



2019 Multi-year **BUDGET**

Approved December 6, 2018

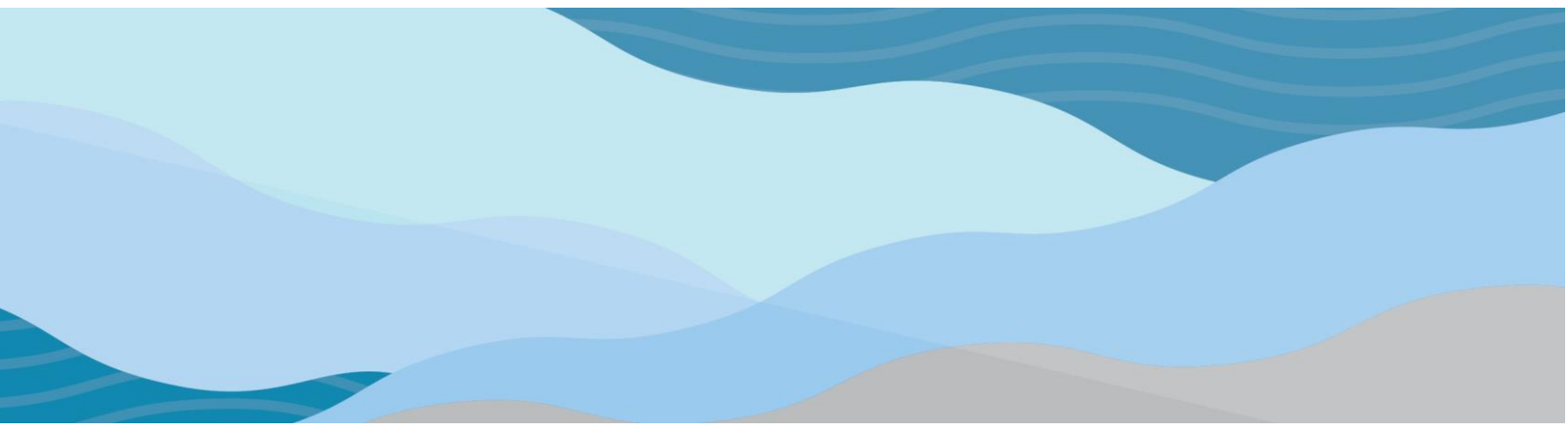


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2019 Multi-year Budget

CONSOLIDATED AND MUNICIPAL





2019 MULTI-YEAR BUDGET

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


Setting the Course

Shortly after approving the 2018 budget, the County refined the strategic plan and developed the 2019-2022 Corporate Business Plan. The strategic plan is the principle guiding document for governance, community and infrastructure development, as well as program and service delivery. It identifies the County's long-term goals and serves as the foundation on which Strathcona County's corporate business plan, department business plans and budgets are developed and approved. Strathcona County's Corporate Business Plan and multi-year budget set the course for the organization over a four-year period. They describe how the organization intends to action the strategic plan over the 4-year period and communicate investments in initiatives to improve the effectiveness and efficiency of how we deliver programs and services.

