

2024 Annual Management Report - Operating and Capital Results

Priorities Committee Meeting
April 22, 2025



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Introduction

The Strathcona County (the County) 2024 Annual Management Report – Operating and Capital Results encompasses the operating results for Municipal and Utility operations and capital project results. The consolidated results include the additional entities of the Strathcona County Library, the Strathcona County 2026 Summer Games Society and the Pioneer Housing Foundation. Although these entities are included in the consolidated results, they are not subject to quarterly reporting to Council due to their separate legal status and governance structures.

In alignment with budget, the annual operating surplus for tax purposes includes reserve transactions and debt repayments and excludes amortization expense and gains or losses on disposals, or write downs, of tangible capital assets. These amounts are excluded and included, respectively, from the operating surplus calculated under Public Sector Accounting Standards (PSAS) used to prepare the financial statements.

This report presents detailed variance analysis information for the Municipal and Utility operating segments. The significant favourable and unfavourable variances noted below are not intended to total to the surplus (deficit) amounts for each line item. Generally, a materiality of \$1.0 million and 10% is applied for the variance analysis in this report. However, other variances may be included if they are deemed significant or noteworthy.

Municipal Operations – 2024 Results

Municipal Operations – Financial Results

MUNICIPAL OPERATIONS (in thousands of dollars)		As of December 31, 2024			
	Budget	Actuals	Variance	Variance	
Operating Revenue					
Property Taxes	\$ 289,649	\$ 290,983	\$ 1,334	-	%
Service Fees and Charges	36,000	43,555	7,555	21%	
Penalties and Fines	5,904	6,315	411	7%	
Permit and License Fees	2,920	4,345	1,425	49%	
Investment Income	7,162	9,582	2,420	34%	
Government Grants	8,081	10,013	1,932	24%	
Other Revenue	3,848	12,158	8,310	216%	
Total Revenue	\$ 353,564	\$ 376,951	\$ 23,387	7%	
Operating Expenses					
Salaries, Benefits and Employee Expenses	\$ 193,530	\$ 195,504	\$ (1,974)	(1)%	
Business Expenses	29,103	26,987	2,116	7%	
Purchased Services	61,254	51,768	9,486	15%	
Supplies, Materials and Equipment	20,385	19,449	936	5%	
Interest on Debentures	2,397	2,170	227	9%	
Grants Disbursed	18,007	17,924	83	-	%
Other Expenses	2,126	2,950	(824)	(39)%	
Intercharges*	(3,081)	(2,952)	(129)	(4)%	
Total Expenses	\$ 323,721	\$ 313,800	\$ 9,921	3%	
Net Revenue (Expenses)	29,843	63,151	33,308	112%	
Non-Operating Items and Close to Equity	(29,843)	(51,122)	(21,279)	(71)%	
Operating Surplus (Deficit) For Tax Purposes	\$ -	\$ 12,029	\$ 12,029		

*Intercharges are an internal cost allocation practice used to record costs of services provided between departments.

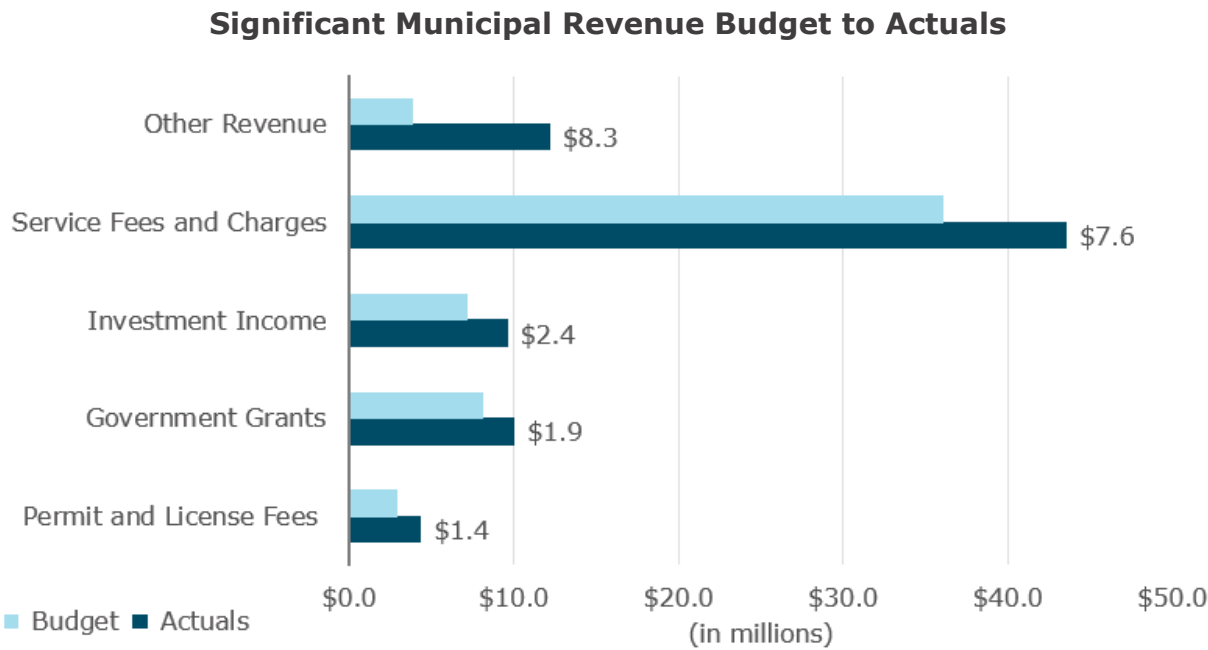
Municipal Operations – Variance Overview

