

2021-2025 multi-year budget

Capital

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- **A responsible capital budget**

- Involves allocating resources to meet both today's needs and the requirements for long-term financial sustainability
- Balances the pressures of infrastructure maintenance, growth and new capital projects
- Considers the impacts on future operating budgets, staff resources and available funding
- Decisions are weighed in the context of five year forecasts
- Takes into account multi-year funding sources and long-term capital needs and impacts
- Our multi-year capital approach is tied strongly to financial sustainability

Capital

- **What we do**

- Capital projects transform and sustain Strathcona County, bringing to life the progressive vision Council holds for our community
- Investments in infrastructure, such as facilities, parks, vehicles, roads and water lines, are the backbone of every community
- It is critical to rethink, revitalize and preserve our capital assets in order to meet community priorities, accommodate a vigorous and resilient economy, and continue to provide the essential services residents rely on each day for health, safety and enjoyment
- Capital is the means by which we provide services to the community
- The county's future potential is tied to the health of our capital assets

Capital

- **Focus for 2021**

- Planned maintenance and lifecycle repair
- One-time and emergent maintenance and repairs
- Rehabilitation and revitalization
- Planning and design of future assets
- The creation, purchase and construction of new assets

- **Challenges**

- Maintaining current infrastructure
- Bridging the long-term funding gap
- Balancing capital needs for today and the future
- Accommodating for growth in core service infrastructure
- Investing in infrastructure for community growth

2021 – 2025 Capital Plan

Asset Category	2021	2022	2023	2024	2025	Total
Buildings	\$3.6M	\$3.3M	\$7.4M	\$5.3M	\$3.5M	\$23.1M
Electronic Hardware/Software	\$2.0M	\$2.5M	\$1.7M	\$1.9M	\$1.7M	\$10.0M
Land Development	-	\$2.5M	-	-	-	\$2.5M
Machinery & Equipment	\$2.3M	\$5.9M	\$3.0M	\$3.6M	\$3.5M	\$18.3M
Program Parks & Open Space	\$2.0M	\$1.9M	\$1.9M	\$1.9M	\$1.9M	\$9.4M
Roadway Infrastructure	\$35.3M	\$28.8M	\$28.5M	\$31.3M	\$58.2M	\$182.1M
Utilities	\$1.9M	\$41.7M	\$1.3M	\$2.3M	\$2.5M	\$49.7M
Vehicles	\$6.7M	\$8.4M	\$7.6M	\$8.9M	\$10.5M	\$42.1M
GRAND TOTAL	\$53.9M	\$94.9M	\$51.3M	\$55.3M	\$81.7M	\$337.1M

*Totals may not add due to rounding.

Capital Funding

- The capital projects are funded in the following ways:
- **Annual Program** (through operating budget contributions)
- **Developer Levy**
- **Grant**
- **Reserve**
- **Debenture**
- **Other Considerations**
- **Generational Equity**

Capital Funding Cont'd

Funding Source	Total Funding	2021	2022	2023	2024	2025
Tax Levy	-	-	-	-	-	-
Reserves						
Municipal	\$145.9M	\$19.2M	\$25.7M	\$27.1M	\$30.2M	\$43.7M
Utilities	\$18.6M	\$2.6M	\$3.2M	\$3.2M	\$4.5M	\$5.1M
Total Reserves	\$164.5M	\$21.8M	\$28.9M	\$30.3M	\$34.7M	\$48.7M
Grants						
MSI - Capital	\$90.8M	\$24.7M	\$17.9M	\$14.1M	\$11.9M	\$22.3M
Gas Tax Fund	\$29.2M	\$6.5M	\$5.9M	\$5.4M	\$6.2M	\$5.3M
Other	\$5.8M	\$0.3M	\$1.3M	\$1.0M	\$1.7M	\$1.6M
Total Grants	\$125.9M	\$31.5M	\$25.0M	\$20.4M	\$19.7M	\$29.2M
Developer Levy	\$35.0M	-	\$34.0M	\$0.1M	-	\$0.9M
User Rates	\$6.4M	-	\$6.4M	-	-	-
Other	\$5.4M	\$0.6M	\$0.5M	\$0.5M	\$0.9M	\$2.9M
GRAND TOTAL	\$337.1M	\$53.9M	\$94.9M	\$51.3M	\$55.3M	\$81.7M

*Totals may not add due to rounding.