Building the Vehicle

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

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

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

Getting on the Road

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

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

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

2019 Multi-year Budget Highlights

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

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

Operating Budget Multi-year Budget Summary CONSOLIDATED

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

Operating Budget Two Year Budget Comparison CONSOLIDATED

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

Operating Budget Two Year Budget Comparison CONSOLIDATED

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

Operating Budget Two Year Budget Comparison CONSOLIDATED

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

Operating Budget Two Year Budget Comparison CONSOLIDATED

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

Operating Budget Multi-year Budget Summary MUNICIPAL

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

Operating Budget Two Year Budget Comparison MUNICIPAL

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

Operating Budget Two Year Budget Comparison MUNICIPAL

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

Operating Budget Two Year Budget Comparison MUNICIPAL

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

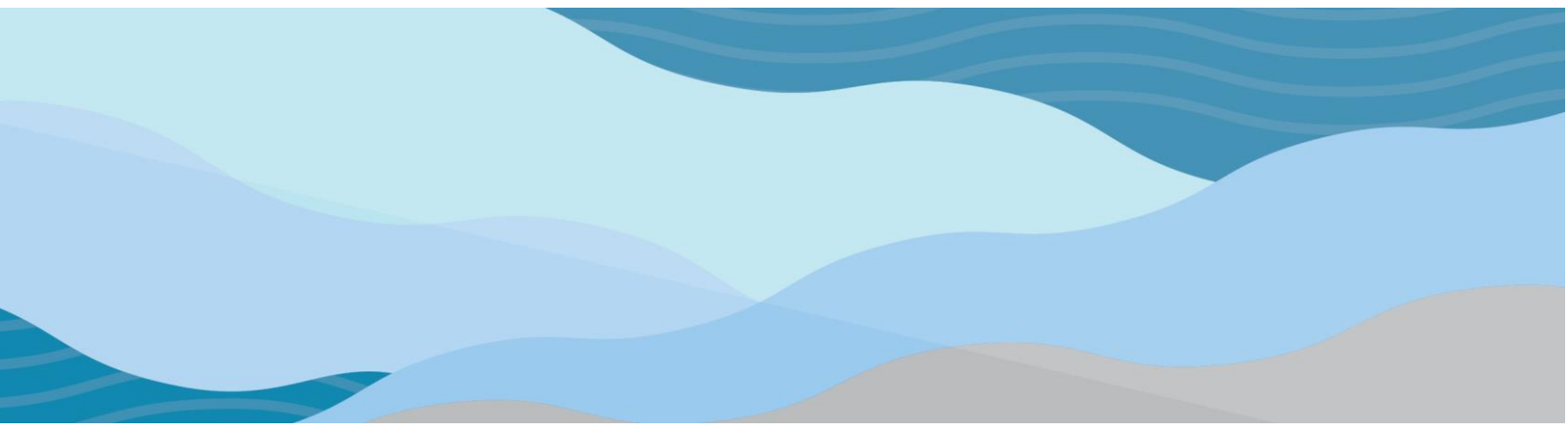
Operating Budget Two Year Budget Comparison MUNICIPAL

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



2019 Multi-year Divisional Budget

INFRASTRUCTURE AND PLANNING SERVICES DIVISION





INFRASTRUCTURE AND PLANNING SERVICES

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

In addition, the division operates an efficient and sustainable energy system that delivers heat to a number of buildings in Centre in the Park. Through marketing and business attraction, retention and expansion efforts, it inspires a strong, diverse and sustainable economy.

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

Economic Development and Tourism

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

Planning and Development Services

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



Transportation and Agriculture Services

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

Transportation Planning and Engineering

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

Utilities

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

Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

ECONOMIC DEVELOPMENT AND TOURISM



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

PLANNING AND DEVELOPMENT SERVICES



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

TRANSPORTATION AND AGRICULTURAL SERVICES



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

TRANSPORTATION PLANNING AND ENGINEERING



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

UTILITIES



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

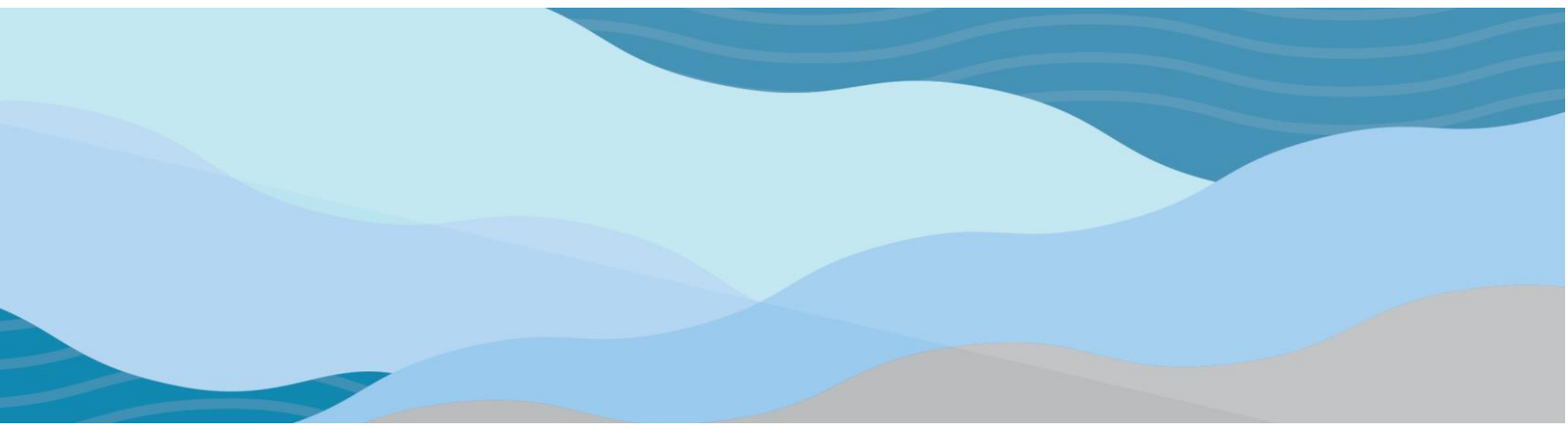
Operating Budget Two Year Budget Comparison

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



2019 Multi-year Divisional Budget

COMMUNITY SERVICES DIVISION





COMMUNITY SERVICES

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

These four priorities are strongly reflected across the division's work - from social programming offered by Family and Community Services, to public safety education and response services delivered by RCMP and Enforcement Services and Emergency Services, to a progressive transit system, and internationally-recognized events and recreation programming offered through Recreation, Parks and Culture.