Municipal operations concluded 2024 with a \$12.0 million surplus, which equates to 3.2% of the overall budget. Keeping it within the lower threshold of best practice (3-5%). Revenue was 7% favourable to budget, with actual revenue accounting to \$377.0 million compared to a budgeted \$353.6 million. Municipal operations’ expense was 3% favourable, with actual expense amounting to \$313.8 million compared to a budgeted \$323.7 million. Non-operating and close to equity includes transfers to and from reserves, repayment of loans and debt, and equity transactions. These items generally align with the activity within revenue and expenses.

Municipal Operations – Analysis of Significant Revenue Variances

The following sections will explore the primary factors driving revenue variances in 2024, including market dynamics, operational efficiencies, and external economic conditions.

This year, bar graphs have been introduced to better illustrate variance comments. The single figure displayed to the right of each bar graph indicates the difference between the budgeted amount and the actual result.

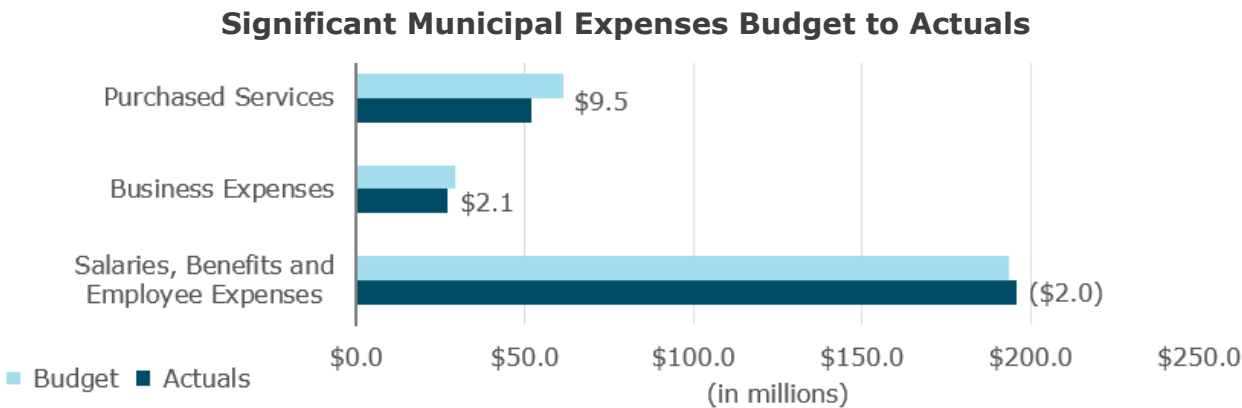


Revenue - Significant variances are outlined below.

Line Item	Description
\$8.3M – Other Revenue	<ul style="list-style-type: none"> • \$5.8 million favourable variance in revenue is due to a change in the accounting treatment in employee benefits. This amount is fully offset through an unfavourable variance in transfer to the Health Benefits Reserve. • \$1.0 million favourable variance is attributed to increased revenue received from development related fees from North of Yellowhead project, higher than anticipated aggregate levies of sand and gravel, and rising aviation fuel sales. • \$0.6 million favourable variance resulting from proceeds on sale of land, coupled with land development transactions. This variance is fully offset by an unfavourable variance in transfer to reserve. • \$0.3 million favourable variance resulted from receiving a rebate through Partnerships in Injury Reduction program. This variance is fully offset by an unfavourable variance in transfer to reserve.
\$7.6M – Service Fees and Charges	<ul style="list-style-type: none"> • \$3.6 million favourable variance due to higher than budgeted contract revenue received for emergency services, including retroactive settlements. The revenue increase linked to the contract has been addressed through the 2025 budget process. • \$2.6 million favourable variance related to increased recreation facility usage and membership sales. This variance outcome is partially offset by corresponding increases in salaries and supplies expenses. This variance was addressed through the 2025 budget process. • \$1.0 million favourable variance resulting from higher than anticipated public transit ridership.
\$2.4M – Investment Income	<ul style="list-style-type: none"> • \$2.4 million favourable variance attributed to better-than-expected investment returns driven by advantageous interest rates.
\$1.9M – Operating Government Transfers and Others Grants	<ul style="list-style-type: none"> • \$0.8 million favourable variance resulting from additional funding for the Local Government Fiscal Framework grant. • \$0.7 million favourable variance recognized from additional funding for Family and Community Services. • \$0.5 million favourable variance attributed to the unbudgeted increase in grant funding for Transit services. • All additional funding received was fully offset by increases in associated expenses.
\$1.4 – Permit and License Fees	<ul style="list-style-type: none"> • \$1.4 million favourable variance attributable to higher than anticipated building permit revenue related to increased growth and development within the County.

Municipal Operations – Analysis of Significant Expenses Variances

The following sections will delve into the primary factors driving expense variances in 2024, including efficiency improvements, market trends, and external economic factors.



