66,300 | LIB |
| 669,359 | |

Vehicles

Purchase program van

| | |
|---------------|-----|
| \$ 45,000 | LIB |
| 45,000 | |

2019 APPROVED CAPITAL - LIBRARY TOTAL

| |
|----------------|
| 776,020 |
|----------------|

2019 APPROVED CAPITAL CONSOLIDATED GRAND TOTAL

| |
|-------------------|
| 64,531,265 |
|-------------------|

2020 CAPITAL

MUNICIPAL & UTILITIES - BASE

Buildings

| | | | |
|-----------------------------------|----|------------------|-----|
| Annual Parking Lot Rehab Program | \$ | 900,000 | TAS |
| Annual Facility Capital Lifecycle | | 2,100,000 | FAC |
| | | 3,000,000 | |

Electronic Hardware/Software

| | | | |
|---|----|------------------|-----|
| IT Corporate Infrastructure Replacement Program - Municipal | \$ | 864,800 | ITS |
| IT Mobile Device Replacements Lifecycle - Municipal | | 450,000 | ITS |
| IT Infrastructure Replacement Program - Utilities | | 95,000 | UT |
| | | 1,409,800 | |

Machinery & Equipment

| | | | |
|---|----|------------------|------|
| Annual Recreation Equipment Replacement Program | \$ | 685,100 | RPC |
| Annual Equipment Replacement Program | | 75,000 | SCES |
| Annual Water Meter / Radio Frequency Program | | 500,000 | UT |
| | | 1,260,100 | |

Program Parks & Open Space Development

| | | | |
|--|----|------------------|-----|
| Annual Parks Infrastructure Lifecycle | \$ | 850,000 | RPC |
| OSRFS Open Space Planning Revitalization | | 1,000,000 | RPC |
| | | 1,850,000 | |

Roadway Infrastructure

| | | | |
|---|----|-------------------|-----|
| Annual Rural Roads Rehab Program | \$ | 11,300,000 | TAS |
| Annual Bridge Replacement Project | | 1,950,000 | TAS |
| Annual Urban Roads Rehab Program | | 11,400,000 | TAS |
| Annual Asphalt Trails Rehab Program | | 125,000 | TAS |
| Annual Traffic & Pedestrian Safety Improvements | | 670,000 | TPE |
| Annual Traffic Signal / Intersection Replacements | | 930,400 | TPE |
| Annual Sidewalk Missing Links Program | | 795,000 | TPE |
| | | 27,170,400 | |

Utilities

| | | | |
|---|----|------------------|----|
| Infrastructure Renewal - Utilities Lifecycle Management | \$ | 370,000 | UT |
| Annual Corrosion Control Program | | 65,000 | UT |
| Annual Hydrant / Valve Replacement | | 500,000 | UT |
| Annual Rollout Carts | | 91,700 | UT |
| Asbestos Removal and Abatement Program | | 150,000 | UT |
| | | 1,176,700 | |

Vehicles

| | | | |
|---|----|------------------|-----|
| Fleet Transit Replacements | \$ | 2,009,400 | FLT |
| Annual Utilities Fleet Addition & Replacement Program | | 108,500 | UT |
| Annual Vehicle & Equipment Fleet Replacements | | 2,410,125 | FLT |
| Annual Vehicle & Equipment Capital Refurb Program | | 535,000 | FLT |
| Annual Transit Capital Refurb Program | | 603,000 | FLT |
| | | 5,666,025 | |

2020 CAPITAL - BASE TOTAL **41,533,025**

2020 CAPITAL cont'd

MUNICIPAL & UTILITIES - IMPROVEMENT

Buildings

SPSY Expansion and Modernization

| Cost | Dept. |
|-------------------|-------|
| \$ 26,204,000 | FAC |
| 26,204,000 | |

Machinery & Equipment

Survey Equipment Replacement

| | |
|----------------|-----|
| \$ 600,000 | TPE |
| 600,000 | |

Vehicles

Replace Recycled Fleet Program

| | |
|------------------|-----|
| 1,450,000 | FLT |
| 1,450,000 | |

2020 CAPITAL - IMPROVEMENT TOTAL 28,254,000

MUNICIPAL & UTILITIES - STRATEGIC

Buildings

Multi-Purpose Agricultural Facility

| Cost | Dept. |
|-------------------|-------|
| \$ 24,300,000 | TAS |
| 24,300,000 | |