Emergency Services


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

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

The department provides 9-1-1 call answer and emergency dispatch service to Strathcona County, as well as 42 communities in central and northern Alberta, and coordinates community alerting and emergency response planning to enhance community preparedness. Emergency Services provides public education programs including FireSmart workshops, first aid and CPR, targeted education to children and seniors, emergency preparedness and home safety. Emergency Services also conducts occupancy inspections to ensure compliance with the Alberta Fire Code and plays a key role in permitting processes, reviewing industrial designs and emergency response plans.

Family and Community Services

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



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

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

Recreation, Parks and Culture

Recreation, Parks and Culture generates recreation and culture opportunities to enhance Strathcona County residents' quality of life and build community. The department works to understand residents' interests and needs, mitigate barriers to access and participation and provide a wide variety of recreation and culture activities and experiences. Recreation, Parks and Culture provides people of all ages with safe, affordable and accessible indoor and outdoor recreation choices at a number of rural and urban facilities, including multi-use recreation facilities, sports fields, ice rinks, green spaces, trails, gymnasiums and playgrounds.

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

RCMP and Enforcement Services

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



Transit

Strathcona County Transit has four core functions that enhance the mobility of the community. These services include inter-municipal commuter service, local service within Sherwood Park, Mobility Bus service for persons with a physical or functional limitation, and special event transportation.

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

Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

2019 Multi-year Department Budget

STRATHCONA
COUNTY
EMERGENCY
SERVICES



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

FAMILY AND COMMUNITY SERVICES



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

RECREATION,
PARKS AND
CULTURE



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

RCMP AND ENFORCEMENT SERVICES



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

STRATHCONA
COUNTY
TRANSIT



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Divisional Budget

CORPORATE SERVICES DIVISION





CORPORATE SERVICES

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

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

Facility Services


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

Fleet Services

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

Human Resources

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



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

Information Technology Services

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

Legislative and Legal Services

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

Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

FACILITY SERVICES



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

FLEET SERVICES



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

HUMAN RESOURCES



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

INFORMATION TECHNOLOGY SERVICES



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

LEGISLATIVE AND LEGAL SERVICES



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

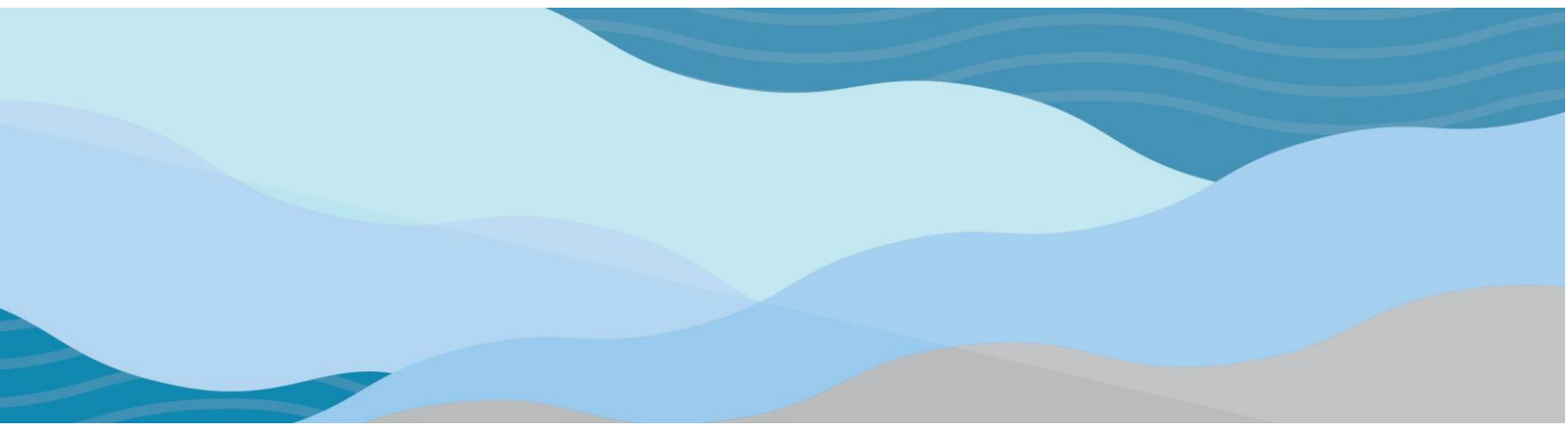
Operating Budget Two Year Budget Comparison