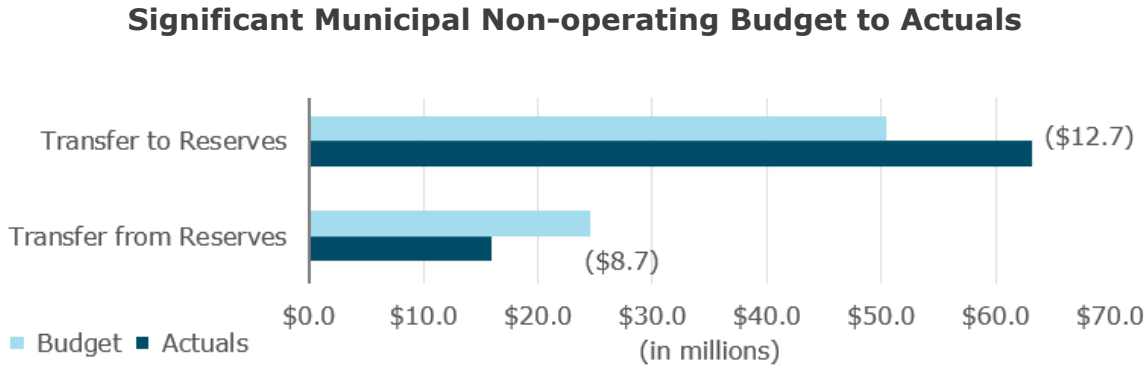
Expense - Significant variances are outlined below.

Line Item	Description
\$9.5M – Purchased Services	<ul style="list-style-type: none">• \$3.7 million favourable variance attributable to the timing of expenditures. While projects are planned for completion within the year, factors such as timing constraints, capacity limitations or unexpected delays may result in some costs extending into the following year. Some of these projects were part of the approved carryforwards and are anticipated to be completed in 2025. Variances include:<ul style="list-style-type: none">○ Contracted services for seasonal maintenance;○ Information technology projects including Lifecycle application projects and hardware maintenance projects;○ Professional and consulting fees relating to strategic planning and Asset Retirement Obligation requirements;○ Oracle stabilization and asset management projects;○ Delays related to Transportation Planning studies.• \$1.5 million favourable variance attributed to reduced snow clearing and winter road maintenance due to the first quarter’s milder winter conditions.• \$1.0 million favourable variance achieved by negotiating a competitive contract rate for janitorial services.• \$0.4 million favourable variance related to delays on public artwork projects.• \$0.9 million favourable variance due to savings across various departments.

\$2.1M – Business Expenses	<ul style="list-style-type: none"> • \$0.6 million favourable variance mainly attributable to the first quarter’s milder winter conditions, which reduced the need for rental equipment for road repairs in the spring. • \$0.5 million favourable variance due to utilities savings realized from milder winter climate throughout the year. • \$0.5 million favourable variance largely resulting from Smart Fare and Workforce Management projects.
(\$2.0M) - Salaries, Wages, Benefits and Employee Expenses	<ul style="list-style-type: none"> • (\$2.8 million) unfavourable variance resulting from a difference in the timing of the County’s budgeting process and the information received for the collective bargaining agreements. The ongoing impact of this increase has been addressed through the 2025 budget process. • \$0.8 million favourable variance attributable to vacancies.

Municipal Operations – Analysis of Significant Non-operating Variances

The following sections will explore the factors driving non-operating variances in 2024.



Non-Operating - Significant variances are outlined below.	
Line Item	Description
(\$12.7M) – Transfer to Reserve	<ul style="list-style-type: none"> • (\$5.8 million) unfavourable variance related to the operating budget carryforwards, transferred to reserves. • (\$5.8 million) unfavourable variance resulting from an unbudgeted reserve transfer to the Health Benefits Reserve, offsetting the adjustment to employee benefits. • (\$0.6 million) unfavourable variance resulting from an unanticipated reserve transfer related to proceeds on sale of land. This variance is offset by the proceeds from the land sale and the land development transactions realized during the year.

	<ul style="list-style-type: none"> • (\$0.3 million) unfavourable variance resulting from an anticipated reserve transfer related to funds received for the Partnership in Injury Reduction rebate.
(\$8.7M) – Transfer from Reserve	<ul style="list-style-type: none"> • (\$7.6 million) unfavourable variance primarily attributable to requiring less budgeted reserve funding than anticipated. Examples include reduced requirement for snow clearing due to milder climate, and continuation of project work into 2025.

Utility Operations – 2024 Results

Utility Operations – Financial Results

UTILITY OPERATIONS <i>(in thousands of dollars)</i>	As of December 31, 2024			
	Budget	Actuals	Variance	Variance
Operating Revenue				
Property Taxes	\$ 18	\$ 22	\$ 4	22%
Utility User Rates	63,262	66,932	3,670	6%
Service Fees and Charges	1,217	1,438	221	18%
Penalties and Fines	77	162	85	110%
Investment Income	2,556	4,066	1,510	59%
Government Grants	-	-	-	- %
Other Revenue	124	117	(7)	(6)%
Total Revenue	\$ 67,254	\$ 72,737	\$ 5,483	8%
Operating Expenses				
Salaries, Benefits and Employee Expenses	\$ 12,412	\$ 12,606	\$ (194)	(2)%
Business Expenses	846	922	(76)	(9)%
Purchased Services	13,077	11,912	1,165	9%
Supplies, Materials and Equipment	27,883	28,551	(668)	(2)%
Interest on Debentures	2,463	1,693	770	31%
Grants Disbursed	21	18	3	14%
Other Expenses	44	288	(244)	(555)%
Intercharges*	2,129	1,998	131	6%
Total Expenses	\$ 58,875	\$ 57,988	\$ 887	2%
Net Revenue (Expenses)	8,378	14,749	6,371	76%
Non-Operating Items and Close to Equity	(8,378)	(9,628)	(1,250)	(15)%
Operating Surplus (Deficit) For Tax Purposes	\$ -	\$ 5,121	\$ 5,121	

*Intercharges are an internal cost allocation practice used to record costs of services provided between departments.