Program Parks & Open Space Development

Josephsburg Pickleball Courts - Construction

| | |
|----------------|-----|
| \$ 245,000 | RPC |
| 245,000 | |

Roadway Infrastructure

NOY- Rge Rd 232, Aurum Access to Twp Rd 534_1B_CFL

WYE- Rge Rd 231, Wye Rd to Hillshire Blvd_DLU

SHP- Broadway Blvd and Broadview Dr Roundabout_C

WYE- Sherwood Dr, Ash St to Village Dr_C

| | |
|------------------|-----|
| \$ 2,125,000 | TPE |
| 975,000 | TPE |
| 500,000 | TPE |
| 2,025,000 | TPE |
| 5,625,000 | |

Utilities

Rural Water (New Connections/Marketing)

| | |
|----------------|----|
| \$ 175,000 | UT |
| 175,000 | |

2020 CAPITAL - STRATEGIC TOTAL 30,345,000

2020 CAPITAL - MUNICIPAL & UTILITIES TOTAL 100,132,025

LIBRARY

Electronic Hardware/Software

IT Infrastructure Replacement Program - Library

| Cost | Dept. |
|----------------|-------|
| \$ 118,383 | LIB |
| 118,383 | |

Machinery & Equipment

Annual Library Collection Replacement

Replace Radio Frequency Ident. (RFID) Equipment

Replace Furniture - Chairs/Stools

| | |
|------------------|-----|
| \$ 603,059 | LIB |
| 209,121 | LIB |
| 214,417 | LIB |
| 1,026,597 | |

2020 CAPITAL - LIBRARY TOTAL 1,144,980

2020 CAPITAL - CONSOLIDATED GRAND TOTAL 101,277,005

2021 CAPITAL

MUNICIPAL & UTILITIES - BASE

Buildings

| | | | |
|-----------------------------------|----|------------------|-----|
| Annual Parking Lot Rehab Program | \$ | 800,000 | TAS |
| Annual Facility Capital Lifecycle | | 2,200,000 | FAC |
| | | 3,000,000 | |

Electronic Hardware/Software

| | | | |
|---|----|------------------|-----|
| IT Corporate Infrastructure Replacement Program - Municipal | \$ | 1,434,701 | ITS |
| IT Mobile Device Replacements Lifecycle - Municipal | | 450,000 | ITS |
| IT Infrastructure Replacement Program - Utilities | | 45,000 | UT |
| | | 1,929,701 | |

Machinery & Equipment

| | | | |
|---|----|------------------|------|
| Annual Recreation Equipment Replacement Program | \$ | 571,600 | RPC |
| Annual Equipment Replacement Program | | 515,000 | SCES |
| Annual Water Meter / Radio Frequency Program | | 500,000 | UT |
| | | 1,586,600 | |

Program Parks & Open Space Development

| | | | |
|--|----|------------------|-----|
| Annual Parks Infrastructure Lifecycle | \$ | 850,000 | RPC |
| OSRFS Open Space Planning Revitalization | | 1,000,000 | RPC |
| | | 1,850,000 | |

Roadway Infrastructure

| | | | |
|---|----|-------------------|-----|
| Annual Rural Roads Rehab Program | \$ | 5,600,000 | TAS |
| Annual Bridge Replacement Project | | 2,110,000 | TAS |
| Annual Urban Roads Rehab Program | | 10,200,000 | TAS |
| Annual Asphalt Trails Rehab Program | | 175,000 | TAS |
| Annual Traffic & Pedestrian Safety Improvements | | 670,000 | TPE |
| Annual Traffic Signal / Intersection Replacements | | 930,400 | TPE |
| Annual Sidewalk Missing Links Program | | 795,000 | TPE |
| | | 20,480,400 | |

Utilities

| | | | |
|---|----|------------------|----|
| Infrastructure Renewal - Utilities Lifecycle Management | \$ | 370,000 | UT |
| Annual Corrosion Control Program | | 65,000 | UT |
| Annual Hydrant / Valve Replacement | | 500,000 | UT |
| Annual Rollout Carts | | 92,625 | UT |
| Asbestos Removal and Abatement Program | | 150,000 | UT |
| | | 1,177,625 | |