Annual Program Philosophy

- Annual rehabilitation and replacement programs are used to identify capital assets that require funding and attention
- To ensure a sustainable future, the first capital consideration is the maintenance of existing assets
- It is imperative to continue with the renewal cycles and annual maintenance based on periodic asset reviews to maintain service levels in the long term and protect the County's investments
- These programs are supported each year by specific, dedicated reserves that have been built over time to provide secure, sustainable funding

ANNUAL PROGRAMS BY ASSET CATEGORY

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

2021 Capital Highlights

- **Hardware/Software**

- Disaster Recovery - \$120K
- Corporate GPS System - \$225K

- **Machinery & Equipment**

- Millennium Place -Facility Wide Paging and Network Upgrade - \$250K

- **Parks & Open Space**

- Ministik School Picnic Gazebo - \$130K

- **Roadway Infrastructure**

- Broadway Blvd and Broadview Dr Roundabout_C - \$500K
- Sherwood Dr, Granada Blvd Intersection Improvements_D - \$300K
- Class II Improvements - Rge Rd 210, Twp Rd 550 to Hwy 15 - \$8.9M
- Gravel Road Rehabilitation - \$3.0M

- **Utilities**

- Northern Bear Booster Station Upgrade - \$500K

- **Vehicles**

- Mobility Bus Vehicle Expansion - \$375K
- ROWMgmt Fleet Acquisition - \$55K

2021 Capital Delta Summary

BUDGET	ANNUAL PROGRAMS	BUSINESS CASES	TOTAL
2021 Approved in Principle Budget	\$39.0M	\$11.1M	\$50.1M
DELTA	(\$0.7M)	\$4.5M	\$3.8M
2021 Recommended Budget	\$38.3M	\$15.6M	\$53.9M

2022 Capital Highlights

- **Land**
 - Emergency Services Station Cambrian Crossing- Acquisition of land - \$2.5M
- **Machinery & Equipment**
 - Fire Pump Tester - \$190K
- **Roadway Infrastructure**
 - Rge Rd 233, Ash St to Balmoral Way_L Dr - \$3.0M
- **Utilities**
 - North of Yellowhead Water - \$9.9M
 - North of Yellowhead Wastewater - \$30.5M
- **Vehicles**
 - Fleet Addition (Parks Branch Mowers) - \$54K
 - Replace Recycled Fleet Program - \$1.45M

2022 Capital Delta Summary

BUDGET	ANNUAL PROGRAMS	BUSINESS CASES	TOTAL
2022 Approved in Principle Budget	\$45.9M	\$45.0M	\$90.9M
DELTA	\$0	\$4.0M	\$4.0M
2022 Recommended Budget	\$45.9M	\$49.0M	\$94.9M

2023 Capital Highlights

- **Buildings**

- Agriculture Services Shop - Bremner Site - \$5.0M

- **Machinery & Equipment**

- Livestock Emergency Response Equipment - \$50K

- **Roadway Infrastructure**

- Rge Rd 231, Wye Rd to Hillshire Blvd_DLU - \$975K
- Sherwood Dr, Granada Blvd Intersection Improvements LUC - \$3.0M

- **Vehicles**

- Fleet Additions - Tandem sanders 2 units - \$750K
- Vehicles for Maintenance Operations - \$96K

2023 Capital Delta Summary

BUDGET	ANNUAL PROGRAMS	BUSINESS CASES	TOTAL
2023 Approved in Principle Budget	\$41.6M	\$9.3M	\$50.9M
DELTA	(\$1.4M)	\$1.9M	\$0.5M
2023 Recommended Budget	\$40.2M	\$11.2M	\$51.4M

2024 Capital Highlights

- **Buildings**

- RCMP and ES North Parking Lot Paving and Drainage - \$977K

- **Machinery & Equipment**

- Sidewalk & Trail Clearing Machine - \$250K
- Smart Camera Technology - \$215K
- CSE Trailer - \$75K

- **Roadway Infrastructure**

- Rge Rd 214 and Twp Rd 554 intersection_2A-2_C - \$3.1M
- Suggested Annual Program - Class II Improvements - \$2.6M

- **Utilities**

- Southeast Water Delivery Pressure Optimization - \$950K

- **Vehicles**

- Fleet Addition - SWC Gator - \$40K
- Vehicle for Maintenance Operations - \$48K

2024 Capital Delta Summary

BUDGET	ANNUAL PROGRAMS	BUSINESS CASES	TOTAL
2024 Approved in Principle Budget	\$49.9M	\$33.8M	\$83.7M
DELTA	(\$4.2M)	(\$24.3M)	(\$27.4M)
2024 Recommended Budget	\$45.7M	\$9.5M	\$55.3M

2025 Capital Highlights

- **Roadway Infrastructure**

- Main St, Arbor Cl to Rge Rd 221A (incl. bridge and intersection impr.)_C - \$5.9M
- Class I Grid Road Improvement (Uncas)_C - \$14.0M
- Rge Rd 233, Ash St to Balmoral Way_UC - \$5.0M
- Suggested Annual Program - Class II Improvements \$2.8M

- **Utilities**

- Brush & Yardwaste Services Relocation - \$1.3M

BUDGET	ANNUAL PROGRAMS	BUSINESS CASES	TOTAL
2025 Recommended Budget	\$51.1M	\$30.6M	\$81.7M

Additions

Project Name	2021	2022	2023	2024	2025+	Total
ITS – Community Broadband	\$ -	\$8.1M	\$2.9M	\$3.7M	\$2.3M	\$17.0M
Additions Total	\$ -	\$8.1M	\$2.9M	\$3.7M	\$2.3M	\$17.0M

Questions