



# **2021 Multi-year Recommended BUDGET**

October 29, 2020





## Table of Contents

Message from the Chief Commissioner	1
Introduction to 2021 Multi-year Budget	3
2021 Multi-year Budget Highlights	4
COVID-19 Corporate Impacts	5
Consolidated Budget Summaries	17
Infrastructure and Planning Services Division	51
Utilities	67
Community Services Division	79
Corporate Services Division	95
Financial and Strategic Management Division	111
Fiscal Services	125
Senior Administration & Council Division	137
Change Requests	155
Capital Budget	165
Community Partners	199
Additional Materials	201






## MESSAGE FROM THE CHIEF COMMISSIONER

The year 2020 has presented unprecedented challenges to Strathcona County, Alberta, Canada and the world. Navigating the impacts of COVID-19, along with other economic challenges already faced by Albertans, has been complex and difficult. It has also driven positive change, effective decision making and evolution in our organization. The learnings have been significant, and our organization and community are emerging strong from 2020 and ready to take on whatever we face in 2021.

First and foremost, we have been very successful in supporting the safety of Strathcona County residents and our staff. We have balanced maintaining high levels of service delivery to our residents and businesses while learning new ways to work safely, effectively and efficiently. We have built stronger and more collaborative relationships with neighbouring communities and all levels of government and have worked closely with public health leaders to ensure our practices are evidence-based and current. As Chief Commissioner, I am proud of the work our staff have done in an environment none of them could have predicted, and of the resolve and leadership they demonstrate every day. I am also impressed by the advantages our evolved multi-year business planning and budgeting practices provide. Strathcona County's processes have provided stability, resilience, and a capacity to maintain service levels our community members have told us they appreciate.

Looking back six years, the 2015-2018 Corporate Business Plan and 2015 Budget represented the start of the implementation of a priority-based planning method. It signified a fundamental change in the way resources were allocated. Foundational to the philosophy of priority-based budgeting (PBB) is the principle of focusing our resources and attention on the programs and services that matter most to our residents. We believed it would strengthen our ability to control costs, enhance our understanding of spending, highlight opportunities for improvement and make Strathcona County more adaptable in the face of pressures from growth and the economy of a changing world. And the evidence shows this approach is working.

Together with the other tools in our toolbox, including the Long-term Financial Sustainability Framework, public engagement and transparent reporting on our business plans and initiatives, our priority-based budgeting processes have placed Strathcona County in a strong financial and strategic position within the context of a global pandemic and economic crisis.



The events of 2020 have reminded us that resources and capacity have limits. The consolidated 2021 multi-year budget is a representation of that reality. New initiatives were weighed heavily against the availability of grant dollars, legislative requirements and the growth of this community. County Council and Administration are aligned in our commitment to maintain service levels and to deliver those services in a manner that is efficient, sustainable, and fiscally informed.

During this time of unprecedented change, Strathcona County continues to deploy our tool-kit of evolved principles as we plan and deliver sustainable programs and services. We make mistakes and face obstacles along the way, but we learn, evolve and adapt. It is this evolution that helps us develop creative solutions to both regional and global emerging issues. We are engaged in a difficult journey, surrounded by change and uncertainty, but we are ready for the challenges we face.

Darrell Reid  
Chief Commissioner



## INTRODUCTION TO 2021 MULTI-YEAR BUDGET

The combination of COVID-19, the crash in oil prices and the overall collapse of the global economy present numerous variables and unknowns that make developing medium to long-term plans extremely difficult. The recommended 2021 Multi-year Budget focuses primarily on 2021 and 2022 and considers possibilities that may be pursued in the outyears, should conditions stabilize and become reasonably predictable.

The recommended 2021 budget assumes that the impacts and responses to COVID-19 will be in place for the entirety of the year. As such, the recommended budget was developed with the direction that administration would focus on maintaining existing services to our residents, as much as possible, in the current environment. Only critical initiatives have been brought forward for Council's consideration, and administration has managed anticipated revenue decreases by offsetting expenses through the management of operations and the application of the principles of Priority Based Budgeting. The recommended 2021 Multi-year Budget allows the County to remain agile in a time of extreme economic uncertainty and positions the County to maintain a financially sustainable future while at the same time recognizing the environment in which we operate.

This document contains an overview of the budget, followed by a breakdown of each division's recommended operating and capital budgets. The County's divisions and associated programs and services are listed in the table below:

### SNAPSHOT OF SERVICES SUPPORTED BY THE BUDGET

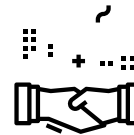
				
INFRASTRUCTURE & PLANNING SERVICES	COMMUNITY SERVICES	CORPORATE SERVICES	FINANCIAL & STRATEGIC MANAGEMENT	SENIOR ADMINISTRATION
Urban & rural public works Winter maintenance Land development planning Business & development attraction & retention Agriculture services Capital construction Transportation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



# 2021 MULTI-YEAR BUDGET HIGHLIGHTS



Budget 2021 includes a recommended consolidated budget of \$376.8 million and recommended capital budget of \$53.9 million.



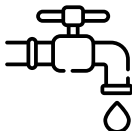
Cost inflation, economic conditions, population and development growth continue to impact the County budget.



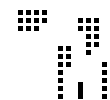
The recommended 2021 budget calls for a 0.81% municipal tax dollar increase, resulting in an annual increase of \$15.09 or \$1.26/month for the average homeowner.



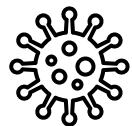
The projected increase in Strathcona County's population is 0.63%—this means we will serve 629 more residents in 2021.



Utility rates are approved to increase 1.19%. On average, this translates to an additional \$1.41 on monthly bills.



225 new housing starts, 337,500 sq.ft. of new commercial space and industrial projects are projected to come online in 2021.



The COVID-19 global pandemic health crisis is reflected in our recommended budget to ensure the health and safety of our community remains our number one priority during this unprecedented time.

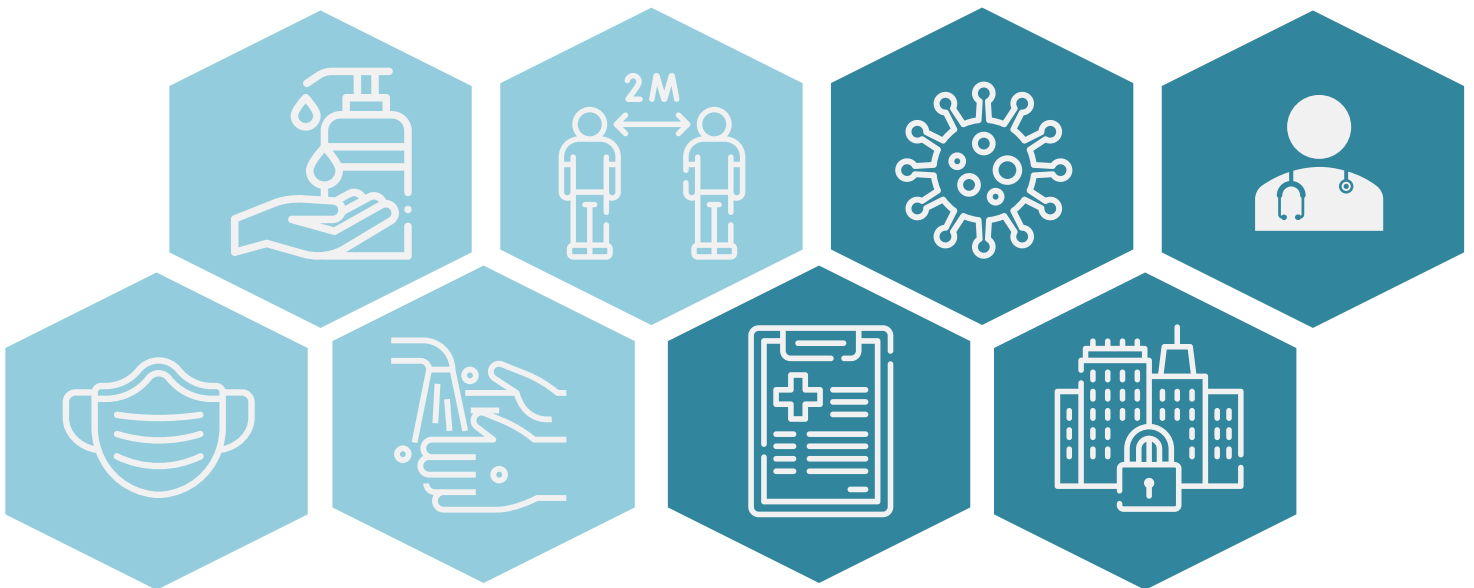


Municipal Price Index (MPI) reflects the price of goods and services purchased by a municipality. Strathcona County's MPI in the 2021 municipal and consolidated budgets are 1.2% and 1.5% respectively.



# 2021 MULTI-YEAR BUDGET

## COVID-19 CORPORATE IMPACTS







## COVID-19 CORPORATE IMPACTS

The impacts of the global COVID-19 health pandemic continue to create challenges for Alberta, the region and Strathcona County. The health and safety of our community remains the number one priority and provides additional guidance for the measures Strathcona County implemented throughout 2020.

Strathcona County continues to follow Alberta Health Services recommendations by implementing aggressive, proactive protocols to limit the spread of COVID-19 and protect our community's health and safety. All municipal facilities were closed to the public from early spring through late summer, which resulted in the layoffs of hundreds of employees, deferred services and widespread cancellations of municipal and community programs and events. Some local businesses and County facilities rescheduled maintenance and lifecycle upgrades to coincide with these closures, creating business efficiencies.

Facility closure challenges drove the reimagining of County services and programs and strengthened partnerships between the County and stakeholders from across the region. Frontline services and programs such as counselling, parenting and arts and wellness classes shifted to virtual, outdoor and adapted indoor environments to follow health and safety protocols while supporting resident and staff physical and mental well-being. The County continues to provide guidance for local organizations to support safe community programming.

Customer service areas were retrofitted so staff can safely provide services to the public, and enhanced sanitization practices continue in all County facilities. Strathcona County working environments were digitized to support remote working which will continue through the spring where operationally feasible.

Property tax and utility bill deferrals provided some relief for taxpayers and support continues through the monthly utility bill repayment program that began in November 2020. Supports and temporary allowances in addition to deferrals were provided to County businesses, and campaigns continue to promote services and businesses active during the pandemic, including an online business directory and local tourism itineraries.

Communication with the community about COVID-19 health and safety measures and best practices is ongoing, and the County will continue to adapt and support municipal, business and community programs and services to leverage a strong, resilient and innovative Strathcona County.

The following budget captures the adjustments Strathcona County has made and reflects anticipated needs while protecting the health and safety of the community during COVID-19.

# Summary of COVID-19 Impacts

2021  
Base  
Budget

2021  
COVID-19  
Impacts

2021  
Recommended  
Budget

## Consolidated

### 500 - Revenue

110 - Property Taxes	235,163,090	(137,904)	235,025,186
120 - Government Grants	7,060,994	-	7,060,994
124 - Utility User Rates	55,013,769	-	55,013,769
130 - User Fees & Charges	39,323,658	(11,467,036)	27,856,622
145 - Penalties and Fines	5,935,625	(163,000)	5,772,625
150 - Investment Income	6,663,569	-	6,663,569
155 - Other Revenues	8,224,387	(161,797)	8,062,590

### Total 500 - Revenue

357,385,092	(11,929,737)	345,455,355
-------------	--------------	-------------

### 600 - Expense

200 - Salaries & Wages	154,657,010	(604,296)	154,052,714
205 - Employee Benefits	30,421,579	(28,254)	30,393,325
210 - Training & Development	2,749,525	(152,926)	2,596,599
215 - Business Expenses	1,191,131	(66,243)	1,124,888
220 - Advertising & Printing	2,391,645	(68,915)	2,322,730
225 - Professional Services	3,652,650	-	3,652,650
230 - Insurance	1,960,332	-	1,960,332
235 - Rentals & Leases	3,086,877	263,976	3,350,853
240 - Contracted Services	49,547,163	(22,380)	49,524,783
245 - Supplies & Materials	41,902,680	892,733	42,795,413
250 - Repairs & Maintenance	7,556,627	(5,000)	7,551,627
255 - Equipment Purchases	2,002,314	-	2,002,314
260 - Utilities	8,577,834	(218,484)	8,359,350
265 - Telecommunications	1,184,506	3,240	1,187,746
270 - Interest on Debt	5,699,632	-	5,699,632
275 - Grants & Requisitions	2,947,620	-	2,947,620
280 - Other Expenses	1,813,365	(147,542)	1,665,823
281 - Interprogram	-	-	-
315 - Amortization Expense	61,467,189	-	61,467,189

### Total 600 - Expense

382,809,679	(154,091)	382,655,588
-------------	-----------	-------------

### Net Revenues/(Expenses)

(25,424,587)	(11,775,646)	(37,200,233)
--------------	--------------	--------------

### 700 - Non-Operating Items

405 - From Reserve	18,104,968	11,775,646	29,880,614
410 - To Capital	(538,089)	-	(538,089)
415 - To Reserve	(43,397,788)	-	(43,397,788)
425 - Loan Funds Repaid	1,447,527	-	1,447,527
431 - Long Term Debt Repaid	(11,795,025)	-	(11,795,025)

### Total 700 - Non-Operating Items

(36,178,407)	11,775,646	(24,402,761)
--------------	------------	--------------

### Non-Cash Adjustment

### Net Impact For Budget Purposes

61,602,994	-	61,602,994
\$ -	\$ -	\$ -

# Summary of COVID-19 Impacts

2021  
Base  
Budget

2021  
COVID-19  
Impacts

2021  
Recommended  
Budget

## Municipal

### 500 - Revenue

110 - Property Taxes	225,068,011	-	225,068,011
120 - Government Grants	6,503,431	-	6,503,431
130 - User Fees & Charges	38,181,487	(11,433,063)	26,748,424
145 - Penalties and Fines	5,910,625	(150,000)	5,760,625
150 - Investment Income	5,238,677	-	5,238,677
155 - Other Revenues	8,059,949	(155,597)	7,904,352
<b>Total 500 - Revenue</b>	<b>288,962,180</b>	<b>(11,738,660)</b>	<b>277,223,520</b>

### 600 - Expense

200 - Salaries & Wages	139,749,854	(472,632)	139,277,222
205 - Employee Benefits	27,242,080	(4,093)	27,237,987
210 - Training & Development	2,440,876	(94,952)	2,345,924
215 - Business Expenses	1,135,819	(63,718)	1,072,101
220 - Advertising & Printing	1,853,754	(63,315)	1,790,439
225 - Professional Services	3,235,128	-	3,235,128
230 - Insurance	1,960,332	-	1,960,332
235 - Rentals & Leases	2,678,757	263,976	2,942,733
240 - Contracted Services	40,992,231	(15,354)	40,976,877
245 - Supplies & Materials	19,212,801	908,008	20,120,809
250 - Repairs & Maintenance	5,126,383	-	5,126,383
255 - Equipment Purchases	1,774,073	-	1,774,073
260 - Utilities	8,656,380	(218,484)	8,437,896
265 - Telecommunications	1,022,843	-	1,022,843
270 - Interest on Debt	2,821,578	-	2,821,578
275 - Grants & Requisitions	2,947,620	-	2,947,620
280 - Other Expenses	1,714,377	(147,542)	1,566,835
281 - Interprogram	(3,361,294)	(107,998)	(3,469,292)
315 - Amortization Expense	50,333,826	-	50,333,826
<b>Total 600 - Expense</b>	<b>311,537,418</b>	<b>(16,104)</b>	<b>311,521,314</b>
<b>Net Revenues/(Expenses)</b>	<b>(22,575,238)</b>	<b>(11,722,556)</b>	<b>(34,297,794)</b>

### 700 - Non-Operating Items

405 - From Reserve	16,670,082	11,775,646	28,445,728
415 - To Reserve	(38,900,479)	-	(38,900,479)
425 - Loan Funds Repaid	1,447,527	-	1,447,527
431 - Long Term Debt Repaid	(7,112,706)	-	(7,112,706)
<b>Total 700 - Non-Operating Items</b>	<b>(27,895,576)</b>	<b>11,775,646</b>	<b>(16,119,930)</b>

### Non-Cash Adjustment

Non-Cash Adjustment	50,417,724	-	50,417,724
---------------------	------------	---	------------

<b>Net Impact For Budget Purposes</b>	<b>\$ (53,090)</b>	<b>\$ 53,090</b>	<b>\$ -</b>
---------------------------------------	--------------------	------------------	-------------

## Summary of COVID-19 Impacts

	2021 Base Budget	2021 COVID-19 Impacts	2021 Recommended Budget
<b>Infrastructure and Planning Services</b>			
<b>500 - Revenue</b>			
120 - Government Grants	183,361	-	183,361
130 - User Fees & Charges	3,985,813	(1,150,000)	2,835,813
145 - Penalties and Fines	9,500	-	9,500
155 - Other Revenues	328,927	-	328,927
<b>Total 500 - Revenue</b>	<b>4,507,601</b>	<b>(1,150,000)</b>	<b>3,357,601</b>
<b>600 - Expense</b>			
200 - Salaries & Wages	24,416,389	-	24,416,389
205 - Employee Benefits	4,843,547	-	4,843,547
210 - Training & Development	418,995	-	418,995
215 - Business Expenses	405,403	-	405,403
220 - Advertising & Printing	515,974	-	515,974
225 - Professional Services	475,926	-	475,926
230 - Insurance	30,000	-	30,000
235 - Rentals & Leases	1,716,219	-	1,716,219
240 - Contracted Services	10,498,984	-	10,498,984
245 - Supplies & Materials	5,379,279	-	5,379,279
250 - Repairs & Maintenance	141,144	-	141,144
255 - Equipment Purchases	149,423	-	149,423
260 - Utilities	2,239,942	-	2,239,942
265 - Telecommunications	187,228	-	187,228
275 - Grants & Requisitions	209,000	-	209,000
280 - Other Expenses	96,637	-	96,637
281 - Interprogram	(125,765)	-	(125,765)
<b>Total 600 - Expense</b>	<b>51,598,325</b>	<b>-</b>	<b>51,598,325</b>
<b>Net Revenues/(Expenses)</b>	<b>(47,090,724)</b>	<b>(1,150,000)</b>	<b>(48,240,724)</b>
<b>700 - Non-Operating Items</b>			
405 - From Reserve	1,640,507	-	1,640,507
415 - To Reserve	(19,350,221)	-	(19,350,221)
<b>Total 700 - Non-Operating Items</b>	<b>(17,709,714)</b>	<b>-</b>	<b>(17,709,714)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (64,800,438)</b>	<b>\$ (1,150,000)</b>	<b>\$ (65,950,438)</b>

## Summary of COVID-19 Impacts

2021 Base Budget	2021 COVID-19 Impacts	2021 Recommended Budget
------------------------	-----------------------------	-------------------------------

### Community Services

#### 500 - Revenue

120 - Government Grants	5,502,066	-	5,502,066
130 - User Fees & Charges	28,936,073	(10,179,333)	18,756,740
145 - Penalties and Fines	4,501,125	(150,000)	4,351,125
155 - Other Revenues	6,136,689	(155,597)	5,981,092
<b>Total 500 - Revenue</b>	45,075,953	(10,484,930)	34,591,023

#### 600 - Expense

200 - Salaries & Wages	79,927,061	(571,182)	79,355,879
205 - Employee Benefits	14,361,835	(26,836)	14,334,999
210 - Training & Development	1,046,794	(94,952)	951,842
215 - Business Expenses	514,933	(63,718)	451,215
220 - Advertising & Printing	893,102	(63,315)	829,787
225 - Professional Services	185,224	-	185,224
230 - Insurance	392	-	392
235 - Rentals & Leases	774,181	263,976	1,038,157
240 - Contracted Services	22,132,737	(937,344)	21,195,393
245 - Supplies & Materials	4,980,077	883,008	5,863,085
250 - Repairs & Maintenance	1,411,137	-	1,411,137
255 - Equipment Purchases	1,215,029	-	1,215,029
260 - Utilities	5,134,115	(218,484)	4,915,631
265 - Telecommunications	360,662	-	360,662
275 - Grants & Requisitions	1,759,882	-	1,759,882
280 - Other Expenses	561,096	(147,542)	413,554
281 - Interprogram	5,869,849	-	5,869,849
<b>Total 600 - Expense</b>	141,128,106	(976,389)	140,151,717
<b>Net Revenues/(Expenses)</b>	(96,052,153)	(9,508,541)	(105,560,694)

#### 700 - Non-Operating Items

405 - From Reserve	898,176	-	898,176
415 - To Reserve	(4,773,843)	-	(4,773,843)
<b>Total 700 - Non-Operating Items</b>	(3,875,667)	-	(3,875,667)

<b>Net Impact For Budget Purposes</b>	<b>\$ (99,927,820)</b>	<b>\$ (9,508,541)</b>	<b>\$ (109,436,361)</b>
---------------------------------------	------------------------	-----------------------	-------------------------



## Summary of COVID-19 Impacts

2021 Base Budget	2021 COVID-19 Impacts	2021 Recommended Budget
------------------------	-----------------------------	-------------------------------

### Corporate Services

#### 500 - Revenue

130 - User Fees & Charges	1,013,271	(103,730)	909,541
155 - Other Revenues	68,910	-	68,910
<b>Total 500 - Revenue</b>	<b>1,082,181</b>	<b>(103,730)</b>	<b>978,451</b>

#### 600 - Expense

200 - Salaries & Wages	23,124,390	-	23,124,390
205 - Employee Benefits	4,893,099	-	4,893,099
210 - Training & Development	585,779	-	585,779
215 - Business Expenses	188,376	-	188,376
220 - Advertising & Printing	328,074	-	328,074
225 - Professional Services	1,806,300	-	1,806,300
235 - Rentals & Leases	786,357	-	786,357
240 - Contracted Services	7,102,813	921,990	8,024,803
245 - Supplies & Materials	9,618,375	25,000	9,643,375
250 - Repairs & Maintenance	3,573,352	-	3,573,352
255 - Equipment Purchases	349,813	-	349,813
260 - Utilities	1,282,323	-	1,282,323
265 - Telecommunications	469,973	-	469,973
275 - Grants & Requisitions	82,000	-	82,000
280 - Other Expenses	158,542	-	158,542
281 - Interprogram	(7,211,226)	(107,998)	(7,319,224)
<b>Total 600 - Expense</b>	<b>47,138,340</b>	<b>838,992</b>	<b>47,977,332</b>
<b>Net Revenues/(Expenses)</b>	<b>(46,056,159)</b>	<b>(942,722)</b>	<b>(46,998,881)</b>

#### 700 - Non-Operating Items

405 - From Reserve	4,190,834	-	4,190,834
415 - To Reserve	(9,980,790)	-	(9,980,790)
<b>Total 700 - Non-Operating Items</b>	<b>(5,789,956)</b>	<b>-</b>	<b>(5,789,956)</b>

<b>Net Impact For Budget Purposes</b>	<b>\$ (51,846,115)</b>	<b>\$ (942,722)</b>	<b>\$ (52,788,837)</b>
---------------------------------------	------------------------	---------------------	------------------------

## Summary of COVID-19 Impacts

2021 Base Budget	2021 COVID-19 Impacts	2021 Recommended Budget
------------------------	-----------------------------	-------------------------------

### Utilities

#### 500 - Revenue

110 - Property Taxes	10,730	-	10,730
120 - Government Grants	7,000	-	7,000
124 - Utility User Rates	55,013,769	-	55,013,769
130 - User Fees & Charges	1,084,375	-	1,084,375
150 - Investment Income	1,311,658	-	1,311,658
155 - Other Revenues	6,000	-	6,000

<b>Total 500 - Revenue</b>	57,433,532	-	57,433,532
----------------------------	------------	---	------------

#### 600 - Expense

200 - Salaries & Wages	9,317,040	-	9,317,040
205 - Employee Benefits	1,886,014	-	1,886,014
210 - Training & Development	214,323	-	214,323
215 - Business Expenses	37,506	-	37,506
220 - Advertising & Printing	496,916	-	496,916
225 - Professional Services	392,882	-	392,882
235 - Rentals & Leases	397,720	-	397,720
240 - Contracted Services	8,451,751	-	8,451,751
245 - Supplies & Materials	21,997,985	-	21,997,985
250 - Repairs & Maintenance	2,387,392	-	2,387,392
255 - Equipment Purchases	181,091	-	181,091
260 - Utilities	(78,546)	-	(78,546)
265 - Telecommunications	151,149	-	151,149
270 - Interest on Debt	2,105,565	-	2,105,565
280 - Other Expenses	94,388	-	94,388
281 - Interprogram	2,621,850	53,090	2,674,940
315 - Amortization Expense	9,912,249	-	9,912,249

<b>Total 600 - Expense</b>	60,567,275	53,090	60,620,365
----------------------------	------------	--------	------------

<b>Net Revenues/(Expenses)</b>	(3,133,743)	(53,090)	(3,186,833)
--------------------------------	-------------	----------	-------------

#### 700 - Non-Operating Items

405 - From Reserve	1,425,339	-	1,425,339
415 - To Reserve	(4,414,783)	-	(4,414,783)
431 - Long Term Debt Repaid	(3,787,879)	-	(3,787,879)
<b>Total 700 - Non-Operating Items</b>	(6,777,323)	-	(6,777,323)

#### Non-Cash Adjustment

	9,964,156	-	9,964,156
--	-----------	---	-----------

<b>Net Impact For Budget Purposes</b>	\$ 53,090	\$ (53,090)	\$ -
---------------------------------------	-----------	-------------	------

# Summary of COVID-19 Impacts

2021  
Base  
Budget

2021  
COVID-19  
Impacts

2021  
Recommended  
Budget

## Municipal Library

### 500 - Revenue

110 - Property Taxes	10,084,349	(137,904)	9,946,445
120 - Government Grants	550,563	-	550,563
130 - User Fees & Charges	57,796	(33,973)	23,823
145 - Penalties and Fines	25,000	(13,000)	12,000
150 - Investment Income	113,234	-	113,234
155 - Other Revenues	158,438	(6,200)	152,238

### Total 500 - Revenue

10,989,380	(191,077)	10,798,303
------------	-----------	------------

### 600 - Expense

200 - Salaries & Wages	5,590,116	(131,664)	5,458,452
205 - Employee Benefits	1,293,485	(24,161)	1,269,324
210 - Training & Development	94,326	(57,974)	36,352
215 - Business Expenses	17,806	(2,525)	15,281
220 - Advertising & Printing	40,975	(5,600)	35,375
225 - Professional Services	24,640	-	24,640
235 - Rentals & Leases	10,400	-	10,400
240 - Contracted Services	103,181	(7,026)	96,155
245 - Supplies & Materials	691,894	(15,275)	676,619
250 - Repairs & Maintenance	42,852	(5,000)	37,852
255 - Equipment Purchases	47,150	-	47,150
265 - Telecommunications	10,514	3,240	13,754
270 - Interest on Debt	772,489	-	772,489
280 - Other Expenses	4,600	-	4,600
281 - Interprogram	739,444	54,908	794,352
315 - Amortization Expense	1,221,114	-	1,221,114

### Total 600 - Expense

10,704,986	(191,077)	10,513,909
------------	-----------	------------

### Net Revenues/(Expenses)

284,394	-	284,394
---------	---	---------

### 700 - Non-Operating Items

405 - From Reserve	9,547	-	9,547
410 - To Capital	(538,089)	-	(538,089)
415 - To Reserve	(82,526)	-	(82,526)
431 - Long Term Debt Repaid	(894,440)	-	(894,440)

### Total 700 - Non-Operating Items

(1,505,508)	-	(1,505,508)
-------------	---	-------------

### Non-Cash Adjustment

1,221,114	-	1,221,114
-----------	---	-----------

### Net Impact For Budget Purposes

\$	-	\$	-	\$	-
----	---	----	---	----	---

## Summary of COVID-19 Impacts

2021 Base Budget	2021 COVID-19 Impacts	2021 Recommended Budget
------------------------	-----------------------------	-------------------------------

### Fiscal Services

#### 500 - Revenue

110 - Property Taxes	225,068,011	-	225,068,011
120 - Government Grants	818,004	-	818,004
130 - User Fees & Charges	3,800,000	-	3,800,000
145 - Penalties and Fines	1,400,000	-	1,400,000
150 - Investment Income	5,238,677	-	5,238,677
155 - Other Revenues	1,187,423	-	1,187,423
<b>Total 500 - Revenue</b>	237,512,115	-	237,512,115

#### 600 - Expense

200 - Salaries & Wages	(241,970)	-	(241,970)
205 - Employee Benefits	441,816	-	441,816
210 - Training & Development	(76,065)	-	(76,065)
215 - Business Expenses	(225,000)	-	(225,000)
220 - Advertising & Printing	(330,000)	-	(330,000)
225 - Professional Services	109,500	-	109,500
230 - Insurance	1,929,940	-	1,929,940
235 - Rentals & Leases	(600,000)	-	(600,000)
240 - Contracted Services	799,603	-	799,603
245 - Supplies & Materials	(1,000,000)	-	(1,000,000)
265 - Telecommunications	(50,000)	-	(50,000)
270 - Interest on Debt	2,821,578	-	2,821,578
275 - Grants & Requisitions	671,738	-	671,738
280 - Other Expenses	850,887	-	850,887
281 - Interprogram	(1,528,551)	-	(1,528,551)
315 - Amortization Expense	50,333,826	-	50,333,826
<b>Total 600 - Expense</b>	53,907,302	-	53,907,302
<b>Net Revenues/(Expenses)</b>	183,604,813	-	183,604,813

#### 700 - Non-Operating Items

405 - From Reserve	9,920,565	11,775,646	21,696,211
415 - To Reserve	(4,675,625)	-	(4,675,625)
425 - Loan Funds Repaid	1,447,527	-	1,447,527
431 - Long Term Debt Repaid	(7,112,706)	-	(7,112,706)
<b>Total 700 - Non-Operating Items</b>	(420,239)	11,775,646	11,355,407

#### Non-Cash Adjustment

	50,417,724	-	50,417,724
<b>Net Impact For Budget Purposes</b>	<b>\$ 233,602,298</b>	<b>\$ 11,775,646</b>	<b>\$ 245,377,944</b>



# 2021 MULTI-YEAR BUDGET

## CONSOLIDATED BUDGET SUMMARIES







# Multiyear Operating Budget Summary

Consolidated (including COVID impacts)

	2021 Recommended Budget	2022 Recommended AIP Budget	2023 Recommended AIP Budget	2024 Recommended AIP Budget
<b>Consolidated</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	235,025,186	241,629,490	266,263,503	273,689,674
120 - Government Grants	7,060,994	7,090,994	7,090,994	7,090,994
124 - Utility User Rates	55,013,769	56,401,064	58,087,704	58,923,966
130 - User Fees & Charges	27,856,622	39,170,682	40,167,452	40,991,663
145 - Penalties and Fines	5,772,625	5,922,625	5,922,625	5,922,625
150 - Investment Income	6,663,569	7,174,233	7,257,509	7,294,146
155 - Other Revenues	8,062,590	8,261,068	8,344,768	8,068,165
<b>Total 500 - Revenue</b>	<b>345,455,355</b>	<b>365,650,156</b>	<b>393,134,555</b>	<b>401,981,233</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	154,052,714	155,488,383	157,677,475	160,140,048
205 - Employee Benefits	30,393,325	30,365,772	30,644,435	30,922,485
210 - Training & Development	2,596,599	2,641,770	2,792,978	2,816,530
215 - Business Expenses	1,124,888	1,265,750	1,371,243	1,264,220
220 - Advertising & Printing	2,322,730	2,451,583	2,391,241	2,477,454
225 - Professional Services	3,652,650	4,369,382	3,970,767	3,727,207
230 - Insurance	1,960,332	2,034,483	2,115,194	2,168,979
235 - Rentals & Leases	3,350,853	3,066,722	3,004,039	3,228,192
240 - Contracted Services	49,524,783	49,894,326	51,860,546	54,327,295
245 - Supplies & Materials	42,795,413	43,190,322	44,321,402	45,785,071
250 - Repairs & Maintenance	7,551,627	7,694,411	7,984,124	8,344,413
255 - Equipment Purchases	2,002,314	1,955,736	1,973,986	2,015,985
260 - Utilities	8,359,350	8,953,207	9,130,918	9,369,115
265 - Telecommunications	1,187,746	1,195,939	1,194,812	1,210,750
270 - Interest on Debt	5,699,632	5,560,989	5,504,032	5,467,698
275 - Grants & Requisitions	2,947,620	8,600,657	2,955,657	2,960,657
280 - Other Expenses	1,665,823	1,911,233	2,620,838	2,653,491
281 - Interprogram	-	-	-	-
315 - Amortization Expense	61,467,189	56,949,005	53,814,278	51,372,826
<b>Total 600 - Expense</b>	<b>382,655,588</b>	<b>387,589,670</b>	<b>385,327,965</b>	<b>390,252,416</b>
<b>Net Revenues/(Expenses)</b>	<b>(37,200,233)</b>	<b>(21,939,514)</b>	<b>7,806,590</b>	<b>11,728,817</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	29,880,614	22,735,349	9,324,744	8,443,384
410 - To Capital	(538,089)	(545,089)	(545,089)	(545,089)
415 - To Reserve	(43,397,788)	(46,450,103)	(59,757,880)	(60,466,321)
425 - Loan Funds Repaid	1,447,527	1,484,874	1,524,163	1,565,499
431 - Long Term Debt Repaid	(11,795,025)	(12,395,891)	(12,288,385)	(12,150,044)
<b>Total 700 - Non-Operating Items</b>	<b>(24,402,761)</b>	<b>(35,170,860)</b>	<b>(61,742,447)</b>	<b>(63,152,571)</b>
<b>Non-Cash Adjustment</b>	<b>61,602,994</b>	<b>57,110,374</b>	<b>53,935,857</b>	<b>51,423,754</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Two Year Operating Budget Comparison

Consolidated (including COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Consolidated</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	235,025,186	232,750,422	2,274,764	1%
120 - Government Grants	7,060,994	6,847,858	213,136	3%
124 - Utility User Rates	55,013,769	56,840,209	(1,826,440)	(3%)
130 - User Fees & Charges	27,856,622	39,218,115	(11,361,493)	(29%)
145 - Penalties and Fines	5,772,625	6,175,855	(403,230)	(7%)
150 - Investment Income	6,663,569	9,444,980	(2,781,411)	(29%)
155 - Other Revenues	8,062,590	8,641,094	(578,504)	(7%)
<b>Total 500 - Revenue</b>	<b>345,455,355</b>	<b>359,918,533</b>	<b>(14,463,178)</b>	<b>(4%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	154,052,714	153,440,353	612,361	0%
205 - Employee Benefits	30,393,325	29,599,910	793,415	3%
210 - Training & Development	2,596,599	2,830,527	(233,928)	(8%)
215 - Business Expenses	1,124,888	1,231,740	(106,852)	(9%)
220 - Advertising & Printing	2,322,730	2,471,388	(148,658)	(6%)
225 - Professional Services	3,652,650	5,193,727	(1,541,077)	(30%)
230 - Insurance	1,960,332	1,621,762	338,570	21%
235 - Rentals & Leases	3,350,853	3,472,630	(121,777)	(4%)
240 - Contracted Services	49,524,783	49,471,307	53,476	0%
245 - Supplies & Materials	42,795,413	42,716,839	78,574	0%
250 - Repairs & Maintenance	7,551,627	7,230,648	320,979	4%
255 - Equipment Purchases	2,002,314	2,116,238	(113,924)	(5%)
260 - Utilities	8,359,350	8,624,037	(264,687)	(3%)
265 - Telecommunications	1,187,746	1,088,995	98,751	9%
270 - Interest on Debt	5,699,632	6,158,459	(458,827)	(7%)
275 - Grants & Requisitions	2,947,620	2,838,139	109,481	4%
280 - Other Expenses	1,665,823	1,804,472	(138,649)	(8%)
281 - Interprogram	-	-	-	0%
315 - Amortization Expense	61,467,189	60,908,205	558,984	1%
<b>Total 600 - Expense</b>	<b>382,655,588</b>	<b>382,819,376</b>	<b>(163,788)</b>	<b>(0%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(37,200,233)</b>	<b>(22,900,843)</b>	<b>(14,299,390)</b>	<b>62%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	29,880,614	16,014,517	13,866,097	87%
410 - To Capital	(538,089)	(592,879)	54,790	(9%)
415 - To Reserve	(43,397,788)	(43,299,264)	(98,524)	0%
425 - Loan Funds Repaid	1,447,527	1,220,503	227,024	19%
431 - Long Term Debt Repaid	(11,795,025)	(11,478,989)	(316,036)	3%
<b>Total 700 - Non-Operating Items</b>	<b>(24,402,761)</b>	<b>(38,136,112)</b>	<b>13,733,351</b>	<b>(36%)</b>
<b>Non-Cash Adjustment</b>	<b>61,602,994</b>	<b>61,036,955</b>	<b>566,039</b>	<b>1%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

Consolidated (excluding COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Consolidated</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	235,163,090	232,750,422	2,412,668	1%
120 - Government Grants	7,060,994	6,847,858	213,136	3%
124 - Utility User Rates	55,013,769	56,840,209	(1,826,440)	(3%)
130 - User Fees & Charges	39,323,658	39,218,115	105,543	0%
145 - Penalties and Fines	5,935,625	6,175,855	(240,230)	(4%)
150 - Investment Income	6,663,569	9,444,980	(2,781,411)	(29%)
155 - Other Revenues	8,224,387	8,641,094	(416,707)	(5%)
<b>Total 500 - Revenue</b>	<b>357,385,092</b>	<b>359,918,533</b>	<b>(2,533,441)</b>	<b>(1%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	154,657,010	153,440,353	1,216,657	1%
205 - Employee Benefits	30,421,579	29,599,910	821,669	3%
210 - Training & Development	2,749,525	2,830,527	(81,002)	(3%)
215 - Business Expenses	1,191,131	1,231,740	(40,609)	(3%)
220 - Advertising & Printing	2,391,645	2,471,388	(79,743)	(3%)
225 - Professional Services	3,652,650	5,193,727	(1,541,077)	(30%)
230 - Insurance	1,960,332	1,621,762	338,570	21%
235 - Rentals & Leases	3,086,877	3,472,630	(385,753)	(11%)
240 - Contracted Services	49,547,163	49,471,307	75,856	0%
245 - Supplies & Materials	41,902,680	42,716,839	(814,159)	(2%)
250 - Repairs & Maintenance	7,556,627	7,230,648	325,979	5%
255 - Equipment Purchases	2,002,314	2,116,238	(113,924)	(5%)
260 - Utilities	8,577,834	8,624,037	(46,203)	(1%)
265 - Telecommunications	1,184,506	1,088,995	95,511	9%
270 - Interest on Debt	5,699,632	6,158,459	(458,827)	(7%)
275 - Grants & Requisitions	2,947,620	2,838,139	109,481	4%
280 - Other Expenses	1,813,365	1,804,472	8,893	0%
281 - Interprogram	-	-	-	0%
315 - Amortization Expense	61,467,189	60,908,205	558,984	1%
<b>Total 600 - Expense</b>	<b>382,809,679</b>	<b>382,819,376</b>	<b>(9,697)</b>	<b>(0%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(25,424,587)</b>	<b>(22,900,843)</b>	<b>(2,523,744)</b>	<b>11%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	18,104,968	16,014,517	2,090,451	13%
410 - To Capital	(538,089)	(592,879)	54,790	(9%)
415 - To Reserve	(43,397,788)	(43,299,264)	(98,524)	0%
425 - Loan Funds Repaid	1,447,527	1,220,503	227,024	19%
431 - Long Term Debt Repaid	(11,795,025)	(11,478,989)	(316,036)	3%
<b>Total 700 - Non-Operating Items</b>	<b>(36,178,407)</b>	<b>(38,136,112)</b>	<b>1,957,705</b>	<b>(5%)</b>
<b>Non-Cash Adjustment</b>	<b>61,602,994</b>	<b>61,036,955</b>	<b>566,039</b>	<b>1%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Consolidated COVID Impacts