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



2019 Multi-year Divisional Budget

FINANCIAL AND STRATEGIC MANAGEMENT DIVISION





FINANCIAL AND STRATEGIC MANAGEMENT

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

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

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

Assessment and Tax

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

Corporate Planning

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



Corporate Finance

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

Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

ASSESSMENT AND TAX



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

CORPORATE PLANNING



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

CORPORATE FINANCE

Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Budget

FISCAL SERVICES



Operating Budget Multi-year Budget Summary

	2019 Approved Budget	2020 Approved in Principle Budget	2021 Approved in Principle Budget	2022 Approved in Principle Budget
Fiscal Services				
500 - Revenue				
110 - Property Taxes	\$217,988,561	\$223,101,421	\$231,802,107	\$247,536,427
120 - Government Grants	812,000	812,000	812,000	812,000
130 - User Fees & Charges	3,621,000	3,729,000	3,840,000	3,955,000
145 - Penalties and Fines	1,400,000	1,400,000	1,400,000	1,400,000
150 - Investment Income	6,985,857	7,309,549	7,634,953	8,053,093
155 - Other Revenues	1,317,911	1,277,676	1,226,488	1,172,970
Total 500 - Revenue	232,125,329	237,629,646	246,715,548	262,929,490
600 - Expense				
200 - Salaries & Wages	(963,914)	(1,001,659)	(801,654)	(1,027,773)
205 - Employee Benefits	485,479	492,269	521,144	500,937
210 - Training & Development	(84,450)	(84,110)	(83,305)	(82,510)
215 - Business Expenses	(225,000)	(225,000)	(225,000)	(225,000)
220 - Advertising & Printing	(330,000)	(330,000)	(330,000)	(330,000)
225 - Professional Services	1,566,000	743,480	390,000	390,000
230 - Insurance	1,435,484	1,489,104	1,544,342	1,601,250
235 - Rentals & Leases	(100,000)	(100,000)	(100,000)	(100,000)
240 - Contracted Services	(572,168)	(762,168)	(137,168)	(737,168)
245 - Supplies & Materials	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
260 - Utilities	13,376	13,376	13,376	13,376
265 - Telecommunications	(50,000)	(50,000)	(50,000)	(50,000)
270 - Interest on Debt	3,217,589	3,379,885	3,525,290	3,213,008
275 - Grants & Requisitions	671,738	671,738	671,738	671,738
280 - Other Expenses	841,277	3,306,439	5,963,663	8,549,461
281 - Interprogram	(1,105,526)	(1,160,833)	(1,173,292)	(1,161,077)
315 - Amortization Expense	51,232,597	46,998,927	43,498,713	45,154,509
Total 600 - Expense	55,032,482	52,381,448	52,227,847	55,380,751
Net Revenues/(Expenses)	177,092,847	185,248,198	194,487,701	207,548,739
700 - Non-Operating Items				
405 - From Reserve	8,692,754	7,809,392	7,926,069	2,706,058
415 - To Reserve	(8,094,595)	(5,078,501)	(7,208,378)	(15,040,378)
425 - Loan Funds Repaid	1,382,268	1,426,025	1,461,528	1,498,874
431 - Long Term Debt Repaid	(6,554,143)	(7,190,546)	(8,107,516)	(8,189,050)
Total 700 - Non-Operating Items	(4,573,716)	(3,033,630)	(5,928,297)	(19,024,496)
Non-Cash Adjustment	51,313,224	47,079,093	43,578,879	45,234,675
Net Impact For Budget Purposes	\$223,832,355	\$229,293,661	\$232,138,283	\$233,758,918