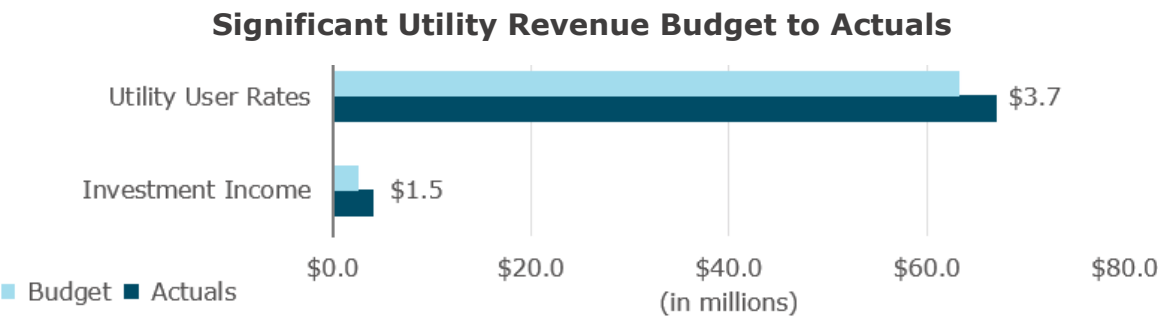
Utility Operations – Variance Overview

Utility operations concluded 2024 with a \$5.1 million surplus. Revenue was 8% favourable to budget, with actual revenue accounting to \$72.7 million compared to a budgeted \$67.3 million. Overall, Utility operations’ expense remained aligned with budget, with 2% favourable variance realized.

Non-operating and close to equity includes transfers to and from reserves, repayment of loans and debt, and equity transactions. These items generally align with the activity within revenue and expenses.

Utility Operations – Analysis of Significant Revenue Variances

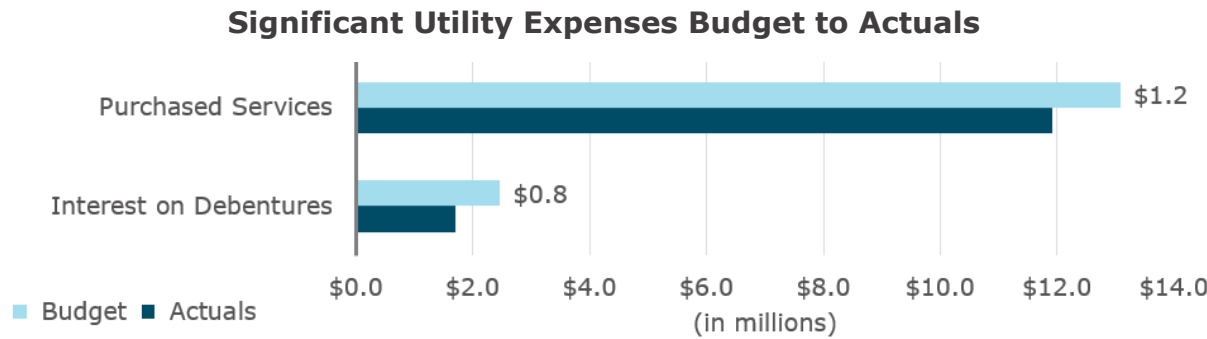
The following sections will explore the primary factors driving revenue variances in 2024, including market dynamics, operational efficiencies, and external economic conditions.



Revenue - Significant variances are outlined below.	
Line Item	Description
\$3.7M – Utility User Rates	<ul style="list-style-type: none">\$3.7 million favourable variance related to higher than anticipated consumption of water and treatment of wastewater, mainly resulting from the unpredictability of consumer consumption, coupled with higher than anticipated revenue received from solid waste operations.
\$1.5M – Investment Income	<ul style="list-style-type: none">\$1.5 million favourable variance attributable to better-than expected investment returns driven by advantageous interest rates.

Utility Operations – Analysis of Significant Expenses Variances

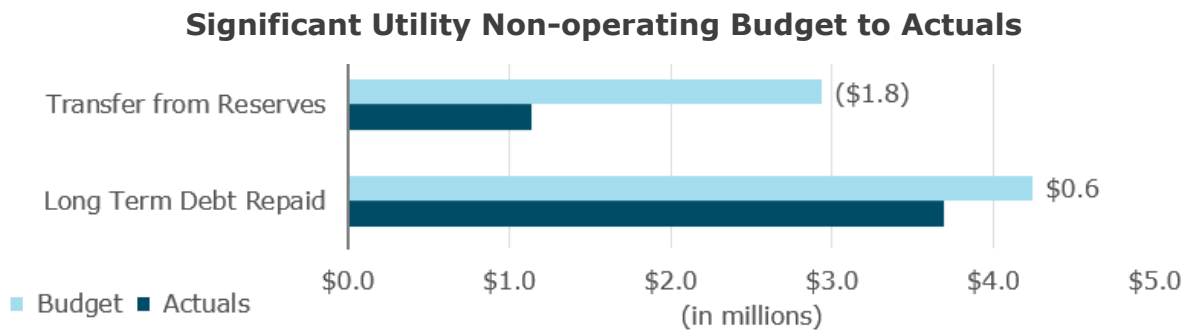
The following sections will explore the primary factors driving expense variances in 2024, including efficiency improvements, market trends, and external economic factors.