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Consolidated</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	(137,904)	-	(137,904)	0%
120 - Government Grants	-	-	-	0%
124 - Utility User Rates	-	-	-	0%
130 - User Fees & Charges	(11,467,036)	-	(11,467,036)	100%
145 - Penalties and Fines	(163,000)	-	(163,000)	100%
150 - Investment Income	-	-	-	0%
155 - Other Revenues	(161,797)	-	(161,797)	100%
<b>Total 500 - Revenue</b>	<b>(11,929,737)</b>	<b>-</b>	<b>(11,929,737)</b>	<b>100%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	(604,296)	-	(604,296)	100%
205 - Employee Benefits	(28,254)	-	(28,254)	100%
210 - Training & Development	(152,926)	-	(152,926)	100%
215 - Business Expenses	(66,243)	-	(66,243)	100%
220 - Advertising & Printing	(68,915)	-	(68,915)	100%
225 - Professional Services	-	-	-	0%
230 - Insurance	-	-	-	0%
235 - Rentals & Leases	263,976	-	263,976	100%
240 - Contracted Services	(22,380)	-	(22,380)	100%
245 - Supplies & Materials	892,733	-	892,733	100%
250 - Repairs & Maintenance	(5,000)	-	(5,000)	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	(218,484)	-	(218,484)	100%
265 - Telecommunications	3,240	-	3,240	0%
270 - Interest on Debt	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
280 - Other Expenses	(147,542)	-	(147,542)	100%
281 - Interprogram	-	-	-	0%
315 - Amortization Expense	-	-	-	0%
<b>Total 600 - Expense</b>	<b>(154,091)</b>	<b>-</b>	<b>(154,091)</b>	<b>(0%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(11,775,646)</b>	<b>-</b>	<b>(11,775,646)</b>	<b>0%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	11,775,646	-	11,775,646	0%
410 - To Capital	-	-	-	0%
415 - To Reserve	-	-	-	0%
425 - Loan Funds Repaid	-	-	-	0%
431 - Long Term Debt Repaid	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>11,775,646</b>	<b>-</b>	<b>11,775,646</b>	<b>0%</b>
<b>Non-Cash Adjustment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

Consolidated (including COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Consolidated</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	241,629,490	235,025,186	6,604,304	3%
120 - Government Grants	7,090,994	7,060,994	30,000	0%
124 - Utility User Rates	56,401,064	55,013,769	1,387,295	3%
130 - User Fees & Charges	39,170,682	27,856,622	11,314,060	41%
145 - Penalties and Fines	5,922,625	5,772,625	150,000	3%
150 - Investment Income	7,174,233	6,663,569	510,664	8%
155 - Other Revenues	8,261,068	8,062,590	198,478	2%
<b>Total 500 - Revenue</b>	<b>365,650,156</b>	<b>345,455,355</b>	<b>20,194,801</b>	<b>6%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	155,488,383	154,052,714	1,435,669	1%
205 - Employee Benefits	30,365,772	30,393,325	(27,553)	(0%)
210 - Training & Development	2,641,770	2,596,599	45,171	2%
215 - Business Expenses	1,265,750	1,124,888	140,862	13%
220 - Advertising & Printing	2,451,583	2,322,730	128,853	6%
225 - Professional Services	4,369,382	3,652,650	716,732	20%
230 - Insurance	2,034,483	1,960,332	74,151	4%
235 - Rentals & Leases	3,066,722	3,350,853	(284,131)	(8%)
240 - Contracted Services	49,894,326	49,524,783	369,543	1%
245 - Supplies & Materials	43,190,322	42,795,413	394,909	1%
250 - Repairs & Maintenance	7,694,411	7,551,627	142,784	2%
255 - Equipment Purchases	1,955,736	2,002,314	(46,578)	(2%)
260 - Utilities	8,953,207	8,359,350	593,857	7%
265 - Telecommunications	1,195,939	1,187,746	8,193	1%
270 - Interest on Debt	5,560,989	5,699,632	(138,643)	(2%)
275 - Grants & Requisitions	8,600,657	2,947,620	5,653,037	192%
280 - Other Expenses	1,911,233	1,665,823	245,410	15%
281 - Interprogram	-	-	-	0%
315 - Amortization Expense	56,949,005	61,467,189	(4,518,184)	(7%)
<b>Total 600 - Expense</b>	<b>387,589,670</b>	<b>382,655,588</b>	<b>4,934,082</b>	<b>1%</b>
<b>Net Revenues/(Expenses)</b>	<b>(21,939,514)</b>	<b>(37,200,233)</b>	<b>15,260,719</b>	<b>(41%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	22,735,349	29,880,614	(7,145,265)	(24%)
410 - To Capital	(545,089)	(538,089)	(7,000)	1%
415 - To Reserve	(46,450,103)	(43,397,788)	(3,052,315)	7%
425 - Loan Funds Repaid	1,484,874	1,447,527	37,347	3%
431 - Long Term Debt Repaid	(12,395,891)	(11,795,025)	(600,866)	5%
<b>Total 700 - Non-Operating Items</b>	<b>(35,170,860)</b>	<b>(24,402,761)</b>	<b>(10,768,099)</b>	<b>44%</b>
<b>Non-Cash Adjustment</b>	<b>57,110,374</b>	<b>61,602,994</b>	<b>(4,492,620)</b>	<b>(7%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

Consolidated (excluding COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Consolidated</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	241,769,065	235,163,090	6,605,975	3%
120 - Government Grants	7,090,994	7,060,994	30,000	0%
124 - Utility User Rates	56,401,064	55,013,769	1,387,295	3%
130 - User Fees & Charges	39,200,155	39,323,658	(123,503)	(0%)
145 - Penalties and Fines	5,935,625	5,935,625	-	0%
150 - Investment Income	7,174,233	6,663,569	510,664	8%
155 - Other Revenues	8,267,268	8,224,387	42,881	1%
<b>Total 500 - Revenue</b>	<b>365,838,404</b>	<b>357,385,092</b>	<b>8,453,312</b>	<b>2%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	155,603,791	154,657,010	946,781	1%
205 - Employee Benefits	30,383,514	30,421,579	(38,065)	(0%)
210 - Training & Development	2,669,708	2,749,525	(79,817)	(3%)
215 - Business Expenses	1,268,275	1,191,131	77,144	6%
220 - Advertising & Printing	2,456,333	2,391,645	64,688	3%
225 - Professional Services	4,369,382	3,652,650	716,732	20%
230 - Insurance	2,034,483	1,960,332	74,151	4%
235 - Rentals & Leases	3,066,722	3,086,877	(20,155)	(1%)
240 - Contracted Services	49,894,576	49,547,163	347,413	1%
245 - Supplies & Materials	43,196,347	41,902,680	1,293,667	3%
250 - Repairs & Maintenance	7,694,411	7,556,627	137,784	2%
255 - Equipment Purchases	1,955,736	2,002,314	(46,578)	(2%)
260 - Utilities	8,953,207	8,577,834	375,373	4%
265 - Telecommunications	1,192,699	1,184,506	8,193	1%
270 - Interest on Debt	5,560,989	5,699,632	(138,643)	(2%)
275 - Grants & Requisitions	8,600,657	2,947,620	5,653,037	192%
280 - Other Expenses	1,911,233	1,813,365	97,868	5%
281 - Interprogram	-	-	-	0%
315 - Amortization Expense	56,949,005	61,467,189	(4,518,184)	(7%)
<b>Total 600 - Expense</b>	<b>387,761,068</b>	<b>382,809,679</b>	<b>4,951,389</b>	<b>1%</b>
<b>Net Revenues/(Expenses)</b>	<b>(21,922,664)</b>	<b>(25,424,587)</b>	<b>3,501,923</b>	<b>(14%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	22,729,349	18,104,968	4,624,381	26%
410 - To Capital	(545,089)	(538,089)	(7,000)	1%
415 - To Reserve	(46,460,953)	(43,397,788)	(3,063,165)	7%
425 - Loan Funds Repaid	1,484,874	1,447,527	37,347	3%
431 - Long Term Debt Repaid	(12,395,891)	(11,795,025)	(600,866)	5%
<b>Total 700 - Non-Operating Items</b>	<b>(35,187,710)</b>	<b>(36,178,407)</b>	<b>990,697</b>	<b>(3%)</b>
<b>Non-Cash Adjustment</b>	<b>57,110,374</b>	<b>61,602,994</b>	<b>(4,492,620)</b>	<b>(7%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>



## Two Year Operating Budget Comparison

### COVID Impacts

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Consolidated</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	(139,575)	(137,904)	(1,671)	1%
120 - Government Grants	-	-	-	0%
124 - Utility User Rates	-	-	-	0%
130 - User Fees & Charges	(29,473)	(11,467,036)	11,437,563	(100%)
145 - Penalties and Fines	(13,000)	(163,000)	150,000	(92%)
150 - Investment Income	-	-	-	0%
155 - Other Revenues	(6,200)	(161,797)	155,597	(96%)
<b>Total 500 - Revenue</b>	<b>(188,248)</b>	<b>(11,929,737)</b>	<b>11,741,489</b>	<b>(98%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	(115,408)	(604,296)	488,888	(81%)
205 - Employee Benefits	(17,742)	(28,254)	10,512	(37%)
210 - Training & Development	(27,938)	(152,926)	124,988	(82%)
215 - Business Expenses	(2,525)	(66,243)	63,718	(96%)
220 - Advertising & Printing	(4,750)	(68,915)	64,165	(93%)
225 - Professional Services	-	-	-	0%
230 - Insurance	-	-	-	0%
235 - Rentals & Leases	-	263,976	(263,976)	(100%)
240 - Contracted Services	(250)	(22,380)	22,130	(99%)
245 - Supplies & Materials	(6,025)	892,733	(898,758)	(101%)
250 - Repairs & Maintenance	-	(5,000)	5,000	(100%)
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	-	(218,484)	218,484	(100%)
265 - Telecommunications	3,240	3,240	-	0%
270 - Interest on Debt	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
280 - Other Expenses	-	(147,542)	147,542	(100%)
281 - Interprogram	-	-	-	0%
315 - Amortization Expense	-	-	-	0%
<b>Total 600 - Expense</b>	<b>(171,398)</b>	<b>(154,091)</b>	<b>(17,307)</b>	<b>11%</b>
<b>Net Revenues/(Expenses)</b>	<b>(16,850)</b>	<b>(11,775,646)</b>	<b>11,758,796</b>	<b>(100%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	6,000	11,775,646	(11,769,646)	100%
410 - To Capital	-	-	-	0%
415 - To Reserve	10,850	-	10,850	100%
425 - Loan Funds Repaid	-	-	-	0%
431 - Long Term Debt Repaid	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>16,850</b>	<b>11,775,646</b>	<b>(11,758,796)</b>	<b>100%</b>
<b>Non-Cash Adjustment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>



## 2021 - 2024 Operating Delta Summary

Consolidated (includes Library)

BUDGET	BASE	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$385.8M	\$2.0M	\$387.8M
COVID	\$6.8M	\$5.1M	\$11.9M
DELTA	(\$23.3M)	\$0.4M	(\$22.9M)
<b>2021 Recommended Budget</b>	<b>\$369.3M</b>	<b>\$7.5M</b>	<b>\$376.8M</b>
2022 Approved in Principle Budget	\$397.9M	\$0.5M	\$398.4M
COVID	\$0.1M	N/A	\$0.1M
DELTA	(\$9.0M)	\$0.4M	(\$8.6M)
<b>2022 Recommended Budget</b>	<b>\$389.0M</b>	<b>\$0.9M</b>	<b>\$389.9M</b>
2023 Approved in Principle Budget	\$409.8M	N/A	\$409.8M
COVID	N/A	N/A	N/A
DELTA	(\$6.6M)	\$0.8M	(\$5.8M)
<b>2023 Recommended Budget</b>	<b>\$403.2M</b>	<b>\$0.8M</b>	<b>\$404.0M</b>
2024 Approved in Principle Budget	N/A	N/A	N/A
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2024 Recommended Budget</b>	<b>\$411.0M</b>	<b>\$1.0M</b>	<b>\$412.0M</b>

Totals may not add due to rounding.

# Multiyear Operating Budget Summary

Municipal (including COVID impacts)

	2021 Recommended Budget	2022 Recommended AIP Budget	2023 Recommended AIP Budget	2024 Recommended AIP Budget
<b>Municipal</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	225,068,011	231,508,898	255,165,018	262,379,255
120 - Government Grants	6,503,431	6,533,431	6,533,431	6,533,431
130 - User Fees & Charges	26,748,424	38,038,830	39,032,412	39,856,623
145 - Penalties and Fines	5,760,625	5,910,625	5,910,625	5,910,625
150 - Investment Income	5,238,677	5,745,954	5,831,002	5,866,902
155 - Other Revenues	7,904,352	8,101,324	8,178,697	7,902,094
<b>Total 500 - Revenue</b>	<b>277,223,520</b>	<b>295,839,062</b>	<b>320,651,185</b>	<b>328,448,930</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	139,277,222	140,503,900	142,466,310	144,756,704
205 - Employee Benefits	27,237,987	27,149,296	27,387,046	27,626,059
210 - Training & Development	2,345,924	2,360,574	2,477,724	2,500,776
215 - Business Expenses	1,072,101	1,210,152	1,316,634	1,209,600
220 - Advertising & Printing	1,790,439	1,902,092	1,827,260	1,912,642
225 - Professional Services	3,235,128	4,022,124	3,623,253	3,379,432
230 - Insurance	1,960,332	2,034,483	2,115,194	2,168,979
235 - Rentals & Leases	2,942,733	2,654,648	2,584,259	2,800,251
240 - Contracted Services	40,976,877	41,155,680	42,935,521	45,251,908
245 - Supplies & Materials	20,120,809	19,511,618	19,648,623	20,347,213
250 - Repairs & Maintenance	5,126,383	5,193,204	5,409,808	5,694,787
255 - Equipment Purchases	1,774,073	1,744,325	1,760,145	1,800,994
260 - Utilities	8,437,896	9,032,996	9,241,252	9,457,771
265 - Telecommunications	1,022,843	1,028,926	1,025,641	1,039,386
270 - Interest on Debt	2,821,578	2,855,780	2,986,685	3,137,989
275 - Grants & Requisitions	2,947,620	8,600,657	2,955,657	2,960,657
280 - Other Expenses	1,566,835	1,811,433	2,520,212	2,552,021
281 - Interprogram	(3,469,292)	(3,311,079)	(3,292,679)	(3,300,748)
315 - Amortization Expense	50,333,826	47,778,020	44,785,283	42,470,578
<b>Total 600 - Expense</b>	<b>311,521,314</b>	<b>317,238,829</b>	<b>313,773,828</b>	<b>317,766,999</b>
<b>Net Revenues/(Expenses)</b>	<b>(34,297,794)</b>	<b>(21,399,767)</b>	<b>6,877,357</b>	<b>10,681,931</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	28,445,728	21,410,898	8,045,054	7,664,426
415 - To Reserve	(38,900,479)	(41,540,963)	(53,709,859)	(54,799,812)
425 - Loan Funds Repaid	1,447,527	1,484,874	1,524,163	1,565,499
431 - Long Term Debt Repaid	(7,112,706)	(7,820,867)	(7,613,891)	(7,603,408)
<b>Total 700 - Non-Operating Items</b>	<b>(16,119,930)</b>	<b>(26,466,058)</b>	<b>(51,754,533)</b>	<b>(53,173,295)</b>
<b>Non-Cash Adjustment</b>				
Net Impact For Budget Purposes	50,417,724	47,865,825	44,877,176	42,491,364
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Two Year Operating Budget Comparison

### Municipal (including COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Municipal</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	225,068,011	222,857,646	2,210,365	1%
120 - Government Grants	6,503,431	6,285,295	218,136	3%
130 - User Fees & Charges	26,748,424	37,990,114	(11,241,690)	(30%)
145 - Penalties and Fines	5,760,625	6,015,855	(255,230)	(4%)
150 - Investment Income	5,238,677	7,966,214	(2,727,537)	(34%)
155 - Other Revenues	7,904,352	8,478,937	(574,585)	(7%)
<b>Total 500 - Revenue</b>	<b>277,223,520</b>	<b>289,594,061</b>	<b>(12,370,541)</b>	<b>(4%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	139,277,222	138,416,176	861,046	1%
205 - Employee Benefits	27,237,987	26,536,884	701,103	3%
210 - Training & Development	2,345,924	2,504,782	(158,858)	(6%)
215 - Business Expenses	1,072,101	1,167,853	(95,752)	(8%)
220 - Advertising & Printing	1,790,439	1,900,704	(110,265)	(6%)
225 - Professional Services	3,235,128	4,659,068	(1,423,940)	(31%)
230 - Insurance	1,960,332	1,621,762	338,570	21%
235 - Rentals & Leases	2,942,733	3,070,137	(127,404)	(4%)
240 - Contracted Services	40,976,877	40,482,815	494,062	1%
245 - Supplies & Materials	20,120,809	19,024,530	1,096,279	6%
250 - Repairs & Maintenance	5,126,383	5,054,734	71,649	1%
255 - Equipment Purchases	1,774,073	1,909,047	(134,974)	(7%)
260 - Utilities	8,437,896	8,708,071	(270,175)	(3%)
265 - Telecommunications	1,022,843	932,315	90,528	10%
270 - Interest on Debt	2,821,578	3,076,773	(255,195)	(8%)
275 - Grants & Requisitions	2,947,620	2,838,139	109,481	4%
280 - Other Expenses	1,566,835	1,705,055	(138,220)	(8%)
281 - Interprogram	(3,469,292)	(3,675,674)	206,382	(6%)
315 - Amortization Expense	50,333,826	51,565,822	(1,231,996)	(2%)
<b>Total 600 - Expense</b>	<b>311,521,314</b>	<b>311,498,993</b>	<b>22,321</b>	<b>0%</b>
<b>Net Revenues/(Expenses)</b>	<b>(34,297,794)</b>	<b>(21,904,932)</b>	<b>(12,392,862)</b>	<b>57%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	28,445,728	14,459,346	13,986,382	97%
415 - To Reserve	(38,900,479)	(38,741,729)	(158,750)	0%
425 - Loan Funds Repaid	1,447,527	1,220,503	227,024	19%
431 - Long Term Debt Repaid	(7,112,706)	(6,679,176)	(433,530)	6%
<b>Total 700 - Non-Operating Items</b>	<b>(16,119,930)</b>	<b>(29,741,056)</b>	<b>13,621,126</b>	<b>(46%)</b>
<b>Non-Cash Adjustment</b>	<b>50,417,724</b>	<b>51,645,988</b>	<b>(1,228,264)</b>	<b>(2%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Municipal (excluding COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Municipal</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	225,068,011	222,857,646	2,210,365	1%
120 - Government Grants	6,503,431	6,285,295	218,136	3%
130 - User Fees & Charges	38,181,487	37,990,114	191,373	1%
145 - Penalties and Fines	5,910,625	6,015,855	(105,230)	(2%)
150 - Investment Income	5,238,677	7,966,214	(2,727,537)	(34%)
155 - Other Revenues	8,059,949	8,478,937	(418,988)	(5%)
<b>Total 500 - Revenue</b>	<b>288,962,180</b>	<b>289,594,061</b>	<b>(631,881)</b>	<b>(0%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	139,749,854	138,416,176	1,333,678	1%
205 - Employee Benefits	27,242,080	26,536,884	705,196	3%
210 - Training & Development	2,440,876	2,504,782	(63,906)	(3%)
215 - Business Expenses	1,135,819	1,167,853	(32,034)	(3%)
220 - Advertising & Printing	1,853,754	1,900,704	(46,950)	(2%)
225 - Professional Services	3,235,128	4,659,068	(1,423,940)	(31%)
230 - Insurance	1,960,332	1,621,762	338,570	21%
235 - Rentals & Leases	2,678,757	3,070,137	(391,380)	(13%)
240 - Contracted Services	40,992,231	40,482,815	509,416	1%
245 - Supplies & Materials	19,212,801	19,024,530	188,271	1%
250 - Repairs & Maintenance	5,126,383	5,054,734	71,649	1%
255 - Equipment Purchases	1,774,073	1,909,047	(134,974)	(7%)
260 - Utilities	8,656,380	8,708,071	(51,691)	(1%)
265 - Telecommunications	1,022,843	932,315	90,528	10%
270 - Interest on Debt	2,821,578	3,076,773	(255,195)	(8%)
275 - Grants & Requisitions	2,947,620	2,838,139	109,481	4%
280 - Other Expenses	1,714,377	1,705,055	9,322	1%
281 - Interprogram	(3,361,294)	(3,675,674)	314,380	(9%)
315 - Amortization Expense	50,333,826	51,565,822	(1,231,996)	(2%)
<b>Total 600 - Expense</b>	<b>311,537,418</b>	<b>311,498,993</b>	<b>38,425</b>	<b>0%</b>
<b>Net Revenues/(Expenses)</b>	<b>(22,575,238)</b>	<b>(21,904,932)</b>	<b>(670,306)</b>	<b>3%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	16,670,082	14,459,346	2,210,736	15%
415 - To Reserve	(38,900,479)	(38,741,729)	(158,750)	0%
425 - Loan Funds Repaid	1,447,527	1,220,503	227,024	19%
431 - Long Term Debt Repaid	(7,112,706)	(6,679,176)	(433,530)	6%
<b>Total 700 - Non-Operating Items</b>	<b>(27,895,576)</b>	<b>(29,741,056)</b>	<b>1,845,480</b>	<b>(6%)</b>
<b>Non-Cash Adjustment</b>	<b>50,417,724</b>	<b>51,645,988</b>	<b>(1,228,264)</b>	<b>(2%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (53,090)</b>	<b>\$ -</b>	<b>\$ (53,090)</b>	<b>100%</b>

## Two Year Operating Budget Comparison

### Municipal COVID Impacts

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Municipal</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	-	-	-	0%
120 - Government Grants	-	-	-	0%
130 - User Fees & Charges	(11,433,063)	-	(11,433,063)	100%
145 - Penalties and Fines	(150,000)	-	(150,000)	100%
150 - Investment Income	-	-	-	0%
155 - Other Revenues	(155,597)	-	(155,597)	100%
<b>Total 500 - Revenue</b>	<b>(11,738,660)</b>	<b>-</b>	<b>(11,738,660)</b>	<b>100%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	(472,632)	-	(472,632)	100%
205 - Employee Benefits	(4,093)	-	(4,093)	100%
210 - Training & Development	(94,952)	-	(94,952)	100%
215 - Business Expenses	(63,718)	-	(63,718)	100%
220 - Advertising & Printing	(63,315)	-	(63,315)	100%
225 - Professional Services	-	-	-	0%
230 - Insurance	-	-	-	0%
235 - Rentals & Leases	263,976	-	263,976	100%
240 - Contracted Services	(15,354)	-	(15,354)	100%
245 - Supplies & Materials	908,008	-	908,008	100%
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	(218,484)	-	(218,484)	100%
265 - Telecommunications	-	-	-	0%
270 - Interest on Debt	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
280 - Other Expenses	(147,542)	-	(147,542)	100%
281 - Interprogram	(107,998)	-	(107,998)	100%
315 - Amortization Expense	-	-	-	0%
<b>Total 600 - Expense</b>	<b>(16,104)</b>	<b>-</b>	<b>(16,104)</b>	<b>100%</b>
<b>Net Revenues/(Expenses)</b>	<b>(11,722,556)</b>	<b>-</b>	<b>(11,722,556)</b>	<b>100%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	11,775,646	-	11,775,646	100%
415 - To Reserve	-	-	-	0%
425 - Loan Funds Repaid	-	-	-	0%
431 - Long Term Debt Repaid	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>11,775,646</b>	<b>-</b>	<b>11,775,646</b>	<b>100%</b>
<b>Non-Cash Adjustment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ 53,090</b>	<b>\$ -</b>	<b>\$ 53,090</b>	<b>100%</b>

## Two Year Operating Budget Comparison

### Municipal (including COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Municipal</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	231,508,898	225,068,011	6,440,887	3%
120 - Government Grants	6,533,431	6,503,431	30,000	0%
130 - User Fees & Charges	38,038,830	26,748,424	11,290,406	42%
145 - Penalties and Fines	5,910,625	5,760,625	150,000	3%
150 - Investment Income	5,745,954	5,238,677	507,277	10%
155 - Other Revenues	8,101,324	7,904,352	196,972	2%
<b>Total 500 - Revenue</b>	<b>295,839,062</b>	<b>277,223,520</b>	<b>18,615,542</b>	<b>7%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	140,503,900	139,277,222	1,226,678	1%
205 - Employee Benefits	27,149,296	27,237,987	(88,691)	(0%)
210 - Training & Development	2,360,574	2,345,924	14,650	1%
215 - Business Expenses	1,210,152	1,072,101	138,051	13%
220 - Advertising & Printing	1,902,092	1,790,439	111,653	6%
225 - Professional Services	4,022,124	3,235,128	786,996	24%
230 - Insurance	2,034,483	1,960,332	74,151	4%
235 - Rentals & Leases	2,654,648	2,942,733	(288,085)	(10%)
240 - Contracted Services	41,155,680	40,976,877	178,803	0%
245 - Supplies & Materials	19,511,618	20,120,809	(609,191)	(3%)
250 - Repairs & Maintenance	5,193,204	5,126,383	66,821	1%
255 - Equipment Purchases	1,744,325	1,774,073	(29,748)	(2%)
260 - Utilities	9,032,996	8,437,896	595,100	7%
265 - Telecommunications	1,028,926	1,022,843	6,083	1%
270 - Interest on Debt	2,855,780	2,821,578	34,202	1%
275 - Grants & Requisitions	8,600,657	2,947,620	5,653,037	192%
280 - Other Expenses	1,811,433	1,566,835	244,598	16%
281 - Interprogram	(3,311,079)	(3,469,292)	158,213	(5%)
315 - Amortization Expense	47,778,020	50,333,826	(2,555,806)	(5%)
<b>Total 600 - Expense</b>	<b>317,238,829</b>	<b>311,521,314</b>	<b>5,717,515</b>	<b>2%</b>
<b>Net Revenues/(Expenses)</b>	<b>(21,399,767)</b>	<b>(34,297,794)</b>	<b>12,898,027</b>	<b>(38%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	21,410,898	28,445,728	(7,034,830)	(25%)
415 - To Reserve	(41,540,963)	(38,900,479)	(2,640,484)	7%
425 - Loan Funds Repaid	1,484,874	1,447,527	37,347	3%
431 - Long Term Debt Repaid	(7,820,867)	(7,112,706)	(708,161)	10%
<b>Total 700 - Non-Operating Items</b>	<b>(26,466,058)</b>	<b>(16,119,930)</b>	<b>(10,346,128)</b>	<b>64%</b>
<b>Non-Cash Adjustment</b>	<b>47,865,825</b>	<b>50,417,724</b>	<b>(2,551,899)</b>	<b>(5%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Municipal (excluding COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Municipal</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	231,508,898	225,068,011	6,440,887	3%
120 - Government Grants	6,533,431	6,503,431	30,000	0%
130 - User Fees & Charges	38,038,830	38,181,487	(142,657)	(0%)
145 - Penalties and Fines	5,910,625	5,910,625	-	0%
150 - Investment Income	5,745,954	5,238,677	507,277	10%
155 - Other Revenues	8,101,324	8,059,949	41,375	1%
<b>Total 500 - Revenue</b>	<b>295,839,062</b>	<b>288,962,180</b>	<b>6,876,882</b>	<b>2%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	140,503,900	139,749,854	754,046	1%
205 - Employee Benefits	27,149,296	27,242,080	(92,784)	(0%)
210 - Training & Development	2,360,574	2,440,876	(80,302)	(3%)
215 - Business Expenses	1,210,152	1,135,819	74,333	7%
220 - Advertising & Printing	1,902,092	1,853,754	48,338	3%
225 - Professional Services	4,022,124	3,235,128	786,996	24%
230 - Insurance	2,034,483	1,960,332	74,151	4%
235 - Rentals & Leases	2,654,648	2,678,757	(24,109)	(1%)
240 - Contracted Services	41,155,680	40,992,231	163,449	0%
245 - Supplies & Materials	19,511,618	19,212,801	298,817	2%
250 - Repairs & Maintenance	5,193,204	5,126,383	66,821	1%
255 - Equipment Purchases	1,744,325	1,774,073	(29,748)	(2%)
260 - Utilities	9,032,996	8,656,380	376,616	4%
265 - Telecommunications	1,028,926	1,022,843	6,083	1%
270 - Interest on Debt	2,855,780	2,821,578	34,202	1%
275 - Grants & Requisitions	8,600,657	2,947,620	5,653,037	192%
280 - Other Expenses	1,811,433	1,714,377	97,056	6%
281 - Interprogram	(3,311,079)	(3,361,294)	50,215	(1%)
315 - Amortization Expense	47,778,020	50,333,826	(2,555,806)	(5%)
<b>Total 600 - Expense</b>	<b>317,238,829</b>	<b>311,537,418</b>	<b>5,701,411</b>	<b>2%</b>
<b>Net Revenues/(Expenses)</b>	<b>(21,399,767)</b>	<b>(22,575,238)</b>	<b>1,175,471</b>	<b>(5%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	21,410,898	16,670,082	4,740,816	28%
415 - To Reserve	(41,540,963)	(38,900,479)	(2,640,484)	7%
425 - Loan Funds Repaid	1,484,874	1,447,527	37,347	3%
431 - Long Term Debt Repaid	(7,820,867)	(7,112,706)	(708,161)	10%
<b>Total 700 - Non-Operating Items</b>	<b>(26,466,058)</b>	<b>(27,895,576)</b>	<b>1,429,518</b>	<b>(5%)</b>
<b>Non-Cash Adjustment</b>	<b>47,865,825</b>	<b>50,417,724</b>	<b>(2,551,899)</b>	<b>(5%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ (53,090)</b>	<b>\$ 53,090</b>	<b>(100%)</b>



## Two Year Operating Budget Comparison

### Municipal COVID Impacts

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Municipal</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	-	-	-	0%
120 - Government Grants	-	-	-	0%
130 - User Fees & Charges	-	(11,433,063)	11,433,063	(100%)
145 - Penalties and Fines	-	(150,000)	150,000	(100%)
150 - Investment Income	-	-	-	0%
155 - Other Revenues	-	(155,597)	155,597	(100%)
<b>Total 500 - Revenue</b>	-	(11,738,660)	11,738,660	(100%)
<b>600 - Expense</b>				
200 - Salaries & Wages	-	(472,632)	472,632	(100%)
205 - Employee Benefits	-	(4,093)	4,093	(100%)
210 - Training & Development	-	(94,952)	94,952	(100%)
215 - Business Expenses	-	(63,718)	63,718	(100%)
220 - Advertising & Printing	-	(63,315)	63,315	(100%)
225 - Professional Services	-	-	-	0%
230 - Insurance	-	-	-	0%
235 - Rentals & Leases	-	263,976	(263,976)	(100%)
240 - Contracted Services	-	(15,354)	15,354	(100%)
245 - Supplies & Materials	-	908,008	(908,008)	(100%)
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	-	(218,484)	218,484	(100%)
265 - Telecommunications	-	-	-	0%
270 - Interest on Debt	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
280 - Other Expenses	-	(147,542)	147,542	(100%)
281 - Interprogram	-	(107,998)	107,998	(100%)
315 - Amortization Expense	-	-	-	0%
<b>Total 600 - Expense</b>	-	(16,104)	16,104	(100%)
<b>Net Revenues/(Expenses)</b>	-	(11,722,556)	11,722,556	(100%)
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	11,775,646	(11,775,646)	(100%)
415 - To Reserve	-	-	-	0%
425 - Loan Funds Repaid	-	-	-	0%
431 - Long Term Debt Repaid	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	-	11,775,646	(11,775,646)	(100%)
<b>Non-Cash Adjustment</b>	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ 53,090</b>	<b>\$ (53,090)</b>	<b>(100%)</b>

## 2021 - 2024 Operating Delta Summary

### Municipal

BUDGET	BASE	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$312.1M	\$2.0M	\$314.1M
COVID	\$6.7M	\$5.1M	\$11.8M
DELTA	(\$19.2M)	\$0.4M	(\$18.8M)
<b>2021 Recommended Budget</b>	<b>\$299.6M</b>	<b>\$7.5M</b>	<b>\$307.1M</b>
2022 Approved in Principle Budget	\$322.0M	\$0.5M	\$322.5M
COVID	N/A	N/A	N/A
DELTA	(\$4.2M)	\$0.4M	(\$3.8M)
<b>2022 Recommended Budget</b>	<b>\$317.8M</b>	<b>\$0.9M</b>	<b>\$318.7M</b>
2023 Approved in Principle Budget	\$331.4M	N/A	\$331.4M
COVID	N/A	N/A	N/A
DELTA	(\$2.0M)	\$0.8M	(\$1.2M)
<b>2023 Recommended Budget</b>	<b>\$329.4M</b>	<b>\$0.8M</b>	<b>\$330.2M</b>
2024 Approved in Principle Budget	N/A	N/A	N/A
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2024 Recommended Budget</b>	<b>\$336.7M</b>	<b>\$1.0M</b>	<b>\$337.7M</b>

Totals may not add due to rounding.

# Multiyear Operating Budget Summary

## Utilities (including COVID impacts)

	2021 Recommended Budget	2022 Recommended AIP Budget	2023 Recommended AIP Budget	2024 Recommended AIP Budget
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	10,730	29,247	29,686	30,142
120 - Government Grants	7,000	7,000	7,000	7,000
124 - Utility User Rates	55,013,769	56,401,064	58,087,704	58,923,966
130 - User Fees & Charges	1,084,375	1,103,472	1,106,603	1,106,603
150 - Investment Income	1,311,658	1,304,630	1,301,113	1,301,113
155 - Other Revenues	6,000	7,506	7,833	7,833
<b>Total 500 - Revenue</b>	<b>57,433,532</b>	<b>58,852,919</b>	<b>60,539,939</b>	<b>61,376,657</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	9,317,040	9,394,077	9,499,421	9,604,150
205 - Employee Benefits	1,886,014	1,894,980	1,905,034	1,915,091
210 - Training & Development	214,323	214,808	215,315	215,815
215 - Business Expenses	37,506	37,517	37,528	37,539
220 - Advertising & Printing	496,916	510,766	525,256	526,087
225 - Professional Services	392,882	332,367	332,367	332,367
235 - Rentals & Leases	397,720	401,674	409,380	417,541
240 - Contracted Services	8,451,751	8,635,306	8,821,268	8,971,206
245 - Supplies & Materials	21,997,985	23,012,840	24,012,785	24,778,764
250 - Repairs & Maintenance	2,387,392	2,457,297	2,529,316	2,603,504
255 - Equipment Purchases	181,091	181,091	181,091	181,091
260 - Utilities	(78,546)	(79,789)	(110,334)	(88,656)
265 - Telecommunications	151,149	153,259	155,417	157,610
270 - Interest on Debt	2,105,565	1,973,664	1,828,608	1,685,726
280 - Other Expenses	94,388	95,200	96,026	96,870
281 - Interprogram	2,674,940	2,570,884	2,551,712	2,558,989
315 - Amortization Expense	9,912,249	7,944,497	7,775,358	7,618,862
<b>Total 600 - Expense</b>	<b>60,620,365</b>	<b>59,730,438</b>	<b>60,765,548</b>	<b>61,612,556</b>
<b>Net Revenues/(Expenses)</b>	<b>(3,186,833)</b>	<b>(877,519)</b>	<b>(225,609)</b>	<b>(235,899)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,425,339	1,318,451	1,279,690	778,958
415 - To Reserve	(4,414,783)	(4,819,024)	(5,162,148)	(4,667,340)
431 - Long Term Debt Repaid	(3,787,879)	(3,639,969)	(3,696,977)	(3,524,723)
<b>Total 700 - Non-Operating Items</b>	<b>(6,777,323)</b>	<b>(7,140,542)</b>	<b>(7,579,435)</b>	<b>(7,413,105)</b>
<b>Non-Cash Adjustment</b>	<b>9,964,156</b>	<b>8,018,061</b>	<b>7,805,044</b>	<b>7,649,004</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Two Year Operating Budget Comparison

### Utilities (including COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	10,730	10,224	506	5%
120 - Government Grants	7,000	7,000	-	0%
124 - Utility User Rates	55,013,769	56,840,209	(1,826,440)	(3%)
130 - User Fees & Charges	1,084,375	1,170,261	(85,886)	(7%)
150 - Investment Income	1,311,658	1,308,704	2,954	0%
155 - Other Revenues	6,000	6,000	-	0%
<b>Total 500 - Revenue</b>	<b>57,433,532</b>	<b>59,342,398</b>	<b>(1,908,866)</b>	<b>(3%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	9,317,040	9,511,274	(194,234)	(2%)
205 - Employee Benefits	1,886,014	1,798,463	87,551	5%
210 - Training & Development	214,323	213,847	476	0%
215 - Business Expenses	37,506	49,711	(12,205)	(25%)
220 - Advertising & Printing	496,916	483,714	13,202	3%
225 - Professional Services	392,882	500,019	(107,137)	(21%)
235 - Rentals & Leases	397,720	390,318	7,402	2%
240 - Contracted Services	8,451,751	8,887,865	(436,114)	(5%)
245 - Supplies & Materials	21,997,985	23,105,895	(1,107,910)	(5%)
250 - Repairs & Maintenance	2,387,392	2,132,365	255,027	12%
255 - Equipment Purchases	181,091	181,091	-	0%
260 - Utilities	(78,546)	(84,034)	5,488	(7%)
265 - Telecommunications	151,149	146,878	4,271	3%
270 - Interest on Debt	2,105,565	2,270,032	(164,467)	(7%)
280 - Other Expenses	94,388	93,593	795	1%
281 - Interprogram	2,674,940	2,956,550	(281,610)	(10%)
315 - Amortization Expense	9,912,249	7,996,891	1,915,358	24%
<b>Total 600 - Expense</b>	<b>60,620,365</b>	<b>60,634,472</b>	<b>(14,107)</b>	<b>(0%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(3,186,833)</b>	<b>(1,292,074)</b>	<b>(1,894,759)</b>	<b>147%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,425,339	1,555,171	(129,832)	(8%)
415 - To Reserve	(4,414,783)	(4,364,352)	(50,431)	1%
431 - Long Term Debt Repaid	(3,787,879)	(3,944,220)	156,341	(4%)
<b>Total 700 - Non-Operating Items</b>	<b>(6,777,323)</b>	<b>(6,753,401)</b>	<b>(23,922)</b>	<b>0%</b>
<b>Non-Cash Adjustment</b>	<b>9,964,156</b>	<b>8,045,475</b>	<b>1,918,681</b>	<b>24%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Utilities (excluding COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	10,730	10,224	506	5%
120 - Government Grants	7,000	7,000	-	0%
124 - Utility User Rates	55,013,769	56,840,209	(1,826,440)	(3%)
130 - User Fees & Charges	1,084,375	1,170,261	(85,886)	(7%)
150 - Investment Income	1,311,658	1,308,704	2,954	0%
155 - Other Revenues	6,000	6,000	-	0%
<b>Total 500 - Revenue</b>	<b>57,433,532</b>	<b>59,342,398</b>	<b>(1,908,866)</b>	<b>(3%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	9,317,040	9,511,274	(194,234)	(2%)
205 - Employee Benefits	1,886,014	1,798,463	87,551	5%
210 - Training & Development	214,323	213,847	476	0%
215 - Business Expenses	37,506	49,711	(12,205)	(25%)
220 - Advertising & Printing	496,916	483,714	13,202	3%
225 - Professional Services	392,882	500,019	(107,137)	(21%)
235 - Rentals & Leases	397,720	390,318	7,402	2%
240 - Contracted Services	8,451,751	8,887,865	(436,114)	(5%)
245 - Supplies & Materials	21,997,985	23,105,895	(1,107,910)	(5%)
250 - Repairs & Maintenance	2,387,392	2,132,365	255,027	12%
255 - Equipment Purchases	181,091	181,091	-	0%
260 - Utilities	(78,546)	(84,034)	5,488	(7%)
265 - Telecommunications	151,149	146,878	4,271	3%
270 - Interest on Debt	2,105,565	2,270,032	(164,467)	(7%)
280 - Other Expenses	94,388	93,593	795	1%
281 - Interprogram	2,621,850	2,956,550	(334,700)	(11%)
315 - Amortization Expense	9,912,249	7,996,891	1,915,358	24%
<b>Total 600 - Expense</b>	<b>60,567,275</b>	<b>60,634,472</b>	<b>(67,197)</b>	<b>(0%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(3,133,743)</b>	<b>(1,292,074)</b>	<b>(1,841,669)</b>	<b>143%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,425,339	1,555,171	(129,832)	(8%)
415 - To Reserve	(4,414,783)	(4,364,352)	(50,431)	1%
431 - Long Term Debt Repaid	(3,787,879)	(3,944,220)	156,341	(4%)
<b>Total 700 - Non-Operating Items</b>	<b>(6,777,323)</b>	<b>(6,753,401)</b>	<b>(23,922)</b>	<b>0%</b>
<b>Non-Cash Adjustment</b>	<b>9,964,156</b>	<b>8,045,475</b>	<b>1,918,681</b>	<b>24%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ 53,090</b>	<b>\$ -</b>	<b>\$ 53,090</b>	<b>100%</b>