Vehicles

| | | | |
|---|----|------------------|-----|
| Fleet Transit Replacements | \$ | 2,775,700 | FLT |
| Annual Utilities Fleet Addition & Replacement Program | | 144,800 | UT |
| Annual Vehicle & Equipment Fleet Replacements | | 1,996,450 | FLT |
| Annual Vehicle & Equipment Capital Refurb Program | | 495,000 | FLT |
| Annual Transit Capital Refurb Program | | 603,000 | FLT |
| | | 6,014,950 | |

2021 CAPITAL - BASE TOTAL **36,039,276**

2021 CAPITAL Cont'd

MUNICIPAL & UTILITIES - STRATEGIC

Roadway Infrastructure

HLD- Rge Rd 214 and Twp Rd 554 intersection_2A-2_C

| Cost | Dept. |
|------------------|-------|
| \$ 3,090,000 | TPE |
| 3,090,000 | |

Vehicles

Mobility Bus Vehicle Expansion

| | |
|----------------|-----|
| \$ 378,000 | FLT |
| 378,000 | |

2020 CAPITAL - STRATEGIC TOTAL **3,468,000**

2021 CAPITAL - MUNICIPAL & UTILITIES TOTAL **39,507,276**

LIBRARY

Electronic Hardware/Software

IT Infrastructure Replacement Program - Library

| Cost | Dept. |
|---------------|-------|
| \$ 48,579 | LIB |
| 48,579 | |

Machinery & Equipment

Annual Library Collection Replacement

Replace Furniture - Chairs/Stools

| | |
|----------------|-----|
| \$ 603,059 | LIB |
| 223,080 | LIB |
| 826,139 | |

2021 CAPITAL - LIBRARY TOTAL **874,718**

2021 CAPITAL - CONSOLIDATED GRAND TOTAL **40,381,994**

2022 CAPITAL

MUNICIPAL & UTILITIES - BASE

Buildings

| | | |
|-----------------------------------|------------------|-----|
| Annual Parking Lot Rehab Program | \$ 510,000 | TAS |
| Annual Facility Capital Lifecycle | 2,300,000 | FAC |
| | 2,810,000 | |

Electronic Hardware/Software

| | | |
|---|------------------|-----|
| IT Corporate Infrastructure Replacement Program - Municipal | \$ 1,360,382 | ITS |
| IT Mobile Device Replacements Lifecycle - Municipal | 450,000 | ITS |
| IT Infrastructure Replacement Program - Utilities | 40,000 | UT |
| | 1,850,382 | |

Machinery & Equipment

| | | |
|---|------------------|------|
| Annual Recreation Equipment Replacement Program | \$ 436,300 | RPC |
| Annual Equipment Replacement Program | 2,500,000 | SCES |
| Annual Water Meter / Radio Frequency Program | 2,500,000 | UT |
| | 5,436,300 | |

Program Parks & Open Space Development

| | | |
|--|------------------|-----|
| Annual Parks Infrastructure Lifecycle | \$ 850,000 | RPC |
| OSRFS Open Space Planning Revitalization | 1,000,000 | RPC |
| | 1,850,000 | |

Roadway Infrastructure

| | | |
|---|-------------------|-----|
| Annual Rural Roads Rehab Program | \$ 6,300,000 | TAS |
| Annual Bridge Replacement Project | 2,070,000 | TAS |
| Annual Urban Roads Rehab Program | 10,300,000 | TAS |
| Annual Asphalt Trails Rehab Program | 175,000 | TAS |
| Annual Traffic & Pedestrian Safety Improvements | 670,000 | TPE |
| Annual Traffic Signal / Intersection Replacements | 930,400 | TPE |
| Annual Sidewalk Missing Links Program | 795,000 | TPE |
| | 21,240,400 | |

Utilities

| | | |
|---|------------------|----|
| Infrastructure Renewal - Utilities Lifecycle Management | \$ 400,000 | UT |
| Annual Corrosion Control Program | 65,000 | UT |
| Annual Hydrant / Valve Replacement | 500,000 | UT |
| Annual Rollout Carts | 93,550 | UT |
| | 1,058,550 | |