Expenses - Significant variances are outlined below.	
Line Item	Description
\$1.2M – Purchased Services	• \$1.2 million favourable variance due to less than anticipated repairs, maintenance and other operational expenditures required from utility operations.
\$0.8M – Interest on Debentures	• \$0.7 million favourable variance related to savings in interest due to the timing of debentures being drawn.

Utility Operations – Analysis of Significant Non-operating Variances

The following sections will explore the primary factors driving non-operating variances in 2024.



Non-Operating - Significant variances are outlined below.

Line Item	Description
(\$1.8M) – Transfer from Reserve	• (\$1.5 million) unfavourable variance largely attributable to reserve funding for Levy funded debt not required.
\$0.6M – Long Term Debt Repaid	• \$0.6 million favourable variance largely attributable to the timing of debentures drawn.

Consolidated Operations – 2024 Results

Consolidated Operations – Financial Results

CONSOLIDATED OPERATIONS

(in thousands of dollars)

	As of December 31, 2024			
	Budget	Actuals	Variance	Variance
Operating Revenue				
Property Taxes	\$ 289,667	\$ 291,005	\$ 1,338	- %
Utility User Rates	63,262	66,932	3,670	6%
Service Fees and Charges	39,475	47,267	7,792	20%
Penalties and Fines	5,996	6,492	496	8%
Permit and License Fees	2,920	4,345	1,425	49%
Investment Income	10,013	14,214	4,201	42%
Government Grants	19,714	10,584	(9,130)	(46)%
Other Revenue	3,297	11,634	8,337	253%
Total Revenue	\$ 434,344	\$ 452,473	\$ 18,130	4%
Operating Expenses				
Salaries, Benefits and Employee Expenses	\$ 213,376	\$ 215,547	\$ (2,171)	(1)%
Business Expenses	30,172	28,136	2,035	7%
Purchased Services	74,503	63,896	10,607	14%
Supplies, Materials and Equipment	48,874	48,606	268	1%
Interest on Debentures	5,488	4,508	980	18%
Grants Disbursed	18,028	6,869	11,159	62%
Other Expenses	2,174	3,243	(1,069)	(49)%
Intercharges*	19	(82)	101	532%
Total Expenses	\$ 392,633	\$ 370,723	\$ 21,910	6%
Net Revenue (Expenses)	41,711	81,750	40,039	96%
Non-Operating Items and Close to Equity	(41,711)	(64,298)	(22,586)	(54)%
Operating Surplus (Deficit) For Tax Purposes	\$ -	\$ 17,452	\$ 17,452	

*Intercharges are an internal cost allocation practice used to record costs of services provided between departments.

Consolidated Operations – Summary of Financial Results

The consolidated results include Municipal, Utilities, Library, Strathcona County 2026 Summer Games Society and Pioneer Housing Foundation. The 2024 consolidated operating surplus for tax purposes was \$17.4 million, with variances noted within the sections above.

On average, organizations in both public and private sectors spend approximately 1% to 2% of their overall salaries budget on severance payments. The county paid \$1.2 million in severances for the year which equates to 0.7% of the County's annual salaries budget, which is well below standard.

Capital – 2024 Results

Capital – Financial Results

As of December 31, 2024, the County had a total approved capital project budget of \$541.1 million for 199 projects. Of this budget, \$404.3 million has been spent to date (\$111.8 million in the current year, \$292.5 million in prior years). During the year, \$13.9 million was released due to project closures and savings on projects, leaving a remaining unspent budget of \$123.0 million. Released funds were returned to the originally budgeted funding source.