## Two Year Operating Budget Comparison

### Utilities COVID Impacts

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	-	-	-	0%
120 - Government Grants	-	-	-	0%
124 - Utility User Rates	-	-	-	0%
130 - User Fees & Charges	-	-	-	0%
150 - Investment Income	-	-	-	0%
155 - Other Revenues	-	-	-	0%
<b>Total 500 - Revenue</b>	-	-	-	0%
<b>600 - Expense</b>				
200 - Salaries & Wages	-	-	-	0%
205 - Employee Benefits	-	-	-	0%
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	-	-	0%
245 - Supplies & Materials	-	-	-	0%
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	-	-	-	0%
265 - Telecommunications	-	-	-	0%
270 - Interest on Debt	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	53,090	-	53,090	100%
315 - Amortization Expense	-	-	-	0%
<b>Total 600 - Expense</b>	53,090	-	53,090	100%
<b>Net Revenues/(Expenses)</b>	(53,090)	0	(53,090)	100%
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	0%
415 - To Reserve	-	-	-	0%
431 - Long Term Debt Repaid	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	-	-	-	0%
<b>Non-Cash Adjustment</b>	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ (53,090)</b>	<b>\$ -</b>	<b>\$ (53,090)</b>	<b>100%</b>

## Two Year Operating Budget Comparison

### Utilities (including COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	29,247	10,730	18,517	173%
120 - Government Grants	7,000	7,000	-	0%
124 - Utility User Rates	56,401,064	55,013,769	1,387,295	3%
130 - User Fees & Charges	1,103,472	1,084,375	19,097	2%
150 - Investment Income	1,304,630	1,311,658	(7,028)	(1%)
155 - Other Revenues	7,506	6,000	1,506	25%
<b>Total 500 - Revenue</b>	<b>58,852,919</b>	<b>57,433,532</b>	<b>1,419,387</b>	<b>2%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	9,394,077	9,317,040	77,037	1%
205 - Employee Benefits	1,894,980	1,886,014	8,966	0%
210 - Training & Development	214,808	214,323	485	0%
215 - Business Expenses	37,517	37,506	11	0%
220 - Advertising & Printing	510,766	496,916	13,850	3%
225 - Professional Services	332,367	392,882	(60,515)	(15%)
235 - Rentals & Leases	401,674	397,720	3,954	1%
240 - Contracted Services	8,635,306	8,451,751	183,555	2%
245 - Supplies & Materials	23,012,840	21,997,985	1,014,855	5%
250 - Repairs & Maintenance	2,457,297	2,387,392	69,905	3%
255 - Equipment Purchases	181,091	181,091	-	0%
260 - Utilities	(79,789)	(78,546)	(1,243)	2%
265 - Telecommunications	153,259	151,149	2,110	1%
270 - Interest on Debt	1,973,664	2,105,565	(131,901)	(6%)
280 - Other Expenses	95,200	94,388	812	1%
281 - Interprogram	2,570,884	2,674,940	(104,056)	(4%)
315 - Amortization Expense	7,944,497	9,912,249	(1,967,752)	(20%)
<b>Total 600 - Expense</b>	<b>59,730,438</b>	<b>60,620,365</b>	<b>(889,927)</b>	<b>(1%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(877,519)</b>	<b>(3,186,833)</b>	<b>2,309,314</b>	<b>(72%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,318,451	1,425,339	(106,888)	(7%)
415 - To Reserve	(4,819,024)	(4,414,783)	(404,241)	9%
431 - Long Term Debt Repaid	(3,639,969)	(3,787,879)	147,910	(4%)
<b>Total 700 - Non-Operating Items</b>	<b>(7,140,542)</b>	<b>(6,777,323)</b>	<b>(363,219)</b>	<b>5%</b>
<b>Non-Cash Adjustment</b>	<b>8,018,061</b>	<b>9,964,156</b>	<b>(1,946,095)</b>	<b>(20%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Utilities (excluding COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	29,247	10,730	18,517	173%
120 - Government Grants	7,000	7,000	-	0%
124 - Utility User Rates	56,401,064	55,013,769	1,387,295	3%
130 - User Fees & Charges	1,103,472	1,084,375	19,097	2%
150 - Investment Income	1,304,630	1,311,658	(7,028)	(1%)
155 - Other Revenues	7,506	6,000	1,506	25%
<b>Total 500 - Revenue</b>	<b>58,852,919</b>	<b>57,433,532</b>	<b>1,419,387</b>	<b>2%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	9,394,077	9,317,040	77,037	1%
205 - Employee Benefits	1,894,980	1,886,014	8,966	0%
210 - Training & Development	214,808	214,323	485	0%
215 - Business Expenses	37,517	37,506	11	0%
220 - Advertising & Printing	510,766	496,916	13,850	3%
225 - Professional Services	332,367	392,882	(60,515)	(15%)
235 - Rentals & Leases	401,674	397,720	3,954	1%
240 - Contracted Services	8,635,306	8,451,751	183,555	2%
245 - Supplies & Materials	23,012,840	21,997,985	1,014,855	5%
250 - Repairs & Maintenance	2,457,297	2,387,392	69,905	3%
255 - Equipment Purchases	181,091	181,091	-	0%
260 - Utilities	(79,789)	(78,546)	(1,243)	2%
265 - Telecommunications	153,259	151,149	2,110	1%
270 - Interest on Debt	1,973,664	2,105,565	(131,901)	(6%)
280 - Other Expenses	95,200	94,388	812	1%
281 - Interprogram	2,570,884	2,621,850	(50,966)	(2%)
315 - Amortization Expense	7,944,497	9,912,249	(1,967,752)	(20%)
<b>Total 600 - Expense</b>	<b>59,730,438</b>	<b>60,567,275</b>	<b>(836,837)</b>	<b>(1%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(877,519)</b>	<b>(3,133,743)</b>	<b>2,256,224</b>	<b>(72%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,318,451	1,425,339	(106,888)	(7%)
415 - To Reserve	(4,819,024)	(4,414,783)	(404,241)	9%
431 - Long Term Debt Repaid	(3,639,969)	(3,787,879)	147,910	(4%)
<b>Total 700 - Non-Operating Items</b>	<b>(7,140,542)</b>	<b>(6,777,323)</b>	<b>(363,219)</b>	<b>5%</b>
<b>Non-Cash Adjustment</b>	<b>8,018,061</b>	<b>9,964,156</b>	<b>(1,946,095)</b>	<b>(20%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ 53,090</b>	<b>\$ (53,090)</b>	<b>-100%</b>



## Two Year Operating Budget Comparison

### Utilities COVID Impacts

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	-	-	-	0%
120 - Government Grants	-	-	-	0%
124 - Utility User Rates	-	-	-	0%
130 - User Fees & Charges	-	-	-	0%
150 - Investment Income	-	-	-	0%
155 - Other Revenues	-	-	-	0%
<b>Total 500 - Revenue</b>	-	-	-	0%
<b>600 - Expense</b>				
200 - Salaries & Wages	-	-	-	0%
205 - Employee Benefits	-	-	-	0%
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	-	-	0%
245 - Supplies & Materials	-	-	-	0%
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	-	-	-	0%
265 - Telecommunications	-	-	-	0%
270 - Interest on Debt	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	-	53,090	(53,090)	(100%)
315 - Amortization Expense	-	-	-	0%
<b>Total 600 - Expense</b>	-	53,090	(53,090)	(100%)
<b>Net Revenues/(Expenses)</b>	-	(53,090)	53,090	(100%)
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	0%
415 - To Reserve	-	-	-	0%
431 - Long Term Debt Repaid	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	-	-	-	0%
<b>Non-Cash Adjustment</b>	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ (53,090)</b>	<b>\$ 53,090</b>	<b>(100%)</b>

## 2021 - 2024 Operating Delta Summary

### Utilities

BUDGET	BASE	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$62.5M	N/A	\$62.5M
COVID	N/A	N/A	N/A
DELTA	(\$3.6M)	N/A	(\$3.6M)
<b>2021 Recommended Budget</b>	<b>\$58.9M</b>	<b>N/A</b>	<b>\$58.9M</b>
2022 Approved in Principle Budget	\$64.0M	N/A	\$64.0M
COVID	N/A	N/A	N/A
DELTA	(\$3.8M)	N/A	(\$3.8M)
<b>2022 Recommended Budget</b>	<b>\$60.2M</b>	<b>N/A</b>	<b>\$60.2M</b>
2023 Approved in Principle Budget	\$65.9M	N/A	\$65.9M
COVID	N/A	N/A	N/A
DELTA	(\$4.1M)	N/A	(\$4.1M)
<b>2023 Recommended Budget</b>	<b>\$61.8M</b>	<b>N/A</b>	<b>\$61.8M</b>
2024 Approved in Principle Budget	N/A	N/A	N/A
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2024 Recommended Budget</b>	<b>\$62.2M</b>	<b>N/A</b>	<b>\$62.2M</b>

Totals may not add due to rounding.

# Multiyear Operating Budget Summary

## Municipal Library (including COVID impacts)

	2021	2022	2023	2024
	Recommended	Recommended AIP	Recommended AIP	Recommended AIP
	Budget	Budget	Budget	Budget
<b>Municipal Library</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	9,946,445	10,091,345	11,068,799	11,280,277
120 - Government Grants	550,563	550,563	550,563	550,563
130 - User Fees & Charges	23,823	28,380	28,437	28,437
145 - Penalties and Fines	12,000	12,000	12,000	12,000
150 - Investment Income	113,234	123,649	125,394	126,131
155 - Other Revenues	152,238	152,238	158,238	158,238
<b>Total 500 - Revenue</b>	<b>10,798,303</b>	<b>10,958,175</b>	<b>11,943,431</b>	<b>12,155,646</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	5,458,452	5,590,406	5,711,744	5,779,194
205 - Employee Benefits	1,269,324	1,321,496	1,352,355	1,381,335
210 - Training & Development	36,352	66,388	99,939	99,939
215 - Business Expenses	15,281	18,081	17,081	17,081
220 - Advertising & Printing	35,375	38,725	38,725	38,725
225 - Professional Services	24,640	14,891	15,147	15,408
235 - Rentals & Leases	10,400	10,400	10,400	10,400
240 - Contracted Services	96,155	103,340	103,757	104,181
245 - Supplies & Materials	676,619	665,864	659,994	659,094
250 - Repairs & Maintenance	37,852	43,910	45,000	46,122
255 - Equipment Purchases	47,150	30,320	32,750	33,900
265 - Telecommunications	13,754	13,754	13,754	13,754
270 - Interest on Debt	772,489	731,545	688,739	643,983
280 - Other Expenses	4,600	4,600	4,600	4,600
281 - Interprogram	794,352	740,195	740,967	741,759
315 - Amortization Expense	1,221,114	1,226,488	1,253,637	1,283,386
<b>Total 600 - Expense</b>	<b>10,513,909</b>	<b>10,620,403</b>	<b>10,788,589</b>	<b>10,872,861</b>
<b>Net Revenues/(Expenses)</b>	<b>284,394</b>	<b>337,772</b>	<b>1,154,842</b>	<b>1,282,785</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	9,547	6,000	-	-
410 - To Capital	(538,089)	(545,089)	(545,089)	(545,089)
415 - To Reserve	(82,526)	(90,116)	(885,873)	(999,169)
431 - Long Term Debt Repaid	(894,440)	(935,055)	(977,517)	(1,021,913)
<b>Total 700 - Non-Operating Items</b>	<b>(1,505,508)</b>	<b>(1,564,260)</b>	<b>(2,408,479)</b>	<b>(2,566,171)</b>
<b>Non-Cash Adjustment</b>	<b>1,221,114</b>	<b>1,226,488</b>	<b>1,253,637</b>	<b>1,283,386</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Two Year Operating Budget Comparison

### Municipal Library (including COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Municipal Library</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	9,946,445	9,882,552	63,893	1%
120 - Government Grants	550,563	555,563	(5,000)	(1%)
130 - User Fees & Charges	23,823	57,740	(33,917)	(59%)
145 - Penalties and Fines	12,000	160,000	(148,000)	(93%)
150 - Investment Income	113,234	170,062	(56,828)	(33%)
155 - Other Revenues	152,238	156,157	(3,919)	(3%)
<b>Total 500 - Revenue</b>	<b>10,798,303</b>	<b>10,982,074</b>	<b>(183,771)</b>	<b>(2%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	5,458,452	5,512,903	(54,451)	(1%)
205 - Employee Benefits	1,269,324	1,264,563	4,761	0%
210 - Training & Development	36,352	111,898	(75,546)	(68%)
215 - Business Expenses	15,281	14,176	1,105	8%
220 - Advertising & Printing	35,375	86,970	(51,595)	(59%)
225 - Professional Services	24,640	34,640	(10,000)	(29%)
235 - Rentals & Leases	10,400	12,175	(1,775)	(15%)
240 - Contracted Services	96,155	100,627	(4,472)	(4%)
245 - Supplies & Materials	676,619	586,414	90,205	15%
250 - Repairs & Maintenance	37,852	43,549	(5,697)	(13%)
255 - Equipment Purchases	47,150	26,100	21,050	81%
265 - Telecommunications	13,754	9,802	3,952	40%
270 - Interest on Debt	772,489	811,654	(39,165)	(5%)
280 - Other Expenses	4,600	5,824	(1,224)	(21%)
281 - Interprogram	794,352	719,124	75,228	10%
315 - Amortization Expense	1,221,114	1,345,492	(124,378)	(9%)
<b>Total 600 - Expense</b>	<b>10,513,909</b>	<b>10,685,911</b>	<b>(172,002)</b>	<b>(2%)</b>
<b>Net Revenues/(Expenses)</b>	<b>284,394</b>	<b>296,163</b>	<b>(11,769)</b>	<b>(4%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	9,547	-	9,547	100%
410 - To Capital	(538,089)	(592,879)	54,790	(9%)
415 - To Reserve	(82,526)	(193,183)	110,657	(57%)
431 - Long Term Debt Repaid	(894,440)	(855,593)	(38,847)	5%
<b>Total 700 - Non-Operating Items</b>	<b>(1,505,508)</b>	<b>(1,641,655)</b>	<b>136,147</b>	<b>(8%)</b>
<b>Non-Cash Adjustment</b>	<b>1,221,114</b>	<b>1,345,492</b>	<b>(124,378)</b>	<b>(9%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Municipal Library (excluding COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Municipal Library</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	10,084,349	9,882,552	201,797	2%
120 - Government Grants	550,563	555,563	(5,000)	(1%)
130 - User Fees & Charges	57,796	57,740	56	0%
145 - Penalties and Fines	25,000	160,000	(135,000)	(84%)
150 - Investment Income	113,234	170,062	(56,828)	(33%)
155 - Other Revenues	158,438	156,157	2,281	1%
<b>Total 500 - Revenue</b>	<b>10,989,380</b>	<b>10,982,074</b>	<b>7,306</b>	<b>0%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	5,590,116	5,512,903	77,213	1%
205 - Employee Benefits	1,293,485	1,264,563	28,922	2%
210 - Training & Development	94,326	111,898	(17,572)	(16%)
215 - Business Expenses	17,806	14,176	3,630	26%
220 - Advertising & Printing	40,975	86,970	(45,995)	(53%)
225 - Professional Services	24,640	34,640	(10,000)	(29%)
235 - Rentals & Leases	10,400	12,175	(1,775)	(15%)
240 - Contracted Services	103,181	100,627	2,554	3%
245 - Supplies & Materials	691,894	586,414	105,480	18%
250 - Repairs & Maintenance	42,852	43,549	(697)	(2%)
255 - Equipment Purchases	47,150	26,100	21,050	81%
265 - Telecommunications	10,514	9,802	712	7%
270 - Interest on Debt	772,489	811,654	(39,165)	(5%)
280 - Other Expenses	4,600	5,824	(1,224)	(21%)
281 - Interprogram	739,444	719,124	20,320	3%
315 - Amortization Expense	1,221,114	1,345,492	(124,378)	(9%)
<b>Total 600 - Expense</b>	<b>10,704,986</b>	<b>10,685,911</b>	<b>19,075</b>	<b>0%</b>
<b>Net Revenues/(Expenses)</b>	<b>284,394</b>	<b>296,163</b>	<b>(11,769)</b>	<b>(4%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	9,547	-	9,547	0%
410 - To Capital	(538,089)	(592,879)	54,790	(9%)
415 - To Reserve	(82,526)	(193,183)	110,657	(57%)
431 - Long Term Debt Repaid	(894,440)	(855,593)	(38,847)	5%
<b>Total 700 - Non-Operating Items</b>	<b>(1,505,508)</b>	<b>(1,641,655)</b>	<b>136,147</b>	<b>(8%)</b>
<b>Non-Cash Adjustment</b>	<b>1,221,114</b>	<b>1,345,492</b>	<b>(124,378)</b>	<b>(9%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Municipal Library COVID Impacts

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Municipal Library</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	(137,904)	-	(137,904)	100%
120 - Government Grants	-	-	-	0%
130 - User Fees & Charges	(33,973)	-	(33,973)	100%
145 - Penalties and Fines	(13,000)	-	(13,000)	100%
150 - Investment Income	-	-	-	0%
155 - Other Revenues	(6,200)	-	(6,200)	100%
<b>Total 500 - Revenue</b>	<b>(191,077)</b>	<b>-</b>	<b>(191,077)</b>	<b>100%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	(131,664)	-	(131,664)	100%
205 - Employee Benefits	(24,161)	-	(24,161)	100%
210 - Training & Development	(57,974)	-	(57,974)	100%
215 - Business Expenses	(2,525)	-	(2,525)	100%
220 - Advertising & Printing	(5,600)	-	(5,600)	100%
225 - Professional Services	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	(7,026)	-	(7,026)	100%
245 - Supplies & Materials	(15,275)	-	(15,275)	100%
250 - Repairs & Maintenance	(5,000)	-	(5,000)	100%
255 - Equipment Purchases	-	-	-	0%
265 - Telecommunications	3,240	-	3,240	100%
270 - Interest on Debt	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	54,908	-	54,908	100%
315 - Amortization Expense	-	-	-	0%
<b>Total 600 - Expense</b>	<b>(191,077)</b>	<b>-</b>	<b>(191,077)</b>	<b>100%</b>
<b>Net Revenues/(Expenses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	0%
410 - To Capital	-	-	-	0%
415 - To Reserve	-	-	-	0%
431 - Long Term Debt Repaid	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Non-Cash Adjustment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Municipal Library (including COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Municipal Library</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	10,091,345	9,946,445	144,900	1%
120 - Government Grants	550,563	550,563	-	0%
130 - User Fees & Charges	28,380	23,823	4,557	19%
145 - Penalties and Fines	12,000	12,000	-	0%
150 - Investment Income	123,649	113,234	10,415	9%
155 - Other Revenues	152,238	152,238	-	0%
<b>Total 500 - Revenue</b>	<b>10,958,175</b>	<b>10,798,303</b>	<b>159,872</b>	<b>1%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	5,590,406	5,458,452	131,954	2%
205 - Employee Benefits	1,321,496	1,269,324	52,172	4%
210 - Training & Development	66,388	36,352	30,036	83%
215 - Business Expenses	18,081	15,281	2,800	18%
220 - Advertising & Printing	38,725	35,375	3,350	9%
225 - Professional Services	14,891	24,640	(9,749)	(40%)
235 - Rentals & Leases	10,400	10,400	-	0%
240 - Contracted Services	103,340	96,155	7,185	7%
245 - Supplies & Materials	665,864	676,619	(10,755)	(2%)
250 - Repairs & Maintenance	43,910	37,852	6,058	16%
255 - Equipment Purchases	30,320	47,150	(16,830)	(36%)
265 - Telecommunications	13,754	13,754	-	0%
270 - Interest on Debt	731,545	772,489	(40,944)	(5%)
280 - Other Expenses	4,600	4,600	-	0%
281 - Interprogram	740,195	794,352	(54,157)	(7%)
315 - Amortization Expense	1,226,488	1,221,114	5,374	0%
<b>Total 600 - Expense</b>	<b>10,620,403</b>	<b>10,513,909</b>	<b>106,494</b>	<b>1%</b>
<b>Net Revenues/(Expenses)</b>	<b>337,772</b>	<b>284,394</b>	<b>53,378</b>	<b>19%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	6,000	9,547	(3,547)	(37%)
410 - To Capital	(545,089)	(538,089)	(7,000)	1%
415 - To Reserve	(90,116)	(82,526)	(7,590)	9%
431 - Long Term Debt Repaid	(935,055)	(894,440)	(40,615)	5%
<b>Total 700 - Non-Operating Items</b>	<b>(1,564,260)</b>	<b>(1,505,508)</b>	<b>(58,752)</b>	<b>4%</b>
Non-Cash Adjustment	1,226,488	1,221,114	5,374	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Municipal Library (excluding COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Municipal Library</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	10,230,920	10,084,349	146,571	1%
120 - Government Grants	550,563	550,563	-	0%
130 - User Fees & Charges	57,853	57,796	57	0%
145 - Penalties and Fines	25,000	25,000	-	0%
150 - Investment Income	123,649	113,234	10,415	9%
155 - Other Revenues	158,438	158,438	-	0%
<b>Total 500 - Revenue</b>	<b>11,146,423</b>	<b>10,989,380</b>	<b>157,043</b>	<b>1%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	5,705,814	5,590,116	115,698	2%
205 - Employee Benefits	1,339,238	1,293,485	45,753	4%
210 - Training & Development	94,326	94,326	-	0%
215 - Business Expenses	20,606	17,806	2,800	16%
220 - Advertising & Printing	43,475	40,975	2,500	6%
225 - Professional Services	14,891	24,640	(9,749)	(40%)
235 - Rentals & Leases	10,400	10,400	-	0%
240 - Contracted Services	103,590	103,181	409	0%
245 - Supplies & Materials	671,889	691,894	(20,005)	(3%)
250 - Repairs & Maintenance	43,910	42,852	1,058	2%
255 - Equipment Purchases	30,320	47,150	(16,830)	(36%)
265 - Telecommunications	10,514	10,514	-	0%
270 - Interest on Debt	731,545	772,489	(40,944)	(5%)
280 - Other Expenses	4,600	4,600	-	0%
281 - Interprogram	740,195	739,444	751	0%
315 - Amortization Expense	1,226,488	1,221,114	5,374	0%
<b>Total 600 - Expense</b>	<b>10,791,801</b>	<b>10,704,986</b>	<b>86,815</b>	<b>1%</b>
<b>Net Revenues/(Expenses)</b>	<b>354,622</b>	<b>284,394</b>	<b>70,228</b>	<b>25%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	9,547	(9,547)	(100%)
410 - To Capital	(545,089)	(538,089)	(7,000)	1%
415 - To Reserve	(100,966)	(82,526)	(18,440)	22%
431 - Long Term Debt Repaid	(935,055)	(894,440)	(40,615)	5%
<b>Total 700 - Non-Operating Items</b>	<b>(1,581,110)</b>	<b>(1,505,508)</b>	<b>(75,602)</b>	<b>5%</b>
Non-Cash Adjustment	1,226,488	1,221,114	5374	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>



# Two Year Operating Budget Comparison

## Municipal Library COVID Impacts

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Municipal Library</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	(139,575)	(137,904)	(1,671)	1%
120 - Government Grants	-	-	-	0%
130 - User Fees & Charges	(29,473)	(33,973)	4,500	(13%)
145 - Penalties and Fines	(13,000)	(13,000)	-	0%
150 - Investment Income	-	-	-	0%
155 - Other Revenues	(6,200)	(6,200)	-	0%
<b>Total 500 - Revenue</b>	<b>(188,248)</b>	<b>(191,077)</b>	<b>2,829</b>	<b>(1%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	(115,408)	(131,664)	16,256	(12%)
205 - Employee Benefits	(17,742)	(24,161)	6,419	(27%)
210 - Training & Development	(27,938)	(57,974)	30,036	(52%)
215 - Business Expenses	(2,525)	(2,525)	-	0%
220 - Advertising & Printing	(4,750)	(5,600)	850	(15%)
225 - Professional Services	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	(250)	(7,026)	6,776	(96%)
245 - Supplies & Materials	(6,025)	(15,275)	9,250	(61%)
250 - Repairs & Maintenance	-	(5,000)	5,000	(100%)
255 - Equipment Purchases	-	-	-	0%
265 - Telecommunications	3,240	3,240	-	0%
270 - Interest on Debt	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	-	54,908	(54,908)	(100%)
315 - Amortization Expense	-	-	-	0%
<b>Total 600 - Expense</b>	<b>(171,398)</b>	<b>(191,077)</b>	<b>19,679</b>	<b>(10%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(16,850)</b>	<b>-</b>	<b>(16,850)</b>	<b>(100%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	6,000	-	6,000	100%
410 - To Capital	-	-	-	0%
415 - To Reserve	10,850	-	10,850	100%
431 - Long Term Debt Repaid	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>16,850</b>	<b>-</b>	<b>16,850</b>	<b>100%</b>
Non-Cash Adjustment	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## 2021 - 2024 Operating Delta Summary

### Municipal Library

BUDGET	BASE	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$11.3M	N/A	\$11.3M
COVID	\$0.1M	N/A	\$0.1M
DELTA	(\$0.6M)	N/A	(\$0.6M)
<b>2021 Recommended Budget</b>	<b>\$10.8M</b>	<b>N/A</b>	<b>\$10.8M</b>
2022 Approved in Principle Budget	\$11.8M	N/A	\$11.8M
COVID	(\$0.1M)	N/A	(\$0.1M)
DELTA	(\$0.7M)	N/A	(\$0.7M)
<b>2022 Recommended Budget</b>	<b>\$11.0M</b>	<b>N/A</b>	<b>\$11.0M</b>
2023 Approved in Principle Budget	\$12.4M	N/A	\$12.4M
COVID	N/A	N/A	N/A
DELTA	(\$0.5M)	N/A	(\$0.5M)
<b>2023 Recommended Budget</b>	<b>\$11.9M</b>	<b>N/A</b>	<b>\$11.9M</b>
2024 Approved in Principle Budget	N/A	N/A	N/A
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2024 Recommended Budget</b>	<b>\$12.2M</b>	<b>N/A</b>	<b>\$12.2M</b>

Totals may not add due to rounding.

# 2021 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.

### Focus for 2021

- Maintaining core services, improving safety, and delivering on business plan objectives
- Continuing to review the Utility Financial Policy, establishing clear objective for each of Utilities' lines of business
- Preparing for the Strathcona County Business Transformation implementation
- Continuing to work on attracting new investments, retaining and expanding existing businesses, promoting and implementing the 10-year tourism strategy
- Continue planning and coordinating the development of new growth areas
- Preparing for the Multipurpose Agriculture Facility construction and developing of operational plans



## Challenges


- Implementing new off-site levy processes and assessing their impacts on new infrastructure construction
- Increasing costs from regional supplies and their pressure on water and wastewater user rates
- Maintaining and replacing aging infrastructure while minimizing impacts on residents
- Increasing service requirements from provincial and federal governments along with unpredictable funding sustainability
- Forecasting weather patterns and their impacts on operational and infrastructure planning
- Recognizing limited in-person networking requires new approaches to business and investment attraction

## Opportunities

- Providing key infrastructure for new growth by utilizing new government grant programs
- Exploring and promoting economic diversification opportunities in hydrogen and renewable energy sectors
- Engaging with stakeholders while promoting cost effective methods for service deliveries
- Working toward the culture of continuous improvement

## Efficiencies and changes to business

- Increasing collaboration among departments for service delivery and providing infrastructure solutions
- Developing a high-level waste management roadmap; promoting cost effective methods for waste collection charges

- 
- Developing and promoting cross-training opportunities; prioritizing and sharing resources
  - Continuing the review of service levels and new requirements

# Multiyear Operating Budget Summary

## Infrastructure and Planning Services (including COVID impacts)

	2021 Recommended Budget	2022 Recommended AIP Budget	2023 Recommended AIP Budget	2024 Recommended AIP Budget
<b>Infrastructure and Planning Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	183,361	183,361	183,361	183,361
130 - User Fees & Charges	2,835,813	4,126,111	4,901,846	5,494,666
145 - Penalties and Fines	9,500	9,500	9,500	9,500
155 - Other Revenues	328,927	333,879	345,250	352,150
<b>Total 500 - Revenue</b>	<b>3,357,601</b>	<b>4,652,851</b>	<b>5,439,957</b>	<b>6,039,677</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	24,416,389	24,664,578	24,874,850	24,965,971
205 - Employee Benefits	4,843,547	4,890,740	4,931,788	4,949,203
210 - Training & Development	418,995	420,373	447,388	459,388
215 - Business Expenses	405,403	413,240	419,919	421,957
220 - Advertising & Printing	515,974	548,074	561,174	575,474
225 - Professional Services	475,926	477,426	478,426	628,426
230 - Insurance	30,000	50,000	75,000	75,000
235 - Rentals & Leases	1,716,219	1,716,663	1,721,121	1,824,563
240 - Contracted Services	10,498,984	9,896,471	10,093,461	10,742,022
245 - Supplies & Materials	5,379,279	5,443,156	5,400,485	5,436,603
250 - Repairs & Maintenance	141,144	153,937	162,217	172,209
255 - Equipment Purchases	149,423	140,923	162,623	162,323
260 - Utilities	2,239,942	2,532,089	2,578,125	2,678,961
265 - Telecommunications	187,228	189,228	190,368	191,808
275 - Grants & Requisitions	209,000	209,000	209,000	209,000
280 - Other Expenses	96,637	96,643	96,649	96,649
281 - Interprogram	(125,765)	(176,260)	(167,448)	(158,028)
<b>Total 600 - Expense</b>	<b>51,598,325</b>	<b>51,666,281</b>	<b>52,235,146</b>	<b>53,431,529</b>
<b>Net Revenues/(Expenses)</b>	<b>(48,240,724)</b>	<b>(47,013,430)</b>	<b>(46,795,189)</b>	<b>(47,391,852)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,640,507	1,590,917	1,565,507	1,565,507
415 - To Reserve	(19,350,221)	(19,350,221)	(19,400,221)	(19,400,221)
<b>Total 700 - Non-Operating Items</b>	<b>(17,709,714)</b>	<b>(17,759,304)</b>	<b>(17,834,714)</b>	<b>(17,834,714)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (65,950,438)</b>	<b>\$ (64,772,734)</b>	<b>\$ (64,629,903)</b>	<b>\$ (65,226,566)</b>



## Two Year Operating Budget Comparison

### Infrastructure Planning Services (including COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Infrastructure &amp; Planning Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	183,361	183,361	-	0%
130 - User Fees & Charges	2,835,813	4,025,670	(1,189,857)	(30%)
145 - Penalties and Fines	9,500	17,000	(7,500)	(44%)
155 - Other Revenues	328,927	326,927	2,000	1%
<b>Total 500 - Revenue</b>	<b>3,357,601</b>	<b>4,552,958</b>	<b>(1,195,357)</b>	<b>(26%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	24,416,389	24,027,939	388,450	2%
205 - Employee Benefits	4,843,547	4,510,497	333,050	7%
210 - Training & Development	418,995	445,316	(26,321)	(6%)
215 - Business Expenses	405,403	406,974	(1,571)	(0%)
220 - Advertising & Printing	515,974	531,292	(15,318)	(3%)
225 - Professional Services	475,926	1,290,926	(815,000)	(63%)
230 - Insurance	30,000	-	30,000	100%
235 - Rentals & Leases	1,716,219	1,704,719	11,500	1%
240 - Contracted Services	10,498,984	12,413,393	(1,914,409)	(15%)
245 - Supplies & Materials	5,379,279	4,989,284	389,995	8%
250 - Repairs & Maintenance	141,144	164,614	(23,470)	(14%)
255 - Equipment Purchases	149,423	175,923	(26,500)	(15%)
260 - Utilities	2,239,942	2,238,776	1,166	0%
265 - Telecommunications	187,228	159,500	27,728	17%
275 - Grants & Requisitions	209,000	215,000	(6,000)	(3%)
280 - Other Expenses	96,637	96,636	1	0%
281 - Interprogram	(125,765)	(116,264)	(9,501)	8%
<b>Total 600 - Expense</b>	<b>51,598,325</b>	<b>53,254,525</b>	<b>(1,656,200)</b>	<b>(3%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(48,240,724)</b>	<b>(48,701,567)</b>	<b>460,843</b>	<b>(1%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,640,507	1,654,507	(14,000)	(1%)
415 - To Reserve	(19,350,221)	(16,340,178)	(3,010,043)	18%
<b>Total 700 - Non-Operating Items</b>	<b>(17,709,714)</b>	<b>(14,685,671)</b>	<b>(3,024,043)</b>	<b>21%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (65,950,438)</b>	<b>\$ (63,387,238)</b>	<b>\$ (2,563,200)</b>	<b>4%</b>

## Two Year Operating Budget Comparison

### Infrastructure Planning Services (excluding COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Infrastructure &amp; Planning Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	183,361	183,361	-	0%
130 - User Fees & Charges	3,985,813	4,025,670	(39,857)	(1%)
145 - Penalties and Fines	9,500	17,000	(7,500)	(44%)
155 - Other Revenues	328,927	326,927	2,000	1%
<b>Total 500 - Revenue</b>	<b>4,507,601</b>	<b>4,552,958</b>	<b>(45,357)</b>	<b>(1%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	24,416,389	24,027,939	388,450	2%
205 - Employee Benefits	4,843,547	4,510,497	333,050	7%
210 - Training & Development	418,995	445,316	(26,321)	(6%)
215 - Business Expenses	405,403	406,974	(1,571)	(0%)
220 - Advertising & Printing	515,974	531,292	(15,318)	(3%)
225 - Professional Services	475,926	1,290,926	(815,000)	(63%)
230 - Insurance	30,000	0	30,000	100%
235 - Rentals & Leases	1,716,219	1,704,719	11,500	1%
240 - Contracted Services	10,498,984	12,413,393	(1,914,409)	(15%)
245 - Supplies & Materials	5,379,279	4,989,284	389,995	8%
250 - Repairs & Maintenance	141,144	164,614	(23,470)	(14%)
255 - Equipment Purchases	149,423	175,923	(26,500)	(15%)
260 - Utilities	2,239,942	2,238,776	1,166	0%
265 - Telecommunications	187,228	159,500	27,728	17%
275 - Grants & Requisitions	209,000	215,000	(6,000)	(3%)
280 - Other Expenses	96,637	96,636	1	0%
281 - Interprogram	(125,765)	(116,264)	(9,501)	8%
<b>Total 600 - Expense</b>	<b>51,598,325</b>	<b>53,254,525</b>	<b>(1,656,200)</b>	<b>(3%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(47,090,724)</b>	<b>(48,701,567)</b>	<b>1,610,843</b>	<b>(3%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,640,507	1,654,507	(14,000)	(1%)
415 - To Reserve	(19,350,221)	(16,340,178)	(3,010,043)	18%
<b>Total 700 - Non-Operating Items</b>	<b>(17,709,714)</b>	<b>(14,685,671)</b>	<b>(3,024,043)</b>	<b>21%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (64,800,438)</b>	<b>\$ (63,387,238)</b>	<b>\$ (1,413,200)</b>	<b>2%</b>

## Two Year Operating Budget Comparison

### Infrastructure Planning Services COVID Impacts

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Infrastructure &amp; Planning Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	-	-	-	0%
130 - User Fees & Charges	(1,150,000)	-	(1,150,000)	100%
145 - Penalties and Fines	-	-	-	0%
155 - Other Revenues	-	-	-	0%
<b>Total 500 - Revenue</b>	<b>(1,150,000)</b>	<b>-</b>	<b>(1,150,000)</b>	<b>0%</b>
<b>600 - Expense</b>				<b>100%</b>
200 - Salaries & Wages	-	-	-	0%
205 - Employee Benefits	-	-	-	0%
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
230 - Insurance	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	-	-	0%
245 - Supplies & Materials	-	-	-	0%
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	-	-	-	0%
265 - Telecommunications	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	-	-	-	0%
<b>Total 600 - Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Net Revenues/(Expenses)</b>	<b>(1,150,000)</b>	<b>-</b>	<b>(1,150,000)</b>	<b>0%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	0%
415 - To Reserve	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (1,150,000)</b>	<b>\$ -</b>	<b>\$ (1,150,000)</b>	<b>100%</b>

## Two Year Operating Budget Comparison

### Infrastructure and Planning Services (including COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Infrastructure and Planning Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	183,361	183,361	-	0%
130 - User Fees & Charges	4,126,111	2,835,813	1,290,298	46%
145 - Penalties and Fines	9,500	9,500	-	0%
155 - Other Revenues	333,879	328,927	4,952	2%
<b>Total 500 - Revenue</b>	<b>4,652,851</b>	<b>3,357,601</b>	<b>1,295,250</b>	<b>39%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	24,664,578	24,416,389	248,189	1%
205 - Employee Benefits	4,890,740	4,843,547	47,193	1%
210 - Training & Development	420,373	418,995	1,378	0%
215 - Business Expenses	413,240	405,403	7,837	2%
220 - Advertising & Printing	548,074	515,974	32,100	6%
225 - Professional Services	477,426	475,926	1,500	0%
230 - Insurance	50,000	30,000	20,000	67%
235 - Rentals & Leases	1,716,663	1,716,219	444	0%
240 - Contracted Services	9,896,471	10,498,984	(602,513)	(6%)
245 - Supplies & Materials	5,443,156	5,379,279	63,877	1%
250 - Repairs & Maintenance	153,937	141,144	12,793	9%
255 - Equipment Purchases	140,923	149,423	(8,500)	(6%)
260 - Utilities	2,532,089	2,239,942	292,147	13%
265 - Telecommunications	189,228	187,228	2,000	1%
275 - Grants & Requisitions	209,000	209,000	-	0%
280 - Other Expenses	96,643	96,637	6	0%
281 - Interprogram	(176,260)	(125,765)	(50,495)	40%
<b>Total 600 - Expense</b>	<b>51,666,281</b>	<b>51,598,325</b>	<b>67,956</b>	<b>0%</b>
<b>Net Revenues/(Expenses)</b>	<b>(47,013,430)</b>	<b>(48,240,724)</b>	<b>1,227,294</b>	<b>(3%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,590,917	1,640,507	(49,590)	(3%)
415 - To Reserve	(19,350,221)	(19,350,221)	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>(17,759,304)</b>	<b>(17,709,714)</b>	<b>(49,590)</b>	<b>0%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (64,772,734)</b>	<b>\$ (65,950,438)</b>	<b>\$ 1,177,704</b>	<b>(2%)</b>

## Two Year Operating Budget Comparison

### Infrastructure and Planning Services (excluding COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Infrastructure and Planning Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	183,361	183,361	-	0%
130 - User Fees & Charges	4,126,111	3,985,813	140,298	4%
145 - Penalties and Fines	9,500	9,500	-	0%
155 - Other Revenues	333,879	328,927	4,952	2%
<b>Total 500 - Revenue</b>	<b>4,652,851</b>	<b>4,507,601</b>	<b>145,250</b>	<b>3%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	24,664,578	24,416,389	248,189	1%
205 - Employee Benefits	4,890,740	4,843,547	47,193	1%
210 - Training & Development	420,373	418,995	1,378	0%
215 - Business Expenses	413,240	405,403	7,837	2%
220 - Advertising & Printing	548,074	515,974	32,100	6%
225 - Professional Services	477,426	475,926	1,500	0%
230 - Insurance	50,000	30,000	20,000	67%
235 - Rentals & Leases	1,716,663	1,716,219	444	0%
240 - Contracted Services	9,896,471	10,498,984	(602,513)	(6%)
245 - Supplies & Materials	5,443,156	5,379,279	63,877	1%
250 - Repairs & Maintenance	153,937	141,144	12,793	9%
255 - Equipment Purchases	140,923	149,423	(8,500)	(6%)
260 - Utilities	2,532,089	2,239,942	292,147	13%
265 - Telecommunications	189,228	187,228	2,000	1%
275 - Grants & Requisitions	209,000	209,000	-	0%
280 - Other Expenses	96,643	96,637	6	0%
281 - Interprogram	(176,260)	(125,765)	(50,495)	40%
<b>Total 600 - Expense</b>	<b>51,666,281</b>	<b>51,598,325</b>	<b>67,956</b>	<b>0%</b>
<b>Net Revenues/(Expenses)</b>	<b>(47,013,430)</b>	<b>(47,090,724)</b>	<b>77,294</b>	<b>(0%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,590,917	1,640,507	(49,590)	(3%)
415 - To Reserve	(19,350,221)	(19,350,221)	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>(17,759,304)</b>	<b>(17,709,714)</b>	<b>(49,590)</b>	<b>0%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (64,772,734)</b>	<b>\$ (64,800,438)</b>	<b>\$ 27,704</b>	<b>(0%)</b>

## Two Year Operating Budget Comparison

### Infrastructure and Planning Services COVID Impacts

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Infrastructure and Planning Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	-	-	-	0%
130 - User Fees & Charges	-	(1,150,000)	1,150,000	(100%)
145 - Penalties and Fines	-	-	-	0%
155 - Other Revenues	-	-	-	0%
<b>Total 500 - Revenue</b>	-	(1,150,000)	1,150,000	(100%)
<b>600 - Expense</b>				
200 - Salaries & Wages	-	-	-	0%
205 - Employee Benefits	-	-	-	0%
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
230 - Insurance	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	-	-	0%
245 - Supplies & Materials	-	-	-	0%
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	-	-	-	0%
265 - Telecommunications	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	-	-	-	0%
<b>Total 600 - Expense</b>	-	-	-	0%
<b>Net Revenues/(Expenses)</b>	-	(1,150,000)	1,150,000	(100%)
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	0%
415 - To Reserve	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ (1,150,000)</b>	<b>\$ 1,150,000</b>	<b>(100%)</b>

## 2021 - 2024 Operating Delta Summary

### Infrastructure and Planning Services

BUDGET	BASE	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$62.8M	\$0.6M	\$63.4M
COVID	N/A	\$1.2M	\$1.2M
DELTA	\$0.3M	\$1.1M	\$1.4M
<b>2021 Recommended Budget</b>	<b>\$63.1M</b>	<b>\$2.9M</b>	<b>\$66.0M</b>
2022 Approved in Principle Budget	\$64.0M	\$0.1M	\$64.1M
COVID	N/A	N/A	N/A
DELTA	\$0.8M	(\$0.1M)	\$0.7M
<b>2022 Recommended Budget</b>	<b>\$64.8M</b>	<b>N/A</b>	<b>\$64.8M</b>
2023 Approved in Principle Budget	\$63.9M	N/A	\$63.9M
COVID	N/A	N/A	N/A
DELTA	\$0.4M	\$0.3M	\$0.7M
<b>2023 Recommended Budget</b>	<b>\$64.3M</b>	<b>\$0.3M</b>	<b>\$64.6M</b>
2024 Approved in Principle Budget	N/A	N/A	N/A
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2024 Recommended Budget</b>	<b>\$64.3M</b>	<b>\$0.9M</b>	<b>\$65.2M</b>

Totals may not add due to rounding.