Vehicles

| | | |
|---|------------------|-----|
| Fleet Transit Replacements | \$ 3,206,200 | FLT |
| Annual Utilities Fleet Addition & Replacement Program | 492,800 | UT |
| Annual Vehicle & Equipment Fleet Replacements | 1,809,590 | FLT |
| Annual Vehicle & Equipment Capital Refurb Program | 107,000 | FLT |
| Annual Transit Capital Refurb Program | 603,000 | FLT |
| | 6,218,590 | |

2022 CAPITAL - BASE TOTAL **40,464,222**

2022 CAPITAL Cont'd

MUNICIPAL & UTILITIES - IMPROVEMENT

Vehicles

Fleet Addition Improvements

Cost Dept.

\$ 54,000 RPC

54,000

2020 CAPITAL - IMPROVEMENT TOTAL

54,000

2022 CAPITAL - MUNICIPAL & UTILITIES TOTAL

40,518,222

LIBRARY

Electronic Hardware/Software

IT Infrastructure Replacement Program - Library

Cost Dept.

\$ 55,568 LIB

55,568

Machinery & Equipment

Annual Library Collection Replacement

\$ 603,059 LIB

Replace Radio Frequency Ident. (RFID) Equipment

30,914 LIB

Replace Furniture - Chairs/Stools

227,541 LIB

Replace Book Return Bin

11,593 LIB

873,107

2022 CAPITAL - LIBRARY TOTAL

928,675

2022 CAPITAL - CONSOLIDATED GRAND TOTAL

41,446,897

2023 CAPITAL

MUNICIPAL & UTILITIES - BASE

Buildings

| | | | |
|-----------------------------------|----|------------------|-----|
| Annual Parking Lot Rehab Program | \$ | 600,000 | TAS |
| Annual Facility Capital Lifecycle | | 2,400,000 | FAC |
| | | 3,000,000 | |

Electronic Hardware/Software

| | | | |
|---|----|------------------|-----|
| IT Corporate Infrastructure Replacement Program - Municipal | \$ | 1,002,092 | ITS |
| IT Mobile Device Replacements Lifecycle - Municipal | | 450,000 | ITS |
| IT Infrastructure Replacement Program - Utilities | | 40,000 | UT |
| | | 1,492,092 | |

Machinery & Equipment

| | | | |
|---|----|------------------|------|
| Annual Recreation Equipment Replacement Program | \$ | 501,000 | RPC |
| Annual Equipment Replacement Program | | 75,000 | SCES |
| Annual Water Meter / Radio Frequency Program | | 2,400,000 | UT |
| | | 2,976,000 | |

Program Parks & Open Space Development

| | | | |
|--|----|------------------|-----|
| Annual Parks Infrastructure Lifecycle | \$ | 850,000 | RPC |
| OSRFS Open Space Planning Revitalization | | 1,000,000 | RPC |
| | | 1,850,000 | |

Roadway Infrastructure

| | | | |
|---|----|-------------------|-----|
| Annual Rural Roads Rehab Program | \$ | 7,800,000 | TAS |
| Annual Bridge Replacement Project | | 1,970,000 | TAS |
| Annual Urban Roads Rehab Program | | 12,300,000 | TAS |
| Annual Asphalt Trails Rehab Program | | 200,000 | TAS |
| Annual Traffic & Pedestrian Safety Improvements | | 670,000 | TPE |
| Annual Traffic Signal / Intersection Replacements | | 930,400 | TPE |
| Annual Sidewalk Missing Links Program | | 795,000 | TPE |
| | | 24,665,400 | |

Utilities

| | | | |
|---|----|------------------|----|
| Infrastructure Renewal - Utilities Lifecycle Management | \$ | 400,000 | UT |
| Annual Corrosion Control Program | | 65,000 | UT |
| Annual Hydrant / Valve Replacement | | 500,000 | UT |
| Annual Rollout Carts | | 94,500 | UT |
| | | 1,059,500 | |

Vehicles

| | | | |
|---|----|------------------|-----|
| Fleet Transit Replacements | \$ | 2,871,200 | FLT |
| Annual Utilities Fleet Addition & Replacement Program | | 737,100 | UT |
| Annual Vehicle & Equipment Fleet Replacements | | 2,798,250 | FLT |
| Annual Vehicle & Equipment Capital Refurb Program | | 546,000 | FLT |
| Annual Transit Capital Refurb Program | | 603,000 | FLT |
| | | 7,555,550 | |