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Budget

PROCUREMENT SERVICES



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

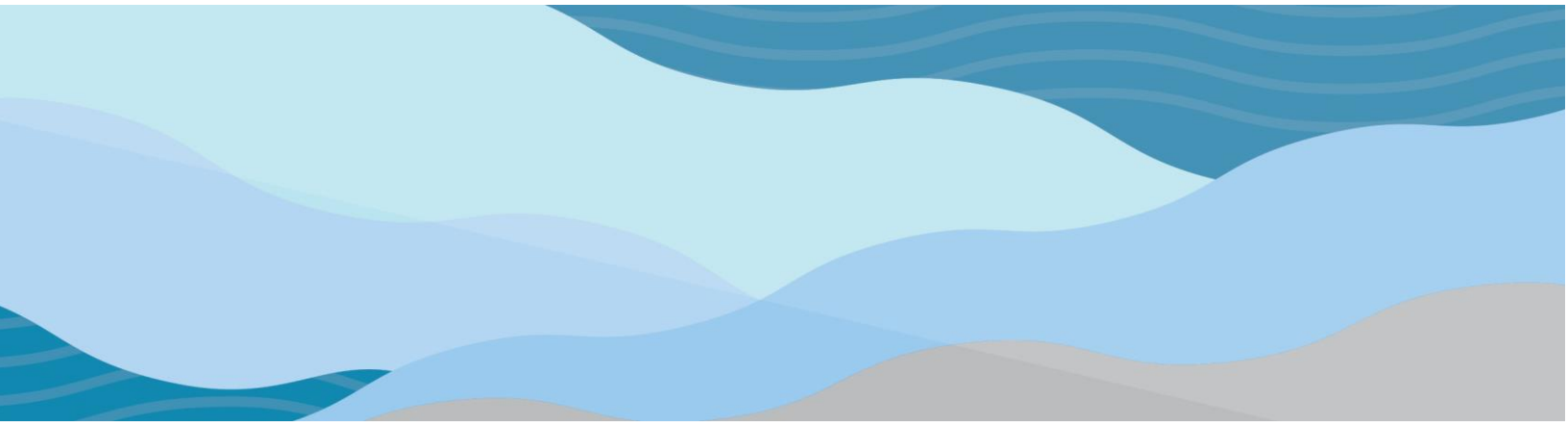
Operating Budget Two Year Budget Comparison

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



2019 Multi-year Budget

SENIOR ADMINISTRATION AND COUNCIL





SENIOR ADMINISTRATION

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

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

Executive Team

Strathcona County’s Executive Team is responsible for providing information, support, and guidance to County Council and for contributing leadership and direction for the delivery of operational services in alignment with the strategic plan. Executive Team budgets to provide for efficient and effective implementation of corporate projects.

Communications

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



Intergovernmental Affairs

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

Elected Officials

Strathcona County's elected officials are stewards of the County's strategic plan, the document that guides the 2019-2022 Corporate Business Plan and the 2019-2022 Budget. Engaged citizens contribute their aspirations for the future on an ongoing basis. It is Council's responsibility to guide the community in realizing a shared vision of becoming Canada's most livable community. With the voices of citizens setting direction for the programs and services that meet the needs of the community, elected officials establish priorities to execute the critical functions of County government.

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

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

Operating Budget Multi-year Budget Summary

	2019 Approved Budget	2020 Approved in Principle Budget	2021 Approved in Principle Budget	2022 Approved in Principle Budget
Senior Administration				
500 - Revenue				
130 - User Fees & Charges	\$124,000	\$124,000	\$124,000	\$124,000
Total 500 - Revenue	<u>124,000</u>	<u>124,000</u>	<u>124,000</u>	<u>124,000</u>
600 - Expense				
200 - Salaries & Wages	4,233,030	4,366,427	4,383,707	4,477,730
205 - Employee Benefits	907,665	937,414	944,902	970,317
210 - Training & Development	159,676	162,504	162,978	165,807
215 - Business Expenses	137,616	137,710	137,882	137,977
220 - Advertising & Printing	196,713	197,087	197,579	197,988
225 - Professional Services	324,970	243,761	493,761	243,761
235 - Rentals & Leases	4,685	54,685	54,685	54,685
240 - Contracted Services	15,000	15,000	15,000	15,000
245 - Supplies & Materials	85,618	86,976	87,010	87,665
255 - Equipment Purchases	18,358	6,818	5,088	10,088
265 - Telecommunications	21,571	22,895	21,356	21,976
275 - Grants & Requisitions	150,000	150,000	150,000	150,000
281 - Interprogram	(4,311)	(18,635)	(25,203)	(21,969)
Total 600 - Expense	<u>6,250,591</u>	<u>6,362,642</u>	<u>6,628,745</u>	<u>6,511,025</u>
Net Revenues/(Expenses)	<u>(6,126,591)</u>	<u>(6,238,642)</u>	<u>(6,504,745)</u>	<u>(6,387,025)</u>
700 - Non-Operating Items				
405 - From Reserve	96,209	0	0	0
Total 700 - Non-Operating Items	<u>96,209</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Impact For Budget Purposes	<u>(\$6,030,382)</u>	<u>(\$6,238,642)</u>	<u>(\$6,504,745)</u>	<u>(\$6,387,025)</u>