# 2021 - 2024 Change Requests

## Infrastructure and Planning Services

### 2021

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Staff Increase Requests</b>							
2021-SIR-159	TAS - Seasonal Pest Inspector (beaver control seasonal hours) (2021)	-	1,730	\$ 58,542	\$ 58,542	\$ 58,542	\$ 58,542
<b>Staff Increase Requests Total</b>		-	1,730	58,542	58,542	58,542	58,542
<b>Initiatives</b>							
2021-INIT-162	TAS - Drainage Maintenance (2021)	-	-	750,000	750,000	750,000	750,000
2021-INIT-163	TAS - Software Replacement- Weed Inspection Program (2021)	-	-	75,000	-	-	-
2021-INIT-165	TAS - Astotin Creek Surface Water Study (2021)	-	-	360,000	-	-	-
2021-INIT-167	TAS - Annual Roadway Asphalt Maintenance (2021)	-	3,330	500,000	500,000	500,000	500,000
<b>Initiatives Total</b>		-	3,330	1,685,000	1,250,000	1,250,000	1,250,000
<b>COVID-19 Adjustments</b>							
2021-COVID-4	PDS - COVID Revenue Adjustment	-	-	225,000	-	-	-
2021-COVID-5	PDS - COVID Revenue Adjustments	-	-	925,000	-	-	-
<b>COVID-19 Adjustments Total</b>		-	-	1,150,000	-	-	-
<b>Grand Total</b>		-	5,060	\$ 2,893,542	\$ 1,308,542	\$ 1,308,542	\$ 1,308,542



# 2021 - 2024 Change Requests

## Infrastructure and Planning Services

### 2023

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Staff Increase Requests</b>							
2021-SIR-160	(AIP)TPE - Traffic Technologist & Liaison (2023)	1.0	-	\$ -	\$ -	\$ 101,824	\$ 109,216
2021-SIR-161	(AIP)TPE- Traffic Signal Student (2023)	-	630	-	-	24,712	24,712
<b>Staff Increase Requests Total</b>		<b>1.0</b>	<b>630</b>	<b>-</b>	<b>-</b>	<b>126,536</b>	<b>133,928</b>
<b>Initiatives</b>							
2021-INIT-82	(AIP) TAS - Transportation Tactical Asset Management Plan (2023)	-	-	-	-	200,000	20,000
<b>Initiatives Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>20,000</b>
<b>Grand Total</b>		<b>1.0</b>	<b>630</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 326,536</b>	<b>\$ 153,928</b>

### 2024

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Initiatives</b>							
2021-INIT-168	(AIP)TAS - Rural Road Sweeping (2024)	-	-	\$ -	\$ -	\$ -	750,000
2021-INIT-171	(AIP)TPE - South of LEA (Hwy 21 to Rge Rd 222 and Twp Rd 530 to LEA boundary)_FPS (2024)	-	-	-	-	-	153,300
<b>Initiatives Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>903,300</b>
<b>Grand Total</b>		<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 903,300</b>



# 2021 MULTI-YEAR DEPARTMENT BUDGET

## UTILITIES





# Multiyear Operating Budget Summary

## Utilities (including COVID impacts)

	2021 Recommended Budget	2022 Recommended AIP Budget	2023 Recommended AIP Budget	2024 Recommended AIP Budget
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	10,730	29,247	29,686	30,142
120 - Government Grants	7,000	7,000	7,000	7,000
124 - Utility User Rates	55,013,769	56,401,064	58,087,704	58,923,966
130 - User Fees & Charges	1,084,375	1,103,472	1,106,603	1,106,603
150 - Investment Income	1,311,658	1,304,630	1,301,113	1,301,113
155 - Other Revenues	6,000	7,506	7,833	7,833
<b>Total 500 - Revenue</b>	<b>57,433,532</b>	<b>58,852,919</b>	<b>60,539,939</b>	<b>61,376,657</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	9,317,040	9,394,077	9,499,421	9,604,150
205 - Employee Benefits	1,886,014	1,894,980	1,905,034	1,915,091
210 - Training & Development	214,323	214,808	215,315	215,815
215 - Business Expenses	37,506	37,517	37,528	37,539
220 - Advertising & Printing	496,916	510,766	525,256	526,087
225 - Professional Services	392,882	332,367	332,367	332,367
235 - Rentals & Leases	397,720	401,674	409,380	417,541
240 - Contracted Services	8,451,751	8,635,306	8,821,268	8,971,206
245 - Supplies & Materials	21,997,985	23,012,840	24,012,785	24,778,764
250 - Repairs & Maintenance	2,387,392	2,457,297	2,529,316	2,603,504
255 - Equipment Purchases	181,091	181,091	181,091	181,091
260 - Utilities	(78,546)	(79,789)	(110,334)	(88,656)
265 - Telecommunications	151,149	153,259	155,417	157,610
270 - Interest on Debt	2,105,565	1,973,664	1,828,608	1,685,726
280 - Other Expenses	94,388	95,200	96,026	96,870
281 - Interprogram	2,674,940	2,570,884	2,551,712	2,558,989
315 - Amortization Expense	9,912,249	7,944,497	7,775,358	7,618,862
<b>Total 600 - Expense</b>	<b>60,620,365</b>	<b>59,730,438</b>	<b>60,765,548</b>	<b>61,612,556</b>
<b>Net Revenues/(Expenses)</b>	<b>(3,186,833)</b>	<b>(877,519)</b>	<b>(225,609)</b>	<b>(235,899)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,425,339	1,318,451	1,279,690	778,958
415 - To Reserve	(4,414,783)	(4,819,024)	(5,162,148)	(4,667,340)
431 - Long Term Debt Repaid	(3,787,879)	(3,639,969)	(3,696,977)	(3,524,723)
<b>Total 700 - Non-Operating Items</b>	<b>(6,777,323)</b>	<b>(7,140,542)</b>	<b>(7,579,435)</b>	<b>(7,413,105)</b>
<b>Non-Cash Adjustment</b>	<b>9,964,156</b>	<b>8,018,061</b>	<b>7,805,044</b>	<b>7,649,004</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Two Year Operating Budget Comparison

### Utilities (including COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	10,730	10,224	506	5%
120 - Government Grants	7,000	7,000	-	0%
124 - Utility User Rates	55,013,769	56,840,209	(1,826,440)	(3%)
130 - User Fees & Charges	1,084,375	1,170,261	(85,886)	(7%)
150 - Investment Income	1,311,658	1,308,704	2,954	0%
155 - Other Revenues	6,000	6,000	-	0%
<b>Total 500 - Revenue</b>	<b>57,433,532</b>	<b>59,342,398</b>	<b>(1,908,866)</b>	<b>(3%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	9,317,040	9,511,274	(194,234)	(2%)
205 - Employee Benefits	1,886,014	1,798,463	87,551	5%
210 - Training & Development	214,323	213,847	476	0%
215 - Business Expenses	37,506	49,711	(12,205)	(25%)
220 - Advertising & Printing	496,916	483,714	13,202	3%
225 - Professional Services	392,882	500,019	(107,137)	(21%)
235 - Rentals & Leases	397,720	390,318	7,402	2%
240 - Contracted Services	8,451,751	8,887,865	(436,114)	(5%)
245 - Supplies & Materials	21,997,985	23,105,895	(1,107,910)	(5%)
250 - Repairs & Maintenance	2,387,392	2,132,365	255,027	12%
255 - Equipment Purchases	181,091	181,091	-	0%
260 - Utilities	(78,546)	(84,034)	5,488	(7%)
265 - Telecommunications	151,149	146,878	4,271	3%
270 - Interest on Debt	2,105,565	2,270,032	(164,467)	(7%)
280 - Other Expenses	94,388	93,593	795	1%
281 - Interprogram	2,674,940	2,956,550	(281,610)	(10%)
315 - Amortization Expense	9,912,249	7,996,891	1,915,358	24%
<b>Total 600 - Expense</b>	<b>60,620,365</b>	<b>60,634,472</b>	<b>(14,107)</b>	<b>(0%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(3,186,833)</b>	<b>(1,292,074)</b>	<b>(1,894,759)</b>	<b>147%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,425,339	1,555,171	(129,832)	(8%)
415 - To Reserve	(4,414,783)	(4,364,352)	(50,431)	1%
431 - Long Term Debt Repaid	(3,787,879)	(3,944,220)	156,341	(4%)
<b>Total 700 - Non-Operating Items</b>	<b>(6,777,323)</b>	<b>(6,753,401)</b>	<b>(23,922)</b>	<b>0%</b>
<b>Non-Cash Adjustment</b>	<b>9,964,156</b>	<b>8,045,475</b>	<b>1,918,681</b>	<b>24%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Utilities (excluding COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	10,730	10,224	506	5%
120 - Government Grants	7,000	7,000	-	0%
124 - Utility User Rates	55,013,769	56,840,209	(1,826,440)	(3%)
130 - User Fees & Charges	1,084,375	1,170,261	(85,886)	(7%)
150 - Investment Income	1,311,658	1,308,704	2,954	0%
155 - Other Revenues	6,000	6,000	-	0%
<b>Total 500 - Revenue</b>	<b>57,433,532</b>	<b>59,342,398</b>	<b>(1,908,866)</b>	<b>(3%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	9,317,040	9,511,274	(194,234)	(2%)
205 - Employee Benefits	1,886,014	1,798,463	87,551	5%
210 - Training & Development	214,323	213,847	476	0%
215 - Business Expenses	37,506	49,711	(12,205)	(25%)
220 - Advertising & Printing	496,916	483,714	13,202	3%
225 - Professional Services	392,882	500,019	(107,137)	(21%)
235 - Rentals & Leases	397,720	390,318	7,402	2%
240 - Contracted Services	8,451,751	8,887,865	(436,114)	(5%)
245 - Supplies & Materials	21,997,985	23,105,895	(1,107,910)	(5%)
250 - Repairs & Maintenance	2,387,392	2,132,365	255,027	12%
255 - Equipment Purchases	181,091	181,091	-	0%
260 - Utilities	(78,546)	(84,034)	5,488	(7%)
265 - Telecommunications	151,149	146,878	4,271	3%
270 - Interest on Debt	2,105,565	2,270,032	(164,467)	(7%)
280 - Other Expenses	94,388	93,593	795	1%
281 - Interprogram	2,621,850	2,956,550	(334,700)	(11%)
315 - Amortization Expense	9,912,249	7,996,891	1,915,358	24%
<b>Total 600 - Expense</b>	<b>60,567,275</b>	<b>60,634,472</b>	<b>(67,197)</b>	<b>(0%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(3,133,743)</b>	<b>(1,292,074)</b>	<b>(1,841,669)</b>	<b>143%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,425,339	1,555,171	(129,832)	(8%)
415 - To Reserve	(4,414,783)	(4,364,352)	(50,431)	1%
431 - Long Term Debt Repaid	(3,787,879)	(3,944,220)	156,341	(4%)
<b>Total 700 - Non-Operating Items</b>	<b>(6,777,323)</b>	<b>(6,753,401)</b>	<b>(23,922)</b>	<b>0%</b>
<b>Non-Cash Adjustment</b>	<b>9,964,156</b>	<b>8,045,475</b>	<b>1,918,681</b>	<b>24%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ 53,090</b>	<b>\$ -</b>	<b>\$ 53,090</b>	<b>100%</b>

## Two Year Operating Budget Comparison

### Utilities COVID Impacts

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	-	-	-	0%
120 - Government Grants	-	-	-	0%
124 - Utility User Rates	-	-	-	0%
130 - User Fees & Charges	-	-	-	0%
150 - Investment Income	-	-	-	0%
155 - Other Revenues	-	-	-	0%
<b>Total 500 - Revenue</b>	-	-	-	0%
<b>600 - Expense</b>				
200 - Salaries & Wages	-	-	-	0%
205 - Employee Benefits	-	-	-	0%
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	-	-	0%
245 - Supplies & Materials	-	-	-	0%
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	-	-	-	0%
265 - Telecommunications	-	-	-	0%
270 - Interest on Debt	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	53,090	-	53,090	100%
315 - Amortization Expense	-	-	-	0%
<b>Total 600 - Expense</b>	53,090	-	53,090	100%
<b>Net Revenues/(Expenses)</b>	(53,090)	-	(53,090)	100%
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	0%
415 - To Reserve	-	-	-	0%
431 - Long Term Debt Repaid	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	-	-	-	0%
<b>Non-Cash Adjustment</b>	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ (53,090)</b>	<b>\$ -</b>	<b>\$ (53,090)</b>	<b>100%</b>



## Two Year Operating Budget Comparison

### Utilities (including COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	29,247	10,730	18,517	173%
120 - Government Grants	7,000	7,000	-	0%
124 - Utility User Rates	56,401,064	55,013,769	1,387,295	3%
130 - User Fees & Charges	1,103,472	1,084,375	19,097	2%
150 - Investment Income	1,304,630	1,311,658	(7,028)	(1%)
155 - Other Revenues	7,506	6,000	1,506	25%
<b>Total 500 - Revenue</b>	<b>58,852,919</b>	<b>57,433,532</b>	<b>1,419,387</b>	<b>2%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	9,394,077	9,317,040	77,037	1%
205 - Employee Benefits	1,894,980	1,886,014	8,966	0%
210 - Training & Development	214,808	214,323	485	0%
215 - Business Expenses	37,517	37,506	11	0%
220 - Advertising & Printing	510,766	496,916	13,850	3%
225 - Professional Services	332,367	392,882	(60,515)	(15%)
235 - Rentals & Leases	401,674	397,720	3,954	1%
240 - Contracted Services	8,635,306	8,451,751	183,555	2%
245 - Supplies & Materials	23,012,840	21,997,985	1,014,855	5%
250 - Repairs & Maintenance	2,457,297	2,387,392	69,905	3%
255 - Equipment Purchases	181,091	181,091	-	0%
260 - Utilities	(79,789)	(78,546)	(1,243)	2%
265 - Telecommunications	153,259	151,149	2,110	1%
270 - Interest on Debt	1,973,664	2,105,565	(131,901)	(6%)
280 - Other Expenses	95,200	94,388	812	1%
281 - Interprogram	2,570,884	2,674,940	(104,056)	(4%)
315 - Amortization Expense	7,944,497	9,912,249	(1,967,752)	(20%)
<b>Total 600 - Expense</b>	<b>59,730,438</b>	<b>60,620,365</b>	<b>(889,927)</b>	<b>(1%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(877,519)</b>	<b>(3,186,833)</b>	<b>2,309,314</b>	<b>(72%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,318,451	1,425,339	(106,888)	(7%)
415 - To Reserve	(4,819,024)	(4,414,783)	(404,241)	9%
431 - Long Term Debt Repaid	(3,639,969)	(3,787,879)	147,910	(4%)
<b>Total 700 - Non-Operating Items</b>	<b>(7,140,542)</b>	<b>(6,777,323)</b>	<b>(363,219)</b>	<b>5%</b>
<b>Non-Cash Adjustment</b>	<b>8,018,061</b>	<b>9,964,156</b>	<b>(1,946,095)</b>	<b>(20%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Utilities (excluding COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	29,247	10,730	18,517	173%
120 - Government Grants	7,000	7,000	-	0%
124 - Utility User Rates	56,401,064	55,013,769	1,387,295	3%
130 - User Fees & Charges	1,103,472	1,084,375	19,097	2%
150 - Investment Income	1,304,630	1,311,658	(7,028)	(1%)
155 - Other Revenues	7,506	6,000	1,506	25%
<b>Total 500 - Revenue</b>	<b>58,852,919</b>	<b>57,433,532</b>	<b>1,419,387</b>	<b>2%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	9,394,077	9,317,040	77,037	1%
205 - Employee Benefits	1,894,980	1,886,014	8,966	0%
210 - Training & Development	214,808	214,323	485	0%
215 - Business Expenses	37,517	37,506	11	0%
220 - Advertising & Printing	510,766	496,916	13,850	3%
225 - Professional Services	332,367	392,882	(60,515)	(15%)
235 - Rentals & Leases	401,674	397,720	3,954	1%
240 - Contracted Services	8,635,306	8,451,751	183,555	2%
245 - Supplies & Materials	23,012,840	21,997,985	1,014,855	5%
250 - Repairs & Maintenance	2,457,297	2,387,392	69,905	3%
255 - Equipment Purchases	181,091	181,091	-	0%
260 - Utilities	(79,789)	(78,546)	(1,243)	2%
265 - Telecommunications	153,259	151,149	2,110	1%
270 - Interest on Debt	1,973,664	2,105,565	(131,901)	(6%)
280 - Other Expenses	95,200	94,388	812	1%
281 - Interprogram	2,570,884	2,621,850	(50,966)	(2%)
315 - Amortization Expense	7,944,497	9,912,249	(1,967,752)	(20%)
<b>Total 600 - Expense</b>	<b>59,730,438</b>	<b>60,567,275</b>	<b>(836,837)</b>	<b>(1%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(877,519)</b>	<b>(3,133,743)</b>	<b>2,256,224</b>	<b>(72%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	1,318,451	1,425,339	(106,888)	(7%)
415 - To Reserve	(4,819,024)	(4,414,783)	(404,241)	9%
431 - Long Term Debt Repaid	(3,639,969)	(3,787,879)	147,910	(4%)
<b>Total 700 - Non-Operating Items</b>	<b>(7,140,542)</b>	<b>(6,777,323)</b>	<b>(363,219)</b>	<b>5%</b>
<b>Non-Cash Adjustment</b>	<b>8,018,061</b>	<b>9,964,156</b>	<b>(1,946,095)</b>	<b>(20%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ 53,090</b>	<b>\$ (53,090)</b>	<b>-100%</b>

## Two Year Operating Budget Comparison

### Utilities COVID Impacts

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Utilities</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	-	-	-	0%
120 - Government Grants	-	-	-	0%
124 - Utility User Rates	-	-	-	0%
130 - User Fees & Charges	-	-	-	0%
150 - Investment Income	-	-	-	0%
155 - Other Revenues	-	-	-	0%
<b>Total 500 - Revenue</b>	-	-	-	0%
<b>600 - Expense</b>				
200 - Salaries & Wages	-	-	-	0%
205 - Employee Benefits	-	-	-	0%
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	-	-	0%
245 - Supplies & Materials	-	-	-	0%
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	-	-	-	0%
265 - Telecommunications	-	-	-	0%
270 - Interest on Debt	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	-	53,090	(53,090)	(100%)
315 - Amortization Expense	-	-	-	0%
<b>Total 600 - Expense</b>	-	53,090	(53,090)	(100%)
<b>Net Revenues/(Expenses)</b>	-	(53,090)	53,090	(100%)
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	0%
415 - To Reserve	-	-	-	0%
431 - Long Term Debt Repaid	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	-	-	-	0%
<b>Non-Cash Adjustment</b>	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ (53,090)</b>	<b>\$ 53,090</b>	<b>(100%)</b>

## 2021 - 2024 Operating Delta Summary

### Utilities

BUDGET	BASE	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$62.5M	N/A	\$62.5M
COVID	N/A	N/A	N/A
DELTA	(\$3.6M)	N/A	(\$3.6M)
<b>2021 Recommended Budget</b>	<b>\$58.9M</b>	<b>N/A</b>	<b>\$58.9M</b>
2022 Approved in Principle Budget	\$64.0M	N/A	\$64.0M
COVID	N/A	N/A	N/A
DELTA	(\$3.8M)	N/A	(\$3.8M)
<b>2022 Recommended Budget</b>	<b>\$60.2M</b>	<b>N/A</b>	<b>\$60.2M</b>
2023 Approved in Principle Budget	\$65.9M	N/A	\$65.9M
COVID	N/A	N/A	N/A
DELTA	(\$4.1M)	N/A	(\$4.1M)
<b>2023 Recommended Budget</b>	<b>\$61.8M</b>	<b>N/A</b>	<b>\$61.8M</b>
2024 Approved in Principle Budget	N/A	N/A	N/A
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2024 Recommended Budget</b>	<b>\$62.2M</b>	<b>N/A</b>	<b>\$62.2M</b>

Totals may not add due to rounding.

# 2021 - 2024 Change Requests

## Utilities

### 2021

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Initiatives</b>							
2021-INIT-177	UT - Green Routine - Pay as you throw (2021)	-	-	\$ -	\$ -	\$ -	\$ -
2021-INIT-178	UT - Business Operations & Service Excellence (2021)	-	-	-	-	-	-
<b>Initiatives Total</b>		-	-	\$ -	\$ -	\$ -	\$ -



# 2021 MULTI-YEAR DIVISIONAL BUDGET

## COMMUNITY SERVICES DIVISION









## COMMUNITY SERVICES

Community Services' focus is on creating a safe, supported and connected community that celebrates diversity and promotes inclusion. The Social Framework policy guides the collective work on topics 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;

- social supports provided by Family and Community Services
- public safety education and response services delivered by contract through the RCMP including the municipal role in supporting them as well as delivery of Enforcement Services,
- the delivery Emergency Services to ensure effective and efficient fire and emergency medical service response
- the delivery of a safe, progressive, and accessible transit system operated by Strathcona County Transit
- quality recreation and culture programming and top-class event hosting that supports tourism presented by Recreation, Parks and Culture.

As a division with numerous public-facing services, COVID-19 has impacted the work of Community Services significantly. From keeping staff and patrons safe in County recreation and culture facilities and on transit, to providing enforcement support and education, to taking on response and recovery leadership roles, Community Services will continue to adjust to meet community needs in these uncertain times.

### Focus for 2021

- Continuing to ensure our transit fleet keeps passengers moving in a safe and efficient manner both within Strathcona County as well as to destinations in Edmonton.
- Coordinating implementation of the Diversity and Inclusion Policy by connecting with community partners and County departments to increase awareness, understanding and action toward diversity and inclusion in Strathcona County
- Ensuring the provision of community mental health and wellness towards reducing risk, vulnerability and harm that includes a renewed approach to violence, trauma and suicide intervention


- 
- Continuing to assess and find solutions to affordable housing in our community, including examining results of the County's first service-based housing estimate conducted in conjunction Alberta Rural Development Network's 2020 Fall Estimations project
  - Continued work for the development of a potential new indoor multi-use fieldhouse as Strathcona County explores the facility's feasibility

## Challenges

- Balancing the ongoing emergency services' priorities and operations along with the corporate leadership responsibility for COVID-19 response and recovery
- Continuing to be agile and responsive to emergent and changing community needs while continuing to provide recreation and culture needs in a safe manner
- Continuing U-PASS negotiations to find a favourable agreement for all parties to ensure affordable transit for post-secondary students
- Continuing efforts to transition Early Years programs under the new Family Resource Network that focuses on universal, targeted, and intensive programming for a broader population (0-18 years)

## Opportunities

- Continue pathways toward implementation of Regional Smart Bus technology – an account-based electronic fare payment system – to enhance customer experience and convenience
- Optimizing use of grant funding from various sources by collaborating with community partners to support residents on specific issues, such as the grant funding offered toward Traumatic Events System training to County and community leaders
- Heightening proactive patrols and traffic safety enforcement in areas of public concern, and focusing on education and enforcement related to commercial vehicles, speeding and vehicle noise
- Imagining and creating new outdoor opportunities and ways to deliver events in the community,

- 
- Partnering to plan the River Valley Alliance Pedestrian Bridge that will link Edmonton and Strathcona County, within this world-class, integrated, cross-municipality park and trail system

### Efficiencies or changes to business

- Supplemental cross-training, including supportive listening techniques and emphasis on available resources, will enable Family and Community Services' navigators and counsellors to provide "wrap-around support" so residents receive all the supports they need in one call
- Using new technology, Family and Community Services' staff are able to work from home and support "warm handoffs" of participants between navigators, counsellors and co-located partners.
- Examine transit routes that may be underutilized and bringing forward solutions to continue to provide excellent transit options for our residents
- Implementing new eTicketing system will increase efficiency and accuracy in processing and reporting on traffic offences, streamlines ticket submissions to the provincial court, while increasing citizen, motorist and officer safety
- Continually finding new types of equipment or shifting strategies to create cost savings and operational efficiencies, such as the new thermal imaging cameras for safety and security purposes, and a consolidating compressor and fill stations for emergency services self-contained breathing apparatus

# Multiyear Operating Budget Summary

## Community Services (including COVID impacts)

	2021 Recommended Budget	2022 Recommended AIP Budget	2023 Recommended AIP Budget	2024 Recommended AIP Budget
<b>Community Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	5,502,066	5,532,066	5,532,066	5,532,066
130 - User Fees & Charges	18,756,740	28,877,348	28,978,195	29,088,586
145 - Penalties and Fines	4,351,125	4,501,125	4,501,125	4,501,125
155 - Other Revenues	5,981,092	6,226,184	6,357,114	6,131,649
<b>Total 500 - Revenue</b>	<b>34,591,023</b>	<b>45,136,723</b>	<b>45,368,500</b>	<b>45,253,426</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	79,355,879	80,165,166	80,409,602	80,636,767
205 - Employee Benefits	14,334,999	14,462,260	14,501,156	14,532,969
210 - Training & Development	951,842	977,034	1,068,257	1,078,289
215 - Business Expenses	451,215	559,955	690,256	567,684
220 - Advertising & Printing	829,787	874,214	880,183	885,184
225 - Professional Services	185,224	355,324	277,124	279,124
230 - Insurance	392	392	392	392
235 - Rentals & Leases	1,038,157	772,028	797,181	809,731
240 - Contracted Services	21,195,393	23,043,844	24,317,750	24,933,950
245 - Supplies & Materials	5,863,085	5,163,438	5,243,369	5,313,801
250 - Repairs & Maintenance	1,411,137	1,418,674	1,581,598	1,808,274
255 - Equipment Purchases	1,215,029	1,227,049	1,228,371	1,269,520
260 - Utilities	4,915,631	5,177,927	5,247,996	5,363,681
265 - Telecommunications	360,662	358,578	363,143	367,498
275 - Grants & Requisitions	1,759,882	1,762,919	1,767,919	1,772,919
280 - Other Expenses	413,554	595,495	612,195	643,205
281 - Interprogram	5,869,849	5,930,764	6,013,224	6,093,789
<b>Total 600 - Expense</b>	<b>140,151,717</b>	<b>142,845,061</b>	<b>144,999,716</b>	<b>146,356,777</b>
<b>Net Revenues/(Expenses)</b>	<b>(105,560,694)</b>	<b>(97,708,338)</b>	<b>(99,631,216)</b>	<b>(101,103,351)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	898,176	971,855	665,000	665,000
415 - To Reserve	(4,773,843)	(4,808,843)	(5,006,843)	(5,101,843)
<b>Total 700 - Non-Operating Items</b>	<b>(3,875,667)</b>	<b>(3,836,988)</b>	<b>(4,341,843)</b>	<b>(4,436,843)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (109,436,361)</b>	<b>\$ (101,545,326)</b>	<b>\$ (103,973,059)</b>	<b>\$ (105,540,194)</b>

## Two Year Operating Budget Comparison

### Community Services (including COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Community Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	5,502,066	5,340,422	161,644	3%
130 - User Fees & Charges	18,756,740	29,257,673	(10,500,933)	(36%)
145 - Penalties and Fines	4,351,125	4,598,855	(247,730)	(5%)
155 - Other Revenues	5,981,092	6,443,850	(462,758)	(7%)
<b>Total 500 - Revenue</b>	<b>34,591,023</b>	<b>45,640,800</b>	<b>(11,049,777)</b>	<b>(24%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	79,355,879	80,274,038	(918,159)	(1%)
205 - Employee Benefits	14,334,999	14,242,546	92,453	1%
210 - Training & Development	951,842	1,087,796	(135,954)	(12%)
215 - Business Expenses	451,215	542,184	(90,969)	(17%)
220 - Advertising & Printing	829,787	912,761	(82,974)	(9%)
225 - Professional Services	185,224	290,385	(105,161)	(36%)
230 - Insurance	392	330	62	19%
235 - Rentals & Leases	1,038,157	674,741	363,416	54%
240 - Contracted Services	21,195,393	21,334,762	(139,369)	(1%)
245 - Supplies & Materials	5,863,085	5,019,768	843,317	17%
250 - Repairs & Maintenance	1,411,137	1,332,773	78,364	6%
255 - Equipment Purchases	1,215,029	1,274,892	(59,863)	(5%)
260 - Utilities	4,915,631	5,198,439	(282,808)	(5%)
265 - Telecommunications	360,662	355,755	4,907	1%
275 - Grants & Requisitions	1,759,882	1,694,401	65,481	4%
280 - Other Expenses	413,554	567,930	(154,376)	(27%)
281 - Interprogram	5,869,849	5,956,106	(86,257)	(1%)
<b>Total 600 - Expense</b>	<b>140,151,717</b>	<b>140,759,607</b>	<b>(607,890)</b>	<b>(0%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(105,560,694)</b>	<b>(95,118,807)</b>	<b>(10,441,887)</b>	<b>11%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	898,176	881,878	16,298	2%
415 - To Reserve	(4,773,843)	(4,650,893)	(122,950)	3%
<b>Total 700 - Non-Operating Items</b>	<b>(3,875,667)</b>	<b>(3,769,015)</b>	<b>(106,652)</b>	<b>3%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (109,436,361)</b>	<b>\$ (98,887,822)</b>	<b>\$ (10,548,539)</b>	<b>11%</b>

## Two Year Operating Budget Comparison

### Community Services (excluding COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Community Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	5,502,066	5,340,422	161,644	3%
130 - User Fees & Charges	28,936,073	29,257,673	(321,600)	(1%)
145 - Penalties and Fines	4,501,125	4,598,855	(97,730)	(2%)
155 - Other Revenues	6,136,689	6,443,850	(307,161)	(5%)
<b>Total 500 - Revenue</b>	<b>45,075,953</b>	<b>45,640,800</b>	<b>(564,847)</b>	<b>(1%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	79,927,061	80,274,038	(346,977)	(0%)
205 - Employee Benefits	14,361,835	14,242,546	119,289	1%
210 - Training & Development	1,046,794	1,087,796	(41,002)	(4%)
215 - Business Expenses	514,933	542,184	(27,251)	(5%)
220 - Advertising & Printing	893,102	912,761	(19,659)	(2%)
225 - Professional Services	185,224	290,385	(105,161)	(36%)
230 - Insurance	392	330	62	19%
235 - Rentals & Leases	774,181	674,741	99,440	15%
240 - Contracted Services	22,132,737	21,334,762	797,975	4%
245 - Supplies & Materials	4,980,077	5,019,768	(39,691)	(1%)
250 - Repairs & Maintenance	1,411,137	1,332,773	78,364	6%
255 - Equipment Purchases	1,215,029	1,274,892	(59,863)	(5%)
260 - Utilities	5,134,115	5,198,439	(64,324)	(1%)
265 - Telecommunications	360,662	355,755	4,907	1%
275 - Grants & Requisitions	1,759,882	1,694,401	65,481	4%
280 - Other Expenses	561,096	567,930	(6,834)	(1%)
281 - Interprogram	5,869,849	5,956,106	(86,257)	(1%)
<b>Total 600 - Expense</b>	<b>141,128,106</b>	<b>140,759,607</b>	<b>368,499</b>	<b>0%</b>
<b>Net Revenues/(Expenses)</b>	<b>(96,052,153)</b>	<b>(95,118,807)</b>	<b>(933,346)</b>	<b>1%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	898,176	881,878	16,298	2%
415 - To Reserve	(4,773,843)	(4,650,893)	(122,950)	3%
<b>Total 700 - Non-Operating Items</b>	<b>(3,875,667)</b>	<b>(3,769,015)</b>	<b>(106,652)</b>	<b>3%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (99,927,820)</b>	<b>\$ (98,887,822)</b>	<b>\$ (1,039,998)</b>	<b>1%</b>

## Two Year Operating Budget Comparison

### Community Services COVID Impacts

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Community Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	-	-	-	0%
130 - User Fees & Charges	(10,179,333)	-	(10,179,333)	100%
145 - Penalties and Fines	(150,000)	-	(150,000)	100%
155 - Other Revenues	(155,597)	-	(155,597)	100%
<b>Total 500 - Revenue</b>	<b>(10,484,930)</b>	<b>-</b>	<b>(10,484,930)</b>	<b>100%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	(571,182)	-	(571,182)	100%
205 - Employee Benefits	(26,836)	-	(26,836)	100%
210 - Training & Development	(94,952)	-	(94,952)	100%
215 - Business Expenses	(63,718)	-	(63,718)	100%
220 - Advertising & Printing	(63,315)	-	(63,315)	100%
225 - Professional Services	-	-	-	0%
230 - Insurance	-	-	-	0%
235 - Rentals & Leases	263,976	-	263,976	100%
240 - Contracted Services	(937,344)	-	(937,344)	100%
245 - Supplies & Materials	883,008	-	883,008	100%
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	(218,484)	-	(218,484)	100%
265 - Telecommunications	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
280 - Other Expenses	(147,542)	-	(147,542)	100%
281 - Interprogram	-	-	-	0%
<b>Total 600 - Expense</b>	<b>(976,389)</b>	<b>-</b>	<b>(976,389)</b>	<b>100%</b>
<b>Net Revenues/(Expenses)</b>	<b>(9,508,541)</b>	<b>-</b>	<b>(9,508,541)</b>	<b>100%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	0%
415 - To Reserve	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (9,508,541)</b>	<b>\$ -</b>	<b>\$ (9,508,541)</b>	<b>100%</b>

## Two Year Operating Budget Comparison

### Community Services (including COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Community Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	5,532,066	5,502,066	30,000	1%
130 - User Fees & Charges	28,877,348	18,756,740	10,120,608	54%
145 - Penalties and Fines	4,501,125	4,351,125	150,000	3%
155 - Other Revenues	6,226,184	5,981,092	245,092	4%
<b>Total 500 - Revenue</b>	<b>45,136,723</b>	<b>34,591,023</b>	<b>10,545,700</b>	<b>30%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	80,165,166	79,355,879	809,287	1%
205 - Employee Benefits	14,462,260	14,334,999	127,261	1%
210 - Training & Development	977,034	951,842	25,192	3%
215 - Business Expenses	559,955	451,215	108,740	24%
220 - Advertising & Printing	874,214	829,787	44,427	5%
225 - Professional Services	355,324	185,224	170,100	92%
230 - Insurance	392	392	-	0%
235 - Rentals & Leases	772,028	1,038,157	(266,129)	(26%)
240 - Contracted Services	23,043,844	21,195,393	1,848,451	9%
245 - Supplies & Materials	5,163,438	5,863,085	(699,647)	(12%)
250 - Repairs & Maintenance	1,418,674	1,411,137	7,537	1%
255 - Equipment Purchases	1,227,049	1,215,029	12,020	1%
260 - Utilities	5,177,927	4,915,631	262,296	5%
265 - Telecommunications	358,578	360,662	(2,084)	(1%)
275 - Grants & Requisitions	1,762,919	1,759,882	3,037	0%
280 - Other Expenses	595,495	413,554	181,941	44%
281 - Interprogram	5,930,764	5,869,849	60,915	1%
<b>Total 600 - Expense</b>	<b>142,845,061</b>	<b>140,151,717</b>	<b>2,693,344</b>	<b>2%</b>
<b>Net Revenues/(Expenses)</b>	<b>(97,708,338)</b>	<b>(105,560,694)</b>	<b>7,852,356</b>	<b>(7%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	971,855	898,176	73,679	8%
415 - To Reserve	(4,808,843)	(4,773,843)	(35,000)	1%
<b>Total 700 - Non-Operating Items</b>	<b>(3,836,988)</b>	<b>(3,875,667)</b>	<b>38,679</b>	<b>(1%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (101,545,326)</b>	<b>\$ (109,436,361)</b>	<b>\$ 7,891,035</b>	<b>(7%)</b>



## Two Year Operating Budget Comparison

### Community Services (excluding COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Community Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	5,532,066	5,502,066	30,000	1%
130 - User Fees & Charges	28,877,348	28,936,073	(58,725)	(0%)
145 - Penalties and Fines	4,501,125	4,501,125	-	0%
155 - Other Revenues	6,226,184	6,136,689	89,495	1%
<b>Total 500 - Revenue</b>	<b>45,136,723</b>	<b>45,075,953</b>	<b>60,770</b>	<b>0%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	80,165,166	79,927,061	238,105	0%
205 - Employee Benefits	14,462,260	14,361,835	100,425	1%
210 - Training & Development	977,034	1,046,794	(69,760)	(7%)
215 - Business Expenses	559,955	514,933	45,022	9%
220 - Advertising & Printing	874,214	893,102	(18,888)	(2%)
225 - Professional Services	355,324	185,224	170,100	92%
230 - Insurance	392	392	-	0%
235 - Rentals & Leases	772,028	774,181	(2,153)	(0%)
240 - Contracted Services	23,043,844	22,132,737	911,107	4%
245 - Supplies & Materials	5,163,438	4,980,077	183,361	4%
250 - Repairs & Maintenance	1,418,674	1,411,137	7,537	1%
255 - Equipment Purchases	1,227,049	1,215,029	12,020	1%
260 - Utilities	5,177,927	5,134,115	43,812	1%
265 - Telecommunications	358,578	360,662	(2,084)	(1%)
275 - Grants & Requisitions	1,762,919	1,759,882	3,037	0%
280 - Other Expenses	595,495	561,096	34,399	6%
281 - Interprogram	5,930,764	5,869,849	60,915	1%
<b>Total 600 - Expense</b>	<b>142,845,061</b>	<b>141,128,106</b>	<b>1,716,955</b>	<b>1%</b>
<b>Net Revenues/(Expenses)</b>	<b>(97,708,338)</b>	<b>(96,052,153)</b>	<b>(1,656,185)</b>	<b>2%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	971,855	898,176	73,679	8%
415 - To Reserve	(4,808,843)	(4,773,843)	(35,000)	1%
<b>Total 700 - Non-Operating Items</b>	<b>(3,836,988)</b>	<b>(3,875,667)</b>	<b>38,679</b>	<b>(1%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (101,545,326)</b>	<b>\$ (99,927,820)</b>	<b>\$ (1,617,506)</b>	<b>2%</b>

## Two Year Operating Budget Comparison

### Community Services COVID Impacts

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Community Services</b>				
<b>500 - Revenue</b>				
120 - Government Grants	-	-	-	0%
130 - User Fees & Charges	-	(10,179,333)	10,179,333	(100%)
145 - Penalties and Fines	-	(150,000)	150,000	(100%)
155 - Other Revenues	-	(155,597)	155,597	(100%)
<b>Total 500 - Revenue</b>	-	(10,484,930)	10,484,930	(100%)
<b>600 - Expense</b>				
200 - Salaries & Wages	-	(571,182)	571,182	(100%)
205 - Employee Benefits	-	(26,836)	26,836	(100%)
210 - Training & Development	-	(94,952)	94,952	(100%)
215 - Business Expenses	-	(63,718)	63,718	(100%)
220 - Advertising & Printing	-	(63,315)	63,315	(100%)
225 - Professional Services	-	-	-	0%
230 - Insurance	-	-	-	0%
235 - Rentals & Leases	-	263,976	(263,976)	(100%)
240 - Contracted Services	-	(937,344)	937,344	(100%)
245 - Supplies & Materials	-	883,008	(883,008)	(100%)
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	-	(218,484)	218,484	(100%)
265 - Telecommunications	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
280 - Other Expenses	-	(147,542)	147,542	(100%)
281 - Interprogram	-	-	-	0%
<b>Total 600 - Expense</b>	-	(976,389)	976,389	(100%)
<b>Net Revenues/(Expenses)</b>	-	(9,508,541)	9,508,541	(100%)
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	0%
415 - To Reserve	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ (9,508,541)</b>	<b>\$ 9,508,541</b>	<b>(100%)</b>

## 2021 - 2024 Operating Delta Summary

### Community Services

BUDGET	BASE	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$101.1M	N/A	\$101.1M
COVID	\$6.7M	\$2.8M	\$9.5M
DELTA	(\$1.2M)	\$0.0M	(\$1.2M)
<b>2021 Recommended Budget</b>	<b>\$106.6M</b>	<b>\$2.8M</b>	<b>\$109.4M</b>
2022 Approved in Principle Budget	\$102.6M	N/A	\$102.6M
COVID	N/A	N/A	N/A
DELTA	(\$1.1M)	N/A	(\$1.1M)
<b>2022 Recommended Budget</b>	<b>\$101.5M</b>	<b>N/A</b>	<b>\$101.5M</b>
2023 Approved in Principle Budget	\$104.6M	N/A	\$104.6M
COVID	N/A	N/A	N/A
DELTA	(\$0.6M)	N/A	(\$0.6M)
<b>2023 Recommended Budget</b>	<b>\$104.0M</b>	<b>N/A</b>	<b>\$104.0M</b>
2024 Approved in Principle Budget	N/A	N/A	N/A
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2024 Recommended Budget</b>	<b>\$105.4M</b>	<b>\$0.1M</b>	<b>\$105.5M</b>

Totals may not add due to rounding.