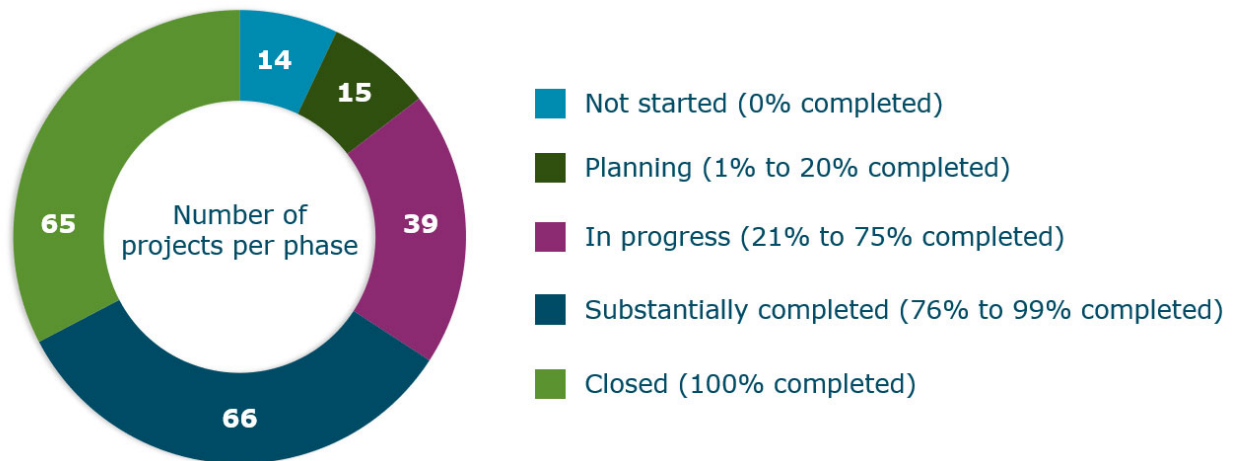
CAPITAL PROJECTS		As of December 31, 2024					
(in thousands of dollars)							
	Number of Projects*	Approved Capital Budget	Spent in Prior Years	Spent in Current Year*	Funds Released from Closures & Savings	Remaining Budget	
		A	B	C	D	(A-B-C-D)	
Service Types							
Utilities	30	\$ 76,379	\$ 28,388	\$ 4,765	\$ 995	\$ 42,231	
Road & Transportation	73	226,136	146,531	44,509	2,935	32,161	
Facility	32	171,094	92,393	42,717	7,985	27,999	
Fleet	22	29,395	9,079	13,090	1,191	6,035	
Transit	10	10,601	2,563	1,214	401	6,423	
Community	27	22,199	11,466	3,931	362	6,440	
Corporate	5	5,305	2,050	1,566	5	1,684	
Total	199	\$ 541,109	\$ 292,470	\$ 111,792	\$ 13,874	\$ 122,973	

* Includes two 2025 approved capital projects and \$0.3 million spend in current year. The projects were opened to allow long-lead time procurement enabling the County to take advantage of cost savings.

Appendix 1 - Capital Variance summarizes the significant factors contributing to the remaining unspent budget as of December 31, 2024.

Capital - Project Status

Throughout the year ended December 31, 2024 there were 199 approved capital projects, including 134 open projects and 65 completed projects. The chart below summarizes the status of 2024 capital projects:



Completed Projects

The County completed 65 projects. The capital budget for these projects totalled \$77.0 million, with actual spending of \$65.8 million.

Highlights of completed projects include:

- 14 Utilities projects
- 14 Road and transportation projects throughout the County
- 11 Fleet projects
- 10 Facility completed projects
- 10 Community Services projects
- 4 Transit projects
- 2 Corporate Services projects

The completion of these projects resulted in the release of \$11.1 million, which was returned to its original funding source, outlined below:

- \$7.0 million of funds from internal sources (e.g., reserves and debt); and,
- \$4.1 million of funds from external sources (e.g., grants, developer levies and third party).

A comprehensive listing of the projects completed in 2024 is outlined in Appendix 2.

Strathcona County
December 31, 2024
Appendix 1 - Capital Variance
(in millions of dollars)

PROJECT	APPROVED BUDGET	SPENT TO DATE	FUNDS RELEASED	REMAINING BUDGET	% OF PROJECT COMPLETION	Variance Explanation
Utilities (\$42.2)						
Bremner Stage 1	\$ 27.8	\$ 0.6	\$ -	\$ 27.2	2.2%	- \$26.0 million remains unspent due to ongoing design work, which is anticipated to be completed in 2025. - Construction of the water reservoir, pumphouse, and supply system is expected to take at least two full construction seasons to complete once design work is finalized.
Annual Water Meter Replacement	\$ 7.0	\$ -	\$ -	\$ 7.0	0.0%	- \$7.0 million remains unspent due to ongoing contract negotiations. Replacement activities are anticipated to commence in 2025. - The project involves the installation of new water meters and/or associated remote reading technology at approximately 20,000 residential properties over the next five years.
17th Street Reservoir Solar	\$ 3.0	\$ -	\$ -	\$ 3.0	0.0%	- \$3.0 million remains unspent due to ongoing tender negotiation, with the project anticipated to be completed in late 2025.
North of Yellowhead	\$ 24.7	\$ 23.3	\$ -	\$ 1.4	94.3%	- \$1.4 million unspent related to savings achieved in the project, with minor spending to address deficiencies, if any. - The development of water and wastewater infrastructure has been completed, with project closure anticipated to be completed in 2025 once the FAC has been received.
All other utilities projects	\$ 13.9	\$ 9.3	\$ 1.0	\$ 3.6	72.1%	- Attributable to 9 projects.
Road and Transportation (\$32.1)						
Annual Road Replacement	\$ 91.2	\$ 78.8	\$ 2.0	\$ 10.4	88.3%	- \$6.4 million remains unspent due to delaying road work near bridge construction to create efficiencies by aligning with third-party bridge work. - \$2.8 million unspent is attributed to ongoing construction with most projects expected to be completed in 2025. - \$0.8 million remains unspent due to ongoing design work. - \$0.4 million remains unspent awaiting land acquisitions.
North of Yellowhead Construction and Transportation Improvement	\$ 74.7	\$ 64.8	\$ 0.4	\$ 9.5	87.2%	- Phase 1 was completed in 2024. - Phase 2 tendering to commence in Winter 2024/2025, with majority of transportation improvements expected to be completed by late 2025.
Wye Road Construction	\$ 23.7	\$ 17.9	\$ 0.2	\$ 5.6	76.2%	- \$3.2 million remains unspent due to ongoing negotiations for land acquisitions and continued design work. - \$2.4 million remains unspent due to ongoing work remaining for developer staging and developer construction. - Most construction is anticipated to be substantially completed in 2025.
Annual Bridge Replacement	\$ 10.9	\$ 9.5	\$ -	\$ 1.4	87.2%	- \$1.4 million remains unspent as negotiations for engineering and bridge construction continue. The project is expected to be completed in 2025.
All other road and transportation projects	\$ 25.6	\$ 20.0	\$ 0.4	\$ 5.2	79.4%	- Attributable to 23 projects.