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

EXECUTIVE TEAM



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

COMMUNICATIONS



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Budget

INTERGOVERNMENTAL AFFAIRS



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



2019 Multi-year Budget

BRUDERHEIM
ADMINISTRATION



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

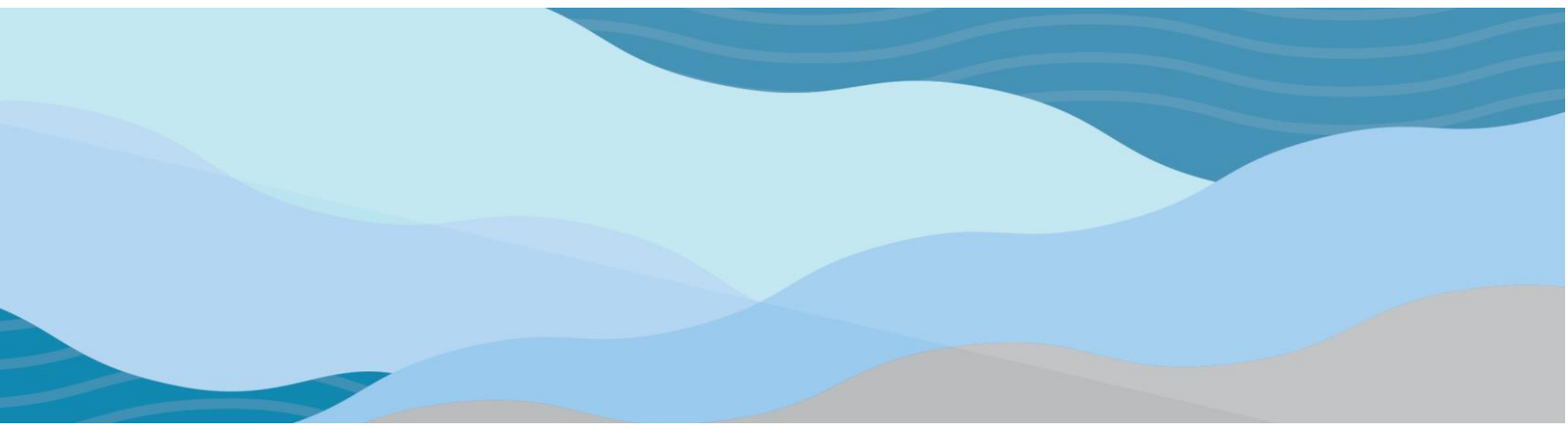
Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

**ELECTED
OFFICIALS**



Operating Budget Multi-year Budget Summary

	2019 Approved Budget	2020 Approved in Principle Budget	2021 Approved in Principle Budget	2022 Approved in Principle Budget
Elected Officials				
600 - Expense				
200 - Salaries & Wages	\$948,713	\$955,290	\$955,290	\$955,290
205 - Employee Benefits	155,149	158,855	149,115	152,349
210 - Training & Development	81,300	81,300	81,300	81,300
215 - Business Expenses	62,928	62,928	62,928	62,928
220 - Advertising & Printing	156,976	156,976	156,976	156,976
240 - Contracted Services	120,145	120,145	120,145	120,145
245 - Supplies & Materials	8,700	8,700	8,700	8,700
250 - Repairs & Maintenance	150	150	150	150
255 - Equipment Purchases	2,000	2,000	2,000	2,000
265 - Telecommunications	8,921	8,921	8,921	8,921
Total 600 - Expense	1,544,982	1,555,265	1,545,525	1,548,759
Net Revenues/(Expenses)	(1,544,982)	(1,555,265)	(1,545,525)	(1,548,759)
Net Impact For Budget Purposes	(\$1,544,982)	(\$1,555,265)	(\$1,545,525)	(\$1,548,759)