# 2021 - 2024 Change Requests

## Community Services

### 2021

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Staff Increase Requests</b>							
2021-SIR-156	RPC- Recreation Program Instructor Reclassification Phase I (2021)	-	4,125	\$ 34,750	\$ 34,750	\$ 34,750	\$ 34,750
<b>Staff Increase Requests Total</b>		-	4,125	34,750	34,750	34,750	34,750
<b>Operating Impacts</b>							
2021-OPS-10	AUTO - 1791 - SCT AUTO Mobility Bus Vehicle Expansion (2021)	-	-	20,000	40,000	58,000	58,000
<b>Operating Impacts Total</b>		-	-	20,000	40,000	58,000	58,000
<b>Priority Change Requests</b>							
2021-PCR-1	SCT - Local Change 6 to 6:15 (2021)	-	-	(38,100)	(38,100)	(38,100)	(38,100)
<b>Priority Change Requests Total</b>		-	-	(38,100)	(38,100)	(38,100)	(38,100)
<b>COVID-19 Adjustments</b>							
2021-COVID-2	SCT - COVID Revenue Adjustment	-	-	1,208,761	-	-	-
2021-COVID-6	SCT - Bus Cleaners (2021)	-	5,240	139,400	-	-	-
2021-COVID-7	SCES - COVID-19 Impacts	-	-	201,550	-	-	-
2021-COVID-9	RCMP - COVID Revenue impacts	-	-	150,000	-	-	-
2021-COVID-11	SCES - Corporate PPE & Cleaning Supplies	-	1,820	1,091,504	-	-	-
2021-COVID-12	FCS - COVID Cleaning Supplies	-	-	1,600	-	-	-
2021-COVID-13	RPC - Extra COVID PPE	-	-	31,500	-	-	-
<b>COVID-19 Adjustments Total</b>		-	7,060	2,824,315	-	-	-
<b>Grand Total</b>							
		-	11,185	\$ 2,840,965	\$ 36,650	\$ 54,650	\$ 54,650

# 2021 - 2024 Change Requests

## Community Services

### 2022

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Initiatives</b>							
2021-INIT-166	(AIP)FCS - Community Cemetery Assessment (2022)	-	-	\$ -	\$ -	\$ -	\$ -
<b>Initiatives Total</b>		-	-	-	-	-	-
<b>Grand Total</b>		-	-	\$ -	\$ -	\$ -	\$ -

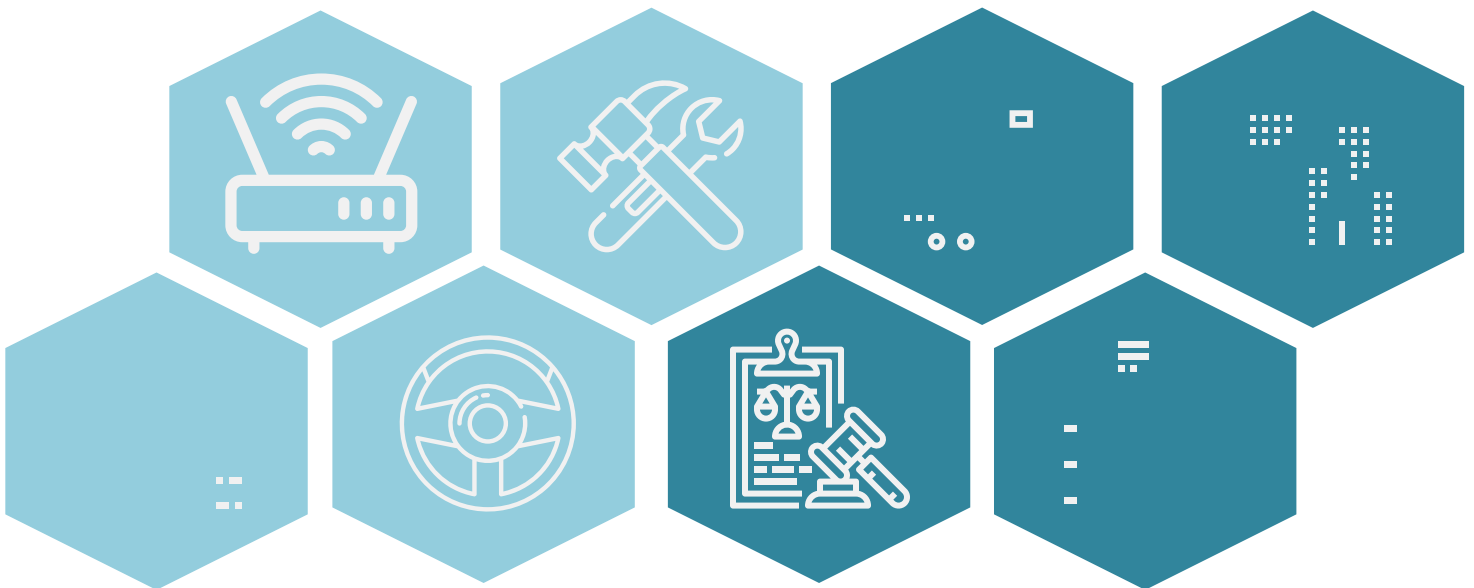
### 2024

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Operating Impacts</b>							
2021-OPS-45	(AIP) AUTO - 1273 - RPC - Open Space Planning (2024)	-	-	\$ -	\$ -	\$ -	\$ 54,000
<b>Operating Impacts Total</b>		-	-	\$ -	\$ -	\$ -	\$ 54,000
<b>Grand Total</b>		-	-	\$ -	\$ -	\$ -	\$ 54,000



# 2021 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.

The COVID pandemic has placed tremendous demands on Corporate Services' staff and operations. These pressures are anticipated to continue given the potential for COVID-19 to remain well into next year. Whether it is providing digitization to enable remote work, supporting staff who are working under these unusual conditions or who may fall ill, retro-fitting our facilities to ensure our workplaces are safe, or changing the way we conduct Council meetings and public hearings – the next year will be filled with challenges, but also opportunities as we re-imagine the way we work.

### Focus for 2021

- Progressing on energy improvements in municipal buildings to achieve Green House Gas (GHG) reductions as approved by Council
- Continuing Green Fleet Research as part of the County's Emissions Reduction Strategy
- Implementing Strathcona County Business Transformation (SCBT), Digital Workplace, Next Generation 911 system (NG911) and OHS Tech solution
- Conducting an accessible and well-run municipal election in times of COVID-19
- Advancing the workplace of the future through the People Plan and succession plan



## Challenges


- Increasing complexity of facility projects and balancing department resource requirements
- Changing skill requirements relating to advancing technologies
- Meeting capacity challenges as teams continue COVID-19 response and Strathcona County Business Transformation preparedness, change management and implementation
- Managing the high demand for service, with critical extra attention required in coordinating multiple projects to ensure success

## Opportunities

- Implementing new and upgraded technology changes to improve the way we do business
- Streamlining contract administration through the business transformation project
- Developing a comprehensive corporate furniture standards and lifecycle plans to cover the needs of departments
- Securing five-year procurement contracts for light duty and ambulance vehicles
- Finding new and innovative ways to work and engage staff in a pandemic environment

## Efficiencies or changes to business

- Developing a comprehensive resource plan for capital projects
- Using the County's service level model to support requirements for the organization, Fleet defined core business priorities
- Evolving the HR organizational structure to support the future operating model

- 
- Continuing enhancements and onboarding of Digital Workplace across the organization
  - Realizing efficiencies through the move to in-house bylaw prosecutions

# Multiyear Operating Budget Summary

## Corporate Services (including COVID impacts)

	2021 Recommended Budget	2022 Recommended AIP Budget	2023 Recommended AIP Budget	2024 Recommended AIP Budget
<b>Corporate Services</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	909,541	675,041	675,041	675,041
155 - Other Revenues	68,910	68,910	68,910	68,910
<b>Total 500 - Revenue</b>	<b>978,451</b>	<b>743,951</b>	<b>743,951</b>	<b>743,951</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	23,124,390	22,170,364	21,978,157	22,158,406
205 - Employee Benefits	4,893,099	4,693,537	4,683,971	4,691,656
210 - Training & Development	585,779	577,370	578,319	578,319
215 - Business Expenses	188,376	199,501	178,251	191,751
220 - Advertising & Printing	328,074	361,215	266,575	332,656
225 - Professional Services	1,806,300	2,182,300	1,959,300	1,569,800
235 - Rentals & Leases	786,357	763,957	663,957	763,957
240 - Contracted Services	8,024,803	6,746,087	6,918,197	6,809,974
245 - Supplies & Materials	9,643,375	9,668,681	9,766,351	10,343,020
250 - Repairs & Maintenance	3,573,352	3,619,843	3,665,243	3,713,554
255 - Equipment Purchases	349,813	345,429	338,113	338,113
260 - Utilities	1,282,323	1,322,980	1,415,131	1,415,129
265 - Telecommunications	469,973	475,999	466,868	474,818
275 - Grants & Requisitions	82,000	82,000	82,000	82,000
280 - Other Expenses	158,542	154,310	152,593	153,392
281 - Interprogram	(7,319,224)	(7,216,865)	(7,302,571)	(7,376,506)
<b>Total 600 - Expense</b>	<b>47,977,332</b>	<b>46,146,708</b>	<b>45,810,455</b>	<b>46,240,039</b>
<b>Net Revenues/(Expenses)</b>	<b>(46,998,881)</b>	<b>(45,402,757)</b>	<b>(45,066,504)</b>	<b>(45,496,088)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	4,190,834	3,777,671	3,722,515	4,227,274
415 - To Reserve	(9,980,790)	(10,002,998)	(11,065,591)	(11,107,601)
<b>Total 700 - Non-Operating Items</b>	<b>(5,789,956)</b>	<b>(6,225,327)</b>	<b>(7,343,076)</b>	<b>(6,880,327)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (52,788,837)</b>	<b>\$ (51,628,084)</b>	<b>\$ (52,409,580)</b>	<b>\$ (52,376,415)</b>

## Two Year Operating Budget Comparison

### Corporate Services (including COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Corporate Services</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	909,541	639,441	270,100	42%
155 - Other Revenues	68,910	68,910	-	0%
<b>Total 500 - Revenue</b>	<b>978,451</b>	<b>708,351</b>	<b>270,100</b>	<b>38%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	23,124,390	22,638,742	485,648	2%
205 - Employee Benefits	4,893,099	4,840,303	52,796	1%
210 - Training & Development	585,779	583,993	1,786	0%
215 - Business Expenses	188,376	194,145	(5,769)	(3%)
220 - Advertising & Printing	328,074	327,543	531	0%
225 - Professional Services	1,806,300	1,747,486	58,814	3%
235 - Rentals & Leases	786,357	787,977	(1,620)	(0%)
240 - Contracted Services	8,024,803	6,535,689	1,489,114	23%
245 - Supplies & Materials	9,643,375	9,803,517	(160,142)	(2%)
250 - Repairs & Maintenance	3,573,352	3,556,597	16,755	0%
255 - Equipment Purchases	349,813	400,379	(50,566)	(13%)
260 - Utilities	1,282,323	1,270,856	11,467	1%
265 - Telecommunications	469,973	413,559	56,414	14%
275 - Grants & Requisitions	82,000	82,000	-	0%
280 - Other Expenses	158,542	143,467	15,075	11%
281 - Interprogram	(7,319,224)	(7,846,043)	526,819	(7%)
<b>Total 600 - Expense</b>	<b>47,977,332</b>	<b>45,480,210</b>	<b>2,497,122</b>	<b>5%</b>
<b>Net Revenues/(Expenses)</b>	<b>(46,998,881)</b>	<b>(44,771,859)</b>	<b>(2,227,022)</b>	<b>5%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	4,190,834	3,124,830	1,066,004	34%
415 - To Reserve	(9,980,790)	(9,105,846)	(874,944)	10%
<b>Total 700 - Non-Operating Items</b>	<b>(5,789,956)</b>	<b>(5,981,016)</b>	<b>191,060</b>	<b>(3%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (52,788,837)</b>	<b>\$ (50,752,875)</b>	<b>\$ (2,035,962)</b>	<b>4%</b>

## Two Year Operating Budget Comparison

### Corporate Services (excluding COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Corporate Services</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	1,013,271	639,441	373,830	58%
155 - Other Revenues	68,910	68,910	-	0%
<b>Total 500 - Revenue</b>	<b>1,082,181</b>	<b>708,351</b>	<b>373,830</b>	<b>53%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	23,124,390	22,638,742	485,648	2%
205 - Employee Benefits	4,893,099	4,840,303	52,796	1%
210 - Training & Development	585,779	583,993	1,786	0%
215 - Business Expenses	188,376	194,145	(5,769)	(3%)
220 - Advertising & Printing	328,074	327,543	531	0%
225 - Professional Services	1,806,300	1,747,486	58,814	3%
235 - Rentals & Leases	786,357	787,977	(1,620)	(0%)
240 - Contracted Services	7,102,813	6,535,689	567,124	9%
245 - Supplies & Materials	9,618,375	9,803,517	(185,142)	(2%)
250 - Repairs & Maintenance	3,573,352	3,556,597	16,755	0%
255 - Equipment Purchases	349,813	400,379	(50,566)	(13%)
260 - Utilities	1,282,323	1,270,856	11,467	1%
265 - Telecommunications	469,973	413,559	56,414	14%
275 - Grants & Requisitions	82,000	82,000	-	0%
280 - Other Expenses	158,542	143,467	15,075	11%
281 - Interprogram	(7,211,226)	(7,846,043)	634,817	(8%)
<b>Total 600 - Expense</b>	<b>47,138,340</b>	<b>45,480,210</b>	<b>1,658,130</b>	<b>4%</b>
<b>Net Revenues/(Expenses)</b>	<b>(46,056,159)</b>	<b>(44,771,859)</b>	<b>(1,284,300)</b>	<b>3%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	4,190,834	3,124,830	1,066,004	34%
415 - To Reserve	(9,980,790)	(9,105,846)	(874,944)	10%
<b>Total 700 - Non-Operating Items</b>	<b>(5,789,956)</b>	<b>(5,981,016)</b>	<b>191,060</b>	<b>(3%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (51,846,115)</b>	<b>\$ (50,752,875)</b>	<b>\$ (1,093,240)</b>	<b>2%</b>

## Two Year Operating Budget Comparison

### Corporate Services COVID Impacts

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Corporate Services</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	(103,730)	-	(103,730)	100%
155 - Other Revenues	-	-	-	0%
<b>Total 500 - Revenue</b>	<b>(103,730)</b>	<b>-</b>	<b>(103,730)</b>	<b>100%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	-	-	-	0%
205 - Employee Benefits	-	-	-	0%
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	921,990	-	921,990	0%
245 - Supplies & Materials	25,000	-	25,000	0%
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	-	-	-	0%
265 - Telecommunications	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	(107,998)	-	(107,998)	0%
<b>Total 600 - Expense</b>	<b>838,992</b>	<b>-</b>	<b>838,992</b>	<b>0%</b>
<b>Net Revenues/(Expenses)</b>	<b>(942,722)</b>	<b>-</b>	<b>(942,722)</b>	<b>0%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	34%
415 - To Reserve	-	-	-	10%
<b>Total 700 - Non-Operating Items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (942,722)</b>	<b>\$ -</b>	<b>\$ (942,722)</b>	<b>2%</b>

## Two Year Operating Budget Comparison

### Corporate Services (including COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Corporate Services</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	675,041	909,541	(234,500)	(26%)
155 - Other Revenues	68,910	68,910	-	0%
<b>Total 500 - Revenue</b>	<b>743,951</b>	<b>978,451</b>	<b>(234,500)</b>	<b>(24%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	22,170,364	23,124,390	(954,026)	(4%)
205 - Employee Benefits	4,693,537	4,893,099	(199,562)	(4%)
210 - Training & Development	577,370	585,779	(8,409)	(1%)
215 - Business Expenses	199,501	188,376	11,125	6%
220 - Advertising & Printing	361,215	328,074	33,141	10%
225 - Professional Services	2,182,300	1,806,300	376,000	21%
235 - Rentals & Leases	763,957	786,357	(22,400)	(3%)
240 - Contracted Services	6,746,087	8,024,803	(1,278,716)	(16%)
245 - Supplies & Materials	9,668,681	9,643,375	25,306	0%
250 - Repairs & Maintenance	3,619,843	3,573,352	46,491	1%
255 - Equipment Purchases	345,429	349,813	(4,384)	(1%)
260 - Utilities	1,322,980	1,282,323	40,657	3%
265 - Telecommunications	475,999	469,973	6,026	1%
275 - Grants & Requisitions	82,000	82,000	-	0%
280 - Other Expenses	154,310	158,542	(4,232)	(3%)
281 - Interprogram	(7,216,865)	(7,319,224)	102,359	(1%)
<b>Total 600 - Expense</b>	<b>46,146,708</b>	<b>47,977,332</b>	<b>(1,830,624)</b>	<b>(4%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(45,402,757)</b>	<b>(46,998,881)</b>	<b>1,596,124</b>	<b>(3%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	3,777,671	4,190,834	(413,163)	(10%)
415 - To Reserve	(10,002,998)	(9,980,790)	(22,208)	0%
<b>Total 700 - Non-Operating Items</b>	<b>(6,225,327)</b>	<b>(5,789,956)</b>	<b>(435,371)</b>	<b>8%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (51,628,084)</b>	<b>\$ (52,788,837)</b>	<b>\$ 1,160,753</b>	<b>-2%</b>



## Two Year Operating Budget Comparison

### Corporate Services (excluding COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Corporate Services</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	675,041	1,013,271	(338,230)	(33%)
155 - Other Revenues	68,910	68,910	-	0%
<b>Total 500 - Revenue</b>	<b>743,951</b>	<b>1,082,181</b>	<b>(338,230)</b>	<b>(31%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	22,170,364	23,124,390	(954,026)	(4%)
205 - Employee Benefits	4,693,537	4,893,099	(199,562)	(4%)
210 - Training & Development	577,370	585,779	(8,409)	(1%)
215 - Business Expenses	199,501	188,376	11,125	6%
220 - Advertising & Printing	361,215	328,074	33,141	10%
225 - Professional Services	2,182,300	1,806,300	376,000	21%
235 - Rentals & Leases	763,957	786,357	(22,400)	(3%)
240 - Contracted Services	6,746,087	7,102,813	(356,726)	(5%)
245 - Supplies & Materials	9,668,681	9,618,375	50,306	1%
250 - Repairs & Maintenance	3,619,843	3,573,352	46,491	1%
255 - Equipment Purchases	345,429	349,813	(4,384)	(1%)
260 - Utilities	1,322,980	1,282,323	40,657	3%
265 - Telecommunications	475,999	469,973	6,026	1%
275 - Grants & Requisitions	82,000	82,000	-	0%
280 - Other Expenses	154,310	158,542	(4,232)	(3%)
281 - Interprogram	(7,216,865)	(7,211,226)	(5,639)	0%
<b>Total 600 - Expense</b>	<b>46,146,708</b>	<b>47,138,340</b>	<b>(991,632)</b>	<b>(2%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(45,402,757)</b>	<b>(46,056,159)</b>	<b>653,402</b>	<b>(1%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	3,777,671	4,190,834	(413,163)	(10%)
415 - To Reserve	(10,002,998)	(9,980,790)	(22,208)	0%
<b>Total 700 - Non-Operating Items</b>	<b>(6,225,327)</b>	<b>(5,789,956)</b>	<b>(435,371)</b>	<b>8%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (51,628,084)</b>	<b>\$ (51,846,115)</b>	<b>\$ 218,031</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Corporate Services COVID Impacts

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Corporate Services</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	-	(103,730)	103,730	(100%)
155 - Other Revenues	-	-	-	0%
<b>Total 500 - Revenue</b>	-	(103,730)	103,730	(100%)
<b>600 - Expense</b>				
200 - Salaries & Wages	-	-	-	0%
205 - Employee Benefits	-	-	-	0%
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	921,990	(921,990)	(100%)
245 - Supplies & Materials	-	25,000	(25,000)	(100%)
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
260 - Utilities	-	-	-	0%
265 - Telecommunications	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	-	(107,998)	107,998	(100%)
<b>Total 600 - Expense</b>	-	838,992	(838,992)	(100%)
<b>Net Revenues/(Expenses)</b>	-	(942,722)	942,722	(100%)
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	0%
415 - To Reserve	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ (942,722)</b>	<b>\$ 942,722</b>	<b>(100%)</b>

## 2021 - 2024 Operating Delta Summary

### Corporate Services

BUDGET	BASE	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$52.2M	\$0.3M	\$52.5M
COVID	\$0.0M	\$1.0M	\$1.0M
DELTA	(\$0.8M)	\$0.1M	(\$0.7M)
<b>2021 Recommended Budget</b>	<b>\$51.4M</b>	<b>\$1.4M</b>	<b>\$52.8M</b>
2022 Approved in Principle Budget	\$51.3M	\$0.4M	\$51.7M
COVID	N/A	N/A	N/A
DELTA	\$0.3M	(\$0.4M)	(\$0.1M)
<b>2022 Recommended Budget</b>	<b>\$51.6M</b>	<b>N/A</b>	<b>\$51.6M</b>
2023 Approved in Principle Budget	\$51.4M	N/A	\$51.4M
COVID	N/A	N/A	N/A
DELTA	\$0.5M	\$0.5M	\$1.0M
<b>2023 Recommended Budget</b>	<b>\$51.9M</b>	<b>\$0.5M</b>	<b>\$52.4M</b>
2024 Approved in Principle Budget	N/A	N/A	N/A
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2024 Recommended Budget</b>	<b>\$52.4M</b>	<b>N/A</b>	<b>\$52.4M</b>

Totals may not add due to rounding.

# 2021 - 2024 Change Requests

## Corporate Services

### 2021

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Staff Increase Requests</b>							
2021-SIR-39	FAC - Asset Management Admin Support (Temp to Perm) (2021)	1.0	-	\$ -	\$ -	\$ -	\$ -
2021-SIR-158	HR - Wellness Program Coordinator (Temp in Place)	1.0	-	112,747	111,884	111,884	111,884
<b>Staff Increase Requests Total</b>		<b>2.0</b>	<b>-</b>	<b>112,747</b>	<b>111,884</b>	<b>111,884</b>	<b>111,884</b>
<b>Initiatives</b>							
2021-INIT-175	FAC - Additional Security Guard (2021)	-	-	100,000	100,000	100,000	100,000
<b>Initiatives Total</b>		<b>-</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Operating Impacts</b>							
2021-OPS-38	(BASE) AUTO - 1286 - FAC - Annual Program (2021)	-	-	100,000	100,000	800,000	800,000
2021-OPS-42	AUTO - 2017 FLT - Corporate GPS System (2021)	-	2,730	60,779	(87,150)	(87,150)	(87,150)
<b>Operating Impacts Total</b>		<b>-</b>	<b>2,730</b>	<b>160,779</b>	<b>12,850</b>	<b>712,850</b>	<b>712,850</b>
<b>COVID-19 Adjustments</b>							
2021-COVID-1	LLS - Contingency for Election 2021	-	-	15,000	-	-	-
2021-COVID-3	FAC Additional Facility Cleaning and Loss of Revenue	-	-	1,025,720	-	-	-
<b>COVID-19 Adjustments Total</b>		<b>-</b>	<b>-</b>	<b>1,040,720</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		<b>2.0</b>	<b>2,730</b>	<b>\$ 1,414,246</b>	<b>\$ 224,734</b>	<b>\$ 924,734</b>	<b>\$ 924,734</b>

# 2021 - 2024 Change Requests

## Corporate Services

2023

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Initiatives</b>							
2021-INIT-67	(AIP) HR - Corporate Learning and Development (2023)	1.0	-	\$ -	\$ -	158,107	\$ 160,872
2021-INIT-111	(AIP) ITS - Annual Application Lifecycle (2023)	-	-	-	-	350,000	350,000
<b>Initiatives Total</b>		<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>508,107</b>	<b>510,872</b>
<b>Grand Total</b>		<b>1.0</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>508,107</b>	<b>\$ 510,872</b>



# 2021 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.

### Focus for 2021

- Maintaining core services and delivering on business plan objectives
- Planning a strategic goal renewal project; rebuilding the priority-based budgeting (PBB) model
- Completing current state service framework, levels of services, and performance measures
- Completing an organizational project management maturity assessment

### Challenges

- Supporting staff through significant changes of Strathcona County Business Transformation (SCBT) implementation while maintaining service levels and delivering on organizational initiatives

- 
- Foreseeing SCTB implementation impacts on other systems and associated resource requirements
  - Foreseeing the outcomes of a Government of Alberta Tax Assessment Model review which may impact the setting of annual property assessment valuations and property tax redistribution

## Opportunities

- Modernizing systems, creating operational efficiencies, and addressing existing gaps through the SCBT project implementation
- Engaging stakeholders while identifying four-year strategic priorities and supporting a new Council
- Continuing leveraging the Geographic Information System, Request for Information, and online customer service tools for property data collections

## Efficiencies or changes to business

- Eliminating needs for manual and duplicate processes
- Streamlining planning and budgeting processes
- Clarifying roles and responsibilities; coordinating the efforts

# Multiyear Operating Budget Summary

Financial and Strategic Management (including COVID impacts)

	2021 Recommended Budget	2022 Recommended AIP Budget	2023 Recommended AIP Budget	2024 Recommended AIP Budget
<b>Financial and Strategic Management</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	322,330	322,330	322,330	322,330
155 - Other Revenues	338,000	338,000	338,000	338,000
<b>Total 500 - Revenue</b>	<b>660,330</b>	<b>660,330</b>	<b>660,330</b>	<b>660,330</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	7,241,379	7,074,913	7,017,546	7,017,546
205 - Employee Benefits	1,653,920	1,615,020	1,601,756	1,601,756
210 - Training & Development	222,675	218,340	216,304	217,324
215 - Business Expenses	45,156	55,494	46,246	46,246
220 - Advertising & Printing	142,373	143,977	144,716	144,716
225 - Professional Services	479,337	508,033	328,262	321,941
235 - Rentals & Leases	200	200	200	200
240 - Contracted Services	276,849	532,981	532,981	232,981
245 - Supplies & Materials	132,792	132,980	133,470	148,471
250 - Repairs & Maintenance	600	600	600	600
255 - Equipment Purchases	51,620	22,736	22,850	22,850
265 - Telecommunications	22,464	22,605	22,746	22,746
280 - Other Expenses	47,215	48,307	48,571	48,571
281 - Interprogram	(341,324)	(341,309)	(341,294)	(341,294)
<b>Total 600 - Expense</b>	<b>9,975,256</b>	<b>10,034,877</b>	<b>9,774,954</b>	<b>9,484,654</b>
<b>Net Revenues/(Expenses)</b>	<b>(9,314,926)</b>	<b>(9,374,547)</b>	<b>(9,114,624)</b>	<b>(8,824,324)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	20,000	35,000	-	-
415 - To Reserve	(120,000)	(120,000)	(120,000)	(120,000)
<b>Total 700 - Non-Operating Items</b>	<b>(100,000)</b>	<b>(85,000)</b>	<b>(120,000)</b>	<b>(120,000)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (9,414,926)</b>	<b>\$ (9,459,547)</b>	<b>\$ (9,234,624)</b>	<b>\$ (8,944,324)</b>

## Two Year Operating Budget Comparison

### Financial and Strategic Management (including COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Financial and Strategic Management</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	322,330	322,330	-	0%
155 - Other Revenues	338,000	358,553	(20,553)	(6%)
<b>Total 500 - Revenue</b>	<b>660,330</b>	<b>680,883</b>	<b>(20,553)</b>	<b>(3%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	7,241,379	7,118,489	122,890	2%
205 - Employee Benefits	1,653,920	1,664,381	(10,461)	(1%)
210 - Training & Development	222,675	224,312	(1,637)	(1%)
215 - Business Expenses	45,156	46,948	(1,792)	(4%)
220 - Advertising & Printing	142,373	141,543	830	1%
225 - Professional Services	479,337	756,210	(276,873)	(37%)
235 - Rentals & Leases	200	200	-	0%
240 - Contracted Services	276,849	187,994	88,855	47%
245 - Supplies & Materials	132,792	97,961	34,831	36%
250 - Repairs & Maintenance	600	600	-	0%
255 - Equipment Purchases	51,620	50,415	1,205	2%
265 - Telecommunications	22,464	22,248	216	1%
280 - Other Expenses	47,215	46,135	1,080	2%
281 - Interprogram	(341,324)	(340,716)	(608)	0%
<b>Total 600 - Expense</b>	<b>9,975,256</b>	<b>10,016,720</b>	<b>(41,464)</b>	<b>(0%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(9,314,926)</b>	<b>(9,335,837)</b>	<b>20,911</b>	<b>(0%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	20,000	143,410	(123,410)	(86%)
415 - To Reserve	(120,000)	(120,000)	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>(100,000)</b>	<b>23,410</b>	<b>(123,410)</b>	<b>(527%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (9,414,926)</b>	<b>\$ (9,312,427)</b>	<b>\$ (102,499)</b>	<b>1%</b>

## Two Year Operating Budget Comparison

### Financial and Strategic Management (excluding COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Financial and Strategic Management</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	322,330	322,330	-	0%
155 - Other Revenues	338,000	358,553	(20,553)	(6%)
<b>Total 500 - Revenue</b>	<b>660,330</b>	<b>680,883</b>	<b>(20,553)</b>	<b>(3%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	7,195,617	7,118,489	77,128	1%
205 - Employee Benefits	1,643,271	1,664,381	(21,110)	(1%)
210 - Training & Development	222,675	224,312	(1,637)	(1%)
215 - Business Expenses	45,156	46,948	(1,792)	(4%)
220 - Advertising & Printing	142,373	141,543	830	1%
225 - Professional Services	479,337	756,210	(276,873)	(37%)
235 - Rentals & Leases	200	200	-	0%
240 - Contracted Services	276,849	187,994	88,855	47%
245 - Supplies & Materials	132,792	97,961	34,831	36%
250 - Repairs & Maintenance	600	600	-	0%
255 - Equipment Purchases	51,620	50,415	1,205	2%
265 - Telecommunications	22,464	22,248	216	1%
280 - Other Expenses	47,215	46,135	1,080	2%
281 - Interprogram	(341,324)	(340,716)	(608)	0%
<b>Total 600 - Expense</b>	<b>9,918,845</b>	<b>10,016,720</b>	<b>(97,875)</b>	<b>(1%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(9,258,515)</b>	<b>(9,335,837)</b>	<b>77,322</b>	<b>(1%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	20,000	143,410	(123,410)	(86%)
415 - To Reserve	(120,000)	(120,000)	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>(100,000)</b>	<b>23,410</b>	<b>(123,410)</b>	<b>(527%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (9,358,515)</b>	<b>\$ (9,312,427)</b>	<b>\$ (46,088)</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Financial and Strategic Management COVID Impacts

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Financial and Strategic Management</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	-	-	-	0%
155 - Other Revenues	-	-	-	0%
<b>Total 500 - Revenue</b>	-	-	-	0%
<b>600 - Expense</b>				
200 - Salaries & Wages	45,762	-	45,762	100%
205 - Employee Benefits	10,649	-	10,649	100%
210 - Training & Development	-	-	-	100%
215 - Business Expenses	-	-	-	(4%)
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	-	-	0%
245 - Supplies & Materials	-	-	-	0%
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
265 - Telecommunications	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	-	-	-	0%
<b>Total 600 - Expense</b>	56,411	-	56,411	100%
<b>Net Revenues/(Expenses)</b>	(56,411)	-	(56,411)	100%
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	0%
415 - To Reserve	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ (56,411)</b>	<b>\$ -</b>	<b>\$ (56,411)</b>	<b>100%</b>

## Two Year Operating Budget Comparison

### Financial and Strategic Management (including COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Financial and Strategic Management</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	322,330	322,330	-	0%
155 - Other Revenues	338,000	338,000	-	0%
<b>Total 500 - Revenue</b>	<b>660,330</b>	<b>660,330</b>	<b>-</b>	<b>0%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	7,074,913	7,241,379	(166,466)	(2%)
205 - Employee Benefits	1,615,020	1,653,920	(38,900)	(2%)
210 - Training & Development	218,340	222,675	(4,335)	(2%)
215 - Business Expenses	55,494	45,156	10,338	23%
220 - Advertising & Printing	143,977	142,373	1,604	1%
225 - Professional Services	508,033	479,337	28,696	6%
235 - Rentals & Leases	200	200	-	0%
240 - Contracted Services	532,981	276,849	256,132	93%
245 - Supplies & Materials	132,980	132,792	188	0%
250 - Repairs & Maintenance	600	600	-	0%
255 - Equipment Purchases	22,736	51,620	(28,884)	(56%)
265 - Telecommunications	22,605	22,464	141	1%
280 - Other Expenses	48,307	47,215	1,092	2%
281 - Interprogram	(341,309)	(341,324)	15	(0%)
<b>Total 600 - Expense</b>	<b>10,034,877</b>	<b>9,975,256</b>	<b>59,621</b>	<b>1%</b>
<b>Net Revenues/(Expenses)</b>	<b>(9,374,547)</b>	<b>(9,314,926)</b>	<b>(59,621)</b>	<b>1%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	35,000	20,000	15,000	75%
415 - To Reserve	(120,000)	(120,000)	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>(85,000)</b>	<b>(100,000)</b>	<b>15,000</b>	<b>(15%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (9,459,547)</b>	<b>\$ (9,414,926)</b>	<b>\$ (44,621)</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Financial and Strategic Management (excluding COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Financial and Strategic Management</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	322,330	322,330	-	0%
155 - Other Revenues	338,000	338,000	-	0%
<b>Total 500 - Revenue</b>	<b>660,330</b>	<b>660,330</b>	<b>-</b>	<b>0%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	7,074,913	7,195,617	(120,704)	(2%)
205 - Employee Benefits	1,615,020	1,643,271	(28,251)	(2%)
210 - Training & Development	218,340	222,675	(4,335)	(2%)
215 - Business Expenses	55,494	45,156	10,338	23%
220 - Advertising & Printing	143,977	142,373	1,604	1%
225 - Professional Services	508,033	479,337	28,696	6%
235 - Rentals & Leases	200	200	-	0%
240 - Contracted Services	532,981	276,849	256,132	93%
245 - Supplies & Materials	132,980	132,792	188	0%
250 - Repairs & Maintenance	600	600	-	0%
255 - Equipment Purchases	22,736	51,620	(28,884)	(56%)
265 - Telecommunications	22,605	22,464	141	1%
280 - Other Expenses	48,307	47,215	1,092	2%
281 - Interprogram	(341,309)	(341,324)	15	(0%)
<b>Total 600 - Expense</b>	<b>10,034,877</b>	<b>9,918,845</b>	<b>116,032</b>	<b>1%</b>
<b>Net Revenues/(Expenses)</b>	<b>(9,374,547)</b>	<b>(9,258,515)</b>	<b>(116,032)</b>	<b>1%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	35,000	20,000	15,000	75%
415 - To Reserve	(120,000)	(120,000)	-	0%
<b>Total 700 - Non-Operating Items</b>	<b>(85,000)</b>	<b>(100,000)</b>	<b>15,000</b>	<b>(15%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (9,459,547)</b>	<b>\$ (9,358,515)</b>	<b>\$ (101,032)</b>	<b>1%</b>



## Two Year Operating Budget Comparison

### Financial and Strategic Management COVID Impacts

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Financial and Strategic Management</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	-	-	-	0%
155 - Other Revenues	-	-	-	0%
<b>Total 500 - Revenue</b>	-	-	-	0%
<b>600 - Expense</b>				
200 - Salaries & Wages	-	45,762	(45,762)	(100%)
205 - Employee Benefits	-	10,649	(10,649)	(100%)
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	-	-	0%
245 - Supplies & Materials	-	-	-	0%
250 - Repairs & Maintenance	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
265 - Telecommunications	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	-	-	-	0%
<b>Total 600 - Expense</b>	-	56,411	(56,411)	(100%)
<b>Net Revenues/(Expenses)</b>	-	(56,411)	56,411	(100%)
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	-	-	0%
415 - To Reserve	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ (56,411)</b>	<b>\$ 56,411</b>	<b>(100%)</b>

## 2021 - 2024 Operating Delta Summary

Financial and Strategic Management

BUDGET	BASE	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$8.8M	\$0.8M	\$9.6M
COVID	N/A	\$0.1M	\$0.1M
DELTA	\$0.4M	(\$0.7M)	(\$0.3M)
<b>2021 Recommended Budget</b>	<b>\$9.2M</b>	<b>\$0.2M</b>	<b>\$9.4M</b>
2022 Approved in Principle Budget	\$9.4M	\$0.0M	\$9.4M
COVID	N/A	N/A	N/A
DELTA	(\$0.7M)	\$0.8M	\$0.1M
<b>2022 Recommended Budget</b>	<b>\$8.7M</b>	<b>\$0.8M</b>	<b>\$9.5M</b>
2023 Approved in Principle Budget	\$8.9M	N/A	\$8.9M
COVID	N/A	N/A	N/A
DELTA	\$0.3M	N/A	\$0.3M
<b>2023 Recommended Budget</b>	<b>\$9.2M</b>	<b>N/A</b>	<b>\$9.2M</b>
2024 Approved in Principle Budget	N/A	N/A	N/A
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2024 Recommended Budget</b>	<b>\$8.9M</b>	<b>N/A</b>	<b>\$8.9M</b>

Totals may not add due to rounding.