2023 CAPITAL - BASE TOTAL **42,598,542**

2023 CAPITAL - MUNICIPAL & UTILITIES TOTAL **42,598,542**

2023 CAPITAL Cont'd

LIBRARY

Electronic Hardware/Software

IT Infrastructure Replacement Program - Library

| Cost | Dept. |
|---------------|-------|
| 56,124 | LIB |
| 56,124 | |

Machinery & Equipment

Annual Library Collection Replacement

Replace Radio Frequency Ident. (RFID) Equipment

Replace Furniture - Chairs/Stools (2023)

Replace Furniture - Upholstered (2023)

| | |
|----------------|-----|
| \$ 603,059 | LIB |
| 18,300 | LIB |
| 232,092 | LIB |
| 101,303 | LIB |
| 954,754 | |

2023 CAPITAL - LIBRARY TOTAL **1,010,878**

2023 CAPITAL - CONSOLIDATED GRAND TOTAL **43,609,420**



Future Capital

PLEASE NOTE:

The information found in the next section is a high level list of **potential** future capital projects the County **may** wish to consider, and currently falls outside of the County's 5 Year Capital Plan.

Unlike the 5 Year Capital Plan, which has gone through Administration's rigorous planning and budgeting process, the projects found in the Future Capital section have not had the same due diligence applied. Project costs are **high-level estimates**; developed using the best information that we have currently.

These estimates are subject to the timing of growth and development, community decision, economic fluctuation, as well as regional conversations with neighbouring municipalities and policy decisions by relevant government agencies. As time progresses and better/more timely information becomes available, project costs will be refined accordingly.

It should be further noted that the intent of this list was to provide context and perspective to Council when contemplating and approving the 2019-2023 Capital Plan.

Future Capital

Cost

Annual Programs

| | |
|--|--------------------|
| Annual Parking Lot Rehab Program | \$ 3,390,000 |
| Annual Facility Capital Lifecycle | 17,000,000 |
| Annual IT Corporate Infrastructure Replacement Program | 4,948,478 |
| Annual IT Infrastructure Replacement Program - Utilities | 200,000 |
| Annual IT Infrastructure Replacement Program - SCES | 283,650 |
| Annual Mobile Device Replacements Lifecycle | 2,250,000 |
| Annual Equipment Replacement Program - SCES | 429,400 |
| Annual Recreation Equipment Replacement Program | 1,993,000 |
| Annual Water Meter / Radio Frequency Program | 7,500,000 |
| Annual OSRFS Outdoor Revitalization Program | 5,000,000 |
| Annual Parks Infrastructure Lifecycle | 4,250,000 |
| Annual Asphalt Trail Rehab Program | 2,086,408 |
| Annual Bridge Replacement Project | 16,108,150 |
| Annual Rural Roads Rehab Program | 39,500,000 |
| Annual Sidewalk Missing Links Program | 3,975,000 |
| Annual Traffic & Pedestrian Safety Improvements | 3,350,000 |
| Annual Traffic Signal / Intersection Replacements | 4,652,000 |
| Annual Urban Roads Rehab Program | 54,800,000 |
| Annual Corrosion Control Program | 325,000 |
| Annual Hydrant / Valve Replacement | 2,500,000 |
| Annual Rollout Carts | 486,864 |
| Annual Fleet Transit Replacements | 23,800,000 |
| Annual Utilities Fleet Addition & Replacement Program | 750,000 |
| Annual Vehicle & Equipment Fleet Replacements | 14,000,000 |
| | 213,577,950 |