PROJECT	APPROVED BUDGET	SPENT TO DATE	FUNDS RELEASED	REMAINING BUDGET	% OF PROJECT COMPLETION	Variance Explanation
Facility (\$28.0)						
Recreation Facilities Modernization & Renovations	\$ 30.2	\$ 13.4	\$ 7.1	\$ 9.7	58.0%	- \$2.7 million remains unspent related to the Ardrossan Curling Rink Replacement due to ongoing tendering, with constructing anticipated to commence summer 2025. - \$2.4 million remains unspent related to Emerald Hills Leisure Centre Pool Repairs due to construction scheduled to commence in spring 2025. - \$2.5 million remains unspent related to the Sherwood Park Arena due to construction scheduled to commence in spring 2025, with anticipated completion by October 2025. - \$1.9 million remains unspent to the Indoor Field House Design work.
The Pointe Aux Pins Acres (Multi-Purpose Agricultural Facility)	\$ 67.1	\$ 60.6	\$ -	\$ 6.5	90.3%	- \$6.5 million unspent will be used for interior finishings including boards, bleachers, AV equipment, signage and furniture. Some seasonal work also remains for landscaping, fencing and road work.
Sherwood Park Service Yard (SPSY)	\$ 34.4	\$ 33.4	\$ -	\$ 1.0	97.1%	- The remaining \$1.0 million remains unspent for final construction and invoicing and for construction of bulk fuel island which has not yet commenced. - The facility was put into service in April 2024. Final Acceptance Certification (FAC) anticipated in spring 2025.
All other facilities projects	\$ 39.4	\$ 27.7	\$ 0.9	\$ 10.8	71.9%	- Attributable to 10 projects.
Fleet (\$6.0)						
Annual Program Vehicles and Equipment Replacement	\$ 24.9	\$ 18.8	\$ 0.6	\$ 5.5	77.4%	- \$5.5 million remains unspent due to delays in the delivery of units, which are expected in future fiscal years.
All other fleet projects	\$ 4.5	\$ 3.4	\$ 0.6	\$ 0.5	87.2%	- Attributable to 4 projects.
Other Projects (\$14.6)						
All other projects	\$ 38.1	\$ 22.8	\$ 0.7	\$ 14.6	61.0%	- Attributable to 26 projects.

Total

\$541.1

\$404.3

\$13.9

\$122.9

76.7%

Appendix 2 – 2024 Project Closures and Open Project Savings

Project Closures				
Dept	Project Name	Budget	Total Costs	Released Funds
FFM	County Hall Phase 4 Renovation - Design	650,000	508,939	141,061
FFM	County Hall Phase 4 Renovations - Construction	4,606,136	4,598,319	7,817
FFM	Energy Efficiency Upgrades	1,148,620	1,091,326	57,294
FFM	SCES Ambulance Equipment Upgrade	495,000	441,779	53,221
FFM	Annual Facility Lifecycle 2020	3,633,333	3,104,728	528,605
FFM	Strathcona Olympiette Center	2,404,443	2,313,946	90,497
FFM	Festival Place Siding 2020	3,837,414	3,757,322	80,092
FFM	Millennium Place Flooring	1,500,000	1,488,360	11,640
FFM	Emerald Hills Leisure Centre - Second Floor	2,000,000	1,995,667	4,333
FFM	County Hall Furniture	300,000	237,133	62,867
FFM	Annual V&E Capital Refurbishment (2021)	375,000	213,082	161,918
FFM	Annual V&E Fleet Replacement (2022)	3,423,400	3,387,741	35,659
FFM	Transit Fleet Replacement (2022)	1,532,220	1,229,923	302,297
FFM	Annual Transit Capital Refurbishment (2022)	449,825	409,353	40,472
FFM	Annual V&E Capital Refurbishment (2022)	107,000	100,297	6,703
FFM	Vehicle for Maintenance Operations	48,000	47,860	140
FFM	RPC - Fleet Addition (Water Truck Replacement)	280,000	223,384	56,616
FFM	Fleet Additions and Truck Plow Sanders	1,005,000	982,986	22,014
FFM	Annual Program - Transit Replacements 2023	380,000	372,969	7,031
FFM	Annual Program - Vehicle & Equipment Capital Refurb 2023	250,000	-	250,000
FFM	Hydrogen Fueled Combined Heat and Power (CHP) Unit (2024)	7,000,000	-	7,000,000
ITS	SCES CAD Replacement and Next Generation 9-1-1	2,583,305	2,575,318	7,987
ITS	Disaster Recovery 2021	90,000	52,905	37,095
ITS	ITS Corporate Infrastructure Replacement	1,404,412	1,403,313	1,099
ITS	Annual Program - Corporate Infrastructure IT Replacement	1,508,892	1,504,633	4,259
LIB	IT Infrastructure Replacement 2024	80,084	70,001	10,083
LIB	Library Collection Replacement 2024	544,759	538,698	6,061
PDS	Strategic Land Purchase (2023)	325,000	-	325,000
RES	Evidence Freezer	35,000	33,376	1,624
RES	RCMP/911 Battery Backup (2024)	100,000	66,200	33,800
RPC	RPC Trails	1,430,000	1,230,790	199,210
RPC	Annual Recreation Equipment Replacement (2022)	456,117	455,092	1,025