# 2021 - 2024 Change Requests

## Financial and Strategic Management

### 2021

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Initiatives</b>							
2021-INIT-174	PROC - E-Procurement Tool (2021)	-	-	\$ 130,000	\$ 50,000	\$ 50,000	\$ 50,000
<b>Initiatives Total</b>		-	-	<b>130,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>COVID-19 Adjustments</b>							
2021-COVID-8	FIN - Temporary APay Support Role	-	1,456	56,411	-	-	-
<b>COVID-19 Adjustments Total</b>		-	<b>1,456</b>	<b>56,411</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>		-	<b>1,456</b>	<b>\$ 186,411</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

### 2022

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Initiatives</b>							
2021-INIT-8	(AIP) CFIN - Business Expense Policy (2022)	-	-	\$ -	\$ -	\$ -	\$ -
2021-INIT-32	(AIP) CP - Program Based Budgeting & Reporting (PGBB) (2022)	-	-	-	837,500	745,000	15,000
<b>Initiatives Total</b>		-	-	<b>-</b>	<b>837,500</b>	<b>745,000</b>	<b>15,000</b>
<b>Grand Total</b>		-	-	<b>\$ -</b>	<b>\$ 837,500</b>	<b>\$ 745,000</b>	<b>\$ 15,000</b>



# 2021 MULTI-YEAR DEPARTMENT BUDGET

## FISCAL SERVICES





# Multiyear Operating Budget Summary

## Fiscal Services (including COVID impacts)

	2021 Recommended Budget	2022 Recommended AIP Budget	2023 Recommended AIP Budget	2024 Recommended AIP Budget
<b>Fiscal Services</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	225,068,011	231,508,898	255,165,018	262,379,255
120 - Government Grants	818,004	818,004	818,004	818,004
130 - User Fees & Charges	3,800,000	3,914,000	4,031,000	4,152,000
145 - Penalties and Fines	1,400,000	1,400,000	1,400,000	1,400,000
150 - Investment Income	5,238,677	5,745,954	5,831,002	5,866,902
155 - Other Revenues	1,187,423	1,134,351	1,069,423	1,011,385
<b>Total 500 - Revenue</b>	<b>237,512,115</b>	<b>244,521,207</b>	<b>268,314,447</b>	<b>275,627,546</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	(241,970)	1,063,271	2,797,650	4,572,803
205 - Employee Benefits	441,816	420,569	595,698	773,371
210 - Training & Development	(76,065)	(75,270)	(75,270)	(75,270)
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	109,500	319,500	399,500	399,500
230 - Insurance	1,929,940	1,984,091	2,039,802	2,093,587
235 - Rentals & Leases	(600,000)	(600,000)	(600,000)	(600,000)
240 - Contracted Services	799,603	755,052	891,887	2,351,736
245 - Supplies & Materials	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
265 - Telecommunications	(50,000)	(50,000)	(50,000)	(50,000)
270 - Interest on Debt	2,821,578	2,855,780	2,986,685	3,137,989
275 - Grants & Requisitions	671,738	6,321,738	671,738	671,738
280 - Other Expenses	850,887	916,678	1,610,204	1,610,204
281 - Interprogram	(1,528,551)	(1,480,368)	(1,467,585)	(1,491,704)
315 - Amortization Expense	50,333,826	47,778,020	44,785,283	42,470,578
<b>Total 600 - Expense</b>	<b>53,907,302</b>	<b>58,654,061</b>	<b>53,030,592</b>	<b>54,309,532</b>
<b>Net Revenues/(Expenses)</b>	<b>183,604,813</b>	<b>185,867,146</b>	<b>215,283,855</b>	<b>221,318,014</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	21,696,211	15,035,455	2,092,032	1,206,645
415 - To Reserve	(4,675,625)	(7,258,901)	(18,117,204)	(19,070,147)
425 - Loan Funds Repaid	1,447,527	1,484,874	1,524,163	1,565,499
431 - Long Term Debt Repaid	(7,112,706)	(7,820,867)	(7,613,891)	(7,603,408)
<b>Total 700 - Non-Operating Items</b>	<b>11,355,407</b>	<b>1,440,561</b>	<b>(22,114,900)</b>	<b>(23,901,411)</b>
<b>Non-Cash Adjustment</b>	<b>50,417,724</b>	<b>47,865,825</b>	<b>44,877,176</b>	<b>42,491,364</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ 245,377,944</b>	<b>\$ 235,173,532</b>	<b>\$ 238,046,131</b>	<b>\$ 239,907,967</b>

## Two Year Operating Budget Comparison

### Fiscal Services (including COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Fiscal Services</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	225,068,011	222,857,646	2,210,365	1%
120 - Government Grants	818,004	761,512	56,492	7%
130 - User Fees & Charges	3,800,000	3,621,000	179,000	5%
145 - Penalties and Fines	1,400,000	1,400,000	-	0%
150 - Investment Income	5,238,677	7,966,214	(2,727,537)	(34%)
155 - Other Revenues	1,187,423	1,280,697	(93,274)	(7%)
<b>Total 500 - Revenue</b>	<b>237,512,115</b>	<b>237,887,069</b>	<b>(374,954)</b>	<b>(0%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	(241,970)	(997,299)	755,329	(76%)
205 - Employee Benefits	441,816	226,812	215,004	95%
210 - Training & Development	(76,065)	(84,110)	8,045	(10%)
215 - Business Expenses	(225,000)	(225,000)	-	0%
220 - Advertising & Printing	(330,000)	(330,000)	-	0%
225 - Professional Services	109,500	399,500	(290,000)	(73%)
230 - Insurance	1,929,940	1,621,432	308,508	19%
235 - Rentals & Leases	(600,000)	(100,000)	(500,000)	500%
240 - Contracted Services	799,603	(124,168)	923,771	(744%)
245 - Supplies & Materials	(1,000,000)	(1,000,000)	-	0%
265 - Telecommunications	(50,000)	(50,000)	-	0%
270 - Interest on Debt	2,821,578	3,076,773	(255,195)	(8%)
275 - Grants & Requisitions	671,738	671,738	-	0%
280 - Other Expenses	850,887	850,887	-	0%
281 - Interprogram	(1,528,551)	(1,303,846)	(224,705)	17%
315 - Amortization Expense	50,333,826	51,565,822	(1,231,996)	(2%)
<b>Total 600 - Expense</b>	<b>53,907,302</b>	<b>54,198,541</b>	<b>(291,239)</b>	<b>(1%)</b>
<b>Net Revenues/(Expenses)</b>	<b>183,604,813</b>	<b>183,688,528</b>	<b>(83,715)</b>	<b>(0%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	21,696,211	8,654,721	13,041,490	157%
415 - To Reserve	(4,675,625)	(8,524,812)	3,849,187	(45%)
425 - Loan Funds Repaid	1,447,527	1,220,503	227,024	19%
431 - Long Term Debt Repaid	(7,112,706)	(6,679,176)	(433,530)	6%
<b>Total 700 - Non-Operating Items</b>	<b>11,355,407</b>	<b>(5,328,764)</b>	<b>16,684,171</b>	<b>(324%)</b>
<b>Non-Cash Adjustment</b>	<b>50,417,724</b>	<b>51,645,988</b>	<b>(1,228,264)</b>	<b>(2%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ 245,377,944</b>	<b>\$ 230,005,752</b>	<b>\$ 15,372,192</b>	



## Two Year Operating Budget Comparison

### Fiscal Services (excluding COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Fiscal Services</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	225,068,011	222,857,646	2,210,365	1%
120 - Government Grants	818,004	761,512	56,492	7%
130 - User Fees & Charges	3,800,000	3,621,000	179,000	5%
145 - Penalties and Fines	1,400,000	1,400,000	-	0%
150 - Investment Income	5,238,677	7,966,214	(2,727,537)	(34%)
155 - Other Revenues	1,187,423	1,280,697	(93,274)	(7%)
<b>Total 500 - Revenue</b>	<b>237,512,115</b>	<b>237,887,069</b>	<b>(374,954)</b>	<b>(0%)</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	(241,970)	(997,299)	755,329	(76%)
205 - Employee Benefits	441,816	226,812	215,004	95%
210 - Training & Development	(76,065)	(84,110)	8,045	(10%)
215 - Business Expenses	(225,000)	(225,000)	-	0%
220 - Advertising & Printing	(330,000)	(330,000)	-	0%
225 - Professional Services	109,500	399,500	(290,000)	(73%)
230 - Insurance	1,929,940	1,621,432	308,508	19%
235 - Rentals & Leases	(600,000)	(100,000)	(500,000)	500%
240 - Contracted Services	799,603	(124,168)	923,771	(744%)
245 - Supplies & Materials	(1,000,000)	(1,000,000)	-	0%
265 - Telecommunications	(50,000)	(50,000)	-	0%
270 - Interest on Debt	2,821,578	3,076,773	(255,195)	(8%)
275 - Grants & Requisitions	671,738	671,738	-	0%
280 - Other Expenses	850,887	850,887	-	0%
281 - Interprogram	(1,528,551)	(1,303,846)	(224,705)	17%
315 - Amortization Expense	50,333,826	51,565,822	(1,231,996)	(2%)
<b>Total 600 - Expense</b>	<b>53,907,302</b>	<b>54,198,541</b>	<b>(291,239)</b>	<b>(1%)</b>
<b>Net Revenues/(Expenses)</b>	<b>183,604,813</b>	<b>183,688,528</b>	<b>(83,715)</b>	<b>(0%)</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	9,920,565	8,654,721	1,265,844	14%
415 - To Reserve	(4,675,625)	(8,524,812)	3,849,187	(45%)
425 - Loan Funds Repaid	1,447,527	1,220,503	227,024	19%
431 - Long Term Debt Repaid	(7,112,706)	(6,679,176)	(433,530)	6%
<b>Total 700 - Non-Operating Items</b>	<b>(420,239)</b>	<b>(5,328,764)</b>	<b>4,908,525</b>	<b>(91%)</b>
<b>Non-Cash Adjustment</b>	<b>50,417,724</b>	<b>51,645,988</b>	<b>(1,228,264)</b>	<b>(2%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ 233,602,298</b>	<b>\$ 230,005,752</b>	<b>\$ 3,596,546</b>	<b>2%</b>

## Two Year Operating Budget Comparison

### Fiscal Services COVID Impacts

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Fiscal Services</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	-	-	-	0%
120 - Government Grants	-	-	-	0%
130 - User Fees & Charges	-	-	-	0%
145 - Penalties and Fines	-	-	-	0%
150 - Investment Income	-	-	-	0%
155 - Other Revenues	-	-	-	0%
<b>Total 500 - Revenue</b>	-	-	-	0%
<b>600 - Expense</b>				
200 - Salaries & Wages	-	-	-	0%
205 - Employee Benefits	-	-	-	0%
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
230 - Insurance	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	-	-	0%
245 - Supplies & Materials	-	-	-	0%
265 - Telecommunications	-	-	-	0%
270 - Interest on Debt	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	-	-	-	0%
315 - Amortization Expense	-	-	-	0%
<b>Total 600 - Expense</b>	-	-	-	0%
<b>Net Revenues/(Expenses)</b>	-	-	-	0%
<b>700 - Non-Operating Items</b>				
405 - From Reserve	11,775,646	-	11,775,646	100%
415 - To Reserve	-	-	-	0%
425 - Loan Funds Repaid	-	-	-	0%
431 - Long Term Debt Repaid	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	11,775,646	-	11,775,646	100%
<b>Non-Cash Adjustment</b>	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ 11,775,646</b>	<b>\$ -</b>	<b>\$ 11,775,646</b>	<b>100%</b>

## Two Year Operating Budget Comparison

### Fiscal Services (including COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Fiscal Services</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	231,508,898	225,068,011	6,440,887	3%
120 - Government Grants	818,004	818,004	-	0%
130 - User Fees & Charges	3,914,000	3,800,000	114,000	3%
145 - Penalties and Fines	1,400,000	1,400,000	-	0%
150 - Investment Income	5,745,954	5,238,677	507,277	10%
155 - Other Revenues	1,134,351	1,187,423	(53,072)	(4%)
<b>Total 500 - Revenue</b>	<b>244,521,207</b>	<b>237,512,115</b>	<b>7,009,092</b>	<b>3%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	1,063,271	(241,970)	1,305,241	(539%)
205 - Employee Benefits	420,569	441,816	(21,247)	(5%)
210 - Training & Development	(75,270)	(76,065)	795	(1%)
215 - Business Expenses	(225,000)	(225,000)	-	0%
220 - Advertising & Printing	(330,000)	(330,000)	-	0%
225 - Professional Services	319,500	109,500	210,000	192%
230 - Insurance	1,984,091	1,929,940	54,151	3%
235 - Rentals & Leases	(600,000)	(600,000)	-	0%
240 - Contracted Services	755,052	799,603	(44,551)	(6%)
245 - Supplies & Materials	(1,000,000)	(1,000,000)	-	0%
265 - Telecommunications	(50,000)	(50,000)	-	0%
270 - Interest on Debt	2,855,780	2,821,578	34,202	1%
275 - Grants & Requisitions	6,321,738	671,738	5,650,000	841%
280 - Other Expenses	916,678	850,887	65,791	8%
281 - Interprogram	(1,480,368)	(1,528,551)	48,183	(3%)
315 - Amortization Expense	47,778,020	50,333,826	(2,555,806)	(5%)
<b>Total 600 - Expense</b>	<b>58,654,061</b>	<b>53,907,302</b>	<b>4,746,759</b>	<b>9%</b>
<b>Net Revenues/(Expenses)</b>	<b>185,867,146</b>	<b>183,604,813</b>	<b>2,262,333</b>	<b>1%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	15,035,455	21,696,211	(6,660,756)	(31%)
415 - To Reserve	(7,258,901)	(4,675,625)	(2,583,276)	55%
425 - Loan Funds Repaid	1,484,874	1,447,527	37,347	3%
431 - Long Term Debt Repaid	(7,820,867)	(7,112,706)	(708,161)	10%
<b>Total 700 - Non-Operating Items</b>	<b>1,440,561</b>	<b>11,355,407</b>	<b>(9,914,846)</b>	<b>(87%)</b>
<b>Non-Cash Adjustment</b>	<b>47,865,825</b>	<b>50,417,724</b>	<b>(2,551,899)</b>	<b>(5%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ 235,173,532</b>	<b>\$ 245,377,944</b>	<b>\$ (10,204,412)</b>	<b>(4%)</b>

## Two Year Operating Budget Comparison

### Fiscal Services (excluding COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Fiscal Services</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	231,508,898	225,068,011	6,440,887	3%
120 - Government Grants	818,004	818,004	-	0%
130 - User Fees & Charges	3,914,000	3,800,000	114,000	3%
145 - Penalties and Fines	1,400,000	1,400,000	-	0%
150 - Investment Income	5,745,954	5,238,677	507,277	10%
155 - Other Revenues	1,134,351	1,187,423	(53,072)	(4%)
<b>Total 500 - Revenue</b>	<b>244,521,207</b>	<b>237,512,115</b>	<b>7,009,092</b>	<b>3%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	1,063,271	(241,970)	1,305,241	(539%)
205 - Employee Benefits	420,569	441,816	(21,247)	(5%)
210 - Training & Development	(75,270)	(76,065)	795	(1%)
215 - Business Expenses	(225,000)	(225,000)	-	0%
220 - Advertising & Printing	(330,000)	(330,000)	-	0%
225 - Professional Services	319,500	109,500	210,000	192%
230 - Insurance	1,984,091	1,929,940	54,151	3%
235 - Rentals & Leases	(600,000)	(600,000)	-	0%
240 - Contracted Services	755,052	799,603	(44,551)	(6%)
245 - Supplies & Materials	(1,000,000)	(1,000,000)	-	0%
265 - Telecommunications	(50,000)	(50,000)	-	0%
270 - Interest on Debt	2,855,780	2,821,578	34,202	1%
275 - Grants & Requisitions	6,321,738	671,738	5,650,000	841%
280 - Other Expenses	916,678	850,887	65,791	8%
281 - Interprogram	(1,480,368)	(1,528,551)	48,183	(3%)
315 - Amortization Expense	47,778,020	50,333,826	(2,555,806)	(5%)
<b>Total 600 - Expense</b>	<b>58,654,061</b>	<b>53,907,302</b>	<b>4,746,759</b>	<b>9%</b>
<b>Net Revenues/(Expenses)</b>	<b>185,867,146</b>	<b>183,604,813</b>	<b>2,262,333</b>	<b>1%</b>
<b>700 - Non-Operating Items</b>				
405 - From Reserve	15,035,455	9,920,565	5,114,890	52%
415 - To Reserve	(7,258,901)	(4,675,625)	(2,583,276)	55%
425 - Loan Funds Repaid	1,484,874	1,447,527	37,347	3%
431 - Long Term Debt Repaid	(7,820,867)	(7,112,706)	(708,161)	10%
<b>Total 700 - Non-Operating Items</b>	<b>1,440,561</b>	<b>(420,239)</b>	<b>1,860,800</b>	<b>(443%)</b>
<b>Non-Cash Adjustment</b>	<b>47,865,825</b>	<b>50,417,724</b>	<b>(2,551,899)</b>	<b>(5%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ 235,173,532</b>	<b>\$ 233,602,298</b>	<b>\$ 1,571,234</b>	<b>1%</b>

## Two Year Operating Budget Comparison

### Fiscal Services COVID Impacts

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Fiscal Services</b>				
<b>500 - Revenue</b>				
110 - Property Taxes	-	-	-	0%
120 - Government Grants	-	-	-	0%
130 - User Fees & Charges	-	-	-	0%
145 - Penalties and Fines	-	-	-	0%
150 - Investment Income	-	-	-	0%
155 - Other Revenues	-	-	-	0%
<b>Total 500 - Revenue</b>	-	-	-	0%
<b>600 - Expense</b>				
200 - Salaries & Wages	-	-	-	0%
205 - Employee Benefits	-	-	-	0%
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
230 - Insurance	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	-	-	0%
245 - Supplies & Materials	-	-	-	0%
265 - Telecommunications	-	-	-	0%
270 - Interest on Debt	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
280 - Other Expenses	-	-	-	0%
281 - Interprogram	-	-	-	0%
315 - Amortization Expense	-	-	-	0%
<b>Total 600 - Expense</b>	-	-	-	0%
<b>Net Revenues/(Expenses)</b>	-	-	-	0%
<b>700 - Non-Operating Items</b>				
405 - From Reserve	-	11,775,646	(11,775,646)	(100%)
415 - To Reserve	-	-	-	0%
425 - Loan Funds Repaid	-	-	-	0%
431 - Long Term Debt Repaid	-	-	-	0%
<b>Total 700 - Non-Operating Items</b>	-	11,775,646	(11,775,646)	(100%)
<b>Non-Cash Adjustment</b>	-	-	-	0%
<b>Net Impact For Budget Purposes</b>	\$ -	\$ 11,775,646	\$ (11,775,646)	(100%)

## 2021 - 2024 Operating Delta Summary

Elected Officials

BUDGET	BASE	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$1.5M	N/A	\$1.5M
COVID	N/A	N/A	N/A
DELTA	\$33.2K	N/A	\$33.2K
<b>2021 Recommended Budget</b>	<b>\$1.6M</b>	<b>N/A</b>	<b>\$1.6M</b>
2022 Approved in Principle Budget	\$1.6M	N/A	\$1.6M
COVID	N/A	N/A	N/A
DELTA	\$34.1K	N/A	\$34.1K
<b>2022 Recommended Budget</b>	<b>\$1.6M</b>	<b>N/A</b>	<b>\$1.6M</b>
2023 Approved in Principle Budget	1.6M	N/A	1.6M
COVID	N/A	N/A	N/A
DELTA	35.0K	N/A	35.0K
<b>2023 Recommended Budget</b>	<b>\$1.6M</b>	<b>N/A</b>	<b>\$1.6M</b>
2024 Approved in Principle Budget	N/A	N/A	N/A
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2024 Recommended Budget</b>	<b>\$1.6M</b>	<b>N/A</b>	<b>\$1.6M</b>

Totals may not add due to rounding.

# 2021 - 2024 Change Requests

Fiscal Services

2022

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Initiatives</b>							
2021-INIT-14	(AIP) FIS - Enterprise Risk Management (2022)	-	-	\$ -	\$ 100,000	\$ 250,000	\$ 50,000
<b>Initiatives Total</b>		-	-	-	100,000	250,000	50,000
<b>Grand Total</b>		-	-	\$ -	\$ 100,000	\$ 250,000	\$ 50,000

# Operating Budget Summary

Pioneer Housing Foundation

2021

Recommended  
Budget

## Pioneer Housing Foundation

### 500 - Revenue

Rental Lease	\$	2,231,076
--------------	----	-----------

Strathcona County funding		9,500
---------------------------	--	-------

<b>Total 500 - Revenue</b>		<b>2,240,576</b>
----------------------------	--	------------------

### 600 - Expense

Audit Fees		9,500
------------	--	-------

Principal on Debt		1,268,397
-------------------	--	-----------

Debenture Interest		962,679
--------------------	--	---------

<b>Total 600 - Expense</b>		<b>2,240,576</b>
----------------------------	--	------------------

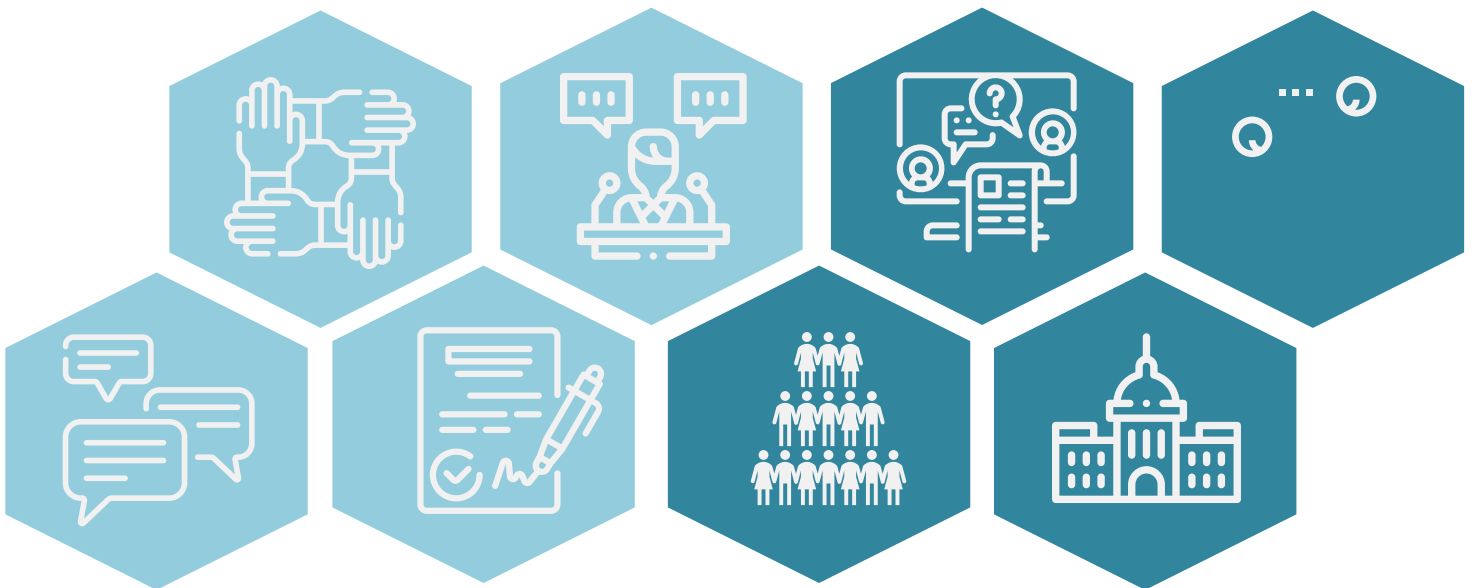
<b>ANNUAL SURPLUS / (DEFICIT)</b>	<b>\$</b>	<b>-</b>
-----------------------------------	-----------	----------

Amortization	\$	1,405,441
--------------	----	-----------



# 2021 MULTI-YEAR DIVISIONAL BUDGET

## SENIOR ADMINISTRATION & COUNCIL DIVISION







## SENIOR ADMINISTRATION

Senior Administration develops, implements and administers policies and programs established and approved by Strathcona County Council. The division also supports, assists and advises Council on legislation and municipal operations – the information necessary to support informed decision making.

Together with the Executive Team, the Chief Commissioner clarifies operations to achieve Council's strategic vision. The Chief Commissioner 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 Town of 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 one of the leading municipalities in Canada.

### Focus for 2021

- Conducting a corporate communications review to identify gaps as well as opportunities for efficiencies
- Continue advocating for positive rural and urban growth and commercial and industrial development through our memberships on the Edmonton Metropolitan Region Board, Alberta's Industrial Heartland Association and Edmonton Global
- Focusing on accomplishing public engagement through multiple media and formats in order to receive feedback from the community on a range of issues
- Continuing the County's commitment to expanding our relationships with our First Nation and Métis Nation partners



## Challenges

- Altering the ways in which we deliver our internal services as resources are re-allocated to emerging priorities due to fluid circumstances
- Anticipating future provincial decisions are precipitating the need for Strathcona County to be nimble and flexible in its response
- Adapting internal and external communications strategies based on changing information given the daily unknowns

## Opportunities

- Creating new opportunities for engagement and priority-setting through the 2021 municipal election
- Continuing to create opportunities to reduce red tape through regional and sub-regional collaboration
- Creating new opportunities to strengthen the County's communications, both internally and externally, through the internal Communications review

## Efficiencies or changes to business

- Building on intergovernmental relationships, both internally and externally, in order to continue to provide timely and strategic advice to Council and Executive Team
- Identifying savings by moving to one trade fair booth for the County versus several booths, as well as reductions in digest ads



## ELECTED OFFICIALS

Strathcona County's elected officials are stewards of the County's strategic plan, the document that guides the Corporate Business Plan. 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 on a number of external committees, boards and commissions. External representation ensures that the well-being and interests of the municipality as a whole are considered, represented, and promoted now and into the future.

# Multiyear Operating Budget Summary

## Senior Administration (including COVID impacts)

	2021 Recommended Budget	2022 Recommended AIP Budget	2023 Recommended AIP Budget	2024 Recommended AIP Budget
<b>Senior Administration</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	124,000	124,000	124,000	124,000
<b>Total 500 - Revenue</b>	<b>124,000</b>	<b>124,000</b>	<b>124,000</b>	<b>124,000</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	4,402,372	4,385,242	4,406,519	4,422,661
205 - Employee Benefits	909,947	905,295	909,522	912,605
210 - Training & Development	161,398	161,427	161,426	161,426
215 - Business Expenses	143,377	143,388	143,388	143,388
220 - Advertising & Printing	147,255	147,636	147,636	147,636
225 - Professional Services	178,841	179,541	180,641	180,641
235 - Rentals & Leases	1,800	1,800	1,800	1,800
240 - Contracted Services	61,100	61,100	61,100	61,100
245 - Supplies & Materials	93,578	94,663	96,248	96,618
255 - Equipment Purchases	6,188	6,188	6,188	6,188
265 - Telecommunications	23,115	23,115	23,115	23,115
275 - Grants & Requisitions	225,000	225,000	225,000	225,000
281 - Interprogram	(24,277)	(27,041)	(27,005)	(27,005)
<b>Total 600 - Expense</b>	<b>6,329,694</b>	<b>6,307,354</b>	<b>6,335,578</b>	<b>6,355,173</b>
<b>Net Revenues/(Expenses)</b>	<b>(6,205,694)</b>	<b>(6,183,354)</b>	<b>(6,211,578)</b>	<b>(6,231,173)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (6,205,694)</b>	<b>\$ (6,183,354)</b>	<b>\$ (6,211,578)</b>	<b>\$ (6,231,173)</b>

## Two Year Operating Budget Comparison

### Senior Administration (including COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Senior Administration</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	124,000	124,000	-	0%
<b>Total 500 - Revenue</b>	<b>124,000</b>	<b>124,000</b>	<b>-</b>	<b>0%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	4,402,372	4,389,499	12,873	0%
205 - Employee Benefits	909,947	910,534	(587)	(0%)
210 - Training & Development	161,398	166,175	(4,777)	(3%)
215 - Business Expenses	143,377	139,164	4,213	3%
220 - Advertising & Printing	147,255	160,589	(13,334)	(8%)
225 - Professional Services	178,841	174,561	4,280	2%
235 - Rentals & Leases	1,800	2,500	(700)	(28%)
240 - Contracted Services	61,100	15,000	46,100	307%
245 - Supplies & Materials	93,578	105,300	(11,722)	(11%)
255 - Equipment Purchases	6,188	5,438	750	14%
265 - Telecommunications	23,115	22,332	783	4%
275 - Grants & Requisitions	225,000	175,000	50,000	29%
281 - Interprogram	(24,277)	(24,911)	634	(3%)
<b>Total 600 - Expense</b>	<b>6,329,694</b>	<b>6,241,181</b>	<b>88,513</b>	<b>1%</b>
<b>Net Revenues/(Expenses)</b>	<b>(6,205,694)</b>	<b>(6,117,181)</b>	<b>(88,513)</b>	<b>1%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (6,205,694)</b>	<b>\$ (6,117,181)</b>	<b>\$ (88,513)</b>	<b>1%</b>

## Two Year Operating Budget Comparison

### Senior Administration (excluding COVID Impacts)

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Senior Administration</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	124,000	124,000	-	0%
<b>Total 500 - Revenue</b>	<b>124,000</b>	<b>124,000</b>	<b>-</b>	<b>0%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	4,349,584	4,389,499	(39,915)	(1%)
205 - Employee Benefits	897,853	910,534	(12,681)	(1%)
210 - Training & Development	161,398	166,175	(4,777)	(3%)
215 - Business Expenses	143,377	139,164	4,213	3%
220 - Advertising & Printing	147,255	160,589	(13,334)	(8%)
225 - Professional Services	178,841	174,561	4,280	2%
235 - Rentals & Leases	1,800	2,500	(700)	(28%)
240 - Contracted Services	61,100	15,000	46,100	307%
245 - Supplies & Materials	93,578	105,300	(11,722)	(11%)
255 - Equipment Purchases	6,188	5,438	750	14%
265 - Telecommunications	23,115	22,332	783	4%
275 - Grants & Requisitions	225,000	175,000	50,000	29%
281 - Interprogram	(24,277)	(24,911)	634	(3%)
<b>Total 600 - Expense</b>	<b>6,264,812</b>	<b>6,241,181</b>	<b>23,631</b>	<b>0%</b>
<b>Net Revenues/(Expenses)</b>	<b>(6,140,812)</b>	<b>(6,117,181)</b>	<b>(23,631)</b>	<b>0%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (6,140,812)</b>	<b>\$ (6,117,181)</b>	<b>\$ (23,631)</b>	<b>0%</b>



## Two Year Operating Budget Comparison

### Senior Administration COVID Impacts

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Senior Administration</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	-	-	-	0%
<b>Total 500 - Revenue</b>	-	-	-	0%
<b>600 - Expense</b>				
200 - Salaries & Wages	52,788	-	52,788	0%
205 - Employee Benefits	12,094	-	12,094	0%
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	-	-	0%
245 - Supplies & Materials	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
265 - Telecommunications	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
281 - Interprogram	-	-	-	0%
<b>Total 600 - Expense</b>	64,882	-	64,882	0%
<b>Net Revenues/(Expenses)</b>	(64,882)	-	(64,882)	0%
<b>Net Impact For Budget Purposes</b>	<b>\$ (64,882)</b>	<b>\$ -</b>	<b>\$ (64,882)</b>	<b>0%</b>

## Two Year Operating Budget Comparison

### Senior Administration (including COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Senior Administration</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	124,000	124,000	-	0%
<b>Total 500 - Revenue</b>	<b>124,000</b>	<b>124,000</b>	<b>-</b>	<b>0%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	4,385,242	4,402,372	(17,130)	(0%)
205 - Employee Benefits	905,295	909,947	(4,652)	(1%)
210 - Training & Development	161,427	161,398	29	0%
215 - Business Expenses	143,388	143,377	11	0%
220 - Advertising & Printing	147,636	147,255	381	0%
225 - Professional Services	179,541	178,841	700	0%
235 - Rentals & Leases	1,800	1,800	-	0%
240 - Contracted Services	61,100	61,100	-	0%
245 - Supplies & Materials	94,663	93,578	1,085	1%
255 - Equipment Purchases	6,188	6,188	-	0%
265 - Telecommunications	23,115	23,115	-	0%
275 - Grants & Requisitions	225,000	225,000	-	0%
281 - Interprogram	(27,041)	(24,277)	(2,764)	11%
<b>Total 600 - Expense</b>	<b>6,307,354</b>	<b>6,329,694</b>	<b>(22,340)</b>	<b>(0%)</b>
<b>Net Revenues/(Expenses)</b>	<b>(6,183,354)</b>	<b>(6,205,694)</b>	<b>22,340</b>	<b>(0%)</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (6,183,354)</b>	<b>\$ (6,205,694)</b>	<b>\$ 22,340</b>	<b>(0%)</b>

## Two Year Operating Budget Comparison

### Senior Administration (excluding COVID Impacts)

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Senior Administration</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	124,000	124,000	-	0%
<b>Total 500 - Revenue</b>	<b>124,000</b>	<b>124,000</b>	<b>-</b>	<b>0%</b>
<b>600 - Expense</b>				
200 - Salaries & Wages	4,385,242	4,349,584	35,658	1%
205 - Employee Benefits	905,295	897,853	7,442	1%
210 - Training & Development	161,427	161,398	29	0%
215 - Business Expenses	143,388	143,377	11	0%
220 - Advertising & Printing	147,636	147,255	381	0%
225 - Professional Services	179,541	178,841	700	0%
235 - Rentals & Leases	1,800	1,800	-	0%
240 - Contracted Services	61,100	61,100	-	0%
245 - Supplies & Materials	94,663	93,578	1,085	1%
255 - Equipment Purchases	6,188	6,188	-	0%
265 - Telecommunications	23,115	23,115	-	0%
275 - Grants & Requisitions	225,000	225,000	-	0%
281 - Interprogram	(27,041)	(24,277)	(2,764)	11%
<b>Total 600 - Expense</b>	<b>6,307,354</b>	<b>6,264,812</b>	<b>42,542</b>	<b>1%</b>
<b>Net Revenues/(Expenses)</b>	<b>(6,183,354)</b>	<b>(6,140,812)</b>	<b>(42,542)</b>	<b>1%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (6,183,354)</b>	<b>\$ (6,140,812)</b>	<b>\$ (42,542)</b>	<b>1%</b>

## Two Year Operating Budget Comparison

### Senior Administration COVID Impacts

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Senior Administration</b>				
<b>500 - Revenue</b>				
130 - User Fees & Charges	-	-	-	0%
<b>Total 500 - Revenue</b>	-	-	-	0%
<b>600 - Expense</b>				
200 - Salaries & Wages	-	52,788	(52,788)	(100%)
205 - Employee Benefits	-	12,094	(12,094)	(100%)
210 - Training & Development	-	-	-	0%
215 - Business Expenses	-	-	-	0%
220 - Advertising & Printing	-	-	-	0%
225 - Professional Services	-	-	-	0%
235 - Rentals & Leases	-	-	-	0%
240 - Contracted Services	-	-	-	0%
245 - Supplies & Materials	-	-	-	0%
255 - Equipment Purchases	-	-	-	0%
265 - Telecommunications	-	-	-	0%
275 - Grants & Requisitions	-	-	-	0%
281 - Interprogram	-	-	-	0%
<b>Total 600 - Expense</b>	-	64,882	(64,882)	(100%)
<b>Net Revenues/(Expenses)</b>	-	(64,882)	64,882	(100%)
<b>Net Impact For Budget Purposes</b>	<b>\$ -</b>	<b>\$ (64,882)</b>	<b>\$ 64,882</b>	<b>(100%)</b>

## 2021 - 2024 Operating Delta Summary

Senior Administration

BUDGET	BASE	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$6.2M	\$0.2M	\$6.4M
COVID	N/A	\$0.1M	\$0.1M
DELTA	(\$0.1M)	(\$0.2M)	(\$0.3M)
<b>2021 Recommended Budget</b>	<b>\$6.1M</b>	<b>\$0.1M</b>	<b>\$6.2M</b>
2022 Approved in Principle Budget	\$6.2M	N/A	\$6.2M
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2022 Recommended Budget</b>	<b>\$6.2M</b>	<b>N/A</b>	<b>\$6.2M</b>
2023 Approved in Principle Budget	\$6.2M	N/A	\$6.2M
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2023 Recommended Budget</b>	<b>\$6.2M</b>	<b>N/A</b>	<b>\$6.2M</b>
2024 Approved in Principle Budget	N/A	N/A	N/A
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2024 Recommended Budget</b>	<b>\$6.2M</b>	<b>N/A</b>	<b>\$6.2M</b>

Totals may not add due to rounding.

# 2021 - 2024 Change Requests

Senior Administration

2021

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Initiatives</b>							
2021-INIT-176	IA - Indigenous and Cultural Events (2021)	-	-	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
<b>Initiatives Total</b>		-	-	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>COVID-19 Adjustments</b>							
2021-COVID-14	COMC - Temp staff for COVID	-	910	64,882	-	-	-
<b>COVID-19 Adjustments Total</b>		-	<b>910</b>	<b>64,882</b>	-	-	-
<b>Grand Total</b>		-	<b>910</b>	<b>\$ 114,882</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

# Multiyear Operating Budget Summary

## Elected Officials

2021	2022	2023	2024
Recommended Budget	Recommended AIP Budget	Recommended AIP Budget	Recommended AIP Budget

### Elected Officials

#### 600 - Expense

200 - Salaries & Wages	978,783	980,366	981,986	982,550
205 - Employee Benefits	160,659	161,875	163,155	164,499
210 - Training & Development	81,300	81,300	81,300	81,300
215 - Business Expenses	63,574	63,574	63,574	63,574
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	9,401	9,401	9,401	9,401
<b>Total 600 - Expense</b>	<b>1,581,688</b>	<b>1,584,487</b>	<b>1,587,387</b>	<b>1,589,295</b>
<b>Net Revenues/(Expenses)</b>	<b>(1,581,688)</b>	<b>(1,584,487)</b>	<b>(1,587,387)</b>	<b>(1,589,295)</b>

#### Net Impact For Budget Purposes

<b>\$ (1,581,688)</b>	<b>\$ (1,584,487)</b>	<b>\$ (1,587,387)</b>	<b>\$ (1,589,295)</b>
-----------------------	-----------------------	-----------------------	-----------------------

\*The division does not anticipate any financial impacts due to the COVID-19 pandemic.

## Two Year Operating Budget Comparison

### Elected Officials

	2021 Recommended Budget	2020 Approved Budget	Variance \$	Variance %
<b>Elected Officials</b>				
<b>600 - Expense</b>				
200 - Salaries & Wages	978,783	964,768	14,015	1%
205 - Employee Benefits	160,659	141,811	18,848	13%
210 - Training & Development	81,300	81,300	-	0%
215 - Business Expenses	63,574	63,438	136	0%
220 - Advertising & Printing	156,976	156,976	-	0%
240 - Contracted Services	120,145	120,145	-	0%
245 - Supplies & Materials	8,700	8,700	-	0%
250 - Repairs & Maintenance	150	150	-	0%
255 - Equipment Purchases	2,000	2,000	-	0%
265 - Telecommunications	9,401	8,921	480	5%
<b>Total 600 - Expense</b>	<b>1,581,688</b>	<b>1,548,209</b>	<b>33,479</b>	<b>2%</b>
<b>Net Revenues/(Expenses)</b>	<b>(1,581,688)</b>	<b>(1,548,209)</b>	<b>(33,479)</b>	<b>2%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (1,581,688)</b>	<b>\$ (1,548,209)</b>	<b>\$ (33,479)</b>	<b>2%</b>

\*The division does not anticipate any financial impacts due to the COVID-19 pandemic.



## Two Year Operating Budget Comparison

### Elected Officials Base Budget

	2022 Forecast Budget	2021 Recommended Budget	Variance \$	Variance %
<b>Elected Officials</b>				
<b>600 - Expense</b>				
200 - Salaries & Wages	980,366	978,783	1,583	0%
205 - Employee Benefits	161,875	160,659	1,216	1%
210 - Training & Development	81,300	81,300	-	0%
215 - Business Expenses	63,574	63,574	-	0%
220 - Advertising & Printing	156,976	156,976	-	0%
240 - Contracted Services	120,145	120,145	-	0%
245 - Supplies & Materials	8,700	8,700	-	0%
250 - Repairs & Maintenance	150	150	-	0%
255 - Equipment Purchases	2,000	2,000	-	0%
265 - Telecommunications	9,401	9,401	-	0%
<b>Total 600 - Expense</b>	<b>1,584,487</b>	<b>1,581,688</b>	<b>2,799</b>	<b>0%</b>
<b>Net Revenues/(Expenses)</b>	<b>(1,584,487)</b>	<b>(1,581,688)</b>	<b>(2,799)</b>	<b>0%</b>
<b>Net Impact For Budget Purposes</b>	<b>\$ (1,584,487)</b>	<b>\$ (1,581,688)</b>	<b>\$ (2,799)</b>	<b>0%</b>

\*The division does not anticipate any financial impacts due to the COVID-19 pandemic.