Buildings

| | |
|---|--------------------|
| Air Support Structure - Field Dome | \$ 17,000,000 |
| Agriculture Services Temporary Office Space - Growth | 100,000 |
| Agriculture Services Shop - Bremner Site - Growth | 1,500,000 |
| Bremner Mansion Revitalization | 5,973,600 |
| Community Hub | 41,100,000 |
| Emerald Hills Leisure Centre 2nd Floor | 3,675,856 |
| Emergency Services Station - North of Yellowhead - Growth | 21,250,000 |
| North Public Works Facility - Replacement | 5,901,569 |
| OSRFS - Medium Recreation Facility - Growth | 40,450,000 |
| OSRFS - Major Recreation Facility - Growth | 200,750,000 |
| OSRFS - Infrastructure - Festival Place - Revitalization | 16,640,000 |
| OSRFS - Infrastructure - Josephburg Community Hall/Moyer Recreation Center Revitalization | 7,000,000 |
| OSRFS - Infrastructure - Sherwood Park Arena - Replacement | 35,000,000 |
| OSRFS - Infrastructure - Strathcona Olympiette Center - Revitalization | 5,110,000 |
| Parks Maintenance Facility - Growth | 4,100,000 |
| RCMP and ES North Parking Lot Paving and Drainage | 1,046,000 |
| RCMP and ES 3rd Floor Development of Office Space | 1,100,000 |
| Station 3 Replacement/Relocation - Ardrossan - Growth | 17,800,000 |
| Transit Bus Barn Replacement | 50,112,500 |
| Warren Thomas (Josephburg) Aerodrome Terminal | 515,000 |
| Warren Thomas (Josephburg) Aerodrome Commercial Lot Construction | 848,000 |
| Warren Thomas (Josephburg) Airport Heli-pad | 371,000 |
| | 477,343,525 |

Electronic Hardware/Software

| | |
|-----------------------------------|------------------|
| Dispatch System (CAD Replacement) | 1,500,000 |
| Emergency Communications Centre | 1,214,750 |
| Enterprise GIS Technology | 702,500 |
| Smart Bus Hardware Maintenance | 1,125,000 |
| | <hr/> |
| | 4,542,250 |

Machinery & Equipment

| | |
|--|------------------|
| Air Quality Monitoring Station - SE County | \$ 50,000 |
| Brush Cutter Head & Hydraulic Arm - Growth | 80,000 |
| Digital Fingerprint Machine - New | 100,000 |
| Fibre Program: SPSY, Transit, & MP | 200,000 |
| Replacement of Radio System Secondary Users (Digital) | 1,200,000 |
| Sidewalk Snow Clearing Unit - Growth | 125,000 |
| Spraying Equipment Upgrade | 50,000 |
| Tandem Axle Chassis with Snow & Ice Hydraulic Package - Growth | 480,000 |
| Telephone System Upgrade | 1,299,000 |
| Tractor & Mower Unit - Growth | 250,000 |
| Tractor & Mower Upgrade | 105,000 |
| UTV Herbicide Sprayer - Replacement | 20,000 |
| | <hr/> |
| | 3,959,000 |

Program Parks & Open Space Development

| | |
|--|-------------------|
| Lafarge Lands Regional Tournament Ball Site | 38,625,000 |
| Open Space Planning - Centennial Park Tournament Ball Site | 14,500,000 |
| Open Space Planning - River Valley Alliance Phase IV (Pedestrian | 11,800,000 |
| Open Space Planning - Sally Stewart Park - New Park Construction | 14,800,000 |
| Strathcona Athletic Park Track Replacement | 1,600,000 |
| | <hr/> |
| | 81,325,000 |

Roadway Infrastructure

Wye Road

| | |
|--|------------|
| Rge Rd 231, Hillshire Blvd to Hwy 628_DLU, C | 8,995,000 |
| Rge Rd 231, Wye Rd to Hillshire Blvd_C | 5,350,000 |
| Rge Rd 232, Estate Dr to Hwy 628_DLU, C | 12,100,000 |
| Rge Rd 232, Wye Rd to Estate Dr_DLU, CFL | 5,250,000 |
| Rge Rd 233, Ash St to Balmoral Way_C | 3,496,200 |
| Rge Rd 233, Fountain Creek Way to Balmoral Way_C | 1,906,990 |
| Rge Rd 233, Fountain Creek Wy to Hwy 628_DLU, C | 8,284,000 |
| Wye and Ordze intersection plus Ordze Ave to Sherwood Dr_DLU | 1,043,025 |
| Wye Rd, Estate Drive to Clover Bar Road_LS | 1,540,000 |
| Wye Rd, Mitchell Street to Estate Drive_LS | 1,900,000 |

Heartland

| | |
|---|------------|
| Rge Rd 213, Twp Rd 554 to Twp Rd 560_2B_C | 12,500,000 |
|---|------------|