Project Closures (continued)				
Dept	Project Name	Budget	Total Costs	Released Funds
RPC	Deermound Parking Lot 2022	300,000	289,843	10,157
RPC	Fleet Addition - Ice Resurfer	500,000	400,006	99,994
RPC	SWC Utility Vehicle Replacement	50,000	35,889	14,111
SCT	Transit Digital Signage	657,125	605,583	51,542
TEO	North of Yellowhead Rge Rd 232, Aurum Access to Twp Rd 534	720,474	552,205	168,269
TEO	Wye Rd, Nottingham Way to Clover Bar Rd - DLU	896,100	889,205	6,895
TEO	Wye Rd, Brentwood and Nottingham Intersection_C	4,740,000	4,643,261	96,739
TEO	Petroleum Way Improve Ph1	4,000,000	3,998,640	1,360
TEO	Annual Traffic Signal / Intersection	930,400	929,262	1,138
TEO	Wye Rd, Estate Dr to Clover Bar Rd Widening to 6 lanes_C	5,430,000	5,422,051	7,949
TEO	Ordze Cres Road Improvement	129,000	66,079	62,921
TEO	Annual Traffic Signal / Intersection Replacements 2020	830,400	830,326	74
TEO	Annual Sidewalk Missing Links Program 2020	595,000	587,453	7,547
TEO	WYE - Sherwood Dr, Ash St to Village Dr_C	2,475,000	2,434,944	40,056
TEO	NoY Rge Rd 232, Aurum Access to Twp Rd 534	1,700,000	1,446,450	253,550
TEO	Annual Traffic Signal / Intersection Replacements 2021	830,400	827,992	2,408
TEO	Annual Sidewalks Missing Links Program 2021	595,000	589,580	5,420
UTL	Collingwood Cove Lift Station	1,500,000	1,423,533	76,467
UTL	Broadview Enviroservice Operational Enhancements	570,000	550,554	19,446
UTL	Rural Water (New Connections)	175,000	171,966	3,034
UTL	Annual Hydrant / Valve Replacement 2021	500,000	496,329	3,671
UTL	Infrastructure Renewal Utilities Lifecycle Management 2021	612,000	560,622	51,378
UTL	Asbestos Removal and Abatement 2021	150,000	-	150,000
UTL	Utilities Fleet Additions & Replacement Program 2021	123,300	120,863	2,437
UTL	UT Annual Water Meter/Radio Frequency Program 2022- Design & Construction	800,000	799,891	109
UTL	Annual Hydrant/Valve Replacement 2022	500,000	499,998	2
UTL	Infrastructure Renewal - Utilities Lifecycle 2022	600,000	595,698	4,302
UTL	Annual Utilities Fleet Additions & Replacement Program 2022	261,400	224,670	36,730
UTL	Annual Program - Hydrant / Valve Replacement 2023	500,000	492,523	7,477

Project Closures (continued)				
Dept	Project Name	Budget	Total Costs	Released Funds
UTL	Annual Prog - Infra Renewal - Utilities Lifecycle Mgmt	600,000	549,602	50,398
UTL	Annual Program - Rollout Carts 2023	221,000	167,203	53,797
UTL	Annual Program - Rollout Carts 2024	260,200	-	260,200
UTL	Annual Program - Hydrant / Valve Replacement (2024)	250,000	235,379	14,621
TOTAL		76,984,759	65,873,040	11,111,719

Open Project Savings				
Dept	Project Name	Budget	Reduced Budget	Released Funds
FFM	Annual V&E Fleet Replacements 2020	2,761,180	2,616,180	145,000
FFM	Annual V&E Fleet Replacements 2021	2,661,900	2,301,900	360,000
RPC	Open Space Planning 2022	1,988,281	1,986,507	1,774
TEO	Class 1 Grid Road Improvements 2018 - LU	1,284,500	550,192	734,308
TEO	Twp Rd 560, East of Rge Rd 214	4,155,008	4,055,008	100,000
TEO	Bethel Way Extension	2,490,180	2,351,162	139,018
TEO	Survey Equipment Replacement	600,000	540,000	60,000
TEO	Annual Urban Roads Rehab Program 2022	12,750,000	12,150,000	600,000
TEO	Annual Program - Urban Roads Rehab 2023	14,799,714	14,477,215	322,499
TEO	Annual Program - Water Meter / Radio Frequency 2023	1,000,000	700,000	300,000
TOTAL		44,490,763	41,728,164	2,762,599