## 2021 - 2024 Operating Delta Summary

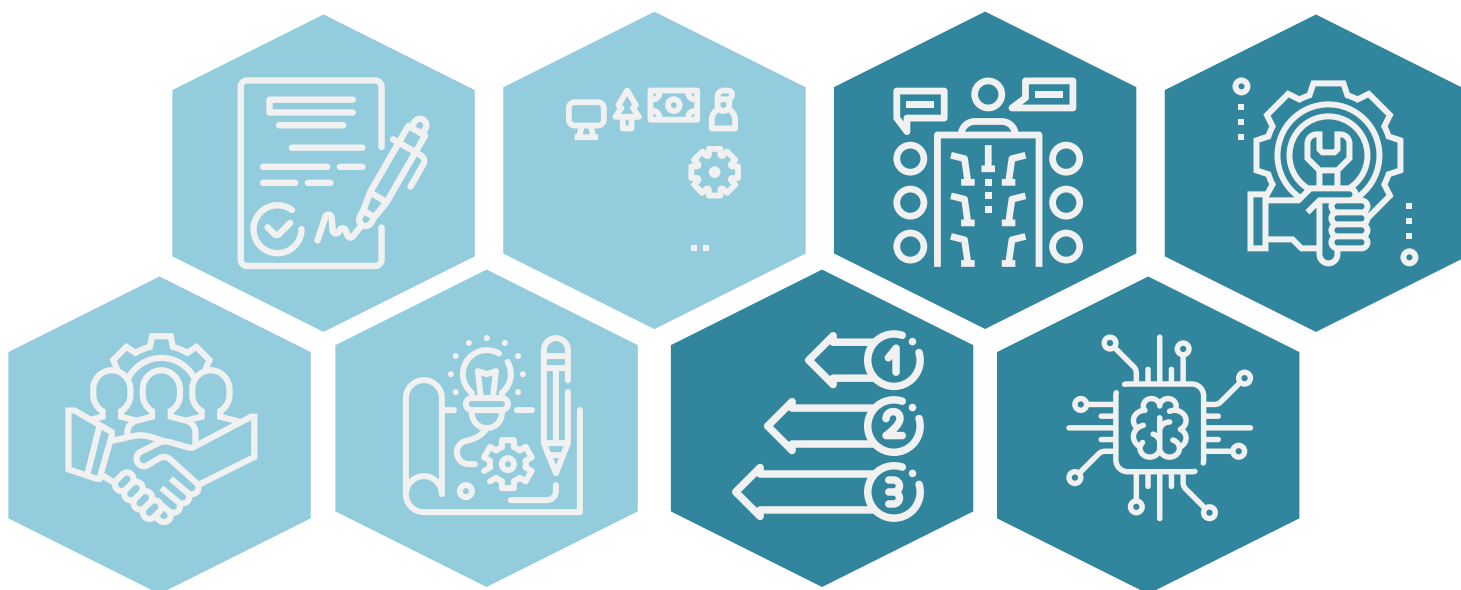
Elected Officials

BUDGET	BASE	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$1.5M	N/A	\$1.5M
COVID	N/A	N/A	N/A
DELTA	\$33.2K	N/A	\$33.2K
<b>2021 Recommended Budget</b>	<b>\$1.6M</b>	<b>N/A</b>	<b>\$1.6M</b>
2022 Approved in Principle Budget	\$1.6M	N/A	\$1.6M
COVID	N/A	N/A	N/A
DELTA	\$34.1K	N/A	\$34.1K
<b>2022 Recommended Budget</b>	<b>\$1.6M</b>	<b>N/A</b>	<b>\$1.6M</b>
2023 Approved in Principle Budget	1.6M	N/A	1.6M
COVID	N/A	N/A	N/A
DELTA	35.0K	N/A	35.0K
<b>2023 Recommended Budget</b>	<b>\$1.6M</b>	<b>N/A</b>	<b>\$1.6M</b>
2024 Approved in Principle Budget	N/A	N/A	N/A
COVID	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2024 Recommended Budget</b>	<b>\$1.6M</b>	<b>N/A</b>	<b>\$1.6M</b>

Totals may not add due to rounding.

# 2021 MULTI-YEAR BUDGET

## CHANGE REQUESTS





## 2021 Staff Increase Requests

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Infrastructure and Planning Services Division</b>							
2021-SIR-159	TAS - Seasonal Pest Inspector (beaver control seasonal hours) (2021)	-	1,730	\$ 58,542	\$ 58,542	\$ 58,542	\$ 58,542
<b>Infrastructure and Planning Services Division Total</b>		<b>-</b>	<b>1,730</b>	<b>58,542</b>	<b>58,542</b>	<b>58,542</b>	<b>58,542</b>
<b>Community Services Division</b>							
2021-SIR-156	RPC- Recreation Program Instructor Reclassification Phase I (2021)	-	4125	34,750	34,750	34,750	34,750
<b>Community Services Division Total</b>		<b>-</b>	<b>4,125</b>	<b>34,750</b>	<b>34,750</b>	<b>34,750</b>	<b>34,750</b>
<b>Corporate Services Division</b>							
2021-SIR-39	FAC - Asset Management Admin Support (Temp to Perm) (2021)	1.0	-	-	-	-	-
2021-SIR-158	HR - Wellness Program Coordinator (Temp in Place)(2021)	1.0	-	112,747	111,884	111,884	111,884
<b>Corporate Services Division Total</b>		<b>2.0</b>	<b>-</b>	<b>112,747</b>	<b>111,884</b>	<b>111,884</b>	<b>111,884</b>
<b>Grand Total</b>		<b>2.0</b>	<b>5,855</b>	<b>\$ 206,039</b>	<b>\$ 205,176</b>	<b>\$ 205,176</b>	<b>\$ 205,176</b>

## 2023 Staff Increase Requests

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Infrastructure and Planning Services Division</b>							
2021-SIR-160	(AIP) TPE - Traffic Technologist & Liason (2023)	1.0	-	\$ -	\$ -	\$ 101,824	\$ 109,216
2021-SIR-161	(AIP) TPE- Traffic Signal Student (2023)	-	630	-	-	24,712	24,712
<b>Infrastructure and Planning Services Division Total</b>		<b>1.0</b>	<b>630</b>	<b>-</b>	<b>-</b>	<b>126,536</b>	<b>133,928</b>
<b>Grand Total</b>		<b>1.0</b>	<b>630</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 126,536</b>	<b>\$ 133,928</b>

## 2021 Initiatives

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Infrastructure and Planning Services Division</b>							
2021-INIT-162	TAS - Drainage Maintenance (2021)	-	-	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
2021-INIT-163	TAS - Software Replacement- Weed Inspection Program (2021)	-	-	75,000	-	-	-
2021-INIT-165	TAS - Astotin Creek Surface Water Study (2021)	-	-	360,000	-	-	-
2021-INIT-167	TAS - Annual Roadway Asphalt Maintenance (2021)	-	3,330	500,000	500,000	500,000	500,000
<b>Infrastructure and Planning Services Division Total</b>		<b>-</b>	<b>3,330</b>	<b>1,685,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>
<b>Utilities</b>							
2021-INIT-177	UT - Green Routine - Pay as you throw (2021)	-	-	-	-	-	-
2021-INIT-178	UT - Business Operations & Service Excellence (2021)	-	-	-	-	-	-
<b>Utilities Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Corporate Services Division</b>							
2021-INIT-175	FAC - Additional Security Guard (2021)	-	-	100,000	100,000	100,000	100,000
<b>Corporate Services Division Total</b>		<b>-</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Financial and Strategic Management Division</b>							
2021-INIT-174	PROC - E-Procurement Tool (2021)	-	-	130,000	50,000	50,000	50,000
<b>Financial and Strategic Management Division Total</b>		<b>-</b>	<b>-</b>	<b>130,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Senior Administration Division</b>							
2021-INIT-176	IA - Indigenous and Cultural Events (2021)	-	-	50,000	50,000	50,000	50,000
<b>Senior Administration Division Total</b>		<b>-</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Grand Total</b>		<b>-</b>	<b>3,330</b>	<b>\$ 1,965,000</b>	<b>\$ 1,450,000</b>	<b>\$ 1,450,000</b>	<b>\$ 1,450,000</b>

## 2022 Initiatives

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Community Services Division</b>							
2021-INIT-166	(AIP) FCS - Community Cemetery Assessment (2022)	-	-	\$ -	\$ -	\$ -	\$ -
<b>Community Services Division Total</b>		-	-	-	-	-	-
<b>Financial and Strategic Management Division</b>							
2021-INIT-8	(AIP) CFIN - Business Expense Policy (2022)	-	-	-	-	-	-
2021-INIT-32	(AIP) CP - Program Based Budgeting & Reporting (PGBB) (2022)	-	-	-	837,500	745,000	15,000
<b>Financial and Strategic Management Division Total</b>		-	-	-	<b>837,500</b>	<b>745,000</b>	<b>15,000</b>
<b>Fiscal Services</b>							
2021-INIT-14	(AIP) FIS - Enterprise Risk Management (2022)	-	-	-	100,000	250,000	50,000
<b>Fiscal Services Total</b>		-	-	-	<b>100,000</b>	<b>250,000</b>	<b>50,000</b>
<b>Grand Total</b>		-	-	\$ -	\$ <b>937,500</b>	\$ <b>995,000</b>	\$ <b>65,000</b>

## 2023 Initiatives

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Infrastructure and Planning Services Division</b>							
2021-INIT-82	(AIP) TAS - Transportation Tactical Asset Management Plan (2023)	-	-	\$ -	\$ -	\$ 200,000	\$ 20,000
<b>Infrastructure and Planning Services Division Total</b>		-	-	-	-	<b>200,000</b>	<b>20,000</b>
<b>Corporate Services Division</b>							
2021-INIT-67	(AIP) HR - Corporate Learning and Development (2023)	1.0	-	-	-	158,107	160,872
2021-INIT-111	(AIP) ITS - Annual Application Lifecycle (2023)	-	-	-	-	350,000	350,000
<b>Corporate Services Division Total</b>		<b>1.0</b>	-	-	-	<b>508,107</b>	<b>510,872</b>
<b>Grand Total</b>		<b>1.0</b>	-	\$ -	\$ -	\$ <b>708,107</b>	\$ <b>530,872</b>

# 2024 Inittitives

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
Infrastructure and Planning Services Division							
2021-INIT-168	(AIP) TAS - Rural Road Sweeping (2024)	-	-	\$ -	\$ -	\$ -	\$ 750,000
2021-INIT-171	(AIP) TPE - South of LEA (Hwy 21 to Rge Rd 222 and Twp Rd 530 to LEA boundary)_FPS (2024)	-	-	-	-	-	153,300
Infrastructure and Planning Services Division Total		-	-	-	-	-	903,300
Grand Total		-	-	\$ -	\$ -	\$ -	\$ 903,300



## 2021 Operating Impacts Of Capital

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Community Services Division</b>							
2021-OPS-10	AUTO - 1791 - SCT AUTO Mobility Bus Vehicle Expansion (2021)	-	-	\$ 20,000	\$ 40,000	\$ 58,000	\$ 58,000
<b>Community Services Division Total</b>		-	-	<b>20,000</b>	<b>40,000</b>	<b>58,000</b>	<b>58,000</b>
<b>Corporate Services Division</b>							
2021-OPS-38	(BASE) AUTO - 1286 - FAC - Annual Program (2021)	-	-	100,000	100,000	800,000	800,000
2021-OPS-42	AUTO - 2017 FLT - Corporate GPS System (2021)	-	2,730	60,779	(87,150)	(87,150)	(87,150)
<b>Corporate Services Division Total</b>		-	<b>2,730</b>	<b>160,779</b>	<b>12,850</b>	<b>712,850</b>	<b>712,850</b>
<b>Grand Total</b>		-	<b>2,730</b>	<b>\$ 180,779</b>	<b>\$ 52,850</b>	<b>\$ 770,850</b>	<b>\$ 770,850</b>

## 2024 Operating Impacts Of Capital

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Community Services Division</b>							
2021-OPS-45	(AIP) AUTO - 1273 - RPC - Open Space Planning (2024)	-	-	\$ -	\$ -	\$ -	\$ 54,000
<b>Community Services Division Total</b>		-	-	-	-	-	<b>54,000</b>
<b>Grand Total</b>		-	-	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 54,000</b>

# 2021 Priority Change Requests

Change Request Number	Change Request Name	FTE	Hours	2021	2022	2023	2024
<b>Community Services Division</b>							
2021-PCR-1	SCT - Local Change 6 to 6:15 (2021)	-	-	\$ (38,100)	\$ (38,100)	\$ (38,100)	\$ (38,100)
<b>Community Services Division Total</b>		-	-	(38,100)	(38,100)	(38,100)	(38,100)
<b>Grand Total</b>		-	-	\$ (38,100)	\$ (38,100)	\$ (38,100)	\$ (38,100)

# 2021 COVID Adjustments

Change Request Number	Change Request Name	FTE	2021	2022	2023	2024
<b>Infrastructure and Planning Services Division</b>						
2021-COVID-4	PDS - COVID Revenue Adjustment	-	\$ 225,000	\$ -	\$ -	-
2021-COVID-5	PDS - COVID Revenue Adjustments	-	925,000	-	-	-
<b>Infrastructure and Planning Services Division Total</b>		-	<b>1,150,000</b>	-	-	-
<b>Community Services Division</b>						
2021-COVID-2	SCT - COVID Revenue Adjustment	-	1,208,761	-	-	-
2021-COVID-6	SCT - Bus Cleaners	-	5,240	139,400	-	-
2021-COVID-7	SCES - COVID-19 Impacts	-	-	201,550	-	-
2021-COVID-9	RCMP - COVID Revenue impacts	-	-	150,000	-	-
2021-COVID-11	SCES - Corporate PPE & Cleaning Supplies	-	1,820	1,091,504	-	-
2021-COVID-12	FCS - COVID Cleaning Supplies	-	-	1,600	-	-
2021-COVID-13	RPC - Extra COVID PPE	-	-	31,500	-	-
<b>Community Services Division Total</b>		-	<b>7,060</b>	<b>2,824,315</b>	-	-
<b>Corporate Services Division</b>						
2021-COVID-1	LLS - Contingency for Election	-	-	15,000	-	-
2021-COVID-3	FAC Additional Facility Cleaning and Loss of Revenue	-	-	1,025,720	-	-
<b>Corporate Services Division Total</b>		-	-	<b>1,040,720</b>	-	-
<b>Financial and Strategic Management Division</b>						
2021-COVID-8	FIN - Temporary APay Support Role	-	1,456	56,411	-	-
<b>Financial and Strategic Management Division Total</b>		-	<b>1,456</b>	<b>56,411</b>	-	-
<b>Senior Administration Division</b>						
2021-COVID-14	COMC - Temp staff for COVID	-	910	64,882	-	-
<b>Senior Administration Division Total</b>		-	<b>910</b>	<b>64,882</b>	-	-
<b>Grand Total</b>		-	<b>9,426</b>	<b>\$ 5,136,328</b>	<b>\$ -</b>	<b>\$ -</b>



# 2021 MULTI-YEAR BUDGET

## CAPITAL BUDGET





## 2021 - 2025 Capital Plan by Asset Category

	Non Cash Flow					
	2021	2022	2023	2024	2025	Total
Buildings	3,600,000	3,260,000	7,400,000	5,327,050	3,502,703	<b>23,089,753</b>
Electronic Hardware/Software	2,048,206	2,519,282	1,732,978	1,943,121	1,729,643	<b>9,973,230</b>
Land Development	-	2,500,000	-	-	-	<b>2,500,000</b>
Machinery & Equipment	2,292,178	5,906,645	2,980,566	3,643,930	3,450,472	<b>18,273,791</b>
Program Parks & Open Space	1,980,000	1,850,000	1,850,000	1,850,000	1,850,000	<b>9,380,000</b>
Roadway Infrastructure	35,315,400	28,770,400	28,470,400	31,320,400	58,191,174	<b>182,067,774</b>
Utilities	1,922,700	41,688,500	1,321,000	2,310,200	2,468,367	<b>49,710,767</b>
Vehicles	6,736,700	8,407,190	7,593,456	8,902,163	10,460,366	<b>42,099,875</b>
GRAND TOTAL	<b>53,895,184</b>	<b>94,902,017</b>	<b>51,348,400</b>	<b>55,296,864</b>	<b>81,652,725</b>	<b>337,095,190</b>

## 2021 - 2025 Capital Funding Plan (Non Cash Flow)

Funding Source	Total Funding	2021	2022	2023	2024	2025
Tax Levy	-	-	-	-	-	-
Reserves						
Municipal	145,940,275	19,226,908	25,742,548	27,143,561	30,162,035	43,665,223
Utilities	18,554,792	2,591,000	3,189,900	3,170,600	4,536,425	5,066,867
Total Reserves	164,495,067	21,817,908	28,932,448	30,314,161	34,698,460	48,732,090
Grants						
MSI - Capital	90,832,175	24,730,000	17,900,000	14,050,000	11,876,000	22,276,175
Gas Tax Fund	29,239,385	6,517,950	5,863,000	5,350,075	6,187,860	5,320,500
Other	5,781,131	250,000	1,261,480	988,650	1,680,455	1,600,546
Total Grants	125,852,691	31,497,950	25,024,480	20,388,725	19,744,315	29,197,221
Developer Levy	34,949,683	-	33,995,000	100,425	-	854,258
User Rates	6,405,000	-	6,405,000	-	-	-
Other	5,392,749	579,326	545,089	545,089	854,089	2,869,156
GRAND TOTAL	<u>337,095,190</u>	<u>53,895,184</u>	<u>94,902,017</u>	<u>51,348,400</u>	<u>55,296,864</u>	<u>81,652,725</u>



## 2021 Capital Funding Summary

Funding Source	Total Funding	Tax Levy	Reserve	Grants	Developer Levy	User Rates	Other
Tax Levy	-	-					
Reserves							
Municipal Utilities	19,226,908		19,226,908				
	2,591,000		2,591,000				
Grants							
MSI - Capital	24,730,000			24,730,000			
Gas Tax Fund	6,517,950			6,517,950			
Other	250,000			250,000			
Developer Levy	-				-		
User Rates	-					-	
Other	579,326						579,326
GRAND TOTAL	53,895,184	-	21,817,908	31,497,950	-	-	579,326

Total Debenture Financing	-	-	-	-	-	-	-
---------------------------	---	---	---	---	---	---	---

Total Reserve Financing	-	-	-	-	-	-	-
-------------------------	---	---	---	---	---	---	---

## 2021 Capital Funding Plan (Non Cash Flow)

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Buildings</b>								
<b>Bldgs - A Buildings Annual Program</b>								
AUTO - 1286 - (AIP) FAC - Annual Program - Facility Capital Lifecycle (2021)	3,000,000	-	3,000,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1383 - (AIP) TAS - Annual Program - Parking Lot Rehab (2021)	600,000	-	600,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
<b>Total: Bldgs - A Buildings Annual Program</b>	<b>3,600,000</b>	-	<b>3,600,000</b>	-	-	-	-	
<b>Total: Buildings</b>	<b>3,600,000</b>	-	<b>3,600,000</b>	-	-	-	-	
<b>Electronic Hardware/Software</b>								
<b>HwdSft - A Electronic Hardware/Software Annual Program</b>								
AUTO - 1311 - (AIP) ITS - Annual Program - Corporate Infrastructure Replacement (2021)	1,565,092	-	1,565,092	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1367 - (AIP) LIB - Annual Program - IT Infrastructure Replacement (2021)	51,914	-	51,914	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1552 - (AIP) UT - Annual Program - IT Infrastructure Replacement - Utilities (2021)	45,000	-	45,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
<b>Total: HwdSft - A Electronic Hardware/Software Annual Program</b>	<b>1,662,006</b>	-	<b>1,662,006</b>	-	-	-	-	
<b>HwdSft - R Hardware/Software Rehab/Replacement</b>								
AUTO - 2056 - (AIP) LIB - Purchase and install Biblioweb software (2021)	41,200	-	41,200	-	-	-	-	1.4518 - SCL Equipment
<b>Total: HwdSft - R Electronic Hardware/Software Rehab/Replacement</b>	<b>41,200</b>	-	<b>41,200</b>	-	-	-	-	
<b>HwdSft - V Hardware/Software Value Added</b>								
AUTO - 2015 - (AIP) ITS - Disaster Recovery (2021)	120,000	-	120,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
AUTO - 2017 - FLT - Corporate GPS System (2021)	225,000	-	225,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
<b>Total: HwdSft - V Hardware/Software Value Added</b>	<b>345,000</b>	-	<b>345,000</b>	-	-	-	-	
<b>Total: Electronic Hardware/Software</b>	<b>2,048,206</b>	-	<b>2,048,206</b>	-	-	-	-	

## 2021 Capital Funding Plan (Non Cash Flow)

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Machinery &amp; Equipment</b>								
<b>ME - A Machinery &amp; Equipment Annual Program</b>								
AUTO - 1117 - (AIP) RPC - Annual Program - Recreation Equipment (2021)	571,600	-	571,600	-	-	-	-	- 1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1247 - (AIP) SCES - Annual Program - Equipment Replacement (2021)	420,000	-	420,000	-	-	-	-	- 1.3800.3428 - SCES Lifecycle Reserve
AUTO - 1362 - (AIP) LIB - Annual Program - Library Collection Replacement (2021)	550,578	-	12,489	-	-	-	538,089	1791L - Library Contribution to Capital 1.4525 - SCL Future Projects Reserve
AUTO - 1551 - (AIP) UT - Annual Program - Water Meter / Radio Frequency (2021)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
<b>Total: ME - A Machinery &amp; Equipment</b>	<b>2,042,178</b>	<b>-</b>	<b>1,504,089</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>538,089</b>	
<b>ME - R Machinery &amp; Equipment Rehab/Replacement</b>								
AUTO - 2058 - FAC - Millennium Place - Facility Wide Paging and Network Upgrade (2021)	250,000	-	250,000	-	-	-	-	- 1.3800.2644 - Facility Lifecycle
<b>Total: ME - R Machinery &amp; Equipment Rehab/Replacement</b>	<b>250,000</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Machinery &amp; Equipment Program Parks &amp; Open Space Development</b>	<b>2,292,178</b>	<b>-</b>	<b>1,754,089</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>538,089</b>	
<b>POSD - A Parks &amp; Open Space Development Annual Program</b>								
AUTO - 1119 - (AIP) RPC - Annual Program - Parks Infrastructure Lifecycle (2021)	850,000	-	850,000	-	-	-	-	- 1.3800.7060 - RPC Parks Mjr Maint Projects
<b>Total: POSD - A Parks &amp; Open Space Development Annual Program</b>	<b>850,000</b>	<b>-</b>	<b>850,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>POSD - R Parks &amp; Open Space Development Rehab/Replacement</b>								
AUTO - 1270 - (AIP) RPC - Open Space Planning (2021)	1,000,000	-	1,000,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
<b>Total: POSD - R Parks &amp; Open Space Development Rehab/Replacement</b>	<b>1,000,000</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>POSD - V Parks &amp; Open Space Development Value Added</b>								
AUTO - 2060 - FAC - Ministik School Picnic Gazebo (2021)	130,000	-	130,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
<b>Total: POSD - V Parks &amp; Open Space Development Value Added</b>	<b>130,000</b>	<b>-</b>	<b>130,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Program Parks &amp; Open Space Development</b>	<b>1,980,000</b>	<b>-</b>	<b>1,980,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## 2021 Capital Funding Plan (Non Cash Flow)

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Roadway Infrastructure</b>								
<b>RI - A Roadway Infrastructure Annual Program</b>								
AUTO - 1373 - (AIP) TAS - Annual Program - Urban Roads Rehab (2021)	12,800,000	-	1,280,000	11,520,000	-	-	-	1.3800.4266 - Annual Urban Arterial Roads 1.3430.122 - MSI Capital
AUTO - 1378 - (AIP) TAS - Annual Program - Asphalt Trail Rehab (2021)	175,000	-	175,000	-	-	-	-	1.3800.4262 - Annual Trail Rehab
AUTO - 1393 - (AIP) TAS - Annual Program - Rural Road Rehab (2021)	5,500,000	-	1,500,000	4,000,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital 1.3430.130 - Gas Tax Fund
AUTO - 1399 - (AIP) TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2021)	600,000	-	600,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1404 - (AIP) TPE - Annual Program - Traffic Signal / Intersection Replacements (2021)	830,400	-	830,400	-	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection
AUTO - 1409 - (AIP) TPE - Annual Program - Bridge Replacement Project (2021)	2,110,000	-	211,000	1,899,000	-	-	-	1.3800.4267 - Annual Bridge Rehab 1.3430.130 - Gas Tax Fund
AUTO - 1414 - (AIP) TPE - Annual Program - Sidewalk Missing Links (2021)	595,000	-	595,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
<b>Total: RI - A Roadway Infrastructure Annual Program</b>	<b>22,610,400</b>	<b>-</b>	<b>5,191,400</b>	<b>17,419,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>RI - G Roadway Infrastructure Growth</b>								
AUTO - 1321 - (AIP) TPE - SHP - Broadway Blvd and Broadview Dr Roundabout_C (2021)	500,000	-	8,763	450,000	-	-	41,237	1.3430.130 - Gas Tax Fund 1.3773.4266 - Capital Projects Reserve
AUTO - 2034 - TPE - SHP - Sherwood Dr, Granada Blvd Intersection Improvements_D (2021)	305,000	-	30,500	274,500	-	-	-	1808 - Developer Contribution 1.3430.130 - Gas Tax Fund 1.3773.4266 - Capital Projects Reserve
<b>Total: RI - G Roadway Infrastructure Growth</b>	<b>805,000</b>	<b>-</b>	<b>39,263</b>	<b>724,500</b>	<b>-</b>	<b>-</b>	<b>41,237</b>	
<b>RI - R Roadway Infrastructure Rehab/Replacement</b>								
AUTO - 2059 - TAS - RUR - Class II Improvements - Rge Rd 210, Twp Rd 550 to Hwy 15 (2021)	8,900,000	-	890,000	8,010,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital
AUTO - 2061 - TAS - Gravel Road Rehabilitation (2021)	3,000,000	-	300,000	2,700,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital
<b>Total: RI - R Roadway Infrastructure Rehab/Replacement</b>	<b>11,900,000</b>	<b>-</b>	<b>1,190,000</b>	<b>10,710,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Roadway Infrastructure</b>	<b>35,315,400</b>	<b>-</b>	<b>6,420,663</b>	<b>28,853,500</b>	<b>-</b>	<b>-</b>	<b>41,237</b>	

## 2021 Capital Funding Plan (Non Cash Flow)

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Utilities</b>								
<b>UI - A Utilities Infrastructure Annual Program</b>								
AUTO - 1547 - (AIP) UT - Annual Program - Rollout Carts (2021)	160,700	-	160,700	-	-	-	-	- 11.4440.3 - UT Refuse Management Capital
AUTO - 1549 - (AIP) UT - Annual Program - Hydrant / Valve Replacement (2021)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1716 - (AIP) UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2021)	612,000	-	612,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
<b>Total: UI - A Utilities Infrastructure Annual Program</b>	<b>1,272,700</b>	<b>-</b>	<b>1,272,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>UI - G Utilities Infrastructure Growth</b>								
AUTO - 2044 - UT - Northern Bear Booster Station Upgrade (2021)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
<b>Total: UI - G Utilities Infrastructure Growth</b>	<b>500,000</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>UI - R Utilities Infrastructure Rehab/Replacement</b>								
AUTO - 1707 - (AIP) UT - Annual Program - Asbestos Removal and Abatement (2021)	150,000	-	150,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
<b>Total: UI - R Utilities Infrastructure Rehab/Replacement</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Utilities</b>	<b>1,922,700</b>	<b>-</b>	<b>1,922,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## 2021 Capital Funding Plan (Non Cash Flow)

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Vehicles</b>								
<b>Veh - A Vehicles Annual Program</b>								
AUTO - 1216 - (AIP) FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2021)	2,661,900	-	2,661,900	-	-	-	-	1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1299 - (AIP) FLT - Annual Program - Transit Replacements (2021)	2,535,500	-	253,550	2,281,950	-	-	-	1.3800.4151 - SCT Fleet Replacement 1.3430.130 - Gas Tax Fund
AUTO - 1550 - (AIP) UT - Annual Program - Utilities Fleet Addition & Replacement (2021)	123,300	-	123,300	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1863 - (AIP) FLT - Annual Program - Transit Capital Refurb (2021)	611,000	-	611,000	-	-	-	-	1.3800.4151 - SCT Fleet Replacement
AUTO - 1867 - (AIP) FLT - Annual Program - Vehicle & Equipment Capital Refurb (2021)	375,000	-	375,000	-	-	-	-	1.3800.4134 - Vehicle Fleet & Equipment Replacement
<b>Total: Veh - A Vehicles Annual Program</b>	<b>6,306,700</b>	<b>-</b>	<b>4,024,750</b>	<b>2,281,950</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Veh - G Vehicles Growth</b>								
AUTO - 1791 - (AIP) SCT - Mobility Bus Vehicle Expansion (2021)	375,000	-	12,500	362,500	-	-	-	1.3800.4151 - SCT Fleet Replacement 1.3430.130 - Gas Tax Fund 1.3430.137 - Small Communities Fund
AUTO - 2033 - TAS - ROWMgmt Fleet Acquisition (2021)	55,000	-	55,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
<b>Total: Veh - G Vehicles Growth</b>	<b>430,000</b>	<b>-</b>	<b>67,500</b>	<b>362,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Vehicles</b>	<b>6,736,700</b>	<b>-</b>	<b>4,092,250</b>	<b>2,644,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>GRAND TOTAL</b>	<b>53,895,184</b>	<b>-</b>	<b>21,817,908</b>	<b>31,497,950</b>	<b>-</b>	<b>-</b>	<b>579,326</b>	

## 2022 Capital Funding Summary

Funding Source	Total Funding	Tax Levy	Reserve	Grants	Developer Levy	User Rates	Other
Tax Levy	-	-					
Reserves							
Municipal Utilities	25,742,548 3,189,900		25,742,548 3,189,900				
Grants							
MSI - Capital	17,900,000			17,900,000			
Gas Tax Fund	5,863,000			5,863,000			
Other	1,261,480			1,261,480			
Developer Levy	33,995,000				33,995,000		
User Rates	6,405,000					6,405,000	
Other	545,089						545,089
GRAND TOTAL	94,902,017	-	28,932,448	25,024,480	33,995,000	6,405,000	545,089

Total Debenture Financing	40,400,000	-	-	-	33,995,000	6,405,000	-
Total Reserve Financing	-	-	-	-	-	-	-

## 2022 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Buildings</b>								
<b>Bldgs - A Buildings Annual Program</b>								
AUTO - 1287 - (AIP) FAC - Annual Program - Facility Capital Lifecycle (2022)	2,750,000	-	2,750,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1384 - (AIP) TAS - Annual Program - Parking Lot Rehab (2022)	510,000	-	510,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
<b>Total: Bldgs - A Buildings Annual Program</b>	<b>3,260,000</b>	-	<b>3,260,000</b>	-	-	-	-	
<b>Total: Buildings</b>	<b>3,260,000</b>	-	<b>3,260,000</b>	-	-	-	-	
<b>Electronic Hardware/Software</b>								
<b>HwdSft - A Electronic Hardware/Software Annual Program</b>								
AUTO - 1312 - (AIP) ITS - Annual Program - Corporate Infrastructure Replacement (2022)	2,410,935	-	2,410,935	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1368 - (AIP) LIB - Annual Program - IT Infrastructure Replacement (2022)	68,347	-	68,347	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1589 - (AIP) UT - Annual Program - IT Infrastructure Replacement - Utilities (2022)	40,000	-	40,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
<b>Total: HwdSft - A Electronic Hardware/Software Annual Program</b>	<b>2,519,282</b>	-	<b>2,519,282</b>	-	-	-	-	
<b>Total: Electronic Hardware/Software</b>	<b>2,519,282</b>	-	<b>2,519,282</b>	-	-	-	-	
<b>Land Development</b>								
<b>Land - G Land Development Growth</b>								
AUTO - 1485 - SCES - Emergency Services Station Cambrian Crossing- Aquisition of land (2022)	2,500,000	-	2,500,000	-	-	-	-	1.3803 - General Land
<b>Total: Land - G Land Development Growth</b>	<b>2,500,000</b>	-	<b>2,500,000</b>	-	-	-	-	
<b>Total: Land Development</b>	<b>2,500,000</b>	-	<b>2,500,000</b>	-	-	-	-	



## 2022 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Machinery &amp; Equipment</b>								
<b>ME - A Machinery &amp; Equipment Annual Program</b>								
AUTO - 1193 - (AIP) RPC - Annual Program - Recreation Equipment (2022)	466,117	-	466,117	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1363 - (AIP) LIB - Annual Program - Library Collection Replacement (2022)	545,089	-	-	-	-	-	545,089	1791L - Library Contribution to Capital
AUTO - 1584 - (AIP) UT - Annual Program - Water Meter / Radio Frequency (2022)	1,600,000	-	1,600,000	-	-	-	-	11.4440.5 - UT Future Water Capital
AUTO - 1278 - (AIP) SCES - Annual Program - Equipment Replacement (2022)	2,690,000	-	690,000	2,000,000	-	-	-	1.3800.3428 - SCES Lifecycle 1.3430.122 - MSI Capital
<b>Total: ME - A Machinery &amp; Equipment</b>	<b>5,301,206</b>	<b>-</b>	<b>2,756,117</b>	<b>2,000,000</b>	<b>-</b>	<b>-</b>	<b>545,089</b>	
<b>ME - R Machinery &amp; Equipment Rehab/Replacement</b>								
AUTO - 1848 - (AIP) LIB - Replace Radio	185,658	-	185,658	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1463 - (AIP) LIB - Replace Book Return Bin (2022)	11,139	-	11,139	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1853 - (AIP) LIB - Replace Furniture - Chairs/Stools (2022)	218,642	-	218,642	-	-	-	-	1.4521 - SCL Furniture & Fixture Lifecycle
<b>Total: ME - R Machinery &amp; Equipment</b>	<b>415,439</b>	<b>-</b>	<b>415,439</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>ME - R Machinery &amp; Equipment Value Added</b>								
AUTO - 2051 - FLT - Fire Pump Tester (2022)	190,000	-	190,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
<b>Total: ME - R Machinery &amp; Equipment Rehab/Replacement</b>	<b>190,000</b>	<b>-</b>	<b>190,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Machinery &amp; Equipment Program Parks &amp; Open Space Development</b>	<b>5,906,645</b>	<b>-</b>	<b>3,361,556</b>	<b>2,000,000</b>	<b>-</b>	<b>-</b>	<b>545,089</b>	
<b>POSD - A Parks &amp; Open Space Development Annual Program</b>								
AUTO - 1120 - (AIP) RPC - Annual Program - Parks Infrastructure Lifecycle (2022)	850,000	-	850,000	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
<b>Total: POSD - A Parks &amp; Open Space Development Annual Program</b>	<b>850,000</b>	<b>-</b>	<b>850,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>POSD - R Parks &amp; Open Space Development Rehab/Replacement</b>								
AUTO - 1271 - (AIP) RPC - Open Space Planning (2022)	1,000,000	-	1,000,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
<b>Total: POSD - R Parks &amp; Open Space Development Rehab/Replacement</b>	<b>1,000,000</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Program Parks &amp; Open Space Development</b>	<b>1,850,000</b>	<b>-</b>	<b>1,850,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## 2022 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Roadway Infrastructure								
RI - A Roadway Infrastructure Annual Program								
AUTO - 1374 - (AIP) TAS - Annual Program - Urban Roads Rehab (2022)	13,500,000	-	3,500,000	10,000,000	-	-	-	1.3800.4266 - Annual Urban Arterial Roads
AUTO - 1379 - (AIP) TAS - Annual Program - Asphalt Trail Rehab (2022)	175,000	-	175,000	-	-	-	-	1.3430.122 - MSI Capital 1.3800.4262 - Annual Trail Rehab
AUTO - 1394 - (AIP) TAS - Annual Program - Rural Road Rehab (2022)	8,000,000	-	800,000	7,200,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.130 - Gas Tax Fund 1.3430.122 - MSI Capital
AUTO - 1400 - (AIP) TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2022)	600,000	-	600,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1405 - TPE - Annual Traffic Signal / Intersection Replacements (2022)	830,400	-	830,400	-	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection
AUTO - 1410 - (AIP) TPE - Annual Project - Bridge Replacement Project (2022)	2,070,000	-	207,000	1,863,000	-	-	-	1.3800.4267 - Annual Bridge Rehab
AUTO - 1415 - (AIP) TPE - Annual Program - Sidewalk Missing Links (2022)	595,000	-	595,000	-	-	-	-	1.3430.130 - Gas Tax Fund 1.3800.4269 - Annual Traff & Ped Safety
Total: RI - A Roadway Infrastructure Annual Program	25,770,400	-	6,707,400	19,063,000	-	-	-	
RI - G Roadway Infrastructure Growth								
AUTO - 1904 - (AIP) TPE - WYE - Rge Rd 233, Ash St to Balmoral Way_L (2022)	3,000,000	-	300,000	2,700,000	-	-	-	1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital
Total: RI - G Roadway Infrastructure Growth	3,000,000	-	300,000	2,700,000	-	-	-	
Total: Roadway Infrastructure	28,770,400	-	7,007,400	21,763,000	-	-	-	

## 2022 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Utilities								
UI - A Utilities Infrastructure Annual Program								
AUTO - 1564 - (AIP) UT - Annual Program - Rollout Carts (2022)	188,500	-	188,500	-	-	-	-	- 11.4440.3 - UT Refuse Management Capital
AUTO - 1574 - (AIP) UT - Annual Program - Hydrant / Valve Replacement (2022)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1717 - (AIP) UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2022)	600,000	-	600,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
<b>Total: UI - A Utilities Infrastructure Annual Program</b>	<b>1,288,500</b>	<b>-</b>	<b>1,288,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
UI - G Utilities Infrastructure Growth								
AUTO - 2019 - UTL - North of Yellowhead Water (2022)	9,900,000	-	-	-	9,900,000	-	-	- 1.4747 - North of Yellowhead Water Line Note: to be interim financed from 11.4440.6
AUTO - 2022 - UTL - North of Yellowhead Wastewater (2022)	30,500,000	-	-	-	24,095,000	6,405,000	-	- 1.4777 - North of Yellowhead Trunk Line 1815U - Debenture Financing Utilities Note: to be interim financed from 11.4440.6
<b>Total: UI - G Utilities Infrastructure Growth</b>	<b>40,400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33,995,000</b>	<b>6,405,000</b>	<b>-</b>	
<b>Total: Utilities</b>	<b>41,688,500</b>	<b>-</b>	<b>1,288,500</b>	<b>-</b>	<b>33,995,000</b>	<b>6,405,000</b>	<b>-</b>	

## 2022 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Vehicles								
Veh - A Vehicles Annual Program								
AUTO - 1217 - (AIP) FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2022)	2,689,590	-	2,689,590	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1300 - (AIP) FLT - Annual Program - Transit Replacements (2022)	3,153,700	-	1,892,220	1,261,480	-	-	-	- 1.3800.4151 - SCT Fleet Replacement 1.3430.149 - ICIP – Investing in Canada
AUTO - 1579 - (AIP) UT - Annual Program - Utilities Fleet Addition & Replacement (2022)	261,400	-	261,400	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1864 - (AIP) FLT - Annual Program - Transit Capital Refurb (2022)	691,500	-	691,500	-	-	-	-	- 1.3800.4151 - SCT Fleet Replacement
AUTO - 1868 - (AIP) FLT - Annual Program - Vehicle & Equipment Capital Refurb (2022)	107,000	-	107,000	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
<b>Total: Veh - A Vehicles Annual Program</b>	<b>6,903,190</b>	<b>-</b>	<b>5,641,710</b>	<b>1,261,480</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Veh - G Vehicles Growth								
AUTO - 1197 - (AIP) RPC - Fleet Addition (Parks Branch Mowers) (2022) (Part of approved Initiative)	54,000	-	54,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
AUTO - 1787 - (AIP) FLT - Replace Recycled Fleet Program (2022)	1,450,000	-	1,450,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
<b>Total: Veh - G Vehicles Growth</b>	<b>1,504,000</b>	<b>-</b>	<b>1,504,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Vehicles</b>	<b>8,407,190</b>	<b>-</b>	<b>7,145,710</b>	<b>1,261,480</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>GRAND TOTAL</b>	<b>94,902,017</b>	<b>-</b>	<b>28,932,448</b>	<b>25,024,480</b>	<b>33,995,000</b>	<b>6,405,000</b>	<b>545,089</b>	