Rural

| | |
|---|------------|
| Class I Grid Road Improvement (Uncas)_C | 9,030,000 |
| Class I Grid Road Improvement Project_DLU, C | 11,040,000 |
| Rge Rd 223, Twp Rd 522 to Twp Rd 530_DLU, C | 6,600,000 |
| Rge Rd 232, South of 628 to Twp Rd 514_DLU, C | 7,100,000 |
| Twp Rd 530 and Hwy 824 Intersection Improvements_DLU, CFL | 3,350,000 |
| Twp Rd 530, Hwy 21 to Hwy 824_CFL | 3,999,999 |
| Twp Rd 530, Rge Rd 224 to Hwy 824_DLU | 2,000,000 |
| Twp Rd 542, Rge Rd 223 to Hwy 21_DLU, C | 6,600,000 |

Sherwood Park

| | |
|---|------------|
| 17 St, 105 Ave to Sherwood Park Fwy_LU, CFL | 22,173,000 |
| 34 St, Sherwood Park Fwy to Baseline Rd_DLU, C | 24,862,000 |
| Baseline Rd and Broadmoor Blvd Intersection Improvements_DLU, | 3,150,000 |
| Priority Corridor (Baseline Road) - Transit | 765,000 |
| Bethel Way, Bison Way to Lakeland Dr_C | 2,500,000 |
| Broadmoor Blvd, Baseline Rd to Pembina Rd Widen to 6 lanes_DLU, | 25,070,000 |
| Broadview Dr to Buckingham Dr_CFL | 2,600,000 |
| Clover Bar Rd and Emerald Dr Intersection Improvements_C | 4,635,000 |
| Fir St EAST_DLU | 650,000 |
| Petroleum Way, Streambank Ave to Hwy 216 Widening_C | 6,600,000 |
| Sherwood Dr, Lakeland Dr to Emerald Dr_DLU, C | 9,580,000 |
| Sherwood Drive Roundabout_DLU, C | 3,140,000 |

Ardrossan

| | |
|--|-----------|
| Rge Rd 221A, King St to Queen St_C | 1,040,000 |
| Main North of Bridge to First Ave (including bridge)_C | 3,180,000 |
| Main St South, Rge Rd 221A Intersection Improvements_C | 942,000 |

North of Yellowhead

| | |
|--|--------------------|
| H16N Service Rd, Rge Rd 231 to Liberty Rd_DLU, C | 5,139,998 |
| Rge Rd 231, CNR Overpass Construction Stage 1 | 14,705,000 |
| Rge Rd 231, Hwy 16 to Twp Rd 534 stage 1 | 16,042,000 |
| Rge Rd 231, Middle Access to TR 534_1B_CFL | 8,026,624 |
| Twp Rd 534 and Hwy 16 Construction | 2,897,000 |
| Twp Rd 534 and Hwy 21 Intersection_1B_C | 1,500,000 |
| Twp Rd 534, Rge Rd 232 to Rge Rd 231_1B_CFL | 44,130,000 |
| | 315,412,836 |

Utilities

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|--|--------------------|
| Ardrossan Main Street Pipe Upgrades | 655,000 |
| Ardrossan Water New Supply Main - Construction | 13,000,000 |
| Heartland East Watermain Extension | 6,224,000 |
| Heartland Reservoir Redesign | 500,000 |
| Hillshire - Offsite System Improvements | 1,000,000 |
| Infrastructure Renewal - Utilities Lifecycle Management | 2,000,000 |
| Josephburg / Heartland Reservoir Pumphouse - Land & Construction | 26,200,000 |
| Josephburg Wastewater Upgrade Land & Construction | 24,231,800 |
| North of Yellowhead Wastewater infrastructure - Phase 1 | 18,800,000 |
| North of Yellowhead Water infrastructure - Phase 1 | 12,500,000 |
| | 105,110,800 |

Vehicles

| | |
|-----------------------------------|-------------------|
| Fleet Addition - COMM Departments | 10,677,194 |
| Fleet Addition - IPS Departments | 540,000 |
| | 11,217,194 |

Community Capital Requests

| | |
|--------------|----------------------|
| 55 Plus Club | 3,000,000 |
| | 3,000,000 |
| | 1,215,488,555 |

GRAND TOTAL