

2018 Divisional Budget

Infrastructure and Planning Services Division



**Becoming Canada's
most livable community**

...focusing on priorities

2018 Divisional Budget

Infrastructure and Planning Services

Introduction to Infrastructure and Planning Services

Infrastructure and Planning Services touches the lives of every citizen, every day. We are responsible for managing the County's infrastructure, above and below ground. Above ground, it's easy to see the impact we have—we plan, construct, and maintain streets, sidewalks and highways, design and maintain facilities and parks, and coordinate plans and permits. Below ground, our work is more hidden but just as critical to everyday life—we provide treated water, wastewater and stormwater infrastructure that promotes public health and safety.

In addition to this, we aim to be an example in the environmental field by fueling an efficient and sustainable energy system that delivers heat to a number of buildings in Centre in the Park. Through marketing and business attraction, retention and expansion efforts, we inspire a strong, diverse and sustainable economy.

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

Departments and their core functions



Economic Development and Tourism

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



Planning and Development Services

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



Transportation and Agriculture Services

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



Transportation Planning and Engineering

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



Utilities

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

Infrastructure and Planning Services Division

Who we are and how we serve



Economic Development and Tourism (EDT)

Economic Development and Tourism (EDT) markets the advantages of doing business in the community in order to attract new business investment. We attract business at the regional, provincial, national, and international level. The department works to ensure that the community is well prepared for desired development opportunities. EDT supports the needs and interests of entrepreneurs and existing businesses through programs and education.



Planning and Development Services (PDS)

Planning and Development Services (PDS) coordinates and facilitates logical and balanced development and servicing of land. The department leads effective land use planning review and approval processes, and is responsible for decisions on all development, building, and safety codes applications to ensure compliance with the Land Use Bylaw and Alberta Safety Codes Act. PDS coordinates and provides environmental monitoring and assessment for internal and external clients and delivers all real estate and leasing programs and activities that support the delivery of corporate programs.



Transportation and Agriculture Services (TAS)

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



Transportation Planning and Engineering (TPE)

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



Utilities (UT)

Utilities plans for, designs, operates and maintains water, wastewater and stormwater infrastructure systems—supplying clean water to residents, safely treating wastewater and reducing the possibility of flooding and property damage. The department provides innovative waste management services with a focus on diverting waste from landfill and also delivers heat to a number of buildings in Centre in the Park from a central source through the Community Energy System.

Infrastructure and Planning Services Division

Focusing on priorities

2018 initiatives and projects align with community priorities:

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

Overcoming challenges

Infrastructure and Planning Services has identified challenges ahead in 2018:

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

Improving continuously

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

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

Improving continuously

Opportunities to enhance efficiency and effectiveness:

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

Infrastructure and Planning Services Division

2018 operating budget

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

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

Notes for Changes

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

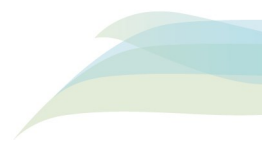
Infrastructure and Planning Services Division

2018 Utilities' operating budget

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

Notes for Changes

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



Economic Development & Tourism

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

Planning & Development Services

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

Transportation & Agriculture Services

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

Transportation Planning and Engineering

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

Utilities

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



Infrastructure and Planning Services Division

2018 proposed staff additions

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

2018 proposed initiatives

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

Infrastructure and Planning Services Division

2018 Utilities' operating budget



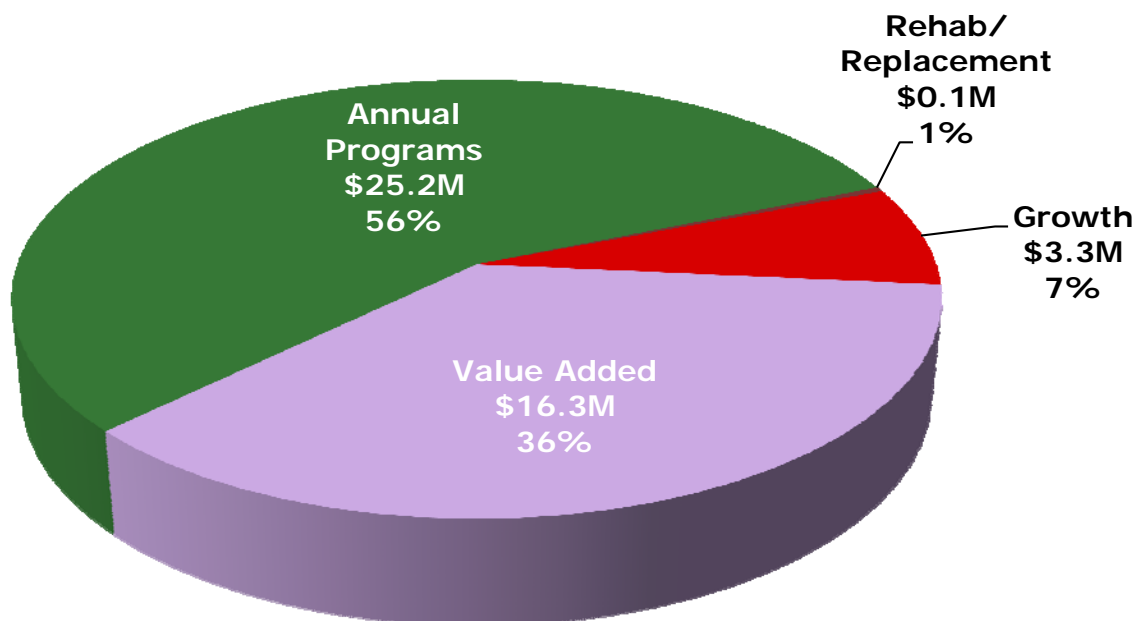
Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours
Utilities Department			
2018-SIR-23	UT - Waste Diversion Attendant (Increase casual hours)		4,000
2018-SIR-24	UT - Sr. Infrastructure Technologist (Temp in Place)	1.0	
Total 2018 Proposed Staff Additions		1.0	4,000

Infrastructure and Planning Services Division

2018 divisional capital budget

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

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



■ Annual Programs
■ Rehab / Replacement
■ Developer Levy

■ Suggested Annual
■ Growth
■ Value Added