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

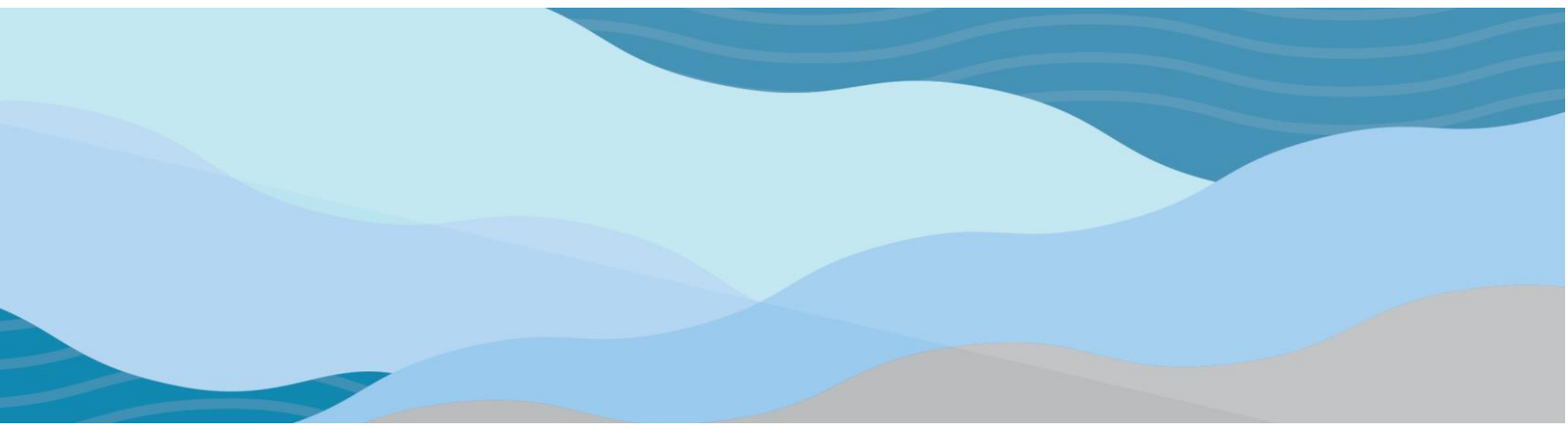
Operating Budget Two Year Budget Comparison

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



2019 Multi-year Department Budget

LIBRARY



Operating Budget Multi-year Budget Summary

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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