## 2023 Capital Funding Summary

Funding Source	Total Funding	Tax Levy	Reserve	Grants	Developer Levy	User Rates	Other
Tax Levy	-	-					
Reserves							
Municipal Utilities	27,143,561		27,143,561				
	3,170,600		3,170,600				
Grants							
MSI - Capital	14,050,000			14,050,000			
Gas Tax Fund	5,350,075			5,350,075			
Other	988,650			988,650			
Developer Levy	100,425				100,425		
User Rates	-					-	
Other	545,089						545,089
GRAND TOTAL	51,348,400	-	30,314,161	20,388,725	100,425	-	545,089

Total Debenture Financing	-	-	-	-	-	-	-
---------------------------	---	---	---	---	---	---	---

Total Reserve Financing	-	-	-	-	-	-	-
-------------------------	---	---	---	---	---	---	---

## 2023 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Buildings</b>								
<b>Bldgs - A Buildings Annual Program</b>								
AUTO - 1288 - (AIP) FAC - Annual Program - Facility Capital Lifecycle (2023)	1,800,000	-	1,800,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1385 - (AIP) TAS - Annual Program - Parking Lot Rehab (2023)	600,000	-	600,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
<b>Total: Bldgs - A Buildings Annual Program</b>	<b>2,400,000</b>	-	<b>2,400,000</b>	-	-	-	-	
<b>Bldgs - G Buildings Growth</b>								
AUTO - 860 - (AIP) TAS - Agriculture Services Shop - Bremner Site (2023)	5,000,000	-	500,000	4,500,000	-	-	-	1.3773.4266 - Capital Projects Reserve 1.3430.122 - MSI Capital
<b>Total: Bldgs - G Buildings Growth</b>	<b>5,000,000</b>	-	<b>500,000</b>	<b>4,500,000</b>	-	-	-	
<b>Total: Buildings</b>	<b>7,400,000</b>	-	<b>2,900,000</b>	<b>4,500,000</b>	-	-	-	
<b>Electronic Hardware/Software</b>								
<b>HwdSft - A Electronic Hardware/Software Annual Program</b>								
AUTO - 1313 - (AIP) ITS - Annual Program - Corporate Infrastructure Replacement (2023)	1,626,111	-	1,626,111	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1369 - (AIP) LIB - Annual Program - IT Infrastructure Replacement (2023)	66,867	-	66,867	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1590 - (AIP) UT - Annual Program - IT Infrastructure Replacement - Utilities (2023)	40,000	-	40,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
<b>Total: HwdSft - A Electronic Hardware/Software Annual Program</b>	<b>1,732,978</b>	-	<b>1,732,978</b>	-	-	-	-	
<b>Total: Electronic Hardware/Software</b>	<b>1,732,978</b>	-	<b>1,732,978</b>	-	-	-	-	

## 2023 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Machinery & Equipment								
ME - A Machinery & Equipment Annual Program								
AUTO - 1194 - (AIP) RPC - Annual Program - Recreation Equipment (2023)	505,123	-	505,123	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1364 - (AIP) LIB - Annual Program - Library Collection Replacement (2023)	545,089	-	-	-	-	-	545,089	1791L - Library Contribution to Capital
AUTO - 1585 - (AIP) UT - Annual Program - Water Meter / Radio Frequency (2023)	1,600,000	-	1,600,000	-	-	-	-	11.4440.5 - UT Future Water Capital
<b>Total: ME - A Machinery &amp; Equipment</b>	<b>2,650,212</b>	-	<b>2,105,123</b>	-	-	-	<b>545,089</b>	
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 1462 - (AIP) LIB - Replace Radio Frequency Ident. (RFID) Equipment (2023)	48,397	-	48,397	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1854 - (AIP) LIB - Replace Furniture - Chairs/Stools (2023)	231,957	-	231,957	-	-	-	-	1.4521 - SCL Furniture & Fixture Lifecycle
<b>Total: ME - R Machinery &amp; Equipment</b>	<b>280,354</b>	-	<b>280,354</b>	-	-	-	-	
ME - R Machinery & Equipment Value Added								
AUTO - 2009 - (AIP) TAS - Livestock Emergency Response Equipment (2023)	50,000	-	50,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
<b>Total: ME - R Machinery &amp; Equipment Rehab/Replacement</b>	<b>50,000</b>	-	<b>50,000</b>	-	-	-	-	
<b>Total: Machinery &amp; Equipment Program Parks &amp; Open Space Development</b>	<b>2,980,566</b>	-	<b>2,435,477</b>	-	-	-	<b>545,089</b>	
POSD - A Parks & Open Space Development Annual Program								
AUTO - 1121 - (AIP) RPC - Annual Program - Parks Infrastructure Lifecycle (2023)	850,000	-	850,000	-	-	-	-	1.3800.7060 - RPC Parks Mjr Maint Projects
<b>Total: POSD - A Parks &amp; Open Space Development Annual Program</b>	<b>850,000</b>	-	<b>850,000</b>	-	-	-	-	
POSD - R Parks & Open Space Development Rehab/Replacement								
AUTO - 1272 - (AIP) RPC - Open Space Planning (2023)	1,000,000	-	1,000,000	-	-	-	-	1.3773.4266 - Capital Projects Reserve
<b>Total: POSD - R Parks &amp; Open Space Development Rehab/Replacement</b>	<b>1,000,000</b>	-	<b>1,000,000</b>	-	-	-	-	
<b>Total: Program Parks &amp; Open Space Development</b>	<b>1,850,000</b>	-	<b>1,850,000</b>	-	-	-	-	

## 2023 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Roadway Infrastructure</b>								
<b>RI - A Roadway Infrastructure Annual Program</b>								
AUTO - 1375 - (AIP) TAS - Annual Program - Urban Roads Rehab (2023)	13,700,000	-	6,850,000	6,850,000	-	-	-	- 1.3800.4266 - Annual Urban Arterial Road
AUTO - 1380 - (AIP) TAS - Annual Program - Asphalt Trail Rehab (2023)	200,000	-	200,000	-	-	-	-	- 1.3430.122 - MSI Capital - 1.3800.4262 - Annual Trail Rehab
AUTO - 1395 - (AIP) TAS - Annual Program - Rural Road Rehab (2023)	6,600,000	-	3,800,000	2,800,000	-	-	-	- 1.3800.4268 - Annual Rural Road 1.3430.130 - Gas Tax Fund
AUTO - 1401 - (AIP) TPE - Annual Program - Traffic & Pedestrian Safety Improvements	600,000	-	600,000	-	-	-	-	- 1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1406 - (AIP) TPE - Annual Program - Traffic Signal / Intersection Replacements (2023)	830,400	-	830,400	-	-	-	-	- 1.3800.4264 - Annual Traffic Sig/Intersection
AUTO - 1411 - (AIP) TPE - Annual Program - Bridge Replacement Project (2023)	1,970,000	-	197,000	1,773,000	-	-	-	- 1.3800.4267 - Annual Bridge Rehab 1.3430.130 - Gas Tax Fund
AUTO - 1416 - (AIP) TPE - Annual Program - Sidewalk Missing Links (2023)	595,000	-	595,000	-	-	-	-	- 1.3800.4269 - Annual Traff & Ped Safety
<b>Total: RI - A Roadway Infrastructure Annual Program</b>	<b>24,495,400</b>	<b>-</b>	<b>13,072,400</b>	<b>11,423,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>RI - G Roadway Infrastructure Growth</b>								
AUTO - 1160 - (AIP) TPE - WYE- Rge Rd 231, Wye Rd to Hillshire Blvd_DLU (2023)	975,000	-	97,500	777,075	100,425	-	-	- 1.4714 - South of Wye - Arterial Urban Upgrade 1.3430.130 - Gas Tax Fund 1.3773.4266 - Capital Projects Reserve
AUTO - 2053 - TPE - SHP - Sherwood Dr, Granada Blvd Intersection Improvements LUC (2023)	3,000,000	-	300,000	2,700,000	-	-	-	- 1.3430.122 - MSI Capital 1.3773.4266 - Capital Projects Reserve
<b>Total: RI - G Roadway Infrastructure Growth</b>	<b>3,975,000</b>	<b>-</b>	<b>397,500</b>	<b>3,477,075</b>	<b>100,425</b>	<b>-</b>	<b>-</b>	
<b>Total: Roadway Infrastructure Utilities</b>	<b>28,470,400</b>	<b>-</b>	<b>13,469,900</b>	<b>14,900,075</b>	<b>100,425</b>	<b>-</b>	<b>-</b>	
<b>UI - A Utilities Infrastructure Annual Program</b>								
AUTO - 1565 - (AIP) UT - Annual Program - Rollout Carts (2023)	221,000	-	221,000	-	-	-	-	- 11.4440.3 - UT Refuse Management Capital
AUTO - 1575 - (AIP) UT - Annual Program - Hydrant / Valve Replacement (2023)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1718 - (AIP) UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2023)	600,000	-	600,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
<b>Total: UI - A Utilities Infrastructure Annual Program</b>	<b>1,321,000</b>	<b>-</b>	<b>1,321,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Utilities</b>	<b>1,321,000</b>	<b>-</b>	<b>1,321,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	



## 2023 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Vehicles								
Veh - A Vehicles Annual Program								
AUTO - 1218 - (AIP) FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2023)	3,124,280	-	3,124,280	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1301 - (AIP) FLT - Annual Program - Transit Replacements (2023)	2,472,076	-	1,483,426	988,650	-	-	-	- 1.3800.4151 - SCT Fleet Replacement 1.3430.149 - ICIP – Investing in Canada
AUTO - 1580 - (AIP) UT - Annual Program - Utilities Fleet Addition & Replacement (2023)	209,600	-	209,600	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1865 - (AIP) FLT - Annual Program - Transit Capital Refurb (2023)	691,500	-	691,500	-	-	-	-	- 1.3800.4151 - SCT Fleet Replacement
AUTO - 1869 - (AIP) FLT - Annual Program - Vehicle & Equipment Capital Refurb (2023)	250,000	-	250,000	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
Total: Veh - A Vehicles Annual Program	6,747,456	-	5,758,806	988,650	-	-	-	
Veh - G Vehicles Growth								
AUTO - 2043 - TAS - Fleet Additions - Tandem sanders 2 units (2023)	750,000	-	750,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
AUTO - 2004 - (AIP) FAC - Vehicles for Maintenance Operations (2023)	96,000	-	96,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
Total: Veh - G Vehicles Growth	846,000	-	846,000	-	-	-	-	
Total: Vehicles	7,593,456	-	6,604,806	988,650	-	-	-	
GRAND TOTAL	51,348,400	-	30,314,161	20,388,725	100,425	-	545,089	

2024 Capital Funding Summary

Funding Source	Total Funding	Tax Levy	Reserve	Grants	Developer Levy	User Rates	Other
Tax Levy	-	-					
Reserves							
Municipal Utilities	30,162,035		30,162,035				
	4,536,425		4,536,425				
Grants							
MSI - Capital	11,876,000			11,876,000			
Gas Tax Fund	6,187,860			6,187,860			
Other	1,680,455			1,680,455			
Developer Levy	-				-		
User Rates	-					-	
Other	854,089						854,089
GRAND TOTAL	55,296,864	-	34,698,460	19,744,315	-	-	854,089

Total Debenture Financing	-	-	-	-	-	-	-
---------------------------	---	---	---	---	---	---	---

Total Reserve Financing	-	-	-	-	-	-	-
-------------------------	---	---	---	---	---	---	---

2024 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Buildings								
Bldgs - A Buildings Annual Program								
AUTO - 1289 - (AIP) FAC - Annual Program - Facility Capital Lifecycle (2024)	3,800,000	-	3,800,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1386 - (AIP) TAS - Annual Program - Parking Lot Rehab (2024)	550,000	-	550,000	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
Total: Bldgs - A Buildings Annual Program	4,350,000	-	4,350,000	-	-	-	-	
Bldgs - G Buildings Growth								
AUTO - 1629 - (AIP) FAC - RCMP and ES North Parking Lot Paving and Drainage (2024)	977,050	-	977,050	-	-	-	-	1.3773.4266 - Capital Projects Reserve
Total: Bldgs - G Buildings Growth	977,050	-	977,050	-	-	-	-	
Total: Buildings	5,327,050	-	5,327,050	-	-	-	-	
Electronic Hardware/Software								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1314 - (AIP) ITS - Annual Program - Corporate Infrastructure Replacement (2024)	1,820,393	-	1,820,393	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1370 - (AIP) LIB - Annual Program - IT Infrastructure Replacement (2024)	82,728	-	82,728	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1591 - (AIP) UT - Annual Program - IT Infrastructure Replacement - Utilities (2024)	40,000	-	40,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: HwdSft - A Electronic Hardware/Software Annual Program	1,943,121	-	1,943,121	-	-	-	-	
Total: Electronic Hardware/Software	1,943,121	-	1,943,121	-	-	-	-	

## 2024 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Machinery & Equipment								
ME - A Machinery & Equipment Annual Program								
AUTO - 1195 - (AIP) RPC - Annual Program - Recreation Equipment (2024)	490,644	-	490,644	-	-	-	-	- 1.3800.7060 - RPC Parks Mjr Maint Projects
AUTO - 1250 - (AIP) SCES - Annual Program - Equipment Replacement (2024)	125,000	-	125,000	-	-	-	-	- 1.3800.3428 - SCES Lifecycle
AUTO - 1365 - (AIP) LIB - Annual Program - Library Collection Replacement (2024)	545,089	-	-	-	-	-	545,089	1791L - Library Contribution to Capital
AUTO - 1586 - (AIP) UT - Annual Program - Water Meter / Radio Frequency (2024)	1,600,000	-	1,600,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
<b>Total: ME - A Machinery &amp; Equipment</b>	<b>2,760,733</b>	<b>-</b>	<b>2,215,644</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>545,089</b>	
ME - G Machinery & Equipment Growth								
00278 - (AIP) TAS - Sidewalk & Trail Clearing Machine (2024)	250,000	-	250,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
<b>Total: ME - G Machinery &amp; Equipment Growth</b>	<b>250,000</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
ME - R Machinery & Equipment Rehab/Replacement								
AUTO - 1555 - LIB - Replace Furniture - Upholstered (2024)	-	-	-	-	-	-	-	- 1.4521 - SCL Furniture & Fixture Lifecycle
AUTO - 1855 - (AIP) LIB - Replace Furniture - Chairs/Stools (2024)	343,197	-	343,197	-	-	-	-	- 1.4521 - SCL Furniture & Fixture Lifecycle
<b>Total: ME - R Machinery &amp; Equipment</b>	<b>343,197</b>	<b>-</b>	<b>343,197</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
ME - R Machinery & Equipment Value Added								
AUTO - 1895 - (AIP) FAC - Smart Camera Technology (2024)	215,000	-	215,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
AUTO - 1908 - (AIP) UT - CSE Trailer (2024)	75,000	-	75,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
<b>Total: ME - R Machinery &amp; Equipment Rehab/Replacement</b>	<b>290,000</b>	<b>-</b>	<b>290,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Machinery &amp; Equipment</b>	<b>3,643,930</b>	<b>-</b>	<b>3,098,841</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>545,089</b>	

2024 Capital Funding

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

## 2024 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Roadway Infrastructure								
RI - A Roadway Infrastructure Annual Program								
AUTO - 1376 - (AIP) TAS - Annual Program - Urban Roads Rehab (2024)	14,200,000	-	7,100,000	7,100,000	-	-	-	1.3800.4266 - Annual Urban Arterial Road
AUTO - 1381 - (AIP) TAS - Annual Program - Asphalt Trail Rehab (2024)	400,000	-	400,000	-	-	-	-	1.3430.122 - MSI Capital 1.3800.4262 - Annual Trail Rehab
AUTO - 1396 - (AIP) TAS - Annual Program - Rural Road Rehab Program (2024)	7,000,000	-	3,400,000	3,600,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.130 - Gas Tax Fund
AUTO - 1402 - (AIP) TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2024)	600,000	-	600,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1407 - (AIP) TPE - Annual Program - Traffic Signal / Intersection Replacements (2024)	830,400	-	83,040	747,360	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection
AUTO - 1412 - (AIP) TPE - Annual Program - Bridge Replacement Project (2024)	2,045,000	-	204,500	1,840,500	-	-	-	1.3430.130 - Gas Tax Fund 1.3800.4267 - Annual Bridge Rehab
AUTO - 1417 - (AIP) TPE - Annual Program - Sidewalk Missing Links (2024)	595,000	-	595,000	-	-	-	-	1.3430.130 - Gas Tax Fund 1.3800.4269 - Annual Traff & Ped Safety
Total: RI - A Roadway Infrastructure Annual Program	25,670,400	-	12,382,540	13,287,860	-	-	-	
RI - G Roadway Infrastructure Growth								
AUTO - 1139 - (AIP) TPE - HLD - Rge Rd 214 and Twp Rd 554 intersection_2A-2_C (2024)	3,090,000	-	309,000	2,472,000	-	-	309,000	1.3430.122 - MSI Capital 1.3773.4266 - Capital Projects Reserve 1807 - Industry Contribution
Total: RI - G Roadway Infrastructure Growth	3,090,000	-	309,000	2,472,000	-	-	309,000	
RI - SA Roadway Infrastructure Suggested Annual Program								
AUTO - 1907 - (AIP) TAS - Suggested Annual Program - Class II Improvements (2024)	2,560,000	-	256,000	2,304,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital
Total: RI - SA Roadway Infrastructure Suggested Annual Program	2,560,000	-	256,000	2,304,000	-	-	-	
Total: Roadway Infrastructure	31,320,400	-	12,947,540	18,063,860	-	-	309,000	

2024 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Utilities								
UI - A Utilities Infrastructure Annual Program								
AUTO - 1566 - (AIP) UT - Annual Program - Rollout Carts (2024)	260,200	-	260,200	-	-	-	-	- 11.4440.3 - UT Refuse Management Capital
AUTO - 1576 - (AIP) UT - Annual Program - Hydrant / Valve Replacement (2024)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1719 - (AIP) UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2024)	600,000	-	600,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: UI - A Utilities Infrastructure Annual Program	1,360,200	-	1,360,200	-	-	-	-	
UT - V Utilities Infrastructure Value Added								
AUTO - 1911 - (AIP) UT - Southeast Water Delivery Pressure Optimization (2024)	950,000	-	950,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
Total: UT - V Utilities Infrastructure Value Added	950,000	-	950,000	-	-	-	-	
Total: Utilities	2,310,200	-	2,310,200	-	-	-	-	
Vehicles								
Veh - A Vehicles Annual Program								
AUTO - 1219 - (AIP) FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2024)	3,183,300	-	3,183,300	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1302 - (AIP) FLT - Annual Program - Transit Replacements (2024)	4,201,138	-	2,520,683	1,680,455	-	-	-	- 1.3800.4151 - SCT Fleet Replacement 1.3430.149 - ICIP – Investing in Canada
AUTO - 1581 - (AIP) UT - Annual Program - Utilities Fleet Addition & Replacement (2024)	511,225	-	511,225	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1885 - (AIP) FLT - Annual Program - Transit Capital Refurb (2024)	691,500	-	691,500	-	-	-	-	- 1.3800.4151 - SCT Fleet Replacement
AUTO - 1886 - (AIP) FLT - Annual Program - Vehicle & Equipment Capital Refurb (2024)	227,000	-	227,000	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
Total: Veh - A Vehicles Annual Program	8,814,163	-	7,133,708	1,680,455	-	-	-	
Veh - G Vehicles Growth								
AUTO - 1199 - (AIP) RPC - Fleet Addition - SWC Gator (2024)	40,000	-	40,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
AUTO - 1832 - (AIP) FAC - Vehicle for Maintenance Operations (2024)	48,000	-	48,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
Total: Veh - G Vehicles Growth	88,000	-	88,000	-	-	-	-	
Total: Vehicles	8,902,163	-	7,221,708	1,680,455	-	-	-	
GRAND TOTAL	55,296,864	-	34,698,460	19,744,315	-	-	854,089	

2025 Capital Funding Summary

Funding Source	Total Funding	Tax Levy	Reserve	Grants	Developer Levy	User Rates	Other
Tax Levy	-	-					
Reserves							
Municipal Utilities	43,665,223		43,665,223				
	5,066,867		5,066,867				
Grants							
MSI - Capital	22,276,175			22,276,175			
Gas Tax Fund	5,320,500			5,320,500			
Other	1,600,546			1,600,546			
Developer Levy	854,258				854,258		
User Rates	-					-	
Other	2,869,156						2,869,156
GRAND TOTAL	81,652,725	-	48,732,090	29,197,221	854,258	-	2,869,156

Total Debenture Financing

-	-	-	-	-	-	-
---	---	---	---	---	---	---

Total Reserve Financing

-	-	-	-	-	-	-
---	---	---	---	---	---	---



## 2025 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
Buildings								
Bldgs - A Buildings Annual Program								
AUTO - 1987 - FAC - Annual Program - Facility Capital Lifecycle (2025)	3,000,000	-	3,000,000	-	-	-	-	1.3800.2644 - Facility Lifecycle
AUTO - 1387 - TAS - Annual Program - Parking Lot Rehab (2025)	502,703	-	502,703	-	-	-	-	1.3800.4263 - TAS Annual Parking Lot Rehab
Total: Bldgs - A Buildings Annual Program	3,502,703	-	3,502,703	-	-	-	-	
Total: Buildings	3,502,703	-	3,502,703	-	-	-	-	
Electronic Hardware/Software								
HwdSft - A Electronic Hardware/Software Annual Program								
AUTO - 1762 - ITS - Annual Program - Corporate Infrastructure Replacement (2025)	1,455,882	-	1,455,882	-	-	-	-	1.3800.1615 - ITS Corporate Infrastructure
AUTO - 1372 - LIB - Annual program - IT Infrastructure Replacement (2025)	54,653	-	54,653	-	-	-	-	1.4518 - SCL Equipment
AUTO - 1592 - UT - Annual Program - IT Infrastructure Replacement - Utilities (2025)	40,000	-	40,000	-	-	-	-	11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
Total: HwdSft - A Electronic Hardware/Software Annual Program	1,550,535	-	1,550,535	-	-	-	-	
HwdSft - R Hardware/Software Rehab/Replacement								
AUTO - 1544 - LIB - Replace Library Automation Software (2025)	179,108	-	179,108	-	-	-	-	1.4518 - SCL Equipment
Total: HwdSft - R Electronic Hardware/Software Rehab/Replacement	179,108	-	179,108	-	-	-	-	
Total: Electronic Hardware/Software	1,729,643	-	1,729,643	-	-	-	-	

## 2025 Capital Funding

### Machinery & Equipment

#### ME - A Machinery & Equipment Annual Program

AUTO - 1447 - RPC - Annual Program - Recreation Equipment (2025) 634,300  
 AUTO - 1474 - SCES - Annual Program - Equipment Replacement (2025) 175,000  
 AUTO - 1371 - LIB - Annual Program - Library Collection Replacement (2025) 545,089  
 AUTO - 1587 - UT - Annual Program - Water Meter / Radio Frequency (2025) 1,600,000

#### Total: ME - A Machinery & Equipment

ME - G Machinery & Equipment Growth

AUTO - 1906 - (AIP) TAS - Sidewalk & Trail Clearing Machine (2024) 250,000

Total: ME - G Machinery & Equipment Growth

#### ME - R Machinery & Equipment Rehab/Replacement

AUTO - 1556 - LIB - Replace Furniture - Chairs/Stools (2025) 246,083

#### Total: ME - R Machinery & Equipment

Total: Machinery & Equipment

Program Parks & Open Space

Development

#### POSD - A Parks & Open Space Development Annual Program

AUTO - 1446 - RPC - Annual Program - Parks Infrastructure Lifecycle (2025) 850,000

#### Total: POSD - A Parks & Open Space

Development Annual Program

#### POSD - R Parks & Open Space Development Rehab/Replacement

AUTO - 1615 - RPC - Open Space Planning (2025) 1,000,000

#### Total: POSD - R Parks & Open Space

Development Rehab/Replacement

Total: Program Parks & Open Space

Development

Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
634,300	-	634,300	-	-	-	-	- 1.3800.7060 - RPC Parks Mjr Maint Projects
175,000	-	175,000	-	-	-	-	- 1.3800.3428 - SCES Lifecycle
545,089	-	-	-	-	-	545,089	1791L - Library Contribution to Capital
1,600,000	-	1,600,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
2,954,389	-	2,409,300	-	-	-	545,089	
250,000	-	250,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
250,000	-	250,000	-	-	-	-	
246,083	-	246,083	-	-	-	-	- 1.4521 - SCL Furniture & Fixture Lifecycle
246,083	-	246,083	-	-	-	-	
3,450,472	-	2,905,383	-	-	-	545,089	
850,000	-	850,000	-	-	-	-	- 1.3800.7060 - RPC Parks Mjr Maint Projects
850,000	-	850,000	-	-	-	-	
1,000,000	-	1,000,000	-	-	-	-	- 1.3773.4266 - Capital Projects Reserve
1,000,000	-	1,000,000	-	-	-	-	
1,850,000	-	1,850,000	-	-	-	-	

## 2025 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Roadway Infrastructure</b>								
<b>RI - A Roadway Infrastructure Annual Program</b>								
AUTO - 1377 - TAS - Annual Program - Urban Roads Rehab (2025)	16,500,000	-	8,250,000	8,250,000	-	-	-	1.3800.4266 - Annual Urban Arterial Road
AUTO - 1382 - TAS - Annual Program - Asphalt Trail Rehab (2025)	404,774	-	404,774	-	-	-	-	1.3430.122 - MSI Capital 1.3800.4262 - Annual Trail Rehab
AUTO - 1398 - TAS - Annual Program - Rural Road Rehab (2025)	8,000,000	-	5,600,000	2,400,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.130 - Gas Tax Fund
AUTO - 1403 - TPE - Annual Program - Traffic & Pedestrian Safety Improvements (2025)	670,000	-	670,000	-	-	-	-	1.3800.4269 - Annual Traff & Ped Safety
AUTO - 1408 - TPE - Annual Program - Traffic Signal / Intersection Replacements (2025)	930,400	-	930,400	-	-	-	-	1.3800.4264 - Annual Traffic Sig/Intersection
AUTO - 1413 - TPE - Annual Program - Bridge Replacement (2025)	3,245,000	-	324,500	2,920,500	-	-	-	1.3800.4267 - Annual Bridge Rehab
AUTO - 1418 - TPE - Annual Program - Sidewalk Missing Links (2025)	795,000	-	795,000	-	-	-	-	1.3430.130 - Gas Tax Fund 1.3800.4269 - Annual Traff & Ped Safety
<b>Total: RI - A Roadway Infrastructure Annual Program</b>	<b>30,545,174</b>	<b>-</b>	<b>16,974,674</b>	<b>13,570,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>RI - G Roadway Infrastructure Growth</b>								
AUTO - 1132 - (AIP) TPE - ARD - Main St, Arbor Cl to Rge Rd 221A (incl. bridge and intersection impr.)_C (2025)	5,888,000	-	588,800	4,107,200	-	-	1,192,000	1.3430.122 - MSI Capital 1.3773.4266 - Capital Projects Reserve
AUTO - 1738 - (AIP) TPE - RUR - Class I Grid Road Improvement (Uncas)_C (2025)	13,958,000	-	9,072,700	4,885,300	-	-	-	1808 - Developer Contribution 1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital
AUTO - 870 - (AIP) TPE - WYE - Rge Rd 233, Ash St to Balmoral Way_UC (2025)	5,000,000	-	500,000	2,513,675	854,258	-	1,132,067	1.3430.122 - MSI Capital 1.3773.4266 - Capital Projects Reserve 1808 - Developer Contribution 1.4719 - Rural Roads - Country Residential and Estate Residential
<b>Total: RI - G Roadway Infrastructure Growth</b>	<b>24,846,000</b>	<b>-</b>	<b>10,161,500</b>	<b>11,506,175</b>	<b>854,258</b>	<b>-</b>	<b>2,324,067</b>	
<b>RI - SA Roadway Infrastructure Suggested Annual Program</b>								
AUTO - 1917 - TAS - Suggested Annual Program - Class II Improvements (2025)	2,800,000	-	280,000	2,520,000	-	-	-	1.3800.4268 - Annual Rural Road 1.3430.122 - MSI Capital
<b>Total: RI - SA Roadway Infrastructure Suggested Annual Program</b>	<b>2,800,000</b>	<b>-</b>	<b>280,000</b>	<b>2,520,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total: Roadway Infrastructure</b>	<b>58,191,174</b>	<b>-</b>	<b>27,416,174</b>	<b>27,596,675</b>	<b>854,258</b>	<b>-</b>	<b>2,324,067</b>	

## 2025 Capital Funding

	Total	Tax Levy	Reserve	Grant	Dev. Levy	User Rates	Other	Comments
<b>Utilities</b>								
<b>UI - A Utilities Infrastructure Annual Program</b>								
AUTO - 1567 - UT - Annual Program - Rollout Carts (2025)	318,367	-	318,367	-	-	-	-	- 11.4440.3 - UT Refuse Management Capital
AUTO - 1577 - UT - Annual Program - Hydrant / Valve Replacement (2025)	500,000	-	500,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital
AUTO - 1720 - UT - Annual Program - Infrastructure Renewal - Utilities Lifecycle Management (2025)	400,000	-	400,000	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
<b>Total: UI - A Utilities Infrastructure Annual Program</b>	<b>1,218,367</b>	-	<b>1,218,367</b>	-	-	-	-	
<b>UI - G Utilities Infrastructure Growth</b>								
AUTO - 1909 - UT - Brush & Yardwaste Services Relocation (2025)	1,250,000	-	1,250,000	-	-	-	-	- 11.4440.3 - UT Refuse Management Capital
<b>Total: UI - G Utilities Infrastructure Growth</b>	<b>1,250,000</b>	-	<b>1,250,000</b>	-	-	-	-	
<b>Total: Utilities</b>	<b>2,468,367</b>	-	<b>2,468,367</b>	-	-	-	-	
<b>Vehicles</b>								
<b>Veh - A Vehicles Annual Program</b>								
AUTO - 1582 - UT - Annual Program - Utilities Fleet Addition & Replacement (2025)	958,500	-	958,500	-	-	-	-	- 11.4440.5 - UT Future Water Capital 11.4440.6 - UT Future Wastewater Capital
AUTO - 1922 - FLT - Annual Program - Vehicle & Equipment Fleet Replacements (2025)	4,693,500	-	4,693,500	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1932 - FLT - Annual Program - Vehicle & Equipment Capital Refurb (2025)	432,000	-	432,000	-	-	-	-	- 1.3800.4134 - Vehicle Fleet & Equipment Replacement
AUTO - 1942 - FLT - Annual Program - Transit Capital Refurb (2025)	375,000	-	375,000	-	-	-	-	- 1.3800.4151 - SCT Fleet Replacement
AUTO - 1947 - FLT - Annual Program - Transit Replacements (2025)	4,001,366	-	2,400,820	1,600,546	-	-	-	- 1.3800.4151 - SCT Fleet Replacement 1.3430.149 - ICIP – Investing in Canada
<b>Total: Veh - A Vehicles Annual Program</b>	<b>10,460,366</b>	-	<b>8,859,820</b>	<b>1,600,546</b>	-	-	-	
<b>Total: Vehicles</b>	<b>10,460,366</b>	-	<b>8,859,820</b>	<b>1,600,546</b>	-	-	-	
<b>GRAND TOTAL</b>	<b>81,652,725</b>	-	<b>48,732,090</b>	<b>29,197,221</b>	<b>854,258</b>	-	<b>2,869,156</b>	

### Open Capital

Planned Spend as at August 31, 2020

	2020	2021	2022	2023	2024	2025	2026+	Total
Buildings	12,094,109	60,241,136	26,647,135	-	-	102,606	-	<b>99,084,986</b>
Electronic Hardware / Software	2,211,973	12,965,961	1,007,000	600,000	-	-	-	<b>16,784,934</b>
Machinery & Equipment	699,691	1,329,483	50,000	50,000	-	-	-	<b>2,129,174</b>
Parks & Open Space	1,618,581	1,966,547	478,827	38,173	-	-	-	<b>4,102,128</b>
Roadway Infrastructure	30,325,682	8,390,809	2,840,616	906,678	68,500	-	-	<b>42,532,285</b>
Utilities	343,611	4,678,625	775,841	128,000	-	-	-	<b>5,926,077</b>
Vehicles	1,537,300	6,616,487	-	-	-	-	-	<b>8,153,787</b>
Land	2,589,969	3,150,000	-	-	-	-	-	<b>5,739,969</b>
<b>GRAND TOTAL</b>	<b>51,420,916</b>	<b>99,339,048</b>	<b>31,799,419</b>	<b>1,722,851</b>	<b>68,500</b>	<b>102,606</b>	<b>-</b>	<b>184,453,340</b>

### Specific Considerations\*

	2020	2021	2022	2023	2024	2025	2026+	Total
Projects in FAC**	368,105	311,827	10,000	-	-	-	-	<b>689,932</b>
North of Yellowhead projects	3,220,881	6,754,329	1,538,307	125,000	-	-	-	<b>11,638,517</b>
Multi-Purpose Aq Facility	647,410	31,000,000	18,000,000	-	-	-	-	<b>49,647,410</b>
<b>Total Specific Considerations</b>	<b>4,236,396</b>	<b>38,066,156</b>	<b>19,548,307</b>	<b>125,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>61,975,859</b>

### 2021 - 2025 Recommended Capital Plan

Planned Spend

	2021	2022	2023	2024	2025	2026+	Total
Buildings	2,600,000	3,810,000	3,450,000	7,462,800	4,616,953	1,150,000	<b>23,089,753</b>
Electronic Hardware / Software	2,021,206	2,546,282	1,732,978	1,943,121	1,729,643	-	<b>9,973,230</b>
Machinery & Equipment	2,292,178	5,906,645	2,980,566	3,643,930	3,450,472	-	<b>18,273,791</b>
Parks & Open Space	1,980,000	1,850,000	1,850,000	1,850,000	1,850,000	-	<b>9,380,000</b>
Roadway Infrastructure	30,870,400	30,575,400	30,535,400	30,530,400	47,620,174	11,936,000	<b>182,067,774</b>
Utilities	1,922,700	25,528,500	17,481,000	1,810,200	1,818,367	1,150,000	<b>49,710,767</b>
Vehicles	6,736,700	7,346,190	7,959,456	9,227,163	10,830,366	-	<b>42,099,875</b>
Land	-	2,500,000	-	-	-	-	<b>2,500,000</b>
<b>GRAND TOTAL</b>	<b>48,423,184</b>	<b>80,063,017</b>	<b>65,989,400</b>	<b>56,467,614</b>	<b>71,915,975</b>	<b>14,236,000</b>	<b>337,095,190</b>

### 2021 - 2025 Recommended Capital Plan & Open Capital

Planned Spend

	2020	2021	2022	2023	2024	2025	2026+	Total
Buildings	12,094,109	62,841,136	30,457,135	3,450,000	7,462,800	4,719,559	1,150,000	<b>122,174,739</b>
Electronic Hardware / Software	2,211,973	14,987,167	3,553,282	2,332,978	1,943,121	1,729,643	-	<b>26,758,164</b>
Machinery & Equipment	699,691	3,621,661	5,956,645	3,030,566	3,643,930	3,450,472	-	<b>20,402,965</b>
Parks & Open Space	1,618,581	3,946,547	2,328,827	1,888,173	1,850,000	1,850,000	-	<b>13,482,128</b>
Roadway Infrastructure	30,325,682	39,261,209	33,416,016	31,442,078	30,598,900	47,620,174	11,936,000	<b>224,600,059</b>
Utilities	343,611	6,601,325	26,304,341	17,609,000	1,810,200	1,818,367	1,150,000	<b>55,636,844</b>
Vehicles	1,537,300	13,353,187	7,346,190	7,959,456	9,227,163	10,830,366	-	<b>50,253,662</b>
Land	2,589,969	3,150,000	2,500,000	-	-	-	-	<b>8,239,969</b>
<b>GRAND TOTAL</b>	<b>51,420,916</b>	<b>147,762,232</b>	<b>111,862,436</b>	<b>67,712,251</b>	<b>56,536,114</b>	<b>72,018,581</b>	<b>14,236,000</b>	<b>521,548,530</b>

\*Specific considerations values are already included within the Open Capital totals above.

\*\*A Final Acceptance Certificate (FAC) is a certification system work process that is issued by an owner to a contractor after successfully completed the final acceptance criteria including all the contractual obligations and requirements.

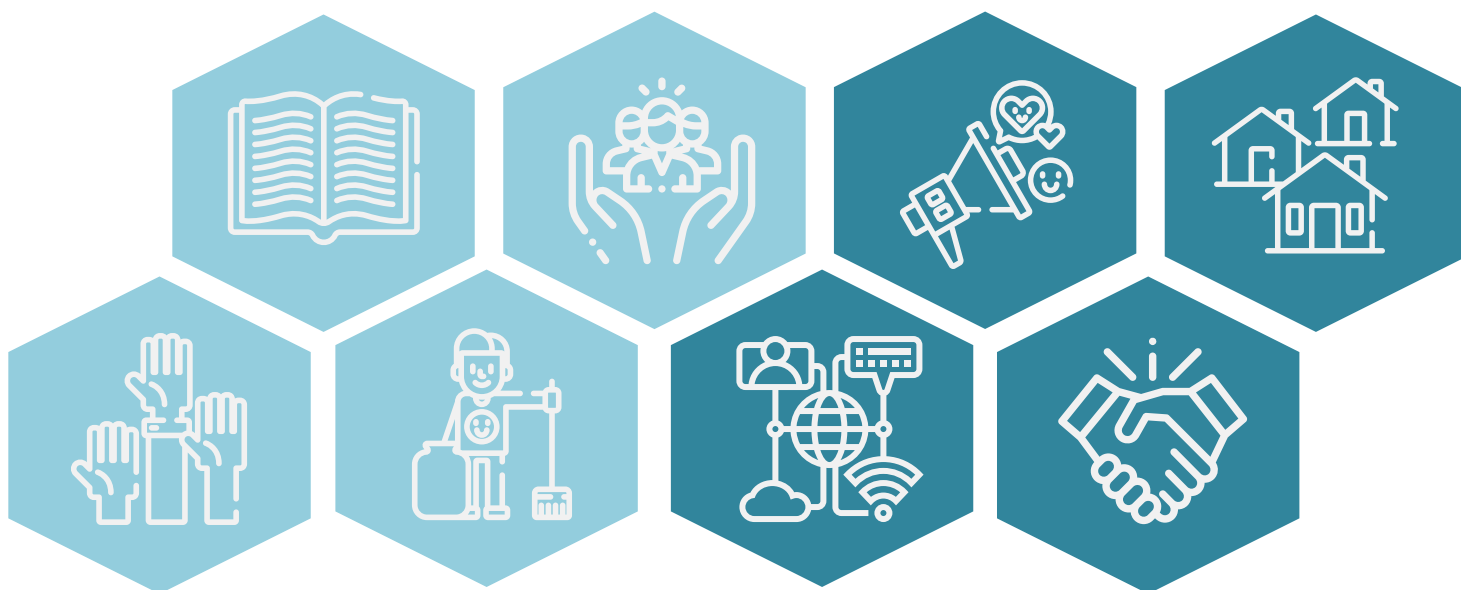
## 2021 - 2025 Capital Delta Summary

BUDGET	ANNUAL PROGRAMS	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$39.0M	\$11.1M	\$50.1M
DELTA	(\$0.7M)	\$4.5M	\$3.8M
<b>2021 Recommended Budget</b>	<b>\$38.3M</b>	<b>\$15.6M</b>	<b>\$53.9M</b>
2022 Approved in Principle Budget	\$45.9M	\$45.0M	\$90.9M
DELTA	\$0	\$4.0M	\$4.0M
<b>2022 Recommended Budget</b>	<b>\$45.9M</b>	<b>\$49.0M</b>	<b>\$94.9M</b>
2023 Approved in Principle Budget	\$41.6M	\$9.3M	\$50.9M
DELTA	(\$1.4M)	\$1.9M	\$0.5M
<b>2023 Recommended Budget</b>	<b>\$40.2M</b>	<b>\$11.2M</b>	<b>\$51.4M</b>
2024 Approved in Principle Budget	\$49.9M	\$33.8M	\$83.7M
DELTA	(\$4.2M)	(\$24.3M)	(\$27.4M)
<b>2024 Recommended Budget</b>	<b>\$45.7M</b>	<b>\$9.5M</b>	<b>\$55.3M</b>
2025 Approved in Principle Budget	N/A	N/A	N/A
DELTA	N/A	N/A	N/A
<b>2025 Recommended Budget</b>	<b>\$51.1M</b>	<b>\$30.6M</b>	<b>\$81.7M</b>

Totals may not add due to rounding.

# 2021 MULTI-YEAR BUDGET

## COMMUNITY PARTNERS







# 2021 MULTI-YEAR BUDGET

## ADDITIONAL MATERIALS