Operating Budget Two Year Budget Comparison

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



Multi-year Initiatives and Staff Increase Requests



2019 Approved Improvement Initiatives by Department

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

2019 Approved Strategic Initiatives by Department

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

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

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

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

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

2019 Approved Staff Increase Requests by Department

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

2019 Approved Staff Increase Requests by Department cont'd

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

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

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



2019 Multi-year Budget

CAPITAL



2019 Approved Capital Funding

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

2019 APPROVED CAPITAL FUNDING SUMMARY

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

2019 APPROVED CAPITAL FUNDING SUMMARY

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

2019 APPROVED CAPITAL FUNDING SUMMARY

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

2019 APPROVED CAPITAL FUNDING SUMMARY

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

2019 APPROVED & OPEN CAPITAL

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

2019 APPROVED & 2020 - 2023 APPROVED IN PRINCIPLE CAPITAL

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

2019 APPROVED CAPITAL

MUNICIPAL & UTILITIES - BASE

Buildings

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

Electronic Hardware/Software

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

Machinery & Equipment

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

Program Parks & Open Space Development

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

Roadway Infrastructure

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

Utilities

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

Vehicles

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

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

2019 APPROVED CAPITAL Cont'd

MUNICIPAL & UTILITIES - IMPROVEMENT

Buildings

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

Electronic Hardware/Software

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

Machinery & Equipment

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

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

MUNICIPAL & UTILITIES - STRATEGIC

Buildings

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

Program Parks & Open Space Development

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

Roadway Infrastructure

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

Utilities

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

Vehicles

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

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

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

2019 APPROVED CAPITAL Cont'd

LIBRARY

Electronic Hardware/Software

IT Infrastructure Replacement Program - Library

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

Machinery & Equipment

Annual Library Collection Replacement

Replace Radio Frequency Ident. (RFID) Equipment

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

Vehicles

Purchase program van

\$ 45,000	LIB
45,000	

2019 APPROVED CAPITAL - LIBRARY TOTAL

776,020

2019 APPROVED CAPITAL CONSOLIDATED GRAND TOTAL

64,531,265

2020 CAPITAL

MUNICIPAL & UTILITIES - BASE

Buildings

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

Electronic Hardware/Software

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

Machinery & Equipment

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

Program Parks & Open Space Development

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

Roadway Infrastructure

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

Utilities

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

Vehicles

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

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

2020 CAPITAL cont'd

MUNICIPAL & UTILITIES - IMPROVEMENT

Buildings

SPSY Expansion and Modernization

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

Machinery & Equipment

Survey Equipment Replacement

\$ 600,000	TPE
600,000	

Vehicles

Replace Recycled Fleet Program

1,450,000	FLT
1,450,000	

2020 CAPITAL - IMPROVEMENT TOTAL 28,254,000

MUNICIPAL & UTILITIES - STRATEGIC

Buildings

Multi-Purpose Agricultural Facility

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

Program Parks & Open Space Development

Josephburg Pickleball Courts - Construction

\$ 245,000	RPC
245,000	

Roadway Infrastructure

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

WYE- Rge Rd 231, Wye Rd to Hillshire Blvd_DLU

SHP- Broadway Blvd and Broadview Dr Roundabout_C

WYE- Sherwood Dr, Ash St to Village Dr_C

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

Utilities

Rural Water (New Connections/Marketing)

\$ 175,000	UT
175,000	

2020 CAPITAL - STRATEGIC TOTAL 30,345,000

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

LIBRARY

Electronic Hardware/Software

IT Infrastructure Replacement Program - Library

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

Machinery & Equipment

Annual Library Collection Replacement

Replace Radio Frequency Ident. (RFID) Equipment

Replace Furniture - Chairs/Stools

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

2020 CAPITAL - LIBRARY TOTAL 1,144,980

2020 CAPITAL - CONSOLIDATED GRAND TOTAL 101,277,005

2021 CAPITAL

MUNICIPAL & UTILITIES - BASE

Buildings

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

Electronic Hardware/Software

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

Machinery & Equipment

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

Program Parks & Open Space Development

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

Roadway Infrastructure

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

Utilities

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

Vehicles

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

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

2021 CAPITAL Cont'd

MUNICIPAL & UTILITIES - STRATEGIC

Roadway Infrastructure

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

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

Vehicles

Mobility Bus Vehicle Expansion

\$ 378,000	FLT
378,000	

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

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

LIBRARY

Electronic Hardware/Software

IT Infrastructure Replacement Program - Library

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

Machinery & Equipment

Annual Library Collection Replacement

Replace Furniture - Chairs/Stools

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

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

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

2022 CAPITAL

MUNICIPAL & UTILITIES - BASE

Buildings

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

Electronic Hardware/Software

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

Machinery & Equipment

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

Program Parks & Open Space Development

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

Roadway Infrastructure

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

Utilities

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

Vehicles

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

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

2022 CAPITAL Cont'd

MUNICIPAL & UTILITIES - IMPROVEMENT

Vehicles

Fleet Addition Improvements

Cost Dept.

\$ 54,000 RPC

54,000

2020 CAPITAL - IMPROVEMENT TOTAL

54,000

2022 CAPITAL - MUNICIPAL & UTILITIES TOTAL

40,518,222

LIBRARY

Electronic Hardware/Software

IT Infrastructure Replacement Program - Library

Cost Dept.

\$ 55,568 LIB

55,568

Machinery & Equipment

Annual Library Collection Replacement

\$ 603,059 LIB

Replace Radio Frequency Ident. (RFID) Equipment

30,914 LIB

Replace Furniture - Chairs/Stools

227,541 LIB

Replace Book Return Bin

11,593 LIB

873,107

2022 CAPITAL - LIBRARY TOTAL

928,675

2022 CAPITAL - CONSOLIDATED GRAND TOTAL

41,446,897

2023 CAPITAL

MUNICIPAL & UTILITIES - BASE

Buildings

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

Electronic Hardware/Software

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

Machinery & Equipment

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

Program Parks & Open Space Development

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

Roadway Infrastructure

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

Utilities

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

Vehicles

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

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

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

2023 CAPITAL Cont'd

LIBRARY

Electronic Hardware/Software

IT Infrastructure Replacement Program - Library

Cost	Dept.
56,124	LIB
56,124	

Machinery & Equipment

Annual Library Collection Replacement

Replace Radio Frequency Ident. (RFID) Equipment

Replace Furniture - Chairs/Stools (2023)

Replace Furniture - Upholstered (2023)

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

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

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



Future Capital

PLEASE NOTE:

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

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

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

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

Future Capital

Cost

Annual Programs

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

Buildings

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

Electronic Hardware/Software

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

Machinery & Equipment

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

Program Parks & Open Space Development

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

Roadway Infrastructure

Wye Road

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

Heartland

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

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

Sherwood Park

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

Ardrossan

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

North of Yellowhead

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

Utilities

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

Vehicles

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

Community Capital Requests

55 Plus Club	3,000,000
	3,000,000
GRAND TOTAL	1,215,488,555